

ENDUMENI LOCAL MUNICIPALITY

"TOGETHER IN PROSPERITY"

FINAL INTEGRATED DEVELOPMENT PLAN REVIEW

2024-25

ADOPTED
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PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT: IDP UNIT
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CONTENTS

SECTION A: EXECUTIVE SUMMARY

1. WHO ARE WE? 19
1.1 IDP DEVELOPMENT PROCESS, PHASES & KEY TIME-FRAMES 21
1.2 HOW WAS THE PLAN DEVELOPED? 27
1.3 2023/24 MEC COMMENTS 30
1.4. KEY BROAD CHALLENGES FACING THE MUNICIPALITY 39
1.5 MUNICIPAL LONG TERM VISION, MISSION, AND OBJECTIVES 45
1.3 ALIGNMENT OF MUNICIPAL GOAL, OBJECTIVES, STRATEGIES TO NATIONAL, PROVINCIAL PILLARS AND GOAL 47
1.4 HOW WILL THE IDP IMPROVEMENTS BE MEASURED? 53
1.5 ENDUMENI PERFORMANCE MANAGEMENT SYSTEMS (PMS) 55
1.6 INDIVIDUAL PERFORMANCE AGREEMENTS 56
1.6.1 WORK PLANS 56
1.6.2 PERFORMANCE REVIEWS 56
1.6.3 PERFORMANCE EVALUATION SYSTEM 57
1.6.4 PERFORMANCE BONUS 57
1.6.5 CHALLENGES IN IMPLEMENTING PERFORMANCE MANAGEMENT 57
1.7 FIVE YEAR ACTION PLAN 57
1.8 MEASURING & MONITORING PROGRESS 58
1.9 WHAT COULD YOU EXPECT FROM US, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT FIVE YEARS? 59

SECTION B: PLANNING & DEVELOPMENT PRINCIPLES

2. INTRODUCTION & BACKGROUND 73
2.1 POLICY AND LEGISLATIVE MANDATE OF SPATIAL PLANNING IN SOUTH AFRICA 75
2.1.1. NATIONAL DEVELOPMENT PLAN 75
2.1.2 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO. 16 OF 2013 (SPLUMA) 76
2.1.3 SPLUMA PRINCIPLES 76
2.1.4 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) 77
2.2 GOVERNMENT LEGISLATIVE FRAMEWORK 78
2.2.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996 78
2.2.2 MUNICIPAL SYSTEMS ACT (NO. 32 OF 2000) 78
2.2.3 THE MUNICIPAL STRUCTURES ACT NO 117 OF 1998 79

2.2.4 MUNICIPAL FINANCE MANAGEMENT ACT (MFMA), (NO.56 OF 2003) 79
2.2.5 THE DISASTER MANAGEMENT ACT NO 53 OF 2002 80
2.3 ALIGNMENT WITH PROVINCIAL AND NATIONAL POLICIES 80
2.3.1 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 80
2.3.2 THE NATIONAL 14 OUTCOMES 81
2.4 THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) 81
2.5 THE NATIONAL DEVELOPMENT PLAN: VISION 2030..... 82
2.5.1 THE REVISED PROVINCIAL GROWTH & DEVELOPMENT STRATEGY 83
2.5.2 THE REVISED 2016 KZN PGDS CONTINUES TO: 84
2.5.3 UMZINYATHI DISTRICT MUNICIPALITY – DISTRICT DEVELOPMENT MODEL.....86
2.6 THE STATE OF THE NATION ADDRESS – 2024 (SONA) 88
2.6.1 CHALLENGES WE HAVE HAD TO FACE.....99
2.6.2 HIGHLIGHTS OF PROGRESS WE HAVE MADE IN THE LAST YEAR 99
2.6.3 THE SEVEN (7) KZN PRIORITIES.....99
2.7 ENDUMENI LOCAL MUNICIPAL STRATEGIC FRAMEWORK ALIGNMENT..... 101

SECTION C: SITUATIONAL ANALYSIS

3. DEMOGRAPHIC CHARACTERISTICS…… 119
3.1 POPULATION SIZE 119
3.2 OVERVIEW OF SOCIO-ECONOMIC ANALYSIS OF ENDUMENI LM 122
3.3 EDUCATION AND HIV PROFILE 123
3.4 HIGHEST EDUCATIONAL ACHIEVEMENT.....124
3.5 HIV PREVALENCE AND MORTALITY 127
3.6 HOUSEHOLD TYPES.....128
3.7 PROJECTIONS OF HOUSEHOLD GROWTH 129
3.8 TYPES OF DWELLINGS.....130
3.9 SERVICE DELIVERY PROFILE.....132
3.9.1 ACCESS TO WATER 133
3.9.2 ELECTRICITY 134
3.9.3 ACCESS TO SANITATION 135
3.9.4 HEALTH.....
3.5 SWOT ANALYSIS OF DEMOGRAPHIC AND BASIC SERVICE DEVLIVERY 137
4. ECONOMIC PROFILE 138
4.1 BACKGROUND.....138
4.1.1 ECONOMIC LANDSCAPE 139
4.1.2 ECONOMIC PREDICTION AT INCEPTION STAGES OF COVID 19 139

4.1.3 HOUSEHOLDS INCOME 142
4.1.5 HOUSEHOLDS ASSETS 144
4.1.6 EMPLOYMENT / UNEMPLOYMENT 145
4.1.7 MEANS OF INTERNET ACCESS 146
4.2 GROSS VALUE ADDITION 147
4.2.1 LOCATION QUOTIENT 147
4.2.2 TOURISM SECTOR 148
4.3 DISASTER MANAGEMENT 150
4.3.1 SWOT ANALYSIS FOR DISASTER MANAGEMENT 155
5. KPA: CROSS CUTTING INTERVENTION ANALYSIS 157
5.1 LOCALITY CONTEXT 157
5.1.1 PROVINCIAL LOCALITY 157
5.1.2 DISTRICT LOCALITY 157
5.1.3 LOCAL LOCALITY PLAN 157
5.1.4 BROAD LAND USE PATTERNS MIXED USE TOWN AND SURROUNDING TOWNSHIPS 162
5.1.5 RURAL TOWN AND SURROUNDING PERI – URBAN SETTLEMENTS 162
5.1.6 SMALL RURAL VILLAGES SETTLEMENTS 162
5.1.7 COMMERCIAL AGRICULTURE THE PREDOMINANT LAND USE IN 162
5.1.8 MINNING SECTOR 163
5.2 GLENCOE LAND USE 166
5.3 WASBANK TOWN LAND USE 169
5.4 DUNDEE TOWN LAND USE 171
5.5 ENVIRONMENTAL ANALYSIS 175
5.7 RIVERS, HYDROLOGICAL WATER FEATURES AND ECOSYSTEMS 184
5.8 HYDROLOGY 184
5.9 BIODIVERSITY CONSERVATION 187
5.10 CLIMATE CHANGE 187
5.11 RENEWABLE ENERGY 188
5.12 ENVIRONMENTAL AREAS 188
5.13 GEOLOGY 192
5.16 DEVELOPMENT CORRIDORS 196
5.16.2 PROVINCIAL CORRIDOR 196
5.16.3 DISTRICT CORRIDORS: 196

5.16.4 LOCAL CORRIDORS 197
5.16.4 PRIMARY CORRIDORS 197
5.16.5 SECONDARY CORRIDORS 197
5.16.6 TERTIARY CORRIDORS 197
5.16.7 TOURISM CORRIDORS 198
5.16.8 STRATEGIC VENE (VRYHEID, EMADLANGENI, NEWCASTLE & ERMELO) CORRIDOR 198
5.16.9 STRENGTHEN SECONDARY AND TERTIARY URBAN SETTLEMENTS 198
5.16.10 COAL CORRIDOR 199
5.16.11 AGRICULTURE CORRIDOR 199
5.17 URBAN EDGE 202
5.18 INFILL AND DENSIFICATION 203
5.19 ACCESSIBILITY 204
5.19.5 INTEGRATION 205
5.19.6 URBAN EDGES 205
5.19.7 DUNDEE GLENCOE URBAN EDGE 206
5.19.8 WASBANK URBAN EDGE: 206
5.20 NODES 209
5.20.5 PRIMARY NODE - DUNDEE 209
5.20.6 SECONDARY NODE - GLENCOE 209
5.20.7 RURAL SERVICES NODE - WASBANK 209
5.20.8 RURAL SERVICES SATELITE NODES 209
5.20.9 SPATIAL CHALLENGES WITHIN EACH NODE: 209
5.20.10 DUNDEE NODE SPATIAL PLANNING PROPOSAL 210
5.20.11 GLENCOE SPATIAL CHALLENGES 210
5.20.12 GLENCOE NODE SPATIAL PLANNING PROPOSAL 211
5.20.13 WASBANK SPATIAL CHALLENGES 211
5.20.14 SPATIAL PLANNING PROPOSAL 211
5.20.15 PRIMARY CHALLENGES APPLICABLE TO THIS NODAL AREA 214
5.20.16 THE OPPORTUNITIES OF THE DUNDEE GLENCOE ARE AS FOLLOWS: 214
5.21 SUMMARY OF SDP/SDF IMPLEMENTATION PLAN 215
5.21.1 SPATIAL DEVELOPMENT PLAN (SDP) 2024/25 218
5.22 DISASTER MANAGEMENT ANALYSIS 220
5.22.1 MUNICIPAL DISASTER MANAGEMENT CENTRE 220
5.22.2 STATUS OF DM & FIRE SERVICES 220

5.22.3 RESOURCES 221
5.22.4 STATUS OF MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK ..
5.22.5 STATUS OF DISASTER MANAGEMENT PLAN 222
5.22.6 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE
5.22.7 DISASTER MANAGEMENT ADVISORY FORUM 222
SWOT ANALYSIS FOR DISASTER MANAGEMENT 226
5.22.8 CHALLENGES FOR DM AND FIRE SERVICES AS PER SWOT ANALYSIS ..227
5.22.9 DISASTER RISK ASSESSMENT 227
5.23 CAPACITY MAPS 250
5.24 DISASTER RISK RATING MAPS (DISASTER RISK EVALUATION MAPS) 251
5.25 DISASTER RESPONSE AND RECOVERY 253
5.25.1 MUNICIPAL CAPACITY IN TERMS RESPONSE AND RECOVERY 253
5.25.2 INFORMATION MANAGEMENT AND COMMUNICATION 253
5.25.3 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH 253
5.25.4 ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME 254
6 KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT.....256
6.1 BACKGROUND 256
6.1.1 INSTITUTIONAL ARRANGEMENT 256
6.1.2 MUNICIPAL ADMISTRATION 257
6.1.3 MUNICIPAL ORGANOGRAM 258
6.1.4 VACANCY RATE 259
6.1.5 STATUS AND IMPLEMENTATION OF HUMAN RESOURCE DEVELOPMENT 259
6.1.6 ORGANISATIONAL DEVELOPMENT 263
6.1.7 POWERS AND FUNCTIONS OF ENDUMENI LOCAL MUNICIPALITY 263
6.4 DEPARTMENTS REPRESENTATION 267
6.4.1 STATUS OF CRITICAL POST 269
6.4.2 STATUS OF CRITICAL & BUDGETED POSITIONS: 269
6.4.3 STATUS OF HUMAN CAPITAL MANAGEMENT POLICIES 269
6.4 SKILLS TO BE RETAINED 270
6.6 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS 272
7 KPA: BASIC SERVICE DELIVERY 273
7.1 ACCESS TO WATER 273
7.2 ACCESS TO ELECTRICITY 274
7.3 ACCESS TO SANITATION 275

7.4 STRATEGIC ISSUES TO BE ADDRESSED: 277
7.5 BULK SEWER INFRASTRUCTURE 277
7.6 SOLID WASTE MANAGEMENT 278
7.6.1 BACKGROUND 278
7.6.2 LANDFILL SITE 278
7.6.2.1 LANDFILL DESIGN 279
7.6.2.2 SECURITY 279
7.6.2.3 LAND FILL SITE OPERATIONS 279
7.6.2.4 GLENCOE LANDFILL SITE STAFF AND PERSONNEL 280
7.6.2.5 GLENCOE LANDFILL SITE INFRASTRUCTURE 280
7.6.3 ENDUMENI INTEGRATED WASTE MANAGEMENT PLAN (IWMP) STRATEGIC GOALS 280
7.6.4 BACKLOG STATUS, NEEDS AND PRIORITIES 286
7.6.5 CHALLENGES AT THE GLENCOE LANDFILL FACILITY 286
7.6.5 TERMS AND CONDITIONS FOR PRIVATE RECYCLING COMPANIES AND WASTE-PICKERS AT THE GLENCOE SOLID LANDFILL SITE 288
7.6.6 REFUSE IS COLLECTED SCHEDULE FROM MONDAY TO FRIDAY IN THE URBAN ENDUMENI AREAS. 292
7.7 ROAD INFRASTRUCTURE 293
7.8 CONNECTIVITY AND MOBILITY 294
7.8.1 REGIONAL ROAD NETWORK 294
7.8.2 PRIMARY ROAD NETWORK IN ENDUMENI MUNICIPALITY 294
7.8.3 TRANSPORT INFRASTRUCTURE 296
7.8.4 ACCESS TO ELECTRICITY 296
7.8.5 ELECTRICAL NETWORKS OPERATIONS AND MAINTENANCE PLAN 298
7.8.5.2 ELECTRICITY MASTER PLAN IN 2020/21 300
7.8.5.3 BACKLOG ERADICATIONS ELECTRIFICATION PROGRAMME IN THE ESKOM AREA 301
7.9 COMMUNITY FACILITIES 303
7.9.1 SPORTS AND RECREATIONS 303
7.9.2 THUSONG CENTRES AND COMMUNITY HALLS 303
7.9.3 CEMETERIES 303
7.10 HUMAN SETTLEMENTS/HOUSING 306
7.5 ENDUMENI ACTIVE / PIPELINE PROJECTS (PLANNING STAGE) 309
7.11 TELECOMMUNICATIONS 315

7.12 STATUS OF SECTOR PLANS 316
7.13 SWOT ANALYSIS OF THE SERVICE DELIVERY AND INFRASTRUCTURE 319
8. KPA LOCAL ECONOMIC DEVELOPMEMENT AND SOCIAL DEVELOPMENT 315
8.1 LOCAL ECONOMIC DEVELOPMENT 321
8.1.1 INTRODUCTION 321
8.1.2 ENDUMENI ECONOMIC PROFILE 321
8.1.3 EMPLOYMENT AND INCOME LEVEL 322
8.1.4 FORMAL AND INFORMAL SECTOR EMPLOYMENT 324
8.2 SECTOR CONTRIBUTION 324
8.2.1 STRATEGIC ECONOMIC ANALYSIS 326
8.3 MAJOR ECONOMIC PROBLEM STATEMENT 336
8.4 LED FUNCTIONALITY AND CAPACITY 337
8.5 POLICY/REGULATORY ENVIRONMENT AND ALIGNMENT 337
8.6 LED SWOT ANALYSIS 339
8.7 STRATEGIC PROGRAMMES RESPONSES 342
8.8 FUNDING AND IMPLEMETATION 350
8.9 POTENTIAL EMPLOYMENT/ JOB CREATION 363
8.3 LED IMPLEMENTATION PLAN ALIGNMENT WITH NATIONAL LED FRAMEWORK.370
8.10 SOCIAL DEVELOPMENT 383
8.11 SOCIAL SWOT ANALYSIS 395
9. KPA:FINANCIAL VIABILITY AND MANAGEMENT 397
9.1 CAPITAL FUNDING EXPENDITURE TO ADDRESS SERVICE DELIVERY 397
9.2 CAPACITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS 397
9.3 INDIGENT SUPPORT 398
9.4 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES 399
9.4.1 ELECTRICITY REVENUE ENHANCEMENT 399
9.5 MUNICIPAL CONSUMER DEBT POSITION 406
9.5.1 AGE ANALYSIS OF CONSUMER DEBT 406
9.6 GRANTS AND SUBSIDIES 409
9.7 MUNICIPAL INFRASTRUCTURE ASSESTS AND MAINTENANCE 409
9.7.1 ASSETS MAINTENANCE PLANS 410
9.8 CURRENT AND PLANNED BORROWINGS 410
9.9 REMUNERATION AND SALARIES TO TOTAL EXPENDITURE 410
9.10 SUPPLY CHAIN MANAGEMENT 410

9.10.1 SCM POLICY 411
9.10.2 PROCUREMENT PROCESS 411
9.10.3 BID COMMITTEE 411
9.10.4 SCM CHALLENGES 412
9.2 AUDITOR -GENERAL'S OPINION 417
10 MUNICIPAL FINANCE VIABILITY AND MANAGEMENT SWOT ANALYSIS 436
11 KPA: GOOD GOVERNACE AND PUBLIC PARTICIPATION ANALYSIS 437
11.1 BACKGROUND 437
11.1.1 2022/2027 IDP REVIEW MEC COMMENTS 437
11.1.2 BATHO PELE PRINCIPLES 437
11.1.3 BATHO PELE POLICY AND PROCEDURE MANUAL 438
11.1.4 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) 439
11.2 OPERATION SUKUMA SAKHE 439
11.2.1 IDP ALIGNMENT TO OPERATION SUKUMA SAKHE (OSS) 439
11.2.2 ENDUMENI LOCAL TASK TEAM 440
11.2.3 LOCAL TASK TEAM EXECUTIVE 440
11.2.4 CHALLENGES 440
11.2.5 CONTROL MEASURES 440
11.3 BACKLOGS 442
11.3.1 SERVICE DELIVERY 442
11.3.2 CHALLENGES AND SUCCSSES OF WAR- ROOMS SCHEDULED DATES FOR WAR ROOM SITTINGS 443
11.3.3 WAR ROOM FUNCTIONALITY 443
11.3.4 OSS PROGRAMS ON PIPELINE 444
11.3.5 EXPANDED PUBLIC WORKS PROGRAMME (EPWP) 444
11.3.6 BACK TO BASICS PROGRAMME (B2B) 445
11.3.7 FIVE PILLARS OF BACK TO BASICS IMPLEMENTATION 445
11.4 THE INTERGOVERMENTAL RELATIONS (IGR) FUNCTIONALITY REPORT 445
11.4.1 ENDUMENI IGR STRUCTURE 452
11.4.2 ENDUMENI COUNCIL 452
11.4.3 EXECUTIVE COMMITTEE (EXCO) 453
11.4.4 PORTFOLIO COMMITTEES 453
11.4.5 LABOUR FORUM 454
11.4.6 THE IDP ORIENTED STRUCTURES WARD COMMITTESS 454
11.4.7 IDP REPRESENTATIVE FORUM (RF FORUM) 454

11.4.8 IDP & BUDGET STEERING COMMITTEE 456
11.5 COMMUNICATION AND PUBLIC PARTICIPATION 456
11.6 INTERNAL AUDIT COMMITTE 456
11.6.1 INTERNAL AUDIT MANDATE 456
11.6.2 THE ROLE OF INTERNAL AUDIT 457
11.6.3 THE AUDIT COMMITTEE 459
11.6.4 AUDIT CHARTER 460
11.6.5 ENDUMENI INTERNAL POLICIES 461
11.6.6 MUNICIPAL RISK MANAGEMENT COMMITTEE 467
11.6.7 MUNICIPAL BID COMMITTEES 467
11.6.8 APPOINTMENT OF BID COMMITTEES 467
11.7 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE 468
11.7.1 SPECIFIC OBJECTIVES OF THE POLICY ENTAIL THE FOLLOWING: 469
11.7.2 AG COMMENTS AND RESPONSES FOR 2022/2023 FINANCIAL YEAR 470
11.7.3 KEY CHALLENGES 543
11.7.4 WARD BASED PLANS .....
11.7.5 KPA: GOOD GOVERNANCE SWOT ANALYSIS 543
SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIC PLANNING 545
12.1 THE VISION 545
12.2 MISSION 545
12.3 MOTTO 545
12.4 CORE VALUES 545
12.5 MUNICIPAL STRATEGIC GOALS 545
12.6 MUNICIPAL CHALLENGES 546
12.7 KEY DEVELOPMENT PRIORITIES 546
12.8 ENDUMENI MUNICIPALITY GOALS AND OBJECTIVES ARE ALIGNED WITH KZN PGDS 548
12.9 DEVELOPMENT STRATEGIES 553
SECTION E: STRATEGIC MAPPING
13. SPATIAL DEVELOPMENT FRAMEWORK 572
13.1 BACKGROUND 572
13.2 ENDUMENI SDF 2023/2024 573
13.2.1 ADOPTION OF SDF 573
13.2.2 SPATIAL TRANSFORMATION PILLARS 573
13.2.3 POLICY CONTEXT 574

13.2.4 STRUCTURING ELEMENTS 577
13.3 DUNDEE TOWN 578
13.1.1 LOCALITY 578
14.1.2 ROLE AND FUNCTION 578
14.1.3 STRUCTURE 579
14.1.4 LAND USE PATTERN 579
14.1.5 SPATIAL PLANNING CHALLENGES 579
14.1.6 SPATIAL PLANNING PROPOSAL 580
13.4 GLENCOE TOWN 580
13.4.1 LOCATION 580
14.2.3 ROLE AND FUNCTION 580
14.3.4 LAND USE PATTERN 581
14.4.4 SPATIAL PLANNING CHALLENGES 581
14.4.5 SPATIAL PLANNING PROPOSAL 581
13.5 WASBANK TOWN 582
13.5.1 LOCATION 582
13.5.2 ROLE AND FUNCTION 582
13.5.3 LAND USE PATTERN 582
13.5.4 STRUCTURE 583
13.5.5 SPATIAL PLANNING CHALLENGES 583
13.5.6 SPATIAL PLANNING PROPOSAL 583
14 LAND USE SCHEME 585
15. LAND GOVERNANCE 587
16. LAND REFORM 589
17. WATER AND SANITATION 591
18. ROADS NETWORKS 594
19. ELECTRICITY PROVISION 597
20. LANDSCAPE CHARACTER AND BUILT FORM 600
21. DISASTER MANAGEMENT AREAS 600

SECTION E.2 IMPLEMENTATION PLAN

22. IMPLEMENTATION PLAN 601
24. CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME FOR 2021/22, 2022/23 AND 2023/24 612
24.1.1 DDM CATALYTIC PROJECTS 613
24.1.2 SECTOR DEPARTMENT PROJECTS 613

24.1.3 DISTRICT BULK SERVICE PROJECTS 614
25. MTEF MULTI YEAR CAPITAL PROJECTS 615
25.2.1 FUNDED PROJECTS FOR 2024/25 FY 616
25.2.2 COMBINED ENDUMENI LM CATALYTIC PROJECTS 618
26. UNFUNDED CAPITAL PROJECTS 623
27. ELECTRIFICATION MASTER PLAN 630
28. UNFUNDED ELECTRIFICATION PROJECTS 640
29. HUMAN SETTLEMENT MASTER PLAN 641
30. ENDUMENI HOUSING PROJECTS 2022 -2023 642

SECTION F FINANCIAL PLAN

31. FINANCIAL PLAN 2024/2025 644
32.1 BACKGROUND AND PROCESS 644
32.2 OPERATING BUDGET 645
32.3 CAPITAL BUDGET 646
32.4 THEFT OF ELECTRICITY 646
32.4.1 METER TAMPERING (THEFT OF ELECTRICITY) 647
32.4.2 MITATAGIONS FOR ELECTRICTITY THEFT 647
34. CHALLENGES 648
35. REVENUE ENHANCEMENT PROGRAMMES 650
36. INDIGENT SUPPORT 652
37. NON-PAYMENT FOR RATES AND SERVICES 652
38. RATIOS, RATES, CREDITOR & DEBTOR DAYS PAYMENTS 653
38.9.1 CURRENT RATIO 653
38.9.2 CASH COVERAGE 653
38.2.3 COLLECTION RATE 654
38.2.4 NET DEBTORS' DAYS 654
38.2.5 REPAIRS AND MAINTENANCE 654
38.2.6 CREDITORS PAYMENT PERIOD 655
39. TARIFF PRINCIPLES 655
39.1 TARIFF INCREASES 655
39.1.1 RATES 656
39.1.2 REFUSE REMOVAL: 656
39.1.3 ELECTRICITY 657
39.1.4 MISCELLANEOUS TARIFFS 657

40. BUDGET SUMMARY (OPERATIONAL EXPENDITURE) FOR 2024/25 AND TWO OUTER YEARS 657
41. REVENUE AND EXPENDITURE PER SOURCE SUMMARY 661
42. OVERVIEW OF BUDGET RELATED POLICIES OVERVIEW AND MENDMENTS 662
42.1 FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS 663
43. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 665

SECTION H INDIVIDUAL AND ORGANISATIONAL PERFORMANCE MANAGEMENT

44. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM 666
45. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM 667

SECTION I ANNEXURE 675
SECTION J APPENDIX 676
SECTION K CONTACT DETAILS 677

TABLES

TABLE 1 DEVELOPMENT AND APPROVAL PHASES 2024/25 IDP 26
TABLE 2 KEY ISSUES IDENTIFIED IN EACH WARD 29
TABLE 3 ACTION PLAN IN RESPONSE TO MEC COMMENTS 38
TABLE 4 KEY CHALLENGES 40
TABLE 5 ALIGNMENT OF MUNICIPAL GOALS WITH NATIONAL, PROVINCIAL PILLARS AND GOALS 48
TABLE 6 STATUS ON THE IMPLEMENTATION OF THE INFRASTRUCTURE PROJECTS FOR THE 2023/24 FY 60
TABLE 7 ENDUMENI LM CATALYTIC PROJECTS .....
TABLE 8: 2016 PGDS STRATEGIC GOALS AND OBJECTIVES 86
TABLE 9 POPULATION SIZE 119
TABLE 10 EDUCATION PROFILE 124
TABLE 11 ACCESS TO WATER 133
TABLE 12 ACCESS TO ELECTRICITY 135
TABLE 13 EMPLOYMENT INCOME 144
TABLE 14 EMPLOYMENT BY SECTOR 145
TABLE 15 SUMMARY OF SDP/SDF PROJECTS 217
TABLE 16 ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME 255
TABLE 17 EXECUTIVE MANAGERS 258
TABLE 18 VACANCY RATE 259
TABLE 19 POWER AND FUNCTIONS 266
TABLE 20 DEPARTMENT'S REPRESENTATION 268
TABLE 21 STATUS ON HUMAN CAPITAL POLICIES 270
TABLE 22: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS 272
TABLE 23 PROGRAMME IN URBAN AND BUSINESS AREAS AND THE TOWNSHIPS 286
TABLE 24 DUNDEE AND GLENCOE TOWNS CONNECTED CUSTOMERS 297
TABLE 25 DUNDEE AND GLENCOE MV NETWORK ZONES CONNECTED CUSTOMERS PER SECTOR 297

TABLE 26: BACKLOG ERADICATION ELECTRIFICATION PROGRAMME IN THE ESKOM AREA 301
TABLE 27: SECTOR PLAN 318
TABLE 28: SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS 320
TABLE 29 BROAD ECONOMIC SECTORS 325
TABLE 30 ANNUAL ECONOMIC GROWTH 327
TABLE 31: LED SWOT ANALYSIS 342
TABLE 32: SOCIAL LABOUR PLANS 345
TABLE 33 RATIONALE FOR INTERVENTION 357
TABLE 34 EPWP PHASE 4 363
TABLE 35 STRATEGIC FUNCTION IDENTIFICATION AND ALLOCATION 368
TABLE 36 NLEDF PILLAR ONE 374
TABLE 37 NLEDF PILLAR 2 376
TABLE 38 NLEDF PILLAR 3 376
TABLE 39 NLEDF PILLAR 4 378
TABLE 40 NLEDF PILLAR 5 379
TABLE 41 NLEDF PILLAR 6 380
TABLE 42 WARD 1 PRIORITIES 384
TABLE 43 WARD 2 PRIORITIES 384
TABLE 44 WARD 3 PRIORITIES 385
TABLE 45 WARD 4 PRIORITIES 385
TABLE 46 WARD 5 PRIORITIES 386
TABLE 47 WARD 6 PRIORITIES 386
TABLE 48 WARD 7 PRIORITIES 387
TABLE 49 WARD 7 PRIORITIES 387
TABLE 50 CRIME STATS 392
TABLE 51 DRUG-RELATED CRIME 392
TABLE 52 SOCIAL D 396
TABLE 53 WARD INDIGENT SUPPORT 399
TABLE 54 INDIGENT SUPPORT 399
TABLE 55 ELECTRICITY REVENUE ENHANCEMENT 402
TABLE 56 TOTAL INCOME AND EXPENDITURE FOR PERIOD ENDING 30 JUNE 2022 403
TABLE 57 DEBTORS AGE ANALYSIS 408
TABLE 58 NATIONAL TREASURY GRANTS 409
TABLE 59 BID COMMITTEE 412
TABLE 60 RISK COMMITTEE 419
TABLE 61 INTERNAL AUDIT 420
TABLE 62 MUNICIPAL FINANCE VIABILITY AND MANAGEMENT SWOT ANALYSIS 436
TABLE 63 WARD COMMITTEE SITTING 443
TABLE 64 PORTFOLIO COMMITTEE 453
TABLE 65 INSTITUTIONAL PLANS AND POLICIES 466
TABLE 66 BID COMMITTEES 468
TABLE 67 AG COMMENTS AND RESPONSES FOR 2022/23 FINANCIAL YEAR 470
TABLE 68 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS 544
TABLE 69 DEVELOPMENT PRIORITIES 547
TABLE 70 MUNICIPAL GOALS AND OBJECTIVES 548
TABLE 71 2024/25 IDP STRATEGIES 571

TABLE 72 IMPLEMENTATION PLAN 612
TABLE 73 DDM ONE PLAN CATALYTIC PROJECTS 613
TABLE 74 SOCIAL DEVELOPMENT PROJECT 613
TABLE 75 UMZINYATHI WATER AND SANITATION PROJECTS 614
TABLE 76 MTEF CAPITAL PROJECT 616
TABLE 77 2024/25 FY MIG BUDGET AND PROJECTS 616
TABLE 78 ELECTRIFICATION PROJECTS 2024/2025 FY 617
TABLE 79 2024/25 INTEGRATED NATIONAL ELECTRIFICATION GRANT PROJECT 617
TABLE 80 ROAD NETWORK PROJECTS 2024/25 617
TABLE 81 SPATIAL PLANNING PROPOSED PROJECTS 618
TABLE 82 HUMAN SETTLEMENT PROJECTS 620
TABLE 83 UNFUNDED CAPITAL PROJECTS 627
TABLE 84 DUNDEE PROJECT COST SUMMARY 636
TABLE 85 GLENCOE PROJECT COST SUMMARY 639
TABLE 86 UNFUNDED ELECTRIFICATION PROJECTS 641
TABLE 87 REVENUE ENHANCEMENT PLAN 651
TABLE 88 TABLE FOR APPENDIX 669
TABLE 89 LIST OF ANNEXURES 669

FIGURES

FIGURE 1 SUMMARY OF MUNICIPAL VISION, MISSION, OBJECTIVES 46
FIGURE 2 PLANNING AND PROGRAMMES 74
FIGURE 3 KEY SPATIAL DIRECTIVE CHAPTERS OF THE NDP 75
FIGURE 4 POPULATION BY GROUP 120
FIGURE 5 POPULATION BY GENDER 120
FIGURE 6: PROJECTED POPULATION DENSITY 121
FIGURE 7 HIGHEST EDUCATIONAL ACHIEVEMENT 125
FIGURE 8 HIV PREVALENCE 128
FIGURE 9: MORTALITY RATE 128
FIGURE 10 DWELLING TYPES 129
FIGURE 11 : PROJECTION OF HOUSEHOLD GROWTH 130
FIGURE 12 STATSA 2022 DWELLING TYPES 130
FIGURE 13: TYPES OF DWELLINGS 131
FIGURE 14: ACCESS TO WATER 134
FIGURE 15: ACCESS TO ELECTRICITY 135
FIGURE 16: ACCESS TO SANITATION 136
FIGURE 17: DIRECT EFFECTS OF SHUTDOWN DETRACT FROM ANNUAL GROWTH 141
FIGURE 18 JOB LOSSES PREDICTIONS 141
FIGURE 19: HOUSEHOLD INCOMES 142
FIGURE 20: AGRICULTURAL HOUSEHOLDS 143
FIGURE 21 ACCESS TO HOUSEHOLD ASSETS 144
FIGURE 22: PROJECTED UNEMPLOYMENT RATE 146
FIGURE 23: MEANS OF INTERNET ACCESS 146
FIGURE 24: GROSS VALUE ADDITION 147
FIGURE 25: LOCATION QUOTIENT 148

FIGURE 26 ORGANIZATIONAL STRUCTURE 258
FIGURE 27 ACCESS TO WATER 274
FIGURE 28 ACCESS TO ELECTRICITY 275
FIGURE 29 DUNDEE ILLEGAL DUMPING SITES 291
FIGURE 30 WASBANK ILLEGAL DUMPING SITES 291
FIGURE 31 GLENCOE ILLEGAL DUMPING SITES 291
FIGURE 32 ACCESS TO REFUSE REMOVAL 292
FIGURE 33 HOUSING PROJECTS 314
FIGURE 34 UMZINYATHI GROSS VALUE ADDED (GVA) BY SECTOR 2019 322
FIGURE 35 UNEMPLOYMENT STATS 323
FIGURE 36 UNEMPLOYMENT RATE 323
FIGURE 37 UDM UDGDP 2015 324
FIGURE 38 SECTOR CONTRIBUTION 325
FIGURE 39 ECONOMIC SECTORS 325
FIGURE 40 AGRICULTURE SECTOR DISTRICT LEVEL 328
FIGURE 41 MINING SECTOR -DISTRICT LEVEL 329
FIGURE 42 CONSTRUCTION SECTOR 330
FIGURE 43 MANUFACTURING GVA 331
FIGURE 44 ELECTRICITY FGVA 332
FIGURE 45 FINANCE GVA-R 333
FIGURE 46 CONSTRUCTION GVA 334
FIGURE 47 COMMUNITY SERVICE GVA 334
FIGURE 48 TRANSPORT GVA 336
FIGURE 49 LED EXISTING PROJECTS 381
FIGURE 50 LED UPDATED PROJECTS 2024/25, ... 382
FIGURE 51 KZN SUKUMA SAKHE 441
FIGURE 52 SPATIAL TRANSFORMATION PILLARS 574
FIGURE 53 NODE TYPOLOGIES 577
FIGURE 54 CORRIDOR TYPOLOGIES 578
FIGURE 55 SDF FOCUS AREAS 584
FIGURE 56 PROPOSED OVERLAY ZONES 586
FIGURE 57 ELECTRICAL BULK INFRASTRUCTURE PLANS MAP 4 PLANNED PROJECTS DUNDEE BULK 593
FIGURE 58 ROAD NETWORK 596
FIGURE 59 ELECTRICAL BULK INFRASTRUCTURE PLANS 599
FIGURE 60 ELECTRICAL BULK INFRASTRUCTURE PLANS 599
FIGURE 61 DISASTER RECOVERY GRANT 629
FIGURE 62 BUDGET SUMMARY OPERATION EXPENDITURE 2024/25 659

MAPS

MAP 1 PROVINCIAL CONTEXT 139
MAP 2 DISTRICT CONTEXT 139
MAP 3 HEALTHY FACILITIES 137
MAP 4 PROVINCIAL LOCALITY PLAN 141
MAP 5 ENDUMENI LOCALITY PLAN 142

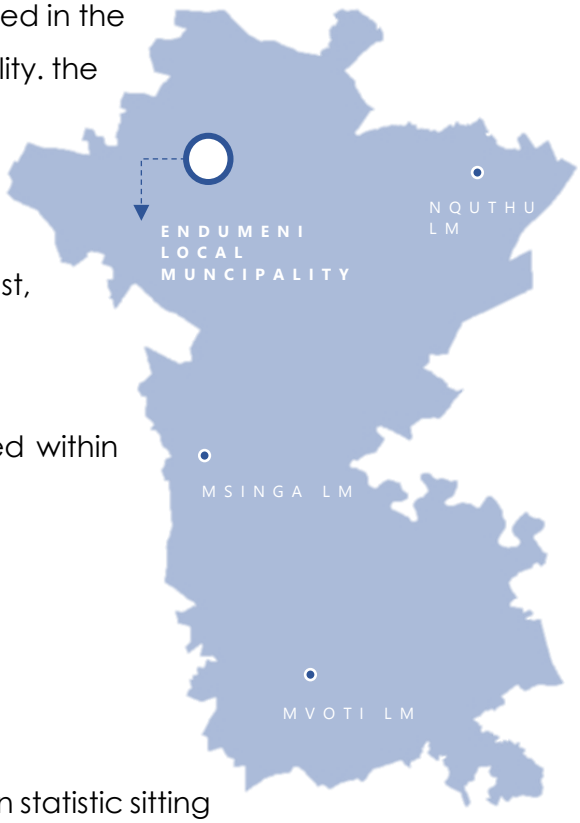
MAP 6 LANDUSE PLAN GLENCOE AND DUNDEE 147
MAP 7 LAND USE PLAN GLENCOE.....150
MAP 8 LAND USE WASBANK 139
MAP 9 LAND USE DUNDEE 1 155
MAP 10 LAND USE DUNDEE 2 156
MAP 11 ENVIRONMENTAL FRAMEWORK PLAN 157
MAP 12 AGRICULTURE LAND CATEGORIES 161
MAP 13 VEGETATION PLAN 165
MAP 14 DAMS AND RIVERS 168
MAP 15 GEOLOGY 175
MAP 16 TOPOGRAPHY 177
MAP 17 CORRIDOR PLAN 183
MAP 18 GLENCOE AND DUNDEE URBAN EDGE 190
MAP 19 WASBANK URBAN EDGE 191
MAP 20 NODES PLAN 196
MAP 21 CONCEPTUAL MAP 197
MAP 22 ANIMAL DISEASE 212
MAP 23 FLOODS 214
MAP 24 DROWNING 216
MAP 25 DROUGHT 218
MAP 26 HAILSTORM HAZARD 220
MAP 27 HEAVY RAINFALL 222
MAP 28 LIGHTNING HAZARD 224
MAP 29 MOTOR VEHICLE ACCIDENT HAZARD 226
MAP 30 STRONG WIND HAZARD 228
MAP 31 STRUCTURAL FIRES 230
MAP 32 VELD FIRE HAZARD 232
MAP 33 FLOOD VULNERABILITY 234
MAP 34 LIGHTNING VULNERABILITY 235
MAP 35 STRUCTURAL FIRE VULNERABILITY 236
MAP 36 VELD FIRES VULNERABILITY 237
MAP 37 DROUGHT CAPACITY 239
MAP 38 FLOOD CAPACITY 240
MAP 39 HEAVY RAINFALL CAPACITY 241
MAP 40 LIGHTNING CAPACITY 242
MAP 41 SNOW HAZARD CAPACITY 243
MAP 42 STRONG WIND CAPACITY 244
MAP 43 STRUCTURAL FIRE CAPACITY 245
MAP 44 VELD FIRE CAPACITY 246
MAP 45 DISASTER RISK EVALUATION MAP 247
MAP 46 CLIMATE CHANGE ADAPTION PROGRAMME 248
MAP 47 ROAD NETWORK 284
MAP 48 BULK ELECTRICITY INFRASTRUCTURE 284
MAP 49 ACCESS TO ELECTRICITY 287
MAP 50 ELECTRIFICATION PROJECTS 289
MAP 51 ELECTRIFICATION BACKLOG AREAS 294

MAP 52 SOCIAL FACILITIES 304
MAP 53 LED PROJECTS 327
MAP 54 SPACE ECONOMY 328
MAP 55 AGRICULTURAL LAND CATEGORIES 334
MAP 56 AGRICULTURAL POTENTIAL 335
MAP 57 ENDUMENI MINES 333
MAP 58 EDUCATIONAL FACILITIES 381
MAP 59 HEALTH FACILITIES 383
MAP 60 Spatial Planning proposal 523
MAP 61 ECOTOURISM OPPORTUNITIES 527
MAP 62 LAND OWNERSHIP MAP 529
MAP 63 LAND REFORM 532
MAP 64 MSINGA PROPOSED CORRIDOR 535
MAP 65 MSINGA PROPOSED NODES 536
MAP 66 EMADLANGENI LM SDF 538
MAP 67 DANNHAUSER SDF 540
MAP 68 ALFRED DUMA SDF 542
MAP 69 CAPITAL INVESTMENT FRAMEWORK 587

SECTION A: EXECUTIVE SUMMARY

1. WHO ARE WE?

Endumeni Municipality is a category B municipality located in the northern region boundary of uMzinyathi District Municipality. the municipality shares its borders, with the Amajuba District Municipality to the north, uThukela District Municipality to the west, uMgungundlovu District Municipality to the southwest, iLembe District Municipality to the southeast, and King Cetshwayo District Municipality to the east.

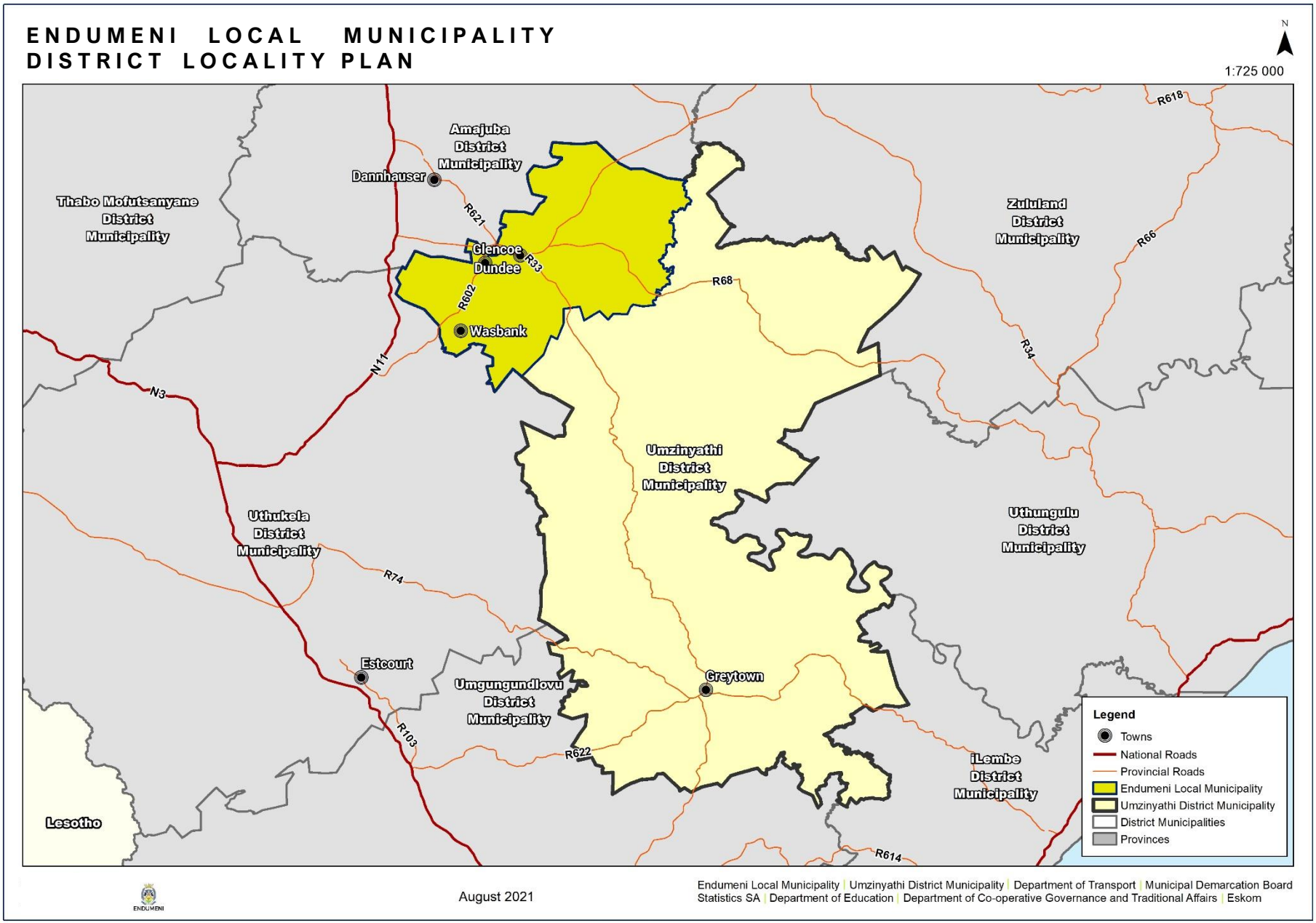


Endumeni is one of the four Local Municipalities located within the District Municipality of uMzinyathi being:

- Nqutu LM (Population 201 133)
- Msinga LM (Population 206 001)
- uMvoti LM; (Population 142 041)

The municipality comprises seven wards with a population statistic sitting at **100 085,** as of StatSA 2022.

The town is situated amidst the picturesque valleys of the Biggersberg Mountain Range, with the prominent towns of Dundee, Glencoe, and Wasbank nestled at the foothills of the Endumeni Mountain. Renowned for its robust administrative infrastructure, varied tourism offerings, rich historical mining sites, and vibrant industrial sector, the region boasts well-developed urban centres primarily in Dundee and Glencoe. Accessibility to the municipality is primarily facilitated by the well-connected N3 highway, seamlessly transitioning onto the N11 and subsequently onto the R68, leading into the municipal precinct.



Map 1 District Locality Map

1.1 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 Review, Addressing MEC Comments.
- 2022/2023 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.

The following phases regarding the development and approval of the 2024/25 IDP Review 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 2024/25 IDP Review, Budget and PMS Process Plan submitted to the Department of Co-operative Governance and Traditional Affairs for assessment purposes. • 2024/25 Draft IDP Review, 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 2024** **August 2024**	**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 2024**	**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 2024/25 Draft IDP and 2024/25 Budget. • Draft 2024/25 IDP Review, 2024/25 Budget, 2024/25 Performance Management System and 2024/25 Organogram approved by Council and submitted to the Department of Co-operative Governance and Traditional Affairs, Provincial and National	**February 2024** **March 2024** **March 2024**	**R70 000.00**

		Treasury for assessment purposes.		
Phase 4	Adoption of Revised IDP Review 2024/25 , 2024/25 Budget, 2024/25 Performance Management System and 2024/25 Organogram by Council.	• Draft 2024/25 IDP Review, 2024/25 Budget, 2024/25 Performance Management System and 2024/25 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 2024/25 IDP Review and 2024/25 Budget on the radio and also on the	**April 2024** **April 2024**	**R100 000.00**

		municipal Facebook 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 IDP Review, 2024/25 Budget, 2024/25 Performance Management System and 2024/25 Organogram adopted by Council. • Final 2024/25 IDP Draft Review, 2024/25 Budget, 2024/24 Performance Management System and 2024/25 Organogram submitted to COGTA, Provincial Treasury	**May 2024** **May 2024** **June 2024** **June 2024**	

		and National Treasury for consideration; and • Advertisements of the Draft 2024/25 IDP Review, 2024/25 Budget and 2024/25 Performance Management System.		
TOTAL COST				**R 320 000.00**

Table 1 Development and approval phases 2024/25 IDP

1.2 HOW WAS THE PLAN DEVELOPED?

Endumeni LM has undertaken a comprehensive review of its Integrated Development Plan (IDP), with a strong focus on the invaluable insights shared by the MEC during the 2023/24 IDP Review.

Following this review, a meticulously designed action plan has been developed and distributed to all relevant departments. Each department has been urged to provide updates on essential information, with the overarching goal of aligning the document closely with the IDP Framework Guidelines 2023.

A Strategic Planning Session was conducted from the **18th** to the **20th** of **March 2024.** This session involved a 3-day session with all municipal middle managers providing their technical and expert advice and several critical issues that need to be prioritized in the next final year.

Having consolidated the resolutions from the session above, the municipality prepared a Draft 2024/25 IDP Review and 2024/25 Budget, in terms of Section 34 of the Municipal Systems Act (No. 32 of 2000), Section 16 (1) and (2) of the Municipal Finance Management Act (No. 56 of 2003).

To further ensure compliance, in terms of Chapter 4, Section 16 of the Municipal Systems Act (No 32 of 2000), engaged in a public participation process to consult the community on the developmental issues they have.

This rigorous process took place with the intention of presenting the Draft 2024/25 IDP Review and Budget to the community and stakeholders for comments and inputs. The dates for the Roadshows were scheduled as follows:

NO	DATES	WARD	COUNCILLOR	TIME	VENUE
1.	15 APRIL 2024	3	SM PHAKATHI	15:00	Sithembile Community Hall
2.	16 APRIL 2024	7	AM NSIBANDE & MS ABDOOL	15:00	Kunene Farm
4.	18 APRIL 2024	6	ZM SHELEMBE	15:00	McKenzie Community Hall
5.	22 APRIL 2024	7	MS ABDOOL	15:00	Glencoe Town Hall
6.	23 APRIL 2024	1	MT NGCOBO	15:00	Stratford Farm Community Hall
7.	24 APRIL 2024	2&4	AZ SADECK	15:00	Moth Hall
8.	25 APRIL 2024	4&5	SM KHESWA	15:00	Sibongile Community Hall

The focus of this public participation endeavour primarily centred on fostering community dialogue through physical gatherings across all seven wards. In attendance were key figures including the Executive Mayor, councillors, Municipal Manager, Heads of Departments, and Divisional Managers, ensuring representation from various spheres of municipal leadership.

To ensure broad awareness and participation, the municipality employed multiple communication channels, including the municipal website, social media platforms, a hailing system, and local newspapers, to notify residents of the consultation sessions. The discussions during these sessions yielded valuable insights, with the following table encapsulating the significant issues identified in each ward

Table 2 Key Issues identified in each Ward

KEY CHALLENGES	WARD						
	1	2	3	4	5	6	7
Electrification	✓	✓	✓	✓		✓	✓
Water Supply	✓		✓	✓	✓	✓	
Sewage					✓		✓
Toilets		✓					✓
Roads/Potholes	✓				✓		✓
Streetlights	✓	✓	✓	✓	✓	✓	✓
Stormwater							
Waste Collection	✓		✓				✓
Housing					✓	✓	
Informal Settlement Upgrading		✓		✓			✓
Youth Development	✓		✓			✓	✓
LED			✓		✓		✓
Social Amenities/Social Programmes	✓	✓		✓			✓
Job Creation	✓	✓	✓	✓			✓
Disaster Management	✓	✓				✓	✓
Community Participation						✓	

1.3 2023/24 MEC COMMENTS

The Final 2023/24 IDP Review was adopted by Council on the 30 June 2023 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 which have been addressed as part of the Draft 2024/25 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	2024/25 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 2024/25 Financial year. 3. 2024/2025 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 Reduction (RR) initiatives that are outline in the implementation plan, mainly utilising the recommendations of the current study.	1. The LED Strategy is in process of review will be submitted to council on 30 June 2023 for adoption 2. Red Tape Reduction (RTR)will be outlined 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 required to reflection water and sanitation the 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 local Integrated Transport Plan (LITP.	1. The Water Service Authority (WSA) 2. The municipality notes and agree with the MECs comments. 3. The municipality attempted to seek for external funding from various departments.	The Water Service Authority (WSA) noted. The municipality will ensure that that the electricity project added on the IDP. 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 the municipality is pooling funds for interest purposes or is using the funds as intended in the grant frameworks.	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

		2. The municipality should include an analysis of how strategy is benefitting the municipality, and what plans are in place to review the strategy.	2. The municipality noted.	2. Municipality to include an analysis of how strategy will be benefitting 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 pronouncements from National and Provincial structures are discussed and progress monitored at the IGR structures. Further, also please indicate if the reports from			1. Corporate Services

		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 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	1. The municipality has received confirmation from the Department Agriculture Land Reform and Rural Development for the funding of the Endumeni SDP 5-year cycle. The municipal draft SDF has identified strategies for various components, that can be linked to role players, see draft document page 38- 39. The draft SDF further lists proposed projects and programmes that will respond to the status quo in the implementation plan. The draft SDF has included green corridors as strategic assessment areas, to preserve the rivers and possible wetlands in the area of jurisdiction of Endumeni LM.	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

		municipal spatial form needs to be 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.	Various infrastructure documents were aligned to the SDF: IWMP, Electricity Master Plan, and WSDP. Which are 5-year plans that are adopted by council. Throughout 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 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		1. The DDM facilitators work session was held on 09 April 2021, Talana Museum. Subsequently to that the DDM workshop was held on 18 May 2021, where the commissions discussed the constrains and desired areas. 2. The first draft of the short term DDM plan will be finalised in June 2021. 3. Going forward the district will be facilitating more IGR sessions with family of 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	1. Planning and Economic Development

		the breakdown of IGR. 2. In order for the renewal and rebuilding of a capable developmental state, the DDM was introduced to re-engineer the current IGR Framework Model for greater specification and detail on how the 3 spheres of government will undertake joint planning and fiscal investment. The District Mayors Forum and the Municipal Managers Forums were reconfigured to become the DDM Political and Technical Hubs. 3. The Sub Technical structures (except the legislated structures) evolved to become the ESCID, GSCID, Social and JCPS Clusters operational within the district space. Participation of all spheres of government is now coordinated within the district space to ensure the alignment and implementation		Hubs Agendas are not aligned with the DDM profile rather deliberations are based on provincial crises. New Roles and Responsibilities have been identified by the uMzinyathi Admin Hub, to focus the discussions on Clusters, and Hubs to focus on the implementation of the DDM profile.	

		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 3 Action Plan in response to MEC Comments

1.4. KEY BROAD CHALLENGES FACING THE MUNICIPALITY

Endumeni Local Municipality undertook a Strategic Planning Session from 16-18 March 2022.

The Session brought together an array of stakeholders including the esteemed newly elected Honourable Council, Municipal Manager, as well as S56 Managers and Middle Managers.

During this strategic session, the Municipality embarked on a journey to confront its pressing challenges head-on. The session served as a crucible for illuminating these challenges and forging a path forward towards sustainable solutions.

Each challenge was meticulously examined, with a concerted effort to distil them into key focal points. Ultimately, the aim was to align these challenges with the overarching framework of the **six National Key Performance Areas.**

Outlined in the following table are the essence of these deliberations:

- Electricity theft.
- Water Supply
- 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.
- Aging Hall infrastructure; and
- Poor protection of water sensitive areas.

Table 4 Key Challenges

NATIONAL KPA	KEY CHALLENGES (ALIGNED TO PROVINCIAL IDP FRAMEWORK GUIDELINE)	DESCRIPTION
1. BULK SERVICE DELIVERY AND INFRASTRUCTURE MANAGEMENT	Lack of water security of supply Poor Road Infrastructure Aged sanitation infrastructure	1. Lack of adequate water supply and sanitation facilities due to aged infrastructure. 2. Poor relationship and communication with water authority on progress of infrastructure projects 3. Limited access to clean water sources: 4. Lack of proper sanitation facilities, including toilets and sewage systems, leading to hygiene and health concerns. 5. Population growth outpacing infrastructure development: 6. Environmental degradation 7. Poor road infrastructure.
	Electrical Backlogs	1. Aged Infrastructure 2. Electricity Theft through illegal connection 3. Non-cooperation from communities who are illegally connected. 4. Population Growth exceeds electrical capacity. 5. Crime and hi-jacking of municipal electrical infrastructure
	Waste Management and collection	1. Environmental Pollution: 2. Health Risks

NATIONAL KPA	KEY CHALLENGES (ALIGNED TO PROVINCIAL IDP FRAMEWORK GUIDELINE)	DESCRIPTION
		3. Aesthetic Degradation leading to poor Investor confidence. 4. Legal and Regulatory Issues
	Aged Infrastructure	1. Derelict building 2. Unutilized municipal infrastructure and vacant sites.
2. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Misalignment/Lack of human skills	1. Reduced Innovation: 2. Higher Training Costs: 3. Decreased Employee Morale 4. Inefficient Workflow 5. Reduced Productivity 6. Poor Decision Making 7. Hindered Innovation 8. Employee Turnover
3. LOCAL ECONOMIC DEVELOPMENT	Stringent Policy and Regulations for emerging and exiting local business	1. Red tape causing delays in business licensing processes and involvement of Amafa. 2. Lack of clear and consistent requirements/guidelines for the renewal of compliance certificates (mining).

NATIONAL KPA	KEY CHALLENGES (ALIGNED TO PROVINCIAL IDP FRAMEWORK GUIDELINE)	DESCRIPTION
	Infrastructure development and maintenance	1. Resulting in poor Investor confidence 2. Inadequate storage facilities for traders.
	Stringent Value chain	1. Suppliers located outside of Endumeni. 2. Limited access to formal sustainable markets for local producers.
	Limited Capacity and Funding	1. Limited capacity to administer and manage economy sector, for licence registration and renewal of permits. 2. Ineffective marketing strategy for tourism sector 3. Insufficient funding for local economic development projects. 4. Lack of understanding of development financing mechanisms. 5. Inadequate operational budget allocation for the LED Unit.
6. FINANCIAL VIABILITY AND MANAGEMENT	Debt control and management	1. Slight-positive liquidity ratios 2. Organisational structure not fully funded. 3. Inadequate contract management 4. Huge employee related costs 5. Lack of customer awareness campaigns on systems and process available to them

NATIONAL KPA	KEY CHALLENGES (ALIGNED TO PROVINCIAL IDP FRAMEWORK GUIDELINE)	DESCRIPTION
		6. Failure to pay creditors such as Eskom. 7. Failure to pay Eskom payment arrangements. 8. Failure to pay third parties such as SARS deductions, 9. Failure to pay insurance. 10. Unable to pay security service providers full amounts – 50% paid.
7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Poor line of communication and decision making	1. Inadequate communication with the community, resulting in a lack of transparency and understanding of municipal actions and decisions. 2. Weak enforcement of regulations and policies, allowing for non-compliance and impunity. 3. Non – functional committees 4. Lack of roles and responsibilities 5. Absence of an official Communication Plan, hindering effective dissemination of information and engagement with the public. 6. Non-compliance with regulations and laws, increasing the risk of lawsuits and legal ramifications for the municipality.

NATIONAL KPA	KEY CHALLENGES (ALIGNED TO PROVINCIAL IDP FRAMEWORK GUIDELINE)	DESCRIPTION
7. CROSS-CUTTING	Unsustainable development practices and human settlements	1. Unauthorised sprawls in human settlement resulting in inadequate service provision. 2. Spatial disparities 3. Undefined pedestrian walkway. 4. Informal settlements occurring at the extension of Sibongile Township. 5. Lack of integrated urban design approach in public spaces. 6. Quality and character of the town is not well-maintained. 7. Lack of diverse residential/housing prototypes catering for different income groups.
	Environment Issues	1. Lack of a Climate Change strategy

1.5 MUNICIPAL LONG-TERM VISION, MISSION, AND OBJECTIVES

During the strategic planning session held in March 2022, the municipal vision, mission, and objectives were meticulously crafted to serve as foundational pillars for the municipality's strategic direction. The Vision encapsulates a singular strategic statement that guides all line departments in their respective endeavours. Formulated through the lens of Outcome Based Planning, it harmonizes with the overarching visions outlined in the National Planning Vision and the KZN Provincial Growth and Development Strategy.

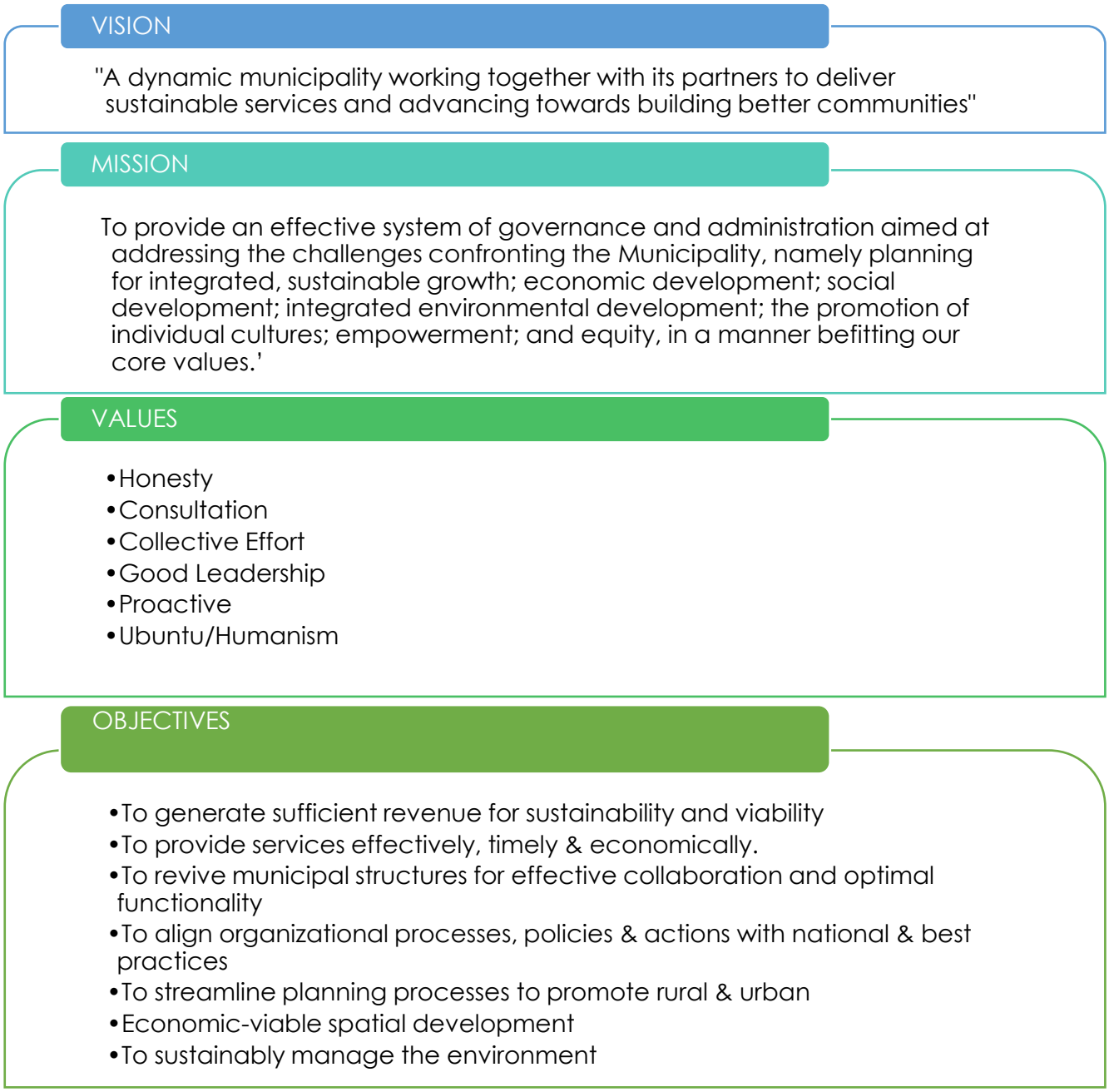
The Municipal Vision reads.

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

The Municipal Vision articulates a commitment to dynamism, collaboration, and sustainability, envisioning a municipality actively engaged with its partners to deliver enduring services and foster the development of vibrant communities. Notably, a coherent alignment is evident across various levels of governance - national, provincial, district, and local - underscoring a cohesive approach towards shared objectives and aspirations

National NDP VISION	KZN PROVINCIAL VISION	UMZINYATHI DISTRICT VISION	ENDUMENI LM VISION
The NDP aims to eliminate. **poverty and reduce**. **inequality by 2030.**	"By 2035 KwaZulu-Natal will be prosperous Province with a healthy, **secure** and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World"	"Championing an economically viable district which strives to promote **sustainable.** development by 2035"	"A dynamic municipality working together with its partners to deliver **sustainable services** and advancing towards building better communities"

Figure 1 SUMMARY OF MUNICIPAL VISION, MISSION, OBJECTIVES



1.3 ALIGNMENT OF MUNICIPAL GOAL, OBJECTIVES, STRATEGIES TO NATIONAL, PROVINCIAL PILLARS AND GOAL

The strategic goals and objectives of Endumeni Municipality have been meticulously formulated, taking into account both the prevalent challenges and the overarching vision of the municipality.

The table presented below offers a comprehensive overview of how these goals and objectives align with those at the national and provincial levels, underscoring a unified approach towards addressing shared priorities. Furthermore, detailed strategies have been outlined to guide the municipality in achieving these goals effectively

Table 5 ALIGNMENT OF MUNICIPAL GOALS WITH NATIONAL, PROVINCIAL PILLARS AND GOALS

GOALS	OBJECTIVES	STRATEGIES
NATIONAL KPA1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT		
PROVINCIAL GOAL: GOAL 2: BUILD GOVERNMENT CAPACITY.		
MUNICIPAL GOAL: 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	STRATEGIES
NATIONAL KPA 2: BASIC SERVICE DELIVERY		
PROVINCIAL GOAL 2: INFRASTURCUTURE DEVELOPMENT		
MUNICIPAL GOAL: Eradicate backlogs in order to improve access to services and ensure proper	Improve Basic services delivery	% of MIG Expenditure by 30 June 2024 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

operations and maintenance		Number of new housing units constructed per annum Number of municipal facilities maintained per annum

GOALS	OBJECTIVE (S)	IDP STRATEGIES
NATIONAL KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT		
PROVINCIAL GOAL: GOAL 2 – INCLUSIVE ECONOMIC GROWTH GOAL 3 – HUMAN AND COMMUNITY DEVELOPMENT		
MUNICIPAL GOAL: 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. 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	IDP STRATEGIES
NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT		
PROVINCIAL GOAL 6: GOVERNANCE AND POLICY.		
MUNICIPAL GOAL: To improve overall financial	Improved budget implementation	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)

management in the municipality by developing and implementing appropriate financial management policies, procedures and systems	in the municipality To reduce electricity theft within the Municipal area To ensure effective implementation of billing and customer care through improvement of collection rate	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	IDP STRATEGIES
NATIONAL KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION		
PROVINCIAL GOAL 6: GOVERNANCE AND POLICY		
MUNICIPAL GOAL: Promote a culture of participatory and good governance	Establish robust structures and processes that facilitate meaningful citizen	Enhancement of Communication Policy Enforcement Communication Plan Development Compliance Measures

	participation in municipal decision-making processes.	

GOALS	OBJECTIVES	IDP STRATEGIES
NATIONAL KPA 6: CROSS CUTTING INTERVENTIONS		
PROVINCIAL GOAL 5: ENVIRONMENTAL SUSTAINABILITY GOAL 7: SPATIAL EQUALITY		
MUNICIPAL GOAL 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 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 Supplementary Valuation Roll adopted by Council Number of Quarterly Land Audit Reports submitted to Council

		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

1.4 HOW WILL THE IDP IMPROVEMENTS BE MEASURED?

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 2024/25 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 Review 2024/25 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:

- 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 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 2024/25 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.

1.6 INDIVIDUAL PERFORMANCE AGREEMENTS

Performance reports are submitted by S57 employees in line with the performance agreements signed in July of each financial year. Reports are submitted quarterly and are. audited by the Municipal internal auditor monthly.

1.6.1 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.

1.6.2 PERFORMANCE REVIEWS

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

1.6.3 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).

1.6.4 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.

1.6.5 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 2024/2025 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.

1.7 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 2024/25 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 2024 have also been incorporated as far as possible in this regard.

1.8 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 2024/25 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 2024/25 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 WHAT COULD YOU EXPECT FROM US, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT FIVE YEARS?

The Municipality has meticulously pinpointed crucial development interventions across its diverse nodes. These initiatives are strategically aimed at tackling prevalent social, economic, and infrastructural challenges head-on.

Particularly in primary nodes, the overarching objective is to rejuvenate urban centres to foster a conducive environment for investment attraction. To provide comprehensive insight, a series of tables below delineate all sector department projects, district catalytic projects, ongoing projects, funded, and projected projects for the 2024/25 fiscal year.

STATUS ON THE IMPLEMENTATION OF THE INFRASTRUCTURE PROJECTS FOR THE 2023/24 FY

No	Infrastructure Projects	WARDS	Allocation	Completion Status in terms of % - 31 March 2024
1.	Kunene Farm Electrification Project Phase 1 (392 hh)	7	5 749 726.00	85% Construction progress
2.	Nyanyeni Area Electrification Project (22)	5	1 644 950.00	20% Construction progress
3.	Energy Efficiency Demand Site Management - Installation of the LED Lights	2,4,5 and 7	5 000 000.00	35% Construction progress
4.	Glencoe Cemetery Phase 1	7	7 638 837.79	55% Construction progress
5.	Upgrading Sithembile Sports Facility	3	3 564 264.61	50% Construction progress
6.	Refurbishment of Bulwer Street	4	2 174 999.83	Tender Stage
7.	Refurbishment of KwaThelaphi Road	7	4 224 999.23	Tender Stage

Table 6 STATUS ON THE IMPLEMENTATION OF THE INFRASTRUCTURE PROJECTS FOR THE 2023/24 FY

FUNDED PROJECTS FOR 2024/25 FY

2024/25 FY MIG BUGDET		
NAME OF THE PROJECT	**QUANTITY**	**AMOUNT**
Construction of New Kwa Sithole Gravel road in (ward 1)	1	770 000,00
Construction of Sibongile Asphalt Roads in (Ward 4)	1	1 188 912,88

Construction of Herodi Gravel Roads in (Ward 1)	1	3 034 219,89
Construction of Dlamini Gravel Road in (Ward 4)	1	5 655 194.42
Construction of Marikana Asphalt Road (Ward 3)	1	228 000.00
Rehabilitation of Sithembile Sports Facility (Ward 3)	1	74 762.50
Glencore Cemetery (Ward 7)	1	5 346 160,31
PMU (5% top slice)	1	857 750,00
2024/25 FY MIG BUGDET		17 155 000,00

ENDUMENI ACTIVE / PIPELINE PROJECTS (PLANNING STAGE)

ENDUMENI ACTIVE / PIPELINE PROJECTS (PLANNING STAGE)				
PROJECT NAME	**WARD**	**YIELD**	**BUDGET**	**STATUS**
GLENCOE EXT.13/16 (GLENRIDGE) HOUSING PROJECT	02 & 04	247	Project Value (Planning Stage) : R1 149 809.29 Project Expenditure : R428 891.16	Project approval has been granted. The appointment processes of professional team who will be responsible for implementation has been concluded. Appointment letter has been issued to the successful service provider (Delta Environment Consultants)

Endumeni Serviced Sites Housing Project				who have commenced with pre-feasibility & detailed planning activities on the allocated sites.
Craigside Housing Project	06	378	Project Value (Planning Stage) : R2 471 590.80 Project Expenditure : R0 (Project Yet To Be Approved)	A submission for reservation of subsidies and stage 1 approval has been drafted for recommendation. Bulk water infrastructure capacity remains a challenge within this area which had a major impact on the overall development of the project. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon. Land invasions on site also need to be monitored and managed by developer.
Glencoe Ext 13/16 Glenridge Housing Project	07	500	Project Value(Planning Stage) : R3 26 300.00 Project Expenditure : R0 (Project Yet T Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. Need to obtain bulk water infrastructure in place. Water Capacity

				upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon
Wasbank Commonage Housir Project	01	200	Project Value(Planning Stage) : R 1 307 720.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. Need to obtain bulk water infrastructure in place. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon.
Ruigtefontein Rural Housing Project	01	600	Project Value(Planning Stage) : R 2 238 672.00 Project Expenditure : R0	Reservation of subsidies and stage 1 project approval has been granted. The appointed service provider is tasked to conduct pre-feasibility assessment as well as stage 1 detailed planning activities within the

				proposed project area. The appointed I.A will be formally introduced to the LM in due course upon signing of the Service Level Agreement (SLA) with the KZN Department of Human Settlements.
Kwa Thelaphi Rural Housing Project	07	150	Project Value(Planning Stage) : R 559 668.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. The appointment processes are ongoing and once finalized, the appointed service provider will be introduced and subsequent pre-feasibility and stage 1 activities will commence.
Dejagersdrift Rural Housing Project	06	500	Project Value(Planning Stage) : R 1 865 560.00 Project Expenditure : R0	Reservation of subsidies and stage 1 project approval has been granted. The appointed service provider is tasked to conduct pre-feasibility assessment as well as stage 1 detailed planning activities within the

				proposed project area. The appointed I.A will be formally introduced to the LM in due course upon signing of the Service Level Agreement (SLA) with the KZN Department of Human Settlements.
Stratford Farm Rural Housing Project	01	500	Project Value(Planning Stage) : R1 865 560 .00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. The appointment processes are ongoing and once finalized, the appointed service provider will be introduced and subsequent pre-feasibility and stage 1 activities will commence.

SETTLEMENT PROJECT NAME	**WARD**	**HOUSEHOLDS**	**NUSP CATAGORY**	**BUDGET**
KwaKunene Farm	01	501	B1	R7 169 811.00
Craigside	06	227	B1	R3 248 597.00

Private Land	06	14	B1	R200 354.00
Dlamini Village	04	124	B1	R1 774 564.00
			Total	R12 393 326.00

ELECTRICIFICATION PROJECTS 2024/25 FY

ELECTRICIFICATION PROJECTS 2024/25 FY		
Name Of The Project	**Quantity**	**Amount**
Kunene Craydom Farm Electrification Phase 2 (Ward 7)	403 Connections	9 559 000,00
2024/25 FY INEP GRANT BUGDET		9 559 000,00

ROAD NETWORK PROJECT 2024/25 FY

ROAD NETWORK PROJECT 2024/25 FY		
Name of the Project	**Quantity**	**Amount**
Construction of New Kwa Sithole Gravel road in (ward 1)	1	770 000,00
Construction of Sibongile Asphalt Roads in (Ward 4)	1	1 188 912,88
Construction of Herodi Gravel Roads in (Ward 1)	1	3 034 219,89
Construction of Dlamini Gravel Road in (Ward 4)	1	5 655 194.42
Asphalt Road (Ward 3)	1	228 000.00
Rehabilitation of Sithembile Sports Facility (Ward 3)	1	74 762.50
Glencoe Cemetery (Ward 7)	1	5 346 160,31
PMU (5% top slice)	1	857 750,00
2024/25 FY MIG BUGDET		17 155 000,00

2023/24 MIG FINANCIAL YEAR

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

UMZINYATHI DM WATER AND SANITATION PROJECTS

UMZINYATHI DM WATER AND SANITATION PROJECTS			
uMzinyathi District Municipality - Capital Budget	**Budget**	**Budget**	**Proposed Budget**
PROJECT NAME	**2021/2022**	**2022/2023**	**2023/2024**
Water Services Infrastructure Grant			
Project Name			
Biggersberg 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 Abstraction Works	8,045,889	8,520,597	
Ruigtefontein And Kunene Farm Water Reticulation			13,890,564.87

SPATIAL PLANNING PROJECTS

SPATIAL PLANNING PROJECTS			
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	EDTEA	R450 000.00	6

Rehabilitation of Green Corridor			
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

DDM ONE PLAN PROJECTS

DDM ONE PLAN Projects		
Project Name	**Area**	**Budget**
Dundee Race Track Legacy project	Ward 2/5	R 3 806 621,73
Glencoe Petrol Filling Station and Reatil facility	Ward 7	TBC
uMzinyathi private hospital (R1,2b) (Glencoe)	Ward 7	R 1.2b

DEPARTMENT OF TRANSPORT PROJECTS

DEPARTMENT OF TRANSPORT PROJECTS								
Project / Programme Name	**Activity**	**Local Municipality**	**DC Code**	**IDMS Project Status**	**Project End Date**	**MTEF Year 1 2024/25**	**MTEF Year 2 2025/26**	**MTEF Year 3 2026/27**
Rehabilitation of P34-2 (km20,0 - km47,2)	Rehabilitation	Endumeni Local Municipality	DC24	Stage 1 Project Initiation - PSP Documentation	2031/03/22	R 500 000,00	R 0,00	R 0,00
Rehabilitation of P192 (km7,0 to km14,8)	Rehabilitation	Endumeni Local Municipality	DC24	Stage 1 Project Initiation	2029/11/20	R 500 000,00	R 0,00	R 0,00

SECTION B: PLANNING & DEVELOPMENT PRINCIPLES

2. INTRODUCTION & BACKGROUND

According **to Chapter 5, Section 32 of the Municipal Systems Act of 2000**, municipalities are mandated to develop Integrated Development Plans (IDPs). These plans must be based on current and accurate data, integrating service delivery, local economic development, and land use management. The IDP serves as the foundation for annual budgets, aligns municipal resources with implementation, fulfils the municipality's constitutional mandate as a developmental local government, and promotes sustainability through robust public participation processes.

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.

In accordance with the **Municipal Systems Act No. 32 of 2000,** a **Spatial Development Framework (SDF)** forms a crucial component of a Municipality's Integrated Development Plan (IDP). As outlined in Section 25 (1) of the Municipal Systems Act (MSA), each Municipal Council is mandated to adopt a comprehensive and strategic plan, the IDP, within a specified period after the commencement of its elected term. This IDP serves several key functions:

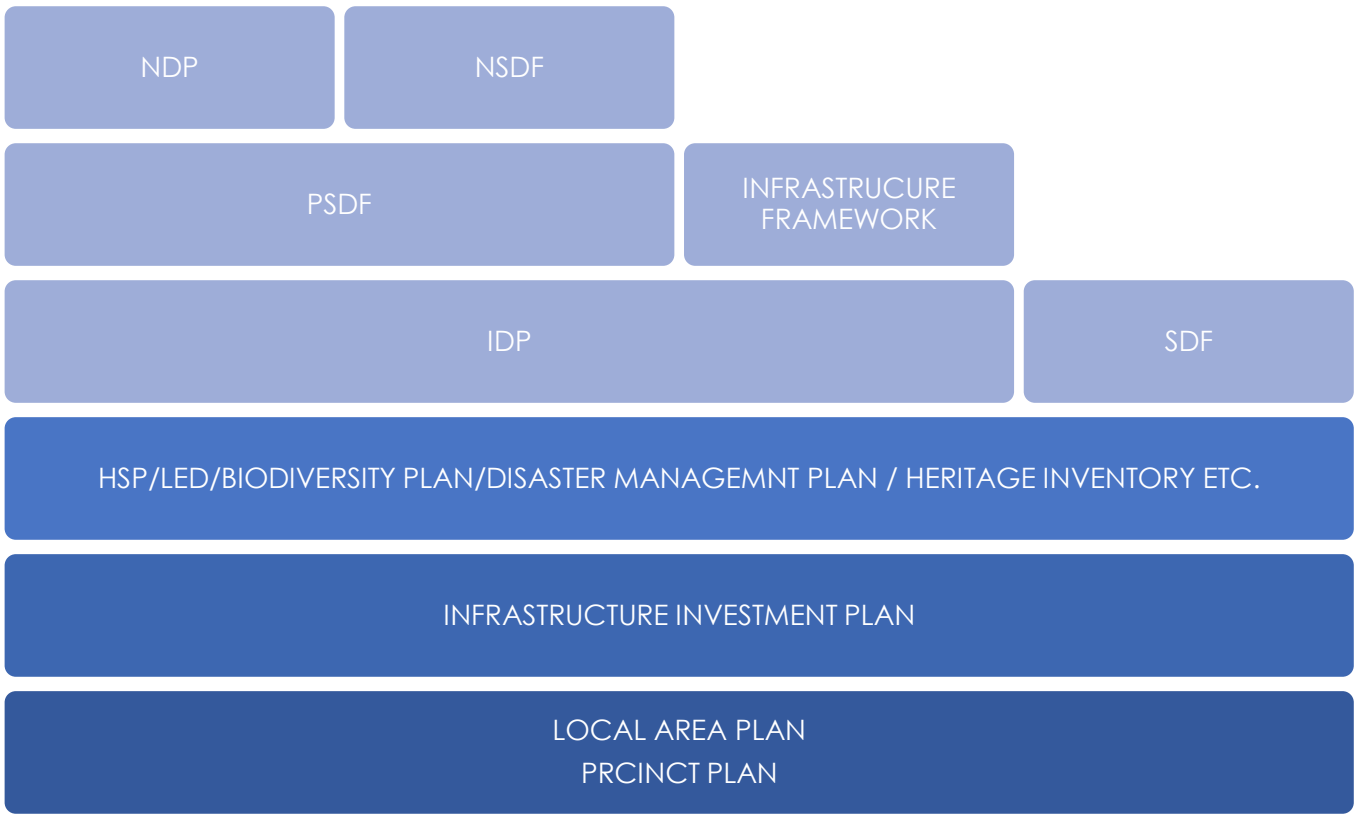
1. Integration and Coordination: The IDP links and integrates various development plans while considering proposals for the municipality's development.

2. Resource Alignment: It aligns the municipality's resources and capacities with the implementation of the plan.

3. Policy Framework: The IDP forms the policy framework and fundamental basis upon which annual budgets are formulated.

The IDP serves as a pivotal tool for municipalities to fulfil their developmental obligations. It outlines the municipality's development mandate, requiring the integrated addressing of broad developmental needs. Through the IDP, municipalities are tasked with devising and executing strategies and projects to tackle key priority areas such as economic, social, institutional, physical, environmental, and housing concerns. Emphasis is placed on poverty alleviation, with the IDP prioritizing projects that cater to the basic needs of the impoverished, supporting the creation of livelihood opportunities through Local Economic Development (LED) programs, and crafting Spatial Development Frameworks (SDFs) to facilitate the spatial integration of marginalized communities into urban areas.

