



5th GENERATION

2022-2027

FINAL

INTEGRATED DEVELOPMENT PLAN (IDP)

Table of Contents

| | |
|---|------------|
| MAYOR'S FOREWORD | 11 |
| CHAPTER A1: EXECUTIVE SUMMARY | 21 |
| A1.1 WHO WE ARE?..... | 21 |
| A1.2 DEMOGRAPHIC PROFILE | 24 |
| A1.3 HOW WAS NDWEDWE IDP DEVELOPED? | 25 |
| A1.4 OUR KEY CHALLENGES | 32 |
| A1.5 STRATEGIES TO ADDRESS IDENTIFIED CHALLENGES..... | 33 |
| A1.6 MUNICIPAL LONG-TERM VISION | 38 |
| A1.7 WHAT COULD YOU EXPECT FROM US, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT FIVE YEARS? | 40 |
| A1.8 HOW WILL OUR PROGRESS BE MEASURED?..... | 90 |
| A1.9 PERFORMANCE MANAGEMENT | 92 |
| CHAPTER B1: PLANNING AND DEVELOPMENT PRINCIPLES | 94 |
| B.1 PLANNING AND DEVELOPMENT PRINCIPLES | 94 |
| B.2 GOVERNMENT POLICIES AND IMPERATIVES | 98 |
| CHAPTER C1 : SITUATIONAL ANALYSIS | 111 |
| C.1 DEMOGRAPHIC ANALYSIS | 111 |
| C.2 CROSS CUTTING (SPATIAL PLANNING, ENVIRONMENTAL MANAGEMENT & DISASTER MANAGEMENT) | 120 |
| C.2.1 SPATIAL PLANNING TRENDS | 120 |
| C.2.2 ENVIRONMENTAL ANALYSIS | 130 |
| C.2.3 DISASTER MANAGEMENT | 153 |
| CHAPTER C3: SITUATIONAL ANALYSIS FOR KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | 165 |
| C.3.1 HUMAN RESOURCE PLAN | 166 |
| C.3.2 ORGANISATIONAL STRUCTURE/ORGANOGRAM | 166 |
| C.3.3 FILLING OF CRITICAL POSTS | 179 |

| | | |
|--|---|-----|
| C.3.4 | VACANCY RATES | 179 |
| C.3.5 | EMPLOYMENT EQUITY PLAN | 179 |
| C.3.6 | ICT POLICY FRAMEWORK | 183 |
| CHAPTER C.4: SITUATIONAL ANALYSIS FOR KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION..... | | 188 |
| C.4.1 | BATHO PELE POLICY | 188 |
| C.4.2 | STATUS AND PROGRESS OF OPERATION SUKUMA SAKHE (OSS) | 190 |
| C.4.4 | THE STATUS OF THE FUNCTIONAL WARD COMMITTEES | 198 |
| C.4.5 | WARD BASED PLANNING | 198 |
| C.4.6 | PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS | 205 |
| C.4.7 | ESTABLISHMENT OF IDP STEERING COMMITTEE | 206 |
| C4.8 | FUNCTIONING OF THE MANAGEMENT STRUCTURES | 206 |
| C4.9 | COMMUNICATION PLAN FOR PUBLIC PARTICIPATION..... | 207 |
| C4.10 | FUNCTIONALITY OF THE INTERNAL AUDIT UNIT | 210 |
| C.4.11 | ENTERPRISE RISK MANAGEMENT (ERM) | 212 |
| C.4.12 | NDWEDWE PLANS AND POLICIES..... | 214 |
| C.4.13 | MUNICIPAL BID COMMITTEES | 215 |
| C.4.14 | MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) | 216 |
| C.4.15 | THE CONSTITUTION OF PORTFOLIO COMMITTEES..... | 216 |
| C.4.16 | LAND USE MANAGEMENT | 218 |
| C.4.17 | GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS | 219 |
| CHAPTER C.5: SITUATIONAL ANALYSIS FOR KPA: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT | | 222 |
| C.5.1 | WATER SERVICES AUTHORITY (WSA) | 222 |
| C.5.5 | ACCESS TO COMMUNITY FACILITIES | 271 |
| CHAPTER C.6: SITUATIONAL ANALYSIS FOR KPA: | | 286 |
| LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT ANALYSIS..... | | 286 |
| C.6.1 | LOCAL ECONOMIC DEVELOPMENT | 286 |
| C.6.2 | SOCIAL DEVELOPMENT ANALYSIS..... | 309 |

| | | |
|-----------------|---|-----|
| C.6.3 | HEALTH ANALYSIS..... | 309 |
| C.6.4 | EDUCATION ANALYSIS | 311 |
| C.6.5 | SAFETY AND SECURITY | 315 |
| C.7: | SITUATIONAL ANALYSIS FOR KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS | 326 |
| C.7.1 | CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY | 326 |
| C.7.2 | SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT | 331 |
| C.7.3 | REVENUE RAISING STRATEGIES | 332 |
| C.7.4 | REVENUE PROTECTION (DEBT MANAGEMENT) | 335 |
| C.7.5 | SUPPLY CHAIN MANAGEMENT (SCM) | 336 |
| C.7.6 | LOANS/BORROWINGS & GRANT DEPENDANCY | 339 |
| C.7.7 | AUDITOR-GENERAL'S OPINION..... | 339 |
| C.7.8 | FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS | 339 |
| CHAPTER C.8: | KEY CHALLENGES: 2020/2021 PREVIOUS PERFORMANCE, APR & CORRECTIVE MEASURES. | 342 |
| CHAPTER D.9: | MUNICIPAL VISION, GOALS & OBJECTIVES..... | 360 |
| D.9.1 | NDWEDWE MUNICIPALITY LONG TERM VISION | 360 |
| D.9.2 | GOALS, OBJECTIVES & STRATEGIES | 361 |
| D.9.3 | ARTICULATION OF THE DIFFERENCE BETWEEN THE GOALS, OBJECTIVES AND STRATEGIES | 379 |
| | DESCRIBING A GOAL, OBJECTIVES AND STRATEGIES | 379 |
| D.9.4 | GOALS, OBJECTIVES AND STRATEGIES ADDRESS THE KEY CHALLENGES & INDICATING LINKAGE IN THE STRATEGIC FRAMEWORK & IMPLEMENTATION PLAN | 380 |
| D.9.5 | GOALS & OBJECTIVES ALIGNED TO KZN-PGDS..... | 380 |
| D.9.6 | GOALS & OBJECTIVES UNPACKED AS PER THE 6 KZN KPA'S | 380 |
| CHAPTER E.10.1: | FIVE (5) IMPLEMENTATION PLAN | 382 |
| E.10.2: | SECTOR ALIGNMENT | 401 |
| CHAPTER E.10.2: | 1-YEAR IMPLEMENTATION PLAN TOP LAYER-SCORECARD & SDBIP'S 2022/2023..... | 416 |
| CHAPTER F.11: | FINANCIAL PLAN | 419 |
| F.11.1 | FINANCIAL PLAN 2022/2023 | 419 |
| F.11.2 | OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET | 419 |
| CHAPTER G.12: | ANNUAL OPERATIONAL PLANS (SDBIP'S) 2022/2023..... | 420 |

| | |
|--|-----|
| G.12.1 IDP REFLECT THE SDBIP | 420 |
| G.12.2 SDBIP'S FULLY ALIGNED WITH THE GOALS, OBJECTIVES AND STRATEGIES | 420 |
| CHAPTER H.13: ORGANISATIONAL & INDIVIDUAL PMS 2022/2023 | 422 |
| H.13.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM | 422 |
| H.13.2 PMS FRAMEWORK/POLICY | 424 |
| H.13.3 BACK TO BASICS..... | 425 |
| H.13.3.1 OPMS (ORGANISATIONAL SCORECARD/SDBIP) ALIGNED TO B2B | 425 |
| H 13.4 PROVINCIAL MONITORING TOOL | 426 |
| CHAPTER I: ANNEXURES | 427 |

List of Figures

| | |
|---|-----|
| FIGURE 1: SUSTAINABLE DEVELOPMENT GOALS | 99 |
| FIGURE 2: ILEMBE DDM, TERMS OF REFERENCE, INSTITUTIONAL STRUCTURES AND PROFILES..... | 107 |
| FIGURE 3: IMPLEMENTATION OF THE ILEMBE DISTRICT PLAN | 107 |
| FIGURE 4:POPULATION GROWTH (SOURCE: 2001-2011 CENSUS & COMMUNITY SURVEY STATS SA) | 112 |
| FIGURE 5: POPULATION AGE DISTRIBUTION | 116 |
| FIGURE 6: FORMAL AND INFORMAL SECTORS..... | 118 |
| FIGURE 7: OPERATION SUKUMA SAKHE ORGANOGRAM..... | 191 |
| FIGURE 8: ILEMBE FAMILY OF MUNICIPALITIES IGR STRUCTURES..... | 196 |
| FIGURE 9: WATER AND SANITATION CHALLENGES | 223 |
| FIGURE 10: MODE OF TRANSPORT (SOURCE: STATS SA, 2011 CENSUS) | 266 |
| FIGURE 11: ANNUAL PERFORMANCE FOR 2020/2021 FY | 343 |
| FIGURE 12: PERFORMANCE OF THE KPA 2..... | 347 |
| FIGURE 13: PERFORMANCE OF THE KPA 3..... | 350 |
| FIGURE 14: PERFORMANCE OF THE KPA 4..... | 351 |
| FIGURE 15: PERFORMANCE OF THE KPA 5..... | 353 |
| FIGURE 16: PERFORMANCE OF KPA 6..... | 356 |
| FIGURE 17: NDWEDWE OPMS..... | 423 |
| FIGURE 18: MUNICIPAL ACCOUNTABILITY CYCLE | 424 |

List of Maps

| | |
|---|-----|
| MAP 1: NDWEDWE LM LOCALITY..... | 21 |
| MAP 2: NDWEDWE LOCAL MUNICIPALITY MAP INDICATING WARDS AND TRADITIONAL AUTHORITY AREAS | 23 |
| MAP 3: AGRICULTURAL LAND | 123 |
| MAP 4: SDF..... | 127 |
| MAP 5: NDWEDWE VILLAGE SCHEME | 129 |
| MAP 6: BIODIVERSITY CONSERVATION PRIORITY AREAS ((ADAPTED FROM EMF: ILEMBE DISTRICT MUNICIPALITY, 2014)... .. | 134 |
| MAP 7: TYPES OF VEGETATION IN NDWEDWE LOCAL MUNICIPALITY | 136 |
| MAP 8: BIODIVERSITY CONSERVATION PRIORITY AREA | 138 |
| MAP 9: ECOSYSTEM STATUS OF THE NATURAL AREAS | 139 |
| MAP 10: ALIEN INVASION WITHIN NDWEDWE MUNICIPALITY | 142 |
| MAP 11: RIVER CONDITION WITHIN NDWEDWE LOCAL MUNICIPALITY | 144 |
| MAP 12: RIVERS ADAPTED FROM EMF: ILEMBE DISTRICT MUNICIPALITY, 2014 | 146 |
| MAP 13: WETLAND TYPES (ADAPTED FROM EMF: ILEMBE DISTRICT MUNICIPALITY, 2014) | 148 |
| MAP 14: WATER SCHEME BACKLOGS FOR NDWEDWE MUNICIPALITY | 231 |
| MAP 15: SANITATION SCHEME BACKLOGS FOR NDWEDWE MUNICIPALITY | 232 |
| MAP 16: EXISTING WATER SCHEMES | 233 |
| MAP 17: ACCESS TO WATER..... | 238 |
| MAP 18: ACCESS TO SANITATION..... | 239 |

| | |
|--|-----|
| MAP 19: NLM WATER INFRASTRUCTURE | 241 |
| MAP 20: ROAD NETWORKS..... | 261 |
| MAP 21: ELECTRICITY DISTRIBUTION WITHIN NDWEDWE MUNICIPALITY | 270 |
| MAP 22: CEMETERIES (INFORMAL BURIAL SITES)..... | 272 |
| MAP 23: COMMUNITY & SOCIAL FACILITIES | 275 |
| MAP 24: COMMUNITY FACILITIES | 276 |
| MAP 25: PUBLIC AND PRIVATE HOUSING PROJECTS | 279 |
| MAP 27: LED PROJECTS..... | 308 |
| MAP 28: EDUCATION FACILITIES | 314 |
| MAP 29: EDTEA PROJECTS | 415 |

List of Tables

| | |
|--|-----|
| TABLE 1: REPRESENTATION OF POLITICAL PARTIES | 13 |
| TABLE 2: WARD COUNCILLORS | 14 |
| TABLE 3:PR COUNCILLORS | 15 |
| TABLE 4: THE ROLES AND RESPONSIBILITIES OF THE COUNCIL, EXCO AND OTHER COMMITTEES..... | 16 |
| TABLE 5: TRADITIONAL LEADERS..... | 16 |
| TABLE 6: CONTACT DETAILS OF EMAQADINI TRADITIONAL AUTHORITY..... | 17 |
| TABLE 7: DEPARTMENTS OF NDWEDWE MUNICIPALITY..... | 20 |
| TABLE 8: POPULATION & GENDER PROFILE..... | 24 |
| TABLE 9: IDP, BUDGET AND PMS PREPARATION AND ACTION PLAN WITH TIME FRAMES | 26 |
| TABLE 10: COMMUNITY ENGAGEMENT | 31 |
| TABLE 11: STRATEGIES TO ADDRESS CHALLENGES | 33 |
| TABLE 12: DISTRICT GROWTH AND DEVELOPMENT PLAN | 104 |
| TABLE 13: POPULATION GROWTH 2011 TO 2016 | 111 |
| TABLE 14: POPULATION GROWTH (SOURCE: 2001-2011 CENSUS & COMMUNITY SURVEY STATS SA)..... | 113 |
| TABLE 15:POPULATION AND HOUSEHOLD NUMBERS (SOURCE: STATISTICS SA CENSUS, 2011) | 114 |
| TABLE 16:POPULATION AND HOUSEHOLD NUMBERS (SOURCE: STATISTICS SA COMMUNITY SURVEY, 2016) | 114 |
| TABLE 17:WARD WITH HIGHEST NUMBER OF RESIDENTS IN NDWEDWE MUNICIPALITY | 114 |
| TABLE 18: POPULATION & GENDER..... | 115 |
| TABLE 19: STATUS OF CROSS-CUTTING | 120 |
| TABLE 20: SPLUMA IMPLEMENTATION | 125 |
| TABLE 21: ENVIRONMENTAL LEGISLATION APPLICABLE TO NDWEDWE MUNICIPALITY..... | 131 |
| TABLE 22: ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS | 132 |
| TABLE 23: FUNCTIONS AND ROLE PLAYERS | 133 |
| TABLE 24: SUMMARY OF THREATENED SPECIES WITHIN NDWEDWE MUNICIPALITY..... | 140 |
| TABLE 25: SUMMARY OF BIODIVERSITY INFORMATION FOR THE NDWEDWE MUNICIPALITY | 140 |
| TABLE 26: CROSS CUTTING SWOT | 153 |
| TABLE 27: DISASTER INSTITUTIONAL CAPACITY | 156 |
| TABLE 28: PRIORITY RISK | 158 |
| TABLE 29: DISASTER MANAGEMENT RISK PROFILE | 159 |
| TABLE 31:DISASTER MANAGEMENT SWOT ANALYSIS | 163 |
| TABLE 33: NUMBER OF EMPLOYEES..... | 166 |
| TABLE 34: POWERS AND FUNCTIONS OF THE MUNICIPALITY | 175 |
| TABLE 35: STAFF WITH DISABILITIES | 180 |
| TABLE 36: SKILLS PROGRAMME | 181 |
| TABLE 37: ADOPTED PLANS, POLICIES/ PROCEDURES IN NDWEDWE MUNICIPALITY | 182 |
| TABLE 38: ICT APPROVED POLICIES OF NDWEDWE MUNICIPALITY..... | 185 |
| TABLE 39: MUNICIPAL TRANSFORMATION SWOT ANALYSIS | 185 |
| TABLE 40: MUNICIPAL TRANSFORMATION CHALLENGES..... | 186 |
| TABLE 41: FUNCTIONALITY OF WAR-ROOMS IN NDWEDWE MUNICIPALITY..... | 191 |
| TABLE 42: ENVIRONMENTAL AWARENESS CAMPAIGN- GREENING ACTIVITIES IMPLEMENTED | 192 |
| TABLE 43: SASSA..... | 193 |
| TABLE 44: OSS AWARENESS CAMPAIGNS CONDUCTED | 193 |
| TABLE 45: OSS HOUSES CONSTRUCTED | 194 |
| TABLE 46: ILEMBE FAMILY OF MUNICIPALITIES IGR STRUCTURES | 197 |
| TABLE 47: IDP WARD PRIORITRES | 199 |
| TABLE 48: TRADITIONAL LEADERS..... | 205 |
| TABLE 49: PUBLIC PARTICIPATION MEETINGS | 210 |
| TABLE 50: CURRENT AUDIT COMMITTEE/PERFORMANCE COMMITTEE MEMBERS..... | 211 |
| TABLE 51: RISK MANAGEMENT COMMITTEE MEMBERS..... | 212 |
| TABLE 52: RISK MANAGEMENT CHAMPIONS | 212 |
| TABLE 53: RISK MANAGEMENT COMMITTEE- STANDING INVITES | 213 |

| | |
|--|-----|
| TABLE 54: RISK MANAGEMENT POLICIES | 213 |
| TABLE 55: POLICIES AND PLANS | 214 |
| TABLE 56: LIST OF BY-LAWS | 214 |
| TABLE 57: BID SPECIALISATION COMMITTEE MEMBERS..... | 215 |
| TABLE 58: BID EVALUATION COMMITTEE MEMBERS | 215 |
| TABLE 59: BID ADJUDICATION COMMITTEE MEMBERS | 216 |
| TABLE 60: LIST OF PORTFOLIO MEMBERS..... | 217 |
| TABLE 61: INTERNAL MEMBERS OF THE JMPT..... | 218 |
| TABLE 62: GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS | 219 |
| TABLE 63: ILEMBE WATER AND SANITATION BACKLOGS..... | 224 |
| TABLE 64: WATER AND SANITATION DEMAND PROJECTS | 227 |
| TABLE 65: VIP SANITATION PROGRAMME | 236 |
| TABLE 66: DAMAGED INFRASTRUCTURE | 237 |
| TABLE 67: THE MAIN TYPE OF TOILET FACILITY USED AT NDWEDWE MUNICIPALITY (COMMUNITY SURVEY, 2016) | 240 |
| TABLE 68: CHALLENGES FOR WATER AND SANITATION WARD 1 | 242 |
| TABLE 69: ILLEGAL WATER CONNECTIONS | 249 |
| TABLE 70: WATER AND SANITATION PROJECTS..... | 249 |
| TABLE 71: VIP SANITATION PROGRAMME | 249 |
| TABLE 72: WATER TANKER DELIVERY SCHEDULE | 250 |
| TABLE 73: STATUS OF WASTE MANAGEMENT COMPLIANCE AT NDWEDWE MUNICIPALITY | 251 |
| TABLE 74: NATIONAL WASTE MANAGEMENT STRATEGY | 253 |
| TABLE 75: PROVISION OF WASTE IN NDWEDWE LOCAL MUNICIPALITY (SOURCE STATISTICS SA CENSUS, 2011) | 254 |
| TABLE 76: REFUSE REMOVAL IN NDWEDWE (COMMUNITY SURVEY, 2016)..... | 255 |
| TABLE 77: IWM PLAN..... | 256 |
| TABLE 78: SOLID WASTE MANAGEMENT SWOT ANALYSIS | 259 |
| TABLE 79: PLANNED ROADS INFRASTRUCTURE PROJECTS..... | 263 |
| TABLE 80: MAINTENANCE CATEGORIZED | 264 |
| TABLE 81: ENERGY SOURCE USED BY HOUSEHOLDS | 266 |
| TABLE 82: HOUSEHOLD ACCESS TO ELECTRICITY AT NDWEDWE MUNICIPALITY (COMMUNITY SURVEY, 2016) | 268 |
| TABLE 83: ENERGY SOURCES FOR COOKING WITHIN NDWEDWE MUNICIPALITY (COMMUNITY SURVEY, 2016) | 268 |
| TABLE 84: ELECTRIFICATION PROJECTS | 269 |
| TABLE 85: NDWEDWE LM ECD PROJECTS | 273 |
| TABLE 86: COMMUNITY HALLS TO BE CONSTRUCTED IN 2022/2023 | 274 |
| TABLE 87: TYPES OF MAIN DWELLING..... | 277 |
| TABLE 88: PUBLIC AND PRIVATE DEVELOPMENTS WITHIN NDWEDWE LM..... | 278 |
| TABLE 89: HUMAN SETTLEMENTS PROJECTS..... | 281 |
| TABLE 90: SERVICE DELIVERY SWOT ANALYSIS..... | 284 |
| TABLE 91: LED CHALLENGES..... | 288 |
| TABLE 92: COMPARATIVE ANALYSIS | 295 |
| TABLE 93: ECONOMIC SECTORS | 297 |
| TABLE 94: CONTRIBUTION BY MANUFACTURING..... | 300 |
| TABLE 95: LIST OF CO-OPERATIVES | 304 |
| TABLE 96: LIST OF EPWP PROJECTS AND WORK OPPORTUNITIES 2021/2022 FY..... | 307 |
| TABLE 97: EDUCATION PROFILE (SOURCE: COMMUNITY SURVEY, 2016) | 312 |
| TABLE 98: SOCIAL COHESION FORUMS/MEETINGS WERE HELD. | 318 |
| TABLE 99: DCOGTA COMMUNITY SERVICE CENTRE (CSC)2021 INFRASTRUCTURE PROJECTS | 323 |
| TABLE 100: LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS | 323 |
| TABLE 101: SOCIAL DEVELOPMENT: SWOT ANALYSIS..... | 324 |
| TABLE 102: THREE-YEAR SYNOPSIS ON CAPITAL FUNDING AND EXPENDITURE | 326 |
| TABLE 103: THREE-YEAR MUNICIPAL BUDGET..... | 327 |
| TABLE 104: OPERATING REVENUE FRAMEWORK | 327 |
| TABLE 105: OPERATING EXPENDITURE FRAMEWORK | 327 |
| TABLE 106: SUMMARY OF EXPENDITURE BY DEPARTMENT | 328 |
| TABLE 107: CAPITAL INFRASTRUCTURE PROGRAMME 2022/2023, 2023/2024 & 2024/2025..... | 328 |
| TABLE 108: BUDGET FOR THE REPAIRS & MAINTENANCE..... | 330 |
| TABLE 110: EQUITABLE SHARE FOR INDIGENT..... | 331 |
| TABLE 111: FREE BASIC SERVICES..... | 332 |
| TABLE 112: BUDGET PROVISION | 332 |
| TABLE 113: DEBT POSITION..... | 335 |
| TABLE 114: DEBTORS AGE ANALYSES..... | 335 |
| TABLE 115: MEMBERS OF THE BID COMMITTEES | 337 |
| TABLE 116: COST COVERAGE RATIO | 338 |
| TABLE 117: CURRENT RATIO | 338 |
| TABLE 118: EMPLOYEE RELATED COST | 339 |

| | |
|---|-----|
| TABLE 119: FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS | 339 |
| TABLE 120: FINANCIAL VIABILITY AND MANAGEMENT CHALLENGES | 340 |
| TABLE 121: COMPARATIVE TARGET ACHIEVEMENT INFORMATION | 342 |
| TABLE 122: ANNUAL PERFORMANCE FOR 2020/2021 FY..... | 343 |
| TABLE 123: PERFORMANCE PER DEPARTMENTS | 344 |
| TABLE 124: PERFORMANCE OF TARGETS FOR 2020/2021 FINANCIAL YEAR | 344 |
| TABLE 125: KPA 1: PERFORMANCE OF TARGETS FOR 2019/2020 FINANCIAL YEAR | 344 |
| TABLE 126: KPA 2: PERFORMANCE OF TARGETS FOR 2020/2021..... | 346 |
| TABLE 127: KPA 2: PERFORMANCE OF TARGETS FOR 2019/2020..... | 346 |
| TABLE 128: KPA 3- PERFORMANCE OF TARGETS FOR 2020/2021..... | 349 |
| TABLE 129: KPA 3- PERFORMANCE OF TARGETS FOR 2020/2021 FOR 2019/2020..... | 349 |
| TABLE 130: KPA 4-PERFORMANCE OF TARGETS FOR 2020/2021 | 351 |
| TABLE 131: KPA 4-PERFORMANCE OF TARGETS FOR 2019/2020 | 351 |
| TABLE 132: KPA 5-PERFORMANCE OF TARGETS FOR 2020/2021..... | 353 |
| TABLE 133: KPA 5-PERFORMANCE OF TARGETS FOR 2019/2020..... | 353 |
| TABLE 134: KPA 6-PERFORMANCE OF TARGETS FOR 2020/2021..... | 356 |
| TABLE 135: KPA 6-PERFORMANCE OF TARGETS FOR 2019/2020..... | 356 |
| TABLE 136: GOALS, OBJECTIVES AND STRATEGIES | 361 |
| TABLE 152: THREE-YEAR MUNICIPAL BUDGET..... | 419 |
| TABLE 153: OPERATING EXPENDITURE FRAMEWORK | 419 |
| TABLE 154: OPERATING REVENUE FRAMEWORK | 419 |

