NKANDLA MUNICIPALITY

INTERGRATED DEVELOPMENT PLAN
2022- 2023/2026-2027

2024-2025 IDP REVIEW

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ABREVIATION LIST

AsgiSA - Accelerated and Shared Growth Initiative for SA

BEE - Black Economic Empowerment

CBD - Central Business District

CDW - Community Development Worker

CIF - Capital Investment Framework

CIP - Comprehensive Infrastructure Plan

CS - Corporate Services

DBSA - Development Bank of South Africa

DCOGTA - Department of Cooperative Governance and Traditional Affairs

DEAT - Department of Environment, Agriculture and Tourism

DME - Department of Minerals and Energy

DOE - Department of Education

DOHS - Department of Humana Settlement

DOT - Department of Transport

DWAF - Department of Water Affairs and Forestry

EIA - Environmental Impact Assessment

EMP - Environmental Management Procedure

EPWP - Extended Public Works Programme

EXCO - Executive Committee

FBS - Free Basic Services

FS - Financial Services

GE - Gender Equity

GGP - Gross Geographical Product

GIS - Geographical Information System

PMU - Project Management Unit

PPP - Public-Private Partnership

PSEDS - Provincial Spatial Economic Development Strategy

RRTF - Rural Road Transport Forum

SCAP - Special Case Area Plan

SD - Social Development

SEA - Strategic Environmental Assessment

SDF - Spatial Development Framework

SDBIP - Service Delivery and Budget Implementation Plan

SDM - Sisonke District Municipality

SMME - Small, Medium and Micro Enterprise

SOE - State Owned Enterprises

NKANDLA - Nkandla Municipality

HIV/AIDS - Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

IDP - Integrated Development Plan

IPD - Infrastructure, Planning and Development

ISDP - Integrated Sustainable Development Plan

KPA - Key Performance Area

KPI - Key Performance Indicator

KZN - KwaZulu-Natal

LED - Local Economic Development

LRAD - Land Redistribution for Agricultural Development

LUMS - Land Use Management System

MEC - Member of the Executive Council

(Cooperative Governance and Traditional Affairs)

MFMA - Municipal Finance Management Act No. 56 of 2003

MIG - Municipal Infrastructure Grant

MMO - Municipal Manager's Office

MTEF - Medium-Term Expenditure Framework

NDP - National Development Plan

NSDP - National Spatial Development Perspective

OPMS - Organizational Performance Management System

OVC - Orphaned and Vulnerable Children

PA - Planning Authority

PGDS - Provincial Growth and Development Strategy

PMS - Performance Management System

Integrated Development Planning in South Africa is an integral planning process that steers development at local levels of government and guides service delivery. The Integrated Development Plan is a planning tool used to implement a co-operative and integrated development project in South Africa's spatial economy. This IDP process is dominated by community structures and allows for continuous and progressive development. Its development is guided by National and Provincial development and planning policies and other pieces of legislation. Therefore, the IDP is a legal obligation, which all government institutions must respect.

As a local government institution, the Nkandla Local Municipality has adhered to municipal development policies such as the Municipal Systems Act, which state that all municipalities are obliged to undertake an IDP process to produce IDP's. In doing so, the Nkandla Local Municipality has considered the IDP Framework Guide during the process.

This process is based on a legislative mandate that gives guidance. This legislative mandate consists of various guiding documents namely: -

The Municipal Systems Act (MSA);

The Provincial Development Act (PDA);

National Development Plan (NDP);

Spatial Planning and Land Use Management Act (SPLUMA);

Provincial Growth and Development Strategy (PGDS);

Performance Management Regulations.

This IDP marks the fifth generation IDP which covers the period 2022/2023 to 2026/2027, this being the first year 2022/2023. It incorporates key amendments including the review of the Municipal Vision, Strategic Priority Areas, Goals, Value Statements, and includes longer-term targets for 2033. The IDP also includes the revised organogram, which is aligned to vision 2030.

The structure of the document is simple but direct, in order to enable and facilitate its implementation. The document is structured as follows:

Section A Provides a concise overview of the municipality, its current situation, key challenges and opportunities, as well as the priority strategies of the municipality to improve its situation over the five-year term of the IDP, indicating the most critical targets to be achieved.

Section B Provides a set of clear Planning and Development Principles derived from applicable legislation, policies and strategies which guide the IDP Preparation Process.

Section C Provides the Situational Analysis, this section is the first step that is required for the preparation of the IDP and gives broad overview of the municipal issues.

Section D Provides a long-term Vision for infrastructure investment, social development (human settlements), economic development opportunities and environmental sustainability.

Section E Provides the desired growth and development (addressing issues and trends highlighted in the analysis) of the municipal area and a detailed five-year implementation plan.

Section F provides the municipal financial plan which comprises of the Municipal Budget Overview and 3 years Municipal Budget (that includes debt collection, revenue generation, asset management, Summary of AG Report and Responses & Actions, Maintenance, etc.).

Section G presents the One Year Detailed Operational Plan

Section H presents the Performance Management System: both organizational/institutional and individual.

Section I presents details on the status of applicable Sector Plans.

SECTION A: EXECUTIVE SUMMARY

1. Who are we?

MDB code: KZN286

Description:

The Nkandla Local Municipality is a Category B municipality situated within the King Cetshwayo District in the KwaZulu-Natal Province. It is one of the five municipalities that make up the district. Nkandla has a claim to be the 'cradle' of Zulu history. From Malandela to Shaka, to Dingane and Cetshwayo, Nkandla has been at the centre stage of the Zulu nation's history. The graves of King Malandela and Cetshwayo and Inkosi Sgananda are at Nkandla. Nkandla Municipality is one of the municipalities in the province of KwaZulu-Natal that prides itself with rich and opulent history. The richness of its history starts from its name "Nkandla" which has got its origin from the Zulu word (khandla) meaning 'extreme exhaustion'. The man behind the popular name 'Nkandla' is none other than the founder himself of the Zulu Nation, the King Shaka. Thus, telling any success stories of the Zulu Nation without mentioning the name Nkandla is entirely incomplete. It is worth mentioning that, the area was named by King Shaka himself after having gone through the hills, valleys and mountains with his warriors and got tired. It consists mainly of tribal lands and state-owned land. The area has a wealth of undisturbed forests that boast mostly indigenous species. Nkandla Town offers the full array of urban development, albeit at a smaller scale compared to the majority of towns in KwaZulu-Natal.

Area: 1 828km²

Cities/Towns: Nkandla

Nearby Cities: Melmoth, Eshowe, Nquthu, Kranskop and Msinga

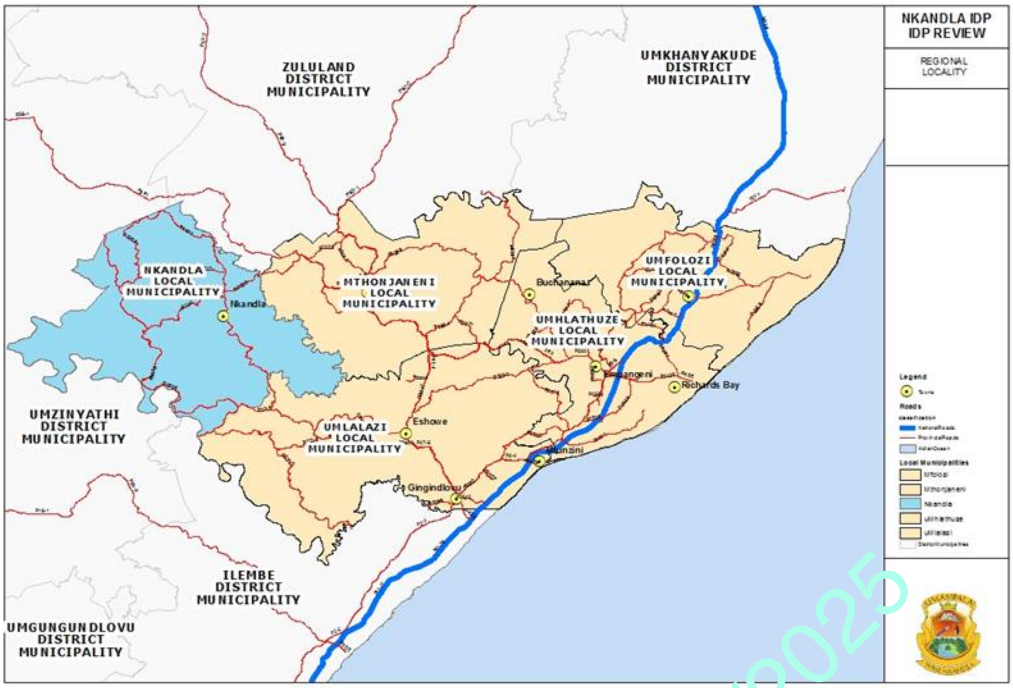
Main Economic Sectors: Retail, agriculture

Nkandla Municipality is surrounded by the following local municipalities: Ulundi to the north, Nquthu in the north-west, Msinga in the west, uMvoti in the south-west, Maphumulo in the south, UMlalazi in the south east and UMthonjaneni in the east.

The Nkandla municipality is situated in western side of King Cetshwayo District (DC28). It is positioned close to the country's two largest ports, lying about 130 kilometers inland from Richards Bay and 250 km north of Durban. Nkandla Town is classified as a Rural Service Centre (RSC) and a Provincial Rural Administrative Centre (PRAC), is the only formalized urban area located within Nkandla situated approximately 50 kilometers south-west of Melmoth and 65 kilometers from Eshowe. It is isolated from the major economic development corridors: access is via a main tar road from Melmoth, and tar road from Eshowe, Kranskop and Nquthu.

The area is located approximately 50 km South West of UMthonjaneni Local Municipality, 70 km's from UMlalazi Local Municipality, and approximately 50 km away from Isandlwane battle fields. Situated140 km from UMhlathuze Local Municipality and 250 km from EThekwini Metropolitan Municipality.

The Map below shows the Regional Context of Nkandla Local Municipal.



2. How was the IDP Developed?

The Fifth Generation 2022/2027 first year IDP Review 2023/2024 was developed taking the following into consideration.

Integrated Development Plan process commenced with the adoption of the Process Plan in September 2021. The Process Plan defined the legislative background to Integrated Development Plan, the responsible individuals and committees involved in the process, the Process Plan also detailed how community participation would be taken into place. Alignment to various pieces of legislation, provincial priorities and district priorities was also stated. The Process Plan is critical in informing the budgetary process of Nkandla Local Municipality. Stakeholders Forums were held, Public Meetings and road shows were held in compliance with chapter 4 of Municipal Systems Act – Public Participation.

In order to produce a credible Integrated Development Plan these mechanisms were used to channel the IDP review accordingly.

- Municipal Systems Act No 32 of 2000, Chapter 4,5 and 6
- MEC Letter with comments of Fifth Generation IDP 2022 -2027
- Internal IDP Action Plan
- Auditor-General's Findings and Recommendations

- Internal Auditor's Report
- IDP Forums recommendations
- District Forums
- Alignment of Sector Plans
- Compliance with the IDP regulation Guidelines
- Council Strategic Plans
- Management Committee Contributions
- Public Comments
- Previous IDP's Information

2.1 PROCESS PLAN

The process plan ensures alignment between the preparation processes for the budget, the IDP, and the Performance Management System (PMS).

Table 3: 2022/2023 IDP Process Plan Activities and Timeframes

NO	TIME FRAME	ACTIVITY	LEGISLATIVE REQUIREMENT	RESPONSIBLE PERSON
1	August/September 2023	IDP Sector alignment and co-ordination (sector departments, district & local municipalities)	Municipal Systems Act –S24	Office of the Municipal Manager
2	October/November 2023	Internal co-ordination of IDP and budget submission	N/A	Office of the Municipal Manager
3	November 2023	1st Quarter PMS Report to be placed on website and communicated at ward committee meetings	MFMA – S75(2) Municipal Systems Act – S21(b) Mun. Planning and Performance Management Regs. – 31	Office of the Municipal Manager
4	December/January 2023/2024	Submission of Annual Report to Auditor – General	MFMA – S127(5)	Office of the Municipal Manager
5	January 2024	Budget and performance mid-year assessment and review	MFMA-sec88(1)(a)	Office of the Municipal Manager and

				budget and treasury
6	February 2024	First draft of new budget	MFMA-S17	Budget and treasury
7	January / February 2024	2nd Quarter (mid-year) OPMS report to Council via PAC	Mun. Planning and Performance Management Reg. 13(2)(a)	Office of the Municipal Manager
8	March 2024	Draft Budget & draft IDP (draft Scorecard & SDBIP) submitted to Council	MFMA –S19,22 &23	Office of the Municipal Manager
9	March 2024	Public Notice on Drafts (IDP, Budget & SDBIP)		
11	JUNE 2024	Approval of IDP (including Scorecard) & Budget	MFMA – S24 & 25	Office of the Municipal Manager
12	JUNE 2024	Submit final IDP to MEC for Local Government within 10 days after council approval	Municipal Systems Act – S32(1)	Office of the Municipal Manager
13	JUNE 2024	Notification approved IDP and budget to public	Municipal Systems Act - S25(4)(a)(b)	Office of the Municipal Manager
14	JUNE 2024	Submission of SDBIP to Council for approval. To be approved within 28 days after the approval of budget	53(1)(c)(ii) of the MFMA	Office of the Municipal Manager

PUBLIC PARTICIPATION

As part of the public participation program, road shows were planned to give the public an opportunity to make contributions on the decision making of the municipality. IDP Forum Meetings which are held jointly with the Sukuma Sakhe Local Task Team were held quarterly. The IDP Forum and LTT meeting is attended by Amakhosi, NPO's, NGO's, Government Departments, Sukuma sakhe Chairpersons, Municipal Councilors and not limited to Municipal Officials. The Review of the 2024/2025 IDP was discussed in these meetings. IDP Imbizo was held in Ward 05 and community meetings were conducted in all 14 Wards of the Municipality. IDP meetings were held with Amakhosi where they had an opportunity to give comments on the 2023-24 IDP Review. IDP Forum meeting are held quarterly in conjunction with the Sukuma Sakhe Local Task Team. Comprehensive presentations on Integrated Development Plan, Budget Processes and Performance management processes were made by the municipality. The public was given an opportunity to make contributions on the affairs of the municipality. Constructive submissions were received and are included in this review.

Various meetings are held by the municipality with community to address queries and to give explanations about the operations of the municipality. Activities of the municipality are communicated to the public using different media channels to inform the public about the plans and programs of the municipality.

Ward Committees, CDW's

3. What are our Key Challenges?

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
KEY CHALLENGE(S) Lack of Job evaluation task analysis Ageing ICT infrastructure. High Staff Turnover	⇨ The municipality currently does not have a a notch system due to the Job evaluation task analysis which is outstanding. The Municipality needs to fast track the job evaluation process to ensure employees achieve their targets by appraisal system. ⇨ The Municipality's ICT infrastructure is old and needs to be ugraded. ⇨ Many employees are leaving the municipality within a short space of time. The Municipality needs to review its staff retention strategy and implement it to try and retain employees.
INTERVENTIONS	⇨ Increase Institutional Capacity and promote transformation; ⇨ Effective implementation of Retention Policy and Strategy; ⇨ Conduct job evaluation tasks analysis to fast track the job descriptions ⇨ Prioritise budget for ageing ICT Infrastructure ⇨ Fast Track the finalisation of the revised organogram that is aligned to service delivery needs
KPA 2: BASIC SERVICE DELIVERY	
KEY CHALLENGE(S)	⇨ Aging basic infrastructure (water, sanitation, electricity & Roads) ⇨ Inadequate water services infrastructure ⇨ Lack of funding, ⇨ Extension 7 upgrading will retard rehabilitation of roads for at least two consecutive years ⇨ Capacity and Network condition ⇨ High costs of middle to high income housing ⇨ Storm Water Drainage system
INTERVENTIONS	⇨ Increase provision of Municipal Services ⇨ Improve Municipal Infrastructure by developing a credible Infrastructure Maintenance Plan ⇨ The municipality is conducting vigorous Back-to Basics (B2B) activities which focuses on basic services e.g. grass cutting, street cleaning, potholes repairs, Street Lights repairs etc. where officials, ward Cllrs and communities work together; ⇨ Intensify business plans for sourcing funds ⇨ Identifying backlogs for upgrading or maintaining ⇨ Closely monitoring of SDBIP

	⇨ R56 Housing Development need urgently disposal ⇨ Homes 2010 need urgently disposal ⇨ Application for additional 3MVA to increase from current 22MVA to 23MVA is in progress ⇨ Upgrading of substations are in progress utilizing maintenance budget but future budgets need to be committed
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT	
KEY CHALLENGE(S)	⇨ High unemployment rate, poverty, and low economic growth ⇨ Underdeveloped manufacturing and agricultural sectors ⇨ Low levels of literacy and skills development ⇨ Budget constraints for poverty alleviation projects ⇨ Limited land for development (Urban Expansion);
INTERVENTIONS	⇨ Facilitate and stimulate growth and development of the local economy through opportunities for sustainable job creation, poverty reduction and improvement of business economic empowerment ⇨ Improve SMME & Coop skills ⇨ Support agricultural development ⇨ Alignment with department of agriculture ⇨ Facilitate conclusion of protocol agreement by DRDLR
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	
KEY CHALLENGE(S)	⇨ Financial stability ⇨ Low Revenue base / financial resources. The municipality has a small area from which it can collect rates. In those arears not many people can pay due to unemployment. This hinders the municipality's ability to provide services effectively and efficiently ⇨ Outstanding debt on rates and services owed to the municipality is high. (High Debtors Book) ⇨ Compliance with MFMA systems
INTERVENTIONS	⇨ Effective revenue enhancement strategy; ⇨ Improve expenditure and maximise the economies of scale ⇨ Improve budgeting, reporting and audit opinion ⇨ Strategies to reduce debtors' book ⇨ Enforcement of credit control and debt collection management;
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION	
KEY CHALLENGE(S) Community Unrests	⇨ The municipality is faced with many community protests where infrastructure is destroyed. Most of these community unrests are due to electricity problems in the rural areas and the poor road conditions. ⇨ Poor enforcement of by-laws and policies ⇨ Lack of awareness campaigns on anti-fraud and corruption
INTERVENTIONS	⇨ Promote public knowledge and awareness ⇨ Vigorous Implementation, monitoring and reporting of the B2B programme ⇨ Ensure enforcement of by-laws and policies by Senior Management
KPA 6: CROSS CUTTING	

KEY CHALLENGE(S Negative impact of climate change Spluma No environmental Personel	⇨ The municipality has faced many droughts and flood which have impacted the communities adversely. This hinders development as the municipality has to budget more for disasters. ⇨ Disaster: Community is continuing affected by its impact and after-effects Public representative need to be more accountable to communities ⇨ Outstanding land audit ⇨ Investment Climate
INTERVENTIONS	⇨ Recruitment of Environmental personal ⇨ ⇨ Improve municipal planning and spatial development (review the SDF) ⇨ Improve disaster management and response to fire and emergencies ⇨ Allocate and facilitate the procurement for more burial land. ⇨ Fast track the land Audits ⇨ Friendly city, infrastructure upgrade, responsive infrastructure and likened to big business demands

4. What is our long term vision?

Nkandla Vision

"To be a high performing rural municipality driven by continuous improvement of quality of life for Nkandla Citizens by 2033."

Nkandla Mission Statement

"Nkandla Municipality renders effective service delivery encompassing heritage to ensure poverty alleviation, sustainable economic growth and development through self-help and self-reliance."

5. What are we going to do to unlock and address our key challenges

5.1 Nkandla Development Goals

1. Improve institutional and organisational capacity
2. Sustainable Infrastructure and service delivery
3. To create a conducive environment for socio -economic growth
4. Sustainable Infrastructure and Development
5. Advance and maintain the financial viability of the municipality
6. Promote good governance in the municipality
7. Environmental Development and Management
8. Ensure improved response to disasters

The table below shows how we will address our challenges.

Table 7: Municipal Goals and Objectives and how we will use them to address our challenges.

INDEX	NATIONAL KEY PERFORMANCE AREAS	MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
A	Municipal Transformation and Organisational Development	Improve institutional and organisational capacity	A1	Improve Organizational skills development and capacity building for staff and councillors	Implement a differential approach to Municipal financing, planning and support	HUMAN RESOURCE DEVELOPMENT	**Pillar 5:** Building Capable Local Government Institutions
			A2	To decrease Municipal Risk through risk management			
			A3	Attain effective and efficient municipal administration			
				Improve education of citizens through early childhood development and skill development			
			A4	Strengthen and improve employment equity in the municipality			
			A5	To decrease Municipal Risk through risk management			
B	Basic Service Delivery	Sustainable Infrastructure and service delivery	B1	Increased provision of municipal services in a sustainable manner	Improved access to basic services	INFRASTRUCTURE DEVELOPMENT	**Pillar 2:** Delivering Basic Services
			B2	Improved state of Municipal Infrastructure		HUMAN AND COMMUNITY DEVELOPMENT	
			B3	To improve quality of life through social infrastructure development			
C	Local Economic Development	To create a conducive environment for socio -	C1	To align the LED Strategy with the PGDS, EPWP and CWP	Implementation of Community works	INCLUSIVE ECONOMIC GROWTH	N/A

INDEX	NATIONAL KEY PERFORMANCE AREAS	MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
		economic growth	C2	To increase job creation	Programme and supported Cooperatives		
			C3	To improve support to Local Development			
D	Financial Viability and Financial Management	Advance and maintain the financial viability of the municipality	D1	To enhance revenue collection	Improve Municipal Financial and Administrative Capability		**Pillar 4:** Sound financial management and accounting
			D2	To ensure that financial resources are efficiently and effectively allocated			
			D3	To ensure effective management and monitoring of expenditure			
			D4	Improved budgeting, reporting and compliance.			
E	Good Governance and Public Participation	Promote good governance in the municipality	E1	Strengthened Governance, Oversight and Reduced risk	Deepen Democracy through a refined Ward Committee System	GOVERNANCE AND POLICY	**Pillar 1:** Putting People First **Pillar 3:** Good Governance
			E2	To ensure efficient and effective internal and external communication			
			E3	Attain effective and efficient municipal administration			
F	Cross Cutting Issues	Ensure improved response to disasters	F1	Improve strategic and Municipal Spatial Planning	One window of co-ordination	SPATIAL EQUITY	N/A
			F2	To promote a safe and healthy environment for Nkandla community		ENVIRONMENTAL SUSTAINABILITY	
			F3	To minimize the effect of natural and other disasters			

INDEX	NATIONAL KEY PERFORMANCE AREAS	MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
			F4	To create a conducive environment for socio economic growth			

6. What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years.

Top Layer SDBIP

DRAFT NKANDLA 2024/2025 TOP LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

KEY CHALLENGE	TL REF	IDP REF	Municipal Goal	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget	ANNUAL TARGET	Q1		Q2		Q3		Q4		RESPONSIBLE PERSON
KPA :01 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																	
	IDT06/24/25	A1	Improve insitutional and organisational capacity	Improve Organizational skills development and capacity building for staff and councillors	WSP submitted to Local Labour Forum for approval by 30 April 2025	Date	N/A	30-Apr-25	0		0		0		30-Apr	WSP report & proof of submission	Corporate Services
	IDT07/24/25	A1	Improve insitutional and organisational capacity	Improve Organizational skills development and capacity building for staff and councillors	Training interventions for Councillors conducted by 30 June 2025	Number	N/A	2	1	Attendance Register	1	Attendance Register	0		0		Corporate Services
	IDT08/24/25	A4	Improve insitutional and organisational capacity	Strengthen and improve employment equity in the municipality	Quarterly reports on in-service training programmes by 30 June	Number		4	1	Reports on in-service training programmes	1	Reports on in-service training programmes	1	Reports on in-service training programmes	1	Reports on in-service training programmes	Corporate Services
	IDT09/24/25	A4	Improve insitutional and organisational capacity	Strengthen and improve employment equity in the municipality	The number of people from employment equity target groups employed in the three highest levels of management in Compliance with a municipality's approved employment equity plan	Number		3	0		0		0		3	Report on three highest levels of management in Compliance with a municipality's approved employment equity plan	Corporate Services
	IDT10/24/25	A2	Improve insitutional and organisational capacity	To decrease Municipal Risk through risk management	Programmes implemented as per ICT Policy	Number	N/A	4	1	Programes implemented as ICT Policy	1	Programes implemented as ICT Policy	1	Programes implemented as ICT Policy	1	Programes implemented as ICT Policy	Corporate Services
	IDT11/24/25	A3	Improve insitutional and organisational capacity	Attain effective and efficient municipal administration	Individual performance agreements submitted to MEC for Cogta by 31 July 2024	Number	N/A	5	5	Proof of submission of Performance Agreements to MEC	0		0		0		Municipal Manager
	IDT12/24/25	A3	Improve insitutional and organisational capacity	Attain effective and efficient municipal administration	Council approval of Communication strategy by 30 June 2025	Date	N/A	30-Jun-25	0		0		0		30-Jun-25	Communication Strategy & Council Resolution	Municipal Manager

KPA:02 BASIC SERVICES AND DEVELOPMENT																	
Service Delivery Backlog	BSD15/24/25	B2	Sustainable Infrastructure and service delivery	Improved state of Municipal Infrastructure	Access roads rehabilitated on quarterly basis	KM		20KM	5KM	Report on access roads rehabilitated during the quarter	5KM	Report on access roads rehabilitated during the quarter	5KM	Report on access roads rehabilitated during the quarter	5KM	Report on access roads rehabilitated during the quarter	Technical Services
Service Delivery Backlogs	BSD16/24/25	B1	Sustainable Infrastructure and service delivery	Increased provision of municipal services in a sustainable manner	Percentage of electricity faults attended within 24 hours	Percentage	N/A	100%	100%	Electricity faults report	100%	Electricity faults report	100%	Electricity faults report	100%	Electricity faults report	Technical Services
Service Delivery Backlogs	BSD17/24/25	B1	Sustainable Infrastructure and service delivery	Increased provision of municipal services in a sustainable manner	Report to Council of households with access to solid waste disposal services as per IWMP Section 2.2.1	Number	N/A	4	1	IWMP Quarterly report & council resolution	1	IWMP Quarterly report & council resolution	1	IWMP Quarterly report & council resolution	1	IWMP Quarterly report & council resolution	Technical Services
Service Delivery Backlogs	BSD18/24/25	B2	Sustainable Infrastructure and service delivery	Improved state of Municipal Infrastructure	Completed of new electricity connections by 30 June 2025	Percentage	R7 039 000	100%	30%	Progress report and expenditure report	60%	Progress report and expenditure report	90%	Progress report and expenditure report	100%	Progress report and expenditure report	Technical Services
Service Delivery Backlogs	BSD19/24/25	B2	Sustainable Infrastructure and service delivery	Improved state of Municipal Infrastructure	Number of MIG Projects completed by 30 June 2025	Percentage	R26 000 000	100%	30%	Progress report and expenditure report	60%	Progress report and expenditure report	90%	Progress report and expenditure report	100%	Progress report and expenditure report	Technical Services
Service Delivery Backlogs	BSD20/24/25	B1	Sustainable Infrastructure and service delivery	Increased provision of municipal services in a sustainable manner	Number of households with access to free basic electricity	Number	N/A	1400	1400	Eskom confirmation, Invoice & proof of payment	1400	Eskom confirmation, Invoice & proof of payment	1400	Eskom confirmation, Invoice & proof of payment	1400	Eskom confirmation, Invoice & proof of payment	Budget & Treasury Office
Service Delivery Backlogs	BSD21/24/25	B1	Sustainable Infrastructure and service delivery	Improve the financial performance of the municipality	Electricity losses reduced to 25% by 30 June 2025 & submitted to portfolio	Percentage	N/A	25%	0		0		25%	Report showing percentage of electricity loss & Portfolio minutes	25%	Report showing percentage of electricity loss & Portfolio minutes	Technical Services & Budget & Treasury Office

KPA :03 LOCAL ECONOMIC DEVELOPMENT																	
	LED09/24/25	C1	To create a conducive environment for socio - economic growth	To align the LED Strategy with the PGDS, EPWP and CWP	Review the LED Strategy by 31 December 2024	Date		31-Dec-24	0		31-Dec-24	LED/Tourism Strategy & Council resolution	0		0		Community Services
	LED10/24/25	C3	To create a conducive environment for socio - economic growth	To improve support to Local Development	LED Training programmes conducted	Number	N/A	2	1	List of beneficiaries & attendance register	1	List of beneficiaries & attendance register	0		0		Community Services
	LED11/24/25	C3	To create a conducive environment for socio - economic growth	To improve support to Local Development	Number of co-operatives maintained per quarter and reported to Council	Number	N/A	248	62	Report on co-operatives & attendance	62	Report on co-operatives & attendance	62	Report on co-operatives & attendance	62	Report on co-operatives & attendance	Community Services
	LED12/24/25	C2	To create a conducive environment for socio - economic growth	To increase job creation	Jobs created through the CWP & EPWP Projects	Number		60	30	Report on CWP & EPWP Jobs & report from the system	30	Report on CWP & EPWP Jobs & report from the system	0		0		Community Services
	LED13/24/25	C3	To create a conducive environment for socio - economic growth	To improve support to Local Development	Quarterly business provided to local people	Number	N/A	20	5	SCM Report with local businesses provided & CSD	5	SCM Report with local businesses provided & CSD	5	SCM Report with local businesses provided & CSD	5	SCM Report with local businesses provided & CSD	Budget & Treasury Office
	LED14/24/25	C3	To create a conducive environment for socio - economic growth	To improve support to Local Development	Participate in sports through SALGA games by 31 December 2024	Date		31-Dec-24	0		31-Dec-24	Attendance register ,Report with pictures	0		0		Community Services
	LED15/24/25	C3	To create a conducive environment for socio - economic growth	To improve support to Local Development	Participate in sports through District Golden games by 31 December 2024	Date		31-Dec-24	0		31-Dec-24	Attendance register ,Report with pictures	0		0		Community Services
	LED16/24/25	C3	To create a conducive environment for socio - economic growth	To improve support to Local Development	Nkandla open Marathon by 30 June 2025	Date		30-Jun-25	0		0		0		30-Jun-25	Attendance register ,Report with pictures	Community Services

KPA :04 FINANCIAL VIABILITY MANAGEMENT																	
	FVM09/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Approval of final budget by 31 May 2025	Date	N/A	31-May-25	0		0		0		31-May-25	Final Budget & Council Resolution	Budget & Treasury Office
	FVM10/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Submission of Annual Financial Statements to Auditor General by 31 August 2024	Date	N/A	31-Aug-24	31-Aug-24	Proof of submission of AFS to Auditor General	0		0		0		Budget & Treasury Office
	FVM11/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Quarterly SCM Review report submitted to Finance Portfolio	Number	N/A	4	1	Minutes & Attendance Register	1	Minutes & Attendance Register	1	Minutes & Attendance Register	1	Minutes & Attendance Register	Budget & Treasury Office
	FVM12/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Section 71 reports and monthly financial reports on grants and subsidies submitted to Treasury within 10 day of each months & Finance Portfolio	Number	N/A	12	3	Proof of submission of S71 to Treasury(Gomuni/ & Minutes, Attendance Register (Finance Portfolio)	3	Proof of submission of S71 to Treasury & Minutes, Attendance Register (Finance Portfolio)	3	Proof of submission of S71 to Treasury & Minutes, Attendance Register (Finance Portfolio)	3	Proof of submission of S71 to Treasury & Minutes, Attendance Register (Finance Portfolio)	Budget & Treasury Office
	FVM13/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Submission of Audit Report to Council by 31 January 2025	Date	N/A	31-Jan-25					31-Jan-25	Council Resolution			Budget & Treasury Office
	FVM14/24/25	D3	Advance and maintain the financial viability of the municipality	To ensure effective management and monitoring of expenditure	% of expenditure spent on capital budget on projects identified in terms of Municipality's Integrated Development Plan	Percentage		100%	25%	Monthly expenditure report and Project progress report	25%	Monthly expenditure report and Project progress report	25%	Monthly expenditure report and Project progress report	25%	Monthly expenditure report and Project progress report	Technical Services
	FVM15/24/25	D3	Advance and maintain the financial viability of the municipality	To ensure effective management and monitoring of expenditure	Reports on monitoring and evaluation of service provider performance as per the contract register on monthly basis.	Number	N/A	12	3	Monthly Service provider performance assessed	3	Monthly Service provider performance assessed	3	Monthly Service provider performance assessed	3	Monthly Service provider performance assessed	Municipal Manager
	FVM16/24/25	D3	Improve insitutional and organisational capacity	To ensure effective management and monitoring of expenditure	Percentage of budget spent on implementation of WSP per quarter	Percentage		100%	25%	Expenditure report on WSP	25%	Expenditure report on WSP	25%	Expenditure report on WSP	25%	Expenditure report on WSP	Corporate Services

KPA :05 GOOD GOVERNANCE & PUBLIC PARTICIPATION																	
	GG12/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Human resource and development strategy submitted to council for approval by 31 March 2025	Number	N/A	1	0		0		1	HR Strategy development & Council Resolution	0		Corporate Services
	GG13/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Reports of ten risks mitigation plans implemented during the financial year as per risk register by 30 June 2025	Percentage	N/A	100%	100%	Risk Register with mitigated risk & Report	100%	Risk Register with mitigated risk & Report	100%	Risk Register with mitigated risk & Report	100%	Risk Register with mitigated risk & Report	Municipal Manager
	GG14/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Approval of annual report, inclusive of oversight report by 31 March 2025	Date	N/A	31-Mar-25	0		0		31-Mar-25	Annual Report with Oversight Report	0		Municipal Manager
	GG15/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Submission of Annual Performance Report to AG by 31 August 2024	Date	N/A	31-Aug-24	31-Aug-24	Proof of APR to Auditor General	0		0		0		Municipal Manager
	GG16/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Submission of Mid-Year Performance Report to council by 25 January 2025	Date	N/A	25-Jan-25	0		0		25-Jan-25	Council Resolution	0		Municipal Manager
	GG17/24/25	E2	Promote good governance in the municipality	To ensure efficient and effective internal and external communication	Number of operation sukumasakhe programs implemented	Number		4	1	1 intervention conducted to families identified with sukumasakhe program	1	1 intervention conducted to families identified with sukumasakhe program	1	1 intervention conducted to families identified with sukumasakhe program	1	1 intervention conducted to families identified with sukumasakhe program	Community Services
	GG18/24/25	E2	Promote good governance in the municipality	To ensure efficient and effective internal and external communication	Number of ward committees Meetings held by 30 June 2025	Number	N/A	168	42	Attendance Register and Munites	42	Attendance Register and Munites	42	Attendance Register and Munites	42	Attendance Register and Munites	Municipal Manager
	GG19/24/25	E2	Promote good governance in the municipality	To ensure efficient and effective internal and external communication	Senior citizen programs implemented by 31 December 2024	Number		2	1	Attendance register & photos	1	Attendance register & photos	0		0		Community Services
	GG20/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Quarterly performance Reports submitted to Council.	Number	N/A	4	1	Performance Reports & Council Resolution	[illegible]	Performance Reports & Council Resolution	1	Performance Reports & Council Resolution	1	Performance Reports & Council Resolution	Municipal Manager
	GG21/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	2024/2025 SDBIP compiled and submitted to Mayor for approval by 30 June	Date	N/A	30-Jun-25	0		0		0		30-Jun-25	Approved SDBIP & Council Resolution	Municipal Manager
	GG22/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Final IDP submitted to council for approval by 31 May	Date	N/A	31-May-25	0		0		0		31-May-25	Approved IDP & Council Resolution	Municipal Manager
	GG23/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Quarterly Batho Pele & Complaints meetings held by 30 June	Number	N/A	12	3	Minutes & attendance register	3	Minutes & attendance register	3	Minutes & attendance register	03-Jan-00	Minutes & attendance register	
	GG24/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Quarterly Performance Audit Committee reports submitted to Council by 30 June	Number	N/A	[illegible]	1	Audit Committee Report	1	Audit Committee Report	1	Audit Committee Report	1	Audit Committee Report	

KPA :06 CROSS CUTTING INTERVENTION																	
	CCI10/24/25	F1	Conduct inspections and report on the state of developments in Nkandla	Improve strategic and Municipal Spatial Planning	Quarterly Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Number	N/A	4	1	SPLUMA implementation report	1	SPLUMA implementation report	1	SPLUMA implementation report	1	SPLUMA implementation report	Technical Services
	CCI11/24/25	F2	Improve and sustain culture through cultural events	To promote a safe and healthy environment for Nkandla community	Maiden dance events hosted by 30 September 2023	Number		2	2	Report with pictures and minutes	0		0		0		Community Services
	CCI12/24/25	F2	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Number of Substance abuse awareness conducted	Number	N/A	2	1	Report & Attendance register	1	Report & Attendance register	0		0		Community Services
	CCI13/24/25	F2	To create a conducive environment for socio - economic growth	To promote a safe and healthy environment for Nkandla community	Number of sports codes that participates in the Mayoral Cup by March 2024	Number	N/A	5	0		0		5	Report with photos and Attendance register	0		Community Services
	CCI14/24/25	F2	Attain effective and efficient municipal administration	To promote a safe and healthy environment for Nkandla community	Fraud and corruption prevention campaigns conducted by 30 June 2024	Number	N/A	1	0		0		0		1	Attendance Register & Presentation	Municipal Manager
	CCI15/24/25	F1	Ensure efficient and effective internal and external communication	Improve strategic and Municipal Spatial Planning	Number of IDP Roadshows	Number		2	0		1	Attendance Register, photos & Minutes	0		1	Attendance Register, photos & Minutes	Municipal Manager
	CCI16/24/25	F2	To create a conducive environment for socio economic growth	To promote a safe and healthy environment for Nkandla community	Quarterly HIV/ AIDS campaigns conducted	Number		4	1	Attendance Register and presentation or phamplets	1	Attendance Register and presentation or phamplets	1	Attendance Register and presentation or phamplets	1	Attendance Register and presentation or phamplets	Community Services
	CCI17/24/25	F2	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Road safety Awareness Campaigns held by 30 June 2024	Number	N/A	4	1	Report with photos and attendance register	1	Report with photos and attendance register	1	Report with photos and attendance register	1	Report with photos and attendance register	Community Services
	CCI18/24/25	F2	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Disaster Awareness Campaigns held by 30 June 2024	Number	N/A	12	3	Report with photos and attendance register	3	Report with photos and attendance register	3	Report with photos and attendance register	3	Report with photos and attendance register	Community Services

7. How will our progress be measured?

1.5.1 BATHO PELE PRINCIPLES

- Caring
- Accountability
- Transparency and honesty
- Integrity
- Efficiency
- Professionalism
- Fairness
- Dignity
- Respect

Nkandla Municipality ensures the use of the Batho Pele principles its work and engagements with the community to ensure effective and efficient service delivery.

1.5.2 OUR GOALS AND OBJECTIVES

1. Strategic Infrastructure
2. Institutional Development
3. Social and Economic Development
4. Sustainable Infrastructure and Development
5. Sound Financial Management
6. Environmental Development and Management

1.5.3 STRATEGIC OBJECTIVES

The strategic objectives of Nkandla municipality are linked and developed to the KwaZulu Natal Key Performance Areas. This was used as a guideline, comparison to the situational analysis of the area was considered. The strategic objectives are as follows:

1. To decrease municipal risk through risk management
2. To ensure efficient and effective internal and external communication
3. To promote a safe and healthy environment for Nkandla
4. To attain effective and efficient Municipal administration
5. To improve Organizational skills development and capacity building for staff and councillors

6. To strengthen and improve employment equity in the municipality
7. To improve service delivery and the image of the municipality
8. To create a conducive environment for socio -economic growth
9. To improve quality of life through social infrastructure development
10. To advance and maintain the financial viability of the municipality
11. To improve institutional efficiency through adequate systems and effective internal controls
12. To promote a safe and healthy environment for Nkandla community

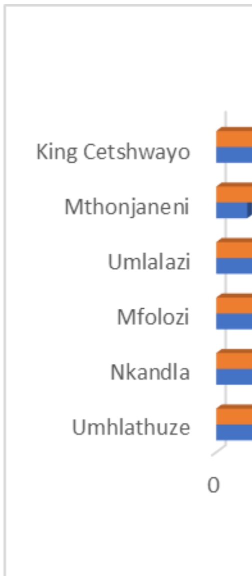
1.2.2. DEMOGRAPHIC PROFILE

The total population currently in the Nkandla Municipality is **94 476** as indicated by Statistics South Africa, 2021. The Dependency Ratio is 95%. The table below presents the population for the entire district of King Cetshwayo and compares figures from 2011 and 2016. Nkandla Local Municipality indicates a decline in population and this can be attributed to the lack of Job Opportunities, attrition due to various reasons, migration of people to other parts of the country to look for employment opportunities, the inability of the municipality to provide a range of elite services and amenities to the affording communities.

The table below indicates the latest statistics of the population of the municipality.

1.2.2.1 DISTRICT POPULATION GROWTH

Municipality	2011		2016	
	Population	%	Population	%
Umhlathuze	334 459	36.9	410 465	42.2
Nkandla	114 416	12.6	114 284	11.7
Mfolozi	122 889	13.5	144 363	14.8
UMlalazi	213 601	23.5	223 140	22.9
Mthonjaneni	47 818	5.3	78 883	8.1
King Cetshwayo	907 519	100.0	971 135	100.0



The extreme changes in the population growth rate for the period 2011 to 2016 in four of the five local municipalities is due to concerning and the reason need to be further investigated. It is believed that HIV and urbanisation may play a critical role in the declining numbers of the rural population due to migration to areas with perceived better economic opportunities.

1.2.2.2 NKANDLA POPULATION GROWTH

Nkandla Local Municipality indicates a decline in population and this can be attributed to the lack of Job Opportunities, attrition due to various reasons, migration of people to other parts of the country to look for employment opportunities, the inability of the municipality to provide a range of elite services and amenities to the affording communities.

The table below indicates the latest statistics of the population of the municipality

	2016	2011
Population	114 284	114 416
Age Structure		
Population under 15	45.9%	40.3%
Population 15 to 64	48.6%	53.6%
Population over 65	5.5%	6.1%
Dependency Ratio		
Per 100 (15-64)	105.8	86.6
Sex Ratio		
Males per 100 females	82.5	79.4
Population Growth		
Per annum	-0.03%	n/a
Labour Market		
Unemployment rate (official)	n/a	43.9%
Youth unemployment rate (official) 15-34	n/a	53.5%
Education (aged 20 +)		
No schooling	24.7%	29.1%

Matric	23.9%	21.2%
Higher education	4.9%	4.8%
Household Dynamics		
Households	21 832	22 463
Average household size	5.2	4.9
Female headed households	63.0%	63.1%
Formal dwellings	17.0%	31.8%
Housing owned	87.3%	54.6%
Household Services		
Flush toilet connected to sewerage	5.5%	8.1%
Weekly refuse removal	4.0%	7.8%
Piped water inside dwelling	5.0%	16.7%
Electricity for lighting	76.9%	44.6%

1.2.2.3 POPULATION BY HOUSEHOLDS

Source: statistics South Africa (web)

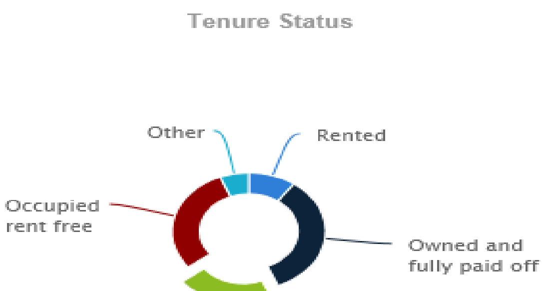
According to Stats SA Census 2011, there are 22 463 households within the Nkandla Municipality which is made up of formal residential, traditional residential and collective living quarters. The table below highlights various household types:

TABLE 1: NUMBER OF HOUSEHOLDS BY TYPE

Type	Number of households
Formal Residential	3 222
Traditional Residential	110 313
Collective Living quarters	327

There are various dwelling types that make up the 22 463 households, these are reflected in the table below. The main type of dwelling is that of the “traditional dwelling/ hut/ structure of traditional materials” which accounts of 67.40% of the 24 216 households that exist within the Municipality.

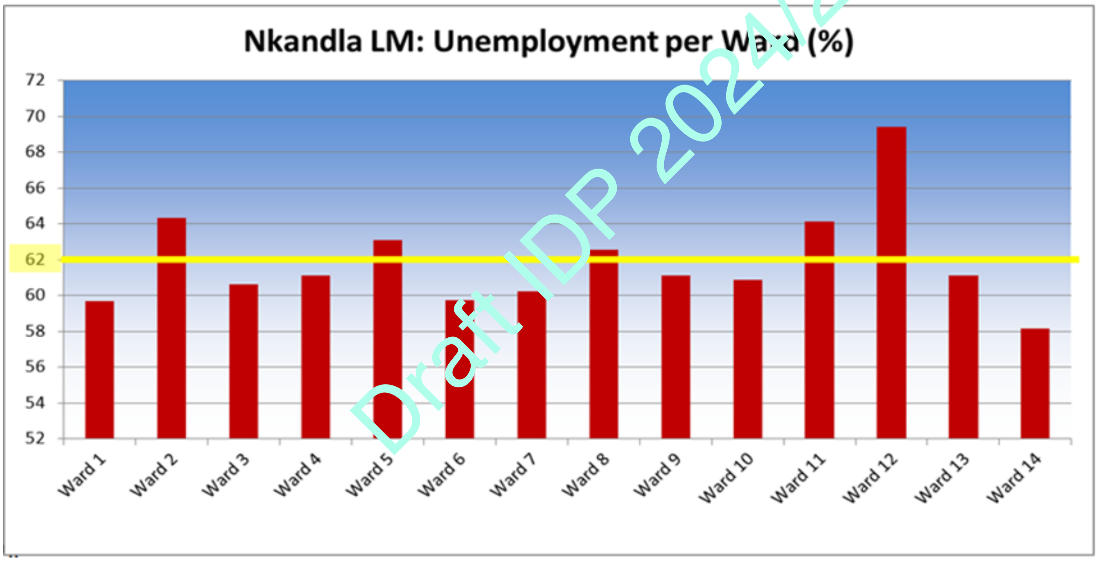
Bar chart: Distribution of households by tenure status



1.2.2.4 POPULATION BY ECONOMY

Unemployment rate is 52% prevalence- Nkandla is the one of the poorest regions of KING CETSHWAYO. Ward1 – 60%, ward 2 – 65%, ward 3 61%, ward 4- 61%, ward 5- 63%, ward 6 – 59%, ward 7 – 60%, ward 8 – 58%, ward 9 – 60%, ward 10 – 60%, ward 11 -64%, ward 12 – 69%, ward 13- 58%, ward 14 – 58%.

Bar Chart: Unemployment rate by ward



Ref: Stats SA Survey 2016

1.2.2.4 EDUCATION

Primary education enrolment for the population aged 6 to 13 is 86,7%. 21,2% of the population have matric.

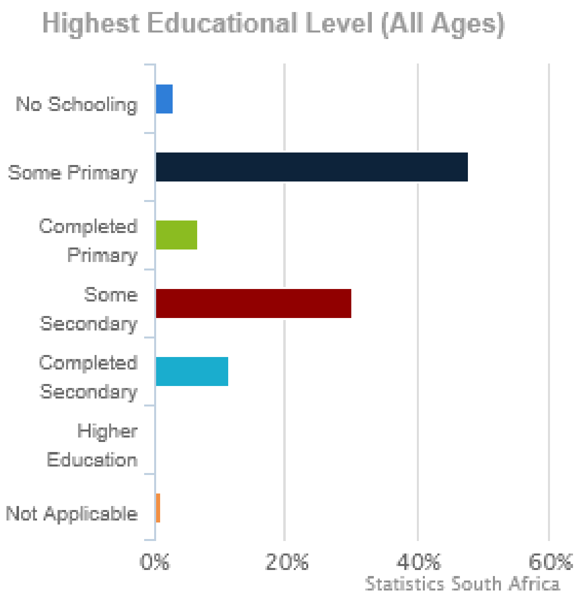
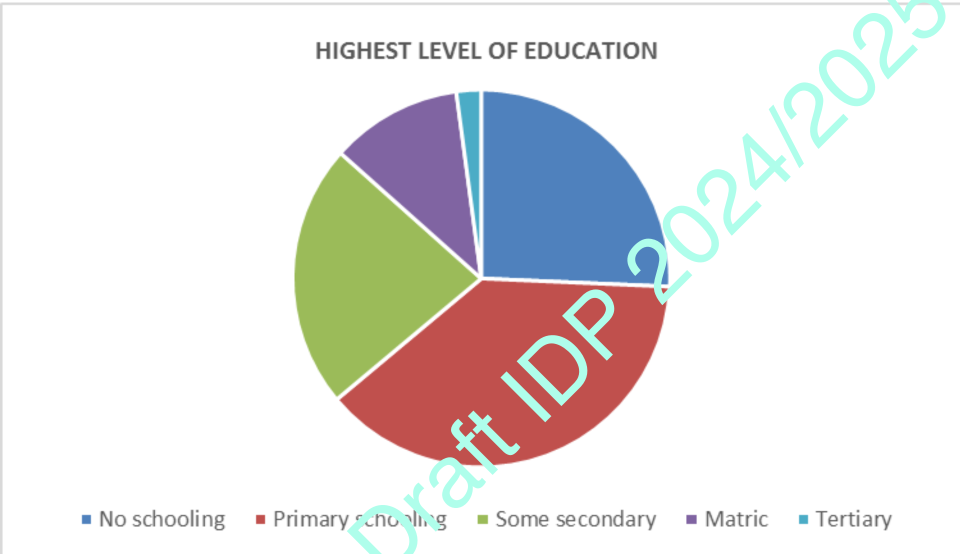


Table showing highest education levels according to STATS SA 2011



Ref: Stats SA Survey 2016

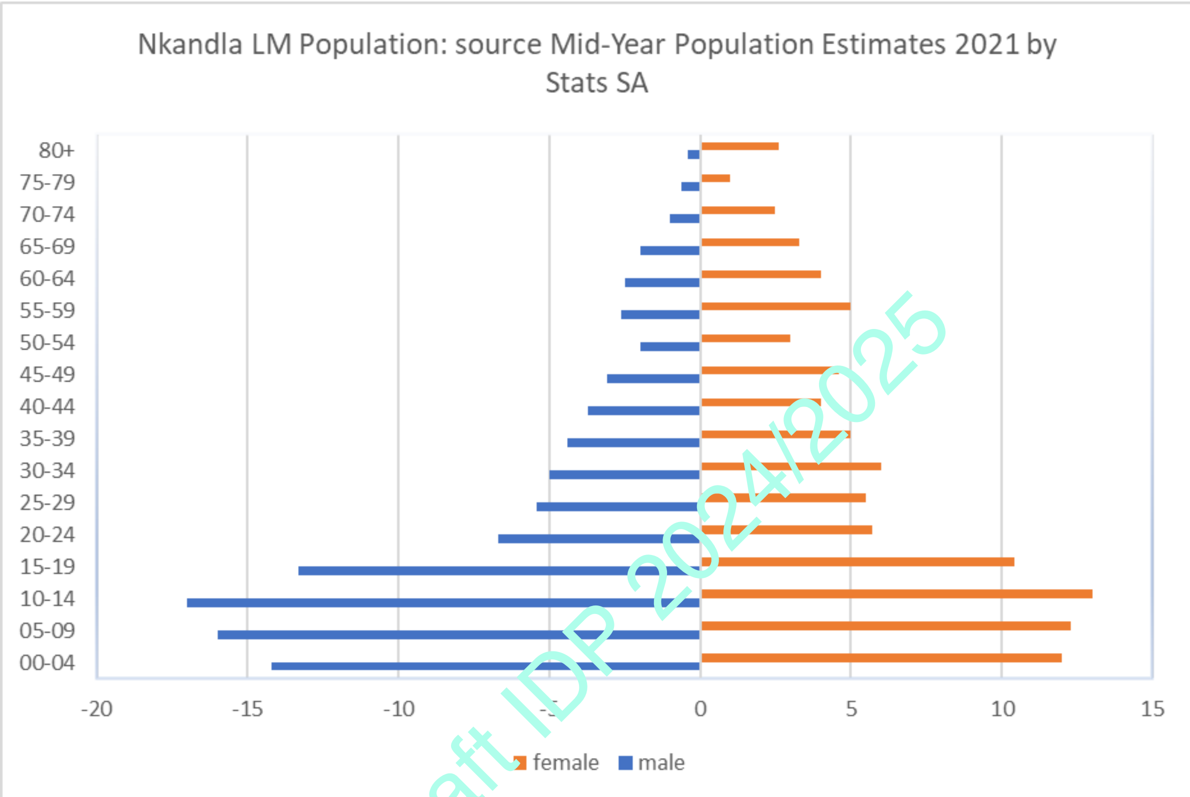
1.2.2.5. DEMOGRAPHIC DIVEDEND

The demographic dividend is the accelerated economic growth that may result from a decline in a country's mortality and fertility and the subsequent change in the age structure of the population.

The concept of a demographic dividend is based on the link between a country's demographic profile and its potential for an increase in economic growth. Typically, starting from a position of a high fertility rate and a relatively large young population, if there is a decline in the country's fertility rate over time, there follows an increase in its working-age ratio, which is the population of working age (15–64 years) as a percentage of the total population. There is a corresponding decrease in the dependency ratio (those below 15 and over 64 as a percentage of the total population). On the assumption that there is positive growth in the total population, a higher working-age ratio results in more labour resources becoming available to devote to production. In addition, the lower dependency ratio means that, at least in relative terms, less time and energy are diverted away from productive workplace activities to care for the young and the elderly. The resulting boost to economic growth, if it takes place, is known as the demographic dividend.

Nkandla's population seems to be decreasing on a yearly basis. This could be a result of school leaving children leaving to go to tertiary institutions as there is only one FET College with no universities in the area. There are also no major factories in the area with very few shops which hence the young have to migrate to bigger towns or cities to seek employment opportunities. Nkandla has a very high **dependency ratio of 95%** which needs urgent attention by all departments.

1.2.2.6. NKANDLA POPULATION PYRAMID



The graph above shows the population rate of Nkandla Local Municipality by sex and age.

The figure above shows the age distribution within the Nkandla Municipal area where the ages of 15 - 64 are the most dominant (51%) followed closely by the <15 years age groups at 41.4%. The latter group forms part of the active labour group. The huge numbers of this age group call for a need for creation of employment opportunities and provision of educational facilities to cater for their needs.

As shown in graph above. About 42% of the population is children between the ages 0 – 14. This emphasises the need for more primary health care services and planning for education. Nkandla Municipality addresses this by ensuring that that a budget set aside to build creches and train the creche educators. About 29% of the population is youth under the age of 35. Nkandla has a relatively young population with 70% of the population being below the ages 35. There is a need for more tertiary institutions as there is only one. Employment is a huge crisis which needs to be planned for especially with such a huge young population.

Nkandla Municipality has a relatively young population. About 35% of the population is still school going pointing out a need to strengthen the existing FET collage and to attract more institutions of higher learning in the future? This relatively young population signifies high potential for population growth in the future which further exacerbates the supply and demand scenario for more housing, education, and health services in the foreseeable future. This means that the municipality, sector departments and NGOs must direct their development plan in favour of the youth. This brings us to the key issues of concern in the area such as the high unemployment rate, lack of skills, HIV&AIDS, and substance abuse.

The segment of the population falling within the 35 – 64 age groups (which makes approximately 7% of the population) which would essentially be classified as the potentially economically active population of Nkandla Municipality. This segment is very small and seems to be very burdened as all other age groups are dependent on this group for necessities. This means that Nkandla has a very high dependency ratio. data also means that there must be improved in-take of social security grants especially the child support grants within the municipal area and economic growth to provide jobs for the economically active population. The Municipality has a relatively small percentage of elderly people, which brings to question whether people are not living to old-age, owing to untimely deaths or whether there is a generation of people that have left the area and are enjoying old age elsewhere.

Implications of the Nkandla LM Population Pyramid:

The population pyramid suggests that Nkandla must ensure the following in their planning:

1. Education needs to be prioritised; Early childhood Development centres need to be constructed for the young children.
2. Higher education facilities need to be prioritised for the bulk children who are soon to be leaving secondary education.
3. Policies need to be put in place to harness more job creation and job opportunities.
4. Health care services and health education needs to be planned for to decrease mortality in the working force.
5. Family planning education and contraceptives for the young woman and children needs to be prioritised to decrease the fertility rate.

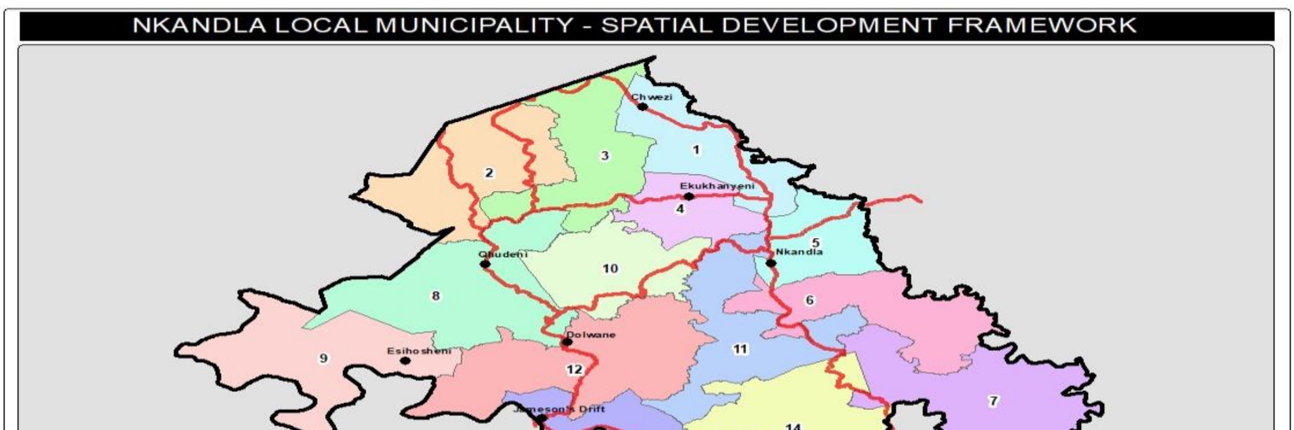
1.2.2.7. FIVE YEAR POPULATION PROJECTIONS

Year	2020	2021	2022	2023	2024
Population	96551	94476	92310	90144	86204

1.2.3. WARDS AND TRADITIONAL AUTHORITY

The municipality consists of 14 large wards with 18 Traditional Authority. Most of economic activities take place in ward 5 of the municipality which forms the urban node. The famous Nkandla Indigenous Forest and Amatshezimpisi Game Reserve is located in Ward 6. The municipality does not have any National Routes that traverse the municipality. The area is divided into five primary and secondary nodes being Nkandla (ward 01), Qhudeni (ward 08), Lindela (Ward 13), Dolwane (Ward 12) and Chwezi (Ward 01).

Map 2: Ward &Traditional Authority Map



Map 2:Traditional Authority Map

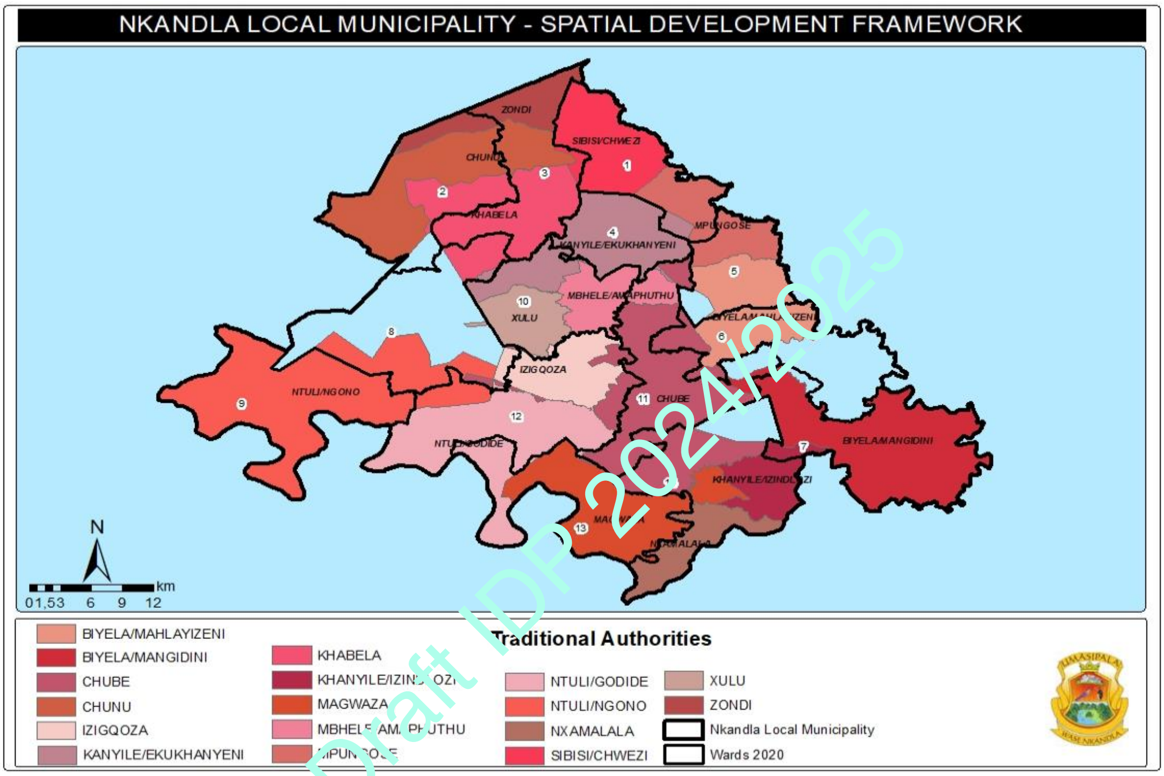


Table 2:

Traditional Authorities

The municipality has 17 traditional authorities and 1 Trust Farm namely:
Table 2: Traditional Authorities

Traditional Authority	Inkosi	Wards
Chwezi TC	Inkosi MP Sibisi	1
Kwa- Zondi TC	Inkosi L K K Zondi	2 and 3
Khabela TC	Inkosi M E Dlomo	2 and 3
Chunu TC	Inkosi K M Mchunu	2 and 3
Mpungose TC	Inkosi Z D Mpungose	1 and 5
Ekukhanyeni T/A	Inkosi S S Khanyile	4
Mahlayizeni TC	Inkosi B P Biyela	5 and 6

Mangidini T/A	Inkosi Z Biyela	7
Qhudeni Trust farm	MR Mdluli (Umholi)	8
Ngono T/A	Inkosi M P Ntuli	9
Kwa -Xulu TC	Inkosi T N Xulu	10
Amaphuthu T/A	Inkosi T P Mbhele	10
Chube TC	Inkosi B S Shezi	11
Ezindlozi T/A	Inkosi B Khanyile	11 and 14
Godide TC	Inkosi M P Ntuli	12
Izigqoza T/A	Inkosi J S Zulu	12
Magwaza T/A	Inkosi M S Magwaza	13
Nxamalala	Inkosi M T Zuma	14

There is a good working relationship between the municipality and Amakhosi. Amakhosi are involved in the development of their areas of jurisdiction. The participation of Amakhosi in Council affairs has been formalized. Section 81 of the Local Government: Municipal Structures Act was used as a guide in formalizing the process. There are 2 Amakhosi that represent Traditional Council in Municipal Council meetings namely Inkosi Khanyile and Inkosi Ntuli.

1.2.5. ECONOMIC PROFILE

Nkandla Local Municipality remains as one of poorest local municipalities within King Cetshwayo district Municipality. The dominating economic activities in Nkandla are subsistence Agriculture and trading of Livestock. Most people in Nkandla rely solely on Government social grants for survival. The following statistics gives the clear indication on the state of economic activities.

Table3: Economic Activity

ECONOMIC ACTIVITY	PERCENTAGE
Subsistence Agriculture	16%
Informal Sector	13%
Local Wages	0,5 %
Migrant Remittances	20%
Government Grants	74.5 %
No Income	42,1 %

Source: Statistics South Africa, Census 2001 and 2011

The above diagram indicates that 42, 1 % of the population have no income at all. One can conclude by stating that most of the people in Nkandla are faced with poverty. 74.5% of the population depends on social grants and other government grants. Despite the bleak outlook of the current economic conditions of the municipality there is immense potential for growth in the economy in Nkandla owing to the innumerable opportunities that are available to investors in the tourism and services sectors, respectively.

Local economic development and education are the focal points of the Municipality to overcome the above statistics on the diagram.

1.3. THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2023/2024 IDP

1.3.4. IDP KEY ISSUES

The following highlights the main KPAs:

1. Basic Service Delivery
2. Local Economic Development (Social Development Are to Be Included Here as A Sub-Heading as Per Cogta Guidelines)
3. Municipal Transformation and Institutional Development
4. Good Governance and public Participation
5. Financial Viability and Management
6. Cross Cutting Interventions (Including Spatial and Environment as Per Cogta Guidelines)

1.4. KEY CHALLENGES FACING THE MUNICIPALITY AND WHAT IS DONE TO ADDRESS THEM

The Municipality undertook a Strategic Planning Session from the 25-28 August 2016. The session was facilitated by a Service Provider. In attendance from the municipality were all the New Councillors, Heads of Departments and Managers Levels 2-4. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues/ challenges.

The general consensus was that strategic planning is the core of the work of an organisation and without a strategic framework the municipality's direction and approach to service delivery may be an unconvincing endeavour.

In that regard, this session was intended to assist NKANDLA answer the following key questions:

- ⇨ Who are we?
- ⇨ What capacity do we have/ what can we do?
- ⇨ What problems are we addressing?
- ⇨ What difference do we want to make?
- ⇨ Which critical issues must we respond to?
- ⇨ Where should we allocate our resources? / What should our priorities be?

These key priority issues / challenges were sifted into categories of the six (6) KZN KPAs. The following table summarizes these key challenges and what the municipality resolved to do in order to address them.

Table 5: Key Challenges and Interventional Measures

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
KEY CHALLENGE(S) Lack of Job evaluation task analysis Non achievement of Targets	⇨ The municipality currently does not have a a notch system due to the Job evaluation task analysis which is outstanding. ⇨ Late review of policies and By-Laws. ⇨ Ageing ICT infrastructure. ⇨ The Municipality needs to fast track the job evaluation process to ensure employees achieve their targets by appraisal system
INTERVENTIONS	⇨ Increase Institutional Capacity and promote transformation; ⇨ Effective implementation of Retention Policy and Strategy; ⇨ Conduct job evaluation tasks analysis to fast track the job descriptions ⇨ Prioritise budget for ageing ICT Infrastructure ⇨ Fast Track the finalisation of the revised organogram that is aligned to service delivery needs
KPA 2: BASIC SERVICE DELIVERY	
KEY CHALLENGE(S)	⇨ Aging basic infrastructure (water, sanitation, electricity & Roads) ⇨ Inadequate water services infrastructure ⇨ Lack of funding, ⇨ Burden to upgrade roads in low cost housings ⇨ Extension 7 upgrading will retard rehabilitation of roads for at least two consecutive years ⇨ Capacity and Network condition ⇨ High costs of middle to high income housing

	⇨ Storm Water Drainage system
INTERVENTIONS	⇨ Increase provision of Municipal Services ⇨ Improve Municipal Infrastructure by developing a credible Infrastructure Maintenance Plan ⇨ The municipality is conducting vigorous Back-to Basics (B2B) activities which focuses on basic services e.g. grass cutting, street cleaning, potholes repairs, Street Lights repairs etc. where officials, ward Cllrs and communities work together; ⇨ Intensify business plans for sourcing funds ⇨ Identifying backlogs for upgrading or maintaining ⇨ Closely monitoring of SDBIP ⇨ R56 Housing Development need urgently disposal ⇨ Homes 2010 need urgently disposal ⇨ Application for additional 3MVA to increase from current 22MVA to 23MVA is in progress ⇨ Upgrading of substations are in progress utilizing maintenance budget but future budgets need to be committed
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT	
KEY CHALLENGE(S)	⇨ High unemployment rate, poverty, and low economic growth ⇨ Underdeveloped manufacturing and agricultural sectors ⇨ Low levels of literacy and skills development ⇨ Budget constraints for poverty alleviation projects ⇨ Limited land for development (Urban Expansion);
INTERVENTIONS	⇨ Facilitate and stimulate growth and development of the local economy through opportunities for sustainable job creation, poverty reduction and improvement of business economic empowerment ⇨ Improve SMME & Coop skills ⇨ Support agricultural development ⇨ Alignment with department of agriculture ⇨ Facilitate conclusion of protocol agreement by DRDLR
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	
KEY CHALLENGE(S)	⇨ Financial stability ⇨ Low Revenue base / financial resources ⇨ Outstanding debt on rates and services owed to the municipality is high. (High Debtors Book) ⇨ Compliance with MFMA systems
INTERVENTIONS	⇨ Effective revenue enhancement strategy; ⇨ Improve expenditure and maximise the economies of scale ⇨ Improve budgeting, reporting and audit opinion ⇨ Strategies to reduce debtors' book ⇨ Enforcement of credit control and debt collection management;
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION	
KEY CHALLENGE(S)	⇨ Poor enforcement of by-laws and policies ⇨ Lack of awareness campaigns on anti-fraud and corruption
INTERVENTIONS	⇨ Promote public knowledge and awareness ⇨ Vigorous Implementation, monitoring and reporting of the B2B programme

	⇨ Ensure enforcement of by-laws and policies by Senior Management
KPA 6: CROSS CUTTING	
KEY CHALLENGE(S)	⇨ Limited land availability and middle-income Housing ⇨ Mushrooming of informal settlement ⇨ Disaster: Community is continuing affected by its impact and after-effects Public representative need to be more accountable to communities ⇨ Limited space for burial land (cemeteries) – current pace is running out. ⇨ Outstanding land audit ⇨ Investment Climate
INTERVENTIONS	8. Improve municipal planning and spatial development (review the SDF) 9. Improve disaster management and response to fire and emergencies **10.** Allocate and facilitate the procurement for more burial land. **11.** Fast track the land Audits 12. Friendly city, infrastructure upgrade, responsive infrastructure and likened to big business demands

1.5. WHAT IS OUR LONG-TERM VISION?

The Vision, Mission and Core Values for the Municipality were reviewed at the Councillor Strategic Planning Session that was held on the 26-28 January 2022. We describe the new vision, mission and core values of the Nkandla Municipality as follows:

1.6. WHAT TO EXPECT, IN TERMS OF OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS

The community of Nkandla Municipal area should expect considerable declines in service backlogs and a desirable living environment. This will be achieved through the set goals and objectives as detailed in the sections that follow. However, the following table summarizes.

Table 6: Expected Outputs, Outcomes & Deliverables over the next five (5) Years

OUTPUT	OUTCOMES / DELIVERABLES
Projects that will improve organizational cohesion and effectiveness	Improved organizational stability and sustainability
Projects that will eradicate backlogs and ensure proper operations and maintenance	Sustainable delivery of improved services to all households
Projects that will create an environment that promotes the development of the local economy and facilitate job creation	Improved municipal economic viability
Developing and implementing appropriate financial management policies, procedures, and systems	Improved financial management and accountability
Promote a culture of participatory and good governance	Entrenched culture of accountability and clean

	governance
Development of schemes & unlocking of land	Availability of schemes and land for development

1.7. MUNICIPAL GOALS AND OBJECTIVES AND HOW THEY WILL BE MEASURED

The municipal goal is to ensure that all community members within Nkandla have access to basic services. This can be achieved by ensuring that the Key Performance Areas are implemented. The table following highlights the municipal priority objectives aligned to the KZN KPAs, Batho Pele Principles and Back-to-Basics Principles and demonstrate how they will be measured.

1.7.1. MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES ALIGNED TO PDGP

Table 7: Municipal Goals and Objectives and how they will be measured.

INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME /MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
A	Municipal Transformation and Organisational Development	Improve institutional and organisational capacity	A1	Improve Organizational skills development and capacity building for staff and councillors	Implement a differential approach to Municipal Financing, planning and support	HUMAN RESOURCE DEVELOPMENT	**Pillar 5:** Building Capable Local Government Institutions
			A2	To decrease Municipal Risk through risk management			
			A3	Attain effective and efficient municipal administration			
				Improve education of citizens through early childhood development and skills development			
			A4	Strengthen and improve employment equity in the municipality			
			A5	To decrease Municipal Risk through risk management			
B	Basic Service Delivery	Sustainable Infrastructure and service delivery	B1	Increased provision of municipal services in a sustainable manner	Improved access to basic services	INFRASTRUCTURE DEVELOPMENT	**Pillar 2:** Delivering Basic Services
			B2	Improved state of Municipal Infrastructure		HUMAN AND COMMUNITY DEVELOPMENT	
			B3	To improve quality of life through social infrastructure development			

INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME /MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
C	Local Economic Development	To create a conducive environment for socio - economic growth	C1	To align the LED Strategy with the PGDS, EPWP and CWP	Implementation of Community works Programme and supported Cooperatives	INCLUSIVE ECONOMIC GROWTH	N/A
			C2	To increase job creation			
			C3	To improve support to Local Development			
D	Financial Viability and Financial Management	Advance and maintain the financial viability of the municipality	D1	To enhance revenue collection	Improve Municipal Financial and Administrative Capability		**Pillar 4:** Sound financial management and accounting
			D2	To ensure that financial resources are efficiently and effectively allocated			
			D3	To ensure effective management and monitoring of expenditure			
			D4	Improved budgeting, reporting and compliance.			
E	Good Governance and Public Participation	Promote good governance in the municipality	E1	Strengthened Governance, Oversight and Reduced risk	Deepen Democracy through a refines Ward Committee System	GOVERNANCE AND POLICY	**Pillar 1:** Putting People First **Pillar 3:** Good Governance
			E2	To ensure efficient and effective internal and external communication			
			E3	Attain effective and efficient municipal administration			
F	Cross Cutting Issues	Ensure improved response to disasters	F1	Improve strategic and Municipal Spatial Planning	One window of co-ordination	SPATIAL EQUITY	N/A
			F2	To promote a safe and healthy environment for Nkandla community		ENVIRONMENTAL SUSTAINABILITY	

INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME /MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
			F3	To minimize the effect of natural and other disasters			
				To create a conducive environment for socio economic growth			

1.7.3. MONITORING OF THE IDP THROUGH THE PERFORMANCE MANAGEMENT SYSTEM (PMS)

The attainments of key performance areas will be measured through the adopted Performance Management Framework policy. The aim will be to enforce a performance driven municipality. This will be done though the enforcement of performance key performance areas of the municipality as an element of the Performance Management System, this includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and all other Senior Managers. The performance of the Municipality is therefore dependent on the performance of management committee. Key performance areas are aligned with responsible manager or HOD, as directors of each directorate as stipulated in the Integrated Development Plan. Development and adoption of SDBIP's is followed by strict monitoring and reporting on monthly and quarterly basis. Mid-Year report forms part of half yearly assessment on targets set at the beginning of that particular year together with Mid-Year Budget Adjustment.

Key Performance Area	**Responsible Unit**
Monitoring, Evaluation, Compliance and Reporting -	Office of the Municipal Manager
Municipal Transformation and Institutional Development	Corporate Services
Service Delivery and Infrastructure Development	Technical Services
Local Economic Development	Community and Social Services
Financial Viability and Management	Budget and Treasury
Good Governance and Public Participation	Office of the Municipal Manager

SECTION B –CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

This section identifies key Planning and Development Principles that guide the IDP and planning decision-making in the Municipality. Also included in this section is a summary of the applicable government priorities and policies guiding organs of state and the Nkandla Municipality as depicted in the figure below:

2.1. PLANNING AND DEVELOPMENT PRINCIPLES FOR NKANDLA MUNICIPALITY

The following table provides a summary of planning and development principles that underpin the Nkandla IDP.

Planning and Development Principles

a) **Spatial Justice**: - past spatial and other development imbalances must be redressed through improved access to and use of land.

b) **Spatial Sustainability**:- promote land development that is within the fiscal, institutional and administrative means of government, give special consideration to the protection of prime agricultural land, uphold land use measures in accordance with environmental management instruments, promote land development in sustainable locations and limit urban sprawl, consider all current and future costs to all parties in the provision of infrastructure and social services to ensure the creation of viable communities

c) **Efficiency**: - optimise the use of existing resources and infrastructure

d) **Spatial Resilience**: - Flexibility in spatial plans and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

e) **Good Administration**: - all spheres of government must ensure an integrated approach to land use and land development; all departments must provide their sector input and comply with the prescribed requirements and follow a transparent public process.

2.2. GOVERNMENT POLICIES AND IMPERATIVES

National policies and imperatives provide a framework within which development should take place. Nkandla Municipality acknowledges these and strive toward the effective implementation thereof.

2.2.1. THE NATIONAL DEVELOPMENT PLAN (VISION 2030) - NDP

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC). The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report (2011), the NPC identified 9 primary challenges facing the country (which are also prevalent in the Nkandla Municipality), namely:

- Too few people work;
- The quality of school education for black people is poor;
- Infrastructure is poorly located, inadequate, and under- maintained;
- Spatial divides hobble inclusive development;
- The economy is unsustainably resource intensive;
- The public health system cannot meet demand or sustain quality;
- Public services are uneven and often of poor quality;
- Corruption levels are high; and
- South Africa remains a divided society.