Figure 2 Planning and Programmes



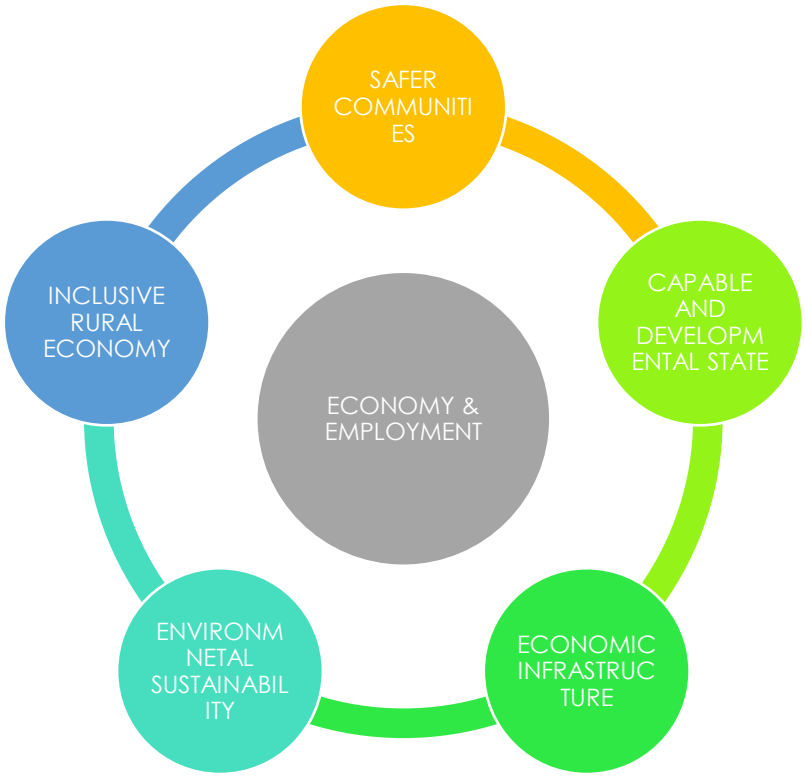
2.1 POLICY AND LEGISLATIVE MANDATE OF SPATIAL PLANNING IN SOUTH AFRICA

2.1.1. NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) underscores the imperative for South Africa to prioritize investments in robust economic infrastructure that can effectively bolster the nation's medium to long-term economic and social objectives. Developed by the National Planning Commission in 2012, the NDP 2023 delineates an integrated strategy aimed at expediting economic growth, eradicating poverty, and mitigating inequality by the year 2023.

Chapter 8 provides a comprehensive roadmap for steering South Africa towards a more equitable, inclusive, and sustainable spatial framework by the target year of 2023. Through concerted efforts to achieve these objectives, the NDP endeavours to foster spatial development patterns that promote balanced regional growth, enhance accessibility to economic opportunities and social amenities, and safeguard the environment for present and future generations.

FIGURE 3 KEY SPATIAL DIRECTIVE CHAPTERS OF THE NDP



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

The Act aims to establish a comprehensive framework for spatial planning and land use management in the country, promoting inclusive, equitable, and efficient development across all government levels. It addresses historical spatial and regulatory disparities while fostering consistency and uniformity in decision-making processes. The establishment, functions, and operations of municipal planning tribunals are outlined, along with measures for facilitation and enforcement of land use and development regulations.

The Municipal Spatial Development Framework (SDF) serves as a primary tool aligning with the municipality's long-term development vision. It guides land use decisions, addresses past spatial injustices, and promotes sustainable development. Through analysis and strategic planning, it tackles spatial challenges and proposes solutions for balanced and sustainable spatial development.

2.1.3 SPLUMA PRINCIPLES

Chapter 2 of the Act delineates developmental principles governing land use and spatial planning on a broad scale. These principles encompass addressing spatial injustices and integrating socio-economic and environmental factors into land use management, with the aim of harmonizing present development requirements with those of future generations in a transformative manner.

The five-founding principles as set out in Section 7(a) to (e) of SPLUMA are as follows:

SPLUMA PRINCIPLES	APPLICATION TO MUNICIPALITY
Spatial Justice	Integrate Low Income residential areas to high order centres and new economic opportunities in growth area and adjacent to major roads and redressing imbalances with improved infrastructure and new economic opportunities
Spatial Sustainability	Protecting environmentally sensitive areas, coherent and reinforcing infrastructure, protecting agriculture potential areas and upgrade residential areas with appropriate infrastructure
Efficiency	Intensity of development on the periphery of CBD, adjacent major nodes, limited mixed-use activity spines between focus points, new and Infill development focused to create coherent system, mainly in urban and peri-urban areas
Spatial resilience	Planning of Industrial Sector in such a manner that they are more resilient to the fluctuating economic sphere
Good Governance	Alignment of programmes with sector departments, facilitating processes which deal with Development Applications from lodgement to decision making by MPTs and Authorized Officers and Appeal process within the legislated timeframes

2.1.4 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The Provincial Growth and Development Strategy (PGDS) is a critical tool to guide and coordinate the allocation of national, provincial and local resources and private sector investment to achieve sustainable development outcomes.

The strategy is underpinned by several spatial planning principles, listed below:

1. Strategic Targeting: Focus on specific areas of need and potential for interventions.
2. Environmental Planning: Respect environmental characteristics and promote balanced development.
3. Economic Potential: Improve productivity and reduce economic disparities across regions.

4. Sustainable Communities: Create liveable environments by balancing environmental quality, social needs, and economic activities.
5. Local Self-Sufficiency: Develop in a way that minimizes travel needs and supports local needs.
6. Spatial Concentration: Concentrate development along existing nodes and infrastructure to improve access to services and activities.
7. Sustainable Rural Livelihood: Integrate rural areas with urban centres, considering various capitals and promoting a continuum of development.
8. Balanced Development: Link economic opportunities with areas needing restructuring and regeneration at all spatial scales.
9. Accessibility: Ensure high accessibility to resources and services, considering transportation needs and regional scale.

2.2 GOVERNMENT LEGISLATIVE FRAMEWORK

2.2.1 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

2.2.2 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)

2.2.3 THE MUNICIPAL STRUCTURES ACT NO 117 OF 1998

The MSA 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.

2.2.4 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 200

2.2.5 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;

The municipality is mandated to align its plan with other governmental bodies, update it regularly, and involve the local community in its preparation or revision, as per the Local Government: Municipal Systems Act, 2000. Disaster management plans are integral to the municipality's development plan and must anticipate and mitigate potential disasters, incorporating indigenous knowledge and promoting research.

Collaboration between district and local municipalities is necessary for comprehensive disaster planning.

Additionally, the Municipal Planning and Performance Management Regulations of 2001 provide detailed guidelines for Integrated Development Plans (IDPs) and Performance Management Systems (PMS). The municipality assures compliance with these regulations in the drafting of its 2024/25 Draft IDP, aiming for a credible and legally compliant plan that will guide its development agenda effectively.

2.3 ALIGNMENT WITH PROVINCIAL AND NATIONAL POLICIES

2.3.1 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.

2.3.2 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

2.4 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 to be achieved by 2015 encompass a broad range of goals:

- Eradication of extreme poverty and hunger, including halving the proportion of people living on less than R6.00 per day and reducing hunger.
- Achievement of universal primary education, ensuring completion of primary schooling for all children, and promoting gender equality by eliminating disparities in education.
- Reduction in child mortality rates and maternal mortality ratios.
- Combatting HIV/AIDS, malaria, and other diseases by halting their spread and incidence.
- Ensuring environmental sustainability through integrating sustainable development principles, improving access to safe drinking water, and enhancing the lives of slum dwellers.
- Developing a global partnership for development, which includes fostering an open trading system, providing decent work for youth, ensuring access to affordable essential drugs, and promoting the benefits of new technologies, particularly in communication.

2.5 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

2.5.1 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.

2.5.2 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 7: 2016 PGDS Strategic Goals and Objectives

2.5.3 UMZINYATHI DISTRICT MUNICIPALITY – DISTRICT DEVELOPMENT MODEL

President Cyril Ramaphosa introduced the District Development Model during his 2019 Budget Speech. It gained traction and approval from various governmental bodies including Cabinet,

the 2019 Presidential Coordinating Council (PCC), the extended PCC in March 2020, and several MINMECs.

In his 2019 Presidency Budget Speech, President Ramaphosa highlighted the challenge of working in isolated compartments, which hindered coherent planning, implementation, monitoring, and oversight of government programs. This fragmented approach resulted in suboptimal service delivery and limited impact on poverty, inequality, and unemployment.

The District Development Model aims to address these issues by introducing an integrated district-based approach to service delivery. It emphasizes localized procurement, job creation, and support for local businesses while actively involving communities. National departments with district-level delivery capabilities, in collaboration with provinces, are expected to align their implementation plans with priorities outlined in the State of the Nation address.

The implementation of the DDM required: -

- Establishment of the District structures and management frameworks which are integrated with the existing OSS framework
- Developing One Plan in each District
- Identifying 10 catalytic projects
- Devising a reporting structure

In the year 2021/22, the first review was formulated and adopted by council, to which 10 projects were identified. A summary of programmes, projects and budget aimed at growing the economy (catalytic projects), improvement in service delivery and institutional stability are listed below:

1. Sampofu bulk water supply (R10m) (District wide impact)
2. uMzinyathi private hospital (R1,2b) (Glencoe)
3. Nquthu regional water supply (R30m) (District wide impact)
4. Regional Landfill Site located at uMvoti / Greytown
5. Umgungundlovu FET
6. iNkosi Bhambhatha Private Hospital
7. Mphofana bulk water supply
8. Cwaka Precinct Plan(uMsinga)
9. District industrial hub (PGDS)
10. Integrated rapid public transport system (PGDS)

11. Maintain secondary roads (PGDS)
12. Renewable energy hub (PGDS)

These projects will serve as a basis for discussion and engagements for the newly established District Hubs that sit on a quarterly basis.
The following structures have been established, and in operation:

- The DDM Political Hub
- Technical Hub
- ESCID Cluster
- JCPS Cluster
- Social Cluster
- Governance State Capacity & Institutional Development Cluste

The coordination of DDM procedures across district, provincial, and national levels must adhere closely to the framework set forth. This alignment is crucial for realizing the full potential of DDM initiatives. Effective implementation of the framework hinges on collaborative efforts and dedication from all government levels. It necessitates the execution of programs and plans outlined in the DDM Framework, with regular progress updates at established administrative levels.

2.6 THE STATE OF THE NATION ADDRESS – 2024 (SONA)

The State of the Nation Address (SONA) was delivered by The President of the Republic of South Africa, President Ramaphosa on the 8th of February 2024. The discussion highlighted key points regarding the market reaction, the impact on various sectors, and the outlook for economic growth in South Africa. One of the main takeaways from the interview was the positive.

An overview of the growth projections for 2024 was provided a positive potential interest rate reduction, decreased load shedding disruptions, and increased consumer spending. However, there were cautions around geopolitical risks, natural disasters, and misinformation as potential downsides.

Monitoring key sectors such as energy, logistics, and healthcare was emphasized to gauge progress and reform implementation. Collaboration, continuity, and strategic planning are emphasized for navigating challenges and seizing opportunities for a resilient economy.

On the 28th of February 2024, the Honourable Ms. Nomusa Dube-Ncube, The Premier of the Province of KwaZulu-Natal, , delivered the State of the Province Address which is aimed at looking into 8 KZN Priorities being:

1. Basic Service
2. Job Creation
3. Growing the economy
4. Growing SMMEs and cooperatives
5. Education and Skills Development
6. Human Settlement and sustainable livelihood
7. Building a peaceful province
8. Building a caring and incorruptible government

The following table provides a summary of the alignment between key elements of the SOPA and SONA.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
Growing the Economy and Jobs	• Implementation of Economic Reconstruction and Recovery Plan (ERRP). • Addressing energy crisis and ending load shedding. • Investment in women-led businesses by Industrial Development Corporation. • Amendments to Businesses Act for regulatory reforms. • Financial support for entrepreneurs through Small Enterprise Finance Agency and SA SME Fund. • Reopening commuter rail lines. • Finalizing private-public partnerships at ports. • Streamlining regulatory processes for cannabis and hemp industry. • Increasing worker ownership in the economy.	Improve KZN Economy	• Economic re-calibration, reconstruction, and recovery plan focusing on investment in priority sectors, infrastructure development, and export development. • Localisation of economic value-chains and entrepreneurship development. • Stabilising energy supply through alternative and renewable energy. • Fast-tracking economic empowerment.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
	• Funding for skills training in digital and technology sector.		
Building Better Lives	• Extension of R350 social relief grant. • Developing vaccine manufacturing capacity. • Strengthening healthcare infrastructure. • Ensuring free electronic access to education resources. • Prioritizing infrastructure projects in roads and water management.	Resolving the Energy Crisis in KwaZulu-Natal	• Establishment of a KZN Energy War Room to oversee the province's response to the electricity crisis. • Appointment of a panel of energy experts to accelerate the implementation of the KZN Energy Master Plan. • Acceleration of the rollout of rooftop solar panels to households. • Review of building standards to ensure energy-saving equipment in new houses. • Mobilisation of communities towards energy-efficient systems.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
			• Departments to devise plans for government buildings to save energy and generate their own electricity.
Fighting Corruption	• Implementing National Anti-Corruption Strategy (NACS). • Establishing NPA Investigating Directorate. • Recommendations response plan for State Capture Inquiry. • Protecting whistle-blowers. • Appointing new head for Investigating Directorate. • Introducing special court rolls for corruption cases.	Water and Sanitation Infrastructure	• Implementation of catalytic projects to improve water access across the province. • Allocation of funds to districts for water infrastructure development.
Making Communities Safer:	• Recruiting new police personnel. • Establishing specialized units to address various crimes. • Operationalizing economic infrastructure task teams.	Curbing the Proliferation of Guns	• Review and tighten regulation of firearm possession and ammunition.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
	• Re-establishing community policing forums. • Implementing National Strategic Plan on Gender-Based Violence and Femicide. • Addressing recommendations from expert panel on July unrest.		• Increase police presence and resources in high-crime areas. • Invest in technology like CCTV cameras and drones for surveillance. • Establish a Community Safety Intervention Unit. • Allocate funding from various departments for crime fighting. • Coordinate surveillance systems. • Partner with the private sector for safety initiatives. • Explore utilizing unemployed graduates for policing efforts.
Making Government Work:	• Establishing state-owned holding company through Presidential SOE Council.	Transformation of Local Government	• Improvement in audit outcomes and implementation of

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
	• Finalizing SOE Shareholder Management Bill. • Professionalization of public service through framework and integrity assessments. • Implementation of District Development Model. • Conducting lifestyle audits across the public service.	and Ethical State capacity	consequence management. • Enhancement of monitoring and evaluation capacity to ensure program impact. • Implementation of compulsory capacity building programs for public servants. • Allocation of financial support to municipalities for service delivery. • Implementation of Operation Pay-On-Time to ensure timely payment to suppliers.
		Enterprise Development:	• Support for SMMEs and cooperatives through funding and job creation. • Implementation of the Black Industrialist Program.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
			• Launch of various projects in townships and rural areas. • Repurposing of the Youth Fund to benefit more young people in job-creating sectors. • Establishment of smart centres and cooperatives owned by young people. • Reprioritization of departmental budgets for job creation.
		Skills Development	• Establishment of digital skills hubs and training centres. • Introduction of drone training and licensing. • Hosting of e-Sporting Olympic and pilot training academy for drones.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
			• Collaboration with national and provincial entities to extend digital services. • Roll-out of digital infrastructure in various districts over the next two years.
		Environmental Sustainability and Rehabilitation	• A program to improve neighbourhood cleanliness and combat illegal dumping will be launched, alongside initiatives for recycling, tree planting, and waste management. • Support for waste-to-energy projects will be increased, with the goal of creating over 20,000 job opportunities.

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
			• Enhanced security measures will be implemented to protect biodiversity, including fencing in wildlife parks and increased patrols.
		Tourism Recovery	• KZN aims to position itself as a premier conference and event destination, securing bids for over 26 major events with an estimated economic impact of R220 billion. • Investments in air connectivity and infrastructure development, including the proposed Durban Eye Project, are underway to boost tourism. • Efforts to support the local film industry and enhance

SONA	KEY INTERVENTIONS	SOPA	KEY INTERVENTIONS
			regional airports are being prioritized to further tourism growth.

2.6.1 CHALLENGES WE HAVE HAD TO FACE

- Complex and lengthy legal language can make legislation difficult to interpret and implement.
- Inconsistencies or conflicts between different laws or regulations may create confusion or ambiguity in enforcement.
- Legislative changes may occur frequently, requiring constant updates and adaptations by affected parties.
- Compliance with regulatory requirements can be costly and resource-intensive for businesses and organizations.
- Legal loopholes or gaps in legislation may lead to exploitation or abuse of the system.
- Legislation may not adequately address emerging issues or keep pace with evolving societal needs and norms.
- Enforcement of laws may be uneven or inconsistent across different jurisdictions or governmental bodies.
- Unintended consequences or unforeseen impacts of legislation may arise, affecting various stakeholders differently.

2.6.2 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
- Promote social cohesion
- Commitment to accountability in pursuit of Good Governance

2.6.3 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

2.7 ENDUMENI LOCAL MUNICIPAL STRATEGIC FRAMEWORK ALIGNMENT

To ensure a seamless integration between The following table demonstrates the Government Policies and Imperatives and how Endumeni Municipality applies / addresses them:

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
MUNICIPAL TRANSFORMATION						
MT1	Ensure Functional Performance Management System implemented	Implementation of PMS Policy & Framework	Date PMS Framework/Policy reviewed and adopted	Pillar 5: Building Capacity – Implementation of Performance Management Systems – Filling of Senior Management Posts – Signing of performance agreements (all employees)	6.4. Promote participative, facilitative and accountable governance	Sound Governance • Prioritize critical posts. • Develop p, adopt and implement Employment Plans • Development and implement an action plan.
			No. of performance agreements signed for filled positions of the S54/56 posts			
			Advertisement of the signed performance agreements and submission to COGTA			
			Date Final 2022/23 Annual Report Adopted			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
MT2	Improve Institutional and Organisational Capacity	Filling of identified critical posts	Date organizational structure reviewed and adopted			
			No. of Performance Agreements signed for filled positions of the S54/56 posts by the 31 July 2024			
			Date of the Employment Equity Plans to be submitted to the Department of Labour		6.4. Promote participative, facilitative and accountable governance 6.2. Build government capacity	
		Adoption of the Skills Development Plan	Date Workplace Skills Development Plan adopted by Council			
MT3	To ensure an effective and efficient HR systems that addresses Human resources within the municipality	Revised HR Strategy	Date Human Capital Strategy reviewed and adopted			
		Develop and adopt all HR policies	Date all Human Capital policies reviewed and adopted			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
		Preparation and submission of the Workplace Skills Plan	Number of monthly reports of legal & litigation register submitted to Portfolio committee			
MT5	Effective Labour Relations	Compliance with legal prescripts	Number of monthly reports legal & litigation register submitted to Portfolio committee			
			Number of Monthly report Disciplinary cases submitted to the Portfolio			
BASIC SERVICE DELIVERY						
BS1	Improve Access to Basic Services	Implementation of Capital projects	% Of MIG Expenditure by 30 June 2024	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses of Water and Sanitation	4.2. Develop road and rail networks	Infrastructure Engineering - Improved Roads Networks
BS2		Ensuring consumer have access to electricity	Retrofitting Streets, building lights and building inspections around Endumeni Municipal Area	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced	4.5. Ensure access to affordable, reliable, sustainable and modern energy for all	Integrated Services • Housing, municipal, community and social services are

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
				losses with electricity		delivered according to the transformed spatial form and planned integrated sustainable human settlements
			% INEP Expenditure by 30 June 2025	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses of Water and Sanitation	4.2. Develop road and rail networks	Infrastructure Engineering - Improved Roads Networks
BS3	Improve Access to basic services	Maintenance of Infrastructure	m^2 of pothole patching by 30 June 2025	Pillar 2: Delivering Basic Services - Infrastructure Delivery and maintenance of Road	4.2. Develop road and rail networks	Infrastructure Engineering - Improved Roads Networks
			Construction of New Kwa Sithole Gravel Road			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
BS4			Construction of Sibongile Asphalt Roads	Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance of Waste Management	3.4. Promote sustainable human settlements	Integrated Services • Promote waste minimisation, re-use, recycling and recovery of waste. Thus, generating income for the Municipality and also bringing about a reduction in poverty.
			Construction of Herodi Gravel Roads			
			Construction of Dlamini Gravel Road			
			Construction of Marikana Asphalt Road			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
		To ensure provision of a safe and secure environment for all Endumeni residents	Rehabilitation of Sithembile Sports Facility		4.6. Enhance KZN waste management capacity	
			Resurfacing of Argyle Street	Pillar 2: Delivering Basic Services – Improved Policing & high mast lighting	4.2. Develop road and rail networks	Infrastructure Engineering - Improved Roads Networks
BS5			Refurbishment of Dean Mohamed Lane	Pillar 2: Delivering Basic Services – Free Basic Services and Indigent Register	4.5. Ensure access to affordable, reliable, sustainable and modern energy for all	
		Number of indigent beneficiaries with access to refuse and electricity basic services	Refurbishment of Nyembe Street			Infrastructure Engineering • Reliable Electricity provision
			Construction of the Glencoe Cemetery	Pillar 2: Delivering Basic Services – Township Establishment	3.4. Promote sustainable human settlements	Integrated Services • Housing, municipal, community and social services are delivered according

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
						to the transformed spatial form and planned integrated sustainable human settlements
BS7		Improve access to electricity	Kunene Craydom Farm Electrification Phase 2	Pillar 2: Delivering Basic Services - Infrastructure Delivery and maintenance with Road	4.2. Develop road and rail network	Infrastructure Engineering • Reliable Electricity provision
			Number of jobs to be created through the implementation of the capital projects by 30 June 2025			
			Percentage to curb electrical losses as per NERSA by 30 June 2025			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
LED1	Enhancement Endumeni Local Economic Development	Support of local businesses	Review of the Implementation for the LED strategy and adopted by council by 30 June 2025	Pillar 2: Delivering Basic Services – Community Works Program (& EPWP)	6.4. Promote participative, facilitative and accountable governance	Economic Positioning and Investment Attraction Strategic Goals • Agriculture and Agro processing • SMME development • Transformation and inclusivity
			Number of SMME's supported financially by 30 June 2025		1.5. Promote SMME and entrepreneurial development	
			No of Financial support provided to Dundee CTO by 30 June 2025			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			Land Investment profile prepared and submitted to the EM: PED by 30 June 2025		1.2. Enhance sectoral development through trade Investment and business retention	
LED3	Increase of job creation	Create job opportunities	Number of jobs to be created through the implementation of the capital projects by 30 June 2025			
Good Governance						
GG1	Improve functionality of the municipal oversight committees	Effective functionality of the Audit Committee	Number of Audit/ Performance Audit Committee Meetings held per annum	Pillar 3: Good Governance – Council meetings	6.4. Promote participative, facilitative and accountable governance	
		Oversight meetings held per annum	Number of the Council Meetings held per annum			
			Number of the ExCo Meetings held per annum			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			Number of MPAC meetings held per annum			
GG4	Development of credible IDP	IDP Process Plan in Compliance with legislative requirements	No. of IDP & Budget consultative meetings held with the Community, Stakeholders and Civic Associations by 30 May 2025			
GG5	Improve the reporting systems	Efficient reporting in terms of the MFMA	Date of approval of section 72 report submitted to council			
			Number of MFMA section 71 compliance reports submitted to council			
		Reporting on wasteful and fruitless expenditure	Number of SCM quarterly reports submitted to Council (UIFE & deviation register)			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
		Compliance with MFMA	Date the 2024/25 Adjustment Budget adopted by Council	Pillar 3: Good Governance – Compliance with legislation and by-laws	6.1. Strengthen policy, strategy coordination and IGR 6.4. Promote participative, facilitative and accountable governance	
			Date the 2024/2025 Draft Budget approved by Council			
			Date 2024/2025 Final Budget adopted by Council			
FINANCIAL VIABILITY						
FV1	Improved budget implementation in the municipality	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	6.4. Promote participative, facilitative and accountable governance	Sound Governance - Budget for outer financial years
		Optimize expenditure of operational budget	Percentage operating revenue budget implementation (actual operating expenditure/budget operating revenue x 100)			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
		Optimize actual service charges and property rates revenue	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)			
FV2	Improved Asset Management	Optimize expenditure of asset and risk management	Asset register updated on a monthly basis and report submitted to the CFO			
FV3	Improved implementation of policies and by-laws	Compliance with the MFMA	Review of the budget related policies (Assets management Policy Budget Policy Cash management and Investment Policy Consumer Deposits Policy Contract Management Policy Cost Containment PolicyCredit control and debt collection Policy Indigent Policy Petty Cash Policy Property Rates Policy			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			Subsistence and Travelling Allowance Policy Supply Chain Management PolicyTariffs Policy Travelling Allowance policy UIFW Expenditure Policy Virement Policy), systems and by-laws submitted to Council for adoption			
FV4	To reduce electricity theft within the Municipal area	Development of multi approach interventions to curb electrical losses	20% to curb electrical losses as per NERSA by 30 June 2025			
FV5	To ensure effective implementation of billing and customer care through improvement of collection rate	Effective implementation of billing and customer care through improvement of the debtor's collection rate	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	Pillar 4: Sound Financial Management – Percentage Revenue Collected		

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			that has been collected in relation to billed revenue.			
			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			
FV6	To achieve profitability and liquidity ratios	To achieve profitability and liquidity ratios	Cash/Cost Coverage Ratio			
			Current Ratio			
FV7	To monitor the financial viability of the Endumeni Municipality	To monitor the financial viability of the Endumeni Municipality	Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001)			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			(A=(B-C)/D) (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)			
FV8	To Obtain improved Audit Opinion	Annual financial statements submitted to the AG	Audit report from AG obtained	Pillar 4: Sound Financial Management – Address Post Audit Action Plan	6.3. Eradicate fraud and corruption 6.4. Promote participative, facilitative and accountable governance	
			Percentage 2022/23 AG Action Plan implemented			
			Date of submission of annual financial statements to the auditor general			
FV9	Improved implementation of policies and by-laws	Compliance with the MFMA	Review and implementation of budget related policies, systems and by-laws submitted to Council	Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	6.4. Promote participative, facilitative and accountable governance	
FV10	Improve Asset Management	Compliance with the SCM policies	Creditors Payment Period			
FV11	Improved Asset Management	Optimize expenditure of asset and risk Management	Asset register updated on a monthly basis and report submitted to the CFO			
			Asset Bi-annual verification conducted twice a year			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
FV12	To ensure sound financial management systems	Compilation of Bank Reconciliations	Bank reconciliations completed on a monthly basis			
FV13	To monitor Performance of Service Provider	Reporting on wasteful and fruitless expenditure	Number quarterly reports submitted by SCM and section 52 report to Audit Committee	Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management.		
CROSS-CUTTING						
CC1	Development Of a Credible IDP	Revision of a Credible Integrated Development Plan	% IDP credibility ranking achieved	Pillar 3: Good Governance – Compliance with legislation and by-laws		Alignment of plans and alignment thereof - Spatial reference projects - Cohesive and integrated planning across the three spheres of government and SOE's
			Date IDP, Budget and PMS Process Plan adopted by Council			
			Date the 2024/2025 Annual Strategic Planning Session held			
			Date Draft 2024/25 IDP adopted by Council and submitted to COGTA			

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			Date Final 2024/25 IDP adopted by Council and submit to COGTA			
CC2	To ensure improved response to Disasters	Disaster Management	Date Disaster Management Plan reviewed and adopted by Council			Economic Positioning and Investment Attraction Strategic Goals 9. Transformation and inclusivity.
			Number of responses to reported disasters	Pillar 3: Good Governance – Regular Engagement with Communities	5.3. Adapt and respond climate change	
			Number of disaster / fire awareness campaigns undertaken		5.3. Adapt and respond climate change	
CC3	Improved Spatial Development Framework	Improve Spatial Development Framework	Review of the Implementation of Spatial Development Plan and adopted by Council by 30 June 2025	Pillar 3: Good Governance – Compliance with legislation and by-laws	6.4. Promote participative, facilitative and accountable governance	

IDP REF. NO.	OBJECTIVE	STRATEGIES	INDICATORS	B2B	PGDS	DDM ONE PLAN
			No of the meetings of the Municipal Planning Tribunal held by 30 June 2025	Pillar 2: Delivering Basic Services - Fundable consolidated infrastructure plans		
		Monitoring of municipal Estates	Date Supplementary valuation roll compiled on an annual basis	Pillar 4: Sound Financial Management – Culture of Payment for Services Campaigns		

SECTION C: SITUATIONAL ANALYSIS

3. DEMOGRAPHIC CHARACTERISTICS

3.1 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 2011,2016 and 2022 are depicted in Table 1 below. The population stats have shown a staggering increase of 23 446 residents 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 Population	Census 2016 Population	Census 2022 Population
Endumeni	64 862	76639	100 085

Source : 1. Statistics SA 2022

Table 8 Population Size

ENDUMENI STATSSA 2022	**2022**	2011
Total population	**100 085**	64 862
Young children (0-14 years)	**26,8%**	31,4%
Working age population (15-64 years)	**67,1%**	63,8%
Elderly (65+ years)	**6,1%**	4,8%
Dependency ratio	**49,1**	56,8
Sex ratio	**93,6**	95,2

When such data is projected, it becomes fundamental that the municipality devises 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.

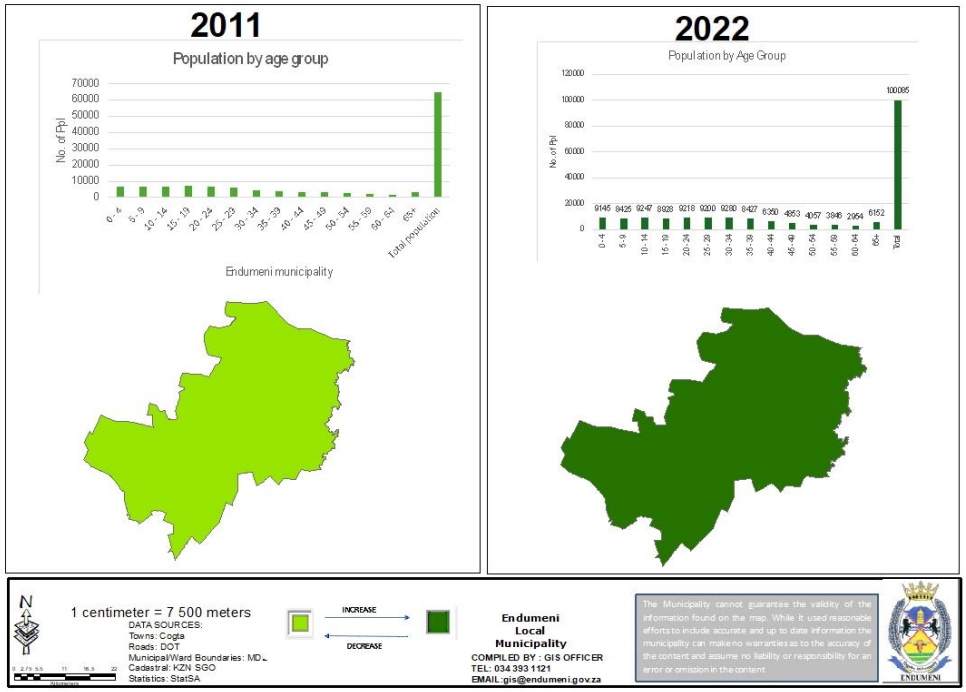


Figure 4 Population by Group

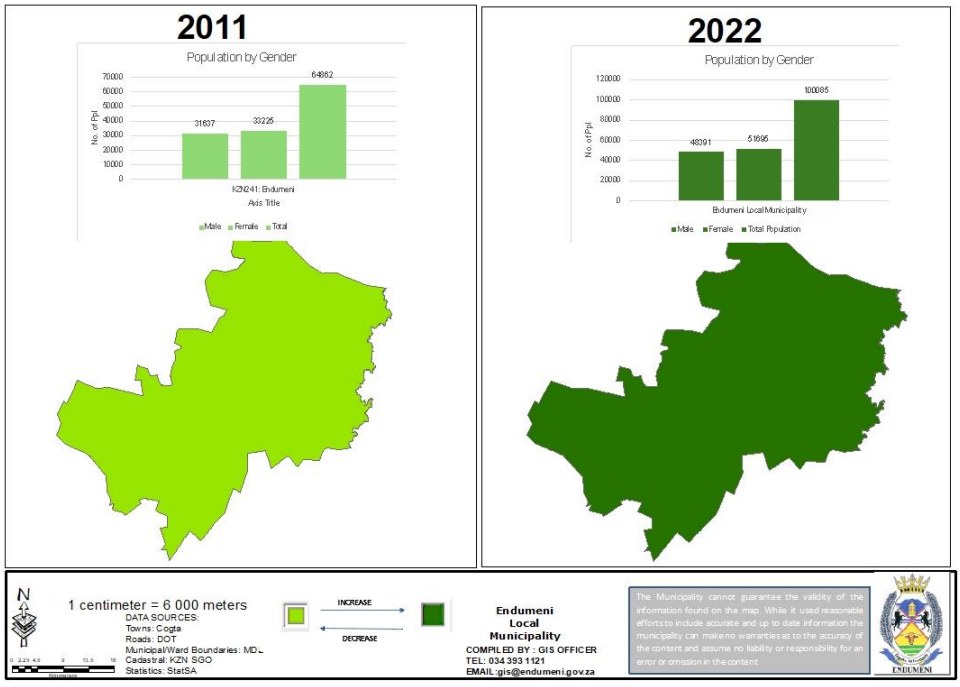
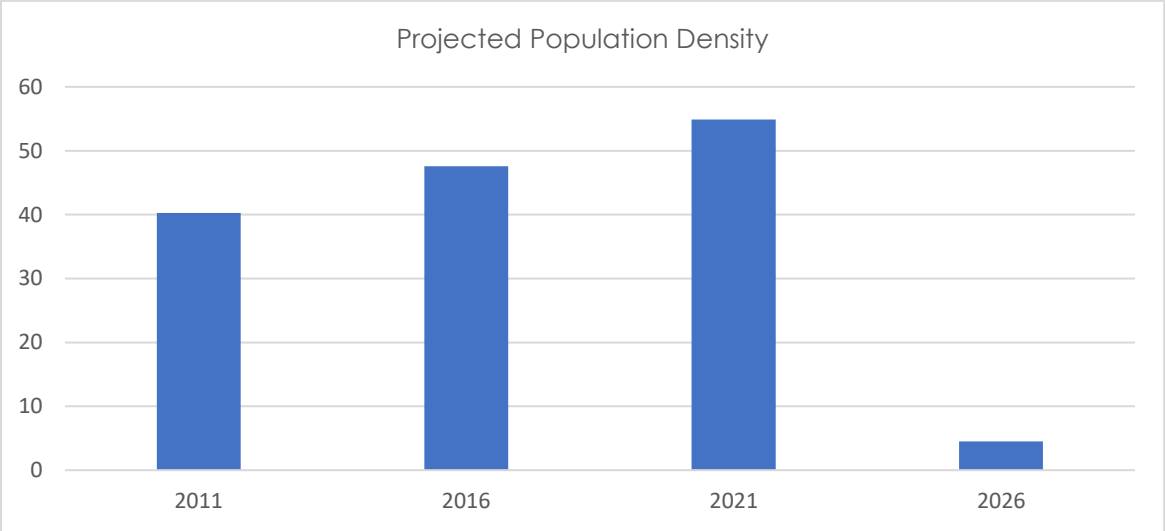


Figure 5 Population by Gender

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

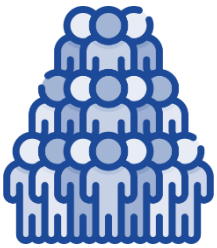
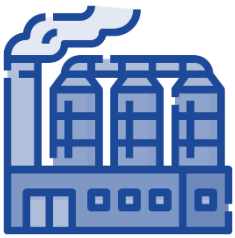
Figure 6: Projected Population Density

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.

3.2 OVERVIEW OF SOCIO-ECONOMIC ANALYSIS OF ENDUMENI LM

Demographics		**Household**	
	Population Estimated Number - **Stats SA 2022:** 100 085 Male 48,3% Female 51,7%		Number of households 23 960
Education		**Poverty**	
	Grade 12/ Certificate NQF Level 4: 26497 Bachelor's Degree/ NQF Level 8; 2 135 Honours Degree/ NQF Level 8: 627 Master's at NQF Level 9: 133 PHD /NQF Level 10; 11		Unemployed 8,4% Other not economically active 28,4% Census 2011
Health		**Economic Sectors**	
	Clinics 6 Mobile Base Clinics 4 District Hospital 1 EMRS 1 Env Health 1		In terms of the GDP, Endumeni had a total GDP of R2.69 billion and ranked the highest relative to other regional economies in the district

Disability			
	Not walking; 2377 Hearing: 499 Sight: 1 945 Communication: 186 Remembering: 481 Self-Care: 257		
Basic Service Delivery			
Piped Water 60%	Sanitation Flush toilet 81,9% Chemical toilet 0,9% Pit toilet 13,1% Bucket toilet 0,9% Other 2,1% None 1,1%	Refuse Removal Removed by local authority at least once a week 77,1%	Access to Electricity 89,5%
Economic Contribution to Endumeni LM			
Agriculture 3,87 % to GDP	Mining 2 %	Community Service 33,4% Transport 3%	Trade 17%

3.3 EDUCATION AND HIV PROFILE

ENDUCATION

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.

Table 9 Education Profile

HIV PROFILE

Within uMzinyathi district, the leading illness is HIV/AIDS in adults (15-64). The number of HIV positive people have increased since 2006 by just 1% to 14% in 2016. HIV/AIDS is the leading cause of death for the 5-14 age group at 15.8%, 15-34 age group at 22.0% and the 25-64 age group at 24.9%.

3.4 HIGHEST EDUCATIONAL ACHIEVEMENT

According to the Education Management Information System (EMIS), there are 498 public schools and 7 independent schools in uMzinyathi district municipality.

In terms of higher education, there is only one Further Education and Training College (Mthashana FET College) that has a campus based in Nquthu. Mthashana College is located in the Northern region of KwaZulu-Natal and serves the uMkhanyakude district municipality, uMzinyathi district municipality and Zululand district municipality. It is a rural college that provides an important gateway to skills and employment for those in the impoverished area. The college offers NC(V) programmes in utility and business studies and engineering studies.

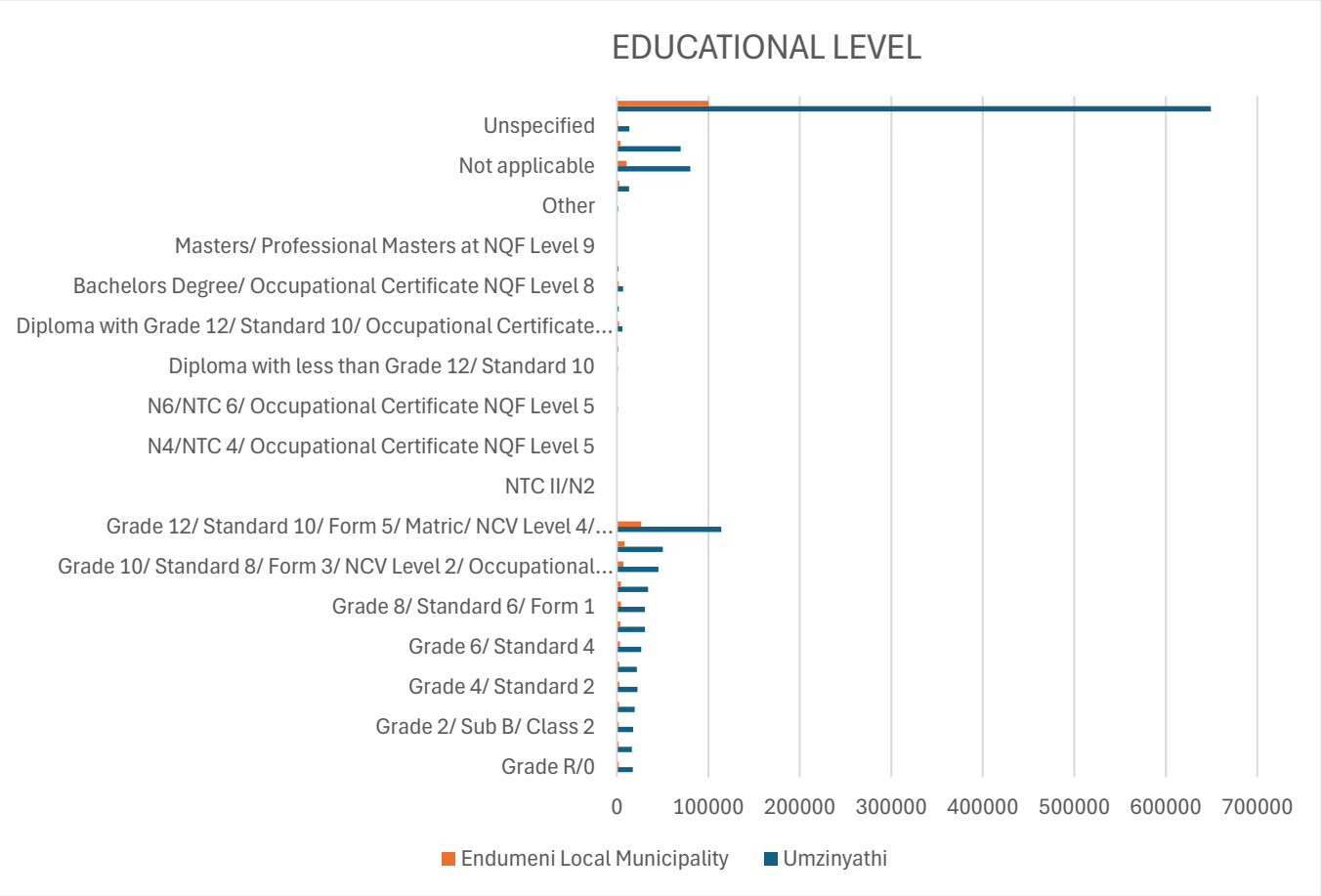
	UMZINYATHI	ENDUMENI LOCAL MUNICIPALITY
GRADE 10/ STANDARD 8/ FORM 3/ NCV LEVEL 2/ OCCUPATIONAL CERTIFICATE NQF LEVEL 2	45423	**7338**
GRADE 11/ STANDARD 9/ FORM 4/ NCV LEVEL 3/ OCCUPATIONAL CERTIFICATE NQF LEVEL 3	50157	**8309**
GRADE 12/ STANDARD 10/ FORM 5/ MATRIC/ NCV LEVEL 4/ OCCUPATIONAL CERTIFICATE NQF LEVEL 4	114068	**26497**
DIPLOMA WITH LESS THAN GRADE 12/ STANDARD 10	946	**308**

HIGHER/ NATIONAL/ ADVANCED CERTIFICATE WITH GRADE 12/ STD10/ OCCUPATIONAL CERTIFICATE NQF LEVEL 5	1293	**635**
DIPLOMA WITH GRADE 12/ STANDARD 10/ OCCUPATIONAL CERTIFICATE NQF LEVEL 6	6032	**2271**
HIGHER DIPLOMA/ OCCUPATIONAL CERTIFICATE NQF LEVEL 7	1951	**774**
BACHELORS DEGREE/ OCCUPATIONAL CERTIFICATE NQF LEVEL 8	6683	**2135**
HONOURS DEGREE/ POSTGRADUATE DIPLOMA/ OCCUPATIONAL CERTIFICATE NQF LEVEL 8	1602	**627**
MASTERS/ PROFESSIONAL MASTERS AT NQF LEVEL 9	330	**133**
PHD (DOCTORAL DEGREES)/ PROFESSIONAL DOCTORAL DEGREE AT NQF LEVEL 10	241	**118**
OTHER	1433	**431**
DO NOT KNOW	13485	**2817**
NOT APPLICABLE	80238	**10430**
NO SCHOOLING	69814	**3815**
UNSPECIFIED	13722	**1202**
TOTAL	649261	**100085**

Data Source: Statistics South Africa (2022)

Figure 7 Highest Educational Achievement

A clear comparison on the education level of the local municipality to that of the District has been depicted below.



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.

3.5 HIV PREVALENCE AND MORTALITY

The morbidity rate is the frequency rate at which a diseases or illness appears in the population and geographic area. Within uMzinyathi district, the leading illness is HIV/AIDS in adults (15-64). The number of HIV positive people have increased since 2006 by just 1% to 14% in 2016. Although there was a small increase in HIV positive people since 2006, the prevalence rate remains unacceptably high and will negatively impact on households, businesses and social services.

The number of patients that defaulted from the diagram shows an increase within the district which could be the why HIV/AIDS is the leading cause of illnesses in uMzinyathi district. HIV/AIDS is the leading cause of death for the 5-14 age group at 15.8%, 15- 34 age group at 22.0% and the 25-64 age group at 24.9%.

For the elderly, cerebrovascular disease, such as strokes (20.5%) followed by ischaemic heart disease (10.2%) are the leading causes of death. In terms of maternal conditions, other maternal (27.8%) and indirect maternal conditions (27.7%) account for the leading causes of death for women in the 15-49 age category.

The Maternal Mortality Ratio (per 100 000 live births) is 70.3, with **Endumeni local municipality recording the highest at 117.6.**

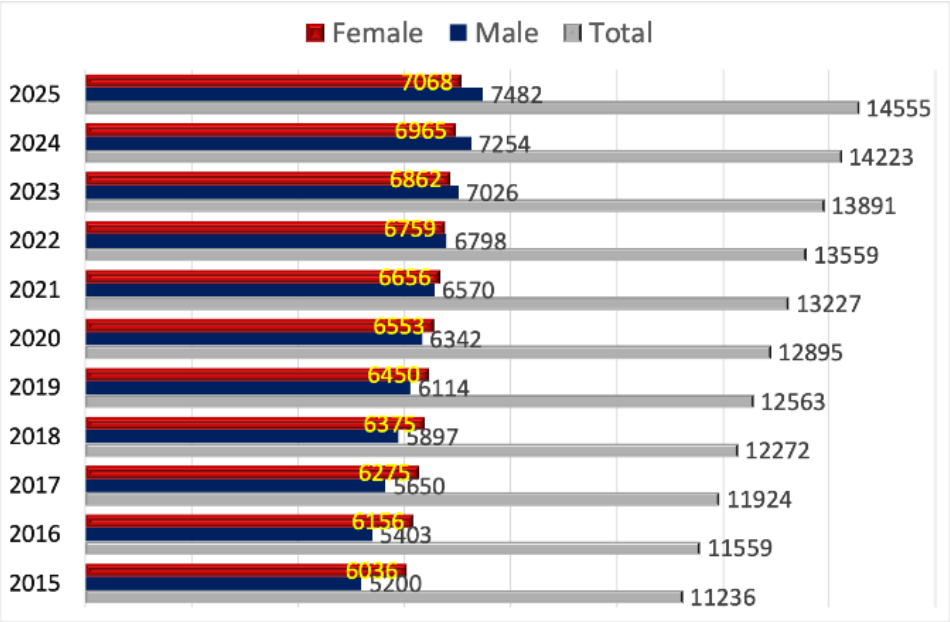


Figure 8 HIV Prevalence

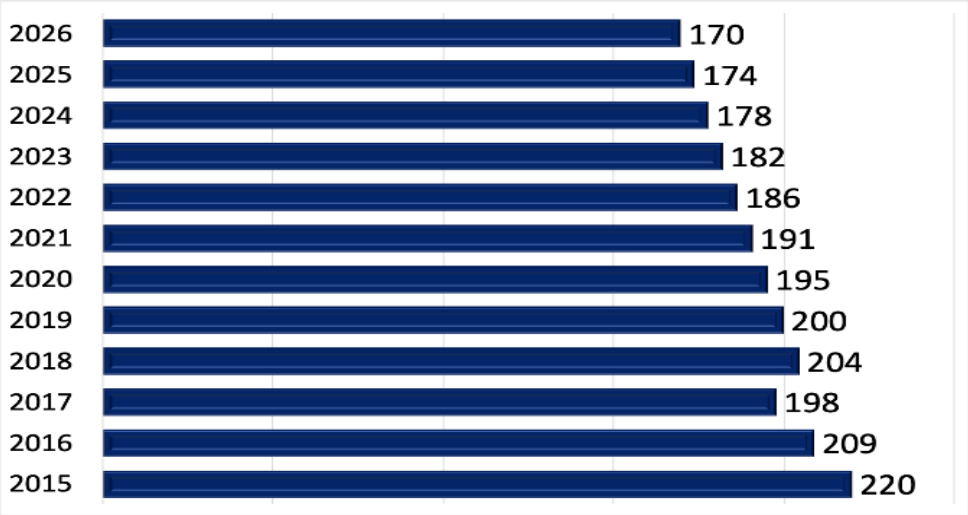


Figure 9: Mortality Rate

3.6 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 has increased to 23 167, inclusive of formal and informal housing within the area. An anticipated rise to 29,700 in 2026 has been projected for future developments within Dundee. The staggering population increase has proven the need for more inclusive housing provision.

The 2022 census data from Statistics South Africa (StatsSA) detailing population growth in relation to dwelling types is depicted below.

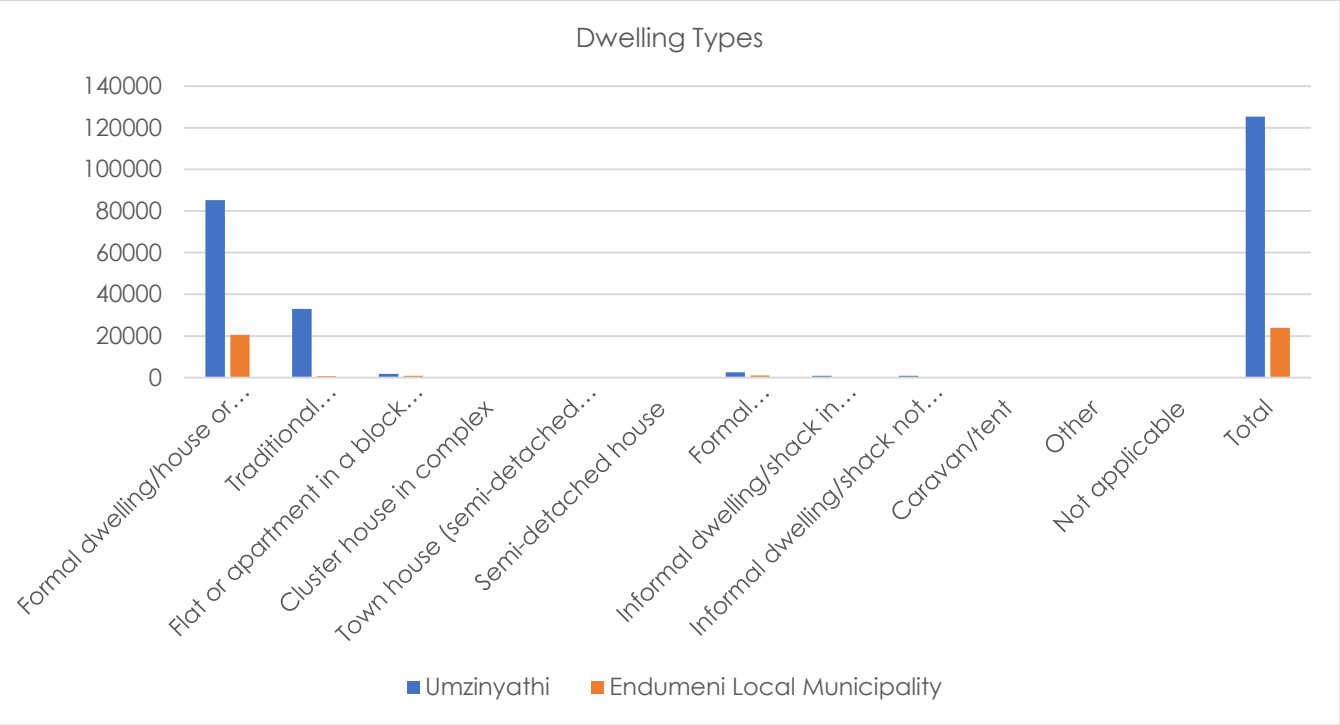


Figure 10 Dwelling types

The municipality recognizes that a diverse range of housing typologies has not been adequately provided. However, the municipal Spatial Development Framework (**SDF**) has incorporated various housing types, such as Community Residential Units (CRUs) and Social Housing, into its long-term plan. These housing types will be prioritized for future development.

3.7 PROJECTIONS OF HOUSEHOLD GROWTH

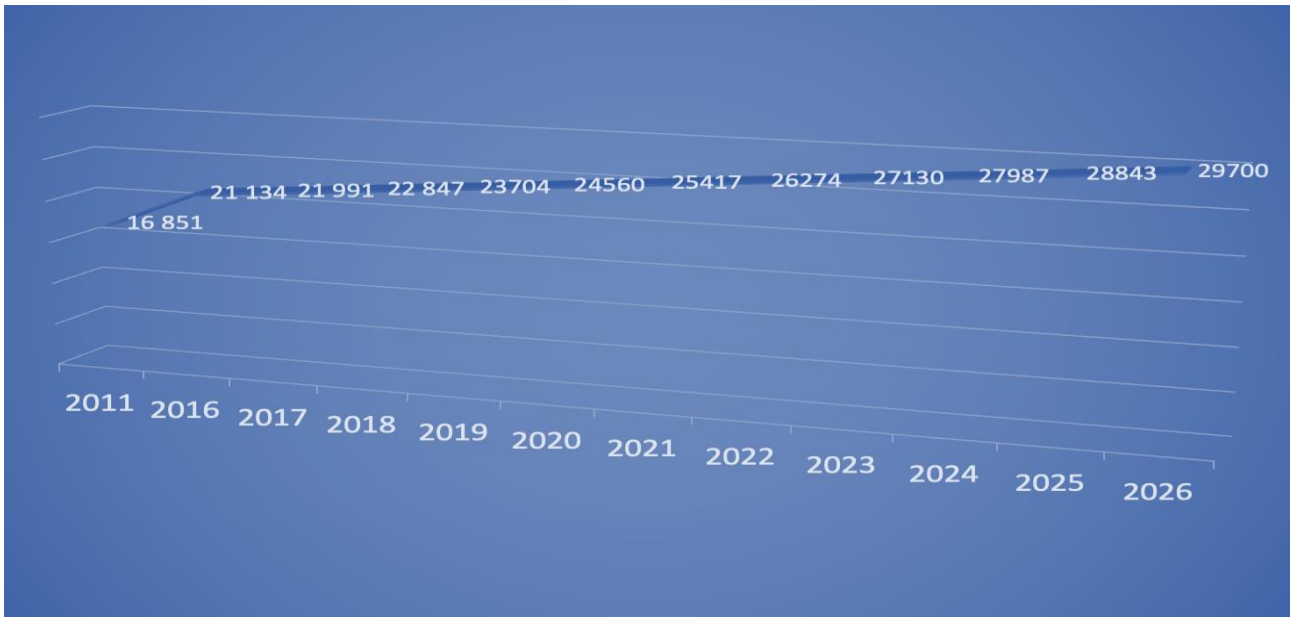


Figure 11 : Projection of Household Growth

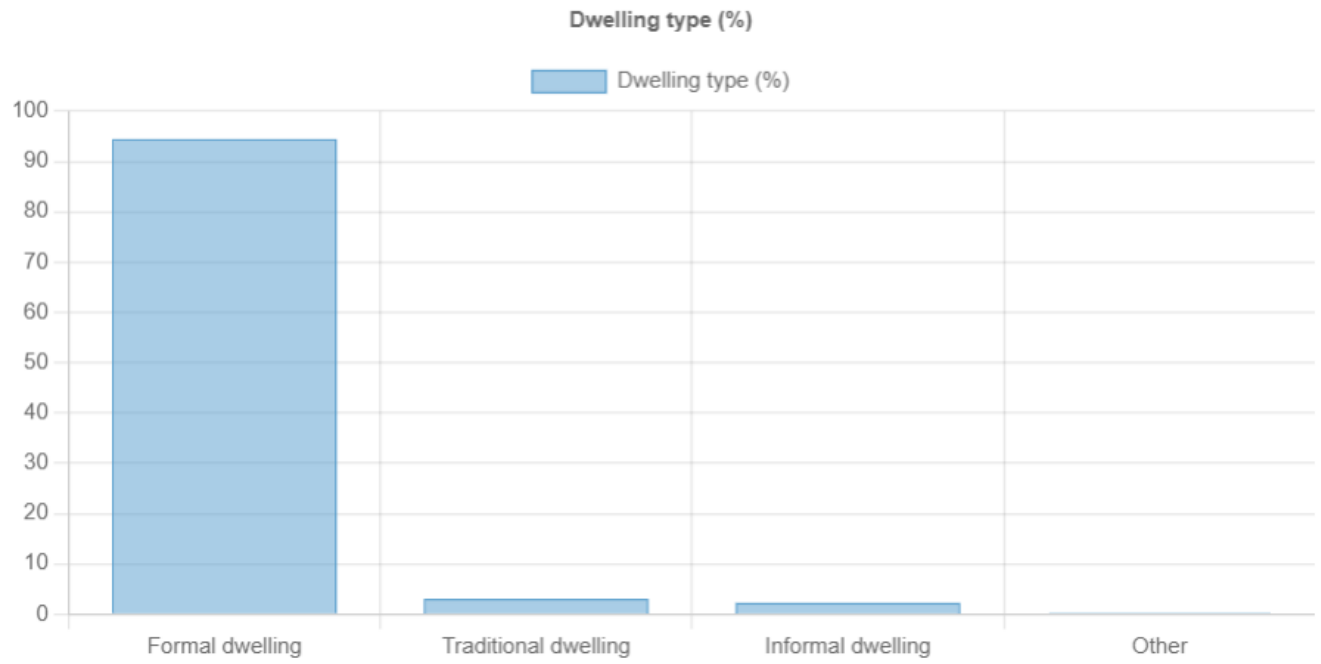
Data Source: Statistics South Africa (2016) With Calculations by The Frontline Group

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%)

3.8 TYPES OF DWELLINGS

Name	Frequency	%
Formal dwelling	22 625	94,4%
Traditional dwelling	744	3,1%
Informal dwelling	542	2,3%
Other	48	0,2%

Figure 12 StatSA 2022 Dwelling Types



Data Source: Statistics South Africa (2022)
Figure 13: 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.

3.9 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 (2022) reports that two decades on, significant strides have been made. The statistic listed below clearly marks the significant transitions that have been made thus far:

ENDUMENI STATSSA 2022	**2022**	2011
Total population	**100 085**	64 862
No schooling (20+ years)	**4,6%**	7,0%
Higher education (20+ years)	**13,0%**	10,3%
Number of households	**23 960**	16 850
Average household size	**4,2**	3,8
Formal dwellings	**94,4%**	87,1%
Flush toilets connected to sewerage	**81,9%**	80,0%
Weekly refuse disposal service	**77,1%**	76,7%
Access to piped water in the dwelling	**60,4%**	61,9%
Electricity for lighting	**89,5%**	79,1%

3.9.1 ACCESS TO WATER

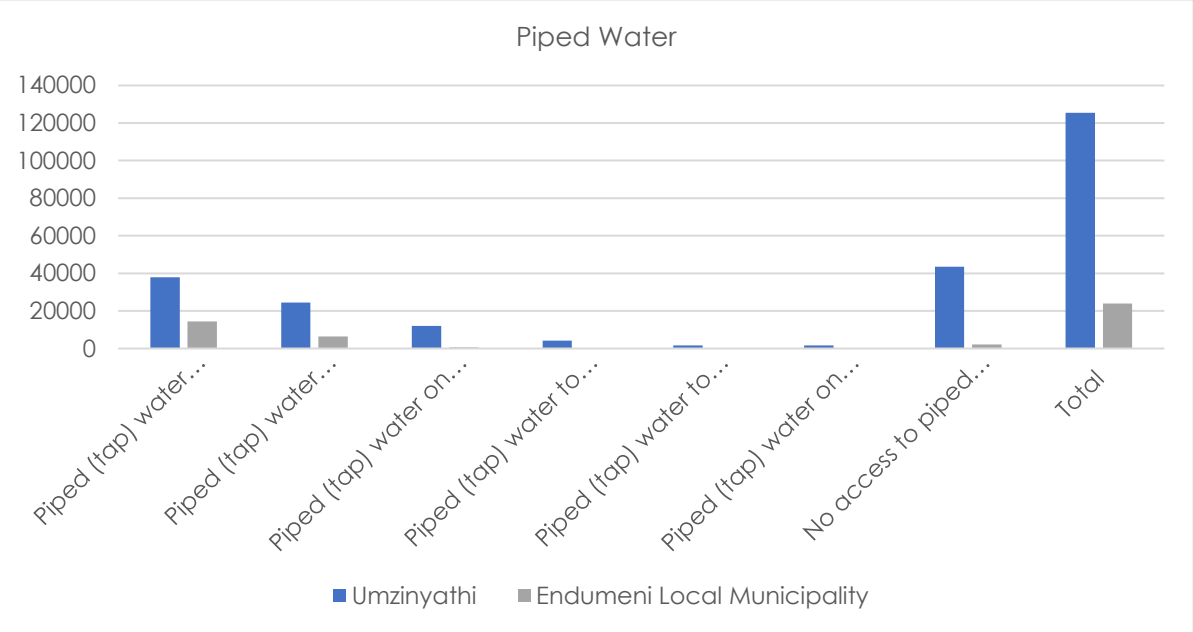
Turning to Endumeni, the Buffalo River and Wasbank River serve the Endumeni municipality well. The main tributaries of Buffalo River are Njiwati, Sterkstroom or Impathi, the Pondenshalana, Nyende, Eerstelling, Basangoma and Blood Rivers. Wasbank River's main tributaries are Mkomazana, KwaMatchokuza, 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).

Access to Water

	Piped (tap) water inside the dwelling	Piped (tap) water inside the yard	Piped (tap) water on community stand: distance less than 200m from dwelling	Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	No access to piped (tap) water	Total
Umzinyathi	37900	24495	11932	4243	1672	1701	43483	125427
Endumeni Local Municipality	14467	6426	538	170	81	101	2177	23960

Table 10 Access to water



Data Source: Statistics South Africa (2022)

Figure 14: Access to Water

3.9.2 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.

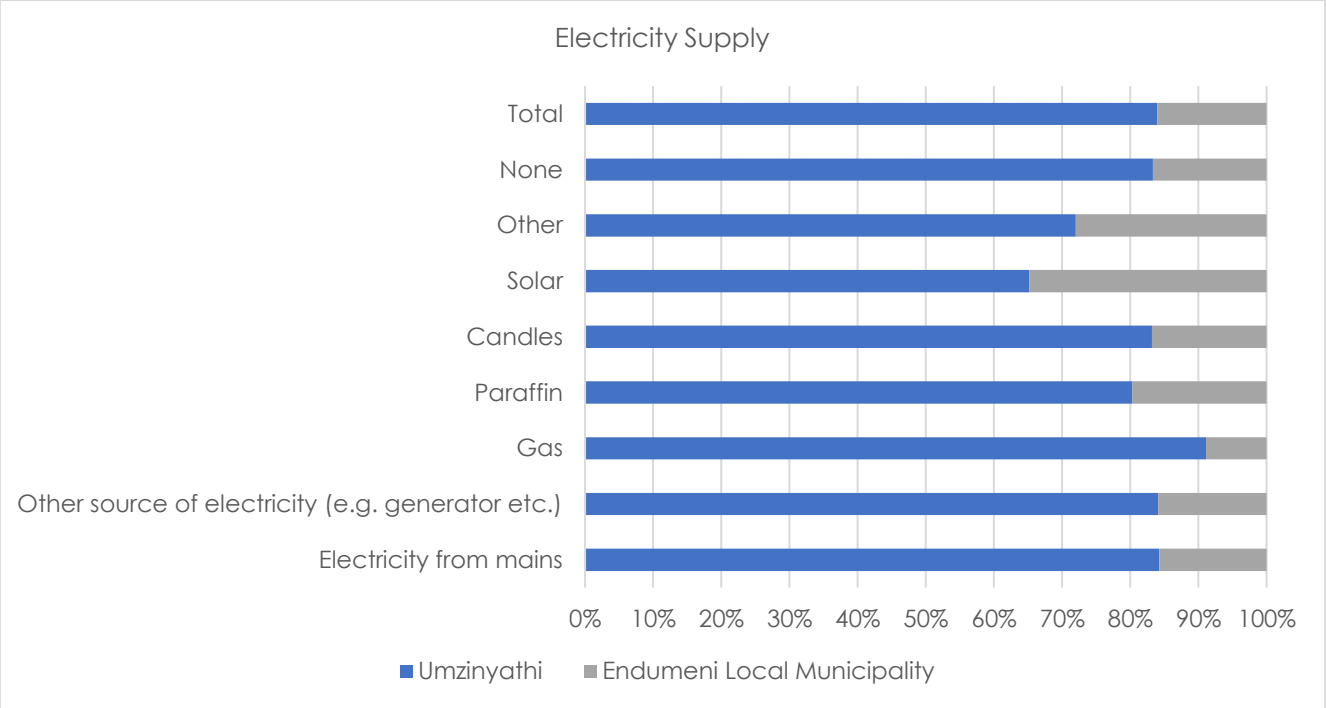
This percentage is roughly the same as the national average of 81.6% who have access to electricity. Notably, the high number of pre-paid metres is tribute to the municipality, for ease of revenue collection compared to the non-payment challenges linked to the conventional metre. The progress in pre-paid metre delivery should be fast tracked for more revenue benefits, but also easier management of electricity. The table and graph below is information from **StatsSA 2022**.

Access to Electricity

	Electricity from mains	Other source of electricity (e.g. genera	Gas	Paraffin	Candles	Solar	Other	None	Total

		tor etc.)							
Umzinyathi	114294	312	709	427	8273	1072	139	200	125427
Endumeni Local Municipality	21389	59	69	105	1671	572	54	40	23960

Table 11 Access to Electricity



Data Source: Statistics South Africa (2022)

Figure 15: Access to Electricity

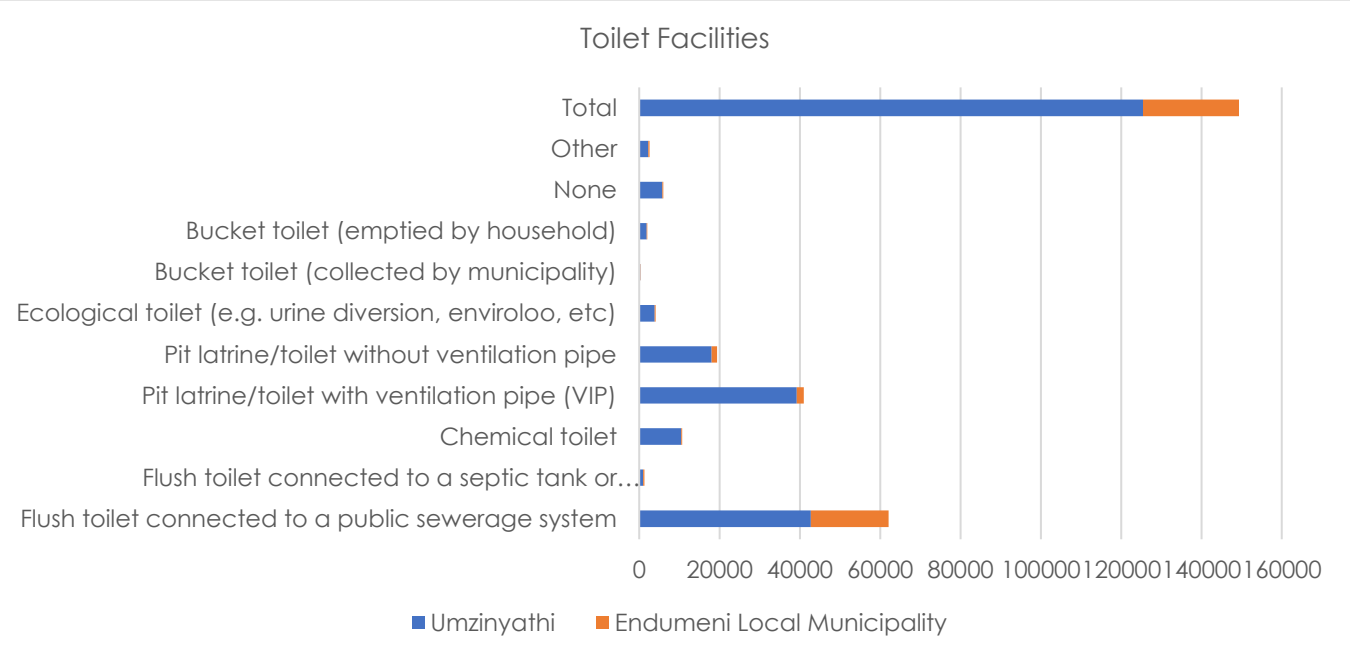
3.9.3 ACCESS TO SANITATION

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..

Endumeni has successfully implemented installed 19 347 flushed toilets out of 23 960 houses. StatsSA 2022.

	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe (VIP)	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion, enviroloo, etc)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	None	Other	Total
Umzinyathi	42754	1006	10475	39211	17997	3884	260	1834	5772	2233	125427
Endumeni Local Municipality	19347	283	226	1764	1379	181	11	195	260	312	23960

Access to Sanitation (Toilets and Refuse Removal)



Data Source: Statistics South Africa (2022)

Figure 16: Access to Sanitation

3.9.4 HEALTH

The optimal walking distance to health facilities typically falls within the range of 1 to 2.5 kilometres, with a maximum acceptable distance of 5km.

The municipality, in collaboration with the relevant sector department, has successfully implemented strategies to consolidate public service amenities within closer proximity to the community, particularly focusing on healthcare facilities. In rural areas within the municipality, efforts have been made to enhance healthcare accessibility by introducing mobile clinics, particularly targeting marginalized communities.

Within urban areas, healthcare facilities are concentrated in the central regions of Dundee and Glencoe, predominantly situated in the north-western part of the municipality.

Despite the provision of one hospital in Endumeni, which falls short of meeting CSIR standards, this deficiency could be mitigated if local clinics are equipped to address and stabilize critical medical cases, which can then be referred to the hospital. This solution hinges on the accessibility of clinics via road networks and the hospital's capacity to accommodate a predetermined volume of patients from the community

HEALTH CARE FACILITIES AVAILABLE

Clinics	6
Mobile Base Clinics	4
District Hospital	1
EMRS	1
Env Health	1

3.6 SWOT ANALYSIS OF DEMOGRAPHIC AND BASIC SERVICE DEVLIVERY

STRENGTHS	WEAKNESS
Centralised public facilities Access to Sanitation in most of our Wards	Aging infrastructure leads to service interruptions. Residents' indiscriminate dumping of garden waste and builder's rubble.

	Illegal waste dumping in streets and stormwater areas causes blockages and flooding. Inadequate planning and succession planning. Limited fleet availability. Lack of infrastructure asset protection.
OPPORTUNITIES	THREATS
Centralized Pub Growing population of working class Waste recycling, reduce and reuse initiatives Implementation of mega human settlement projects	Electrical supply reaching maximum capacity Electrical theft Illegal connections Ageing infrastructure: electricity, water and roads Poor capital expenditure Non-payment for services Theft and vandalism of Infrastructure

4. ECONOMIC PROFILE

4.1 BACKGROUND

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.

4.1.1 ECONOMIC LANDSCAPE

In Dundee, KZN, the economic landscape is delineated by the labour force, encompassing individuals of working age who are actively engaged in employment or seeking work, known as the economically active population (EAP). This excludes students, retirees, caregivers, incarcerated individuals, those in unreported employment, and discouraged job seekers.

Total employment figures serve as pivotal metrics for understanding unemployment rates and structural shifts within the economy. In 2011, the Endumeni Local Municipality boasted a workforce of 15,228 individuals, doubling the total employment rate of uMzinyathi, which stood at 50,734 people. This total employment comprises both formal and informal sector employment.

Sector-specific employment data sheds light on the distribution of jobs within the municipality. The formal sector emerges as the primary employer, absorbing around 77.1% of the labour force, followed by private household employment at 11.1%. The community services sector holds the highest percentage of residents, followed by trade and finance, household services, and manufacturing. Notably, the agriculture and mining sectors have witnessed significant declines, largely attributed to the redistribution of land to disadvantaged communities.

In terms of GDP, Endumeni generated a total GDP of R2.69 billion, ranking highest among regional economies relative to the total uMzinyathi GDP. This underscores the municipality's economic significance within the broader regional context.

4.1.2 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

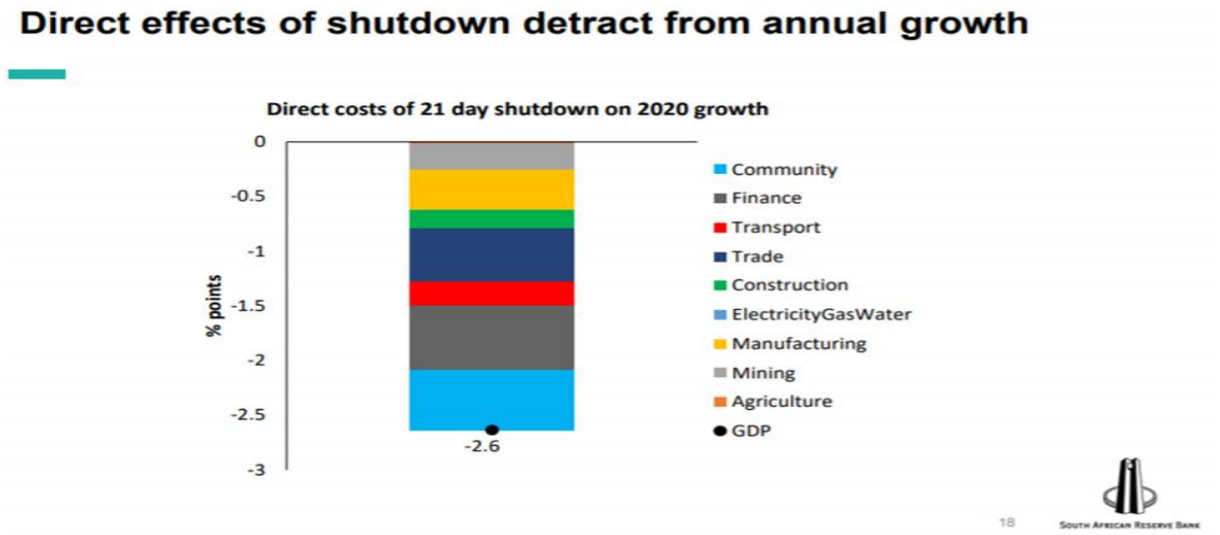


Figure 17: Direct effects of shutdown detract from annual growth

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

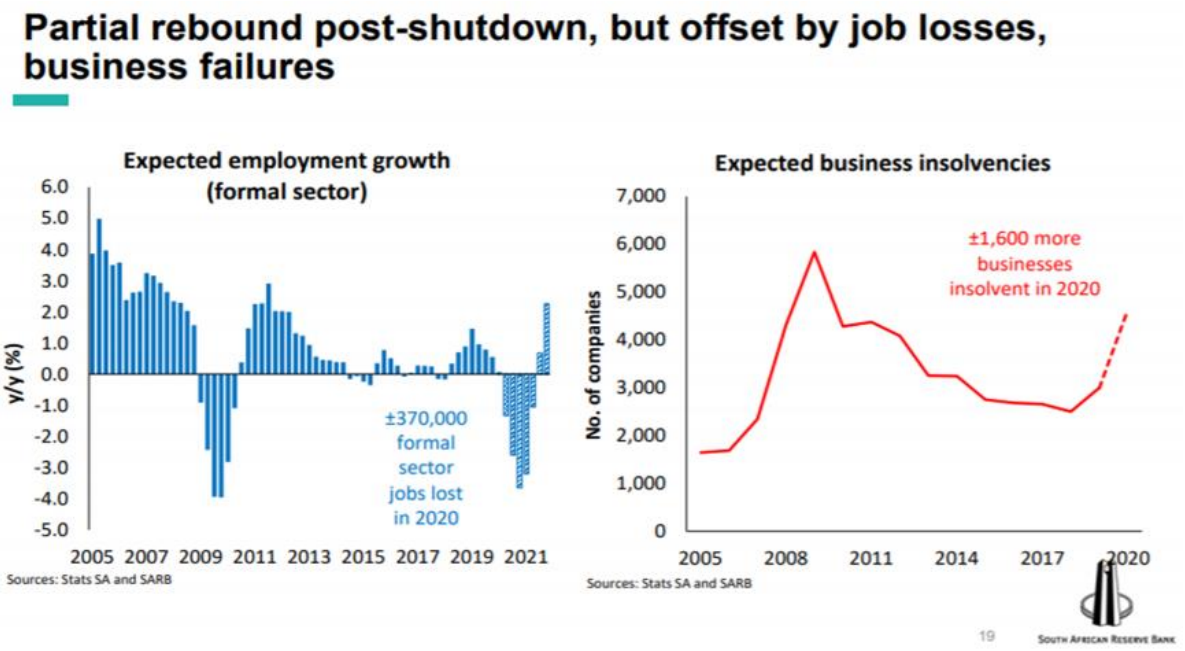


Figure 18 Job Losses Predictions

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.

4.1.3 HOUSEHOLDS INCOME

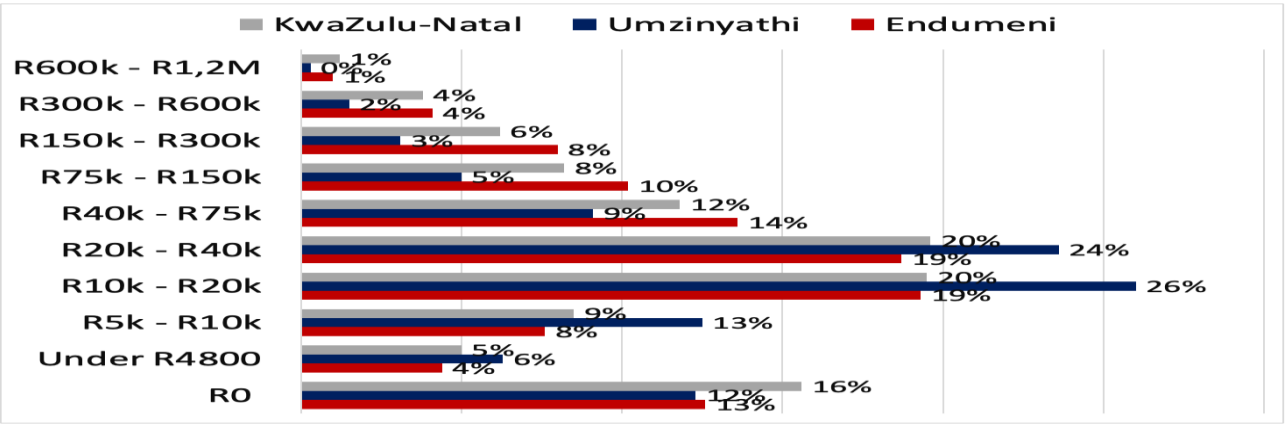
Returning to household incomes, the 2014/15 Living conditions survey concluded that the average household income in South Africa was R138 168 in 2015. During the same period, male headed households earned an average of R165 853 per annum while female-headed households earned almost half as much (R98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

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

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

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

Household Incomes



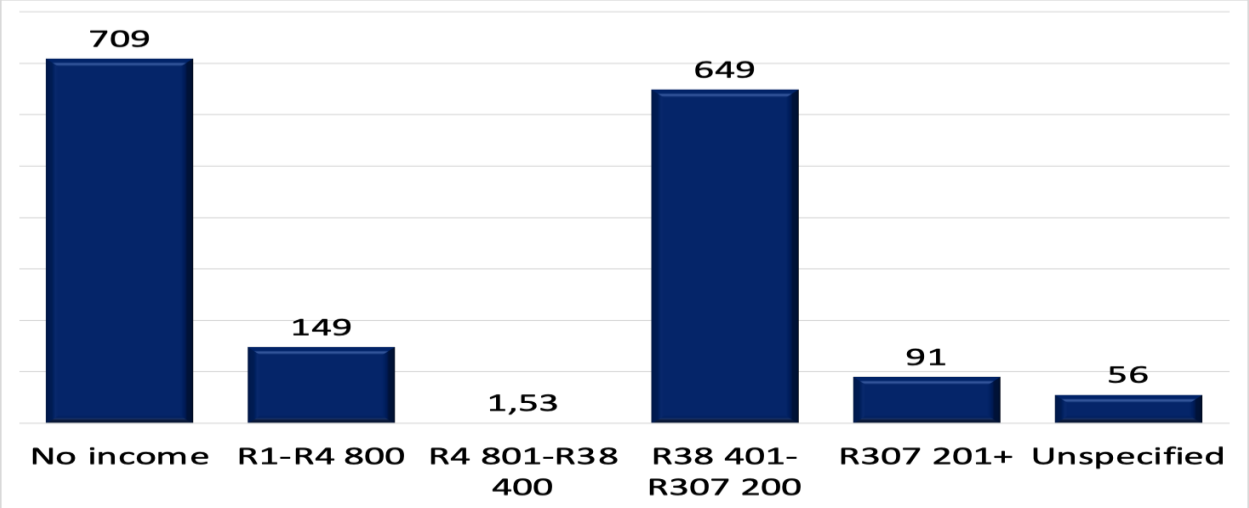
Data Source: Statistics South Africa (2016)

Figure 19: 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 20: 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)

4.1.5 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.