ABBREVIATIONS USED IN THIS DOCUMENT

| | | |
|-----------------|---|--|
| BEE | - | Black Economic Empowerment |
| B2B | - | Back-to-Basics Approach |
| CBD | - | Central Business District |
| CIF | - | Capital Investment Framework |
| COGTA | - | Co-operative Governance and Traditional Affairs |
| DAFF | - | Department of Agriculture, Forestry and Fisheries |
| DBSA | - | Development Bank of South Africa |
| DEA | - | Department of Environmental Affairs |
| DGDP | - | District Growth and Development Plan |
| DGDS | - | District Growth and Development Summit |
| DMC | - | Disaster Management Centre |
| DMR | - | Department of Mineral Resources |
| DOE | - | Department of Education |
| DOHS | - | Department of Human Settlements |
| DOT | - | Department of Transport |
| DWS | - | Department of Water and Sanitation |
| ECD | - | Early Childhood Development |
| EDTEA | - | Department of Economic Development, Tourism and Environmental Affairs |
| EIA | - | Environmental Impact Assessment |
| EMF | - | Environmental Management Framework |
| EMP | - | Environmental Management Plan |
| EPWP | - | Expanded Public Works Programme |
| EXCO | - | Executive Committee |
| FY | - | Financial Year |
| GE | - | Gender Equity |
| GIS | - | Geographical Information System |
| HIV/AIDS | - | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome |
| ICLEI | - | International Council for Local Environment Initiatives |
| ICROP | - | Integrated Community Relief Outreach Programme |
| ICT | - | Information Communication Technology |
| IDP | - | Integrated Development Plan |
| IRSDP | - | iLembe Regional Spatial Development Plan |
| IWMP | - | Integrated Waste Management Plan |
| KPA | - | Key Performance Area |
| KPI | - | Key Performance Indicator |
| KZN | - | KwaZulu-Natal |
| LED | - | Local Economic Development |
| LM | - | Local Municipality |
| MANCO | - | Management Committee |
| MEC | - | Member of the Executive Council (Co-operative Governance and Traditional Affairs) |
| MFMA | - | Municipal Finance Management Act No. 56 of 2003 |
| MIG | - | Municipal Infrastructure Grant |

| | | |
|----------------|---|---|
| MTEF | - | Medium-Term Expenditure Framework |
| MTSF | - | Medium-Term Strategic Framework |
| MWIG | - | Municipal Water Infrastructure Grant |
| NDP | - | National Development Plan |
| NSDP | - | National Spatial Development Perspective |
| OVC | - | Orphaned and Vulnerable Children |
| PA | - | Planning Authority |
| PACA | - | Participatory Appraisal of Competitive Advantage |
| PGDS | - | Provincial Growth and Development Strategy |
| PMS | - | Performance Management System |
| PMU | - | Project Management Unit |
| PPP | - | Public-Private Partnership |
| PSEDS | - | Provincial Spatial Economic Development Strategy |
| PTP | - | Public Transport Plan |
| RDP | - | Reconstruction and Development Programme |
| RIDS | - | Regional Industrial Development Strategy |
| R&R | - | Repairs and Renovations |
| RRTF | - | Rural Road Transport Forum |
| RSC | - | Regional Service Centre |
| SADC | - | Southern Africa Development Community |
| SEA | - | Strategic Environmental Assessment |
| SDF | - | Spatial Development Framework |
| SDG | - | Sustainable Development Goals |
| SDBIP | - | Service Delivery and Budget Implementation Plan |
| SDP | - | Site Development Plan |
| SMME | - | Small, Medium and Micro Enterprise |
| SONA | - | State of the Nation Address |
| SPLUMA | - | Spatial Planning and Land Use Management Act, 2016 |
| TA | - | Tribal Authority |
| TBC | - | To Be Confirmed |
| VTC | - | Voluntary Testing and Counselling |
| WSB | - | Water Services Backlog |
| WSDP | - | Water Services Development Plan |

MAYOR'S FOREWORD



HIS WORSHIP, THE MAYOR OF NDWEDWE, CLLR S.M MFEKA

It gives me great pleasure to present to the communities of Ndwedwe the 2022 to 2027 Integrated Development Plan (IDP). This IDP is particularly important as it provides a roadmap for the development of the municipal area throughout the Ndwedwe Local Municipality. The priorities and strategic interventions of this new Council that will guide this IDP and subsequent reviews, were formulated during the Municipal Strategic Planning Session that was held from 15 to 18 February 2022.

This is the 5th Generation of IDP which illustrates the Council's 5-year programme that is committed to eradicating service delivery infrastructure backlogs through the Municipal Infrastructure Grant (MIG). The infrastructure projects that have been included in this IDP emanate from an appreciation of the many households that still do not have access to roads, electricity and communities (halls and sports fields). Our long-term development outlook for infrastructure to cater for the domestic and economic demands of our municipal area.

This Council is committed to building upon the work of our predecessors, particularly on issues of clean administration. One of the focus areas pronounced in this IDP is the need for the municipality to maintain a clean audit opinion from the Auditor General. Improving the municipality's financial position is of principal importance, in this respect we will ensure sound revenue and expenditure management mechanisms are implemented throughout this term of office.

The IDP is aligned to the country's pillars, the National Development Plan (NDP), Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks. To make processes and coordination seamless, government has also launched and promoted the District Development Model (DDM) which emphasizes the importance of coordinated planning as opposed to working in silos. This saw us hosting the national minister of COGTA, who was impressed by, among other things, the progress and status of the municipality as presented to her on the day as well as development plans and our overall relationship with traditional structures.

We are proud as this Council that we have been able to swim above the tide of all hindrances and we remain steadfast in fast tracking service delivery in all our Key Performance Areas as we managed to achieve a 76% overall performance in 2021/2022.

As the new Council will identify areas that needed attention and causing bottlenecks and hindering service delivery drive. We are now at over 90% success rate in terms of electrification of all wards through department of mineral resources and Eskom partnerships. We remain anxious about the shortage of water in Ndwedwe but we believe we play our role of coordinating and assisting the district municipality where it requires our support. We lately received a water tanker and firefighter vehicles from KZN COGTA, which will also go a long way in ensuring that our response time when there are disaster incidents is shorter and more effective.

Our partnership with the Department of Public Works is one of our flagships as it has been praised as the most active and functional Extended Public Works Programme (EPWP), a program that creates employment opportunities, targeting only local people involved in waste collection, tree felling, grass-cutting, bush clearing etc.

His Worship, the Mayor: Councillor S.M MFEKA

THE STRUCTURE OF NDWEDWE LOCAL MUNICIPALITY

Political Governance

Ndwedwe Municipality Council is constituted by 6 political parties in a form of public representation, which is as follows:

Table 1: Representation of Political Parties

| POLITICAL PARTY | NUMBER OF REPRESENTATIVES/COUNCILLORS |
|------------------------------|---------------------------------------|
| African National Congress | 19 |
| Inkatha Freedom Party | 11 |
| Democratic Alliance | 1 |
| Economic Freedom Fighters | 4 |
| African Independent Congress | 1 |
| African Freedom Revolution | 1 |
| TOTAL NUMBER OF COUNCILLORS | 37 |

Ndwedwe Municipality has 19 wards and 37 Councillors who were elected to serve the Council on 01 November 2021. The Councillors are presented below:

Table 2: Ward Councillors

| Ward | Councillor Name & Surname | Gender | Political Party | Contact Number |
|---------|--------------------------------------|--------|-----------------|--------------------------|
| Ward-1 | Sihle Mhlongo | Male | ANC | 0664146141 |
| Ward-2 | Nkosinathi Duddley Cyprian Maphumulo | Male | ANC | 0765758091 |
| Ward-3 | Roman Mduduzi Cele (Speaker) | Male | ANC | 0716407721 |
| Ward-4 | Mzokhona Mziwenhlanhla Khuzwayo | Male | ANC | 0726264922 |
| Ward-5 | Thobani Nkwakhwa | Male | ANC | 0828495786 |
| Ward-6 | Sipho Emmanuel Dladla | Male | ANC | 0826130551 |
| Ward-7 | Nonsikelelo Nomfundo Ntetha (EXCO) | Female | ANC | 0812082211 |
| Ward-8 | Samuel Zwengithini Mfeka (Mayor) | Male | ANC | 0722466851 |
| Ward-9 | Nzuzo Cyprian Chamane | Male | ANC | 0790213134 0736912709 |
| Ward-10 | Zethembe Wilfred Khoza | Male | ANC | 0814773000 |
| Ward-11 | Mthokozisi Mthethwa | Male | ANC | 0723359124 |
| Ward-12 | Leonard Mandla Ndlovu | Male | ANC | 0723359124 |
| Ward-13 | Christopher Sibusiso Mbele | Male | ANC | 0616871237 |
| Ward-14 | Zinhle Promise Ngwane | Female | ANC | 0612115634 |
| Ward-15 | Phumelela Sibongiseni Shezi (EXCO) | Male | IFP | 0762163608 |
| Ward-16 | Ephraim Sithembiso Khuzwayo | Male | ANC | 0723451099 0725371584 |
| Ward-17 | Sthabiso Sensile Bhengu | Male | ANC | 066322893 |
| Ward-18 | Lucky Stanley Moahloli | Male | ANC | 0840249602 |
| Ward-19 | Reginald Sbonakaliso Hlophe | Male | IFP | 0725880040 |
| | | | | |

Table 3:PR Councillors

| PR CLLR | Councillor Name & Surname | Gender | Political Party |
|---------|--------------------------------------|--------|-----------------|
| PR CLLR | Mnqobi Lancelot Sibiya | Male | DA |
| PR CLLR | Nonhlanhla Fortunate Makhanya | Female | EFF |
| PR CLLR | Wilfred Mcebiseni Makhanya (EXCO) | Male | EFF |
| PR CLLR | Maureen Thulisile Khuzwayo | Female | EFF |
| PR CLLR | Japan Luthuli | Male | IFP |
| PR CLLR | Vukani Christopher Shangase | Male | IFP |
| PR CLLR | Goodman Khonzuyise Ngidi (EXCO) | Male | ANC |
| PR CLLR | Nosihle Precious Simelane | Female | ANC |
| PR CLLR | Sabelo Busani Sibiya | Male | IFP |
| PR CLLR | Samson Muziwelanga Sishi | Male | IFP |
| PR CLLR | Zandile Sandy Thoolsi (Deputy Mayor) | Female | ANC |
| PR CLLR | Zamani Phumelele Magwaza | Male | IFP |
| PR CLLR | Phumlani Henry Ngobese | Male | AFR |
| PR CLLR | Rejoice Thabisile Nkwanyana (EXCO) | Female | IFP |
| PR CLLR | Mhlengi Clifford Shangase | Male | EFF |
| PR CLLR | Elsie Bathokozile Ntuli | Female | AIC |
| PR CLLR | Mbukiswane Vincent Phewa | Male | IFP |
| PR CLLR | Nombuso Yvonne Mlotshwa | Female | IFP |

The Council meets quarterly while the EXCO meets twice a month. It plays an oversight role through established committees, which meet monthly for the purpose of checking whether departments are able to implement resolutions which have been taken by Council. To ensure transparency and accountability, there are 6 administrative departments comprising five Portfolio Committees established in terms of section 80, of the Municipal Structures Act 117 of 1998. In its endeavour to fulfil legislated functions, the Ndwedwe Municipality has arranged the Council committees as per delegations, roles and responsibilities as follows:

Table 4: The Roles and Responsibilities of the Council, EXCO and Other Committees

| | |
|-------------------------------|--|
| Council | The Municipality Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality. |
| Exco | Executive Committee meetings are held monthly for the purposes of considering reports submitted by the respective portfolio committees prior their being presented to Council. |
| Portfolio Committees | Members of municipal departments hold meetings monthly wherein they deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows: |
| Municipal Oversight Committee | The oversight committee is in place and meets regularly as per their scheduling. These are MPAC, Manco, Risk Committee and Audit Committee. |
| Audit /Performance Committee | The Audit/Performance Committee was appointed to assist Council in strengthening its role. The Committee comprises four (4) members who are highly qualified and are all external. The Committee met in the last financial year and is set to meet on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee is chaired by one chairperson who is responsible for all regulated matters to be considered by the committee. |

Table 5: Traditional Leaders

| AMAKHOSI ASENDWEDWE | | |
|---------------------|---|-------------------------|
| | INKOSI'S NAME | CELL NUMBER |
| | INKosi NW Chili of KwaChili TC | 082-404-2267/0781658342 |
| | INKosi Thulani P Cibane of KwaCibane TC | 079-800-1733 |
| | INKosi MN Ndimande of Nsuze-Gcwensa TC | 072-840-7568 |
| | INKosi BV Hlophe of KwaHlophe TC | 078-332-4393 |
| | INKosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi) | 076-320-8266 |
| | INKosi L Magwaza of KwaMagwaza | 072-514-4794 |

| | | |
|--|--|--|
| | INkosi VT Ngcobo of eMalangeni TC | 084-411-5185 |
| | INkosi G Hlophe of KwaHlophe TC | 072-232-1435 |
| | INkosi MM Ngcobo Mlamula TC | 076-786-0839 |
| | INkosi MA Ngcobo Mavela TC | 073-317-1514 |
| | INkosi MW Qwabe Iwabe TC Induna Mfeka | 073-060-0379 WARD 12 076-710-5121 |
| | INkosi NA Bhengu of KwaNgcolosi Traditional Council Induna BF Bhengu Induna Cele | 076-166-5760 071-862-4470 079-079-6230 |
| | KwaLuthuli Traditional Council Induna Faye sits | 0724311214 072-746-5719 |
| | Induna NP Zungu – on behalf of eMangangeni Traditional Council | 0824383600 |
| | INkosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council | 071-497-2036 |
| | INkosi B Ngcobo of Nodwengu Traditional Council | 083-534-8118 |
| | INkosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall) | 072-803-9669 |
| | INkosi R NZAMA of Wosiyane Traditional Council | 078-265-5545 |
| | INkosi MG Shangase of KwaShangase Traditional Council Secretary | 078-513-2465 078-052-6660 |

The EMaQadini Traditional list has been provided below with contact details as follows:

Table 6: Contact Details of EmaQadini Traditional Authority

| | |
|---|--------------|
| EMaQadini Traditional Council | |
| Induna Ngcobo | 082-256-4552 |
| Induna Mdim | 078-479-9158 |
| AMaQadi Secretary | 079-236-6012 |
| This one has a section in Ndwedwe and eThekweni but Induna sits on behalf of INkosi | |

The Ndwedwe Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure is under the Ingonyama Trust and a very small percentage is directly under the control of the municipality (Ndwedwe Town). There are 19 traditional leaders as detailed above

Municipal Manager's Overview



Mr M.F. Hadebe, Municipal Manager

The Ndwedwe Municipality is established and operates in terms of Chapter 7 of the South African Constitution. Section 152(1) of the Constitution outlines various objects of local government, and it is on these objects that this municipality governs and serves its community in a manner that is commensurate with democracy.

It is a pleasure for me to provide highlights and the considerable effort made by the Ndwedwe Local Municipality in strengthening governance structures, through the review and adoption of policies, procedures, improving systems and implementing new regulations. A review of the organisational structure was conducted to improve the functionality and alignment to the Municipality's strategy and to promote service delivery. This was informed by resolutions that was undertaken during Municipal Strategic Planning which emphasis the issue of speeding up services to the community.

The COVID-19 pandemic has compromised the IDP and Annual budget road shows, however, the Municipality consultations was done via media platforms as guided by COGTA guidelines and this was to ensure compliance with the MSA, MFMA and subsequent circulars for the preparation and approval of 2022/2023 IDP and Annual budget. The Final IDP and Budget was approved by Council on 31 May 2022.

The Municipality is mainly dependent on government grants and support. The Municipality achieved an unqualified audit opinion during 2020/2021 financial year and an AG Action Plan is in place to address the finding identified. I am confident that the Administration, under my leadership, will steer this Municipality to greater successes in the future.

The Shared Services for Risk Management continues with the iLembe District Municipality. The Risk Management Committee, under the leadership of the Municipal Manager, meet quarterly and report to Council and the Audit- and Performance Audit Committee. The risk assessments of all departments were completed and measured to mitigate all identified risks affecting the Municipality during. All the risks were included in a Risk-Based Action Plan, for monitoring and management purposes.

During 2021/2022 financial year, the Municipality was able to spend 100% of municipal infrastructure grant, as a result of good performance on infrastructure spending.

Our Municipality continues to ensure that the community facilities are being maintained as a result of this existing capacity.

The Municipality still holds number 1 in iLembe District Municipality with regards to functioning of wards committees. Ward Committees have been established and fully functional.

The 2022/2023 IDP is the 5-year strategy report that contains goals, objectives, strategies, programmes and priorities of the Municipality. The Ndwedwe Local Municipality IDP 2022/2023 is aligned with the National and Provincial Government strategic directives.

In conclusion, I would like to extend my sincere appreciation to the Mayor, Council, Staff and communities at large for their continued support during the formulation of this IDP.

I thank you

.....

MR M.F. HADEBE

MUNICIPAL MANAGER

Administrative Governance

The Municipal Manager heads the administration of Ndwedwe Municipality. The municipality has six departments namely:

Table 7: Departments of Ndwedwe Municipality

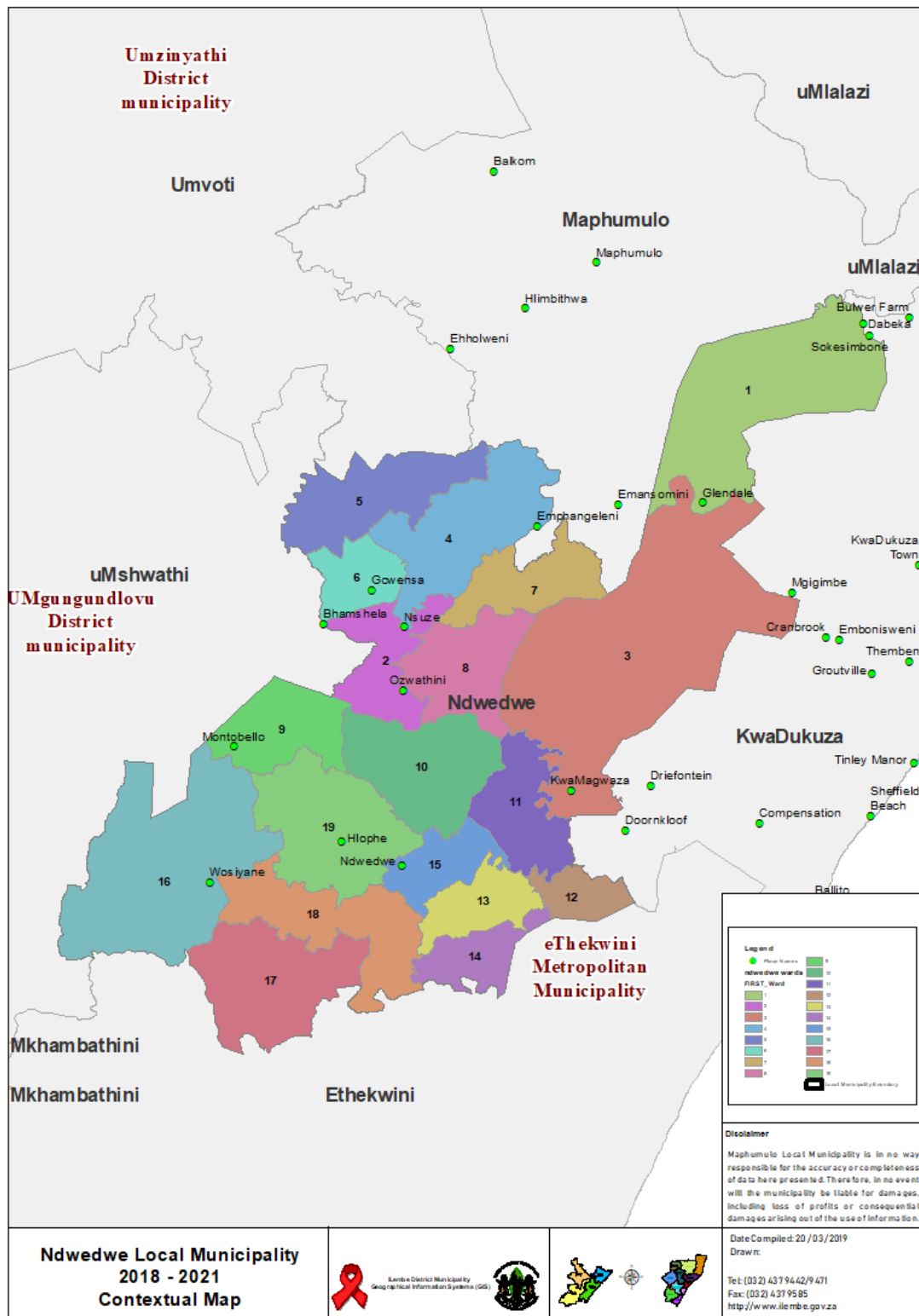
| No. | Department | Position |
|-----|---------------------------------------|------------------------|
| 1. | Office of the Municipal Manager | Mr. M Hadebe |
| 2. | Corporate Services | Mr. S Mthembu (Acting) |
| 3. | Budget and Treasury (CFO) | Mr. S Majola |
| 4. | Community Services | Mrs. P Mbonambi |
| 5. | Technical Services | Mr. T Fakude (Acting) |
| 6. | Planning Development and LED Services | Mr. D Khuzwayo |

Each department is structured into different sections which are run by Section Managers.

CHAPTER A1: EXECUTIVE SUMMARY

A1.1 WHO WE ARE?

Map 1: Ndwedwe LM Locality



Ndwedwe Local Municipality is one of the four local municipalities that are the composite of ILembe District Municipality, which lies along the sea to the eastern part of KwaZulu-Natal as indicated in the map below. Ndwedwe Local Municipality lies further inland and abuts eThekweni Metro to the south, where the King Shaka International Airport and Dube Trade port is about 20kms away from Ndwedwe Local Municipality, Maphumulo to the north, and KwaDukuza to the east. Ndwedwe Local Municipality is a rural area located in the close proximity of Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of Ndwedwe Local Municipality along the R102. The municipality is characterized mainly of disadvantaged areas. The main land uses are both the primary and secondary education facilities, hospital, community health facilities, the clinic, community halls, administration offices, sports fields and a police station.

There are three hierarchical nodes exist in the municipality namely:

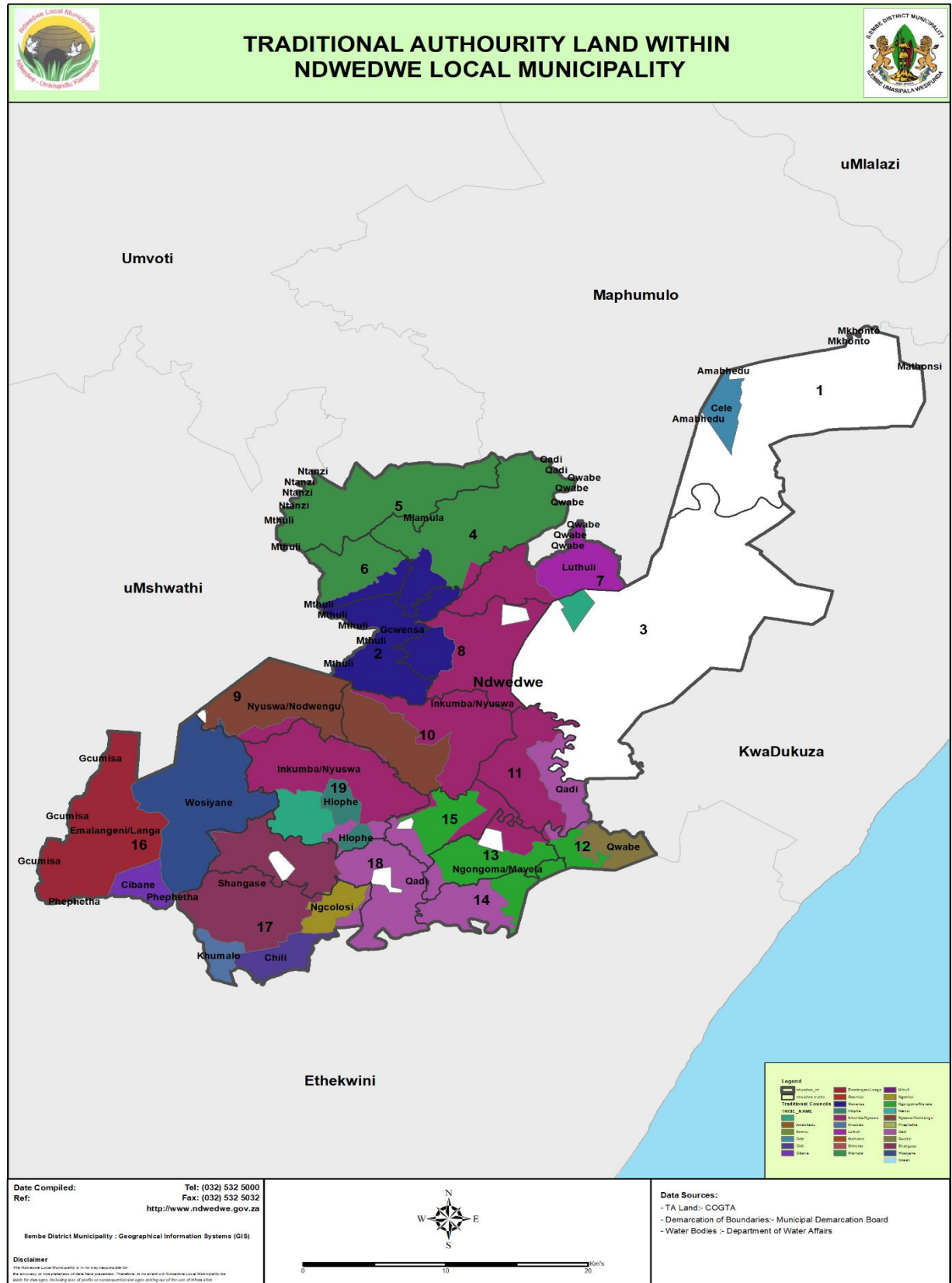
- Primary activity node, which is defined as the major centre in the municipality providing services, facilities, amenities, and economic opportunities for the entire municipality, functioning also as the administrative centre of Ndwedwe.