In addressing these concerns, the NDP sets out six interlinked priorities, namely:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy, and accountability;
- Bringing about faster economic growth, higher investment, and greater labour absorption;
- Focussing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

The National Development Plan provides a paradigm shift whose focus is to involve communities, youth, workers, the unemployed, and business partnerships with each other, so as to develop a more capable state, to develop capabilities of individuals and the country, as well as to create opportunities for the whole of South Africa. The importance of alignment with National Planning Commission and National Development Plan and elements of the plan are included in t strategic objectives of our key performance areas of the municipality

2.2.2. THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

Figure 5: The 17 Sustainable Development Goals

The MDGs, adopted in 2000, aimed at an array of issues that included slashing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The Sustainable Development Goals are summarised as follows:

- **Goal I.** End poverty in all its forms everywhere.

- **Goal 2.** End hunger achieve food security and improved nutrition and promote sustainable agriculture.
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages.
- **Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- **Goal 5**. Achieve gender equality and empower all women and girls.
- **Goal 6**. Ensure availability and sustainable management of water and sanitation for all.
- **Goal 7.** Ensure access to affordable, reliable, sustainable, and modern energy for all.
- **Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- **Goal 10.** Reduce inequality within and among countries.
- **Goal 11.** Make cities and human settlements inclusive, safe, resilient, and sustainable.
- **Goal 12.** Ensure sustainable consumption and production patterns.
- **Goal 13.** Take urgent action to combat climate change and its impacts.
- **Goal 14.** Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- **Goal 15.** Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- **Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.
- **Goal 17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The Sustainable Development Goals will therefore complete the aims of the Millennium Development Goals and ensure that no one is left behind.

2.2.3. GOVERNMENT OUTCOMES 1-14

The Government's outcome-based approach arose out of a realisation by government that change was not happening as rapidly 5and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a "better life for all" and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery.

Out of this backdrop the outcomes approach was developed ensuring that government is focussed on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions. The fourteen outcomes are summarised below:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;

3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive, and responsive economic infrastructure network;
7. Vibrant, equitable, and sustainable rural communities, with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective, and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Creation of a better South Africa, and contributing to a better and safer Africa and World; and
12. An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship Integrated Development Plan for 2016/2017 Financial Year 50
13. A comprehensive, responsive, and sustainable social protection system.
14. A diverse, socially cohesive society with a common national identity

These outcomes provide strategic focus and do not cover the whole of government's work and activities. The IDP document addresses each of these outcomes and municipal strategies have been designed accordingly.

2.2.4 NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2021)

SONA HIGHLIGHTS National State of Disaster Government intends to lift the National State of Disaster as soon as other supplementary legislation has been aligned to enable the government to respond to the pandemic and other health disasters.

Government has to create the environment for businesses to invest, grow and employ more people.

Government to implement far reaching reforms to unlock investment, reduce cost of doing business and increase competitiveness.

Telecoms Government will facilitate the rapid deployment of broadband infrastructure across all municipalities by establishing a standard model for the granting of municipal permissions.

Water Infrastructure Government to prioritise institutional reforms to ensure future water security, investment in water resources and maintenance of existing assets.

SMME Growth Government to implement measures to unleash the potential of small businesses, micro businesses and informal businesses.

Government will make an initial investment of R1.8 billion in bulk infrastructure, which will unlock seven private sector projects valued at R133 billion.

Government is introducing an innovative social infrastructure delivery mechanism to address issues that afflict the delivery of school infrastructure.

Through these plans, business, government and labour are working together to increase production and create more jobs in the sector.

Global Business Sector SA placed to attract companies keen to open call centre and business facilitation offices in SA. Cannabis Industry Government to streamline regulations to attract investment in cannabis which has the potential to create 130 000 jobs.

Government to streamline the regulatory processes so that the hemp and cannabis sector can thrive like it is in other countries such as Lesotho.

Mining Sector To attract investors into the mining minerals needed in the new global economy, government to finalise the mining exploration strategy.

The Department of Higher Education and Training will place 10,000 unemployed TVET graduates in workplaces from April 2022 Social Grants As reported, the government is extending the R350 monthly social grant introduced in response to the impact of Covid-19 for another year to March 2023.

SOEs Government has embarked on several immediate measures to restore SOEs stability and also implement far-reaching reforms to make SOEs more efficient, competitive, accountable and sustainable.

The Presidential SOE Council has recommended that government adopt a centralised shareholder model for its key commercial state-owned companies.

2.2.5. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

The Spatial Planning and Land Use Management Act No. 16 of 2013 came into operation on the 1st of July 2015.

SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

SPLUMA has become the official overarching legislation for development planning in the country and has repealed the following legislations previously used for various development planning purposes:

- ⇨ Removal of Restrictions Act, 1967 (Act No. 84 of 1967)
- ⇨ Physical Planning Act, 1967 (Act No. 88 of 1967)
- ⇨ Less Formal Township Establishment Act, 1991 (Act No. 133 of 1991)
- ⇨ Physical Planning Act, 1991 (Act No. 125 of 1991)
- ⇨ Development Facilitation Act, 1995 (Act No. 67 of 1995)
- ⇨ Some of the key aspects that SPLUMA deals with are:
- ⇨ Development Principles and Norms and Standards
- ⇨ Intergovernmental Support
- ⇨ Spatial development Frameworks
- ⇨ Land Use Management
- ⇨ Land Development Management

Section 35 (2) Of SPLUMA states; A municipality must, in order to determine land use development applications within its municipal area, establish a Municipal Planning Tribunal. A Municipal Planning Tribunal (MPT) is the decision-making body for Land Development. In terms of the Draft Regulations in terms of SPLUMA, all category 1 applications must be referred to the Tribunal:

a) The establishment of a township or the extension of the boundaries of a township;
b) The amendment of an existing scheme or land use scheme by the rezoning of land;
c) The removal, amendment, or suspension of a restrictive or obsolete condition, servitude or reservation registered against the title of the land;
d) The amendment or cancellation in whole or in part of a general plan of a township;
e) The subdivision and consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application;
f) Permanent closure of any public place;
g) Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme.

2.2.5. INTERGRATED URBAN DEVELOPMENT FRAMEWORK

The Integrated Urban Development Framework (IUDF) is a policy initiative of the Government of South Africa, coordinated by the Department of Cooperative Governance and Traditional Affairs (COGTA)

The IUDF marks a new deal for South African cities and towns. It sets a policy framework to guide the development of inclusive, resilient and liveable urban settlements, while addressing the unique conditions and challenges facing South Africa's cities and towns. It advocates the effective management of urbanisation so that the increasing concentration of an economically active population translates into higher levels of economic activity, greater productivity and higher rates of growth, thereby transforming our South African cities and towns into engines of growth.

The key outcomes of the IUDF is spatial transformation. The identified policy levers and priorities are crucial for maximising the potential of urban areas, by integrating and aligning investments in a way that improves the urban form. The intention is to retrofit existing town footprints to produce compact, coordinated and connected towns, using transit-oriented and other urban planning strategies to yield desirable social, economic and environmental outcomes, as envisioned in the National Development Plan. This should be done in a way that strengthens rural-urban linkages and promotes urban resilience and urban safety. It is intended that the IUDF be used as a guide to achieve a unified and innovative response to the building of inclusive, resilient, safe and liveable urban settlements.

The UIDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: making towns and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa:

By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements. For this to happen the country must:

- Clarify and relentlessly pursue a national vision for spatial development;
- Sharpen the instruments for achieving this vision; and
- Build the required capabilities in the state and among citizens.

The IUDF consist of 5 strategic goals with 8 levers for change (as depicted below).

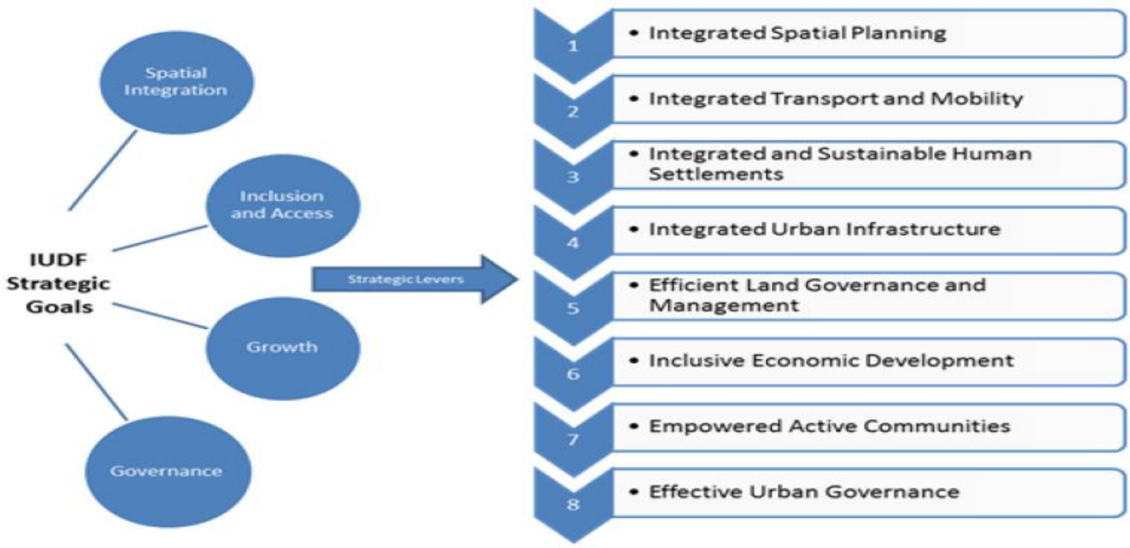
Inclusion and Access: to ensure people have access to social services, opportunities and choices

Growth: To harness urban dynamism for inclusive, sustainable economic growth and development

Governance: To enhance the capacity of the state and its citizens to work together to achieve social integration.

Spatial Integration & Transformation: To forge new spatial forms in settlement, transport, social and economic areas.

These goals inform the eight priority levers of the Strategy.



The eight levers are premised on the understanding that:

1. Spatial planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions.
2. Integrated transport that informs targeted investment into integrated human settlements, underpinned by integrated infrastructure network system.
3. Efficient land governance which all together trigger economic diversification inclusion and empowered communities.
4. Deep governance reform to enable and sustain all of the above.

The Nkandla Municipality embraces the principles outlined in the IUDF and now that it has been gazetted will be taking steps to collaborate with National and Provincial COGTA to facilitate its implementation.

2.2.6. PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS)

The theme for the 2022 SOPA was Together, Creating Our Common Future. It recognises that the people of KwaZulu-Natal themselves are the cornerstone and the most vital ingredient or force for growth and development.
must reflect our hopes, not our fears.

Global economic developments - The Premier alluded that the global economy was under strain. The spread of the coronavirus was threatening the long-expected rebound in global trade. Rising geopolitical tensions could disrupt global oil supply, hurt sentiment, and weaken the already fragile business investment.

Domestic economic developments - Unemployment figures released recently by Stats SA paint a grim picture of our economy where 29.1% of the working-age people remain jobless at a time when our population continues to grow.

Economic infrastructure - During 2022/2023, the province will see an investment drive focusing on the ocean's economy, aloe processing, bioethanol, renewable energy, fish processing facilities and innovation hubs. These will also benefit districts outside SEZs and Industrial Parks.

Digital economy = Government is rolling out telecommunication infrastructure, including broadband networks and digital innovation hubs. The province will soon enter into an agreement with Broadband lnfraco to provide layer two network services to be used by Dube Trade Port to provide over 810 Wi-Fi hotspots at 405 selected sites across the province.

Enterprise Development - In support of the provincial government's quest to accelerate economic development in the province through the establishment of viable, sustainable and employment creation enterprises, EDTEA disbursed R226-million to small enterprises, facilitating the creation of 3 284 jobs. A further R63.4-million was disbursed to women-owned businesses, creating 1 382 jobs. At the same time R57.1-million expended on youth-owned businesses generated 655 job opportunities.

Youth empowerment and job Creation - The Office of the Premier will allocate another R50- million to the Youth Development Fund in 2022/2023 through the KZN Youth Empowerment Fund, and R150-million through the Operation Vula Fund.

Environmental Sustainability- 3 000 work opportunities were created through the Good Green Deeds programme. A provision of R100-million was made towards ecosystem management.
Agriculture development
Through the KZN Radical Agrarian Socio-Economic Transformation (RASET) Programme, The Department is promoting the development of agricultural value chains through leveraging government's buying power, through the KZN Radical Agrarian Socio-Economic Transformation (RASET) Programme.

Cannabis – The green rush - A dedicated and fully staffed Cannabis Unit has been established within the Moses Kotane Institute to assist emerging cultivators and entrepreneurs with infrastructure assistance, funding, and licencing.
Multi-Planting Season Programme.
The provincial government has committed R77-millionfer the implementation of the 2022/2023 planting season programme
A budget of R30-mllllon has been set aside for the initial phase of agricultural infrastructure, equipment, and operations. Implementation will commence in 2022/2023 and the programme will see the employment of 290 agricultural graduates.

Commercialisation of goat farming - The Department of Agriculture and Rural Development is developing a goat farming value chain strategy. This is to support primary production and promote the culture of business livestock production among rural black producers.

Agri-Hubs - A concept for Agri-Hubs has been developed. Now we want to see its implementation in 2022/2023 and beyond. These Agri-Hubs are intertwined with the AGRIPARK Model, Warehouses, Operation Vula through RASET and the District Development Model (DOM).

Youth empowerment - Sukuma 100 000
A dedicated, comprehensive, youth empowerment programme called Sukuma 100 000 targeting 100 000 youth will be implemented through various programmes such as internships, learnerships, apprenticeship, in-service training etc.

Transport infrastructure delivery
The Department of Transport has to strike a delicate balance between maintenance and construction of new projects. In 2022/2023, R8-blllion will be invested in infrastructure development and maintenance.

Transport and job creation - Transport will create 63 000 work opportunities through the EPWP in 2022/2023. This includes 4000 newly recruited youth under the Vukayibambe Road Maintenance Programme. Working with the Office of the Premier, the Department of Transport has recruited 850 young people who will be part of the National Youth Service. In 2022/2023, the department will increase its intake for the Internship programme to 160 young people.
Education and skills development

Information communication technology and 4IR - E-learning solutions will be rolled out to share scarce resources, expand curricula, enhance education delivery, and improve outcomes.

The health and wellbeing of the people of KZN - Our Provincial Department of Health is edging closer to the goal of migrating from the old and inefficient paper-based filing and data-management system to a modem, dynamic and infinitely convenient sphere of e-health. The Department of Health is implementing a brand-new HIV/AIDS awareness programme

Coronavirus update - of KwaZulu-Natal was assured that government is ready to deal effectively with a potential coronavirus threat. We have placed on alert the following hospitals: Greys, Addington, Ngwelezane, and Manguzi.

2.2.7. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

When the Province of KwaZulu-Natal adopted its first Provincial Growth and Development Strategy (PGDS) in 2011, it undertook to ensure that growth and development of the Province will at all times be guided and directed by a Long Term Vision and Strategy. It is for this reason that a 20-year vision was adopted in moving KZN towards 2030. With the 2011 PGDS now having been in implementation for the last 5 years and 25% of the vision period having passed, it is essential to undertake a strategic review to reconfirm or adjust the Vision and related strategies. At the same time, it is now necessary to maintain a 20-year rolling Vision for the Province and, therefore, to extrapolate Vision 2030 to Vision 2035.

The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZNPGDS) bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a **"Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world"**. The PGDS aims to build this gateway by growing the economy for the continued development and the continued improvement of the quality of life of all people living in the Province whilst ensuring that those currently marginalized have broader socio-economic opportunities. Whilst the Provincial Government of KZN is leading this process, its success depends on the partnership and full buy-in from labor, civil society, and business. It is critical for all stakeholders to be engaged in the single-minded pursuit of shifting KZN's growth path towards shared and inclusive growth and integrated, sustainable development, aimed at improving the lives of all KZN Citizens.

Diagram 1: PGDS 7 Strategic Goals

2.2.8. DISTRICT DEVELOPMENT MODEL-ONE PLAN

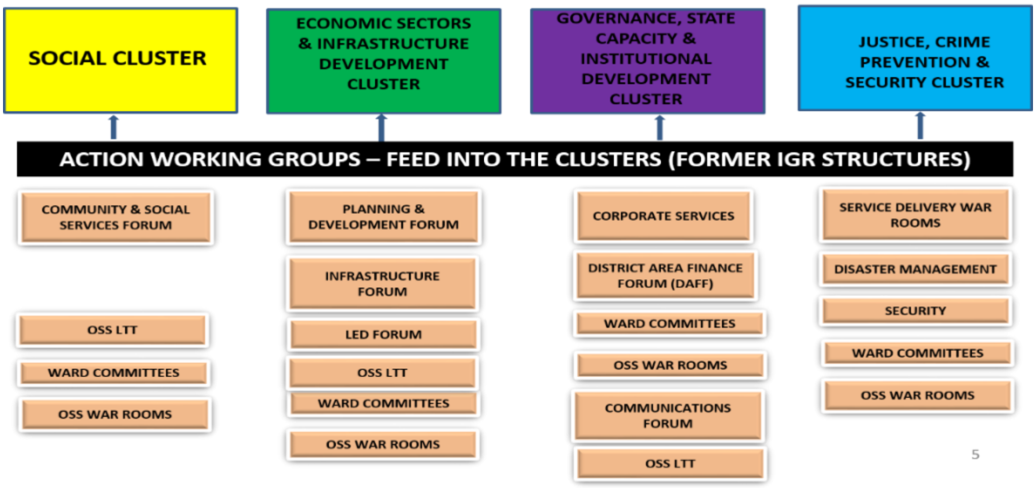
The DDM is an intergovernmental, cooperative governance anchored on the "One Plan" which aims to translate development priorities and objectives into spatial locations (district and metropolitan areas) and review and modify where necessary existing plans and budgets. It aims to provide synchronisation and alignment of strategic projects by all spheres of government and organs of state as well as those of the private sector. It will also address implementation blockages and provide a united approach for how these may be addressed.

KCDM launched its political hub on the 27th of October 2020 and its Technical Hub on the 25th of November 2020. The formulation of structures as per clusters was established with its membership. All clusters i.e. Economic Cluster, Governance, Security and Social Clusters have met and their reports served in the Technical Hub in February 2021.

The DDM Clusters in KCDM have been established to be sub structures accountable to the DDM Technical Hub. The Clusters communicate with the technical sub structures of its line function within the Provincial Intergovernmental Forum or Inter-Municipality Forum. The clusters report on their line functions to the technical forum that meets not less than four times per year and each cluster shall at least meet 14 days before the Technical Hub meeting. The DDM One Plan has been finalized in the 2022/2023 financial year.

Nkandla Municipality and Mthonjaneni Municipality are jointly responsible for the Security cluster.

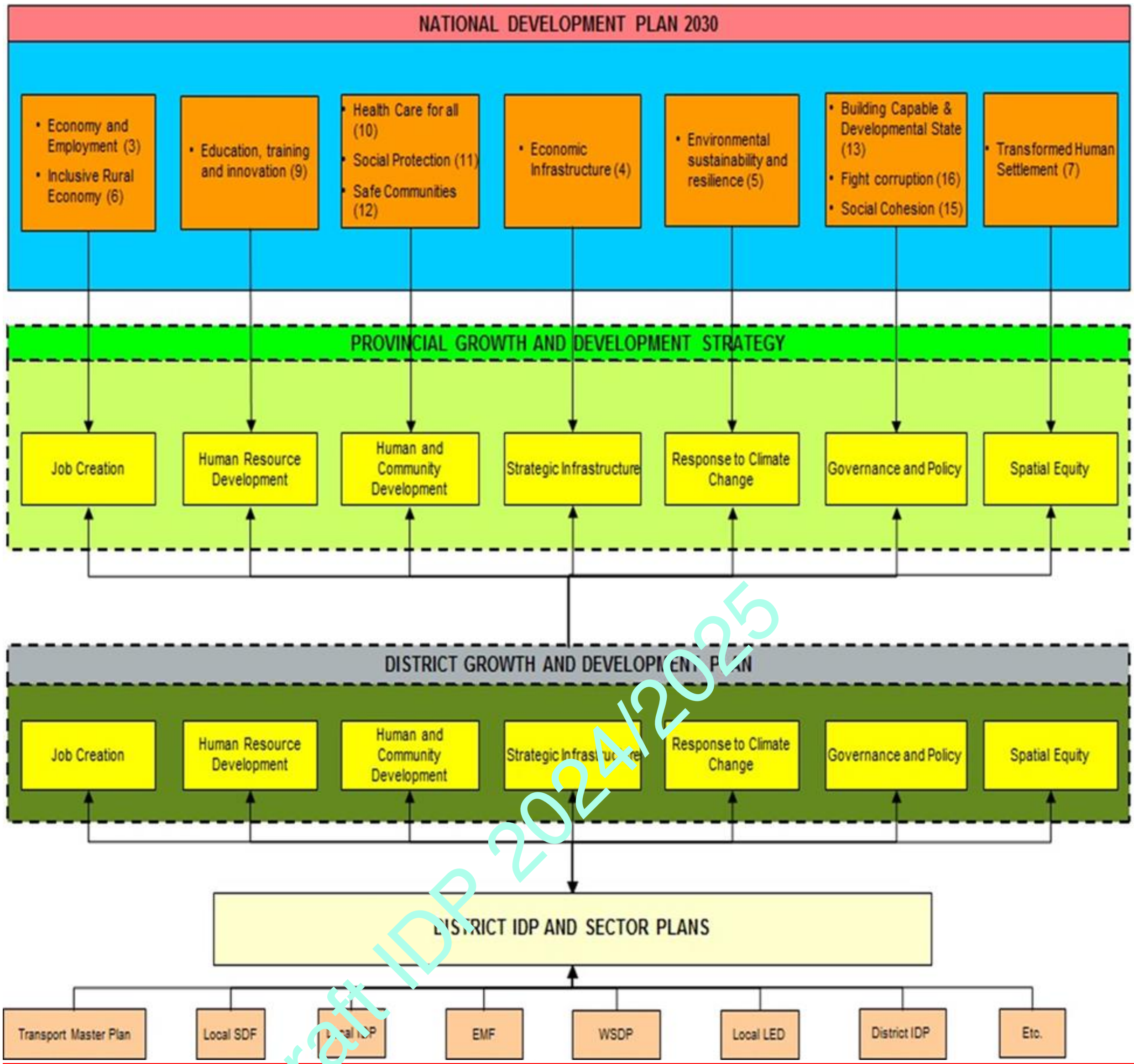
CLUSTERS – FEED INTO THE DISTRICT TECHNICAL HUB



2.2.9. THE DISTRICT GROWTH AND DEVELOPMENT PLAN

The King Cetshwayo District Growth and Development Plan is a development plan developed by the District Municipality of King Cetshwayo. It was subsequently agreed that for the province to realise the goals as identified and detailed within the PGDP, each district municipality and the metro need to develop a District Growth and Development and Metro Growth and Development Plan that will extract all issues of execution from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritised. The February 2012 Lekgotla thus resolved that the Provincial Planning Commission and COGTA support district Municipalities with the development of District Growth and Development Plans as part of the current 2012/2017 IDP process.

The following diagram illustrates the linkage between the National Development Plan, the Provincial Growth and Development Strategy, District Growth and Development Plan and further shows the linkage that the DGDP has to the IDP both at district and local level.



To achieve these 7 strategic goals, 30 objectives, supported by 124 implementable interventions, have been developed which have been aligned to the IDP strategies and objectives. To deliver on this, the PGDS requires all spheres of government to deliver on the following:

- The implementation of the catalytic projects and interventions, effective participation in the institutional implementation framework,
- The incorporation of the strategic goals and objectives in their priorities and programmes,
- The reporting of progress, and
- The provision and allocation of the required support and resources

The Nkandla Municipality's IDP analysis phase has been grouped around these seven strategic goals. The specific strategies and projects identified by the Municipality in the IDP align to these seven goals as depicted in the table below:

2.2.9. PGPD ALIGNMENT

Table 9: PGDP alignment with the NDP, MTSF and Municipal Goals

14 MTSF OUTCOME	7 PDGS GOALS	30 PDGP OBJECTIVES	MUNICIPAL GOALS
1. Education 2. Health 3. Safety 4. Employment 5. Skilled work force 6. Economic infrastructure 7. Rural development 8. Human settlements 9. Developmental local government 10. Environmental assets and natural resources 11. Better South Africa 12. Development oriented public service 13. Social protection 14. Transforming society and uniting the country	1. Inclusive economic growth 2. Human resource development 3. Human and community development 4. Strategic infrastructure 5. Environmental sustainability 6. Policy and governance 7. Spatial equity	1. Unleashing the Agricultural Sector 2. Industrial Development through Trade, Investment & Exports 3. Government-led job creation 4. SMME, Entrepreneurial and Youth Development 5. Enhance the Knowledge Economy 6. Early Childhood Development, Primary and Secondary Education 7. Skills alignment to Economic Growth 8. Youth Skills Dev & Life-Long Learning 9. Poverty Alleviation & Social Welfare 10. Health of Communities and Citizens 11. Sustainable Household Food Security 12. Promote Sustainable Human Settlement 13. Enhance Safety & Security 14. Advance Social Capital 15. Development of Harbours 16. Development of Ports 17. Development of Road & Rail Networks 18. Development of ICT Infrastructure 19. Improve Water Resource Management 20. Develop Energy Production and Supply 21. Productive Use of Land 22. Alternative Energy Generation 23. Manage pressures on Biodiversity 24. Adaptation to Climate Change 25. Policy and Strategy Co-ordination & IGR 26. Building Government Capacity	I. Improve institutional and organisational capacity II. Sustainable Infrastructure and service delivery III. To create a conducive environment for socio -economic growth IV. Advance and maintain the financial viability of the municipality V. Promote good governance in the municipality VI. Ensure improved response to disasters

		27. Eradicating Fraud & Corruption 28. Participative Governance 29. Promoting Spatial Concentration 30. Integrated Land Man & Spatial Planning	

2.2.10. BACK TO BASICS POLICY

Nkandla Municipality is embracing Back to Basics approach in addressing the challenges faced by the municipality, in strengthening municipalities, in instilling a sense of urgency towards improving citizens' lives. Since, this approach is also based on the recent review on all 278 Municipalities, which established three groups of municipalities. **The top group** which comprises municipalities, which, in most cases, have the basics right and performing their functions adequately, even though they still have much to do. **The middle group** which comprises of municipalities that are fairly functional, and overall performance is average. **The bottom third group** which is made up of municipalities that are dysfunctional, endemic corruption and face serious challenges in meeting their constitutional obligation and require urgent intervention and support to get them to get the basics right.

It is on the basis of this approach that Nkandla municipality is striving to be counted with the top group in the provision of service delivery. Because, our understanding is that, the **Back to Basics approach** supports a transformation agenda which is premised on the need to ensure functional municipalities. It is informed by the constitution, legislation, and programmes, intended at ushering a new agenda aimed at changing government's approach and strategic orientation especially at a local level towards serving the people whilst ensuring service delivery. Planning and implementation is reflective of the programme.

Table 10: Pillars on the Back-to-Basics Approach

No.	Back to basics pillar	Municipal Response
1.	Putting people first and engaging with communities	Monthly monitoring and hosting of ward committee meeting and community meetings.
2.	Delivering Basic Services	The implementation of the operational and maintenance plans of the different service department roads, electricity, and community services.
3.	Good Governance	Council structures are in place and monthly meetings to play the oversight role.
4.	Sound Financial Management	Weekly expenditure control meeting held by the accounting officer. Long terms financial plan in place and being implemented.
5.	Building Capabilities	The municipality has a Workplace skills plan in place, and it is implemented accordingly.

The municipality has further integrated these into the municipal Scorecard and into the SDBIP. The work plans of the relevant senior managers will reflect indicators and targets that respond to the Back to basic approach.

2.2.11 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The 2014-2019 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 and expanding access to education and training;
- Ensuring quality health care and social security for all citizens;
- Fighting corruption and crime;
- Contributing to a better Africa and a better world;
- Social cohesion and nation building.

2.2.12. WARD BASED PLANS

Ward-based Plans complements the Integrated Development Plan (IDP). The ward plan aims at channelling ward development agenda by encouraging the broader and maximum involvement of community members and stakeholder in bringing about high quality of life in all ten (14) Wards of the Nkandla Municipality. Ward-based Plans maximises community participation at a grass root level as the process of developing them is highly participative. The process of establishing Ward Based Plans of each ward in Nkandla Municipality comprises of the following: Co-ordinator: Public Participation, Co-ordinator: CDW and Ward Committee Members. All ten (14) wards of Nkandla Municipality has developed community-based planning. Ward Based Plans informed community needs and ward plans priorities, therefore, they are catered and aligned to the Integrated Development Plan. Nkandla Municipality review Ward Plans on annual basis.

2.2.13. MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)

SCOA is an acronym for a Standard Chart of Accounts which is a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014, called the Standard Chart of Accounts for Local Government Regulations, 2014. The "m" in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/National Standard Chart of Accounts.

The introduction of a Standard Chart of Accounts for Municipalities (mSCOA), will, inter alia,

- Aid transparency; accountability and overall governance in the daily; monthly and yearly activities of municipalities;
- Aid the standardization of 278 different municipal 'charts of accounts' (COA);
- Improve the quality of municipal information that is compromised, i.e. it will introduce a uniform classification of revenue and expenditure items;
- Enhance monitoring and oversight by Councils, DCoG, Treasuries and legislatures;
- Comparability of information across Municipalities, i.e. Benchmarking, standards and measures
- All municipalities and their respective municipal entities will have to have implemented a new classification framework otherwise known as the Municipal Standard Chart of Accounts (mSCOA) by 1 July 2017 in order to comply with Government Gazette 37577. The implementation of mSCOA, if done correctly, will have numerous benefits at both a macro and micro level.
- The implementation of mSCOA is not simply an information technology project, but a business transformation project that will fundamentally transform how the municipality carries out its operations. A mSCOA compliant implementation will:

- ⇨ Enable a Trial Balance to be drawn in each of the applicable segments;
- ⇨ Have an IDP and projects budget, compiled in mSCOA segments resulting in few virement adjustments;
- ⇨ Enable daily transactions to be captured in the correct accounts and the municipality to perform its daily operations;
- ⇨ Have portal function for input into national data warehouse.

The mSCOA design is based on the use of seven segments each of which should be populated when a transaction is recorded. National Treasury has identified 15 Business processes that are impacted to various degrees by each of the 7 mSCOA segments.

2.2.13. GOVERNMENT POLICIES AND IMPERATIVES

The following table demonstrates the Government Policies and Imperatives and how Nkandla Municipality applies / addresses them.

Table 11: Government Policies and how the Municipality is applying / addressing them.

GOVERNMENT POLICY	APPLICATION BY MUNICIPALITY
SPLUMA	A single Land Use scheme will be reviewed in the 2022/2023Financial year. The reviewed SDF will be adopted with the IDP in June that will promotes social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration, and sustainable development;
THE SUSTAINABLE DEVELOPMENT GOALS (SDG)	The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Nkandla Municipality ensures that in its planning and day to day activities the SDG's are recognised.
THE NATIONAL DEVELOPMENT PLAN (VISION 2030) - NDP	The municipality will establish a high-quality environment with associated required physical and infrastructure The municipality is committed to work with DRDLF in ensuring that Land Reform contributes to economic development and poverty alleviation, particularly in rural areas. Educational support in a form of bursaries is being provided to citizens of Nkandla. The municipality has taken a principal position that it will continue encourage and promote social development programme. The municipality has established Peace Officers. The municipality will develop an anti-fraud and corruption policy.
GOVERNMENT OUTCOMES 1-14	⇨ Municipality adopted the IDP planning processes and that has been the guiding tool throughout the review process; ⇨ Nkandla Municipality has implemented a number of community work programmes including amongst others war rooms in all 20 wards, Youth, HIV/AIDS programmes, etc.; ⇨ Nkandla Municipality ensures that Ward Committees are representative and are fully involved in community consultation

GOVERNMENT POLICY	APPLICATIONS BY MUNICIPALITY
	processes around the IDP, budget and other strategic service delivery issues; ⇨ Nkandla Municipality ensures that the issues raised by the Auditor General are addressed accordingly through an implementable Action Plan and strives to ensure that it receives clean audit
NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2017) - SOPA	Six points from State of the Nations Address (Land Redistribution, Economic Transformation, Education, Health, Crime & Energy and Water) are addressed I the Ward Based Plan to be implemented in this fourth generation IDP
PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS) - SOPA	Seven points from State of the Province Address are addressed in the Ward Based Plan to be implemented and addressed in this fourth generation IDP
THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) & THE PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)	Infrastructure, agriculture, and social projects that are in the process of implementation or are already under implementation are all in one way or the other addressing the challenges or goals of the states of the Provincial Growth & Development Strategy
KING CETSHWAYO DISTRICT DEVELOPMENT PLAN	NKANDLA Goals and Objectives are aligned to the District Development Plan
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	NKANDLA's Goals and Objectives are aligned to the Medium-Term Strategic Framework (MTSF)
BACK TO BASICS PRINCIPLES	Ward Based Plans informed community needs and ward plans priorities, therefore, they are catered and aligned to the Integrated Development Plan. Nkandla Municipality review Ward Plans on annual basis.
BATHO PELE PRINCIPLES	The 11 Batho Pele Principles are aligned to all 6 Provincial KPA's as well as to the goals, objective, and strategies of the Nkandla Municipality.
THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)	NKANDLA Goals and Objectives are aligned to the MTSF as illustrated on page 50 of this document.
MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)	The Nkandla Municipality implemented the new classification framework otherwise known as the Municipal Standard Chart of Accounts (mSCOA) and will be ready for implementation on the 1st July 2017 in order to comply with Government Gazette 37577. This IDP has also implemented all projects in accordance with the mSCOA framework

2.3. SECTION C-CHAPTER 3: SITUATIONAL ANALYSIS

INTRODUCTION

This section of the IDP summarises key development informants that shape the Nkandla Municipality and its people, and that inform the development of the municipal Vision and Strategies.

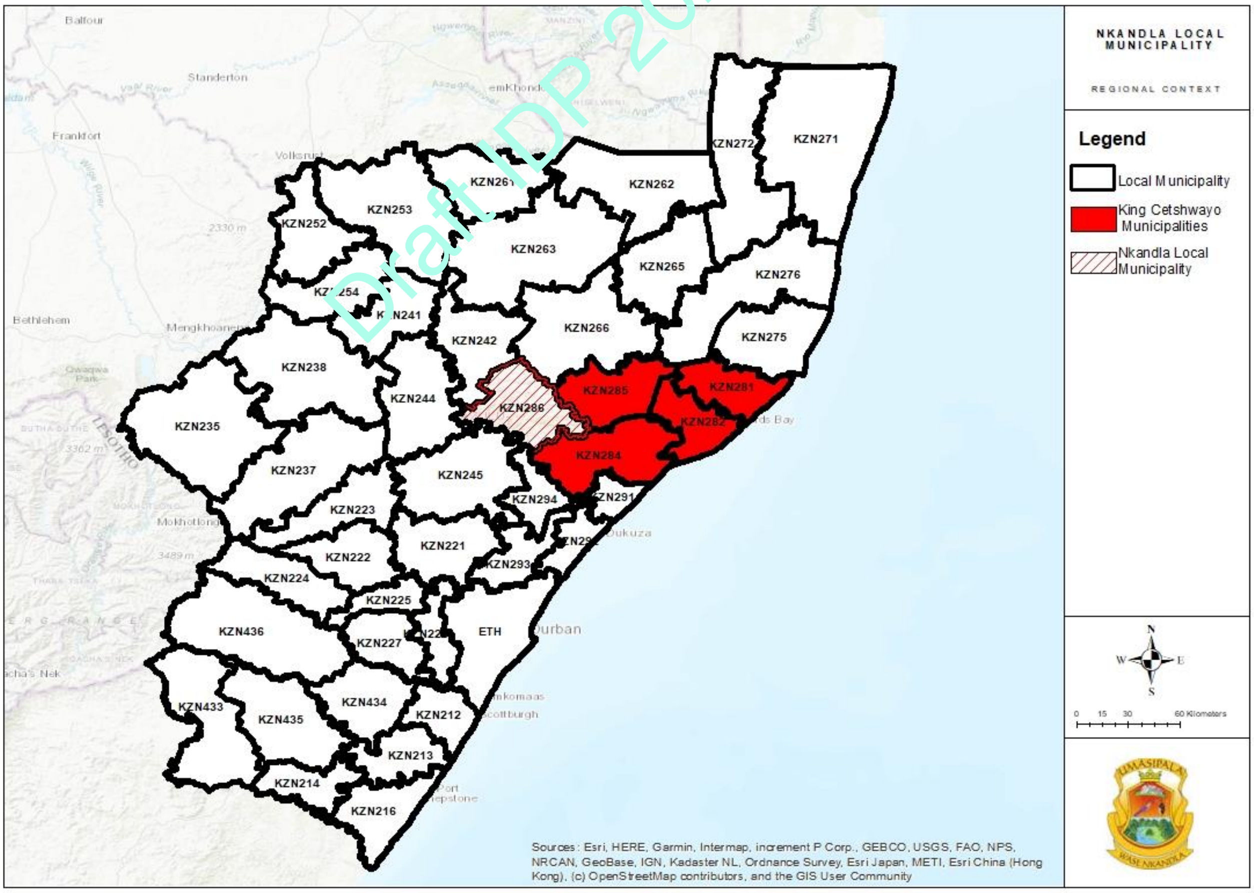
3. KPA: CROSS CUTTING INTERVENTIONS ANALYSIS

3.1. PROVINCIAL / REGIONAL CONTEXT

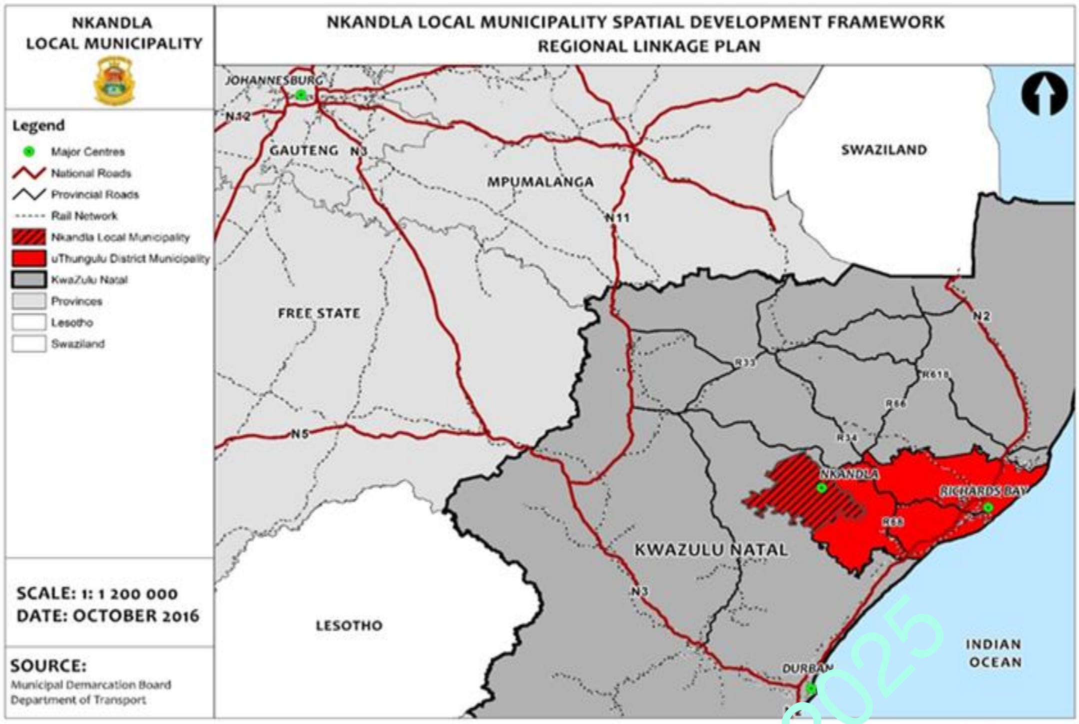
Nkandla Local Municipality falls within the Province of KwaZulu-Natal. KwaZulu-Natal is located along the eastern coast of South Africa, encompassing an area of 94 361 km² (see plan below). The Province is traversed by the N2 and N3 national routes connecting the Province to Johannesburg via the N3 and East London via the N2.

The Province consists of the following ten District Municipalities and one Metropolitan Municipality, with Nkandla forming parting of the King Cetshwayo District:

Map 3: Regional Map



Plan 1: Regional Linkage Plan



The Nkandla Local Municipality is located within the King Cetshwayo District Municipality which is located towards the eastern coast of the KwaZulu-Natal Province. The District Municipality encompasses an area of 8 213 km2 and its population was estimated to be 907 519 in 2011.

The District Municipality is bordered by the Zululand, uMzinyathi, Ilembe and uMkhanyakude District Municipalities to the north, west, south, and north-east, respectively. The District Municipality is made of the following five local municipalities:

- uMhlathuze Local Municipality
- Mthonjaneni Local Municipality
- **Nkandla Local Municipality**
- uMfolozi Local Municipality
- uMlalazi Local Municipality

Prior to August 2016, the King Cetshwayo District consisted of 6 local municipalities of which one, Ntambanana Local Municipality, has been annexed by the Mthonjaneni, uMfolozi and uMhlathuze Local Municipalities. Nkandla's ward boundaries and municipal boundaries have not been affected by this change.

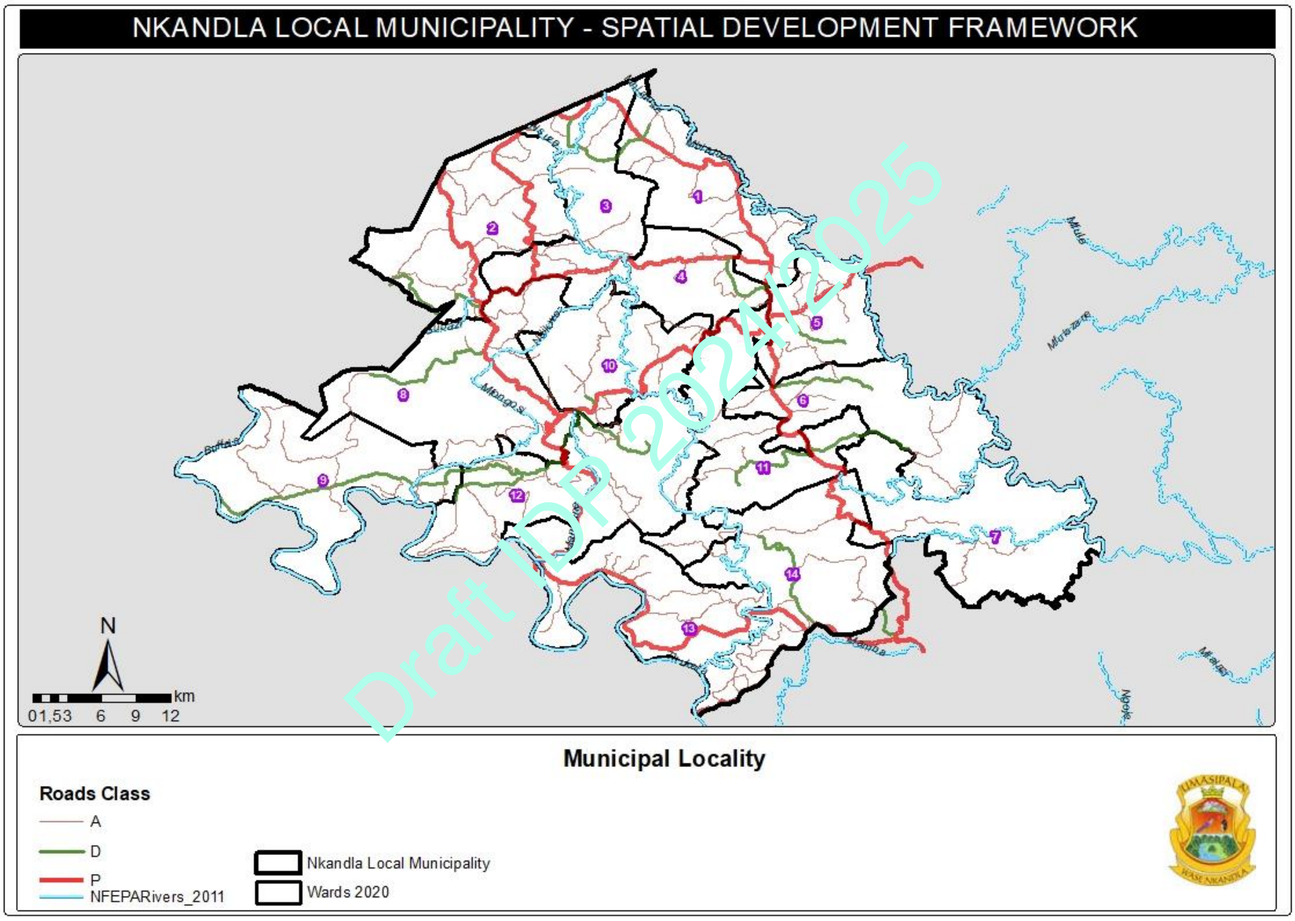
The main towns in the King Cetshwayo District include: Empangeni, Eshowe, KwaGingindlovu, KwaMbonambi, Melmoth, Mtunzini, **Nkandla**, Ntambanana, Richards Bay. The plan below highlights the Nkandla Local Municipality in relation to the economic powerhouse of the country, Johannesburg, the two of the major centres of KwaZulu-Natal and ports of the eastern coast of the country, Durban, and Richards Bay. It is evident that Nkandla does not have direct access to national and provincial road linkages.

Local Municipal Locality

As indicated earlier, Nkandla Local Municipality is an administrative area in the King Cetshwayo District of KwaZulu-Natal. The Nkandla Local Municipality is located towards the western boundary of the King Cetshwayo District Municipality. The Municipality is bordered to by the Ulundi, Mthonjaneni, Umlalazi, Umvoti, Msinga and Nqutu Local Municipalities to the north-east, east, south-west, south-west, west and north-west, respectively.

The municipality has an area of 1 828 km² and has a population of 114 416 (Statistics SA: Census 2011). The Municipality has a growth rate of -1.55% from 2001 to 2011. The municipality is demarcated into 14 wards which is indicated in the plan below. The wards, their extent, and major settlements.

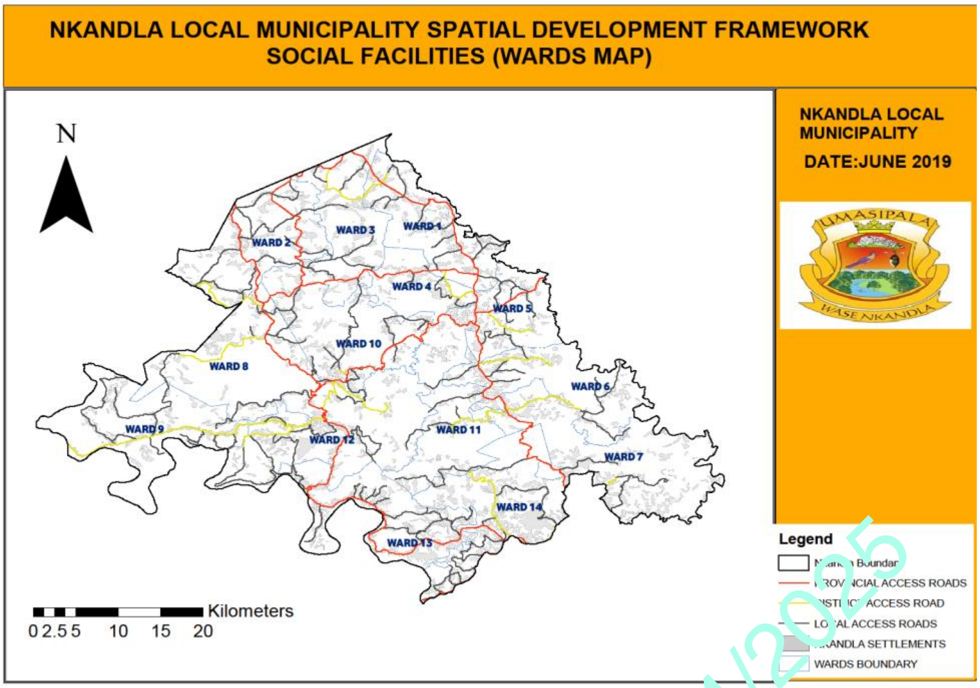
Map 5: Locality Map



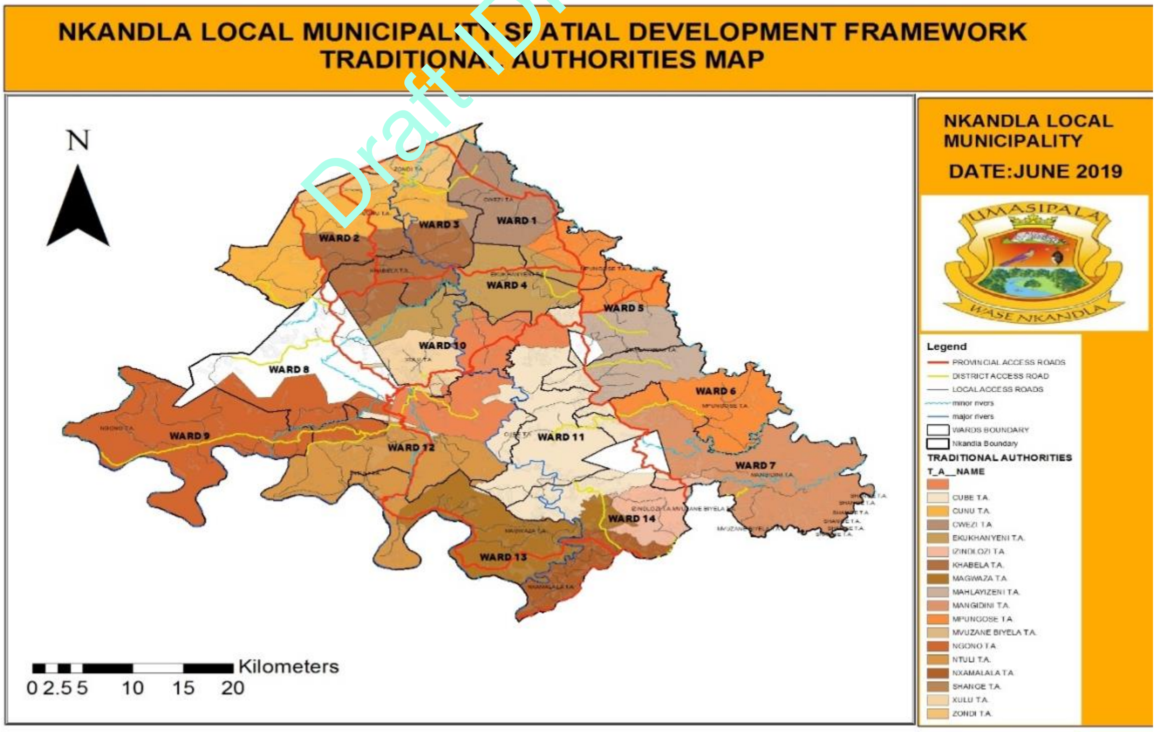
3.2. ADMINISTRATIVE ENTITIES

Nkandla Municipality has 14 Wards, with 14 ward councillors and 13 proportional councillors. There are 17 Traditional Areas falling under Ingonyama Trust led by Amakhosi and 1 Trust farm. Nkandla Municipality has a good working relationship with Amakhosi as they are part of the development is their respective area

The Map below shows the wards of Nkandla Municipality.



Below: Map showing Traditional Authority

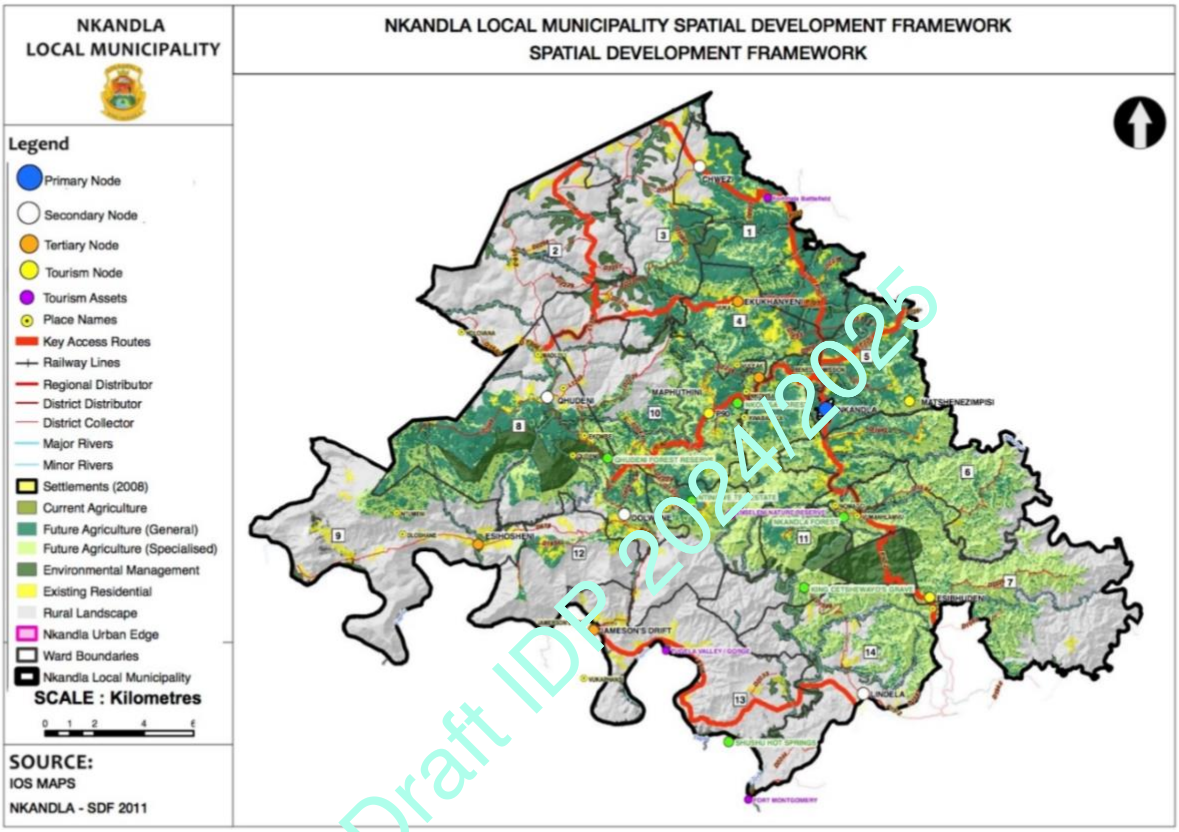


3.3. EXISTING NODES AND CORRIDORS

Development Nodes

The following sections depict the elements linked to the spatial development strategies for the development of the Nkandla Local Municipality. The culmination of the below sections leads to the compilation of the draft Nkandla Spatial Development Framework (see plan below).

PLAN 1: NKANDLA SPATIAL DEVELOPMENT FRAMEWORK



3.3.1. NODES

Nodes are focal points in the space economy where a higher intensity and mix of land uses and activities are concentrated. Typically, any settlement system will have a hierarchy of nodes reflecting the relative intensity of development and the differing dominant character of each node. (Robinson, P. 2014)

At the local SDF level, the identification and classification of nodes should follow a similar methodology as that of the district, but it must be influenced by the various centres in the local economy.

The identification of development nodes is of most importance as they:

- Optimise the use of existing bulk infrastructure and social facilities
- Discourage urban sprawl
- Ensure compact and efficient urban areas
- Protect agricultural land with high production potential

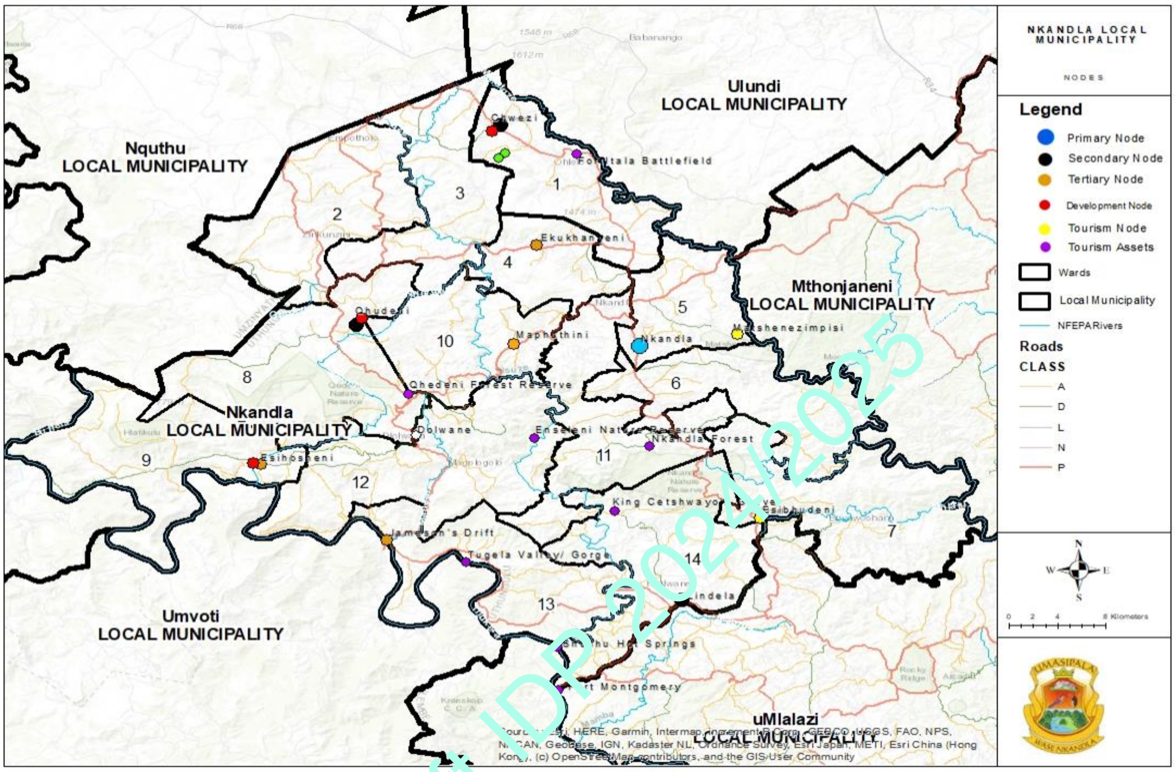
- Provide guidance to both public and private sectors investors
- Promote economic, social, and environmental sustainability
- Accommodate reasonable future demand for development

The nodal hierarchy prescribed below includes the following node levels:

Node Type	Description	Node
Primary Node	• The primary node is a distribution and co-ordination point with a wider, higher order and more permanent range of public and private sector activities than that which is present in a secondary and tertiary node. The primary node is also seen as the area for the intensification of development and the potential for expansion thereof. • Main economic and administrative town.	• Nkandla
Secondary Nodes	• Secondary economic role and function. • Services surrounding communities. • The primary node is serviced by several secondary nodes which deliver supplementary services • The level of service supply anticipated includes the provision of services to the surrounding rural areas such as basic engineering services, administration facilities, markets, telecommunication, education, health, and transportation facilities.	• Houdini • Lindela • Dolwane • Chwezi
Tertiary Nodes	• Easily accessible to local people providing basic services such as postal service, pension pay-out, public facilities, limited economic activity and education facilities. • Secondary nodes are served by a series of tertiary nodes to deliver supplementary services.	• Esihosheni • Jameson's Drift • Maphuthu • Ekukhanyeni

Node Type	Description	Node
Touism nodes	• Provides aesthetic value, and close locality to natural phenomenon such as forest reserves. • There are also several other tourist attractions in close proximity.	• Matshemezimpisi • P90 • Esibhudeni

Nkandla Municipal Node Map



3.3.1.1 Nkandla – Primary Node

Nkandla as the only urban node within the municipality serves a vital function to communities within the entire municipal area and the structured planning and compaction of the town on already limited land resources is important for its continued growth and functioning.

Nkandla as a rural town is characterised with dilapidated buildings and illegal structures. The Municipality is isolated from national roads, as well as from major economic development corridors and towns. Plans are in place to rehabilitate the town including interventions by the provincial department and the district to beautify the town and demolish/remove illegal structures.

The conceptual boundaries of the primary node have been defined for the Nkandla Town area and a town planning scheme has been developed that encompasses a variety of land zonings

FIGURE 1: NKANDLA TOWN PLANNING SCHEME

In terms of the functions assigned to a Primary Node, Nkandla will have to:

- Serve as municipal administrative centre.
- Provide services and opportunities to higher density settled areas such as Machubeni, Ndweni, Mqubeni, Madiyani, Mjahweni, Emaromeni and Ngwegweni;
- Contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
- Serve as a transportation node, specifically geared towards passenger services; and
- Serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.

3.3.1.2 Qhudeni – Secondary Node

Although Qudeni is mentioned within the Nodal Development Framework for Nkandla, it is not discussed within the document itself, as a separate development framework was compiled for Qudeni. This information is not available for perusal and can therefore not be incorporated into this SDF. The proposals that follow are thus based on information gathered through consultation with the municipality and other stakeholders.

Apart from Nkandla, Qudeni is the only node with Formal Registered erven, which are all registered in the name of Department Land Affairs (Now Rural Development & Land Reform).

3.3.1.3 Lindela – Secondary Node

The Lindela Economic Development Node is in the south, along the P706 District Road, some 8kms west of the P50 / P706 intersection. Both the P50 and P706 roads are being upgraded to tarred roads. The P706 provides access to the south-western sub-region of the municipality and links Lindela with Jameson's Drift.

The node is relatively well serviced with both water and electricity, but there are significant backlogs in both water and electricity in the surrounding rural hinterland.

New development in the node includes an extension to the existing Multi-Purpose Community Centre and the construction of the Nxamalala Traditional Administrative Centre. The node has good potential for expansion and densification considering the existence of suitable gently sloping land – particularly between the Traditional Administrative Centre and the Clinic.

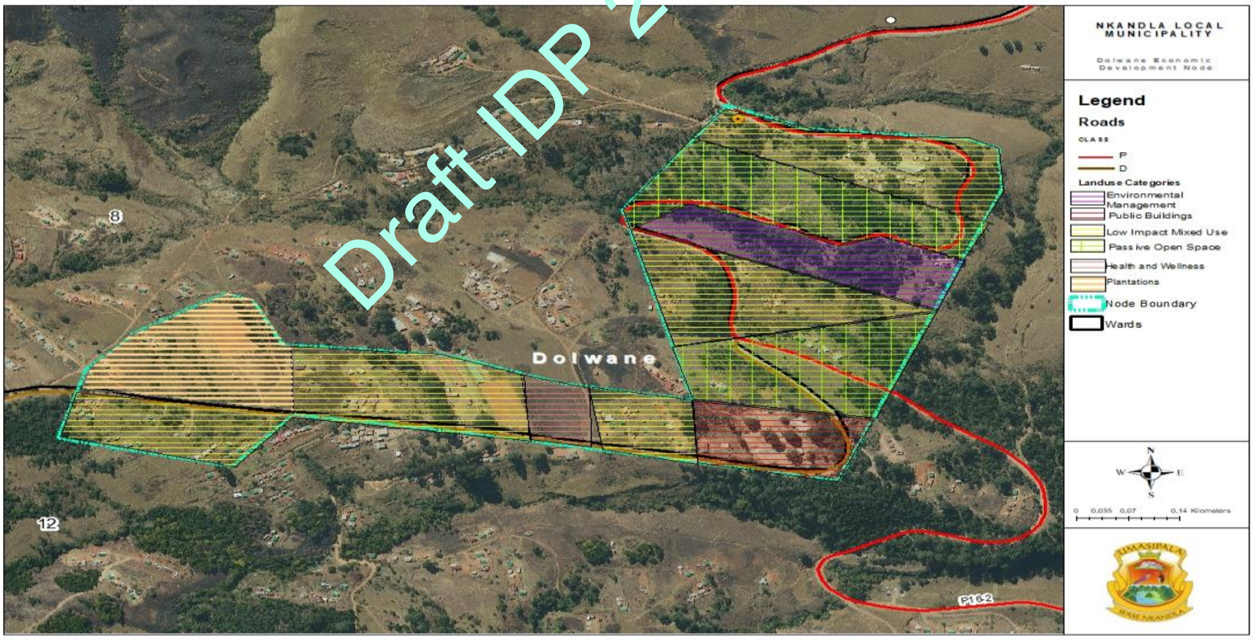
3.3.1.4 Dolwane – Secondary Node

Dlolwane is centrally located in the western sub-region of the municipal area just to the west of the P16-2 Road where the P16-2 and the P90 tourism route join.

The Dolwane Economic Development node is situated at an important junction between Jameson's Drift, Esihosheni, Maphutini and Qhudeni Nodes.

As is evident from the Water Services Plan, the node, and surrounding areas are well serviced with water. However, electricity provision is only evident to some existing land uses in the node with high backlogs in electricity provision in the rural hinterland. The node itself is relatively constrained in terms of suitable land for future development, because of the undulating topography.

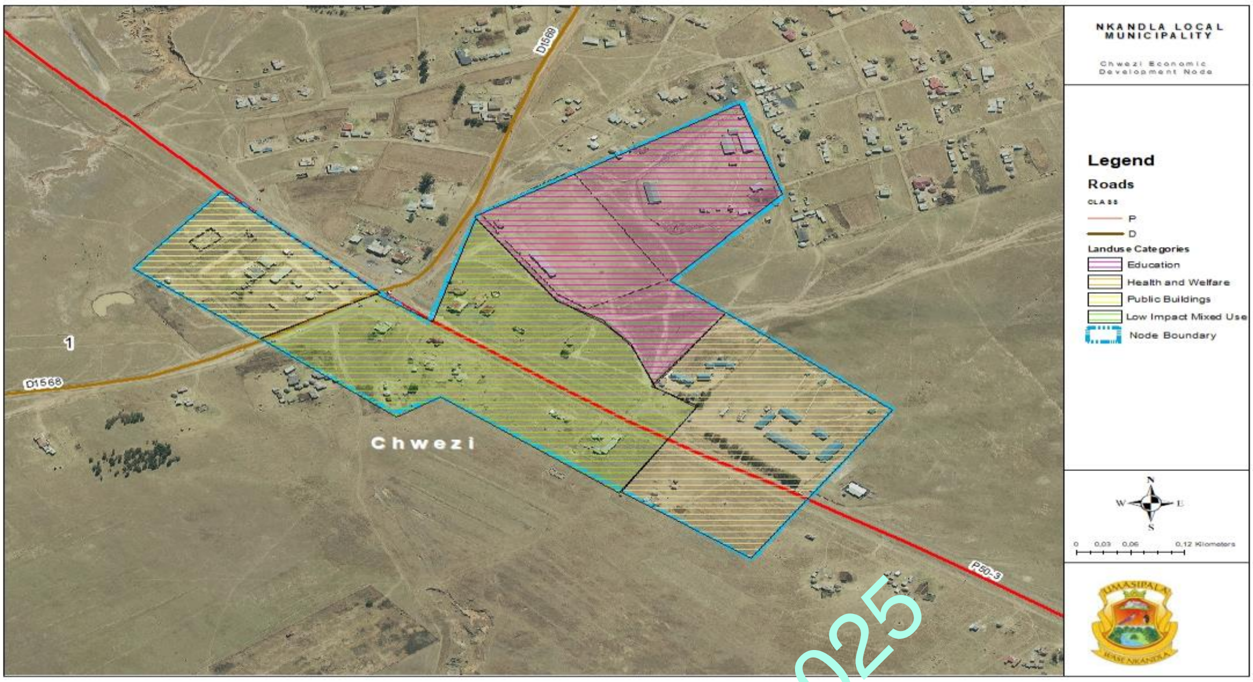
Map showing Dolwane Node:



3.3.1.5 Chwezi – Secondary Node

Chwezi is situated in the northern parts of the municipality on the P50-3 Road connecting Nquthu LM with Ulundi LM and Nkandla Town Itself.

Plan 2: Chwezi Node



3.3.2. Urban Edges

The Urban Edge serves as a mechanism towards ensuring the containment and redirection of urban growth, whilst addressing rural development beyond the edge. The plan below indicates the urban edge of Nkandla Local Municipality, which is primarily the Nkandla Town area. The Urban Edge aligns to the boundary edge of the proclaimed Nkandla town area.

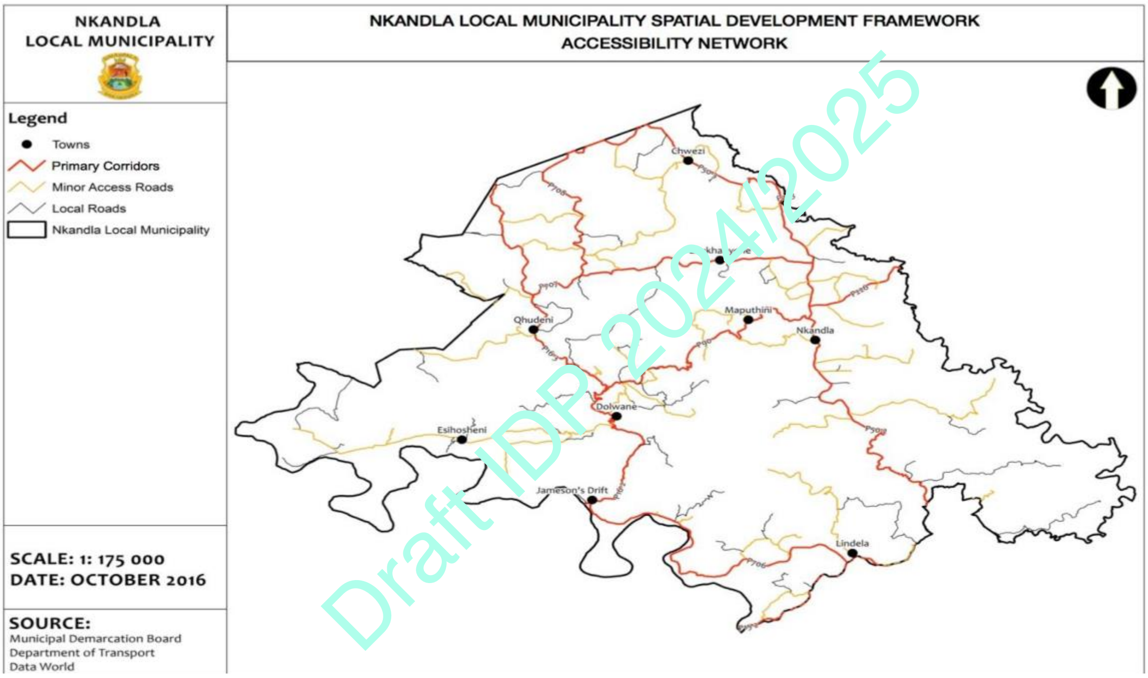
Map: Urban Edge

municipality that serves a vital function to communities within the entire municipal area. Nkandla town has a layout which the outside boundaries also form an urban edge and compaction and densification within this boundary is important for its continued growth and functioning. It is thus ideal that the Nkandla Local Municipality supports and promotes “Infill Areas” within the “Urban Edge” of the town of Nkandla as a primary node and other identified nodes before venturing into finding expansion areas. Infill areas have been identified for each node, as a conceptual urban edge has been drawn around the nodal areas as per Nodes plan.

3.3.3 CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nkandla Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages. Please refer to the map below for a depiction of these main thoroughfares.

Plan 5: Corridors:



This provides access to the primary, secondary, and tertiary nodes and Tourism Areas, Agricultural and Forestry Development Areas, adjoining municipalities, existing settlements within Nkandla Municipality, etc. Movement routes, such as the P50, P90, P226, P707, P706, P708, as well as other roads within the municipality are considered the 'glue' that holds the area together by providing internal and external access.

Movement Routes also provides accessibility to services – both infrastructural and facilities. Movement routes that Inter alia require upgrading includes P16 (Jameson's Drift to Qhudeni) and the P707.

3.3.3.1 Regional Development Corridor

The following roads have been identified as the main transport investment areas:

- The P50 - being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP.

It has been identified as a main transport investment route due to it being recognized as such through the ARRUP Programme and traverses the municipal area, providing direct access to:

- the towns of Eshowe, Nkandla, and Nqutu.;
- Esibhudeni Tourism Node,
- Nkandla Natural forest,
- Nkandla Town,

There are dense settlements that occur along his route, and several roads branch off this route (P226 to Melmoth, P90 to Maphuthu, P90 Tourism Node and Dolwane, the P707 to the Ekukhanyeni Service Node). It also traverses through the proposed Chwezi Node.

3.3.3.2 Secondary Corridor

The following secondary corridors have been identified which Nkandla (Through the P50) to the following areas:

- The P226 links Nkandla to Melmoth; and
- The P90 - Traverses the Maputhini Service Node and the P90 Tourism Node. It links Nkandla Town with the proposed Dolwane Node.

These roads also serve as link roads to neighbouring towns and Local Authorities.

Public interventions envisaged in this area relate to:

a) Tarring of roads which will provide transport services access to the remote regions and open up additional economic opportunity in opening the areas. Accessibility is of key importance.

b) Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

c) Ensure multimodal transport integration occur along these roads at key points.

3.3.3.3 Link Roads

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:

- The P16 between Jameson's Drift and Qhudeni up to where it links with the P707;

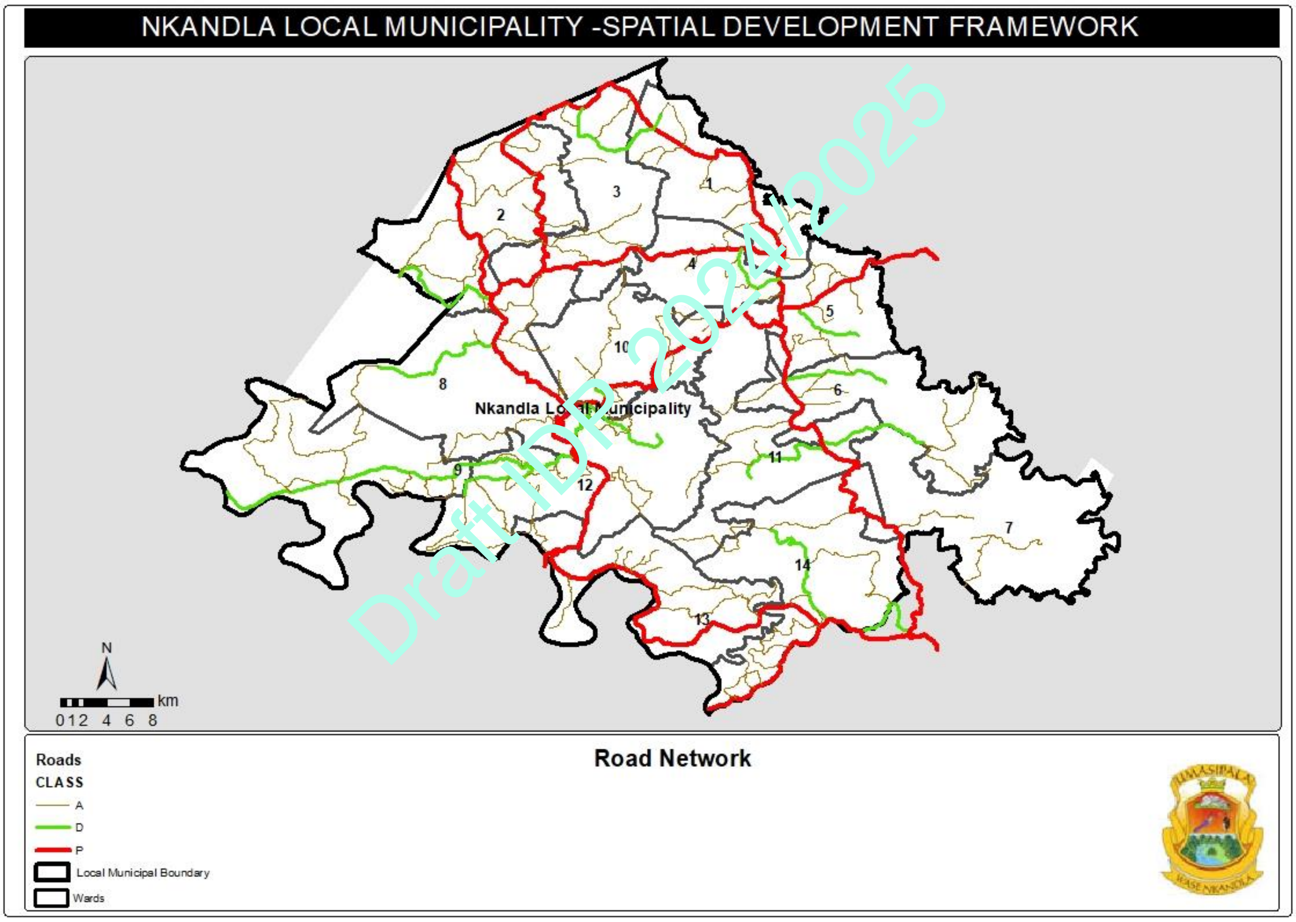
- The P707 which provides access to the proposed Ekukhanyeni Node and the proposed agricultural investment areas to the south and north of this Node.

Public interventions envisaged in this area relate to the upgrading to black top surfaces of all the link roads to perform the distribution function intended.

The following access routes needs to be upgraded and should open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's grave and other existing tourist amenities. These tourist sites can be better marketed:

- D1642 to Matshensipizi guest houses (8.3km).
- D1599 to King Cetshwayo Grave Site (11.84km). Grave Site – an important tourist site.