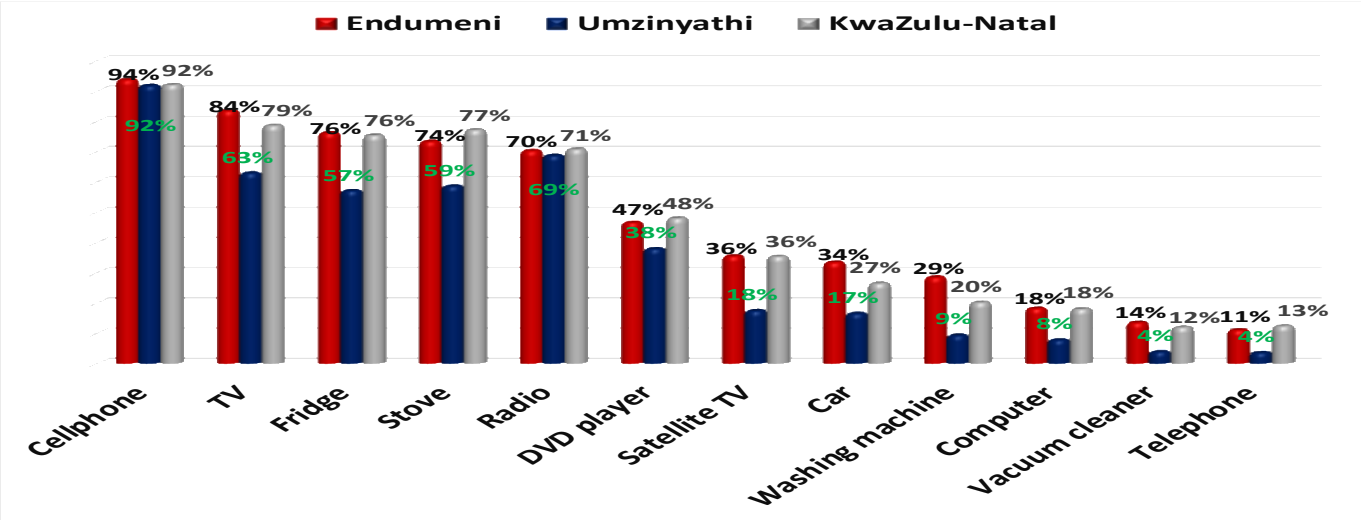


Figure 21 Access to Household Assets
Data Source: Statistics South Africa (2016)

4.1.6 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

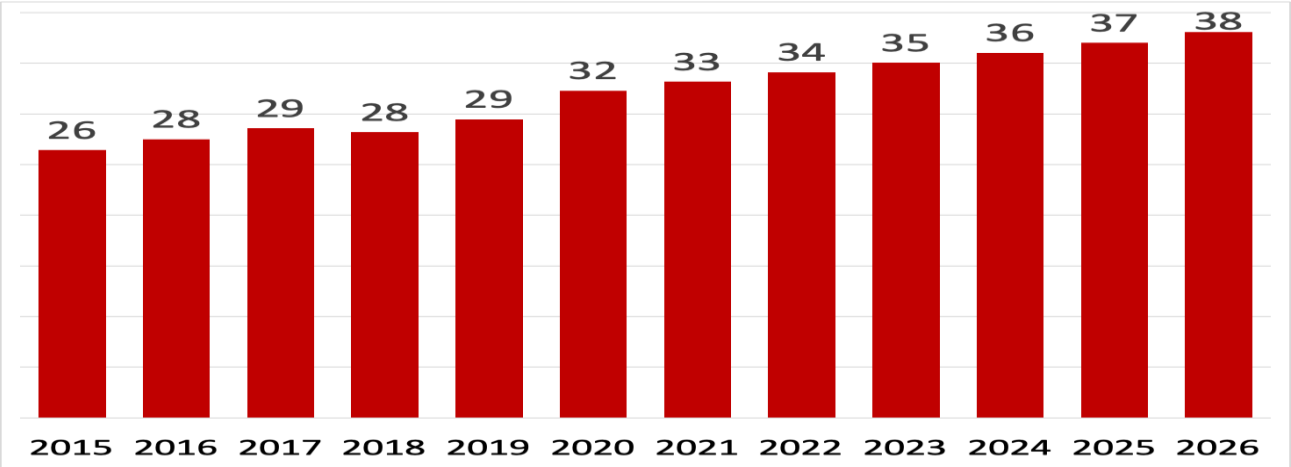


Figure 22: Projected Unemployment rate
Data Source: Statistics South Africa (2016) With Calculations by The Frontline Group

4.1.7 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

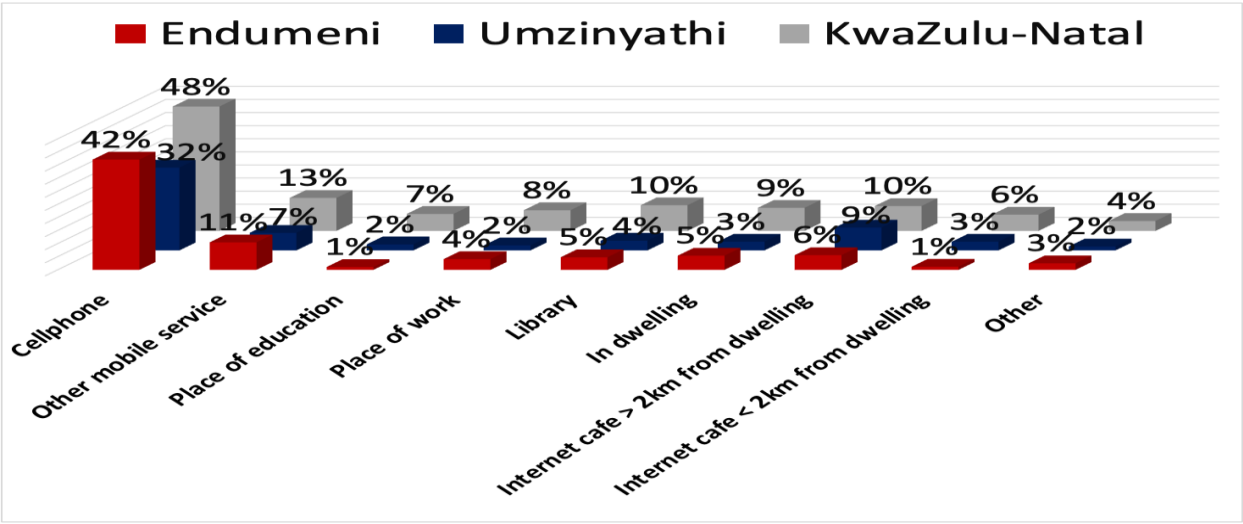


Figure 23: Means of Internet Access
Data Source: Statistics South Africa (2016)

4.2 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

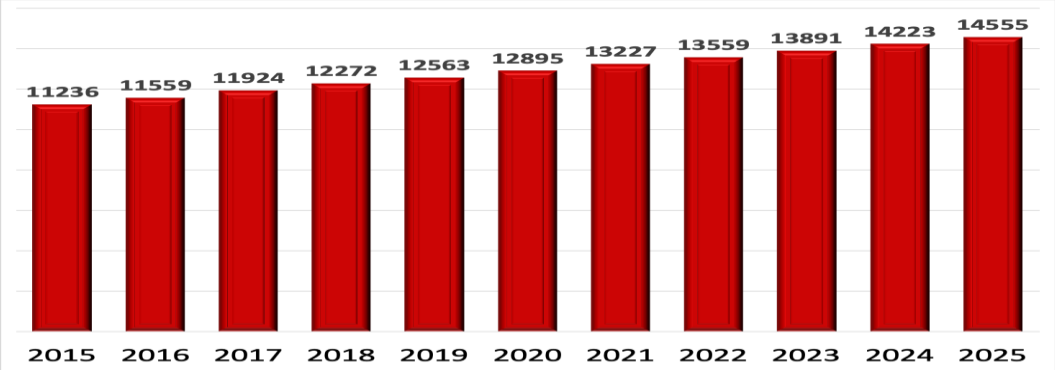


Figure 24: Gross value addition
Data Source: Quantec (2019)

4.2.1 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

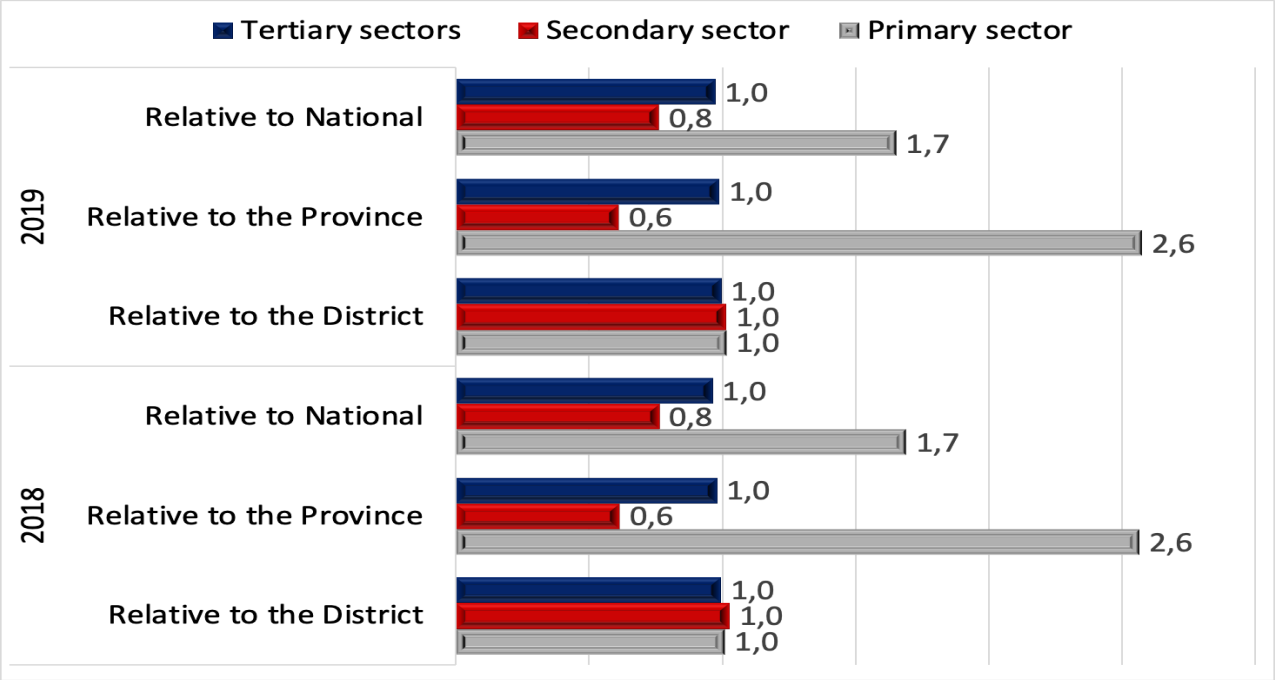


Figure 25: Location Quotient

Data Source: Quantec (2019)

4.2.2 TOURISM SECTOR

Situated in the centre of northern KwaZulu-Natal, Dundee has long connections with coal mining, military conflict and a rich and varied history. Although coal mining is no longer as prominent as it once was, the history and scenery of the area provides a wealth of interesting activities for visitors.

The town is characterised by numerous historical buildings with historical connections that date back over 100 years. Named by Peter Smith in memory of his links with Scotland, the town and area still echoes a number of those links, borne out in the names of farms, villages and mountains. Today the area is noted for its agricultural industry, particularly dairy, beef and game ranching. Tours specialising in the military history, Zulu culture, game viewing, "hunting, birding and fishing", hiking and horse trails, are all on offer. This is where the Anglo Boer War of 1899-1902 began and the Talana Museum, Heritage Park and Battlefield has superb exhibits on the battles of the area.

It is also the home to the Coal Mine Museums of South Africa, an exquisite glass collection, Peter Smith's home and farm steading and much more.

Dundee is an excellent central base for visits to Rorkes Drift, Isandlwana, Fugitives Drift, Blood River/Ncome, Maria Ratschitz and a host of other interesting sites. The range of accommodation from backpacker to exclusive lodges caters for all. A detailed overview , including all challenges and areas of opportunities is discussed further in the LED Section of this IDP

4.3 DISASTER MANAGEMENT

In terms of Disaster Management Act No. 57 of 2002, states that each organ of the state must develop a Disaster Management Plan, and review or update it annually.

The Endumeni Local Municipalty Disaster Management Plan 2023-2024, aims to be a practically implementable plan which is a guide to ensure an effective, and efficient integrated approach to disaster management for the municipality.

The Disaster Management Plan forms a core component of the Integrated Development Plan (IDP) in terms of section 26 (g) of the Municipal Systems Act No. 32 of 2000.

The plan is underpinned by 4 Key Performance areas being:

1. KPA 1- Integrated Institutional Capacity for Disaster Risk Management
2. KPA 2- Disaster Risk Assessment,
3. KPA 3- Disaster Risk Reduction,
4. KPA 4- Disaster Response and Recovery,

   Enablers

   Enabler 1: Information Management and Communication,

   Enabler 2: Education, Training, Public Awareness and Research, and

   Enabler 3: Funding Arrangement for Disaster Risk Management

KPA: 1- INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT

Arrangement for Integrated Disaster Risk Management gives a clarity of roles and responsibilities of the follows: -

- The Municipal Council,
- The Executive Committee,
- The Portfolio Committee established by the Municipal Council,
- Top Management Committee,
- The Head of Disaster Management,
- Internal Disaster Risk Management Committee (Advisory Forum),
- Establishment of Disaster Risk and Rescue Management Centre
- Umzinyathi District Disaster Risk and Rescue Management Centre,

- KwaZulu Natal Provincial Disaster Risk and Rescue Management Centre,
- National Disaster Risk and Rescue Management Centre
- Other Stakeholders which include Volunteers, Farmers Association, and Working on Fire Organisation.

KPA 2: DISASTER RISK ASSESSMENT

- The main objective is to establish uniform approach to assess and monitor disaster risk that shall inform disaster risk management planning and disaster risk reduction undertaken by directorates and other role players.
- To identify which risk present the great threat to the Municipal Development,
- To develop an understanding of how best to manage existing risk, residual risk, and future risks,
- To assign level of risk (high, moderate, or low)
- To identify and assess significant hazards,
- To analyse the disaster risk/s,
- To evaluate the disaster risk/s, and
- To monitor disaster risk reduction initiatives, to update and disseminate disaster risk assessment information.
- To map all hazards in seven 07 wards of the Municipality.

Hazard	Potential Consequences
Animal Disease	Most animal disease emergencies present little direct threat to human health, however the cost in purely economic terms may be particularly significant. Many rural residents rely on their animals for subsistence, and there are a number of larger animal-based industries in the province.
Fire (Veld/ Structural)	Loss of life, (loss of breadwinner), severe injury, loss of homes, loss of crops, stock losses, affecting grazing land, loss of income, disruption of economy. Stretching of the emergency response capability.
Flood/Severe Storm, Rainfall and Landslides	Loss of life, (loss of breadwinner), severe injury, loss of homes, loss of stock, loss of income, increased risk of disease.

Hazardous Material	Loss of life, (loss of breadwinner), severe injury, evacuation of large areas, fires, explosions, ground, and air pollution. Road and rail transport travelling through the province carrying dangerous chemicals and corrosive substances poses the threat of a significantly dangerous accident.
Human Epidemic	Loss of life, (loss of breadwinner), extended illness, loss of employment because of absenteeism, over-taxing of the medical response capability.
Major Infrastructure Failure	Loss of electrical power, causing lack of heating;, lack of refrigeration; limited fuel supplies; loss of employment through closures of industry. Loss of communications, leading to severe impact on the municipal and provincial disaster co-ordination ability. Loss of telephone, fax, computer (internet), automated teller machines, electronic sales.
Major Transportation	Loss of life, (loss of breadwinner), severe injury, loss of income, stretching of response and medical capability. Transport could involve aircraft, trains, tour coaches, school buses, taxis, or heavy transport vehicles.
Terrorist Activity	Loss of life, (loss of breadwinner), severe injury, loss of income. Combination of the consequences from all other hazards, dependent upon the type of terrorist activity employed.
Water Contamination	Increased disease, loss of life, loss of stock, pressure on health facilities.
Heat wave	Excessive drought, loss of crops, exposed to diseases, loss of life
Extreme cold	Loss of livestock, loss of crops, exposed to diseases,
Hostage/ hijack incidents	Loss of human life, economic loss
Snow	Economic loss, loss of human life, livestock, and infrastructure.

KPA 3: DISASTER RISK REDUCTION

- The main objective is to ensure that all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved framework.
- All disaster risk management plans must give explicit priority principles of disaster prevention and mitigation,
- There must be disaster prevention actions that provide outright avoidance of the adverse impact of hazards on the environment
- There must be structural and non-structural measures that are undertaken to limit the adverse effects or impact of natural hazards, environment degradation and technological hazards on vulnerable populations, and areas.
- There must be a clear hazards, and risk reduction strategy to be implemented by all stakeholders,
- There must be an incorporation of disaster risk reduction plans into IDP of the municipality,
- The risk reduction or risk related information must be incorporated into Spatial Development Framework,

KPA 4: RESPONSE AND RECOVERY

The main objective is to ensure an effective and appropriate disaster response and recovery by implementing a uniform approach to the dissemination of early warning,

The disaster response consists of relief actions after and continuous with rehabilitation and reconstruction processes to return the affected communities to normal, while ensuring that they are not again exposed to the threat in the similar manner.

The municipality must budget for Social relief to assist the vulnerable or causality households and prioritise the rehabilitation, repairs and reconstruction of properties, and the infrastructure,

The disaster assessments are completed by and executed by Disaster Management Centre in conjunction with Political Office Bearers, Stakeholders, and the Community Volunteers,

The Disaster Management Team, community leaders, and other stakeholders must lodge a fully-fledged assessment e.g., nature, location of disaster incidents, number of people affected, magnitude of disaster loss, risk, and potential risk of the incidents, identify surrounding and or neighbours as adjacent areas, estimate population density, and records all findings.

ENABLER 1: INFORMATION MANAGEMENT AND COMMUNICATION

- Establishment of Informational Management and Communication system must enable the receipt, transmission, and dissemination of information between Disaster Management Centre and those likely to be affected by disaster risk as well as other role players or stakeholders involved in disaster risk management,
- The design of the system will consider the lack of technological infrastructure in areas where communities are most at risk, as well as telephonic system failures during disaster, this will require the use of a dedicated two-way provincial emergency radio communication network.
- The data acquisition (data collection and capturing) will be required to ensure effective support for the implementation of Disaster Management Act No. 57 of 2002 with its Framework,
- The various types of data acquisition shall include the following: - base data, dynamic data, field data, Situational reporting system (WhatsApp), hazards tracking, early warning (digital billboards), and
- Each Household should have an emergency number to communicate any incident relating to disaster risk for rapid response by Disaster Management Centre.

ENABLER 2: EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

- School Programmes
- Training Programmes
- Public Awareness
- Research Programmes

ENABLER 3: FUNDING ARRANGEMENT FOR DISASTER RISK MANAGEMENT

- The allocation of funds for Disaster Risk Management Centre shall be done annually as an when the Municipal Council adopt or approve the annual budget,

- The Municipality shall maintain a good working relationship with other government spheres, and stakeholders to assist with disaster relief to the affected households during the occurrence of disaster and post disastrous incidents to be able to source funds for infrastructure rehabilitation and reconstruction,
- The funds shall be used to purchase fleets, fire engines, operations of Disaster Management Centre and to establish the (Wasbank) Satellite Disaster Management Centre,
- The installation of lightning conductors, installation of digital billboards for early warming, and purchasing of relief material e.g., blankets, sponges etc.
- The budget allocation for 2023/2024 is testimony for the Council commitments on assisting the communities who may be affected by disaster risk incidents.

4.3.1 SWOT ANALYSIS FOR DISASTER MANAGEMENT

STRENGTHS	WEAKNESSES
• Disaster Management Plan in place • Disaster Management Framework in place • Contingency Plan in place • Sector Plan in place • Disaster Risk Profile in place • Fire & Rescue Risk Assessment • Municipal Fire Prevention By-Laws • Fire Brigade Act 99 of 1987	• Financial constraints in Awareness Campai • Office space and furnisher/ equipment • Staff Shortage. • Fire Response Vehicle (Fire Engine) • Fire Fighter Occupational Health Monitoring. (Annual Medical Check-ups) • Fire & Rescue Services Capacitation • Fire prevention Law enforcement Capacity. • Semi-Rural Satellite Response Sub-Station (Wasbank)
OPPORTUNITES	THREATS

• Establishment of Informational Managemer and Communication system in the following form - base data, dynamic data, field data, Situational reporting system (WhatsApp), hazards tracking, early warning (digital billboards), and School Programmes, Training • Programmes, Public Awareness, Research Programmes • The allocation of funds for Disaster Management Centre shall be done • annually as an when the Municipal Council adopt or approve the annual budg • Establishment of the (Wasbank) Satellite Disaster Management Centre, • The installation of lightning conductors, installation of digital billboards early warming, and purchasing of relief material e.g., blankets, sponges .	• Emergency Disaster Response plan du project implementation. • Disaster Emergency Social Budget Re Budget. • Climate change adaptive Plan for developmental Programmes. • Capacity – funding for commu involvement. • Environmental degradation/non prioritizatio • Extreme temperatures. • Fire Hydrants Connectivity (By the Dis Municipality).

5. KPA: CROSS CUTTING INTERVENTION ANALYSIS

The content presented in this section primarily relies on mapping narratives as the secondary data sources. The cross-cutting analysis is intricately linked with spatial form, environmental management, and disaster preparedness.

5.1 LOCALITY CONTEXT

5.1.1 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.

5.1.2 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."

5.1.3 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 Ngonyama 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.

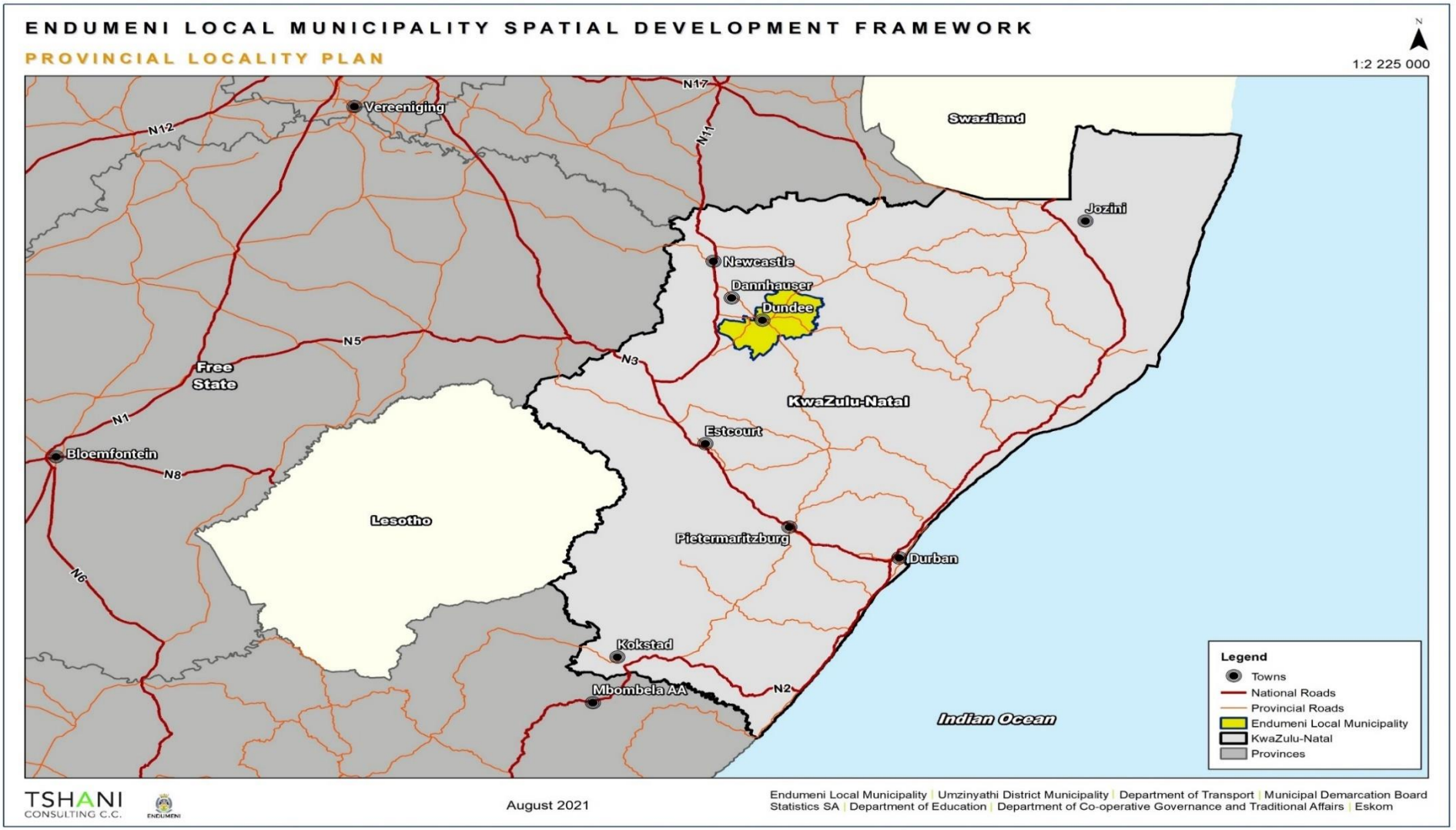
Endumeni Municipality has a diversified economy ranging from retail and trade, tourism, farming, industrial (manufacturing), coal mining and administrative centres.

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

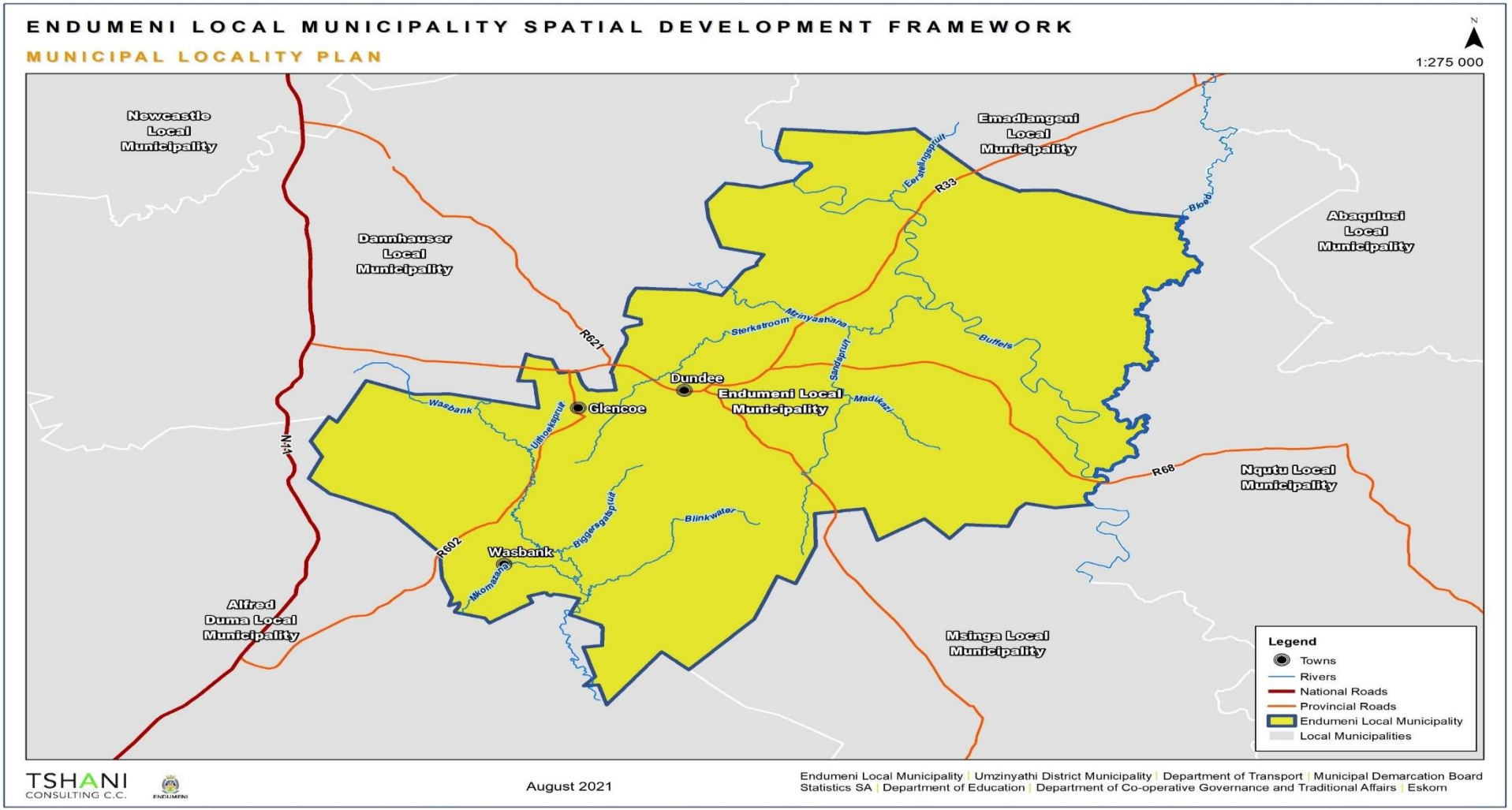
- Monuments and Museums (e.g., Talana Museum);
- Battlefields sites (Talana and Lennox Hills);
- Other cultural sites i.e., Talana Zulu Cultural Village Iron Age smelting sites;

- Rifleman's 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 Biggersberg valley in the foothills of Drakensburg.



Map 1 Provincial Locality Plan



Map 5 Endumeni Locality Plan

5.1.4 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.

5.1.5 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.

5.1.6 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.

5.1.7 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 (Crafford) 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.

5.1.8 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) .

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.

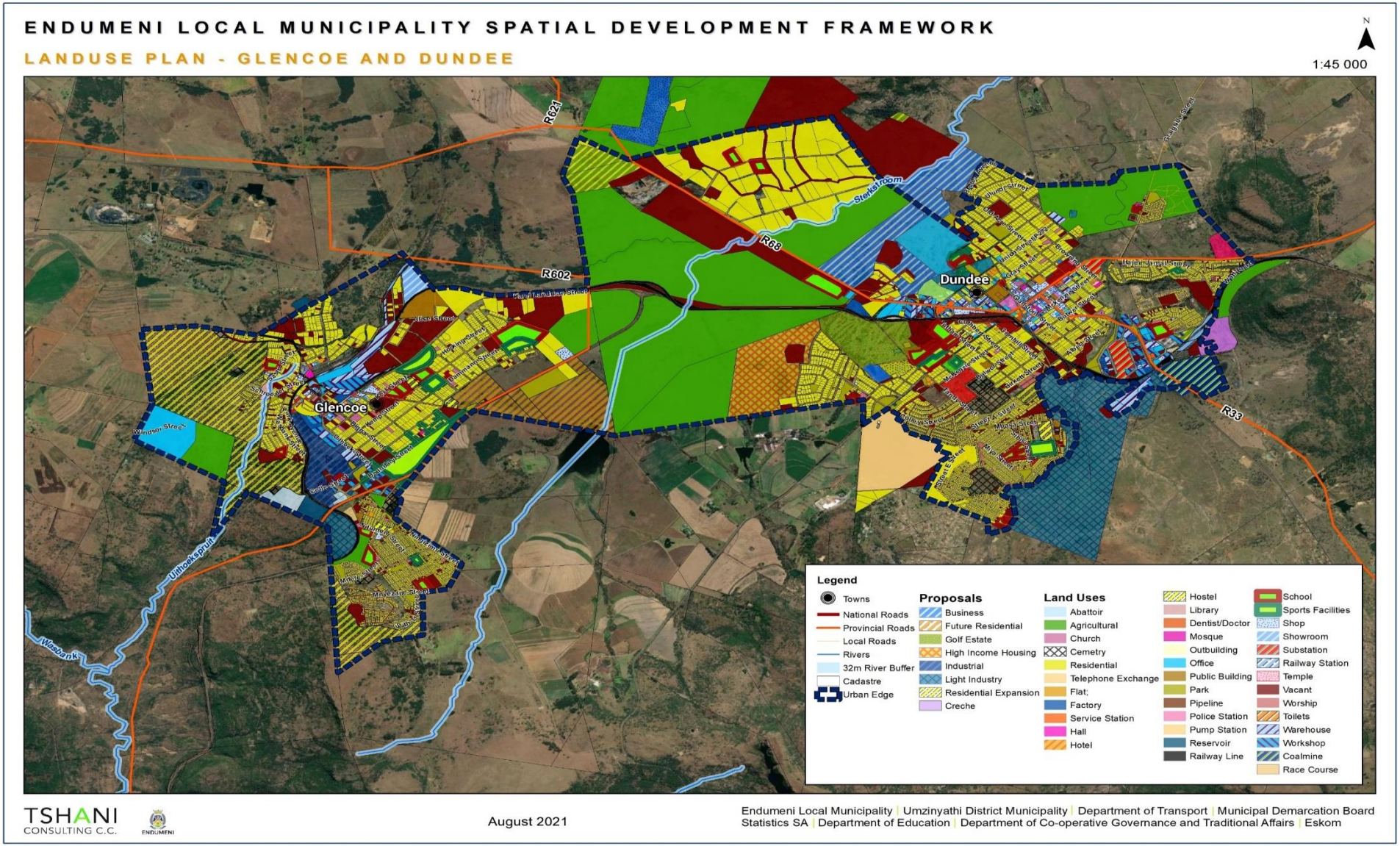
Endumeni has commenced with a process to develop a wall-to-wall land use management scheme for the area of jurisdiction. It must contribute towards sustainable development and improve governance (as it relates to land use management) within Endumeni. As such, alignment, and integration with the other 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 Land use Plan – Glencoe and Dundee

5.2 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

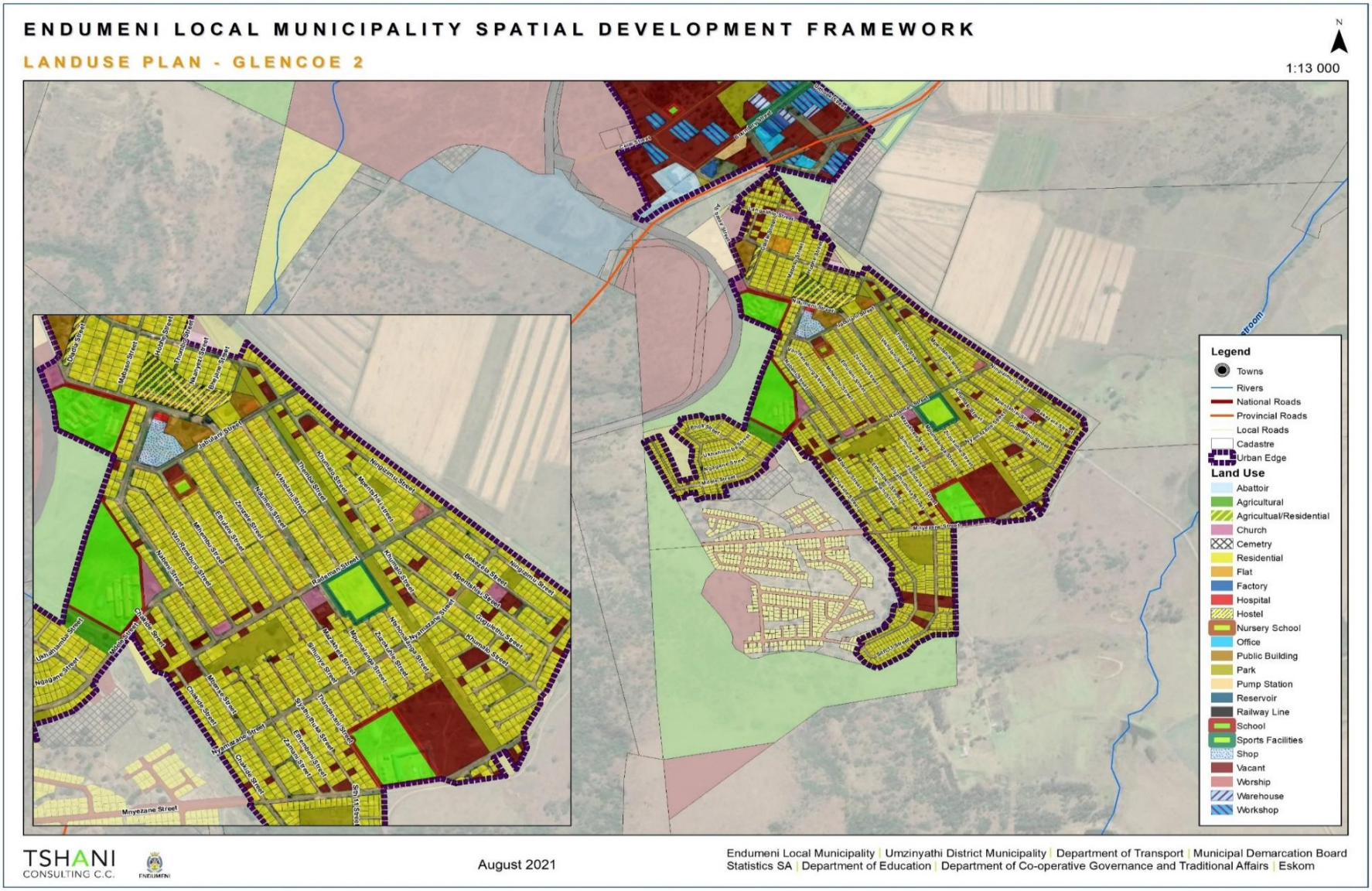
Land Use Pattern:

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 Land use Plan – Glencoe 2

5.3 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 peri urban settlements that emerged in the recent years.

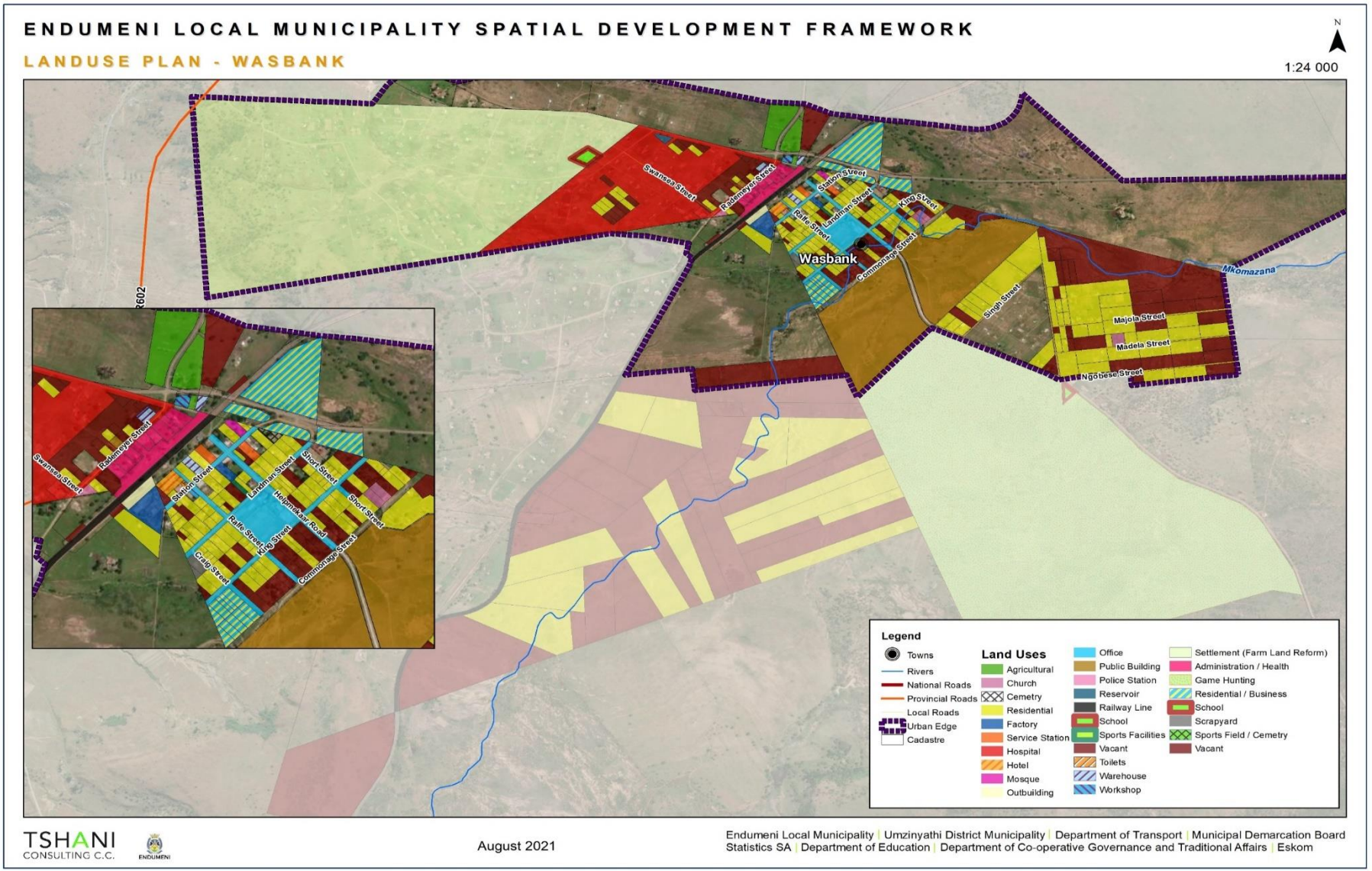
Role and Function: Wasbank is 6.29 km2 in extent and has a total population of 1 323 people. It was developed as a service centre for the surrounding farming community and the rural settlements. It is poorly developed with social and economic infrastructure and has declined in significance as a service 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 Land use – Wasbank

5.4 DUNDEE TOWN LAND USE

Location: Dundee is centrally located within Endumeni Local Municipality. It is situated in the picturesque valley of the Biggersberg 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.

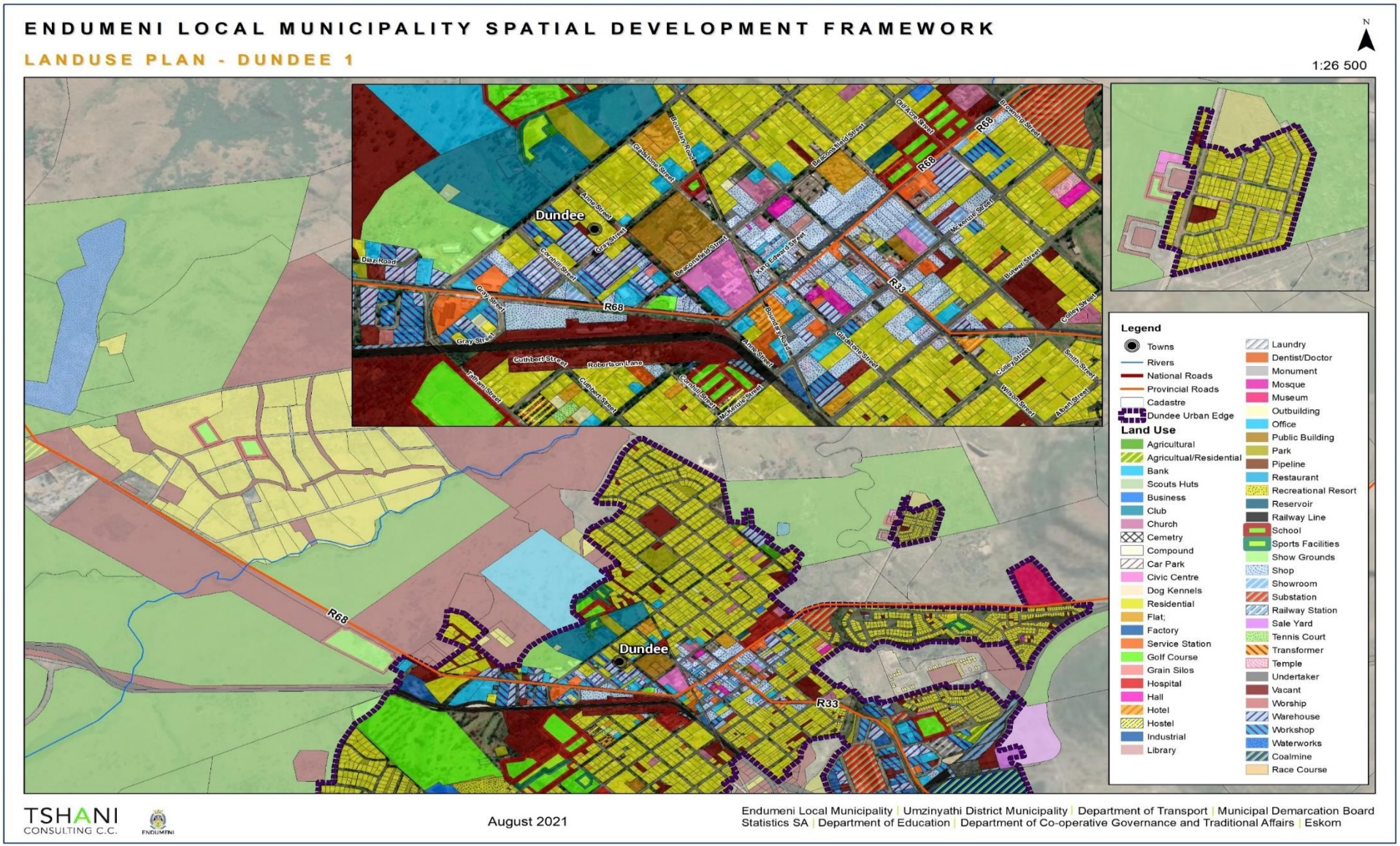
Land Use Pattern: The land use pattern within Dundee can be described as follows:

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

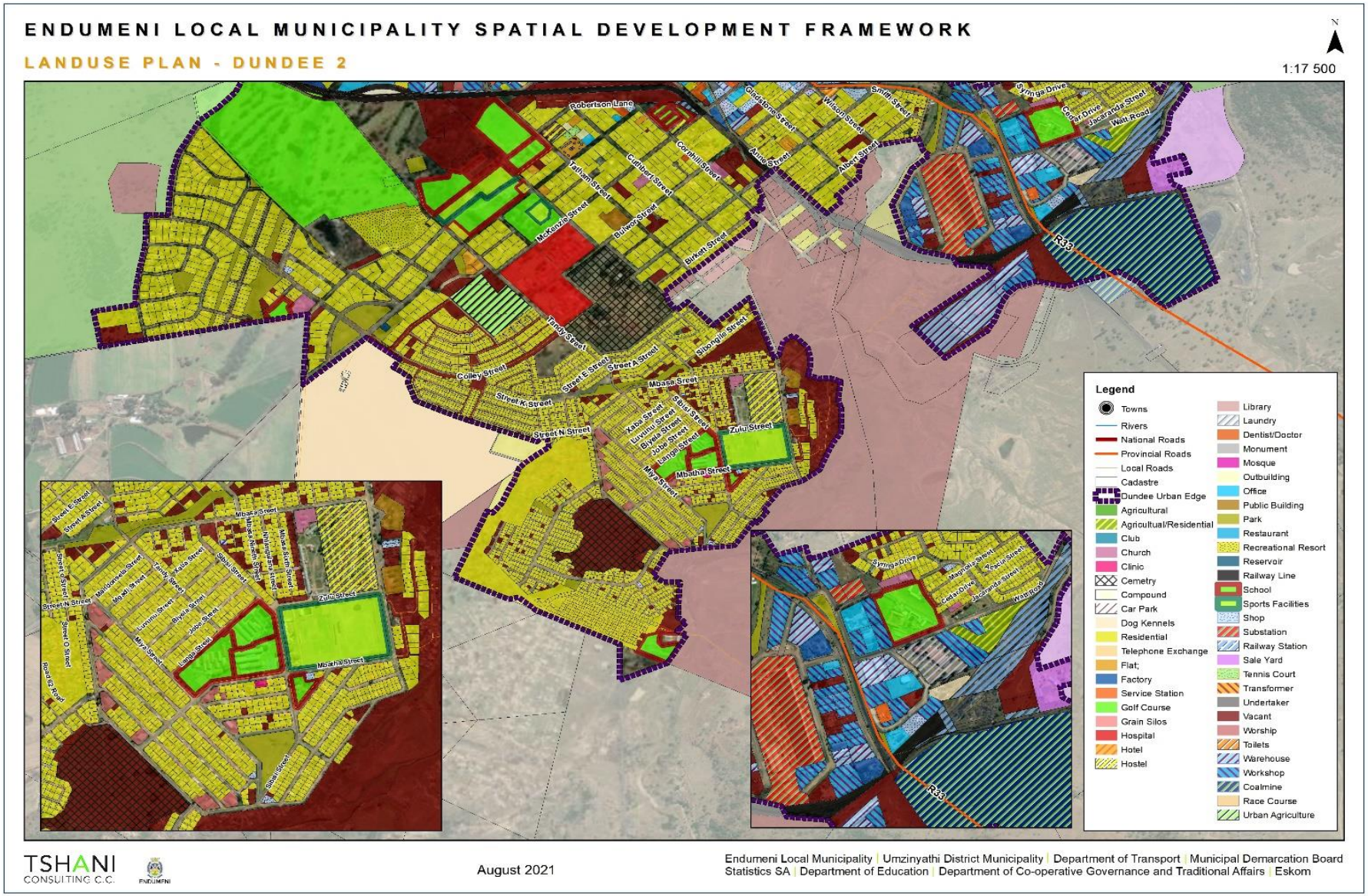
• Tourism accommodation: this includes bed and breakfast establishments and lodges within town.

• 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

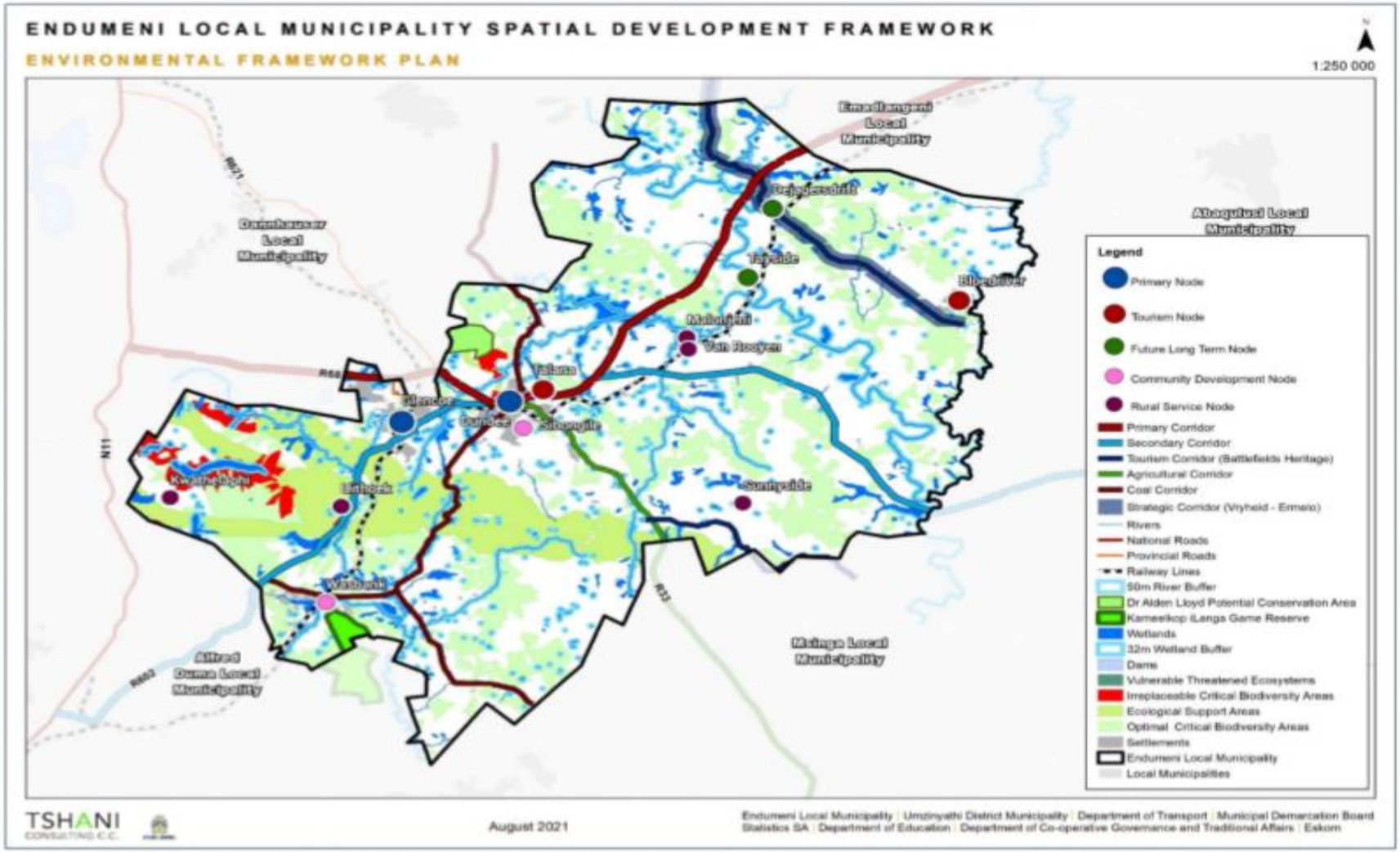


Map 9 Land use - Dundee 1



Map 10 Land use = Dundee 2

5.5 ENVIRONMENTAL ANALYSIS



Map 11 Environmental Framework Plan

5.6 BIO – PHYSICAL ANALYSIS

5.6.1LAND COVER

The broad land use covering the municipal region include:

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

5.6.2 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.

5.6 3 AGRICULTURE 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.

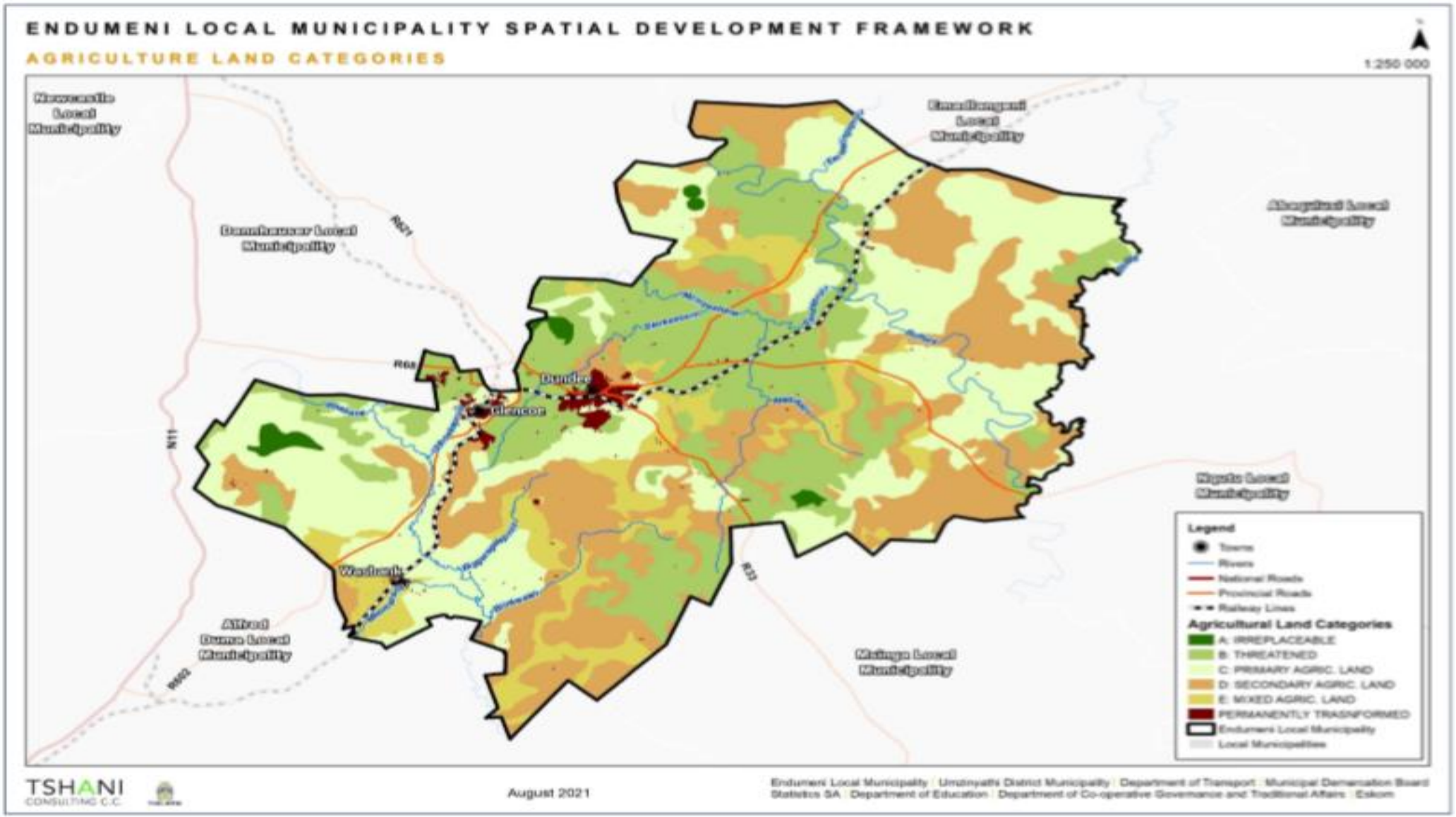
B. Threatened: This category, requires that all effort be made in restricting the land parcels with this classification for mostly agricultural uses. These should be protected from degradation by other uses.

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

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.

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.

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 ecotypes within BRG 14 which are atypical in that the soils have a relatively high clay content and are well-drained. These ecotypes should be readily recognised as having all the characteristics and potential of ecotypes 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 ecotypes, that is, ecotypes 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: Allotropies semialata, Andropogon eucomus, Digitaria tricholaenoides, Eragrostis gummiflua, Monocymbium ceresiiforme, Pogonarthria squarrosa.

Potential crops

Dry Bean

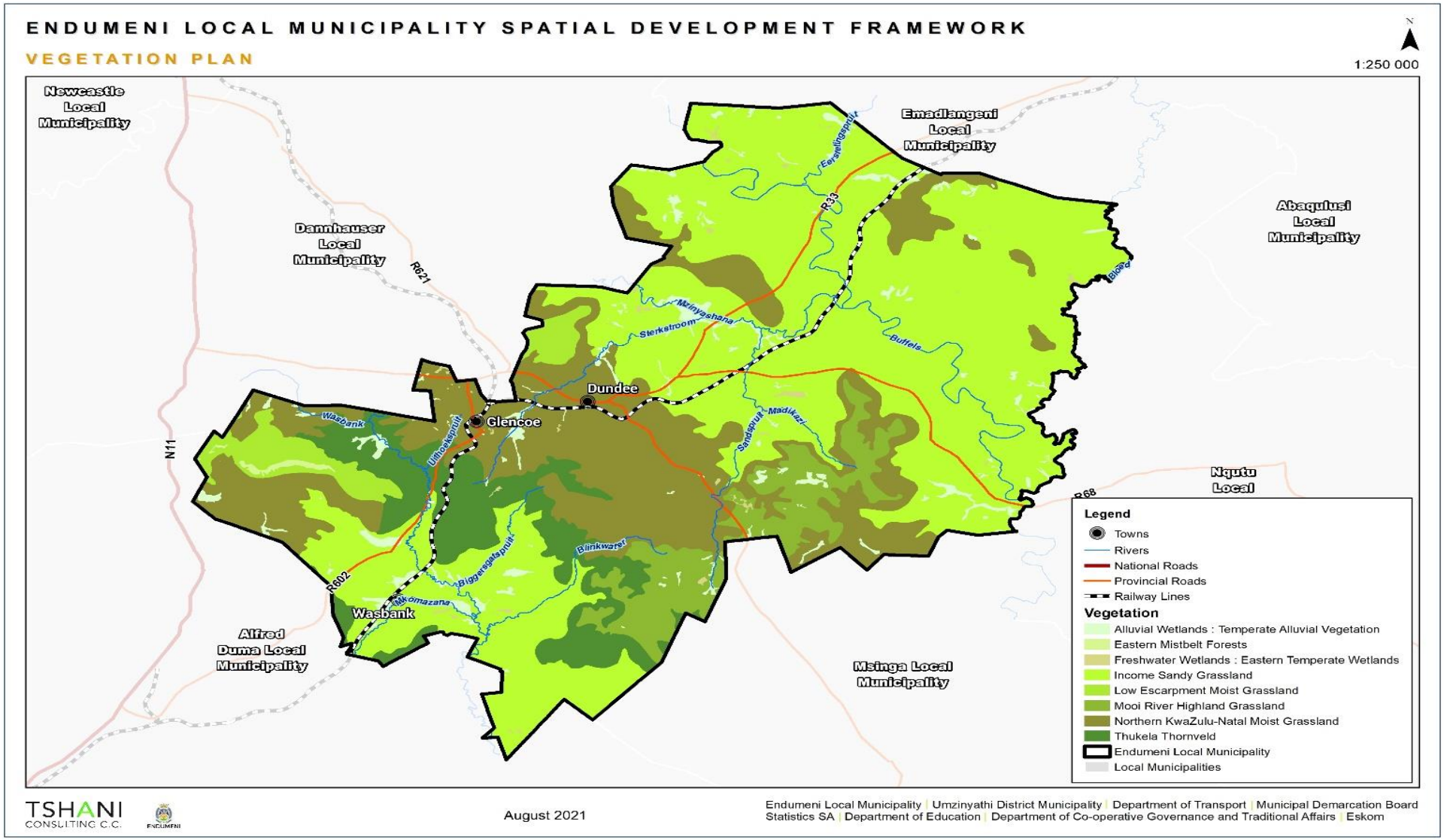
The dry bean is an annual crop which thrives in a warm climate. It grows optimally at temperatures of 18 to 24 °C. The maximum temperature during flowering should not exceed 30 °C for P. vulgaris and 26 °C for P. coccineus. High temperatures during the flowering stage led to abscission of flowers and 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

5.7 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 river flow and stored water in larger dams are the main sources for irrigation – although high-yielding production boreholes may also be important sources of irrigation water in certain areas. Regarding perennial river flow the Endumeni area is reasonably well-watered with most of the streams. There are also several smaller perennial streams on the Dundee plateau.

Freshwater Ecosystem Priority Areas (FEPA) are important water resource and aquatic ecosystems areas that need protection for promoting sustainable water resource use and achieving the freshwater ecosystem goals of the country. The National Water Act (1998) recognizes that water is a scarce resource and that there is a need for the integrated management of all aspects of water resources.

The National FEPA project aims to achieve such integration with the National Environmental Management Biodiversity Act (2004). The implementation of the measures in this Act must be improved in the area, specifically in respect of the protection, conservation, and sustainable use of the water resource assets in the Endumeni. The biggest threat in the area is the potential pollution of freshwater sources (surface and groundwater) through decanting of mines (dysfunctional and active).

5.8 HYDROLOGY

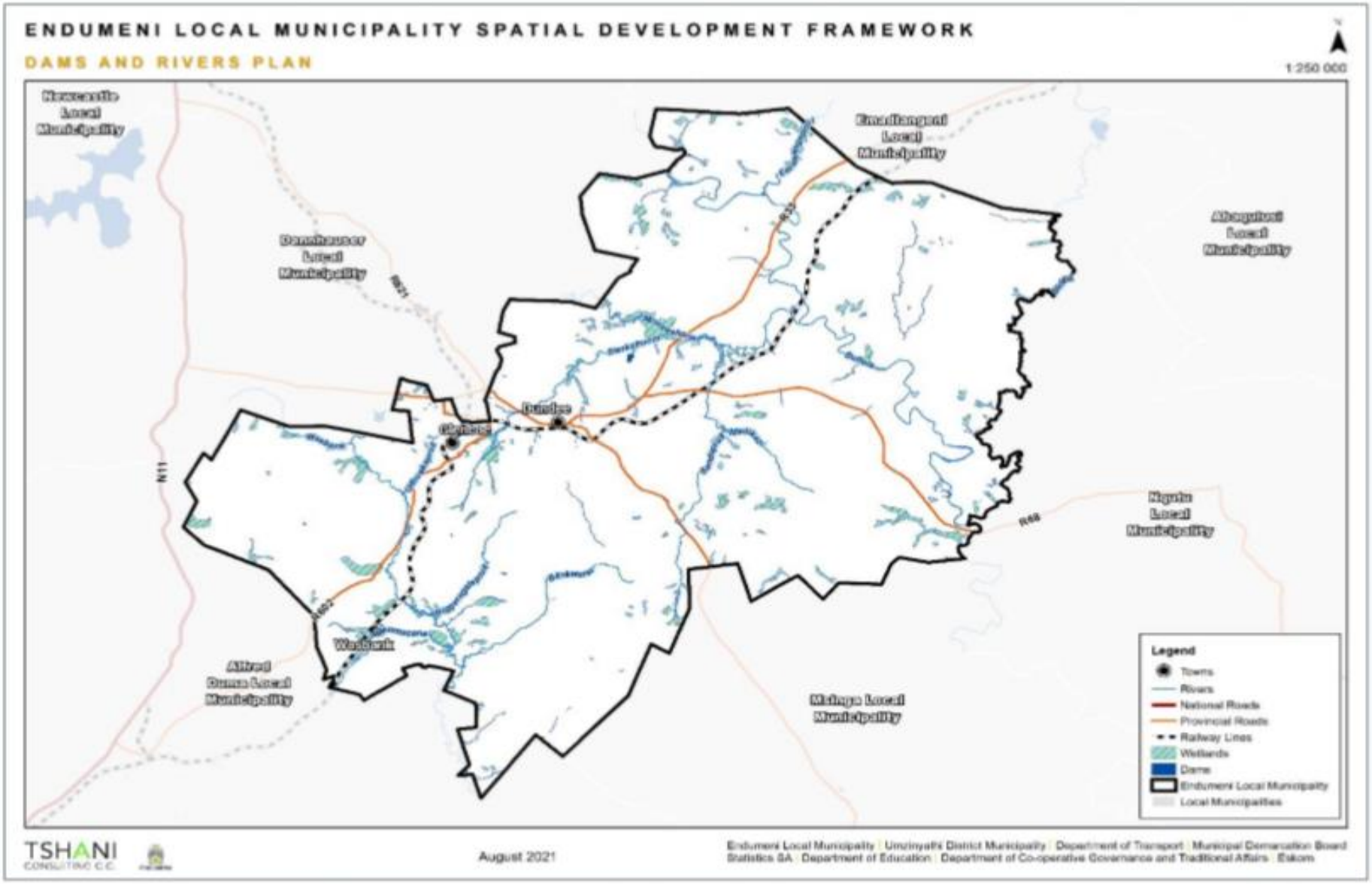
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Map 14 Dams & Rivers

5.9 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.

5.10 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

5.11 RENEWABLE ENERGY

The SDF objective 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.

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.

5.12 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 Buffalo 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.

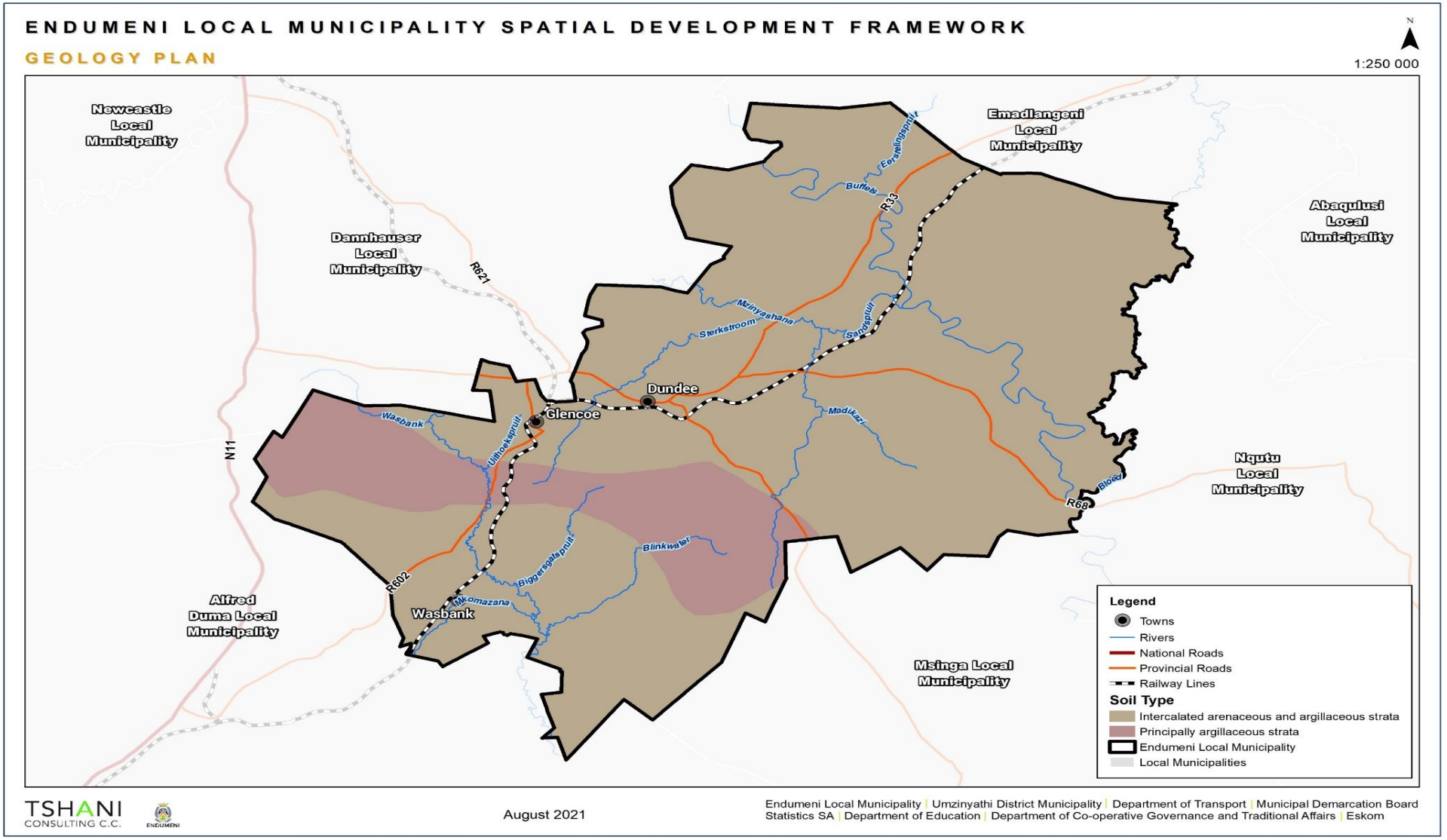
5.13 GEOLOGY

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

5.14 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:

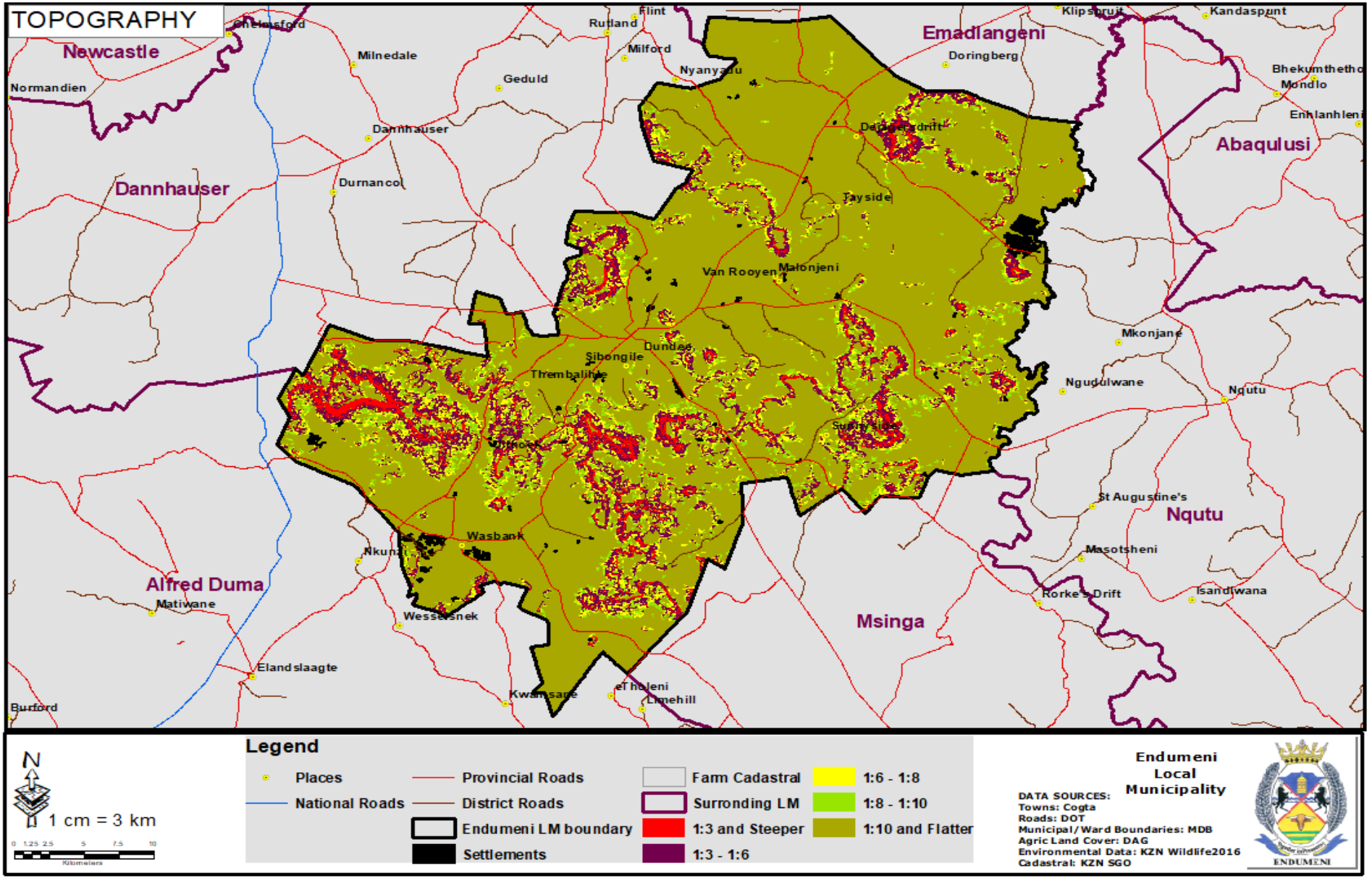
- On the flanks or side slopes of the Biggersberg mountains and other isolated mountains and koppies as well as along the escarpments separating the higher plateaux and the lower plains: generally steep slopes in the 20-40% range.

- 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.

5.15 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 Biggersberg, Dundee Agricultural RS, Endumeni and Thukela Biosphere



Map 16 Topography

5.16 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.

5.16.2 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.

5.16.3 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.

5.16.4 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

5.16.4 PRIMARY 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.

5.16.5SECONDARY 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.

5.16.6 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.

5.16.7 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.

5.16.8 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

5.16.9 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.

5.16.10 COAL CORRIDOR

Hatting spruit 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.

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.

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

5.16.11 AGRICULTURE CORRIDOR

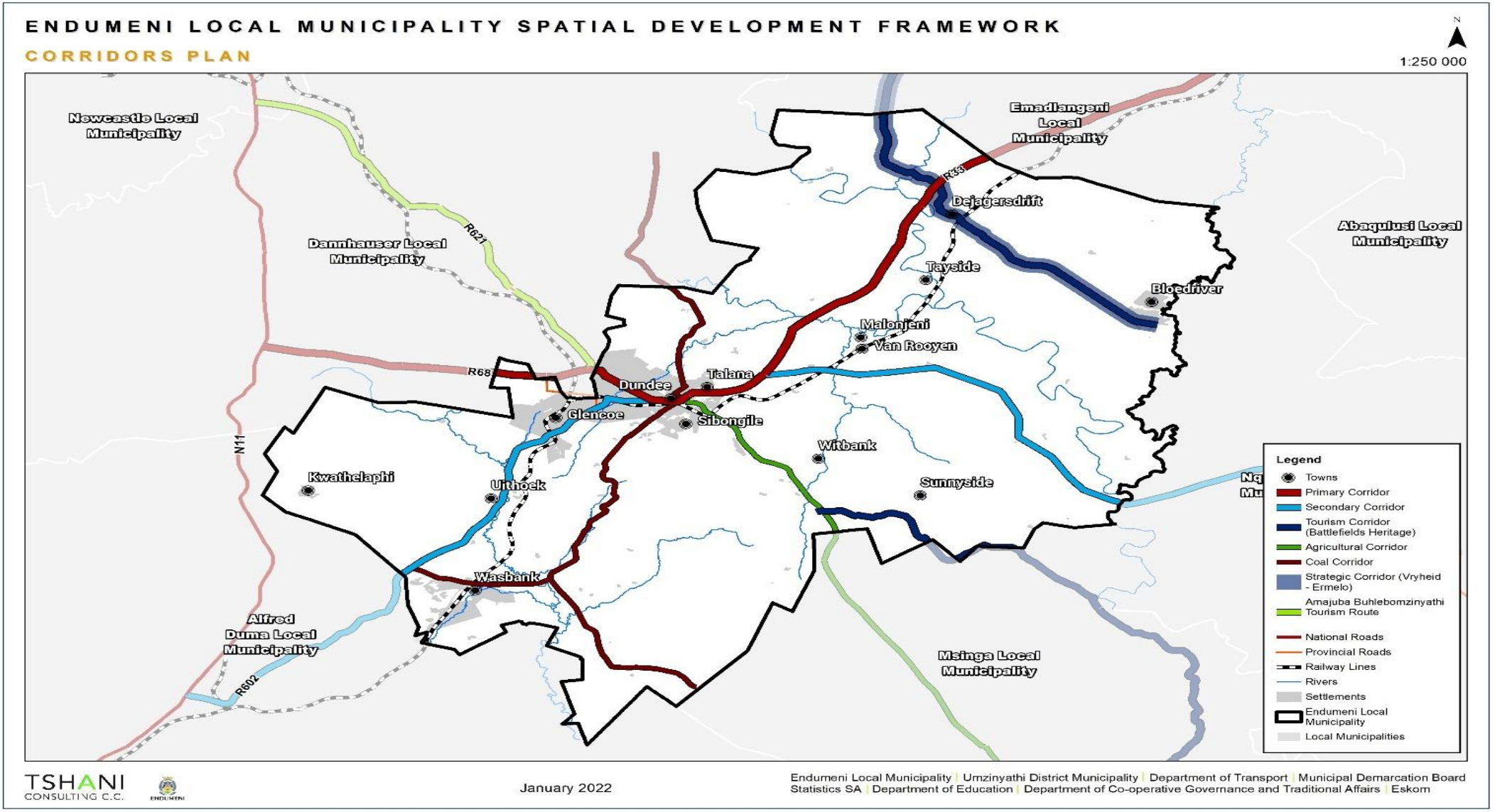
The purpose of these corridors is to provide the agricultural sector with access to higher order roads and eventually to markets for the agricultural products. Public interventions envisaged in this area relate to:

• 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

5.17 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.

5.18 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.

5.19 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.

5.19.5 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.

5.19.6 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.