Secondary activity nodes, which are major interceptor point locations serving each portion of the municipality and providing services for such areas, suggested secondary activity nodes consist of:

- Tafamasi in the south; Montebello in the south-west;
- Qinisani at the intersection of the R614 and the north-south link road;
- Bhamshela at the western end of the R614 within the municipality;
- Sonkombo in the east; and Ezindlovini in the east.

Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas. The extent of the municipal area is 1153 Km² and accommodates a population in the region of 143 117 people (Community Survey, 2016). As would be indicated later, the majority of the population is made up people between the ages of 15-34 whilst women are a dominant sex in Ndwedwe society. It is also worth noting that the working age group (15-64) is also dominant (56%) whilst the dependency ratio is also standing at 56%. Overall settlement densities are approximately 145 people per Km². 68% of Ndwedwe consists of traditional authority land, most of which is part of the former Kwa-Zulu homeland consisting of traditional settlements. In total, there are 19 traditional authority councils in Ndwedwe Municipality area. The remainder of the land is made up of commercial farmlands located in the north-east of the municipality. Ndwedwe Local Municipality has 19 Wards and a total number of 37 Councillors.

Map 2: Ndwedwe Local Municipality Map Indicating Wards and Traditional Authority Areas



ADMINISTRATIVE CONTEXT: The Ndwedwe Local Municipality is classified as a category B municipality in terms of the Municipal Structures Act, 1998 (Act no. 117 of 1998) and comprises of mostly rural areas governed by traditional authorities. Tenure is under the Ingonyama trust and a very small percentage is directly under the control of the municipality (Ndwedwe town). There are 19 traditional authorities and the list is detailed above.

In economic terms, the local economy is largely defined by the service sector where most people are employed in the public sector (various government departments and municipality as well as through government-funded programmes and projects); the informal economic sector and SMME; and the public transport sector. The area has enormous potential in tourism, agriculture and the commercial development sector, as would be indicated later. The overleaf map illustrates an overview of the municipality.

A1.2 DEMOGRAPHIC PROFILE

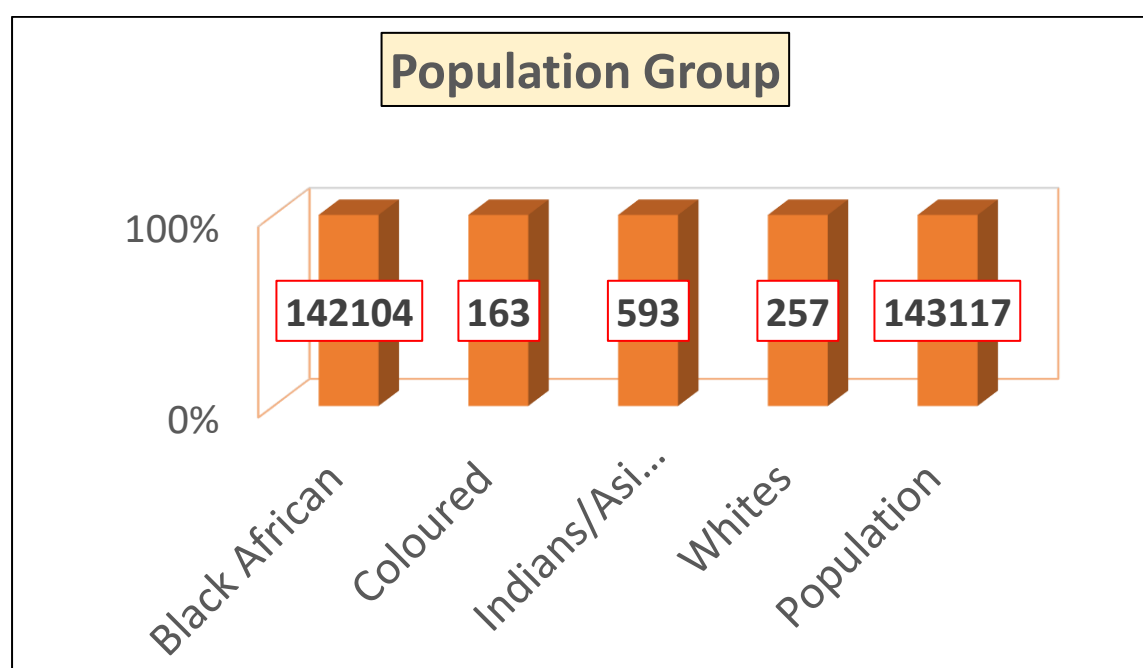
Table 8: Population & Gender Profile

| 2011 | | 2016 | | |
|--------------|------------|--------|--------|------------|
| Municipality | Population | Male | Female | Population |
| Ndwedwe | 140 820 | 67 936 | 75 181 | 143 117 |



POPULATION GROUP

Graph 1: Population by Group



A1.3 HOW WAS NDWEDWE IDP DEVELOPED?

This chapter presents the new 5th Generation five (5) Year 2022/2027 IDP for the newly elected term of office commenced from 1 November 2021.

1.3.1 IDP LEGISLATION

Chapter 5, Section 23(1) of the Municipal Systems Act (MSA) 32 of 2000 requires that a municipality undertakes a developmentally oriented planning so as to ensure that it:

- Strives to achieve the objects of local government set out in section 152 of the Constitution.
- Gives effect to its developmental duties as required by section 153 of the Constitution; and
- Together with other organs of state, contribute to the progressive realization of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

In terms of Section 25(1) of the Municipal Systems Act (Act No. 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality.
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based;
- Complies with the provisions of this Chapter (Chapter 5); and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

As stipulated in Section 28 of the Municipal Systems Act of 2000 (MSA), a municipal Council must adopt a **process** set out in writing to guide the planning, drafting, adoption and review of its Integrated, Development Plan (IDP). This Process Plan is developed in line with the District Framework Plan, municipal plans and other relevant legislation, regulations, and guidelines. The Process Plans must ensure compliance with certain minimum quality standards of the IDP process and proper coordination between and within spheres of government occurs.

The Ndwedwe LM Process Plan was adopted by Council on 14 October 2021, which essentially is the Ndwedwe IDP process set in writing includes the following:

- A programme specifying the time frames for phases of the planning process.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role-players in the IDP drafting process.
- An indication of the organisational arrangements for the IDP process.
- Legally binding plans and planning requirements to be met within the context of the IDP process.
- Mechanisms and procedures for vertical and horizontal alignment.

The methodology that was followed for the adopted 2022/2023 IDP/Budget/PMS Process Plan for the Ndwedwe Local Municipality is defined and detailed in the table below.

1.3.2 IDP, BUDGET AND PMS PREPARATION AND ACTION PLAN WITH TIME FRAMES

Table 9: IDP, Budget and PMS Preparation and Action Plan with Time Frames

| NO | MAJOR ACTIVITY | DETAILED ACTIVITY | TIME FRAME | RESPONSIBILITY |
|----|--|---|----------------|--|
| 1 | IDP/BUDGET PLANNING | Planning for the next three-year budget begins in accordance with the coordination and preparation of the Budget/IDP process (MFMA S53 and S63) | July 2021 | Municipal Manager Chief Financial Officer IDP/Public Participation Manager |
| 2 | IDP - PUBLIC PARTICIPATION | Invitation of the interested parties to register in the 2022/2027 IDP Representative Forum Register | July 2021 | Municipal Manager IDP/Public Participation Director |
| 3 | BUDGET 2022/2023 FORMULATION & IDP 2022/2027 REVIEW PROCESSES | Tabling to Council of the time schedule outlining key deadline for preparing, tabling and adopting the budget, reviewing of the IDP that should start 10 months before the start of the financial year. (MFMA S21) Adoption of the Budget/IDP Process Plan by the Council | August 2021 | EXCO/Council Municipal Manager Chief Financial Officer/ Budget Office IDP/Public Participation Manager |
| 4 | MEASUREMENT, REPORTING AND REVIEW OF ORGANISATIONAL PERFORMANCE FOR 2021/2022 | Measurement, reporting and review of organisational performance of Ndwedwe Municipality for 2021/2022 Financial Year | August 2021 | Municipal Manager IDP/Public Participation Manager All Directors and Managers |
| 5 | REVISION OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM OF NDWEDWE MUNICIPALITY | Revision of Organisational Performance Management System of Ndwedwe Municipality Project Mobilisation Desktop Analysis PMS Workshop Setting of Organisational KPI's and targets Setting of operational KPI's and targets Compilation of PMS Framework Linking organisational and individual performance management | September 2021 | Municipal Manager IDP/Public Participation Manager Internal Audit Manager All Directors and Managers |
| 6 | INTEGRATE THE PMS WITH THE IDP | Institutionalize the reporting and performance auditing systems through the IDP Rep Forum | September 2021 | MM / IDP/Public Participation Manager Manager for special programmes and support services |

| | | | | |
|----|---|--|--------------------------|--|
| 7 | IDP REVISION / PUBLIC CONSULTATION (REPORTS BACK) | Adoption of the IDP Organisational Structures; Mayoral Izimbizos (Needs Review) | September 2021 | Municipal Manager IDP/Public Participation Manager |
| 8 | UPDATE THE FIVE YEAR FINANCIAL PLAN | CFO to update 5-year financial plan, list of projects for 2021/2022 and 5-year capital investment programme To integrate with IDP to inform strategic municipal budget alignment with IDP | September 2021 | CFO & All Directors IDP/Public Participation Manager |
| 9 | SECTORAL MEETING/PUBLIC PARTICIPATION | Meeting with sector departments in order to identify and incorporate their plans into Ndwedwe 2022/2027 IDP | October – November 2021 | Municipal Manager Directors/CFO IDP/Public Participation Manager |
| 10 | BUDGET 1ST QUARTER REVIEW | Submission of report to Council on implementation of budget and financial status of municipality | October 2021 | Chief Financial Officer Municipal Manager Directors |
| 11 | DETERMINATION OF REVENUE PROJECTIONS AND POLICIES | Submission of Report to Council | October 2021 | Municipal Manager CFO Directors |
| 12 | REVIEW THE DEVELOPMENT STRATEGIES | Review the Municipality's priority list of strategies and projects | November 2021 | IDP/Public Participation Manager All Directors, Council |
| 13 | SECTORAL MEETINGS/PUBLIC PARTICIPATION | Collection of relevant information through IDP Rep Forum/ Multi-Sectoral Meeting Needs Analysis Process | November / December 2021 | Mayor Municipal Manager IDP/Public Participation Manager |
| 14 | POLICY REVIEW | Review following policies: Tariff policy Investment Policy Indigent policy Insurance Policy Public Participation Credit Control Policy Rates Policy All departmental policies | November 2021 | Mayor |
| 15 | OPERATIONAL PLANS AND SUBMISSION OF CAPITAL BUDGET, DRAFT SDBIP | -Preparation of the MTERF (Medium Term Expenditure and Revenue Framework) budget in terms of the MFMA -Conduct a workshop to clarify what each vote/line item is to be used for and how it should be used in order to eliminate unused or duplicated line items. -Extensive consultations with the Heads of departments for operational and capital budgets Department Heads prepare and submit operational plans -Submission and presentation of Operational Plans to the budget office | November / December 2021 | Chief Financial Officer Municipal Manager All Directors |

| | | | | |
|----|---|---|--------------------------------|---|
| | | - Identification, submission and presentation of all Capital Projects and the 5-year capital plan –SDBIP | | |
| 16 | BUDGET 2 ND QUARTER REVIEW | Submission of report to Council on implementation of budget and financial status of municipality | January 2022 | CFO/Municipal Manager Directors |
| 17 | MUNICIPAL SECTOR PLANS | Finalisation of municipal sector plans | December 2021/ January 2022 | Municipal Manager Chief Financial Officer IDP/Public Participation Manager Directors EXCO/Council |
| 18 | ADJUSTMENT BUDGET | Implementation of recommendations from review process MFMA S72 | January 2022 | Chief Financial Officer Manager Finance |
| 19 | BUDGET PREPARATION – | Preparation of Budget for Financial Year | January 2022 | Chief Financial Officer |
| 20 | (INTERNAL PROCESS) | Capital Budget Operating Budget Salaries Budget Tariff of charges Revised Budget Draft SDBIP | | Manager Finance Managers |
| 21 | A STRATEGIC MTEF BUDGETARY FRAMEWORK LINKED TO THE IDP STRATEGIC OBJECTIVES AND SENSITIVE TO THE CAPITAL INVESTMENT PROGRAMME | Finalize the Ndwedwe 10-year capital investment and infrastructure investment programme Draw up an integrated MTEF budgetary framework for inclusion into the IDP Alignment of MTEF budgetary framework with that of sector departments | February 2022 | All Directors IDP/Public Participation Manager CFO Manager Finance |
| 22 | ADOPTION OF THE DRAFT IDP | Adoption of the First Draft IDP | February/March 2022 | Municipal Manager IDP/Public Participation Manager All Directors EXCO/Council |
| 23 | PUBLIC PARTICIPATION | Advertisement of the IDP for public comments and scrutiny | March/April 2022 | IDP/Public Participation Manager |
| 24 | PUBLIC PARTICIPATION | IDP Roadshows/ Mayoral Izimbizo's – For the presentation of the IDP for comments and clarity. Preparation of final budget documentation for consideration of approval taking into account consultative processes and any other new information of material nature | April 2022 | The Mayor IDP/Public Participation Manager All Directors |
| 25 | IDP REVISION | IDP Rep Forum and Sector Alignment Meetings | First week of March 2022 | IDP/Public Participation Manager All Directors |

| | | | | |
|----|---|--|------------|---|
| 26 | IDP 2022/2027 REVIEW PROCESSES | Alignment of the 2022/2027 draft budget to the IDP | March 2022 | Chief Financial Officer All Directors IDP/Public Participation Manager Manager Finance |
| 27 | COMPLETE DRAFT BUDGET DOCUMENT AND DRAFT SDBIP | Table Draft Budget Table Draft SDBIP Commencement of public participation process-advertisement of the budget in local newspapers, websites, municipal office conduct Izimbizos to let the community know of their budgets submit draft budgets to National & Provincial Treasury, DPLG, LGTA and other stakeholders (MFMA s22) | March 2022 | EXCO Chief Financial Officer Manager Finance |
| 28 | PUBLIC PARTICIPATION | IDP Rep Forum/Multi-Sectoral Meeting | April 2022 | IDP/Public Participation Manager |
| 29 | 2021/2022 3 RD QUARTER BUDGET REVIEW | Submission of report to Council | April 2022 | CFO/MM |
| 30 | FINAL BUDGET | Preparation of the final budget documentation for consideration of approval, taking into account consultative processes and any other new information of material nature. MFMA s 23 | May 2022 | The Mayor |
| 31 | BUDGET/IDP | Adoption of both 2022/2023 Budget & the 2022/2027 IDP | May 2022 | The Mayor |
| 32 | BUDGET | Submission of the Budget in the approved format to the Provincial and National Treasuries, Provincial and National COGTA | June 2022 | Manager Finance |
| 33 | IDP 2022/2023 | Submission of the Adopted and Final 2022/2027 IDP to the MEC for Cooperative Governance & Traditional Affairs | June 2022 | Municipal Manager IDP/Public Participation Manager |
| 34 | 2022/2023 BUDGET | Finalization of the Service Delivery and Budget Implementation Plan (SDBIP) The Mayor must approve the SDBIP 28 days after the approval of the budget and ensure that annual performance contracts are concluded in accordance with S57 of Municipal Systems Act (MSA). The Mayor must submit the approved SDBIP and performance agreements and make the document public within 14 days after approval MFMA s53 | June 2022 | MM IDP/Public Participation Manager Chief Financial Officer |

1.3.3 IDP, BUDGET & PMS PUBLIC PARTICIPATION

(a) Public Participation Context

Chapter 4 of the Municipal Systems Act (Act 32 of 2000) requires that 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. In this context, the municipality is committed to a participatory process of IDP review whereby the community will play a meaningful role. There are four major functions that can be aligned with the public participation process namely:

- 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 utilised:

IDP STEERING COMMITTEE

The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. This committee is chaired by the Municipal Manager and the IDP Unit is responsible for co-ordinating meetings. The invitation to attend the working sessions is usually extended to middle managers. 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 documents during the compilation of the IDP process. IDP Steering Committee meets monthly in the form of Manco and Extended Manco where all issues related to the IDP are attended to.

IDP REPRESENTATIVE FORUM (IDPRF)

This forum represents all stakeholders and is as inclusive as possible. Efforts were made to bring additional organizations into the IDPRF and ensure their continued participation throughout the process. The IDP Representative Forum was consulted in the drafting of 2022/2023 IDP.

WARD COMMITTEES

Ward Committees are formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors are used as a link between the Municipality and Communities, to obtain information in relation to the progress of the implementation of IDP. The Ward Committees are fully functioning and meet on monthly basis. They were consulted in the drafting of 2022/2023 IDP.

NEWSPAPERS

Local and national newspapers were used to publish the IDP/PMS/Budget 2022/2023 related activities and to inform the local community of the progress on the IDP/PMS/Budget.

MUNICIPAL WEBSITE

The Ndwedwe Local Municipality website was utilized for uploading public information about the IDP/PMS/Budget and general municipal information which includes, *inter alia*, IDP and budget adverts. The following documents were uploaded on the municipal website.

MUNICIPAL NOTICE BOARD

The Municipal Notice Boards are placed at various municipal buildings and were used to inform stakeholders of critical IDP/PMS/Budget meetings and other important notices.

COMMUNITY ROAD SHOWS

The NLM has established public participation mechanisms and procedures to enable the local community to participate in the affairs of the municipality. This serves as the direct consultation with the members of the public to discuss what the IDP document contains and if there are development issues that need to be addressed. The Ndwedwe Municipality together with the iLembe District's conduct joint Mayoral Imbizos which are rolled out within Ndwedwe jurisdiction. The various public participation mechanisms include the IDP representative forums, ward committees, traditional leaders and IGR Forums.

The Municipality conducted community road shows to publicize the draft IDP and Budget after Council approved on 31 March 2022 and the road shows will be conducted in between April and May 2022 for the approval of the final IDP and Budget. The venues for these meetings will be publicized through the media.

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, Ndwedwe Municipality in collaboration with iLembe District Municipality conducted the IDP Representative Forum meeting which was scheduled as follows:

Table 10: Community Engagement

| ACTIVITY | WARD ATTENDING | VENUE | TIME | DATE |
|---------------------------|--|--------------------------|-------|------------|
| IDP Forum | Stakeholders | Jonny Makhathini Hall | 10H00 | 28/10/2021 |
| IDP Meeting | Amakhozi/Traditional Leaders, Exco members and KZN COGTA | Jonny Makhathini Hall | 10H00 | 08/04/2022 |
| Mayoral IDP/Budget Imbizo | Government stakeholders, Cllrs, Amakhosi and Sector Department | Isifisoethi Sports Field | 10H00 | 18/05/2022 |

The development of the IDP is a public driven process, which in effect means that projects and programs that form a part of the IDP must be delivered upon to the community that we serve. Due to COVID-19 restrictions the planned IDP Mayoral and Speakers Izimbizo's were cancelled.

INFORMATION SHEET/ BROCHURES/ PAMPHLETS

At the completion of each of the Sector Plans, as well as the IDP/PMS/Budget Review, an information sheets are prepared. The members of the Representative Forum, Officials and Councillors will be given copies of these information booklets and will assist in the distribution of same. Ward Committees will also be used to explain and to distribute information that needs to reach the public.

A1.4 OUR KEY CHALLENGES

The main challenges facing the Ndwedwe Municipality can be summarized as follows:

- Institutional transformation and organizational development
- Non-filling of critical and strategic posts leading to municipal instability.
- Re-alignment of organogram to fit the municipality's development vision and strategic objectives.

Good Governance and Public Participation

Ineffective communication with internal and external stakeholders leading to service delivery protests.

- Basic service delivery and infrastructure
- The lack of regular access to drinking water.
- Non-filling of critical posts leading to inadequate expenditure of the MIG grant.
- High levels of household service backlogs creating a threat of service delivery protests.
- Lack of roads infrastructure and upgrades.

Finance Viability and Management

- Lack of revenue base limiting the budget growth of the municipality and its ability to fulfil its service delivery obligations.
- Local economic development
- Lack of viable economic activity centres to promote internal economic linkages.
- There is high unemployment rate (66.3%) and 60.3% of the population is not economically active. The high level of unemployment leads to an increased number of communities living in abject poverty.

Spatial And Environmental Management

Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, cost-efficient housing, etc.

Climate change, Unsustainable development practices and Loss of natural capital.

Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes.

