KWADUKUZA
MUNICIPALITY

FIFTH GENERATION

Integrated Development Plan

As prescribed by Section 34 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)

IDP 2022 - 2026

Final IDP 2022-2023

FINAL IDP 2022-2023

Compiled in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)

Fifth Generation FINAL IDP 2022-2023 to be adopted by the Municipal Council by end of March 2022

The Integrated Development Plan is the Municipality's principal five-year strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus). The Integrated Development Plan –

- *is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);*
- *is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;*
- *guides and informs all planning and development, and all decisions with regard to planning, management and development;*
- *forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and*
- *seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government*

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Foreword by the Mayor of KwaDukuza Municipality into the 2022-23 Integrated Development Plan by Cllr. O.L. Lindile Nhaca

The people have spoken. In November 2021, the new council Term of Office commenced following a dark cloud of social unrests in the province which ravaged most municipalities into steep economic meltdown, job losses, and social disintegration exacerbated by the Covid-19 pandemic.

The President in April 2022 summoned the country to another State of Disaster following the devastating floods which badly affected KwaZulu-Natal and resulted in the loss of ten lives here at home and left over 200 hundred people displaced.

The crises came at a time where the council was within the process of engaging the communities on the Performance Management System, the Integrated Development Plan (IDP) as well as the Budget. These unfortunate circumstances propelled the leadership of KwaDukuza to then pursue ways of configuring its responses to these challenges while setting priorities for 2022-23 financial year.

As council we are working on our five-year programme that will further set new priorities for the Term of Office and which will sharpen our approach to key challenges affecting our people.

This IDP and subsequent budget for 2022-23 was adopted under extreme and extraordinary circumstances. The 2022-23 IDP responds to needs of the people in a manner that is fit for purpose and takes into consideration, the following issues: Redistribution of opportunities, energy losses, the need to unlock housing projects, maintenance of our infrastructure, improving governance, improving waste management, revenue protection and enhancement, rebuilding our economy and improving livelihoods for all residents.

We compiled this blueprint with due consideration of the underprivileged and the previously oppressed in mind - knowing that they are the ones who still carry the heaviest burden on their shoulders day-by-day.

With this blueprint, we are steadfast and optimistic of the future ahead in building a thriving economy that is underpinned by a social compact. Critically, we are more than motivated and more willing than ever to strengthen our relationship with the people and social partners.

A strong social compact will drive KwaDukuza into becoming a more strategic area of investment and a destination of choice. We all want our children and future generations to be well off, to no longer live under conditions squalor, to give everyone a chance to be who they want to be and reach the pinnacle of success within their span of life. That’s the type of society that we want to build beginning with this integrated approach.

A new social compact is upon us and it will give each and every one of us an opportunity to be managers and agents of change hence, we will be rolling out the Programme for Change in order to get everyone on board in addressing the issue affecting our environment, particularly waste management.

With this Integrated Development and Budget, we will seek to address several other challenges including climate change which continues to threaten our very existence and sustainable future.

We have a task of building a social compact that works against the upsurge of criminality, frauded, corruption and that which will tackle the injustices of the past.

In the spirit of the social compact that must be delivered by this IDP, we wish to appreciate the work and corporation from all stakeholders, including the role of the traditional leadership, ratepayers' associations, organs of state and interest groups who too made several contributions to our blueprint.

Certainly, we need to work together as a society to realise our strategic goals and aspirations. This may only be achieved when we work together in promoting a social compact for the attainment of peace, human dignity, unity, and prosperity.

Cllr. O.L. Lindile Nhaca

Mayor, KwaDukuza Municipality

LIST OF ACRONYMS

ABBREVIATION	DESCRIPTION	ABBREVIATION	DESCRIPTION
AOC	Aircraft Operating Company	**EPWP**	Extended Public Works Programme
BEE	Black Economic Empowerment	**EXCO**	Executive Committee
BBBEE	Broad-Based Black Economic Empowerment	**GE**	Gender Equity
CDB	Central Business District	**GGP**	Gross Geographical Product Programme
CSC -	Community Service Centre	**GIS**	Geographical Information System
DBSA	Development Bank of South Africa	**HIV/AIDS**	HIV/AIDS - Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
DFP	Development Framework Plan	**IDP**	Integrated Development Plan
DLTG	Department of Local Government and Traditional Affairs	**ISRD**	Integrated Sustainable Rural Development Programme
DM	District Municipality	**ISRDS**	Integrated Sustainable Rural Development Strategy
DOE	Department of Education	**KDM**	KwaDukuza Municipality
DOH	Department of Housing	**KZN**	KwaZulu-Natal
DOT	Department of Transport	**LED**	Local Economic Development
ED	Executive Director	**LM**	Local Municipality
EIA	Environmental Impact Assessment	**LRAD**	Land Redistribution for Agriculture Development
EMP	Environmental Management Procedure	**LUMF**	Land Use Management Framework

ABBREVIATION	DESCRIPTION	ABBREVIATION	DESCRIPTION
LUMS	Land Use Management	**RIDS**	Regional Industrial Development Strategy
MEC	Member of the Executive Council (Local Government and Traditional Affairs)	**RRTF**	Rural Road Transport Forum
MFMA	Municipal Finance Management Act No. 56 of 2003	**RSC**	Regional Service Centre
MIG	Municipal Infrastructure Grant	**RIDS**	Regional Industrial Development Strategy
MPS	Multi-Purpose Service Centre	**RRTF**	Rural Road Transport Forum
MTC	Medium-Term Capital Framework	**RSC**	Regional Service Centre
MTCT	Mother-To-Child HIV Transmission	**SADC**	South Africa Development Community
NHBRC	NHBRC - National Home Builders Registration Council	**SDP**	Site Development Plan
NSDP	National Spatial Development Perspective	**SMME**	Small, Medium and Micro Enterprise
PGDS	Provincial Growth and Development Strategy	**TA**	Tribal Authority
PIMS	Planning, Implementation and Management System	**TLC**	Transitional Local Council
PMS	Performance Management System	**VTC**	Voluntary Testing and Counselling
PTO	Permission to Occupy	**WSDP**	Water services Development Plan
PDA	Planning and Development Act 06 of 2008		
NSDP	National Spatial Development Perspective		
PGDS	Provincial Growth and Development Strategy		

POLITICAL GOVERNANCE

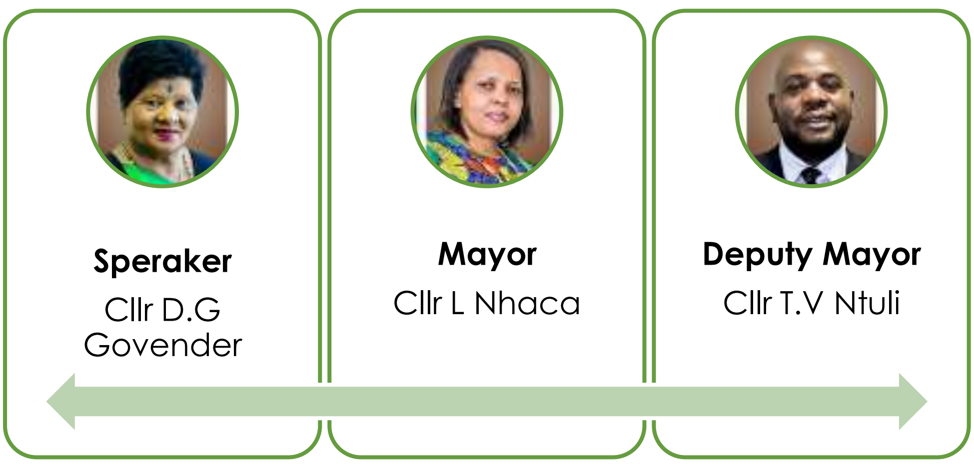
KwaDukuza Municipality has 30 wards and 58 Councilors, who were directly elected to serve the Council. Membership of the Council is made up of the following:

TABLE 1:POLITICAL GOVERNANCE

POLITICAL PARTY	NUMBER OF WARD COUNCILLORS
ANC (African National Party)	29
IFP (Inkatha Freedom Party)	3
DA (Democratic Alliance)	9
EFF (Economic Freedom Fighters)	4
ID (Independent Alliance)	5
ATM (African Transformation Movement)	1
ACDP (African Christian Democratic Party)	1
AIC (African Independent Congress)	1
ACTIONSA	5
TOTAL	58

The Council meets on a monthly basis while the EXCO meets twice a month. Members of the public and media are also encouraged to attend some Council meetings. **The KwaDukuza Municipality Councilors** are presented below:

THE EXECUTIVE



KWADUKUZA MUNICIPALITY – WARD COUNCILLORS (2021-2026):

TABLE 2:LIST OF WARD COUNCILLORS

WARD NO.	NAME OF COUNCILLIOR	POLITICAL PARTY
1	Cllr S.K. Shandu	**ANC**
2	Cllr D.N. Ngema	**ANC**
3	Cllr S.O. Nxele	**ANC**
4	Cllr J.M. Banda	**ANC**
5	Cllr A.M. Baardman	**ANC**
6	Cllr T. Colley **(Exco)**	**DA**
7	Cllr B.C. Fakazi	**ANC**
8	Cllr M.E. Ngidi	**ANC**
9	Cllr N.J. Mpanza	**ANC**
10	Cllr T.T. Dube	**ANC**
11	Cllr S Sithole	**ANC**
12	Cllr H Mbatha **(Chief Whip)**	**ANC**
13	Cllr N. Qwabe	**ANC**
14	Cllr W.N. Mntambo	**ANC**
15	Cllr B.P Ndlovu	**ANC**
16	Cllr S.S Mthiyane	**ANC**
17	Cllr C.M Naicker	**ANC**
18	Cllr S.B Ntuli	**ANC**
19	Cllr G. Govender	**ANC**
20	Cllr N.S Bhengu	**ANC**
21	Cllr N.H Sithole	**ANC**
22	Cllr P. Naidoo	**DA**
23	Cllr N. C Mdletshe **(Exco)**	**ANC**
24	Cllr. V. Mwandla	**ANC**
25	Cllr S.P Khuzwayo	**ANC**
26	Cllr T.C Nxele	**ANC**
27	Cllr S.G Mcineka	**ANC**
28	Cllr V. Govender	**ANC**
29	Cllr S.L. Cele **(Exco)**	**ANC**
30	Cllr F. Abrahams	**DA**

ADMINISTRATIVE GOVERNANCE

The Municipal Manager heads the administrative structure of KwaDukuza Municipality and is assisted by 9 (nine) Heads of Departments (currently 7 existing) who are known as Executive Directors. Each business unit is further divided into a particular number of units/divisions headed by Directors and are tabulated as follows:

TABLE 3:BUSINESS UNITS WITHIN KWADUKUZA MUNICIPALITY

Directorate/ Business Unit	Responsibility	Name
Finance	Revenue Management which comprises of Credit Control and Debt Collection Property rates management Billing for Electricity and Refuse services. Budgets and Compliance which comprises of Municipal budget and reporting processes. Asset management processes Compilation of Annual Financial Statements and attending to the external audit processes. Expenditure Management which comprises of Supply Chain Management Processes Payroll Administration Payment of creditors and suppliers	Mr. Shamir Rajcoomar
Community Services	Waste Management, Parks and Gardens, Community Halls, Libraries and Beaches within KDM area of jurisdiction.	Mr. Siyabonga Khanyile
Electrical Engineering Services	Incorporates electrical engineering, electrical planning, customer centre and fleet management services.	Mr. Sibusiso Jalii
Civil Engineering and Human Settlements	roads and storm water construction and maintenance, provision of public transport infrastructure, development of public facilities, development of housing units for low-income earners and indigents as well as maintenance of Council buildings.	Mr. Muzi Sithole
Community Safety	traffic and crime prevention, fire and emergency services, motor licensing and disaster management.	Mr. Cecil Viramuthu
Good Governance	Performance Management Systems (PMS), Integrated Development Planning (IDP), Internal Audit, Corporate Communications and Public Participation. Special projects and programs. Operations Sukuma Sakhe	Mr. Mandla Manzini
Cooperative Services	Human Resources, IT, Council Administration and Municipal Properties.	Vacant

INTRODUCTION

Integrated Development Planning

The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) mandates South African municipalities to formulate a five-year Integrated Development Plan (IDP) plan to inform the municipal budget and guide all development within the municipal area. The IDP is considered the Municipality's principal strategic plan that deals with the most critical development needs of the municipal area as well as the most critical governance needs of the organisation. As the principal planning instrument that guides and informs the municipal budget, the planning process has to provide a forum for identifying, unpacking and resolving the real issues that face the residents of KwaDukuza Municipality. Clearly identifying these issues in consultation with communities, makes it possible for the Municipality to propose realistic and workable solutions that can be budgeted for, implemented and monitored in a controlled environment.

These issues may be over-arching issues that affect the whole municipality or may only affect specific communities. It is therefore crucially important that the IDP be developed after the completion of a public participation process in which community stakeholders were thoroughly consulted. The plan is also developed in partnership with the provincial and national government. At the heart of the IDP lies the improvement in the provision of basic municipal services and expanding livelihood opportunities for the people of the KwaDukuza Municipality. The IDP also focusses on expanding and transforming Municipal capacity, enterprise development and crucially, exploring new ways of working and living together. This is especially relevant in an everchanging environment.

Review of the Integrated Development Plan

Section 34 of the MSA prescribes that a municipality –

a) must review its integrated development plan-

- annually in accordance with an assessment of its performance measurements in terms of section 41; and
- to the extent that changing circumstances so demand;

b) may amend its IDP in accordance with a prescribed process.

The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the previous year. It is not designed to interfere with the long-term Strategic objectives of the municipality. The review process is a strategic process to ensure the institution remains in touch with their intentions, informed of the varying needs of residents and up to date with the changing environment within which it functions.

The priorities and actions identified in this IDP will seek to better inform the municipality's budget and streamline service delivery initiatives. This will ensure that the KwaDukuza Municipality remains on course to attain its strategic objectives.

The IDP review outlines:

- Introduction;
- Executive Summary;
- Planning and Development Principles &Government Policies and Imperatives
- Situational Analysis;
- Municipal Vision, Goals and Objectives
- Implementation Plan
- Annual Operational Plan (SDBIP)

- Organisational and Individual Performance Management System
- Back to Basics

Legal Status of the IDP and IDP review

In terms of Section 35(1) of the MSA an IDP is adopted by the council of a municipality-

a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

In terms of the core components of IDPs, Chapter 5 and Section 26 of the MSA indicate that: An integrated development plan must reflect-

a) The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
d) The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
e) A spatial development framework which must include the provision of basic guidelines for a land-use management system for the municipality;
f) The council's operational strategies;
g) Applicable disaster management plans;

h) A financial plan, which must include a budget projection for at least the next three years; and
    - The key performance indicators and performance targets determined in terms of section 41.

The IDP is informed by a leadership agenda – as contained in national and provincial policy documents – as well as the needs of local citizens and public, private and community organisations.

It directs and is informed by different aspects of the municipality's work, including how the municipality is structured politically and administratively, the municipal budget, the sector plans and service delivery and budget implementation plans of different municipal services, and how the municipality manages its performance.

Relationship between the IDP, Budget, Performance Management and Risk Management

The IDP Process, together with the performance management process, should be seamlessly integrated, where the IDP ensures that the planning stage for performance management occurs and performance management fulfils the implementation, monitoring and evaluation of the IDP process. This is prescribed according to the Performance Management Guide for Municipalities, DPLG, 2001.

The role of the Budget is to attach money to the objectives that are contained in the IDP and the Budget gets monitored through the Service Delivery Budget Implementation Plan (SDBIP). The IDP therefore provides the strategic direction for the Municipality, whereas the Budget should ensure the implementation of the IDP.

Risk Management is one of Management's core responsibilities according to section 62 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and is an integral part of the internal processes of a 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 Stellenbosch Municipality. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

The IDP and Ward Plans

The thirty (30) ward plans, include:

The profile of the ward, as well as the strengths, weaknesses, opportunities and threats facing

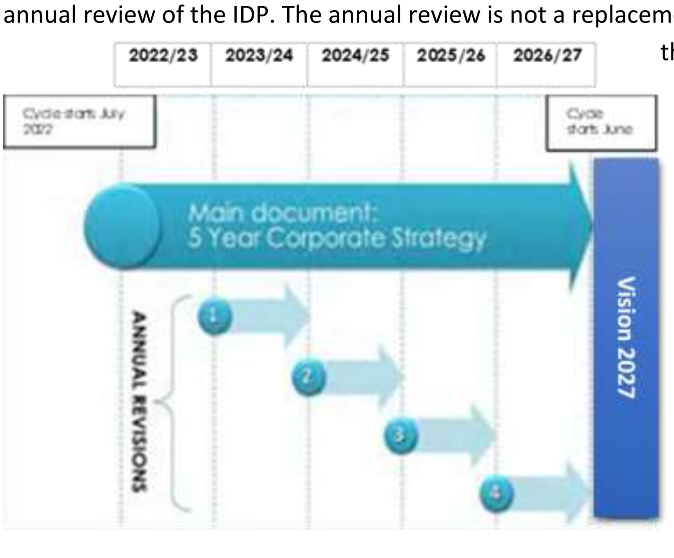
the community;

a) A consensus on priorities for the relevant ward(s);
b) An implementation plan; and
c) The capital budget available for the relevant wards, including the small capital budget.
d) Ward plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. These plans provide ward committees with a systematic
e) planning and implementation tool to perform their roles and responsibilities. They form the basis for dialogue between the municipality and ward committees regarding the identification of priorities and
f) budget requests and will also be used by ward committees for ongoing monitoring and evaluation throughout the year. The information is however on a detail level and not duplicated in the IDP, but a detailed Ward Plan is available on request.

The IDP Planning Process (five-year cycle)

According to the MSA, every new council that comes into office after the local government elections has to prepare its own IDP that will guide them for the five years that they are in office. The IDP is therefore linked to the five-year term of office of Councillors. This does, however, not restrict all proposals in the IDP to five years. The strategic goals that are part of the Municipality's strategy all have a longer than five-year horizon, similar to the Spatial Development Framework (SDF) of the Municipality.

A clear distinction must also be made between the main IDP which is compiled every five y
ears (or if a new council comes into power within the five-year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five-year IDP and its purpose is not to interfere with the long-term strategic orientation of the. The annual review reflects and reports on progress made with respect to the five-year strategy (and strategic goals) and proposes adjustments to the strategy, if necessary, because of changing internal and external circumstances that impact on the appropriateness of the IDP.



(The figure on the right reflects the five-year process of the IDP.)

Roles and Responsibilities

A. Executive Mayor

In terms of the MSA and the MFMA, the Executive Mayor must:

- Manage the drafting of the IDP;
- Assign responsibilities in this regard to the Municipal Manager;
- Submit the draft plan to the municipal council for adoption; and
- co-ordinate the annual revision of the IDP and determine how the IDP is to be taken into account or revised for the purposes of the Budget.

B. Municipal Council

The Council is the ultimate decision-making authority. Decisions to approve or amend the Municipality's IDP may not be delegated and have to be taken by the full Council.

C. Proportional Councillors, Ward Councillors and Ward Committee Members (Ward Committees)

Assist with public participation process;

- Assist the ward councillor (who is the chairperson) in identifying challenges and needs of residents;
- Provide a mechanism for discussion and negotiation between different stakeholders in the ward;
- Interact with other forums and organisations on matters affecting the ward;
- Draw up a ward plan that offers suggestions on how to improve service delivery in the particular ward;
- Disseminate information in the ward; and
- Monitor the implementation process concerning its area.

D. Municipal Manager and Management Team

- Provide technical/sector expertise and information;
- Provide inputs related to the various planning steps;
- Summarise/digest/process inputs from the participation process;
- Discuss/comment on inputs from specialists; and
- Address inputs from and give feedback to the community.

CHAPTER A

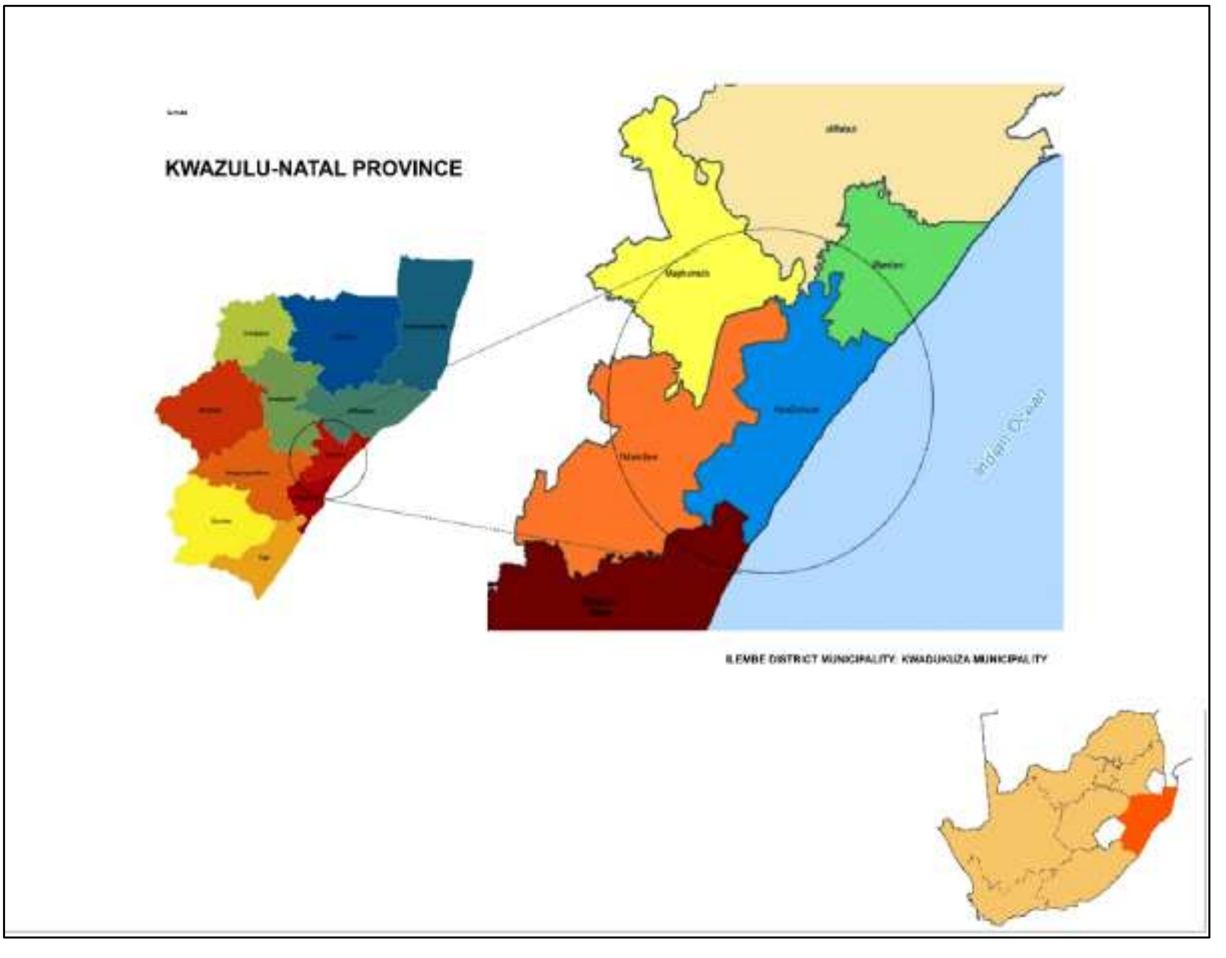
Executive Summary

A1: EXECUTIVE SUMMARY

1. WHO ARE WE

KwaDukuza Municipality is one of the most prosperous municipalities and is a category B municipality (KZN 292). It is one of the municipalities that fall under the iLembe District (Category C, DC 29 Municipality) in the KwaZulu-Natal Province. Covering an area of approximately 633km2, the Municipality stretches from the Zinkwazi River in the north to the Tongati River in the south. KwaDukuza (previously known as Stanger) is the district node and dominant commercial center in the iLembe District.

FIGURE 1:LOCALITY MAP



The KwaDukuza Municipality occupies a coastal and inland stretch of approximately 50km in length and 14km in width, with a variety of clustered and ad hoc settlements and small towns. The municipality is linked with a well-developed network of roads and rail infrastructure. The key feature of KwaDukuza is the N2 Development Corridor.

Highly immersed in rich history and heritage, KwaDukuza Municipality is the proud resting place of Inkosi uShaka, who is recognised as one of the world's greatest strategists and nation builders of all time. It is an historical fact that Inkosi uShaka ruled the mighty Zulu nation in his latter days while based at KwaDukuza. Among the greats that KwaDukuza Municipality proudly associated with historically is iNkosi Albert Luthuli, who happened to have been born and bred at the Groutville Mission, KwaDukuza. The existence of this great leader, teacher and visionary, provided KwaDukuza with the opportunity to produce the first Nobel Peace Prize Laureate on the African Continent when he himself the recipient of the prize in 1960.

A strong fusion of African, Eastern and European cultural influence personifies KwaDukuza Municipality. The late 19th to the early 20th centuries saw and welcomed the arrival of families of Indian origin at KwaDukuza who had come to work in the sugar cane plantations. History records that the first Europeans who subsequently founded sugar cane farming at KwaDukuza started arriving in 1824 with the Zulu nation already there. These historical events inevitably contributed into the laying of the foundations for the colourful social embroidery that has come to be part of KwaDukuza today.1

KwaDukuza boasts a 50km stretch of coastline along the Indian Ocean. The Municipality has two primary economic hubs namely the town of KwaDukuza and Ballito, the latter being a suburb situated slightly to the south of KwaDukuza. The defined borders of KwaDukuza Municipality extend from the Tugela River in the north to the eThekwini Metropolitan Municipality and the Tongati River in the south. The Municipality is bordered by the Indian Ocean in the east and extends to the Maphumulo and Ndwedwe Local Municipalities in the west.

http://www.sahistory.org.za/topic/indian-south-africans-1940-1949

1.1. SPATIAL LOCATION WITHIN THE PROVINCE OF KWAZULU-NATAL

KwaDukuza Municipality finds itself located between two port cities viz, Durban and Richards Bay. This is a very fortunate scenario which has ensured that the Municipality is strategically geographically located to exploit the targeted spill over from initiatives for eThekwini namely the Due Trade Port, tourism initiatives premised on Durban's Blue Flag status beaches, inter alia, as well as the provincial economic growth initiatives. Beyond the areas of urban development, the bulk of KwaDukuza Municipality, particularly the relatively flat coastal strip, forms a commercial farming hub and is mainly used for agricultural activities such as sugar cane farming.

The urbanized areas comprise KwaDukuza, Shakaskraal, Blythedale and Ballito, with high levels of infrastructural development, service development, and social facilities that support the local population. The concentration of industrial development is to be found in the KwaDukuza node including the Gledhow and Darnall Sugar Milling operations.

1.2. NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS DEPICTED ON THE MAP

The map below illustrates 30 of wards and traditional authority areas within KwaDukuza Municipality. Which are as follows;

TABLE 4:AMAKHOSI UNDER KWADUKUZA MUNICIPALITY

T/C NAME	INKOSI'S NAME
CELE/NHLANGWINI	INKOSI M.B. CELE
DUBE T/C	INKOSI H.K. DUBE
NDWEDWE	INKOSI .L. MAGWAZA (DECEASED)- AWAITING REPLACEMENT
MATHONSI	INKOSI .V. MATHONSI
NODUNGA 1 T/C	INKOSI A.M. ZULU
QWABE-NKANINI	INKOSI D.Z. GUMEDE
ABATHEMBU T/C	INKOSI V N. MTHEMBU

1.3. ECONOMIC PROFILE

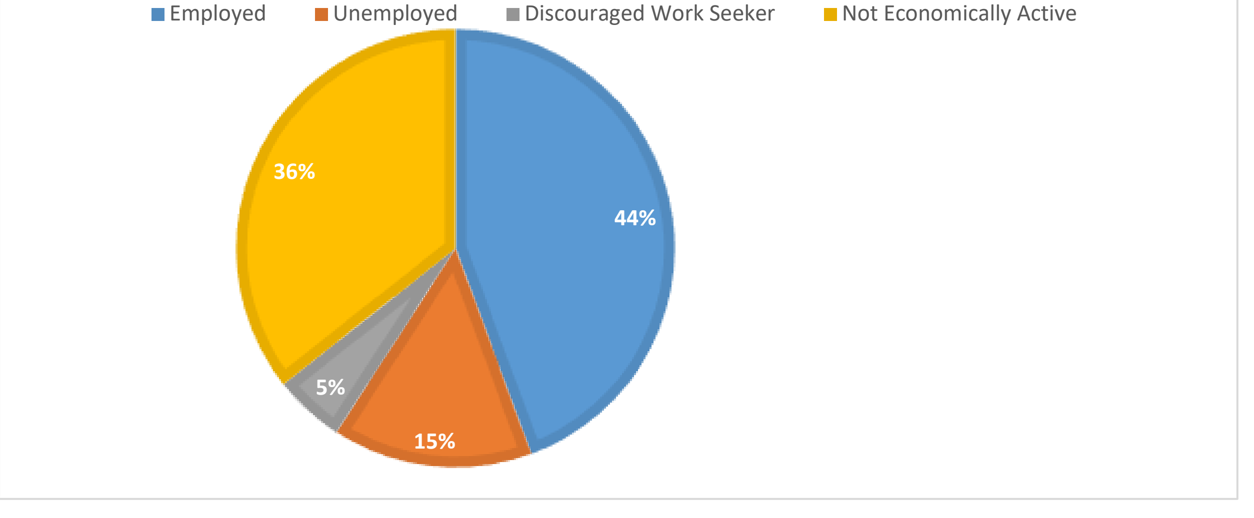
The main contributors to the KwaDukuza Municipality's local economy are agriculture, majority sugarcane farming and processing; light industry, including engineering, and manufacturing of paper and packaging; and tourism. The region boasts a number of seaside resorts and popular coastal towns for holiday making and recreation, including Ballito. The economy of KwaDukuza Municipality is dominated by primary and secondary sectors with a smaller portion from the tertiary sector, meaning the economy has a good balance of sectors.

According to the KZN Provincial Growth and Development Plan (which is aligned to the NGP, presents the 2035 development vision) and the agricultural sector contributes 8% towards employment in the iLembe District Municipality. While this is a relatively low contribution to employment in the District, the agricultural industry is growing and increasing employment within the agricultural sector has been set as a primary economic goal for the province.

While the unemployment rate in the Municipality is high (46%), KwaDukuza Municipality is experiencing a high rate of population increases and several new housing, health care and commercial complexes are being developed in the area, which will provide work opportunities. A key area of focus is education in the population, with only 1.5% of the Municipality population having a higher education than secondary school, and only 14% having completed secondary school. Also of concern is the income levels of the majority of the households in KwaDukuza Municipality, with 81.4% of households surviving on less than R6, 300 per month (Statistics South Africa, 2011).

1.4. GRAPHIC REPRESENTATION OF KWADUKUZA STATISTICS

FIGURE 2:EMPLOYMENT STATISTICS FOR KWADUKUZA MUNICIPALITY



****Source: StatsSA 2011**

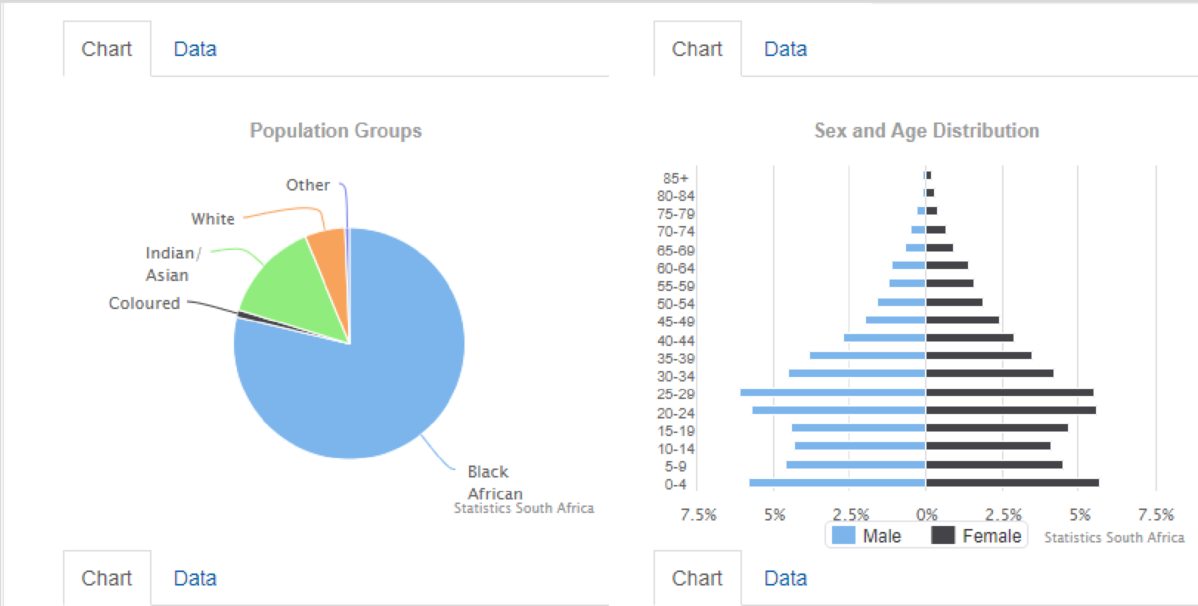


Figure 3: Population Graphs

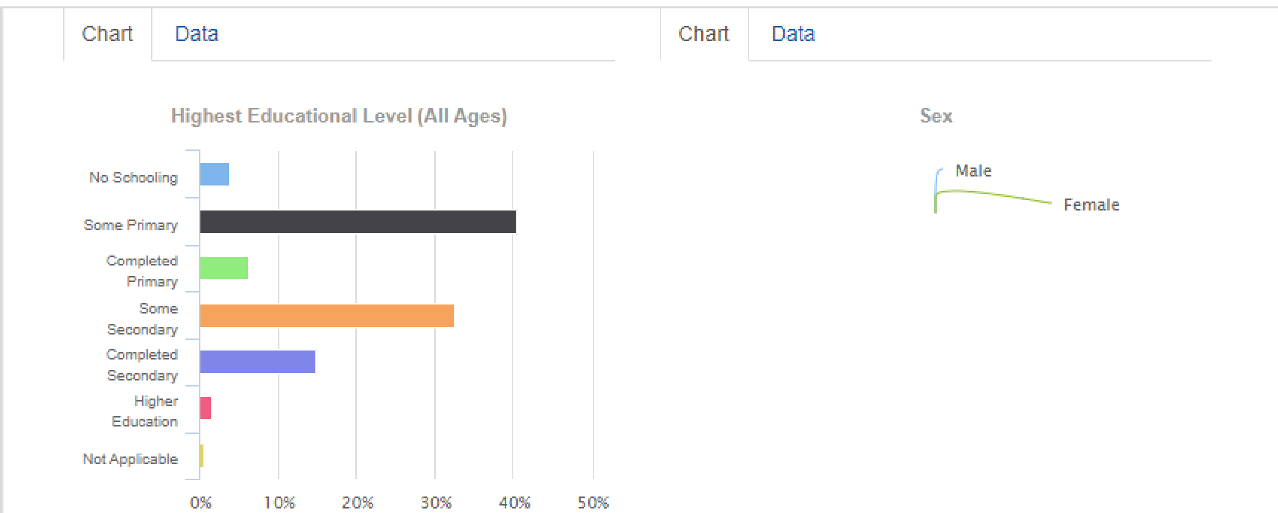
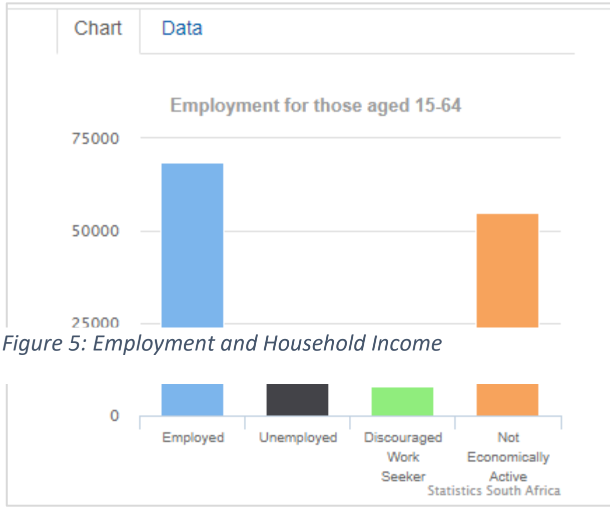


Figure 4:Highest Education Level



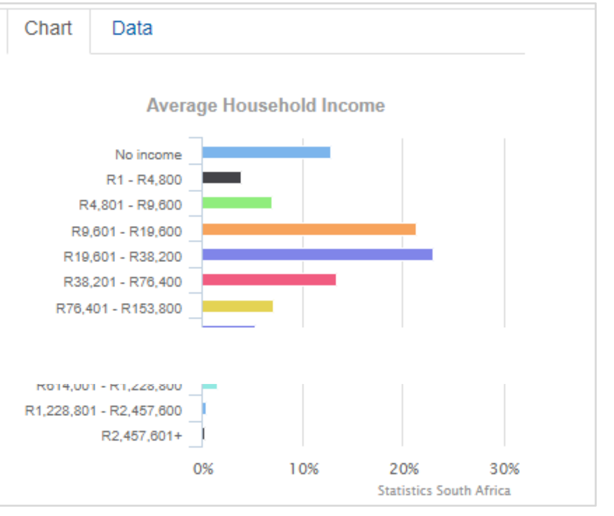


Figure 5: Employment and Household Income

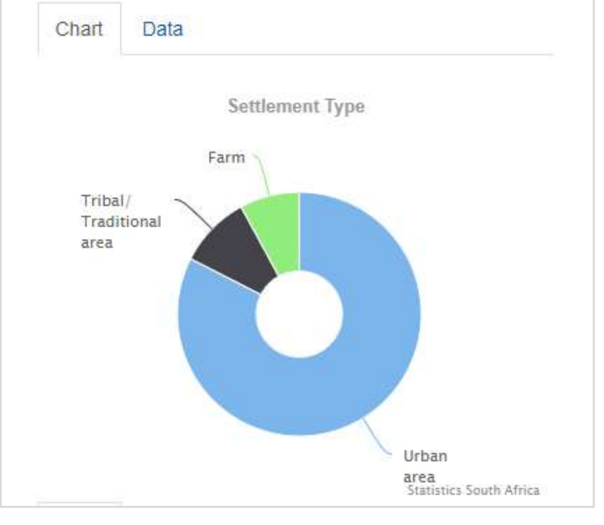
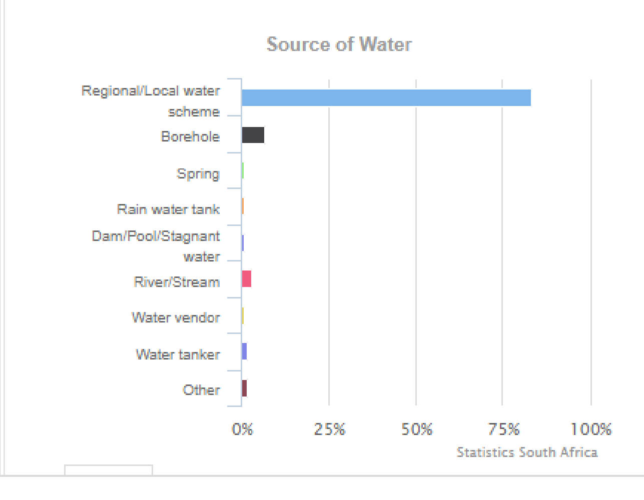


Figure 7:Housing Types



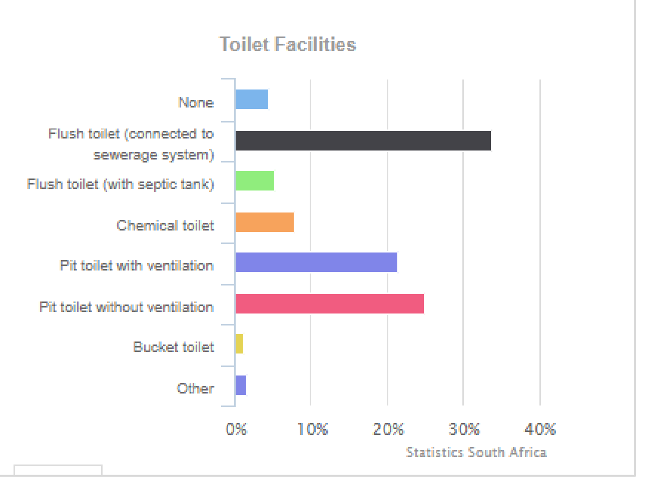


Figure 6:Access to Water

Figure 8:Refuse Disposal

KEY FINDINGS AND TRENDS

The population of KwaDukuza Municipality has grown by 37.8 % since 2001 from 167 805 to 231 187 in 2011 (Census 2011) and further increased to 276 719 (community survey 2016).

The population of KwaDukuza is mainly dominated by Black Africans, followed by Indians or Asians. Whites and Coloureds follow respectively; with people classified as other they constitute the minimum percentage of KwaDukuza Municipality. This certainly is certainly in line with the province overall.

The most spoken language within KwaDukuza Municipality is IsiZulu with 67.50 % of the population who speak this language fluently.

KwaDukuza' s population has a large youth segment, the total number of people under the age of 14 years account for 29.00% of the total population, the percentage of the population that is at age between 15-34 years consist of 40.53% of the total population.

2. HOW WAS KWADUKUZA MUNICIPALITY FINAL IDP (2022/23) DEVELOPED?

Section 28 of the Municipal Systems Act No 32 of 2000 states that the municipality must adopt a process plan that will guide the review of the IDP. Therefore, KwaDukuza Municipality developed 2022/23 IDP, PMS and Budget Process Plan which was approved by the Council in August 2021 in terms of the Section 21(b) and it is laid out as follows;

IDP/BUDGET/OPMS ACTION PLAN

SCHEDULED DATES	IDP	PMS	BUDGET
JULY 2021	▪ Publication and advertisement of the availability for comments on the Draft 2022/23 Process Plan for at least 14days after adoption. ▪ Ensuring alignment of the Section 57 Managers individual Scorecards with the IDP strategies	▪ Signing of new performance contracts for Section 56/57 Managers and submission to EXCO (Section 69 of the MFMA and Section 56/57 of the MSA). ▪ Prepare Departmental Business Plans SDBIP (Component 3) for the next financial year. ▪ Previous year S56/57 Managers' Performance Assessments ▪ Adoption of 2022/2023 SDBIP	▪ IDP and Finance to discuss the 2022/2023 Budget planning issues ▪ Prepare budget process plan and timetable for the 2022/2023. ▪ Compile Section 71 Reports and present to the Mayor. ▪ Compile section 52 Report.
AUGUST 2021	▪ Obtain MEC comments on previous year's FINAL 2021/22 IDP AND Process Plan 2022/23 from COGTA submission. ▪ Incorporation of the comments received from the general public and COGTA for the towards the finalization of the Process Plan 2022/23 ▪ Adoption of the Final Process Plan by end of August 2021 as well ensuring that the document is forwarded to	▪ Quarterly Project Implementation Report ▪ Quarterly Audit Committee meeting ▪ Performance evaluation panel ▪ Start the process of the Drafting Annual Report 2022/2023	▪ Obtain Council's approval for 2022/2023 multi-year budget process and timetable (IDP Process Plan) ▪ Review external mechanisms affecting the medium-term budget forecasts. ▪ Compile Section 71 Reports and present to the Mayor

	COGTA as part of the process. ▪ Publication/notification to the public of the adoption of the Final 2022/23 Process Plan		
SEPTEMBER 2021	▪ Formalise Council's Vision, Mission, Objectives and Strategies ▪ Create template in relation to the scorecard (***Situational Analysis***) ▪ Feedback to the IDP Steering Committee regarding MEC's assessment received from COGTA on the final 2021/22 IDP to be considered ▪ Review and updating of Plans and policies for Public Participation and IDP unit ▪ Ward Councillors and Ward committees to submit community needs for budget consideration. ▪ Revise prioritization in terms of performance		▪ Assess Council's 2020/2021 Financial Statements and current year's revised results and capacity, to determine the impact on future strategies and budgets ▪ Assess the funding policies including the tariff structures. ▪ Compile Section 71 Reports and present to the Mayor.
OCTOBER 2021	▪ Integration of information from adopted Sector Plans into the IDP Review ▪ Review mission, vision and objectives ▪ Cross border municipal alignment and Formulate Strategies ▪ Feedback from Senior Managers on Priorities - Projects – as well as Budget inclusions ▪ Regional IDP alignment as part of the District-wide DDM procedures.		▪ Complete first Quarter Section 52 Financial Performance Evaluation Report. ▪ Discuss Findings and obtain input from management, BSC and Council. ▪ Compile Section 71 Reports and present to the Mayor.

	▪ Local Government elections on the 27th of October 2021.		
NOVEMBER 2021	▪ Swearing in of the new Council. ▪ November 2021 - IDP Steering Committee - Reviewing of strategies ▪ Consultation and alignment of project information and strategies with Sector Departments through the IDP Representative Forum (IDPRF). ▪ November 2021 - Sector Alignment Workshop – COGTA	▪ Quarterly Project Implementation Report (for first quarter) ▪ Quarterly Audit Committee meeting (for the first quarter)	▪ Compile Section 71 Reports and present to the Mayor.
DECEMBER 2021	1. Sitting of the KwaDukuza Municipal Strategic Plan for the review and creation of a new vision and objections. 2. Review KPI's and targets 3. IDP Best Practise Conference with COGTA 4. ILembe District Municipality Planner's Forum 5. Review of Strategies 6. Alignment of Capital estimates to the IDP.	▪ Compile annual report (MFMA Sect 121)	▪ Compile Section 71 Reports and present to Mayor. ▪ Commence processes for Section 72 and adjustment budget.
JANUARY 2022	▪ New Ward Committees election/ selection process per Ward. ▪ Steering Committee in the month of January 2022 ▪ Send reminders 18-22 January 2022 requesting projects (with proposed budgets)	▪ Mayor tables annual report MFM Sect 127 (2) ▪ Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 12a) ▪ Sect 56/57 Managers' quarterly assessments (for second quarter)	▪ Submit the mid-year budget and performance assessment report to Council. Submit to National Treasury and Provincial Treasury both printed and electronic form the mid-year budget and performance

	▪ IDP Review - integration phase ▪ Finalization of proposed and adjusted Projects template from all Business units by the end of January 2022	▪ Tabling of Midterm Report to Council by the 25th of January.	assessment (Section 35). ▪ Compile Section 71 Reports and present to Mayor.
FEBRUARY 2022	▪ Continuation of the New Ward Committees election/ selection process per Ward. ▪ Consolidation of information and finalization of MEC Assessment issues towards the draft 2022/23 IDP. ▪ Meeting with COGTA IDP submission and assessment ▪ Draft IDP & Budget – Prioritization and Budget Allocation from all Business units. ▪ Consultation and alignment of project information and strategies with Sector Departments through the IDP Representative Forum (IDPRF).	▪ Quarterly Project Implementation Report (for second quarter implementation) ▪ Quarterly performance audit committee meeting ▪ Oversight process for the annual report and public participation. ▪ Submit annual report to AG, Provincial & DTLGA (MFMA Sect 127). ▪ Adjustment of the Organizational Scorecard targets tabled to Council with Adjustment budget.	▪ Compile Section 71 Reports and present to Mayor. ▪ Adjustment budget to be considered if necessary ▪ Make public the adjustment budget and supporting documentation within 10 working days after being approved by Council (Section 126). ▪ Draft IDP & Budget – Prioritization and Budget Allocation ▪ Review of the Mid-year visit Report by Provincial Treasury. ▪ Compile Section 71 Reports and present to Mayor.
MARCH 2022	▪ Adoption of Draft IDP 2022/23 financial year by the end of March 2022. ▪ Submit 2022/23 Draft Multi-year budget, IDP and Service Delivery and Budget implementation plan in both printed and electronic format forwarded to Provincial COGTA, within 10 working days after approval by Council.	1. Council to consider and adopt an oversight report [Due by 31 March 2020 MFMA Sec 129 (1)] 2. Set performance objectives for revenue for each budget vote (MFMA Sect 17) 3. Annual Customer Satisfaction survey (to be considered to annual report) MSA Sect 40.	▪ Submit 2022/2023 Draft Multi-year budget and IDP submitted to BSC and Council for consideration. ▪ Submit 2022/2023 Draft Multi-year budget in both printed and electronic format forwarded to National and Provincial Governments,

	▪ Drafting of the proposed dates for the DRAFT IDP AND BUDGET public engagements based on comments from the Office of the Municipal Manager and Office of the Mayor.	4. Submit 2022/2023 Service Delivery and Budget Implementation Plans submitted to Executive Committee and Council for approval 5. Submit 2022/2023 Draft Multi-year and Service Delivery and Budget implementation plan in both printed and electronic format forwarded to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council. 6. Final approval and adoption of the 20/21 APR by Council by end of March.	including National Treasury within 10 working days after being approved by Council. ▪ All Income inputs by no later than 25th February. All Expenditure and Capital inputs by no later than 3rd March inputs to the Budget Office. ▪ Make public the tabled draft budget and supporting documentation within 10 working days after being approved by Council. ▪ Compile Section 71 Reports and present to Mayor.
APRIL 2022	▪ Notice to publicize the draft 2022/23 IDP (21 days) through all relevant platforms. ▪ Incorporate comments from the general public– adjust the IDP & Budget where necessary ▪ DRAFT IDP and Budget MAYORAL IZimbizo. ▪ Report back on the results of COGTA Assessment Feedback of the DRAFT 2022/23 IDP. ▪ Ward committee meeting highlighting involvement of members in the IDP and Budget Public Participation process ▪ Adjustment of Draft IDP based on COGTA and from the public	▪ Strategies, objectives, KPA's, KPI's and targets and inclusion into IDP Review Report. ▪ S56/57 Managers' Quarterly Performance Assessments ▪ Publicise Annual Report [Due by 7 April MFMA Sec 129 (3)] ▪ Submit Annual Report to Provincial Legislature/MEC Local Government (Due by 7 April MFMA Sec 132 (2)	▪ Revision of the budget and IDP from inputs received from the community, Government departments and National Treasury, if required ▪ Compile Section 71 Reports and present to Mayor. ▪ All consultation processes to be completed during April 2022. ▪ All departmental feedback by no later than the end of April 2022

	participation engagements from 15th of April 2022.		
MAY 2022	▪ Adjustment of the draft 2022/23 IDP (towards the finalization) by the 15th May 2022 ▪ Adoption by Council of the 2022/23 Final IDP by the 31st of May 2022.	1. Implementation Report (for third quarter) 2. Quarterly Audit Committee meeting 3. Annual review of organizational KPIs 4. Review annual organizational performance targets (MPPR Reg)	▪ Compile Section 71 Reports and present to Mayor. ▪ Final Alignment sessions between IDP, PMS and Budget. ▪ All final inputs and balancing of the budget and presentation to BSC by 6th May 2022. ▪ Between the 6th and 19th May 2022 loading of budget and generating of mSCOA report and other Council required documentation. ▪ Presentation of final Budget for adoption to Council.
JUNE 2022	▪ Submission the Final Adopted 2022/23 IDP to COGTA on or before 10 days after adoption. ▪ Prepare Draft IDP Process Plan for the 23/24 Financial Year. ▪ Publish Council's adopted FINAL IDP 2022/23 on the Municipal website and local Newspapers and other media platforms.	▪ Submission of draft SDBIP to the mayor within 14 days of approval of the budget ▪ Establish and complete performance evaluations for functional outcomes based on operational plans and the IDP ▪ Approval of the SDBIP within 28 days after approval of the budget and completion of the annual performance contracts in accordance with S56/57 of MSA ▪ Make public the SDBIP within 10	▪ Compile Section 71 Reports and present to Mayor. ▪ Approved 2022/2023 Multi-year budget in both printed and electronic format forwarded to National Treasury within 10 working days after being approved by council ▪ Make public the approved budget and supporting documentation within 10 working days after being approved by Council.

		working days after being approved by Council ▪ The Service Delivery and budget implementation plan in both printed and electronic format to be forwarded to national Treasury within 10 working days after being approved by Counci	▪ Publish Council's budget on the website and local Newspapers.

Figure 9:IDP/BUDGET/OPMS ACTION PLAN

*****It must be noted that all above proposed physical public participation engagements were only be conducted following the applicable lock-down regulations for the currently existing Covid-19 pandemic.***

2.1. IDP PUBLIC PARTICIPATION PROCESS

(a) Public Participation Context

In terms of the provisions of Chapter 4 of the Municipal Systems Act (Act 32 of 2000) a municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its Integrated Development Plan. Accordingly, KwaDukuza Municipality has maintained its commitment to a participatory process of IDP review whereby the community would play a meaningful role.

There are four major functions that can be aligned with the public participation process vis-à-vis:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

(b) Mechanisms for Participation

The following mechanisms for participation were utilized:

- **IDP Steering Committee**

The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. This committee is chaired by the Municipal Manager and the IDP Unit is responsible for co-ordinating meetings. These are all the representatives who are involved in the preparation of technical reports and information, formulation of recommendations as well as to prepare any other pertinent documents during the compilation of the IDP processes. The main aim of the IDPSC is to form a supporting structure on the review of the IDP document on an annual basis. It is noted that the IDP represents all Municipal developmental plans and therefore its review is a collaborative process. With no formal Portfolio supporting the Office of the Municipal Manager it is of important as part of the IDP review that IDPSC exist to play this role effectively. The composition of this Steering Committee will remain as follows:

- Municipal Manager
- Executive Directors and COO
- Directors
- Managers

This then means it should be noted that on a monthly-basis MANCO meetings will also be a driver in terms of submission of IDP review elements that needs input from Management.

– **IDP REPRESENTATIVE FORUM (IDPRF) and WARD COMMITTEE MEETNGS:**

The IDP Representative Forum is representative of all stakeholders and endeavors to be as inclusive as it possibly could. Concerted efforts were made to bring additional organizations as well as the relevant personnel representing the different Sector Departments onboard the IDPRF with a view to ensuring their continued participation throughout the process.

The purpose of these meetings was to all allow the sector department who were present that to communicate their programs, projects and future plans impacting on the overall development of KwaDukuza local Area. Out of the 14 invited Sector department only 5 did come through for the session but it must be noted that Future IDPRF which is proposed to take place in April 2020 as part of the review process could have more sector departments. This is because the Office of the Municipal Manager through head of IGR has devised a strategy to find the relevant people who are needed at these meetings. It must be noted that sector department involved to future IDPRF meetings will also be fueled by ILembe district and CoGTA in this regard.

Ward Committees and Ward Councilors are formal structures established as per the provisions of the Municipal Structures Act. Accordingly, these structures are utilized as a link between the Municipality and Communities, for the purposes of obtaining information in pertaining to the IDP implementation.

WARD COMMUNITY meetings that have taken place and as part of the IDP review process and have been brought down to only consist of only Ward Councillors and Ward Committee secretaries. The Ward Committee Meetings/IDPRF has taken place and are planned to take place as follows;

TABLE 5:WARD COMMUNITY BI-MONTHLY MEETING/IDPRF

DATE	VENUE	TIME
03 May 2022	KwaDukuza Town Hall	10:00

– **THE PRINT MEDIA (NEWSPAPERS)**

Local newspapers (i.e. North Coast Courier, Stanger Weekly, Express Times, Dolphin Coast Mail) were used interchangeably to publish and/or inform the local community of the progress on the IDP, PMS and Budget Processes. The table below represents the print media/newspapers, activities and dates published:

TABLE 6:ADVERTISING USED IN PUBLISHING IDP/PMS AND BUDGET ACTIVITIES

HEADING	DATE	ADVERTISING PLATFORM
Adoption of the FINAL 2021/22 Integrated Development Plan	Jun-21	Municipal Website, social media platforms and Local Newspaper
KwaDukuza draft IDP, PMS and Budget process plan 2022/23	Jul-21	Municipal Website, social media platforms and local newspaper
Final IDP, PMS & Budget process plan 2022/23	Sep-21	Municipal Website, social media platforms and local newspaper
Adoption of the DRAFT 2022/23 Integrated Development Plan and comments	April- 2022	Municipal Website, social media platforms and local newspaper
Mayoral Izimbizo/Roadshow for the presentation of the DRAFT BUDGET and IDP for the 2022/23 financial year.	April - 2022	Municipal Website, social media platforms and local newspaper

– **OTHER MUNICIPAL DOCUMENTS ON THE MUNICIPAL WEBSITE**

The KwaDukuza Municipality Website was utilized for uploading public information regarding the IDP and general municipal information which ordinarily entails the IDP and budget adverts. The following documents were uploaded on the municipal website: TO UPDATE THE BELOW

Figure 13: Documents Uploaded on Municipal Website

- Draft Annual Report 2020/21
- Final and Draft IDP/PMS/Budget Process Plan 2022/23
- DRAFT 2022/23 IDP
- PMS Framework, Organisational Scorecard, and the final Top-Layer of the SDBIP 2022/23

– **MUNICIPAL NOTICE BOARDS**

The Municipal Notice Boards are placed at various municipal buildings. The Municipal Notice Boards were used to inform the stakeholders about critical IDP meetings to be attended as well as important notices

– **COMMUNITY ROADSHOWS AND IZIMBIZO**

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, KwaDukuza Municipality in collaboration with iLembe District Municipality conducted the IDP, PMS and Budget Roadshows which were scheduled as follows:

TABLE 7:SCHEDULE FOR THE 2022/23 IDP/PMS AND BUDGET MAYORAL IZIMBIZO

CUSTOMER SATISFACTION SURVEY

KwaDukuza Municipality developed a customer satisfaction survey questionnaire to facilitate a survey in all 30

CLUSTER/STAKEHOLDERS	DATE	VENUE	TIME
WARD COMMITTEES/IDPRF	Tuesday, 03 May 2022	KwaDukuza Town Hall	10:00
AMAKHOSI ASENDLUNKULU	Thursday, 05 May 2022	KwaDukuza Local Municipality – OK Mall Building (HR Boardroom) OR COUNCIL CHAMBER	10:00
ILEMBE CHAMBER OF COMMERCE		ILembe Chamber Boardroom	14:00
CLUSTER A (WARD 7,8,20,23,28)	Friday, 06 May 2022	Mellowood Park Community Hall (Ward 28)	09:00
CLUSTER G (WARD 27)	Sunday, 08 May 2022	Madundube Community Hall (Ward 21)	09:00
CLUSTER G (WARD 2,3)	Tuesday, 10 May 2022	Nyathikazi Community Hall (Ward 3)	09:00
CLUSTER B (WARD 14,15,24,26)	Thursday,12 May 2022	Ntshawini Community Hall (Ward 26)	09:00
CLUSTER E (9,10,11,12,29)		Charlotdale Ground/Open Space (Ward 10)	14:00
CLUSTER G (WARD 1,25)	Tuesday, 17 May 2022	Vulinqondo Hall (Ward 25)	14:00
CLUSTER D (5,13,16,17,18,19)		KwaDukuza Town Hall	18:00
ALL RATEPAYERS ASSOCIATIONS	Wednesday, 18 May 2022	Princes Grant Golf Estate	14:00
CLUSTER F (WARD 6,22,30 AND RATEPAYERS ASSOCIATION FROM THE SOUTH OF KWADUKUZA)		Umhlali Preparatory School	18:00

wards by assessing the municipality's performance in relation to the services that it delivers to its communities. Likewise enhance the relationship between the municipality and external customers. This is also a way to get to know the needs of the communities and external stakeholders better. A consolidated report is currently been facilitated and will be submitted for Council noting accordingly.

3. COMMENTS FOR 2021/2022 IDP:

KwaDukuza Municipality acknowledges the comments that the MEC for KZN CoGTA made pertaining to the 2021/22 IDP Review Assessments. The comments play a pivotal role in enriching the process towards the compilation and content of this IDP.

The following points were highlighted by the MEC for KZN CoGTA that the KwaDukuza Municipality as fundamental points needing to be reviewed;

- **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT:**
- Municipality has been commended for well coverage of this KPA,
- Critical vacancies (Youth Development and Director Corporate Services) need to be filled and
- Continue efforts to tract more employees living with disabilities.

- **BASIC SERVICE DELIVERY:**
  - The level of coordination with the ILembe District's Intergovernmental Relations (IGR) has been applauded though encouraged to improve the information on Water Service Authority (WSA) and the Water Service Development Plan (WSDP)
  - Municipality is advised to implement its Integrated Water Management Plan (IWMP)
  - Commended on the progress made with transport infrastructure development, reflection in the IDP and the development of the Local Integrated Transport Plan (LITP)
  - Commended for performing the animal pound function and urged to indicate in the IDP the budget set aside for the operational and maintenance of the animal pound.

- **FINANCIAL VIABILITY AND MANAGEMENT:**
  - Municipality provided sufficient information on the financial viability criteria.
  - Outstanding is the progress on projects (As was not indicated on the Capital Budget) and the Operations and Maintenance Plan.
  - Indication of R&M Budget against Total of Non-Current Assets as well plans to address challenges were made, outstanding is the calculations and indication of what plans are in place address shortfall/challenges.

- **GOOD GOVERNANCE AND PUBLIC PARTICIPATION:**
  - Applauded for the comprehensive coverage of this KPA
  - Municipality is urged to indicate if the reports from IGR structures are tabled to Council
  - Encouraged to continue pursuing differentiated approached in communication with Sector Departments (eg : one on one engagements, attendance of District Municipality sector meetings) in order to improve their participation in the IGR Forum.

- **CROSS- CUTTING:**
  - The SDF overall was commended for unpacking the Objectives and Strategies of the long-term spatial vision and misalignment with the neighbouring municipalities and therefore providing guidelines for the LUMS.
  - Underutilization of space was not addressed by the SDF.
  - The environmental impact on the SDF is unclear as per the Assessment template and should be concentrated on as a section of the SDF within the IDP document.

- Environmental mitigating factors based on the coastal belt for the proposed developments need to be covered
- CIF, Performance Indicators are not clearly indicated as well as strategic risks are not indicated
- Proper alignment of the IDP and disaster management is needed through the previous comments made.

- **GOOD GOVERNANCE AND PUBLIC PARTICIPATION**
  - Indication from the IGR structures need to be tabled to Council is needed as this specifies the interconnectedness of Basic Services Delivery for all Municipal structures. All IGR structures need to be mentioned and reported on.

- **OTHER KEY OBSERVATION TO TAKEL INTO CONSIDERATION:**

  - 5-year implementation plan based on the framework is needed.

4. 2020/21 AUDITOR GENERAL'S FINDINGS AND KDM ACTION PLAN

KwaDukuza Municipality further acknowledges the findings and recommendations of the Auditor General's that were made in respect of the 2020/21 Financial Year. The comments were indeed pivotal and served to enrich the process towards the compilation and content of this IDP. An AG Action Plan has thus been developed with a view to address all the issues that were raised in the Audit Outcomes Report. The **KDM Auditor-General's 2020/21 Action Plan** is annexed hereto for ease of reference as an **ANNEXURE** as it reflects that the Municipality received an Unqualified with emphasis of matter and other findings.

5. MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS

TABLE 8:MUNICIPAL CHALLENGE AND PROPOSAL INTERVENTIONS

No.	CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA -1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
1.1	Lack of skills required by the municipality and local economy.	• Expedite efficient operational and relevant courses as offered by Chief Albert Luthuli Skills Centre and uMfolozi FET college; • Emphasis on scarce skills development utilizing both KDM's External and Internal Bursaries programs; • Co-ordinate and facilitate the placements of learners who are partaking in learnerships with various host employers; • Implement KDM's Internship programme by ensuring that each business unit essentially hosts a minimum of five (5) graduates per annum; • Facilitate and co-manage various government skills development initiatives such as tourism safety monitor etc.; and • See to the implementation of Council retention programme.

1.2	Low figures of women appointed into managerial positions and non-compliance with equity targets.	• Adhere to the implementation of gazette Employment Equity Plan; • Embark on target recruitment so as to accomplish equity targets for less represented groups within Council including those from the coloured and white communities; • Provide a dedicated programme to develop and benefit women talent.
1.3	An abundance of overtime worked, unproductivity and unsupervised municipal staff.	• Introduce and implement shift systems with a view to curb overtime and enhance productivity; • Fast-track the filing of vacant, new and/or attrition posts. • Ensure compliance with the overtime management plan per BU as well as adherence to the Basic Conditions of Employment Act (BCEA); and • Cascade performance management to lower positions of Council.
1.4	Poor ICT network, support and continuous use of manual systems to process certain applications by BU.	• Invest in the ICT network and off-site disaster recovery facility; • Strengthen the capacity of the ICT Unit by ensuring that critical posts are filled as well as improve general governance issues; • Ensure full implementation of EDP EDRMS and Planning Tracking System; • Support the introduction of electricity application system and SCADA System, • Establish panels to ensure that ICT equipment's and software are provided.
KPA-2: FINANCIAL VIABILITY AND MANAGEMENT		
2.1	Limited revenue sources and poor collection of debts, which in turn leads to budgetary constraints that adversely impact the financing of various interventions.	• Fast-track and ensure tight implementation of Council credit policy; • Concentrate on revenue enhancement projects led by various BU; • Curb Electrical/Energy Loss through implementing disconnections and continuous meter audits; • Embark on accounts data cleansing project; • Implement approved KwaDukuza Reserve Policy, • Ensure that the Debt and Revenue Enhancement Committee functions to its maximum; and • Implement Debt Incentive Scheme.
2.3	Failure to deal with irregular expenditure and abuse of section 36 of the MFMA.	• Fast-track the completion of award of section 78 (PPP) project for waste-collection; • Implement and enforce compliance with applicable legislation to avert irregular expenditure; • Reduce section 36 appointments through the establishment of a panel of service providers to attend to emergencies; and • Ensure that there is implementation of consequential management for non-compliance with Council policies and legislation.

KPA-3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
3.1	Poor public street lighting.	• Roll-out maintenance of streetlights using the panel of service providers and internal staff; • Roll-out retrofitting of existing street lights with energy efficiency streetlights; • Installation of new energy efficiency streetlights within the boundaries of the municipality; and; • Implement ongoing Installation of high mast lights (Apollo lights).
3.2	Poorly maintained roads.	• Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; • Engage in and expedite the rehabilitation of roads by both ILembe DM and Fibre optic contractors, through signed MOA and wayleave applications; • Upgrade roads from gravel to black-top; and • Utilization of internal capacity to re-gravel the gravel roads.
3.3	Shortage of low-cost and affordable housing.	• Bring to completion all houses that are under construction and continue to mobilize the increment of Housing Development Grant; • Unclog the blocked projects for implementation i.e. rocky park, Driefontein; • Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds.
3.4	Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	• Finalize and implement the recommendations of section 78 study (PPP); • Provide additional skips; • Promote community waste management initiatives using utilizing programs i.e. CWP and Good Green Deeds; • Ensure public education on waste management and impact of illegal dumping; and • Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
3.5	Poor capital expenditure and negative impact on communities.	• Establish and use a panel of contractors to implement capital expenditure; and • Increase capacity to monitor performance of contractors. • Curb red tape and delays on SCM processes through forward planning,
KPA-4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
4.1	Dysfunctional Ward Committees and lack of public meetings.	• Provide on-going support to Ward Committees to improve their performance through training and ward committee meetings, • Ensure that all Ward Councilors conduct their quarterly meetings with the members of the public; • Ensure that stakeholder forums i.e. (IDP Rep Forum, LED Forum, OSS/ War Rooms, Youth Forums, Gender and

		Disability, HIV-Aids Local Council etc.) are functioning properly and report to Council on quarterly basis; and • Strengthen the use of communication platforms (e.g. websites, social media and municipal publications) to communicate and receiving of feedback from the community.
4.2	Deal with the perception of corruption and stagnant audit outcomes.	• Build capacity of Internal Audit to provide on-going assurance services to Council; • Ensure that Anti-fraud hotline is working and known by the public; • Conduct ongoing staff and community awareness on fraud and corruption policies of Council; • Implement consequential management against those who breach Council policies and laws of the Republic of South Africa; and • Encourage the public to attend Council meetings and participate in Annual Oversight report processes.
KPA-5: LOCAL ECONOMIC DEVELOPMENT		
5.1	High unemployment rates amongst youth and women in KwaDukuza. Propensity of Local businesses to employ people from outside KwaDukuza.	• Expedite the establishment of NYDA District Office; • Expedite the establishment of YES Office within KwaDukuza; • Expedite and enter into social compact agreements with Investors/Developers to priorities appointment of KwaDukuza residents when there are job opportunities; and • Ensure that all projects adhere to EPWP principles and the implementation thereof.
5.2	Untransformed economy and few business opportunities made available to local emerging businesses. This challenge has led to the formation of business forums which violently demand work opportunities.	• Focus on the promotion of direct investment through minimizing development approval red-tape and provision of incentive (rates rebate); • Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector; • Implement Nokukhanya Luthuli tourism prescript business plan; • Implement emerging contractor's development programme; • Promote and support SMMEs that are involved in the innovation and technology business; • Promote green economy; • Implement Target Procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and • Review and adopt KwaDukuza LED Plan.
5.3	Increased crime which threatens community safety and investment to the area.	• Partner with private sector and community based organizations for the installation of vehicle identification cameras; • Partner with private security companies and SAPS to fight crime by undertaking joint enforcement blitz and sharing crime intelligence; • Develop and adopt KwaDukuza Crime Strategy;

		• Strengthen the functioning of Community Policing Forums; • Focus targeting school crime awareness programs; • Ensure the implementation of Council by-laws; and • Improvement on the functioning of Council CCTV camera's project.
KPA-6: CROSS CUTTING INTERVENTIONS		
6.1	Delay in approving building plans and town planning applications.	• Finalize the implementation of Development and Building Plans application reforms with assistance of World Bank/Vuthela LED Programme; • Enter into SLA with all BUs ED who have a responsibility to comment on applications; • Ensure proper functioning of the Development Assessment Committee; • Attend to all public complaints regarding delays within 7 days of receiving such complaints. • Hasten the implementation of all EDRMS Modules and the introduction of Plan Tracking System; and • Continue to have sessions with professionals /agents on a quarterly basis to deal with issues of common interest.
6.2	Poor enforcement of environmental laws and inadequate knowledge on climate change effects to our communities.	• Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; • Provide on-going community awareness programmes on climate change and environmental management; • Implement approved KwaDukuza Green buildings guidelines and KwaDukuza Low Carbon Emission Strategy; and • Identify and implement community resilience projects; • Partner with Green Scorpions/ Department of Minerals Resources to enforce against illegal sand miners along Umvoti River; • Encourage mainstreaming of green/climate proof projects by all municipal business units; and • Provide support and guidance to internal departments to comply with applicable legislation when implementing their projects.

6. WHAT TO EXPECT FROM KWADUKUZA MUNICIPALITY IN THE NEXT 5 YEARS

TABLE 9:IMPLEMENTATION OF KWADUKUZA MUNICIPAL GOALS

KEY PERFORMANCE AREAS	KWADUKUZA MUNICIPALITY GOALS
Municipal Transformation & Institutional Development	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services,

	Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
Basic Service Delivery and Infrastructure Development	Expand and maintain the provision of quality basic services and the integrated human settlements
Good Governance & Public Participation	Improve good governance, audit outcomes and consequence management,
	Strengthen public participation, complaints management system and accountability
	Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes
	Create a safer and crime free municipal area through community- public-private partnerships.
Financial Viability and Management	Enhance municipal financial sustainability,
Local Economic Development	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
Cross-Cutting Interventions	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability,

7. HOW WILL PROGRESS IN KWADUKUZA MUNICIPALITY BE MEASURED?

Immediately after beginning of the new term of office for councillors, Councils are required to develop a programme for their term of office. This is done through holding strategic sessions (Lekgotla). During the Lekgotla, council analyse the programmes and projects that were identified and implemented by the previous council ad then adopt or develop new programmes and projects. It must be noted that both the portfolio based strategic planning sessions and council lekgotlas will be used to influence the Five-year IDP 22/26 and the 22/26 Budget.

KDM 2021/26 Lekgotla will be organised under the theme: ***Refresh. Renew. Refocus.*** The theme simply directs KDM Councillors and officials to change their mindset on serving the people of KwaDukuza, renew their social compact with the communities

The following has been identified as key issues for discussion:

a) *District Development Model (One Plan for the District);*
b) *Agreeing on the procedure to be used in prioritising capital projects and review of MTEF priorities;*
c) *Confirmation of strategi special projects of council;*
d) *City Development Strategy;*
e) *Energy Loss and its threats to the financial viability of the municipality;*

f) *Cascading of the performance management system municipal workers in line with 2021 Municipal Staff regulations;*
g) *Confirmation of Wards Clustering (after new wards demarcation/2021 elections)*
h) *Process plan towards the implementation of the Municipal Staff Regulations (effective from the 1st of July 2022)*
i) *State of water suppliers, reticulations and other related matters (District)*

The process of formulating the KwaDukuza Municipality Strategic Plan for the Five years and its action plan was held in two segments.

- **Segment 1**: Portfolio Committee/Business Unit Mini Lekgotla which started on the 24th of February to 07th of March 2022
- **Segment 2**: Council Lekgotla which was scheduled for the 11th to 12 of March 2022 and has been postponed to the 1st TO the 3rd of June 2022.

CHAPTER B

Planning and Development Principles & Government Policies and Imperatives

1. PLANNING AND DEVELOPMENT PRINCIPLES

This section identifies the relationship between the KwaDukuza Integrated Development Plan and the other key planning and policy instruments from the international, national, provincial as well as the district government levels. The instruments aligned to the IDP are those perceived to be crucial, they also have a cross cutting effect at the other levels of government. The planning and policy instruments occupy the centre stage at their respective spheres of government and they impact overarchingly thereto. One of the key objectives of IDPs is to ensure alignment between national and provincial priorities, policies and strategies (as listed herein-below):

- Sustainable Development Goals;
- National Development Plan (Vision 2030);
- National Spatial Development Perspective;
- National Key Performance Areas;
- National Outcomes;
- Provincial Growth and Development Strategy 2035 and
- District Growth and Development Plan.
- District Development Model (DDM)
- Back to Basics

The Integrated development plan serves as the core instrument within the new system of developmental local government in South Africa and invariably represents the driving force for rendering municipalities to be more strategic, inclusive and responsive and performance driven in its nature.

The IDP is therefore the principal strategic planning instrument which guides and informs all planning in respect of budgeting, decision-making, management processes and all other development within the municipal area. Once adopted, the IDP becomes the single plan than surpasses all others within a particular municipality as it is a direct reflection of a municipality. The purpose of the IDP is to integrate and balance the economic, ecological and social pillars of sustainability within the KwaDukuza municipal area without compromising the institutional capacity that is necessary for the implementation and co-ordination of efforts needed across sectors and relevant spheres of government.

To this end, the IDP is also the strategic planning apparatus of the municipality which must be prepared within the first year subsequent to the newly elected Council taking office. The IDP is then reviewed on an annual basis for the entire Council's 5-Year term of office. The priorities and actions in the IDP are pivotal as they serve to give direction for the benefit of the municipality, structure, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality. In a nutshell, municipalities operate within the realm of a broad legislative and policy framework that afford the necessary prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions.

2. LEGISLATIVE FRAMEWORK TOWARDS ACHIEVING IDP OBJECTIVES

Against the above background, it follows therefore, that KwaDukuza Municipality takes into cognisance that for growth and development to be achieved then the budget, programmes and projects must be aligned with development and institutional policy directives.

The Constitution of the Republic of South Africa (Act 108 of 1996) provides the basic outline of the type of local government the country must have. Section 152 and 153 thereof stipulate respectively what the objects of local government are as well as the developmental duties of municipalities:

Section 152

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

Section 153 – A Municipality must:

Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; and to promote the social and economic development of the community and participate in national and provincial development programs.

The Municipal Systems Act (MSA) Act 32 0f 2000 requires municipalities to develop Integrated Development Plans which should be single yet inclusive and strategic in nature. Once adopted, the municipality's IDP will guide development within the Council 's area of jurisdiction and it must be reviewed on an annual basis. The Act also stipulates further the precise IDP process as well as the components to be included.

Whereas the Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the municipality 's IDP must at least identify:

- The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality;
- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- All known projects, plans and programs to be implemented within the municipality by any organ of the state; and
- The key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents;
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

- Take into account the Municipality ‘s Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government ‘s fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and
- Subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

3. INTERNATIONAL POLICY DIRECTIVES:

3.1. SUSTAINABLE DEVELOPMENT GOALS

KwaDukuza Local Municipality and a number of other municipalities from other provinces have been chosen to be part of project set to localise the Sustainable Development Goals for Municipalities. This is a program facilitated done by Zutari and the Development Bank of South Africa (DBSA). An inception meeting has taken place and the most important step will be taking place during the course of June 2022 whereby a two-day workshop will be held with different internal business units as part of localising the Sustainable Development Goals.

The SDGs were adopted by the United Nations General Assembly in September 2015 and look to 2030 offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an

FIGURE 10:SUSTAINABLE DEVELOPMENT GOALS

3.2. PARIS AGREEMENT

The Paris Agreement was adopted on 12 December 2015 when 196 Parties to the UN Framework Convention on Climate Change (UNFCCC). The Paris Agreement served as a new legally-binding framework for an internationally coordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations that took under the auspices of the UNFCCC and was reached under extreme international pressure to avert a repeat failure attributable to the Copenhagen Conference that was held in 2009. The Paris Agreement contains:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees;
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- A process that demands a revision of NDCs at least every 5years representing progression beyond the last NDCs;
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- A framework for enhanced transparency and an expert review of NDCs;
- A Global Stock-take from 2023 and every 5 years thereafter to review progress;
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;

- A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and developed countries must report twice a year on levels of support provided;
- An enhanced transparency framework for action and support with built-in flexibility which takes into account Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and
- A non-punitive compliance mechanism that is expert based and facilitative in nature.

3.3. AGENDA 2063 (THE AFRICA WE WANT)

Africans of diverse social formations including those in the Diaspora affirmed the AU Vision of "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena" as the overarching guide for the future of the African continent. They further reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration. The converging voices of Africans of different backgrounds, including those in the Diaspora, have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa; and
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
- An Africa as a strong, united, resilient and influential global player and partner.
- National Development Planning and Policy Directives
- National Outcome Delivery Agreements

The South African government has agreed on 14 outcomes as a key focus of work from 2014 to 2019. Each outcome has a limited number of measurable outputs with clearly defined targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 14 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities. Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome and are as follow;

TABLE 10:NATIONAL OUTCOMES

National Outcomes		
	DETAIL	**MUNICIPAL INTERVENTION**

1.	Improved quality of education	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
2.	A longer and healthy life for all South Africans.	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
3.	All people in South Africa are and feel safe.	Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes Create a safer and crime free municipal area through community- public-private partnerships.
4.	Decent employment through inclusive economic growth.	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
5.	A skilled and capable workforce to support an inclusive growth path.	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
6.	An efficient, competitive and responsive economic infrastructure network.	Expand and maintain the provision of quality basic services and the integrated human settlements Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
7.	Vibrant, equitable and sustainable rural communities with food security for all.	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.

8.	Sustainable human settlements and improved quality of household life.	Expand and maintain the provision of quality basic services and the integrated human settlements.
9.	A responsive, accountable, effective and efficient local government system.	Improve good governance, audit outcomes and consequence management, Strengthen public participation, complaints management system and accountability.
10.	Environmental assets and natural resources, those are well protected and continually enhanced.	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
11.	Create a better South Africa and contribute to a better and safer Africa and World.	Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes Create a safer and crime free municipal area through community- public-private partnerships,
12.	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Improve good governance, audit outcomes and consequence management, Strengthen public participation, complaints management system and accountability Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes Create a safer and crime free municipal area through community- public-private partnerships.
13.	Inclusive and responsive social system	Improve good governance, audit outcomes and consequence management, Strengthen public participation, complaints management system and accountability

		Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes Create a safer and crime free municipal area through community- public-private partnerships.
14	Nation building and social cohesion	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty. Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability. Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes Create a safer and crime free municipal area through community- public-private partnerships.

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery;
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation;
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance;

Through the service delivery agreement; CoGTA and municipalities commit to the following:

- The extension of basic services which include water, sanitation, electricity and waste;
- Systems for improved service Management;
- Creation of job opportunities through the Community Works Programme;
- Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- The filling of critical positions;
- That all municipalities in the province will achieve clean audits by 2014;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management delivery and accountability to the communities;

Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist. These talk to the five (5) National Key performance Areas (KPAs) and should consequently form the basis for all municipality's strategic objectives. Through the service delivery agreement; the Mayors of all municipalities commit themselves to the following:

- That they will play their respective roles as outlined in the Municipal Finance Management Act (MFMA) by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate for, and actively work towards, corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is prevented;
- That, working with traditional leaders amongst their respective municipalities, they will work tirelessly in restoring the confidence of the people in the system of local government.

The Programme of Action (POA) measures the implementation of the National Development Plan (NDP) through the Medium-Term Strategic Framework (MTSF). The MTSF is the five-year implementation phase of the NDP in which the Department of Planning, Monitoring and Evaluation has issues the 2019-2024 MTSF in order to unpack the steps towards achieving the vision of the NDP through the POA.

4. NATIONAL PRIORITIES

4.1. NATIONAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives. Vision 2030 (originally done in 2011 and currently under review) and It is facilitated by the NPC.
Firstly done and adopted in 2012 with 7 strategic objectives translated to 30 strategy objections and classified as the regional SDF. The following are important points about the NDP;

- Providing overarching goals for what we want to achieve by 2030.
- Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.
- The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:
- Housing, water, electricity and sanitation;
- Safe and reliable public transport;

- Quality education and skills development;
- Safety and security;
- Quality health care;
- Social protection;
- Employment;
- Recreation and leisure;
- Clean environment; and
- Adequate nutrition

TABLE 11:NATIONAL PLAN PRIORITIES

NO.	National Plan Priorities	Alignment Thereof
1	Create jobs	• Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
2	Expand infrastructure	• Expand and maintain the provision of quality basic services and the integrated human settlements
3	Use resources properly	• Improve good governance, audit outcomes and consequence management, • Strengthen public participation, complaints management system and accountability.
4	Inclusive Planning	• Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
5	Quality Education	• Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; • Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.
6	Quality Healthcare	• Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
7	Build a capable State	• Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; • Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government; • Improve good governance, audit outcomes and consequence management; • Strengthen public participation, complaints management system and accountability; • Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes;
8	Fight corruption	• Create a safer and crime free municipal area through community- public-private partnerships. • Improve good governance, audit outcomes and consequence management; • Strengthen public participation, complaints management system and accountability; • Enhance municipal financial sustainability
9	Unite the nation	• Promote radical socio-economic transformation to address inequality, unemployment and poverty.

		• Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; • Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked inter alia with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programs and guide spatial transformation.

In the meantime, the national government has adopted various sector-based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view of the mixed rural-urban nature of KwaDukuza Municipality, the following are considered:

- The New Growth Path;
- The 2004 Comprehensive Plan for the Development of Sustainable Human Settlements;
- Breaking New Grounds; and
- Comprehensive Rural Development Strategy (CRDP) and the associated programme.

4.2. NDP 2030 - PHASED APPROACH TO NATIONAL ECONOMIC TRANSFORMATION

TABLE 12:PHASED APPROACH TO NATIONAL ECONOMIC TRANSFORMATION

FIRST PHASE **2012 -2017**	**SECOND PHASE** **2018 -2023**
• Urgent launch towards new growth trajectory •Need for dynamic economy •Urgent investments in infrastructure •Private sector commitment to supplier industries and infrastructure •Exports to Sub-Saharan Africa and Developing countries •Improve education •Improve labour environment •Energy and water supply •Intensifying R&D support to existing industries and deepening linkages •Develop arrangements for Financial centre for Africa •Government commitment to industrial diversification through procurement	• Diversifying the economic base •Building capacities required to produce capital and intermediary goods for the infrastructure programme and Sub-Saharan Africa •Resource cluster development forming cluster combining production of capital goods, provision of engineering services and beneficiation that targets identified opportunities •Foundations to be laid for intensification of productivity •Innovation should be more pervasive

•Change approach to land tenure systems •Expand public employment programmes rapidly	•Centres of learning should be aligned to industrial clusters with potential for domestic and global linkages •Innovation centred on public service improvements towards low-income sectors

4.3. THE NEW GROWTH PATH

There is growing consensus that creating decent work, reducing inequality and defeating poverty is not a pipedream. However, this can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:

Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.Developing a policy package to facilitate employment creation.The jobs drivers identified are:

- Substantial public investment in infrastructure both to create employment directly, in construction, operations and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies.
- Leveraging social capital in the social economy and the public services; and
- Fostering rural development and regional integration.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

- Active industrial policy;
- Rural development policy;
- Competition policy;
- Stepping up education and skills development;
- Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape;
- Broad-based Black Economic Empowerment (BBBEE);
- Labour policies;
- Technology policy;
- Developmental trade policies; and
- Policies for African development.
- KwaZulu-Natal DHS-Master Spatial Plan for Human Settlements

4.3.1. PURPOSE OF THE MASTER SPATIAL PLAN FOR HUMAN SETTLEMENTS

Create a spatial framework to guide investment by all state departments and state- owned companies and specifically the Human Settlements Sector;

- Provide a framework for investment by various private sector actors in the human settlements environment;
- Achieve a creative balance between spatial equity, economic competitiveness and environmental sustainability so as to overcome the legacy of apartheid spatial planning;
- Support the process and guide spatial planning for local and provincial authorities;
- Provide guidance to the implementation of all MTSF targets in alignment with a spatial plan and approval of projects; and
- Provide guidance to the Implementation of strategically chosen catalytic interventions to achieve spatial transformation
- Consistent interpretation and application of the following principles and objectives across various scales is of importance as a way forward linking KwaDukuza Housing sector plan with the Master spatial Plan for the Province;

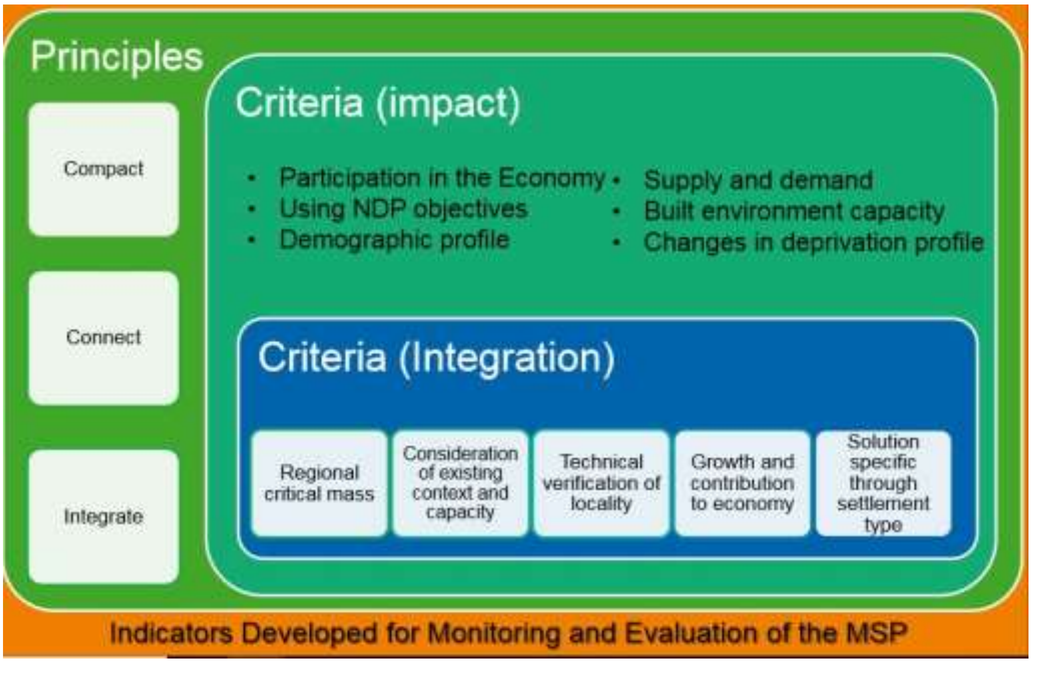
TABLE 13:PRINCIPLE AND CRITERIA FOR PRIORITIZATION OF HUMAN SETTLEMENTS

HUMAN SETTLEMENTS MASTER SPATIAL PLAN PRINCIPLES	**HUMAN SETTLEMENTS MASTER SPATIAL PLAN OBJECTIVES**
Principle 1: Guide and align all investment in Human Settlements	Objective ‘ 1: Spatial Transformation
Principle 2: Creation of balanced settlements reflecting spatial equity, economic potential, and competitiveness & environmental sustainability.	Objective 2: Compact settlements and settlements patterns
Principle 3: Spatial targeting and spatial concentration	Objective 3: Connected settlements and settlement patterns
Principle 4: Accessibility and Choice	Objective 4: Integrated settlements and settlements patterns
Principle 5: Value creation and capture	Objective 5: Functional residential property markets in urban and rural areas
Principle 6: Effective governance	Objective 6: Consistent application of principles and objectives across various scales (provincial, regional, local, precinct)
Principle 7: Responsiveness to demographic and economic context	Objective 7: Institutional capacity for effective planning and implementation

The Master Spatial Plan confirms and indicates the following:

- Principles of spatial targeting;
- Criteria for investment;
- Identification and mapping of broad investment areas as per the criteria;
- Identification of land available in most suitable locations, both public and private;
- A list of projects which will form part of catalytic projects. – Mining towns can form part of the catalytic projects which are defined as projects which generate further investment and sustainability of the areas in which they are situated.

FIGURE 11:INDICATORS DEVELOPED FOR MONITORING AND EVALUATION OF THE MSP



4.4. COMPREHENSIVE RURAL DEVELOPMENT PLAN (CRDP) - 2009

The National Department of Rural Development and Land Reform (DRDLR) have received the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa.

Below are strategies geared to ensure that the Department achieves its objective (Agrarian Transformation, Rural Development and Land Reform):

- The Agrarian transformation Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc;
- Livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes;lo
- Cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes;

- The establishment and strengthening of rural livelihoods for vibrant local economic development;
- The use of appropriate technology, modern approaches and indigenous knowledge systems; and Food security, dignity and an improved quality of life for each rural household.

4.5. RURAL DEVELOPMENT

- Improved economic infrastructure;
- Improved social infrastructure;
- Land reform;
- Increasing the pace of land redistribution;
- Increasing the pace of land tenure reform;
- Speeding up the settlement of outstanding land restitution claims; and
- Effective support to all land reform programmes through land planning and information.

4.6. MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments have to develop their five-year strategic plans and budget requirements taking into cognisance the medium-term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. It is imperative to take into account the strategic focus of the framework in its entirety. This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

4.7. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet. Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance.

On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all. The NSDP puts forward a set of five normative principles:

- **Principle 1:** Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key;
- **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside;
- **Principle 3:** Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities;
- **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing Labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate if they choose localities that are more likely to provide sustainable employment and economic opportunities;
- **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that

are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.). From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

4.8. THE STATE OF THE NATION ADDRESS 2022

His Excellency President Cyril Ramaphosa delivered the SoNA to a hybrid Joint Sitting of the two houses of Parliament – the National Assembly and National Council of Provinces – in Cape Town on Thursday, 10 February 2022.

Government remains focused on the priorities it identified in the SoNA 2021 which are:

- overcoming the COVID-19 pandemic;
- a massive rollout of infrastructure;
- a substantial increase in local production;
- an employment stimulus to create jobs and support livelihoods; and
- the rapid expansion of the energy generation capacity.

In response to South Africa’s battle with poverty, unemployment and other significant challenges facing the country, Ramaphosa outlined a number of anticipated reforms. Government has given itself 100 days to finalise a comprehensive social compact to grow the economy, create jobs and combat hunger. This work will build on the foundation of the Economic Reconstruction and Recovery Plan (ERRP), which remains the common programme to rebuild the economy.

The below are some of the key points mentioned in the address:

i. National State of Disaster

“Over the past two years, we have taken unprecedented actions to strengthen our health system, build laboratory capacity and prevent infections,”- relating to the change in the trajectory of the pandemic as well as the administration of 30 million doses of the COVID-19 vaccine. Further stating that the National State of Disaster, which has been in place since March 2020, will soon be ended as the government moves into the next phase of its management of the coronavirus.

ii. **Unemployment**

Emphasis was made on the unreliable electricity supply, inefficient network industries and the high cost of doing business as some of the reasons for South Africa’s high rate of unemployment. - whilst the government has been taking “extraordinary” measures to ensure economic growth, the government does not make jobs – instead, he said, the business sector does. “The key task of government is to create the conditions that will enable the private sector – both big and small – to emerge, to grow, to access new markets, to create new products, and to hire more employees.” With a view to addressing these challenges we are accelerating the implementation of far-reaching structural reforms to modernise and transform these industries, unlock investment, reduce costs and increase competitiveness and growth.” Additionally, the Social Relief of Distress (SRD) grant has been extended until the end of February 2023 whilst the government seeks a possible permanent replacement of the grant.

iii. **Loadshedding**

“Load shedding continues to have a huge impact on the lives of all South Africans, disrupting business activities, and placing additional strains on families and communities. Due to our aging power stations, poor maintenance, policy missteps and the ruinous effects of state capture, our country has a shortfall of around 4,000 MW of electricity.” he said. To address this shortfall, new generation projects will be “coming online over the next few years”. Furthermore, Ramaphosa said fundamental changes to the structure of the electricity sector will be implemented. This includes the unbundling of Eskom by December 2022 whilst maintenance is underway. “The utility has continued with its intensive maintenance programme, to reverse many years of neglected maintenance and underperformance of existing plants.”

iv. **Infrastructure**

the importance of infrastructure as being central to the country’s economic recovery, Ramaphosa said his government has prioritised infrastructure projects with a R100 billion allocation (over 10 years) to the Infrastructure Fund. “The Infrastructure Fund is now working with state entities to prepare a pipeline of projects with an investment value of approximately R96 billion in student accommodation, social housing, telecommunications, water and sanitation and transport,” he said. “Several catalytic projects to the value of R21 billion are expected to start construction this year. Of this, R2.6 billion is contributed by government and the balance from the private sector and developmental finance institutions.”

5. PROVINCIAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES

5.1. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has the purpose for the provision of strategic direction for development and planning in the province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery;
- Integrating investments in community infrastructure;
- Sustainable economic development and job creation; developing human capability;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society

The Provincial Administration of KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is “By 2035, the

Province of KwaZulu-Natal should have maximised its position as a gateway to Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment”.

The last review was done in 2016 and its review is facilitated by the Provincial Planning Commission. The current Draft review to be completed in February 2021 will include possibly with catalytic projects. The Plan is updated annually and the strategy is updated every 5 years. PGDS established a clear line of site in terms of the NPD (national), AU (continental and SDG (Globally). PSDF - currently reviewed to be completed in October 2021.

The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

TABLE 14:KZN'S 7 STRATEGIC GOALS

NO.	PGDS STRATEGIES GOAL	ALIGNMENT THEREOF
1	Inclusive economic growth	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
2	Human Resources Development	
3	Human and Community Development	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services. Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.
4	Strategic Infrastructure	Expand and maintain the provision of quality basic services and the integrated human settlements.
5	Responses to Climate Change	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
6	Governance and policy	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government;

		Improve good governance, audit outcomes and consequence management; Strengthen public participation, complaints management system and accountability; Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes;
7	Spatial Equity	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability. Expand and maintain the provision of quality basic services and the integrated human settlements.

5.2. SPATIAL DEVELOPMENT FRAMEWORKS (PROVINCIAL AND MUNICIPAL)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government is optimistic that it shall strike a sound balance between progressive community growth and the environmental preservation of the communities. The KwaDukuza Spatial Development Framework (SDF) which is an overarching document in the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.

The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities; and
- Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens which Basic services include health, education, housing and transport;
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth.

The Provincial Spatial Economic Development Strategy (PSEDS) recognizes that social and economic development do not ever enjoy even distribution and that spatial disparities shall always exist owing to the spatial distribution of natural resources, historical imperatives and cultural factors. It is common cause that these spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture in respect of where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population should be addressed for the purposes of poverty and inequality reduction as well as ensuring shared growth. The following are seen as the provincial economic sectors identified as the drivers of growth to address unemployment and poverty namely:

- The Agricultural sector (including agri-processing and land reform);
- The Industrial sector (Including Manufacturing);
- The Tourism sector;
- The Service sector (including government services);
- The logistics and transport sector (including rail) underpin growth in all four sectors and.
- Sustainable and affordable water and energy provision is crucial to Economic Growth; and Development.

The PSEDS intends to base on the concept of developing a comprehensive network of centers throughout the province which would support the delivery of services. In identifying the hierarchy of places existing service centers are strengthened and new or emerging service centers are developed. The PSEDS bases itself on the concept of developing a comprehensive network of centers throughout the province which would support the delivery of services. For this purpose, existing service centers shall be strengthened and new and/or emerging ones developed.

5.3. THE CABINET LEKGOTLA

The last held Lekgotla for the KwaZulu-Natal Executive Council was held on the 27/28 February 2022. t was attended by the leadership structures representing all spheres of government. They included Ministers, Deputy Ministers, Premiers, Directors-General and leadership of the South African Local Government Association. The main emphasis was at follows;

The President underscored the centrality of Vision 2030 of the National Development Plan and the Economic Reconstruction and Recovery Plan to accelerate efforts to improve the conditions of South Africans. In addition to the state of the economy and structural reforms, the Cabinet Lekgotla also discussed infrastructure development, energy security, localisation and industrialisation, land reforms and agriculture, and reform of state-owned enterprises. Efforts to reduce unemployment and poverty will include a blend of increased private sector employment, publicly funded employment and expanded social protection for unemployed people.

5.4. THE STATE OF THE PROVINCE ADDRESS 2022

On 24th of February 2022, the Premier of KwaZulu-Natal, Mr. S. Zikalala delivered the State of the Province Address SOPA theme being, ***Turning the corner in KZN: Building on our resilience, Forging lasting peace, Creating Job Opportunity and Ushering in Sustainable Growth***.

The focus areas are as follows:

- Basic Services – immediate challenge being water;
- Job Creation;
- Growing Economy;
- Growing SMME's & Cooperate
- Education & Skills Development;
- Human Settlement & Sustainable Livelihood;
- Building a peaceful Province;
- Building a caring & incorruptible government

6. DISTRICT DEVELOPMENT PLANNING AND POLICY DIRECTIVES

Ilembe District Growth and Development Plan and Integrated Development Plan. Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close co-operation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region. The DGDP translates the Provincial Growth and Development Strategy and a detailed implementation plan at a district level, inclusive of a detailed activity-level framework with targets and responsibilities assigned to each of the appropriate local municipality and government departments.