Map showing Road Network



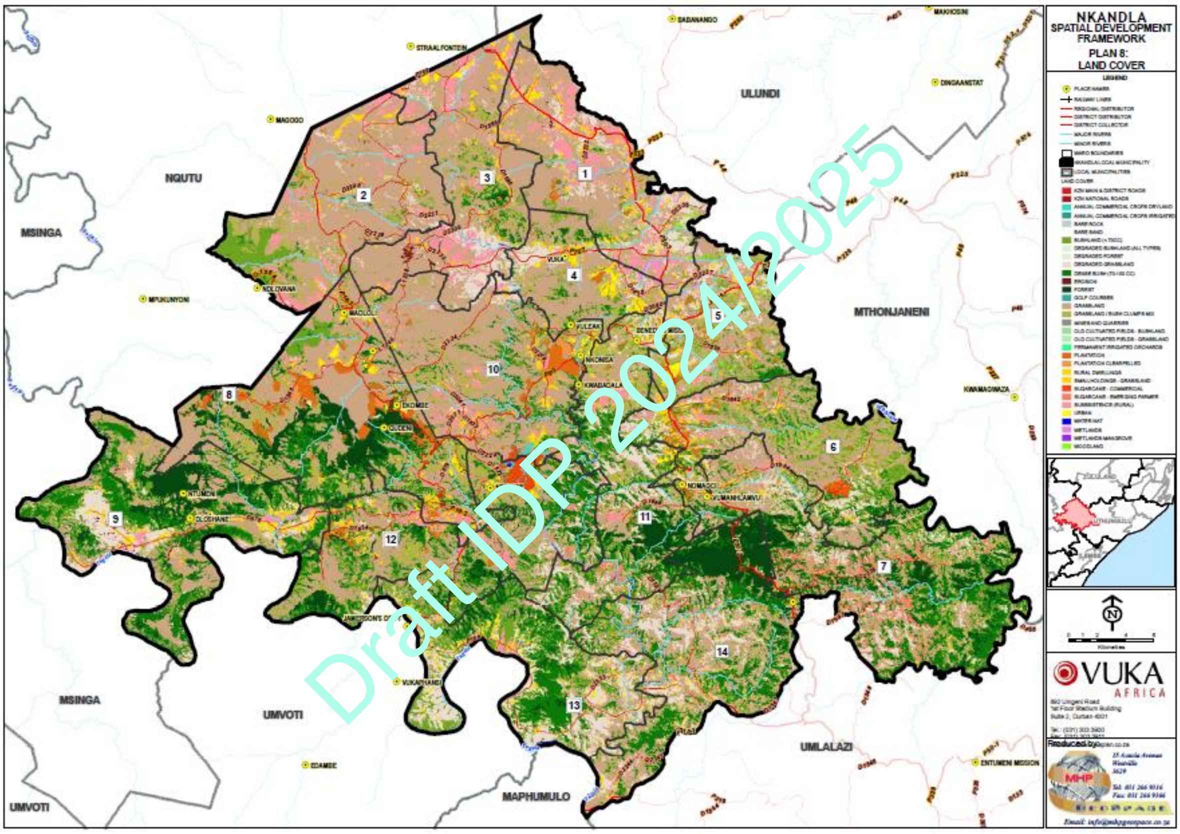
3.4. LAND COVER AND BROAD LAND USE

Land Cover depicts natural land cover, as well as that created by human presence.
The higher lying evenly sloped areas to the north are covered by typical grasslands while, the very steep slopes are mostly covered by Dense Bush Lands, or forests. Several plantations are situated in the central region of the municipality, along the east west ridges in the vicinity of Qudeni and Nkonisa, with a commercial sugar cane plantation situated at Ntingwe.

Degraded grasslands are found all over the municipality, and near the Settlements, and the areas of subsistence farming, which would be the main reason for the degradation over grazing of the areas.

Settlement areas are found all over the municipal area, with the highest concentrations of people near the transport routes

FIGURE 2: LAND COVER EXTRACTED FROM THE NKANDLA SDF 2011



Over and above the above-mentioned land cover, according to information sourced from the Department of Rural Development and Land Reform, the following land cover categories existing within the municipal area

- Bare Rock and Soil (Natural)
- Cultivated, Temporary, Commercial, Irrigated
- Cultivated, Temporary, Subsistence, Dryland
- Degraded Thicket, Bushveld, Etc.
- Degraded Unimproved (Natural Grassland)
- Forest - Indigenous

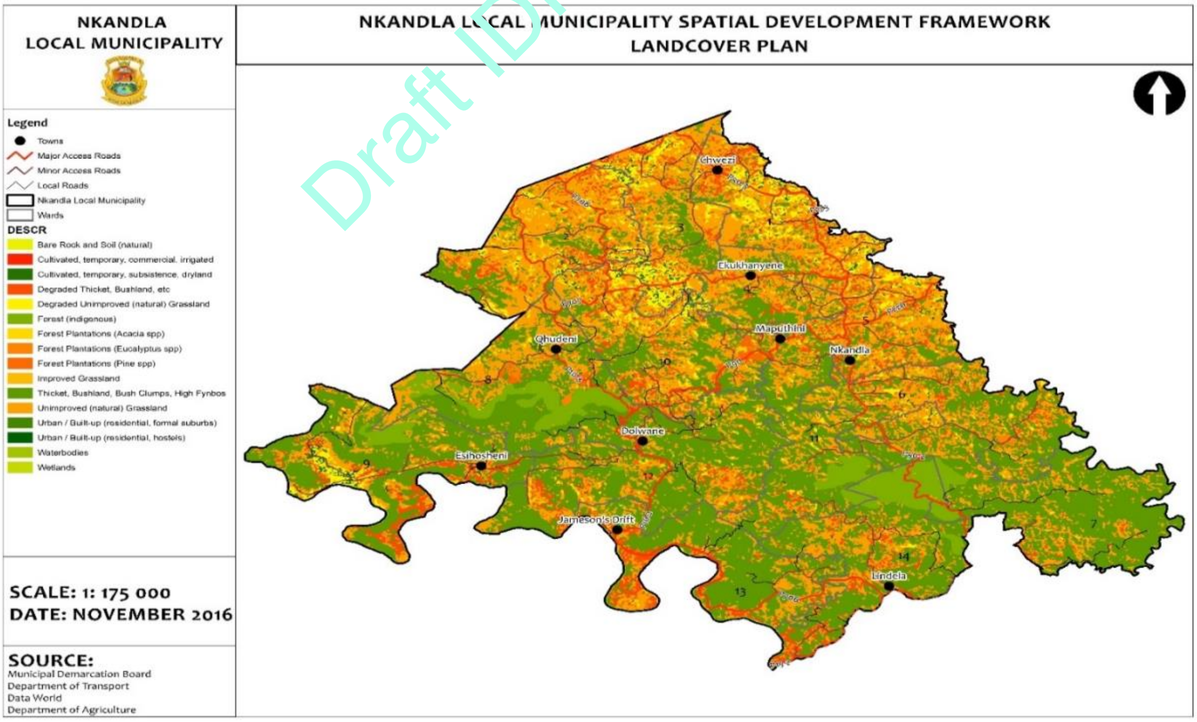
- Forest Plantations (Acacia Spp)
- Forest Plantations (Eucalyptus Spp)
- Forest Plantations (Pine Spp).
- Improved Grassland
- Thicket, Bushveld, Bush Clamps, High Fynbos
- Unimproved (Natural) Grassland
- Urban/ Built Up (Residential/ Formal Suburbs)
- Urban / Built Up (Residential/ Hostels)
- Waterbodies
- Wetlands

The higher lying evenly sloped areas to the north are covered by typical grasslands while, the very steep slopes are mostly covered by Dense Bush Lands, or forests. Several plantations are situated in the central region of the municipality, along the east west ridges in the vicinity of Qudeni and Nkonisa, with a commercial sugar cane plantation situated at Ntingwe.

Degraded grasslands are found all over the municipality, and near the Settlements, and the areas of subsistence farming, which would be the main reason for the degradation over grazing of the areas.

As seen in the plan below, many of the natural categories, occur towards the northern hemisphere of the municipality with the more urban/ built up categories occurring towards the central and southern regions of the municipality.

Plan 3: Landcover Plan

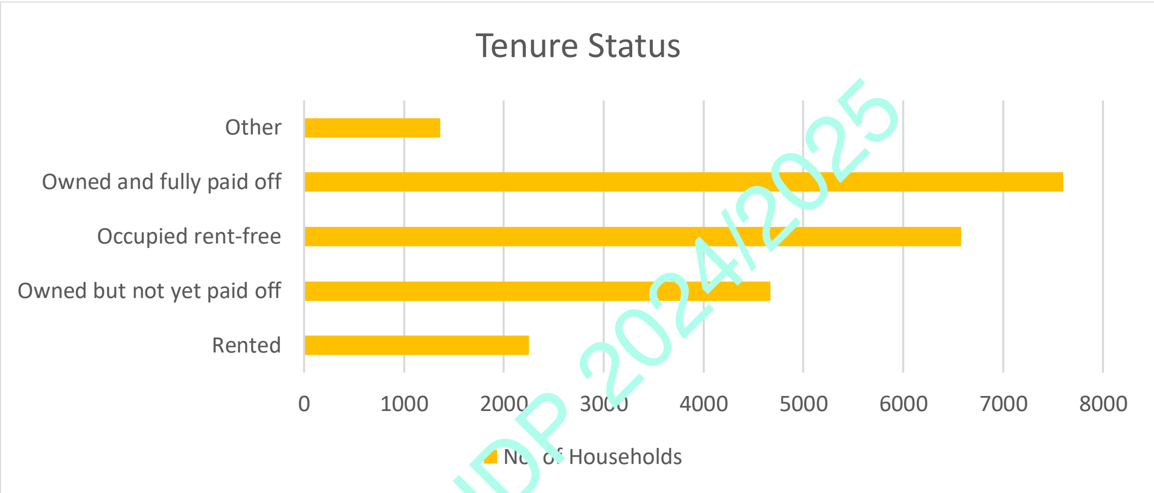


3.5 LAND OWNERSHIP

Nkandla municipality is highly influenced by rural settlements, this is evident by the high percentage of traditional areas which is 96.89%.

Land ownership in the municipal area was assessed from the current valuation role of the Council. Land ownership is fundamental to development. There is also a growing consensus that there is a direct link between land ownership, development, and more specifically communal ownership and under-developed Date of Adoption of evaluation role. Some of the land in the Municipality is incorrectly registered appropriately, this affects development and revenue collection (billing).

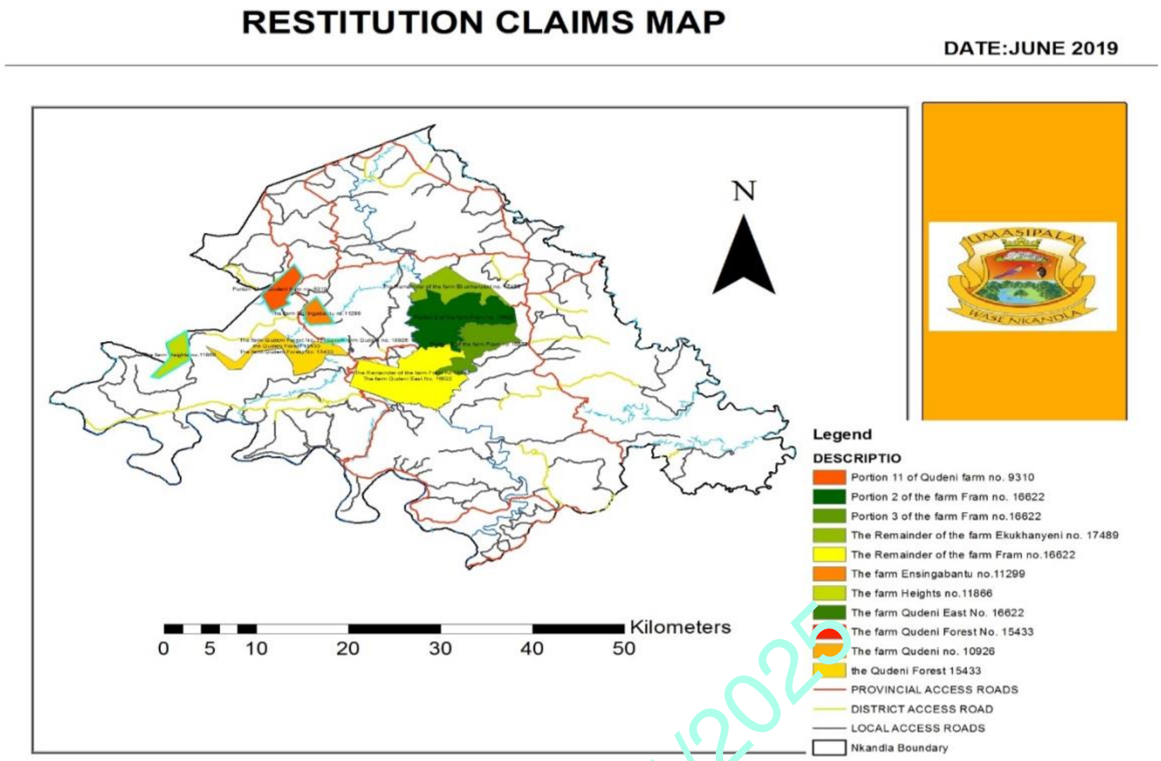
The land tenure status within the Nkandla Municipality is as follows (Stats SA Census 2011). From the information below, it can be concluded that approximately 33.84% of the population fully owns the property they are living on, while only 10.02% of the population rental houses from other landowners.



3.6. LAND REFORM

3.1.3. Land Reform

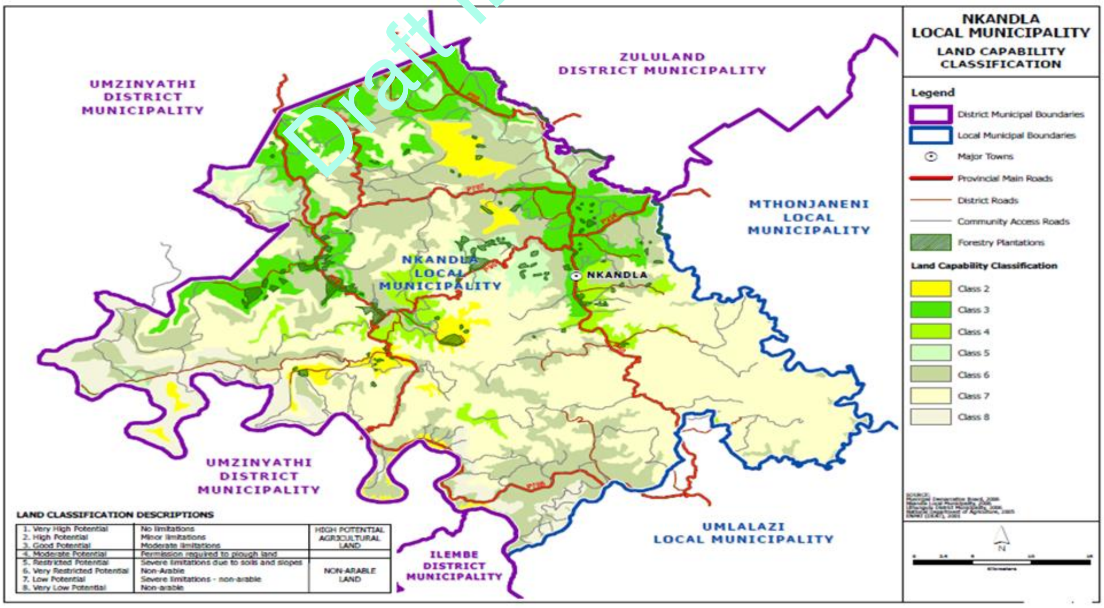
The implementation of the land reform program within Nkandla Municipality has had no progress. According to land claims, land was claimed in the Qhudeni Trust Farm Area in 1998. There is no further information regarding the outcome of the claim. Below is a map showing the areas that were filed for claim.



Map above: showing Land Reform

3.6. LAND CAPABILITY

Nkandla has a moderate to high potential for cropping, particularly in the north-east region. In low potential areas, certain alluvial plains along rivers could be developed under irrigation. However, many arable fields are left unutilized and 400 tons of maize is imported into the region every month.



Map above showing Land Capability

3.6. PRIVATE SECTOR DEVELOPMENT

Nkandla Municipality has a few Private Sector Developments. Sasol Garage is already developed in the Nkandla CBD, expansion, and renovation of Engen Garage. The Department of education had developed a TVET College which attracts people from the neighbouring municipalities. There are plans to develop the Dolwane Node area. The developers are still in the process of conducting feasibility plans.

The Nkandla municipality is in the process of developing a precinct plan within its urban node which will revitalize the Nkandla Town. The conceptual boundaries of the primary node have been defined for the Nkandla Town area and a town planning scheme has been developed that encompasses a variety of land zonings. The municipality has also been receiving the grant funding from COGTA for the development of a Single Land Use Scheme.

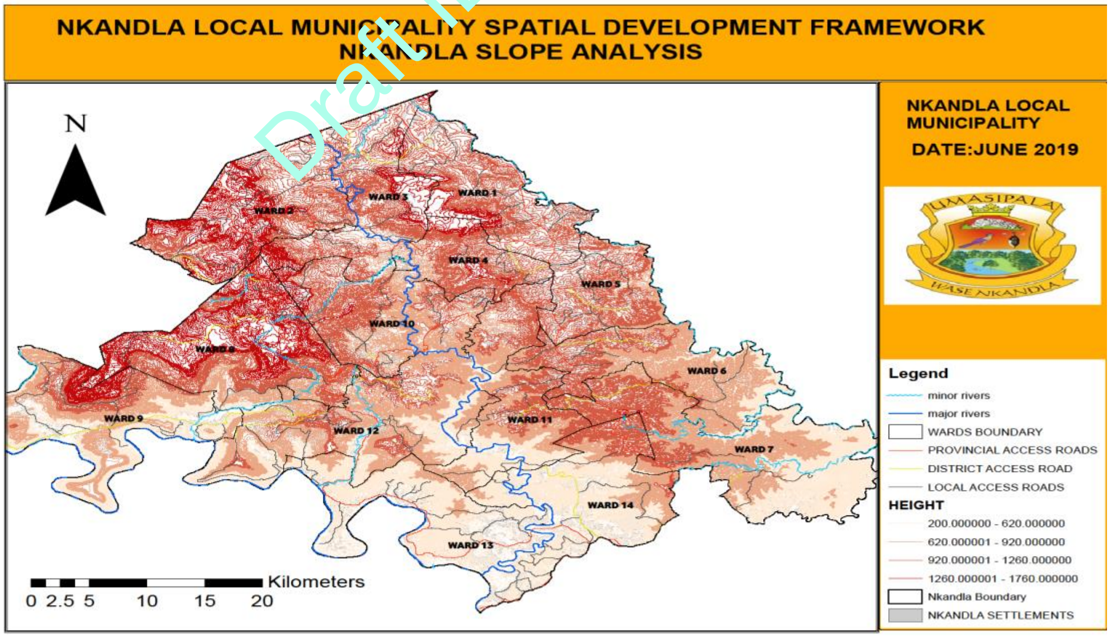
3.7. ENVIRONMENTAL ANALYSIS

The municipality has not conducted any environmental assessment and therefore does not have environmental tools for controlling development. Currently, the municipality is relying on the District to guide future developments.

3.7.1. TOPOGRAPHY

The municipal area consists mostly of low mountains, hills, and ridges. The terrain types show the impact of the underlying geology of the municipality. There are some features that may affect general development. This should be noted and considered when development takes place.

The slopes map clearly shows the various hills and ridges found throughout the municipality. These high slopes impact negatively on development and restricts much of the development in the municipality.



Map 7: Slope Map

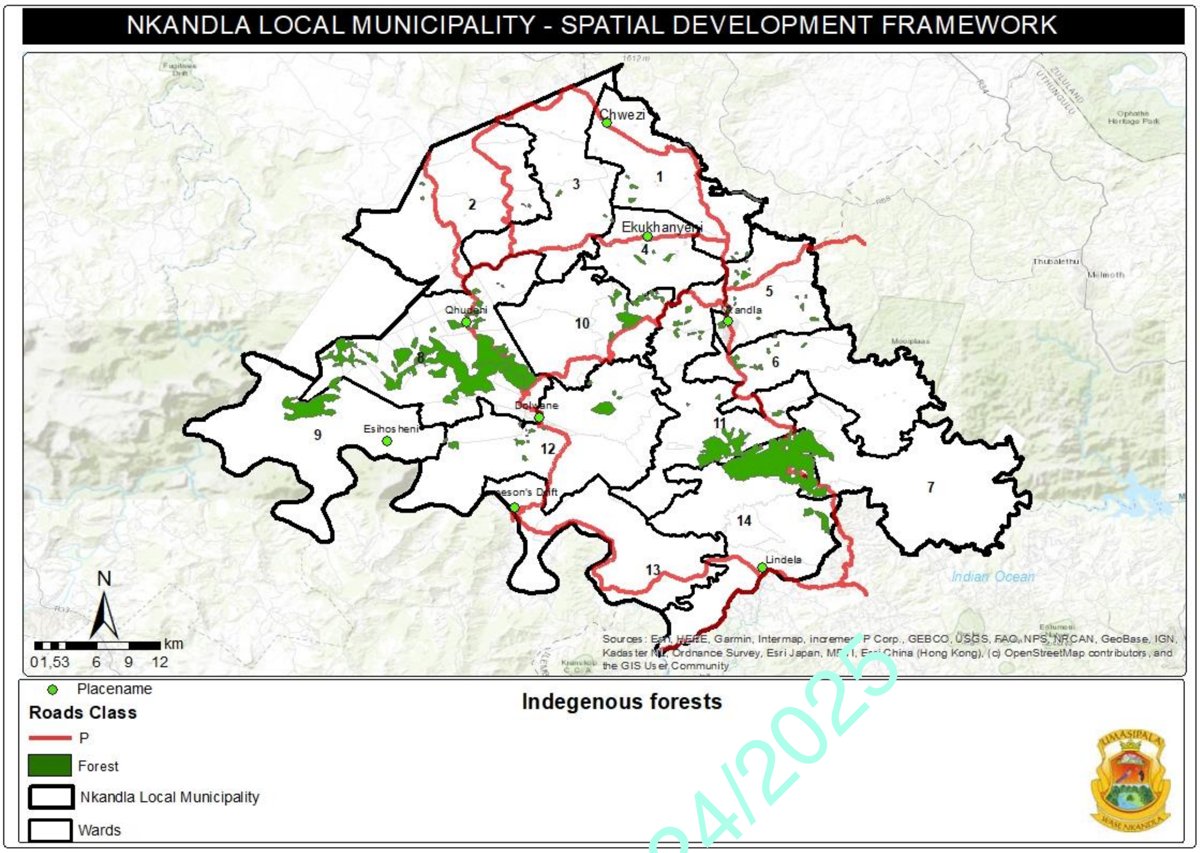
3.7.2. GEOLOGY AND SOILS

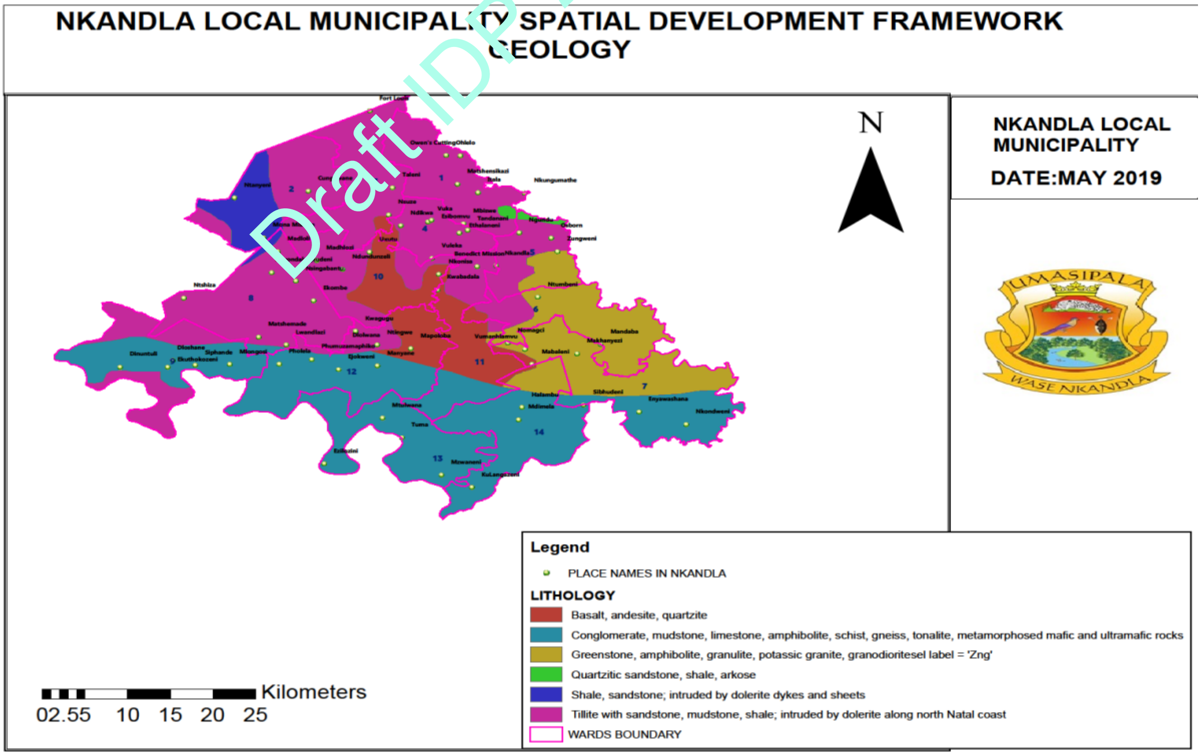
Nkandla Municipality possess several water sources ranging from Permanent Rivers (uThukela, UMhlathuze and Nsuze river) and Is a source of ground water, stream waters due to valleys and ridges as well numerous wetlands.

Geomorphology can be defined as the study of and pressures operating on the river system for factors influencing the drainage basin or river catchment areas. Changes in the independent variables of a discharge, sediment load supplied to reach, and valley slope give rise to adjustments in the dependent variables of sediment load and particle size, hydrological characteristics as well as morphologies of which all interact with each other.

The municipality has now engaged local municipality on environmental issues for example community participation in environmental management this is achieved through environmental management forums, environmental education programmes, incident management committee. Wards and school base campaigns are held order to enable community participation in decision relating to environmental management.

Ezemvelo KZN Wildlife has also been included in decision making and management of indigenous forest which now are declared as Conservation areas through anticipation of National Environmental Management Act 107 of 1998: National Conservation Act 73 of 1989)


NKANDLA LOCAL MUNICIPALITY - SPATIAL DEVELOPMENT FRAMEWORK
Chwezi
Ekukhanyeni
Qhudeni
Nkandla
Dolwane
Esihosheni
Lindela
Indian Ocean
N
km
01,53 6 9 12
Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community
Placename
Roads Class
P
Forest
Nkandla Local Municipality
Wards
Indegenous forests


NKANDLA LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK
GEOLOGY
N
NKANDLA LOCAL MUNICIPALITY
DATE:MAY 2019
Kilometers
02.55 10 15 20 25
Legend
PLACE NAMES IN NKANDLA
LITHOLOGY
Basalt, andesite, quartzite
Conglomerate, mudstone, limestone, amphibolite, schist, gneiss, tonalite, metamorphosed mafic and ultramafic rocks
Greenstone, amphibolite, granulite, potassic granite, granodioritesel label = 'Zng'
Quartzitic sandstone, shale, arkose
Shale, sandstone; intruded by dolerite dykes and sheets
Tillite with sandstone, mudstone, shale; intruded by dolerite along north Natal coast
WARDS BOUNDARY

Map above showing Geology

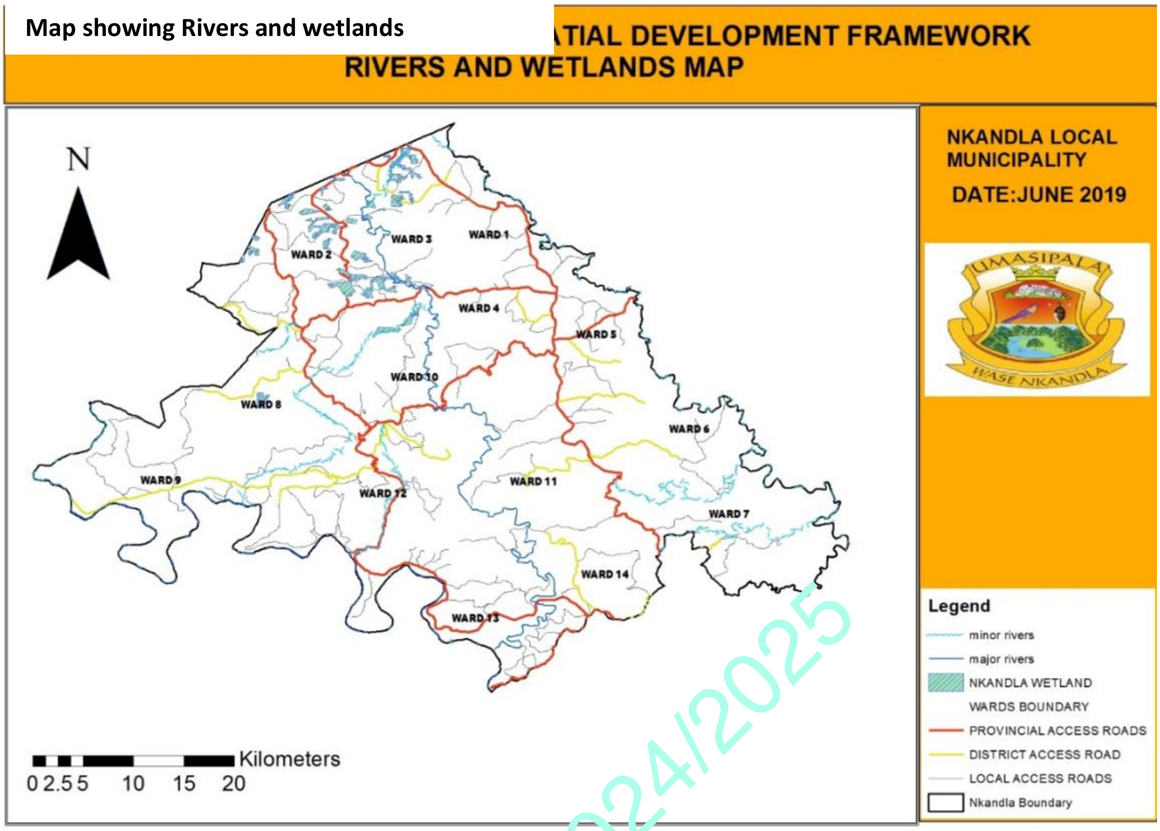
3.7.3. RIVERS AND WETLANDS

Nkandla Municipality has several different water sources including three large rivers (uThukela, UMhlathuze and Nsuze), underground water, streams, springs, etc.

Geomorphology can be defined as the study of the processes and pressures operating on river systems. Changes in the independent variables of discharge, sediment load supplied to reach, and valley slope give rise to adjustments in the dependent variables of sediment load and particle size, hydraulic characteristics, and morphologies, all of which interact with each other.

The Municipality has mechanisms/ structures that capacitate and engage the local communities on environmental issues. They include environmental management forum, incident management committee, etc. Awareness campaigns are held in Nkandla in terms disaster and environmental management. District and Provincial policies are used for enforcement purposes in these areas. The municipality will be implementing a greening and environmental management project for the next two years, where a stream and indigenous trees in town will be protected. As part of this project SMMEs will be developed and funded in the recycling business. Some of the streams and plant are managed by Ezemvelo KZN Wildlife as they are in protected areas.

Map showing Rivers and wetlands



3.7.4. CLIMATE CHANGE

Nkandla Municipal area comprises of good quality air since there are no factories and light industries.

It is also crucial that future planning initiative programmes take into consideration the risks, impacts and limitations imposed by climate change such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

Effects of Climate change include drought which results in loss of cattle and huge impact in farming. The high floods damaged many roads which resulted in slowing services delivery as these had to be repaired using the limited budget of the municipality.

Nkandla Local Municipality is working on establishing a Climate Change strategy which will incorporate Climate Change issues and Disaster Management activities. Nkandla Planning incorporates climate change issues.

3.7.5. ENVIRONMENTAL ASSESSMENT

Nkandla does not have any strategic environmental documents providing specific direction to conservation. The LED Strategy does however address aspects of conservation in terms of environmental and cultural heritage.

Strategies for optimising the use of Conservation Resources:

- Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development. This includes development of tourism orientated businesses within, and near environmental management and conservation area, with the required management controls.
- Promote participatory and accountable spatial planning and land use management within all areas of Nkandla Municipality. Target local population and assist in the promotion of LED initiatives targeting local environmental resources. Sustaining existing resources ensures future utilization and reaping of benefits the resource provides.

3.8. SPATIAL & ENVIRONMENTAL TRENDS AND ANALYSIS

Nkandla has fairly good weather with quite a lot of rainfall. The land is quite good for farming. People around the area seem to be developing more houses in the agricultural potential areas. These areas need to be protected so they can be used for farming to ensure food security.

3.9. SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

Table 12: Swot Analysis and Spatial Key Issues

STRENGTH	WEAKNESS
- The Spatial Planning unit is fully functional with qualified Town Planner and Building Inspector. - There are gazetted SPLUM/ By Laws which regulate development. - We are part of the South Joint Municipal Planning Tribunal - Support from COGTA (Spatial Planning Unit) is received on a regular basis. - Good relationship with all Amakhosi	- Lack of a functional GIS to support spatial planning. - Lack of funds - Lack of enforcement for illegal structures in town.
OPPORTUNITY	**THREAT**
- Orderly sustainable development. - Increase investor confidence. - Increase Local Economic development. - Large vacant land.	- Illegal structures in town. - Large portions of land under Ingonyama Trust 98 %. - Lack of community understanding of Planning Laws, e.g. Building Regs and SPLUMA. - Un serviced sites by the District Municipality

3.10. DISASTER MANAGEMENT

Nkandla Local Municipality Disaster Risk Management Unit is the custodian of the Municipal Disaster Risk Management Plan. Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Service's / Entity's Disaster Risk Management plans. Along with the various specific Hazard DRM Plans, the Service / Entity Disaster Risk. Nkandla Local Municipality Disaster Risk Management Unit's approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks. A typical disaster and Disaster Risk Management continuum as shown above, comprising of six elements i.e. Prevention, Mitigation and Preparedness in pre-disaster phase, and Response, Rehabilitation and Reconstruction in post-disaster phase, defines our complete approach to Disaster Management. The Nkandla Municipality is prone to different types of disasters, both natural and human made. It is therefore important to understand that natural disasters cannot be prevented, but that the least the Municipality can do is to develop strategies to mitigate the effectiveness of such natural disasters.

Nkandla Municipalities Disaster Management Plan was reviewed in the 2019/2020 financial year and has been adopted by council.

3.10.1 MUNICIPAL INSTITUTIONAL CAPACITY

Disaster Management is regarded as a key issue since the municipality is prone to fires and thunderstorms. The Nkandla Municipality has a Disaster Management Plan which was prepared in terms of Section 42 of the Disaster Management Act 2002. The objective for the establishment of integrated institutional capacity within the Local Municipality is to enable the effective implementation of disaster risk management policy and legislation.

3.10.2. RISK ASSESSMENT

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.

Nkandla Local Municipality is prone to several natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a household or community to a specific hazard.

Below is a list of priority hazards that are affecting Nkandla Local Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Table 2: Priority hazards identified at Nkandla Local Municipality.

HAZARDS	LOCATION
Fire	In all Wards
Severe weather:	

⇨ Lightning	In all Wards
⇨ Strong winds	In all Wards
⇨ Hail	In all Wards
⇨ Heavy rain	In all Wards
⇨ Extreme temperatures	In all Wards
⇨ Storm surges	Along the Coast
Crime	In all Wards
Accidents (MVA)	Mostly on N2, R102 and P459
Drought	In all Wards
Drowning	Riverbanks and streams

3.10.3. RISK REDUCTION & PREVENTION

Nkandla Disaster Risk Management Unit must ensure that coherent and relevant disaster risk management planning is undertaken by all municipal entities and other institutional role players

Table 3: Risk Reduction Programmes and Budget

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR
1. Awareness Campaigns and fire drills	R40 000	Communities; Hospitals; Schools; Clinics and shops	2023/2024
2. Emergency Relief Aid	R1 500 000	In all Wards	2023/2024
3. Lightning Conductors	R100 000	Vulnerable Wards, Schools and Clinics	2023/2024
4. Capacity Building Disaster Advisory Forum And training	R10 000	CDW's, Councillors, CWP's, Ward Committees, CCG's, Traditional Leaders, NGO's, CBO's. Sector Departments and Stakeholders	2023/2024
5. Fire Services	R3 000 000	Buying and maintenance of fire vehicles	2023/2024
6. Disaster/fire Protective Clothing	R 500 000	Protective clothing for eight fire fighters and one disaster officer	2023/2024

7. Disaster Equipment	R 400 000	Jaws of life; bush beaters; fire extinguishers	2023/2024
8. Corporate uniform	R 400 000	Uniform for fire fighter (8)	2023/2024

3.10.4. TRAINING & AWARENESS

The Provincial Department of Cooperative Governance and Traditional Affairs and USA 911 assist with training and awareness campaigns to Nkandla Municipal Disaster Management team**.** Nkandla Municipality has planned awareness campaigns and fire drills for the community, schools, and clinics.

3.10.5. FUNDING ARRANGEMENTS

The municipality has budgeted for Disaster Management which assists with floods, Covid, fires and any other related sisasters that could affect the Nkandla community.

3.10.6. DISASTER MANAGEMENT: SWOT ANALYSIS

Table 14: Disaster Management SWOT Analysis

Strengths	Weaknesses
- Development of the disaster management plan as tool for prevention, mitigation and recovery - Nkandla municipality is part of the District Disaster Management Advisory Forum (DDMAF) and Provincial Disaster Management Advisory Forum (PDMAF), these forums facilitate many information sharing and planning sessions between disaster management and event management role players. All major role players are represented in this forum to attend regular meetings and discuss all issues pertaining to disaster. Inputs are provided by each stakeholder from all line	- Review of the disaster management plan since this is a strategic plan which should be developed and continually updated in consultation with all role players - Nkandla municipality has recently taken the Fire and Response Unit from the District Shared Service, and this unit is not fully functioning. - After the review of the plan, the disaster management framework should be developed. This will outline the vision, mission and objectives of Nkandla local municipality (as a local sphere)

function departments	
Opportunities	**Threats**
- Development of the disaster management plan as tool for prevention; mitigation and recovery - Nkandla municipality as part of the District Disaster Management Advisory Forum (DDMAF) and Provincial Disaster Management Advisory Forum (PDMAF), these forums facilitate many information sharing and planning sessions between disaster management and event management role players. All major role players are represented in this forum to attend regular meetings and discuss all issues pertaining to disaster. Inputs are provided by each stakeholder from all line function departments	- Tropical cyclone - Drought - Fire - Motor Vehicle Accidents - Budget not adequate

3.10.8. KEY CHALLENGES

Table 15: Key Challenges

Key Challenge Fires Draughts	Key Challenge Fires Draughts
Description	⇨ Monitoring processes are not fully integrated with routine reporting cycles of organs of state. ⇨ A mechanism to ensure rapid access to national funds for disaster response has not been fully addressed in terms of National DM Framework requirements Representing an insufficient level of resources, equipment, or plans to fulfil the disaster management related responsibilities; ⇨ Fire services has reinforced Command and Control of its responsibilities i.e. Firefighting & Rescue services, Fire Safety (all aspects), Hazmat and Specialist rescue ⇨ Assist with disaster risk reduction and co-operation. It should be noted that the Farmers Association also have existing contingency plans, including plans pertaining to fire hazards.

	⇨ Training / Awareness Raising related to Drought resistant agriculture.

KPA - MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

4.1. MUNICIPAL TRANSFORMATION

Nkandla Local Municipality is constituted of 14 wards and the political administration of the municipality consists of 27 seats. These are made up of three political parties namely, The African National Congress, Inkatha Freedom Party, and the National Freedom Party.

4.2. ORGANISATIONAL DEVELOPMENT

4.2.1. INSTITUTIONAL ARRANGEMENTS

Approval of key operational matters within the Municipality follows the following approval process, namely Management Committee (MANCO), Portfolio Committees, EXCO, and Council.

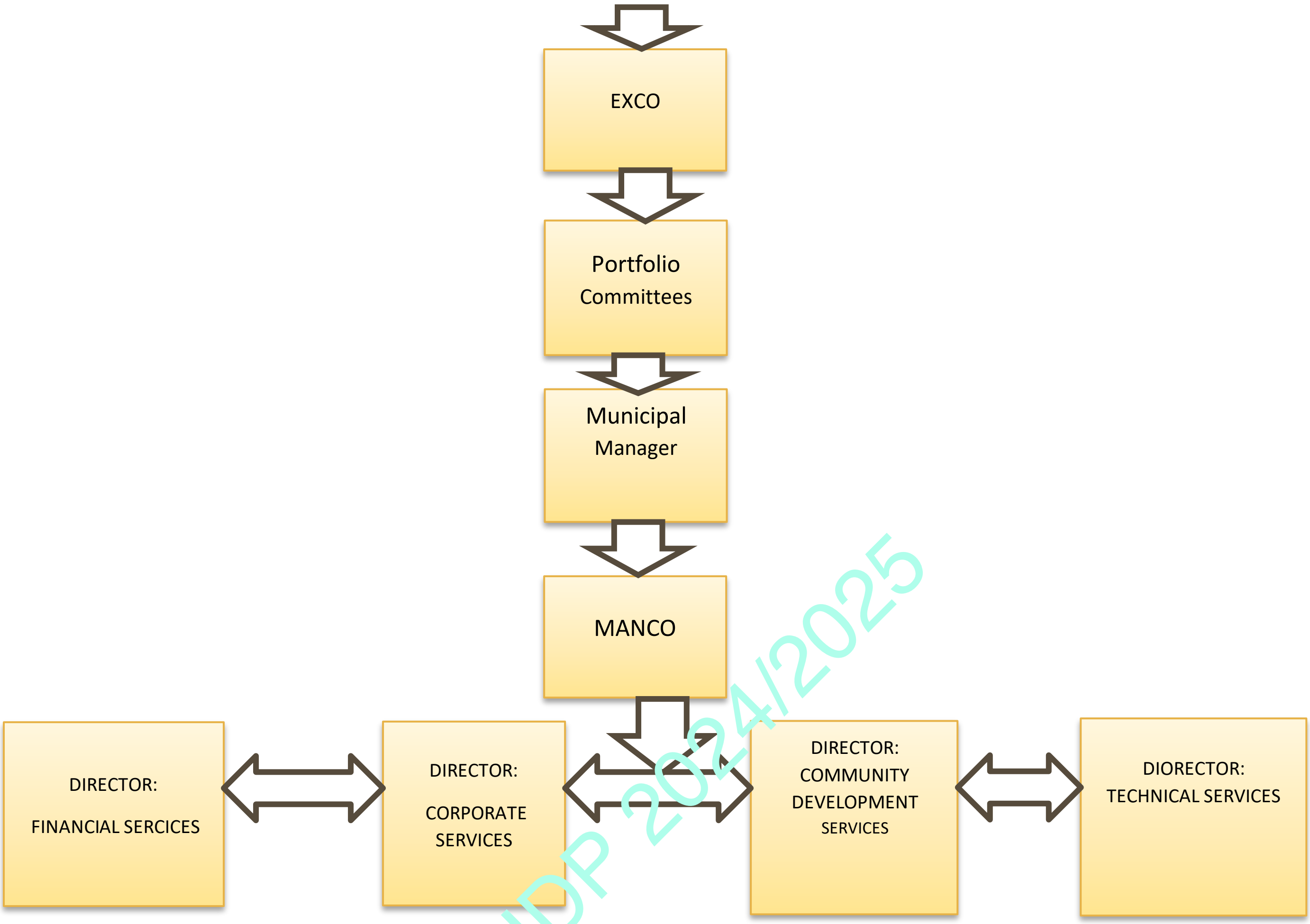
As per the adopted municipal delegation framework, the Municipal Manager will ensure that the delegation of functions or tasks to appropriate levels of staff is properly documented. The Nkandla Municipality has the right to do anything reasonably necessary for, or incidental to, the effective exercise of its powers. It has all the powers assigned to it in terms of the Constitution as well as other relevant legislation. The executive and legislative authority of the Municipality vests in the Council. The Council will take all the decisions of the Municipality except:

- ⇨ Decisions on those matters that it has delegated to a delegated office bearer and
- ⇨ Decisions on those matters that by law have been assigned to a political structure,
- ⇨ Administrative Structure, Political office-bearer, or employee of the Council.

The Council will exercise executive and legislative authority within the Municipal area only. All the powers of the Municipality that have not been reserved for the Council, or that have not been delegated to a political structure, Administrative Structure, political office-bearer or employee of the Council, will be delegated to the Executive Committee.

The diagram below indicates the structure of the municipality and the different levels of authority.

Figure 9: Municipal Structure



4.2.2. POWERS AND FUNCTIONS

The powers and functions of the Nkandla Municipality are derived from the Constitution of the Republic of South Africa and a range of local government legislation, and could be summarised as follows: -

Table 20: Powers and Functions of the Nkandla Municipality

LEGISLATIVE MANDATE	DESCRIPTION
Constitution of SA: Chapter 7:	Local Government, especially sections 151, 152 and 153. Also, Schedule 4, Part B and Schedule 5 Part B. 152. The objectives set out in the Constitution for local governments are to: ⇨ Provide democratic and accountable government; ⇨ Ensure the provision of sustainable services to local communities; ⇨ Promote social and economic development; ⇨ Provide a safe and healthy environment;

	⇨ Encourage involvement of community organisations in local governance. Schedule 4B identifies the following functions for the Municipality: ⇨ Air pollution ⇨ Building regulations ⇨ Childcare facilities ⇨ Electricity reticulation ⇨ Firefighting services ⇨ Local tourism ⇨ Municipal airports ⇨ Municipal planning ⇨ Municipal public transport ⇨ Municipal public works (internal) ⇨ Storm water management ⇨ Trading regulations ⇨ Water and sanitation services Schedule 5B identifies the following functions for the Municipality: ⇨ Billboards and display advertisements ⇨ Cemeteries, funeral parlours, crematoria ⇨ Cleansing ⇨ Control of public nuisances ⇨ Licensing of dogs ⇨ Licensing & control of food undertakings ⇨ Local amenities ⇨ Local sports facilities ⇨ Markets ⇨ Municipal parks and recreation ⇨ Municipal roads ⇨ Noise pollution ⇨ Public places ⇨ Refuse removal; solid waste disposal ⇨ Street trading ⇨ Street lighting ⇨ Traffic and parking ⇨ Municipal Pound
Municipal Structures Act:	The Nkandla Municipality is a Category B Municipality in terms of Section 7, with a collective executive system and a ward participatory system Section 9(b).
The White Paper on Developmental Local Government:	The White Paper on Developmental Local Government lists three key outcomes: ⇨ Provision of basic household infrastructure and services; ⇨ Creation of liveable, integrated cities, towns, and rural areas; ⇨ • Promotion of local economic development.

4.2.3. ORGANISATIONAL STRUCTURE / ORGANOGRAM

The Nkandla Municipality organizational structure provides for five departments to be managed by the Municipal Manager. The organizational structure was amended to meet the current circumstances. The five municipal departments are as follows:

- Office of the Municipal Manager
- Technical Services Department
- Community Development Services
- Finance Management
- Corporate Services

These departments are headed by Directors who are appointed in terms of Section 56 of the Local Government Municipal Systems Act.

Within these departments there are business units established in line functions articulated in the IDP. Each Department is further divided into divisions headed by level Assistant Directors

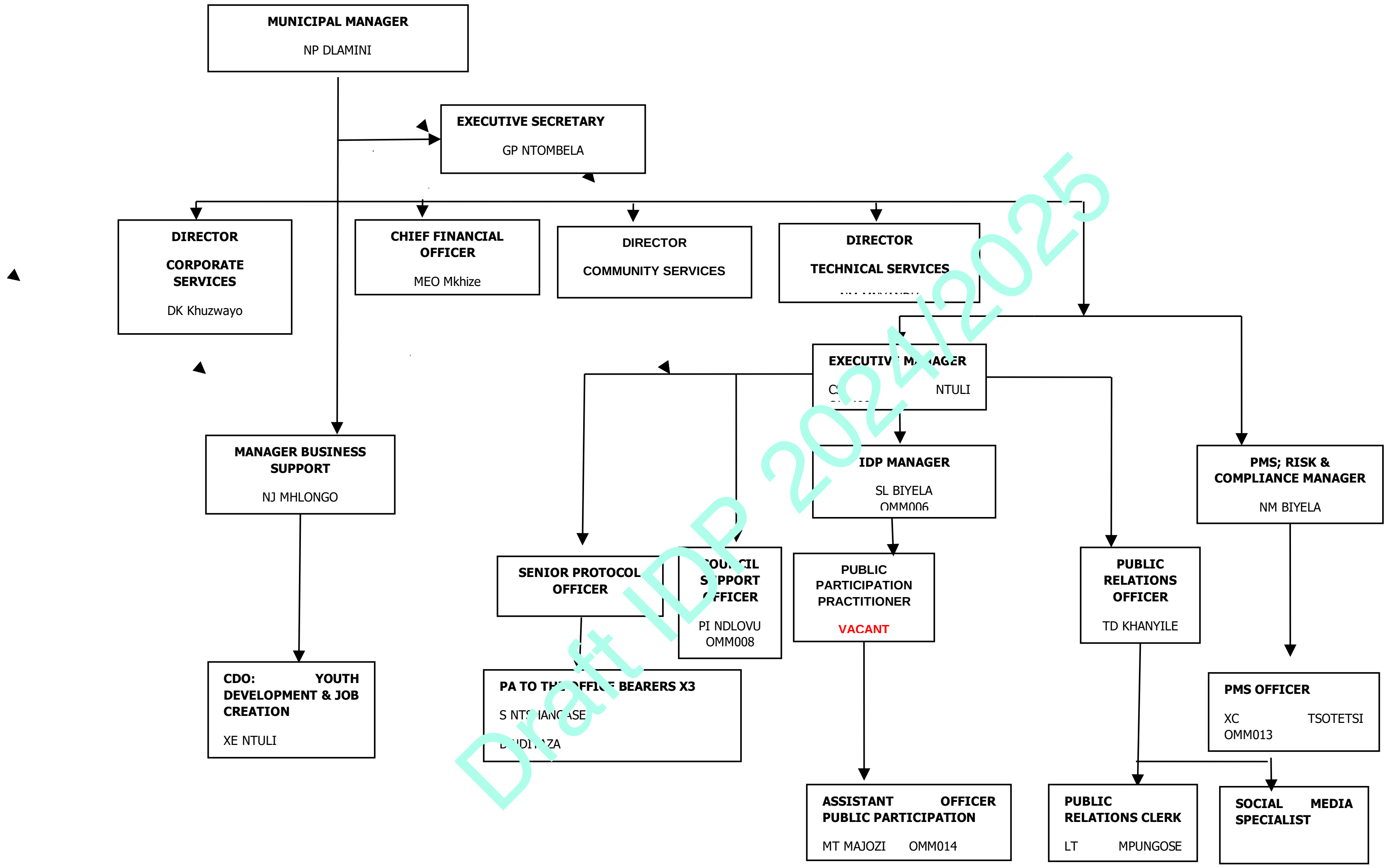
4.2.4 ORGANISATIONAL STRUCTURE / ORGANOGRAM

The municipality has adopted its organogram 29 May 2023..

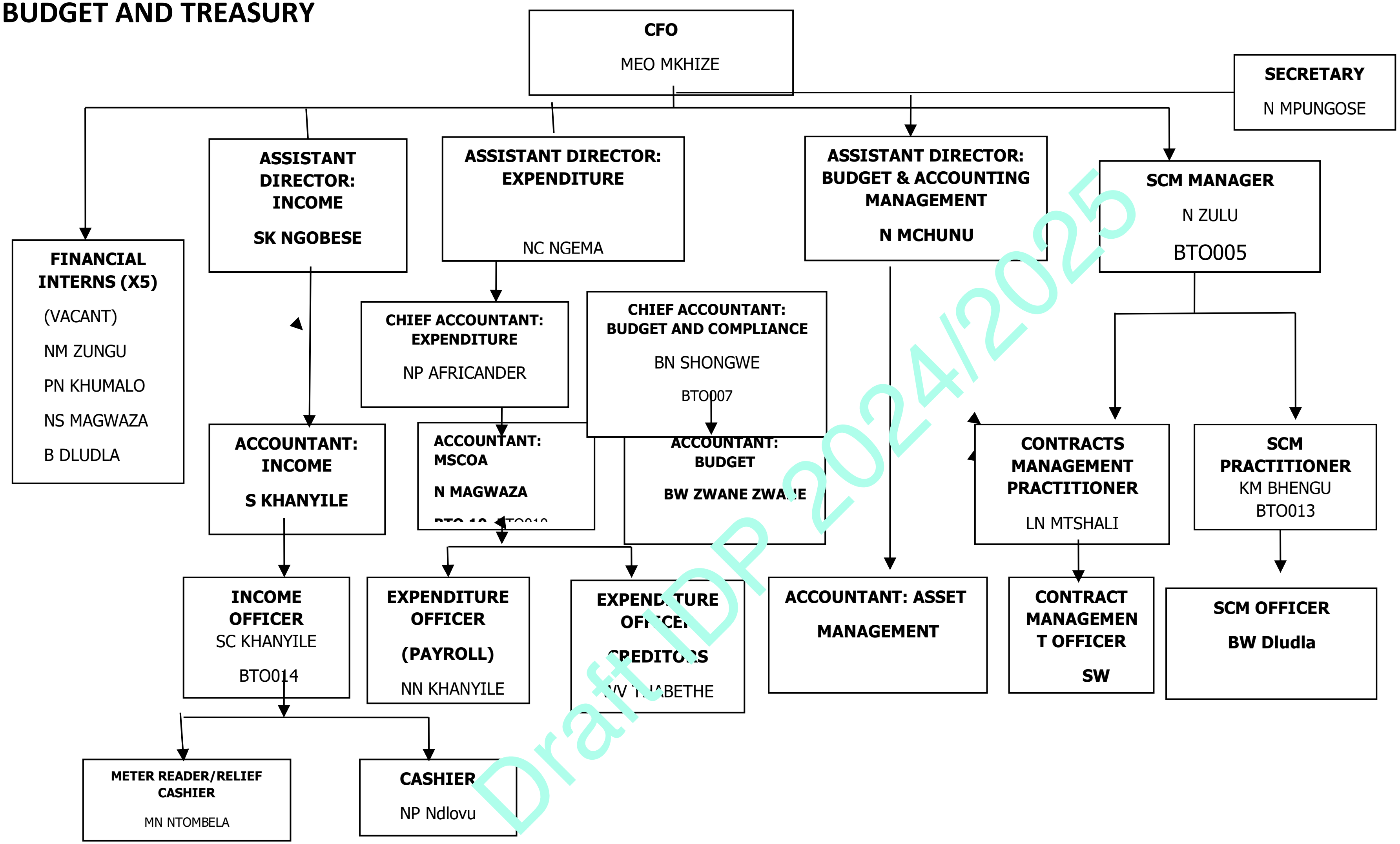
The copy of the adopted 2022/2024 organogram follows:

OFFICE OF THE MUNICIPAL MANAGER

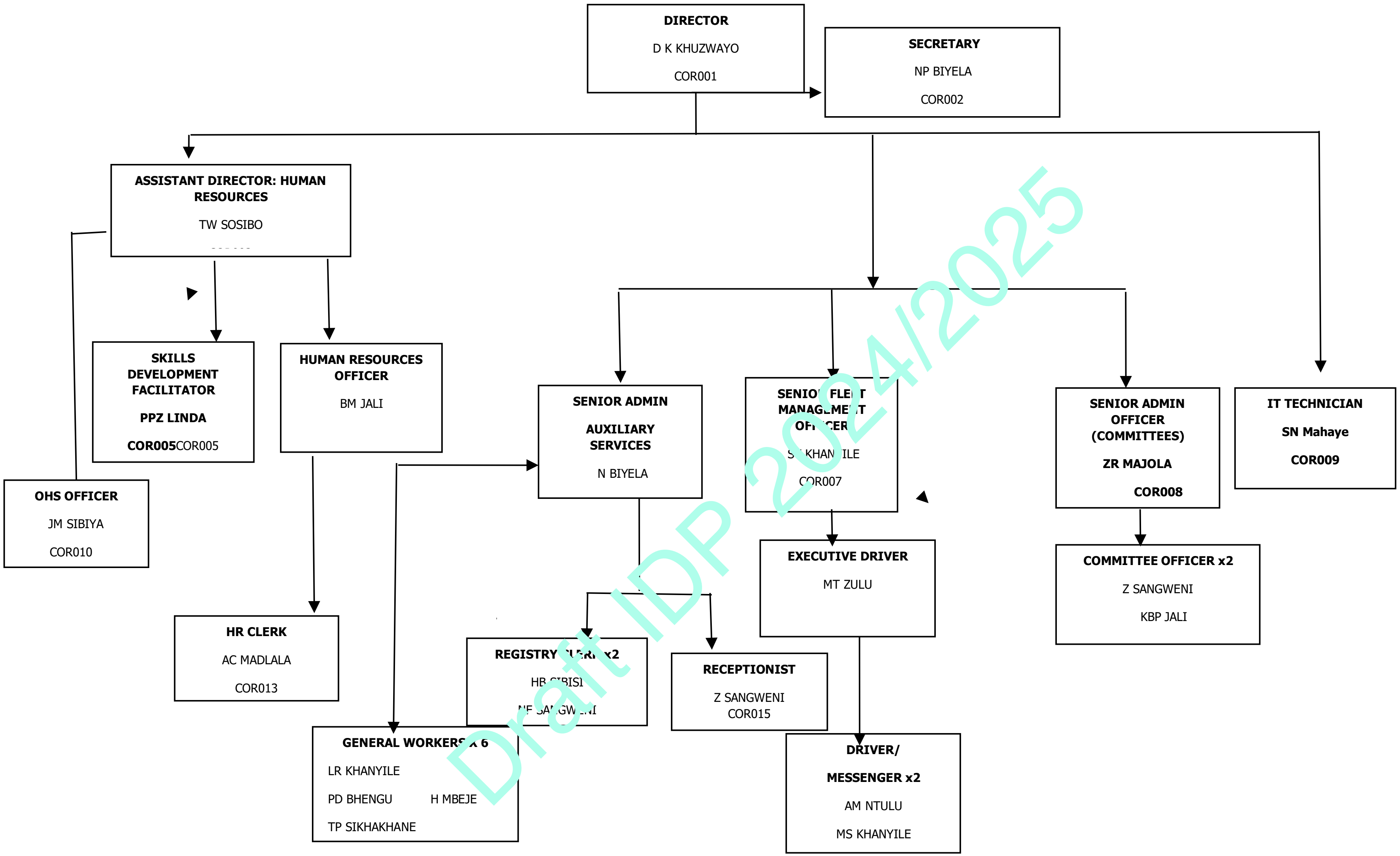
ORGANGRAM



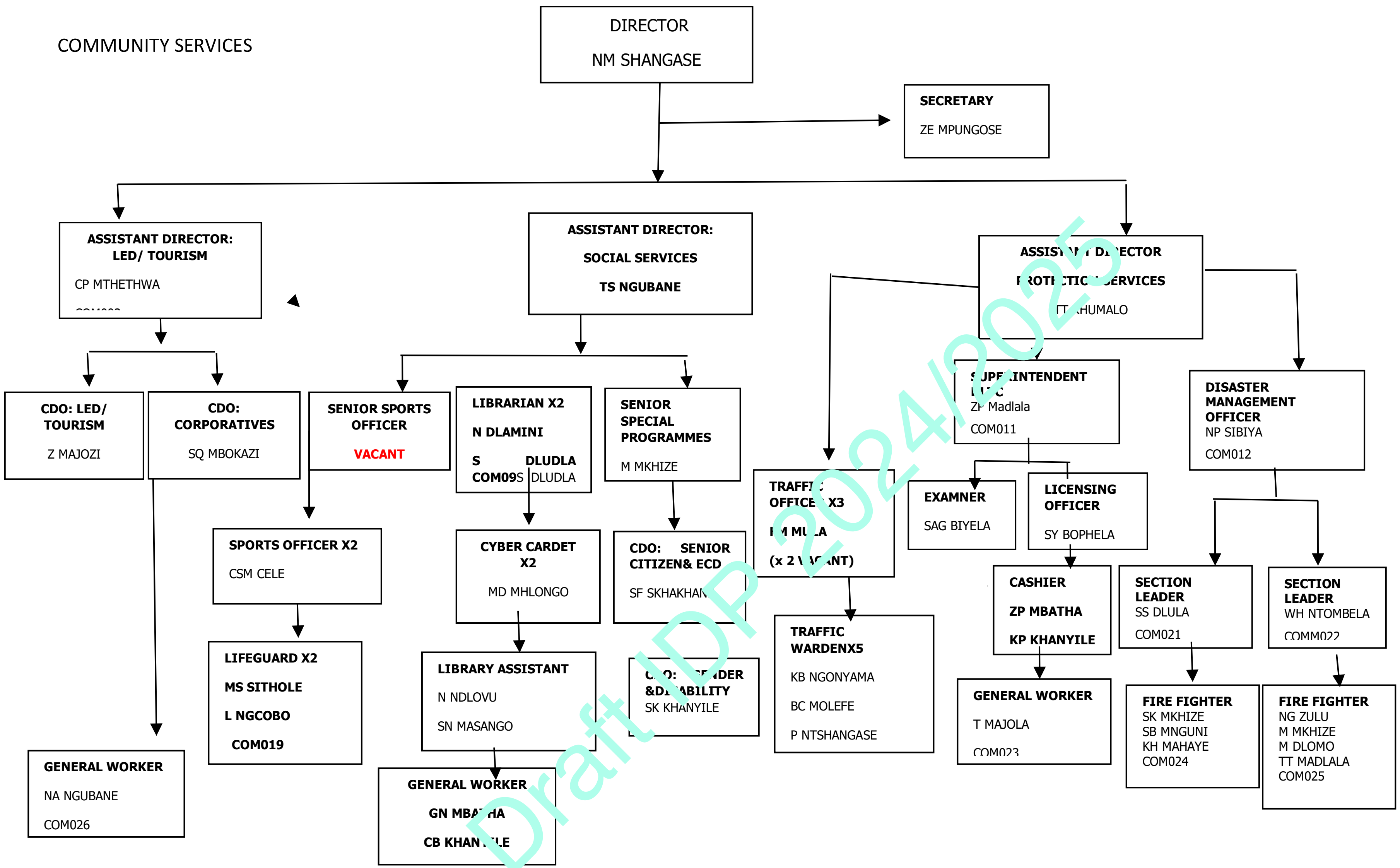
BUDGET AND TREASURY



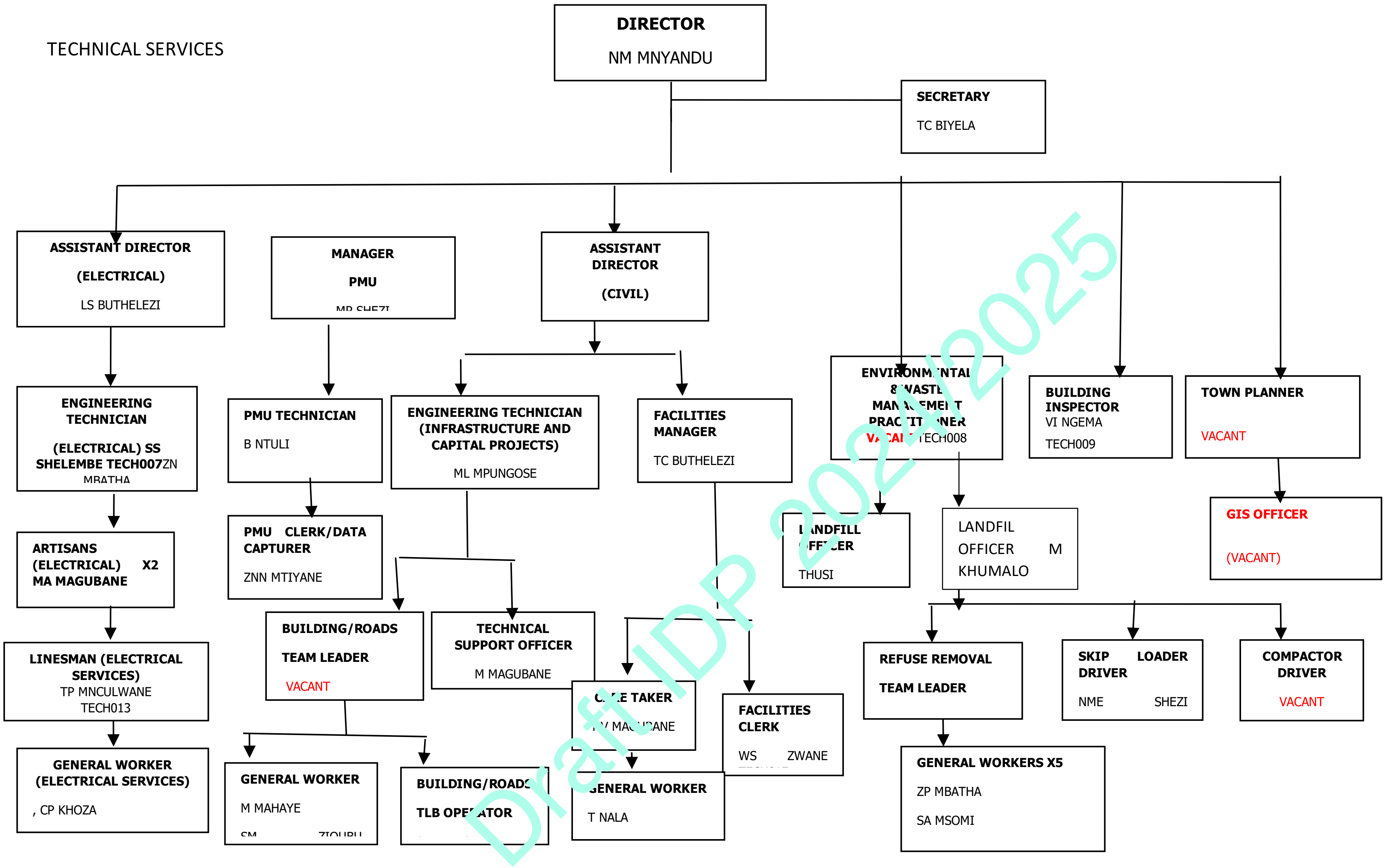
CORPORATE SERVICES



COMMUNITY SERVICES



TECHNICAL SERVICES



4.2.4. MUNICIPAL DEPARTMENTS AND THEIR FUNCTIONS

The table following elaborates the functions of the municipal departments:

Table 21: Municipal Departments and Their Functions

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	Municipal Management
	Municipal Planning and Performance Management
	Municipal Finance Management.
	Strategic Planning
	Risk Management
	Internal audit
	Risk Management.
	Inter-governmental Relations
	Communications
	Organizational performance
	Public Participation
	Coordinate development of IDP
	Facilitate Local Economic Development
	Special programs services
	Youth, Sports, Recreation, Arts & Culture, and childcare facilities,
Corporate Services	municipal administration
	security and cleaning services
	human resource management
	legal services
	information technology communication
	council support services.
	Labor Relations
Budget and Treasury Office.	Revenue Management
	debt management and internal controls.
	expenditure management
	insurance
	internal controls and properties management.
	budgeting and reporting.

	Supply Chain Management
Technical Services	PM Unit
	Municipal Infrastructure maintenance
	Storm water management
	Electrical Services
	Conduct town & spatial development planning
	Coordinate municipal By-Laws
	Coordinate housing development Building regulations & enforcement
	Waste Management
Community Services	local tourism, and promotion of local economic development
	libraries
	Protection Services
	firefighting services
	noise pollution
	traffic and parking
	disaster management
	public safety; motor licensing;

4.2.5 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

The administration of the Municipality is headed by the Municipal Manager. According to the MFMA 60(b): The Municipal Manager is the accounting officer of the municipality for the purpose of this Act and provides guidance on compliance to political structures, political office bearers and officials of the municipality. The Municipality's organizational structure provides four (4) Directorates that are managed by the Municipal Manager. All critical directorates' posts have been filled and the municipality have submitted the recruitment report process to the MEC for approval.

The table below indicates the positions and status of the critical senior management personnel.

POSITION	STATUS		
	Filled	Vacant	Gender
MUNICIPAL MANAGER	X		Female

CHIEF FINANCIAL OFFICER	X	Male
DIRECTOR COMMUNITY SERVICES	X	Female
DIRECTOR TECHNICAL SERVICES	X	Male
DIRECTOR CORPORATE SERVICES	X	Female

All critical posts have been filled by the municipality.

TYPE OF RECRUITMENT	
Total No of Employees	128
No of Permanent Employees	123
No of Contracted Employees	05
No of Male Employees	66
No of Female Employees	62
No of Employees living with Disabilities	02

4.2.6 HUMAN RESOURCE DEVELOPMENT

Code of Conduct

Councillors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by the Commissioner of Oaths. These records are kept for internal and external audit purposes.

Human Resources Strategy

As an over-arching framework aligned to its strategic plan and organizational structure the municipality has an adopted Human Resources Strategy. The Human resource strategy is used by the municipality to ensure fair recruitment processes, learning and development of employee’s performance appraisals, compensation, and succession planning.

The main objectives of the HR Strategy are;

- To ensure that the management team is aligned in its views on what is the organizations’ cultural fit.
- To attract and retain critical skills by using world-class recruitment and selection strategies and talent management.
- To maintain a credible performance management system across the entire organization to maximize employees contribution to the achievement of business objectives
- To implement and drive Employment Equity in order to give effect to the agreed plan

• To develop Competency Based Training and Development to ensure that the municipality has the right skills and leadership in alignment with national and provincial view

• To regularly develop and review an updated HR policies and procedures – to ensure common understanding – by all stakeholders

• To focus on skills audits by assessing the people capabilities- in order to identify opportunities for further growth and development (career development and succession planning including focus on Integrated Development Planning)

• To ensure through initial induction that new employees enter the organization effectively and are introduced to the organizational culture and behaviors. Implementation of the HR Strategy

• The municipality holds bi-weekly management committee meetings to ensure that the organizational culture is maintained. Human Resources is a standing item in MANCO where HR issues such as the Organogram, trainings, attendances etc.

• Critical skills are retained in terms of the skills retention policy, whereby staff is constantly trained thereby ensuring capabilities for suitable for promotions. All vacant positions are advertised in terms of the employment equity plan and the selection process is determined by the EEP

• The HR Policies are continuously reviewed and workshopped to the relevant stakeholders

• Annual skills audits are undertaken and this informs the workplace skills plan as a means for identifying opportunities for further growth and development.

• Continuous induction programs are undertaken to introduce new employees to the organization culture.

Employment Equity Plan

The Employment Equity Plan is in place, and a forum has been established to review the plan annually, to monitor its implementation and consider employment equity matters.

The Municipality has an Employment Equity Plan in place, as part of the HR Plan and it is being implemented. It is reviewed annually. Further to this, through this plan. The Municipality is faced with the following challenges;

• Human resource capacity constraints.

• Shortage of skilled staff within the organization99

• Improve the management of service providers

• Improve and continuously upgrade ICT within the organization.

WORKFORCE CAPACITY DEVELOPMENT

Section 68 (1) of the Municipal Service Act (2000) required municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient, and accountable way.

The Municipality, through the Human Resources Development Division under the Corporate Services Department, is the custodian or champion for skills development on behalf of the Municipality. Various training interventions are conducted through different levels in the organisation. There are training programmes that are intended to equip the employees to improve the quality and standard of service delivery.

The Workplace Skills Plan is developed along the LGSETA guideline. Whilst the Human Resources Development Division is tasked to improve the competency of our employees, the Division is also responsible for working in partnership with various departments, training providers, and communities to improve the level of skills, knowledge, and behaviour of our employees and citizens, enabling them to be active participants in the economic development and growth of the town.

WORKPLACE SKILLS PLAN (WSP)

As part of Human Resources Development Plan, the Municipality has developed its five year and annual Work Skills Plan aligned to the strategic plans/IDP of the Municipality and addresses scarce skills training/capacity enhancement and responds to capacity challenges faced by the Municipality. The municipality ensures that employees fill out skill audit forms to ensure skills development. The Municipality budgets annually for skills development programmes. There have been a few challenges with LGSETA funded programmes as they have not commenced for some time. The

PROCESS FOR PREPARING THE WSP

The plan to address skills needs is developed from information gathered and input received from departments and committees (Training and EE Committees), considering the LGSETA requirements. The Skills Development Facilitator:

- Studies and adheres to the LGSETA requirements and guidelines on the format and content of the WSP and the process for approval and submission;
- Develops draft criteria for the approval of the WSP, in consultation with municipal management (e.g. alignment with EE, consultation, and approval processes);
- Collates the input (prioritised training needs as identified by the audit conducted in the different departments into the Municipality's WSP and completes the documentation for the WSP as required by the LGSETA;
- Submits the draft WSP to management and stakeholders for comment and recommendations, draft WSP based on the comments and recommendations received;
- Prepares the final WSP and submits to Council for approval, and to all stakeholders for their signatures; and
- Submits the completed WSP to the provincial LGSETA by 30 April 2022.

TRAINING PLAN

The municipality has a training plan in place, which is used to train employees either internally or with the assistance of LGSETA.

HUMAN RESOURCES POLICIES

During the 2022/2023 financial year human resource policies were given focused attention; an audit of policies was done, and gaps identified were addressed. In addition, the Discipline and Grievance Policies were work shopped with each department within the Municipality as part of awareness of the policies and their procedures.

4.2.7 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Table 25: SWOT Analysis: Municipal Transformation & Organizational Development

Strengths	**Weaknesses**
▪ **Workplace training** ▪ **Presents of related policies** ▪ **All critical posts filled**	▪ Do not have a specialized environment personnel ▪ Lack of enforcement of municipal by Laws ▪ Lack of skills transfer by consultants and capacitated employees
Opportunities	**Threats**
▪ **Provincial Support on relevant grants** ▪ **Employment of youth results in a sustainable human resource**	▪ The rural nature of the municipality may result in the Municipality loosing of well skilled and capable employees ▪ Should the grants be terminated the municipality may suffer on the grants supported systems

5. KPA: BASIC SERVICE DELIVERY

As part of the introduction to this section it is proper to present the functions that are performed by Nkandla LM. This is aimed at giving a clear status of what is done by the municipality together with other spheres of the government.

Type of Service	Responsible Authority
1. Water Service Authority	King Cetshwayo District Municipality
2. Sanitation	King Cetshwayo District Municipality
3. Waste Management	Nkandla Local Municipality
4. National, Provincial and District Roads	Dept. of Transport
5. CBD Roads and Access Roads	Nkandla Local Municipality
6. Health Care Services	Dept. of Health
7. Electricity Maintenance in town	Nkandla Local Municipality
8. Electricity Connections	Eskom, Nkandla LM

The section contains service delivery items that are yet to be rendered by the municipality in various wards. These items may take more than 3 years to be implemented (MTEF) however the municipality is expected to be seen taking initiatives in address these backlogs. Long term plan must talk to backlogs strategies and clear implementation plan. For the municipality to measure progress these items should be incorporated to SDBIP's. These items were collated during IDP road shows and public participation sessions made during the review process of the IDP 2022/2027.

5.1. WATER & SANITATION

This section of the document gives an overview on the provision of infrastructure in the municipal area. Basic infrastructure within the Nkandla Municipality and in respect of the IDP, core and non-core functions are as follows: Potable Water, Wastewater, Sanitation, Energy, Roads, and Housing, other infrastructure and services include Solid Waste and Cemeteries.

5.1.1. WATER SERVCES

In terms of The Water Services Act, the King Cetshwayo District Municipality is the Water Services Authority in respect of all local municipalities within its jurisdiction.

Water and sanitation are not a core function of Nkandla Local Municipality. This function is performed by King Cetshwayo District Municipality and is the districts core function. Maximum coordination of projects with sector departments and the district is achieved at the IDP REP Forums and District stakeholder engagement sessions. There are many households that are still not connected with tap water. Some of these areas are provided water by water tankers which are insufficient to satisfy the water needs in Nkandla. Water leaks are serious problem throughout Nkandla due to aged infrastructure which poses a threat to the current water shortage challenge due to droughts. The WSDP was last reviewed by the King Cetshwayo District Municipality in 2016 and has since not been adopted due to it not being web based.

5.1.1.1 WATER SERVICES DEVELOPMENT PLAN (WSDP)

The KCDM WSDP was updated and completed in FY2020/2021 and uploaded to the web-based system. It was then approved/adopted by the council on 25 February 2022 with council resolution number KCDMC: 155/2022. WSDP can be accessed digitally on the following link:
http://ws.dwa.gov.za/wsdp/Login.aspx?ReturnUrl=%2fwsdp%2f

5.1.1.2 WATER AND SANITATION INSTITUTIONS AND SERVICE PROVIDERS

KCDM's bulk infrastructure is operated and maintained by uMngeni Water Board, the reticulation and rural infrastructure is maintained by panel of contractors who report directly to the Municipality.

5.1.1.3 INFRASTRUCTURE ASSET MANAGEMENT PLAN

Currently KCDM has no formal Infrastructure Asset Management Plan however the process of developing one had started, to date the asset list/register and the asset condition assessment was complete under WCWDM which will then inform the development of the asset Management Plan.

5.1.1.4 INFRASTUCTURE PROCUREMENT STRATEGY

The KCDM Infrastructure Procurement Strategy was developed and approved by the council, due to the shortage of resources required, the municipality through council approval have not yet fully implemented the strategy but the municipality is intending on its full implementation in the near future.

5.1.1.5 WATER AND SANITATION INFRASTRUCTURE END OF YEAR REPORT

KCDM report water and Sanitation Infrastructure is submitted to the Technical Portfolio and Council quarterly including the last quarter of each financial year.