A1.5 STRATEGIES TO ADDRESS IDENTIFIED CHALLENGES

Ndwedwe Local Municipality will implement the following strategies to address the challenges identified above as well as to enable it to achieve its vision. The Ndwedwe Local Municipality has embarked on a Strategic Planning Session from 15 to 18 February 2022 process to review and refine its plans in the context of changing needs, challenges and new developments within the Municipality. Ndwedwe Municipality Five (5) Year Strategic objectives have been aligned into the Municipal Vision and National Outcomes to address the challenges for the municipality as shown in the table below:

Table 11: Strategies to Address Challenges

| Interconnected infrastructure | Establish a broadband municipal infrastructure Prioritize nodes identified by council for Wi-Fi connectivity | Provide a fast and reliable connectivity throughout Ensuring internet accessibility to the public | By end of June 2023 | Budget Human resources |
|---|---|--|---|-------------------------|
| Understaffing | Filling of all vacant posts that are budgeted for Conduct Job evaluations and review organizational structure | To improve staff capacity to deliver services | Finalised the appointment process by 1 st July 2022 Completed by June 2023 | Corporate Services |
| Security in all Municipal premises | Allocate funding in the maintenance vote. | To ensure safety and security | Budget in the 2022/23 financial year. | Maintenance budget |
| Policy development and review | Preparation, Workshop and adoption | To establish compliant effective and efficient administration | Completed by 30 June 2022 | Human Resources Budget |
| NATIONAL OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM. | | | | |
| PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | |
| DRIVERS OF TRANSFORMATION | ACTION | STRATEGIC OBJECTIVES | MUNICIPAL PRIORITY TARGETS | RESOURCE NEEDED |
| Unforeseen disaster incidents. | Development of the disaster management center. Development of Inception phase – initial process Development of Climate change Strategy Increase integration with relevant sector departments | Disaster risk reduction and prevention Institutional capacity development | Develop business plan and engage with KZN Cogta for funding. Allocate co-funding in 2022/23 financial year budget. Start development of | Funding Human resources |

| | | | | |
|--|---|--|--|--|
| | A budget be set aside for buying of a 4X4 fire engine that is fit for Municipality terrain. A budget be set aside to address the establishment of ward-based volunteer programme | | disaster management centre from April 2022. | |
| Unavailability of parks and cemeteries. | Secure land for parks and cemeteries by engaging with Amakhosi Parks and Gardens development proposal to be submitted to the Portfolio and relevant departments for funding requests. | To promote environmental health To create a conducive living environment a | Allocation of the budget 2022/23 financial year. | |
| Limited resources, financial and human resources | Increase allocation in the budget Community Services (Disaster, Waste, Indigent and Environmental Management) | To provide effective service delivery in the municipal area | Increase budget in 2022/23 financial year | Budget |
| Establishment of buyback center | Initiate site establishment and fencing of the identified land | To build a transfer station that will enhance revenue collection for municipal | 30 April 2022 | Appointment of a service provider |
| Ineffective library working hours | Adjustment of working hours to suite customers | To carter for scholars | 30 June 2022 | Budget |
| Unmonitored indigent register | The Indigent register be reviewed. Indigent burial to be monitored administratively. | To improve internal controls. Fraud and corruption prevention | 30 June 2023 | Indigent register review, Appointment of service provider and Budget |
| Limited indigent burial budget | Increase budget allocation | To continue providing burial services to Indigent people | 30 June 2023 | Budget |
| Poor Maintenance of Bhamshela and Sonkombo Thusong Centres | Communicated maintenance plan between Technical and user departments | To improve provision of services and coordination of plans between the technical services and Community services | 30 June 2022 | Human resources |
| Limited parking space at Bhamshela Thusong Centre | Engagements on land acquisition | To create conducive physical environment for service delivery | 30 June 2022 | Human resources |

| | | | | |
|--|--|---|--|---|
| Shortage of staff in licensing office | Expedite appointment of staff. The appointment processes of the Cashier and the Superintendent be prioritized. | To provide licensing services to the community | Appointment of staff before the end of April 2022. | Salary budget. Human Resource. |
| Low capacity in the community service component/ waist | Budget for waste collection and waste management programs. Consideration of the Annual Pilgrimage Celebration, waste management awareness's campaigns, parks and gardens as well as illegal dumps. | To improve Waste collection in the municipal | 30 June 2023 | Budget, additional skips bins and Human resources |
| Social Cohesion War rooms functionality | Revive war rooms in all wards | To centralise service delivery through involvement of all departments | 30 June 2023 | Human Resources |
| LTT | Activation of participation of all POLITICAL AND ADMINISTRATIVE GOVERNANCE and internal departments | To ensure that all reported service delivery cases are addressed by the relevant departments | 30 June 2022 | Human Resources |
| Ward Committee establishment | Establish ward committees in all 19 wards | Build effective ward committees that will be responsive to the needs of the people | 10 March 2022 | Human resources |
| Public Participation Strategy | Develop strategy Develop public participation programmes implementation plan | To improve mechanisms and processes for effective public participation | 30 June 2023 30 June 2022 | Budget and Human Resources |
| Capacity Building | Train and workshop ward committees | Empower Ward Committees to understand and lead service delivery | 30 June 2023 | Budget and Human Resources |
| Complaints Management System | Develop Complaints Management Policy and structure | To minimize complaints | 30 June 2023 | Budget and Human Resources |
| Non-compliance with regulations | Establish Disciplinary Board Develop Fraud and Corruption Prevention Policy and Strategy Train and capacitate Councilors, Management, officials and community | investigation of allegations of financial misconduct Implementation of policies Fraud and Corruption Prevention | 31 March 2022 30 June 2023 | MMO iLembe District M |

| | | | | |
|---|--|--|----------------------------|--|
| | | Consequence Management | | |
| Align Strategic Risk Management with budget and SDPIP | Conduct Strategy risk assessment before Budget Approval | To reduce overspending and underspending of the Budget To reduce adjustment of SDPIP and non-achieving of Targets | 30 April 2022 | MMO with KZN Provincial Treasury |
| Lack of PMS automated systems | Develop a PMS system | To manage and enhance the performance of the IDP | 30 June 2023 | Budget Appointment of Service Provider |
| Lack of priority of PMS, IDP and AR information from some departments leads to delays in submissions to Portfolios and Government departments | Appointment of Champions for PMS/IDP Unit | To manage and enhance the performance of the IDP | 30 June 2022 | Appointment of IDP/PMS Champions |
| Lack communication between youth and the municipality | Establish Ward Youth Forum, Youth Council and Sports Federations | To enhance the potential of youth and sports development | 30 June 2022 | |
| High rate of youth unemployment | Engage Elangeni FET College to have curriculums aligned to community needs Conduct career guidance | To skill young people and make them competitive to job markets | Ongoing | Human Resource Budget |
| Lack of sports co-ordination | Revive sports development structures | To promote healthy lifestyle | Ongoing | Human Resource Budget |
| NATIONAL OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM. | | | | |
| PERFORMANCE ARE: BASIC SERVICE DELIVERY AND INFRASTRUCTURE | | | | |
| DRIVERS OF TRANSFORMATION | ACTION | STRATEGIC OBJECTIVES | MUNICIPAL PRIORITY TARGETS | RESOURCE NEEDED |
| Poor performance on projects and termination of contracts | Improve project management Strengthen monitoring of projects delivery throughout projects life cycles | To provide infrastructure delivery | Ongoing | Budget & Human resources |
| Backlog in the maintenance of facilities | Develop and implement annual maintenance plan | To ensure that facilities are well maintained | Ongoing | Budget & Human resources |

| | | | | |
|---|--|---|--|---|
| Disturbance of the blading schedules | Enforce Standard Operative Procedures Review existing Standard Operative Procedures | To provide equitable service delivery | 30 June 2022 | Human resources |
| Vehicles allocation to the technical departments | Implementation of the request made by Technical | To improve capacity to deliver services | 31 March 2022 | Human resources |
| Change of site after the contract is advertised | Conduct workshops for all stakeholders involved | To prevent additional costs to projects | Ongoing | Human resources |
| Permission to obtain quarry from AMakhosi | Engage JCC | To improve road maintenance | 30 June 2022 | Human resources |
| | | | | |
| NATIONAL OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM. | | | | |
| PERFORMANCE ARE: FINANCE VIABILITY | | | | |
| DRIVERS OF TRANSFORMATION | ACTION | STRATEGIC OBJECTIVES | MUNICIPAL PRIORITY TARGETS | RESOURCE NEEDED |
| Financial viability | Management of | | | |
| Under Collection | Improve collection | To improve collection | 30 th June 2023 | budget |
| Revenue enhancement | Development a Revenue enhancement Strategy | To ensure sound revenue management | 30 th June 2022 | Appointment of Service provider |
| Non-compliance with budget regulation | Train and capacitate Management Sitting of MSCOA committees | To ensure sound, budgeting and compliance principles | 31 st December 2022 30 th June 2022 | Provincial Treasury Human Resource |
| Audit Opinion | Improve audit opinion | Address both internal and external audit queries Improve internal controls | 30 th June 2023 | Human Resource |
| Procurement plan | Ensure implementation of procurement plan | Improve service delivery | 30 th June 2023 | Human Resource |
| NATIONAL OUTCOME: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH. VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES WITH FOOD SECURITY FOR ALL. | | | | |
| PERFORMANCE ARE: LOCAL ECONOMIC DEVELOPMENT | | | | |
| DRIVERS OF TRANSFORMATION | ACTION | STRATEGIC OBJECTIVES | MUNICIPAL PRIORITY TARGETS | RESOURCE NEEDED |
| The rapid increase of informal businesses and settlements | Finalization of town development project | To development sustainable and integrated and sustainable planning system | 30 th June 2023 | Budget |
| Low-capacity tractors | Purchase X2 4X4 Tractors | To Improve Service Delivery | 30 th June 2023 | Budget |

| | | | | |
|---|---|---|--------------------------------|--------|
| Lack of Funding for the development of Town | Finalization of town development project | To development sustainable and integrated and sustainable planning system | 30 th June 2023 | Budget |
| Shortage of revenue generation | Finalization of Ndwedwe town, Ndwedwe Testing center | To development sustainable and integrated and sustainable planning system | 30 th December 2023 | Budget |
| ineffective impact on small projects | Consolidate projects to maximize support and impact by clustering small projects and have 4 or 5 big projects | To Identify and package 4 or 5 projects per cycle | 30 th June 2023 | Budget |
| Lack of clear economic development plan | Review LED Strategy with Clear Implementation plan | To development sustainable and integrated and sustainable planning system | 30 th June 2023 | Budget |
| Lack of support for emerging SMMEs. | Capacitate and strengthen SMMEs support | To increase Local Economic Development | 30 th June 2023 | Budget |
| No link between agricultural activities and market | Construction of a Ndwedwe Market | To create a viable market, upscale agricultural development for local Farmers | 30 th June 2023 | Budget |
| Many speed humps in short space and discouragement of investors | Engage department Of Transport | To create and enable a conducive environment | 30 th June 2023 | Budget |

A1.6 MUNICIPAL LONG-TERM VISION

The vision, mission and values are underpinned by Council vision to see Ndwedwe Municipality providing first class service delivery by year 2030.

“BY 2030 THE PEOPLE OF NDWEDWE WILL HAVE A PROSPEROUS AND VIBRANT ECONOMY, WHERE THEIR ASPIRATIONS ARE MET”

MISSION

“To promote a quality and sustainable delivery of municipal services by:

Involving communities in the development; and

Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, Private Sector to ensure speedy and coordinated delivery.

VALUES

The operations of the Municipality will be underpinned by the following key values:

- Accessibility
- Good Governance
- People centre
- Transparency
- Customer satisfaction
- Accountability
- Courtesy
- Integrity
- Employee development
- Respect

The above values are aligned to Batho Pele Principles which are the following:

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Re-dress
- Value for Money

The Municipality values are also aligned to service delivery standards which are sets of rules of engagement for providing municipal services. These service standards include targets that Ndwedwe Municipality have set as turnaround time for providing each municipal service. Each municipal building has a notice board which detail what citizens are entitled to know what they should expect from the Municipality, how services will be delivered, what they cost and can be done if the services are not acceptable.

A1.7 What could you expect from us, in terms outputs, outcomes and deliverables, over the next five years?

| IDP REF NO . | STRATEGIC OBJECTIVE | DEPARTMENTAL OBJECTIVE | KEY PERFORMANCE AREA (KPA) | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASURE | 2022/2023 Year-1 | 2023/2024 Year-2 | 2024/2025 Year-3 | 2025/2026 Year-4 | 2026/2027 Year-5 | MSC |
|---|--|---|--|---|-----------------|---|---|---|---|---|-----------|
| MUNICIPAL MANAGER | | | | | | | | | | | |
| NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | |
| OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | | |
| KZN PGDS: 3 HUMAN AND COMMUNITY DEVELOPMENT & 7: GOVERNANCE AND POLICY | | | | | | | | | | | |
| MMO1 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To administer the affairs of the municipality in accordance with the relevant legislations and policies | Submission of Internal Audit Report to Audit Committee | Number of reports submitted to Audit Committee by deadline. | Number | 4 Reports submitted to Audit Committee by end of 30 June 2023 | 4 Reports submitted to Audit Committee by end of 30 June 2024 | 4 Reports submitted to Audit Committee by end of 30 June 2025 | 4 Reports submitted to Audit Committee by end of 30 June 2026 | 4 Reports submitted to Audit Committee by end of 30 June 2027 | MM - BUDG |
| MMO2 | To provide independent, objective assurance and consulting | To administer the affairs of the municipality in accordance with the | Submission of Audit Committee Reports to Municipal Council | Number of reports submitted to Municipal Council by Audit Commi | Number | 4 Reports submitted to Municipal Council by Audit | 4 Reports submitted to Municipal Council by Audit | 4 Reports submitted to Municipal Council by Audit | 4 Reports submitted to Municipal Council by Audit | 4 Reports submitted to Municipal Council by Audit | |

| | services designed to add value and improve the municipality's operations. | relevant legislations and policies | | Chairperson by deadline. | | Committee Chairperson by end of 30 June 2023 | Committee Chairperson by end of 30 June 2024 | Committee Chairperson by end of 30 June 2025 | Committee Chairperson by end of 30 June 2026 | Committee Chairperson by end of 30 June 2027 | |
|------|--|---|---|--|--------|--|--|--|--|--|-----------|
| MMO3 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To administer the affairs of the municipality in accordance with the relevant legislations and policies | Internal Audit Charter | Number of reviewed Internal Audit Charter submitted to Audit Committee for approval by deadline. | Number | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2023 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2024 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2025 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2026 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2027 | MM - BUDG |
| MMO4 | Compliance and good Governance | To ensure quality, reliable financial statements and performance management information | Tabling of Annual Report 2021/2022 to Council within 9 months after the end of a financial year | Preparation of 2021/22 Annual Report and submitted to Council for adoption by deadline. | Date | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2023 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2024 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2025 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2026 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2027 | MM - BUDG |

| | | | | | | | | | | | |
|--------------|--|---|---|--|--------|---|---|---|---|---|------------|
| M MO 5 | Compliance and good Governance | The oversight report is a report of the municipal council and follows consideration and consultation on the annual report by end of the council | Tabling of Oversight report on the AR 2020/2021 to Council no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5) | 2021/22 Oversight Report submitted to Council for adoption by deadline. | Date | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2023 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2024 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2025 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2026 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2027 | MM - BUD G |
| M MO 6 | To ensure effective Performance Management | To manage and enhance the performance of the municipality | Performance Reviews | Number of performance reviews of Senior Managers performance conducted quarterly by deadline | Number | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2023 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2024 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2025 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2026 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2027 | |
| M MO 7 | To ensure effective Performance Management | To manage and enhance the performance of the municipality | Performance Management Framework | Number of Reviewed Performance Management Framework by deadline | Number | 1 Reviewed Performance Management Framework by end 30 June 2023 | 1 Reviewed Performance Management Framework by end 30 June 2024 | 1 Reviewed Performance Management Framework by end 30 June 2025 | 1 Reviewed Performance Management Framework by end 30 June 2026 | 1 Reviewed Performance Management Framework by end 30 June 2027 | |

| | | | | | | | | | | | |
|--------------|---|--|-------------------------------------|---|--------|---|---|---|---|---|------------|
| M M0 8 | To enhance organisational performance | To ensure effective performance management | Annual Municipal Performance Report | Number of AMPR submitted to AG by 31 August 2021 by deadline | Number | 1 AMPR submitted to AG by end of 31 August 2022 | 1 AMPR submitted to AG by end of 31 August 2023 | 1 AMPR submitted to AG by end of 31 August 2024 | 1 AMPR submitted to AG by end of 31 August 2025 | 1 AMPR submitted to AG by end of 31 August 2027 | |
| M M0 9 | To facilitate co-ordinated planning and development | To improve the quality of life within the district | Annual IDP Review 2023/2024 | Number of activities conducted to ensure the 2023/2024 IDP review in line with S129 MFMA & Chapters 5&6 MSA and submit to Council for adoption by deadline. | Number | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2023 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2024 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2025 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2026 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2027 | |
| M M1 0 | To strengthen partnership with various stakeholders through communicating municipal | Effective public awareness on municipal businesses | Speaker Imbizo | Number of Speaker's Imbizo hosted by deadline. | Number | 2 Speaker's Imbizo's hosted by end of 30 June 2023 | 2 Speaker's Imbizo's hosted by end of 30 June 2024 | 2 Speaker's Imbizo's hosted by end of 30 June 2025 | 2 Speaker's Imbizo's hosted by end of 30 June 2026 | 2 Speaker's Imbizo's hosted by end of 30 June 2027 | MM - BUD G |

| | | | | | | | | | | | |
|--------------|--|--|-----------------------------------|--|--------|---|---|---|---|---|-----------|
| | business | | | | | | | | | | |
| M M1 1 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Mayoral/IDP Imbizo | Number of Mayoral Imbizo's hosted by end of deadline. | Number | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2023 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2024 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2025 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2026 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2027 | MM - BUDG |
| M M1 2 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Ward Committees Training | Number of Ward Committees trainings held by end of deadline. | Number | 2 Ward Committee trainings conducted by end of 30 June 2023 | 2 Ward Committee trainings conducted by end of 30 June 2024 | 2 Ward Committee trainings conducted by end of 30 June 2025 | 2 Ward Committee trainings conducted by end of 30 June 2026 | 2 Ward Committee trainings conducted by end of 30 June 2027 | MM - BUDG |
| M M1 3 | To strengthen partnership with various stakeholders through communicating | Effective public awareness on municipal businesses through information dissemination | Ward Committees Quarterly Meeting | Number of Ward Committee meetings held by deadline. | Number | 4 Ward Committee meetings held by end of 30 June 2023 | 4 Ward Committee meetings held by end of 30 June 2024 | 4 Ward Committee meetings held by end of 30 June 2025 | 4 Ward Committee meetings held by end of 30 June 2026 | 4 Ward Committee meetings held by end of 30 June 2027 | MM - BUDG |

| | | | | | | | | | | | |
|------|--|--|--|---|--------|---|---|---|---|---|-----------|
| | municipal businesses | | | | | | | | | | |
| MM14 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Public Participation Strategy | Develop a Public Participation Strategy and submit to Council for adoption by deadline. | Date | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2023 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2024 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2025 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2026 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2027 | MM - BUDG |
| MM15 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Media Slots | Number of Media slots conducted by end of deadline. | Number | 10 Media slots conducted by end of 30 June 2023 | 10 Media slots conducted by end of 30 June 2024 | 10 Media slots conducted by end of 30 June 2025 | 10 Media slots conducted by end of 30 June 2026 | 10 Media slots conducted by end of 30 June 2027 | MM - BUDG |
| MM16 | To implement and maintain compliant, effective and efficient enterprise risk | To ensure effective Enterprise Risk management | Monitoring performance of effective enterprise risk management | Number of Risk registers updated by deadline. | Number | 4 Risk registers updated by end of 30 June 2023 | 4 Risk registers updated by end of 30 June 2024 | 4 Risk registers updated by end of 30 June 2025 | 4 Risk registers updated by end of 30 June 2026 | 4 Risk registers updated by end of 30 June 2027 | MM - BUDG |

| | | | | | | | | | | | |
|--------------|---|---|---|--|------------|--|--|--|--|--|---------------------|
| | manag ement system s and proces ses. | | | | | | | | | | |
| M M1 7 | To imple ment and maintai n compli ant, effectiv e and efficien t enterpr ise risk manag ement system s and proces ses. | To ensure effectiv e Enterpri se Risk manage ment | Review performanc e of effective enterprise risk manageme nt | Numbe r of Ethics/ Risk Manag ement Commitee meetin gs held by deadlin e. | Num ber | 4 Ethics /Risk Comm ittee meetin gs held by end of 30 June 2023 | 4 Ethics /Risk Comm ittee meetin gs held by end of 30 June 2024 | 4 Ethics /Risk Comm ittee meetin gs held by end of 30 June 2025 | 4 Ethics /Risk Comm ittee meetin gs held by end of 30 June 2026 | 4 Ethics /Risk Comm ittee meetin gs held by end of 30 June 2027 | MM - BUD G |
| M M1 8 | To imple ment and maintai n compli ant, effectiv e and efficien t enterpr ise risk manag ement system s and proces ses. | To ensure effectiv e Enterpri se Risk manage ment | Risk Manageme nt | Numbe r of Annual Risk assess ment conduc ted by deadlin e. | Num ber | 1 Annua l Risk assess ment conduc ted by end of 30 June 2023 | 1 Annua l Risk assess ment conduc ted by end of 30 June 2024 | 1 Annua l Risk assess ment conduc ted by end of 30 June 2025 | 1 Annua l Risk assess ment conduc ted by end of 30 June 2026 | 1 Annua l Risk assess ment conduc ted by end of 30 June 2027 | MM - BUD G |
| M M1 9 | To imple ment and maintai n compli ant, effectiv | To ensure effectiv e Enterpri se Risk manage ment | Enterprise Risk Manageme nt Policy and Framework | Numbe r of Review ed Enterpr ise Risk Manag ement Frame | Num ber | 1 Revie wed Risk Mngt Frame work and Policy | 1 Revie wed Risk Mngt Frame work and Policy | 1 Revie wed Risk Mngt Frame work and Policy | 1 Revie wed Risk Mngt Frame work and Policy | 1 Revie wed Risk Mngt Frame work and Policy | MM - BUD G |

| | | | | | | | | | | | |
|--------|--|--|---|--|--------|--|--|--|--|--|------------|
| | e and efficient enterprise risk management systems and processes. | | | work and Policy by deadline. | | adopted by Council by end of 30 June 2023 | adopted by Council by end of 30 June 2024 | adopted by Council by end of 30 June 2025 | adopted by Council by end of 30 June 2026 | adopted by Council by end of 30 June 2027 | |
| M M2 0 | To implement and maintain compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Anti-Fraud and Corruption Strategy & Policy | Number of reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by deadline. | Number | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by end of 30 June 2023 | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by end of 30 June 2024 | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by end of 30 June 2025 | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by end of 30 June 2026 | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by end of 30 June 2027 | MM - BUD G |
| M M2 1 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Sports Development/Recreation programs | Number of Sports development programs held by end of deadline | Number | 20 Sports development programs hosted by end of 30 June 2023 | 20 Sports development programs hosted by end of 30 June 2024 | 20 Sports development programs hosted by end of 30 June 2025 | 20 Sports development programs hosted by end of 30 June 2026 | 20 Sports development programs hosted by end of 30 June 2027 | |
| M M2 2 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Golden Games (Local, District, Provincial and National) | Number of Golden games events hosted by deadline. | Number | 2 Golden games hosted by end of 31 March 2023 | 2 Golden games hosted by end of 31 March 2024 | 2 Golden games hosted by end of 31 March 2025 | 2 Golden games hosted by end of 31 March 2026 | 2 Golden games hosted by end of 31 March 2027 | MM - BUD G |

| | | | | | | | | | | | |
|--------------|---|--|---|---|------------|---|---|---|---|---|---------------------|
| | | gful role in society | | | | | | | | | |
| M M2 3 | To promot e sports within local commu nities | To harness the potenti al of young people to enable them to play a meanin gful role in society | Disability Games (Local, District, Provincial and National) | Numbe r of Disabili ty Games hosted by deadlin e. | Num ber | 2 Disabil ity Game s hoste d by end of 31 Dece mber 2022 | 2 Disabil ity Game s hoste d by end of 31 Dece mber 2023 | 2 Disabil ity Game s hoste d by end of 31 Dece mber 2024 | 2 Disabil ity Game s hoste d by end of 31 Dece mber 2025 | 2 Disabil ity Game s hoste d by end of 31 Dece mber 2026 | MM - BUD G |
| M M2 4 | To promot e sports within local commu nities | To harness the potenti al of young people to enable them to play a meanin gful role in society | SALGA Games (Local/Distri ct and Provincial) | Numbe r of SALGA games hosted by deadlin e. | Num ber | 2 SALGA Game s hoste d by end of 31 Dece mber 2022 | 2 SALGA Game s hoste d by end of 31 Dece mber 2023 | 2 SALGA Game s hoste d by end of 31 Dece mber 2024 | 2 SALGA Game s hoste d by end of 31 Dece mber 2025 | 2 SALGA Game s hoste d by end of 31 Dece mber 2026 | |
| M M2 5 | To promot e sports within local commu nities | To harness the potenti al of young people to enable them to play a meanin gful role in society | Mayoral Sports Developme nt Cup Tournament | Numbe r of Mayor al Sports Develop ment Cup Tourn ament hosted by deadlin e. | Num ber | 1 Mayor al Sports Devel opme nt Cup Tourn ament hoste d by end of 31 March 2023 | 1 Mayor al Sports Devel opme nt Cup Tourn ament hoste d by end of 31 March 2024 | 1 Mayor al Sports Devel opme nt Cup Tourn ament hoste d by end of 31 March 2025 | 1 Mayor al Sports Devel opme nt Cup Tourn ament hoste d by end of 31 March 2026 | 1 Mayor al Sports Devel opme nt Cup Tourn ament hoste d by end of 31 March 2027 | |

| | | | | | | | | | | | |
|--------------|--|--|---|--|--------|---|---|---|---|---|---------------------------|
| M M2 6 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Sports and Recreation Capacity Building Workshops | Number of Capacity building workshops for sports and recreation held deadline. | Number | 2 Capacity Building Workshops held by end of 31 March 2023 | 2 Capacity Building Workshops held by end of 31 March 2024 | 2 Capacity Building Workshops held by end of 31 March 2025 | 2 Capacity Building Workshops held by end of 31 March 2026 | 2 Capacity Building Workshops held by end of 31 March 2027 | |
| M M2 7 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Ndwedwe Rural Horse Racing | Number of Ndwedwe Rural horse racing hosted by deadline. | Number | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2023 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2024 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2025 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2026 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2027 | |
| M M2 8 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Examination Prayer | Number of Examination Prayers hosted by deadline. | Number | 1 Examination Prayer hosted by end of 30 November 2022 | 1 Examination Prayer hosted by end of 30 November 2023 | 1 Examination Prayer hosted by end of 30 November 2024 | 1 Examination Prayer hosted by end of 30 November 2025 | 1 Examination Prayer hosted by end of 30 November 2026 | CO MM - BUD G |
| M M2 9 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful | Youth Development | Number of Youth development programs hosted by deadline. | Number | 12 Youth development programs hosted by end of 30 June 2023 | 12 Youth development programs hosted by end of 30 June 2024 | 12 Youth development programs hosted by end of 30 June 2025 | 12 Youth development programs hosted by end of 30 June 2026 | 12 Youth development programs hosted by end of 30 June 2027 | CO MM - BUD G |

| | | | | | | | | | | | |
|--------|--|--|---|---|--------|--|--|--|--|--|---------------|
| | | role in society | | | | | | | | | |
| M M3 0 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Ndwedwe Youth Artisans Training Program | Number of Ndwedwe Youth Artisans training program held by deadline | Number | Number of Ndwedwe Youth artisans training program held by end of 31 March 2023 | Number of Ndwedwe Youth artisans training program held by end of 31 March 2024 | Number of Ndwedwe Youth artisans training program held by end of 31 March 2025 | Number of Ndwedwe Youth artisans training program held by end of 31 March 2026 | Number of Ndwedwe Youth artisans training program held by end of 31 March 2027 | |
| M M3 1 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Young Local Artists Support Workshop | Number of support workshops for Young Local Artists held by deadline. | Number | 1 Young Local Artists Support workshop held by end of 31 March 2023 | 1 Young Local Artists Support workshop held by end of 31 March 2024 | 1 Young Local Artists Support workshop held by end of 31 March 2025 | 1 Young Local Artists Support workshop held by end of 31 March 2026 | 1 Young Local Artists Support workshop held by end of 31 March 2027 | CO MM - BUD G |
| M M3 2 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Youth Council meeting | Number of Youth Council meetings held by deadline. | Number | 4 Youth Council meetings held by end of 30 June 2023 | 4 Youth Council meetings held by end of 30 June 2024 | 4 Youth Council meetings held by end of 30 June 2025 | 4 Youth Council meetings held by end of 30 June 2026 | 4 Youth Council meetings held by end of 30 June 2027 | CO MM - BUD G |