The plan will enable KwaDukuza Municipality to measure its progress against the set objectives and targets as agreed upon by all participants in the DGDP consultation sessions. In aligning with the District focus areas on the interventions identified in the document should propose specific timeframes that will have to be achieved in priority sectors within the municipal area. ILembe 2018 District Summit Resolutions: The 2018 iLembe District Growth and Development Summit was held in June 2018. The principal objective of the summit was to take stock of progress in implementing the 2014 summit resolutions as well as the 2015 iLembe DGDP. It is thereafter envisaged that this will inform the revision of the DGDP through the Vuthela iLembe LED programme.

7. THE KWADUKUZA LEKGOTLA

KwaDukuza Municipality held a series of the Portfolio-bases mini-lekgotla session from February 2022 as a build to the main Council Lekgotla still to take place in 2022. The following mini- lekgotla sessions took place;

PORTFOLIO	FOCUS GROUP/KPA	DATES	PARTICIPANTS
Office of the Municipal Manager	Good Governance and Compliance.	22-23 February 2022	EXCO, MPAC, Executive Directors and all officials dealing with compliance
FINANCE AND CORPORATE SERVICES	FINANCE VIABILITY AND MUNICIPAL TRANSFORMATION	08 – 09 March 2022	FINANCE AND COPRORATE Services Portfolio Councillors, TROIKA, Executive Directors and all relevant officials.
Infrastructure and Technical	Basic Services Delivery focusing on Human Settlements, Civil Engineering, PMU, Electrical Engineering and Fleet management	28 February 2022 TO 01 March 2022	Infrastructure and Technical Portfolio Councillors, TROIKA, Executive Directors and all relevant officials.
Economic Development and Planning (EDP)	Cross -cutting and LED: Environmental, Town Planning, LED, GIS, Youth, Special Programs etc.	02 – 03 March 2022	EDP Portfolio Councillors, TROIKA, Executive Directors and all relevant officials.
Municipal Services	Municipal Safety and Municipal Services and Public amenities	04- 07 March 2022	EDP Portfolio Councillors, TROIKA, Executive Directors and all relevant officials.

The main integrated Council Lekgotla was meant to take place of the 11th TO the 12th of March 2022 but got to be postponed to the 1st TO 3rd of June 2022.

8. KWADUKUZA MUNICIPALITY DEVELOPMENT PLANNING AND POLICY DIRECTIVES

8.1. INTEGRATED DEVELOPMENT PLANNING IN KWADUKUZA MUNICIPALITY

KwaDukuza Municipality IDP serves as a strategic guide during the term of office of the current councilors. It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To co-ordinate the activities of various service delivery agencies within KwaDukuza Municipality area of jurisdiction.

- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

8.2. INTEGRATED ALIGNMENT WITH GOVERNMENT PRIORITIES

KwaDukuza Municipality strategic focus is influenced by the Sustainable Development Goals, National Development Plan, PGDS, DGDP, KwaDukuza Municipal Development Goals and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development which promote quality of life for all while capitalizing on our competitive advantages. The following image shows the KZN PGDS Strategic Framework.

TABLE 15:INTERSPHERE ALIGNMENT OF GOALS

GOAL NO.	KDM GOALS	DGDS-GOALS	PGDS-GOALS	NDP - GOALS	SDG - GOALS
Goal 1	**Improve good governance, audit outcomes and consequence management.**	**6**	**6**	**3, 8**	**16**
Goal 2	**Strengthen public participation, complaint management system and accountability.**		**3**	**4**	**16**
Goal 3	**Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.**	**1, 3, 5,**	**1, 7**	**1, 2,3, 4**	**1, 2, 5, 6, 7, 8, 9, 10,11**
Goal 4	**Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.**		**2, 3, 4**	**3, 4, 7**	**4, 5, 6, 9**
Goal 5	**Enhance municipal financial sustainability.**			**3, 8**	
Goal 6	**Develop comprehensive response to rapid urbanization, low carbon development and environment sustainability.**	**4**	**5**	**2**	**13, 14, 15**

Goal 7	**Expand and maintain the provision of quality basic services and the integrated human settlements.**	**5**		**2, 3, 4, 7**	**6, 7, 11**
Goal 8	**Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. youth, women, and disabled people) in all development programs.**		**3**	**4, 5**	**4, 5, 8, 10, 16**
Goal 9	**Create a safer and crime free municipal area through community-public private partnerships.**	**5**		**7**	**11, 16**
Goal 10	**Build the capacity and systems for the 4th Industrial Revolution and the integrated E-government services.**		**2, 3, 4**	**5, 7**	**4**

8.3. CITY DEVELOPMENT STRATEGY (CDS) AND INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) is a policy initiative of the South African government, coordinated by the Department of Cooperative Governance and Traditional Affairs. The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve the goals of:

- Infrastructure Development;
- Economic Development;
- Job Creation; and
- Improved Living Conditions in South African Cities.

The KwaDukuza Municipality being a secondary city seeks to improve its spatial footprint taking cognizance of the importance of infrastructure in achieving sustainable development. The municipality is attractive to development but there are a number of aspects that would need to be taken into account mainly the aspect of balancing the required engineering services infrastructure, efficient land use planning, and the ratio of a growing population to human resources available to the local authority in order to effectively encourage and continue with the development experience.

In order to implement and realize the vision of the municipality, the IUDF policy is integral in achieving this goal. Compared to Category A municipalities, it is difficult for secondary cities largely being Category B municipalities to leverage grant funding in order to respond to the demands of urbanization. It is for this reason that the KwaDukuza Municipality will be working towards soliciting the necessary support from CoGTA in order to implement the IUDF policy.

As part of responding to this policy, the KwaDukuza Municipality intends to take advantage of this policy and to improve in responding to the rapid urbanization that it is experiencing. The municipality being a secondary city is likely to experience further urbanization and therefore the need to respond to planning from all aspects related to infrastructure requirements, land use planning, and the relevant administrative skills in order to be able to respond effectively to its continued growth. The municipality is currently in the process of seeking technical support provided through the policy in order to better position itself in the implementation of the policy. It must be noted that the municipality had in 2017 adopted its City Development Strategy in order to realize its development vision of 2030. Coupled with this, in the same year the municipality undertook a Spatial Development Framework gap analysis in order to respond effectively to the implementation of the IUDF, SPLUMA, infrastructure development and most importantly to transform the spatial footprint of the municipality.

At present, the municipality is seeking to implement an evidence based Spatial Development Framework in order to implement the various recommendations as identified in its SDF gap analysis. The crux of the implementation largely will be evident in the KwaDukuza SDF which currently is reviewed and in which the final document will form part of the Final IDP.

8.4. LOW EMISSION DEVELOPMENT STRATEGIC FRAMEWORK AND ACTION PLAN

In a response to climate change, KwaDukuza Municipality adopted its Low Carbon Emission Development Strategy in 2016 and this strategy aligns with National Development Plan which advocates that by 2030, our economy should have transited to low carbon by 30 percent. Attached as Annexure 6 is the Low Emission Development Strategic Framework and Action Plan.

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

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

8.6. ALIGNMENT WITH BACK-TO-BASICS PROGRAMME

In line with the renewed mandate of the Presidential Priority, the back-to-basics programme is to be focused and driven towards giving differentiated support to municipalities. The back-to-basics programme was launched with the theme of serving communities better in the next five years. The plan of action is to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner.

The back-to-basics transformational agenda recognizes that there are widely divergent levels of performance between different categories of municipalities in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centers of good governance. There is also a need to set the proper standards for municipal performance. KwaDukuza Municipality committed itself to implementing the Back-to-Basics Programme, as means to revitalize basic service delivery. The programme has five pillars, namely:

- Provision of basic services
- Good Governance
- Public Participation
- Financial Management
- Institutional Capacity

With regards to its implementation within the municipality, departments report on progress made on the set indicators and programmes that are implemented. Both on a monthly and quarterly basis KDM consolidates reports which are in return sent to iLembe District Municipality, Provincial and National CoGTA Departments. The reports indicate performance of the municipality in different aspects of the key performance areas (providing services to its communities, whether these are carried out on time and on a regular basis. An indication from quarterly assessments by CoGTA shows that KDM's performance varies between 60% and 80%. KwaDukuza Municipality however, continues to provide services while at the same time ensures good governance and consultation with its communities. To add the current B2B template.

8.7. IMPLEMENTATION OF THE BATHO PELE POLICY

The municipality established a Service Delivery Committee which identifies and address issues on customer relations and service delivery. The committee is made up of representatives from each department within the municipality. The implementation of the Batho Pele Policy and its principles are monitored under this auspice. A launch to the entire municipality was undertaken in the previous term of Council. Each business directorate has a Batho Pele Champion that serves in the committee particularly for ensuring that information is shared at the Batho Pele Forum and across with other employees. However, the programme still has to be further cascaded down to broader levels of the organisation in order to comprehensively make impact to the communities the municipality serves.

8.8. THE DISTRICT DEVELOPMENT MODEL (DDM):

DDM is a process and a plan to improve the coordination between 3 spheres of government. It is a one plan linked to the DGDP, GDS and PGDS with one vision = Operation Khawuleza. This model is set to achieve this coherent governance, the President announced: -

- A coordinated District level approach to business by all 3 spheres- “we are going to do away with this fragmented approach to development.”
- 44 Districts and 8 Metros will be the high impact zones for the country;
- Redirect and confirm Co-operative governance & integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
- Institutionalized Long-term co-planning in one plan per district towards Sustainable Development and Spatial Transformation & Equity whilst addressing ‘burning’ short term issues.
- DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE’s to work jointly and to plan and act in unison
- Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

It is essential a new plan with all 3 tyres of Government with Profiles of a living document situational analysis. Moving forward and as part of the next generation IDP the DDM element will form a great part of the IDP. It will include Spatial Budget referencing and whatever information received will influence changes to DSGS, Provincial catalytic Projects and MTEF.

CHAPTER C

Situational Analysis

1. CROSS CUTTING INTERVENTIONS ANALYSIS

1.1. SPATIAL ANALYSIS

1.1.1. Regional Context

The KwaDukuza Municipality incorporates an area of approximately 633km^2 between the Tongati and Tugela Rivers in Northern KwaZulu Natal. The boundary of KwaDukuza extends from the vicinity of the Tugela River and the Endondakusuka/ Mandeni Municipality in the north, through to the eThekwini Metropolitan Municipality and the Tongati River in the south, and from the Maphumulo and Ndwedwe Local Municipality boundaries in the west to the coastline in the east. The municipality is made up of 30 wards. The municipal boundary is in the process of being extended and this will have bearing on the number of wards within the Municipality.

The KwaDukuza study area includes a 50km stretch of coastline incorporating a range of sensitive coastal environments, a great number of unique river mouths and lagoons, and significant urban developments in the southern sections. North-south movement and accessibility is provided by the N2 and the R102 respectively, and the main east-west linkages include the R74 to Kranskop and the R614 to Wartburg. The urban areas within the municipality include KwaDukuza (formerly known as Stanger), Shakaskraal, Blythdale and Ballito. These urban centres house high levels of infrastructural development, service development and social facilities to support the local population.

Establishing greater north south and east west access across the region will be central to unlocking much of the future development potential of the region. This lattice needs to be supported by an efficient public transport system as an essential ingredient towards improved urban performance. A substantial opportunity for public transport exists in the primary corridors, where the existing rail system closely parallels the main higher order road systems, especially in the KwaDukuza area.

From a regional structural and economic development perspective the N2 corridor signifies a linear pattern of growth with KwaDukuza Municipality located on the north-south corridor system roughly midway between the eThekwini growth area and the growing Richards Bay area. The N2 corridor links the municipality with the King Shaka International Airport and the Aerotropolis development thus further linking the municipality to national and international markets. The regional significance of KwaDukuza relative to the economic importance of these two harbours emphasizes the role of the north south corridor that forms the key development axis around which development within the study area has grown over time. It is this axis, and the related elements that make up this corridor (The road & rail links) that currently exists, that is likely to form the basis for structuring future growth and development, and providing the vital opportunities for a growing, and rapidly urbanizing population.

The following fast facts provide the municipalities dynamics at a glance:

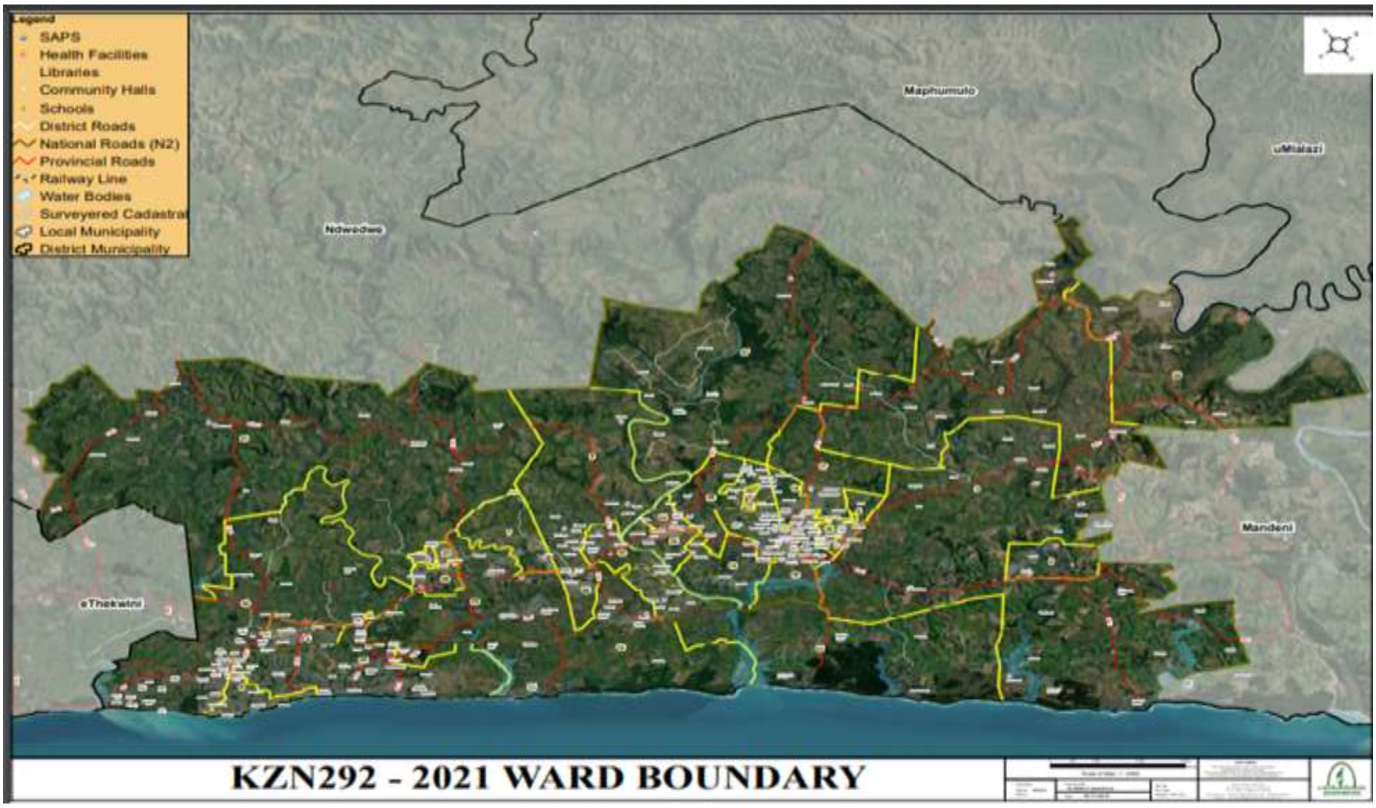
- The Local Municipality has an extent of approximately 633 square kilometres (m2) and the municipality only owns 2.3% of the land.
- The municipality population is projected to increase by 3% annually. The 2016 population was estimated at 276 719 and with a 3% growth increase in 2050 the population is estimated to be 732 175.
- In terms of governance the Municipality has proved its credibility and accountability over the years and was awarded the title of third best performing municipality in KZN in 2018.
- The municipality's economy is projected to grow by 3-5% annually to 2050.

- KwaDukuza Municipality is home to pristine beaches and numerous pockets of s.

The SDF document ***Annexure 3 SDF document (and other related development Town Planning Documentation/information)*** - provides an overview of the Status Quo/ Situational Analysis, detailing a range of issues pertaining to the current and likely future development context of the geographic nature of KwaDukuza Municipality, SEE ANNEXURE 4. The following is offered:

1.1.2. Administrative Entities

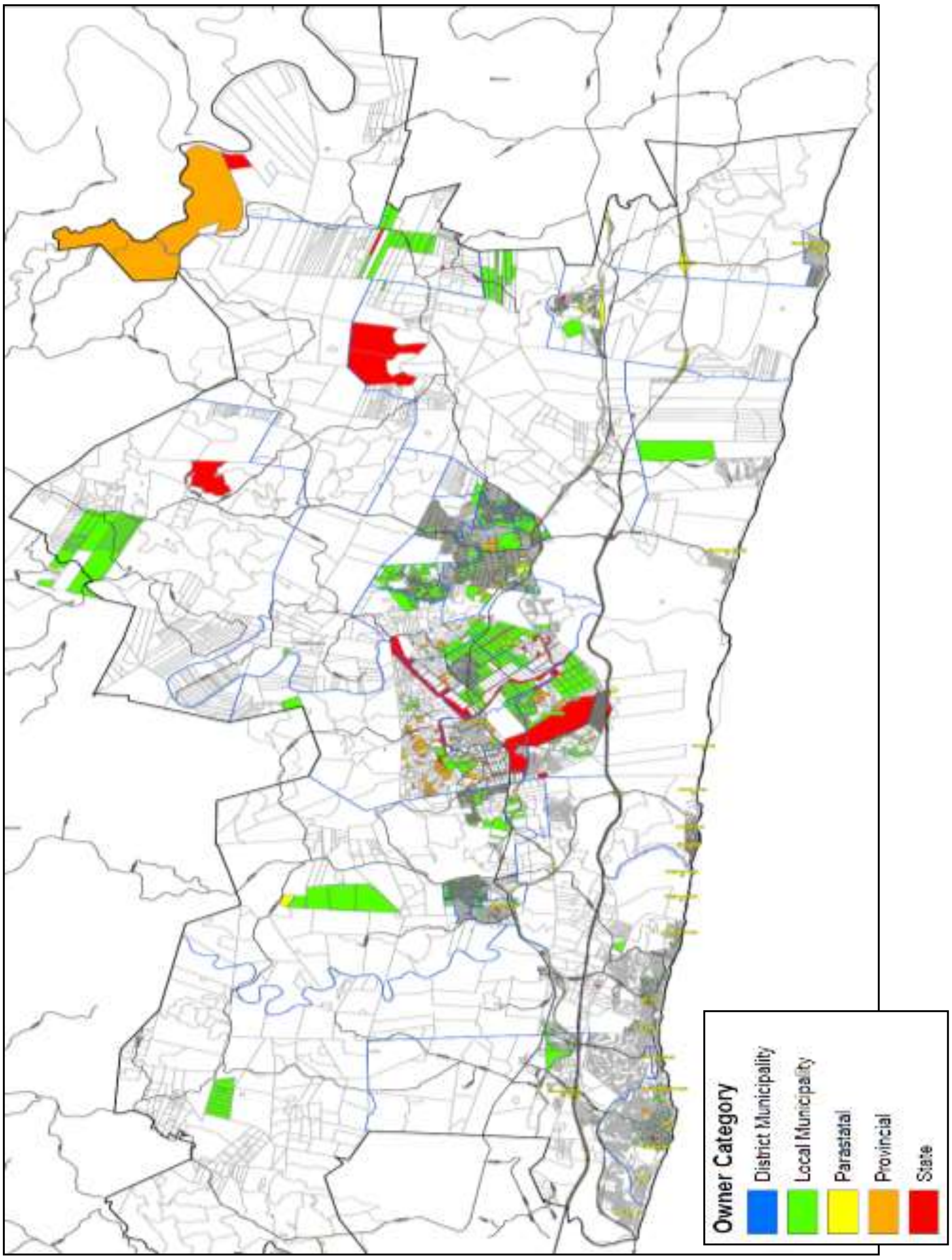
figure 11: Wards and Traditional Authorities within KDM



1.1.3. Land Ownership:

- Much of the land in KwaDukuza is privately owned land.
- There are very few properties that are under public ownership.
- A large amount of land is used for agriculture of which the dominant agricultural use is the cultivation of sugar cane though it is disappearing as there is a high number of new developments coming up in these areas.

FIGURE 12: LAND OWNERSHIP PROFILE



1.2. ENVIRONMENTAL AFFAIRS

1.2.1. Natural Resource Base

The undulating nature of the KDM is defined and characterised by a very high number of watercourses, i.e. rivers / streams / wetlands, with the majority being within the valley floors. The many ridges and steep slopes further provide pockets of indigenous woody vegetation as these areas are not suitable for agriculture or development. Thus, KDM has various small natural biodiverse areas upon the steep hillslopes that are connected in the landscape through the many valley floors rivers and streams.

There are numerous high value environmental resources within the study area that must be protected as the area grows and develops over time. These include the rivers and appropriate buffer areas, the related estuaries and wetland systems, the coastline as well as endangered forests and other areas with high biodiversity value. Whilst the KwaDukuza area has a range of valuable resources, these resources tend to be spatially fragmented, limiting their potential role in the broader environment, and also making them more difficult to manage.

(i) Rivers:

There are sixteen (16) major rivers located within KDM (from south to north). Rivers in this municipality are classified into Class C (moderately modified), Class D (largely modified), Class Z (not intact) and lastly some rivers are tributaries. The bulk of the major rivers within the municipality are considered to be moderately modified. This present ecological status is predominantly as a result of high impact activities being undertaken alongside and within rivers. Some of the existing threats to river systems in the municipality include:

- Pollution;
- Modification of watercourses resulting from development;
- Streamflow reduction (damming and abstraction), and;
- Invasive alien plant species

(ii) Wetlands

Wetlands play a key role in the functioning of hydrological systems within the KDM. They retain water, contribute to perennial flows, aid in erosion control and most importantly remove silt and other pollutants from hydrological systems.

(iii) Estuaries

There are eight (8) estuaries located within KDM (from south to north), classified as Class B (good/ largely natural with few modifications), Class C (moderately modified), Class D (poor/ largely modified), Class E (seriously modified). None of the estuaries within the municipality are formally protected. Of concern are the three (3) estuaries (i.e. the Umvoti, uThongathi and Zinkwazi), which are considered to be in a poor and highly degraded condition, particularly since these estuaries constitute the majority of estuarine area within the municipality.

(iv) The coastline

The municipality has pristine coastline and tourism, Tourism demand in KwaDukuza municipality is centered on the coastline and the beach in particular. Opportunities KwaDukuza's Coastline is also known for the best fishing spots and competitive angling. KwaDukuza Local Municipality has identified a Coastal Protection Zone. Vegetated areas within this zone are considered critical for coastal protection. There are some risks that have been identified in respect of the coast as a result of tourism activities and increasing development pressure along the coast:

- Fast paced development pressure and land transformation, particularly along the coast;

- Degradation of coastlines from tourism activities.

The management and protection of the natural resource base becomes a pertinent issue when one considers the impacts of development and climate change on these systems. The following interventions have been identified in for the protection of the KDM natural resource base:

FIGURE 13:RIVERS,TRIBUTARIES, ESTUARY AND WETLANDS

TABLE 16:STRATEGIES TO ACHIEVE INTERVENTIONS AND BENCHMARK TARGETS

NO	STRATEGIES TO ACHIEVE INTERVENTION	BENCHMARK TARGETS
1.	Avoid development in BOSMAP areas and have a clear mitigation hierarchy underpinning avoidance policy;	By 2040 75% of BOSMAP areas must be undeveloped
2.	Utilise the Strategic Environmental Assessment as an enforcing tool to protect environmentally sensitive areas and zones;	By 2025 the SEA must be used 100% of development applications
3.	Improve environmental performance of major watercourses (Mhlali, Mvoti and Nonoti) and the coastline through rehabilitation and higher setbacks	Develop policy by 2025 that will enforce the rehabilitation of catchment and preservation of the water courses By 2030 an audit must be conducted to determine localities of illegal sand mining and re-evaluate rehabilitation measures.
4.	Aligning the Strategic Environmental Assessment with the SDF	By 2030, the SEA must be implemented according to the zones promoted in the SDF
5.	Increase formal protection of BOSMAP areas to 15% by 2030 with a stronger focus on “Priority 1 Areas”	By 2030 formal protection must increase by 15%
6.	Enhance urban agriculture and food security	By 2040, 100% of development must incorporate elements of urban agriculture into design. By 2030 KDM must develop a strategy to promote and enhance urban agriculture within its jurisdiction.
7.	Utilise areas with BOSMap for recreational uses	Increase recreational uses within BOSMAP by 5% by 2040.

1.3. SETTLEMENT STRUCTURE

The municipality has rapidly developed since 1994, with pockets of settlements forming along the R102 and the uprising of the Ballito node. The Municipality has been the cradle of development over the past decade and continues to experience high levels of demand for new residential, commercial and retail development opportunities. The PGDS identified KwaDukuza Municipality (KDM) as a tertiary node which adds economic value to the province as KwaDukuza provides services to the sub-regional economy.

The two major town centres, Ballito and KwaDukuza, offer mixed uses and walkability potential, however Ballito outperforms KwaDukuza in terms of it being an attractive 'destination venue' to live, work and play. KwaDukuza and other towns in the municipality have potential to thrive through infrastructure investment and urban design interventions. The areas that are defined as urban areas within the municipality include KwaDukuza (Stanger), Shakaskraal, Blythdale and Ballito. These urban centres house high levels of infrastructural development, service development and social facilities to support the local population.

Both Ballito and KwaDukuza has over the past decade received major investments in the form of retail centre developments. Other than the different markets served, the further differentiation between the two key centres are then the extent of the administrative components. KwaDukuza town is viewed as an administrative centre with a full range of government and other social services. The administrative / service function is viewed as underdeveloped in Ballito (unfortunately statistics to confirm this are not available).

Key smaller commercial and services nodes in the Municipality then include:

- Compensation: Approximately 13 kilometres from Tongaat (in eThekwini Municipality) the Compensation Station also serves a commuter population, primarily people working in Ballito. It includes a small commercial development precinct on the south side and accommodates some SMMEs in mini-factories. There is also a number of tourism / leisure facilities located in the node.
- Shaka's Head: Shaka's Head is accessed from the N2. It occupies a small strip, approximately 2 kilometres in length accommodating several business parks on either side of R102. Business Parks indlude, including Imbonini, Canton Park, Oyster Park, Driftwood Park, Brooklands, Power Park, Acacia Park, Coconut Grove, Shaka's Industrial Park. The business parks include (caters for warehousing and small manufacturing, as well as kitchen shops, auto businesses and caterers.)
- Umhlali: Umhlali is a sizeable town with excellent linkages to major upmarket developments in Salt Rock and Umhlali Beach. The development of Ballito has allegedly contributed to the decline of the area with reportedly affluent families moving out. There is a larger shopping centre, the Lali Business Park, accommodating several businesses including Umhlali Autospray, Dunlop Tyres. A number of commercial facilities are also located on northern area

outside of “town”. A strong commercial node has developed to the east of N2 intersection around Tiffanies over the past decade, specifically with the establishment of the retail centre.

- Shakaskraal: The town has grown due to industrial and middleand low-income housing being established in the area. It has a bustling, but underdeveloped, commercial centre that can only be described as unmaintained. The centre accommodates both formal and informal traders. Significant developments in the area includes Woodlands and upmarket developments such Royal Palm.
- Groutville: Groutville is located approximately 5 kilometres south of KwaDukuza and 26 kilometres from Tongaat on the R102. Specific facilities in the node include the rail station, a Stadium, Albert Luthuli Centre, Luthuli Museum and others. On the coast there are smaller, limited commercial nodes located at Zinkwazi, Blythedale, Tinley Beach and Salt Rock.

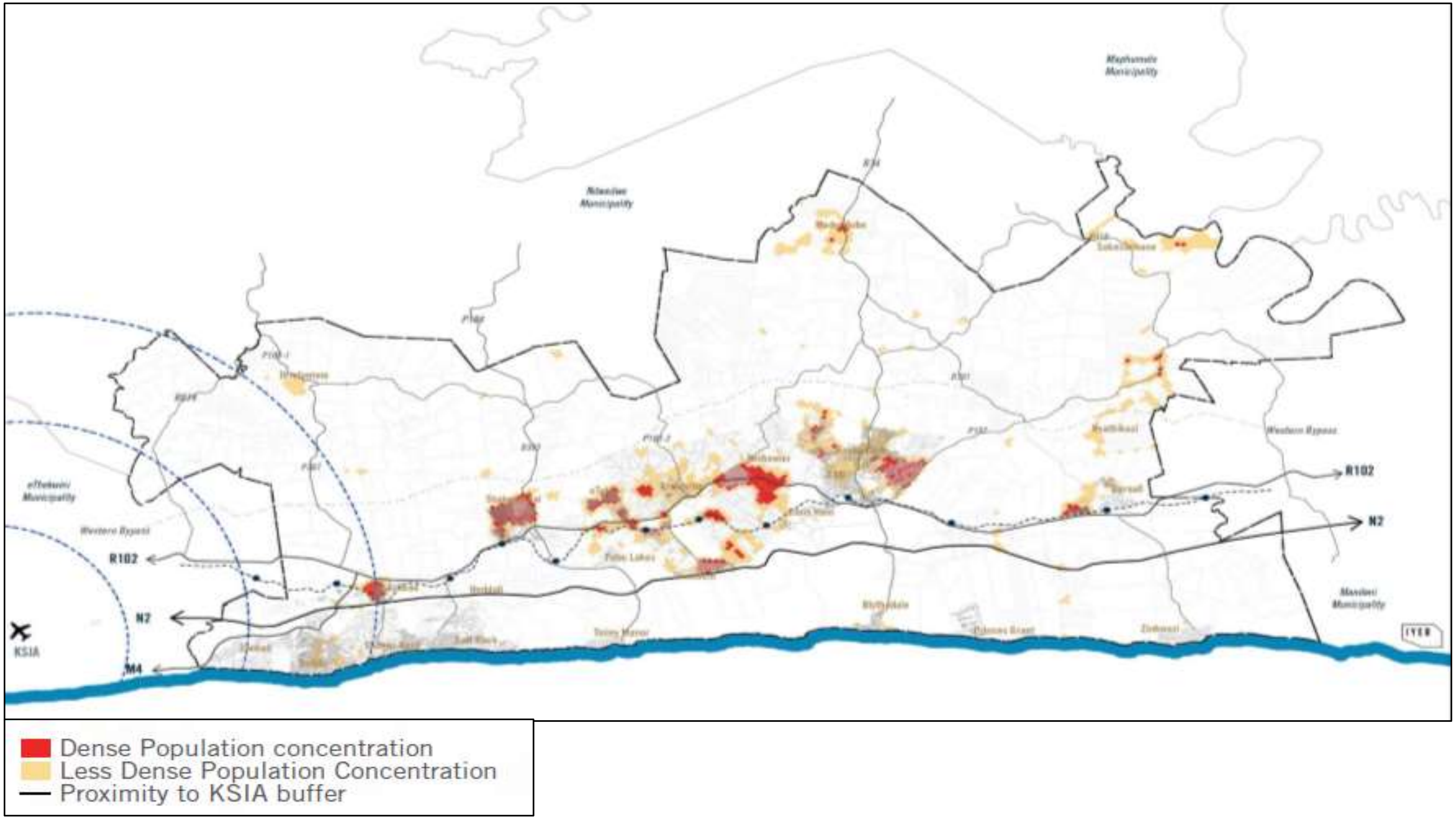


Figure 14:POPULATION CONCENTRATION DENSITIES

The longer-term sustainability of urban growth within the KwaDukuza Municipality is dependent to a large extent on the ability of settlement patterns to support and sustain a range of social economic opportunities. A key component to this pillar is how to prepare and develop compact, integrated communities that are well connected to all services. This would require the following approaches:

- Promoting density within the KDM context
  - Sustainable urban environments are dense and have a strong public transport backbone
  - Densification along activity corridors
- Addressing housing needs – creating equitable housing provision
  - Relocation and re-development of informal settlements
  - Accommodating housing needs for the growing population
  - Providing housing opportunities for the varying income groups
- Managing growth – spatial projections
  - The amount of land that KwaDukuza requires to accommodate the anticipated growth in population and economy is central to long term sustainability of the region, specifically in terms of capital investment required.
  - The anticipated growth must accommodate residential growth, agriculture, demand for commercial and industrial land as well as the accommodation of social facilities to service the growing population. Such opportunities must be accessible to the entire Municipal population in an equitable manner.
- Strategic release and containment – urban growth boundary
  - Regulate and limit outward expansion of new developments
  - Creating compact cities that facilitate the provision of efficient infrastructure and transportation
  - Creating opportunities for sustainable development
  - Raising densities in new and existing areas

The above-mentioned interventions are further in line with Section 7 of the Spatial Planning and Land Use Management Act N0. 16 of 2013 (SPLUMA Principles).

1.4. MOVEMENT & CONNECTIVITY

The movement and connectivity available to the KwaDukuza Municipality include road connectivity (at a national, regional and local level), rail connectivity as well as airtravel.

1.4.1. ROADS NETWORK

The north-south road elements, specifically the N2 and R102, define and facilitate a broader development corridor that runs as an axis through the centre of KwaDukuza. The network provides local, regional, national, and even international connectivity to the study area, and the location of the system in conjunction with the N2 and R102 systems has an extremely high strategic value. The N2 corridor also known as a primary distributor (Class 1) parallel to the east coast serves as the highest level of connectivity spanning the full length of the KwaDukuza Municipality from Durban in the south to Richards Bay in the north, linking 7 interchanges up to national/district latticed transport rates and onwards towards Gauteng, via Mpumalanga.

The provincial R102 route is a 2-lane single carriageway. This route and the N2 both run through the King Shaka International and Dube Trade Port. Along the R102 route lies the junction of the 2-lane single carriageway R74, which leads to Greytown, closer to the KwaDukuza main town. Not only does the R102 serve as a development corridor, but also serves as a major link to major nodes such as Shakaskraal and Groutville. There are proposals to provide secondary north south links west of the R102 to further enhance accessibility and mobility.

1.4.2. RAIL NETWORK

The rail network in KwaDukuza forms part of a broader regional system that ties the area into Richards Bay to the north, and eThekwini to the south. The topography of northern KwaZulu Natal has prevented the development of rail infrastructure inland from the KwaDukuza area, a reality that is unlikely to change in the future. The current passenger and freight, 51km rail network alignment in KwaDukuza creeps alongside the R102 in a north south direction, with 11 stations. Low passenger loading occurs between Stanger and Durban (16 trains/day, CPTR 2014), with an underutilization/non-utilization of passenger rail north of Stanger. Freight is the only component transported via rail north of Stanger. It has been noted by PRASA that once Dube Trade Port and the initiation of the Aerotropolis kicks off the upgrades of these lines will tend to be even more critical. The rail network provides a critically important, albeit vastly underutilized, resource in KwaDukuza.

1.4.3. AIRTRAVEL NETWORK

The King Shaka International Airport (KSIA), which serves as the closest link to air travel for the KwaDukuza Municipality, has several domestic routes in and out of Durban. These routes are served by 7 different airline operators ensuring domestic travel within South Africa. The scheduled flights service 9 domestic airports from the KSIA with 46,500 domestic flights and over 5 million passengers handled at the airport in 2018.

In responding to the development needs of the municipality with the use of existing infrastructure, the municipality must increase air, sea, rail and road travel as well as global connectivity. The municipality is currently in the process of developing a Roads Master Plan (Ballito to Sheffield) for areas that are currently experiencing the highest development pressure. This will allow the municipality to adequately plan for infrastructure to accommodate the growing population. Infrastructure development is the backbone of any region and with proper planning can be used to create development opportunities. In planning ahead, the following interventions must be considered:

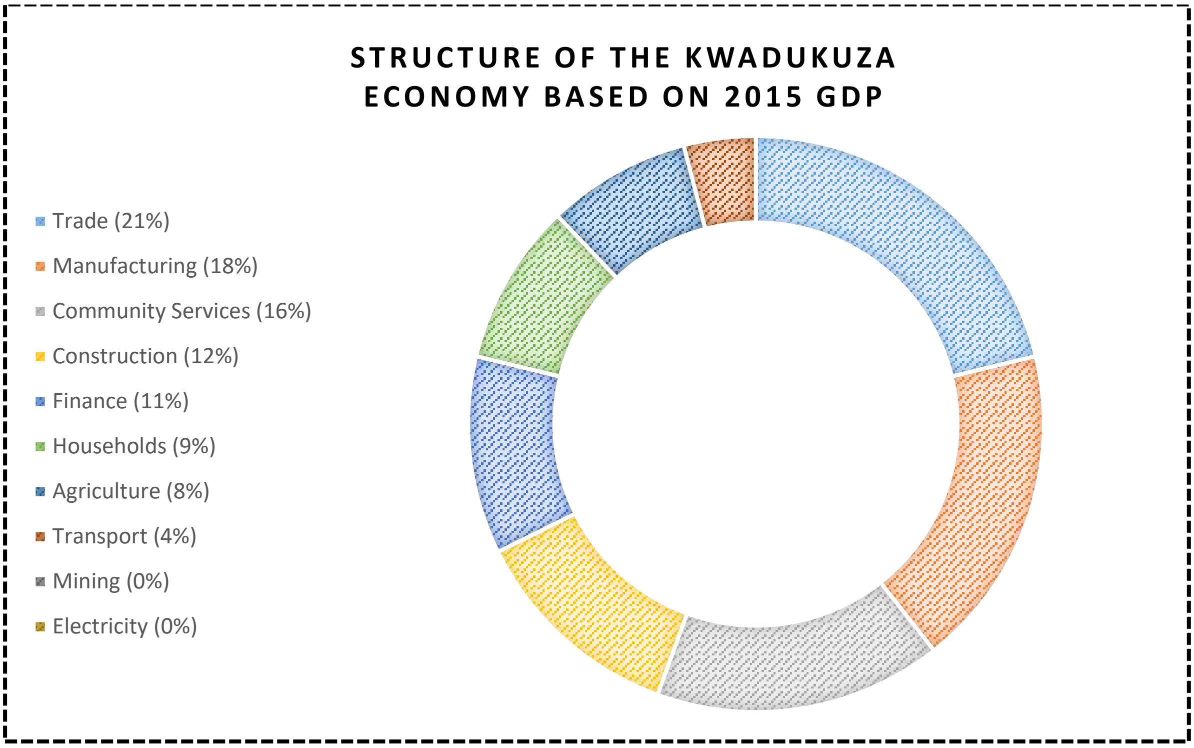
- For the N2 to achieve optimum regional connectivity, additional lanes should be considered allowing for ease of movement as the route has a dual function (regional connectivity and local access), for both freight/logistics and vehicular movement;
- Dedicate appropriate land uses in close proximity to the N2;
- Upgrading of railway stations and the maintenance of rail infrastructure;

- Increase ICT and network connection

1.5. THE SPATIAL ECONOMY

Although the agricultural sector contributes only 8% to the economy of the Municipality this contribution is significantly higher than the contribution of the sector to the national economy. The nearly 30% contribution of the manufacturing sector also confirms that a strong secondary sector already exists, providing a base to build on. The tertiary sector contributes more than 50% to the economic production in the Municipality. Trade and the financial services sector jointly contributes nearly 40% of GDP. This substantial contribution of the tertiary sector confirms the role of the municipality, and its core centres, as regional commercial and administration nodes.

FIGURE 15:STRUCTURES OF KWADUKUZA ECONOMY BASED ON 2015 GDP



Substantial private sector investment has occurred in tourism/residential related development along the coast over the past two decades, with landmark developments such as Zimbali/Zimbali Lakes, Simbithi Zululami and eLaleni. This sector continues to compete with agriculture, and specifically sugar cane, for access to land. The municipality has also seen over the past five years a significant rise in the number of developments that were approved in terms of the DFA but were never implemented. These developments include Springvale Country Estate, Zululami, Bluegum Estate, Mount Richmore as well as Seaton. This trend is expected to continue as the demand for housing opportunities (in the form of gated estates) has been on the rise within the Municipality.

The developments impact substantially on land values transforming sugar cane land valued at between R30 000 to R50 000 per hectare to zoned serviced land ready for development that can be valued at between R10 million and R15 million per hectare (these should not be viewed as accurate figures, but rather as illustrative of the order of magnitude of the increase in value of land). In this regard, the municipality (with the guidance and assistance of the Department of Agriculture) must essentially balance the increased rate of development with the protection of agricultural land (Retaining high potential agricultural land for production); noting that the municipality has high agricultural potential.

1.5.1. RESIDENTIAL ECONOMY

Further to this, there is substantial evidence that there is a focus on higher income (housing development in the Municipality/ there is limited evidence of middle-income housing development. The housing needs of the lower income groups is generally catered for through subsidised government housing programmes. The unevenness of the residential property market is also clearly illustrated and approaches to supporting a vibrant property market in all areas of the municipality should be considered. This will ensure that that low-income households also benefit from the strong land economy in the Municipality.

1.5.2. MANUFACTURING SECTOR

The manufacturing sector makes a significant, nearly 30% contribution, to Municipal Gross Value Added (GVA). The sector did not experience significant growth (1.1% per annum) in iLembe during the period 2012 to 2017. The sector is also responsible for approximately 1/5th of the employment opportunities in iLembe. This substantial contribution of the sector to the economy emanates from a number of manufacturing nodes, as well as major agri-processing facilities, located in the KwaDukuza Municipality (Mandeni makes a lesser contribution on the District level mainly through the SAPPI plant and Isithebe). The industrial areas in the Municipality include:

- Ballito Business Park,
- Shaka’s Head Industrial
- Park (Ballito),
- Shaka’s Kraal Industrial Development,
- Stanger Industrial Development (Extension 15),
- Stanger Moolla Industrial Park,
- Stanger Mixed Use Area and

1.5.3. TOURISM SECTOR

The tourism activity is generally concentrated along the coast in nodes such as Ballito, Salt Rock and other smaller coastal villages, as well as the various upmarket residential estates. The tourism product of the District outside the KwaDukuza Municipality is limited. The only formally protected reserve area in the Municipality is the Harold Johnson Nature Reserve managed by Ezemvelo KZN Wildlife.

The 2017 KwaDukuza City Development Strategy (IYER, 2017) identifies tourism development as one of six strategies to be pursued. The proposed strategy to Enhance Local Tourism has five main components:

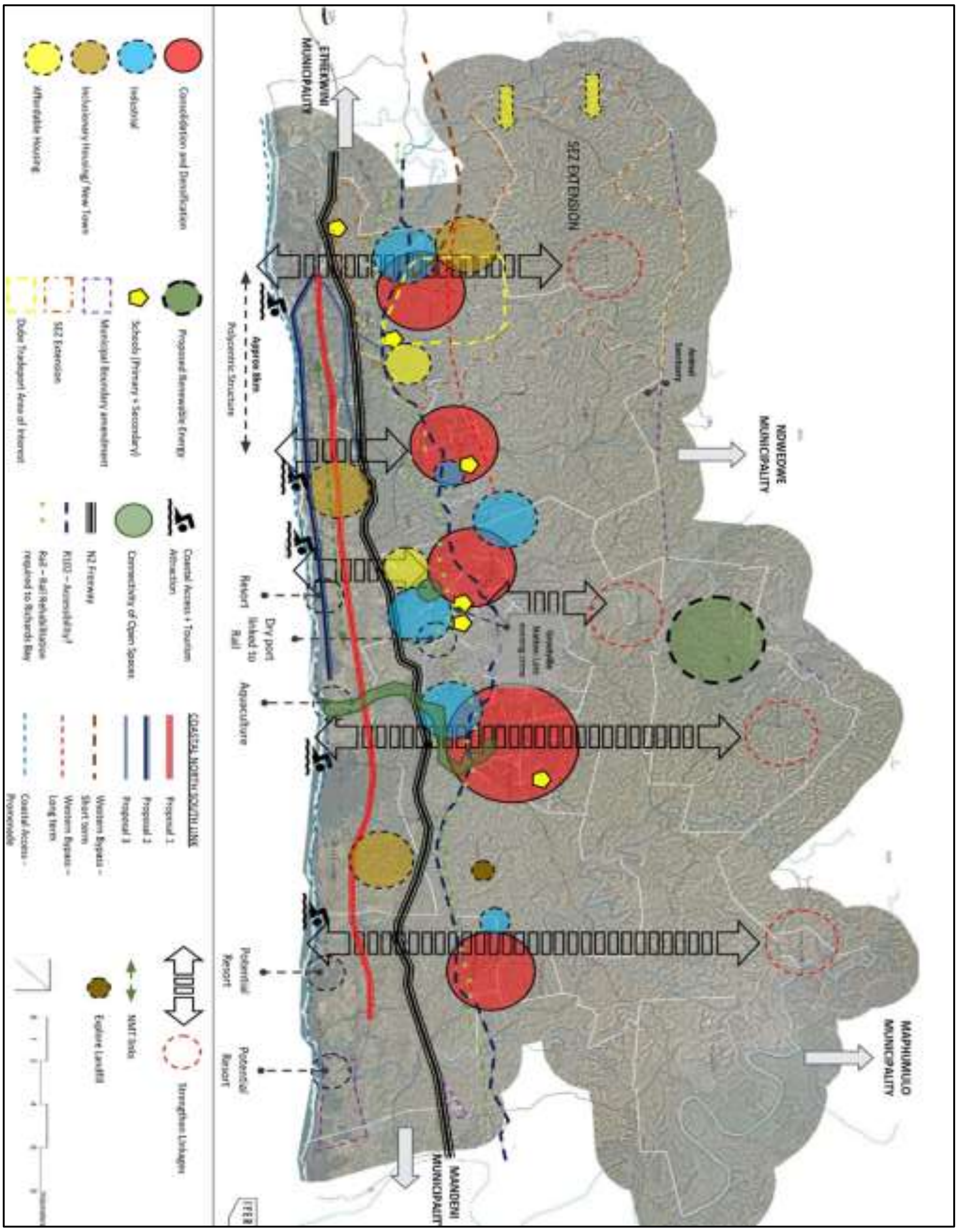
- Invest in the tourism routes as identified by iLembe district and the associated infrastructural, management requirements (by working with local investors and communities) to enhance the choice/ range of local activities;
- Link communities to existing tourism opportunities / offerings.
- Assist established SMMEs such as tour operators and catering cooperatives and provide links to existing companies through CTOs;
- Work on regional marketing strategies together with iLembe municipality and other parties such as Tourism KZN. Re-enforce existing tourist attractions by advertising locally;
- Invest in the beach nodes identified in terms of the future scenarios MCA, as well as newly identified nodes north of Sheffield (this includes infrastructure such as ablutions and walkways at identified beach nodes in order to make the beaches more accessible to the general public and holiday makers).

1.5.4. APPROACH TO INTERVENTIONS

The approach adopted to address these challenges is based on four fundamental precepts:

- Securing the Natural Resource Base;
- Developing a Spatial Lattice, predicated on Public Transport, for guiding growth and development;
- Structuring capital investment through a defined structure of investment nodes; and
- Managing Growth and Development on a sustained basis.

FIGURE 16:EXISTING NODES AND CORRIDORS



EXISTING NODES AND CORRIDORS

- Darnall Node: includes areas of Zinkwazi, Darnall, Nyathikazi, Sakhamkhanya, Doringkop, San Sauci, Nonoti Mouth, Princess Grant, New Guilderland, etc. The above areas include planed human settlement projects which are earmarked for the areas of Nyathikazi, Nonoti Mouth and San Sauci.

- KwaDukuza Node: includes areas of Blythedale Beach, Shakaville, Lindelani, Stanger Manor, Stanger Heights, Doctorskop, Glenhills, Shayamoya, Rocky Park, KwaDukuza Central, Madundube, etc.
- Groutville Node: includes areas of Ntshawini, Groutville, eTete, Thembeni, Addington Farm, etc. This node is identified as a primarily retail orientated node at the intersection of the R102.
- Southern, Driefontein, Ballito Node: includes areas of Driefontein, Shakaskraal, Salt Rock, Tinley manor, Woodmead, Shayamoya, etc.
- Regional Mobility Corridor: The N2 freeway provides the highest level of regional (and national) connectivity to the Municipality, and the interchange points along this route provide numerous opportunities.
- Regional Accessibility Corridor: The R102 provides a high degree of regional connectivity by virtue of its historic role as the main north-south link. In addition to this role the R102 provides higher level accessibility to main development areas and structures intensive growth responses within the Municipality.
- Urban Arterial: The R614 and R74 are described as higher order distributor routes that link together different elements within the corridor, most notably the regional Mobility and Regional Accessibility routes. These routes provide higher level accessibility to main development areas, are characterized by higher intensity development and consist of concentrations of activity at interchanges.
- Rural Arterial: The R74 and R614 are also identified as key movement routes that link the future growth and development opportunities of the corridor structure to the traditional rural settlements.
- Local Collector: The P103 and other P routes provide access to more localized settlements, tying them into the broader urban system. Lower intensity non-residential developments are presented with access along these routes and higher density residential clusters at key points.

FIGURE 17:NATIONAL,REGIONAL AND LOCAL ROUTES

For the structuring of capital investment, the KwaDukuza SDF identifies that the distribution of services within KwaDukuza must be oriented towards meeting a range of related performance dimensions where these include nodes, corridors, and urban arterial, rural arterial and local collectors.

These include the following:

- Increasing densities and promoting compactness in order to improve thresholds of support, and subsequently the range and overlap of facilities and opportunities;
- The spatial distribution of services should target the highest levels of equity, and ease of access, across a range of scales;
- The provision of services should seek to bring together different elements of capital investment in a mutually supportive structure to stimulate a greater response over time;
- Investment should allow for the integration of services to encourage multiple and shared use of facilities to maximise the use of limited resources;
- The clustering of facilities and services should be promoted as a means of fostering choice and identity within identified urban nodal points;
- In areas of higher densities, such as in established urban areas, the twinning of similarly scaled facilities across sectors
- In areas of lower settlement density, the distribution of investment across a number of accessible points, as a means of promoting broader opportunity, should be explored. (Balance between accessibility and viability)
- Notwithstanding areas of service specialisation, space standards that guide the delivery of services should seek to accommodate higher levels of integration and overlap, where the principle of mixed use should drive space utilisation and layout;
- Facilities and services should respond to public transportation elements and related installations, rather than being imbedded in local areas.

1.6. BROAD LAND USES

The broad land use pattern that characterizes KwaDukuza is dominated by agricultural activity, in this case sugar cane cultivation, which comprises over 84% of the total land area. Urban related development within KwaDukuza, both formal and informal, constitutes less than 5% of the total land area. The remaining land portions, after urban and agricultural activities have been taken into account, comprise a range of underdeveloped patterns, with recognized ecological or environmental resources. Although this is the case, the municipality is receiving a high number of development applications for the development of agricultural land.

The Spatial Development Framework found the following:

- New Urban Centres, comprising relatively recent higher intensity developments, predominantly retail centres, in growing settlements;
- Suburban settlement, mainly within established urban centres such as KwaDukuza Town;
- Old “Township”, low to medium density, lower income residential areas, generally dislocated from main urban opportunity;
- New “Township”, recently developed low to medium density, lower income residential areas, often as deposit to existing settlements, and often with the same degree of dislocation from urban opportunities;

- Urban Core, representing the business and mixed-use fabric of larger towns and settlements within KwaDukuza, such as KwaDukuza Town;
- Agricultural Settlement, generally around main roads and service centres serving extensive agricultural areas, characterized by very low residential densities;
- Higher density suburbia, comprising mainly cluster or townhouse types of development, in growing areas;
- Informal settlement, generally close to existing employment and/or activity centres;
- Lifestyle residential developments, such as those in and around Zimbali, characterized by low density, high cost development, often associated with environmental or recreation resources;
- Traditional rural, a less formal pattern of settlement generally some distance from the main urban settlement areas, governed by tribal tradition and tenure, with a strong subsistence base (Livestock and crops); and
- Traditional peripheral, a less formal pattern of settlement closer to urban settlements, characterized by higher densities, and higher growth patterns, but still governed by tribal tradition and tenure.

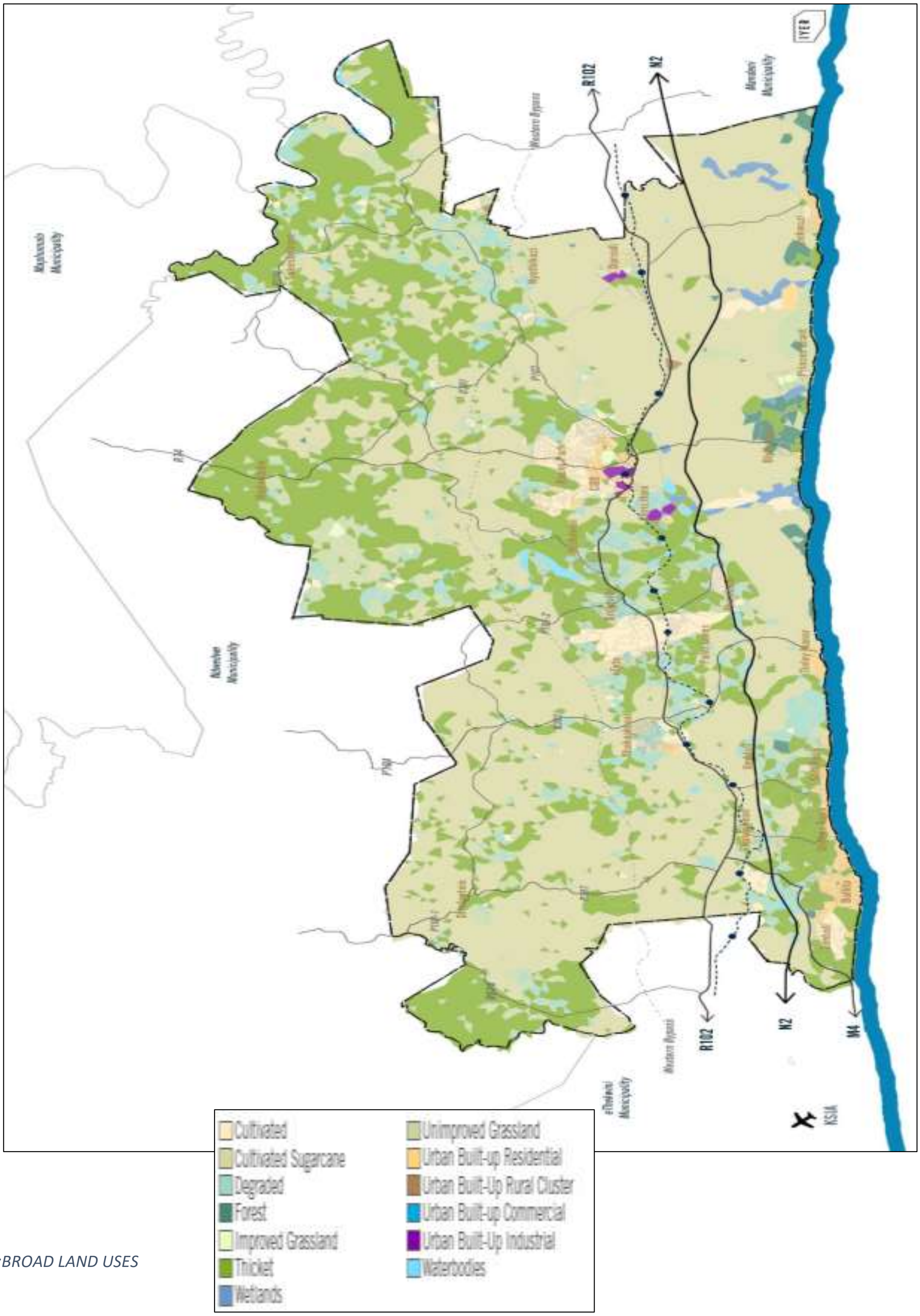
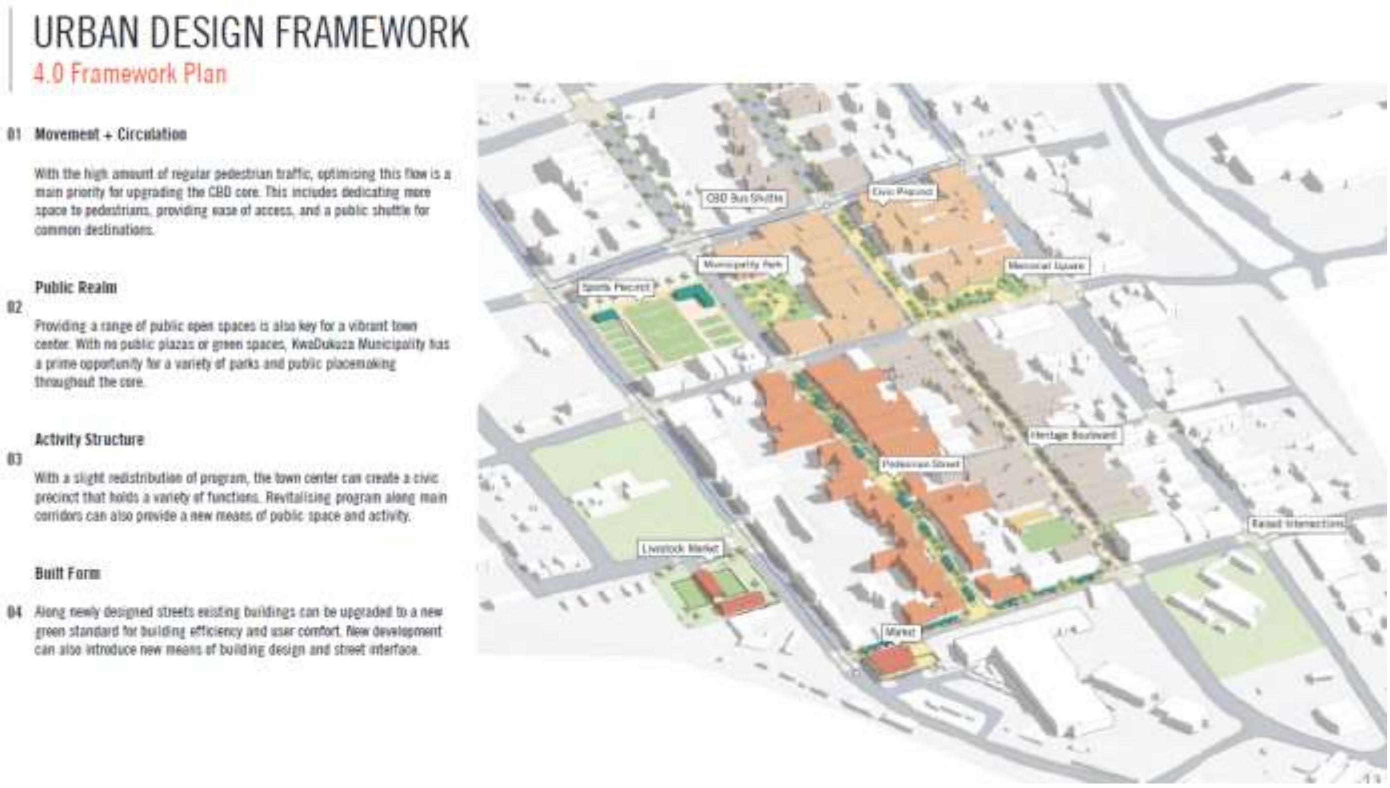


FIGURE 18:BROAD LAND USES

KWADUKUZA CBD REGENERATION PROJECT *(Adopted by Council, 2021)*

Annexure 3 SDF document (and other related development Town Planning Documentation/information)



NEXT STEPS:

- Implementation by relevant BU's – Annual Budget Allocations
- Source Funding Request from Agencies/ Sector Depts.
- Detail designs
- Develop Strategies to encourage Private sector investment

2022/23 KEY PROJECTS (BUDGET ALLOCATIONS):

- Spatial Development Fram (SDF) Review (R270k)
- Mavivane River NRM Project (R2m)
- Ballito Village Precinct Plan Review (R150k)
- Coastal Management Plan Review (R550k)
- Street (Re)Naming Implementation (R50k)
- Ethembeni- Charlottdale Precinct Plan (R450k)
- Shakaskraal-Umhlali CBD Regenerations Detail Planning (R380k)
- Rapid Urbanisation Area Precinct Plans (R200k)
- Traffic & Transportation Plans (R350k)
- KDM Library Green Building Proj (R700k)

TABLE 17:LAND USE MANAGEMENT CHALLENGES AND INTERVENTIONS

CHALLENGES	INTERVENTIONS
▪ Availability of MPT members in order to have the correct composition to adequate assess an application. (i.e. Traffic Engineers and Land Surveyors); ▪ Delivery of MPT agendas; ▪ The costs for the operation of the MPT have proven to be high.	▪ The MPT may appoint the services of a Technical Advisor as well as request the review of studies by the competent officials. This may delay the process however it assists in ensuring that the decisions made by the MPT are well informed. ▪ The Department (Development Planning) has had assistance from Administrative Interns who assist with the delivery of agendas. ▪ The MPT sittings and sites inspections are held on the same day to reduce the costs of compensating MPT members. The Municipality has also acquired printers and copiers for the printing of MPT agendas which was a high cost when outsourced.

1.7. SPATIAL MANAGEMENT SWOT ANALYSIS

TABLE 18:SPATIAL MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Each cluster of areas is linked via transport networks to form a coastal town (Ballito)and an inland town (KwaDukuza); ▪ Linear development links the towns to each other so that all residents are within walking distance of a major road and public transportation; ▪ The major linear system is along the R102 that connects the various nuclei to each other, i.e. the commercial nodes and the employment (industrial) nodes; ▪ There is an implicit Urban Growth Boundary (UGB) that will manage and constrain development to support the underlying concept	e remaining nodes are demarcated, although the form/ size / role that they take is not clear;The area west of Compensation is located some distance away from the transport corridor, limited accessibility; ▪ The areas identified for potential densification include areas of existing residential development and industrial development; areas on both sides of the railway line; and implies significant redevelopment, which may not be appropriate in some areas, feasibility will need to be proven per identified area considering dynamics of particular localities. ▪ Some existing social/ administrative facilities (police stations, health facilities, administrative facilities, education, etc.); are not located at the

▪ Strong global, national and regional connectivity via roads, rail and strong links to ports (King Shaka International Airport/Dube Trade port, Richards Bay port and Durban Harbour). ▪ Certain sectors of the economy place the municipality at a competitive advantage when compared to municipalities nationally. The leading sectors in the municipal area being: Wholesale and retail, Manufacturing, Agricultural/ forestry/fisheries, Construction and Quarrying (in descending order). ▪ There are established nodes of mixed economic activities, land uses and zoning, meaning that the economy is diversified, resilient and able to provide all orders of goods and services to people within the municipal area and beyond. ▪ Services are located in close proximity to most residents and are accessible. ▪ Natural beauty, scenic routes and beautiful sea views. ▪ Excellent warm climate throughout the year and warm seas. ▪ Two growing town centres (KwaDukuza and Ballito) supported by surrounding lower order nodes. ▪ The close proximity to the Aerotropolis.	best locations to be easily accessible to relevant communities; and ▪ There are only two police stations in municipality ▪ In some cases, areas identified for industrial development have been identified across existing residential development. ▪ No organised public transport network or intermodal transport facilities. ▪ The rail system is underutilised. ▪ Lack of employment opportunities in close proximity to local communities. ▪ Settlement sprawl further away from transportation corridors and main economic centres. ▪ Gated estates are a growing development trend in the area, with some of the negative features being limitation of access to public spaces such as the coast and polarisation of an already unequal South African society in terms of class and race. ▪ Inadequate housing and basic service provision for the poor. ▪ Limited tertiary institutions in the area. ▪ No proclaimed protected environmentally sensitive areas. ▪ There is a lack of vibrant public spaces throughout the municipality ▪ The N2 and the R102, whilst being the main connecting roads within the District and beyond, are also physical barriers separating the population of KwaDukuza according to class and income.
OPPORTUNITIES	**THREATS**
▪ Supporting high value manufacturing, value added logistics and export perishables production with ICT support and coordinated government services in one place; ▪ Attracting a wide range of investors, operators, users and tenants, with world class facilities; ▪ Socio-economic benefits for KwaDukuza could include growing employment, increasing	▪ Inadequate and aging infrastructure. ▪ Doing business in iLembe is not necessarily costly but is lengthy compared to other emerging economies. ▪ Spatial integration of racial and income groups is still considered low 20 years after democracy.

empowerment, alleviating poverty and providing broad access to infrastructure. ▪ Ballito and environs, is likely to gain added development impetus as an established high income residential area with high end services, industrial areas, etc. ▪ Road networks present an opportunity for the municipality to create inclusive and integrated communities through an efficient, safe and reliable public transport system. ▪ Increased trade, knowledge and skills transfer through good physical and broadband connectivity to global, national and regional areas of opportunity. ▪ Next generation industrial sector growth through upcoming catalytic projects. ▪ High demand for development and rental options. ▪ Massive tourism possibilities and possibility for the development of a north coast equivalent of the midlands meander ▪ The commercial centres of its KwaDukuza and Ballito, are largely walkable in terms of distance between facilities. This could be capitalised on through town enhancement, densification and urban design, as well as improved infrastructure such as walkways and cycle paths. ▪ Economic growth is currently just below 2% and set to grow to between 3-5% leading up to 2050 ▪ Pockets of High Potential agricultural land remain available. ▪ The consolidated KwaDukuza Land Use Scheme caters for future residential, therefore allowing the municipality the opportunity to promote densification and compaction and reserving land the intended purpose. ▪ The majority of the land within the municipality is flat allowing for further development opportunities (e.g. housing) ▪ The population of KwaDukuza is expected to almost double in number by 2030 therefore there will be higher demand for services and new developments (commercial and residential).	▪ Few development opportunities are granted to areas in the hinterland. ▪ On the Western boundary of the municipality are informal settlements that are spreading sporadically. ▪ Ballito is developing at a fast rate however the concept of densification and compactness is not as prevalent as it should be. Not viewing density (and therefore efficiency) as a first option/priority for development means there is a risk of unnecessary sprawl, wasted land & resources. Besides Ballito, many town centres are considered untidy and appear neglected (particularly Stanger which has low vibrancy and is in major need of renewal). ▪ Investors are put off by uncertainties with bulk service capacities and provision by the municipality. ▪ The municipality owns only 2.3% of the total land area within its boundaries. This is a major constraint as it can hamper municipal-led development initiatives. ▪ Climate change related threats to agricultural production (changing rainfall patterns), tourism (heat & discomfort) and infrastructure (storms, floods) and coastal properties (storms, tides & sea level rise combined). ▪ Encroachment of development upon critical biodiversity areas, and areas of ecosystem service provision importance. ▪ Vast developments proposed on high potential agricultural land. ▪ Spatial integration of racial and income groups is still considered low 20 years after democracy ▪ A rise in smaller farm portions in the hinterland

▪ New revenue stream possibilities for municipality (through sale of advertising space, increased citizenry & associated rates base) and GDP growth possibilities. ▪ Proposed local open space network for KwaDukuza residents in the form of the BOSMaP, which could be turned into vibrant public open spaces by the municipality. ▪ The municipality, in partnership with the World Bank, through the Vuthela iLembe programme have re-engineered development application processes to be more efficient. Opportunity to further improve processes and attract more investors to the area because of the ease of doing business.	

2. ENVIRONMENTAL ANALYSIS:

KwaDukuza Municipality ensures alignment to the National Environmental Management Act 107 of 1998 and all the Specific Environmental Management Acts and other related legislation which drive sound environmental management and protection of natural ecosystems. The municipality aligns itself with the 14 Delivery Agreements of the National Development Plan. The Municipality strives to use its environmental assets in a sustainable manner, whilst furthermore maintaining the on-going functioning ecosystem services. The municipality responds to the Outcome 10 of the Delivery Agreements relating to the environmental management which states that, 'South Africa's environmental assets and natural resources are valued, protected and continually enhanced' by ensuring a reduction in greenhouse gas emissions, the implementation of strategies to cope with projected climate change impacts that ensure proper and better management of our environment; and the protection of our biodiversity.

This chapter specifically addresses the following main issues:

A. Habitats
B. Rivers
C. Wetlands
D. Coastal areas
E. Conservancy areas
F. Biodiversity
G. Climate Change
H. Greenhouse Gas Inventory
I. Climate and Environmental Reporting

The municipality ensures and plans accordingly to meet the following sub-outcomes;

- Ecosystems are sustained and natural resources are used efficiently,
- An effective climate change mitigation and adaptation response is implemented,
- An environmentally sustainable, low-carbon economy resulting from a well-managed transition,
- Enhancing governance systems and capacity; and

- Establishing sustainable human communities.

KwaDukuza Municipality has experienced changes in its natural environment; this is due to economic development that led to the change in land cover from coastal dune grassland and lowland forest to being largely dominated by sugar cane cultivation. Various other factors related to economic development of the municipality has led to habitat destruction, natural resource degradation, illegal activities and pollution negatively impacted on the natural environment. The untransformed areas within the municipality are identified as, '*Patches that represent either suitable available habitat of an important* species*, a threatened vegetation type in itself or an area offering important ecosystem services'* [as indicated in The KwaDukuza Municipality Biodiversity Open Space Management Plan (BOSMaP, 2013), which includes environmental status data, vulnerability and environmentally sensitive areas]. The KwaDukuza Municipality Biodiversity Open Space Management Plan (as well as other environmental plans i.e. Climate Change Response Strategy in July 2013, Strategic Environmental Assessment (SEA), Estuary Management Plan for the Nonoti and the Zinkwazi River) seeks to identify, map and classify untransformed land in the municipality on a fine scale. The SEA has just been reviewed in conjunction with the review of the SDF.

The region is characterized by a range of topographic and water-based systems. The major river systems have defined a series for the region as a whole, and have played a key role in influencing patterns of settlement and development, primarily through their influence on movement infrastructure. These systems, and the related topographic features have contributed to the configuration of growth and development within the region, and have influenced the emergence of the pattern of settlement in the form of spaced concentrations of activity clusters along the coastal edge, drawing on the scenic and environmental value, as well as along the inland axis, where the movement infrastructure has influenced the location and intensity of activity nodes.

2.1. BIODIVERSITY

The National Environmental Management Biodiversity Act of defines biodiversity as; 'The variability among linked organisms from all sources including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and also includes diversity within species, between species, and of ecosystems'. The natural biodiversity of KwaDukuza Municipality is strongly linked to two main vegetation biomes, namely the Forest Biome and the Indian Ocean Coastal Belt Biome which is greatly aligned to the mean annual precipitation, geographical location, hydrology and the topography of the municipality. The municipality has a mix of agricultural land (sugarcane) and high-density settlements which have played a role in the modification of the biodiversity services provision. These biomes are comprised of different vegetation types, differentiated by their typical botanical characteristics and structure. Important natural vegetation remnants within the KwaDukuza Municipality with respect to ecosystem services have been identified in the KwaDukuza Biodiversity Open Space Management Plan which provides a matrix of vegetation types, a wide variety of species are encountered from plants through insects to birds and mammals. Each of these species forms an integral component of the biodiversity of the area. The biodiversity priority areas for the municipality were assessed by determining habitat patch irreplaceability ('importance') and the summed irreplaceability ('priority areas') of all patches through the use of C-Plan conservation planning software.

The KwaDukuza Biodiversity Open Space Management Plan (BOSMaP) was developed in 2013 and was aimed at highlighting and providing information about open space areas which are important from a biodiversity and ecosystem service perspective within the boundaries of KwaDukuza Local Municipality. As such, the BOSMaP is a tool within the planning framework of the municipality which allows for areas of biodiversity and ecosystem importance to be better managed and protected.

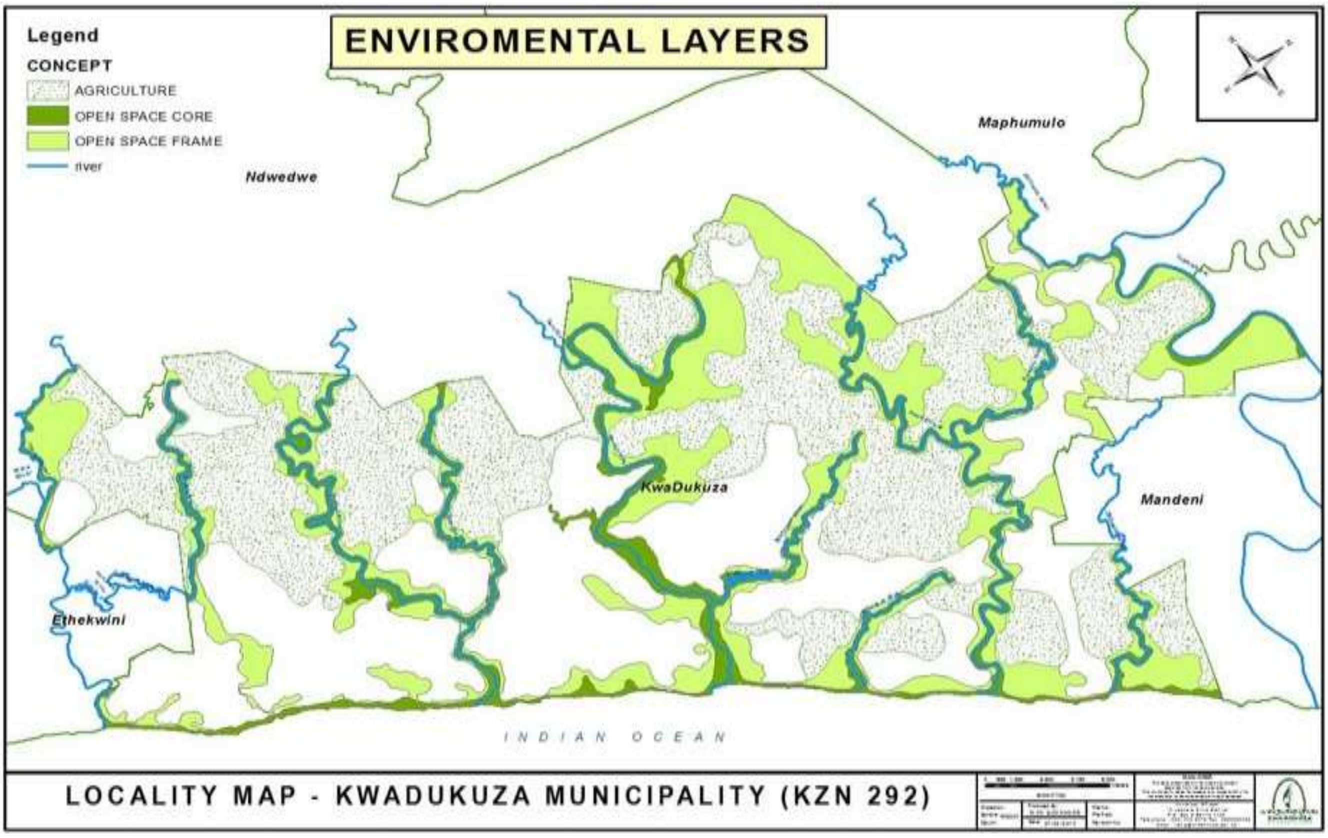


FIGURE 19:LAYERS

2.1.1. HABITATS

KwaDukuza Municipality has a total of 73 497.2 Ha, of which only 17 949.6 is untransformed d (24.4%). The level of transformation by cultivation has left great concern on the municipality to conserve what remnant habitats that may remain the municipal area (BOSMaP ,2013). In its pre- development/ transformation stages KwaDukuza typical land coversand features would have included a mosaic of large areas of coastal belt grassland, interrupted by forest patches (particularly on the south facing slopes), wetlands and riverine vegetation. Larger, more contiguous forest patches would have occurred towards the coast, with a large dune and coastal lowland forest belt running along the immediate coastline, interrupted by grasslands and estuaries and their associated wetland vegetation.

Transformation in the municipal area has resulted in major habitat loss and in order to attempt to conserve the remaining habitats and improve biodiversity in the region, known habitats in the region were identified and special features of similar character were used to define habitats in KwaDukuza with importance in terms of biodiversity and high conservation value.With natural vegetation being converted to other land uses at a high rate, the protection and efficient use of habitats is vital to avoid further irreversible degradation to the municipality's biodiversity. The BOSMaP identifies priority areas; it is crucial to use maps of biodiversity priority areas to guide decisions about planned developments.

FIGURE 20:KDM BOSMaP: PATCH PRIORITY MAP

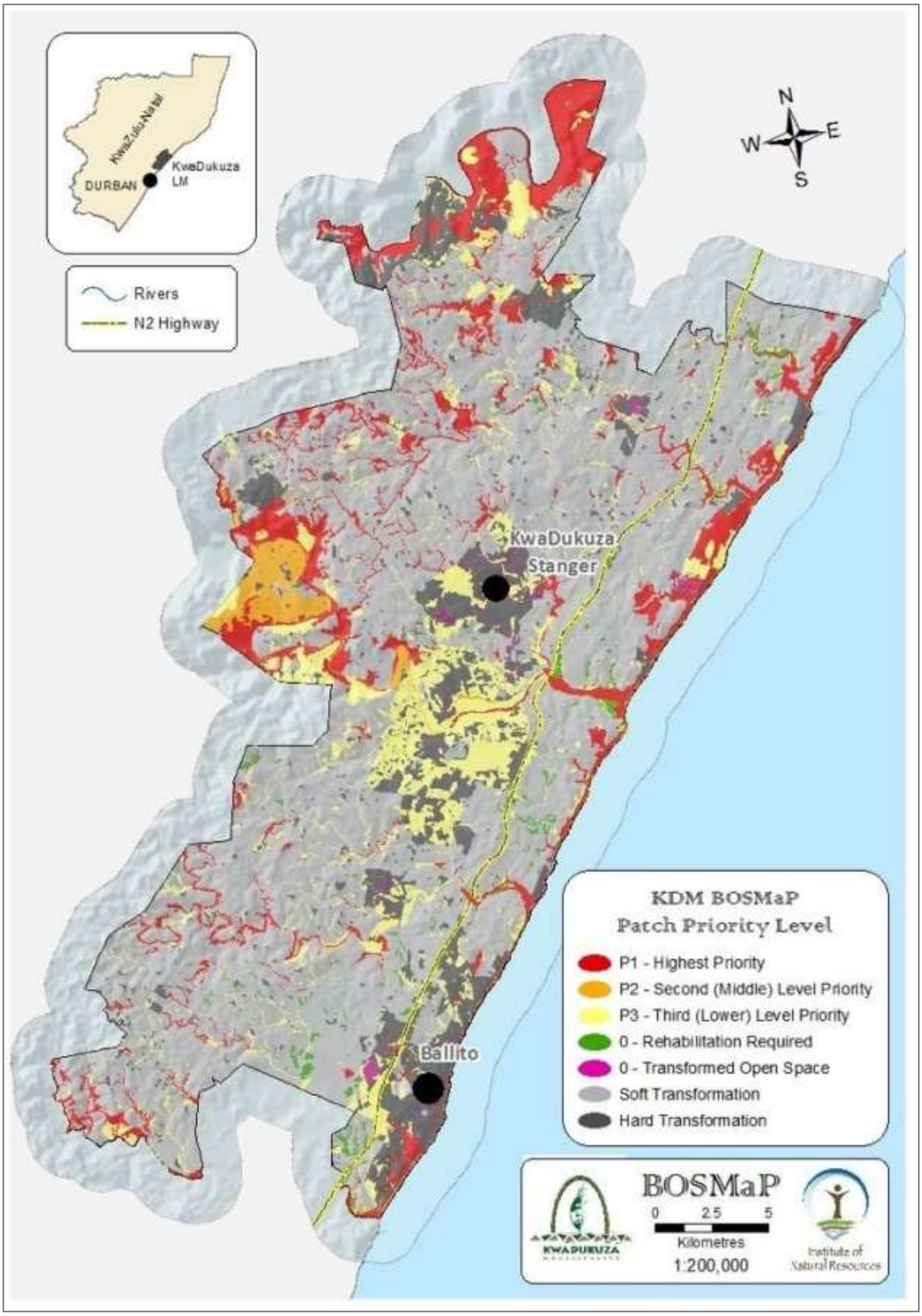
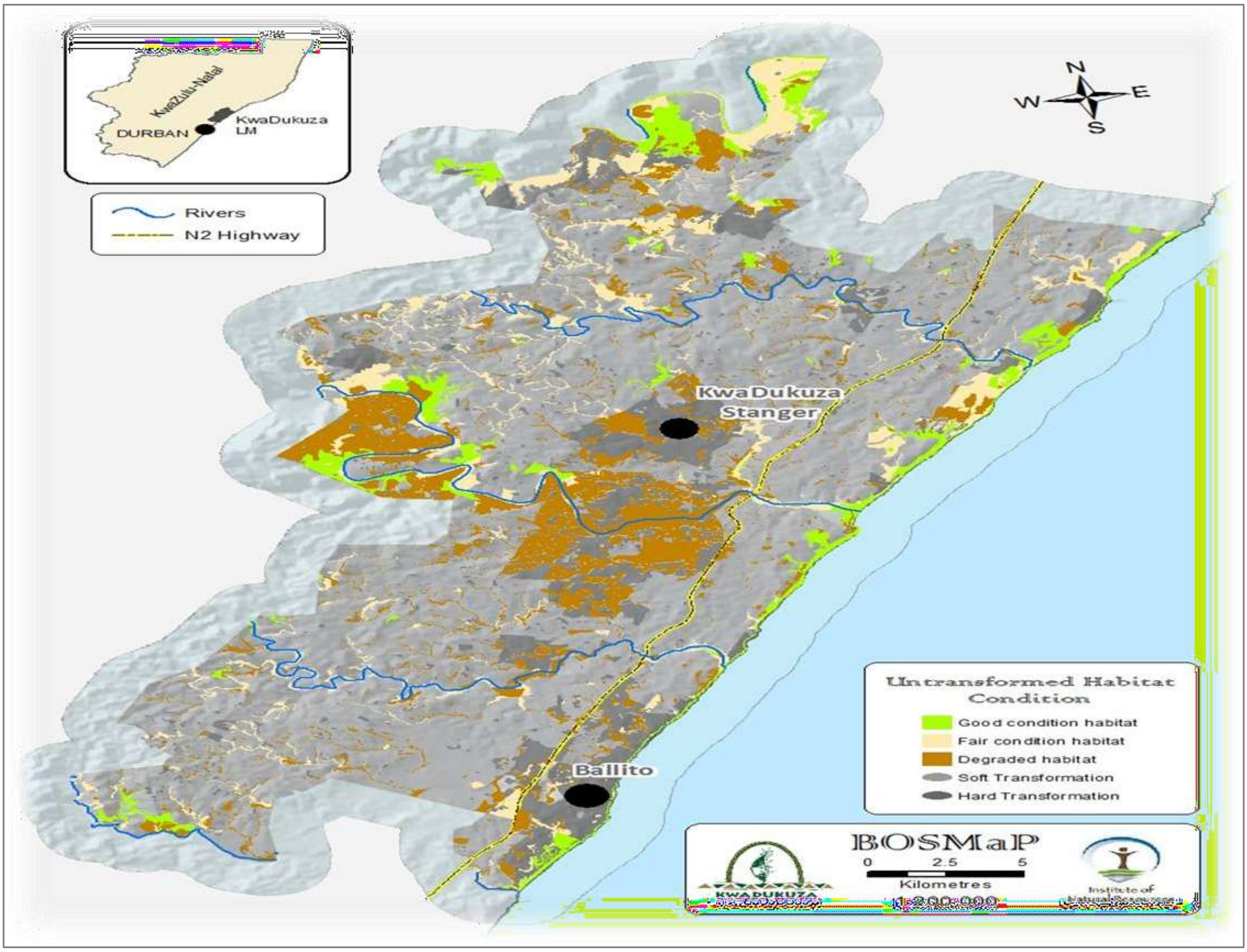


FIGURE 21:KDM BOSMaP: HYDROLOGICAL FEATURES



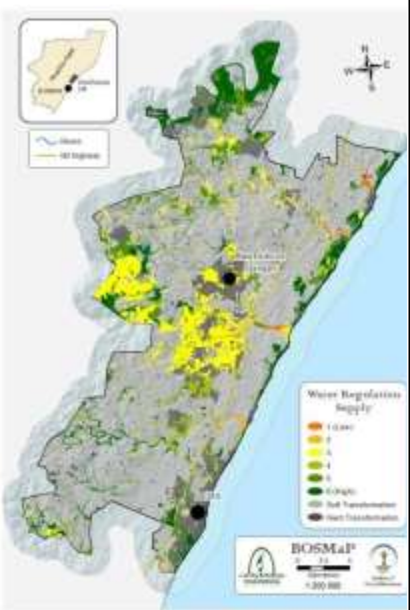
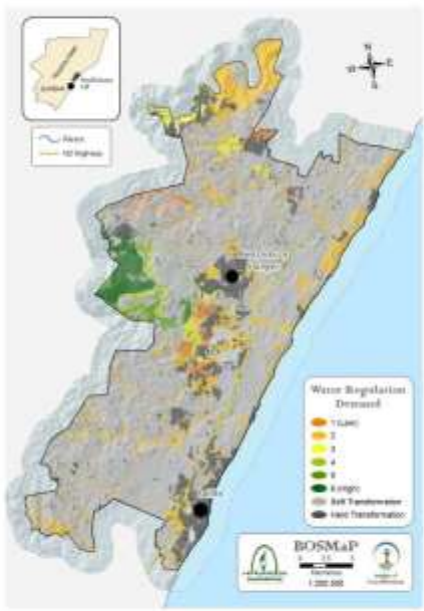
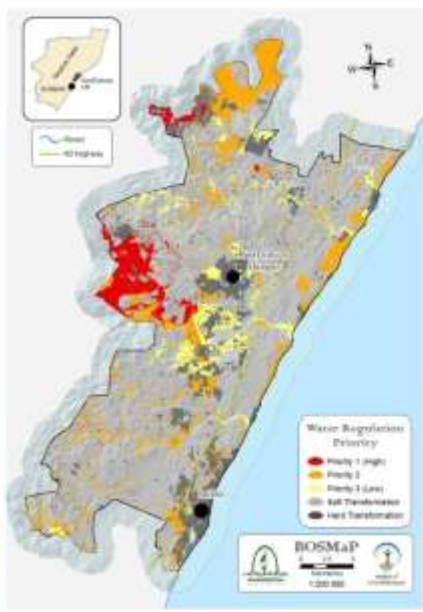
2.1.2. RIVERS

Several rivers flow through the area in a west-east direction into the Indian Ocean, these include, from the south to the north, the Tongati, the Mhlali, the Mvoti, the Nonoti, Zinkwazi which are quaternary catchments and on the northern boundary the Tugela (uThukela) which is the largest river in KwaZulu Natal. The rivers form part of the Mvoti to Umzimkulu water management area which lies along the eastern coast of South Africa. It is situated in a humid part of the country with mean annual precipitation of 800 mm to 1500 mm. Major rivers and inter catchment linkages are highlighted showing connectivity in the KwaDukuza Biodiversity and Open Space Management Plan (BOSMaP), thus improving biodiversity planning in the area (view map above).

Major rivers in KwaDukuza are moderately modified by high impact activities occurring along them and within them and as a result have been assigned the status of 'vulnerable' in terms of the National Spatial Biodiversity Assessment. Other challenges within KwaDukuza Rivers include pollution, modification of watercourses by development (especially urban development), reduction in stream flow and invasion of riparian areas by invasive alien vegetation. The BOSMaP also provided the municipality with a water services assessment in terms of water supply (the actual features which supply water – rivers etc) and water regulation (the regulation of supply by the storage of water by features in the catchment – the sponge effect). By assessing both supplies over demand, KwaDukuza can focus on certain areas within the municipal area which must be prioritized for their ability to supply water in the area.

The municipality has developed a transformative riverine management programme that focuses on addressing negative impacts on rivers, specifically those that run within the vicinity of human settlements. The programme aims to enhance a community driven approach in addressing waste, invasive alien species, effluent, stormwater and sewer management interventions within catchment areas, starting with Mavivane Transformative Riverine project as a pilot project.

FIGURE 22:KDM BOSMaP: SUPPLY, DEMAND AND PRIORITY AREAS

Supply	**Demand**	**Priority Areas**
		

2.1.3. WETLANDS

Wetlands are a vital component of the water resources system of the catchments which occur in KwaDukuza and fulfill a critical role in the correct hydrological functioning of the drainage systems by retaining water and contributing to perennial flows, controlling erosion, removing silt load and other potential pollutants from the hydrological system. Currently there is very little information available on wetlands within the municipality, making it difficult to manage these important natural resources. To improve the understanding of where wetlands are located within the municipality, as well as confirm their current state, extensive study is required. KwaDukuza's wetlands are characterized as unchanneled valley bottom type of wetlands consisting of Indian Ocean coastal biodiversity type of vegetation.

The KwaDukuza Municipality consists of five major river systems uMvoti, uThongathi, uMhlali, Zinkwazi, Nonothi Rivers and uThukela. All six of these rivers flow eastwards through towards the Indian Ocean and have numerous wetlands of high ecological value associated with them. The biggest threats to wetlands in KwaDukuza are sugar cane cultivation, development encroachment, as well as invasive aliens, as this affects wetland hydrology and functioning followed by fragmentation/ transformation due to developments. This loss of biodiversity is a direct result of deliberate draining of wetlands, development and expansion (both urban and agricultural) and pollution. Damage to wetlands results in increasingly limited functionality and subsequently a decrease in the ability to provide valuable ecosystem services (ILembe District, Local Action Biodiversity 2017). As a mitigation factor the BOSMaP provided a strategic layer showing all major wetlands, their classification, connectivity, functional level and ecosystem service provided. The BOSMaP is a living document to be updated regularly as new detailed data becomes available e.g. new wetlands identified through Environmental Impact Assessments.

FIGURE 23:WETLANDS WITHIN KWADUKUZA (BOSMaP,2013)

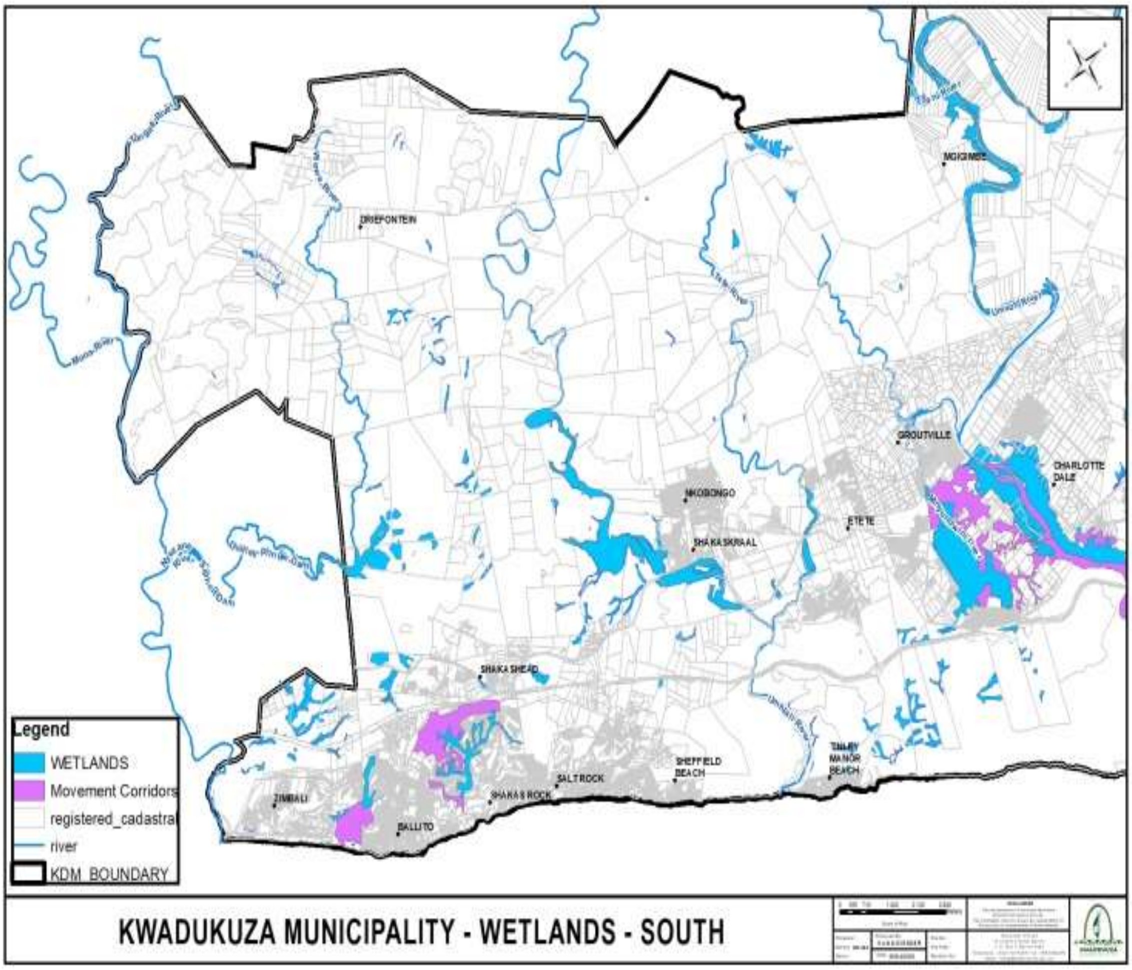


Figure 24:KDM-WETLANDS-NORTH

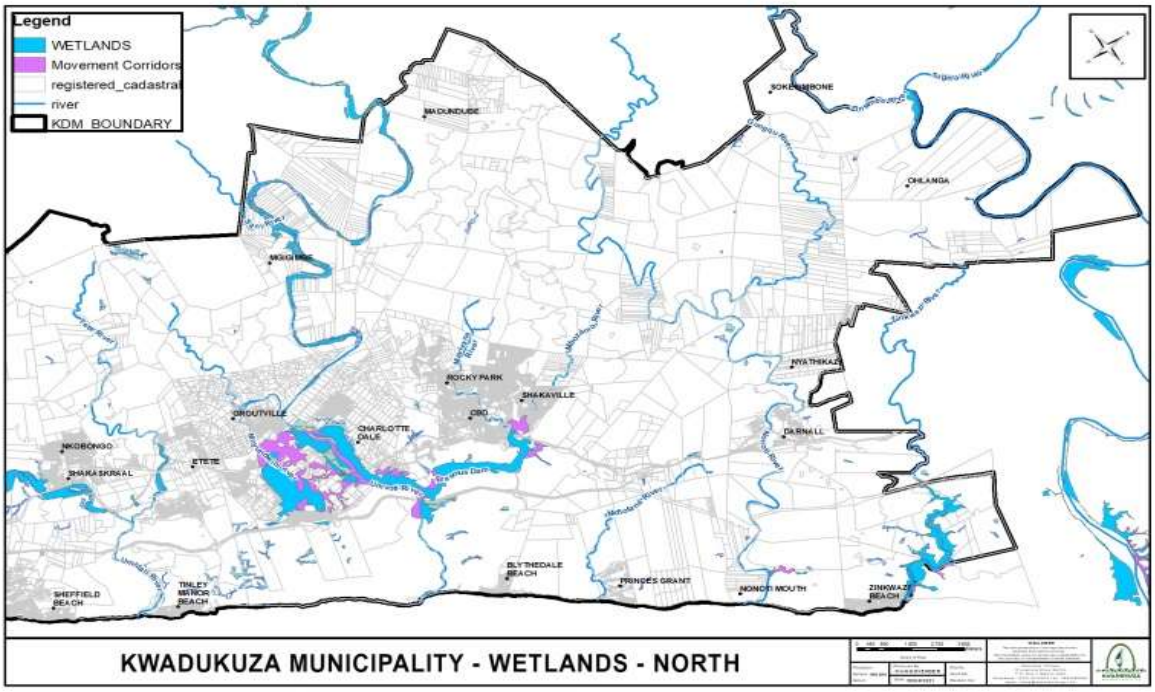


Figure 24:KDM-WETLANDS-NORTH

2.1.4. COASTAL AREAS

The coastal area of KwaDukuza contributes an enormous amount of tangible and intangible benefits to residents and visitors. These benefits cannot be measured in purely economic terms, and the protection, conservation and continued ecological function of the KwaDukuza coastal environment is an asset to the municipality and the country beyond measure. It is thus critically important that the natural functioning of the KwaDukuza coastal system can continue with minimum anthropogenic (human) interference and that its coastal environmental assets are preserved and protected at all costs. The coastline of KwaDukuza comprises of sandy beaches, dune forests and rocky headlands. The demand for sandy beaches and the pressure to provide space, adjacent to bathing beaches and other amenities, both for recreational activities and parking is growing. Degradation of the coastline has negative connotations to the tourism industry, which is considered crucial for economic development in KwaDukuza.

KwaDukuza Coastal Management Plan: The KwaDukuza Coastal Management Overlay has been prepared to facilitate the inclusion of relevant aspects into the statutory land use management framework, thus providing a statutory basis for the protection of coastal resources and Coastal Protection Zone (CPZ) by the KwaDukuza Planning Scheme.

The KwaDukuza Coastal Zone is an area comprised of various zones, including inter alia:

- Simplified default Coastal Protection Zone using land unit;
- Coastal Public Property;
- Areas incorporating specific Coastal Sensitivities; and
- Coastal Access Land.

The core coastal typologies are:

- Coastal urban typology;
- Coastal rural typology;
- Coastal conservation typology; and
- Coastal infrastructure and amenity typology.

