



FIFTH GENERATION

Integrated Development Plan

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

5th GENERATION-IDP 2022 - 2026

FINAL IDP 2024/25

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FOREWORD BY THE MAYOR OF KWADUKUZA MUNICIPALITY INTO THE FINAL 2024/2025 INTEGRATED DEVELOPMENT PLAN (IDP)

On behalf of the Municipal Council, I would like to express my gratitude to all stakeholders who played an active role in building the Integrated Development Plan (IDP). Your participation has enabled the council to determine its budget, policies and priorities into the upcoming financial year and outer years.

This IDP has considered the current economic conditions and future assumptions. The effort that has been put in building this document aptly captures the vision and objectives of a municipality that aspires to be a city by 2030.

Government since the dawn of democracy placed a number priorities as a cornerstone for social transformation in local government which includes growing the economy, fighting crime and corruption, building safer communities, improving government basic services and infrastructure, eradicating poverty and creating jobs. This IDP has therefore considered the following key priorities to achieve the vision of a better future of our communities. We have focused on:

- creating an enabling environment for job creation;
- investing in decent infrastructure while prioritising industrialisation;
- strengthening social security by prioritising the poor while fighting crime and corrupt elements to build developmental state that will promote nation building and social cohesion.
- ensuring that we improve our roads infrastructure that was badly affected by floods,
- building skills and expanding on education related initiatives;
- Uplifting small businesses and building capacity for innovation;
- Unlocking housing delivery while providing high quality services;
- Deepening democracy and ensuring the safety of all residents;

This IDP has followed the historic call by our forebears who met in Kliptown in 1955 to rejected the injustices of apartheid through the adoption of the Freedom Charter which proclaimed that the people shall govern.

We are excited that the adoption of the IDP also coincides with the 30th anniversary of democracy where the government has put enough efforts in balancing the inequalities of apartheid injustices. This presents an opportunity for the nation to reflect on its progress – and an opportunity to assess challenges.

As we celebrate our achievements as a nation, we should be mindful of the fact that we have stood with the underprivileged, we have stood with the previously disadvantaged, and we continue to hold hands with those who are still in pursuit of a better future. In the course of the past three decades under the leadership of the current government a lot has improved while there are still other challenges which are outlined in this IDP.

As we approach the next five years, we do so with a strong sense of optimism for a better future ahead despite socio-economic challenges. We trust that this period will be filled with more rewards and add more value to our commitments. Let us use the 30th anniversary to fully reflect on our progress while supporting our endeavours of becoming a city by 2030. With certainty, we will continue to deepen the footprints of democracy into the next five years and beyond.

I extend my best wishes to you as we embark on a refreshing new journey of progress.

Thank you!

Cllr. Lindile Nhaca

(Mayor, KwaDukuza Local Municipality)

POLITICAL GOVERNANCE

KwaDukuza municipality has 30 Wards and 59 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)	4
DA (DEMOCRATIC ALLIANCE)	9
EFF (ECONOMIC FREEDOM FIGHTERS)	4
IA (INDEPENDENT ALLIANCE)	5
ATM (AFRICAN TRANSFORMATION MOVEMENT)	1
ACDP (AFRICAN CHRISTIAN DEMOCRATIC PARTY)	1
AIC (AFRICAN INDEPENDENT CONGRESS)	1
ACTIONS	5
TOTAL	59

The council meets monthly 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

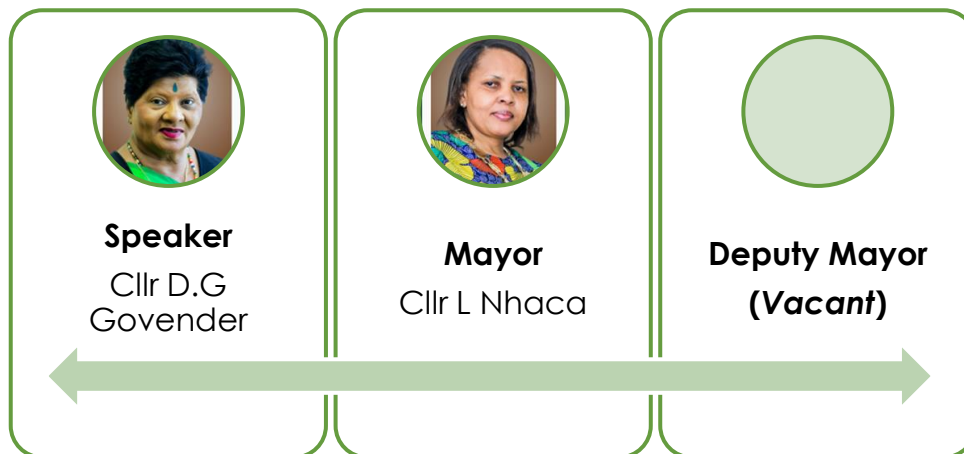


FIGURE 1: THE EXECUTIVE

KWADUKUZA MUNICIPALITY – WARD COUNCILLORS (2021-2026):

TABLE 2:LIST OF WARD COUNCILLORS

WARD NO.	NAME OF COUNCILLOR	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 8 (eight) heads of departments (currently 8 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 Jali
Civil Engineering	Roads and Storm Water Construction and Maintenance, provision of Public Transport Infrastructure, Development of Public Facilities,	Mr. Thembela Nxumalo
Economic Development,	Town planning, Forward Planning, Transport Planning, Building Control, Outdoor	Mr. Sikhumbuzo Hlongwane

Planning and Human Settlements	Advertisement, Environmental Management & Climate Change, Local Economic Development, Tourism, Heritage, Youth Development & Museum, Investment Facilitation and Business Licensing. Development of Human Settlements for different income earners as well as maintenance of council buildings.	
Community Safety	Traffic and Crime Prevention, Fire and Emergency Services, Motor Licensing and Disaster Management.	Mr. Cecil Viramuthu
Cooperative 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.	Mrs Pamela Mntaka

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 as 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 ever-changing 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 regarding 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 years (or if a new council comes into office 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 it. 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.

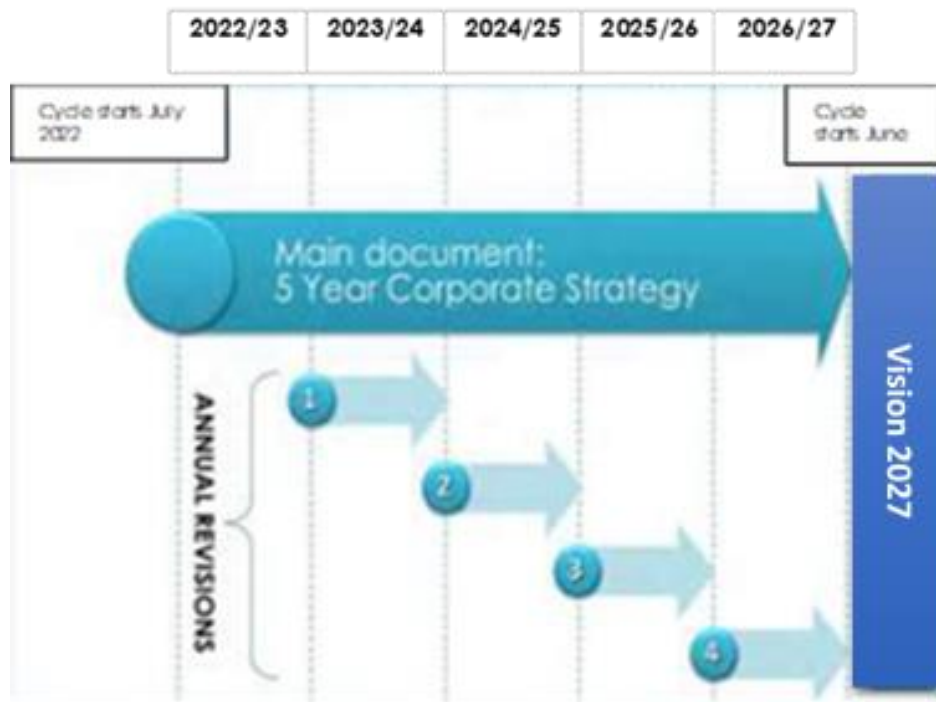


Figure 2: The Five-Year Process Plan Of the IDP

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 considered 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 740km², the municipality stretches from the Zinkwazi river in the north to the UThongathi River in the south. KwaDukuza (previously known as Stanger) is the district node and dominant commercial center in the iLembe District.

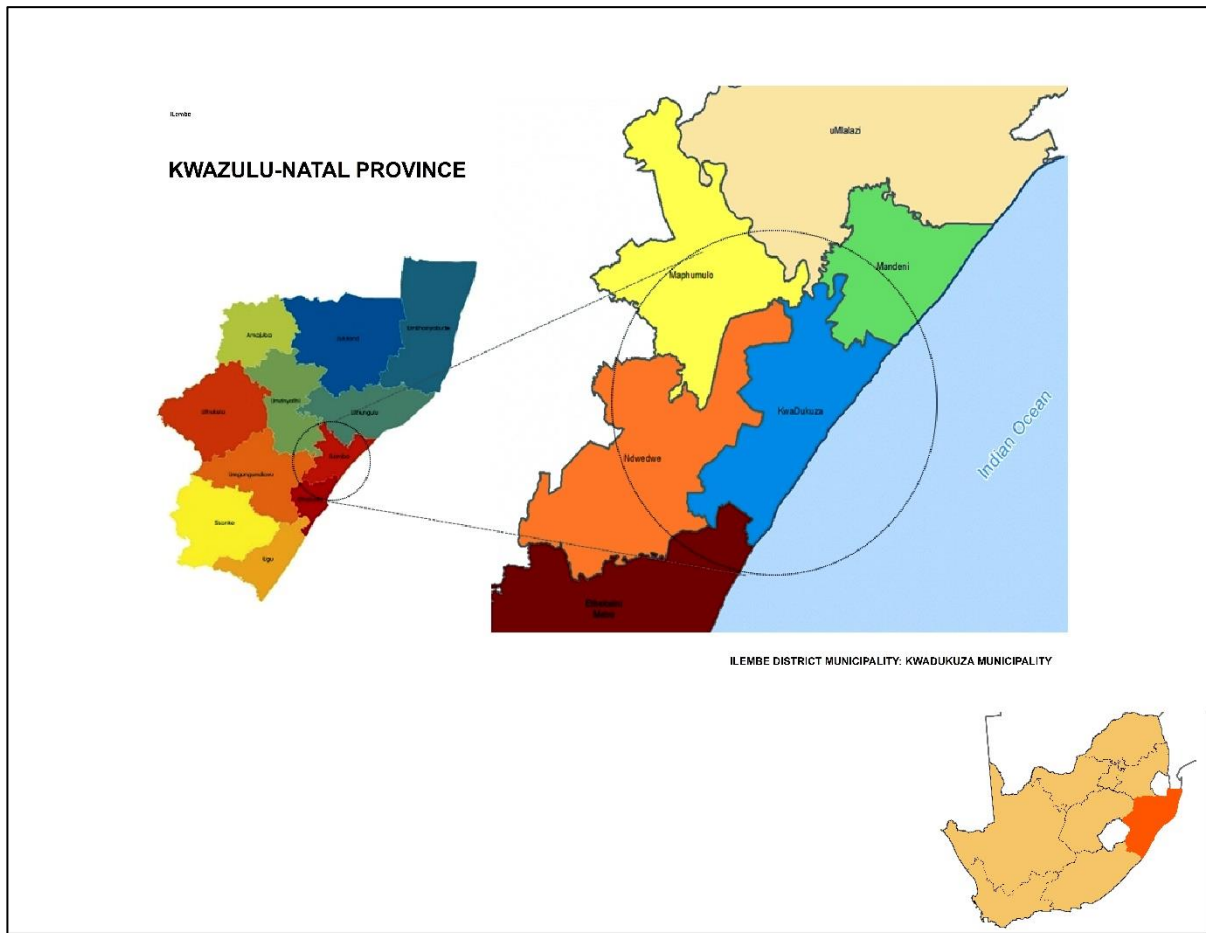


FIGURE 3: LOCALITY MAP OF KWADUKUZA

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 defined borders of KwaDukuza municipality extend from the Thukela river in the north to the eThekweni metropolitan municipality and the UThongathi 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. The municipality is linked with a well-developed network of roads and rail infrastructure. The key feature of KwaDukuza is the N2 development corridor.

The town KwaDukuza is built on the original site of iNkosi uShaka 's royal settlement called Dukuza. The KwaDukuza museum is situated opposite the site of iNkosi uShaka memorial and is dedicated to the sugar industry and colonialism, the cultural heritage of the early settlers of the town Stanger. 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. The population dynamics of KwaDukuza municipality is highly diverse due to its multi-racial composition and rich settlement history. KwaDukuza has a distinct eastern flavour and is linked to the earlier settlement of Indian families who were imported to work on the sugar cane farms of the big sugar barons such as Sir Liege Hullet.

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 eThekweni 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 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 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

KwaDukuza Municipality has seven (7) traditional councils in its area of jurisdiction of which such councils are directly serviced by KwaDukuza municipality whilst only two traditional leaders (amakhosi), have been declared by COGTA to sit in council meetings.

Hlomendlini traditional council under iNkosi Ngcobo, this chieftaincy is declared by COGTA to be under Mandeni local municipality, and it must be noted that Hlomendlini traditional council's jurisdiction cuts across ward 25 of KwaDukuza Municipality. The table and map below illustrate the traditional authority areas within KwaDukuza Municipality. Which are as follows;

TABLE 4:AMAKHOSI UNDER KWADUKUZA MUNICIPALITY

T/C NAME	INKOSI'S NAME	WARD
CELE/NHLANGWINI	INKOSI M.B. CELE	27
DUBE T/C	INKOSI H.K. DUBE	07,15, 26
MAGWAZA	INKOSI J.N MAGWAZA	20, 08
MATHONSI	INKOSI V. MATHONSI	01, 25
NODUNGA 1 T/C	INKOSI N. ZULU	27
QWABE-NKANINI	INKOSI D.Z. GUMEDE	07, 27
ABATHEMBU T/C	INKOSI VS. MTHEMBU	2,3,11

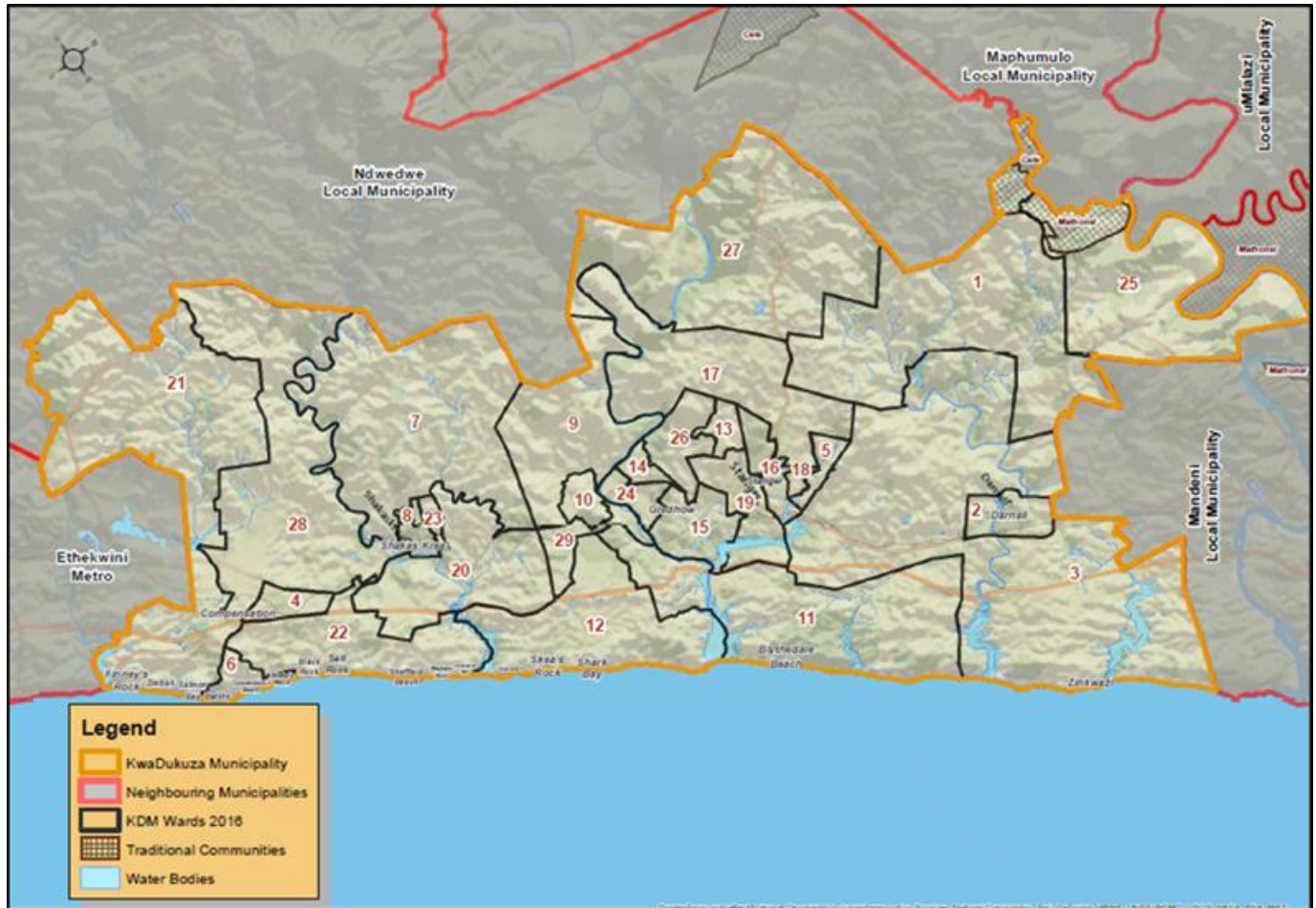


FIGURE 4: TRADITIONAL COUNCILS WITHIN KDM

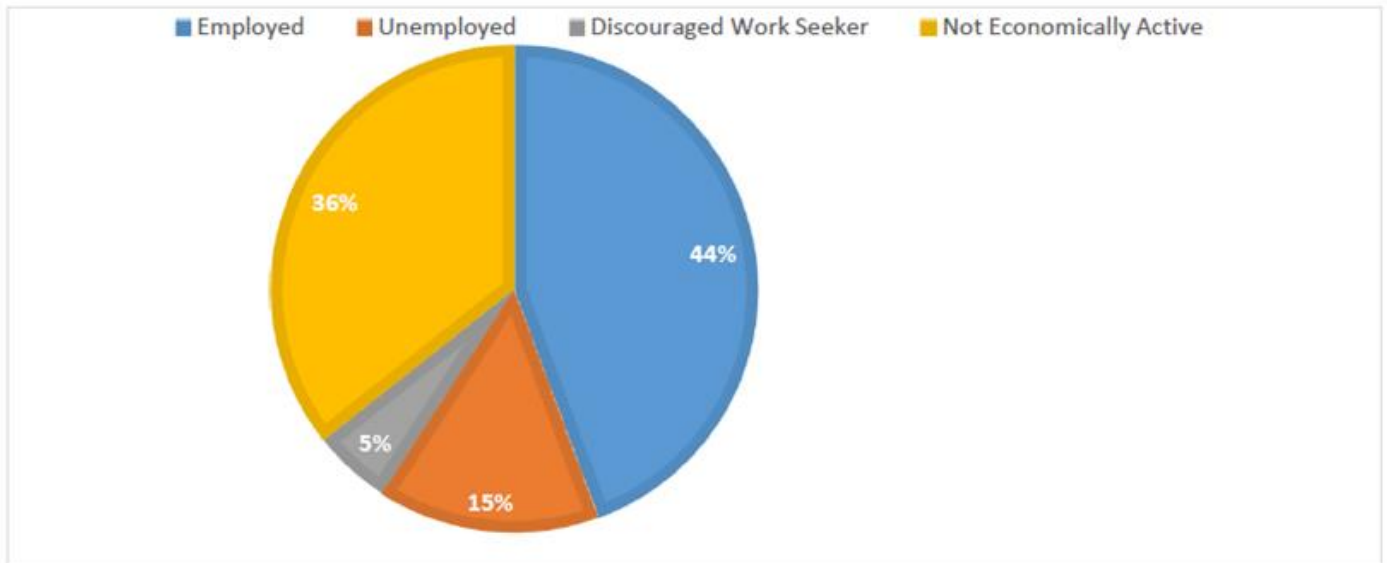
1.3. ECONOMIC PROFILE

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.

The below is based on the 2015 NGP and StatsSA 2011 as currently there is no municipal level economy data that has been released for the Census of 2022.

- According to the KZN provincial growth and development plan (which is aligned to the NGP, presents the 2015 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 (25%), KwaDukuza Municipality is experiencing a high rate of population increases (3.2% ,2001-2011) 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 1.6% of the municipality population having a higher education than

secondary school, and only 14.8% having completed secondary school. Also of concern is the income levels of the majority of the households in KwaDukuza Municipality, with 16.7% of households surviving on less than R4, 800 per month (STATISTICS SOUTH AFRICA, 2011).



**Source: StatsSA 2011

FIGURE 5: ECONOMY STATUS OF KDM COMMUNITIES

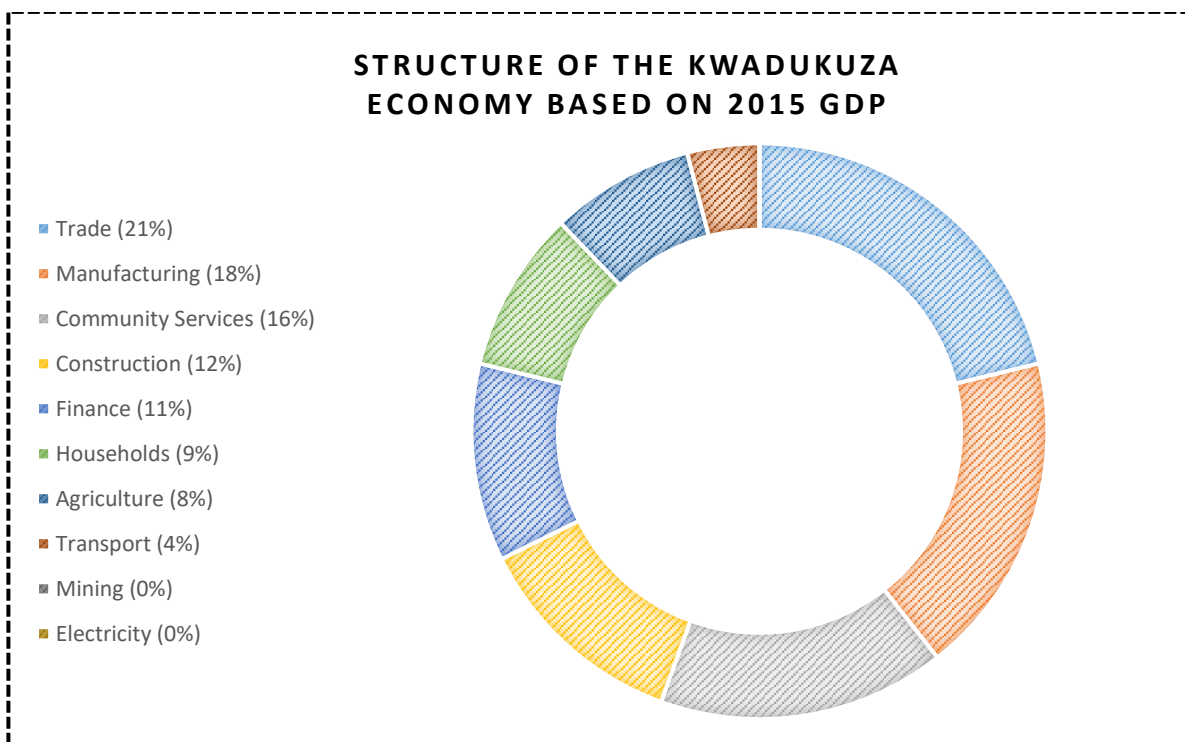


FIGURE 19: STRUCTURES OF KWADUKUZA ECONOMY BASED ON 2015 GDP

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.

1.1.1. 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 low-income households also benefit from the strong land economy in the Municipality.

1.1.2. 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

1.1.3. 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).

1.1.4. 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.

1.4. GRAPHIC REPRESENTATION OF KWADUKUZA STATISTICS

Census 2022 data collection started on census reference night, 02 February 2022, and ended in May 2022, with provinces finishing at different times. Census data will be disseminated in phases. Phase 1, which launched on 10 October 2023, will give users access to a range of indicators at national, provincial, and municipal level. Phase 2 will include electronic products such as the community profiles and more in-depth reports on particular themes.



Key statistics for KwaDukuza, including population size, age distribution, sex ratios and household indicators such as type of dwelling, access to piped water, energy used for lighting and refuse disposal are presented on this page. The indicators are presented and can be viewed graphically for three themes; population, education and household living conditions and KwaDukuza is ranked according to its population size.

POPULATION:

- **South Africa's population on 2nd February 2022 - 62,027,503**
- **KwaZulu-Natal's population on 2nd February 2022 - 12, 423, 907**
- **iLembe District 's population on 2nd February 2022 - 782, 661**
- **KwaDukuza 's population on 2nd February 2022 - 324 912**

KwaDukuza is one of the rapid growing municipalities in the province with 3,3% growth rate, (increased from 3,2% in 2011). This current rate is higher than the growth rate of iLembe dm (2,5%) eThekweni Metro (1,9%) and KZN province (1,9%) - females make up the majority of the population at 52%.

KwaDukuza has a growing population with majority of the population being made up of the youth, making up 35% of the population, followed by the adults at 30% and children at 16%.

- 68.6 of the age groups 5-24 years attend educational institutions

The adults and the elderly have increased by 2% and 1% respectively from the previous census (census 2011) while ECD has decreased by 3%, the children decreased by 2% and youth by 7%

22% (age: 5-24 yrs.) Of the population is in attendance of an educational institution with a 2% decline from census 2011 which was at 24%.

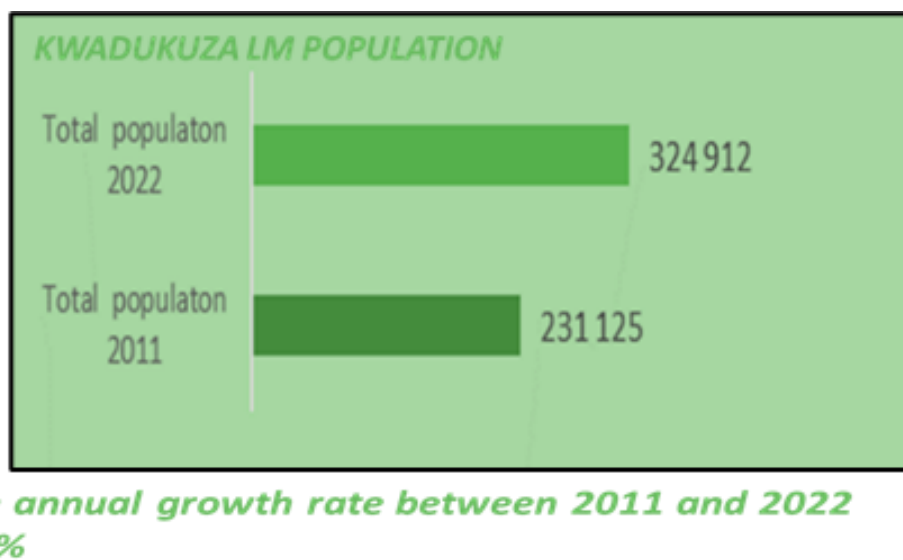


FIGURE 6: THE ANNUAL GROWTH RATE BETWEEN 2011 AND 2022

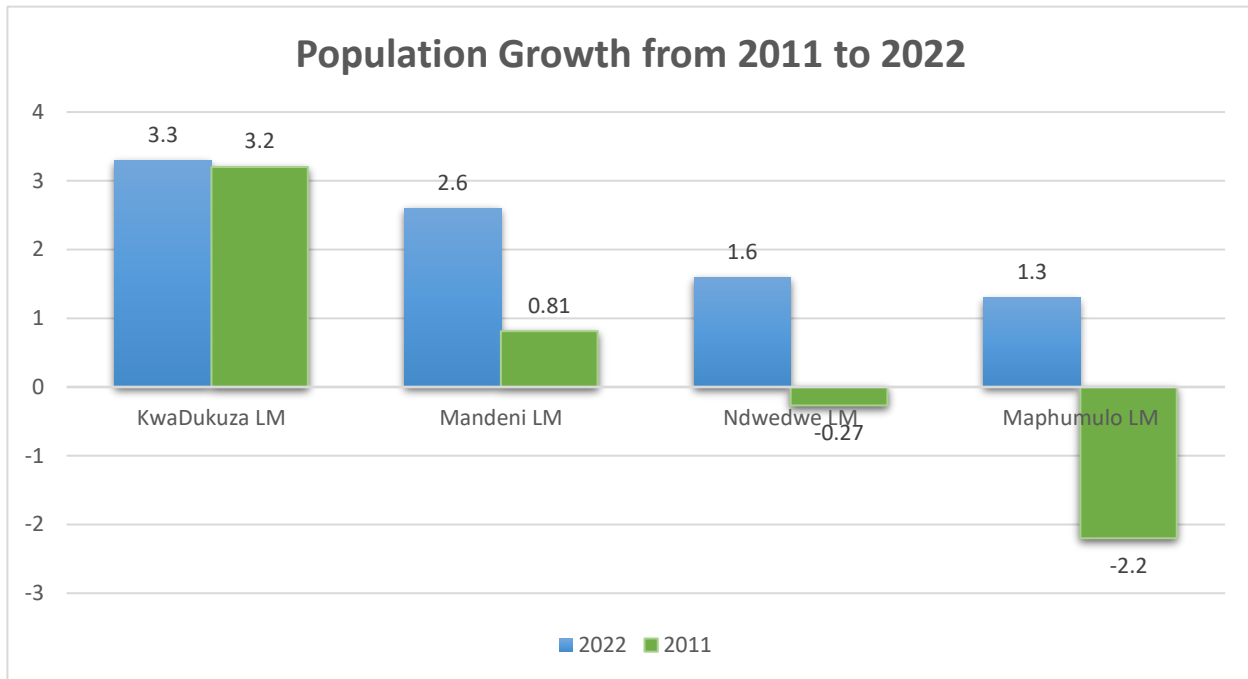


FIGURE 7: KWADUKUZA LM POPULATION GROWTH COMPARED TO NEIGHBOURING LOCAL MUNICIPALITIES (2011 AND 2022)

POPULATION PYRAMID (2011&2022) & SEX RATIO

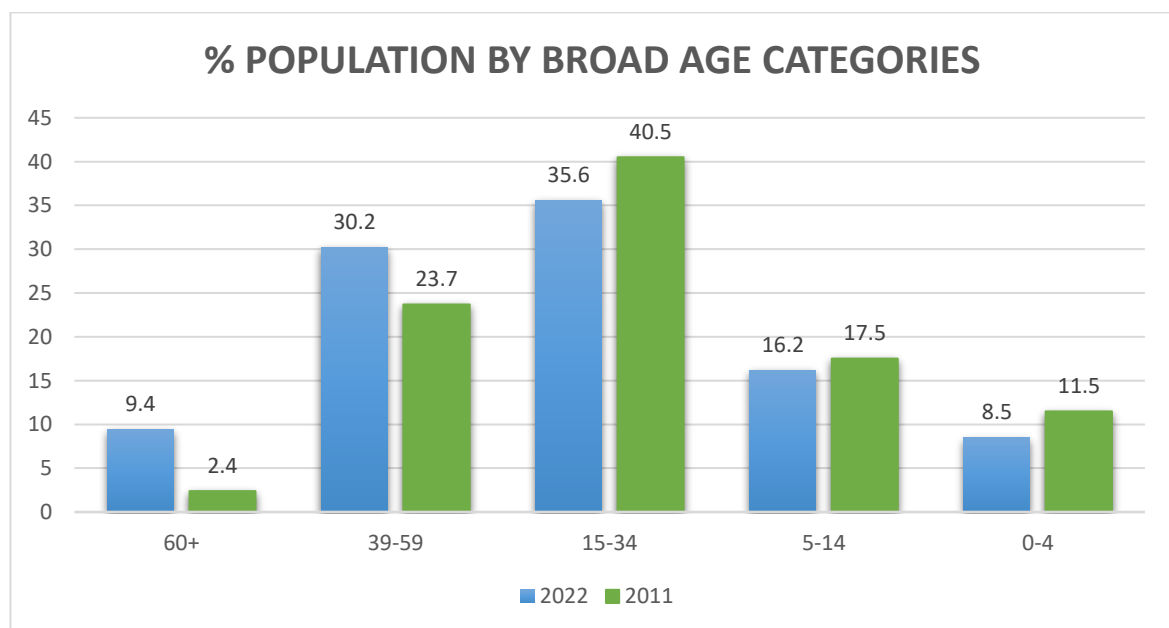
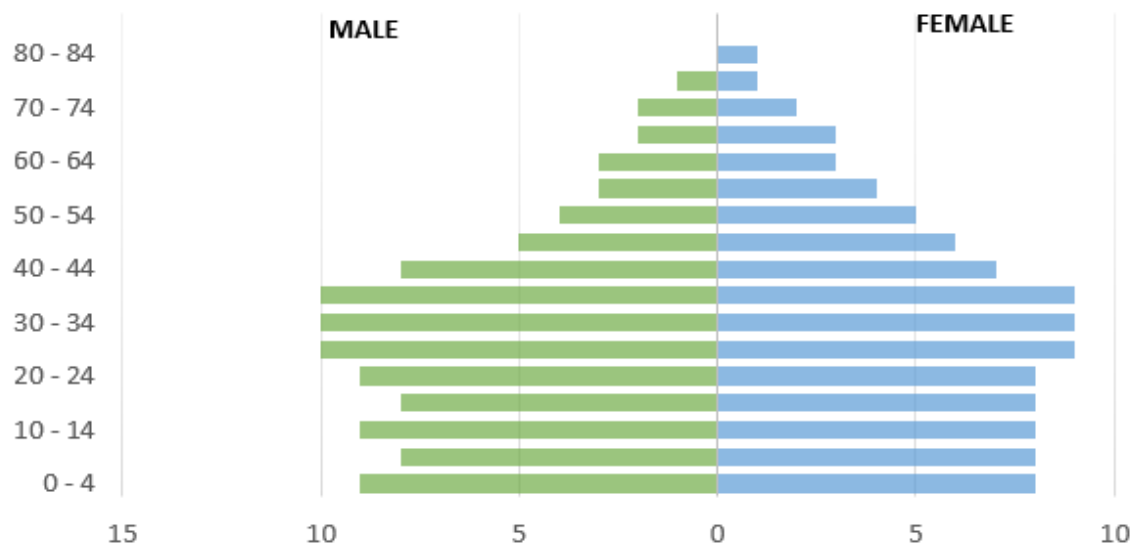


FIGURE 8: PERCENTAGE POPULATION BY BROAD AGE CATEGORIES (2011 AND 2022)

TOTAL POPULATION 2022

TOTAL POPULATION	MALE	FEMALE	SEX RATIO
324 912	48.2%	51.8%	93.1 Males Per 100 Females

FIGURE 9: TOTAL POPULATION 2022**POPULATION PYRAMID 2022****FIGURE 10:KWADUKUZA POPULATION PYRAMID -2022**

SETTLEMENT TYPE



FIGURE 11: SETTLEMENT TYPE

- *Formal Dwelling: Up From 80.9% In 2011*
- *Informal Dwelling: Down from 11.1% in 2011*
- *Tradition Dwelling: Down from 5.3% in 2011*
- *Other: Down from 2.7% in 2011*

DEPENDENCY RATIO & EDUCATION

- Dependency ratio in KwaDukuza LM in 2022 was 51.9 with child dependency standing at 36,6 and the elderly dependency standing at 14.4.
- School attendance of 5–24-year-olds, increased from 55677 in 2011 to 69882 in 2022.
- In 2011, the percentage share of 5–25-year-olds attending school was 1.8% and in 2022 the percentage was 2.3%

HOUSEHOLD SIZE AND SETTLEMENT TYPE

- Total households in 2022: 96 368, up from 70 250 households in 2011
- Average household size: 3.4, up from 3,3 persons in 2011

REGIONAL/LOCAL WATER SCHEME

- About 92.2% Of Households Had Access Piped Water Through A Reginal/ Local Water In 2022.

FLUSH TOILETS & ELECTRICITY FOR COOKING

- About 58% of households had access to flush toilets in 2022
- About 71,3% of households used electricity for cooking in 2022, while 27,3%

IMPLICATIONS FOR LOCAL GOVERNMENT/KDM

KEY FINDINGS

The KwaDukuza Municipality has one of the fastest growing populations in the ILembe District family of Municipalities, it is characterised by a youthful population. The growing population has subsequently increased the demand for housing, social facilities, infrastructure, and economic opportunities to absorb the labour market. As per the STATS SA 2022 Census data it has experienced a growth rate of approximately 3.3% between 2011 and 2022.

- The population has increased by approx. 93 000 (30%), sex ration decreased to 93.5 (no. of females increased in relation to that of males).
- Youth and adults (15 – 34 and 35 – 59) form approx. 70% of the population meaning the bulk of the population are of working age.
- Number of formal dwellings increased by 90%, informal and traditional decreased significantly.
- Number of households accessing water from regional water scheme has significantly increased.
- Number of households with flush toilets has doubled however those with “other” forms of sewer disposal remains high at approx. 39 000 households.
- Number of households Utilising electricity to cook have increased however those utilising gas have multiplied many times over (loadshedding and high prices of electricity). Those using other sources of energy to cook have decreased by 80%.

IMPLICATIONS

The inequality in education and skills levels, increasing younger population impacts in affordability as well as demand for facilities, skills available in the economy amongst other factors.

- High population in KwaDukuza will generate increased demand for housing, facilities, jobs, infrastructure, services, public spaces
- Increasingly urbanised population but tendency for development to occur in more suburban, peripheral and greenfield locations promotes sprawl, inefficient and wasteful resource use,
- Preferences for suburban and rural lifestyles impact on the type and location of housing demand Security issues precipitate an increase in cluster developments
- Ensure that there is adequate provision of rental housing and housing for those not catered for by low-income housing or the estates; design more programmes to empower and support those of working age. Provide free wi-fi at strategic points to enable/support job-hunting and self-employment where people are.
- Municipality and other developers within municipality have made significant strides in housing provision, to be commended.
- Need for water services authorities to further prioritise rolling out bulk sewer disposal in the municipality.
- Introduce further programmes to mitigate effects of high cost of electricity, advocate for use of renewable sources of energy.
- Need to introduce/implement gender equity policies in hiring within the organization and businesses in municipality;

MUNICIPALITYS RESPONSE

As a response the above listed implications, KwaDukuza Municipality will review all strategic plans namely;

- KwaDukuza Municipality IDP;
- KwaDukuza Municipality Spatial Development Framework;
- KwaDukuza Municipality CDB Regeneration Plan;
- KwaDukuza Municipality Local Economic Development;
- all KwaDukuza Municipality Sector Plans, Policies and Strategies

The above will talk directly talk to;

Infrastructure Strain

Putting forward plans to support the fast-growing numbers of people that utilise the existing infrastructure. In order to avoid overwhelming of the physical infrastructure, the following plans in addition to the plans listed above plays a pivotal role in responding to high population and growth rate: the *KwaDukuza CBD Master Plan and Implementation, KwaDukuza Roads and Transportation Master Plans, KwaDukuza Energy Master Plan, KwaDukuza Capital expenditure Framework, KwaDukuza Housing Sector Plans, KwaDukuza Integrated Waste Management Plan, KwaDukuza Disaster Management Plan,*

DIGITAL INFRASTRUCTURE – As mitigation measure, enable their online operations to handle the community's growing population with automation online for various applications, permits, forms and more. KwaDukuza has launched the Senzakalula Initiative. This initiative is to create conditions that are necessary for stabilising the socio-economic situation through the deployment of technology. Senzakalula comprises of the following; *E-applications system for town planning, building control applications, obtaining a rates certificate, applying for electricity connections, obtaining a business licencing permit and informal trading permit.* This technology is to enable the online operations to handle the community's growing population with automation online for various applications, permits, forms and more.

Housing Affordability

The KwaDukuza Municipality has a Housing Sector Plan that aims to guide the Municipality to deliver housing in a planned and coordinated manner. This plan further strengthens the strategic objective of sustainable human settlements. This housing sector plan intends to

- Set housing delivery goals
- Identify suitably land for housing development
- create and maintaining a public environment that is
- conduct to housing development
- Initiate, Planning, co-ordinating, facilitating, promoting and enable appropriate housing development within its area of jurisdiction;

the Municipality as part of its responsibility is implementing projects to cater for the Gap housing projects and has also engaged with private sector in order to address this challenge.

Transit Congestion

The *KwaDukuza Local Integrated Transport Plan 2020 - 2025* sets out the Vision statement, Goals, and the Objectives for transport for the next five years for KwaDukuza.

Considering the vision for transport within the KwaDukuza Municipality, the following goals have been developed to provide a guideline to future transport related development. The following broad goals have been identified as the key goals to be attained:

- Development of a sustainable and cost-efficient transport system that will support economic growth.
- Safe and reliable public transport system to the benefit of all road users.
- Affordable transport system for all road users.
- Improve accessibility of current transport system to allow for future development initiatives; and
- Public transport modal integration.

Economy Inequalities

KwaDukuza Municipality Local Economic Development shares the principles of economy growth, job creation, poverty alleviation, inequality reduction, inclusivity, competitiveness and many more.

KwaDukuza has the following plans in place as a response to economy inequalities:

- **Development of KwaDukuza Local Economic Development Strategy** – the project will be funded by the National COGTA and the budget allocation for next year will be declared as savings and made available to respond to other project.
- **Tourism Event Support** – the municipality has allocated R1 million towards the support of various events that council has identified as signature events through Lekgotla Resolution e.g. Ballito Big Week.
- **Ballito Pro International Event** – the municipality is in the last year of its three-year licensing agreement. The municipality has set aside a budget of **R9,5 million** to support this critical event. Process of getting a title sponsor continues.
- **SMME and Informal Trading Support** –total budget of R4,8million allocated for various interventions and support of small business and aspirant entrepreneurs.

ENVIRONMENTAL IMPACT

Increased population growth often leads to drained natural resources and environmental degradation due to the increased number of people contributing to population. KwaDukuza Municipality has plans in place to protect and preserve existing environmental features of high biodiversity, conservation, and ecological importance. These include areas of ‘irreplaceable’ biodiversity, declared protected areas and conservation areas, and important ecological systems such as estuaries, major rivers, grassland and forest patches.

SOCIAL SERVICES DEMAND

The ILembe District Development Model is joint planning tool at local, district and metropolitan levels by all three spheres of governance. This will result in a single strategically focussed One Plan for each Municipality to implement. The One Plan aims to bring transformational development and fast track service delivery in response to social service demand for KwaDukuza citizens and neighbouring municipalities.

2. HOW WAS KWADUKUZA MUNICIPALITY FINAL IDP (2024/25) 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 2024/25 IDP, PMS and budget process plan which was approved by the council in August 2023 in terms of the section 21(b) and it is laid out as follows;

IDP/BUDGET/OPMS ACTION PLAN

SCHEDULED DATES	IDP	RISK MANAGMENT	PMS	BUDGET
JULY 2023	- Adoption of the draft IDP process plan at the end of July 2023 - Ensuring alignment of the section 57 managers ~~into~~ scorecards with the IDP strategies input into targets and dead-lines on the SDBIP.	Submission of quarter 4 risk management close out reports to the RMC , audit committee, MPAC and executive committee	- Performance agreements submitted to council for noting section 53 (3)(b). - Q4 strategy implementation performance progress report submitted to audit. - Performance agreements submitted to MEC (COGTA) section 53 (3)(b).	- IDP and finance to discuss the 2024/25 budget planning issues. - Prepare budget process plan and timetable for the 2024/25. - Compile section 71 reports and present to the mayor, submit to national treasury and provincial treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end)

AUGUST 2023	- by 1st of august 2023 draft 2024/25 IDPprocess plan to be advertised for public comments - lodge advert to register on IDP forum database. - adoption of 2024/25 final process plan by the31st of august 2023 - receive MEC comments on previous year's IDP as well as the submitted draft process plan from COGTA. - submission of the final adopted IDP, PMS and budget process plan to COGTA.	identify and schedule key risk management activities aligned to the budget process schedule	- start the process of the drafting annualreport 2022/23 - PAC to consider internal audit report withthe Q4 PMS report. - submit APR to auditor general.	- obtain council's approval for 2024/25 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, submit to national treasury and provincial treasury. submit to the communications office for publication on the municipal website within 10 working days after the month end)
SEPTEMBER 2023	- Formalise council's vision, mission, objectives and strategies based on the lekgotla resolutions. - Consultation with and alignment with sector departments. - Create template in relation to the scorecard - Idp chapter on situational analysis review - Feedback to the steering committee regarding MEC'S assessment. - IDP steering committee -reviewing of strategies - Finalization of the ward councillors needs to be submitted as part of budget consideration in terms of the adopted ward based plans. - Revise prioritization in terms of performance. - Finalisation of mayoral Izimbizo schedule/dates.	- Consider various factors, including potential risks and challenges that may hinder progress towards vision and mission. - Monitor implementation of the project prioritization model in line with the actions identified in the strategic risk register.	Draft 2022/23 annual report compiled for gg	- Assess council's 2022/23 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, submit to national treasury and provincial treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end)

OCTOBER 2023	- Integration of information from adopted sector plans into the IDP review. - Feedback from senior managers on priorities - projects – as well as budget inclusions - Regional alignment (district municipality) - IDP representative forum by end of October 2023. - Conducting the 1st round of IDP/Budget Mayoral Izimbizo to report back on the achievements against the captured community needs.	Identifying, assessing and propose strategies to mitigate potential risks associated with each project under consideration/priorities. - strategic risk identification precedes the finalisation of strategic choices. - monitor implementation of the project prioritization model in line with the actions identified in the strategic risk register	- Draft annual report submitted to auditor general. - Q1 2023/2024 strategy implementation performance progress report submitted to audit.	- 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, submit to national treasury and provincial treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end).
NOVEMBER 2023	- November 2023- sector alignment workshop – COGTA - Finalise IDP and budget first round of roadshows status report - Consultation and alignment with sector departments/service providers and local municipalities.	- Alignment between IDP objectives and risk management objectives - Consideration of quarter 1 risk management results by the RMC, audit committee, MPAC and exco	- Pac to consider internal audit report with the q1 PMS report. - Prepare final draft of annual report 2022/23	Compile section 71 reports and present to the mayor, submit to national treasury and provincial treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end)

DECEMBER 2023	▪ IDP best practice conference with COGTA. ▪ ILembe district municipality planner's forum- first Thursday of December 2023. ▪ Alignment of capital estimates to the IDP. ▪ Finalization of the roadshows report and minutes and amendment of WBP.	▪ Compilation of draft strategic risk register for 24/25	▪ Printers proof of annual report for ag ▪ Annual performance assessments for 2022/23	▪ Compile section 71 reports and present to mayor.
JANUARY 2024	▪ Steering committee in the month of January 2024 ▪ Send reminders 23-27 January 2024 requesting projects (with proposed budgets) ▪ IDP review integration phase ▪ Projects template request to be sent to all business units by the end of January 2024.	▪ Alignment of changes on the IDP review to the strategic risk register.	▪ Mayor tables annual report MFMA 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) ▪ Tabling of midterm/q2 report to council by the 25th of January. ▪ Q2 2022/2023 strategy implementation performance	▪ Submit the mid-year budget and performance assessment report to council. Submit to national treasury and provincial treasury electronically the mid-year budget and performance assessment (section 35). ▪ Compile section 71 reports and present to mayor. ▪ Commence consultation on the adjustment budget.

			progress report submitted to audit.	
FEBRUARY 2024	- Consolidation of information and finalization of MEC assessment issues for the Draft IDP. - Meeting with COGTA on the IDP submission and assessment expectations - Draft IDP & Budget – prioritization and budget allocation - Conclusion of sector plans initiated and integration into the IDP review report. - Finalise outstanding MEC assessment issues	- Assessing potential risks and their potential impact, prioritize projects that aligned with vision and mission while also accounting for potential disruptions, - Consideration of quarter 2 risk management results by the RMC, audit committee, MPAC and exco.	14 - day public viewing of annual report - Oversight process for the annual report and public participation. - Submit annual report to ag, provincial & DTLGA (MFMA sect 127). - Midyear review of section 56 and 57 employees. - Pac to consider internal audit report with the q2 PMS report. - Sect 56/57 managers' quarterly assessments (for second quarter) - Annual performance assessments for bonus - 2022/23	- 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 national treasury and implementation of any recommendations. - Compile section 71 reports and present to mayor.

MARCH 2024	▪ IDP representative forum on/by the 15th of March 2024 ▪ 28 March 2024 adoption of draft IDP 2024/25 financial year. ▪ Submit 2024/25 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 being approved by council. ▪ Finalisation of mayoral Izimbizo schedule/dates.	▪ Identifying potential risks and uncertainties that could hinder the successful implementation of the SDBIP. (during annual departmental planning and budgeting processes) ▪ Assessing of draft budget allocation in line with priorities and key risks identified.	▪ Council to consider and adopt an oversight report with the annual report [due by 31 March 2023 MFMA sec 129 (1)] ▪ Set draft performance objectives for revenue for each budget vote (MFMA sect 17) ▪ Submit 2024/25 draft organisational scorecard as an attachment to the draft budget. ▪ Adjustment of the organizational scorecard targets tabled to council after adjustment budget.	▪ Submit 2024/25 draft multi-year budget and IDP submitted to BSC and council for consideration. ▪ Submit 2023/24 draft multi-year budget electronically to national and provincial governments, including national treasury within 10 working days after being approved by council. ▪ 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 2024	▪ Notice to publicize the draft IDP (21 days) ▪ Incorporate comments – adjust the IDP & Budget where necessary. ▪ IDP representative forum by end of April 2024. ▪ Conducting the 2nd round of IDP/Budget mayoral Izimbizo to report back on the achievements against the captured community needs. ▪ Report back on the results of assessment feedback	▪ Review of risk registers operational, ICT and fraud risk registers. ▪ 2nd consideration of quarter 3 risk management results by the RMC, audit committee, MPAC and exco	▪ Publicise oversight report [within 7 days of council approval MFMA sec 129 (3)] ▪ Submit annual report to provincial legislature/MEC local government (within 7 days of council approval. MFMA sec 132 (2)) ▪ Q3 2024/2025 strategy implementation performance progress report submitted to audit. ▪ Drafting of coming year organisational and departmental scorecards.	▪ 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. ▪ Complete third quarter section 52 financial performance evaluation report. ▪
MAY 2024	▪ Adjustment and finalization of the draft IDP from the 1st – 15th May 2024 ▪ Adoption of the final 2024/25 IDP by council on/by the 31st of May 2024.	▪ Finalise all risk assessment: strategic, operational (including ICT), fraud and occupational & safety. ▪ Assessing of budget allocation in line with priorities and key risks identified. ▪ Submission of risk	▪ Review annual organizational performance targets (MPPR reg) ▪ Drafting of coming year organisational and departmental scorecards.	▪ Compile section 71 reports and present to mayor. ▪ Final alignment sessions between IDP, PMS and Budget. ▪ Presentation of final budget for Adoption to council.

		registers to RMC for approval recommendation to council. Strategic, operational (including ICT), fraud, occupational and safety)		
JUNE 2024	▪ Submit the 2024/25 IDP to MEC on or before 10 days after adoption. ▪ Prepare draft IDP process plan for the 25/26 financial year. ▪ Publish council's adopted final IDP 2024/25 on the municipal website and local newspapers.	▪ Submission of risk registers to council for approval (strategic, operational (including ICT), fraud and occupational & safety registers.	▪ Submission of draft SDBIP to the mayor within 14 days of approval of the budget ▪ Submit draft performance agreements of section 56/57 employees to mayor within 14 days of the approval of the budget. ▪ Approval of the final top layer of the SDBIP within 28 days after approval of the budget ▪ Make public the performance agreements of the section 56/57 employees 14 days after the approval of the top layer of the SDBIP.	▪ compile section 71 reports and present to mayor. ▪ Approved 2024/25 multi-year budget electronically 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. ▪ Publish council's budget on the website and local newspapers.

			▪ Make public the top layer of the SDBIP within 10 working days after being approved by council. ▪ The top layer of the service delivery and budget implementation plan to be forwarded to national treasury within 10 working days after being approved by ▪ Council	

TABLE 5:IDP/BUDGET/OPMS ACTION PLAN

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 coordinating 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. The good governance committee officially serves as the integrated development planning steering committee (IDPSC) of the KwaDukuza Local Municipality as it not only serves as a platform to table IDP elements but also other KPA good governance items which fall under the office of the municipal manager.

- Municipal Manager
- Executive Directors and COO
- Directors

This then means it should be noted that on a monthly basis MANCO meeting 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 MEETINGS:

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 impacting on the overall development of KwaDukuza local area. Out of the 14 invited sector departments not all do come through for the session, but it must be noted that future IDPRF to take place from 2024/25 Financial year onwards will motivate all the sector department which did not make it to May 2024 held session will be represented.

Ward committees and ward councilors are formalize 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.

Through the office of the speaker ward committee sittings are encouraged whereby service delivery issues touching the ward committees and ward councilors are discussed and these meetings are also used as platform of the IDP review process. It must be noted that in terms of the IDPRF (as part of reviewing the IDP) brought down to only consist of only ward councillors, ward committee secretaries, approximately other 3 members of Wards committees per Ward registered stakeholders, sector departments and municipal officials. The ward committee meetings as well as IDPRF has taken place thus far as follows;

TABLE 6: WARD COMMITTEE BI-MONTHLY MEETINGS AND IDPRF SITTINGS

DATE	TYPE OF MEETING	VENUE	TIME
04 JUL 2024	WARD COMMITTEE BI-MONTHLY MEETING	KWADUKUZA TOWN HALL	09:00
31 OCT 2024	Ward Committee/IDP Representative Forum (IDPRF)	KWADUKUZA TOWN HALL	09:00
09 MAY 2024	Ward Committee/IDP Representative Forum (IDPRF)	KWADUKUZA TOWN HALL	09:00

IDPRF INVITED PARTICIPANTS;

IDPRF sessions are inclusive of internal KDM Business Units, Ward Committee members from all 30 wards of KwaDukuza Municipality, Special Groups (Interested and Affected Parties) and Sector Departments. The below table indicates the participants who were invited to in the fro the session in November 2023 and latest IDPRF sessions held on the 09th May 2024;

SECTOR DEPARTMENT INVITED (11/23)	REPRESENTED AT THE MEETING	SECTOR DEPARTMENT INVITED (09/05/24)
SAPS - KwaDukuza	NO REPRESENTATION	SAPS - KwaDukuza
iLembe DM	Elias Bhengu, S. Mahlangu and S. Mbola	iLembe DM
COGTA	NO REPRESENTATION	COGTA
Dept. of Health	REPRESENTED	Dept. of Health
Dept of Home Affairs	NO REPRESENTATION	Dept of Home Affairs

Dept of Education	NO REPRESENTATION	Dept of Education
Dept of Environment Affairs	Samukelisiwe Funeka	Dept of Environment Affairs
Dept of Public Works	NO REPRESENTATION	Dept of Public Works
Dept. Sports and Recreational	NO REPRESENTATION	Dept. Sports and Recreational
Dept of Human Settlement	REPRESENTED	Dept of Human Settlement
Dept of Transport	NO REPRESENTATION	Dept of Transport
Dept of Sports & Recreation	NO REPRESENTATION	Dept of Sports & Recreation
Dept of Water Affairs	NO REPRESENTATION	Dept of Water Affairs
Siza Water	Kobus Fourie	Siza Water
STATSSA	Mahlape/ Ingrid/ Nthabiseng	STATSSA

TABLE7: INVITED SECTOR DEPARTMENTS

The list below is of the sector departments who were in attendance that were in attendance at the held last IDPRF of the 09/05/24:

- iLembe District Municipality /Siza Water
- EDTEA - Environment

PLEASE SEE ANNEXURE 1: IDPRF ATTENDANCE REGISTER

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 8:ADVERTISING USED IN PUBLISHING IDP/PMS AND BUDGET ACTIVITIES

HEADING	DATE	ADVERTISING PLATFORM
Adoption of the final 2023/24 Integrated Development Plan	May-23	Municipal website, social media platforms and local newspaper
KwaDukuza draft IDP, PMS and Budget Process Plan 2024/25	July-23	Municipal website, social media platforms and local newspaper
Final IDP, PMS & Budget Process Plan 2024/25	August-23	Municipal website, social media platforms and local newspaper
Adoption of the Draft 2024/25 Integrated Development Plan and comments	March-24	Municipal website, social media platforms and local newspaper

Mayoral Izimbizo/Roadshow for the presentation of the Draft Budget and IDP for the 2024/25 Financial Year.	Apr-24	Municipal website, social media platforms and local newspaper
Adoption of the finale 2024/25 Integrated Development Plan	May 24	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

DOCUMENTS UPLOADED ON MUNICIPAL WEBSITE

- Draft and Final Annual Reports 2022/23 Financial Year
- Final and Draft IDP/PMS/Budget Process Plan 2024/25 Financial Year
- Draft and Final IDPs for 2023/24
- PMS Framework, Organisational Scorecard, and the Final top-layer of the SDBIP 2023/24 Financial Year
- Draft and Final IDP 2024/25

– 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 9: MAYORAL IZIMBIZO SESSIONS

MEETING	DATE	TIME	VENUE
North and South Ratepayers	16 April 2024 (Tuesday)	10h00	Ballito library
Business Chamber	16 April 2024 (Tuesday)	15h00	iLembe Chamber of Commerce (Ballito Office)
Amakhosi Traditional Authorities	24 April 2024 (Wednesday)	10h00	KwaDukuza Council Chamber
Ward Committees/IDPRF	09 May 2024 (Thursday)	10H00	KwaDukuza Town Hall

CUSTOMER SATISFACTION SURVEY

KwaDukuza Municipality developed a customer satisfaction survey questionnaire to facilitate a survey in all 30 wards by assessing the municipality's performance in relation to the services that it delivers to its communities. Likewise, it is meant to enhance the relationships between the municipality and external customers. This is also a way to get to know the needs of the communities and external stakeholders better once the survey has been conducted a consolidated report will be facilitated and will be submitted for council noting accordingly.

The process officially started on the 08th of May 2023 with setting the temporary employed graduates and matriculates hitting the ground with the collection of information which was completed on the 19th of May 2023. The survey was done online and physically.

3. COMMENTS FOR 2023/2024 IDP:

KwaDukuza municipality acknowledges the comments that the MEC for KZN COGTA made pertaining to the 2023/24 IDP review. The comments play a pivotal role in enriching the process towards the compilation and content of this 2024/25 IDP. The following points were highlighted by the MEC for KZN COGTA that the KwaDukuza municipality as fundamental points needing to be reviewed;

TABLE 10 MEC COMMENTS ON THE 2023/2024 IDP

KEY PERFORMANCE AREA	IDP IMPROVEMENT ELEMENTS NEEDED TOWARDS 24/25 DRAFT & FINAL IDP	RESPONSIBLE BUSINESS UNIT
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	- Finalization and adoption of the organogram. - Review, finalization and adoption of the Human Resources Strategy. % of employees living with disabilities.	CORPORATE SERVICES
LOCAL ECONOMIC DEVELOPMENT	- Drafting, finalization and adoption of a LED Strategy and/Plans around this process. - Showcasing annual LED projects and programs planned this for the rest of 23/24 & 24/25 FY.	ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTLEMENTS

	Finalization and adoption date of the Human Settlement Plan and copy needed.	ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTLEMENTS
SERVICES DELIVERY	Integrated Waste Management Plan implementation processes needed.	MUNICIPAL SERVICES
FINANCIAL VIABILITY AND MANAGEMENT	- The need to mention and include the information on the Municipal Investments and Grants. - Investment Register Analysis of the past 3 previous years.	FINANCE
	- SCM plan Procurement Plan Analysis needed for the 2023/24 FY. - Revenue raising strategies the municipality has in place. - Billed, collected revenue as well collection of aged debtors needs to be covered need to be covered on the next review.	
GOOD GOVERNANCE	Minutes from all engagements done with amakhosi nezinduna need to form part of the document.	OMM
CROSS CUTTING ISSUES	- Spatial development plan linked to what is on SDF needs to be included. - During compilation of SDF proof of public participation, date of council adoption as well as that of gazetting is required.	ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTLEMENTS
	Alien invasive control plan is required as an attached plan of the IDP and/or plans around its compilation are needed to form part of IDP.	

	Disaster management plan is required to be attached as part of the IDP. Alignment with our SDF, national guidelines as well fire management function must be covered.	MUNICIPAL SAFETY

CONCLUDING REMARKS:

- The MEC comments overall commended the Municipality on the Municipal Transformation and Institutional Development, Good Governance and Basic Services Delivery KPAs. Apart from the fact that the SDBIP/OPMS is not fully aligned with the Back-to-basics program as well as the overall linkage to National and provincial programmes and priorities.

4. 2022/23 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 2022/23 financial year. The comments were indeed pivotal and served to enrich the process towards the compilation and content of this IDP. The AG action plan has thus have been developed with a view to address all the issues that were raised in the audit outcomes report. **THE KDM AUDITOR-GENERAL'S 2022/23 ACTION PLAN IS ANNEXED HERETO FOR EASE OF REFERENCE AS AN ANNEXURE 2** as it reflects that the municipality received an unqualified with emphasis of matter and other findings;

5. MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS**TABLE 11: MUNICIPAL CHALLENGES 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 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 streetlights 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 WITHIN 5 YEARS TERM OF OFFICE

TABLE 12: 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 were 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 and then adopt or develop new programmes and projects. It must be noted that both the portfolio based strategic planning sessions and council Lekgotla session which followed were used to influence the Five-year IDP 22/26 and the 22/26 Budget for the term of Office.

KDM 2022/26 Lekgotla was 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.

REFRESH – The terms refresh of for Council to refresh its focus on all aspects of service delivery.

RENEW - The Council to review and renew its values through implementation of various policies core to its functions in order to meet to the changing environment and landscape of local government operations.

REFOCUS – the KwaDukuza Municipal to refocus and implement an all-encompassing vision in order to meet various trends which require administrative input to achieve value added service delivery mechanisms

The following were being identified as the key issues for discussions:

- 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 strategies 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 via the following set of segments:

- **Segment 1:** Portfolio Committee/Business Unit Mini Lekgotla which started on the 24th of February to 07th of March 2022.

TABLE 13:MINI LEKGOTLA SCHEDULE OF DATES

PORTFOLIO	FOCUS GROUP/KPA	DATES	PARTICIPANTS
Office of the Municipal Manager	Good Governance and Compliance.	22-23 Feb 2022	EXCO, MPAC, Executive Directors and all officials dealing with compliance
Finance and Corporate Services	Finance Viability and Municipal Transformation	08 – 09 Mar 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 Feb 2022 To 01 Mar 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 Mar 2022	EDP Portfolio Councillors, TROIKA, Executive Directors, and all relevant officials.
Municipal Services	Municipal Safety and Municipal Services and Public amenities	04- 07 Mar 2022	EDP Portfolio Councillors, TROIKA, Executive Directors, and all relevant officials.

- **Segment 2:** Council Lekgotla which was scheduled for the 11th to 12 of March 2022 and ended up taking place from the 2nd To the 3rd of June 2022.
- **Segment 3:** a third session was held from the 19th – 20th of October 2022 which formed a culmination of the Mini Lekgotla which were held at the first quarter of year 2022. The objective of this session was to align the previsioned focus areas that will ensure that Council enhances service delivery in an equitable manner through discharging of the various Council roles and responsibilities in line with its powers and functions.
- **Segment 4:** The Draft Lekgotla resolutions were formulated as part of Special Council agenda of the 16th of February 2023 for adoption but unfortunately this ended not taking place. The Municipal remains with Draft Lekgotla resolutions which haven't been adopted by Council which are part of the FINAL 2024/25 IDP annexures

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. 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 Of 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

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 a sustainable manner.