5.1.1.6 UPDATED ASSET REGISTER

All KCDM assets are listed in the updated asset register that was endorsed by council in September 2022.

5.1.1.7 WATER AND SANITATION INFRASTRUCTURE OPERATIONS MANAGEMENT PLAN

The operations management plan as well as the maintenance plan for all KCDM water and sanitation infrastructure is available for operations as endorsed by the KCDM Management Committee.

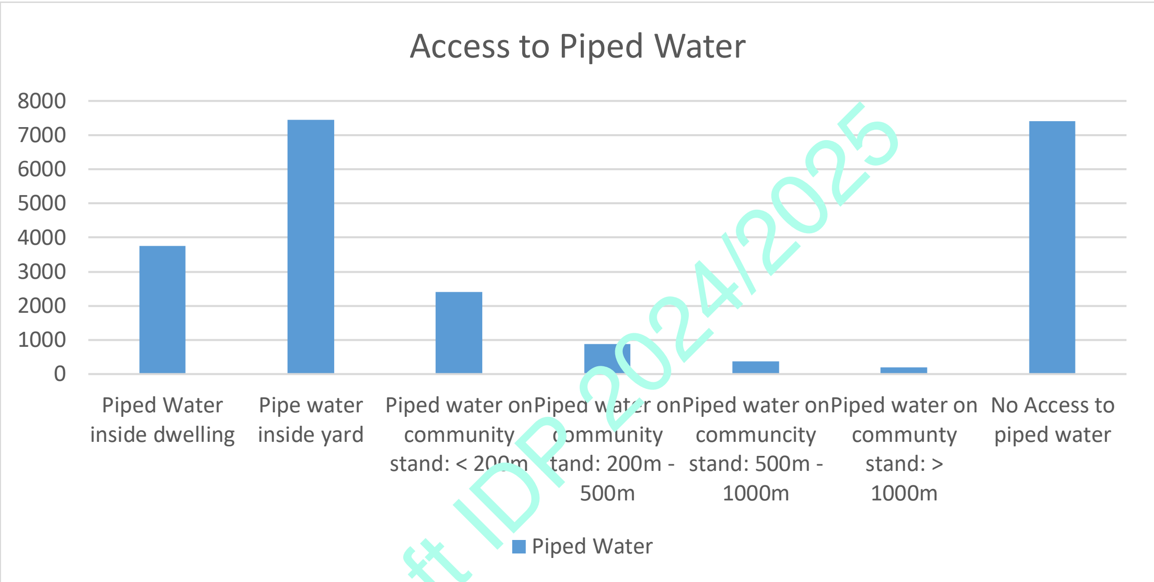
5.1.2. WATER BACKLOGS

The municipality has experienced some improvements on households with access to clean and hygienic water. There is still a lot that needs to be done to reduce the water backlog as depicted in the table below.

Reference: KDCM IDP 2023/2024

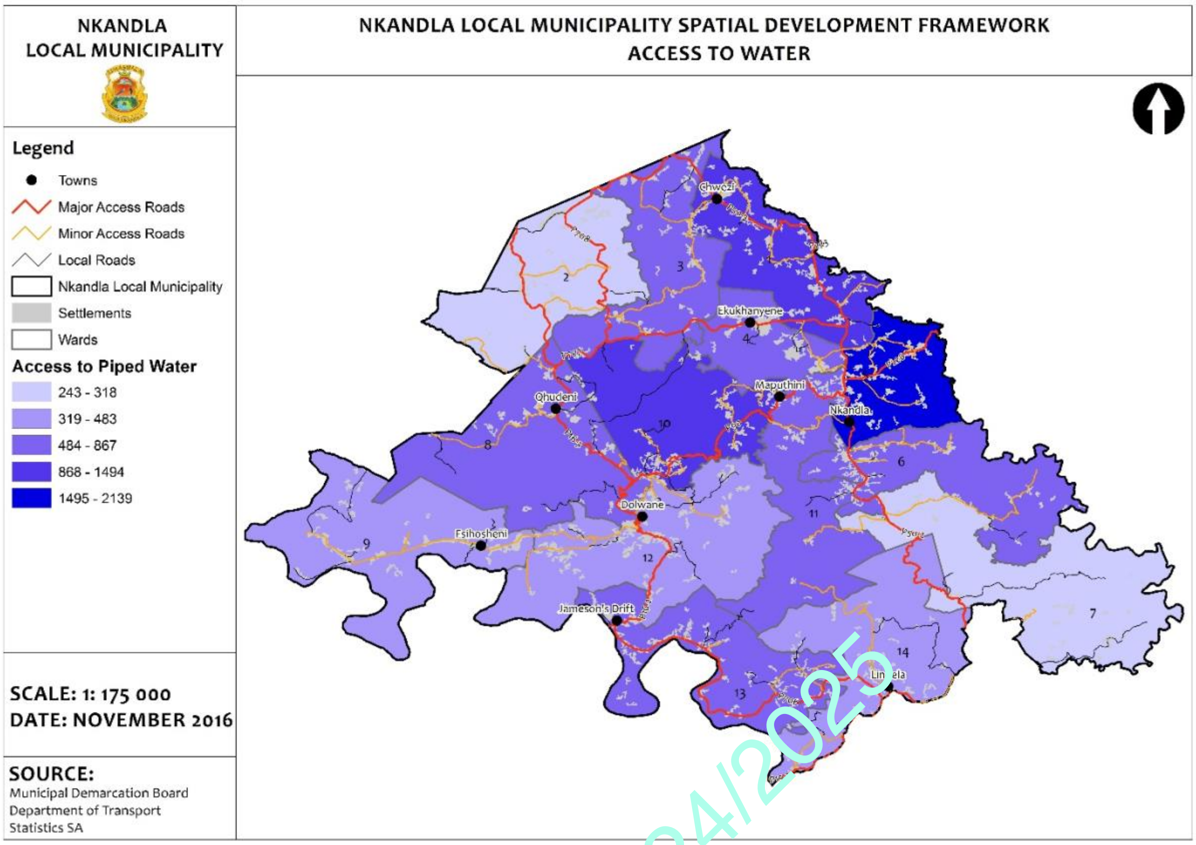
Local Municipality 2016	Households	Households with Water	Coverage Household Backlog	Backlog 2021
Nkandla	21 832	14 800	7032	32.21%

Table 26: Main source of drinking water



Community Survey 2016

Map: Access to Water



5.1.3. DISTRICT WATER PROJECTS 2023/2024

PROJECT NAME	BUDGET	SCOPE	WARD
Middlledrift Reticulation Water Supply scheme	R9 000 000.00	Construction of Eastern reticulation area	7 & 14
Middle Drift SSZ Water	R5 000 000.00	Construction of Reticulation to SSA	13 &14
Nkandla Mvutshini Regional Water SSAS	R15 000 000.00	Construction of Reticulation Network	13 & 12
Nkandla Mvutshini Regional Water Sub Supply Phase 4	R14 000 000.00	Upgrade of water purification plant	8, 11, 12 &13
Phase 1d: Mechanical and Electrical Installation to Middledrift	R43 467 712.00	Upgade of pumps and all electrical related works	14
Phase 1b: Civil and Building Works - Extension to Middledrift	R36 532 288.00	Upgrade of civil works	14
Middledrift SSA3 Phase 1b	R28 788 640.00	Construction of bulk pipeline	13 &14
Bhacane & Matholampunga boreholes	R12 413 822.00	Development of boreholes	@ & 6

Vutshini Dam Planning	R5 000 000.00	Feasibility study	13,2,8,9,11,12 &13

5.1.4. SANITATION

The latest available data indicates that most households have access to pit latrines in the rural communities. Houses in town have flush or chemical toilets. King Cetshwayo District Municipality provides with the sanitation services.

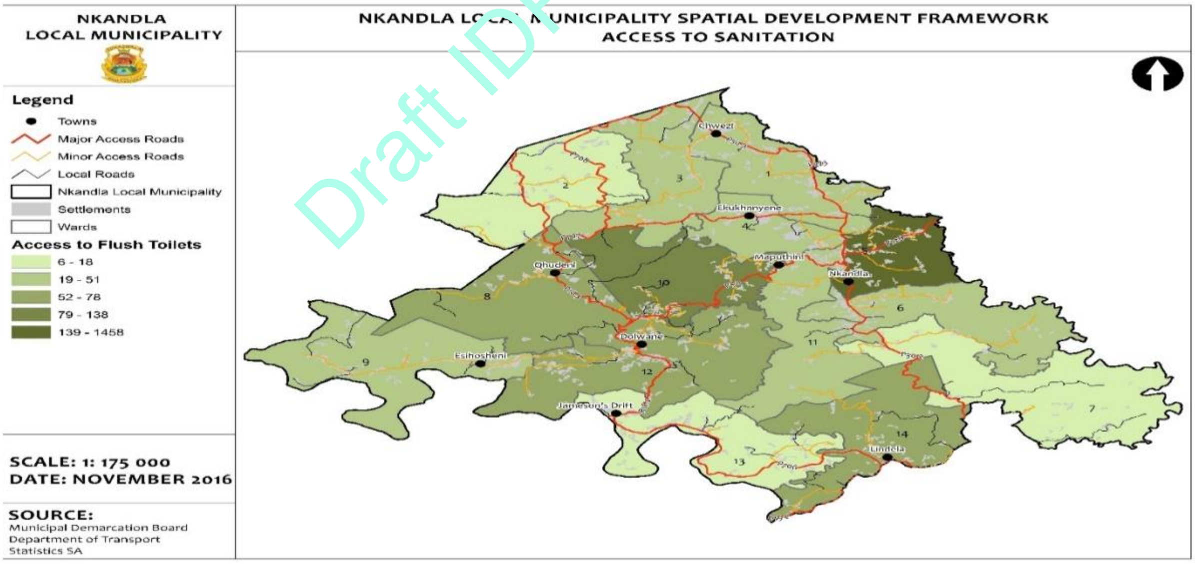
Sanitation Backlogs

Local Municipality 2016	Households	Households with Sanitation	Coverage Household Backlog	Backlog 2019
Nkandla	21 832	21 832 0 I	0 Infills	0%

Sanitation Projects

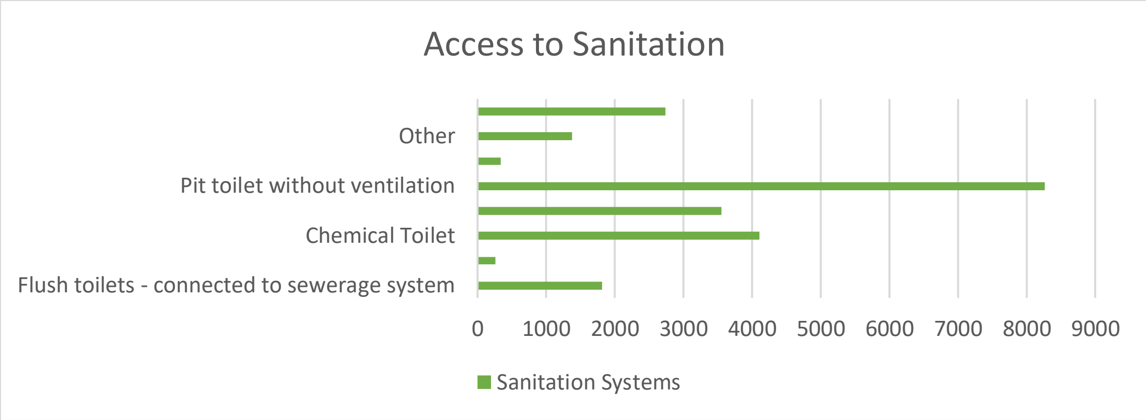
PROJECT NAME	BUDGET	SCOPE	WARD
VIP Sanitation Area Business Plan	R5 000 000.00	Installation of VIP Units	8 & 13

There are many households in all 14 wards that are now and need water and sanitation. This has been identified as a need of the community through community meetings and IDP Izimbizo.



Map Above: Access to Sanitation

Table below: Access to sanitation



5.1.4. COORDINATION OF WATER AND SANITATION

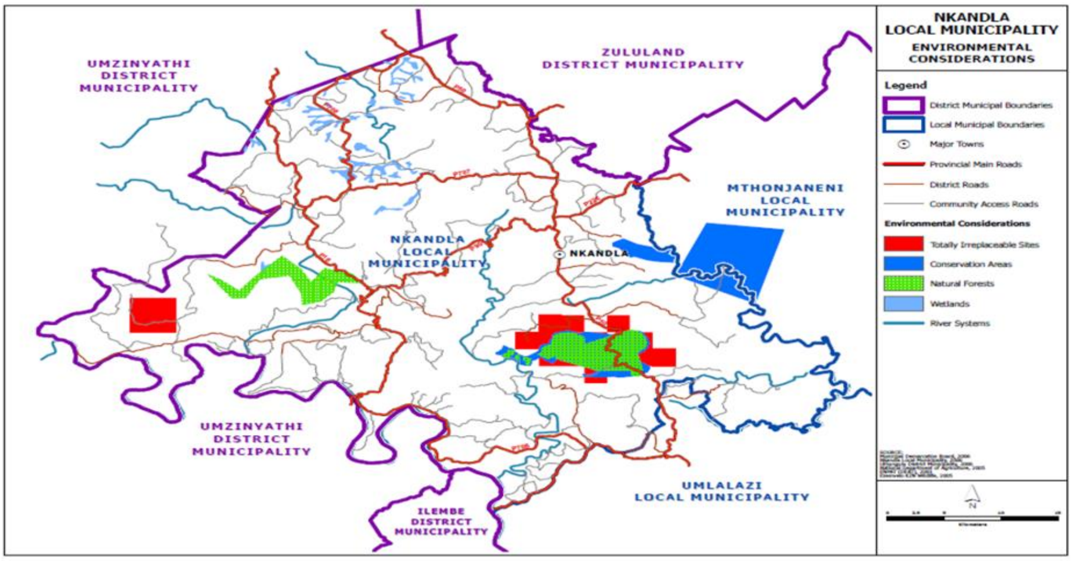
Nkandla Municipality has continuously coordinated the activities around water and sanitation services. The municipality has initiated, facilitated, and played key roles to ensure that water and sanitation services are directed to areas of priority.

The IDP Rep Forum and Sukuma Sakhe war rooms and the Local Task Team are some of the platforms that the municipality uses in the coordination and implementation of these projects.

5.2. SOLID WASTE MANAGEMENT

The municipality has a waste management policy and a waste management plan in place adopted by council in 2018/2019 financial year. Nkandla Local Municipality has one licensed landfill. The site is fully permitted, and the weighbridge is operational. The site receives approximately 140 tons per months of general waste. Currently the municipality is only able to collect waste from ward 1 (Chwezi stores), ward 3 (fort Louis complex), Ward 5, Ward6, Ward7, ward 8 (Khombe rank and Qhudeni), Ward 10, ward 12 Dolwane rank and ward 14 Lindela Thusong and Lindela rank). The municipality is unable to collect waste from the remaining areas due to financial constraints.

Below: Map showing waste collection



Status of solid waste Removal

Ref: Stats SA 2011

Table 28: Refuse Removal

Refuse removal by Geography hierarchy 2016	Households
Removed by local authority/private company/community members at least once a week	60301
Removed by local authority/private company/community members less often than once a week	2908
Communal refuse dump	407
Communal container/central collection point	21

Own refuse dump	12632
Dump or leave rubbish anywhere (no rubbish disposal)	346
Other	138

Community Survey 2016

5.2.1. AREAS COVERED BY WASTE COLLECTION

Waste collection services are undertaken in the following areas:

Ward	Areas	Collection Model	Frequency
1	Chwezi, Majuba,	Central collection	Weekly, Thursdays
2	Mabhuqwini	collection	Weekly, Thursdays
3	Fort Louis	Central collection	Weekly, Thursdays
4	Ngwegweni/Notshiza	Collection	Weekly, Thursdays
5	Nkandla CBD	Kerbside collection	Daily
5	Sakhile, White City, Sinqobile	Kerbside collection	Weekly, Fridays
6	Mandaba/ Mahlayizeni	Collection	Weekly, Wednesdays
7	Sbhudeni	Collection	Weekly, Wednesdays
8	Khombe Hospital, Qhudeni	Central collection	Weekly, Wednesdays
9	Mfongosi	Collection	Weekly, Wednesdays
10	Mbhele T/C, Kwabadala	Collection	Weekly, Wednesdays
11	Ophindweni	Central collection	Weekly, Wednesdays
12	Dolwane	Central collection	Weekly, Wednesdays
13	Jameson drift	Central collection	Weekly, Wednesdays
14	Multi-Purpose Centre Nxamalala, Magwaza	Central collection	Weekly, Wednesdays

5.2.2. WASTE MANAGEMENT

- Domestic (refuse bags at individual households), Business and Street Sweepings (containers and refuse bags) at Nkandla Town are collected and transported to the Landfill Site by Nkandla Municipality;
- The local municipality is not responsible for management of HCRW (Health Care Risk Waste) generated from health care risk facilities located within Nkandla local municipality. The HCRW issues are also not reported to the municipality. The municipality is in plans to employ a full time Landfill officer to ensure that no HCRW is disposed at the landfill.

SOLID WASTE NEEDS AND PRIORITIES

The priorities in waste management are as follows:

- ⇨ Replacement of existing ageing assets;
- ⇨ Construction of a new landfill site – this will commence in ther;
- ⇨ Construction of a buy-back centre (recycling facility);
- ⇨ Increase waste collection points;
- ⇨ Purchase of specialised vehicle
- ⇨ Develop and Gazzetting of waste bylaws

Nonetheless, the Nkandla Municipality is conducting waste collection service to Public and Private Institutions, Business premises, CBD, formal and informal settlements and to nodal areas. The service ranges from Daily, once per week, twice per week, and once a month.

- ⇨ **Recycling:** Nkandla Local Municipality does not have its own recycling facility or an operational buy back centre. The existing structure at the landfill site is used by the recycling cooperatives already working on site. There is also no treatment facility within Nkandla Local Municipality. At the landfill site only a group of private recyclers stationed there to separate recyclables. There is no bailer for compaction of recyclables on site. All collected recyclables are transported to MPACT (Pty) Ltd recycling located at Richards Bay.
- ⇨ **Awareness campaign:** A clean up and awareness campaign are continuously conducted to some of the communities and schools, this campaign is on-going until the communities understand the effects of poor waste management to their health and to the environment.
- ⇨ **Greening program:** To promote greening the municipality is planting and donating indigenous plants to schools, communities and adopting open spaces. The municipality has two parks as part of promoting green environment.

5.2.3. INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The Municipality currently has a new IWMP that was inhouse with DETEA. The reviewed document has been included as an attachment to the IDP.

The municipality has developed this plan in line with the guidelines for developing an Integrated Waste Management Plan (IWMP) and forms Phase 1 of the development process of the municipal IWMP. Integrated Waste Management Plans were identified in the National Waste Management Strategy (NWMS) document (2000 and 2010) as a tool to assist municipalities to provide effective waste management services. This is an executive summary of the plan; the comprehensive plan is attached as an annexure should more information be required on this plan.

The Integrated Waste Management Plan is a tool to implement waste hierarchy objectives, namely:

- To implement waste avoidance and prevention strategies;
- Waste recovery activities where waste generation cannot be avoided; and
- Practice safe disposal of waste that cannot be recovered.

Table 31: Waste Management Resources / Assets

No	Vehicle type	Registration	Condition
1.	Nissan UD40 Skip Truck	NKA 3202	Good, Operational
2.	Nissan UD35 Bush Truck	NKA 999	Good, Operational

3.	Nissan UD35 Bush Truck	NKA 148	Good, Operational
4.	Nissan UD35 Bush Truck	NKA 2278	Good, Operational
5.	Nissan UD35 Bush Truck	NKA 2439	Good, Operational
6.	Isuzu FT 800 Compactor Truck	NKA 1562	Poor, Operational
7.	New Holland TLB	NKA 228	Bad, not operational
8.	Isuzu 250 KB	NKA 2955	Good, Operational
9.	Landin 5860 Tractor	NKA 658	Bad, not operational

Map 14: Access to Waste Removal

5.3 TRANSPORTATION INFRASTRUCTURE

Nkandla Municipality boundaries still experiences critical road networks that still need to be unlocked. Most development nodes need to be unlocked as per local transport plan. Road networks form part of the basics of any type of development to take place in the area. The department of transport is responsible for road infrastructure. The following map shows the available road infrastructure:

INTERGRATED TRANSPORT PLAN

Nkandla Municipality has a transport plan that was adopted by council in the 2018/2019 financial year. Projects in the ITP that are budgeted for are also indicated in the Capital Investment Plan in the IDP.

The Municipality has a well-developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The King Cetshwayo District Municipality has prepared an integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

The following primary and secondary transportation routes are aligned through the Nkandla Municipal Area:

- The N2 corridor that links the area of Nkandla to the major economic hub such as Port Shepstone and Durban in KwaZulu-Natal
- The R56 which links the Nkandla Municipality with Kranskop and Pietermaritzburg in the western side of the municipality.
- This road plays an important transport route from both transportation and an economic development perspective.
- The R617 which links western part of the municipality with Underberg and Pietermaritzburg.
- Other than the above, the municipal area is crisscrossed by a number of district 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 district roads.

ROADS

The department of transport prioritises roads using various factors such as the Provincial Spatial Economic Development strategy and the Provincial Growth and Development Strategy. The linkage to the PGDS nodes, industrial potential, agricultural, tourism and community development are all considered when prioritising the development of new roads. It is also acknowledged that the status of the road condition can affect the status of the factors listed above. The department of transport is currently constructing the pedestrian walkway on the provincial road; the construction from the eastern side has already been completed. The municipality has been engaging the department with regards to upgrading of Hope Street as it runs in the middle of town and it is a provincial road.

The roads are classified into six main classes and these are according to the purpose the road serves, the map below indicates the road network in the King Cetshwayo the six classes are as follows;

- Class 1 Principal Arterials (Mobility roads)
- Class 2 Major Arterials
- Class 3 Minor Arterials
- Class 4 Collector Roads
- Class 5 Local Roads
- Class 6 Walkway
- Class 1, 2 and 3 roads provide for mobility over longer distances

As indicated above in the map this function is not mandated to Nkandla Local

The municipality in its Spatial Development Framework the following routes were identified as key for development. These roads networks will unlock development to Nkandla Development Nodes and tourism attraction sites; further to that these roads will boast the economy of the municipality.

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:

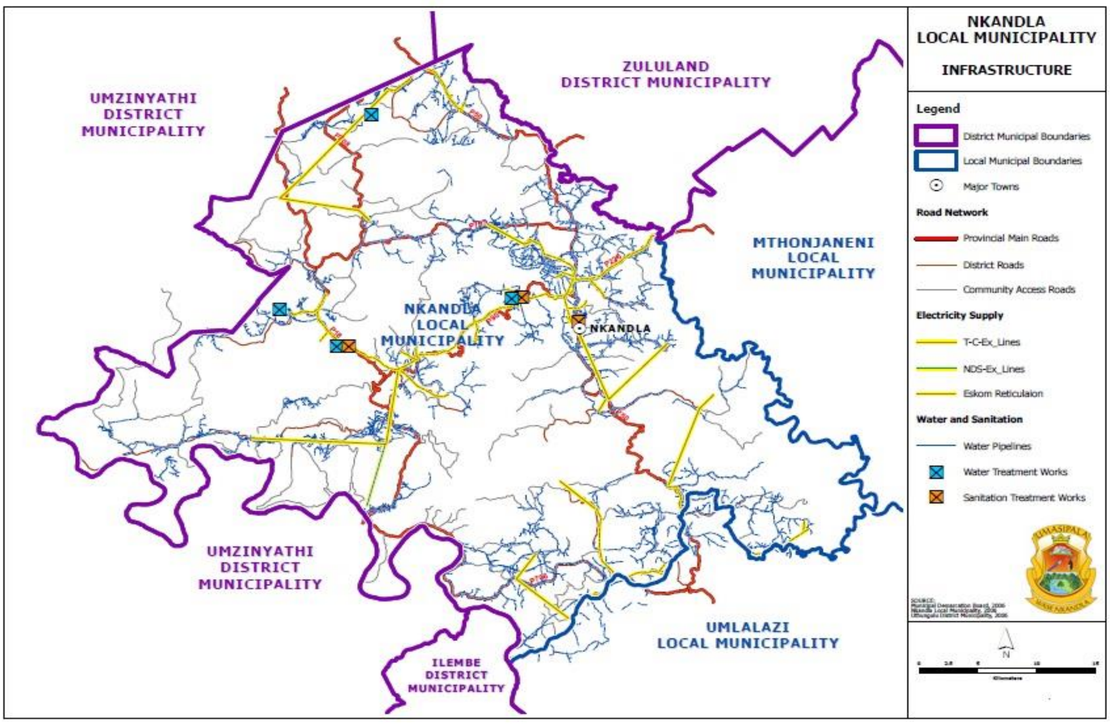
The P16 between Jameson's Drift and Qhudeni up to where it

- links with the P707;
- The P707 which provides access to the proposed Ekukhanyeni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node.

The map below indicates critical roads and linkages within Nkandla Municipality as depicted is mainly dominated by principal and major arterial

Map: Status of Municipal Roads

Map 1: Transport



The major and secondary roads are in an expectable condition and are relatively well maintained. However, the portion of the R56 road (which is the secondary road) that is within the CBD of Nkandla is in dire need of upgrading as it in such a bad state. It was anticipated that the construction will commence in October 2014 but to date nothing has happened whilst the road keeps deteriorating. The municipality has engaged the department of transport and have confirmed that the delays was due to King Cetshwayo not coming to the party to reallocate the water pipes that runs under the roads due to financial constraints. The municipality is in the process of upgrading the roads within the CBD of Nkandla which are in a bad state.

Details of the maintenance plan on roads are attached hereto.

The following table depicts Road Rehabilitation projects for the 2022/2023 financial year.

Table 32: Road Rehabilitation projects for the next financial year 2022/2023

Project Name	Project Description	Ward	Source of funding	Budget Estimate
Mandathane (4 kms)	Road re-gravelling and storm water features	8	**MIG**	R 1.5m
Willem (4)	Road re-gravelling and storm water features	2	**MIG**	R 1.5m
Ezibondweni gravel road & causeway	Road construction with storm water features, and causeway	9	**MIG**	R 4.1m
Ngwegweni Access Road	Road construction with storm water features, and causeway	4	**MIG**	R 3m
			Total	**R 10.1m**

TAXI RANKS

There are four main established taxi ranking facilities in the Nkandla Municipality namely: Nkandla, Dolwane, Fort Louis and Lindela.

5.4. ENERGY

Nkandla is a licensed distributor of electricity as a source of revenue income. National and Provincial policies are strongly support moving to more sustainable energy sources. The 2010 Draft Revised White Paper on Renewable Energy Policy aims for the provision of a minimum of 27% of national energy from renewable sources by 2030, and the national climate change documents note that the most significant GHG emissions in SA come from the energy sector.

The KZN PGDS states that the Province will strive for more self-sufficiency through alternative renewable energy generation options, and sets indicators for this purpose:

- ⇨ Measuring Energy Production Capacity in relation to households receiving sustainable electricity supply, increasing supplies from renewable energy sources; and the number of renewable energy generation or co- generation projects in implementation stage.
- ⇨ The following interventions are recommended in the KZNPGDS:
- ⇨ Development of Provincial Alternative Energy Strategy with specific focus on Hydro Electricity potential,
- ⇨ Implement a Programme of Alternative Energy demonstration projects, and
- ⇨ Establish a Provincial Carbon Credit Programme.

The NKANDLA produces none of its own energy, so is currently dependent on the national grid, and therefore vulnerable. The NKANDLA LED Strategy, 201 has noted that opportunities exist to access the Green Economy, specifically by diversifying the energy mix and placing more focus on renewable energy supply. The immediate priority is to accelerate the basic services delivery programme-access to basic services is also as a medium-term priority.

The Municipality has an energy master plan in place and its aim is interalia, to ascertain the future growth and upgrading needs of the Municipality's 11kV distribution network as well as to look at areas current electrified under Eskom license conditions.

The primary objective of the study was to produce an energy master plan covering not only the distribution networks for the Nkandla Municipality but also Eskom's electrification plans.

Some substations and networks in the NKANDLA area are old and due to resource constraints have not been maintained well. The old equipment in use is evident of the ageing network. Networks have also become overloaded as the town has grown without upgrading of medium voltage cables. A detailed operation and maintenance plan are induced in the energy master plan it indicates the cables and substations that need upgrading and those that need maintenance on a regular basis.

4.2.4.1. Licensed supply areas

NERSA have issued licenses for the distribution of electricity within the municipality as follows:

- ⇨ **Nkandla Municipality** supplies the town of Nkandla and surrounding townships including;
  - ✓ Sakhile
  - ✓ Snqobile
  - ✓ White City

- ⇨ **ESKOM** distributes electricity to the balance of Nkandla Rural Areas.

4.2.4.2. Access to Electricity

According to NKANDLA Urban Regeneration Strategy (2012) states that approximately 62.3% of households in the Greater Nkandla

Municipality have access to electrical grid and 16.4%have access to free basic energy. The table below shows the number of potential households without access to electrical grid. These have been identified as priority areas for electrification.

Table 33: Nkandla Households without access human settlements

4.2.4.3. Nkandla Supply Area

The Nkandla Municipality is the licensed distributor of electricity to the formal area of Nkandla and surrounding townships. Supply is taken from Eskom at 11kV from four in take feeders:

- ⇨ Main Sub-Station 1, Nkandla
- ⇨ There are no customer backlogs in the Nkandla licensed supply area as all traditional formal households have been electrified. There is however a superficial backlog within Nkandla is attributed to new houses being built within the households I n the Traditional Arears that have already been electrified. Most of these hoses cannot be electrified through the Eskom Phase 1 infills as they are far from the electricity poles.

4.2.4.4. Eskom Supply Area

Eskom provides bulk supply to the Nkandla Municipality as well as electricity to households within the Nkandla municipal boundaries. The map below indicates the electricity infrastructure that exists in the Nkandla Municipality.

4.2.4.5. ELECTRICITY NEEDS AND PRIORITIES

The electricity needs for Nkandla Municipality needs and priorities are as follows in terms of funding and increase in Notified Maximum Demand:

- ⇨ Phase 3 infills all Municipal Wards

The municipality currently wants to catch up on the electrification of rural areas to meet the target of the universal access to electricity.

5.5. ACCESS TO COMMUNITY FACILITIES

Sports Development plan is in place and the municipality is keen to focus more on this regard since Nkandla is lacking entertainment activities and sport is a vehicle to bring sort of entertainment to the citizens. More funding is needed to implement more proposed activities contained in a sport plan. Infrastructure development and sports code development is a major challenge in implementing the plan. The municipality is actively involved in district games and provincial games as part of accelerating the target of the sports plan. The Municipality has various sport forums and a facility committee in all areas where there are facilities in place. These forums assist the municipality with proper planning for sports and facilities.

Within the Sports Plan there are strategies that are explained thoroughly to give the sport strategic direction for Nkandla LM namely:

- Clubs and Sports Development
- Facility Management
- Funding and Sponsorship
- Coaching and Mentorship

5.2.7.1. SPORTS ACTION PLAN

Sports code	**Activity**	**Ward**
Football	-Registration of60 players -Nkandla Mayoral Cup	All wards

	-Senior Citizens Soccer Tournament	
Horse riding	-Registration of jockeys -Nkandla Horse riding event	In four wards: 2,8,3, and 1
Dance sport	Training of dance instructors	In three wards 5,1,10 and
Indigenous games	Train 20 technical official in all indigenous games	Ward 8,4,5,6,11,1, and 7
Netball	To train 10 netball umpires and 40 netball coaches	All ward
Athletic	Training of athletic technical officials	In seven wards: 9,13,14,8,6,1, and 4
Volleyball	Recruit and train 10 coaches and 10 volleyball empire	Wards: 9,8,1,4,6, and 5
Karate	Recruit 6 coaches and register all Karate players	Ward 7,11,5,4, and 1
Rugby	Recruit 6 rugby coaches and train 40 rugby players with rugby basic technique	Ward 5,6,11,7 1 and 4
Chess	Register all schools and community's chess players	All ward
Cricket	Register players and coaches	04, 05 and 14

4.2.4.6. Sport and Recreation Facilities

The following sport and recreational facilities are located in Nkandla:

- **Sports facilities:** There are a few formal sports fields in Nkandla town,
- **Play lots:** The area does not have well-developed play areas for children. A number of open spaces exists within most of the units but are not developed as play lots. This issue requires urgent attention.
- **Parks:** Nkandla has 2 formal parks within the CBD. There is still a need for more parks in the Traditional areas.

4.2.4.7. Library Facilities

There are 4 libraries in Nkandla Municipality, one in Nkandla Town, one in Ward 08 (Qhudeni) and two in ward 01 (Chwezi and Nkungumathe. Chwezi is a mobile library and the rest are fully flashed libraries. There is still a high need for more libraries in the Dolwane and Lindela Node.

Library services offer career development activities with schools and work in association with some sector departments in dissemination of information related to health, HIV/Aids awareness and sports development. However, these two libraries are inadequate as they are too small for the population served and do not have adequate study space for students.

4.2.4.8. Government Offices

The following are government offices located in Nkandla:

- Department of Education (teachers and administrators);
- Department of Health (hospital, clinic, and primary health care workers);
- Department of Correctional Services (Wardens);
- Department of Transport (road maintenance);
- Department Safety and Security (Police Officers);
- Department of Justice (magistrate court)
- Department of Agriculture
- Department of labour, and
- Nkandla Municipality

4.2.4.9. Roll-Out of Free Basic Services

The municipality provides subsidized services to indigent households after their applications meet the criteria and are approved by the Council. 50kWh of free electricity is issued to both prepaid and credit meter customers. The municipality is also offered a subsidized refuse removal for indigent household on a monthly basis. To ensure the roll-out of free basic services the municipality has budgeted an amount of R1 750 000.00 in its 2022/2023 financial year budget.

4.2.4.10. Operational and Maintenance

The municipality has allocated an amount of R7 022 000.00 for repairs and maintenance in its 2022/2023 budget. This is amount that the municipality can afford to which it has proof to be insufficient as the existing infrastructure is deteriorating constantly. New infrastructure is also being created which places further pressure on maintenance resources. There is a Provincial road (Hope Street) running through the Nkandla town. Significant problems are currently encountered with the maintenance of this road since Province lacks the necessary funds to maintain or upgrade this road.

4.2.4.11. Cemeteries

5. Nkandla has one main cemetery in town and various church cemeteries around Nkandla. The community of Nkandla use their common village cemeteries and their homes as burial sites. There is a need for fencing of village cemeteries.

5.2.3.1. Access to Police Services

Nkandla has Four police stations. Nkandla Town, which is the main police station in ward 5, and three satellite stations: Dolwane in ward 9, Khombe in ward 8 and Lindela in ward 14.

Being mindful that Crime levels have an impact on economic development, safety and security are an area requiring focused attention to align with the economic objectives and their related impacts/outcomes for the municipal area. The dominant type of crime currently is burglaries, especially in areas of high population density. Inadequate police presence, lack of police stations in rural areas needs to be addressed, in addition to a more visible municipal traffic police.

Police services Maps

5.6. HUMMAN SETTLEMENTS

Capital investment in sustainable human settlements

The IDP calls for substantial investment in housing/human settlement development. Nkandla Municipality's Housing Sector Plan which is linked to the KZN Human Settlements Spatial Master Plan was developed and adopted in 2015.

Actions required		**By when**	**Responsibility**
1	Develop the ToRs for the housing delivery programme on the basis of the tangible findings. The goal should be to develop a "good practice" human settlement programme which could be used to build investor confidence and provide solid ground for further funding allocations.	December 2017	MM/DTS
2	Obtain comment from Amakhosi, and interested and affected stakeholders on the ToRs and appoint a "blue chip" service providers to deliver the programme and build capacity as called for in the Financial Plan.	September 2017	MM

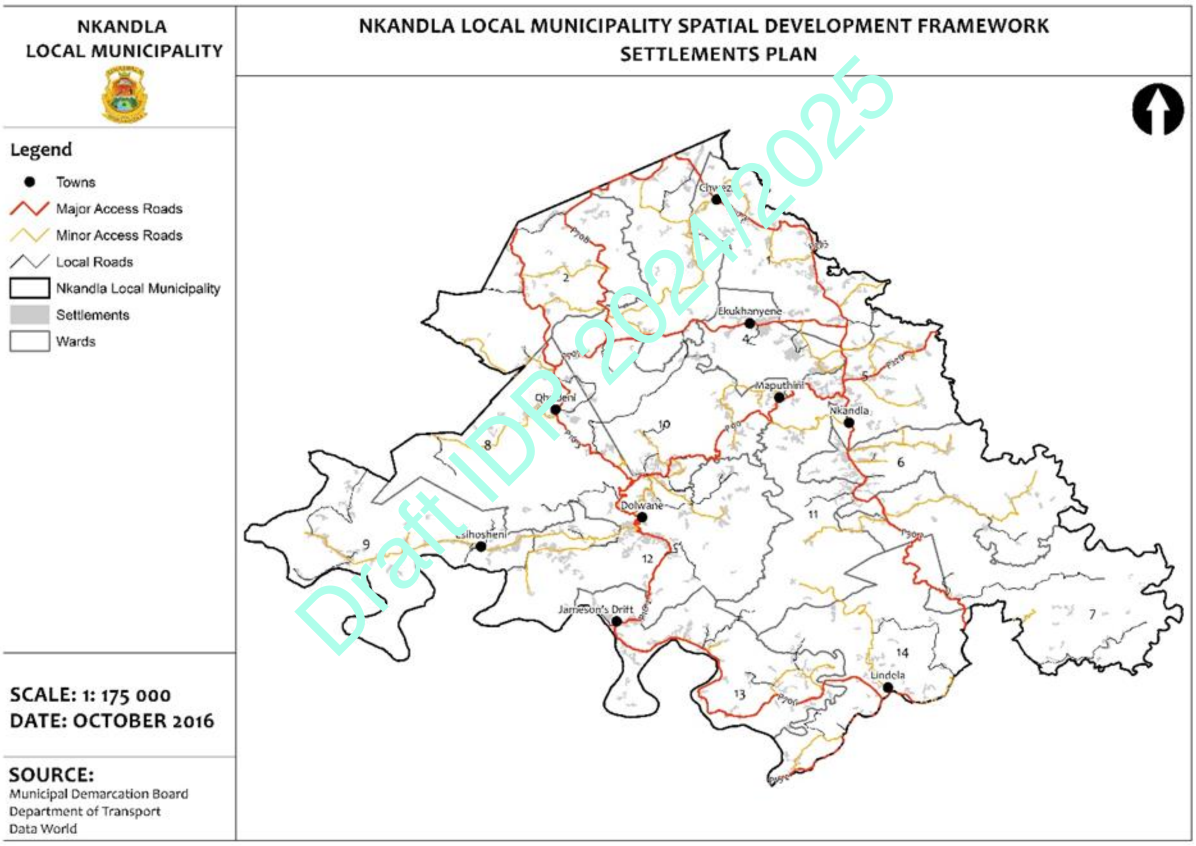
PERFORMANCE INDICATORS

1. ToR and tools are developed.

2. Appropriate consultation occurs

3. The programme delivers human settlements that is aligned with the IDP Review & Framework Plan

NB: Though the Housing/Human Settlement Plan was developed in and for the previous council term of office, but it had to be aligned also with the new council's term of office since no housing/ human settlement projects were built in the previous term of council, as the provincial Department of Human Settlement could not discharge enough financial resources and approvals for the projects to be implemented.



The map above shows the settlement plan of Nkandla

Below is the Nkandla Municipal five- year Housing/Human Settlement Plan

5.6.1.1. Current Housing Demand

that Nkandla faces a low and middle-income housing crisis. It broadly describes the housing demand as follows:

- ⇨ Need for low-income (fully subsidized) houses at 1000.
- ⇨ Informal settlements need to be relocated or upgraded.
- ⇨ Highly constrained, demand-driven private housing market with inflated house prices, in all market segments.
- ⇨ Demand for housing is across the board, ranging from single-person rented accommodation, through basic fully subsidized housing units, to middle and upper-income bonded accommodation.

The lack of accommodation contributes to pressure on existing housing, with the negative outcomes of squatting, overcrowding of existing houses, down-market "raiding" by higher income households and escalating of rentals and sale prices of houses.

5.6.1.2. Housing Planned Projects

Table 35: Municipal Current and Future Housing Projects

TRADITIONAL AUTHORITY/ PROJECT NAME	PROJECT TYPE	WARD	HOUSING DEMAND (based on Census 2011)	APPROVED PROJECTS by KZN DHS (as in 2012/13)	PROJECT STATUS (as in 2012/13)	HOUSING BACKLOG	PLANNED PROJECTS (NO. OF UNITS) FOR IMPLEMENTATION				
							YEAR 1 :2013/14	YEAR 2: 2014/15	YEAR 3: 2015/16	YEAR 4: 2016/17	YEAR 5: 2017/18
Godide Housing Project	Rural	12	1 815	500	Implementation	1 315	1000			315	
Qhudeni Housing Project (Trust farm)	Rural	8	1 370	500	Under planning due to settlement dilemma. DHS is co-ordinating	870	870				
Rectification of Sakhile Low-Cost Housing	Rectification Policy	5	500	0	Not yet approved	500		250		250	
Phase 1: Nkandla Town Rental Housing	Institutional	5	500 units	0	Not yet approved	500 Units		500 Units			
Mpungose North Housing Project	Rural	1&5	1 950	0	Prioritization stage	1 950	1000			950	
Mpungose South Housing Project	Rural	6	1 150	1 000	Implementation	150				150	
Machunwini Housing Project	Rural	2	1 430	1 000	Implementation	430				430	
Mangidini Housing Project	Rural	7	1 750	1 000	Implementation	750				750	
Magwaza Housing Project	Rural	13	1 250	1 000	Implementation	250				250	
Phase 2: Nkandla Town Rental Housing	Institutional	5	300 units (2 bedroom)	0	Not yet approved	300 Units			100 Units		200 Units
Mfongosi-Ngono Housing Project	Rural	9	1 500	1 000	Planning and design	500			500		
Khabela Housing Project	Rural	3	1 150	1 000	Planning and design	150			150		
Zondi Rural Housing Project	Rural	3	1 500	1 000	Planning and design	500			500		
Ekukhanyeni Housing Project	Rural	4	1 150	1 000	Approved by DHS	150			150		

Mahlayizeni Housing Project	Rural	5	1 350	1 000	Approved by DHS	350			350		
Xulu Housing Project	Rural	10	1 250	1 000	Approved by DHS	250			250		
Chube Housing Project	Rural	11	1 500	1 000	Approved by DHS	500			500		
Sibisi Housing Project	Rural	1	1 250	0	Not yet approved by DHS	1 250	Submitted to DHS for approval	1 000		250	
Izindlozi Housing Project	Rural	13	850	0	Not yet approved by DHS	850	Submitted to DHS for approval		850		
Izigqoza Housing Project	Rural	12	850	0	Not yet approved by DHS	850	Submitted to DHS for approval		850		
Nxamalala Housing Project	Rural	14	1 250	0	Not yet approved by DHS	1 250	Submitted to DHS for approval	1 000		250	
Maphuthu Housing Project	Rural	10 & 11	1 200	0	Not yet approved by DHS	1 200	Submitted to DHS for approval	1 000		200	
			26 015	**12 000**		**14 015**		**3250**	**4100**	**3795**	

NOTE

1. The above figures are just indicative, which means that they can change at any time based on the country's economic standing
2. This Capital Investment Plan does not include any Housing Projects, as they are not directly implemented by Nkandla Municipality but through a tripartite agreement between the Provincial Department of Human Settlement (funder and budget control), Municipality (the Developer) and the appointed service providers (Implementing Agents).
3. In relation to Housing/ Human Settlement Plan:
   - 3.1 DHS stands for Department of Human Settlement
   - 3.2 DHS will be contacted to comment on the reviewed plan and confirm budget projections (MTEF) as they are the custodians of this service.
   - 3.3 Units mean standard houses as approved/ to be approved by DHS
   - 3.4 Households per project are calculated based on ward population as per on census 2011

2022/2023 HOUSING PROJETS(DHS)

Province	District - Region	Municipality	Active / Not Active Project	HSS Project Number	HSS Project Desc	Project Type	Lat	Long	*ProjectStatus*	Project Approval Date	Start Date	End Date	Project Duration (as per agreem't) in mont	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Expenditure To Date	Available Budget
Kwazulu Nat	KING CETSH	NKANDLA MUNCIPALITY		K19030003/2	K19030003 T	Temporary Shelter			Application received					0	0	0	R 0,00	R 0,00	R 0,00
Kwazulu Nat	KING CETSH	NKANDLA MUNCIPALITY		K19030003/1	K19030003 T	Temporary Shelter			Agreement signed Between the	2019/05/02	2019/06/01		1	0	0	0	R 56 002,01	R 0,00	R 56 002,01

5.7. TELECOMMUNICATIONS

Telecommunications

The installation of Cellular Telecommunications Infrastructure is regulated by the Electronic Communications Act No 36 of 2005, the Constitution Act 108 of 1996, the National Environmental Management Act No 197 of 1998, National Building Regulations, the KwaZulu-Natal Planning and Development Act 6 of 2008, and any other relevant legislation, bylaws, and Council Policy.

5.7.1. AREAS WITH TELECOMMUNICATION CHALLENGES

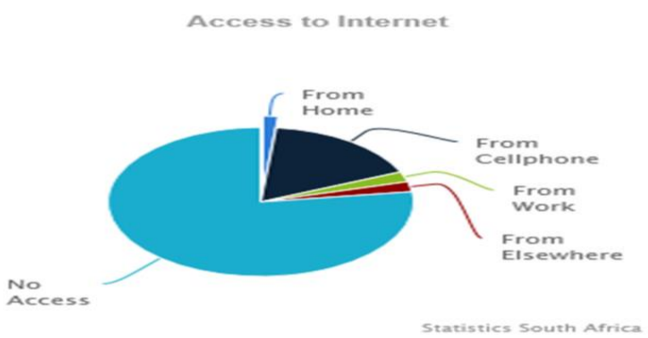
Challenge	Area	Ward
No TV Transmitters	Malunga	03
	Sidashi	03
	Vimbimbobo	03
No Telephone Network	Maqhashiya	07
	Ntshamanzi	07
	Sbhudeni	07
	Ngomakulu	11
	Tulwane	13

5.7.1. INTERNET COMMUNICATION TECHNOLOGY (ICT)

There is no major broad band or fiber optic lines in Nkandla. Thus, the internet connections are very poor. Community service centers in all 14 wards are ideal places to be used for internet communication technology (ICT). This will assist the public to get government services online without travelling to government's offices. The services will be rendered 24hrs without the restriction of office hours.

The Statistics SA 2011 Census result indicates the following in respect of telecommunication.

- **Access to Internet**



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The municipality is the primary node of the district municipality of King Cetshwayo and services an area beyond its boundaries for a range of activities.

The table below depicts the challenges regarding communications per household.

Table 36: Difficulty Communicating

Difficulty communicating	Households
No difficulty	66249
Some difficulty	651
A lot of difficulty	141
Cannot do at all	29
Do not know	-
Unspecified	-
Not applicable	9682
Grand Total	76753

Majority of the households in Nkandla have access to communication as approximately 86% have no difficulty. With advancement in technology, it can be deduced that majority of the households in Nkandla can communicate to the outside world as the table illustrate.

The Municipality focusses attention on the access to the internet through its 2030 Vision and develops targets in this regard. The Municipality has also identified increased broadband accessibility as one of its catalytic projects. Increased access to ICT services can uplift communities through:

- Educational benefits of the Internet for schools and libraries;
- Access to bigger markets for entrepreneurs and job seekers;
- Emergency communications at lower cost;
- Easier access to government's e-services; and
- Generally cheaper cost of communications.

5.8. KEY ISSUES RELATING TO SERVICE DELIVERY AND INFRASTRUCTURE

- The theft and vandalism of infrastructure.
- Backlogs on repairs, maintenance, and refurbishment of infrastructure
- The need to reduce revenue losses caused by technical losses, illegal connections, tampering, unbilled metered consumers, and unmetered authorised consumers.
- Budget constraints - As the service provision footprints increase, there is a need for larger operations and maintenance budgets.
- The difficulty of attracting and retaining qualified and competent technical staff with the shortage of technical staff continuing to affect service delivery.
- An ageing fleet of vehicles with frequent breakdowns resulting in stoppages in service delivery.

5.9. SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Table 37: SWOT Analysis and Key Issues Relating to Service Delivery & Infrastructure

Strengths	**Weaknesses**
➢ **We are the only local municipality with a properly built landfill site.** ➢ **Efficiency in construction of community facilities.** ➢ **We have good working Traditional Leadership under Nkandla.** ➢ **More development is taking place.** ➢ **Land for development** ➢ Transport Plan developed ➢ Basic infrastructure (water, housing, and sanitation) in place ➢ **The municipality provides subsidized electricity and other services to indigent households**	➢ Inadequate office space ➢ Lack of accountability of assets and staff personal items ➢ Lack of funding for landfill site ➢ Landfill site personnel shortage ➢ Reliance on outsourced project management ➢ Inadequate funding for the training of Technical staff ➢ Reliance on outsourced project management. ➢ Inadequate funding for the training of Technical staff. ➢ Not having control of funding for the provision of houses. ➢ No functional GIS ➢ No qualified GIS personnel due to lack of funding. ➢ Lack of control of prime land which is privately owned ➢ Unstable electricity supply. ➢ Poor roads ➢ Insufficient water ➢ Poor ICT connections

Opportunity	Threats
➢ **The available personnel are young and dedicated.** ➢ **Increased jobs opportunities.** ➢ **Opportunity for development** ➢ **Business opportunities in development**	➢ Staff may leave the municipality for other municipalities and organizations with better opportunities. ➢ Closure of Landfill site ➢ Transportation of waste to the Regional landfill site is in Empangeni. The cost for this is estimated at R3 600 000 per annum. ➢ Delayed development due to poor roads ➢ Housing delivery delayed ➢ Electrical infrastructure is aging ➢ Pressure on the existing electricity systems

5.9.1. Priority development issues

The following priority development issues were identified for this section.

Table: Priority Development issues

Key Challenge	**1.) Insufficient Electricity Supply within the NKANDLA supply area** **2.) Aging basic infrastructure (water, sanitation, electricity Roads)** **3.) Limited land availability and middle-income Housing**
Description	**1.) Insufficient Electricity Supply within the NKANDLA supply area** ⇨ The NKANDLA receives electricity as part of the national grid and does not produce its own energy ⇨ There is a superficial backlog within Nkandla due to current informal settlements which is being addressed through the Municipal slum's eradication initiative ⇨ The financial constraints place extra pressure on the ability of the municipality to maintain infrastructure and also the delivering electricity projects.
	2.) Aging basic infrastructure (water, sanitation, electricity Roads) ⇨ The quality of roads in NKANDLA is not up to standard due to a number of factors such as contractors not completing work on time usually leading to an appointment of a new contractor ⇨ The existing infrastructure is deteriorating and with the creation of new infrastructure, maintenance costs are rising, the municipality in its current budget cannot afford such pressures ⇨ The lack of communication between the District municipality and the NKANDLA has also added pressure as the district will sometimes drill the road in order to access storm water pipes without notifying the NKANDLA.
	3.) Limited land availability and middle-income Housing ⇨ Middle income housing is also highly required, and its shortage has resulted in high rental costs and sale costs ⇨ Lack of correct alignment of government and municipal budgets for housing provision ⇨ Shortage of municipally owned land available to build more houses where private land is available, owners are asking for very high sale prices

5.9.1.1. Water and Sanitation

- Most households have access to water and sanitation, there remain substantial backlogs that need to be eradicated.
- Water services infrastructure in Nkandla Municipality needs upgrading and ongoing maintenance especially with the future housing development and investment attraction.
- Ways of reducing inefficiency, waste and water loss need to be investigated.
- The urban areas have proper water borne sanitation systems, but rural areas still rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.

5.9.1.2. Waste Disposal

- Currently 100% of urban households within the whole municipality are covered by a waste collection system, whilst no rural households are covered.
- Dumping of refuse has become a major problem, particularly in areas outside the Nkandla town. This poses serious environmental problems and risks. Efforts are needed to increase people's awareness of the advantages of good waste management practices.
- The projected population increase implies an increase in the amount of refuse to be generated. Serious attention should be given to refuse management.
- Inability to identify suitable available land for a future land fill site. The municipality will consider exploring the option of expropriating suitable land for a land fill.

5.9.1.3. Electricity

- The Nkandla Municipality's predominant source of energy for lights is electricity followed by candles.
- The bulk of the urban households have access to household electricity.
- Electricity provision at schools and health facilities are especially critical.
- To ensure the electrical capacity required and the provision of alternative energy the municipality has developed an energy master plan which is currently been implemented.

5.9.1.4. Transport

- Poor condition of provincial and district roads, and town roads due to poor standard of storm water management drainage and lack of maintenance.
- There are various district roads in the area together with smaller farm or agricultural roads. In practically all instances these roads are in a poor condition and in need of upgrading.
- The poor road network and infrastructure makes access to farms, markets, and other business centres difficult and essentially will create delays in the delivery of goods and production of goods.
- There has been a decline in the transport sector with the closure of the Railway.

5.9.1.5. Housing

Housing/Human Settlement Plan was developed in and for the previous council term of office, but it had to be aligned with the new council's term of office since no housing/ human settlement projects were meant to be built in the previous term of council, as the provincial Department of Human Settlement could not discharge enough financial resources and approvals for the projects to be implemented.

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- Areas with Telecommunication challenges

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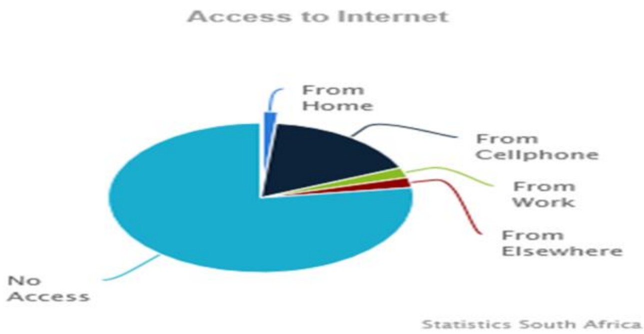

6. KPA: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

Nkandla Municipality developed its Local Economic Development Strategy in the financial year 2016/2017 and will be reviewed in the financial year 2024-2025 The strategy development was outsourced , and all the stakeholders were identified and consulted while developing the strategy.

The strategy aims to address the gap that was existing between the previous 2006 adopted LED strategy and the one that is in place. The strategy includes current updated information and data in order to assist in informing LED plans. The Local Economic Development Strategy (LED) is attached as an annexure on this document. The following information can be used as source of reference of the strategy.

- Policy and Legislative frameworks guiding LED at national, provincial, and local level
- Demographics and socio-economic profile of Nkandla,
- Economic opportunities, competitive and comparative advantages of the area,
- Economic constraints, problems, and challenges.
- Sector focus and priorities.
- Spatial economic character and integration, including regional, sub-regional, district, provincial and national imperatives of the recommended interventions.
- On-going and planned projects.
- Institutional arrangements, skills and capacity of Nkandla Local Municipality, stakeholders, and partners to carry out the recommended programmes and projects.

Strategically planned LED is increasingly used by communities to strengthen the local economic capacity of an area, improve the investment climate, and facilitate an increase in the productivity and competitiveness of local businesses, entrepreneurs, and workers. In KwaZulu-Natal, there has been a strong emphasis on the importance of recognising not only the Local but also Regional Economies and their role and importance in Economic Development hence the term "Regional Local Economic Development" (RLED). This strategic shift towards RLED is informed by the realities that neighbouring municipalities may possess elements and opportunities that other neighbouring municipalities can benefit from. Globalization increases both opportunities and competition for local investment. Local conditions determine the relative advantage of an area and its ability to attract and retain investment. At the national level, macro-economic, fiscal, and monetary reforms have directly impacted the economy at the local level. National regulatory and legal frameworks such as tax reform and environmental standards directly influence the local business climate, either enhancing or reducing the potential for local economic development.

6.1. LOCAL ECONOMIC DEVELOPMENT

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6.1.2. LED UNIT AT NKANDLA LOCAL MUNICIPALITY

The municipality has an established LED unit which is led by an LED Manager with 2 permanent officers who are making significant changes to the LED Unit to benefit the municipality and the community. The unit also has 2 contracted employees who are responsible for the EPWP programme. However, the unit is under resourced and there is a need for more staff. There is an EPWP Forum and Business Chamber in place,

Below is the LED unit organogram:

DIRECTOR COMMUNITY SERVICES

↓

LED MANAGER

↓

CDO:

LED/TOURISM

CDO:

COOPERATIVES

6.1.3. REGULATORY ENVIRONMENT

- **Informal economic Policy**

Nkandla Municipality has an informal Economy Policy that was adopted in the financial year 2016/2017 and the policy was approved and adopted by Council in October 2016. Consultation with the Informal Economy Chamber was conducted through monthly meetings. The new Informal Economy Committee was elected in February 2018.

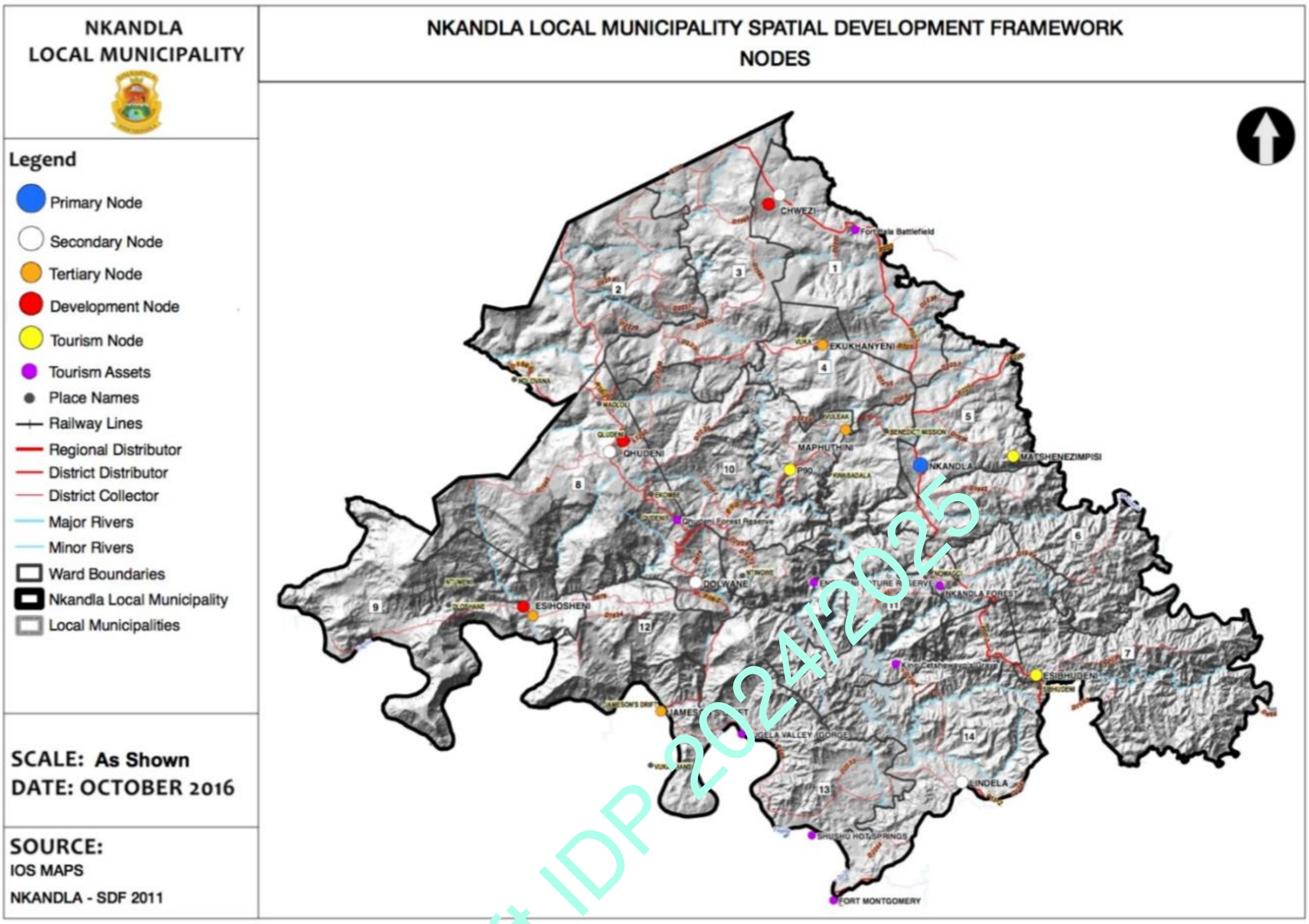
- **Investment Policy**

Nkandla Municipality currently does not have an investment strategy or policy in place however the municipality has prioritized/planned to develop the policy in the financial 2022/2023. The policy will be included in the LED strategy that will be reviewed in 2022/2023

- **Investment Policy**

The Municipality developed and adopted the Phase III Expanded Works Programme Policy on the 27th of June 2017 and the policy is being implemented this financial year 2022/2023.

6.1.4. LOCAL ECONOMIC DEVELOPMENT ANALYSIS



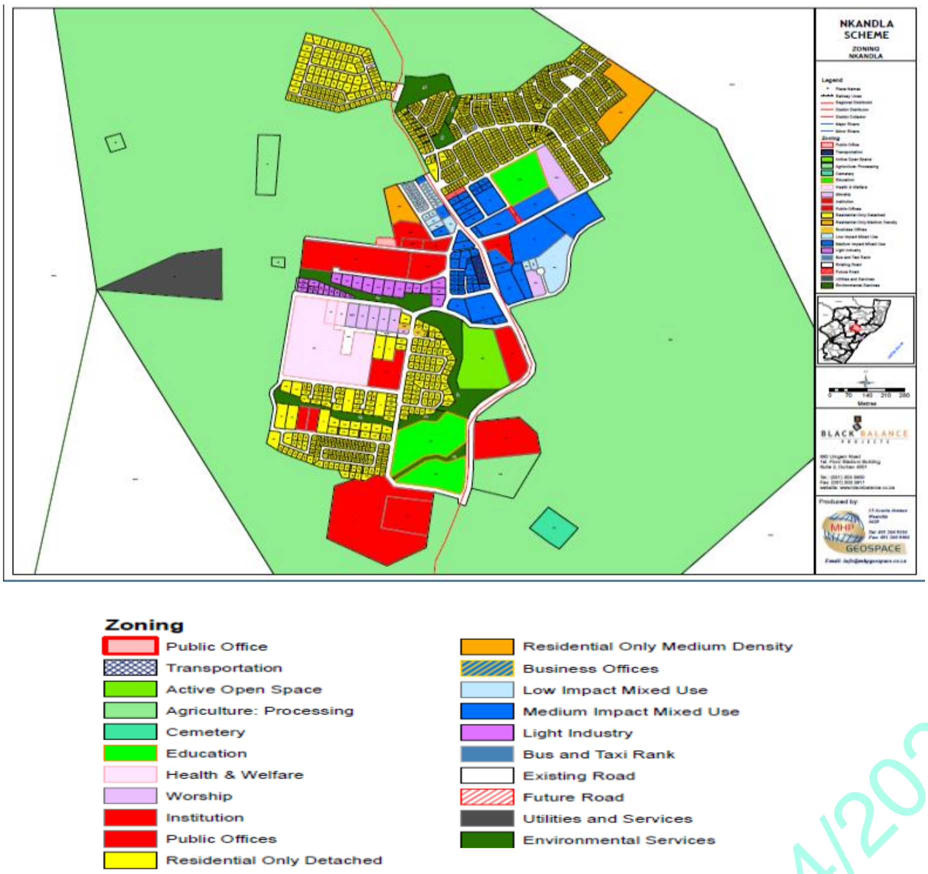
Nkandla – Primary Node

Nkandla as the only urban node within the municipality serves a vital function to communities within the entire municipal area and the structured planning and compaction of the town on already limited land resources is important for its continued growth and functioning.

Nkandla as a rural town is characterised with dilapidated buildings and illegal structures. The Municipality is isolated from national roads, as well as from major economic development corridors and towns. Plans are in place to rehabilitate the town including interventions by the provincial department and the district to beautify the town and demolish/remove illegal structures.

The conceptual boundaries of the primary node have been defined for the Nkandla Town area and a town planning scheme has been developed that encompasses a variety of land zonings

Figure 3: Nkandla town planning scheme



In terms of the functions assigned to a Primary Node, Nkandla will have to:

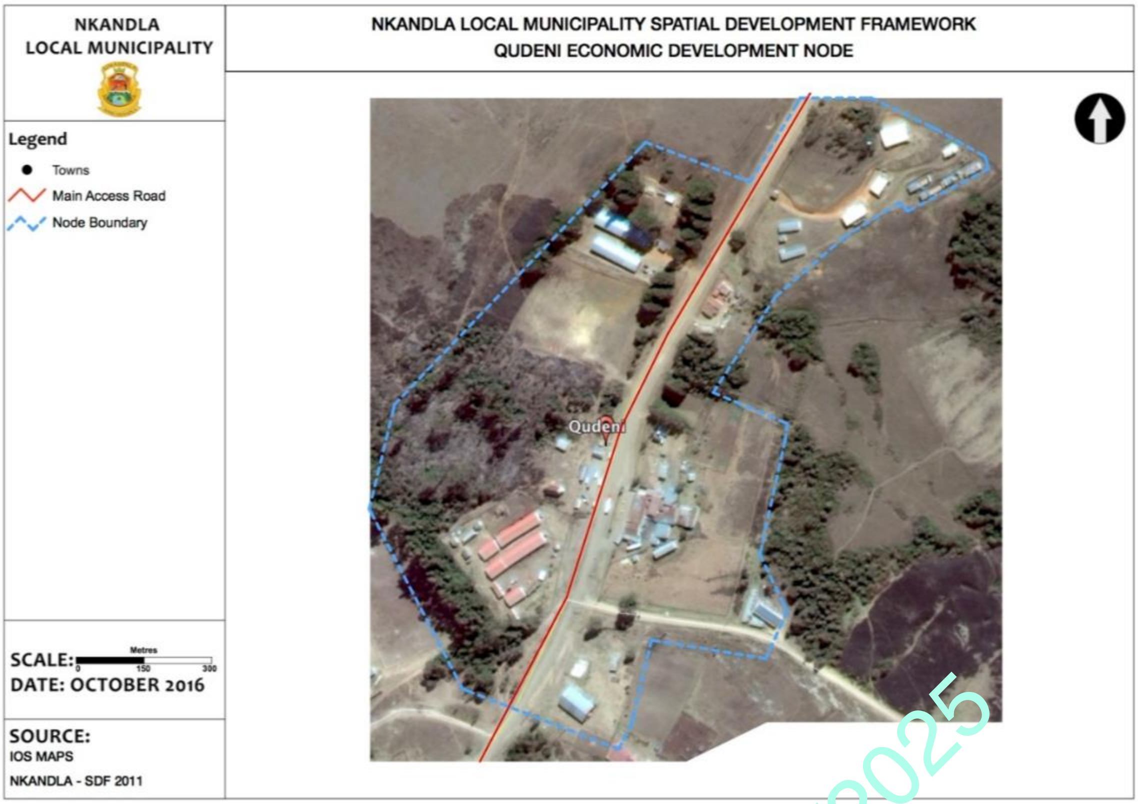
- Serve as municipal administrative centre;
- Provide services and opportunities to higher density settled areas such as Machubeni, Ndweni, Mqubeni, Madiyani, Mjahweni, Emaromeni and Ngwegweni;
- Contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
- Serve as a transportation node, specifically geared towards passenger services; and
- Serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.

Qhudeni – Secondary Node

Although Qudeni is mentioned within the Nodal Development Framework for Nkandla, it is not discussed within the document itself, as a separate development framework was compiled for Qudeni. This information is not available for perusal and can therefore not be incorporated into this SDF. The proposal that follow is thus based on information gathered through consultation with the municipality and other stakeholders.

Apart from Nkandla, Qudeni is the only node with Formal Registered erven, which are all registered in the name of Department Land Affairs (Now Rural Development & Land Reform).

Plan 4: Qudeni Node



Lindela – Secondary Node

The Lindela Economic Development Node is located in the south, along the P706 District Road, some 8kms west of the P50 / P706 intersection. Both the P50 and P706 roads are being upgraded to tarred roads. The P706 provides access to the south-western sub-region of the municipality and links Lindela with Jameson's Drift.

The node is relatively well serviced with both water and electricity, but there are significant backlogs in both water and electricity in the surrounding rural hinterland.

New development in the node includes an extension to the existing Multi-Purpose Community Centre and the construction of the Nxamalala Traditional Administrative Centre. The node has good potential for expansion and densification in light of the existence of suitable gently sloping land – particularly between the Traditional Administrative Centre and the Clinic.

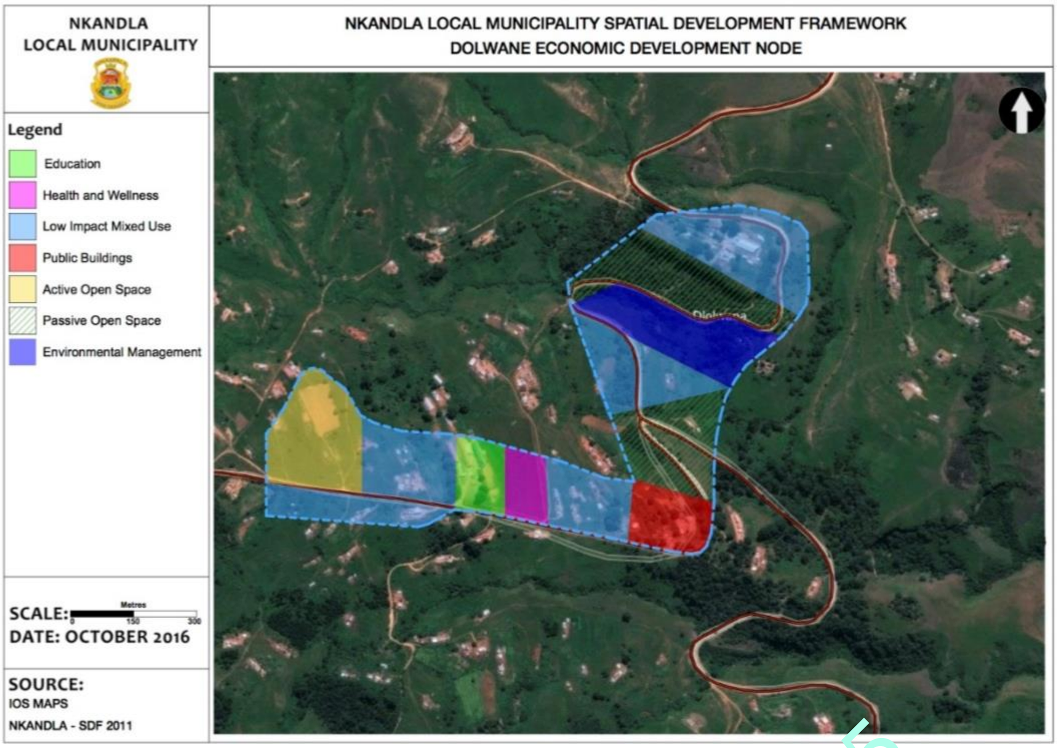
Dolwane – Secondary Node

Dlolwane is centrally located in the western sub-region of the municipal area just to the west of the P16-2 Road where the P16-2 and the P90 tourism route join.

The Dolwane Economic Development node is situated at an important junction between Jameson's Drift, Esihosheni, Maphutini and Qhudeni Nodes.

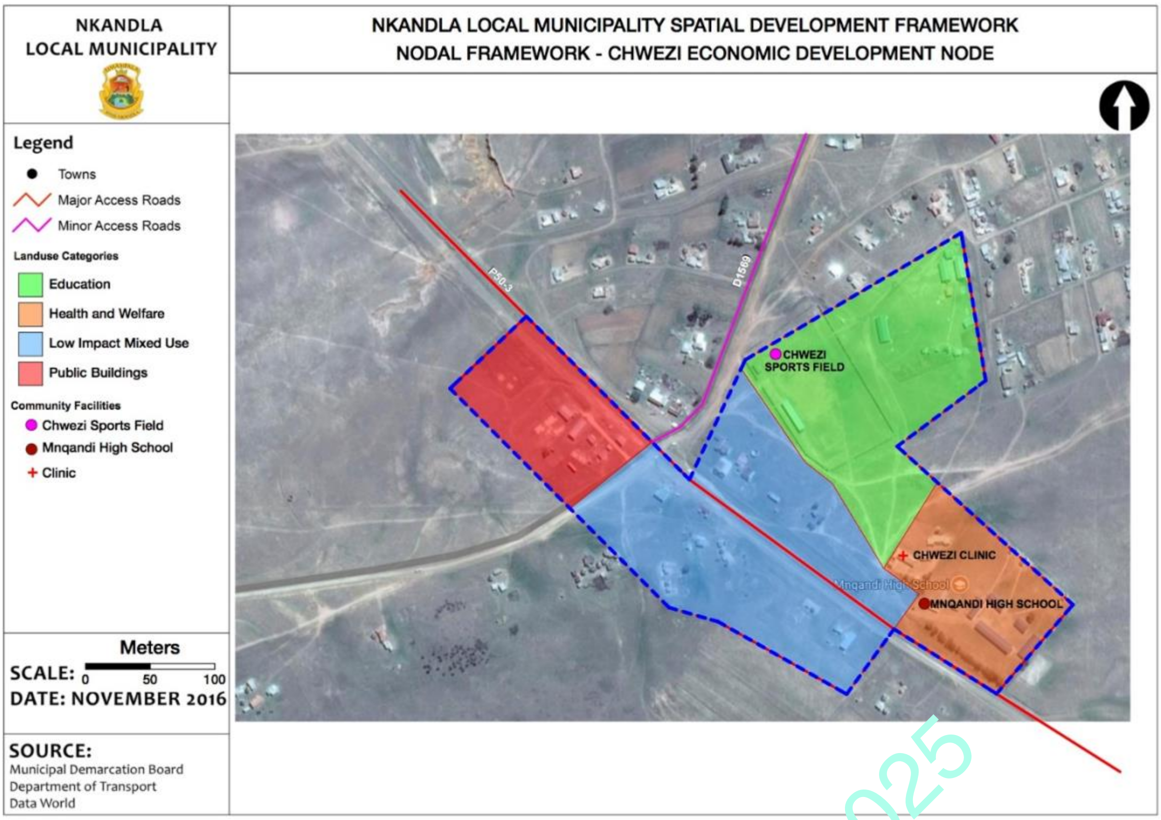
As is evident from the Water Services Plan, the node, and surrounding areas, is well serviced with water. However, electricity provision is only evident to some existing land uses in the node with high backlogs in electricity provision in the rural hinterland. The node itself is relatively constrained in terms of suitable land for future development, as a result of the undulating topography.

Plan 5: Dolwane Node



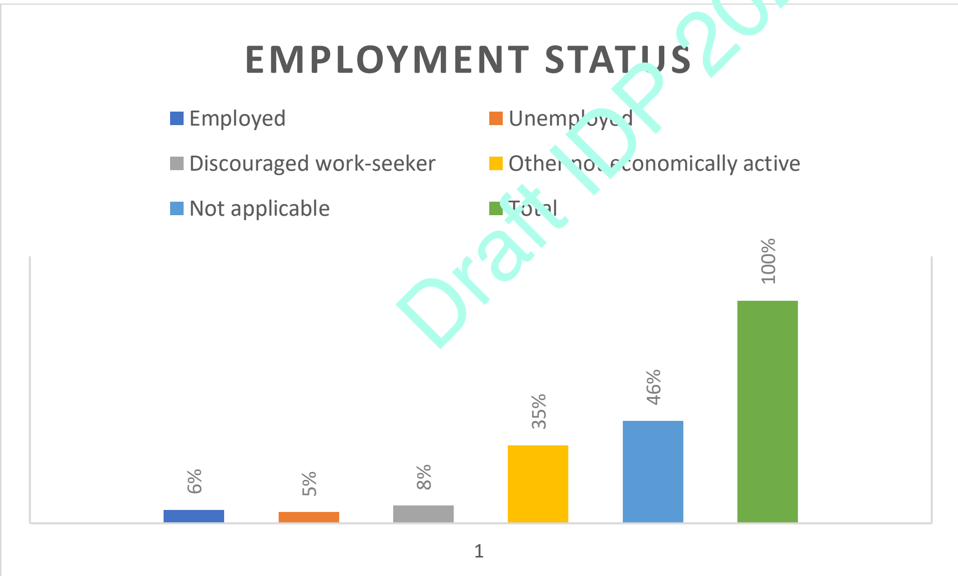
3.2.1.1 Chwezi – Secondary Node

Chwezi is situated in the northern parts of the municipality on the P50-3 Road connecting Nquthu LM with Ulundi LM and Nkandla Town Itself.



PLAN 6: CHWEZI NODE

Map showing Employment status of Nkandla



6.1.5. MUNICIPAL COMPARITIVE AND COMPETITIVE ADVANTAGE

Compared to other nearby municipalities, Nkandla Municipality has a lot of ground space for infrastructural development and for agricultural purposes. Nkandla has a vast number of forests and rivers which is perfect for farming and livestock.