In addition to the core typologies, additional informants were identified which provide important information related to:

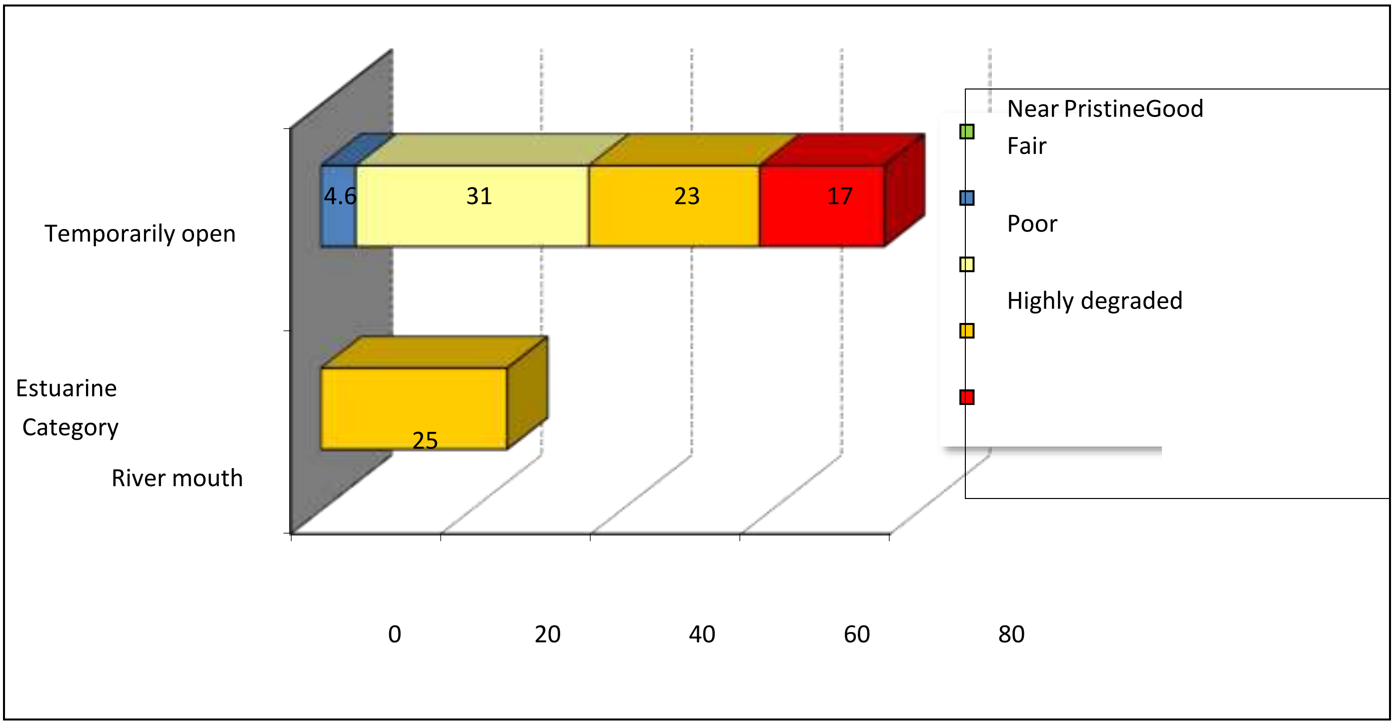
- biodiversity assets;
- environmental risk;
- and coastal access.

TABLE 19:ESTUARINE CATEGORY, DWA RESERVE DETERMINATION STATUS PRESENT ECOLOGICAL ESTUARIES WITHIN KWADUKUZA

Estuary	Category	Size	Estuary Area(ha)	% area	Catchment Area (ha)	DWA Reserve Determination level and date	Estuarine Manageme ntPlan	PES
uThongathi	Temporaril y open estuary	M	155	17. 5	40 864	Intermediate level RDM conducted 2007	Partial	E
uMhlali	Temporaril y open estuary	L	134	15. 1	24 939	-	N	C
Bob's Stream	Temporaril y open estuary	S	3	0.3	309	-	N	C
Seteni	Temporarily open estuary	S	5	0.6	787	-	N	**C**
uMvoti	River mouth	L	230	26.0	273 887	-	N	D
uMdlotane	Temporarily open estuary	S	3	0.4	3 368	-	N	B
Nonoti	Temporarily open estuary	M	145	16.4	17 531	-	N	C
Zinkwazi	Temporarily open estuary	L	211	23.8	7 790	-	N	C/D

This is in evidence with only one relatively small Mdlotane estuary (3 ha) being considered to currently exist in a B category (largely natural with few modifications) or good condition. This only comprises 0.4% of the estuarine habitat within the municipal area. No estuaries could be rated in an A category or Excellent condition and no estuaries have any formal protection. Four of the systems UMhlali, Bob's stream, Seteni and Nonoti are currently sitting in a category C or Fair condition which contributes 31% of the total estuarine and a total area of 288ha. The remaining three are considered to be in poor to highly degraded condition i.e. Umvoti, uThongathi and Zinkwazi.

FIGURE 25:ESTUARINE CATEGORY, DWA RESERVE

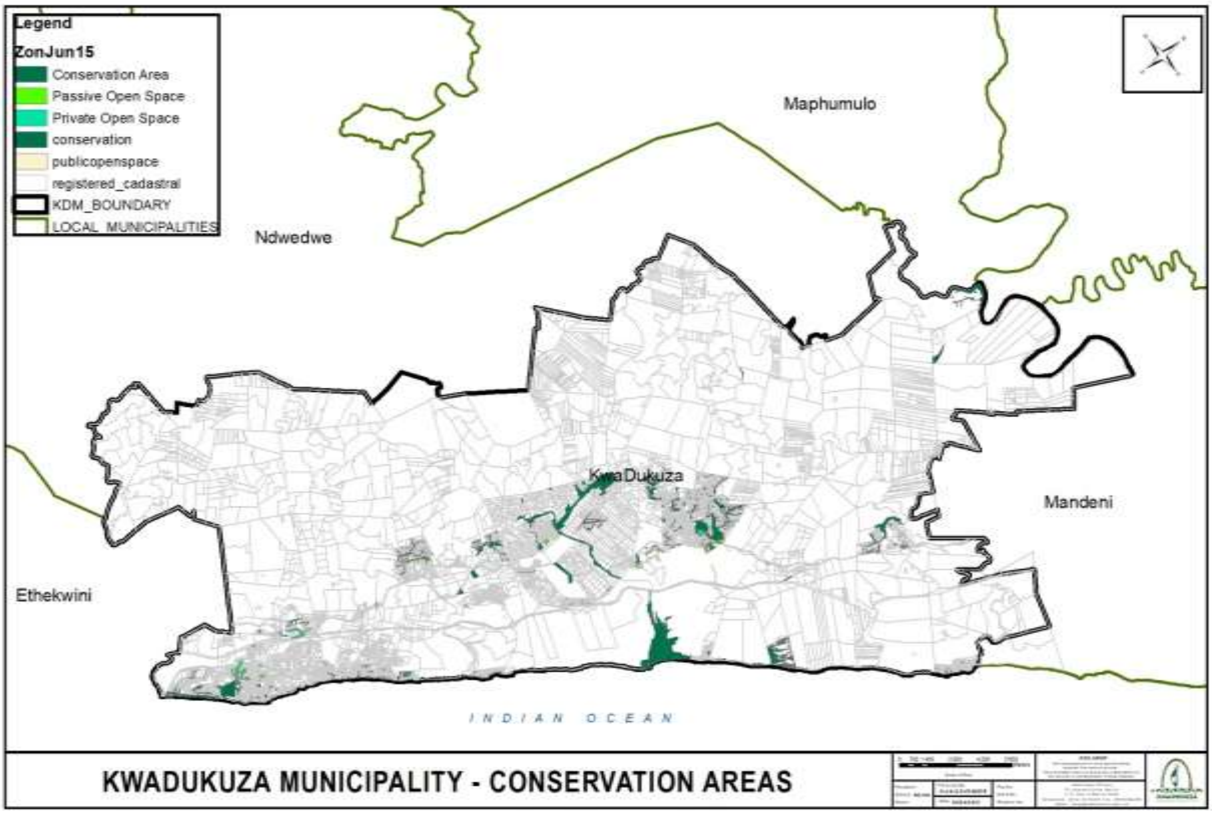


The percentage of estuarine area by estuarine category and health status within the KwaDukuza Municipality

2.1.5. CONSERVANCY AREAS

- A number of conservancy areas exist within the KwaDukuza Local Municipality, including the Addington Conservancy.
- Natural areas occurring between Rodger Stewart and Prince's Grant Golf Estate.
- Mbozambo wetland (created by Sappi).

FIGURE 26:CONSERVATION AREAS WITHIN KWADUKUZA MUNICIPALITY

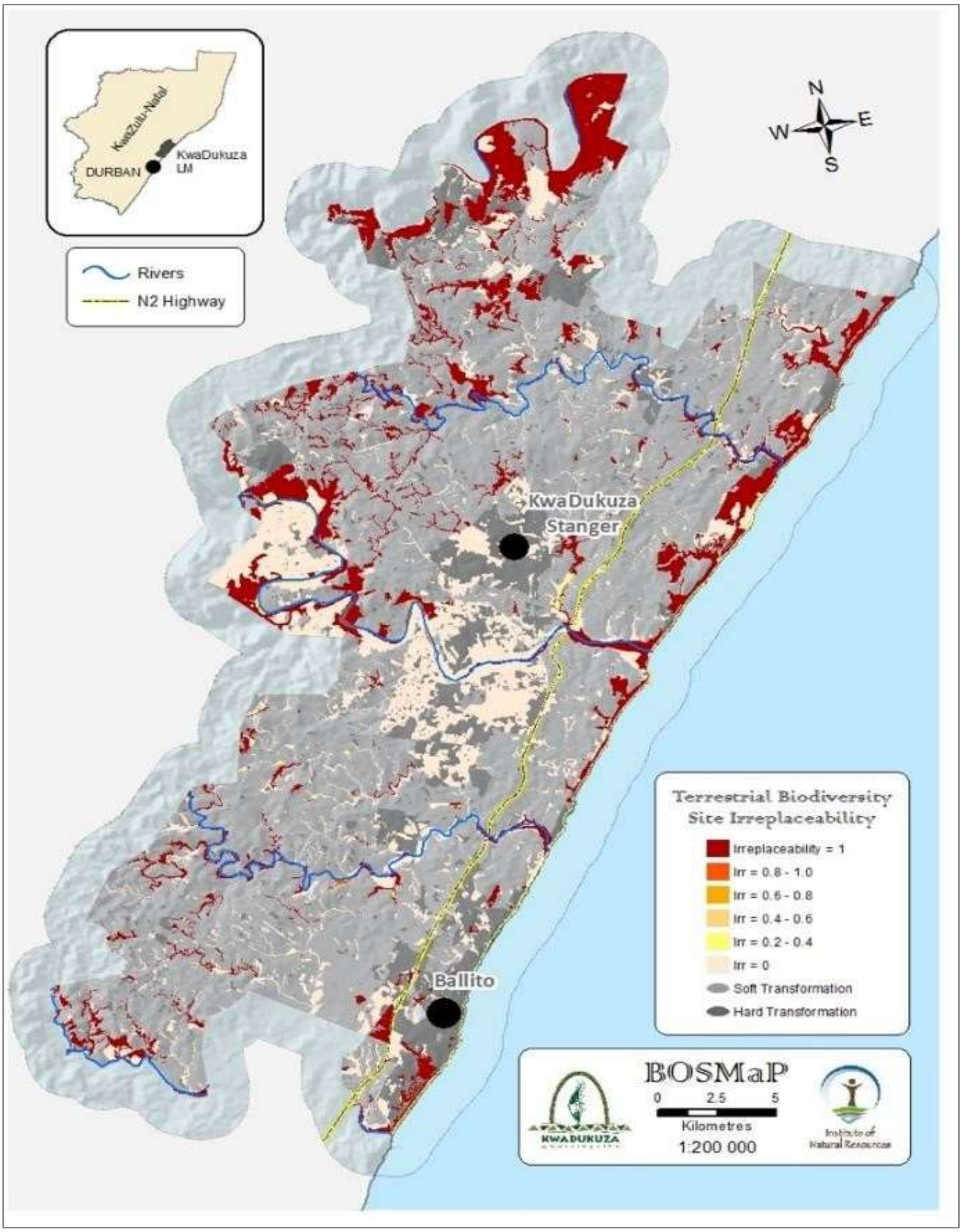


2.1.6. Potential Areas of Conservation

Other areas showing the greatest potential for conservation are:

- to the north of Tinley Manor and
- the rocky cliff habitat common to the areas between Thompson's Bay and Salt Rock.

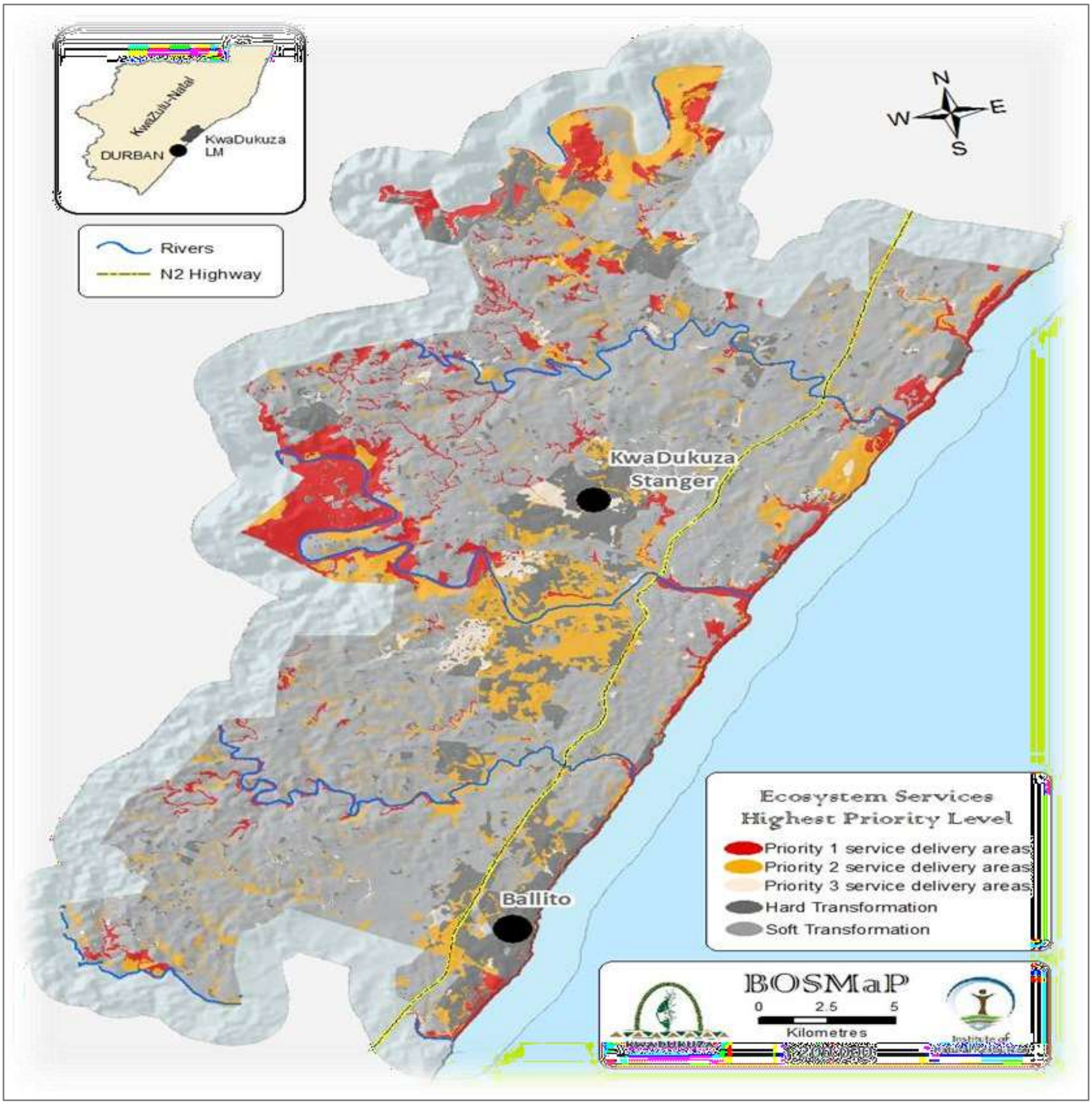
FIGURE 27:KDM BOSMaP: TERRESTRIAL BIODIVERSITY



2.1.7. HABITAT DESTRUCTION

Various factors are contributing to habitat destruction, namely; population growth and development expansion. These result in land use changes which modify the natural vegetation and hence biodiversity is impacted through the direct removal of habitat species and displacement. In addition, the impacts alien invasive species directly impact on habitat integrity through endemic species loss undermining food chains, ecological pathways and water resources demand and supply. The ILembe Biodiversity Sector Plan states that the aquatic habitats and biodiversity areas and the clearing of alien invasive plants and the rehabilitation of rivers and riparian zones is essential for the long-term solution of water resource quality.

FIGURE 28:KDM BOSMap: ECOSYSTEM SERVICES



2.1.8. POTENIAL BIODIVERSITY INTERVENTIONS:

- Implementation of the ILembe District Local Action Biodiversity Plan
- Review of the KwaDukuza Biodiversity Open Space Management Plan
- Continuation of implementation of the Invasive Alien Species Programme,

Implement the transformative riverine management programme starting with the pilot project of Mavivane River.

2.2. CLIMATE CHANGE

Climate change continues to cause several challenges for KwaDukuza Municipality, linked to impacts such as increased temperatures, extreme weather conditions (flooding and drought), sea level rise and climate inconsistency.

Following from the 21st session of the UNFCCC Conference of Parties (COP21) outcome: Paris Agreement and the Compactof Mayors, local governments are recognized as essential actors in fast tracking transformative action in the urban world, hence KwaDukuza Municipality is one of the first local municipality in South African who have declared their intent to comply to the Compact of Mayors which serves as a re-affirmation of our commitment in the fight against climate change.

Moreover, to respond to climate challenges, KwaDukuza Municipality developed and adopted a **Climate Change Response Strategy** (CCRS) in July 2013. The strategy incorporates Climate Change Adaptation and Mitigation responses around four themes: Natural system; Built system; Socio-Economic system; and Governance. Climate Change Adaptation could be defined as making sure that existing development, activities and services are able to cope with the environment that will result as the climate changes. Climate Change Mitigation refers to two specific aspects (decreasing usage & reducing intensity) that when embraced together can lead to growth while reducing emissions.

Within iLembe District, KwaDukuza Municipality is one of two coastal local municipalities and coastal vulnerability index findings indicated that KwaDukuza Municipality has many high-risk areas (43%) such as KwaDukuza' s coastline. This strategy continues to highlight climatic changes expected within KwaDukuza region through using the climate change scenario modelling assessment that considered impacts associated with five key climate variables (precipitation; potential evaporation; hydrological systems; agricultural systems; and human settlements) which are expected to change over time as a result of climate change. From present into the next 40 years or so, the projected increases in rainfall for the KwaDukuza area bode well from a water resources availability perspective and from that of potentially increased crop yields, especially in drier years and in the drier months. On the negative side are possible increases in flooding and sediment yield as well as inundation of agricultural lands adjacent to rivers. The monthly potential evaporation is predicted to increase by 8 to 12 % over the next 40 years and this increased evaporation is likely to impact water bodies which already see relatively high evaporative losses, sugarcane irrigators as they will have to purchase more water for their crops, and dry land (rain fed) farmers.

Projected general increases in hydrological responses maybe viewed as both positive and negative with projected increases in base flows being positive in dry years when water is most needed, but with also an increased risk of flooding being negative. Moreover, projected increases in sediments yields having multiple negative effects ranging from increased water purification costs to sediment polluted beaches keeping holiday makers away. A projected 50% increase in sugarcane yields as a result of the combination of projected increases in both temperature and rainfall, but an increase in temperature also coincides with an increase in reproduction of sugarcane pests which means that yields can potentially be threatened and therefore investment into alternative pest control would have to be considered. In

KwaDukuza area the comfort of tourists especially during holiday seasons and the comfort of manual laborers in sugarcane industry during harvest season. Future projections indicate that there will be a decrease in partially comfortable days in January (summer vacation), April (Easter vacation), and little change in comfortable/ uncomfortable into the future for July (winter vacation) and September (Christmas break).

Hence, KwaDukuza Municipality built on the CCRS and developed mitigation strategies in collaboration with ICLEI Africa and partners since 2012 as part of the global initiative of Promoting Urban Low Emissions Development Strategies (Urban LEDS) in emerging economy countries and integrates this into municipal planning and delivery. Urban LEDS defines a pathway to transition a community to a low-emission, green and inclusive urban economy, through its integration into city development plans and processes.

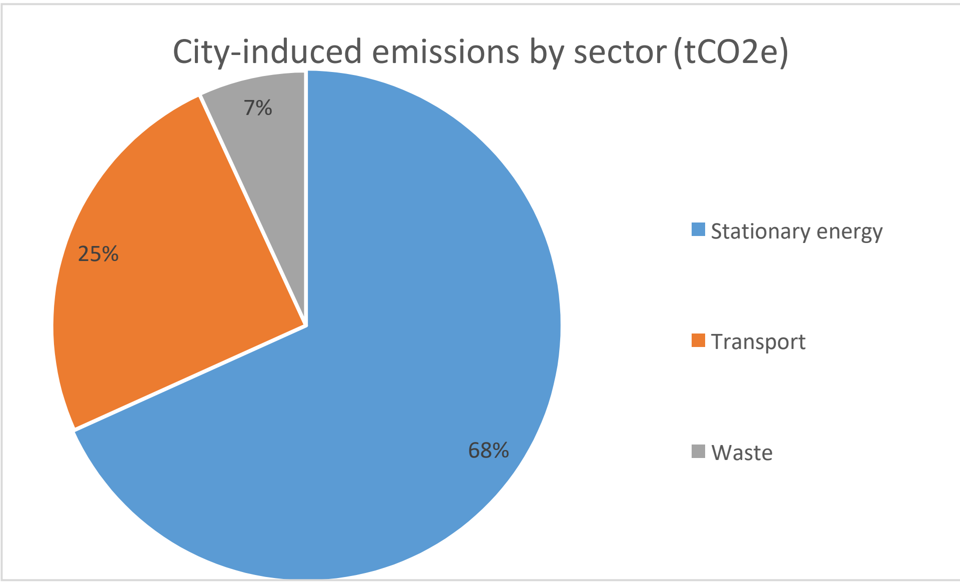
2.2.1. GREENHOUSE GAS INVENTORY

KwaDukuza Local Municipality's second Greenhouse Gas Inventory (GHGI) was compiled using energy data from the 2014 calendar year, compared to the 2012 baseline year. The GHGI is compliant with the international accounting protocols, techniques and methodologies, listed in the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC).

a) **Overall emissions**

In 2014, KwaDukuza's municipality accounted for 772 048 tonnes of carbon equivalent emissions (tCO2e) and consumed 5,2 million Gigajoules (GJ) of energy, showing a substantial reduction in emissions if compared to the 2012 GHGI. The proportion of the carbon emission by sector in KDLM is illustrated in figure 62, while the table below (figure 63) provides a comparison between 2014 and the baselined of 2012.

FIGURE 29:CITY INDUCED CARBON EMISSIONS BY SECTOR IN 2014



KDLM Energy and Greenhouse Gas Emissions Results				
	2012		2014	
Energy source	**Energy (GJ)**	**Carbon emissions (tCO2e)**	**Energy (GJ)**	**Carbon emissions (tCO2e)**
Electricity	2 038 782	583 318	1 464 437	418 404
Diesel	1 130 520	85 559	1 192 521	84 594
Petrol	1 864 415	136 023	1 612 220	107 389
Heavy Furnace Oil	19 691	1 359	20 486	1 463
Paraffin	1 363	92	43 375	3 022
Solid fuel (coal)	1 686	118 174	842 486	103 034
LPG	-	-	18 522	1 126
Wood			19 051	25
Sub-Total	**5 056 457 GJ**	**924 524 tCO_2e**	**5 194 047 GJ**	**719 057 tCO_2e**
Population 2014	231 189			254 101
Carbon emissions per Capita	21,87	4,04	20,44	2,83
Solid waste	-	9 691	-	49 314
Wastewater	-	-	-	3 801
Losses (electrical)	260 241	74 458	-	-
Losses (TnD)		25 545	-	-
Total	**5 316 699**	**1 008 657**	**5 210 873**	**772,048**
Carbon emissions per capita	**22,99**	**4,36**	**20,50**	**3,04**

TABLE 20:KDM ENERGY AND GREENHOUSE GAS EMISSIONS RESULTS

KwaDukuza's emissions and energy consumption per capita have decreased by 30, 27% and 10, 83% respectively when compared to the 2012 baseline inventory; driven by the reduction in energy consumption of emission-intensive fuels, such as coal-fired electricity, within local manufacturing industries. A decrease in energy consumption and emissions *per economic unit* indicates an economy that is using energy more efficiently to produce its outputs. As a result, emissions per person has also declined, despite the increase in population, see figure 64 below.

TABLE 21:KDM ENERGY AND GREENHOUSE GAS INDICATORS, 2012 VS 2014

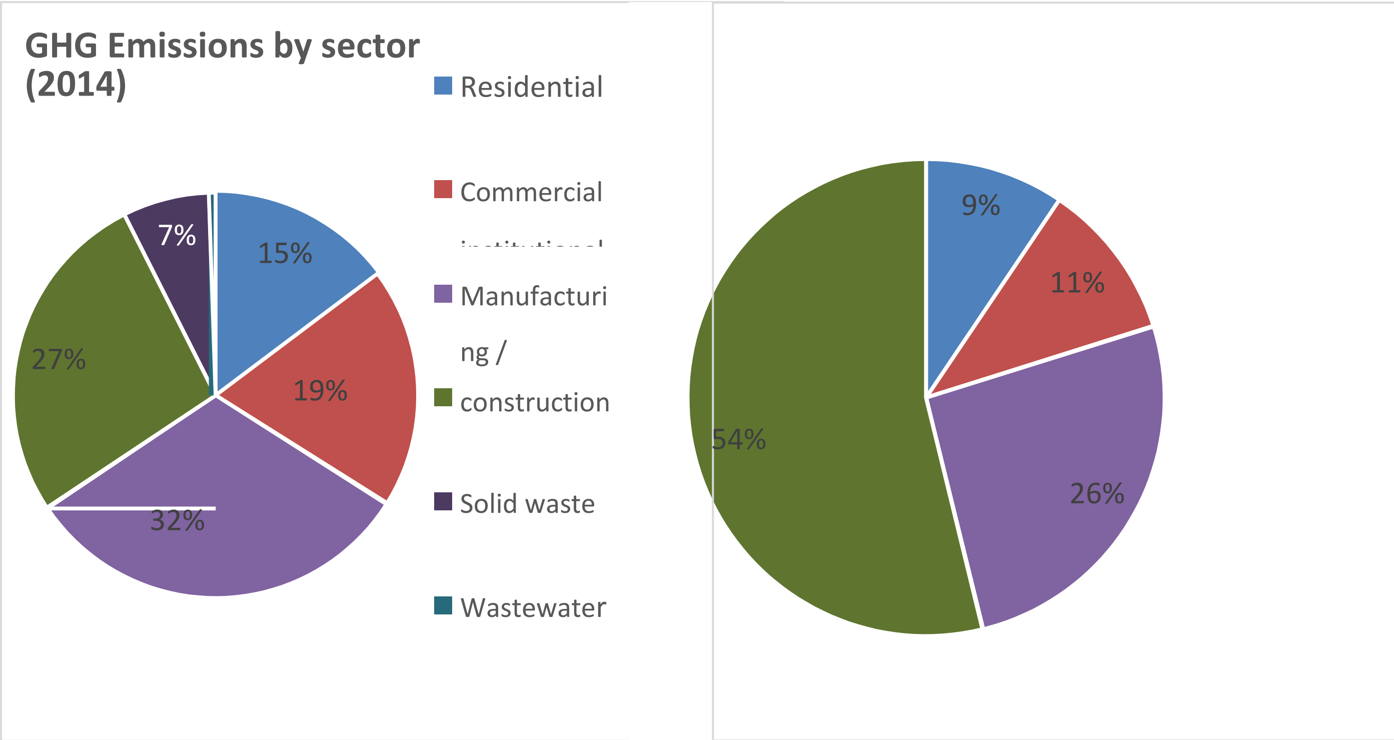
KWADUZUKA ENERGY AND GREENHOUSE GAS INDICATORS, 2012 VS 2014		
Indicator	**2012**	**2014**
BASIC emissions (tCO_2e)	1 008 657	772 048
Population	231 189	254 101
GDP (R millions)	7 753	8 043
Energy consumption (GJ)	5 316 699	5 210 873
GJ/person	22,99	20,50
GJ/GVA (R millions)	685,7	647,07
tCO_2e/person	4,36	3,04
tCO_2e/GVA (R millions)	130	95,99

It must however be noted that many differences in sectoral contribution of emissions between the inventories can be explained as a function of data collection and collation rather than actual emissions trends. As data collection improves and regular updates of GHG inventories take place, trends will start to be linked more to a change in actual emissions producing activities rather than as a result of data collection/collation changes and/or improvements.

b) Breakdown of emissions by sector

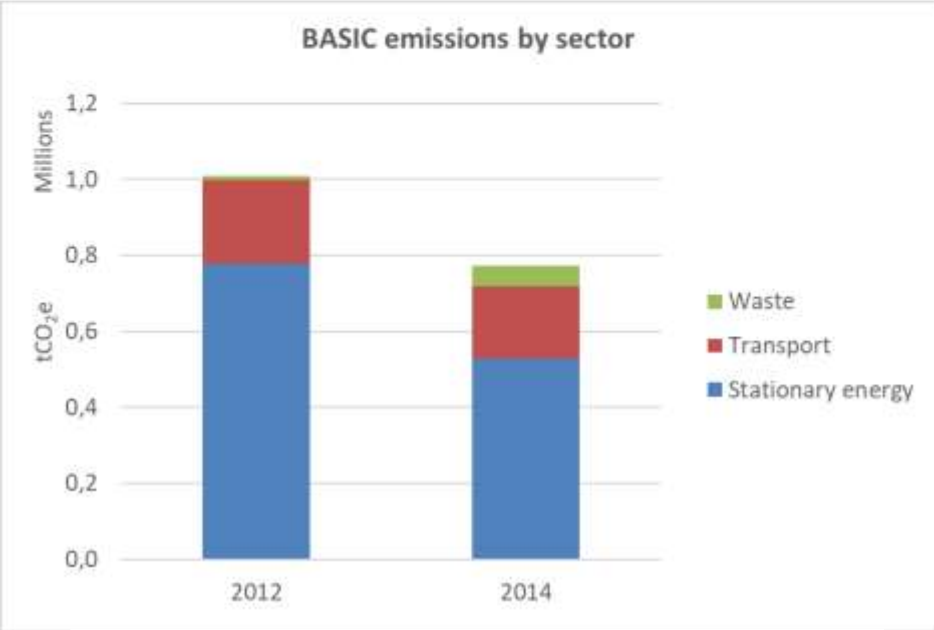
The sector consuming the greatest proportion of **energy** in the area is the transport sector (54%), followed by the industrial sector (26%), commercial (11%) and residential (9%) respectively. Without following the same trend, the industrial sector emits the greatest proportion of **carbon emissions** within the municipality (32%), followed by the

FIGURE 30:KDM ENERGY CONSUMPTION AND CARBON EMISSIONS BY SECTOR,2014



transport sector, which accounts for 27% emissions. See the demand-side energy consumption pie chart shown in Figure 65 illustrating the high energy use and high carbon emitting sectors.

The vast majority of emissions in KwaDukuza results from stationary energy, see figure 66 and 67 below, largely as a result of electricity consumption within the manufacturing sector. Similarly, the largest driver behind emissions reduction is the reduction of stationary emissions, driven by decrease in energy consumption and related emissions from the commercial and residential sector, in particular.



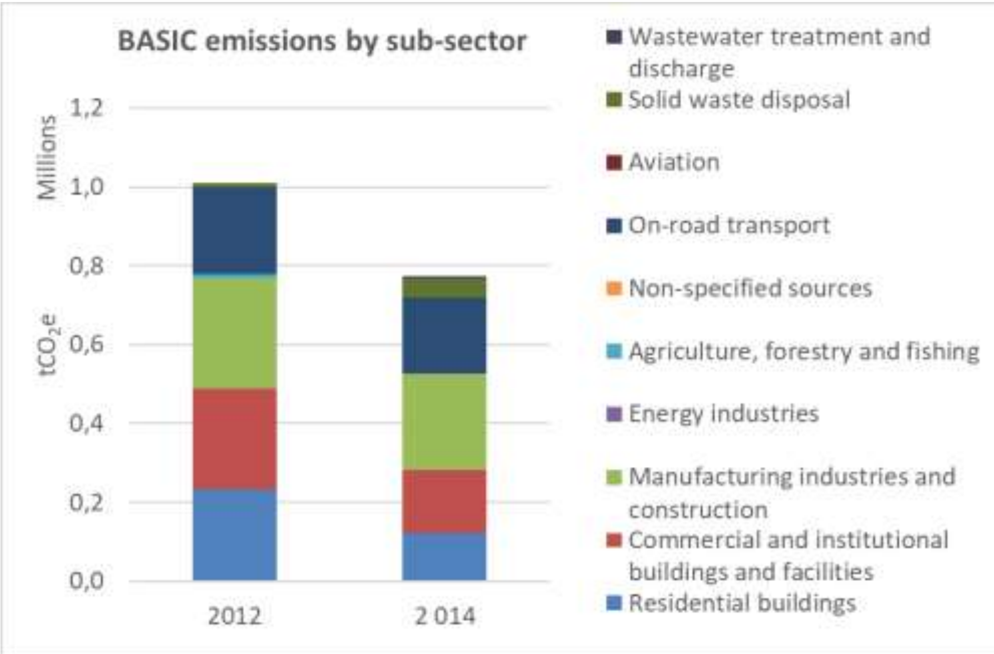
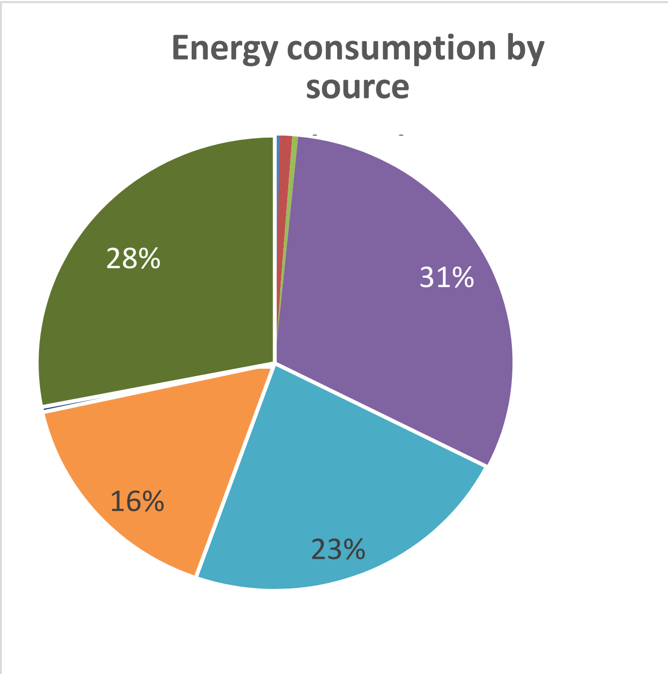


FIGURE 32:EMISSIONS BY SUB-SECTOR BETWEEN 2012 AND 2014

c) Breakdown of emissions by fuel

Petrol is the dominant fuel type used in KwaDukuza as illustrated by the supply-side energy consumption pie charts in Figure 68 below, with electricity and diesel being the second and third dominant fuel types used, respectively. It should be noted (as explained in detail in the report) that although 31% energy consumption is generated by petrol, it emits only 15% carbon equivalent emissions, whilst **electricity emits the greatest proportion** (58%) of the indirect emissions per unit (scope 2), depicted in figure 68 below. This is as a result of the reliance on the centralized, national electricity generation by 'dirty' coal- burning power stations.



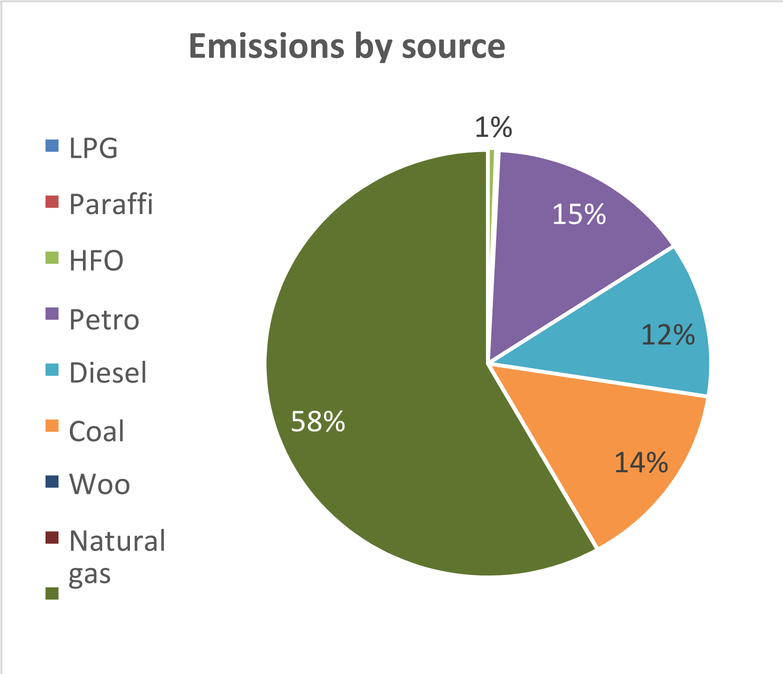


FIGURE 33:KDM ENERGY CONSUMPTION BY FUEL TYP,2014

d) Detailed overview of the Inventory

Figure 69 below illustrates an overview of the emissions by sector, and per scope in the municipality, as per the Global Protocol for Community Scale Greenhouse Gas Emission methodology, which is described in detail in the Greenhouse gas methodology: GPC methodology section of the report. The full KM Greenhouse Gas Inventory Report is available on request.

TABLE 22:OVERVIEW OF THE INVENTORY

NAME OF CITY:	KwaDukuza Local Municipality, South Africa	**POPULATION:**	254 101
LEVEL:	BASIC	**LAND AREA (km2):**	735
INVENTORY YEAR:	2014/2015	**GDP (US$ million):**	94 442

Table 23: GHG EMISSIONS (BY SECTOR)

GHG Emissions Source (By Sector)		Total GHGs (metric tonnes CO2e)					
		Scope 1	Scope 2	Scope 3	BASIC	BASIC +	BASIC + S3
STATIONARY ENERGY	Energy use (all emissions except I.4.4)	108 643	418 305		526 949	526 949	526 949
	Energy generation supplied to the grid (I.4.4)						
TRANSPORTATION	(all II emissions)	191 983			191 983	191 983	191 983
WASTE	Waste generated in the city (III.X.1 and III.X.2)	53 116			53 116	53 116	53 116
	Waste generated outside city (III.X.3)						
IPPU	(all IV emissions)						
AFOLU	(all V emissions)						
OTHER SCOPE 3	(all VI emissions)						
TOTAL		**353 742**	418 305		**772 048**	**772 048**	**772 048**

TABLE 24:OVERVIEW OF GREENHOUSE GAS EMISSIONS BY SECTOR IN KDM,2014

GPC ref No.	GHG Emissions Source (By Sector and Sub-sector)	Total GHGs (metric tonnes CO_2e)			
		Scope 1	Scope 2	Scope 3	Total
I	STATIONARY ENERGY				
I.1	Residential buildings	4 206	117 609	NE	121 815
I.2	Commercial and institutional buildings and facilities	NO	160 140	NE	160 140
I.3	Manufacturing industries and construction	104 437	140 556	NE	244 994

I.4.1/2 /3	**Energy industries**	NO	NO	NE	
I.4.4	**Energy generation supplied to the grid**	NO			
I.5	**Agriculture, forestry and fishing activities**	IE	IE	NE	
I.6	**Non-specified sources**	NO	NO	NE	
I.7	**Fugitive emissions from mining, processing, storage, and transportation of coal**	NO			
I.8	**Fugitive emissions from oil and natural gas systems**	NO			
SUB-TOTAL	(city induced framework only)	**108 643**	**418 305**		**526 949**
II	**TRANSPORTATION**				
II.1	**On-road transportation**	191 983	NO	NE	191 983
II.2	**Railways**	NO	NO	NE	
II.3	**Waterborne navigation**	NO	NO	NE	
II.4	**Aviation**	NO	NO	NE	
II.5	**Off-road transportation**	IE	NO	NE	
SUB-TOTAL	(city induced framework only)	**191 983**			**191 983**
III	**WASTE**				
III.1.1/ 2	**Solid waste generated in the city**	49 314		NO	49 314
III.2.1/ 2	**Biological waste generated in the city**	NO		NO	
III.3.1/ 2	**Incinerated and burned waste generated in the city**	NO		NO	
III.4.1/ 2	**Wastewater generated in the city**	3 802		IE	3 802
III.1.3	**Solid waste generated outside the city**	NO			
III.2.3	**Biological waste generated outside the city**	NO			
III.3.3	**Incinerated and burned waste generated outside city**	NE			
III.4.3	**Wastewater generated outside the city**	NO			

SUB-TOTAL	(city induced framework only)	**53 116**			**53 116**
IV	**INDUSTRIAL PROCESSES and PRODUCT USES**				
IV.1	**Emissions from industrial processes occurring in the city boundary**	NE			
IV.2	**Emissions from product use occurring within the city boundary**	NE			
SUB-TOTAL	(city induced framework only)				
V	**AGRICULTURE, FORESTRY and OTHER LAND USE**				
V.1	**Emissions from livestock**	NE			
V.2	**Emissions from land**	NE			
V.3	**Emissions from aggregate sources and non-CO2 emission sources on land**	NE			
SUB-TOTAL	(city induced framework only)				
VI	**OTHER SCOPE 3**				
VI.1	**Other Scope 3**			NE	
TOTAL	(city induced framework only)	**353 742**	**418 305**		**772 8**

2.2.2. CLIMATE AND ENVIRONMENTAL REPORTING

For the past years, as part of Global Covenant of Mayors for Climate & Energy compliance, cities (including KwaDukuza Municipality) have been obligated to report their climate commitments, actions and inventories on reporting platforms. From 2019, local and regional governments have started reporting climate action data through one unified reporting system for the first time. **CDP-ICLEI unified reporting** provides for data-driven decision-making, which guides to set informed emissions reduction targets and meet the requirements of the Paris Agreement. Leveraging data for making climate-smart decisions is crucial for city governments to enhance resilience and reduce emissions over the coming decades.

CDP works with cities to motivate them to disclose their impacts on the environment and take action to reduce negative impacts. The scoring methodology is designed to incentivize actions that are to a certain extent applicable to all cities regardless of geography or level of development. Scoring assesses the level of detail and comprehensiveness of a city's actions and planning as reported in the CDP questionnaire, and does not consider any other actions and plans that are not reported within the questionnaire.

Scoring cities responses to the CDP questionnaire enables CDP to provide feedback to cities on the completeness of their response and their performance on climate action. Scoring allows CDP to recognize leadership in city climate action and encourage cities to follow best practice. Cities can use their score as a tool to identify gaps and improve climate planning incrementally each year. Cities can also use their score to benchmark their performance against the average scores of other cities in the same region or of the same size. Scores remain private to cities, but CDP highlights the leadership of cities who receive an A score. Cities are assessed across four consecutive levels which represent the steps cities move through as they progress towards environmental stewardship.

TABLE 25:THE LEVELS/SCORING BANDS

Disclosure (D- or D):	A city in the Disclosure scoring band has just started the journey of understanding and reporting on climate impacts. These cities understand the value of collecting data to drive climate action but may not have structures or resources in place to obtain the necessary information. Cities in the Disclosure band report on the degree to which climate impacts and risks have been measured.
Awareness (C- or C):	A city in the Awareness scoring band is in the process of assessing the main risks and impacts of climate change. These cities have begun developing an assessment and measuring impacts to get a holistic understanding of the main effects climate change has on their city but is not yet acting to reduce them.
Management (B- or B):	A city in the Management band has understood the main risks and impacts of climate change and is acting to adapt to and reduce these effects. These cities have worked collaboratively with key stakeholders to understand their risks and impacts and now have plans in place to mitigate and adapt.
Leadership (A- or A):	A Leadership city demonstrates best practice standards across adaptation and mitigation, has set ambitious but realistic goals and made progress towards achieving those goals. Cities in the Leadership band have strategic, holistic plans in place to ensure the actions they are taking will reduce climate impacts and vulnerabilities of the citizens, businesses and organizations residing in their city.

In order to progress from one level to the next, cities must pass the threshold at each scoring band. For example, a city must receive enough points in the Disclosure band to pass the threshold before they will be scored in the next scoring band, Awareness. Cities do not need to meet every criteria listed to pass the threshold of a particular scoring band. However, the more criteria that is met, the higher the chance that the city will be able to earn enough points to surpass the threshold and be scored in the following band.

a) Essential Criteria

Management and Leadership bands have essential criteria which must be met in order to receive a score within those bands. This means that regardless of all other criteria met, if a city does not meet the essential criteria in Management, their score will be reduced to Awareness level. In order to receive a Leadership score, a city must have met all essential criteria in Management and Leadership.

b) Feedback

KwaDukuza Municipality reported for the second time through the unified reporting system during August 2020 and received feedback early November 2020. In 2019, KwaDukuza achieved an overall score of D

(Disclosure) and proudly **in 2020 KwaDukuza improved and achieved an overall score of C (Awareness)**. This score describes KwaDukuza as a city that has begun to assess and measure impacts to get a holistic understanding of the main impacts climate change has on the city. This will allow KwaDukuza to understand the climate risks that face the city and thereby begin to create adaptation and mitigation plans.

CDP provides feedback in a form of a snapshot report which summarizes the data the city has disclosed and includes separate sub-scores on mitigation and adaptation. CDP has broken down KwaDukuza's response into two main themes- Adaptation and Mitigation to assess the city's climate action:

TABLE 26:CDP SNAPSHOT REPORT

Main Themes	KwaDukuza's Score	Score Description
Adaptation: Cities preparing for and adjusting proactively to actual or expected impacts of climate change	KwaDukuza's Adaptation score is the same as the Africa regional average of C, and the same as the global average of C.	**C (Awareness):** An Awareness level city is assessing their climate impacts and is taking steps to undertake an adaptation plan and set adaptation goals
Mitigation: Cities measuring and reducing emissions to enable a move towards net zero	KwaDukuza's Mitigation score is higher than the Africa regional average of D, and the same as the global average of C.	**C (Awareness):** An Awareness level city is assessing their climate impacts and is taking steps to undertake a city-wide GHG emissions inventory, action plan and emission reduction targets

CDP score and snapshot report can be used to:

a) Communicate your city's achievements internally or externally to garner support and catalyze action.
b) Identify and address gaps in your city climate action planning, helping you to make the case for an increase in ambition going forward.
c) Benchmark your city's performance against the average scores of other cities in the same region.

2.2.3. BUILDING EFFICIENCY ACCELERATOR (BEA) PROGRAM

KwaDukuza Local Municipality became a member of the Building Efficiency Accelerator program in November 2017. In early 2019, the Building Efficiency Accelerator (BEA), in partnership with the Clean Energy Solution Center, sent out a call for leadership grant opportunities that can provide time-limited direct assistance to BEA jurisdictions on building efficiency policy and program issues in a form of technical assistance. Thereafter, the Central Kwa-Zulu Natal Climate Change Compact (CKZNCCC) meeting that was held in April 2019 resolved that the CKZNCCC members must consider making a joint application submission for the BEA Leadership Grant with the hope that interested members will share similar priorities.

Therefore, KwaDukuza Local Municipality, City of uMhlathuze local Municipality and Msunduzi Local Municipality responded to the call and submitted a joint application to the World Resource Institute (WRI) that identified areas of support around the SANS 10400-XA regulations. In 2011, the National Building Regulations were amended to SANS 10400-XA in order to include an environmental sustainability component, and to promote the implementation of energy efficiency in new and existing buildings. Prior to the amendment, Building Inspectors and Building Control Officers responsible for ensuring that buildings are compliant with the new regulations did not receive the necessary training to acquire the essential skillset required to comply with the new regulations.

Thus, the approved leadership grant for these municipalities was for **technical assistance on building regulations SANS 10400-XA implementation audit**, which included four key outputs:

1. An audit to determine the implementation of the building regulations (SANS 10400-XA) in the three respective municipalities.

2. An audit to determine the skills gap that the Building Control and Building Inspectors are experiencing

3. Based on the skills gap audit, participants undertook one joint training to upskill and build capacity.

4. Developed an “Audit Methodology Toolkit” that can be implemented to audit, upskill and build capacity in other municipalities in South Africa on the SANS 10400-XA regulations.

The program commenced last year February 2020 with a regional telecom inception meeting that comprised of the representatives from the three municipalities and ICLEI Local Government for Sustainability who is the implementing agency for the program. ICLEI-Africa had planned site visits for March 2020 to the three municipalities to conduct building audits on five buildings (4x residential buildings and 1x public building) and an audit to determine the skills gap that the Building Control and Building Inspectors are experiencing. However, due to the ongoing increase in confirmed COVID-19 cases, ICLEI- Africa postponed these engagements and as an alternative intervention requested all Building Inspectors to fill in the Skill Analysis Questionnaire, which was the Prerequisite for SANS 10400-XA. Training that took place after the skills gap audit.

TABLE 27:LESSONS LEARNT THROUGHT THE PROJECT

Significant lessons were learnt during the project	a) Early and frequent communication and coordination between the municipality, the project team and BCO/BIs from the onset creates a more effective and efficient working process. b) Early identification of the required data is vital. From the beginning of the project, attaining data and relevant documents from the municipality can be challenging. It is therefore important to identify a focal point who will be responsible to ensure all required information are made available and for all relevant parties to be involved in the inception phase and understand the importance of the requirements and the overall objective of the project. c) Concerted efforts should be made with the relevant teams to build and maintain relationships for future work.

Assessing the SOP	a) The SANS 10400-XA audit criteria sheet plays an important role in linking the regulatory requirements to what was designed on the building plans and implemented on site. Therefore, it is an important tool to use throughout the assessment and could potentially be adopted as a municipal checklist. b) Many energy efficiency measures are 'hidden' within the building elements such as walls and ceilings, therefore, for site visits, tools are required to ascertain whether compliance was met. c) As the SANS 10400-XA regulation evolves to incorporate more stringent measures, the Building Control Officers and Building Inspectors should be regularly up skilled and the municipal SOP revised to incorporate the new regulatory requirements
Training	a) Technology can play an important role in the successful delivery of virtual training sessions. However, to deliver online training, each participant needs to have access to a laptop with strong internet connection. b) Future trainings should consider the use of effective online communication platforms such as WhatsApp and Zoom to assist in the delivery of the training online and coordination of participants.

2.3. ENVIRONMENTAL EDUCATION AND AWARENESS

The Municipality strives to be an environmentally sustainable municipality that anticipates, and reduces its vulnerability to potential global and local environmental shocks. Furthermore, the environmental management function is to ensure that there is environmental sustainability within the municipality through providing administrative control, co-operation & liaison with other components within the municipality as well as with other external stakeholders. In the quest of achieving the 2030 municipal vision, the municipality recognises the importance of fostering partnerships and collaborations with local organisations who are in same field/ space to enable proactive service delivery. In addition, raising environmental awareness within KwaDukuza community forms a crucial responsibility of environmental management unit and this is achieved through the implementation of various environmental education and awareness programmes throughout the year.

KwaDukuza Municipality commemorates all the South African Environmental Calendar Days to promote environmental awareness and education, the municipality has prioritised a school based environmental education programme by supporting the eco-schools and Schools Environmental Education Programme (SEEP) in partnership with the Department of Economic Development, Tourism and Environmental Affairs. In addition, community based environmental awareness programmes will be conducted through the municipality's environmental management forum members from the 30 wards within the municipality. As part of the education and awareness programmes, educational tours, educational talks, competitions and excursions with schools and the community are conducted.

2.4. SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

a) A Strategic Environmental Assessment (SEA) is a planning tool aimed at strategically integrating environmental considerations into Municipal planning, aiding decision making and facilitating sustainable development. According to the Spatial Planning and Land Use Management Act (2013), a SEA must be developed within the process of developing a municipal Strategic Development Framework (SDF).

b) Through the proactive nature and current climate change pressure the municipality developed a Climate Change Response Strategy (CCRS, 2013) in which the Municipality, with support from ICLEI, has identified their sources of GHG in the economy.

c) The development of the Estuary Management Plan for the Nonoti and the Zinkwazi River, of which the final product will be the policy of the municipality which expands the municipality's natural corridors and protection zones.

2.5. STATUS OF SECTOR PLANS FOR ENVIRONMENTAL MANAGEMENT

TABLE 28:SECTOR PLANS STATUS

SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	STATUS QUO
KwaDukuza Municipality Strategic Environmental Assessment (SEA)	Yes	Yes	KwaDukuza Municipality identified the need for a SEA in order to assess the environmental implications of the KwaDukuza IDP, to determine the ability of the environment to sustain the development currently taking place in the Municipality and to identify the environmental opportunities and constraints within the Municipality. The SEA has been reviewed in conjunction with the SDF review.
KwaDukuza Coastal Management Plan (CMP)	Yes	Yes 2011	As prescribed in the Integrated Coastal Management Act, No 24 of 2008 (ICM Act) KwaDukuza Municipality became

SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	STATUS QUO
			the first municipality in the country to comply with the requirements which were; the development and adoption of a Coastal Management Programme (CMP). The second phase of the CPM was the development of the **Coastal Development Management Tool**. This tool will act as a guide for the Municipality and for stakeholders to determine and implement certain coastal planning with specific zoning, associated land use, setback lines and development controls, the inclusion of the Development Management Tool has acknowledged the change in the NEMA Environmental Impact Assessment 2014 regulations, but has also allowed leverage for future amendments. This is awaiting adoption by KwaDukuza and the final leg of public/stakeholder engagements to have the document finally complete
KwaDukuza Climate Change Response Change (CCRS)	Yes	Yes 2013	In line with Climate Change COP17 conference held in Durban in 2011, KwaDukuza Municipality undertook to make its commitment in fighting the impacts of climate change bearing in mind that as a growing municipality under immense development pressure; KwaDukuza must aim at creating a climate-resilient and low-carbon economy and society by building resilience to the effects of climate Change through the reduction of greenhouse gases.
KwaDukuza Urban Low Emissions Development Strategic Framework and Action Plan (Urban LEDS)	Yes	Yes 2015	The Urban Low Emissions Development Strategy (Urban LEDS) builds from the CCRS strengthening it with strategic vision statement linked with the IDP. The main objective of the Urban LEDS is to enhance the transition to low-emission urban development in municipalities in emerging economy countries. KwaDukuza Low Emissions Development Strategic Framework and Action Plan was adopted in 2015. The action Plan will feed into the municipal IDP, SDBIP, and Departmental performance management system. The Urban LEDS was fully funded by European Union through ICLEI Africa.

SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	STATUS QUO
KwaDukuza Biodiversity and Open Space Management Plan (BOSMaP)	Yes	Yes 2013	The plan is done by identifying, mapping and classifying untransformed land in the municipality at a fine scale. This plan is an element of the Municipality's IDP and located at a level between the SDF and LUMS. The plan assists the municipality in classifying and managing areas important for biodiversity conservation and provision of ecosystem services. This plan is a decision-making tool that informs the decisions regarding development and conservation in KwaDukuza Municipality.
KwaDukuza GreenhouseGas Inventory (GHGI)	Yes	Yes 2020	Greenhouse Gas (GHG) Inventory 2014 provides an account of greenhouse gases emitted to the atmosphere. The KwaDukuza's second GHG Inventory is complaint with the international accounting protocols, techniques and methodologies listed in the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC). Data sources, assumptions and gaps are outlined within the detailed report in Greenhouse Gas Inventory Methodology- Data sources section.
Green Building Guidelines for KwaDukuza	Yes	Yes 2015	The aim of this document is to provide an easy-to-use reference document for the municipality and building professional and users. It is not intended to be exhaustive, but rather address the key issues generating the most widespread benefits in terms of operating costs, user amenity and the environment. Ultimately, this set of Green Building Guidelines is one of the tools needed and available to achieve better buildings and better spaces for people to live, work and play- to restore and enhance our environment, our people and our economy.
KwaDukuza Municipality Draft Environmental Policy	Yes	No	The Environmental Policy, is a statement of intent towards KwaDukuza Municipality 's objectives regarding its environment, it forms the basis for sectorial policies, strategies and programmes to ensure that the principles of sustainability are adhered to and a community-

SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	STATUS QUO
			ecosystems-based-adaption (CEBA) approach be followed under which humans and nature can co-exist for the benefit of present and future generations.
Estuary Management Plans (EMP)	No	No	The uThongathi EMP is currently under review and in draft phase.
KwaDukuza Climate Risk and Vulnerability Assessment (CRVA)	Yes	No	The Climate Risk and Vulnerability Assessment (CRVA) that was conducted through a participatory process of workshops with municipal officials and a desktop review of the literature, aims to identify the most significant hazards currently affecting KwaDukuza Local Municipality (KDLM) and assesses the magnitude of impact of these hazards on key sectors and vulnerable population groups. This document also identifies and assesses how significant hazards may shift in intensity, frequency and timescale in the future, driven by the impact of climate change. It assesses the shift in magnitude of impact of future hazards on key sectors and vulnerable population groups within the municipal region. The document is currently being finalised for Council approval.

Pertaining more information on the above Policies and Plan, see ANNEXURE

2.6. ENVIRONMENTAL MANAGEMENT SWOT ANALYSIS

TABLE 29:ENVIRONMENTAL MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• "Green" wedges separate the towns and maintain environmental integrity. • BOSMaP, CCRS, EMF, draft CMP and GHGI are used for the management of environmental assets. • Cooperative governance between spheres of government. • Environmental plans/programmes are mainstreamed into the spatial planning tools such as the SDF.	• The schematic edges of potential future development do not appear to be well aligned with existing development areas or with river/ flood line/ service catchment demarcations. • Inadequate financial resources to speedily implement recommendations of environmental sector plans. • Few remaining natural areas. • Non-management of sensitive natural assets.
OPPORTUNITIES	**THREATS**
• Urban Low Emission Development Strategy. • Preserve sense of place. • Stable climate. • Unexploited heritage market. • Increase the number of protected areas. • Green Building Guidelines Policy. • KwaDukuza Climate Risk & Vulnerability Assessment. • Disaster management planning, • rehabilitation of natural defense mechanisms.	• Greenhouse Gas Emissions, Climate change. • Biodiversity loss and in invasive alien species. • Waste management and effluent into water resources. • Loss of natural assets such as coastal dunes, natural grassland and sugar cane, to development. • Changes in Habitat and vegetation destruction. • Development and pressures may promote environmental degradation if not properly facilitated, • Wetlands Degradation. • Illegal sand mining activities and environmental non-compliances. • Sea level rise

3. DISASTER MANAGEMENT AND FIRE SERVICES ANALYSIS

INTRODUCTION

The KwaDukuza Local Municipality is primarily responsible for the implementation of the Disaster Management Act, 2002 (Act 57 of 2002) within its area of jurisdiction, with a specific focus on ensuring effective and focused disaster risk reduction planning. The outcomes of a comprehensive disaster risk assessment can ensure that all developmental initiatives as well as contingency planning and practice of the municipality are informed by accurate knowledge of disaster risk, enabling various stakeholders to contribute to the reduction of disaster risk within the KwaDukuza Local Municipality.

3.1. INSTITUTIONAL CAPACITY FOR DISASTER MANAGEMENT AND FIRE EMERGENCY SERVICES

KwaDukuza Local Municipality has established a functional Disaster Management Unit. To ensure an effective implementation of the Disaster Management Act, KwaDukuza Local Municipality has also allocated physical and financial resources to make sure that there is an effective smooth running of the Disaster Management Unit.

Fire Fighters	Area(Square Km)	Capacity (Equipment)	Population	Households
1 Chief Fire Officer 1 Divisional Officer 4 Station Officers 13 Leading Firefighters 20 Senior Firefighters 17 Firefighters 1 Call Centre Supervisor 8 Call Centre Operators	735	6 Rescue Vehicles 2 Skid Units 5 Utility Vehicles	231 187	70 284

<u>FIRE AND EMERGENCY SERVICES</u>

Fire & Emergency Services comprises of three Divisions, namely:

RE ACTIVE SERVICES
- Operations

PRO ACTIVE SERVICES
- Fire Prevention
- Public Education, Information & Training

EMERGENCY CALL CENTRE
- Call receiving and despatching of resources

Highlights:

No. of fire safety programmes:-
- Fire Safety Awareness Talks (school visits and special programs)
- Distribution of pamphlets, fridge magnets, key holders disc holders (Emergency contact numbers).
- Posters on paraffin safety and drug awareness

Table 30:Projects from 2022/23 Financial Year (Fire Emergency)

Project	**Wards**	**Budget 2022/2023**	**Budget 2023/2024**	**Budget 2024/2025**
Fire Fleet	ALL	15 000 000	8 000 000	8 000 000
Back up generator		200 000	-	-
Emergency Equipment	ALL	200 000	200 000	200 000
Standby Quarters	19	1 500 000	500 000	500 000
Gym Equipment		200 000	-	-
Total		17 100 000	8 700 000	8 700 000

3.2. STATUS OF DISASTER MANAGEMENT PLANS / FRAMEWORK

3.2.1. Disaster Management Framework and Disaster Management Plan

The Disaster management plan is crucial for the Municipality since the Municipal Systems Act No. 32 of 2000 requires all municipalities to undertake an integrated development planning process to produce currently relevant Integrated Development Plans (IDPs). The applicable Disaster Management Plan is a core component of the IDP as it is stipulated by Section 26 (g) of the Municipal Systems Act No. 32 of 2000 and furthermore Section 53 (2) (a) of Disaster Management Act stipulate that a disaster management plan for a municipal area must form an integral part of the municipality's IDP.

The purpose of the Disaster Management Plan is to enhance the capacity of the municipality to prevent and to deal with disasters and to avoid developments which are subject to the exposure of high risk of disasters. As per Section 53 of the Disaster Management Act a Municipality must "prepare a disaster management plan for its area according to the circumstances prevailing in the area." Through the development of the Disaster Management Plan, the KwaDukuza Municipality highlights its current position and preparedness in response to emergencies. The KwaDukuza Disaster Management Unit is responsible for disaster preparedness within KwaDukuza Municipality. Disaster preparedness consists of all the measures taken by the Unit to better respond and cope with the immediate aftermath of a disaster incident. The objective of disaster preparedness is to reduce the loss of life and livelihoods. The KwaDukuza Disaster

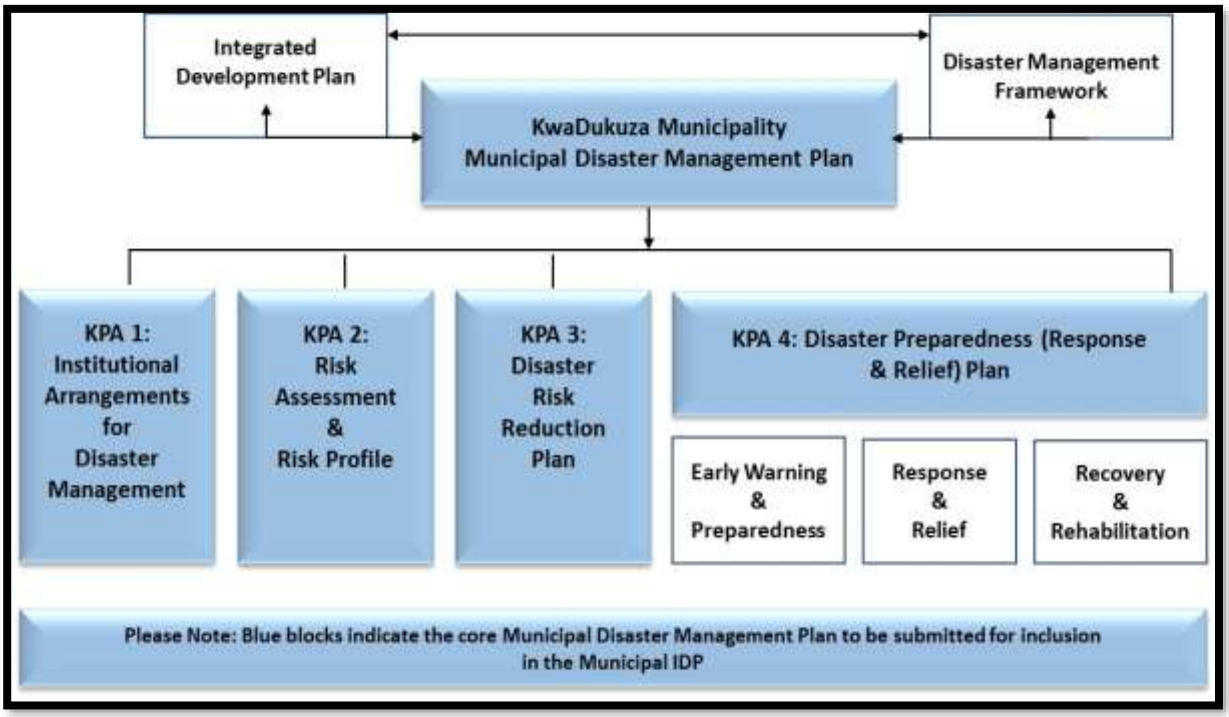
Management Unit has a number of measures in place to reduce ensure effective disaster preparedness in KwaDukuza Municipality. These include:

- The disaster management plan, the KwaDukuza Disaster Management Unit has a disaster management plan adopted by the Council in 2015 to reduce the harmful effects of a disaster event.
- Summer and winter contingency plans that analyse all disaster risks and establish the arrangements (in advance) that enable a timely response and effective response.
- The Unit also develops contingency plans for major events in the Municipality and when needed.

The National disaster management framework categorizes disaster management into two different aspects i.e. Key Performance Area (KPA) or an Enabler, described below;

DISASTER MANAGEMENT PLAN

FIGURE 34:OUTLINE OF THE DISASTER MANAGEMENT PLAN



****Source: KDM-Disaster Management Plan**

The above-mentioned components form the basis of municipal disaster management strategy. For ease of understanding the document has been structured accordingly. The main document provides a brief overview of each of the components while the detail is included as ***Annexure 4 KDM DISASTER SECTOR PLAN 2022-2023 (and DISASTER Reports from the 2022 floods)*** which is Disaster Management Plans. Disaster management is multi-sectoral and multidisciplinary, which requires the involvement of multi- agencies.

3.3. Status of Municipal Disaster Management Policy Framework

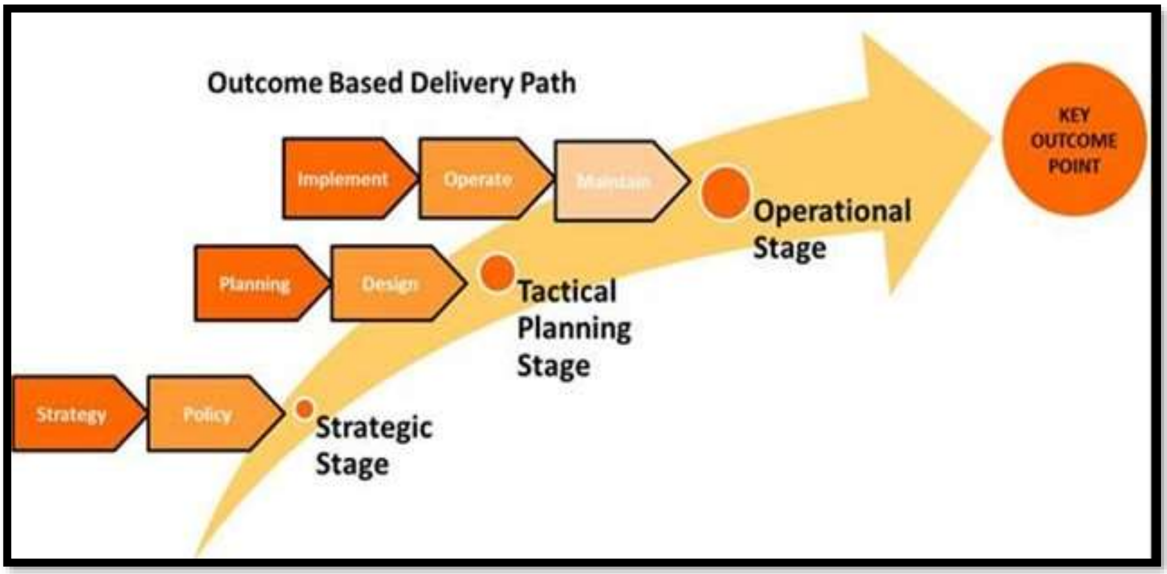
In the 2022-2023 Financial year, The KwaDukuza Disaster Management Unit plans to develop a Disaster Risk Management Policy Framework for KwaDukuza Municipality.

BACKGROUND

A typical institutional framework comprises of the follow elements:

- **Key Outcome Points:** The "reason for being" of any institution or organisation is the services and the products that are being supplied to their constituencies or customers. These products and services are the key outcome points that the institution or organisation should be achieving.
- **Outcome Based Delivery Processes:** For each of the key outcome points, delivery processes), or business processes, will have to be developed that define the functions that contribute to its delivery at each of three levels, namely:
- **Strategic Stage:** Here the overall objectives and parameters are defined;
- **Tactical Planning Stage:** The budget is assigned and the project or programme is decided upon - the how to go about it; and
- **Operational Stage:** Where it is done and maintained.

FIGURE 35:OUTCOME BASED DELIVERY PROCESSES



Organisational Structure: The organisational structure should be designed to support the outcome-based delivery processes. Staff should be placed in the organisation and trained to perform their functions so that the delivery processes keep delivering the desired outcomes.

Office Accommodation: The staff in the organisation should have properly equipped office accommodation, which must facilitate the day-to-day operational activities that staff performs.

Performance Management: To ensure that the desired outcomes are achieved, it is necessary to develop, deploy and maintain information systems that will adequately monitor the performance of the delivery processes and the impact being achieved.

3.4. PERFORMANCE MANAGEMENT

Typical performance management issues that must be addressed are, to name a few:

- **Define Impacts to be measured:** To ensure that the Key Outcome Points are being achieved, it will be necessary to define what impacts must be measured in each of the Key Outcome Points.
- **Identify Key Performance Indicators along Outcome Based Delivery Process to be Measured**: It is also necessary to identify what KPI's must be measured in each task of the outcome-based delivery processes
- **Implement Information Systems**: With inputs from the performance management side mentioned above, it will be required that appropriate information system be developed, implemented and maintained.

3.5. LEGAL REQUIREMENTS APPLICABLE TO KWADUKUZA MUNICIPALITY

South Africa is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past decade, these hazard occurrences have become more frequent and severe. The Constitution of the Republic of South Africa (Act 108 of 1996) gives everyone the right to a safe environment. Section 24 states that everyone has the right to an environment that is not harmful to their health or well-being.

The National Government recognised a need to establish an institutional framework that allows for risk prevention and rapid action during an occurrence and has taken certain steps towards this end, such as:

- **Disaster Management Act**: The White Paper led to the promulgation of the Disaster Management Act, Act 57 of 2002, which is the regulatory framework for disaster management in South Africa. The Department of Provincial and Local Government (DPLG), through the National Disaster Management Centre (NDMC), administers the Act.
- **Disaster Management Amendment Bill:** The Amendment Bill was approved by the NCOP on 3 November 2015 and will now be promulgated.
- **National Disaster Management Framework:** The NDMC is currently in the process of preparing a National Disaster Management Framework, which will aim to guide the development and implementation of disaster management in the country.
- **Policy Framework for Disaster Management in the KwaZulu-Natal Province**: The Policy Framework aims to guide the development and implementation of disaster management in the Province.
- **Policy Framework for Disaster Management in the iLembe District Municipality**: The policy framework aims to guide the development and implementation of disaster management in the iLembe District Municipality.
- **National Disaster Management Centre Guidelines:** The NDMC has developed guidelines for the establishment of disaster management centres (DMC's).
- **National Disaster Management Planning Guidelines:** The NDMC has requested proposals to prepare "Guidelines for Preparing Disaster Management Plans" that will assist Municipalities in the drafting of their disaster management plans.
- **Yokohama Strategy for a Safer World:** The Strategy provides guidelines for natural disaster prevention, preparedness and mitigation and its plan of action. It focuses on disaster reduction, centered on the objective of saving human lives and protecting property.
- **Sendai Framework for Risk Reduction 2015-2030:** The Sendai Framework is the successor instrument to the Hyogo Framework for Action (HFA) 2005-2015: Building the Resilience of Nations and Communities to Disasters. Building on the Hyogo Framework for Action, the Sendai Framework aims to achieve the following outcome over the next 15 years. The framework reiterated the commitment to address disaster risk reduction and the building of resilience to disasters with a renewed sense of

urgency within the context of sustainable development and poverty eradication, and to integrate, as appropriate, both disaster risk reduction and the building of resilience into policies, plans, programmes and budgets at all levels and to consider both within relevant frameworks.

4. DISASTER MANAGEMENT PLANNING

iLembe District remains prone to both men-made and natural hazards, such as rainfall, strong winds, lightning, etc. as well as fires (structural and veld fires). Throughout the district, there is a notable increase of incidents relating to water shortages, especially in rural municipalities areas such as Ndwedwe and Maphumulo Local Municipalities. The combination of the above-mentioned challenges (coupled with inadequate Disaster Management and Firefighting capacity) are a hindrance as they do not enable rapid and affective response to major incidents . Despite all the challenges, the District has strived to redeploy minimal resources available to ensure that basic services get restored in affected communities.

Towards Disaster Management Plans in the KwaDukuza Municipality: The analysis phase includes a hazard identification analysis, a risk profiling assessment and a risk prioritization for the KwaDukuza Municipality, involving the following action steps:

Step 1 Information collection
Step 2 Hazard Assessment
Step 3 Risk Profiling Assessment: Primary Impact Mapping, Societal Vulnerability Analysis and Environmental Vulnerability Analysis as well Economic Vulnerability Analysis. There is also Critical Facilities Vulnerability Analysis.
Step 4 Risk Prioritization: Consequently, it is recommended that you priorities the risks to be addressed.
Step 5 Addressing the priority risks
Step 6 Upload to Spatial Development Framework: Once the mapping of the risk profiles for communities in the Province have been completed, it is necessary to upload the risk profiles to the Spatial Development Framework (SDF) for the Province.

4.1. COMMUNITY INVOLVEMENT AND SAFETY

Members of the local community have the right to participate in the decision-making processes of the municipality. They have the right to use and enjoy public facilities, and the right to access to municipal services. They also have the right to submit recommendations, complaints or representations to the municipality, and to expect prompt responses from the municipality. Members of the local community have a duty to allow municipal officials reasonable access to their property for the performance of municipal functions, to comply with municipal by-laws, and to respect the municipal rights of other members of the local community (Municipal Systems Act, Act No. 32 of 2000).

The community of KwaDukuza was involved through workshops that were held at different areas of the local municipality. The community was educated on disaster management and they responded by identifying hazards and risks affecting their area. This helps with identifying risks involved and the plans to help reduce the risks. This also makes the local municipality aware of the risks they face and help them prepare in advance for any possible incidents or disasters.

4.2. TO ENSURE SUCCESS THE DISASTER MANAGEMENT PLANNING PROCESS INVOLVES:

In the first phase of the Disaster Management planning process, as in the IDP process, communities and stakeholders are given the chance to indicate/highlight the problems they experience and to determine their priorities (community-based risk assessment), with inputs from Disaster Management. The outputs of this phase are a list of the intolerably high risks, the high risks and the tolerable risks for each of the wards / clusters in the municipality. The intolerably high risks and the high risks are addressed in Phase 2 of the process. In this phase, the Advisory Forum, in conjunction with the technical task teams, will have to make recommendations on the most appropriate way(s) to address the intolerably high risks and the high risks, as well as, to ensure that project proposals are designed, which can be implemented.

The tolerable risks are then addressed. The Advisory Forum, in conjunction with the technical task teams, must identify and recommend the minimum preparedness and contingency planning requirements to be in a position to address the tolerable risks.

4.3. WORKSHOPS

In order for the Disaster Management Plan to be complete it needs input from the community on the challenges they and projects that they require within their area. The aim of the workshops held was to engage with community with hazards and risks they face in their area in order to prepare a proper plan for when an incident occurs. These workshops also helped with empowering people with knowledge on disaster management and also ways to reduce or prevent incidents from happening. After these workshops site visits were held to identify the vulnerable areas of KwaDukuza.

4.4. SITE VISITS

Site visitation teams usually have municipal members, one of whom may be (and in some cases, must be) a disaster management official. Site Visits are an on-site objective observer and gather of the “facts” that are reported back to the municipality as a part of the ongoing process of the hazard identification process. Through this process, the municipality ensures that for each hazard identified the documentation supports the analysis and action plans related to its outcome. Further, the visit offers an opportunity to take pictures of the areas that are vulnerable to the hazards. During these visits in KwaDukuza municipality pictures were taken as proof of hazards identified.

4.5. SCIENTIFIC/SPATIAL ANALYSIS

Geographic Information System (GIS) is a computer-based application of technology involving spatial and attributes information to act as a decision support tool. It keeps information in different layers and generates various combinations pertaining to the requirement of the decision making.

4.6. COMPLETE VIEW OF RISKS

With all the above information provided it has helped the municipality to identify hazards and risks. Also this means that hazards can be grouped accordingly to identify which ones are priorities to the municipality. This will help with risk reduction plans and risk preparedness of the municipality.

Risks requiring risk reduction and preparedness plans

- Strong Wind
- Drought
- Lightning
- Structural Fires
- Floods/ Heavy Rain

Risks requiring preparedness plans

- Road Accidents

- Severe Storms: Hail/Snow Cyclones / Tidal Waves Human Diseases
- Veld Fire
- Water Pollution (Surface and/or Ground)
- Overgrazing
- HAZMAT Road
- Landslide, Rockfall, Mudflow
- Animal Diseases
- Service Delivery Failure/Disruption

The above list exhibits the types of disasters that might occur within the area of the KwaDukuza Local Municipality and their possible effects. The communities at risk can be derived from the risk lists, and are also shown in the risk assessment that was conducted for the area.

DISASTER RISK REDUCTION AS NOTED BY ILEMBE DISTRICT:

Municipality	DM Policy Framework	DM Plan	DM/IDP Sector Plan	Fire Safety and Prevention Plan	Winter Season Plan	Summer Season Plan	DM/Fire Bylaws
iLembe District	J	J	J	L	J	J	L
KwaDukuza	NA	J	J	J	J	J	J

OVERAL DISASTER MANAGEMENT AND FIRE SERVICES STATUTUS QUO

MUNICIPALITY	DISASTER MANAGEMENT UNIT ESTABLISHED	FULLY FUNCTIONAL	FORUMS ESTABLISHED	DISASTER MANAGEMENT PLANS	DISASTER MANAGEMENT FRAMEWORK	STATUS OF MUNICIPAL FIRE SERVICES	NO. OF STAFF
ILEMBE	?	?	?	?	?	?	**D-4 F- 0**
KWADUKUZA	?	?	?	?	?	?	**D- 2 F- 65**

D - Disaster Management Official
F – Fire-fighting Official

4.7. RESPONSE AND RECOVERY AND PREPAREDNESS PLANS OF THE KWADUKUZA LOCAL MUNICIPALITY

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures. Declaration of a state of disaster and disaster classification states that - when a disastrous event occurs or is threatening in the area of the municipality, the DMC/ Section will determine whether the event is a disaster in terms of the Act, and, if so, the Head of the Centre will immediately;

- initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
- alert Disaster Management role players in the municipal area that may be of assistance in the circumstances;
- initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances; and
- Inform the National Disaster Management Centre, the KZN Provincial Disaster Management Centre and the iLembe District Disaster Management Section of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.

When informing the National Centre, the KZN Provincial Disaster Management Centre and the iLembe District Disaster Management Section, the KwaDukuza Local Municipality may make recommendations regarding the classification of the disaster as may be appropriate. Irrespective of whether a local state of disaster has been declared or not, the municipality is primarily responsible for the co-ordination and management of local disasters that occur in its area. Whether or not an emergency situation is determined to exist, municipal and other agencies may take such actions under this plan as may be necessary to protect the lives and property of the inhabitants of the municipality.

- Declaration of a local state of disaster: In the event of a local disaster the municipal council may by notice in the provincial gazette declare a local state of disaster if existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster; or other special circumstances warrant the declaration of a local state of disaster. If a local state of disaster has been declared, the Council may make by-laws or issue directions, or authorise the issue of directions to:
- Assist and protect the public;
- Provide relief to the public;
- Prevent or combat disruption; or
- Deal with the destructive and other effects of the disaster.

4.8. THE DEVASTATING FLOODS DUE TO HEAVY RAINFALL FROM THE 08TH OF APRIL 2022:

KwaDukuza Local Municipality succumbed severe floods during the period of the 08th TO 13th of April 2022 due rainfall. Massive mudslides, collapse of embarkment and structural damages to both public and private infrastructure resulted. The Municipality as a response created a consolidated programme for assessment was commissioned to undertake a physical verification and assessment to damages within all 30 wards. Social relief interventions as well as mop-up operations had to be activated as comprehensive response. Community halls were also used to house people who were left without homes. Mop operation have commenced as facilitated by the different business units within the Municipality and as a result the final 2022/23 budget will set to accommodate and prioritize the damaged infrastructure as result of the floods. All reports with all damaged infrastructure as a result of all floods have been packaged as part of ***Annexure 4 KDM DISASTER SECTOR PLAN 2022-2023 (and DISASTER Reports from the 2022 floods)*.**

DISASTER MANAGEMENT DEPARTMENT CONFIRMED BUDGET:

Project	Ward	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025
Disaster Management Response & Recovery Fleet 4X4	ALL Wards	400 000	500 000	-
Office Computers	ALL Wards	100 000	80 000	100 000
Furniture & Equipment	ALL Wards	100 000	50 000	50 000
Storage Container refrigerator	ALL Wards	300 000	-	-

MARINE SAFETY DEPARTMENT CONFIRMED BUDGET:

Project	Ward	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025
Marine Safety Equipment:	ALL Wards	150 000	200 000	200 000
2 x Jet Ski	ALL Wards	350 000	200 000	200 000
Quad bikes	ALL Wards	330 000	200 000	200 000
Upgrade to Salt Rock Building	ALL Wards	1 500 000	1 500 000	500 000
TOTAL		**2 330 000**	**2 100 000**	**1 100 000**
6 main swimming beaches **Minimum of 3 Lifeguards per beach** **2 Supervisor / 1 Manager**				

5. A BRIEF DESCRIPTION OF EACH KPA AND ENABLER

TABLE 31:CHECKLIST FOT IMPLEMENTATION OF THE DISASTER MANAGEMENT PLAN

KPAs	OBJECTIVES	KEY INDICATORS
KPA 1 **(Integrated Institutional Capacity for Disaster Risk Management)**	Establish integrated institutional capacity within the municipal sphere to enable the effective implementation of disaster risk management policy and legislation.	• Establish mechanisms for DRM policy • Put in place arrangements for integrated direction & execution of DRM Policy • Put in place mechanisms for stakeholder participation & technical advice • Establish & ensure effective operation of the Disaster Management. • Ensure the operational capacity of the Disaster Management Section is in place • Ensure the Disaster Management Advisory Forum (DMAF) is in place (optional)
KPA 2 **(Disaster Risk Assessment and Monitoring)**	Generate an indicative Municipal Disaster Risk Profile by establishing and maintaining a uniform methodology to continuously assess and monitor risk.	• Conduct Disaster risk assessments to inform risk management • Generate municipal disaster risk profile • Monitor, update & disseminate risk information to entities and communities • Conduct quality control (meaning have evidence of capacity building, consultation & verification of actual situations with communities & appropriate government stakeholders, validate assessments before publication & dissemination, ensure • implementation of risk reduction initiatives based on assessments etc.
KPA 3 **(Disaster Risk Reduction)**	Integrated Disaster Management Plans and risk reduction programmes by all disaster management stakeholders developed in accordance with approved frameworks.	• Ensure DRM plans are in place Prioritise disaster risks, declared areas, communities & households Scoping & development of DR reduction plans, projects & programmes must be in place • Include in strategic structures risk reduction efforts • Implement & monitor DR reduction programmes and initiatives.

KPAs	OBJECTIVES	KEY INDICATORS
KPA 4 **(Preparedness, Response and Recovery)**	• To ensure effective and appropriate preparedness, response, recovery and rehabilitation through: • Implementing a uniform approach to the establishment of effective early warning strategies, • Avert or reduce the potential impact in respect of health impacts, personal injury, loss of life, property, infrastructure, environments and government services, • Immediate integrated and appropriate response and relief actions when significant events or disasters occur or are threatening to occur.	• Identify mechanisms for dissemination of early warnings • Put in place mechanisms and guidelines for assessment, classification etc. • Ensure response & recovery efforts are integrated • Standardise and regulate relief measures • Conduct integrated rehabilitation & • reconstruction activities • Ensure all departments have a disaster Management plan including finance

TABLE 32:ENABLERS,OBJECTIVES AND KEY INDICATORS

ENABLERS	OBJECTIVE	KEY INDICATORS
Enabler 1 (Information and Communication)	To develop a comprehensive Disaster risk Management information system and establish integrated communication links with all disaster risk management role players in provincial and municipal spheres of government.	• Identify data needs & sources • Ensure info management & communication system supports KPAs & enablers of NDMF • (also PDMF and DDMF when developed) • Promote culture of avoidance, create awareness, and ensure good media relations are in place
Enabler 2 (Education, Training, Public Awareness and Research)	To promote a culture of Risk avoidance among stakeholders by capacitating all role-players through integrated education, training and public awareness supported by scientific research.	• Conduct education, training & research needs & also resource analysis • Put in place DRM education framework & programmes • Ensure alignment of such programmes with provincial and municipal programmes

Enabler 3 (Funding)	Establish mechanisms for the funding of disaster risk management in the municipality.	Establish funding arrangements for: Assessments Risk reduction Response & recovery Education & training

TABLE 33:ENGAGEMENT OF DISASTER MANAGEMENT WITH IDP STRUCTURES

IDP STRUCTURE	FUNCTION	ENGAGEMENT WITH DISASTER MANAGEMENT STRUCTURE
IDP Compilation	Assesses the reviewed IDP and makes recommendation to the MEC responsible for Local Government	Provincial and District Disaster Management Section must be represented at this level
IDP Representative Forum and IDP Izimbizo (Community Meetings)	Community Forum where the community could provide input into the IDP	Municipal Disaster Management could use this forum to engage with the community on the DMP.
IDP Steering Committee	Technical committee where line function departments engage and integrate their projects which would then be presented to the community. It is also the forum that steers the IDP	Municipal Disaster Management must and align with the technical aspect of the IDP and influence the prioritisation or allocation of projects/issues, etc.
• ILembe District Advisory Forum. • Provincial Coordinating Forum		which meets every quarter
4.2 Municipal Disaster Management Advisory Forum (DMAF)	To make provision for the integration and coordination of disaster management activities and to give effect to the principle of co-operative governance, KwaDukuza Local Municipality has established a Disaster Management Advisory Forum in accordance with Section 51 of the Disaster Management Act.	The disaster risk management advisory forum meetings are held quarterly comprising of all relevant stakeholders. The private sector and civil society participate in the forum and have crucial roles to play. The Disaster Management Advisory Forum (DMAF) is a body in which all role players consult one another and coordinate their actions on matters relating to disaster management within the Municipality and meets on quarterly basis or as and when necessary.

6. CHALLENGES AND PROPOSED INTERVENTIONS: CROSS CUTTING AND INTERVENTIONS

TABLE 34:DESCRIPTION OF CHALLENGES AND INTERVENTION

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: CROSS CUTTING INTERVENTIONS	
Delay in approving building plans and town planning applications.	Finalise the implementation of Development and Building Plans application reforms with assistance of World Bank/Vuthela LED Programme; Enter into SLA with all BUs ED who have a responsibility to comment on applications; Ensure proper functioning of the Development Assessment Committee; Attend to all public complaints regarding delays within 7 days of receiving such complaints. Hasten the implementation of all EDRMS Modules and the introduction of Plan Tracking System; and Continue to have sessions with professionals /agents on a quarterly basis to deal with issues of common interest.
	Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; Provide on-going community awareness programmes on climate change and environmental management; Implement approved KwaDukuza Green buildings guidelines and KwaDukuza Low Carbon Emission Strategy; and Identify and implement community resilience projects; Partner with Green Scorpions/ Department of Minerals Resources to enforce against illegal sand miners along Umvoti River; Encourage mainstreaming of green/climate proof projects by all municipal business units; and Provide support and guidance to internal departments to comply with applicable legislation when implementing their projects.
State of Service Delivery	Poor enforcement of environmental laws and inadequate knowledge on climate change effects to our communities. • Shortage of Human Resource • Storage space for relief

	• Logistical resources, our vehicles are not of the specification that the terrain we navigate through • In terms of the Disaster Management Act, (Act 57 of 2002) it is a must that all municipalities have fully fledged disaster management centres, which must include the full staff compliment, head of the centre, manager, officers and all other mechanisms to ensure effective functioning of the Unit.

7. SWOT ANALYSIS

TABLE 35:DISASTER MANAGEMENT AND FIRE SERVICES SWOT ANALYSYIS

STRENGTHS	WEAKNESSES
• Approved Disaster Management Plan, • Established organisational structure of Disaster Management, • Approved KwaDukuza Climate Change Response Strategies, • Active participation on the provincial and district Disaster management forums, • Budget for social relief,	• Lack of understanding of disaster management as a function by key stakeholders, • Unreliable emergency call centre, • Limited budget to respond on disaster, • Weak community participation on disaster issues, • Failure to control illegal developments and housing along river streams and flood plains, • Poor collaboration with social relief civil bodies i.e. Red Cross, • Poor public education on disaster management, • Lack of integrated response by municipal business units during disaster, • No disaster relief stock stored within the
OPPORTUNITIES	**THREATS**
• Urban Local Emission Development Strategy (URBAN LEDS) Phase 2, • Collaboration with civil society and other relief bodies, • Enforce flood plain boundaries, • Establishment of disaster volunteer corps, • Strengthen partnerships with sector departments i.e. Human settlements, CoGTA and Social Development.	• High sea rise/tidal wave, • Illegal sand mining along Umvoti river and its impact on soil erosion/communities, • Uncontrolled informal development along flood plains, • Lack of mainstreaming Disaster management in all business units,

8. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Corporate Services is a Business Unit which champions the municipal transformation and institutional development through structured initiatives and avenues that are facilitated for the respective internal user business units as well as community stakeholders. Corporate Services is made up of three departments vi-a-vis: ICT, HR and Administration/Council/Property Management with each department is headed by a Director, Corporate Services Business Unit has for every five years been reviewing its long-term strategic programme of action seeking to realize the strategic mandate and priorities of Council. The aim of KwaDukuza Municipality's Institutional Development Transformation Programme is to change the institutional arrangements, processes, managerial practices, corporate culture and developing a renewed cadre of local government. The ultimate aim of all of this is the enhancement of organizational performance and service delivery.

8.1. INSTITUTIONAL ARRANGEMENTS

8.1.1. HUMAN RESOURCES

KwaDukuza Municipality has a Council approved **Human Resources Management and Development Strategy and its Implementation Plan**. The plan was last reviewed and adopted by Council in June 2016 (a copy of the plan is attached as an ***Annexure 5 Human Resource Management Development Strategies and other supporting Implementation Plans*** hereto for ease of reference). The Human Resource Strategy is aligned to the long-term plans of the Municipality which are further listed hereunder. The planned goal and objective of the strategy is to build and strengthen the administrative and institutional capability of the Municipality by implementing the goals listed herein-below:

- Goal One: Promote and enhance our competitive total rewards package to recruit and retain top talent.
- Goal Two: Support the talent development of our employees through professional development, career development, and improved performance management
- Goal Three: Promote the achievement of work-life balance and wellness in our employees:
- Goal Four: Deliver services, programs, and communications which are highly valued by our prospective employees, current employees, and retirees.
- Goal Five: Foster a diverse and inclusive municipality with a positive work environment.
- Goal Six: Compete for top talent with effective recruitment strategies and efficient recruitment processes.

In summing up, the diverse facets or aspects of the Human Resources Strategy find expression in the daily operations of the HR Department which ultimately get accounted for at the local public administration portfolio committee on a monthly basis.

8.1.2. MUNICIPAL POWERS AND FUNCTIONS

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, contains provides that the objects of local government vest the powers and functions in a local municipality. Municipal transformation and institutional development relate to essential and important change pertaining to the way that municipalities perform their functions, allocation of resources and institutional strategies whose implementation is geared to ensure best results with regard to service delivery to the communities. It is common because that transformation and institutional development are seen to take place at the point when the following is addressed as part of the Municipality's strategic planning and direction.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure 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 matters of local government.

In line with the above described functions and powers in a local community, the following are the powers and functions assigned to KwaDukuza Municipality:

TABLE 36:MUNICICAL POWERS AND FUNCTIONS

ILEMBE DISTRICT MUNICIPALITY AND LOCAL MUNICIPALITIES		
DISTRICT MUNICIPAL FUNCTIONS	**SHARED FUNCTIONS DISTRICT AND LOCAL**	**LOCAL MUNICIPAL FUNCTIONS**
• Potable Water Supply • Sanitation Services • Municipal Health Services • Regional Airport • Environmental Health Services	• Fire Fighting services • Local Tourism • Municipal Airports • Municipal Planning • Municipal Public Transport • Funeral Parlours • Municipal Abattoirs	• Air Pollution • Building regulations (National Building Regulations) • Child Care Facilities • Pontoons, Ferries, Jetties, Piers and Harbours • Storm Water Management System In Built up areas • Trading regulations and Liquor • Beaches and Amusement Facilities • Billboards and the Display of advertisement in Public places • Cleaning • Control of Public Nuisances • Facilities for the Accommodation, Care and Burial of Animals • Fencing and Fences • Licensing of Dogs • Local amenities • Local Sport Facilities • Municipal Parks and Recreation • Noise Pollution • Pounds • Municipal Roads • Public Places • Street Trading • Street Lighting • Electricity distribution /reticulation, • Municipal Planning • Local Tourism • Traffic and Parking • Refuse Removal, Refuse Disposal and Solid Waste • Cemeteries and Crematoria. • Fire Fighting Services

8.1.3. EMPLOYMENT EQUITY PLAN

KwaDukuza Municipality currently has a Council approved Employment Equity Plan. The Municipality commenced with the preparations for the approval of the new 5 years' Employment Equity Plan (EEP) by end of September 2016. Its review will also be done when new Council comes in as part of the alignment with the IDP processes. What has been has been taking place all long is reviewing it annually and reporting on the progress to the department of Labour electronically on its progress and every January of each year. A copy of the plan is attached as an ***Annexure 5 Human Resource Management Development Strategies and other supporting Implementation Plans*** herewith for ease of reference. In order to achieve equity within the context of KwaDukuza Municipality, affirmative action shall be defined as implementing immediate positive remedial actions, programmes and procedures to address both historical and existing inequalities and imbalances in the work place within the present staff profile.

The objectives of Employment Equity Act as stated in section 2 of the Act are to achieve equity in the workplace by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination;
- Implementing affirmative action measures to redress the disadvantaged in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce;
- To have an equitable representation of the designated groups in terms of their Economically Active Population (EAP) in the workforce. The EAP from 15 to 64 years of age who are either employed or unemployed and seeking employment.

a) **Identified Barriers and Previous Resolved Barriers to Employment Equity Implementation**
b) **Legislative Compliance**
c) **Management Engagement**
d) **Stakeholder Engagement**
e) **Good Political Oversight**
f) **Less Fragmentation of Policies**

The Municipality developed and approved a comprehensive Human Resource Development Strategy which assists the entity ensuring maximum human resources maturity levels, staff retention and succession planning. KwaDukuza Municipality's Recruitment and Selection process is used to attract applicants for jobs to determine their suitability, including short listing, scoring, interviews, assessment and Recruitment and Selection Policy. The Municipality has other important policies that contribute to the enhancement of employment equity such as the induction policy, acting in senior positions, remuneration policy and rapid advancement policy.

g) **Work Environment and Facilities** In most cases, access into buildings does not accommodate persons with disabilities. Most ablution facilities are not user-friendly for persons with disabilities. Most municipal buildings provide minimal parking space. However, few parking bays are marked and designated for exclusive use by persons with disabilities. Occupational health and safety is a serious matter and the municipality there is a policy in place which was developed to OHS in KDM is institutionalized in a form a decentralized strategic function whereby each business unit has got OHS representatives who constantly monitor advice and engage the management of the business unit on OHS matters. Secondly KDM has also established the OHS committee is made up of OHS reps. OHS officer and HR director which meets quarterly to keep track of the implementation of the OHS program. Thirdly, KDM has also established strategic relations with the Dept. of Labour and Employment in adhering to and promoting safe workplace environment. Lastly, KDM developed the annual action plan which seeks to give rise to solutions identified during the annual OHS assessment exercise. Health and Safety Committee meetings are held and safety reports and accident reports are discussed at the meetings.

8.1.4. WORKPLACE SKILLS PLAN (WSP)

The Municipality has a Workplace Skills Plan in place which is subject to review on an annual basis and submitted to the Local Government Sector Education and Training (LGSETA) for thorough evaluation process. Human Resource Development report on training and Skills Development Plan for is submitted as an ***Annexure 5 Human Resource Management Development Strategies and other supporting Implementation Plans*** The plans are being implemented with the following learning programmes.

TABLE 37:PRIORITISED TRAINING PROGRAMME FOR 2021/22

NAME OF THE LEARNING PROGRAMME	BENEFICIARIES
Skills programmes	Managers and all other KwaDukuza Municipality officials
Learnerships	KwaDukuza Municipality staff at lower levels and external youth from the local community
Bursaries	KwaDukuza Municipality employees and youth from local communities
Internships	Unemployed youth from local communities
In-service training	Local youth attending tertiary institutions
Short courses	KwaDukuza Municipality internal Staff and Councillors

A detailed training plan (Work Skills Plan) with 2021/22 beneficiaries is attached **as *Annexure 5 Human Resource Management Development Strategies and other supporting Implementation Plans*** A part from the aforesaid formal human resource development initiatives internal workshops are being conducted by KwaDukuza Municipality expert officials who specialise in various fields. These are done to ensure that information is infused to all sections within the Municipality with a view to empower all KwaDukuza Municipality officials. Coaching and mentorship programmes are undertaken, yet it should be mentioned that these still need to be formalised and refined, owing to funding constraints (LGSETA for Learnerships).

(a) Recruitment and Selection Policy

KwaDukuza Municipality has a Council approved Recruitment and Selection Policy (a copy of which is attached as an ***Annexure 5 Human Resource Management Development Strategies and other supporting Implementation Plans*** for ease of reference). This policy is being implemented and reviewed annually. It is the objective of the policy that the Municipality recognises that its employment policies, practices and procedures must comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Municipality, its political structures and political office bearers as well as its employees, to comply at all times and without exception with the relevant legal provisions governing the situation concerned. The policy applies to all permanent and contract employees, interns, learners and temporary employees who are appointed to complete a specific task "specialised" contract workers as determined by the Municipal Manager and seasonal employees.