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, COGTA and the Development Bank of South Africa (DBSA). KwaDukuza Municipality's involvement in the localization of the Sustainable Development Goals process as initiated by the Department of the Cooperative Governance and Traditional Affairs (COGTA) as part of IUDF – Intermediate Cities Support programme. An inception meeting took place mid-2022 and the most important step which followed was of June 2022 whereby a two-day workshop was held with different internal business units as part of localising the Sustainable Development Goals as part of information sharing and understanding better what alignment procedures are needed for the Municipality to align their development plans with SDG below.



FIGURE 12:SUSTAINABLE DEVELOPMENT GOALS

KwaDukuza Local Municipality and a number of other municipalities who are referred as Intermediary /Secondary Cities from other provinces have been chosen to be part of project set to localise the Sustainable Development Goals for Municipalities. The other cities or municipalities that are part of this pilot project include, Mogale City, Mbombela, Merafong, Sol Plaatjie, and Steve Tshwete Municipality. KwaDukuza Municipality has been an active member and beneficiary of the Intermediary Cities Network, which is part of the implementation of the Integrated Urban Development Framework (IUDF).

The SDG Localisation Project it is meant to enable the municipalities to measure the SDG impact at Municipal local level. This will assist in municipalities being able measure all developmental projects, programs, strategies and plans against the 17 SDGs which in turn will impact South Africa as a whole being better enabled to report on them. The SDG Localisation Project will also enable and recognise all local efforts made to global goals and contribute to international SDGs.

The SDGs Localization Project is aimed at ensuring that our Integrated Development Plan (IDP), Spatial Development Framework Plan, and all other plans consider the SDGs, as the development imperative, policy requirements, and commitment to sustainable development by KwaDukuza Municipality. Every municipal development plan must indicate how it is going to contribute towards achieving SDGs, which assists the country to achieve its international commitment. It must be noted that our IDP does mention SDGs, but it does not attempt to localise them, hence this intervention from COGTA. It is envisaged that the localization process will make it practical and easy for all our stakeholders to work with the SDGs.

This pilot project is critical in that all our stakeholders internalise and localise the SDGs as the key policy imperative of the country, and the municipality. SDGs must be taken as a key guiding principle of any service delivery and development projects implemented by all spheres of government, private sector, and civil society within our area. Below is the outline of the status quo of the project, its envisaged benefits, and other key issues to be considered, to ensure that SDGs are institutionalised, and mainstreamed by all business units within the municipality.

INITIATION PHASE OF SDGs LOCALIZATION

As part of the initiation phase, there has been an introductory and induction session of the technical champions and the service providers about the project and general understanding of the SDGs. This process led to an agreement of the first technical workshop, where all business units were invited to participate. KwaDukuza Local Municipality has already facilitated an important step whereby a two-day interactive workshop was held with different internal business units as part of localising the Sustainable Development Goals. The workshop was held on the 27th and 28th of June 2022. The workshop was attended by National COGTA and facilitated by their service provider and was successful in unpacking service delivery development issues across all business units towards localising the Sustainable Development Goals for KwaDukuza Local Municipality. Further work in localizing the SDG will be reported through to COGTA and EXCO accordingly.

It must be noted that the following were the outcome of the Initiation Workshop held in the month of June 2022.

1. KwaDukuza Municipality officials representing various BUs attended the session of introducing the localisation of Sustainable Development Goals, as the key policy imperative which KDM is expected to align and contribute towards meeting country obligations. Mostly officials attended were on managerial level.
2. It was noted that the Sustainable Development Goals (SDGs), affects every sector of our society and the municipality as the arm of government must use its planning authority to ensure that all development projects and service delivery within its area of jurisdiction are geared toward achieving the SDGs.
3. That SDGs awareness is lacking amongst municipalities hence few municipalities are actively working towards achieving set targets by 2030.
4. That our development plans which has been developed and approved since the adoption of SDGs, as the replacement of Millennium Development Goals (MDGs) in 2015, failed to take into account the importance of these goals.
5. KwaDukuza Municipality has in the minimal scale included SDGs in the IDP and other environmental/climate plans.

6. Most of our development projects, services and even operational functions already geared towards achieving these goals, but unfortunately, they are not mentioned as part of the municipality contribution to SDGs.
7. There is a need to make it mandatory that all new municipality development plans, policies and projects should be aligned with achieving these SDGs. This will ensure mainstreaming and institutionalisation of the SDGs.
8. That SDGs must be made part of the development and public participation engagement, in order to ensure that the municipality achieve its strategic objective of mainstreaming SDGs in our day-to-day operations. This also will ensure that various sectors of the society play their part in contributing towards the achievement of SDGs.
9. The attendees of this workshop were able to interact and begin to work on aligning what their business units does every day with the SDGs. There is a need to keep momentum of this team by ensuring that the localisation continues until SDGs forms part of the municipality plans, service delivery and project implementation. Hence, the proposal that the attendees must form part of the proposed KDM SDGs Technical Team.
10. It was also agreed that both the Office of the MM, Office of the Mayor together with EDP should play a leading role as the champions of the localisation of the SDGs in KwaDukuza.

IMPORTANCE, RELEVANCE AND BENEFITS OF SDGs TO KWADUKUZA MUNICIPALITY

- The Sustainable Development Goals (SDGs) are relevant and applicable to government, private sector, community and civil society organisation.
- All countries in the world (193 countries) have adopted the SDGs as part of their contribution on the sustainable development agenda, which is most critical in protecting the current environment for future generations.
- It is important that all policy and plans of KwaDukuza Municipality addresses a big question, on how it is contributing towards the achievement of agenda 2030, known as SDGs.
- National COGTA, has decided to take a measured approach by piloting the localisation of the SDGs with few municipalities, who are secondary cities. Already, metropolitan municipalities and secondary city like UMhlatuze has been implementing this in the last three years. There are already emerging lessons from the localisation of the SDGs in these municipalities.
- The mainstreaming and inclusion of SDGs in all our plans, will ensure that the municipality is able to refocus and ensure all service delivery interventions and projects contribute to the sustainable development of the area.
- The inclusion of SDGs will further ensure that the municipality is able to tap into number of funding instruments both national and international, which are prioritising projects that are aligned to Sustainable Development Goals.
- Our Integrated Development Plan (IDP) will be further enhanced to ensure that it is aligned to the SDGs and also direct all stakeholders to contribute to achieving these goals.
- If all Business Units that have plans to be reviewed or developed in this current term add alignment with SDGs, it will ensure that all business units own the process, and they are able to ensure that all projects are sustainable.
- The municipality will further use the SDGs to enhance that all businesses operating within our area makes sustainable development part of their bottom line.

- The implementation of the SDGs will further enhance the stature of the municipality as one of the leading cities in protecting environment and also implementing measures that try to minimise the impact of climate change.

MAINSTREAMING OF SDGs

- That the Municipality Political leadership (EXCO), and MANCO members signed the pledge of Localizing SDGs in KwaDukuza.
- That the signed pledge by the leadership be placed in all buildings, on our website, and any other communication platform, as part of the efforts to popularise the SDGs aligned interventions by the municipality.
- That all municipal development plans, strategies, and policies which are due for review or development must clearly indicate how they are responding and facilitating the achievement of SDGs within our context.
- That as part of the IDP review, localization of the SDGs must be phased in.
- That a proper internal and external communication of SDGs be done to ensure awareness and importance of fulfilling these goals by KDM.

KEY STEPS FOR THE LOCALIZATION OF THE PROJECT AS AGREED WITH COGTA.

1. That a follow-up workshop for the finalization of the SDGs localization needs to take place.
2. Signing of the pledge for localizing SDGs by key municipal decision makers.
3. Prioritise IDP review processes, as the first step towards mainstreaming and localizing SDGs in municipal planning.
4. Ensure that all municipal plans and policies are aligned to achieve goals of the SDGs.
5. That KDM Council support the proposed governance structure of the localization of the programme.

KWADUKUZA LM'S CONTRIBUTION IN MEETING THE SDGs

TABLE 14: KDM'S CONTRIBUTION IN MEETINGS ON THE SDGs

ACTION	GOAL
Indigent Support - Indigent customers qualify for 100kWh of free basic electricity (as at the 01st July 2023). - Child headed households qualify for 250kWh of free basic electricity (100kWh plus extra 150kWh). - Total beneficiaries for both electricity and waste collection is 10028 (2023/24FY). - No. of households currently supported by KDM – • 10 306 for free basic electricity • 13 456 for free refuse removal	Goal 1- End poverty in all its forms everywhere

	Goal 2- <i>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</i>
- Madam Mayor's program: Disability Support';	Goal4 - <i>Ensure healthy lives and promote well-being for all at all ages</i>
- Adhereto 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 - Madam Mayor's program: 16 days of activism -	Goal 5- <i>Gender Equality</i>
- 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. - Bursaries Awarded To Internal Staff The aim of the KDM Staff Bursary Policy is to assist staff members to obtain academic qualifications that are relevant to the objectives of the municipality to improve their	Goal 8- <i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i>

level of contribution towards service delivery. - Work Integrated Learning / Inservice Training / Internships a number of learners and graduates are placed on work integrated learning and internship programmes for different business units	
- Ease of Doing Business Systems and Tools Project involves the digitization of applications for building plans, town planning, outdoor advertisement, electricity connections, informal trading, and business license. - The SCADA System aims to connect KDM's main sub-stations and lines with its control room. This will enable remote monitoring of the electricity grid to help reduce the impact of load <i>shedding</i> and	Goal 9- <i>build resilient infrastructure, promote sustainable industrialization and foster innovation.</i>
- Peer Learning Exchange Participated in the Germany-South African Peer Learning Network Programme for Integrated and Safer neighborhoods.	Goal 10- <i>Reduce inequality within and among countries</i>
- 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	Goal 11- <i>Make cities and human settlements inclusive, safe, resilient, and sustainable</i>
- Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; - Provide on-going community awareness programmes on climate	Goal 13 - <i>Take urgent action to combat climate change and its impacts</i>
	Goal 14 - <i>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</i>

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 c	Goal 15- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Peer Learning Exchange Participated in the Germany-South African Peer Learning Network Programme for Integrated and Safer neighborhoods.	Goal 17 - Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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 28th Session of the Conference of Parties to the United Nations Framework Convention on Climate Change (COP28) came to an end on 13th December 2023.

Parties made a ruling on the Global Stock Take acknowledging the necessity of significant, quick, and continuous decreases in Greenhouse Gas emissions in accordance with 1.5°C trajectories. It urges parties to aim for ambitious emission reduction targets in all sectors and categories in their next nationally determined contributions, aligned with keeping global warming below 1.5°C.

In addition, the decision also urges parties to participate in global efforts in a way determined by each country.:

- Increasing global renewable energy capacity threefold and doubling the annual rate of energy efficiency improvements worldwide by 2030.
- increasing endeavors to transition away from unmitigated coal power.

- increasing worldwide initiatives to move towards energy systems with net zero emissions, utilizing zero- and low-carbon fuels well before or by approximately the middle of this century;
- Shifting from fossil fuels to renewable energy sources in a fair, organized, and fair way, speeding up efforts in this important decade to reach carbon neutrality by 2050 as advised by scientific research.
- advancing technologies that produce zero and low emissions, like renewables, nuclear power, carbon capture and storage, and low-carbon hydrogen production, especially in industries that are difficult to decarbonize.
- speeding up and significantly decreasing non-carbon-dioxide emissions worldwide, specifically methane emissions, by 2030;
- speeding up the decrease of emissions from transportation on various routes by improving infrastructure and quickly introducing vehicles with low or zero emissions.
- Gradually eliminating ineffective fossil fuel subsidies that do not address energy poverty or ensure smooth transitions, as quickly as feasible.

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 15: 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.	<u>An efficient, competitive and responsive economic infrastructure network.</u>	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.	<u>Vibrant, equitable and sustainable rural communities with food security for all.</u>	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.
8.	<u>Sustainable human settlements and improved quality of household life.</u>	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.	<u>Environmental assets and natural resources, those are well protected and continually enhanced.</u>	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.	<u>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</u>	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 (KPA's) 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 issued the 2019-2024 MTSF 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 16: 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. IMPLEMENTATION PHASE

A) **Critical steps to be taken in 2013** to unlock implementation. The following actions will be undertaken during 2013:

- Implement programmes that do not require additional resources and long lead times
- Identify critical first steps to unlock implementation
- Preparation of the 2014-19 MTSF as the first five-year building block of the NDP
- Focus on areas where implementation of existing policies needs to improve
- Focused dialogues to overcome obstacles to implementation.

B) **2014-2019 planning cycle.** The 2014-2019 planning cycle should be viewed as the first in a series of five-year planning cycles that will advance the goals of the NDP. The equivalent planning cycle at local government level will be equally important.

C) **2019-2024 and 2024-2029 planning cycles.** This phase of the NDP will be used to initiate the remaining activities. It will build on previous cycles and be informed by the review of performance.

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;

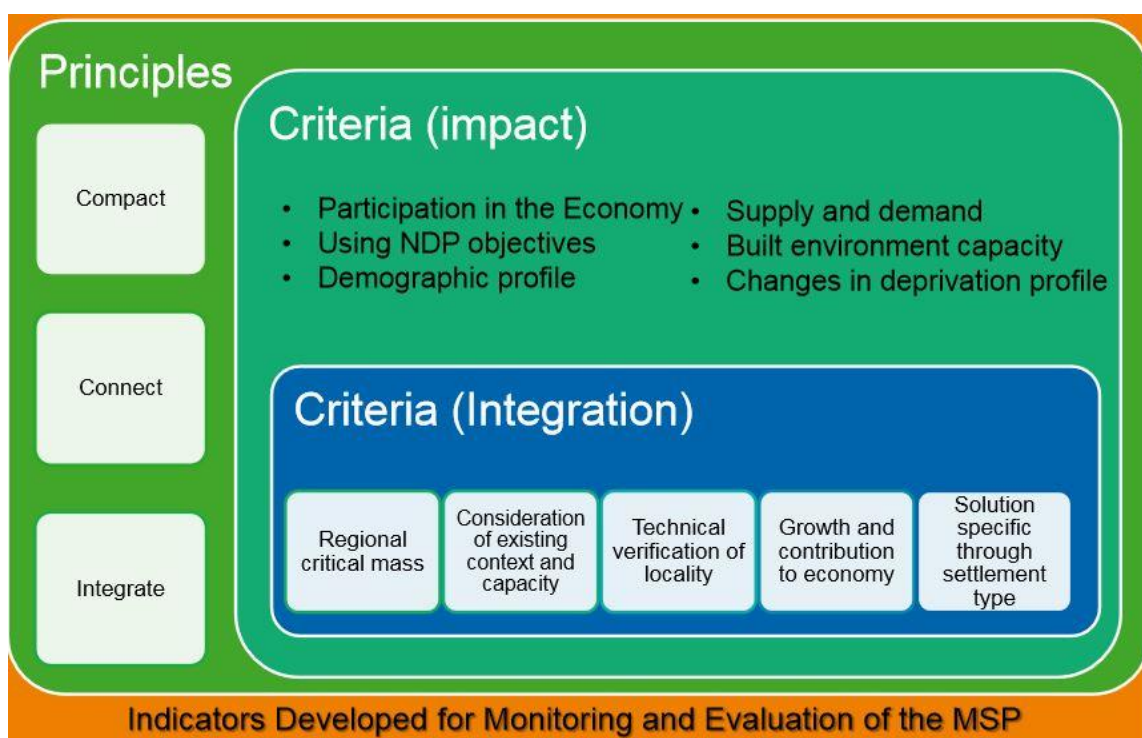
TABLE 17: PRINCIPLE AND CRITERIA FOR PRIORITIZATION OF HUMAN SETTLEMENTS

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 13:INDICATORS DEVELOPED FOR MONITORING AND EVALUATION OF THE MSP



4.4. 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.

4.5. 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.

4.6. THE STATE OF THE NATION ADDRESS 2024

President Cyril Ramaphosa presented the State of the Nation Address (SONA) on the 08th February 2024.

The following are the SONA Priorities

- ***Growing the economy and Jobs***

- A national state of disaster is in effect to respond to the energy crisis.
- The new Minister of Electricity in the Presidency, Dr Kgosisentsho Ramokgopa, will work with the Eskom board and management towards ending load shedding.
- Amendments to the Electricity Regulation Bill, allowing private developers to generate electricity, have been submitted to Parliament.
- The Industrial Development Corporation will invest close to R9 billion in women-led businesses.
- Amendments to the Businesses Act will be finalised to drive regulatory reforms that enable growth in the small business and informal sector.
- The Small Enterprise Finance Agency aims to provide R1.4 billion in financing to over 90 000 entrepreneurs.
- A partnership with the SA SME Fund will establish a R10 billion fund to support the growth of small- to medium-sized businesses.
- The fifth South Africa Investment Conference was held on 13 April 2023.
- The completion of the spectrum auction has unlocked new investment and contributed R14 billion to the fiscus.
- PRASA has now reopened 13 commuter rail lines.
- Private-public partnerships will be finalised at the ports of Durban and Ngqura this year.
- Regulatory processes are being streamlined so that the cannabis and hemp industry can grow.
- Progress to increase worker ownership in the economy has resulted in over 400 000 workers holding shares in the firms they work for.
- The National Skills Fund will provide R800 million for skills training in the digital and technology sector.
- A new cohort of 150 000 school assistants started work at more than 22 000 schools since January.
- Over 45 000 young people have been placed in the current phase of the National Youth Service.

- ***Building Better Lives***

- National Treasury has allocated R36bn to fund the R350 social relief of distress (SRD) until 31 March 2024.
- We are working to develop a longer-term alternative to replace the SRD Grant.
- Efforts to develop South Africa's ability to manufacture vaccines are continuing.
- We are working with other African countries and international partners to strengthen the continent's capacity to respond to pandemics.
- Progress is being made in preparing for the introduction of the National Health Insurance.
- 97% of higher learning education sites are zero-rated, enabling free electronic access to lectures and resources.

- We have prioritised infrastructure projects to support better livelihoods, especially in roads and water management.
- ***Fighting Corruption***
 - Over 1,300 corruption convictions in four years, including 500 government officials.
 - R14.18 billion assets frozen in corruption and state capture cases.
 - 34 cases enrolled involving over 200 accused persons, including former Ministers and some of the largest corporate companies in the country, such as, McKinsey and ABB.
 - The NPA has finalised a comprehensive settlement agreement with company ABB to pay over a further R2.5bn in 'punitive reparations to South Africa' for its part in State Capture. This adds to the R6 billion ABB already paid to Eskom in 2020.
 - NPA Amendment Bill (tabled in parliament in August 2023) to establish Investigating Directorate On Corruption as a permanent prosecution-led investigating unit to fight corruption, employing its own investigators with the legal powers to arrest, seize documents and provide evidence in court.
- ***Making Communities Safer***
 - National Treasury has allocated R14bn over the next 3 years to fight crime and corruption.
 - An additional 12 000 new police personnel have been recruited to ensure the SAPS has the capacity it needs, and a further 10 000 will be recruited and trained this year.
 - Specialised multi-disciplinary units have been established to address economic sabotage, extortion at construction sites and vandalism of infrastructure.
 - Multi-disciplinary economic infrastructure task teams are now operational in 20 identified hotspots.
 - Community policing forums will be re-established to improve relations and coordination between local police and residents.
 - The National Strategic Plan on Gender-Based Violence and Femicide is being implemented.
 - Our security services are developing implementation plans to address the range of recommendations made by the expert panel into the July unrest.
- ***Making Government work***
 - The Presidential SOE Council will establish a state-owned holding company as part of a centralised shareholder model.
 - We will finalise the SOE Shareholder Management Bill to ensure effective oversight of SOEs.
 - A framework for the professionalisation of the public service will soon be finalised, including measures for the recruitment of public servants and continuous professional development.
 - We will introduce integrity assessments and entry exams for recruitment to the public service.
 - The implementation of the District Development Model to coordinate the work of all spheres of government is continuing.
 - Lifestyle audits are being implemented across the public service.

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

TABLE 18: 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 2024 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 2024

On 24th of February 2024, the Premier of KwaZulu-Natal, Ms. Nomusa Dube*Ncube delivered the State of the Province Address (SOPA).

8 KZN GOVERNMENT PRIORITIES:

- Basic Services;
- Job Creation
- Growing Economy;
- Growing SMME and Cooperative
- Education and Skills Development.
- Human settlement and sustainable livelihoods
- Build a peaceful Province.
- Build a caring and incorruptible government

FIVE KEY TAKEAWAYS FROM KWAZULU-NATAL'S SOPA

1. Support for Amakhosi

“The government of KZN respects and values the institution of traditional leadership. In order to give effect to the proper recognition that ubukhosi (royalty) deserves, we have transformed the legislative framework from the old KwaZulu Amakhosi and Iziphakanyiswa Act of 1990, which was based in draconian and colonial Bantu Administration of 1927, to the passing of the National Traditional Leadership Governance Framework Act in 2003 followed [by] our provisional act on Traditional Leadership and Governance of 2005.

“The aim of the legislative transformation was to rectify a lot of wrongs, including giving back to royal families the right to choose the heirs and to introduce gender into the composition of the traditional councils,” she said.

2. Digital economy

“Among these milestones, we are implementing the provincial Digital Transformation Strategy. We are increasingly adopting a paperless government with services set to use less physical documentation to a total elimination altogether. Schools (in KZN) are converted into skills development centres by setting up digital skills labs in each district.”

3. Black industrialists

“The purpose of [the] black industrialist policy is to support black-owned manufacturers through state resources to develop and grow the manufacturing base. In KZN, 35 black industrialists have been supported by the Department of Trade Industry and Competition (DTIC) for grant funding and they will create approximately 4,000 jobs. The target is to support 10 new black industrialists in the coming financial year.”

4. Fighting crime and GBV

“According to the latest SAPS statistics, great improvements have been recorded for crimes which are dependent on policy action for detection, with an increase of 9.6% or 2,419 cases. This is a ray of hope as our province has stabilised violence in areas such as uMsinga, hostels such as KwaMashu and Glebelands hostels. Add to this, taxi-related violence in Folweni, Chesterville, Pinetown, Mpumalanga Township and KwaDabeka has stabilised.”

5. Cross-border crime

In the past few years, KZN has been affected by escalating incidents of cross-border crime, particularly in the north bordering Mozambique and, to a lesser extent, Eswatini.

KZN government is pursuing diplomatic channels to ensure that properties (especially vehicles) of South Africans stuck in sister countries illegally are returned to their rightful owners. In this regard, we met with the Mozambican High Commissioner to South Africa to discuss this matter. We have installed Jersey barriers at exit points to make it difficult for stolen vehicles to cross into Mozambique.

Working closely with SAPS’s KZN Stabilising Team, the KZN government aims to address issues of criminality in and around Manguzi area. As a result of these interventions, several highly sought criminals have been arrested and [are] now facing justice.

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.

6.1. 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.

The District Development Model requires joint planning at local, district and metropolitan levels by all three spheres of governance. This will result in a single strategically focussed One Plan for each Municipality to implement. The DDM is a practical inter-governmental mechanism that enables all three spheres of government to work together - and to work with communities and stakeholders - to plan, budget and implement the One Plan for each municipality.

The DDM One Plan is a long-term strategic framework that provides a common understanding of the state of development in the district, a shared vision for development over the next 25-30 years and agreed strategies to realise the vision, with agreed implementation commitments. The One Plan aims to bring transformational development in these six key areas:

1. People Development
2. Economic Positioning
3. Spatial Restructuring and Environmental Sustainability
4. Infrastructure Engineering
5. Integrated Service Provisioning
6. Governance and Financial Management

For each of these six focus areas, the One Plan provides details of:

- an assessment of the current situation;
- the vision for the future;
- strategies and interventions needed to move from the current situation and achieve the desired vision; and implementation commitments by all three spheres of government and key stakeholders required to implement the One Plan.

** Please see Chapter C: Situational Analysis, No. 9.5. ILembe District Developmental Model

7. THE KWADUKUZA LEKGOTLA

** Please refer to Chapter A: No.7 *HOW WILL PROGRESS IN KWADUKUZA MUNICIPALITY BE MEASURED?*

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 79: 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 3: 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.

CHAPTER C

Situational Analysis

Spatial Management

2. CROSS CUTTING INTERVENTIONS ANALYSIS

2.1. SPATIAL ANALYSIS

2.1.1. Regional Context

The KwaDukuza Municipality incorporates an area of approximately 633km² 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 eThekweni 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, M4 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 eThekweni 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 as well as 2024.
- 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 it.

The SDF document **ANNEXURE 4: 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

2.1.2. ADMINISTRATIVE ENTITIES

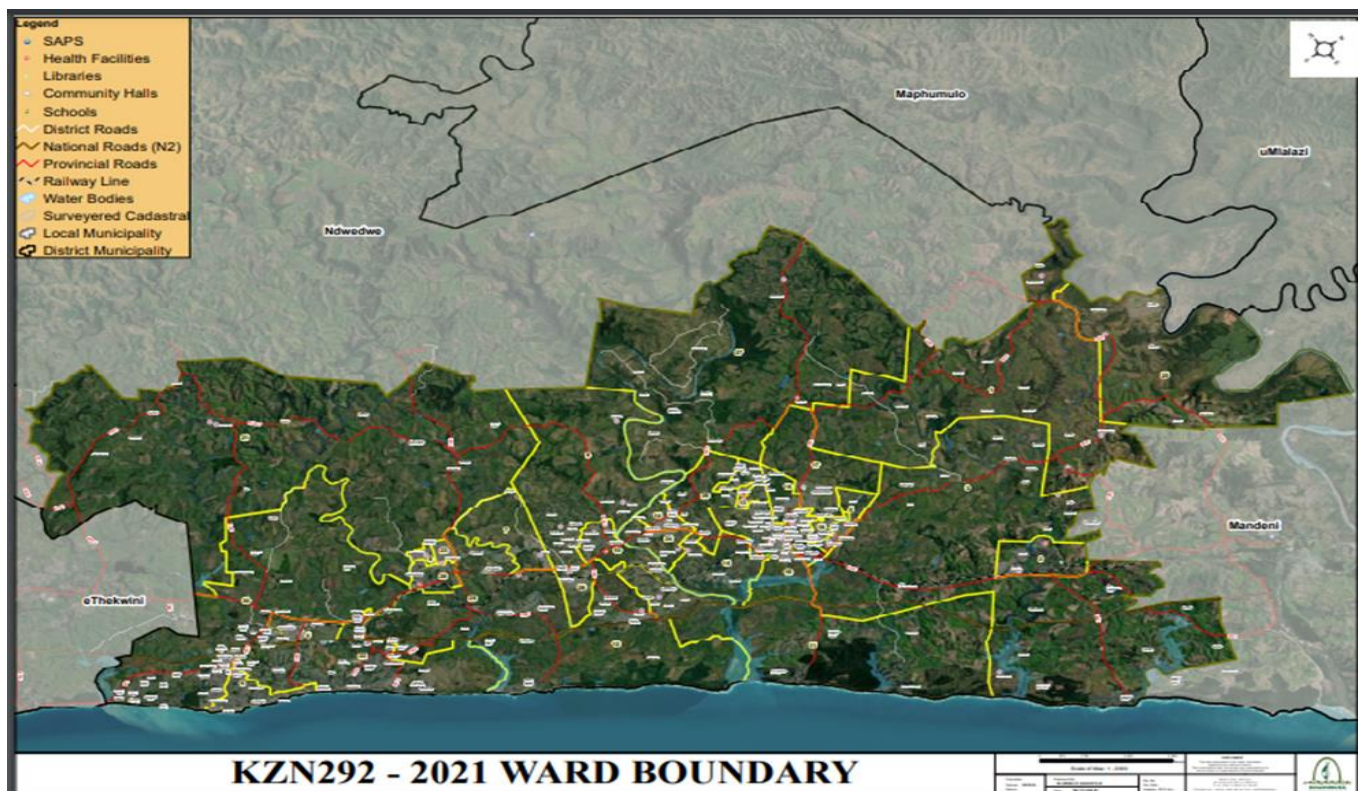
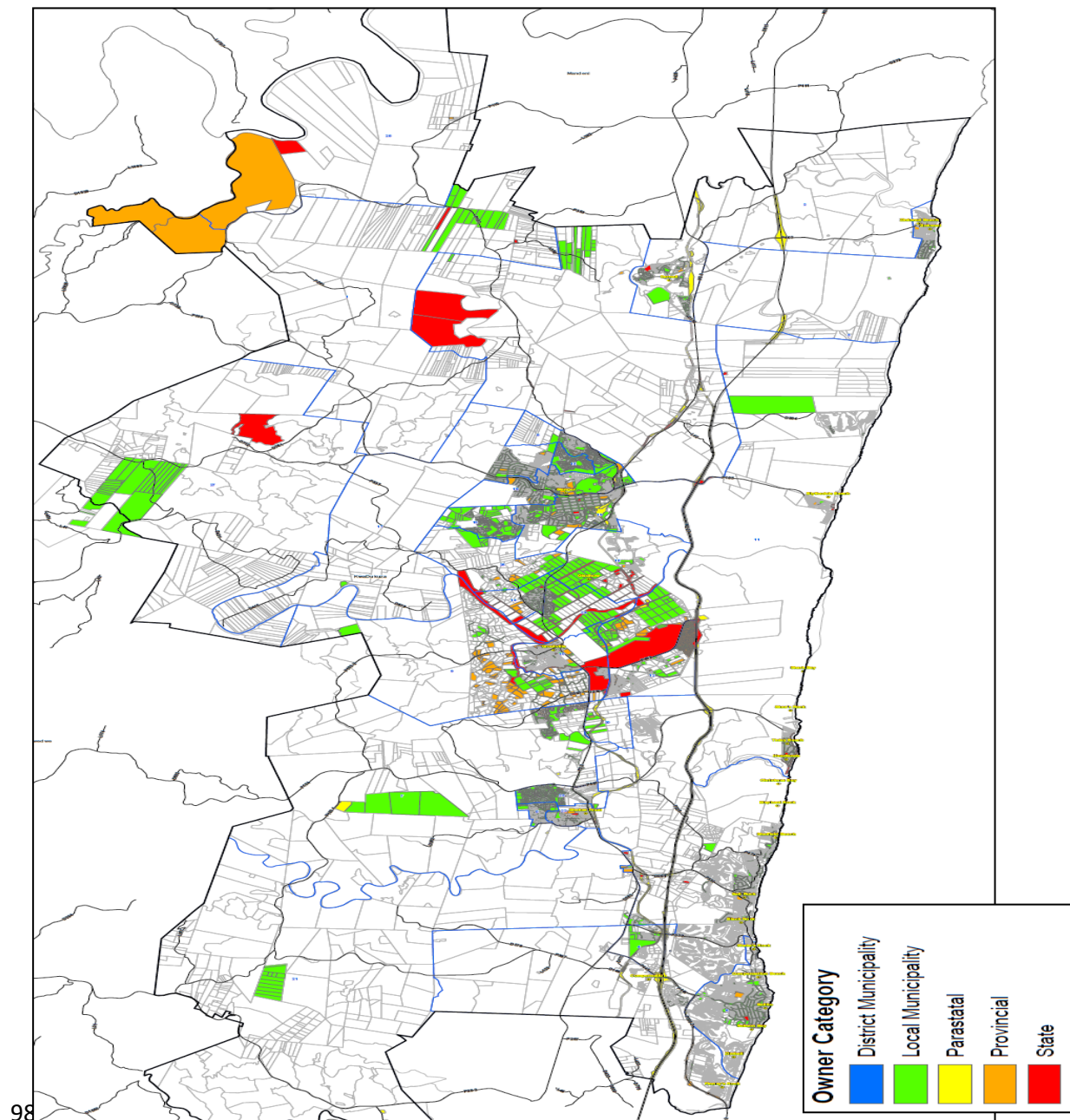


FIGURE 14:: WARDS AND TRADITIONAL AUTHORITIES WITHIN KDM

2.1.3. 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 15: LAND OWNERSHIP PROFILE



2.2. ENVIRONMENTAL ANALYSIS

2.2.1. Natural Resource Base

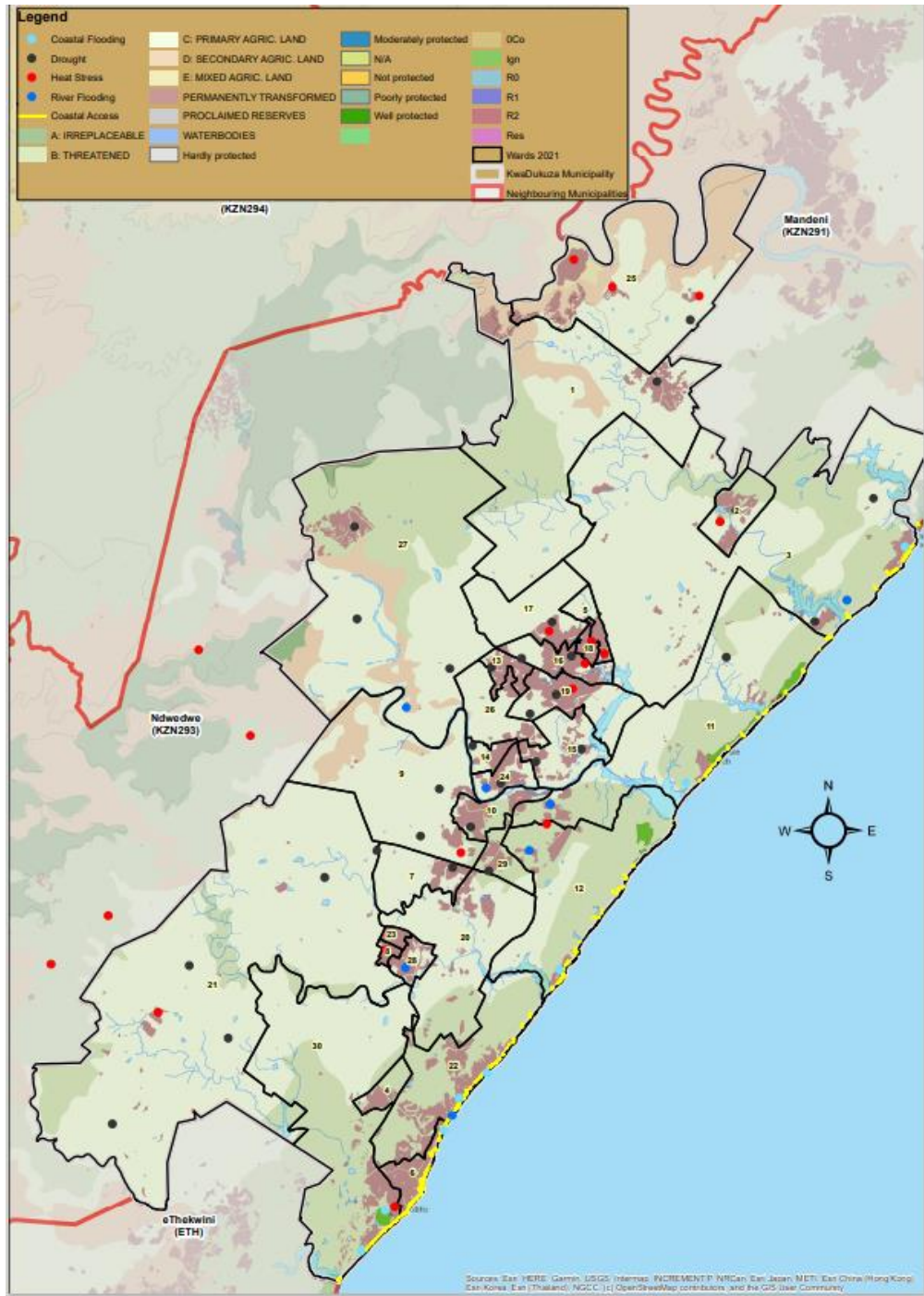


FIGURE 16: RIVERS, WETLANDS, COASTAL ACCESS, CLIMATE CHANGE VULNERABILITY AREAS, AGRICULTURAL LAYERS, CONSERVANCY AREAS

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 as shown in figure 13. 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.
- Inadequate public coastal access

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 in table 15 have been identified for the protection of the KDM natural resource base:

TABLE 20: 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.
8.	Increase public coastal access	Develop a coastal access bylaw by 2030

2.3. 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 eThekweni 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 include, 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 middle and 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.

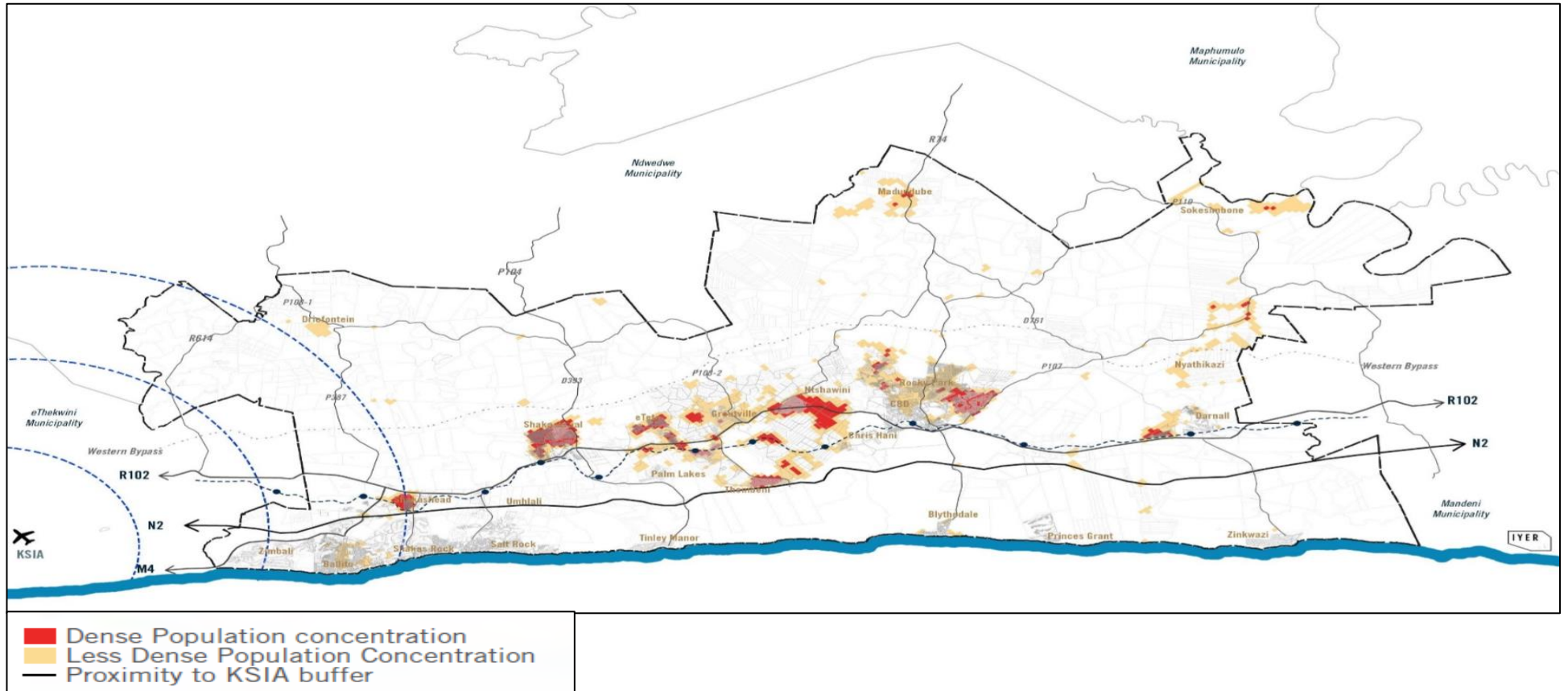


FIGURE 17:POPULATION CONCENTRATION DENSITIES

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 NO. 16 of 2013 (SPLUMA Principles).

2.4. 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.

2.4.1. 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 routes 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.

2.4.2. 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 eThekweni 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.

2.4.3. 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

2.5. THE SPATIAL ECONOMY

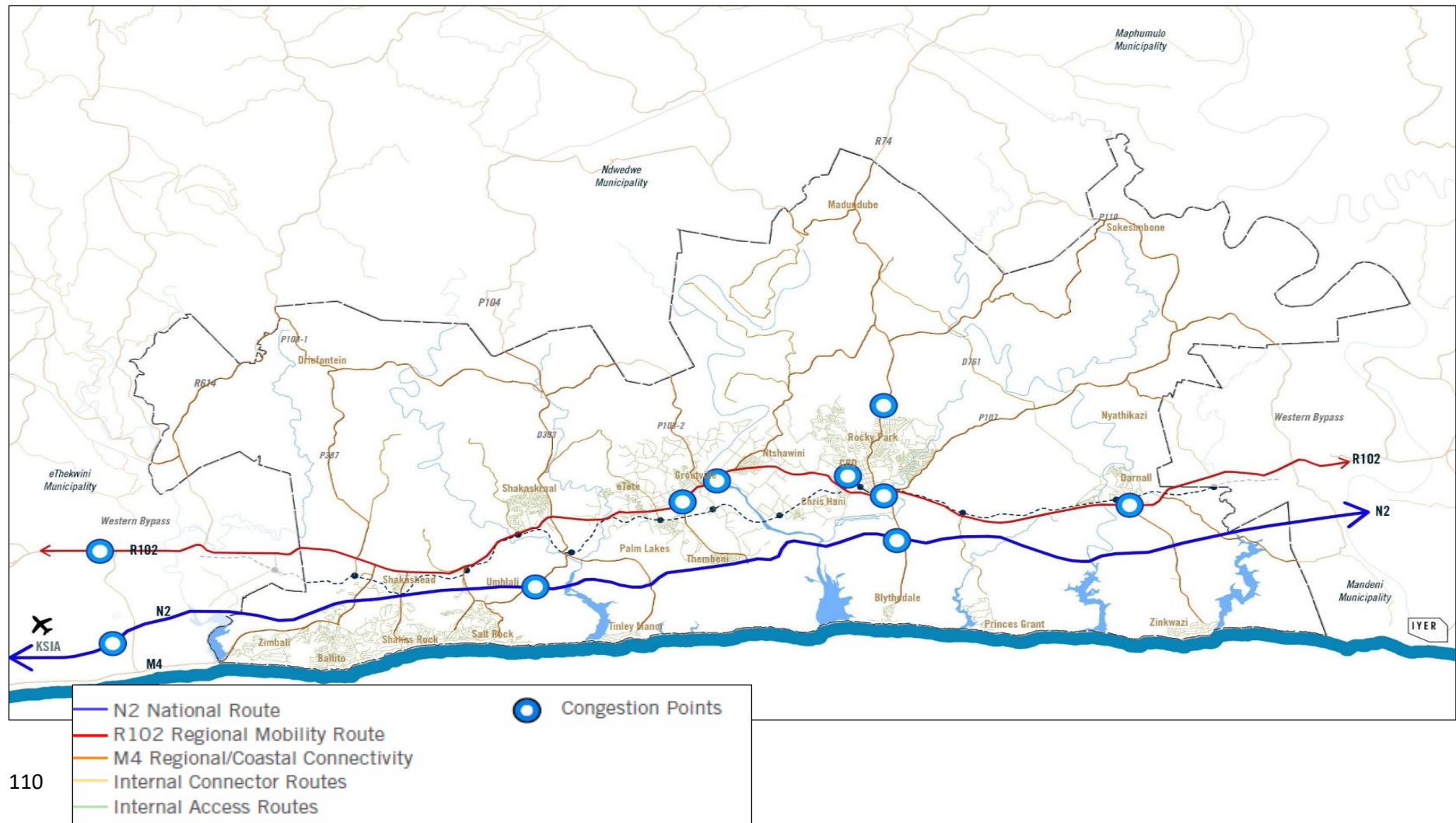
Although the agricultural sector contributes only 8% to the economy of the Municipality this contribution is significantly higher than the contribution of the sector to the national economy. The nearly 30% contribution of the manufacturing sector also confirms that a strong secondary sector already exists, 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.



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 planned 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 19: 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.

2.6. BROAD LAND USES

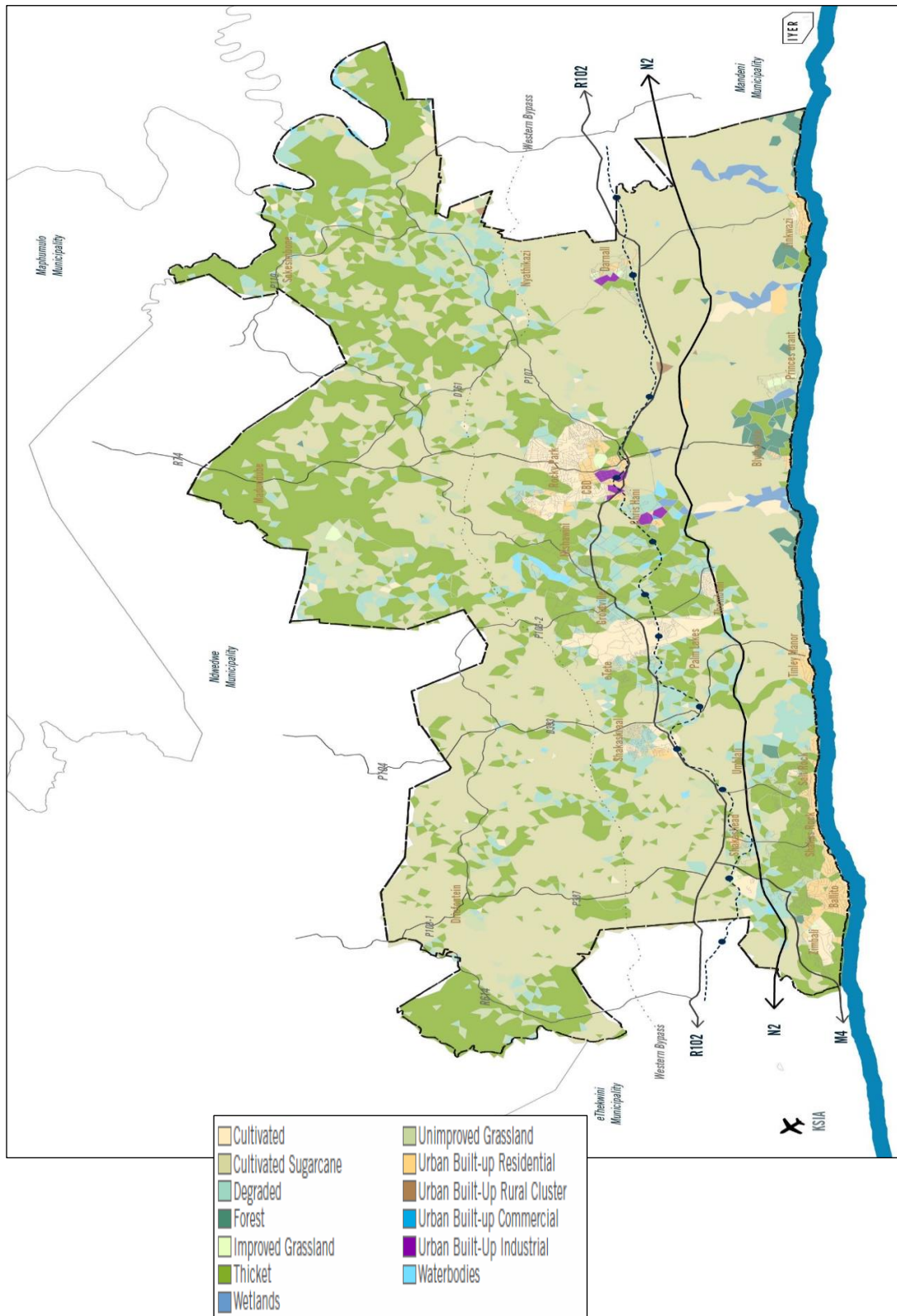
The broad land use pattern that characterizes KwaDukuza is dominated by agricultural activity, in this case sugar cane cultivation, which comprises over 84% of the total land area. Urban related development within KwaDukuza, both formal and informal, constitutes less than 5% of the total land area. The 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 20: BROAD LAND USES



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

ANNEXURE 4: SDF DOCUMENT (AND OTHER RELATED DEVELOPMENT TOWN PLANNING DOCUMENTATION/INFORMATION)

URBAN DESIGN FRAMEWORK

4.0 Framework Plan

01 Movement + Circulation

With the high amount of regular pedestrian traffic, optimising this flow is a main priority for upgrading the CBD core. This includes dedicating more space to pedestrians, providing ease of access, and a public shuttle for common destinations.

Public Realm

02

Providing a range of public open spaces is also key for a vibrant town center. With no public plazas or green spaces, KwaDukuza Municipality has a prime opportunity for a variety of parks and public placemaking throughout the core.

Activity Structure

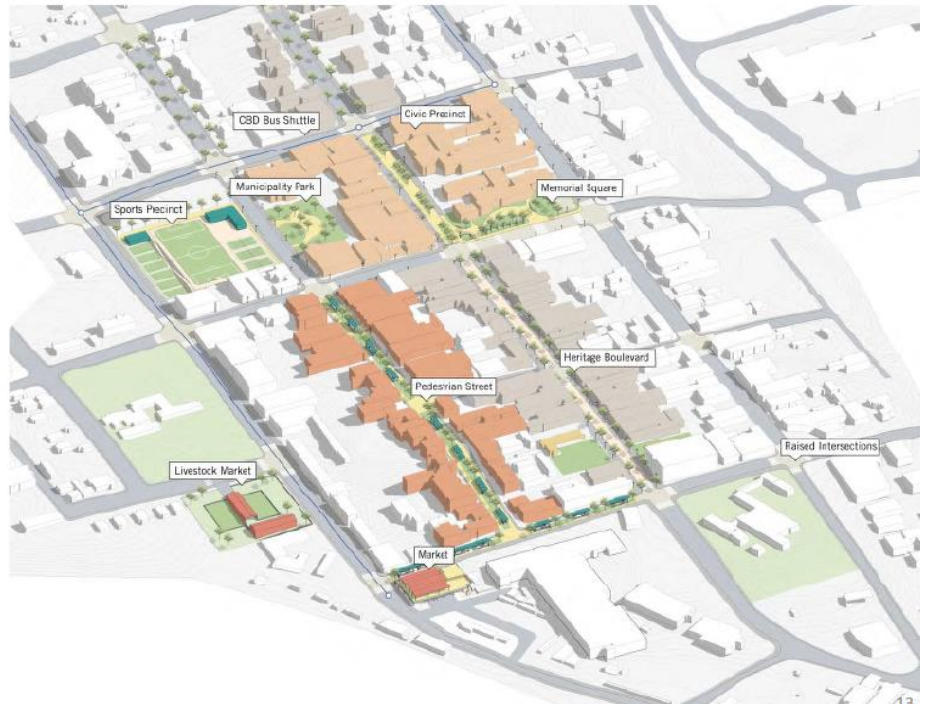
03

With a slight redistribution of program, the town center can create a civic precinct that holds a variety of functions. Revitalising program along main corridors can also provide a new means of public space and activity.

Built Form

04

Along newly designed streets existing buildings can be upgraded to a new green standard for building efficiency and user comfort. New development can also introduce new means of building design and street interface.



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

2024/2025 KEY PROJECTS (BUDGET ALLOCATIONS):

- Spatial Development Frame (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- Charlottsdale 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 21: LAND USE MANAGEMENT CHALLENGES AND INTERVENTIONS

CHALLENGES	INTERVENTIONS
▪ Availability of MPT members in order to have the correct composition to adequately 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.

2.7. SPATIAL MANAGEMENT SWOT ANALYSIS

TABLE 22: 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	▪ The 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

▪ 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.	not located at the 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
❑ There is still vast areas of privately owned vacant land along the coast which can be used effectively to bolster coastal tourism and coastal-related economic activities. ❑ The high growth rate taking place in the southern parts of the municipal area must be used to boost infrastructure upgrading and new infrastructure development. ❑ The municipality has a high percentage youth population. ❑ The municipality can leverage private sector driven development by developing Conceptual Infrastructure Framework Plans to reduce backlogs and improve infrastructure capacity. ❑ Review of a Disaster Management Framework/Plan to attract investment towards disaster resilient infrastructure. ❑ Opportunities for employment exist within newly approved and developed service industrial parks, residential and mixed-use developments (gated estates). ❑ With the rapid growth currently taking place, the municipality is well positioned to drive and influence sustainable approaches to the management of the environment and associated open spaces.	▪ 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. ▪ 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).

☐ To create vibrant public open spaces through the Biodiversity and Open Space Management Plan (BosMap), and waste management (recycling or adequate bins). ☐ Increased economic and residential developments attract diverse skilled labour and boosts the municipality's competitiveness in skills transfer. ☐ Investment in the Knowledge Economy through the creation of technological hubs which will prioritise capacity building and skills development in sectors of the local economy. ☐ Concept of Inclusionary Housing is gaining momentum – opportunity to develop a policy that will guide the implementation of the strategy.	▪ 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

3. 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. Biodiversity
- B. Habitats
- C. Rivers
- D. Wetlands

- E. Coastal areas
- F. Conservancy areas
- 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. In order to address the challenges mentioned above, KwaDukuza Municipality has developed the Biodiversity Open Space Management Plan (BOSMaP) which highlights the untransformed areas within the municipality 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'* with the aim of preserving these areas from further environmental degradation [as indicated in BOSMaP (2013), which includes environmental status data, vulnerability and environmentally sensitive areas]. In addition, the KwaDukuza Municipality also has other environmental plans i.e. Climate Change Response Strategy in July 2013, Strategic Environmental Assessment (SEA), Estuary Management Plans for the Nonoti and the Zinkwazi River, which seek to identify, map and classify untransformed land in the municipality on a fine scale.

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.

3.1. 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 as highlighted in figure 19. 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 as highlighted in figure 20.

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.

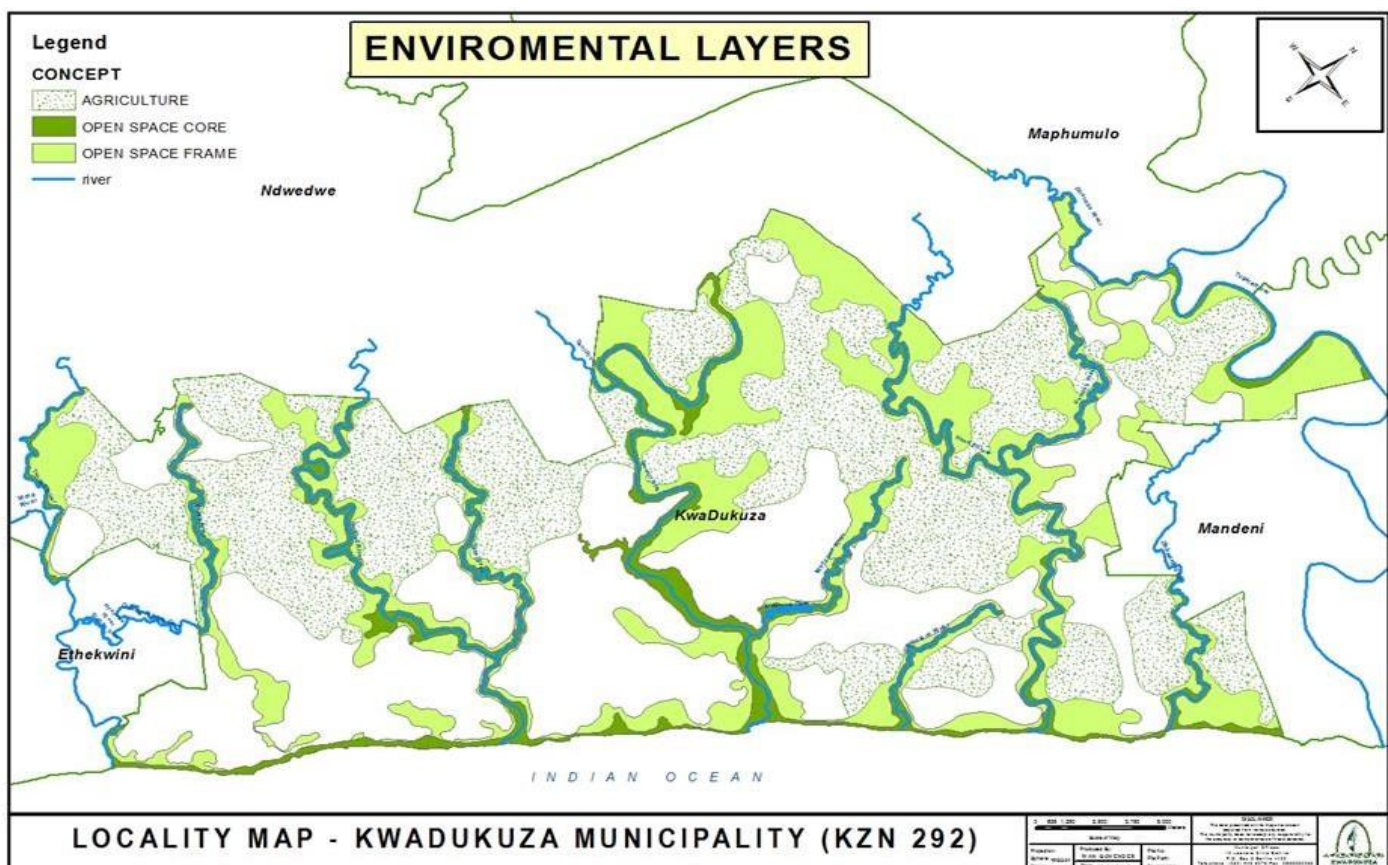


FIGURE 21: ENVIRONMENTAL LAYERS

3.1.1. HABITATS

KwaDukuza Municipality has a total of 73 497.2 Ha, of which only 17 949.6 is untransformed (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 covers and 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 22:KDM BOSMaP: PATCH PRIORITY MAP

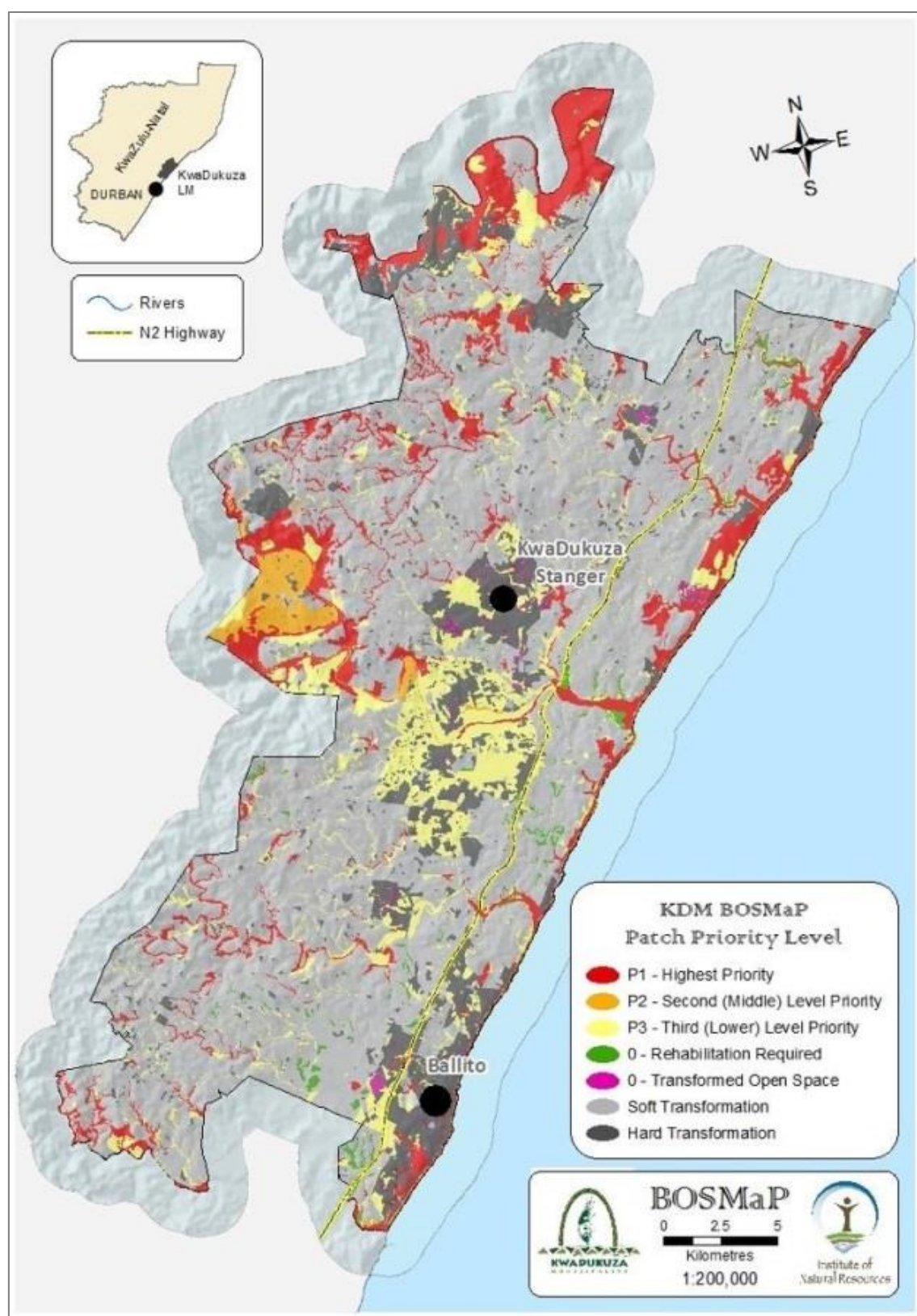
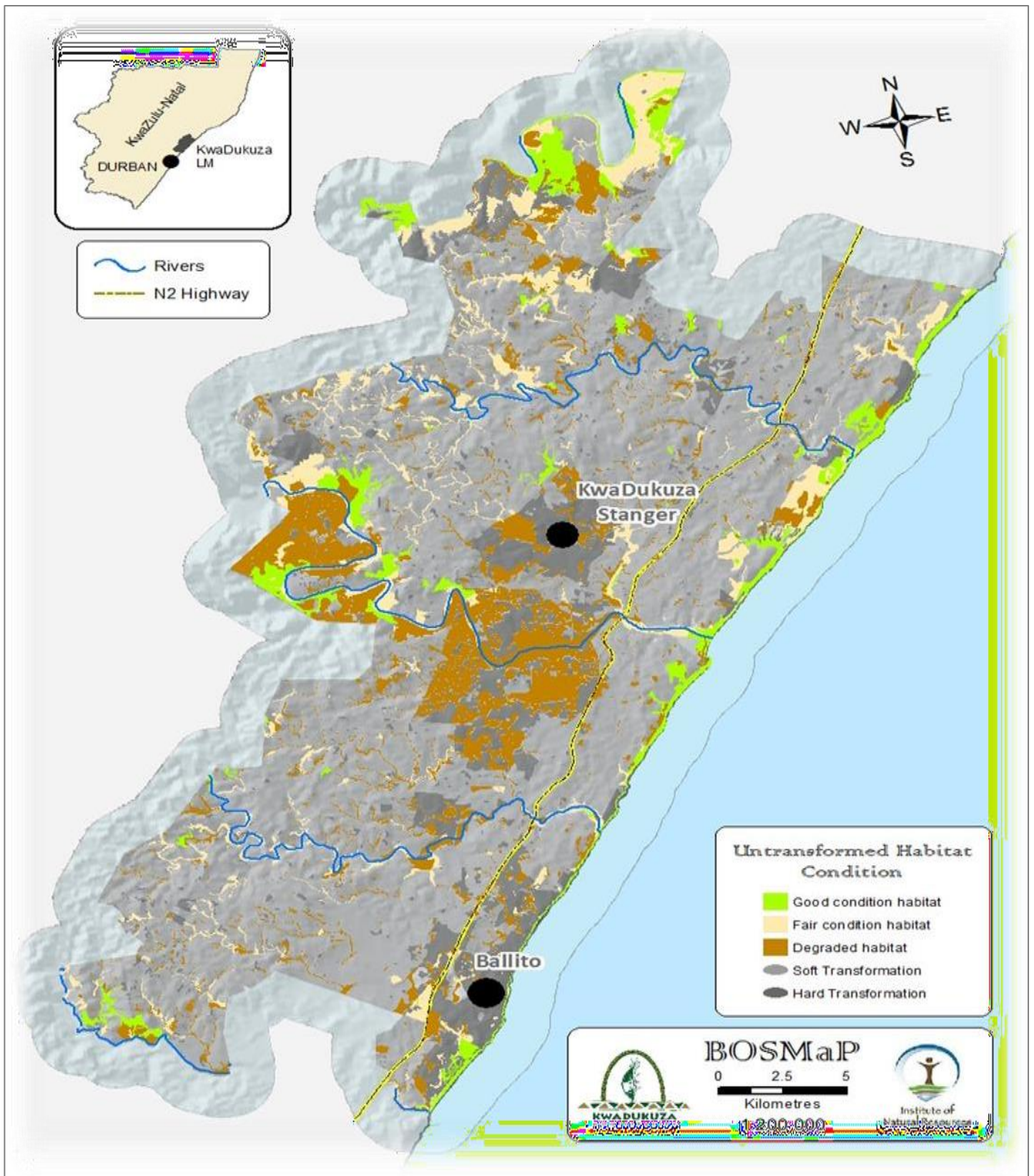


FIGURE 23:KDM BOSMaP: HYDROLOGICAL FEATURES



3.1.2. 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) as shown in figure 22. 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.