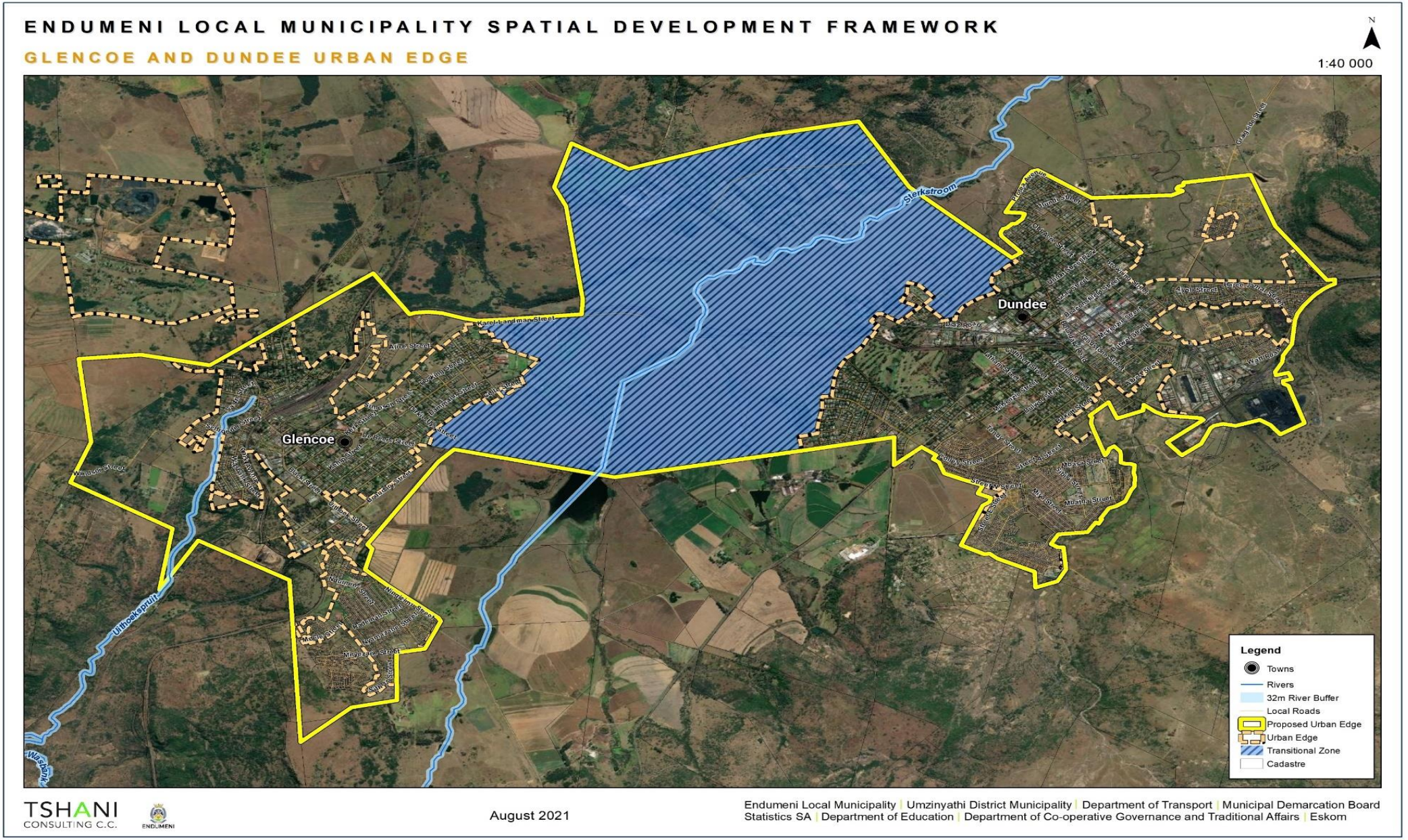
5.19.7 DUNDEE GLENCOE URBAN EDGE

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.

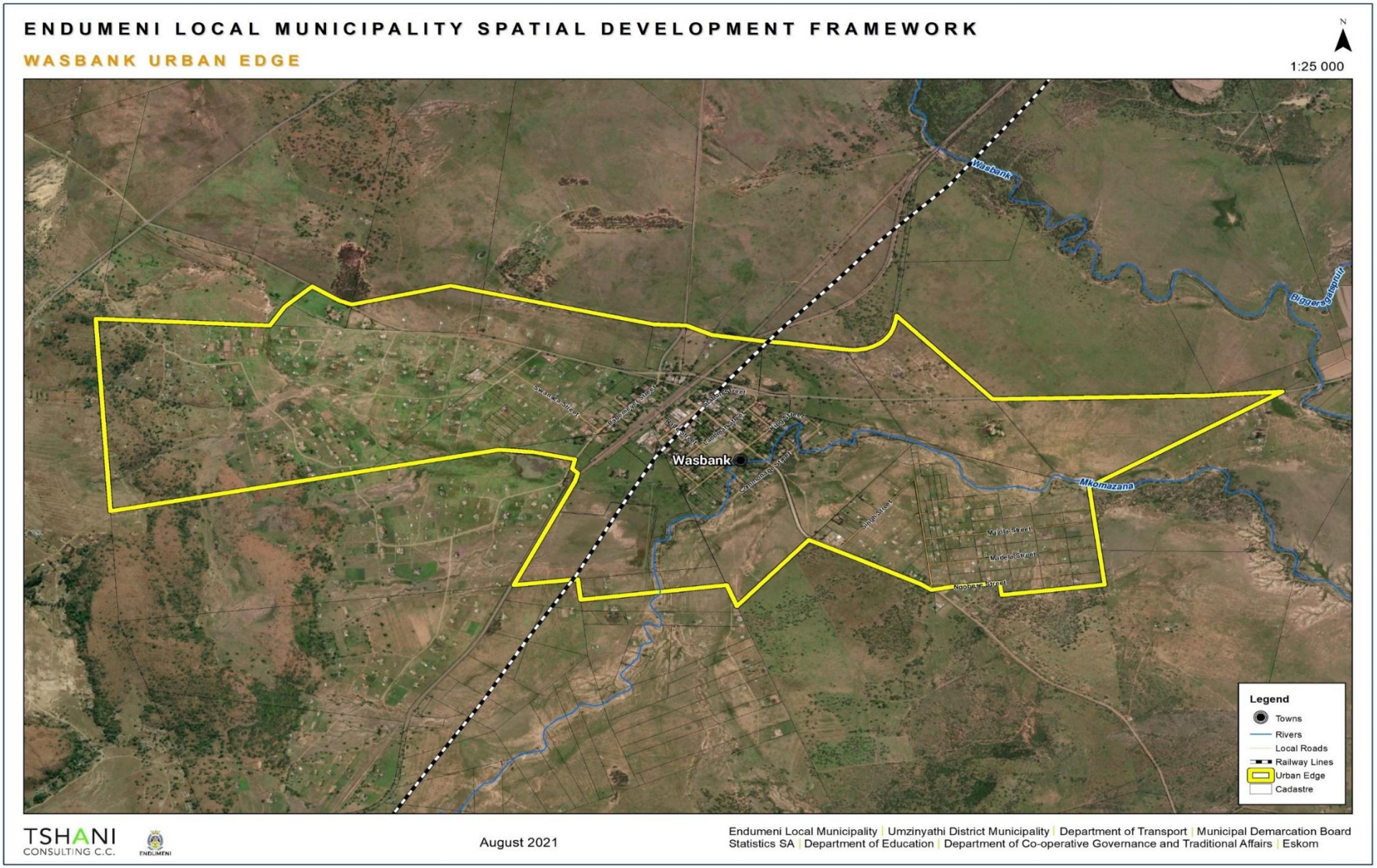
The area between Dundee and Glencoe has been termed the "Transition Zone", this is to allow for the change is land use to occur gradually and sequentially over time. This is proposed to ensure that developments occur in a sustainable manner where service provision can also occur sequentially and to not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

5.19.8 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

5.20 NODES

5.20.5 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.

5.20.6 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.

5.20.7 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.

5.20.8 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.

5.20.9 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 led .
- A large number of roads are in dire need for upgrading and maintenance.

5.20.10 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.

5.20.11 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.

5.20.12 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.

5.20.13 WASBANK SPATIAL CHALLENGES

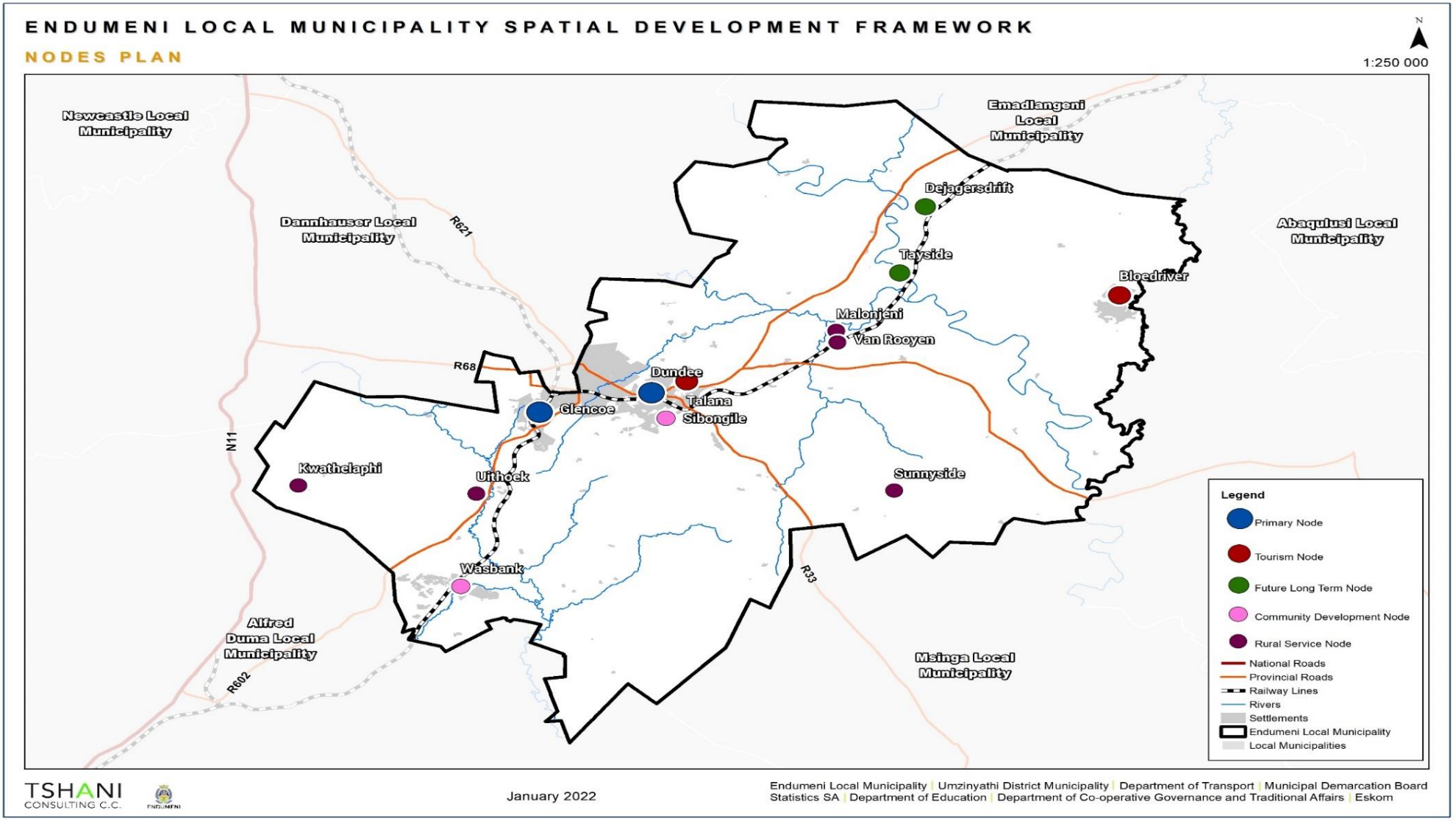
Spatial issues facing Wasbank could be summarised as follows:

- Lack of access to economic facilities
- Poor road and bulk infrastructure
- Dispersed human settlement
- Poor regulation in housing development
- Poor transit-orientated development connected to regional and cross boarder areas.

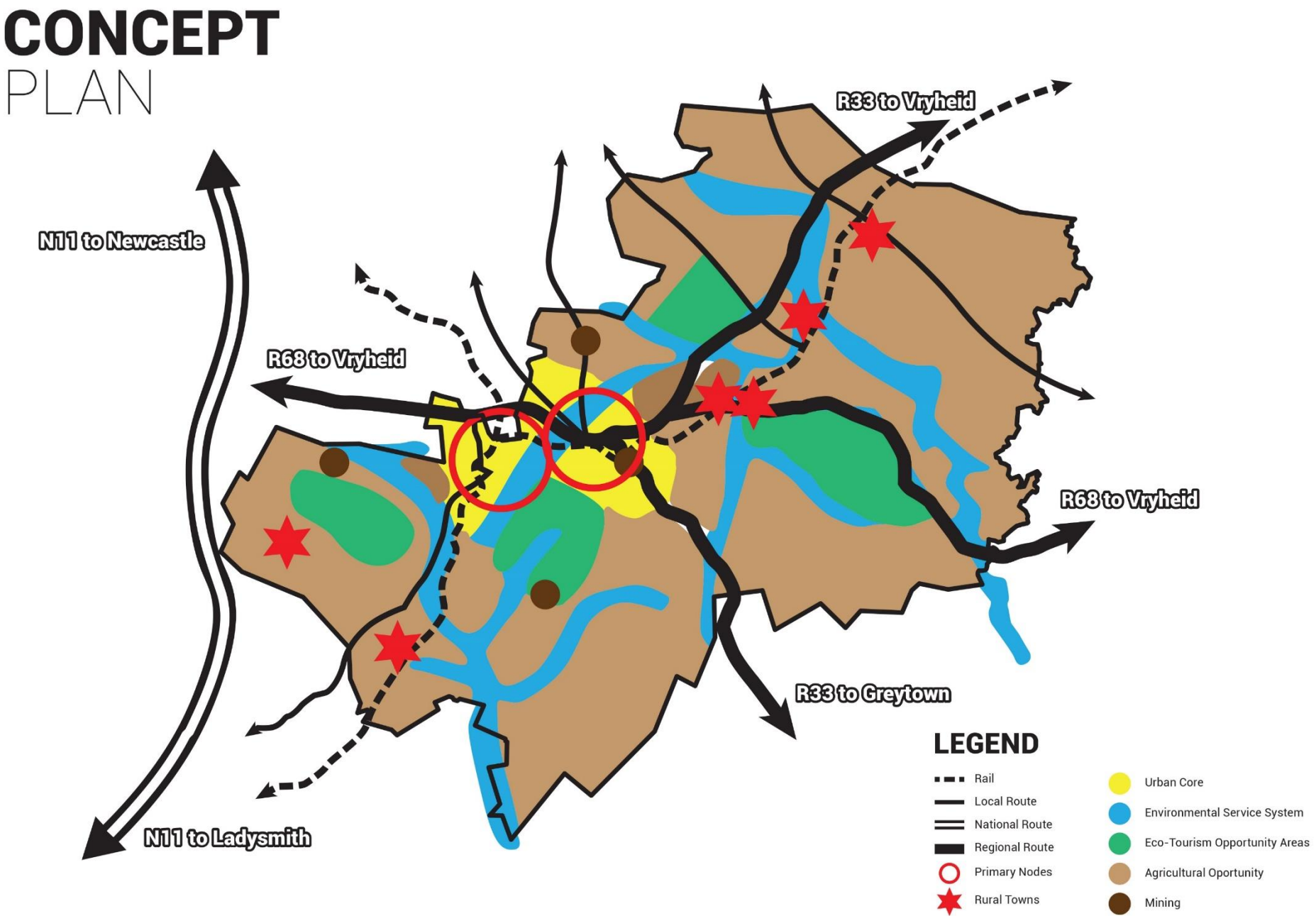
5.20.14 SPATIAL PLANNING PROPOSAL

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



Map 21 Conceptual Map

5.20.15 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.

5.20.16 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

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

• Has the potential to expand its service offering

5.21 SUMMARY OF SDP/SDF IMPLEMENTATION PLAN

This section serves to conclude the revised Endumeni Spatial Development Framework by reinforcing the link between the SDF and the IDP.

In this regard, the Plan overleaf illustrate the spatial pattern of investment currently being implemented through the present IDP (2022/23) and, as such, provide a "picture" of the IDP's planned pattern of expenditure. The Spatial Planning and Land Use Management Act, Act 16 of 2013 Section 21 (b) stipulates that a written and spatial representation of a five-year spatial development plan for the spatial plan for the spatial form of the municipality.

The Municipality has been engaging with both CoGTA: Spatial Planning and MISA to review the current draft SDP as well as the SDF. This process is ongoing.

The Draft SDP has served as a Project Identification and Implementation Plan of the current municipal Spatial Development Framework, which can be extrapolated in **Annexure K**.
This section also includes an Implementation Plan of the identified projects completed with a list of likely funders of the projects, as well as budget estimates and the period of Implementation over a three (3) year period linked to the Medium-Term Expenditure Framework (MTEF).

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	EDTEA	R450 000.00	6

Rehabilitation of Green Corridor			
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 14 Summary of SDP/SDF Projects

5.22 SWOT ANALYSIS OF SPATIAL FORM

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

5.21.1 SPATIAL DEVELOPMENT PLAN (SDP) 2024/25

The Endumeni Local Municipality, in collaboration with the Department of Agriculture, Land Reform and Rural Development (DALRRD), is undergoing a review of its Spatial Development Framework (SDF). This framework is designed to align with both provincial and municipal sector plans and strategies, ensuring that the municipality achieves its desired spatial form and outcomes. While the SDF serves as a strategic document for the entire municipality, it is important to note that it does not cover all aspects of spatial development comprehensively. Therefore, it is recommended that the SDF be read alongside other approved sector plans, such as Urban Development Frameworks (UDFs), Local Area Plans (LAPs), Precinct Plans, or Special Projects. These complementary plans translate the strategic intentions of the SDF into detailed land use and implementation plans, aiding in the realization of schemes.

The purpose of a Spatial Development Plan encompasses project identification and implementation strategies outlined within the Spatial Development Framework. This includes key development proposals identified during the spatial proposal phase and the overarching spatial direction across all sectors of the municipality. Additionally, this section entails an Implementation Plan for identified projects, detailing potential funders, budget estimates, and implementation timelines spanning a three-year period, aligned with the Medium-Term Expenditure Framework (MTEF). This section serves to reinforce the connection between the SDF and the Integrated Development Plan (IDP). Furthermore, it provides insight into the current spatial investment patterns being executed through the present IDP (2022/23), offering a preview of planned expenditure.

According to Section 21 (b) of the Spatial Planning and Land Use Management Act, Act 16 of 2013, municipalities are mandated to develop a written and spatial representation of a five-year spatial development plan, shaping the spatial form of the municipality.

5.22 DISASTER MANAGEMENT ANALYSIS

5.22.1 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).

5.22.2 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

5.22.3 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.

5.22.4 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.

5.22.5 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.

5.22.6 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.

5.22.7 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.

SWOT ANALYSIS FOR DISASTER MANAGEMENT

STRENGTHS	WEAKNESSES
• Disaster Management Plan in place • Disaster Management Framework in place • Contingency Plan in place • Sector Plan in place • Disaster Risk Profile in place • Priority risk of municipality significance have been identifying, assessed, and documented. • Fire & Rescue Risk Assessment • Municipal Fire Prevention By-Laws • Fire Brigade Act 99 of 1987	• Financial constraints in producing Awareness Campaigns • Office space and furnisher/ equipment • Staff Shortage. • Fire Response Vehicle (Fire Engine) • Fire Fighter Occupational Health Monitoring. (Annual Medical Check-ups) • Fire & Rescue Services Capacitation • Fire prevention Law enforcement Capacity. • Semi-Rural Satellite Response Sub-Station (Wasbank)
OPPORTUNITES	**THREATS**
• Establishment of Informational Management and Communication system in the following form - base data, dynamic data, field data, Situational reporting system (WhatsApp), hazards tracking, early warning (digital billboards), and • School Programmes, Training Programmes, Public Awareness, Research Programmes • The allocation of funds for Disaster Risk Management Centre shall be done annually as an when the Municipal Council adopt or approve the annual budget, • Establishment of the (Wasbank) Satellite Disaster Management Centre, • The installation of lightning conductors, installation of digital billboards for early warming, and purchasing of relief material e.g., blankets, sponges etc.	• 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 prioritization. • Extreme temperatures. • Fire Hydrants Connectivity (By the District Municipality).

Table 19 SWOT ANALYSIS

5.22.8 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

5.22.9 DISASTER RISK ASSESSMENT

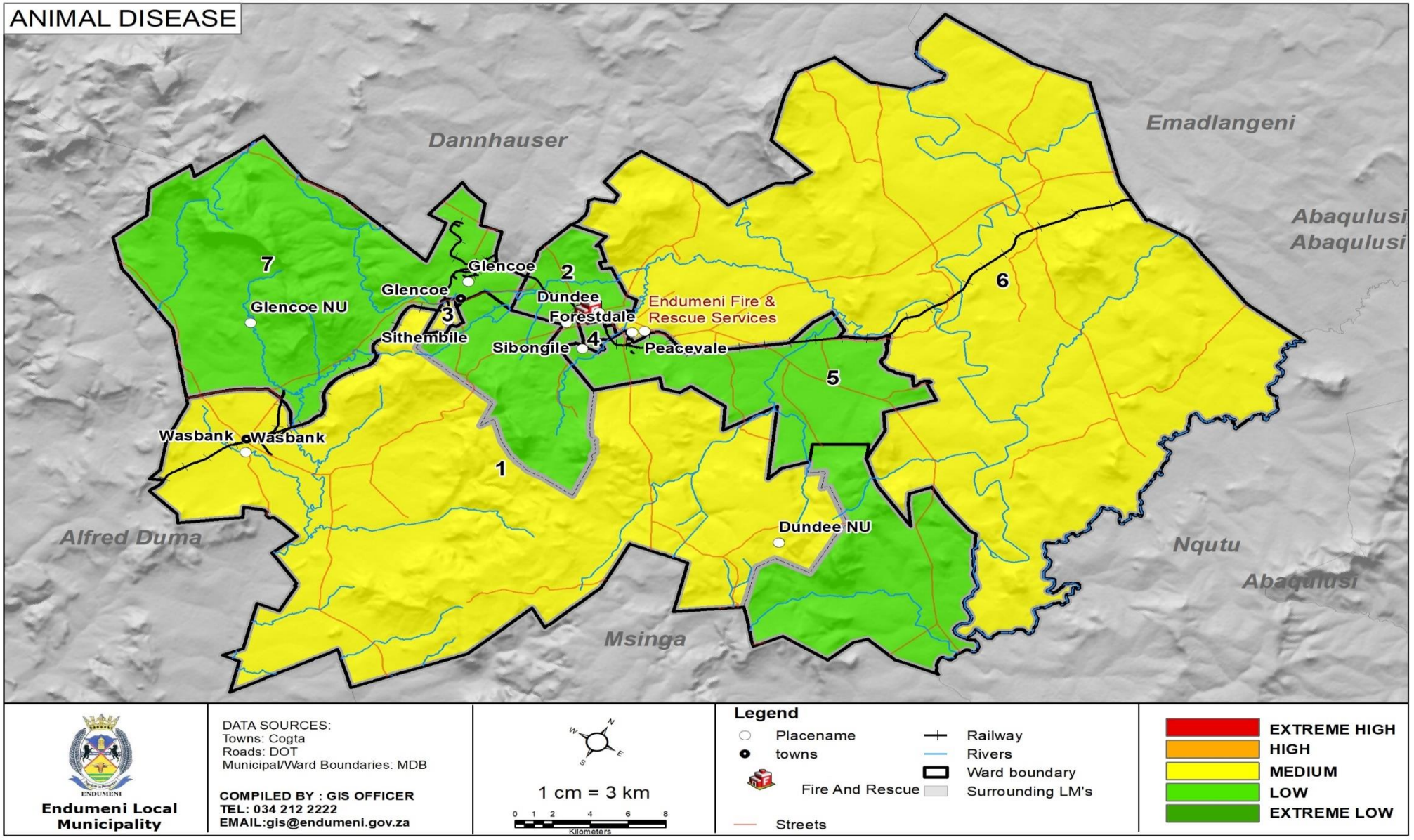
The Endumeni Municipality risk profile has been developed or in place. It was conducted as ward-based risk assessment in consultation with various community structures. The disaster risk assessment information generated by the uMzinyathi District Municipality was used to produce an indicative risk profile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

5.22.10 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 Hazards



Map 22 Animal Disease

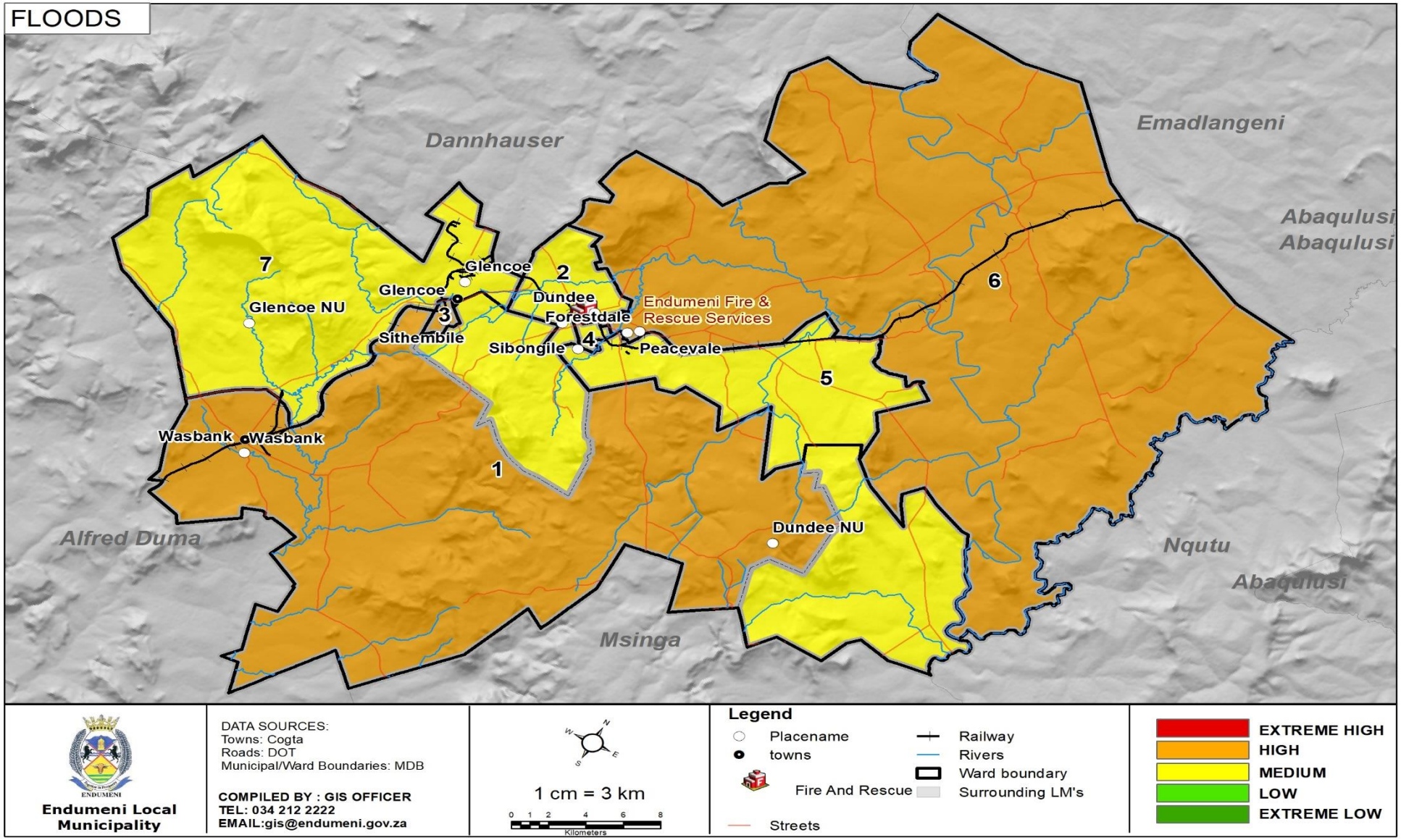
Ward 1 and Ward 6 in this map reflects the medium risk state of rating in terms of Animal Disease hazards ,due to the fact that farming activities in this ward are mainly dominating as form of economic activities and form of living since semi-rural/urban ares such as Wasbank,Kammelkop,kwaSthole 's household 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.

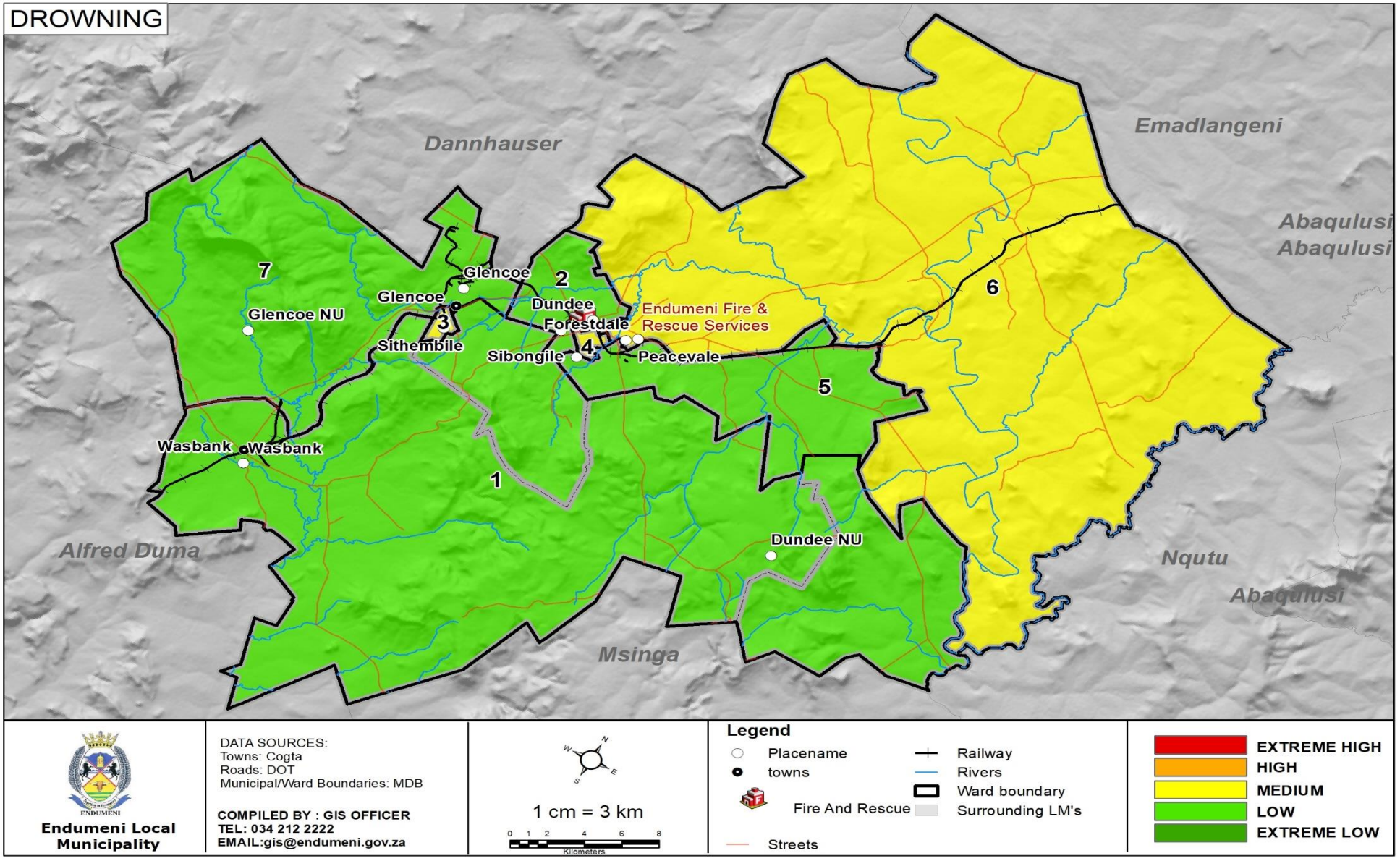
Mitigation Strategy.

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.

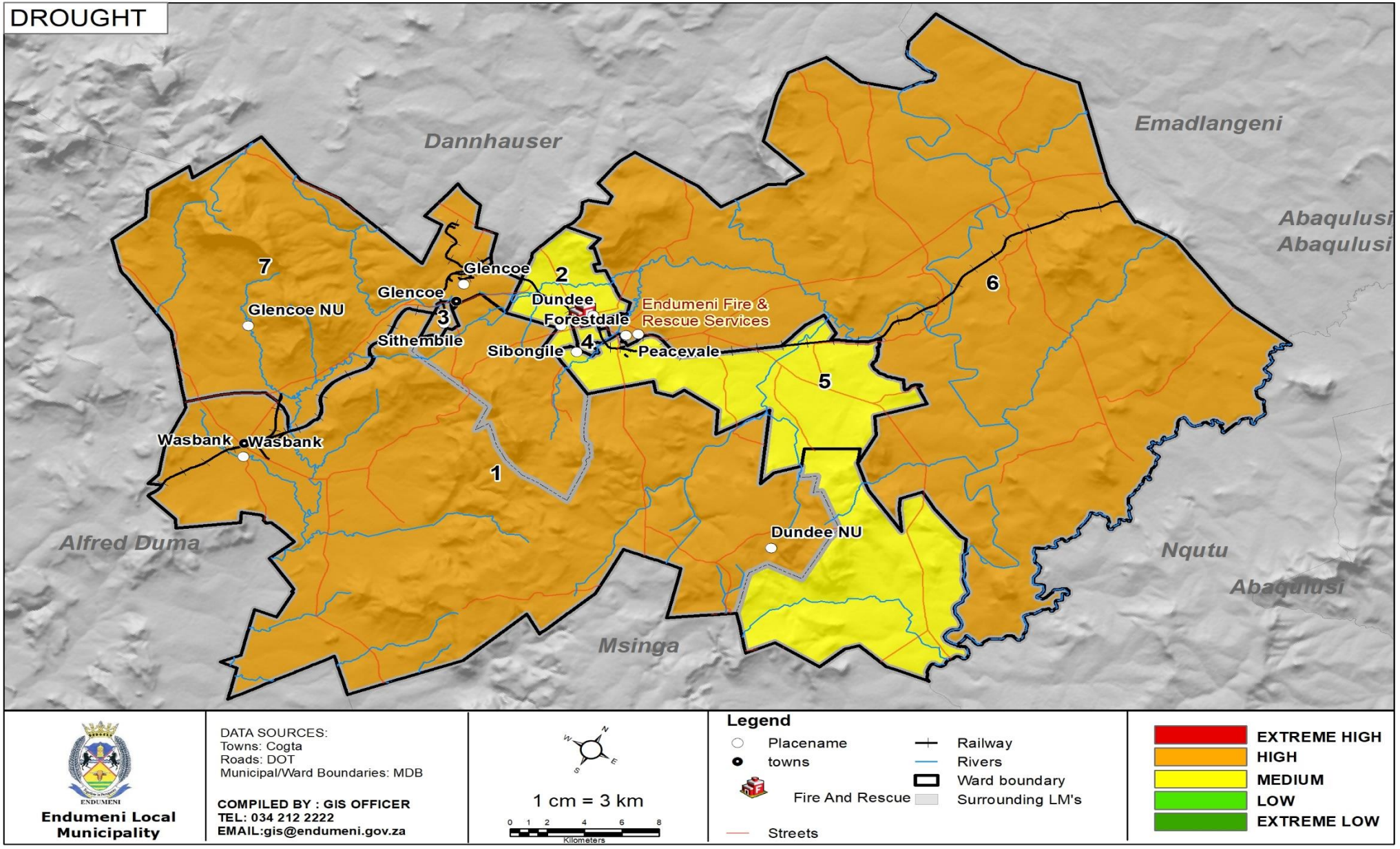
Althoug ward one is rated low,it is due to the fact that no cases have been reported so far,but in remain with high number of dangerous crossings identified.

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

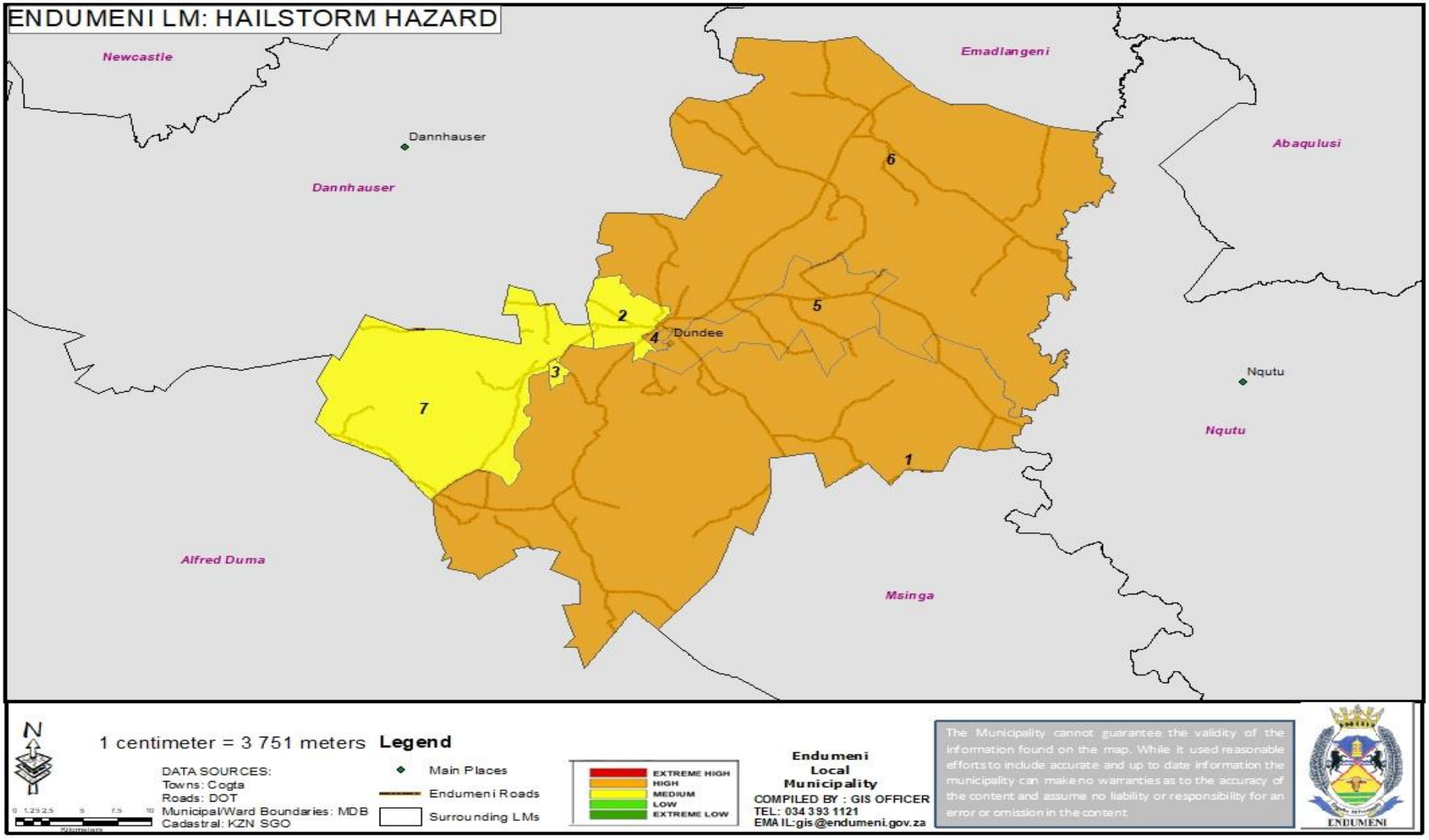
Map Analysis

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.



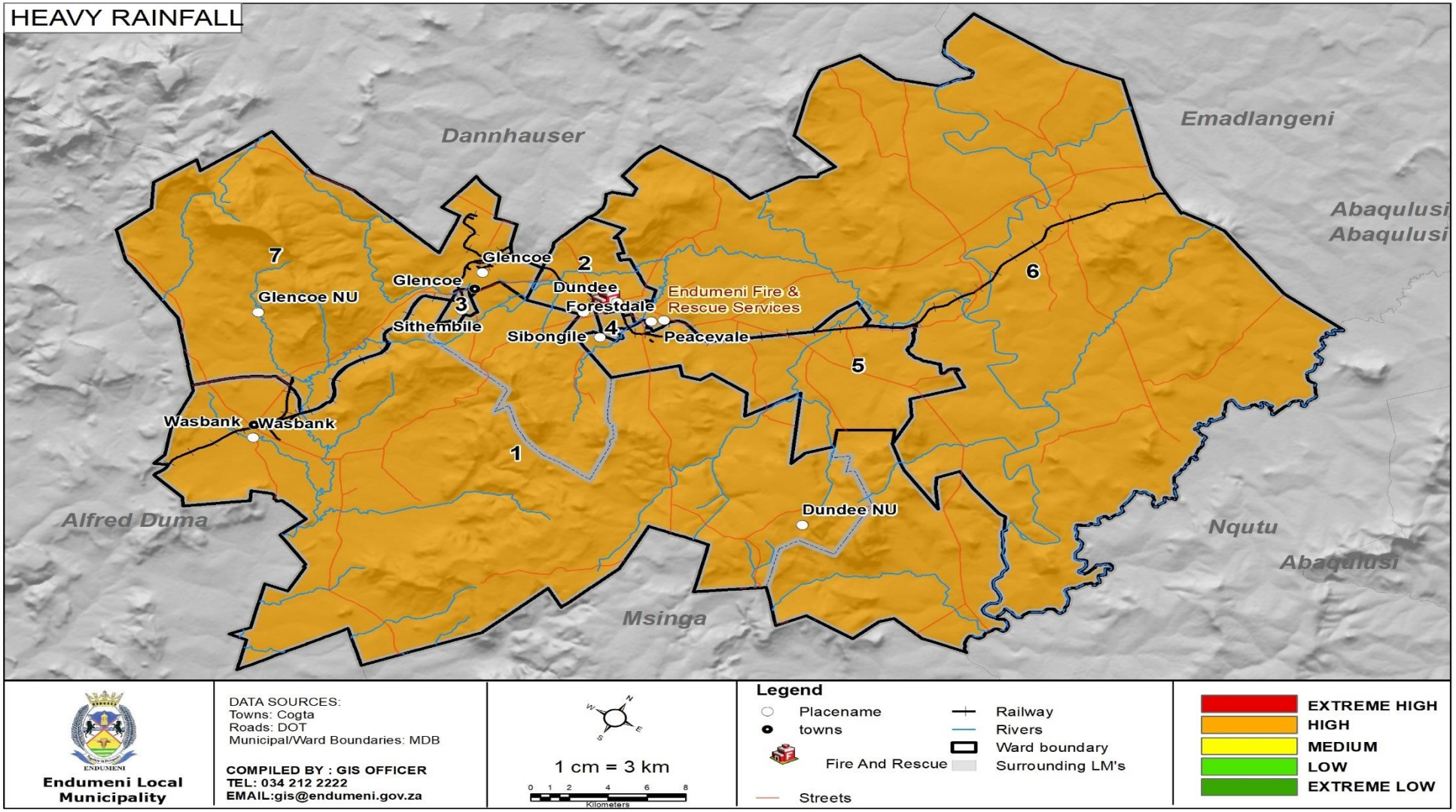
Map 26 Hailstorm Hazard

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

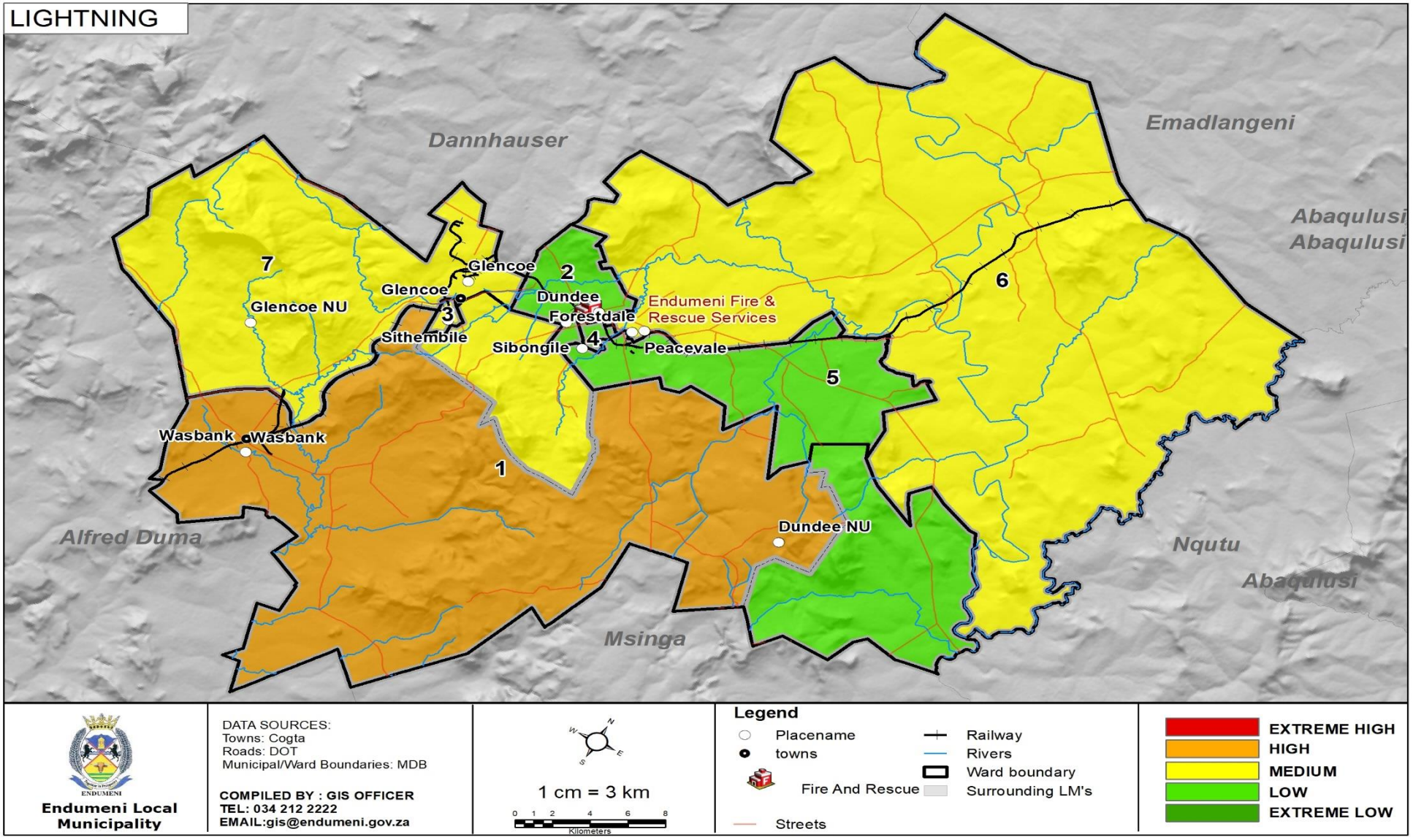
Map Analysis:

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

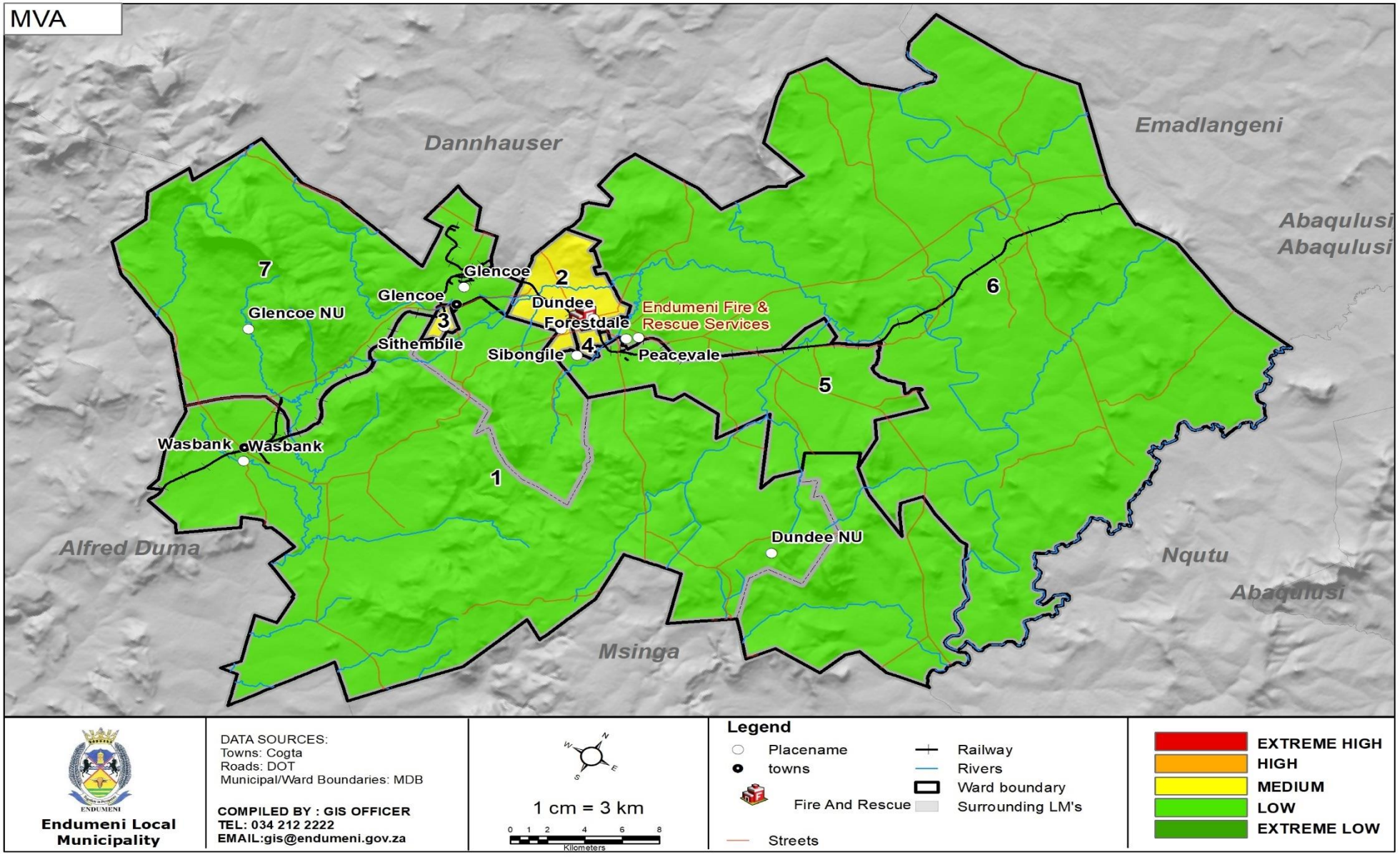
Lightning is one of the dangerous and life-threatening factors during rainy season, Endumeni is between the mountains and the word Endumeni relates to the Thunderstorm wards at Endumeni local municipality are exposed to big chances of lightning strikes.

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

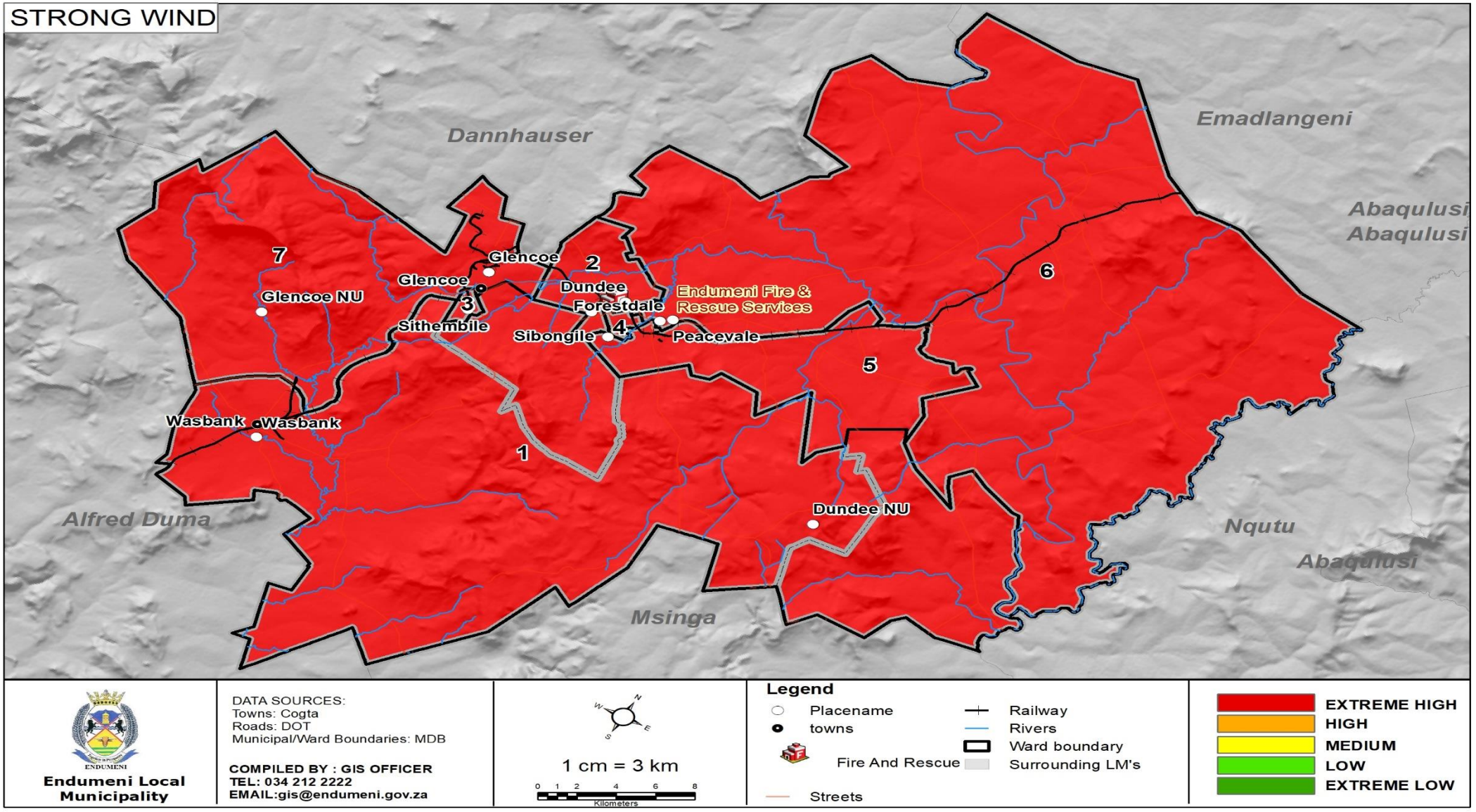
Map Analysis

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 .



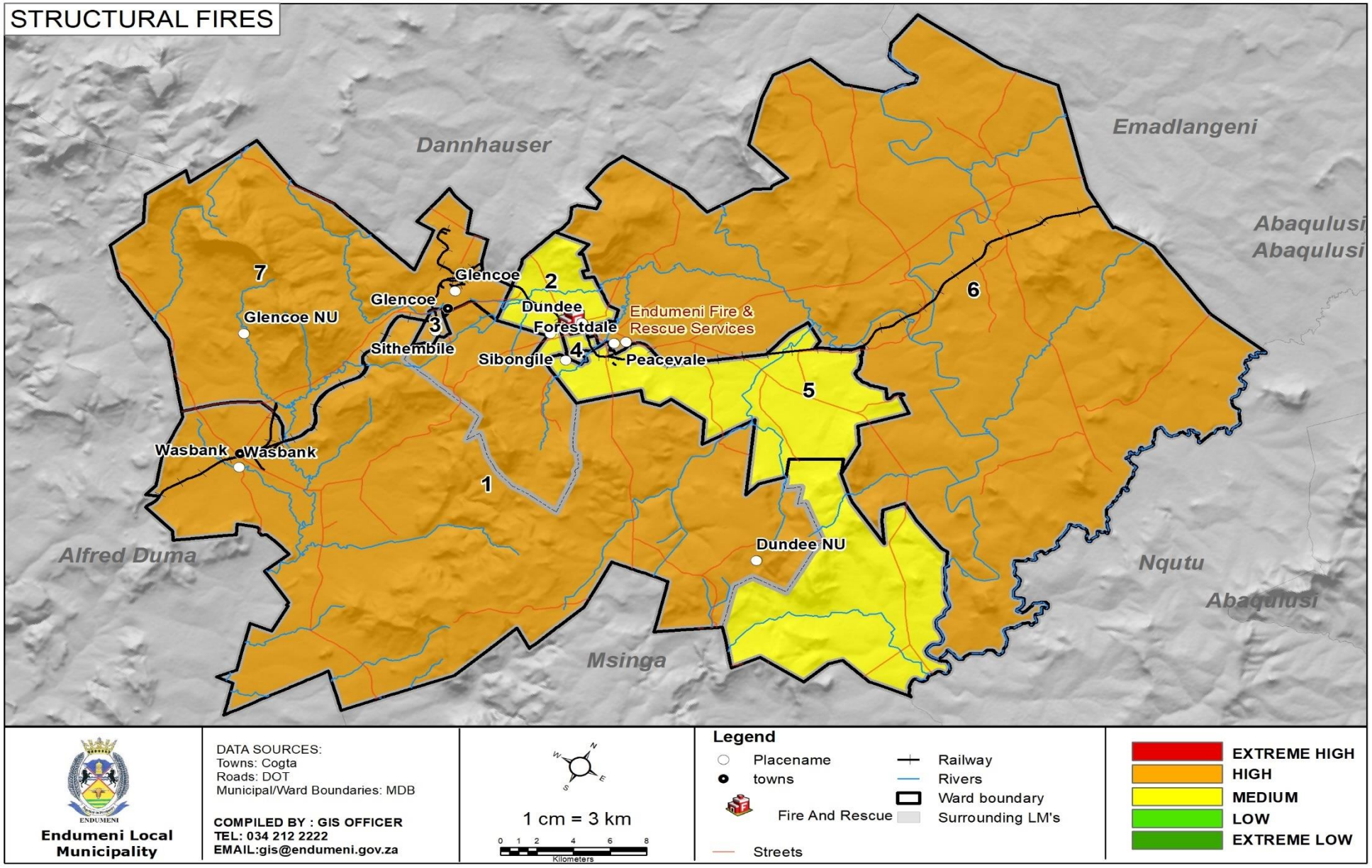
Map 30 Strong Wind Hazard

Map Analysis

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

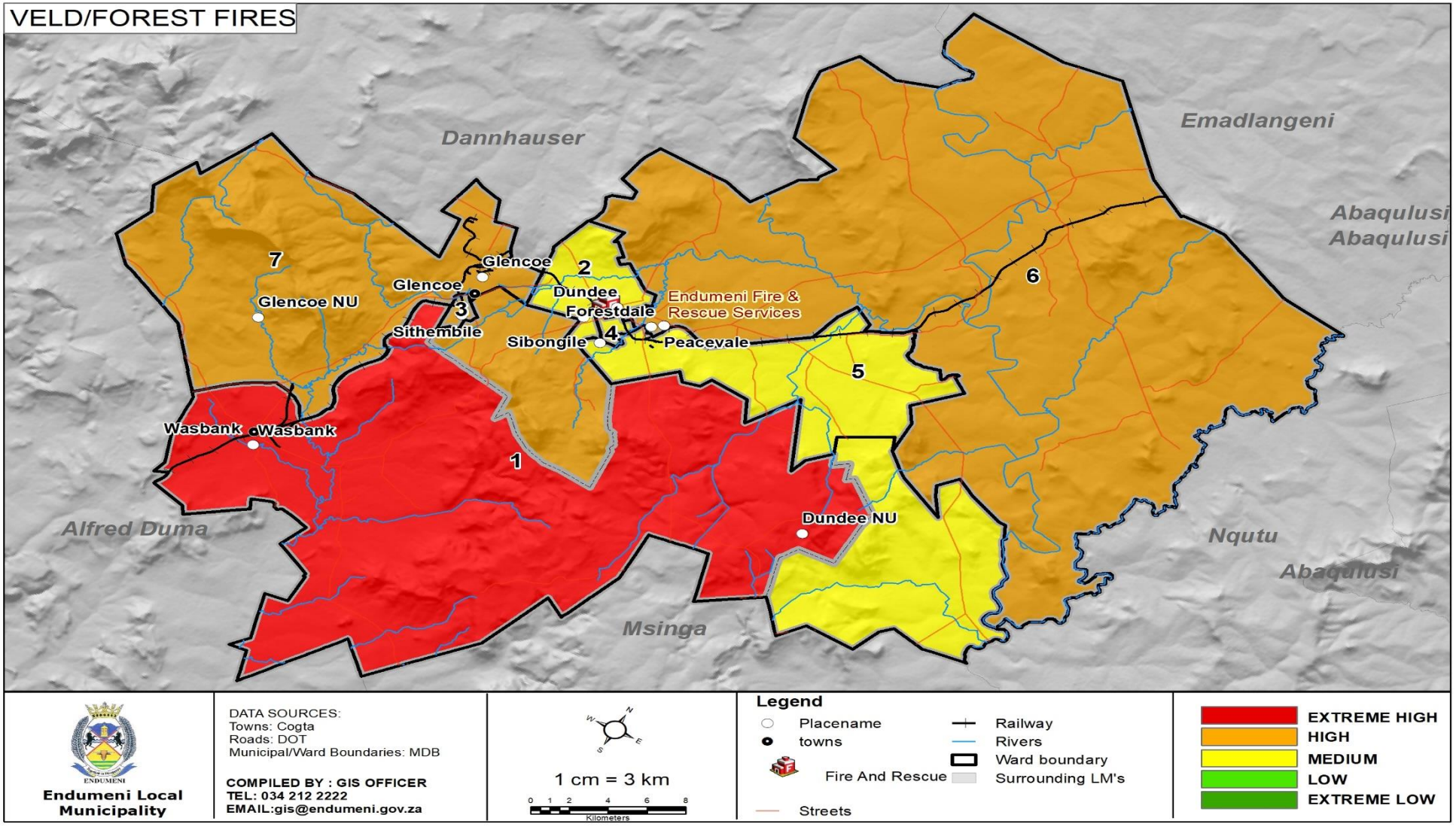
Map Analysis

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.

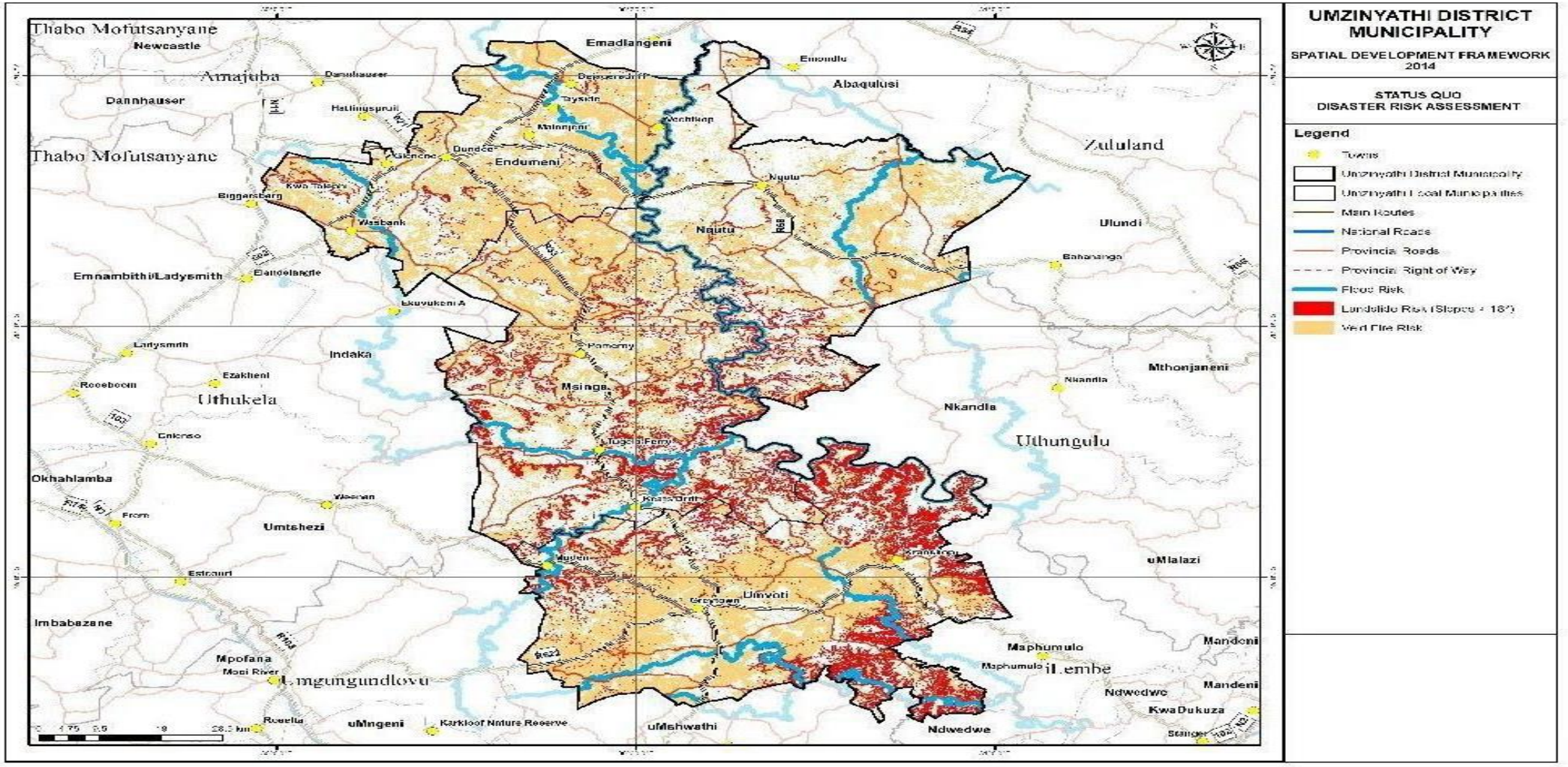
Endumeni Fire and Rescue has also form part of Endumeni Veld Fire Monitoring Committee which updates and report all veld fire incidents through WhatsApp and arrange fire breaks during winter season.

5.23 CAPACITY MAPS

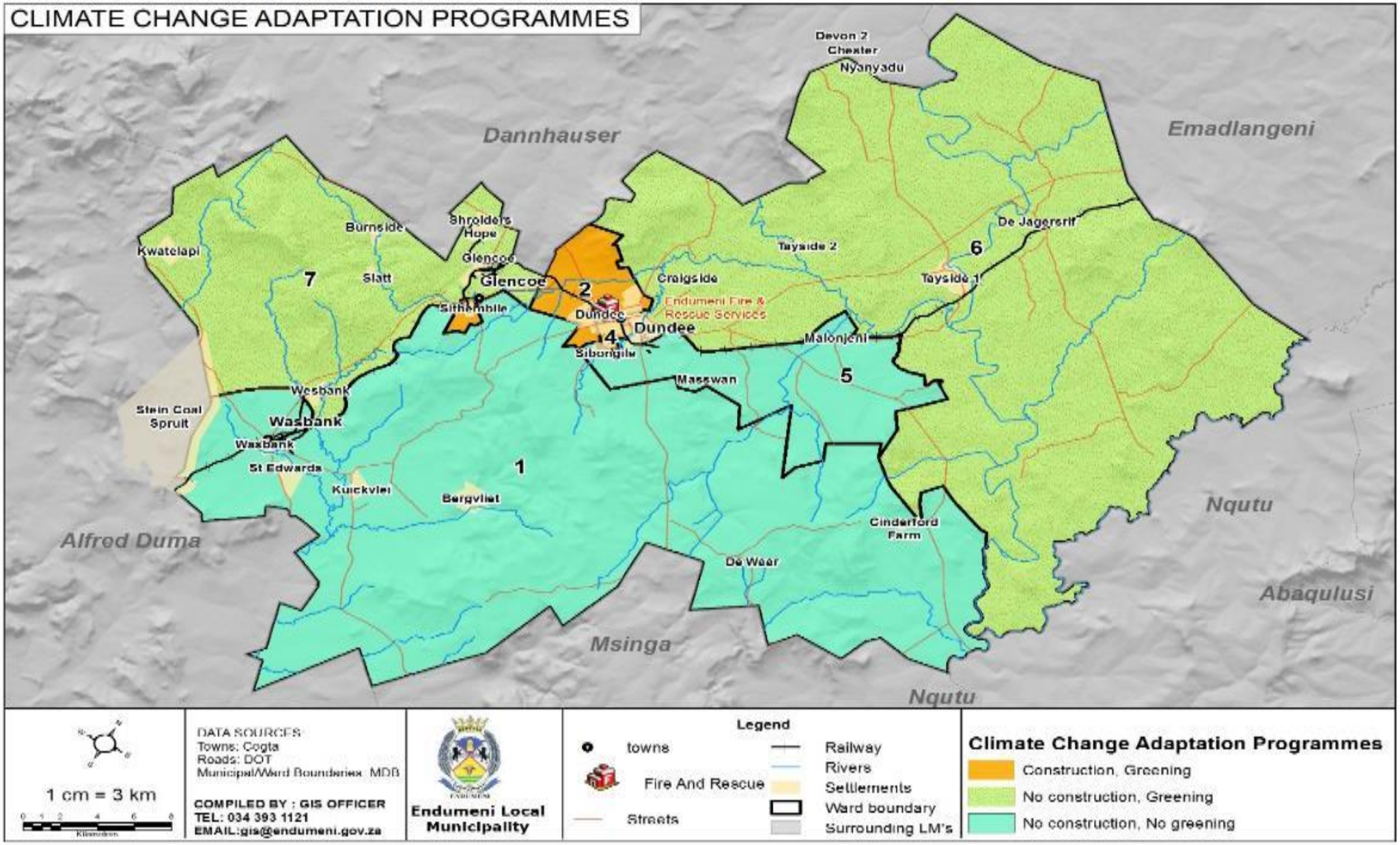
Coping capacity for disaster risk reductions refers to the ability of people, organizations, and systems, using available skills and resources, to face and manage adverse conditions such as hazards, emergencies, and disasters (UNISDR, 2009). This Capacity maps was be produced after considering critical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

5.24 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

5.25 DISASTER RESPONSE AND RECOVERY

5.25.1 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.

5.25.2 INFORMATION MANAGEMENT AND COMMUNICATION

Information Management

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

5.25.3 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Capacity Building Programmes/ Public Awareness Campaigns

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

5.25.4 ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME

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	Own departmental

	➢ UMDMC ➢ Endumeni Municipality ➢ EPWP	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 15 ENDUMENI DISASTER MANAGEMENT COVID-19 PROGRAMME

6 KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

6.1 BACKGROUND

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

6.1.1 INSTITUTIONAL ARRANGEMENT

The municipal government's top decision-making body is the Council, chaired by Speaker Mr. Nsibande. Overseeing the municipality's daily affairs is the Executive Committee, led by Mayor Cllr Ndlovu, with its subcommittees commonly known as 'portfolio committees'. Each portfolio committee chairperson is an EXCO member, providing reports and recommendations to EXCO, which in turn reports to Council via the Mayor. The Municipal Public Accounts Committee (MPAC) serves as Council's primary oversight arm, monitoring EXCO and reporting directly to Council.

STRUCTURE	
Municipal Council	• Enactment of municipal by-laws and policies. • Selection and appointment of the Municipal Manager and Heads of Departments. • Authorization of the Integrated Development Plan (IDP) and municipal budget. • Execution of oversight functions across the municipality. • 5. Advocacy for and reflection of public sentiments and aspirations.
Executive Committee	• The Executive Committee oversees Portfolio Committees. • It receives reports from Portfolio Committees, forwarding them to Council with recommendations. • It supports the Mayor in executing their duties.
MPAC	• Exercise oversight over both the Executive Committee and municipal administration, reporting directly to Council. • Prepare a preliminary oversight report for presentation to Council. • Examine issues referred to it by Council for investigation.

DEPARTMENTAL COMMITEES	• Integrated Development Plan Committee: Offer recommendations to the Executive Committee regarding financial affairs. • Technical Services Committee: Supervise all technical services issues, particularly the progress of project implementation. Provide recommendations to the Executive Committee concerning technical services. • Corporate and Community Services Committee: Oversee all corporate and community services within the municipality. Advise the Executive Committee on corporate and community services matters. • Planning, Local Economic Development, and Housing Committee: Supervise all aspects related to planning, local economic development, and housing. Present reports and recommendations to the Executive Committee regarding its areas of focus.

6.1.2 MUNICIPAL ADMISTRATION

The Municipal Manager holds all administrative authority within the municipality, which is then delegated to various tiers of administration, each with distinct departments overseeing specific municipal tasks, each led by its own Head of Department. Administration primarily exists to enforce and execute Council decisions. Council, being the primary municipal body comprising elected representatives mandated by law and chosen by the electorate, is responsible for passing by-laws, making decisions, and sanctioning the Integrated Development Plan (IDP) and budget to ensure the municipality operates effectively and delivers services.

NAME OF MEMBER	DESIGNATION
Mr. S Ntombela	Municipal Manager (Chairperson)
Mrs. CB Mkhize	CEO

Mr. B Hlatshwayo	Executive Manager Planning and Economic Development
Mr. M Ndima	Executive Manager Corporate Services
Mr. B Xulu	Executive Manager Community Services
Mr. M Buthelezi	Executive Manager Technical Services

Table 16 Executive Managers

6.1.3 MUNICIPAL ORGANOGRAM

The organizational framework underwent a review and adoption from Council, refer to the referenced annexure in Section H. This structure, deemed fitting for Endumeni Municipality's objectives outlined in the Municipal Structures Act, comprises of five administrative divisions overseen by the Municipal Manager:

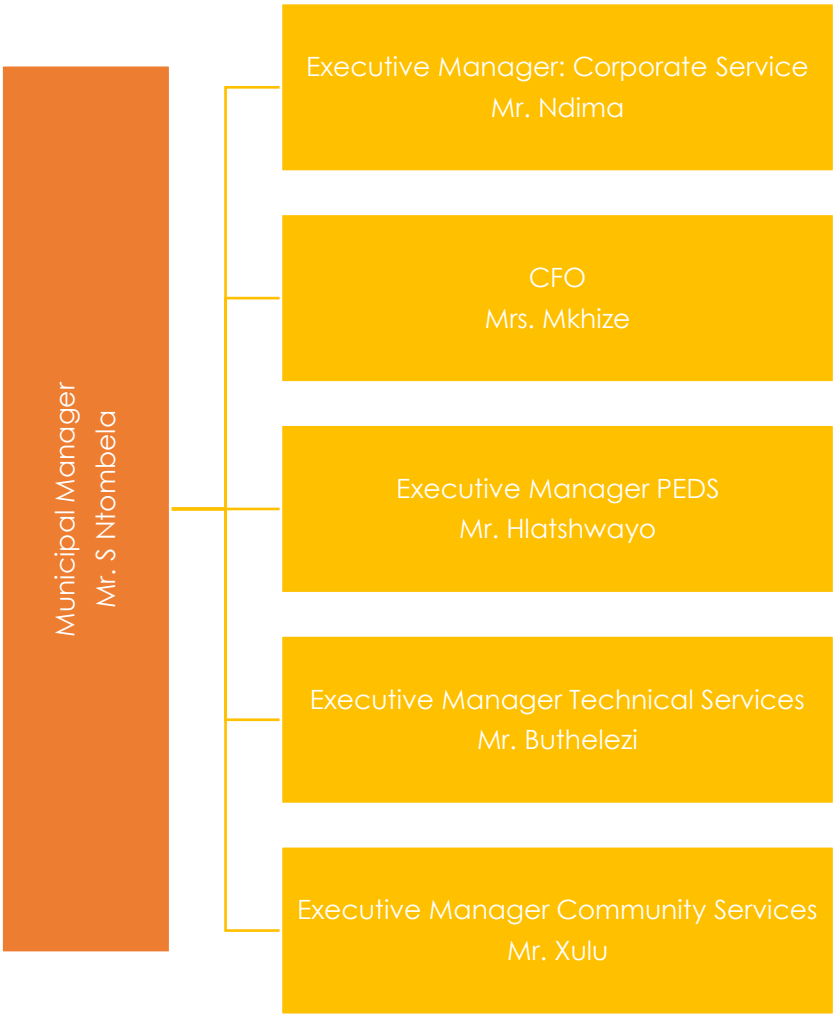


Figure 26 Organizational Structure

6.1.4 VACANCY RATE

The Endumeni Local Municipality has a total of Five (5) Departments and the Office of the Municipal Manager which make up a full organizational structure. Namely: Office of the Municipal Manager; Corporate Services; Budget & Treasury Office; Planning & Economic Development, Technical Services and Community Services. Enclosed within the annexures are comprehensive outlines detailing the structure of each department, accompanied by their respective organizational charts presented in a hierarchical format.

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

TOTAL NO OF POSTS	**POSTS FILLED**	**VACANT UNFUNDED**	**VACANT FUNDED**	**VACANCY RATE**
449	356	76	17	20%
449	356	0	17	4%

Table 17 Vacancy Rate

6.1.5 STATUS AND IMPLEMENTATION OF HUMAN RESOURCE DEVELOPMENT

a) Human Resource Strategy

The Human Resource Strategy will be submitted to the Council for adoption by the end of June 2024, with implementation set to commence on July 1, 2024. This implementation will adhere to the guidelines outlined in the Policy, emphasizing the monitoring and evaluation of the human resources database. The focus will be on tracking trends in promotion, recruitment, exits, staff profiles, and training and development.

In essence the 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.

b) Recruitment and Selection Policy Update

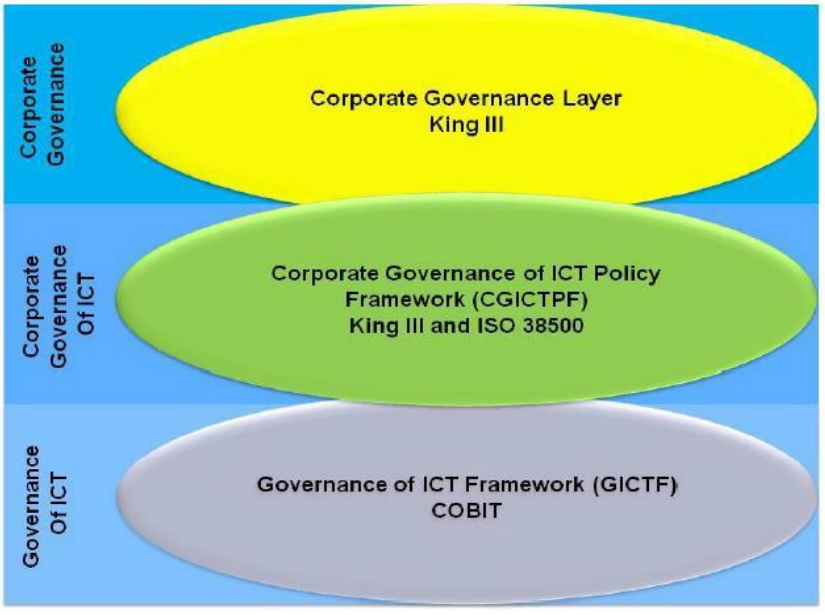
The Recruitment and Selection Policy underwent a comprehensive review on December 7, 2023. The next review is scheduled to be completed by the end of June 2024.

This policy is designed with a strong commitment to promoting diversity and inclusion within our organization. Specifically, it focuses on increasing the representation of previously disadvantaged individuals and enhancing the presence of women in senior management roles. Our goal is to create a more equitable workplace that reflects the diverse communities we serve.

We are dedicated to implementing these objectives through fair and transparent recruitment and selection processes, ensuring equal opportunities for all candidates. This approach aligns with our broader organizational values and strategic goals, aiming to foster a diverse and inclusive leadership team that can drive innovation and success.

c) 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.

d) HR Strategy

The HR strategy has been developed for adoption on the 30th of June 2021. 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 strategy is in response to the strategic imperatives and beyond. In creating the step change required, HCM has identified an HCM Strategy Framework based on the levers that HCM is going pull to enable the strategy which include;

Strategic Requirement One - Organisational Infrastructure HRS must deliver a revised operating model and a quantified and costed workforce plan with a time horizon as required by the organisation's strategic and operational cycles.

Strategic Requirement Two - Leadership and Management HRS must empower leaders and managers to demonstrate Council's values and portray the behaviours and characteristics that both support and motivate employees whilst leading, driving forward and taking responsibility for continuous improvement through innovation and creative thinking

Strategic Requirement Three — Workforce Capability and Skills Matching HRS must create an environment that attracts and retains a diverse community of committed and motivated workforce which is skilled and flexible, which can adapt to the changing needs of customers, stakeholders and the organisation.

Strategic Requirement Four - Transformation, Communication and Employee Engagement HRS must ensure employees have access to the information they need at the right time and in the right way, to feel listened to, consulted and involved in decision making and for our culture and values to be understood and demonstrated throughout the organisation.

Workplace Profile

As of 2024, 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

e) 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.

f) Employment Equity Plan

The Employment Equity plan for the next Five (5) years was developed and adopted on the 30th of June 2021 and was later reviewed 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 are two (2) people 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.

g) Retention Strategies

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

factor is functionality (whether the employee was performing the job effectively or ineffectively).

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

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

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

6.1.6 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.

6.1.7 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 public	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 18 Power and Functions

6.4 DEPARTMENTS REPRESENTATION

According to the approved 2024/2025 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

6.4.1 STATUS OF CRITICAL POST

The status of the critical positions is as follows:

- The Position of Municipal Manager is filled by Mr. S Ntombela
- Section 56 Managers are all filled to date.

6.4.2 STATUS OF CRITICAL & BUDGETED POSITIONS:

In accordance with the approved 2024/2025 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 2024/25 SDBIP.