(b) Scarce and Critical Skills Retention Policy

KwaDukuza Municipality has a Council approved Scarce and Critical Skills Retention Policy in place (a copy of which is attached for ease of reference as part of ***Annexure 5 Human Resource Management Development Strategies and other supporting Implementation Plans***). The policy applies to all employees within the Municipality with the exception of the Section 54 and Section 56 employees in terms of the Municipal Systems Act of 2000 as amended.

- The objective of the policy is to identify those categories of posts where the Municipality has a high turnover of staff.
- To attract and retain competent staff.
- To retain scarce and critical within the Municipality.
- To identify strategy to ensure the retainment and recruitment of staff by innovative means within the confines of the collective bargaining process.

8.2. PROGRESS ON IMPLEMENTATION OF WORKPLACE SKILLS PLAN, EEP, RECRUITMENT & SELECTION, SCARCE AND CRITICAL SKILLS RETENTION POLICY

Job Descriptions are currently under review and will subsequently assist in the identification of the required competencies. The process will be accompanied by cascading Performance Management System from the senior management level to middle management, other levels of management and until Task Grade 12. Measures to improve and lower vacancy rate have been employed by prioritising the recruitment and selection section. Reporting on the plans and policies is inherent in the implementation processes. Progress on implementation is reported to all relevant forums and portfolio committees within the Municipality. All the below policies are included as **Annexure 5 KDM_Human Resource Management Development Strategy and Implementation Plans**

Name of Sector Plan / Policy / Bylaw	Adoption Date	Development / Review status (Draft / To be reviewed)
Employment Equity Plan	01/10/2016	30/09/2021 to be reviwed in 2022
A council adopted Workplace Skill Plan	30/04/2021	30/04/2022 to be reviewed in 2022
Recruitment and Selection Policy	30/05/2018	30/06/2022 to be reviewed in 2022
Acting Allowance Policy	08/11/2018	31/10/2023 as per KZN Divisional Bagaining Council
KDM Staff Excellence Awards	14/03/2018	30/06/2022 to be reviewed in 2022
Recognition of prior learning & procedure	30/05/2018	Still in order, no review so far
Bursary Policy	1/07/2018	Still in order but to be reviewed in 2022
OTHER Staff Conditions of service (Policy Manual)	30/05/2018	30/06/2022

8.2.1. INFORMATION COMMUNICATIONS TECHNOLOGIES:

KwaDukuza Municipality has policies that recognise the importance of information communications technologies, fully integrated into a digital nervous system, providing it with the knowledge necessary to act and deliver efficient and cost-effective services as described in the IDP. KDM has aligned the IT function strategy function to its overall strategic outlook despite some IT shortcomings which have negatively affected organisational performance as manifested by regular AG's report on IT (unqualified IT matters). This has caused Council to consider beefing up IT from strategic human capital point of view and thus resulting in the appointment of the Director for IT in July 2019. Furthermore, the Director ICT based on his skills and competencies developed ***the KDM IT turn-around PLAN (Annexure 6)*** **internally** which looks at all integrated facets of IT mainly people, systems, infrastructure policies/products/procedures. Council is currently identifying the required financial support towards the implementation, review and re-enforcement of the different of facets of IT (people, system and procedure and infrastructure. The policy outlines the direction, scope and approach to secure management of Information Assets and Information System within the Municipality. It seeks to protect the information assets, and any ICT assets which create, process, store and view or transmit information against unauthorised use or accidental modification, loss or release.

The municipality has the ICT Security Policy which incorporates all the ICT domains listed below:

- ICT Risk Management;
- Access Control;
- Intrusion, Detection and Reporting;
- Operating Systems Security Controls;
- Systems Acquisitions and Development;
- Operations Procedures;
- Server Room Controls;
- Privacy and Data Protection;
- Firewall ;
- E-Mail/Internet; and
- Back-Up and Recovery.

An IT Steering Committee was appointed to addresses IT governance issues in terms of King 1V and Corbit. KwaDukuza Municipality is currently developing the organisational readiness to usher in the fourth industrial revolution agenda. A copy of the ***ICT Security Policy is attached as Annexure 7*.**

8.3. ADMINISTRATION/COUNCIL/PROPERTY MANAGEMENT:

The simplest performance of an organization depends on among other things, the strength and capacity of its administration missionary hence the department responsible for Council administration and property management comes as important. Effective leadership oversight is nurtured through one of cornerstones of council which is the rules of order of Council as adopted when the new Council is elected into office.

Secondly, both leadership, welfare needs and affairs of Councilors also become critical in deepening Good Governance Public Participation and accountability hence the synergy that exists between the Office of the Speaker, KDM public participation and IDP Departments as well as the department responsible for Council affairs. Namely, the myriad of relevant standard operating procedures is there to guide the operations of Council and administration, auxiliary support services policy, Councilor welfare and protection policy, the land acquisition management and disposal of land policies etc.

Major Function for the department is the management of Council as a statutory body. In this regard, this includes management of meetings of all statutory committees and forums. In addition, the department is also responsible for records management and auxiliary services and Council estates.

Municipal Property Management:

During the 2011/12 financial year, Council took a resolution to put a moratorium of the disposal of council property until the Municipality adopts a ***Immovable Property Disposal Policy (Annexure 8)*** which was adopted in 2014/15 fy. The Municipality uses it to dispose its assets. It must be noted that prior and after to its adoption a number of people came forward with the information that they were granted rights to purchase or lease Council land parcels in which it was not finalized. This was done whilst Council was losing money either for occupational rental of land sales. It is against this background that further research was undertaken to finalize this matter of all properties with Council resolutions taken prior to the uplifting of the moratorium in 2014/15 financial year. The property Management section in line with the MFMA section 14 and regulations on Immovable Properties began a process of engaging with purchasers to consider paying market value related prices as per the legislation. Various opinions on the validity of council resolution taken, signed and unsigned sale agreements were solicited from internal legal unit and COGTA. External legal opinion was solicited in which was submitted for the attention of Council in august 2019. The legal opinion indicated that the Municipality is entitled to the market related compensation of its land and also occupational rental and another option was that the municipality might be forced to negotiate to settle if the purchaser did improvements in the property. This process is currently administered by the Property management unit.

During the 2020/2021, financial year the municipality has approved the sale of Remainder of ERF 5462 STANGER to HESTO Harness (PTY) LTD as part of its factory expansion, that will contribute to the local economy. Council has further leased some of its properties to cooperatives as part of LED support programme. KwaDukuza Municipality strive to keep the strategic land parcels for service delivery and disposed others to unlock economic development. There are number of council properties which has been acquired and kept for service delivery i.e. housing, sports facilities and other social amenities. One of the major challenges faced by council is the protection of the same land against illegal use and invasion. There is an integrated process and operations undertaken by various business units within the municipality to protect the land against invasion.

The following policies falling under the **ADMINISTRATION/COUNCIL/PROPERTY MANAGEMENT:**

Table 38:POLICIES-ADMISNISTRATION/COUNCIL/PROPERTY MANAGEMENT

NAME OF THE POLICY	ADOPTED	REVIEW
KDM Records Management Policy	04/07/2019	3 years/As and when required
KDM Auxiliary and Support Service Policy	04/07/2019	3 years/As and when required
KDM Immovable Property Disposal Policy	04/07/2019	3 years/As and when required

Annexure 9 KDM Records Policy & KDM Auxiliary Support Service Policy

8.4. ORGANIZATIONAL STRUCTURE

A 5-Year organogram as required by the 2014 Regulations on the Employment of Conditions of Service of Senior Managers (Chapter 3), provides that the Municipal Council must adopt a 5-Year Organogram aligned to the IDP. The KDM Organogram, which was adopted on the 10th August 2017, is herewith attached as ***Annexure 10 COUNCIL APPROVED ORGANOGRAM 2016-2021*** and is currently being reviewed for the new term of office. Council also required the Human Resources unit

Council through the Cooperate Services Business Unit has gone through a mid-term strategic retreat session to reflect on the implication of 2016 resolutions/ organogram and resolved not to interfere with 2016/17 adopted organogram until the inaugural strategic planning session of the next Council in 2021 (i.e., after 2021 local government elections). Further-more Council has also resolved all attrition posts which are still required operationally and strategical must be filled while the subjected/proposed new posts identified on the organogram are to undergo a job evaluation process prior to them being filled.

8.4.1. FILLING OF CRITICAL POSTS

The Municipality is trying by all means in managing and ensuring that all critical posts are duly filled in line with the organogram. The Municipal Manager's position is currently at Acting capacity. Current for some of the Section 54 and 56 posts is as follows;

- **Municipal Manager** vacant post was shortlisted on the 10th of December 2021.the screening of the shortlisted candidates was done in December 2021 and finalised in January 2022. Interviews were conducted on the 17th of March 2022. The Municipal Manager post was officially filled as at the beginning of May 2022.
- Chief Financial Officer position is filled;
- Chief Operations Officer position is filled;
- Executive Director: Corporate Services; Currently vacant due to a resignation as from November 2020, it must note that the process in place and already being rolled out to fill this critical position through a comprehensive procedure of the Council approved recruitment and selection process plan. The post was re-advertised with the closed-on the 3rd of March 2022.Post has been advertised and interviewed on 2 occasions without any success, this is why it has been re-advertised.
- Executive Director: Electrical Engineering Services position is filled;
- Executive Director: Community Safety position is filled;
- Executive Director: Community Services & Public Amenities position is filled;
- Executive Director: Youth Development; (currently vacant, mainly because it is looking at the cost benefit analysis of filling in this post against enormous youth development challenges requiring financial injection. As ignited by the shortlisting of the executive director for youth and sports development who is total remuneration package outweighed a half portion of budget for project and programs with youth bu.) Council to make a decision on the way forward regarding the directorate but currently forms part of the EDP business unit.
- Executive Director: Civil Engineering & Human Settlements position is filled;
- Executive Director: Economic Development & Planning position is filled.

8.5. MUNICIPAL PERSONNEL WORKFORCE

EMPLOYEE TOTALS/STAFFING INFORMATION: The municipality seems to have a high number of vacancies; it should be noted that most of the vacant positions are occupied by staff members employed on a temporary basis. Most of the Senior Management Level (Section 56 Managers) positions are filled except for two. The KwaDukuza Municipal Council reviewed its staff organogram on February 2020 in line with CoGTA Regulations, 2014. The outcomes of the 2020 council mid-term retreat session have also assisted in the identification and filling of the posts in 20/21 FY based the adopted 2016/2017 organogram. Measures to improve and lower vacancy rate have been employed by prioritising the Recruitment and Selection Section/Unit by appointing an additional Personnel Officer to make two, as well as streamlining and selection panels**. The KwaDukuza Recruitment and Selection Policy – ANNEXURE 11** encourages internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

TABLE 39:STAFF COMPLEMENT

STAFF COMPLEMENT	ACTUAL	VACANCIES	TEMPORARY STAFF
No. of Employees	954 permanent	142	115
Section 54 & 56 Managers	9	3	1
DEPARTMENTS/BUSINESS UNITS	NUMBER OF STAFF		NUMBER OF VACANCIES
Municipal Manager's Office	2		5
Chief Operations Office	46		2
Corporate services	71		4
Finance	90		30
EDP	47		8
Community Services	281		37
Community Safety	229		35
Civil Engineering	121		25
Electrical Engineering	93		17
Youth	Under EDP		
Total	**980**		**163**

Number of employees 1069 and Prioritized vacancies are currently at 64 .

8.6. CHALLENGES AND PROPOSED INTERVENTIONS: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

TABLE 40: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT - CHALLENGES AND INTERVENTIONS FOR

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA -1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
Lack of skills required by the municipality and local economy.	• Expedite efficient operational and relevant courses as offered by Chief Albert Luthuli Skills Centre and uMfolozi FET college; • Emphasis on scarce skills development utilizing both KDM's External and Internal Bursaries programs; • Co-ordinate and facilitate the placements of learners who are partaking in learnerships with various host employers; • Facilitate and co-manage various government skills development initiatives such as tourism safety monitor etc.; and • See to the implementation of Council retention programme.
Lack of integrated KDM workplace Women empowerment program.	• Adhere to the implementation of 158 gazette Employment Equity Plan; • Embark on target recruitment so as to accomplish equity targets for less represented groups within Council including those from the coloured and white communities; • Provide a dedicated programme to develop and benefit women talent.
An abundance of overtime worked, unproductivity and unsupervised municipal staff.	• Introduce and implement shift systems with a view to curb overtime and enhance productivity; • Fast-track the filing of vacant, new and/or attrition posts. • Ensure compliance with the overtime management plan per BU as well as adherence to the Basic Conditions of Employment Act (BCEA); and • Cascade performance management to lower positions of Council.

Poor ICT network, support and continuous use of manual systems to process certain applications by BU.	• Invest in the ICT network and off-site disaster recovery facility; • Strengthen the capacity of the ICT Unit by ensuring that critical posts are filled as well as improve general governance issues; • Ensure full implementation of EDP EDRMS and Planning Tracking System; • Support the introduction of electricity application system and SCADA System, • Establish panels to ensure that ICT equipment's and software are provided.
Lack of coordinated approach to land invasion on Municipal owned land parcels	• KDM will need to formalize the land invasion function and institutionalize it within appropriate business unit with clear powers and function.

8.7. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS

Table 41:MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENTS SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ High rate of MFMP compliant amongst senior managers and Finance staff, ▪ Sound labour relations – functional Local Labour Forum, ▪ Integrated workers empowerment forums, ▪ Employment Equity Plan – lodged and gazetted by Department of Labour, ▪ Internship and learnships programme implementation, ▪ Skills development support – bursaries for external and internal, ▪ Strong collaboration with private sector on local employment and skills development, ▪ Chief Albert Luthuli Skills Centre , ▪ Job preparedness programmes,	▪ Shortage of critical skills required by employers within the district including government, ▪ Inadequate budget for employment, ▪ Weak employee assistance programs, ▪ Slow filling of positions by council, ▪ Poor representation of women in senior managerial, ▪ Poor ICT infrastructure within the municipality, ▪ No external ICT Disaster Recovery Plan, ▪ Poor functioning customer call centre, ▪ Lack of adequate skilled personnel within the ICT sub-unit, ▪ Poor representation of people living with disabilities,
OPPORTUNITIES	**THREATS**
• Radical implementation of the approved retention and scarce skills policy, ▪ Focus women management development programmes, ▪ Prioritisation of local skilled personnel when there are opportunities, ▪ Implementation of employment equity plan,	▪ Poorly managed EPWP and short-term contracts which put the municipality at risk, ▪ Community impatience in relation to job opportunities offered by both public and private sector, ▪ High rate of people immigrating to KwaDukuza for job opportunities which threatens social stability,

▪ Prioritising the retention of interns when there are opportunities within the municipality, ▪ iLembe Broadband Project, ▪ Youth Employment Services pilot project, ▪ Chief Albert Luthuli Skills Centre. ▪ Host employer's partnership with private sector through iLembe Chamber of business, ▪ Establishment of ICT Hub, ▪ Public Wi-Fi.	▪ Weak management of ICT infrastructure and its security, ▪ Use of vigilante groups/ business forums to recruit for private sector development.

9. GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

Good Governance in general is widely recognized as providing the framework and tools required in ensuring that organizations are progressive and can operate in an effective and accountable manner. From a local government perspective, the Good Governance framework reinforces the statutory authority and responsibility of a corporate body and assists the elected representatives and management in the delivery of quality and sustainable services.

It ought to always be borne in mind that one of the critical components in the formulation of a credible IDP is the level of participation by all three spheres of government. This is imperative as it ensures co-operative governance which is proving to the core in our democratic society. It is imperative to acknowledge that the communities that are served by the public sector, view government as a single uniform structure. There is little regard for jurisdiction and the autonomous nature of these spheres. For this reason, the establishment of effective inter-governmental relations plays a pivotal role in servicing the public. In fact, good governance is easily the most critical component of achieving the desired efficient and effective service delivery. To this end, KwaDukuza Municipality has, over the years, advocated for greater synergy between all spheres of government providing services within its municipal area. The Municipality has held successful engagements with provincial departments in an endeavour to align municipal and provincial strategies in a manner that is responsive to the needs of the community.

9.1. BATHO PELE POLICY AND PROCEDURE MANUAL

The White Paper on the Transformation of Public Service Delivery (1997) sets out eleven Batho Pele (people first) principles, whose objectives include to transform public service delivery. This document, referred to as the Batho Pele (people first) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements. The Batho Pele principles remain central to this document, promoting service excellence in the public sector and more specifically in local government.

9.2. BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA MUNICIPALITY

Annexure 13_ BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA It was adopted by Council, rolled out to positively impact on service delivery for the communities of KwaDukuza. It is aimed at introducing an approach to service delivery, which puts people at the centre of planning when delivering services. It also meant to improve the image of the municipality (how the ratepayers, customers view the service rendered by the municipality. This will be achieved by the following.

- Through continues awareness programmes aimed at addressing social ill.
- Creating an environment where children feel safe
- Having fully functional OSS war rooms in all the wards of KwaDukuza

- To have fully inducted war rooms by the end of June 2022.03.18 Having operational structures People with Disabilities in all 30 wards of KwaDukuza
- Having Fully functional senior citizens forums.
- Developing and maintaining relationships with sector departments.
- Linking OSS initiative with Councils indigent policy
- Establishing Ward Aids Committees in all 3o Wards as a matter of priority.
- To fast track the way that the Municipal responses towards issues involving vulnerable groups.
- Establish Local Drug Action Committees in all Wards starting with 7 clusters.
- Developing a policy to set up programme of Action on how the municipality deals with vulnerable groups across the board.

9.3. OPERATION SUKUMA SAKHE

NATIONAL AND PROVINCIAL PROGRAMMES ROLLED OUT AT MUNICIPAL LEVEL

Operation Sukuma Sakha brought profound success on improving the lives of the people of KwaDukuza Municipality. KwaDukuza is set to set up all OSS war rooms for 30 Wards immediately after the ward committee elections have taken place. In the past a number of people have been assisted to receive social grants, housing and basic services. The programme encourages public participation in the affairs of government as community members participate in war rooms where they interact with civil society and government, amongst other stakeholders. All stakeholders work together to find solutions to the challenges identified through household profiling. This means that, at all levels of authority and community, there is an understanding of issues within a community. The Mayor, the Councillors, the local conveners and all other role-players get to work with authentic information and real-time data.

Figure 36:BENEFICIARIES OF OPERATION SUKUMA SAKHE

9.3.1. OPERATION SUKUMA SAKHE ORGANOGRAM AND FOCUS AREAS:

Focus areas are as follows.

- Children, to give effect to their Rights as contained in the institution of RSA
- People with disabilities
- Gender Equality and Women Empowerment
- Senior citizens
- Men empowerment of anger management
- People infected and affected by HIV/AIDS
- LGBTQIA+
- Partnering with Government Departments and Private Sector in addressing Alcohol and Substance Abuse Rehabilitation Centre in KwaDukuza
- Reconfiguring OSS SOP.

Operation Sukuma Sakhe Functions and MANDATE”

The OSS, Special Programs and Local Aids Council aim to promote, facilitate, coordinate monitor, evaluate and report the realization of the rights of women, Men, Youth, children, senior citizens and people with disabilities. To ensure that they benefit maximally from all the Governments Programs, through constantly engaging with various stakeholders. This is done all in the name of Fast-tracking interventions to the triple challenges that the Community of KwaDukuza is faced with. In terms of Function the OSS team has the following in place.

- OSS Operation Mbo schedule (last Thursday of each month.
- Action plan for all programs has been drafted/
- Schedule for the deployment of senior management to OSS ward rooms has been tabled to Council in February 2022.

KDM FIELDWORKER DISTRIBUTION

TABLE 42:FIELDWORKER DISTRIBUTION

CDWS	WARDS
08	3,7.9.10,13,21,25 and 27

CoGTA CDW PROGRAMME ACTIVITIES are as follows.

Finalisation process of filling 2 (two) Community Development Worker (CDW) posts in KwaDukuza Ward 1 and Ndwedwe Ward 3. Interviews on 15 March 2022. CDWs conducting door-to-door activities and referring Issues/Critical cases to relevant sector departments for interventions. Compilation of Draft 2022 Schedule of

War Room Monthly meetings. Compilation of 2022 War Room Service Delivery Action Campaigns based on Monthly Themes that address social ills and challenges within the Wards. Updating of War Room Stakeholder Registers. Encouraging communities within their Wards to be fully Vaccinated and also take Booster shots. Encouraging individuals on ART to continue taking their treatment and update their contact details with the Department of Health. Encouraging communities to participate in the 2022 Statistics South Africa Census Campaign. Integrate with Ward Committees with regard to War Room functionality. Assist and support the functionality of Ward Aids Committees (WAC) within their Wards. Update Ward Profiles. Immediately inform the Ward Councillor, Local Municipality and other local structures/stakeholders on community dissatisfaction that might escalate to strikes and protest action within the Ward.

9.4. KWADUKUZA MUNICIPALITY'S SERVICE STANDARDS AND CHARTER

KwaDukuza Municipality has a Batho Pele Policy and Procedure Manual _Annexure 13. This Charter sets out procedures to be followed by members of the public in registering or reporting their complaints for services not received as per agreed standards of the Municipality. KwaDukuza Municipality's Service Standards and Charter are in place, it is reviewed annually after which the residents, ratepayers and the public shall be placed at the centre of receiving the required services as per the acceptable standards. The Service Delivery Charter and Standards for KwaDukuza Municipality reads as follows:

KWADUKUZA MUNICIPALITY INSPIRED BY: -

i. The long-term strategic plan of a country to better the lives of the people, called Vision 2030 National Development Plan.
ii. The creation of a developmental and capable local government which is responsive to the needs of the communities.
iii. The long-term strategic plan of the municipality called Vision 2030.
iv. The unwavering commitment to mobilize municipal service delivery opportunity to continuously provide quality and sustainable services to all the people of KwaDukuza.
v. A co-operative partnership with other spheres of government to accelerate the roll out of socio-economic transformation programme for the benefit of KwaDukuza community.
vi. A drive to realize the outcomes of government approach especially outcome number 9 which speaks to a responsive, accountable, effective and efficient local government system; and
vii. The unwavering commitment by KDM to optimally implement the customized back to basics LG programme which clearly sets out KDM performance benchmarks that will ensure that the basic KDM responsibilities are performed without fail.

Hereby commit to the following service standards: -

TABLE 43:KDM SERVICE STANDARD

SERVICE	STANDARD
OFFICE OF THE MUNICIPAL MANAGER	

Communicate with public	Weekly
Access to information (PAIA)	48 hours
Community satisfaction survey	Once in every two years
Mobilization of communities for meetings	48 hours
Mayoral Izimbizo/ Councillor's report back meetings	Quarterly
Regular sitting of ward committee	Monthly
Complaints received	Acknowledged within 48 hours
Proof of residence	Same time
Approval and advertisement of the annual performance agreements for senior managers (MM and EDs)	Within 28 days of the approval of the SDBIP (Service Delivery Budget Implementation Plan)
CORPORATE SERVICES	
SMS rate payers about the planned interruption of service	24 hours
SMS ratepayers about unplanned interruption of service	Within an hour
Telephones	Within 3 ringtones
Enquiries	Acknowledge within 48 hours
	90 days
	30 days after interviews
	Once a week
Hold council meetings	At least once a quarter
Hold the employer and organized labour meetings	At least monthly
Maintenance / repairs to old age homes/ municipal buildings	Within 72 hours
FINANCE	
Enquires	Acknowledge within 48 hours
Meter reading	Once in every two months
Reconnection of services	Within 24 hours
Activation of new service	Within 24 hours
Rates transfers/registrations	Acknowledge within 48 hours

General valuation roll	Every four years
Supplementary valuation roll	Twice a year
Registrations/renew of indigents	Monthly
Issuing of statements of accounts	Monthly
payments of service providers/suppliers accounts	Weekly/Monthly
Submission and capturing of KDM database forms (SCM)	Acknowledge within 48 hours
Notification of the successful and unsuccessful bidder/s including appeals	14 days
Debt acknowledgement arrangements	Acknowledge the request same time
COMMUNITY SERVICES AND PUBLIC AMENITIES	
Removal of waste	Twice a week
Clean of illegal dumping	Clean within a week after reporting
Street cleaning	Daily
Removal of dead stray animals	Within 24 hours (after systemic processes are in place)
Traffic response time to accidents	10- 15 minutes
Traffic/Crime /Fire / library/ Youth outreach programmes to communities	Quarterly
Verge maintenance	Monthly
Garden refuse tree falling removal	Once a week
Sports field maintenance	Once a month
Maintenance of public halls/ ablution facilities	Daily
Issuing of burial permit	Same day
Application renewal of membership for access to libraries (KDM)	Same day
Access to library internet (free)	1 hour per person
Hall bookings	Same day
Collection of hall refunds	7 working days
COMMUNITY SAFETY	
Registration of vehicles (with all supporting documentation)	Within 30 minutes

Registration of vehicles (without all necessary document)	2-3 weeks
Handling of licenses	15 – 20 minutes per case
Testing of vehicles/ trucks	30 – 60 minutes per case
ECONOMIC DEVELOPMENT AND PLANNING	
Plans applications and approval	30 days
Finalization of SPLUMA processes (rezoning, subdivisions etc.)	6 – 8 months
Applications for outdoor advertising	Acknowledge within 24 hours
GIS printout maps	Same time
Removal of illegal buildings	Acknowledge within 48 hours
Facilitate the registration of informal traders	Acknowledge within 48 hours
Plans applications and approval	30 days
CIVIL ENGINEERING AND HUMAN SETTLEMENTS	
Maintenance of potholes/storm water	Monthly
Maintenance of reported pathless/storm water	Within a week
Grading of gravel roads	Quarterly
ELECTRICAL ENGINEERING	
Maintenance of streetlights	Monthly
Attending to outages	Within 24 hours
Testing of a meter	Within a week
Reporting illegal connection	Within 24 hours
Scheduled maintenance	Inform public 5 days before
Maintenance of reported streetlights	Within a week
Applications and terminations of services in general	In line with NRA

The above-mentioned Charter is for the KwaDukuza Municipality Council as well as its' administration. Therefore, KDM commit themselves in delivering quality and sustainable services to the entire KwaDukuza Municipality community irrespective of race, colour, creed, religion and geographical area. Against which the Municipality humbly request its community to hold the Municipality accountable of its governance performance. 'Through this KDM Service Standards Charter the Municipality is committed towards moving KDM community forward'. The Departmental Service Delivery Improvement Plan (SDIBP) is in place and the SDIP Committee has been established with representative (Champions) from the respective departments. The table below indicates a list of SDIP departmental champions in KwaDukuza Municipality.

TABLE 44:SERVICE DELIVERY IMPROVEMENT PLANS'S CHAMPIONS

NAME AND SURNAME	DESIGNATION	DEPARTMENT OFFICE	CONTACT	EMAIL ADDRESS
Mike Pitso	Head: OSS	Office of the Municipal Manager	0784564342	MikeP@kwadukuza.gov.za
Gugu Zikhali	Manager: Admin and Property Management	Corporate Services	0824845484	guguz@kwadukuza.gov.za
William Mkhize		Corporate Services	0835629638	williamm@kwadukuza.gov.za
Zama Mthembu		EDP	0722343258	zamam@kwadukuza.gov.za
Nompumelelo Gumbi	Senior Manager: Legal Services	MM's office	0720715183	nompumelelog@kwadukuza.gov.za
Mandla Ngcamu	Manager HR	HRM		mandlan@kwadukuza.gov.za
Lungile Macebo	Executive Secretary	Community Safety	0729585864	lungilem@kwadukuza.gov.za
Nothando Mpanza (SUSPENDED TILL FURTHER NOTICE)	Special Projects Children and Families	OFFICE OF THE MM		nothandom@kwadukuza.gov.za
Mlu Nxumalo	Community safety	Traffic officer	0786114106	mlunxumalo@gmail.com
Wiseman Cele	Youth Development	Manager: Youth Sports Development	0766788546	wisemanc@kwadukuza.gov.za

Lindi Xakaza		Communications		lindilex@kwadukuza.gov.za
Ntombenhle Mabaso				Ntombenhlem@kwadukuza.gov.za
Phumlile Ntuli	Parks & Garden	Community Services	0767495072	Phumlilentuli@gmail.com
Slungile Zulu	Principal clerk	Electrical services	0732293841/ 0842612383	slungilez@kwadukuza.gov.za
Sicelo Mthembu	Supervisor: Cemetery	Community Services	0738201073	sicelom@kwadukuza.gov.za
Nonjabulo Dludlu	Finance officer	Civil engineering	0762414408	nonjabulod@kwadukuza.gov.za
Sethabile Nxumalo	EDP	Community Services	0768514376	sethabilen@kwadukuza.gov.za
Sithembiso Kubheka	ED	CORPORATE SERVICES		sithembisok@kwadukuza.gov.za
Siya Khanyile	ED	Community Services and Amenities	076 231 9221	siyabongak@kwadukuza.gov.za
Cecil Viramuthu	ED	Community Safety		cecilv@kwadukuza.gov.za
Muzi Sithole	ED	Civil Engineering and Human Settlements B. U	0727090316	muzis@kwadukuza.gov.za
Skhumbuzo Hlongwane	ED	Economic Development and Planning		skhumbuzoh@kwadukuza.gov.za
Shamir Rajcoomar	CFO	FINANCE		shamirr@kwadukuza.gov.za
Mandla Manzini	COO	CORPORATE GOVERNANCE		mandlam@kwadukuza.gov.za
Melan Pillay			0832353099	melanp@kwadukuza.gov.za
Preshnee Narayan				Preshneen@kwadukuza.gov.za

Qinisile Msweli		Performance Monitoring and Evaluation	078 1939512	qinisilem@kwadukuza.gov.za
Nqobizwe Msweli	Community Safety	Traffic officer	0764132035	nqobizwem@kwadukuza.gov.za
Sizani Khuzwayo	Senior Clerk: Revenue	Finance	0735689233	sizanik@kwadukuza.gov.za
Nomthandazo Nene	Community Services	Admin Officer	0760810396	nomthandazon@kwadukuza.gov.za

KwaDukuza Municipality has identified the following services for improvement vis-a-vis:

The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:

- Jobs/employment and business opportunities,
- Access to low cost, affordable and rental housing stock,
- Access to water and sanitation,
- Access to electricity,
- Street lighting,
- Crime being too high

9.5. DISTRICT DEVELOPMENTAL MODEL:

The District Development Model is an operational model for Improved Cooperative Governance. Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The One Plan is defined as a long-term strategic framework for each of the 52 district and metro spaces which will be implemented by different planning instruments across the spheres of government. In the context of local government, the principal instrument to implement the One Plan is the IDP. As the 6th Administration, as government: “we are going to do away with this fragmented approach to development.” The District Service Delivery Model is not a new concept, it is however a process to redirect government on what it’s supposed to be doing (Chapter 3 of the Constitution and the Intergovernmental Relations Framework Act)

The DDM also seeks to highlight the following.

- **COMMON VISION FOR DEVELOPMENT** of the country and broken down according to needs and opportunities of each district and metro geographic space (*52 spaces*).
- **VISION AND PRIORITIES** supported by well researched, credible and technically sound long-term, implementation plans.
- Multi-year long-term and predictable objectives, targets and resource commitments to agreed programmes and projects extending beyond electoral cycles.

- **AN ACCOUNTABILITY FRAMEWORK AND RESPONSIBILITIES** for tracking

INTER-GOVERNMENTAL RELATIONS (IGR):

9.6. ESTABLISHMENT OF IGR

The National Development Plan, Vision 2030, has strongly recommended an enhancement of relations between the three spheres of government. Intergovernmental Fora, therefore, have a key role to play in disseminating the resolutions and policy intent of government across the spheres. The National Intergovernmental Fora (Presidents Coordinating Council) and Ministerial Consulting Forums (MINMECS) are established to raise and decide on matters of national interest. The Provincial Intergovernmental forum popularly known as the Premier's Coordinating Forum (PCF) is structured to discuss matters of national, provincial and local interest. They are also meant to discuss issues raised by the PCC and broader areas of policy, legislation, implementation, co-ordination and alignment, while the District Intergovernmental For a (DCF) are intended to promote and facilitate collaboration between the district municipality and its local municipalities which may include matters of effective provision of service delivery, shared services and management of powers and functions. KwaDukuza Municipality has gone a little further by appointing a person as Head IGR & Protocol as well as IGR Manager.

9.7. IGR STRUCTURES

KwaDukuza Municipality actively participates in the iLembe District IGR Forums, which are politically and technically structured. The basic functions of the various structures are summarised below:

- Political Structures – discuss and monitor the fulfilment of the legislative mandates of government. KwaDukuza Municipality, as part of iLembe District family, is an active member of iLembe Mayor's and Speaker's Forums.
- Technical Structures – act as the data and information agencies of the national, provincial and district areas to support the co-ordination of targeted support, development efforts and resources.

The schedule of the IGR sub-forum meetings is prepared such that all sub-forum meetings are held quarterly. The Technical Support Forum feeds into the District Inter-governmental Relations Forum. Any matter that would go to the District Inter-governmental Forum needs to first have been considered by the Technical Support Forum. If there are urgent matters in the District Inter-governmental Forum and there is no time to convene a Technical Support Forum, then Municipal Managers are invited to attend the meetings together with the relevant senior managers. Mayoral and MMs forum. Speakers Forum and other meetings as per the below.

TABLE 45:IGR SUB-FORUM MEETINGS

CLUSTER
CFOS
INTERNAL AUDIT
MAYORS
PMS

TECHNICAL MUNIMEC
POLITICAL MUNIMEC
LOCAL GOVERNEMENT INDABA
DISTRICT COMMAND COUNCIL
DISTRICT COMMUNICATIONS AND PUBLIC PARTICIPATION CLUSTER
PLANNERS FORUM

All Meetings above to start at 09H00 – dates for the rest of 2022 will be communicated in due course based on the Lockdown regulation affecting working conditions but they are mostly held virtually at this point.

At the District level, the District Intergovernmental Forums plays a monitoring and oversight role over the family of municipalities. The forum constituted by the Mayors of the District family, the Municipal Managers and chairpersons of technical sub-fora; meets quarterly to discuss issues of mutual interests, explore possible areas of joint ventures as well as monitor progress on compliance issues such as Auditor General related queries, compliance with all finance related legislations and financial management including revenue generation, quality of services delivered to the communities, Municipal Capacitation and so forth.

All Municipalities are represented to ensure that all resolutions taken are implemented respectively. Furthermore, the District plays a coordinating role at the request of the Local Municipalities to source assistance and interventions to mitigate challenges experienced by Local Municipalities. Municipal functioning, challenges and best practices are discussed at technical sub-fora and escalated to the Technical Support Forum which is made up of Municipal Managers and the Chairpersons of technical sub-fora. Once the Technical Support Forum has discussed the reports from the sub-fora a consolidated report with recommendations and/or resolutions is then escalated to the District Intergovernmental Forum for further consideration.

(a) The Role of KwaDukuza Municipality IGR

The role of KwaDukuza Municipality's IGR is to ensure a co-ordinated and integrated approach to service delivery by actively participating in the following District/Provincial IGR activities:

- Meetings.
- Planning consultations.
- Information sharing sessions; and
- Dispute resolutions and reporting.

KwaDukuza Municipality Inter-Governmental Relations (IGR) and Protocol Unit plays an important function in the Office of the Mayor. The IGR and protocol Unit in the Office of the Mayor provides co-ordination in Co-operative Governance, Protocol and Government International engagements. Activities include the following:

- Provide strategic advice and analysis on matters of intergovernmental relations, international affairs and protocol.
- Work to enhance inter-sphere collaboration and play a key role in the advancement of KwaDukuza intergovernmental priorities.

- Support the Mayor in providing leadership within KwaDukuza municipality and enhance KwaDukuza's national and international image and profile; and
- Lead the development of KwaDukuza's overall intergovernmental strategy to support the three spheres of government, intergovernmental departments and the advancement of the intergovernmental elements of key policy initiatives.
- The IGR Unit in the Office of the Mayor is a Unit and comprises of the following three, dedicated, Sub-Directorates:

Co-operative Governance, International Relations and Provincial Government Protocol

CORE RESPONSIBILITIES:

• Handle matters of etiquette and protocol for the Office of the Mayor • Manage and attend events, such as ceremonies and official functions, hosted by the mayor • Liaise with stakeholders on provincial, national and international government levels to ensure compliance with protocol standards • Advise and ensure education on matters of protocol • Conduct research on cultural norms, values and customs and ensure adherence • Perform administrative functions.

KEY PERFORMANCE AREAS

Unit (protocol) Co-ordinate and manage all council events and related protocol services, e.g., Mayoral Receptions, significant national days, senior citizens events clinic opening etc. This excludes council and special council meetings. These events will be the responsibility of council committees. Co-ordinate, manage and network all municipal events organized by the municipal entities such as the Council meeting, IDP Road Shows. This co-ordination role includes events organized in collaboration with National and Provincial government departments and ministries. Participate and support the rationalization and consolidation of all the city entities to ensure effective integration and effective utilization of municipal staff and resources.

Special focus will also be given to events such as the annual "Musical Festival" month. Logistics co-ordination for all events hosted in the municipality. This includes providing the city's political and administrative leadership with a weekly spreadsheet of all events in the municipality and the arrival of any dignitaries from government and abroad to the city. Provide 365 days logistics co-ordination service to all relevant stakeholders within the municipality.

The IGR Unit focuses on the following priority programme areas:

- Coordinating and managing all municipal relationships with other spheres of government.
- To ensure that there is a strong link between departments internally and the two spheres of government (National and Provincial).
- To facilitate information and knowledge sharing through inter-municipal cooperation.
- To build managerial and technical capacity (through study tours, exchange programmes, seminars and conferences).
- To develop project partnerships with other government departments for mutual benefit.
- To create employment through the public works programmes.
- To focus on supporting the successful implementation of the strategic priorities of the city by mobilizing ongoing support from other spheres of government.
- To ensure a consistently positive image of the city to all other spheres of government.

- To ensure that there is monitoring and alignment of municipal budgets and IDP implementation with provincial and national government departments.
- Coordinating and aligning all events that involve other spheres of government – e.g., national days, Imbizos', etc.
- Promoting efficient lines of communication and between the municipality and other spheres of government.
- Ensure efficient relations and sharing models of good practice with other municipalities.

In place to co-coordinate political office bearers and to co-ordinate administration where necessary

Municipal IGR Structures

- District IDP & District LED Forums
- District Interdepartmental CDW Forums
- District Public Participation Forums
- Speakers Forums
- Municipal Managers Forums
- Forum of Chief Financial Officers
- Corporate Services Forum
- Health and Safety Forum.

(B) THE ILEMBE DISTRICT IGR CALENDAR

The iLembe District IGR Annual Calendar is circulated to all municipalities under the district for input within set timelines for all IGR structures and it is finalised by the 1st of July each year. Meanwhile, special meetings are scheduled as-and-when the need arises.

Dedicated IGR Officials in the KwaDukuza Municipality

KwaDukuza Municipality has dedicated IGR officials who are responsible for coordinating communication between KwaDukuza Municipality and other government spheres. It shall be noted that all Heads of Department attend various district technical forums i.e., Infrastructure Forum, CFOs Forum, LED Forum and Cooperative Services Directors Forum. The Municipal Manager attends the District MMs Forum.

PARTICIPATION IN PROVINCIAL FORA (MUNIMEC)

The Mayor of KwaDukuza Municipality participates in MUNIMEC. From time to time the mayor interacts with other MECs on a bilateral basis in order to address KwaDukuza Municipality's related issues as per their mandates.

9.8. WARD COMMITTEES

The Status and Functionality of Ward Committees

KwaDukuza Municipality has complied with the provisions of Chapter 4 of Municipal Systems Act by establishing ward committees in all thirty (30) wards. In electing the new ward committee members, the applicable provisions of the Municipal Structures Act of 1998 were taken into cognisance. KwaDukuza Municipality. WARD COMMITTEES EXIST increase the participation of local residents in municipal decision making, as they are a direct and unique link with the council are representative of the local ward, and are not politically aligned should be involved in matters such as the Integrated Development Planning Process, municipal performance management, the annual budget, council projects and other key activities and programmes as all these impact on local people can identify and initiate projects to improve the lives of people in the ward can support the councillor in dispute resolutions, providing information about municipal operations can monitor the performance of the municipality and raise issues of concern to the local ward councillor can help with community awareness campaigns e.g. waste, water and sewage, payment of fees and charges, as members know their local communities and their needs.

Furthermore, the Municipality has set resources aside to assist with the operational costs of the Ward Committee to enrich public participation. The main operational costs relate to monthly stipends/out of pockets of the ward committee members. The IDP systems have also been put in place to efficiently and cost-effectively deal with Ward Committee issues. The Speaker's Office is responsible for conducting bi-monthly Ward Committee meetings that provide augmented support and ensure that issues that are deliberated upon at such meetings are service delivery based and that Council addresses the issues raised at such meetings.

KwaDukuza has finished with the process of electing Ward Committees for all 30 wards. The process started on the 4th of February 2022 and was completed on the 20th of March 2022. The following is the status of how the election process unfolded and has been noted by Council accordingly on the 26th of May 2022;

WARD	OUTCOME	No of Elected	No of Outstanding	Number of Disputed Slots
01	Successful	10	00	00
02	Successful	10	07	00
03	Successful	10	10	00
04	Successful	10	00	00
05	Successful	10	00	00
06	Successful	10	00	00
07	Successful	10	00	00
08	Successful	10	00	00
09	Successful	10	00	00
10	Partially Successful	09	01	00
11	Successful	10	00	00
12	Successful	10	00	00
13	Successful	10	00	00
14	Successful	10	00	00
15	Successful	10	00	00
16	Successful	10	01	00
17	Successful	10	00	00
18	Successful	10	00	00
19	Successful	10	00	00
20	Successful	10	01	00
21	Successful	10	00	00
22	Successful	10	00	01
23	Successful	10	00	00
24	Successful	10	00	00
25	Successful	10	00	00
26	Successful	10	00	00
27	Successful	10	00	00

28	Successful	10	00	00
29	Successful	10	00	00
30	Successful	10	00	00

COMPOSITION OF WARD COMMITTEES

A ward committee consists of the Councillor representing a particular ward in council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee, we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

FUNCTIONS OF WARD COMMITTEES

The following are the functions and powers of KwaDukuza Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act: To serve as an official specialized participatory structure in the municipality. They are also expected to create formal unbiased communication channels as well as cooperative partnerships between the community and the council.

WARD COMMITTEES' ASSESSMENT FUNCTIONALITY:

Assessments on ward committee functionality status are conducted on quarterly basis. COGTA evaluates evidence presented per ward in order to declare the status of functionality. COGTA compiles district and provincial reports on the status of ward committee functionality (based on evidence) and present the results to municipalities through IGR structures such as: DPPFs, PPPSCs and Communication and Public Participation Cluster. Remedial action plans are implemented to non-compliant municipalities to address challenges.

The following challenges contribute to the non-functionality of ward committees:

- Incorrect composition of ward committee by municipalities i.e., election of members who lack interest on development issues.
- Lack of access to municipal information by ward committees
- Physical constrains such as size of some wards
- Poor working relationship between ward committees, OSS structures, CDWs and ward councillor.
- Inadequate administrative and financial support to ward committees by municipalities.
- Poor oversight and accountability.
- Politicisation of ward committee programme
- Ordinary members of the society elected to the committee and assigned to various sectors where they have no interest in.

9.9. PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

Section 81 of the Municipal Structures /Act prescribed that 20% of Council is the number of the traditional leaders that should form part of the Council. Section 62 (2) of the Traditional and Khoi-san Leadership Act No. 3 of 2019 with the Municipal Structures Act enjoins the MEC of COOGTA to submit to Municipalities the names of the Traditional Leaders to participate in councils from the Local house of Traditional Leaders. This has been done by the MEC and the names of Makhosi sit os KwaDukuza have been provided to the Municipality.

A formal item to the first Council meeting for 2022 was tabled whish formalised the appointment of Amakhosi to participate in council of KwaDukuza Municipality. The Municipality is set to bear the costs of allocating the tools of trade to Amakhosi as well as the out-of- pocket expenses. The following Amakhosi are noted to sit as part of Council Committees.

TABLE 46:APPOINTED AMAKHOSI TO PARTICIPATE IN KDM

INKOSI	TRADITIONAL AUTHORITY
Inkosi Victor Mathonsi	MAthonsi Traditional Council
Inkosi Vusumuzi Samson Mthembu	Abathembu Traditional Council

9.9.1. FUNCTIONALITY OF MANAGEMENT STRUCTURES

Management structures such as MANCO and Extended MANCO are in place. The structures are all functional and meet on a monthly basis. The IDP/Budget/PMS Steering Committee is essentially existing MANCO is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding.
- Support the IDP department in the management and co-ordination of the IDP.
- Discussion of input and information for the IDP review.
- Ensuring the monitoring and evaluation of the gathered information; and
- Attending to MEC's comments.

There is also the reviving of the Good Governance Portfolio meetings which overlooks the functioning and deliberation on all the elements/functions that fall under the office of the Municipal Manager i.e., Risk Register, Performance Management, IDP and internal audit functions of the municipality. This came about as a result of the fact that MANCO are strictly for the Municipal Manager and the Executive Director only.

9.10. COUNCIL ADOPTED COMMUNICATION PLAN/STRATEGY

A communication policy and strategy were adopted during the previous administration, to cater for communication in KwaDukuza Municipality. Therefore, the Municipality is in the process of reviewing the communication policy and a public participation policy (part of annexure 14). KwaDukuza Municipality has a fully-fledged communication unit who are responsible for the media liaison, webmaster/social media graphic designs and communication. The municipality have a clear programme of communicating with its citizen, this includes the following:

- Monthly Radio Slots – the mayor attends media interviews with commercial and community radio per month.
- The municipality has a formal social media page, which are updated on daily business.
- The website is managed internal.
- In the next financial year, the Municipality will be publishing its quarterly bulletin /newsletter to enhance its communication with the public.

The communications Directorate seeks to achieve the following:

- Enhance understanding of municipal services, communicate opportunities for participation programs and share the municipality's position on emerging issues and community needs.
- Communicate how the actions of the municipal administration are driven by and connected to Office Bearers, municipal priorities and how they are addressing community needs.
- Link municipal priorities and community vision.
- Ensure the delivery of accurate, understandable messages to the community, stakeholders and staff.
- Make the best possible use of municipal communications resources and align the resources with the activities and expertise of the organization.
- Create a climate to promote broader and more effective civic engagement.

There is also the existence of the communications and marketing strategy which designed to provide immediate and longer-term strategies to address the following objectives.

- Enhance understanding of municipal services, communicate opportunities for participation programs and share the municipality's position on emerging issues and community needs.
- Communicate how the actions of the municipal administration are driven by and connected to the and Council's directions, municipal priorities and how they are addressing community needs.
- Link municipal priorities and community vision.
- Ensure the delivery of accurate, understandable messages to the community stakeholders and staff.
- Make the nest possible use of municipal communications resources and align the resources with the activities and expertise of the organisation. Create a climate to promote broader and more effective civic engagement.
- Increase internal employee communities, support readiness for external communications and build resources to support enhanced communications.

9.11. INTERNAL AUDIT, AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE

FUNCTIONALITY OF INTERNAL AUDIT UNIT IN KWADUKUZA MUNICIPALITY

The Municipality has an Internal Audit Unit which operates under the Office of the Municipal Manager. This is an independent unit as per S 165 of the MFMA. The objective of the unit is to provide assurance and consulting activities designed to add value and improve on municipal operations and internal control systems through systematic audits as per the approved Audit Plan. It helps the Municipality to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Head of the Unit administratively reports to the Municipal Manager and functionally to the Audit Committee. The scope of work of the Internal Audit Unit entails, inter alia, monitoring whether KwaDukuza Municipality 's risk management, control and governance processes as designed by Management are adequate.

The internal audit activity evaluates and contribute to the improvement of risk management, control and governance systems of the municipality.

The Internal Audit Activity assist management in achieving the goals of the Municipality by evaluating the process through which:

- Goals and values are established and communicated.
- The accomplishment of goals is monitored.
- Accountability is ensured, and corporate values are preserved.

Internal Audit evaluate whether controls which management relies on to manage risks to acceptable levels, are appropriate and functioning as intended (i.e., are they effective yet efficient) and propose recommendations for enhancement or improvement.

The Internal Audit unit conduct audits in accordance with the “Code of Ethics” and “Standards for the Professional Practice of Internal Auditing- of The Institute of Internal Auditors, as well as other corporate governance regulations.

Internal Audit is not authorized to:

- Perform any operational duties for the Municipality.
- Initiate or approve accounting transactions external to the Internal Audit Activity.

Members of Audit Committee are as follows.

- N. Mchunu (Chairperson)
- C. Meyiwa (Chair PAC)
- S Gertze
- S. Mthembu
- A Jordan
- All MANCO

9.11.1. ESTABLISHMENT AND FUNCTIONALITY OF PERFORMANCE AUDIT COMMITTEE/PERFORMANCE COMMITTEE

The Municipality has appointed its own External Audit Committee consisting of members all of whom are appointed from outside of the political and administrative structure of the Municipality. The Chairperson and the other members of the External Audit Committee are all suitably qualified and function in accordance with the Audit Committee Charter. The Committees are combined.

Section 79 of the Municipal Structures Act provides for:

- Council to establish an oversight committee.
- These committees, (Such as MPAC) report directly to council
- Are in accordance with specific terms of reference.
- Are best suited to do oversight within the municipality.
- Oversight over both the administrative and executive arms of the municipality
- Management generates various reports for the Committee to play its oversight role
- MPAC may refer back to management for further interrogation and or investigation

MEMBERS OF THE PAC.

- Ms. N. Mchunu
- Ms. S. Mthembu
- Mr. M Little
- Mr. A. Jordan
- Ms. N Mhlongo

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. In order for the MPAC to fulfil this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive**. The MPAC must interrogate the following financial aspects addressed in the Municipal Finance Management Act:**

- Unforeseen and unavoidable expenditure (Section 29)
- Unauthorized, irregular or fruitless and wasteful expenditure (Section 32)
- Monthly budget statements (Section 71)
- Mid-year budget and performance assessment (Section 72)
- Mid-year budget and performance assessment of municipal entities (Section 88)
- Submission and auditing of annual financial statements (Section 126)
- Submission of the annual report (Section 127)
- Oversight report on the annual report (Section 129)
- Issues raised by the Auditor-General in audit reports (Section 131)

The MPAC must prepare an annual work plan for approval by the municipal council prior to start of the financial year.

The Audit Committee meets at least four times a year as per the MFMA and the Performance Audit Committee meets at least twice a year, other adhoc meetings are called from time to time to discuss specific reports and other legislated matters. The Committee prepares two reports that are submitted to Council, which in essence outline the work carried out over the year. They also make various recommendations to Council for implementation.

9.12. ENTERPRISE RISK MANAGEMENT

KwaDukuza Municipality has a functional Enterprise Risk Management. This is in line with the MFMA requirement, wherein municipalities are to have and maintain effective, efficient and transparent systems for risk management. The focus of risk management in KwaDukuza Municipality is on identifying, assessing, managing and monitoring all known forms of risks across the Municipality. While an operating risk cannot be fully eliminated, the Municipality endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within pre-determined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments. However, every employee is responsible for risk management. Risk Assessment workshops with management are conducted with an aim of ensuring that management understands the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and develop specific mitigating strategies, plans or actions should the need arise; and also, records monitor and review risks continuously.

THE RISK based audit plan:

There is a risk register in place which is monitored on a monthly basis, and reporting to the Risk Management Committee, Audit Committee, and Executive Committee as well or Council is done on a quarterly basis. Below are some of the elements of the annual audit plan 2021/2022 that were identified within the organisation:

- Governance
- Asset and fleet Management
- Annual Report/AFS/Annual Performance report
- Performance Management Systems.
- Supply Chain Management
- Electricity Infrastructure maintenance
- Information Technology
- Revenue Management

ENTERPRISE RISK MANAGEMENT:

Each organisation be in the public or private sector are faced with internal and external factors that make it uncertain whether they will achieve their objectives and maximise the value of its stakeholders such as communities, etc. The effect this uncertainty has on an organization's objectives is called "***risk***".

Risk is unavoidable and we spend our entire lives managing risks, driving in traffic, managing your personal financial budgets, protecting your personal reputation (image). The definition of risk varies with the context in which it is posed. Generally speaking, a risk is the **uncertainty** of any **threat or event** currently occurring or that has a reasonable chance of occurring in the future that could have a **negative impact** on the achievement of your **objectives**. Risk is measured in terms of impact and likelihood. At organizational level the management of risk can be described as a systematic on-going process of identifying, assessing, managing and monitoring potential events (risks) that may affect the achievement of organization's objectives and value realisation.

Risk management should be (is) applied throughout the entire organization and is termed **Enterprise-wide Risk Management (ERM).** This process of coordinated risk management places emphasis on cooperation and coordination among departments or divisions to manage the organization's full range of risk as a whole.

RISK REGISTER AND MONITORING ACTIVITIES:

PROCESS	LEGISLATIVE FRAMEWORK	TIMEFRAME	BUDGET
ENTERPRISE RISK AMANGEMENT ACTIVITIES			
Identify and schedule key Risk Management activities aligned to the budget process schedule. (Review Enterprise Risk Management Implementation Plan)	Section 25 (2)(b)(iii) of public sector risk management framework.	August	Not applicable
Strategic risk identification to identify risks emanating from the strategic choices made by the Institution.	Section15(a)(i)(ii) &14 of public sector risk	January - March	R20 000

Alignment between IDP objectives and Risk Management objectives	management framework.		
Strategic risk assessment workshop (Finalization of register)		March	R20 000
Operational risk identification to identify risks concerned with the Institution's operations (Link risk to SDBIP) Coordinate departmental sessions (review of operational risk registers for all 9 Business Units)	Section15(b)(i)(ii) &14 of public sector risk management framework.	March	Not Applicable
Operational risk assessment workshop		March-April	Not Applicable
Review Enterprise Risk Management frame works incorporating risk management policy and strategy	Section 25 (2)(b)(ii) of public sector risk management framework.	April	Not applicable
Submit all risk registers, ERM Framework, Policy and Strategy to Risk Management Committee for review and recommendation	Section 24 (5)(a) of public sector risk management framework	May	R10 000
Workshop Council on Enterprise Risk management Framework, Policy and Strategy	Best practice	April	R20 000
Submit risk registers, policy, strategy and implementation plan to Council for adoption	Section 24 (5)(a) of public sector risk management framework	June	Not Applicable
Capacitate Executive Management on Risk Management including workshop on Enterprise Risk management Framework, Policy and Strategy	Best practice	July	R30 000
Capacitate Risk Champions on Risk Management activities	Section 28(4) of public sector risk management framework	July	R20 000
Monitoring and reporting to various Council structures	Section 19 & 20 of public sector risk management framework	Quarterly	Not applicable
ANTI-FRAUD AND CORRUPTION ACTIVIES			
Identify fraud risks which will priorities the fraud and corruption risks.	Treasury regulation 3.2.1.	November	Not Applicable
Ethics & Fraud risk assessment workshop		December	R20 000

	Section 8 of public sector risk management framework		
Submit ethics & fraud risk registers to Risk Management Committee for review and recommendation	Section 8 of public sector risk management framework	December	R10 000
Submit ethics &fraud risk register, and implementation plan to Council for adoption	Section 8 of public sector risk management framework	December	Not Applicable
Monitoring and reporting to various Council structures	Section 19 & 20 of public sector risk management framework	Quarterly	Not applicable

TABLE 47:RISK REGISTER AND MONITORING

(a) Risk Management Policy

A Risk Management Policy has been adopted by the Executive Committee. It enables management to proactively identify and respond appropriately to all significant risks that could impact on municipal objectives. ***Annexure 15 Risk Management Policy and Anti-Fraud and Anti-Prevention Strategy***

(b) Anti-Fraud and Anti-Prevention Strategy

The fraud and prevention policy are under review. It is presented at the relevant Council committees to ensure input from members before it gets adopted by Council. ***Annexure 15 Risk Management Policy and Anti-Fraud and Anti-Prevention Strategy.***

9.12.1. ESTABLISHMENT AND FUNCTIONALITY OF RISK MANAGEMENT COMMITTEE /COMBINED COMMITTEE

Risk Management Committee

Ethics, Fraud and Risk Management Committee for KwaDukuza Municipality is responsible for the following: -

- Assist Municipal Manager and Council discharge their responsibilities for risk management
- Review risk management policy, framework and strategy and recommend for approval
- Evaluate effectiveness of strategies to mitigate the top strategic, tactical and operational risks
- Review risk appetite and tolerance levels
- Monitor the design and implementation of ethics, business continuity, anti-fraud and corruption, compliance and loss control programs
- Monitor effective functioning of the risk management unit
- Report to Audit Committee and Council

The MANCO Risk Committee, in terms of its authority delegated by Council, facilitates the development of a formal Risk Management Framework and Strategy. The results of the risk assessments are used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks. The risk Committee meets once a quarter where discussion takes place on progress made in respect of the risks for a particular quarter. KwaDukuza Municipality has appointed an independent chairperson of the Risk Management Committee. The risk Management Committee is made up of MANCO members whose names are listed herein-below:

TABLE 48:MANCO RISK COMMITTEE MEMBERS

MANCO RISK COMMITTEE	MEMBER
Mrs. Khanyile	Chairperson (Independent)
N. Mdakane	Member
M. Manzini	Member
S. Hlongwane	Member
S. Rajcoomar	Member
S. Khanyile	Member
S. Sithole	Member
C. Viramuthu	Member
S. Jali	Member
P. Yogan and Nonkanyiso Gutshwa	Acting Risk Management Support

COMPREHENSIVE LIST OF COUNCIL ADOPTED POLICIES

TABLE 49:MUNICIPAL POLICIES

POLICY	STATUS
CORPORATE SERVICES	
Learnerships Procedures & Guidelines Policy	The policy is in place and adopted by Council
Overtime Policy	The policy is in place and adopted by Council
Human Resource Policy	The policy is in place and adopted by Council
Risk Assessment Plan	The policy is in place and adopted by Council
Fraud and prevention policy	The policy is in place and adopted by Council
Employment Equity Plan	The policy is in place and adopted by Council
Skills Development Plan	The policy is in place and adopted by Council
Recruitment and Selection Policy &Procedure	The policy is in place and adopted by Council
Employment Equity Plan	The policy is in place and adopted by Council
Housing Allocation Policy	The policy is in place and adopted by Council
Communication Plan	The policy is in place and adopted by Council
HIV & AIDS Policy	The policy is in place and adopted by Council

Ward Committee Policy & Procedure	The policy is in place and adopted by Council
Operation and Use of Municipal Vehicles	The policy is in place and adopted by Council
FINANCE	
Rates Policy	Reviewed and adopted by Council in May 2021
Credit Control and Debt Collection Policy	Reviewed and adopted by Council in May 2021
Indigent Policy	Reviewed and adopted by Council in May 2021
Tariffs	Reviewed and adopted by Council in May 2021
Cash Management and Investment	Reviewed and adopted by Council in May 2021
Borrowing Policy	Reviewed and adopted by Council in May 2021
Virement Policy	Reviewed and adopted by Council in May 2021
Budget Policy	Reviewed and adopted by Council in May 2021
Funding and Reserves Policy	Reviewed and adopted by Council in May 2021
Asset Management Policy	Reviewed and adopted by Council in May 2021
Long Term Financial Planning	Reviewed and adopted by Council in May 2021
Policy on Infrastructure, Investment and Capital Projects	Reviewed and adopted by Council in May 2021
Supply Chain Management Policy	Reviewed and adopted by Council in May 2021

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The key budget related policies are listed under Council Adopted and Promulgated Bylaws.

9.12.2. COUNCIL ADOPTED AND PROMULGATED BY-LAWS

The municipality has developed and adopted a number of policies. These are reviewed on a yearly basis, before the start of the new financial year. Below is the list of polices that have been adopted by Council. Bylaws: The Council has developed a set of by-laws in line with the proclamation of standard by-laws by the provincial MEC for Local Government.

TABLE 50:COUNCIL APPROVED BYLAWS

BY-LAWS	STATUS
Spluma By-Laws	Adopted by Council and Gazetted
Building Regulations By-Laws	Adopted by Council and Gazetted
Waste Management By-Laws	To be developed in 2018/2019 F/Y

COUNCIL ADOPTED STRATEGIES AND PLANS

TABLE 51:COUNCIL ADOPTED SECTOR PLANS

SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N	NEXT REVIEW
City Development Strategy	Yes	Yes	
ReSpatial Development Framework	Yes	Yes	2022
Disaster Management Plan (2016/17)	Yes	Yes	2022/23 FY
LED Strategy	No	No	Proposed to be finalized in 2022/23 FY
Housing Sector Plan Review	Yes	Yes	2022/23
Financial Plan 21/22	Yes	Yes	2022/23
Roads and Storm water Master Plans	No	No	2022/23
Storm Water Policy	No	No	2022/23
Building Asset Maintenance Plan	Yes	Yes	2022/23
Electricity Master Plan	Yes	Yes	2022/23

PORTFOLIO COMMITTEES

The portfolio committees are structured as per the national guidelines. Each Portfolio is properly constituted and meets once per month. Each business unit has a portfolio that it reports to which is chaired by a member of the Executive Committee. Their core function is to look at specific issues that relate to each portfolio committee, research relevant issues and find all the necessary facts before these issues are discussed by Councillors that sit in each of the portfolio committees. The portfolio committees deliberate issues and then make recommendations to EXCO and the full Council, for the latter to take decisions.

TABLE 52:PORTFOLIO COMMITTEES, MEMBERS, GENDER AND POLITICAL AFFILIATION

PORTFOLIO COMMITTEE/S	MEMBER/S
FINANCE AND LPA/HR Portfolio	Cllr. OL Nhanca (Mayor and Chairperson)
	Cllr. V Mwandla
	Cllr. S Mthiyane
	Cllr T NAicker
	Cllr D. Govender

	Cllr N.S. Bhengu
	Cllr NJ Mbonambi
	Cllr. JF Magwaza
	Cllr. G De Billot
	Cllr. R. Pooran
INFRASTRUCTURE AND TECHNICAL PORTFOLIO	Cllr T.V. Ntuli: Chair
	Cllr TT Dube
	Cllr B. Fakazi
	Cllr S. Mcineka
	Cllr T. Nxele
	Cllr S Madlala
	Cllr GL De Billot
	Cllr P. Naidoo
	3 Vacancies
ECONOMIC DEVELOPMENT PLANNING, SPECIAL PROGRAMMES AND YOUTH AFFAIRS PORTFOLIO	Cllr S.L. Cele (Chairperson)
	Cllr J. BAnda
	Cllr M.E. Ngidi
	Cllr S. Ntuli
	Cllr B. Ndlovu
	Cllr P Shezi
	Cllr P. Mdodana
	Cllr PF Masuku
	Cllr S. Zungu
	Cllr B Mvulana
MUNICIPAL SERVICES PORTFOLIO	Cllr C. Mdletshe (Chaiperson)
	Cllr S Sithole
	Cllr S. Shandu
	Cllr W Mtambo

	Cllr A Mtolo
	CLLR S. Nxele
	Cllr PF Masuku
	Cllr. F Abrahams
	Cllr S Dladla
	Cllr AA Singh
EXCO	**OL Nhaca (Mayor), TV Ntuli (Deputy Mayor), S Cele, CN Mdletshe, D Mthembu, T Colley, C Nhleko, NS Sewaraj, T Nkosi and M Sibisi**
Municipal BID committees	Municipal Bid Committees are established and functional. Members indicated oof all bid Committees are included as part of the Finance Section (under SCM).

9.12.3. LEGAL DEPARTMENT:

Function: The Municipality, in particular the Office of the Municipal Manager led by the COO also consists of the Legal Unit. The main purpose of this wing of the Municipality is to ensure that whatever contractual agreements the Municipality enters into are sound and fair to all parties concerned. This includes contracts crafted by the Municipality towards an entity/ body to procure services, land contractual obligations are followed accordingly. Their role is also highlighted when it comes to past contracts that need to review and future contracts are followed accordingly by the Municipality. The unit is to provide assurance and consulting activities designed to add value and improve on municipal operations and legal control through systematic functions. Implement consequential management against those who breach Council policies and laws of the Republic of the country.

Legal services provide support to the municipality in many ways, focusing on resources in ensuring sustainable governance systems and processes to strengthen compliance to applicable legislation and regulations, enabling oversight, accountability and enhancing governance processes. This is attained by focus on all legal matters by:

- Managing the provision of a comprehensive efficient and effective legal service to the Municipality.
- Safeguarding Municipalities interest in all legally related matters and to ensure that the Municipality conducts itself within the parameters of the law.
- Strengthening the capacity of the Municipality to fulfil its mandate as stipulated in terms of Section 152 and Section 153 of the Constitution of South Africa 1996 and other applicable legislation.
- Providing a supportive and advisory role to the municipality in order to fulfil its objectives.
- Enhancing organisational efficiency by promoting an environment that complies with corporate governance.

- All these components contribute directly to the effective corporate governance towards capacitating the municipality in becoming a city

10. LAND USE MANAGEMENT:

10.1. SPLUMA IMPLEMENTATION

The KwaDukuza Municipality has implemented its administrative systems related to the implementation of SPLUMA. At present the KwaDukuza Municipality has undertaken following in compliance with the Spatial Planning and Land Use Management Act No. 16 of 2013:

- gazetting of the SPLUMA bylaws
- Processing of development application in terms of SPLUMA
- Drafting of spatial plans in terms of SPLUMA
- Development of a wall-to-wall scheme (covering the entire jurisdiction of the Municipality)
- Establishment of decision-making authorities/structures in terms of SPLUMA. These include the following:
  - The Municipal Planning Tribunal
  - Municipal Planning Appeal Authority
  - Municipal Planning Authorised Officer
  - Municipal Planning Registrars

The KwaDukuza Municipality is fully compliant with the provisions and requirements of SPLUMA.

KwaDukuza Municipality has established a stand-alone Municipal Planning Tribunal (MPT) which was gazetted on the 25th September 2015. The term of office for the MPT was further extended for an additional two years making the total term of office a period of 5 years as prescribed by the Spatial Planning and Land Use Management Act (No. 16 of 2013). The MPT has been functional since October 2015 with MPT meetings scheduled for the last Thursday of every month. The term of office The MPT further meet outside of the normal schedule depending on the influx of applications. The Municipality has fully complied with Regulation 14 as follows:

- The Municipality has an adopted SPLUMA By-law (By-law No. 2002) which outlines the application types, processes to be followed, public consultation as well as site inspections.
- The application forms made available to applicants provides details with regards to the place of submission.
- The Council adopted Tariff of Charges provides for the development charges that apply to each application type.

The following documentation has been used a guideline for the functioning of the MPT.

- SpatialPlanningLandUseManagementAct,2013(ActNo.16of2013) and
- SPLUMA Regulations (2015);
- DALRRD Directions (431/2020);
- KwaDukuzaSpatialPlanningLandUseManagementBy-Law,2002(September2018);
- KwaDukuza Land-Use Management Scheme (September2018);

- MPT Terms of Reference (November2020).

The following KDM SPLUMA bylaw No. 2002 (Attached as an annexure of the Draft IDP) extracts highlights the important and Chapters and specific schedules pertaining the land use applications as well as the functioning of the MPT procedures;

To provide for the establishment and support of the Municipal Planning Tribunal; (Chapter 2)

- To provide for the categorisation of applications; (Chapter 2, Schedule 2)
- To provide for the adoption and amendment of the Municipality's land use scheme, (Chapter 3)
- To provide a framework for municipal planning approval; (Chapter 4)
- To provide for application processes; (Schedule 4)
- To provide for amending and/ or cancelling a decision; (Schedule 6)
- To outline matters that MPT must consider when it decides on an application for municipal planning approval; (Schedule 8)
- To provide for information to be included in the MPT Record of Decision; (Schedule 9).

MPT is functional and set ti sit once on a monthly basis and has an appeals authority in place. Regulation 14 is in place and the Municipality has appointed 3 Authorised officers which are as follows;

- The Chief Planner
- Director Development Planning and
- Manager development control.

10.2. CHALLENGES AND PROPOSED INTERVENTIONS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

TABLE 53:DESCRIPTIVE OF CHALLENGE AND INTERVENTION

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
Dysfunctional Ward Committees and lack of public meetings.	Provide on-going support to Ward Committees to improve their performance through training and ward committee meetings, Ensure that all Ward Councillors conduct their quarterly meetings with the members of the public. Ensure that stakeholder forums i.e. (IDP Rep Forum, LED Forum, OSS/ War Rooms, Youth Forums, Gender and Disability, HIV-Aids Local Council etc.) are functioning properly and report to Council on quarterly basis; and Strengthen the use of communication platforms (e.g., websites, social media and municipal publications) to communicate and receiving of feedback from the community.
Deal with the perception of corruption and stagnant audit outcomes.	Build capacity of Internal Audit to provide on-going assurance services to Council.

	Ensure that Anti-fraud hotline is working and known by the public. Conduct ongoing staff and community awareness on fraud and corruption policies of Council. Implement consequential management against those who breach Council policies and laws of the Republic of South Africa; and Encourage the public to attend Council meetings and participate in Annual Oversight report processes.

10.3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

TABLE 54:GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRENGTHS	WEAKNESSES
Effective IGR forums Regular Mayoral public meetings Communications Department Bulk SMS system as a means of communicating with stakeholders The existence of the Risk Management Committee Regular meetings of the Committee on Good Governance MPAC's existence and that it is a functional structure	Poor level of Service delivery by some contractors. Service Delivery riots. Call-Centre not fully functional - calls at times go unanswered NB: the Khuluma Maspala has not been publishing for a long time due to a lack of budget. The tender was reversed. We still need to pursue same via the SCM.
OPPORTUNITIES	**THREATS**
CDWs and Ward Committees to assist with communicating municipal information with the stakeholders. Bi-Monthly ward committee municipal meetings to dispatch service delivery information. Municipality's newspaper (Khuluma Maspala for communicating municipality's news to the communities.	Deviations being a norm for Corp Government-vetting, change of scope etc. Poor planning & nonexistence of SALGA games business plan. Lack of understanding of the SCM policy and processes. Lack cooperative approach to public participation.

10.4. 2020/21 ANNUAL REPORT

The IDP has provided ***Annual Performance Report- 2020/21 as an annexure 16:*** Chapter 3 of the Annual Report contains a service delivery performance report indicating targets achieved, targets not met and measures to improve performance. A copy of the Annual Report indicating service delivery performance as well as the corrective measures to address target that were not met. The annual report was adopted on the 31st of March 2022 by council.

The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Organisational Scorecard. This incorporates 19 priority measures selected from the IDP. These were agreed by Council Resolution. The targets were reviewed and updated at Council meeting in line with Section 72 of MFMA regulating adjustment budget and performance assessment of a municipality within the first 6 months of the financial year via a resolution. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications.

The traffic light system used to report performance is as follows:

» **Blue –** Performance targets exceeded

» **Green** – Performance meets the target

» **Red –** Performance target not met

In relation to the 2020/2021-year end performance results, the final position shows that:

- 31% of measures have exceeded the year-end target
- 37% of measures were fully achieved
- 32% of measures have not been met.
- 8% of measures were adjusted during adjustment budget
- ***Overall performance for 2020/2021 is 68%.***

Summary performance results for all priority measures included in the municipal scorecard are as follows:

TABLE 55:SUMMARY PERFOMANCE RESULTS FOR ALL PRIORITY MEASURES INCLUDED IN THE MUNICIPAL SCORECARD

TRAFFIC LIGHT STATUS	2017/2018 PERFORMANCE	2018/2019 PERFORMANCE	2019/2020 PERFORMANCE	2020/2021 PERFOMANCE
Blue – Exceeded target	25%	26%	24%	31%
Green – Met target	34%	37%	30%	37%
Red – Missed Target	41%	37%	46%	32%

11. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

INTRODUCTION

This KPA comprised of Civil Engineering Services and Human Settlements Business Unit, Electrical Engineering Services Directorate, and Community Services and Public Amenities Business Unit. These business units play a pivotal role in fulfilling the objectives of Local Government as envisaged in Chapter 7, Section 152 and 153 of the Constitution of South Africa Act No. 108 of 1996. The Council has entrusted these business units with the authority, roles, responsibilities and key performance areas in order to carry out the aforesaid constitutional mandate and a five-year strategic agenda for the Council.

Civil Engineering Services and Human Settlements Business Unit is responsible for ensuring basic service delivery as well as the provision of quality houses in the following areas:

- Civil Engineering Services (Roads and storm water; Sidewalks; Commuter Shelters; Traffic calming etc.)
- Municipal Building Maintenance Services
- Infrastructure Planning, Construction & Routine Maintenance
- Project Management Unit (MIG, EPWP etc,)
- Human Settlements (housing infrastructure and slumps clearance)

Electrical Services Directorate is responsible for the following;

- Electrical planning
- Customer services center and
- Fleet management services.

Community Services and Public amenities business Unit is responsible for;

- Parks and gardens
- Community halls maintenance
- Cemeteries and crematoria
- Beach cleaning/cleansing
- Street sweeping
- Refuse removal
- Sports facility maintenance and recreation

12. WATER AND SANITATION

Whereas iLembe District Municipality is responsible for water and sanitation.

12.1. WATER SERVICE AUTHORITY

KwaDukuza Municipality is one of the local municipalities under the iLembe District Municipality and therefore, not a Water Services Authority. Rather, the iLembe District Municipality is the entity that holds the mandate in terms of Water Services Act to be the Water Services Authority in respect of all area under jurisdiction. The ILembe Mandate relates to the following;

- Ensuring access to water and sanitation to all our consumers or potential consumers in line with Water services Act No. 108 of 1997.
- Extracting water from source, purify, ensure that it meets requirements, pump to the reservoirs and distribute to communities through reticulation network.
- Provide water through water tankers
- Collect sewer from households through the sewer network, treat affluent and discharge to the rivers in terms of DWS standards.
- Desludging of VIP toilets.
- Maintain and operate all infrastructure assets including (bulk sewer lines, manholes, pumps), refurbish and replace as and when required in line with O & M plan and asset management.

12.2. iLembe District Municipality Water Services Development Plan

ILembe DM is a Water Service Authority since 2003 and Core Business of the district is Provision of Water & Sanitation. It Constitutional Mandate to play a coordinating role in planning and development of the District through Provision of water and sanitation service to the residents of four local municipalities i.e. approx. 650 000 RESIDENTS, and SEMBCORP/SIZA Water – services the southern part of KwaDukuza Municipality. The below map showcases the Siza Water existing water and sanitation infrastructure;

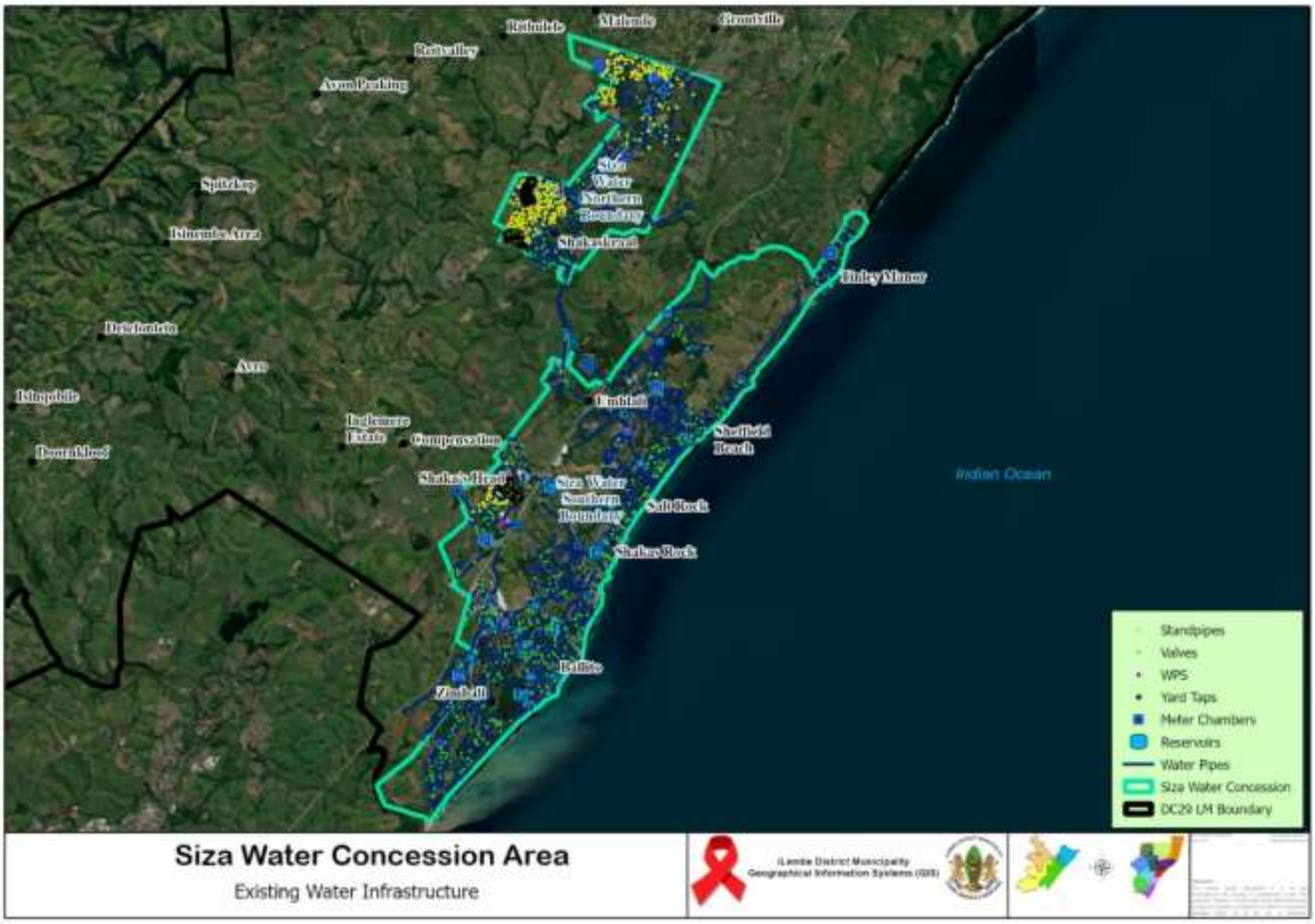


FIGURE 37:EXISTING WATER INFRASTRUCTURE

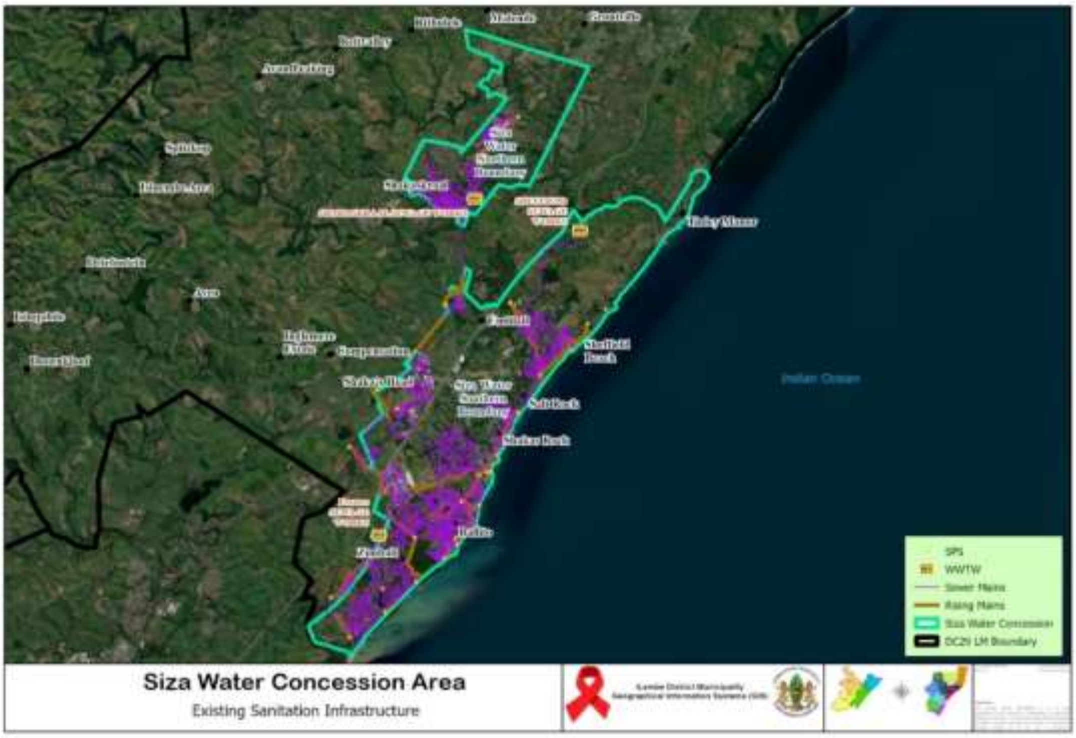


FIGURE 38:EXISTING SANITATION INFRASTRUCTURE

12.3. ILembe Water Services Development Plan

The District has been experiencing rapid growth over the past 15 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial Greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. The WSDP is primarily informed by the iLembe District Municipality Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The tables below indicate the project demands for water and sanitation. IDM is trying to source funding from Vuthela Programme, to embark on a Ward based head count in order to have a true reflection of the Demographics; It should also be mentioned as well that STATS SA is preparing for another head counts, which will take place in 2021.

ILembe District Municipality developed their **WATER AND SANITATION MASTER PLAN** was developed and adopted by Council in 2017. The plan essentially is an extension of the SDF and focuses on reducing service backlogs and ensuring that future demands for water and sanitation are met. The Masterplan is for a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The Master Plan forms the basis of the implementation of projects in subsequent years.

ILEMBE DISTRICT MUNICIPALITY WATER AND SANITATION OPERATIONS AND MAINTENANCE PLAN is aimed at highlighting the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. 'This plan also serves the following purposes';

- Caters for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal and operations and maintenance strategies for this subset of municipal infrastructure.
- It highlights the Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan.
- Through this plan the maintenance of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality.

It must be noted that the operations and maintenance plan is based on information gathered to date and the iLembe District Municipality performs ongoing detailed investigations of the data pertaining to water and sanitation infrastructure.

TABLE 56:STATUS OF DEVELOPMENT PLANS/POLICIES

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption year	Development / Review status (Draft / To be reviewed)
Water and Sanitation Development Plan		2016	**Last reviewed in 2019**
ILembe District Municipality Water and Sanitation Management Plan		2017	approved
ILembe District Municipality Water and Sanitation Operations and Maintenance Plan		2017/18	approved
Water and Sanitation Infrastructure Asset Management Plan (Annexure 33 ILEMBE DISTRICT MUNICIPALITY_ASSET MANAGEMENT PLAN)	2019 - 2028		approved
Infrastructure Procurement Strategy			approved
Asset Register			approved
Infrastructure Programme Management Plan			approved
End of the Year Report			Not in place
Operations Management Plan			In progress and waiting for Council adoption
Operations and Maintenance Review Report		20 March 2022	

12.4. REGIONAL WATER AND SANITATION MASTER PLAN:

The scope of the project is to develop a regional water and sanitation master plan for the entire ILembe District Municipality area in 2016/17. The Master Plan will develop strategies at three levels, aimed at achieving the project objectives, namely:

- Short Term Action Plan (SAP) for addressing the provision of reliable water and sanitation services within a 5 year horizon;
- Medium Term Action Plan (MAP) for addressing the provision of reliable water and sanitation services within a 5 to 10 year horizon;
- Long Term Action Plan (LAP) for a 10 to 20 year horizon aimed at creating and delivering viable and sustainable water and wastewater infrastructure services.

The Master Plan includes planning for rehabilitation and upgrading of existing water and wastewater infrastructure, as well as proposals for new infrastructure

12.5. OPERATIONS AND MAINTENANCE PLAN FOR WATER & SANITATION

The iLembe District Municipality's Operations and Maintenance Plan for Water and Sanitation which is utilised in fulfilment of the Municipality's core functions is in place. The plan entails, amongst others, but not limited to, the following:

- Its development was agreed upon by all stakeholders to the facilities being completed so that those municipalities that are affected are conscious of maintenance implications and the various options such as the availability and affordability. Accordingly, the affected municipalities are placed in a good position to make informed decisions in this regard.
- The responsibilities and monitoring thereof are clearly defined.
- The plan allows for easy diagnosis and reporting of challenges and/or problems so as to ensure that those problems that have to do with Operations and Maintenance might be discovered timeously so as to avert a negative impact.
- The Operations and Maintenance Plan for Water & Sanitation shall be implemented during the 2022/23 financial year.
- Operations and Maintenance Plan for Existing and New Roads, and Public Transport Facilities The Operations and Maintenance Plan is under development, however, the Municipality is currently using a Roads Master Plan.

TABLE 57:INFRASTURE BACKLOG FIGURES

Sector	2016/17	2017/18	2018/19	2019/20
Water	20.20%	18.60%	15.56%	15.29%
Sanitation	20.10%	19.40%	14.47%	13.32%

TABLE 58:INFRASTRUCTURE TARGETS

Sector	HH with access	% with access	HH without access	% without access	Total HH
Water	134 514	70.3%	56 855	29.7%	191 369
Sanitation	132 214	69.1%	59 155	30.9%	191 369

TABLE 59:SANITATION DEMAND PROJECTIONS

SANITATION					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17

SUMMARY OF TOTAL COSTS OF WATER

Description	Short Term (Year 1-5)	Medium Term (Year 6-10)	Long Term (Year 11-20)	TOTAL
KwaDukuza	R 131,711,215	R 34,309,583	R 192,163,806	R 358,184,604

12.6. ILEMBE DISTRICT MUNICIPALITY AS A WATER SERVICES AUTHORITY:

The iLembe District Municipality Water Services Master Plan is in place and was last reviewed in 2016.

12.6.1. OPERATIONS AND MAINTENANCE PLAN FOR WATER & SANITATION

The iLembe District Water and Sanitation Operations and Maintenance Plan was adopted on 29 March 2022 whilst the iLembe district Water and Sanitation Master Plan attached as Annexure E which was adopted by Council during the 2017/2018 financial year.

The purpose of the iLembe District Water and Sanitation Operations and Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The Operations and Maintenance plan is currently being implemented and Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan.

From a service delivery perspective, the maintenance of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality. It must be noted that the operations and maintenance plan is based on information gathered to date and the iLembe District Municipality performs ongoing detailed investigations of the data pertaining to water and sanitation infrastructure.

12.6.2. STATUS OF THE WSA OPERATIONS AND MAINTENANCE PLAN FOR WATER AND SANITATION

KwaDukuza experiences water disruptions on a regular basis. There is a huge disparity in provision of services. There is also a major service backlog and a lack of maintenance of existing infrastructure. A considerable number of people amongst the population does not have access running water. Reliance on ground water can lead to health impacts amongst the most vulnerable sections of the population, where ground water has become polluted through poor land use and/or burials near water courses. There is severe water shortage in the area which is exacerbated by new development applications. Umgeni Water, KwaDukuza and iLembe cannot meet the current water requirements of existing users. The water shortage needs to be addressed at a strategic level and various bulk water options are being considered including desalination treatment plants, ways of reducing inefficiencies, waste and water loss need to be explored.

There is a lack of maintenance of existing infrastructure. Infrastructure is often poorly sited and has the potential to impact on the environment when it is not operating properly. There is one major sewer treatment works at KwaDukuza that pumps sewerage from other smaller sewer pumps across the Municipality. There is no bulk Municipal waterborne sewerage reticulation system available in areas including Blythdale and surrounds. Septic tank systems are used in many areas for disposal of liquid waste. Due to extensive housing developments, especially along the coast, treatment works requires upgrading, however the iLembe District Municipality had indicated that it is not currently in a position to provide a bulk service supply to upcoming developments.

12.6.3. THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR WATER AND SANITATION

TABLE 60:STATUS ON MAIN SOURCES OF DRINKING WATER

Indicator	Sub-indicator	Population	Population%
Main Source of drinking water	Piped (tap) water inside dwelling	26 012	28.5%
	Piped (tap) water inside yard	18 196	19.9%
	Piped water on communal stand	37 676	41.3%
	Borehole in yard	437	0.5%
	Rain-water tank in yard	180	0.2%
	Neighbours tap	737	0.8%
	Public/communal tap	3 443	3.8%
	Water-carrier/tanker	2 595	2.8%

	Borehole outside yard	278	0.3%
	Flowing water/stream/river	904	1.0%
	Well	39	0.0%
	Spring	31	0.0%
	Other	755	0.8%

**Source: Stats SA Community Survey, 2016

TABLE 61:STATUS ON MAIN TYPE OF TOILET USED

Indicator	Sub-indicator	Population	Population%
Main Type toilet facility used	Flush toilet (Sewage system/sceptic tank	33 843	39.2%
	Chemical toilet	14 843	17.2%
	Pit latrine (with/without) ventilation	37 351	43.2%
	Ecological toilet (e.g. urine diversion, enviroloo)	260	0.3%
	Bucket toilet (collected by municipality/Emptied by household	88	0.1%

**Source : Stats SA Community Survey, 2016

In 2003 the District Municipality became the Water Services Authority and Water Services Provider for the iLembe region and the Municipality's Water Services Development Plan (WSDP) was adopted in 2016. It is the role of the Technical Services Department is to provide water and sanitation services throughout the district thereby eliminating backlogs. Below is a graph portraying the level of access to quality piped water within iLembe, as per the data collected by Stats SA through the Census of 2011 compared with the 2016 Community Survey.

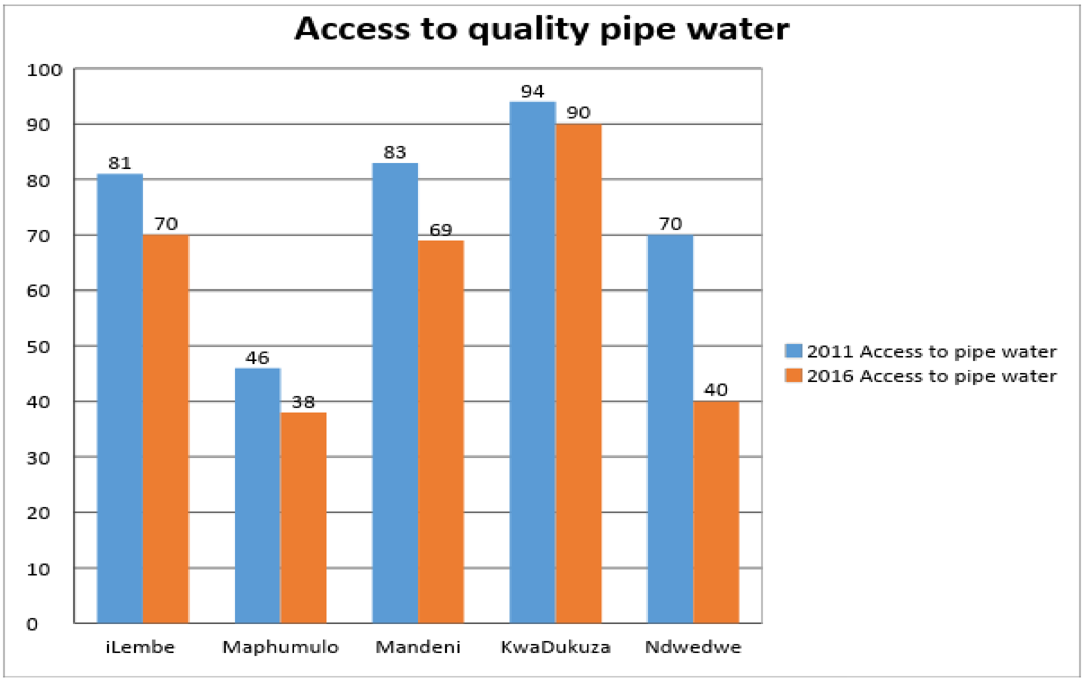


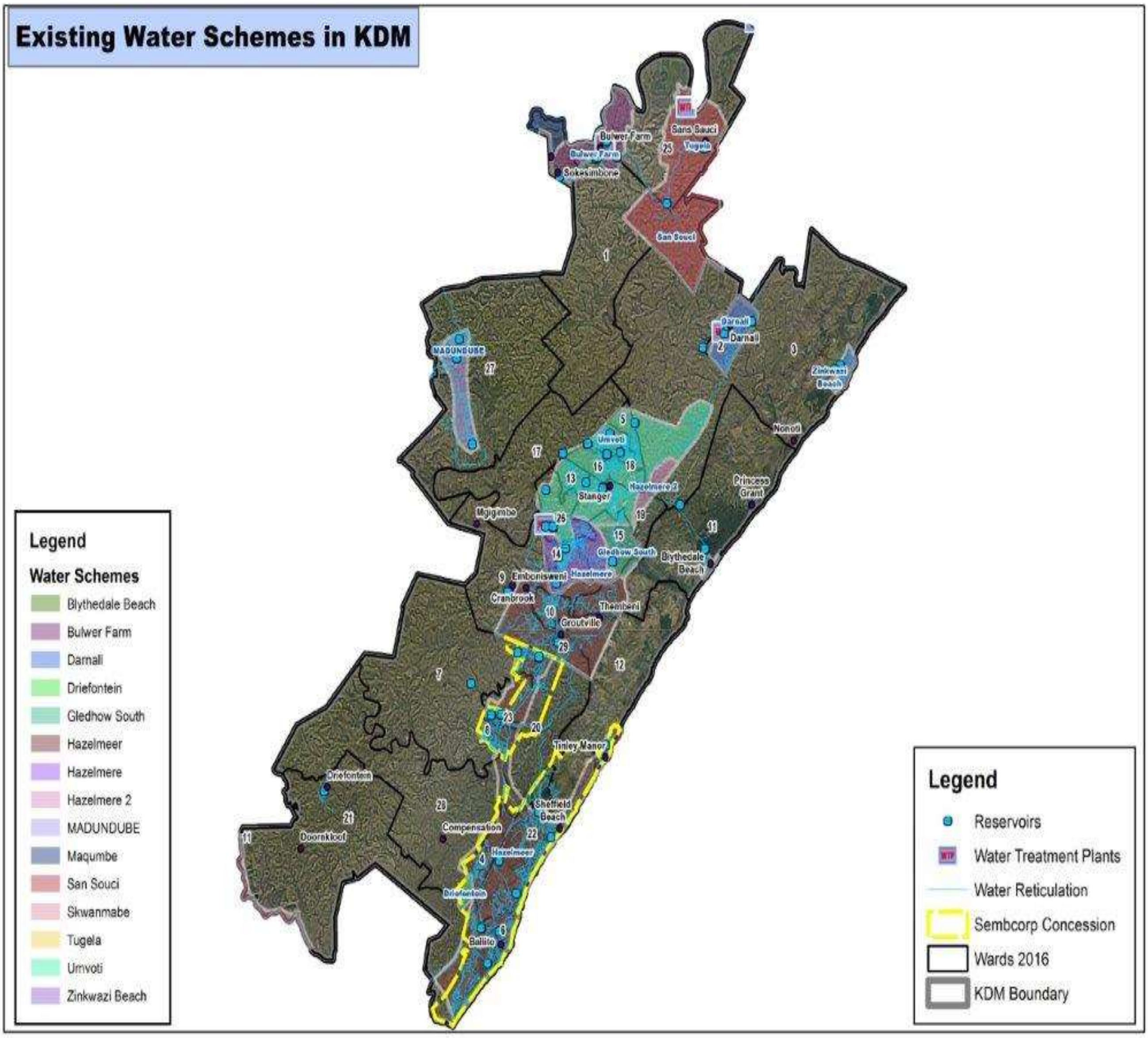
FIGURE 39:PERCENTAGE OF PEOPLE WITH QUALITY PIPED WATER

**Stats SA Census 2011 and Community Survey 2016

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time. The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas need upgrading and maintenance, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that affects the entire District and in urgent need of attention.
- 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 19% of the population still do not have access to basic sanitation.
- The urban areas have proper waterborne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- ILembe has been severely hampered by drought which has diminished the Municipality's ability to provide water to all inhabitant

FIGURE 40:EXISTING WATER SCHEME IN KDM



12.7. WATER QUALITY MANAGEMENT

ILembe District Municipality (IDM) monitors the water quality it supplies to consumers and residents as well as monitoring the waste water effluent it discharges into the environment. This monitoring occurs on a daily, weekly, monthly and annually on a variety of parameters as per the Blue drop (water) and Green drop (waste water) as required by the Department of Water and Sanitation (DWS). Unfortunately, independent audits by DWS in terms of Blue Drop and Green Drop have not been carried out by DWS in recent years so no results have been published. However, IDM captures quality results onto the Blue and Green drop systems as developed by DWS. IDM utilizes the services of an independent, accredited laboratory to sample the various samples.

12.7.1. GREEN DROP

The green drop system has been designed by DWS to specifically to monitor the performance of waste water treatment works. Currently IDM has 12 facilities that it monitors including two (2) that are operated by Siza Water (Frasers and Shakaskraal). The waste water works have been under-performing in recent years due to a variety of factors including but not limited to:

- Ageing infrastructure
- Lack of process knowledge by process controllers
- Lack of laboratory equipment on sites

The above challenges can be addressed through proper training of staff and investment in the treatment works to repair, replace and /or refurbish malfunctioning process units. Plans are afoot currently to construct a regional waste water scheme (in planning phase) in KwaDukuza to address the limitations of the current infrastructure limitations of the area as well as to upgrade the Sundumbili waste water works in the foreseeable future.