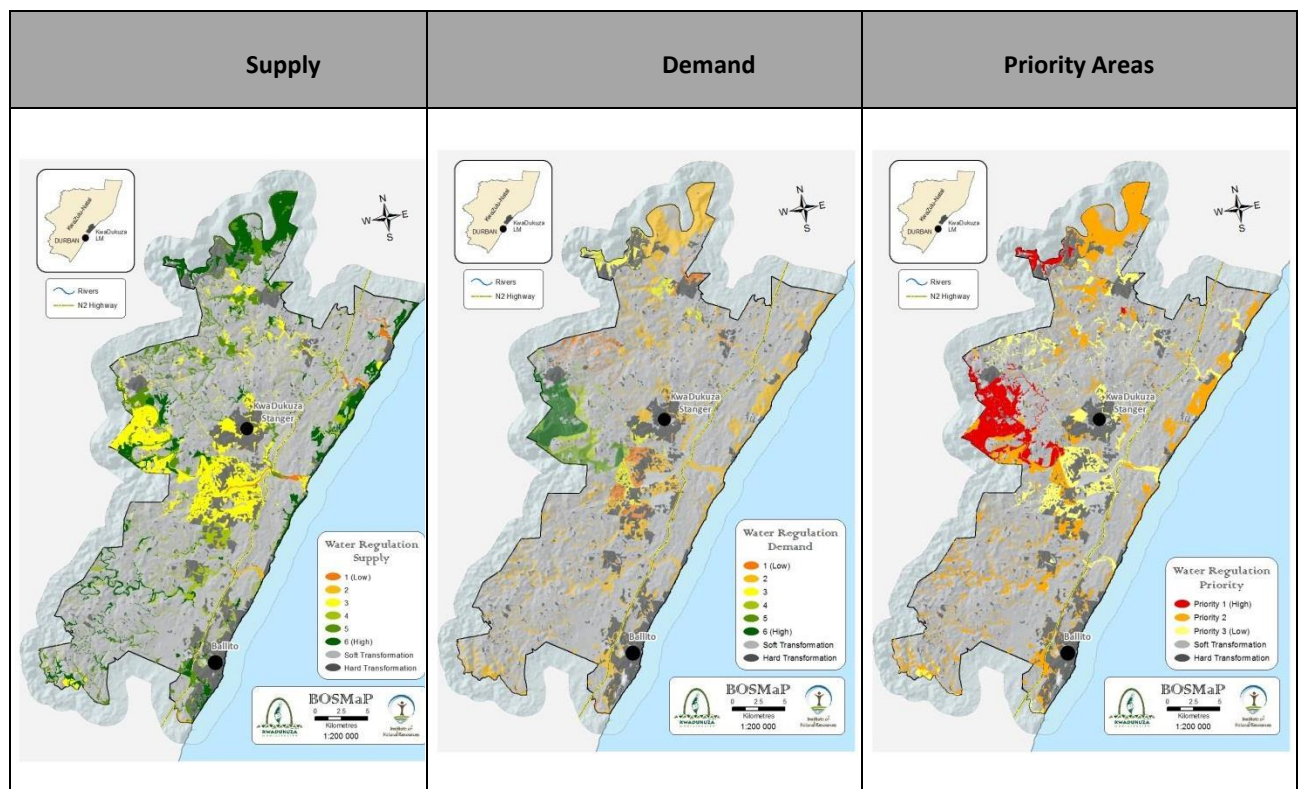


FIGURE 24:KDM BOSMaP: SUPPLY, DEMAND AND PRIORITY AREAS

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.

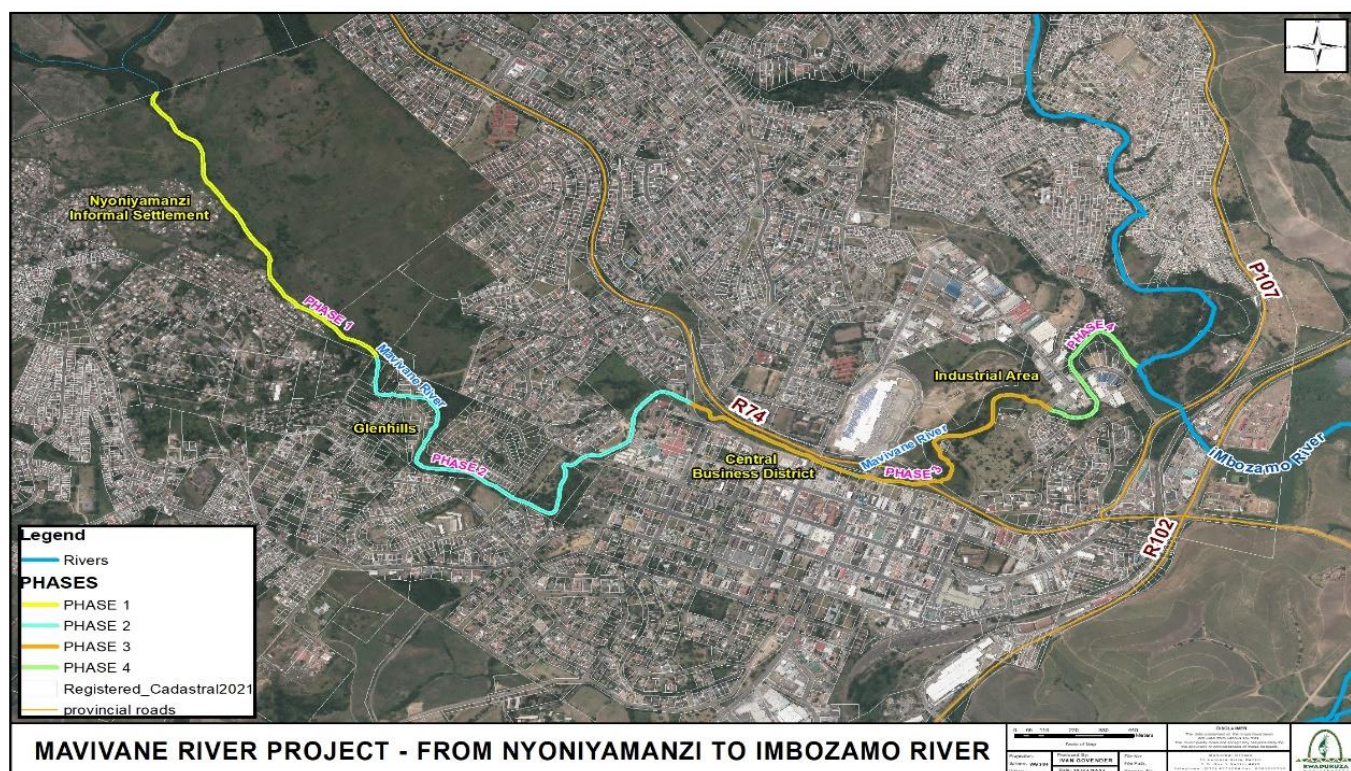


FIGURE 25: MAVIVANE RIVER PROJECT

The municipality received R1, 700 000.00 from the Department of Economic Development Tourism and Environmental Affairs 2021/22 under the Natural Resource Management Municipality Competition (NRM 2021/22) to implement Mavivane Transformative Riverine Management Programme with the focus of waste and invasive alien species clearance in Ward 16 and Ward 19. The project achieved the following, in Ward 16, **17,75** Hectares of Alien Invasive Species were cleared and **5** tons of waste consisting of plastic packets, tins, bottles, glass, cardboard, nappies, old electrical equipment, medical waste was removed. In Ward 19, **14.43** Hectares of Alien Invasive Species were cleared and **8** tons of waste also consisting of plastic packets, tins, bottles, glass, cardboard, nappies, old electrical equipment, medical waste was removed. Mavivane river was a pilot transformative riverine management activity which was fully implemented and achieved 2022, owing to the success of the project KDM aim to adopt similar activities onto the major rivers located within KDM.

1.1.1. 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 as shown in figure 23 and 24. 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.

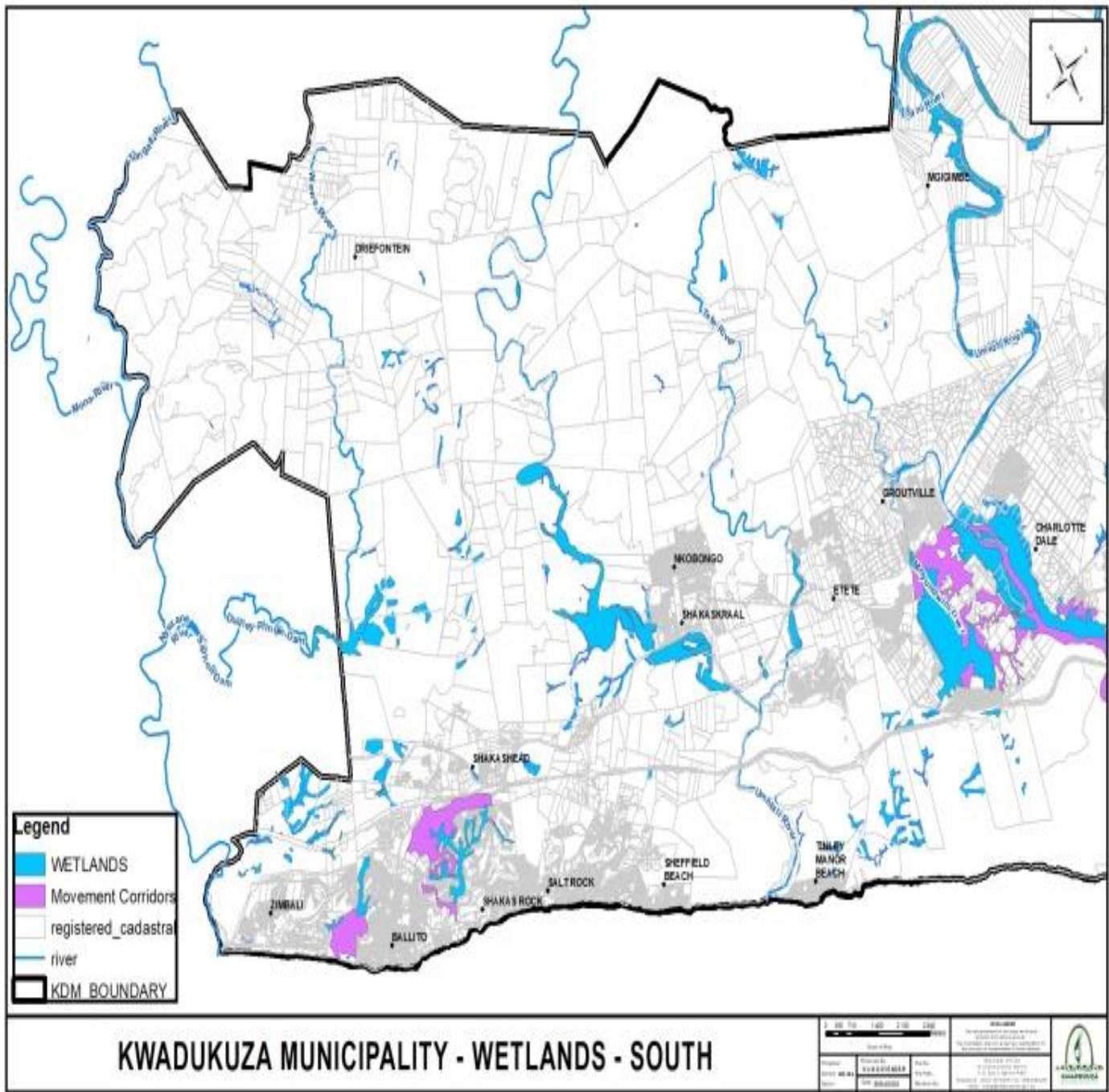


FIGURE 26:KDM-WETLANDS-SOUTH

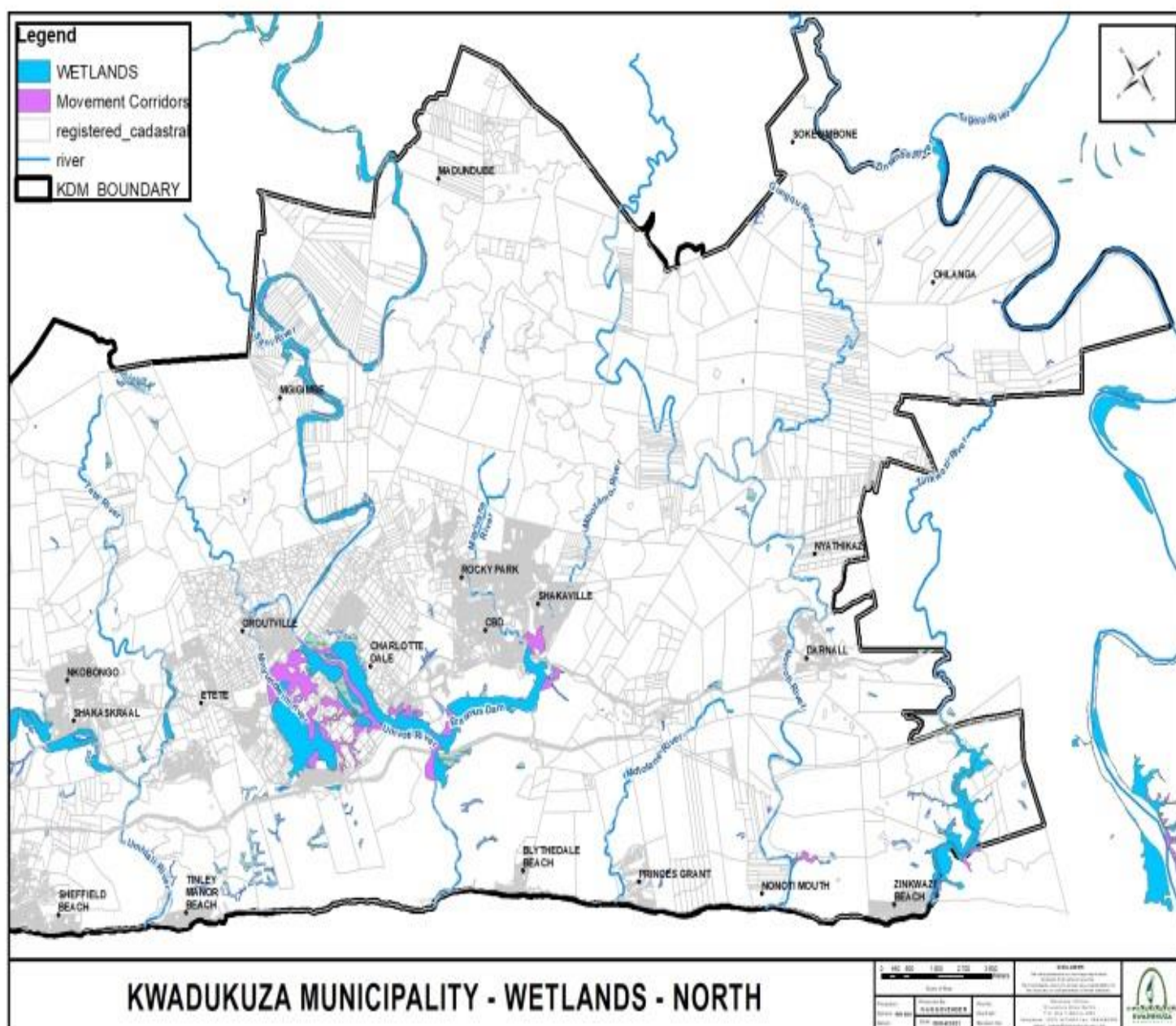


FIGURE 27:KDM-WETLANDS-NORTH

1.1.2. 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 18 highlights that KwaDukuza Municipality has eight (8) estuaries with varying conditions and 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.

Estuary	Category	Size	Estuary Area (ha)	% area	Catchment Area (ha)	DWA Reserve Determination level and date	Estuarine Management Plan	PES
uThongathi	Temporarily open estuary	M	155	17.5	40 864	Intermediate level RDM conducted 2007	Partial	E
uMhlali	Temporarily open estuary	L	134	15.1	24 939	-	N	C
Bob's Stream	Temporarily 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

TABLE 23: ESTUARINE CATEGORY, DWA RESERVE DETERMINATION STATUS PRESENT ECOLOGICAL ESTUARIES WITHIN KWADUKUZA

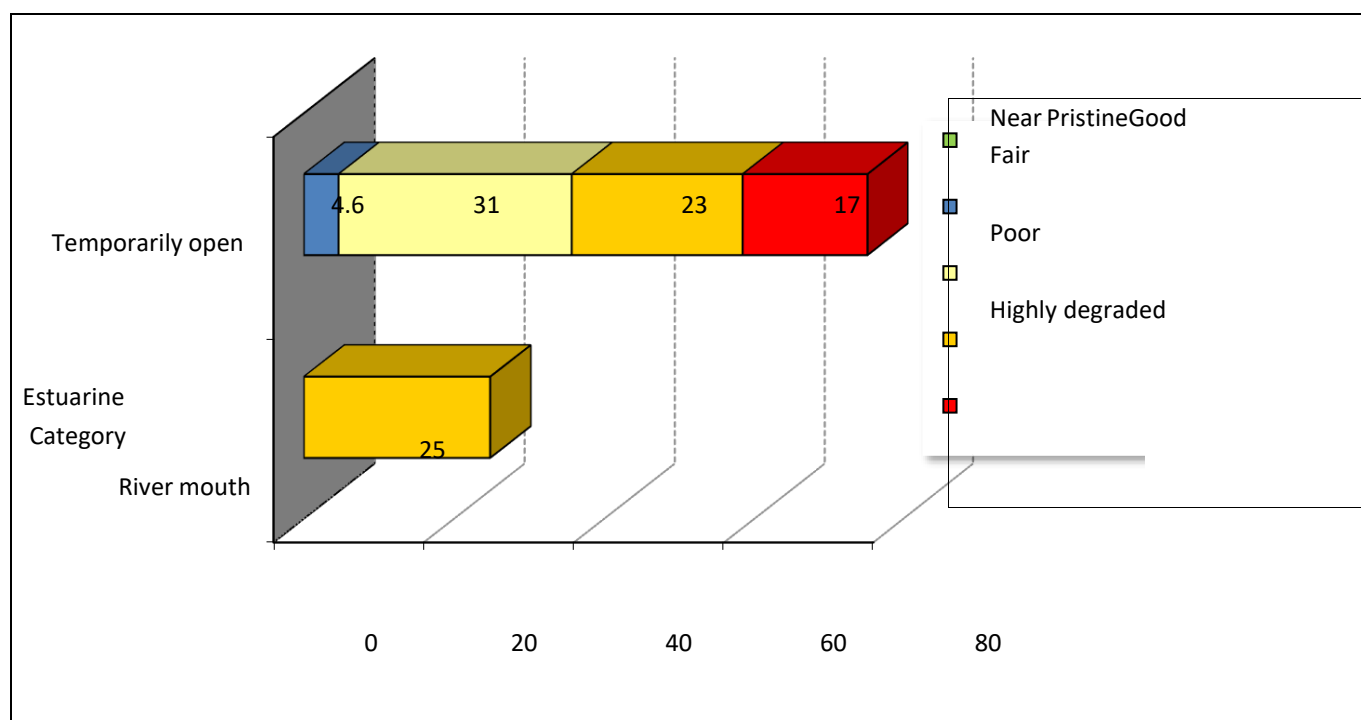
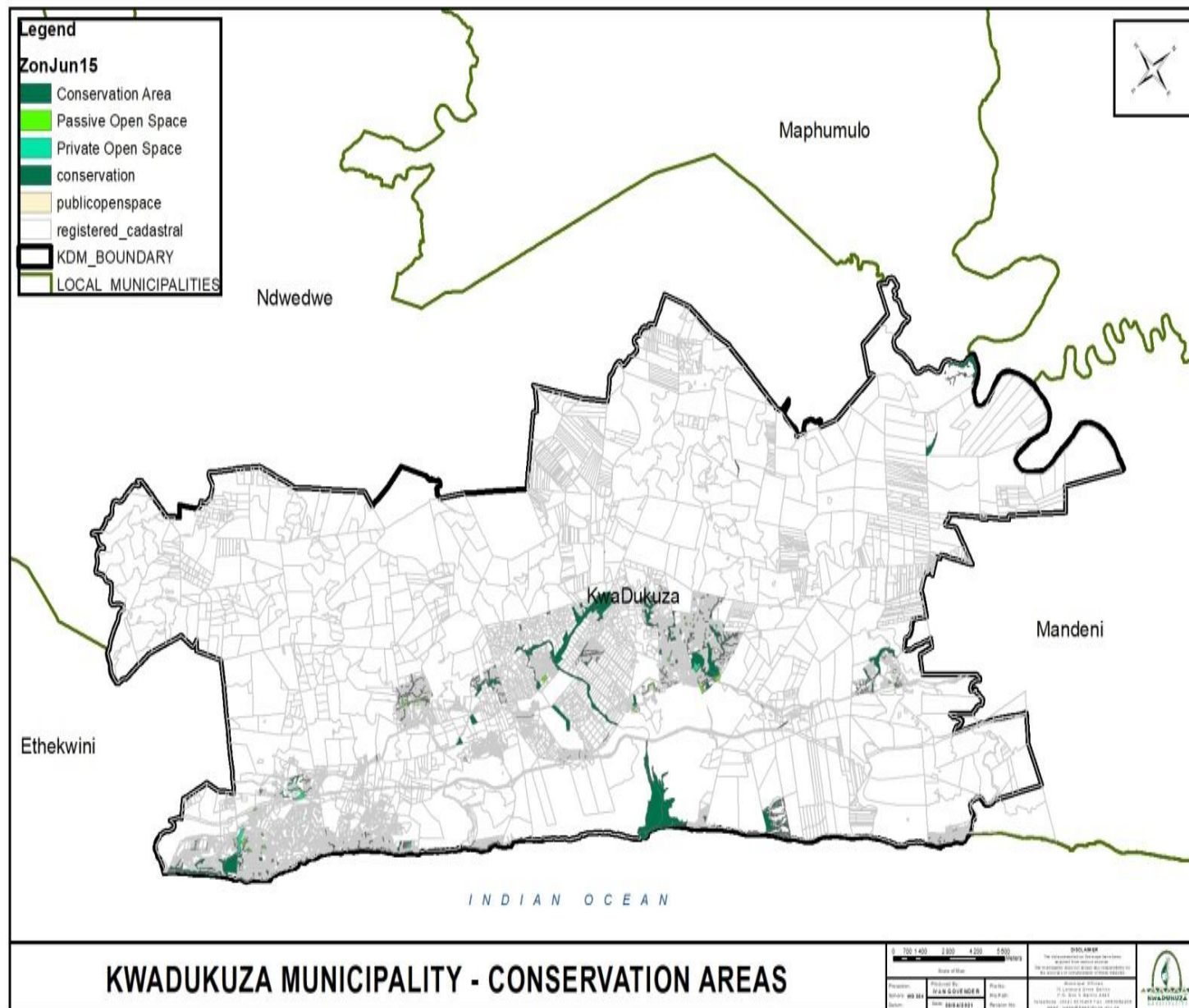


FIGURE 28: ESTUARINE CATEGORY, DWA RESERVE

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

1.1.3. 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)
- Sibhudu caves towards and zoning application made to be regarded as a Conservation site. (MPT item_ 15008/23 MPT 19/2023)

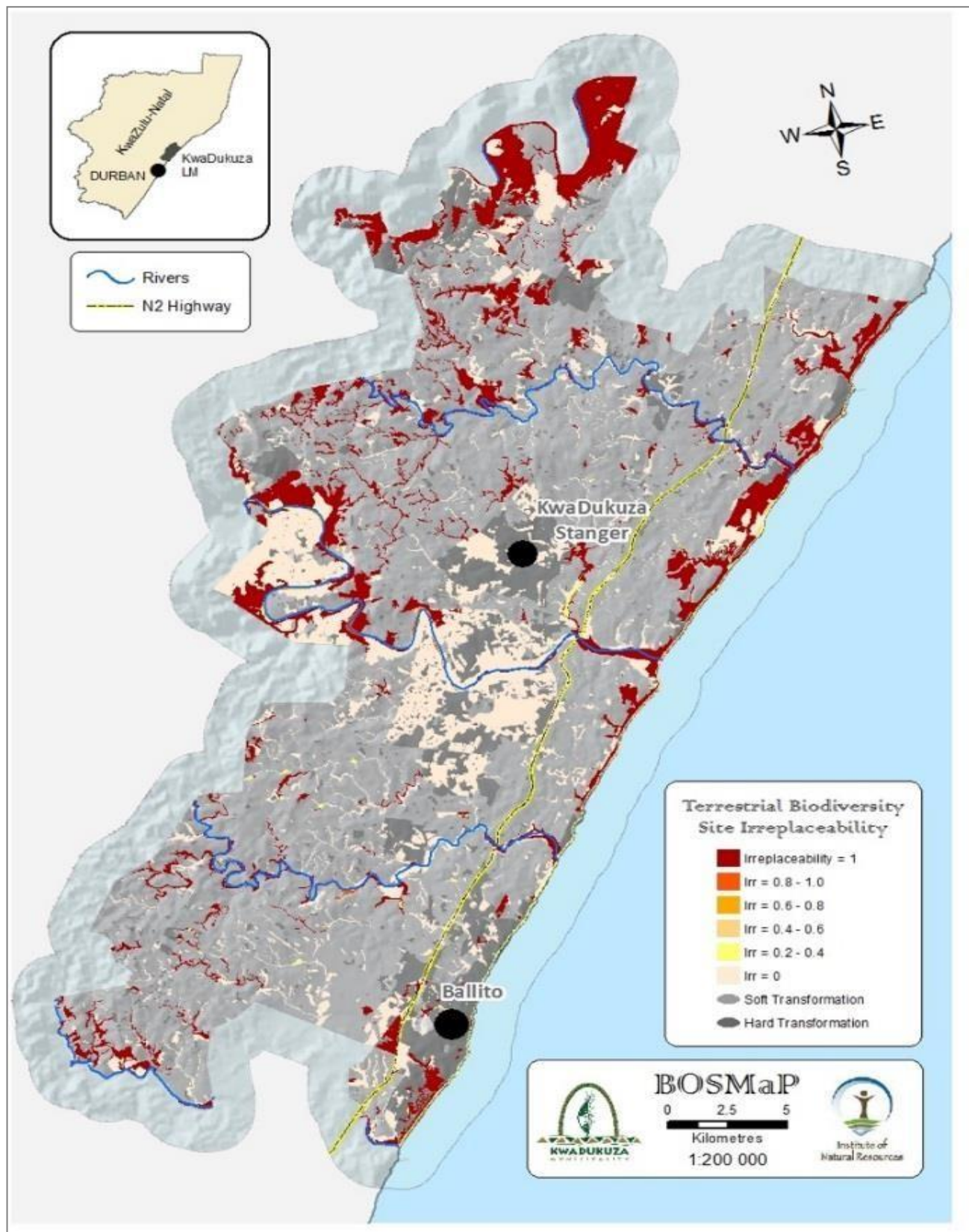
FIGURE 29: CONSERVATION AREAS WITHIN KWADUKUZA MUNICIPALITY

1.1.4. 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 30: KDM BOSMaP: TERRESTRIAL BIODIVERSITY



1.1.5. 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.

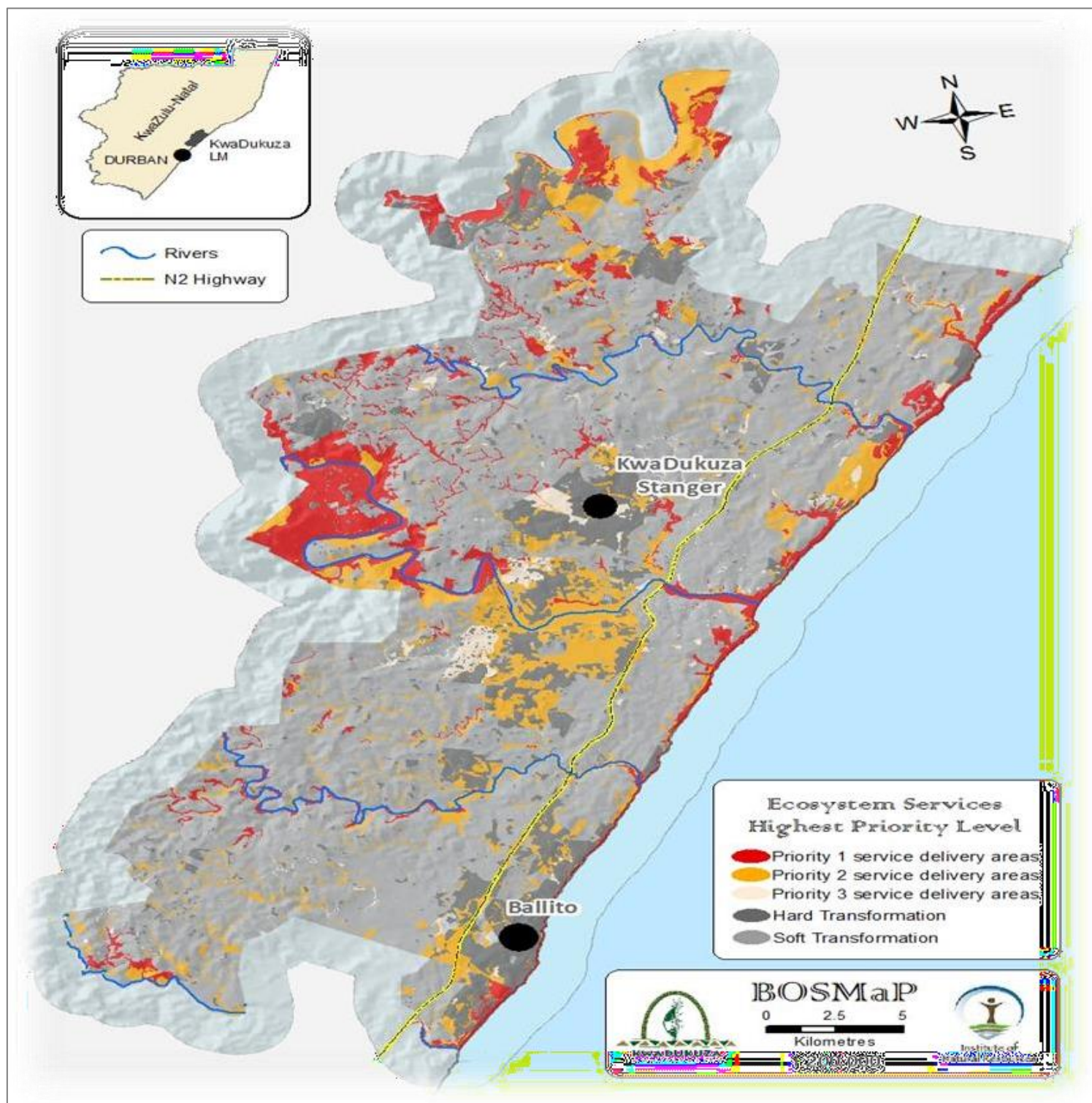


FIGURE 31:KDM BOSMaP: ECOSYSTEM SERVICES

POTENTIAL 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.

2.1.8 INVASIVE ALIEN SPECIES FRAMEWORK STRATEGY AND ACTION PLAN

The South African government has implemented legislation (the National Environmental Management: Biodiversity Act or NEM:BA, Act 10 of 2004) and associated regulations, to; reduce the risk of importing alien species that could become invasive and harmful; reduce the number of alien species becoming invasive; limit the extent of invasions; and reduce the impacts caused by these invasions. Chapter 5 of the Act deals with the management of invasive alien species. The NEM:BA regulations for invasive species were promulgated and published in August of 2014. These regulations list four different categories of invasive alien species and provide instructions on how these species should be managed, controlled and eradicated from areas where they may cause harm to the environment. As per NEM:BA requirements, all state entities (including Municipalities) must develop a strategy and management plan for the monitoring, control and eradication of IAS on land they own. In order to meet this requirement KwaDukuza Municipality has been sent through a letter to the Department of Forestry Fisheries and the Environment of request for the extension on compliance to Section 76 of the National Environmental Management: Biodiversity Act, 2004 whilst mobilising internal resources and planning for the development of this plan. The plan should be aligned with municipal financial year 2024/2025. Outside of the plan the municipality is undertaking ongoing alien clearance projects and programmes of which the plan would assist in streamlining these activities.

2.1.9 AIR QUALITY

The National Environmental Management Act: Air Quality Act (AQA, Act No.39 of 2004) was enacted in 2005. The Act assigns the responsibility of air quality management to Metropolitan councils and District Municipalities. This responsibility include the management sources of pollution and managing an average environmental or ambient concentration for a range of pollutants which affect human health. In order to achieve this the District municipalities should develop an Air Quality Management Plan (AQMP). The plan seeks to identify sources of air pollution generated in sectors such as residential, agricultural and industrial areas. KwaDukuza Municipality seeks to identify the main air pollution emitters within the different existing sectors working jointly with iLembe District Municipality with the aim of providing mitigation measures/solutions for such industries.

At present KwaDukuza has mapped out a detailed Green House Gas Inventory which was conducted in 2014. An analysis of the main energy uses and sources of energy consumption within the municipal jurisdiction was performed and is the baseline year for the inventory. Due to limited resources, data constraints and KDLM's mandate, direct emissions from Agriculture, Forestry and Other Land-Use (AFOLU) and Industrial Processes and Product Use (IPPU) were not included. Data was collected for the activities that drive emissions for the stationary, transport and waste sectors; namely fossil fuel production, transport fuel consumption, waste and wastewater production and treatment. Detailed discussion has is outlined within the environmental chapter under section 2.2.1

2.10 CLIMATE CHANGE ADAPTATION

1.2. 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 Compact of 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).

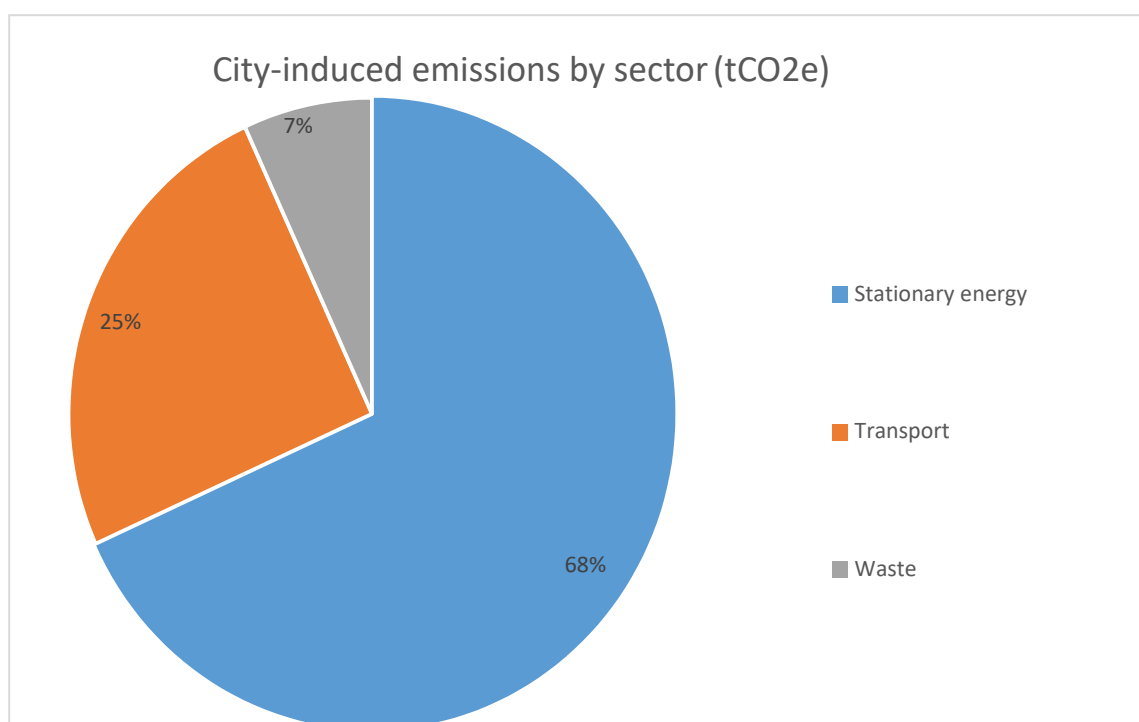
Hence, KwaDukuza Municipality built on the CCRS and developed mitigation strategies in collaboration with ICLEI Africa and partners since 2012 as part of the global initiative of Promoting Urban Low Emissions Development Strategies (Urban LEDS) in emerging economy countries and integrates this into municipal 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.

3.1.3. 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 29, while the table 19 below provides a comparison between 2014 and the baselined of 2012.

FIGURE 32: CITY INDUCED CARBON EMISSIONS BY SECTOR IN 2014

KDLM Energy and Greenhouse Gas Emissions Results				
	2012		2014	
Energy source	Energy (GJ)	Carbon emissions (tCO ₂ e)	Energy (GJ)	Carbon emissions (tCO ₂ e)
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 tCO₂e	5 194 047 GJ	719 057 tCO₂e
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 24: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 table 20 below.

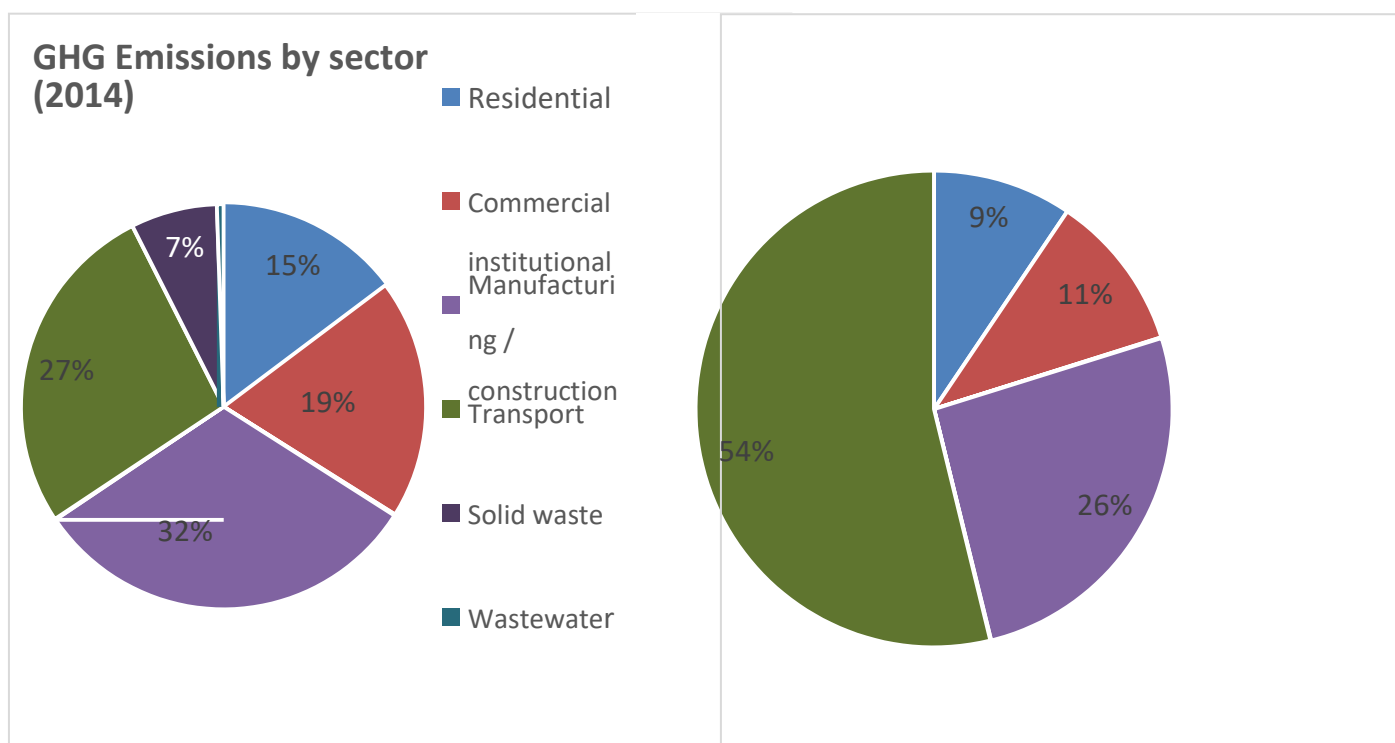
TABLE 25:KDM ENERGY AND GREENHOUSE GAS INDICATORS, 2012 VS 2014

KWADUZUKA ENERGY AND GREENHOUSE GAS INDICATORS, 2012 VS 2014		
Indicator	2012	2014
BASIC emissions (tCO ₂ e)	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 ₂ e/person	4,36	3,04
tCO ₂ e/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 33: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 30 illustrating the high energy use and high carbon emitting sectors.

The vast majority of emissions in KwaDukuza results from stationary energy, see figure 31 and 32 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.

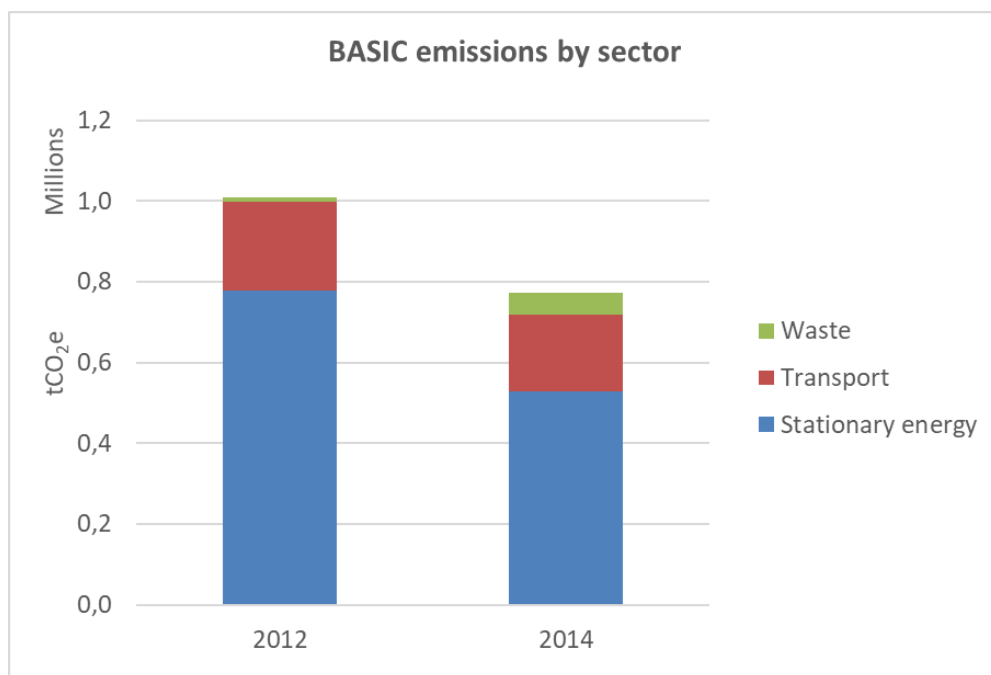


FIGURE 34: EMISSIONS BY SECTOR BETWEEN 2012 AND 2014

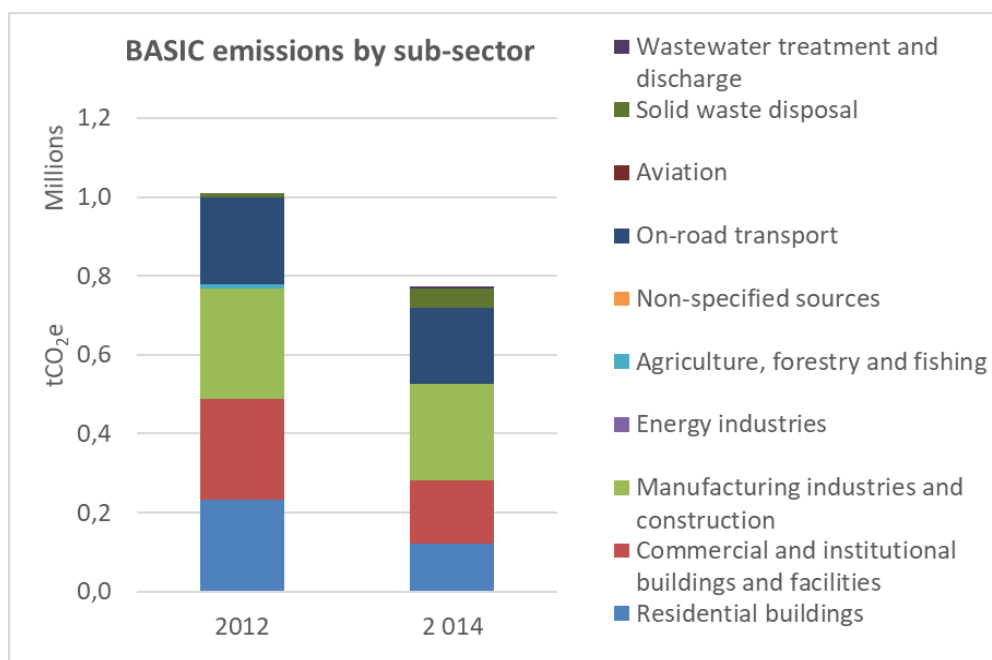


FIGURE 35: EMISSIONS BY SUB-SECTOR BETWEEN 2012 AND 2014

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 33 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**

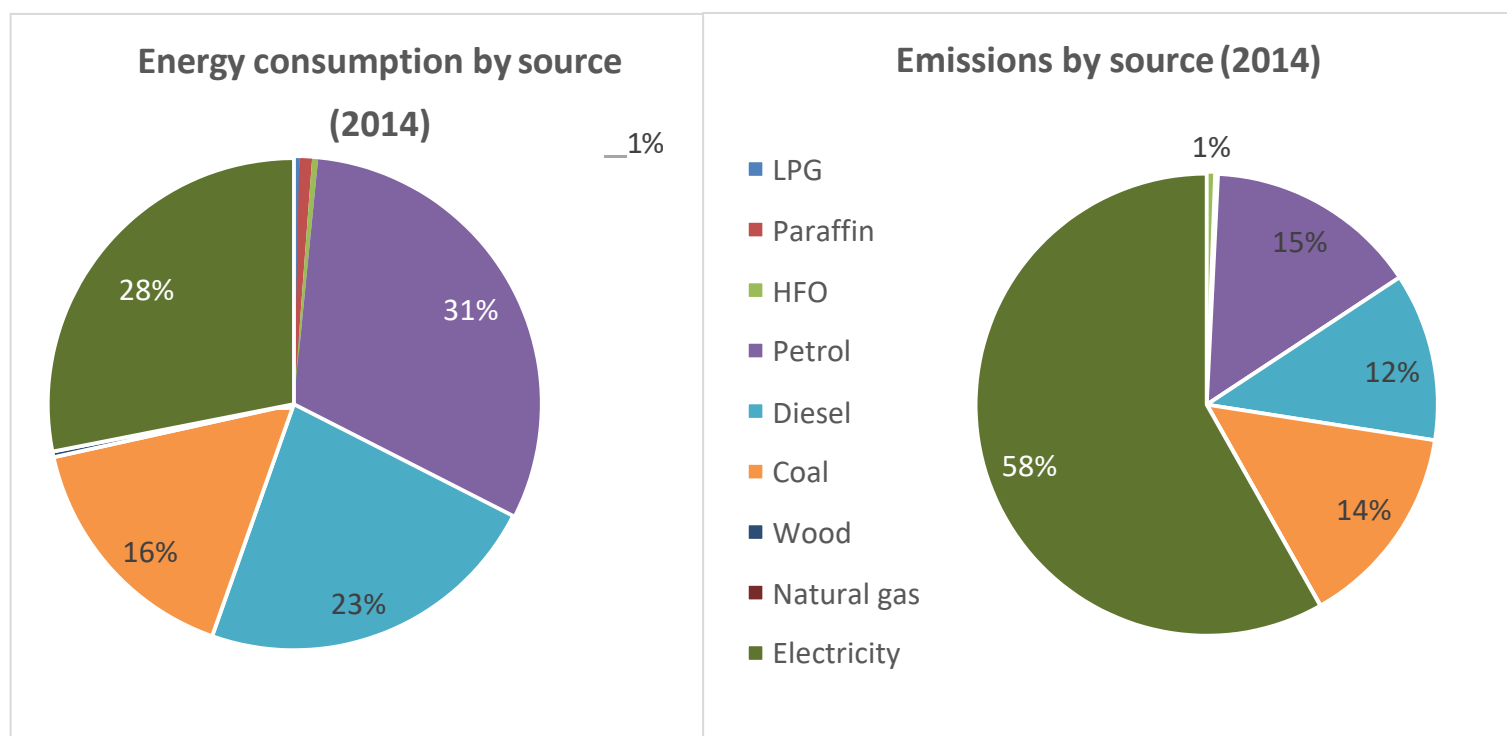


FIGURE 36: KDM ENERGY CONSUMPTION BY FUEL TYPE, 2014

proportion (58%) of the indirect emissions per unit (scope 2), depicted in figure 33 below. This is as a result of the reliance on the centralized, national electricity generation by 'dirty' coal- burning power stations.

d) DETAILED OVERVIEW OF THE INVENTORY

Table 21 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.

GHG Emissions Source (By Sector)		Total GHGs (metric tonnes CO ₂ e)					
		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 26: GHG EMISSIONS (BY SECTOR)

GPC ref No.	GHG Emissions Source (By Sector and Sub-sector)	Total GHGs (metric tonnes CO ₂ e)			
		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

TABLE 27: OVERVIEW OF GREENHOUSE GAS EMISSIONS BY SECTOR IN KDM,2014

3.1.4. CLIMATE AND ENVIRONMENTAL REPORTING

For the past years, as part of Global Covenant of Mayors for Climate & Energy compliance (GCoM), 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. Cities are assessed across four consecutive levels which represent the steps cities move through as they progress towards environmental stewardship:

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.

TABLE 28: THE LEVELS/SCORING BANDS

Simultaneously, cities committing to GCoM agree to advance climate action in three key areas: (a) reducing greenhouse gas emissions, (b) identifying – and adapting to – the risks associated with climate change, and (c) increasing access to clean and affordable energy. Likewise, as KwaDukuza implements its climate commitments, GCoM recognizes progress by a system of badges shared with the global community:

Mitigation

Badge

Awarded as soon as one of the steps (i.e. Inventory, Target, or Plan) is accomplished



Inventory

GHG baseline emissions inventory submitted and validated (including all mandatory criteria)

Target

GHG emissions reduction/low emissions development target set and validated

Plan

Separate or integrated climate action plan for climate change mitigation submitted and validated

Adaptation

Awarded as soon as one of the steps (i.e. Assessment, Goal, or Plan) is accomplished



Assessment

Climate risk & vulnerability assessment (RVA) submitted and validated

Goal

Goal(s) for climate change adaptation goal(s) submitted and validated

Plan

Separate or integrated climate action plan for climate change adaptation submitted and validated

Compliance Badge



The 'Compliance' badge is awarded to cities that have accomplished all steps under all three pillars: mitigation, adaptation, and access to energy*. They will keep the badge as long as they keep submitting progress monitoring reports within the required timeframe, validated for meeting GCoM requirements.

*Please note: GCoM has not yet formalized the energy access pillar. Until its requirements have been adopted, full badge compliance is already achieved once all requirements under the mitigation and the adaptation pillars have been fulfilled.

FIGURE 37: GCOM COMPLIANCE BADGES

3.2. 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 focusing on the following environmental issues:

- Annual education events such as Open Street
- Wetlands and biodiversity
- Career expo
- Exhibitions
- Cleanups
- Climate change and weather
- Marine ecosystems
- Riverine management
- Marine Safety

KwaDukuza Municipality commemorates all the South African Environmental Calendar Days to promote environmental awareness and education, the municipality has prioritized 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 are conducted through the municipality's environmental management forum members from the 30 wards within the municipality.

3.3. SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

KwaDukuza Local Municipality's Low Carbon and Environmental Management Journey 2013- to date

1. Staff capacity has increased within the Environmental Management unit:
 - ✓ 2x Senior Environmental Officers
 - ✓ 1x Climate Change Officer
 - ✓ 1x Environmental Management Intern
 - ✓ Technical Champion for Climate Change (Executive Director: Economic Development & Planning)
2. ACTIVE MEMBER OF **CENTRAL KZN CLIMATE CHANGE COMPACT (CKZNCCC)**
3. ACTIVE MEMBER OF **ICLEI LOCAL GOVERNMENT FOR SUSTAINABILITY**
4. ACTIVE MEMBER OF **GLOBAL COVENANT OF MAYORS FOR CLIMATE & ENERGY**
5. **INSTITUTIONALISATION OF CLIMATE CHANGE WITHIN LINE FUNTIONS:**
 - (i) SCM Policy reviewed to include Green Procurement
 - (ii) Development Control: Standard condition in the Record of Decision (RoD) stating that the Developer must adhere to the adopted KwaDukuza Green Building Guidelines (GBG) and must submit a report to the municipality detailing how they have incorporated the GBG during implementation.
 - (iii) Electrical Services: Energy Master Plan was reviewed to incorporate Energy Efficiency chapter and ensuring that all new streets lights are energy efficient.

6. ENVIRONMENTAL PLANNING TOOLS DEVELOPED:

- (i) 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).
 - a) 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.
 - b) 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.

3.4. STATUS OF SECTOR PLANS FOR ENVIRONMENTAL MANAGEMENT

TABLE29:SECTOR PLANS STATUS

SECTOR PLAN	COMPLETE D(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	COMPLETE D(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	COMPLETE D(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 Greenhouse Gas 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 compliant 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-

Pertaining more information on the above Policies and Plans, see ANNEXURE 5 - KDM ENVIRONMENTAL PLANS

3.5. ENVIRONMENTAL MANAGEMENT SWOT ANALYSIS

TABLE 30: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

4. 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.

4.1. 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.

TABLE 31: DISASTER MANAGEMENT UNIT

FIRE FIGHTERS	AREA(SQUARE KM)	CAPACITY (EQUIPMENT)	POPULATION	HOUSEHOLDS
1 Director 1 Chief Fire Officer 1 Divisional Officer 4 Station Officers 13 Leading Firefighters 20 Senior Firefighters 17 Firefighters 1 Call Centre Supervisor	735	6 Rescue Vehicles 2 Skid Units 5 Utility Vehicles	324 912	96 368

8 Call Centre Operators				

FIRE AND EMERGENCY SERVICES

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

FIRE PREVENTION ACTIVITIES:

Robust Fire Prevention activities were conducted to ensure safety of citizens and enforcement measures were affected by officials who were seconded to Fire Prevention. Two hundred and sixty-eight (268) Building Plans were processed by the Fire Prevention team with fifty-eight (58) premises being inspected for compliance with the National Building Regulations and Building Standards Act and relevant National Standards.

FIRE SAFETY PROGRAM:

14 Wards visited for Fire Safety Awareness Talks (school visits and special programs). The department was also involved in the Child Protection Campaign which was coordinated by Department of Education and iLembe District Municipality.

TABLE 32:PROJECTS FOR THE 2024/25 FINANCIAL YEAR (FIRE AND EMERGENCY)

PROJECT	BUDGET 2024/2025
Fire Fleet	6 000 000
4x4 double cab bakkie	9 00 000
2 x utility LVD	1 200 000
Furniture	50 000
Upgrade Avondale Repeater site	200 000
Security cameras (North & South Fire station)	200 000
Portable & mobile two way radios	100 000
Battery operated jaws of life combi tool	250 000
Total	8 900 000

5. STATUS OF DISASTER MANAGEMENT PLANS / FRAMEWORK

5.1. Municipal Institutional Capacity

The KwaDukuza Municipality Disaster Management Unit was established in December 2012. Although the municipality does not have an independent disaster management centre, the current disaster management office that is used for disaster management activities is located at the KwaDukuza Municipality offices and is furnished with the required resources. The Unit falls within the Community Safety Directorate and reports to the Municipal Services Portfolio Committee.

INSTITUTIONAL MEASURES	REMARKS
Disaster Management Centre	Has not been established
Human Resources (Personnel)	1 x Director, 1 x Administrative assistant, 4 x Disaster Management Officers. As per approved staff establishment, there are vacant positions of 1 x Senior officer: operations and 1 x Disaster Manager. Critical posts
Physical Resources (vehicles and storage containers)	2 x vehicles are available, but specialized (4x4) vehicles are required to be driven on rural terrain. 3 x storage containers for immediate relief items such as (food parcels, sponges, blankets, cosmetic packs and plastic sheeting)

Disaster Management Framework Policy	Draft available and aligned to District, Provincial and National Frameworks, policy-making process needs to be initiated so it can be approved by Council.
Disaster Management Plan	Adopted by Council in 2016. Needs to be reviewed to ensure relevance.
Disaster Management Advisory Forum	It is fully functional and meets on a quarterly basis

TABLE 33: INSTITUTIONAL MEASURES**MUNICIPAL LEGISLATIVE MANDATE (DISASTER MANAGEMENT, FIRE & RESCUE SERVICES)**

- Constitution of the Republic of South Africa Act 108 of 1996
- Municipal Systems Act (Act No. 32 of 2000)
- The National Disaster Management Framework (Notice 57 of 2005)
- Disaster Management Act (Act No. 57 of 2002)
- Disaster Management Amendment Act (Act No. 16 of 2015)
- Municipal Structures Act (Act 117 of 1998)
- Fire Brigade Services Act 99 of 1987
- National Veld and Forest Act 101 of 1998

DISASTER MANAGEMENT PLAN

Section 53 of the Disaster Management Act (Act No. 57 of 2002) states that each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area. The KwaDukuza Disaster Management Plan was developed and adopted by the Council in May 2016. The plan is overdue for review to ensure that it is still relevant and suitable for the disaster management needs of KwaDukuza Local Municipality. During the 2023-2024 financial year, the KwaDukuza Disaster Management Unit secured funding to outsource the reviewing of the disaster management plan by a service provider. In the 2024-2025 financial year, the KwaDukuza Disaster Management Unit plans to review and update the Disaster Management Plan.

DISASTER RISK MANAGEMENT SECTOR PLAN FORMS PART OF ANNEXURE 6 OF THE DOCUMENT

- Forms an integral part of the Municipal's IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives
- Anticipates the likely types of disasters that might occur in the Municipal's area and their possible effects
- Identify the communities at risk
- Provides for appropriate prevention, risk reduction and mitigation strategies

- Identify and address weaknesses in capacity to deal with possible disasters
- Facilitate maximum emergency preparedness

ANNEXURE 6 KDM DISASTER RISK SECTOR PLAN 22/23 AND 20/24 (AND AS WELL AS DISASTER REPORTS)

TOP LIST OF RISKS (HAZARDS)

Risk priorities have been allocated a numerical value from one to ten (with ten being the highest); these risks have been identified through incident data from the past five years. The disaster risk assessment was reviewed through a desktop exercise.