Nkandla offers exquisite natural beauty i.e. Beautiful Mountains, hills, indigenous forest with birding routes. Nkandla is a home of a high-quality world-class tea, the monuments, traditional crafts, history, customs, and religion. It not only boasts of rich agricultural land but also of a rich history,

Nkandla municipality ensures that SMME's and Cooperatives get the necessary skills they need to ensure competitiveness. A cooperative Indaba and Business Summit is held annually where different stakeholders are invited to speak about economic trends and analysis. The LED unit also assists emerging farmer is through various programmes: i.e. Fencing of grazing land and fields, ploughing of fields, water pumps and pipes and various seeds. The LED unit has budgeted for a Tractor for the 2022/2023 financial year. Nkandla Municipality ensures that vulnerable groups (youth, women and the disabled) are part of their cooperative beneficiaries.

6.1.6. MAIN ECONOMIC CONTRIBUTORS

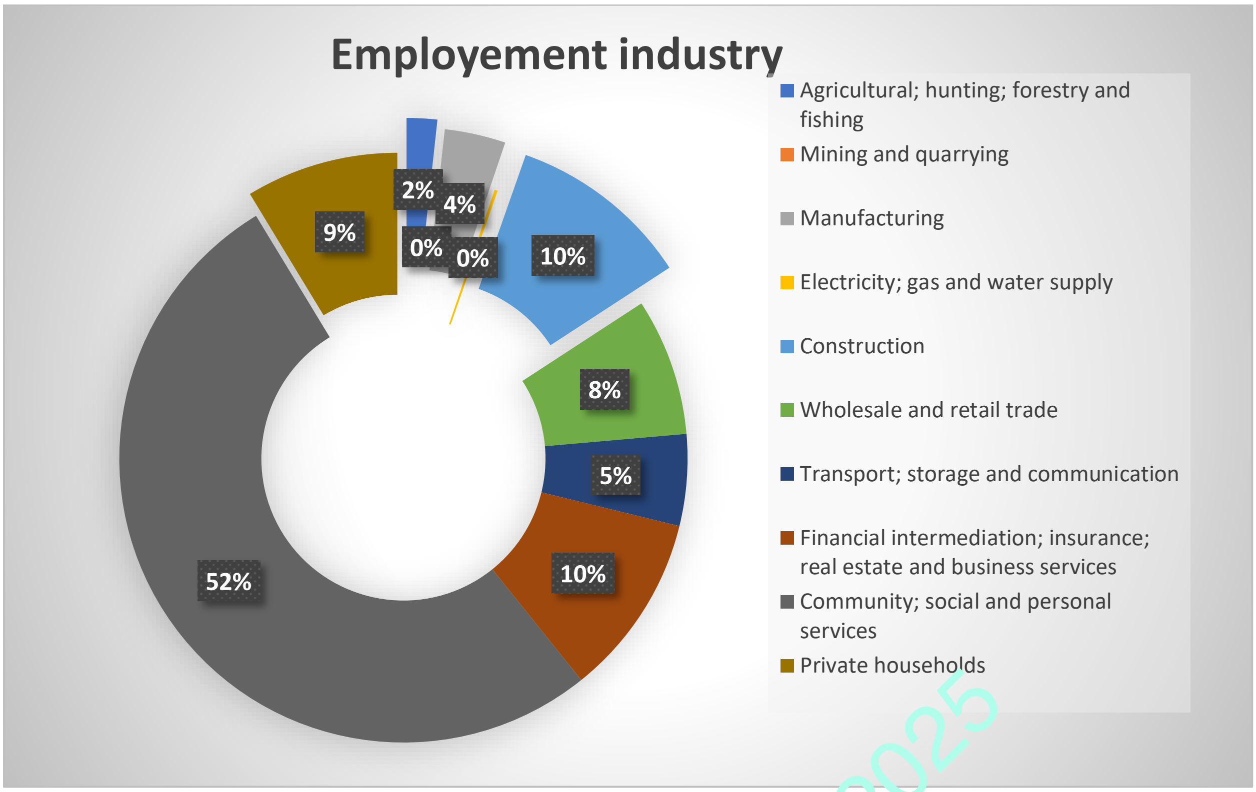
The economy of Nkandla is controlled from outside as most of the people work outside the area and those earning income within are spending outside the area. The income sources are as follows. Nkandla remains as one of the very poor locals within King Cetshwayo District. This can be attributed to a very low starting point from which Nkandla's economy started. Below is what contributing to the income of Nkandla residents. Most of the people are relying on social grants. The following statistics gives the clear indication on the state of economic activities in Nkandla as a whole:

ECONOMIC ACTIVITY	PERCENTAGE
Subsistence Agriculture	16%
Informal Sector	13%
Local Wages	0,5 %
Migrant Remittances	20%
Government Grants	50 %
No Income	42,1 %

Source: Stats SA 2011

A vast majority of the employed people in Nkandla are employed by the state. i.e. Education, Health, Correctional Services, Local Government, SAPS, SASSA, welfare, etc. The private sector also employs quite a number of people. There are many tuckshops around the area due to Nkandla Town being very far to most of the areas. This is a huge economic contributor to the Nkandla Economy.

Below is a graph showing population by employment industries of Nkandla:

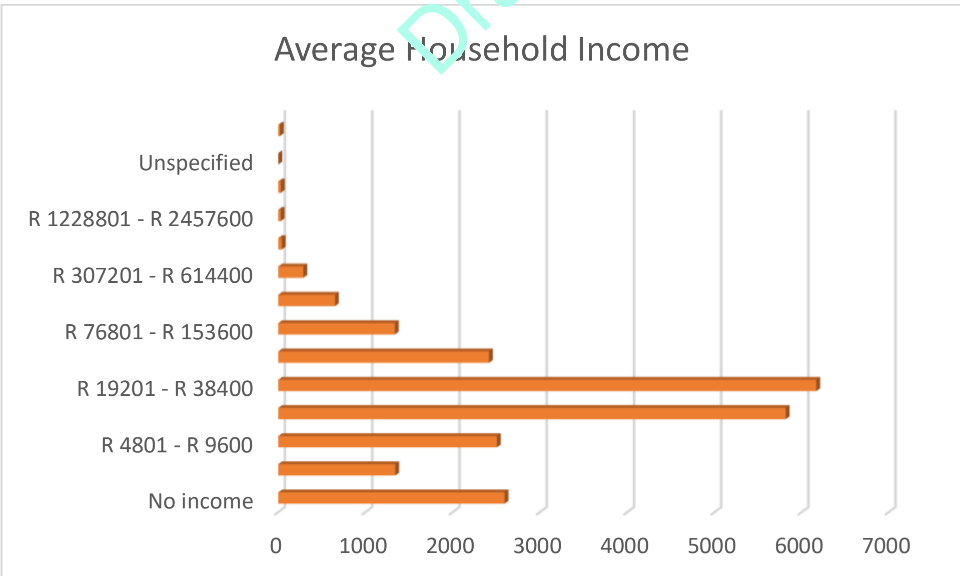


Source: Stats SA 2016

6.1.7. EMPLOYMENT AND INCOME LEVELS

A vast majority of the employed people in Nkandla are employed by the state. i.e. Education, Health, Correctional Services, Local Government, SAPS, SASSA, welfare, etc. The private sector also employs quite a number of people.

Below is a graph showing the income levels of Nkandla:



Source: Stats SA 2016

6.1.7.1. JOBS CREATED BY EPWP & CWP

The municipality embraces the Expanded Public Works Programme and CWP programme. These programmes have benefitted the community of Nkandla in terms of job creation. The municipality in the new organogram has proposed a post for LED administrator who will be responsible for EPWP in order to improve reporting on employment creation, which will assist the municipality to receive more incentive grants. The table below depicts employment that will be created in 2022/2023 through EPWP & CWP. The EPWP programme assists in ensuring a green economy. Recyclers are assisted through the EPWP programme to ensure a green economy.

EPWP

Financial Year	Work opportunities	Full Time Equivalent (FTE's)	Budget
2024/2025	350	350	R 4 476 000

CWP

Financial Year	Work opportunities
2022/2023	1100

6.1.7.2. COOPERATIVES

Nkandla Municipality assists a number of Cooperatives in all 14 wards as a way to create employment and eradicate poverty. In the 2018/2019 financial year a number of 56 cooperatives were assisted in different sectors: Below is a table showing the different sectors:

Cooperative Sector Table

Sector	Number
Agriculture	47
Poultry	44
Block moulding	14
Baking	27
Sewing	26
Societies	23
Arts and craft projects	46

6.1.8. SMME'S

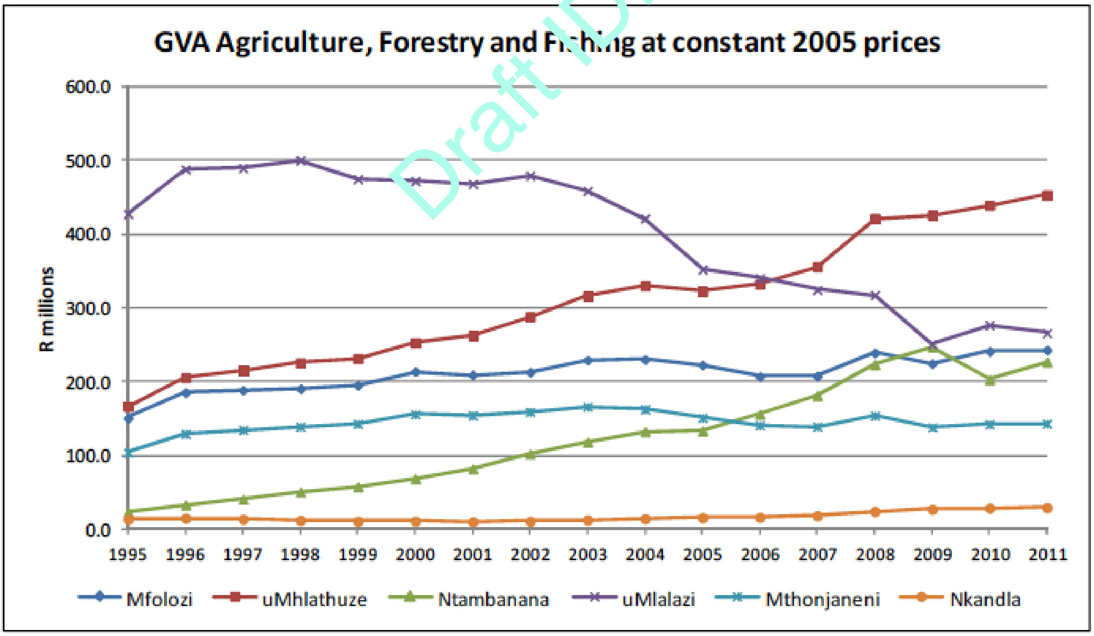
The municipality has a database for all SMME's and Cooperatives. The municipality assists in registration of new businesses and also provides support in a form of capacity buildings for all businesses. There is a Nkandla Business Chamber which the municipality works with in order to ensure effective and efficient support is given to the small emerging businesses,

6.1.9. AGRICULTURE

Nkandla has a moderate to high potential for cropping, particularly in the north-east region. In low potential areas, certain alluvial plains along rivers could be developed under irrigation. However, many arable fields are left unutilized and 400 tons of maize is imported into the region every month. Constraints are well known. Households often allocate their lowest potential earners to agriculture. Youth have a low image of agriculture and see involvement in agricultural activities as a way of locking themselves into a lifestyle of poverty. The sector is highly vulnerable to natural disasters (such as drought or pests) – the worst of these being the HIV pandemic, which severely impacts all aspects of household capital. Without other sources of income, households are unable to access physical inputs. Local markets are quickly saturated. External markets are difficult to access, and farmers face fierce competition from commercial sellers who benefit in production from economies of scale. Unutilized land is difficult to access because of the communal tenure arrangements.

The agricultural, forestry and fishing sector has been identified as a priority sector for economic growth and employment creation in the Kwazulu-Natal Growth and Development Plan. A total of 2195 km of the district land area (29.6% of total land area) is used for agricultural and forestry purposes. The three dominant activities include 896.9 km of forestry plantations (40.9% of agricultural land use), 696.4 km of subsistence agricultural activities (31.7%of agricultural land use), and 547.4km of sugarcane (24.9% of agricultural land use) (UDM, 2015).

Figure 1 below shows the prices received by agriculture, forestry, and fishing sector.



Data Source: Quantec RSA Regional indicators

AGRICULTURE, FORESTRY AND FISHING PRICES.

The total output from the agriculture and forestry sector in the district has grown by 53.7% from R887 million (GVA in constant 2005 prices) in 1995 to R1.36 billion in 2011.

Nkandla Municipality has proved to have more hectares utilised for agricultural purposes. It is suitable for a beans value chain development because of vast lands available and the natural resources. The development along Insuze river basin provides an opportunity for vegetable production.

6.10. TOURISM

Nkandla offers exquisite natural beauty i.e. Beautiful Mountains, hills, indigenous forest with birding routes. Nkandla is a home of a high-quality world-class tea, the monuments, traditional crafts, history, customs, and religion. Nkandla today is known all over the world as the place where the former president was born (Nxamalala).

Nkandla has so much to offer the guests in terms of historical, cultural, and natural activities i.e. Exciting Adventures (Mome Gorge), Visit local Shebeens, meet Nkandla Crafters. Nkandla has a huge history and cultural heritage with a cultural legacy that dates to the great Zulu King Shaka and beyond.

6.10.1 TOURISM SITES

- IInkosi Cetshwayo
- Mome Gorge
- Kwa-Nkatha (Hang Pun)
- Site of Battle
- Khombe Mission: Site of Battle
- Ntingwe Tea (Zulu Tea Produced in Nkandla)
- Nkandla Forest
- Qhudeni And Nkonisa Forest
- Chair of Amakhosi (Isigqiki Samakhosi)
- Kwashushu Hot Springs
- Bushmen/Khoisan: Abathwa
- The Karkloof blue butterfly (the only uniqe and special butterfly in South Africa)
- Amanzi phambana found inside Nkandla Forest
- Former President JZG Zuma `s house in Nxamalala
- Ofeni and Intaba Nomanci inside Nkandla Forest (where local people used to sharpen spears, spear making,)

6.10.2 2022/2023 TOURISM PROGRAMMES

PROJECT NAME	ISIQHIKI SAMAKHOZI (AMKHOSI CHAIR)
LOCATION	Ward07, Nkandla Municipality
PROJECT DELIVERABLES	• Fencing of attraction site • Access road to the attraction • Information billboards and; • Signage boards
BUDGET	R 100 000.00

6.11. MANUFACTURING (INDUSTRIAL)

Nkandla manufactures Ntingwe tea in Ntingwe Area ward 12. Khombe Area in ward 08 used to manufacture planks from the Khombe forest. The plank factory has now closed but its reopening could help boost Nkandla Economy.

6.12. SERVICES

LED Services include the following:

- Tourism
- SMME Support
- Agriculture
- Cooperatives
- Arts and Culture
- Economic Development

6.13. MINING

There are no mines in Nkandla.

6.13. LED PROJECTS

2022/2023 LED PROJECTS

PROJECT	BUDGET
SMME SUPPORT 1. Support with cooperatives material	R 3 000 000.00

2. Procurement of tractors 3. Trainings 4. LED strategy	
SUPPORT TO INFORMAL BUSINESS • Support with material • Renovation of market stalls • Trainings	R 1 500 000.00
ARTS & CULTURE • Ward based Ingoma (Ward 06,09 and 11)	R 450 000.00

6.14. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYS

Strengths	**Weaknesses**
▪ Youthful population ▪ Availability of historic sites and conservation areas ▪ Good relationship with the Amakhosi in the municipal area ▪ Large tracts of arable land ▪ Scenic Landscapes ▪ Two natural Forests	▪ High indigent population ▪ High Unemployment rate ▪ High infection rate on communicable diseases ▪ High Illiterate rate ▪ Unavailability of local constructors with high capacity ▪ Reduction in Population ▪ Matshenezimpisi Nature Reserve is poorly maintained
Opportunities	**Threats**
▪ Land within the municipal jurisdiction is highly arable ▪ Tourism is a major economic development opportunity ▪ Use Natural forests to generate tourism economic activities	▪ Reduction in recent population figures ▪ Lack of circulation of economic resources locally ▪ Unreview LED Strategy ▪ Poor accessibility to the Municipal Area ▪ Unavailability of commercial activities to support growth and development

6.2. SOCIAL DEVELOPMENT ANALYSIS

Social and community development deals with various issues ranging from health services to education and the provision of community facilities. As such, community upliftment and awareness in matters of gender, HIV/AIDS/communicable diseases are of importance here.

6.2.1. BROAD BASED COMMUNITY NEEDS (LIMITED TO 3 PRIORITY PROJECTS PER WARD)

Table 39: Three Priority Projects per Ward

WARD	PRIORITY NEEDS
01	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads
02	1. Contruction of Ntatshana Gravel 2. Cooperative Support 2. Ploughing of fields
03	1. Construction of Lushaba to Malunga Link Road 2. Cooperative Support 3. Ploughing of fields
04	1. Ngwegweni - Retravelling 0f Access Road 2. Maphumulo Electrification Project 3. Mthandanhle Creche
05	1. Construction of Esigcalabeni Community Hall 2. Sinqobile Location - Pothole patching, storm water upgrade, humps, road signage and road safety features 3. Sakhile Location - Pothole patching, storm water upgrade, humps, road signage and road safety features
06	1. Mqubeni Creche 2. Cooperative Support 2. Ploughing of fields
07	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads
08	1. Mandathane - Retravelling 0f Access Road 2. Cooperative Support 3. Ploughing of fields
09	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads

10	1. Contruction of Ezimambeni Community Hall 2. Cooperative Support 3. Ploughing of fields
11	1. Cuphuchuku Electrification Project 2. Cooperative Support 2. Ploughing of fields
12	1. Construction of Ejokweni to Jabavu Access Road 2. Ploughing of fields 3. Opening of Access Roads
13	1. Construction of Hlwane Gravel Access Road 2. Ploughing of fields 3. Opening of Access Roads
14	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads

The above table depicts the three key priorities per ward but a common thread throughout all the wards are as follows:

- ⇨ Housing
- ⇨ Land for Housing
- ⇨ land for burial
- ⇨ Employment opportunities
- ⇨ Water and Sanitation
- ⇨ Storm Water Drainage

Community Needs per Ward

Services	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	Ward 13	Ward 14
Electricity and infills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Access Roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fencing of Community Gardens, Cemeteries and Grazing Land	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Skills Development Facilities / FET	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Study Assistance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cooperatives Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disaster Relief Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Agricultural Support Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Care Givers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Trainings / Awarenesses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Causeways	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Job Creation and Opportunities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Service Centres	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Youth Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disability Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pedestrian Bridge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sidewalks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

LED Market Stalls in Development Nodes	✓				✓		✓	✓	✓		✓			✓
Game-Reserve Development		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Recreation Parks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ECD Crèche	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Telecommunication Network	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maintenance of vacant sites					✓									
Shopping Complex					✓			✓	✓		✓	✓		✓
Streetlights / Appollos	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Solar Geysers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Removal of Alien Plants	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dipping Tanks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lightning Conductors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Water harvesting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tar Roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sports Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cultural Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pension Paypoints Shelters	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ploughing of fields	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

The ticks (✓) indicates the Ward that needs the service

Detailed community needs per ward.

ISIGODI	NEEDS
WARD 01	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
EZIBHEMBENI	LIGHTING CONDUCTORS
CHWEZI	SATELLITE POLICE STATION, SCS,
GOLOZELENI	COARSEWAY, SKILLS TRAINING
NKUNGUMATHE	ENVIRONMENTAL EDUCATION CENTRE, FUEL STATION SHOPPING MALL, HEALTH CLINIC, NKUNGUMATHE B FET COLLEGE, SECONDARY SCHOOL, LODGE, COMMUNITY SERVICES CENTRE, SATELLITE POLICE STATION, REGRAVELLING OF L3160, APPOLO
WARD 02	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
MAGIDINI	NPO REGISTRATION ASSISTANCE
	ECD SITE ASSISTANCE, HALL
	ELECTRICITY INFILLS
MAGIDINI	WATER, ROAD D2298,
DAYINGUBO	WATER DRAIN, GRADER, TOILET

EMONA	FENCE FOR PLOUGHING FIELDS, TRACTOR
ECACANENI	AWARENESS CPMPAIGN, LED PROGRAMMES/TRAINING SPORTS ASSISTANCE
MABHUQWINI	NETWORK, CO-OPERATIVES, TRANSPORT, ZIBAMBELE PROJECT, HOUSING, TALENT SHOW
NTATSHANA	REGRAVALLING, LIGHTNING CONDUCTORS, ECD SITE SUPPORT, ACCESS ROAD
WARD 03	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
VIMBIMBOBO	WATER SHORTAGE, SPORTS FILED, PHASE 2 OF VIMBIMBOBO ROAD, ACCESS ROAD FROM D2309 (THALENI) TO OHLAHLA
SIDUMUKA	ACCESS ROAD, SOCCER KITS, FENCING OF PLOUGHING FIELDS
NONGAMLANE	ART AND CULTURE PROJECT
THALENI	PHASE 2 MANZAWAYO ROAD, ACCESS ROAD FROM D2309 TO NQABANEZWE CRECHE (THALENI, SIDADENI, ROMA)
SIDASHI	REHABILITAION OF BOREHOLE, CRECHE,
MALUNGA	PHASE 2 OF CSC, CRECHE,SPORTS COMPLEX, ACCESS ROAD FROM D2309 TO MBILATHUNZI (P707), ACCESS ROAD FROM D2309 (NSUZE RIVER) TO MBILATHUNZI
DLOYIYANE	DLOYIYANE ACCESS ROAD
NONGAMLANA	ACCESS ROAD FROM P708 TO NTSONGENI SCHOOL ACCESS ROAD FROM CLINIC TO HLEKEZELA SETTLEMENT ACCESS ROAD FROM P708 TO CWAKA
WARD 04	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	

MTHANDANHLE	HALL, NETBALL GROUNDS, CAUSEWAY TO VUKA, CRECHE
ENTUTHUKWENI	FENCING OF GRAVEYARDS, CRECHE,
EMBIZWE	CAUSEWAY – KWAMGOMEZULU, SOCCER POLES, NETBALL POLES, SOCCER KITS
THALANENI	ACCESS ROADS (THANDANANI, MBALI, THALATHULE, EKUKHANYENI, ENTABENI, THALANENI MISSION, NTUZUMA);
THOKOZA	TOYS, CRECHE FURNITURE, CAUSEWAY JOINING THEMBENI & THOKOZA
MANZAMYAMA	FENCING OF FRAVYARDS & GARDENS, TOILET INFILLS
WARD 05	
NKANDLA TOWN	ECD SITE, ACCESS ROAD, D2238, CCG, RENOVATION OF AMAKHOSI HALL
	APHOLO, GRADE, LIGHTING CONDUCTORS.WATER,
EMATSHENEZIMPISI	TOILETS
EZUNGENI	ACCESS ROAD, SPORT GROUND
	ECD SITE, ACCESS ROAD, D2238, CCG
NQUNDU	COMMNITY HALL, CLINIC, ACCESS ROADS, CAUEWAY FROM NQUNDU TO CHOLWANE, CAUSEWAY FROM NQUNDU TO MANZAMYANA, FENCING OF GRAZING LAND, ELECTRICITY INFILLS, SPORTS GROUND
MPUNGOSE NORTH	CSC
CHOLWANE	HALL
WARD 06	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	

MANDABA	NETWORK, REGRAVELLING OF ROAD – L645, CRECHE
MABENGELA	SPORTS CENTRE, LIBRARY, CWP, CRECHE, REGRVELLING OF ROAD – D1624, CAUSEWAY FROM MABENGELA TO MADIYANE, WATER, APPOLLO, CLINIC, RENOVATION OF MATSHEZIMPISI LODGE, CLINIC,
VUMANHLAMVU	CRECHE,
NDWENI	WATER, REGRAVELLING OF ROAD, SPORTS GROUND,
MATHIYA	REGRAVELLING OF ROAD, LIBRAY, CWP
WARD 07	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
	SCHOOL FOR DEAF,
NYAWOSHANA	CO-OPERATIVES, ELECTRICITY
HLWEHLWE	CO-ORPERATIVES, WATER, ACCESS, CCG, ACCESS ROAD
MAQHASHIYA	ROAD, ELECTRICITY, NETWORK, YOUTH PROGRAMMES, JOB OPPORTUNITIES
WARD 08	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO	
NTSHOKELA	BRIDGE
GUBAZI	EMAROMENI
CORRIDALE	ACCESS ROAD, ECD SITE, DRILLING PIPE, CLINIC,
WARD 09	

	FENCING OF FIELS
MATIKWE	COARSEWAY
NHLOSHANA	ELECTRIFICATION, WATER TAPS
BANGAMANZI	WATER
NKOMEZIPHANSI	PRIMARY SCHOOL, WATER, GRADER, SCHHOL TRANSPORT
WARD 10	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO	
AMAPHUTHU	SPORTSFIELDS, CRECHE
QOTHO	TOILET INFILLS, ELECTRICITY INFILLS
KHABELA	CRECHE
THULANI	CRECHE
MATHOLAMGELE	FENCING OF GARDENS, CRECHE
WARD 11	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
MDLELANGA	CEMETERY
UPHINDO	FENCING, SPORTSFIELD, HALL MAINTANANCE
DLABE	GARDEN FENCING
CUPHUCHUKU	CRÈCHE

MALENJE	CRECHE, FENCING OF GRAZING LAND
NGOMANKULU	COMMUNITY HALL
WARD 12	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS, GUARD RAILS P90, SHOPPING COMPLEX, GAME RESERVE,	
MVUTSHINI	ROAD
PHOLELA	RDP HOUSES, CLINIC,
	WATER, ECD SITE SUPPORT
	ACCESS ROAD
	TRACKERS
AMASOLOSOLO	ACCESS ROAD
EZIJIBENI	ACCESS ROAD
HLONGWANE	REGRAVELLING OF ROAD
IZIGQOZA	CLINIC, COMMUNITY HALL
WARD 13	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS, COOPERATIVE SUPPORT, TRAINING FOR OLD PEOPLE, SPORTSFIELD	
ROADS	D3324 to ETHUMA CSC, L572 TO ETHUMA BHUQWINI, D2006 ETULWANE, MANYANE, ZILOZINI, MGWAZINI, MPHALWINI, MTHEMBU ROAD, ESIKHALENI, MTHETHANDABA TO MSUNDUKAZI, DLADLA ROAD NEXT TO CLINIC, GOLOKODO ROAD, ENHLOKOZI ROAD
HOUSES	KWANTULI, KWAMAGWAZA

WATER	WATER INFILLS IN WHOLE WARD, ACIVE PROJECTS INCOMPLETE, WATER PIPES ARE BROKEN, EMAPHUSHENI MAIN PIPE NEEDS TO BE CHANGED, WATR STATION IS NEEDED IN THE WARD,
CATTLE DIPS	EMAPHUSHENI DIP, EZILOZINI
COMMUNITY HALLS	EMTHUNGWENI
FOOT CROSSING	KHONZINDABA, P/SCHOOL, MANYANE RIVER EMTHUNGWENI H/SCHOOL (SELESELE) NSUNDUKAZI P/SCHOOL MATHOLE FROM MAJOZI ETHUMA
BRIGDES	EMWANE RIVER – Jamsons Drift TSHEKE BRIDGE
FIELD PLOUGHING	EZITIBILINI, MAGWAZA, MPHALWINI FIELDS, EZITHOMBENI P/SCHOOL, THUMA BRIDGE, MAJOZI STORE ETULWANE.
WARD 14	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APHOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS, COOPERATIVE SUPPORT, TRAINING FOR OLD PEOPLE	
EMACHUBENI	ACCESS ROAD
EGOQWENI	ACCESS ROAD
	CO-OPERATIVES,
	ELECTRICITY INFILLS
EZIMBIDLA	IZINDLU
	OGANDAGANDA, UBUYELWA AMADLELO
	ACCESS ROAD, HALL
EZINDLOZI	OGANDAGANDA, FENCING
OTHUKELA	OGANDAGANDA, FENCING, ELECTRICITY, ACCESS ROAD

	HOUSES, ACCESS ROAD, PROMOTION OF LOCAL ARTIST
TOLWANE	CLINIC, ACCESS ROAD
	MAINTAINANCE OF MUNICIPAL FACILITIES AT NXAMALALA

6.2.2. EDUCATION

According to Stats SA 2011 Census, only 9% of the population has completed primary level education with 35% having dropped out before completion. About Secondary education, only 13% has completed a matric level education with 26% having some secondary education. A very small percentage of 0.1% has further their education to a tertiary level. The graph below highlights the above-mentioned levels of education.

The spatial footprint of Education Facilities is closely related to the settlement patterns within the Municipality. Nkandla has 137 schools sparsely distributed within its jurisdiction (refer to plan below). As indicated in the table below, there are 97 (71%) primary schools, there are 113 community based ECD sites (crèches) in all 14 wards and 40 (29%) secondary schools found within the Local Municipality. There is one Tertiary institution (Mfolozi Nkandla)

Table showing Education Facilities

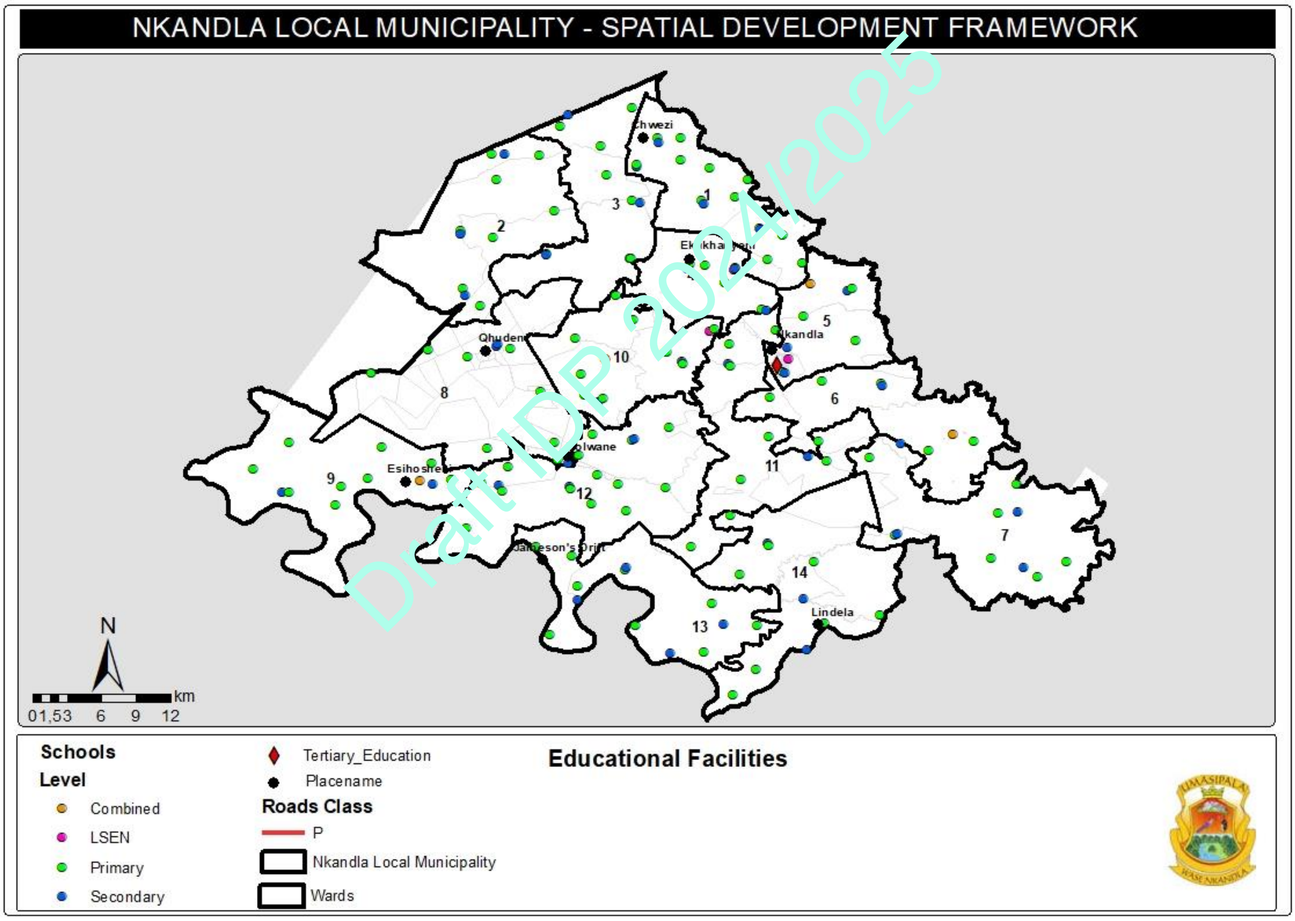


Table: Level of Education Table

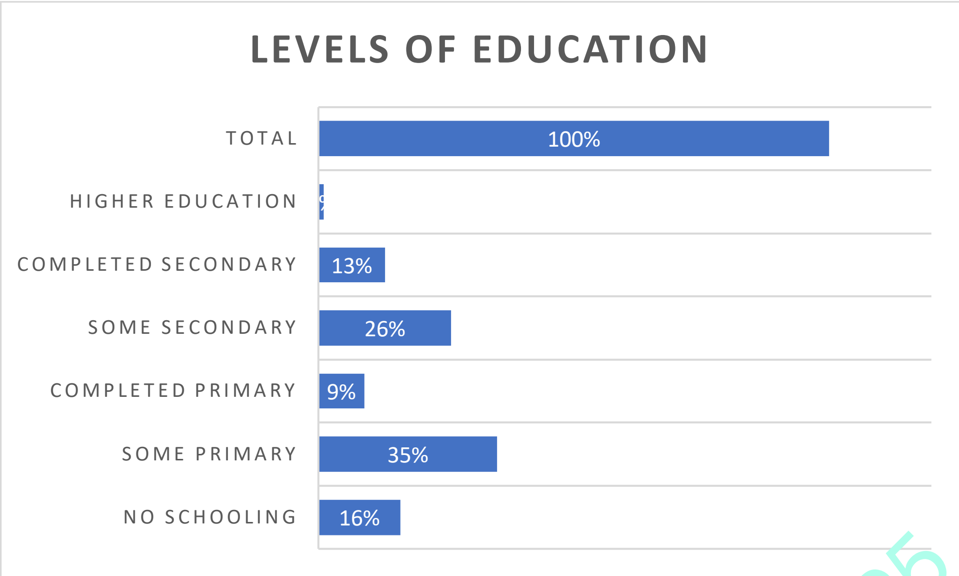


Table 4: Number of Education Facilities

The spatial footprint of Education Facilities is closely related to the settlement patterns within the Municipality. Nkandla has 122 Primary Schools, 42 Secondary Schools, 5 Combined Schools, 3 Special Schools and 2 Tertiary Educational Facilities which are sparsely distributed within its jurisdiction (refer to plan below). As indicated in the table below, there are 70% primary schools, 24% secondary schools, 3% combined schools, 2% special schools and 1% tertiary education facilities found within the Local Municipality.

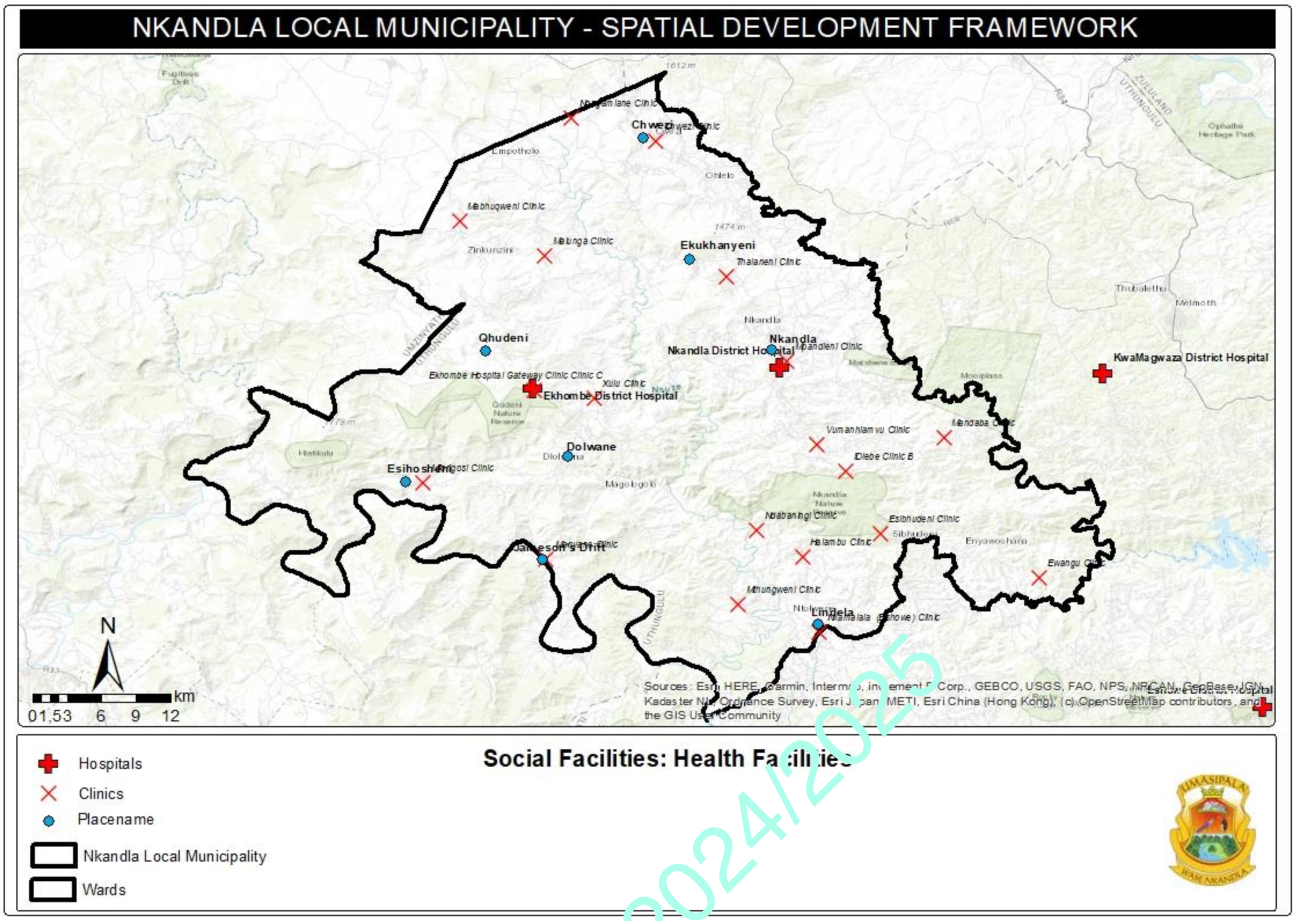
TABLE 5: NUMBER OF EDUCATION FACILITIES

School Type	Number of Schools
Primary Schools	122
Secondary Schools	42
Combined Schools	5
Tertiary Schools	2
Special Schools	3
Total	**174**

6.2.3. HEALTH

The Map below depicts the location of each health facilities. It can be seen on the plan that most facilities are located towards the centre of the Municipality with large ward such as ward 9, only being serviced by 1 health facility.

BELOW: MAP SHOWING FACILITIES



Facilities are fairly evenly spread along main access routes. The periphery of the municipality is not well serviced by clinics, either from within the Municipality.

It seems the greatest need for a clinic is on the border of wards 12 and 10, as well as in ward 9 to the west of Noumena.

The number of individuals who are infected with HIV/AIDS continue to pose a major challenge to the Municipality. Therefore, without proper nutrition, health care and medicine that is available, large number of people suffer and die from AIDS related complications. This has a direct impact on economic growth due to the decrease in human capital.

6.2.4. SAFETY AND SECURITY

Inadequate police presence, lack of police stations in rural areas needs to be addressed as there are 2 major police stations and 2 satellite police stations in Nkandla. The Municipality has a Traffic unit which assists in ensuring municipal bylaws are adhered to. A Municipal Pound is in the process of being developed. The Municipal Pound bylaws were adopted by Council during the 2018/2019 Financial year. The Municipal Pound has been budgeted for in the 2022/2023 Financial Year.

6.2.5. NATION BUILDING

Values to be espoused by Nkandla Municipality in the quest for social cohesion and nation building Guided by Ubuntu which underlies democracy.

- Respect for human life and dignity
- Promote responsible freedom, the rule of law and democracy
- Improve material well-being and economic justice
- Enhance Sound family and Community values
- Uphold honesty, integrity, and loyalty.

6.2.6. COMMUNITY DEVELOPMENT (VULNERABLE GROUPS AND YOUTH DEVELOPMENT)

6.2.6.1. YOUTH DEVELOPMENT

Nkandla has various programmes to assist the youth, this includes the developments of skills and knowledge for the youth to improve employment opportunities. This is achieved through internships and other community development programmes. Nkandla has set aside a budget for bursaries, sports and recreation, cooperatives and EPWP to ensure the development and employment of Nkandla Youth. Nkandla has 1 Youth development structure in each ward and 1 representing Nkandla comprising of 1 member in each ward.

6.2.6.2. DEVELOPMENT OF PEOPLE WITH DISABILITIES

The main component of the Social Security Programme implemented with-in Nkandla Municipal area is the distribution of social pensions which comprise a large part of the overall welfare budget. A number of pensions are included in this programme, most notably old age pensions, child support grants and disability grants. A key issue impacting on planning and development is the general dissatisfaction of pensioners regarding access to pension payment points, both in terms of location and number. The Social Welfare Services Programme is aimed at directly addressing social support needs at an individual, groups or community level. Social workers assist individuals and groups to address a variety of problems and situations, the focus being on the youth, elderly, victims of crime, people with disabilities, substance abuse, special needs such as HIV/AIDS, and women. Access to these services and programmes seems to be limited and not well coordinated.

In addition, there is a lack of alignment between various sectors including municipality with Social Development to have necessary impact (i.e. special programmes done by municipality but not aligned with Social Development and other stakeholders programme and projects).

6.2.6.3. DEVELOPMENT OF ELDERLY

The Municipality has an official which deals with the elderly under the special programme's unit. The elderly are assisted with walking sticks, wheelchairs, and blankets.

6.2.6.4. DEVELOPMENT OF WOMEN

The municipality has special programmes to address the needs of marginalized groups, these, however, focus predominately on “events” rather than sustainable developmental programmes. In addition, there is no coordinated, integrated approach between the different stakeholders in their strategies and approaches and interventions regarding marginalized groups.

6.2.6.5. PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC

In South Africa, many programmes exist to reduce the spread of HIV and AIDS, but despite this, the infection rate is rapidly increasing. This increase in the infection rate is calling for renewed efforts from all South African citizens, organised formations, and government bodies.

Nkandla municipality saw the need to develop a plan that will help it in its endeavours to fight against this disease. This strategic plan is envisaged to be a tool that will guide the municipality in co-ordinating efforts of all those that have committed their time, energy, and resources to trying to reduce the impact of the disease.

Response to the epidemic requires the involvement of every member of our society. For all contributions to be effective, co-ordination communication and planning becomes a necessity and this document serves as a plan for such. Further, the struggle against HIV/AIDS needs all the sectors, formations, and stakeholders of our society to be involved. Nkandla Municipality recognises these realities and is envisaging that everyone will work together in a co-ordinated approach for maximized efficiency and effectiveness in fighting against HIV and AIDS.

Nkandla municipality is one of the municipalities in our country that is hard hit with the high rate of unemployment about 52%. With HIV/AIDS affecting our municipality about 9000 people on ARVs, the following affects will be felt on the local:

- More money will have to be committed on buying drugs instead of investing it on job creation projects.
- The most productive members of the society are the ones that are highly infected with HIV/AIDS. This impacts on production levels within the area and this has an impact on economic development of the municipality.

More money will have to be dedicated to capacitating communities on survival and preventative skills. Fewer funds will be available as investment on capital projects that have a potential of improving living conditions of the citizens of the municipality

6.2.6.1. EARLY CHILDHOOD DEVELOPMENT

Early Childhood Development

The municipality in conjunction with UNICEF embarked on a research that led to the development of Local ECD Strategy on children matters. Nkandla Municipality with its council is committed to the implementation of the ECD strategy.

The partnership between the municipality and Department of Social Development is ongoing with regards to Early Childhood Facilities:

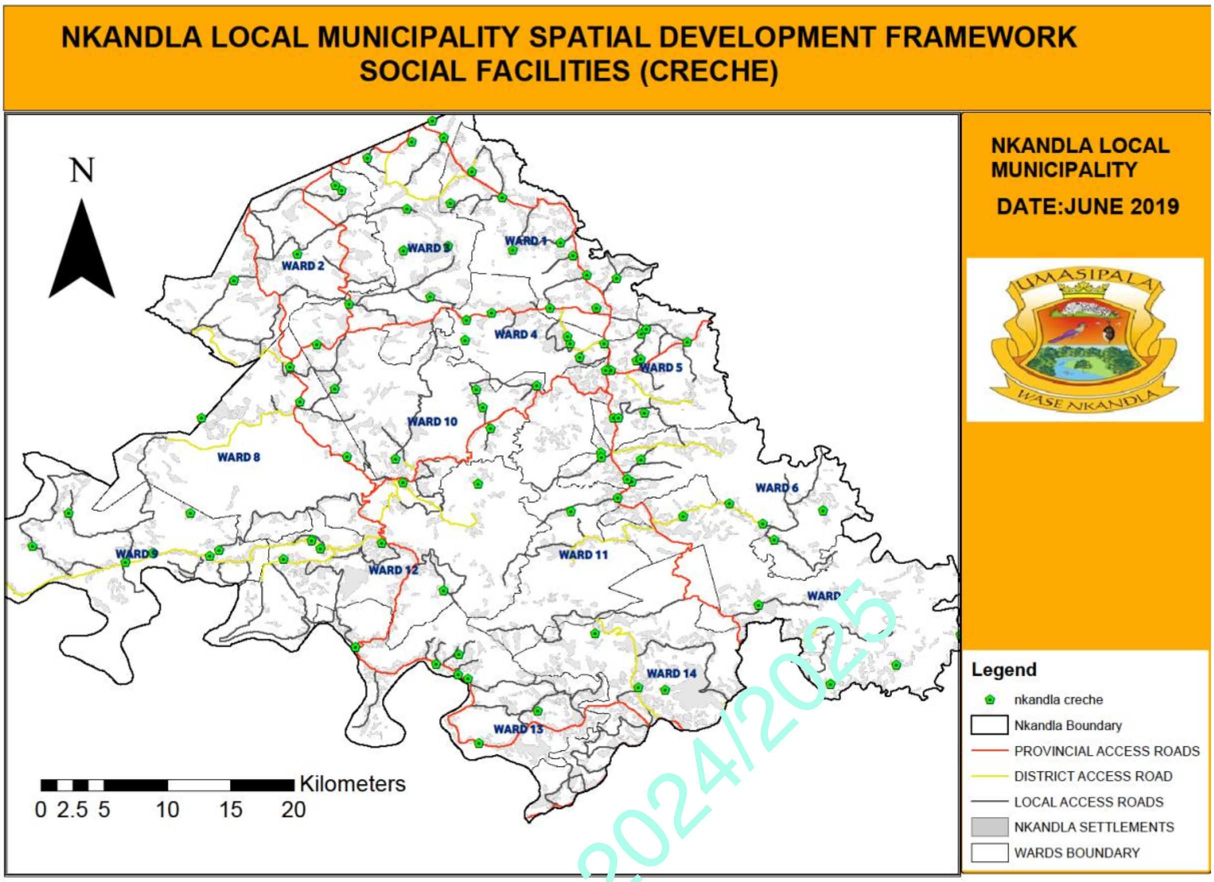
Development Objective	ECD Projects	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Capacitating ECD Practitioners	Operational Budget
	Implementation of OVC Program	
	Building of Infrastructure for ECD	Operational Budget

Nkandla Municipality has 113 creches that are registered with DSD. Nkandla supports some of these creches by training the educators and buying furniture and toys for the learners. Nkandla Municipality has budgeted an amount of R1 350 000.00 to build 3 creches.

Nkandla ECD Projects 2023/2024

A budget of R200 000.00 has been set aside to assist the creches that were constructed in the 2022/2023 financial year with furniture.

Map: Nkandla Early Childhood Development Centres



6.2.6.1. SUKUMA SAKHE

Operation Sukuma Sakhe

Operation Sukuma Sakhe (OSS) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on the cooperation of several departments. It has ensured that services are brought together at the level of communities in the wards and empowers communities to discuss with various government officials who do not necessarily work at ward levels in a venue designated as "WAR ROOM." This strategy has been implemented to coordinate the efforts of various sectors and mobilize society for a common purpose.

Operation Sukuma Sakhe has the 'whole of Government's approach as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government. Therefore, delivery of services is required through partnership with the community, stakeholders, and government. Nkandla Municipality has ensured that all 14 ward committees together with ward councillors do participate in this program through the formation of war rooms at ward level.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as the delivery of government services in a more integrated way. The Government has structured programs which need to get as deep as to the level of the people they are serving. This is at ward level, translating to all 10 wards and all households within the Nkandla area of jurisdiction. The KwaZulu-Natal provincial government humbly accepts that it cannot achieve this alone but needs the community's hands in building this nation together.

Improved Community Involvement

To ensure that community involvement is improved the following will be undertaken:

- IDP Roadshows, two to three per ward depending on size of ward are held, and will continue to be held annually;
- Monthly ward committee meetings with support from ward committee clerks;
- Use of local newspapers (Advertiser and East Griqualand Fever) for placing of public notices;
- The Council meetings are open for members of the public to attend.
- IDP related programmes are published in the quarterly NKANDLA Newsletter
- Regular up-dating of the website and utilization of it as medium of communication, and to encourage participation.
- Public notices located within strategic locations of the municipality.
- IDP Alignment Stakeholder Forum meetings
- Nkandla Municipality publishes its Annual Report.

6.2.6.1. SOCIAL DEVELOPMENT SWOT ANALYSIS

Table 42: Social Development SWOT Analysis

STRENGTHS	WEAKNESSES
⇨ The fight against HIV/AIDS is handled in a co-ordinated manner by government departments and NGO's; ⇨ War room attendance ⇨ Operational Sukuma Sakhe Programme an ongoing success in terms of meeting with relevant key role players on monthly basis; ⇨ Supervisors and staff who are willing to go an extra mile ⇨ Department of Public Works Funding ⇨ Innovation ⇨ Good relations with the Civic organizations ⇨ Well trained Fire and Traffic Officials	⇨ Poorly maintained public facilities, including ⇨ Cemeteries and open spaces. ⇨ Ageing equipment; ⇨ Unreliable fleet ⇨ Some of the health facilities lack essential services; ⇨ High illiteracy rate; ⇨ Low personal and households' income levels; ⇨ Schools in the rural areas are under resourced; ⇨ Poor response to crimes or reported incidents; ⇨ Outdated police equipment; ⇨ Shortage of staff (Level 2, supervisors, resignations, deceased. ⇨ Management of libraries and traffic by province and the municipality ⇨ Insufficient supervision due to lack of supervisors ⇨ Shortage and aging of work equipment
OPPORTUNITIES	**THREATS**

⇨ Building more schools and tertiary facilities; ⇨ Opportunity to liaise with the Department of ⇨ Education, Department of Social Services and other stakeholders to improve the level of education; ⇨ Upgrade of facilities and equipment. ⇨ Libraries are funded by the province and therefore more equipment can be purchased ⇨ Province is prepared to fund EPWP projects ⇨ Province can fund the disaster and traffic station ⇨ More revenue from by- law enforcement ⇨ Nkandla can be the cleanest town ⇨ LED through recycling	⇨ Increase in HIV /AIDS Deaths; ⇨ Low personal and households' income levels will increase poverty levels; ⇨ Increase in theft / robbery; ⇨ Low level of education limits the ability of absorbing new skills and effectively compete for higher paying jobs; ⇨ Failure to maintain the landfill site ⇨ Illegal dumping by community ⇨ Severe weather (Drought, Snow, Fire) ⇨ Closure of the traffic station ⇨ Eviction of the fire section from traffic station ⇨ Road accidents and crime

7. KPA: FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

The total Budget for the Municipality for 2023/24 financial year is **R 181 161 million** and with this budget, the Municipality is planned to address issues that really affected the people of Nkandla.

Education is the key to success for our country. The cost for education has increased dramatically over the years hindering access to Learners coming from disadvantaged communities.

Our Municipality has been able to attract investors, and that is why KFC and Cambridge has been opened with other shops. Petrol garage, Shoprite, NEDBANK ATM, Standard bank ATM and FET College have also been opened as some of the developments for businesspeople, government department and community of Nkandla.

Nkandla municipality is a grant dependent municipality and therefore has limited financial resources to meet all the basic service delivery needs. In this light, spending on all non -service delivery activities have been minimised.

Fellow Nkandla Citizens, we are in business of service delivery, meaning that we need to ensure that our communities always have access to uninterrupted basic services. Our ratepayers made several comments in terms of continued outages in town. This happens at a time where we are at loggerheads with each other with regards to huge debts, illegal connections and other irregularities relating to electricity usage. Our communities have responded positively to our initiative and huge amounts have been received by our treasury to date.

7.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality strives to be realistic in budgeting given its revenue streams. This is reflected by the following ratios calculated using the 2020/21 Audited Financial Statements.

Financial Ratios

A. Asset Management/Utilisation

1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	10% - 20%		12.2%
				Total Operating Expenditure	252,611,356
				Taxation Expense	-
				Total Capital Expenditure	34,938,377

Capital Expenditure to Total Expenditure: 12%

The norm range between 10% and 20%. A ratio of more than 20% reflects higher spending on infrastructure and acceleration in service delivery but could also hold financial sustainability risks if the infrastructure does not include both economic (revenue generating) and social type infrastructure. The environment of the municipality should be considered when assessing the level of Investment in Assets.

2	Impairment of Property, Plant and Equipment, Investment Property, and Intangible assets	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/ (Total Property, Plant and Equipment + Investment	0%		0.01%
				PPE, Investment Property, and Intangible Impairment	48,750
				PPE at carrying value	321,761,855

	(Carrying Value)	Property + Intangible Assets) × 100		Investment at carrying value	3,596,305
				Intangible Assets at carrying value	144,362

Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	8%		5.3%
			Total Repairs and Maintenance Expenditure	17,136,226
			PPE at carrying value	321,761,855
			Investment Property at Carrying value	3,596,305

The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery. Repairs and maintenance of municipal assets is required to ensure the continued provision of services. The norm is 8%. The municipality's ratio is 3,5% and this is due to most of its PPE being land. The budget being set aside continuous increases over the MTREF. The budget being set aside continuous increases over the MTREF.

B. Debtors Management

Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	95%		76%
			Gross Debtors closing balance	16,346,502
			Gross Debtors opening balance	33166344
			Bad debts written Off	-
			Billed Revenue	70553427

The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The norm is 95%. %. Nkandla Municipality's collection rate is 78% as per 2021/22 Audited AFS.

2	Bad Debts Written-off as % of Provision for Bad	Bad Debts Written-off/Provision for Bad debts x 100	100%		0%
				Consumer Debtors Bad debts written off	21652813

	Debt				

C. Liquidity Management

Current Ratio	Current Assets / Current Liabilities	1.5 - 2:1		0.70:1
			Current Assets	26,653,228
			Current Liabilities	38,440,587

The Ratio is used to assess the Municipality's ability to pay back its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables). The norm range between 1.5 to 2 :1. A ratio of 0.70 was achieved by Nkandla Municipality suggesting that the Municipality would be unable to pay all its current or short-term obligations if they fall due at any specific point. This is indicative that, serious financial challenges, and likely liquidity problems i.e., insufficient cash to meet short-term financial obligations. Current assets must therefore be increased to appropriately cover current liabilities otherwise there is a risk that non-current assets will need to be liquidated to settle current liabilities.

Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1 - 3 Months		0 Month
			Cash and cash equivalents	2,560,004
			Unspent Conditional Grants	1,778,515
			Overdraft	-
			Short Term Investments	-
			Total Annual Operational Expenditure	252,611,356

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. The Ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal Municipal day-to-day operational expenditure but rather reserved for Grant related expenditure. The norm range between 1 month to 3 months. Our cost coverage is -0.1 which indicates that the municipality might be unable to fund its monthly fixed operational expenditure and to continue rendering services.

D. Distribution Losses

Distribution Losses (Percentage)	(Number of Kilowatts Purchased or - Number of units electricity Sold) / Number of Kilowatts sold × 100	7 - 10		68.58%
			Electricity purchased	12,228,206.91
			Number of kilowatts sold	3,842,102,56

The electricity losses in units for 2022 - 3 124 587 kWh (2021 - 1,788,283 kWh). This constituted a 26.80% (2020 - 16.3%) loss which is above the norm of 7%-10%

E. Expenditure Management

Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	25% - 40%		31%
			Employee/personnel related cost	68,525,561
			Councillors Remuneration	9,834,449
			Total Operating Expenditure	252,611,356
			Taxation Expense	-

The ratio measures the extent of Remuneration to Total Operating Expenditure. The norm range between 25% and 40%. The municipality's ration is 31% which is within the norm.

1. Cost coverage ratio = total revenue – interest & taxes/interest expense — (216,778,020 – 1,760,734- 1,326,628)/ 758,117 =281.9:1
2. CAPEX = (PP&E (current period) - PP&E (prior period) +Depreciation (current period) — (321,761,855 – 309,228,696) + (21,999,903) = 34533062
3. Debt to revenue = debts/revenue before tax — = (16346502)/ 216,778,020 = 0.08:1
4. Collection ratio = revenue collected/revenue billed — =69,430,666/70,553,427=0.098:1
5. Remuneration =Remuneration (staff + councillors — (68,525,561 + 9,834,449)/ 252,611,356 =0.31:1

Total operating expenditure

6. Current ratio = (current assets/current liabilities) — 26,653,223 / 38,440,587 =0.70:1
7. Acid test ratio = current assets - inventory/current liabilities — 26,653,228- 0 / 38,440,587 =0.70:1
8. Debt ratio = total liabilities/ total assets — 48,320,844/352,155,750=0.14:1

7.2 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The municipality has an indigent support register which is updated annually. The Indegent Policy and Indigent Register was reviewed and updated in the 2020/2021 Financial Year and adopted on 29 June 2021. The approved applicants for the 2022/2023 financial year will each receive 50Kwh of electricity every month.

The municipality has an adopted indigent policy that is reviewed annually. To ensure that the municipality provides free basic services to needy citizens, the municipality reviews its indigent register on a quarterly basis. This helps the municipality to determine the financial needs and use this information for Financial Plan and Budget provision to cater for the cost of providing Free Basic Services to registered Indigents. To date, the municipality is successfully implementing the Indigent Policy. The table below reflects the financial plan and budget provision for the cost of providing Free Basic Services to the registered indigent.

Table: Budget for Free Basic Services

	2015 (‘000)	2016 (‘000)	2017 (‘000)	2018 (‘000)	2019 (‘000)	2020 (‘000)	2021 (‘000)	2022 (000)
Free Basic Energy	R718	R1 280	R885	R819	R1 500	R1 750	R2 500	2500
Rebates		R2 798	R2 243	R4 516	R4 778	R5 053	R12 750	374 754

The municipality will continue performing data cleansing, to assist in updating the register as the client status of living changes. The municipality will continue performing data cleansing, to assist in updating the register as the client status of living changes.

7.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

In terms of the local government financial reforms as led by the introduction of the Municipal Financial Management Act (MFMA), Act 56 of 2003, introduced in 2004, the municipalities are expected to be financially sustainable in the foreseeable future. This suggests a scenario in which the equitable share is reduced and or is expected to be used solely to provide for free basic services than for operational budget. The document seeks to enhance revenue with the assumptions that the Equitable Share and other government grants will continue to form part of the revenue and that they shall be used to enhance the Council’s revenue.

Revenue Management is prescribed in terms of Section 64 of the Municipal Finance Management Act (MFMA) to which municipalities must comply. A healthy cash flow is vital to ensure sustainable service delivery and infrastructure development and preservation. Therefore, Nkandla Municipality review its Revenue Enhancement Strategy for incorporation in its Integrated Development Plan to increase its revenue base and sustain its activities.

The document may require further annual review based on changing socio-economic and political environment. Adjustments may be minimal unless the current national government funding formula changes

In any low capacity and rural municipality, of which Nkandla is one, the low revenue base is a high risk threatening the survival of the municipality. To increase or improve the collection rate from debtors is an obvious strategy to improve revenue enhancement but revenue enhancement is more than just that. Revenue enhancement requires all departments within the municipality to do amongst other things the following:

Identify possible options which could result in cost savings;

Identify possible options which could optimise current revenue.

Identify possible options which could improve grant funding from other spheres of government; and

Identify possible options which could identify and pursue the generation of additional revenue.

As the four critical pillars mentioned above are being looked at, it is also important that the following critical elements are considered:

Communication strategy - A sound communication strategy is a critical element to building the municipality's long-term sustainability. It is through communication that customers' and municipal expectations can be clearly articulated and understood by all parties' concern. Communication is a two-way process and involves community participation, which is enshrined in the constitution and municipal systems act. The communication process should facilitate alignment between municipal goals and community expectations. Furthermore, it is also through communication that the relationship between the municipality and its customer can be enhanced.

There must be continued publicity drive to educate consumers on the importance of paying for their accounts. The ease with which the municipality handles feedback from the community is also a priority. Communication is key and must flow both ways for the Municipality to provide better services.

Effective Public participation – the most important issue on public participation is to inform and educate the community and other stakeholders on the strategic plans as well as the financial state of the municipality as beneficiaries of the revenue services, for transparency and people centred service delivery. The public needs to understand all municipal processes and be informed so that revenue service processes can be accepted without resistance. In a way, informing customers and the public have the potential of decreasing tempering and illegal connections as well reducing service delivery protests. The council has made significant strides in improving its engagement with the communities however, there are still remaining gaps that needed to be attended to.

Services and Loss Management – the council is a trading entity that sells services charges such as electricity to the consumers in return for the revenue. In order to maximise its revenue, it is important to for a trading entity to ensure at all material times that the services it provides meet and exceed the expectations of the consumers. In such businesses, shrinkage is an inherent risk, which then makes it necessary for the council to put in place loss management mechanisms both in terms of asset management as well as no revenue services.

Data Management & Data Cleansing – The focus is revenue enhancement through customer data. Data Management can be best achieved by obtaining full details of each consumer on a regular basis accompanied by on-site visits as visitation leads to the detection of revenue loss. The services of Trans union can be utilised for data cleansing to ensure that the information in our financial system is credible. Debtors can be reluctant to pay their accounts reflect discrepancies and reconciliations prove to be difficult to be produced. The municipality will have to embark on a comprehensive debtor cleansing and consolidation of accounts belonging to one customer and removing of accounts belonging to the deceased.

Debt Management and analysing. – For RES to succeed, debt management must be tough, unbiased and carry out the mandate of revenue services without fear or favour. This would require a dedicated and authorised official who will be responsible for this and to have this as a Key Performance Indicator included in his/her performance agreement.

Metered service and loss management - Revenue enhancement strategies using engineering perspectives is the only solution to various challenges and reduce disputes between the council and its customers in terms of gave lessons on the meter hierarchy. The main reason to 'meter is to know', thus meaning the metering system is an awareness for the municipalities not to lose revenue at the same time there is a need for accuracy to achieve a win-win situation between the provider of service and the consumer. Achieving this accuracy included lessons on selection of appropriate meter types, meter replacement programs as well as the importance of data handling between the actual reading and capturing & financial report/calculation for the purposes of accuracy. Digital meter reading (scanners) may also be considered if funds allowing.

Credit Management – credit management involves several activities. But key amongst those is to ensure that a new consumer opening the account has the capacity to pay for services when the debt is due and payable. This will assist the municipality to do an early categorisation of the debtor either as indigent or high-risk debtor. Once identified as such, the council can come up with strategies like not allowing the debt for that consumer to exceed a certain amount or limiting the supply to that of an indigent quota. Consolidation of services.

Indigent Management – management of indigent database will assist the municipality in carrying lots of irrecoverable debt belonging to indigent debtors. It will also assist by removing those that can afford to pay for the services from the indigent data base.

Customer Care Management – as part of encouraging consumers to pay for their services, a municipality ought to have a Customer Care Management desk that can provide answers to all account queries raised by debtors. A debtor who is of the view that there are outstanding queries of which are not resolved is unlikely to settle his/her account when it falls due.

Expenditure Management – any Revenue Enhancement Strategy would be incomplete if it is only concerned with enhancing revenue without a similar focus on managing expenditure. The municipality must adhere to its cost containment policy and have austerity measures in place as per Circular 82 from the National Treasury, which had been adopted by the council. Deviation from the procurement plans should not be allowed.

Risk assessment strategy – the municipality is required to conduct a risk assessment, at least once a year. The product of a risk assessment is the identification of high risks and the development of a risk register with the top ten risks for the council. The mitigation initiatives should be included in the performance agreements of all senior managers to ensure that all risk factors are reduced to immaterial level or completely resolved. The following must form part of the priority list and be avoided

Inadequate monitoring of budget and expenditure;

Payment of fictitious goods and services;

Failure to recover outstanding debts;

Non-compliance with SCM regulations;

Fraudulent, illegal, and unethical acts and;

Inability to maximise municipal revenue

7.4 MUNICIPAL CONSUMER DEBT POSITION

The municipality follows debt collection processes in recovering monies due on outstanding debtor's accounts. Interest is levied on all arrear accounts as per Credit Control and Debt Collection Policy. Follow up is done and this makes it easy to identify customers who defaulted on their arrangements. A 50% down payment is requested before signing of an Acknowledgement of Debt for the first time, and once defaulted a 50 % is required on the outstanding balance. Delivering of Seven Day Notices, Disconnections as well as Reconnections is done in-house by electrical department.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
90 Days Plus	R468 000	R9 544 291	R7 026 873	34,314,239	46,042,328	46,966,115
30 – 60 Days	R10 775 000	R4 515 178	R3 124 480	8,478,037	7,137,971	2,170,408
Total Debt	R11 243 000	R14 059 469	R10 151 673	42,792,276	53,180,299	49,136,523

Table: Debt Age Analysis

7.1 CONDITIONAL AND UNCONDITIONAL GRANTS

Table: Conditional Grants and subsidies

KZN286 Nkandla - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Rev Expenditure Framewo	
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25
RECEIPTS:	1, 2								
Operating Transfers and Grants									
National Government:		96,903	120,473	105,809	120,685	136,685	136,685	127,826	134,469
EPWP Incentive	–	–	–	–	3,626	3,626	3,626	3,651	3,830
Finance Management	–	–	–	–	2,650	2,650	2,650	2,650	2,650
Integrated National Electrification Programme	–	–	–	–	–	16,000	16,000	–	–
Local Government Equitable Share	–	96,903	120,473	105,809	114,409	114,409	114,409	120,197	126,596
Municipal Infrastructure Grant	–	–	–	–	–	–	–	1,328	1,393
Other transfers/grants [insert description]									
Provincial Government:		–	–	–	–	–	–	–	–
Other transfers/grants [insert description]									
District Municipality:		–	–	–	–	–	–	–	–
[insert description]									
Other grant providers:		–	–	–	–	–	–	2,000	2,098
National Departmental Agencies_Constructio	–	–	–	–	–	–	–	2,000	2,098
Total Operating Transfers and Grants	5	96,903	120,473	105,809	120,685	[illegible]	136,685	129,826	136,567
Capital Transfers and Grants									
National Government:		–	–	–	25,579	25,579	25,579	42,234	42,237
Municipal Infrastructure Grant (MIG)	–	–	–	–	25,579	25,579	25,579	25,234	27,608
Integrated National Electrification Programme (	–	–	–	–	–	–	–	17,000	14,629
Other capital transfers/grants [insert desc]									
Provincial Government:		–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]									
District Municipality:		–	–	–	–	–	–	–	–
[insert description]									
Other grant providers:		–	–	–	–	–	–	–	–
National Departmental									
Total Capital Transfers and Grants	5	–	–	–	25,579	25,579	25,579	42,234	42,237
TOTAL RECEIPTS OF TRANSFERS & GRANTS		96,903	120,473	105,809	146,264	162,264	162,264	172,060	178,804

KZN286 Nkandla - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Parent municipality										
Annuity and Bullet Loans		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	(542)	–	–	–	–	–
Municipality sub-total	1	–	–	–	(542)	–	–	–	–	–
Entities										
Annuity and Bullet Loans		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	–	–	–	–	–	–
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Borrowing	1	–	–	–	(542)	–	–	–	–	–
Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	–	–	–	–	–	–
Municipality sub-total	1	–	–	–	–	–	–	–	–	–
Entities										
Long-Term Loans (annuity/reducing balance)		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	–	–	–	–	–	–
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Unspent Borrowing	1	–	–	–	–	–	–	–	–	–

7.2 APPROVED TOTAL CAPITAL AND OPERATING BUDGET

The total approved capital and operating budget for 2022/2023 is at **R42 234 million and R 237 281 million** respectively and this is tabled as follows:

KZN286 Nkandla - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	13,437	13,021	11,424	13,537	13,564	13,564	9,262	15,613	15,924	16,673
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	1,033	1,224	1,911	1,346	1,346	1,346	1,097	1,418	1,488	1,558
Sale of Goods and Rendering of Services		210	190	60	1,152	2,304	2,304	299	361	387	406
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		(393)	-	0	1,671	-	-	-	-	-	-
Interest earned from Receivables		614	0	167	-	664	[illegible]	859	976	1,024	1,072
Interest earned from Current and Non Current As		1,112	1,280	1,112	312	2,850	[illegible]	1,058	3,001	3,148	3,296
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		1,389	1,224	1,301	1,080	[illegible]	1,147	1,048	1,336	1,402	1,468
Licence and permits		135	181	221	293	174	174	175	221	232	243
Operational Revenue		-	-	-	-	[illegible]	95	67	70	74	77
Non-Exchange Revenue											
Property rates	2	53,383	48,629	53,847	[illegible]	59,527	59,527	48,690	62,672	65,743	68,832
Surcharges and Taxes		1,501	1,526	1,761	-	2,453	2,453	14,640	14,050	14,738	15,431
Fines, penalties and forfeits		188	215	268	[illegible]	124	124	49	73	76	80
Licences or permits		73	113	123	-	74	74	74	92	99	104
Transfer and subsidies - Operational		103,435	129,426	[illegible]	126,551	126,551	126,551	112,135	137,692	142,433	136,646
Interest		-	-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(64)	[illegible]	(344)	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations											
Total Revenue (excluding capital transfers and		[illegible]	[illegible]	185,766	205,498	210,875	210,875	189,452	237,575	246,769	245,886
Expenditure											
Employee related costs	2	[illegible]	72,015	78,935	72,985	72,985	72,985	57,329	75,951	79,672	83,417
Remuneration of councillors		[illegible]	3,033	3,055	10,099	8,848	8,848	7,525	10,470	10,983	11,499
Bulk purchases - electricity	2	[illegible]	13,945	18,095	15,989	15,989	15,989	14,534	18,042	18,926	19,815
Inventory consumed	8	4,106	4,903	6,421	9,392	6,192	6,192	6,953	11,100	11,959	12,521
Debt impairment	3	-	-	-	5,565	5,565	5,565	-	3,907	4,098	4,291
Depreciation and amortisation		17,977	20,207	21,886	18,000	18,000	18,000	-	17,812	18,940	19,072
Interest		321	460	758	-	178	178	89	60	63	66
Contracted services		34,635	52,598	69,101	29,650	30,730	30,730	26,810	53,379	50,394	49,576
Transfers and subsidies		1,076	853	1,184	-	650	650	447	1,320	1,385	1,450
Irrecoverable debts written off		1,204	4,710	1,766	-	-	-	365	446	489	512
Operational costs		25,020	20,124	34,712	52,349	48,634	48,634	47,516	44,794	45,378	43,565
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		168,145	192,846	235,913	214,028	207,771	207,771	161,569	237,281	242,286	245,783
Surplus/(Deficit)		7,909	4,692	(50,147)	(8,530)	3,103	3,103	27,883	295	4,483	103
Transfers and subsidies - capital (monetary	6	21,573	22,510	29,950	25,579	40,315	40,315	27,801	42,234	42,237	43,982
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		29,482	27,201	(20,196)	17,049	43,418	43,418	55,685	42,529	46,720	44,085
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		29,482	27,201	(20,196)	17,049	43,418	43,418	55,685	42,529	46,720	44,085
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		29,482	27,201	(20,196)	17,049	43,418	43,418	55,685	42,529	46,720	44,085
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	29,482	27,201	(20,196)	17,049	43,418	43,418	55,685	42,529	46,720	44,085

Analysis and Explanations

Operating Revenue Framework

Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R65 000 reduction on the market value of a property will be granted in terms of the Rates Policy and

100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy.

Strategies put in place to improve credit control and revenue enhancement.

All property rates accountholders who owe more than R10 000 are barred/restricted from purchasing electricity until a favorable arrangement has been entered into with Nkandla Local Municipality.

All businesses that are not honoring their monthly payments are given 7 days' notice to disconnect services. Services (electricity) are reconnected upon full payment of the outstanding amount.

All prepaid electricity meter accountholders who owe more than R 10 000 on Property Rates shall have their electricity cut off until a favorable arrangement has been entered into with the municipality as per Credit control and debt management policy. The vending machines have been programmed to deduct a certain percentage towards property rates account upon purchase of electricity tokens. The rationale behind this is to treat conventional and prepaid consumers equitably and fairly. Moreover, the municipality runs weekly audit on at least 10 customers whose name appears on the list that have not bought electricity for the past 60 days. They will be given 7 days notices and then have their electricity services disconnected.

Service charges - electricity

Service charges electricity revenue has been budgeted to increase by R2 million from R13.5 million in 2022/23 adjustment budget to R15.6 million in 2023/24. This is also reflective of the budgeted tariff increase after by NERSA.

Service charges – Waste Management

Service charges refuse revenue has been budgeted to increase by R72000 from R1.3 million in 2022/23 to R 1.4 million in 2023/24. The percentage increase for total revenue for this category is expected to be 5.35%. This revenue is also affected by new developments taking place in Nkandla and households relocating to Nkandla Town as stated above for electricity revenue. This again has considered inflation and consumer affordability.

Interest earned from Receivables.

The municipality has budgeted R 976 000 for Interest earned on receivables in 2023/24 to be realized from customers not honoring their accounts in time. Through the implementation of credit control and debt collection policy, the credit extended to debtors will decrease thereby decreasing overall amount of debtors and effectively interest on long outstanding debtors.

Interest earned from Current and Non- Current Assets

The municipality has budgeted R3 million for Interest earned on external investments in 2023/24 to be realized from call account deposits for conditional grants not yet utilized. This reflects an increase of R151 000 from R2.8 million in 2022/23 financial year.

Rental from Fixed Assets

The municipality has budgeted an amount of R1.3 million for Rental from Fixed Assets. This revenue includes funds received from municipality's property rental.

Licenses and permits.

License and permits revenue have been budgeted to increase by R65 000 from R247 000 in 2022/23 to R313 000 in 2023/24. The increase is due to expected income from issuing of learners licenses as the unit is now fully operational and the number of learners is expected to increase.

Operational Revenue

The budgeted for other revenue is R70 000 in 2023/24. This revenue includes smaller miscellaneous income like tractor hire, etc.

Surcharges and Taxes

The budgeted for surcharges and taxes is R14.6 million in 2023/24. This revenue includes smaller vat refunds from SARS.

Operating Expenditure Framework

Employee related costs has increased by 5.3 percent (Including Skills development fund levy) with is the consumer price index for the 2023/24 financial year.

The municipality has budgeted to increase the expenditure for the Employee related costs by R5.3 million from R72.9 million in 2022/23 to R75.9 million in 2023/24. The municipality has budgeted for additional vacant position which were not budgeted for in 2022/23. Employee related costs and Councilors' remuneration as a percentage of total operating expenditure is 36 percent. The norm is 25 to 40 percent.

Remuneration of councillors is budgeted to increase from R9.8 million to R10.4 million in the 2023/24 financial year.

Inventory consumed has been budgeted at by R11.1 million in 2023/24 which is based on number of repairs and maintenance items to be acquired during the year.

Bulk purchases have been budgeted to increase by R2 million from R15.9 million in 2022/23 to R18 million in 2023/24. Eskom has been charging the municipality electricity usage at an incorrect tariff which is high. The engagement between Eskom and Municipality resulted in a lower tariff.

Debt impairment has been budgeted at R3.9 million in 2023/24. This reflects a decrease in debt impairment of R1.6 million from R 5.5 million in 2022/23 to R3.9 million in 2023/24. The debt impairment budget was overstated in 2022/23 which resulted in a huge difference between budget and actual. The municipality then re-performed assessment of its debtors, and this resulted in decreased debt impairment. This budget therefore reflects such decrease accordingly. Debt impairment as a percentage of billable revenue amounts to 4.8 percent and the collection rate is estimated at 94.7 percent in 2023/24.

Depreciation has been budgeted at by R17.8 million in 2023/24 which is based on the asset register and the anticipated new capital acquisitions.

Interest has been budgeted at by R70 000 in 2023/24 reflecting a decrease of R108 00 from R178 000 in 2022/23.

The budgeted **Contracted services** expenditure has been budgeted for at 53.3 million in 2023/24 from R30.7 million in 2022/23. the main the increase can be attributed to the legal fees, Implementation of mSCOA and ICT upgrade.

Transfers and subsidies have been budgeted at by R1.3 million in 2023/24 reflecting an increase of R670 00 from R650 000 in 2022/23.

Irrecoverable debts written off has been budgeted at R 446 000 in 2023/24 this is based on the assessment that was performed on debt impairment.

Other expenditure has been budgeted to decrease by R3.8 million from R48.6 million in 2022/23 to R44.7 million in 2023/24. The increase is due to inflation rate and new "other" line items e.g., SDL now reflected as other expenditure due to mSCOA requirements, this was previously recognised under employee related costs.