12.7.2. BLUE DROP

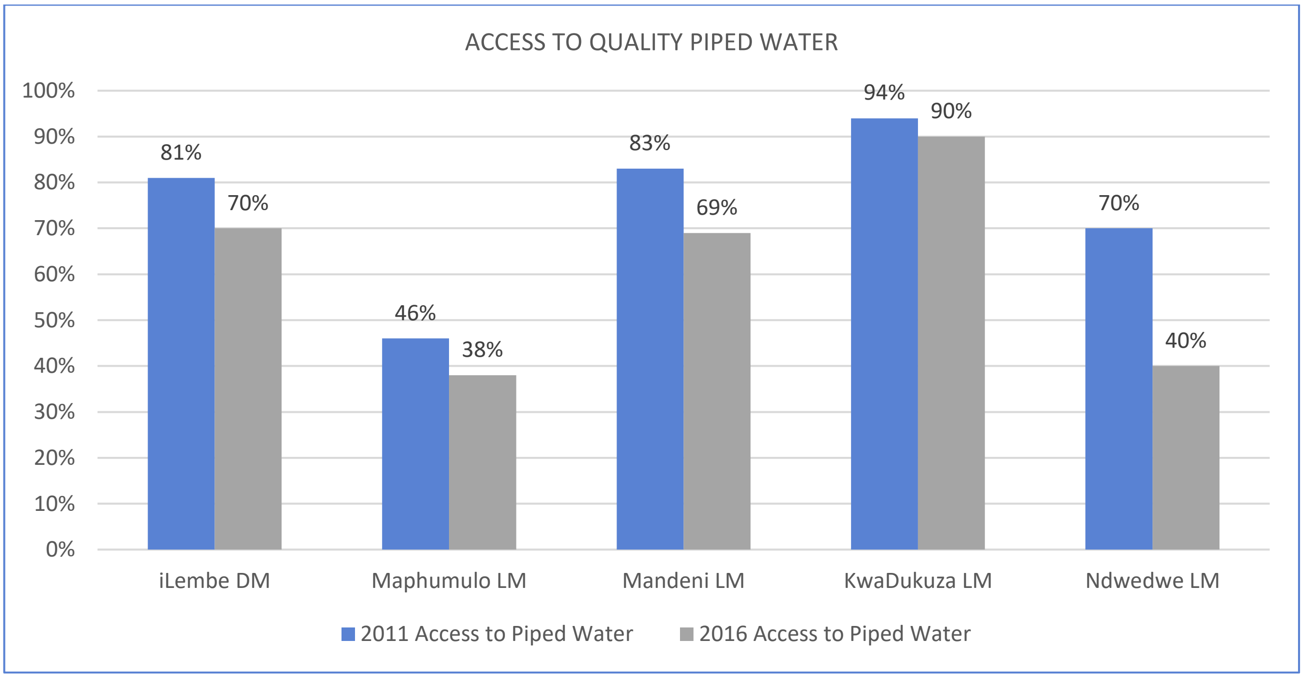
The blue drop system regulates the management of water quality at both treatment works and reticulation sites including reservoirs and other critical sampling points that may affect water quality. IDM has 38 water supply systems (ranging from boreholes to fully functional water treatment works) as per blue drop system supplying most of the residents and consumers within the district. In addition to such supplies residents are also supplied via water tankers with water sourced from IDM or Umgeni Water treated water. This is due to lack of suitable raw water sources close to where the communities reside.

Between the year 2017 TO 2019 period , 2 major water projects , Lower Tugela water Project and the Mvotshane water Project (managed by Umgeni Water) have come more fully into operation and thus has provided relief to consumers obtaining water from these sources. The water quality is of a high standard and complies with SANS 241:2015 water quality standards. The challenges faced with regard to water quality include:

- Low chlorine dosages affecting the microbiological quality of water
- Incorrect dosing that affects the turbidity of final water
- Inability of some treatment plants to adequately remove iron and manganese
- Limited process knowledge of the process controllers
- Malfunctioning process units that inhibit correct water quality standards

These challenges can be overcome by investing in upgrading some treatment works to deal with the water quality standards as well as training process controllers to better manage the water quality at these facilities. IDM has gone out to tender for water treatment chemicals and has successfully appointed two companies to supply water treatment chemicals to IDM sites. The appointed companies will assist IDM with the challenges faced with regard to water quality issues and ensure that acceptable water quality is achieved at all sites. The lack of laboratory equipment on sites poses a serious challenge as the process controllers are unable to monitor the water quality on a daily basis.

The Maps below depict the status of water and sanitation provision within the District. The map depicting "Access to Water" is portraying standpipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with erf reticulation within the KwaDukuza CBD, Ballito, Mandeni CBD, suburbs or Mandeni and KwaDukuza are portrayed in blue. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary stand pipe reticulation.



Graph 1: Percentage of People with Access to Quality Piped Water

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time.

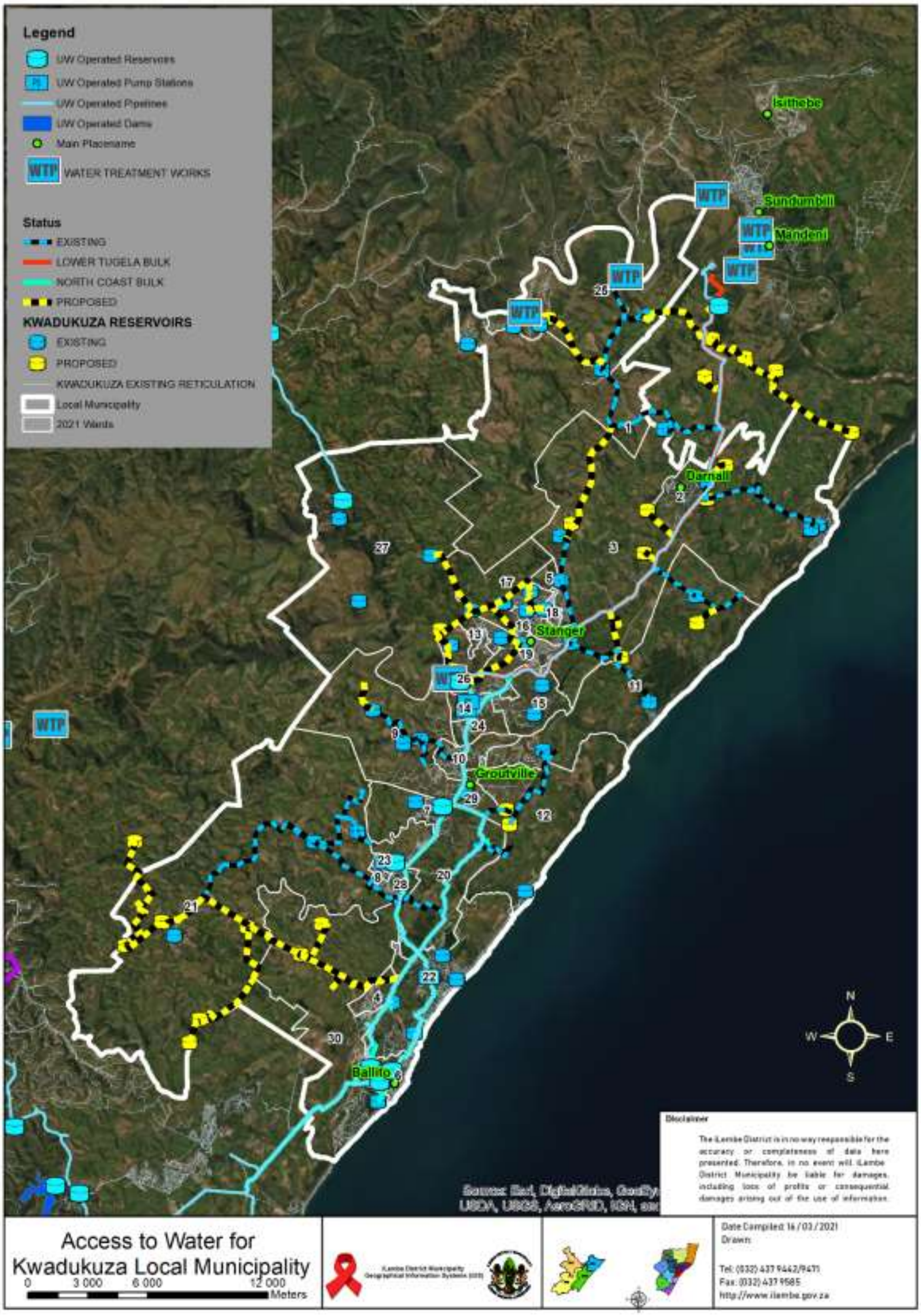


FIGURE 41:ACCESS TO WATER IN ILEMBE DISTRICT

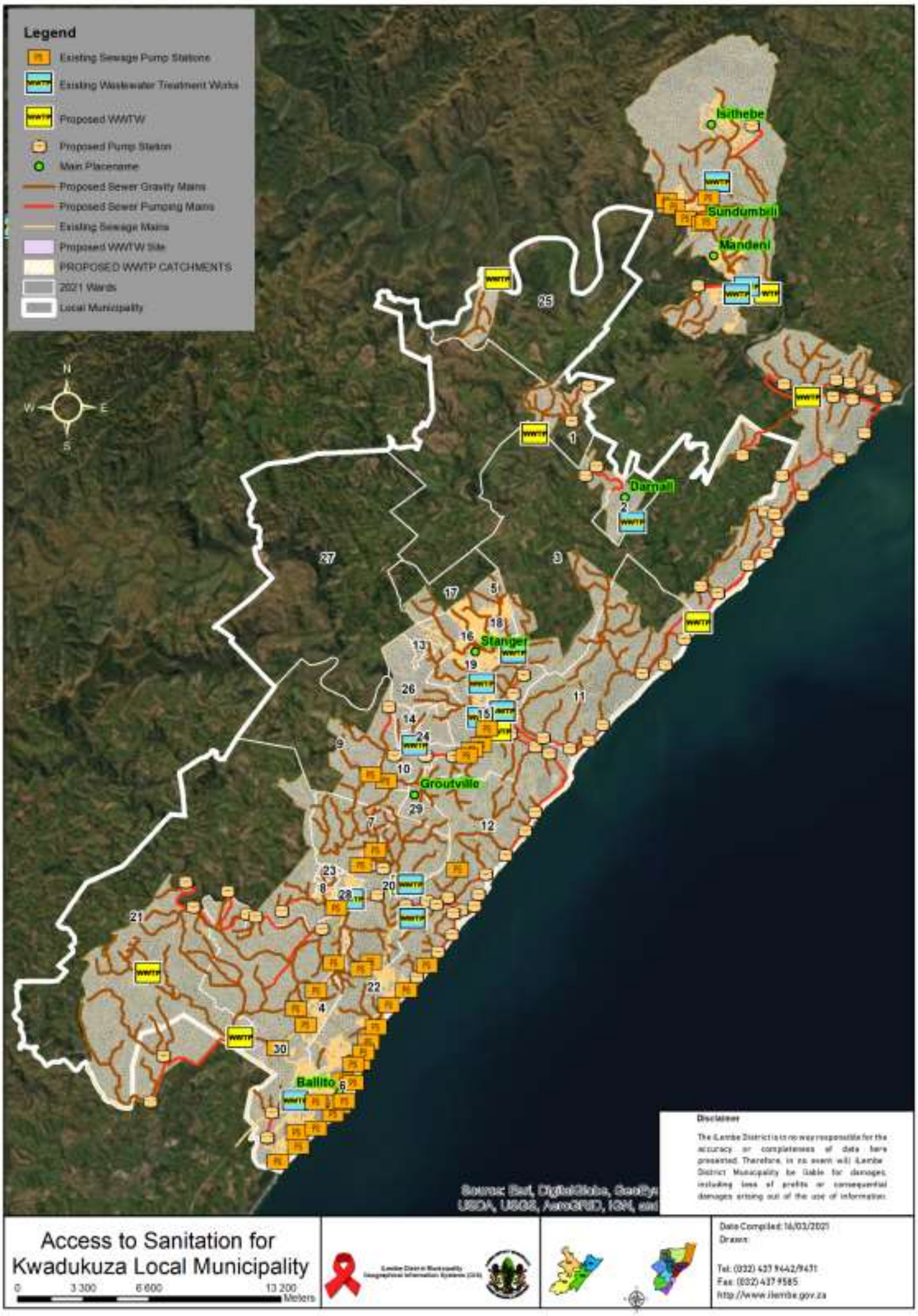


FIGURE 42:ACCESS TO SANITATION IN ILEMBE DISTRICT

The "Access to Sanitation Map" depicts the Ventilated Improved Pit (VIP) Latrines that are provided by the District to areas where no bulk sewer infrastructure has been laid, this is depicted in the western and northern rural areas of the District; the map further depicts the existing sewer bulk infrastructure and the proposed Wastewater Treatment Plants in Ndwedwe, Mandeni, Maphumulo and various parts of KwaDukuza.

Both theses maps portray the state of the District in terms of water and sanitation infrastructure, they also depict some of the future plans of the District to ultimately provide all citizens of iLembe with access to quality water and sanitation services.

Map showing the proposed water projects within the municipality is not available, however, the proposed projects for Bulk Water Scheme for KwaDukuza Municipality are listed at the end of the Draft IDP for overall water and sanitation projects. **The Lower Thukela Regional Bulk Water Scheme** is intended to serve the area of KwaDukuza with potable water supply. The demand for water on the coastal area of KwaDukuza has increased and the currently supply from the Umdloti and Umvoti river systems are insufficient to meet the projected water demand. The project is implemented jointly by iLembe District Municipality and Umgeni Water and will cater for the following:

(a) current demand,

(b) future private developments of commercial, industrial and residential nature,

(c) low income housing developments,

(d) rural areas currently served as stand-alone schemes, and

(e) Rural areas that are currently un-served.

The scheme will serve a total of 64,239 bulk connections to commercial and private units, 28,567 low income housing units, the augmentation of bulk to 3,349 rural households and bulk and reticulation to 3,083 rural households without services.

The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality. The planning for the provision of waterborne sanitation to the Greater Groutville area is at inception stage. The purpose of this study is to check the feasibility of servicing the entire Groutville with waterborne sewer and to connect all the settlements in Groutville into the system. Should this plan be feasible and affordable, it will also unlock bulk sewer connections for all the housing projects that are being planned for implementation in Groutville.

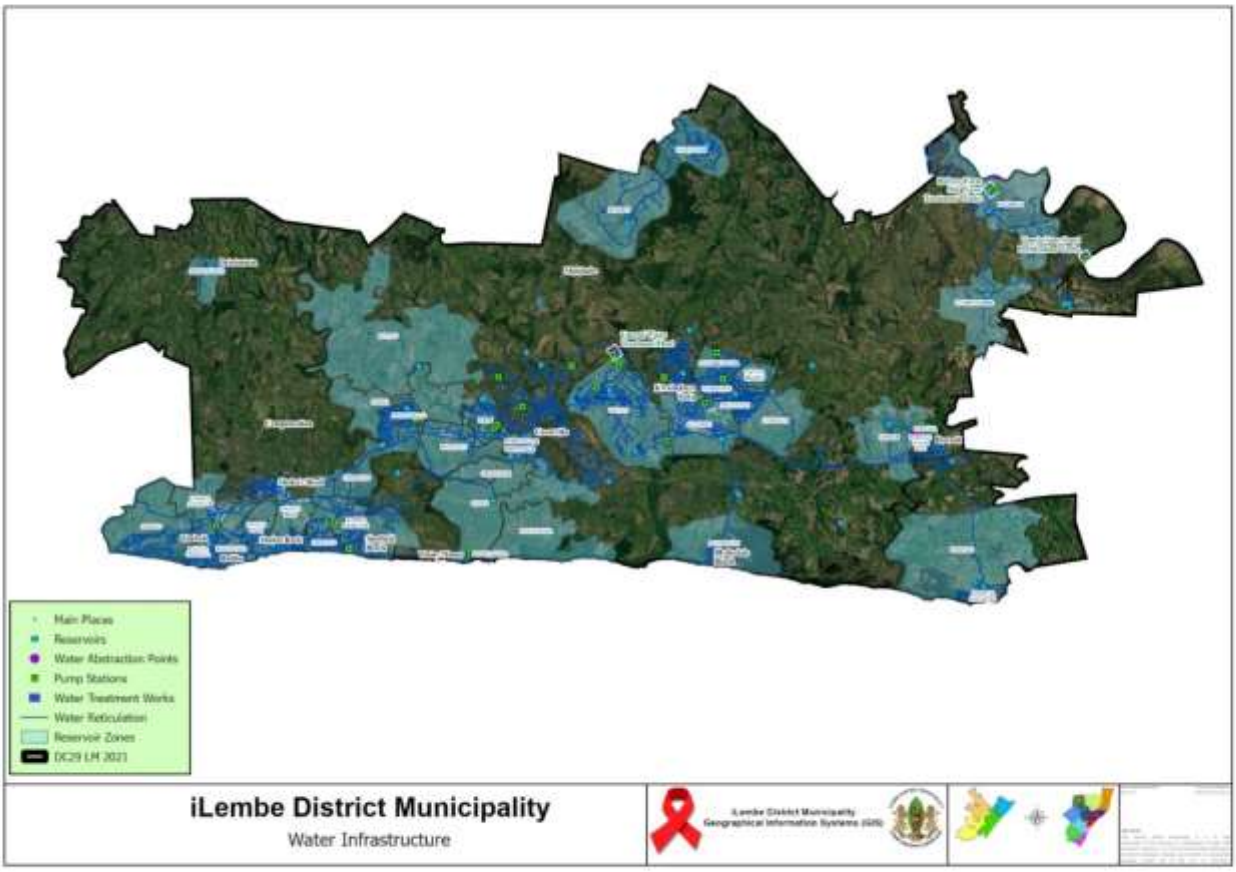


FIGURE 43:IDM WATER INFRASTRUCTURE

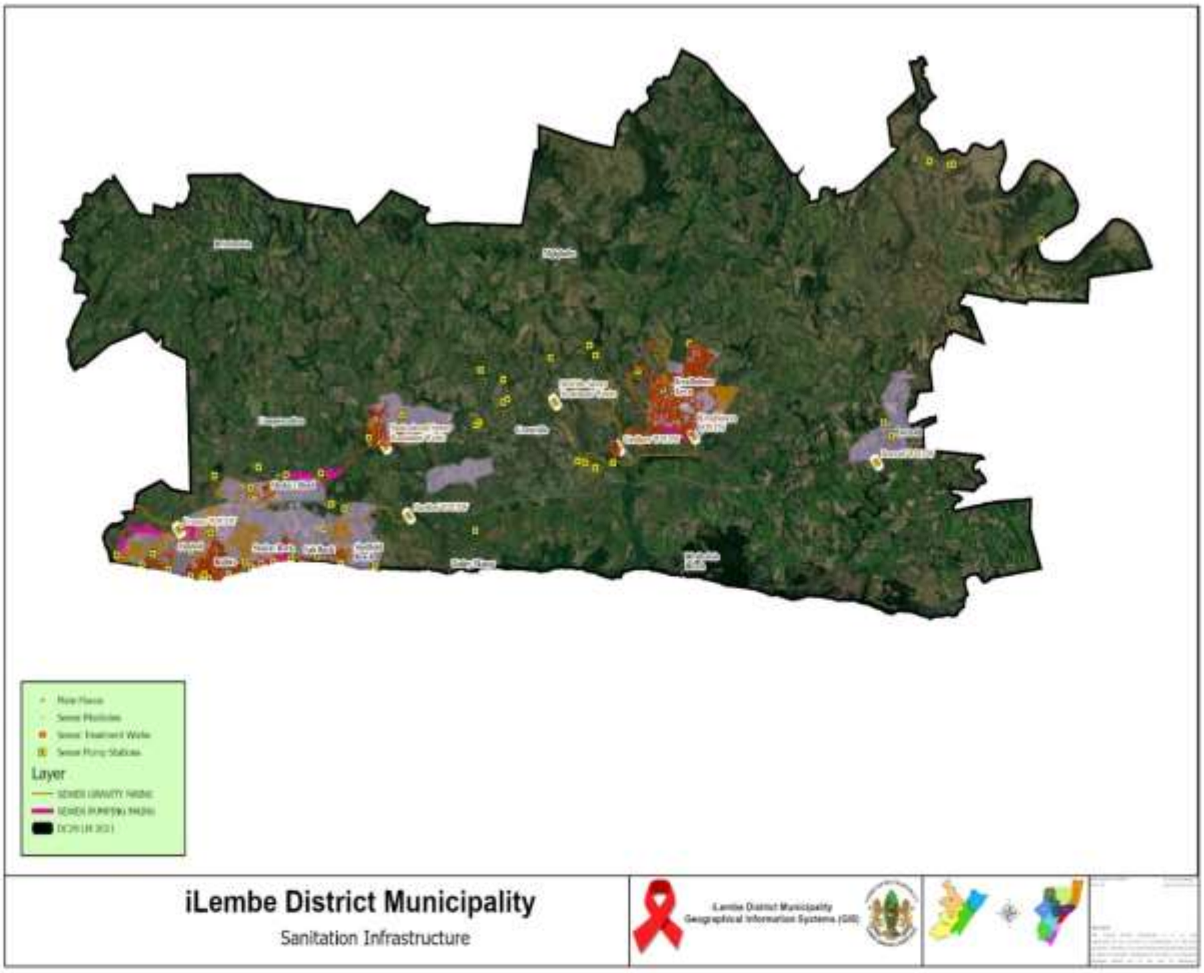


FIGURE 44:IDM SANITATION INFRASTRUCTURE

12.7.3. TARIFF STRUCTURE:

Tariffs for the major service rendered by the municipality - the supply of water and sanitation.There are 3 tiers for all categories, structured as follows;

- 0-10 kl
- 11-30 kl
- >30 kl

No basic charge for sanitation. Sanitation will be measured the valuation-based method. The value of the property x the randage set per category. Free basic water supply (10 kl) will be provided to only registered indigent households”. Free basic sanitation to the property value of R130 000.00 will be provided to indigent households. Proposed tariff increase – 7%.

12.8. WATER AND SANITATION MAINS PROJECTS FOR THE TERM OF OFFICE:

The Lower Thukela Regional Bulk Water Scheme is currently serving the area of KwaDukuza with potable water supply. The scheme is implemented to provide bulk water to cater for Private, Commercial and Residential developments including Social housing in KwaDukuza. The scheme is implemented jointly by Umgeni Water and iLembe District Municipality. Wards 1, 3, 5, 9, 11, 13, 14, 15, 24,25, 26, 17, 18, 19 and 21. Designed at 110 ML, current capacity of 55ML/day but IDM demand is currently at 30 Ml/day and all abovementioned wards are now receiving adequate pressures and volumes. The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality. The entire total project cost is R 254,888,000.00 and will be funded between iLembe District Municipality and KwaDukuza Local Municipality. The project is implemented to provide bulk sanitation to cater for housing project in Priority 2 & 5 including Njekane, Lloyds and Ntshawini. Wards 9, 11, 14, 15, 24 & 26

The Southern Regional Bulk Water and Sanitation Project is aimed at upgrading the existing bulk water and construction of new sanitation bulk infrastructure to Nkobongo, Shayamoya, Shaka's Head and Etete townships. These areas are currently served through VIP toilets and communal water standpipes however, the VIPs are failing due to the high-water table in the area. The proposed water and sanitation project will accommodate flows from the above-mentioned townships in KwaDukuza Local Municipality into the Sheffield Waste Water Works, and also upgrade the water supply from communal standpipes to individual yard connections. A total number of 7,557 households including the new proposed Etete Phase 4 housing project. The total estimated cost of the project is R 371,000,000.00 and Phase 1 of the project is complete. Phase 2 Nkobongo and Shayamoya townships. Wards 7, 8 & 23, project implemented in phases due to budgetary constraints. KwaDukuza Regional Waste Water Treatment Works- The new waste water works is planned to replace the existing WWTW that is nearing its full capacity. This will cater for existing and future demand of KwaDukuza. The project is at feasibility study.

Projects based on the 9 strategic Objectives till end of current term of office 2025/26:

- Commissioning of Umshwati Water Scheme -2024
- Macambini Water Scheme Phase 1 to 6 -70% commissioned -2026
- Southern Bulks Phase 2 – 50% Implementation – 2026
- Commissioning Upgrade of KwaDukuza bulk sewer 2024
- Reduction of Non-Revenue Water – 2% per year.
- Eradicate Water and Sanitation Backlogs
- Commissioning of Groutville D 2024 and 30% implementation of greater Groutville – 2026
- Readiness and ability to take over Siza water Concession 60%
- Commissioning of Sheffield WTW to 12 ML, 10% Implementing KDM WWTW in modular Phases – 2026.

Table 62:SUMMARY OF TOTAL COSTS OF WATER

DESCRIPTION	SHORT TERM (YEAR 1-5)	MEDIUM TERM (YEAR 6-10)	LONG TERM (YEAR 11 - 20)	TOTAL
KWADUKUZA LOCAL MUNICIPALITY	R131 711,215	R34 309,583	R192 163, 806	R358 184,604

WATER AND SANITATIOM FUNDING SHORTFALL IN THE SHORT TERM (1- 5 years)

FUNDING REQUIRED	R2 126 405 073,00	Water
	R1 246 229 862,00	Sanitation
TOTAL REquired	R3 372 634 935,00	
FUNDING Available	MIG	WSIG
YEAR 1 (2021/22)	R204 109 000,00	R55 000 000,00
YEAR 2 (2022/23)	R221 474 000,00	R80 000 000,00
YEAR 3 (2023/24)	R231 850 000,00	R80 000 000,00
YEAR 4 (2024/25)	R245 000 000,00	R80 000 000,00
YEAR 5 (2025/26)	R265 000 000,00	R80 000 000,00
Total (5 years)	R1 167 433 000,00	R375 000 000,00
Total Available	R1 542 433 000,00	

Shortfall	R1 830 201 935,00

TABLE 63:WATER AND SANITATION FUNDING SHORTFALL

LIST OF WATER & SANITATION PROJECTS IN KWADUKUZA LM

REPAIRS AND MAINTENANCE BUDGET 2021/2022

DESCRIPTION	BUDGET
Reticulation	**R32 130 388.00**
Electrical and pump stations	
Chemicals	
Grass cutting	
Plant hire	

TABLE 64:REPAIRS AND MAINTENANCE BUDGET:

STRATEGIC PROJECTS – WATER AND SANITATION:

- Lower Thukela Regional Bulk Water Scheme
- Groutville D Water Borne Sanitation
- KwaDukuza Regional Waste Water Treatment Works
- Southern Regional Bulk Water and Sanitation Phase 1 and 2

KZ	Project name	Category	Summary
KwaDukuza	Lower Thukela Regional Bulk Water Scheme	Water	The scheme is implemented to provide bulk water to cater for Private, Commercial and Residential developments including Social housing in KwaDukuza. The scheme is implemented jointly by Umgeni Water and iLembe District Municipality. Wards 1,3,5,9, 11,13, 14, 15, 24,25, 26, 17,18,19 and 21 Designed at 110 ML, current capacity of 55ML/day but IDM demand is currently at 30 Ml/day and all abovementioned wards are now receiving adequate pressures and volumes.
KwaDukuza	Groutville D Water Borne Sanitation	Sanitation	The project is implemented to provide bulk sanitation to cater for housing project in Priority 2 & 5 including **Njekane, Lloyds and Ntshawini**. Wards 9, 11, 14, 15, 24 & 26
KwaDukuza	KwaDukuza Regional Waste Water Treatment Works	Sanitation	The new waste water works is planned to replace the existing WWTW that is nearing its full capacity. This will cater for existing and future demand of KwaDukuza. Feasibility study
KwaDukuza	Southern Regional Bulk Water and Sanitation- Phase 1 &2	Water and Sanitation	This project is being implemented to provide bulk water and sanitation to unlock the **Etete Housing** and also upgrade the VIP latrines in Etete, Phase 2 **Nkobongo and Shayamoya** townships. Wards 7, 8

			& 23, project implemented in phases due to budgetary constraints. Phase 1 complete

TABLE 67: STRATEGIC PROJECTS- WATER AND SANITATION

TABLE 65:PROJECTS UNDER CONSTRUCTION

WARDS	NAME OF PROJECT	STATUS	CONSTRUCTION PROJECT COST	EXPENDITURE TO DATE	COMPLETION DATE
2 and 3	Darnal Sewer Upgrades Phase 1: Upgrading of sewer reticulation network	Construction is currently at 65%	R26 850 000	R13 763 040.71	June 2022
11	Njekane and Etsheni sanitation- sewer bulk and reticulation (Groutville D)	Construction progress is at currently at 46%	R40 129 703.69	R18 476 549.70	September 2022
16	Replacement of old AC mains in Warrenton	Construction is currently at 94%	R20 627 200.45	R18 476 549.07	March 2022
18	Replacement of old AC mains in Shakaville	Construction is currently at 92%	R21 118 225	R17 522 131,34	March 2022

WARDS	NAME OF PROJECT	STATUS	ESTIMATED PROJECT COST	ANTICIPATED COMMENCEMENT DATE
9	Groutville D Sanitation Scheme Phase 2: Mnyundwini	Project is under planning	R19 000 000	July 2022
10	Groutville D Sanitation Scheme Phase 2: Ward 10	Project is under planning	R22 000 000	October 2022
13	AC Replacement of AC mains in Glenhills	Project is under tender evaluation	R18 000 000	September 2022
1 and 21	Driefontein and Sokesimbone water	Planning stage	R22 000 000	July 2022

	reticulation refurbishment			
6	Frasers Wastewater Treatment Upgrade	Planning stage	R120 000 000	July 2022
7, 8, 20, 23, 28	Southern bulks water and sanitation infrastructure in Etete	Planning stage	R266 000 000	July 2022
9,10,11,12,13,14,15, 16,17,18 and 19	Construction of new regional sewer treatment works on the banks of uMvoti river – along the N2	Project is currently at the Planning stage	R300 000 000	To be determined once the water use license challenges have been resolved with DWS

TABLE 66:PROJECTS IN THE PLANNING STAGE

NO.	PROJECT	NO. OF UNITS	STANDPIPES/ ERF CONNECTIONS	VIP/ WATERBORNE	DEVELOPMENT
KWADUKUZA LOCAL MUNICIPALITY					
1	Kwanyathikazi	1000	Standpipe	VIP	Low Middle Income Housing Development
2(a)	Groutville Ntshaweni	3000	ERF	Waterborne	Housing Development
2(b)	Groutville Lloyds	3000	ERF	Waterborne	Housing Development
2(c)	Groutville Chris Hani	3000	ERF	Waterborne	Housing Development
3	Nonoti Village	377	ERF	Waterborne	Low Income In-Situ Upgrade Project
4	Vulindlela	1000	ERF	Waterborne	Low Middle Income Housing Development
5	Woodmead - Phase 1	2400	ERF	Waterborne	Middle Income Housing / Mixed Use Development
6	Woodmead - Phase 2	572	ERF	Waterborne	Middle Income Housing / Mixed Use Development
7	Avon Peaking	1	ERF	Waterborne	Peaking Power Station
8	Blythedale Coastal Resort(Retirement Village)	4444	ERF	Waterborne	Retirement Village
9(a)	Wewe	1091	ERF	Waterborne	Mixed Use Development
9(b)	Driefontein - Village	Nil	ERF	Waterborne	Rural Housing

10	Rocky Ridge	2003	ERF	Waterborne	GAP Housing Project - 2000 units
11	Rocky Park	752	ERF	Waterborne	Low to Middle Income Housing Development
12	Sakhamkhanye	2000	Standpipe	VIP	Low income Housing Development
13	Etete Phase 4	1464	ERF	Waterborne	Mixed Use Development
14	Mgigimbe	1140	Standpipe	VIP	Rural Housing
15	Groutville Priority 5 - Mnyundwini	960	Standpipe	VIP	Residential Housing project

TABLE 67:PROJECTS AIMED AT OUR HUMAN SETTLEMENT PROJECTS

HUMAN SETTLEMENTS

South Africa's affordable housing programme is making significant impact on the landscape of the country, but the delivery pressures are increasing. In addition, the "Breaking New Ground" (BNG) initiative was launched in September 2004 and it is the guiding principle underpinning the notion of "integrated human settlements".

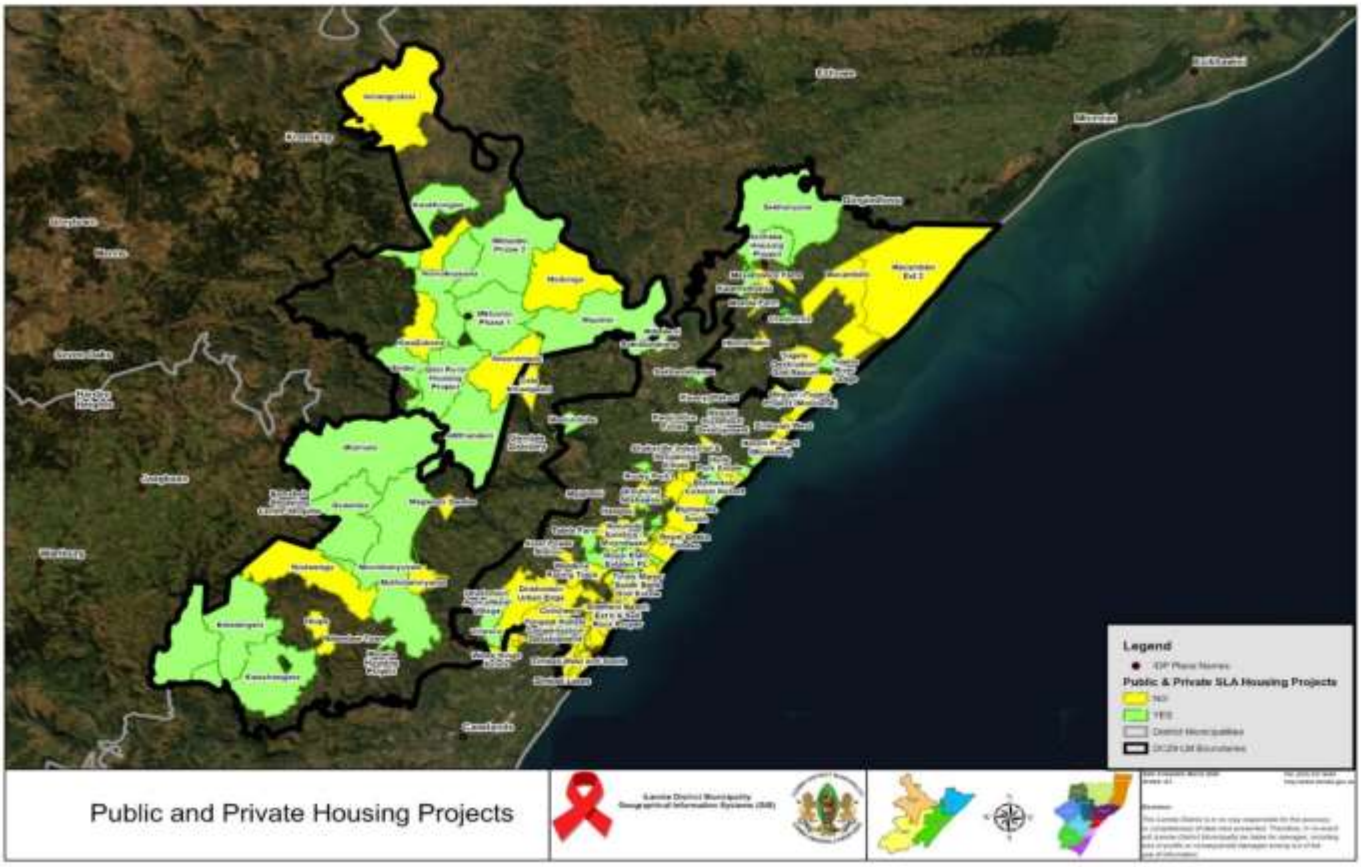
Notwithstanding that provision of housing remains an important part of human settlements and is now common because liveable human settlements require integrated planning. In line with the notion of integrated human settlements the district has established a Planning and Infrastructure Alignment Committee. The Committee meets to provide technical and planning comment on proposed housing projects. The meetings attempt to provide technical and planning comments to proposed housing projects. The district has set 5 year strategic objectives to culminate in improved access to basic services.

The provision of appropriate accommodation for ILembe residents will be key for sustainable development in the region. The table below present's the type of main dwelling per Local Municipality.

	KWADUKUZA
Formal (Built with concrete/bricks)	**74 936**
Traditional (Built with traditional materials, e.g. huts)	**3 858**
Informal (temporary structures)	**11 628**
Other	**863**

Table 68: Types of Main Dwelling

The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds on the existing infrastructure. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services. Informal settlements with limited facilities occur on the periphery of the developed areas and within the towns of iLembe. A large portion of the land falls under the jurisdiction of the Ingonyama Trust.



Public and Private Housing Projects

NO .	PROJECT	NO. OF UNIT	STANDPIPES/ ERF CONNECTIONS	VIP/ WATERBORNE	DEVELOPMENT
KWADUKUZA LOCAL MUNICIPALITY					
1	Kwanyathikazi	1000	Standpipe	VIP	Low Middle Income Housing Development
2(a)	Groutville Ntshaweni	3000	ERF	Waterborne	Housing Development
2(b)	Groutville Lloyds	3000	ERF	Waterborne	Housing Development
2(c)	Groutville Chris Hani	3000	ERF	Waterborne	Housing Development
3	Nonoti Village	377	ERF	Waterborne	Low Income In-Situ Upgrade Project
4	Vulindlela	1000	ERF	Waterborne	Low Middle Income Housing Development
5	Woodmead - Phase 1	2400	ERF	Waterborne	Middle Income Housing / Mixed Use Development
6	Woodmead - Phase 2	572	ERF	Waterborne	Middle Income Housing / Mixed Use Development
7	Avon Peaking	1	ERF	Waterborne	Peaking Power Station
8	Blythedale Coastal Resort(Retirement Village)	4444	ERF	Waterborne	Retirement Village
9(a)	Wewe	1091	ERF	Waterborne	Mixed Use Development
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10	Rocky Ridge	2003	ERF	Waterborne	GAP Housing Project - 2000 units
11	Rocky Park	752	ERF	Waterborne	Low to Middle Income Housing Development
12	Sakhamkhanye	2000	Standpipe	VIP	Low income Housing Development
13	Etete Phase 4	1464	ERF	Waterborne	Mixed Use Development
14	Mgigimbe	1140	Standpipe	VIP	Rural Housing
15	Groutville Priority 5 - Mnyundwini	960	Standpipe	VIP	Residential Housing project
16	Groutville 2 -Njekane and Etsheni	2000	ERF	Waterborne	Residential Housing project
17	Compensation Industrial and Business Estate		ERF	Waterborne	Mixed Use Development
18	Mbozamo Project	276	ERF	Waterborne	Residential Housing Project
19	Sokiesimbone	1000	Standpipe	VIP	Rural Housing
20	Le Cheval	116	ERF	Waterborne	Residential Housing Project
21	Hydepark	1000	ERF	Waterborne	Residential Housing Project
22	Stanger Private Hospital	120	ERF	Waterborne	Hospital Project
23	Steve Biko	1700	ERF	Waterborne	Urban Housing
24	Farmstead Reynolds	21	ERF	Waterborne	Private Housing
25	NUMZ Island	1	ERF	Waterborne	Theme Park (Waterworld)
26	Charlottedale	1730	ERF	Waterborne	Rural Housing
27	Dawn Songs	310	ERF	Waterborne	Retirement Village
28	Madundube	1000	ERF	Waterborne	Rural Housing

29	Groutville Shopping Centre	1	ERF	Waterborne	Shopping Centre
30	Monkey Town	1000	ERF	Waterborne	Urban Housing
31	King Shaka Mall and Mixed Use Development	1	ERF	Waterborne	Mixed Use
33	Tinley Manor South Banks	1	ERF	Waterborne	Mixed Use
34	Waldene Racing Track	1	ERF	Waterborne	Mixed Use
35	Springvale Farm	130	ERF	Waterborne	Residential
36	Royal Shaka Estate	4490	ERF	Waterborne	Mixed Use
37	Windy Heights Phase 2	74	ERF	Waterborne	Housing Project
38	KwaJustice Foods	1	ERF	Waterborne	Abattoir
39	Mellowood Housing	242	ERF	Waterborne	Homes for War Veterans
40	Cranbrook	210	ERF	Waterborne	Retirement Village
41	Cartreff	1200	ERF	Waterborne	Mixed Use Residential
42	Seaton Delaval	40	ERF	Waterborne	Mixed Use
43	Gledhow Compound Housing	450	ERF	Waterborne	Housing Project
44	Vlakspruit Housing Project	7372	ERF	Waterborne	Housing Project
45	Blythedale Housing Project	749	ERF	Waterborne	Housing Project
46	Shakaville Housing Project (Old Mbozamo Project)	900	ERF	Waterborne	Housing Project
47	Tinley North Resort	1	ERF	Waterborne	Mixed Use
48	Palmview (Formerly Woodmead)	5500	ERF	Waterborne	Mixed Use Residential
49	Hesto Harness Phase 2	1	ERF	Waterborne	Industry
50	Pencarrow	53	ERF	Waterborne	Residential
51	Fairview Estates	26	ERF	Soakaway	Macadamia Nut Farming
52	Garland Triangle	1	ERF	Waterborne	Shopping Centre

SIZA WATER (SOUTH AFRICAN WATER WORKS – SAWW):

The Sembcorp Siza Water Concession (now South African Water Works – SAWW) emanates from the PPP strategic goals of equipping and assisting Ilembe District Municipality ('IDM') (then known as Dolphin Coast) to carry out its mandate of service delivery and ensuring communities it serves have clean, safe, adequate supply of water. The concession is at twentieth anniversary mark of the 30 year contract ending 2029.

PROCESS FOR BULK WATER PROVISION - UMNGENI WATER & SIZA WATER (SAWW) PARTNERSHIP

All bulk water is received from Umgeni Water via the Hazelmere Dam Water Treatment Works. A 450/700mm diameter pipeline from Hazelmere supplies the Avon- dale reservoir (15,0 Ml, TWL 137,5M). This reservoir acts as a balancing reservoir to feed the entire SAWW Bulk Water Network and in turn the water reticulation network. Water is then transported via a long bulk supply main system comprising of 7,1km of 450mm diameter GRP/375mm diameter AC/350mm diameter steel pipe- line which has several off-takes supplying the Water reservoir and reticulation zones.

SAWW reservoir and reticulation zones. Umgeni Water is responsible for the management and operation of the Avondale reservoir and the bulk supply pipeline between Avondale and Honolulu reservoir. All the reservoirs and reticulation systems within Ballito and surrounding areas are managed and operated by the

SAWW on behalf of the ILembe District Municipality under a 30 year concession agreement. The Avondale reservoir serves a dual purpose, both as a balancing storage reservoir to Umgeni Water for onward conveyance of water into the bulk supply system downstream of Avondale reservoir, and as a service storage reservoir to SAWW for the reticulation zone feed directly from Avondale Reservoir. The Avondale reservoir is owned by Umgeni Water and an agreement is in place allowing SAWW for use of the storage. The Concession area currently serves a population of approximately 65, 000 (Sixty-Five Thousand) households. The table below presents the Siza Water Provision Areas

SIZA WATER WATER (SAWW) PROVISION AREAS	
Inland areas	**Ward**
Shakashead	4
Umhlali	22
Shakaskraal	28
Woodmead (Phase 1)	20
COASTAL AREAS	**WARD**
Sheffield Beach	22
Salt Rock	22
Shakas Rock	6
Simbithi	22
Ballito	6
Compensation	30
Zimbali and Seaward estates	30
Zimbali West & South AND Zimbali Lakes	30

SANITATION CAPITAL PROJECTS ON PLANNING STAGE

Tabulated below are sanitation projects over the five-planning horizon for all the water service institutions and water service providers operating within the municipality.

LOCAL MUNICIPALITY	WARDS	NAME OF PROJECT	STATUS	PROJECT COST	COMPLETION DATE
KwaDukuza	9 & 10	Construction of sewer package plant and reticulation network	Project is ready for tender	R47 000 000	July 2022
		Construction of new regional sewer treatment works on the banks of uMvoti river – along the N2	Planning	R300 000 000	N/A
	5	Upgrade of sewer network	Project is currently under planning (designs.)	R120 000 000	July 2022
	7, 8, 20, 23, 28	Construction of Bulk water and sanitation infrastructure	Planning stage	R266 000 000	July 2022

SIZA WATER CAPEX 2022:

CAPEX funded By Siza	Comment	Rands
Vehicles	Replace 4 old vehicles	2 000 000
Tools & Equipment	Various	241 500
Furniture & Fittings and Office Equipment	Furniture & Money counters	150 000
Computers & IT infrastructure	Computers & Infrastructure	160 000
Computer Software	EDAMS, Procurement	520 000
Infrastructure Maintenance Capex		
Replacement of Asbestos Cement pipes	Concession contract requirement	1 614 500
Installation Salt Rock Sewer gravity pipeline	Concession contract requirement	2 000 000
Meter replacements	Replace top 10 Customer meters	1 000 000
Standpipe replacements	Capex maintenance	600 000
Other replacements & relocation	Water & Sewer Network	1 350 000
Pumpstations	Capex maintenance	932 000
Waste Water Treatment Works	Frasers, Sheffield & Shakaskraal	3 132 000
RO & UF Plant	Membranes, UV Lamps, Control Valves	2 660 000
TOTAL SIZA		**16 360 000**
CAPEX funded by Developers	**Comment**	**Rands**
Salt Rock to Hugh Dent Bi-directional water pipeline	Ballito	5 000 000
Mt Richmore - Phase 2 sewre gravity to Hugh Dent	Ballito Avondale	3 000 000
Caledon Turnaround	Shakasrock	7 000 000
TOTAL DEVELOPERS		**15 000 000**

CAPEX FUNDED BY SIZA 2022

DESCRIPTION	Location & Cost Centre	BP 2022 R
Vehicles - Replacement x 4 (8 older than 10 years) (2 > 300 000Km)	Technical	2 000 000
Sewer camera and other	Network	160 000
EDAMS Sales	Customer Services	120 000
Self Service Portal	Customer Services	120 000
Procurement Portal Application	Finance	180 000
Salt Rock Gravity sewer	Salt Rock	2 000 000
Reservoirs Security	All	200 000
Relocation of sewer gravity away from the stormwater Ballito	Ext 3	250 000
100mm AC water mains Replacement Shakaskraal	Millview Way/Shakaskraal CBD	500 000
100mm AC replacement Umhlali	Old FNB/Bonanza Hardware	350 000
400mm GRP replacement Avondale Gravity	Ballito	700 000
100mm AC replacement Shakakraal	Clover Road	400 000
Raise and replace manholes 2021	Various	200 000
Standpipes replacement 2022	Various	150 000
Meters replacements 2022	Various	1 000 000
Volutes & Seal plates replacement	SPS	300 000
3 x Gorman Rupp T3 pump Chakaskraal SPS and Village SPS	SPS	200 000
Proper shelters for gensets	SPS	42 000
Willard Beach, Shakaskraal, Lali park lifting beam replacements	SPS	30 000
Stainless steel doors installation at SPS 10, Christmas Bay	SPS	50 000
Woodmead 2 SPS upgrade - seal sumps (manhole rings)	SPS	60 000
Various pump stations Epoxy flooring	SPS	250 000
New RAS pump	S/Kraal WWTW	70 000
Magflow meter for inlet	S/Kraal WWTW	30 000
Area lighting for Shakas WWTW	S/Kraal WWTW	100 000

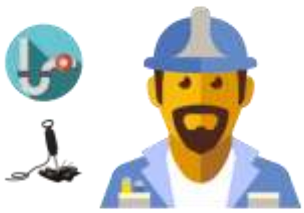
CAPEX FUNDED BY SIZA 2022		
DESCRIPTION	**Location & Cost Centre**	**BP 2022**
Replace isolation valves and non return valves at the inlet	S/Kraal WWTW	120 000
Sludge pond 3	S/Kraal WWTW	608 000
Mechanical screen upgrade	Frazers WWTW	150 000
Replacing Grit Pump at Inlet works	Frazers WWTW	85 000
Reline RAS pump volutes	Frazers WWTW	120 000
Replacing Internal Circulation Pumps - Aeration 1 and 3	Frazers WWTW	200 000
New electrical panel to incoperate VSD and PLC at F2 for transfer pumps	Frazers WWTW	255 000
Auto samplers - Raw, Final 1 and 2, Apollo in and Out	Frazers WWTW	189 000
Flow meter on Big pumping line from F1 to F2	Frazers WWTW	95 000
Standby Emergency Pond Pump	Sheffield WWTW	110 000
Replacing Grit Pump	Sheffield WWTW	90 000
Install 2 additional Gorman Rupp aerators Complete	Sheffield WWTW	750 000
Install electrical Cabling , panels , isolators etc for new Gorman Rupp aerators	Sheffield WWTW	160 000
Replacement of Process Instrumentation	RO&UF	90 000
Sandfilter pump 01 (SPARE)	RO&UF	60 000
New control valves for RO1 and RO 2	RO&UF	150 000
RO2 primary membranes	RO&UF	300 000
UF membranes	RO&UF	1 900 000
UV Lamps replacements	RO&UF	160 000
TOTAL PROJECTS FUNDED BY SIZA		**15 054 000**

CHALLENGES:

- Skills shortage
- Poor Revenue Collection / Revenue Enhancement Strategy
- Inadequate Water Resource
- High rates of Illegal Connections
- Insufficient Budget to fast-track service delivery (Grant dependency)
- Lack - Tools of Trade
- Projects Disruptions by Business Forum demanding 30% stake of the overall project cost
- Theft and Vandalism of infrastructure
- High water table- Need to upgrade from VIP toilets to waterborne
- Desludging of VIP toilets requires substantial financial resources, availability of budget challenges
- Human settlement funding not catering for waterborne infrastructure
- High sewer backlogs

OTHER CHALLENGES:

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:



WATER CHALLENGES

- Vandalism and cable theft at pump stations
- Aging Infrastructure.
- Faulty prepaid Meters.
- Water theft.

SANITATION CHALLENGES

- Desludging of VIP toilets requires substantial financial resources
- Availability of budget challenges
- High sewer Backlogs
- Skills Shortage
- High water table – Need to upgrade from VIP toilets

2022 KZN FLOODS IMPACT ON WATER & SANITATION INFRASTRUCTURE

On 11-13 April 2022, severe flooding and landslides caused by heavy rainfall affected southern and south-eastern South Africa, particularly the Provinces of KwaZulu-Natal and Eastern Cape. The floods has resulted in high levels of turbidity in all three water treatment plants that are supplying iLembe District Municipality. This has forced Umgeni to drastically reduce the production and at times temporary shut down some plants. This has adversely impacted our storage reservoirs. Heavy rains and storm have flooded most of our strategic sewer waste water treatment works. Also pipelines and associated water infrastructure have been severely damaged. Some of our plant (TLB's) and equipment have submerged and flooded including the Technical services offices. The below illustrates the assessment of infrastructure damaged as a result of the floods which has cost implications for the Municipality.

N.O	DAMAGED INFRASTRUCTURE	DESCRIPTION
1.	**Lower Thukela Regional Bulk Water Scheme**	The water treatment plant started experiencing continuous pump trips due to increased gravel build up in the plant. Production was reduced from 60ML to 18ML /day.
2.	**Hazelmere Water treatment plant**	The scheme provide bulk water to cater for Ndwedwe, and parts of Groutville. The quality of water in this plant started deteriorating from (12 April 2022) which necessitated an emergency shutdown.
3.	**Maphumulo Water works**	Continuously affected by electricity cuts and it's not reaching designed capacity of 9ML. Also borehole at G2-Oqaqeni got washed away which is servicing about 150 HH = Estimated costs R 800 000
4.	**Inaccessibility of the roads**	It is still a challenge to deliver water in many areas as roads are muddy and makes it difficult to navigate on hilly terrains of Ilembe. This is affecting communities and schools. More water tankers are required = Estimated costs R18M (3 months -District wide) 4 KDM, 4 Ndwedwe, 4 Maphumulo
5.	**Nsuze and Esidumbini treatment plants**	These plants have been flooded and are servicing Ndwedwe ward 2,4,5,6,7 & 8 = Estimated cost R3M
6.	**Sundumbili Waste Water Treatment Works**	This is a 12ML sewerage treatment that have been flooded and is servicing the entire Mandeni as result this will have an impact on affluent to the discharge points as well as obtaining Green drop standards = Estimated costs R8,5M
7.	**KwaDukuza Waste Water Treatment Works**	This is 10ML sewerage treatment that have been flooded and is servicing the entire KwaDukuza as result this will have impact on affluent to the discharge points as well as obtaining Green drop standards= Estimated costs R6,5M
8.	**Pipelines Washed away**	Approximately 8 Kilometers of pipeline have been exposed to heavy rainfall and ultimately got washed away; = Estimated costs R20M
9.	**Pump Stations**	are severely damaged and could not cope with excessive stormwater ingress leading to inability to pump the sewers to treatment areas
10.	**Plants and equipment**	TLB and 2 bakkies were flooded and submerged on water = Estimated costs R 500 000
11.	**Technical Services offices**	The municipality was hit hard by floods as such most of the offices that are utilized by technical department flooded = Estimated costs R250 000
12.	**Tugela Sewerage works**	The access roads were washed away and restricted operations to continue, which made it difficult to deliver chemicals and equipment to the plant. The cost of the damage is Estimated to be R 200 000
13.	**Tugela village Pumping main**	The 450m Pipe line was washed off and compromised, soil eroded. Temporal Repair done to reinstate supply. Estimated permanent repair costs R1 000

14.	**Mandeni (Padianager) pipe washed off**	Repair done, water reinstated. Forms part of the current WSIG AC replacement project. R0
15.	**Mandeni & KDM Sewer Jetting Machines**	Flooded with damage worth R 50 000
16.	**Maphumulo (Mthandeni, Snamafini) 1km pipe washed off**	IDM Plumbing Team temporarily reinstated supported with pillars but pipe is exposed, as sand is eroded. Estimated costs R2m
15.	**Maphumulo along Road P711**	Approx. 3km Pipe line eroded, all pipes exposed and hanging – Estimated costs – R6m
17.	**KDM CBD and ward 15 main pipes washed off –**	A number of repairs done, improvement on supply to CBD. More tracing is in progress as reservoirs are still draining abnormally. R1.5m
18.	**Material Stores Building (Warehouse):**	Flooded and all stock got damaged. Damage cost of R4m

12.9. SOLID WASTE MANAGEMENT:

Community Services and Public Amenities is one of the service delivery Business Units in KDM, typical drives the planning and implementation of all duties that should benefit municipal area in terms of the following strategic divisions:

- Street Cleansing & Solid Waste Management
- Cemeteries and Crematoria
- Beach Amenities
- Library Services & Community Halls
- Parks, Gardens and Recreation Facilities

12.9.1. Solid Waste Management - Responsibility for Waste Collection

KDM Solid Waste Management Operations

KDM Solid Waste Management unit offers the following broad solid waste management services which have applicable tariff of charges as approved by Council.

- Collection and transportation of domestic & commercial solid waste services
- Provision and management of wheelie bins and bulk containers (Skips)
- Street cleaning and litter removal in CBD’s
- Recycling and minimisation of waste
- Management of illegal dumping
- Community waste management awareness and education program
- Research and development of new waste management processes.

It should be brought to the attention of Council that Street cleaning and litter picking in the CBD is essential municipal services that is required Monday to Sunday three hundred and sixty-five days of the year. However, most of the employees have been appointed as five days' workers, meaning Monday to Friday are official operating hours ranging from 07:15am to 16:15pmKwaDukuza Municipality is required to develop an integrated waste management plan (IWMP) as per the requirements of the National Environmental Management Waste Act the municipal area. The Integrated Waste Management Planning forms a crucial part of the framework for local government and it must be undertaken in accordance with the roles and responsibilities as per the provisions of the Constitution of the Republic of South Africa in respect of local government. The National Environmental Management: Waste Act 2008 (as amended by Act 26 of 2014) further prescribes the legal requirements for local government authorities to put in place Integrated Waste Management Plans so as to inform planning and budgeting in relation to waste management within a particular municipality, in this case, KwaDukuza Municipality.

The over-arching purpose hereof is to ensure that planning within the local municipalities is aligned with National Policy and Standards. Furtheremore, it must be sustainable, practically implementable and acceptable to all key role players and/or parties expected to implement the plan and that appropriate management frameworks and capacity are in place for the local municipality when dispensing its responsibilities for the delivery of waste management services. KwaDukuza Municipality is, therefore, responsible for solid waste management.

12.9.2. THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL

According to Section 11 of the National Environmental Management Act (NEMA) institutions responsible for waste management are compelled to develop a tool to manage their waste, which is known as the Integrated Waste Management Plan (IWMP). Whereas Section 10 (3) thereof stipulates that for the National Department, Provinces and Municipalities to designate waste management officers (WMOs), such should be done in writing, it must be ensured that there is constant communication amongst all three spheres of government with regards the implementation of the Waste Act. All local municipalities have designated WMOs. Subsequently the designations must then be formally communicated to the MEC or Minister, as per the Act.

12.9.3. THE STATUS OF KWADUKUZA MUNICIPALITY SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL AS WELL AS STATUS OF THE MUNICIPAL IWMP

The Southern Area is currently being serviced by a private company vis-à-vis Dolphin Coast Waste Management and this service is only for the formal/developed areas. Once the section 78 has been concluded the Municipality will be branching to PPP arrangement and on month-to-month contract basis. As part of the contractual obligations, the service provider has a dump site which is also used by KwaDukuza Municipality for its disposal at a fee. The above notwithstanding, there is one small town namely Shakaskraal which also receives the service from a private company. In all the semi-formal developments as well as low-cost developments the Municipality introduced skips as the means of providing a minimum service to the community. The Municipality has over 100 skips in various wards that need to be serviced on a daily basis. This is due to the fact that there is a demand for the service and funding within the current budget is available, thereby giving the Municipality a short-term solution to the challenge.

The KwaDukuza Municipality Waste Management section has currently employed *83 waste management* employees which are servicing the northern area. It needs to be borne in mind that the population is growing at an alarming rate and the current staff compliment cannot cope with the demand. Out of the 83 employees there is only one person who is in the middle management and who is, therefore, in a position to take responsibility for the entire operational duties. It needs to be taken into cognizance that the service is out-sourced in the southern area. KwaDukuza Municipality runs the waste management unit with a fleet that is a combination of an aging vehicles as well as new additions.

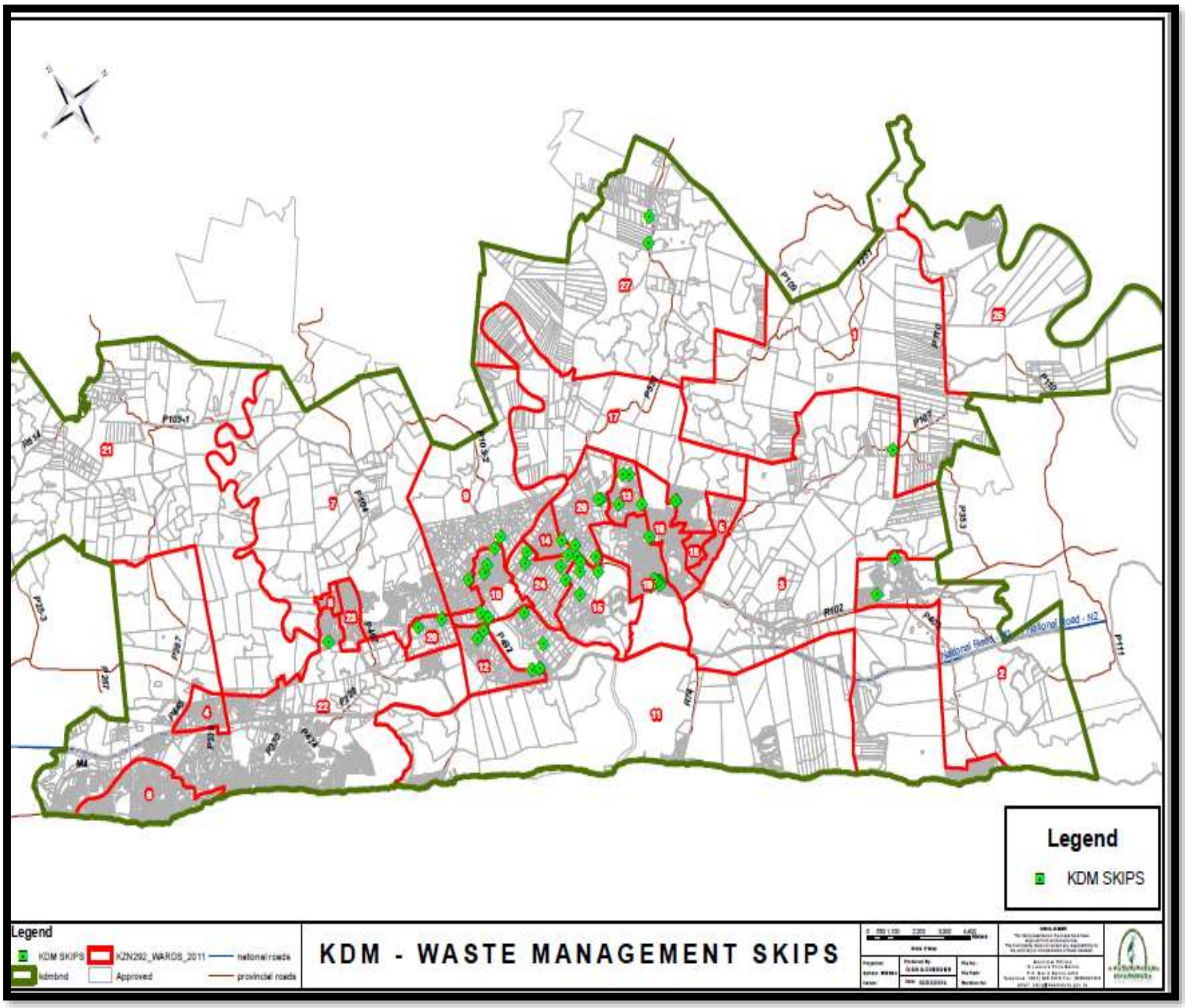
12.9.3.1. KDM Solid Waste Management Operations

Solid Waste management service is an essential service and therefore this service becomes one of the most important functions of the Municipality. KDM Solid Waste Management provides waste collection services to 32245 approximately formal and informal households and commercial customers. Operating with a fleet of 8 compactor waste trucks, 4 Skip loader trucks, 1 four-ton cage truck, 1 tipper truck, 1 TLB and 2 vehicles. A pre-determined refuse collection schedule has been developed and it is general adhered to with the exception when we have truck breakdowns. At any given time for successful execution of our daily refuse collection operations we need five refuse compactor trucks. The standard services level offered by KwaDukuza Municipality to domestic customers is twice per week services for the removal of at least two refuse bags and once a week for government subsidize settlements. Non-residential or commercial customers a provided with a minimum of three times a week collection and up to seven days a week. Our areas of service is divided into two operational areas namely Southern and Northern. The Southern area is outsourced to private service provider Dolphin Coast Waste Management through a PPP agreement. This is standard across all domestic customers in both northern and southern areas, it is therefore presumed that we have the accurate and updated records of all customers.

12.9.3.2. THE STATUS OF LANDFILL AND EQUIPMENT

- KwaDukuza Municipality decommissioned Shakaville Disposal Site however there is a waste license;
- Waste is disposed at one site currently used and a disposal which is known as Dolphin Waste Management Transfer station located at Umhlali;
- KwaDukuza Municipality is responsible for waste management in the Municipality.
- Taking into account that waste collection that is currently done in certain areas once a week, some areas twice a week, commercial collection is done 3 times week, 5 times week and 7 times a week depending on the area.
- The Municipality renders an indigent build refuse collection container service through 8/14 cubic meter skip waste services to some of the communities.

FIGURE 45:LOCATION OF WASTE MANAGEMENT SKIPS



12.9.4. STATUS ON REFUSE REMOVAL WITHIN KWADUKUZA

TABLE 69:STATUS OF REFUSE REMOVAL WITHIN KDM

Indicator	Sub-indicator	Population	Population%

Refuse Removal	Local authority/Private/community members at least once a week	50 728	55.6%
	Local authority/Private/community members less often than once a week	3 552	3.9%
	Communal refuse dump	12 148	13.3%
	Own refuse dump	20 325	22.3%
	Dump or leave rubbish anywhere (no rubbish disposal)	2 682	2.9%
	Other	1 850	2.0%

**Source: Stats SA Community Survey, 2016

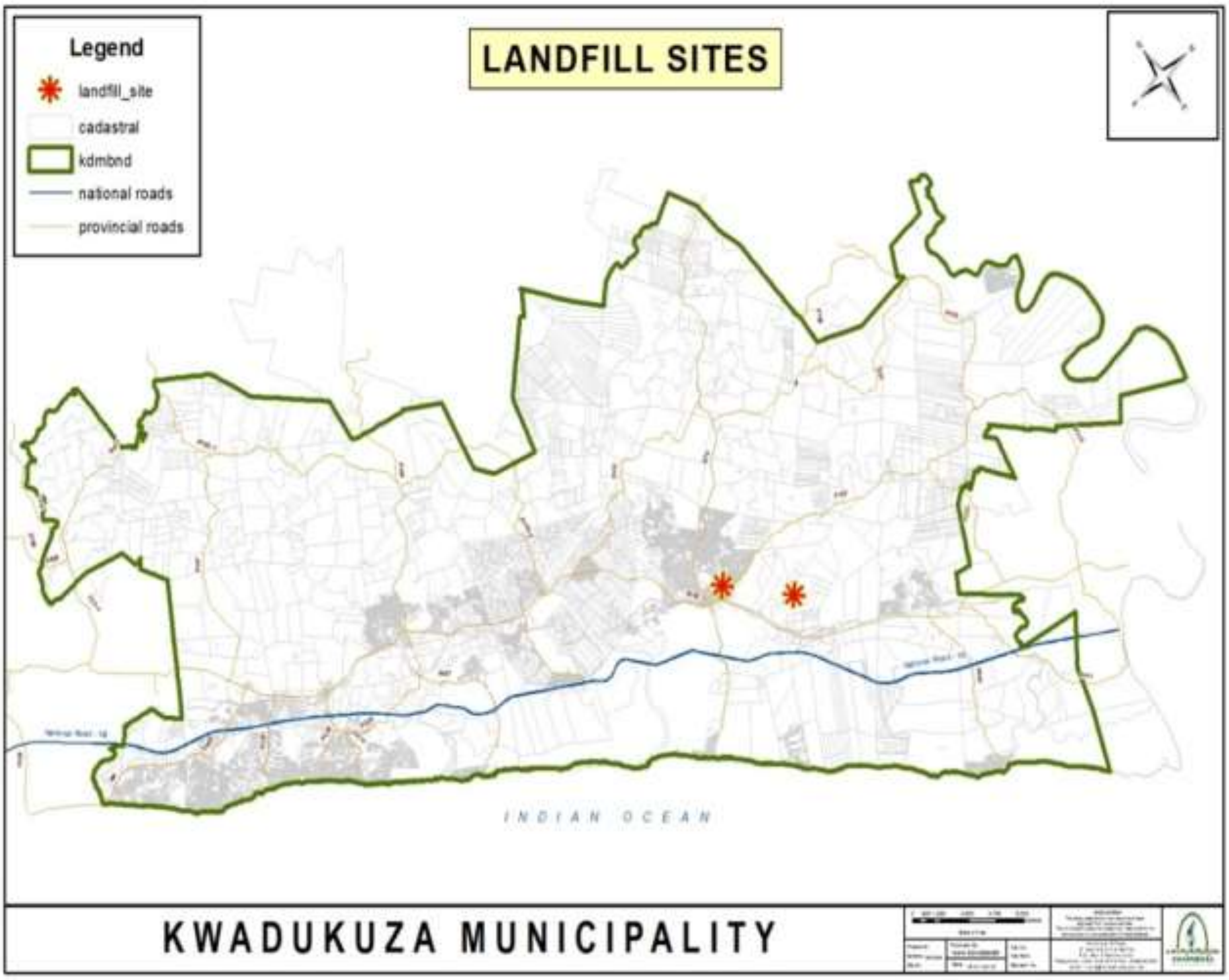
12.9.5. OWNERSHIP OF WASTE DISPOSAL SITE

In as far as the KwaDukuza Municipality waste management is concerned, the Municipality has a Parks and Gardens Department which renders service to the community. In the north the garden waste is disposed at the landfill site which is owned and operated by the private sector. In the South, however, approximately 2000m^3 of garden waste is handled a month by a privately-owned transfer station, processed and sends to a composting facility in a mulch form. The Municipality's Waste Management currently has the responsibility for clearing illegal dumping in the north while the private sector is responsible for the south side. There is virtual evidence of illegal dumping in both private and public land around the municipal area especially in the north.

12.9.6. STATE OF WASTE DISPOSAL SITE

The Municipal does provide and transfer in its jurisdiction, yet is responsible for collection and transport of waste to the landfill. KDM has a waste transfer station located at extension 25 yellowwood drive at Ward 16 and is currently under construction but towards finalization. Nonetheless, within the area of jurisdiction there is one transfer station in the South, handling approximately 6 400 tons of mixed waste streams excluding hazardous waste per month, approximately 2000m^3 per month of garden waste as well as approximately 450 ton per month of recyclables. The facility is owned and operated by Dolphin Coast Waste Management of behalf of KDM

FIGURE 46:LANDFILL SITES



12.10. PROGRESS REGARDING THE IMPLEMENTATION OF THE IWMP

The IWMP was adopted by Council in 2021 and has a supporting implementation plan a**nnexed** as part of the Draft 2022/23 IDP document.

12.10.1. A SYSTEM TO DIVERT WASTE FROM LANDFILL SITE FOR RECYCLING

a) Municipal Recycling Initiatives

The Municipality has made effort to support some local recycling businesses. Currently the Municipality is investigating the option of establishing a Material Recovery Facility (MRF) at the Yellowwood Drive Transfer Station in Stanger. The Municipality is also currently running a program which is planned to involve a private contractor to collect waste from residential and business areas and to use municipal employees to sort waste at the MRF. The sorted recyclable waste would be sold to larger recycling factories and the non-recyclable waste disposed to landfills. A private contractor may also be used to handle the re-sale of recyclables from the MRF. This initiative is in line with several of the targets listed under the KZN's seven strategic goals (job creation, waste recycling, and minimizing waste to landfill). One of the targets which are addressed is listed as "The implementation of waste management services such as waste to energy and recycling projects that should be done in a way as to encourage the creation of sustainable jobs, local economic development and empowerment of local entrepreneurs particularly those that have been historically disadvantaged." (KwaDukuza IDP, 2012).

The municipal waste manager also indicated that the municipality is planning to implement a two-bag system for recycling domestic waste at source. A different coloured waste bag would be provided to the household that would be collected on a specific day for separation at the MRF and subsequent recycling. There are a number of private recyclers operating in the KwaDukuza Municipality. Most informal pickers reclaim recyclable waste from business waste and the Central Business District (CBD) street bins in order to sell the recyclables to small recycling businesses operating in the KwaDukuza Municipality. The profiles of some of the main recycling companies operating in KwaDukuza Municipality is provided below and this information below was given during interviews with the facility managers.

TABLE 70:PROFILES OF LOCAL RECYCLING BUSINESSES

COMPANY NAME	YEARS IN BUSINESS	LOCATION OF FACILITY	TYPES OF WASTE ACCEPTED	WASTE HANDLING ACTIVITIES	CATCHMENT AND DISTRIBUTION	CHALLENGES
Dermatrans	5 years	Ballito	Domestic waste	Waste sorting, storage and bailing	Collecting domestic waste from the Southern region of KwaDukuza. Supplying to a larger recycling company in Durban.	Lack of supporting municipal programmes or infrastructure such as a 3-bag system and Drop-off centres for separation at source.
Sebenza Sonke	2 years	Stanger	Paper, cardboard, glass, metal, plastic.	Waste sorting, storage and bailing	Collecting from Stanger CBD and municipal offices. Supplying a larger recycling company in Mandeni.	Lack of waste feedstock
Dash Car Wash and Recycling	4 years	Stanger	Paper, cardboard, glass, metal, plastic.	Waste sorting, storage and bailing	Collecting from KLM. Supplying a larger recycling company in Mandeni.	Low prices for waste and theft

Environmental Waste Recyclers	17 years	Industrial area, Stanger	Paper, cardboard, glass, metal, plastic.	Waste sorting, storage and transport. Wanting to start plastic processing.	Collecting from Stanger and surrounds. Supplying recycling companies in Mandeni and Durban.	Lack of waste feedstock and financing for equipment and facilities.
HK Scrap Metals	3 years	Stanger	All types of ferrous and non-ferrous scrap metal.	Collection, sorting and storage of scrap metal.	Collecting from Stanger and surrounds. Distribution was not disclosed.	Limited communication and support from the waste department.

STRATEGIC FOCUS AREAS:
IMPLEMENTATION PLAM OF THE IWMP:
Annexure 17 The Integrated Waste Management Plan

The **"Program for change"** is a multi progged strategy underpinned by five key focus areas that will derive the change agenda when it comes to waste management.

(i) As a rapid response (short-term) KDM needs to establish Illegal Dumping Team constituted of the TLB Operator, Tipper Truck Driver and Five General Workers.
(ii) **Tabling of a feasibility report before Council regarding the extension of road side refuse removal service to high populated areas that are currently serviced via skip.**
(iii) Establishment of the education and awareness sub-directorate to drive a rigorous/massive awareness campaign (Change Management).
(iv) Establishment of Municipal bylaws enforcement unit that will ramp up the enforcement thereby harshly and decisively deal with those responsible for illegal dumping and litter. (Community Safety)
(v) Establishment of a collaborative efforts with the stakeholders citizens, KDM EDP, KDM Civil Engineering, Ilembe District Municipality. NPO's, Business, KZN Department of EDTEA, Taxi Association, Informal Traders, Chamber of Business, Ratepayers Associations & Waste Recyclers.

12.11. STATUS OF MUNICIPAL BY-LAWS AN POLICIES:

SECTION	POLICY / BY-LAW	STATUS	PROMULGATION / ADOPTION	COMMENTS
KwaDukuza Solid Waste Management	Integrated Waste Management Plan	Endorsed by MEC	Adopted by Council	Five year plan that needs to be reviewed
	Refuse Removal By-laws	Under review	Repealed on the 19 September 2000	Draft has been produced.

Parks, Gardens and Recreation	Garden Refuse Removal By-laws	Implementation	Repealed on the 19 September 2000	Draft has been produced.
	KwaDukuza Parks By-laws	Drafting stage	To be adopted by Council	Draft has been produced.
	KwaDukuza Municipality Sports and Recreational Facilities By-laws	Drafting stage	To be adopted by Council	Draft has been produced.

12.12. Waste Management Challenges and Possible Solutions:

TABLE 71:WASTE MANAGEMENT CHALLENGES AND POSSIBLE SOLLUTIONS

CHALLENGES	POSSIBLE SOLUTIONS
Illegal dumping	Review of Municipal by-laws to increase fines. Community education and awareness campaign.
Unaesthetically appeal of communal sites due to lack of education and awareness in terms of proper waste management practices	Intensified waste education and awareness campaigning in the whole of KwaDukuza municipal jurisdiction
Illegal landfilling of waste within KwaDukuza Municipal jurisdiction.	EDTEA pollution and waste section to enforce legislation around these historical sites.
Illegal disposal of Construction and Demolition waste	Implementation of internal controls by building control Unit in terms of the disposal of waste by building contractors during the building process.

13. TRANSPORT AND INFRASTRUCTURE:

13.1. Existing and Future Transport Infrastructure

The infrastructure development and service delivery are derived as per the following legislation:

The Constitution of the Republic of South Africa of 1996, MFMA 56 of 2003, PFMA 1 of 1999, MSA 32 of 2000, Spatial Planning and Land Use Management Act 16 of 2013 Rental Housing Act 50 of 1999 and amendment, Prevention of Illegal Eviction from and Unlawful Occupation of Land Act 19 of 2007, Social Housing Act 16 of 2008, Housing Consumer Protection Measures Act 95 of 1998, Home Loan and Mortgage Disclosure Act 2000, National Building Regulations and Building Standards Act 103 of 1977, Preferential Procurement Policy Framework Act 2000, National Environmental Management Act 1998, Communal Property Association Act 1996,Housing Development Schemes for retired persons Act 65 of 1988.

This section deals with whether or not there are existing and future transport infrastructure, including status of repairs, such as roads, railways, airfields/airports indicated on legible maps (including municipal, provincial and national road maps).

Internal at KwaDukuza Local Municipality it is the Civil Engineering and Human Settlements Business Unit that is responsible for all road infrastructure. Overall, the Business Unit is responsible for infrastructure development and human settlements for ensuring basic service delivery as well as provision of quality houses in these performance areas:

Civil Engineering Department: Roads and stormwater; Sidewalks; Commuter Shelters; Traffic calming; wooden bridges etc. Municipal Building Maintenance Services, Infrastructure Planning, Construction & Routine Maintenance
Project Management Unit Department: focuses on the MIG administration and compliance with Division of Revenue Act (DORA) and MIG framework; ensures alignment of bulk infrastructure provision with other Departments/ Sectors i.e., Human Settlements; KZN-DOT, iLembe (IGR)etc.; EPWP and Infrastructure Planning.

Grant Expenditure Performance

- MIG – there were difficulties with the implementation and expenditure of the MIG Funding in the past however has become history.
- EPWP – targets are set considers 3 sectors (Infrastructure, Environment, and Culture, Social)

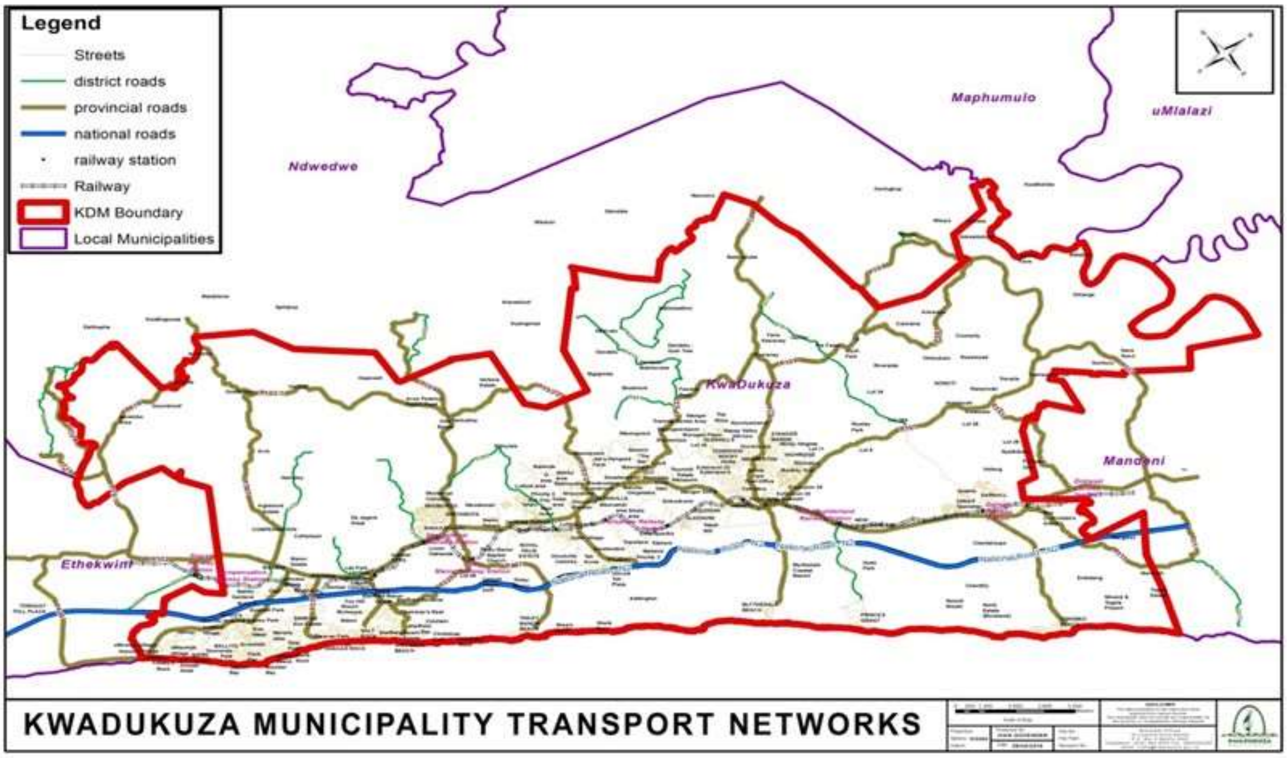


Figure 47:KDM TRANSPORT NETWORK

King Shaka International Airport: Aptly named after the great legendary King Shaka Zulu, *King Shaka International Airport* is situated approximately 35km from the City of Durban. It is situated very close to the coastal town of La Mercy, Ballito and KwaDukuza. The facility serves as the primary airport catering for Durban and surroundings. The aerotropolis being the geographical location of the airport is designated as prime land in line with the Dube Aerotropolis Development Framework, 2011. The main roads used to access the airport include the N2, M4, R102, R74 and R614.

It is common cause that tourism has been impacted positively by the aerotropolis and geographically three areas stand out as having the highest concentration of tourist attraction points being KwaDukuza, Ballito and Zinkwazi. These three areas have been awarded a buffer of 200m as an indication of being ideal and strategic land for the purposes of future expansion. Inevitably, during the expansion phase the consequence thereof shall be the densification while simultaneously accommodating likely growth of the three hot spot areas. Ballito and Stanger/KwaDukuza have been given the same rating, a development which augurs very well for the KwaDukuza Municipality with respect to the attainment of unprecedented growth especially in tourism, a sector which happens to be the number one job-creation industry in South Africa currently.

Port Movement: KwaDukuza Municipality is strategically located between two important ports namely Richards Bay and Durban wherein the alone serves in excess of 60% of import goods that arrive from overseas in the South Africa (New Trends in the KwaZulu-Natal economy / Global Africa Network). Together with the port of Durban, the port of Richards Bay also plays a pivotal role in the development of the economy of KwaZulu-Natal and South

Africa at large. The beauty of it all is that KwaDukuza finds itself at the centre of both ports which augurs very well for the Municipality to benefit immensely from the spin-offs.

Railroad Infrastructure: KwaDukuza Municipality does boast a fair railroad infrastructure operated by PRASA. The trains offer commuters who travel between Stanger and Durban (in the main) a much cheaper mode of transport in comparison to buses and taxis. Furthermore, the goods trains also utilize the same infrastructure. The main challenge that the railroad has to endure at the moment is vandalism and other forms of crime where train drivers are attacked by criminals and infrastructure destroyed willy-nilly. The Municipality realizes that it must take advantage of the railroad infrastructure by exploring ways in which it can utilize the same quite extensively in an endeavor to boost economic growth.

Road Infrastructure: The Department of transport embarked on a maintenance programme to maintain the major corridor roads towards KwaDukuza and through KwaDukuza Municipal area. Roads affected and now currently in the process of rehabilitation are the R74 and R102 which are the main carriers within the jurisdiction of KwaDukuza. Funds were set aside to deal with the roads and contracts have been awarded to contractors to rehabilitate the roads.

KwaDukuza Municipality has strong North-South linkages via the N2 and Provincial Road R102. These roads provide a basis for linking the main coastal nodes and the main Provincial Economic hubs (eThekwini and uMhlathuze). There are also distinct East-West linkages via the R74 and R614, these serve as a basis for connection of inland and coastal nodes, as well as other municipalities within the iLembe District. Metrorail is the backbone of public transport in KwaDukuza with approximately half (49%) of the population (mainly inland) not having access to any other formal mode of transportation.

An integrated transportation plan has been developed by the KwaDukuza Municipality. Poor condition of roads due to poor standard of storm–water management and lack of maintenance are some of the Municipality's concerns. An important component of the structuring of future development of the area focuses on locating activities in areas of accessibility, within the various corridors, where higher accessibility exists.

13.2. Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorised as national, provincial and local on the maps. The KwaDukuza Local Municipality has the responsibility to provide planning of public transport infrastructure. The responsibility between Local and District Municipalities as well as the provincial Department of Transport (DoT) for road provision and maintenance still needs to be finalised and has been flagged as a key development issue.

13.2.1. Municipal Responsibility for the Provision of New Roads and Related Facilities

KwaDukuza does have a plan in place that will see through the provision of new roads and related facilities. The Municipality also has an Operational and Maintenance Plan for both existing, new roads and public transport facilities which include taxi ranks, bus stops and storm water management. The IDP indicates that there is a plan in place for the provision of new roads and facilities as well as an Operational and Maintenance Plan for existing and new roads and public transport facilities. (The Operational and Maintenance Plan is herewith attached for ease of reference).

Civil Engineering Services & Human Settlements Business Unit is the Municipal BU which plays a pivotal role in fulfilling the objectives of Local Government as envisaged in Chapter 7, Section 152 & 153 of the Constitution of RSA Act no.108 of 1996. The Council has entrusted this Business Unit with the following authority, roles, responsibilities and key performance areas in order to carry out the aforesaid constitutional mandate and a five-year strategic agenda for the current Council.The 2016-2021 key service delivery commitments will be undertaken for the people of the KwaDukuza Municipality to continue realizing their lives for the better.

13.2.2. Operations and Maintenance Plan for Existing and New Roads, and Public Transport Facilities

The IDP does indicate that there is a plan in place for the provision of new roads and facilities. The Operations and Maintenance Plan is under development; however, the Municipality is currently using a Roads Master Plan.

- Pavement Maintenance System is complete
- Roads Master Plan and LTP are at final stages (due to funding these two haven't been finalised)
- Stormwater Master Plan
- Municipal Infrastructure Plan

The Civil Engineering Services & Human Settlements Business Unit is one of the strategic Business Unit responsible for infrastructure development and human settlements for ensuring basic service delivery as well as provision of quality houses in these performance areas:

- Civil Engineering Services (Roads and storm water; Sidewalks; Commuter Shelters; Traffic calming etc.)
- Municipal Building Maintenance Services
- Infrastructure Planning, Construction & Routine Maintenance
- Project Management Unit (MIG, EPWP etc.)
- Human Settlements (housing infrastructure and slums clearance)

13.2.3. INTEGRATED TRANSPORT PLAN (ITP) AND OTHER CIVIL ENGINEERING POLICIES:

KwaDukuza Municipality is responsible for the Integrated Transport Plan (ITP) for its communities, albeit the non-existence of the Plan yet. The aforesaid notwithstanding, the plan should have been developed during the course of 2021/22 financial year and relevant stakeholders will be consulted as a funding source/s will be sought for the implementation of public transport facilities. All policies from this business unit, **(ANNEXURE 15)** are as follows;

TABLE 72:CIVIL ENGINEERING POLICIES

PLAN/POLICY	ADOPTION BY COUNCIL	STATUS	CURRENT STATUS
Public Local Transport Plan -	Adopted in 2021	proved & implementation	KwaDukuza Municipality is responsible for the Integrated Transport Plan (ITP) for its communities. Plans at its final stages. Assist in provision of sustainable public transport system in KDM (40% complete).
Pavement Maintenance System (PMS)	Adopted	Finalized in June 2019	approved & implementation
Roads Master Plan	Adopted in 2021	approved & implementation	KwaDukuza Municipality is responsible for the Integrated Transport Plan (ITP) for its communities. Plans at its final stages. Cover road network and future plans for integrated development alignment.
Stormwater Master Plan	Not yet adopted	incomplete	Royal Haskoning DHV was appointed, due to COVID-19 there has been a delay in finalization of the plan. Covering stormwater and accommodating current and future demands (40% complete).
Restructured Zones	Adopted in 2020	approved & implementation	

Annexure 18 All Civil Engineering Policies

13.3. STATUS OF ROADS/ STREETS OF KWADUKUZA:

KwaDukuza Municipality has a challenge of ageing roads and stormwater infrastructure which needs rehabilitation and upgrade.

The Pavement Management System (PMS) was developed assessing of roads/streets consisting of:

- Flexible Roads (Paved / Blacktop)
- Gravel Roads (Unpaved)
- Block Paved
- Concrete Paved

13.4. SITUATIONAL ANALYSIS REFLECTING MAPS

Currently, a Situational Analysis Reflecting Maps at KwaDukuza Municipality is not available.

TABLE 73:STATUS OF ROADS/STREETS OF KWADUKUZA

CONDITION	BLACKTOP	GRAVEL	BLOCK	CONCRETE	TOTAL
Very Poor	26.39	50.87		0.50	77.76
Poor	63.62	48.42			112.04
Moderate	107.85	31.31	0.03		139.19
Good	125.73	13.67	0.01		139.41
Very Good	97.52	5.79	1.77	2.06	107.14
	421.11	150.06	1.81	2.56	575.54

Table 74:ROAD NETWORK AND STATUS WITH THE KDM IN %

CONDITION	BLACKTOP	GRAVEL	BLOCK	CONCRETE	TOTAL
Very Poor	***6%***	***34%***	***0%***	***19%***	***14%***
Poor	*15%*	*32%*	*0%*	*0%*	*19%*
Moderate	*26%*	*21%*	*2%*	*0%*	*24%*
Good	30%	9%	0%	0%	24%
Very Good	23%	4%	98%	81%	19%
	100%	100%	100%	100%	100%

13.5. KWADUKUZA MUNICIPALITY CIVIL ENGINEERING AND PMU BUDGET ALLOCATION FROM 2022/23 :

Please Chapter E which is on the Implementation Plan

13.5.1. KWADUKUZA MUNICIPALITY CIVIL ENGINEERING AND PMU PROJECTS REQUIRING INTERVENTION:

SANRAL road project that has been on hold for more than 3 years and situated on the N2, near KwaDukuza. These Projects require intervention from the KwaZulu Natal Department of transport:

- Ballito Taxi Rank and Pedestrian Bridge
- KwaDukuza Mall Bridge
- P553 Road – be upgraded to blacktop as a partnership with the KDM.

14. CIVIL ENGINEERING CHALLENGES:

- Underperformance of contractors in delivering projects due to cash flow
- Poor capital expenditure
- Inadequate funding
- Lack of capacity to implement projects (understaffed PMU and EPWP).
- Ageing infrastructure as a result of lack of maintenance.
- Disputes on land ownership
- Damaged of Council assets by iLembe and other stakeholders

TABLE 75:CHALLENGES AND PROPOSED INTERVENTIONS FOR BASIC SERVICE DELIVERY AND INFRASTRUCRURE DEVELOPMENT

CHALLENGES	INTERVENTION
Budget Constraints	All activities to be adequately budgeted
Ageing Infrastructure	make budget provision for upgrades instead of routine maintenance
MOU implementation with the iLembe District	MOU be implemented and payments for work done processed timeously
Damaged road infrastructure as a results of Wayleaves application	Speed up process of holding deposit on all wayleave applications
Road Infrastructure maintenance by the KZN-DOT	Continuous engagements to be maintained
Vandalism of the existing infrastructure due to protests	Communities to be educated on taking care of their own areas and infrastructure and usage of other platforms to communicate with principals
Illegal dumping by public on municipal stormwater infrastructure system	Stormwater by-laws are in place and to be enforced
Illegal Sewer discharge onto Municipal Stormwater System	Stormwater by-laws are in place and to be enforced

14.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

TABLE 76:BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Availability of qualified personnel in relevant technical fields of study • Ability to implement projects in-house • Provision of technical expertise to other departments • Institutional memory and experience • Improved expenditure on Municipal Infrastructure Grant,	• Inadequate bulk infrastructure funding for electricity, water and sanitation, • Ageing infrastructure • Ageing of iLembe infrastructure that impact negatively on to the municipal infrastructure • Shortage of budget towards operation and maintenance issues • Sourcing of workforce • Workforce reaching retirement age without proper skills transfer • Delaying in filling of vacant posts and attrition posts • Workforce Health and wellness challenges • Archive and filing system • Delay on vehicle repairs • No council landfill site
OPPORTUNITIES	**THREATS**
• Promotion of growth • Rapid developing municipal area with new infrastructure • Locality of the municipal area • Intermediary Cities Support Programme, • Popular geographic area and environment for development. • Magnitude and nature of current developments. (Airport, residential, commercial and industrial) – increased customers – Electricity and Rates incomes	▪ Ageing infrastructure ▪ Ageing workforce ▪ Acts of violence ▪ Safety of workforce ▪ Non-compliance of municipal buildings to safety regulations ▪ Existing infrastructure not sufficient to accommodate current demands ▪ Damages to municipal infrastructure due to services underneath it

• Vuthela LED Programme – Infrastructure projects, • Implementation of scarce skills and retention policy,	▪ Delay in fixing of water and sewer damaged infrastructure ▪ Non-effective co-ordination with other government spheres, e.g., KZN-DOT, iLembe/ Siza water ▪ In-adequate stormwater management system

15. ENERGY

15.1. RESULTS OF THE FIRST GREENHOUSE GAS INVENTORY FOR KWADUKUZA:

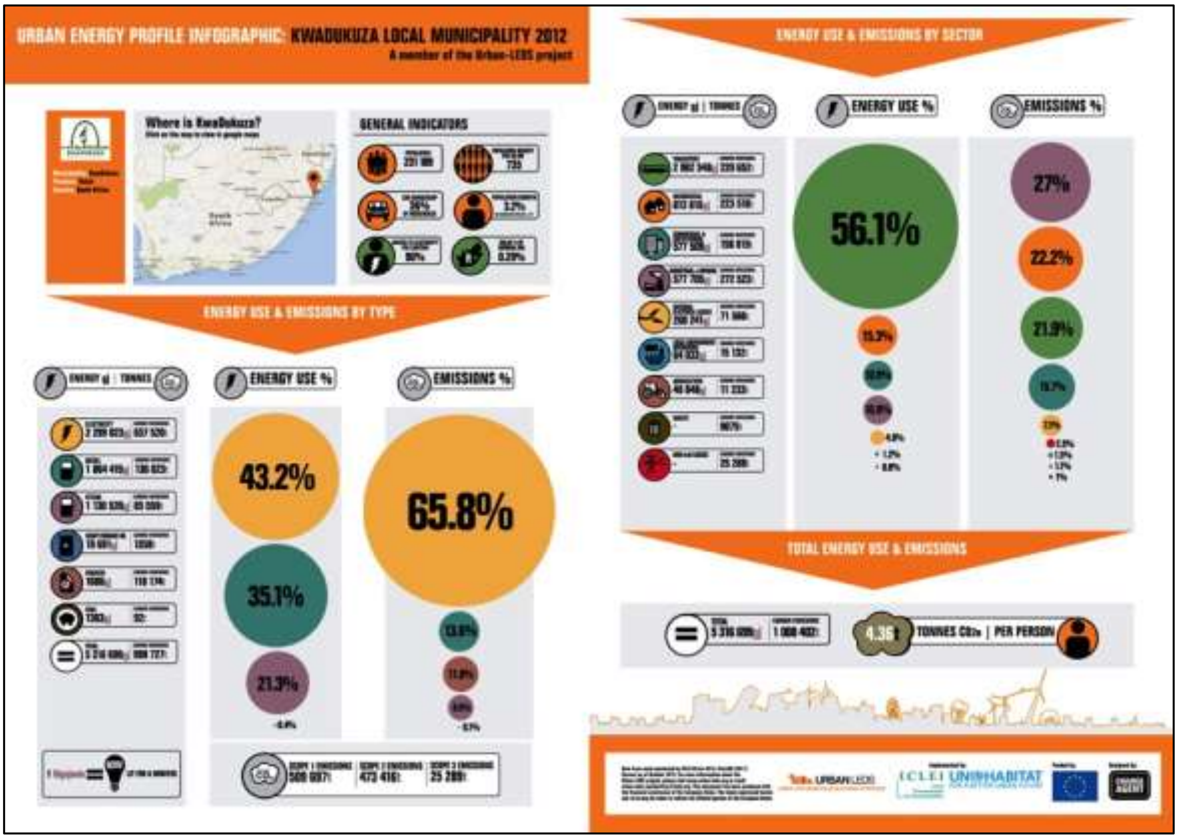
This section provides a high-level summary of the energy usage and associated greenhouse gas emissions for KwaDukuza Municipality. In view of these results, recommendations can be made to simultaneously address energy security and poverty, while increasing energy efficiency and reduce the energy requirements and resultant greenhouse gas emissions intensity in the area.

Electricity is the dominant energy type used in KwaDukuza (43% of total 5.3 million GJ of energy consumption), a pattern that is consistent with other municipalities in South Africa. Petrol (35%) and diesel (21%) are respectively the second and third most dominant fuel types used in KwaDukuza. Nationally, electricity is mostly generated from fossil fuels, which means that the emissions produced as a result of electricity consumption in the KwaDukuza area is 65%. The sectors consuming the greater proportion of energy in the area are transportation (56%), residential (15%), industrial (11%), and commercial (11%). Combined, these sectors are also responsible for 87% of the total 1.008 million tonnes of carbon dioxide equivalent (tCO_2e) emissions accounted for in the year 2012. 91.2% was emitted by the community and 8.8% emitted directly by the local authority (with the inclusion of electrical losses). The first pair of pie charts below shows the percentage of energy use (left hand graph) and associated emissions for each of the main fuel types used in KwaDukuza.

The carbon and energy intensity in KwaDukuza is similar to that of like-sized municipalities, with similar economic activities and demographics. Energy consumption is 23 gigajoules (GJ) per person per annum. The per capita emissions amount to 4.36 tCO_2e per person per annum. Every million Rand of Gross Value Added in the local economy requires 685.8 GJ of energy to produce and therefore emits 130.1 tCO_2e. More detailed statistics on the energy use and carbon emissions can be found in the detailed Greenhouse Gas Inventory Report, with high-level summary statistics in the info graphic below.

Key Implications of the Greenhouse Gas Inventory

FIGURE 48:INFOGRAPHIC OF KDM'S URBAN ENERGY EMISSIONS PROFILE



Setting ambitious but achievable targets to reduce greenhouse gas emissions can achieve multiple co-benefits at the level of the community and for KwaDukuza Municipality. Examples include improved energy security, reduced energy consumption, a greener and more inclusive economy at community level. Reduced operational costs for the Municipality through improved energy efficiency, reduced internal losses, and increased reliability of municipal infrastructure, as well as increased access to international carbon finance. KwaDukuza Municipality is committed to working together with communities and business to contribute towards a low carbon future. A series of actions to reduce emissions are included in a brand-new low emission development strategic framework and action plan that was recently adopted, the actions and recommendations of which will be integrated into this and subsequent IDP's.