Hazard	Hazards Indices	Relative Risk	Relative Risk Priority
	<i>Hazard Rating</i>		
Heavy Rainfall	9	10	Extreme
Flooding	8	9	High
Structural Fires	9	9	High
Strong Winds	7	6	Medium
Lightning	6	5	Medium
Structural Collapse	5	5	Moderate
Veld Fires	4	3	Low

TABLE 34: TOP LIST OF HAZARDOUS RISKS



DISTRIBUTION OF HEAVY RAINFALL IN KWADUKUZA MUNICIPALITY

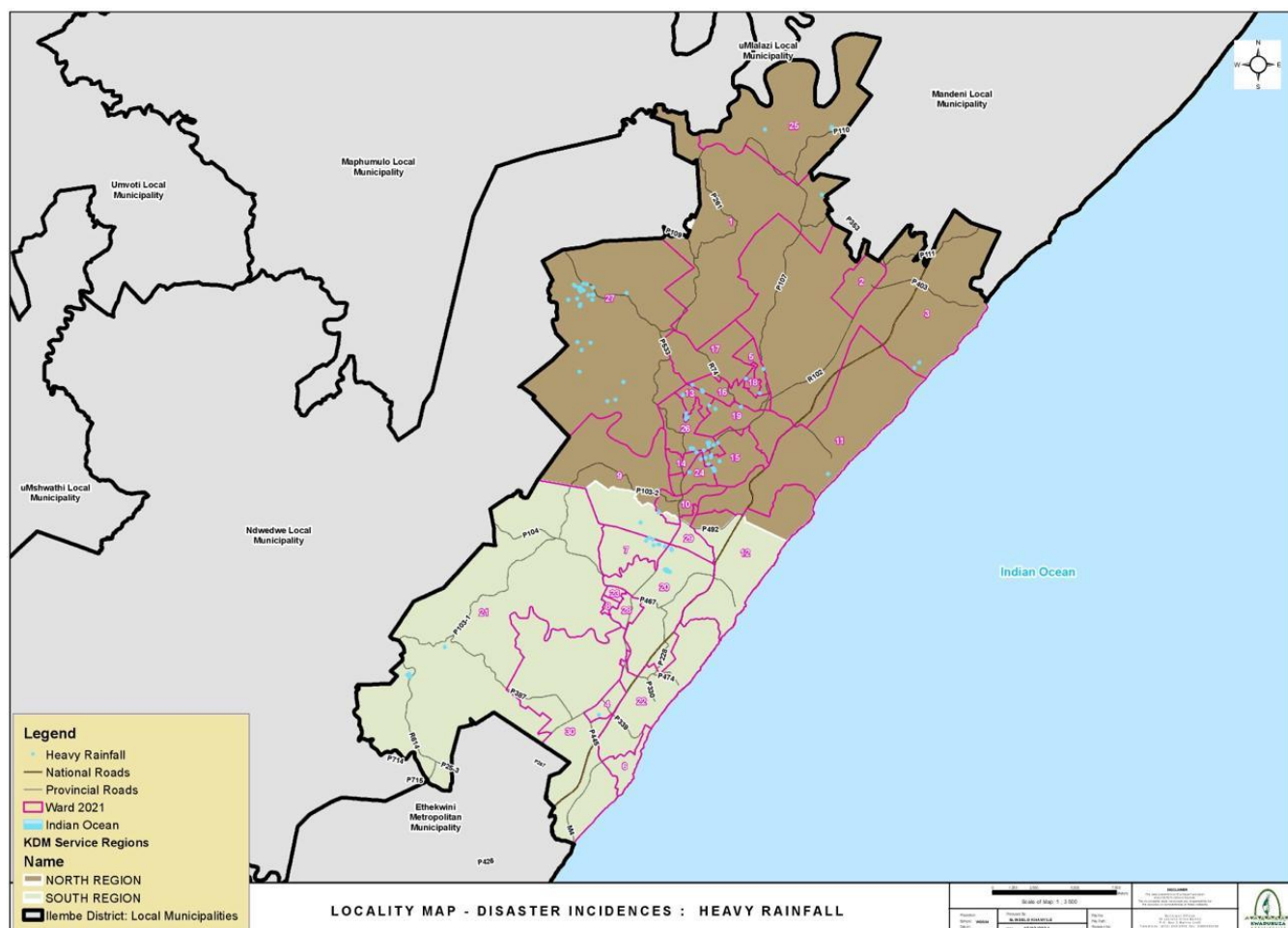


FIGURE 39: HEAVY RAINFALL DISTRIBUTION

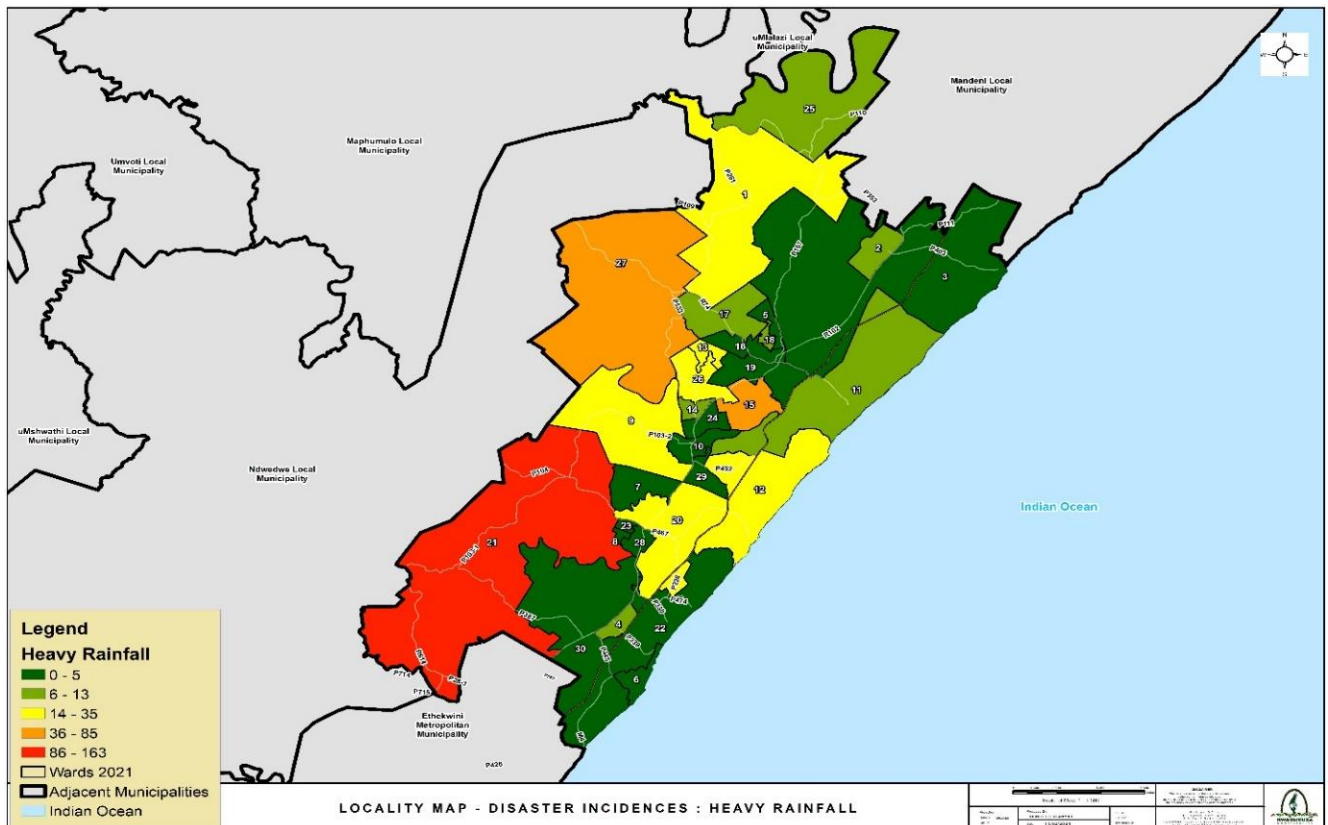


FIGURE 40: DISASTER INCIDENT - HEAVY RAINFALL DISTRIBUTION

DISTRIBUTION OF FLOODING IN KWADUKUZA MUNICIPALITY

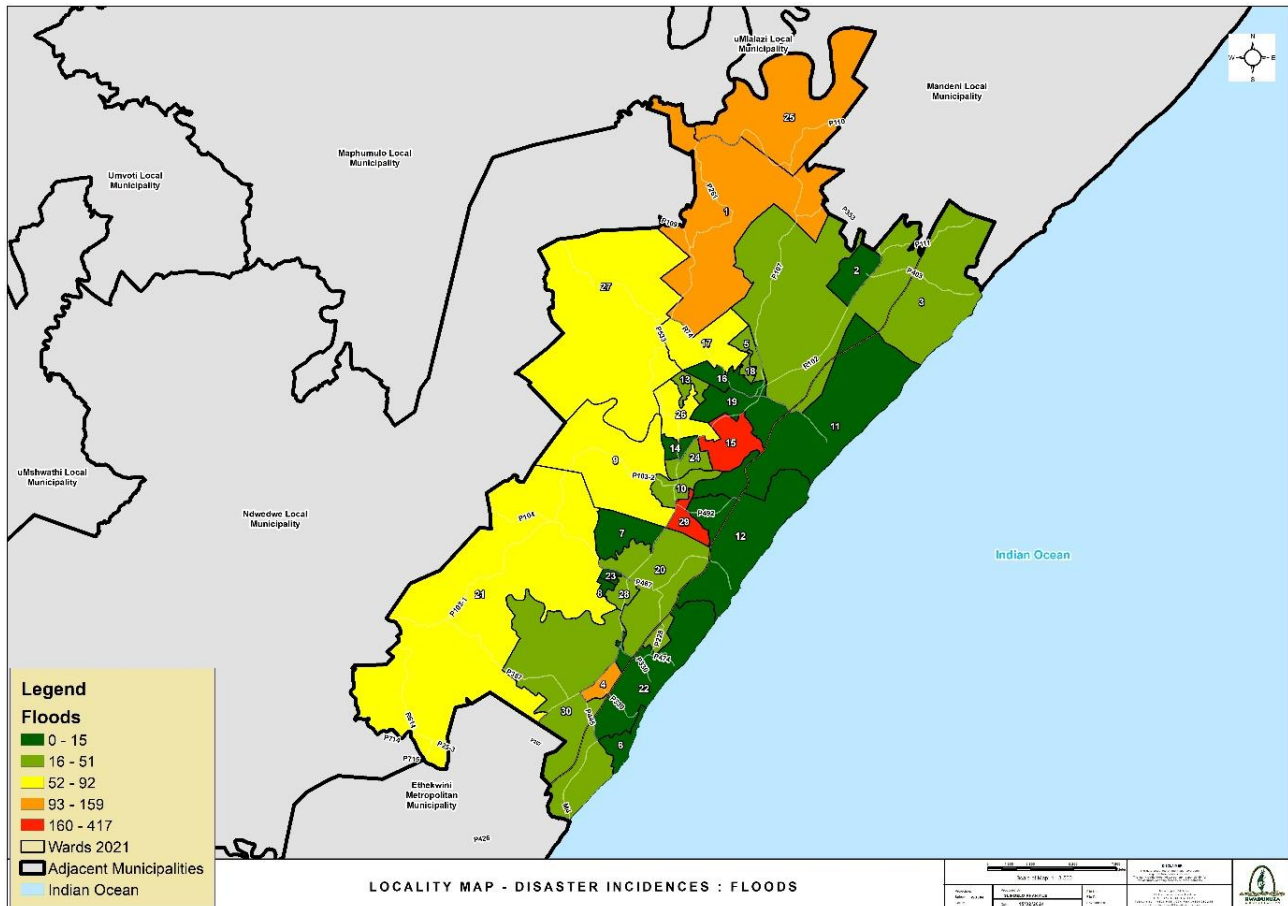
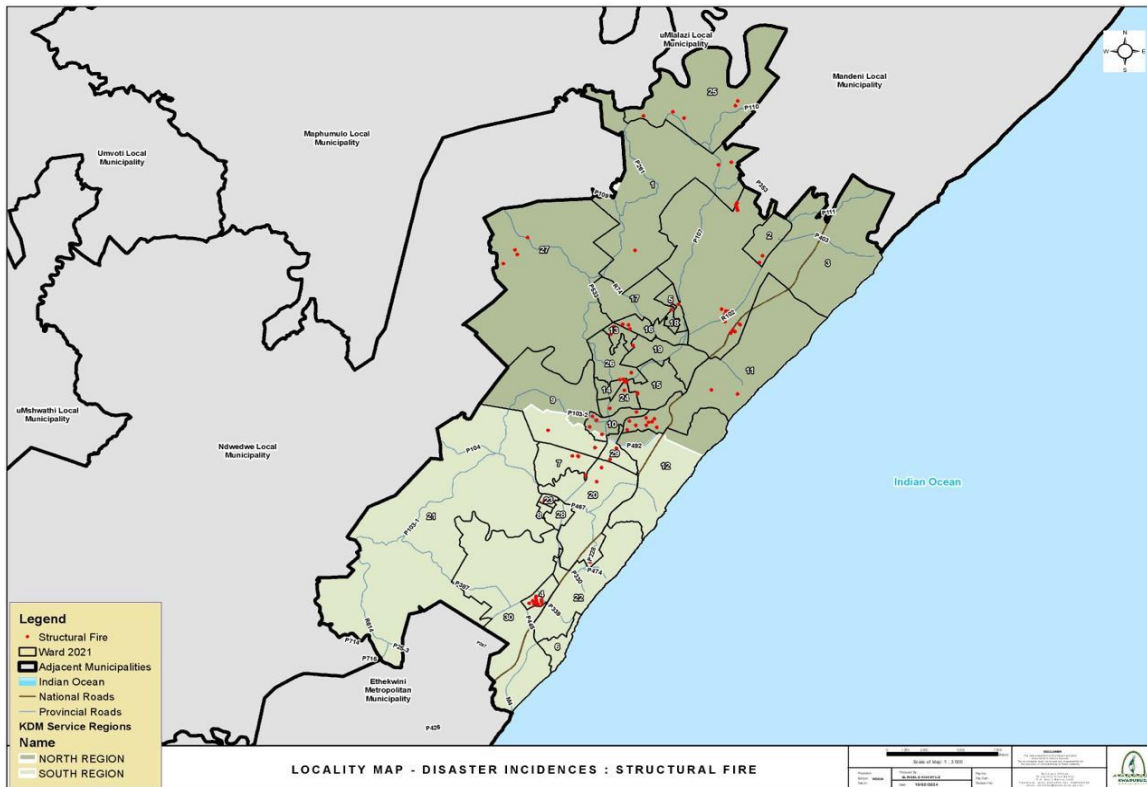
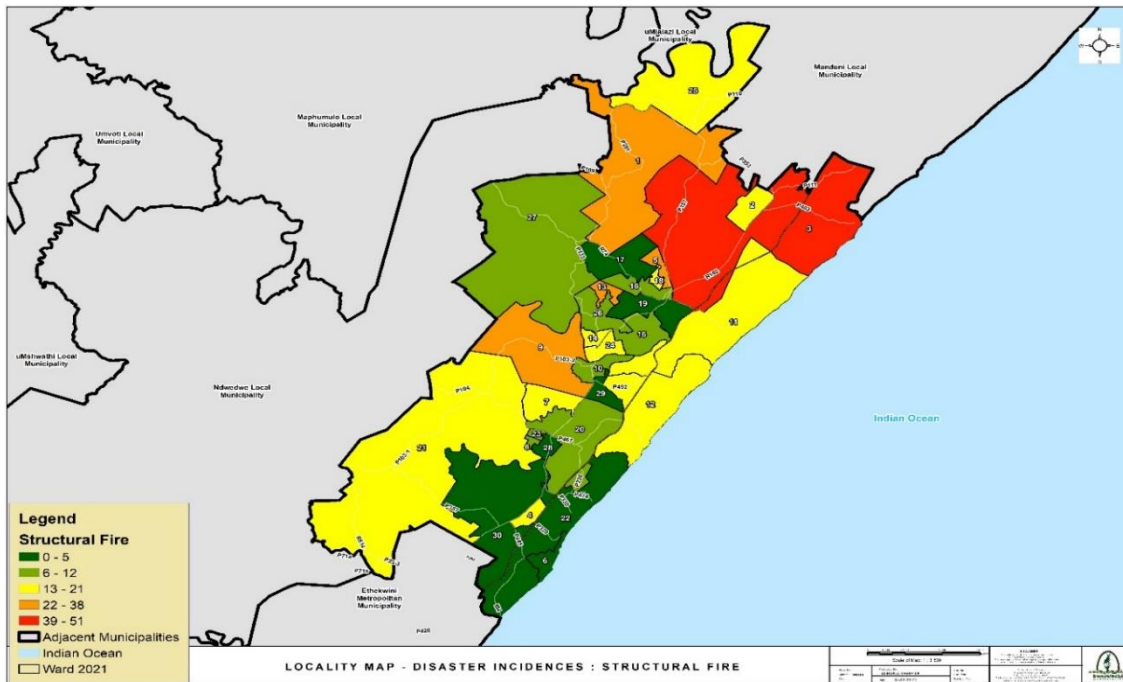


FIGURE 41 : FLOODING DISTRIBUTION IN KDM

DISTRIBUTION OF STRUCTURAL FIRES IN KWADUKUZA MUNICIPALITY





FIGURES 42: STRUCTURAL FIRE – DISASTER INCIDENCES

PROJECTS FOR THE DISASTER MANAGEMENT UNIT:

PROJECT	BUDGET 2023/2024	BUDGET 2024/2025
Storage container		20 000
Office Computers	80 000	40 000
Furniture & Equipment	50 000	40 000
TOTAL	630 000	150 000

TABLE 35: 23/24 AND 24/25 FY DISASTER MANAGEMENT PROJECTS

DISASTER RISK REDUCTION PROGRAMMES

TABLE 36: DISASTER RISK REDUCTION PROGRAMMES

HAZARD	DISASTER RISK REDUCTION PROJECT /PROGRAMME	BUDGET	TARGET	TIMELINES
Heavy Rainfall	Ongoing community awareness campaigns that focus on flood safety precautions and measures Issuing early weather warnings for wards at risk (Example: living within flood plains) and ensuring early evacuation Optimal utilization of all existing structures and Ward-based forum in all interventions Clean-Up Campaign (storm water drains, manholes and bridges)	Nil	General public Wards with Heavy rainfall and flood risk	2 per quarter
Structural Fires	Fire safety & Prevention awareness campaigns with KDM Fire Services in all wards with structural fire risk Enforcement of fire protection strategies in both current and future developments.	Nil	Ward 1,3,5,7,9,11,12,13,14,18,24 and 25	2 per quarter
Strong Winds	Planting of crops that are resistant to winds, especially in rural communities. Usage of local indigenous knowledge.	TBC Nil	Ward 1,2,3,4,7,12,13,15,25,26 and 27	
Lightning	Lightning safety awareness campaigns in wards with Lightning risk Usage of local indigenous knowledge	Nil	Ward 1,2,9,20,26,27 and 29	2 per quarter
All hazards	Emergency Relief Aid	R 3 000000	All Wards	Report submitted Monthly

All hazards	Capacity Building	Nil	Disaster Management Stakeholders	1 per quarter

6. A BRIEF DESCRIPTION OF EACH KPA AND ENABLER

TABLE37:CHECKLIST FOR 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

KPAs	OBJECTIVES	KEY INDICATORS
KPA 3 (Disaster Risk Reduction)	Integrated Disaster Management Plans and risk reduction programmes by all disaster management stakeholders developed in accordance with approved	- 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.
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	- 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

7. DISASTER MANAGEMENT AND FIRE SERVICES SWOT ANALYSIS

TABLE 38: DISASTER MANAGEMENT AND FIRE SERVICES SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Good institutional arrangements	- Disaster Management Centre has not been established - Disaster Management Plan is outdated

- Integration of disaster risk management issues with other municipal programmes - Sharing of best disaster management practices with other stakeholders such as other local municipalities, the district disaster management centre and the provincial disaster management centre - Establishment of ward-based consultative forum - Establishing Fire Prevention Section to do the enforcement of Bylaws in respect of premises storing flammable liquids and substances	- Insufficient physical resources to provide effective service delivery - Lack of manpower - Lack of integrated response by municipal business units during disaster incidents - Disaster Management Unit has no budget allocated, only relies on equitable share, which is utilized for relief.
OPPORTUNITIES	THREATS
- Establishment of a functional disaster management centre - Reviewing of disaster risk management plans - Capacity building programmes for disaster management stakeholders - Appointment of Chief Fire Officer - Raise charges for Fire Safety Compliance Inspections - Raise charges for all events as a measure of cost-recovery exercise	- Lack of cooperation from other sectors. - Climate change impact. - Lack of budgeting for disaster management - Recommended Maintenance Standards not being conformed with and disposal thereof - Inadequate budget to repair Emergency and none Emergency fleet

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 headed by an Executive Directive 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 7: 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 vests 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 39: MUNICIPAL 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	▪ Fire Fighting services ▪ Local Tourism ▪ Municipal Airports ▪ Municipal Planning	▪ Air Pollution ▪ Building regulations (National Building Regulations) ▪ Child Care Facilities ▪ Pontoons, Ferries, Jetties, Piers and Harbours

▪ Municipal Health Services ▪ Regional Airport ▪ Environmental Health Services	▪ Municipal Public Transport ▪ Funeral Parlours ▪ Municipal Abattoirs	▪ 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 adopted Employment Equity Plan from 2016 Term of Office. The Municipality commenced with the preparations for the approval of the new 5 years' Employment Equity Plan (EEP) which was targeted to be reviewed within the 2023/24 financial year. Its review will be done in line with this current Council term of Office and comes in as part of the alignment with the IDP processes. What 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 7: 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 part of **ANNEXURE 7: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS**. The plans are being implemented with the following learning programmes.

TABLE 40: PRIORITISED TRAINING PROGRAMME FOR 2023/24

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 2023/24 beneficiaries is attached **AS ANNEXURE 7: 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 7: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS** for ease of reference). This policy is being implemented and reviewed annually. The reviewed policy was presented at the Council Workshop of the 15 March 2023 as part of the process and it is subject to Council adoption by end of end of the next financial year. 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 7 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.

THESE POLICIES WILL BE REVIEWED IN THE 2024/25 FINANCIAL AS THERE IS A DELAY IN THE APPROVAL OF COUNCIL FIVE YEAR HR STRATEGY.

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. 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 7: 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	To be reviewed in 2024
Human Resource Management and Development Strategy	2016	To be reviewed in 2024
A council adopted Workplace Skill Plan	30/04/2021	30/04/2023 to be reviewed in 2024
Recruitment and Selection Policy	30/05/2018	Reviewed in 2023, was presented at the Council workshop in 15/03/2023
Acting Allowance Policy	08/11/2018	31/10/2023 as per KZN Divisional Bargaining Council
KDM Staff Excellence Awards	14/03/2018	To be reviewed in 2024
Recognition of prior learning & procedure	30/05/2018	Still in order, no review so far
KDM Bursary Policy	1/07/2018	Currently reviewed in 2023, was presented at the Council workshop in 15/03/2023
Staff Conditions of service (Policy Manual)	30/05/2018	30/06/2022

KDM Staff Succession Planning Policy and KDM Review Succession Plan		Reviewed in 2023, was presented at the Council workshop in 15/03/2023
Scarce and Critical Skills Retention Policy		To be reviewed in 2024

TABLE 41:HR SECTOR PLANS/POLICY

Previously PMS was only limited to section 56 and 57 but with the Regulation from COGTA it talks to the need of all Municipalities to implement PMD for staff below these sections from 01 July 2022. Due to the regulations, there was a need to appoint personnel under the organisational Development Section of the Municipality to deal with issues related to the staff structures, alignment, job evaluations and most of all implementation of PM&D. there have also been various capacity building sessions that were conducted during the reporting period in trying to cascade PMS from T19 to T14 during the 2022/23 financial year and 2023/24 financial years. The process of cascading Performance Management System from the senior management level to middle management and to other levels of management and until Task Grade 14 is most definably in motion. Progress on implementation is reported to all relevant forums and portfolio committees within the Municipality.

WORKSHOPS ON CASCADING OF PM&D AND PERFORMANCE REVIEWS CONDUCTED

WORKSHOPS THAT WERE CONDUCTED TO ALL KDM OFFICIALS T14 AND ABOVE: 2022			
DATE	SUBJECT	OFFICIALS TARGETTED	NUMBER OF PARTICIPANTS
08 July 2022	• COGTA Municipal Regulations • KZN Municipality Regulation and Guidelines • Draft KDM staff PMD Policy	KDM Officials from T14 and above	36
28 July 2022	Practical Session of completion of individual Performance Plans via virtual.	EDP officials from T14 and Above	11
01 August 2022	Practical Session of completion of individual Performance Plans via virtual.	KDM officials from T14 and Above	48

16 August 2022	Practical Session of completion of individual Performance Plans via virtual.	Community Services and Public Amenities officials from T14 and Above	6
23 August 2022	Practical Session of completion of individual Performance Plans	Corporate Services officials from T14 and Above	4
24 August 2022	Practical Session of completion of individual Performance Plans	Electrical Engineering officials from T14 and Above	8
27 August 2022	Practical Session of completion of individual Performance Plans	Community Safety officials from T14 and Above	5
30 August 2022	Practical Session of completion of individual Performance Plans	Community Services officials from T14 and Above	3
30 August 2022	Practical Session of completion of individual Performance Plans	Office of the Municipal Manager officials from T14 and Above	4

TABLE 42: WORKSHOPS ON CASCADING OF PM&D AND PERFORMANCE REVIEWS CONDUCTED IN 2022

WORKSHOPS THAT WERE CONDUCTED TO ALL KDM OFFICIALS T14 AND ABOVE: 2023			
DATE	SUBJECT	OFFICIALS TARGETTED	NUMBER OF PARTICIPANTS
03 March 2023	Practical Session on Drafting Individual Performance Plans	Office of the Municipal Manager and HS officials from T14 and Above	04
09 March 2023	Practical Session on Drafting Individual Performance Plans	Office of the Municipal Manager and HS officials from T14 and Above	2
10 March 2023	Practical Session on Drafting Individual Performance Plans	Office of the Municipal Manager and HS officials from T14 and Above	4
19 March 2023	Practical Session on Drafting Individual Performance Plans	Office of the Municipal Manager and HS officials from T14 and Above	2
31 March 2023	Approval of PMDS by Council	KDM Council	Attended at the Town Hall

26 April 2023	Approval of the Municipal Moderation Committee	KDM Council	Attended at the Town Hall
04 May 2023	Praparing appointment letters of the Municipal Moderation Committee	COO, All Executive Directors and CFO, Director PMS, Director Human Resource, Manager Organization Development and PMS, Director IDP, Director Internal Audit	
05 May 2023	Mid term Reviews (Community Services and Public Amenities)	Director (Comm Services)	Virtual Meeting
09 May 2023	Mid term Reviews (Comm Safety)	2x Directors (Comm Safety and Disaster)	Virtual Meeting
24 May 2023	• Congta Municipality Regulations • KZN Municipal Regulation and Gudelines • Draft KDM StaffbPMDS Policy KDM officials from T14 and above • Practical Session on Drafting Individual Perfomance	KDM Officialies from T13 and T12 (56 Officials)	Council Chambers
01 August 2023	Commencement of Completing Performance Plans for KDM Officials on Task Grade 14 and Above by 18 August 2023	KDm Officials T19 – T14	Internal Memorandum
02 August 2023	Practical Session on Drafting Individual Performance Plans	13x T 12 Community Safety Officials BU	Technical Board room (LArvouipier Building)
03 August 2023	Practical Session on Drafting Individual Performance Plans	12x T 12 (EDP and EE BUs)	KDM Library
04 August 2023	Practical Session on Drafting Individual Performance Plans	11x T 12 (CS, Office of the MM, Civil and human settlement Business Units	KDM Council Chamber

07 August 2023	Practical Session on Drafting Individual Performance Plans	15x T 12 EDP and Finance BU	
01 September 2023	Performance Management Workshop by SALGA	20x KDM Management Officials	
5-7, 12-14, 19-21 September 2023	80xT19 – T14 KDM Officials		Glen hills Multipurpose Center

TABLE 43: WORKSHOPS ON CASCADING OF PM&D AND PERFORMANCE REVIEWS CONDUCTED IN 2023

The challenges so far includes that the cascading of PMS was affected by the fact that many officials were on annual leave during the month of December and January. This meant halting of the cascading to be delayed. The OD and PMS section have been sending multiple communiques to the respective directors and managers and have received little or no response regarding the signing their performance plans. This challenge causes a major set-back on timelines of cascading PMS.

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 8) 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 9 TO THE IDP**. Other IT related policies existing in the municipality are as follows: IT Turnaround Strategy with IT Strategy Plan 2022-2026 adopted by Council IN 20 October 2023.

POLICY	COMPILATION YEAR	LAST REVIEWED
ICT POLICY FRAMEWORK 2020/21	1/7/2020	13 April 2021
ICT SECURITY POLICY	1/7/2020	26 October 2023
ICT CHARTER	1/7/2020	13 April 2021
ICT DISASTER RECOVERY PLAN	2019	13 April 2021
ICT TURNAROUND STRATEGY 2022/26	2022	20 October 2023
IT STRATEGY PLAN 2022/26	2022	20 October 2023
ICT ASSET MANAGEMENT POLICY	04/2022	26 January 2023
ICT SECURITY POLICY: contains the following ; • Firewall Policy • Backup and Retention Policy • Performance Monitoring • User Access Management Policy		

• System/Applications sign off, handover and discontinuation policy`		

TABLE 44:KDM IT TURN-AROUND STRATEGIES, PLANS AND POLIES

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 Council 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 and 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 Municipal land policies etc.

Major Function for this 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 adopted the **IMMOVABLE PROPERTY DISPOSAL POLICY (ANNEXURE 10)** 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. Various opinions on the validity of council resolution taken, signed and unsigned sale agreements were solicited from council's appointed attorneys and COGTA. Legal opinion solicited was then submitted to Council in August 2019. The legal opinion dealt with a number of issues ie. The validity of sale agreements signed prior to 2005, whether the old purchase price was still applicable, occupational rental and rates payments etc.

A formal notice was publicized in newspapers inviting all interested and affected person(s) to come forward in order to perform their obligations in terms of the contract within a reasonable period. This process is currently underway and 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 45: POLICIES-ADMINISTRATION/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 11: 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 12: COUNCIL APPROVED ORGANOGRAM 2016-2021** and is currently being reviewed for this current term of

office. Council through the Cooperate Services Business Unit has gone through a mid-term 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 sessions which took place in 2022 (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 current attached as **ANNEXURE 13 FINAL ORGANOGRAM 2022-2026** are to undergo a job evaluation process prior to them being filled.

It must be noted that the draft organogram item was last submitted to Council was recently submitted for adoption on the 22nd of May 2024 and the reason behind the delay are as follows;

- That a Workshops need be held on the item in order to allow Councilors an opportunity to caucus the item and thereafter report on their final input.
- That once the workshop has been conducted, a special council meeting be considered to finalize the item.

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 was filled during the course of 2022. The current status Section 54 and 56 posts is as follows;

1. **Municipal Manager** *position is filled*
2. **Chief Financial Officer** *position is filled;*
3. **Chief Operations Officer** *position is filled;*
4. **Executive Director: Corporate Services;** *position is filled;*
5. **Executive Director: Electrical Engineering Services** *position is filled;*
6. **Executive Director: Community Safety** *position is filled;*
7. **Executive Director: Community Services & Public Amenities** *position is filled;*
8. **Executive Director: Civil Engineering & Human Settlements** *position is filled;*
9. **Executive Director: Economic Development, Planning and Human Settlements** *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. 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 from 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 and interns, as well as streamlining and selection panels. **ALL HUMAN RESOURCES POLICIES/STRATEGIES – ANNEXURE 7 HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS ENCOURAGES** internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

In an effort to improve operational efficiency and productivity within the organization - at this point in time it must be noted that all Business units have made various submissions to the Corporate Services unit which were followed by a number of sessions/workshops on the actual reconfiguration of the functions within the respective business units, which included amongst others;

- Identification of new positions
- Consolidation of existing staff functions
- Abolishing of some posts

This is done in line with the Municipal Staff Establishment Regulations and was facilitated by HR department as part of the revision of the organization wide organizational structure which was targeted to be completed by end of mid-May 2024. The final draft organogram was workshopped to Municipal Council and organised labour before submission to the Municipal Council for adoption in 2023 and 2024. The draft organogram has noted to be in line with the Municipal Staff Regulations. It must be noted that the organogram was once again last considered for Council approval/adoption in February 2024 and the item was deferred with follow up sessions needed before Council adoption. With the expected Council adoption expected thereafter the organogram will be submitted to the MEC for Cooperative Governance and Traditional Affairs. Upon the receipt of the comments on the submitted staff establishment from the MEC of Cooperative Governance and Traditional Affairs the organogram will be reviewed to incorporate the MEC comments before final submission to Council for approval.

STAFF COMPLEMENT	ACTUAL	VACANCIES	TEMPORARY STAFF
Section 54 & 56 Managers	9		1

DEPARTMENTS/BUSINESS UNITS	ACTUAL NUMBER OF STAFF	NUMBER OF VACANCIES
Municipal Manager's Office	4	0
Chief Operations Office	58	0
Corporate services	75	3
Finance	104	35
EDP	96	27
Community Services	297	27
Community Safety	232	28
Civil Engineering	103	16
Electrical Engineering	129	83
Youth	Under EDP	
Total	1098	219

TABLE 46:STAFF COMPLEMENT

The current record reflect 0.27% of the people with disabilities within the Municipality. The municipality is embarking on collecting information about those staff members who got disabled after appointment date.

INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

In 2018 KwaDukuza Municipality after consultation with Organised Labour approved Performance Management System Policy aimed at planning, monitoring and evaluating the performance of employees below Section 56 managers. The policy was implemented to Directors and managers, though challenges were experienced in that there were no dedicated personnel employed under the section to assist with the implementation, which then halted the implementation in most Business Units. In 2021 the Minister responsible for COGTA issued the Local Government Municipal Staff Regulations, September 2021, which required that all employees employed in municipalities must participate in the performance management system. These regulations were effective from 01 July 2022. The existed KwaDukuza municipality Performance Management Policy had to be reviewed in consultation with the unions to align to the provisions of the COGTA Municipal Staff Regulations. The Individual Performance Management and Development Policy was approved by Council in April 2023 after lengthy deliberations on the amendments. It was agreed that it was impossible to implement the formal performance management system for the entire workforce simultaneously and a decision was taken that a phase in approach be adapted to start with employees at management level from Task Grade 14 to 19 during the 2022/23 financial year.

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

TABLE 47: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT - CHALLENGES AND INTERVENTIONS

CHALLENGES/COMMUNITY IDENTIFIED	NEEDS	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 189 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 48: 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 learnerships 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, ▪ 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.	▪ 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, ▪ 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 be 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.

BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA MUNICIPALITY

ANNEXURE 14_ 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 which took place end of June 2022. 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 30 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.

9.2. OPERATION SUKUMA SAKHE

NATIONAL AND PROVINCIAL PROGRAMMES ROLLED OUT AT MUNICIPAL LEVEL

Operation Sukuma Sakhe brought profound success on improving the lives of the people of KwaDukuza Municipality. KwaDukuza Municipality has attempted to set up all OSS war rooms for 30 Wards immediately after the ward committee elections have taken place. These war rooms sole mandate is to create a platform where the ward councillors, PR Councillors, ward committee members, community based structures, civil society as well as the Municipality through its delegated officials and sector departments can meet to deal with community issues. Officials from the Special Programmes have successfully launched at war rooms in 30 wards. Even though that has taken place there is also a need for KwaDukuza Municipality to initiate an induction programme for all wards on Operation Sukuma Sakhe and the activities that are aligned to it, at the inductions will be a platform for all departments to do presentations on their activities and their alignment to OSS.

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



FIGURE 43: BENEFICIARIES OF OPERATION SUKUMA SAKHE

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.

9.2.1. 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.

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 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 was done February 2022.

The war-room is an integrated service delivery structure that:

- Supports data collection to identify needs through household profiling by Fieldworkers.
- Supports department/service provider interventions.
- Follow up on service delivered to households
- Identifies resources within the ward for use by OSS to respond to community needs and
- Stores documentation relating to households profiled, interventions provided or required and War room administration

COMMUNITY DEVELOPMENT WORKERS - FIELDWORKER DISTRIBUTION

COGTA CDW PROGRAMME ACTIVITIES ARE AS FOLLOWS.

CDWs conducting door-to-door activities and referring Issues/Critical cases to relevant sector departments for interventions. Compilation of the Schedule of War Room Monthly meetings. Compilation of 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 Statistics South Africa Census Campaigns. 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.

TABLE 49:FIELDWORKER DISTRIBUTION

WARD NUMBER	PARTICIPANTS APPROVED
01	21
02	21

WARD NUMBER	PARTICIPANTS APPROVED
03	22
04	20
05	42
07	24
08	24
09	28
10	24
11	31
12	22
13	18
14	20
15	23
17	20
18	24
20	24
21	24
23	23
24	24
25	24
26	24
27	24
28	20
29	27

9.3. KWADUKUZA MUNICIPALITY'S SERVICE STANDARDS AND CHARTER

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.

ANNEXURE 14: BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA. 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 50: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.

KWADUKUZA MUNICIPALITY OSS WAR ROOMS CHAMPIONS– 2022/ 2026

1.	ED CIVIL AND HUMAN SETTLEMENT	WARD CLUSTER 01
2.	MR KHANYILE S. – MUNICIPAL SERVICES	WARD 02
3.	MR M. MANZINI - COO	WARD 03
4.	MR HLONGWANE S. – EDP	WARD 04
5.	CVACANT	WARD 05
6.	MR S RAJCOOMAR - CFO	WARD 06
7.	MR S. JALI - ELECTRICITY	WARD 07

8.	MR C. VIRAMUTHU	WARD 08
09.	MR M NGCAMU- DIRECTOR CS	WARD 09
10.	MRS NGUBANE Z. – DIRECTOR IDP	WARD 10
11.	MR S. BUTHELEZI	WARD 11
12.	MR Y PILLAY- DIRECTOR INTERNAL AUDIT	WARD 12
13.	MR A NUNKUMAR-DIRECTOR BUDGET	WARD 13
14.	MR S.S. ZULU	WARD 14
15.	MRS MEISIE NGUBANE- DIRECTOR ADMIN	WARD 15
16.	MR M NTANTA-DIRECTOR DEV PLANNING	WARD 16
17.	MR D. DUMA MHAULE - DIRECTOR	WARD 17
18.	MR C PEREIRA – DIRECTOR SPECIAL PROJECTS	WARD 18
19.	MR CHONGUENE – DIRECTOR EXPENDITURE	WARD 19
20.	MR F MHLONGO- DIRECTOR CIVIL	WARD 20
21.	DR D. RAMPERSAD	WARD 21
22.	MR CELE SANDILE - DIRECTOR	WARD 22
23.	MR M. I. ZUMA – DIRECTOR DISASTER	WARD 23
24.	MR FARLAN NAIDOO	WARD 24
25.	MRS P. GOVENDER	WARD 25
26.	MR N NGWANE-DIRECTOR	WARD 26

27.	MR M. FAYA	WARD 27
28.	MR M. MBILI	WARD 28
29.	MS N. GUMBI	WARD 29
30.	MR T. YENGWA	WARD 30

TABLE 51:SERVICE DELIVERY IMPROVEMENT PLANS'S CHAMPIONS

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

Please see the attached captured community needs which were collected in all 30 Wards in the year 2022. These top 3 community needs are meant to be achieved and actually worked on by the different Business Unit on or by 2026. Please see **ANNEXURE 15: 2022 WARD SPECIFIC WARD BASED COMMUNITY NEEDS** and also forms part of each Ward Based Plans.

In the quest to improve on service delivery the Municipality has formed what can be labelled as an accelerated Service delivery Program for this Quarter, See **ANNEXURE16:ACCELERATED DELIVERY PROGRAM FOR QUARTER 4** this can be regarded as Service Delivery Plan of the Municipality at this point in time. This program was tabled at Council in April 2024.

9.4. 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 fairly 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

The catalytic projects identified in the tables in Annexure 17 have been identified from local and provincial sector plans. They were updated district during the course of December 2022 and have been presented and submitted to both the Technical and Political Hubs DDM meetings. Some of the projects are only in conception phase and no feasibility studies have been undertaken yet, whereas others are already in the initial stages of implementation. The catalytic projects will be reviewed and re-prioritised annually. While the complete list of programmes is extensive and cannot be reproduced in full here, they are included as **to this IDP** and covers the whole District Municipality. The catalytic projects details the status of the programmes for each of the Key Areas described in the One Plan. Ultimately, the success of the One Plan will depend on the successful implementation of as many of these programmes as possible.

The development of One Plans across all district and metro spaces marked a critical milestone in the institutionalisation of the DDM as a government approach to enabling joint planning, implementation and budgeting. The integral role of provinces in the DDM One Plan processes remain significant in the review and updating of the One Plans. Provinces are expected to provide the overall oversight and management of the One Plan review and updating process. In this regard, the coordination role played by the provincial departments responsible for local government and the Offices of the Premier working with all stakeholders remain critical. The roles and responsibilities are outlined in the One Plan process guidelines issued by DCOG

9.4.1. STATUS OF THE ILEMBE DISTRICT DEVELOPMENT MODEL

Political Hub Resolution on the District Development Model

At meeting held on 14 December 2022, the Political Hub.

The following was resolved;

That the iLembe District Development Model be adopted, noting the following:

1. The submission of the District Development Model consists of three documents dated December 2022, namely:
 - i. The Comprehensive District Development Model;
 - ii. The summary booklet version; and
 - iii. The Catalytic projects;
2. The District Development Model is still subject to Sector Department inputs and commitments;
3. The District Development Model be a standard item on all Cluster and Hub agendas for monitoring purposes
4. As prescribed in Circular No.10 of 2022, dated 20 August 2022, the final Economic Recovery Plan will be submitted between 15 – 28 February 2023; and
5. The consultative workshop must be held in January/February 2023, including a public participation process through the advertisement of the District Development Model in all local newspapers.

ANNEXURE 17 : DDM PROJECTS INFORMATION

9.5. INTER-GOVERNMENTAL RELATIONS (IGR):

KwaDukuza Municipality engages in strategic policy and communications, coordinating activities with the iLembe District Municipality, other neighbouring local municipality as well as relevant Sector departments. This enables KwaDukuza Municipality to keep up with developments in other jurisdictions.

9.5.1. 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.

9.6. 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 52: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 2024 will be communicated in due course 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.

KwaDukuza Municipality does ensure continued reporting and tabling of all information received from all IGR structures. This is done in all MANCO, EXCO, Portfolios sitting as well as Council sittings

(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. 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.

9.7. 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 and they increase the participation of local residents in municipal decision making, as they are a direct and unique link with the council. They are representative of the local ward, and are not politically aligned, as well as 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. These impact on local people and can identify, initiate projects to improve the lives of people in the ward as well as can support the councillor in dispute resolutions, providing information about municipal operations. They serve to 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 finished with the process of electing Ward Committees in all 30 wards in April 2022. The process started on the 4th of February 2022 and was completed accordingly. The status of how the election process unfolded and has been noted by Council on the 26th of May 2022.

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. There are currently some wards with vacancies for Ward Committee and elections to fill in vacancies is administered regularly through Ward Councillors by following the right procedure from the Council adopted **FINAL_KDM_WARD COMMITTEE ELECTION PROGRAMME 2022** forms part of the IDP.

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.

Latest status of Ward Committee Functionality administered through COGTA Public Participation Section for the 2nd Quarter of 2023/24 is as follows;

TOTAL NO OF WARDS	NO OF FUNCTIONAL WARD COMMITTEES	% OF FUNCTIONAL WARD COMMITTEES	FUNCTIONAL WARD COMMITTEES	NO OF NON-FUNCTIONAL WARD COMMITTEES	% OF NON-FUNCTIONAL WARD COMMITTEES
QUARTER 2					
30	14	47%	1, 3, 5, 7, 9, 10, 13, 14,	16	57%

			15, 19, 20, 21, 24, 25 & 30		

TABLE 53: WARD COMMITTEE ASSESSMENT FUNCTIONALITY

9.8. 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 COGTA 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 who sit KwaDukuza have been provided to the Municipality. A formal item to the first Council meeting for 2022 was tabled which 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 54: APPOINTED AMAKHOSI PARTICIPATING IN KDM COUNCIL

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

The Table reflects the Council Meetings attended by Amakhosi/traditional AUTHORITIES

No	AMAKHOSI	MEETING	DATE	VENUE	TIME
1.	Inkosi Mathonsi Inkosi Mthembu	Ordinary Council	31 March 2023	Town Hall	09h00
2.	Inkosi Mathonsi Inkosi Mthembu	Special Council	20 April 2023	Town Hall	09h00
3.	Inkosi Mthembu	Council Workshop	19 May 2023	Town Hall	09h00
4.	Inkosi Mthembu Inkosi Mathonsi	Council Meeting	30 May 2023	Town Hall	09h00
5	Inkosi Mathonsi Inkosi Mthembu	Council Meeting	31 May 2023	Town Hall	09h00
6.	Inkosi Mathonsi	Ordinary Council	26/10/23		

	Inkosi Mthembu		26/10/23 30/11/23	Town Hall	09h00

TABLE 55: COUNCIL MEETING ATTENDED BY AMAKHOSI

KwaDukuza Municipality acknowledges the critical role of Amakhosi' s knowledge and relationship with communities which are integral to the efficient implementation of service delivery. Amakhosi/Traditional Leaders are also promoted to meet with the Mayor through the IDP engagement sessions as part of the review process. A session with Amakhosi AseNdlunkulu and Izinduna was held on the 1st of November 2023 and recently on the 24th of April 2024 at KwaDukuza Local Municipality's Supper Room. Both Amakhosi and a couple of Izinduna were in attendance.

A follow up session with Amakhosi AseNdlunkulu and Izinduna was held on the 24th of April 2024 at the KwaDukuza Local Municipality's Council Chamber. It was a successful meeting because as much Amakhosi were represented, also Izinduna and Secretaries of the different Tribal Authorities were in attendance.

MAYORAL ENGAGEMENT WITH TRADITIONAL COUNCIL COMMUNITIES

Over and above the Mayor of KwaDukuza Municipality, has visited seven Traditional Councils within KwaDukuza as part of fulfilling her promise to ensure that good working relations with tribal authorities. This was done to maintain communication channels and integration towards achieving development goals of the Municipality. Amakhosi plays a pivotal role and works in partnership with the elected Councillors to facilitate the implementation of community development in their respective localities. These exclusive sessions were done conducted the Month of June 2023.

9.8.1. 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 Steering Committee is essentially existing as part 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 Directors only. MANCO also serves as the Integrated Development Planning Steering Committee (IDPSC) of the KwaDukuza

Local Municipality as it not only serves as a platform to table IDP elements but also other KPA Good Governance items which fall under the Office of the Municipal Manager overall.

9.9. COUNCIL ADOPTED COMMUNICATION PLANS/STRATEGIES:

A communication policy and strategy were adopted during the previous administration, to cater for communication elements in KwaDukuza Municipality. Therefore, the Municipality is in the process of reviewing the communication policy and has adopted the public participation policy (**ANNEXURE 18) COMMUNICATION POLICY AND PUBLIC PARTICIPATION POLICY**) 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:

- 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 basis
- The website is managed internal.
- The Municipality has started in 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 best 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.

9.10. INTERNAL AUDIT, AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE

FUNCTIONALITY OF INTERNAL AUDIT UNIT IN KWADUKUZA MUNICIPALITY

ANNEXURE 19: KDM AUDITOR-GENERAL'S REPORT 2022/23 AND ACTION PLAN

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/Director 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. Mthembu
- W. Oelofse
- K. Kooverjee
- All MANCO members

9.10.1. ESTABLISHMENT AND FUNCTIONALITY OF PERFORMANCE AUDIT COMMITTEE, PERFORMANCE ACCOUNTS COMMITTEE AND Municipal PUBLIC ACCOUNTS COMMITTEE

The Municipality has a fully functional Internal Section under the Office of the Municipal Manager. The Municipality has also 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 Internal Audit Committee reports to the external auditor on quarterly basis or as required. The Audit Committees is responsible for the following;

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 MPAC.

- C. Meyiwa (Chairperson)
- Ms. N. Mchunu
- S. Mthembu
- W. Oelofse
- K. Kooverjee

MEMBERS OF THE PAC.

- T Mkhize (Chairperson)
- C. Meyiwa
- Ms. N. Mchunu
- S. Mthembu
- W. Oelofse
- K. Kooverjee

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.

The PAC is a committee is to strengthen in the Municipality and to ensure efficient and effective use of municipality resource. The Municipal Public Accounts Committee is established in terms of section 79 of the Municipal Structures Act.

9.11. 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 last workshop was held in May 2024 with the Management towards the review on the existing risk and working toward the 2024/25 Risk register.

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 Risk plan 2023/24 that were identified within the organisation:

- Electricity: Service Connections
- Electricity: Fleet Management
- All Business Units: Lack of monitoring/supervision by supervisors within section/unit.
- Human Resources-Recruitment & selection
- All Business Units: Abuse of overtime.
- Finance- Loss Control
- Finance- SCM
- All Business Units: Inferior quality of goods and services supplied by Vendors
- Finance Valuation
- Finance – Revenue
- Finance – Expenditure
- Finance – Payroll
- Community safety – Testing and Law Enforcement
- Economic Planning and Development: Business Vendors use of vendor stalls and shops and pre-scheme businesses without Trading licence
- Community Safety: on Law enforcement and Testing
- Corporate Unit: ICT and Corporate Governance-ICT

Most of the above noted risks indicate a lot of fraudulent activities which relates internal staff members (Municipal Councillors) as well as internal structures/local communities towards the Municipality.

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. Alignment between IDP objectives and Risk Management objectives	Section 15(a)(i)(ii) & 14 of public sector risk management framework.	January - March	R20 000
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)	Section 15(b)(i)(ii) & 14 of public sector risk management framework.	March	Not Applicable

Coordinate departmental sessions (review of operational risk registers for all 9 Business Units)	management framework.		
Operational risk assessment workshop		March-April	Not Applicable
Review Enterprise Risk Management framework 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 ACTIVITIES			
Identify fraud risks which will priorities the fraud and corruption risks.	Treasury regulation 3.2.1.	November	Not Applicable
Ethics & Fraud risk assessment workshop	Section 8 of public sector risk management framework	December	R20 000
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 56: 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 20: 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 13 RISK MANAGEMENT POLICY AND ANTI-FRAUD AND ANTI-PREVENTION STRATEGY.**

9.11.1. 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 57:MANCO RISK COMMITTEE MEMBERS

MANCO RISK COMMITTEE	MEMBER
Mrs. Khanyile	Chairperson (Independent)
N. Mdakane	Member
M. Manzini	Member
S. Hlongwane	Member
S Rajcommar	Member
S. Khanyile	Member
C. Viramuthu	Member
S. Jali	Member
P. Mtaka	Member
T. Nxumalo	Member
S. Ngiba	Member Risk Management and Member
P. Yogan	Internal Unit and Member

COMPREHENSIVE LIST OF COUNCIL ADOPTED POLICIES

TABLE 58: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	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Credit Control and Debt Collection Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Indigent Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Tariffs	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Cash Management and Investment	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Borrowing Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Virement Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Budget Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024

Funding and Reserves Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Asset Management Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Long Term Financial Planning	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Policy on Infrastructure, Investment and Capital Projects	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
Supply Chain Management Policy	Draft submitted for Council attention in March 2024. FINAL policy proposed to be adopted by Council in May 2024
EDP	
Business License Policy	
Informal Business Policy	
CPO Policy	

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.

9.11.2. 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 policies 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 59: COUNCIL APPROVED/ADOPTED BYLAWS

BY-LAWS	STATUS
Spluma By-Laws	Adopted by Council and Gazetted
Building Regulations By-Laws	Adopted by Council and Gazetted

Alternative and Renewal Energy By- Law	Adopted by Council and Gazetted
Building Control By- Law	Adopted by Council and Gazetted
Waste Management By-Laws	Adopted by Council and Gazetted

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.
Sports and Recreation	KwaDukuza Municipality Sports and Recreational Facilities By-laws	Drafting stage	To be adopted by Council	Draft has been produced.

COUNCIL ADOPTED STRATEGIES AND PLANS

TABLE 60: COUNCIL ADOPTED SECTOR PLANS

SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N	NEXT REVIEW
City Development Strategy	Yes	Yes	
Spatial Development Framework	Yes	Yes	

Disaster Management Plan (2016/17)	No	No	2024/25
LED Strategy	No	No	2024/25
Housing Sector Plan Review	Yes	Yes	Adopted in 02/24
Financial Plan	Yes	Yes	
Roads and Storm water Master Plans	No	No	
Storm Water Policy	No	No	
Building Asset Maintenance Plan	Yes	Yes	
Electricity Master Plan	Yes	Yes	

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 61: PORTFOLIO COMMITTEES MEMBERS

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 S.C. Pandaram
	Cllr N.S. Bhengu
	Cllr NJ Mbonambi
	Cllr. S.P. Ashworth
	Cllr. T.T. Sithole
	Cllr. R. Pooran
INFRASTRUCTURE AND TECHNICAL PORTFOLIO	Vacant: Chair
	Cllr TT Dube

	Cllr B. Fakazi
	Cllr S. Mcineka
	Cllr T. Nxele
	Cllr M. Madlala
	Cllr N. Mbatha
	Cllr N. P. Dube
	Cllr N. A. Singh
	Cllr P. Naidoo
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 Z.P. Dumakude
	Cllr PF Masuku
	Cllr S. Zungu
	Cllr B Mvulana
MUNICIPAL SERVICES PORTFOLIO	Cllr C. Mdletshe (Chairperson)
	Cllr S Sithole
	Cllr S. Shandu
	Cllr W Mtambo
	Cllr V. Govender
	CLLR S. Nxele

	Cllr PF Masuku
	Cllr. F Abrahams
	Cllr PL Zungu
	Cllr AA Singh
EXCO	OL Nhaca (Mayor), Vacant (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 of all bid Committees are included as part of the Finance Section (under SCM).

9.11.3. 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, and contractual obligations are followed accordingly. Their role is also highlighted when it comes to past contracts that need to be reviewed 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 12th November 2020. 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 of SPLUMA 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.

- Spatial Planning Land-Use Management Act, 2013 (Act No. 16 of 2013) and

- SPLUMA Regulations (2015);
- KwaDukuza Spatial Planning Land-Use Management By-Law, (September 2018);
- KwaDukuza Land-Use Management Scheme (September 2018);
- MPT Terms of Reference (November 2020).

The following KDM SPLUMA bylaw No. 2002 (Attached as an annexure of the FINAL 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 to 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;

- Mr. Lunga Mhlono - The Chief Planner
- Mr. Mava Ntanta - Director Development Planning and
- Ms. Dhevia Sewdular - Manager Development Control.

ANNEXURE 3 SDF DOCUMENT (AND OTHER RELATED DEVELOPMENT TOWN PLANNING DOCUMENTATION/INFORMATION)

11.2022/23 ANNUAL REPORT

The IDP has provided **ANNEXURE 21: ANNUAL REPORT 2022/23** 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 tabled at Council on the 25th of January 2024.

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 229

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.

In relation to the 2022/23 -year end performance results, the final position shows that:

QUARTERS	2020/2021 ACTUAL PERFORMANCE	2021/22 ACTUAL PERFORMANCE	2022/23 ACTUAL PERFORMANCE	VARIANCE
Q1	72%	63%	58%	-5
Q2	58.5%	55%	59%	4
MID-TERM	58.5%	55%	59%	4
Q3	76%	63%	66%	3
Q4	64%	60%	78%	18
ANNUAL ACTUAL	64%	57%	77%	20

TABLE 62: 2022/23-YEAR END PERFORMANCE RESULTS

There is a 20% increase from the year end performance of 21/22 when compared to Year end of 2022/2023.

12.GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

TABLE 63: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	- 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.

• MPAC's existence and that it is a functional structure	
• 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.

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

TABLE 64: 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.

14.SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

INTRODUCTION

This KPA comprised of Civil Engineering Services Unit, Human Settlements Business Unit, Electrical Engineering Services Unit, District Water and Sanitation developments, Community Services and Public Amenities Business Unit as well as Local Economic Development. 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 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,)

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

Economic Development and Planning:

- Human Settlements (housing infrastructure and slumps clearance) - Development of human settlements for different income earners as well as maintenance of Council buildings.
- Local Economic Development
- Town planning and development control

15. WATER AND SANITATION

Whereas iLembe District Municipality is responsible for water and sanitation.

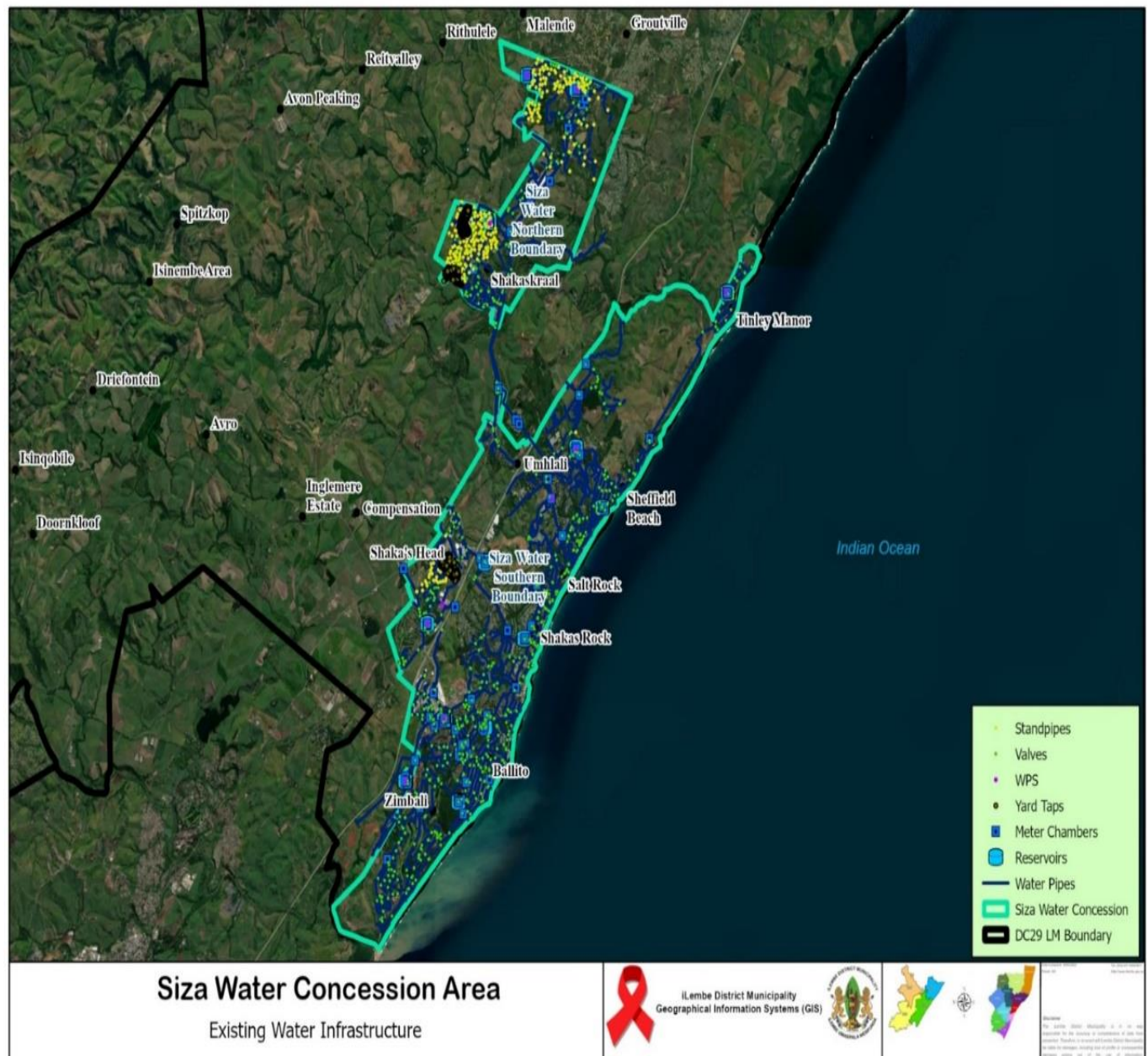
15.1. WATER SERVICE AUTHORITY

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 providing water and sanitation services.

15.2. 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-44:-SIZA_WATER-EXISTING_WATER_INFRASTRUCTURE



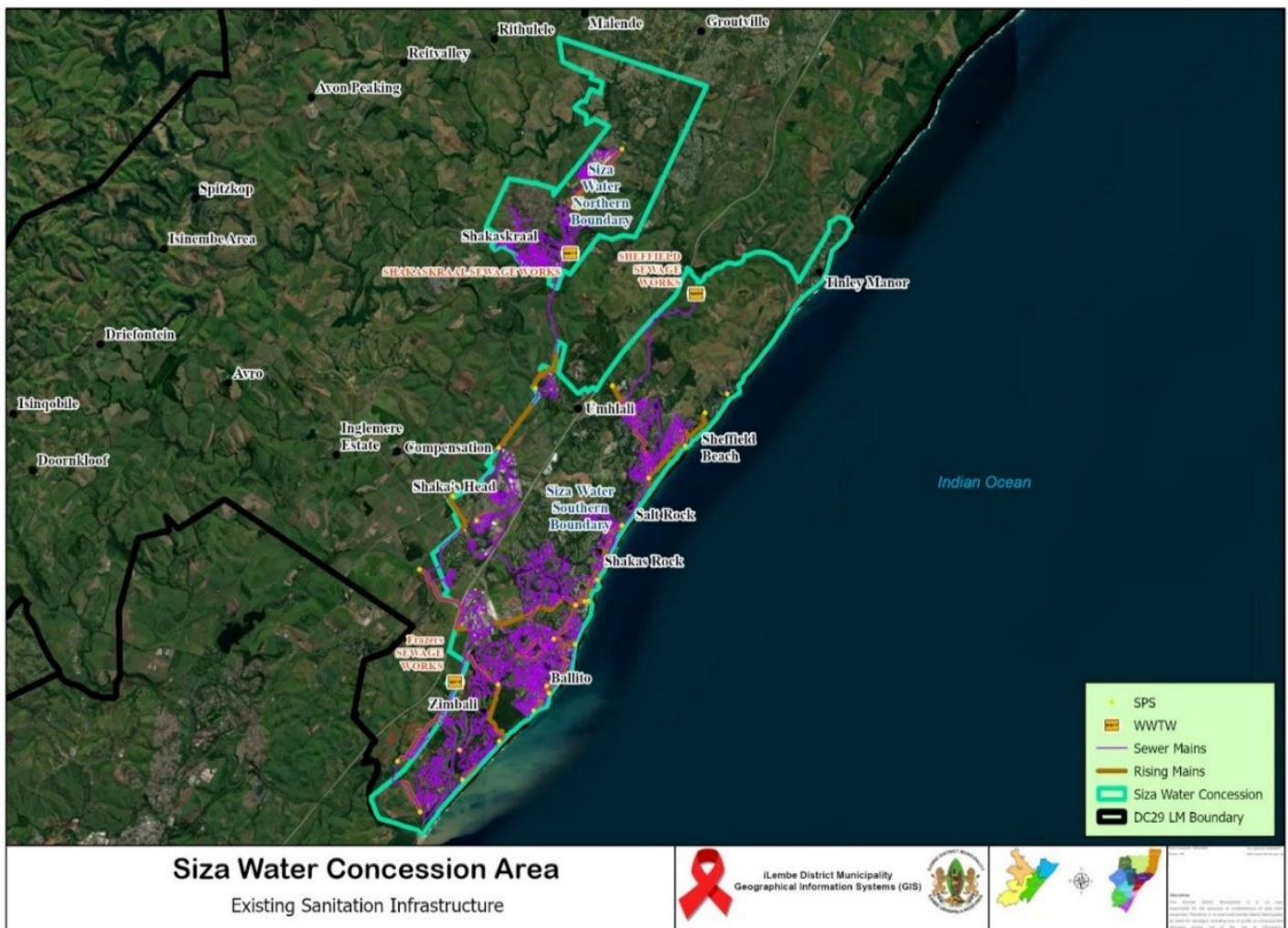


FIGURE 47: EXISTING SANITATION INFRASTRUCTURE

15.3. ILEMBE WATER SERVICES DEVELOPMENT PLAN

The District has been experiencing rapid growth over the past 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 District has also taken note 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 has made public the new census results which will greatly influence the outcome of future developmental plans for the District.

ILembe District Municipality developed their **WATER AND SANITATION MASTER PLAN** which was originally adopted by Council in 2017 and reviewed in 21/22 FY. 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 renewal, 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 65:STATUS OF DEVELOPMENT PLANS/POLICIES

NAME OF SECTOR PLAN / POLICY / BYLAW	ADOPTION YEAR
Water and Sanitation MasterPlan	2021/2022
ILembe District Municipality Water and Sanitation Management Plan	2023/24
Water services development Plan	2023/24
Infrastructure Procurement Strategy for Water and Sanitation	2023/24
Asset Management Plan	2023/24
Infrastructure Programme Management Plan	2023/24
End of the Year Report for Water and Sanitation	Draft stage
Operations and Maintenance Review Report for Water and Sanitation	Drafting stage

ANNEXURE 22: ILEMBE DISTRICT MUNICIPALITY_ASSET MANAGEMENT PLAN AND WSDP**15.4. REGIONAL WATER AND SANITATION MASTER PLAN:**

The scope of the project was 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.

15.5. 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 from 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 66:INFRASTURE BACKLOG FIGURES

Sector	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Water	20.20%	18.60%	15.56%	15.29%	Waiting Stats SA to submit info		
Sanitation	20.10%	19.40%	14.47%	13.32%			

TABLE 67: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 68: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

FIGURE 69: SUMMARIZED TOTAL COST OF WATER

15.6. ILEMBE DISTRICT MUNICIPALITY AS A WATER SERVICES AUTHORITY:

The iLembe District Municipality Water Services Master Plan is in place and was adopted in the 2023/24 FY.

15.6.1. OPERATIONS AND MAINTENANCE PLAN FOR WATER & SANITATION

The iLembe District Water and Sanitation Operations and Maintenance Plan was adopted in the 2023/24 FY whilst THE ***ILEMBE DISTRICT WATER AND SANITATION MASTER PLAN ATTACHED AS ANNEXURE 23*** 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 renewal, 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.

15.6.2. 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.

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

TABLE 70: 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%
	Neighbour's 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%

TABLE 71: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%

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.