TOTAL NO OF POSTS	POSTS FILLED	VACANT UNFUNDED	VACANT FUNDED	VACANCY RATE
449	356	0	17	4%

6.4.3 STATUS OF HUMAN CAPITAL MANAGEMENT POLICIES

POLICY NAME	CHANGES
1. Recruitment and selection policy	Aligned to the Local government: Municipal Staff Regulations: September 2021
2. Cascading of IPMS policy	Aligned to the Local government: Municipal Staff Regulations: September 2021
3. Skills development policy (employees)	Aligned to the Local government: Municipal Staff Regulations: September 2021
4. Overtime and standby policy	No changes
5. Exit Management Policy	No changes
6. Draft Employment Equity Policy	New
7. Draft PPE Policy	New
8. Draft Promotion and Demotion Policy	New
9. OHS Policy	No changes

10. Leave policy	No changes
11. Transfer Policy	No changes
12. Incapacity Due to Ill Health Policy	No changes
13. Intoxicating and Substance Abuse Policy	No changes
14. Nepotism policy	No Changes
15. Promotion, Transfer and Acting Policy	No Changes

Table 20 Status on Human Capital Policies

6.4 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.

6.5.1 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.

6.5.2 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.

6.6 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Capable and Skilled officials An Aligned Organizational Structure Active & Functional Unions A Council Adopted Human Capital Strategy A Council Adopted Employment Equity Plan A Council Adopted Work Skills Plan (WSP) A Council Adopted ICT Policy Framework A Council Adopted IDP and Sector Plans A Council Adopted Budget & Budget Related Policies A Council Adopted PMS Policy Framework A Council Adopted Communication Strategy Plan Council Adopted Policies and Bylaws	No structured EEP Committee Lack of Council adopted Staff Retention Strategy Lack of a Council adopted Succession Planning Policy Framework 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. Lack of management supports in cascading of PMS to lower levels. Slow pace in implementing the WSP due to SCM procurement processes. Inconsistent application of regulations (Change Management Strategy) Lack of a Municipal-Wide Diversity Management Strategy and Plan Limited office space Limited resources for maintenance and renovation of municipal infrastructure Inadequate security personnel
OPPORTUNITIES	**THREATS**
Availability of Various Grant Funding Instruments for Skills Availability External Technical Support especially from Govt. Development and Implementation of the Diversity Management Plan for the Municipality	Losing skilled personnel through natural attrition Inability to attract and retain scarce skills Low staff Morale and reduced productivity levels

Table 21: Municipal transformation and organisational development SWOT Analysis

7 KPA: BASIC SERVICE DELIVERY

7.1 ACCESS TO WATER

Endumeni relies on a diverse array of primary water sources to meet its water supply needs. These sources encompass both natural and engineered facilities strategically situated within the region. The main water sources include:

1. Tayside abstraction works in the Buffalo River
2. Verduk Dam
3. Tom Worthington
4. Upper and Lower Mphathi
5. Donald McHardy Dam

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.

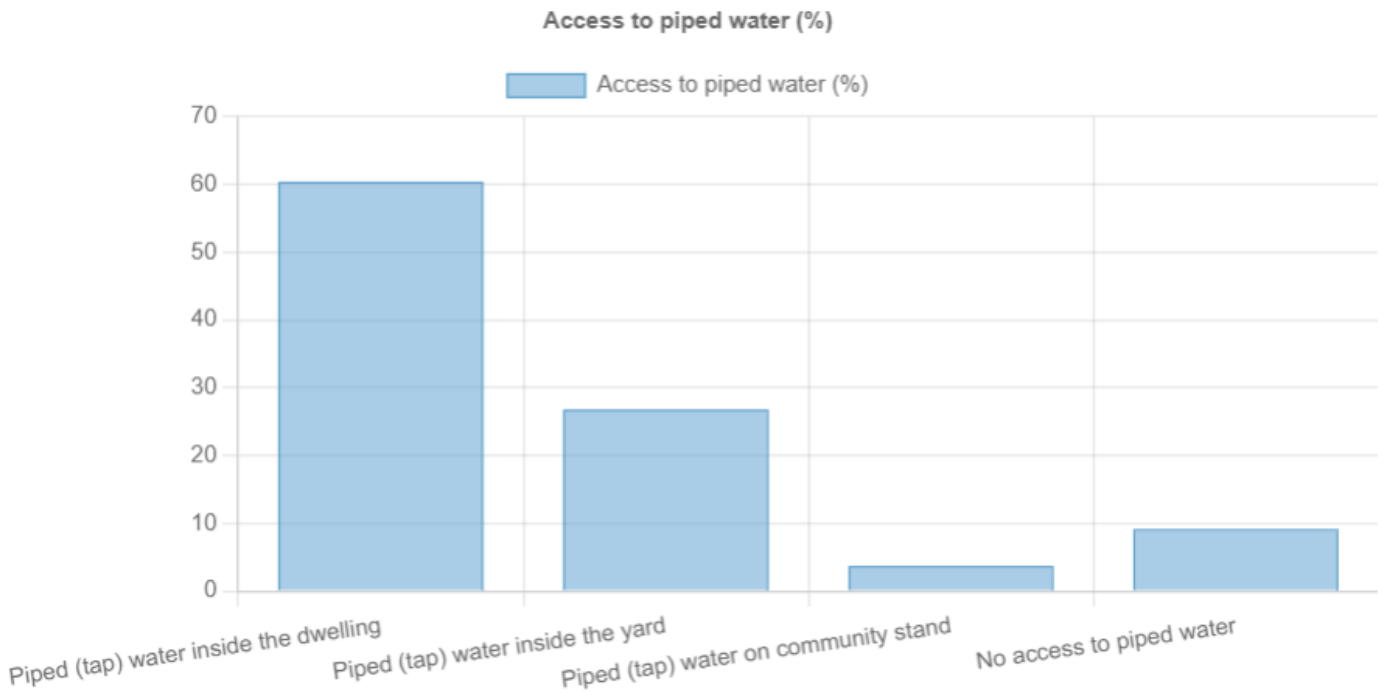


Figure 27 Access to water
Data Source: Statistics South Africa (2022)

Name	Frequency	%
Piped (tap) water inside the dwelling	14 467	60,4%
Piped (tap) water inside the yard	6 426	26,8%
Piped (tap) water on community stand	890	3,7%
No access to piped water	2 177	9,1%

7.2 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.

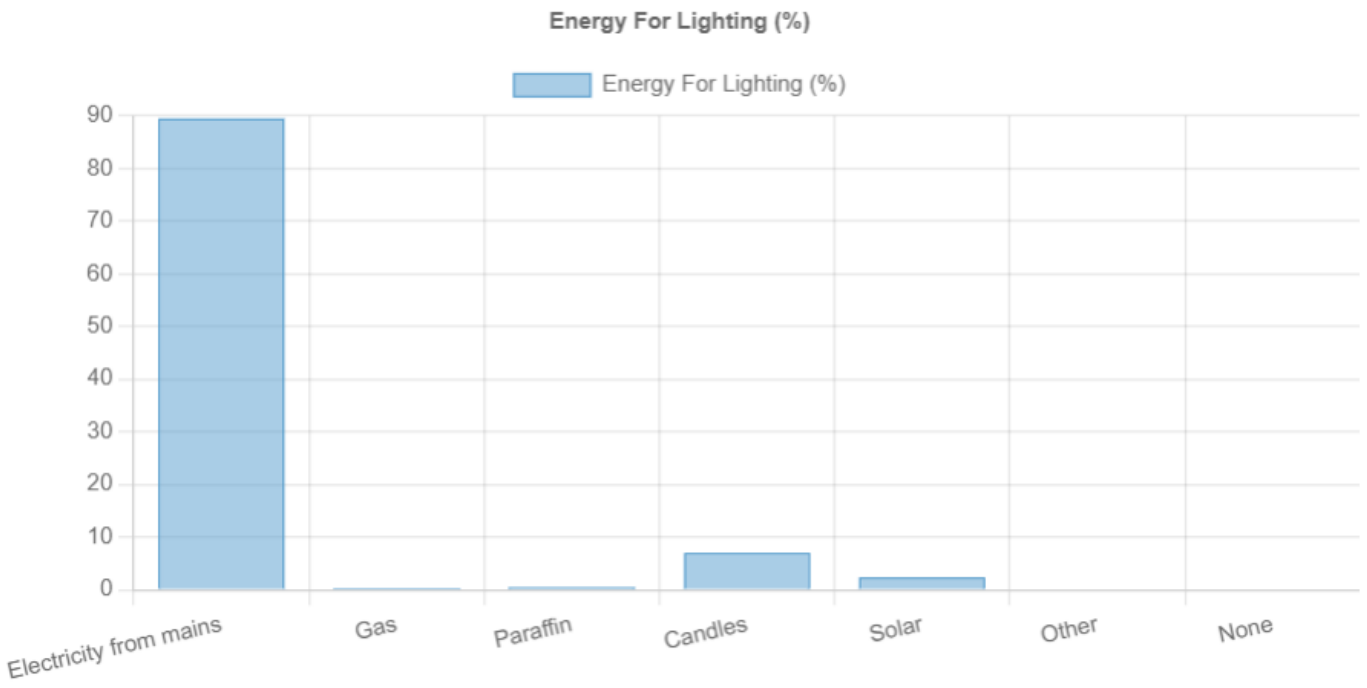


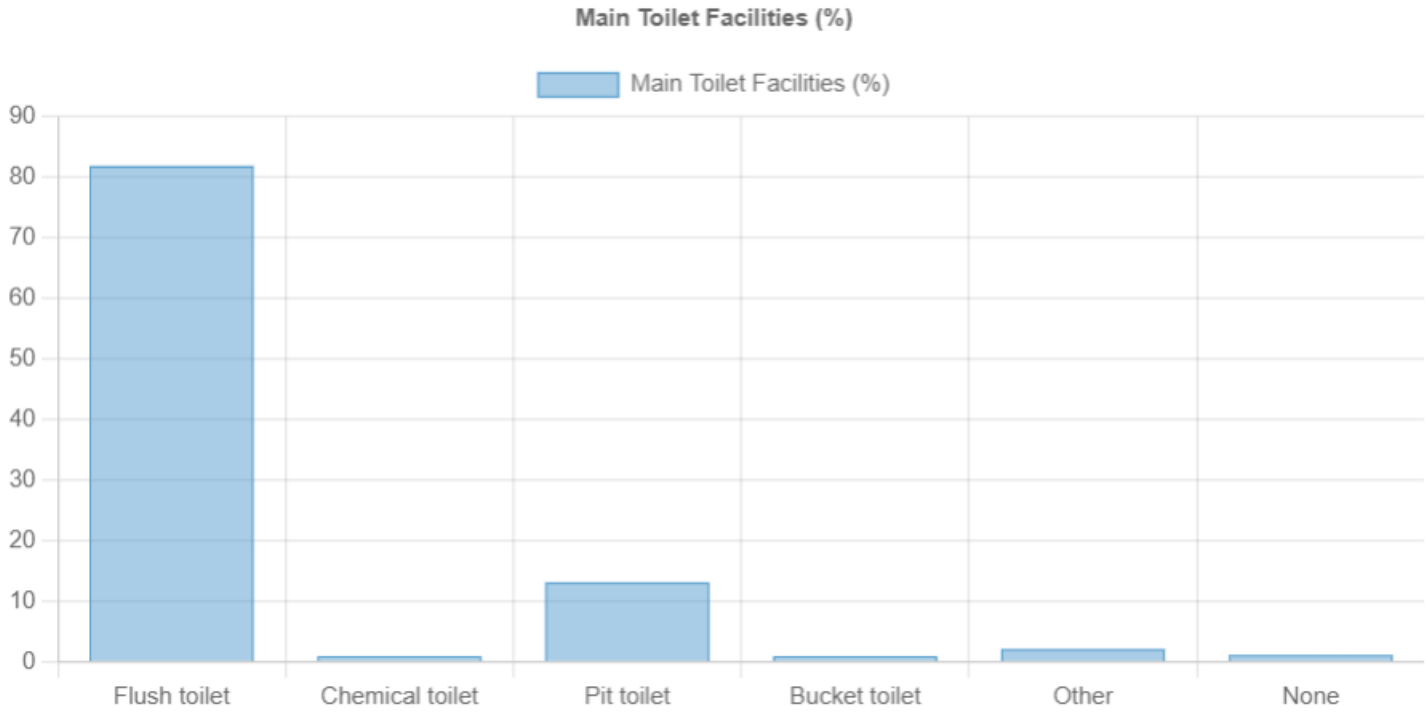
Figure 28 Access to electricity
Data Source: Statistics South Africa (2022)

Name	Frequency	%
Electricity from mains	21 448	89,5%
Gas	69	0,3%
Paraffin	105	0,4%
Candles	1 671	7,0%
Solar	572	2,4%
Other	54	0,2%
None	40	0,2%

7.3 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 (2022)

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

Name	Frequency	%
Flush toilet	19 631	81,9%
Chemical toilet	226	0,9%
Pit toilet	3 143	13,1%
Bucket toilet	206	0,9%
Other	494	2,1%
None	260	1,1%

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 Biggersberg 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.

7.4 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.

7.5 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.

7.6 SOLID WASTE MANAGEMENT

7.6.1 BACKGROUND

The foundational document governing environmental matters in South Africa is the 1996 Constitution. It enshrines the right to a safe and healthy environment in the Bill of Rights. This right forms the basis for environmental laws and policies, notably outlined in the National Environmental Management Act of 1998 (NEMA). The Act marks a significant shift in waste regulation, offering a comprehensive approach to waste management from generation to disposal.

Waste removal is scheduled on different days and time for each area within Endumeni. Reference can be made on table 7.6.6 in the discussion addressed below.

However, a synopsis of the frequency of waste removal/collection can be found in the following table:

Name	Frequency	%
Removed by local authority at least once a week	18 472	77,1%
Removed by local authority less often	432	1,8%
Communal refuse dump	263	1,1%
Communal container/central collection point	633	2,6%
Own refuse dumpf	3 467	14,5%
No Rubbish Disposal	478	2,0%
Other	216	0,9%

7.6.2 LANDFILL SITE

Endumeni Local Municipality has **one** land fill site stationed in Glencoe.

The site is approximately **20ha** in extent and is located approximately 3km south of the Glencoe town area. The site accepts waste from the surrounding areas.

The landfill permit was review in **2020** and a new permit was issued by the KwaZulu Natal Department of Agriculture and Environmental Affairs.



Image 1 Glencoe Landfill Sit

7.6.2.1 LANDFILL DESIGN

The site receives domestic and mixed waste, building rubble and garden waste. The site is intended to accept general non-hazardous waste only.

Access control

According to the permit conditions the Permit Holder is to ensure effective access control. Waste entering the site is electronically recorded on the weigh bridge.

7.6.2.2 SECURITY

There is 24-hour security on site. Recycling initiatives are formalised, and waste pickers are registered however training and education initiative is key. The site is properly fenced.

7.6.2.3 LAND FILL SITE OPERATIONS

A Landfill Operational and Environmental plan for the Glencoe landfill site was compiled by the municipality. There are four water monitoring boreholes located within and around the site. Samples are taken and analysed twice a year. Regular internal audits are conducted

to provide management with the necessary information for the management of the entire disposal operation.

7.6.2.4 GLENCOE LANDFILL SITE STAFF AND PERSONNEL

The Glencoe landfill site is operated by the municipality with permit G: S :B+ status, the site must have a site superintendent and, in all cases, be supported by suitably qualified and competent staff. With the upgrade of the site to a G: L:B+ , a landfill manager with a post-matric or tertiary qualification is required. The landfill manager must also be supported by suitably qualified and competent staff.

It is evident that the landfill site has adequate staff to operate the facility in line with the permit requirements. However, a qualified site manager is still required to assist in conducting audits and technical expertise.

7.6.2.5 GLENCOE LANDFILL SITE INFRASTRUCTURE

Based on the site classification, certain minimum standards are required. The site consists of ablution facilities and a shelter for the waste pickers/reclaimers, showers, and a changing room for staff, as well as a security and admin office.

The site has one weighbridge and has no computers and CCTV cameras. The weighbridge is fully functioning and is powered by Solar energy. There is no electricity as they are using solar power, therefore they cannot use the washing spray at the washing station available on site to wash all the refuse trucks after disposal.

7.6.3 ENDUMENI INTEGRATED WASTE MANAGEMENT PLAN (IWMP) STRATEGIC GOALS

The Endumeni Local Municipality has recently endorsed the Endumeni Integrated Waste Management Plan (IWMP) for the period 2022-2027. This review process took place internally, aided by support from EDTEA.

The document was formally adopted on **June 30th, 2023.** However, in terms of implementation, the municipality is currently awaiting endorsement from the MEC. **In the interim, we are proceeding with the implementation of the goals and objectives outlined in the previous IWMP.**

Presently, 82% of households within the municipality benefit from adequate refuse removal services, leaving approximately 3,500 households without any access. Among these households, an estimated 2,895 resort to personal dumping practices, potentially contributing to instances of illegal waste disposal.

The municipal Integrated Waste Management Plan (IWMP) was crafted in alignment with the National Strategy for Waste Management, focusing on **eight key strategic objectives**. These objectives provide the structural foundation for the strategy's development.

Goal 1: Promote waste minimisation, re-use, recycling and recovery of waste.
Focuses on implementing the waste management hierarchy, and with the aim of diverting waste from landfill.

Goal 2: Ensure the effective and efficient delivery of waste services.
Promotes access to at least a basic level of waste services for all and integrates the waste management hierarchy into waste services, including separation at source.

Goal 3: Grow the contribution of the waste sector to the green economy.
Emphasises the social and economic impact of waste management, and situates the waste strategy within the green economy approach.

Goal 4: Ensure that people are aware of the impact of waste on their health, wellbeing and the environment.
Seeks to involve communities and people as active participants in implementing a new approach to waste management.

Goal 5: Achieve integrated waste management planning.
Creates a mechanism for integrated, transparent, and systematic planning of waste management activities at each level of government.

Goal 6: Ensure sound budgeting and financial management for waste services.
Provides mechanisms to establish a sustainable financial basis for providing waste services.

Goal 7: Provide measures to remediate contaminated land.
Addresses the massive backlog of public and privately owned contaminated land in South Africa

Goal 8: Establish effective compliance with and enforcement of the Waste Act Ensures that everyone adheres to the regulatory requirements for waste management and builds a culture of compliance.

Waste removal is 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.

The lifespan of the landfill site is calculated and examined through annual airspace reports. The site performance is represented through external, internal and water monitoring audits.

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.

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 Pongola crescent-15 Street	MONDAY: Monday: Van Rensburg Street to Sarel Cilliers School Area – 12 Streets.	MONDAY: Zanele 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:** 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	**Tuesday:** Boundary Road Van Rensburg Street – Streets	**Tuesday:** Ethuleni street van Rensburg streets and hostel-**4** streets -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 Pu Works 8. Police station -Nando's		
WEDNESDAY: Impathi 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: Impathi 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: Peacevall e 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 22 Programme in Urban and Business Areas and the Townships

7.6.4 BACKLOG STATUS, NEEDS AND PRIORITIES

Although the municipality has made effort to create a functional system and structure for waste management, there is a prevalent challenge in waste management within specific areas of Dundee.

7.6.5 CHALLENGES AT THE GLENCOE LANDFILL FACILITY

a. Site manager- A qualified and experienced site manager is required at the Glencoe solid landfill site to manage the daily site operations and conducts audits and reports.
b. Equipment lacking at the landfill site- A permanent TLB and Tipper truck for daily compacting and covering of waste.
c. Register of waste pickers- There is a register on site, however it requires consistent updating and monitoring. The waste pickers need to be formalised and contracts between the recycling companies and private recycling companies is required.

d. Weighbridge- There is a weighbridge on site, however there is no electricity on site to power the weighbridge. Assistance is required from the electrical department of the municipality to install an overhead cable and the existing solar panels on site. The weighbridge also requires calibration and updating of the system.
e. Cover material- There is insufficient cover material available on site due to a lack of consistent fleet such as a TLB and Tipper truck. Therefore, a permanent TLB and Tipper truck is required at the site.
f. Leachate management and drainage – There is a serious problem with the drainage of leachate at the site.

The uMzinyathi DM claims that the leachate is not allowed to be processed at their wastewater plant due to not been compatible with their sewage treatment plant system. This notion is not based on any scientific evidence as there have been no tests provided by the uMzinyathi DM to indicate prove of non-compatibility or risk from the leachate. Therefore, the Endumeni LM is now faced with a challenge regarding the draining and disposal of leachate at the site.

Challenges at the informal settlements (KwaSithole area, KwaBusi, KwaThelaphi, De Jagesdrift, Tayside etc,)

Many families are struggling to utilise skip bins provided by the municipality as they are too far from them, especially those who are located on the outskirts. The communities have a mindset of burying or burning waste.

Needs and priorities in response to challenges

- Additional fleet such as automatic refuse compactors, tipper trucks.
- Bulk /Skip bins
- Public awareness
- Licensed buy-back Centre
- Additional fleet for the landfill site such as roller, tipper truck, TLB.
- Recruitment of human capital such as landfill site manager.

Attachment of illegal dumping hotspot maps and daily refuse collection schedule.

Asset description	Quantity	Amount	Function	Project Level 1	Project Level 2	Region	Funding
TLB-Landfill site	1	R 800 000.00	Refuse Removal Dundee (Dept 145)	Non - Infrastructure	New	Ward 7	Internal Funding
Tipper truck-landfill site	1	R 750 000.00	Refuse Removal Dundee (Dept 145)	Non - Infrastructure	New	Ward 7	Internal Funding
Skip bins	20	R 500 000.00	Refuse Removal Dundee (Dept 145)	Non - Infrastructure	New	All wards	Internal Funding
No dumping signs	30	R 200 000.00	Refuse Removal Dundee (Dept 145)	Non - Infrastructure	New	Administrative/Head Office	Internal Funding
				70			
Upgrade of transfer station structure	1	R 500 000.00	Refuse Removal Dundee (Dept 145)	Infrastructure	Upgrade	ward 4	Internal Funding
Ablution facility for street cleaners	2	R 50 000.00	Street cleaning (156)	Infrastructure	New	ward 2	Internal Funding

7.6.5 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.

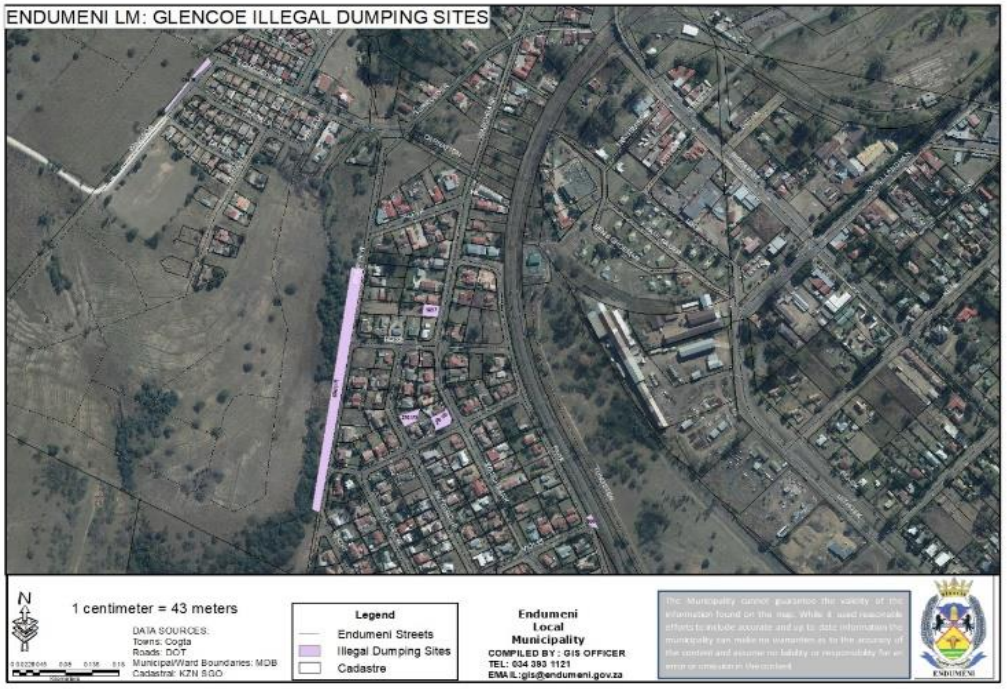


Figure 31 Glencoe Illegal Dumping Sites

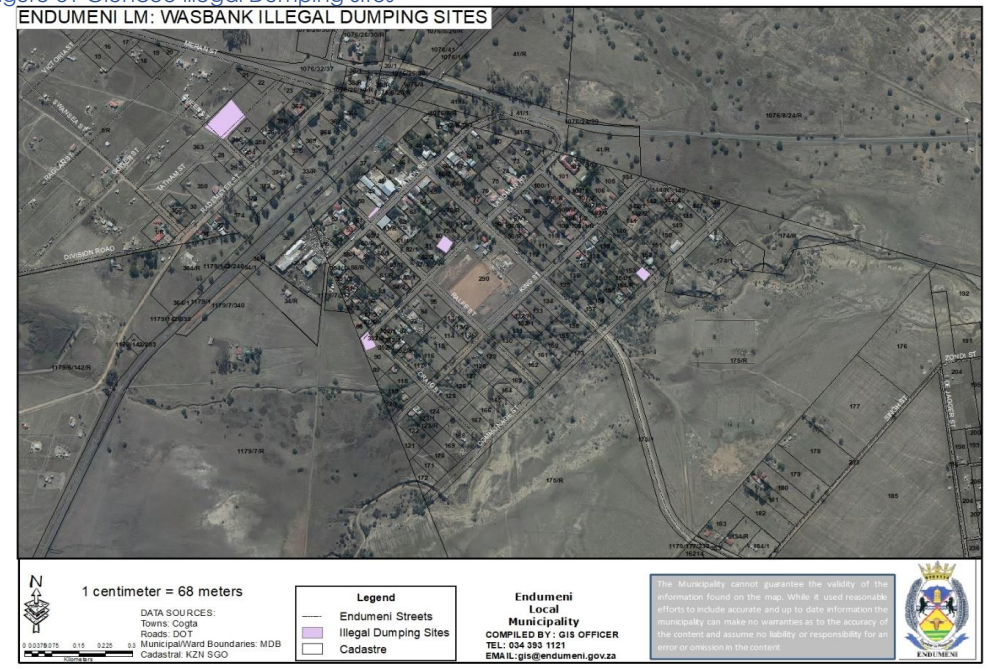


Figure 30 Wasbank Illegal Dumping Sites

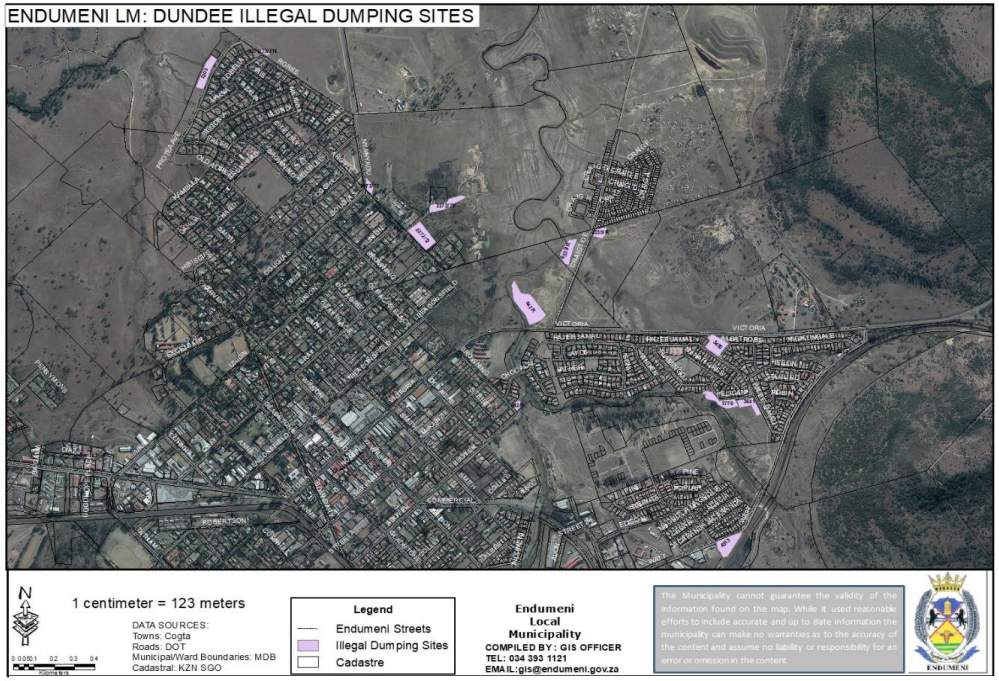


Figure 29 Dundee Illegal Dumping Sites

7.6.6 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.

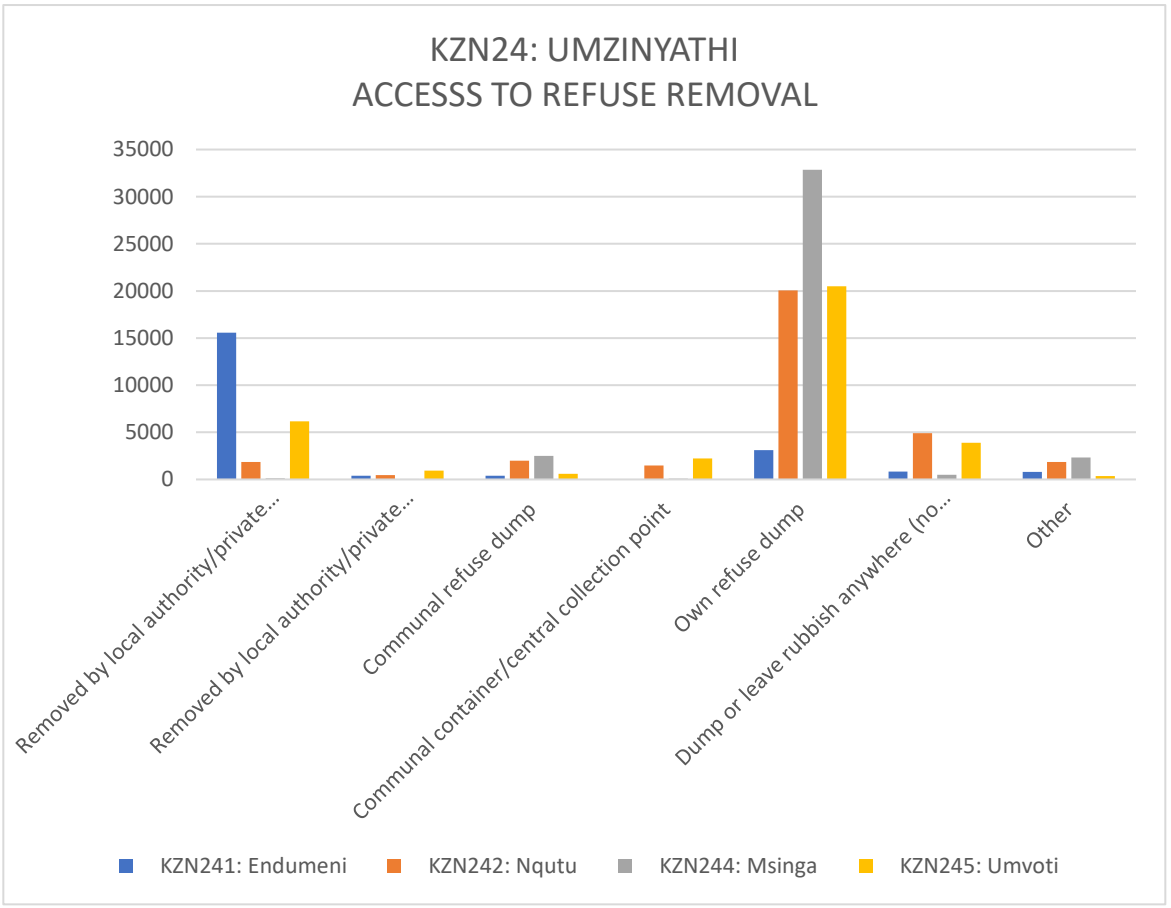


Figure 32 Access to refuse removal

(Source: statistics community survey 2016)

7.7 ROAD INFRASTRUCTURE

Improving the road infrastructure within our municipality stands as a paramount challenge, yet it's a challenge we're steadfastly committed to overcoming. The current state of our roads presents a pressing issue, with deterioration apparent across various stretches. Recognizing the critical importance of efficient and reliable transportation networks, we have prioritized the upgrading of our road infrastructure to meet the evolving needs of our community.

Decades-old road networks, while once sufficient, now struggle to accommodate modern demands. Over recent years, however, we've embarked on a concerted effort to transform these thoroughfares. Our endeavours have yielded tangible results, with approximately 188,53 kilometres of road already surfaced, marking a significant step towards our broader infrastructure enhancement goals.

The municipality manages the maintenance and upkeep of approximately **188,53km** of tarred road network.

1. Dundee – 55.4km
2. Glencoe – 51.9km
3. Sibongile – 32.2km
4. Sithembile – 27.9km
5. Peaceville – 9.94km

This ongoing transformation signifies more than mere asphalt and concrete; it symbolizes progress, connectivity, and opportunity for all who call our municipality home. As we continue to invest in and prioritize the revitalization of our road infrastructure, we're not just laying down pavement; we're paving the way for a brighter, more prosperous future for generations to come.

7.8 CONNECTIVITY AND MOBILITY

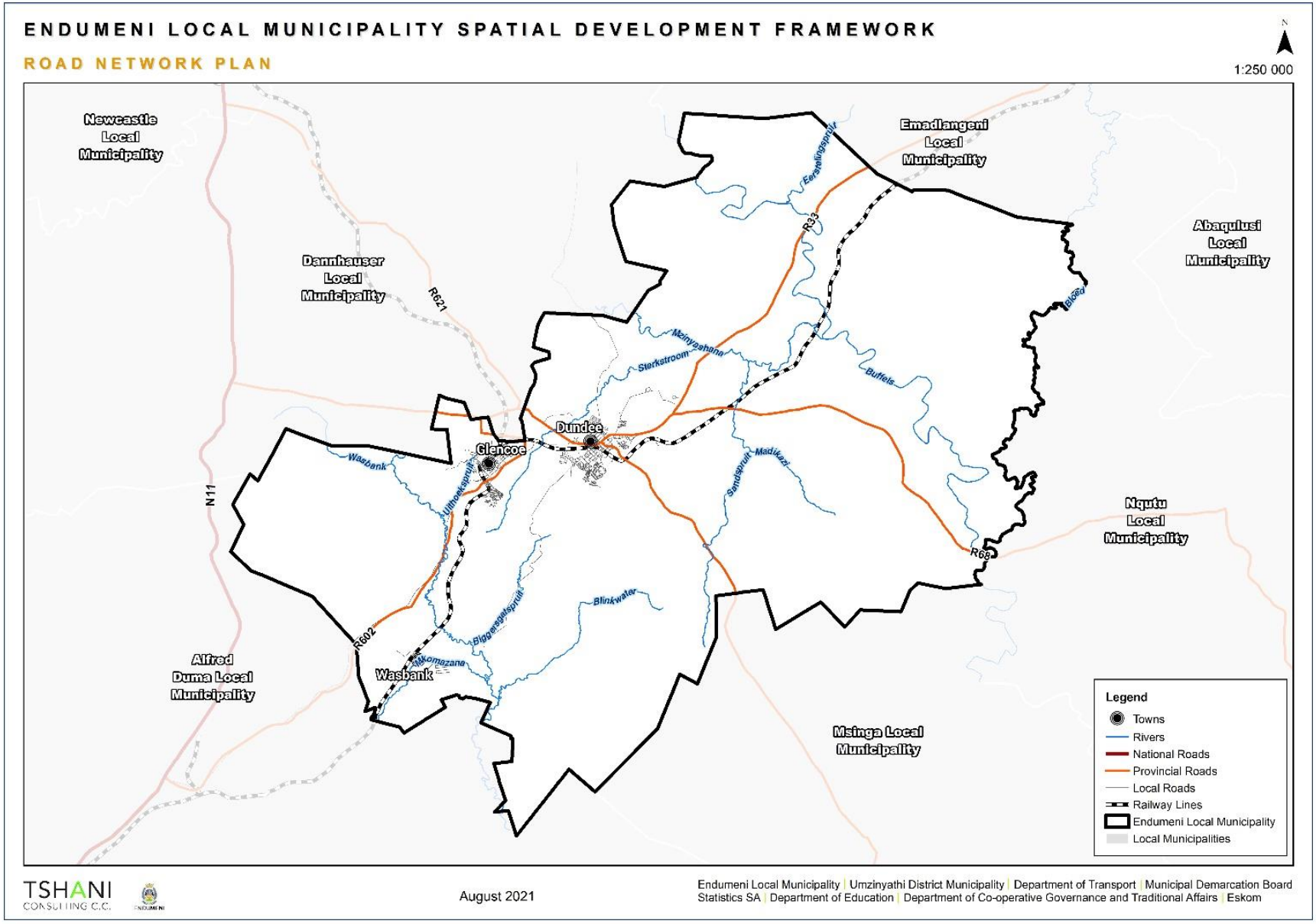
7.8.1 REGIONAL ROAD NETWORK

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.

7.8.2 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.

CORRIDOR TYPE	LOCATION
Primary Corridor	N11
Secondary Corridor	R33 and R621
Tertiary Corridor	R33 (Dundee to Wasbank), R33 to Vryheid
Tourism Corridor	R33
Coal Corridor	(Dundee to Nyanyadu) via R33
Agriculture Corridor	(South to Msinga) R33



Map 47 Road Network

7.8.3 TRANSPORT INFRASTRUCTURE

The District Municipality is currently without a District Integrated Transport Plan (DITP) in operation.

However, the provincial Department of Transport has initiated a comprehensive study , which has taken place this year, 2024, aimed at evaluating public transport services within the district. This examination encompasses a thorough analysis of existing transportation modes, infrastructure, and operational practices.

The findings of this study will serve as a foundational framework for the subsequent formulation and implementation of the District Integrated Transport Plan (DITP). This strategic approach ensures a methodical and informed strategy for addressing transportation needs and enhancing connectivity within the district.

7.8.4 ACCESS TO ELECTRICITY

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.
It is instructive to note also that this study will not cover upstream Eskom networks or generation capacity as well as the lower LV reticulation network. The main focus will be the substation supply zones as well as the MV feeders covering the Dundee and Glencoe towns.

The online statistics for 2017/18 estimates that 17400 households out of a total of 21 174 households are connected to grid electricity. This figure covers the Dundee and Glencoe towns including Eskom NERSA licenced areas within the greater Endumeni Municipality boundaries.

Dundee And Glencoe Towns Connected Customers

In accordance with Endumeni 2017/2018 Electricity provision plan, a total of 11,660 customers were connected on the Endumeni Municipality MV network. The breakdown per sector connection is shown on Table 3.5.3.1 below. The table shows that 87.9% of connected customers are domestic sector, while 10.2% is the commercial sector. Street lighting and bulk supply sectors account a combined 2%. The breakdown indicates that the Domestic sector has major impact in the provision of electricity within Dundee and Glencoe urban areas. It

also indicates that the Maximum Demand for both urban areas are determined by the domestic sector

	Dundee MV Network	Glencoe MV Network	Total	% Per Sector
Domestic	6 355	3 891	10 246	87.9
Commercial	1 022	162	1 184	10.2
Bulk	57	9	66	0.6
Street Lights	124	40	164	1.4
Total	7 558	4 102	11 660	100

Table 23 Dundee and Glencoe Towns Connected Customers
Situational Analysis, Endumeni Electrical Master Plan

	Dundee	Sibongile	Glencoe	Sithembile	Total
Domestic	3 377	2 978	1 525	2 366	10 246
Commercial	1 012	10	153	9	1 184
Bulk	57	0	9	0	66
Street Lights	70	54	26	14	164
Total	4 516	3 042	1 713	2 389	11 660
% per zone	38.73 %	26.09%	14.69%	20.49%	100%

Table 24 Dundee and Glencoe MV Network zones connected customers per sector
Situational Analysis, Endumeni Electrical Master Plan

The tables above shows that the highest number of customers connected. Dundee Urban has 64.82% (38.73 +26.09) of connected customers and Glencoe Urban has 35.12%. It is an indication that Dundee MV network size is more than twice Glencoe Network in terms of infrastructure and network capacity.

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 and Master electrical 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.

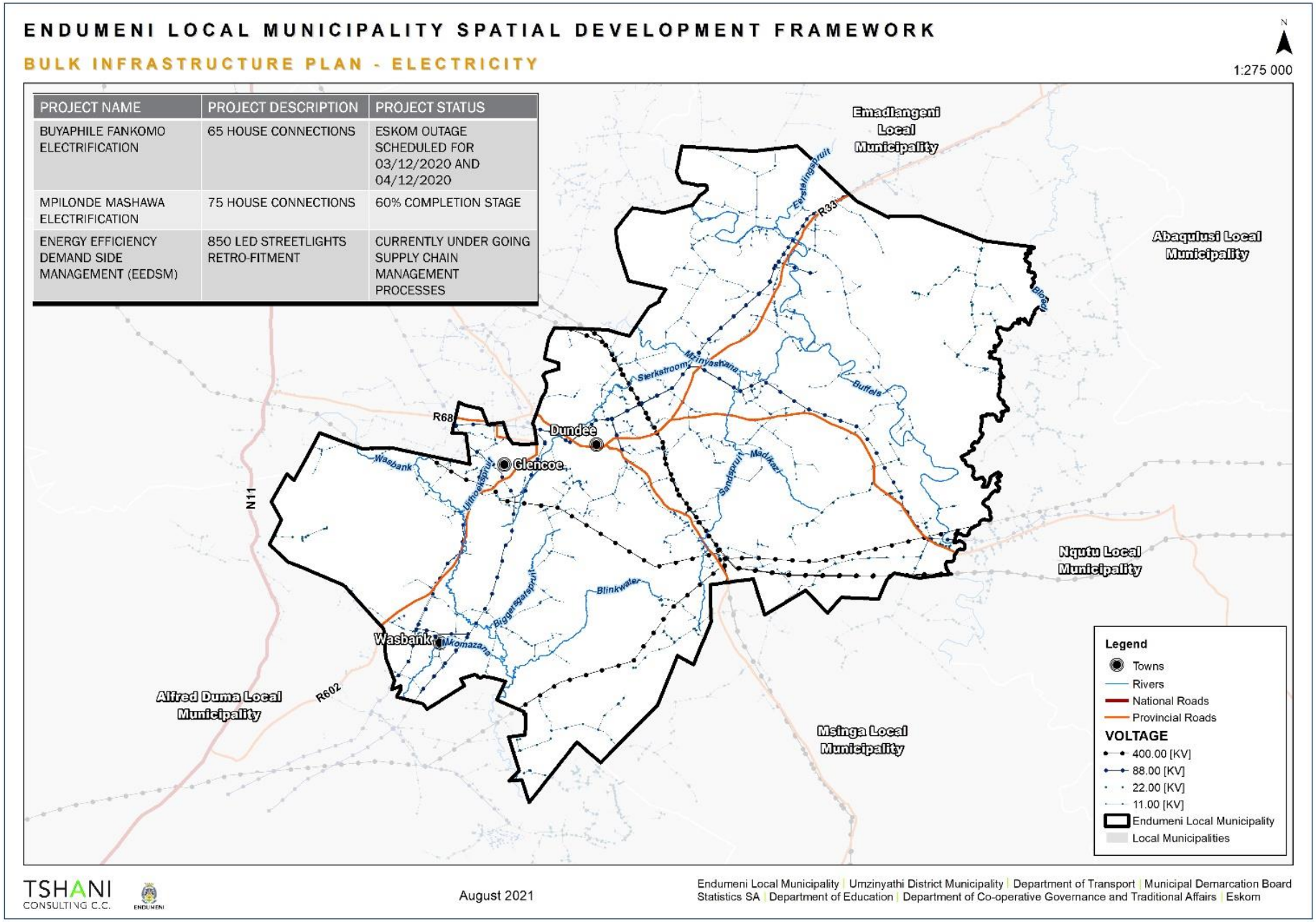
7.8.5 ELECTRICAL NETWORKS OPERATIONS AND MAINTENANCE PLAN

As of the current status, the Endumeni municipality lacks an operational and maintenance plan. However, the Electrical Master Plan outlines a comprehensive framework for managing the operations and maintenance of the electrical network.

The Operations & Maintenance division prioritizes the delivery of reliable electricity supply to customers by proactively maintaining the network to prevent outages and by promptly responding to any outages that occur. Consequently, the reliability of Endumeni's network is evaluated based on the frequency and duration of power interruptions experienced by customers. It is noteworthy that the majority of power interruptions encountered by customers are attributed to faults or failures within the medium voltage (MV) network.
Some of the key strategies notes include:

- Structure Inspection
- Underground cable inspection
- Zone substation inspection
- Maintenance of switchgear
- Maintaining and Inspecting Transformers

The map below provides a summary of the electricity plan of the Endumeni municipality.



Map 48 Bulk electricity infrastructure

7.8.5.2 ELECTRICITY MASTER PLAN IN 2020/21.

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.

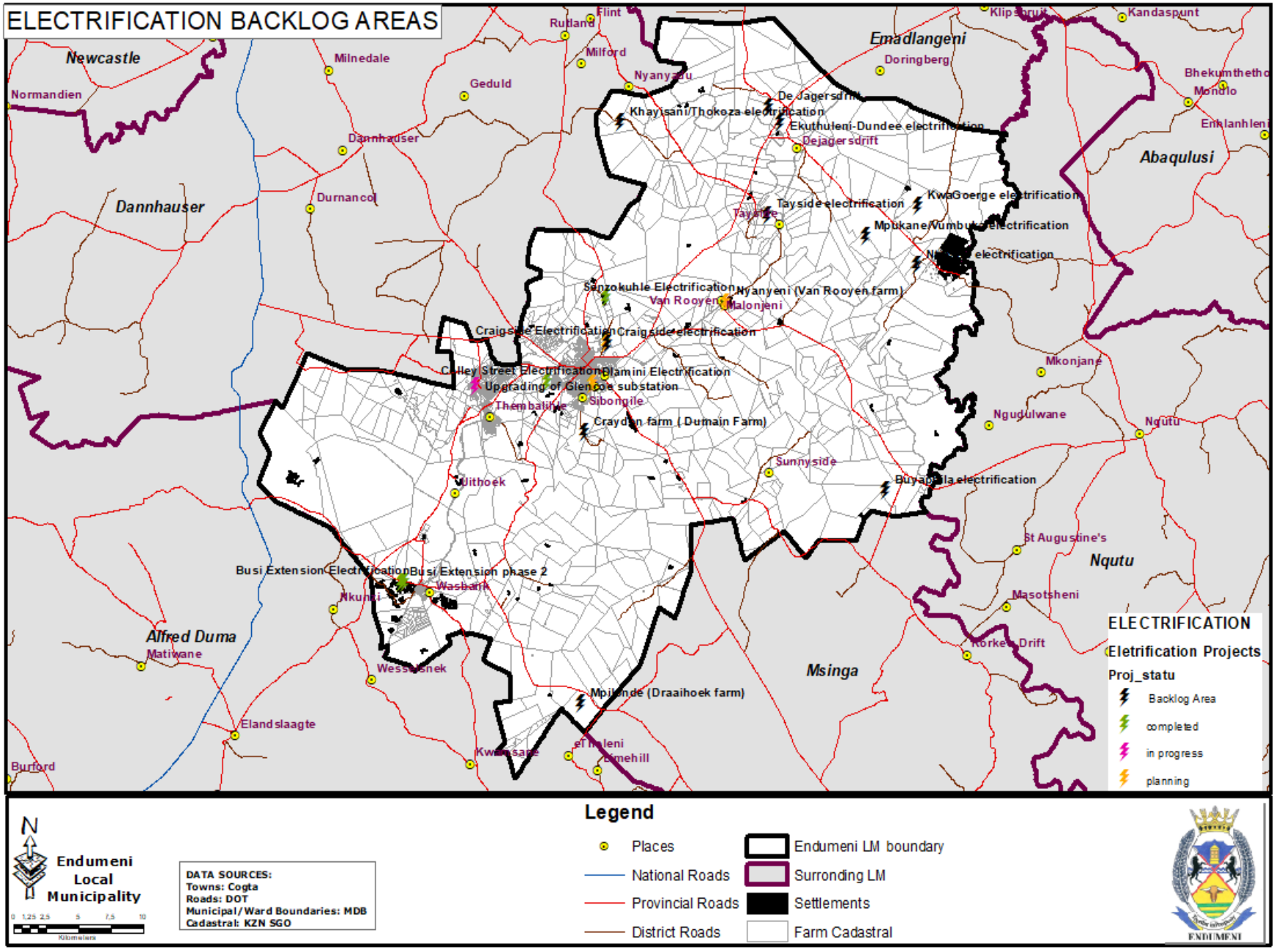
Electricity is one of the major necessities required by all the communities. The urban areas and areas along major roads of Endumeni are supplied with electricity by the Eskom power grid. In rural areas, energy for cooking and heat is generated from wood. There is little indigenous wood for use as an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

7.8.5.3 BACKLOG ERADICATIONS ELECTRIFICATION PROGRAMME IN THE ESKOM AREA

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

Table 25: Backlog Eradication Electrification Programme in the Eskom Area



Map 51 Electrification Backlog areas

7.9 COMMUNITY FACILITIES

7.9.1 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.

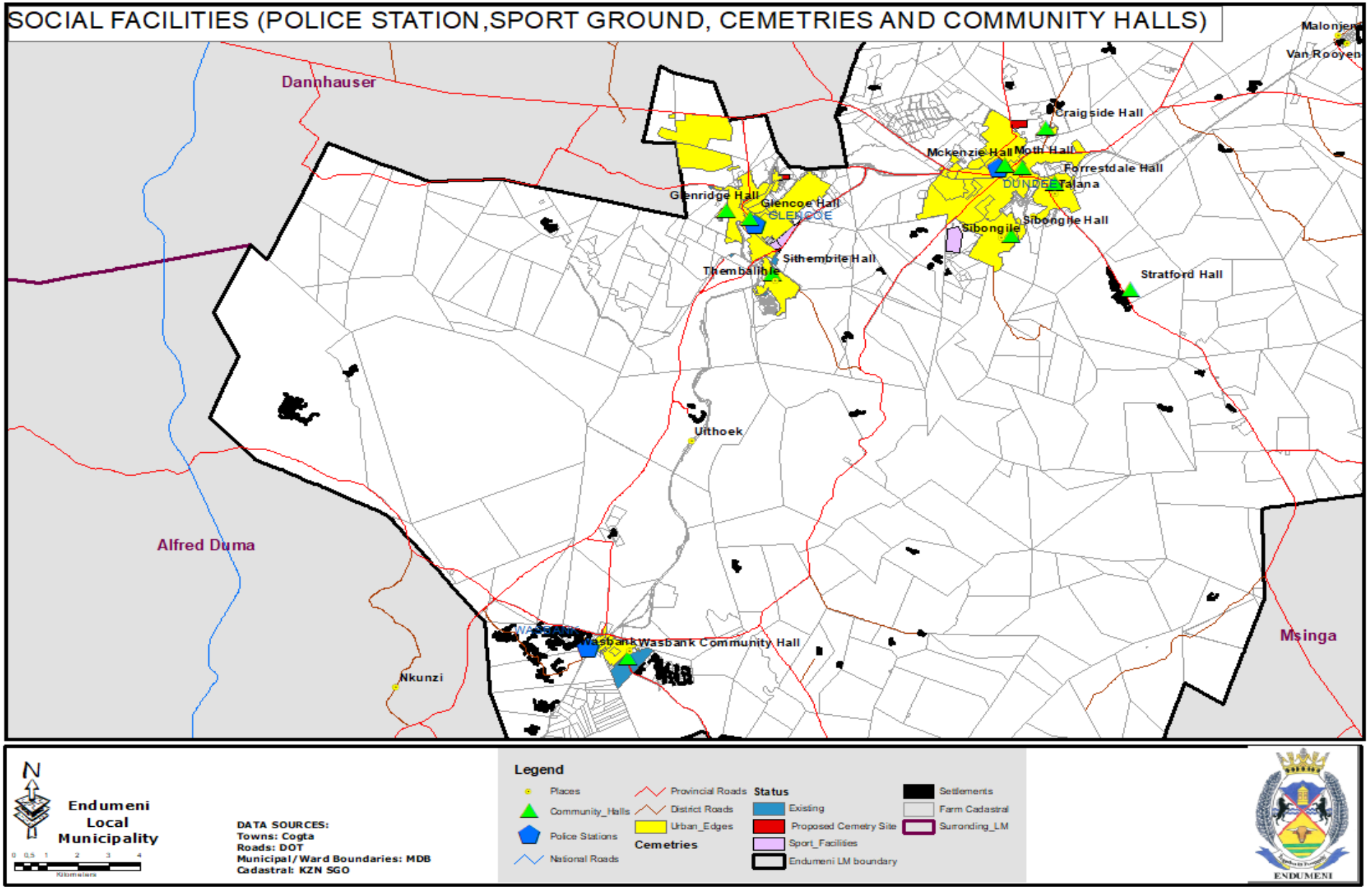
7.9.2 THUSONG CENTRES AND COMMUNITY HALLS

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.

7.9.3 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

7.10 HUMAN SETTLEMENTS/HOUSING

The Endumemi Local Municipality's Human Settlements Sector Plan serves as a vital blueprint for managing housing initiatives, ensuring cohesive efforts towards housing delivery goals.
Its objectives include integrating housing plans into municipal strategies, crafting a comprehensive human settlement plan, and fostering collaboration between the municipality and the KZN Department of Human Settlements.

This plan aligns with directives from national, provincial, and municipal levels, each with distinct visions, missions, and strategies. Notably, the municipality prioritizes its objectives according to its competencies.

At a national level, the National strategic priorities for the 2019/20-2024/25 Medium Term Strategic Framework (MTSF) include:

- Collaborating with the private sector on transformative development projects integrating economic nodes, settlements, and smart technologies.
- Promoting urban accessibility and social integration through affordable housing, combating urban sprawl.
- Aligning housing provision with public investments and services.
- Releasing state land for affordable housing initiatives.
- Overhauling the property industry to curb speculative practices.
- Addressing the title deeds backlog and associated capacity issues.
- Developing coherent spatial development principles.
- Updating regulations and incentives for housing and land management.

This Human Settlement Development Strategy is guided by the human settlement principles contemplated on the KZN Human Settlement Master Plan 2016 that are tabulated below:

In determining the development vision, the various visions of the policies and local framework plans of the local municipality need to be taken into consideration.

Principle 1: Guide and align all investment in Human Settlements
This means that all state investment needs to be aligned with creation of sustainable human settlements for the citizens of the RSA.

Principle 2: Creation of balanced settlements reflecting spatial equity, economic potential and competitiveness & environmental sustainability
This speaks to the creation of settlements that do reflect and perpetuate the imbalances of the past. It means congruently and efficiently integrating the built environment with the natural environment.

Principle 3: Spatial Targeting and Spatial Concentration
This means giving priority to areas of highest need (such as informal settlements and areas that we disadvantaged). It means to concentrate efforts of the efficient and sustainable use of land through densification and compaction.

Principle 4: Accessibility and choice
This speaks to the creation of accessible settlements; located in close proximity to places of work and study as well as public transport route. Furthermore, it means creating choice-friendly settlements with housing and settlement options that cater for all income groups.

Principle 5: Value creation and capture
To create human settlements that promote value and that will attract investment, both local and foreign direct investment.

Principle 6: Effective governance
This speaks to the efficient and corruption-free mechanism for the provision of housing; that timeframes for waiting lists may be adhered to promptly.

Principle 7: Responsiveness to demographic and economic context
This speaks to the shift away from the one-size-fits-all paradigm and more to a nuanced way of planning.

The primary aim of the Endumeni Human Settlements Sector Plan (HSSP) is to foster the establishment of sustainable human settlements and offer a variety of housing options in secure, accessible, and spatially optimized areas. This plan aligns with the national policy framework and contributes to the realization of the municipality's development vision. Its key objectives include:

1. Accelerating housing delivery in accordance with national norms and standards.
2. Developing efficient systems and procedures for implementing human settlement projects and delivering housing units.
3. Contributing to spatial transformation and the development of an efficient settlement and spatial layout.
4. Facilitating the rapid and cost-effective release of land for human settlement development purposes.
5. Enhancing capacity for effective human settlement development.
6. Utilizing human settlement projects as a catalyst for local economic development.

As of February 2024, the following projects h have been noted by the Department of Human Settlement. These projects are all at either the planning/pre-feasibility stage;

7.5 ENDUMENI ACTIVE / PIPELINE PROJECTS (PLANNING STAGE)

PROJECT NAME	WARD	YIELD	BUDGET	STATUS
GLENCOE EXT.13/16 (GLENRIDGE) HOUSING PROJECT Endumeni Serviced Sites Housing Project	02 & 04	247	Project Value(Planning Stage) : R1 149 809.29 Project Expenditure : R428 891.16	Project approval has been granted. The appointment processes of professional team who will be responsible for implementation has been concluded. Appointment letter has been issued to the successful service provider (Delta Environment Consultants) who have commenced with pre-feasibility & detailed planning activities on the allocated sites.
Craigside Housing Project	06	378	Project Value (Planning Stage) : R2 471 590.80 Project Expenditure : R0 (Project Yet To Be Approved)	A submission for reservation of subsidies and stage 1 approval has been drafted for recommendation. Bulk water infrastructure capacity remains a challenge within this area which had a major impact on the overall development of the project. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside

				soon. Land invasions on site also need to be monitored and managed by developer.
Glencoe Ext 13/16 Glenridge Housing Project	07	500	Project Value(Planning Stage) : R3 26 300.00 Project Expenditure : R0 (Project Yet T Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. Need to obtain bulk water infrastructure in place. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon
Wasbank Commonage Housing Project	01	200	Project Value(Planning Stage) : R 1 307 720.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. Need to obtain bulk water infrastructure in place. Water Capacity upgrades are currently ongoing and the Water Services

				Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon.
Ruigtefontein Rural Housing Project	01	600	Project Value(Planning Stage) : R 2 238 672.00 Project Expenditure : R0	Reservation of subsidies and stage 1 project approval has been granted. The appointed service provider is tasked to conduct pre-feasibility assessment as well as stage 1 detailed planning activities within the proposed project area. The appointed I.A will be formally introduced to the LM in due course upon signing of the Service Level Agreement (SLA) with the KZN Department of Human Settlements.
Kwa Thelaphi Rural Housing Project	07	150	Project Value(Planning Stage) : R 559 668.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. The appointment processes are ongoing and once finalized, the appointed service provider will be introduced and subsequent pre-feasibility and stage 1 activities will commence.

Dejagersdrift Rural Housing Project	06	500	Project Value(Planning Stage) : R 1 865 560.00 Project Expenditure : R0	Reservation of subsidies and stage 1 project approval has been granted. The appointed service provider is tasked to conduct pre-feasibility assessment as well as stage 1 detailed planning activities within the proposed project area. The appointed I.A will be formally introduced to the LM in due course upon signing of the Service Level Agreement (SLA) with the KZN Department of Human Settlements.
Stratford Farm Rural Housing Project	01	500	Project Value(Planning Stage) : R1 865 560 .00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. The appointment processes are ongoing and once finalized, the appointed service provider will be introduced and subsequent pre-feasibility and stage 1 activities will commence.

SETTLEMENT	WARD	HOUSEHOLDS	NUSP CATAGORY	BUDGET
KwaKunene Farm	01	501	B1	R7 169 811.00
Craigside	06	227	B1	R3 248 597.00
Private Land	06	14	B1	R200 354.00
Dlamini Village	04	124	B1	R1 774 564.00
			Total	R12 393 326.00

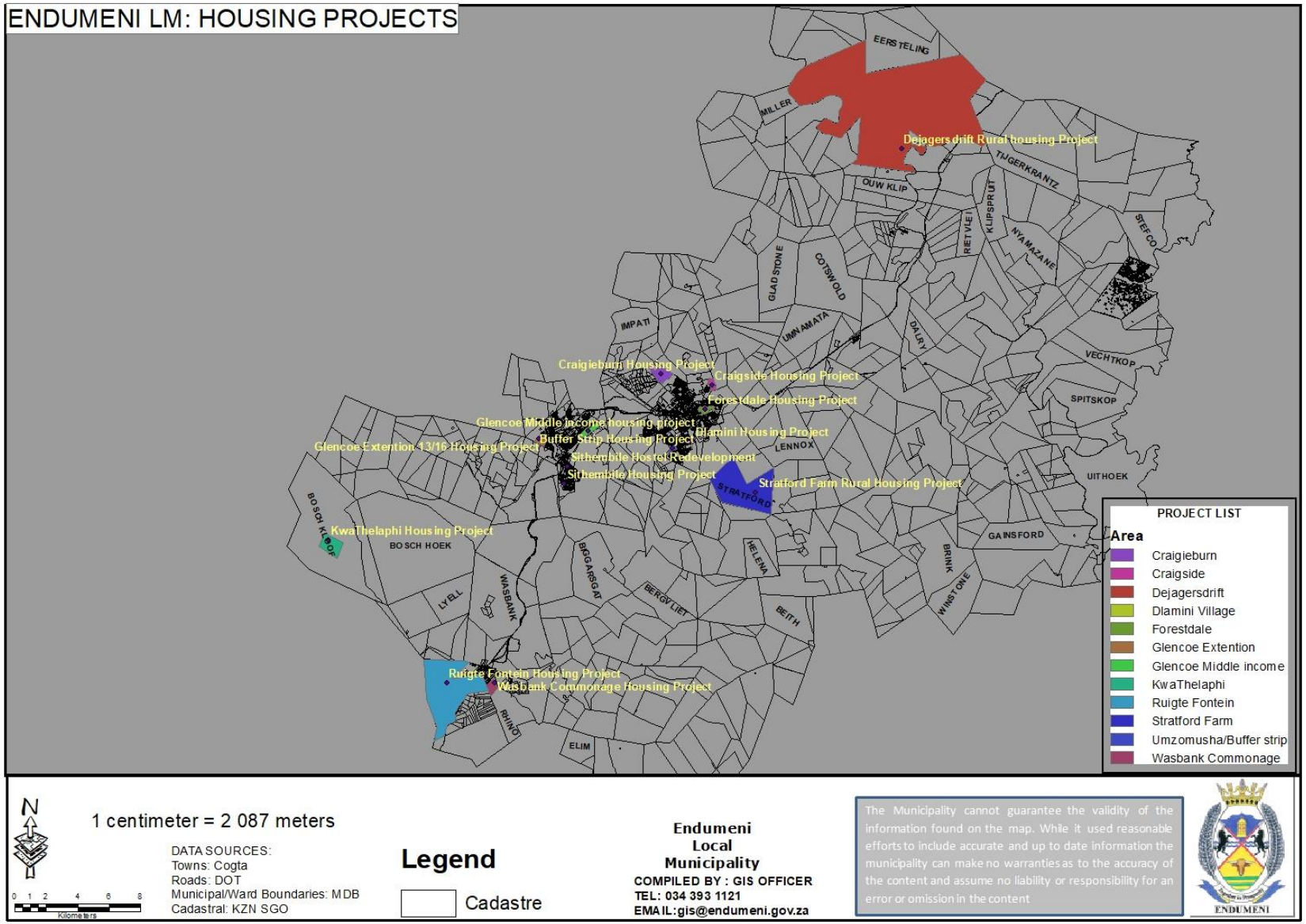


Figure 33 Housing Projects

7.11 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.

7.12 STATUS OF SECTOR PLANS

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/N)	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 26: Sector Plan

1.13 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 27: Service delivery and infrastructure SWOT Analysis

8. KPA LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT

8.1 LOCAL ECONOMIC DEVELOPMENT

8.1.1 INTRODUCTION

Endumeni Local Municipality stands out as the most economically developed among its counterparts within the District, serving as a pivotal contributor to the District's overall GDP. Despite its relatively smaller land area and population compared to other municipalities in the region, the Dundee node has established itself as a central economic powerhouse.

Dundee's economic vitality is evident in its flourishing tourism, agriculture, and public service domains. However, there remains a pressing need to revitalize sectors with untapped potential for growth. Moreover, innovative strategies are essential to address the decline of certain industries and the emergence of new sectors, particularly within cross-border regions that intersect with our own.

In efforts of eradicating some of the core challenges and minimizing red tape in the economic space of Endumeni, the municipality reviewed its LED Strategy, which was adopted by Council on the 30th of June 2023. A detailed overview is discussed in this section below.

8.1.2 ENDUMENI ECONOMIC PROFILE

Within the Endumeni Municipality, key sectors such as public service, tourism, mining, and commercial agriculture play pivotal roles in driving the local economy. These sectors serve as primary contributors to the district's GDP. In fact, an analysis comparing GDP contributions across local municipalities within Umzinyathi District Municipality highlights Endumeni Municipality as a standout performer, responsible for a substantial **48%** of the district's GDP.

This underscores Endumeni's pivotal position as a powerhouse driving economic growth within the region.

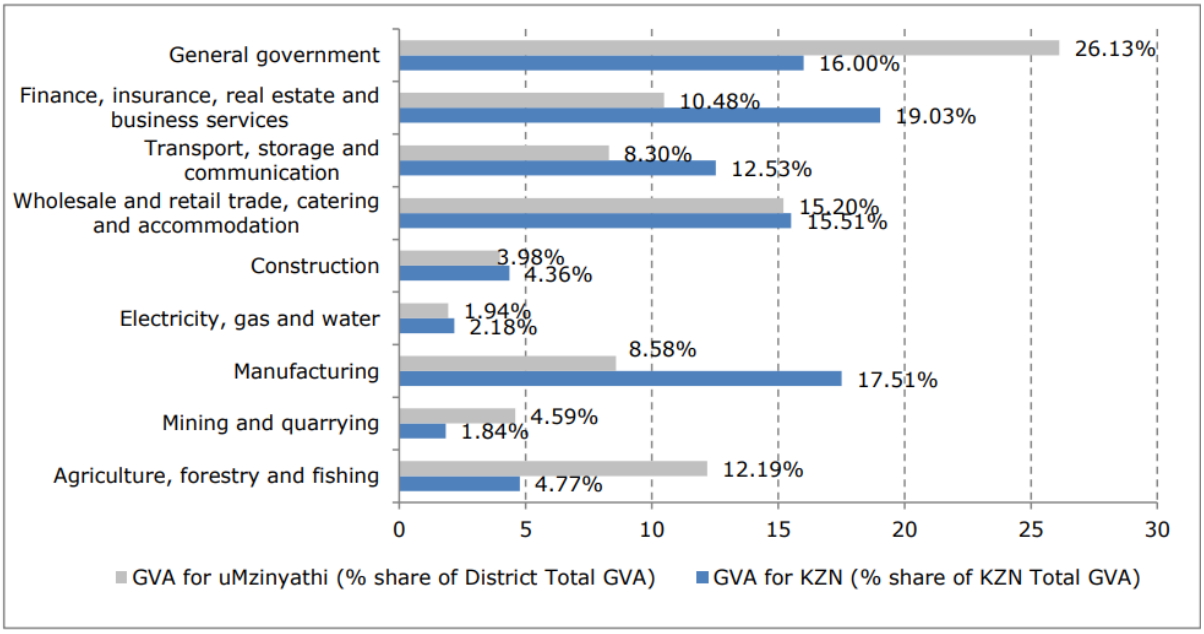


Figure 34 uMzinyathi Gross Value Added (GVA) By Sector 2019
Global Insights 2022

8.1.3 EMPLOYMENT AND INCOME LEVEL

Persistent unemployment poses a significant barrier to achieving income equality and exacerbates poverty levels. The pursuit of employment stands as a primary objective of economic advancement and remains a focal point of national government policies.

The unemployment rate in Endumeni LM currently stands at 36.6% according to recent Global Insight statistics. While this figure portrays a comparatively favourable situation when juxtaposed with other municipalities in the region, it still surpasses the provincial unemployment rate.

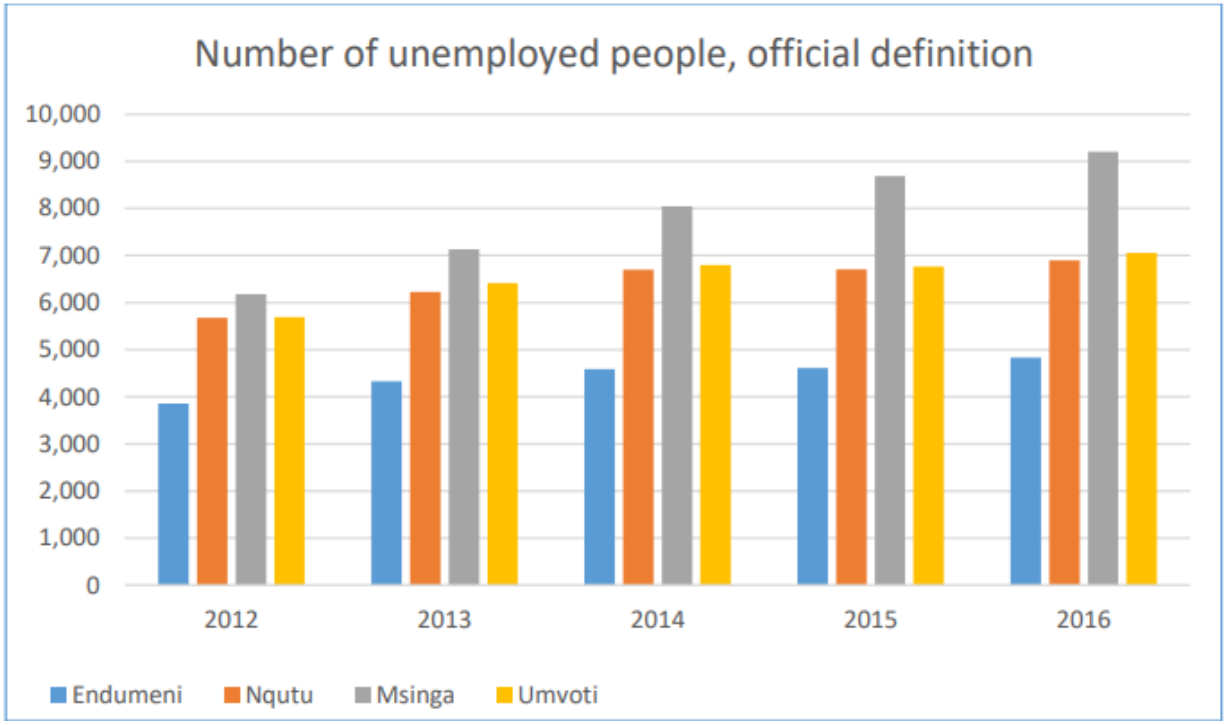


Figure 35 Unemployment Stats
Global Insights 2017

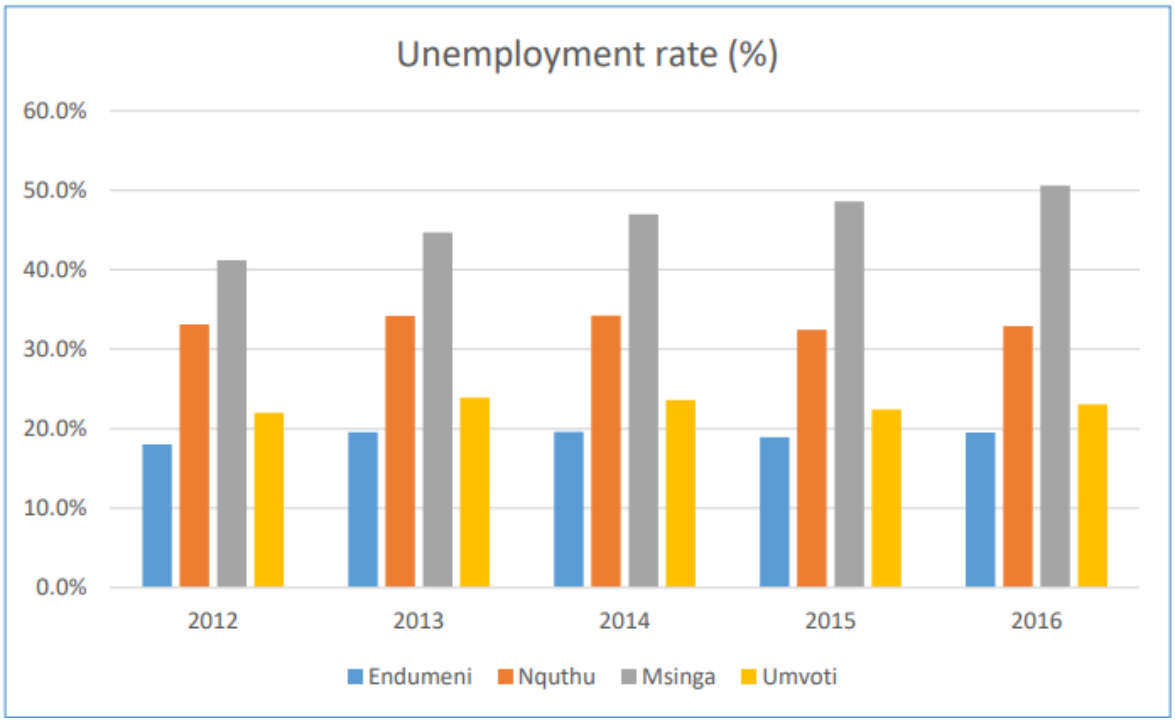


Figure 36 Unemployment Rate

8.1.4 FORMAL AND INFORMAL SECTOR EMPLOYMENT

Census 2022 does not separate the employment statistics formal and informal sector. Although outdated, the Umzinyathi DGDP 2015 earmarked the statistics as follows:

Area	Endumeni	Nquthu	Msinga	Mvoti
Formal	78,2	68,6	79	63
Informal	10,5	19,5	16	28

Figure 37 UDM UDGDP 2015

8.2 SECTOR CONTRIBUTION

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.

The table below 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.

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 28 Broad Economic Sectors

The table below depicts the various sector contributions within Endumeni LM:

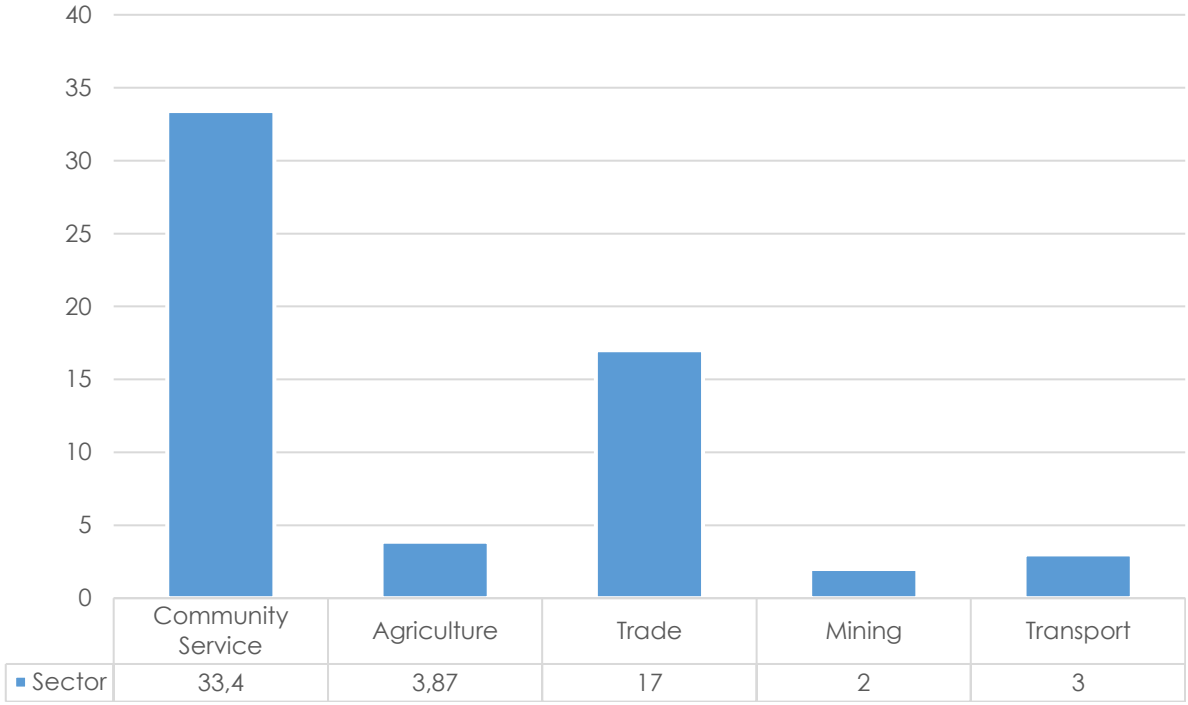


Figure 38 Sector Contribution

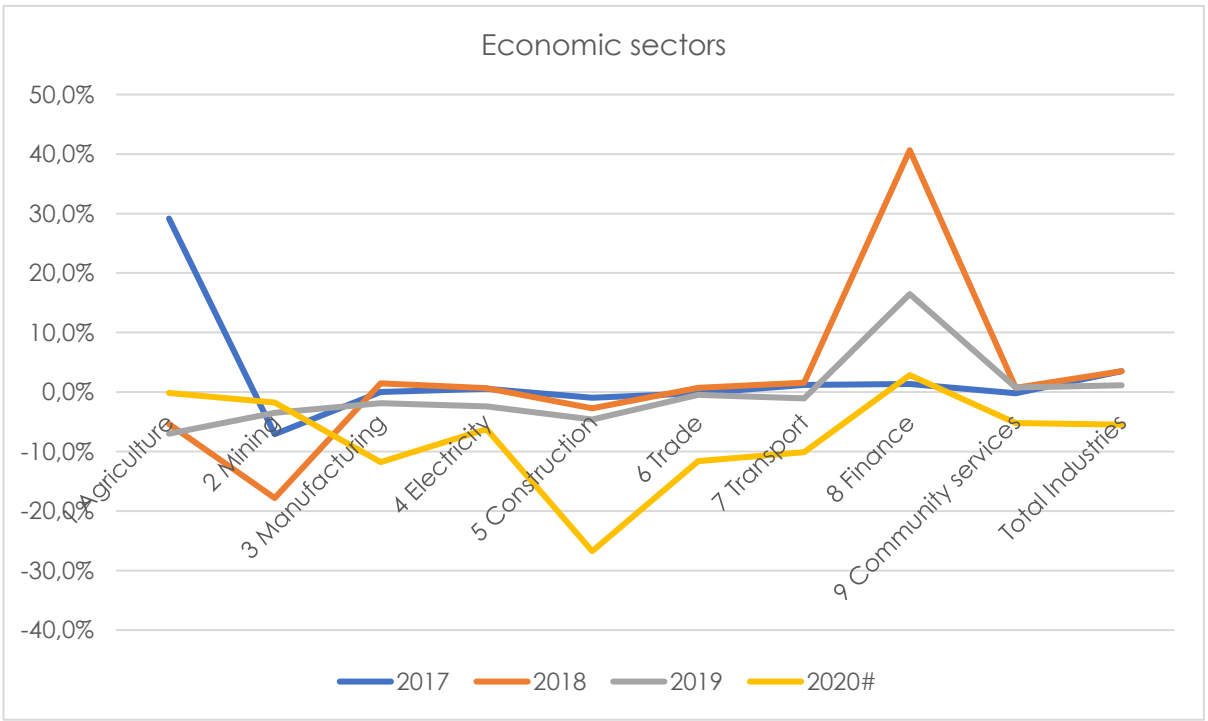


Figure 39 Economic Sectors
Source: Edtea KZN 20

8.2.1 STRATEGIC ECONOMIC ANALYSIS

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.