15.1.1. ENERGY/ ELECTRICITY PROVIDER

The KwaDukuza Municipality has two licensed electricity distributors, namely Eskom and KwaDukuza. KwaDukuza Municipality is a licensed electricity provider. Whereas ESKOM supplies electricity directly to the following Wards: 1, 2, 3, 21, 25 and 27 the rest of the Wards are supplied by the Municipality. Nonetheless, all street lighting in all

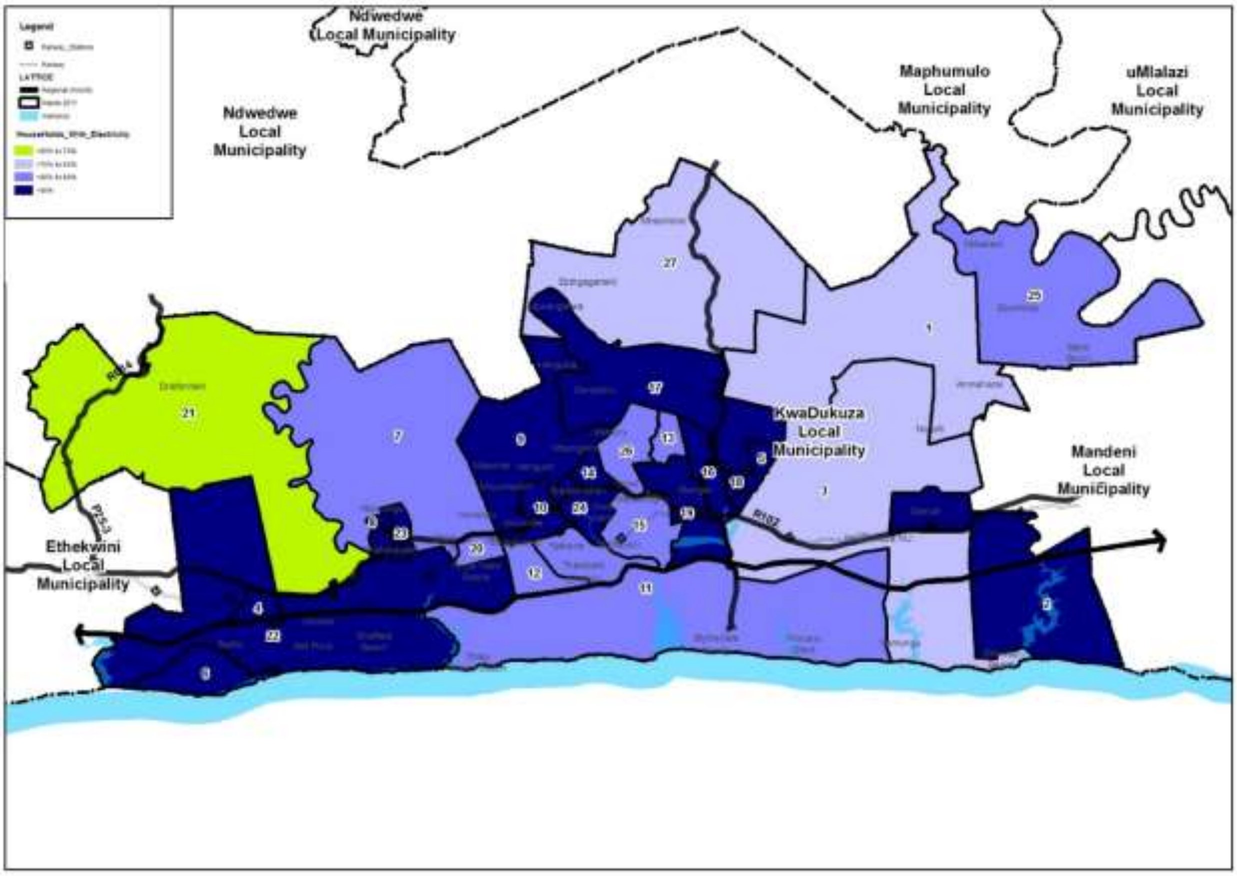
Wards, except for Ezinkwazi, is provided electricity by the Municipality. However, in some rural areas' electricity is still supplied by ESKOM.

15.2. KWADUKUZA LOCAL MUNICIPAL ELECTRICAL ENGINEERING BUSINESS UNITS' ROLES AND RESPONSIBILITIES:

Planning, Customer Services and Fleet management	Operations (North and South)
Network planning New service connections SPLUMA applications comments and recommendations for approvals Capital projects execution Fleet vehicles procurement and maintenance Asset management	Purchasing of bulk electricity from Eskom Operating, maintaining and repairing the electrical infrastructure equipment and public lighting Power outages management and execution Maintenance / refurbishment projects execution Control room

TABLE 77:KDM ELECTRICAL BUSINESS UNIT-ROLES AND REPONSIBILITY

FIGURE 49:HOUSEHOLDS WITH ELECTRICITY



15.3. DEPARTMENT OF MINERAL RESOURCES AND ENERGY

Source energy from IPPs “KwaDukuza Low Emission Development Strategic Framework and Action Plan” and Control and play an active SSEGs (Solar PV) introduction (Tariff). The Department also plays an active role and offer customer SSEGs option as well as assist in Investigating a way of controlling GAS energy within municipality. Other benefits from the department include.

- Active participation on new/future technology (relevance)
- Implementation of “KwaDukuza Climate Change Response Strategy (2013)”
- Implementation of “KwaDukuza Low Emission Development Strategic Framework and Action Plan (2015)”
- Honor the signature for “Global Covenant of Mayors for Climate & Energy”
- Meets national and international CO_2 requirements and prevent CO_2 tax.
- Increase revenue through IPP, SSEGs studies, installation, maintenance and operations. Avoid being fully dependent on Eskom supply.

15.3.1. ADOPTION AND IMPLEMENTATION OF ELECTRICITY PLAN

The Energy Master Plan was adopted by Council in 2016 and it remains under implementation. A copy of the Energy Master Plan is attached as ***Annexure 19 Electrical Engineering Policies and Plans*** **.** The plan has been reviewed in order to produce a new 10-year plan aligned to the updated spatial development framework for the municipal supply area. It also provides a medium-term plan to develop the electrical infrastructure that will be required to support the envisaged demand growth. The plan identifies areas where new infrastructures should be located and what components, either existing or new, will be required. The aims of the Electricity Master Plan are as follows:

- To ensure the best possible technical solution.
- To provide input to the bulk energy supplier on future bulk energy needs.
- To avoid unnecessary refurbishment costs on equipment which could be made redundant in the future; and
- To avoid constriction of economic growth in the region due to infrastructure constraints.
- Revenue leaks, protection and enhancement relates to bulk purchases, metering, migration of customers, holiday housing and increasing operational costs.

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed when)
Energy Master Plan		2016	
Operations and maintenance Plan for electricity		**2020**	
Ten year Asset Management Plan	**10 years**	**DRAFT**	-Electricity asset management policy -Electricity asset management strategies and objectives -Electricity Portfolio of assets - Electricity asset management plan

TABLE 78:SECTORPLANS/POLICY (Electricity)

Annexure 19 Electrical Engineering Policies and Plans

15.4. OPERATIONS AND MAINTENANCE PLAN FOR ELECTRICITY/ ENERGY

Annexure 19 Electrical Engineering Policies and Plans - The Municipality has Operations and Maintenance Plan for electricity/energy in place. The plan was adopted by Council in 2021 for subsequent implementation. Where Repairs and Maintenance are concerned the following gaps have been noted.

- Inadequate budget allocation - Budget allocation for repairs and maintenance is currently about 3% of operation budget, below the targeted 6-8%.
- Mostly breakdown work is affected with limited scheduled planned maintenance
- Less planned maintenance results in more unplanned/breakdown repairs. Such repairs cost few times more
- Staff supervision

Initiatives that have been put in place is as follows.

- Revenue enhancement – Energy Loss Task Team
- Digitization – EAMS and mobility implementation to monitor and measure productivity
- Implement SCADA System – Improve network management and performance
- Increase field supervision (new organogram)
- Filling of vacancies specifically artisan assistant – Budgeted post advertised

15.5. PLAN FOR SCHEDULE 5B PROJECTS

Once funding is secured from INEP, KwaDukuza Municipality shall appoint service providers for implementation purposes. A Memorandum of Understanding (MoU) has been signed between ESKOM and the Municipality.

15.5.1. THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR ELECTRICITY / ENERGY SERVICES

In an endeavour to rise to these challenges, KwaDukuza Municipality has embarked on a programme to upgrade its networks in order to stabilize and improve the quality and firmness of supply. The upgrades which have thus far been undertaken are in line with the findings of the Energy Master Plan Network Study conducted by the NET GROUP. Responding to the infrastructure challenges identified in the Master Plan, the Municipality has already accomplished the following upgrades:

- For the Southern network KwaDukuza Municipality has upgraded the Shakaskraal/Hilltop/Business Park 33 kV Overhead line and associated network equipment from 19MVA capacity to 30MVA capacity. This will enable the Ballito and surrounding areas load to be transferred over to the Shakaskraal substation via the Hilltop/ Imbonini/ Shaka' s Rock supply circuit, when overload conditions prevail due to cable theft and/or storm damage occurring causing a loss of supply from the Driefontein feeder or Collisheen feeders each respectively.

- KwaDukuza Municipality has secured a firm 30 MVA capacity (Premium Supply) from ESKOM via the ESKOM Driefontein substation. The Dual 33kV supply circuits from the Driefontein intake substation have been constructed and are connected to existing interconnected 33kV Networks which has reduced overload situations considerably. These circuits have also made it possible to relieve load on the

Shakaskraal Intake substation, thus availing capacity for load growth in the Northeast and West sectors of the Southern networks.

It is the intention of the Municipality to transmit supply from Driefontein Sub-Station into Council's supply area to connect into the proposed NEW 33/11 kV substation which is to be constructed adjacent to the proposed new ESKOM 132/33 kV DUKUZA substation to be established in the vicinity of Compensation Traction Station.

The availability of this firm 30 MVA will provide sufficient bulk supply capacity leading to the medium term to provide for the degree of firmness of supply required as well as enable a host of alternative network switching configurations to satisfy contingency options under fault and load transfer conditions.

The planning and design for the Municipality Dukuza Substation (33/11kV) is at an advanced stage, although delays in acquiring land rights for the substation servitude have had an adverse effect on progress. These issues are to be resolved shortly.

15.5.2. ELECTRICITY BACKLOGS

Challenges have been experienced in respect to overload situations at Shaka's Rock Substation due to the rampant load growth in the Shaka's Rock/Sheffield Beach areas of Supply. This has been overcome by the decision taken by the Municipality to establish the New Sheffield 33/11 kV substation which is central to the emerging growth node. This new substation is at a stage of completion; however, the full benefit will only be realized upon the 33kV Linking cables having been installed between Shakaskraal Major Intake substation and the new Sheffield substation.

Upon commissioning of Sheffield substation, it shall be possible to transfer at least 5mva of existing load from Shaka's Rock substation over to the new Sheffield substation which will also reinstate the firm 10 MVA capability at Shaka' s Rock substation during peak seasons and also release load off the Shakaskraal, Hilltop, and Imbonini 33 kV distribution network. To fully utilize the available capacity and relieve load from Shaka' s Rock substation as well as reinforce supply to the far end of Sheffield Beach, a suitably rated dedicated 11 kV feeder cable to connect between Sheffield Substation and Village Switch room has been installed.

15.5.3. ELECTRICITY NEEDS AND PRIORITIES

The benefit to be derived from interconnecting the two firm 10 MVA substations (Shaka's Rock and Sheffield) will be the capability of transferring network load between major substations under emergency conditions, thus allowing for a greater security of supply.

KwaDukuza Municipality has also resolved to establish the new ESKOM/KwaDukuza Municipality intake substation to be known as Dukuza 132/33 kV Substation within the next three years to cater for the future load growth. The high-level estimated cost provided by ESKOM for this substation is in excess of R100 million. The assessment of the infrastructure established that the age and condition of the majority of DC-Battery Charges and Batteries installed at major substations and switch rooms posed a great risk to the correct functioning of equipment protective devices. The DC-supply is used to energize the protection relays and control the tripping/closing coils on all the 33 and 11 kV breakers. Phase one of the programme to renew all such aged equipment has been completed and Phase two is beyond tender stage ready for installation. This project may carry forward to the new financial year.

15.5.4. CO-ORDINATION OF DEVELOPMENT ACTIVITIES

Prior to the finalization of a Service Level Agreement between the Municipality and a Developer's Engineers the designs and specifications are reviewed by the Municipality. The Municipality approves the Developers' Engineering Report in accordance with SPLUMA.

15.5.5. (LEDs):

The Main Objective for Street Lights known as LEDs is for Public Safety Energy efficiency purposes and the Municipal projects set to be implemented can be accessed as follows;

TABLE 79:LEDS IS FOR PUBLIC SAFETY ENERGY EFFICIENT

WARD	FAULTY STREETLIGHTS ESTIMATE	TOTAL REPAIRS TO DATE	WARD	FAULTY STREETLIGHTS ESTIMATE	TOTAL REPAIRS TO DATE
1	100	72	15	65	8
2	98	18	16	305	254
3	80	6	17	136	113
4	120	103	18	150	110
5	100	95	19	385	226
6	464	204	20	95	85
7	100	32	21	465	224
8	100	90	22	490	327
9	181	0	23	100	72
10	13	0	24	22	0
11	200	127	25	100	0
12	200	183	26	73	128

13	139	74	27	100	83
14	28	8	28	100	74
			29	30	11

15.5.6. CHALLENGES ON ELECTRICAL INFRASTRUCTURE

TABLE 80:CHALLENGES ON ELECTRICAL INFRASTRUCTURE

#	CHALLENGE	INTERVENTION
1	Capacity	1) Building of new Eskom intake substations 2) Introducing independent power producers 3) Controlled Small scale embedded generation
2	Small scale embedded generation	1) Policy development and implementation 2) Development of SSEG tariff 3) Installation of new sensitive meters that detects SSEG on network
3	Vandalism and theft	1) 24/7 manned security at critical areas 2) Installation and maintenance of electronic security systems 3) Working together with SAPS
4	Energy losses	1) Energy audits and raids 2) Smart metering system
5	Old infrastructure	1. Upgrades projects

15.5.7. ACCESS TO COMMUNITY FACILITIES:

Community Services and Public Amenities was created five years ago when Council took a decision to separate Municipal Services into two Business Units namely Community Safety and Community Services. Community Services and Public Amenities is one of the service delivery Business Units in KDM, typical drives the planning and implementation of all duties that should benefit municipal area in terms of the following strategic divisions:

- Street Cleansing & Solid Waste Management
- Cemeteries and Crematoria
- Beach Amenities
- Library Services & Community Halls
- Parks, Gardens and Recreation Facilities

Community service and Public Amenities is largely responsibility for basic municipal services (Refuse removal, grass cutting, burial/cremation, cleansing of public ablution) that must be carried out routinely, consistently to the satisfaction of the citizens.
Community Services and Public Amenities seek to make available to citizens KDM basic services built on a foundation of service excellence and superior customer services. Community Services and Public Amenities BU therefore becomes a primary point of delivery and is where most citizens interface with the Municipality as sphere of government.

15.5.8. CEMETERIES AND CREMATORIA

The Cemeteries and Crematoria section has the obligation to provide burial space to the community of KwaDukuza and ensure dignified burials as well as the provision of burial services to the destitute community of KwaDukuza including cremation services. The services provided are as follows:

- Provision of burial space in a form of cemeteries;
- Provision of Crematoria; and
- Provision of indigent burial services where assistance is given to the destitute families to bury their loved ones in a dignified manner.

TABLE 81:CHALLENGES AND INTERVENTIONS FOR CEMETERIES AND CREMATORIA

Cemeteries and Crematoria	
Challenges	Interventions
▪ Shortage of burial space especially in the Northern section, even though land has been acquired. The establishment process is proving quite lengthy.	▪ The burial space has been identified in the Northern section, including in the Groutville area, and a desktop study was undertaken on the two properties. The Municipality is in a process of engaging with the property owners in terms of signing the MoU to allow the Municipality to undertake feasibility studies in order to confirm the suitability of the land for the intended purpose prior to the commencement of the acquisition process.
▪ There is a need for a Manager and Superintendent in this section to manage the operations, currently there is only a Supervisor who reports directly to the Deputy Director.	▪ The Manager and Superintendent posts are already in the approved organogram of the Municipality, however, owing to financial constraints the Municipality has resolved to appoint the Superintendent in the interim and subsequently fill the Manager’s post within the following financial year.

TABLE 82:LIST OF CEMETERIES AND CREMATORIA

Site	**Status**	**Comments**
KwaDukuza cemetery in Cato Str	Full	No burials are taking place except for reburials
Shakaville cemetery in Yellowwood Drive	Full	No burials are taking place except for reburials
Erf 301 cemetery	Full	No burials are taking place except for reburials

Groutville cemetery	Full	No burials are taking place except for reburials
Nkobongo cemetery	Full	No burials are taking place except for reburials
Shakaskraal cemetery	Full	No burials are taking place except for reburials
Umhlali cemetery	Full	No burials are taking place except for reburials
Darnal cemetery	Full	No burials are taking place except for reburials
Vlakspruit cemetery (South)	Operational	Still open for burials (New)
1 x KwaDukuza Crematorium	Operational	Operational

KwaDukuza Municipality only has one operational / opened cemetery; and that is Vlakspruit cemetery in the Southern region of the Municipal area of jurisdiction. Vlakspruit cemetery is a newly established cemetery that is about 20 hectares in extent. The number of graves that can be achieved in a readily available space is about 3 000. Out of 3000 available space for burial we have used 30% thus far of burial space. All other nine (9) cemeteries within KwaDukuza municipal jurisdiction have reach their capacity and as a result are closed. Reburials / second interments are allowed in closed cemeteries unless the first burial has more than 10 years since it was interred. It be noted that if a grave is less than 10 years old, no permission is granted for reburial. KDM has a responsibility of ensuring that there is more than enough burial space (cemeteries) for the community.

15.5.9. **STATUS, BACKLOGS NEEDS AND PRIORITIES FOR COMMUNITY FACILITIES**

a) **LIBRARY SERVICES**

The Municipal area has six operating libraries which are KwaDukuza, Stanger Manor, Ballito, Shakaskraal, Umhlali and Darnall. The facilities currently accommodate pre-school up to tertiary students (pensioners and other community members). The libraries currently provide the following programmes: -

- Internet cafes;
- basic computer classes;
- activities room;
- computer for blind people (Mini Library for the Blind);
- Reading Activity;
- Career Guidance; and
- Toy Project, gaming and eBooks. (KDM Library only, intends to roll out these services to other facilities)

The KwaDukuza libraries also undertake Outreach Awareness Programmes to all schools and the community Library promotion campaigns to improve education, undertake Library Week, Literacy Week, World Play day, World Book Day and undertake storytelling to young kids as well as a attend Interest Group Forums. There is currently a need for the provision of library branches at disadvantaged areas with high population and education centres such as Groutville area, Nkobongo Area and Doringkop Area.

b) COMMUNITY HALLS

A list of community halls that belong to the KwaDukuza Municipality is furnished herein below:

TABLE 83:LIST OF COMMUNITY HALLS OWNED BY KDM

No	Name of Hall	Location	Ward
1	KwaDukuza Town Hall	KwaDukuza	19
2	Supper Room Hall	KwaDukuza	19
3	R.A. Moodley Hall	KwaDukuza	19
4	Sokesimbone Hall	Sokesimbone	01
5	Zamani Hall	Zamani	02
6	Nonoti Old Library Hall	Darnall	02
7	Nyathikazi Hall	Nyathikazi	03
8	Nonoti Mouth Hall	Nonoti Mouth	03
9	Shakashead Hall	Shakashead	04
10	Lindelani A Section Hall	Lindelani A Section	05
11	Lindelani E Section Hall	Lindelani E Section	05
12	Velani Hall	Velani Township	07
13	Nkobongo Hall	Nkobongo	08
14	Malende Hall	Malende	09
15	Hangu's	Hangus	09
16	Mgigimbe Hall	Mgigimbe	09
17	Groutville	Groutville	10
18	Thandanani	Thembeni	11
19	Thembeni	Thembeni	12
20	Glenhills MPCC	Glenhills	13
21	Shayamoya Hall	Glenhills	13
22	Lloyd Hall	Lloyd	14

23	Chris Hani Hall	Chris Hani	15
24	Mdoniville Hall	Mdoniville	16
25	Stanger Manor Hall	Stanger Manor	17
26	Shakaville Hall	Shakaville	18
27	Mbozamo Hall	Shakaville	18
28	Etete Snyman Hall	Etete	20
29	Driefontein Hall	Driefontein	21
30	Diefontein Old Hall	Driefontein	21
31	Shayamoya Hall	Shayamoya	23
32	Vulinqondo Hall	Doringkop	25
33	Ohlange Hall	Doringkop	25
34	Ntshawini Nevas Hall	Ntshawini	26
35	Madundube Hall	Madundube	27
36	Nyathikazi Community Hall	Nyathikazi	3

Purpose of Community Halls: Community Halls can be described as buildings that provide physical resources that are used for community development and community services activities, including:

- Meeting and function rooms for community activities;
- Specialist activity and performance spaces for particular groups of people; and
- Support facilities such as kitchen, toilet, and furniture.

The Status of Community Halls: The Community Services and Amenities Business Unit has created a database of all facilities, their current status and the estimate cost to remedy those identified structural damages concerning community halls. The Unit has since begun the process of maintenance of some halls depending on the availability of funds.

The Business Unit had to consider the fact that facilities are currently prone to vandalism and theft. If the Municipality repairs a facility there is a propensity to vandalize the same within twenty-four hours. The continuous vandalism removes the feasibility of repairing the facilities owing to lack of security, which is impacted by budgetary constraints within the unit. Nonetheless, the communities play a greater role in taking the ownership of the facilities and ensuring that undesirable elements are deterred. Furthermore, if members of the community are aware of an issue at the facility they speedily bring it to the department's attention so that it may be addressed. The Municipality does not have halls at the following wards:

- Ward 6
- Ward 22
- Ward 24
- Ward 30

15.6. COMMUNITY HALLS CHALLENGES AND POSSIBLE SOLUTIONS:

TABLE 84:LIST OF CHALLENGES AND POSSIBLE SOLUTIONS (COMMUNITYU HALLS)

CHALLENGES	POSSIBLE SOLLUTIONS
1. Vandalism of toilets, water pipes, windows, doors, electrical fittings, fencing, gates, ceiling boards etc.	Communities need to play a greater role in taking ownership of the facilities and ensuring that undesirables are deterred
	Construction of Halls Caretaker Quarters in each hall
2. Unauthorised use of halls	Booking procedure must be followed
3. Theft of halls furniture, cables, electrical meter box, etc.	Communities must stop buying stolen things and report the culprits
4. Poor house keeping	Always clean the hall after use

15.7. PARKS AND GARDENS, SOCCER FIELDS AND COMBO COURTS

TABLE 85:PARKS AND GARDENS, SOCCERFIELDS AND COMBO COURTS

Parks and Gardens	Wards
SOCCER FIELDS WITH COMBO COURTS	
Stanger Manor ground & a combo court & ablution facility	17
Sakhuxolo ground & a combo court & ablution facility	25
Chief Luthuli sportsfield & ablution facility	11
Stanger high School	19
COMBO COURTS	
Melville	24
Shakaville courts	18
Chris Hani	15
Njakane	15
Madendube	27
Darnal	2
Etete	7

SOCCER FIELDS	
Shekumbula ground & ablution facility	25
Darnall sportsfield & and ablution facility	2
Soccer ground (lot 530) - Darnall & ablution facility	2
Soweto ground – Zamani	2
Driefontein ground & an ablution facility	21
Shakashead ground & ablution facility	4
Melville soccer ground	24
Nkobongo ground & an ablution facility	8
Etete ground velani & ablution facility	7
Snyman ground – Etete	20
Groutville market ground & a combo court	10
Ediphini ground (Malende)	9
Glenhills ground & ablution facility	13
Rockypark ground & ablution facility	19
Ward 10 and 13 Combo courts only left is toilets	

Soccer Fields	
Mashaba ground - llody & ablution facility	26
Gledhow cricket ground & ablution facility	15
Gledhow soccer ground	15
Gledhow hostel ground	15
Shakaville soccer field & ablution facility	18
Madundube ground & ablution facility	27
Shayamoya ground	23
Neva's ground ablution facility	26

Lindelani soccer field & ablution facility	5
Proposal of a Sportfield is needed as it is the only ward which does not one.	9

15.8. PARKS AND GARDENS

The mandate of this section is to clean and green the KwaDukuza Municipality. This involves the maintenance of municipal verges, parks, open spaces, gardens, public ablutions, sports facilities and other recreational areas. Maintenance of these areas takes the form of:

- Grass cutting;
- Tree felling/pruning;
- Landscaping and beautification including maintenance;
- Parks development and maintenance;
- Recreational facilities maintenance and upkeep;
- Litter picking and emptying of municipal refuse bins;
- Herbicide/pesticide control;
- Alien vegetation control; and
- Garden refuse removal.

The section also formulated a comprehensive repairs and maintenance plan. The process entailed the physical verification of all the sports and recreation facilities; and recorded the status thereof. Subsequent to the physical verification the required intervention was determined together with the associated costs.

TABLE 86:CHALLENGES AND INTERVENTIONS FOR PARKS AND GARDENS

Challenges and Interventions for Parks and Gardens	
Challenges	**Intervention**
▪ Continuous vandalism and theft on the facilities. Consequently, it is not always feasible to continuously be repairing the facilities due to there being no form of security, which again is due to the budgetary constraints within the Municipality.	▪ The Municipality has since urged the communities to play a greater role in taking ownership of the facilities and reporting any issues/problems that arise at these facilities; this is to ensure undesirables are deterred. ▪ The business unit has also come up with an inspection form which is signed by the Ward Councilor or his/her representative and the

	official after the inspection is conducted on the facilities in the ward.
Shortage of working equipment for trimming of trees. Tree felling process is only being done now.	Future organization needs to accommodate the element of tree felling as a component of the business unit.

Beach Amenities

The function of this section is to ensure that the coast of KwaDukuza and the nearby recreational facilities including the ablution facilities are clean in order to ensure that they are in an acceptable standard always. The section covers the following beaches:

- Tinley Manor;
- Salt Rock;
- Thompsons Bay;
- Willards beach;
- Clark bay;
- Blythedale beach;
- Zinkwazi beach;
- Shakas Rock; and
- Salmon bay.

TABLE 87:CHALLENGES AND INTERVENTIONS FOR BEACHES

CHALLENGES AND POSSIBLE SOLUTION FOR BEACH AMENITIES	
CHALLENGES	**POSSIBLE SOLUTION**
	Increase of OPEX overtime budget to meet the needs of such facil Increase of OPEX overtime budget to meet the needs of such facilities in terms of operational requirements like cleaning over strategic weekends and holidays.
Vandalism of Ablution Facilities	Intensified security and visibility after hours
Aging Infrastructure (Promenade)	Rehabilitation and strategic selection of building material during Construction. In terms of Durability.
Implementation of 6-day workers	This will reduce the overtime budget

Figure 50:COMMUNITY AND SOCIAL FACILITIES WITHIN KDM

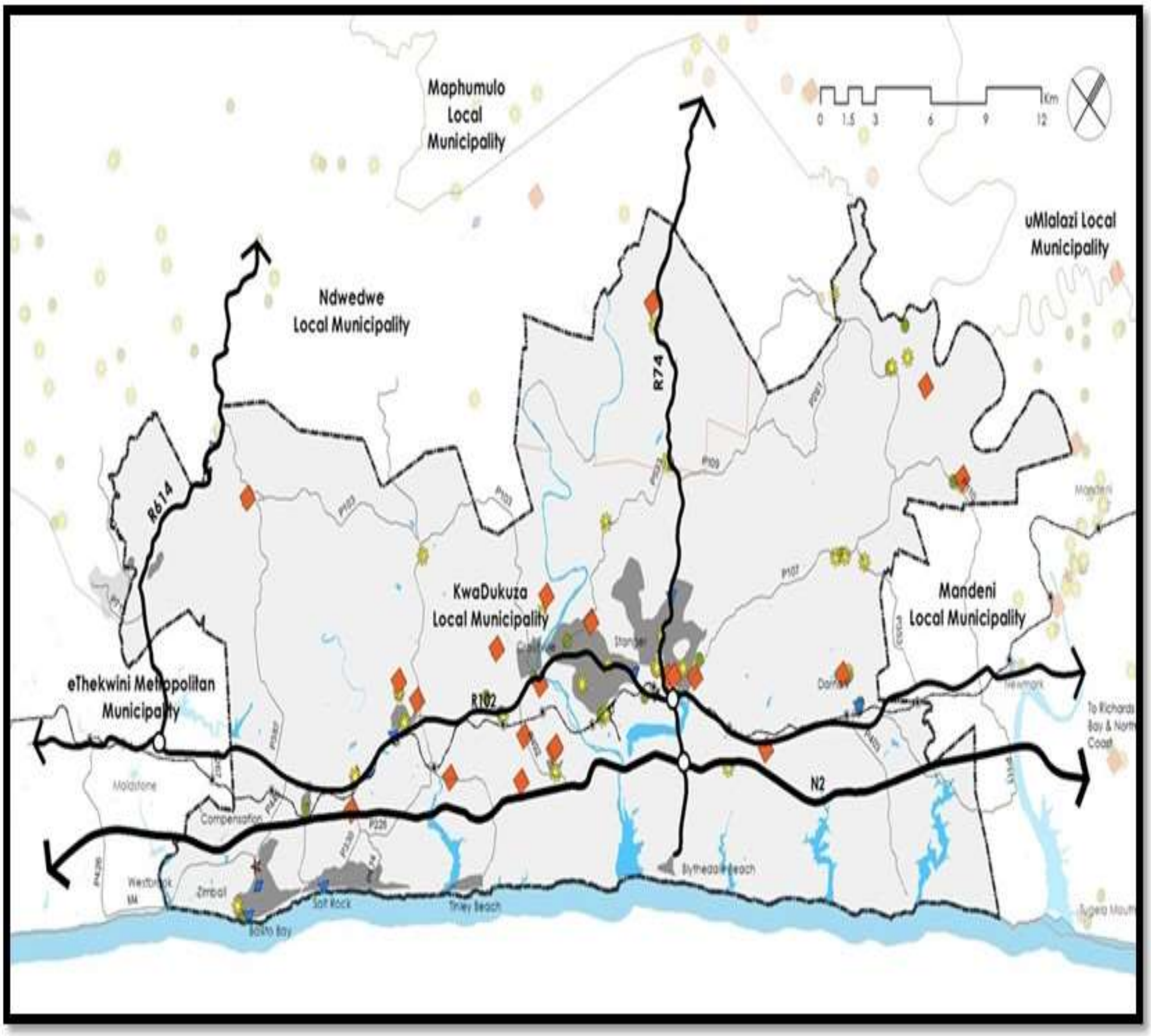


FIGURE 51:OTHER COMMUNITY AND SOCIAL FACILITIES IN THE CONTEXT OF ROAD POPULATION DENSITIES

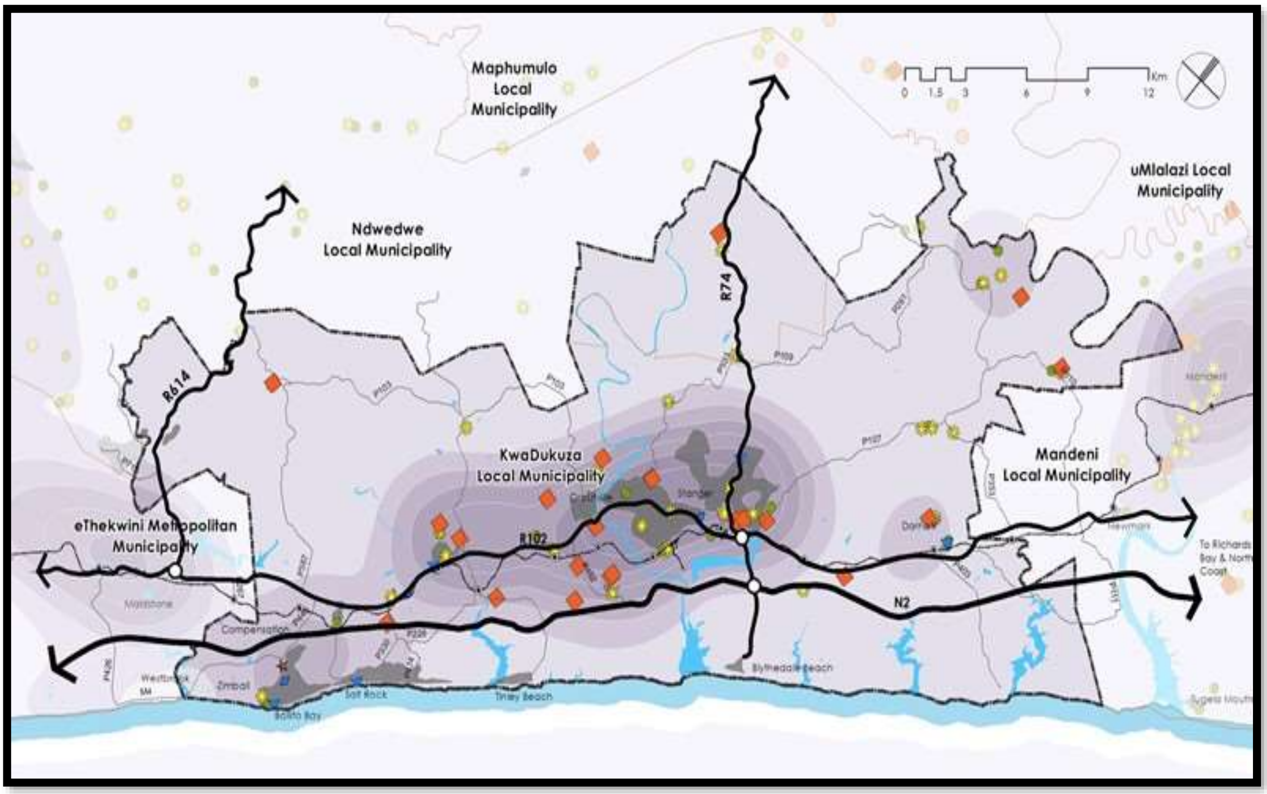


TABLE 88:KDM'S NATIONAL BUILDING AND SOCIAL COHESION PROJECTS

PARKS AND GARDENS		
PROGRAMME	▪ **ACTIVITY**	**AREAS WHERE WORK IS UNDERWAY OR COMPLETED**
Alien Plants Eradication Programme	Clearing of alien invasive plants	Pigeon wood swamp forest, water berry swamp forest, Gledhow south village, Blythdale, Zinkwazi
Resurfacing of netball/ tennis court	The tennis court was resurfaced	Stanger Heights(ward 16)
Refurbishment of a tennis court	Shakaville Tennis Court refurbished	Shakaville (ward 28)
Sports field upgrade	Upgrading of sports field	Lindelani (ward 5)
CRECHES / CHILD CARE FACILITIES		
Construction of three crèches	Crèches underway	Wards 14, 18, and 23
BEACH AMENITIES		

Upgrade of lifeguard towers and ablution facilities	Upgrade in various areas has been completed.	Zinkwazi beach completed, Tinley Manor completed, and Salt Rock is still underway.

15.9. PROJECTS FROM THE COMMUNITY SERVICES BUSINESS UNIT:

TABLE 89:CAPITAL PROJECTS 2022/23 FINANCIAL YEAR

PROJECT NAME	WARD NUMBER	BUDGET	STATUS
Construction of Chief Albert Luthuli Sports Complex	12	R500 000.00	Site studies being undertaken in preparation for the tender.
Refurbish existing basketball court Stanger High School	19	400 000.00	Preparing specifications
Refurbish shakashead combo court	**4**	**R200 000.00**	**Preparing specifications**
Staff changing room KwaDukuza peoples park	19	R200 000.00	Preparing Specifications.
City hall development	Ward 19	R5 000.000.00	Preparing specifications
Community hall furniture	All wards	R100 000.00	Requisition will be done in beginning of financial YEAR
Halls security gates	Ward 1, 2 and 3	R300 000.00	Job card will be done in the new financial year
Community Halls fencing	**All wards**	**R300 000.00**	**Job card will be submitted in the beginning of the new financial year**
Libraries tools and equipment	Ward 17, 19 and 28	R200 000.00	Requisition will be done in the new financial year
Cremator Filtration system	5	R12 791 277	Comments received from Provincial Treasury. Therefore, the project will be re-advertised.
Cemetery land investigation	**TBC**	**R1 500 000**	**Land has been identified.**
Prefabricated crèche temporary structure in ward 16	16	R4 600 000	Comments received from Provincial Treasury. Therefore, the project will be re-advertised.
Upgrade to Beach Facilities	3, 6,11 & 22	R 5 199 887.00	Procurement Stage

Upgrade to Tidal pool and Septic Tank at Tinley Manor Beach	**11**	**R 300 000.00**	**SLA – Balwin Properties implementation stage**
Ablution Willard	6	R 110 000.00	Preparing specifications
Beach Access Mats for Wheelchairs	3, 6,11 & 22	R 850 000.00	Preparing specifications
Beach Ablution Zinkwazi	**3**	**R 300 000.00**	**SLA – Balwin Properties implementation stage**
Beach Access Wheelchairs	3, 6,11 & 22	R 150 000.00	Preparing specifications
Renovation of Beach Amenities Offices	6	R 150 000.00	Preparing specifications
Nonoti Beach Node Development	**3**	**R8 010 139.00**	**Implementation Stage**
Construction of Braai Facilities- All beaches	3 & 11	R 200 000.00	Preparing specifications
Install wooden umbrellas (Salt Rock and Tinley Manor)	6	R 200 000.00	Preparing Specifications
Dry Waste Composting Station	All Wards	R 399 996.00	Looking for a suitable site
Road Cleaning and Sweeping Truck	Ward 19 & 28	R 1 800 000.00	Preparing specifications
1 Ton Bakkie	All Wards	R 300 000.00	
Cage Truck with canvas and seats	All Wards	R 950 000.00	Preparing specifications
Compactor Truck	All Wards	R 1 700 000.00	
Skips	All Wards	R 500 000.00	Preparing specifications

STATUS OF MUNICIPAL BY-LAWS AN POLICIES

SECTION	POLICY / BY-LAW	STATUS	PROMULGATION / ADOPTION	COMMENTS
Halls	Community Halls Management Policy	Operational	Adopted by Council in 2018	Enforcement
	By-laws relating to the hire (control) of public halls	Operational	Repealed in 2000	Need to review
Libraries	Libraries Norms and standards	Operational	To be adopted by Council	Draft has been produced.
	By-laws relating to the hire and control of libraries group activities room	Operational	Repealed in 2000	Need to review
Cemeteries and Crematorium	Indigent and Pauper Burial Policy	Drafting stage	To be adopted by Council	Draft has been produced.

Cemeteries and Crematorium	Cemeteries and Crematoria by-laws	Operational	Adopted by Council in 2000	Need to review
Beach Amenities	By-laws relating to the control and management of coastline and beach amenities	Drafting stage	To be adopted by Council	Draft has been produced.

16. HUMAN SETTLEMENTS:

16.1. HOUSING CHAPTER HIGHLIGHTING HOUSING NEEDS, EXISTING AND PLANNED PROJECTS

The guidelines that recommend the IDP processes and activites that are part of the analysis thereof are provided by the Housing Chapter and include the following:

- An analysis of service gaps and resource potentials;
- A participatory-based community and stakeholder level analysis;
- Cross-sectoral municipality-level analysis in respect of (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) socio-economic matters;
- The prioritisation of issues; and
- In-depth analysis of issues.

It is through the process alluded above that issues that impact on development at KwaDukuza Municipality can be identified and explored. It is prudent to accept that the IDP has incorporated the Housing Chapter as recommended and envisaged by Part 3 of the Housing Code. KwaDukuza Municipality is classified as a Housing Developer. KwaDukuza Municipality's Housing Sector Plan which was adopted by Council in July of 2018. The plan is attached as **ANNEXURE 20.**

16.2. HOUSING SPATIAL PLAN ALIGNED WITH KZN HUMAN SETTLEMENTS

Indeed the KwaDukuza Housing Sector Plan is aligned to the KZN Human Settlements Spatial Master Plan which takes into account the KZN Human Settlements Spatial Master Plan. Led by the KZN Department of Human Settlements, the Spatial Master Plan involves sector officials and practitioners who ensure coherence and an all-inclusive MSP approach, particularly tailored for the province of KwaZulu-Natal. The plan is proving to be the underpinning design for all human settlements endeavours in the region. The MSP has identified key focus areas for prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

16.3. THE EXISTING AND PLANNED PROJECTS

The iLembe District is fortunate to have KwaDukuza Municipality as part of its local municipalities because it is the economic hub of the district. For this reason, most people from other parts of the iLembe District find it more advantageous to come and settle in KwaDukuza in pursuit of both housing and job opportunities. The current low-income housing backlog in KwaDukuza is still high, but the Municipality is in the process of finalizing the delivery of the already constructed houses to the respective beneficiaries. The natural growth in the area is in the region of 4%, and together with relatively small average household sizes, it leads to a situation where demands for new housing units are ever increasing. If housing delivery continues at its current pace, then the backlog is set to remain over a period of 10 to 15 years, and increase dramatically if delivery is not significantly increased. The KwaDukuza Housing Demand Database suggests that the total housing backlog in KwaDukuza currently sits at 68000.

16.4. HUMAN SETTLEMENT SERVICE DELIVERY REPORT AND EXPENDITURE

TABLE 90:EXISTING AND PAST HUMAN SETTLEMENT BUDGET

YEAR	BUDGET ACCREDITATION	BUDGET HSG	NO OF HOUSES CONSTRUCTED	NO OF HOUSES HANDED OVER	NO. OF SITES SERVICES	EEDBS TITLE DEED	POST 1994 TITLE DEEDS
2017/2018	R7 126 000	R122 801 000	463	340		15	320
2018/2019	R6 049 000	R230 415 000	356	410		450	100
2019/2020	R0	R121 321 000	385	385		20	25
2020/2021	R3 140 000	R80,303,930	295	275	*268*	*0*	*0*
2021/2022	R3140 000	R43,074,255	37	37	*608*	*16*	*0*
TOTAL	R19 455 000	R517 611 255	1536	1447	876	501	445

HUMAN SETTLEMENT PROJECTED BUDGET AND TARGETS 2022/2023:

YEAR	BUDGET ACCREDITATION	BUDGET HSG	HOUSES	SERVICES
2022/2023	R 4 440 000	R118,141,385	200	1032

The KwaDukuza Municipal Human Settlements Department caters to the following housing needs: housing infrastructure; slums clearance; subsidy administration; Title deeds restoration; Consumer Education and social facilitation. The following **Programmes are catered to** : BNG – breaking new grounds; FLISP – financed linked individual subsidy programme (subsidy to qualifying beneficiaries who have secured mortgage to acquire an existing house or vacant residential land for house construction); CRU – community residential units; Social housing/ Rental Housing; ISUP – Informal Settlements Upgrades Programme; EEDBS – Extended Enhanced Beneficiary Discount Benefit Scheme (rectification of units built prior 1994, transfer of rental housing stock to qualifying beneficiaries

Housing Sector Plan adopted in 2018- - approved & implementation

- **NATIONAL UPGRADING SUPPORT PROGRAMME (NUSP) -** sustainable livelihood plans and integrated settlement upgrading program (16 informal settlements upgrading plans).
- **PRIORITY HOUSING DEVELOPMENT AREAS** - PHDA 1: Ballito, Sheffield, Shakaskraal; PHDA 2: KwaDukuza Town and Surrounds and PHDA 3: Hyde Park, Nonoti Area.

HOUSING SUBSIDY SYSTEM ALLOCATION FOR HUMAN SETTLEMENTS 2022/2023 PROJECTS UNDER PLANNING:

NO.	WARD	PROJECT NAME	BUDGET
1	1	Sakhamkhanya (replanning)	R 1 100 000.00
2	3	Nonoti Mouth	R 7,497,546.00
3	11	Hyde Park	R 1 304 690,00
4	10,11 & 29	Charlottedale	R 5 911 589.00
5	17	Shak springs	R 937 488.00
6	18	Shakaville Integrated	R 3 083 345.50
7	20	Sheffield	R 1 200 000.00
8	8 & 23	Rocky Ridge	R 6 000 000,00
9	21	Driefontein (replanning)	R 300 000.00

HOUSING SUBSIDY SYSTEM ALLOCATION FOR HUMAN SETTLEMENTS 2022/2023 PROJECTS UNDER RE-PLANNING (TRP)

NO.	WARD	PROJECT NAME	BUDGET
1	1	Sakhamkhanya	R 1 100 000.00
2	4	Shakashead	R432 900.00
3	9	Groutville P5 (Mnyundwini)	R 367 900.00
4	11	Groutville P2 (Etsheni Njekane)	R 376 985.09
5	12	Ethafeni (Transfers)	R 367 900
6	14/24	Melville	R 50 000
7	2	Nkwazi siyembezi	R 400 000
8	21	Driefontein (replanning)	R 300 000.00

HUMAN SETTLEMENT FIVE (5) YEARS PRIORITISATION:

Human Settlement Projects at Initial Stage of Planning:

No	Project Name	Ward	19/20	20/21	21/22	22/23	23/24
1	Greater Driefontein	21	R(0)	R(0)	R(0)	R(0)	R10 000 000 Land acquisition
2	Gledhow Compound	15	R(0)	R(0)	R(0)	R(0)	R3 250 000 Planning
3	Hangoes	9	R(0)	R(0)	R(0)	R(0)	R 1 000 000 Land acquisition
4	KwaTwele	3	R(0)	R(0)	R(0)	R(0)	R 1 000 000 Land acquisition
5	Mellowood Park	28	R(0)	R(0)	R(0)	R(0)	R 1 000 000 Planning
6	Vlakspruit Farm	7,21,23&28	R(0)	R(0)	R(0)	R(0)	R3 250 000 Planning
9	San Souci	25	R(0)	R(0)	R(0)	R(0)	R3 000 000 Land acquisition

HUMAN SETTLEMENT PROJECTS APPROVED FOR PLANNING:

No.	Project Name	Ward	19/20	20/21	21/22	22/23	23/24
1	Charlottedale 1000	11/29	R1 800 000	R(0)	R1 129 000	R1 009 000	R 4 000 000 Services
2	Driefontein 1200 (Replanning)	21	R1 000 000 Planning	R 500 000 Planning	R(0)	R 300 000	R3 250 000 Services
3	Hyde Park Country Estate 4600 LIU -700 SH-2400 AU-600	11	R(0)	R(0)	R(0)	R1 304 690 Planning	R4 362 600 Services
4	Mellville	14/24	R(0)	R(0)	R(0)	R(0)	R
5	Sakhamkhanya 2224 (Replanning)	1	R 598 256	R(0)	R(0)	R 529 000	R 500 000
6	Ntshaweni 1000s, 45h	26	R1 800 000 houses	R9 150 000 Houses Services	R 7 446 362 Houses Services	R5 574 058 Services Houses	R5 574 058 Services &Houses
7	Rocky Park (CRU-350; AU-350; LI-73)	19	R2 232 000	R1 500 000	R19 000 000 CRU	R8 000 000 CRU	R11 000 000 CRU

8	Sihle Phakathi 1000s, 45h	24	R1 800 000 houses	R9 150 000 Services houses	R(0)	R5 574 058 Services &House	R5 574 058 Services &House
9	Sakhamkhanya 2224	1	R9 300 000 Houses	R11 500 000 Houses	R 7 669 020 Houses	R 6 380 000 Houses	R10 000 000 Services
10	Sokesimbone 1000 close out	1/25	R11 760 000 Houses &VIPs	R 7 840 000 Houses VIPs	R(0)	R(0)	R(0)
11	Nkwazi Phase 2 1100	2	R500 000 Transfers	R(0) Transfers	R(0) Transfers	R300 000 Transfers	R400 000 Transfers
12	Nkwazi Phase1 494	2	R(0)	R(0)	R(0)	R300 000 Transfers	R400 000 Transfers
13	Lindelani (303)	5	R(0)	R3 000 Transfers	R(0)	R(0)	R(0)
22	Shayamoya	23	R516 000	R0	R0	R0	R0
23	Steve Biko P2 881	13,26	R7 590 000 Houses Services	R6 958 880 Houses services	R6 958 880 Houses services	R11 245 500 Houses services	R6 958 880 Houses services

HUMAN SETTLEMENT PROJECTS AT CONSTRUCTION STAGE:

NO	WARD	Project Name	Project Progress/Challenges	INTERVENTION
1	15	Chris Hani (1000)	• The approved budget is for both Internal Services and house construction (45 sites). • To date 45 houses have been handed over with interim VIPS. Installation of services is underway. • The Professional Team submitted the Drawings, and the Costs estimates as per the Ilembe request for the sewer lines linkage	Installation of the linkage for services
2	14	Lloyd (1000)	• The approved budget is for both Internal Services house construction (45 sites). • To date 45 houses at roof level and 07 handed over and installation of services is underway. • The Professional Team submitted the Drawings and the Costs estimates as per the iLembe request for the sewer lines linkage	Installation of the linkage for services
3	26	Ntshaweni (1000)	• The approved budget is for both Internal Services and house construction (45 sites). • To date 45 houses at finishing stage • The internal services Installation(Water- 87 sites and Sewer 200 sites) • The Professional Team submitted the Drawings, and the Costs estimates as per the iLembe request for the sewer and water lines linkage.	Installation of the linkage for services The project has reached the stage where it is required to connect to the main lines The Ilembe bulk designs are requested

4	24	Sihle Phakathi (1000)	• The approved budget is for both Internal Services and house construction (45 sites) construction. To date, 17 houses are at roof level • The Professional Team submitted the Drawings, and the Costs estimates as per the Ilembe request for the sewer lines linkage.	Installation of the linkage for services
5	11	Groutville Priority Two (1980)	• Only 206 houses are remaining to be constructed. The Interim Pit Latrine Toilets are at full capacity. • The confirmation has been received that only 295 can be connected this financial year	1.Progress on the installations of Bulk services for sewers 2. iLembe to organize the desludging of the VIPs
6	9	Groutville Priority Five (900)	• Only 94 houses are remaining to be constructed . The Interim Pit Latrine Toilets are at full capacity • The project has received compliance certificate for Ilembe, the process of registering beneficiaries for transfer will resume	1.Progress on the installations of Bulk services for sewers 2.ILembe to organize the desludging of the VIPs
7	13,16 &26	Steve Biko Phase Two (881)	• Steve Biko Phase Two Housing Project is at implementation stage. This project has a shortfall of funding caused by the distance between project boundary (as to up where ILembe District provide bulk service to) and the project area that requires internal reticulation. Also it requires a sewerage pump.	Funding of the sewerage pump

8	7/20	eTete Phase Four (1480)	• Phase 1, 2 and 3 (425 sites and units) complete. • This project is under Siza Water area of jurisdiction. • Siza water confirm the bulk water up to phase 5. • Siza water has demanded the higher specification and smart water meters that are not covered by the Human settlement Subsidy quantum. • Siza water has rejected to do connects to phase 1 and phase 2 as the reticulation is not in accordance with their specification. • Siza water only agreed to top up the meter for phase 1 only if the specification met their requirements phase 1 and 2 have no running water into the homes • The Human settlements subsidy fund for water meter for phase 1 was paid to Siza water • Siza water is demanding the beneficiaries to register at a fee of +- R900 for water connection • No houses has water connection at the moment • Phases 6 and 7 of the development does not have water bulks • There is no confirmation of bulk sewer for the project was approved for upgradable VIPs	1. To hear from ILembe District Municipality whether they will be able to provide top up funding so that the high standard of meters demanded by Siza Water can be met. 2. Request for the contribution of the standard service for low-income projects 3.To seek iLembe District Municipality to expedite the bulk services (sewerage and water) in project area. 4. To seek for Ilembe to provide the interim VIPS as a solution to build 100 houses for transferring those people in the way of services

9	18	Rocky Park	Bulk water was connected by ILembe District Municipality to the boundaries of both property complexes-boundaries on Scheme 9 and Scheme 8. The site is already reticulated with the water. The units of the following block of flats already received the water connections: Block 9A, Block 9B, Block 8E, Block 8F. The rest of the other blocks on Scheme 8 are awaiting water block connection. All block of flats is already reticulated with the water infrastructure. Both Scheme 9 and Scheme 8 are reticulated with the sewer and are connected to the iLembe bulk sewers. Bulk water was connected by ILembe District Municipality to the property boundaries on Scheme 9 and Scheme 8. All block of flats is already supplied with water. The water and sanitation bill have been redirected to KDM while as it was a service provider who had opened the account	1. The KDM and Ilembe engage on the issue of the water and sanitation account

HUMAN SETTLEMENT PROJECT AT RESENTLY APPROVED FOR IMPLENTATION

NO.	WARD	PROJECT NAME	APPROVAL OBTAINED	OUTSTANDING ACTIVITIES	INTERVENTION
1	27	Madundube (2400 units)	❖ STAGE 1 ❖ STAGE 2 INSTALLATION OF SERVICES	❖ STAGE 3 (Construction of houses)	❖ Requesting the tie in points for Bulk Water
2	3	Nyathikazi (912)	❖ STAGE 1 ❖ STAGE 2 INSTALLATION OF SERVICES	❖ STAGE 3 (Construction of 6houses)	❖ Requesting the tie in points for Bulk Water

3	11	Umgigimbe (534)	❖ STAGE 1 ❖ STAGE 2 INSTALLATION OF SERVICES	❖ STAGE 3 (Construction of houses)	❖ Requesting the tie in points for Bulk Water

HUMAN SETTLEMENT PROJECTS WITH STAGE 1 APPROVAL:

NO.	WARD	PROJECT NAME	APPROVAL OBTAINED	OUTSTANDING ACTIVITIES	Comments
1	10/11 & 29	Charlottedale (1500)	❖ STAGE 1 ❖ Environmental Authorization	Planning approval STAGE 2& 3	ILembe District Municipality to including this project on their Business Plan or IDP for the provision of bulk services.
2	17	Shakasprings (454)	❖ STAGE 1	❖ Environmental authorization ❖ STAGE 2 & 3	Request status of the bulk services in this area
3	21	Driefontein (1200)	❖ STAGE 1 ❖ Environmental authorization ❖ Planning approval	❖ STAGE 2 & 3 (Construction of houses)	expedite the WWTW Installation
4	11	Nonoti Mouth	❖ Stage 1	❖ Environmental Authorization ❖ Planning approval ❖ Stage 2 & 3 approval	There is access to bulk infrastructure in the area

HUMAN SETTLEMENT PROJECTS WITH STAGE 1 APPROVAL:

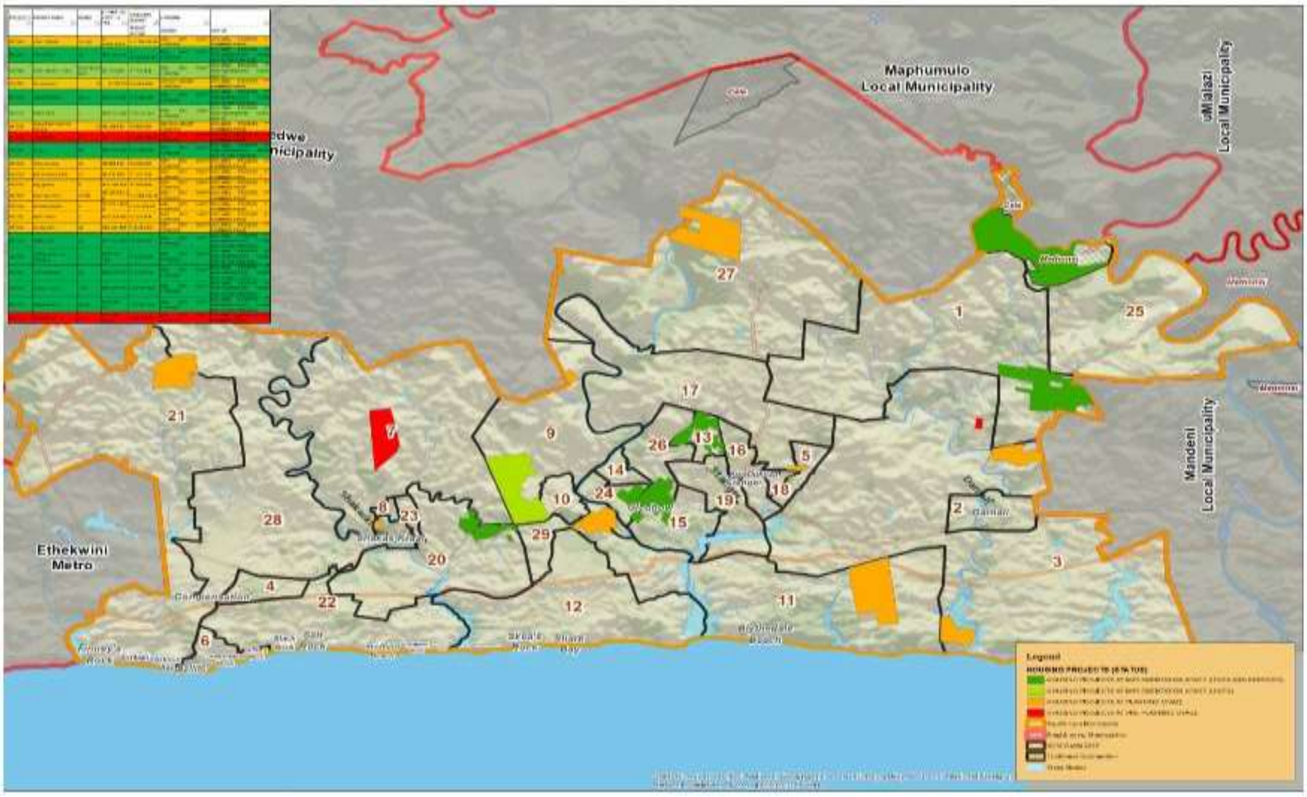
WARD	PROJECT NAME	APPROVAL OBTAINED	OUTSTANDING ACTIVITIES	Comments
11	Hyde Park (1500)	STAGE 1	❖ Validation of the Environmental Authorization ❖ Planning approval ❖ STAGE 2& 3	ILembe District Municipality to including this project on their Business Plan or IDP for the provision of bulk services.

HUMAN SETTLEMENTS PROJECT PIPELINE
STAGE 1 APPLICATION PACKS HAVE BEEN SUBMITTED TO THE PROVINCE:

NO	PROJECT NAME	YIELD	PROJECTS HAVE BEEN ENDORSED BY ILEMBE
1	Mellowood Park	❖ 380	❖ The project has been handed over to Province for Implementation. It is at the final stage of the Pre-feasibility stage ❖ KDM was informed by Siza Water that the sewerage plant in Shakaskraal is about to reach its full capacity. ❖ In two years, this project will reach the implementation stage and it may be delayed during the upgrading of the sewerage plant.
2	Vlakspruit	❖ 8000	❖ The project has been handed over to Province for Implementation. It is at the final stage of the Pre-feasibility stage ❖ Ilembe has indicated that there is no adequate bulk supply for water and no sewer bulks Required ❖ upgrade of the existing water infrastructure and determination of sanitation options and level of services required.

3	Shefflied		❖ The project is at the pre-feasibility studies and all the pre feasibility studies have been concluded. Stage 1 application pack have been submitted to the Province. Intervention on the SLA

FIGURE 52:KDM HUMAN SETTLEMENT PROJECTS



16.5. CHALLENGES IN HOUSING PROVISION:

- The scarcity of land for human settlement development.
- In cases where land is available, the landowners are asking for extremely high compensation (prizes).
- In most instances, these people are living in very squalor or difficult conditions. This then necessitates KwaDukuza Municipality to be proactive in providing decent living conditions for these people e.g., Shakaspring.
- Unavailability of Funds for Land Acquisition.
- Lack of Council owned land for human settlement in Ballito make it possible for Council to ensure integration of communities.
- Insufficient Funds for Bulk Infrastructure e.g., bulk electricity, roads, sewerage and water.
- Land Invasion.
- Selling of Council Land.
- Rapid increase of population adds on the housing backlogs, unavailability of accommodation.
- Influx of people coming to KwaDukuza to seek job opportunities.
- Budget -Cut/Constraints.
- Discontinuing of Rectification Programme.
- None-Prioritisation of Rural Development.

Financial Projections: For implementation of the current projects listed in the Human Settlement Programme, the Municipality needs to acquire land for R59 million over the next 5 financial years; prepare for the linkage of bulk and internal reticulation services to the value of over R2.5 billion rand. This equates to approximately R69 000 per low-income housing unit at current prices.

Level 2 Accreditation: KwaDukuza Municipality is one of the seven (7) municipalities in KwaZulu Natal that has been given a Human Settlements Accreditation status. The level of accreditation for KwaDukuza Municipality is Level 2. The accreditation status is whereby the National and Provincial Department delegates some of the human settlement's development planning, approval and implementation to local municipality after the municipality has been independently assessed by the accreditation panel. KwaDukuza Municipality entered into Accreditation Implementation Protocol on the 7th of March 2013. This delegation was for the period of three years, and it is performance based. The Municipality has been delegated these functions by the National and Provincial Department of Human Settlements:

- A subsidy budget planning and allocation, and priority programme management and administration, including:
- A housing subsidy budgetary planning functions across national housing programmes and projects.
- Subsidy allocations; and
- Project identification, which will be delegated to the Municipality once direct access to the Housing Subsidy System is secured.

The Programme management and administration is the function of KwaDukuza Municipality, and the municipality is responsible for the following:

- Programme and project evaluation and approval.
- Contract administration.
- Subsidy registration
- Programme management including cash flow projection and management; and
- Technical quality assurance functions.

KwaDukuza Municipality receives grant funding from the Department of Human Settlements to build its own capacity to deliver on the new delegations. The process of filling the vacancies with highly qualified personnel is on-going.

Blocked Housing Projects: KwaDukuza Municipality has a number of projects that are blocked because of various reasons. The Municipality has been working with the Department of Human Settlements to unblock some of the projects and there is significant progress in this regard. Amongst the projects that fall under this category are Senzangakhona, Chief Albert Luthuli and Ethafeni.

VUTHELA PROPERTY REGISTRATION PILOT PROGRAMME: KwaDukuza Municipality is participating in the pilot project undertaken by World Bank's International Finance Co-operation, which this project is known as a property registration programme. This programme is coordinated by the *Vuthela* iLembe LED Programme Co-ordination Unit. The property registration project is aimed at providing support to community members who are involved in both informal and formal property market. The informal property is the market where land or houses are sold without registering that change of ownership in the deed's offices. It comprises of people who visit to SAPS Police Station and depose to affidavits that confirm the sale and/or the bank deposits which are used as the proof of such property transactions. The intervention on this market will involve setting up a simple and cheaper process of legalizing the transaction and the subsequent issuing of deeds. The formal market intervention will focus mostly on the low-cost housing, whereby the beneficiaries do not have title deeds. This programme will also complement the existing Department of Human Settlements' Title Deeds Programme. The programme has been adopted by both National and Provincial Departments of Human Settlements. A formal Memorandum of Understanding (MoU) amongst the Department of Human Settlements, Mandeni Municipality, KwaDukuza Municipality and IFC for the implementation of this programme. 5000 beneficiaries are targeted by the pilot project.

Affordable Housing: As part of its responsibility for human settlements, the Municipality is implementing some projects to address the Gap Housing Project in its area of jurisdiction. The private sector has also been engaged in work on the same challenge. Rocky Park Project is one project that is currently under construction that has approximately 255 units. The Gaza Strip project is currently selling its units off-plan, targeting the same market segment. The Municipality will be appointing Implementing Agents to implement other two projects in the Municipal owned land in Shakaville and Vlakspruit. Whereas Standard Bank, as part of the Municipality's Neighborhood Development Grant project known as Woodmead Node, is currently constructing civil works for the 800 affordable units and also building show houses. This project will be implemented over a period of two years depending on the demand of houses.

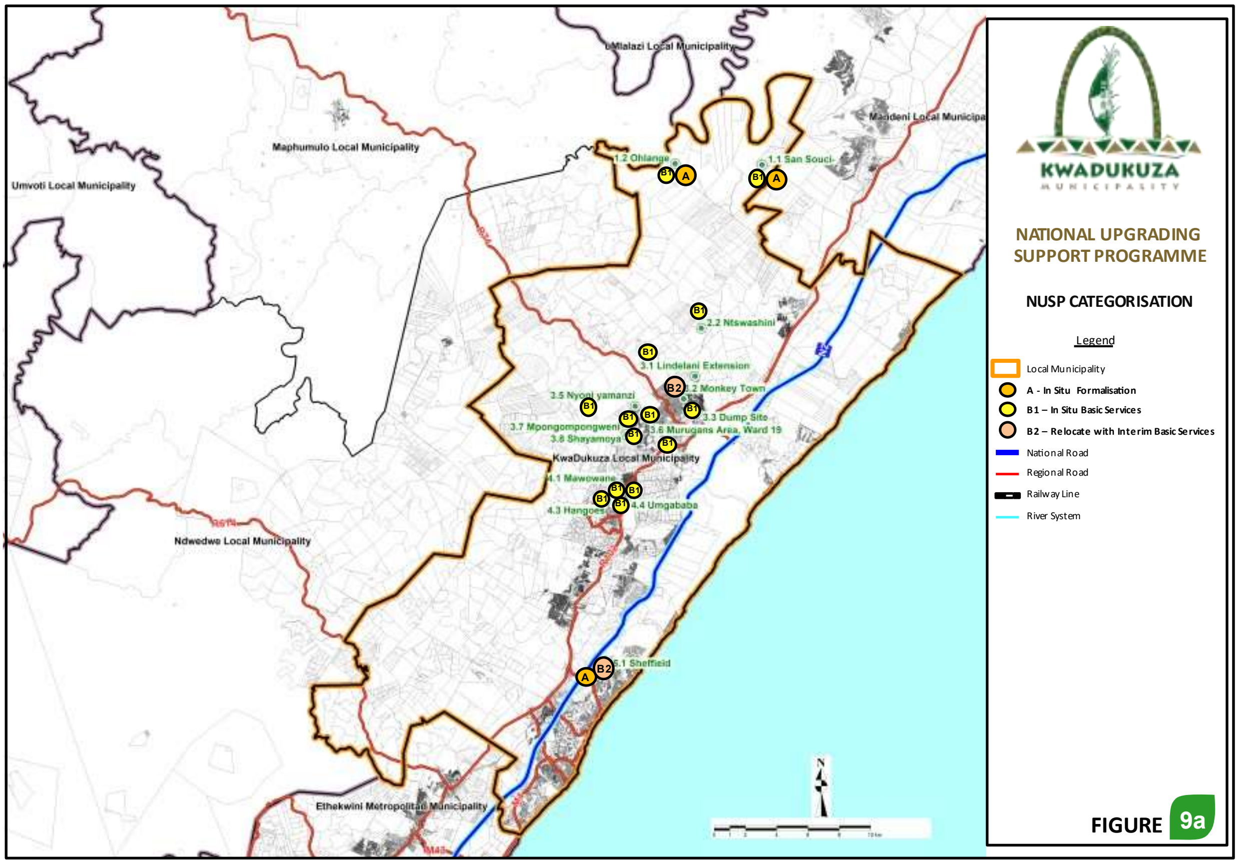
TABLE 91:RESTRUCTURING ZONES

RESTRUCTURING ZONE	AREAS
ZONE 1	KwaDukuza CBD, Rocky Park, Stanger Heights, Doctorskop, Blythedale Beach, and Hyde Park
ZONE 2	Shakaskraal, UMhlali, Salt Rock, Ballito, Compensation and Greater Driefontein

PLANNED CRU DELIVERY 21/22:

Project on 21/22 Business Plan	Units	Amount	Expenditure to date	Balance
Rocky Park Community Residential Units (Refurbishment 108 CRU units)	108 CRU units refurbished	R 19 173 485.24	R13 365 349.62	R5 808 135.62

INFORMAL SETTLEMENT UPGRADING (ISU) STRATEGY:



CHALLENGES

- Non-alignment of plans between KDM and iLembe DM,
- No bulk infrastructure and lack of funding thereof,
- Delays in EIA approvals and introduction of WULA,
- Funding constraints faced by KZN Department of Human Settlements which impact on slow delivery of human settlement projects,
- Slow pace of housing delivery due to impact of COVID 19

Escalating prices of building costs

- Nonalignment of subsidy quantum for the past 5 years
- Land invasion and illegal usage of land for human settlements,
- Lack of Integrated Human Settlements Plan,
- Poor close-out of projects and delay in title deeds issuing,
- Allegations of mismanagement of beneficiary registration,

16.6. HUMAN SETTLEMENTS SWOT ANALYSIS:

STRENGTHS	WEAKNESSES
▪ Level 2 Accreditation by Human Settlements, ▪ Excellent record on housing delivery and winner of Govan Mbeki Awards, ▪ Approved Human Settlements Plan aligned to SDF, ▪ Fully fledge Human Settlements Unit, ▪ Adequate land for human settlements, ▪ Number of Approved Projects ready for implementation, ▪ Approved Restructuring Zone,	▪ Lack of bulk infrastructure funding for water and sanitation, ▪ Inadequate human settlements budget, ▪ Slow progress on planning of some human settlements' projects, ▪ Inconsistency performance by Human Settlements service providers, ▪ Impatient community and beneficiaries, ▪ Illegal occupation and building on land earmarked for human settlements, ▪ Incomplete projects because of various reasons, ▪ Slow pace in issuing of title deeds, ▪ Lack of serviced sites, ▪ Lack of well-located land for affordable and low-cost housing (Ballito, Salt Rock etc.) to redress Apartheid spatial planning, ▪ Poorly managed housing lists, ▪ Poor rent collection from hostels and CRUs, ▪ Slow close out of projects by IAs,
OPPORTUNITIES	**THREATS**
▪ Social housings within the restructuring zones, ▪ Public- Private Partnerships development, ▪ Affordable housing markets within approved private sector residential development, ▪ Implementation of Integrated Urban Development Framework programme, ▪ Disposal of service sites to first time house owners, ▪ Upgrading of land tenure status, ▪ Issuing of title deeds, ▪ Upgrading of council owned flats, hostel and compounds,	▪ Invasion of land earmarked for human settlements, ▪ Non-funding of bulk infrastructure (water and sanitation), ▪ Expiring of record of decisions (EIA and SPLUMA) due to lack of funding of human settlements projects, ▪ Reduced budget for human settlements, ▪ Lack of credible housing backlogs statistics, ▪ Lack of correct market analysis for Affordable/Gap housing,

Table 92:Human Settlement SWOT Analysis

Mechanism and Institutional Capacity for Co-ordination, Monitoring and Implementation of Housing Projects

KwaDukuza Municipality co-ordinates its human settlements activities with service providers and relevant authorities. The Housing Sector Plan has a mechanism and institutional capacity for co-ordination, monitoring and implementation of the Housing Projects with the service providers and relevant authorities.

17. TELECOMMUNICATIONS

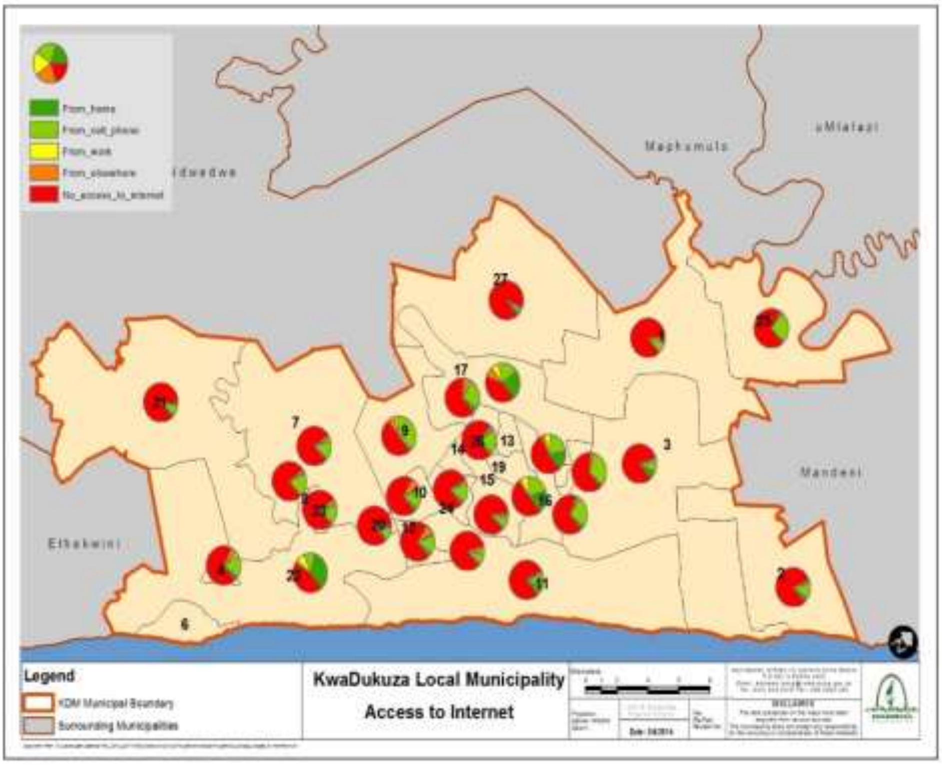
The term “digital divide” refers to the gap between individuals, households, businesses and geographic areas at different socio-economic levels with regard to both their opportunities to access information and communication technologies (ICTs) and to their use of the internet for a wide variety of activities (OECD 2011).

KwaDukuza Municipality ranks 10th out of 51 municipalities in KZN in terms of broadband coverage. While this appears to be good, there is still a need for improved digital connectivity. Bridging the digital divide will ensure that the citizens of KwaDukuza have access to ICT and in turn to the globe. Interventions for bridging the digital divide are:

- Ensure that public spaces and facilities have free Wi-Fi; and
- Introduce fibre optic connectivity with KwaDukuza as well as increase broadband speed.

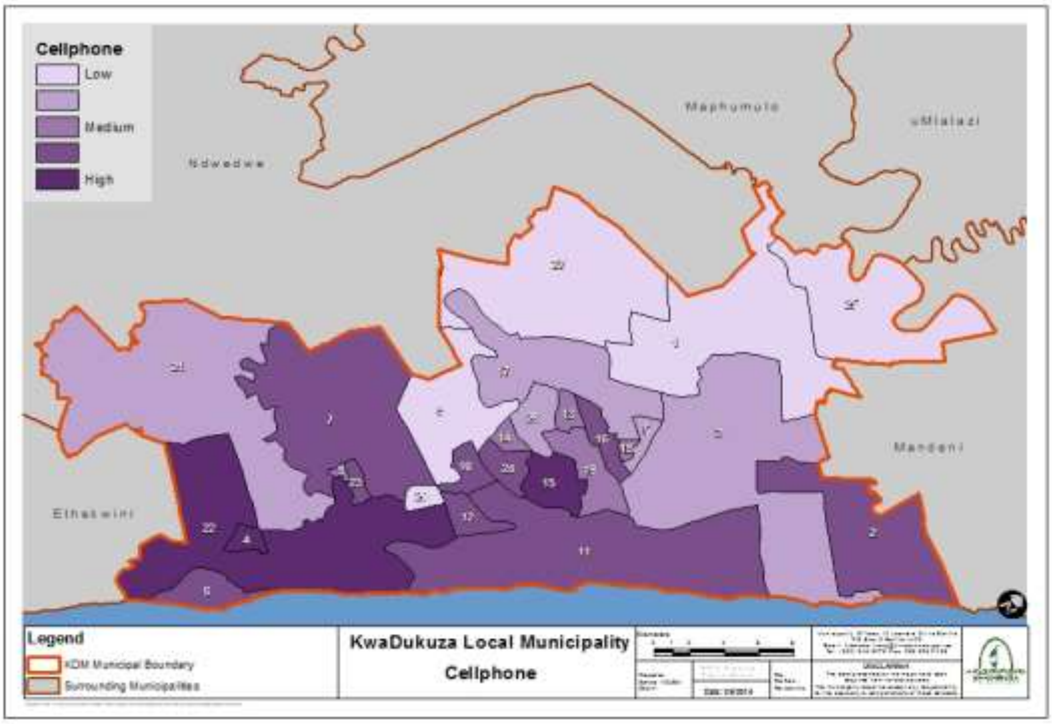
ACCESS TO INTERNET

FIGURE 53:MAP SHOWING ACCESS TO INTERNET



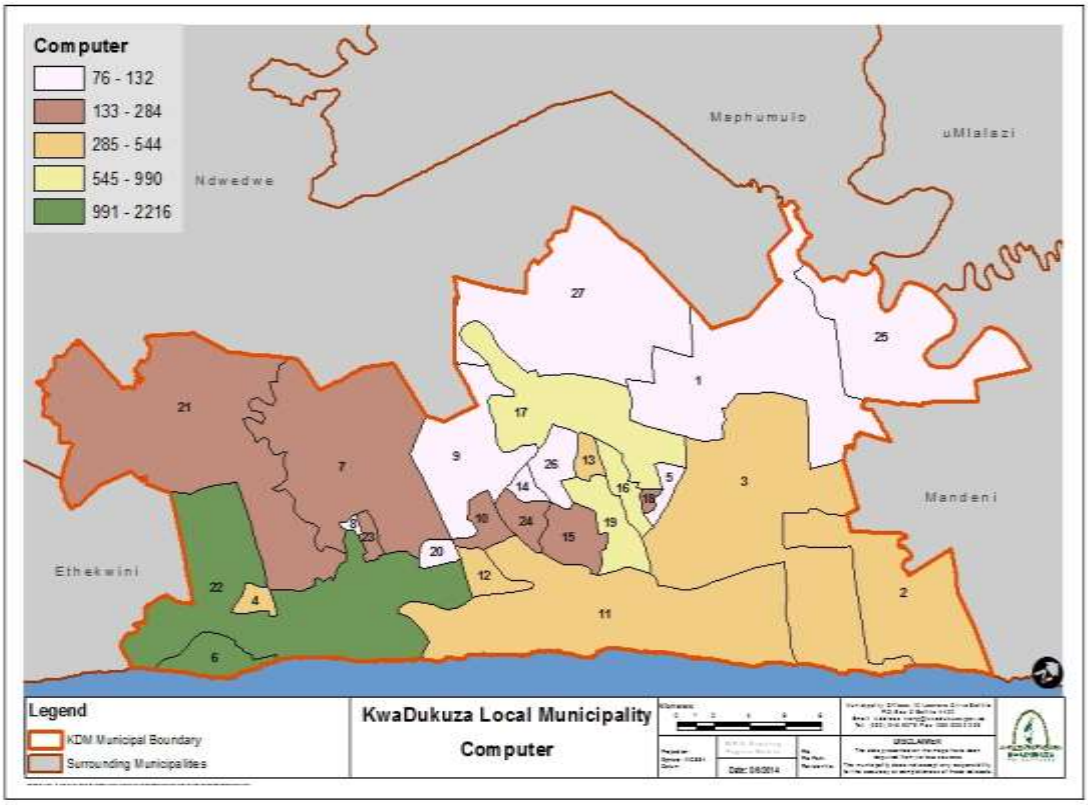
17.1. ACCESS TO CELLPHONE

Figure 54:MAP SHOWING ACCESS TO CELLPHONE



17.2. ACCESS TO COMPUTERS

Figure 55:ACCESS TO COMPUTERS



17.3. PROVISION FOR INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT

ELECTIONS

The Municipality has signed leases with the IEC for the utilisation of municipal halls during elections. The lease agreements also cover electricity usage. Usage of Municipal halls for elections – were there leases in leases in place in this regard? Lease Agreements are signed during an electoral event just for that period. eg If registration weekend is in November 2022 and elections in February 2023, the lease date will be from period November 2022 to February 2023. 25 halls in total were used. KZN 292 have 86 voting stations and other municipal facilities that were used during elections eg. Libraries/Clinics that belong to KDM.

17.4. MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Table 93:CHALLENGES AND PROPOSED INTERVENTIONS FOR BASIC SERVICE DELIVERY AND INFRASTRUCTURE

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
• **BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**	
Poor public street lighting.	• Roll-out maintenance of streetlights using the panel of service providers and internal staff; • Roll-out retrofitting of existing street lights with energy efficiency streetlights; • Installation of new energy efficiency streetlights within the boundaries of the municipality; and; • Implement ongoing Installation of high mast lights (Apollo lights).
Poorly maintained roads.	• Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; • Engage in and expedite the rehabilitation of roads by both ILembe DM and Fibre optic contractors, through signed MOA and wayleave applications; • Upgrade roads from gravel to black-top; and • Utilisation of internal capacity to re-gravel the gravel roads.
Shortage of low-cost and affordable housing.	• Bring to completion all houses that are under construction and continue to mobilise the increment of Housing Development Grant;

	• Unclog the blocked projects for implementation i.e. rocky park, Driefontein; • Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds.
Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	• Finalise and implement the recommendations of section 78 study (PPP); • Provide additional skips; • Promote community waste management initiatives using utilising programmes i.e. CWP and Good Green Deeds; • Ensure public education on waste management and impact of illegal dumping; and • Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
Poor capital expenditure and negative impact on communities.	• Establish and use a panel of contractors to implement capital expenditure; and • Increase capacity to monitor performance of contractors. • Curb red tape and delays on SCM processes through forward planning,

17.5. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

Table 94:BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Improved expenditure on Municipal Infrastructure Grant, • Existing and functional Project Management Unit, • Financial position of KwaDukuza Municipality is sound thus ensuring access to loan funding. • Master plans developed (Energy Master plan) & (Roads Master Plan - PH1), in process of being developed (Roads Master plan phase two), • Private sector willing to pay developers contribution,	• Inadequate bulk infrastructure funding for electricity, water and sanitation, • No electricity bulk infrastructure grant, • Poor turnaround on approval of access to Eskom infrastructure in order to service wards supplied by Eskom, • No capital infrastructure investment plan, • Constraints in the timeous execution of the Supply Chain Management procedure. • Poor expenditure on some infrastructure grants,

• Policies and Procedures developed and implemented. • Emerging Contractors Development Programme, • Strong private public partnership i.e. Ballito Urban Improvement Precinct and Waste Removal Services,	• Lack of effective infrastructure planning, • No comprehensive organizational infrastructure maintenance plan, • Lack of efficient and functional control centre for electrical services, • Lack of capacity to assess technical tenders/quotes at the SCM Unit • Backlog on infrastructure maintenance. • Lack of integrated planning with SANRAL and, DOT, • Unserviced and unmaintained provincial roads, • Poor public transport system, • Lack of information about broadband infrastructure and tele density of the are
OPPORTUNITIES	**THREATS**
• Introduction of shift system for electrical business unit, • Participation in the Integrated Urban Development Grant, • 30% subcontracting to local businesses, • Developers Contribution Policy Implementation, • Green infrastructure funding, • Small Embedded Energy Generation, • Critical infrastructure Grant, • Intermediary Cities Support Programme, • Popular geographic area and environment for development. • Magnitude and nature of current developments. (Airport, residential, commercial and industrial) – increased customers – Electricity and Rates incomes	▪ Disruption of construction sites by members of business forums, ▪ Declining internal reserves to fund capital infrastructure, ▪ Reputational risk caused by recalling of grants by National Treasury, ▪ Vandalism of infrastructure, ▪ Illegal connections to electrical infrastructure, ▪ Inability to provide infrastructure to planned high impact economic and residential development, ▪ Poor workmanship and material used, ▪ Failure of developers to comply with Conditions of establishment related to infrastructure provision, ▪ Disruption of service delivery due to illegal work stoppages and meetings during working hours.

• Vuthela LED Programme – Infrastructure projects, • Implementation of scarce skills and retention policy,	▪ No succession plan or career path advancement policies in place

18. LOCAL ECONOMIC DEVELOPMENT (LED)

18.1. INTRODUCTION TO LED

Local Economic Development is the constitutional mandate which local government has a responsibility to promote, develop and grow local economy for the benefit of its residents. LED is therefore, a funded mandate of local government. The LED function is also regarded as the shared responsibility amongst the different spheres of government. The roles of other department are defined by the Constitution and also by various pieces of legislation that enable the national departments and provinces to carry out their constitutional competences in various economic sectors that are found within KwaDukuza area of jurisdiction. KwaDukuza Municipality understands and appreciates its role in local economic development as follows:

- **FACILITATOR – facilitates economic development and inclusive growth through various policies;**
- **STIMULATOR – uses its incentive policy and through policies to stimulate economic activities;**
- **REGULATOR – promulgates laws, bylaws and take decisions which support economic development;**
- **PARTNER – partner with community, public and private sector on various economic development projects;**
- **INVESTOR – the municipality will invest on public goods that support economic development; and**
- **PROMOTER /MARKETER– the municipality will promote or market the area as an investors' and tourists' destination of choice.**

At KwaDukuza Municipality the aforesaid roles are led by the Economic Development and Planning Business Unit supported by other business units within the Municipality. The roles mentioned above also further guide the LED practitioners on their daily activities when they provide business counselling to aspirant and established entrepreneurs. LED is defined as an on-going process by which stakeholders and institutions from all spheres of society, and private sector as well as the civil society, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms (Trah et al, 2007)

Good practice indicates that local economic development should always be guided by a strategy. Ideally, an LED strategy will form a component of a broader strategic development plan that includes social and environmental components. The LED strategy provides a focus on strengthening the local economy and building local capacity.

Municipality has planned to formulate a comprehensive Strategy during the course of 2022/23 financial year but other relevant LED Documentations are enclosed as part of the **ANNEXURE 21** and by the end of 2023 a new well-defined and current LED strategy will come fruition.

18.2. CAPACITY OF LED

KwaDukuza Municipality has a fully-fledged Local Economic Development Unit (LED). The LED Unit is responsible for the following functions:

- Local Economic Development,
- Investment Promotion,
- Tourism Promotion and Development,
- Heritage Development and Management,
- Museum Management.
- Informal Economy Management,
- Business licensing,

The LED Unit is part of the Economic Development and Planning Business Unit. There are no capacity constraints as the unit is fully fledged with skilled and qualified staff. Refer to the LED Structure below, table

18.3. LED UNIT STRUCTURE

The LED Unit is comprised of the following positions, which are all filled:

TABLE 95:LED UNIT STRUCTURE

POSITION	AREA OF FOCUS	POSITION
Manager: LED & Tourism	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to LED, Tourism, Heritage and Museum.	Vacant
LED Officer: Agriculture	The incumbent is focusing on coordinating and facilitating agricultural development and support to emerging farmers.	Filled
LED Officer: General	The LED officer is responsible for SMME Development, Manufacturing Sector Support and general LED projects.	Filled
Enterprise Development Officer	Responsible for the management of the informal economy and informal trade within our jurisdiction.	Filled
Museum Curator	Management of KwaDukuza Museum.	Filled
Business Licensing Officer	Responsible for business licensing function in terms of Business Act.	Temporary appointment (acting capacity) pending the job evaluation of the position.
General Workers	Responsible for general cleaning work of both Museum and LED Centre.	Filled

18.4. FUNCTIONAL INSTITUTIONAL ARRANGEMENTS

The LED Unit works with various stakeholders to deliver on its mandate. Some of the key structural support for the LED work in KwaDukuza Municipality are the following district-based agencies.

Vuthela iLembe LED Programme – Programme PCU: The Vuthela iLembe LED programme has a fully-fledge Programme Coordinating (PCU) Unit staffed with experienced and technical specialists on various fields. The

PCU has a five-year contract which started on the 1st of July 2017. This capacity is available to facilitate integrated local economic development in our area of jurisdiction.

Enterprise iLembe: Enterprise iLembe is the economic development agency owned by iLembe District Municipality. Enterprise iLembe has a mandate to promote the district as both the investors and tourist's destination. It also works with local municipalities in implementing of various other LED programmes and interventions. This is the additional capacity available to facilitate economic development and tourism within the district.

18.5. LED STRATEGY DEVELOPED AND ADOPTED

KwaDukuza Municipality LED Strategy development project came into a halt due to the COVID 19 Pandemic. The impact of the Covid 19 to the economic sectors in KwaDukuza made the work done on LED strategy in particular the situation analysis stage to change dramatically. Therefore, KwaDukuza Council could not adopt the strategy, which was not responsive to the economic reality and impact on livelihoods of all its inhabitants due to Covid 19. There was a lack of credible economic data sets to make correct conclusion and this required a separate exercise to be done to ensure that any economic planning is based on facts and correct data. The Vuthela LED PCU is currently conducting Covid 19 business impact focusing on the two lock-downs and this will then feed in the finalization of the review plan.

The municipality took a prudent and sensible decision to focus its efforts on developing the Covid Socio-Economic Recovery Plan, which was adopted on 9 June 2020, and its implementation became effective on 1 July 2021. The Economic Recovery Plan will be review as part of the LED strategy taking into account the impact of the implementation of the current plan provincial and national economic sector recovery plans.

As part of the 2020/2021 financial year, there is an annual implementation plan of the local economic development interventions attached as part of this IDP document.

18.6. SELECTION OF LED PROGRAMME BENEFICIARIES AND SMME/COOPERATIVES DATABASE MANAGEMENT

Identification of beneficiaries for LED Projects - The municipality has developed a process and practice procedure for identifying project beneficiaries for the projects that are implemented by Council or by private sector. The key principle of identifying beneficiaries includes the following;

- Demographics and income status of the beneficiaries,
- Willingness to contribute with 'sweat "equity,
- Age – Youth is being prioritized,
- Women and disabled people,
- Years of business or cooperative operation,
- Level of participation and ownership by cooperatives members,
- Sector they operate from,
- Ward clusters,
- Bona-fide residents of KwaDukuza

18.7. DATABASE FOR ALL ACTIVE/REGISTERED SMMES AND CO-OPERATIVES:

In line with national government's endeavor of prioritizing the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD), KwaDukuza Municipality has resolved to encourage all active/registered SMMEs and Co-operatives within its locality to register into the municipal database which is updated regularly. The Municipality has a database for all active/registered SMMEs and Co-operatives. In order to stay abreast with new developments in this regard, the database is subject to regular updates so as to capture newly-registered SMMEs and co-operatives. The database serves as an operational working tool for the LED unit.

18.8. STAKEHOLDER ENGAGEMENT AND PARTICIPATION

KwaDukuza Municipality has a strong propensity in relation to stakeholder participation. The following are the stakeholders that have been identified and engaged for the purposes of KwaDukuza Municipality LED Strategy, programmes and projects. The LED stakeholders list includes:

- iLembe Chamber of Business, Tourism and Industry;
- KwaDukuza Informal Traders Chamber;
- Emerging Contractors;
- Trade and Investment KwaZulu Natal;
- World Bank;
- Vuthela iLembe LED – Programme Co-ordinating Unit (PCU),
- Amakhosi;
- Major property developers e.g. Hullets Development;
- Luthuli Museum;
- Umfolozi FET College;
- Sugar Mills;
- Farmers;
- Tourism Industry players;
- KwaDukuza SMME Forum;
- Dube Trade Port;
- Ilembe District Municipality;
- Enterprise iLembe; and
- Government Departments.

Over and above the aforesaid, the Municipality has established forums and/or coordinating forums to ensure effective stakeholder participation, including:

- KwaDukuza Local Economic Development (LED) Forum - Approved by Council during the second quarter of 2018/2019, the Forum's participatory work has commenced in earnest.
- KwaDukuza Municipality Special Project Task Team – It is a task team made of Heads of Departments (HoDs), who interact with investors/developers of high impact projects within the jurisdiction of KwaDukuza, and
- KwaDukuza Informal Business Chamber.

It should be noted, that the COVID 19 restrictions has impacted on the effective public participation process however on-line engagements have been conducted with those who have accessed to the means of online communication.

For all intents and purposes, it is expected that the Municipality shall undertake consultation with relevant stakeholders both internally and externally. A record of such engagements shall form part of the Stakeholder's Engagement Report which shall accompany the final document for approval.

The LED Unit shall present all the LED Strategy review phases to the LED structures, MANCO and Municipal Council. This will ensure that there is a buy-in- and support of the LED Strategy. A stand-alone stakeholder records report shall be presented as part of the close out report of the project.

In an endeavour to address the MEC's comments for the 2019/2020 IDP as well as the recently received Draft 20/21 IDP; the Economic Recovery Plan has taken into cognisance the following:

- Evidence of engagement with critical stakeholders;
- The goals, objectives, strategies and projects of the led strategy that must respond to the issues identified in the analysis; and
- Projects, programmes and initiatives that seek to transform local tourism, targeting emerging farmers and informal economy.

18.9. POLICY / REGULATORY ENVIRONMENT

KwaDukuza Municipality has an Informal Economy Policy which regulates the informal trading activities. It has been noted that informal trading activities augur well for KwaDukuza Municipality as they contribute towards positive development for the micro business sector through the creation of jobs and has the potential to excel in this regard.

KwaDukuza Municipality has Council approved investment policies which have since begun being implemented. The policies contribute immensely in positioning KwaDukuza Municipality as an investor and tourist destination of choice. Amongst the critical policies adopted are the following:

- **INVESTOR INCENTIVE FOR COMMERCIAL AND INDUSTRIAL DEVELOPMENT POLICY-** in the form of a Five (5) Year Rates rebates and this is regulated through the approved Rates Policy.
- **DEVELOPER'S CONTRIBUTION POLICY –** this policy focuses on ensuring that there is adequate economic infrastructure which supports the Municipality's economy. The Municipality forms partnerships with investors to ensure that there is adequate infrastructure so that both the municipality and investors contribute towards bulk infrastructure.
- **EMERGING CONTRACTORS' DEVELOPMENT APPROACH** – the Municipality has adopted a policy that promotes the incubation of emerging contractors for the period of three (3) years. This programme has four (4) pillars (i) capacity building of SMMES through skills development, (ii) promotes maintenance of regulatory compliance by contractors (iii) access to project finance and (iv) access to markets both public and private.
- **SPECIAL RATING AREA POLICY –** The Municipality also has adopted the special rating area policy in line with section 22 of Municipal Rates Policy. This policy is utilized as an instrument to implement Business Retention and Expansion Approach.
- **INFORMAL TRADERS' POLICY –** according to this policy the Municipality can appropriately attend to the management, development and support of informal traders within its area of jurisdiction to assist them with their infrastructural and regulatory needs.
- **EPWP 3 POLICY –** according to the EPWP3 policy the Municipality is provided with the criteria to distinguish what work shall qualify to fall under the EPWP in respect the non-state sector EPWP. The policy also guides the Municipality to determine remuneration issues in this regard, taking into cognizance the expectation that workers must receive equitable remuneration for their labour.
- **DATABASE FOR ALL ACTIVE/REGISTERED SMMES AND CO-OPERATIVES**: In line with the national government endeavor of prioritizing the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD). KwaDukuza Municipality has resolved to ensure that encourage all active/registered SMMEs and Co-operatives within its locality to register into the municipal database which is updated regularly. The Municipality has a database for all active/registered SMMEs and Co-operatives. In order to stay abreast with new developments in this regard, the database is subject to regular update so as capture newly-registered SMMEs and Co-operatives. The database serves as an operational working tool for the LED unit.

LED KPA'S RESPONSE TO THE NDP, PGDP & DGDP

The Alignment of KwaDukuza Municipality's Economic Development with National and Provincial Policies. The hierarchy of plans is illustrated in the graphic immediately below showing alignment of KwaDukuza Plans to the National and Provincial Plans:

Figure 56:HIERACHY OF PLANS

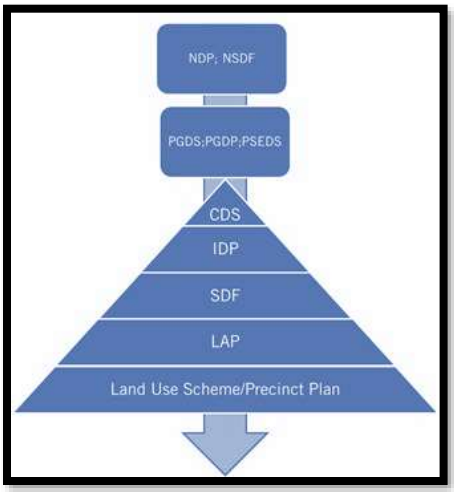


Table 96:RELEVANCE OF NATIONAL/PROVINCIAL POLICIES AND PLANS WITH KDM POLICIES & PLANS

NATIONAL/PROVINCIAL POLICY	RELEVANCE TO KWADUKUZA MUNICIPALITY
South African Constitution, section 152 outlines one of the objects of local government as – To promote social and economic development.	KwaDukuza municipality is legally compelled to promote social and economic development in its area of jurisdiction.
National Development Plan – promotes vision 2030 which the key outcomes of creating decent jobs, promote inclusive growth, reduction of inequality and eradicating poverty. The NDP further identified areas of focus in achieving this vision, which includes reduction cost of living for the people, provision of economic infrastructure, strengthen the state capacity to deliver and ensuring that our economy transit to low carbon by 30%.	KwaDukuza Municipality has embarked on a programme of promoting inclusive growth and job creation through various partnerships with private sector. KwaDukuza has identified strategic infrastructure that supports local growth point i.e. three substations on key nodes with Dukuza Station as the one of the project that is being implemented. KDM continues to use its Green Building Guidelines and Low Carbon Emission Development Strategy in promoting and transiting to green economy by businesses.
Industrial Policy Action Plan (IPAP II) – sets out a detail key actions and timeframes for the implementation of industrial policy. Twelve (12) key economic priority sector has been identified and prioritised for support by government to grow the economy. These sectors including the following; (i) Tourism (ii) Agro-processing (iii) business processing outsourcing (iv) advanced manufacturing (v) Green and Energy saving sector (vi) Metal fabrication (vii) minerals downstream beneficiation (viii) automobiles (ix) forestry (x) pulp, paper and forestry, furniture, (xi) Creative Industry, Film making and (xii) Biofuels.	KwaDukuza continues to support the development and growth of key economic sectors as identified through IPAP. It does have key players in those sectors. Amongst key sector that are supported: Tourism – KDM continues to support the development and transformation of the industry, i.e. IFA Hotels investment and Nokukhanya Luthuli Tourism Prencipt. Automobile – Hesto Harness is the major player and supply of car components in South Africa. KDM continue to provide support to this manufacturer. It is currently negotiating an industrial land disposal. Pulp, paper, and furniture – KDM is the home of SAPPI Paper. It continues to provide support. The municipality has a clear programme to support emerging furniture manufacturers.

	Green and energy saving – KDM is part of the renewable energy hub. Agro-processing – KwaDukuza have a number of agro-processing key players which include two sugar mills (Darnall and Ushukela) and Pioneer Foods , The above highlights indicate that there is alignment between the key sector that are being promoted by all spheres of government.
KZN Provincial Growth and Development Strategy – PGDS has seven goals that are relevant to socio-economic transformation agenda. The PGDS calls for inclusive growth, human development and skills development as part of the levers of vision 2035.	KwaDukuza Municipality has been responsive to PGDS by ensuring that there are programmes that promote inclusive growth, which include SMME and cooperative development. The municipality has also focused on Skills Development initiatives in particular targeting skills required by the economy. KwaDukuza continues to lead in the low carbon economy with support of ICLEI. Strategic economic infrastructure is being prioritised to ensure economic development.

The LED Implementation Plan shall take into account the following plans: KwaDukuza CBD Regeneration plan, Ballito-Compensation, Woodmead Nodal Development Plan, KDM Spatial Development Plan and the Low Carbon Development Strategy (Local Action Plan – Economic Transition).