| | | | | | | | | | | | |
|------|--|---|--|---|------------|--|--|--|--|--|-------------|
| M3 | To provide legal advice and ensure legal matters are handled on behalf of the municipality | To limit losses to the municipality - legal risk mitigation | Drafting of Service Level Agreements (SLA's) | Number of SLA's drafted by target date. | Number | 20 SLAs drafted by 30 June 2023 | 20 SLAs drafted by 30 June 2024 | 20 SLAs drafted by 30 June 2025 | 20 SLAs drafted by 30 June 2026 | 20 SLAs drafted by 30 June 2027 | COMM - BUDG |
| TSO1 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Mdloti Bridge Ward 17 | Percentage of Construction on the Mdloti Bridge completed by deadline | Percentage | 100% Construction of Mdloti bridge to be completed by end of 30 June 2023 | 100% Construction of Mdloti bridge to be completed by end of 30 June 2024 | 100% Construction of Mdloti bridge to be completed by end of 30 June 2025 | 100% Construction of Mdloti bridge to be completed by end of 30 June 2026 | 100% Construction of Mdloti bridge to be completed by end of 30 June 2027 | TECH - BUDG |
| TSO8 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Ndwedwe Testing Station | Percentage of Construction for Ndwedwe Testing Station to be completed by deadline. | Percentage | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2023 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2024 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2025 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2026 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2027 | TECH - BUDG |
| TS13 | Create job opportunities through infrastructure projects | To create employment through implementation of projects | EPWP - Waste management | Number of work opportunities created by deadline. | Number | 80 EPWP work opportunities created by end of 30 Septe | 80 EPWP work opportunities created by end of 30 Septe | 80 EPWP work opportunities created by end of 30 Septe | 80 EPWP work opportunities created by end of 30 Septe | 80 EPWP work opportunities created by end of 30 Septe | TECH - BUDG |

| | | | | | | number 2022 | number 2023 | number 2024 | number 2025 | number 2026 | |
|----------|---|--|--------------------------------------|---|------------|--|--|--|--|--|-----------------------|
| TS1 4 | To facilitate provision of infrastructure throughout the municipality | Implementation of Capital projects | Capital expenditure monitoring | Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline. | Percentage | 100% Capital expenditure spent completed by end of 30 June 2023 | 100% Capital expenditure spent completed by end of 30 June 2024 | 100% Capital expenditure spent completed by end of 30 June 2025 | 100% Capital expenditure spent completed by end of 30 June 2026 | 100% Capital expenditure spent completed by end of 30 June 2027 | TEC H- BUD G |
| CS0 1 | To establish an efficient and productive administration | To improve the capacity of staff to deliver services | Workplace Skills Plan implementation | Number of WSP trainings held in accordance with the WSP by deadline. | Number | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2023 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2024 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2025 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2026 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2027 | DCS- BUD G |

| | | | | | | | | | | | |
|----------|---|---|---------------------------------------|--|--------|---|---|---|---|---|--------------|
| CS1 2 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Council meetings | Number of quarterly scheduled Council meetings to be held by deadline. | Number | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2023 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2024 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2025 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2026 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2027 | DCS-BUD G |
| CS1 3 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Exco meetings | Number of monthly scheduled Exco meetings to be held by deadline. | Number | 10 Monthly scheduled EXCO meetings to be held by 30 June 2023 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2024 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2025 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2026 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2027 | DCS-BUD G |
| CS1 8 | To establish an efficient and productive administration | To align Human Resource Policies with legislation and institutional transformation and development priorities | Human Resources Management Excellence | Number of trainings provided for staff and councillors on Policies and Legislations by deadline. | Number | 2 Trainings conducted on Policies and Legislations by 30 June 2023 | 2 Trainings conducted on Policies and Legislations by 30 June 2024 | 2 Trainings conducted on Policies and Legislations by 30 June 2025 | 2 Trainings conducted on Policies and Legislations by 30 June 2026 | 2 Trainings conducted on Policies and Legislations by 30 June 2027 | DCS-BUD G |
| FV 02 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Compliance with MFMA regulations | Number of Section 72(1) (b) MFMA reports by deadline. | Number | 1 MFM A 72 Report submitted by end of 31 | 1 MFM A 72 Report submitted by end of 31 | 1 MFM A 72 Report submitted by end of 31 | 1 MFM A 72 Report submitted by end of 31 | 1 MFM A 72 Report submitted by end of 31 | FIN-BUD G |

| | | | | | | January 2023 | January 2024 | January 2025 | January 2026 | January 2027 | |
|---------|---|---|--|--|------------|---|---|---|---|---|---------------|
| FV 04 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Adjusted Budget for 2022/23 financial year | Approved Adjusted Budget adopted by the Council by deadline. | Date | Adjusted Budget adopted by Council by end of February 2023 | Adjusted Budget adopted by Council by end of February 2024 | Adjusted Budget adopted by Council by end of February 2025 | Adjusted Budget adopted by Council by end of February 2026 | Adjusted Budget adopted by Council by end of February 2027 | FIN-BUD G |
| FV 05 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Final Budget for 2022/2023 financial year | Final 2023/2024 Budget adopted by Council by deadline. | Date | Final 2023/2024 Budget adopted by Council by end of 31 May 2023 | Final 2023/2024 Budget adopted by Council by end of 31 May 2024 | Final 2023/2024 Budget adopted by Council by end of 31 May 2025 | Final 2023/2024 Budget adopted by Council by end of 31 May 2026 | Final 2023/2024 Budget adopted by Council by end of 31 May 2027 | FIN-BUD G |
| FV 06 | To ensure sound revenue management | Revenue management | Revenue Collection | % Of Revenue collected by deadline. | Percentage | 70% of Revenue collected by end of 30 June 2023 | 70% of Revenue collected by end of 30 June 2024 | 70% of Revenue collected by end of 30 June 2025 | 70% of Revenue collected by end of 30 June 2026 | 70% of Revenue collected by end of 30 June 2027 | FIN-BUD G |
| CO MO 1 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion building | Municipal Waste collections | Number of times refuse collected at Businesses premises by deadline. | Number | 300 Refuse collections done by end of 30 June 2023 | 300 Refuse collections done by end of 30 June 2024 | 300 Refuse collections done by end of 30 June 2025 | 300 Refuse collections done by end of 30 June 2026 | 300 Refuse collections done by end of 30 June 2027 | CO MM - BUD G |

| | | | | | | | | | | | |
|---------|---|---|---|--|------|--|--|--|--|--|---------------|
| CO M0 2 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion nation building | Buy Back Structure (Phase One) | Buy Back Structure (Phase one) prepare a Feasibility Study and submit to Council for adoption by deadline. | Date | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2023 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2024 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2025 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2026 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2027 | |
| CO M0 3 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion nation building | Indigent Policy and Register Alignment and Review | Review Indigent Policy and Register and submit to Council for adoption by deadline. | Date | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2023 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2024 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2025 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2026 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2027 | CO MM - BUD G |
| CO M2 9 | To ensure prevention and mitigation against disasters | To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters | Construction of Disaster Management Centre | Construction of Disaster Management Centre by deadline. | Date | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 | |

| | | | | | | June 2023. | June 2024. | June 2025. | June 2026 | June 2027. | |
|---------|---|--|--------------------------|---|--------|--|--|--|--|--|-----------|
| ED PO 6 | To ensure job creation | To identify and package new projects | SMMEs Supported | Number of LED (SMME) supported by deadline. | Number | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2026 | 10 LED (SMME) supported by end of 30 June 2027 | EDP BUD G |
| ED PO 7 | To facilitate co-ordinated planning and development | Develop implement a sustainable and integrated spatial planning system | Ndwedwe Town Development | Submission of the SPLUMA application for Ndwedwe Town development proclamation by deadline. | Date | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Survey or General completed by end of 30 June 2023 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Survey or General completed by end of 30 June 2024 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Survey or General completed by end of 30 June 2025 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Survey or General completed by end of 30 June 2026 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Survey or General completed by end of 30 June 2027 | EDP BUD G |
| ED PO 9 | To facilitate co-ordinated planning and development | Develop implement a sustainable and integrated spatial | LED Forum | Number of LED Forum meetings held by deadline. | Number | 2 LED Forums meetings held by end of 30 | 2 LED Forums meetings held by end of 30 | 2 LED Forums meetings held by end of 30 | 2 LED Forums meetings held by end of 30 | 2 LED Forums meetings held by end of 30 | EDP BUD G |

| | | | | | | | | | | | |
|--------|--|--|--|---|------|---|---|---|---|---|----------|
| | | planning system | | | | June 2023 | June 2024 | June 2025 | June 2026 | June 2027 | |
| ED P10 | To facilitate coordinated planning and development | Develop implement a sustainable and integrated spatial planning system | Development Phase 2 of Bhamshela regeneration study (Design) | Development Phase 2 of Bhamshela regeneration study (Design) to be completed by deadline. | Date | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2023 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2024 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2025 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2026 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2027 | EDP BUDG |

| D P R E F N O. | STRAT EGIC OBJEC TIVE | DEPART MENTAL OBJECTIVE | KEY PERFOR MANCE AREA (KPA) | KEY PERFOR MANCE INDICA TOR (KPI) | UNIT OF MEA SURE | BAS ELINE | 2022/2 023 Year-1 | 2023/2 024 Year-2 | 2024/2 025 Year-3 | 2025/2 026 Year-4 | 2026/2 027 Year-5 |
|---|---|--|---|---|---------------------------|--------------|--|--|--|--|--|
| DIRECTOR: TECHNICAL SERVICE AND INFRASTRUCTURE | | | | | | | | | | | |
| NATIONAL KPA BASIC SERVICE DELIVERY AND INFRASTRUCTURE | | | | | | | | | | | |
| OUTCOME 9: IMPROVED ACCESS TO BASIC SERVICES | | | | | | | | | | | |
| KZN PGDS: 1: INCLUSIVE ECONOMIC GROWTH: 4: STRATEGIC INFRASTRUCTURE | | | | | | | | | | | |
| TS 0 1 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Mdloti Bridge Ward 17 | Percentage of Construction on the Mdloti Bridge completed by deadline | Percentage | New measure | 100% Construction of Mdloti bridge to completed by end of 30 June 2023 | 100% Construction of Mdloti bridge to completed by end of 30 June 2024 | 100% Construction of Mdloti bridge to completed by end of 30 June 2025 | 100% Construction of Mdloti bridge to completed by end of 30 June 2026 | 100% Construction of Mdloti bridge to completed by end of 30 June 2027 |

| | | | | | | | | | | | |
|-------|---|---|------------------------------------|---|------------|-------------|--|--|--|--|--|
| TS 02 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Isibonelo Community Creche Ward 11 | Percentage of Construction of Isibonelo Community Development Creche to be completed by deadline. | Percentage | New measure | 100% Construction of community creche to be completed by end of 30 June 2023 | 100% Construction of community creche to be completed by end of 30 June 2024 | 100% Construction of community creche to be completed by end of 30 June 2025 | 100% Construction of community creche to be completed by end of 30 June 2026 | 100% Construction of community creche to be completed by end of 30 June 2027 |
| TS 03 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Mahlabathini Access Road Ward 05 | Number of kilometres to be completed by deadline. | Number | New measure | 3km Construction of Mahlabathini Access Road to be completed by end of 31 March 2023 | 3km Construction of Mahlabathini Access Road to be completed by end of 31 March 2024 | 3km Construction of Mahlabathini Access Road to be completed by end of 31 March 2025 | 3km Construction of Mahlabathini Access Road to be completed by end of 31 March 2026 | 3km Construction of Mahlabathini Access Road to be completed by end of 31 March 2027 |
| TS 04 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Court Access Road Ward 15 | Number of kilometres to be completed by deadline. | Number | New measure | 2,5km Construction of Court Access Road to be completed by end of 30 June 2023 | 2,5km Construction of Court Access Road to be completed by end of 30 June 2024 | 2,5km Construction of Court Access Road to be completed by end of 30 June 2025 | 2,5km Construction of Court Access Road to be completed by end of 30 June 2026 | 2,5km Construction of Court Access Road to be completed by end of 30 June 2027 |
| TS 05 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Nembeni Causeway Bridge Ward 09 | Percentage of kilometres to be completed by deadline. | Percentage | New measure | 100% Construction of causeway bridge to be completed by end of 30 | 100% Construction of causeway bridge to be completed by end of 30 | 100% Construction of causeway bridge to be completed by end of 30 | 100% Construction of causeway bridge to be completed by end of 30 | 100% Construction of causeway bridge to be completed by end of 30 |

| | | | | | | | June 2023 | June 2024 | June 2025 | June 2026 | June 2027 |
|-------|---|---|--|---|------------|-------------|---|---|---|---|---|
| TS 06 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Refurbishment of KwaDe da sports field Public Toilets & Fencing Ward 5 | Percentage of Refurbishment of sport field to be completed by deadline. | Percentage | New measure | 100% Refurbishment of KwaDe da sports field to be completed by end of 31 December 2022 | 100% Refurbishment of KwaDe da sports field to be completed by end of 31 December 2023 | 100% Refurbishment of KwaDe da sports field to be completed by end of 31 December 2024 | 100% Refurbishment of KwaDe da sports field to be completed by end of 31 December 2025 | 100% Refurbishment of KwaDe da sports field to be completed by end of 31 December 2026 |
| TS 07 | To facilitate provision of infrastructure throughout the municipality | To facilitate the provision of reliable source of energy to Ndwedwe municipality | Rehabilitation of water and sewer supply to Bhams hela Thusong Centre in Ward 02 | Percentage of Rehabilitation of water and sewer supply to be completed by deadline. | Percentage | New measure | 100% Rehabilitation of Bhams hela Thusong Centre to be completed by end of 31 December 2022 | 100% Rehabilitation of Bhams hela Thusong Centre to be completed by end of 31 December 2023 | 100% Rehabilitation of Bhams hela Thusong Centre to be completed by end of 31 December 2024 | 100% Rehabilitation of Bhams hela Thusong Centre to be completed by end of 31 December 2025 | 100% Rehabilitation of Bhams hela Thusong Centre to be completed by end of 31 December 2026 |

| | | | | | | | | | | | |
|-------|---|---|--|---|------------|-------------|--|--|--|--|--|
| TS 08 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Ndwedwe Testing Station | Percentage of Construction for Ndwedwe Testing Station to be completed by deadline. | Percentage | New measure | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2023 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2024 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2025 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2026 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2027 |
| TS 09 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Re-construction of Dalibho Library Clear-Vu Fence Ward 2 | Percentage of Reconstruction of Dalibho Library Clear-Vu fence to be completed by deadline. | Percentage | New measure | 100% Re-construction of Dalibho Library Clear-Vu installation of fencing to be completed by 31 December 2022 | 100% Re-construction of Dalibho Library Clear-Vu installation of fencing to be completed by 31 December 2023 | 100% Re-construction of Dalibho Library Clear-Vu installation of fencing to be completed by 31 December 2024 | 100% Re-construction of Dalibho Library Clear-Vu installation of fencing to be completed by 31 December 2025 | 100% Re-construction of Dalibho Library Clear-Vu installation of fencing to be completed by 31 December 2026 |
| TS 10 | To facilitate provision of infrastructure throughout the municipality | To facilitate the provision of reliable source of energy to Ndwedwe municipality | INEP Electrification Ward 02, 09, 10 & 13 | Percentage of Construction for preparations for household connections to be energised by ESKOM to be completed by deadline. | Percentage | New measure | 100% Construction for preparations for household connections to be energised by ESKOM by end of 30 June 2023 | 100% Construction for preparations for household connections to be energised by ESKOM by end of 30 June 2024 | 100% Construction for preparations for household connections to be energised by ESKOM by end of 30 June 2025 | 100% Construction for preparations for household connections to be energised by ESKOM by end of 30 June 2026 | 100% Construction for preparations for household connections to be energised by ESKOM by end of 30 June 2027 |

| | | | | | | | | | | | |
|--------|---|---|---|---|------------|---------------------------------|---|---|---|---|---|
| TS 1 1 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Bhams hela Thusong Centre Clear-Vu Fence | Percentage of Reconstruction of Bhams hela Thusong Centre Clear-Vu Fence in Ward 02 to be completed by deadline | Percentage | New measure | 100% Supply and installation of fencing for Bhams hela Thusong Centre to be completed by end of 31 December 2022 | 100% Supply and installation of fencing for Bhams hela Thusong Centre to be completed by end of 31 December 2023 | 100% Supply and installation of fencing for Bhams hela Thusong Centre to be completed by end of 31 December 2024 | 100% Supply and installation of fencing for Bhams hela Thusong Centre to be completed by end of 31 December 2025 | 100% Supply and installation of fencing for Bhams hela Thusong Centre to be completed by end of 31 December 2026 |
| TS 1 2 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Rehabilitation of Water supply at Johnny Makathini Civic Hall & Ndwedwe Library Ward 15 | Percentage of Rehabilitation of water supply at of Johnny Makhat hini Hall and Ndwedwe library to be completed by deadline. | Percentage | New measure | 100% Rehabilitation of water supply/sewer at Johnny Makhat hini, Ndwedwe Library to be completed by end of 31 December 2022 | 100% Rehabilitation of water supply/sewer at Johnny Makhat hini, Ndwedwe Library to be completed by end of 31 December 2023 | 100% Rehabilitation of water supply/sewer at Johnny Makhat hini, Ndwedwe Library to be completed by end of 31 December 2024 | 100% Rehabilitation of water supply/sewer at Johnny Makhat hini, Ndwedwe Library to be completed by end of 31 December 2025 | 100% Rehabilitation of water supply/sewer at Johnny Makhat hini, Ndwedwe Library to be completed by end of 31 December 2026 |
| TS 1 3 | Create job opportunities through infrastructure projects | To create employment through implementation of projects | EPWP - Waste management | Number of work opportunities created by deadline. | Number | Achieved . 80 EPWP job created. | 80 EPWP work opportunities created by end of 30 September 2022 | 80 EPWP work opportunities created by end of 30 September 2023 | 80 EPWP work opportunities created by end of 30 September 2024 | 80 EPWP work opportunities created by end of 30 September 2025 | 80 EPWP work opportunities created by end of 30 September 2026 |

| | | | | | | | | | | | |
|-------|---|---|---|---|------------|-------------|--|--|--|--|--|
| TS 14 | To facilitate provision of infrastructure throughout the municipality | Implementation of Capital projects | Capital expenditure monitoring | Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline. | Percentage | New measure | 100% Capital expenditure spent completed by end of 30 June 2023 | 100% Capital expenditure spent completed by end of 30 June 2024 | 100% Capital expenditure spent completed by end of 30 June 2025 | 100% Capital expenditure spent completed by end of 30 June 2026 | 100% Capital expenditure spent completed by end of 30 June 2027 |
| TS 15 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Glendale Hall Refurbishment Ward 3 | Percentage of Refurbishment of hall to be completed by deadline | Percentage | New measure | 100% Refurbishment of Glendale Hall to be completed by end of 31 December 2022 | 100% Refurbishment of Glendale Hall to be completed by end of 31 December 2023 | 100% Refurbishment of Glendale Hall to be completed by end of 31 December 2024 | 100% Refurbishment of Glendale Hall to be completed by end of 31 December 2025 | 100% Refurbishment of Glendale Hall to be completed by end of 31 December 2026 |
| TS 16 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum | Ezimpangeleni Hall Refurbishment Ward 4 | Percentage of Refurbishment of hall to be completed by deadline | Percentage | New measure | 100% Refurbishment of Ezimpangeleni hall to be completed by end of 31 Decem | 100% Refurbishment of Ezimpangeleni hall to be completed by end of 31 Decem | 100% Refurbishment of Ezimpangeleni hall to be completed by end of 31 Decem | 100% Refurbishment of Ezimpangeleni hall to be completed by end of 31 Decem | 100% Refurbishment of Ezimpangeleni hall to be completed by end of 31 Decem |

| | | standard s | | | | | ber 2022 | ber 2023 | ber 2024 | ber 2025 | ber 2026 |
|--------------|---|---|--|---|------------|-------------|---|---|---|---|---|
| TS 1 7 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Pentacoste Hall Refurbishment Ward 14 | Percentage of Refurbishment of hall to be completed by deadline | Percentage | New measure | 100% Refurbishment of Pentacoste hall to be completed by end of 31 December 2022 | 100% Refurbishment of Pentacoste hall to be completed by end of 31 December 2023 | 100% Refurbishment of Pentacoste hall to be completed by end of 31 December 2024 | 100% Refurbishment of Pentacoste hall to be completed by end of 31 December 2025 | 100% Refurbishment of Pentacoste hall to be completed by end of 31 December 2026 |
| TS 1 8 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Mayeliseni Hall Refurbishment Ward 19 | Percentage of Refurbishment of hall to be completed by deadline | Percentage | New measure | 100% Refurbishment of Mayeliseni hall to be completed by end of 31 December 2022 | 100% Refurbishment of Mayeliseni hall to be completed by end of 31 December 2023 | 100% Refurbishment of Mayeliseni hall to be completed by end of 31 December 2024 | 100% Refurbishment of Mayeliseni hall to be completed by end of 31 December 2025 | 100% Refurbishment of Mayeliseni hall to be completed by end of 31 December 2026 |
| TS 1 9 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Upgrade of Water Supply of Dalibho Library | Percentage of upgrade of water supply to be completed by deadline | Percentage | New measure | 100% Upgrade of water supply of Dalibho library to be completed by end of 31 December | 100% Upgrade of water supply of Dalibho library to be completed by end of 31 December | 100% Upgrade of water supply of Dalibho library to be completed by end of 31 December | 100% Upgrade of water supply of Dalibho library to be completed by end of 31 December | 100% Upgrade of water supply of Dalibho library to be completed by end of 31 December |

| | | | | | | | ber 2022 | ber 2023 | ber 2024 | ber 2025 | ber 2026 |
|--------------|---|---|---|---|------------|-------------|---|---|---|---|---|
| TS 2 0 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Electrification, Tubing & Fencing of Siyazakha Creche in Ward 6 | Percentage of electrification, tubing & fencing of Siyazakha Creche completed by deadline | Percentage | New measure | 100% Electrification, tubing & fencing of Siyazakha creche completed by end of 31 December 2022 | 100% Electrification, tubing & fencing of Siyazakha creche completed by end of 31 December 2023 | 100% Electrification, tubing & fencing of Siyazakha creche completed by end of 31 December 2024 | 100% Electrification, tubing & fencing of Siyazakha creche completed by end of 31 December 2025 | 100% Electrification, tubing & fencing of Siyazakha creche completed by end of 31 December 2026 |
| TS 2 1 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Renovations & Fencing of Wewe Community Hall Ward 2 | Percentage of renovations of hall to be completed by deadline | Percentage | New measure | 100% Renovations & fencing of Wewe community hall completed by end of 31 December 2022 | 100% Renovations & fencing of Wewe community hall completed by end of 31 December 2023 | 100% Renovations & fencing of Wewe community hall completed by end of 31 December 2024 | 100% Renovations & fencing of Wewe community hall completed by end of 31 December 2025 | 100% Renovations & fencing of Wewe community hall completed by end of 31 December 2026 |

| | | | | | | | | | | | |
|-------|--|-------------------------------------|--|--|--------|-------------|--|--|--|--|--|
| TS 22 | To implement and maintain in compliant, effective and efficient enterprise risk management systems & processes | To ensure effective Risk management | Monitoring performance of effective enterprise risk management | Number of progress reports on Risk Management by deadline. | Number | New measure | 4 Progress Reports on Risk Management to be completed by end of 30 June 2023 | 4 Progress Reports on Risk Management to be completed by end of 30 June 2024 | 4 Progress Reports on Risk Management to be completed by end of 30 June 2025 | 4 Progress Reports on Risk Management to be completed by end of 30 June 2026 | 4 Progress Reports on Risk Management to be completed by end of 30 June 2027 |
|-------|--|-------------------------------------|--|--|--------|-------------|--|--|--|--|--|

| ID P R E F N O. | STRATEG IC OBJECTI VE | DEPART MENTAL OBJECTIV E | KEY PERFOR MANCE AREA (KPA) | KEY PERFOR MANCE INDICAT OR (KPI) | UNIT OF MEAS URE | 2022/2 023 Year-1 | 2023/2 024 Year-2 | 2024/2 025 Year-3 | 2025/2 026 Year-4 | 2026/2 027 Year-5 |
|--|---|--|--|---|------------------|--|--|--|--|--|
| DIRECTOR CORPORATE SERVICES | | | | | | | | | | |
| NATIONAL KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT | | | | | | | | | | |
| OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | |
| KZN PGDS: HUMAN RESOURCE DEVELOPMENT 3: HUMAN AND COMMUNITY DEVELOPMENT& 7: GOVERNANCY AND POLICY | | | | | | | | | | |
| CS 01 | To establish an efficient and productive administration | To improve the capacity of staff to deliver services | Workpla ce Skills Plan impleme ntation | Number of WSP trainings held in accordance with the WSP by deadline . | Numb er | 8 WSP training s held in accordance with the WSP by deadlin e. by 30 June 2023 | 8 WSP training s held in accordance with the WSP by deadlin e. by 30 June 2024 | 8 WSP training s held in accordance with the WSP by deadlin e. by 30 June 2025 | 8 WSP training s held in accordance with the WSP by deadlin e. by 30 June 2026 | 8 WSP training s held in accordance with the WSP by deadlin e. by 30 June 2027 |