GROSS DOMESTIC PRODUCT

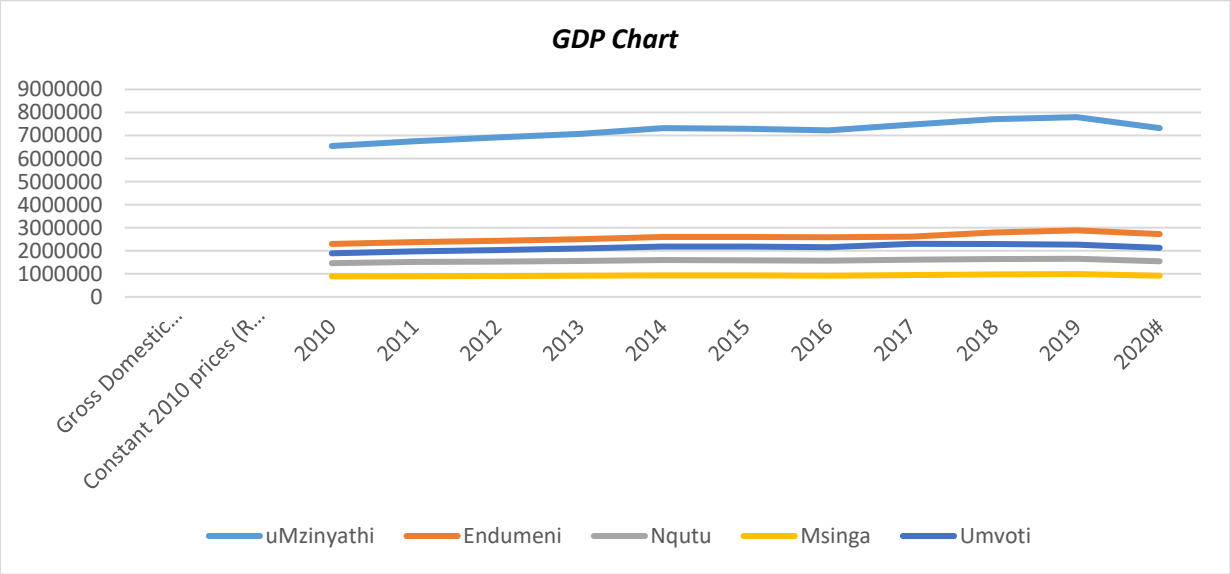


Diagram 1 Gross Domestic Product
Source: Edtea KZN 2020

ANNUAL ECONOMIC GROWTH

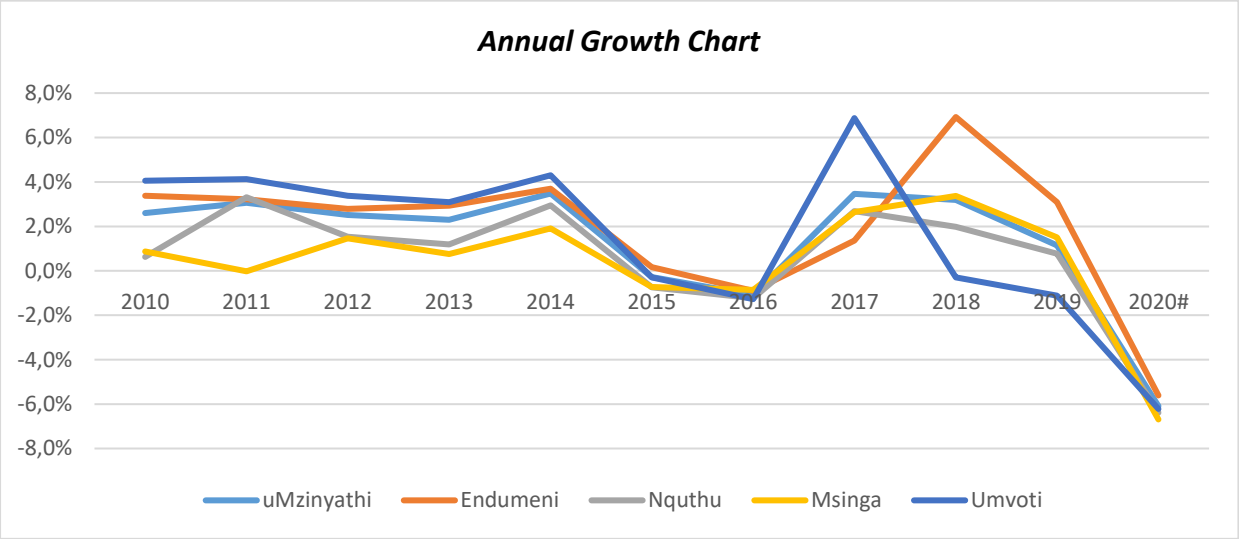


Diagram 2 Annual Economic Chart

Average annual growth	uMzinyathi	Endumeni	Nquthu	Msinga	Umvoti
2010	2,6%	3,4%	0,6%	0,9%	4,1%
2011	3,1%	3,2%	3,3%	0,0%	4,1%
2012	2,5%	2,8%	1,5%	1,5%	3,4%
2013	2,3%	2,9%	1,2%	0,7%	3,1%
2014	3,5%	3,7%	3,0%	1,9%	4,3%
2015	-0,3%	0,2%	-0,7%	-0,7%	-0,3%
2016	-1,1%	-0,9%	-1,2%	-0,9%	-1,3%
2017	3,5%	1,4%	2,7%	2,6%	6,9%
2018	3,2%	6,9%	2,0%	3,4%	-0,3%
2019	1,1%	3,1%	0,8%	1,5%	-1,1%
2020	-6,1%	-5,6%	-6,4%	-6,7%	-6,2%

Table 29 Annual Economic Growth
Source: Edtea KZN 2020

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.

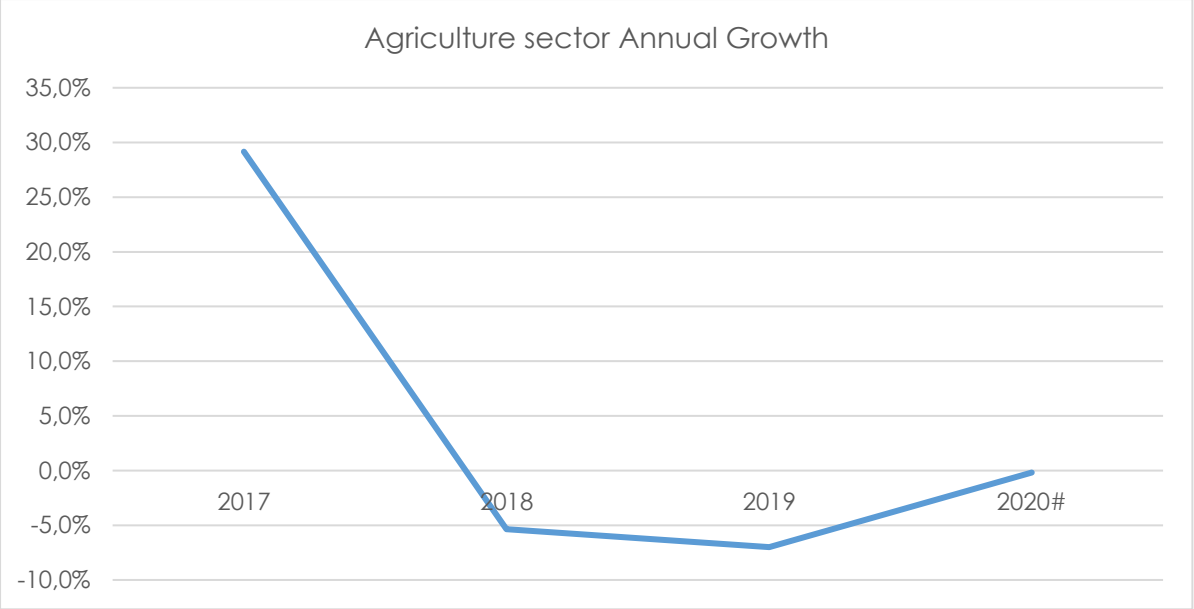


Figure 40 Agriculture Sector District Level

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.

POVERTY SECTOR – DISTRICT AND LOCAL LEVEL

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.

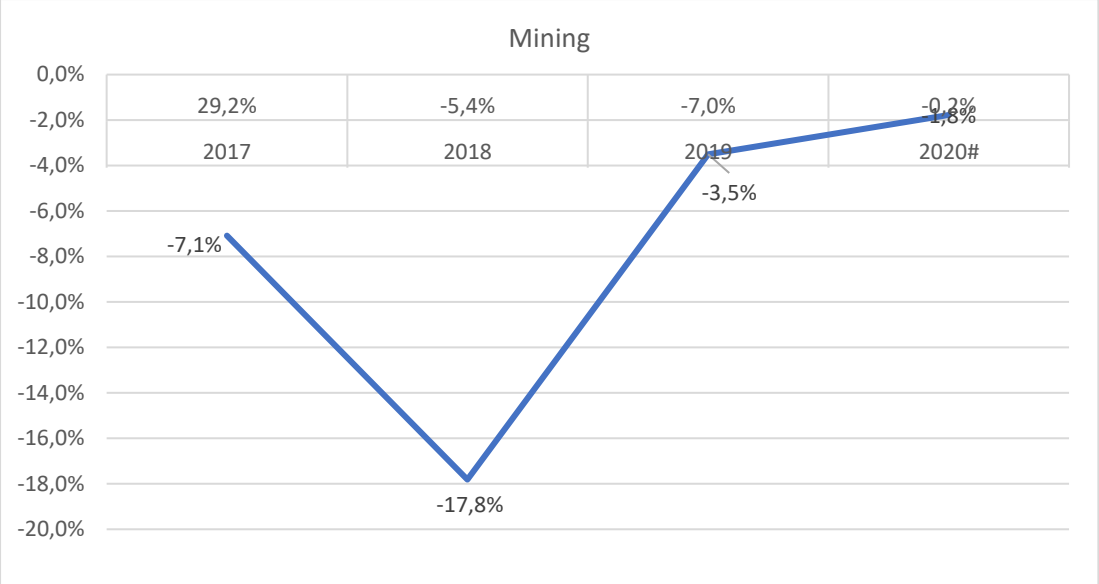


Figure 41 Mining Sector -District Level
Source: Edtea KZN 2020

The mining sector contributes 3.2% to the Gross Value Added (GVA) of the uMzinyathi district, although it is considered one of the weakest sectors in the local economy. The district primarily hosts coal and metal ore deposits. Endumeni Local municipality in particular is a significant site for coal mining, with a long history of mining activity dating back to the 19th century. However, mining in these areas declined in the mid-1980s due to various reasons such the resource depletion, migration of business owners and the development efficient mechanised mining operations.

Over the past decade the mining sector has regained traction and private investors have established eight (8) new mines located in and around the town, with two (2) additional mining facilities, being utilized as a washing plant and the other for coal sorting . While there are still substantial reserves of medium mining potential around Glencoe and Dundee, the long-term demand for coal remains uncertain.

8.1.12 CONSTRUCTION SECTOR

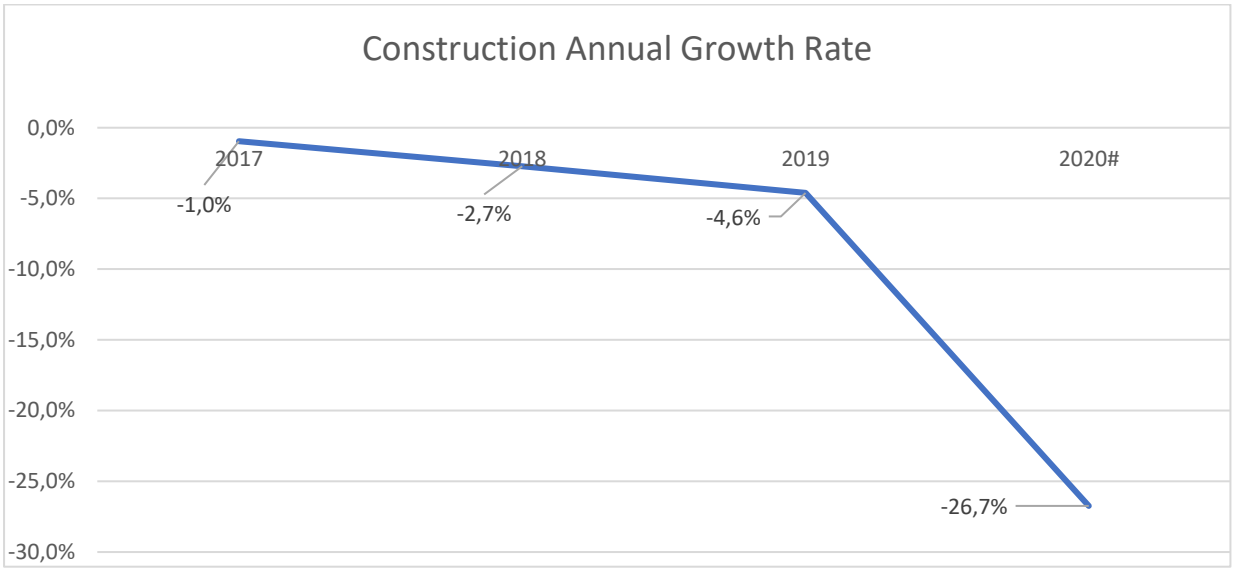


Figure 42 Construction Sector
Source: Edtea KZN 2020

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.

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.

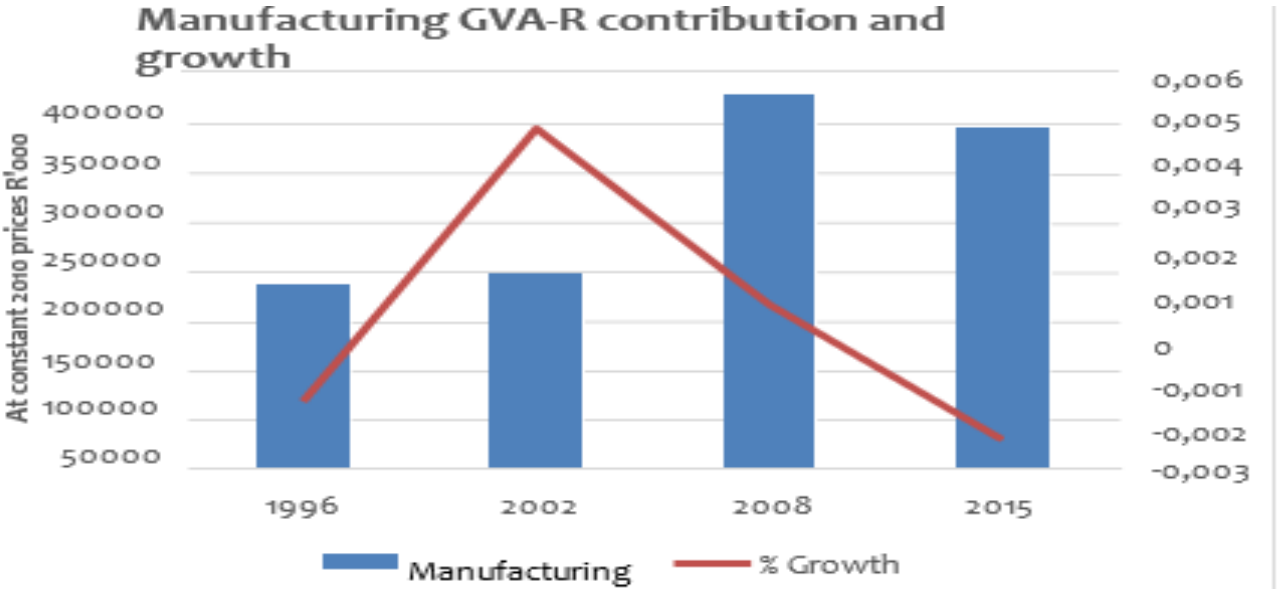


Figure 43 Manufacturing GVA

Source: Global Insight, 201

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.

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.

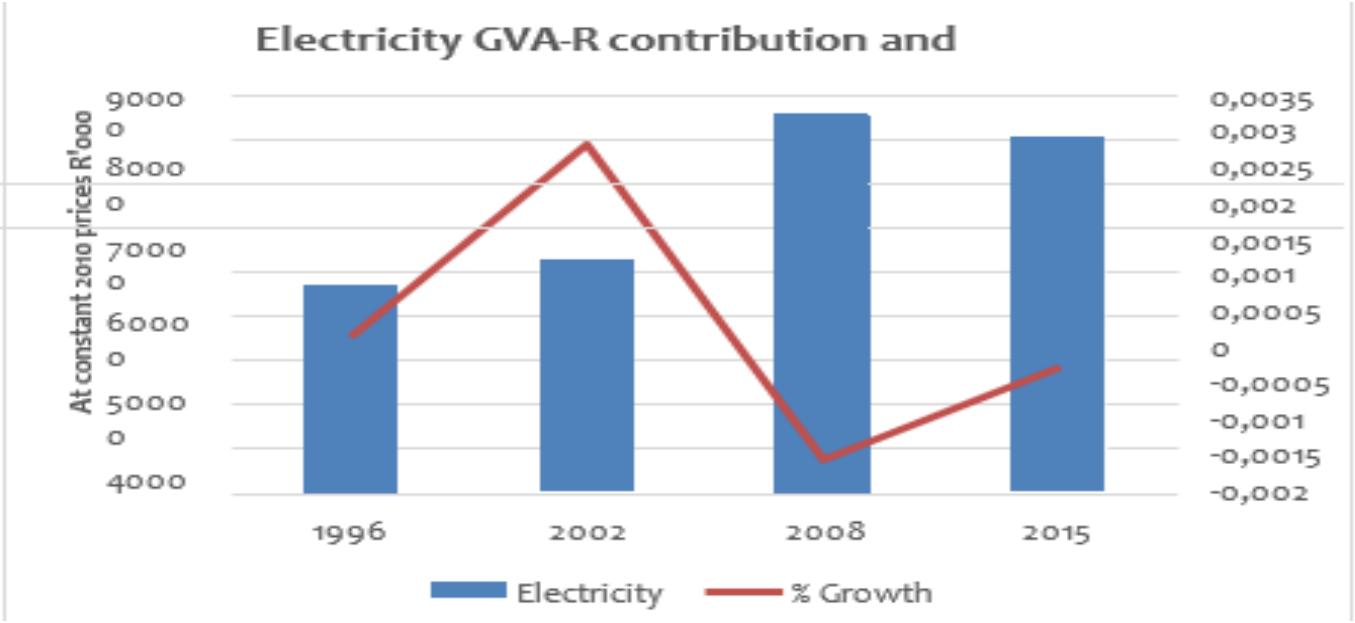


Figure 44 Electricity FGVA

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.

TRADE SECTOR

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.

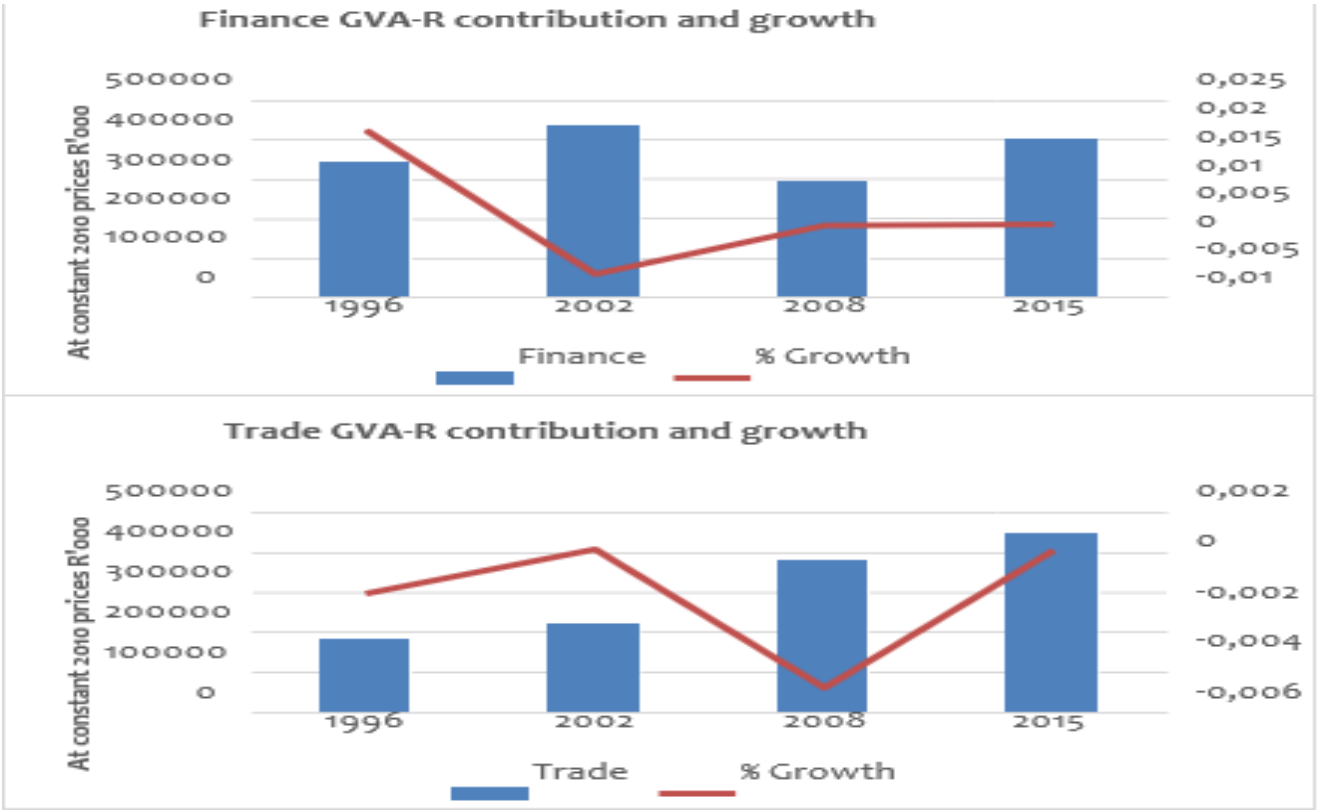


Figure 45 Finance GVA-R

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.

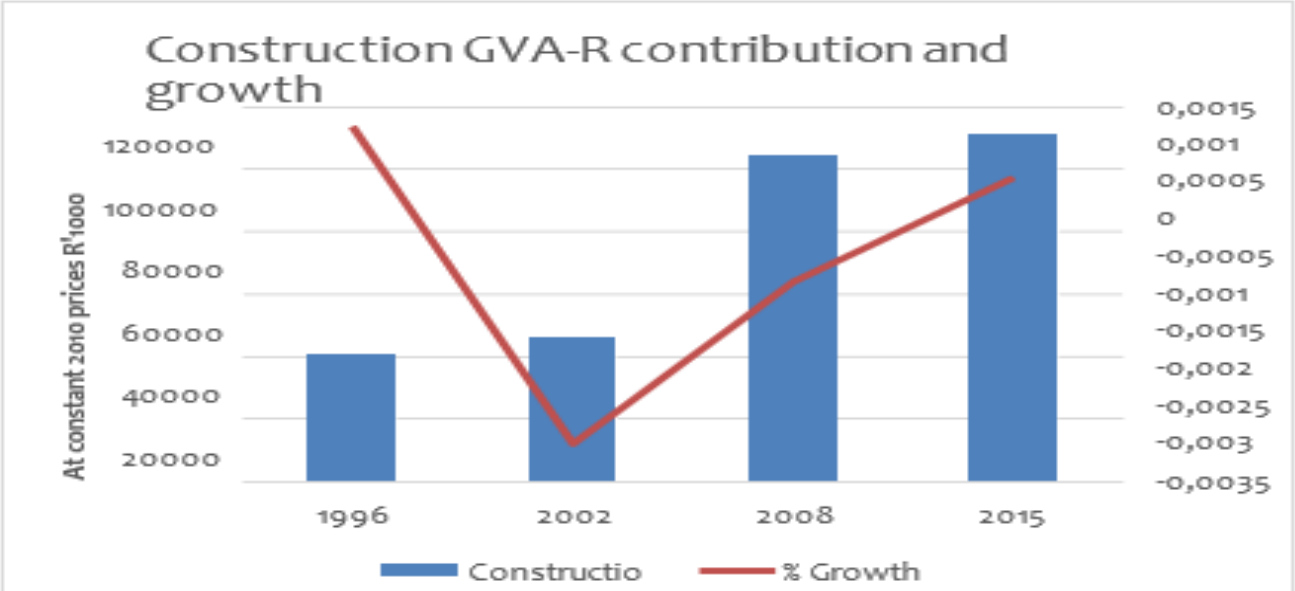


Figure 46 Construction GVA

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.

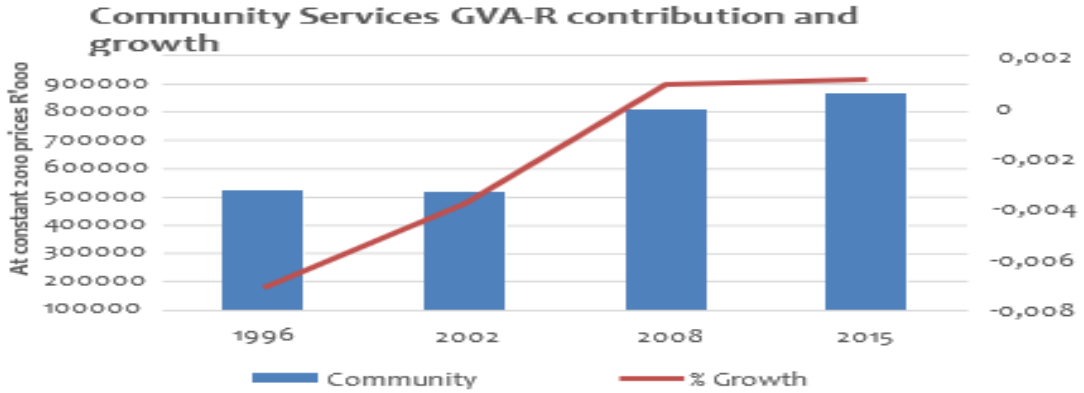


Figure 47 Community Service GVA

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 reviewed and adopted its Informal Economy Development & Support Policy Framework on the 30th of June 2023 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.

The Led unit has worked relentlessly to create a formal data base to register for both the informal and formal traders within the judication of the municipal area . Over 115 traders have registered for permits to date.

In conjunction with the review of the Informal Economy Development & Support Policy Framework, the policy has identified numerous types of informal trading present within the municipality, including: Street / Curb side 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.

The inherent potential of this sector to bolster the local economy is undeniable, yet its presence frequently leads to displacement within the central economic hubs and public thoroughfares of urban areas. Such displacement not only mars the aesthetic appeal of central towns but also disrupts pedestrian flow and vehicular mobility.

In response to this challenge, it has become imperative for the municipality to adopt a proactive stance by implementing a strategic approach to the placement of informal traders. This approach aims to ensure that these traders remain within proximity to their target markets while mitigating the negative impacts on urban landscapes and traffic.

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 in2008 and 0.0014 in 2015.

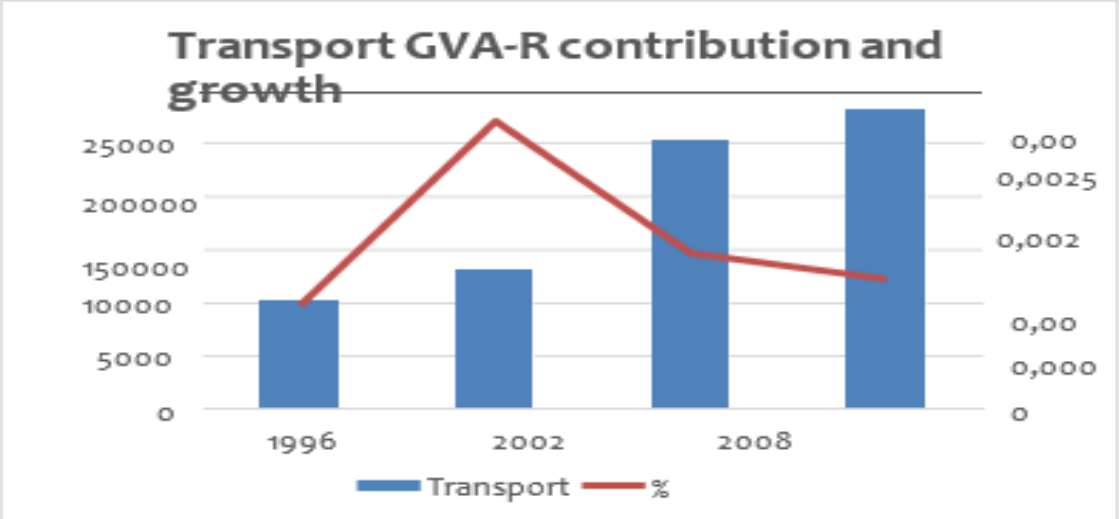


Figure 48 Transport GVA
Source: Global Insight, 20160

8.3 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 shutdowns
- 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.

8.4 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.

8.5 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

8.6 LED 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 centre of Endumeni • Red tape: Delays in the business licensing process is frustrating on local businesses hindering on grading process for tourism operators • Poor marketing strategy • 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	THREATS
• 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 • 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	• 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

• Marketing of Dundee as a gateway linking Endumeni with Bloemfontein, Richards bay, Johannesburg and Durban • Student Accommodation • Resuscitation of commercial agricultural activities in LRAD farms • Resuscitation of closed mining operations • Private hospital	

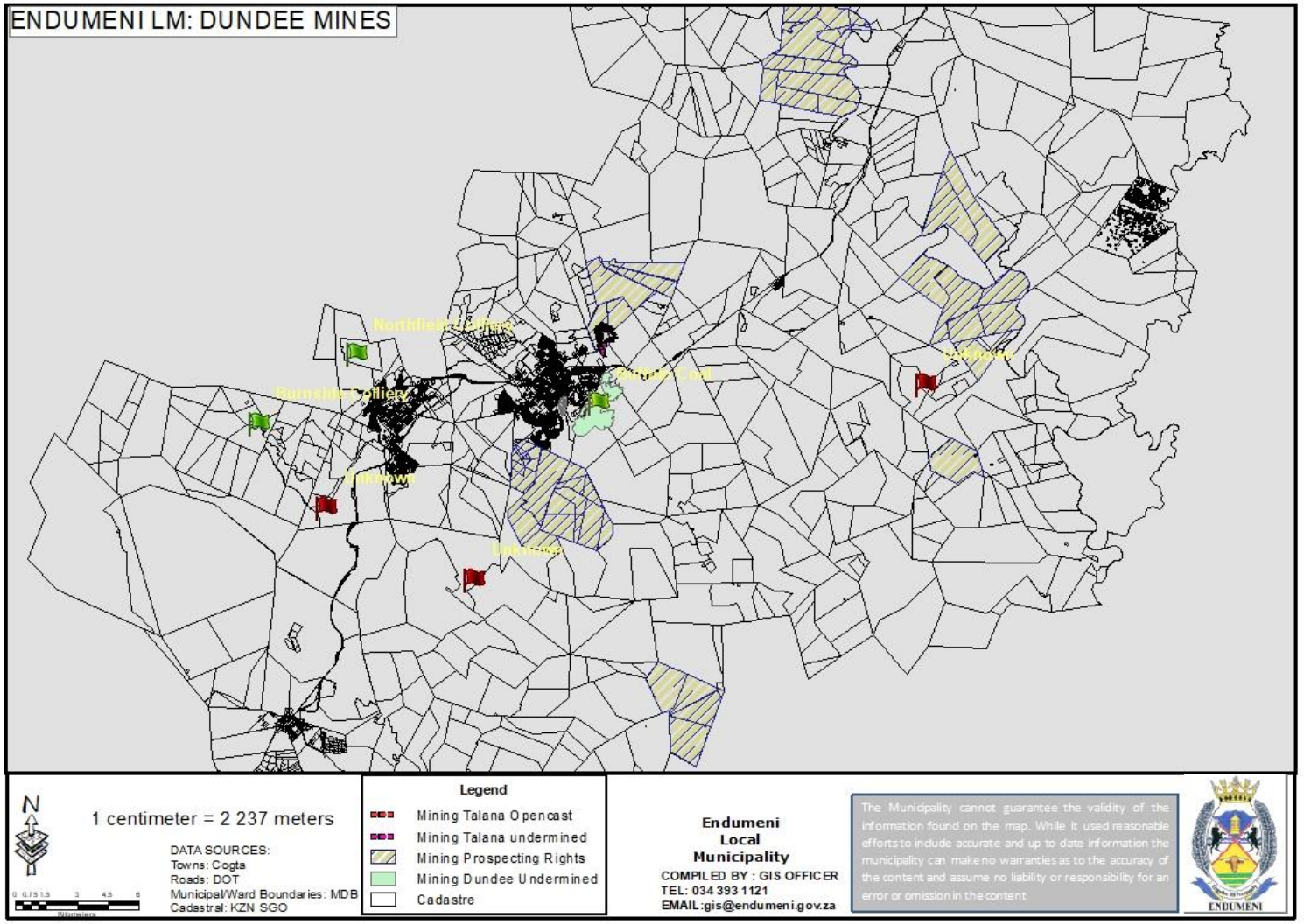
Table 30: LED SWOT Analysis

8.7 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.

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%).



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):

SOCIAL LABOUR PLANS 2024/25

No	Project Name	Ward No	Budget	Project Funder	Project Status
1.	Imvuselelo Luncheon Club (Craigside Care Centre)	6	TBD	Buffalo Coal	Planning Stage
2.	Drilling of two Boreholes to provide sustainable and continuous water supply at Sithembile Township (Marikana Area)	3	R 5000,000.00	Corobrik	Planning Stage
3.	Buy Back Centre (Recycling Project)	7	TBD	Buffalo Coal	Planning Stage
4.	Construction of two classrooms at Enyanyeni Combined School	6	R 262,500,00	Afrimat	Planning Stage

Mining Houses	SLP - Project	Budget	Duration	Status
Buffalo Coal Mine	1. Morningside Crèche	R 2 Million	Ongoing	There is a challenge on the ownership the site which is delaying the implementation of the project
Ultimate Goal	Construction of Ward 1 access roads	Budget to be determined after roads identified.	Ongoing	Roads to be identified
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.	Ongoing	The project will commence upon mine operation.

Table 31: Social Labour plans

ECONOMY DEVELOPMENT & SUPPORT POLICY FRAMEWORK

The recently revised Informal Economy Development & Support Policy Framework demonstrates a conscientious effort to address the challenges comprehensively. Through careful deliberation, this framework seeks to strike a balance between promoting the vitality of the informal sector and preserving the integrity of urban spaces.

Several strategies have been proposed in the policy, including, but not limited to:

a. Mobile/Roving Trading

Subject to compliance with the relevant legislation, trading zones will be identified throughout Endumeni and maximum number of mobile trading permits will be identified for each zone. These permits will be granted against the criteria established in the section entitled "Criteria for Allocation Permits". Permits will be valid for a one year period and renewable thirty days before lapse.

b. Allocation Policy: Allocation of Market Stalls

The policy aims to provide both business and job creation opportunities by ensuring support for both new entrants and existing traders in the economy. Implementation is without prejudice and is done in a manner that ensures harmony, growth and builds linkages among traders and between traders and their customers as well with the community at large and between traders and formal business.

The Municipality has further identified underutilised LED infrastructure and to develop plans to repurpose the facilities towards the revival of rural and township economic development programs. The Livangeli Trading Units has been allocated to 6 SMMEs already.

c. Special Event

These events are by their nature temporary, and arrangements will depend upon the type of event and the geographical area in which it is taking place. Before any such event, approval must be obtained from the municipality, depending on the type of event. Example of special events: Dundee July, SACCA Battlefields Air Show; Battlefields Carnival and other major events.

d. Special Consent

The special consent procedure is an effective way to consider application for any type of commercial activity on land that is not appropriately zoned for such purposes because all

interested and affected parties are afforded the opportunity to comment or raise concerns. In addition, conditions can be prescribed and the special consent could be withdrawn if such conditions are not obeyed.

e. Enforcement and Monitoring

In order to enhance the ENDUMENI image in the eyes of both its residents and visitors, the conduct of traders will be strictly monitored. Anti-social and other unruly behaviour will be viewed as misconduct.

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.

EASE OF DOING BUSINESS/ RED TAPE REDUCTION

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.

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

Red Tape Mitigations

Partnerships:

The Municipality has signed MOA with EDTEA on the IGR framework on 21st November 2023.
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 .

Land Use scheme:

The Municipal Singular Land Use Scheme has introduced overlay areas:

The purpose of these overlay areas is to do the following:

- Reduces Application/ Land Development Processes for Economic Development in Wasbank, Townships and Informal Settlements
- Promotes Small Scale Economic/ Low Impact Activities in Residential Zones through shorten/ simplified application process (Written Consent Application)
- Allows for higher FAR and coverage
- Reduces restrictions on building lines

8.8 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

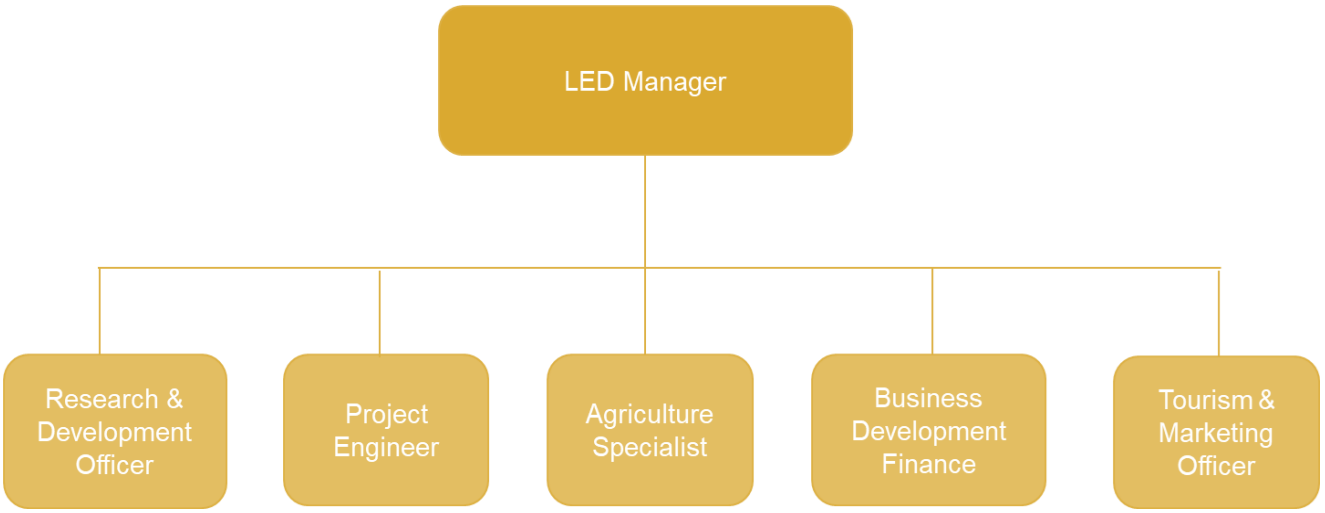


Diagram 3 Propose LED Organogram

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	• 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 licenses 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.

	• Potential to exploit its competitive beyond current activities		

Table 32 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
Sdbip

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.

8.9 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 33 EPWP Phase 4

1. 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.

1. 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.

2. 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

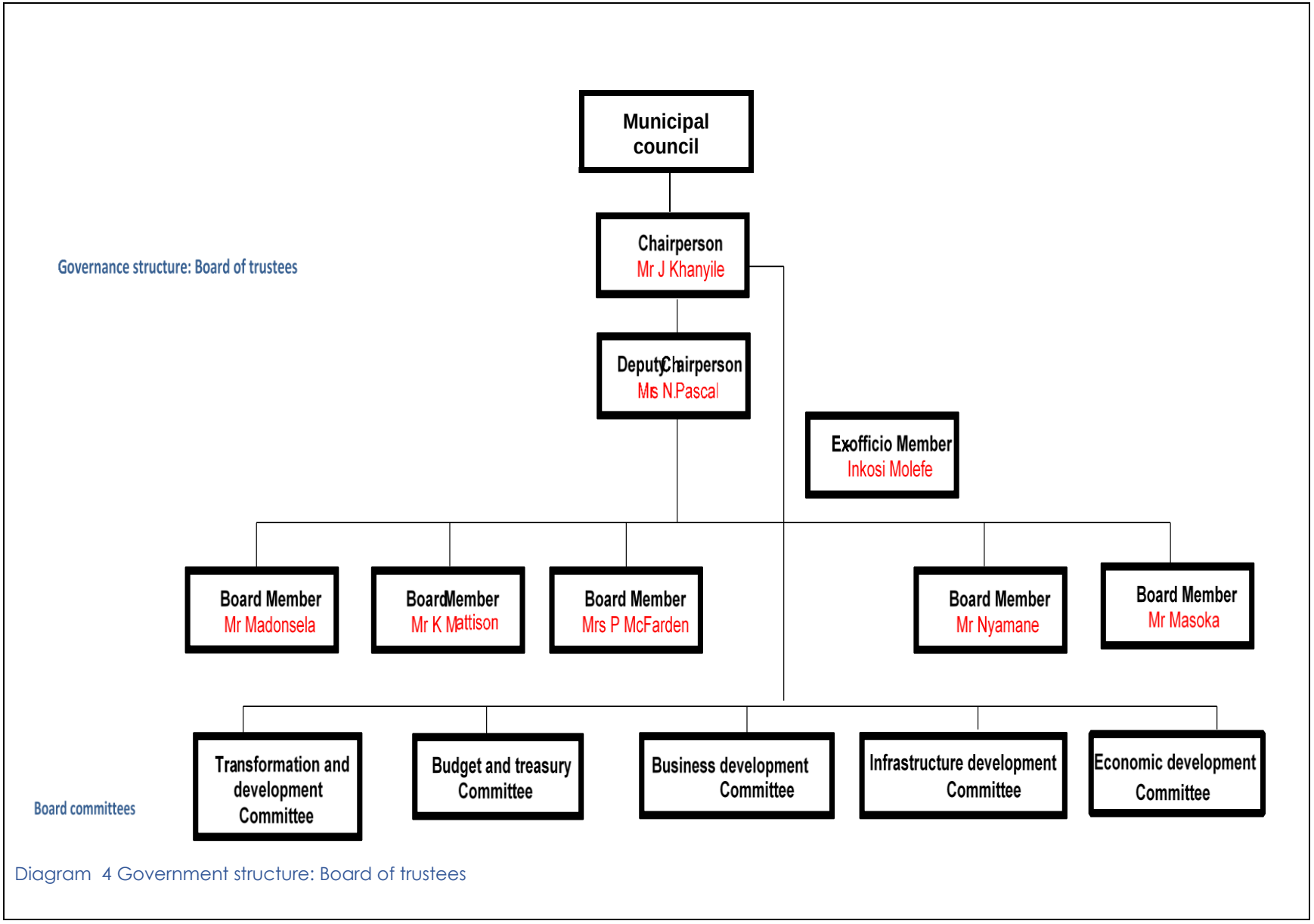


Diagram 4 Government structure: Board of trustees

Strategic function identification and allocation

Table 34 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 Manager: Business development	4.1.1 Institute inclusive, viable, transparent and accountable governance and management practices	Human resource officer Governance support officer
			4.1.2 Promotion of the district as an investor destination	Investment and marketing officer

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.

8.3 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 35 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 36 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 37 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 38 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	
							From ELM	Other Sources		Start Date	End Date	PI	Details
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 39 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 40 NLEDF Pillar 6

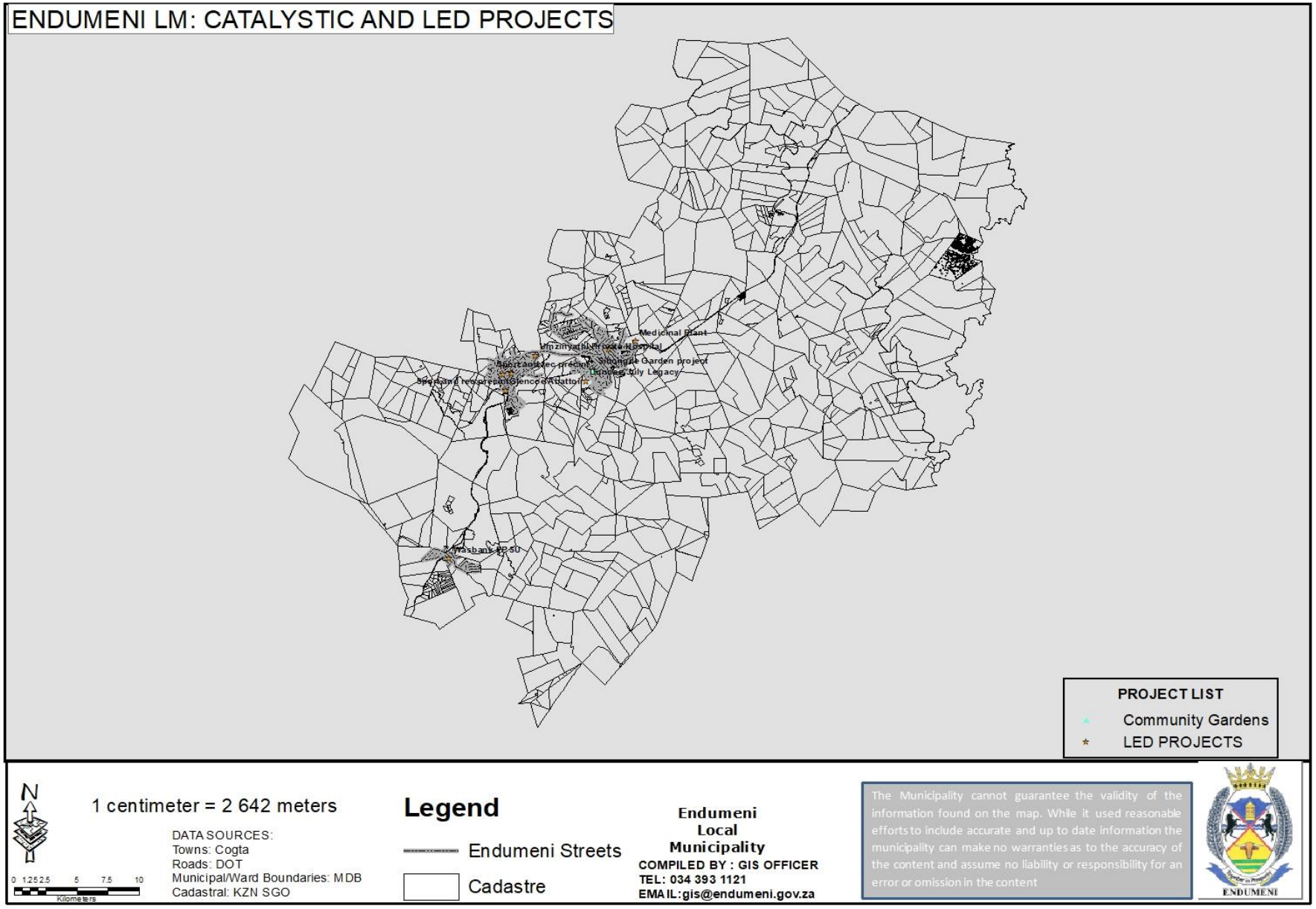


Figure 49 LED Existing Projects

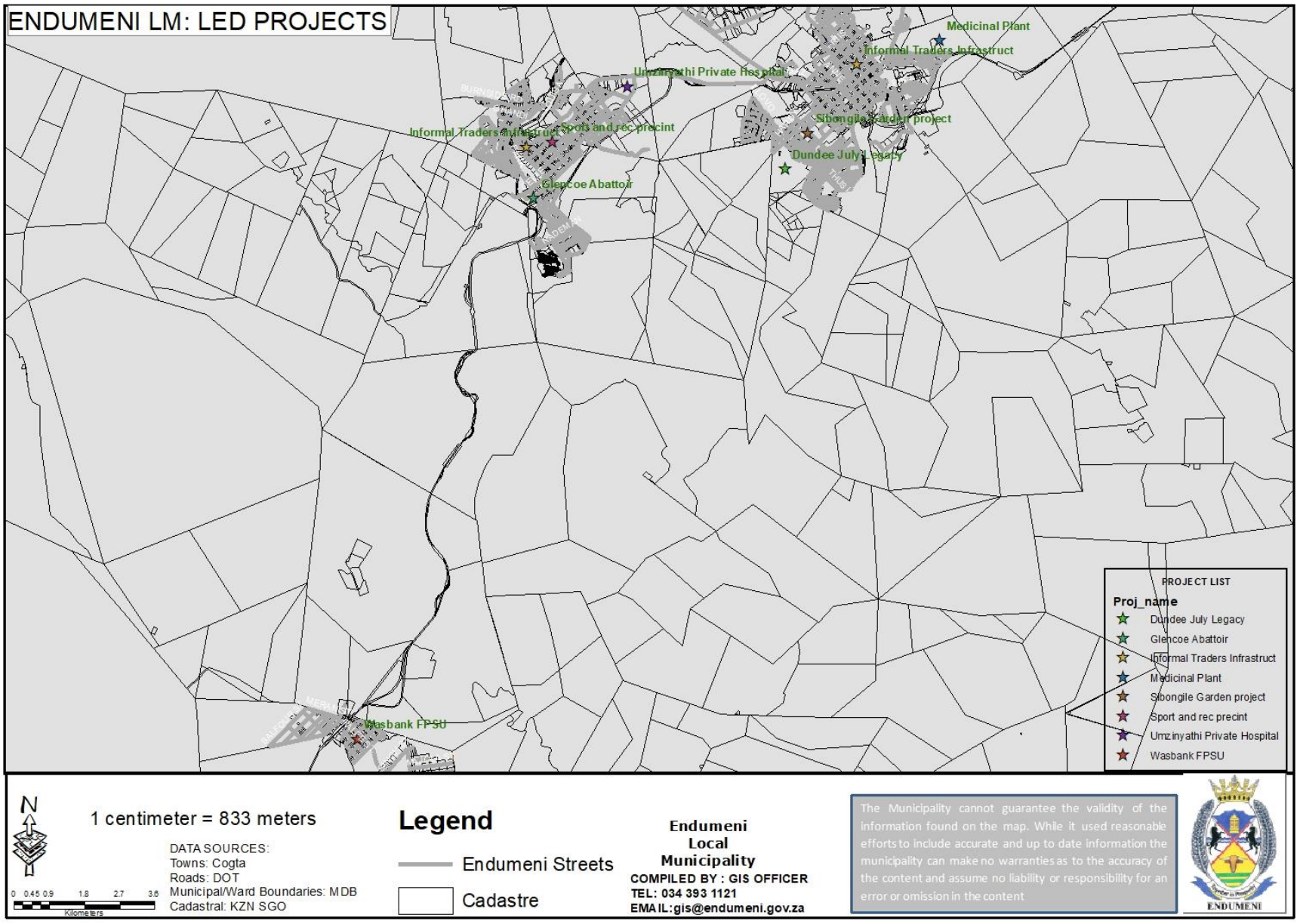


Figure 50 LED Updated Projects 2024/25,

8.10 SOCIAL DEVELOPMENT

8.10.1 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 41 Ward 1 Priorities

WARD 2

- **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 42 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 43 Ward 3 Priorities

Ward 4

- 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 44 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 45 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 46 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

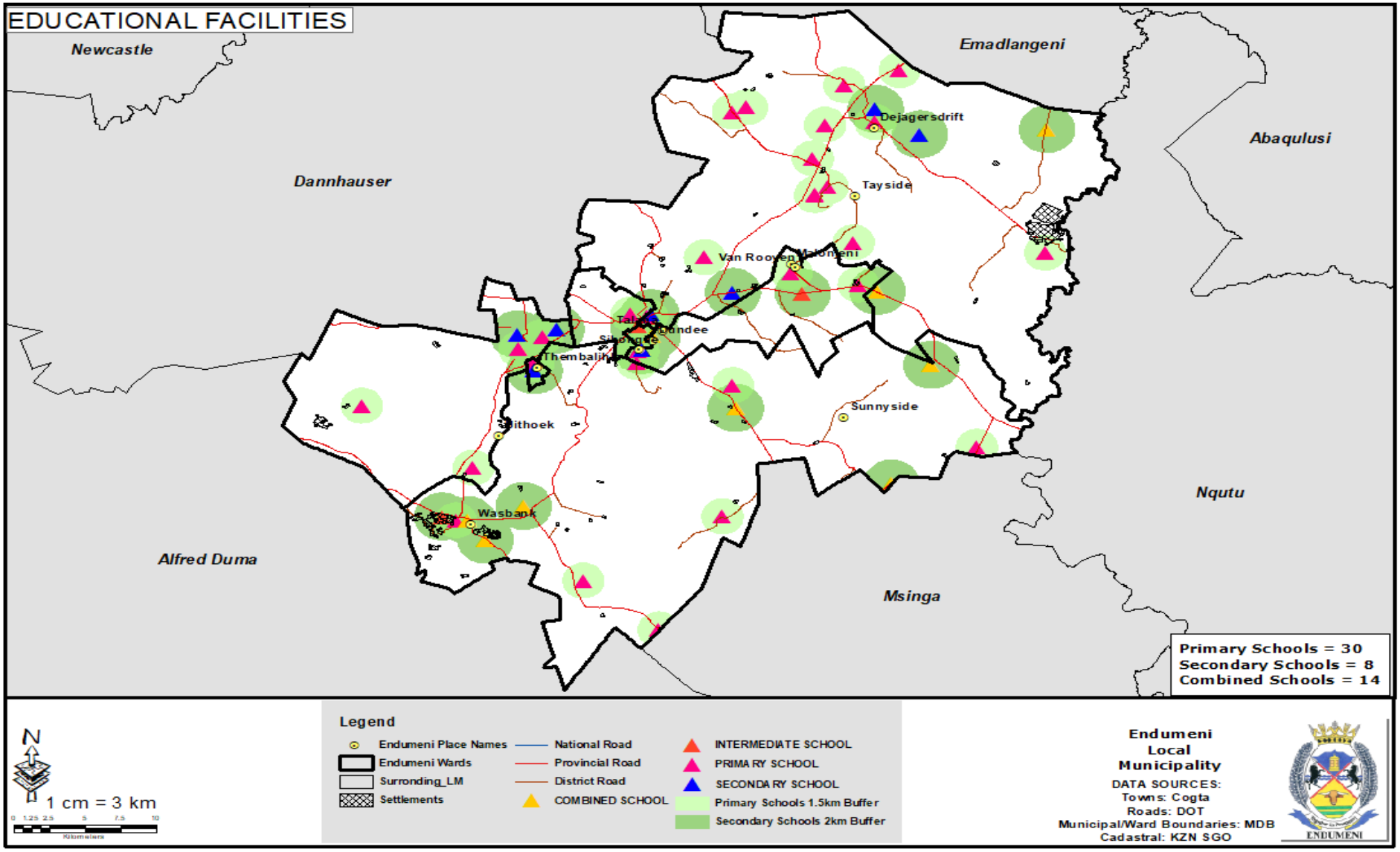
Table 48 Ward 7 Priorities

8.10.2 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).

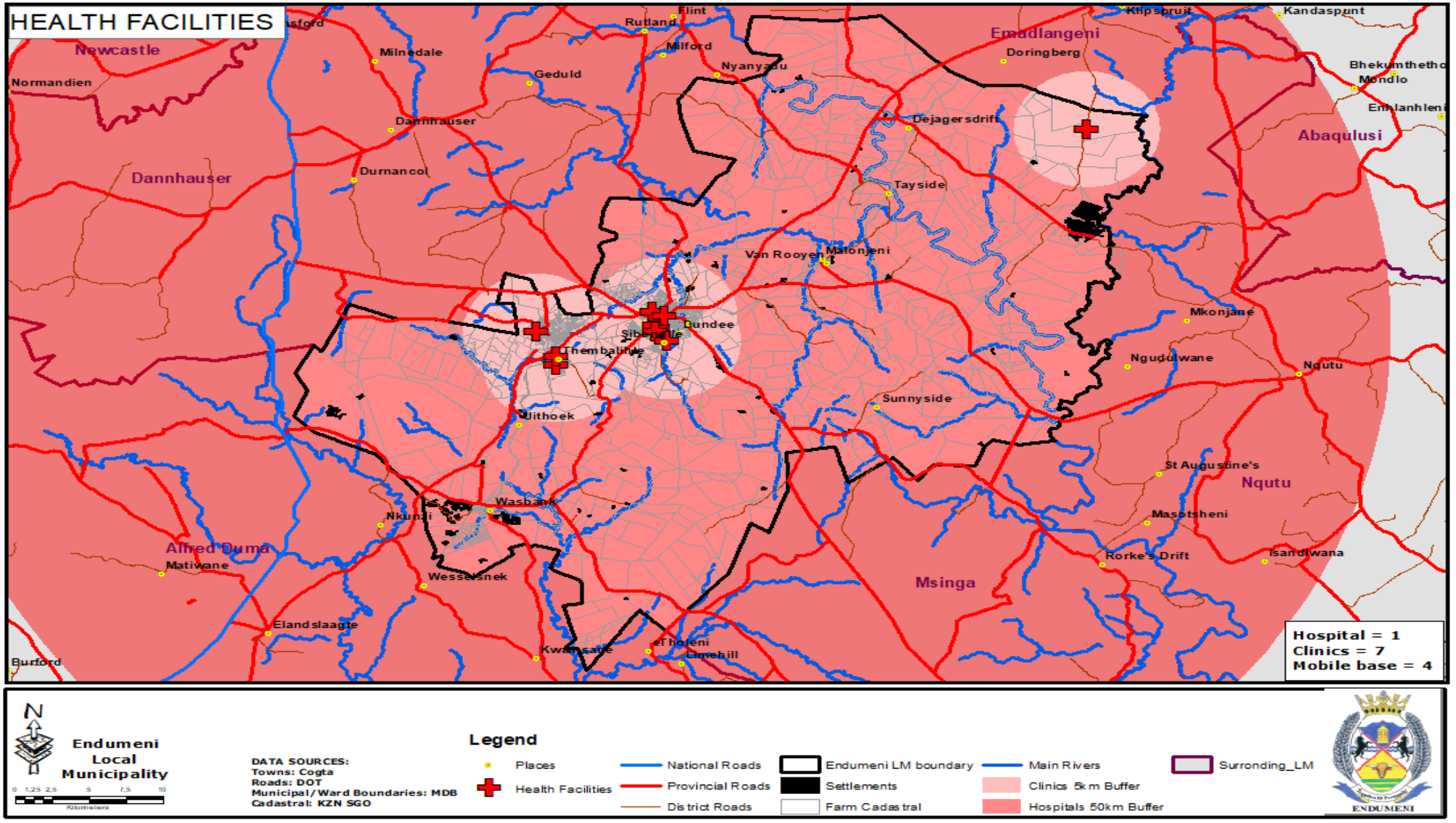
The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features such as rivers (which negate access to facilities) accessibility might also pose challenges to the community


EDUCATIONAL FACILITIES
Newcastle
Emadlangeni
Abaqulusi
Dannhauser
Dejagersdrift
Tayside
Van Rooyen Maloneni
Talana
Dundee
Sibongile
Thembalihle
Sunnyside
Nqutu
Wasbank
Alfred Duma
Msinga
Primary Schools = 30
Secondary Schools = 8
Combined Schools = 14
N
1 cm = 3 km
Legend
Endumeni Place Names
Endumeni Wards
Surronding_LM
Settlements
National Road
Provincial Road
District Road
COMBINED SCHOOL
INTERMEDIATE SCHOOL
PRIMARY SCHOOL
SECONDARY SCHOOL
Primary Schools 1.5km Buffer
Secondary Schools 2km Buffer
Endumeni Local Municipality
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Cadastral: KZN SGO
ENDUMENI

8.10.3 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

8.10.4 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	Was ban
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 49 Crime Stats
Table 50 Drug-related Crime

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

8.10.5 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 progra7mmes 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.

8.11 SOCIAL SWOT ANALYSIS

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

Table 51 Social D

9. FINANCIAL VIABILITY AND MANAGEMENT

Procurement plans to expedite the implementation process for the 2022/2023 MTREF are prepared within 14 days following the adoption of the SDBIP by the Council. Our procurement plan has been drafted and will be adopted on the **30th of June 2024**.

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9.1 CAPITAL FUNDING EXPENDITURE TO ADDRESS SERVICE DELIVERY

The budget below also contains indicative figures for 2024/25 and 2025/26.

- The municipal income for 2024/25 was **R416 713 000.00** and it has increased to **R R427 990 627.00** for 2024/24 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.

9.2 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 2022/23 financial year.

No roll - over applications were necessary.

9.3 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.

Furthermore, the Endumeni Local Municipality's financial state has significantly deteriorated and there is a risk of non-payment of monthly operating obligations.

The municipality's deteriorating financial affairs is caused by many factors listed below:

- •Lack of the financial system attributable to court case.
- •Huge employee related costs.
- Excessive electricity losses because of theft and deteriorated electricity infrastructure
- Poor service delivery.
- Lack of customer awareness campaigns.

9.4 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 2024/25 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

TOWN	December 2023	January 2024
WARD 1	4	4
WARD 2	424	427
WARD 3	385	390
WARD 4	276	280
WARD 5	460	467

WARD 6	282	288
WARD 7	87	87
	1918	1943

Table 52 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 53 Indigent support

9.5 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.

9.4.1 ELECTRICITY REVENUE ENHANCEMENT

Some of the proposed interventions include amongst others:

FOCUS AREA 1: INTRODUCTION OF SMART METERING TECHNOLOGY

- **Remote Disconnect/Reconnect**: In the case of non-payment or other issues, we can remotely disconnect and reconnect service through smart meters, eliminating the need for on-site visits and improving operational efficiency.
- Time-of-Use Pricing: Smart meters enable time-of-use pricing, where electricity rates vary based on the time of day. Large power users can adjust their consumption to take advantage of lower rates during off-peak hours, reducing costs.
- **Billing Accuracy**: Smart meters eliminate the need for manual meter readings, reducing the likelihood of billing errors. Accurate billing ensures that large power users are charged correctly for the energy they consume.
- **Real-time Monitoring**: Smart meters provide real-time data on energy consumption and offline meters. This allows both the municipality and the consumer to monitor electricity usage more accurately. Large power users can identify their peak consumption times and make adjustments to reduce energy costs.

FOCUS AREA 2: METERING KIOSKS

- **Metering kiosks**: are an essential component of utility infrastructure, ensuring the accurate measurement and billing of utility consumption.
- To install secured and lockable metering kiosk or enclosure designed to house utility meters and related equipment while providing security and protection from unauthorized access, vandalism, and environmental elements.
- **Security**: The primary purpose of a metering kiosk is to provide security for sensitive utility equipment. This includes protection from tampering, theft, and damage. The kiosk should be constructed with robust materials and designed to deter unauthorized access.
- **Lockable Design**: A lockable door or access panel is a fundamental feature of a metering kiosk. The door should be designed to withstand forced entry attempts, and it should have a secure locking mechanism.
- **Vandal Resistance**: To prevent vandalism, the kiosk should be constructed from materials that are resistant to damage from physical impact, fire, or other forms of vandalism.

- **Ventilation**: Adequate ventilation is essential to prevent the equipment inside from overheating. Ventilation should be designed to allow for proper airflow while still maintaining security.

FOCUS AREA 3: TARIFF STRUCTURE AND IDENTIFICATION OF STRATEGIC AREAS OF HIGH LOSSES

- **Incomer Meters**: Is used as check meters data verification, are used alongside Eskom meters to verify the accuracy of measurements and ensure that the billing or monitoring processes are fair and accurate. Here are some key benefits of installing check meters:

- Load Balancing: Substations often serve multiple feeders or circuits. Statistical metering can help balance loads across these circuits, ensuring that equipment is operating within its designed capacity.

- Anomaly Detection: Statistical analysis can help identify anomalies in energy consumption patterns, which could indicate theft, equipment malfunction, or other issues that contribute to energy losses. Early detection can lead to timely interventions.

- **Energy balancing:** This is a fundamental concept used to account for the technical and none technical losses in the network and ensure that the energy supplied to the grid matches the energy consumed by end-users.

Table 54 Electricity Revenue Enhancement

TIMEFRAME	SHORT TERM (3-6 months)	MEDIUM TERM (6-18 months)	LONG TERM (18 - 36 months)
	• Installation of Eskom check meters to monitor Eskom account. • Conduct a Cost of Supply (CoS) study as per NERSA requirement • Conduct meter and related equipment audits on all large power consumers (industrial customers). • Conduct meter and related equipment audits on all business consumers. • Engaging residents who have encroached on municipal servitude. • Apply to National Treasury for the newly introduced smart metering grant.	• New tariff structure implementation from the outcomes of the CoS study • Replacement of all large power user meters to smart metering technology • Replacement of all business meters to smart metering technology • - Identifying key areas where electricity losses occur (both for infrastructure aging and theft)	- Metering kiosks replacement - Having a fully automated system for billing

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 55 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

9.6 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.

9.6.1 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 Management	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 Exchange Transactions - Property Rental Debtors	10,456.73	9,798.39	9,792.39	9,792.39	-	16,902.80	30,988.88	29,278.23	**117,009.81**
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 56 Debtors Age Analysis

9.7 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.

	2023/24	2024/25	2025/26	2026/27
Equitable Share	66 528 000.00	70 647 000.00	72 887 000.00	74 339 000.00
Municipal Finance Management Grant (MFMG)	2 100 000.00	2 000 000.00	2 000 000.00	2 200 000.00
Municipal Infrastructure Grant (MIG)	19 916 000.00	17 155 000.00	17 791 000.00	18 974 000.00
Energy Efficiency Grant	5 000 000.00	4 000 000.00	4 000 000.00	5 000 000.00
Integrated National Electrification Programme	-	9 559 000.00	6 000 000.00	5 000 000.00
Disaster Recovery Grant	6 400 000.00	6 407 000.00	-	-
Expanded Public Works Programme (EPWP)	1 542 000.00	1 561 000.00	1 639 050.00	1 721 003.00
Museum Subsidy	571 000.00	596 000.00	634 000.00	686 000.00
Cyber Cadet Library grant	1 223 000.00	3 243 000.00	2 213 000.00	2 201 000.00
Library Subsidy	3 929 000.00	4 103 000.00	4 286 000.00	4 478 000.00
	107 209 000.00	119 271 000.00	111 450 050.00	114 599 003.00

Table 57 National Treasury Grants

9.8 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.

9.8.1 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.

9.9 CURRENT AND PLANNED BORROWINGS

In terms of the loans taken out by the municipality there are no loans currently.

9.10 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

9.11 SUPPLY CHAIN MANAGEMENT

The Municipality has a fully functional Supply Chain Management (SCM) Unit, comprising three staff members and one manager.

SCM management ensures that all primary objectives of service delivery are met, including statements on the functionality of Bid Committees and the timeframes from advertisement to award. The committees meet within the stipulated timeframes.

All functions and roles are guided by the recently reviewed SCM Policy as of June 2023.

9.11.1 SCM POLICY

The purpose of the Supply Chain Management (SCM) policy for the Endumeni Municipality is to ensure that all officials and participants in the SCM system implement the policy in accordance with legal and regulatory frameworks.

This includes adherence to Section 217 of the Constitution, Part 1 of Chapter 11, and other relevant provisions of the Act. The policy mandates that the SCM process be fair, equitable, transparent, competitive, and cost-effective. It also requires compliance with regulations and prescribed minimum norms and standards, alignment with applicable legislation, and maintenance of uniformity in SCM systems across all governmental spheres. Additionally, the policy supports national economic policies that promote investment and facilitate business with the public sector.

9.10.2 PROCUREMENT PROCESS

Goods and services may only be procured through the following methods:

a. Petty Cash purchases, as per the petty cash policy adopted by the Council.

b. One written quotation for transactions valued over R500.00 up to R2,000.00 (VAT inclusive).

c. Three written quotations for transactions valued over R2,000.00 up to R30,000.00 (VAT inclusive).

d. Formal written quotations for transactions valued over R30,000.00 up to R200,000.00 (R300,000.00 VAT inclusive), with a seven-day advertisement on the municipality's website and notice board.

e. A formal competitive bidding process for:

i. Procurement above a transaction value of R200,000.00 (R300,000.00 VAT inclusive).

ii. The procurement of long-term contracts.

2. The preferential points system, as stipulated in the Preferential Procurement Policy Regulations of 2022 and aligned with the Preferential Procurement Framework Act of 2000, will be applied to the competitive bidding processes in (c), (d), and (e) above as follows:

a. The 80/20 points system shall apply for procurement from R2,000.00 (all taxes included)

b. The 90/10 points system shall apply for procurement valued more than R50,000,000.00 (all taxes included).

9.10.3 BID COMMITTEE

NAME OF THE BID COMMITTEES	NAME & SURNAME OF MEMBERSHIP OER COMMITTEE	RESPONSIBILITY
BID SPECIFICATION COMMITTEE BSC)	Mr. Sonpal S Mr. Buthelezi S Ms. Khumalo M.P	CHAIRPERSON BSC MEMBER BSC MEMBER
BID EVALUATION COMMITTEE (BEC)	Mr. N Mkwanyana Mr. SP Mpontshane Mr. S Gcabashe Mr. M Mthembu Mrs. N Mkize	CHAIRPERSON BEC MEMBER BEC MEMBER BEC MEMBER BEC MEMBER
BID ADJUDICATION COMMITTEE (BAC)	Mrs. CB Mkhize Zulu SS Mr. M. M Ndima Mr. B.A Xulu Mr B.M.N Hlatshwayo Mr. M.B Buthelezi	CHAIRPERSON BAC MEMBER BAC MEMBER BAC MEMBER BAC MEMBER

Table 58 BID Committee

9.10.4 SCM CHALLENGES

- Receipt of Invoices Before Physical Goods Arrival: Instances of receiving invoices prior to the actual delivery of goods indicate lapses in coordination and verification processes.
- Poor Planning and Insufficient Budgeting: Inadequate planning and insufficient budget allocation lead to delays in the requisition process.

- Non-Adherence to 30-Day Payment Terms: There is a failure to comply with the stipulated 30-day payment terms, affecting timely settlements.Delays in Involving SCM in Contractor Disputes: Delays in engaging the Supply Chain Management (SCM) team during contractor disputes on-site hinder efficient resolution.

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 date 30 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. 5. Overriding of Supply Chain	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.

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

9.2 AUDITOR -GENERAL'S OPINION

MUNICIPALITIES CREDIT RATING: AUDITOR-GENERAL'S OPINION

2020/21	2021/2022	2022/23
Qualified with Matters	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 59 Risk Committee

NAME OF MEMBER	DESIGNATION
Mr. S Ntombela	Municipal Manager (Chairperson)
Mrs. CB Mkhize	CEO
Mr. B Hlatshwayo	Executive Manager Planning and Economic Development
Mr. M Ndima	Executive Manager Corporate Services
Mr. B Xulu	Executive Manager Community Services
Mr. M Buthelezi	Executive Manager Technical Services

Table 60 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	Fortnightly 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 enforcement of UIFWE Reduction Strategy. Monthly monitoring of UIFWE Register. Tabling of UIFWE Register (audited) to Council & MPAC.	Delays with MPAC to conclude on items tabled to them.	Regular sitting of MPAC	None	MPAC is currently sitting on quarterly 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 Reconciliation 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 Reconciliation 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	Mun soft 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	Mun soft 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 system. 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 cannot 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 cannot 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 between 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. Furthermore, the municipality will on a regular basis	None	Review of asset management and accounting policies	None	The municipality has identified all properties in the assets register (registered as NYR Endumeni Municipality (Beneficiary name) that needs to be excluded from the asset register as per Igraap 18 and a list of those properties will be provided. CURRENT STATUS

	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 interference by the previous accounting officer. This was included on the irregular expenditure and investigation is ongoing.	Interference by previous accounting 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 annual asset verification of all movable assets 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 updated	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. Personal 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 completeness 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 transferred 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 information's 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 monthly	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 reviewed 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 developed 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 discussed 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 software 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 preparing 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	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

Traffic Contravention System					
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 reviewed 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 memorandum prepared for management to approve for application upgrades INDICATE DATE

10 MUNICIPAL FINANCE VIABILITY AND MANAGEMENT SWOT ANALYSIS

Strengths	Weaknesses
3-year financial plan 3-year investment plan Liquidity position of Council (at least 1 months) GRAP compliant 95% of collection rate Funding of grant in aid Fully compliant with MFMA/ Supply Chain Regulations A Council adopted Procurement Plan	IT internal Controls Loss of Revenue through Energy Theft Debt collection from government farms Capacity constraints – asset management Shortages the SCM Staff Late submissions from user department hinders service delivery Lack of the financial system attributable to court case. Huge employee related costs. Excessive electricity losses because of theft and deteriorated electricity infrastructure Poor service delivery. Lack of customer awareness campaigns
OPPORTUNITIES	**THREATS**
Increase Revenue Development of incentives Schemes in the next financial year Identification of Child Headed Households	Electricity Theft Limited electrical capacity

Table 61 Municipal finance viability and management SWOT Analysis

11 KPA: GOOD GOVERNACE AND PUBLIC PARTICIPATION ANALYSIS

11.1 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.

11.1.1 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.

11.1.2 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 include : -

1. Consultation:
2. Service Standards:
3. Access:
4. Courtesy:
5. Information:
6. Openness and Transparency:
7. Redress:
8. Value for Money:
9. Encouraging Innovation and Rewarding Excellence:
10. Customer Impact:
11. Leadership and Strategic Direction.

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.

11.1.3 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.

11.1.4 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

The municipality has developed the Service Delivery Improvement Plan in line with its constitutional mandate and further with the IDP. The SDIP is an annexure to the IDP.

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.

11.2 OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe operates on a comprehensive "whole-of-Government approach" as its foundational philosophy. It delineates each initiative and its alignment with endeavours undertaken by various sector departments and governmental spheres. Consequently, the provision of services necessitates collaboration with the community, stakeholders, and governmental bodies.

This operation entails an ongoing engagement between the Government and the community aimed at jointly attaining 12 National Outcomes. It fosters social mobilization wherein communities actively participate, alongside the integrated delivery of government services.

Endumeni has the OSS Co-ordinator (Lungile Mchunu) who visits war rooms in all seven (07) Wards.

11.2.1 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.

11.2.2 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.

11.2.3 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)

11.2.4 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.

11.2.5 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.

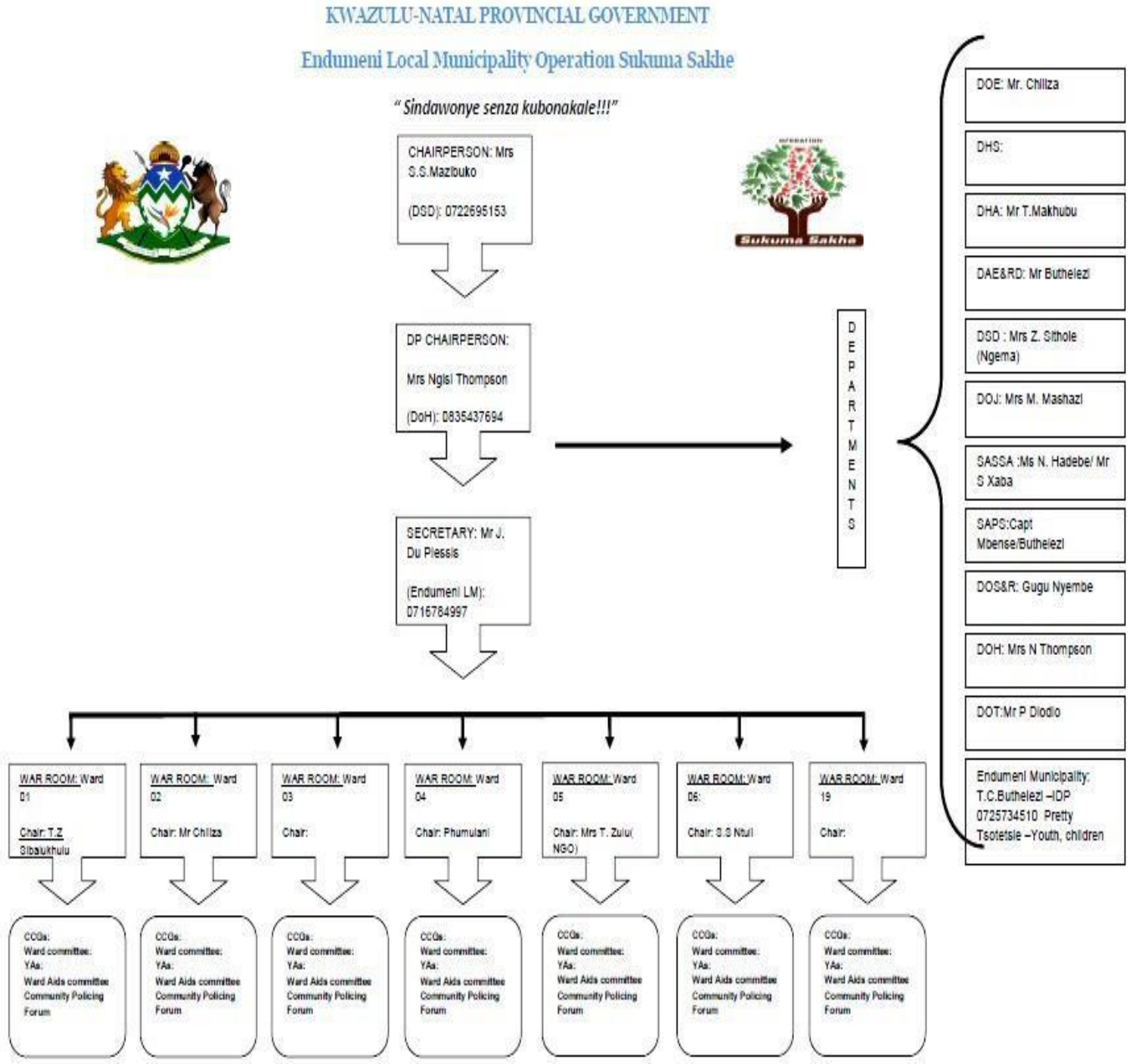


Figure 51 KZN Sukuma Sakhe

11.3 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.

11.3.1 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.

11.3.2 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 62 Ward Committee Sitting

11.3.3 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.

11.3.4 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

11.3.5 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.

11.3.6 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.

11.3.7 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

11.4 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.

FORUM	FUNCTION	REPORT STRUCTURE	Report Tabled to Council
National Structures	The Endumeni Municipality actively engages in both national and provincial forums that serve as platforms for comprehensive discussions encompassing all facets of local governance. These forums, characterized by their technical expertise and professionalism, serve as invaluable arenas for the exchange of experiences, dissemination of best practices, and collection of pertinent information. Prominent examples include participation in organizations such as SALGA, PCF, and IMFO. Moreover, key personnel within the municipality also partake in professional institutes dedicated to governing the interests of diverse fields of work. These institutes play a pivotal role in providing essential support and guidance to staff members, aiding in the maintenance and enhancement of professional standards within their respective domains. Through active involvement in these structures, Endumeni Municipality remains committed to fostering a culture of excellence and continuous improvement in its operations and service delivery.		-
Provincial Structures	Endumeni Municipality actively engages in high-level intergovernmental forums such as the Premier's Intergovernmental Forum and the Provincial Speakers' Forum, demonstrating a commitment to collaborative governance at both provincial and national levels. Municipal managers participate in provincial and national forums, where they discuss critical issues related to service delivery and common interests. These forums serve as invaluable platforms for sharing information, best practices, and fostering interaction with the KwaZulu-Natal Government		-

	and other municipalities. Through this engagement, Endumeni Municipality strives for enhanced coordination and cooperation among stakeholders. Within the provincial landscape, Endumeni Municipality's involvement extends to various structures, including the Provincial Coordinating Forum (PCF), Municipal Manager's Forum (Munimec), and Intergovernmental Relations (IGR) Forum. These platforms are instrumental in monitoring municipal progress across sectors and departments, with key representatives such as the Accounting Officer and the Mayor attending provincial Munimec meetings regularly. Moreover, the municipality actively participates in the General and Social Service Forum, addressing matters pertinent to special interest groups such as youth, women, people with disabilities, gender, children, and the elderly. Government departments responsible for serving these groups also contribute to the discussions, ensuring the forum's functionality and effectiveness in addressing societal needs.		
District Level			
District Intergovernmental Forum	A District Intergovernmental Forum serves as a platform for collaboration and coordination between various levels of government within a district. It includes key stakeholders such as the Mayor of the District Municipality, the Mayors of Local Municipalities within the district (or designated councillors if a mayor is unavailable), and administrators from municipalities under Section 139 intervention.	Quarterly Report	-
Speakers Forum	The primary function is to facilitate discussions and initiatives aimed at promoting public participation on key issues within the community. The	Quarterly Report	-

	forum convenes quarterly to ensure regular engagement and effective functioning.		
Technical Support Forum	The Committee is responsible for – (a)Providing technical support to the Forum; and (b) implementing the decisions of the Forum.	The meeting shall be held quarterly provided that it is held one week before the District Mayors Coordinating Forum	*
Municipal Manger Forum	The Municipal Managers Forum plays a crucial role as a support mechanism for the District Coordinating Forum, aiding in the implementation of their decisions and resolutions. This forum consists of Municipal Managers from various municipalities within the district, or their designated representatives. Meeting quarterly, its primary function is to provide technical expertise and guidance, ensuring the effective functioning of the local government system.	Quarterly Report	*
uMzinyathi District Coordinating Forum	The forum aims to foster and facilitate intergovernmental relations and cooperative governance between the district and local municipalities. It convenes quarterly meetings to uphold its objectives, and its operational efficacy is currently sound.	Quarterly Report	-
Corporate Service Forum	The forum's objective is to facilitate the exchange of pertinent information pertaining to administrative, human resource, and information technology issues. Additionally, it serves as a platform for offering guidance and counsel to the Municipal Managers Forum on these matters.	Quarterly Repot	*
Planners Forum	The Municipal Managers Forum stands as a beacon of collaboration within the uMzinyathi District, fostering enhanced communication and synergy among its diverse planning sectors. Its core mission is to orchestrate a	Quarterly Report	*

	cohesive approach to planning and development, ensuring a holistic perspective that aligns seamlessly with the Integrated Development Plans of all municipalities within the district.		
LED/IDP Forum	The LED/IDP Forum stands as a beacon of collaborative excellence, orchestrating a harmonious symphony of strategic planning and visionary development for our district. Its mission is multi-faceted and ambitious: to streamline planning processes, cultivate a shared district-wide development vision, harmonize programs and budgets, and facilitate the convergence of private and public sector investments. This forum serves as a formidable force in combatting socio-economic challenges through strategic coordination and targeted action. By uniting stakeholders from diverse sectors, it harnesses collective wisdom and expertise to confront our region's most pressing issues head-on.	Quarterly Report	-
Disaster Advisory Forum	The purpose of the forum is to implement, monitor and co-ordinate all disaster management related issues within uMzinyathi District by ensuring improved and continued communication. The forum consists of representatives from the district and local Municipalities, SAPS, Traffic, emergency services etc.	Quarterly Report	-
DDM Structures	The DDM Structure stands as a dynamic and essential framework designed to propel districts towards their developmental aspirations. It serves as an integrated planning tool, orchestrating strategic initiatives through a collaborative and cohesive approach, all in pursuit of district-wide goals.	Quarterly Report	*

	At its core, the structure comprises various clusters and hubs, meticulously crafted to oversee and ensure the effective implementation of catalytic projects		
-NO *YES			

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.