18.10. THE ECONOMIC DRIVERS IN KWADUKUZA MUNICIPALITY:

The economic drivers in KwaDukuza Municipality are clearly indicated with their current performances showing that manufacturing, tourism and farming are the highest performing drivers. The PGDS provides the Province of KwaZulu-Natal with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, the restoration of natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

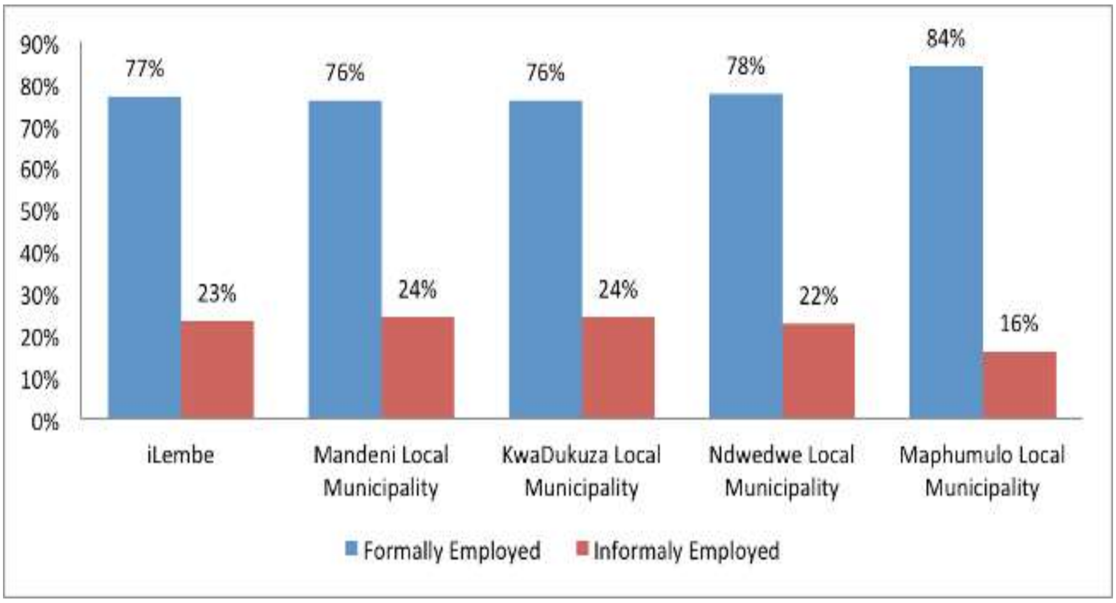
18.10.1. MAIN ECONOMIC CONTRIBUTORS

The following section presents the economic analysis which includes economic drivers in the Municipality reflecting its current performances to the local economic growth and development.

18.10.2. SMALL MEDIUM AND MICRO ENTERPRISES (SMME'S)

The iLembe District's SMMEs status below displays the distribution of formal and informally employed persons in each of the local municipalities. In iLembe about 23% of the working age population are informally employed, while approximately 77% are formally employed, with KwaDukuza Municipality being one of the local municipalities with the highest figure in the informal employment category which sits at 24%.

FIGURE 57:REGIONAL DATABASE



Source: Quantec Regional Dataset, 2012

18.10.3. MAIN ECONOMIC SECTORS

KwaDukuza Local Municipal spaces showcases the fact that the Municipality is not depent of a few economic drivers but many of them to a point that I is able to self-sustain itself whether economy is not favourable. Overall the region has a well-diversified economy which mainly depends business services as well as the manufacturing sector.

A. Agriculture

The agricultural sector of KwaDukuza Municipality is one of the dominant sectors of the iLembe District economy due to its wealth of natural resources and favourable climatic conditions. The agricultural land, more specifically land under cultivation, accounts for over 84% of the total land area of KwaDukuza Municipality. Sugarcane remains one of the key sectors of economy in KwaDukuza Municipality. The sector has been declining over the last few years due to various reasons including the change of land use from agriculture to property development, never fully recovered from 2016/2017 droughts, international competition and other factors. The sugar industry, in partnership with the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), is currently implementing a programme focusing on the rehabilitation of sugar cane fields owned by the historically disadvantaged farmers. This programme is known as Operation Vuselela. KwaDukuza Black sugarcane farmers have been instrumental in changing the sugar industry governance and support in the country through the establishment of the South African Farmers Development Association (SAFDA). This industry transformation breakthrough will act as a springboard towards the revival of sugar cane in particular, and agriculture in general, through the development programme implemented by SAFDA in partnership with various government entities.

KwaDukuza Municipality has been involved in the Agri hubs programme that was led by the Department of Rural Development and Land Affairs. KwaDukuza Municipality was earmarked to host the Agri-hub facility for the District farmers. Unfortunately, during 2018/2019 financial year the programmes were put on hold by the lead Department. The above notwithstanding, KwaDukuza Municipality does have its own programme that focuses on supporting small-scale farmers i.e. community garden support programmes and hydroponics. KwaDukuza Municipality provides initiatives to support small holder producers pertaining to community-based gardens with implements and related agricultural needs.

The LED Start-Up was initiated by the Municipality in order to assist business during their initial/start-up phase. The programme targets mostly cooperatives from the municipality dominant sectors including agriculture. This programme form part of KwaDukuza SMMEs and Co-operatives Development Strategy underpinned by the principles of Radical Economic Transformation.

The LED Start-Up funding assists the targeted SMMEs/Co-operatives with equipment and agriculture inputs to successful co-operatives from various wards. The Municipality hosted a handover ceremony on 29 November 2019 for the approved proposals with requested equipment.

Table 97:COUNCIL APPROVED PROPOSALS

SECTOR	NEED
Agriculture	Inputs, production and fencing material
Manufacturing	Manufacturing equipment
Services Industry	Inputs supporting the business sector

In 2018, the agricultural sector in the KwaDukuza Municipality contributed 61% to the agricultural sector of the iLembe District economy. The products that dominate the area are sugar cane, fruit and vegetables and forestry. The iLembe District, through its economic development agency (Enterprise iLembe), initiated a programme to ensure access to public sector market by emerging farmers. This was piloted through the national school nutrition programme (NSP), whereby emerging farmers became suppliers to companies and co-operatives that are contracted by the Department of Education to supply to the school nutrition programme. The success of this programme has led to the Provincial government adopting the very programme as a provincial wide radical economic programme (this led to the birth of Radical Agrarian Socio-Economic Transformation – RASET). In the circumstances, there are now a number of local farmers and suppliers that are participating in this programme.

KwaDukuza Land Use Management Scheme confirms a total of 548,474.892 m2 is zoned for agricultural purposes – this is classified as high-potential land as well as good-potential land dominant with sugar-cane, fruit and vegetables as well as forestry. The field has very high number of low-skilled employee personnel followed by semi-skilled employees as well as 376 skilled employees within this sector (Quantec, 2018). The sector overall has been declining recently due to interest of changing land uses to formal property developments and due to previous droughts mostly. The change of focus of Tongaat Hullets adds to the above status and with operation Vuselela – this highlights the results of doing away with African Farming Industry.

B. MANUFACTURING

KwaDukuza is ideally situated along the Richards Bay corridor to benefit from manufacturing. The compensation/ Ballito area north of the new King Shaka International Airport has been identified as likely economic opportunity zone, for light industry due to its proximity to the Dube Trade Port and Durban. KwaDukuza town surrounds have been identified as a site for medium sized industry and Council owns few undeveloped sites.

KwaDukuza Municipality in the midst of economic downturn due to COVID 19 has been able to secure R1,6 billion investment in the manufacturing sector. HESTO Harness (PTY) LTD which is the biggest car harnesses supply, who currently employs 2100 people secured the new contract with Ford South Africa to supply them with the components. The new investment is linked with the recently launched Silverton Auto Supplier Park, which is the new special economic zone at Tshwane. The new investment is estimated to create additional 3500 jobs for the people of ILembe District. This investment was made possible by the intervention of the provincial government led by Honorable Premier Zikalala and the Office of the Presidency, whereby they persuaded Transnet Freight to release additional land required for this project, which was in top of the 13500-squameter land that KwaDukuza Municipality has provided. The construction of the new plant started in November 2020 and it is expected to be completed at the end of September 2021. The plant is expected to start its operations towards the end of the year. This investment is expected to have indirect and direct impact in other economic sectors of KwaDukuza and it will be a springboard of attracting other auto component suppliers which eventual will become a cluster.

KwaDukuza Municipality in partnership with private sector as part of its economic recovery plan continues to support and promote the industrial zones.

KwaDukuza Municipality also has its own emerging manufacturing support programme, which was started in 2017/2018. Currently, it is supporting 16 cooperatives who are involved in furniture manufacturing, textile and concrete works. These cooperatives have been supported with both capacity building programmes and start-up support. The Municipality continues to work with other government support institutions such as SEDA, the Innovation Hub, SABS and EDTEA to support the manufacturing sector. As part of COVID 19, manufacturing opportunities, the municipality has provided support to the emerging textile and clothing manufacturers to benefit to all opportunities to supply masks to government, business and community. The support involves enlisting these manufactures as part of the Department of Small Business Development Essential Services Suppliers of Masks database.

(C) TOURISM

Tourism sector has been a hard hit by Covid 19 lockdowns. Most tourism establishment has been affected and some even close due to lack of businesses. KwaDukuza has observed a number of bed and breakfast owners who continue to apply to convert their establishment to the normal residence. Hospitality and restaurants operations has scalled down during the period under review. There has been a strong focus by Tourism KwaZulu-Natal on retention and increasing of domestic markets to compensate for the loss of international tourists. KwaDukuza Municipality has also noted that the mega tourism investment i.e., Tinley Manor Resort, new KwaDukuza Museum development and Zimbali Lakes Hotel are continuing during this financial year and the next financial year. This indicates that the sector will remain one of the mainstay sectors in KwaDukuza in the post –Covid 19 period. As part of the North Coast destination, the Municipality continues to attract a lot of domestic tourists who visits the area. The popular areas include Luthuli Museum, Zimbali Precinct, Ballito, Flag Animal Farm, King Shaka Grave, and many other attractions. The coastline, rich heritage and culture are the reason behind the increase in the number of tourists visiting the area. Culture, heritage and tourism have always coexisted, with tourism positioning itself as an instrument for the conservation of heritage and cultural products. Through the formation of the National Heritage and Cultural Tourism Strategy. Heritage and cultural tourism provide a unique opportunity for cultural exchange, and transmission of cultural knowledge, between local communities and tourists, as well as to increase the participation of local communities in the tourism industry – thus having a potential impact on the economy, development and empowerment of local communities in South Africa. KwaDukuza Tourism has been doing brand transformation from Dolphin Coast to KwaDukuza. KwaDukuza is known for its tagline ‘Heartbeat of the North Coast’.

KWADUKUZA TOURISM DESTINATION MARKETING AND E-MARKETING:

KWADUKUZA Municipality has a functional tourism office within Sangweni Tourism Centre. The tourism office focuses on tourism marketing, business referrals and bookings and handling of complaints. The tourism officers participate in various tourism destination shows around the country in partnership with Enterprise iLembe and Tourism KwaZulu Natal. Amongst the shows that KwaDukuza Tourism attends include Tourism Indaba, World Travel Market – Africa and main other key shows.

KwaDukuza tourism recognizes the importance of electronic marketing. The Municipality has developed and maintains a tourism website www.tourismkwadukuza.co.za. In the current financial year, council has taken a decision to amend the tourism brochure contract and redirect all its resources toward e-marketing of the destination. The amendment contract will include website refreshing, developing of you-tube videos for the area and creating blogs that market the area. This will be done until the end of June 2022.

The Municipality continues to develop other marketing collateral for the various destinations within the municipal area. It continues to produce the 50-page KwaDukuza Tourism Brochure. The Municipality is also planning to place adverts on in-flight and tourism magazines as part of its destination marketing.

KWADUKUZA TOURISM DEVELOPMENT APPROACH: KwaDukuza Municipality has identified a huge need to transform tourism product offerings and experience. A number of projects have been identified by the Municipality and also by the private sector. The Municipality has developed and adopted the KwaDukuza Beach Nodes Development Plan, which guides municipal investment on revamping of public infrastructure in all our beaches. There are a number of tourism opportunities identified for tourism development with the intention of remaining competitive such:

- Redevelopment of KwaDukuza Museum and integration of King Shaka Memorial Interpretative Centre. – during 2020/2021 KwaDukuza Municipality received the approval by Amafa KZN to demolish the old building. The municipality has finalized the procurement of the contractor for the museum. The project will be completed during 2021/2022 financial year. This project is expected to drive tourism numbers to KwaDukuza and also promote King Shaka and King Zwelithini's Legacy.
- During 2019/2020 financial year, KwaDukuza Municipality commissioned the undertaking of a feasibility study of Nokukhanya Luthuli Tourism Precinct and the business plan has been completed. The municipality will be focusing on implementing the project.

There has been a huge announcement of a big commercially driven tourism project in KwaDukuza Municipality by credible investors which are the Kuwait owned IFA Hotels Group and also Hullet Developments. IFA Hotels group was granted approval by Municipal Planning Tribunal of the Zimbali Lakes Development. This is the multi-billion-rand development which consists of the Golf Course, Beach Club, Hotel, restaurants and other residential component.

Hullets/Collins Group has announced the signing of the biggest beach resort operator (Club Med) as their partner in the development of the coastal resort within the Municipal area. The earmarked area is Tinley Manor. These two developments are considers as game changers for our area. During the 2019/2020 financial year, the Municipal Planning Tribunal has approved these two developments. Building plans are being considered with the intention of approving them at the first quarter of 2020/2021 financial year. It is expected that construction will start in both sites during 2020/2021 financial year.

KWADUKUZA EVENTS TOURISM APPROACH: KwaDukuza Municipality focuses on the events tourism niche market as the one of the key drivers of its tourism sector. The Municipality has supported and hosted various tourism events in its area. The mega sport tourism event, Pro Ballito is hosted for the period of 7 days but over the years has grown to 10 days' event. The Pro Ballito is the only QS10000 (professional surfing event) which takes place in the continent and is part of eight events of this level in the world. The event attracts more than 100 000 people over ten days and its live streaming reaches more than 3 million in the world. The return on investment in this event by KwaDukuza Municipality is very high in the long run. The mega events i.e. Ballito Pro, Dellite Challenge, Summer Festival and Umkhosi weLembe did not take place during 2020/2021 financial year due to the Covid 19 restrictions on gatherings and events. The tourism industry expect that in the 2021/2022 the events will be done in line with COVID regulations to ensure that at least tourism KwaDukuza brand remain visible in the market.

The KwaDukuza area, in particular Fairmont Hotel and Ebandla Hotel, is associated with business tourism. These two facilities host a number of business and government conferences and this benefits the area. The Fairmont Hotel has become associated with government international conferences. KwaDukuza-based wedding venues are popular with people of South Africa. The area is becoming a destination of choice for weddings. The Municipality has continued to leverage on the events hosted by Chief Albert Luthuli ICC due to its close proximity to King Shaka Airport and also Chief Albert ICC. The accommodation industry has benefited a lot from these events. The Municipality also continues to support private sector driven events that have a potential to increase the number of tourists visiting and staying within the Municipal area of jurisdiction.

(D) RETAIL AND ICT

The retail sector is one of the major contributors in the economy of KwaDukuza including job creation. The strategic allocation of the Municipality and its proximity to Durban provides major opportunities as the retail hub. KwaDukuza CBD plays a pivotal role as government services center and retail hub for the hinterland areas hence there has been a concerted effort to improve and increase retail offerings. KwaDukuza Municipality has become a big attractor of the retail sector from household goods to luxury goods. KwaDukuza Municipality has seen the growth of the retail sector through the opening of four newly built shopping complexes which are: KwaDukuza Mall, New Salt Rock Mall, Zimbali Wedge and Salt Rock Mall. The repositioned Ballito Lifestyle Centre new offerings also opened its doors for trade in 2018. These new facilities offer approximately 42000 square metres of retail space. Approximately 1000 permanent jobs have been created. The main benefit of these retail shops is improved freedom of choice through offerings by these malls.

There is an effort to manage the impacts of these developments on spaza shops. Most owners of tuck-shops are out of business owing to various reasons. One of the critical retail issues that requires concerted efforts to manage is the business tension between local tuck-shop owners and foreign/international business owners. The Municipality has strengthened the implementation of the Business Act through its business licensing function. The MEC for Economic Development, Tourism and Environmental Affairs has designated KwaDukuza Municipality as a Business Licensing Authority. This became effective from 12 July 2018. There is on-going enforcement of the Business Act in particular with regards to all businesses that trade on foodstuff and related items as per schedule 2 of the Business Act.

The fourth industrial revolution requires a strong presence of the ICT infrastructure, skills, research and development. In order for it to be part of the 4th Industrial revolution, KwaDukuza Municipality requires to work with both the public and private sectors to promote investment in ICT and related skills. There are a number of strategic infrastructure projects that present opportunities for KwaDukuza to grow its economy and make it ICT enabled. The SEACOM submarine telecoms cable systems connecting South Africa to the rest of Africa has two landing points in Mtunzini close to iLembe. The technology gives KwaDukuza access to high-speed internet and makes distribution viable. The cabling allows Ballito and the North Coast to become an information technology hub. The Municipality, having positioned itself as the destination for innovators as part of the fourth industrial revolution, is looking for private sector partners to roll-out public Wi-Fi and further through its Telecommunication Mast Policy pushed installation of this infrastructure in the peri-urban and rural areas. The connectivity shall thus expand to benefit even the rural entrepreneurs.

FLAGSHIP LED PROGRAMME: VUTHELA ILEMBE LED PROGRAMME: The iLembe District Municipality, including KwaDukuza and Mandeni Local Municipalities, were selected by the Swiss Government- State Secretariat for Economic Affairs (SECO) to participate in this initiative that adopts a programmatic approach towards infrastructure and Local Economic Development. The programme has been named Vuthela iLembe LED Programme. Vuthela is a Zulu word that means to 'ignite'. Vuthela LED Programme therefore responds to the urgent need to address unemployment, poverty and inequality in the iLembe District, by accelerating inclusive local economic development and growth in alignment with the National Development Plan 2030, the PGDS and District Growth and Development Strategy.

The programme is split into five inter-related components, which are:

PUBLIC FINANCE MANAGEMENT COMPONENT: which aims to strengthen the financial management of the three municipalities through better capacity to plan, finance and manage infrastructure investments and the provision of public services resulting in the positive contribution to the business climate.

MUNICIPAL INFRASTRUCTURE COMPONENT: which aims to reduce infrastructure constraints through capacity building measures to plan for infrastructure investments and through specific infrastructure investments.

PRIVATE SECTOR DEVELOPMENT COMPONENT: which aims to address obstacles to doing business in KwaDukuza by addressing weak district/local and public/sector co-ordination for local economic development; strengthening local capacity to support entrepreneurial, business and technical skills development.

BUILDING INCLUSIVE GROWTH COMPONENT: which aims to support SMME development and inclusive job creation through interventions focused on the Green Economy and other identified growth sectors in the local economy; and

PARTNERSHIP AND CO-ORDINATION COMPONENT: which aims to develop the multi-sectoral stakeholder partnerships required for LED district wide co-operation and implementation.

The indicative programme cost is 17.3 million Swiss Francs (approx. R250m). The Swiss Government has currently approved a budget of 8.4 Swiss Francs (approx. R121m).

The programme is being managed by the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA), as resolved by the Executive Committees of the participating municipalities. EDTEA is responsible for the procurement of the Programme Co-ordinating Unit that will deal with the day-to-day management of the programme as well as procurement of various services that may be required.

The Vuthela LED Programme Co-ordinating Unit (PCU) has been established and became functional as at 1st of July 2017. The programme was officially launched by the Ambassador of Switzerland and MEC for Economic Development, Tourism and Environmental Affairs (EDTEA) and was aptly named Vuthela LED Programme. The programme is being implemented with the participation of all municipalities.

During the inception phase the Programme implementation focused on a number of projects covering all components of this programme as outlined above. There has been some progress and the Municipality's participation in this programme has been good. There is general sentiment of acceptance and ownership of the programme by all key officials deployed in various components of the programme.

The Project Steering Committee and SECO approved the project to go to the implementation stage. During 2019/2020, various interventions has been made as part of supporting the beneficiary municipalities, which include KwaDukuza Municipality. The project is being implemented and it is expected to end in at the end of 2022. Amongst key projects undertaken during this phase, include the following:

- Development and aligning of Developer's Contribution Policy,
- Facilitating the introduction of Youth Employment Services (YES) programme,
- Capacity building of SCM Units staff and review of SCM Policy in order to support the empowerment goals envisaged by the Preference Preferential Policy,
- Sourcing of additional funding for implementing of projects identified during the inception phase of this programme i.e. SCADA Systems, Ease of Doing Business and Infrastructure.
- Reviewing of various infrastructure masters plans and assets management plans to support our economy.

Initiate the review of District Growth and Development Strategy, taking into account the development aspirations of the municipalities.

(E) CATALYTIC/HIGH SOCIO-ECONOMIC IMPACT PROJECTS

KwaDukuza Municipality defines the catalytic projects as those project that are being implemented by both public and private sector which have a high socio-economic impact to the community of KwaDukuza. The catalytic projects comprise both hard and soft infrastructure projects.

INSTITUTIONAL ARRANGEMENTS TO FACILITATE CATALYTIC PROJECTS: The Municipality, as part of its efforts to facilitates the projects, has established strategic structures which are mandated to fast-track these projects and also to ensure the reduction of red-tape for these investment projects.

KWADUKUZA MUNICIPALITY STRATEGIC PROJECT TASK TEAM: The Task Team has been established through a Council resolution under the chairpersonship of the Chief Operations Officer and deputized by the Executive Director: Economic Development and Planning. All Heads of Department are part of this committee supported by Chief Town Planner, Director: Special Projects and Director: Development Planning. This task team's main tasks are to oversee and monitor the implementation of strategic /catalytic projects driven by Council through various business units. The task team further affords the private sector driven projects identified by Council to be shared with executive management of Council in order to ensure that they provide support when information, comments and supports are required during the lifespan of the projects. This approach has fast-tracked and provided solutions to a number of issues quickly through intervention by the committee.

KWADUKUZA DEVELOPMENT ASSESSMENT COMMITTEE: KwaDukuza Municipality has further established KwaDukuza Development Assessment Committee as a committee meant to support the private sector projects that have been declared by the Municipality as the high impact projects. The Development Assessment Committee is co-chaired by the Senior Manager: Building Control and Senior Manager: Development Control. The members of this committee are all representatives of Internal Business Units and external stakeholders i.e. iLembe District Municipality and Size Water. The members have authority to comment on building plans and development approvals. The committee acts as the one stop shop for consideration of building plans, occupation certificates and site development plans for bigger development. All departments provide comments during this meeting and later formally put them on record for inclusion in the final letter of approval / deferment or disapproval.

COUNCIL SUPPORTED CATALYTIC PROJECTS: The criterion used to determine the project that is deemed catalytic in KwaDukuza Municipal Area is as follows:

- Existing development rights;
- There is already SPLUMA pre-submission with KwaDukuza Municipality;
- It is within the key economic sectors identified by the Municipality nodal plans and also IPAP 2/KZN PGDS;

- Promotes low carbon economy;
- Potential to creates quality jobs for both skilled and unskilled labour; and
- Have existing budget from government/funder (if it is government led).
- Embraces economic transformation principles through inclusion of local based Black Owned businesses during its development and operation,

TABLE 98:CATALYTIC PROJECTS

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
WOODMEAD INDUSTRIAL PARK	The Woodmead Industrial Park forms part of the Neighborhood Development Grant Projects that the Municipality has implemented with a Standard Bank-owned entity called Sorter (Pty) Ltd. Standard Bank in 2016 decided to sell its entire industrial sites portfolio to Shree Properties (Pty)	R800 million- infrastructure investment (excluding tenants' investment).
RE-BUILDING OF KWADUKUZA MUSEUM AND LINKING IT WITH KING SHAKA GRAVE/ INTERPRETATIVE SECTOR	KwaDukuza Municipality has received funding from the KZN Department of Arts and Culture for the re-building of the new KwaDukuza Museum. This project remains one of the catalytic projects of the Municipality which form part of the four anchor projects of KwaDukuza CBD Regeneration. The newly Museum that will preserve the rich history of KwaDukuza including King Shaka, the sugar industry, and people of KwaDukuza in general. The project is further aimed at connecting or linking the Museum with King Shaka Grave and this will create a strong tourism product within the CBD. Amafa has granted approval of the project and the construction will be completed during 2021/2022 financial year.	R20 million
HESTO HARNESS (PTY) LTD - FACTORY EXPANSION PROJECT	HESTO HARNESS (PTY)LTD Is one of the biggest employer's in KwaDukuza Municipality. Currently, has 2100 employees. HESTO working with KwaDukuza Municipality has recently secured a new contract with Ford Manufacturing South Africa for the period of seven years. KwaDukuza Municipality has offered HESTO its industrial land and also rates rebates incentive for five years. Transnet Freight has leased its land to HESTO for period of 15 years. Construction o the new factory started in November 2020 and it is expected to be completed at the end of September 2021. Approximately 3400 new permanent jobs will be created by this investment.	R1,6 BILLION
CLUB MED COASTAL RESORT (TINLEY MANOR)	The international acclaimed resort developer and operator (Club Med), finally has its development rights approval to established one of the key tourism game changers identified by both provincial and national government. This development is done in partnership with Collins Group and will be at Tinley Manor Node. KwaDukuza Municipal Planning Tribunal did the development approval in the month of March 2020. The building plans has been approved by KDM during the 2020/2021 financial year. The service level agreement with Ilembe and KwaDukuza municipalities are being finalized with the expectation that the construction will start during 2021/2022 financial year.	R3,5 billion
KDM EASE OF DOING BUSINESS SYSTEMS & TOOLS PROJECT	The project is aimed at easing the way of doing businesses in the KwaDukuza Municipality thereby promoting local economic development. The focus is to implement reforms pertaining to business processing for development approvals, building plans approval, businesses licensing and informal trading permits. The project will document and review existing bylaws, policies and standard operating procedures on various elements. It will also be aimed in investing resources in capacity building of KwaDukuza staff members who are intimately involved in the value chain of applications assessments and	R23,125 000.00

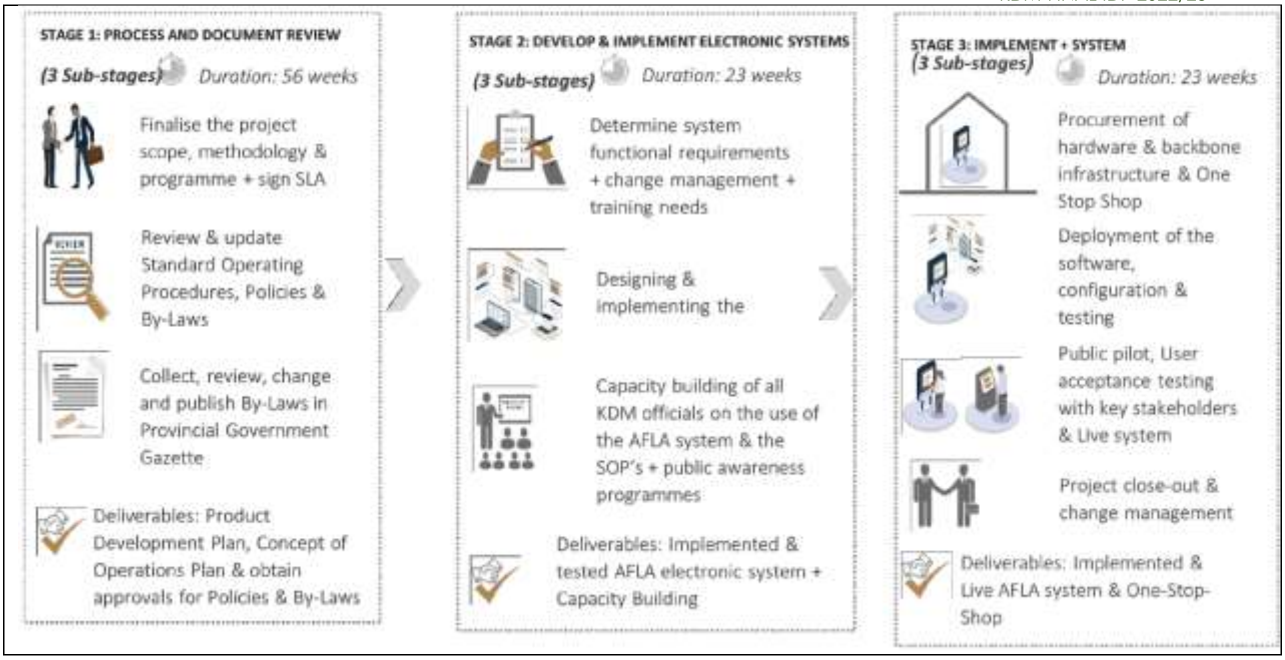
PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	implement change management for all stakeholders. The project also will assist with the transition from paper-based processes to automated processes, through the implementation of Electronic Document Management and Application Tracking Systems. KwaDukuza Municipality has received funding from Programme funded by European Union, administered by National Treasury, known as General Budget Support. The funding is for two financial years, effective from 1 July 2020. The project implementation was delayed due to cancellation of the tender because of non-responsive tenders. It is expected that the project will be implemented during 2021/2022 financial year.	
IMPLEMENTATION OF SCADA PROJECT AND CONTROL CENTRE	The implementation of a Supervisory control and data acquisition system, commonly known as a SCADA system for the electrical services network which will allow for the remote monitoring of the electrical services infrastructure, control of the infrastructure and provide information on the system in real-time and through customised user reports. The system consists of hardware and software components installed on-site at identified points for monitoring and reporting to the designated control centre of the municipality. The project includes training of staff who will operate the SCADA to ensure optimal use of the system to ensure an enabling environment conducive to business confidence and growth. KwaDukuza Municipality has received funding from Programme funded by European Union, administered by National Treasury, known as General Budget Support. The funding is for two financial years, effective from 1 July 2020. The project is current under implementation, as the project management company was appointed in the third quarter of 2020/2021 financial year. The project will continue in the next financial year.	R22,703 145.75
SWISS SECRETARIAT FOR ECONOMIC CO-OPERATION (SECO) LED PROGRAMME FOR ILEMBE	KwaDukuza Municipality is one of the three municipalities that have partnership with SECO to develop an LED programme, which affects other Local Government KPAs other than LED. The programme also focuses on both Public Finance and Infrastructure Development. The other LED focus area is around private sector development and building inclusive growth. The programme implementation is under way since 1 July 2017 and is funded by Switzerland Government with approximately R100 million. This is a five (5) year programme which ends in 2022.	R125million
DUKUZA STATION	KwaDukuza Municipality is planning to build a R150 million new 100MVA electrical sub-station to unlock the Compensation/Ballito Node. As part of this project the Municipality has acquired land from a private owner and is in the process of securing a loan for this facility. Private developers are expected to contribute through the developer's contribution. The development of Dukuza station will further unlock growth and development by ensuring that there is some spare capacity to have additional development taking place in our area. This project is expected to be implemented from the period of three years starting from the 1st of July 2021.	R200 million
ZIMBALI LAKES	Zimbali Lakes is a R3bilion rand investment by Kuwait owned IFA Hotels and Resorts in our area. The projects town planning scheme amended was approved in 2018. The project was officially launched at the end of October 2018. The projects consist of developing a hotel, beach club, restaurants, retirement village and other type of residential units. The main contractor of this project has been appointed and the construction will be starting around May 2019. This is also a 15-year development project which its impact will be huge for both the municipality and the residents itself. Construction started in 2020	R3 billion

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	January and it is continuing. The current projects under construction are Hotel and Retirement village.	
BALLITO HILLS	Ballito Hills is the mix-development investment project owned by the JSE Listed property development company called Balwin Properties. This is the estimated R2,5 billion investments. The first phase started in March 2018 and it consists of a private school and 80 residential units. The private school was delivered on time and the school started to operate in January 2019. The school is called Redham House. The residential units will be implemented over the period of 10 years by Balwin. The developer is working with the municipality/councilors from the Southern Areas in ensuring that unemployed people and contractors are given opportunities to be involved in this project. The project residential units are under construction and occupation of new units take place every moth. The residential project has completed and handed over 220 units to the new owners as per the occupation certificates issued by end of February 2021.	R2,5 billion

18.11. 2022/23: PROGRESS ON KEY PROJECTS / PROGRAMMES

	
KWADUKUZA MUSEUM (in progress) R22.3m (R10m Grant KZN DACT) Targeted completion: **Sep 2022**	**EASE OF DOING BUSINESS – TOOLS AND SYSTEMS (In progress)** ○ Project Charter ○ Draft Product Development Plan Targeted completion: **Sep/ Oct 2023**

- Ease of Doing Business (R5.8m)
- 2022 Ballito Pro (R5m)
- KwaDukuza Museum (R1.7m)
- Upgrading of KwaDukuza 'Shoprite' public parking (R1.5m)
- Upgrading of OK Mall Public parking (R1.2m)



2022/23 FOCUS AREAS:

- Implement programmes/ projects aimed at Climate change & resilient communities
- Implementation of Ease Of Doing Business Project
  - Capacity Building & Awareness Campaigns
  - Development of business licencing & informal sector bylaws;
  - Improve development application business processes, etc.
- Completion & Operationalisation of the KwaDukuza Museum
- KwaDukuza CBD Regeneration Plan Implementation (e.g. NDPG funding, Reserve Parking Fund, detail planning)
- Tourism marketing of area: digital presence, develop brochure, website
- SMME support & informal traders
- Facilitation of access to economic recovery grant funding
- Address illegality related to 'development'
  - Illegal construction/ activities; implementation of illegal rate coding, problem buildings bylaw
- Implement Revenue enhancement/protection projects – ensure every property owner complies & pay fair & equitable municipal tariffs
- Facilitate Post Covid & flood economic recovery - ensure access to all government support & restoration of all economic infrastructure i.e. damages strategic roads, electricity.
- Implementation of Traffic & Transportation Interventions – North/ South link, source funding, resolves on alternatives, capacity, etc.
- Planning for Rapid Urbanisation Management Areas - areas previously not within Land Use Schemes
- Complete & Finalise Vuthela Ilembe LED Programme

18.12. LOCAL ECONOMIC DEVELOPMENT PROJECTS:

- LED Strategy (R350k)
- Tourism Event Support (R500k)
- Museum Artefacts (R300k)

- Nokukhanya Luthuli Tourism (Luthuli Museum) Node Project (R250k)
- Tourism Signage (R150k)
- Informal Trading Facilities (R500k)
- LED Start-up (R500k)
- Small Business Week (R500k)
- Community Agriculture Support (R400k)
- KZN EDTEA Job Creation Fund (R1m)
- CETA Funded Programme (R1.3m)

18.13. SPATIAL REFERENCING OF INTERVENTIONS AND PROGRAMMES/PROJECTS

Currently most of the interventions and programmes/projects have been spatially referenced. Only the new ones remain in the process. The Municipality is in the process of undertaking a detailed project of ensuring that GIS is being used as a project management, asset management and monitoring tool by Council. There is a multi-year project called KwaDukuza GIS Integration Study and Implementation that is being undertaken.

18.14. RED TAPE REDUCTION

Red tape has become a 'buzz' word within the local economic development fraternity in South Africa. Red tape pertains to the inefficiencies and unnecessary administrative bureaucracy which impedes the development and growth of Small and Medium Enterprises.

18.15. DOING BUSINESS IN ILEMBE PROJECT AND REMEDIAL ACTIONS

In 2015 through its partnership with the Swiss Government (SECO), KwaDukuza Municipality produced the first report known as Ease of Doing business in iLembe. The study was undertaken in both Mandeni and KwaDukuza Municipal areas. The Doing Business Study comprises internationally acclaimed benchmarking studies amongst cities in South Africa and also against countries. This process is clearly a good tool to measure the red tape which entrepreneurs in a particular country have to go through when trying to open and operate businesses. The Doing Business Study measures the areas of regulation that are important throughout the lifecycle of small and medium sized enterprises. This tool, coupled with its implementation, emanate from the World Bank, which has a patent over it.

The doing business exercise undertaken at iLembe District focused on five indicators, which are as follows:

- Starting a business;
- Dealing with construction permits (building plans);
- Electrical installations;
- Registering a property; and
- Enforcing contracts.

The Doing Business study was one of its kind to be done in a municipality that is neither a metro nor aspirant metro in South Africa. The 2015 report was published with other reports and KwaDukuza Municipality was able to benchmark themselves against the eight metros of South Africa. The KwaDukuza Municipality concentrated in addressing two areas of the reports as it has a direct control over it, which areas deal with obtaining construction permits and electrical installations.

18.16. DEALING WITH CONSTRUCTION PERMITS (BUILDING PLANS)

The in iLembe report indicates that it takes about 16 procedures and 104 days for a building plan to be approved. That this was less than the country's average although the Municipality's view was that this could be reduced further. KwaDukuza Municipality, in its endeavor to reduce the procedures and time of approving the building plans, implements the following:

Council has delegated the building plans approval to administration. Prior to this decision being taken, the administration would recommend to the Economic Development and Planning Portfolio Committee to consider the building plans for approval, which in turn would be recommended to the Executive Committee for approval. This process alone could take between 45 and 60 days.

Council further appointed a Building Control Officer to ensure that it complies with the National Building Act and its regulations.

The above actions were taken and became effective on the 1st of July 2016.

The Municipality is also working on implementing the Planning Tracking System and moving towards the electronic management of the building plans process. This project forms part of the European Union Funded module under our Ease of Doing Business Systems and Tools project expected to be implemented during 2020/2021 financial year.

The Municipality have further reviewed the process and is in the process of combining some of the processes in order to reduce the procedures that need to be followed. This includes allowing the application for the approval of the Site Development Plan to run-concurrently with the pre-submission of the building plans.

The Municipality has further established a Development Assessment Committee (DAC), whose mandate is to consider building plans that are more than 500 square meters or projects that have a high economic impact within the Municipal area of jurisdiction for example shopping centers, private schools/hospitals, hotels, warehouses and big residential developments. The DAC works as a one-stop shop whereby all officials from various business units/departments meet and discuss building plans and make comments that inform either approval or disapproval or deferment of building plans. This structure became effective on the 1st of July 2018.

There are already positive turnaround times with regard to the building plans approval and there are also ongoing business improvement processes that are being implemented by the Municipality working with private sector.

APPLICATION FOR ELECTRICAL INSTALLATIONS

KwaDukuza Municipality is the electricity distribution licensee for the ninety-five (95%) of the area under its municipal boundaries. Most businesses cannot operate without the proper supply of adequate capacity of the electricity. The Doing Business in iLembe report indicates that in KwaDukuza it takes eight (8) procedures, 124 days and costs 1259.2% of income per capita. The reports clearly confirm the shortcoming of the Municipality in terms of manual administration of the applications to be supplied with electricity.

As part of responding to the aforesaid and in support of the World Bank, the Municipality has proposed an electronic system to handle the applications. In terms of this process, it is estimated that the Municipal procedures of for fully responding to applications for electrical installations shall be reduced to five which shall also entail a drastic reduction in the days of the KwaDukuza Municipality's people have to wait to be supplied with electricity. This project forms part of the European Union Funded module under our Ease of Doing Business Systems and Tools project expected to be implemented during 2020/2021 financial year.

SUPPLY CHAIN MANAGEMENT REFORMS

Through its Supply Management Policy and practice KwaDukuza Municipality, has over the years tried to deals with issues that are barriers of entry by local entrepreneurs/enterprises in the public sector market.

As part of ensuring that emerging business people and SMMEs that have a turnover of less than R2 million benefit on its spending, the Municipality has introduced the following measures:

Differentiates and introduces the amount to be paid for the bid documents and this was done to deal with the flat rate that was used previously for all contracts, which was R550 per tender document irrespective of the value of the contract or type of contract;

Waives the requirement of bidders for contracts less than R4,5 million to have performance guarantees; and

Waive the requirement of bidders for contracts less than R4,5million to provide an original bank rating letter.

The Municipality has further identified services and products for which only bona-fide based businesses can bid amongst one another in line with the Targeted Procurement approach. The Municipality has been responsive to small business concerns in terms of eliminating barriers of entry for its procurement.

BUSINESS LICENSING IMPLEMENTATION ON THE AREAS THAT FELL OUTSIDE THE TOWN PLANNING SCHEMES

As part of its restructuring, KwaDukuza Municipality has revived the business licensing function under the Local Economic Development. This function was all along done by the Corporate Services Business Unit and on 1 July 2017 it became part of the Local Economic Development function. On its implementation of this function since 2017, it became clear that business people who already run businesses but are based on the areas which fell outside the town planning scheme would their applications declined. The applications from areas outside the town planning scheme were declined on the following grounds:

- Not having correct land use rights/zoning;
- No building plan approval; and
- No occupation certificate.

Due to their location and history the entrepreneurs were not obliged to have approvals for either structures or land-use. KwaDukuza Municipality adopted a wall-to-wall land-use management scheme on the 31st of March 2016. Therefore, these areas that were outside the town planning scheme were then subjected to the town planning scheme. As part of ensuring redress the Municipality further adopted LUMS Transitional Measures Policy, which exempted all structures that were build prior March 2016, to comply with town planning and National Building Regulations. This process has been further interpreted and customised for the building license processes for the entrepreneurs from these areas. The customised policy and application forms for the entrepreneurs from rural areas and those who were outside town planning scheme is being implemented since 1 July 2018. This has contributed in the improved approval rate of business licenses from these areas and also to the compliance of businesses that trade with foodstuff and liquor in these areas.

PROGRAMME TARGETING INFORMAL ECONOMY AND POVERTY REDUCTION

As part of its contribution to eradicating poverty and unemployment, KwaDukuza Municipality recognizes the importance of the informal sector and the expanded public works programme as drivers.

INFORMAL ECONOMY SECTOR INTERVENTIONS

KwaDukuza Municipality has a vibrant informal economy sector which involves people who are trading on streets, public spaces, beaches, business hives and from their homes. This sector is regulated through Council approved Informal Trading Bylaws, Tuck-shop and Tavern Policy, and Business Licensing Policy emanating from Business Act of 1991. KwaDukuza has approximately 500 licensed informal traders in its database. KwaDukuza Municipality works closely with organized informal traders through the KwaDukuza Informal Traders Chamber, which meets with the municipality once a quarter to deal with issues affecting the sector. Even though One of the challenges faced by the informal sector is the perception that informal economy means illegal business; this restricts the focus on the economic and developmental impact of the sector in the Municipality and in the worst-case scenario leads to police officers harassing the informal traders. There is often little co-operation between the formal and informal businesses. The formal businesses consider informal traders as illegal and an obstruction to formal businesses, especially when informal traders are trading on the road, pavement or in front of formal businesses' entrances.

PROJECTS UNDERTAKEN AND PLANNED FOR THIS SECTOR

Building and replacing informal trading infrastructure – in the last 3 years, Council has invested approximately R1, 5 million in the provision and replacement of informal traders' facilities. This intervention is ongoing.

Covid 19 Support scheme for informal traders – KwaDukuza Municipality as part of its economic recovery plan introduced and granted informal traders relief support in the form of reduction of informal traders permit and granting of once-off R1500 cash relief to informal traders. Three hundred and three (303), informal traders got fifty percent (50%) on their informal traders permit fee and one hundred and seventy-one (171) traders received R1500 cash relief. This project has been implemented during 2021/2020 financial year.

During the financial year under review (2020/2021), the municipality has completed the rehabilitation of the following informal trader's infrastructure (i) Shakashead Business Hive (ii) Groutville Market and (iii) Ballito Beach infrastructure.

During the same period, a partnership between KwaDukuza Municipality and Ballito UIP was able to distribute state of the art informal trader's carts to five beneficiaries who have been trading around the Ballito Business Park.

18.17. COMMUNITY WORKS PROGRAMME

The Community Work Programme (CWP) is a South African government programme that provides an employment safety net. It supplements livelihood strategies by providing a basic level of income security through work. This programme is one of the national flagship poverty eradication programmes. KwaDukuza Municipality was approved for the participation in 2015, which was the last year.

The programme focuses on beneficiaries doing community work for eight (8) days a month. The community works might involve cleaning of public facilities (e.g. schools/clinics), verges, drainage systems and any other item that might be identified in that particular ward. This programme does not replace the work of full-time employed people within government spheres.

CWP BENEFICIARIES

Only 22 wards were part of the programme. Post 2016 Local government, new wards were created and were added in this programme. Twenty-four (24) wards, out of twenty-nine (29) wards are currently benefiting from this programme in KwaDukuza.

TABLE 99:CWP BENEFICIARY WARDS AND NUMBERS OF PARTICIPANTS

WARD NUMBER	PARTICIPANTS APPROVED
01	25
02	25

WARD NUMBER	PARTICIPANTS APPROVED
03	25
04	25
05	25
07	25
08	25
09	25
10	25
11	25
12	25
13	25
14	25
15	25
18	25
20	25
21	25
23	25
24	25
25	25
26	25
27	25
28	25
29	25

This programme further employs twenty-five (supervisors) and sixteen (16) storekeepers. Therefore, this programme has 641 participants. The municipality has submitted a proposal for additional 25 beneficiaries per ward. This will double the number of people being assisted to move out of poverty.

CWP IMPLEMENTATION

In 2018, National Department of Cooperative Governance extended this programme for next MTEF period, from 1st of April 2018 until 30 March 2021. Insika Foundation NPC is the implementing agent of this programme appointed by National Department of Cooperative Governance. There are responsible for managing the programme and also ensuring that the beneficiaries are developed through skills to start new income generation projects for themselves as part of the exit strategy.

CDW IMPLEMENTATION:

On the other side, in assisting with developmental issues in rural communities Community Development Workers (**CDW**) programme is a bridge between government and communities. ... “The provision of government service and the effective utilization of service delivery by the poor and disadvantaged as well as the achievement of an integrated service delivery remains one of government's national priorities. In KwaDukuza local Municipal space there are 8 CDWs serving and that is for Ward 3, 25, 27,9,10,21,7. The program started with the focus on rural area orientated Wards in order to bring Government closer to people inclusive and it started in 2013 originally. These individuals do sit in all main Forums of the Municipality such as Ward Committee sittings, Youth Forums, OSS etc. they also form a bridge and ensure the facilitation of the functioning of the Ward Committees.

EXPANDED PUBLIC WORKS PROGRAMME

KwaDukuza Municipality as part of government implements the Expanded Public Works Programme (EPWP) within their areas of constitutional competence. This implementation is informed by the EPWP Guidelines and also KwaDukuza Council approved EPWP Policy. The EPWP Policy sets clear criteria of choosing beneficiaries and how the programme should be run in it's of jurisdiction. The EPWP Coordination is within the Project Management Unit under the Civil Engineering and Human Settlements Business Unit. The unit is mainly responsible for the registering EPWP projects, reporting on the expenditure of EPWP incentive grant and general performance of the EPWP within the municipality. KwaDukuza Municipality has failed to implement EPWP in other sectors i.e. environment.

Below are the areas of focus whereby the EPWP recruiter's work:

- Clearing and removal of illegal dumping;
- Plot clearance;
- Maintenance of selected community facilities;
- Cleaning and removal of the dirt in the water streams;
- Clearing dirt of community pathways, pavements and causeway;
- Removing alien vegetables;
- Planting of Trees;
- Identifying and reporting all water leaks and illegal electricity connections to the relevant authorities;
- Gravel road edges maintenance; and
- Coastline clearance.
- Cleaning of Estuaries;
- Building of wooden bridges and causeways;
- Food for Waste;
- Working for Coast;
- Working for Water;
- Home-based care and ECD teachers' development; and

It shall be noted, that there is a working for coast project, implemented by the National Department of Environment Affairs which we do not have control on its implementation as the local municipalities.

Currently, the municipality based on the incentive grants received can only create approximately 300 jobs. The municipality has failed to register a number of their programmes as EPWP thereafter reporting of these with the intention to increase the incentive grant allocated to the municipality.

KwaDukuza Municipality is a beneficiary of other spheres of government EPWP Programmes. In the 2019/2020 the municipality will benefit with the following programmes:

KZN Working for Coast – KwaDukuza Municipality R10 million applications for working for coast focusing on developing coastal infrastructure. The municipality working closely with the implementing agent appointed by the National Department of Environment Affairs will further increase the beneficiaries of the EPWP. This project is earmarked to be implemented during 2019/2020.

GREEN ECONOMY INITIATIVES

KwaDukuza Municipality adopted its Low Carbon Emission Development Strategy in 2016 and this strategy aligns with National Development Plan which advocates that by 2030, our economy should have transited to low carbon by 30 percent.

KwaDukuza LEDS summarises the low carbon emission development strategy as follows:

"An Urban Low Emission Development Strategy defines a pathway to transition a city to a low-emission, green and inclusive urban economy, through its integration into city development plans and processes.

Low emission, or low carbon development, is about meeting the development needs of the municipality while minimising its contribution to climate change, and helping it prepare for its impacts. It is about exploiting opportunities for green and clean economic growth, and creating strong local communities and businesses that can be resilient to resource and climate shocks. "

The approach for KwaDukuza Municipality is premise on the international acceptable approaches on ensuring sustainable, green and inclusive growth.

The adopted KwaDukuza LEDS identified six transitions measures that need to be taken for the area to achieved a low carbon economy/green economy. One of the transitional measures focuses on the economy, it identified three economic sectors which this could be achieved which is tourism, agriculture (sugarcane) and manufacturing. The strategic goal for this transition is as follows;
"To position KwaDukuza as a green economic and tourism hub; underpinned by local skills and indigenous knowledge"

The LEDS identified the following interventions that will add value in Green Economy:

Implement the Green Building Guidelines – KwaDukuza Municipality adopted its Green Building Policy in 2016 and is being implemented. The municipality has identified a booming property development industry as the major contributor on its efforts to make KwaDukuza Municipality as a green economy investor destination. It also uses the property development for both climate change adaptation and mitigation approaches. The municipality also aimed to attract new players in the construction sector who are will manufacture and supply the property developers with new technology and products built within our area.

- Tourism sector – has also being identified as the key sector to promote green economy through various initiatives of protecting the existing environment and ecosystem to energy and water saving facilities.
- Urban Agriculture – KwaDukuza Municipality in responding to the rapid urbanisation is promoting urban agriculture as one of the LED programmes. This include promoting organic food supply.
- Sugarcane – KwaDukuza Municipality supports the on-going research and proposal form UShukela Mill to establish a co-generation facility and also generating of the renewable energy for the industry.
- The municipality continues to promote its industrialisation policy by advocating for investment in the renewable sector as the District was designated by the Province as Renewable Hub.
- The Beach Nodes Development Plan – advocates the development of the green jobs through tourism. The municipality working with iLembe Chamber of Businesses is involved in developing a

Sea Rising Protection Plan to counteract any vulnerability that emanates from the projected sea rising due to climate change.

- Vuthela iLembe LED Programme – Resource Efficiency and Energy Efficiency studies are being conducted to identify opportunities for existing business to improve their efficiencies while creating business opportunities and jobs for local people.

The municipality is currently also working on developing Green Procurement Policy which is aimed at ensuring that its infrastructure is climate proof. This and many other initiatives will contribute in creating jobs in the green sector.

ALIGNMENT OF DIFFERENT ECONOMIC FORA

KwaDukuza Municipality participates in various fora while its own fora are aligned with other external fora:

- KwaDukuza Municipality participates in the District LED Forum and Provincial LED Forum by invitation;
- KwaDukuza Municipality supports and participates in the KwaDukuza Informal Traders Chamber's quarterly engagement;
- The Municipality participates in the iLembe Chamber of Business, Industry and Tourism Investment Committee upon invitation;
- The Municipality has recently approved the formation of KwaDukuza Municipality LED Forum; and
- KwaDukuza Municipality is an active member and participant on the DAPPOTT, which is a structure driving the

PLAN TO MOBILIZE PRIVATE SECTOR RESOURCES

The Municipality's approach to economic development has always centred on the understanding that it has a responsibility to create an enabling environment for the private sector to thrive. The private sector in KwaDukuza Municipality plays a critical role in supporting economic development through enterprise development programmes. The property developers in particular have committed and continue to work with the Municipality in supporting its LED initiatives and developing local businesses. Amongst the programmes that are in place and partnership with the private sector are the following:

Partnership with ABSA and Nedbank – this partnership focuses on financial support towards the SMME Development programme, support of the Annual Business Week and also provides access to finance to qualifying businesses;

Partnership with Hesto Harness (PTY) LTD - the partnership with Hullets Development which emanates from Property B-BBEE Transformation Charter.

Mining companies which are required to develop Social Labour Plans informed by the municipal IDP as per the provisions of the Minerals and Petroleum Resources Development Act. There are few companies within KwaDukuza Municipality that have engaged the Municipality and are supporting co-operatives and community development projects in various wards.

18.18. MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: LOCAL ECONOMIC DEVELOPMENT

TABLE 100:DECRIPTION OF CHALLENGES AND INTERVENTIONS (LED)

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: LOCAL ECONOMIC DEVELOPMENT	
High unemployment rates amongst youth and women in KwaDukuza. Propensity of Local businesses to employ people from outside KwaDukuza.	Expedite the establishment of NYDA District Office; Expedite the establishment of YES Office within KwaDukuza; Expedite and enter into social compact agreements with Investors/Developers to prioritise appointment of KwaDukuza residents when there are job opportunities; and Ensure that all projects adhere to EPWP principles and the implementation thereof.
Untransformed economy and few business opportunities made available to local emerging businesses. This challenge has led to the formation of business forums which violently demand work opportunities.	Focus on the promotion of direct investment through minimising development approval red-tape and provision of incentive (rates rebate); Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector; Implement Nokukhanya Luthuli tourism prencipt business plan; Implement emerging contractor's development programme; Promote and support SMMEs that are involved in the innovation and technology business; Promote green economy; Implement Target Procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and Review and adopt KwaDukuza LED Plan.
Increased crime which threatens community safety and investment to the area.	Partner with private sector and community-based organisations for the installation of vehicle identification cameras; Partner with private security companies and SAPS to fight crime by undertaking joint enforcement blitz and sharing crime intelligence; Develop and adopt KwaDukuza Crime Strategy; Strengthen the functioning of Community Policing Forums; Focus targeting school crime awareness programmes; Ensure the implementation of Council by-laws; and Improvement on the functioning of Council CCTV camera's project.

18.19. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

TABLE 101: LED SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Enabling policies and plans for nodal developments, Close Proximity to two harbours and Dube Trade Port, Close proximity to Dube Trade Port IDZ, Strong organized business, Ballito Urban Improvement Prencipt Investor Incentives Scheme, i.e. rates rebates, Existing public-private partnerships, Stable municipal governance and financial viable, Clear town planning and building control regime, Well marketed property opportunities, Heritage assets (Iconic leaders), Beaches, Abundantly labour, International partnerships i.e. SECO LED programme, Approved Urban Low Carbon Emission Development strategy, Fully fledge LED Unit and supporting institutions. The Municipality has been part of the Agri-Hubs Programme led by the Department of Rural Land Affairs.	High unemployment rate amongst the youth, Lack of capacity to support all economic sectors by LED Unit, Lack of entrepreneurship development organizations (e.g. SEDA). Lack of skilled required by our local economy, Poor access to business premises, Uneven economic development between Southern and Northern areas of KDM, Poor supports and alignment of government SMME & Cooperatives interventions, Lack of approved LED Strategy, Culture of entitlement by entrepreneurs of government opportunities, Poor business strategies to counteract foreign nationals business, Lack of agriculture land preservation policy for agriculture, Lack of business-to-business linkages programme No functional LED Forum. The Municipality's Agricultural sector is declining due to marking of more land and urban development; changing focus of the Tongaat Hullets as well as Illovo sugar.

OPPORTUNITIES	THREATS
Radical Economic Transformation policies, Investigation within KwaDukuza as a result of changes in the sugar cane industry. Implementation of Swiss Secretariat for Economic Corporation (SECO), -Vuthela LED programme, Green Economy opportunities and Fourth Industrial Revolution Expanding of Dube Trade Zone IDZ to KwaDukuza LM, Industrial/Manufacturing development, Business –business linkages as well as SMME Incubation,	High level employment and demand for local employment, Investor scarring tactics due to modus-operandi of business forums, Uncontrolled change of agriculture land used, No proper plan or strategy to manage Rapid Urbanization, Lack of reskilling programme for unemployable youth and graduates, No additional funding of bulk infrastructure (Electricity and Water), Perceived high costs of development contribution costs,

Creative industries, Branching into Urban Agriculture, Property development and management, Strategic allocation of municipal owned land to advance transformation, Agri-processing, Township/Inland and Cultural and Heritage Tourism, Cargo and Warehousing opportunities, Infrastructure development, Logistics and transport sector, Health tourism, Supplier development programmes by private sector, Operation Phakisa, Skills development/graduate programmes, Expanded Public Works Programmes, Regional economy linkages, Partnership with Amakhosi and Ingonyama Trust for rural economic development Diversification of sugar farmers to branch into growing other markets e.g. tea tree oil, granadilla etc.	Lack of mainstreaming of indigenous people and general HDI in the local economy, Lack of local economy diversification, Culture of entitlement to government markets by local entrepreneurs, Red tape related to development approvals and access to electricity, Increased employment of illegal immigrants, enforcement of laws against employment of illegal immigrants, Crime and safety,

19. IMPLEMENTATION OF POST-COVID 19 SOCIO –ECONOMIC RECOVERY PLAN AS APPROVED BY KWADUKUZA COUNCIL.

During 2020/2021 financial year, KwaDukuza Municipality implemented its Covid 19 Socio-Economic Recovery plan as follows:

- Covid 19 Debt Relief Scheme for businesses and households – the municipality has implemented successful this scheme under the auspices of Finance Business unit.
- Reversal of interest to the household and business who owed council less than 50 days as on the 30th of June 2020. Council reversed the interest of approximately 343 clients with the value of R1,8 million.
- **Informal traders support relief** - Three hundred and three (303) informal traders were granted a 50% discount on their informal traders permit applications or renewal. One hundred and seventy one (171) informal traders received their once-off R1500 cash as the recovery grant to re-start their businesses.

- **Fast tracking of applications** – the Development Planning provided support in processing of anchor project building plans approval. This include HESTO, Ballito Hills, Arcis and Zimbali Lakes development.
- **Bread and breakfast** – the uptake of this scheme was low however, the council granted relief to those who applied for this scheme. This scheme will be reviewed in the next financial year.
- **Zero increase on household electricity** – more than 38 000 Kwadukuza electricity consumers has benefited on the zero increase during 2020/2021 financial year.

The above are some of the highlights of the work done towards the implementation of our comprehensive socio-economic plan.

19.1. SOCIAL DEVELOPMENT:

(a) YOUTH DEVELOPMENT

As a developmental local government, one of KwaDukuza Municipality's responsibilities is to play its part in addressing historical imbalances through developing a co-ordinated and integrated response to challenges facing young people within KwaDukuza. The Municipality has made significant achievements in developing its institutional capacity to make positive change in the lives of young people. Some of the targeted interventions include the formulation of youth programmes which are budgeted for each financial year.

- **KWADUKUZA MUNICIPALITY BACK- TO SCHOOL PROGRAMME:**

The program officially referred to as Back To school – Dress a Child Campaign implemented in January and targets local primary schools. This is a program approved in 2013 by the Municipality's Youth affairs sub-committee and aims at the less fortunate parents not affording to buy school uniform.

- **MASS SKILLS PROGRAMME**

The Mass Skills Programme is essentially about Driver Licences Programme intended and was approved by Council towards tis implementation. The programme included learners licences acquiring for the 20/21 financial year and that will be followed by a second phase pf the program which will be on the implementations of drivers; licence in the 2021/22 financial year. The program is envisioned to be completed by end of November 2020 and includes youth names given by the respective 29 Ward Councillors and it had 63 participants.

Other specific Youth programs are;

- One Million Shoes Campaign
- KDZ Secondary schools debate competition

19.2. KWADUKUZA YOUTH DEV OFFICE DEVELOPMENT PROGRAMMES:

OVERALL WARDS NEEDS:

- RENOVATION AND PROVISION OF SPORTS FIELDS, OUTDOOR GYMS AND INDOOR CENTRES
- SKILLS DEVELOPMENT INITIATIVES

KDM YOUTH DEVELOPMENT PFFICE ORGANOGRAM:

- Executive Director (vacant)
- Manager: Sports Development

- Youth Officer
- Career Councillor
- Sports Facilitator
- Sports Administrators
- Admin Officer
- Cyber cadet
- Outreach Officer

KDM-YOUTH-DEVELOPMENT:
UPCOMING PROGRAMMES

FOCUS AREA 1 - YOUTH DEVELOPMENT

FOCUS AREA 2 - SPORTS DEVELOPMENT

3RD AND 4TH Quarter ACTIVITIES

- ❑ Youth outreach sessions
- ❑ KDM Financial assistance
- ❑ Back to school – Dress a child campaign
- ❑ Entrepreneurship Mentorship programme
- ❑ ICT training workshop.
- ❑ Miss KwaDukuza Finals
- ❑ Mass skilling programme (Driver's license)
- ❑ Youth Month celebration programme

Annexure 22 KWADUKUZA YOUTH FORUMS LIST

19.3. SITUATIONAL ANALYSIS: THREE PRIORITIES PER WARD

The section on Social Development covers the three targeted priorities per ward vis-à-vis

(i) Jobs/employment and business opportunities,

(ii) Access to low cost, affordable and rental housing stock, and

(iii) Access to water and sanitation

The three priorities form the most important needs of the communities at any given point in time. The priorities are alluded to in the executive summary of the IDP as broad-based community needs. The Municipality's IDP scrutinizes the Health and Education sectors, Safety and Security, Nation Building and Social Cohesion, Vulnerable Groups, Food Production Initiatives and National School Nutrition Programme.

19.4. HEALTH AND EDUCATION SECTORS

The *iLembe Quality of Life Survey* presented an opportunity to conduct an initial assessment of services that are provided in iLembe, in accordance with recommended guidelines, in this case the "Guidelines for Planning of Facilities in KwaZulu-Natal" prepared by the Provincial Planning and Development Commission in October 2007. The results of the survey reflect the basic disparities that exist in the study area.

The population figures that have been relied upon for this exercise were calculated on the basis of actual dwelling structures/erven determined from aerial photography and cadastral information. The *iLembe Quality of Life*

Survey has found that many residents in iLembe do not have adequate access to facilities, particularly facilities such as housing support services, libraries, parks and sports facilities in particular are not well provisioned. Health facilities are particularly under-provisioned in Mandeni compared to the other local municipalities and this clearly requires urgent intervention. Although some facilities do enjoy good levels of access to communities, most people indicated high levels of dissatisfaction with the state of facilities in general.

Table 102:SOCIAL INFRASTRUCTURE ASSESSMENT

FACILITY	**THRESHOLD CONSIDERATIONS**	**EXISTING PROVISION**	**IDEAL SERVICE LEVEL**	
			CURRENT	**FUTURE**
Primary School	Estimated Population is 3 to 4000 people,	45	57 – 76	68 - 91
Secondary School	Estimated Population is 6 to 10 000 people, 6000 for lower income communities, 49m2 per classroom.	16	23 – 38	27 - 46
Clinics	Dispersed- 5000: Mobile Point Clustered- 5000 : Health Station 5000- 10000: Small Clinic 10000- 20000; Medium Clinic 30000- 50000: Large Clinic 60000-70000: Extra Large Clinic 70000- 100000: Community Health Centre	Small Clinic – 9 Mobile Point – 9	38 – 45	27 - 55
Hospitals	450 000	1	1	1
Community Halls	30 000	20	8	9
Library	40 000	6	6	7

**Source: KwaDukuza Municipality SDF 2015/2016

TABLE 103:OVERALL ACCESS TO SOCIAL FACILITIES IN KDM WITHIN ILEMBE DISTRICT MUNICIPALITY

COMMUNITY FACILITIES	**MUNICIPALITY**				
	Mandeni	**KwaDukuza**	**Ndwedwe**	**Maphumulo**	**iLembe**
Community Halls	45.10	42.14	58.25	49.70	48.79
Creches	39.27	52.70	46.90	41.88	45.18
Education facilities	69.30	77.90	81.39	77.93	76.63

COMMUNITY FACILITIES	MUNICIPALITY				
	Mandeni	**KwaDukuza**	**Ndwedwe**	**Maphumulo**	**iLembe**
Health Services	34.92	80.00	68.41	67.57	62.73
Housing Support Services	2.77	37.93	14.14	7.52	15.59
Libraries	2.27	19.47	29.91	15.57	16.80
Parks/recreational open space	12.55	19.84	16.94	16.17	16.37
Pension pay out point	50.27	76.41	77.85	57.76	65.57
Police services	46.52	56.29	77.38	47.26	56.86
Postal services	28.16	56.87	54.20	39.80	44.76
Public telephones	24.93	40.75	45.46	40.68	37.96
Sports facilities	23.86	37.69	45.15	45.83	38.13
Public transport	69.93	82.84	83.20	93.43	82.35

**Source: KwaDukuza Municipality SDF 2015/2016

(a) HEALTH ANALYSIS

The health situation of the study area has been found to be dire, with a propensity to increase the mortality rate over time. The ten (10) major causes of death have reached epidemic levels. Tuberculosis features prominently in the top three major causes of death for the District and the 4 sub-districts. This is reflected in iLembe's TB Health Outcomes with the TB cure rate decreasing from 76% to 67% with the TB interruption rate increasing from 7% to 9%. Inevitably complications related to TB are resulting in deaths in facilities. Patients who die from HIV/AIDS related conditions have also been found to be co-infected with other conditions with a high correlation to TB.

Conditions of lifestyle for example diabetes and cardiac conditions are controllable conditions as long as medical attention is sought early and/or preventative programmes are implemented. Community Health Worker Programme must be strengthened to address gaps. Some TB patients seek medical attention rather too late while others have a combination of conditions which impact adversely on clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors to its increased burden. TB is weakening all the progress made in the fight against AIDS. TB is not only the number one cause of AIDS-related deaths in Africa but also the number one cause of all deaths in South Africa. Most deaths are related to HIV /AIDS complications which require intervention from preventative and primitive health programmes e.g. CCMT, HCT, and PMTCT.

TABLE 104:MAJOR DEATH SOURCE RESPECTIVELY IN ILEMBE AND KWADUKUZA

iLembe District	KwaDukuza
Tuberculosis	Pulmonary Tuberculosis
Retroviral Disease	Cerebral Vascular Accident
Cerebral Vascular Accident	Retroviral Disease
Meningitis	Gastro enteritis
Gastro enteritis	Meningitis
Pneumonia	Lower respiratory Infections
Congestive cardiac failure	Tuberculosis
Lower respiratory Infections	Congestive cardiac failure
Renal failure	Pneumonia
Diabetes	Anaemia

**Source: Stats SA, 2011

Table 105:MORTALITY RATE, INFANT, CHILD AND MATERNAL DEATH SINCE 2009

	Years	iLembe District	KwaDukuza
Infant mortality per 1 000 population *Proportion of inpatient deaths under 1 that died during their stay in the facility*	2009	114	178
	2010	124	199
Child mortality per 1 000 population *Proportion of inpatient deaths under 5 that died during their stay in the facility*	2009	109	172
	2010	85	130
Maternal Mortality per 100 000 live births *Maternal deaths occurring within 42days of delivery or TOP per 100 000 live births*	2009	346	433
	2010	131	166

***Source: Stats SA, 2011*

(b) INFANT MORTALITY

The district has appeared to be constant with a slight increase in 2010. There were 145 infant deaths/ 1267 separations and 206 infant deaths /1612 separations, which is a 29% increase. In fact, infant deaths in both district hospitals refer to Stanger. The District is planning to track numbers linked to the sub-districts that appear in Stanger Hospital. Immunisation coverage and measles coverage for under 1 year have both increased significantly. Immunisation coverage was 87.0% and it decreased to 86% and measles coverage decreased from 89% to 81%, which is an 8% decrease.

(c) CHILD MORTALITY

Although KwaDukuza appears to have improved outputs, when tracking raw data, a 29% increase in child deaths was recorded (i.e. 106 child deaths/616 separations and 157 child deaths/1204 separations}. Maternal Mortality in KwaDukuza was 166/100 000 live births and 433/100 000. Actual figures revealed that there were 11 maternal deaths /6632 live births and 26 maternal deaths / 5991 live births which is a 56% decrease in actual number of maternal death. Avoidable deaths linked to clinical care could be addressed through the improvement of clinical skills through workshops training and teachable moments.

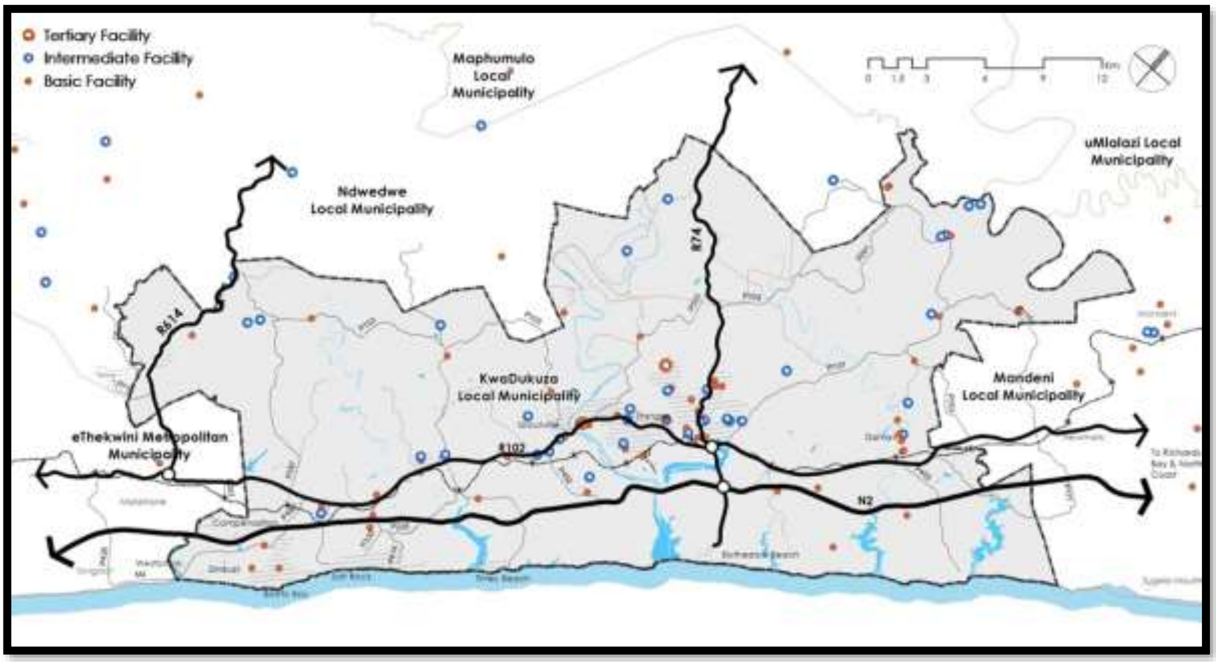
19.5. NETWORK BASED SERVICE AREAS OF EXISTING HEALTH FACILITIES IN KWADUKUZA

Over and above the above scenario and at this point we obviously cannot shy away from the impact of the Codvid-19 pandemic which is at attack in the country. Looking closely to the province of KwaZulu- Natal, KwaDukuza marks as the second with highest cases of the virus from EThekwini. The Municipality, even though this is not their direct function is trying by all means to assist DOH towards the fighting the virus and can be seen through the awareness loud hailing done across the hotspots, other communication to the public measures, delivering food parcels to assist to vulnerable communities etc. it's still a long way to go but the Municipality is trying by all to make the public aware of what is expected towards adapting to the new normal. At this point in time in must be noted that the stats of the province are as follows; total confirmed cases 330 863, deaths 9772 and recoveries 312 761.

20. EDUCATION ANALYSIS

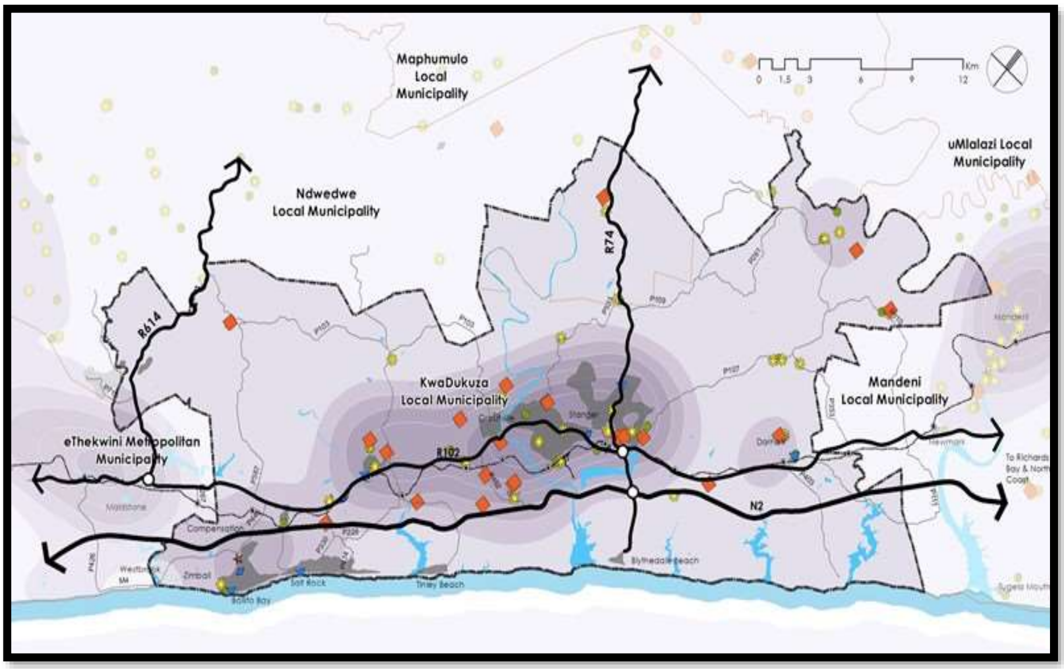
There are 28.2 % people above the age of 20 years in KwaDukuza Municipality who are in possession of Standard 10/Grade 12 and 5.7 % who are in possession of Higher Education qualification. Census 2011 revealed that 9.7% of the population in KwaDukuza Municipality never attended school. This shows a 10.9% improvement in the education level since 2001 where there were 20.6 % of the KwaDukuza Municipality's population that had no form of schooling. This is positive for the Municipality as it provides a skills-base for the area that requires minimum training. The major challenge faced by KwaDukuza Municipality in this regard is that there are very limited institutions for higher learning in the area. The nearest institutions are further south in eThekwini or further north at Mandeni

FIGURE 58:SPATIAL DISTRIBUTION OF EDUCATION IN THE CONTEXT OF BROAD S1ETTLEMENT DENSITIES



***Source: KwaDukuza Municipality SDF 2015/2016*

FIGURE 59:OTHER COMMUNITY AND SOCIAL FACILITIES IN THE CONTEXT OF ROAD POPULATION DENSITIES



20.1. ANALYSIS OF COMMUNITY DEVELOPMENT: VULNERABLE GROUPS

a) DEVELOPMENT INTERVENTIONS FOR THE PEOPLE WITH DISABILITIES

The Municipality does not have a dedicated budget and integrated Municipality's Programme of Action for the development of disabled people. A forum has been formed especially for the People with disabilities. The Forum assists with interacting with the sector and the development of streamlined programmes for the sector. A database of People with disabilities has since been compiled through cooperation and support of the Forum. The gender desk office has strengthened gender ward-based committees and capacitated them adequately in order for them to be able to engage with such groups. One critical challenge encountered in this regard is the fact that the Municipality's offices are not easily accessible for People with disabilities.

Annexure 23 KWADUKUZA DISABILITY DATABASE_2022

b) DEVELOPMENT INTERVENTIONS FOR THE ELDERLY

Senior citizens are some of the neglected sectors in terms of targeted programmes in all spheres of governance other than old age grants. A programme targeting senior citizens has recently been introduced at Provincial and District levels. The Municipality has dedicated a limited budget to host a formal event in celebration of senior citizens. The event is intended to celebrate the lives of senior citizens and affirm their continued value in society. Furthermore, the Municipality has launched senior citizens' forums in some of the wards. The Municipality interacts with these structures as part of its Public Participation Programme.

c) PEOPLE AFFECTED BY HIV/AIDS, SUBSTANCE ABUSE ETC.

NUMBER OF INFECTIONS AND AIDS RELATED DEATHS IN KWADUKUZA MUNICIPALITY

The District AIDS Council (DAC) is the co-ordination structure that addresses HIV/AIDS related matters at district level. The DAC supports the Local AIDS Council (LAC) of KwaDukuza Municipality in ensuring that Ward AIDS Committees (WACs) are active in all 29 Wards. The HIV/AIDS Councils report quarterly to the Province about progress on HIV/AIDS prevalence in the District. The District Plan of the District AIDS Council has been developed to tackle poverty, HIV/AIDS, STI, TB and social ills in the District. A structure known as People Living with HIV Forum (PLWHA) has been launched in the Municipality with the District structure subsequently ensuring that PLWHA participates fully on HIV/AIDS Programs.

TABLE 106:NUMBER OF INFECTIONS AND AIDS RELATED DEATHS

Identified Issues	Statistics in KwaDukuza Municipality
HIV/AIDS	
Population	172 915
HIV Positive	26 890
Aids Deaths	2 027

***Source: ILembe Intelligence and Economic Indicator Report Q1 2013*

20.2. PLAN FOR VULNERABLE GROUPS

KwaDukuza Municipality developed a plan to respond to the needs of designated groups and is provided in Chapter-4: Development Strategies.

20.2.1. FOOD PRODUCTION INITIATIVES

The Local Economic Development Section: Agriculture-Initiatives to promote small holder producers has addressed food production initiatives. Refer to the LED section of the IDP which is above.

20.2.2. NATIONAL SCHOOL NUTRITION PROGRAMME

KwaDukuza Municipality is part of a District-wide programme supported by the Department of Education. The iLembe District, through its economic development agency (Enterprise iLembe), initiated successful access to public sector market by emerging farmers. This was piloted through the national school nutrition programme (NSP), whereby emerging farmers became suppliers to companies and co-operatives that are contracted by the Department of Education to provide school nutrition programme. The success of this programme has led to the Provincial government adopting the very programme as a provincial wide radical economic programme (this led to the birth of Radical Agrarian Socio-Economic Transformation – RASET). In the circumstances, there are a number of local farmers and suppliers that are participating in this programme.

20.3. THE STATUS OF KWADUKUZA MUNICIPALITY POUND FACILITIES

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vests the powers and functions in a local municipality. The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure 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 organisations in the matters of local government.

In line with the above-described functions and powers in a local community, KwaDukuza Municipality is responsible for the provision of pound facilities and management within its jurisdiction area especially with the closure of SPCA branch in ballito.

20.4. THE STATUS OF EARLY CHILDHOOD DEVELOPMENT CENTRES (ECD'S) IN KWADUKUZA

The following legislative framework regulate and gives guidance on the establishment of Early Childhood Development Centres in South Africa:

- The Constitution of the Republic of South Africa, 1996 ;
- White Paper 1 on Education and Training (1995) and Interim Policy for Early Childhood Development (1996); and
- White Paper No.5 of 2001: Education White Paper 5 on Early Childhood Development

In order to give effect to the above legislation framework, the KwaZulu-Natal Department of Social Development has Early Childhood Development and Partial Care Sub-Programmes. The objective of this sub-programmes are to provide comprehensive early childhood development services which entails the following:

- Provincial Strategy and profile for ECD and partial care;
- Provision of services ECD and partial care;
- Norms and Standards compliance;
- Registration of ECD and partial care programmes and services;
- Assignment of functions to municipalities;
- Funding of ECD sites

The Department of Social Development has a list of funded and unfunded early childhood development centres. The powers and functions of a municipality are assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as indicated above in 6.18.10. KwaDukuza Municipality provides support to community needs on the provision of childcare facilities/creches.

20.5. SOCIAL DEVELOPMENT SWOT ANALYSIS

TABLE 107:SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Dedicated office and Manager in place ▪ Municipality is recognized as a central point for support. ▪ Budget for Gender, Elderly People with Disabilities and children available are limited. ▪ Established local forums for special projects.	▪ Lack of funding for special programmes and projects. ▪ Effective co-ordination & quality management on key programs not effective.

OPPORTUNITIES	THREATS
Economic opportunities for disabled people.	▪ High TB infection. ▪ Long queues in pay points. ▪ Suitable housing for Elderly and Disabilities. ▪ Low number of disabled employed. ▪ Increasing a number of raped elderly & children. ▪ Shortage of elderly centres/lunch club ▪ Increasing number of Child headed family. ▪ Unfunded centres for elderly & children. ▪ High HIV infection. ▪ Limited participation in development.

20.6. SAFETY AND SECURITY & NATIONAL BUILDING & SOCIAL COHESION

KwaDukuza Municipality currently does not have a safety and security plan. The Municipality considers the issue of safety and security of its inhabitants as paramount. It is for this reason that, working in conjunction with the Department of Community Safety and Liaison, the south African Police and ILembe District the Municipality has launched Ward Safety Committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A Community Safety Forum has been established by the Municipality and it is operational. The Forum comprises all municipal councilors, sector departments (including SAPS), crime prevention structures, etc. Meanwhile, the aspects of nation building and social cohesion are provided for in the good governance and public participation situational analysis section herein.

IT should be also noted that there are other structures in order to deal with the element, safety, security and protection of inhabitants of KwaDukuza Local Municipality, these are as follows;

- Community Policing Forum
- Voting District Safety Forum
- Community Safety Forum
- KwaDukuza Natal CCPA

The most important element is ensuring the functionality of all these structures and ensuring the inter-departmental. Inter-governmental role that needs to be promoted with this structure. Another important element to note is that the above structures can’t be a stand-alone to fight crime but it is noted that the involvement of community is crucial as well. It must be noted that crime not only in communities but also in public institutions such as schools etc., this then means that other sector department such as Department of Education

(Schools), Department of Health (dealing with drug abuse etc.) and Department of Social Development need to be involved in the above-mentioned structures as it socially impacts in communities all the time.

20.6.1. COMMUNITY SAFETY BUSINESS UNIT

The internal KwaDukuza community Safety Unit is responsible for the below;

- LAW ENFORCEMENT –TRAFFIC / SPECIAL OPERATIONS/SATURATION UNITS
- SOCIAL CRIME PREVENTION
- MOTOR LICENSING AND TESTING
- DISASTER MANAGEMENT
- MARINE SAFETY
- FIRE AND EMERGENCY SERVICE

TABLE 108: CAPEX: LAW ENFORCEMENT 2022- 2024

Project	Wards	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025
Upgrade radios digital PTT	ALL	200 000	200 000	150 000
Law Enforcement Equipment	ALL	150 000	150 000	150 000
CCTV Upgrades	19	900 000	900 000	900 000
4 x Blue lights & Equipment	ALL	40 000	50 000	50 000
25 x Level 3 bulletproof	ALL	50 000	50 000	50 000
10 x Alco meters	ALL	20 000	50 000	70 000
Computers	ALL	100 000	100 000	100 000
Furniture & Equipment	ALL	60 000	100 000	100 000
Air conditioning unit		40 000	50 000	50 000

TOTAL		1 560 000	1 650 000	1 620 000
Motor Licensing/Testing Equipment	ALL	70 000	200 000	200 000

20.6.1.1. OPERATIONAL STAFFING

The Fire & Emergency Services has seen strategic improvements to staffing levels with the staffing compliment having been reached? With the current scale of operations, the Municipality's staffing compliment remains adequate. Additional staffing requirements form part a set of long-term objectives, including - though not limited to:

- Building a Fire & Emergency Services Head-quarters, located along the R102; and
- Commissioning satellite stations, aimed at servicing areas beyond 20-30 minutes response time range.

(a) TRAINING AND DEVELOPMENT

Cadet Fire-fighters have received basic training, orientation course. After 2-years of service, these corps of Cadets are expected to go through training to capacitate them with Fire-Fighter 1; Hazmat Awareness; Code C Driver's license and undergo departmental assessment. The Municipality's training program is part of the employers' over-all capacity development program lead by the Human Resources Department.

This is an ongoing operational matter, we have trained several wardnes already and we have an item supporting the wardens be now trained as traffic Officers, but due to pandemic the KZN Traffic College has cancelled the training for 2021. We have been unable to recruit additional wardens due to the lack of budget provisions.

(b) EQUIPMENT AND VEHICLES

The Business Unit is currently equipped with four (4) fire Engines at 2 stations, Ballito and KwaDukuza to augment the above, the Municipality has general utility vehicles which from part of the Fire & Emergency Services' fleet muscle.

(c) EMERGENCY SERVICE COMMUNICATIONS SUPPORT

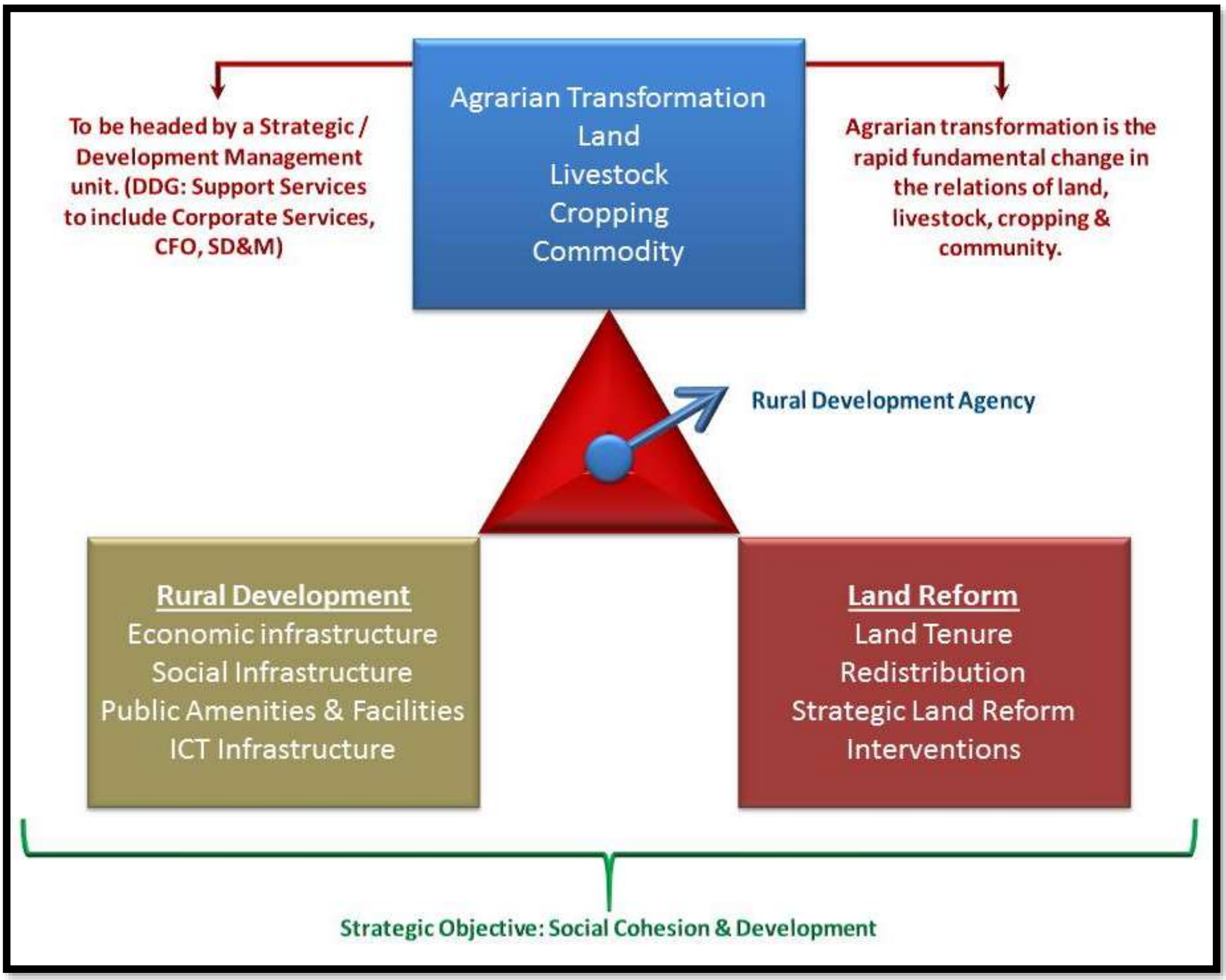
The current Emergency Call-Centre facility is housed at the Ballito Fire Station. Strategically, this remains a challenge for structural reasons. What is ideal would be to have this facility housed at a stand-alone facility preferably in KwaDukuza. The current call-center solution has become obsolete. The administrative capacity remains manual with ***Occurrence Books*** used as primary means of record keeping. Staffing for this facility remains inadequate for an ideal shift system of 4 x days on and 4 x rest days.

(d) NATION BUILDING AND SOCIAL COHESION SITUATIONAL ANALYSIS

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is "Social Cohesion and Development". Accordingly, KwaDukuza Municipality has thus committed itself to play its own role to work in line with the aforesaid.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programmed, what aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion in the Rural Areas. KwaDukuza Municipality intends to affect the implementation thereof as per the following graphic.

FIGURE 60:STRATEGIC OBJECTIVES-SOCIAL COHESION AND DEVELOPMENT



The table below indicates a list of projects implemented by the KwaDukuza Municipality as part of its nation building and social cohesion programs.

TABLE 109:KDM'S NATIONAL AND SOCIAL COHESION PROJECTS

PARKS AND GARDENS		
PROGRAMME	**ACTIVITY**	**AREAS WHERE WORK IS UNDERWAY OR COMPLETED**
Alien Plants Eradication Programme	Clearing of alien invasive plants	Pigeon wood swamp forest, water berry swamp forest, Gledhow south village, Blythdale, Zinkwazi
Resurfacing of netball/ tennis court	The tennis court was resurfaced	Stanger Heights(ward 16)
Refurbishment of a tennis court	Shakaville Tennis Court refurbished	Shakaville (ward 28)
Sports field upgrade	Upgrading of sports field	Lindelani (ward 5)
CRECHES / CHILD CARE FACILITIES		
Construction of three crèches	Crèches underway	Wards 14, 18, and 23
BEACH AMENITIES		
Upgrade of lifeguard towers and ablution facilities	Upgrade in various areas has been completed.	Zinkwazi beach completed, Tinley Manor completed, Salt Rock is still underway.

20.6.2. MUNICIPAL SAFETY PLAN

The Community Safety Business Unit is charged with the responsibility of ensuring that the Municipality provides for a safety environment to live, work and play. This Business Unit is at the forefront of delivering sustainable services in an integrated approach. The Community Safety Business Unit comprises the following Departments, Traffic and Technical Services, Crime Prevention, Social Crime Prevention, Motor Licensing and Testing Centre, Fire and Emergency, Marine Safety, Disaster Management and Law Enforcement Administration. The above notwithstanding, the Municipality does not have a Municipal Safety Plan in place currently.

As part of improving safety and security in respect of its citizens, in partnership with iLembe Chamber of Business, KwaDukuza Municipality has established the Ballito Urban Improving Precinct (UIP) with the main focus being security enhancement. The Ballito UIP provides twenty-four hour precinct security. To this end, number plate identification cameras have been installed at the entrance/exit of Ballito CBD. A similar intervention has been undertaken in partnership with the Salt Rock Neighbourhood Watch, through the installation of number plate identification cameras at the entrance/exit of Salt Rock and Sheffield.

There are ongoing joint operations between KwaDukuza Municipality, SAPS and various private security companies in KwaDukuza CBD focussing on crime busting, drugs eradication and enforcement of municipal by-laws. The Municipality has a joint partnership with IPSS Rescue Services focussing on sea rescue and emergency services during holidays. The Municipality, in partnership with the Department of Tourism, shall implement the Tourism Volunteer Safety Monitors which shall comprise a team of 37 members who shall be deployed at various tourism attractions along the coast. KwaDukuza Municipality, in partnership with eThekwini Municipality Safer City Programme, shall undertake the development of KwaDukuza Municipality Crime and Safety Strategy.

HIGHLIGHTS:

- No. of Notices issued for traffic violation: 31 180
- Income received through traffic offences – R1,664,940.00
- No. of outreach programmes:-
    - 19 Schools visited for Road Safety Awareness Campaigns
    - 15 Schools visited for Fire Safety Campaigns
- 16 Wards visited for Social Crime Prevention programmes

CRIME PREVENTION

SPECIAL OPERATIONS UNIT

TABLE 110:STATISTICS ON ARRESTS

Arrest Details	2018/2019	2019/2020
Fraud	0	4
Kidnapping	0	7
Murder	0	2
Attempted murder	0	2
Armed robbery	4	10
Theft of motor vehicles	7	17
Drunken driving	61	29
Possession of Dagga	15	12
Section 36 – Property suspected to be stolen	0	2
Rape	1	2
Possession of Dangerous Weapons	2	0
Reckless & Negligent Driving	4	3
Dealing in fake DVDs	3	7
Housebreaking	0	10
Housebreaking (armed)	0	2
Possession of stolen property	5	6
Theft	2	12
Execute warrant of arrest	1	2
Possession of dependant producing drugs (Whoonga)	12	2
Possession of dependant producing drugs (heroin)	0	29
Displaying false licence discs on motor vehicle	0	3
Dealing in Drugs: Rock, Cocaine, Mandrax tablets	11	30
Illegal trading	0	1
Illegal immigrant	0	4
Car jacking	0	10
Poaching	0	4

Illegal cigarettes	0	7
Assault of police officer	0	2
Driving and launching on beach (Environment Protection Act)	0	2
Non-Compliance of Disaster Management Act / Lockdown	0	352
TOTAL	**128**	**548**

RECOVERIES STATISTICS

TABLE 111:STATISTICS ON RECOVERIES

Recoveries Details	2018/2019	2019/2020
Stolen Motor Vehicles	6	32
Firearms	2	9
Magazine (Firearm)	0	1
Dagga	2155.07gm	2 147gm
Loose dagga	0	741
Cellular phones	0	3
Recovery of alcohol valued at	0	R150 000.00
Recovery of Cigarettes (Packets)	0	44
Recovery of Cigarettes (cartons)	0	30
Recovery (Rock Cocaine, Mandrax, Heroin, etc.)	601	498
Whoonga straws / capsule	241	141
Shoes & Clothing	4	2
150DVD/CD pirates	215	776
Cash	R530.00	0
Fire arm ammunition	15	8
Tablet / dependent producing drugs	0	1 119

HIGHLIGHTS

The Drivers Licensing Testing Centre (DLTC) has since been upgraded from Grade D to Grade C. The Municipality's Vehicle Testing Station (VTS) is an A Grade testing facility in that all equipment has been calibrated and essential certificates obtained. Staff has been seconded to the Testing Station from the CCTV section to assist with Finger Printing and Eye Testing. Staff from CCTV has also been sent to be trained as Examiners of Driver's License Grade F, finger printing and eye tests. One of the Unit's permanent staff is also attending an Examiner of Vehicles Course, Grade A, after obtaining the relevant driver's license. What is more, all computer screens have been replaced with the new version from the company that maintains the computerised learner license systems.

Catalytic model Testing station along the R102: This project entails the acquisition of land for the development of the new Motor Licensing and Testing Centre. We have identified a property in private holding, and have concluded a purchase and sale agreement. The town planning applications are prepared but we do not have the budget to buy the land a yet, and have requested budget in 2021/2022 financial year.

Proposed sufficient lighting to deal with crime around the CBD: Whilst we note the importance of environmental conditions to deter crime, the function of provision of lightning rest with Electrical BU.

HIGHLIGHTS:

- No. of Fire Safety Programmes:-
- Fire Safety Awareness Talks (school visits and special programmes)
- Distribution of pamphlets, fridge magnets, key holders, disc holders (Emergency contact numbers)
- Posters on Paraffin Safety and;
- Train caught on fire due to overheating of HTB motors and was extinguished by the KwaDukuza Fire and Emergency Services using DCP Fire extinguishers.

CHALLENGES:

- The physical resources that are available are inadequate and there is also a lack of specialised emergency vehicles to respond to the rural areas, thus resulting in specialized fire fighters having to respond to small incidents at locations with uneven terrain. This consequently causes a lot of vehicle break-downs and increased downtime as they are not designed to responding on dirt roads and or uneven terrain.
- KwaDukuza Municipality has only three LSU (Finger Print and Eye Testing machines) to cover the Municipality's entire area and surrounding areas. The average waiting time is 3 hours if all 3 units are working with the full complement of staff available at work. This has been raised with the Department of Transport and indications are that the machines shall be removed and the previously used machines re-instated.
- Inadequate Rescue fleet, tools and manpower to deal with incidents related to high risk occupancies.
- Lack of specialised rescue tools and appliances for conducting rescues on high-rise or multi-storey buildings.
- Inadequate Operational and Capital Budget to provide optimal service both in the Northern and Southern regions as required by the National Standards and Codes of Good Practice (i.e. SANS 10 90, Community Protection against Fire).
- Lack of implementation of provision of additional Fire Station and physical resources to ensure the extension of services in line with Risks associated with the geographical location of different occupancies and the location of Fire Stations with a view to ensuring efficient and effective service delivery and improved response times.
- Water reticulation system with signs of degradation and lack of service by owners and or occupiers including inadequate water supplies, pressure and flow.
- Due to a lack of fire inspections to enforce protection measures and a total lack of law enforcement measures, this creates risk to people, property and the environment.
- Lack of pro-active measures to ensure prevention of incidents from happening and enforcement and execution of other statutory obligations prescribed by various statutes due to a limited budget.

- Inadequate staff to conduct enforcement and preventative measures and a lack of establishment of Fire Prevention Unit to execute the said function.

- KwaDukuza Fire and Emergency Services Department is expected to service other Local Municipalities such as Maphumulo and Ndwedwe with the limited resources that it has as they do not have fire and emergency services, thus are in breach of the Constitutional obligation.

- Lack of turn-around time for damaged fleet, challenges with sole providers and lot of outsourcing including lack of internal training, eventually leads to prolonged vehicle downtime which then compromises service delivery.

- High overtime worked due to vacant posts being filled on overtime basis, enforcement at events to ensure compliance with certain prescripts of the law, execution of critical Fire prevention functions which are mandatory in terms of the law, thus depleting overtime budget within the second quarter of the financial year.

- Inadequate human and physical resources to perform mandatory tasks and compliance functions governing the running of Emergency Services some of which include the South African National Standard (i.e. SANS 10 090 - Protection of Community against Fire).

- Medical assessments to be conducted annually and as-and-when required depending on the nature of incidents attended and exposure risk for emergency workers and possible law suit in terms of matters relating to Health and Safety.

- Challenges with IT infrastructure and telephone lines which are on the network system in that when the power goes off and or when there are electrical faults the Emergency control telephone lines shut down thus compromising service delivery due as a result of emergency lines which are not functioning.