| | | | | | | | | | | |
|--------------|---|--|---------------------------------------|--|------------|--|--|--|--|--|
| CS 02 | To establish an efficient and productive administration | To improve the capacity of staff to deliver services | Workplace Skills Plan implementation | Percentage of municipality's budget actually spent on implementing the approved WSP | Percentage | 1% of budget spent on the municipality WSP by 30 June 2023 | 1% of budget spent on the municipality WSP by 30 June 2024 | 1% of budget spent on the municipality WSP by 30 June 2025 | 1% of budget spent on the municipality WSP by 30 June 2026 | 1% of budget spent on the municipality WSP by 30 June 2027 |
| CS 03 | To establish an efficient and productive administration | To improve the capacity of staff to deliver services | Workplace Skills Plan implementation | Number of Workplace Skills Plan (WSP) & Annual Training Report (ATR) completed and submitted by deadline | Number | 1 - WSP & ATR to LGSETA by 30 April 2023 | 1 - WSP & ATR to LGSETA by 30 April 2024 | 1 - WSP & ATR to LGSETA by 30 April 2025 | 1 - WSP & ATR to LGSETA by 30 April 2026 | 1 - WSP & ATR to LGSETA by 30 April 2027 |
| CS 04 | To establish an efficient and productive administration | To manage the staff component of the Municipality | Human Resources Management Excellence | Percentage Reduction of Vacancy rate (as a % of budgeted posts) | Percentage | Vacancy rate under 12% by end June 2023 | Vacancy rate under 12% by end June 2024 | Vacancy rate under 12% by end June 2025 | Vacancy rate under 12% by end June 2026 | Vacancy rate under 12% by end June 2027 |
| CS 05 | To establish an efficient and productive administration | To manage the staff component of the Municipality | Community skills support programme | Number of Interns trainees recruited by deadline | Number | 2 Interns trainees recruited by 31 December 2023 | 2 Interns trainees recruited by 31 December 2024 | 2 Interns trainees recruited by 31 December 2025 | 2 Interns trainees recruited by 31 December 2026 | 2 Interns trainees recruited by 31 December 2027 |

| | | | | | | | | | | |
|--------------|---|---|---|---|--------|--|--|--|--|--|
| CS 06 | To establish an efficient and productive administration | To ensure the municipality provides a safe working environment. | Occupational, Health and Safety meeting | Number of occupational, Health and Safety Committee Meetings held by deadline . | Number | 3 OHS Committee Meetings held by 30 June 2023 | 3 OHS Committee Meetings held by 30 June 2024 | 3 OHS Committee Meetings held by 30 June 2025 | 3 OHS Committee Meetings held by 30 June 2026 | 3 OHS Committee Meetings held by 30 June 2027 |
| CS 07 | To establish an efficient and productive administration | To ensure the municipality has well skilled and qualified employees | Internal and external bursaries awarded | Number of Internal and External bursaries awarded by deadline . | Number | 4 Internal and External Bursary progress reports submitted HR Portfolio for noting by 30 June 2023 | 4 Internal and External Bursary progress reports submitted HR Portfolio for noting by 30 June 2024 | 4 Internal and External Bursary progress reports submitted HR Portfolio for noting by 30 June 2025 | 4 Internal and External Bursary progress reports submitted HR Portfolio for noting by 30 June 2026 | 4 Internal and External Bursary progress reports submitted HR Portfolio for noting by 30 June 2027 |
| CS 08 | To establish an efficient and productive administration | To ensure the wellbeing of employees | Employment Assistant Programs | Number of bi-annual employee wellness programs held by deadline | Number | 2 Bi-Annual EAP programs organised by 30 June 2023 | 2 Bi-Annual EAP programs organised by 30 June 2024 | 2 Bi-Annual EAP programs organised by 30 June 2025 | 2 Bi-Annual EAP programs organised by 30 June 2026 | 2 Bi-Annual EAP programs organised by 30 June 2027 |
| CS 09 | To provide an innovative, effective and efficient Information and Communication Technology services | To ensure effective and efficient functioning of ICT | Functional ICT infrastructure (Implement, test and maintain ICT system backups) | Number of monthly ICT Maintenance Reports submitted by deadline . | Number | 12 Monthly ICT maintenance reports submitted by 30 June 2023 | 12 Monthly ICT maintenance reports submitted by 30 June 2024 | 12 Monthly ICT maintenance reports submitted by 30 June 2025 | 12 Monthly ICT maintenance reports submitted by 30 June 2026 | 12 Monthly ICT maintenance reports submitted by 30 June 2027 |

| | | | | | | | | | | |
|--------------|---|--|-------------------------------------|--|--------|---|---|---|---|---|
| CS 10 | To provide an innovative, effective and efficient Information and Communication Technology services | To align ICT objectives with best practices | Convening of ICT Steering Committee | Number of quarterly ICT Steering Committee meetings to be held by deadline . | Number | 4 Quarterly ICT Steering Committee meetings to be held by 30 June 2023 | 4 Quarterly ICT Steering Committee meetings to be held by 30 June 2024 | 4 Quarterly ICT Steering Committee meetings to be held by 30 June 2025 | 4 Quarterly ICT Steering Committee meetings to be held by 30 June 2026 | 4 Quarterly ICT Steering Committee meetings to be held by 30 June 2027 |
| CS 11 | To establish an efficient and productive administration | To ensure efficient, effective, economic and transparent utilisation of fleet management | Fleet management | Number of monthly Fleet management reports generated by deadline . | Number | 12 Monthly Fleet management reports generated by 30 June 2023 | 12 Monthly Fleet management reports generated by 30 June 2024 | 12 Monthly Fleet management reports generated by 30 June 2025 | 12 Monthly Fleet management reports generated by 30 June 2026 | 12 Monthly Fleet management reports generated by 30 June 2027 |
| CS 12 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Council meetings | Number of quarterly scheduled Council meetings to be held by deadline . | Number | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2023 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2024 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2025 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2026 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2027 |
| CS 13 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Exco meetings | Number of monthly scheduled Exco meetings to be held by deadline . | Number | 10 Monthly scheduled EXCO meetings to be held by 30 June 2023 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2024 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2025 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2026 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2027 |

| | | | | | | | | | | |
|--------------|---|--|---|---|--------|---|---|---|---|---|
| CS 14 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Portfolio Committees meetings | Number of quarterly scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) that are co-ordinated by deadline . | Number | 18 Quarterly Scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2023 | 18 Quarterly Scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2024 | 18 Quarterly Scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2025 | 18 Quarterly Scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2026 | 18 Quarterly Scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2027 |
| CS 15 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Municipal Public Account Committee meetings | Number of quarterly scheduled meetings of Audit Committee to be held by deadline . | Number | 4 Quarterly scheduled meetings of Audit Committee to be held by 30 June 2023 | 4 Quarterly scheduled meetings of Audit Committee to be held by 30 June 2024 | 4 Quarterly scheduled meetings of Audit Committee to be held by 30 June 2025 | 4 Quarterly scheduled meetings of Audit Committee to be held by 30 June 2026 | 4 Quarterly scheduled meetings of Audit Committee to be held by 30 June 2027 |
| CS 16 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Municipal Public Account Committee meetings | Number of quarterly scheduled meetings of MPAC that are co-ordinated by deadline . | Number | 4 Quarterly scheduled meetings of MPAC that are co-ordinated by held by 30 June 2023 | 4 Quarterly scheduled meetings of MPAC that are co-ordinated by held by 30 June 2024 | 4 Quarterly scheduled meetings of MPAC that are co-ordinated by held by 30 June 2025 | 4 Quarterly scheduled meetings of MPAC that are co-ordinated by held by 30 June 2026 | 4 Quarterly scheduled meetings of MPAC that are co-ordinated by held by 30 June 2027 |

| | | | | | | | | | | |
|--------------|---|---|--|---|--------|--|--|--|--|--|
| CS 17 | To establish an efficient and productive administration | Security Services | Security Services Reports | Number of Quarterly Security Services Reports generated by deadline . | Number | 4 Quarterly Security Services Reports generated by 30 June 2023 | 4 Quarterly Security Services Reports generated by 30 June 2024 | 4 Quarterly Security Services Reports generated by 30 June 2025 | 4 Quarterly Security Services Reports generated by 30 June 2026 | 4 Quarterly Security Services Reports generated by 30 June 2027 |
| CS 18 | To establish an efficient and productive administration | To align Human Resource Policies with legislation and institutional transformation and development priorities | Human Resources Management Excellence | Number of trainings provided for staff and councillors on Policies and Legislations by deadline . | Number | 2 Trainings conducted on Policies and Legislations by 30 June 2023 | 2 Trainings conducted on Policies and Legislations by 30 June 2024 | 2 Trainings conducted on Policies and Legislations by 30 June 2025 | 2 Trainings conducted on Policies and Legislations by 30 June 2026 | 2 Trainings conducted on Policies and Legislations by 30 June 2027 |
| CS 19 | To implement and maintain compliant, effective and efficient enterprise risk management systems & processes | To ensure effective Risk management | Monitoring performance of effective enterprise risk management | Number of progress reports on Risk Management by target date. | Number | 4 Progress Reports on Risk Management by end of 30 June 2023 | 4 Progress Reports on Risk Management by end of 30 June 2024 | 4 Progress Reports on Risk Management by end of 30 June 2025 | 4 Progress Reports on Risk Management by end of 30 June 2026 | 4 Progress Reports on Risk Management by end of 30 June 2027 |

| ID P R E F N O. | STRAT EGIC OBJEC TIVE | DEPART MENTAL OBJECTI VE | KEY PERFOR MANCE AREA (KPA) | KEY PERFORM ANCE INDICATO R (KPI) | UNIT OF MEAS URE | 2022/2 023 Year-1 | 2023/2 024 Year-2 | 2024/2 025 Year-3 | 2025/2 026 Year-4 | 2026/2 027 Year-5 |
|---|---|-----------------------------------|--|--|---------------------------|---|---|---|---|---|
| CHIEF FINANCIAL OFFICER | | | | | | | | | | |
| NATIONAL KPA: MUNICIPAL FINANCE VIABILITY | | | | | | | | | | |
| OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | |
| KZN PGDS 7: GOVERNANCY AND POLICY | | | | | | | | | | |
| FV 01 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Compliance with MFMA regulations | Number of monthly Section 71 MFMA reports submitted by deadline. | Number | 12 Monthly Section 71 MFMA reports submitted by end of 30 June 2023 | 12 Monthly Section 71 MFMA reports submitted by end of 30 June 2024 | 12 Monthly Section 71 MFMA reports submitted by end of 30 June 2025 | 12 Monthly Section 71 MFMA reports submitted by end of 30 June 2026 | 12 Monthly Section 71 MFMA reports submitted by end of 30 June 2027 |
| FV 02 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Compliance with MFMA regulations | Number of Section 72(1) (b) MFMA reports by deadline. | Number | 1 MFMA 72 Report submitted by end of 31 January 2023 | 1 MFMA 72 Report submitted by end of 31 January 2024 | 1 MFMA 72 Report submitted by end of 31 January 2025 | 1 MFMA 72 Report submitted by end of 31 January 2026 | 1 MFMA 72 Report submitted by end of 31 January 2027 |
| FV 03 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Compliance with MFMA regulations | Number of quarterly Section 52 MFMA reports submitted by deadline. | Number | 4 MFMA Quarterly reports submitted by end of 30 June 2023 | 4 MFMA Quarterly reports submitted by end of 30 June 2024 | 4 MFMA Quarterly reports submitted by end of 30 June 2025 | 4 MFMA Quarterly reports submitted by end of 30 June 2026 | 4 MFMA Quarterly reports submitted by end of 30 June 2027 |
| FV 04 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Adjusted Budget for 2022/23 financial year | Approved Adjusted Budget adopted by the Council by deadline. | Date | Adjusted Budget adopted by Council by end of February 2023 | Adjusted Budget adopted by Council by end of February 2024 | Adjusted Budget adopted by Council by end of February 2025 | Adjusted Budget adopted by Council by end of February 2026 | Adjusted Budget adopted by Council by end of February 2027 |

| | | | | | | | | | | |
|-------|---|---|---|---|------------|---|---|---|---|---|
| FV 05 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Final Budget for 2022/2023 financial year | Final 2023/2024 Budget adopted by Council by deadline. | Date | Final 2023/2024 Budget adopted by Council by end of 31 May 2023 | Final 2023/2024 Budget adopted by Council by end of 31 May 2024 | Final 2023/2024 Budget adopted by Council by end of 31 May 2025 | Final 2023/2024 Budget adopted by Council by end of 31 May 2026 | Final 2023/2024 Budget adopted by Council by end of 31 May 2027 |
| FV 06 | To ensure sound revenue management | Revenue management | Revenue Collection | % Of Revenue collected by deadline. | Percentage | 70% of Revenue collected by end of 30 June 2023 | 70% of Revenue collected by end of 30 June 2024 | 70% of Revenue collected by end of 30 June 2025 | 70% of Revenue collected by end of 30 June 2026 | 70% of Revenue collected by end of 30 June 2027 |
| FV 07 | To develop and maintain systems and procedures and sound management of municipal finances | Revision and adoption of Finance Policies | Finance Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment, Budget, Indigent, Fixed Assets, Rates, Virement and Disposal) | Review and adopt of Finance budget related policies and adopted by Council by deadline. | Date | Review and adopt of Finance budget related policies by Council by end of 30 June 2023 | Review and adopt of Finance budget related policies by Council by end of 30 June 2024 | Review and adopt of Finance budget related policies by Council by end of 30 June 2025 | Review and adopt of Finance budget related policies by Council by end of 30 June 2026 | Review and adopt of Finance budget related policies by Council by end of 30 June 2027 |
| FV 08 | To improve revenue and all possible revenue streams applicable | Approval of Supplementary Valuation Roll by Council | Supplementary General Valuation Roll | Approved Supplementary General Valuation Roll by deadline. | Date | Approved Supplementary General Valuation Roll by Council by end of 30 April 2023 | Approved Supplementary General Valuation Roll by Council by end of 30 April 2024 | Approved Supplementary General Valuation Roll by Council by end of 30 April 2025 | Approved Supplementary General Valuation Roll by Council by end of 30 April 2026 | Approved Supplementary General Valuation Roll by Council by end of 30 April 2027 |

| | | | | | | | | | | |
|-------|---|-------------------------|--|---|--------|---|---|---|---|---|
| FV 09 | To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework | Supply chain management | Screening of State Employees from SCM Database | Number of quarterly SCM reports generated by deadline. | Number | 4 Quarterly SCM reports generated by end of 30 June 2023 | 4 Quarterly SCM reports generated by end of 30 June 2024 | 4 Quarterly SCM reports generated by end of 30 June 2025 | 4 Quarterly SCM reports generated by end of 30 June 2026 | 4 Quarterly SCM reports generated by end of 30 June 2027 |
| FV 10 | To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework | Supply chain management | SCM report | Number of quarterly SCM reports submitted to Council by deadline. | Number | 4 Quarterly SCM reports submitted to Council by end of 30 June 2023 | 4 Quarterly SCM reports submitted to Council by end of 30 June 2024 | 4 Quarterly SCM reports submitted to Council by end of 30 June 2025 | 4 Quarterly SCM reports submitted to Council by end of 30 June 2026 | 4 Quarterly SCM reports submitted to Council by end of 30 June 2027 |
| FV 11 | To ensure compliance monitoring | Compliance monitoring | Compliance with MFMA regulations | Number of monthly Debtors reconciliation | Number | 12 Monthly Debtors reconciliation | 12 Monthly Debtors reconciliation | 12 Monthly Debtors reconciliation | 12 Monthly Debtors reconciliation | 12 Monthly Debtors reconciliation |

| | | | | | | | | | | |
|-------|---------------------------------|-----------------------|----------------------------------|---|--------|--|--|--|--|--|
| | | | | ion by deadline. | | reports by end of 30 June 2023 | reports by end of 30 June 2024 | reports by end of 30 June 2025 | reports by end of 30 June 2026 | reports by end of 30 June 2027 |
| FV 12 | To ensure compliance monitoring | Compliance monitoring | Compliance with MFMA regulations | Number of monthly Property rates reconciliations by deadline. | Number | 12 Monthly Property Rates Reconciliations reports by end of 30 June 2023 | 12 Monthly Property Rates Reconciliations reports by end of 30 June 2024 | 12 Monthly Property Rates Reconciliations reports by end of 30 June 2025 | 12 Monthly Property Rates Reconciliations reports by end of 30 June 2026 | 12 Monthly Property Rates Reconciliations reports by end of 30 June 2027 |
| FV 13 | To ensure compliance monitoring | Compliance monitoring | Compliance with MFMA regulations | Number of monthly Bank Reconciliation reports by deadline. | Number | 12 Monthly Bank Reconciliations reports by end of 30 June 2023 | 12 Monthly Bank Reconciliations reports by end of 30 June 2024 | 12 Monthly Bank Reconciliations reports by end of 30 June 2025 | 12 Monthly Bank Reconciliations reports by end of 30 June 2026 | 12 Monthly Bank Reconciliations reports by end of 30 June 2027 |
| FV 14 | To ensure compliance monitoring | Compliance monitoring | Compliance with MFMA regulations | Number of monthly Investments registers by deadline. | Number | 12 Monthly Investments registers by end of 30 June 2023 | 12 Monthly Investments registers by end of 30 June 2024 | 12 Monthly Investments registers by end of 30 June 2025 | 12 Monthly Investments registers by end of 30 June 2026 | 12 Monthly Investments registers by end of 30 June 2027 |
| FV 15 | To ensure compliance monitoring | Compliance monitoring | Compliance with MFMA regulations | Number of monthly Accurate grant registers by deadline. | Number | 12 Monthly Accurate grant registers by end of 30 June 2023 | 12 Monthly Accurate grant registers by end of 30 June 2024 | 12 Monthly Accurate grant registers by end of 30 June 2025 | 12 Monthly Accurate grant registers by end of 30 June 2026 | 12 Monthly Accurate grant registers by end of 30 June 2027 |

| | | | | | | | | | | |
|-------|--|----------------------------------|--|--|--------|---|---|---|---|---|
| FV 16 | To ensure sound expenditure management | Debt management | Payment of creditors (Pg 16 of MFMA circular 71) | Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days) | Number | 30 Days from submission by end of 30 June 2023 | 30 Days from submission by end of 30 June 2024 | 30 Days from submission by end of 30 June 2025 | 30 Days from submission by end of 30 June 2026 | 30 Days from submission by end of 30 June 2027 |
| FV 17 | To ensure sound expenditure management | Debt management | Third Party Payments | Number of Third-Party Payments completed 7th day of each month by deadline. | Number | 7th day of the month for 3rd parties by end of 30 June 2023 | 7th day of the month for 3rd parties by end of 30 June 2024 | 7th day of the month for 3rd parties by end of 30 June 2025 | 7th day of the month for 3rd parties by end of 30 June 2026 | 7th day of the month for 3rd parties by end of 30 June 2027 |
| FV 18 | To achieve a clean audit opinion | Budget and compliance monitoring | Maintain unqualified audit opinion | Number of Annual Financial Statements submitted to Auditor General (AG) by deadline. | Number | 2021/2022 AFS submitted to AG by end of 31 August 2023 | 2021/2022 AFS submitted to AG by end of 31 August 2024 | 2021/2022 AFS submitted to AG by end of 31 August 2025 | 2021/2022 AFS submitted to AG by end of 31 August 2026 | 2021/2022 AFS submitted to AG by end of 31 August 2027 |

| | | | | | | | | | | |
|-------|---|----------------------------------|--|--|------------|--|--|--|--|--|
| FV 19 | To ensure sound expenditure management | Debt management | Debt coverage (Pg 9 of MFMA circular 71) | Debt Total Borrowings & Revenue (Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) by deadline. (Norm is 45% & below) | Percentage | 45% Debt Total Borrowings & Revenue Ratio by end of 30 June 2023 | 45% Debt Total Borrowings & Revenue Ratio by end of 30 June 2024 | 45% Debt Total Borrowings & Revenue Ratio by end of 30 June 2025 | 45% Debt Total Borrowings & Revenue Ratio by end of 30 June 2026 | 45% Debt Total Borrowings & Revenue Ratio by end of 30 June 2027 |
| FV 20 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Finance skills support on MFMP programme | Training of Finance interns on the MFMP programme by deadline. | Date | Training of Finance interns on the MFMP by end of 31 December 2022 | Training of Finance interns on the MFMP by end of 31 December 2023 | Training of Finance interns on the MFMP by end of 31 December 2024 | Training of Finance interns on the MFMP by end of 31 December 2026 | Training of Finance interns on the MFMP by end of 31 December 2026 |
| FV 21 | To ensure sound and effective asset management | Assets and logistics management | Conduct Asset Verification for Quality and a reliable fixed asset register | Annual Asset verification report on movable assets submitted to Auditor General by deadline. | Date | Annual Asset verification report on movable assets submitted to Auditor General by end of 30 June 2023 | Annual Asset verification report on movable assets submitted to Auditor General by end of 30 June 2024 | Annual Asset verification report on movable assets submitted to Auditor General by end of 30 June 2025 | Annual Asset verification report on movable assets submitted to Auditor General by end of 30 June 2026 | Annual Asset verification report on movable assets submitted to Auditor General by end of 30 June 2027 |

| | | | | | | | | | | |
|-------|--|----------------------------|---|--|--------|----------------------|----------------------|----------------------|----------------------|----------------------|
| FV 22 | To ensure sound expenditure management | Cash flow management | Liquidity Management (Pg 7 of MFMA circular 71) | Cash/Cost Coverage Ratio (Excluding Unspent Conditional Grants) ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) (Norm: Range between 30 and 90 days with 90 days being ideal) | Number | 30 days cash on hand | 30 days cash on hand | 30 days cash on hand | 30 days cash on hand | 30 days cash on hand |
| FV 23 | To ensure sound expenditure management | Working capital management | Current Ratio (Pg 7 & 8 of MFMA circular 71) | Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1) | Ratio | 1.5:1 | 1.5:1 | 1.5:1 | 1.5:1 | 1.5:1 |

| | | | | | | | | | | |
|-------|---|-------------------------------------|--|---|--------|--|--|--|--|--|
| FV 24 | To implement and maintain compliant, effective and efficient enterprise risk management systems & processes | To ensure effective Risk management | Monitoring performance of effective enterprise risk management | Number of progress reports on Risk Management by target date. | Number | 4 Progress Reports on Risk Management by end of 30 June 2023 | 4 Progress Reports on Risk Management by end of 30 June 2024 | 4 Progress Reports on Risk Management by end of 30 June 2025 | 4 Progress Reports on Risk Management by end of 30 June 2026 | 4 Progress Reports on Risk Management by end of 30 June 2027 |
|-------|---|-------------------------------------|--|---|--------|--|--|--|--|--|

| IDP REF NO. | STRATEGIC OBJECTIVE | DEPARTMENTAL OBJECTIVE | KEY PERFORMANCE AREA (KPA) | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASURE | 2022/2023 Year-1 | 2023/2024 Year-2 | 2024/2025 Year-3 | 2025/2026 Year-4 | 2026/2027 Year-5 |
|--|--|--|----------------------------|--|-----------------|---|---|---|---|---|
| DIRECTOR ECONOMIC DEVELOPMENT AND PLANNING | | | | | | | | | | |
| NATIONAL KPA: LOCAL ECONOMIC AND DEVELOPMENT | | | | | | | | | | |
| OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | |
| KZN PGDS: INCLUSIVE ECONOMIC GROWTH, HUMAN & COMMUNITY DEVELOPMENT & SPATIAL EQUITY | | | | | | | | | | |
| ED P01 | To upscale agriculture development in the municipal area | Co-ordination of LED in the municipal area | Local Agricultural Indaba | Number of Local Agricultural Indaba held by deadline. | Number | 2 Local Agricultural Indaba to be held by end of 30 June 2023 | 2 Local Agricultural Indaba to be held by end of 30 June 2024 | 2 Local Agricultural Indaba to be held by end of 30 June 2025 | 2 Local Agricultural Indaba to be held by end of 30 June 2026 | 2 Local Agricultural Indaba to be held by end of 30 June 2027 |
| ED P02 | To upscale agriculture development in the municipal area | Co-ordination of LED in the municipal area | Ndwedwe Music Festival | Number of Ndwedwe Music Festival event held by deadline. | Number | 1 Ndwedwe Music Festival event to be held by end of 31 | 1 Ndwedwe Music Festival event to be held by end of 31 | 1 Ndwedwe Music Festival event to be held by end of 31 | 1 Ndwedwe Music Festival event to be held by end of 31 | 1 Ndwedwe Music Festival event to be held by end of 31 |