11.4.1 ENDUMENI IGR STRUCTURE

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:

11.4.2 ENDUMENI COUNCIL

Endumeni Local Municipality is made out of Thirteen (12) 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 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

Cllr Mdluli has resigned from being a councillor at Endumeni LM , and the vacancy is in the process of being advertised.

11.4.3 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. Z Shelembe

11.4.4 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.

Table 63 Portfolio Committee

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 Z SHELEMBE	Male

11.4.5 LABOUR FORUM

The Labour Forum is fully functional its members are as follows:

- CLLR M PHAKATI
- CLLR A M NSIBANDE
- CLLR A Z SADECK

11.4.6 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.

11.4.7 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 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.

11.4.8 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.

11.5 COMMUNICATION AND PUBLIC PARTICIPATION

The municipality undertakes communication and public participation interventions and activities in accordance with its developed and adopted Integrated Public Participation & Communication Strategy. The purpose was to ensure that there is increased synergy between both the Public Participation and Communication functions when engaging various stakeholders. Endumeni Local Municipality has a fully- fledged public participation and Communication's unit, and every effort has been made to ensure that the two interlinked units conduct their day to day business in an integrated fashion given the interconnectedness of their portfolios. At a very board level the Integrated Public Participation and Communication Plan aims to realize the following objectives:

- Improve communication with the local community as well as other organs of state within the local and provincial spheres of government;
- Enhance accountability, openness, transparency and responsive local government; and
- Inform the community of the activities and intentions of the municipality.

11.6 INTERNAL AUDIT COMMITTE

11.6.1 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.

11.6.2 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:

<u>Governance</u>

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.

11.6.3 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:

Name and Surname	Members
Mr. S Ngidi	Chairperson
Mr. S Masilela	Member
Mr. C A Ligueth	Member
Ms. M Gabela	Member

11.6.4 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.

11.6.5 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 2023/2024	Financial position anticipated to pose some challenge.	Executive Manager: Corporate Services	**30 June 2022**
Recruitment and Selection Policy		None	Executive Manager: Corporate Services	
Employment Equity Plan		Attraction of suitably qualified individuals within designated groups	Executive Manager: Corporate Services	
Workplace Skills Plan		Workplace Skills Plan submitted to Department of Labour timeously by 30 June every year	Manager: Human Resource	

Leave Management Policy		Policy is being adhered to	All Heads of Departments and Manager: Human Resource	
Performance Management System Policy Framework		Performance Management to be extended to other levels of staff	All Heads of Departments	
Leave Management Policy		Policy is being adhered to	All Heads of Departments and Manager: Human Resource	
Nepotism policy		Although the policy is relatively new, no challenges are anticipated.	Municipal Manager and All Heads of Departments	
Transfer Policy		Policy being adhered to. No challenges	All HOD's	
Cell phone allowance policy		Fully implemented	Executive Manager: Corporate Services	

POLICY/PLAN/BYLAW	STATUS	IMPLEMENTATION / PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Job Classification and Grading	Adopted & to be reviewed during 2023/2024	Departments are busy crafting their job descriptions	All Heads of Departments and Manager: Human Resource	**30 June 2022**
Remuneration Benefits		Unsuccessful salary negotiations result in strike action	Municipal Manager and All Heads of Departments	
Conditions of Service		New agreement signed by member parties of SALGBC	Executive Manager: Corporate Services	
Promotion, Demotion and Transfer Policy		Implementation on an ongoing basis	All Heads of Departments and Manager: Human Resources	
HIV/Aids Education and Prevention Programme		HIV/Aids Council meeting convened regularly who direct and plan all HIV/Aids campaigns and programmes	Senior Manager: Health Services	
Succession Plan		Succession Planning programme for existing staff not yet completed	Senior Manager: Corporate Services and Manager: Human Resources	
Sexual Harassment Policy		Delays in implementation of the charges must be expedited	**Municipal Manager**	

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	Municipal Manager	**November 2022**
Election of Ward Committee Members		Adopted	Municipal Manager and Communications Manager	**28 February 2022**
Portfolio Committees		Adopted	Municipal Manager	**January 2022**
Audit Committee Charter	Adopted & to be reviewed during 2021/2022	Adopted	Municipal Manager	**Annually**
Integrated Development Plan	**Adopted & is currently being reviewed for 2024/25**	**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	
By-Laws and Regulations	Adopted & to be reviewed during 2022/2023	Adopted	Manager: Legal Services	
Standing Rules of Order and Procedure	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	
System and Delegation	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	
IT Policies	Adopted & to be reviewed during 2022/2023	Adopted	Executive Manager: Corporate Services and Chief Financial Officer	
Declaration of Interest by Councillors & Officials	Adopted & to be reviewed during 2022/2023	Adopted	Municipal Manager	
Tariff Policy	Adopted & to be reviewed during	Adopted	Chief Financial Officer	

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	
Indigent Policy	Adopted & to be reviewed during 2022/2023	Renewal and revision annually	Chief Financial Officer	
Subsistence and Travelling Policy	Adopted & to be reviewed during 2022/2023	Revision as and when required	Chief Financial Officer	
Vehicle Use by Councillors	Adopted & to be reviewed during 2022/2023	Implemented	Municipal Manager	
Cash Management and Investment Policy	Adopted & to be reviewed during 2022/2023	Regular review of Investment performance	Chief Financial Officer	

Table 64 Institutional Plans and Policies

11.6.6 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.

11.6.7 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.

11.6.8 APPOINTMENT OF BID COMMITTEES

Bid committees were established as per SCM Regulation and are fully functioning. The full complement is reflected in the table below:

Table 69: Appointment of BID Committees

NAME OF THE BID COMMITTEES	NAME & SURNAME OF MEMBERSHIP OER	RESPONSIBILITY
BID SPECIFICATION COMMITTEE BSC)	Mr. S Sonpal Mr. S Buthelezi Mrs. Khumalo M.P	CHAIRPERSON BSC MEMBER BSC MEMBER BSC MEMBER BSC MEMBER

BID EVALUATION COMMITTEE (BEC)	Mr. N Mkwanyana Mr. SP Mpontshane Mr. S Gcabashe Mr. M Mthembu Mrs. N Mkize	CHAIRPERSON BEC MEMBER BEC MEMBER BEC MEMBER BEC MEMBER BEC MEMBER
BID ADJUDICATION COMMITTEE (BAC)	Mrs. CB Mkhize Mrs. Zulu SS Mr. M. M Ndima Mr. B.A Xulu Mr B.M.N Hlatshwayo Mr. M.B Buthelezi	CHAIRPERSON BAC MEMBER BAC MEMBER BAC MEMBER BAC MEMBER BAC MEMBER

Table 65 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.

11.7 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

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.

11.7.1 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

11.7.2 AG COMMENTS AND RESPONSES FOR 2022/2023 FINANCIAL YEAR

Table 70: Our municipality received Qualified Audit Opinion with matters of emphasis for the financial year 2022/2023

Table 66 AG Comments and Responses for 2022/23 financial year

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
Annexure A: Matters affecting the auditor's report						
1	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	**Unauthorized which has not been budgeted for** The system does not allow for a transaction to proceed if there is an over expenditure Make corrections for debt impairment and depreciation - a five month plan for debt impairment will be done	Ongoing 28 February 2024 -Munsoft termination complete. -SDM termination to be finalised by 28 February 2024. -Panel appointments verification - UIFW form developed -	MM - S Ntombela	Monthly SCM reports. UIFW Expenditure register.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		management in ensuring that controls are developed, implemented and monitored over procurement and contract management.	**Irregular** The municipality will no longer procure through Regulation 32 - all contracts through this regulation will be terminated Munsoft has been terminated SDM will be terminated Panel appointments will be investigated Developed an acknowledgement form for Directors to sign to prevent UIFW expenditure.	COMPLETED		

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
2	Payment not made within 30 days	Cash flow challenges were experienced during the year which led to some of the invoice not paid within 30 days.	Appointment of the service provider to implement electricity losses programme that includes: 1. NERSA consultation on cost of supply for Eskom tariff alignment, conversion of electricity meters to smart meters. Bulk meter readings verification. Continuous implementation of cost containment measures. Implementation of robust revenue collection measures, i.e. 1.	Ongoing	Executive Manager Technical Services, CFO, Executive Manager Planning and Economic Services, Executive Manager Community Services	SCM Reports. Departmental progress reports on operational plans.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			Data cleansing programme. 2. Finalise procurement of ERP system and ensure full integration with prepaid-system. 3. Development of service delivery standards in order to provide adequate & sustainable service delivery and compliance with by-laws			

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
3	Non-compliance with MFMA regulation 32: It was noted that the contracts between the municipality and the companies per table below which were entered into, through the use of regulation 32 did not comply with the principles of circular 96 quoted.	The municipality did not adequately implement and monitor compliance with regulations 32 and circular 96	The municipality will no longer procure through Regulation 32 - all contracts appointed through this regulation will be terminated Munsoft has been terminated SDM will be terminated Panel appointments will be investigated	Munsoft contract terminated. SDM Contracts to be terminated by 28 February 2024. All panel appointments have been verified to ensure full compliance.	MM - S Ntombela	Contract register and SCM Reports

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
4	Three quotations not obtained and deviations not justifiable	The municipality did not adequately implement and monitor control over compliance with the applicable regulations relating to procurement and contract management.	Management will ensure that proper planning is done in terms of recruitment and selection. Adhere to all SCM processes of filling out a requisition submitting it to SCM to procure 3 quotes prior to advertising.	30-Apr-24	Executive Manager Cooperate Services	SCM reports
5	Competitive bidding process not followed	The municipality did not adequately implement and monitor control over compliance with the applicable regulations relating to procurement and contract management.	Appointment of the Panel of Attorneys. Once the panel has been appointed there will be a competitive bidding process amongst the panel members.	31 March 2024	Legal Manager	SCM reports

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
6	Staff leave accrual 2021/22	Pertinent information relating to staff leave was not captured in a manner that support financial reporting. A leave system that is able to facilitate compliance with the leave policy was not adequately implemented	The system will be configured to calculate leave per the leave policy. Capture all the leave forms for 2021/2022 into the system, then do a leave reconciliation. Implement the employee self-service on the new system.	2024/03/31 2024/06/30 2024/06/30	HR Officer/Human Capital	System generated leave register and reconciliations sign-off.
7	Staff leave accrual 2022/23	Pertinent information relating to staff leave was not captured in a manner that	The staff leave accrual calculation should be revisited and a necessary	The system will be configured to calculate leave per	2024/03/31 2024/06/30	HR Officer /Human capital

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		support financial reporting. A leave system that is able to facilitate compliance with the leave policy was not adequately implemented.	adjustment effected to the annual financial statements. Pertinent information relating to staff leave should be captured in a manner that support financial reporting. Management should ensure that a leave system that is able to ensure compliance with the leave policy is implemented.	the leave policy. Capture all leave forms for 2022/2023 then do a leave reconciliation. Implement the employee self-service on the new system.	2024/06/30	

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
8	Differences between supporting schedules and amounts in the AFS – 2022/23 During the audit of revenue, the following differences were noted between the billing reports and the annual financial statements. In addition, no reconciliation was presented by the municipality to the auditors	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying records of the municipality.	Preparation of monthly reconciliations. Prior years differences to be investigated and addressed with assistance from CCG & Munsoft. Preparation of Interim Financial Statements.	Monthly 30 April 2024	Revenue Manager	Updated Reconciliation register

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
9	Differences between supporting schedules and amounts in the AFS – 2021/22During the audit of revenue the following differences were noted between the billing reports and the annual financial statements. In addition, no reconciliation was presented by the municipality to the auditors.	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying records of the municipality	Preparation of monthly reconciliations. Prior years differences to be investigated and addressed with assistance from CCG & Munsoft. Preparation of Interim Financial Statements.	Monthly 30 April 2024	Revenue Manager	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
10	Movement in interest balance does not agree to statement of financial performance – current year Contrary to the above, it was noted that the movement in the balance of interest charged to the consumers does not agree to the amount per the statement of financial performance as follows:	Management did not ensure that pertinent information is captured in a manner that support financial reporting.	Preparation of monthly reconciliations. Prior years differences to be investigated and addressed with assistance from CCG & Munsoft. Preparation of Interim Financial Statements.	29-Feb-24	Revenue Manager	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
11	Movement in interest balance does not agree to statement of financial performance – prior year Contrary to the above, it was noted that the movement in the balance of interest charged to the consumers does not agree to the amount per the statement of financial performance as follows	Management did not ensure that pertinent information is captured in a manner that support financial reporting	Preparation of monthly reconciliations. Prior years differences to be investigated and addressed with assistance from CCG & Munsoft. Preparation of Interim Financial Statements.	29-Feb-24	Revenue Manager	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
12	Presentation of trade and other receivables from exchange not presentation in terms of GRAP 1 – current year Contrary to the above, interest charged on overdue accounts were not capitalised to the related service (e.g. electricity, refuse, etc.) but was disclosed separately as interest and	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	Preparation of monthly reconciliations. Preparation of Interim Financial Statements	Monthly 2024/04/30	Manager Expenditure	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	aged on the annual financial statements In addition, Value Added Tax relating to specific services rendered by the municipality was also disclosed and aged separately as VAT receivable on the annual financial statements, this is consequently misleading and not clear and					

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	understandable as it portrays a picture that the municipality has both VAT payable and VAT receivable balances.					
13	Debtors ageing presented in the AFS does not agree to statement – Prior year	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	Preparation of monthly reconciliations. Prior years differences to be investigated and addressed with assistance from CCG & Munsoft. Preparation of Interim Financial Statements.	Monthly 2024/04/30	Revenue Manager	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		designed and implemented to ensure the reliability of the systems and the validity, accuracy and completeness of the information				
14	Endumeni Local Municipality raised itself as a debtor – Prior year	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	Review all properties that are owned by the municipality and lease agreements and adjust accordingly. The municipality will effect the necessary adjustments during the preparation of Interim Financial Statements to ensure	30-Apr-24	Revenue Manager & Human Settlement Manager	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		required by the GRAP standards.	compliance with GRAP			
15	Differences between supporting schedules and amount in the AFS – Prior year The following differences were noted between two debtors' age analysis submitted for audit and the annual financial statements	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying records of the municipality.	Preparation of monthly reconciliations. Prior years differences to be investigated and addressed with assistance from CCG & Munsoft. Preparation of Interim Financial Statements.	Monthly 2024/04/30	Revenue Manager	Updated Reconciliation register. Reviewed Interim Financial Statements

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
16	Municipality's main bank account not adequately reconciled – current year (i.e. 2022/23)	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	Preparation of monthly bank reconciliations. Clearing of prior years unreconciled transactions.	Monthly 2024/06/30	SYSTEMS FINANCIAL OFFICER	Reviewed bank reconciliation register. Progress reports on prior years reconciliation.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
17	Municipality's main bank account not adequately reconciled – prior 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	Preparation of monthly bank reconciliations. Clearing of prior years unreconciled transactions.	Monthly 2024/06/30	SYSTEMS FINANCIAL OFFICER	Reviewed bank reconciliation register. Progress reports on prior years reconciliation.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
Pre-determined objectives						
18	Indicators were not well defined and verifiable:Total number of formal household and business areas with access to refuse removal once a weekNumber of skip bins collected once a week Number of recreational facilities maintained	Management did not review technical indicator descriptions / standard operating procedures for performance information to ensure that indicators have a clear, unambiguous definition so that data will be collected consistently, and there is common understanding of input, processing and output for all performance	Management to review the indicators during the adjustment of the 2023/24 Service Delivery and Budget Implementation Plan to ensure that the performance measures / indicators are well defined, to enable data collection which is consistent in terms of the input, processing and output for all performance measures / indicators.	23-Feb-24	Executive Manager: Community Services - Mr BA Xulu	Meeting with COGTA PMS Team to advice on the best practise to address the AG Findings Approved Adjusted 2023/24 Service Delivery and Budget Implementation Plan

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		measures/ indicators.				
Consequence management						
19	Instances of unauthorised expenditure incurred in the prior year not investigated	Management did not adequately monitor and review compliance with regulation to ensure that all investigations were performed for all prior year unauthorised expenditures	Unauthorised register of prior years will be submitted to MPAC for investigation.	28-Feb-24	MM - S Ntombela	Updated UIFW Expenditure register

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
22	Transfer of skills How the municipality ensures that training is provided by the consultants to the municipality's staff during the duration of the project/taskH ow the municipality regularly monitor performance of consultants to ensure that skills are transferred to the auditee's staff where consultants	There was a lack of adequate preventative controls in place to prevent non-compliance with applicable legislation	Inclusion of Skills Transfer plan in all Consultancy appointments	31-Jan-24	MM and ALL HOD's	Consultancy appointments and SLA's

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	services were utilised					
Expenditure Management						
23	Expenditure accounting policy not adequate	Management did not ensure that an effective system of internal controls was in place to comply GRAP 1 requirements. .	Recognition of ALL invoices on accrual basis Have a meeting with the Auditor-General to clarify the finding	29-Feb-24	Manager Expenditure	Monthly Creditors Age Report.
Property, plant and equipment						

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
24	Fixed asset register not updated	Management did not implement adequate controls to that ensure that the fixed asset register is updated and that the allocated unique number matches the number documented on the asset. Pertinent information relating to property, plant and equipment was not always captured in a manner that support financial reporting	Quarterly verification of assets. Regular bar-coding assets Procurement of the asset management system	23 Feb 2023 - for the procurement of the asset management system	Assets Manager	Quarterly FAR reports. Interim Financial Statements.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
25	Unused computer software not derecognised	The municipality did not adequately implement and monitor controls over compliance with the applicable GRAP standard relating to intangible assets	SAGE ERP• Audit finding above is noted and disagreed with.• SAGE ERP is still in use and its annual licence expires at the end of November 2023; licence is attached.• Endumeni municipal computer software's have an estimated useful life of 5 years and SAGE ERP is within our estimated useful life.• The municipality used the SAGE EPR during and after the 2023 financial year period during	The municipality is awaiting the finalization of the procurement of a new financial system and attach a licence theretoAsset management unit and IT section to review the entire intangible asset class on a yearly basis - 31 March 2024	Assets Manager	• Asset management unit and IT section reviews the entire intangible asset class on a yearly basis.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			the preparation of the AFS. The municipality migrated from SAGE to Munsoft as of 28 February 2023. The migration process was interrupted due to the court interdict. Therefore, the migration was not complete. Even though the municipality was transacting on Munsoft after 28 February 2023 but opening balances still needed to be corrected to ensure that they agree to the original information as			

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			from SAGE. Therefore, the SAGE system was used during the preparations of 2022/23 AFS, and currently the municipality is still using it to extract certain reports, since the municipality is still investigating certain account.MUNSOFT• Audit finding above is noted and agreed with.• The corresponding correction will be carried out on the asset register and the financial statements			

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			should the auditors allow it.			
Procurement and contract management						
26	Limitation of scope The information as per request for Information 17 of 2023	An effective filing and record keeping system was not in place to ensure that documents requested for audit, are	As per amended regulations, the local content submissions to DTI is no longer applicable.	Completed.	SCM Manager	Not

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	was requested, however no proof that bid documents relating to local content of the following winning bidder are submitted to the DTI as per the attachments have not been submitted for audit	retrieved and provided within the timelines specified in the engagement letter				
Journal entries						

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27	Weaknesses found on journal entries No supporting documents were attached to support the journals, e.g. journal voucher and supporting document Journals were not reviewed and authorised by a senior finance official before processed in the accounting systems	Controls over daily and monthly processing of transactions were not implemented.	The journal files will be kept and safeguarded by Expenditure Department Sectional Managers will ensure that necessary supporting documents are attached prior approval of journals.	01-Feb-24	CFO and ALL BTO Managers	Journals file

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Indigent debtors' management						
28	Inadequate verification of indigent applications	Adequate verification of indigent applications were not always performed	Development of indigent management workflows and approval processes. A segregation of duties process will occur where there is an official that checks the indigent application forms that the applicant complies with the policy requirements, the indigent clerk will verify the applications received and make a	01-Mar-24	Manager Revenue	Indigent Register files

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			schedule of all applications received and that are complying with the policy. a senior official, which is the accountant, will review the schedule compiled by the indigent clerk together with the supporting documents The Revenue manager will be the final approver/signatory of the indigent list a review of all indigent forms included in the			

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			current register to ensure that they fully comply with the policy requirements will be conducted			
29	Non-compliance with the Indigent policy Contrary to the above (requirement g) during the audit of the indigent debtor, it was	Management did not adequately implement controls to ensure that qualifying criteria relating to indigent debtors is complied with before an	Development of indigent management workflows and approval processes. A segregation of duties process will occur where there is an official that	01-Mar-24	Revenue Manager	Indigent Register files

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	noted that the following debtor did not meet the qualifying criteria to be listed as an indigent debtor as the value of the property exceeds R500 000 and no attestation to that effect by the relevant ward councillor was submitted	indigent status is granted.	checks the indigent application forms that the applicant complies with the policy requirements, the indigent clerk will verify the applications received and make a schedule of all applications received and that are complying with the policy. a senior official, which is the accountant, will review the schedule compiled by the indigent clerk			

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			together with the supporting documents The Revenue manager will be the final approver/signatory of the indigent list a review of all indigent forms included in the current register to ensure that they fully comply with the policy requirements will be conducted			

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30	Completeness of indigent debtors	Inadequate record-keeping systems to ensure that all applications approved are included in the indigent debtors list.	Development of indigent management workflows and approval processes.A segregation of duties process will occur where there is an official that checks the indigent application forms that the applicant complies with the policy requirements, the indigent clerk will verify the applications received and make a schedule of all applications received and that are	01-Mar-24	Revenue Manager/CFO	Indigent Register files

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
			complying with the policy. a senior official, which is the accountant, will review the schedule compiled by the indigent clerk together with the supporting documentsThe Revenue manager will be the final approver/signatory of the indigent list a review of all indigent forms included in the current register to ensure that they fully comply with the policy requirements will be conducted			

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
Human resource management						
31	Completeness of suspension register	Pertinent information relating suspensions was not captured in a manner that support financial reporting	Legal has intervened All suspensions beyond six months have been uplifted to comply with the legislation, the HOD will monitor that the suspension does not go beyond six months.	2024/02/28 2024/02/28 ongoing	Legal Manager	monthly reports
32	Differences between supporting schedules and amount in the AFS The following differences were noted between payroll reports and	Management did not implement adequate controls to ensure that amounts per the financial statements are reconciled to the underlying	Perform reconciliations between payroll system and financial system on a monthly basis.	29-Feb-24	Manager Expenditure	Reconciliation register.

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	financial statements for the year ended 30 June 2023.	records of the municipality				
Cash and cash equivalents						
33	Former employees not removed as bank signatories	There was a lack of adequate preventative controls to ensure that the municipality has and maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and	Amendment of HR exit form to incorporate bank signatories' information. Municipal manager to certify the removal of signatories	30-Apr-24	HR Officer/Human Capital	Amended Exit Form

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		payment of funds.				
Data Migration Review						
34	No business case for the financial, human resources and payroll systems migration may result in project objectives not being achieved	The weaknesses identified were attributed to Endumeni Local Municipality utilising Regulation 32 of the Municipal Finance Management Act (MFMA), to adopt a contract from another municipality without defining clear objectives and justifications which led to	A business case for the ERP Systems currently being developed in accordance with the Corporate Governance of ICT Policy Framework as well as MFMA guiding circulars that guide the implementation of MSCOA. Upon completion the business case will be submitted for approval to the	31-Mar-24	S Buthelezi(IT Manager)	Business Case

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		oversight in following proper governance practices The existing municipality governance framework at the time of project execution did not include a Business Case as a requirement for any IT project	relevant structures			

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35	Terms of Reference of the Project Steering Committee not adequately defined could lead to a lack of oversight and governance resulting in expected project benefits not being realised	The weaknesses identified were attributed to the project being initiated without the involvement of some key stakeholders which resulted in important governance documents to guide the project execution and oversight not being prepared	The Municipality is in the process of procuring a new ERP system and will establish a project steering committee for the project.	31-Mar-24	S Ntombela(Municipal Manager) B Mkhize(CFO) S Buthelezi(IT Manager)	Terms of Reference for Committee
36	Asset management functionality not utilised and leave data not verified prior to migration has resulted in the	The weaknesses identified were attributed to the implementation of systems that are not fit for purpose and adequately cover all the	Management is in the process of procuring a new system and the implementation of the asset management module forms part of the scope of work.	30-Jun-24	S Mpontshane(Asset Manager)	Asset Module on system

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	municipality not fully leveraging off the new finance, human resources and payroll systems implemented	required business processesThe nature of the Regulation 32 of MFMA contract adopted by the municipality was misaligned with the IT systems requirements and needs of the Endumeni Local Municipality operations.				
37	Lack of user acceptance testing and signoffs on the migrated Endumeni Local Municipality finance, human	The weaknesses identified could be attributed to the municipality's failure to follow adequate project governance processes,	Municipality is in the process of procuring a new system and appropriate measures will be taken during migration.	30-Jun-24	Project Steering Committee & MM	Sign-Offs

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	resources and payroll data has led to discrepancies and errors	which require that robust UAT be performed when migration is carried out, and signoffs for migrated records are in place. A court ordered interdict was issued during project execution, which halted some of the work including the adequate testing and signoff for the finance, human resource and payroll systems implemented. Signoffs were				

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		not performed as the Chief Financial Officer who was the Project Sponsor exited the municipality during project execution and no alternate individual was allocated the responsibility of signing off the project data.				
38	Migration deficiencies identified which resulted in completenes s and accuracy issues relating to Endumeni Local Municipality finance,	The weaknesses identified were attributed to the lack of a comprehensive reconciliation and signoff process to test the completeness and accuracy of data as it was being	A stringent sign-off process will be implemented in the upcoming appointment of an ERP System to avoid deficiencies in data between the two systems	30-Jun-24	Project Steering Committee	Sign-Offs

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	human resources and payroll data	moved from the source to the target systems.				
Information Technology Governance						
39	Vacant position within the Information and Communication Technology Services unit may hinder the overall efficiency of the municipality's IT operations	Budget constraints resulted in ICT vacancies not being filled as core business functions had to be prioritised	The vacant positions have been identified as a critical positions to be filled. Once municipal financial standing has stabilized the positions will be filled.	30-Jun-24	Executive Manager: Corporate Services	Appointment Letters

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40	Projects noted in the IT Strategy and 5-Year Plan not implemented in accordance with the defined 2020-2025 implementation schedule may affect achievement of the municipality's business goals and strategic objectives	The IT Steering Committee not meeting during the 2022-23 financial year. The committee could therefore not adequately fulfil its functions which include the following:Prioritising strategies and projects as High, Medium and Low to provide a true indication of areas that need to be addressed first.Take the necessary action to ensure that the ICT Strategic Plan is delivered within	Convene IT Steering Committee meetings or table ICT matters at TMC meetings.Review and submit IT Strategy Plan for adoption Submit budget request for implementation of ICT projects	Quarterly31 March 202431 March 2024	S Ntombela(MM) and S Buthelezi(IT Manager)S Buthelezi(IT Manager)S Buthelezi(IT Manager)	Attendance Register and AgendaItem to IT Steering Committee and CouncilBudget request submission

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		the agreed budget and timeframes.Ens ure the availability of suitable IT resources, skills and infrastructure to meet business objectives as a decision-making body to help set priorities, allocate resources and ensure that IT initiatives were implemented in line with the overall strategic direction of the municipality.				

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
41	Inadequate software license registers may result in the municipality paying for licenses not utilised	The municipality issued 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	Complete rollout of Microsoft Enterprise Agreement by ensuring all devices are enrolled on Microsoft Intune and are upgraded to Windows 10. Manual software register to be updated to include recommended fields which will assist in the monitoring of rollout of licenses.	31 March 2024 29 February 2024	S Buthelezi(IT Manager) S Buthelezi(IT Manager)	Reports from Microsoft Intune Updated Software Register

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		concluded and as a result the software license register was manually compiled and omitted some information.				
42	Return on investment and benefit realisation processes not being formalised hindered management's ability to determine if the expected benefits have been derived from IT investments and spend	The Manager: ICT failing to incorporate ROI and benefit realisation processes into the municipal governance framework when it was being updated. Endumeni Local Municipality utilising Regulation 32 of the	Business cases for ICT initiatives will be developed ICT Project Management Framework will be developed	2024/06/30 30 June 2024	S Buthelezi(IT Manager) S Buthelezi(IT Manager)	Adopted business case Adopted ICT Project Management Framework

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		Municipal Finance Management Act (MFMA), to adopt a contract from another municipality for the implementation of the Munsoft and Payday systems without defining clear objectives and justifications which led to oversight in following proper governance practices.				

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43	Service level agreement for the Traffic Contravention System lacked guidance on required controls which could hinder the municipality's ability to hold the service provider accountable for non-performance	User departments entering into an agreement where the minimum requirements for ICT controls were not specifiedUser departments not considering the key minimum controls regarding security management, user account management, program change management and IT service continuity when the system was initially procured. This	IT will review terms of reference for the traffic management system to be procured to include recommendations and remedy current deficiencies. Municipality to procure new system and enter into new SLA.	31 January 202431 March 2024	S Buthelezi(IT Manager)SCM	Reviewed terms of reference sent to user departmentAppointment of service provider and updated SLA

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		resulted in the municipality implementing a traffic management solution on which IT controls and configurations could not be implemented in alignment with the requirements of the municipality.				
44	Service level agreement with Contour Technology (Pty) Ltd lacks guidance on required controls which could hinder the municipality's ability to hold	The inadequate review and monitoring of the SLA held with Contour Technology (Pty) Ltd resulted in IT control gaps not being identified and corrected in a	New SLA is being drafted with the new appointment of Contour. Previous and current audit findings are being taken into consideration between the Municipality and	31-Jan-24	S Buthelezi(IT Manager) Adv. T Qwabe(Legal Manager) M Masondo(Revenue Manager)	Signed SLA

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	the service provider accountable for non-performance	timely manner During the process of procuring the Contour system and services from Contour Technology (Pty) Ltd, the ICT department was not consulted, which resulted in the user department entering into an agreement where the minimum requirements for IT controls were not specified	Contour, once finalized and agreed upon the SLA will be signed and implemented			

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45	IT Steering Committee failing to convene as required by its terms of reference contributed to delayed progress of key IT initiatives	Non-compliance to the Meeting Schedule section stipulated in the IT TOR for Steering Committee was due to the Manager: ICT not being able to secure availability of key committee members to formulate a quorum.	Convene IT Steering Committee meetings or table ICT matters at TMC meetings. Submit dates for the schedule of Committee meetings	Quarterly 13 November 2023	S Ntombela(MM) and S Buthelezi(IT Manager) S Buthelezi(IT Manager)	Attendance Register and Agenda Submission of dates to Committee Office
Information Technology Controls						

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	Inadequate controls implemented on the SAGE 200 Evolution system may make the municipality susceptible to IT risks	The municipality did not implement and monitor adherence to required controls on the SAGE 200 Evolution system for the 2022-23 financial period as it was in the process of being decommissioned and replaced by a new financial system, Munsoft.	Municipality is in the process of procuring new ERP system where audit findings will be addressed.	31-Mar-24	B Mkhize(CFO) and S Buthelezi(IT Manager)	Appointment Letter

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47	Inadequate controls implemented on the SAGE 300 People system may make the municipality susceptible to IT risks	The municipality did not implement and monitor adherence to required controls on the SAGE 300 People system for the 2022-23 financial period as it was in the process of being decommissioned and replaced by a new human resources and payroll system, Payday.	Municipality is in the process of procuring new ERP system where audit findings will be addressed.	31-Mar-24	B Mkhize(CFO) and S Buthelezi(IT Manager)	Appointment Letter

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
48	Inadequate controls implemented on the Route Master system may make the municipality susceptible to IT risk	The municipality did not implement and monitor adherence to required controls on the Route Master system for the 2022-23 financial period as it was in the process of being decommissioned.	Municipality is in the process of procuring new ERP system where audit findings will be addressed.	31-Mar-24	B Mkhize(CFO) and S Buthelezi(IT Manager)	Appointment Letter
Security Management						
49	IT Systems operating on out of warranty infrastructure makes them susceptible to security vulnerabilities and	The delayed implementation and completion of the Active Directory (AD) Repair project was attributed to budget unavailability at	Municipality is engaging SITA and Microsoft to resolve issues regarding the migration to Azure. Once finalized server workloads will	30-Jun-24	S Buthelezi(IT Manager)	All workstations using Windows 10 and above Active directory migrated to cloud platform

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	becoming unstable	the municipality. This resulted in delayed procurement of the IT equipment needed to replace outdated software and unsupported infrastructure in order to allow them to be decommissioned.	be migrated for active directory.			
50	Inadequate management of network security patches and antivirus processes may render Endumeni Local Municipality	Non-compliance to the IT Manager and Review of Antivirus section requirements of the Antivirus, Firewall and Patch Management Control Policy	Enrol all municipal computers on to Microsoft Intune so the that endpoint security can be monitored.	31-Mar-24	S Buthelezi(IT Manager)	Endpoint Security Report

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	vulnerable to IT security threats	was due to budget unavailability delaying the implementation and completion of the Active Directory (AD) Repair project. This resulted in ICT not being able to implement the MS Intune tool and deploy the latest patches and antivirus definitions to all workstations due to system compatibility challenges on devices that were still running outdated				

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		operating system versions.				
51	Logon violations not monitored for the Windows Active Directory may result in unauthorised access attempts or potential security breaches not being identified	Non-compliance with the User and Administrator Activity Monitoring section stipulated in the User Security Policy was due to the municipality having issued a tender for the appointment of a new Microsoft partner that would provide a tool to assist	Budget submission will be made to procure a Windows Active Directory Monitoring. Once budget is available the tool will be procured and the reports will be extracted and reviewed.	30-Jun-24	S Buthelezi(IT Manager)	Procurement of monitoring tool

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		in extracting reports of user logon violations from the Windows AD. The tender process had however not been concluded and as a result reports were still not available for the Windows AD.				
52	Draft ICT Security Incident Management Procedure Manual may result in delayed response to incidents of security management	The IT Steering Committee not meeting during the 2022-23 financial year resulted in the ICT Security Incident Management Procedure Manual not being reviewed	The document will be submitted as an item to IT Steering Committee or Top Management Committee for approval and thereafter circulated to all	31 January 2024	S Buthelezi(IT Manager)	Approved IT Security Incident Management ProcedureCirculation to all computer users

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		for approval by the Committee.	users for awareness.			
53	inadequate administration and monitoring of the shared Vodacom firewall may result in the municipality being exposed to IT security threats and vulnerabilities	During the process of updating the Antivirus, Firewall and Patch Management Control Policy, ICT management mistakenly overlooked some points in the previous finding, which resulted in not all required information being included	The policy will be reviewed and updated to included omitted information and thereafter be submitted for approval. Engagements with the service provider will be conducted in order to address gaps in SLA performance.	30 June 2024 31 March 2024	S Buthelezi(IT Manager) S Buthelezi(IT Manager)	Council resolution Minutes of meeting

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		The Antivirus, Firewall and Patch Management Control Policy was not submitted in a timely manner to Council for approval. This resulted in the policy not being approved timeously for implementation within the municipality Regular performance meetings were not held with the service provider for evaluation and reporting of the services				

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		received from Vodacom due to them not being scheduled in advance.				
User Access Management						
54	Windows Active Directory not maintaining audit logs could inhibit management's ability to identify user account management actions carried out without authorisation	Non-compliance with the Audit Logging section stipulated in the Activity Monitoring Policy and Procedure was due to the municipality having issued a tender for the appointment of a new Microsoft partner that would provide a tool to assist in extracting	Budget submission will be made to procure a Windows Active Directory Monitoring. Once budget is available the tool will be procured and the reports will be extracted and reviewed.	30-Jun-24	S Buthelezi(IT Manager)	Procurement of monitoring tool

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		user account management information logs from the Windows AD. The tender process had however not been concluded and as a result logs were still not available for the Windows AD.				

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
55	Supporting documentation not completed for user account management activities on the Munsoft and Payday systems could lead to unauthorised and inappropriate accesses being assigned	The Munsoft and Payday system administrators did not ensure compliance with the Endumeni Municipality End User Security Policy sections relating to New User Registration, User Permission/Role Change Request and Password Control. This resulted in required documentation not being verified prior to the user account	Access rights for Finance employees will be reviewed and appropriate rights allocated. Thereafter user management will be conducted from the ICT unit. System Reviews will be conducted to prevent oversight on user account amendments.	30-Jun-24	S Buthelezi(IT Manager)	Systems Review Reports

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		management request being actioned.				
56	Individuals assigned incompatible access permissions on the Munsoft and Payday systems may result in unauthorised access, data manipulation	Non-compliance to the Application User Access Right Assignment, Review of User Access and Permission and User and Administrator Activity Monitoring	Access rights for Finance employees will be reviewed and appropriate rights allocated during implementation of ERP system.Access rights for Finance	30-Jun-24	S Buthelezi(IT Manager)	System Access Rights ReportSystem Access Rights ReportSystem Review Report

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
	or inappropriate transactions being processed	section requirements of the Endumeni Municipality End User Security Policy was noted. This resulted due to the Munsoft and Payday systems being recently implemented and user accounts and permissions were still in the process of being finalised.	employees will be reviewed and appropriate rights allocated during implementation of Prepaid Vending system.System Reviews will be conducted to prevent oversight on user account amendments.			
Information Technology Service Continuity						

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
57	No disaster recovery plan in place could lead to possible data loss and prolonged periods of IT system downtime in the event of a disaster	The project for migration of all IT servers to cloud hosted services and environments was incomplete due to a payment dispute with Microsoft, and this resulted in the documentation of detailed DR processes and testing being delayed.	Municipality is engaging SITA and Microsoft to resolve issues regarding the migration to Azure. Once finalized backup server will be established in Azure. IT DRP will be developed to support disaster recovery infrastructure and submitted for adoption.	31 March 2024 30 June 2024	S Buthelezi(IT Manager)	Cloud server environment established Council Resolution

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
58	Inadequate backup management controls may result in the municipality not being able to rely on backups taken to restore lost or corrupted data	The approval of the IT Backup and Restore Plan was delayed due to the lengthy due diligence process when internal documents are being reviewed and approved. The project for migration of all IT servers to cloud hosted services and environments was incomplete due to a payment dispute with Microsoft, and this resulted in some backup controls being inadequately	The municipality is currently in the process of provisioning cloud storage to store other backups and will compile monthly reports on backups and submit to management for review.	30-Jun-24	S Buthelezi(IT Manager)	Backup Reports

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		implemented An offsite storage facility was not established as a result of budget unavailability				
Program Change Management						
59	Program change logs not available for the Windows Active Directory could lead to unauthorised changes migrated to the production environments going undetected	The Windows Active Directory did not have a built-in function that would allow management to extract the required reports. Once budget is available, the municipality will be able to procure an external tool	Active Directory Monitoring Tool will be procured once budget is available. There after Auditor's recommendation will be implemented. IT Manager will ensure that changes made my system vendors are managed according to	30-Jun-24	S Buthelezi(IT Manager)	Procurement of monitoring tool

NO	DETAILED FINDING AS PER MR	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLAN TO RESOLVE THE FINDING	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM
		that will allow ICT to perform real-time monitoring, user and entity behaviour analytics, and change audit reports	the change management policy whenever the vendor has a change to be implemented.			

11.7.3 KEY CHALLENGES

- Reduction of debt
- Reduce electricity loss
- Non functionality of IGR structure
- Ageing of infrastructure
- Water crisis

11.7.4 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

11.7.5 GOOD GOVERNACE AND PUBLIC PARTICIPATION SWOT ANALYSIS

GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS	
Strengths	Weakness
Public Participation By-laws in place Policies in place Structures IGR Public Private Partnerships	Poor resourcing of OSS structures Lack of capacity to facilitate IGR Poor enforcement of Council By-Laws Poor internal communication
Opportunities	Threats
Enhancing IGR structures Collaborations with institutions of higher learning to enhance good governance Improving relationship with traditional institutions	Non-attendance of Sector Departments to IGR structures Redetermination of municipal boundaries Service delivery protests Security of councillors Non-compliance with Supply

Enhance public participation platforms and methodologies Capacitation of ward committees Partnership with private sector in support of community development initiatives	Chain Management Prescripts Poor customer service Maladministration Land claims against municipal owned land

Table 67 Good Governance and Public Participation SWOT Analysis

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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.

12.1 THE VISION

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

12.2 MISSION

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

12.3 MOTTO

"TOGETHER IN PROSPERITY"

12.4 CORE VALUES



Diagram 5 Core Values

12.5 MUNICIPAL STRATEGIC GOALS

- To promote a democratic and accountable Local Government;

- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote safe and healthy environment.
- To encourage the involvement of communities and community organizations in the matters of Local Government; and
- To advance radical economic development and transformation.

12.6 MUNICIPAL CHALLENGES

Below are some of the challenges which are being experienced by the municipality.

- Electricity theft;
- Non-payment of services (Poor collection levels);
- Limited resource base;
- Unemployment rate;
- Mushrooming informal settlements;
- Lack of proper management of the land reform farms for the intended purpose;
- Poor road infrastructure;
- Aging Hall infrastructure; and
- Poor protection of water sensitive areas.

12.7 KEY DEVELOPMENT PRIORITIES

Key developmental priorities were developed and prioritised which are used as an instrument in order to realise the developmental mandate, and they are as follows in a priority manner:

NO	PRIORITY	SPECIFIC AREA OF INTERVENTION
1.	Electricity	Infrastructure
2.	Water	Infrastructure
3.	Sanitation	Infrastructure
4.	LED (Inclusive Economic Growth)	Economic Development
5.	Human Settlement	Infrastructure
6.	Access Roads	Infrastructure
7.	Special Programmes • Youth Development	Social

	• Women and Children • Arts and Culture • People Living with Disabilities • HIV/Aids • Disaster • Bursaries • Public Participation Programmes • Ward Allocation • Strategic Communication	
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 68 Development priorities

12.8 ENDUMENI MUNICIPALITY GOALS AND OBJECTIVES ARE ALIGNED WITH KZN PGDS

Table 69 Municipal Goals and Objectives

GOALS	OBJECTIVES	STRATEGIES
NATIONAL KPA1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT		
PROVINCIAL GOAL: GOAL 2: BUILD GOVERNMENT CAPACITY.		
MUNICIPAL GOAL: **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	**STRATEGIES**
NATIONAL KPA 2: BASIC SERVICE DELIVERY		
PROVINCIAL GOAL 2: INFRASTURCUTURE DEVELOPMENT		
MUNICIPAL GOAL: **Eradicate backlogs in order to improve access to services and ensure proper**	Improve Basic services delivery	% of MIG Expenditure by 30 June 2024 Number of existing consumer units with access to electricity Number of new consumer units with access to electricity

operations and maintenance		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)**	**IDP STRATEGIES**
NATIONAL KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT		
PROVINCIAL GOAL: GOAL 2 – INCLUSIVE ECONOMIC GROWTH **GOAL 3 – HUMAN AND COMMUNITY DEVELOPMENT**		
MUNICIPAL GOAL: **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 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	**IDP STRATEGIES**
NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT		

PROVINCIAL GOAL 6: GOVERNANCE AND POLICY.		
MUNICIPAL GOAL: **To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems**	Improved budget implementation in the municipality To reduce electricity theft within the Municipal area To ensure effective implementation of billing and customer care through improvement of collection rate	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	**IDP STRATEGIES**
NATIONAL KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION		
PROVINCIAL GOAL 6: GOVERNANCE AND POLICY		
MUNICIPAL GOAL: **Promote a culture of participatory and good governance**	Establish robust structures and processes that facilitate meaningful citizen	Enhancement of Communication Policy Enforcement Communication Plan Development Compliance Measures

	participation in municipal decision-making processes.	

GOALS	OBJECTIVES	IDP STRATEGIES
NATIONAL KPA 6: CROSS CUTTING INTERVENTIONS		
PROVINCIAL GOAL 5 : ENVIRONMENTAL SUSTAINABILITY		
GOAL 7: SPATIAL EQUALITY		
MUNICIPAL GOAL 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 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 Supplementary Valuation Roll adopted by Council Number of Quarterly Land Audit Reports submitted to Council

		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

12.9 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 2024/25 IDP.

IDP / SDBIP NO.	OBJECTIVE	IDP/REF NO	STRATEGIES	REF. NO	INDICATORS	ANNUAL TARGET	Responsible Dept	Budget	Portfolio of Evidence
MT1	Ensure Functional of Performance Management System	MT1.1	Implementation of PMS Policy & Framework	MT1.1.1	Date PMS Framework reviewed and adopted by Council	30-Jun-25	Planning & Economic Development Department	n/a	Council Resolution
				MT1.1.2	No. of Performance Agreements signed for filled positions of the S54/56 posts and and submission to COGTA	6	Planning & Economic Development Department	n/a	Copies of the signed Performance Agreements / Acknowledgement from COGTA
				MT1.1.3	Advertisement of the signed performance agreements	31-Aug-24	Planning & Economic Development Department	n/a	Copy of advert

				MT1.1.4	Date Final 2023/24 Annual Report adopted by Council	31-Mar-25	Planning & Economic Development Department	n/a	Council Resoution
MT2	Improve Institutional and Organisational Capacity	MT2.1	Filling of identified critical posts	MT2.1.1	Date Organizational Structure reviewed and adopted by Council	30-Jun-25	Corporate Services	n/a	Council Resoution
		MT2.2	Submisison of the Employement Equity Plan	MT2.1.2	Date of the Employement Equity Plan prepared and submitted to the Department of Labour	15-Jan-25	Corporate Services	n/a	Proof of submission to Department of labour and Acknowlegment OF Receipt from the Department of Labour
		MT2.3	Adoption of the Skills Development Plan	MT2.2.3	Date WorkPlace Skills Plan adopted by Council	30-Jun-25	Corporate Services	n/a	Council Resolution
MT3		MT3.1	Develop and adopt all HR policies	MT3.1.1	Date all Human Capital policies (Promotion_Transfer,_Secondment and Acting Appointment Policy, Termination of Services Policy, Recruitment and Selection Policy) reviewed and adopted by Council	30-Jun-25	Corporate Services	n/a	Council Resolution

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 by Council (IT Security Policy, IT Governance Framework, IT Resore and Back up Policy)	30-Jun-25	Corporate Services	n/a	Council Resolution
MT5	Effective Labour Relations	MT5.1	Compliance with legal prescripts	MT 5.1.1	Number of monthly reports of legal & litigation register submitted to Portfolio committee	11	Corporate Services	n/a	Minutes of the Corporate Services Portfolio Committee
				MT5.1.2	Number of Monthly report regarding the disciplinary cases submitted to the Portfolio Committee	11	Corporate Services	n/a	Minutes of the Corporate Services Portfolio Committee
BS1	Improve Access to Basic Services	BS1.1	Implementation of Capital projects	BS1.1.1	% of MIG Expenditure by 30 June 2025	100% of MIG Expenditure by 30 June 2025	Technical Services	R 17,155,000.00	Signed Certificate Of Expenditure and Revenue

BS2		BS2.1	Provision of basic services for the benefit of the community	BS2.1.1	Retrofitting Streets, building lights and building inspections around Endumeni Municipal Area	100% of EEDSM Grant Expenditure by 30 June 2025	Technical Services	R 4,000,000.00	Signed Monthly Report by the HOD
				BS2.1.2	% INEP Grant Expenditure by 30 June 2025	100% INEP Grant Expenditureby 30 June 2025	Technical Services	R 9 559 000	Signed Monthly Report by the HOD
				BS2.1.3	m^2 of potholes patching by 30 June 2025	3000 m^2 of potholes patching by 30 June 2025	Technical Services	R 1000.000.00	Signed Monthly report by HOD.
BS3		BS3.1		BS3.1.2	Construction of New Kwa Sithole Gravel Road	5% construction Progress by 30 June 2025	Technical Services	R 770 000	Signed Monthly Report by the HOD
BS4		BS4.1		BS4.1.1	Construction of Sibongile Asphalt Roads	5% construction progress by 30 June 2025	Technical Services	R 1 188 913	Signed Monthly Report by the HOD

		BS4.2		BS4.2.1	Construction of Herodi Gravel Roads	100% completion by 30 June 2025	Technical Services	R 3 034 220	Signed Monthly Report by the HOD
BS5		BS5.1		BS5.1.1	Construction of Dlamini Gravel Road	5% construction progress by 30 June 2025	Technical Services	R 5 655 194	Signed Monthly Report by the HOD
BS6		BS6.1		BS6.1.1	Construction of Marikana Asphalt Road	100% completion by 30 June 2025	Technical Services	R 228 000	Signed Monthly Report by the HOD
BS7		BS7.1		BS7.1.1	Rehabilitation of Sithembile Sports Facility	100% completion by 30 June 2025	Technical Services	R 74 763	Signed Monthly Report by the HOD

BS8		BS8.1		BS81.1.1	Resurfacing of Argyle Street	100% completion by 30 June 2025	Technical Services	R 3 100 000	Signed Monthly Report by the HOD
BS9		BS9.1		BS9.1.1	Refurbishment of Dean Mohamed Lane	100% completion by 30 June 2025	Technical Services	R 1 800 000	Signed Monthly Report by the HOD
BS10		BS10.1		BS10.1.1	Refurbishment of Nyembe Street	100% completion by 30 June 2025	Technical Services	R 1 500 000	Signed Monthly Report by the HOD
		BS11.1		BS11.1.1	Construction of the Glencoe Cemetery	100% completion by 30 June 2025	Technical Services	R 5 346 160	Signed Monthly Report by the HOD

BS11		BS12.1		BS12.1.1	Kunene Craydom Farm Electrification Phase 2	100% completion by 30 June 2025	Technical Services	R 9 559 000	Signed Monthly Report by the HOD
BS12		BS13.1	Ensuring access to refuse removal in all housing units	BS13.1.1	Number of jobs to be created through the implementation of the capital projects by 30 June 2025	70 jobs to be created through the implementation of the capital projects by 30 June 2025	Technical Services	N/A	Spreadsheet of the Jobs Created
BS13		BS14.1	Provision of Free Basic Electricity and refuse removal	BS14.1.1	Percentage to curb electrical losses as per NERSA by 30 June 2025	20% curb of electrical losses by 30 June 2025	Technical Services	N/A	Signed Monthly Report and eletricity statistics spreadsheet
LED1	Enhancement Endumeni Local Economic Development	LED1.1	Provision of support to the local SMMEs / Businesses	LED1.1.1	Review of the Implementation for the LED strategy and adopted by council by 30 June 2025	30-Jun-25	Planning & Economic Development Department	n/a	Council Resolution

				LED1.1.2	Number of support Workshops for the held by 30 June 2025	4	Planning & Economic Development Department	n/a	Attendance Registers
				LED1.1.3	Number of support Workshops for the held by 30 June 2025	4	Planning & Economic Development Department	n/a	Attendance Registers
				LED1.1.4	Land Investment profile prepared and submitted to the EM: PED by 30 June 2025	30-Jun-25	Planning & Economic Development Department	n/a	Land Investment Profile Report and Confirmation of Receipt by the EM: PED
LED 2	Increase of job creation	LED2.1	Create job opportunities	LED 2.1.1	Number of jobs to be created through the implementation of the capital projects by 30 June 2025	100 jobs to be created through the implementation of the capital projects by 30 June 2025	Technical Services	n/a	Spreadsheet of ther Jobs Created

GG 1	Improve functionality of municipal oversight committes	GG1.1	Effective functionality of the Audit Committee	GG1.1.1	Number of Audit/ Performance Audit Committee Meetings held per annum	4	Office of the Municipal Manager	R200.000.00	Minutes / Attendance Registers
		GG1.2	Oversight meetings held per annum	GG1.2.1	Number of the Council Meetings held per annum	4	Corporate Services	n/a	Minutes / Attendance Registers
				GG1.2.2	Number of the ExCo Meetings held per annum	11	Corporate Services	n/a	Minutes / Attendance Registers
				GG1.2.3	Number of MPAC meetings held per annum	4	Corporate Services	n/a	Minutes / Attendance Registers
GG 2	Development of a Credible IDP	GG2.1	IDP Public Participation Process in complaince with legislative requirements	GG2.1.1	No. of IDP & Budget consultative meetings held with the Community, stakeholders and Civic Associations by 31 May 2025	3	Planning & Economic Development Department	R 300,000.00	Agenda / Attendance Register

GG 3	Improve the reporting systems	GG3. 1	Efficient reporting in terms of the MFMA	GG3.1. 1	Date of approval of section 72 report submiited to council	31-Jan-25	Budget and Treasury Office	n/a	Council Resolution
				GG3.1. 2	Number of MFMA Section 71 compliance reports submitted to council	12	Budget and Treasury Office	n/a	Council Resolution
		GG3. 2	Prevention of Unauthorised , Irregular, Fruitless and Wastefull expenditure	GG3.2. 1	Number of SCM quarterly reports submitted to Council (UIFE & deviation register)	4	Budget and Treasury Office	n/a	Council Resolution
		GG3. 3	Compliance with MFMA	GG3.1. 1	Date the 2024/2025 Adjustement Budget adopted by Council	28-Feb-25	Budget and Treasury Office	n/a	Council Resolution
				GG3.1. 2	Date the 2025/2026 Draft Budget approved by Council	31-Mar-25	Budget and Treasury Office	n/a	Council Resolution
				GG3.1. 3	Date the 2025/2026 Final Budget adopted by Council	31-May-25	Budget and Treasury Office	n/a	Council Resolution

FV1	Improved budget implementation in the municipality	FV1.1	Optimize the expenditure of capital budget	FV1.1.1	Percentage of the capital expenditure and budget implementation (actual capital expenditure/budget capital expenditure x 100)	95%	Budget and Treasury Office	n/a	Monthly Expenditure Reports
		FV1.2	Optimize expenditure of operational budget	FV1.2.1	Percentage of the operating expenditure and budget implementation (actual operating expenditure/budget operating x 100)	100%	Budget and Treasury Office	n/a	Monthly Revenue Reports

		FV1.3	Optimize actual service charges and property rates revenue	FV1.3.1	Percentage service charges and property rates revenue buget implementation (actual service charges and property rates revenue/budget service charges and property rates revenue x 100)	100%	Budget and Treasury Office	n/a	Monthly Revenue Reports

FV2	Improved implementation of policies and by-laws	FV1.4	Compliance with the MFMA	FV1.4.1	Review of the budget related policies (Assets management Policy Budget Policy Cash management and Investment Policy Consumer Deposits Policy Contract Management Policy Cost Containment PolicyCredit control and debt collection Policy Indigent Policy Petty Cash Policy Property Rates Policy Subsistence and Travelling Allowance Policy Supply Chain Management PolicyTariffs Policy Travelling Allowance policy UIFW Expenditure Policy Virement Policy), systems and by-laws submitted to Council for adoption	31-May-25	Budget and Treasury Office	n/a	Councl Resolution
FV3	To reduce electricity theft within the Municipal area	FV1.5	Development of multi approach interventions to curb electrical losses	FV1.5.1	Percentage to curb electrical losses as per NERSA by 30 June 2025	20% curb of electrical losses by 30 June 2025	Technical Services	R0,00	Signed Monthly Report by the HOD and Eletricity Statistics Spreadsheet

FV4	To ensure effective implementation of billing and customer care through improvement of collection rate	FV1.6	Effective implementation of billing and customer care through improvement of the debtors collection rate	FV1.6.1	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	n/a	Fnancial System Report

FV5	To achieve profitability and liquidity ratios	FV1.7	To achieve profitability and liquidity ratios	FV1.7.1	Cash/Cost Cverage Ratio	1 - 3 months	Budget and Treasury Office	n/a	Fnancial System Report

				FV1.7.2	Current Ratio	1.5 - 2.1%	Budget and Treasury Office	n/a	FInancial System Report
FV8	To obtain improved Audit Opinion	FV1.8	Annual financial statements sumitted to the AG	FV1.8.1	Audit report from AG obtained	Unqualified Audit report	Budget and Treasury Office	n/a	Audit Report from the Auditor General
				FV1.8.2	Date of submission of annual financial statements to the Auditor General	31-Aug-24	Budget and Treasury Office	n/a	Proof of submission to the Auditor General

FV10	Compliance with the SCM policies	FV1.9	Compliance with the SCM policies	FV1.9.1	Creditors Payment Period	30 days	Budget and Treasury Office	n/a	Montly Payment Register
FV11	Improved Asset Management	FV1.10	Optimize expenditure of asset and risk Management	FV1.10.1	Asset register updated on a monthly basis and report submitted to the CFO	12	Budget and Treasury Office	n/a	Fixed Asset Register
				FV1.10.2	Asset Bi-annual verication conducted twice a year	2 bi annual vericationsconducted	Budget and Treasury Office	n/a	Annual Verification Report
FV12	To ensure sound financial management systems	FV1.11	Compilation of Bank Reconciliations	FV1.11.1	Bank reconciliations completed on a monthly basis	12	Budget and Treasury Office	n/a	Bank Reconciliations Monthly Reports
FV13	To ensure the functionality of the Oversight Committees of Council	FV1.12	Functionality of the Oversight Committees of Council	FV1.12.1	Number SCM quarterly reports and section 52 report submittted to the Council Committtees (ExCo, Council, MPAC and Performance Audit Committee)	4	Budget and Treasury Office	n/a	Minutes of the Council Committees

CC1	Efficient & Credible Strategic & Spatial Municipal Planning	CC1.1	Revision of a Credible Intergrated Developmen t Plan	CC1.1.1	% IDP credibility ranking achieved	85%	Planning and Economic Developm ent Departme nt	n/a	MEC letter; Assessment Outcome
				CC1.1.2	Date IDP, Budget and PMS Process Plan adopted by Council	31-Aug-24	Planning & Economic Developm ent Departme nt	n/a	Council Resolution
				CC1.1.3	Date the 2025/2026 Annual Strategic Planning Session held	31-Mar-25	Planning & Economic Developm ent Departme nt	R 200,000.00	Agenda / Attendance Register
				CC1.1.4	Date Draft 2025/26 IDP Review approved by Council and submitted to COGTA	31-Mar-25	Planning & Economic Developm ent Departme nt	n/a	Council Resolution / Acknoweldgem ent of Receipt from COGTA

				CC1.1.5	Date Final 2025/26 IDP Review adopted by Council and submit to COGTA	30-Jun-25	Planning & Economic Development Department	n/a	Council Resolution / Acknoweldgement of Receipt from COGTA
CC3	Improved Spatial Development Framework	CC2.1	Improve Spatial Development Framework	CC2.1.1	Review of the Spatial Implementation Plan for the Spatial Development Framework and adopted by Council by 30 June 2025	30-Jun-25	Planning & Economic Development Department	n/a	Council Resolution
		CC2.2		CC2.2.1	No of the meetings of the Municipal Planning Tribunal held by 30 June 2025	2	Planning & Economic Development Department	R 100,000.00	Attendance Register / Minutes
CC4	To ensure the functionality of the Municipal Estates Services	CC4.1	Functionality of the Municipal Estates Services	.CC4.1.1	Date Supplementary valuation roll compiled on an annual basis	30-Jun-25	Planning & Economic Development Department	R 1300,000.00	Copy of the Supplementary Valuation roll / Acknowledgement of receipt by the Municipal Manager

Table 70 2024/25 IDP STRATEGIES

SECTION E: STRATEGIC MAPPING

13. SPATIAL DEVELOPMENT FRAMEWORK

13.1 BACKGROUND

Chapter 5 of the Municipal Systems Act (Act No. 32 of 2000) provides for the development of an Integrated Development Plan (IDP), i.e. a five-year strategic development plan. According to Section 26 of the Systems Act (MSA):
"An integrated development plan must reflect—
(e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;"

A Spatial Development Framework (SDF) is a visual presentation that seeks to guide the overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goal and objectives of the municipal IDP, in keeping with the principles for land development. The MSA (Municipal Systems Act) Regulations (Act 32 of 2000) outlines the following specific objectives of an SDF:

- Strategic guidance on the location and nature of development
- Set out basic guidelines for land use management
- Discourage low-density urban sprawl
- Generate social and economic opportunities
- Promote access to opportunities
- Maximize resource efficiency by: (1) protecting sensitive environments, (2)
- protecting productive agricultural land and (3) enhancing the regional identity
- and character

The implementation of a Spatial Development Plan (SDP) is a newly established mechanism that aims to outline the 5-year Spatial Development Plan of the municipality The SDP identifies what needs to be undertaken over the next 5 years (short-term) to ensure that the overall spatial development vision, objectives and strategies of the SDF will eventually be met in the longer term.

To date the municipality has engaged with COGTA to assist in the development of a comprehensive and concise SDP to see the spatial vision of the municipality through. Upon the implementation and adoption of the plan , the municipality will align the document with the SDP and IDP accordingly.

13.2 ENDUMENI SDF 2023/2024

13.2.1 ADOPTION OF SDF

The Department of Agriculture, Rural Development and Land Reform (DALRRD) appointed Tshani Consulting CC to assist the Endumeni Local Municipality to develop the Spatial Development Framework for the Endumeni Local Municipality.

The process was initiated on 23 August 2021, and the Spatial Development Framework was adopted by Council on the 30th of June 2023.

13.2.2 SPATIAL TRANSFORMATION PILLARS

The municipal Spatial Development Framework (SDF) provides a comprehensive strategic framework that outlines the strategic context and guidelines necessary for the development of spatial proposals.

Its primary objective is to delineate the strategic spatial priorities of the municipality. The development strategy encompasses actionable target measures and objectives aimed at directing efforts towards effectively implementing the strategic plan.

It is imperative that the development principles mandated by the Spatial Planning and Land Use Management Act (SPLUMA) serve as the legal foundation guiding a strategic approach to addressing spatial development challenges and capitalizing on opportunities within the jurisdiction of the ELM.

In the development of the Plan the municipality devised an Endumeni SDF vision stating that:

"By 2040 Endumeni LM will be a thriving agricultural hub, which incorporates and supports
Local Economic Development and Tourism, with its diverse and vibrant communities having
access to equitable services"

The Vision was derived and aligned with the NSDF, PSDF and uMzinyathi SDF. Reference can be made in the SDF Annexure attached to the IDP.

Stemming from the vision the SDF detailed 6 core transformation pillars

Figure 52 Spatial Transformation Pillars

1. BASIC NEED	Ensuring availiabilty-acceptalbe level of infrstructr and service delivery
2. SPATIAL TRANSFORMATION	Creating an effiecint and intergrated Human Settelment Patterns in the Endumeni LM
3. LINKAGE AND ACCESS	Well structured road and rail network system to ease movement , to create efficeint and effective links between roads, relevant product and services
4. LAND USE MANAGEMENT	An appropriate LUMS in operation accross the local municipality and security of access to land for development
5. ENVIRONMENT	Adhering to sound environmental practise in line with legislation and protecting environmnentally sensitive ares while considering climate change
6. ECONOMIC GROWTH	Ensuring economic sustainability for the citizens of Endumeni

13.2.3 POLICY CONTEXT

1.2.3.1 Spatial Planning and Land Use Management

The development principles for Endumeni Municipality are informed by the SPLUMA principles as set out in the Act and apply to all stakeholders (government and private sector responsible for the implementation of legislation regulating the use and development of land. The following table illustrates. These principles are detailed in the following table.

SPLUMA PRINCIPLES	APPLICATION TO MUNICIPALITY
Spatial Justice	Integrate Low Income residential areas to high order centres and new economic opportunities in growth area and adjacent to major roads and redressing imbalances with improved infrastructure and new economic opportunities

Spatial Sustainability	Protecting environmentally sensitive areas, coherent and reinforcing infrastructure, protecting agriculture potential areas and upgrade residential areas with appropriate infrastructure
Efficiency	Intensity of development on the periphery of CBD, adjacent major nodes, limited mixed-use activity spines between focus points, new and Infill development focused to create coherent system, mainly in urban and peri-urban areas
Spatial resilience	Planning of Industrial Sector in such a manner that they are more resilient to the fluctuating economic sphere
Good Governance	Alignment of programmes with sector departments, facilitating processes which deal with Development Applications from lodgement to decision making by MPTs and Authorized Officers and Appeal process within the legislated timeframes

1.2.3.2 Provincial SDF

The global agenda and policy principles underlying planning for efficient use of land and planning for choice and quality of life are summarised hereunder. At the provincial level, KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS), Provincial Spatial Development Framework principles have also been aligned with national and provincial legislation, policies and strategies.

The KZN Provincial Executive Council adopted the Provincial Spatial Development Framework on the 22 June 2022. A series of intervention areas were identified in the PSDF which include various spatial elements within our municipal area .

These key elements have been highlighted below:

a. PSDF Provincial Node

Towns are identified as those formal towns where a formal and established structure and commercial component is already present, together with associated higher order social facilities.

Towns are furthermore located at noticeable access points (e.g., Greytown, Estcourt, Ixopo) or at frontier points servicing as important border towns (e.g. Pongola, Kokstad, Bergville).

Although these nodes are not envisaged to makes a similar contribution to the provincial economy as the Regional Development Anchors might, the Towns are important points for the transformation of the province and provide a vital distribution and support function to the Small Towns and other lower order nodes. Dundee has been identified as on of those towns.

b. Sustainable And Integrated Human Settlement

The PGDS (2016) identifies the promotion of sustainable human settlement as a strategic objective.
Similarly, the PGDS (2020 Review, draft document) identifies "Spatial integration, human settlements and local government" as one of the five Provincial Strategic Priorities, with an intended impact being 'Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities'.

Focus Area Identified (Provincial Master Spatial Plan)

· **Primary**: eThekwini

· **Secondary**: Pietermaritzburg; Port Shepstone-Margate; Richards Bay/Empangeni; Newcastle/Dannhauser

· **Tertiary**: KwaDukuza; Pongola; Vryheid; **Dundee**; Ulundi; Howick; Umzinto/Scottburg; Kokstad; Escourt; Ladysmith; Ixopo; Hibberdene

· Quaternary: Utrech trecht; Maphumulo; Nongoma; Weenen; Jozini; Mkuze; Paulpietersburg; Nqutu; Hlabisa; Melmoth; Eshowe; Richmond; Mooiriver; Greytown;

c. Rapid Population Growth

The PSDF has projected a list of KZN local municipalities which are anticipated to have the fastest rates of population increase.

The list included Endumeni, Greater Kokstad, uMhlathuze, The Msunduzi, KwaDukuza and uMngeni LMs, KwaDukuza and uMngeni LMs

This is in fact true when observing the current population growth as shown below.

	Census 2011 Population	Census 2016 Population	Census 2022 Population
Endumeni	64 862	76 639	**100 085**

d. Sector Analysis of the KZN Economy

The role of small towns has become an increasingly important aspect of policy consideration. The economic potential of former mining areas (Dannhauser, **Glencoe**, etc), towns in agricultural regions (Louwsburg, Ixopo, etc) and towns in rural settlements (Nongoma, Nquthu, Manguzi, etc) is an important point of consideration

e. Railway

The province has six main freight rails transporting imported goods from the harbour and export goods to the harbour. The main lines are Durban-Empangeni-Golela (and Swaziland) Secondary Main Line; Durban-Kelso-Port Shepstone-Simuma Secondary Main Line; Durban-Ladysmith-Volksrust (and beyond to Union in Gauteng); Glencoe-Dundee-Vryheid Main Line; Ladysmith-Van Reenen (and the Free State) Main Line; and Richards Bay-Vryheid East-Piet Retief-Ermelo (the coal line).

f. Transport and logistics infrastructure

The importance of transport and logistics infrastructure are noted as some of the building blocks of social and economic development. As such, sustained and focussed investment in national and international routes and railway lines (freight

and passenger), international and national airports, border posts and harbours are critical.

The upgrading and investment strategies and plans pertaining to the following cross border transport and logistics infrastructure are noted and the reinforcement and strengthening of transport corridors are proposed. These would include and relate to the following:

Rail corridors and linkages include the Durban - Free State – Gauteng rail corridor (includes the Natal Corridor mainline (NATCOR) from City Deep/Kascon to Durban Port).
It also includes an inter-provincial feeder line from Kroonstad to Ladysmith(Danskraal yard) via Harrismith and the Vryheid to **Glencoe** line from northern KwaZulu Natal.

g. Service Points

Wasbank has been identified as a proposed rural service points. The area is envisaged to serves as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets.

13.2.4 STRUCTURING ELEMENTS

To plan efficiently, there needs to be a focus on investing resources in areas of opportunity to create maximum impact. There needs to be certain structuring elements to give guidance to develop and spatial planning.

For the Endumeni Local Municipal Spatial Development Framework, there are Spatial Structuring Elements that can guide spatial development and decision-making in the municipality. These are broken down in the section below.

The spatial framework is developed though an interconnected set of nodes, networks, and surfaces. The crux of development in this system is the movement of people, goods and services that produces the basic impetus for developing functional relationships between otherwise independent and unrelated elements.

Figure 53 Node Typologies

TYPOLOGY OF SETTLEMENTS / NODES		
TYPE	LOCATION	FUNCTION OF SETTLEMENTS AND ASSOCIATED TYPICAL LAND USES
Primary Node	Dundee/ Glencoe	• Economic center that serves the entire municipal area • Centre for the coordination of delivery of services to the local communities • Seat for the local municipality offices. Location of decentralized government offices

Community Development Node	Wasbank/ Sibongile	• Location of economic activities that serve the surrounding communities • Cluster of public facilities serving the surrounding communities • Ward councilors satellite offices
Future Long-Term Node	Tayside/ Dejagersdrift	• Small local shops and farmstalls • Mobile facilities (health, pension, payout points etc.).
Rural Service Node	Van Rooyen/ Malonjeni/ Witbank/ Sunnyside/ Uithoek/ Kwathelaphi	• Local convenient shops and manufacturing activities • Small centers will serve as location points for community facilities
Tourism Node	Battlefield	• Provides tourism related services and facilities

Figure 54 Corridor Typologies

CORRIDOR TYPE	LOCATION
Primary Corridor	N11
Secondary Corridor	R33 and R621
Tertiary Corridor	R33 (Dundee to Wasbank), R33 to Vryheid
Tourism Corridor	R33
Coal Corridor	(Dundee to Nyanyadu) via R33
Agriculture Corridor	(South to Msinga) R33

13.3 DUNDEE TOWN

13.1.1 LOCALITY

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.

14.1.2 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 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.

14.1.3 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.

14.1.4 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.

14.1.5 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.

14.1.6 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.

13.4 GLENCOE TOWN

13.4.1 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.

14.2.3 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.

14.3.4 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.

14.4.4 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.

14.4.5 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.

13.5 WASBANK TOWN

13.5.1 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.

13.5.2 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.

13.5.3 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.

13.5.4 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.

13.5.5 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.

13.5.6 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.

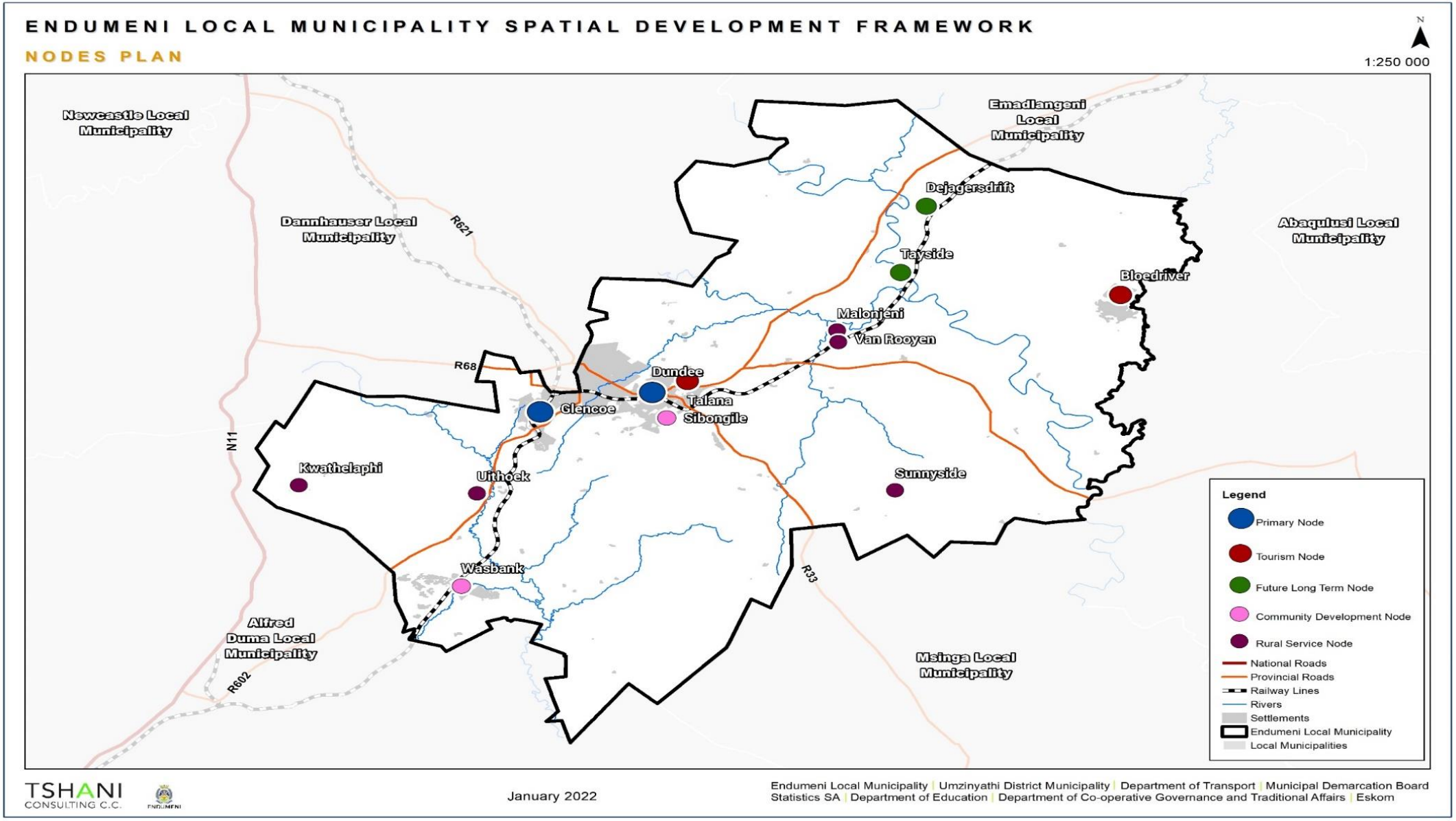


Figure 55 SDF Focus Areas

14 LAND USE SCHEME

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 initiated the development of a comprehensive land use management scheme covering its entire jurisdiction. As part of this scheme, the municipality has placed emphasis on incorporating more inclusive zones through overlays. These zones are designed to accommodate the envisioned six core transformation pillars while also ensuring that historically disadvantaged areas are adequately represented and provided with opportunities to participate in the municipality's jurisdictional area.
These include;

1. Critical Biodiversity Areas

- Restrict Certain Types of Development

2. Heritage Areas

- Restrict Certain Types of Development

3. Student Accommodation

- Earmark Areas for Student Accommodation

4. Economic Development and Support Areas:

- Reduces Application/ Land Development Processes for Economic Development in Townships and Informal Settlements
- Promotes Small Scale Economic/ Low Impact Activities

5. Rural Service Center Nodes/ 6. Future Long-Term Nodes/ 7. Tourism Nodes

- Reduces Application/ Land Development Processes for Economic Development in Identified Nodes (SDF)
- Promotes Certain Types of Development / Economic Activities

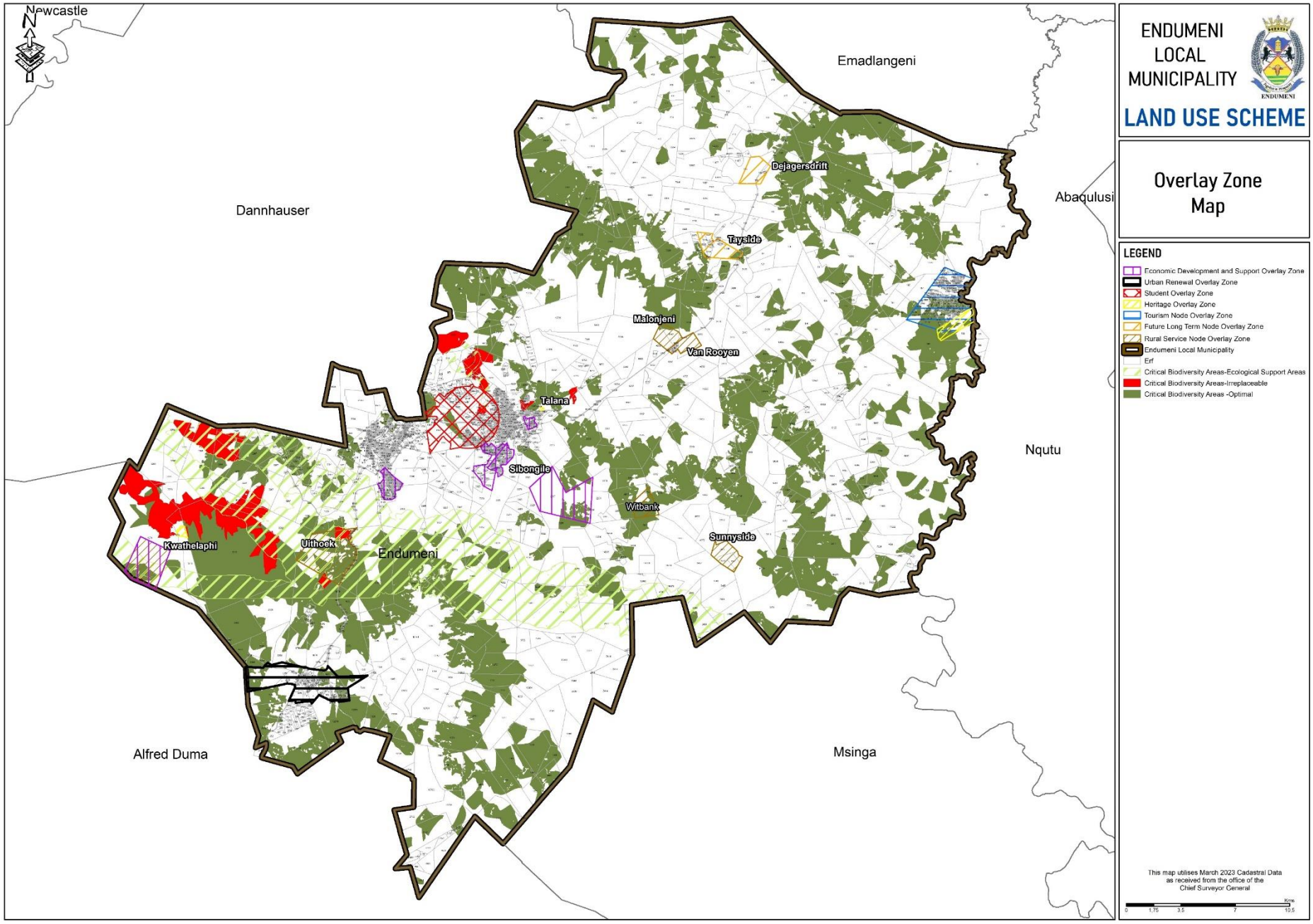
6. Urban Renewal

- Promote economic development Wasbank

7. Agricultural Land Potential

- Guideline for locating suitable locations for non-agricultural activities on Agricultural Zoned properties.