- Lack of IT system for use by Emergency Call Centre to ensure effective call logging and capturing of information including messages relayed by first responders and other operational functions such as completion of Fire incident report generating accounts and other functions related thereto.

- The Emergency Control Centre does not have dedicated emergency and administration lines for Emergency Control staff to prioritize emergency calls coming through.

- Limited budget to fully capacitate staff and risk of sending untrained staff to high rise building fires and other complex incidents.

21. FINANCIAL VIABILITY AND MANAGEMENT

21.1. THREE YEAR SYNOPSIS ON CAPITAL FUNDING AND EXPENDITURE

This FINAL IDP for 2022/23 contains a three-year synopsis on capital funding and expenditure covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds.

21.2. CAPITAL PROJECTS SUMMARY:

The Municipality's capital budget is indicated as per allocation per business unit below;

CAPITAL BUDGET FUNDING SUMMARY

Capital Expenditure per municipal business unit for the year.

TABLE 112:SUMMARY OF THE FINAL CAPITAL BUDGET PER BUSINESS UNIT

BUSINESS UNIT	Final Budget 2022/2023	Final Budget 2023/2024	Final Budget 2024/2025
OFFICE OF THE MUNICIPAL MANAGER	3 692 409.00	-	-
CORPORATE SERVICES	22 700 000.00	1 500 000.00	1 500 000.00
FINANCE	6 300 000.00	100 000.00	100 000.00
EDP	13 209 603.00	-	-
COMMUNITY SERVICES & PUBLIC AMENITIES	53 416 488.00	10 500 000.00	-
COMMUNITY SAFETY	24 350 000.00	12 645 000.00	10 000 000.00
CIVIL ENGINEERING & HUMAN SETTLEMENTS	155 730 993.00	171 700 012.00	141 139 833.00
ELECTRICAL ENGINEERING	226 015 384.00	153 077 300.00	163 803 715.00
YOUTH DEVELOPMENT	4 850 000.00	-	-
TOTAL	**510 264 877.00**	**349 522 312.00**	**316 543 548.00**

TABLE 113:SUMMARY OF THE BUDGET FOR THE 2022/23 FINANCIAL YEAR

Revenue By Source	
	2022/2023
Property rates	604 724 627.00
Service charges - electricity revenue	1 058 213 304.00
Service charges - refuse revenue	81 096 840.00
Rental of facilities and equipment	3 003 408.00
Interest earned - external investments	24 935 256.00
Interest earned - outstanding debtors	9 249 996.00
Fines, penalties and forfeits	30 694 848.00
Licences and permits	733 608.00
Agency services	13 200 000.00
Transfers and subsidies	254 651 592.00
Other revenue	54 164 904.00
Gains	3 064 812.00
	2 137 733 195.00

TABLE 114:EXPENDITURE BY SOURCE FOR THE 2022/23 FINANCIAL YEAR

Expenditure By Type	
Employee related costs	545 008 880.00
Remuneration of councillors	27 116 184.00
Debt impairment	23 199 996.00
Depreciation & asset impairment	100 621 596.00
Finance charges	25 100 772.00
Bulk purchases - electricity	916 693 043.00
Inventory consumed	31 000 360.00
Contracted services	304 079 684.00
Transfers and subsidies	14 111 544.00
Other expenditure	129 809 192.00
Losses	19 765 992.00
	2 136 507 243.00
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	175 074 204.00
Surplus/ (Deficit) for the year	**176 300 156.00**

CURRENT EXPENDITURE BY SOURCE FOR THE FY		2021/2022	
		Expenditure as at 30 May 2022	
Row Labels	**Sum of TotalBudget**	**Sum of TotalActual**	**Sum of RemainingBudget**
Expenditure	**1 975 825 828.00**	**1 500 761 770.53**	**475 064 057.47**
Bulk Purchases	937 938 258.00	718 265 000.42	219 673 257.58
Contracted Services	269 347 522.00	200 283 033.83	69 064 488.17
Depreciation and Amortisation	88 446 096.00	69 583 495.66	18 862 600.34
Employee Related Cost	482 257 283.00	378 032 722.00	104 224 561.00
Interest Dividends and Rent on Land	19 353 186.00	9 995 237.47	9 357 948.53
Inventory Consumed	27 343 654.00	16 806 534.98	10 537 119.02
Irrecoverable Debts Written Off	4 191 588.00	4 923 369.93	(731 781.93)
Operating Leases	4 927 055.00	2 827 467.97	2 099 587.03
Operational Cost	108 637 272.00	76 022 860.54	32 614 411.46
Remuneration of Councillors	25 500 048.00	18 053 299.69	7 446 748.31
Transfers and Subsidies	7 883 866.00	5 968 748.04	1 915 117.96
Gains and Losses	**46 967 929.00**	**1 960 479.26**	**45 007 449.74**
Disposal of Fixed and Intangible Assets	11 960 000.00	1 960 479.26	9 999 520.74
Fair Value Adjustment	16 540 000.00	-	16 540 000.00
Impairment Loss	18 467 929.00	-	18 467 929.00
(blank)			
(blank)			
Grand Total	**2 022 793 757.00**	**1 502 722 249.79**	**520 071 507.21**

21.3. INVESTMENT REGISTER

KwaDukuza Municipality has an investment register that provides details of all investments made by the various financial institutions. In other words, the Register outlines. There is an investment register which gives an outline of the funding source linked to the investment register. The register also provides the projects that are capable of being executed. The Investment Register is updated on a monthly basis. The sources of funding of the various capital projects are adequately covered in the capital budget of the Municipality. A copy of ***Loans and Investment Register is attached as ANNEXURE 24*** **.**

21.4. REVENUE RAISING STRATEGIES

KwaDukuza Municipality has established a cross-cutting committee comprises of all Head of Departments focusing on revenue and debt management. The committee is known as Revenue and Debt Steering Committee, which monthly to drive the implementation of various revenue enhancement projects. The RDSC monitors the implementation of the projects. The following revenue enhancement projects has been identified and are implemented by various business units. Accordingly, the strategies applied are discussed immediately herein-below as follows:

- **MONTHLY ELECTRICITY - CREDIT METERS**

Meter reading route lists are generated from the financial system immediately after the levy run (between the 7th and 10th of each month) these route lists are distributed to all meter readers to obtain and record readings over a fixed meter reading period. Estimated readings are recorded when meters are not read due to absenteeism or bad weather or any other reason. Readings recorded by meter readers are uploaded onto the financial system. Once all readings are uploaded on the financial system a deviation report is produced and analysed by the billing controllers, who would request meter readers to investigate huge variances (high or low), where after corrections where applicable are affected. A final meter reading report is then downloaded and checked and signed off by the controllers prior to the levy run. Meter movement documents are sent to Finance from the Electrical Department and the controllers make adjustments as documented.

- **ELECTRICITY - PREPAID METERS**

Customers are registered onto the prepaid system by providing meter movement documents to the prepaid clerk. The prepaid meter number is captured on the financial system on the owner account and a register of prepaid registrations is maintained.

- **REFUSE REMOVAL CHARGES**

Refuse removal charges are raised on receipt of meter movements, building completions, electricity connection completions and the MPRA S78 adjustments. The refuse removal service is done in-house in the North of the Municipality and outsourced in the southern area. Bi-annual statistics are obtained by the service provider in respect of commercial properties to ensure correct tariff application and units collected.

- **PROPERTY RATES**

The consolidated valuation roll from the municipal valuer is received on a quarterly basis and reconciled with the valuation roll generated from the financial system. Rates accounts are updated/adjusted by way of deeds returns and S78 reports.

- **INDIGENT DEBTORS**

Indigent debtors registered on the Municipality's indigent data base (the register) are entitled to benefits as approved by Council. ***ANNEXURE 25 CONTAINS THE INDIGENT POLICY AND REGISTER IS ENCLOSED***. Separate tariffs are allocated to reflect the indigent benefit. Quarterly reconciliations are done to the indigent register by referring to the prepaid system, billing reports and Eskom reports. Updated annually where people are allowed to come through and register and has to be approved by April annually. No. of households currently supported by KDM –

  - **10 926** for free basic electricity
  - **11 740** for free refuse removal

Current indigent beneficiaries **do not** need to re-apply for indigent support for the 2021/2022 year. These households' indigent status shall be further verified during June 2021 and benefits will be automatically activated on 01 July 2021 should the household be verified as indigent. Ad hoc applications will be accepted from households that are not on the current indigent register. These households may formally apply for indigent support on the prescribed form provided that they satisfy the qualifying criteria/principles determined by the Council. Indigent customers qualify for **75kWh** of free basic electricity. Child headed Households qualify for 250 kwh of free basic electricity (75kwh plus extra 175kwh).

Household income it supposed to 4200. Households will receive the first 250 kwh free electricity on monthly basis. Households with a property valued below R130 000 are exempted from paying rates. Indigent customers who are in arrears may apply for an extended payment term to repay their arrear debt. A child headed household – one that is headed by a person who is under the age of 21 qualifies for indigent support and will receive the first 250 kwh of electricity free on a monthly basis. Should indigent customers abuse/misuse the system (e.g., tampering) Council will withdraw the indigent support. So far as part of the review, there are no revenue that have implemented but there some that are proposed from various BU e.g., Community safety, community services, EDP Business. From the finance side – we are in the process with electricity audit all metres with no purchases. We have implemented automated blocking system linked to financial system. Each and every Wednesday the revenue team meets with the Electrical

Business unit to initiate disconnection for the applicable debtors. Arrangements which have there is a concluded by debtors – on the financial system on the system to capture. The system automatically dictates a person. In a process of exploring service implementation consumer portal of have – approaching SCM to see into extending the element financial system to also include that.

The portal also includes SMSs and MMS facility to look into having that as an alternative from posting and reminding consumer. A pilot will do a call centre. Under normal circumstances, indigent registration takes place in all Wards during the months Jan to May of each year for implementation on 01 July of that year. In addition, we also receive adhoc applications during the year. All applications are subject to further verification by our service provider who checks against various sources to determine if the household is indeed indigent. This year, as a result of the unpredicted Covid-19 pandemic, registration in the Wards was not possible. In light of this, an item was submitted for Council today in respect of the process for the 2020/2021 year and was approved. The way forward for registration is to allow individuals to come through to Municipal offices for registration if there are not part indigent list. Other ways to capture new individuals who qualify would be for Ward Councillors to hand out forms to local communities.

- **VERIFICATION OF APPROVED TARIFFS**

Tariffs are set and approved by Council as a part of the budget approval process. Tariffs are updated on the financial system at the beginning of the financial year, checked and signed off by respective manager and director

- **REVENUE PROTECTION (DEBT MANAGEMENT)**

The current collection rate from the following 3 main revenue streams is very high. Collection rate as of 31 March 2022 is above the set target being 90%. The outstanding debt older than 120 days as of 31 January 2022 (or anything recent) is R161,781,425.89, however some of these debtors have participated in the debtor's incentive scheme and they have conducted the AOD in order to liquidate their capital debt in instalments, so they would qualify for their outstanding interest and administration charges to be written off. As per the Council approval, the DIS ceased on the 17th of June 2022 and debtors who have not yet participated in the DIS are continually encouraged to participate so that their debt would be reduced and also to strengthen the culture of payment. The 3-year Outstanding debt indicated per category is as follows

TABLE 115:OUTSTANDING DEPT PER CATEGORY

CATEGORY	OUTSTANDING AMOUNT		CATEGORY	OUTSTANDING AMOUNT		CATEGORY	OUTSTANDING AMOUNT
Organs of State	8,469,034		Organs of State	9,317,386		Organs of State	3,705,237
Commercial	28,881,643		Commercial	33,630,492		Commercial	37,153,131
Households	128,718,599		Households	164,344,916		Households	177,075,455
	166,069,276			**207,292,794**			**217,933,824**

In terms of a policy decisions of dealing with debt it must be noted that a Council approved Credit Control and Debt Collection policy does address this and as part of the IDP a ***FINAL CREDIT CONTROL DEBT COLLECTION POLICY 2022 is ANNEXURE 26*** The reasoning behind the collection rate, implementation of the policy, tariff structure realism and reasons for poor or insufficient debt management including a plan to address this is not applicable to KwaDukuza Municipality.

mSCOA Implementation:

The aspect of mScoa implementation within the revenue section that remains outstanding is activation of the "Region" segment which is the billing of rates and services charges by "Ward".

Despite the Covid-19 pandemic and the vacancies, there was an improvement in the collection rates in the 2020/21 financial year as the revenue department undertook various initiatives to collect debt, among them were:

- Successful implementation of a Debtors incentive scheme for the period 01 July 2020 to 17 June 2021. This scheme aimed to provide some relief for consumers as well as to ensure that the municipality is able to operate sustainably in an attempt to ensure debt collection and achieve collection rate targets. A total of 673 applications were received of which 342 Customers fully met their obligations and an amount of R40 006 341 was received towards the capital debt and approximately R5 513 660.32 was written off in respect of interest, penalties and admin charges.
- Appointment of service provider who conducted regular disconnections.
- Increased communication in respect of outstanding debt to customers via telephone calls, smses and emails.

Overall Credit control and debt collection is threatened by non-payment by customers due to increased unemployment arising from the current economic downturn and increased cost of living.

- applications were received of which 342 Customers fully met their obligations and an amount of R40 006 341 was received towards the capital debt and approximately R5 513 660.32 was written off in respect of interest, penalties and admin charges.
- Appointment of service provider who conducted regular disconnections.
- Increased communication in respect of outstanding debt to customers via telephone calls, smses and emails.

FOR MORE INFORMATION, PLEASE SEE ANNEXURE 34 DEBTORS AGEING BY SERVICE AND DEBTOR GROUPS

Overall Credit control and debt collection is threatened by non-payment by customers due to increased unemployment arising from the current economic downturn and increased cost of living.

- IT resource: An urgent upgrade of the IT infrastructure is required with a faster and more reliable network. Staff are in desperate need of replacement of computers and laptops.
- Meter reading fleet: there are on-going mechanical issues with meter reading fleet and major delays with repair. This severely compromises billing and accuracy of billing. Vehicles need to be maintained and services regularly.
- Vacancies: Key posts are not filled timeously and as a result Senior Managers are performing operational functions and strategic functions become secondary. Further, lack of segregation of duties give rise to internal control deficiencies which is impacting on our debt collection and revenue processes. Human resources Department to expediate recruitment processes.

Revenue section is governed by:

- Credit Control and Debt collection Policy
- Credit Control and Debt collection Bylaw
- Rates Policy
- Rates Bylaw
- Indigent Policy
- Tariff Policy Refuse Bylaw
- Electricity Supply Bylaw

The above and Other Financial Strategies adopted by Council in May 2022 are part of the Annexure 27

21.5. FINANCIAL MANAGEMENT

SUPPLY CHAIN MANAGEMENT

KwaDukuza Municipality has a Supply Chain Management (SCM) Unit in place the objective of which is to address the demands, acquisitions, logistics, performance risks, and disposals to ensure that the SCM Policy together with the applicable legislations are fully complied with. A copy of the SCM Policy is attached as **well as the *Procurement Plan and SCM policy – AANNEXURE 28*.** The 2022/23 Procurement Plan will be brought for approval by the Municipal Manager and per norm after approved 2022/23 Budget is adopted in May 2022. The Procurement Plan is aligned with the approved budget as well as the Score Card and the Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed in accordance with the expectations created. One must note that the Procurement Plan is also factored into the Score Card. To this end, an annual schedule for the committee meetings is in place. The SCM Unit is fully functional, and the bid committees meet as per the schedules of meetings as follows:

- On Mondays immediately after MANCO/GG the Tender Adjudication Committee (TAC) and TSC as per procurement plan.
- On Tuesdays the Technical and Non-Technical Tender Evaluation Committee sits; and
- Thursdays Technical and Non-Technical Tender Specification Committees.

The main challenges within the SCM processes as well as the unit’s way of dealing with challenges is as follows.

- Business units do not table the reports the timeously after the closing of tenders.
- When the tenders are deferred the TEC and TAC, the items are not brought back by the BU timeously.
- When pre-evaluation report, compiled by the BU, at times are not correctly compiled in a proper format.
- Members of the committees do not attend committees.
- Delays in minutes being drafted and Minutes taking is poor
- Delays in advertising of tenders
- Delays in cancellation of tenders
- Delays in correspondence between departments and demand section
- Documentation being lost and incorrect reporting
- Departments request branded items and don’t accept equivalents
- Specifications not clear (lack information) and sometimes not signed
- Incorrect and insufficient budget being used
- Requisitions not signed by an authorised person
- Underquoting and withdrawing of service providers upon award.

The way to deal with above challenges is to, on monthly basis, to tender the Monthly status tender reports on progress and challenges experienced to the finance committees.

TABLE 116:BID COMMITTEE MEMBERS

BID SPECIFICATION COMMITTEE (TECHNICAL)	MEMBERS
F. Mhlongo	Chairperson
N. Singh	Member
N. Nxumalo	Member
P. Mkhwanazi	Member
D. Mhaule(Alternate Chairperson)	Member

BID SPECIFICATION COMMITTEE (NON TECHNICAL)	MEMBERS
N.C. Dlamini	Chairperson
R.D. Singh (Alternate Chairperson)	Member
S. Zungu	Member
W. Mhlongo	Member

M. Naidoo	Member
S. Kuber	Member

BID EVALUATION COMMITTEE (TECHNICAL)	MEMBERS
S. Khanyile	Chairperson
M. Ntata (Alternate Chairperson)	Member
T. Dube	Member
P. Govender	Member
L. Moothusamy	Member
Nunkumar	Member

BID EVALUATION COMMITTEE (NON TECHNICAL)	MEMBERS
F. Naidoo	Chairperson
M. Ngcamu	Member
M. Ngubane	Member
N. Ngwane	Member
Sreramulu	Member

BID ADJUDICATION COMMITTEE	MEMBERS
S. Rajcoomar	Chairperson
S. Hlongwane (Alternate Chairperson)	Members
M. Sithole	Member
S. Jali	Member
L. Shonaphi	Member
D. Pillay	Only attends in the event that the CFO is unavailable in terms of SCM Regulations 29(2)(a)

TENDER APPEALS COMMITTEE	MEMBERS
Nompumelelo Gumbi	Chairperson
C.V. Viraamutho	Member
Sifiso Zulu (Alternate Chairperson)	Member

KwaDukuza Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avoid the potential of any fraudulent activities from occurring. The Municipality will ensure that business will not be conducted with entities owned by individuals that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.

21.6. ASSETS AND INFRASTRUCTURE

The various master plans are maintained and updated by the respective business units which touch on the element of infrastructure as well as assets. Operational and maintenance plans are developed to attempt preventative repairs and maintenance, based on the implementation of the master plans alluded to above. Unfortunately owing to the backlog of repairs and maintenance, it is cumbersome to adequately undertake preventative repairs and maintenance. Hence corrective maintenance is therefore undertaken. Each department has its own operations and maintenance plan. The asset renewal element included in the Asset management plan is reflective of the needs on the ground, however, funding is a challenge.

21.7. REPAIRS AND MAINTENANCE

Repairs and maintenance have been budgeted for against the total of non-current assets. Plans are in place to address the challenges. Calculations are available. The plan accommodates a realistic budget towards repairs and maintenance.

Repairs & Maintenance			
	BUDGET	**ACTUAL**	**% SPENT**
Draft budget	71 002 344.00	-	
2021/2022 FY	68 766 491.00	42 159 031.64	61%
2020/2021 FY	60 077 365.00	43 466 945.54	72%
2019/2020 FY	58 793 151.00	38 917 082.33	66%

LOAN/ BORROWINGS AND GRANT DEPENDENCY:

ON LOANS: The Municipality has a Loan Register of up **R204 850 656.73** as of 30 April 2021 with a capability to repay the loans/borrowings.

KWADUKUZA MUNICIPALITY'S EXTERNAL LOANS REGISTER

The above-mentioned loans have been specifically undertaken for the purposes of accelerating both civil and electrical infrastructure. The Municipality is in a position to meet all its repayment obligations as and when they fall due. The below is the external loans register.

TABLE 117:EXTERNAL LOANS REGISTER

Kwa Dukuza Municipality		Loan Account	Interest	Redeemable	Balance as at	Capital	Interest	Balance as at
External Loans Register		Number	Rate		01.07.2020	Redemption		30.04.2021
For the Year Ending 30 June 2021								
Non-Annuity Loans								
965	DBSA R43M LOAN	101267/1	8.79%	31/03/2026	12 498 271.67	2 083 045.28	900 830.96	10 415 226.39
965	Loan DBSA R28.9M (ELECT)	61006918/19	9.73%	30/09/2030	126 243 334.65	2 647 133.71	6 192 218.27	123 596 200.94
965	DBSA: R5.888 LOAN	61006918/19	9.73%	31/12/2032	72 356 435.53	1 517 206.13	3 549 073.30	70 839 229.40
					211 098 041.85	**6 247 385.12**	**10 642 122.53**	**204 850 656.73**
					211 098 041.85	**6 247 385.12**	**10 642 122.53**	**204 850 656.73**

21.8. FINANCIAL MANAGEMENT POLICIES – *from annexure 24 TO 28*

The purpose of the financial policies is to provide a sound environment to manage the financial affairs of the Municipality. The key budget related policies are listed below:

i. **TARIFF POLICY:** prescribes the procedures for calculating tariffs charged to the consumers. The policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act of 32 of 2000.

ii. **RATES POLICY:** required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of property rates.

iii. **INDIGENT SUPPORT POLICY:** the policy is to ensure that the Municipality is providing and regulate access to free basic to all registered indigents; (currently being updated by the BSC, after EXCO and COUNCIL) was adopted as a draft by End of May 2020 and final by the ned of the financial year.

iv. **BUDGET POLICY:** sets out the principles which must be followed in preparing Medium Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

v. **ASSET MANAGEMENT POLICY:** the objective of the policy is to prescribe the accounting and administrative procedures relating to the property, plant and equipment.

vi. **ACCOUNTING POLICY:** describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognised Accounting Practices (GRAP) and Accounting Standards.

vii. **SUPPLY CHAIN MANAGEMENT POLICY:** is developed in terms of Section 111 of the MFMA, Act 56 of 2003. The principle of this policy is to give effect to a fair, equitable, transparent, competitive and cost-effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of Municipal Services.

viii. **SUBSISTENCE AND TRAVEL POLICY:** regulates the reimbursement of travelling and subsistence costs to officials and Councillors attending official business.

ix. **CREDIT CONTROL AND DEBT COLLECTION:** provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied by the municipality.

x. **CASH MANAGEMENT, BANKING AND INVESTMENT POLICY:** ensures that cash resources are managed in the most efficient and effective manner possible.

ALL THE ABOVE-MENTIONED FINANCE POLICIES ARE PART OF - ***from annexure 24 TO 28***

- **THREE (3) YEAR OPEX**

The 3-year OPEX is indicated in the Budget/Financial Plan for 2021/22 and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. ***PLEASE SEE Annexure 30 FINAL Financial Plan & Implementation Plan for 2022/23.***

21.9. KWADUKUZA MUNICIPALITY ABILITY'S OPERATIONAL EXPENSES

The repairs and maintenance are budgeted for against the total of non-current assets. Refer to the below information;

Repairs & Maintenance				
	BUDGET	**ACTUAL**	**% SPENT**	
Approved 2022/2023 Budget	69 930 560.00	-		**3% (of repairs and maintenance budgeted)**
2021/2022 FY	68 848 314.00	53 247 241.56	77%	(Expenditure as at 30-05-2022)
2020/2021 FY	60 077 365.00	43 466 945.54	72%	
2019/2020 FY	58 793 151.00	38 917 082.33	66%	

FINANCIAL PLAN WITH PROJECTS AND COMMITTED FUNDING

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial Plan include the allocations for sector departments with confirmed and/or committed projects with budget. ***PLEASE SEE Annexure 30 FINAL Financial Plan & Implementation Plan for 2022/23.***

CHALLENGES AND INTERVENTIONS:

- Sustained period of significant Staff Vacancies
- Staff capacity
- Critical staff members approaching retirement age within the next 5 years.
- An ever-changing compliance environment – constantly chasing a moving target.
- Low salary levels of key staff- job evaluation has been waited for over 6 years. Has resulted in high staff turnover, especially in the expenditure section.
- Inability to implement proper succession planning for key positions due to significant vacancy rates.
- A serious lack of municipal finance skills due to significant vacancies.
- Lack of proper segregation of duties.
- Delays being experienced in key processes due to capacity constraints.

21.10. FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

TABLE 118:FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• GRAP Compliant Budget and AFS. • Developers' contribution towards infrastructure development, • Established and functional BSC, AMC and controls Committee. • Highly skilled finance officials in certain critical functional areas. • Finance Department is not reliant on consultants but maintains a high degree of compliance • A high revenue collection rate. • Significant amount of institutional knowledge amongst key staff members • Successful internship program • Long term financial plan, • Experienced Staff on some sections • Ability to meet obligations to staff, creditors, institutions and Councillors • Annual indigent drives replaced with indigent verification • Implemented Consumer portal • Electronic handheld meter reading devices • Setting of cost reflective and affordable tariffs • Automated blocking of pre-paid meters and debt recovery • Committed staff despite the key vacant posts • Policies reviewed by COGTA and Vuthela	• Poor organisational accounting/finance skills placing undue demands on those who have taken the initiative to understand and learn processes. • Lack of clear retention and succession plan in certain areas. • Limited budget for employment/staff vacancies. • Microsoft Office Skills require improvement. • Deadlines are met under extreme pressure due to officials not respecting deadlines. • Staff development and training • Change management • Lack of clear retention and succession plan for certain staff within Expenditure Unit (Salaries and Expenditure). • Limited budget employment/staff vacancies, • Billing data not submitted to finance on time or sat all e.g., new electrical connections etc.
OPPORTUNITIES	**THREATS**
• Automation of processes reduces resilience on officials and errors. • Independent Long term financial plan • Steady progress on MSCOA implementation and financial systems • Automation of some processes • Transfers of skills from experienced staff members. • With large number of vacancies, it is opportunity to inculcate best practice with new employees.	• Non-Prioritisation of projects and programmes during budget stage. • Collapse of IT infrastructure and breach of security, • Failure to address problems identified in a timely manner • The audit process is increasing to outcome-based approach vs. a direct regulatory audit. • High vacancy rate • Staff close to retirement • Non-priority spending on the municipal budget

CHAPTER D

Municipal Vision, Goals and Objectives

1. MUNICIPAL VISION, MISSION AND CORE VALUES

Please see Situational Analysis Contained in Chapter 3 for ease of reference. In light of the aforesaid, the session was expected to give birth to the transformed leadership and management that would instil a much-needed organisational culture in order to ensure service orientation linked to people's needs.

1.1. VISION

The vision of the KwaDukuza Municipality is to, by 2030, be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner.

1.2. MISSION

To achieve this vision, the KwaDukuza Municipality will:

- Drive local economic development;
- Deliver a high standard of essential services;
- Encourage public participation; and
- Overcome debt and achieve cost recovery on services provided.

1.3. CORE VALUES OF KWADUKUZA

Essentially the operations of KwaDukuza Municipality are informed by the *Batho-Pele* Principles which act as guidelines in respect of relations and interaction between the Municipality and its customers, the community of KwaDukuza Municipality and other stakeholders. Accordingly, the core values upon which the Municipality operates are as follows:

Table 119:Core Values of KwaDukuza Municipality

▪ Ethical behaviour ▪ Respect ▪ Honesty & Integrity ▪ Accountability to each other and the public ▪ Team work ▪ Initiative and Innovation ▪ Fiscal Responsibility ▪ Excellent Customer Service ▪ Hard work and Timelines ▪ Care & protection of resources	▪ Flexibility and cooperatives ▪ Compliance with all set regulations ▪ Loyalty ▪ Unity ▪ Efficiency ▪ Professionalism ▪ Cost Effectiveness ▪ Discipline ▪ Diligence ▪ Openness and Transparency ▪ Non-discriminatory

2. KWADUKUZA MUNICIPALITY GOALS AND OBJECTIVES

The Municipality has Goals, Objectives and Strategies set out in the IDP that are aligned with the KPAs. An annexure which forms part of this IDP indicates the alignment of KDM goals, objectives and strategies with the relevant policy framework. Kindly refer to the indicated annexure below which is on the Key Performance Indicators 2021-2022 FY recently updated.

2.1. DEFINING A GOAL, OBJECTIVE AND STRATEGIES

For all intents and purposes, the Municipality had to endeavour to clearly articulate the distinctions between Goals, Objectives and Strategies as follows:

- **GOAL:** A goal can be defined as an observable and measurable end result or outcome which one may set to achieve in terms of a fixed time-frame. In the context of an IDP Strategic Planning for a Municipality goals should refer to specific targets which serve as major steps to achieve the vision of a Municipality, in other words the desired destination where the Municipality needs to be. In achieving a goal/s it is imperative that one must take the necessary *objective* step and apply a particular *strategy*.

- **OBJECTIVE:** An objective plays the role of being the defined step that one must take in order to achieve not the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that it is intended to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to get to the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very different.

- **STRATEGY**: Can be defined as a clever way or powerful tactic that one must apply in endeavor to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

FIGURE 61:GOALS, OBJECTIVE AND STRATEGY

a) GOALS AND OBJECTIVES ADDRESSING THE KEY CHALLENGES

KwaDukuza Municipality's goals and objectives address the Key Challenges. The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world.

b) KDM GOALS AND OBJECTIVES ALIGNED TO 6 KZN KPAS

Indeed, KwaDukuza Municipality has its goals and objectives aligned to the KZN PGDS. The goals and objectives of KwaDukuza Municipality are unpacked as per the 6 KZN KPAs as follows:

FIGURE 62:ALIGNMENT OF KDM GOALS TO KZN-KPAS

KEY PERFORMANCE AREAS	KWADUKUZA MUNICIPALITY GOALS	STRATEGIC OBJECTIVES
Municipal Transformation & Institutional Development	▪ Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, ▪ Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government ▪	▪ To invest in skills development ▪ To enhance organisational performance (2)
Basic Service Delivery and Infrastructure Development	▪ Expand and maintain the provision of quality basic services and the integrated human settlements	▪ To involve local communities in matters of local government ▪ To facilitate provision of formal housing through construction of high quality houses. ▪ To ensure fair, transparent and compliant housing beneficiary management system. ▪ To restore human dignity through asset ownership ▪ To ensure that all citizens have an electricity service connection ▪ To ensure that energy losses are reduced within legislated guidelines ▪ To maintain and upgrade existing municipal infrastructure ▪ To ensure that all households have access to roads ▪ To ensure safety to road users ▪ To ensure that the community has access to functional public amenities ▪ To provide access to basic municipal services to all citizens ▪ To provide access to basic solid waste services to all citizens ▪ To ensure that the community has access to licenced burial facilities (13)
Good Governance & Public Participation	▪ Improve good governance, audit outcomes and consequence management, ▪ Strengthen public participation, complaints management system and accountability ▪ Ensure mainstreaming and meaningful participation of vulnerable groups (ie. Youth, women, disabled people) in all developmental programmes ▪ Create a safer and crime free municipal area through community- public-private partnerships,	▪ To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government ▪ To involve local communities in matters of local government ▪ To ensure effective and efficient integrated legal and advisory Legal Services for Council ▪ To provide effective and efficient Internal Audit services for Council ▪ To ensure compliance with the laws and regulations ▪ To enhance organisational performance ▪ To identify, assess and manage key risks of which organisation is exposed to

		▪ To perform follow-ups on implementation of action plans ▪ To address oversight requirements of risk management and institution's performance with regards to risk management ▪ To ensure co-ordinated effort for the implementation of positive impact towards behaviour change. ▪ To streamline empowerment and development of vulnerable groups (10)
Financial Viability and Management	▪ Enhance municipal financial sustainability,	▪ To contribute to a safe and secure environment ▪ To ensure municipal budget complies with MFMA and Treasury regulations ▪ To improve expenditure on Municipal Infrastructure Grant (MIG) allocation ▪ To improve expenditure on Capital Budget ▪ To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes ▪ To ensure that the revenue of the municipality is collected and accounted for. ▪ To ensure proper Asset Management in line with prevailing accounting standards ▪ To ensure that at least of 45% of procurement is awarded to designated sectors i.e. Youth, Women and disabled. ▪ To ensure financial viability of the municipality (9)
	▪	▪
Local Economic Development	▪ Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty	▪ To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed ▪ To develop a prosperous, inclusive, transformative and diverse local economy (2)
Cross-Cutting Interventions	▪ Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability,	▪ To contribute to a safe and secure environment ▪ To prevent and reduce the impact of disasters within KDM jurisdiction ▪ Developing and sustaining the spatial, natural and built environment ▪ Promote and support Low Carbon Development Path ▪ To promote economic growth by creating an enabling environment for SMME ▪ To provide educational guidance to local citizens development ▪ To involve local communities in matters of local government (7)

CHAPTER E

Implementation Plan

1. 5- YEAR IMPLEMENTATION PLAN

BACKGROUND

KwaDukuza Municipality revised its 5-year implementation plan template to align with MSCOA requirements as per the revised implementation plan for Treasury and CoGTA and contains the following:

- Key Challenge
- Objective
- Strategy
- Performance Indicator
- Baseline
- 5-Year Targets
- Confirmed Budget
- Funding Sources
- Responsibility

KwaDukuza Municipality IDP Implementation Plan for 2022/23 responded on the community needs that were identified during the formulation of the five-year IDP in within the 2021/2022 Financial year as well as after the DRAFT IDP and Budget adoption. The community needs were sourced during the Mayoral Imbizo, Ward Committee Meetings and from previous term priorities. A report on ward-based community needs are attached, as part of the ***WARD BASED PLANS/CBP for the 2022/23 in the IDP as Annexure 29 .***

The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:

- Jobs/employment and business opportunities,
- Access to low cost, affordable and rental housing stock,
- Access to water and sanitation,
- Access to electricity,
- Street lighting,
- Public amenities i.e. sports and recreational facilities, community halls
- Black top roads, stormwater management,
- Maintenance of existing infrastructure,
- High youth unemployment,
- Skills development,
- Addressing of community safety, crime and drug abuse,
- Respond to climate change and disaster incidents,
- Prioritise needs of the vulnerable groups (women, disabled),
- Provision of economic infrastructure

BUSINESS UNIT	SEGMENT DESCRIPTION	2022/23 FINAL BUDGET	2023/24 DRAFT BUDGET	2024/25 DRAFT BUDGET	MTREF BUDGET	FUNDING	REGION
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rehab of Ward 19 Roads - NDPG	R60 869 565.00	R26 086 957.00	R26 086 957.00	**R113 043 479.00**	Neighbourhood Development Partnership Grant	Ward 19
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rocky Park link to Testing Station in Ward19/16 WIP	R7 000 000.00	-	-	**R7 000 000.00**	Municipal Infrastructure Grant	Ward 19
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 3 Nonoti Beach Road Access - WIP	R11 956 043.00	R8 443 682.00	-	**R20 399 725.00**	Municipal Infrastructure Grant	Ward 3
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Retaining of Wall Road Access and Storm Water	-	R5 000 000.00	R5 000 000.00	**R10 000 000.00**	Municipal Infrastructure Grant	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 17 Dendethu Community Hall- WIP	-	-	R5 847 661.00	**R5 847 661.00**	Municipal Infrastructure Grant	Ward 17
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Charlotdale Community Hall - WIP	-	R7 528 232.00	-	**R7 528 232.00**	Municipal Infrastructure Grant	Ward 14
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Retaining of Wall Road Access and Storm Water in Ward 18 WIP	R1 381 223.00	-	-	**R1 381 223.00**	Transfer from Operational Revenue	Ward 18
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Shakashead and Driefontein Stormwater in Ward 4 & 21	-	R1 500 000.00	R2 000 000.00	**R3 500 000.00**	Transfer from Operational Revenue	Ward 4
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Groutville Market Sports field	R8 260 870.00	-	-	**R8 260 870.00**	Municipal Infrastructure Grant	Ward 12

CIVIL ENGINEERING & HUMAN SETTLEMENTS	Nsikeni Community Hall	R5 732 878.00	-	-	**R5 732 878.00**	Municipal Infrastructure Grant	Ward 27
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Lindelani Creche 170461933 MIG	R2 676 522.00	-	-	**R2 676 522.00**	Municipal Infrastructure Grant	Ward 18
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Lindelani Creche 170461933 Council Funds	R700 000.00	-	-	**R700 000.00**	Transfer from Operational Revenue	Ward 18
CIVIL ENGINEERING & HUMAN SETTLEMENTS	WARD 16 Moola Industrial	R1 500 000.00	-	-	**R1 500 000.00**	Transfer from Operational Revenue	Ward 16
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ballito Office Parking	R1 000 000.00	R1 000 000.00	-	**R2 000 000.00**	Transfer from Operational Revenue	Ward 6
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ballito roads rehab ward 6	R1 500 000.00	R8 000 000.00	R3 000 000.00	**R12 500 000.00**	Transfer from Operational Revenue	Ward 6
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Commuter Shelters 170452118 (WIP)	R300 000.00	R700 000.00	-	**R1 000 000.00**	Transfer from Operational Revenue	Ward 6
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Mdlbeni Access Roads and Stormwater in Ward 25 - WIP	R80 000.00	-	-	**R80 000.00**	Municipal Infrastructure Grant	Ward 25
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 25 Link Road Sansuci and Sokesimbone - WIP	-	-	R1 000 000.00	**R1 000 000.00**	Transfer from Operational Revenue	Ward 25

CIVIL ENGINEERING & HUMAN SETTLEMENTS	P553 link to ward 13 - WIP	R1 000 000.00	-	-	**R1 000 000.00**	Transfer from Operational Revenue	Ward 13
CIVIL ENGINEERING & HUMAN SETTLEMENTS	WARD17: STANGER MANOR AND HIGHRIDGE - WIP	-	R1 500 000.00	-	**R1 500 000.00**	Transfer from Operational Revenue	Ward 17
CIVIL ENGINEERING & HUMAN SETTLEMENTS	WOODEN BRIDGE: WARD 19 - WIP	-	R300 000.00	-	**R300 000.00**	Transfer from Operational Revenue	Ward 19
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 24 Melville Stormwater Improvement Gabion lining - WIP	-	R1 500 000.00	-	**R1 500 000.00**	Transfer from Operational Revenue	Ward 24
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 26 Stormwater Culvert - WIP	-	R1 000 000.00	-	**R1 000 000.00**	Transfer from Operational Revenue	Ward 26
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Nkobongo Storm Water Improvement - WIP	-	R3 000 000.00	R3 000 000.00	**R6 000 000.00**	Transfer from Operational Revenue	Ward 8
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 17 Dendethu Sport Field- WIP	-	-	R6 000 000.00	**R6 000 000.00**	Municipal Infrastructure Grant	Ward 17
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Lindelani Main Road (taxi route) Ward 5- WIP	-	R5 000 000.00	-	**R5 000 000.00**	Transfer from Operational Revenue	Ward 5
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rehabilitation of Valley and gibson Road in	-	R4 250 000.00	-	**R4 250 000.00**	Transfer from Operational	Ward 16

	Ward 16- WIP					Revenue	
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rehabilitation of Biliks drive in Ward 16- WIP	-	R2 000 000.00	R2 000 000.00	**R4 000 000.00**	Transfer from Operational Revenue	Ward 16
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Melville Hall MIG - WIP	-	R14 577 958.00	-	**R14 577 958.00**	Municipal Infrastructure Grant	Ward 24
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rehab of Elizabeth St Victory road and college road in Ward 16- WIP	-	R2 500 000.00	R2 500 000.00	**R5 000 000.00**	Transfer from Operational Revenue	Ward 16
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rehab of Stanger Manor bus bay in Ward 17- WIP	-	R1 500 000.00	-	**R1 500 000.00**	Transfer from Operational Revenue	Ward 17
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 18 pedestrian bridge linking Lindelani and Shakaville- WIP	R1 000 000.00	R3 000 000.00	-	**R4 000 000.00**	Transfer from Operational Revenue	Ward 18
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward12 Rehab Tinley Manor Rd.(Lagoon Dr. Ocean View Seaview)	-	R1 500 000.00	R2 000 000.00	**R3 500 000.00**	Transfer from Operational Revenue	Ward 12
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rehabilitation of Urban Roads(MIG) - WIP	-	R15 213 171.00	R10 497 578.00	**R25 710 749.00**	Municipal Infrastructure Grant	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Construction of Nyoniyamanzi Access Road - WIP	-	R1 500 000.00	-	**R1 500 000.00**	Transfer from Operational	Ward 16

						Revenue	
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Mgigimbe Bus Route - WIP	-	R1 000 000.00	-	**R1 000 000.00**	Transfer from Operational Revenue	Ward 9
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Sugra Street Extension in ward5/17 - WIP	R500 000.00	R5 000 000.00	R5 000 000.00	**R10 500 000.00**	Transfer from Operational Revenue	Ward 17
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Groutville Internal Roads MIG WIP	R10 018 035.00	-	R10 000 000.00	**R20 018 035.00**	Municipal Infrastructure Grant	Ward 29
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Thola Road /Sandanezwe Road to Mthembu - WIP	-	-	R3 997 224.00	**R3 997 224.00**	Transfer from Operational Revenue	Ward 2
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Rocky Park link to Testing Station in Ward19/16 WIP	R200 000.00	-	-	**R200 000.00**	Transfer from Operational Revenue	Ward 19
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Chris Hani Sport field - WIP	R1 000 000.00	-	-	**R1 000 000.00**	Municipal Infrastructure Grant	Ward 15
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Roads Stormwater Etete Internal Roads 170461919 WIP	-	-	R10 000 000.00	**R10 000 000.00**	Municipal Infrastructure Grant	Ward 7
CIVIL ENGINEERING & HUMAN SETTLEMENTS	NV Roads Stormwater Traffic Calming Measures 170461528 WIP	R500 000.00	R1 500 000.00	R1 500 000.00	**R3 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Groutville Surface Roads and	R1 120 810.00	-	-	**R1 120 810.00**	Municipal Infrastr	Ward 12

	Stormwater MIG in Ward 12 WIP					ucture Grant	
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Side walk project WIP	-	R2 000 000.00	R2 000 000.00	**R4 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 14 Retaining of lloyds Housing Pr(Walls (Gabion Guard) WIP	R3 200 000.00	R3 000 000.00	R3 000 000.00	**R9 200 000.00**	Transfer from Operational Revenue	Ward 14
CIVIL ENGINEERING & HUMAN SETTLEMENTS	REHABILITATION OF SALT ROCK - WIP	-	R2 000 004.00	R3 000 000.00	**R5 000 004.00**	Transfer from Operational Revenue	Ward 6
CIVIL ENGINEERING & HUMAN SETTLEMENTS	WARD21: DRIEFONTEIN - WIP	R1 000 000.00	R2 000 000.00	-	**R3 000 000.00**	Transfer from Operational Revenue	Ward 21
CIVIL ENGINEERING & HUMAN SETTLEMENTS	WARD 28: REHABILTATION OF ROADS - WIP	R2 000 000.00	R2 000 000.00	R3 000 000.00	**R7 000 000.00**	Transfer from Operational Revenue	Ward 28
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 14 Roads & Stormwater Melville - WIP	-	R2 000 004.00	-	**R2 000 004.00**	Transfer from Operational Revenue	Ward 14
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 16 Rehab. of Valley & Dwaya Drive - WIP	-	R2 000 000.00	-	**R2 000 000.00**	Transfer from Operational Revenue	Ward 16
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 17 Rehab of Road - WIP	R2 000 000.00	R2 000 000.00	R2 000 000.00	**R6 000 000.00**	Transfer from Operational Revenue	Ward 17

CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 17 Dendethu Access Road - WIP	R1 048 277.00	-	R5 685 413.00	**R6 733 690.00**	Municipal Infrastructure Grant	Ward 17
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 18 Ndlondlo Access Road WIP	-	R1 500 000.00	-	**R1 500 000.00**	Transfer from Operational Revenue	Ward 18
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 22 Rehab of Hugh Dent Basil Hullet Club Road WIP	R2 000 000.00	R1 000 000.00	-	**R3 000 000.00**	Transfer from Operational Revenue	Ward 22
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Sokesimbone Access Road & Stormwater (Ward 1) - WIP	R8 000 000.00	-	-	**R8 000 000.00**	Municipal Infrastructure Grant	Ward 1
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Ward 9 & 14 Link Bridge - WIP	-	R2 000 004.00	R5 000 000.00	**R7 000 004.00**	Transfer from Operational Revenue	Ward 9
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Upgrading of Roads and Stormwater in Dube Village - WIP	-	R4 500 000.00	-	**R4 500 000.00**	Transfer from Operational Revenue	Ward 29
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Sheffield Beach Road in Ward 22 - WIP	R1 000 000.00	R1 500 000.00	-	**R2 500 000.00**	Transfer from Operational Revenue	Ward 22
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Gravel Road Upgrade to Blacktop in Ward 8 - WIP	R3 659 284.00	R3 000 000.00	-	**R6 659 284.00**	Transfer from Operational Revenue	Ward 8
CIVIL ENGINEERING & HUMAN SETTLEMENTS	R 102-Townview link road in Ward 19 - WIP	R500 000.00	R5 000 000.00	R5 000 000.00	**R10 500 000.00**	Transfer from Operational	Ward 19

						Revenue	
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Crew Cabs (3)	R3 000 000.00	-	-	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Vehicle (Double Cab)	R800 000.00	-	-	**R800 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Furniture & Equipment 160	R130 435.00	-	-	**R130 435.00**	Municipal Infrastructure Grant	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Engineering Equipment	R1 671 051.00	R900 000.00	R1 100 000.00	**R3 671 051.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Cold Mix Plant and Equipment	-	R2 000 000.00	-	**R2 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Jet Machine and Water Tanker	R1 500 000.00	-	R1 000 000.00	**R2 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Backup water Supply (Jojo Tanks)	R300 000.00	-	-	**R300 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Gledhow Compounds Access Road	-	R2 500 000.00	R2 500 000.00	**R5 000 000.00**	Transfer from Operational Revenue	Ward 15
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Relocation of infrastruct	R300 000.00	R200 000.00	R200 000.00	**R700 000.00**	Transfer from Operational	Administrative or Head

	ure services					Revenue	Office (Including Satellite Offices)
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Office Internal Improvements	R200 000.00	R300 000.00	-	**R500 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Etete Housing Retaining Walls and Access Roads(Ward 7	R500 000.00	R2 000 000.00	R2 000 000.00	**R4 500 000.00**	Transfer from Operational Revenue	Ward 20
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Steve Biko Housing Retaining Walls and Access Roads(Ward 13	R1 000 000.00	R1 000 000.00	R1 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Ward 13
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Land Protection (fencing)	R500 000.00	R1 000 000.00	R1 000 000.00	**R2 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Driefontein Housing Project	R2 000 000.00	-	-	**R2 000 000.00**	Transfer from Operational Revenue	Ward 21
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Renov to Compounds 026414505 WIP	R1 000 000.00	R1 000 000.00	R1 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Ward 15
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Office Furn & Equipment	R50 000.00	R100 000.00	R100 000.00	**R250 000.00**	Housing Accredit	Whole of the

						ation Funding	Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Tools & Equipment	R76 000.00	R100 000.00	R125 000.00	**R301 000.00**	Housing Accreditation Funding	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	New Off Space Park Home 026new	-	-	R3 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CIVIL ENGINEERING & HUMAN SETTLEMENTS	Land Acquisition	-	R1 000 000.00	-	**R1 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Law Enforcement Equipment	R100 000.00	R250 000.00	-	**R350 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	NV Law Enforcement Bullet Proof Vests 0412428026	R50 000.00	R175 000.00	-	**R225 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Computers	R50 000.00	R100 000.00	-	**R150 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Air conditioning units	R40 000.00	R100 000.00	-	**R140 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Furniture & Equipment 041	R60 000.00	R100 000.00	-	**R160 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Security cameras	-	R100 000.00	-	**R100 000.00**	Transfer from Operational	Whole of the

						Revenue	Municipality
Comm Safety	Upgrade Radio Network from Digital to PTT	R200 000.00	R100 000.00	-	**R300 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Law Enforcement Sirens Blue Lights 041428164	R40 000.00	R250 000.00	-	**R290 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Alco meters	R20 000.00	R70 000.00	-	**R90 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	sleeping quarters/Standby quarters WIP	R3 000 000.00	-	-	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Gym Equipment	R200 000.00	R200 000.00	-	**R400 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Back Up Generator	R200 000.00	R200 000.00	-	**R400 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Emergency Equipment 042420509	R100 000.00	R200 000.00	-	**R300 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Fire Station Bay Doors	-	R100 000.00	-	**R100 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Fire Fleet	R17 440 000.00	-	-	**R17 440 000.00**	Transfer from Operati	Whole of the

						onal Revenue	Municipality
Comm Safety	Upgrade to Salt Rock Offices WIP	R1 500 000.00	-	-	**R1 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	New Testing ground site	-	R10 000 000.00	R10 000 000.00	**R20 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	046428141 Motor Licencing Equipment	R70 000.00	R200 000.00	-	**R270 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	CCTV Equipment	R500 000.00	-	-	**R500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Marine Safety Equipment 045418519	R100 000.00	R500 000.00	-	**R600 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	Jet Rescue Ski North	R150 000.00	-	-	**R150 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	045 Jet Ski	R200 000.00	-	-	**R200 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Comm Safety	045 Quad Bikes	R330 000.00	-	-	**R330 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Replace Grid Prot	R6 000 000.00	R1 000 000.00	-	**R7 000 000.00**	Transfer from	Ward 22

	Relays 11K P3 430452146 WIP					Operational Revenue	
EBU	Tinley Manor 11kV OHL Phase 6 WIP	R1 397 969.00	-	-	**R1 397 969.00**	Transfer from Operational Revenue	Ward 12
EBU	Lot 14 Substation WIP	R3 800 000.00	-	-	**R3 800 000.00**	Transfer from Operational Revenue	Ward 13
EBU	Lot 14 Substation WIP	R6 086 957.00	-	-	**R6 086 957.00**	Integrated National Electrification Programme Grant	Ward 13
EBU	NV SAPPI Gizenga Substation 440423981 WIP	R28 000 000.00	-	-	**R28 000 000.00**	Transfer from Operational Revenue	Ward 9
EBU	Replace 33kV Cable between Lavopiere and Industial Sub Phase WIP	R11 337 401.00	-	-	**R11 337 401.00**	Transfer from Operational Revenue	Ward 19
EBU	MV Substations Rebuild: SAPPI Substations - DTI WIP	R29 356 036.00	-	-	**R29 356 036.00**	Kwazulu Natal Trade and Investment	Whole of the Municipality
EBU	Simbiti Infrastructure Refurbishment	R5 000 000.00	-	-	**R5 000 000.00**	Transfer from Operational Revenue	Ward 6
EBU	Zimbali Infrastructure	R5 000 000.00	-	-	**R5 000 000.00**	Transfer from Operati	Ward 6

	Refurbishment					onal Revenue	
EBU	Public building services electrical infrastructure refurbish	R2 600 000.00	-	-	**R2 600 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Refurbishment Cluster C WIP	R1 000 000.00	R1 000 000.00	R1 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Refurbishment Cluster D WIP	R1 500 000.00	R1 000 000.00	R1 000 000.00	**R3 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Refurbishment Cluster E WIP	R500 000.00	R1 000 000.00	R1 000 000.00	**R2 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Refurbishment Cluster F WIP	R500 000.00	R1 000 000.00	R1 000 000.00	**R2 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Refurbishment Cluster G WIP	R1 000 000.00	R1 000 000.00	R1 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	LV Network Upgrades Cluster D WIP	R694 996.00	R312 696.00	R343 965.00	**R1 351 657.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	LV Network Upgrades Cluster E WIP	R294 996.00	R312 696.00	R343 965.00	**R951 657.00**	Transfer from Operational Revenue	Whole of the Municipality

EBU	LV Network Upgrades Cluster F WIP	R294 996.00	R312 696.00	R343 965.00	**R951 657.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	LV Network Upgrades Cluster G WIP	R294 996.00	R312 696.00	R343 965.00	**R951 657.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Network Upgrades Cluster A WIP	R358 056.00	R379 539.00	R417 493.00	**R1 155 088.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Network Upgrades Cluster B WIP	R3 323 012.00	R1 166 000.00	R1 282 600.00	**R5 771 612.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Network Upgrades Cluster C WIP	R358 056.00	R379 539.00	R417 493.00	**R1 155 088.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Network Upgrades Cluster D WIP	R2 871 024.00	R300 000.00	R330 000.00	**R3 501 024.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Network Upgrades Cluster E WIP	R500 000.00	R1 272 000.00	R1 399 200.00	**R3 171 200.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	Electricity Admin New Dukuza 80MVA Bulk 400452153 WIP	R20 000 000.00	R60 000 000.00	R28 053 088.00	**R108 053 088.00**	Transfer from Operational Revenue	Ward 28
EBU	Electricity Admin New	R10 000 000.00	R30 000 000.00	R72 000 000.00	**R112 000 000.00**	Borrowing	Ward 28

	Dukuza 80MVA Bulk 400452153 WIP						
EBU	MV Network Upgrades Cluster F WIP	R800 000.00	R1 272 000.00	R1 399 200.00	**R3 471 200.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Network Upgrades Cluster G WIP	R800 000.00	R379 539.00	R417 493.00	**R1 597 032.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Driefontein Subst WIP	R2 281 107.00	-	-	**R2 281 107.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Stanger Substatio WIP	R3 076 072.00	R800 000.00	-	**R3 876 072.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Lavoupierre Subst WIP	R2 136 784.00	R900 000.00	-	**R3 036 784.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Glenhills Substat WIP	R844 013.00	R300 000.00	-	**R1 144 013.00**	Transfer from Operational Revenue	Whole of the Municipality

EBU	MV Substations Upgrades and Refurbishment: Gledhow Substatio WIP	R200 000.00	R1 500 000.00	-	**R1 700 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Rebuild: SAPPI Substations - KDM WIP	R10 000 000.00	R14 000 000.00	R15 356 036.00	**R39 356 036.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Shakarock Substat WIP	R4 164 879.00	-	-	**R4 164 879.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Business Park Sub WIP	R50 004.00	-	-	**R50 004.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Ballito Substatio WIP	R1 000 004.00	-	-	**R1 000 004.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	MV Substations Upgrades and Refurbishment: Shakaskraal Subst WIP	R1 037 286.00	-	-	**R1 037 286.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Cluster A 100 SL	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational	Whole of the

	400452122 WIP					Revenue	Municipality
EBU	NV Street Lights Cluster B 37SL 400452123 WIP	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights CLuster C 100SL 400452124 WIP	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Cluster D 100SL 400452125 WIP	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Cluster E 100 SL 400452126 WIP	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Cluster F 50 SL 400452127 WIP	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Street Lights Cluster G 50 SL 400452128 WIP	R1 100 004.00	R1 133 004.00	R1 000 000.00	**R3 233 008.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	Energy Efficient Retrofit-WIP	-	R4 347 826.00	R3 478 261.00	**R7 826 087.00**	Energy Efficiency and Demand Side Management Grant	Whole of the Municipality
EBU	NV Street Lights Refurbishment Cluster A WIP	R1 000 000.00	R1 000 000.00	R1 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality

EBU	NV Street Lights Refurbishment Cluster B WIP	R1 000 000.00	R1 000 000.00	R1 000 000.00	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	Electricity Admin Housing Elect Project WIP	R3 000 000.00	-	-	**R3 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	Electricity Admin Housing Elect Project WIP	R7 320 000.00	R6 086 957.00	R7 268 696.00	**R20 675 653.00**	Integrated National Electrification Programme Grant	Whole of the Municipality
EBU	LV Network Upgrades Cluster A WIP	R294 996.00	R312 696.00	R343 965.00	**R951 657.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	LV Network Upgrades Cluster B WIP	R1 000 000.00	R736 696.00	R810 365.00	**R2 547 061.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	LV Network Upgrades Cluster C WIP	R294 996.00	R312 696.00	R343 965.00	**R951 657.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	Implementation of KDM Scada System	R22 702 744.00	R10 000 000.00	R15 000 000.00	**R47 702 744.00**	Neighbourhood Development Partnership Grant	Whole of the Municipality
EBU	Network Master Planning (Reticulation)	R1 100 000.00	R100 000.00	R110 000.00	**R1 310 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	400 Furniture	R200 000.00	R200 000.00	-	**R400 000.00**	Transfer from	Whole of

	and Equipment					Operational Revenue	the Municipality
EBU	NV Electricity Admin Safety Equip Fas PPE Port 400461472	R99 996.00	R100 000.00	-	**R199 996.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Electricity Admin Tools Equip 400400027	R1 000 000.00	R800 000.00	-	**R1 800 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	360 Furniture and Equipment	R50 004.00	R50 000.00	-	**R100 004.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	NV Mechnical Workshop Tools Equipment 360400027	R300 000.00	R200 000.00	-	**R500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EBU	Municipal Fleet	R10 493 976.00	-	-	**R10 493 976.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Refurbishment of a guard house in Ethembeni cemetery	R200 000.00	-	-	**R200 000.00**	Transfer from Operational Revenue	Ward 5
CSPA	Cemetry Land Acq Cem Dev 056440051 - WIP	-	-	-	**-**	Transfer from Operational Revenue	Ward 3
CSPA	Cremator Filteration System WIP	R12 791 277.00	-	-	**R12 791 277.00**	Transfer from Operational Revenue	Ward 5

CSPA	Community Halls Fencing 165422527 WIP	R300 000.00	-	-	**R300 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	165 City Hall Development WIP	R5 000 000.00	-	-	**R5 000 000.00**	Transfer from Operational Revenue	Ward 19
CSPA	165 Halls Security Gates	R300 000.00	-	-	**R300 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Community Halls Furniture 165422706	R100 000.00	-	-	**R100 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Upgrade Driefontien Sportsfield	-	R500 000.00	-	**R500 000.00**	Transfer from Operational Revenue	Ward 21
CSPA	Refurbish existing basketball court Stanger High School	R400 000.00	-	-	**R400 000.00**	Transfer from Operational Revenue	Ward 19
CSPA	New basketball court Stanger High School	-	-	-	**-**	Transfer from Operational Revenue	Ward 19
CSPA	Staff changing room KwaDukuza peoples park	R200 000.00	-	-	**R200 000.00**	Transfer from Operational Revenue	Ward 19
CSPA	Refurbish shakashead combo court	-	-	-	**-**	Transfer from Operational	Ward 4

						Revenue	
CSPA	070 Park Plant and Equipment	R320 000.00	-	-	**R320 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Parkhome and Guardhouse	R25 000.00	-	-	**R25 000.00**	Transfer from Operational Revenue	Ward 19
CSPA	2 x Bakkies	R900 000.00	-	-	**R900 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	2 x Caged Tipper trucks - cabin crew	R2 699 416.00	-	-	**R2 699 416.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	070 Trailer	R40 000.00	-	-	**R40 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	NV Library Library Furniture 030422711	R100 000.00	-	-	**R100 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Library Tools and Equipment	R200 000.00	-	-	**R200 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Construction of Braai Facilities- All beaches	-	-	-	**-**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Install wooden umbrellas	-	-	-	**-**	Transfer from Operati	Ward 12

	(Salt Rock and Tinley Manor)					onal Revenue	
CSPA	Renovation of Beach Amenities Offices	R150 000.00	-	-	**R150 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
CSPA	Upgrade Beach Ablution Zinkwazi-WIP	R396 193.00	-	-	**R396 193.00**	Transfer from Operational Revenue	Ward 2
CSPA	075 Upgrade to Tidal pool and Septic Tank at Tinley Manor Be	R550 000.00	-	-	**R550 000.00**	Transfer from Operational Revenue	Ward 12
CSPA	Shakashead Swim Pool (Guard house) WIP	R100 000.00	-	-	**R100 000.00**	Transfer from Operational Revenue	Ward 4
CSPA	Upgrade to Beach Facilities 075422743 WIP	R8 251 587.00	-	-	**R8 251 587.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Shayamoya sport field-WIP	R676 248.00	-	-	**R676 248.00**	Transfer from Operational Revenue	Ward 23
CSPA	075 Construction of Chief Albert Luthuli Sports Complex WIP	-	-	-	**-**	Transfer from Operational Revenue	Ward 20

CSPA	Beach Ablution Willard 075452157 WIP	R110 000.00	-	-	**R110 000.00**	Transfer from Operational Revenue	Ward 6
CSPA	Construction of Combo Court Ward 9 (WIP)	R1 014 628.00	-	-	**R1 014 628.00**	Transfer from Operational Revenue	Ward 9
CSPA	Nonoti Beach Node Development 075452156 WIP	R11 010 139.00	-	-	**R11 010 139.00**	Transfer from Operational Revenue	Ward 3
CSPA	Beach Acces Mats for Wheelchairs	-	-	-	**-**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Beach Access Wheelchairs	R182 000.00	-	-	**R182 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Waste Transfer Station Phase 4	-	R10 000 000.00	-	**R10 000 000.00**	Transfer from Operational Revenue	Ward 3
CSPA	Skips 255428151	R500 000.00	-	-	**R500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Dry Waste Composting Station	-	-	-	**-**	Transfer from Operational Revenue	Ward 19
CSPA	Recycling and Waste Buyback Centre	R2 000 000.00	-	-	**R2 000 000.00**	Transfer from Operational	Whole of the

						Revenue	Municipality
CSPA	Compactor Truck	1 700 000.00	-	-	**R1 700 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	1 Ton Bakkie	R450 000.00	-	-	**R450 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Cage Truck with canvas and seats	R950 000.00	-	-	**R950 000.00**	Transfer from Operational Revenue	Whole of the Municipality
CSPA	Road Cleaning and Sweeping Truck	R1 800 000.00	-	-	**R1 800 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Youth	027 Renovation to LED Centre WIP	R250 000.00	-	-	**R250 000.00**	Transfer from Operational Revenue	Ward 19
Youth	Prefabricated Temporary Structure Creche-Ward 16-WIP	R4 600 000.00	-	-	**R4 600 000.00**	Transfer from Operational Revenue	Ward 16
Corporate Services	025 Park Home	R500 000.00	-	-	**R500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Corporate Services	NV Corporate Comm Office Furn Equipment 025400013	R1 000 000.00	R500 000.00	R500 000.00	**R2 000 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Corporate Services	New Office Building	R15 000 000.00	-	-	**R15 000 000.00**	Transfer from	Whole of

						Operational Revenue	the Municipality
Corporate Services	Political Leadership Vehicles	R2 200 000.00	-	-	**R2 200 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Corporate Services	Elec Staff Attendance Register 021419516	R500 000.00	-	-	**R500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Corporate Services	NV Info Tech PC Printers Upgrades 210414504	R1 500 000.00	R1 000 000.00	R1 000 000.00	**R3 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Corporate Services	Chamber Audio visual (AV) Equipment	R500 000.00	-	-	**R500 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
Corporate Services	Back-up Generators	R1 500 000.00	-	-	**R1 500 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Finance Business Unit	Upgrade to Finance Building (WIP)	R4 000 000.00	-	-	**R4 000 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)

Finance Business Unit	Computer Equipment 215	R250 000.00	-	-	**R250 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Finance Business Unit	Furniture and Equipment 215	R50 000.00	R100 000.00	R100 000.00	**R250 000.00**	Transfer from Operational Revenue	Whole of the Municipality
Finance Business Unit	Upgrade to SCM Building (WIP)	R2 000 000.00	-	-	**R2 000 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
EDP	Construction of Museum wip	R9 084 603.00	-	-	**R9 084 603.00**	Transfer from Operational Revenue	Ward 19
EDP	Museum Furniture & Specialised Fittings	R300 000.00	-	-	**R300 000.00**	Transfer from Operational Revenue	Ward 19
EDP	Bulk Filers / Filing Cabinets	R100 000.00	-	-	**R100 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EDP	Tourism Signage	R150 000.00	-	-	**R150 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EDP	Informal Traders Facilities	R500 000.00	-	-	**R500 000.00**	Transfer from Operational Revenue	Whole of the Municipality

EDP	Sedan	R250 000.00	-	-	**R250 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EDP	Computer & Furniture Equipment	R1 250 000.00	-	-	**R1 250 000.00**	Neighbourhood Development Partnership Grant	Whole of the Municipality
EDP	KDM Library Green Rectification Building WIP	R750 000.00	-	-	**R750 000.00**	Transfer from Operational Revenue	Ward 19
EDP	Filing Park home	R600 000.00	-	-	**R600 000.00**	Transfer from Operational Revenue	Whole of the Municipality
EDP	Nokukhanya Luthuli Building Security Upgrade	R75 000.00	-	-	**R75 000.00**	Transfer from Operational Revenue	Ward 4
EDP	EDP ENFORCEMENT CONTAINER	R150 000.00	-	-	**R150 000.00**	Transfer from Operational Revenue	Whole of the Municipality
COO	Upgrade of Checkers Public car Park	R1 500 000.00	-	-	**R1 500 000.00**	Transfer from Operational Revenue	Ward 19
COO	Upgrade of OK Mall/ Mr Price? Public Parking	R1 159 409.00	-	-	**R1 159 409.00**	Transfer from Operational Revenue	Ward 19
COO	LOUD HAILERS	R10 000.00	-	-	**R10 000.00**	Transfer from Operational	Administrative or Head

						Revenue	Office (Including Satellite Offices)
COO	PORTABLE SPEAKER	R10 000.00	-	-	**R10 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
COO	AR1 ACCESSIBILITY STUDIO (ONLINE RADIO)	R250 000.00	-	-	**R250 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
COO	Professional Mark IV camera suits	R350 000.00	-	-	**R350 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
COO	Portable Audio visual (AV) Equipment	R100 000.00	-	-	**R100 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)

COO	Sound System	R213 000.00	-	-	**R213 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
COO	Container Conversion	R100 000.00	-	-	**R100 000.00**	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)
R510 264 877.00	**R349 522 312.00**	**R316 543 548.00**	**R1 176 330 737.00**				

TABLE 120:SUMMARY OF THE KDM implementation plan/Budget for 2022/23 FY

2. SECTOR DEPARTMENTS' PROJECTS:

TABLE 121:SECTOR DEPARTMENT PROJECTS FOR KDM

PROGRAMME & PROJECT DESCRIPTION	LOCATION	IMPLEMENTING AGENT	FUNDING SOURCE	BUDGET COMMITMENT (2021/22)	BUDGET COMMITMENT (2022/23)	BUDGET COMMITMENT (2023/24)
Charlottedale ISU Project	KwaDukuza LM - ward 29	KwaDukuza LM	Dept. of Human Settlements	R 1 624 981.60		
Madundube ISU Project	KwaDukuza LM - ward 27	KwaDukuza LM	Dept. of Human Settlements	R 1 637 074.00		
Driefontein ISU Project	KwaDukuza LM - ward 21	KwaDukuza LM	Dept. of Human Settlements	R 310 000.00		
Shakasprings ISU Project	KwaDukuza LM - ward 5 & 17	KwaDukuza LM	Dept. of Human Settlements	R 1 588 322.19		
Shakaville IRDP Project	KwaDukuza LM - ward 18	KwaDukuza LM	Dept. of Human Settlements	R 2 000 000.00		
Etete Primary School	KDM	DOE	DOE		R3 793 000	
Etete SecondarySchool	KDM	DOE	DOE	R2 513 000	R3 891 000	R3 751 000,00
Umhlali College	KDM	DOE	DOE	R352 000	R1 801 000	R673 000,00

Nonoti Mouth	KwaDukuza LM- ward 3	KwaDukuza LM	Dept. of Human Settlements	R 558 758.33		
Charlottedale ISU Project	KwaDukuza LM - ward 29	KwaDukuza LM	Dept. of Human Settlements	R 1 624 981.60		
Madundube ISU Project	KwaDukuza LM - ward 27	KwaDukuza LM	Dept. of Human Settlements	R 1 637 074.00		
Driefontein ISU Project	KwaDukuza LM - ward 21	KwaDukuza LM	Dept. of Human Settlements	R 310 000.00		
Shakasprings ISU Project	KwaDukuza LM - ward 5 & 17	Kwadukuza LM	Dept. of Human Settlements	R 1 588 322.19		
Shakaville IRDP Project	KwaDukuza LM - ward 18	KwaDukuza LM	Dept. of Human Settlements	R 2 000 000.00		
EDTEA Enviro Projects - Job Creation Climate change (Natural Resources Management Projects) Job creation = 500 approx. 3months Waste R1M from Cleanest Municipality Competition	KwaDukuza LM	KwaDukuza LM	EDTEA	- R1.7 M from KDM added 300K to the R1.7		
Bulwer Agri - Tunnels	KwaDukuza LM	KwaDukuza LM	KwaDukuza LM	R 6 500 000.00		
KWADUKUZAL LM _DDM PROJECTS:						
Etete Primary School	KwaDukuza LM	DOE	DOE	R11 000 000	R3 793 000	
Etete Secondary School	KwaDukuza LM	DOE	DOE	R2 513 000	R3 891 000	R3 751 000,00
Umhlali College	KwaDukuza LM	DOE	DOE	R352 000	R1 801 000	R673 000,00
Operation Vula - Manyosi Brothers Construction (PTY)LTD: Construction Equipment	iLembe District	EDTEA	EDTEA	R200 000,00	-	-
Operation Vula - Eyongonyama Trading (PTY) LTD: Agriculture – Irrigation System	iLembe District	EDTEA	EDTEA	R200 000,00	-	-
Operation Vula - Ukuthokoza Kodwa (PTY) LTD: Events facilities	iLembe District	EDTEA	EDTEA	R200 000,00	-	-
Operation Vula - Thulasizwe Global Project (PTY)LTD: Automotive Equipment	iLembe District	EDTEA	EDTEA	R200 000,00	-	-
Operation Vula - Sebenza Khayelihle (PTY) LTD: Gardening Tools	iLembe District	EDTEA	EDTEA	R200 000,00	-	-
KwaShushu Hotsprings: To install bulk infrastructure	iLembe District	EDTEA	EDTEA	R 2 500 000.00	-	-
Benzeleni Layer Project – Animal housing	iLembe District	DARD	DARD	R 1 800 000.00	-	-

Dleks Steel structure – Storage and market facility	iLembe District	DARD	DARD	R 2 500 000.00	-	-
Stanger iLembe District office	iLembe District	DARD	DARD	R 1 775 850.00	-	-
Stanger Kwadukuza Local Office	KwaDukuza LM	DARD	DARD	R 999 378.00	-	-
Mandalay Piggery – Construction of Piggery infrastructure	iLembe District	DARD	DARD	R 1 570 000.00	-	-
Benzeleni Layer Primary Cooperative – Construction of Layer houses: eggs storage	iLembe District	DARD	DARD	R 1 800 000.00	-	-
Dleks (Pty) Ltd – Construction of Piggery infrastructure	iLembe District	DARD	DARD	R 2 500 000.00	-	-
Ngwavu Land-care Grazing Camp	iLembe District	DARD	DARD	R794 500	-	-
Soil Lovers – Construction of Hydroponics tunnels vegetable Production	iLembe District	DARD	DARD	R1 285 955	-	-
Emalangeni Grazing Camp	iLembe District	DARD	DARD	R779 500	-	-
iLembe Combo Court	iLembe District	DSR	DSR	R 405 000.00	-	-
Waterfall Combined Primary School	iLembe District	DOE	DOE	R 83 000.00	-	-
Vukile High School	iLembe District	DOE	DOE	R 112 000.00	-	-
Moyamuhle Primary School	iLembe District	DOE	DOE	R 156 000.00	-	-
Whebede Primary School	iLembe District	DOE	DOE	R 601 000.00	-	-
Lower Tugela Primary School	iLembe District	DOE	DOE	R 509 000.00	-	-
Magongolo Primary School	iLembe District	DOE	DOE	R 317 000.00	-	-
Inkosi Albert Secondary School	iLembe District	DOE	DOE	R 207 000.00	-	-
Upgrading of sewer reticulation network	KwaDukuza LM - Ward 2 & 3	ILembe DM	MIG	R26 850 000	-	-
Shakashead/Lali Park Sewer Reversal	KwaDukuza LM – Ward 4	iLembe DM	Siza Water	R200 000		
(Southern regional bulk) Water pipeline and reservoir	KwaDukuza LM - Ward 7	iLembe DM	MIG	R28 400 000	-	-
Bulk sewer pipeline	KwaDukuza LM - Ward 7 & 20	iLembe DM	MIG	R43 112 000	-	-
Njekane and Etsheni sanitation- sewer bulk and reticulation (Groutville D)	KwaDukuza LM – Ward 11	iLembe DM	MIG	R40 200 000	-	-
Replacement of old AC mains in Warrenton	KwaDukuza LM - Ward 16	iLembe DM	MIG	R18 826 758	-	-
Replacement of old AC mains in Shakaville	KwaDukuza LM - Ward 18	iLembe DM	MIG	R21 118 225	-	-
Shakashead/Lali Park sewer reversal	KwaDukuza	Siza Water		R2 000 000	-	-
Lindelani sewer upgrade	KwaDukuza LM	DM	MIG		R5 000 000	R10 000 000
Lindelani Water	KwaDukuza LM	DM	MIG		R3 000 000	R4 000 000

Driefontein Housing Bulk Sewer	KwaDukuza LM	DM	MIG	R8 000 000	R28 000 000	R28 000 000
Southern Regional Bulk Water and Sanitation Scheme	KwaDukuza LM	DM	MIG	R19 000 000	R28 000 000	R28 000 000
Darnal WWTW Upgrade and Reticulation	KwaDukuza LM	DM	MIG	R19 500 000	R5 000 000	-
KwaDukuza Regional Wastewater Works	KwaDukuza LM	DM	MIG	R3 000 000	R10 000 000	R30 000 000
Upgrade of Frasers WWTW	KwaDukuza LM	DM	MIG	R6 000 000	R2 500 000	
RRAMS	District Wide	DM	RRMS	R2 400 000	R2 600 000	R2 800 000
Waterworks Road Upgrade to Blacktop	KwaDukuza LM – Ward 14 & 26	KwaDukuza LM	MIG	R 7 760 000.00	-	-
Dendethu Infrastructure Development Project-Access	KwaDukuza LM – Ward 17	KwaDukuza LM	MIG	R 7 490 900.10	-	-
Infrastructure Provision & Upgrading of Sokesimbone	KwaDukuza LM – Ward 25	KwaDukuza LM	MIG	R 9 200 000.00	-	-
Rehabilitation of KwaDukuza Roads	KwaDukuza LM – Ward 3,8 & 1	KwaDukuza LM	MIG	R 9 231 230.57	-	-
Construction of Mdlebeni Roads & Stormwater Project	KwaDukuza LM – Ward 25	KwaDukuza LM	MIG	R 2 455 985.43	-	-
Groutville Surface Roads & Stormwater	KwaDukuza LM – Ward 12	KwaDukuza LM	MIG	R 8 508 182.99	-	-
Rehabilitation of Lloyd Road	KwaDukuza LM – Ward 14	KwaDukuza LM	MIG	R 2 115 250.90	-	-
Betterment and gravel on multiple roads	KwaDukuza LM	DOT	DOT	R 29 502 500.00	-	-
Khenana and Hlomendlini High Mast Lights	KwaDukuza LM – Ward 10 & 4	KwaDukuza LM	MIG	R 250,000.00	-	-
New Dukuza 132/33/11kV 80MVA substation	KwaDukuza LM – Ward 28	KwaDukuza LM		R10 000 000,00	-	-
KwaDukuza Mall Bulk Supplies	KwaDukuza LM – Ward 16	KwaDukuza LM		R11 000 000,00	-	-
Gizenga 33/11kV 10MVA Substation	KwaDukuza LM – Ward 29	KwaDukuza LM		R21 000 000,00	-	-
Electrification and infills	All	KwaDukuza LM		R6 080 000,00	-	-
Installation of New Street Lights	KwaDukuza LM – All Wards	KwaDukuza LM		R5 700 024	-	-
Streetlights Control Boxes in Eskom Areas	KwaDukuza LM – Ward 1,3,21,25,27	KwaDukuza LM		R399 996,00	-	-
Energy Efficient Streetlights Retrofit	KwaDukuza LM – Wards All	KwaDukuza LM		R4 000 000,00	-	-
NV Street Lights Refurbishment	KwaDukuza LM – All Wards	KwaDukuza LM		R5 600 000	-	-
LV Network Upgrades	KwaDukuza LM – All Wards	KwaDukuza LM		R6 625 028	-	-
Energy Efficient Streetlights Retrofit	All	KwaDukuza LM		R4 000 000,00	-	-
Lot 14 Switch room Replace 11kV Switchgear	KwaDukuza LM – Ward 13	KwaDukuza LM		R3 800 000,00	-	-
MV Network Upgrades Cluster B	KwaDukuza LM – Ward 13,19,27	KwaDukuza LM		R1 023 012,00	-	-

MV Network Upgrades Cluster D	KwaDukuza LM – Ward 9,10,11,12,29	KwaDukuza LM		R1 435 512,00	-	-
Replace 33kV Cable between Lavopiere and Glenhills and Stanger POS Sub	KwaDukuza LM – Ward 13,15,19	KwaDukuza LM		R7 376 613,70	-	-
Tinley Manor 11kV OHL Phase 6	KwaDukuza LM – Ward 12	KwaDukuza LM		R287 969,21	-	-
NV Replace Grid Prot Relays 11K P3 430452146	KwaDukuza LM – Ward 4,13,15,16,19,21,22	KwaDukuza LM		R2 000 000,00	-	-
MV Substations Rebuild: SAPPI Substations - KDM	KwaDukuza LM – Ward 15	KwaDukuza LM		R2 500 000,00	-	-
MV Substations Upgrades and Refurbishment: Ballito Substation	KwaDukuza LM – Ward 21	KwaDukuza LM		R150 000,00	-	-
MV Substations Upgrades and Refurbishment: Driefontein Subst	KwaDukuza LM – all Ward	KwaDukuza LM		R1 200 000,00	-	-
MV Substations Upgrades and Refurbishment: Glenhills Substat	KwaDukuza LM – Ward 13	KwaDukuza LM		R300 000,00	-	-
MV Substations Upgrades and Refurbishment: Lavoupierre Subst	KwaDukuza LM – Ward 19	KwaDukuza LM		R699 996,00	-	-
MV Substations Upgrades and Refurbishment: Shakarock Substat	KwaDukuza LM – Ward 22	KwaDukuza LM		R1 500 000,00	-	-
MV Substations Upgrades and Refurbishment: Shakaskraal Subst	KwaDukuza LM – Ward 20	KwaDukuza LM		R150 000,00	-	-
MV Substations Upgrades and Refurbishment: Stanger Substatio	KwaDukuza LM – Ward 19	KwaDukuza LM		R1 200 000,00	-	-
Implementation of KDM Scada System	KwaDukuza LM – Ward 4,13,15,16,19,21,22	KwaDukuza LM		R20 614 627,73	-	-
Environmental management thuma mina green deeds	iLembe District	Dept. of Forestry, Fisheries & Environment	Dept. of Forestry, Fisheries & Environment	R 10 407, 240	-	-

TABLE 122:DEPARTMENT OF TRANSPORT PROJECTS

`				
PROJECT NAME	**LM & WARD**	**TARGETED OUTPUT (KM)**	**IMPLEMENTING AGENT (2021-2022**	**STATUS / COMMENTS**
Verge on P109	KwaDukuza, Ward 1,2,7	7	External	Awarded, to establish on 01/03/2022
Verge on P403	KwaDukuza, Ward 3	6.8	External	Awarded, to establish on 01/03/2022
Verge on P104	KwaDukuza, Ward 27	10	External	Re-do
Betterment & Regravelling on D431	KwaDukuza, Ward 27	4	External	Completed
Betterment & Regravelling on D176	KwaDukuza, Ward 28	2	External	Completed
Betterment & Regravelling on D415	KwaDukuza, Ward 17	7.9	External	Completed
Minor Structure Repair on D678	KwaDukuza, Ward 17	4.1	External	Completed
Betterment & Regravelling on P533	KwaDukuza, Ward 26	4	External	Completed
Blacktop Patching on P103-2	KwaDukuza, Ward 7,9,10	0 to 12	External	Completed , Only line marking to be done
Betterment & Regravelling on L453	KwaDukuza, Ward 21	1.2km	External	Next F/Y
Blacktop Patching on P492	KwaDukuza, Ward 11,12,29	0 to 4km	External	Next F/Y
Blacktop Patching on P387	KwaDukuza, Ward 21,28	0 to 10km	External	Next F/Y
Blacktop Patching on P474	KwaDukuza, Ward 22	0 to 2.5km	External	Next F/Y
Blacktop Patching on P330	KwaDukuza, Ward 22	0 to 3,2km	External	Next F/Y
Blacktop Patching on P403	KwaDukuza, Ward 2,3	0 to 6.7km	External	Next F/Y
Blacktop Patching on P104	KwaDukuza, Ward 27	30 to 40km	External	Next F/Y

Verge on P103-2	KwaDukuza, Ward 7,9,10	12km	External	Contractor is on site for verge maintenance
Verge on P330,P339,P474,D291,D382	KwaDukuza, Ward 4,7,8,22,28	15km	External	Contractor is on site for verge maintenance
Verge on P467,P492	KwaDukuza, Ward 11,12,20,23,29	12.6	External	Contractor is on site for verge maintenance
Verge on P105,P107	KwaDukuza, Ward 1,3,5,11,16	21.2	External	Contractor is on site for verge maintenance
Verge on P2-2	KwaDukuza, Ward 3,4,7,9,10,12,14,15,16,19,20,21,22,23,24,26,28,29	48.6	External	Contractor is on site for verge maintenance
Verge on P109	KwaDukuza, Ward 1,2,7	7	External	Awarded, to establish on 01/03/2022
Verge on P403	KwaDukuza, Ward 3	6.8	External	Awarded, to establish on 01/03/2022
Verge on P104	KwaDukuza, Ward 27	10	External	Re-do

DEPARTMENT OF EDUCATION:

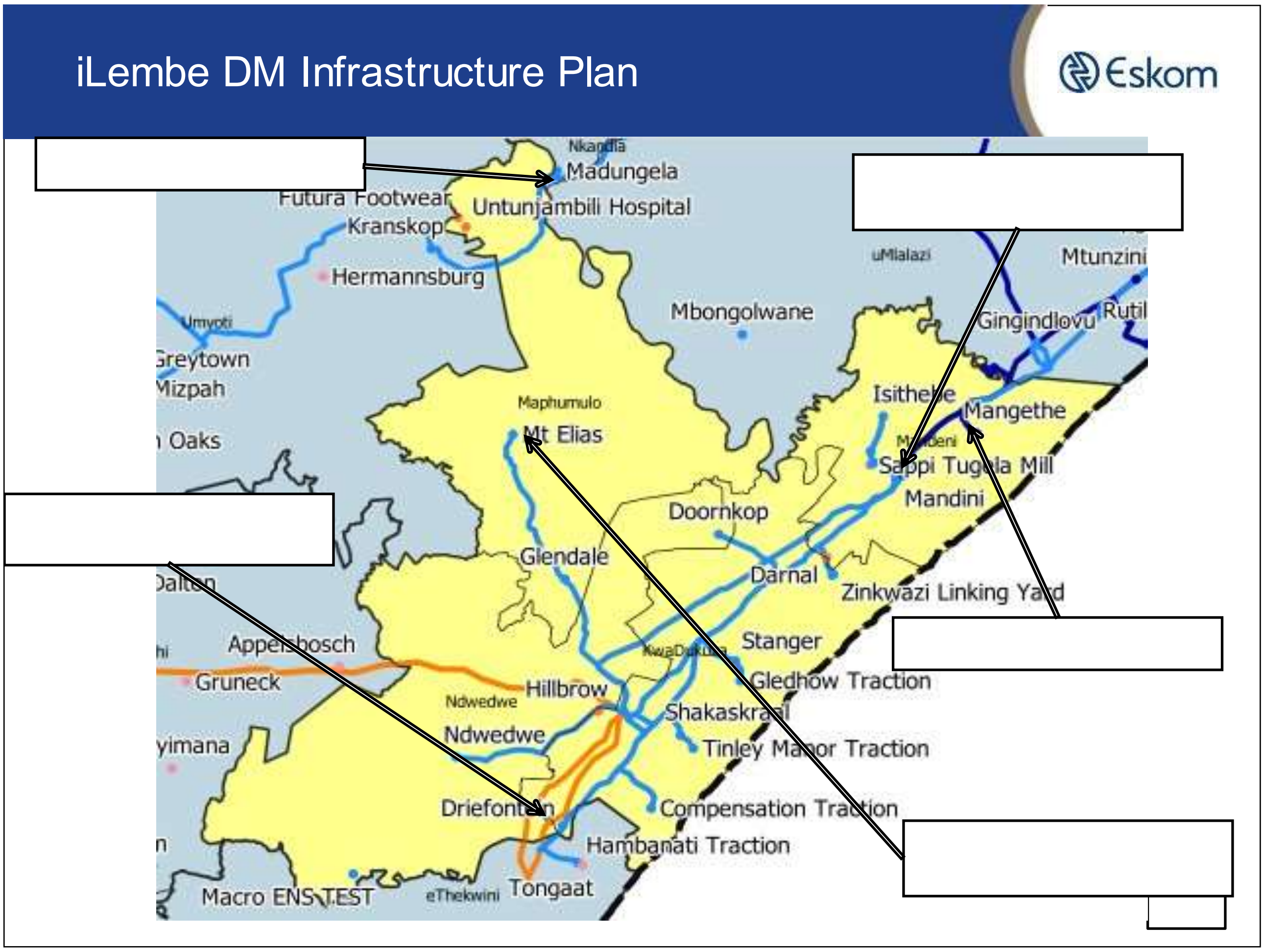
UPGRADES & ADDITIONS:

MUNICIPALITY	NO OF SCHOOLS
KwaDukuza	24

RENOVATIONS

MUNICIPALITY	NO OF SCHOOLS
KwaDukuza	37

3. ESKOM iLembe DM Infrastructure Plan :



Project Name	Status	Schedule Completion Date
Driefontein - Dukuza SS	Pre - CRA	2026
Driefontein 33/11 5MVA to 10MVA upgrade	ERA	2023

CHAPTER F

Financial Plan 2022/2023

1. FINANCIAL PLAN

INTRODUCTION OF MSCOA, IMPLEMENTATION AND COMPLIANCE:

THE MINISTER OF Finance promulgated Government Gazette No. 37577, Municipal Regulations on Standard Chart of Accounts (mSCOA), on 22 April 2014. The mSCOA aims to provide a National Standard uniform recording and classification of municipal budget and financial information at a transactional level, improve compliance with budget regulations and accounting standards, better inform national policy coordination and reporting, benchmarking and performance measurement. All municipalities are required to transact and report directly in and from their core financial systems.

Only the mScoa data strings that are submitted to the Local Government Portal (LG) Upload Portal/Go Muni are used by the National and Provincial Reporting to analyse the Tabled, Adopted, Adjustment Budgets and In-year Reporting of the Municipality in terms of section 16,17 and 28 of the MFMA. This assists in ensuring that the credibility and accuracy of the data strings are of utmost importance.

Since mSCOA is a municipal business reform IT IMPACTS THE ENTIRE MUNICIPALITY AND NOT JUST FINANCE. IDP will be driven by projects which includes all capital and operational projects. Budget are prepared on the basis of projects identified on the system linking to the KPA and Strategic Objectives of the Municipality. This will pave the way for the performance management and a measure against the IDP.

Other benefits of the Reform are improved data quality and credibility; standardisation and alignment of the local government accountability cycle from the IDP to Budget, SDBIP, in year reporting, annual financial statements and annual report. Standardisation of key business processes and consistency in management of municipal finances; improved transparency, accountability and governance through uniform recording of transactions at a posting level. Enabling deeper data analysis and sector comparisons to improve financial performance. Lastly the standardisation of the account classification to facilitate mobility in financial skills within local government and between other spheres of government as well as the private sector and to enhance the ability of local government to attract and retain skilled personnel.

KwaDukuza Municipality's FINAL Financial/Budget Plan for 2022/23 was adopted Mat 2022 and a copy is attached.

2. OVERVIEW OF THE 3 YEAR MUNICIPAL BUDGET, ANALYSIS AND EXPLANATION

The financial plan provides an overview of the 3-year municipal budget, analysis and explanation thereof. The municipality's financial plan is prepared over MTERF, and its analysis and explanations are well documented on the executive summary submitted to treasury and CoGTA respectively.

MFMA Compliant Municipal Budgets as per Section 21(1) (a) of the MFMA must meet the following criteria

Credible:

The budget is funded in terms of the S18 of the MFMA – from realistically anticipated revenue. Adoption of a budget process with evidence of sufficient political oversight and adequate public participation. All budget assumptions made are realistic and indicative of year budgeting.

Relevant:

The budget is aligned to the reviewed IDP. Council priorities are aligned to national and provincial priorities.

Sustainable:

The budget give effect to the long-term financial and operation sustainability of the municipality. Adequate provision for repairs and maintenance.

EXPENDITURE BY SOURCE	
Employee related costs	R 544,984,095
Remuneration of councillors	R 27,116,200
Debt impairment	R 23,200,000
Depreciation & asset impairment	R 100,621,596
Finance charges	R 25,100,764
Bulk purchases	R 937,966,374
Other materials	R 30,437,530
Contracted services	R 286,841,371
Transfers and grants	R 13,811,544
Other expenditure	R 138,705,108
TOTAL EXPENDITURE	**R 2,128,784,581**

a) FINANCIAL STRATEGIES

All copies of financial strategies are provided ***as provided from ANNEXURES 24 TO 28 for ease*** of reference. The Budget/Financial Plan for KwaDukuza Municipality reflects sound financial strategies with regard to expenditure an in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies and are listed below:

b) POLICY ON LONG TERM FINANCIAL PLANNING

The purpose of the policy is to outline the comprehensive long-term financial planning that will ensure long term financial sustainability for the Municipality. A long-term financial planning is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the growing demands of service delivery and infrastructure requirements. A long-term financial planning is important by identifying and prioritization of expected needs based on the Municipality’s Five-Year Integrated Development Plan and details estimated amounts of funding various sources.

3. FINANCIAL STRATEGY FRAMEWORK

The priority for the Municipality, from the financial perspective is to ensure viability and sustainability of the Municipality. The long-term financial planning and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

a) REVENUE EENHANCEMENT STRATEGY. The objectives of the strategy are:

- To seek alternative sources of funding.
- Expand Income base through implementation of new Valuation Roll.
- The ability of the Community to pay for services.
- Identification and pursuance of Government Grants.
- Tightening Credit Control measures and Debt Collection Targets.
- Improve customer relations and promote a culture of payment.
- Realistic Revenue estimates.
- The impact of inflation, the Municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

b) ASSET MANAGEMENT STRATEGY. The objectives of the strategy are as follows:

- The implementation of a GRAP compliant Asset Management System.
- Adequate budget provision for Asset Maintenance over their economic lifespan.
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and control except specific exclusions are covered by insurance.

c) FINANCIAL MANAGEMENT STRATEGIES. The objectives of the policy are:

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds.
- Prepare the risk register and application of risk control.
- Implement controls, procedures, policies and by-law to regulate fair, just and transparent transaction.
- Training and development of senior financial staff to comply with prescribed minimum competency level.
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for the past financial years.

d) OPERATIONAL FINANCING STRATEGIES: THE objectives of the policy are:

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position.
- Enhance budgetary controls and financial reporting.
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve supply chain management processes in line with the regulations.

e) **CAPITAL FUNDING STRATEGIES:** The objectives of the strategy are to:

- Ensure service delivery needs are in line with Long Term Financial Planning.
- Careful consideration/prioritization on utilizing resources in line with the IDP.
- Analyze feasibility and impact on operating budget before capital projects are approved.
- Determine affordable limits for borrowing.
- Source external funding in accordance with affordability.
- Improve capital budget spending; and
- Maximizing infrastructure development through the utilization of all available resources.

f) **COST EFFECTIVE STRATEGY:** The objectives of the strategy are

- Invest surplus cash not immediately required at the best available rates.
- Restrict capital and operating expenditure increase in relation to the inflation rate taking into consideration the macro growth limit guideline and Municipal cost increase.
- To remain as far as possible within the following selected key budget assumptions:
  - i) Provision of bad debts of at least 2%
  - ii) Overall cost escalation to be linked to the average inflation rates.
  - iii) Tariff increase to be in line with inflation plus Municipal growth except when regulated.
  - iv) Utilisation of equitable share for indigent support through free basic services.
  - v) Maintenance of assets of at least 6% of total operating expenditure; and
  - vi) Capital cost to be in line with the acceptable norm of 18%.

g) **MEASURABLE PERFORMANCE OBJECTIVE FOR REVENUE.** The objectives of the strategy are to:

- To maintain the debtors to revenue ratio below 10%.
- To maintain a debtors payment rate of above 90%.
- To ensure that the debtors return remain under 40days; and
- To keep the capital cost on the operating budget less than 18%.

4. FINANCIAL MANAGEMENT POLICIES

The purpose of the financial policies is to provide a sound environment to manage the financial affairs of the Municipality. The key budget related policies are listed below:

- Tariff Policy
- Rates Policy
- Indigent Support Policy
- Budget Policy
- Asset Management Policy
- Accounting Policy
- Supply Chain Management Policy
- Subsistence and Travel Policy
- Credit Control and Debt Collection

- Cash Management, Banking and Investment Policy

The 3-year OPEX is indicated in the FINAL Budget/Financial Plan for 2022/23 and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. Refer to the ***FINAL 2022/23 Budget/Financial Plan (annexure 30)*** hereto for ease of reference.

5. KWADUKUZA MUNICIPALITY ABILITY'S OPERATIONAL EXPENSES

The repairs and maintenance are budgeted for against the total of non-current assets. Refer to the **FINAL 2022/23 Financial/ Budget Plan - annexure 30** hereto for ease of reference.

6. FINANCIAL PLAN WITH PROJECTS AND COMMITTED FUNDING

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial Plan include the allocations for ALL INTERNAL BUSINESS UNITS with confirmed and/or committed projects with budget is annexure as part of the document.

CHAPTER G

Annual Operational Plan

A COPY OF KWADUKUZA MUNICIPALITY SDBIP/SCORECARD-2022/23 IS ATTACHED AS AN ANNEXURE

1. ANNUAL OPERATIONAL PLAN/S

1.1. KWADUKUZA MUNICIPALITY DRAFT ORGANISATIONAL SCORECARD AND SDBIP 2022/23

KwaDukuza Municipality's Organisational Scorecard details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003). The scorecard serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The scorecard facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The scorecard from which the SDBIP emanates is set to firstly be considered by EXCO mid-June before adoptiong by the Council in June 2022. ***A copy of 2022/23 DRAFT scorecard and adjusted Scorecard is provided as ANNEXURE 31.*** **Bo**th the scorecard and the SDBIP report on all the key performance indicators:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Good Governance and Public Participation;
- Municipal Financial Management Viability; and
- Cross-Cutting Interventions.

The process towards the development of the 2022/23 Scorecard/SDBIPs has taken into consideration the legislative requirement as per the MFMA. Further to the credibility of the information the following processes will be undertaken:

- Engagement with the departments on the current performance and proposed adjustments;
- Development of systems descriptions for each SDBIP indicator as per Auditor general's requirements;
- Signed off by the Heads of Departments for the adjusted budgets against the indicators and systems descriptions; and
- Presentation of the SDBIP to the Municipal Manager for input before its final adoption

CHAPTER H

Organisational PMS Policy/ Framework and Individual Performance Management Policy

(A COPY OF ORGANISATIONAL PMS POLICY/FRAMEWORK IS ATTACHED AS PART OF ANNEXURE 32)

CHAPTER H: ORGANISATIONAL & INDIVIDUAL PERFORMANE MANAGEMENT SYSTEM

1. ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

INTRODUCTION AND BACKGROUND

KwaDukuza Municipality adopted and approved a PMS Policy/Framework as well as procedure manual for S56 staff members in order to manage, monitor and evaluate their performance as indicated in the Performance Management Regulations. The Policy is reviewed annually if there are any changes in the Policy or in the IDP priorities as required by the Legislations. Development of key performance indicators as per Section 42 of the MSA is done in line with the IDP process during the annual IDP review as prescribed by the Act. Performance Monitoring underpins the Municipality's IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money. Early investigation of variances enable remedial action to be taken where appropriate. Monthly Operational reports are submitted ten days after the end of the month, to Manco, Portfolio Committees and ultimately to Council. The quarterly departmental reports are consolidated from the Organisational Scorecard, and submitted on the 10th after the end of the quarter to Performance Monitoring and Evaluation section. Reports and the POEs are analysed then a consolidated report submitted to Manco, Internal Audit, PAC and ultimately to Council outlining the performance of the Business Units and the Organisation against the service delivery targets in the Organisational Scorecard as well as the Service Delivery Budget Implementation Plan, detailing incurred expenditure against what was planned for each quarter under review.

The Finance Budget Section also submits the in-year Section 72 reports to Council as prescribed by the MFMA and other relevant financial prescripts. Both Performance and Financial information is submitted to the Internal Audit by the 20th after the end of the quarter for auditing. The internal Audit then prepares an audited report and submit to the Audit Committee and Council. At the end of the financial year, the 4 quarterly reports are consolidated to form an Annual Report with both financial and non-financial performance information. The report is submitted to Manco, PAC and Internal Audit before it can be submitted together with Annual Financial Statements to the Auditor -General for Annual Auditing by the 31st of August of each financial year.

During the 4 quarters after each performance report has been audited and submitted to all the Council structures, Executive Directors are assessed by the Performance Evaluation Committee that was established by Council to monitor and evaluate their performance on quarterly basis. This process is concluded by an Annual Performance Evaluation which normally occurs after the report from the Auditor General has been received and the Annual Report adopted by Council. This final performance evaluation is a tool that is used to assess if the S56 staff are legible to get performance bonuses of between 5% and 14% as prescribed by Performance Management Regulations. The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Organisational Scorecard. This incorporates 19 priority measures selected from the IDP. These were agreed by a Council Resolution.

The targets were reviewed and updated at Council meeting in line with Section 72 of MFMA regulating adjustment budget and performance assessment of a municipality within the first 6 months of the financial year via resolution. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications. The traffic light system used to report performance is as follows:

» Blue – Performance targets exceeded

» Green – Performance meets the target

» Red – Performance target not me

1.1. APPLICATION OF OPMS IN KDM

KwaDukuza Municipality has a Council approved Organisational PMS Framework and Individual PMS Policy, a copy of which is attached as an annexure for ease of reference. An explanation on how the OPMS is applied in the Municipality is contained in the PMS-Policy Framework referred herein. The PMS Policy Framework is being implemented.