| | | | | | | Decem ber 2022 | Decem ber 2023 | Decem ber 2024 | Decem ber 2025 | Decem ber 2026 |
|-----------|--|---|---|--|------------|---|---|---|---|---|
| ED P03 | To upscale agricult ure develo pment in the munici pal area | Co- ordinatio n of Tourism in the municipal area | New markets for farmers | Number of Farmers market day to be held by deadline. | Num ber | 2 New Farmer s market day to be held by end of 30 June 2023 | 2 New Farmer s market day to be held by end of 30 June 2024 | 2 New Farmer s market day to be held by end of 30 June 2025 | 2 New Farmer s market day to be held by end of 30 June 2026 | 2 New Farmer s market day to be held by end of 30 June 2027 |
| ED P04 | To upscale agricult ure develo pment in the munici pal area | Co- ordinatio n of Tourism in the municipal area | Design of Ndwedwe Market, Arts and Craft Centre | Design of Ndwedwe Market, Arts and Craft Centre by deadline. | Date | Design of Ndwedwe Market, Arts and Craft Centre by end of 31 Decem ber 2022 | Design of Ndwedwe Market, Arts and Craft Centre by end of 31 Decem ber 2023 | Design of Ndwedwe Market, Arts and Craft Centre by end of 31 Decem ber 2024 | Design of Ndwedwe Market, Arts and Craft Centre by end of 31 Decem ber 2025 | Design of Ndwedwe Market, Arts and Craft Centre by end of 31 Decem ber 2026 |
| ED P05 | To ensure job creatio n | To identify and package new projects | Co- operativ e Develop ment | Number of supports for Coopera tives by deadline. | Num ber | 2 Cooper atives support ed by end of 30 June 2023 | 2 Cooper atives support ed by end of 30 June 2024 | 2 Cooper atives support ed by end of 30 June 2025 | 2 Cooper atives support ed by end of 30 June 2026 | 2 Cooper atives support ed by end of 30 June 2027 |
| ED P06 | To ensure job creatio n | To identify and package new projects | SMMEs Supporte d | Number of LED (SMME) supporte d by deadline. | Num ber | 10 LED (SMME) support ed by end of 30 June 2023 | 10 LED (SMME) support ed by end of 30 June 2024 | 10 LED (SMME) support ed by end of 30 June 2025 | 10 LED (SMME) support ed by end of 30 June 2026 | 10 LED (SMME) support ed by end of 30 June 2027 |
| ED P07 | To facilitat e co- ordinat ed plannin g and develo pment | Develop impleme nt a sustainab le and integrate d spatial planning system | Ndwedwe Town Develop ment | Submissi on of the SPLUMA applicati on for Ndwedwe Town develop ment proclam ation by deadline. | Date | Submis sion of the SPLUM A applicat ion for Ndwed we Town Develo pment procla | Submis sion of the SPLUM A applicat ion for Ndwed we Town Develo pment procla | Submis sion of the SPLUM A applicat ion for Ndwed we Town Develo pment procla | Submis sion of the SPLUM A applicat ion for Ndwed we Town Develo pment procla | Submis sion of the SPLUM A applicat ion for Ndwed we Town Develo pment procla |

| | | | | | | | | | | |
|-----------|--|---|--|--|------------|--|--|--|--|--|
| | | | | | | mation to Surveyo r General comple ted by end of 30 June 2023 | mation to Surveyo r General comple ted by end of 30 June 2024 | mation to Surveyo r General comple ted by end of 30 June 2025 | mation to Surveyo r General comple ted by end of 30 June 2026 | mation to Surveyo r General comple ted by end of 30 June 2027 |
| ED P08 | To facilitat e co- ordinat ed plannin g and develo pment | Develop impleme nt a sustainab le and integrat ed spatial planning system | Housing Forum | Number of Housing Forums to be held by deadline. | Num ber | 2 Housin g Forums to be held by end of 30 June 2023 | 2 Housin g Forums to be held by end of 30 June 2024 | 2 Housin g Forums to be held by end of 30 June 2025 | 2 Housin g Forums to be held by end of 30 June 2026 | 2 Housin g Forums to be held by end of 30 June 2027 |
| ED P09 | To facilitat e co- ordinat ed plannin g and develo pment | Develop impleme nt a sustainab le and integrat ed spatial planning system | LED Forum | Number of LED Forum meetings held by deadline. | Num ber | 2 LED Forums meetin gs held by end of 30 June 2023 | 2 LED Forums meetin gs held by end of 30 June 2024 | 2 LED Forums meetin gs held by end of 30 June 2025 | 2 LED Forums meetin gs held by end of 30 June 2026 | 2 LED Forums meetin gs held by end of 30 June 2027 |
| ED P10 | To facilitat e co- ordinat ed plannin g and develo pment | Develop impleme nt a sustainab le and integrat ed spatial planning system | Develop ment Phase 2 of Bhamshe la regenera tion study (Design) | Develop ment Phase 2 of Bhamshe la regenera tion study (Design) to be complet ed by deadline. | Date | Develo pment Phase 2 of Bhamsh ela regenera tion study and Design by end of 30 June 2023 | Develo pment Phase 2 of Bhamsh ela regenera tion study and Design by end of 30 June 2024 | Develo pment Phase 2 of Bhamsh ela regenera tion study and Design by end of 30 June 2025 | Develo pment Phase 2 of Bhamsh ela regenera tion study and Design by end of 30 June 2026 | Develo pment Phase 2 of Bhamsh ela regenera tion study and Design by end of 30 June 2027 |
| ED P11 | To facilitat e co- ordinat ed plannin g and develo pment | Develop impleme nt a sustainab le and integrat ed spatial planning system | Review of 2022/23 Spatial Develop ment Framew ork | Review of Spatial Develop ment Framew ork in complian ce with SPLUMA and submit to Council | Date | Review of Spatial Develo pment Frame work and submit to Council for adoptio n by | Review of Spatial Develo pment Frame work and submit to Council for adoptio n by | Review of Spatial Develo pment Frame work and submit to Council for adoptio n by | Review of Spatial Develo pment Frame work and submit to Council for adoptio n by | Review of Spatial Develo pment Frame work and submit to Council for adoptio n by |

| | | | | | | | | | | |
|-----------|--|--|---|---|------------|--|--|--|--|--|
| | | | | by deadline. | | end of 30 June 2023 | end of 30 June 2024 | end of 30 June 2025 | end of 30 June 2026 | end of 30 June 2027 |
| ED P12 | To facilitat e co- ordinat ed plannin g and develo pment | Develop impleme nt a sustainab le and integrate d spatial planning system | Review of 2022/23 Spatial Develop ment Framew ork | Finalisati on of LUMS and submit to Council for adoption by deadline. | Date | Finalisa tion of LUMS and submit to Council for adoptio n by end of 30 June 2023 | Finalisa tion of LUMS and submit to Council for adoptio n by end of 30 June 2024 | Finalisa tion of LUMS and submit to Council for adoptio n by end of 30 June 2025 | Finalisa tion of LUMS and submit to Council for adoptio n by end of 30 June 2026 | Finalisa tion of LUMS and submit to Council for adoptio n by end of 30 June 2027 |
| ED P13 | To implem ent and maintai n complia nt, effectiv e and efficien t enterpr ise risk manag ement system s & process es | To ensure effective Risk manage ment | Monitori ng perform ance of effective enterpris e risk manage ment | Number of progress reports on Risk Management by target date. | Num ber | 4 Progres s Reports on Risk Manag ement by end of 30 June 2023 | 4 Progres s Reports on Risk Manag ement by end of 30 June 2024 | 4 Progres s Reports on Risk Manag ement by end of 30 June 2025 | 4 Progres s Reports on Risk Manag ement by end of 30 June 2026 | 4 Progres s Reports on Risk Manag ement by end of 30 June 2027 |

| IDP REF NO. | STRATEGIC OBJECTIVE | DEPARTMENTAL OBJECTIVE | KEY PERFORMANCE AREA (KPA) | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASURE | 2022/2023 Year-1 | 2023/2024 Year-2 | 2024/2025 Year-3 | 2025/2026 Year-4 | 2026/2027 Year-5 |
|---|---|------------------------|---|--|-----------------|--|--|--|--|--|
| DIRECTOR COMMUNITY AND SOCIAL SERVICES | | | | | | | | | | |
| NATIONAL KPA: SPATIAL AND ENVIRONMENTAL MANAGEMENT | | | | | | | | | | |
| OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | |
| KZN PGDS | | | | | | | | | | |
| CO MO 1 | To facilitate provision of infrastructure throughout the municipality | | Municipal Waste collections | Number of times refuse collected at Business premises by deadline. | Number | 300 Refuse collections done by end of 30 June 2023 | 300 Refuse collections done by end of 30 June 2024 | 300 Refuse collections done by end of 30 June 2025 | 300 Refuse collections done by end of 30 June 2026 | 300 Refuse collections done by end of 30 June 2027 |
| CO MO 2 | To facilitate provision of infrastructure throughout the municipality | | Buy Back Structure (Phase One) | Buy Back Structure (Phase one) prepare a Feasibility Study and submit to Council for adoption by deadline. | Date | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2023 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2024 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2025 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2026 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2027 |
| CO MO 3 | To improve the quality of life within the district | | Indigent Policy and Register Alignment and Review | Review Indigent Policy and Register and submit to Council for adoption by deadline. | Date | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2023 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2024 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2025 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2026 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2027 |
| CO MO 4 | To improve the quality of life | | Procurement of Library Books | Number of Books procured by deadline | Number | 50 Books purchased by end of | 50 Books purchased by end of | 50 Books purchased by end of | 50 Books purchased by end of | 50 Books purchased by end of |

| | within the district | | | | | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 |
|---------|--|--|---|--|--------|---|---|---|---|---|
| CO MO 5 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Gender programs for Men and women conducted by deadline | Number of Gender programs held by deadline | Number | 2 Gender programs held by end of 31 December 2022 | 2 Gender programs held by end of 31 December 2023 | 2 Gender programs held by end of 31 December 2024 | 2 Gender programs held by end of 31 December 2025 | 2 Gender programs held by end of 31 December 2026 |
| CO MO 6 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Women's Caucus | Number of Women's Caucus held by deadline | Number | 2 Women's Commemoration Dialogue held by end of 30 June 2023 | 2 Women's Commemoration Dialogue held by end of 30 June 2024 | 2 Women's Commemoration Dialogue held by end of 30 June 2025 | 2 Women's Commemoration Dialogue held by end of 30 June 2026 | 2 Women's Commemoration Dialogue held by end of 30 June 2027 |
| CO MO 7 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Gender programs for women conducted by deadline | Number of Women's Parliament program held by deadline | Number | 1 Women's Parliament program to be held by end of 30 September 2022 | 1 Women's Parliament program to be held by end of 30 September 2023 | 1 Women's Parliament program to be held by end of 30 September 2024 | 1 Women's Parliament program to be held by end of 30 September 2025 | 1 Women's Parliament program to be held by end of 30 September 2026 |
| CO MO 8 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Disability programme | Number of Disability programs held by deadline. | Number | 2 Disability programs held by 30 June 2023 | 2 Disability programs held by 30 June 2024 | 2 Disability programs held by 30 June 2025 | 2 Disability programs held by 30 June 2026 | 2 Disability programs held by 30 June 2027 |
| CO MO 9 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Dress a child uniform campaign | Number of campaigns held at schools for Dress a child by deadline. | Number | 38 Campaigns to be held at Schools for Dress a child by end of | 38 Campaigns to be held at Schools for Dress a child by end of | 38 Campaigns to be held at Schools for Dress a child by end of | 38 Campaigns to be held at Schools for Dress a child by end of | 38 Campaigns to be held at Schools for Dress a child by end of |

| | | | | | | 31 March 2023 | 31 March 2024 | 31 March 2025 | 31 March 2026 | 31 March 2027 |
|---------------|--|---|--|---|------------|--|--|--|--|--|
| CO M1 0 | To impro ve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Ingoma Yesintu Progra m | Number of Ingoma Yesintu program s held by deadline. | Num ber | 1 Ingoma Yesintu program s held by end of 31 March 2023 | 1 Ingoma Yesintu program s held by end of 31 March 2024 | 1 Ingoma Yesintu program s held by end of 31 March 2025 | 1 Ingoma Yesintu program s held by end of 31 March 2026 | 1 Ingoma Yesintu program s held by end of 31 March 2027 |
| CO M1 1 | To impro ve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Orphan s and Farm Worker s Progra m | Number of program s for Orphans and Farm workers held by deadline. | Num ber | 1 of Orphans and Farm workers Program s held by end of 31 March 2023 | 1 of Orphans and Farm workers Program s held by end of 31 March 2024 | 1 of Orphans and Farm workers Program s held by end of 31 March 2025 | 1 of Orphans and Farm workers Program s held by end of 31 March 2026 | 1 of Orphans and Farm workers Program s held by end of 31 March 2027 |
| CO M1 2 | To impro ve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Christm as Progra m for Senior Citizens | Number of Christma s program s for Senior citizens held by deadline. | Num ber | 1 Christm as Program for Senior Citizens held by end 31 Decemb er 2022 | 1 Christm as Program for Senior Citizens held by end 31 Decemb er 2023 | 1 Christm as Program for Senior Citizens held by end 31 Decemb er 2024 | 1 Christm as Program for Senior Citizens held by end 31 Decemb er 2025 | 1 Christm as Program for Senior Citizens held by end 31 Decemb er 2027 |
| CO M1 3 | To impro ve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Moral Regene ration event | Number of events for Moral Regener ation held by deadline. | Num ber | 2 Moral Regener ation event held by end of 31 March 2023 | 2 Moral Regener ation event held by end of 31 March 2024 | 2 Moral Regener ation event held by end of 31 March 2025 | 2 Moral Regener ation event held by end of 31 March 2026 | 2 Moral Regener ation event held by end of 31 March 2027 |

| | | | | | | | | | | |
|---------|--|--|---|--|--------|--|--|--|--|--|
| CO M1 4 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Civil Society Forum | Number of Civil Society Forums held by deadline. | Number | 4 Civil Society Forums held by end of 30 June 2023 | 4 Civil Society Forums held by end of 30 June 2024 | 4 Civil Society Forums held by end of 30 June 2025 | 4 Civil Society Forums held by end of 30 June 2026 | 4 Civil Society Forums held by end of 30 June 2027 |
| CO M1 5 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Ndwedwe HIV/Aids Day event | Number of HIV/Aids Day events held by deadline. | Number | 2 HIV/Aids Day event held by end of 31 March 2023 | 2 HIV/Aids Day event held by end of 31 March 2024 | 2 HIV/Aids Day event held by end of 31 March 2025 | 2 HIV/Aids Day event held by end of 31 March 2026 | 2 HIV/Aids Day event held by end of 31 March 2027 |
| CO M1 6 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | 16 Days of Activism | Number of activism programs for 16 days held by deadline. | Number | 2 16 Days of Activism programs held by end of 31 December 2022 | 2 16 Days of Activism programs held by end of 31 December 2023 | 2 16 Days of Activism programs held by end of 31 December 2024 | 2 16 Days of Activism programs held by end of 31 December 2025 | 2 16 Days of Activism programs held by end of 31 December 2026 |
| CO M1 7 | To preserve our history and heritage | To promote Arts & Culture, Tourism and social cohesion nation building | Umkhosi Wesintu | Number of events for Umkhosi Wesintu held by deadline. | Number | 1 Umkhosi Wesintu events held by end of 31 December 2022 | 1 Umkhosi Wesintu events held by end of 31 December 2023 | 1 Umkhosi Wesintu events held by end of 31 December 2024 | 1 Umkhosi Wesintu events held by end of 31 December 2025 | 1 Umkhosi Wesintu events held by end of 31 December 2026 |
| CO M1 8 | To preserve our history and heritage | To promote Arts & Culture, Tourism and social cohesion nation building | Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations | Number of Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations events held by deadline. | Number | 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2022 | 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2023 | 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2024 | 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2025 | 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2026 |

| | | | | | | | | | | |
|--------|--|--|---|---|--------|---|---|---|---|---|
| CO M19 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Child Protection Program | Number of Child Protection Program held by deadline | Number | 1 Child Protection Program held by end of 31 May 2023 | 1 Child Protection Program held by end of 31 May 2024 | 1 Child Protection Program held by end of 31 May 2025 | 1 Child Protection Program held by end of 31 May 2026 | 1 Child Protection Program held by end of 31 May 2027 |
| CO M20 | To preserve our history and heritage | To promote Arts & Culture, Tourism and social cohesion nation building | Mandela Day Program | Number of Mandela day programs held by deadline. | Number | 1 Mandela Day Program held by end of 31 July 2022 | 1 Mandela Day Program held by end of 31 July 2023 | 1 Mandela Day Program held by end of 31 July 2024 | 1 Mandela Day Program held by end of 31 July 2025 | 1 Mandela Day Program held by end of 31 July 2026 |
| CO M21 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Training and Development for Women | Number of Training and Development for Women held by deadline | Number | 1 Training and Development for Women held by end of 31 March 2023 | 1 Training and Development for Women held by end of 31 March 2024 | 1 Training and Development for Women held by end of 31 March 2025 | 1 Training and Development for Women held by end of 31 March 2026 | 1 Training and Development for Women held by end of 31 March 2027 |
| CO M22 | To improve the quality of life within the district | To promote Arts & Culture, Tourism and social cohesion nation building | Children Council (advisory meetings) | Establishment of Children Council held by deadline | Date | Establishment of Children Council held by end of 31 March 2023 | Establishment of Children Council held by end of 31 March 2024 | Establishment of Children Council held by end of 31 March 2025 | Establishment of Children Council held by end of 31 March 2026 | Establishment of Children Council held by end of 31 March 2027 |
| CO M23 | To improve the quality of life within the district | Implementation of Operation Sukuma Sakhe | Operation Sukuma Sakhe (OSS) local task team meetings | Number of OSS meetings held by deadline. | Number | 4 OSS meetings held by end of 30 June 2023 | 4 OSS meetings held by end of 30 June 2024 | 4 OSS meetings held by end of 30 June 2025 | 4 OSS meetings held by end of 30 June 2026 | 4 OSS meetings held by end of 30 June 2027 |

| | | | | | | | | | | |
|---------|---|--|--|--|--------|---|---|---|---|---|
| CO M2 4 | To improve the quality of life within the district | Implementation of Operation MBO | Operation MBO | Number of Operation MBO meetings held by deadline. | Number | 2 Operation MBO meetings held by end of 30 June 2023 | 2 Operation MBO meetings held by end of 30 June 2024 | 2 Operation MBO meetings held by end of 30 June 2025 | 2 Operation MBO meetings held by end of 30 June 2026 | 2 Operation MBO meetings held by end of 30 June 2027 |
| CO M2 5 | To ensure prevention and mitigation against disasters | To ensure that disaster-stricken communities exercise risk avoidance behaviour during all incidents & disasters | Disaster and Waste Awareness Campaigns | Number of Community awareness campaigns held by deadline. | Number | 8 Community awareness campaigns held by end of 30 June 2023 | 8 Community awareness campaigns held by end of 30 June 2024 | 8 Community awareness campaigns held by end of 30 June 2025 | 8 Community awareness campaigns held by end of 30 June 2026 | 8 Community awareness campaigns held by end of 30 June 2027 |
| CO M2 6 | To ensure prevention and mitigation against disasters | To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks | District Disaster Management Advisory Forums | Number of Disaster Management Advisory Forum Meetings held by deadline | Number | 4 Disaster Management Advisory meetings held by end of 30 June 2023 | 4 Disaster Management Advisory meetings held by end of 30 June 2024 | 4 Disaster Management Advisory meetings held by end of 30 June 2025 | 4 Disaster Management Advisory meetings held by end of 30 June 2026 | 4 Disaster Management Advisory meetings held by end of 30 June 2027 |

| | | | | | | | | | | |
|---------|---|--|--------------------------------------|---|--------|--|--|--|--|--|
| CO M2 7 | To ensure prevention and mitigation against disasters | To ensure that there is effective implementation of disaster risk reduction programme aimed at prevention and mitigation against identified risks and alignment of Disaster Mngt plan to the IDP and SDF | Disaster Risk Reduction | Reviewed Disaster Management Sector Plan adopted by Council by deadline. | Number | Reviewed Disaster Management Sector Plan and submit to Council by end of 30 June 2023 | Reviewed Disaster Management Sector Plan and submit to Council by end of 30 June 2024 | Reviewed Disaster Management Sector Plan and submit to Council by end of 30 June 2025 | Reviewed Disaster Management Sector Plan and submit to Council by end of 30 June 2026 | Reviewed Disaster Management Sector Plan and submit to Council by end of 30 June 2027 |
| CO M2 8 | To ensure prevention and mitigation against disasters | To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters | Disaster Management Emergency Relief | Number of monthly consolidated incidents /disasters reports submitted to the Provincial disaster management centre by deadline. | Number | 12 Monthly reports submitted to the Provincial disaster management centre by end of 30 June 2023 | 12 Monthly reports submitted to the Provincial disaster management centre by end of 30 June 2024 | 12 Monthly reports submitted to the Provincial disaster management centre by end of 30 June 2025 | 12 Monthly reports submitted to the Provincial disaster management centre by end of 30 June 2026 | 12 Monthly reports submitted to the Provincial disaster management centre by end of 30 June 2027 |

| | | | | | | | | | | |
|--------|---|---|--|--|------------|---|---|---|---|---|
| CO M29 | To ensure prevention and mitigation against disasters | To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters | Construction of Disaster Management Centre | Construction of Disaster Management Centre by deadline. | Date | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 June 2023. | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 June 2024. | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 June 2025. | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 June 2026. | 100% Construction of Disaster Management Centre (Phase 1) to be completed by end of 30 June 2027. |
| CO M30 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Renovations of Bhamshela Thusong Centre | Percentage of renovations of Bhamshela Thusong Centre to be completed by deadline. | Percentage | 100% Renovations of Bhamshela Thusong Centre to be completed by end of 31 March 2023 | 100% Renovations of Bhamshela Thusong Centre to be completed by end of 31 March 2024 | 100% Renovations of Bhamshela Thusong Centre to be completed by end of 31 March 2025 | 100% Renovations of Bhamshela Thusong Centre to be completed by end of 31 March 2026 | 100% Renovations of Bhamshela Thusong Centre to be completed by end of 31 March 2027 |
| CO M31 | To facilitate provision of infrastructure throughout the municipality | To provide and improve access to community/public facilities to minimum standards | Renovations of Telecentre | Percentage of renovations of Telecentre to be completed by deadline. | Percentage | 100% Renovations of Telecentre to be completed by end of 31 March 2023 | 100% Renovations of Telecentre to be completed by end of 31 March 2024 | 100% Renovations of Telecentre to be completed by end of 31 March 2025 | 100% Renovations of Telecentre to be completed by end of 31 March 2026 | 100% Renovations of Telecentre to be completed by end of 31 March 2027 |
| CO M32 | To implement and maintain in compliance, effective and efficient enterprise | Monitoring performance of effective enterprise risk management | Monitoring performance of effective enterprise risk management | Number of progress reports on Risk Management by target date. | Number | 4 Progress Reports on Risk Management by end of 30 June 2023 | 4 Progress Reports on Risk Management by end of 30 June 2024 | 4 Progress Reports on Risk Management by end of 30 June 2025 | 4 Progress Reports on Risk Management by end of 30 June 2026 | 4 Progress Reports on Risk Management by end of 30 June 2027 |

| | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|
| | risk manag ement syste ms & proces ses | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|

A1.8 HOW WILL OUR PROGRESS BE MEASURED?

Performance Management is a process which measures the implementation of the organisation's strategy. At Local Government level this has become an imperative, with economic development, transformation, governance, finance and service delivery being the critical elements in terms of Local Government Strategy. Performance Management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met. National Government has also found it necessary to institutionalize and provide legislation on the Performance Management Process for Local Government.

For the purpose reporting, measuring, monitoring and evaluation of the organizational performance, the organizational Performance Management System (OPMS) was developed. It contains the key components of the IDP Matrix; the Strategic objectives, Key Performance Indicators and Targets demonstrating how performance of the organization will be measured in a period of one year. These objectives are trying to achieve the goals stipulated in the IDP. The Service Delivery Budget and Implementation Plan (SDBIP) which focuses to performance of each directorate/department was developed indicating the targets which are intended to be achieved on a quarterly basis. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the Municipality. The budget gives effect to the strategic priorities of the Municipality.

Performance Management as defined by Department of Local Government and Traditional Affairs is a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. This system will therefore in turn ensure that all the leaders, managers and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

The NLM has developed programmes and projects that are geared towards delivering of basic services, economic infrastructure development, reducing unemployment and poverty

developing thriving communities able to sustain itself and the municipality. The IDP has been compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives; the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

The strategies are used to annually formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the NLM, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported on quarterly as well as annually in the municipality's annual report. The process of managing performance:

- Performance Planning
- Performance Monitoring
- Performance Measurement
- Performance Analysis
- Performance Reporting
- Performance Review

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.

The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans (SDBIP's)

Performance management can be applied to various levels within any organisation. The legislative framework provides for performance management at various levels in a municipality including organisational (sometime also referred to as municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets. The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the

preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels related to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

A1.9 PERFORMANCE MANAGEMENT

To measure and monitor our progress, Performance Management Framework and Policy was developed and is in place and it is reviewed annually. Key performance indicators have been refined in support of the Municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan Framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organizational Performance Management Scorecard attached to the Integrated Development Plan and it is reviewed annually together with the Integrated Development Plan review process to ensure regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee. (See attached Final SDBIPs **Annexure S** and PMS Framework **Annexure T**).