FINAL BUDGET RESOLUTIONS

(a) That in terms of the Section 24 of the Municipal Finance Management Act, 56 of 2003, the annual budget of the municipality for the financial year 2021/22; and indicative allocations for the two projected outer years 2022/23 and 2023/2024; and the multi-year and single year capital appropriations as sets out in the following tables:-

- The annual budget of the municipality for the financial year 2021/22 and the multi-year and single-year capital appropriations as set out in the following tables:
- Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in Table A4
- Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in Table A3
- Budgeted Financial Performance (revenue by source and expenditure by type) as contained in Table A2
- Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source as contained in Table A5

(b) The financial position, cash flow budget, cash-backed reserve accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:

- Budgeted Financial Position as contained in Table A6;
- Budgeted Cash Flows as contained in Table A7;
- Cash backed reserves and accumulated surplus reconciliation as contained in Table A8;
- Asset management as contained in Table A9; and
- Basic service delivery measurement as contained in Table A10.

(c) That the revenue source that will be utilised to fund both operating and capital budgets be approved and adopted.

(d) That in terms of the Section 24(2)(c)(i) of the Municipal Finance Management Act, 56 of 2003, and Sections 74 and 75A of the Local Government Municipal Systems Act, 32 of 2000 as amended, the tariffs for the electricity, waste services and property rates as set out in Annexure C be approved and adopted with effect from 1 July 2019:

(e) That it be noted that Rates, Refuse and other tariffs will be increased by 7 percent.

(f) That it be noted that the electricity tariffs have been provisionally increased by 13.07% (and levied from 01 August 2019) pending NERSA approval. NERSA guideline is 13.07 percent.

(g) That in terms of the Indigent Policy, the monthly household earnings of an indigent application be capped at R3 600.

(h) To give proper effect to the municipality's annual budget, the Council approves the following draft policies and bylaws:

- That the Customer Care, Credit Control and Debt Collection Policy be noted and approved.
- That the Supply Chain management Policy be noted and approved.

- That the Rates Policy be noted and approved.
- That the Tariff Policy be noted and approved.
- That the Debt Write-off Policy be noted and approved.
- That the Electricity Distribution Policy be noted and approved.
- That the Electricity Supply Policy be noted and approved.
- That the Cash Management and Investment Policy be noted and approved.
- That the Virement Policy be noted and approved.
- That the Funding and Reserve Policy be noted and approved.
- That the Petty Cash Policy be noted and approved.
- That the Indigent Support Policy be noted and approved
- That the Budget Policy be noted and approved
- That the Fixed Asset Management Policy be noted and approved.
- That the Fixed Asset Maintenance Policy be noted and approved.
- That the Creditors Payment and Employee Remuneration Policy be noted and approved.
- That the Property Rates Bylaw be noted and approved.
- That the electricity Bylaw be noted and approved.

(i) That the Assessment of the 2022/23 Annual Budget Tabled dated 29 May 2023 in terms of Section 16(2) of the MFMA be noted

7.3 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality strives to be realistic in budgeting given its revenue streams. This is reflected by the following ratios calculated using the 2020/21 Audited Financial Statements.

Financial Ratios

A. Asset Management/Utilisation

2	Impairment of Property, Plant and Equipment, Investment Property, and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/ (Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	0%		25%
				PPE, Investment Property, and Intangible Impairment	606 053
				PPE at carrying value	319 925 227
				Investment at carrying value	4 506 550
				Intangible Assets at carrying value	445 055

3	Repairs and	Total Repairs and Maintenance	8%		3%

	Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100		Total Repairs and Maintenance Expenditure	10 821 318
				PPE at carrying value	319 925 227
				Investment Property at Carrying value	4 506 550

The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery. Repairs and maintenance of municipal assets is required to ensure the continued provision of services. The norm is 8%. The municipality's ratio is 3% and this is due to most of its PPE being land. The budget being set aside continuous increases over the MTREF. The budget being set aside continuous increases over the MTREF.

B. Debtors Management

1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	95%		101%
				Gross Debtors closing balance	14 447 914
				Gross Debtors opening balance	15 369 306
				Bad debts written Off	57 400
				Billed Revenue	38 140 000

The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The norm is 95%. Nkandla Municipality's collection rate is 101% as per 2020/21 Audited AFS.

2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	100%		32%
				Consumer Debtors Bad debts written off	57 400
				Consumer Debtors Current bad debt Provision	1 560 116

Capital Expenditure to Total Expenditure:

25% The norm range between 10% and 20%. A ratio of more than 20% reflects higher spending on infrastructure and acceleration in service delivery but could also hold financial sustainability risks if the infrastructure does not include both economic (revenue generating) and social type infrastructure. The environment of the municipality should be considered when assessing the level of Investment in Assets.

2	Impairment of Property, Plant and Equipment, Investment Property, and Intangible assets	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/ (Total Property, Plant and Equipment +	0%		25%
				PPE, Investment Property, and Intangible Impairment	77 633 249

	(Carrying Value)	Investment Property + Intangible Assets) × 100		PPE at carrying value	316 347 451
				Investment at carrying value	467 108
				Intangible Assets at carrying value	

3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	8%		4%
				Total Repairs and Maintenance Expenditure	12 414 046
				PPE at carrying value	316 347 451
				Investment Property at Carrying value	4 738 039

The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery. Repairs and maintenance of municipal assets is required to ensure the continued provision of services. The norm is 8%. The municipality's ratio is 4% and this is due to most of its PPE being land. The budget being set aside continuous increases over the MTREF. The budget being set aside continuous increases over the MTREF.

B. Debtors Management

1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	95%		101%
				Gross Debtors closing balance	14 447 914
				Gross Debtors opening balance	15 369 306
				Bad debts written Off	500 707
				Billed Revenue	38 140 000

The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The norm is 95%. Nkandla Municipality's collection rate is 101% as per 2018/19 Audited AFS.

2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	100%		32%
				Consumer Debtors Bad debts written off	500 707
				Consumer Debtors Current bad debt Provision	1 560 116

C. Liquidity Management

1	Current Ratio	Current Assets / Current Liabilities	1.5 - 2:1		0.67
				Current Assets	21 169 404

				Current Liabilities	31 500 896

The Ratio is used to assess the Municipality's ability to pay back its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables). The norm range between 1.5 to 2 :1. A ratio of 0.67 was achieved by Nkandla Municipality suggesting that the Municipality would be unable to pay all its current or short-term obligations if they fall due at any specific point. This is indicative that, serious financial challenges, and likely liquidity problems i.e. insufficient cash to meet short-term financial obligations. Current assets must therefore be increased to appropriately cover current liabilities otherwise there is a risk that non-current assets will need to be liquidated to settle current liabilities.

2	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1 - 3 Months		0 Month
				Cash and cash equivalents	21 057 584
				Unspent Conditional Grants	6 727 197
				Overdraft	
				Short Term Investments	
				Total Annual Operational Expenditure	168 609 546

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. The Ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal Municipal day-to-day operational expenditure but rather reserved for Grant related expenditure. The norm range between 1 month to 3 months. Our cost coverage is -0.1 which indicates that the municipality might be unable to fund its monthly fixed operational expenditure and to continue rendering services.

D. Distribution Losses

2	Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	15% - 30%		-0.21
				Electricity purchased	13 009 319
				Number of kilolitres sold	12 201 909

The electricity losses in units for 2019 - 3 124 587 kWh (2018 - 1,788,283 kWh). This constituted a 26.80% (2018 - 16.3%) loss which is above the norm of 7%-10%

E. Expenditure Management

3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	25% - 40%		40%
				Employee/personnel related cost	57 614 025
				Councillors Remuneration	9 654 047
				Total Operating Expenditure	168 609 546

				Taxation Expense	-

The ratio measures the extent of Remuneration to Total Operating Expenditure. The norm range between 25% and 40%. The municipality's ration is 34% which is within the norm.

7.4 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The municipality has an indigent support register which is updated annually. There are 2500 approved applicants for the 2022/2023 financial year each receive 50Kwh of electricity every month.

The municipality has an adopted indigent policy that is reviewed annually. To ensure that the municipality provides free basic services to needy citizens, the municipality reviews its indigent register on a quarterly basis. This helps the municipality to determine the financial needs and use this information for Financial Plan and Budget provision to cater for the cost of providing Free Basic Services to registered Indigents. To date, the municipality is successfully implementing the Indigent Policy. The table below reflects the financial plan and budget provision for the cost of providing Free Basic Services to the registered indigent.

Table: Budget for Free Basic Services

	2015 ('000)	2016 ('000)	2017 ('000)	2018 ('000)	2019 ('000)	2020 ('000)	2021 ('000)
Free Basic Energy	R718	R1 280	R885	R819	R1 500	R1 750	R2 500
Rebates		R2 798	R2 243	R4 516	R4 778	R5 053	R12 750

The municipality will continue on performing data cleansing, to assist in updating the register as the client status of living changes.

7.5 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

In terms of the local government financial reforms as led by the introduction of the Municipal Financial Management Act (MFMA), Act 56 of 2003, introduced in 2004, the municipalities are expected to be financially sustainable in the foreseeable future. This suggests a scenario in which the equitable share is reduced and or is expected to be used solely to provide for free basic services than for operational budget. The document seeks to enhance revenue with the assumptions that the Equitable Share and other government grants will continue to form part of the revenue and that they shall be used to enhance the Council's revenue.

Revenue Management is prescribed in terms of Section 64 of the Municipal Finance Management Act (MFMA) to which municipalities must comply. A healthy cash flow is vital to ensure sustainable service delivery and infrastructure development and preservation. Therefore, Nkandla Municipality review its Revenue Enhancement Strategy for incorporation in its Integrated Development Plan to increase its revenue base and sustain its activities.

The document may require further annual review based on changing socio-economic and political environment. Adjustments may be minimal unless the current national government funding formula changes

In any low capacity and rural municipality, of which Nkandla is one, the low revenue base is a high risk threatening the survival of the municipality. To increase or improve the collection rate from debtors is an obvious strategy to improve revenue enhancement but revenue enhancement is more than just that. Revenue enhancement requires all departments within the municipality to do amongst other things the following:

Identify possible options which could result in cost savings;

Identify possible options which could optimise current revenue.

Identify possible options which could improve grant funding from other spheres of government; and

Identify possible options which could identify and pursue the generation of additional revenue.

As the four critical pillars mentioned above are being looked at, it is also important that the following critical elements are considered:

Communication strategy - A sound communication strategy is a critical element to building the municipality's long-term sustainability. It is through communication that customers' and municipal expectations can be clearly articulated and understood by all parties' concern. Communication is a two way process and involves community participation, which is enshrined in the constitution and municipal systems act. The communication process should facilitate alignment between municipal goals and community expectations. Furthermore, it is also through communication that the relationship between the municipality and its customer can be enhanced.

There must be continued publicity drive to educate consumers on the importance of paying for their accounts. The ease with which the municipality handles feedback from the community is also a priority. Communication is key and must flow both ways for the Municipality to provide better services.

Effective Public participation – the most important issue on public participation is to inform and educate the community and other stakeholders on the strategic plans as well as the financial state of the municipality as beneficiaries of the revenue services, for transparency and people centred service delivery. The public needs to understand all municipal processes and be informed so that revenue service processes can be accepted without resistance. In a way, informing customers and the public have the potential of decreasing tempering and illegal connections as well reducing service delivery protests. The council has made significant strides in improving its engagement with the communities however, there are still remaining gaps that needed to be attended to.

Services and Loss Management – the council is a trading entity that sells services charges such as electricity to the consumers in return for the revenue. In order to maximise its revenue, it is important to for a trading entity to ensure at all material times that the services it provides meet and exceed the expectations of the consumers. In such businesses, shrinkage is an inherent risk, which then makes it necessary for the council to put in place loss management mechanisms both in terms of asset management as well as no revenue services.

Data Management & Data Cleansing – The focus is revenue enhancement through customer data. Data Management can be best achieved by obtaining full details of each consumer on a regular basis accompanied by on-site visits as visitation leads to the detection of revenue loss. The services of Trans union can be utilised for data cleansing to ensure that the information in our financial system is credible. Debtors can be reluctant to pay their accounts reflect discrepancies and reconciliations prove to be difficult to be produced. The municipality will have to embark on a comprehensive debtor cleansing and consolidation of accounts belonging to one customer and removing of accounts belonging to the deceased.

Debt Management and analysing. – For RES to succeed, debt management must be tough, unbiased and carry out the mandate of revenue services without fear or favour. This would require a dedicated and authorised official who will be responsible for this and to have this as a Key Performance Indicator included in his/her performance agreement.

Metered service and loss management - Revenue enhancement strategies using engineering perspectives is the only solution to various challenges and reduce disputes between the council and its customers in terms of gave lessons on the meter hierarchy. The main reason to 'meter is to know', thus meaning the metering system is an awareness for the municipalities not to lose revenue at the same time there is a need for accuracy to achieve a win-win situation between the provider of service and the consumer. Achieving this accuracy included lessons on selection of appropriate meter types, meter replacement programs as well as the importance of data handling between the actual reading and capturing & financial report/calculation for the purposes of accuracy. Digital meter reading (scanners) may also be considered if funds allowing.

Credit Management – credit management involves several activities. But key amongst those is to ensure that a new consumer opening the account has the capacity to pay for services when the debt is due and payable. This will assist the municipality to do an early categorisation of the debtor either as indigent or high-risk debtor. Once identified as such, the council can come up with strategies like not allowing the debt for that consumer to exceed a certain amount or limiting the supply to that of an indigent quota. Consolidation of services.

Indigent Management – management of indigent database will assist the municipality in carrying lots of irrecoverable debt belonging to indigent debtors. It will also assist by removing those that can afford to pay for the services from the indigent data base.
Customer Care Management – as part of encouraging consumers to pay for their services, a municipality ought to have a Customer Care Management desk that can provide answers to all account queries raised by debtors. A debtor who is

of the view that there are outstanding queries of which are not resolved is unlikely to settle his/her account when it falls due.

Expenditure Management – any Revenue Enhancement Strategy would be incomplete if it is only concerned with enhancing revenue without a similar focus on managing expenditure. The municipality must adhere to its cost containment policy and have austerity measures in place as per Circular 82 from the National Treasury, which had been adopted by the council. Deviation from the procurement plans should not be allowed.

Risk assessment strategy – the municipality is required to conduct a risk assessment, at least once a year. The product of a risk assessment is the identification of high risks and the development of a risk register with the top ten risks for the council. The mitigation initiatives should be included in the performance agreements of all senior managers to ensure that all risk factors are reduced to immaterial level or completely resolved. The following must form part of the priority list and be avoided

Inadequate monitoring of budget and expenditure;

Payment of fictitious goods and services;

Failure to recover outstanding debts;

Non-compliance with SCM regulations;

Fraudulent, illegal, and unethical acts and;

Inability to maximise municipal revenue

7.6 MUNICIPAL CONSUMER DEBT POSITION

The municipality follows debt collection processes in recovering monies due on outstanding debtor's accounts. Interest is levied on all arrear accounts as per Credit Control and Debt Collection Policy. Follow up is done and this makes it easy to identify customers who defaulted on their arrangements. A 50% down payment is requested before signing of an Acknowledgement of Debt for the first time, and once defaulted a 50 % is required on the outstanding balance. Delivering of Seven Day Notices, Disconnections as well as Reconnections is done in-house by electrical department.

Table: Debt Age Analysis

	2015/16	2016/17	2017/18	2018/19	2019/20
90 Days Plus	R874 127	R468 000	R9 544 291	R7 026 873	R2 447 548
30 – 60 Days	R8 544 105	R10 775 000	R4 515 178	R3 124 480	R2 044 109
Total Debt	R9 418 232	R11 243 000	R14 059 469	R10 151 673	4 491 657

7.7 CONDITIONAL AND UNCONDITIONAL GRANTS

Table: Conditional Grants and subsidies

KZN286 Nkandla - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		87 545	91 479	101 747	101 747	101 747	101 747	112 011	112 622	109 099
Local Government Equitable Share		82 435	86 797	96 903	96 903	96 903	96 903	105 809	109 972	106 449
Finance Management		1 900	1 970	2 435	2 435	2 435	2 435	2 650	2 650	2 650
EPWP Incentive		3 210	2 712	2 409	2 409	2 409	2 409	3 552	–	–
Other transfers/grants [insert description]										
Provincial Government:		1 635	4 916	4 950	4 950	4 950	4 950	1 859	5 866	5 866
Provincialisation of libraries		395	838	880	4 070	4 070	4 070	935	4 885	4 885
Community library Service		1 154	3 803	4 070	880	880	880	924	981	981
Spatial Development Framework Support			–	–						
Nkungmathe Lodge			275							
Other transfers/grants [insert description]		86								
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Operating Transfers and Grants	5	89 180	96 395	106 697	106 697	106 697	106 697	113 870	118 488	114 965
Capital Transfers and Grants										
National Government:		23 170	49 945	39 834	39 834	39 834	39 834	29 956	38 579	40 565
Municipal Infrastructure Grant (MIG)	–	23 170	22 445	22 834	22 834	22 834	22 834	23 929	25 579	26 565
Integrated National Electrification Programme	–	–	18 000	17 000	17 000	17 000	17 000	6 027	13 000	14 000
Ring-fenced Municipal Infrastructure Grant			9 500					–	–	–
Other capital transfers/grants [insert desc]										
Provincial Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Capital Transfers and Grants	5	23 170	49 945	39 834	39 834	39 834	39 834	29 956	38 579	40 565
TOTAL RECEIPTS OF TRANSFERS & GRANTS		112 350	146 340	146 531	146 531	146 531	146 531	143 826	157 067	155 530

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation

2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)

3. Replacement of RSC levies

4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

5. Total transfers and grants must reconcile to Budgeted Cash Flows

6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

7.8 PROPOSED TOTAL CAPITAL AND OPERATING BUDGET

The municipality has budgeted R 20.9 million for road and infrastructure, R10.4 million for electrical infrastructure in 2024/25 and R1.9 million for other assets. The total capital budget is R 32.3 million (VAT Exclusive)

The municipality has considered the multi-year appropriations during the 2024/25 budget process which aims to:

- Lock the council into funding the full cost of large capital projects so as to ensure their full completion;
- Facilitate the forward planning of capital projects and programmes;
- Enable the municipality to initiate procurement processes for capital projects in the two outer years of the MTREF and also ensure improved levels of capital spending; and
- Enable funding for such capital projects to be brought forward in terms of Section 31 of the MFMA to facilitate more rapid project implementation.

This is reflected in the Capital Investment Plan of the municipality.

KZN286 Nkandla - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		27,458	2,558	951	1,259	[illegible]	[illegible]	52,743	17,581	28,068	48,930
Trade and other receivables from exchange transactions	1	6,733	7,714	11,823	16,250	[illegible]	16,315	11,437	5,621	3,800	1,405
Receivables from non-exchange transactions	1	26,086	7,928	3,517	35,143	[illegible]	35,152	(791)	14,662	19,710	15,982
Current portion of non-current receivables		–	–	–	–	–	–	–	–	–	–
Inventory	2	–	–	–	100	–	–	–	–	–	(0)
VAT		8,172	11,905	7,367	[illegible]	[illegible]	30,423	18,402	22,356	22,499	22,162
Other current assets		–	–	–	–	–	–	–	–	–	–
Total current assets		**68,448**	**30,105**	**23,658**	[illegible]	**102,254**	**102,254**	**81,791**	**60,220**	**74,077**	**88,479**
Non current assets											
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		3,828	3,596	[illegible]	[illegible]	3,828	3,828	3,596	3,596	3,596	3,596
Property, plant and equipment	3	332,373	325,789	[illegible]	345,001	344,575	344,575	350,400	356,465	357,096	357,742
Biological assets		–	–	–	–	–	–	–	–	–	–
Living and non-living resources		–	–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–	–
Intangible assets		180	605	[illegible]	1,967	1,967	1,967	91	57	56	54
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		**336,380**	[illegible]	**339,059**	**350,796**	**350,370**	**350,370**	**354,087**	**360,119**	**360,748**	**361,392**
TOTAL ASSETS		**404,829**	[illegible]	**362,718**	**430,503**	**452,623**	**452,623**	**435,878**	**420,339**	**434,825**	**449,871**
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		–	–	–	–	–	–	–	–	–	–
Consumer deposits		–	–	–	–	–	–	(6)	–	–	–
Trade and other payables from exchange transactions	4	47,304	53,828	44,681	23,307	23,818	23,818	27,088	15,659	7,832	12,922
Trade and other payables from non-exchange transactions	5	1,448	1,448	2,136	–	–	–	10,577	–	–	–
Provision		1,263	1,315	1,481	1,577	1,577	1,577	1,481	11,676	12,201	12,763
VAT		–	(11)	2,061	2,823	2,823	2,823	3,429	(11)	(12)	(12)
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		**50,015**	**56,580**	**50,359**	**27,707**	**28,219**	**28,219**	**42,569**	**27,324**	**20,022**	**25,673**
Non current liabilities											
Financial liabilities	6	–	–	–	–	–	–	–	–	–	–
Provision	7	9,183	9,375	11,951	10,280	10,280	10,280	11,951	–	–	–
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		–	–	–	–	–	–	–	–	–	–
Total non current liabilities		**9,183**	**9,375**	**11,951**	**10,280**	**10,280**	**10,280**	**11,951**	**–**	**–**	**–**
TOTAL LIABILITIES		**59,198**	**65,955**	**62,310**	**37,988**	**38,499**	**38,499**	**54,520**	**27,324**	**20,022**	**25,673**
NET ASSETS		**345,631**	**294,140**	**300,407**	**392,515**	**414,124**	**414,124**	**381,358**	**393,015**	**414,804**	**424,198**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	345,631	294,140	300,407	388,364	409,973	409,973	381,358	393,015	414,804	424,198
Reserves and funds	9	–	–	–	–	–	–	–	–	–	–
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	**345,631**	**294,140**	**300,407**	**388,364**	**409,973**	**409,973**	**381,358**	**393,015**	**414,804**	**424,198**

Analysis and Explanations

Operating Revenue Framework

Property Rates

rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R65 000 reduction on the market value of a property will be granted in terms of the Rates Policy and

100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy.

Strategies put in place to improve credit control and revenue enhancement.

All property rates accountholders who owe more than R 10 000 are barred/restricted from purchasing electricity until a favourable arrangement has been entered into with Nkandla Local Municipality.

All businesses that are not honouring their monthly payments are given 7 days' notice to disconnect services. Services (electricity) are reconnected upon full payment of the outstanding amount.

All prepayment electricity meter accountholders who owe more than R 10 000 on Property Rates shall have their electricity cut off until a favourable arrangement has been entered into with the municipality as per Credit control and debt management policy. The vending machines have been programmed to deduct a certain percentage towards property rates account upon purchase of electricity tokens. The rationale behind this is to treat conventional and prepaid consumers equitably and fairly. Moreover, the municipality runs weekly audit on at least 10 customers whose name appears on the list that have not bought electricity for the past 60 days. They will be given 7 days notices and then have their electricity services disconnected.

Service charges - electricity

Service charges electricity revenue has been budgeted to decrease slightly to align with 2020/2021 financial year billing and also the audited figures of 2019/2020 financial year. The budgeted amount has also taken into consideration the decline in the economy world-wide including the number of commercial organisations operating in Nkandla from which revenue was collected. The tariff itself has however slightly increased and the increase is in line with NERSA 14.59% guidelines. This is also reflective of the budgeted tariff increase after considering inflation, and consumer affordability.

Service charges - refuse

Service charges refuse revenue has been budgeted to increase by R700 000 from R800 000 in 2020/21 to R1 500 000 in 2021/22. The audited annual financial statements amount for refuse was R1.03 million for 2019/2020 financial year and the actual billing for refuse revenue for 2020/2021 financial year up to the month of April 2021 is R1.012 million projected to amount to R1.214 million at the end of June 2021. The budgeted increase of R0.3 million translating to 23% has considered the growth in town for both residential households and business organisations and is considered achievable.

Interest earned on external investments

The municipality has budgeted R1.8 million for Interest earned on external investments in 2021/22 to be realized from call account deposits for conditional grants not yet utilized. This reflects a decrease of R50 000 from R1.85 million in 2020/21 financial year. The South African Reserve Bank has recently been reducing the lending rate and the investment institution had to follow the same suit thereby resulting in decrease in our interest revenue. The municipality's grant revenue has also decreased by R14 million compared to the previous financial year since there was an additional covid-19 grant released to municipalities. Therefore, the decrease in interest rates and investment amount will result in a decrease in our interest revenue. This is due to Municipality investing excess funds to high interest earning investments. MIG and INEP grant which will be temporally invested whilst not yet utilized. These call accounts deposits are not reflected in Budget Table A6 since deposits are fully utilized at the end of the financial year. The actual amount of interest received as per the audited annual financial statements for the 2019/2020 financial year reflected an amount of R1.7 million. Therefore, the budgeted amount for the interest is considered to be reasonable and achievable.

Interest earned on outstanding debtors

The municipality has budgeted R1.6 million for Interest earned on outstanding debtors in 2021/22 to be realized from customers not honoring their accounts in time. This represents the decrease of 11% from R1.8 million in the 2020/2021 financial year to R1.6 million in the 2022/2023 financial year. The municipality's significant amount of outstanding debtors was from Public Works, and the Department has through assistance by Cogta honored a significant amount of it's outstanding debts resulting in a decrease in outstanding debtors. Since the municipality has received a significant amount of its outstanding debtors, therefore the interest income on outstanding debtors has decreased. Through the implementation of credit control and debt collection policy, the credit extended to debtors will decrease thereby decreasing overall number of debtors and effectively interest on long outstanding debtors. The amount reflected as per the audited annual financial statements for the 2019/2020 financial year is R1.5 million which aligns with the budgeted amount. Therefore, the interest earned on outstanding debtors budget is considered reasonable and achievable

Fines, penalties, and forfeits

The municipality has budgeted an amount of R30 000 for fines, penalties, and forfeits. This amount will be mostly derived from traffic fines and penalties for electricity meter tampering. The traffic department is a new department and vacant posts as per the organogram has been filled and now fully operational. Traffic officers are being deployed to monitor motorists daily and issue fines for any violation of traffic laws. The actual amount collected over the past ten months in the 2020/2021 financial year amounts to R20 000 and budgeted to be R24 000 by the end of June 2021. Therefore, the budget has been increased by R6 000 considering traffic officers that will be deployed to monitor non-compliant motorists and issue traffic fines. The budgeted amount is considered reasonable and achievable.

Licenses and permits

License and permits revenue have been budgeted to decrease by R95 000 in 2021/22 from R265 000 in 2020/21 to R170 000 in 2021/22. This translates to a decrease of 36%. The actual amount per the audited annual financial statements for the 2019/2020 financial year reflected an amount of R208 000. The decrease is due to traffic department being temporarily closed due to the outbreak of covid-19 expenditure and the situation is expected to improve from initiatives by governance for the vaccinating of citizens and therefore our operational times will not be disrupted. This will have a positive impact on our revenue and therefore the estimated amount of R170 000 is considered reasonable and achievable.

Other income

The budgeted *Other income* revenue has increased by R45 000 in 2021/22 from R755 000 in 2020/21 to R800 000 in 2021/22. The increase in other income translates to a 6% increase. This revenue includes smaller miscellaneous income like burial fees, electricity connection fees, housing plan, library fees, tender monies, rates clearance, electricity metre upgrade, and advertising billboards. The amount collected from this source of revenue as per the audited annual financial statements for the 2019/2020 financial year amounts to R721 800. It must be noted that this revenue is incident based. The burial fees is expected to increase due outbreak of covid-19 pandemic, development in town where rural residence relocate to our town and new businesses opening will have a positive impact on electricity metre connection revenue, etc. The inflation rate has been also considered in our budgeted amount together with other factors.

Operating Expenditure Framework

KZN286 Nkandla - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type											
Employee related costs	2	45 696	47 423	57 301	54 545	57 645	57 645	47 971	64 371	67 268	70 295
Remuneration of councillors		8 973	9 422	9 654	11 245	11 245	11 245	8 709	10 169	10 609	11 080
Debt impairment	3	3 058	1 560	1 204	2 500	1 500	1 500	–	2 000	2 090	2 184
Depreciation & asset impairment	2	14 409	17 556	18 292	17 000	16 000	16 000	–	18 000	18 810	19 656
Finance charges		138	112	321	–	–	–	102	–	–	–
Bulk purchases - electricity	2	11 076	11 087	13 009	16 000	15 000	15 000	14 099	13 000	15 000	17 000
Inventory consumed	8	–	–	–	5 436	10 461	10 461	4 092	8 895	9 296	9 714
Contracted services		31 004	37 257	35 457	45 771	54 010	54 010	32 627	36 057	34 262	33 938
Transfers and subsidies		24	939	892	2 500	3 100	3 100	1 786	3 100	3 240	3 385
Other expenditure	4, 5	16 437	26 985	28 373	30 759	39 302	39 302	24 766	39 910	39 705	39 582
Losses		–	–	–	–	–	–	–	–	–	–
Total Expenditure		**130 816**	**152 340**	**164 503**	**185 756**	**208 264**	**208 264**	**134 151**	**195 502**	**200 279**	**206 835**

Employee related

costs has increased by 12 percent overall as per the communication by South African Local Government Bargaining Council to consider affordability when implementing the increment for the 2022/2023 financial year. The consumer price index for the next financial year is projected to be 4.5 percent which was implemented to determine the increase for each employee related cost expenditure. The overall increase includes new vacant posts which have been budgeted for in the next financial year. Salary and Wage Collective Agreement for the 2022/2023 financial year period is still under consultation therefore, as per MFMA Circular No. 108, the municipality has budgeted for its employee related costs taking into consideration the affordability, available financial resources and financial position of the municipality.

The municipality has budgeted to increase the expenditure for the Employee related costs by R6.7 million from R57.6 million in 2020/21 to R64.3 million in 2021/22. The municipality has budgeted for additional vacant positions which were not budgeted for in 2020/21. Employee related costs and Councillors' remuneration as a percentage of total operating expenditure is 38 percent. The norm is 25 to 40 percent. The municipality is looking at its organogram to mitigate possible overstaffing and/or inefficiencies.

Expenditure of Councillors' Allowances is budgeted to decrease from R11.2 million to R10.3 million in the 2021/22 financial year when compared with the adjustment budget for 2020/2021 financial year. This is a decrease of 9% addresses the overbudgeting eminent from actual expenditure incurred to date. The municipality has budgeted for an increase of 7% in Councillor's allowances when compared to the actual audited figures of 2019/2020 previous financial year. Gazettee for the upper limits has not yet been received however the budgeted amount takes into consideration the affordability, available financial resources and financial position of the municipality

Debt impairment has been budgeted at R4 million in 2022/2023. This reflects an increase in debt impairment of R0.5 million from R3.5 million in 2018/19 to R4 million in 2022/2023. The debt impairment budget was understated in 2018/19 which resulted in a huge difference between budget and actual. The municipality then re-performed assessment of its debtors and this resulted in increased debt impairment. This budget therefore reflects such increase accordingly. Debt impairment as a percentage of billable revenue amounts to 9.12 percent in 2022/2023.

Bulk purchases have been budgeted to decrease by R3 million (19%) from R16 million in 2020/21 to R13 million in 2021/22. Eskom has been charging the municipality electricity usage at an incorrect tariff which is high. The engagement between Eskom and Municipality resulted in a lower tariff.

The budgeted ***Contracted services*** expenditure has decreased by R17.1 million (35%) from R49.7 million in 2020/21 to R32.5 million in 2021/22. The decrease is reflective of items which were previously budgeted as Contracted Services, but which are now budgeted as other expenditure, and this is reflective of the decrease in equitable grant which funds these expenditures.

Other expenditure has been budgeted to increase by R5.8 million (16%) from R33.7 million in 2020/21 to R41.5 million in 2021/22. The decrease is reflective of amounts which were previously budgeted as contracted services and now been aligned with MSCOA classification.

Table A5 Budgeted Capital Expenditure by vote, standard classification, and funding sources.

Table A5 Budgeted Capital Expenditure by vote, standard classification, and funding sources.

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Finance & Administration		–	–	–	–	–	–	–	–	–	–
Vote 3 - Finance & Administration		–	–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		–	–	–	–	–	–	–	–	–	–
Vote 5 - Energy Sources		–	–	–	–	–	–	–	–	–	–
Vote 6 - Sports & Recreation		–	–	–	–	–	–	–	–	–	–
Vote 7 - Waste Management		–	–	–	–	–	–	–	–	–	–
Vote 8 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 9 - Planning and Development		–	–	–	–	–	–	–	–	–	–
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 11 - Road Transport		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 1210]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	–	–	–	–	–	–	–	–	–	–
Single-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Finance & Administration		7,344	(21,740)	77	4,449	4,252	4,252	4,252	435	455	475
Vote 3 - Finance & Administration		–	–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		28,245	25,117	17,083	3,593	3,983	3,983	3,983	–	–	–
Vote 5 - Energy Sources		(1,997)	–	4,709	14,783	13,043	13,043	13,043	10,469	10,950	11,443
Vote 6 - Sports & Recreation		(6,079)	7,234	(3,440)	–	155	155	155	–	–	–
Vote 7 - Waste Management		–	(0)	–	–	–	–	–	522	546	570
Vote 8 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 9 - Planning and Development		(9,992)	4,707	(1,917)	14,027	14,027	14,027	14,027	7,913	8,277	8,650
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 11 - Road Transport		15,102	10,425	11,193	6,217	7,183	7,183	7,183	13,043	13,643	14,257
Vote 12 - [NAME OF VOTE 1210]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**32,623**	**25,744**	**27,704**	**43,069**	**42,643**	**42,643**	**42,643**	**32,382**	**33,871**	**35,396**
Total Capital Expenditure - Vote		**32,623**	**25,744**	**27,704**	**43,069**	**42,643**	**42,643**	**42,643**	**32,382**	**33,871**	**35,396**
Capital Expenditure - Functional											
Governance and administration		**7,344**	**(21,740)**	**77**	**4,449**	**4,252**	**4,252**	**111,692**	**435**	**455**	**475**
Executive and council		–	–	–	–	–	–	–	–	–	–
Finance and administration		7,344	(21,740)	77	4,449	4,252	4,252	111,692	435	455	475
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**21,339**	**32,352**	**13,642**	**3,993**	**4,537**	**4,537**	**165,739**	**–**	**–**	**–**
Community and social services		27,418	25,117	17,083	3,993	4,383	4,383	147,533	–	–	–
Sport and recreation		(6,079)	7,234	(3,440)	–	155	155	18,205	–	–	–
Public safety		–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**5,110**	**15,1[illegible]**	**9,276**	**20,244**	**21,210**	**21,210**	**229,385**	**20,957**	**21,921**	**22,907**
Planning and development		(9,992)	4,707	(1,917)	14,027	14,027	14,027	30,479	7,913	8,277	8,650
Road transport		15,102	10,425	11,193	6,217	7,183	7,183	198,906	13,043	13,643	14,257
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**(1,997)**	**(0)**	**4,709**	**14,783**	**13,043**	**13,043**	**20,987**	**10,990**	**11,496**	**12,013**
Energy sources		(1,997)	–	4,709	14,783	13,043	13,043	15,332	10,469	10,950	11,443
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	2,596	–	–	–
Waste management		–	(0)	–	–	–	–	3,058	522	546	570
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	**31,796**	**25,744**	**27,704**	**43,469**	**43,043**	**43,043**	**527,803**	**32,382**	**33,871**	**35,396**
Funded by:											
National Government		(6,623)	17,856	12,038	35,570	35,341	35,341	236,803	30,469	31,870	33,304
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**(6,623)**	**17,856**	**12,038**	**35,570**	**35,341**	**35,341**	**236,803**	**30,469**	**31,870**	**33,304**
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		38,419	7,888	15,666	7,899	7,702	7,702	291,000	1,913	2,001	2,091
Total Capital Funding	7	**31,796**	**25,744**	**27,704**	**43,469**	**43,043**	**43,043**	**527,803**	**32,382**	**33,871**	**35,396**

The municipality has budgeted R 35 570 million for road and infrastructure, R 17 million for electrical infrastructure in 2024/25 and R 7.8 million for other assets. The total capital budget is R60 469 million (VAT Exclusive)

The municipality has considered the multi-year appropriations during the 2023/2024 budget process which aims to:

- Lock the council into funding the full cost of large capital projects so as to ensure their full completion;
- Facilitate the forward planning of capital projects and programmes;
- Enable the municipality to initiate procurement processes for capital projects in the two outer years of the MTREF and also ensure improved levels of capital spending; and
- Enable funding for such capital projects to be brought forward in terms of Section 31 of the MFMA to facilitate more rapid project implementation.

Construction of Jabavu to Ejokweni Access Road	R3 650 000	Ward 12
Contruction of Ntatshana Gravel Road (Ward 02) R3 650 000		
Contruction of Ezimambeni Community Hall (Ward 10 R 3 500 000		
Construction of Esigcalabeni Community Hall (Ward 5)		

Repairs and Maintenance

The Repairs and Maintenance has been budgeted to increase by R5.6 million from R5 million in 2020/21 to R10.6 million in 2021/22. Repairs and maintenance budget represent 3 percent of the Property, Plant and Equipment (PPE) value of R324.8 million reflected in the audited 2019/20 AFS, which is below the National Treasury guideline of 8 percent as stipulated in MFMA Circular No. 55. The small percentage of Repairs and maintenance in relation to PPE amongst other factors is contributed to the following:

- The PPE of the municipality is R324.8 million as per 2019/20 Audited AFS and substantial portion of this amount is municipal vacant land which is valued at R99.39 million. And there is no repairs and maintenance towards the vacant land.
- The municipality has budgeted R5 million in 2019/20 and the actual amount spent was R8.1 million which indicates that the Municipality spends at appropriate or required levels on its repairs to existing assets.
- The required norm of 8% which equates to approximately R26 million is not realistic to the municipality at this stage.

The municipality appreciates the fact that asset management is a strategic imperative that needs to be prioritised as a spending objective in the municipal budget.

The municipality has budgeted R22.4 million for road and infrastructure, R18 million for electrical infrastructure and R9.5 million for sport facilities in 2018/19. The total capital budget is R49.995 million.

The municipality has considered the multi-year appropriations during the 2020/21 budget process which aims to:

- Lock the council into funding the full cost of large capital projects so as to ensure their full completion;
- Facilitate the forward planning of capital projects and programmes;
- Enable the municipality to initiate procurement processes for capital projects in the two outer years of the MTREF and also ensure improved levels of capital spending; and
- Enable funding for such capital projects to be brought forward in terms of Section 31 of the MFMA to facilitate more rapid project implementation.

This is reflected in the Capital Investment Plan of the municipality.

7.9 PROPOSED BUDGET REVENUE

Property Rates

- ⇨ **Rate randages** are proposed to be 0,016627 for in each rand value as determined in the General & Supplementary Valuation rolls for Residential properties and 0.016627 for vacant land
- ⇨ For **Business & Industrial** 0,032971, Government categories the proposed rate randage is 0,042271 for in each rand value as determined in the General & Supplementary Valuation rolls.
- ⇨ For **agricultural, and public service infrastructure**, the ratio on rate randages will remain at 1:0.025 of residential randages to be at 0.003990 for in each rand value as determined in the General & Supplementary Valuation rolls.
- ⇨ **Rates exemptions for residential properties** will remain at first 40,000 Rands of the property value as determined in the rolls.

Category	Randage
Agriculture	0.003990
Government	0.042271
Residential	0.016627
Commercial	0.032971
Industrial	0.032971
Public Service Infrastructure	0.003990
Place of worship	0.016627

Electricity tariffs

Electricity is estimated to increase by % as per NERSA approval as will be determined on consideration of the municipal application and Eskom bulk electricity increase.

Refuse Removal and Fire Levy

On consideration of inflation forecast and the provisioning of the cleansing safety services in ensuring that the municipal citizens are leaving in a clean and healthy environment also are safe from fire damages, the charges on refuse removals, general cleaning and fire of the municipal area are proposed to increase by 6.1%.

Other Municipal Charges

All other municipal charges for the direct services provided on municipal citizen's request are proposed to increase by 6.1%. These are services like use of municipal facilities, cemetery services, other traffic management services, building control services, planning services and etc.

The following are proposed tariff increases and other allocations as indicated below:

Assessment Rates	5.3%
Electricity	15.10%
Refuse Removal	5.3%

Revenue from property rates is proposed to increase by 5.3% from the 2022/23 adjusted budget of R59.5 million. The municipality has a new valuation roll to be implemented from the 1st of July 2023. The values of properties as per the valuation roll has increased and this increase has resulted in our revenue from property rates increasing drastically. Public Works who contributes more than 90% of our property rates revenue has met with the municipality to discuss the values of properties and consensus was reached. The total property rates revenue is projected at R62 million in the 2023/24 financial year.

Category of Property (Description)	Randange	Amount
Agriculture (AGR)	0.003	R 580 100
Business and commercial properties (BUS)	0.0359	R 5 063 695
Place of Worship (WOR)	0.0000 (100% exempted)	R 0
Protected Areas Property (PRO)	0.0000 (100 % exempted)	R 0
Public Benefit Organisation Property (PBO)	0.003	R 1 260
Public Service Infrastructure (PSI)	0.0000	R 0
Residential Property (RES)	0.0012	R 2 073 84
Public Service Purpose	0.0479	R 53 221 690
Specialized Property	0.0000	R 0
State Owned Property (STA)	0.0410 (Phase in exemption applies)	R 0
State Trust Land (STL)	0.0034	R 0
Vacant Land (VAC)	0.0287	R 571 646
Multiple Use Property (MUP)	Dominant use ratio will apply	R 0
Unauthorised Use	0.0479	R2 066 358

Total grant allocations to fund operating budget are expected to be R137 million, being the equitable share, the Finance Management Grant (FMG), EPWP and various provincial allocations.

The equitable share allocation to be received from National Government has increase by R5.7 million from R 114.7 million to R120 million.

The total budgeted operational revenue for the 2023/24 financial year is estimated at R 237.5 million.

7.10 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

The municipality appreciates the fact that asset management is a strategic imperative that needs to be prioritised as a spending objective in the municipal budget.

CAPITAL PROJECTS		
No.	Project Name	Amount (R)
1	Construction of Amabengela/Matshenizimpisi gravel link road	6 000 000
2	Construction of Ezilozini Phase 1 gravel road	2 000 000
3	Upgrading of Nkandla CBD road Phase 1A (Maree street)	9 000 000
4	Construction of Mahlathini access road	3 000 000
5	Construction of Bhebhe gravel access road	3 000 000
6	Retentions	1 827 498.72
7	PMU management and administration	1 361 501.28
		26 189 000.00

ELECTRIFICATION PROJECTS (INEP)		
No.	Project Name	Amount (R)
1	Nkandla Substation phase 3	7,039,000.00
2	Nkandla Substation phase 3 (Funded with internal funds)	2,000,000.00
3	EEDSM (Energy efficiency and demand side management)	3,000,000.00
Total		12,039,000.00

7.11 CURRENT & PLANNED BORROWINGS

The municipality has no loan facility currently and there are no plans to apply for another facility in the near future.

7.12 MUNICIPAL CREDIT RATING

The municipality is still waiting for FNB to provide us with the municipal credit rating.

7.13 EMPLOYEE RELATED COSTS (INCLUDING COUNCIL ALLOWANCES)

The ratio measures the extent of Remuneration to Total Operating Expenditure. The norm range between 25% and 40%. The municipality's ratio is 36% which is within the norm.

Table: Employee Costs

Description	Budget (2019/20)	Budget (2020/21)	Increase / (Decrease)
Total Salaries & wages	R57.3m	R63.4m	R6.1m

7.14 IMPACT ON THE FILLING OF THE CRITICAL VACANT POSTS

It is essential to fill the critical posts because they have major impact on service delivery. It has also resulted in work overload and may have a negative impact in meeting or complying with important deadlines.

7.15 EXPENDITURE ON CONTRACTED SERVICES

The table that follows elaborates how much the municipality has spent on contracted services in the last 3 years.

Table: Operating Expenditure Contacted Services

FINANCIAL YEAR	TOTAL EXPENDITURE
2014/2015	R17 270 000
2015/2016	R10 116 000
2016/2017	R10 613 000

7.16 SUPPLY CHAIN MANAGEMENT (SCM)

The Municipal Supply Chain Regulations (promulgated in Government Gazette Number 27636 on 30 May 2005) states the following:

Oversight role of council of municipality:

Section 6(3) of the Municipal Supply Chain Regulations states:

"The Accounting Officer must within ten (10) days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the Mayor of the municipality"

This report complies with Municipal Supply Chain Regulations as stated above by providing detailed compliance information in respect of compliance, progress, challenges, and constraints in the implementation of the Supply Chain Management Policy.

Supply Chain Management Policy

The Council of Nkandla Municipality adopted an amended SCM Policy on the 29 May 2019. SCM Regulation 3(a) states that the accounting officer of a municipality must 3(a) promptly prepare and submit a draft supply chain policy complying with SCM regulations to the council of the municipality for adoption and reg 3(b) at least annually review the implementation of the policy, he/she may submit proposals for the amendment of this Policy to the council, and such amendments must comply with the legislative requirements. National Treasury issued Circular 62 and Circular 69 which municipalities must comply with. The practice notes and the circulars issued, prompted that the SCM Policy be reviewed and amended accordingly to align it with the legislative requirements.

Supply Chain Management Unit:

Regulation 3 states the following:

Each municipality must establish a supply chain management unit to implement its supply chain management policy.

A supply chain management unit must, where possible, operate under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the act.

The Supply Chain Management Unit in terms of the legislation is responsible for the following prescribed functions:

Demand management;

Acquisition management;

Disposal management;

Logistics management;

- Performance management; and

- Risk management.

Supply Chain Processes

Demand Management

The system of demand management must allow for the analysis of proper needs, establishment of a supplier database, implementation of IDP projects and drafting of proper specifications. Circular 62 of issued by National Treasury requires that municipalities develop a procurement plan for all procurement needs with an estimated value above R200, 000.

Acquisition Management

The system of acquisition must allow for compliance with all the ranges of procurement as legislated.

Bid Committees

The following bid committees are established to allow for the smooth implementation of the competitive bidding process:

Bid Specification Committee;

Bid Evaluation Committee; and

Bid Adjudication Committee

Members of all bid committees have been appointed by the Accounting Officer. All tenders (procurement above R200,

Committees	Members	No. of bids they Convened for in the first quarter.
Bid Specifications	Ms LN Mtshali Ms TC Buthelezi Ms TW Tetwayo Mr B Ntuli Ms S Biyela Mr PK Mthethwa	06
Bid Evaluation	Ms NC Ngema (Chair) Mr LS Buthelezi Mr N Zulu Mr N Mhlongo	04
Bid Adjudication	Mr MEO Mkhize Mr N M Mnyandu Ms NP Dlamini Ms DK Nkabinde Mrs N Shangase Mr KB Bhengu	06

000) are dealt with by all the committees. The functioning of bid committee in the quarter under review was as follows:

Supply Chain Management Staff

Position	Tittle, Initials & Surname
Manager: SCM	Mr N Zulu
SCM Practitioner	Mr KM Bhengu
Contract Management Practitioner	Ms LN Mtshali
SCM Officer	Ms B Dludla

SCM Officer	Mr SW Ndimande
Financial Management Intern (on rotation basis)	Ms NS Magwaza

Supplier Database

There is a supplier database in place. Prospective suppliers are allowed to submit the forms any time, however the received forms are processed monthly on review of the database. The process of cleaning the supplier database started in the beginning of the current financial year and is ongoing progress. The advert that invites the prospective service providers to register and update their information in the municipal database was issued. One intern and SCM Officer are dealing with the supplier database under the supervision of the Manager: SCM. The process includes the following but not limited thereto:

Ensuring Supplier are registered with National Treasury

Linking commodities to the supplier's profile,

Entering the suppliers tax reference number and VAT registration number

Entering the physical and postal address of the supplier

Confirm all suppliers have completed database forms

All submitted forms are captured and we keep capturing the new ones as they come.

Ranges of procurement

The following are the ranges of procurement and their implementation thereof:

Procurement Process	VALUE	Implementation
Petty Cash Purchases	Up to R2000 [VAT incl.]	Petty Cash fund managed by the expenditure section
Written Quotation	Over R2000 [VAT incl.] up to R30 000 [VAT incl.]	Centralized with SCM unit. SCM officials initiates and completes the process
Formal Written Price Quotation	Over R30 000 [VAT incl.] up to R200 000 [VAT incl.]	Centralized with SCM unit. SCM officials initiates and completes the process.
Competitive Bidding	Over R200 000[VAT incl.] or Long Term Contracts	Centralized with SCM unit. A SCM official initiates and bid committees completes the process. See the functioning of bid committees below

Summary of Awards for the quarter.

Threshold	Rand Value of the Awards
0 to less than R200 000.00 (Purchase Orders only)	R 7 808 374.29
Above R200 000.00(only five bids appointed)	Appointment is based on rates and percentage.

Deviations

Section 36 of the Municipal Supply Chain Regulation allows for the Accounting Officer to dispense with SCM process under one of the following circumstances:

in an emergency;

if such goods or services are produced or available from a single provider

(iii) For the acquisition of special works of art or historical objects where specifications are difficult to compile;

(iv) Acquisition of animals for zoos and/or nature and game reserves; or

(v) In any other exceptional case where it is impractical or impossible to follow the official procurement processes; and

Irregular Expenditure

Irregular expenditure was not incurred during this quarter

Publication of Tender Results

Section 75(1) (f) of the Municipal Finance Management Act states that "The Accounting Officer of a municipality must place on the website all supply chain management contracts above a prescribed value".

The National Treasury has since prescribed the value as above R100, 000.00. Attached as Annexure is the tenders and quotations awarded for the quarter under review.

Logistics Management

The Accounting Officer must implement an effective system of logistics management in order to provide for the setting of inventory levels, placing of orders, receiving and distribution of goods, stores and warehouse management, expediting orders, transport management, vendor performance, and maintenance and contract administration. The municipality has a store whereby the purchase orders and consumables are issued to departments. The SCM Policy requires that quarterly stock takings be conducted.

Disposal Management

There have been no disposals in the 2ndquarter of 2019/2020.

Risk Management

The following measures are in place to mitigate risk in the SCM process

Officials involve in SCM are made aware and have signed the SCM Code of Conduct.

The service provider will be used to vet all Councillors and Official whether are directors of other businesses including the EPWP employees which were not vetted in the last financial year.

Checklists are in place to ensure that all applicable SCM requirements are adhered to.

All the SCM Processes are centralized within the SCM Unit

Section 75(1)(f) of the Municipal Finance Management Act states that "The Accounting Officer of a municipality must place on the website all supply chain management contracts above a prescribed value".

The National Treasury has since prescribed the value as above R100, 000.00. Attached as Annexure is the tenders and quotations awarded for the quarter under review.

Logistics Management

The Accounting Officer must implement an effective system of logistics management in order to provide for the setting of inventory levels, placing of orders, receiving and distribution of goods, stores and warehouse management, expediting orders, transport management, vendor performance, and maintenance and contract administration. The municipality has a storeroom whereby the purchase orders and consumables are issued to departments. The SCM Policy requires that quarterly stock takings be conducted. The stock taking was conducted by SCM Officer under the supervision of the Manager: SCM on the 31st of March 2018 to ensure that stocks are kept at the optimal stock level.

Disposal Management

During quarter one, the municipality advertised the disposal of Worship sites (ERF 495, 496, 497 & 526) and cluster residential sites (ERF 448 to 471) the closing date was on 29th of December 2017, The bid committees then recommended that the ERF 495, 496, 497 and 526 be awarded, then the Accounting Officer has awarded to the Worship Organization, current waiting for the finalisation of the agreement then the ERF 448 to 471 will be re-advertise. No disposals were made in quarter four.

Risk Management

The following measures are in place to mitigate risk in the SCM process

Officials involve in SCM are made aware and have signed the SCM Code of Conduct

The service provider will be used to vet all Councillors and Official whether are directors of other businesses including the EPWP employees which were not vetted in the last financial year.

Checklists are in place to ensure that all applicable SCM requirements are adhered to.

All the SCM Processes are centralized within the SCM Unit

Contract Management

The Contract Register is updated each and every month and the report is sent the Provincial Treasury after two months as per treasury requirement. The Contract Management Practitioner is responsible for updating the contract register and filing of all contract with the assisted of the Finance Intern under the supervision of the Manager: SCM.

CHALLENGES AND CONSTRAINTS

Late submission of Requisitions.

Submission of requisition with insufficient required documentation and budget.

Late cancellation (after procurement processes have been finalized)

There is no interface on the Municipal Financial System (Sage Evolution) with the Central Supplier Database

Some Departments fail to submit the Procurement Plans

Procurement Plans that are not aligned with SDBIP

Training on the New Model SCM Policy on Infrastructure Procurement & Delivery Management

The introduction and implementation of Revised Preferential Procurement Policy during the financial year.

Lack of trainings for SCM Staff and members of Bid Committees.

CONTRACT MANAGEMENT

Section 116 of the Municipal Finance Management Act regulates contract management, monitoring of contracts on monthly basis. The report herein below outlines the assessment of each contracted service that the municipality has with external service providers. The rating of service providers is based on the legend mentioned hereunder.

Legislatively there must be monthly monitoring of contract and or agreement. This can be done through signed Service Level Agreement (SLA). The tool to monitor performance on monthly basis has been developed, this assist in rating and monitoring performance on monthly basis.

The Contract Register is updated each and every month and the report are being sent to Provincial Treasury after 6 months as per treasury requirement. The Contract Management Practitioner is responsible for specifications , compiling bid documents, compiling organisational service provider performance assessment, creating electronic and manual file, filing of all contracts ,preparing SLA's , updating expenditure on the contract register with the assisted of the Finance Intern under the supervision of the Manager: SCM.

ASSESSMENT CRITERIA		
Legend	Rating/Scoring	Criteria
Poor	1	Poor communication with the municipality
		Service Level Agreement not adhered to
		Set targets not met

		Poor reporting
Average	2	Effective communication
		Meet targets as per Service Level Agreement/Project Scope or Contract
		reporting
		Turnaround time of resolving faults and queries too long
Good	3	Meet targets as per Service Level Agreement/Project Scope or Contract
		Good Communication
		Faults and queries resolved on time
		Report constantly
Excellent	4	Exceed the set expectations in terms of Service Level Agreement/Project Scope or Contract
		Provide clear risk management plan
		Excellent communication skills
		No outstanding queries (Clean record of queries)
		Excellent reporting

BIDNO.	NAME OF SERVICE PROVIDER	CONTRACT START DATE	CONTRACT END DATE	CONTRACT VALUE	SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE	PERFORMANCE OF THE SERVICE PROVIDER	COMMENTS
NKA/FIN006/2016/2017	INDWE RISK SERVICES	27/06/2017	26/06/2020	R 671 304.00	Short Term Insurance	Average	Communication between the service provider (Indwe Risk Services) and the municipality is very good, and reporting behaviour is so constant. BUT when there is a claim, sometimes it can take the whole year for a claim to be finalized. That means turnaround time is too long.
NKA/FIN005/2016/2017	CONLOG Pty Ltd	2017/06/09	2020/06/09	R 756 000	Provision of prepayment related solutions	Good	Conlog is assisting the municipality with prepayment solutions, since they have started, they usual meet all targets as per the SLA (service level agreement), the communication has been good in terms of turnaround times in resolving systems related queries.
BTO/2012/2013	PAYDAY	01/07/0000	30/06/0000	R1,000,000	Provision of payroll and related services	Good	Payday Software is assisting the municipality with payroll and HR solutions, since they have started, they usual meet all targets as per the SLA (service level agreement), the communication has been good in terms of turnaround times in resolving system related queries.
BIDNO.	NAME OF SERVICE PROVIDER	CONTRACT START DATE	CONTRACT END DATE	CONTRACT VALUE	SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE	PERFORMANCE OF THE SERVICE PROVIDER	COMMENTS
NKA/BTO001/2017/2018	METGOVIS PTY LTD	2018/07/26	2023/07/26	R1,400,000.00	Provision of Valuation Roll services and supplementary Valuation Roll Services	Good	MetGovis is assisting the Municipality with General Valuation Roll (GVR) and Supplement Valuation Roll (SVR) solutions, since they started, they usually meet all targets as per the SLA (Service Level Agreement), the communication has been good in terms of turnaround times in resolving system related queries.

BIDNO.	NAME OF SERVICE PROVIDER	CONTRACT START DATE	CONTRACT END DATE	CONTRACT VALUE	SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE	PERFORMANCE OF THE SERVICE PROVIDER	COMMENTS
NKA/FIN002/2016/2017	CAB HOLDINGS	2017/02/17	2020/02/17	R259 200.00	Provision of printing and postage of customer statements	Good	CAB Holding is assisting the Municipality with postage and printing of customer statements, since they have started, they usual meet all targets as per the SLA (Service Level Agreement), the communication has been good in terms of turnaround times in resolving systems related queries
BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**
NKA/FIN001/2015/2016	NTSHIDI AND ASSOCIATES	2017/06/27	2020/06/27	R408 848.00	Recovery of VAT Refunds.	Good	Ntshidi and Associates prepares VAT returns on a monthly basis and submit to SARS on time. They attend to any queries raised on time.
NKA/BTO002/2018/19	NTSHIDI AND ASSOCIATES	2019/04/30	2022/04/30	R3 580 300.00	Preparation of Annual Financial Statements	Good	Ntshidi and Associates has recently been appointed to prepare Annual Financial Statements for three years. They are currently up to date with deliverables as per the AFS Preparation Plan.
NKA/BT0002/2018/19	NTSHIDI AND ASSOCIATES	2019/04/23	2022/04/22	R3 157 500.00	Preparation of Fixed Asset Register.	Good	Ntshidi and Associates has recently been appointed to prepare Fixed Asset Register. We held meetings to resolve issues where they are issues.
BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**
NKA/FIN003/2014-15	CAMELSA CONSULTING GROUP PTY LTD	2016/11/30	2021/11/30	R1 000 001.54	provision of an integrated financial management accounting system that will manage, track and report on financial transactions, inventory, procurements, bank, customers, fixed assets, billing, and payroll	Average	Camelsa provides financial system service to the municipality which is central to the running of the municipality. The challenge with financial system service provider is they take too long to respond to issues raised.
NKA/FIN003/2016/2017	FIRST NATIONAL BANK; A DIVISION OF FIRSTRAND BANK LIMITED	2017/07/03	2020/07/03		provision of banking services	Good	
NKA/FIN001/2016/2017	TRAVEL WITH	2017/02/15	2020/02/15	rate based	travel agency	GOOD	

	FLAIR PTY LTD						

BIDNO.	NAME OF SERVICE PROVIDER	CONTRACT START DATE	CONTRACT END DATE	CONTRACT VALUE	SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE	PERFORMANCE OF THE SERVICE PROVIDER	COMMENTS
NKA/COR001/2016/2017	RIS EXECUTIVE VEHICLE HIRE	2017/02/15	2020/02/15	current	provision of executive vehicles	GOOD	**They always respond on time when we have queries**
NKA/COR001/2016/2017	RIS MUNICIPAL VEHICLE HIRE	2017/02/15	2020/02/15	current	provision of municipal vehicles	GOOD	**They always respond on time when we have queries**
NKA/COR005/2017/2018	ZENZELEWENA SECURITY SERVICES	2017/09/20	2020/09/20	current	provision of VIP security services	GOOD	**Their service is satisfactory according to the assessment conducted monthly**
NKA/COR002/2018/2019	ZENZELEWENA SECURITY SERVICES	2018/09/25	2021/09/25	current	provision of general security services	GOOD	**Their service is satisfactory according to the site visits conducted monthly**
NKA/COR003/2017/2018	BUSINESS CONNEXION PTY LTD	2017/09/18	2020/09/18	current	provision of the internet services	POOR	**They are reporting downtime of the internet; they are often having network breakdown**
NKA/COR001/2017/2018	CAPITAL OFFICE AUTOMATION	2017/09/18	2020/09/18	current	provision of the printing solution	EXCELLENT	**Faults are attendant within 24hrs or even earlier than that. Toners, Drums are delivered on request.**
NKA/COR0054/2017/2018	TELKOM SA SOC LTD	201711/03	2019/11/03	current	provision of mobile cell phone and data contracts	GOOD	**Telkom Mobile has improved after 3 months of their appointments, about their network, but lately their service has improved tremendously.**
BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**
NKA/COR006/2018/2019	IZINGCWETI DIGITAL ADVISORY & SOLUTIONS	2018/10/09	2021/10/09	current	provision of ict governance services	good	**Izingcweti meets target of all given scope of the time, they also communicate the progress, they make sure they adhere to the any request about their services.**
NKA/COR005/2018/2019	KHANYA AFRICA NETWORKS CC	2018/10/09	2021/10/09	current	provision of support services to the ICT system	poor	**Service provider is not prioritizing to overcome reported and urgent faults, all faults are reported via email but no response.**
NKA/COR006/2017/2018	KHASA EMERGENCY MEDICAL SERVICES PTY LTD	2018/07/19	2021/07/19	current	provision of occupational medical services	good	**they always respond on time when we**

							have queries
NKA/COR006/2017/2018	N.S NTANZI ATTORNEYS	2018/07/19	2021/07/19	CURRENT	PANEL OF LEGAL ADVISORS	GOOD	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR006/2017/2018	SIYAYA ATTORNEYS	2018/07/19	2021/07/19	current	panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR006/2017/2018	MKHIZE ATTORNEYS	2018/07/19	2021/07/19	current	panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**
NKA/COR004/2018/19	QOMAZITHA ZIKODE ATTONEYS	2018/11/15	2021/11/14	current	additional panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR004/2018/19	COX AND PARTNERS ATTORNEYS	2018/11/15	2021/11/14	current	additional panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR004/2018/19	SHEPSTONE AND WYLIE ATTORNEYS	2018/11/15	2021/11/14	current	additional panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR004/2018/19	GUMEDE AND JONA INC	2018/11/15	2021/11/14	current	additional panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR006/2017/2018	BUTHELEZI MTSHALI MZULWINI ATTORNEYS	2018/11/15	2021/11/14	current	additional panel of legal advisors	good	**their service is satisfactory, and they quickly respond upon our request**
NKA/COR002/2017/2018	METRO FILE PTY LTD	2018/11/01	2021/11/01	current	provision of off-site storage facility	good	**their service is satisfactory, and they quickly respond upon our request**

BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**

	Isaluleko Project Management	14/01/2017	30/11/2020	R1, 597,250	MIG Project Management Services	Good	
NKAMP/13-14/01	Mafahleni Engineers and Project Managers (Turn-key)	14/01/2014	14/01/2020		Construction of Nkethabaweli to Manzawayo causeway P2	Average	Project is rapidly slow
	TPL Mkhize	30/11/2017	30/06/2018	R 3, 468,664.00	Construction of Vumanhlamvu CSC Phase 2	Good	Project completed
	Mafahleni Engineers	30/11/2017	30/11/2020	R485, 612.96	Project management for the Construction of Vumanhlamvu CSC Phase 2	Average	Project completed
	Thoko Consulting Engineers	14/01/2014	30/11/2020	R501,797.65	Project management for the Construction of Nhlababo Community Hall	Good	Project completed
NKAMC/DN/1718/03	Mela Okuhle Trading Enterprise	20/11/2017	30/06/2018	R3, 584,268.96	Construction of Nhlababo Community Hall	Good	Project Completed
	ECA Consulting Engineers	30/11/2017	30/11/2020	R474, 895.18	Project management for the Construction of Nhloshana CSC	Good	Project completed
	TPL Mkhize	04/04/2018	30/06/2018	R3, 392,108.42	Construction of Nhloshana CSC	Average	Project Completed
NKAMC/DN/1819/12	Melokuhle Trading Enterprise	13/08/2018	30/11/2020	R 2, 866, 666.38	Construction of Khabela CSC	Average	Under-construction
NKA/DN/1819/09	Somkhanda Plant Hire	14/08/2018	31/04/2019	R8, 133,352.92	Upgrading of Nkungumathe Sport Centre	Poor	Project is rapidly slow
NKA/DN/1819/08	Dlamqede Trading Enterprise	13/08/2018	01/04/2019	R2, 561,906.87	Construction of Chwezi CSC	Average	Under-construction (slow moving project)
NKA/MIG2/2017-2020	Bi Infrastructure Consultants Pty (Ltd)	14/05/2018	14/05/2020	R358, 666.96	Project management for the construction of Chwezi CSC	Average	Under-construction (slow moving project)
BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**
NKA/DN/1819/11	Jabulani Teressa Construction	13/08/2018	14/05/2020	R2, 241,935.17	Construction of Mfongosi/Nhloshane CSC	Average	Project is rapidly slow
NKA/MIG/2017-2020	Impumelelo Consulting Engineers Pty Ltd	14/05/2018	14/05/2020	R397, 870.92	Project management for the construction of Mfongosi/Nhloshane CSC	Good	Project is rapidly slow
NKA/DN/1819/14	TPL Mkhize Civils	13/08/2018	31/01/2019	R1, 720,000	construction of Mathiya Community Hall	Good	Project completed
NKA/MIG/2017-2020	Isivivane Consulting Engineers	14/05/2018	14/05/2018	R240, 800	Project management for the construction of Mathiya Community Hall	Average	Poor monitoring
NKAMC/DN/1819/07	Nebo Solution	13/08/2018	01/03/2019	R1, 669,534.88	Zungeni Community Hall	Good	Project Completed
NKA/MIG/2017-2020	ACB Group Pty Ltd	14/05/2018	14/05/2020	R233, 734.88	Project management for the construction of Zungeni Community Hall	Average	Project completed

NKAMC/DN/1819/06	Fakumoya Communication JV Bright Idea Projects 487 cc	13/08/2018	31/01/2019	R1, 558,037.25	Construction of Mtshwili Community Hall	Average	Project Completed
NKA/MIG2/2017-2020	ECA Consulting Engineers Pty Ltd	14/05/2018	14/-5/2020	R218, 125.22	Project management for the construction of Mtshwili Community Hall	Good	Project completed
NKAMC/DN/1819/10	Silo Construction SA	13/08/2018	01/12/2018	R2, 866,666.38	Construction of Mabhuqwini CSC	Average	Project under-construction
NKA/MIG/2017-2020	Impumelelo Consulting Engineers Pty Ltd	14/05/2018	14/05/2020	R401, 333.29	Project management for the Construction of Mabhuqwini CSC	Good	Project under-construction
NKAMC/DN/1819/13	Phalane Farming Pty Ltd PA Yamela Construction and Projects	13/08/2018	01/01/2019	R1, 795,500	Construction of Amazondi Community Hall	Average	Project Completed
BIDNO.	**NAME OF SERVICE PROVIDER**	**CONTRACT START DATE**	**CONTRACT END DATE**	**CONTRACT VALUE**	**SCOPE OF WORK/DESCRIPTION OF GOODS/SERVICE**	**PERFORMANCE OF THE SERVICE PROVIDER**	**COMMENTS**
NKA/MIG/2017-2020	Masekhekulunge Project Managers	14/05/2018	14/05/2020	R251, 370	Project management for the Construction of Amazondi Community Hall	Average	Project completed
NKAMC/EL/1718/01	Shantis Electrical JV Infinity Alliance	01/07/2018	30/06/2021	R18 000 000	Electrification projects to reach universal access at Nkandla	Average	The contractor has met all the set targets and resolved all project queries
NKA/TEC003/2016/2017	Dumisani Langa PTY LTD	21/04/201721	21/04/2020	R3 538 800.00	cleaning services	Good	The contractor has met all the requirements
NKA/COM001/2018/19	Amahlobo Funeral Parlour	23/04/2019	22/04/2022	R3600 per Service	Indigent Pauper Burial Services	Excellent	**Exceed the set expectations in terms of service level agreements.**
NKA/COM001/2018/19	Sigcinubunye Funeral Home	23/04/2019	22/04/2022	R5800 per Service	Indigent Pauper Burial Services	Good	**Meet targets as per service level agreement**
NKA/COM001/2018/19	Kulugu Funeral Home	23/04/2019	22/04/2022	R6400 per Service	Indigent Pauper Burial Services	Good	**Meet targets as per service level agreement**
NKA/CORP003/2018/2019	Nqolobane Technology	2018/09/20	2021/09/20	R1 57[illegible] 2[illegible]4.00	Provision of internet data on VSAT Satellite	Good	
NKA/OMM003/2017/18	Brand Partners	2017/12/12	2020/12/12	R7 750 404.00	Provision of marketing and communication services	good	**Services of brand partners will be requested as and when required**
NKA/OMM001/2016/2017	POOVEN CHETTY & ASSOCIATES INCORPORATED t/a UMNOTHO BUSINESS CONSULTING	2017/07/01	2020/07/01	R4 620 000.00	internal audit services	good	

7.17 CHALLENGES AND CONSTRAINTS

- Late submission of Requisitions (e.g. Accommodation)
- Submission of requisition with insufficient required documentation and budget.
- User departments not availing themselves for bid specification meeting when they requested.
- Insufficient information during specification e.g. unstated budget.
- Insufficient space for filling of database form.
- No machine for SCM to print orders.
- Non availability of Legal services to assist on the standardized SLA, before signing.
- User department fail to identify project risk to compile risk register for all projects.
- Turnaround time for receiving and processing the requisition.

7.18 SKILLS TRANSFER

The Supply Chain Management has put mechanisms in place in all relevant SCM framework, regulations, legislations, and treasury circulars that encourage the transfer of skills from the service providers to the municipal staff or community. The municipality introduced clauses in the contracts that require the service provider to articulate how they will transfer skills to the municipal staff. Through this section, the municipality ensures that service providers implement this aspect as provided for in the approved proposal.

7.19 AUDITOR-GENERAL'S OPINION IN THE MOST RECENT ANNUAL FINANCIAL STATEMENTS AND AUDIT OPINION IN THE LAST THREE YEARS

The Municipality received an unqualified audit opinion from the Auditor General for 20118/19 financial year with matters of emphasis which have been incorporated into a detailed audit action plan to address them. The following table indicates the municipality's audit opinion for the last three years:

Table: AUDITOR-GENERAL'S OPINION

FINANCIAL YEAR	AUDIT OPINION
2016/17	Unqualified
2017/18	Unqualified
2018/19	Unqualified

Action Plan to Address the Ag Concerns

The following table addresses the AG's concerns for the 2020/21 audit findings:

Table: AG Audit Action Plan

2020/2021 FINANCIAL YEAR AUDIT FINDINGS AND REMEDIAL ACTION PLAN

Name of Municipality: Nkandla Municipality

Type of Opinion: Unqualified Audit Opinion

Nature Of Audit Query	**Audit Query**	**Audit Response**	**Status**	**Responsible Person**	**POE**	**Timeframe**
Report on the audit of annual financial statements						
Material uncertainty relating to going concern	Note 39 to the financial statements indicates that the municipality incurred a net loss of R36,23 million during the year ended 30 June 2022 and, as of that date the municipality's current liabilities exceeded its current assets by R11,79 million. As stated in note 39, these events or conditions, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.	• On the original approved budget there was a deficit of R10.1 million. • During the midyear assessment and adjustment budget, we adjust revenue by R208 Million and adjust expenditure to R 211Million. Therefore, the deficit was reduced from R 10.1 million to R3 Million.	Complete	ACFO	Approved adjusted budget and resolution	28 Feb 2023
Material	As disclosed in note 6 to	• We will ensure the	Ongoing	ACFO	Reviewed Debt	31 May 2023

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
Impairment of receivables from exchange transactions	the financial statements, an allowance for impairment of R13,85 million (2020-2021 : R" 15 million) was made by the municipality.	alignment of the Debt Impairment Policy to address the audit findings. The policy will be available after it has been approved by council. • The full implementation of Credit Control and Debt Collection Policy to address the under collection. The strategies are included and highlighted in the Credit Control and Debt Collection Policy. These strategies include amongst: • Invite all customers with outstanding balances to acknowledge and make reasonable payment arrangements. • Disconnect electricity if the arrangement is not			Impairment Policy with council resolution	
Material Impairment of receivables from non-exchange transactions	As disclosed in note 7 to the financial statements, an allowance for debt impairment of R26,28 million (2020-2021 : R17,66 million) was made by the municipality.					

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
		met. • Reporting on the monthly basis all government departments with outstanding balances to Provincial Treasury/National Treasury. • If all reasonable steps has been followed, consider the write off debts as irrecoverable.				
Report on the audit of the annual performance report						
Basic service delivery and infrastructure development; Percentage of households with access to solid waste removal	The method of calculation for measuring the planned indicator was not clearly defined and related systems and processes were not adequate to enable consistent measurement and reliable reporting of performance against the predetermined indicator	• The finding was resolved during the adjusted SDBIP for 2022/2023 financial year.	Completed	DTS	Adjusted SDBIP 2022/2023 Financial Year	28 February 2023

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
	definitions. As a result, limitations were placed on the scope of my work and I was unable to audit the reliability of the achievement of the percentage of households with access to solid waste removal in the annual performance report.					
Adjustment of material misstatements	I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of the basic service delivery and infrastructure key performance area. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported	• The management will ensure that the Internal Audit is given enough time to review the performance information and necessary adjustment will be conducted timeously and also submitted to Performance Audit Committee for their comments.	Ongoing	Manager PMS	Annual Performance Report, Comments of the IA & Minutes of PAC	31 July 2023

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
	performance information. Those that were not corrected are reported above.					
Report on the audit of compliance with legislation						
Financial statements	The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, receivables and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and/or the supporting records were provided subsequently that resulted in the financial statements receiving an unqualified audit opinion.	• To aggressively address the audit finding, management will implement the preparation of interim financial statements which will assist the management to check the progress made and correct any shortcomings identified before the end of the financial year. • The preparation of interim AFS will ensure that the draft AFS are completed timeously to allow proper review by IA and PAC before the submission to AGSA. • The interim AFS will	Ongoing	ACFO	Interim Financial Statements	30 June 2023

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
		be reviewed by Internal Audit and Performance Audit Committee.				
Expenditure management	Reasonable steps were not taken to prevent irregular expenditure amounting to R7,46 million as disclosed in note 43 to the annual financial statements, as required by section 62(l)(d) of the MFMA.	• The UIFWE submission to MPAC for investigation which included the Terms of References (TORs) which will adequately address the shortcomings identified by AGSA. • Formulation of the UIFWE Reduction Strategy or policy which will provide a strategic direction in reducing and preventing the recurrence of UIFWE Expenditure. • The UIFWE will be submitted back to MPAC for further action. The MPAC took a resolution that the UIFWE be sent to Internal Audit for further	The Terms of Reference have been developed and Independent investigator has been appointed to perform investigation	Accounting Officer.	Terms of Reference, Investigation Report & Council resolution	30 June 2023
	Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R356,983 as disclosed in note 42 to the annual financial statements, in contravention of section 62(1) (d) of the MFMA.					

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
		investigation and report back to MPAC and the necessary measures will be taken as per the report.				
Procurement and contract management	Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM Regulation 1 9(a).	• The review of the SCM Policy to address the shortcomings in the usage of Panel of Service Providers for certain procurement of goods and services to include the Checklist for the key compliance with legislation. • Formulation and implementation of the Contract Management Policy.	Ongoing	ACFO	SCM Policy	30 June 2023
	Some of the contracts were awarded to bidders based on points given for criteria that differed from those stipulated in the original invitation for bidding, in contravention of SCM regulations 21 (b) and 28(l)(a)(i)and the Preferential Procurement Regulations.					
	Some of the construction contracts were awarded to contractors that were					

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
	not registered with the CIDB in accordance with section 18(1) of the CIDB. Similar noncompliance was also reported in the prior year.					
	The performance of contractors or providers was not monitored on a monthly basis, as required by section 1 1 6(2) (b) of the MFMA. Similar non-compliance was also reported in the prior year.	• The service provider performance is now monitored on monthly basis and the template has been revised also reported on quarterly performance report. • Furthermore, on the next financial year 2023/2024, we will also establish the Service Provider Performance Committee which will take place on monthly basis to monitor their performance.	Ongoing	ACFO & PMS Manager	Monthly Service Provider Performance report	30 June 2023
Strategic planning and peformance management	The performance management system and related controls were not maintained as it did not describe how the	• The related controls on performance management system monitoring, measurement, review and reporting	The PMS Framework Policy is currently under review	Manager PMS	PMS Framework Policy	30 June 2023

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
	performance monitoring, measurement, review, and reporting processes should be conducted, organised and managed, as required by municipal planning and performance management regulation	process will be described in the PMS Framework Policy during review				
Internal Control Deficiencies						
	Critical internal control disciplines were lacking in the municipality in that leadership and management did not provide adequate assurance and oversight over routine processes. In this regard basic controls such as key account daily and monthly reconciliations, reviews and monitoring checks over vital reporting information as well as compliance with policies and procedures were lacking. Of concern was	• The reconciliation has been prepared and the municipality is in the process to appoint the Assistant Director: Budget & Reporting to fast track the process of interim AFS. • The policy matrix has been developed to ensure that all policies are reviewed during 2022/2023 financial year. Furthermore, the policy matrix is a standing item on the Manco Meetings.	Ongoing	ACFO & Manager PMS	Interim Financial statements & Policy Matrix schedule	30 June 2023

Nature Of Audit Query	Audit Query	Audit Response	Status	Responsible Person	POE	Timeframe
	the policies and procedures that were not approved by council along with an audit action plan that was not fully implemented. The high tolerance for non-compliance and ineffective risk management is a matter that needs leadership and management attention.					

Above: AG Comments Action Plan

7.20 COST CONTAINMENT MEASURES

National Treasury on Friday 7 June 2019 gazetted (Gazette no 42514) cost containment Regulations that are aimed at ensuring that the resources of municipalities and municipal entities* are used effectively, efficiently, and economically. Section 168(1)(b) and (p) of the Municipal Finance Management Act (MFMA) provides that the Minister may regulate financial management and internal controls and any other matter that may facilitate the enforcement and administration of the Act. While the Municipal Finance Management Internship Programme (MFMIP) is aimed at assisting municipalities to increase their capacity to implement both the municipal finance management reforms and the MFMA, it is also envisag

ed that it helps address the acute shortage of strategic management in the local government sphere.