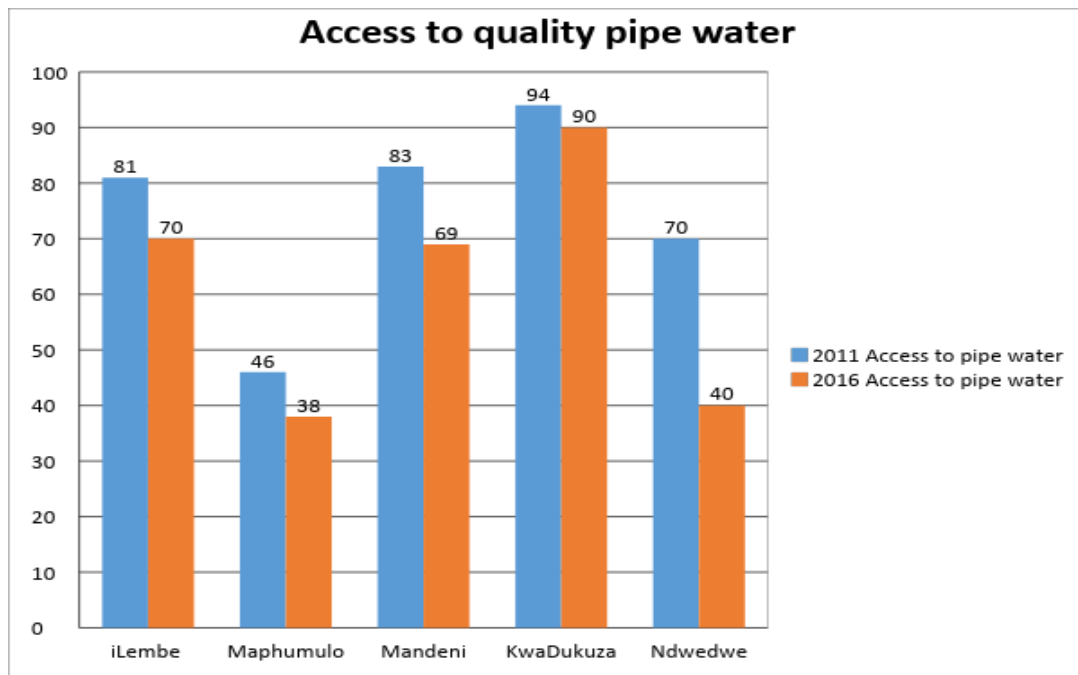
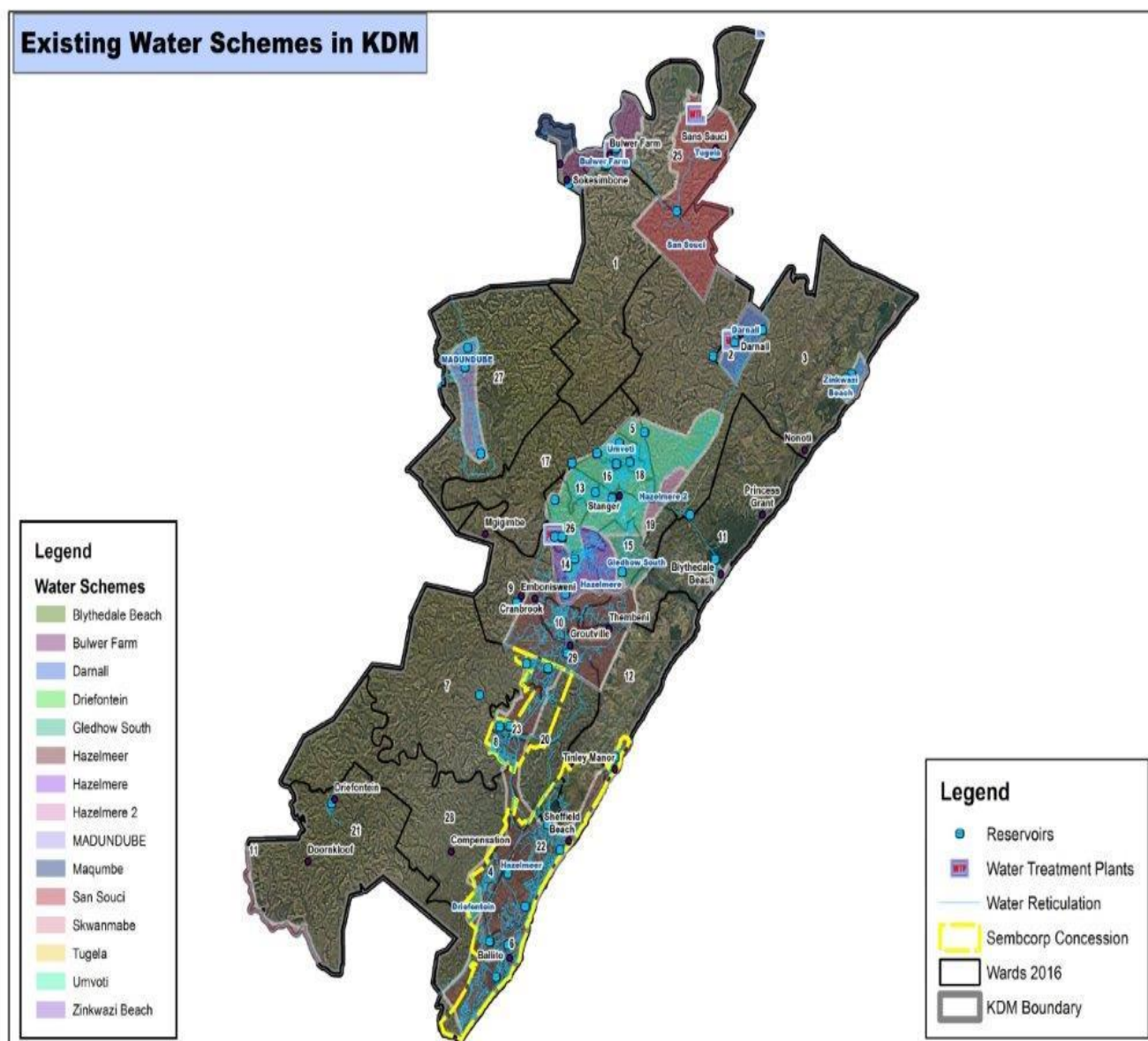


FIGURE 46:PERCENTAGE OF PEOPLE WITH QUALITY PIPED WATER

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. 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 47: EXISTING WATER SCHEME IN KDM



15.7. 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

15.7.1. 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 (Fraser 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.

15.7.2. 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.

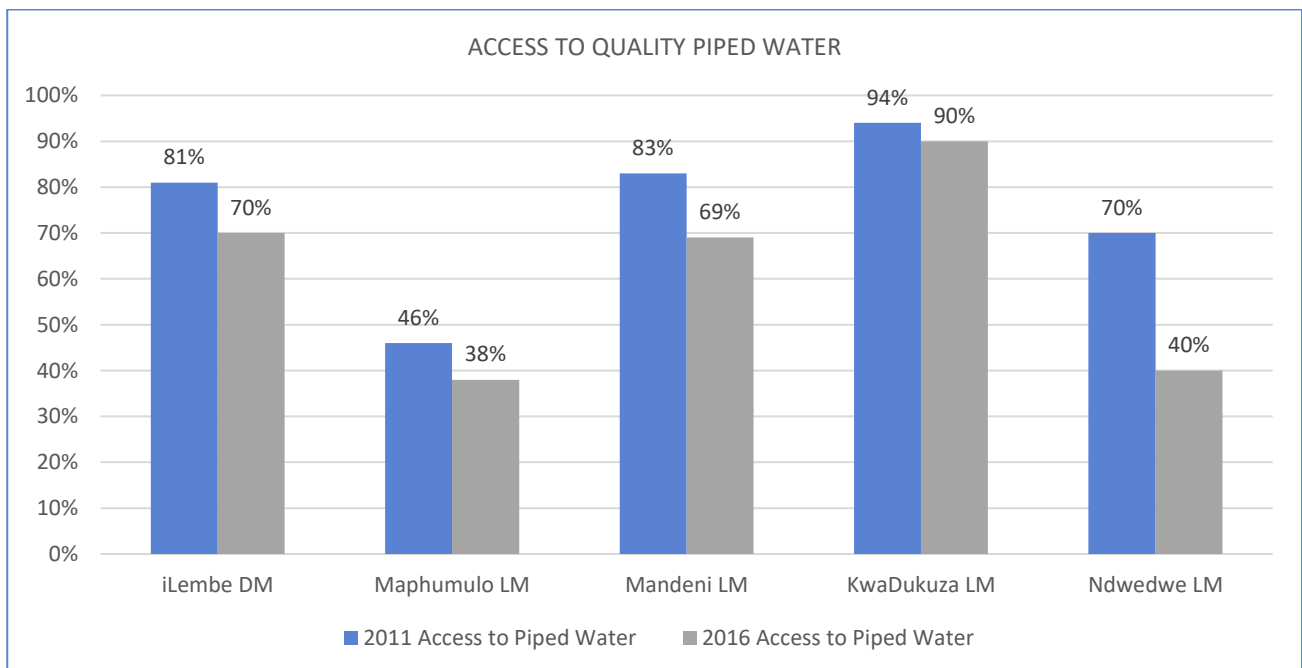


FIGURE: 48: PERCENTAGE OF PEOPLE WITH ACCESS TO QUALITY PIPED WATER

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.

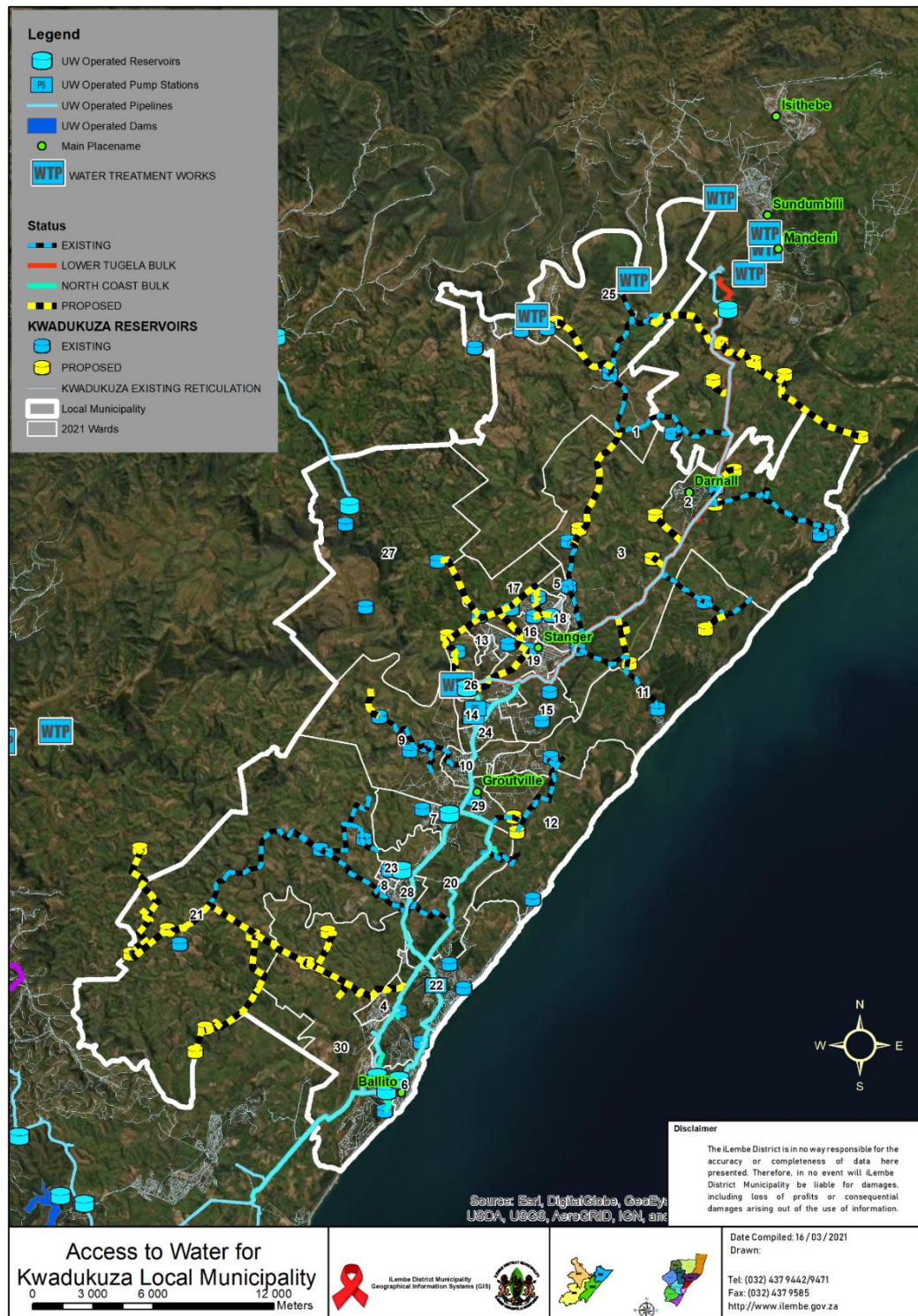
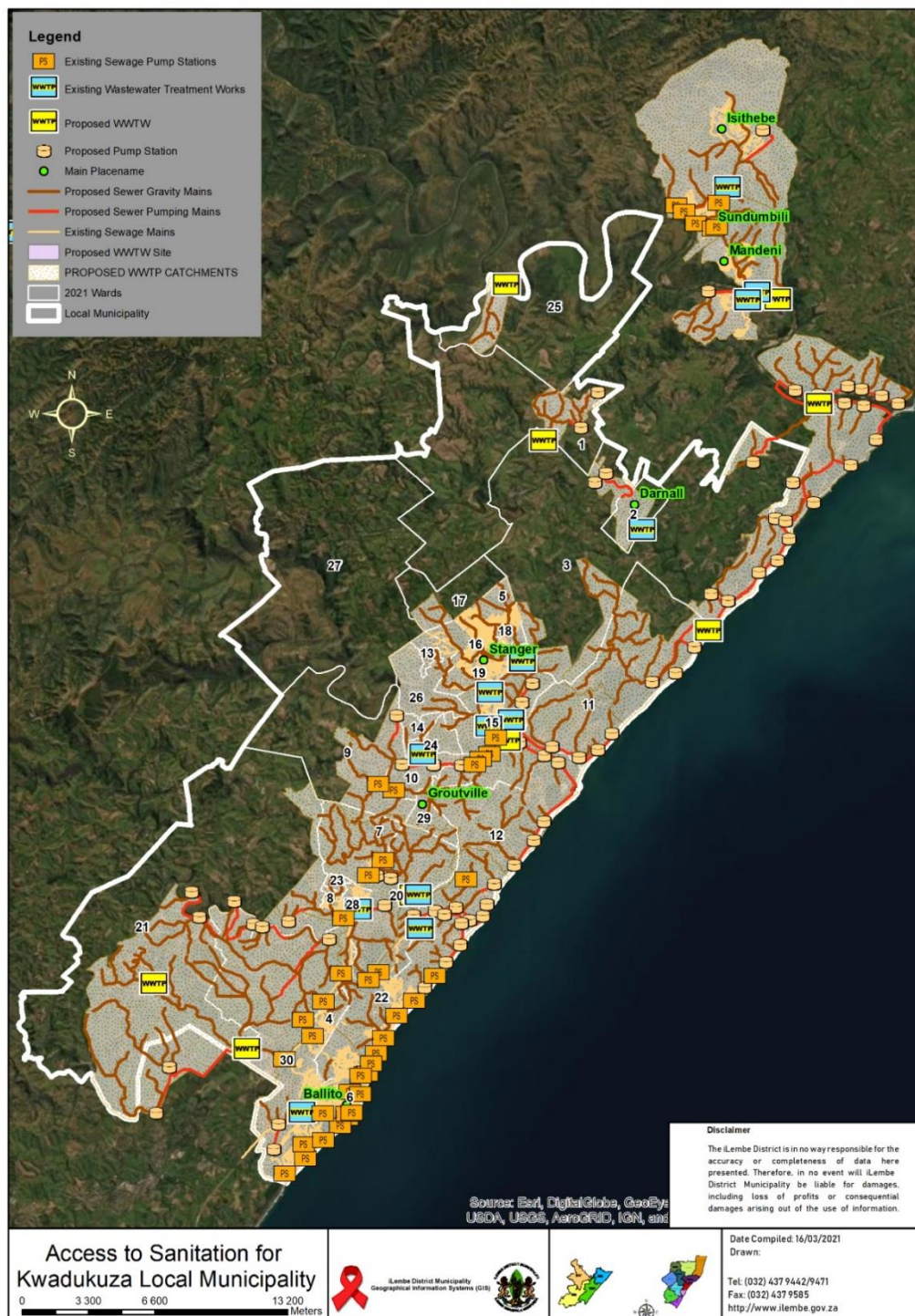


FIGURE 49: ACCESS TO WATER IN ILEMBE DISTRICT

FIGURE 50: 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 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.

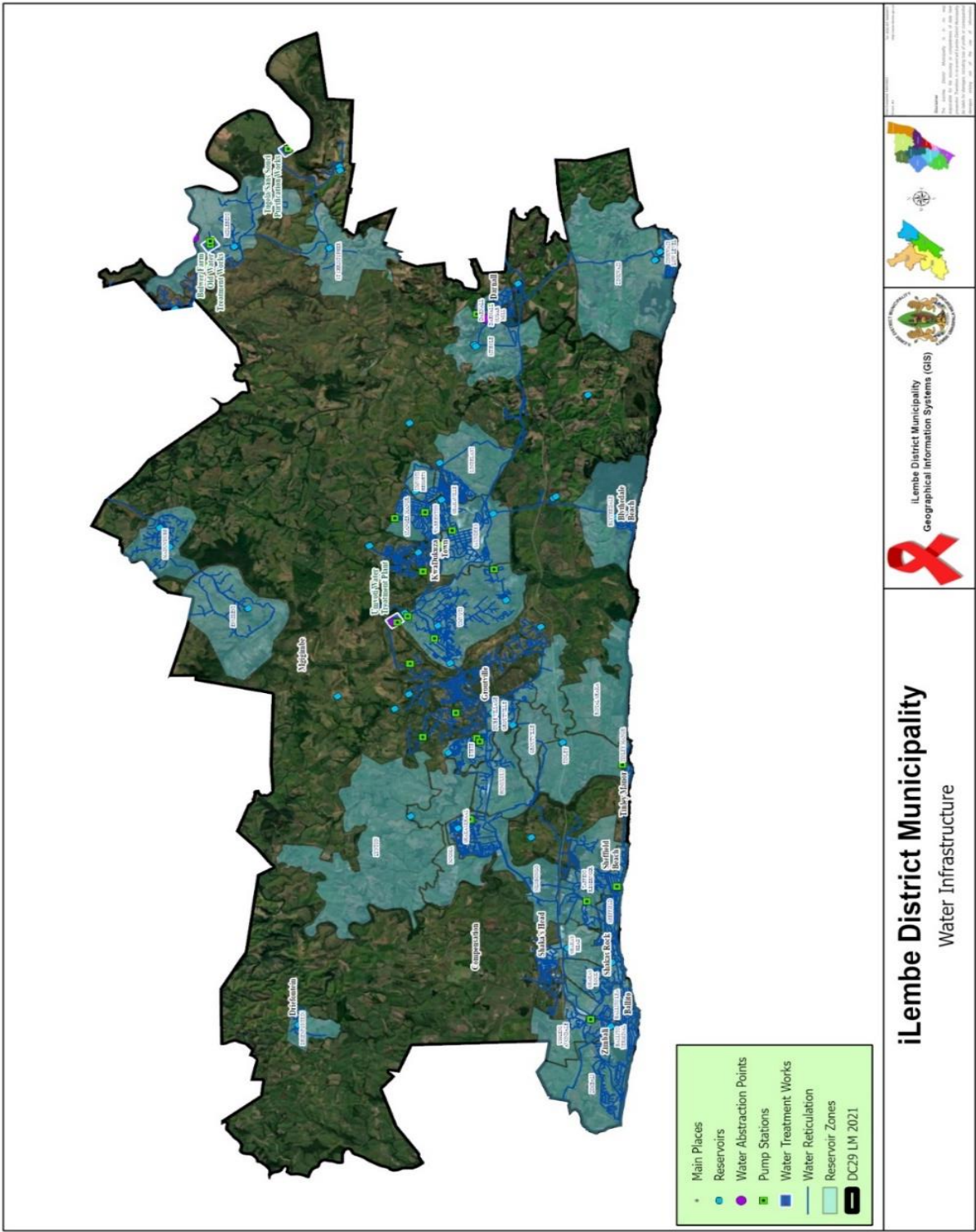


FIGURE 51:IDM WATER INFRASTRUCTURE

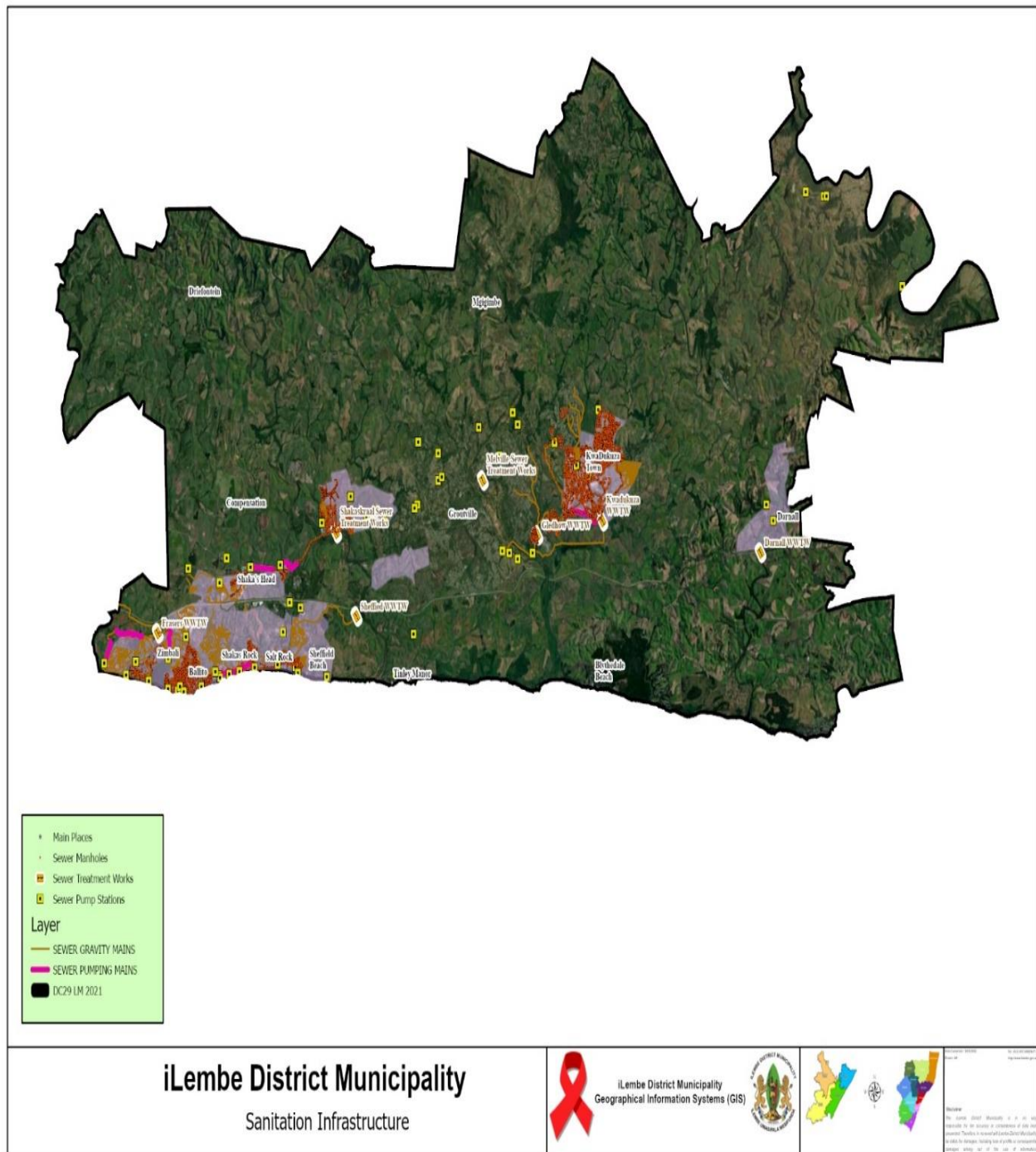
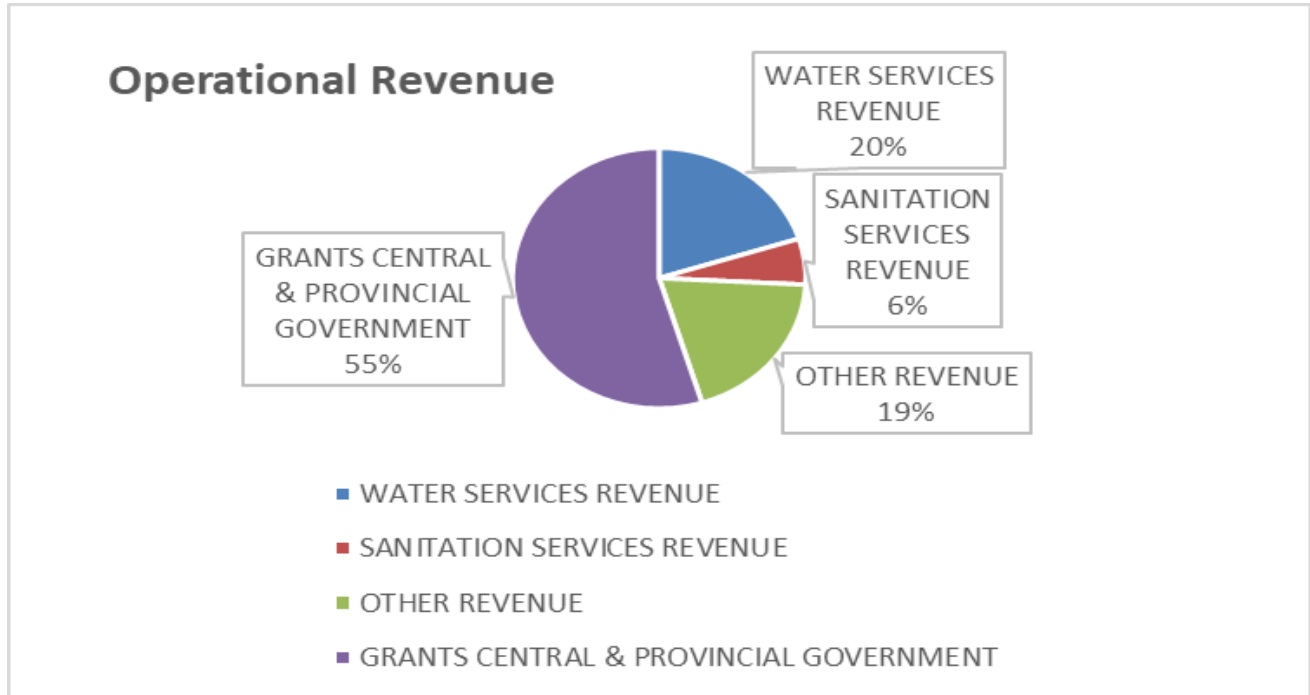
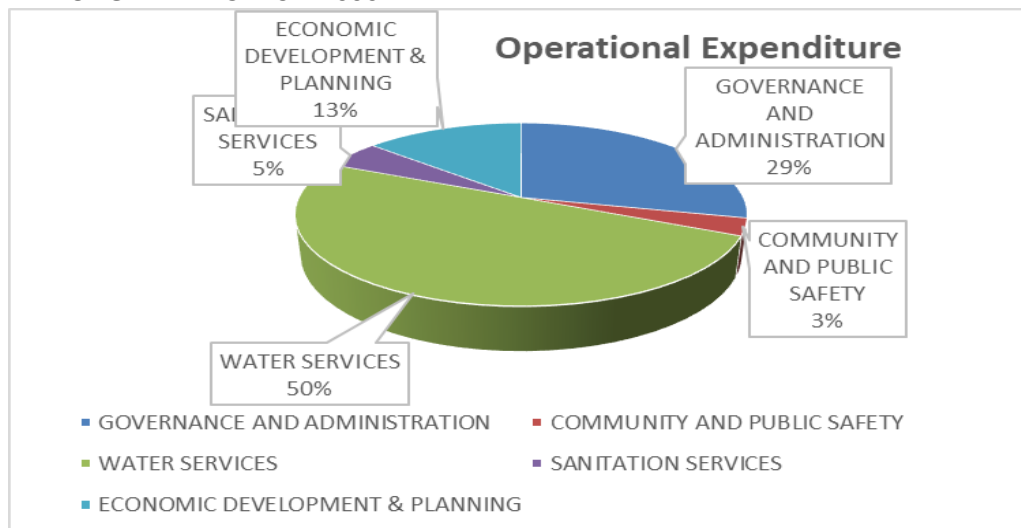
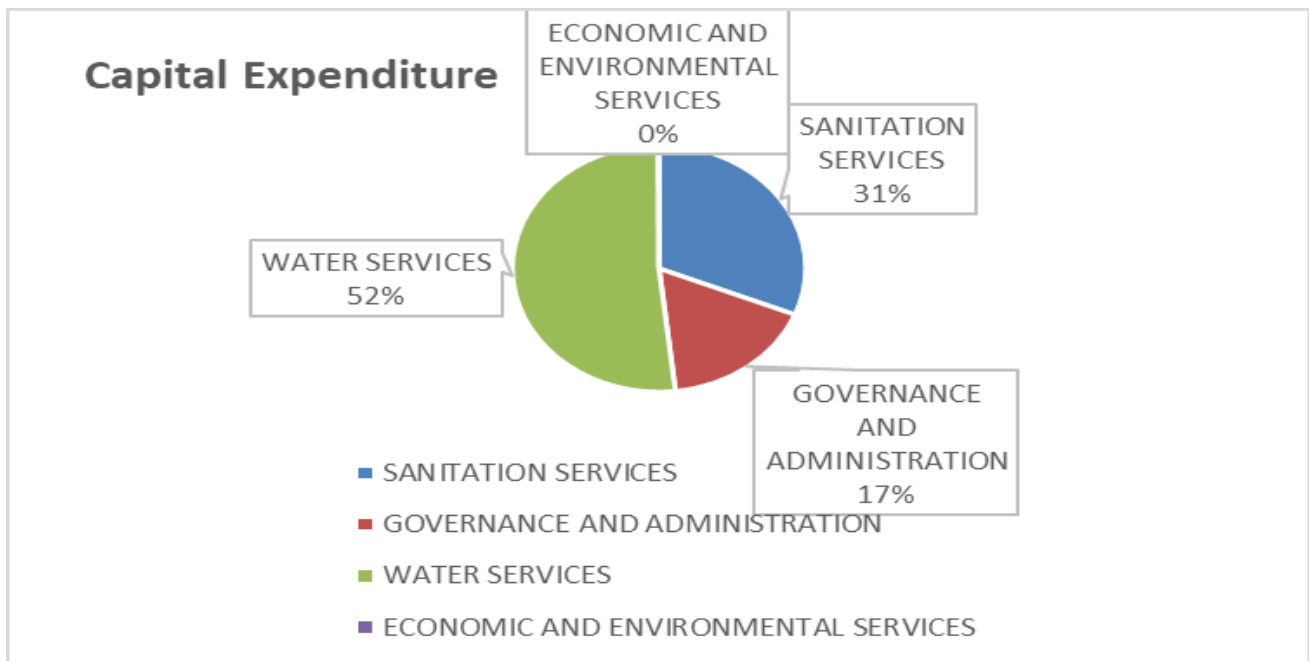
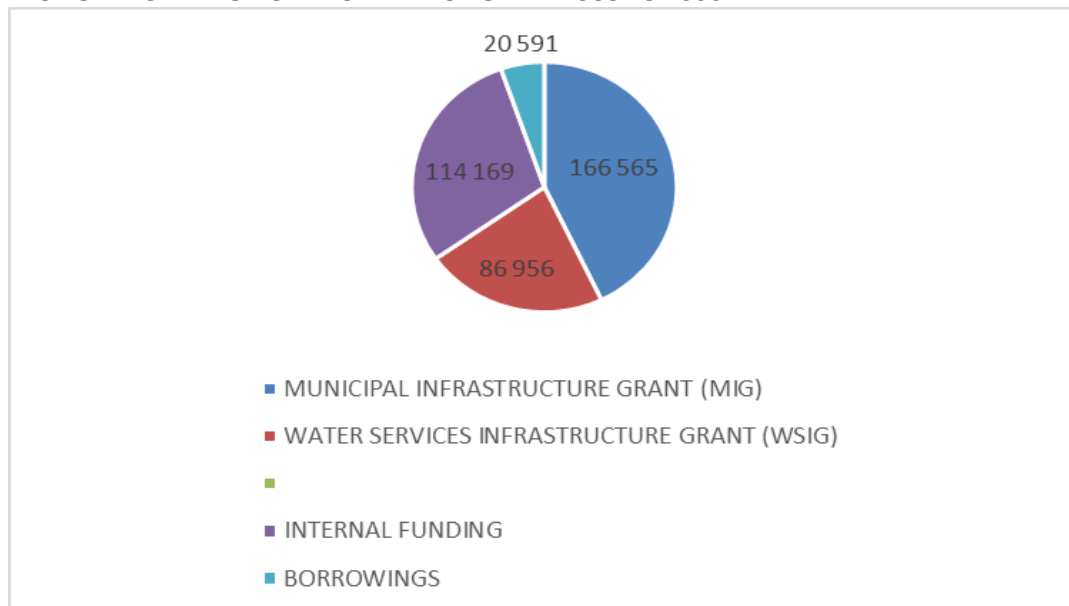


FIGURE 52: IDM SANITATION INFRASTRUCTURE

15.7.3. TARIFF STRUCTURE:**2024/2025 DRAFT BUDGET & TARRIF****OPERATIONAL REVENUE BUDGET - TOTAL REVENUE BUDGET = R 1 545 378 000****FIGURE 53:IDM 24/25 OPERATIONAL VALUE****OPERATIONAL EXPENDITURE BUDGET****TOTAL OPEX BUDGET = R 1 542 971 000****FIGURE 54: IDM OPERATIONAL EXPENDITURE BUDGET**

CAPITAL EXPENDITURE BUDGET:**TOTAL CAPEX BUDGET = R 388 281 000****FIGURE 55: IDM TOTAL CAPEX****CAPITAL BUDGET FUNDING: TOTAL CAPEX BUDGET = R 388 281 000****FIGURE 56: IDM CAPITAL BUDGET FUNDING**

TARRIF 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 – 9.5%.

PREPAID WATER TARIFFS:

B.1 WATER CONSUMPTION TARIFF (PREPAID)	2023/24 WATER TARIFF		2024/25 WATER TARIFF	
	PREPAID - DOMESTIC		PREPAID - DOMESTIC	
	TARIFF	BASIC MONTHLY CHARGE	TARIFF	BASIC MONTHLY CHARGE
0 – 10 kl	19.48	0	21.33	0
11-30 kl	28.04	0	30.70	0
> 30 kl	46.51	0	50.93	0

B.1 WATER CONSUMPTION TARIFF (PREPAID)	2023/24 WATER TARIFF		2024/25 WATER TARIFF	
REGISTERED INDIGENT CONSUMERS ONLY	PREPAID - DOMESTIC		PREPAID - DOMESTIC	
	TARIFF	BASIC MONTHLY CHARGE	TARIFF	BASIC MONTHLY CHARGE
0 – 10 kl Free basic water	-	-	-	-
11-30 kl	28.04	-	30.70	-
> 30 kl	46.51	-	50.93	-

TABLE 72: WATER CONSUMPTION TARRIFFS

CONVENTIONAL WATER TARIFF:

B. WATER CONSUMPTION TARIFF	2023/24 WATER TARIFF		2024/25 WATER TARIFF	
	CONVENTIONAL - DOMESTIC		CONVENTIONAL - DOMESTIC	
	TARIFF	BASIC MONTHLY CHARGE	TARIFF	BASIC MONTHLY CHARGE
0 – 10 kl	-	194.83	-	213.33
11-30 kl	28.04	-	30.70	-
> 30 kl	46.51	-	50.93	-

TABLE 73: CONVENTIONAL WATER TARRIFF

SEWER TARIFF

2024/2025 - DRAFT SEWER TARIFF OF CHARGES

Sewer Tariff to be calculated on the market value of the property reflected in the KwaDukuza, Mandeni, Ndwedwe & Maphumulo Municipality's valuation roll as follows:

2023/24	2024/25	Type of Property
0.000882219 cents in the rand on the market value	0.0009660298 cents in the rand on the market value	In respect of agricultural properties.
0.007093125 cents in the rand on the market value	0.00776697187 cents in the rand on the market value	In respect of residential properties including sectional title units.
0.0293590 cents in the rand on the market value	0.0321481050 cents in the rand on the market value	In respect of schools and properties used for worship or by welfare organisations. Religious entities with a max of R 775.41
0.02935900 cents in the rand on the market value	0.0321481050 cents in the rand on the market value	In respect of vacant properties.
0.43943804 cents in the rand on the market value	0.4811846538 cents in the rand on the market value	In respect of state owned properties and public service infrastructure properties.
0.43943804 cents in the rand on the market value	0.4811846538 cents in the rand on the market value	In respect of any other property not mentioned above.

TO CALCULATE THE SEWER TARIFFS THE VALUE IN THE VALUATION ROLL AS AT 30 JUNE EACH YEAR WILL BE USED. IN THE EVENT OF CHANGES TO THE VALUATION FROM THE LM, AN ADJUSTMENT WILL BE MADE DURING THE FINANCIAL YEAR. THE ADJUSTMENTS WILL AFFECT THE SURCHARGE ACCORDINGLY FOLLOWING THE ADJUSTMENT.

2023/24	2024/25	Type of Property
Previous 12 months average (billed) consumption	Previous 12 months average (billed) consumption	Domestic Sewered properties above R5 million in the valuation rolls.
Previous 12 months average (billed) consumption	Previous 12 months average (billed) consumption	In respect of industrial, business and commercial properties.
R227.27	R248.86	Sewered Properties not included in the Valuation rolls. Charge availability charge till a valuation is obtained. Back charge from valuation date.

Included in the Tariff Policy

Note: All amounts above are excluding VAT

TABLE 74:SEWER TARIFFS

15.8. 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.

KWADUKUZA PROJECTS UNDER CONSTRUCTION - WATER AND SANITATION

WARDS	GRANT	NAME OF PROJECT	STATUS	ESTIMATED PROJECT COST	ANTICIPATED COMMENCEMENT DATE
KDM	MIG	Construction of new regional sewer treatment works on the banks of uMvoti river – along the N2	Planning	R300 000 000	N/A
21	MIG	Driefontein Housing Bulk Sewer	Planning	R120 000 000.00	N/A
	WSIG	Old Main replacement Ndwedwe and KwaDukuza	Business Plan is complete	R61 500 000.00	N/A
7 & 20	MIG	Southern Bulks water and sanitation	Bid Evaluation	R130 000 000.00	July 2024

TABLE 75 WATER AND SANITATION PROJECTS UNDER CONSTRUCTION

PROJECTS CURRENTLY AT PLANNING STAGE- KWADUKUZA

WARDS	GRANT	NAME OF PROJECT	STATUS	ESTIMATED PROJECT COST	ANTICIPATED COMMENCEMENT DATE
KDM	MIG	Construction of new regional sewer treatment works on the banks of uMvoti river – along the N2	Planning	R300 000 000	N/A
21	MIG	Driefontein Housing Bulk Sewer	Planning	R120 000 000.00	N/A

	WSIG	Old Main replacement Ndwedwe and KwaDukuza	Business Plan is complete	R61 500 000.00	N/A
7 & 20	MIG	Southern Bulks water and sanitation	Bid Evaluation	R130 000 000.00	July 2024
2&3	WSIG	Darnall Old Mains Replacement	Planning	R50 000 000.00	September 2024
15, 18 & 19	WSIG	KwaDukuza Old Mains Replacement (Gledhow, Mbozamo& Larkfield)	Planning	R51 000 000.00	September 2024
15	WSIG	Gledhow Old Mains Refurbishment	Planning	R20 000 000.00	July 2025
9	WSIG	Malende Old Mains replacement	Planning	R46 500 000.00	July 2025
13	WSIG	Glenhills Old Mains Replacement Ph 2	Planning	R15 000 000.00	July 2025
9	MIG	Groutville D Sanitation Phase 2 – Mnyndwini	Bid Evaluation Stage	R20 000 000.00	May 2024

Table 76: PROJECTS AT PLANNING STAGE

WATER AND SANITATION 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 77:FUNDING SHORTFALL

CHALLENGES ON CAPITAL PROJECTS:

WARDS	AREAS	ISSUES	SOLUTIONS
1	Sokesimbone, Sadlokwe and Sakhamkhanya	- No adequate water supply Sadlokwe and Sokesimbone due to damaged reticulation infrastructure. And pumpstation - Illegal connections at new sites, and additional demand to illegal occupants.	- Lower Thukela supply has been commissioned and most areas are currently receiving piped water. - New reservoirs and pump station project and Mdlebeni has been completed and operational. - Pump station to Sokesimbone has been refurbished at Ekamu - Service provider to rehabilitate Sokesimbone scheme has been rehabilitated and is now operational - Interim augmentation with tanker.
2	Darnall, Zamani and Zinkwazi	- Sewer blockages in Zamani Toopan areas due to old infrastructure - Some houses in Darnall are still on septic tanks, e.g. Nkwazi and Park drive. - Plan to install a pressure control valve(prv) at Zamani township - Numerous leaks at Zamani township	- Darnall Sewer upgrade project is 100% complete, but a section was damaged by floods at the Mill bridge. Roads contractor currently busy with rehabilitating the bridge and the damaged pipe will be part of the bridge works. - WCWDM in progress and dealing with repairs to leaks and pressure management, - PRV has been installed and timer control , assisting with shutting water between 22h00 p.m. and 4h00 a.m.

3	Nonoti Mouth	Numerous pipe bursts on the mains between reservoir and village	- IDM staff repairing breaks as and when they occur. - Nil breaks
4	Shakashead	- Vandalism & theft leads to supply problems - VIP toilets are full - Vandalism of standpipes	- Increase security by SIZA WATER - Desludging of full VIP's is progressing well. - Long term solution- Source funding to convert VIP to waterborne - Awareness through IDP Public meetings
5	Lindelani	- Manholes along river are blocked/silted - Meters removed and bypassed - Numerous pipe burst on off supply line to reservoir	- Unblocking sewer infrastructure is ongoing - New sewer infrastructure upgrade project at business plan stage .Plan submitted and awaiting feedback from DWS. - Water infrastructure meters and as built drawings completed. Removal of illegal connections and installation of meters to commence when budget is available - Pipe repairs as & when they occur - Bulk supply pipe from offtake has been replaced to ensure bulk supply is secured.
6	Balllito (SIZA WATER)	Vandalism by scholars at year end parties	Increase security by SEMBCORP

7	Ethethe, Nkobongo, Shaka'shead and Sasko Bakery	• Consumers requesting yard connections. • Standpipes damaged and water leakage. • Full VIP toilets • Vandalism and copper theft. • SCM cant keep up with theft rate	• Feasibility, Planning and Implementation, upon securing of budget • Repairs to infrastructure • Desludging was done in progress. • Southern Bulks Water & Sewer project underway to help with conversion into waterborne • Increase security
7	Ethethe, Nkobongo, Shaka'shead and Sasko Bakery	• Vandalism of standpipes • Illegal washing of cars at standpipes which causes damages to the roads	• Increase security • Community awareness campaigns. • Implementation of Southern bulk sewer scheme underway.
8	Nkobongo	• Consumers request household connection. • Vandalism to standpipes • Illegal washing of cars at standpipes which causes damages to the roads • VIPs need desludging	• Feasibility, Budget, Planning and Implementation • Increase monitoring and sealing of manholes • Desludging of VIPs in progress. • Southern Bulks Water & Sewer scheme planned for conversion into waterborne done in phases .
9	Malende Hangoes and Mgigimbe	• Power supply interruptions • No adequate water supply • Illegal connections • VIP toilets full at Rural housing project area • Vandalism at Malende pumpstation	• KDM have been tasked to evaluate power supply issues • New pipeline and reservoir supplying Mgigimbe has been commissioned and operational. • WCWDM project underway to assist with leaks and pipe replacements

		• Low pressures at Hangoes and most parts of the ward • Influx of additional households have a negative bearing on current infrastructure. Demand is outstripping supply.	• Phase 1 of sewer infrastructure project completed and awaiting, commencement of second phase.
10	Aldinville	• Consumers bypassing meter	• Finance to compile a schedule of consumers not purchasing tokens. • Meter readers to investigate site in regard to tampering/bypass.
11	Tinley Manor Blythedale	• Low pressure at peak times	• Leak detection /volume logging • Addington reservoir supply now operational.
12	Groutville, Thembeni and Sheffield	• Low pressure during peak hours • Seepage from septic tanks	• Leak detection internal team . • Commissioning of Addington reservoir completed and pressures have improved. • Roll out sewer reticulation programme Service Provider busy with design.

		• High demand at Etsheni and Njekane housing project -existing main water infrastructure inadequate. • Desludging service interrupted by the constant breakdown of trucks. • Desludging service interrupted by the constant breakdown of trucks. • Theft and vandalism of infrastructure (Pumps and cables at Sheffield Works	• Upgrade of water reticulation infrastructure, under way first phase. • Second phase sewer reticulation project is at planning stage. • • Desludging of VIPs is in progress. • Desludging of VIPs is in progress. • Increase security
13	Glen Hills and Lot 14	Leaking reticulation infrastructure, and pumping mains from Kearsney pumping mains. No telemetry, to minimize reservoir overflows/ outages Vandalism to and illegal connections	Pumping mains cancelled and reticulation replacement project at commissioning stage busy with rehabilitation. • Telemetry installed at Glenhills reservoirs and operational. • Community engagement meeting have been held and continuation of same required

14	Lloyds and Memory	Turnaround time long to repair leaks VIP toilets are full	- Improve plumber supervision, and deployment of additional plumbing teams through the new standby arrangement(13 plumbing teams available from Monday to Friday) to deal with leaks to improve plumber turnaround times. - Desludging is in progress
15	Larkfield and Gledhow	- Illegal connections and ageing infrastructure resulting to leaks and water outages - Standpipe leaks - VIP toilets are full - Vandalism at Gledhow South res	- Finance to improve data cleansing exercise. - IDM is currently disconnecting all tampering/bypass, and non paying consumers. - Provision is made to connect the new applicants at Gledhow station. - Repairs in progress. - Awaiting order for the desludging. - Community security policing - Security personnel deployed at both Gledhow pump stations.
16	Stanger Heights, eNyonyamanzi, Doctorskop, Indian Village, Sunny Park, Northlands Park, Ocean View and Warrenton	- Persistent outages due to leaking rising mains and power failure, old infrastructure, and sewer blockages - Sewer blockages caused by ingress of storm water	- Construction of balancing and Kearsney Pump Stations completed and operational. - Extension of bulk lines to Warrenton completed and operational. - Installation of generators at Balancing and Kearsney pump stations completed and operational - Replacement of old reticulation infrastructure is at completed and operational. - KDM to implement stormwater management plan, constantly unblocking

			sewers through use of jetting and manual rodding.
17	Stanger Manor, Stanger Heights, High Ridge, Doesburg	• Telemetry not available to minimize • overflows/ outages • Illegal connections on the Doesburg line resulting to water challenges in Doesburg • Power supply interruptions causing, supply challenges to Manor. • Persistent breaks on the Umgeni water Lower Thukela line	• Telemetry implemented and operational. • Removal of illegal connections done on continual basis, and planning temporary supply to the F,G,H communities underway, through the Ntwashini/Umvoti project • New generators installed at both balancing and Kearsney pump stations and operational. • Umgeni Water informed of the urgency of reinstating the stolen and vandalized Cathodic protection equipment, this will limit the frequent breakdowns. Project has been awarded and awaiting the commencement of the project.

18	Shakaville and Mbozamo	Water interruptions due to old pipe lines, frequent Umgeni Lower Thukela breakdowns and power failures. Water leaks	New pipeline to Shakaville reservoir completed and now operational, generators at Kearsney and Balancing operational. Umgeni pipeline repairs project has been awarded and once completed , should be able to address the frequent leaks on the Lower Uthukela pipelines. Leak detection and repair programme on going Project to replace old reticulation at Shakaville is completed and operational. Mbozamo mains replacement project is at design phase.
17	Stanger Manor,	Persistent breaks on rising main to Stanger Manor reservoir Persistent water outages due to power supply issues.	New bulk pipeline to Stanger Manor reservoir completed and operational. New generator installed and operational to minimize power outages. New project Umvoti/Ntwashini at bid adjudication stage, to assist with additional supply to Wards 17,18.
19	CBD, Town view, Dawnside, Morningside and Industrial area	Taxi rank sewer over flows, and illegal car wash resulting to pressure challenges on Hullet street.	Town View water supply shortages are currently being addressed by the pipe replacement project at Glenhills. The rank sewer challenges are dealt with through continuous jetting. KDM/IDM rank rehabilitation project is urgently required to deal with the issues at Taxi rank

20	Etete 2, Radha Roop Singh, Palm Lakes and Zikhalafukwe	• VIP toilets are full • Vandalism of standpipes at Zikhalafukwe area	• Desludging is in progress • Southern Bulks Water & Sewer project underway to convert VIP toilets to waterborne toilets and minimize water shortages in the ward. Increase security. • Encourage yard connections
21	Driefontein, Mkanda, Sinqobile, Esnembe, Peaking Power, Zimbali, Manor Estates and Umhlali Country Club	• No water infrastructure to some areas. • No sewer infrastructure • Complaints of poor turn around Tanker service in Sinqobile and Mthuneni area • No water infrastructure to supply planned new Developments	• Bulk Rising main to Driefontein and 3 megaliter reservoir – complete and operational. • Construction phase of 150 diameter gravity main to supply Driefontein township has been completed and communities getting water through standpipes • Planning stage • Delivery schedule has been adjusted to cater for the areas not serviced. • Entered into SLA with some developers to utilise groundwater whilst awaiting finalisation of offtake 13
22	Flag Farm, Sheffield Beach, Salt Rock Tiffany's and Shakaskraal	• Theft and vandalism of infrastructure (pumps and cables at Shakaskraal works)	• Vigilant patrols • Increase security • Awareness through IDP Public meetings.

23	Shayamoya	Vandalism at booster pump station • VIPs full • Vandalism of standpipes • Illegal washing of cars at standpipes which causes damages to the roads	• Increased security and new motion detection cameras linked to control room • Desludging is in progress. • Public meetings • Implement Awareness programme
24	Melville and Shombela Township, Ntshawini	• Water leaks	• Leak detection and repairs old infrastructure on going
25	SanSouci, Ohlange, eMdlebheni, Vulinqondo and Ekamu.	• Leaks at eMdlebheni area - old infrastructure • Leaks at eMdlebheni area - old infrastructure • New areas with no reticulation	• New reticulation infrastructure completed and now operational. • Umgeni uThukela pipe replacement project has been awarded, to assist with the frequent pipe breaks. • Reservoirs at ward 25 and pumpstation at Sakhamkhanya is operational. • Tankers deployed and also during the water breakdown challenges.
26	Memory, Ntshawini and Lloyd, Lot 16	• Standpipe leaks, and water interruptions due to frequent pipe bursts caused by ageing infrastructure, • VIP toilets are full • Communication for water outage	• Repairs and leak detection, replacement of old infrastructure in Lot 16 almost complete and most areas are on new infrastructure. • IDM to source funding for Desludging • Loud hailing. And use of social media to inform communities of water shortages

27	Madundube, Ensikeni and Ashville	• Intermittent supply and Standpipe leaks • Slow response on tanker delivery • Old borehole schemes not effective • VIPs are full request desludging	• Umvotshane requiring upgrading to increase supply, and project is underway and due to be completed in Dec 2024 • Repairs and leak detection underway • Tanker daily in area due to water rationing • Boreholes at Maromeni, and KwaNyongo operational. Hand pumps also refurbished and continuing to be refurbished. • Orders being generated to assist with desludging. •
28	Shayamoya, C1 Nkobongo, Shakaskraal, Portion Driefontein (Rain farm Osizweni) and Compensation	• Consumers request house connections • Request additional standpipes • VIPs full – Request waterborne reticulation	• Allocate funding to upgrade infrastructure to ensure readiness for the house connections • Allocate budget for additional standpipes • Desludging in progress. • Southern Bulks Water & Sewer project awaiting awarding
29	Dube Village and Charlottedale	• Evidence of leaking standpipes • Leaks and illegal connections • VIPs are full – request desludging • Request for yard connections	• Investigation and repair is on going • The budget is to be sourced between Siza and iLembe to deal with this request. • IDM to source funding for Desludging
30	Shakas head/ Ballito	• Evidence of leaking standpipes	• Investigation and repair is on going • The budget is to be sourced between Siza and iLembe to deal with this request.

		• Leaks and illegal connections • Request for yard connections • VIPs are full – request desludging	• IDM to source funding for Desludging

TABLE 78: CHALLENGES ON WATER AND SANITATION PROJECTS

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 - UMGENI 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 Avondale 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 (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

TABLE 79: SIZA WATER SERVICE AREAS**SIZA WATER 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.

IDP WARD 6

Developments in the area



- Shakashead reservoir – all construction and installations complete. Snags in progress.
- Ballito Hills Sanitation handover finalised. Awaiting land transfer for reservoir position prior to phase 2 approvals being given.
- Lakes development – sections handed over. Illegal connection found at Ocean's Club.
- Northpoint – Sections handed over. Illegal water and sewer connection found.
- Elaleni – Final sewer approval will be given when EIA compliance is proven.
- Mount Richmore – Design for gravity to Hugh Dent SPS completed, Going to tender stage soon.
- Salt Rock sewer gravity phase 1 – Tender closing mid April.
- Ocean on Main (previously Nova Stella) – SLA being finalised.
- Homestead SLA being finalised.
- Woodlands – Technical meeting second week of April followed by SLA.

FIGURE 57: DEVELOPMENT AREA PROJECTS FOR WARD 6

CHALLENGES COMMUNICATED BY SIZA WATER:

- Illegal connections causing network leaks and pressure problems, especially in Etete.
- Illegal squatters raise the demand in Shakashead and UMhlali higher than what the network is designed for, also leading to pressure problems for existing consumers.
- There was concern raised from officials regarding the indigent water and sewer tariffs.
- Illegal building over servitudes in low cost areas.
- Consumers using sewer as a trash collection method and causing blockages.
- Consumers connecting swimming pools and stormwater to sewer thereby causing overflows and problems within the networks, pumping stations and treatment works.

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:

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 have 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 provides 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

TABLE 80:2022 FLOOD DAMAGED INFRASTRUCTURES

15.9. SOLID WASTE MANAGEMENT:

Community Services and Public Amenities is one of the service delivery Business Units in KDM, typically 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

15.9.1. 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 as well as providing curb-side pick-up system
- 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.

Revenue	Refuse	7% Increase Residential
		9% Increase Commercial

TABLE 81: REFUSE REVENUE 24/25 TARIFFS

It is always communicated to the public 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 16:15pm. The KwaDukuza Municipality has developed the required 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. Furthermore, 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.

15.9.2. 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.

15.9.3. 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 the Removal of Skip bins from Townships and Rural areas has been enforced with over 100 skip bins removed as they were causing disposing of litter outside the skips as well as becomes

full excessively. The Municipality then decided to curb-side pickup system except for Businesses as well as rural areas without proper access roads.

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 cognisance 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.

15.9.3.1. KDM SOLID WASTE MANAGEMENT OPERATIONS

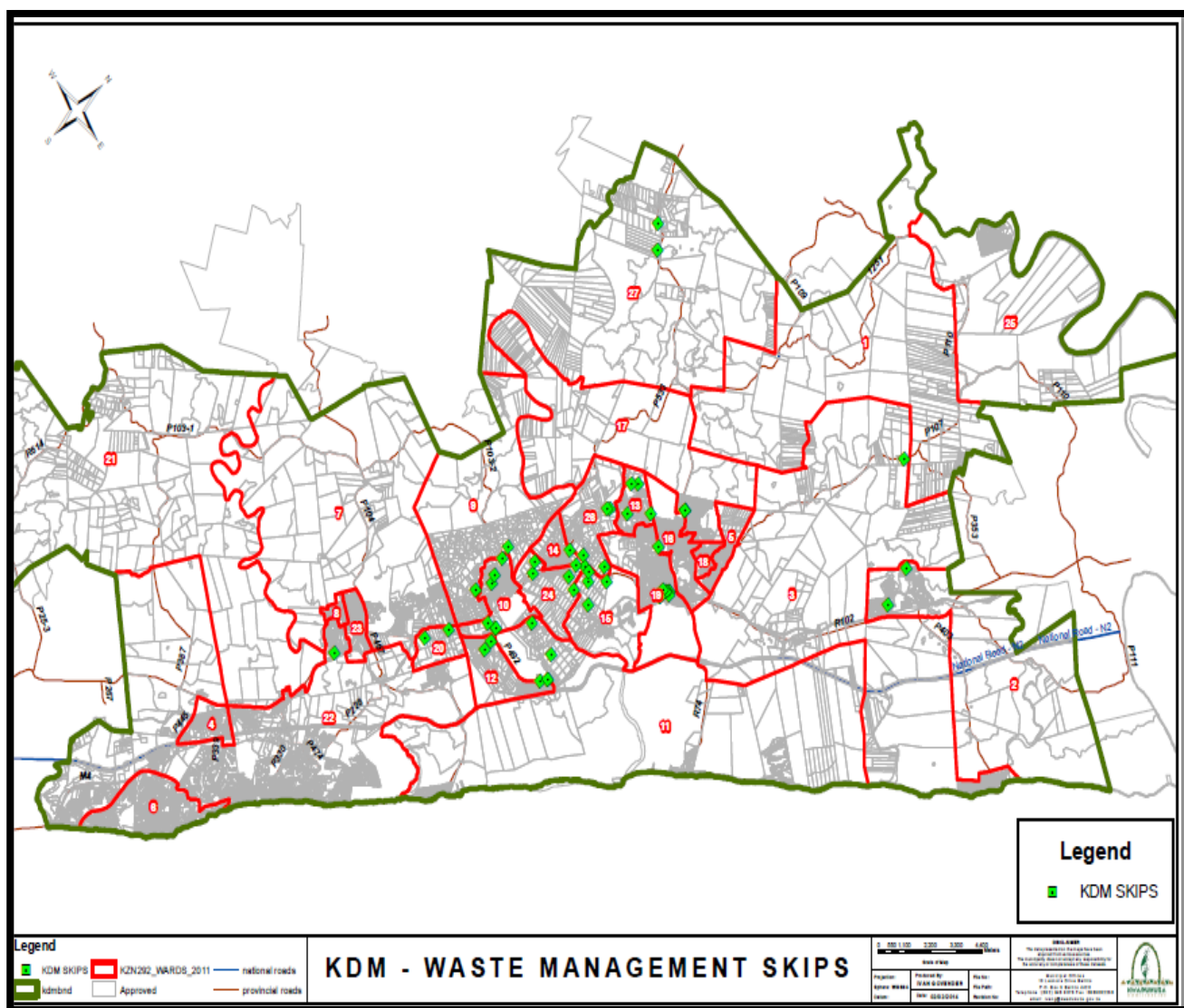
Solid Waste management service is an essential service and therefore this service becomes one of the most important functions of the Municipality. KDM Solid Waste Management provides waste collection services to 32245 approximately formal and informal households and commercial customers. Operating with 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.

15.9.3.2. 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 at applicable households where indigent applications were approved by the Municipality.

FIGURE 58: LOCATION OF WASTE MANAGEMENT SKIPS



15.9.4. STATUS ON REFUSE REMOVAL WITHIN KWADUKUZA

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%

TABLE 81:STATUS OF REFUSE REMOVAL WITHIN KDM**15.9.5. 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 2000m³ 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.

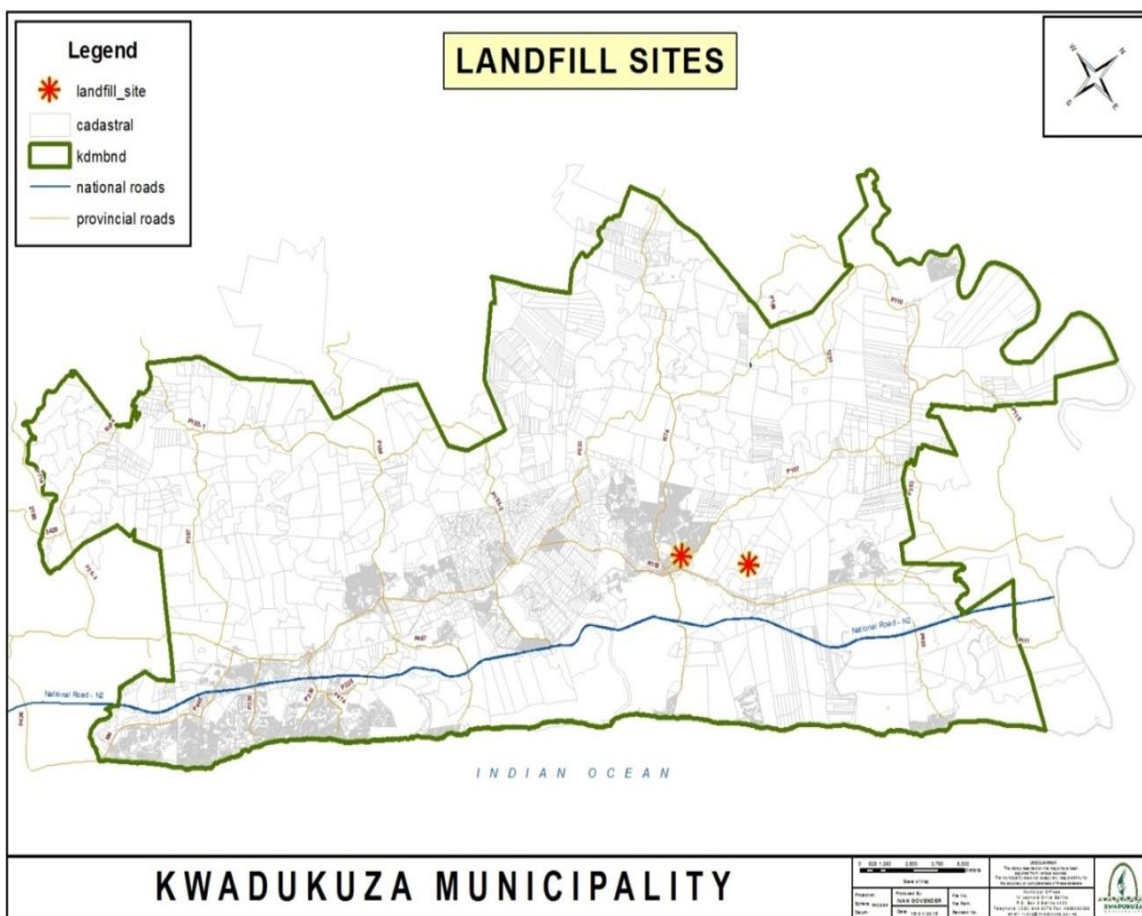
15.9.6. STATE OF WASTE DISPOSAL SITE

The Municipality 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 2000m³ 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.

In terms Municipality owning an Environmental compliant disposal site, the Municipality currently owns a site which currently is leased by the Dolphin Coast Waste Management company and it is used as transfer site. This mainly assists the South Municipal area such as the Ballito area and will be handed over to the Municipality once the contract comes to an end. The Waste landfill disposal site is located at KwaDukuza town area and is owned by the Ilembe district Municipality as a Environmental Complaint Waste Disposal Site.

FIGURE 59:LANDFILL SITES



15.10.PROGRESS REGARDING THE IMPLEMENTATION OF THE IWMP

The IWMP was adopted by Council in 2021 and has a supporting implementation plan **ANNEXURE 24:THE INTEGRATED WASTE MANAGEMENT PLAN AND IMPLEMENTATION PLAN** as part of the FINAL 24/25 IDP document. The below serves as just the snippet of the whole implementation plan of the IWMP.

Actions	Priority Rating	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Funding Cost	Funding Source	Progress
ective 1: Financial Management and Tariff Structure										
Undertake a full cost accounting exercise to determine the true cost of the waste management function, by the end of the 2021/22 financial year. The Municipality to use the Asset Management Plan (AMP) and to determine a ring-fenced cost for all waste management and collection activities undertaken in the Municipality.	High	X	X				X	To be determined according to project scope. Approx. R100 000 once off.	Internal budget	Not yet done due to budgetary constraints.
The waste management budget is to be reviewed, and all costs associated with the implementation of this IWMP, and the Asset Management Plan (AMP) are to be specified so as to determine the funding shortfall and ensure funding and budget over the next five to ten years.	High		X	X	X	X	X	To be determined according to project scope.	Internal budget	Completed and on-going.
Undertake reconciliation of tariffs charged and collections services delivered to businesses to ensure that	High		X		X			R100.000	Internal budget	Completed and on-going.

FIGURE 60: A SNIPET OF THE IMPLEMENTATION PLAN FOR IWMP (completed document forms part of annexure 24)

15.10.1. 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 Municipality provides waste removal services to all its citizens, however the standard of services and the frequency of providing basic waste removal services differs (Weekly curbside pick-up, Community Skips where there is no decent access roads in Rural Areas. Illegal dumping leads to environmental pollution, exposes communities to an unhealthy environment, unhealthy odors and most often the decomposed material, toxic waste is carried to water streams by heavy rains thus polluting rivers and streams. 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 83: PROFILES OF LOCAL RECYCLING BUSINESSES

COMPANY NAME	LOCATION OF FACILITY	TYPES OF WASTE ACCEPTED	WASTE HANDLING ACTIVITIES	CATCHMENT AND DISTRIBUTION	CHALLENGES
Dermatrans	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.
Dash Car Wash and Recycling	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
HK Scrap Metals	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.