Figure 56 Proposed Overlay Zones



15. LAND GOVERNANCE

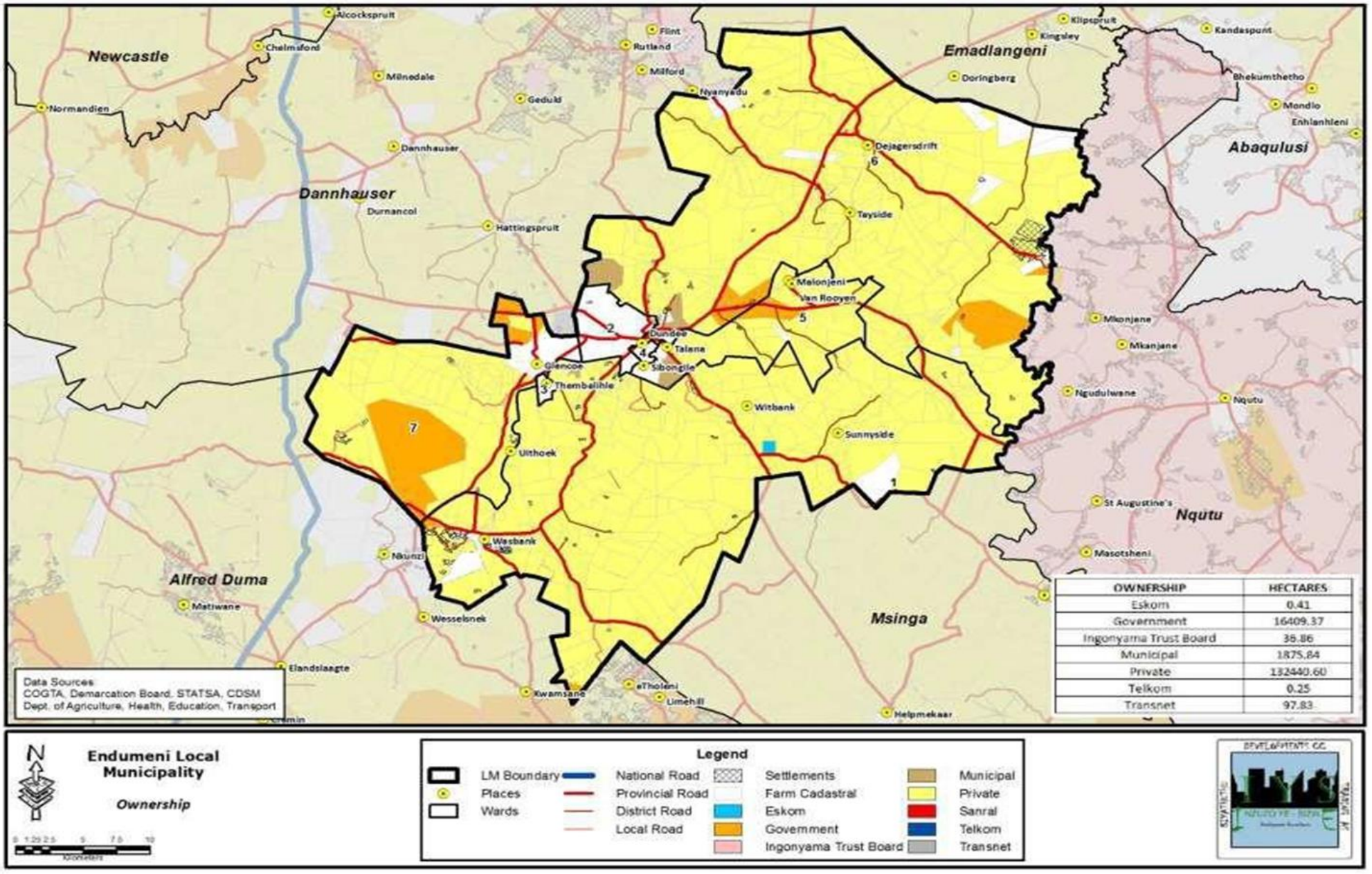
Land ownership within Endumeni is diverse but the dominant owner is Private Ownership (88%). This is followed by Government (11%), Municipal (1,2%) and Transnet (0,1%). The other minimal landowners are Transnet and Telkom.

There is **no Ingonyama Trust** land nor **traditional authority** within the municipal jurisdiction area.

CODE	COUNT	CATEGORY DESCRIPTION
AGA	57	Agricultural Properties
BUS	8	Bus and Commercial
IND	5	Industrial
MUN	17	Municipal
RES	131	Residential
VP	8	Vacant
TOTAL	226	

15.1.1 OWNERSHIP

In terms of ownership, **43%** of households in Endumeni are owned and fully paid off. This percentage is much lower than the district **(55%)** and the province **(62%).** It is worth noting that Endumeni has a reasonable percentage of social housing compared to the district and the province.



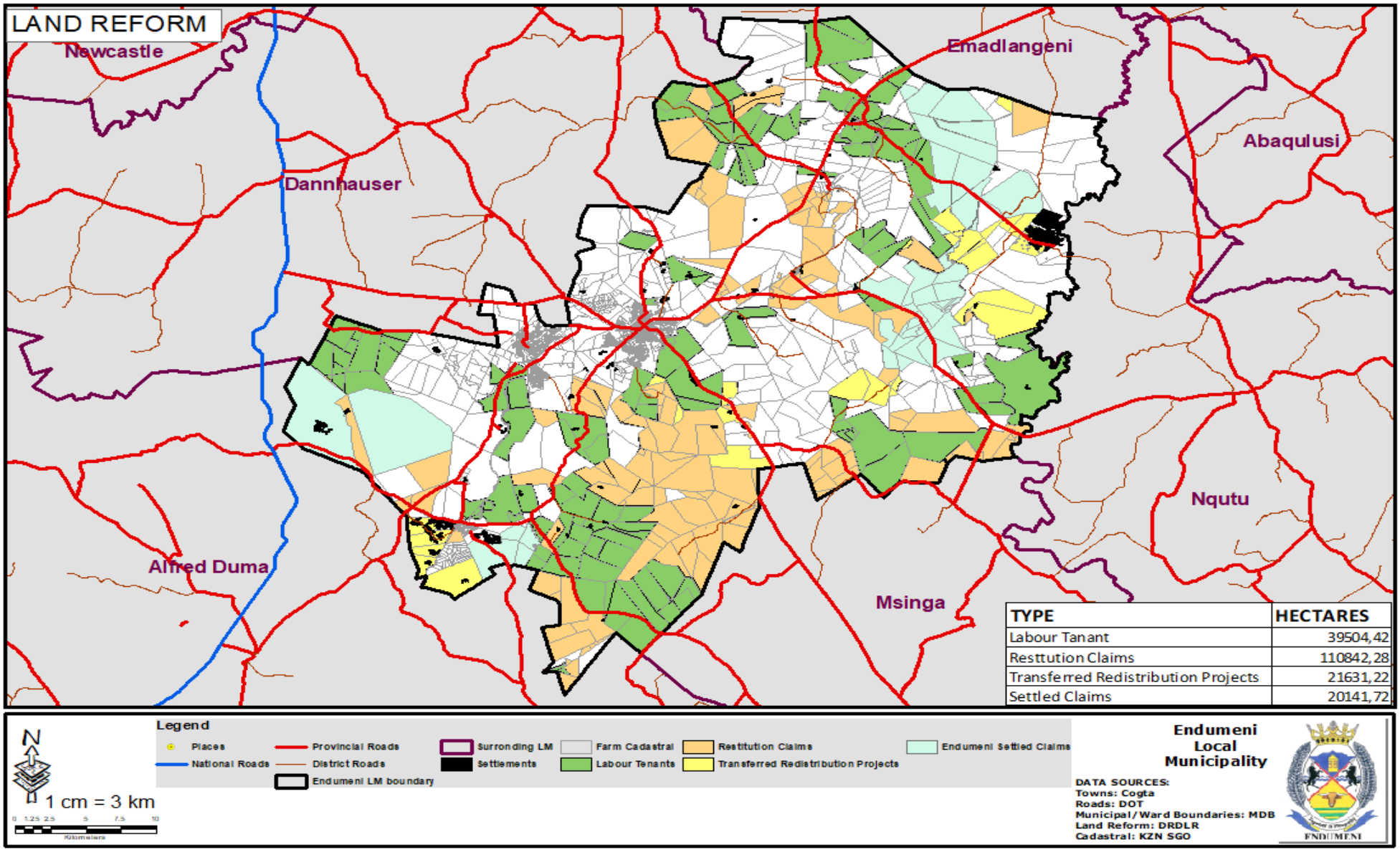
Map 62 Land Ownership Map

16. 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.



Map 63 Land reform

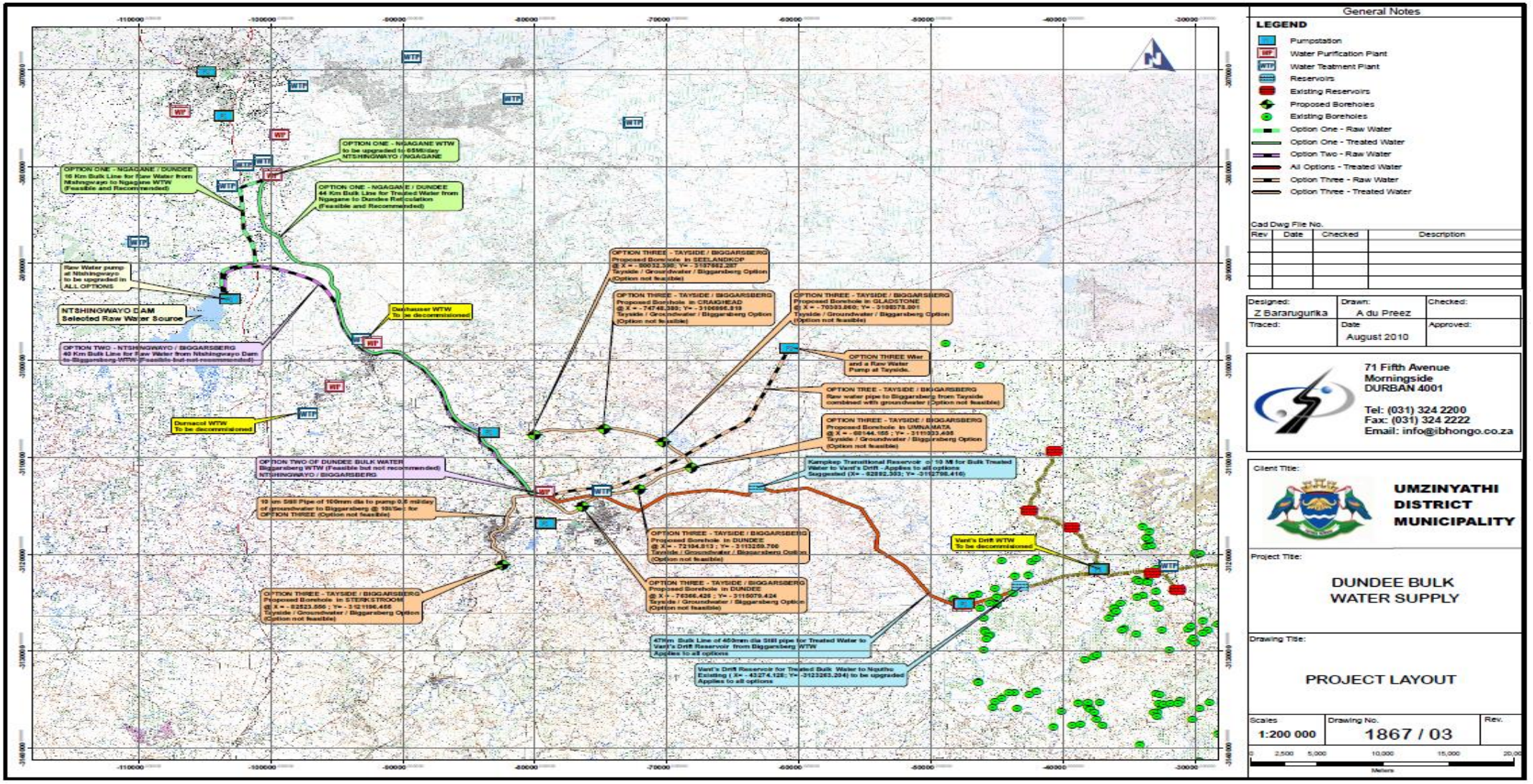
17. WATER AND SANITATION

Water and sanitation continue to represent significant challenges within the district. This critical backlog persists, particularly as these functions fall under the jurisdiction of the district municipality. Efforts have been made to address this issue by engaging with the municipality regarding pipeline projects that have been delayed or neglected due to water and sanitation constraints.

The district has recognized the importance of addressing this pressing issue and has allocated a budget for catalytic projects aimed at improving water and sanitation infrastructure. The table below outlines the specific projects and their allocated budgets:

SUMMARY ON ON-GOING PROJECTS FROM MIG 2022/23					
WARDS / VILLAGES	PROJECT NAME	PROJECT DESCRIPTION AND SCOPE	BUDGET ALLOCATION	PROJECT DURATION	STATUS
Ruigerfontein and Kunene Farm	Ruigerfontein Extension and Kunene Farm Water Supply	400 yard taps at Kunene Farm 177 yard taps at Ruigtefontein	R26 047 226.05	June 2021-Oct2022	30 %
SUMMARY ON-GOING PROJECTS – WSIG FROM 2023/24					
ALL WARDS	Tayside High Lift Pumps Station Upgrade and Rising Main Refurbishment	Refurbishment of rising main and High Lift Pumps Upgrade	R36 498 520.00	May 2021 to June 2022	42 %
	Endumeni Sanitation	Construction of VIP toilets in all rural wards	R36 170 145,00	Jan 2023 – Dec 2023	90 %

addition to the table above, the District has noted that they have planned a Biggersberg Water Treatment works. The project is in place and the District has done an assessment and pricing – waiting for the adjudication process to go ahead.



Map 4 Planned Projects – Dundee Bulk

18. ROADS NETWORKS

The Municipality has a well-developed road network on a district, and local scale, but the condition of most of the local roads are poor, and access is problematic in wet conditions.

The distribution and capacity of infrastructure is an imperative framework for sustaining development and the manner and spatial location of infrastructure investment influences the response of development. In many instances, the scatter and sprawl development at low densities has led to expensive provision of infrastructural facilities.

This Section summarises the infrastructure characteristics of the Endumeni Municipality and describes their distribution to assist with assessing alignment between development trends and infrastructure programmes.

The following primary and secondary transportation routes are aligned through the Endumeni Local Municipality Area:

- The N11 corridor that runs through past the municipality on the western edge of the municipality connects Endumeni to Newcastle to the North and Ladysmith to the South.
- The R33 which links the Endumeni Municipality to Tugela Ferry and Greytown to the South
- The R33 also links Endumeni to Vryheid towards the Northeast
- These roads play an important transport route from both transportation and an economic development perspective.
- There are several Unnamed roads that link the major towns to the rest of the Municipality.
- Other than the above, the municipal area is crisscrossed by several traffic routes, often in a poor condition and making effective transportation problematical.
- Lowest in the ranking of transportation routes are the so-called agricultural roads which provide access to agricultural crops and link with the existing road network.
- There are also unnamed roads that connect the main towns of Endumeni to the surrounding local municipalities, such as the road that connects Wasbank to the town of Helpmekaar which is in the Msinga Local Municipality.

The following projects have been additionally added for the 2024/25 FY for roads infrastructure;

Name of the Project	Ward	Amount
Construction of New Kwa Sithole Gravel road in (ward 1)	1	770 000,00
Construction of Sibongile Asphalt Roads in (Ward 4)	1	1 188 912,88
Construction of Herodi Gravel Roads in (Ward 1)	1	3 034 219,89
Construction of Dlamini Gravel Road in (Ward 4)	1	5 655 194.42
Asphalt Road (Ward 3)	1	228 000.00
Rehabilitation of Sithembile Sports Facility (Ward 3)	1	74 762.50
Glencoe Cemetery (Ward 7)	1	5 346 160,31
PMU (5% top slice)	1	857 750,00
2024/25 FY MIG BUGDET		**17 155 000,00**

No	Disaster Recovery Projects	Wards	Allocation
1.	Resurfacing of Argyle Street	2	3 100 000.00
2.	Refurbishment of Dean Mohamed Lane	4	1 800 000.00
3.	Refurbishment of Nyembe Street	5	1 507 000.00
	TOTAL		**6 407 000.00**

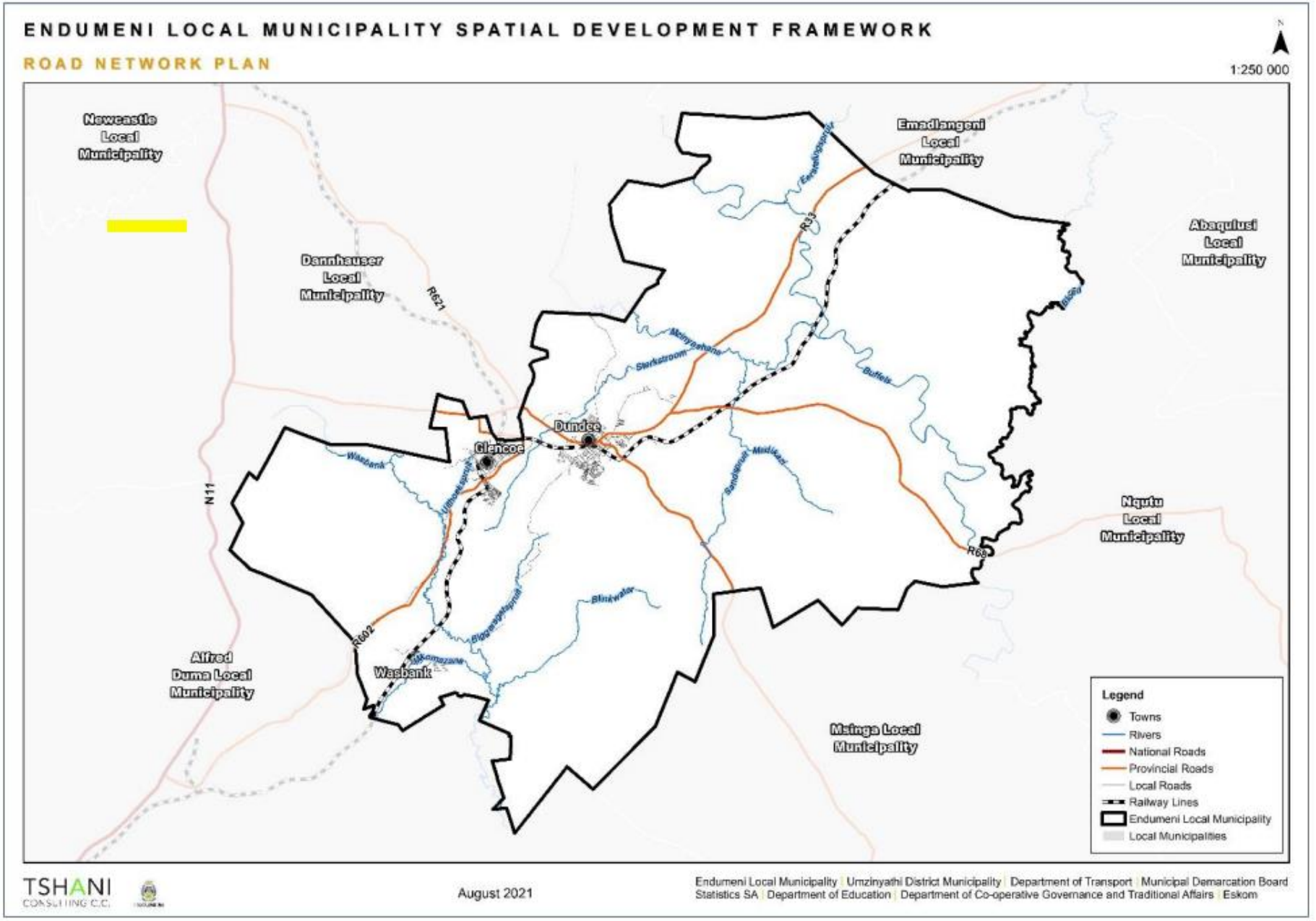


Figure 60 Road Network

19. ELECTRICITY PROVISION

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 recently developed a draft Electricity Sector
Plan which was tabled to Council on the 24 May 2016, 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 several 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.

79.1% of households have electrical connections while 20,9% have no connections and form part of the current 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.

As previously discussed under section 4, KPA Basic service delivery, of this document, the Endumeni Local Municipality has an Master electrical plan devised to addresses the electrical backlog resulting in poor implementation of projects.

In addition to the existing projects to be implemented, an additional infrastructure project has been added to assist in the electrification of settlement within the following areas:

Name Of The Project	Quantity	Amount
Kunene Craydom Farm Electrification Phase 2 (Ward 7)	403 Connections	9 559 000,00
2024/25 FY INEP GRANT BUGDET		**9 559 000,00**
Energy Efficiency Grant Project		
Retrofitting Streets, building lights and building inspections around Endumeni LM area.	Ward 1,3 and 6	4 000 000, 00
		4 000 000.00

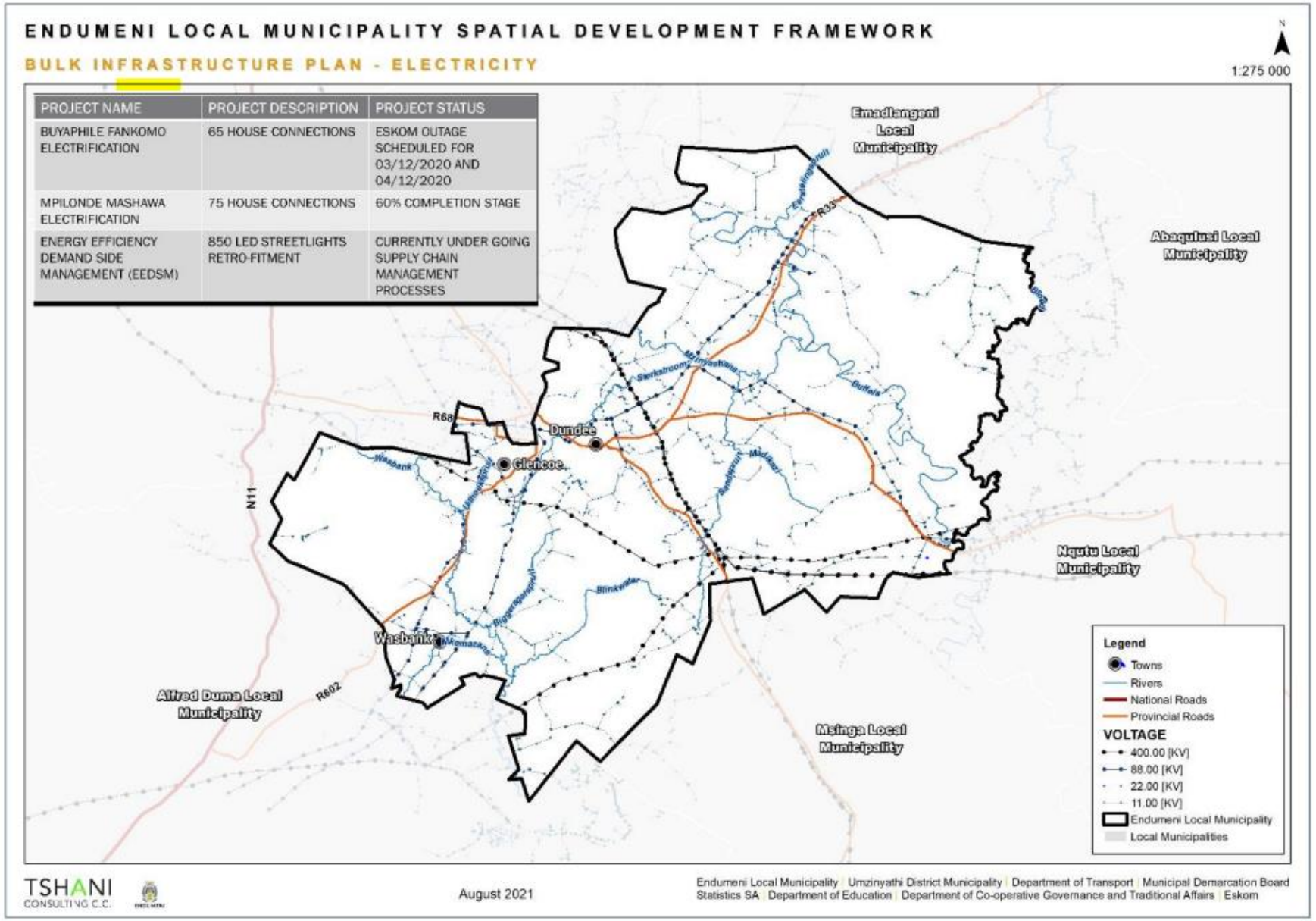


Figure 61 Electrical Bulk Infrastructure Plans

20. 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 a KwaZulu 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.

21. 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.

SECTION E.2 IMPLEMENTATION PLAN

22. 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	KEY PERFORMANCE AREA	GOAL	OBJECTIVE	REF No.	STRATEGY	REF No.	KPI	BASELINE	MTEF					BUDGET (R)	Responsible department
									2024/25	2025/26	2026/27	2027/28	2028/29		
Municipal Transformation and Institutional Development															
Inadequate Skills development	**Municipal Transformation and Institutional Development.**	Ensure the review and adoption of municipal organogram before the 30 June 2022	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-2024	30-June-2025	30-June-2026	30-June-2027	30-June-2028	30-June-2029	N/A	Planning Economic Development
						MT1.1.2	No. of performance agreements signed for filled positions of s54/56 posts	6	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-2024	31-Aug-2024	31-Aug-2025	31-Aug-2026	31-Aug-2027	31-Aug-2026	N/A	Planning Economic Development

						MT1.1.4	Date Final 2023/24 Annual Report Adopted	31-March-2024	31-March-2024	31-March-2025	31-March-2026	31-March-2026	31-March-2027	N/A	Planning Economic Development
			Improve Institutional and organisational Capacity	MT2.1	Filling of identified critical posts	MT2.1.1	Date organisational structure review and adopted	30 June 2024	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-28	30-Jun-29	N/A	Corporate Services
				MT2.2	Submission of the Employment Equity Plan	MT2.2.2	Date of the Employment Equity Plans to be submitted to the Department of Labour	15 Jan 2024	30-Jqn--25	30-Jun-26	30-Jun-27	30-Jun-28	30-June-29	N/A	Corporate Services
				MT2.3	Skills development Plan adopted and implemented	MT2.2.3	Date Skills Development Plan adopted	30 June 2024	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-28	30-Jun-29	N/A	Corporate Services
		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 all Human Capital policies (Promotion_Transfer,_Secondment and Acting Appointment Policy, Termination of Services Policy, Recruitment and Selection Policy) reviewed and adopted by Council	30 Jun-2024	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-28	30-Jun-29	N/A	Corporate Services

Limited access to the municipality ICT system			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-2024	30-Jun-2025	30-Jun-2026	30-Jun-2027	30-Jun-2028	30-Jun-2029	N/A	Corporate Services
			Effective Labour Relations	MT5.1	Compliance with legal prescripts	MT5.1.1	Number of monthly reports legal and litigation register submitted to Portfolio Committee	11	11	11	11	11	11	N/A	Corporate Services
						MT5.1.2	Number of monthly report Disciplinary cases submitted to Portfolio	11	11	11	11	11	11	N/A	Corporate Services
BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
Lengthy project implementation to due lack of misalignment of projects and funds	**BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT**	Eradication of service delivery backlogs and improve access to basic services	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%	R 17,155,000.00	Technical Services
				BS2.1	Enduring consumers have access to electricity	BS2.1.1	Retrofitting Streets, building lights and building inspections around Endumeni Municipal Area	1 00	100	100	100	100	100	R 4,000,000.00	Technical Services
						BS2.1.2	100% of INEP Expenditure by 30 June 2024	100%	100&	100%	100%	100%	100%	R 9 559 000	Technical Services

Ageing of infrastructure				BS3.1	Maintenance of infrastructure	BS2.1.3	m² of potholes patching by 30 June 2024	1250 m²	2100m²	2100 m²	2100 m²	2100 m²	2100 m²	R 1000.000.00	Technical Services
				BS 3.2	Ensuring customers have access to dignified burial facility	BS3.1.2	Construction of New Kwa Sithole Gravel Road	5%	100%	100%	100%	100%	100%	R 770 000	Technical Services
				BS4.1	Ensuring access to refuse removal in all housing units	BS4.1.1	Construction of Sibongile Asphalt Roads	5%	146424	14642 4	14642 4	146424	14642 4	R 1 188 913	Community Services
						BS4.2.1	Construction of Herodi Gravel Roads	100%	6768	6768	6768	6768	6768	R 3 034 220	Community Services
				BS4.2	Upkeep of the municipal facilities through provision of maintenance	BS5.1.1	Construction of Dlamini Gravel Road	5%	12	12	12	12	12	R 5 655 194	Community Service
						BS6.1.1	Construction of Marikana Asphalt Road	100%	12	12	12	12	12	R 228 000	Community Service
						BS7.1.1	Rehabilitation of Sithembile Sports Facility	100%	20	20	20	20	20	R 74 763	Community Service

				BS8.1		BS8.1.1	Resurfacing of Argyle Street	100%	12	12	12	12	12	R 3 100 000	Community Services
				BS5.1		BS9.1.1	Refurbishment of Dean Mohamed Lane	100%	31-May-2025	31-May-2026	31-May-2027	31-May-2028	31-May-2029	R 1 800 000	Budget and treasury Office
						BS10.1.1	Refurbishment of Nyembe Street	100%	2000	2000	2000	2000	2000	R 1 500 000	Budget and treasury Office
				BS6.1		BS11.1.1	Construction of the Glencoe Cemetery Kunene	60% Completion	31 Mar-2025	31 Mar-2026	31 Mar-2027	31 Mar-2028	31 Mar-2029	R 5 346 160	Planning Economic Development
						BS12.1.1	Kunene Craydom Farm Electrification Phase 2	100%	31 Mar-2025	31 Mar-2026	31 Mar-2027	31 Mar-2028	31 Mar-2029	R 9 559 000	
						BS13.1.1	Number of jobs to be created through the implementation of the capital projects by 30 June 2025	100%	100%	100%	100%	100%	100%	N/A	Planning Economic Development
						BS 14.1.1	Percentage to curb electrical losses as per NERSA by 30 June 2025	25%	22	22	22	22	22	N/A	Technical Services
LOCAL ECONOMIC DEVELOPMENT															

Lack of initiative to attract more investors within the area	**LOCAL ECONOMIC DEVELOPMENT**	Economically viable municipality prominent in investment and job creation	Enhancement of Endumeni Local Economic Development	LED1.1	Support of local businesses	LED1.1.1	Review of the Implementation for the LED strategy and adopted by council by 30 June 2022	30 June 25	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-28	30-Jun-29	N/a	Planning Economic Development
						LED1.1.3	Number of support Workshops for held by 30 June 2025	4	4	4	4	4	4	N/a	Planning Economic Development
						LED1.1.4	Land Investment profile prepared and submitted to the EM: PED by 30 June 2023	30-June-24	30-Jun-2025	30-Jun-2026	30-Jun-2027	30-Jun-2028	30-Jun-2029	N/a	Planning Economic Development
				LED2.1	Creation of job opportunities	LED2.1.1	Number of jobs created capital project by 30 June 2024	60	60	60	60	60	60	N/a	Technical Services
GOOD GOVERNANCE AND PUBLIC PARTICIPATION															
Inadequate infrastructure and capacity within the organization to effectively manage and enforce regulations, facilitate inter-governmental relations, and ensure efficient	**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	R200.000.00	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
						GG1.2.2	Number of Exco meeting Held	11	11	11	11	11	11	N/a	Corporate Services
						GG1.2.3	Number of MPAC meetings held per annum	4	4	4	4	4	4	N/a	Corporate Services
			Develop a credible IDP	GG2.1		GG2.1.1	No. IDP/Budget Consultative meetings held with the community,	7	7	7	7	7	7	R 300,000.00	Planning Economic Development

internal communication.							stakeholders, and Civic Association								
			Improving reporting systems	GG3.1	Efficient reporting in terms of MFMA	GG3.1.1	Date of approval of Section 72 report submitted to Portfolio Committee	31-Jan-2024	31-Jan-2025	31-Jan-2026	31-Jan-2027	31-Jan-2028	31-Jan-2029	N/a	Budget and treasury Office
						GG3.1.2	Number of MFMA Section 71 compliance report submitted to Portfolio	12	12	12	12	12	12	N/a	Budget and treasury Office
				GG3.2	Prevention of Unauthorised, Irregular, Fruitless and Wasteful expenditure	GG3.2.2	Number of SCM quarterly reports submitted to Portfolio Committee	4	4	4	4	4	4	N/a	Budget and treasury Office
				GG3.3	Compliance with MFMA	GG3.1.1	Date of 2024/2025 Adjustment Budget approved by Council	28-Feb-24	28-Feb-25	28-Feb-26	28-Feb-27	28-Feb-28	28-Feb-29	N/a	Budget and treasury Office
						GG3.1.2	Date the 2025/2026 Draft Budget approved by Council	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	31-Mar-28	31-Mar-29	N/a	Budget and treasury Office

						GG3.1.3	Date of 2023/2024 Final Budget adopted by Council	31-May-24	31-May-25	31-May-26	31-May-27	31-May-27	31-May-27	N/a	Budget and treasury Office
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
Lack of implementation of financial management policies, procedure and systems.	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)	95%	95%	95%	95%	95%	95%	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%	20%	40%	65%	100%	N/A	Budget and treasury Office
				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)	82%	100%	15%	50%	45%	100%	N/A	Budget and treasury Office

			Improved implementation of policies and by-laws	FV1.4	Compliance with MFMA	FV1.4.1	Review and implementation of debt-collection policies, systems and by-laws and submitted to Council	31-Mar-2024	31-Mar-2025	31-Mar-2026	31-Mar-2027	31-Mar-2028	31-Mar-2029	R0.0	Budget and treasury Office
			To reduce electricity theft within Endumeni Municipality	FV5.1	Development of multi-approach interventions to curb electrical losses	FV1.5.1	12%to curb electrical losses as per NERSA by 30 June 2025	20%	32%	25%	25%	25%	20%	N/a	Budget and treasury Office
			To ensure effective implementation of billing and customer care through improvement of collection rate	FV6.1	Effective implementation of billing and customer care through improvement of the debtor's collection rate	FV1.6.1	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.	98%	80% - 95%	80% - 95% Collection Rate	80% - 95% Collection Rate	80% - 95% Collection Rate	80% - 95% Collection Rate	N/a	Budget and Treasury Office

			To achieve profitability and liquidity ratios	FV1.7	To achieve profitability and liquidity ratios	FV1.7.1	Cash/Cost coverage ratio	0,55	1 - 3 months	1 - 3 months	1 - 3 months	1 - 3 months	1 - 3 months	N/A	Budget and Treasury Office
						FV1.7.2	Current Ratio	1.5 - 2.1%	1.5 - 2.1%	1.5 - 2.1%	1.5 - 2.1%	1.5 - 2.1%	1.5 - 2.1%	N/A	Budget and Treasury Office
			To obtain improved Audit Opinion	FV8.1	Annual Financial Statements submitted to AG	FV1.8.2	Date of submission of Annual Financial Statements to Auditor General	31-Aug-23	31-Aug-25	31-Aug-26	31-Aug-27	31-Aug-28	31-Aug-29	N/A	Budget and Treasury Office
					Improved Audit Opinion	FV1.8.1	Audit report from AG obtained	Qualified Audit report	Audit report	Audit report	Audit report	Audit report	Audit report	N/A	Budget and Treasury Office
			Improve asset management	FV9.1	Compliance with SCM policies	FV1.9.1	Creditors payment period	90 days	30 days	30 days	30 days	30 days	30 days	N/A	Budget and Treasury Office
Poor monitoring of municipal assets				FV10.1	Optimize expenditure of asset and risk Management	FV1.10.1	Asset register updated on a monthly basis and report submitted to the CFO	12	12	12	12	12	12	N/A	
			To optimise Asset Management			FV1.10.2	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

			To ensure sound financial management systems	FV1.11	Compilation of Bank Reconciliations	FV1.11.1.	Bank reconciliations completed on a monthly basic	12	12	12	12	12	12	N/A	Budget and Treasury Office
			To monitor performance of service provider	FV12.1	Reporting on a wasteful and fruitless expenditure	FV1.12.1	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
CROSS CUTTING															
	CROSS CUTTING		Efficient and Credible Strategic and Spatial Municipal Planning	CC1.1	Revision of a Credible Integrated Development Plan	CC1.1.1	%IDP credibility ranking achieved	85%	85%	85%	85%	85%	85%	N/A	Planning Economic Development
						CC1.1.2	Date 2023/24 IDP, Budget and PMS Process Plan adopted by Council	30-Aug-24	30-Sep-2025	30-Sep-2026	30-Sep-2027	30-Sep-2026	30-Sep-2027	N/A	Planning Economic Development
						CC1.1.3	Date the 2023/24 Annual Strategic Planning Session held	31 March 2025	31 Mar-2025	31 Mar-2026	31 Mar-2027	30-Mar-2028	30-Mar-2029	R200 000	Planning Economic Development
						CC1.1.4	Date Draft 2023/24 IDP approved by Council and submitted to COGTA	31-Mar-2025	31-Mar-2025	31-Mar-2026	31-Mar-2027	30-Mar-2028	30-Mar-2029	N/A	Planning Economic Development
						CC1.1.5	Date Final 2023/24 IDP approved by Council and submit to COGTA	30-Jun-2025	30-Jun-2025	30-Jun-2026	30-Jun-2027	30-Jun-2028	30-Jun-2029	N/A	Planning Economic Development

			To ensure improved response to Disasters	CC2.1	Improve Spatial Development Framework	CC2.1.1	Review of the Spatial Implementation Plan for the Spatial Development Framework and adopted by Council by 30 June 2025	n/a	30-Jun-2025	30-Jun-2026	30-Jun-2027	30-Jun-2026	30-Jun-2027	N/A	Community Services
						CC2.2.1	No. of meetings of Municipal Planning Tribunal	2	2	2	2	2	2	R100 000.00	Planning Economic Development
				CC4.1	Functionality of the Municipal Estates Services	CC4.1.1	Date Supplementary valuation roll compiled on an annual basis	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-2028	30-Jun-2029	R 1300,000.00	Planning Economic Development

Table 71 Implementation plan

24. CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME FOR 2021/22, 2022/23 AND 2023/24

The Consolidated Implementation Framework (CIF) serves as a pivotal instrument for the Province in overseeing targeted and priority implementation initiatives, while also monitoring the roles of Municipalities and Sector Departments.

To this end, the Municipality has meticulously compiled a comprehensive project list, encompassing sector departmental endeavors, ongoing projects, funded initiatives, proposed projects for the 2024/25 fiscal year, as well as both funded and unfunded ventures, including One Plan District Development Model (DDM) catalytic projects, in thorough detail.

These projects and programs are required to be depicted in CIF tables, outlining essential details such as project names, strategic objectives, timeframes, budget allocations, funding sources, project managers, and coordinates. Spatial representation through GIS is emphasized as a crucial component. Furthermore, fostering partnerships in line with the District Development Model ethos is imperative, with a specific focus on unpacking catalytic projects.

24.1.1 DDM CATALYTIC PROJECTS

Table 72 DDM One Plan Catalytic Projects

DDM ONE PLAN Projects		
Project Name	**Area**	**Budget**
Dundee Race Track Legacy project	Ward 2/5	R 3 806 621,73
Glencoe Petrol Filling Station and Reatil facility	Ward 7	TBC
uMzinyathi private hospital (R1,2b) (Glencoe)	Ward 7	R 1.2b

24.1.2 SECTOR DEPARTMENT PROJECTS

Table 73 Social Development Project

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	1 600 000

PUBLIC PARTICIPATION PROGRAMMES	380 000
STRATEGIC COMMUNICATIONS	200 000
WARD ALLOCATION EXPENSES	500 000
TOTAL	4 700 000

24.1.3 DISTRICT BULK SERVICE PROJECTS

Table 74 uMzinyathi Water and Sanitation Projects

UMZINYATHI DM WATER AND SANITATION PROJECTS			
uMzinyathi District Municipality - Capital Budget	**Budget**	**Budget**	**Proposed Budget**
PROJECT NAME	**2021/2022**	**2022/2023**	**2023/2024**
Water Services Infrastructure Grant			
Project Name			
Biggersberg 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 Abstraction Works	8,045,889	8,520,597	

Ruigtefontein And Kunene Farm Water Reticulation			13,890,564.87

25. 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 2023/24 and 2024/25 financial year.

STATUS ON THE IMPLEMENTATION OF THE INFRASTRUCTURE PROJECTS FOR THE 2023/24 FY

No	Infrastructure Projects	WARDS	Allocation	Completion Status in terms of % - 31 March 2024
1.	Kunene Farm Electrification Project Phase 1 (392 hh)	7	5 749 726.00	85% Construction progress
2.	Nyanyeni Area Electrification Project (22)	5	1 644 950.00	20% Construction progress
3.	Energy Efficiency Demand Site Management - Installation of the LED Lights	2,4,5 and 7	5 000 000.00	35% Construction progress
4.	Glencoe Cemetery Phase 1	7	7 638 837.79	55% Construction progress
5.	Upgrading Sithembile Sports Facility	3	3 564 264.61	50% Construction progress
6.	Refurbishment of Bulwer Street	4	2 174 999.83	Tender Stage
7.	Refurbishment of KwaThelaphi Road	7	4 224 999.23	Tender Stage

Table 75 MTEF Capital Project

25.2.1 FUNDED PROJECTS FOR 2024/25 FY

Table 76 2024/25 FY MIG Budget and Projects

2024/25 FY MIG BUGDET		
NAME OF THE PROJECT	**QUANTITY**	**AMOUNT**
Construction of New Kwa Sithole Gravel road in (ward 1)	1	770 000,00
Construction of Sibongile Asphalt Roads in (Ward 4)	1	1 188 912,88
Construction of Herodi Gravel Roads in (Ward 1)	1	3 034 219,89
Construction of Dlamini Gravel Road in (Ward 4)	1	5 655 194.42
Construction of Marikana Asphalt Road (Ward 3)	1	228 000.00
Rehabilitation of Sithembile Sports Facility (Ward 3)	1	74 762.50
Glencore Cemetery (Ward 7)	1	5 346 160,31
PMU (5% top slice)	1	857 750,00

2024/25 FY MIG BUGDET		17 155 000,00

Table 77 Electrification projects 2024/2025 fy

ELECTRICIFICATION PROJECTS 2024/25 FY		
Name Of The Project	**Quantity**	**Amount**
Kunene Craydom Farm Electrification Phase 2 (Ward 7)	403 Connections	9 559 000,00
2024/25 FY INEP GRANT BUGDET		9 559 000,00

Table 78 2024/25 INTEGRATED NATIONAL ELECTRIFICATION GRANT PROJECT

ENERGY EFFICIENCY GRANT PROJECT	WARDS	ALLOCATION
Retrofitting Streets, building lights and building inspections around Endumeni LM area.	1,3 and 6	4 000 000.00
TOTAL		**4 000 000.00**

Table 79 Road Network Projects 2024/25

ROAD NETWORK PROJECT 2024/25 FY

Name of the Project	Quantity	Amount
Construction of New Kwa Sithole Gravel road in (ward 1)	1	770 000,00
Construction of Sibongile Asphalt Roads in (Ward 4)	1	1 188 912,88
Construction of Herodi Gravel Roads in (Ward 1)	1	3 034 219,89
Construction of Dlamini Gravel Road in (Ward 4)	1	5 655 194.42
Asphalt Road (Ward 3)	1	228 000.00

25.2.2 COMBINED ENDUMENI LM CATALYTIC PROJECTS

Table 80 Spatial Planning Proposed Projects

SPATIAL PLANNING PROJECTS			
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

LED/ SLP PROJECTS

No	Project Name	Ward No	Budget	Project Funder	Project Status
1.	Imvuselelo Luncheon Club (Craigside Care Centre)	6	TBD	Buffalo Coal	Planning Stage
2.	Drilling of two Boreholes to provide sustainable and continuous water supply at Sithembile Township (Marikana Area)	3	R 5000,000.00	Corobrik	Planning Stage
3.	Buy Back Centre (Recycling Project)	7	TBD	Buffalo Coal	Planning Stage
4.	Construction of two classrooms at Enyanyeni Combined School	6	R 262,500,00	Afrimat	Planning Stage

Table 81 Human Settlement Projects

PROJECT NAME	WARD	YIELD	BUDGET	STATUS
GLENCOE EXT.13/16 (GLENRIDGE) HOUSING PROJECT	02 & 04	247	Project Value(Planning Stage) : R1 149 809.29 Project Expenditure :	Project approval has been granted. The appointment processes of professional team who will be responsible for implementation has been concluded.

Endumeni Serviced Sites Housing Project			R428 891.16	Appointment letter has been issued to the successful service provider (Delta Environment Consultants) who have commenced with pre-feasibility & detailed planning activities on the allocated sites.
Craigside Housing Projec	06	378	Project Value (Planning Stage) : R2 471 590.80 Project Expenditure : R0 (Project Yet To Be Approved)	A submission for reservation of subsidies and stage 1 approval has been drafted for recommendation. Bulk water infrastructure capacity remains a challenge within this area which had a major impact on the overall development of the project. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon. Land invasions on site also need to be monitored and managed by developer.
Glencoe Ext 13/16 Glenridge Housing Proje	07	500	Project Value(Planning Stage) : R3 269 300.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. Need to obtain bulk water infrastructure in place. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon

Wasbank Commonage Housing Project	01	200	Project Value(Planning Stage) : R 1 307 720.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. Need to obtain bulk water infrastructure in place. Water Capacity upgrades are currently ongoing and the Water Services Authority (WSA) anticipates to conclude the capacity upgrades in Biggersberg & Tayside soon.
Ruigtefontein Rural Housing Project	01	600	Project Value(Planning Stage) : R 2 238 672.00 Project Expenditure : R0	Reservation of subsidies and stage 1 project approval has been granted. The appointed service provider is tasked to conduct pre-feasibility assessment as well as stage 1 detailed planning activities within the proposed project area. The appointed I.A will be formally introduced to the LM in due course upon signing of the Service Level Agreement (SLA) with the KZN Department of Human Settlements.
Kwa Thelaphi Rural Housing Project	07	150	Project Value(Planning Stage) : R 559 668.00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-

				feasibility assessment as well as stage 1 detailed planning activities. The appointment processes are ongoing and once finalized, the appointed service provider will be introduced and subsequent pre-feasibility and stage 1 activities will commence.
Dejagersdrift Rural Housing Project	06	500	Project Value(Planning Stage) : R 1 865 560.00 Project Expenditure : R0	Reservation of subsidies and stage 1 project approval has been granted. The appointed service provider is tasked to conduct pre-feasibility assessment as well as stage 1 detailed planning activities within the proposed project area. The appointed I.A will be formally introduced to the LM in due course upon signing of the Service Level Agreement (SLA) with the KZN Department of Human Settlements.
Stratford Farm Rural Housing Project	01	500	Project Value(Planning Stage) : R1 865 560 .00 Project Expenditure : R0 (Project Yet To Be Approved)	A submission has been drafted for reservation of subsidies, stage 1 approval and appointment of a professional team from the KZN DoHS Built Environment data base in order to conduct pre-feasibility assessment as well as stage 1 detailed planning activities. The appointment processes are ongoing and once finalized, the appointed service provider will be introduced and subsequent pre-feasibility and stage 1 activities will commence.

26. 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 • – 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 82 Unfunded Capital Projects

The Projects below have been proposed for implementation in the 2024/25FY.

NAME OF THE PROJECT	QUANTITY	AMOUNT
Construction of New Kwa Sithole Gravel road in (ward 1)	1	770 000,00
Construction of Sibongile Asphalt Roads in (Ward 4)	1	1 188 912,88
Construction of Herodi Gravel Roads in (Ward 1)	1	3 034 219,89

Construction of Dlamini Gravel Road in (Ward 4)	1	5 655 194.42
Construction of Marikana Asphalt Road (Ward 3)	1	228 000.00
Rehabilitation of Sithembile Sports Facility (Ward 3)	1	74 762.50
Glencore Cemetery (Ward 7)	1	5 346 160,31
PMU (5% top slice)	1	857 750,00
2024/25 FY MIG BUGDET		17 155 000,00

NAME OF THE PROJECT	QUANTITY	AMOUNT
Kunene Craydom Farm Electrification Phase 2 (Ward 7)	403 Connections	9 559 000,00
2024/25 FY INEP GRANT BUGDET		9 559 000,00

NAME OF THE PROJECT	QUANTITY	AMOUNT

Retrofitting Streets, building lights and building inspections around Endumeni LM area. (Municipal Wide)		4 000 000,00
2024/25 FY EEDSM GRANT BUGDET		4 000 000,00

Disaster Recovery Grant for 2024/25 FY.

Figure 65 Disaster Recovery Grant

PROJECT NAME	WARD	BUDGET
RESURFACING OF ARGYLE STREET	2	R3 100 000,00
REFURBISHMENT OF DEAN MOHAMED LANE	4	R1 800 000,00
REFURBISHMENT OF NYEMBE STREET	5	R1 500 000,00

27. 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 minisub stations 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 free access to general public. Also carryout maintenance on capacitor banks.	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 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	• General/ Unskilled labourers for the excavation of Fencing routes and installation. • 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 83 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 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)	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 above 200% 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) • 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 84 Glencoe Project cost summary

28. UNFUNDED ELECTRIFICATION PROJECTS

The following table indicates the electrification projects which are required to be implemented by the municipality and Eskom as obtained during the IDP Roadshows, but they are not funded as yet, and external funding and forming partnerships with the private sector and also the mining houses which are operating within the municipal jurisdiction, to enable the success implementation of these projects.

WARD	AREA	AREA OF SUPPLY	ESTIMATED CONNECTIONS	TYPE OF CONNECTION	ESTIMATED BUDGET
Ward 1	Mpilonde Phase 2	ESKOM	75	New Connections	R3 500 000.00
	Craigdomn	ESKOM	800	New Connections	R18 400 000.00
	Kwasheka	ESKOM	25	New Connections	R450 000.00
	Stratford Farm	ESKOM	110	Infills (type 1)	R715 000.00
	Ibusi	ESKOM	70	Infills (type 2)	R665 000.00
Ward 3	Sithembile Area	Municipality	15	New Connections	R52 500.00
Ward 4	Nyanyeni Phase 2	ESKOM	22	RDP Connections	R2 500 000.00
Ward 4 & 6	Forestdale Housing Project	Municipality	261	New Connections	R2 337 521.24
Ward 6	Craigside/Khanyisa/Thokoza	ESKOM	98	New Connections	
	Bloodriver/Mpukane/Vumbuka/ KwaGeorge/Ntibane	ESKOM	48	Infrastructure Link Line	R5 235 414.18
	Ekuthuleni (Dundee)/Dejagersdrift	ESKOM	122	Infrastructure Link Line	R1 193 612.10
	Craigside/Khanyisa/Thokoza	ESKOM	0		
	Bloodriver/Mpukane/Bumbuka/ KwaGeorge/Ntibane	ESKOM	0	House Extensions	R650 000.00
Infills	Endumeni Bulk Extensions	ESKOM	100	New Connections	R720 000.00
Ward 7	Mthilwane	ESKOM	25	New connections	720,000.00
	KwaViki	ESKOM	5	New connections	90,000.00
	Uithoek Farm	ESKOM	15	New connections	270,000.00
	KwaTelaphi	ESKOM	10	Infills (type 1)	65,000.00
Ward 5, 4, 3, 2, 6 and 1	Installation of High Mast Light for Sibongile -5, Sithembile 4, Craigside 2, Stratford Farm 3, Ibusi2, Kameelkop 1, Wasbank 1 and Forestdale 1	12 Municipal Area	12	High Mast Lights	R4 200 000.00
		7 ESKOM Area	7		R2 450 000.00

				Total	R47 177 598.53
			1801	Municipal Area	R6 752 500.00

Table 85 Unfunded Electrification Projects

29. 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;

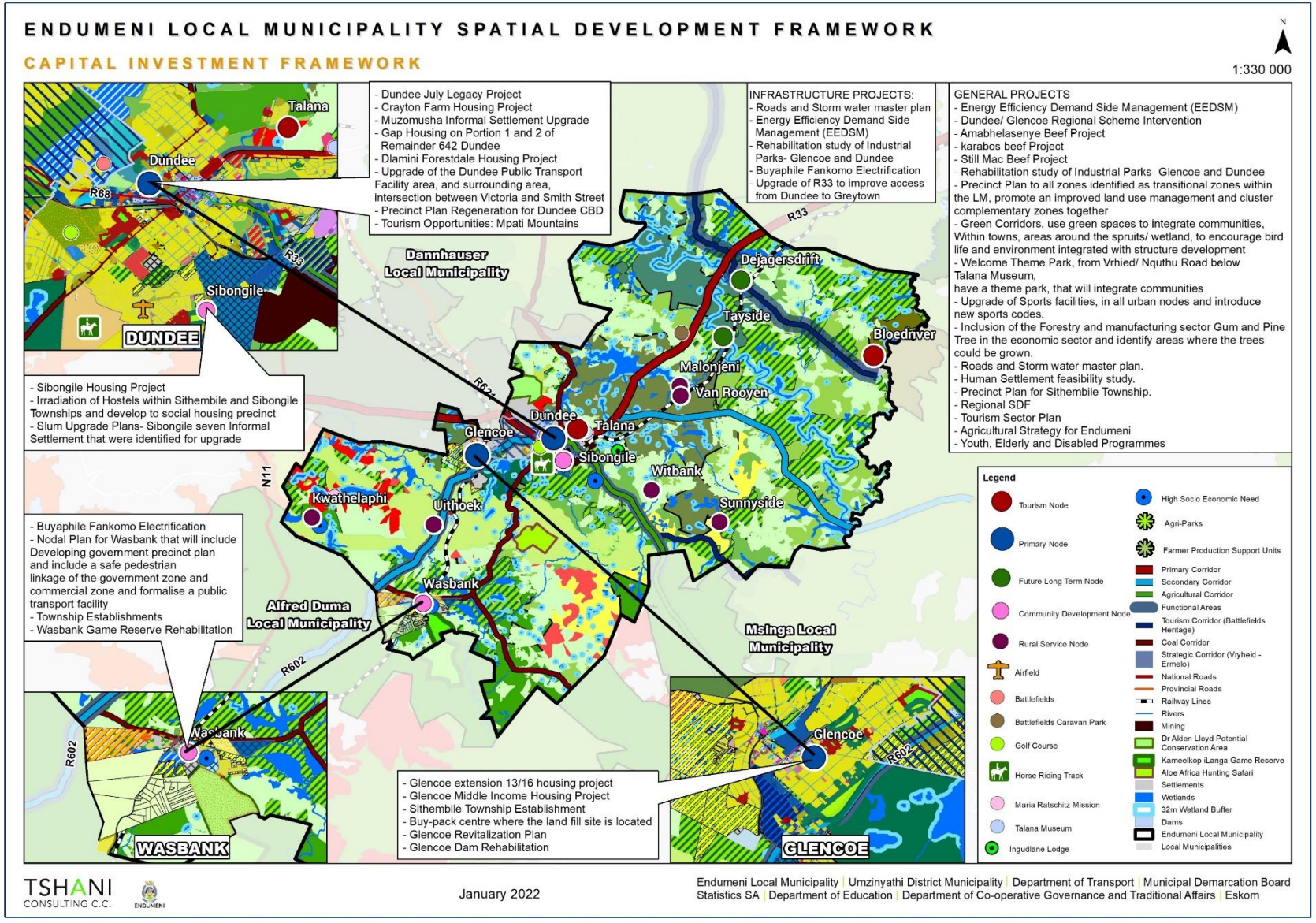
d) Integrated Settlements and settlement patterns;

e) Functional residential property market in urban and rural areas; and

f) Consistent application of principles and objectives across various scales (provincial).

30. ENDUMENI HOUSING PROJECTS 2022 -2023

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



Map 69 Capital Investment Framework

SECTION F: FINANCIAL PLAN

31. FINANCIAL PLAN 2024/2025

This is the executive summary of the Endumeni Local Municipal Financial Plan 2024/25.

32.1 BACKGROUND AND PROCESS

The purpose of the annual budget is to provides 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 calculation.

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. Strategic Planning was held on 18 – 20 March 2024, where more budget inputs, strategies and resolutions were taken in order to curb the expenditure and improve revenue collection. The budget steering committee meeting was held on 25 March 2024. The final proposed budget will be tabled on the 28th March 2024.

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 consumers ability to pay for services, while transfers from national government are growing more slowly than in the past.

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, financial and economic indicators and budget funding plan. Financial sustainability remains the municipality's primary long-term goal.

Management have 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.

32.2 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.

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 and financial challenges. 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.

Most expenditure line items have been maintained as 2023/24 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 2024/25 National and provincial grant allocations are as follows:

	2023/24	2024/25	2025/26	2026/27
Equitable Share	66 528 000.00	70 647 000.00	72 887 000.00	74 339 000.00
Municipal Finance Management Grant (MFMG)	2 100 000.00	2 000 000.00	2 000 000.00	2 200 000.00
Municipal Infrastructure Grant (MIG)	19 916 000.00	17 155 000.00	17 791 000.00	18 974 000.00
Energy Efficiency Grant	5 000 000.00	4 000 000.00	4 000 000.00	5 000 000.00
Integrated National Electrification Programme	-	9 559 000.00	6 000 000.00	5 000 000.00
Disaster Recovery Grant	6 400 000.00	6 407 000.00	-	-
Expanded Public Works Programme (EPWP)	1 542 000.00	1 561 000.00	1 639 050.00	1 721 003.00
Museum Subsidy	571 000.00	596 000.00	634 000.00	686 000.00
Cyber Cadet Library grant	1 223 000.00	3 243 000.00	2 213 000.00	2 201 000.00
Library Subsidy	3 929 000.00	4 103 000.00	4 286 000.00	4 478 000.00
	107 209 000.00	**119 271 000.00**	**111 450 050.00**	**114 599 003.00**

32.3 CAPITAL BUDGET

The needs identified for capital projects were reviewed more than once. The capital budget amounts to R28 654 950.00 which includes an amount of R16 297 250.00 for MIG projects, R4 000 000.00 for Energy Efficiency Grant, Disaster Recovery Grant of R6 407 000.00 and R1 950 700.00 internal funded. No counter funding has been set aside for MIG projects in the budget.

32.4 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.

32.4.1 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 Electrical 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 seven months of the 2023/24 financial year is calculated as follows:

kWh purchased	58 316 393
kWh sold	35 461 483
Loss	22 854 909
Calculated distribution 8% loss-kWh	4 665 311
Calculated loss due to theft-kWh	16 270 918
Value of loss due to theft **@cost**	R 25 074 049
Value of loss due to theft **@sales**	R 36 734 108

% Loss due to theft	Dundee	29.72%
	Glencoe	35.53%

32.4.2 MITATAGIONS FOR ELECTRICTITY THEFT

The Municipality appointed Electrician Meter Auditors to continue inspecting meters in the municipal area, and disconnecting the tampered meters and is in the process to appoint the service provider who will assist with the meter management auditing and revenue enhancement. Management have 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 management has resolved to appoint the service provider who will assist with the revenue enhancement strategy and electricity meter auditing.

Ward councillors and members of ward committees have all been engaged. 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..

34. 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.

The municipality has failed to pay creditors on time as the municipality's financial affairs is deteriorating, the deteriorating financial affairs of the municipality is caused by many factors listed below:

- Lack of the financial system attributable to court case.
- Huge employee related costs.
- Excessive electricity losses because of theft and deteriorated electricity infrastructure
- Poor service delivery.
- Lack of customer awareness campaigns.

With the above said root causes, the municipality is unable to pay the following:

- Eskom Current debt and payment arrangements
- Unable to pay the January Creditors
- unable to pay insurance

- the municipality paid the security company 50% of the monies due to the service provider
- There are unpaid SARS deductions

The following remedial actions have been implemented by the municipality:

- The municipality has developed the cost containment to be able to face this financial crisis by not filling any vacant post which are not critical.
- The municipality has in terms of section 135(3) of the MFMA, has been seeking solutions by writing a letter to the MEC for local government and MEC for finance in the province to seek intervention and advise to this financial crisis.
- The municipality is proposing more strategies to collect revenue to be able to improve its financial status by indigent application processes and recommending appointing of debt collector for debt over 60 days.
- The municipality has in terms of Section 131(1) of the MFMA, developed an Audit Action plan (manual – excel and portal) which addresses the issues raised by the Auditor-General in their audit report for the 2022/23 Financial Year. The Action Plan is monitored and updated on a monthly basis. The manually developed Audit Action Plan, excel file, has been attached.
- The municipality has captured the Audit Action Plan on the web-enabled system. The Financial Management Capability Maturity Model and Financial Ratios has been captured on the web-enabled system. The municipality will update the plan monthly. The manually developed Audit Action Plan, excel file, has been attached.
- Another remedial action the municipality has implemented are the on-going meetings between the MM, Executive Managers, Finance Managers, IT manager & Internal Auditing Dept to discuss the progress of the Audit Action Plan.
- The action plan is also being monitored by the audit committee and follow-up on status of the findings are audited by the internal auditor.
- Many of the findings on the audit report were as a result of the configuration and set-up of the previous financial system and the municipality is in a process to procure and implemented a new financial system to rectify the shortfalls especially on revenue and receivables that occurred due mostly to that system.

- More strategies are put in place for the municipality to have an improved audit opinion and improved financial status.

35. REVENUE ENHANCEMENT PROGRAMMES

The following revenue enhancement programmes are being done by the municipality:

- A revenue enhancement programme is being implemented to assist Municipal residence with the following.
  - Indigent related information and registration.
  - Meter related enquiries.
  - Payment option.
  - Billing enquiries.
  - Customer information update
  - Temper fee arrangement.

- The municipality is updating customer information – putting customer email addresses into the system so that customers will receive statements timeously.
- The municipality monthly blocks customers who are owing monies to the municipality
- The municipality summoned staff members who are owing the municipality to come and make arrangements by means of stop orders. - about 20 staff members did come and plan to pay by means of stop orders – the municipality made arrangements of R8 073.00 from these staff members.
- The municipality has started updating staff personal emails on the system.
- A debt concession programme on historical debts has been approved by Council to help improve revenue collections – customers who pay 50% of their overall debt will receive a write-off of 50% when paying on one installment. 40% write off on overall debt will be given to consumers who will pay off their debt in three-equal installments.

Table 86 Revenue Enhancement Plan

TIMEFRAME	SHORT TERM (3-6 months)	MEDIUM TERM (6-18 months)	LONG TERM (18 - 36 months)
	• Installation of Eskom check meters to monitor Eskom account. • Conduct a Cost of Supply (CoS) study as per NERSA requirement • Conduct meter and related equipment audits on all large power consumers (industrial customers). • Conduct meter and related equipment audits on all business consumers. • Engaging residents who have encroached on municipal servitude. • Apply to National Treasury for the newly introduced smart metering grant.	• New tariff structure implementation from the outcomes of the CoS study • Replacement of all large power user meters to smart metering technology • Replacement of all business meters to smart metering technology • - Identifying key areas where electricity losses occur (both for infrastructure aging and theft)	• Metering kiosks replacement • Having a fully automated system for billing

36. INDIGENT SUPPORT

TOTAL NUMBER OF CONSUMERS WHO HAVE APPLIED FOR REGISTRATION AS INDIGENT

	WARD	December 2023	January 2024
	WARD 1	4	4
	WARD 2	424	427
	WARD 3	385	390
	WARD 4	276	280
	WARD 5	460	467
	WARD 6	282	288
	WARD 7	87	87
Total		1918	1943

The total number of indigent customers as of January 2024 is 1953. The increase of 25 indigent customers from December 2023 to January 2024 is due to the number of indigent registrations - the municipality is still receiving application forms from customers as the closing date for the submissions of indigent application forms is January 2023. There were 25 new applications received. Corrections were made in the application forms that were submitted with incorrect information.

The total number of Indigent customer debts written off in December 2023 for the previous financial year (2022/23) is 2741 and the total amount written off is **R22 752 820.93**

Indigent Customers with credit balances as of June 2023 on the write-off list were debited, however this has been rectified.

37. 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.

38. RATIOS, RATES, CREDITOR & DEBTOR DAYS PAYMENTS

TYPE	NAME	MUNICIPAL RATIO/RATE/DAYS	NORM
Liquidity	Current ratio	0.40:1	1:5 to 2:1
Liquidity	Cash coverage	0.24	1 – 3 months
Debtors Management	Collection rate	96%	95%
Debtors Management	Net Debtors days	352 days	30 days
Assets Management	Repairs and Maintenance	3%	8%
Expenditure Management	Creditors Payment Period	332 days	30 days

38.9.1 CURRENT RATIO

This depicts that the municipality can only survive for less than a month which is for about 2 weeks.

The municipality's current assets are not enough to cover current liabilities. Current Assets are less than current Liabilities and below the norm of liquidity ratio which is 1:5 to 2:1.

38.9.2 CASH COVERAGE

- The Cash coverage for the municipality is far below the National Treasury standard of 1-3 months. The ratio presently depicts that the ***municipality is facing financial constraints***, and the municipality will not be able to meet its

monthly financial obligations. Cost reduction plans have been implemented therefore serious intervention in collection is needed with immediate effect.

- The municipality is implementing the cost containment measures as regulated.

38.2.3 COLLECTION RATE

Monthly collection revenue rate is 96% which was achieved for the month of January 2024.

38.2.4 NET DEBTORS' DAYS

This indicates that the Municipality is exposed to significant Cash Flow Risk. This is also an indication that the municipality is experiencing challenges in the collection of outstanding amounts due to it. In addition, this indicates that a significant amount of potential cash is tied up in consumer debtors and the municipality must improve its revenue and cash flow management.

Endumeni Municipality net debtor's days to receive payment for bills for services as of Jan 2024 is 352 days which is a significant increase from last year's 135 days. This figure exceeds the norm of 30 days and indicates that the Municipality continues to be exposed to significant cash flow risk and is facing challenges in the collection of outstanding amounts.

38.2.5 REPAIRS AND MAINTENANCE

The expenditure on repairs and maintenance as of January 2024 is at 3%. Again, this is well below the norm of 8.0%. In view of the not sufficient budget provided for repairs and maintenance of the Municipal infrastructural assets over many years, there need to be further substantial budget increases over the next few years. However, the consequences thereof might still in future involve significant rehabilitation work or even replacement. Again, this was well of technologically outdated and unserviceable infrastructure, which would place a further financial burden on the municipality.

38.2.6 CREDITORS PAYMENT PERIOD

Creditors Payment Period: This represents the average number of days it took for the Municipality's creditors to be paid. The municipality is facing financial constraints hence the difficulty in paying the Eskom invoices.

National Treasury Circular 71 points out that, "a period of longer than 30 days to settle creditors is normally an indication that the Municipality may be experiencing cash flow challenges.

Invoices paid after 30 days are only invoices that may be in dispute and are being held back for verification. The municipality has sufficient working capital to fund the operational activities of the municipality." Long Term Loans: The municipality does not have any long-term borrowings

39. 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.

39.1 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:

2024/25	2023/24
The rates tariff will increase by 5.5% from the prior year.	There was no tariff increase but the rates has increased due to valuation roll that will be implemented on 01 July 2023.

Refuse removal:

2024/25	2023/24
In considering the tariffs for this service, a general increase of 6% in related tariffs is required to render a sustainable service	Refuse removal services increased by 5%

Electricity:

2024/25	2023/24
In order to ensure a financial sustainable service, the municipality will apply for a general increase of 12.72 % on electricity tariffs. The municipality is still waiting for Nersa to provide the correct tariff subject to finalisation of electricity cost of supply.	There was a general increase of 15.10% on electricity tariffs as guided by Nersa.

39.1.1 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%.
- For the 2024/25 FY , the municipality has proposed to increase the rates tariff by 4,7% from the previous year.

39.1.2 REFUSE REMOVAL:

- In considering the tariffs for this service, a general increase of 5% in related tariffs is required to render a sustainable service.
- 2024/25 FY: In considering the tariffs for this service, a general increase of 5% in related tariffs is required to render a sustainable service.

39.1.3 ELECTRICITY

- In order to ensure a financial sustainable service, the municipality will increase electricity tariffs by 15.10%.
- 2024/25 FY: In order to ensure a financial sustainable service, the municipality will apply for a general increase of 12.74 % on electricity tariffs. The municipality is still waiting for Nersa to provide the correct tariff subject to finalisation of electricity cost of supply.

39.1.4 MISCELLANEOUS TARIFFS

Miscellaneous tariffs have been adjusted to be cost reflective and have been attached in the tariff of charges section of the budget.

40. BUDGET SUMMARY (OPERATIONAL EXPENDITURE) FOR 2024/25 AND TWO OUTER YEARS

ENDUMENI LOCAL MUNICIPALITY					
BUDGET SUMMARY FOR THE YEAR					
Row Labels	**2024 Adjustment Budget Amount**	**2025_ Draft Budget Amount**	**2025_ Final Budget Amount**	**2026 Budget Amount**	**2027 Budget Amount**
REVENUE BY SOURCE					
Electricity Revenue	193,456,024.00	202,721,754.00	202,668,468.00	214,794,000.00	230,676,036.00
Refuse Removal Revenue	26,305,185.00	25,284,064.00	28,483,077.00	30,751,980.00	33,182,508.00
Licenses and Permits	4,679,023.00	4,557,688.00	4,619,688.00	4,781,268.00	4,946,232.00
Fines, Penalties and forfeits	17,050,600.00	12,380,731.00	12,380,736.00	17,665,656.00	16,674,696.00
Interest on Investments	2,000,000.00	2,890,758.00	2,890,764.00	3,006,384.00	3,126,648.00

Interest on Receivables (waste and electricity)	2,211,145.00	2,400,087.00	2,400,096.00	2,564,676.00	2,747,400.00
Property Rates and Taxes	158,364,472.00	169,379,082.00	169,354,929.00	179,516,232.00	190,287,192.00
Rebates: Property Rates and Taxes	-51,652,536.00	-55,079,929.00	-55,056,019.00	-58,359,456.00	-61,860,960.00
Rental from Fixed Assets	1,375,243.00	1,118,947.00	1,118,940.00	692,256.00	696,036.00
Revenue Other	1,630,700.00	1,699,357.00	1,699,332.00	1,712,736.00	1,752,396.00
Transfers and Subsidies: National and Provincial	81,070,286.00	92,566,750.00	92,566,750.00	90,516,768.00	91,382,700.00
Transfers and Subsidies: Infrastructure Revenue	30,646,591.00	26,704,250.00	26,704,250.00	20,933,244.00	23,216,304.00
Gain on Disposal of Asset	5,000,000.00	-	-	-	-
REVENUE BY SOURCE TOTAL	472,136,733.00	486,623,539.00	489,831,011.00	508,575,744.00	536,827,188.00
EXPENDITURE BY TYPE					
Employee Related Cost	148,254,123.00	151,614,135.00	153,729,374.00	164,170,008.00	173,327,236.00
Council Remuneration	6,413,069.00	5,858,446.00	6,923,628.00	7,408,296.00	7,852,776.00
Bulk Purchases	175,125,578.00	184,387,169.00	178,693,860.00	189,415,488.00	203,811,072.00
Inventory Consumed	3,544,704.00	3,227,607.00	3,230,136.00	2,920,264.00	2,981,312.00
Contracted Services	31,564,690.00	20,744,874.00	22,344,896.00	18,958,255.39	16,926,599.95
INEP Construction Expenditure - Eskom Area	4,507,877.00	9,559,000.00	9,559,000.00	6,000,000.00	5,000,000.00

General Expenditure & Other Expenditure	34,073,324.00	32,091,440.00	33,206,976.00	36,931,416.00	39,267,480.00
Repairs and Maintenance	14,137,365.00	12,781,897.00	15,051,952.00	10,834,660.61	11,428,604.05
EXPENDITURE BY TYPE TOTAL	417,620,730.00	420,264,568.00	422,739,822.00	436,638,388.00	460,595,080.00
ASSETS					
Capital Expenditure own funded	799,124.00	1,900,700.00	1,950,700.00	-	-
Energy Efficiency Grant	5,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	5,000,000.00
Infrastructure Projects - MIG	19,246,592.00	16,297,250.00	16,297,250.00	16,933,250.00	18,216,300.00
Disaster Recovery Grant	6,400,000.00	6,407,000.00	6,407,000.00	-	-
ASSETS TOTAL	31,544,426.00	28,604,950.00	28,654,950.00	20,933,250.00	23,216,300.00
NON-CASH ITEMS					
Asset impairment	1,682,937.00	1,482,937.00	1,482,936.00	230,000.00	250,000.00
Debt Impairment	9,372,697.00	17,995,103.00	17,874,888.00	19,740,336.00	20,035,836.00
Depreciation	12,236,884.00	16,889,471.00	17,009,796.00	18,032,196.00	18,666,520.00
NON-CASH ITEMS TOTAL	23,292,518.00	36,367,511.00	36,367,620.00	38,002,532.00	38,952,356.00
BUDGET (DEFICIT)/ SURPLUS BEFORE NON-CASH ITEM	22,971,577.00	37,754,021.00	38,436,239.00	51,004,106.00	53,015,808.00
BUDGET(DEFICIT)/ SURPLUS AFTER NON-CASH ITEMS	-320,941.00	1,386,510.00	2,068,619.00	13,001,574.00	14,063,452.00

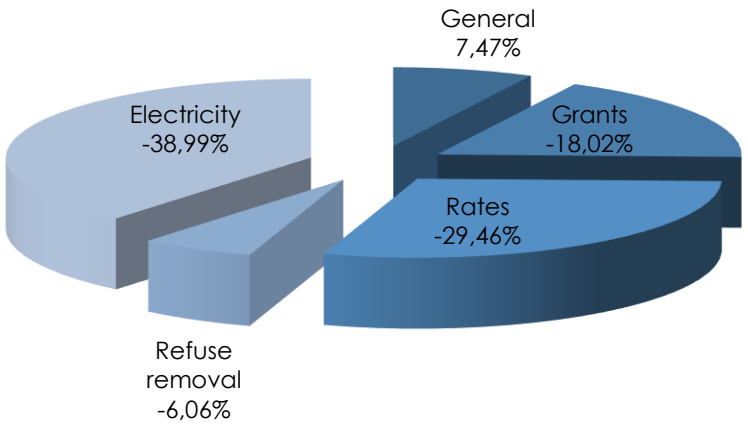
Figure 66 Budget Summary Operation Expenditure 2024/25

EXPENDITURE BY TYPE

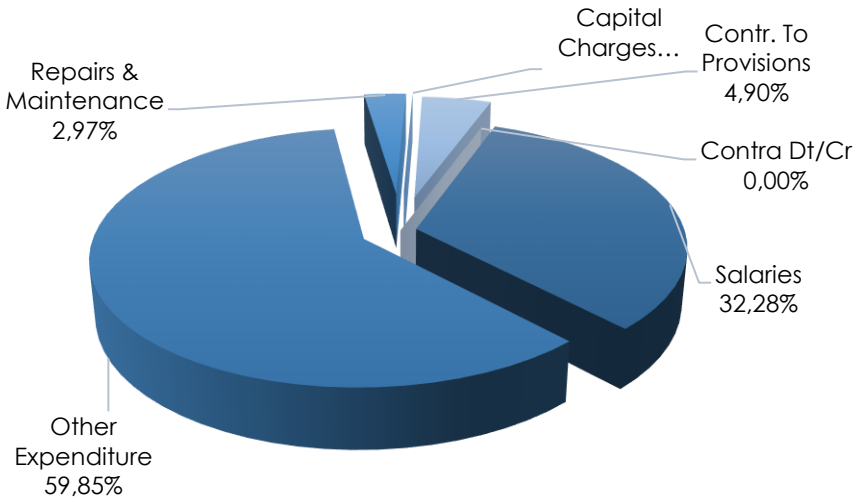
Employee Related Cost	153 729 374.00	33%
Council Remuneration	6 923 628.00	2%
Bulk Purchases	178 693 860.00	39%
Inventory Consumed	3 230 136.00	1%
Contracted Services	22 344 896.00	5%
INEP Construction Expenditure - Eskom Area	9 559 000.00	2%
General Expenditure & Other Expenditure	33 206 976.00	7%
Repairs and Maintenance	15 051 952.00	3%
NON-CASH & PROVISIONS ITEMS		
Post Retirement & Long Service Awards	3 257 880.00	1%
Asset impairment	1 482 936.00	0%
Debt Impairment	17 874 888.00	4%
Depreciation	17 009 796.00	4%
TOTAL EXPENDITURE	**459 107 442.00**	**100%**

41. REVENUE AND EXPENDITURE PER SOURCE SUMMARY

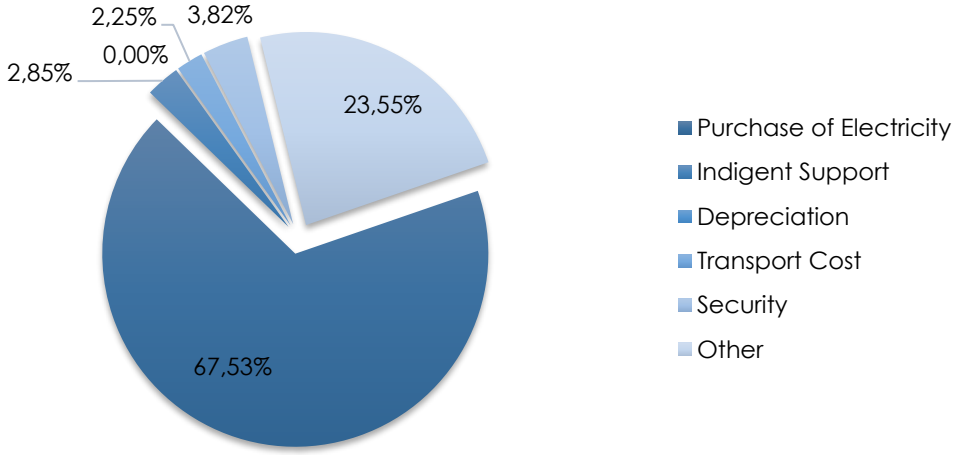
REVENUE 2024/2025



EXPENDITURE



OTHER EXPENSES



CASHFLOW

The municipality cashflow is calculated on the below estimated collection rates

COLLECTION RATE

Electricity Revenue	99.2%
Refuse Removal Revenue	87%
Licenses and Permits	100%
Fines, Penalties and forfeits	55%
Interest on Investments	100%
Property Rates and Taxes	80%
Rental from Fixed Assets	100%
Revenue Other	100%
Transfers and Subsidies: National and Provincial	100%
Transfers and Subsidies: Infrastructure Revenue	100%

42. 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 2024. 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.

42.1 FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Council has an adopted Indigent Policy	• Slight-positive liquidity ratios • Succession planning

• Fully functional Supply Chain Management Unit • Financial Reporting is compiled in-house, and Financial Statements will now be compiled in-house • Alignment of budget with IDP • Full adherence to financial management prerequisites • Long-term financial planning	• Organisational structure not fully funded. • Inadequate contract management • Huge employee related costs • Lack of customer awareness campaigns • Failure to pay creditors such as Eskom. • Failure to pay Eskom payment arrangements. • Failure to pay third parties such as SARS deductions, • Failure to pay insurance. • Unable to pay security service providers full amounts – 50% paid.
OPPORTUNITIES	THREATS
• MSCOA implementation • development the cost containment strategies to curb high expenditure • the municipality is embarking on revenue-enhancement strategies to increase collection • in the process of appointing debt collector to make collections on debt over 60 days • the municipality is in a process to procure and implemented a new financial system to rectify the shortfalls especially on revenue and receivables that occurred due mostly to that system.	• Lack of the financial system attributable to court case • Excessive electricity losses because of theft and deteriorated electricity infrastructure • Poor service delivery due to lack of funds

SECTION G: ANNUAL OPERATION PLAN (SDBIP)

43. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The 2024/2025 Service Delivery and Budget Implementation Plan will approved within 28 days after the adoption of the 2024/25 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 form part of the 2024/25 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

44. 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 2024/25 IDP Review, 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 2024/25 IDP Review , 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.

45. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Subsequent to the adoption of the 2024/25 Budget , the municipality will prepare 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 2024.

The municipality will also undertake the quarterly reviews during 2024/25 financial year to monitor performance as per the following quarters:

First quarter	:	July – September 2024
Second quarter	:	October – December 2024
Third quarter	:	January – March 2025
Fourth quarter	:	April – June 2025

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
Annexure A	Disaster Plan
Annexure B	Informal Economy Policy
Annexure C	Reviewed Land Use Scheme
Annexure D	2024_25 Organisational SDBIP
Annexure E	Implementation Plan
Annexure F	PMS Framework
Annexure G	IWMP
Annexure H	Housing Sector Plan
Annexure I	LED Strategy Development Framework & Draft LED Strategy Review
Annexure J	Electrical Master Plan
Annexure K	Endumeni Draft SDP
Annexure L	Final Endumeni SDF
Annexure M	Occupational Health and Safety Policy
Annexure N	SCM Policy
Annexure O	Property Rates Policy
Annexure P	Asset Management Policy
Annexure Q	Budget Policy 2023_24
Annexure R	Cash Management and Investment Policy
Annexure S	Indigent Policy 2023-24
Annexure T	Cost Containment Policy
Annexure U	Recruitment and Selection Policy
Annexure V	Human Capital Strategy
Annexure W	Employment Equity Plan
Annexure X	Ward Committee Policy
Annexure Y	IDP Road Show Report
Annexure Z	Draft Communication Strategy

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 87 Table for Appendix

No	Sector Plans	Adopted		Status
		Yes	No	
K 1	Human Settlement Sector Plan	√		Adopted in June 2017 (Outdated)
K 2	Local Economic Development Strategy	√		Reviewed and Adopted 30 June 2023
K 3	Integrated Waste Management Plan	√		Adopted June 2023
K 4	Wall to Wall Land Use Scheme	√		Reviewed and to be adopted on the 30th of June 2024
K 5	Informal Economy Policy Framework	√		Reviewed and Adopted on the 30 June 2023
K 8	Communication Strategy	√		Adopted September 2023

Table 88 List of Annexures

SECTION K: CONTACT DETAILS

Enquiries / comments/ inputs on the Final 2024/2025 Integrated Development Plan Review (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

Website: www.endumeni.gov.za