7.22 GRANT MOVEMENT SCHEDULE

Excl. VAT	VAT	AMOUNT PAID	BALANCE	JOURNAL
		R0.00	**R6 936 000.00**	
R 199 236.51	R29 885.48	R229 121.99	**R6 706 878.01**	
R 123 280.20	R18 492.03	R141 772.23	**R6 565 105.78**	
R 209 513.14	R31 426.97	R240 940.11	**R6 324 165.67**	
R 954 097.62	R143 114.64	R1 097 212.26	**R5 226 953.41**	
R 364 320.45	R54 648.07	R413 968.52	**R4 807 984.89**	
R 218 938.07	R32 840.71	R251 778.78	**R4 556 206.11**	**R2 379 793.89**
R 105 814.68	R15 872.20	R121 686.88	**R4 434 519.23**	
R 339 995.70	R50 999.36	R390 995.06	**R4 043 524.17**	
R 220 920.00	R33 138.00	R254 058.00	**R3 789 466.17**	
R 180 954.00	R27 143.10	R208 097.10	**R3 581 369.07**	
R 196 000.00	R29 400.00	R225 400.00	**R3 355 969.07**	
R 117 045.00	R17 556.75	R134 601.75	**R3 221 367.32**	
R 146 946.80	R22 042.02	R168 988.82	**R3 052 378.50**	
R 450 000.00	R67 500.00	R517 500.00	**R2 534 878.50**	
R 286 800.30	R43 020.05	R329 820.35	**R2 205 058.16**	
219 961.44	R32 994.22	R252 955.66	**R1 952 102.50**	**R2 604 103.61**
237 391.31	R35 608.70	R273 000.01	**R1 679 102.50**	
R 722 257.20	R108 338.58	R830 595.78	**R848 506.72**	
R 104 494.91	R15 674.24	R120 169.15	**R728 337.57**	
R 101 254.91	R15 188.24	R116 443.15	**R611 894.42**	
R 131 836.91	R19 775.54	R151 612.45	**R460 281.98**	
R 65 106.71	R9 766.01	R74 872.72	**R385 409.26**	**R3 923 476.65**

R 700 555.43	R105 083.31	R805 638.74	**-R420 229.48**	
R 556 036.15	R83 405.42	R639 441.57	**-R1 059 671.06**	
R 359 078.00	R53 861.70	R412 939.70	**-R1 472 610.76**	
R 433 707.30	R65 056.10	R498 763.40	**-R1 971 374.15**	
			R5 150 625.85	
R 64 779.57	R9 716.94	R74 496.51	**R5 076 129.34**	
R 68 563.80	R10 284.57	R78 848.37	**R4 997 280.97**	
R 64 779.57	R9 716.94	R74 496.51	**R4 922 784.47**	
R 76 582.80	R11 487.42	R88 070.22	**R4 834 714.25**	
R 99 019.80	R14 852.97	R113 872.77	**R4 720 841.48**	
R 64 779.57	R9 716.94	R74 496.51	**R4 646 344.97**	
R 1 310 671.67	R196 600.75	R1 507 272.42	**R3 139 072.55**	
R 446 507.10	R66 976.07	R513 483.17	**R2 625 589.39**	
R 1 003 220.98	R150 483.15	R1 153 704.13	**R1 471 885.26**	
R 532 320.00	R79 848.00	R612 168.00	**R859 717.26**	
R 149 565.63	R22 434.84	R172 000.47	**R687 716.79**	
R 440 136.00	R66 020.40	R506 156.40	**R181 560.39**	
R 400 869.56	R60 130.43	R460 999.99	**-R279 439.61**	
R 259 310.32	R38 896.55	R298 206.87	**-R577 646.48**	
R 88 781.88	R13 317.28	R102 099.16	**-R679 745.64**	**R5 830 371.49**
R 165 522.50	R24 828.38	R190 350.88	**-R870 096.51**	
R 191 373.91	R28 706.09	R220 080.00	**-R1 090 176.51**	
R 640 061.50	R96 009.23	R736 070.73	**-R1 826 247.24**	**R1 146 501.60**
R 177 352.20	R26 602.83	R203 955.03	**-R2 030 202.27**	
R 149 236.20	R22 385.43	R171 621.63	**-R2 201 823.90**	
R 41 146.20	R6 171.93	R47 318.13	**-R2 249 142.03**	
	R0.00	R0.00	**R3 649 857.98**	
R 78 274.78	R11 741.22	R90 016.00	**R3 559 841.98**	
R 354 116.33	R53 117.45	R407 233.78	**R3 152 608.20**	
R 63 234.36	R9 485.16	R72 719.52	**R3 079 888.68**	
R 443 034.00	R66 455.10	R509 489.10	**R2 570 399.58**	
R 70 372.95	R10 555.94	R80 928.89	**R2 489 470.69**	
R 371 069.10	R55 660.37	R426 729.47	**R2 062 741.22**	
R 391 926.60	R58 788.99	R450 715.59	**R1 612 025.63**	
R 181 568.61	R27 235.29	R208 803.90	**R1 403 221.73**	
R 323 385.25	R48 507.79	R371 893.04	**R1 031 328.69**	
R 74 137.49	R11 120.62	R85 258.11	**R946 070.58**	
R 12 312.00	R1 846.80	R14 158.80	**R931 911.78**	
R 42 093.00	R6 313.95	R48 406.95	**R883 504.83**	**R3 189 247.94**
R 107 376.85	R 16 106.53	123 483.38	**R760 021.45**	
R 64 607.91	R 9 691.19	74 299.10	**R685 722.35**	**R 575 519.17**

R 263 258.55	R 39 488.78	302 747.33	**R382 975.02**	
R 65 208.14	R 9 781.22	74 989.36	**R307 985.66**	
R 1 077 345.00	R 161 601.75	1 238 946.75	**-R930 961.09**	
R 719 944.20	R 107 991.63	827 935.83	**-R1 758 896.92**	
R 251 460.00	R 37 719.00	289 179.00	**-R2 048 075.92**	**R 2 356 061.58**
R 120 698.93	R 18 104.84	138 803.77	**-R2 186 879.69**	
R 115 964.93	R 17 394.74	133 359.67	**-R2 320 239.36**	
R 55 687.50	R 8 353.13	64 040.63	**-R2 384 279.99**	
R 298 920.37	R 44 838.06	343 758.43	**-R2 728 038.41**	
R 205 592.13	R 30 838.82	236 430.95	**-R2 964 469.36**	
R 220 322.30	R 33 048.35	253 370.65	**-R3 217 840.01**	
			R764 159.99	
			R6 764 159.99	**R 1 169 764.08**
R 1 114 327.05	R 167 149.06	1 281 476.11	**R5 482 683.88**	**R 1 281 476.11**
R 1 041 402.31	R 156 210.35	1 197 612.66	**R4 285 071.22**	
R 276 815.74	R 41 522.36	318 338.10	**R3 966 733.12**	
R 418 220.16	R 62 733.02	480 953.18	**R3 485 779.94**	**R 1 996 903.94**
R 23 002 800.04	R 3 450 420.01	R 26 453 220.06	**3 485 779.94**	26 453 220.06

7.21 FINANCIAL VIABILITY SWOT

STRENGTH	**WEAKNESS**
- Political Buy-in - Investment attraction - Financial Management Systems - Policies are in place and being implemented - Approved structural organization - Cash flows to meet payments on daily basis - Functional audit committee	- Unemployment - Dependency Syndrome - Indigent Support Abuse - Lack of cooperation from departments on supply chain management implementation. - Staff turnover
OPPORTUNITY	**THREAT**
- Insurance claims for damages to household's equipment. - To achieve clean audit by year ending 2017 - Skilled and capacitated personnel - Interaction with rate payers and other customers - Paperless (cutting costs)	- Economic recession - Staff turnover - Culture of non-payment for services - Short periods served by appointed personnel - Consumer bas increase - Customer data not cleansed - Electricity thefts and tempering (electricity losses)

08 KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

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.

8.1 GOOD GOVERNANCE

8.1.1 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

The Municipality is involved in various national and provincial programme rollouts. The municipality is involved in the EPWP programme, Small town rehabilitation programme, food for waste programme and in the Sukuma Sakhe programme. Each ward in the municipality has a Sukuma- sakhe war room and Local Task Team. This information is further elaborated in strategic planning session.

8.1.2 OPERATION SUKUMA SAKHE

Nkandla Municipality works hand in hand with Office of the Premier and other government departments in the implementation of Operation Sukuma Sakhe (OSS) where all stakeholders sit in the Nkandla LTT Monthly meetings aiming to fast-track service delivery to the community and addressing all social ills i.e. HIV/AIDS, TB etc.

Sometimes LTT sit as a joint meeting with IDP committee, Local AIDS Committee where all government departments and NGOs are actively involved. Actual LTT meetings and coordination of Sukuma Sakhe are trying to implement the IDP. Consultative meetings have been held and communication channels are open from municipality and ward committees.

The War rooms sit in all municipal wards and are actively involved in the implementation of IDP, as all stakeholders at ward levels are involved i.e. civil society, Government department and the entire community sit together discussing community needs and provide services.

Challenges and Successes of War Rooms in all Municipal Wards

The War Rooms meet on a monthly basis. Attendance by departments is quite a challenge as departments cannot make it all the time. The war rooms are now furnished and have laptops and portable speakers.

The municipality is striving to ensure that all the war rooms in Nkandla are functional and address the issues affecting the communities.

8.1.4 CDWS

CDWs are a programme of government which was introduced to bring government closer to the people. CDWs are in the community to aid in encouraging the communities to participate in the affairs of local government and to assist in making the community award of service delivery initiatives and implementation. They play a pivotal role in the development of the Ward Based Plans.

8.1.5 BATHO PELE PRINCIPLES

Public servants are at the forefront of implementation management. The success of government's programmes and policies depends on the Public Service. Batho Pele is a belief set that is used to improve service delivery in the public service.

The term Batho Pele means "People First" in this context, Batho Pele means putting other people first before considering your own needs / yourself by identifying small but important things that can immediately improve the quality of service you provide to your community.

Following are the Batho Pele Principles that Nkandla Municipality's administrative and political structures strive to achieve when delivering services to the people:

Consultation: All developments in the municipality are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: CDW's, radio, newsletters, meetings, suggestion boxes, izimbizo, etc.

Service Standards: The municipality is striving towards providing services to the community that are of good quality and satisfying.

Access: The municipality is string to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

Courtesy: Our staffs are encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist.

Information: Information on municipal developments and projects is always conveyed to the community though IDP Rep Forums, newsletters, newspapers, radio, posters, Imbizo, etc.

Openness and Transparency: The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, strategic plans, municipal website etc.

Redress: Redress is making it easy for people to tell us if they are unhappy with our service. The municipality has a customer satisfaction rating machine (system) with green, yellow, and red faces to rate municipal or customer care services. Complaints are attended to effectively and efficiently and are reported to council on quarterly basis.

Value for Money: Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.

Encouraging Innovation and Rewarding Excellence: The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate is providing services to the people.

8.1.6 BACK TO BASICS

The Back to basics policy is National Government imitative to ensure that the basic services in all municipalities are taken care of. This policy identified the following key performance areas that each local municipality should achieve

1) Basic Services: Creating decent living conditions,
2) Good Governance,
3) Public Participation,
4) Financial Management,
5) Institutional Capacity

The Municipality ensures that these pillars are covered in all its planning and implementation of services.

Pillars on the Back-to-Basics Approach

No.	Back to basics pillar	Municipal Response
1.	Putting people first and engaging with communities	Monthly monitoring and hosting of ward committee meeting and community meetings.
2.	Delivering Basic Services	The implementation of the operational and maintenance plans of the different service department roads, electricity, and community services.
3.	Good Governance	Council structures are in place and monthly meetings to play the oversight role.
4.	Sound Financial Management	Weekly expenditure control meeting held by the accounting officer. Long terms financial plan in place and being implemented.
5.	Building Capabilities	The municipality has a Workplace skills plan in place, and it is implemented accordingly.

8.1.7 INTERGOVERNMENTAL RELATIONS (IGR)

Inter-governmental relations with most sector departments is below the expected levels, there is room for improvement with the District Municipality and in the planning and budget alignment of programmes and projects. There is a framework for intergovernmental relations that exist. The municipality currently has an employee that is responsible for IGR.

The municipality at local level the municipality has the following functional forums;

- IDP Stakeholder Representative Forum / Sukuma Sakhe Local Task Team

- Budget Steering Committee
- Housing Forum
- Disability Forum
- Youth Forum
- Business Chamber Forum
- Disaster Management Advisory Forum
- Local Labour Forum (LLF)

The municipal officials and Council also attend the following forums in the District and in the Province:

- Premier's Coordination Forum (PCF)
- Mayors Forum
- Speakers Forum
- MM's Forum
- MUNIMEC
- CFO's Forum
- Planners Forum
- Basic Service Delivery Forum
- LED Forum
- District Development Model Technical Hub
- Skills Development Forum
- Communicators Forum

Nkandla has various stakeholders that are servicing the municipal area. These include government, private entities, and the Local IGR Structures. Nkandla has a fairly good working relationship with government departments as they are part of the Sukuma Sakhe & IDP Forum.

The various entities that exist in Nkandla include:

- ⇨ King Cetshwayo District Municipality
- ⇨ Department of Agriculture
- ⇨ Department of Health
- ⇨ Department of Social Development
- ⇨ Department of Home Affairs
- ⇨ Department of Education
- ⇨ SASSA (South African Social Security Agency)

8.1.8 MUNICIPAL STRUCTURES

Following are Nkandla Municipality structures that are fully functional:

8.1.8.1 Council

Councillors are elected by the local registered voters (ratepayers) to serve a predetermined term of office on the local council as representatives of their respective constituencies. The Nkandla Council has a total of 27 seats, with 14 of these seats being allocated to ward councillors who are elected by the wards they represent, while the other 13 seats are allocated to political parties in proportion to the number of votes cast for them.

Council meets once per quarter, chaired by the Speaker. Ward Councillors are the representatives of their constituents and their immediate needs. Ward Councillors in our municipality play a critical role. They act as intermediaries of their constituents and the municipalities. Our Councillors have been very proactive in ensuring that their constituents actively participate in public meeting and contribute towards the development of the municipal IDP.

Public attendance at Council meetings is encouraged to enable citizens to observe and experience the work of senior decision-making body in the municipality.

8.1.8.2 Ward Committees

Ward Committees are functional in all wards and COGTA is giving full support on the establishment and operations of Ward Committee. There are 10 Ward Committee members in all 14 wards of Nkandla. Monthly meetings are held, and reports are forwarded to the responsible official. Monthly stipend is paid on monthly basis and attachments are made thereof as proof of evidence. Ward Committee Functional Plan has been adopted and it is implemented by the municipality. Most of municipal regulated reports are presented to them and participation is satisfactory.

8.1.8.3 Traditional Structures

There are 17 traditional areas with 17 Amakhosi and 1 Trust Farm in Qhudeni which is not under the leadership of any of the Amakhosi. There is a very good working relationship with Amakhosi as they are part of the Municipal programmes. Two Amakhosi represent the traditional leadership in the Council meetings. These Amakhosi are invited to all scheduled and special meetings. Currently the Traditional Leadership do sit for council meetings as per circular from the King Cetshwayo Traditional House that was sent to the municipality instructing the Traditional Leadership to not sit in council meetings.

Councillor	**Traditional Authority**
Inkosi M P Ntuli	Godide
Inkosi S S Khanyile	Ekukhanyeni

3.7.2.4. EXECUTIVE COMMITTEE (EXCO)

Executive Committee (EXCO) of Nkandla Municipality consists of five Councillors and is chaired by the Mayor. EXCO are chairpersons of various portfolio committees. The committee meets once per month and their role is to recommend to Council.

Councillor	**Designation**	**Political Party**
Cllr M.B Biyela	Mayor	IFP
Cllr N.F.J Nzuza	Deputy Mayor	IFP
Cllr S O Sibiya	Speaker	IFP
Cllr FM Bhengu	Cllr	ANC
Cllr T B Ntomebla	Cllr	IFP
Cllr NA Ntombela	Cllr	ANC

3.7.2.5. COUNCIL

Nkandla Council comprises of 27 councillors, 14 ward councillors and 13 Party Representative councillors. There are three parties that are represented in the Nkandla Municipal Council;

- Inkatha Freedom Party (IFP) with 14 councillors
- African National Party (ANC) with 11 councillors &
- Economic Freedom Fighters (EFF) with 1 councillor
- Vacant Position 1

#	Councillor	Designation	Ward	Political Party	Portfolio
1.	Cllr M.B Biyela	Mayor	06	IFP	Budget & Corporate Chairperson
2.	Cllr N.F.J Nzuza	Deputy Mayor	06	IFP	Community Services Chairperson
3.	Cllr S.O Sibiya	Speaker	02	IFP	Council Chairperson
4.	Cllr T.B Ntombela	Ward Cllr	11	IFP	Technical Services Chairperson
5.	Cllr S.M Bhengu	P R Cllr	14	ANC	Budget & Treasury
6.	Cllr N.A Ntombela	PR Cllr	06	ANC	Corporate Services
7.	Cllr A.T Ntuli	PR Cllr	11	IFP	
8.	Cllr N.P Mahaye	Ward Cllr	01	IFP	Technical Services & Budget
9.	Vacant	Ward Cllr	02		
10.	Cllr B.T Dlomo	Ward Cllr	03	IFP	
11.	Cllr T.F Nxumalo	Ward Cllr	04	IFP	Budget, Community Services & MPAC
12.	Cllr L.N Ngobese	Ward Cllr	05	IFP	Technical Services
13.	Cllr S.N Ngobese	Ward Cllr	06	IFP	Corporate Services
14.	Cllr V.S Ngonyama	Ward Cllr	07	ANC	Technical Services
15.	Cllr L.N Manyoni	Ward Cllr	08	IFP	Budget & Community Services
16.	Cllr S.T.P Ngubane	Ward Cllr	09	ANC	Technical Services
17.	Cllr N.P.N Magubane	Ward Cllr	10	IFP	MPAC Chairperson
18.	Cllr J.S Sthole	Ward Cllr	12	IFP	Community Services
19.	Cllr C.L Jali	Ward Cllr	13	IFP	Technical Services & MPAC
20.	Cllr P.P Nkwanyana	Ward Cllr	14	IFP	Corporate Services & MPAC
21.	Cllr A.E Ngubane	PR Cllr	11	EFF	Corporate & Community Services
22.	Cllr M.B.E Ntombela	PR Cllr	03	ANC	Corporate Services
23.	Cllr X.T Mdunge	PR Cllr	13	ANC	Community Services
24.	Cllr J.B Ntuli	PR Cllr	06	ANC	Community Services

25.	Cllr B.B Ndima	PR Cllr	09	ANC	MPAC
26.	Cllr S.M Ngobese	PR Cllr	04	ANC	Corporate Services
27.	Cllr N.W Gasa	PR Cllr	10	ANC	

3.7.2.5. PORTFOLIO COMMITTEES

The following table reflects the committees of Council and their respective purposes, as well as the frequency of meetings during a financial year.

The portfolio committees are established in terms of section 33 of the Municipal Structures Act and are aligned with areas of functionality of each municipality as stated by the Act. The elementary reason for Portfolio committees to be established is to support the council to achieve its development strategy. The committees are formed in line with the municipal internal departments. Portfolio Committees are arranged to enable the council to be equipped to fulfil the requirements determined by the needs and priorities of the Municipality as a whole and to provide political oversight of the municipality's departmental administration. The following portfolios exist:

- Finance Portfolio Committee
- Technical Portfolio Committee
- Community Services Portfolio Committee
- Corporate Services Portfolio Committee
- MPAC

Membership of Portfolio Committees

Portfolio	Chairperson	Meeting Schedule
Budget & Treasury	Cllr M.F Biyela	Monthly
Corporate Services	Cllr M.B Biyela	Monthly
Technical Services	Cllr T.B Ntobela	Monthly
Community	Cllr NFJ Nzuza	Monthly
MPAC	Cllr NPN Magubane	Quarterly

8.1.9 AUDIT COMMITTEE

The Audit Committee, which includes performance audit functions, is functional, with terms of reference and meets quarterly. Reports from the Audit Committee are submitted to Council on a quarterly basis. The MPAC is tasked to consider the Annual Report prior to finalization. This committee provides additional assurance of credibility to the Annual Report.

The committee is empowered to:

- ⇨ Communicate directly with the council, municipal manager, or the internal, and external auditors of the municipality;
- ⇨ Access any municipal records containing information that may be needed to perform its duties or exercise its powers;
- ⇨ Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- ⇨ Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.
- ⇨ Provide oversight on municipal programmes;
- ⇨ Audit Reports;
- ⇨ Audit risk assessment reports;
- ⇨ Audit performance and all compliance issues
- ⇨ Review the quarterly reports submitted to it by the internal audit unit;
- ⇨ Review the municipality's PMS and make recommendations in this regard to the Council;
- ⇨ At least twice during a financial year submit a report to the Council

Audit Committee Members

Name	Designation
Mr B.E.M Khuzwayo	Chairperson
Dr T.I Nzimakwe	Member
Mrs G.S Sikhosane	Member

8.1.10 RISK COMMITTEE

The main objective of the Risk Management Committee Risk management, a Corporate Governance imperative, is one of Management’s core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of the municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the municipality. It also focuses on reducing materialized risks to acceptable levels. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

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In order to enhance risk management processes to ensure a truly integrated and enterprise-wide approach, the City has approved and is in the process of reviewing an Enterprise Risk Management Policy and Strategy, which when applied, will ensure:

- more sustainable and reliable delivery of services
- informed decisions underpinned by appropriate rigour and analysis
- innovation
- reduced waste
- prevention of fraud and corruption
- better value for money through more efficient use of resources
- better outputs and outcomes through improved project and programme management
- pursuing institutional objectives through transparent identification and management of risk
- prioritizing risk management activities
- enhancing risk response decisions
- reducing operational losses and surprises
- seizing opportunities
- increasing the probability of achieving organizational objectives; and
- Identifying and planning for any other negative events which may confront the municipality.

Municipal Risk Involves the following:

- Objective setting
- Risk Identification
- Risk Assessment
- Risk Response
- Communication and reporting
- Monitoring and review

The municipality has in place the Risk Management Committee reporting to Council as oversight. The PMS Manager Co-ordinates risk management activities. Risk Champions in each department report to Management on risk management matters. Continuous training and awareness are an important part of the process affected to ensure that risk management is understood, embraced, and integrated into the organizational culture- filtering from Top Management to all levels of staff. Risk Assessments are conducted, reviewed, and updated annually and on a continuous basis- and are carried out on both a strategic and operational level to ensure a thorough approach. The Municipal Manager is the ultimate Chief Risk Officer and is responsible for championing risk management and ensuring that its activities are monitored in terms of performance management throughout the organization.

Overall, the role players in Risk Management are as follows

It is a compliance requirement in terms of Section 6 of the MPRA and Section 14 Promulgation of resolutions levying rates that approved Property Rates bylaws and approved municipal tariffs must be gazetted for each financial year.

The Approved tariffs and The Property Rate Act have been submitted to Government Printing works to be gazetted. Different Municipal Bylaws have been translated to IsiZulu and due to financial constraints, the Municipality cannot afford to submit the all bylaws to be gazetted. This process will be budgeted for the next financial year

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 membership of all Bid Committees is rotated on annual basis.

8.1.11 STATUS OF MUNICIPAL POLICIES

The Nkandla Municipality has developed and adopted the following policies/strategies. These strategies / policies govern developments / interventions in the municipal area. The table following highlights the status of all the municipal policies / strategies:

Table: Status of Council Adopted Municipal Policies

No	POLICY DESCRIPTION	LAST REVIEW	Reviewed/ Will be due for review/ Overdue	*Next Review Date*	STATUS PROGRESS
1	Risk Management Policy	May-22	Reviewed	Jun-26	
2	Performance Management Policy	Jun-23	Reviewed	Jun-26	
3	Anti Fraud and Anti Corruption Plan	Jun-23	Reviewed	Jun-26	
4	Anti Fraud and Anti Corruption Strategy	Jun-23	Reviewed	Jun-26	
5	Anti Fraud and Anti Corruption Policy	Jun-23	Reviewed	Jun-26	
6	Whistle Blowing Policy	Jun-23	Reviewed	Jun-26	
7	Policy on Ward Committee	Jun-22	Reviewed	Jun-26	
8	Communication Policy	Jun-22	For review	Sep-23	
9	Social Media Policy	Jun-22	For review	Sep-23	
10	Batho Pele & Complains Management Policy	Jun-22	For review	Sep-23	Policy is a draft stage and will be tabled in the next council meeting

No	POLICY DESCRIPTION	LAST REVIEW	Reviewed/ Will be due for review/ Overdue	*Next Review Date*	STATUS PROGRESS
1	Construction Policy	2023	Reviewed	2025	
2	Facilities Management Policy	2023	Reviewed	2025	

No	POLICY DESCRIPTION	LAST REVIEW	Reviewed/ Will be due for review/ Overdue	*Next Review Date*	STATUS PROGRESS
1	Borrowing policy	May-23	Reviewed	May-24	
2	Budget and implementation policy	May-23	Reviewed	May-24	
3	Cash management and investment policy	May-23	Reviewed	May-24	
4	Credit Control and debt collection policy	May-23	Reviewed	May-24	
5	funding and reserves policy	May-23	Reviewed	May-24	
6	indigent policy	May-23	Reviewed	May-24	
7	Municipal property rate policy	May-23	Reviewed	May-24	
8	Supply chain management policy	May-23	Reviewed	May-24	
9	Tarrif policy on electricity	May-23	Reviewed	May-24	
10	Tarrif policy on property rates	May-23	Reviewed	May-24	
11	Tarrif policy on Refuse removals and solid waste	May-23	Reviewed	May-24	
14	indigent support and pauper burial policy	May-23	Reviewed	May-24	
15	Cost containment policy	May-23	Reviewed	May-24	
16	Distribution losses policy	May-23	Reviewed	May-24	NOT ONE OF THE BUGDET POLICIES
17	Customer care and billing	May-23	Reviewed	May-24	
18	Contract management policy	May-23	Reviewed	May-24	
19	Policy on infrastructure procurement and delivery	May-23	Reviewed	May-24	

	management				
20	Bad debt write off policy	May-23	Reviewed	May-24	
21	Payroll Management policy	May-23	Reviewed	May-24	
22	petty cash policy	May-23	Reviewed	May-24	
23	S & T policy	May-23	Reviewed	May-24	
24	Expenditure management policy	May-23	Reviewed	May-24	
25	Asset disposal policy	May-23	Reviewed	May-24	
26	Asset loss control	May-23	Reviewed	May-24	
27	Fixed Asset disposal policy	May-23	Reviewed	May-24	
28	fixed asset maintanance	May-23	Reviewed	May-24	
29	Report procudures in case of loss,stolen and damaged assets	May-23	Reviewed	May-24	NOT ONE OF THE BUGDET POLICIES
30	Budget policy	May-23	Reviewed	May-24	
31	Virement policy	May-23	Reviewed	May-24	
32	Electricity distribution losses policy	May-23	Reviewed	May-24	
33	Electricity supply policy	May-23	Reviewed	May-24	
34	SCM Procedure manual	May-23	Reviewed	May-24	
35	Contract management procedure manual	May-23	Reviewed	May-24	
36	SCM Policy	May-23	Reviewed	May-24	NOT ONE OF THE BUGDET POLICIES
37	Fixed assets management policy	May-23	Reviewed	May-24	
39	Division of amendment bill	May-23	Reviewed	May-24	

No	**POLICY DESCRIPTION**	**LAST REVIEW**	Reviewed/ Will be due for review/ Overdue	***Next Review Date***	**STATUS PROGRESS**
1	Local Economic Development Strategy			Dec-23	Terms of Reference are available
2	Fire arms Management Policy	Dec-23		Dec-26	
3	Disaster Management Policy	Jun-20		Jun-24	
4	Disaster Management Plan	Jun-20		Jun-24	
5	Disaster Management Framework	Jun-20		Jun-24	
6	Tourism strategy			Dec-23	Terms of Reference are available
7	Sports development policy			Jun-23	Draft Policy has been done(Awaiting for stakeholders inputs)
8	EPWP Policy	Mar-22		Mar-24	

No	POLICY DESCRIPTION	LAST REVIEW	Reviewed/ Will be due for review/Overdue	*Next Review Date*	STATUS PROGRESS
1	Code of Conduct (Staff & Councillors)	Dec-21	Reviewed		
2	Recruitment Policy	Sep-23	Reviewed	Sep-26	
3	Human Resource Strategy	Sep-23	Reviewed	Sep-28	
4	Overtime Policy	Jun-23	Reviewed	Jun-24	
5	Car allowance policy	Dec-23	Reviewed	Dec-25	
6	Cellphone and connectivity allowance policy	Dec-23	Reviewed	Dec-26	
7	Leave management policy	Dec-23	Reviewed	Dec-26	
8	Attraction,retention and succession policy	Sep-23	Reviewed	Sep-26	
9	Occupational Health and Safety Policy	Sep-23	Reviewed	Sep-26	
10	Training and development policy	Mar-22	Reviewed	Mar-24	
11	Records Management Policy	Sep-23	Reviewed	Sep-24	
12	File Plan	Sep-23	Reviewed	Sep-24	
13	Sexual Harassment policy and procedure framework	Mar-22	Reviewed	Mar-24	
14	Nkandla IT Risk Management Policy	Jun-23	Reviewed	Jun-26	
15	User account and password management policy	Jun-23	Reviewed	Jun-26	
16	ICT Strategy and Master Systems Plan	Mar-23	Reviewed	Mar-28	
17	ICT Change Management Policy and procedure manual	Jun-23	Reviewed	Jun-26	
18	ICT Disaster Recovery Plan	Jun-23	Reviewed	Jun-26	
19	Nkandla Business continuity management plan	Jun-23	Reviewed	Jun-26	
20	Corporate Governance of ICT policy framework	Jun-23	Reviewed	Jun-26	
21	ICT Patch Management Policy	Jun-23	Reviewed	Jun-26	
23	ICT Physical and Environment Security Policy	Jun-23	Reviewed	Jun-26	
24	ICT Backup and Restoration Polity	Jun-23	Reviewed	Jun-26	
25	Individual Performamnce Policy	Dec-23	Reviewed	Dec-24	
26	Nkandla Information Security policy	Jun-23	Reviewed	Jun-26	
27	Fleet Management Policy	Jun-23	Reviewed	Jun-24	

8.1.12 MUNICIPAL BY-LAWS

It is a compliance requirement in terms of Section 6 of the MPRA and Section 14 Promulgation of resolutions levying rates that approved Property Rates bylaws and approved municipal tariffs must be gazetted for each financial year.

The Approved tariffs and The Property Rate Act have been submitted to Government Printing works to be gazetted. Different Municipal Bylaws have been translated to IsiZulu and due to financial constraints, the Municipality cannot afford to submit the all bylaws to be gazetted. This process will be budgeted for the next financial year.

The following Bylaws have adopted and been Gazetted:

1. **Spluma – 17 January 2017**
2. **Municipal property Rates – 29 May 2016**

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8.2 PUBLIC PARTICIPATION ANALYSIS

Public participation is an on-going engagement process, and the following are forms of citizenry participation that are utilized by the Municipality to ensure the citizen and stakeholders voice are accommodated in the planning, execution, and review of the IDP, Budget, and PMS processes:

A detailed plan is available in the municipal website and can be accessed anytime. In summary, the municipality uses websites, posters, notice boards, and radio as a means of communication to the public. Likewise, during the 2020/21 IDP Review, the municipality consulted an array of stakeholder to collect their inputs.

The municipality has well developed structures and policies in place to engage with the public of Nkandla. There are fully established ward committees that support the ward councillor; these are further supported by ward support clerks which deal with the administration of ward activities on a daily basis. The activities of the public participation unit are monitored and reported on a monthly basis to MANCO and all the relevant council committees.

8.2.1 Location of IDP

In terms of the Municipal Systems Act the Mayor is politically responsible for the IDP whilst the Municipal Manager is administratively responsible for the driving the IDP process. In the case of Nkandla Municipality, the Municipal Manager has delegated some of the responsibilities to the Manager: Strategic Planning and IGR.

8.2.2 IDP REPRESENTATIVE FORUM

Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them (which are essentially advisory in nature) in terms of S59 of the Municipal Systems Act. Among these powers and functions are:

- ⇨ To serve as an official specialised participatory structure in the Nkandla Municipality.
- ⇨ To create formal, unbiased communication channels, as well as a co-operative partnership between the community and the Council.
- ⇨ Advise and make recommendations to the Ward Councillor on matters of policy affecting the Ward.
- ⇨ Assisting the Ward Councillors in identifying the challenges and needs of residents.
- ⇨ Dissemination of information in the Ward concerning municipal affairs, such as the budget, integrated development planning, performance management systems, service delivery options, and municipal properties.
- ⇨ Receive queries and complaints from residents concerning municipal service delivery, communication with Council, and provide feedback to the community on Council's response.
- ⇨ Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents' meetings and other community development forums, and
- ⇨ Interact with other organizations and forums on matters affecting the ward.

The IDP steering committee sits jointly which the LTT which is constituted by Councillors, NGO's, Sector Departments, wardroom members and Municipal Officials.

8.2.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

Table: SWOT Analysis on Good Governance & Public Participation

Strengths	**Weaknesses**
❖ Municipal core policies are in place ❖ Effective Public Participation Programme ❖ Functional council committees ❖ Political Stability leads to efficient adoption of regulated documents ❖ Communicate through a newsletter, website, and viewpoints informing the stakeholders about the activities of the institution. ❖ Functional ward committees	❖ Weakness in systems documentation ❖ Limited financial resources
Opportunities	**Threats**
❖ Facilitation of Adult Education with DOE ❖ Democratic Representation in council for all parties.	❖ High illiterate rate leads to poor understanding of basic municipal functions ❖ Demotivated Staff

8.3 COMBINED SWOT ANALYSIS

Below the is the municipal SWOT analysis which is a culmination of the "SWOT" for each of the KPA's seen above, the municipal SWOT analysis is of utmost importance as it will dictate the strategies that are adopted by the council. Council will adopt strategies that will in effect deal with the weakness and threats that are faced by the institution. At the same time council will ensure that the strategies take advantage and build on the Strength and Opportunities that are at the council's disposal.

Table: Municipal SWOT Analysis

STRENGTH	WEAKNESS
1. Approved structural organisation 2. Workplace skills plan is be reviewed and implemented on an annual basis 3. Mechanisms for the rapid and effective classification of a disaster and the declaration of a state of disaster have been established 4. The municipality provides subsidized electricity and other services to indigent households 5. Well established agricultural sector in the municipal economy. 6. Policies are in place and being implemented	1. Drought / water shortage 2. Extreme temperatures 3. There is still a challenge regarding attracting certain race groups during the recruitment 4. Legacy of apartheid left NKANDLA spatial disintegrated 5. Need incentives to attract Investment 6. High property prices 7. Lack of investment towards the finance and construction sectors and the unavailability of required skills by such sectors 8. High unemployment rate 9. Dependency Syndrome 10. Indigent Support Abuse 11. Staff turnover 12. High vacancy rate of Key critical posts 13. Lack of adequate bulk services and/or funding for the provision of bulk services within Nkandla Municipality; 14. Lack of office space and conducive work environment; 15. Veld fires and livestock; 16. Poor parking for both deliveries & customers; 17. Lack of financial resources; 18. Lack of good reliable fleet for service delivery (refuse trucks etc.)
OPPORTUNITY	THREATS

1. Response and recovery plans are reviewed and updated annually 2. Established wellness centre 3. Newly established customer care section 4. Financial Audit Outcome 5. Council prioritizing and budget for infrastructure 6. There are sufficient systems in place to manage waste 7. Housing and Electricity backlog is currently being addressed through the municipality Slums Eradication initiative. 8. The municipality is crossed by a number of main transportation routes such at the N2 and R56 providing a number of opportunities. 9. skilled and capacitated personnel 10. Functioning audit committee 11. Development of shopping Malls; 12. Room to facelift the CBD; 13. To initiate agricultural projects; 14. To develop trade centre's / tertiary institutions	1. Climate change heavy Snow 2. Aging infrastructure 3. Economic recession 4. consumer base increase 5. electricity thefts and tempering (electricity losses) 6. Housing delivery delayed 7. Low quality of roads is causing the municipality's maintenance costs to rise and non-performance of appointed contractors 8. limited Land availability for development 9. Loss of biodiversity 10. Appeals relating to valuation rolls. 11. High unemployment rates. 12. Lack of local contractors with high CIDB grading. 13. Slow Development 14. Lack of bulk services adversely affecting the housing developments (both old and new projects) in the area; 15. Lack of bulk services adversely affects packaging of new projects;

8.4 KEY CHALLENGES PER KPA

The combined SWOT Analysis has demonstrated the strengths that our municipality intends to capitalize on to exploit on the opportunities. Likewise, the municipality has developed interventional measure to address the weaknesses. Following is a summary of the key challenges per KPA. It is against these challenges that the municipality will develop interventional strategies to address them, thereby achieving its vision and mandate.

Table: Key Challenges

Key Challenges	Response to Development Challenge
▪ **Lack of attraction of potential investors**	▪ The municipality has developed and adopted the Revenue Enhancement Strategy.
▪ **Nkandla is a landlocked municipality with poor road networks. Nkandla roads are eroded with many in need of regravelling and causeways.**	▪ Local Economic Development Strategy has been reviewed and relations and engagements with DOT has started on road networks development.
▪ **High unemployment Rate. Nkandla does not have any factories or major retailers hence the high unemployment rate.**	▪ Sustainable Labour-Intensive Projects through capital projects and Intensification of EPWP programme. In addition to that the municipality has received more grants to finance these programmes.
▪ **Grant Dependency – Nkandla Municipality does not hav a high revenue base since there are few households that pay rates**	The municipality has developed and adopted Revenue Enhancement strategy and further the municipality is in the process of finalizing the investment Strategy.
▪ **Majority of land is privately owned which makes it difficult to develop**	▪ Development of a strategy to engage with private landowners to develop the land. However, there are private owners of land who have started to release their land and the municipality will always encourage other private landowners to follow suit.
▪ **Attraction and retention of skilled personnel e.g. engineers, accountants etc**	▪ The Human Resource Strategy is in place and the municipality is in the completetion phase the comprehensive job evaluation to improve the retention rate of its personnel.

▪ **Lack of transfer of skills by Consultants. The Municipality uses many consultants because of the lack of skills transfer, leaving the municipality dependant on consultants.**	▪ The Skills Transfer policy has been developed by the municipality to compel all the consultants to transfer skills as and when they are solicited to assist the municipality. Consultants are compelled to teach various employees within the Municipality several skills as to transfer skills to them as per their Service Level Agreements.
▪ **Limited employment opportunities**	▪ The municipality is promoting local businesses, because 80% of its suppliers is local based and indirectly creates opportunities for employment. It further compels contractors to appoint local members of the community in capital intensive projects.
▪ **Low education and skills levels**	▪ Facilitation of Basic Education Programs with the relevant department
▪ **Unplanned and poorly coordinated development programmes/projects/ sector department's fiscal Dumping municipality.**	▪ Improvement on Inter Governmental Relations.

1. SECTION D MUNICIPAL VISION, GOALS AND OBJECTIVES

The Vision, Mission and Core Values for the Municipality were reviewed in 2016 soon after council inauguration. The vision should determine the long-term plans of the municipality and it should contain strategic direction of the institution. This can be summarized in few words or it should be stated in a detailed statement. In most organization a vision can never be reached, it shifts from time to time. Nkandla municipality in its strategic plan resolves that the following statement be regarded as its vision:

9.1VISION

The formulation of Nkandla Municipal Vision is based on the objective of the Local Government as enshrined on the Constitution of the Republic of South Africa, Act 108 of 1986: Section 152 which prescribes the following as the principal mandates of the Local Government.

- ⇨ To promote democratic and local government;
- ⇨ To ensure the provision of services to communities in a sustainable manner;
- ⇨ To promote social and economic development;
- ⇨ To promote a safe and healthy environment; and,
- ⇨ To encourage the involvement of communities and community organizations in the matter of local government.

The municipal long-term vision is:

"To be a high performing rural municipality driven by continuous improvement of quality of lives for Nkandla citizens by 2030"

9.2MISSION

The mission statement of Nkandla Municipality is:

"Nkandla Municipality renders effective service delivery encompassing nature and heritage to ensure poverty alleviation, sustainable economic growth and development through self -help and self- reliance."

9.3VALUES

In all of our work and engagements, we subscribe to the nine corporate values for Nkandla Municipality which is also aligned to the Batho Pele Principles:

1. Caring: Showing compassion whilst delivering services to its citizens
2. Accountability: Taking responsibility for decisions and actions taken.
3. Transparency and honesty: openness and public involvement in municipal affairs.
4. Integrity: professionalism, a commitment to ethics, and focus on justice and fairness and accountability.
5. Efficiency: results orientation, cost effectiveness, superior performance, customer satisfaction.
6. Professionalism: executing the mandate with diligence.
7. Fairness: threat all those who do work with the municipality equally.
8. Dignity: respect for everybody.
9. Respect: treating all clients and partners with respect

9.4 GOALS, OBJECTIVES & STRATEGIES

9.4.1 Municipal Goals, Objectives & Strategies

KEY PERFORMANCE AREA	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
GOOD GOVERNANCE	Good Governance and Public Participation	Decrease municipal risk through risk management	Review of Risk Management Policy
		Decrease municipal risk through risk management	Implementation of Risk Management Policy
		To ensure efficient and effective internal and external communication	Hold Quarterly IGR Forums
			Participation in Municipal Wide-wide health structures
			Establishment of functional ward committees
		To promote a safe and healthy environment for Nkandla	Review of HIV/ Aids Strategy
			Ensure functional HIV/AIDs Council
			Development and implementation of Sports Strategy
			Development / Implementation of Disability plan
			Development / Implementation of youth plan
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Institutional Development	Improve Organizational skills development and capacity building for staff and councillors	Development of the Workplace Skills Plan
			Implementation of the Workplace Skills Plan
		Strengthen and improve employment equity in the	Implementation of equity plan adopted and implemented

		municipality	
		To improve service delivery and the image of the municipality	Filling of critical position
			Filling of vacant position as per revised organogram
		Administer council portfolio committee, Exco & Council meetings	Administer council portfolio committee, Exco & Council meetings
			Implementation of IT Policy
	Attain effective and efficient municipal administration	Review communication framework/strategy	Attain effective and efficient municipal administration
			Implementation of Individual Performance Systems
			Ensure Submission of annual report to AG
			Ensure functional Audit Committee
			Ensure Submission of annual report to AG
LOCAL ECONOMIC AND SOICIAL DEVELOPMENT	Social and Economic Development	To create a conducive environment for socio -economic growth	Social and Economic Development
			Establishment of co-operatives
			Development/ Review and implementation of Tourism Strategy
			Establishment of LED Forum
			Functionality of LED Forum
			Job creation through LED projects
			Agricultural enhancement
			Promote job creation opportunities through EPWP and CWP
			Facilitate Arts & Cultural activities
			Promote Tourism activities
BASIC SERVICE DELIVERY & CROSS CUTTING	Sustainable infrastructure and service delivery	To improve quality of life through social infrastructure development	Rehabilitation of access roads
			Development & Implementation of Energy sector plan
			Develop/Review SDF
			Develop/Review Human Settlement Plan
			Develop/Review Integrated Transport Plan

			Review / Implementation of IWMP
			Servicing of street lights
			Ensure the reduction of electricity losses
			Urban road rehabilitation
			To develop a Maintenance Plan for Municipal buildings
			Provide free basic electricity
			Provide basic solid waste disposal services
			Construct road / causeways
			Construct community halls
			Construction of creches
			Development sports faclities
MUNICIPAL FINANCIAL VIABILITY AND VIABILITY AND MANAGEMENT		Advance and maintain the financial viability of the municipality	Implementation of debt recovery plan
			Implementation of the rates policy
			Develop Revenue Enhancement Strategy (Financial Sustainability Strategy and Investment Strategy)
		Develop/ review fraud prevention plan	To improve institutional efficiency through adequate systems and effective internal controls
			Maintenance of a GRAP compliant Asset Register
		Develop/update SCM Policy	To ensure effective management and monitoring of expenditure
			Implementation of Supply Chain Management Policy
			Develop/ review SCM Policy
			Develop/review Investment Policy
			Develop/ review Budget Policy
			Develop/review Indigent Policy

			Optimize budget implementation and Reporting in the municipality
			Monitor performance of Service Providers
			Facilitate audit on municipal assets

9.4.2 ALIGNMENT TO NATIONAL SIX KPA'S, PROVINCIAL PGDS AND MUNICIPAL GOALS

The following table depicts the alignment between the KPAs, 7 PGDS Goals and Municipal Goals.

Table: Alignment to National Six KPA's, Provincial PGDS and Municipal Goals

KPA	7 PGDS GOALS	MUNICIPAL GOALS
KPA 1: Municipal Transformation and Institutional Development	Human resource development	Improve institutional and organisational capacity Sustainable Infrastructure and service delivery
KPA2: Basic Service Delivery	Strategic Infrastructure	To create a conducive environment for socio - economic growth
KPA 3: Local Economic Development (LED) & Social Development	Inclusive economic growth	To create a conducive environment for socio - economic growth
KPA 4: Municipal Financial Viability & Management	Governance and Policy	Advance and maintain the financial viability of the municipality
KPA 5: Good Governance & Public Participation	Governance and Policy	Promote good governance in the municipality
KPA 6: Cross Cutting	⇨ Spatial equity ⇨ Environmental sustainability ⇨ Human &Environmental Development	Ensure improved response to disasters

1.4.1. 1. DEFINITION OF A GOAL

A goal is a desired result that a person or a system envisions, plans, and commits to achieve a personal or organizational desired endpoint in some sort of assumed development. The setting of goals allows the Municipality to plan how it wants to move to achieve the desired Municipal Vision.

1.4.1.2. DEFINITION OF AN OBJECTIVE

An objective can be defined as a specific result that a person or system aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance.

1.4.1.3. DIFFERENCE BETWEEN A GOAL AND OBJECTIVE

A goal is defined as the purpose toward which an endeavour is directed or the result or achievement toward which effort is directed or aimed whereas an objective has a similar definition but is supposed to be a clear and measurable target.

1.4.1.4. STRATEGY

A strategy can be defined as a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. Alternatively, it can be defined as the art and science of planning and marshalling resources for their most efficient and effective use.

9.4.3 LONG TERM DEVELOPMENT GOALS, ASSOCIATED OBJECTIVES & STRATEGIES, AND STRUCTURED INTO 6 KZN KPA'S, **Table: Goals, Objectives & Strategies Structured into 6 KZN KPA's**

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
A	Municipal Transformation and Organisational Development	Implement a differential approach to Municipal Financing, planning and support	Human Resource Development	**Pillar 5:** Building Capable Local Government Institutions	Encouraging Innovation and Rewarding Excellence	Improve institutional and organisational capacity	A1	Improve Organizational skills development and capacity building for staff and councillors
						Sustainable Infrastructure and service delivery	A2	To decrease Municipal Risk through risk management
							A3	Attain effective and efficient municipal administration
							A4	Improve education of citizens through early childhood development and skills development
							A5	Strengthen and improve employment equity in the municipality
							A6	To decrease Municipal Risk through risk management
B	Basic Service Delivery	Improved access to basic services	Strategic Infrastructure	**Pillar 2:** Delivering Basic Services	Service Standards; Access	Provide quality, sustainable and strategic basic infrastructure services with diligence and compassion.	B1	Increased provision of municipal services in a sustainable manner
							B2	Improved state of Municipal Infrastructure

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
							B3	To improve quality of life through social infrastructure development
C	Local Economic Development	Implementation of Community Works Programme and Supported Cooperatives	Inclusive Economic Growth	N/A	Access; Redress;	**To create a conducive environment for socio-economic growth**	C1	To align the LED Strategy with the PGDS, EPWP and CWP
							C2	To increase job creation
								To improve support to Local Development
D	Financial viability and Financial Management	Improve Municipal Financial and Administrative capability	Governance and Policy	**Pillar 4:** Sound financial management and accounting	Value for money; Openness and Transparency	Sound Financial Management, Systems and Sustainability	D1	To enhance revenue collection
							D2	To ensure that financial resources are efficiently and effectively allocated
							D3	To ensure effective management and monitoring of expenditure
							D4	Improved budgeting, reporting and compliance.
E	Good Governance and Public Participation	Deepen Democracy through a refined ward Committee system	Governance and Policy	**Pillar 1:** Putting People First	Leadership and Strategic Direction; Information; Courtesy;	**Promote good governance in the municipality**	E1	Strengthened Governance, Oversight and Reduced risk
							E2	To ensure efficient and effective internal and external

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
				Pillar 3: Good Governance	Open and Transparency; Redress	and participatory local government.		communication
							E3	Attain effective and efficient municipal administration
F	Cross Cutting Issues	One window of co-ordination	⇨ Environmental sustainability; ⇨ Spatial Equity; ⇨ Human and Community Development	**Pillar 1:** Putting People First	Service Standards; Redress	Ensure improved response to disasters	F1	Improve strategic and Municipal Spatial Planning
							F2	To promote a safe and healthy environment for Nkandla community
							F3	To minimize the effect of natural and other disasters
								To create a conducive environment for socio economic growth

10. SECTION E.1: STRATEGIC MAPPING & IMPEMENTATION PLAN

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the MSA 32, of 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Nkandla Municipality's IDP, the Spatial Development Framework has taken in to account the subsequent critical areas to be developed spatially.

- ⇨ Tourism Development
- ⇨ Agricultural Development
- ⇨ Service and Industrial Development

This is high level draft Spatial Development Framework which will be reviewed in 2012-2017 financial years, full detailed information on Municipal Spatial Development Framework is contained here with as Annexure A.

10.2. STRATEGIC MAPPING

This section of the IDP indicates the desired growth and development of Nkandla Local Municipality and is presented by maps that specifically reflect the following:

- ⇨ Environmentally Sensitive Areas;
- ⇨ Municipal desired spatial outcomes;
- ⇨ Municipal desired spatial form and land use;
- ⇨ Spatial reconstruction of the Municipality;
- ⇨ Strategic guidance in respect of the location and nature of development within the municipality;
- ⇨ Spatial alignment with neighbouring municipalities;
- ⇨ Indication on where public and private land development and infrastructure investment should take place;
- ⇨ Areas where strategic intervention is required, and
- ⇨ Areas where priority spending is required

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
A	Municipal Transformation and Organisational Development	Implement a differential approach to Municipal Financing, planning and support	Human Resource Development	**Pillar 5:** Building Capable Local Government Institutions	Encouraging Innovation and Rewarding Excellence	**Improve institutional and organisational capacity** **Sustainable Infrastructure and service delivery**	**A1**	Improve Organizational skills development and capacity building for staff and councillors
							A2	To decrease Municipal Risk through risk management
							A3	Attain effective and efficient municipal administration
							A4	Improve education of citizens through early childhood development and skills development
							A5	Strengthen and improve employment equity in the municipality
							A6	To decrease Municipal Risk through risk management
B	Basic Service Delivery	Improved access to basic services	Strategic Infrastructure	**Pillar 2:** Delivering Basic Services	Service Standards; Access	Provide quality, sustainable and strategic basic infrastructure services with diligence and compassion.	**B1**	Increased provision of municipal services in a sustainable manner
							B2	Improved state of Municipal Infrastructure
							B3	To improve quality of life through social infrastructure development
C	Local Economic	Implementation of	Inclusive Economic	N/A	Access;	**To create a conducive**	**C1**	To align the LED Strategy with the

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
	Development	Community Works Programme and Supported Cooperatives	Growth		Redress;	**environment for socio -economic growth**		PGDS, EPWP and CWP
							C2	To increase job creation
								To improve support to Local Development
D	Financial viability and Financial Management	Improve Municipal Financial and Administrative capability	Governance and Policy	**Pillar 4:** Sound financial management and accounting	Value for money; Openness and Transparency	Sound Financial Management, Systems and Sustainability	D1	To enhance revenue collection
							D2	To ensure that financial resources are efficiently and effectively allocated
							D3	To ensure effective management and monitoring of expenditure
							D4	Improved budgeting, reporting and compliance.
E	Good Governance and Public Participation	Deepen Democracy through a refined ward Committee system	Governance and Policy	**Pillar 1:** Putting People First **Pillar 3:** Good Governance	Leadership and Strategic Direction; Information; Courtesy; Open and Transparency; Redress	**Promote good governance in the municipality** and participatory local government.	E1	Strengthened Governance, Oversight and Reduced risk
							E2	To ensure efficient and effective internal and external communication
							E3	Attain effective and efficient municipal administration

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
F	Cross Cutting Issues	One window of co-ordination	⇨ Environmental sustainability; ⇨ Spatial Equity; ⇨ Human and Community Development	**Pillar 1:** Putting People First	Service Standards; Redress	Ensure improved response to disasters	**F1**	Improve strategic and Municipal Spatial Planning
							F2	To promote a safe and healthy environment for Nkandla community
							F3	To minimize the effect of natural and other disasters
								To create a conducive environment for socio economic growth

10.2.1 SPATIAL PROJECTS PRIORITISATION

The project criteria matrix enables the municipality to identify priority areas and projects that will assist in successfully implementing the SDF. The project criteria matrix does not serve as a substitute for the projects listed and prioritized in the IDP. The focus of the project criteria matrix in the SDF is to identify and list spatially related projects and assess them against specifically identified criteria in order to rank and priorities these projects in spatial planning terms.

The projects were assessed against three main criteria, which each included sub criteria, and include:

Capital Investment Framework 2022/2027

CAPITAL INVETSMENT PLAN (FIVE YEAR PLAN)

1.1 APPROACH, METHODOLOGY & OUTPUT

The primary aim of the IDP and the capital investment aspect of the Review are not to rewrite the IDP but to focus on the capital investment aspects of the IDP and to indicated gaps and make recommendations where appropriate. The capital investment approach and procedures should not take the form of comprehensive and detailed planning, but rather take a strategic form, focusing on procedures which will achieve the intent of a strategic including investment reform in keeping with the development priorities and capacity of the municipality (Guide Pack Vol.3: 96). Integration is important and therefore the links between the strategies, resources, proposed projects, and the available institutional capabilities need to be carefully considered (Guide Pack Vol 3). There should be close links between planning and the operational and capital budgeting process.

The approach to the review is based on ***realism***, the new principles underlying strategic, “credible” IDP processes and the guidelines to local level planning recommended in the 1996 IDP Guide Packs and updates to these guide packs. This entails:

- A strong focus on the sustainable delivery of programmes that have been agreed to in the consultation processes undertaken thus far. Where appropriate the gaps in this element need to be attended to and unrealistic elements need to be tailored to suite the capacity and focus of the local municipality.
- The focus needs to be on sustainable programme.
- The basic methodology is geared towards output as stipulated in Guide Pack Vol. 3 calling for:

A Tabular overview of capital investment projects including:

- Total investment costs
- Potential sources of funding
- Phased annual capital expenditure
- Total operation/ maintenance costs required for capital investment.

THE CAPITAL INVESTMENT PLAN

The Capital Investment Plan emphasises the capital investment aspects of the IDP, social capital projects and supporting capital investment projects. Social capital and supporting capital investment processes are often not included in a capital investment planning process in traditional private sector capital investment planning. However, current "credible" IDP, LED and Policy research reveals that Social Capital investment is vital for the success of Municipal Capital investment aiming at taking delivery mandates seriously. The estimated capital costs for each project and programme is shown with the accompanying estimated operational and maintenance cost. The five-year cost phasing is shown. The potential source of funding is, however, not indicated as the capital investment projects are mainly funded through Municipal Infrastructure Grant (MIG) and Integrated National Electrification Programme (INEP), while the majority of the LED projects are funded through Equitable Share.

SPATIAL PLANNING AND THE ENVIRONMETAL MANAGEMENT PLAN (EMP)

THE CORE CAPITAL INVESTMENT FOCUS AREAS The spatial development framework (SDF) is understood to be the spatial depiction of the capital investment plan. It is consequently, of importance that all capital investment planning includes the GPS co-ordinates of all projects so that they can be shown in the SDF which is thoroughly work shopped with the IDP participants. Central to the Nkandla SDF is an Environmental Management Plan which will address arrange of environmental management and audit issues in the municipal area speed up the development control aspects of land use regulation and Capital Investment. The municipality is to be commended for the integration of environmental management issues with the SDF.

THE CORE CAPITAL INVESTMENT FOCUS AREAS

The core capital investment focus areas are briefly discussed in turn.

The importance of investing in infrastructure

The provision of infrastructure with a focus on the integration of roads, electricity, alternative energy sources, water and sanitation is high on the agenda in this IDP Review

Inclusive Nkandla Municipal Capital investment

The electricity infrastructure and alternative energy source

The Municipality needs to launch an intensive investigation into the electrification and alternative energy sources in order to begin to address this development deficit.

Water and Sanitation

Although the District Municipality is responsible for water and sanitation in Nkandla municipal area, however, the water and sanitation platform still need to be systematically built-in order to provide services throughout the area in a well-maintained manner. The maintenance of services provided by capital investments is vital for a sustainable delivery process. To date, the maintenance and operational costs associated with projects have not been clearly aligned in the IDP. This link between the maintenance and operational costs of capital investment strategies is important for sustainable water and sanitation delivery and for the other aspects of the capital investment plan.

Local monitoring and strategic corrective action

Local monitoring and strategic corrective action relating to maintenance is vital for sustainable delivery in general. Therefore, the maintenance and operational costs should be included in the local IDP operational strategy section for monitoring and strategic intervention purposes.

Joint strategic Capital Investment and other strategic fora

Participation in a joint strategic Capital Investment, Financial and Institutional Planning workshop needs to be initiated in relation to addressing the issue of maintenance in relation to project delivery in general and specifically in relation to water and roads access issues. In addition, an implementation and management strategy are called for to address these important infrastructure alignment issues. Central to this process will be the performance management process which needs to be aligned with the new Capital Investment and revised Financial planning process.

STRATEGY NO 1: FACILITATE THE ALIGNMENT OF ROADS, WATER AND SANITATION PLANNING, IMPLEMENTATION AND MANAGEMENT

Action required by when Responsibility		**Action required by when Responsibility**	**Action required by when Responsibility**
1	Initiate an urgent, high profile meeting with the District Municipality, DoT and key service provides in order to address the lack of alignment of the infrastructural planning and capital expenditure processes.		
2	Participate in a District level presentation to DoT showing the significance of investment in the road infrastructure in the local municipality and its location in the local and district IDP Spatial Development Frameworks. The importance of roads and bridges for, poverty alleviation and area based economic growth in the local municipality should be stressed.		
3	Initiate a meeting with the District Municipality in order to clarify the water and sanitation project funding allocations and priority allocation after local priorities are sent to the District Municipality.		
4	Negotiate a new communication mechanism for full participation on the water, sanitation and projects funding and phasing process, particularly for MIG, DWS and DPW projects.		MM/DTS
5	Report to the IDP Representative Forum on progress on alignment and progress on alignment and MTEF issues so that alignment is placed firmly on the agenda of each IDP Representative Forum meeting.		
6	Ensure that the capital investment in infrastructure is aligned with the financial planning and development of social capital in these projects		

PERFORMANCE INDICATORS:

- A successful meeting with District Municipality, DoT, and key service providers;
- The preparation of the presentation material in time for the meeting with District Municipality and DoT;
- Appropriate municipal representation on the Roads Transport Forums;
- Roads priorities on IDP's are no longer perceived as "lists" but structured and realistic programmes with associated plans of action for systematic implementation according to the MTEF.
- Improved communication between the Municipality and the District Municipality on the water, sanitation and CBPW projects funding allocation and phasing processes.
- The section 54/56 performance contracts are aligned with the new financial planning and capital investment objectives and strategies at SDIP level and with the specific KPI's at the line function implementation levels.

CAPITAL INVESTMENT PLAN

- **NKANDLA MUNICIPALITY'S PROJECTS IMPLEMENTATION PLAN FOR 2022-2027 TERM OF OFFICE**

2022/25 Additional Funds		**2024/2025 FINANCIAL YEAR**					**2025/26 FINANCIAL YEAR**					**2026/27 FINANCIAL YEAR**					**2027/28 FINANCIAL YEAR**					**2028/29 FINANCIAL YEAR**				
Project's Name & Municipal Ward	**Project's MIG Budget**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**
		Ezilozini Access Road	13	New	3 000 000	MIG	Ezintinini Community Hall Ward 11	11	New	3 [illegible]50 000	MIG	Si[illegible]mbakahle C[illegible]eche	11	New	1 500 000	MIG	KwaVumbu Creche	12	New	1 500 000	MIG	Lembede to kwaMpondo Gravel Road Ward 04	04	New	3 500 000	MIG
		Cholwane/ Nqundu Road	**05**	**New**	**7 000 000**	MIG	Mahlathini Access Road Ward 10 (Moved from 20233/24 FY)	10	New	3 550 000	MIG	Mgomezulu Causeway	04	New	4 000 000	MIG	Magidini Comm. Hall	02	New	3 750 000	MIG	Mandathane Road – Phase 2	08	New	4 000 000	MIG

		Bhebhe Access Road	14	New	3 500 000	MIG	Mvumangoma Community Hall	01	New	3 000 000	MIG	Esikhwane Community Hall	12	New	3 500 000	MIG	Bhacane Access Road	02	Phase 2	3 550 000	MIG	Ezidlozini Community Hall	14	New	3 750 000	MIG
		Ntumbeni/ Matshezimpisi Link Road	**05 & 6**	New	**7 000 000**	MIG	Ezilozini CommunityH Hall	13	New	3 750 000	MIG	Sibusisile Creche	01	New	1 500 000	MIG	Pitolo Road	08	New	3 000 000	MIG	Matholampunga Community Hall	06	New	3 000 000	MIG
							Mdunduzeli Creche	10	New	1 500 000	MIG	Gqaba Road	05	New	3 000 000	MIG	Nd[illegible]tshe causeway	01	New	1 500 000	MIG	Matholamgele Causeway	10	New	3 000 000	MIG
							Ezithaleni Access Road	12	New	5 000 000	MIG	Bhebhe Road	14	New	3 500 000	MIG	Ngomankulu Community Hall	14	New	3 500 000	MIG	Maphothwe Causeway	11	New	3 500 000	MIG
							Mabengela Sports complex Phase 04	06	Continuation		MIG							4	New	3 500 000	MIG	Ntanyeni Access Road	02	New	3 500 000	MIG

		Nkandla Sub-Station	05	Continuation	8 000	MIG	Nkandla Sub-Station		Continuation	20 000	MIG	Nkandla Sub-Station		Continuation	20 000	MIG	Nkandla Sub-Station		Continuation	20 000	MIG	Nkandla Sub-Station	12	Continuation	20 000	MIG
		TOTAL BUDGET			39 000 000		**TOTAL BUDGET**			**49 000 000**		**TOTAL BUDGET**			**27 250 000**		**TOTAL BUDGET**	14	New	28 750 000	MIG	**TOTAL BUDGET**	13	New	35 000 000	MIG
		ELECTRIFICATION INFILLS (TYPE 1, 2 & 3)																								
		2022/23 FINANCIAL YEAR					**2023/24 FINANCIAL YEAR**					**2024/2025 FINANCIAL YEAR**					**2025/26 FINANCIAL YEAR**					**2026/27 FINANCIAL YEAR**				
		Project's Name	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**
		Ward 1, 2 & 3 Electrification Infills	**07**	**Infills**	**7 000 000**	**INEP**	**Ngono**	**09**	**New**	**[illegible] 000 000**	**INEP**	**Ezingwelevu**	**6**	**New**	**7 000 000**	**DMRE**	**Infills (Type 1,2,3)**	All Wards	Continuation	TBA	Eskom	**Infills (Type 1,2,3)**	All Wards	Continuation	TBA	Eskom
		Infills (Type 1,2,3) Wards 1,3 & 4	**06**	**Infills**	**4 500 000**	Eskom	**Infills (Type 1,2,3) Wrds 5,6,1[illegible] & 11**	**[illegible]**	**New**	**5 000 000**	Eskom	**Infills (Type 1,2,3) Wards 7,13 &14**	All Wards	Continuation	TBA	Eskom	**Infills (Type 1,2,3) Wards 2,8,10,11 & 12**	All Wards	Continuation	TBA	Eskom	**Infills (Type 1,2,3) Wards 2,3,4 & 5**	All Wards	Continuation	TBA	Eskom

		Nkandla Town Sub-Station	05	New	7 000 000	DMRE	Nkandla Town Sub-Station	05	Phase- 02	23 000 000	DMRE	Nkandla Town Sub-Station	05	Phase- 03	30 000 000	DMRE	Infills (Type 1,2,3)	All Wards	Continuation	TBA	Eskom	Infills (Type 1,2,3)	All Wards	Continuation	TBA	Eskom
		TOTAL BUDGET			16 000 000					33 000 000					55 000 000											

NKANDLA TOWN DEVELOPEMNT

		Project's Name	Municipal Ward	Project Status	Budget Estimates	Budget Source	Project's Name	Municipal Ward	Project Status	Budget Estimates	Budget Source	Project's Name	Municipal Ward	Project Status	Budget Estimates	Budget Source	Project's Name	Municipal Ward	Project Status	Budget Estimates	Budget Source	Project's Name	Municipal Ward	Project Status	Budget Estimates	Budget Source
Nkandla Town Shopping Centre Development								**Nkandla Reginal Mall Development**																		
		Nkandla Town/CBD Roads (Marawa RD, Shange Ringroad) Upgrading Program	05	Funding Application	35 000 000	TBC	Municipal Executive Building	05	Funding Application	35 000 000	TBC	Nkandla Town/CBD Roads Upgrading (Marawa Road, Shange Road))	05	Rehabilitation	9 500 000	TBC	Nkandla Town/CBD Roads Upgrading (Mareé RD)	05	Rehabilitation	10 000 000		Nkandla Town/CBD Roads Upgrading (Marawa Road, Shange Road))	05	Rehabilitation	11 000 000	
TOTAL					35 000 000					35 000 000					9 500 000					10 000 000					11 000	

NKANDLA MUNICIPAL RURAL ROADS UPGRADING PROGRAM (RRUP)

2022/23 FINANCIAL YEAR					2023/24 FINANCIAL YEAR					2024/25 FINANCIAL YEAR					2025/26 FINANCIAL YEAR					2026/27 FINANCIAL YEAR				
Project's Name	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**
Maintenance of communal gravel Roads	All	Road Maintenance	**7 000 000**	**Internal Funds**	Maintenance of communal gravel Roads	**All**	Road Maintenance	**7 700 000**	**Internal Funds**	Maintenance of communal gravel Roads	**All**	Road Maintenance	**8 470 000**	**Internal Funds**	Maintenance of communal gravel Roads	**All**	Road Maintenance	**9 317 000**	**Internal Funds**	Maintenance of communal gravel Roads	**All**	Road Maintenance	**10 249 000**	**Internal Funds**
TOTAL			**7 000 000**					**7 700 000**					**8 470 000**					**9 317 000**					**10 249 000**	

COMMUNITY LIGHTING

2022/23 FINANCIAL YEAR					2023/24 FINANCIAL YEAR					2024/25 FINANCIAL YEAR					2025/26 FINANCIAL YEAR					2026/27 FINANCIAL YEAR				
Project's Name	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**	**Project's Name**	**Municipal Ward**	**Project Status**	**Budget Estimates**	**Budget Source**

Sakhile Location High Masts	05	Planning	500 000	DMRE/MIG	Sakhile Location High Masts	05	Implementation	2 500 000	DMRE/MIG	Emjahweni High Masts	05 & 11	New	2 550 000	DMRE/MIG	Chwezi/Kwa Dladla High Masts	01	New	2 600 000	DMRE/MIG	Thalaneni High Masts	04	New	2 550 000	DMRE
Sinqobile Suburbs High Masts	05	Planning	500 000	DMRE/MIG	Sinqobile Suburbs High Masts	05	Implementation	2 500 000	DMRE/MIG	Qhudeni/ Emzimhlophe High Masts	08	New	2 550 000	DMRE/MIG	Dolwane High Masts	08	New	2 600 000	DMRE/MIG	Malunga High Masts	03	New	2 650 000	DMRE/MIG
White City Location	05	Planning	500 000	DMRE/MIG	White City Location	05	Implementation	2 500 000	DMRE/MIG	Machangca & KwaJele High Masts	10 & 12		2 550 000		Velangaye/ Manyala High Masts	06	New	2 600 000	DMRE/MIG	Vumanhlamvu High Masts	06 & 11	New	2 650 000	DMRE/MIG
TOTAL			**R1 500 000**		**TOTAL**			**7 500 000**		**TOTAL**			**7 650 000**		**TOTAL**			**7 800 000**		**TOTAL**			**7 950 000**	

RENOVATIONS, MAINTENANCE AND REPAIRS OF MUNICIPAL FACILITIES

SKPA	Output	KPI	Facility's Name	Activities	Municipal Ward	Budget Source	MAINTENANCE				
							2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY
Renovation, maintenance and repairs of municipal public facilities	Number of facilities renovated or maintained or repaired	Number of square meters	Mthiyaqhwa Comm Hall	Intensive and comprehensive maintenance of the hall (re-plastering, windows and doors fixing and replacing, roof renovation, etc)	05	Internal revenue			R200 000		R250 000
			Vumanhlamvu CSC	Re-roofing	11	Internal revenue	1 000 000				
			Nkandla Town Sports grounds	Refencing, & drive-in surfacing	05	Internal revenue	900 000				

			Echibini Hall		2	Internal revenue			R150 000		R200 000
			Mangidini CSC		7	Internal revenue		R3 500 000			R100 000
			Power Sports field		14	Internal revenue		R250 000			R100 000
			Chwezi Sports field		1	Internal revenue			R200 000		R100 000
			Vimbimbobo CSC		3	Internal revenue		R50 000		R100 000	
			Mvutshini Sportsfield		10	Internal revenue			R200 000		R100 000
			Godide CSC		8	Internal revenue		R50 000		R85 000	
			Godide Sportsfield		8	Internal revenue			R200 000		R100 000
			Qhudeni Community Hall		8	Internal revenue		R125 000		R175 000	
			Qhudeni Sportsfield		8	Internal revenue			R200 000		R100 000
			Bhacane Comm Hall		2	Internal revenue		R125 000		R175 000	
			Mfongosi Sportsfield		9	Internal revenue			R200 000		R100 000
			Mthiyaqhwa sportsfield		5	Internal revenue		R250 000		R150 000	

TOTAL BUDGET ESTIMATES	**R1 900 000**	**R4 350 000**	**R950 000**	**R425 000**	**R950 000**

NKANDLA TOWN UNDERGROUND ELECTRICITY CABLING PROGRAMME

Conversion of Nkandla Town overhead electricity cabling system into underground cabling system	To ensure public safety and town beautification		Nkandla CDB	Conversion of overhead electricity cabling system into underground cabling system	5	DoE/internal revenue		R1 750 000	R2 000 000	R2 250 000	R2 500 000
TOTAL BUDGET ESTIMATES								**R1 750**	**R2 000**	**R2 250**	**R2 500**

KING CETSHWAYO DISTRICT PROJECTS 2024/2025

PROJECT / PROGRAMME NAME	WARD NO.	BENEFICIARIES	NO OF HOUDEHOLDS	FUNDER	STATUS	ESTIMATED AMOUNT	2024/2025 FY BUDGET
Equipping of two boreholes at Vumangoma and Nkunzikayihlehli, spring protection in Vumanhlamvu and installation of reticulation network under Nkandla LM	1, 6 & 11 Respectively	Vumangoma, Nkunzikayihlehli and Vumanhlavu	220	WSIG	BPs SAC Letters have been received still waiting for final approval from DWS National Office. Designs are ready, Contractor's Allocation will be concluded once the Final BP Approval from DWS have been achieved.	R12 676 600.65	R12 676 600.65
Nkandla Vutshini Plant Upgrade (Under Construction)	8, 10, 11, 12 & 13	Thuma, Ebhuqwini, Embuthisweni, Matholamnyama, Mamntonsundu, Siyanda, Qhoshangani, KwaMpanza, Ezilozini, Ecwaka, Hlwwane, Mwana, Thukela, Khonzindaba, KwaThusi, Vutshini, Maqhubandaba, Emabozeni, Vumukukhanya, Dolwane, Vumbu, Masolosolo, Emaqadini, Jabavu, Ezimpisini, Machanca, Ngwavu, Nkunzebomvu, Nkwelo,Mchobisa, Uhlolotho, Embabane and Emsobotsheni	3890	MIG	Project is under Construction.	R99 999 500.00	R35 785 217.00

BP for 2024 – 2025 Projects

Project Name	Beneficiaries	Funder	Status	Estimated Amount
Nkandla Bulk Western Region - Planning for Plant Upgrade and Bulk Insfrastructure to Ward 05.	Nkandla Town and Surrounding Areas.	MIG	BP is ready for submission to DWS National Office - Veyane Consulting Engineers.	R 24 000 000.00

Nkandla Bulk Eastern Region - Planning for Treatment Plant, Abstraction Point and Bulk Infrastructure.	Mhlana Somopho Water Supply Scheme	WSIG	Izinga Holdings is reviewing and updating the submission that was done by Black Balance.	R 26 000 000.00
Rural Sanitation - Nkandla Local Municipality	TBC - Waiting for Stats SA for area of concentration.	MIG	Planning Section is busy with BP draft.	R 20 000 000.00

DEPARTMENT OF TRANSPORT PROJECTS 2024/2025

UPGRADES

PROJECT / PROGRAMME NAME	ACTIVITY	PROJECT TYPE	IDMS PROJECT STATUS	PROJECT END DATE	"MTEF YEAR 1	"MTEF YEAR 2	"MTEF YEAR 3
Construction of Gosweni River Bridge No. 0559 on P50-3 at km 13.60	Construction of vehicular bridge	Upgrade	Stage 2 Concept/ Feasibility Report	2028/03/26	R 200 000.00	R 500 000.00	R 18 800 000.00
The Construction of Mhlathuze (Nkungumathe) River Bridge No. 3837 on D2238	Construction of vehicular bridge	Upgrade	Stage 5 Works 76 to 99%	2023/12/15	R 9 200 000.00	R 0.00	R 0.00
Ugrade of P16-3 (km 0 to km 28.8)	Construction of earthworks, layerworks & surfacing	Upgrade	Stage 3 Design Development Report	2029/01/20	R 5 624 531.00	R 10 225 000.00	R 14 975 000.00
Upgrade of P706 (km0 to km6,2)	Construction of earthworks, layerworks & surfacing	Upgrade	Stage 5 Works 76 to 99%	2026/03/31	R 1 500 000.00	R 0.00	R 0.00
Upgrade of P706 (km6.2 to km 33,2)	Construction of earthworks, layerworks & surfacing	Upgrade	Stage 4 Design Documentation Report- Draft Preparation stage	2029/01/20	R 1 000 000.00	R 500 000.00	R 15 326 000.00
Upgrade of P707 (km 0 to km 26.24)	Construction of earthworks, layerworks & surfacing	Upgrade	Stage 4 Design Documentation Report- Draft at BSC stage	2029/01/20	R 1 000 000.00	R 500 000.00	R 18 459 000.00
Upgrade of P90 (km 0,0 to km 28,0)	Construction of earthworks, layerworks & surfacing	Upgrade	Stage 1 Project Initiation/ Prefeasibility Report	2029/01/29	R 1 000 000.00	R 0.00	R 0.00
Rehabilitation of P50-3 (km0,0 to km30,0)	Rehabilitation	Rehabilitation	Stage 4 Design Documentation- Evaluation Stage IDT	2026/06/30	R 2 000 000.00	R 0.00	R 0.00
Rehabilitation P90 (km 0 to km 14.000)	Rehabilitation	Rehabilitation	Stage 3 Design Development	2027/11/23	R 2 132 158.00	R 40 182 254.13	R 61 789 552.85

Rehabilitation of P50-2 (km30.00 to km53.00)	Rehabilitation	Rehabilitation	Stage 1 Project Initiation	2029/09/03	R 235 294.00	R 0.00	R 0.00
Sidewalks P226	New Non Motorised facilities	Regional Project	N/A	2026/03/28	R 3 045 744.00	R 2 000 000.00	R 0.00

DEPARTMENT OF EDUCATION PROJECTS 2024/2025

EMIS	PROJECT NAME	IMPLEMENTING AGENT	PROJECTS STATUS	SUB PROGRAMME	BUDGET PROGRAMME NAME	TYPE OF INFRASTRUCTURE	LAT.	LON.	TOTAL PROJECT COST	2024/2025	2025/2026	2026/2027
500102453	AMAPHUTHU HIGH SCHOOL	DBSA	DESIGN	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	SEC/SMALL	-28.62	31.00941	R 35 714 351	R1 500 000	R294 148	956 919
n/a	BAMBANANI ECD	IDT	Design	STORM DAMAGED ECD	MAINTENANCE AND REPAIR	CRECHE	-28.92021	31.45184	R 500 000	R300 000	R-	0
n/a	BAMBUMKHONO CRECHE	IDT	TENDER	REPAIRS & MAINTENANCE	MAINTENANCE AND REPAIR	CRECHE	-28.781667	30.965833	R 500 000	R536 012	R-	0
n/a	BHEKISIZWE CRECHE	IDT	TENDER	REPAIRS & MAINTENANCE	MAINTENANCE AND REPAIR	CRECHE	-28.537	32.020333	R 500 000	R536 016	R-	0
500308839	BHOBHE PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MICRO	-28.7592	31.1142	R 1 377 000	R-	R161 660	137 700