Other Recycling centers operating in Stanger are as follows;

- Swan Metal Recycling
- Stanger Waste Center
- Re-Nu Recyclers
- PJ Plastics

CAPITAL PROJECTS 2023/2024 FINANCIAL YEAR

Projects expected to be completed and of this financial year include;

PROJECT NAME	WARD NUMBER	BUDGET	STATUS
RECYCLING AND WASTE BUYBACK CENTER	26	R425 800	COMPLETE AND AWAITING FOR PROCUREMENT OF A BOILER

TABLE 84: 23/24 CAPITAL PROJECTS

There no listed Waste related projects which formed part of the Draft/Final 24/25 Budget except for finishing off the above mentioned project.

STRATEGIC FOCUS AREAS:

IMPLEMENTATION PLAM OF THE IWMP:

Annexure 24:The Integrated Waste Management Plan

The “**Program for change**” is a multi-pronged 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.

15.11.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 in 2021	Five year plan that needs to be reviewed
	Waste Management Refuse By-law	In place and Gazzeted	2023	
Parks, Gardens and Recreation	Garden Refuse Removal By-laws	Gazetted and Forms part of the Waste Management Removal Bylaw		Currently in place
	KwaDukuza Parks By-laws	Drafting stage	To be adopted by Council	
	KwaDukuza Municipality Sports and Recreational Facilities By-laws	Drafting stage	To be adopted by Council	.

TABLE 85: STATUS OF COMMUNITY SERVICES MUNICIPAL BY-LAWS AND PLANS**15.12.WASTE MANAGEMENT CHALLENGES AND POSSIBLE SOLUTIONS:****TABLE 86: 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.

16.TRANSPORT AND INFRASTRUCTURE:

16.1. 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 Business Unit that is responsible for all road infrastructure. Overall, the Business Unit was responsible for both road infrastructure developments and human settlement. The Human Settlements has recently moved to be under EDP unit. All for ensuring basic service delivery and 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. KZN-DOT, iLembe (IGR)etc.; EPWP and Infrastructure Planning.

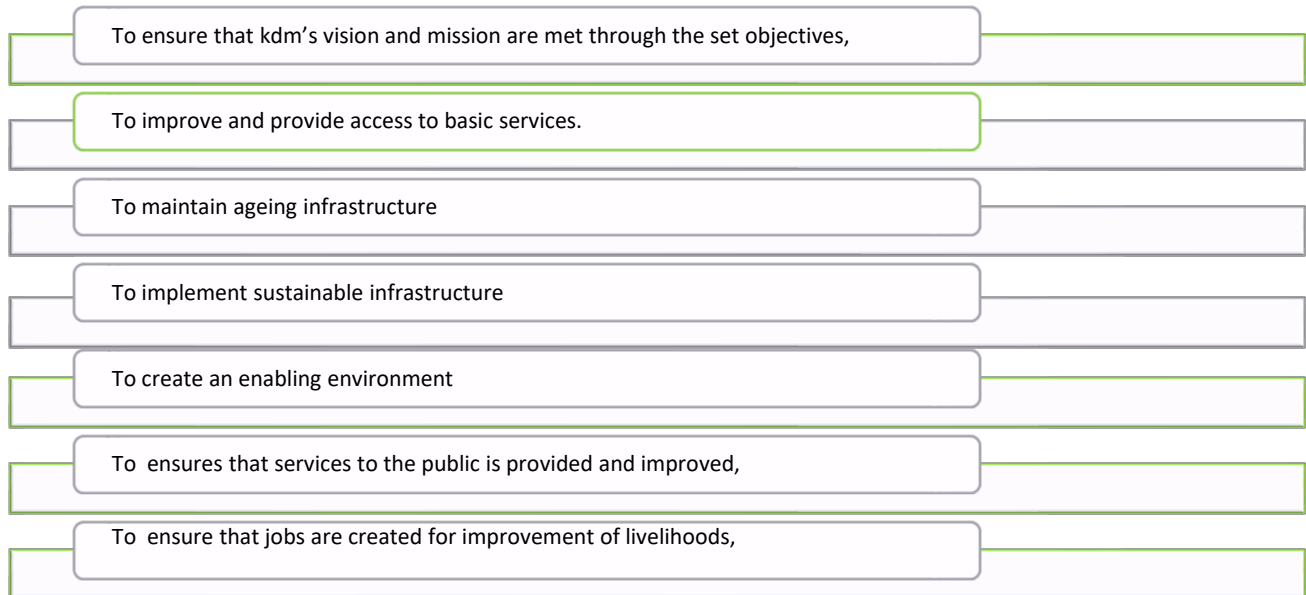
Grant Expenditure Performance

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

It should be noted that there are also Council owned Civil Engineering Projects as well as other projects implemented through receiving grants.

OBJECTIVES OF CIVIL ENGINEERING AND PMU BUSINESS UNIT :

FIGURE 61: OBJECTIVES OF THE CIVIL ENGINEERING BUSINESS UNIT



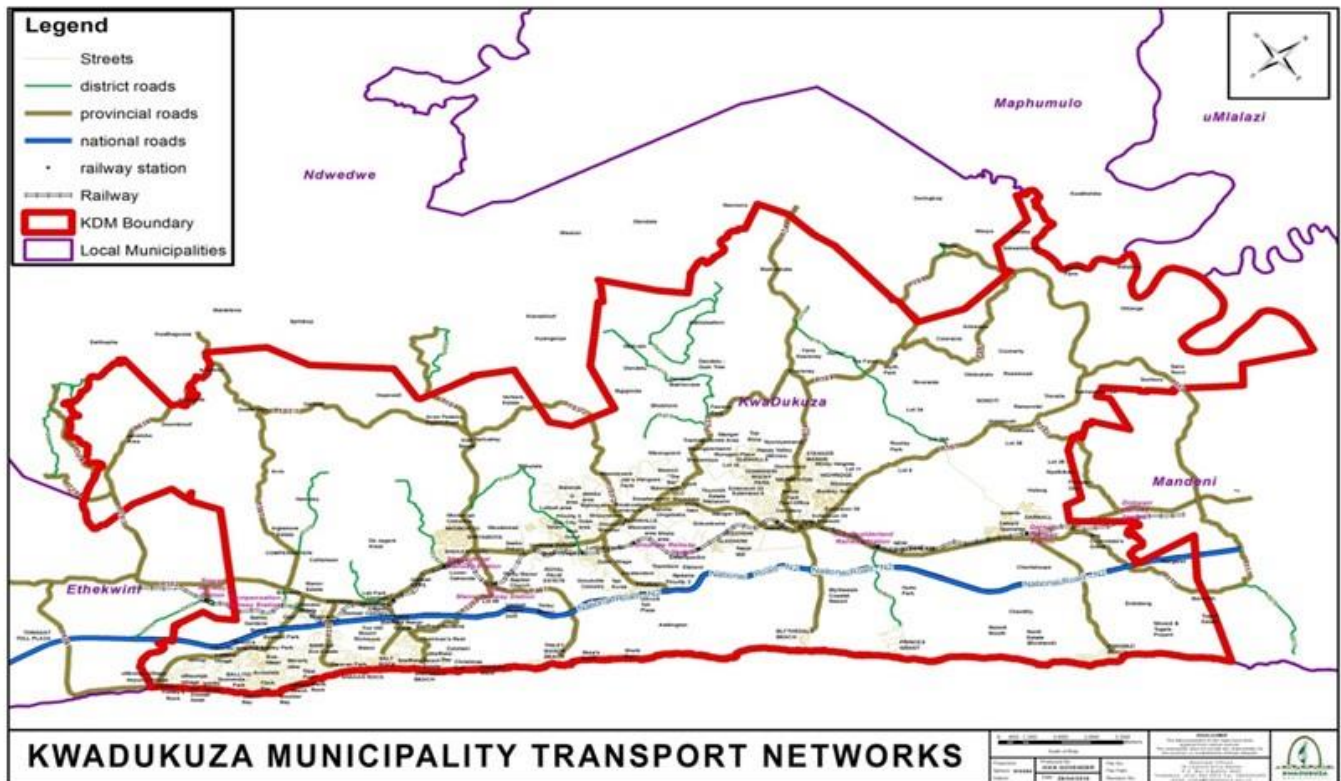


FIGURE 63: KDM TRANSPORT NETWORK

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 there was a 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. Metrorail is the backbone of public transport in KwaDukuza with approximately half (49%) of the population (mainly inland).

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 (eThekweni 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.

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.

16.2. 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.

16.3. 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 includes taxi ranks, bus stops and storm water management. **(THE OPERATIONAL AND MAINTENANCE PLAN IS HEREWITH ATTACHED FOR EASE OF REFERENCE AS PART OF ANNEXURE 25).** Civil Engineering Services & PMU 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 2022- 2026 Lekgotla key service delivery commitments will be undertaken for the people of the KwaDukuza Municipality to continue realizing their lives for the better.

16.4. 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. The Civil Engineering Services Business Unit is one of the strategic Business Unit responsible for infrastructure development 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.)

16.5. INTEGRATED TRANSPORT PLAN (ITP) AND OTHER CIVIL ENGINEERING POLICIES:

KwaDukuza Municipality is responsible for the Integrated Transport Plan (ITP) for its communities. The aforesaid notwithstanding, the plan developed and adopted by Council during the course of 2021/22 financial year. The relevant stakeholders were being consulted as a funding source/s will be sought for the implementation of public transport facilities. All policies from this business unit, **(forms as part of ANNEXURE 25: ALL CIVIL ENGINEERING POLICIES)** and are as follows;

TABLE 87: CIVIL ENGINEERING POLICIES

PLAN/POLICY	ADOPTION BY COUNCIL	STATUS	CURRENT STATUS
PUBLIC LOCAL TRANSPORT PLAN -	Adopted in 2021	Finalized	approved for implementation
PAVEMENT MAINTENANCE SYSTEM (PMS)	Adopted	Finalized in June 2019	approved for implementation
ROADS MASTER PLAN	Adopted in 2021	approved for implementation	Approved for implementation. Covers 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). The specialist on the development is revisiting the approach of the plan development due to the area being prone to severe storms.
RESTRUCTURED ZONES	Adopted in 2020	approved & implementation	
CLUSTER PLANS X 7	Not yet adopted	In progress	The municipality was affected by storm between 2019 and 2023 which resulted to the priority being given to the affected areas. Assessments were conducted and submitted enabling the municipality to apply for disaster fund.

KwaDukuza Municipality status of Roads and Streets. The Pavement Management System (PMS) was developed for the assessment of roads consisting of: Flexible Roads (Paved / Blacktop), Gravel Roads (Unpaved), Block Paved and Concrete Paved. The purpose of a Pavement Management System (PMS) is the process of planning the maintenance and repair of a road network in order to optimize pavement conditions

over the entire road network. The total road network in KwaDukuza Municipality totals to **575.54 kilometres** made up of: Blacktop Roads= 421. 11 km, Block= 1.81 km, Concrete= 2.56 km and Gravel = 150. 06km.

16.6. 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

16.7. SITUATIONAL ANALYSIS REFLECTING MAPS

Currently, a Situational Analysis Reflecting Maps at KwaDukuza Municipality is not available.

TABLE 88: :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 89: :ROAD NETWORK AND STATUS WITH THE KDM IN %

CONDITION	BLACKTOP	GRAVEL	BLOCK	CONCRETE	TOTAL
<u>Very Poor</u>	<u>6%</u>	<u>34%</u>	<u>0%</u>	<u>19%</u>	<u>14%</u>
<u>Poor</u>	<u>15%</u>	<u>32%</u>	<u>0%</u>	<u>0%</u>	<u>19%</u>
<u>Moderate</u>	<u>26%</u>	<u>21%</u>	<u>2%</u>	<u>0%</u>	<u>24%</u>
Good	30%	9%	0%	0%	24%
Very Good	23%	4%	98%	81%	19%
	100%	100%	100%	100%	100%

16.8. KWADUKUZA MUNICIPALITY CIVIL ENGINEERING AND PMU BUDGET ALLOCATION FOR 2023/24 AND 24/25 FY

The **Municipal Infrastructure Grant (MIG)** is a conditional Grant to Municipalities and thus the management of the Grant at Municipal Level occur within the Planning, Budgeting, Financial Management and Operational arrangements in this sphere of Government (Local). Effective Management and utilization of capital funding falls within the responsibility of the Municipal Manager. In order to receive the first tranche, municipalities must have followed the process for approval of 2023/24 projects and have been confirmed by April 2023 with the Department of Cooperative Governance, their programme, project planning and implementation readiness in the form of an approved implementation plan that includes cash flow projections.

The process mentioned above includes approval of PMU Business Plan by COGTA. The attached KwaDukuza Municipality PMU business plan was presented at the Municipal Business Plan Appraisal Committee (MBPAC) that was scheduled on the 28th and 29th of March 2023. The KwaDukuza Municipality's PMU Business Plan for the 2023/24 Financial year is as follows;

MIG IMPLEMENTATION PLAN BASED ON THE CAPITAL BUDGET for the 2023/24 FY:

SUMMARY IF MIG PROJECTS EXPENDITURE AND EXPENDITURE PERCENTAGE FOR 2023/24 FY				
FUNDING SOURCE	ALLOCATION (incl. VAT)	ALLOCATION (incl. VAT) DORA ADJUSTMENT	Allocation (incl. VAT) reduction in allocation	EXPENDITURE%
MIG	R61 442 000	R57 333 000 (reduction of R4 109 000.00)	R 40 640 000.00 (reduction of R 16 693 000.00 Due to slow performance)	R8 221 695.53 (20.16)

TABLE 90: 23/24 FY MIG IMPLEMENTATION PLAN BASED

PROJECT TITLE	TOTAL PROJECT AMOUNT	STATUS
Rehabilitation of urban roads (MIG)	R2 682 136.00	COMPLETE
Charlottedale Community Hall -WIP	R2 641 698.00	CONSTRUCTION
Rocky Park link to Testing Station in Ward 19	R8 050 000.00	R8 050 000.00
Sokesimbone Access Road and Stormwater (Ward 1) -WIP	R4 404 475.00	CONSTRUCTION
Ward 3 Nonoti Beach Road Access	R3 327 547.00	CONSTRUCTION
REHAB of Road in Cluster E (Wards7,8,20,23,28)	R3 283 198,00	COMPLETE
Groutville Market Sportfield	R3 598 777.00	R3 450 000.00
Rehabilitation of urban roads in Wards 6 and 21	R969 462,00	COMPLETE
Rehabilitation of urban roads in Wards 16 and 17	R2 340 834,00	COMPLETE
Rehabilitation of urban roads Cluster C (Wards 15,24,26)	R10 938 011,00	COMPLETE
Upgradingof Stormwater Avondale Ward 30	R1 247 276,00	COMPLETE

TABLE 91: :MIG IMPLEMENTATION PROGRESS FOR 23/24 FY**16.9. KWADUKUZA MUNICIPALITY CIVIL ENGINEERING AND PMU BUDGET ALLOCATION FOR 2024/25 FY:**

PROJECT TITLE	TOTAL PROJECT AMOUNT	STATUS
Mellville Hall (Ward 24)	R14 473 789.98	MULTI-YEAR CONSTRUCTION
Charlottedale Community Hall (Ward 29)	R6 015 769,28	MULTI-YEAR CONSTRUCTION

Nsiken Community Hall (ward 27)	R14 473 789.98	MULTI-YEAR CONSTRUCTION
Sokesimbone Access Road and Stormwater (Ward 1)	R6 480 259,37	MULTI-YEAR CONSTRUCTION
Ward 3 Nonoti Beach Road Access	R13 807 995.14	MULTI-YEAR CONSTRUCTION
Rehabilitation of Khanyayo Street nd Pigogo Street, Imfezi Street, Klebe Street and uKhozi street in Shayamoya Ward23	R3 597 594,13	PROCUREMENT STAGE
Groutville Surface Roads and Stormwater (Ward 12)	R3 475 380.67	PROCUREMENT STAGE
Lindelani Creche	R3 078 000.30	PROCUREMENT STAGE

TABLE 92: MIG PROJECTS FOR 24/25 FY

Besides the above mentioned MIG Budget and funding received, it is important to note that the Civil Engineering unit has received a number of grants towards dealing with refurbishments and revalidation o engineering infrastructure within the KwaDukuza Municipality. The acceptance of these grants were essentially in addition to the annual receipt of MIG Grants as well as our own municipal Council funded projects. Over and above that there are a series of projects which are own Municipal funded projects which are below;

MUNICIPAL COUNCIL FUNDED PROJECTS:

FUNDING SOURCE	ALLOCATION (incl. VAT)	EXPENDITURE (incl. VAT)	EXPENDITURE %
COUNCIL	R21 016 484.60	R13 168 144,233	63 %

TABLE 93: MUNICIPAL OWN COUNCIL FUNDED CAPITAL PROJECTS

PROJECT NAMES	TOTAL PROJECT AMOUNT	STATUS
Ward 12 Rehab Tinley Manor (Lagoon Drive Ocean View Seiw	R200 000	Complete
Ward 14 Retaining of Lloyds Housing PR(Walls Gabioan Guard)	R2614 025	Construction
Ward 17 Rehab of Road	R2000 000	Complete
Lindelani Creche	R1000 000	Complete
Ward 3 Nonoti Beach Road Access	R2 167 708	Complete
Ward 2 Internal Roads	R1 000 000	Complete
Regravelling in Ward 1	R1000 000	Complete
Townsend Road/Avondale Stormwater Upgrade Council	R1 300 000	Complete
Chris Hani Sports field	R390 000	Complete
Ward 11 Rehab of Blythedale Road	R2000 000	Complete
Regravelling in Ward 12	R1000 000	Complete

Regravelling in Ward 20	R1 000 000	Complete

TABLE 93: MUNICIPAL FUNDED IMPLEMENTATION PROGRESS FOR 23/24 FY

MUNICIPAL COUNCIL FUNDED PROJECTS FOR THE 24/25 FY:

PROJECT TITLE	TOTAL PROJECT AMOUNT	STATUS
Wood mead Taxi Rank	R4 000 000	TO BE IMPLEMENTED IN 24/25 FY
Chris Hani Sportfield	R3 000 000	TO BE IMPLEMENTED IN 24/25 FY
Ohlamga Hall	R1 043 681	TO BE IMPLEMENTED IN 24/25 FY
Charlotdale Community Hall	R721 686	TO BE IMPLEMENTED IN 24/25 FY
Ward 3 Nonoti Beach Road Access	R2 190 345	MULTI-YEAR Project
NV Roads Stormwater Traffic Calming Measures 170461528	1 000 000	TO BE IMPLEMENTED IN 24/25 FY
Ward 14 Retaining of Llyods Housing Pr (Walls Gabion Guard	5 400 000	TO BE IMPLEMENTED IN 24/25 FY
Lindelani Creche Council Funds	R1 739 354	TO BE IMPLEMENTED IN 24/25 FY

Table 95: MUNICIPAL FUNDED Implementation progress for 24/25 FY

2019 Municipal Disaster Reconstruction and Rehabilitation Grant Projects. It was only received in September 2023, KwaDukuza received an allocation of R22 million in response to the disaster that happened in 2019. The reason being KwaDukuza had previously applied for the grant in 2019 and was not successful. Hence that is why the grant was only received in 2023.

FUNDING SOURCE	ALLOCATION (incl. VAT)	EXPENDITURE (incl. VAT)	EXPENDITURE %
MDRG	R22 000 000	R9 986 546	45.39 %

TABLE 96: MDRG GRANT ALLOCATION

SUMMARY OF MUNICIPAL DISASTER RECOVERY GRANT PROJECTS EXPENDITURE AND STATUS		
	AMOUNT	STATUS
Resealing & Stormwater Management of Usangoma Street	R6 096 555	CONSTRUCTION

Rehabilitation of damaged road/stormwater management Nkobongo	R3 292 423	CONSTRUCTION
Retaining walls and foundation underpinning – Mbozamo (D Section)	R1 553 922	CONSTRUCTION
Resealing and stormwater management of Ngulube/MAfuya Road	R3 111 308	CONSTRUCTION
Rehabilitation of stormwater culverts in Mfecane Road	R5 099 703	CONSTRUCTION

TABLE 97: MDRG GRANT CAPITAL PROJECTS

DISASTER RESPONSE GRANT – R109 043 000.00

This grant was received on the 29th of July 2022 and resulted in an adjustments budget on the 18th of August 2022. This was followed by the Project planning and design development stage as well as document and procurement. This grant was meant to be spent till the end of June 2023 of which was impossible and resulted a roll-over application which followed by an approval on the 19th of October 2023.

DATE OF TRANSFER	TOTAL AMOUNT	ACTUAL EXPENDITURE	EXPENDITURE %	VARIANCE
31/10/22	R109 043 000.00	R92 520 174.75	85%	15%

TABLE 98: DISASTER RESPONSE GRANT ALLOCATION

The actual roll-over submitted and approved was specifically for the following four projects;

DESCRIPTION	COMMENTS
REPLACEMENT OF HULLETE BRIDGE IN WARD 2	Business Forums, community issues which led to 50% complete, flooding of site on numerous occasions delaying the project.
UPGRADE OF MNYUNDWINI CULVERT BRIDGE IN WARD 9	Contractor appointed. 100% expenditure projected by 15 April 2024 (phase 1). A request to fund the shortfall has been submitted to NDMC and awaiting their response.
INSTALL NEW BRIDGE SUGRA AND MBOZAMO	100% complete. Projected practical completion date was 16/02/24.
PAYMENT OF CONSULTANT'S FEES FOR CONSTRUCTION SUPERVISION/CLOSE OUT REPORTS AND FOR CONTRACTORS THE FINAL PAYMENT CERTIFICATES/RETENSION AND SURETY.	KwaMfanomdala Culvert project is 86% complete. The contractor has been terminated and currently in the process of procuring from existing panel

TABLE 99: DISASTER RESPONSE GRANT PROJECTS

Another grant toward the 2022 related reconstruction and rehabilitation of infrastructure grant was worth R1, 271 098 000 inclusive of vat. This grant was received in March 2023 with its allocation cash flowed over two financial years i.e. 2022/23 and the 2023/24 financial year. Only R577 292 million formed part of the 2022/23 FY and the balance of R693 806 million was spent in 2023/24 financial year and due to be spent by end of June

2024. It must be noted that the annual budget recognised the grant funding which was coming from National Government.

MUNICIPAL DISASTER RECONSTRUCTION GRANT EXPENDITURE REPORT:

SUMMARY IF MIG PROJECTS EXPENDITURE AND EXPENDITURE PERCENTAGE FOR 2023/24 FY				
FUNDING SOURCE	ALLOCATION (incl. VAT)	EXPENDITURE% (incl. VAT)	EXPENDITURE%	COMPLETED PROJECTS
MDR & RG	R1,271 098.00	R703 413 681.51 (as of 31 March 2024)	55.34 %	21 Gravel roads projects 195 Road rehabilitation and stormwater projects TOTAL 216 projects

TABLE 99: MDRG GRANT EXPENDITURE REPORT

PROJECTS STATUS:

- Total number reconstruction and rehabilitation projects is 400
- Value of completed 216 projects = R485 179 415.23
- Value of projects under construction = R417 379 455.25
- Projects under construction = 70
- Projects at procurement stage 114 with their total value of R386 539 129.42
- Based on the information above, although the expenditure is R 703,413,681.51 but KwaDukuza Municipality has committed to the value of R 902 558 970.58

CHALLENGES:

- **EXTENSION OF TIME TO COMPLETE PROJECTS:**

The KwaDukuza Municipality has applied for extension of time to complete the following categories of funding: (a) 2022 Response Grant Projects (b) 2022 Rehabilitation and Reconstruction Grant Projects

Reallocation of savings to address budget shortfalls

There are projects that don't have enough funding to be completed and we need approval to reallocate the savings

- **PROCUREMENT PROCESSES:**

The process of appointing contractors is taking much longer than reflected in the implementation Plan and the bottle neck is at Evaluation and Adjudication committee.

Municipal Capacity-There was no additional capacity especially within the technical department to assist with implementing projects. To date only interns have been appointed to strengthen capacity working closely with consultants who still need close monitoring.

- **ROLE-OVER OF DISASTER GRANTS:**

The KwaDukuza Municipality has applied for roll over of Disaster funds for the 2023/2024 financial year which was approved by National treasury. Based on current expenditure trends we should be at around 80 to 90 % as of 30 June 2024 and the need to apply for roll over no 2 with National Treasury.

OTHER CHALLENGES:

- Insufficient Funds for Bulk Infrastructure e.g. bulk electricity, roads, sewerage and water;
- Land Invasion;
- Selling of Council Land;
- Influx of people coming to KwaDukuza to seek job opportunities;
- Budget -Cut/Constraints
- None-Prioritisation of Rural Development
- Underperformance of contractors in delivering projects due to cashflow
- Ageing infrastructure as a result of lack of adequate maintenance
- Disputes on land ownership,
- Damaged of council assets i.e Roads, by ILembe and other stakeholders
- Inadequate Plant and Equipment to do maintenance
- Illegal dumping that ends up in the stormwater system causing blockages.

16.10.KWADUKUZA MUNICIPALITY CIVIL ENGINEERING AND PMU PROJECTS REQUIRING INTERVENTION:

These Projects require intervention from the KwaZulu-Natal Department of transport:

- a) Ballito Taxi Rank,
- b) P445 overhang pedestrian bridge,
- c) P533 upgrade to blacktop
- d) KwaDukuza Intermodal Public Transport Facility
- e) Chief Albert Luthuli/ P 74 Bridge widening - conditions
- f) Salt Rock/ Mount Richmore Shopping Centre - conditions
- g) The road R102/ intersection to Gledhow – conditions

16.11.BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

TABLE 100: 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.	▪ Ageing infrastructure ▪ Ageing workforce ▪ Acts of violence ▪ Safety of workforce ▪ Non-compliance of municipal buildings to safety regulations

• Magnitude and nature of current developments. (Airport, residential, commercial and industrial) – increased customers – Electricity and Rates incomes • Vuthela LED Programme – Infrastructure projects, • Implementation of scarce skills and retention policy,	▪ Existing infrastructure not sufficient to accommodate current demands ▪ Damages to municipal infrastructure due to services underneath it ▪ 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

MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

TABLE 102: CHALLENGES AND PROPOSED INTERVENTIONS FOR BASIC SERVICE DELIVERY AND INFRASTRUCTURE

CHALLENGES/COMMUNITY IDENTIFIED	NEEDS	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.ENERGY

17.1. RESULTS OF THE FIRST GREENHOUSE GAS INVENTORY FOR KWADUKUZA:

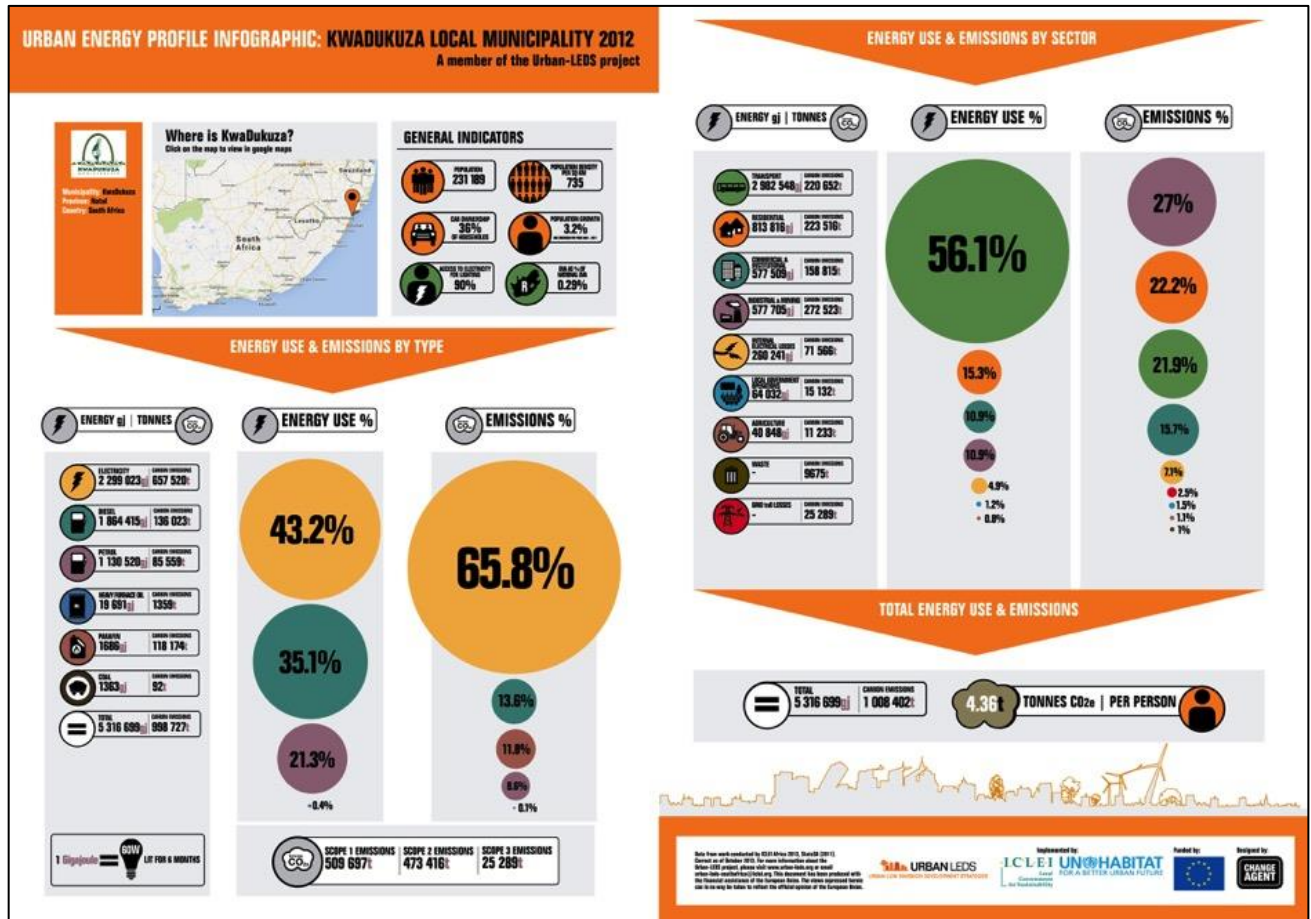
This section provides a high-level summary of the energy usage and associated greenhouse gas emissions for KwaDukuza Municipality. In view of these results, recommendations can be made to simultaneously address energy security and poverty, while increasing energy efficiency and reduce the energy requirements 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 (tCO₂e) 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 tCO₂e 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 tCO₂e. 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 63: 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 IDPs.

ACTION PLAN TO MONITOR ENERGY LOSSES REDUCTION STRATEGY

On a quest to monitor the energy losses the following strategies have been decided upon;

1. Reduce the budget allocation for bulk purchases by R100m.
2. Increase the energy revenue projections by R50m.
3. Develop action plan to monitor energy losses reduction strategy.

The Action Plan to monitor the Energy losses is part of the **ANNEXURE 26: ELECTRICAL ENGINEERING POLICIES AND PLANS.**

17.1.1. ENERGY/ ELECTRICITY PROVIDER

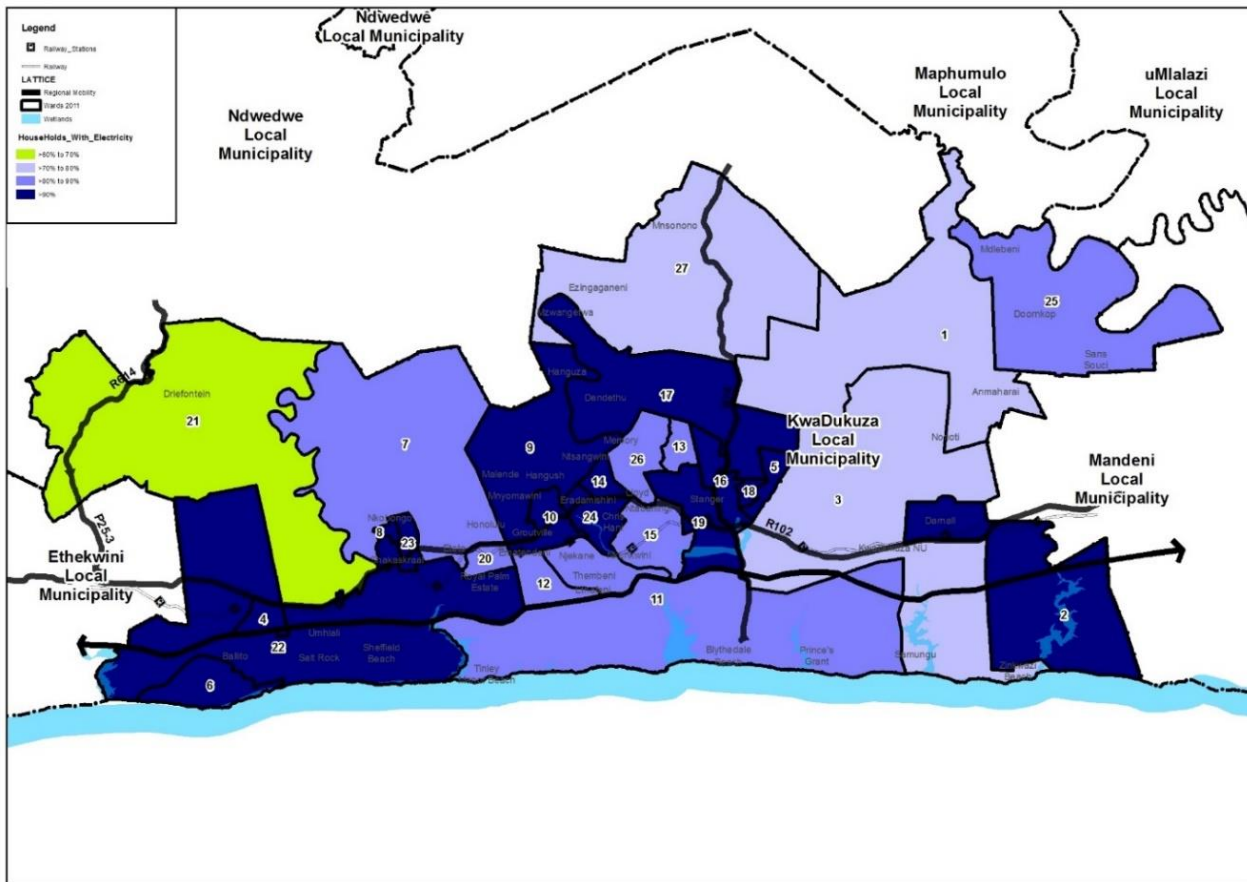
The KwaDukuza Municipality has two licensed electricity distributors, namely Eskom and KwaDukuza. KwaDukuza Municipality is a licensed electricity provider. Whereas ESKOM supplies electricity directly to the following Wards: 1, 2, 3, 21, 25 and 27 the rest of the Wards are supplied by the Municipality. 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.

17.2. 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 103: KDM ELECTRICAL BUSINESS UNIT-ROLES AND REPONSIBILITY

FIGURE 64:HOUSEHOLDS WITH ELECTRICITY



17.3. 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 CO₂ requirements and prevent CO₂ tax.
- Increase revenue through IPP, SSEGs studies, installation, maintenance and operations. Avoid being fully dependent on Eskom supply.

17.3.1. 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 26 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.
- Energy master plan of 2019 is still valid and has not been updated. The plan was to replace it with yearly rolling Asset management plan.
- The asset management procedures were developed through Vuthela in 2021, these still need to be presented to Council but its late now, need to present updated ones, hence need to develop 10 asset management plan and have council approving it
- To come up with a functional Asset Management Plan (AMP) there are documents that are to be in place before, these include following in sequence form (these are draft and attached hereto)

	PLAN/POLICY	RESULT/IMPLICATIONS
1	Balanced scorecard for electricity (attached)	Performance system
2	Service levels (electricity and fleet vehicles)	
3	AMS policy (one pager attached)	Plan
4	AMS objectives & strategy (attached)	

5	Portfolio of assets (14 portfolio of assets, these documents include maintenance activities to be done per each asset portfolio)	
6	AMP (10 year rolling plan)	Implementation
7	Business case – this is document for feasibility and sourcing funding to develop and implement AMS, note that Vuthela only assisted with development and implementation was not done because of NO funds	

TABLE 104: SECTORPLANS/POLICY (Electricity)

ANNEXURE 26: ELECTRICAL ENGINEERING POLICIES AND PLANS

17.4. OPERATIONS AND MAINTENANCE PLAN FOR ELECTRICITY/ ENERGY

ANNEXURE 26: 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

17.5. 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.

17.5.1. 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.

ELECTRIFICATION and BULK SUPPLIES – INEP funded (R10 800 000)

ALL ESKOM SUPPLIED AREAS ELECTRIFICATIONS, EXTENSIONS AND INFILLS WILL BE DONE BY ESKOM SINCE DMRE GAVE THEM INEP GRANT FUNDING UNDER SCHEDULE 6:

WARD	PROJECT	PLANNED CONNECTIONS	COMMENTS
9	Mgigimbe Ward 9 (part 1 done)	84	48 completed
10	Mhlongo Village Ward 10	40	40 completed
27	Dendethu Ext Ward 27	38	38 completed
3	KDM Ward 3 Infills	140	51 completed

TABLE 105: INEP FUNDED PROJECTS

17.5.2. 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.

SUBSTATIONS UPGRADE and REFURBISHMENT:

WARD	PROJECT	BUDGET	PROGRESS & COMMENTS
All	Grid Protection relays	6 000 000	Completed
15	SAPPI	R14 000 000,00	At tender stage – SLA preparation
15	Gledhow	R500 000,00	

20	Shakaskraal	R3 000 000,00	Security system completed 33kV cables completed
20	Sheffield	R500 000,00	Security system completed
15	Stanger POS	R5 000 000,00	Security system completed Feeder bays, CTs, VTs work in progress

TABLE 106: SUBSTATIONS UPGRADE AND REFURBISHMENT PROJECTS**17.5.3. 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.

17.5.4. 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.

PROJECTED ENERGY LOSSES REDUCTION STRATEGIES IMPLEMENTATION:

The current status of energy losses as well progress on the implementation of strategies to reduce energy losses is envisaged to last for 5 years. The identified initiatives concentrate on meter-to-cash value chain that could reduce commercial losses improve the operational efficiency of the KwaDukuza municipality's revenue cycle and enhance service delivery to customers. Energy loss within KwaDukuza Municipality (KDM) has continued to increase at an alarming rate as reported during the 2021/22 financial year. These losses are not sustainable and as a result a solution is urgently required. The energy Regulator NERSA has

requested a plan from the municipality on energy loss reduction. KwaDukuza Municipality appointed a service provider through the Vuthela Program to do root cause analysis and develop strategies to reduce the energy losses to be below 12%. The report on strategies developed and management plan is over a period of 5 years.

Among the plan THERE WERE PLANNED 16 DISTRIBUTION SUBSTATIONS BUT DUE TO FUNDING THERE CAN ONLY BE a total of 13 that could be accommodated. A total of 33 switching sustations . there was also 9 million funding which was applied from Vuthela as part of the projected energy and loss reduction strategies and implementation which speaks to tariffs and community engagements will be done at Izimbizo, sozila media as part of public participation about this strategies.

17.5.5. (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;

CLUSTER(WARDS)	PROJECTS	PROGRESS
Cluster A (1, 2, 3, 25)	Ward 2 – Zamani Ward 3 – New Guiderland	Completed
Cluster B (13, 19, 27)	Ward 13 – Mercury Lane Ward 27 – Kearsney Post office	Completed
DMCluster D (9, 10, 11, 12, 29)	Ward 9 – Mnyundwini Ward 10 - Diphini Ward 29 - Charlottedale	Completed
Cluster F (4, 6, 21, 22, 30)	Ward 4 - Shakashead	Completed
Cluster G (5, 16, 17, 18)	Ward 5 - Lindelani Ward 16 - Nyonyiyanzi Ward 18 - Mbozamo	Completed
Cluster E (7,8,20,23,28)	Ward 7 - Etete Ward 8 – YY area Ward 23 – Ejimini Shayamoya	Completed

TABLE 107:LEDS IS FOR PUBLIC SAFETY ENERGY EFFICIENT

PUBLIC LIGHTING REFURBISHMENT – BUDGET R10 500 000

Pole, conductor, fittings replacements

CLUSTER(WARDS)	PROJECTS	PROGRESS
Cluster A (1, 2, 3, 25)	Ward 2 – Zamani Ward 3 - Nonoti	Completed
Cluster B (13, 19, 27)	Ward 13 Ward 19 – CBD	Completed
Cluster C (14, 15, 24, 26)	Ward 26 – Zone 5 and Glenhills	Completed
Cluster D (9, 10, 11, 12, 29)	Ward 11	Completed
Cluster E (7,8,20,23,28)	Ward 7	Completed
Cluster F (4, 6, 21, 22, 30)	Ward 22 – Tifany's to La Montagne (Salt Rock Road)	Completed

TABLE 108: PUBLIC LIGHTING REFURBISHMENT

PROJECTS FOR 2023/24 FINANCIAL YEAR

Ward	Project	Budget	Comments
30	Dukuza 132/33K 80MVA Substation establishment	N/A	Project is in construction phase and funded by DPG grant ((NT)
30	Dukuza 33/11 Kv and Substation & lines	10 000 000	Construction stage
19	Implementation of KDM SCADA system	22 702 744	Construction stage 81% progress
20	Palm Lakes 33/11 kV 10MVA substation development	External by developer	Tender stage
4	Imbonini substation upgrade	External by developer	Tender stage for Transformer. 11kV Switchgear works is in progress

TABLE 109:2023/24 fy PROJECTS

PROJECTS SCHEDULED FOR 24/25 FY

#	Ward	List of Projects	2024/25 Budget	Comments
1		Buildings refurbishment and energy efficiency	R5 280 000,00	
1.5	All	Public building services electrical infrastructure refurbish	R3 000 000,00	Panel of contractors
3		Electrification, extensions, infills	R9 553 479,00	
3.1	11,15,16,29	Electricity Admin Housing Elect Project WIP	R9 553 479,00	Panel of contractors

4		Facilities and tools	R5 430 000,00	
4.1	All	360 Furniture and Equipment	R150 000,00	Procure contractor through RFQ
4.2	All	400 Furniture and Equipment	R300 000,00	Supplier appointed
4.3	All	Municipal Fleet	R2 000 000,00	RT 57 by national Treasury
4.4	All	Network Master Planning (Reticulation)	R2 000 000,00	Tender adjudication stage
4.5	All	NV Electricity Admin Safety Equip Fas PPE Port 400461472	R260 000,00	Procure contractor through RFQ
4.6	All	NV Electricity Admin Tools Equip 400400027	R520 000,00	Procure contractor through RFQ
4.7	All	NV Mechanical Workshop Tools Equipment 360400027	R200 000,00	Procure contractor through RFQ

#	Ward	List of Projects	2024/25 Budget	Comments
5		LV network upgrades	R5 950 000,00	
5.1	1,2,3,25	LV Network Upgrades Cluster A WIP	R1 100 000,00	Panel of contractors
5.2	13,19,27	LV Network Upgrades Cluster B WIP	R1 300 000,00	Panel of contractors
5.3	14,15,24,26	LV Network Upgrades Cluster C WIP	R550 000,00	Panel of contractors
5.4	9,10,11,12	LV Network Upgrades Cluster D WIP	R750 000,00	Panel of contractors
5.5	7,8,20,23,28	LV Network Upgrades Cluster E WIP	R750 000,00	Panel of contractors
5.6	4,6,21,22,30	LV Network Upgrades Cluster F WIP	R750 000,00	Panel of contractors

#	Ward	List of Projects	2024/25 Budget	Comments
6		MV network upgrades	R21 950 000,00	
6.1	1,2,3,25	MV Network Upgrades Cluster A WIP	R750 000,00	Panel of contractors
6.2	13,19,27	MV Network Upgrades Cluster B WIP	R2 500 000,00	Panel of contractors
6.3	14,15,24,26	MV Network Upgrades Cluster C WIP	R750 000,00	Panel of contractors
6.4	9,10,11,12	MV Network Upgrades Cluster D WIP	R2 000 000,00	Panel of contractors
6.5	7,8,20,23,28	MV Network Upgrades Cluster E WIP	R2 500 000,00	Panel of contractors
6.6	4,6,21,22,30	MV Network Upgrades Cluster F WIP	R1 950 000,00	Panel of contractors

#	Ward	List of Projects	2024/25 Budget	Comments
7		Network Control	R10 000 000,00	
7.1	4,13,14,15,19,20,22,29,30	Implementation of KDM Scada System	R8 000 000,00	Construction stage
7.2	All	NV Replace Grid Prot Relays 11K P3 430452146 WIP	R2 000 000,00	Construction stage

8		Public lighting	R16 000 000,00	
8.1	1,2,3,25	NV Street Lights Cluster A 100 SL 400452122 WIP	R500 000,00	Tender stage - TEC
8.2	13,19,27	NV Street Lights Cluster B 37SL 400452123 WIP	R750 000,00	Tender stage - TEC
8.3	14,15,24,26	NV Street Lights Cluster C 100SL 400452124 WIP	R1 000 000,00	Tender stage - TEC
8.4	9,10,11,12	NV Street Lights Cluster D 100SL 400452125 WIP	R1 250 000,00	Tender stage - TEC
8.5	7,8,20,23,28	NV Street Lights Cluster E 100 SL 400452126 WIP	R1 000 000,00	Tender stage - TEC
8.6	4,6,21,22,30	NV Street Lights Cluster F 50 SL 400452127 WIP	R250 000,00	Tender stage - TEC

#	Ward	List of Projects	2024/25 Budget	Comments
8.8	1,2,3,25	NV Street Lights Refurbishment Cluster A WIP	R1 000 000,00	Tender stage - TEC
8.9	13,19,27	NV Street Lights Refurbishment Cluster B WIP	R1 000 000,00	Tender stage - TEC
8.10	14,15,24,26	NV Street Lights Refurbishment Cluster C WIP	R1 600 000,00	Tender stage - TEC
8.11	9,10,11,12	NV Street Lights Refurbishment Cluster D WIP	R1 600 000,00	Tender stage - TEC
8.12	7,8,20,23,28	NV Street Lights Refurbishment Cluster E WIP	R1 600 000,00	Tender stage - TEC
8.13	4,6,21,22,30	NV Street Lights Refurbishment Cluster F WIP	R1 600 000,00	Tender stage - TEC
9		Revenue Protection	R3 155 000,00	
9.1	All	Metering Kiosk - WIP	R3 155 000,00	Panel of contractors

#	Ward	List of Projects	2024/25 Budget	Comments
10		Substations	R35 553 478,00	
10.2	15	MV Substations Rebuild: SAPPI Substations - KDM WIP	R10 000 000,00	Construction stage
10.7	20	MV Substations Upgrades and Refurbishment: Shakaskraal Subst WIP	R4 000 000,00	Panel of contractors
10.8	20	MV Substations Upgrades and Refurbishment: Sheffield Substat	R1 000 000,00	Panel of contractors
10.9	15	MV Substations Upgrades and Refurbishment: Stanger Substatio WIP	R4 500 000,00	Panel of contractors

TABLES 110: 2024/25 fy PROJECTS

17.5.6. 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 4) Scada system Implementation
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

TABLE 111:CHALLENGES ON ELECTRICAL INFRASTRUCTURE**.CHALLENGES CURRENTLY BEING ADDRESSED:**

- **Energy losses energy losses** - KwaDukuza purchases average 55GWh of energy from Eskom and sells average of 44GWh to consumers on monthly basis. 11GWh is taken as energy losses.
- *Non-technical losses are any consumed energy but not invoiced for electricity, caused by theft, fraud or malicious and illegal connections to the grid, installation errors, meters deficiency or tampering, lack or delay of payment by consumers, and errors in accounting, billing, and record-keeping).*

LIST OF ACTIVITIES DONE TO SUPPORT STRATEGIES DEVELOPED:

- Development and implementation of web based automatic meter reading (AMR) system
- Electricity resellers meter audits, AMR implementation and service level agreements reviews
- Weekly service connections raids
- Monthly inspections, repairs, replacements and backbilling for faulty meters
- Customer network link where all consumer details are captured

18. ACCESS TO COMMUNITY FACILITIES:

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.

18.1.1. 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 112: 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	▪ The burial space has been identified in the Northern section, including in the Groutville area, and a desktop study was undertaken on

been acquired. The establishment process is proving quite lengthy.	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 113: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.

CAPITAL PROJECTS FOR 23/24 FY

PROJECTS NAME	WARD NUMBER	BUDGET	STATUS
Refurbishment of changerooms in Vlakspruit Cemetery	7	R1,728 826	The project will be re-advertised, as no bidder was found to be responsive.
Rehab of access road to Vlakspruit cemetery	7	R1 744 709	The procurement process is finalized and the service provider will be appointed.
Rehab. Of parking area in Vlakspruit cemetery	7	R400 000	The budget allocated for 2023/24 financial year was for planning. The implementation of the project will take place in 24/25 FY

TABLE 114:LIST OF CEMETERIES AND CREMATORIA – 23/24 PROJECTS

18.1.2. 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 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 115: LIST OF COMMUNITY HALLS OWNED BY KDM

NO	NAME OF HALL	LOCATION	WARD	DISABLED FRIENDLY? Y/N
1	KwaDukuza Town Hall	KwaDukuza	19	Y
2	Supper Room Hall	KwaDukuza	19	N

3	R.A. Moodley Hall	KwaDukuza	19	Y
4	Sokesimbone Hall	Sokesimbone	01	Y
5	Zamani Hall	Zamani	02	Y
6	Nonoti Old Library Hall	Darnall	02	N
7	Nonoti Mouth Hall	Nonoti Mouth	03	N
8	Nyathikazi Hall	Nyathikazi	03	Y
9	Shakashead Hall	Shakashead	04	Y
10	Lindelani A Section Hall	Lindelani A Section	05	Y
11	Lindelani E Section Hall	Lindelani E Section	05	Y
12	Velani Hall	Velani Township	07	Y
13	Nkobongo Hall	Nkobongo	08	Y
14	Malende Hall	Malende	09	N
15	Hangu's	Hangus	09	Y
16	Mgigimbe Hall	Mgigimbe	09	N
17	Groutville	Groutville	10	Y
18	Thandanani	Thembeni	11	Y
19	Thembeni	Thembeni	12	Y
20	Glenhills MPCC	Glenhills	13	Y
21	Shayamoya Hall	Glenhills	13	Y
22	Lloyd Hall	Lloyd	14	Y

23	Chris Hani Hall	Chris Hani	15	Y
24	Mdoniville Hall	Mdoniville	16	Y
25	Stanger Manor Hall	Stanger Manor	17	Y
26	Shakaville Hall	Shakaville	18	N
27	Mbozamo Hall	Shakaville	18	Y
28	Etete Snyman Hall	Etete	20	Y
29	Driefontein Hall	Driefontein	21	N
30	Driefontein Old Hall	Driefontein	21	Y
31	Shayamoya Hall	Shayamoya	23	Y
32	Vulinqondo Hall	Doringkop	25	Y
33	Ohlange Hall	Doringkop	25	N
34	Mdlebeni Hall	Doringkop	25	Y
35	Ntshawini Nevas Hall	Ntshawini	26	N
36	Mellowwood Park Hall	Shakaskraal	28	Y
37	Madundube Hall	Madundube	27	Y
38	Groutville Dube Village Hall	Dube Village Groutville	29	Y

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

CAPITAL PROJECTS FOR 23/24 FY

PROJECTS NAME	WARD NUMBER	BUDGET	STATUS
Community Halls fencing	3,9,11,20 and 23	R1 017 500	Completed in Ward 3, 9,11 and 20. SCM processes for ward 23
Construction of Caretaker Quaters	4	R300 000	SCM processes
Refurbishment of Velani Hall	7	R1 210 001	Awarded and site handover to be done
Halls Security gates	5,15 and 17	R200 000	In progress

FIGURE 116.: 2023/24COMMUNITY HALLS PROJECTS

18.2. COMMUNITY HALLS CHALLENGES AND POSSIBLE SOLUTIONS:

TABLE 117: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

18.3. PARKS AND GARDENS, SOCCER FIELDS AND COMBO COURTS

TABLE 118:PARKS AND GARDENS, SOCCERFIELDS AND COMBO COURTS

Parks and Gardens	Wards	DISABLED FRIENDLY? Y/N
SOCCER FIELDS WITH COMBO COURTS		
Stanger Manor ground & a combo court & ablution facility	17	Y
Sakhuxolo ground & a combo court & ablution facility	25	N
Chief Luthuli sportsfield & ablution facility	11	N
Stanger high School	19	Y

COMBO COURTS		
Melville	24	Y
Shakaville courts	18	Y
Chris Hani	15	CIVILS TO PROVIDE INFO
Njakane	15	Y
Madendube	27	Y
Darnal	2	Y
Etete	7	CIVILS TO PROVIDE INFO
SOCCER FIELDS		
Shekumbula ground & ablution facility	25	Y
Darnall sportsfield & and ablution facility	2	Y
Soccer ground (lot 530) - Darnall & ablution facility	2	Y
Soweto ground – Zamani	2	Y
Driefontein ground & an ablution facility	21	N
Shakashead ground & ablution facility	4	Y
Melville soccer ground	24	Y
Nkobongo ground & an ablution facility	8	Y
Etete ground velani & ablution facility	7	CIVILS TO PROVIDE INFO
Snyman ground – Etete	20	Y

Groutville market ground & a combo court	10	CIVILS TO PROVIDE INFO
Ediphini ground (Malende)	9	N
Glenhills ground & ablution facility	13	Y
Rockypark ground & ablution facility	19	Y
Ward 10 and 13 Combo courts only left is toilets		Y

TABLE 118: PARKS AND GARDENS, SOCCERFIELDS AND COMBO COURTS

SOCCER FIELDS	WARD NUMBER	DISABLED FRIENDLY ? Y/N
Mashaba ground - llody & ablution facility	26	Y
Gledhow cricket ground & ablution facility	15	N
Gledhow soccer ground	15	Y
Gledhow hostel ground	15	Y
Shakaville soccer field & ablution facility	18	Y
Madundube ground & ablution facility	27	Y
Shayamoya ground	23	Y
Neva's ground ablution facility	26	Y
Lindelani soccer field & ablution facility	5	Y
Proposal of a Sportfield is needed as it is the only ward which does not one.	9	Y

18.4. 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.

UNFUNDED COMMUNITY SERVICES PROJECTS:

Items with no budget. (business plans submitted for funding construction thereof).

TABLE 119: UNFUNDED COMMUNITY SERVICES PROJECTS

ITEM	WARD
Chief albert Luthuli regional sports field	12
Upgrade to Stanger manor sports facility	17
Upgrade to Gledhow south sports facility	15

TABLE 120: 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.

CAPITAL PROJECTS 23/24 FINANCIAL YEAR

PROJECTS NAME	WARD NUMBER	BUDGET	STATUS
Upgrade of Driefontein Sportfield	21	R1 284 129	Contractor is on site
Recycling and Waste Buyback Centre	26	R425 800	Complete. Awaiting procurement of the Bailer
Creamtoir Filtration System	5	R921 131	Complete

PROJECT NAME	BUDGET	STATUS
Zinkwazi Black Rock Beach	R 2 571 080	Contractor on site
Nonoti Beach Node Development Phase 1	R 2 877 062	Contractor on site
Renewal Clark Bay Amphitheater	R 4 663 395	Project Completed
Upgrade to Beach Facilities	R 5 265 986	Various Projects all completed

Thompsons Bay Beach Reinstatement	R 995 816	Project Completed

PROJECT NAME	WARD NUMBER	BUDGET	STATUS
Upgrade of Tinley Manor Tidal Pool		R 1 009 929	Project Completed
Renewal of Stanger Manor Sportsfield	17	R 722 622	Contractor is on site
Renewal of Glenhills Sportsfield	26	R 746 332	Contractor is on site
Salmon Bay		R 775 455	Project Completed
Nonoti MV Network		R 2 395 465	Contractor on site

FIGURE 121: CAPITAL 23/24 FY RELATED PROJECTS

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.

PROJECTS NAME	BUDGET	STATUS
Zinkwazi Black Rock Beach	R2 571 080	Contractor on site
Nonoti Beach Node Development	R2 877 062	Contractor on site
Renewal Clark Bay Amphitheater	R4 663 395	Project Completed
Upgrade to Beach Facilities	R5 265 986	Various Projects all completed
Thompsons Bay Beach Reinstatement	R995 816	Project Completed

TABLE 122:23/24 FY CURRENT RELATED PROJECTS...RELATED TO BEACH AMENITIES

CAPITAL PROJECTS 2024/2025 FINANCIAL YEAR

PROJECT NAME	WARD NUMBER	BUDGET
Community Halls Fencing	4, 7, 15 & 26	R 500 000
Upgrade to the ablution facility and construction of a guard house KwaDukuza peoples park	19	R 2 000 000
Rehab. parking area in Vlakspruit cemetery	7	R 6 300 000
Cemetery Fencing (New)	5 & 28	R 1 000 000
Upgrade Darnall Sportsfield (New)	2	R 8 000 000
Upgrade of Ward 26 Sportsfield (New)	26	R 2 600 000
Upgrade of Melville Sportsfield (New)		R 2 600 000
Upgrade to Beach Facilities		R 2 000 000

TABLE 123 :24/25 FY CURRENT RELATED PROJECTS

CHALLENGES AND POSSIBLE SOLUTION FOR BEACH AMENITIES	
CHALLENGES	POSSIBLE SOLUTION
Required Overtime expense	Increase of OPEX overtime budget to meet the needs of such 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

TABLE 124: CHALLENGES AND INTERVENTIONS FOR BEACHES

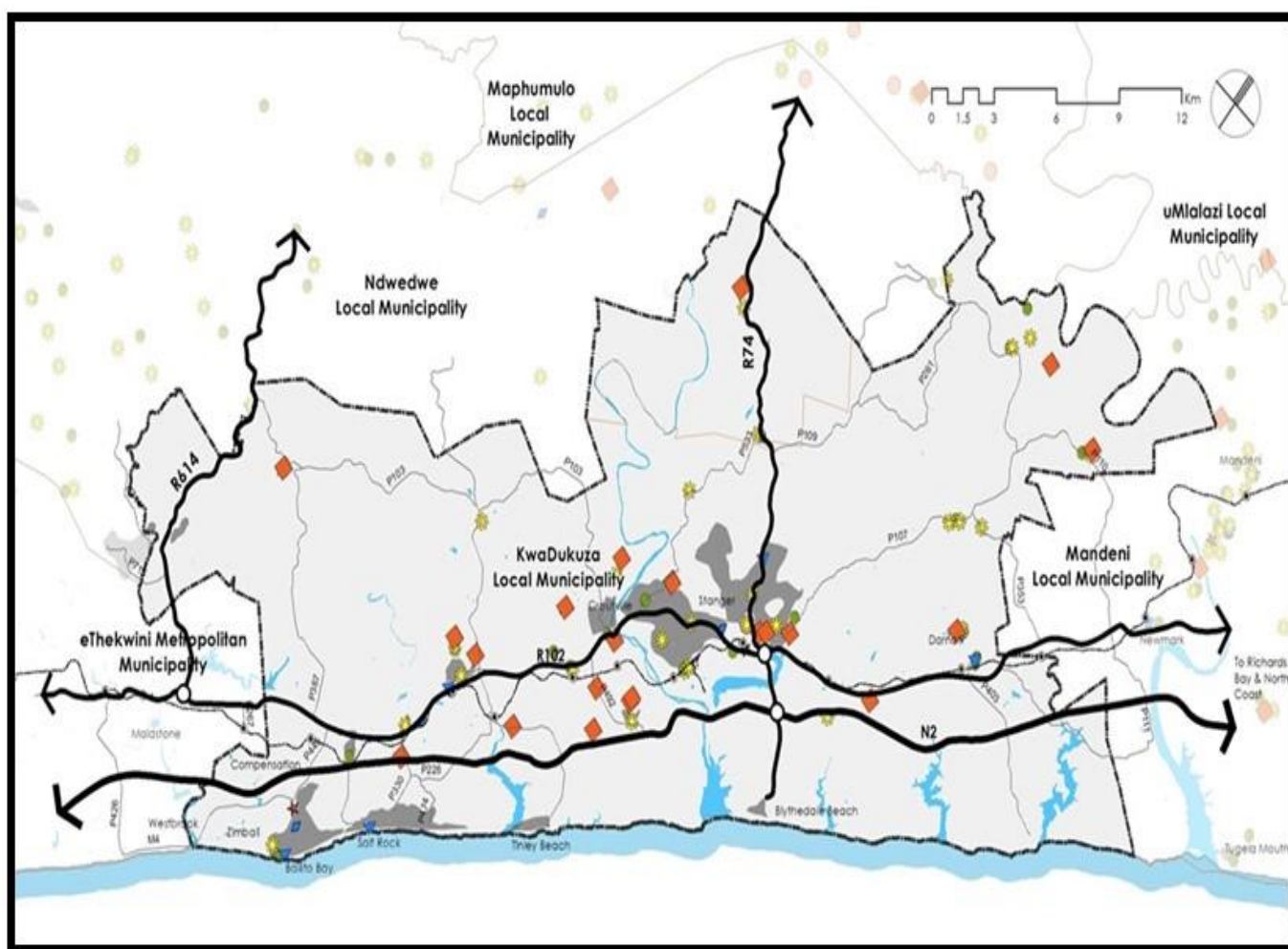


FIGURE 65: COMMUNITY AND SOCIAL FACILITIES WITHIN KDM

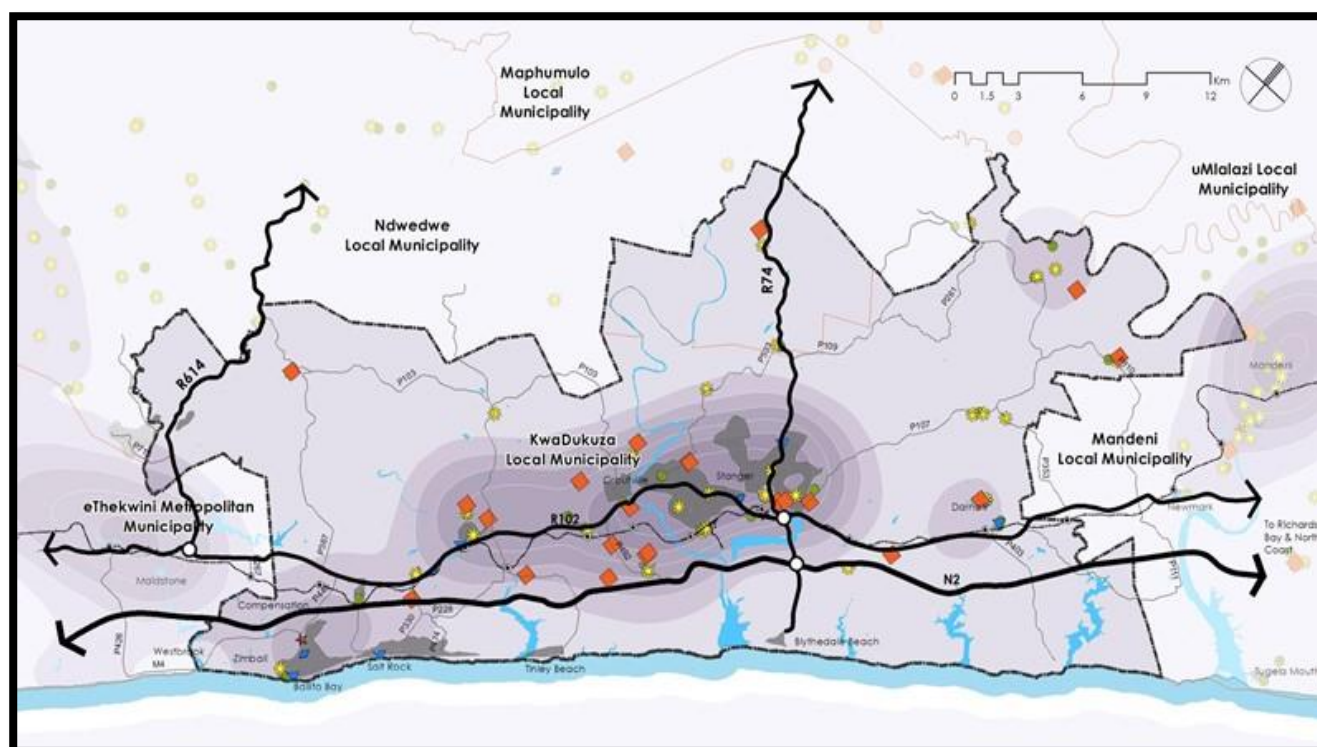


FIGURE 66: OTHER COMMUNITY AND SOCIAL FACILITIES IN THE CONTEXT OF ROAD POPULATION DENSITIES

TABLE 125::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.

STATUS OF MUNICIPAL BY-LAWS AN POLICIES

TABLE 126 :STATUS OF MUNICIPAL BYLAWS AND 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.

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

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.

Underdevelopment and poor resources are the two main fundamental issues when it comes to local ECDs. This is especially the case ever since ECD functions has moved from the Department of Social Development and over to the Department of Education. The Municipality has devised a plan to provide the necessary assistance to 25 unfunded ECD centers in KwaDukuza in which are certified as Non-profit organizations and some listed as partial care centers. These centers have minimal accreditation and the majority of them are within underprivileged communities and do not essentially receive any form of funding from government. This than means that these centers are self-funded and rely on monthly sees for its operation. The office of the Mayor has also saw this gap in order and proposed assistance to these facilities with the following objectives;

- Recognition of children as key in the development agenda owing to the fact that children are the future in the building a prosperous society.
- Community development and empowerment for children about their rights and safety.

- Development of communicative with ECD centers as the cornerstone for realizing a thriving society and better future.
- Ensure effective promotion of children since they are one of the most vulnerable groups in society.
- Uplifting ECD centres that are struggling to raise funds and which are unable to acquire resources.

KwaDukuza Municipality has formalized a partnership with Amaqhawe Non-Profit organization for the purpose of the official distribution of equipment. This will include a total of 9 ECD centers to be identified by the Mayor as beneficiaries and Mayoral ceremonial handover will be facilitated. The resources will include the Education material and tools which will be in a form of a maximum of R10 000 for each 9 ECDs. Based on the below table, it relates to the Ward based captured needs specifically for ECDs as well as education department, also bear in mind that this needs to be fulfilled atleast before the end of 2026. There has been one Township establishment approved within the 2024/25 Financial year, it was a private development which unfortunately it did not include the any educational facility or ECD sites.

Below includes the captured community needs from 2022 which are expected to be delivered by the Municipality by the end of term of office. The below only includes the Wards which had specific ECD and Education facilities requests. This information was submitted to the Department of education in 2022.

WARD BASED PRIORITISATION OF NEEDS AS OUTCOME OF THE - EXTERNAL ENTITIES/SECTOR DEPARTMENTS:

	DEPARTMENT/INTERNAL BUSINESS UNIT
• Need for a school in the area	DOE
WARD 4	
• Need for a High School within the ward	DOE
WARD 7	
• Need for a High School within the ward	DOE
• Provision Scholar Transportation	DOE
Ward 30	
• Need for a public School from grade R to 12	DOE

TABLE 127: EDUCATIONAL RELATED COMMUNITY NEEDS

19.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 presents the type of main dwelling per Local Municipality.

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

TABLE 128: 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.

FIGURE 67:PUBLIC AND PRIVATE SLA HOUSING PROJECTS

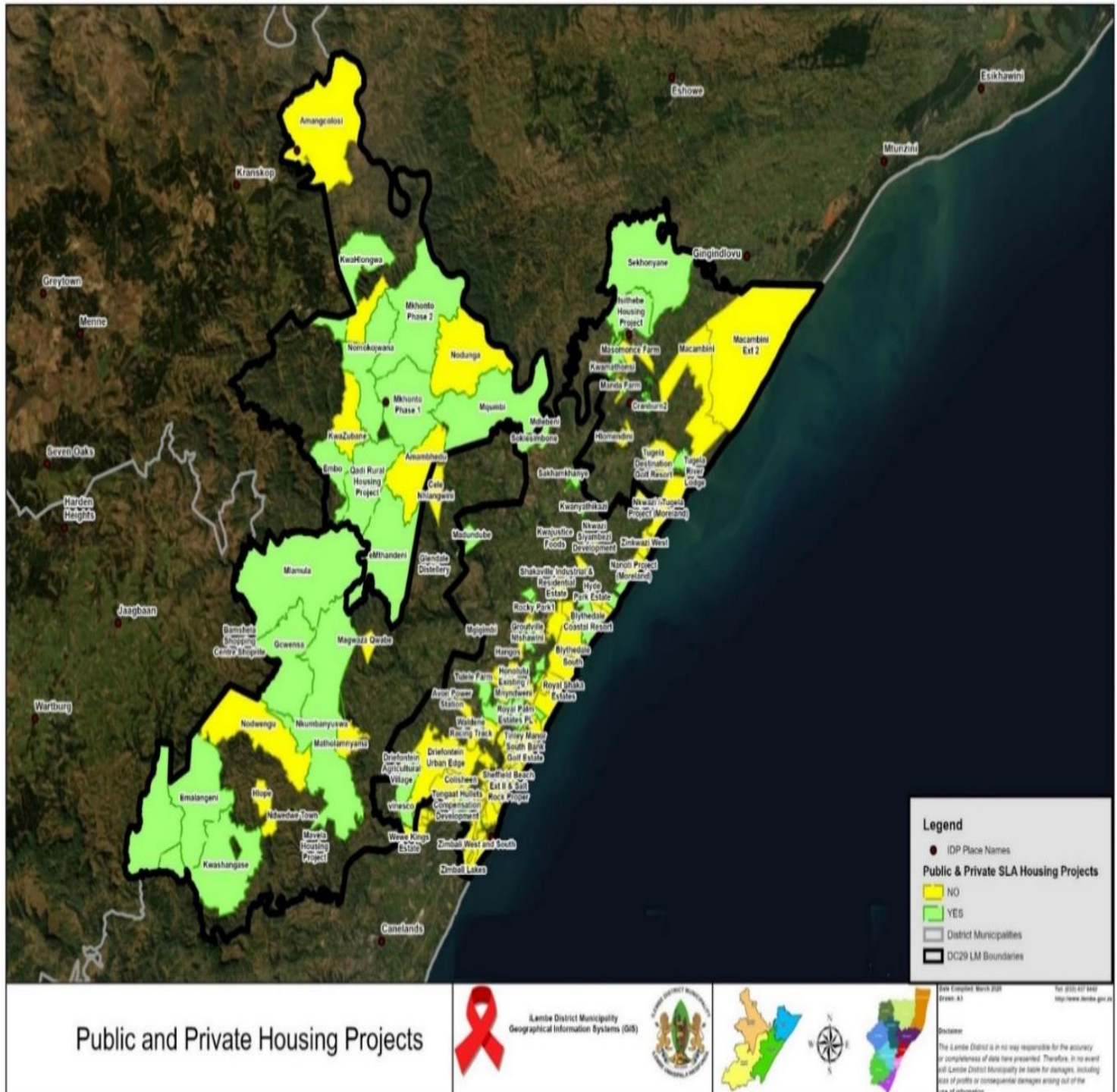


TABLE 129: WATER INFRASTRUCTURE IN RELATION TO ALL HUMAN SETTLEMENT PROJECTS

NO.	PROJECT	NO. OF UNITS	STAND PIPES/ ERF	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
6	Woodmead - Phase 2	572	ERF	Waterborne	Middle Income Housing / Mixed Use
7	Avon Peaking	1	ERF	Waterborne	Peaking Power Station
8	Blythedale Coastal Resort(Retirement	4444	ERF	Waterborne	Retirement Village
9(a)	Wewe/Driefontein	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
16	Groutville 2 - Njekane and	2000	ERF	Waterborne	Residential Housing project
17	Compensation Industrial and		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	900	ERF	Waterborne	Housing Project
47	Tinley North Resort	1	ERF	Waterborne	Mixed Use

48	Palmview (Formerly M... ..)	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

TABLE 129: WATER INFRASTRUCURE IN RELATION TO ALL HUMAN SETTLEMENT PROJECTS

19.1. HOUSING CHAPTER HIGHLIGHTING HOUSING NEEDS, EXISTING AND PLANNED PROJECTS

The guidelines that recommend the IDP processes and activities 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 has recently reviewed the Housing Sector Plan which has been adopted in February 2024 and attached as ***ANNEXURE 27: HOUSING SECTOR PLAN.***

19.2. 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.

19.3. 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.

19.4. HUMAN SETTLEMENT SERVICE DELIVERY REPORT AND EXPENDITURE

HUMAN SETTLEMENT PROJECTED BUDGET AND TARGETS 2024/25

TABLE 130: HUMAN SETTLEMENT PROJECTED BUDGET AND TARGET 2024/25

YEAR	BUDGET ACCREDITATION	BUDGET HSG	HOUSES	SERVICES
2024/25	R 4 440 000	R118,141,385	200	1032

THE KWADUKUZA MUNICIPAL HUMAN SETTLEMENTS DEPARTMENT CATERES 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.
- **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.

TABLE131: ESTIMATED HOUSING DEMAND PER WARD FROM 2022 TO 2032

WARD	BACKLOG IN 2011	GROWTH PER PERIOD						TOTAL IN DEMAND IN 2032
		2022	2024	2026	2028	2030	2032	
1	940	160	50	50 40 40	40	40	40	1320
2	30	670	110	110	100	100	100	1220
3	500	140	20	20	20	20	20	740
4	530	2090	480	470	480	480	440	4970
5	390	1180	280	270	280	290	300	2990
6	40	1670	340	340	350	360	380	3480
7	120	1250	260	250	260	260	270	2670
8	150	1320	310	300	310	320	340	3050
9	720	550	130	120	120	120	130	1890
10	350	1110	250	250	250	260	270	2740
11	610	1070	240	240	240	250	250	2900
12	110	970	190	190	190	190	200	2040
13	650	920	210	210	210	210	210	2630
14	470	990	220	210	210	220	230	2550
15	960	1470	350	340	350	360	370	4200
16	230	1510	310	300	300	310	320	3280
17	200	980	200	190	190	200	200	2160
18	320	930	200	200	200	200	210	2310
19	20	1460	300	290	300	310	320	300
20	660	770	180	180	180	180	190	2340
21	350	190	30	30	30	30	30	690
22	30	1330	250	240	250	260	270	263
23	50	1760	390	390	400	410	430	3830
24	370	1220	260	260	260	260	270	2900
25	520	580	130	130	130	130	130	1750
26	950	1420	330	320	330	330	340	4020

27	860	20	10	10	10	10	10	930
28	30	1030	210	210	210	210	220	2130
29	190	870	180	180	180	180	190	1970
30	40	740	110	110	100	100	110	1310
TOTAL	11 440	30 370	6530	6410	6480	6610	6800	74 640

TABLE 132:LATEST PROGRESS OF ALL KDM HUMAN SETTLEMENT PROJECTS

ROLE OF HUMAN SETTLEMENTS	WARD NUMBER	CURRENT PROGRESS OF PROJECTS	BUDGET	
HUMAN SETTLEMENTS INITIATE, PLAN, IMPLEMENT, AND HAND OVER THE COMPLETED HOUSES TO THE DESERVING HOMEOWNERS,	1/25	Sakhamkhanya- Implementation Stage: Yield: 2 224 Houses & VIPs Built: 421 & 460 Redesigning of services and revising Town planning layout approved.	R 7 669 020	ISU
	1	Sokesimbone: Implementation Stage Yield: 1 000 Houses & VIPs Built: 987 13 Beneficiaries are the missing the project is at closeout Phase	closeout Phase	RURAL
	2	Nkwazi-Siyembezi Phase 1 Close Out Stage Yield: 494	R0	URBAN BEFORE ISU
	2	Nkwazi Siyembezi Phase 2 Title deeds Transfers Yield: 1100 Houses and services completed: 1094	R 6 000 000	URBAN BEFORE ISU
	2	Blythedale Integrated Development Pre planning stage The Dube trust to decide on the project implementation	R0	PRE PLANNING NOT YET DECIDED
	3	Nyathikazi: Implementation Stage: Yield: 912 The Project has been approved for services 374 sites have been serviced to date	R(0)	ISU
	3	Nonoti Mouth Planning Stage	R2 475 994	ISU

TRANSFER THE COUNCIL STOCK THROUGH ENHANCED EXTENDED DISCOUNT BENEFIT SCHEME TO DESERVING TENANTS		Yield: 500 Record of Decision Environmental Authorisation received(Approved) Outstanding Wula application and collection of comments for the SPLUMA Application		
	3	KwaTwele Pre-Planning Stage: Land Acquisition The Housing Development agency does not have funding for land acquisition	R0	NOT DECIDED AS YET
	4	Shakashead Phase 1 Close-Out Stage 382 houses completed		URBAN /ISU
	4	Shakashead Phase 2 Title Deeds Transfer Yield: 737 Houses & VIPs Built:701 Outstanding: 36 there is no land to construct more houses Human Settlement approved R 1 955 942.21 for replanning/ redesigning and transfers The Land surveyor is currently on site for site pegging for the review of the layout to submit for planning approval "SPLUMA"	R500 000	Urban/ISU
	5	Lindelani 303 reduced to 284 because of 19 withdrawals Title deeds transfer stage Yield: 284 Houses and services -284 Title deeds handed over -254 Title deeds in Deeds offices -19 7 sites had RDP Houses, 12 sites had bad access/ there was no space to build	R 26 000	URBAN/ISU
	5	Lindelani 272 Project at closeout The project was included under the Rectification program, but the Rectification program was put on hold by KZNHS because of limited funding	R0	URBAN/ISU
	5	Gaza Strip The project was handed over to Property management in 19/20 The site has been massively invaded	R0	PRE-PLANNING

	7/20	Etete Phase 4 Implementation stage: Houses Built: (Phase 1) 141 sites 113 houses & VIPs completed 141 serviced sites completed (Phase2&3):279 sites 279 services 261 houses completed TOTAL 425 SITES AND UNITS COMPLETED (Phase 4&5):553 sites 553 sites serviced Challenges: Obstructions, Siza water, water connection fees, Bulk water, and sewer (Ilembe is awaiting WULA application)	R 944 568 61	374 HOUSES COMPLETED / ISU
	7/8/23/28	Vlakspruit Farm Pre Planning Stage The Application pack for stage 1 was submitted to DOHS for assessment in 2020 Challenge There are no bulk water and sanitation in the area The confirmation letter from the district state that the installation of bulk water will be anticipated to commence in 2024 and will be completed in 2028 Human Settlements can no approved stage 1 as the project is not meeting the requirements for project approval because of Bulks services	R(0)	IRDP
	9	Groutville Priority 5 (Mnyundwini+) Implementation Stage: Yield: 900 Houses and VIPs Built: 724 Outstanding: 94 Lost Few Sites Due Wet Lands & Graves 82 The province approved R 2 022 400.35 replanning in order to be able to issue title deeds The project will be aligned to 2022 subsidy quantum in order to unblock for the construction of the remaining 94 houses and sewer connection	R321 000	ISU
	9/10/11/12/14/15 &26	Chief Albert Luthuli Implementation Stage: Yield: 1 000 Houses &VIPs Built: 750 Challenges:	R0	RURAL

		- The project has 127 houses at a different level of construction wall plates and slabs and no budget to complete these sites because funds were drawn down in batches due to this project being a PHP 193 Houses still need to be built and completed - The province recommended that they will appoint an engineer to do an assessment of the houses left and different stages of construction. - The assessment will determine if the houses can be completed or require demolishing - The Department of Rural Development and Land Reform is dealing with the land issues The Province has appointed the services of engineers who are assessing the houses left at different stages of construction		
	9	Mgigimbe Implementation stage (Installation of services) Yield: 534 Water:90%sites, stormwater 30%sites, and Roads 20% sites Installation of services is underway 173 sites serviced	R 4 493 167.54	ISU
	10	Aldenville (Blocked) This project was one of the Chief Albert Luthuli Land Restitution Upgrade Projects (CALLRUP). The project comprises 600 sites. Project Status: - Planning and Services are -100% - Top structures -560 Challenges: There are 40 houses remaining to be built The Municipality requested that the project collapse all milestones and escalations into 4 milestones Foundations, wall plates, roofs, and completion so that the 40 houses remaining can be completed in February 2019. To date, the municipality has not received feedback from DOHS The Project has 24 sites sitting at different stages of construction	RO	ISU

	10/29	Dube Village (Close out) This is the Chief Albert Luthuli Land Restitution Upgrade Programme(CALLRUP) Project, an in-situ upgrade implemented under People Housing Programme. The project size is 700 sites. Project status: •97% to completion •Internal services -100% •Bulks -100% •Top structure -683 There are outstanding land legal issues that are being addressed by the Department of Rural Development for title deeds purposes for a few sites that are affected namely: •Few subdivisions of other sites •Title deed showing multiple ownership •Wrong allocations of title deeds The problematic cases are less than 30, out of 700 sites 672 sites already had Title Deeds Until the mentioned issues are addressed no further progress can be made on this project.	R0	ISU
	10/11/29	CHARLOTTEDALE The Project is under planning (approved for Stage 1), earmarked for a 1500 yield Environmental Authorization was issued in June 2020 • SPLUMA pre-submission was submitted in November 2020. It has since lapsed as the application was waiting for the comments from Transnet. The New pre-application is required with the comments from Transnet. Challenges: • Land invasion • There are previous owners who raised issues on eight (8) properties already transferred to KDM and they want these properties to be transferred back to them.	R1200 000	ISU
	11	Hyde Park Planning stage Yield: 4600	R0	IRDP

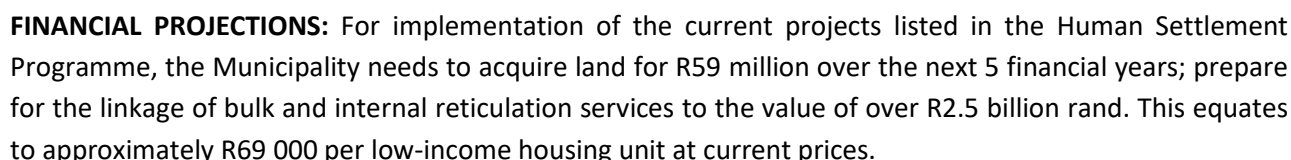
		The SPLUMA application was deferred in 2020. The new application was submitted on 11 March 2022 it was assessed and the application was reverred back on 21 July 2022 to be completed for resubmission. The professional team is working at risk as no funding has been made available for the resubmission of SPLUMA Additional land for phase 2 has been procured by DOHS		
	11	Groutville Priority 2 Implementation stage: (Blocked) Yield: 1980 Houses: 1441 20 Homes were built by KZNHS in partnership with Flemish Government Province approved funding for replanning in order to effect transfers amounting to R 3 195 748 The project will be aligned to 2022 subsidy quantum in order to unblock for the construction of the remaining plus 200 houses and sewer connection Challenges Land invasion	R 300 000	ISU
	12	Ethafeni (Blocked Project) Yield: 842 Houses completed: 663 KZNHS approved funds for Title deeds transfers amounting to R 795 600 Challenges 40 houses were left at different stages of construction Intervention Human Settlements will be appointing a service provider to do the assessment of the houses	R300 000	URBAN/ ISU
	13/16&26	Steve Biko Phase 2 Implementation Stage Yield: 1 028 House completed: 182 Sites services: sewer 30%, water 45%, Roads 7% and stormwater 18%	R27 357 546.00	ISU

		Challenges 122 houses left at roof level by the previous constructor were vandalized Massive land invasion		
14		LLOYDS Implementation stage 1000 sites services and 45 houses approved Progress: Services: 128 sites water, 270 sites sewer, 113 sites roads 45 houses are at roof level and 22 Houses completed	R 0	ISU
14/24		Melville Transfer of properties	R0	NO HOUSES
15		Chris Hani Implementation stage 1000 sites services and 45 houses approved Progress: Services:308 sites serviced 45 houses completed	R(0)	ISU
16&19		Enhance the Extended Discount Benefit Scheme Yield: 1887 Transferred Units:1766 Outstanding:94	R53 000.0 0	FLATS
17		Shakasprings (Monkey Town) Planning Stage Yield: 453 Challenge: Wetland and grassland offset is required hence the project has not received environmental authorization All stage one milestones activities are in place except for the environmental authorization	R(0)	ISU
18		Mbozamo Rectification Implementation Stage Yield: 173 Built 0 RECTIFICATION DISCONTINUED	R0	255 RECTIFIED
18		Senzangakhona Close-Out Stage total units completed: 104 units	R0.00	ISU
		Shakaville integrated development	R0.00	IRDP

	18	Planning Stage Yield: 900 Stage 1 activities are underway as the funding was approved in May 2022		
	19	Rocky Park Integrated Development Implementation Stage Yield: 776 Completed and Handed over: 60 6 Low income and 54 CRU Outstanding: 752	R13 000 000	IRDP
	20	Sheffield Planning Stage: 700 Stage 1 activities are underway as the funding was approved in May 2022. Approval of interim services was granted.	R0	IRDP
	21	Driefontein Advance Planning Stage Yield: 1 200 Houses & VIPs Built: 68 SPLUMA Approved, application for stage 2 submitted. Ilembe is still in a process of upgrading bulk infrastructure, presently Ilembe submitted the WULA Application for installation of Bulks	R (0)	ISU
	21	Greater Driefontein Initial Stage of Planning Outstanding: Land Acquisition	R0.00	NONE AT THIS STAGE
	21	Rocky Ridge Integrated Development Planning Stage with approval of Stage 1 Yield:3000 Stage 1 activities are underway as the funding was approved	R(0)	IRDP
	21	Sinqobile The initial stage of planning Human Settlements will be appointing a service provider that will be doing the upgrading plan for the area to	R0	NONE AT THIS STAGE
	24	Sihle Phakathi • 1000 sites and 45 houses approved,	R0	ISU

		Approved Beneficiaries: 744 Progress to date: Platforms-31 Slabs – 23; Wall-plate 18; Roof -0 The Project Implementing Agent resigned from the project in March 2021. The Houses will be completed using the MHOA to top up Human Settlements has appointed the service provider (Metro Projects) to start with the site services and Municipality appointed MZANSI Africa for the completion of the 45 houses, Metro Project appointed to install the services		
	26	Ntshawini Implementation stage 1000 sites services and 45 houses approved Progress: Services:308 sites serviced 45 houses completed Challenges: obstructions on the projects, people that have built in the way of services	R 8 000 000	ISU
	27	Madundube Implementation Stage Yield: 2400 The project was approved for site services in February 2022 Services completed:254 SITES	R 300 000	ISU

TABLE 132:LATEST PROGRESS OF ALL KDM HUMAN SETTLEMENT PROJECTS



- 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 Rocky Park CRUs (Refurbishment of 108 units).***

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 133: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

INFORMAL SETTLEMENT UPGRADING (ISU) STRATEGY:

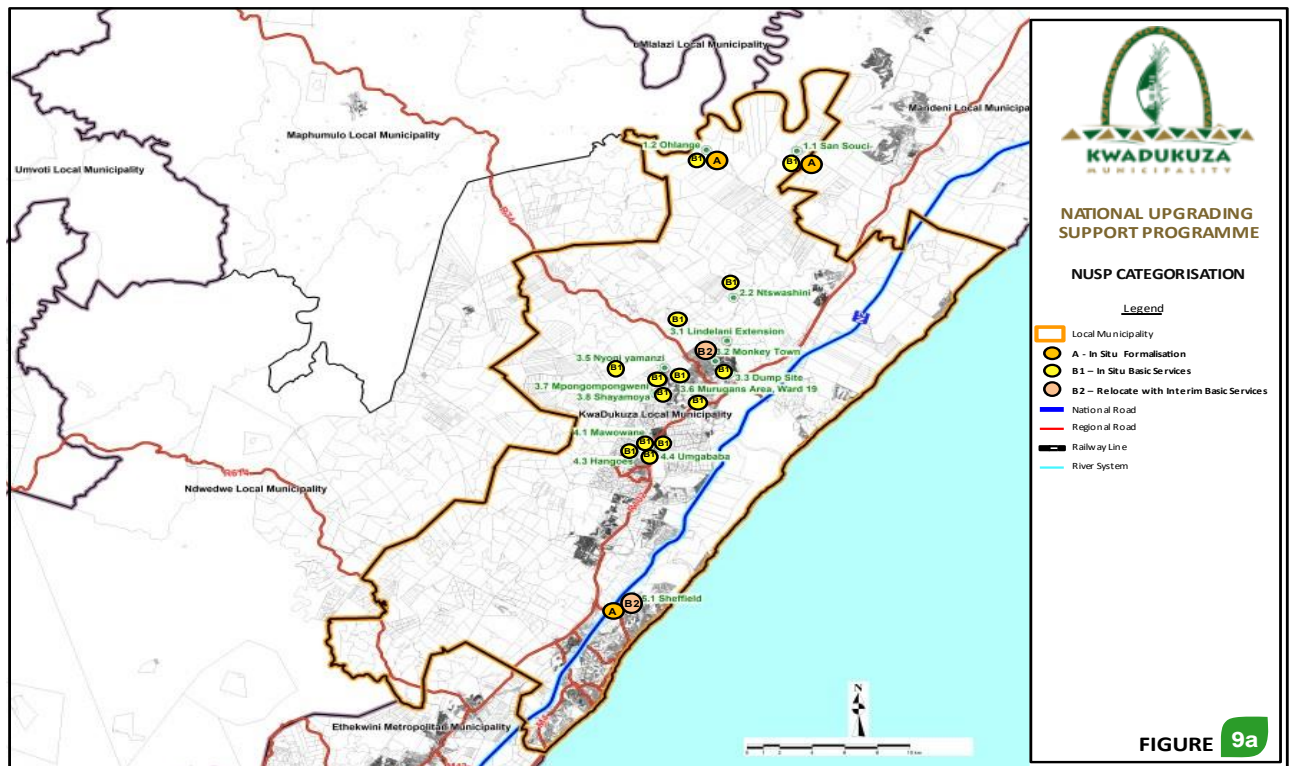


FIGURE 69:NUSP CATEGORISATION

19.5. CHALLENGES IN HOUSING PROVISION:

- The scarcity of land for human settlement development;
- In cases where land is available, the land owners 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; and
- Underperformance of contractors in delivering projects due to cashflow
- Ageing infrastructure as a result of lack of adequate maintenance
- Disputes on land ownership
- Damaged of council assets i.e Roads, by ILembe and other stakeholders.
- Inadequate Plant and Equipment to do maintenance.
- Illegal dumping that ends up in the stormwater system causing blockages.

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.

19.6. HUMAN SETTLEMENTS SWOT ANALYSIS:

STRENGTHS	WEAKNESSES
▪ Level 2 Accreditation by Human Settlements, ▪ Excellent record on housing delivery and winner of Govan Mbeki Awards,	▪ Lack of bulk infrastructure funding for water and sanitation, ▪ Inadequate human settlements budget,

▪ Approved Human Settlements Plan aligned to SDF, ▪ Fully fledged Human Settlements Unit, ▪ Adequate land for human settlements, ▪ Number of Approved Projects ready for implementation, ▪ Approved Restructuring Zone,	▪ 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,

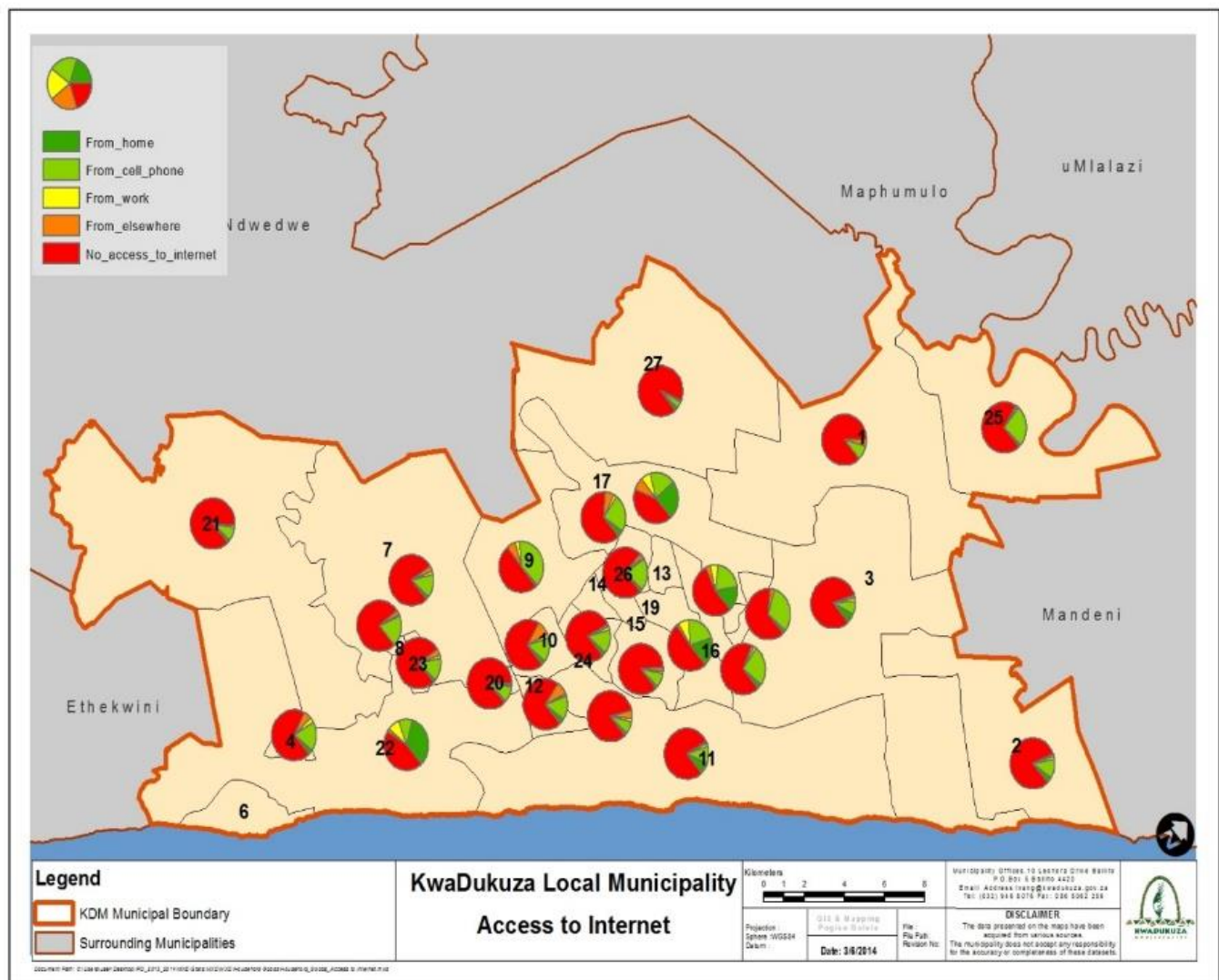
TABLE 134:HUMAN SETTLEMENT SWOT ANALYSIS

20. 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:

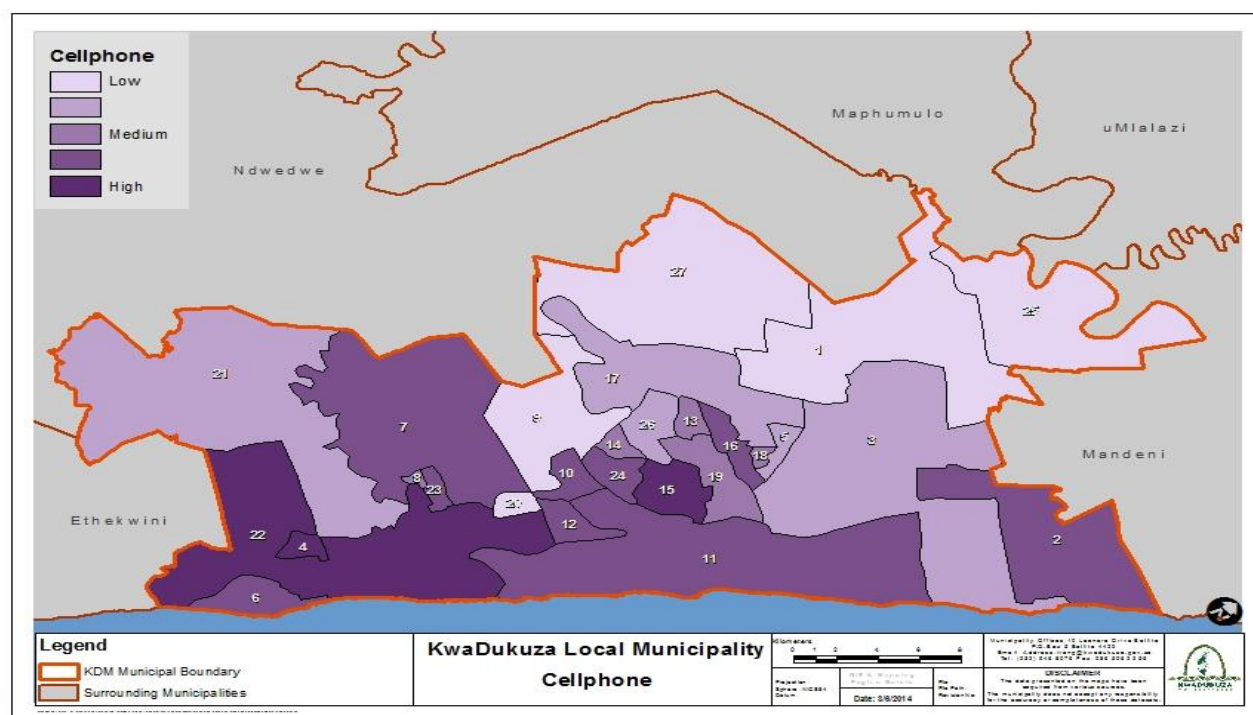
- Ensure that public spaces and facilities have free Wi-Fi; and
- Introduce fibre optic connectivity with KwaDukuza as well as increase broadband speed.

FIGURE 70: ACCESS TO INTERNET



20.1. ACCESS TO CELLPHONE

FIGURE 71: MAP SHOWING ACCESS TO CELLPHONE COVERAGE



BULK INFRASTRUCTURE | TELECOMMUNICATIONS Source: (iLembe IDP Review, 2021/22) has indicated the following;

- The iLembe District is underserved by telecommunication networks. • This situation has serious implications for the district particularly in rural areas.
- The majority of the population in KwaDukuza Municipality access internet from their cellphones.
- In terms of broadband coverage, KwaDukuza Municipality is still ranked number 10th out of 51 municipalities in KZN in terms of broadband coverage.
- The following are some of the interventions that need to be done to bridge the gap in digital divide: — Ensure that public spaces and facilities have free Wi-Fi; and, — Introduce fibre optic connectivity within KwaDukuza as well as increase — broadband speed

20.2. 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 – where the leases are in place in this regard. Lease Agreements are signed during an electoral event just for that period. eg if registration weekend is in November 2023 and the 2nd was in February 2024, with the 2024 South African general elections proclaimed to be on the 29th of May 2024 -the lease date will be for that period. KZN 292 have 86 voting stations and other municipal facilities that were used during elections eg. Libraries/Clinics that belong to KDM.

20.3. MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

TABLE 136: 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,

20.4. 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, • Policies and Procedures developed and implemented. • Emerging Contractors Development Programme, • Strong private public partnership i.e. Ballito Urban Improvement Precinct and Waste Removal Services,	• 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, • 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, • Unserved and unmaintained provincial roads, • Poor public transport system,

	• Lack of information about broadband infrastructure and tele density of the area
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 • Vuthela LED Programme – Infrastructure projects, • Implementation of scarce skills and retention policy,	▪ 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. ▪ No succession plan or career path advancement policies in place

Table 137: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

21. LOCAL ECONOMIC DEVELOPMENT (LED)

21.1. 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 2024/25 financial year but other **RELEVANT LED DOCUMENTATIONS ARE ENCLOSED AS PART OF THE ANNEXURE 28** and it is envisioned that a new well-defined and current LED strategy will come fruition before the end of this term of office.

LED STRATEGY PLAN: PROVISION OF SUPPORT TO DEVELOP/REVIEW MUNICIPAL LOCAL ECONOMIC DEVELOPMENT STRATEGY

It is through a formal correspondence received by the Municipality in March 2024 from COGTA which highlighted that our Municipality has been selected to be assisted with developing the long-overdue LED strategies/plan. This will be done through the Municipal System Improvement grant (MSIG) in line with the District Development Model (DDM) approach. There would be an Memorandum of understanding entered into and the project will require co-creation. The Municipality confirmed acceptance of the support through a correspondence submitted in April 2024. (see ANNEXURE 18 labelled as LED documentation).

21.2. 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 capacity constraints but the unit is fully fledged with skilled and qualified staff. Refer to the LED Structure below, table

21.3. LED UNIT STRUCTURE

A total of 15 staff member of the LED team headed by the Executive Director : Mr S. Hlongwane.

The LED Unit is comprised of the following positions, which are all filled:

TABLE 138: 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.	Filled
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 (1)	Responsible for the management of the informal economy and informal trade within our jurisdiction.	Filled
Museum Curator (1) A total 4 staff under museum	Management of KwaDukuza Museum. Reporting to the LED Manager.	Filled
Business Licensing Officer (1)	Responsible for business licensing function in terms of Business Act.	Filled
Tourism Information Officer X 2	Responsible for tourism information officers, marketing of the destination and tourism development.	Filled
LED Interns X 2 (one based at the LED office and another at the Museum)	Part of local graduate development in the field of LED and business licensing	Filled
General Workers X2	Responsible for general cleaning work of both Museum and LED Centre.	Filled
Administrative Officers/Administrative assistants		

21.4. 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 PC. 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. The Vuthela LED PCU contract came to an end, during the second quarter of 2023/2024 financial year.

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.

21.5. LED STRATEGY DEVELOPMENT PROJECT:

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 also assisted with conducting Covid 19 business impact focusing on the two lock-downs and this will then feed in the finalization of the LED strategy.

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.

From the 2020/2021 financial year, there has been an annual implementation plan of the local economic development interventions attached as part of this IDP document. ***There are programs and reporting to Portfolio every month over and above the implementation plans.*** In terms of the monitoring role of economic recovery plans for Municipalities, DCOG through the circular 1 of 2020 which directed municipalities to develop and implement Economic Recovery Plans as program of action against COVID 19. This plan needed to be aligned to the DDM One plan. It was expected that Municipalities submit reviewed Economic Recovery plans February 2023.

It must be noted that the Situational analysis report of the Draft LED strategy was formulated but it was noted to be lacking when it come to the Covid economic Statistics. Unfortunately, the service provider contract meant to develop the LED plan expired before the completion of the project. This then forced the Business unit to re-start the necessary SCM procedures of advertising for the project so as to avoid irregular expenditure for the appointment of a new service provider to handle the development of the KDM LED strategy. There are hopes that appointment will be done soon and that work on this project will start by the beginning of the 2024/25 financial year.

21.6. 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

21.7. 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.

21.8. 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 Coordinating Unit (PCU),
- Amakhosi;
- Major property developers e.g. Hullets Development;
- Luthuli Museum;
- Umfolozi FET College;
- Sugar Mills;
- Farmers;
- Tourism Industry players; FF
- 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
- 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.

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 from the 2023/ 24 IDP till to date; the LED unit is working towards the following which includes the Economic Recovery Plan is in place and has taken into cognisance the following:

- 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.
- Encouragement is given regarding plans towards the outstanding LED Strategy needed to be finalized for Council adoption.
- The LED Section needs to showcase annual LED programs, LED Projects, Strategic Economic Analysis, and the Red Tape/Ease of doing business more.

21.9. 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. During the 2022/2023 the municipality has approved the Draft Policies and Bylaws, which are aimed in improving ease of doing businesses and amongst those policies it includes the following;

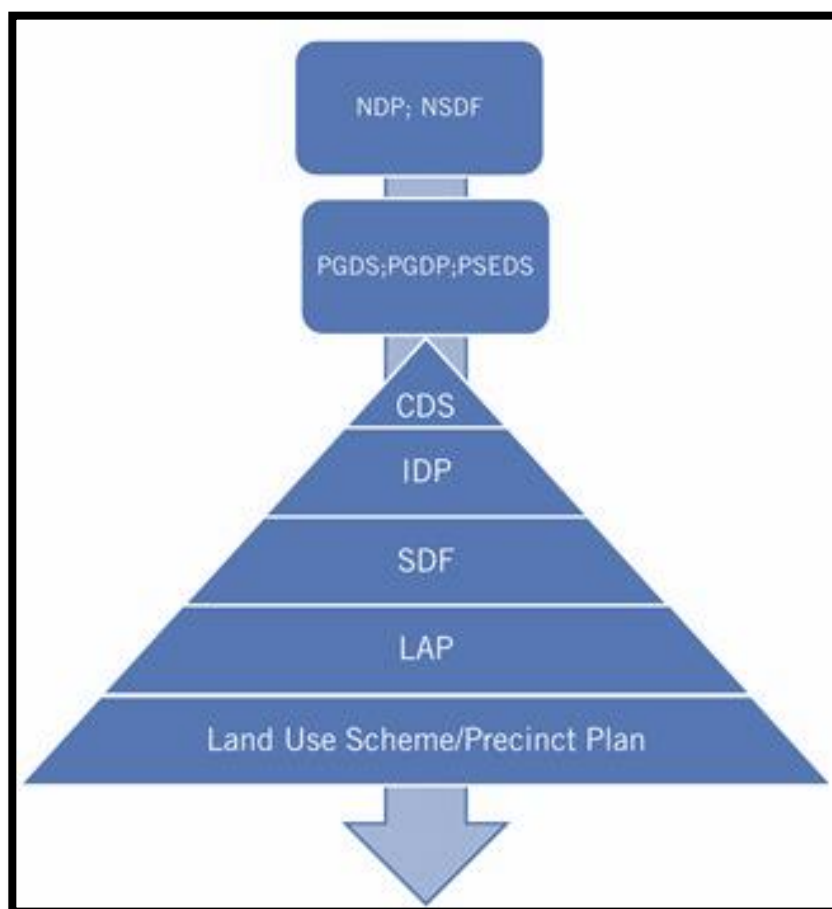
- Draft KwaDukuza Municipality Business Licensing Policy, workshop was done to Council process for adoption is underway
- Draft KwaDukuza Municipality Business License Bylaw,

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 & DGD

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 72: HIERACHY OF PLANS**TABLE 139 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	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:

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.	Tourism – KDM continues to support the development and transformation of the industry, i.e. IFA Hotels investment and Nokukhanya Luthuli Tourism Precinct. 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).

21.10.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 interconnectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

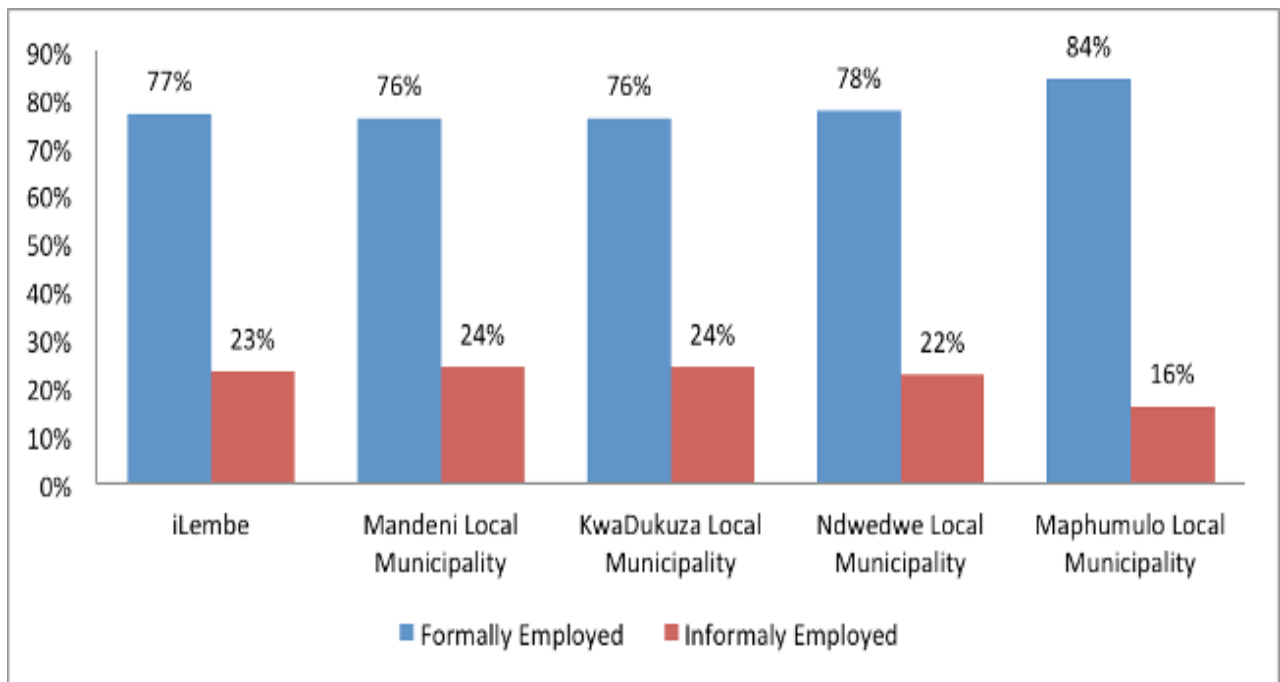
21.10.1. MAIN ECONOMIC CONTRIBUTORS

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.

21.10.2. 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 73:REGIONAL DATABASE



21.10.3. MAIN ECONOMIC SECTORS

KwaDukuza Local Municipal spaces showcases the fact that the Municipality is not dependent of a few economic drivers but many of them to a point that it 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.

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 Hullels adds to the above status and with operation Vuselela – this highlights the results of doing away with African Farming Industry.

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. During the 2022/2023 financial year, KwaDukuza Municipality was awarded a grant of R1 million for the program known as Municipal Employment Initiative (MEI). KwaDukuza Council decided to add the grant to the LED star-up funding for 2022/2023 financial year.

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 advertised for the beneficiaries during the third quarter of 2022/2023 financial year, and is expected to handover equipment during the 1st Quarter of 2023/2024 - November 2023 with the assist from EDTEA to 30 wards to those benefited approved via application. More is planned for this program in the 2024/25 Financial year. e are a total of 30 Beneries in total, that receiving support annually .

Table 8:COUNCIL APPROVED PROPOSALS

- Agriculture
- Manufacturing
- Service Industry
- service industry
- IT
- Food and hospitality
- Clothing and textile
- Recycling n re-use

Permit applications open annually by the LED office and this process is conducted once a year around September, LED and Finance section are ficitators in terms of administration and accepting the application fees. Dermation of these businesses are captured by the LED office in GIS and Property

section. Whether its external from KWADUKUZA town the renewal process takes place every year, as it is only valid for 12 months.

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.

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 investments in the manufacturing sector. HESTO Harness (PTY) LTD which is the biggest car harnesses supply a biggest private sector employer in iLembe District has completed its project started during 2020/2021 financial year. The new HESTO factory was opened by His Excellence President Ramaphosa, on the 9th of September 2022. The new factory has created additional 4000 new jobs. This new investment has attracted additional investors linked directly with HESTO. During this financial year, a new factory opposition HESTO Plant, has been built by HESTO sister company known as UNITRADE (PTY) LTD. This is an expansion of the existing factory with new 180 jobs created in this factory. HESTO has further leased in the Woodmead Industrial Area, a warehouse facility. The warehouse has been relocated from eThekweni Metro. This has been a good vote of confidence to KwaDukuza Municipality manufacturing sector.

The Woodmead Industrial Area continues to attract new investors, as they have recently attracted a cake baking manufacturer, which is complimentary to the existing SASKO Bakery facility. In the last few months, a new business park is being developed in KwaDukuza Municipality. This business park is known as North Point Ballito which is a 380 000 sqm business park featuring 58 fully serviced platforms within a secure estate. There are ample opportunities for new investment in the manufacturing sector within KwaDukuza. KwaDukuza Municipality in partnership with private sector as part of its economic recovery plan continues to support and promote the industrial zones. The Municipality continues to work with other government support institutions such as SEDA, the Innovation Hub, SABS and EDTEA to support the manufacturing sector.

(C) TOURISM

Tourism sector has been a hard hit by Covid 19 and 2022 floods. Most tourism establishment has been affected and some even close due to lack of businesses. As part of the recovery, KwaDukuza Municipality has seen some improvement in the tourism sector during the 2022/2023 financial year. The sector according to iLembe Business Confidence Report published in January 2022 and 2023, both indicates strong performance of the tourism sector within our boundaries. The growth has been attributed on the opening of borders, events hosted in KwaDukuza i.e. Ballito Pro, Ballito Big Week, Ballito Rage and Umkhosi WoMhlanga. These signature events have driven marketing and profiling of KwaDukuza as the destination of choice for cosmopolitan South Africa. Municipal initiatives in line with the tourism sector;

- **IMPLEMENTATION OF THE TOURISM SAFETY MONITORS PROGRAMME WITHIN KWADUKUZA MUNICIPALITY:**

The Tourism Safety Monitors Programme is an initiative by the Department of Tourism to supplement safety and security measures by the South African Police Service to enhance tourism safety. The deployment of the Tourism Monitors is part of the broader tourism safety measures identified in the National Tourism Safety Strategy. The programme is implemented through the deployment of the Tourism Monitors, as part of the broader tourism safety measures identified in the National Tourism Safety Strategy. The programme is also part of the Expanded Public Works (EPW), as it contributes to skills development and job creation elements.

KwaDukuza Municipality is amongst the ten (10) municipalities within the province of KwaZulu-Natal, whereby the national Department of Tourism has earmarked to implement the Tourism Safety Monitors programme during the period of 2024/25 financial year. All 24 beneficiaries are young people from various wards within KwaDukuza Municipality, the program will run from 2024 to February 2025). The selected beneficiaries will receive a stipend of R200 per day, which is calculated to an amount of R 4 600 per month.

- **MASTER CHEF SHISANYAMA PROGRAM:**

Its essentially about exploring Township and rural program based restaurants in Lodges, Shisanyama establishments etc, to be considered formally as part of the Tourism sector, the programs aims to target Lodges and restaurants e.g Gidela and Groutville area to be part of the Master Shisanyama program to be noted to have professional Chefs through the Master chef program.

- **THE IMPLEMENTATION OF BASIC QUALITY VERIFICATION (BQV) PROGRAMME IN KWADUKUZA MUNICIPALITY**

Towards the end of 2022/23 financial year, the EDP-LED office hosted the virtual Quality Assurance Workshop held on the 29th of June 2023. The session was held as part of Business Development Session and support to SMMEs in the Tourism sector. The session was hosted in partnership with the Tourism Grading Council of South Africa (TGSA). The purpose of the session was to create awareness on tourism grading compliance benefits of having a graded establishment as well as funding opportunities available within the sector.

An implementing agency known as Thinking Pair Group Consultants, whom together with the KwaDukuza Tourism office selected the local emerging tourism establishments from the SMME database to participate in the Basic Quality Verification Programme. The BQV programme focuses specifically on providing support to homestays and other emerging tourism product in Villages, Towns and Townships. The programme provides a structured development to enable tourism accommodation products who do not meet the core

requirements of grading to access trade with the support of the tourism sector. The BQV programme is an initiative of the National Department of Tourism. The total number of ten (10) emerging tourism establishments were therefore identified from the KwaDukuza Tourism database in July 2023, to participate in the BQV programme. Out of ten (10) KwaDukuza tourism establishments who participated in the BQV programme, nine (09) were successful and met the requirements of the programme. All successful establishments will now be encouraged to apply for a full star grading assessment.

The hospitality sector in particular accommodation, has seen also a good recovery after its closure. One of the biggest and five-star hotel, previously known as Fairmont Zimbali, which closed during the Covid and was under business rescue. The hotel was bought by Capital Hotel Group and open its doors under new ownership, on the 1st of December 2021. This was a huge vote of confidence to KwaDukuza and this has led to a number of establishment that were closed to public due to Covid 19 to open its doors.

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 2024. Video clips are already available done from the previous quarters and what hasn’t been done will be facilitated within the 24/25 financial year, all for inclusion as part of the brochures and marketing materials. 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. – the construction of the state of the art is expected to be completed and handed over to KwaDukuza Municipality within the end of the 4th Quarter of 2023/2024 financial year specifically on the 18th of May 2024. The project is co-financed by KwaDukuza Municipality and Department of Arts, Culture and Sports. Awaiting official opening on Museum day international day.



Join the MEC for Sports, Arts & Culture, **Dr. Ntuthuko Mahlaba**
and the Mayor of KwaDukuza Municipality, **Cllr. Lindile Nhaca** in
commemorating the **International Museum Day.**

18 MAY 2024

Stanger High School
Sports Ground | 09:00



KWAZULU-NATAL PROVINCE
SPORT, ARTS AND CULTURE
REPUBLIC OF SOUTH AFRICA



FIGURE 75: POSTER FOR THE OFFICIAL OPENING OF THE MUSEUM

- New tourism office in KwaDukuza CBD (North) – the new museum will also house the tourism office. This office will be the first tourism office in the northern part of the municipality and will contribute in marketing the museum, township tourism product and serve the establishments in the area of Blythedale and Zinkwazi.

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. A sod turning event was held during the current financial year for this project.

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. During the year under review, the municipality hosted and approved a number of tourism events within our area successful. The following events were held:

- Ballito Pro (Surf and lifestyle Festival) – will be held from the 25th of June 2024 to the 8th of July 2024
- Ballito Big Week – was last held on 17th of December to the 1st of January 2023.
- Ballito Rage
- Blythedale Beach Festival
- KwaDukuza 100% Local Festival
- Ballito Summer Festival – was last held from the 01st December until the 5th January 2023.

All these events took place with an intention to attract and entertain our visitors. The events were done as private-public partnership. 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 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 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. It should be noted

that this program or partnership will be coming to an end soon. 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 Coordinating 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 Coordinating 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 2022/2023 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 come to an end soon. Amongst key projects undertaken during this phase, include the following:

- KwaDukuza Entrepreneurial Programme - is eight (8) weeks programme focusing on building capacity of twenty selected entrepreneurs with various skills and business support. The programme started in March 2023 and ended in June 2023.

- KwaDukuza Municipality Revenue Enchantment Strategy.
- KwaDukuza Business Continuity Plan and Disaster recovery plans.
- KwaDukuza non-revenue electricity strategy,
- iLembe Integrated Indigent System

The programme further hosted successful seminars, which dealt with important topics that are critical for the economic development and growth. Those topics were:

- Assessment of the public partnership on water provision (alternative service delivery mechanism) – Siza Water case study.
- The Developers Contribution Policy and the Draft Amendment bill on Municipal Fiscal Powers Act.

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 140: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). The industrial area during the year under review has secured new tenants in the form of HESTO Harness (PTY) LTD, who have taken over the vacant property which was previously occupied by INSA Pot Manufacturing. A new factory has been developed and occupied by the biscuits manufacturer within the precinct.	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. The construction of the new museum started in July 2021, and will be completed by end of June 2023. The building will become one of the iconic building within the CBD and its represent the renewal of the town.	R25million

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
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. The project was completed in January 2022. The recruitment as per the agreement with council was initiated in July 2021 and the new employees were recruited from November 2021 until July 2022. There was an extensive training. Approximately 4000 new jobs were created by the new factory. The factory was official opened by the state President (Mr. Cyril Ramaphosa) on the 13 th of September 2022. This project has been a catalyst of creation of the cluster, which KwaDukuza Municipality has seen new component suppliers to HESTO expanding their factories and also relocating to KwaDukuza. Even HESTO has also relocated its warehouse from Ethekekwini to KwaDukuza Woodmead Area.	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. Sod turning event was held in July 2022.	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	R23,125 000.00

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	applications assessments and 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 project is currently underway. It was official launched under the Senzalula Brand. The service provider started its work on the 1st of December 2021. The following has been achieved in the year under review: 1. Launching of the project as Senzalula. 2. change management strategy under implementation. 3. Draft Building Control Bylaw (done and ready for public participation and gazetting), 4. Draft Business Licensing Policy (approved by council and public participation is being conducted). 5. Draft Business License Bylaw Policy (approved by council and public participation is being conducted). 6. Draft Informal Business Bylaw, done and ready for public participation and gazetting), 7. Draft Informal Business Policy done and ready for public participation). 8. Electronic Filling and documenting of building plans housed at Salt Rock (completed), 9. Developing of application modules for various town planning, building control, business license and informal trading underway. 10. Electronic gadgets i.e. laptops, self-help kiosk, and other delivered. 11. Development Assessment Committee boardroom developed and equipped with the state of the art technology (100%) – operationally. The project is expected to be completed during 2024/2025 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.	R22,703 145.75

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	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 contractor was appointed last year in May 2022, and the project is currently underway. The equipment for SCADA was delivered during the month of April 2023, and the first installation has been done. it is undergoing testing. The installation of equipment will be completed by December 2023.	
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 2023. KwaDukuza Municipality has benefited a lot from this program through various interventions in the form of policy development, capacity building and systems development.	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. Phase 1 of the project is currently being implemented through the Neighborhood Development Grant. The municipality continues to mobilize financial resource	R200 million

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	towards this project. The municipality will be going out on tender to secure loan funding for other phases of the project.	
ZIMBALI LAKES	Zimbali Lakes is a R3billion 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 January and it is continuing. The current projects under construction are Hotel and Retirement village.	R3 billion
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. This project has implemented most of its phases and continues to provide homes to people of KwaDukuza.	R2,5 billion

2023/24: PROGRESS ON KEY PROJECTS / PROGRAMMES



UPGRADING OF THE KWADUKUZA MUSEUM

(COMPLETED)

R22.3m (R10m Grant KZN DACT)



FIGURE 76: BEFORE AND AFTER PICTURES OF THE KWADUKUZA MUSEUM

THE SIBHUDU CAVE SITE, KWADUKUZA

In 2015 the South African government submitted a proposal for six sites to be added to the list of the *United Nations Educational, Scientific and Cultural Organization* (UNESCO) Tentative World Heritage Sites as part of the serial nomination 'The Emergence of Modern Humans: The Pleistocene Occupation Sites of South Africa'. One of these sites is known as Sibhudu Cave Site located in Sinembe, overlooking UThongathi River in KwaDukuza Local Municipality.

This site is of significant value as it is one of South Africa's crucial archaeological sites, a foundation for understanding the behavioural origins of modern humans. It has a large collection of Middle Stone Age findings that are so well preserved organically and accurately dated. The criteria of selection for World Heritage List, states that the sites must be of outstanding universal value and meet at least one out of ten selection criteria. Sibhudu Cave Site happens to meet three of the ten criterion as listed below;

Criterion

- (i) *Bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared*
- (ii) *Be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrate (a) significant stage(s) in human history.*
- (iii) *Be an outstanding example of traditional human settlement, land-use which is represented of a culture, or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change*

The outcome of this process will follow the sequence of actions and timeframe in the table below;

TABLE 141: CRITERION FOR WORLD HERITAGE SITE

Item	Timeframe
South African Cabinet approved First Phase Nomination Dossier to be submitted to the World Heritage Centre as per UNESCO World Heritage Operational Guidelines	December 2021
Nominated Dossier submitted to the World Heritage Centre for completeness check	During the course of 2022
A complete Nomination Dossier was submitted to the World Heritage Centre and confirmation that the Dossier meets the requirements in terms of the Operational Guidelines was received.	01 February 2023
Since this is a cultural nomination, the International Council on Monuments and Sites (ICOMOS) was appointed to provide technical evaluation assessment	-
Pre Site Visits to be conducted	29 May- 02 June 2023
Visit from UNESCO advisory bodies	Expected: June 2023
Discussion at World Heritage Committee and possible inscription	Expected: June 2024

The Department of Arts and Culture, in partnership with other relevant stakeholders, is pioneering the development of Interpretation Centre that will ensure that the story of this Site is well captured. The proposed Interpretation Centre is envisaged to become tourism hub and contribute to economic growth. Sibhudu Cave Site is envisioned to have economic spin-off that will contribute to the socio-economic beneficiation for the local community and KwaDukuza Municipality as a whole.

LED FOCUS AREAS FROM THIS POINT ON-WARDS

- Facilitation and adoption of the LED strategy/policy
- 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.
- 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

21.11.LOCAL ECONOMIC DEVELOPMENT PROJECTS:

TABLE 142.:LED PROJECTS FOR THE 24/25 FY

PROJECT	BUDGET
▪ LED STRATEGY	R350 000
▪ Tourism Event Support	R500 000
▪ Museum Artefacts	R300 000
▪ Nokukhanya Luthuli Tourism (Luthuli Museum) Node Project	R250 000
▪ Tourism Signage	R150 000
▪ Informal Trading Facilities	R500 000
▪ LED Start-up	R500 000
▪ Small Business Week	R500 000
▪ Community Agriculture Support	R400 000
▪ KZN EDTEA Job Creation Fund	R1 000 000
▪ CETA Funded Programme	R1 300 000

21.12.LED ALIGNMENT WITH THE DDM:

DCOG issued Circular No 1 of 2020 which directed districts and metropolitan municipalities to develop and implement Economic Recovery Plans as a programme of action to mitigate the effects of COVID-19 in the economy. Subsequently, district and metropolitan municipalities were requested to ensure that the Economic Recovery/Development Plans are incorporated into the DDM One Plans. In this regard, district and metropolitan municipalities are requested to report on the implementation of the Economic Recovery Plans. It is expected that districts and metros should submit reports on the implementation of Economic Recovery Plan done through the Submission of the final reports.

21.13.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.

21.14.RED TAPE REDUCTION / EASE OF DOING BUSINESS

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 businesses it could be small or big businesses. KwaDukuza Municipality has taken a different approach in addressing red-tape and ensuring that KwaDukuza remains a competitive investor destination whilst developing informal, formal, small and medium enterprises. This approach if it succeeds will be the model for future on dealing with ease of doing business in local government. In the last eighteen (18 months), KwaDukuza Municipality through funding received from European Union via National Treasury is implementing a project known as Ease of Doing Business Systems and Tools Project in KwaDukuza. Below, is the brief summary of the status of this project.

EASE OF DOING BUSINESS – TOOLS AND SYSTEMS

(In progress)

- Project Charter

Draft Product Development Plan

21.14.1. PROJECT BACKGROUND

In 2015 a study was commissioned by the Swiss State Secretariat for Economic Affairs (SECO), through the World Bank Group, called “Ease of Doing Business iLembe”, the study revealed several challenges faced when submitting a building application within iLembe. Following this study, KwaDukuza Municipality undertook a review of their application process and the municipal Standard Operating Procedures (SOPs) to identify the bottlenecks and procedures. This review revealed further capacity limitations. Following this project, the Municipality then developed a business plan for National Treasury to acquire funding to fully transition into a capable and developmental municipality by converting all manual submission procedures of doing business to a fully digital system. The National Treasury supported the municipality’s proposal and

the municipality was subsequently awarded the funding. The approval granted was aimed at implementing two projects, namely SCADA and Ease of Doing Business Tools and Systems Project.

EODB Tools & Systems Project: *The objective of the project is to create an enabling environment for local economic development in the KwaDukuza Local Municipality through tools and systems interventions which make it easier to do business in the municipality. Through this project, developers, investors and businesses (both formal and informal) will find it easier to have building permits signed off, obtain town planning approvals, get electricity, and acquire business licenses and informal trading permits. A major output of this project is to digitalise submission of town planning, building plans, outdoor advertisement, business licenses, informal trading, rates clearance and electricity connection applications. This system will also assist the applicant to digitally track their application in the system. It is expected that the implementation of this system and the various key components of the project, i.e. amending SOPs, developing new policies and capacity building of staff, will improve turnaround time of considering applications submitted to the municipality*

The municipality went through procurement processes and called for a multidisciplinary team to implement the KwaDukuza Ease of Doing Business, as a turnkey Implementation Project and the IYER consortium was awarded the project. The appointment was confirmed in December 2021 with the Service Level Agreement formally signed in February 2022. The consortium consists of IYER as the team leaders and town planners; HSG Attorneys as the Legal and Policy/Legislation Expert; ESRI South Africa as the Business Processing Re-engineering and Digitisation Expert; Sogen Moodley as the Learning and Development Expert and Sibusiso Dlamini as the Language Practitioner.

Project Branding: The adopted project tagline name for the Project is “**Senzalula**”, meaning ‘making it easy’. Thus, the whole tagline name proposed reads: “**SENZALULA: KwaDukuza - making business simpler, faster, smarter!**”.