500110371	BIZIMALI HIGH SCHOOL	PUBLIC WORKS	PROJECT INITIATION	HOSTELS	UPGRADES AND ADDITIONS	SEC/MEDIUM	-28.7229	30.6956	R 5 500 000	R350 000	R2 000 000	1 500 000
500118887	CUNGCWANA PRIMARY SCHOOL	IDT	FINAL COMPLETION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.502	30.9094	R 4 000 000	R272 115	R-	0
500118887	CUNGCWANA PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.502	30.9094	R 10 207 504	R-	R387 200	457 470
500122211	DLOLWANE PRIMARY SCHOOL	PUBLIC WORKS	CONSTRUCTION 1% - 25%	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/MICRO	-28.69718	30.9125	R 5 724 941	R572 494	R339 397	160 094
500127983	EKHOMBE HIGH SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.646333	30.9338	R 2 000 000	R-	R255 357	200 000
500129315	EKUZWANENI PRIMARY SCHOOL	IDT	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	Prim/Small	-29.73595	31.02733	R 5 350 000	R-	R-	350 000
500135050	EMTHUNGWENI HIGH SCHOOL	IDT	DESIGN	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	SEC/MEDIUM	-28.82666	31.04266	R 6 185 142	R-	R485 142	700 000

500139046	ENYAWOSHANE PRIMARY SCHOOL	IDT	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/SMALL	-28.77549	31.25157	R 4 514 000	R-	R1 216 276	714 578
500139046	ENYAWOSHANE PRIMARY SCHOOL	IDT	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.77549	31.25157	R 6 000 000	R-	R485 142	923 178
500142376	ETHULWANE P	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.78348	30.96739	R2 000 000	R-	R255 357	162 925
500142376	ETHULWANE PRIMARY SCHOOL	COEGA	FEASIBILITY	FULL SERVICE SCHOOL	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.78348	30.96739	R34 947 822	R-	R-	259 800
500143338	EZILOZINI PRIMARY SCHOOL	PUBLIC WORKS	ONHOLD-LOW ENROLMENT	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/MICRO	-28.83425	30.90663	R4 579 815	R-	R523 569	407 509
500144522	FANGELAKHE PRIMARY SCHOOL	DBSA	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.7778	31.3113	R1 600 000	R-	R398 668	483 178
500144522	FANGELAKHE PRIMARY SCHOOL	IDT	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.7778	31.3113	R188 559	R1 472 115	R485 142	0

500145373	FORT LOUIS PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.42047	30.97018	R26 762 600	R-	R4 823 367	683 830
n/a	FUNDUKHUPHUKE CRECHE	IDT	PROJECT INITIATION	Maintenance ECD SHIFT	MAINTENANCE AND REPAIR	CRECHE	#N/A	#N/A	R400 000	R-	R300 000	300 000
500146446	GABANGENKOSI PRIMARY SCHOOL	COEGA	ON HOLD	LEARNERS WITH SPECIAL EDUCATIONAL NEEDS	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.44453	30.99056	R15 083 705	R-	R-	639 763
500147667	GCINUKUTHULA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.54653	31.05262	R1 782 500	R-	R206 633	178 250
500167277	ISANGOYANA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.6487	30.9477	R1 782 500	R-	R206 633	142 678
500169497	ITHALA HIGH SCHOOL	DBSA	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/LARGE	-28.51639	31.07168	R1 600 000	R-	R402 584	482 178
500170089	IWANGU PRIMARY SCHOOL	PUBLIC WORKS	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/SMALL	-28.78812	31.29003	R3 298 465	R3 073 895	R1 831 615	504 503

500170089	IWANGU PRIMARY SCHOOL	PUBLIC WORKS	FINAL COMPLETION	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.78812	31.29003	R2 900 000	R120 000	R-	0
500309616	IZINGWELEVU PRIMARY SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.[illegible]6826	31.239	R2 275 735	R129 000	R-	0
500174751	KHOMO PRIMARY SCHOOL	PUBLIC WORKS	CONSTRUCTION 26% - 50%	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.818[illegible]	31.16584	R2 300 000	R230 000	R313 346	186 354
500490731	KHUBA SECONDARY SCHOOL	COEGA	DESIGN	NEW SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	SEC/SMALL	-28.517899	31.088783	R102 837 413	R1 244 126	R13 730 379	4 628 783
500179598	KWAGUGU PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.6788	30.9399	R3 565 000	R-	R405 125	296 500
500180560	KWAMANQONDO P	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.8276	31.06849	R2 000 000	R-	R255 357	200 000
500181892	KWAMTHWILI PRIMARY SCHOOL	IDT	DESIGN	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/MEDIUM	-28.59502	31.08238	R6 185 142	R-	R485 142	700 000

500181892	KWAMTSHWILI P	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.59502	31.08238	R2 000 000	R-	R255 357	200 000
500188885	LUSHABA SECONDARY SCHOOL	PUBLIC WORKS	ON HOLD	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MEDIUM	-28.539216	30.9683028	R2 400 000	R-	R377 143	240 000
500189292	LUZINDELA P. SCHOOL	COEGA	DESIGN	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.5353	30.903	R10 500 000	R-	R364 607	150 000
500189292	LUZINDELA PRIMARY SCHOOL	COEGA	CONSTRUCTION 1% - 25%	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.5353	30.903	R4 409 347	R1 270 407	R407 369	0
500189292	LUZINDELA PRIMARY SCHOOL	IDT	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.5353	30.903	R2 900 000	R-	R778 147	553 678
500191327	MADLOZI PRIMARY SCHOOL	IDT	PRACTICAL COMPLETION (100%)	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MICRO	-28.5872	30.9716	R315 855	R562 115	R-	0
500192548	MAGQAMA HIGH SCHOOL	DBSA	PRACTICAL COMPLETION (100%)	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/SMALL	-28.80661	31.10437	R5 776 317	R499 455	R-	0

500194324	MAKHANYEZI PRIMARY SCHOOL	IDT	ONHOLD- LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.6958	31.1572	R2 900 000	R-	R778 147	547 804
500194324	MAKHANYEZI PRIMARY SCHOOL	PUBLIC WORKS	ONHOLD- LOW ENROLMENT	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.6958	31.1572	R2 783 478	R-	R476 690	7 938
500194472	MAKHATHINI PRIMARY SCHOOL	PUBLIC WORKS	ONHOLD- LOW ENROLMENT	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/MICRO	-28.64374	30.89892	R7 754 796	R-	R2 772 275	701 228
500194472	MAKHATHINI PRIMARY SCHOOL	PUBLIC WORKS	CONSTRUCTION 1% - 25%	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/MICRO	-28.64374	30.89892	R4 754 432	R475 443	R268 920	421 738
500407888	MANDATHANE PRIMARY SCHOOL	IDT	ONHOLD- LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MICRO	-28.68394	30.90946	R2 900 000	R-	R778 147	553 678
500320346	MANDAWE PRIMARY SCHOOL	DBSA	PRACTICAL COMPLETION (100%)	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.806417	31.533183	R4 801 924	R499 455	R-	0
500320346	MANDAWE PRIMARY SCHOOL	PUBLIC WORKS	CONSTRUCTION 1% - 25%	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.806417	31.533183	R3 246 028	R324 603	R379 503	286 570

500315573	MANDLOSUTHU SECONDARY SCHOOL	IDT	ONHOLD- LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/MICRO	-28.82054	31.44022	R2 900 000	R-	R778 147	553 678
500196803	MANGOMUNTU PRIMARY SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.5189	30.8355	R1 150 000	R123 000	R-	0
500197654	MANYALA PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.637[illegible]4	31.16603	R3 497 446	R-	R569 927	332 045
500197765	MANYANE PRIMARY SCHOOL	IDT	ONHOLD- LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MICRO	-28.71667	30.95955	R2 900 000	R-	R778 147	553 678
500197950	MANZAMNYAMA PRIMARY SCHOOL	DBSA	TENDER	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.54035	31.07664	R6 027 491	R800 000	R346 633	562 625
500200392	MASHINGA HIGH SCHOOL	PUBLIC WORKS	ON HOLD	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/SMALL	-28.5367	30.903	R2 400 000	R-	R349 403	167 331
500326747	MASISIZANE SPECIAL SCHOOL	IDT	FEASIBILITY	UPGRADES AND ADDITIONS HOSTELS	UPGRADES AND ADDITIONS	LSEN	-28.324233	31.4603	R82 600 000	R600 000	R6 500 000	2 510 000

500201132	MASOKA PRIMARY SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/MICRO	-28.4768	30.8639	R1 150 000	R123 000	R-	0
500201724	MATHIYA PRIMARY SCHOOL	IDT	PRACTICAL COMPLETION (100%)	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.64779	31.07867	R19 047 296	R157 886	R-	0
500201761	MATHOLAMNYAMA SECONDARY SCHOOL	DBSA	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/LARGE	-28.78167	30.965833	R5 799 715	R-	R999 483	604 937
500203944	MBATSHAZWA SECONDARY SCHOOL	PUBLIC WORKS	DESIGN	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	SEC/SMALL	-28.49618	30.9767	R6 185 142	R-	R485 142	700 000
500204536	MBIZWE HIGH SCHOOL	DBSA	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS REHABILITATION OR REFURBISHMENTS	SEC/SMALL	-28.5472	31.0518	R5 124 403	R-	R557 700	429 648
500204536	MBIZWE HIGH SCHOOL	IDT	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/SMALL	-28.5472	31.0518	R2 900 000	R-	R778 147	553 678
500204536	MBIZWE SENIOR SECONDARY SCHOOL	DBSA	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/SMALL	-28.5472	31.0518	R3 229 307	R101 000	R-	0

500401043	MBONOMUHLE PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.51539	31.07069	R1 782 500	R-	R206 633	178 250
500206275	MDLELANG PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.62321	31.04797	R1 782 500	R-	R206 633	178 250
500208754	MFONGOSI INTERMEDIATE SCHOOL	IDT	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	COMB/SMALL	-28.7134	30.8038	R2 900 000	R2 257 309	R278 147	553 678
500213601	MNQANDI SECONDARY SCHOOL	COEGA	DESIGN	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	SEC/MEDIUM	-28.44812	30.99046	R71 029 663	R-	R350 680	521 430
500214378	MOME P	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.6985	31.124	R2 000 000	R-	R255 357	200 000
500214378	MOME PRIMARY SCHOOL	PUBLIC WORKS	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.6985	31.124	R4 865 892	R780 663	R913 125	440 464
500304843	MPHATHESITHA SECONDARY SCHOOL	DBSA	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/MEDIUM	-28.5468	31.01414	R4 025 000	R-	R644 938	725 678

500217301	MPOTHOLO PRIMARY SCHOOL	IDT	PROJECT INITIATION	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/SMALL	-28.4572	30.8605	R5 994 000	R-	R344 000	650 000
500219225	MTHIYAQHWA SECONDARY SCHOOL	PUBLIC WORKS	TENDER	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/MEGA	-28.60901	31.09128	R11 121 606	R2 361 815	R1 386 522	1 102 425
500219225	MTHIYAQHWA SECONDARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MEGA	-28.60901	31.09128	R8 897 983	R-	R110 000	298 615
500307211	MUNTUYEDWA PRIMARY SCHOOL	IDT	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.823	31.4025	R2 900 000	R-	R778 147	553 678
500221334	MVAYIZA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.6898	31.2031	R2 000 000	R-	R290 149	200 000
500221334	MVAYIZA PRIMARY SCHOOL (COMPLETION)	IDT	PROJECT INITIATION	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.6898	31.2031	R5 550 000	R890 000	R1 278 099	550 000
500221593	MVUTSHINI HIGH SCHOOL	IDT	PRACTICAL COMPLETION (100%)	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/SMALL	-28.6495	30.9445	R3 158 550	R619 680	R-	0

500225108	NDINDINDI PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.67839	31.0779	R1 782 500	R-	R206 633	163 016
500228475	NGONO SECONDARY SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MEGA	-28.71659	30.814	R3 000 000	R150 000	R-	0
500229252	NGWEGWENI PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.57839	31.07313	R1 782 500	R-	R206 633	158 403
500229252	NGWEGWENI PRIMARY SCHOOL	IDT	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.57839	31.07313	R2 000 000	R-	R486 986	463 678
500229252	NGWEGWENI PRIMARY SCHOOL	DBSA	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.57839	31.07313	R3 285 759	R101 000	R-	0
500230436	NHLOSHANE PRIMARY SCHOOL	IDT	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/SMALL	-28.71836	30.74238	R6 135 142	R-	R485 142	650 000
500231102	NJIKINI PRIMARY SCHOOL	IDT	PRACTICAL COMPLETION (100%)	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MICRO	-28.62996	30.93019	R3 158 553	R619 681	R-	0

500231583	NKANDLA SECONDARY SCHOOL	PUBLIC WORKS	DESIGN	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/MEDIUM	-28.63023	31.09033	R44 762 806	R-	R460 064	380 014
500231583	NKANDLA TECHNICAL HIGH SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MEDIUM	-28.63023	31.09033	R1 150 000	R123 000	R-	0
500231731	NKANYISO HIGH SCHOOL	IDT	CONSTRUCTION 26% - 50%	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	SEC/SMALL	-28.6805[illegible]	30.97278	R6 201 856	R716 714	R485 142	0
500232286	NKONISA PRIMARY SCHOOL	DBSA	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.62128	31.0106	R2 669 918	R101 000	R-	0
500232989	NKUNGUMATHE PRIMARY SCHOOL	DBSA	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS REHABILITATION OR REFURBISHMENTS	PRIM/MEDIUM	-28.52066	31.08933	R4 025 000	R-	R644 938	725 678
500235505	NONGAMLANA HIGH SCHOOL	PUBLIC WORKS	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/SMALL	-28.42653	30.9204	R3 668 088	R2 240 233	R778 147	414 696
500237059	NOYIBEWU PRIMARY SCHOOL	PUBLIC WORKS	FEASIBILITY	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.7877	31.0555	R11 937 000	R-	R215 412	105 168

500309468	NQAMANA SECONDARY SCHOOL	PUBLIC WORKS	FINAL COMPLETION	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MICRO	-28.7382	31.2731	R4 289 505	R250 312	R-	0
500237577	NQUNDU COMBINED SCHOOL	PUBLIC WORKS	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	COMB/SMALL	-28.55914	31.11075	R4 000 000	R-	R882 165	723 178
500237577	NQUNDU COMBINED SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	COMB/SMALL	-28.55914	31.11075	R5 362 693	R102 000	R-	0
500238502	NSUNDUKAZI PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.8104	31.03344	R1 782 500	R-	R206 633	178 250
500238576	NSUNGUZA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.6834	30.7013	R4 250 000	R-	R91 866	748 178
500238576	NSUNGUZA PRIMARY SCHOOL	IDT	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.6834	30.7013	R2 900 000	R1 222 660	R778 147	553 678
500238650	NSUZE PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.539389	30.969136	R2 000 000	R-	R255 357	200 000

500238650	NSUZE PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.539389	30.969136	R2 400 000	R-	R358 215	219 900
500239575	NTATSHANA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.45807	30.89738	R1 782 500	R-	R206 633	178 143
500239575	NTATSHANA PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.45807	30.89738	R5 348 388	R-	R665 701	475 368
500240204	NTOLWANE PRIMARY SCHOOL	DBSA	PRACTICAL COMPLETION (100%)	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MEGA	-28.82597	31.12171	R8 144 749	R499 455	R-	0
500240204	NTOLWANE PRIMARY SCHOOL	IDT	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.8256	31.1215	R3 500 000	R230 000	R-	0
500240907	NTUMBENI PRIMARY SCHOOL	PUBLIC WORKS	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.63577	31.12001	R4 010 928	R-	R1 238 306	502 545
500243238	OHLELO PRIMARY SCHOOL	DBSA	ONHOLD-LOW ENROLMENT	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.4684	31.0314	R1 782 500	R-	R206 633	178 250

500247604	PHANGANDAWO PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.67227	30.99964	R1 782 500	R-	R206 633	178 250
500248862	PHINDIZWE HIGH SCHOOL	DBSA	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	SEC/MICRO	-28.78225	31.27841	R1 600 000	R-	R398 668	483 178
500248862	PHINDIZWE HIGH SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MICRO	-28.78225	31.27841	R3 647 420	R146 000	R-	0
500253006	QHUBANDABA PRIMARY SCHOOL	DBSA	TENDER	REPLACEMENT SCHOOL	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	PRIM/MEDIUM	-28.74779	31.80275	R38 043 410	R5 979 056	R1 572 403	1 504 088
500253228	QHUDENI PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.61024	30.87555	R1 782 500	R-	R206 633	130 400
500253228	QHUDENI PRIMARY SCHOOL	IDT	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/SMALL	-28.61024	30.87555	R5 908 524	R423 382	R485 142	0
500254079	QUDENI PUBLIC SCHOOL	IDT	FINAL COMPLETION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.61656	30.8418	R2 043 996	R328 714	R-	0

500254079	QUDENI PUBLIC SCHOOL	PUBLIC WORKS	ON HOLD	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.61656	30.8418	R2 500 000	R-	R346 753	220 661
500263070	SIBOMVU COMBINED PRIMARY SCHOOLCOMPLETION	PUBLIC WORKS	PRACTICAL COMPLETIO N (100%)	UPGRADES AND ADDITIONS	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.5436	31.01601	R8 507 451	R1 197 669	R165 000	0
500263070	SIBOMVU PRIMARY SCHOOL	DBSA	DESIGN	EARLY CHILDHOOD DEVELOPME NT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.5436	31.01601	R3 861 076	R-	R266 309	331 845
500264106	SIDUMUKA PRIMARY SCHOOL	DBSA	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMM E	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MICRO	-28.4508	30.9458	R1 600 000	R-	R402 584	483 178
500264402	SIGANANDA PRIMARY SCHOOL	DBSA	CONSTRUCT ION 1% - 25%	STORM DAMAGE PROGRAMM E	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/MEDIUM	-28.62815	31.08809	R4 025 000	R700 000	R644 938	725 678
500264402	SIGANANDA PRIMARY SCHOOL	PUBLIC WORKS	ON HOLD	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.62815	31.08809	R2 500 000	R-	R392 857	250 000
500269360	SIYABATHWA PRIMARY SCHOOL	IDT	FINAL COMPLETIO N	STORM DAMAGE PROGRAMM E	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.49378	30.97048	R4 236 017	R307 518	R-	0

500336256	SOGODI PRIMARY SCHOOL	DBSA	ONHOLD-LOW ENROLMENT	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.54435	31.02743	R4 250 000	R-	R628 571	748 178
500273578	SONGENI PRIMARY SCHOOL	IDT	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	MAINTENANCE AND REPAIR	PRIM/MEDIUM	-28.43523	30.9148	R6 383 159	R898 017	R485 142	0
500290191	UPPER MHLATHUZE PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.4613	31.00911	R1 782 500	R-	R206 633	178 250
500293484	VULEKA SCHOOL FOR THE DEAF	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	LSEN	-28.5962	31.0317	R4 421 013	R-	R371 800	99 801
500309468	NQAMANA SECONDARY SCHOOL	PUBLIC WORKS	FINAL COMPLETION	WATER AND SANITATION	UPGRADES AND ADDITIONS	SEC/MICRO	-28.7382	31.2731	R4 289 505	R250 312	R-	0
500237577	NQUNDU COMBINED SCHOOL	PUBLIC WORKS	DESIGN	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	COMB/SMALL	-28.55914	31.11075	R4 000 000	R-	R882 165	723 178
500237577	NQUNDU COMBINED SCHOOL	PUBLIC WORKS	PRACTICAL COMPLETION (100%)	WATER AND SANITATION	UPGRADES AND ADDITIONS	COMB/SMALL	-28.55914	31.11075	R5 362 693	R102 000	R-	0

500238502	NSUNDUKAZI PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/MEDIUM	-28.8104	31.03344	R1 782 500	R-	R206 633	178 250
500238576	NSUNGUZA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.6834	30.7013	R4 250 000	R-	R91 866	748 178
500238576	NSUNGUZA PRIMARY SCHOOL	IDT	CONSTRUCTION 1% - 25%	STORM DAMAGE PROGRAMME	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	PRIM/SMALL	-28.6834	30.7013	R2 900 000	R1 222 660	R778 147	553 678
500238650	NSUZE PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.539389	30.969136	R2 000 000	R-	R255 357	200 000
500238650	NSUZE PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.539389	30.969136	R2 400 000	R-	R358 215	219 900
500239575	NTATSHANA PRIMARY SCHOOL	DBSA	PROJECT INITIATION	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.45807	30.89738	R1 782 500	R-	R206 633	178 143
500239575	NTATSHANA PRIMARY SCHOOL	PUBLIC WORKS	DESIGN	WATER AND SANITATION	UPGRADES AND ADDITIONS	PRIM/SMALL	-28.45807	30.89738	R5 348 388	R-	R665 701	475 368

10.3 IMPLEMENTATION PLAN

The five-year implementation plan further breaks down the goals, objectives and strategies that are in the strategic framework, into performance indicators and targets. There are targets for each of the financial years from 2017/18 up until the 2021/22 financial year which is the full IDP cycle for this Council; the implementation plan is further broken down into a one-year organisational scorecard. The organisational scorecard is further supported by a more operational Service Delivery Implementation Plan (SDBIP).

The following five (5) year plan is set out in tabular form containing the following:

1. Key Challenge
2. Objective
3. Intervention
4. Performance Indicator
5. Baseline
6. 5 Year Targets
7. Target if outside 5-year period
8. Confirmed Budget
9. Funding Source
10. Responsibility

9.2.1. MSCOA IDP BUDGET IMLEMENTATION PLAN

The IDP is fully aligned to the municipal budget as per the mSCOA regulations.

NKANDLA LOCAL MUNICIPALITY 2022-2023 IMPLEMENTATION PLAN																
								5 YEAR TARGETS								
KPA	DGDP	OBJECTIVE REF	GOAL	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	BASELINE	YEAR 1(21/22)	YEAR 2(23/24)	YEAR 3(24/25)	YEAR 4(25/26)	YEAR 5(26/27)	TARGET AND YEAR IF OUTSIDE 5	BUDGET	SOURCE	RESPONSIBILITY
GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	Policy and strategy co-ordination and IGR	**1.1.1**	Good Governance	To ensure efficient and effective internal and external communication	Hold Quuartely IGR Forums	Number of Sukumasakhe war rooms established	14	14	14	14	14	14			EQS EQS EQS	Office of the Municipal Manager
	Policy and strategy co-ordination and IGR	**1.1.2**	Good Governance	To create a conducive environment for socio economic growth	To monitor service delivery by engaging relevant stakeholders	No. of Local Task Team (LTT) meetings	12	12	12	12	12	12			EQS	Office of the Municipal Manager
	Policy and strategy co-ordination and IGR	**1.1.3**	Good Governance	To create a conducive environment for socio economic	Establishmnent of functional ward committees	Number of ward committees established	14	14	14	14	14	14			EQS	Office of the Municipal Manager
	Policy and strategy co-ordination and IGR	**1.1.4**	Good Governance	To ensure efficient and effective internal and external	To establish ward committees	Number of ward committees Meetings held	168	168	168	168	168	168			EQS	Office of the Municipal Manager
	Policy and strategy co-ordination and IGR	**1.1.5**	Good Governance	To create a conducive environment for socio economic growth	To monitor service delivery by engaging relevant stakeholders	Number of operation sukumasakhe program	4	4	4	4	4	4			EQS	Office of the Municipal Manager
	Policy and strategy co-ordination and IGR	**1.1.6**	Good Governance	To create a conducive environment for socio economic	To develop comprehensive response to HIV/AIDS	Date of HIV/ AIDS campaigns	4	4	4	4	4	4			EQS	Office of the Municipal Manager
	Health of communities and citizen	**1.1.7**	Good Governance	To create a conducive environment for socio economic growth	Develop functional disability forum	Date aproved of local plan of disabled/strategy /plan	Date	2	2	2	2	2			EQS	Office of the Municipal Manager
	Health of communities and citizen	**1.1.8**	Good Governance	To create a conducive environment for socio economic	Promote functional senior citizen forum	Aproval of senior citizen strategy/plan	2	2	2	2	2	2			EQS	Office of the Municipal Manager
	Health of communities and citizen	**1.1.9**	Good Governance	To create a conducive environment for socio economic	Promote functional senior citizen forum	Establish/review senior citizen forum	2	2	[illegible]	2	2	2			EQS	Office of the Municipal Manager
	Health of communities and citizen	**1.1.10**	Good Governance	To create a conducive environment for socio economic growth	Provide gender empowerment	Aproved local plan of gender empowerment/st rategy/plan	2	2	2	2	2	2			EQS	Office of the Municipal Manager
	Health of communities and citizen	**1.1.11**	Good Governance	To create a conducive environment for socio economic	Provide gender empowerment	Number of senior citizen programs implemented	2	[illegible]	2	2	2	2			EQS	Office of the Municipal Manager
	Governance and policy	**1.1.12**	Promote good governance in the	Attain effective and efficient muncipal administration	Ensure compliance with all	Date of approval of the Internal Audit Plan	30-Jun	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26			EQS	Office of the Municipal Manager
	Governance and policy	**1.1.13**	Promote good governance in the	Attain effective and efficient municipal administration	To submit Internal audit report to EXCO	Date of Internal Audit Progress Reports	4	4	4	4	4	4			EQS	Office of the Municipal Manager
	Governance and policy	**1.1.14**	Promote good governance in the	Attain effective and efficient municipal administration	To hold quarterly Audit committee	Number of Audit Committee meetings	4	4	4	4	4	4			EQS	Office of the Municipal Manager
	Governance and policy	**1.1.15**	Promote good governance in the municipality	Advance and maintain the financial viability of the municipality	To submit annual financial statement for Audit	Date of submission of Annual financial statement to AG for audit	30-Jun	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26			EQS	Office of the Municipal Manager
	Governance and policy	**1.1.16**	Promote good governance in the municipality	Attain effective and efficient municipal administration	To Submit Annual report to AG	Date of approval of annual report, inclusive of oversight report	30-Jun	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26			EQS	Office of the Municipal Manager
	Governance and policy	**1.1.17**	Promote good governance in the municipality	Attain effective and efficient municipal administration	Maintain unqualified audit opinion and reduce matters	Audit Opinion	Unqualified	Unqualified	Unqualified	Unqualified with no matters	Unqualified with no matters	Unqualified with no matters			**EQS**	Office of the Municipal Manager
	Governance and policy	**1.1.18**	Ensure functional Performance Management	To ensure monitoring and evaluation of municipal	Implementation Individual Performance Systems	Number of individual performance agreements	5	5	5	5	5	5			**EQS**	Office of the Municipal Manager
	Human resource development	**1.1.19**	Ensure functional Performance Management System	To ensure monitoring and evaluation of municipal performance	Implementation Individual Performance Systems	Date of submission of Annual Performance Report to AG	31-Aug-20	31-Aug-21	31-Aug-22	31-Aug-23	31-Aug-24	31-Aug-25			**EQS**	Office of the Municipal Manager
	Human resource development	**1.1.20**	Ensure functional Performance Management System	To ensure monitoring and evaluation of municipal performance	Implementation Individual Performance System	Number of OPMS reports to portfolio and Council	4	4	4	4	4	4			**EQS**	Office of the Municipal Manager
	Human resource development	**1.1.21**	Ensure functional Performance Management System	To ensure monitoring and evaluation of municipal performance	Implementation Individual Performance Systems	Date of submission of Mid-Year Performance Report	25-Jan-21	25-Jan-22	25-Jan-23	25-Jan-24	25-Jan-25	25-Jan-26			**EQS**	Office of the Municipal Manager
	Human resource development	**1.1.21**	Ensure functional Performance Management System	To ensure monitoring and evaluation of municipal performance	Implementation Individual Performance Systems	Date of approval of 2021/2022 OPMS Scorecard	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26			**EQS**	Office of the Municipal Manager
	Human resource development	**1.1.22**	Good Governance	Develop and approval of human resource and development strategy	To ensure the retention of skills through development of human resource and development strategy	Date of approval of human resource and development strategy	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26			**EQS**	Corporate service
	Human resource development	**1.1.23**	Good Governance	To decrease Municipal Risk through rist management	Implementation of Risk Management Policy	Date of Annual Risk Assessment	31-May-21	31-Jul-22	31-Jul-23	31-Jul-24	31-Jul-25	31-Jul-26			**EQS**	Corporate service
	Human resource development	**1.1.24**				Percentage of risks resolved during the	0	100%	100%	100%	100%	100%			**EQS**	Corporate service

KEY PERFORMANCE	DGDP	OBJECTIVE REF	GOAL	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	BASELINE	5 YEAR TARGETS YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TARGET AND YEAR IF OUTSIDE 5	BUDGET	SOURCE	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Infrastructure development	**4.1.1**	Sustainable Infrustructure and service delivery	To improve access to roads	Rehabiliation of access roads	Number KM of access roads rehabilitated	KM	2KM	3KM	3KM	2.5KM	2KM		**R 3 500**	**EQS**	Technical Service
	Infrastructure development	**4.1.1**	Sustainable Infrustructure and service delivery	To improve access to roads	Rehabiliation of access roads	Date of completion of Implementation of the Projects:	KM	100% Construction and completion of 1. Sphande access road			N/A	N/A		**R8 750 000.00**	**MIG**	Technical Service
	Infrastructure development	**4.1.2**	Sustainable Infrustructure and service delivery	To improve access to public facilities	Construction of community halls of access roads	Date of completion of Implementation of the Projects:		100% Construction and completion of 1.Ezijibeni Community Hall ,								
	Infrastructure development	**4.1.3**	Sustainable Infrustructure and service delivery	To improve public facilities	Rehabiliation of access roads	Date of completion of Implementation of the Projects:		100% Construction and completion of								
	Infrastructure development	**4.1.4**	Sustainable Infrustructure and service delivery	To improve sports infrastructure	Rehabiliation of access roads	Date of completion of Implementation of the Projects:		Construction and Completion of Mabengela								
	Infrastructure development	**4.1.5**	Sustainable Infrustructure and service delivery	Infrastructure development through construction of	Rehabiliation of access roads	Date of completion of Implementation of the Projects:		Construction and completion of Mqubeni								
	Infrastructure development	**4.1.6**	Sustainable Infrustructure and service delivery	To improve quality of life through social infrastructure development	To maintain and service Town Electricity Infrastructure	Number of transformer serviced and replaced		Replacement of faulty transfomers and provide								
	Infrastructure development	**4.1.7**	Sustainable Infrustructure and service delivery	To improve access to electricity	Provide free basic electricity	Number of households with access to free basic electricity	1368	1368	1400	1500	1700	2000		**R0.00**	**INEP**	Technical Service
	Infrastructure development	**4.1.8**	Sustainable Infrustructure and service delivery	To improve access to electricity	Provide free basic electricity	Number of new electricity connections	3577	1441	1400	736	0	0		**R**	**INEP**	Technical Service
	Infrastructure development	**4.1.9**	Sustainable Infrustructure and service delivery	To improve access to electricity	To implement INEP Projects	Number of new electricity connections	3577	1. Construction of Cuphuchuku, 2. Maqhashiya,3. Bangamanzi 4.Ezibondweni and 5.Emaswazwini	1. Khomo electrification 2.Jameson Drift electrification	Godide electrification	Chwezi electrification			**R41 000 000.00**	**INEP**	Technical Service
	Infrastructure development	**4.1.10**	Sustainable Infrustructure and service delivery	To improve access to solid waste disposal services	Provide basic solid waste disposal services	Number of households with access to solid waste disposal services	12826	12826	12826	12826	12826	12826		**R**	**EQS**	Technical Service
	Infrastructure development	**4.1.10**	Sustainable Infrustructure and service delivery	To improve access to solid waste disposal services	Provide basic solid waste disposal	Number of new solid waste disposal	12826	12826	12826	12826	12826	12826		**R0.00**	**MIG**	Technical Service

KEY PERFORMAN	DGDP	OBJECTIVE REF	GOAL	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	BASELINE	5 YEAR TARGETS YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TARGET AND YEAR IF OUTSIDE 5	BUDGET	SOURCE	
LOCAL ECONOMIC DEVELOPMENT	Inclusive economic growth	**5.2.1**	To create a conducive environment for socio -	To align the LED Strategy with the PGDS, EPWP and CWP	Review of LED Strategy	Date of approval of LED Strategy	30-Jun-21	30-Jun-22	implementation of LED strategy	implementation of LED strategy	implementation of LED strategy	implementation of LED strategy			**EQS**	Community service
	Inclusive economic growth	**5.2.1**	To create a conducive environment for socio - economic growth	To improve support to Local Development	Implementation of programmes with regards to the unemployed youth database	Number of training programmes	2	Unemployed Youth Database completed 30 June 2022	2	2	2	2			**EQS**	Community service
	Inclusive economic growth	**5.2.2**	To create a conducive environment for socio - economic growth	To improve support to Local Development	Establishment of co-operatives	Number of co-operatives maintained	246	246	246	246	246	246			**EQS**	Community service
	Inclusive economic growth	**5.2.3**	To create a conducive environment for socio - economic growth	To improve support to Local Development	Review and implementation of Tourism Strategy	Date of approval of Tourism Marketing Plan	0	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26			**EQS**	Community service
	Inclusive economic growth	**5.2.4**	To create a conducive environment for socio - economic growth	To increase job creation	Implement LED Projects	Number of cooperatives established and supported	246	250	260	270	280	300			**EQS**	Community service
	Inclusive economic growth	**5.2.5**	To create a conducive environment for socio - economic growth	To increase job creation	Implementation of CWP	Number of jobs maintained through the CWP Project	30	40	60	80	100	120			**EQS**	Community service
	Inclusive economic growth	**5.2.6**	To create a conducive environment for socio - economic growth	To increase job creation	Implement EPWP Project	Number of jobs maintained	120	30	60	120	160	190			**EQS**	Community service
	Inclusive economic growth	**5.2.7**	To create a conducive environment for socio - economic growth	To increase job creation	Development and implementation of Sports Strategy	Number of Sports programmes implemented as per plan	13	14	14	14	14	14			**EQS**	Community service

KEY PERFORMAN	DGDP	OBJECTIVE REF	GOAL	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	BASELINE	5 YEAR TARGETS YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TARGET AND YEAR IF OUTSIDE 5	BUDGET	SOURCE	
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Governance and policy	6.1.1	Advance and maintain the financial viability of	To enhance revenue collection	Implementation of debt recovery plan	Percentage improvement of debt year-on-year		5%	5%	5%	5%	5%			EQS	Financial Services
	Governance and policy	6.1.2	Advance and maintain the financial	To enhance revenue collection	Implementation of the rates policy	Date of annual review	31-May-17	31-May-18	31-May-22	########	########	31-May-25			EQS	Financial Services
	Governance and policy	6.1.3	Advance and maintain the financial viability of the municipality	To enhance revenue collection	Develop Revenue Enhancement Strategy (Financial Sustainability Strategy and Investment Strategy)	Date of approval of Revenue Enhancement Strategy	31-May-17	31-May-18	31-May-22	########	########	31-May-25			EQS	Financial Services
	Governance and policy	6.1.4	Advance and maintain the financial viability of the	To ensure that financial resources are effeciently and effectively allocated	Maintenance of the Supplementary Valuation Roll	Percentage completion of valuation roll	100%	100%	100%	100%	100%	100%			EQS	Financial Services
	Governance and policy	6.1.5	Advance and maintain the financial viability of the municipality	To ensure that financial resources are effeciently and effectively allocated	Maintenance of a GRAP compliant Asset Register	Percentage compliance with GRAP	100%	100%	100%	100%	100%	100%			EQS	Financial Services
	Governance and policy	6.1.6	Advance and maintain the financial viability of the municipality	To ensure effective management and monitoring of expenditure	Implementation of Supply Chain Management Policy	Percentage completion of supplier database update	100%	100%	100%	100%	100%	100%			EQS	Financial Services
	Governance and policy	6.1.7	Advance and maintain the financial viability of	To align financial management measurables with national indicators	Enhance the financial viability of the municipality	Cost Coverage Ratio	1.5	1.5	1.5	1.5	1.5	1.5			EQS	Financial Services
	Governance and policy	6.1.8	Advance and maintain the financial viability of the municipality	To align financial management measurables with national indicators to reflect the financial position of the municipality	Ensure capital expenditure on capital projects	Percentage of municipality's capital budget actually spent on capital projects	100%	100%	100%	100%	100%	100%			EQS	Financial Services
	Governance and policy	6.1.9	Advance and maintain the	To align financial management	Ensure statutory budgeting and	Percentage MFMA	100%	100%	100%	100%	100%	100%			EQS	Financial Services
	Governance and policy	6.1.10	Advance and maintain the financial	To align financial management measurables with	Ensure statutory budgeting and reporting	Date of approval of final budget	31-May-21	31-May-22	31-May-23	########	########	31-May-26			EQS	Financial Services
	Governance and policy	6.1.11	Advance and maintain the financial viability of the municipality	To align financial management measurables with national indicators to reflect the financial position of the municipality	Ensure statutory budgeting and reporting	Number of financial policies reviewed (Credit and Debt Control, Indigent, Tariff, Fixed Asset, Cash Back Reserve and Supply Chain Management)	6	6	6	6	6	6			EQS	Financial Services
	Governance and policy	6.1.12	Advance and maintain the financial	To align financial management measurables with	Ensure statutory budgeting and reporting	Date of submission on mid-year financial	25-Jan-21	25-Jan-22	25-Jan-23	25-Jan-24	25-Jan-25	25-Jan-26			EQS	Financial Services
	Governance and policy	6.1.13	Advance and maintain the financial viability of the municipality	To align financial management measurables with national indicators to reflect the financial position of	Ensure statutory budgeting and reporting	Date of submission section 71 reports and monthly financial reports on grants and	10th of each month	10th of each month	10th of each month	10th of each month	10th of each month	10th of each month			EQS	
	Governance and policy	6.1.14	Advance and maintain the financial viability of	To align financial management measurables with national indicators	Ensure statutory budgeting and reporting	Date of submission of Annual Financial Statements to	31-Aug-20	31-Aug-21	31-Aug-22	31-Aug-23	31-Aug-24	31-Aug-25			EQS	Financial Services
	Governance and policy	6.1.15	Advance and maintain the financial viability of	To align financial management measurables with national indicators	Ensure statutory budgeting and reporting	Date of submission of Audit Report to Council	31-Jan	31-Jan-22	31-Jan-23	31-Jan-24	31-Jan-25	31-Jan-26			EQS	Financial Services
	Governance and policy	6.1.16	Advance and maintain the financial	To align financial management measurables with	Ensure statutory budgeting and reporting	Date of submission of SCM Review	4 Reports by 2021/06/30	QUARTELY	QUARTELY	QUARTELY	QUARTELY	QUARTELY			EQS	Financial Services
	Governance and policy	6.1.17	Advance and maintain the financial viability of	To align financial management measurables with national indicators	Ensure statutory budgeting and reporting	Number of reports on Bids awarded submitted to	4	4	4	4	4	4			EQS	Financial Services
	Governance and policy	6.1.18	Advance and maintain the financial viability of	To align financial management measurables with national indicators	Ensure statutory budgeting and reporting	Number of SDBIP reports submitted to EXCO and Council	4	4	4	4	4	4			EQS	Financial Services

KEY PERFORMANCE	DGDP	OBJECTIVE REF	GOAL	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	BASELINE	5 YEAR TARGETS YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TARGET AND YEAR IF OUTSIDE 5	BUDGET	SOURCE	
CROSS CUTTING INTERVENTIONS	Spartial equity	3.1.1	Improve strategic and Municipal Spatial Planning	To achieve sustainable development	Review Integrated Development Plan	Date of approval of IDP	30-Jun-17	30-Jun-18	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25			EQS	Office of the Municipal Manager
		3.1.2			Conduct IDP / Budget Roadshows	Number of IDP Roadshows	2	2	2	2	2	2			EQS	Office of the Municipal Manager
	Spartial equity	3.1.3		To ensure effective land use management	Implementation of SPLUMA	Percentage implementation of SPLUMA	100%	100%	100%	100%	100%	100%			EQS	Technical Service
		3.1.4	Ensure improved response to disasters	To minimize the effect of natural and other disasters	Review Disaster Management Plan	Date of approval of Disaster Management Plan	30-Jun-19	Review disaster management plan	Implementation of disaster management plan	Implementation of disaster management plan	Implementation of disaster management plan	Implementation of disaster management plan			EQS	Community Services
	Spartial equity	3.1.5	Ensure improved response to disasters	To mitigate the effect of disasters and ensure improved response to Disasters	To ensure the functionality of the Disaster Management Advisory Forum	Number of meetings and updated TOR's	4	4	4	4	4	4			EQS	
	Spartial equity	3.1.6	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Implementation of the Environment Management Framework	Number of identified Environmental Management Plans/programmes implemented	0	Develop and approve the environmental management framework	Implement the enviromental management programs	Implement the enviromental management programs	Implement the enviromental management programs	Implement the enviromental management programs			EQS	
	Spartial equity	3.1.7	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Aproval of traffic operational plan implementatio	Number of traffic programs	4	Develop and approve traffic operational plan	4	4	4	4			EQS	
	Spartial equity	3.1.8	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Aproval of operational plan for DLTC	Number of operational programs for DLTC implemented	0	Develop and implementation of DLTC programs	Implementation of DLTC programs	Implementation of DLTC programs	Implementation of DLTC programs	Implementation of DLTC programs			EQS	
	Spartial equity	1.1.5	Alleviate Poverty	To create a conducive environment for socio economic growth	Implement Operation Sukuma Sakhe	Number of interventions	Two interventions	Two interventions	Two interventions	Two interventions	Two interventions	Two interventions			EQS	Community Services
	Spartial equity	3.1.9	To improve and sustain culture through	To create a conducive environment for socio economic	To create social cohession	Number of maiden dance events hosted	Two maiden dance events hosted	Two maiden dance events hosted	Two maiden dance events hosted	Two maiden dance events	Two maiden dance events	Two maiden dance events hosted			EQS	Community Services
	Spartial equity	3.1.10	To eradicate social ills through	To create a conducive environment for	To conduct substance abuse	Substance abuse awareness	Substance abuse awareness	Two Substance abuse awareness	Two Substance abuse awareness	Two Substance abuse	Two Substance abuse	Two Substance abuse awareness			EQS	Community Services
	Spartial equity	1.1.6	Reduce incidents of HIV/AIDS infections	To create a conducive environment for socio economic growth	Review and implementation of HIV/AIDS Strategy	Number of programmes implemented as per strategy	4 HIV/AID Programs	4 HIV/AID Programs	4 HIV/AID Programs	4 HIV/AID Programs	4 HIV/AID Programs	4 HIV/AID Programs			EQS	Community Services
	Spartial equity	3.1.12	To promote sports	To create a conducive environment for socio economic	Schools and Community Sports Tournament	Number of sports codes participating	Eight sports codes participating	Eight sports codes participating	12 sports codes participating	14 sports codes participating	14 sports codes participating	14 sports codes participating			EQS	Community Services

KEY PERFORMANCE	DGDP	OBJECTIVE REF	GOAL	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	BASELINE	5 YEAR TARGETS YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TARGET AND YEAR IF OUTSIDE 5	BUDGET	SOURCE	
MUNCIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Human resource development	**2.1.1**	Improve insitutional and	Improve Organazational skills development	Development of the Workplace Skills Plan	Date of approval of the WSP	30-Apr-21	30-Apr-22	30-Apr-23	30-Apr-24	30-Apr-25	30-Apr-26			**EQS**	Corporate service
	Human resource development	**2.1.2**	Improve insitutional and organisational capacity	Improve Organazational skills development and capacity building for staff and councillors	Implementation of the Workplace Skills Plan	Number of training interventions for staff and Councillors	2	5	5	5	5	5			**EQS**	Corporate service
	Human resource development	**2.1.3**	Improve insitutional and organisational capacity	Strengthen and improve employment equity in the municipality	Implementation of equity plan adopted and implemented	% of women appointed in S54/56 posts	50%	50%	50%	60%	60%	60%			**EQS**	Corporate service
	Human resource development	**2.1.4**	Improve insitutional and organisationa	To improve service delivery and the image of the municipality	Filling of critical position	Percentage of critical positions filled by 30 June	100%	100%	100%	100%	100%	100%			**EQS**	Corporate service
	Human resource development	**2.1.5**	Improve insitutional and organisationa	To improve service delivery and the image of the municipality	Filling of vacant position as per revised organogram	Number of positions filled by 30 June	5	5	5	5	5	5			**EQS**	Corporate service
	Human resource development	**1.1.23**	Improve insitutional and	To decrease Municipal Risk through rist	Development of Risk Managent Plan	Date of approval of the Risk Managent Plan	30-Apr-21	30-Jun-22	30-Jun-23	30-Apr-24	30-Apr-25	30-Apr-26			**EQS**	Office of the Municipal Manager
	Governance and policy	**1.1.24**	Improve insitutional and organisational capacity	To decrease Municipal Risk through rist management	Implementation of Risk Management Policy	Date of Annual Risk Assessment	31-Jul-21	31-Jul-22	31-Jul-23	31-Jul-24	31-Jul-25	31-Jul-26			**EQS**	Office of the Municipal Manager
	Governance and policy	**2.1.6**	Improve insitutional and organisational capacity	Attain effective and efficient municipal administration	review communication framework/strategy	Date of Approval of Communication strategy	30-Jun-20	Develop and approve the communication strategy 2022/06/30	date implementation	date implementation	date implementation	date implementation			**EQS**	Office of the Municipal Manager
	Human resource development	**2.1.7**	Improve insitutional and organisationa	Implementation of Individual Performance Systems	Review and implementation of performance management	Number of individual performance agreements	5	5	5	5	5	5			**EQS**	Office of the Municipal Manager
	Human resource development	**1.1.15**	Improve insitutional and organisational capacity	Ensure Submission of annual report to AG	Develop credible annual report	Date of submission of Annual Performance Report to AG	31-Aug-21	31-Aug-22	31-Aug-23	31-Aug-24	31-Aug-25	31-Aug-26			**EQS**	Office of the Municipal Manager
	Governance and policy	**2.2.8**	Improve insitutional and organisational capacity	Develop and adopt I.T. Governance Framework	Implementation of IT Policy	No of programmes implemented as per IT Policy	0	Plan approved by 30 Jun 2022	30% implementation of IT business plan	implementation of IT business plan	implementation of IT business plan	100% implementation of IT business plan			**EQS**	Corporate Services

11. SECTION F FINANCIAL PLAN

11.1 2022/2023 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (BUDGET SUMMARY)

The Financial plan is attached as an annexure.

12. SECTION G- CHAPTER 7: ANNUAL OPERATION PLAN (FINAL SDBIP)

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Senior Managers and the Community.”

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the Municipal Manager to monitor the performance of Senior Managers, the Mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers.

The Service Delivery and Implementation plan breaks down the strategic objectives and annual performance targets provided in the Implementation plan and the Budget provided in the Annual Budget Plan for each project. The annual targets are further broken down into quarterly targets per department. This is monitored on quarterly basis by council and submitted to portfolio on monthly basis.

Core Elements

- Organisational PMS;
- Section 54/56 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been reviewed and adopted by the council. The Municipal Manager and Managers directly reporting to the Municipal Manager will sign Performance Agreements as a performance contract between themselves and Council.

Performance Management Policy Statement

Both the Performance Management Framework and Policy outlined the objectives and principles of Nkandla Local Municipality PMS. The objectives of the Nkandla Municipality PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,

- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.

- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.

- Facilitate decision-making though an appropriate information management mechanism enhancing efficient, effective, and informed decision making, especially in allocation of resources.

Table: Final Service Delivery and Budget Implementation Plan (SDBIP) 2023/2024 attached as Annexure

SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFROMANCE PLAN

13.1ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

13.2 PERFORMANCE MANAGEMENT POLICY STATEMENT

Both the Performance Management Framework and Policy outlined the objectives and principles of Nkandla Local Municipality PMS. The objectives of the Nkandla Municipality PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making though an appropriate information management mechanism enhancing efficient, effective, and informed decision making, especially in allocation of resources.

13.3 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management involves the setting of targets and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management
- The IDP is linked to the PMS and as well as the five national KPAs being:
- Infrastructure and Services / Basic Service Delivery
- Socio-Economic Development / Local Economic Development (LED)
- Institutional Transformation
- Good Governance and Democracy / Public Participation
- Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 54/56 Manager who need to fulfil that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn, the Performance Contracts/Agreements of each Section 54/56 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

The implementation of the performance management system is done through systems and procedures which include the following:

- An Annual OPMS Calendar;
- Structures and Role-definition as per the OPMS Process Plan; and
- Templates for reporting.

13.4 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 54 & 56 CONTRACTS)

In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, all Performance Agreements were signed for the 2022/2023 financial year.

The NKANDLA has successfully cascaded PMS to all middle management from 2018 and will cascade to other levels in the 2016/20 financial year through the **Employee Performance Appraisal system**.

The objectives of the system are:

- Identify critical job elements, expectations, and performance objectives.
- Ensure that performance objectives are aligned to departmental and municipal objectives which flow from the Integrated Development Plan of the municipality.
- Establish agreement on the job objectives and the criteria that will be used for evaluation.
- Establish a set of ongoing processes needed to define and plan performance, to develop the skills, knowledge, and abilities to perform as planned, to facilitate self-assessment, to review and record performance, and to reward performance.
- Provide feedback on job performance, including strengths and weaknesses.
- Identify a means (for example, training) for improving performance.
- Identify realistic job and career opportunities.
- Provide valid information for personnel decisions that will affect the employee.
- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the Municipality's commitment to continuous improvement and learning.
- To support the Batho Pele principles of service delivery.

13.5. MONITORING, EVALUATION AND REVIEW

In terms of the PMS Framework, at the end of every quarter Directorates are expected to submit to the Office of the IDP Manager their completed Organizational Scorecard and SDBIP's for further submission to Internal Audit. Internal Audit thereafter submits to the External Audit Committee, which in turn reviews the PMS and submits recommendations thereon to the EXCO. In the absence of a functional Internal Audit unit, reports were submitted directly to the Municipal Manager, Audit committee and EXCO. An audit review was conducted for the Mid-year assessment only.

The above process is intended to allow the municipality to monitor, evaluate and review its performance based on the National and its own IDP key Performance Indicators. The following table, derived from both the legislative framework for performance management and PMS framework, summarizes for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

Table: PMS Reporting Requirements

REPORT	FREQUENCY	SUBMITTED FOR CONSIDERATION AND/ OR REVIEW	REMARKS
1. SDBIPs	Monthly & Quarterly	Portfolio Committee (Monthly) Executive Committee (Monthly) Council (Quarterly)	See MFMA Circular 13 of National Treasury for further information
2. Monthly Budget Statements	Monthly	Mayor (in consultation with ExCo)	See sections 71 and 54 of the MFMA
1. Organizational Scorecard	Quarterly	Executive Committee	PMS framework
2. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with ExCo)	See sections 72 and 54 of the MFMA
5. Performance Report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report
6. Annual Report	Annually	Council	See chapter 12 of the MFMA

13.6 SERVICE DELIVERY AND IMPROVEMENT PLAN 2022/2023

1. TREASURY

Mandate:
Financial management and support to departments.

Key Services:

- Comply with Supply Chain Management Regulations
- Collect revenue
- Monitor grants expenditure
- Control creditors account
- Manage cash flow
- Manage budget processes

Problem Statement:

The key service includes the billing of customers to collect revenue. Over the past three years the municipality has experienced an increase in total book debt due to the challenges experienced in the implementation of the new revenue management system. Whilst there has been a global decline in economic activity which has affected the municipality's collection rate, there has also been resistance from customers to pay due to the lack of confidence in the accuracy of the bills. The organisation has also not contained its expansion in direct proportion to growth in its revenue base and collections.

The following underlying factors have also contributed to the increase in total book debt and the unbalanced cash flows:

- Loss due to illegal connections
- Lack of relevant data in the debtor database to facilitate collection of billed amounts.
- Inaccuracy
- The municipality has not been verifying the Indigent status of beneficiaries over the past years.
- Inaccurate meter reading, unreadable and inaccessible meters

Process for Technical support:
Disconnections and impose penalties
Review of evaluation roll
Have developed relationships with Govt departments and Businesses and get them to pay after making projections.
Have a programme to educate people on how to handle these government services.
Take a decision regarding the vacant sites whether they are advertised for claiming so that the debts will be paid failing which be sold and recover the owed money.

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
Collect revenue	Internal and External Consumers	Quantity:	70%	Quantity:	100%
		Quality:	• In Terms of Credit Control policy which is not adequately followed	Quality:	Full implementation of Credit Control policy for Efficiency and effective collection
		• Consultation	• Indigent roadshows in place • Finance portfolio committee	• Consultation	Maintain the standard
		• Service Standards	• Currently there is a high number of complaints with inaccurate billing	• Service Standards	• Reduce complaints on accurate billing by 100%.
		• Access	• All Satellite offices; offices and Outlets	• Access	• Maintain Standard
		• Courtesy	• Most staff are identified by name tags. • Staff training on Batho Pele done	• Courtesy	• All staff name tags • Maintain staff training
		• Open & Transparency	• Policies and information available on the internet and on request	• Open & Transparency	• Translation of documents to Isizulu
		• Information	• Billing statements; letters of demands	• Information	SMS system
		• Redress	• No redress done	• Redress	• Have a system that can analyse Customer accounts and identify abnormalities
		• Value for Money	• Debt reduction and revenue enhancement strategy •	• Value for Money	Implementation of the debt reduction and revenue enhancement strategy
		• Encouraging innovation and recognition	• Customers are not acknowledged for consistent payments	• Encouraging innovation and recognition	• Recognise and encourage customers who have not defaulted in accounts, a letter or SMS. • An employee who comes up with innovative ideas to receive a recognition award.
		• Service Delivery impact	• Collection ratio=85%	• Service Delivery impact	• Collection ratio=85%
		• Leadership and strategic direction	• Debt recovery task team is currently in existence to enhance revenue collection	• Leadership and strategic direction	Maintain the standard
		Time:	2019-2021	Time:	2019-2021

		Cost:	• Within budget	Cost:	Within budget

2. Electrical Services

Mandate:
Provision of electricity

Key Service:

- Provide uninterrupted electrical supply

Problem Statement:
- Ageing electrical infrastructure
- No assets management plan and No Maintenance team
- Budget available but there is no team.
- Work ethic and poor organisational culture
- Electrical losses.
- insufficient of maintenance budget
- Late information to on interrupted power supply.

Process for Technical support:
- Proactive monitoring of electrical infrastructure.
- Maintain and service transformers.

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:		Quantity:	
		Quality:	97%	Quality:	98%
		• Consultation	• 1 awareness campaign per quarter	• Consultation	• 2 awareness campaigns per quarter
		• Service Standards	• 100% attendance to electricity faults reported in Nkandla town within 48 hrs	• Service Standards	100% attendance to electricity faults reported in Nkandla town within 12 hrs
		• Access	• 80 % of people with access to electricity	• Access	• 100 % of people with access to electricity
		• Courtesy	• There is a reception where all community concerns are attended	• Courtesy	• Conduct public opinion survey
		• Open ness & Transparency	• Communities are provided with contact details of electrical staff	• Open & Transparency	• Departmental Organogram and contacts displayed at technical services.
• Provide uninterrupted electricity supply	Community	• Information	• Website and loud hailing	• Information	• Disseminate information to focus groups through bulk SMS, and newspapers
		• Dealing with complaints	• Complaints policy in place	• Redress	• Launch of Workflow management system
		• Value for Money	• Electricity supply to Nkandla community	• Value for Money	• Un interrupted electricity supply
		• Encouraging innovation and recognition	• Currently there is book for comments and complaints	• Encouraging innovation and recognition	• To have SMS system for good practice and appreciation.
		• Service Delivery impact	• Increased number on bad publicity due to poor electricity supply/electricity cuts	• Service Delivery impact	• Form Cooperative engagement with focus groups e.g. community and rate payer's association
		• Leadership and strategic direction	• Currently there is performance monitoring at senior and middle level	• Leadership and strategic direction	• Head of department conduct performance management to staff at operational level.
		Time:	• June 2019	Time:	• June 2021
		Cost:	• Repairs and maintenance currently at 6%	Cost:	• Increase repairs and maintenance to 8%

		Human Resources:	• 5 permanent staff at electrical section	Human Resources:	• 10 permanent staff at electrical level

3. ROAD MAINTENANCE

Mandate:
Provision of basic services

Key Service:

- Road maintenance

Problem Statement:

- In access to municipal facilities and community facility
- Muddy road
- Lack of civil skill
- Work ethic and poor organisational culture
- Rain causes soil to soften, shifting and breaking of pipes and make the identification of pipes to be difficult.
- Insufficient budget road maintenance
- Brocken bridges

Process for Technical support:

- Proactive monitoring of road infrastructure.
- Plant hire and maintenance material

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
• Provide access road to community	Community	Quantity:		Quantity:	
		Quality:	97%	Quality:	98%
		• Consultation	• 1 awareness campaign per quarter	• Consultation	• 2 awareness campaigns per quarter
		• Service Standards	• .	• Service Standards	
		• Access	• Road KM Maintained	• Access	• 100% provision of access road to community
		• Courtesy	• There is a reception where all community concerns are attended	• Courtesy	• Conduct public opinion survey
		• Open ness & Transparency	• Public consultation through izimbizo	• Open & Transparency	• Develop municipal transport forum
		• Information	• Website and loud hailing	• Information	• Disseminate information to focus groups through bulk SMS, and newspapers
		• Dealing with complaints	• Complaints policy in place	• Redress	• Launch of Workflow management system
		• Value for Money	• Staff with tertiary skills	• Value for Money	• Intensive workshop to civil engineers. • Supervise contractures for good quality
		• Encouraging innovation and recognition	• Currently there is book for comments and complaints	• Encouraging innovation and recognition	• To have SMS system for good practice and appreciation.
		• Service Delivery impact	• Increased number on bad publicity due to road maintenance of community access roads	• Service Delivery impact	• Provide access road to community with proper maintenance plan.
		• Leadership and strategic direction	• Currently there is performance monitoring at senior and middle level	• Leadership and strategic direction	• Head of department conduct performance management to staff at operational level.
		Time:	• June 2019	Time:	• June 2021
		Cost:	• Repairs and maintenance currently at 6%	Cost:	• Increase repairs and maintenance to 8%
		Human Resources:	• 5 permanent staff at electrical section	Human Resources:	• 10 permanent staff at electrical level

4. LED

Mandate:
Facilitate local economic development

Key Service
LED Coordination

Problem Statement

- Fragmented approach to LED implementation
- Lack of synergies resulting in lack of pooling of resources
- Sub-optimal outcomes due to uncoordinated LED Effort
- Lack of Common understanding of LED

Process for technical support

- To aggressively promote LED Coordination with LED Practitioners and LED role-players with the district thereby facilitating and maintaining a platform for sharing of programs expertise and optimal strategies and approaches to LED Implementation.

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
LED Coordination	Direct – Nkandla Citizen Indirect- Business forum	Quantity:	• Very limited interface between technocrats leading to	Quantity:	• One LED Forum for business people • 2 LED Stakeholder consultation workshops • Develop and Attend a minimum of 1 LED portfolio committee meeting per quarter
		Quality:	matters of mutual interest dealt with at a superficial level without reaching any meaningful resolutions and multi-stakeholder programs • Lack of information dissemination on Strategic projects leading to lack of clarity on roles of the other stakeholders	Quality:	• A minimum of 2 resolutions from stakeholder coordination about projects that are to be implemented/ required participation by multi stakeholders
		Consultation	• LED Forum was used as a principal form of LED stakeholder coordination and this was of limited effect given its dual attendance by political principals and technocrats with occasional private sector participation.	Consultation	• 4 LED Forums exclusively for technocrats • Greater quality of participation from the private sector and technocrats • Potential to deal with matters in greater depth at the level of technocrats and private sector even outside of the LED Forums through issue-based workshops.
		Service Standards	Currently no standard	Service Standards	• 4 LED portfolio committee meetings per year • One open consultative meeting per year
		Access	Emails, Phones, Walk ins and Workshops	Access	Maintain the standard.
		Courtesy	Customers are treated with courtesy e.g. staff members are sent for Batho Pele and customer relations workshops	Courtesy	Translate documents to IsiZulu
		Open & Transparency	Conduct public participation meetings	Open & Transparency	Ensure that LED coordination features prominently in the LED strategy that will be reviewed during the current financial year
		Information	Information shared during public participation meetings and izimbizo.	Information	Information to be shared through bulk SMS, Newspapers, and web page
		Redress/Dealing with Complaints	Provide knowledge through Cooperative and SMME's trainings	Redress	Provide sufficient budget to fund Cooperatives and SMME'S
		Value for Money	Ensure that the time spent in LED coordination leads to tangible outcomes	Value for Money	Provide market and infrastructure development as compare to small projects that results to loss
		Encouraging innovation and recognition	There is none at this stage	Encouraging innovation and recognition	Evaluate Performance at the end of financial year and determine innovation.
		Service Delivery impact	Project sustainability and Jobs created	Service Delivery impact	Increase budget Increase personnel Project screening
		Leadership and strategic direction	Disjuncture between Administration and political principals about understanding of LED	Leadership and strategic direction	Have administration and Political leadership have the same understanding
		Time:	June 2019	Time:	June 2021

		Cost:	R 1.5 m	Cost:	R 3 m
		Human Resources:	4	Human Resources:	6

13. SECTION I-: ANNEXURES

14.1 ANNEXURES

1. Service Delivery Implementation Plan A

DRAFT NKANDLA 2024/2025 TOP LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

KEY CHALLENGE	TL REF	IDP REF	Municipal Goal	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget	ANNUAL TARGET	Q1		Q2		Q3		Q4		RESPONSIBLE PERSON
KPA :01 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																	
	IDT06/24/25	A1	Improve insitutional and organisational capacity	Improve Organizational skills development and capacity building for staff and councillors	WSP submitted to Local Labour Forum for approval by 30 April 2025	Date	N/A	30-Apr-25	0				0		30-Apr	WSP report & proof of submission	Corporate Services
	IDT07/24/25	A1	Improve insitutional and organisational capacity	Improve Organizational skills development and capacity building for staff and councillors	Training interventions for Councillors conducted by 30 June 2025	Number	N/A	2	1	Attendance Register	1	Attendance Register	0		0		Corporate Services
	IDT08/24/25	A4	Improve insitutional and organisational capacity	Strengthen and improve employment equity in the municipality	Quarterly reports on in-service training programmes by 30 June	Number		4	1	Reports on in-service training programmes	1	Reports on in-service training programmes	1	Reports on in-service training programmes	1	Reports on in-service training programmes	Corporate Services
	IDT09/24/25	A4	Improve insitutional and organisational capacity	Strengthen and improve employment equity in the municipality	The number of people from employment equity target groups employed in the three highest levels of management in Compliance with a municipality's approved employment equity plan	Number		3	0		0		0		3	Report on three highest levels of management in Compliance with a municipality's approved employment equity plan	Corporate Services
	IDT10/24/25	A2	Improve insitutional and organisational capacity	To decrease Municipal Risk through risk management	Programmes implemented as per ICT Policy	Number	N/A	4	1	Programes implemented as ICT Policy	1	Programes implemented as ICT Policy	1	Programes implemented as ICT Policy	1	Programes implemented as ICT Policy	Corporate Services
	IDT11/24/25	A3	Improve insitutional and organisational capacity	Attain effective and efficient municipal administration	Individual performance agreements submitted to MEC for Cogta by 31 July 2024	Number	N/A	5	5	Proof of submission of Performance Agreements to MEC	0		0		0		Municipal Manager
	IDT12/24/25	A3	Improve insitutional and organisational capacity	Attain effective and efficient municipal administration	Council approval of Communication strategy by 30 June 2025	Date	N/A	30-Jun-25	0		0		0		30-Jun-25	Communication Strategy & Council Resolution	Municipal Manager

KPA 02 BASIC SERVICES AND DEVELOPMENT																	
Service Delivery Backlog	**BSD15/24/25**	B2	Sustainable Infrastructure and service delivery	Improved state of Municipal Infrastructure	Access roads rehabilitated on quarterly basis	KM		20KM	5KM	Report on access roads rehabilitated during the quarter	5KM	Report on access roads rehabilitated during the quarter	5KM	Report on access roads rehabilitated during the quarter	5KM	Report on access roads rehabilitated during the quarter	Technical Services
Service Delivery Backlogs	**BSD16/24/25**	B1	Sustainable Infrastructure and service delivery	Increased provision of municipal services in a sustainable manner	Percentage of electricity faults attended within 24 hours	Percentage	N/A	100%	100%	Electricity faults report	100%	Electricity faults report	100%	Electricity faults report	100%	Electricity faults report	Technical Services
Service Delivery Backlogs	**BSD17/24/25**	B1	Sustainable Infrastructure and service delivery	Increased provision of municipal services in a sustainable manner	Report to Council of households with access to solid waste disposal services as per IWMP Section 2.2.1	Number	N/A	4	1	IWMP Quarterly report & council resolution	1	IWMP Quarterly report & council resolution	1	IWMP Quarterly report & council resolution	1	IWMP Quarterly report & council resolution	Technical Services
Service Delivery Backlogs	**BSD18/24/25**	B2	Sustainable Infrastructure and service delivery	Improved state of Municipal Infrastructure	Completed of new electricity connections by 30 June 2025	Percentage	R7 039 000	100%	30%	Progress report and expenditure report	60%	Progress report and expenditure report	90%	Progress report and expenditure report	100%	Progress report and expenditure report	Technical Services
Service Delivery Backlogs	**BSD19/24/25**	B2	Sustainable Infrastructure and service delivery	Improved state of Municipal Infrastructure	Number of MIG Projects completed by 30 June 2025	Percentage	R26 0[illegible] 000	100%	30%	Progress report and expenditure report	60%	Progress report and expenditure report	90%	Progress report and expenditure report	100%	Progress report and expenditure report	Technical Services
Service Delivery Backlogs	**BSD20/24/25**	B1	Sustainable Infrastructure and service delivery	Increased provision of municipal services in a sustainable manner	Number of households with access to free basic electricity	Number	N/A	1400	1400	Eskom confirmation, Invoice & proof of payment	1400	Eskom confirmation, Invoice & proof of payment	1400	Eskom confirmation, Invoice & proof of payment	1400	Eskom confirmation, Invoice & proof of payment	Budget & Treasury Office
Service Delivery Backlogs	**BSD21/24/25**	B1	Sustainable Infrastructure and service delivery	Improve the financial performance of the municipality	Electricity losses reduced to 2[illegible]% by 30 June 2025 & submitted to portfolio	Percentage	N/A	25%	0		0		25%	Report showing percentage of electricity loss & Portfolio minutes	25%	Report showing percentage of electricity loss & Portfolio minutes	Technical Services & Budget & Treasury Office

KPA 03 LOCAL ECONOMIC DEVELOPMENT																	
	LED09/24/25	C1	To create a conducive environment for socio-economic growth	To align the LED Strategy with the PGDS, EPWP and CWP	Review the LED Strategy by 31 December 2024	Date		31-Dec-24	0		31-Dec-24	LED/Tourism Strategy & Council resolution	0		0		Community Services
	LED10/24/25	C3	To create a conducive environment for socio-economic growth	To improve support to Local Development	LED Training programmes conducted	Number	N/A	2	1	List of beneficiaries & attendance register	1	List of beneficiaries & attendance register	0		0		Community Services
	LED11/24/25	C3	To create a conducive environment for socio-economic growth	To improve support to Local Development	Number of co-operatives maintained per quarter and reported to Council	Number	N/A	248	62	Report on co-operatives & attendance	62	Report on co-operatives & attendance	62	Report on co-operatives & attendance	62	Report on co-operatives & attendance	Community Services
	LED12/24/25	C2	To create a conducive environment for socio-economic growth	To increase job creation	Jobs created through the CWP & EPWP Projects	Number		60	30	Report on CWP & EPWP Jobs & report from the system	30	Report on CWP & EPWP Jobs & report from the system	0		0		Community Services
	LED13/24/25	C3	To create a conducive environment for socio-economic growth	To improve support to Local Development	Quarterly business provided to local people	Number	N/A	20	5	SCM Report with local businesses provided & CSD	5	SCM Report with local businesses provided & CSD	5	SCM Report with local businesses provided & CSD	5	SCM Report with local businesses provided & CSD	Budget & Treasury Office
	LED14/24/25	C3	To create a conducive environment for socio-economic growth	To improve support to Local Development	Participate in sports through SALGA games by 31 December 2024	Date		31-Dec-24	0		31-Dec-24	Attendance register ,Report with pictures	0		0		Community Services
	LED15/24/25	C3	To create a conducive environment for socio-economic growth	To improve support to Local Development	Participate in sports through District Golden games by 31 December 2024	Date		31-Dec-24	0		31-Dec-24	Attendance register ,Report with pictures	0		0		Community Services
	LED16/24/25	C3	To create a conducive environment for socio-economic growth	To improve support to Local Development	Nkandla Open Marathon by 30 June 2025	Date		30-Jun-25	0		0		0		30-Jun-25	Attendance register ,Report with pictures	Community Services

KPA :04 FINANCIAL VIABILITY MANAGEMENT																	
	FVM09/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Approval of final budget by 31 May 2025	Date	N/A	31-May-25	0		0		0		31-May-25	Final Budget & Council Resolution	Budget & Treasury Office
	FVM10/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Submission of Annual Financial Statements to Auditor General by 31 August 2024	Date	N/A	31-Aug-24	31-Aug-24	Proof of submission of AFS to Auditor General	0		0		0		Budget & Treasury Office
	FVM11/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Quarterly SCM Review report submitted to Finance Portfolio	Number	N/A	4	1	Minutes & Attendance Register	1	Minutes & Attendance Register	1	Minutes & Attendance Register	1	Minutes & Attendance Register	Budget & Treasury Office
	FVM12/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Section 71 reports and monthly financial reports on grants and subsidies submitted to Treasury within 10 day of each months & Finance Portfolio	Number	N/A	12	3	Proof of submission of S71 to Treasury(Gomuni/ & Minutes, Attendance Register (Finance Portfolio)	3	Proof of submission of S71 to Treasury & Minutes, Attendance Register (Finance Portfolio)	3	Proof of submission of S71 to Treasury & Minutes, Attendance Register (Finance Portfolio)	3	Proof of submission of S71 to Treasury & Minutes, Attendance Register (Finance Portfolio)	Budget & Treasury Office
	FVM13/24/25	D4	Advance and maintain the financial viability of the municipality	Improved budgeting, reporting and compliance.	Submission of Audit Report to Council by 31 January 2025	Date	N/A	31-Jan-25					31-Jan-25	Council Resolution			Budget & Treasury Office
	FVM14/24/25	D3	Advance and maintain the financial viability of the municipality	To ensure effective management and monitoring of expenditure	% of expenditure spent on capital budget on projects identified in terms of Municipality Integrated Development Plan	Percentage		100%	25%	Monthly expenditure report and Project progress report	25%	Monthly expenditure report and Project progress report	25%	Monthly expenditure report and Project progress report	25%	Monthly expenditure report and Project progress report	Technical Services
	FVM15/24/25	D3	Advance and maintain the financial viability of the municipality	To ensure effective management and monitoring of expenditure	Reports on monitoring and evaluation of service provider performance as per the contract register on monthly basis.	Number	N/A	12	3	Monthly Service provider performance assessed	3	Monthly Service provider performance assessed	3	Monthly Service provider performance assessed	3	Monthly Service provider performance assessed	Municipal Manager
	FVM16/24/25	D3	Improve insitutional and organisational capacity	To ensure effective management and monitoring of expenditure	Percentage of budget spent on implementation of WSP per quarter	Percentage		100%	25%	Expenditure report on WSP	25%	Expenditure report on WSP	25%	Expenditure report on WSP	25%	Expenditure report on WSP	Corporate Services

KPA :05 GOOD GOVERNANCE & PUBLIC PARTICIPATION																	
	GG12/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Human resource and development strategy submitted to council for approval by 31 March 2025	Number	N/A	1	0		0		1	HR Strategy development & Council Resolution	0		Corporate Services
	GG13/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Reports of ten risks mitigation plans implemented during the financial year as per risk register by 30 June 2025	Percentage	N/A	100%	100%	Risk Register with mitigated risk & Report	100%	Risk Register with mitigated risk & Report	100%	Risk Register with mitigated risk & Report	100%	Risk Register with mitigated risk & Report	Municipal Manager
	GG14/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Approval of annual report, inclusive of oversight report by 31 March 2025	Date	N/A	31-Mar-25	0		0		31-Mar-25	Annual Report with Oversight Report	0		Municipal Manager
	GG15/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Submission of Annual Performance Report to AG by 31 August 2024	Date	N/A	31-Aug-24	31-Aug-24	Proof of APR to Auditor General	0		0		0		Municipal Manager
	GG16/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Submission of Mid-Year Performance Report to council by 25 January 2025	Date	N/A	25-Jan-25	0		0		25-Jan-25	Council Resolution	0		Municipal Manager
	GG17/24/25	E2	Promote good governance in the municipality	To ensure efficient and effective internal and external communication	Number of operation sukumasakhe programs implemented	Number		4	1	1 intervention conducted to families identified with sukumasakhe program	1	1 intervention conducted to families identified with sukumasakhe program	1	1 intervention conducted to families identified with sukumasakhe program	1	1 intervention conducted to families identified with sukumasakhe program	Community Services
	GG18/24/25	E2	Promote good governance in the municipality	To ensure efficient and effective internal and external communication	Number of ward committees Meetings held by 30 June 2025	Number	N/A	168	42	Attendance Register and Munites	42	Attendance Register and Munites	42	Attendance Register and Munites	42	Attendance Register and Munites	Municipal Manager
	GG19/24/25	E2	Promote good governance in the municipality	To ensure efficient and effective internal and external communication	Senior citizen programs implemented by 31 December 2024	Number		2	1	Attendance register & photos	1	Attendance register & photos	0		0		Community Services
	GG20/24/25	E1	Promote good governance in the municipality	Strengthened Governance, Oversight and Reduced risk	Quarterly performance Reports submitted to Council.	Number	N/A	4	1	Performance Reports & Council Resolution	1	Performance Reports & Council Resolution	1	Performance Reports & Council Resolution	1	Performance Reports & Council Resolution	Municipal Manager
	GG21/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	2024/2025 SDBIP compiled and submitted to Mayor for approval by 30 June	Date	N/A	30-Jun-25	0		0		0		30-Jun-25	Approved SDBIP & Council Resolution	Municipal Manager
	GG22/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Final IDP submitted to council for approval by 31 May	Date	N/A	31-May-25	0		0		0		31-May-25	Approved IDP & Council Resolution	Municipal Manager
	GG23/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Quarterly Batho Pele & Complaints meetings held by 30 June	Number	N/A	12	3	Minutes & attendance register	3	Minutes & attendance register	3	Minutes & attendance register	03-Jan-00	Minutes & attendance register	
	GG24/24/25	E3	Promote good governance in the municipality	Attain effective and efficient municipal administration	Quarterly Performance Audit Committee reports submitted to Council by 30 June	Number	N/A	4	1	Audit Committee Report	1	Audit Committee Report	1	Audit Committee Report	1	Audit Committee Report	

KPA :06 CROSS CUTTING INTERVENTION																	
	CC10/24/25	F1	Conduct inspections and report on the state of developments in Nkandla	Improve strategic and Municipal Spatial Planning	Quarterly Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Number	N/A	4	1	SPLUMA implementation report	1	SPLUMA implementation report	1	SPLUMA implementation report	1	SPLUMA implementation report	Technical Services
	CC11/24/25	F2	Improve and sustain culture through cultural events	To promote a safe and healthy environment for Nkandla community	Maiden dance events hosted by 30 September 2023	Number		2	2	Report with pictures and minutes	0		0		0		Community Services
	CC12/24/25	F2	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Number of Substance abuse awareness conducted	Number	N/A	2	1	Report & Attendance register	1	Report & Attendance register	0		0		Community Services
	CC13/24/25	F2	To create a conducive environment for socio - economic growth	To promote a safe and healthy environment for Nkandla community	Number of sports codes that participates in the Mayoral Cup by March 2024	Number	N/A	5	0		0		5	Report with photos and Attendance register	0		Community Services
	CC14/24/25	F2	Attain effective and efficient municipal administration	To promote a safe and healthy environment for Nkandla community	Fraud and corruption prevention campaigns conducted by 30 June 2024	Number	N/A	1	0		0		0		1	Attendance Register & Presentation	Municipal Manager
	CC15/24/25	F1	Ensure efficient and effective internal and external communication	Improve strategic and Municipal Spatial Planning	Number of IDP Roadshows	Number		2	0		1	Attendance Register, photos & Minutes	0		1	Attendance Register, photos & Minutes	Municipal Manager
	CC16/24/25	F2	To create a conducive environment for socio economic growth	To promote a safe and healthy environment for Nkandla community	Quarterly HIV/ AIDS campaigns conducted	Number		4	1	Attendance Register and presentation or phamplets	1	Attendance Register and presentation or phamplets	1	Attendance Register and presentation or phamplets	1	Attendance Register and presentation or phamplets	Community Services
	CC17/24/25	F2	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Road safety Awareness Campaigns held by 30 June 2024	Number	N/A	4	1	Report with photos and attendance register	1	Report with photos and attendance register	1	Report with photos and attendance register	1	Report with photos and attendance register	Community Services
	CC18/24/25	F2	Ensure improved response to disasters	To promote a safe and healthy environment for Nkandla community	Disaster Awareness Campaigns held by 30 June 2024	Number	N/A	12	3	Report with photos and attendance register	3	Report with photos and attendance register	3	Report with photos and attendance register	3	Report with photos and attendance register	Community Services