1. EODB PROJECT WORKSTREAMS

Details of the project were submitted to Council previously for noting. As part of implementing the project, the approach taken is such that it has been broken down into different workstreams (i.e. 14workstreams) due to its complexity and in order to clearly track the progress on implementation. These workstreams are itemised in the following diagram below:



FIGURE 77: SENZALULA WORK-STREAMS

2. PROJECT PROGRESS:

Below is a summary of each work stream. It must be noted that for each workstream, there are details will be produced to inform the implementation of the workstream. As part of the implementation approach, there is a team that have been selected that will interrogate each workstream and its deliverables. These teams are/ will be led by a municipal official e.g. Director Enforcement: Policy & Bylaw Review workstream; Director ICT: Acquisition and Installation of ICT Infrastructure workstream, etc.

TABLE 144: SENZALULA WORKSTREAM PROJECT PROGRESS

NATURE OF WORKSTREAM	PROGRESS	WAY FPOWARD/ NEXT STEPS
WORKSTREAM: CHANGE MANAGEMENT AND BUILDING CAPACITY		
- Change Management is focused on an organisation effectively implementing change and for the change to be accepted by the end-users. - For the EODB the Kotter Model has been used. It comprises 8 steps respectively that will unfold through the project process.	- A change management team has been established and two workshops were conducted. - A change management plan has been developed and circulated. - Branding of the project to SENZALULA – KwaDukuza, making business simpler, faster, smarter. - An internal survey was commissioned on the 30th of June 2022 to ascertain staff morale and awareness of the EODB – results were packaged Aug 2022:	- Roadshows - undertake further road shows with departments to provide progress on implementation of project. - Roadshows - focus on core departmental team (admin,

	respondents reflected general excitement about implementation of project. Survey outcomes (challenges being addressed as part of implementing the project). • Roadshows (Friday, 1-hour session) to all internal and external departments were undertaken between Sep-Nov 2022 – this includes meeting all BU's, IDM Officials, DoT and SANRAL Officials, • Proposed Project Tagline: SENZALULA: KwaDukuza - Making business simpler; faster; smarter • Presentation of the laptops to as a part of change management done – all laptops allocated to relevant officials.	
WORKSTREAM: POLICY AND BYLAW REVIEW AND DEVELOPMENT; SOPS AND TRANSLATION		
• Focus on the legal and policy components of the project including review of policies and bylaws, developing new policies and bylaws and SOP's	• After sessions with sister municipalities (knowledge exchange), SOP's, the Draft bylaws and policies have been developed. This includes the ff., amongst others: - <i>Building Control Bylaw, DAC Policy; Business Licence Bylaw; Informal Business Policy and bylaw, notarial tie bylaw</i>	• Submission of policies of bylaw's to ESY / Council for input and approval for public participation process (Mar-Apr 2023) • Review of comments and submission for adoption.
WORKSTREAM: MAPPING AND DESIGN OF VARIOUS E-APPLICATIONS AND DOCUMENT MANAGEMENT/TRACKING SYSTEM		
• The focus of this workstream is on developing the workflows and configuring the AFLA system with the modules.	• System requirements finalised • Draft review of business plan workflows has commenced and finalised (most) i.e. <i>building control, electrical applications, town planning, rates clearance certificate.</i>	• Awaiting finalisation of policies and bylaws so that professional team can align workflow architecture of the AFLA system modules. which are approved by the KDM council the team will then begin the preparation of mapping the workflows.
WORKSTREAM: DEPLOYMENT OF SELF-HELP KIOSKS IN VARIOUS MUNICIPAL BUILDINGS		
• The kiosks will be used by those without an internet connection to submit applications as part of the Economic Development and planning services.	• All 9x kiosks purchased and delivered to municipality and stored safely. • Same to be deployed to the following sites: Main Building, Ballito, Salt Rock Library, Shakaskraal Library, OK Mall, Lavoipierre Building, LED Centre, KwaDukuza Library.	• Awaiting finalisation of sites and completion of system so that Kiosks can be deployed to relevant sites.

- The kiosk will be used to track and submit applications. - The kiosks will be located at 7 municipal buildings in KwaDukuza and Ballito.	- Site Inspections to assess the suitability of location of Kiosks (9 sites) and technical report complete itemising status of readiness for each site. - Recommendations for each site being actioned e.g. installation of plug points, network points in progress (by internal BU's).	
WORKSTREAM: ACQUISITION AND INSTALLATION OF ICT INFRASTRUCTURE (BOTH HARDWARE, SOFTWARE AND RELEVANT LICENCES)		
The focus of this workstream is on purchasing the various hardware and software required for the project.	- The team has purchased and delivered the following equipment the Municipality on the 13th of July 2022: - x2 A0 Scanners, Magicard printer, 18 Laptops, 3 A4/A3 EPSON scanners - All equipment tagged as municipal assets and stored in municipal buildings – awaiting for the finalisation of AFLA system prior to being deployed to relevant sites. - It was agreed that a cloud-based system is preferred to host the AFLA system and therefore the need for a server is no longer required. - Laptops have been allocated to relevant officials for use – same will be installed with AFLA system when module is finalised.	Awaiting to finalisation of AFLA system so that it can be installed in equipment prior to (re) allocation to officials and deployment to sites.
WORKSTREAM: CONVERTING OF NOKUKHANYA LUTHULI HOUSE BOARDROOM TO DEVELOPMENT ASSESSMENT COMMITTEE (DAC) ONE-STOP SHOP FACILITY COUNTER		
The focus of this workstream is to convert the existing boardroom at Nokukhanya Luthuli House into a Development Assessment Committee (DAC).	- Fitment of DAC boardroom complete and handed over to municipality. - Boardroom booking system developed and only being used for strategic meetings to protect furniture and equipment.	Awaiting training from Service provider on use of White board and video technology equipment installed.
WORKSTREAM: DIGITISATION/ELECTRONIC FILING OF EXISTING PROPERTY FILES		
- This workstream will focus on digitising existing property information in the form of building plans and approvals. - The workstream will additionally confirm a filing system that will link to the AFLA system.	- The service provide has finalised the first phase of digitising building plan files – focus was on digitising building information in the Salt Rock building given the poor condition of the building. The scanning for Salt Rock will be undertaken to the value of the original quote. - Municipality has submitted to national treasury a request for more funding in order to have all files digitised so that	SharePoint training to be undertaken by metro file

	system can be maximised – awaiting NT's response on deviation application IT department assisting with setting SharePoint list so that all images scanned can be indexed and linked with system – process in progress.	
WORKSTREAM: PUBLIC PARTICIPATION		
- This workflow will form part of the change management at large and will involve undertaking the following public participation engagements: - Public Awareness targeted at external users of the system; - Awareness Targeted at municipal Councillors; - Awareness targeted at the established structures and users from the informal trading sector; - The general public who interfaces with the municipality on the different functions that are identified as part of this project.	A stakeholder forum meeting was conducted on the 20th June 2022:	Once the working group is established the informal economy and business licensing units will be engaged with.

ELECTRONIC APPLICATIONS SYSTEMS FOR BUSINESS LICENSE AND INFORMAL TRADERS PERMITS AS PART OF EASE OF DOING BUSINESS SYSTEM

KwaDukuza Municipality as part of the ease of doing business system and tools projects (Senzalula), is currently developing system and tools for electronic system. This project will develop policies, bylaws, standard operating procedures, e-application modules and electronic system which is backed by GIS system, which will assist in providing spatial references of businesses that operates with business licenses and those who operates with informal business permits. The currently projects has developed the following tools to enable the developing of electronic system.

- Draft Informal Business Policy
- Draft Informal Business Bylaw
- Draft business licensing policy
- Draft business license bylaw.

The above policies once adopted by council after public participation process, will then inform the finalisation of the mapping of the electronic system for both informal businesses permits and business license. As part of the Senzalula Project, the municipality has already invested resources on its systems

including acquiring self-help kiosk to assist those who might have challenges in accessing the e-application system.

The municipality has opted against the provincial deployed system, which is not backed by policies, bylaw and also standard operating procedures. The KwaDukuza systems has also considered that the context matters, when it comes to local economic development in general. The municipality has maintained a legal view that it's has constitutional mandate on informal trading and business licensing, and also legislative power to develop its own policies.

SUPPLY CHAIN MANAGEMENT REFORMS

Through its Supply Management Policy and practice KwaDukuza Municipality, has over the years tried to deal 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.

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 211 licensed informal traders in its database renewed in November 2024. 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**

Informal Business Policy and Bylaw – the municipality is currently developing first of the kind policy of informal business, which goes beyond the traditional informal trading policy. This policy development draws lessons from the challenges that the local government sector and government general faced during the Covid 19 lockdown, when the National Minister will pronounce certain interventions to be done at local level. KwaDukuza Municipality did not implement most of the Minister's pronouncements as it did not have enabling policies and bylaws. It is against this background that during the next financial year the municipality will approve both the policy and bylaw for informal businesses. This project forms part of Senzalula Project. Informal Trading Facilities - The municipality is planning to build new informal structures at KwaDukuza Taxi Rank, as part of the taxi rank rehabilitation project.

21.15.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. 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 (25) wards, out of thirty wards are currently benefiting from this programme in KwaDukuza.

TABLE 143:CWP BENEFICIARY WARDS AND NUMBERS OF PARTICIPANTS

WARD NUMBER	PARTICIPANTS APPROVED
01	25
02	25
03	25
04	25
05	25
07	25
08	25

WARD NUMBER	PARTICIPANTS APPROVED
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

Since the inception of the program in KwaDukuza Municipality, National Department of Cooperative Governance has been using Insika Foundation NPC as an implementing agent of this for KwaDukuza Municipality. 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. The municipality was formally informed that Insika Foundation contract has not been renewed and it ended on the 31st of March 2023. The National COGTA is implementing the project inhouse.

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 as well as 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 has since benefitted 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.

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 transitioned to low carbon by 30 percent. KwaDukuza LCEDS 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 premised on the internationally acceptable approaches on ensuring sustainable, green and inclusive growth. The adopted KwaDukuza LCEDS identified six transitions measures that need to be taken for the area to achieve 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 LCEDS 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 will manufacture and supply the property developers with new technology and products built within our area.

- **Tourism sector** – has also been 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 LCEDS programmes. This includes promoting organic food supply.
- **Sugarcane** – KwaDukuza Municipality supports the on-going research and proposal from 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 participates in the iLembe DDM Economic Cluster.
- KwaDukuza Municipality is part of Vuthela LED Programme Project Management Team (PMT) and Project Steering Committee (PSC).
- 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;

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. The following mining companies has been identified as the key companies that need to be engaged to ensure alignment of their SLPs with KDM IDP. These companies include:

- (a) **Lafarge (operating Stanger Quarry)**
- (b) **UMhlali Quarry**
- (c) **Ballito Crushers (PTY) LTD**
- (d) **Mattioda Collabora Aggregate**

(e) Spec Sand**(f) Avon Peaking Power Plant**

These companies has been engaging KwaDukuza Municipalities when they are in the process of applying for new mining permit or renew the existing permit. They tend to deal with ward councillors and traditional authority in identifying projects, which some of those are not part of the IDP or even ward base plans.

The LED unit is in the process of recommending to council for the establishment of the formal coordinating and oversight structure, for all Social Labour Plans which has been approved by DMRE. This will ensure that our communities are not short-changed by the companies. This approach is also supported by Magwaza Traditional Authority which most of the companies operates which its subjects resides.

21.16.MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: LOCAL ECONOMIC DEVELOPMENT

TABLE 144: DESCRIPTION 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.	Promote technology based skills development and establishment of technology companies. Promote local graduates absorption in internship and graduates opportunities offered by both public and private sector. Popularize all supports and services offered by the NYDA District Office, Enterprise iLembe Incubator and SEDA Outlets. Priorities youth in funding opportunities and support offered by KwaDukuza LED unit. 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.

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 precinct 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 implement KwaDukuza Community Safety Plan. Radically implement rate coding on abandoned/ depleted buildings in the CBD Implement tourism ambassador programme during peak seasons. 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.

21.17.LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

TABLE 145: 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 Precinct • 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 fledged 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 national's 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, • 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.	• 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, • 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,

22.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 EXTERNAL – FINANCIAL ASSISTANCE PROGRAMME

As part of the municipality intervention, annually the municipality provides financial registration assistance to the youth of KwaDukuza, who want to pursue tertiary studies in the public education. During this council term, the financial assistance has been increased from R5000 per learner to R8000. This amount was implemented in the 2023/24 Financial year . Through this programme more than 100 KwaDukuza Youth benefited. The beneficiaries of this programme usual qualifies for the National Financial Aid Scheme, and it expected that they must apply when they are at their respective institutions.

▪ CONSTRUCTION EDUCATION AND TRAINING AUTHORITY – FUNDED CANDIDACY PROGRAMME

KwaDukuza Municipality candidacy programme received a funding of R3million from Construction Education and Training Authority (CETA). The grant was for the programme that has been designed to provide an opportunity for 10 unemployed graduates, who have degree's to be place in KwaDukuza Municipality for the period of three (3) years. There are part of the candidacy programme, which is the programme aimed in assisting built environment graduates to register as professionals with their respective statutory professional councils. The ten graduates started their programme on the 28th of November 2022 and their programme ends on the 27th of November 2025. The graduates are divided and place in the following units within the municipality.

TABLE 146: FUNDED CANDIDANCY PROGRAMME

Qualification	Number of Graduates	Host Business Unit
BTech/B-Degree Town and Regional Planning	5	Development Planning and Spatial Planning
BTech/B-Degree in Architecture	3	Building Control
BTech in Civil Engineering	2	Project Management Unit (PMU)

All the graduates are from KwaDukuza Municipal area.

▪ KWADUKUZA MUNICIPALITY BACK- TO SCHOOL PROGRAMME:

The programme is official referred as Back to school – Dress a Child Campaign implemented is usual implemented during the third quarter of our financial year. During the year in review, six hundred beneficiaries from poor household has been provided with full sets of school uniforms. The selection of beneficiaries is done by ward councillors in consultation with schools and their ward committee members. This programme forms part of various interventions which addresses both the right of the child to go to school and as part of KwaDukuza poverty net assistance.

▪ **MASS SKILLS PROGRAMME**

The Mass Skills Programme is a programme that is aimed in supporting unemployed youth with certain skills that might make them employable. Over the years, council has focused on supporting youth that with learners and drivers licences, which are one of the requirements in certain jobs and training fields i.e. Police Force. During the Year, under review council has decided to roll out the programme that will focus on the following areas and targeting 65 youth.

- Code 8 /10 Learners and Driver’s license programme targeting 60 youth from 30 wards and 5 nominated through the office of the mayor.

The graduated youth to go through the next phase of the programme and enrol on actual Drivers license training and testing programme.

- 30 Youth targeted to be enrolled on the Yellow Machine training programme. The programme at an procurement stage to appoint the competent service provider.

This programme will be done from this financial year and completed in the next financial year.

NYDA DISTRICT OFFICE SERVICES

KwaDukuza Municipality is the host of NYDA iLembe District Office. The office was established in 2021 and has been operating for last two years, servicing the entire district. KwaDukuza Municipality and its youth have use the advantage that the office is based in KwaDukuza, to benefits from various service offerings. The following services are being offered by NYDA to KwaDukuza youth.

- Entrepreneurial development,
- Business vouchers.
- Career guidance and advice,
- Enlisting on the job portals.

KDM OUTREACH PROGRAMMES

KwaDukuza Municipality is duty bound to forge partnership with government departments and entities in order to facilitate provision of relevant information and available opportunities to KwaDukuza youth at the convenience of the areas/ wards . this is an integrated youth development outreach sessions (Slogan “ Taking services to the people) to educate young people on government mandates on youth development and strategic performance areas.

Youth Services Rendered at each session

- KDM Youth Services (CAO,NSFAS,Database registration, opportunities)
- Dept of Labour – Career Guidance, Database & Learnerships
- NYDA – Youth Development Programmes

- EDTEA – Economic development opportunities
- KZNCETC – Academic & Skills programme
- IEC – Voter Education
- KDM Social Crime Prevention Unit & SAPS – Crime awareness
- Dept of Health – Screenings and awareness
- uMfolozi TVET College – National Diploma & Skills Programmes
- Enterprise ILembe – Youth agricultural sector opportunities
- KDM Disaster Management Unit – Disaster awareness campaigns
- KDM LED Unit – Economic opportunities & Programmes
- IDP Office – KDM IDP & Youth participation
- Dept of Social Development – Skills Development & Awareness

SCHOOL VISITS AND CAREER GUIDANCE/AWARENESS PROGRAMME

KwaDukuza Municipality Youth Office in partnership with the Department of Education and eighteen local public high schools annually conduct career awareness programme. The programme entails the municipality youth office staff visiting each school for half a day, where they provide on-site support to grade 12 learners for them to apply at Central Application Office for their chosen careers. In most cases, this covers high school in townships and has seen an increase in a number of grade 12 who apply on time with CAO. Council has provided financial support to only poor learners to register with CAO. Beside the registration, the team further run career advice on site. This programme has been a successful one.

Visited schools:

- Lethithemba Secondary school – 15 April 2024
- Shekembula Secondary School – 15 April 2024
- Qoqulwazi Secondary school - 16 April 2024
- Glenhills Secondary School, - 16 April 2024
- Banguni Secondary School – 16 April 2024
- Mbekamuzi Secondary School – 17 April 2024
- Stanger Manor Secondary School – 17 April 2024
- Nonhlevu Secondary School – 17 April 2024
- Darnall Secondary School – 18 April 2024
- Stanger High School – 19 April 2024
- Imbuyiselo Secondary School – 19 April 2024
- Groutville High School – 19 April 2024
- Stanger Secondary School – 22 April 2024
- North Agricultural College – 22 April 2024
- Stanger ML Sultan – 22 April 2024
- Guzana Secondary School – 23 April 2024
- Tshelenkosi Secondary School – 23 April 2024
- Inkosi Chief Albert Luthuli Secondary – 23 April 2024

SPORTS PROGRAMME

The KwaDukuza Youth Office through its Sports Unit, provide various supports to clubs and federations towards the development of sports. The units further initiate and implement various sports development programmes in our area.

The following sports clubs/associations has been supported by KwaDukuza Municipality Youth Office.

- Ethembeni Cycling club – the municipality has been supporting a local based club which is promoting cycling as the sport within our area.
- KwaDukuza Dance Association – supported with dance competition attire
- KwaDukuza Netball Association – to honour regional and provincial netball championships
- KwaDukuza Cricket Association – to honour and attend KZN Cricket Association league games held at Ethekwini (Pinetown)and Richardsbay club.
- KwaDukuza Boxing Club – to attend boxing development champs held at uPhongolo

The municipality also implement the following programmes with federations and sector departments.

- KwaDukuza Mayoral Cup- targeting at least five codes and played from ward level.
- Intermunicipal Games (SALGA selection team competition) – the municipality selected teams participates in the inter-municipality competition which the district squad is selected. KwaDukuza athletes dominates selection to the district squads.
- Mass participation programme,

22.1. KWADUKUZA YOUTH DEVELOPMENT NEEDS

Below is the summary of the needs identified by youth, during various public engagements and also through the youth forums formed by the municipality.

- Employment opportunities which does not require experience.
- Skills development initiatives and opportunities
- Transparency on municipal recruitment of interns, in-service trainees and employees on entry levels.
- Priorities local youth on internships, in-service training and entry level positions.
- Access to information about all opportunities.
- Business opportunities and development of youth owned businesses.
- Drug abuse and rehabilitation initiatives.
- Establishment of drug rehabilitation centre.
- Crime fighting initiatives.
- Provision and development of sports and recreational facilities i.e. Gyms, sports fields etc.
- Development of youth development centres.
- Development and placement of Public Wi-Fi in the strategic areas
- Creating of local based employment database.
- Mainstreaming and measuring of youth development across all municipality departments.

KWADUKUZA YOUTH DEVELOPMENT UNIT

KwaDukuza Municipality is the pathfinder of youth development, as it was one of the first municipalities in this province to establish a youth office supported by the then Umsombomvu Youth Fund (now called NYDA). The municipality has appointed officials to perform various functions, in response to the youth needs.

TABLE 148: YOUTH DEVELOPMENT UNIT

POSITION	AREA OF FOCUS	POSITION
Manager: Sports Development	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to sports development.	Filled
Manager : Youth Development	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to youth development.	Vacant The Manager Sports is also acting as the manager youth development. He previous managed the same unit.
Youth Officer	The incumbent is focusing on coordinating and facilitating youth development initiatives, including creative industries programmes.	Filled
Career Counsellor	The incumbent is responsible for facilitating career guidance, job preparedness initiative and entrepreneurship.	Filled
Outreach officers X 2	Responsible for coordinating and implementing outreach programmes to wards, targeting out of school youth.	Filled
Sports Facilitator	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to sports development.	Filled
Sports Administrator	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to sports development.	Filled
Cyber cadet	Responsible for managing and supporting users of KwaDukuza Youth computer centre, which is used by youth for free to apply for jobs or business opportunities. He also assists youth who want to print their CVs for free.	Filled

Administrative Officer	The incumbent is responsible for providing administrative support including initiating procurement process for the unit.	Filled

23.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.

23.1.1. 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 148: 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
Motor Licensing/Testing Equipment	ALL	70 000	200 000	200 000
TOTAL		1 560 000	1 650 000	1 620 000

23.1.1.1. 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 which is led by the Human Resources Department. This is an ongoing operational matter, we have trained several wardens 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 form 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 day.

23.1.2. 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 eThekweni Municipality Safer City Programme, shall undertake the development of KwaDukuza Municipality Crime and Safety Strategy.

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. The learner licence classroom now can accommodate full capacity to 15 applicants per class. Due to the excessive backlog with learner license applicants, additional classes have been opened at 13h15.

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.

CHALLENGES:

- A major challenge that needs to be addressed is the POOR COMMUNICATION VIA INTERNET.
- Fibre Optic Cables need to be installed to overcome this persistent problem.
- Due to the poor speed of the internet all 3 LEU workstations cannot be used at the same time.
- The cell phones have weak signals and cannot be Answered inside the buildings. The above issue has been taken up with our I.T. Department.
- The roads and infrastructure leading to the test station are in a poor condition.

- The local driving school association had carried out a protest action demanding an “A Grade” Test Station and are complaining about the poor condition of roads riddled with potholes, poor road marking and no police visibility on the test routes.
- The Vehicle Testing Station is under-utilised by major transport companies due to the narrow roads and entrances to the testing station making it difficult for articulated trucks and trailers to gain entry.

1.1. 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. The current situation is that, animal pound facility is outsourced on a contract basis with the SPCA. It is a much cheaper option and economically sound than building ours as it will needs millions. The Municipal budget to cater to this function is R250 000 annually.

BUSINESS UNIT PROJECTS FOR THE 24/25 FINANCIL YEAR:

LAW ENFORCEMENT 2024

PROJECT	BUDGET 2024/2025
Law Enforcement equipment	100 000
Steel canopy	120 000
4 x vehicles for Law Enforcement	2 400 000
New traffic vehicle	1 800 000
Air conditioning units	80 000
Law enforcement firearms	180 000
Law enforcement sirens blue lights	100 000

Speed camera	200 000
CCTV equipment	600 000
TOTAL	5 580 000

TABLE 149: 24/25 FY LAW ENFORCEMENT PROJECTS**MOTOR LICENSING AND TESTING CENTRE (DLTC):**

PROJECT	BUDGET 2024/2025
Air conditioners	80 000
Build ramps to toilet for disabled people	80 000
CCTV equipment	250 000
TOTAL	410 000

FIGURE 150: MOTOR LICENSING 24/25 FY PROJECTS**MARINE SAFETY:**

PROJECT	BUDGET 2024/2025
2 x double cabs 4x4 Toyota Hilux	1 750 000
Rescue surfboards	216 000
6 x boat safety equipment kits	15 000
5 x PTT radios	25 000
5 x shark pods	25 000
1 x motor stand	5 000
10 x sets bathing beacons	50 000
Nonoti beach equipment	200 000
TOTAL	2 286 000

FIGURE 151: MARINE SAFETY 24/25 FY PROJECTS

24. FINANCIAL VIABILITY and MANAGEMENT

24.1. THREE YEAR SYNOPSIS ON CAPITAL FUNDING AND EXPENDITURE

This FINAL IDP for 2024/25 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.

24.2. CAPITAL PROJECTS SUMMARY:

In terms of the detailed capital Budget amounts for FINAL 2024/25 BUDGET it is sitting at R950,898,021.00. The Municipality's capital budget is indicated as per allocation per business unit and has been allocated in terms of the following Municipal Business Units;

TABLE 152:SUMMARY OF THE CAPITAL FINAL 2024/25 BUDGET PER INTERNAL MUNICIPAL BUSINESS UNIT

CAPITAL BUDGET PER FUNCTION	2024/25 FINAL BUDGET	2025/26 FINAL BUDGET	26/27 FINAL BUDGET	TOTAL OVER MTERF
Community and Social Services	8,540,000.00	2,,000,000.00		10,640
Energy Sources	125,521,957.00	122,384,783.00	93,215,217.00	341,121,957.00
Executive and Council	12,010,000.00	0		12,010,000.00
Finance and Administration	19,655,000.00	4,900,000.00	2,400,000.0	26,955,000.00
Housing	8,800,000.00	0		8,800,000.00
Planning and Development	8,445,000.00	5,850,000.00		14,480,000.00
Public Safety	14,480,000.00	0		181,109,083.00
Road Transport	71,803,736.00	52,419,384.00		38,316,936.00
Sport and Recreation	14,286,000.00	24,030,936.00		46,331,495.00
Waste Management	2,685,000.00	0		2,685,000.00

TOTAL CAPITAL BUDGET	286,226,693.00	211,585,067.00	152,201,126.00	650,312,926.00

RING FENCING AND ROLL OVER OF GRANTS :

All conditional grants are ring fenced into specific votes as per the mSCOA requirements. Grants are fully cash backed and maintained in a separate bank account to further strengthen the conditional nature of such. All grants are used within their terms and conditions and the necessary reporting to the grant funders , National and Provincial Treasury and Council is undertaken in compliance with the relevant grant agreements and Division of Revenue Act. All Roll-overs have been fully approved by Treasury. The municipality has plans in place to expedite expenditure on these grants. These expenditures are reviewed at a minimum of once a month by the necessary oversight structures.

TABLE 153: SUMMARY OF THE CAPITAL FINAL 24/25 GRANT PER SOURCE

CAPITAL GRANT	OPENING BALANCE	GRANT ALLOCATION	RECEIVED	TOTAL EXPENDITURE DECEMBER 2023	UNSPENT AS AT DECEMBER 2023
Municipal Infrastructure Grant (MIG) capital	148,787.01	58,377,500.00	28,935,500.00	25,171,051.91	3,913,235.10
Integrated National Electrification Programme (INEP)	1,145,832.11	10,800,000.00	6,200,000.00	6,880,388.04	465,444.07
Housing Accreditation Funding (Capital)		200,000.00	-	-	-
Neighbourhood Development Partnership Grant (NDPG)- SCADA - (Capital)		13,267,000.00	-	-	-
Neighbourhood Development Partnership Grant- (NDPG)- EASE OF BUSINESS - (Capital)	-		-	-	-

Municipal Disaster Response Grant (DRG)	26,823,088.63	-	-	11,676,946.46	15,146,142.17
Municipal Disaster Rehabilitation and Recovery Grant (R & R)	899,719,692.84	-	-	172,764,052.22	726,955,640.62
Municipal Disaster Rehabilitation and Recovery Grant (R & R)		22,027,000.00	6,000,000.00	-	-
Municipal Infrastructure Grant (MIG) Operational	-	3,064,500.00	3,064,500.00	2,082,592.91	981,907.09
Expanded Public Works Programme	-	1,624,000.00	1,136,000.00	981,001.20	154,998.80
Finance Management Grant (FMG)	-	1,750,000.00	1,750,000.00	448,935.21	1,301,064.79
Neighbourhood Development Partnership Grant- (NDPG)- EASE OF BUSINESS - Operational	-	5,827,020.00	-	762,379.02	- 762,379.02
Housing Accreditation Funding (operational)	1,016,574.44	1,572,000.00	-	2,620,605.21	- 1,604,030.77
OPERATING GRANT					UNSPENT AS AT DECEMBER 2023
Museum Grant Subsidy	-	249,000.00	-	249,000.00	- 249,000.00
Energy Efficiency and Demand-Side Management Grant (EEDMS)	-	5,000,000.00	2,000,000.00	4,999,645.55	- 2,999,645.55

New Library: Internet Services	508,000.00	762,000.00	762,000.00	634,938.02	635,061.98
Library Subsidy	-	5,890,000.00	5,890,000.00	322,691.35	5,567,308.65
Title Deeds Restoration Grant	2,688,225.00	-	-	-	2,688,225.00
CETA Candidacy (capacity building)	985,932.00	-	-	-	985,932.00
Natural Resource Management Project Grant (EDTEA) Mavivane Transformative Riverine Management Project (TRMP)	192,437.00	-	-	-	192,437.00
TOTAL	933,228,569.03	130,410,020.00	55,738,000.00	228,831,848.07	754,134,720.96

TABLE 154: FINANCIAL RATIO'S

Ratio	2023	2022	2021
Cost Coverage Ratio	4 Months	5 Months	1 Month
Current Ratio	1.40:1	2.77:1	2.83:1
Capital expenditure to total expenditure	31%	11%	9%
Debt to revenue	9%	10%	11%
Collection rate	99%	99.37%	100.52%
Remuneration (Employee and Councilors) to total expenditure	24%	24%	26%
Distribution losses: Electricity	26%	25%	21%
Creditors days	20 Days	45 Days	0 Days
Budget funding status	Fully Funded	Fully Funded	Fully funded
Conditional grants cash backed	100%	100%	100%
Grant dependency	29%	66%	57%
Loans	176,095,773	188,689,133	200,326,562

The 3-year OPEX is indicated in the Budget/Financial Plan for and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. Refer to the Budget/Financial Plan (annexure 30) hereto for ease of reference. **The Operational Budget for the 2024/25 FINAL BUDGET Financial year is sitting at R2,572 billion.**

TABLE 155: YEAR COMPARISON -ACTUAL BUDGET SPENT IN THE LAST FINANCIAL YEARS

REPAIRS AND MAINTENANCE FOR 3 YEARS							
2020/21		2021/22		2022/23		2023/24	
BUDGET	ACTUALS	BUDGET	ACTUALS	BUDGET	ACTUALS	BUDGET	ACTUALS END APRIL
60,077,365.00	43,466,945.54	70,277,218.00	56,981,831.34	82,202,751.00	67,907,906.55	93,750,375.00	58,386,777.03
	72%		81%		83%		62%

Kindly note that the 2023/2024 financial year as this is still in progress. This will take a consolidated municipal response as it is not only Finance Business Unit that determines the allocation but MANCO did pronounce on the energy losses savings is going to R&M. Nevertheless, the municipality agrees with the need to improve the % allocation of R&M and one of the key strategies is to channel additional savings received via the energy losses reduction programs into R&M.

The Municipality is currently below the 8% norm for repairs and maintenance. Given that a significant amount of our infrastructure has been recently refurbished the risk associated with the lower R&M has been limited extent mitigated. We are not a grant dependent municipality , hence including the ratio wont assist as we cannot use this as a reason for non-funding R&M at 8%.

The repairs and maintenance are budgeted for against the total of non-current assets. Refer to the **ANNEXURE 33_ FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25** hereto for ease of reference.

24.3. 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

CASH & CASH EQUIVALENTS & SHORT-TERM INVESTMENTS

Below is a summary of the cash and cash equivalents and short term investments as at December 2023 and the three prior financial years. Although the disaster related grants are detailed above have somewhat increased the cash balances, KDM has sufficient funds to meet our ongoing obligations.

Category	Dec 2023	2022/2023	2022/2023	2021/2022
Cash & Cash Equivalents - Bank Accounts	1 062 737 986	1 286 273 088	195 059 762	342 660 453
Cash & Cash Equivalents - (Investments 0 – 3 months)	439,335,523	519,008,115	677,377,457	492,578,884
Cash & Cash Equivalents - (Investments >3 - <12 months)	80,174,769	84,239,862	78,426,597	150,572,381
Total	1 582 248 278	1 889 521 065	950 863 816	985 811 718

TABLE 156: CASH AND CASH EQUIVALENTS AND SHORT TERM INVESTMENTS

The municipality maintains an investment register for all investments and is guided by a cash and investments policy. The details of these accounts may be in the Annual Financial Statements for that particular year

24.4. 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 as follows;

The Revenue Management Unit is essentially responsible for the Rates billing and Energy losses credit control but other functions include the following;

- This division is responsible for property rates levied by the municipality on a property as per section 7 of Municipal Property Rates Act (MPRA).
- Responsible for opening of the accounts via information(S78) received from municipal valuer.
- Property rates for maintaining and updating the valuation roll and financial system
- Responsible for issuing of Rates Clearance Certificates
- Responsible for providing figures to attorneys for transfer purposes
- Ensuring that valuations as per financial systems balanced to service provider Valuation Roll.
- Ensuring that the properties are rated correctly as per MPRA and Rates Policy

- Preparation of the draft, final and adjustments revenue budgets in respect of rates ,housing and other sundry revenue streams
- Internal reporting - Council and Business Units
- External reporting – preparation of budget c-schedules

Pensioners / Senior citizen Senior citizens may be granted a rebate on the primary property as determined by a resolution of Council at its annual budget meeting subject to the following:

a) The applicant must meet the following criteria:

- He/She must produce a bar coded identity document
- He/She must be the owner of the primary property. This includes co -owners who are married to each other, or property owned solely by either spouse,
- In the case of a usufruct, the usufruct must be registered over the whole property and the title deed must be produced.
- In the case of multiple ownership, all owners must meet the qualifying criteria listed above.
- In the case of a trust, a copy of the deed of trust indicating the owners of the trust and copies of their identity documents must be submitted with the application form
- The property must be registered in the name of a natural person and not a company or close corporation.
- The value of the rebate will be at the discretion of Council
- b) Applicants for such rebates must submit sworn affidavits concerning
 - their income status to the Municipality
 - He/She must permanently reside on the primary property, provided that the primary property is not used as a bed and breakfast or guest house establishment

REBATE STRUCTURE:

A general rebate, applicable in the 2024/2025 financial year only, in respect of all categories of properties, excluding properties in receipt of developers' rebates: 25%

The following shall apply after deduction of the general rebate:

- Pensioners and Disability Grantees rebates:
- Applicants under the age of 65 years - 25%
- Applicants between 65 and 75 years - 30%
- Applicants older than 75 years - 35%
- Agricultural properties: 50%
- Rebate: child headed households: 100%.
- Excluded Services Rebate: 15%
- Places of worship: 100%
- Public benefit organizations: 100%
- Land reform beneficiaries: 100%

- State land: 100%
- Commercial Developers incentives:
 - 100% rebate - Year 1
 - 90% rebate - Year 2
 - 80% rebate - Year 3
 - 70% rebate - Year 4
 - 60% rebate - Year 5
 - No Incentive - From year 6 onwards

Please note general rebate not applicable to commercial developers.

Residential Developers incentives, applicable only in respect of existing service level agreements:

- 100% rebate - Year 1
- 100% rebate - Year 2
- 90% rebate - Year 3
- 80% rebate - Year 4
- 70% rebate - Year 5
- 60% rebate - Year 6
- 50% rebate - Year 7
- No Incentive - From year 8 onwards

Please note general rebate not applicable.

- 100% rebate in respect of the following PSI properties (phasing out of rates):

National, provincial or other public roads on which goods, services or labour move across a municipal boundary; water or sewer pipes, ducts or other conduits, dams, water supply reservoirs, water treatment plants or water pumps forming part of a water or sewer; and railway lines forming part of a national railway system.

▪ **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

▪ **ENERGY LOSSES:**

Energy losses in terms of kilowatt-hours (kWh) and revenue are determined by comparing KwaDukuza Municipality (KDM) energy purchases from Eskom to units sold by KDM to consumers in a specific period. Total energy losses are broken down into two categories namely:

Technical losses

The main driver of service charges is the increases in the electricity tariffs, Draft electrical tariffs have been budgeted to increase between 5% to 10,5% subject to consultation and approval from NERSA. Bulk Purchases have been budgeted to increase by 12,72%.

- *Sappi to increase by 12,72 % aligned to bulk purchases.*
- *6% increase electrical availability charges noting that these are non-regulated tariffs.*
- *% increase to electricity basic charges in all Customer categories noting that these are non-regulated tariffs.*

Solutions:

- Prioritize the establishment of Revenue Protection Unit
- Massive inspection and disconnection drive targeting the entire KDM jurisdiction not just selected areas
- Appointment of Service Provider to conduct extensive meter audit
- Prioritize replacement of faulty meters
- Install check meters at supply intake points
- Inspection of pre-paid meters with zero purchases.

Rates, Electricity, Grants and other revenue (Traffic fines, Interest, etc..),

TABLE 157: SUMMARY OF THE BILLED REVENUE AS AT 30 March

Item	Bill: end of March 2024
Property rates	507,444,000.00
Service charges	875,253,000.00
Investment revenue	45,504,000.00
Transfers and subsidies	245,454,000.00
other	77,281,000.00
Total	1,750,936,000.00

- Collection rate is 97%

▪ 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.

Alignment with District and Locals – There was a project run by Vuthela and in consultation with COGTA for alignment of indigent policies within the District and to have a central Indigent register. KwaDukuza Municipality actively participated in the programme.

Improvements effect to relief – The policy was revised for 2021/2022 to include a right to appeal clause to grant applicants whose indigent application was disapproved the right to appeal the decision, as the various platforms (credit bureau, deeds office, home affairs, etc.) used for indigent verification may not have had updated data and information at the time of verification.

Challenges identified and measures to address inconsistencies - A serious challenge is Free Basic entitlement not claimed by Indigent households. This is of serious concern, as an indigent household should at the least claim their free basic electricity token monthly although they may not afford to purchase any further electricity. This seemingly appears that there could be issues with their meters – faulty, tampered, bypassed, directly connected, etc. which could be contributing to the escalating energy losses of the Municipality. As a measure, the SOP was revised to pre-screen applicants for previous purchase history and free token collection and where there is no record of such, the Customer can further appeal and a possible inspection to property would be undertaken.

Further, for unknown reasons, these households choose to register for indigent benefit yet not claim the free basic electricity. Other indigent support benefit includes refuse removal, burial and cremation fees and this could be the reason why they choose to apply for indigent support.

We have an appointed Service Provider to conduct verification of indigent applications. The verification conducted is against, but not limited to, the following databases - Department of Home Affairs, SASSA, Deeds Office, Credit Bureaus.

▪ **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.

TABLE 158: PROPERTY RATES REVENUE BY SOURCE

REVENUE BY SOURCE	VALUE	
Property rates	R	731,911,715

▪ **INDIGENT DEBTORS**

Indigent debtors registered on the Municipality's indigent data base (the register) are entitled to benefits as approved by Council. 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 –

- **10306 for free basic electricity**
- **13 456 for free refuse removal**

Current indigent beneficiaries do not need to re-apply for indigent support for the 2024/25 financial year. These households indigent status shall be further verified during June 2024 and benefits will be automatically activated on 01 July 2024 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. 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 is 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 therefore been 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. 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.

TABLE 159: COST OF FREE BASIC SERVICES

FREE BASIC ELECTRICITY			
	2022/2023	2021/2022	2020/2021
Number of indigents	8979	10971	10927
Cost per service – First 75 kWh free for Indigent Customers and 250 kWh for child headed households qualifying in terms of policies set by Council	R 106.50	R 103.50	R 90.45
Annual Budget	R 7 134 920.00	R 8 759 016.00	R 8 110 200.00
Annual Actual Cost	R 6 960 022.28	R 8 754 266.58	R 7 841 800.38

FREE BASIC REFUSE			
	2022/2023	2021/2022	2020/2021
Number of indigents	10735	10 096	10 161
Cost per service	R 136. 00	R 127.51	R 122.61
Annual Budget	R 17 215 236.00	R 16 553 110.00	R 15 916 452.00
Annual Actual Cost	R 17 520 336.00	R 15 448 766.82	R 14 950 450.35

▪ 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. Refer to the **ANNEXURE 29_ FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25** hereto for ease of reference.

▪ REVENUE PROTECTION (DEBT MANAGEMENT)

TABLE 160: 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 Council IS EXPECTED Credit Control and Debt Collection policy does address this and as part of the IDP a **FINAL CREDIT CONTROL DEBT COLLECTION**

POLICY 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.

Municipality to briefly inform on plans in place to improve debt collection.

Property Rates

- Deeds Returns to be completed timeously. Income generated sooner than later.
- Ensure Valuation Roll is balanced on a monthly basis
- Rating Category and Tariffs validation
- Ensure S78 Property Changes are captured timeously.
- Timeous submission of New connections, zoning changes, building completions and development updates to the Municipal Valuer
- Officials attending to Rates Clearances ensure that all source documents are provided such as, Trustee information, Companies, Meter information.

Billing and Revenue Collection

- Where meter information has not been captured on the billing system is identified and linked.
- Reports are periodically reviewed for purchase history on prepaid meters. Timely reviews would result in early detection of meter tampering.
- Standard Operating Procedures reviewed regularly and communicated with staff
- Customer details is verified on every interaction and kept up to date. To ensure POPI compliance we use the information to verify owner details and update where necessary.
- Data cleansing and meter audit primarily to ensure correct billing thereby reducing debtor queries and mitigating defended matters handed over to council attorneys for collection.
- Monthly SMS messages for all debtors over 30 days
- Credit Control utilises the debtors ageing report that is extracted from the financial billing system to identify monthly defaulters for follow up.
- Accounts that are in arrears, where an electricity meter is linked, will have their electricity supply disconnected.
- Accounts where a prepaid meter has been linked, that are outstanding for more than 30 days, are flagged automatically and instituted with a 40% partial block from purchasing prepaid electricity. Should the credit control department find that a total block is necessary, a special request is made to the Billing department for action.
- Indigent customers are flagged for a partial block where 40% of prepaid purchases are withheld for arrear debt.
- Where the customer cannot afford to settle the arrears, a payment arrangement in terms of the Credit Control Policy or Special arrangement is concluded with T&C's.
- Encouraging debtors to enrol on the ACB payment platform.
- Encouraging debtors to receive their invoices via emails rather than standard mail.
- Communications are sent through social media for notices, incentives etc.
- Where reasonable attempts to recovery the arrear debt has failed, accounts are handed over to Council's panel of attorneys.
- Consolidation of accounts in terms of Section 102 of the Municipal Systems Act
- Allocation of officials to call customers (Plans to introduce call centre operators). Calls to ratepayers to ensure correct contact details and awareness of debt.
- Public awareness campaigns educating and encouraging communities to pay for services at roadshows and ward committee meetings

- Periodically run Indemnity incentives in respect of voluntary disclosure of illegal connections which would result in increased purchases of electricity.
- Apply a council approved debtors incentive scheme to encourage settlement of arrears

Billing Section

Successfully Implemented the electronic hand-held meter reading devices.

- minimizes the variance/exception reports
- increased accuracy and reliability of meter readings.
- Real time updates from device to office
- Ability to take pictures for records (prompted)
- GPS co-ordinates taken from meter location.

Integration of the Prepaid management system

- Interfaced the pre-paid management system and the financial billing system which enables automatic partial blocking of pre-paid meters should a debtors account be in arrears and thus a portion of the pre-paid
- Full blocking implemented on demand as and when required.

Conventional Meters

- Meters disconnected for non-payment
- Hard disconnection and removal of cables where tampering occurs.

TO INDICATE CHALLENGES IN DATA CLEANSING, WRITE-OFF AND IMPAIRMENTS.

The municipality is currently in a process of appointing a service provider to assist with data cleaning. We are experiencing few challenges in the following areas:

- Incorrect customer addresses
- Outdated customer information
- Incorrect property categories
- Misalignment of meter numbers and property addresses

This tender process is anticipated to be finalized by no later than August 2024 due to appeals.

THREE YEAR ANNUAL COLLECTION RATE:

ANNUAL COLLECTION RATE	2020/21	2021/22	2022/23
	101%	98.87%	95.95%
WRITE-OFF AMOUNT EACH YEAR	2020/21	2021/22	2022/23
	R4.228 332	R6 694 545	R3 609 233

AMOUNT OF BAD DEBT PROVISION PER YEAR	2020/21	2021/22	2022/23
	R7 936 828	R7 393 852	R13 167 393

TABLE 160: 3 YR ANNUAL COLLECTION RATES

24.5. 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 **SUPPLY CHAIN MANAGEMENT POLICY FORMS PART OF – ANNEXURE 32 FINANCIAL STRATEGIES AND POLICIES**. There have been changes to the SCMP done and adopted in March 2024. This will be tabled with the other budget related policies as per usual. With regards to the procurement plan update, this is the responsibility of each ED for the respective Business Units. It is their responsibility to inform the Demand Manager or the Head: SCM of any changes made to their respective procurement plans after the adjustments budget process. With regards to timeframes of bid committee awards, the process usually runs for 90 days. The status update of all bids are reported to FLPA via the SCM processes report and the progress made on the procurement plan report. This is done by the Demand Manager. 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.

MONTHLY TENDER AWARDS FROM JULY 2022 TO JUNE 2023:

The total Capital Budget is R 510 264 877,00 The Adjusted Budget is R 605 084 879 The total amount awarded for the month R 72 815 666,99 The total amount awarded to date R 648 360 291,76 The total number of tenders awarded is 7.

THE TOTAL VALUE OF TENDERS AWARDED TO DATE

The total value of awards includes tenders which were awarded based on rates which cannot be quantified in

PERIOD JULY 2023 UP TO JUNE 2024								
DESIGNATED GROUP	AMOUNTS	PERCENTAGE						
WHITES	578 991.65	0.002						
BLACKS	415 588 352.16	92%						
YOUTH	-	0%						
FEMALE	36 789 554.37	8%						
DISABLED	-	0%						
MILITARY VETERANS	-	0%						
CO OPERATIVES	-	0%						
GRAND TOTAL	452 956 898.18	100%						
MONTH	WHITES	BLACKS	YOUTH	FEMALE	DISABLED	MILITARY VETERANS	CO OPERATIVES	GRAND TOTAL
JULY	578 991.65	125 769 616.26		13 218 492.41				139 567 100.32
AUGUST		50 315 001.19		6 543 086.63				56 858 087.82
SEPTEMBER		70 313 069.88						70 313 069.88
OCTOBER		70 131 401.46		9 637 308.21				79 768 709.67
NOVEMBER		30 415 887.70						30 415 887.70
DECEMBER		31 352 130.51						31 352 130.51
JANUARY		16 822 366.34					-	16 822 366.34
FEBRUARY		2 576 199.26		7 390 667.12				9 966 866.38
MARCH		17 892 679.56						17 892 679.56
APRIL						-	-	0.00
MAY								0.00
JUNE								0.00
TOTAL	578 991.65	415 588 352.16	-	36 789 554.37	-	-	-	452 956 898.18
PERCENTAGE ANALYSIS								
MONTH	WHITES	BLACK MALE	YOUTH	BLACK FEMALE	DISABLED	MILITARY VETERANS	CO OPERATIVES	GRAND TOTAL
JULY	0%	90%	0%	9%	0%	0%	0%	100%
AUGUST	0%	88%	0%	12%	0%	0%	0%	100%
SEPTEMBER	0%	100%	0%	0%	0%	0%	0%	100%
OCTOBER								0%
NOVEMBER								0%
DECEMBER								0%
JANUARY								0%
FEBRUARY								0%
MARCH								0%
APRIL								0%
MAY								0%
JUNE								0%
TOTAL	-	279%	-	0.21	-	-	-	100%

FIGURE 162: 23/24 FY TOTAL VALUE OF AWARDS INCLUDES TENDERS AWARDED

TABLE 163: BID COMMITTEE MEMBERS

TENDER SPECIFICATION COMMITTEE (TECHNICAL & HUMAN SETTLEMENTS)	MEMBERS
F. MHLONGO	CHAIRPERSON
A. SOMPERSADH	MEMBER
L. NTULI	MEMBER
N. NXUMALO	MEMBER (SCM)
VACANT (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE DISASTER 1 PROJECTS	MEMBERS
M. NTATHA	CHAIRPERSON
P. GOVENDER	MEMBER
S. MSWELI (SCM)	MEMBER
F, NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE (TECHNICAL)- DISASTER 2 PROJECTS	MEMBERS
S. CELE	CHAIRPERSON
L. TSHONAPHI (SCM)	MEMBER
S. MSWELI L. MHLONGO	MEMBER
S. MDADANE	
VACANT (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE (TECHNICAL)- DISASTER 3 PROJECTS	MEMBERS
S. BUTHELEZI	CHAIRPERSON
S. MSWELI (SCM)	MEMBER
N. KHAWULA	MEMBER
N. NGWANE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE (NON- TECHNICAL)	MEMBERS
M. MBILI	CHAIRPERSON
L TSHONAPHI (SCM)	MEMBER
N. SIGN	MEMBER
S. MDADANE	
F. NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFIC COMMITTEE (ELECTRICAL_	MEMBERS
D MHAULE	CHAIRPERSON
P. MKHWANAZI	ALRTERNATE CHAIRPERSON)

S. CUDASAMY	MEMBER
C. SERUMULU	SCM

TENDER EVALUATION COMMITTEE (CIVIL AND TECHNICAL)	MEMBERS
M. NTATHA	CHAIRPERSON
P. GOVENDER	MEMBER
S. MSWELI (SCM)	MEMBER
S. BUTHELEZI (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE DISASTER 1 PROJECTS	MEMBERS
M. NTATHA	CHAIRPERSON
P. GOVENDER	MEMBER
S. MSWELI (SCM)	MEMBER
F, NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (TECHNICAL)- DISASTER 2 PROJECTS	MEMBERS
S. CELE	CHAIRPERSON
L. TSHONAPHI (SCM)	MEMBER
L. MHLONGO	MEMBER
S. MDADANE	
VACANT (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (TECHNICAL)- DISASTER 3 PROJECTS	MEMBERS
S. BUTHELEZI	CHAIRPERSON
S. MSWELI (SCM)	MEMBER
N. KHAWULA	MEMBER
N. NGWANE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (NON- TECHNICAL	MEMBERS
S. SKHUMBUZO	CHAIRPERSON
L TSHONAPHI (SCM)	MEMBER
N. SIGN	MEMBER
S. MDADANE	
N NGWANE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (ELECTRICAL_	MEMBERS
N. BIYELA	CHAIRPERSON
P. MTAKA	ALRTERNATE CHAIRPERSON)

A. NUNKUMAR	MEMBER
M. NAIDOO	SCM

TENDER ADJUDICATION COMMITTEE (TECHNICAL)- DISASTER 3 PROJECTS	MEMBERS
SM. RAJCOOMAR	CHAIRPERSON
S. CHONGEUNE	MEMBER
S. JALI	
L. MOOTHUSAMY	
SM. KHANYILE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER APPEALS COMMITTEE (NON- TECHNICAL	MEMBERS
M. MBILI	CHAIRPERSON
L TSHONAPHI (SCM)	MEMBER
N. SIGN	MEMBER
S. MDADANE	
G. NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFIC COMMITTEE COMMITTEE	MEMBERS
V. VIRAMUTHU	CHAIRPERSON
S. ZULU	ALRTERNATE CHAIRPERSON)
ADV T YENGWA	MEMBER
M. NENE	SCM

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.'

CHALLENGES AND SOLUTIONS FOR SCM DEPARTMENT:

CHALLENGES	SOLUTIONS
ACQUISITIONS – R0 – R200K	
- Suppliers don't respond to requests for quotes - Under quoting resulting in withdrawals of CQs	- IT system for SCM needs to be upgraded for example fibre optic cables - IT equipment for SCM must be upgraded and prioritised

• CSD is an on going problem. Not functional • Requests for buying are received late for planned events • Lack of clear specifications • CSD does not identify specialist for a particular commodity reasons being service providers are permitted to register for all commodities • Incorrect votes used for procurement • All applicable websites e.g.. CSD and CIDB are extremely slow • Due to policy calling for 1 and 2 CIDB grading's, specialist service providers cannot be sourced • Load shedding resulting in a delay in capturing of orders and authorizations.	• Turnaround should be at least 2 days for below R30k procurements subject to the requests are received timeously. • Turnaround times for CQ's should be 10 days which includes time for advertising and evaluation and award • With Section 36's – all requests for 36's in terms of the deviations as outlined in the regulations must be approved within 7 days of incident to ensure compliance of the SOP. • Specifications must be drafted by a senior official of the BU • Service providers are to be called telephonically once requests are sent and orders are placed • For all capital procurement the budget office must sign off all requests to ensure that funds are available for such requests • The SCM practitioner together with the Buyer must ensure that the vote recorded on the request for buying is legitimate before any procurement takes place.
DEMAND MANAGEMENT – TENDERS	
• Tenders are being extended to many times. • Open ended extension of validity letters • No quorums for scheduled meetings • Late arrival of members (members require secretariats to constantly remind them of meetings despite emails and notices being circulated) • Items / reports submitted by departments are unclear and not credible; for example authors of the items do not consult with their superiors • Non-compliant with advert requirements (budget clearance certificate, minutes not being sent, signed tender advert not submitted)	• Validity to be extended only for 30 days • Scheduled meeting as follows: Monday TAC; Tuesday TEC & Thursday TSC • Communication to members is via e-mails only. After 15 minutes the attendance register will be ruled off. All apologies must go via the secretariat with reasons for non attendance. Before the attendance register is tabled at FPC the chairs will given an opportunity to vet the attendance. • All report must signed off by the EDs • It is mandatory that the BU attends the Bid committee meetings to present their items. Officials up to a Manager level are only to present to the committees

• Business units are not availing themselves to attend meetings although notice of meetings are sent • Items deferred - budget clearance certificate not submitted • Items are not signed off by the relevant ED / Directors • Items deferred for various reasons are not submitted on time to the various committees. • Tenders closed not being sent for evaluation within the validity period • Non-adherence of the procurement plan	• Bid Documents to be sold will only be the ones that are signed off by the members of TSC. • Before the item is tabled at TSC the BU must obtain a Budget Certificate from the Budget Office • items that are differed must be resubmitted in 3 days to the Admin Officers for tabling • Tenders must be tabled at the Committee within the validity period. • Invite the Demand Manager to BU Manco to address the PP

FIGURE 164: SCM CHALLENGES AND SOLUTIONS

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. Checklists have been implemented and SOP's have been developed to address shortcomings and challenges in SCM. Quarterly reports on the turnaround times for the awarding of tenders are submitted to MANCO and the finance portfolio committee. The quarterly SCM Implementation report details the number of meetings held for bid committees, attendance as well as performance. KwaDukuza has developed its own Preferential Procurement Policy which feeds in to the SCM Policy.

24.6. 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.

LOAN/ BORROWINGS AND GRANT DEPENDENCY:

FUNDING ANALYSIS

Below is an analysis of funding as approved set to be included as part of the 24/25 Budget to Council. Outer years are indicative however are highly probable as the budget is developed on an MTREF basis.

TABLE 165: FUNDING ANALYSIS OF THE EXTERNAL FUNDS RECEIVED

BUSINESS UNIT	VALUE
Council Funding	R 216,845,997
Grants, Subsidies & Contributions	R 69,380,696
TOTAL	R 286,226,693

Borrowing are currently being considered for internal funding after assessing the timing of the project. Should sufficient internal reserves become available this will allow the municipality to save on interest and other loan costs.

KWADUKUZA MUNICIPALITY'S EXTERNAL LOANS REGISTER

The below 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.

FINANCIAL MANAGEMENT POLICIES – ANNEXURE 32 FINANCIAL STRATEGIES AND PLANS

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 by End of March 2023 and final by the end 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 – ANNEXURE 22 AND HAVE ALL BEEN REVIEWED IN 2024 AS PART OF THE BUDGET PROCESS

▪ **THREE (3) YEAR OPEX**

The 3-year OPEX is indicated in the FINAL Budget/Financial Plan for 2024/25 and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. PLEASE SEE Annexure 30 FINAL Financial Plan & Implementation Plan for 2024/25 .**KWADUKUZA MUNICIPALITY ABILITY'S OPERATIONAL EXPENSES**

TABLE 166: BUDGET SUMMARY - OPERATIONAL

CATEGORY	ITEM	DRAFT INCREASE
Revenue	Rates	5% Increase
Revenue	Refuse	7% Increase Residential 9% Increase Commercial
Revenue	Electricity	Average 10.5% Increase
Revenue	Average Increase	5 % Increase
Expenditure	Bulk Purchase	12.72%

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 33 FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25**

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

24.7. FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

TABLE 167: 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	▪ 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,

▪ 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	▪ 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

AUDITOR – GENERAL’S OPINION:

A formal AUDIT REPORT for 2022/23 financial year was received by KwaDukuza Local Municipality on the 14th of December 2023. The Audit General Opinion is as follows;

UNQUALIFIED WITH MATTER OF EMPHASIS**CURRENT OPINION VS. THE PREVIOUS:**

Current Opinion for 2022/23 Financial year: **UNQUALIFIED WITH MATTER OF EMPHASIS**

Previous Opinion for 2021/22 Financial year: **UNQUALIFIED WITH MATTER OF EMPHASIS**

PLANS TO IMPROVE POOR AUDIT OUTCOME:

The plans to work toward the improvement of the Audit Outcome are included as part of **ANNEXURE 2 - THE KDM AUDITOR-GENERAL’S 2022/23** this includes the AG Action Plan which in which its progress is reported at Council at a monthly bases as well as part of the AUDCOM agenda. The quarterly report on the findings also forms part of THE **ANNEXURE 2 - THE KDM AUDITOR-GENERAL’S 2022/23** as a tool to dealing improving on the received Audit outcome moving forward.

CHAPTER D

Municipal Vision, Goals and Objectives

1. MUNICIPAL VISION, MISSION AND CORE VALUES

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 168: 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

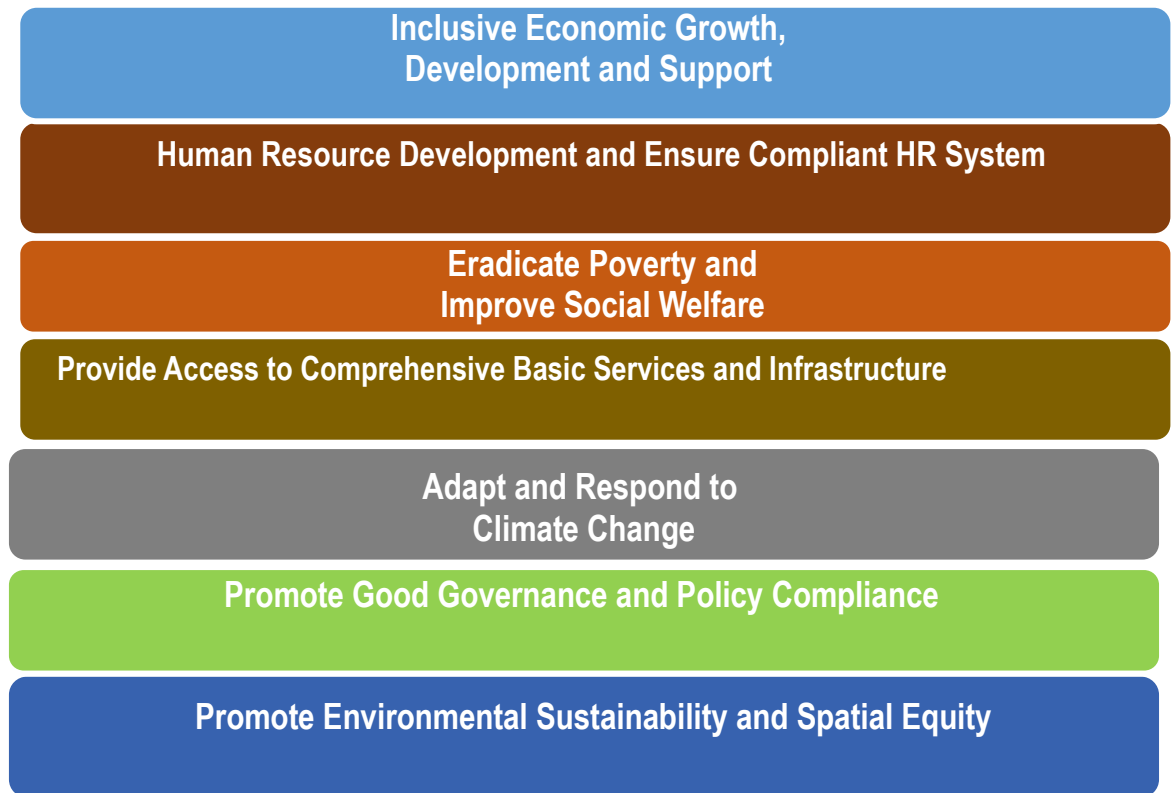
2. KWADUKUZA MUNICIPALITY GOALS AND OBJECTIVES

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.

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 79: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 169: 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 licensed 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 coordinated effort for the implementation of positive impact towards behavior 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	▪ To contribute to a safe and secure environment

	development and environment sustainability,	▪ 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 citizen's 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 2024/25 FY responded on the community needs that were identified during the formulation of the five-year IDP in within the 2022/23 Financial year as well as after the adoption of the 24/25 DRAFT IDP and Budget adoption. The community needs were sourced during the Mayoral Imbizo and Ward Committee Meetings and in-line with this current term of office. A report on ward-based community needs are attached, as part of the **ANNEXURE 29: 24/25 WARD BASED PLANS/COMMUNITY BASED PLANS . *The very same community raised at the beginning of the term of office get to be reported at the IDP/BUDGET Mayoral Izimbizo session.***

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

CHAPTER F

FINANCIAL PLAN 2024/25

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 2023/24 is set to be adopted May 2023 and a copy will be 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.

FIGURE 170: BUDGET PER BUSINESS UNIT – 24/25 FY

BUSINESS UNIT		VALUE
Office Of The Municipal Manager	R	7,090,000
Corporate Services	R	9,230,000
Finance	R	4,190,000
Economic Development & Planning	R	10,885,000
Community Services & Public Amenities	R	35,065,000
Community Safety	R	17,476,000

Civil Engineering & Human Settlements	R	74,418,736
Electrical Engineering	R	127,871,957
Total Capital Expenditure	R	286,226,693

a) FINANCIAL STRATEGIES/PLAN

Budgets are financial plans for the upcoming year that show the forecasted expenditure and income for the municipality. The budgets determine how public resources from the National Revenue Fund will be utilised to perform service delivery obligations and provide for the municipality's needs. In addition to this chapter all copies of financial strategies are provided **as provided AS PART OF ANNEXURE 33 - FINANCIAL STRATEGIES AND POLICIES for ease of reference**. All finance policies are the supporting instruments to the Municipal Financial plan. The Budget/Financial Plan for KwaDukuza Municipality reflects sound financial strategies with regard to expenditure and 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 ENHANCEMENT 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

ANNEXURE 32 FINANCIAL STRATEGIES AND POLICIES

The 3-year OPEX is indicated in the Budget/Financial Plan for 2024/25 and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. Refer to the ***ANNEXURE 33_FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25*** 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 ***ANNEXURE 33_FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25*** 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 DRAFT SDBIP/SCORECARD-2024/25 IS
ATTACHED AS AN ANNEXURE**

ANNEXURE 36: ANNUAL DRAFT OPERATIONAL PLAN AND 2024/25 KDM DRAFT SCORECARD AND SDBIP

1. ANNUAL OPERATIONAL PLAN/S

1.1. KWADUKUZA MUNICIPALITY DRAFT ORGANISATIONAL SCORECARD AND SDBIP 2024/25

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 it is adopted by the Council by end of June. **A COPY OF FINAL AND ADJUSTED 2023/24 SDBIP AND ADJUSTED SCORECARD IS PROVIDED AS ANNEXURE 35 AS WELL AS DRAFT 24/25 SDBIP AND SCORECARD** Both 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 DRAFT 2024/25 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 36)**

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 enables 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 met

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. **SEE ANNEXURE 36** 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.

1.2. ALIGNMENT WITH BACK-TO-BASICS PROGRAMME – C88 TEMPLATE

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.

The organization Scorecard/SDBIP is properly aligned to the Back to Basics pillars in which now are classified and the C88 template. *Please see the attached **C88 REPORTING TEMPLATE (annexure 37)*** which clarifies a clear alignment, prioritized and how it is implemented within the IDP.