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the performance Regulations, these agreements are fully implemented and aligned with the service delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003. Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual department targets will be achieved.

CHAPTER B:

- **B.1: PLANNING AND DEVELOPMENT PRINCIPLES**
- **B.2: GOVERNMENT POLICIES AND IMPERATIVES**

CHAPTER B1: PLANNING AND DEVELOPMENT PRINCIPLES

This chapter guides the development plans for the elected term of office. It's also seeking to identify its relationship and commitment that Ndwedwe has made to align its Integrated Development Plan (IDP), Spatial Development Framework (SDF) and other key planning and policy instruments from the international, national, provincial as well as the iLembe District Growth and Development Plan (DGDP).

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 follows:

- National Development Plan (Vision 2030);
- National Spatial Development Perspective.
- National Outcomes.
- National Key Performance Areas.
- Sustainable Development Goals.
- Provincial Growth and Development Strategy.
- District Growth and Development Plan; and
- One Plan.

B.1 PLANNING AND DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMA)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, National Strategy on Sustainable Development)
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)

- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA).
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).
- If there is a need to low-income housing, it must be provided near areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development).
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS).
- Development in Ndwedwe Local Municipality is underpinned by a number of principles that seek to encourage coordinated, harmonious and efficient utilization of land, whilst addressing spatial imbalances. These include, *inter alia*:
 - Development / investment must only happen in locations that are sustainable (NSDP):
 - Balance between urban and rural land development in support of each other (DFA Principles)
 - The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
 - Development should be within limited resources (financial, institutional and physical).
 - Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, CRDP, National Strategy on Sustainable Development) Stimulate and reinforce cross boundary linkages.

- Basic services (water, sanitation, access and energy) must be provided to all households (*NSDP*)
- Development / investment should be focused on localities of economic growth and/or economic potential (*NSDP*)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (*NSDP*)
- Prime and unique agricultural land, the environment and other protected lands must be protected, and land must be safely utilized.
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral, and local levels is central to achieving coherent and effective planning and development.
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (*"Breaking New Ground": from Housing to Sustainable Human Settlements*).
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (*National Strategy on Sustainable Development*).
- The principle of self-sufficiency must be promoted. Development must be in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (*KZN PGDS*).
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services, and opportunities (*KZN PGDS*).

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO.16 OF 201 (SPLUMA)

The purpose of the Act is to provide a framework for spatial planning and land use management within different spheres of government. As well as the following:

- 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.

SPLUMA PRINCIPLES

The following are SPLUMA principles that the Ndwedwe Local Municipality use as stipulated in the SPLUM Act (Spatial Planning and Land Use Management Act):

The principle of spatial justice, whereby: –

- past spatial and other development imbalances must be redressed through improved access to and use of land.
- spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded; with an emphasis on informal, former homeland areas and areas characterized by widespread poverty and deprivation.
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons.
- land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements, and former homeland areas.
- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

The principle of spatial sustainability whereby spatial planning and land use management systems must:

- Promote land development that is within the fiscal, institutional, and administrative means of the Republic.
- Ensure that special consideration is given to the protection of prime and unique agricultural land.
- Uphold consistency of land use measures in accordance with environmental management instruments;
- Promote and stimulate the effective and equitable functioning of land markets;
- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- Promote land development in locations that are sustainable and limit urban sprawl; and
- Result in communities that are viable.

The principle of efficiency, whereby:

- Land development optimizes the use of existing resources and infrastructure;
- Decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
- Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.
- The principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

The principle of good administration, whereby:

- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- The requirements of any law relating to land development and land use are met timeously;
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- Policies, legislation, and procedures must be clearly set-in order to inform and empower members of the public.

B.2 GOVERNMENT POLICIES AND IMPERATIVES

SUSTAINABLE DEVELOPMENT GOALS (SDG'S)

In September 2015, the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice and tackle climate change. The SDGs build on the Millennium Development Goals (MDG) eight antipoverty targets that the world committed to achieving by 2015. Enormous progress was made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

The new Global Goals, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The SDG is an attempt at global co-ordinated efforts to ensure that the goals South Africa and the rest of Africa sets itself including ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and

forests are achieved in the shortest possible time and in the most efficient way imaginable. The comprehensive list of the 17 goals is depicted in the figure 1 below:

Figure 1: Sustainable Development Goals



The Ndwedwe Municipality Council developed a five-year IDP which includes strategies in Chapters 3 and 6, on how the municipality will be contributing to each of the SDG's.

NATIONAL OUTCOMES

The 14 National Outcomes that all provincial governments must align to are:

Outcome 1: Improved quality of basic education.

Outcome 2: A long and healthy life for all South Africans.

Outcome 3: All people in South Africa are and feel safe.

Outcome 4: Decent employment through inclusive economic growth.

Outcome 5: A skilled and capable workforce to support an inclusive growth path.

Outcome 6: An efficient, competitive and responsive economic infrastructure network.

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.

Outcome 8: Sustainable human settlements and improved quality of household life.

Outcome 9: A responsive, accountable, effective and efficient local government system.

Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.

Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.

Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Outcome 13: Inclusive and responsive social system

Outcome 14: Nation building and social cohesion

The President signs performance agreements with all Cabinet Ministers. In these performance agreements, Ministers establish an Implementation Forum for each of the outcomes. In each implementation forum Ministers and all other parties responsible for delivering on an outcome, develop a Delivery Agreement. All departments, agencies and spheres of government involved in the direct delivery process required to achieve an output, should be party to the agreement.

Ndwedwe local municipality has over the years developed programmes that sought to respond and address issues of the SDGs especially in relation to the HIV/Aids programmes through the establishment of local aids councils; eradicating extreme poverty through Expanded Public Works Programme (EPWP), Operation Sukuma Sakhe initiatives targeted at poorest households of the community; ensuring environmental sustainability through bio-digesters projects and waste management programmes; etc.

MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial, and local government.

The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF. In the presence of the NDP as an overarching, long-term plan the MTSF process has been reoriented towards conversion of the NDP into medium term five-year plans. The intention of the MTSF is to directly inform departments' planning and oversight of plans and performance. The 2014 – 2019 MTSF has two overarching themes which are radical economic transformation and improving service delivery and 14 priority outcomes which are building on previous MTSF and the NDP.

NATIONAL DEVELOPMENT PLAN

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated to the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc. The situation that the country finds itself has had an effect of leaving most of the population trapped in a vicious circle of poverty and a growing gap of the haves and those that have not. See the figure 3 below. To arrest this situation, the NPC has developed a 20-year National Development Plan (NDP).

WHAT DOES THE NATIONAL DEVELOPMENT PLAN?

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next

decade. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people’s capabilities to lead the lives they desire. The achievement of this vision is based on the following nine elements:

- Creating jobs and livelihoods,
- Expanding infrastructure,
- Transitioning to a low-carbon economy,
- Transforming urban and rural spaces,
- Improving education and training,
- Providing quality health care,
- Building a capable state,
- Fighting corruption and enhancing accountability,
- Transforming society and uniting the nation.

The Ndwedwe Local Municipality has attempted to initiate programmes and projects that will enable it to contribute towards the realization of the NDP goals and targets. For example, the municipality is currently facilitating the Community Works Programme and Expanded Public Works Programme that have created 1200 and 100 job opportunities, respectively. In terms of transforming urban and rural areas, the municipality has focused more on attracting both public and private investors into the nodal areas of Bhamshela and Ndwedwe as well as its development corridors with the long-term objective of bring sustainable economic development that triumph against poverty, unemployment and inequality.

INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) is a policy framework guiding the reorganization of the urban system of South Africa so that cities and towns can become inclusive, resource efficient and adequate places to live, as per the vision outlined in the National Development Plan (NDP).

The overall outcome of the IUDF is spatial transformation. This new focus for South Africa steers urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. The IUDF implementation plan identifies a number of short-term proposals to achieve spatial transformation. The overall objective of the IUDF is to create efficient urban spaces by: -

Reducing travel costs and distances

Aligning land use, transport planning and housing

Preventing development of housing in marginal areas of Increasing urban densities and reducing sprawl

Shifting jobs and investment toward dense peripheral townships

Improving public transport and the coordination between transport modes.

The IUDF has its premise on the following nine levers:

1. Integrated Urban Planning and Maintenance
2. Integrated Transport and Mobility
3. Integrated and Sustainable Human Settlements
4. Integrated Urban Infrastructure
5. Efficient land governance and management
6. Inclusive economic development
7. Empowered active communities
8. Effective urban governance
9. Sustainable finances.

These listed levers relate very specifically to the pillar of spatial transformation, and both are embraced by the Ndwedwe Local Municipality. The Municipality is planning and implementing for improved public transport, investment is aimed at aiding the Township economy and a number of processes are underway to establish integrated human settlements in the area, as the Municipality has planned to review the Housing Sector Plan in the new financial year.

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.

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 stimulates 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: To overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled 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.

KZN PROVINCIAL GROWTH DEVELOPMENT STRATEGY (PGDS)

The 2012 Provincial Growth and Development Strategy (KZN PGDS) bolsters the province's commitment to achieving the vision of a "Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world". The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the province.

The PGDS provides a reasoned strategic framework for accelerating and sharing 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. Concomitant attention is also given to the provision of infrastructure and services, to restoring natural resources, to public sector leadership, delivery and accountability, thus ensuring that these changes are responded to with resilience, innovation and adaptability. This strategy will lay the foundations for attracting and instilling confidence from potential investors and to develop social compacts that address the Provincial challenges.

The main purpose of the KZN PGDS can be summarised as, being the primary growth and development strategy for KwaZulu-Natal to 2030; mobilising and synchronising strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners in order to achieve the desired growth and development goals, objectives and outcomes; to spatially contextualise and prioritise interventions so as to achieve greater spatial equity; and to develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and ongoing review of the growth and development plan. The KZN PGDS sets out seven goals which are as follows:

- Inclusive Economic Growth
- Human Resource Development
- Human and Community Development
- Strategic Infrastructure
- Environmental Sustainability

- Governance and Policy
- Spatial Equity

PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The PGDP is a plan formulated with the objective to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. The focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability through:

- Inclusive economic growth
- Human resources development
- Human and community development
- Infrastructure development
- Environmental sustainability
- Governance and policy
- Spatial equity

DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The iLembe District Municipality Council adopted the iLembe Regional Spatial Development Plan (IRSDP) in 2013. This document essentially provides a blueprint for the district to become a “sustainable region” by 2050. It was therefore necessary that in developing the DGDP, the proposals contained in the IRSDP were considered. To this end, there is alignment between the five pillars contained in the IRSDP and the six goals of the DGDP. The framework for the DGDP is in Table 5 below.

Table 12: District Growth and Development Plan

| KZN PGDP GOAL | ILEMBE DISTRICT DGDP AND NDWEDWE LM GOALS | NLM GOALS FOR 2022 TO 2027 |
|---------------------------------|---|---|
| Job creation | A diverse and growing economy | Create municipal capacity to implement projects identified in each economic sector. Facilitate municipal support programmes for the same and cooperatives. |
| Human resource development | Promote social well-being | Filling in all critical positions to ensure municipal stability and improved service delivery; and |
| Human and community development | | Addressing gender and employment equity through the recruitment processes of the municipality. |
| Strategic infrastructure | Provide equitable access | Facilitating the eradication of backlogs on household infrastructure services, especially electricity |
| Spatial equity | A liveable region | Facilitate the finalization Ndwedwe town establishment programme. |

| | | |
|------------------------------|--|---|
| Environmental sustainability | Living in harmony with nature | Facilitate the implementation of sustainable environmental programmes to support green economy. |
| Governance and policy | Effective Governance, Policy and Social Partnerships | Conducting continuous assessments regarding the functionality of all municipal structures. |

As evident from the table above, essentially the aim of the DGDP is to ensure synchronization between the district goals and objectives and Provincial goals and objectives. The district goals are an informant to the strategic interventions/projects proposed in the DGDP. These interventions are key to the municipality's ability to achieve its vision.

In the process of compiling the DGDP, the iLembe family hosted the District Growth and Development Summit. This was a multi-sectoral engagement to devise strategies and projects that would encourage economic growth in iLembe. The resolutions of the summit have been incorporated into the strategic objectives of the DGDP. Due to the long-term nature of this plan (2030 vision aligned to PGDS) it was essential that the interventions were expressed with short, medium, and long-term horizons i.e., short term 2016-2020, Medium term 2021-2025, and long term 2026-2030.

STATE OF THE NATION ADDRESS FOR 2022

The State of the Nation Address sets out government's key policy objectives and deliverables for the year ahead, highlights achievements, flags challenges and outlines interventions to unlock development interventions for the coming financial year. The State of the Nation Address 2022 (SoNA) was delivered by the President of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on 10 February 2022. The focus areas under guidance from the National Development Plan are as follows:

- Growing the nation
- Building better lives
- Fighting corruption
- Making communities safer
- Making government work

STATE OF THE KZN PROVINCE ADDRESS 2022

On 24 February 2022, the Premier of KwaZulu-Natal, Mr S. Zikalala delivered the State of the Province Address (SOPA). The priority areas are as follows:

- Provision of basic services-immediate challenge being water,
- Job creation
- Growing economy
- growing small businesses and co-operatives
- education and skills development
- human settlements and sustainable livelihoods.
- Build a peaceful province

- Build a caring and incorruptible government

ILEMBE DISTRICT DEVELOPMENT MODEL “one Plan”

The District Development Model (DDM) promotes a One-Plan, One-Budget Intergovernmental approach for Districts and Metropolitan area which was approved by Cabinet in August 2019. DDM is a new integrated district-based intervention by government to coordinate the delivery of services to communities. Joint and collaborative planning is undertaken at local, district, metropolitan and by all three spheres of governance resulting in a single strategically focused “One Plan”.

The District Development Model (DDM) promotes a One-Plan, One-Budget Intergovernmental approach for Districts and Metropolitan area which was approved by Cabinet in August 2019. DDM is a new integrated district-based intervention by government to coordinate the delivery of services to communities. Joint and collaborative planning is undertaken at local, district, metropolitan and by all three spheres of governance resulting in a single strategically focused “One Plan”.

The Model is firmly based on analysis of previous and current National, Provincial and Local level initiatives to improve the development of Local Government and IGR. Developmental change is shaped and owned at district level in partnership with communities, citizens, and social partners.

In November 2020, the Minister of Cooperative Governance and Traditional Affairs, the Honorable Dr Nkosazana Dlamini Zuma, launched the iLembe DDM during her visit to the family of municipalities from the 17th to the 20th of November 2020. The following was presented and adopted;

- Terms of Reference for the iLembe District Hub;
- Institutional arrangements; and
- DDM Profile.

The development of the iLembe DDM will be commissioned through the Vuthela iLembe LED programme. Service providers have been appointed and the project commenced in November 2020. To date, the following have been achieved;

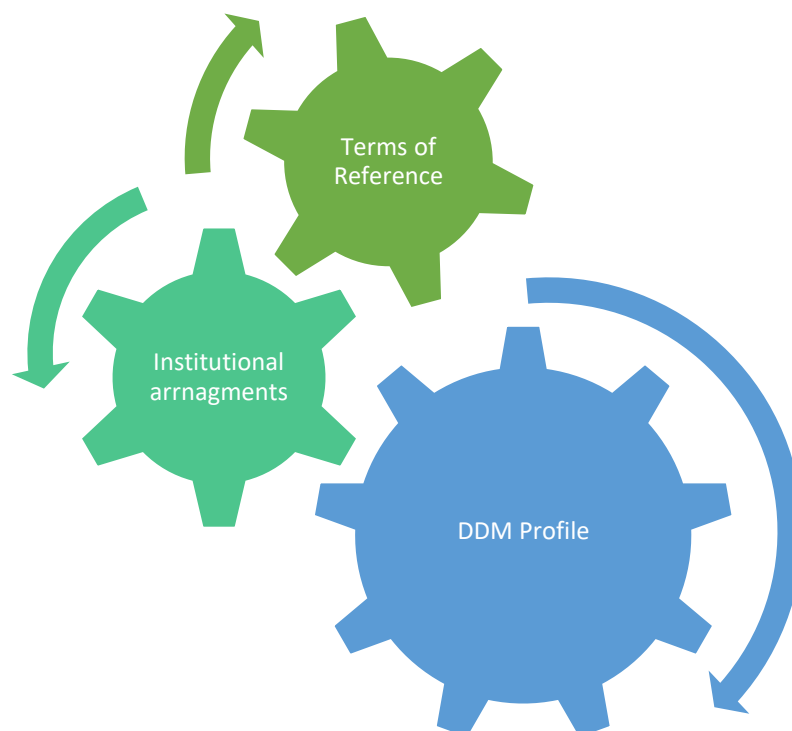
Establishment of the project team;

Establishment of the core team;

Adoption of the first generation one plan in June 2021 by the Political Hub;

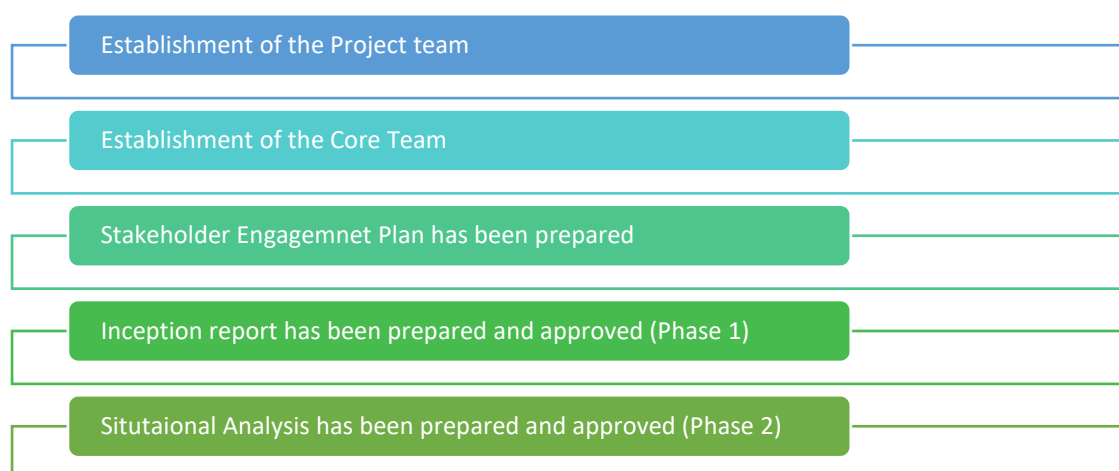
The commencement of the Comprehensive One Plan, which is anticipated to be adopted in June 2022.

Figure 2: Ilembe DDM, Terms of Reference, Institutional Structures and Profiles.



The development of the iLembe District Plan will be commissioned through the Vuthela iLembe LED programme. Service providers have been appointed and the project commenced in November 2020. To date, the following have been achieved.

Figure 3: Implementation of the Ilembe District Plan



PROVINCIAL MONITORING TOOL

Following an initiative to develop a common set of indicators for secondary/Intermediate cities, district municipalities and the remainder of the local municipalities builds on the joint work of the Department of Cooperative Governance (DCOG), National Treasury and The Department of Planning, Monitoring and Evaluation (DPME) to implement reporting reforms at municipal level. This initiative began by reviewing, rationalising, and streamlining reporting arrangements in metropolitan as communication in MFMA Circular No. 88 of 2017. The new provincial monitoring tool replaces the Back-to-Basics pillars. The pillars of units of measurement in the Technical Indicator Descriptions and Indicator Formulas were amended so that they match or are properly aligned with the indicators as per the inputs received from municipalities.

KZN Monitoring Tool represents the following:

- Put people first and their concerns first and ensure constant contact with communities through effective public participation platforms.
- Create conditions for decent living by consistently delivering municipal services of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- Ensure sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

MSCOA COMPLIANCE

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. MSCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities must be compliant to the MSCOA classification framework by 1 July 2017.

According to Chapter 6 of the MFMA tasks the Municipal Manager managing the financial administration of the municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the municipality, to ensure the municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

THE CABINET LEKGOTLA

The Cabinet Lekgotla's objective is to assess progress on the various targets which the government undertook to realize and achieve by 2016.

The focus of the Cabinet Lekgotla was on:

- Ensuring that government remains accountable to the service deliver needs of our people;
- Receive progress report on the key infrastructure projects.
- Cabinet also received the strategic implementation plan from National Planning Commission and the report from the Presidential Review Committee on State Entities.

THUMA MINA CAMPAIGN

Ndwedwe Municipality has embarked on Thuma Mina campaign as per the call made by the President during his State of the Nation Address in February 2018. The campaign aims to improve service delivery with the help of South Africans. The activities of the campaign should address local issues and be people-centred. The campaign could include activities which are not limited to: clean p campaigns in urban areas of waste removal, environmental activities like planting trees and cleaning rivers, dealing with service delivery problems etc. The roll out of the campaign is every first weekend of each month.

In response to the Thuma Mina Campaign, Ndwedwe Municipality has identified priority areas in all the 19 wards that need service delivery improvements. The first area to be identified was ward 13 (Mona, Msunduzi, Tapuka, Makhawula and Sanele).

CHAPTER C : SITUATIONAL ANALYSIS

CHAPTER C1 : SITUATIONAL ANALYSIS

C.1 DEMOGRAPHIC ANALYSIS

This chapter seeks to demonstrate multiple sources of data information from Statistics South Africa obtained from Census 2011 and Community Survey 2016 and other credible sources of data. The following detailed analysis depicts the demographics, spatial planning, environmental management, disaster management, municipal transformation and institutional development, basic service delivery, economic and social development, municipal financial management, as well as the good governance public participation.

C.1.1 POPULATION SIZE

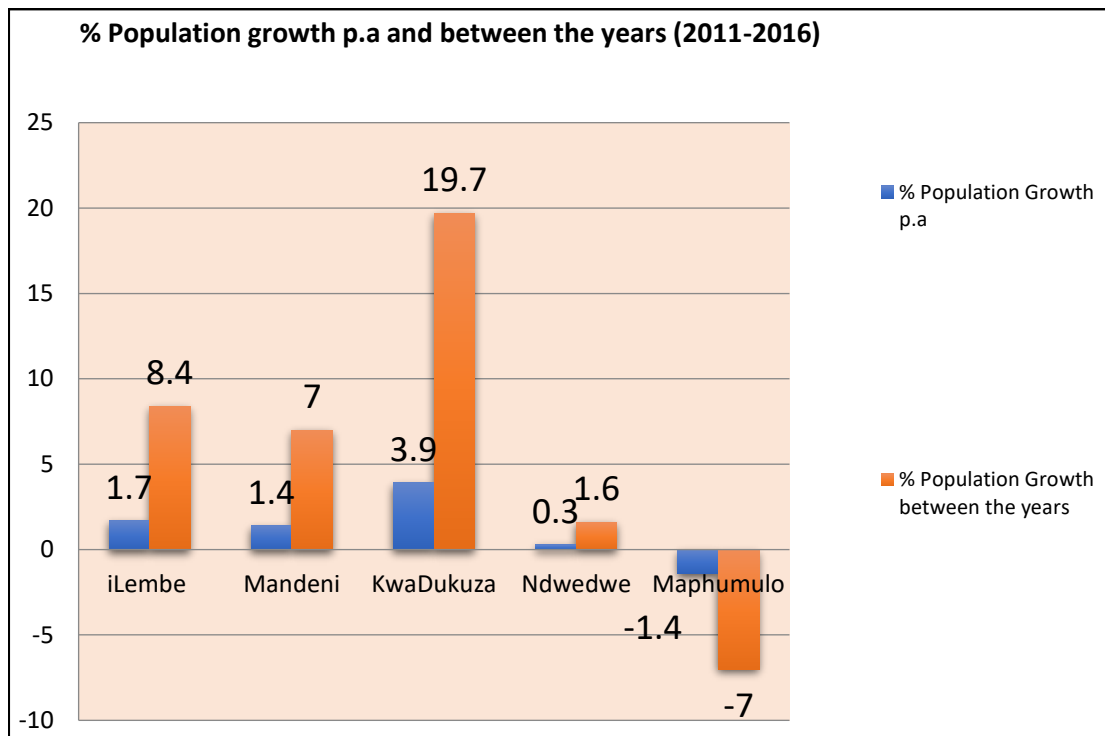
The demographic profile shown below is at the district level, in comparison to the other municipalities within the district. The Ndwedwe population has grown by 1.6% between the year 2011 to 2016 as per the Statistics SA Census data for 2011 and Community Survey 2016.

C.1.2 POPULATION GROWTH IN COMPARISON TO 2011 CENSUS AND 2016 COMMUNITY SURVEY

Table 13: Population Growth 2011 to 2016

| CENSUS 2011 | | COMMUNITY SURVEY 2016 |
|--------------|------------|-----------------------|
| Municipality | Population | Population |
| iLembe | 606 808 | 657 612 |
| Maphumulo | 96 724 | 89 969 |
| Mandeni | 138 078 | 147 808 |
| KwaDukuza | 231 187 | 276 719 |
| Ndwedwe | 140 820 | 143 117 |

Graph 2: Population Growth P.A between 2011 to 2016



POPULATION GROWTH

Figure 4: Population Growth (Source: 2001-2011 Census & Community Survey Stats SA)

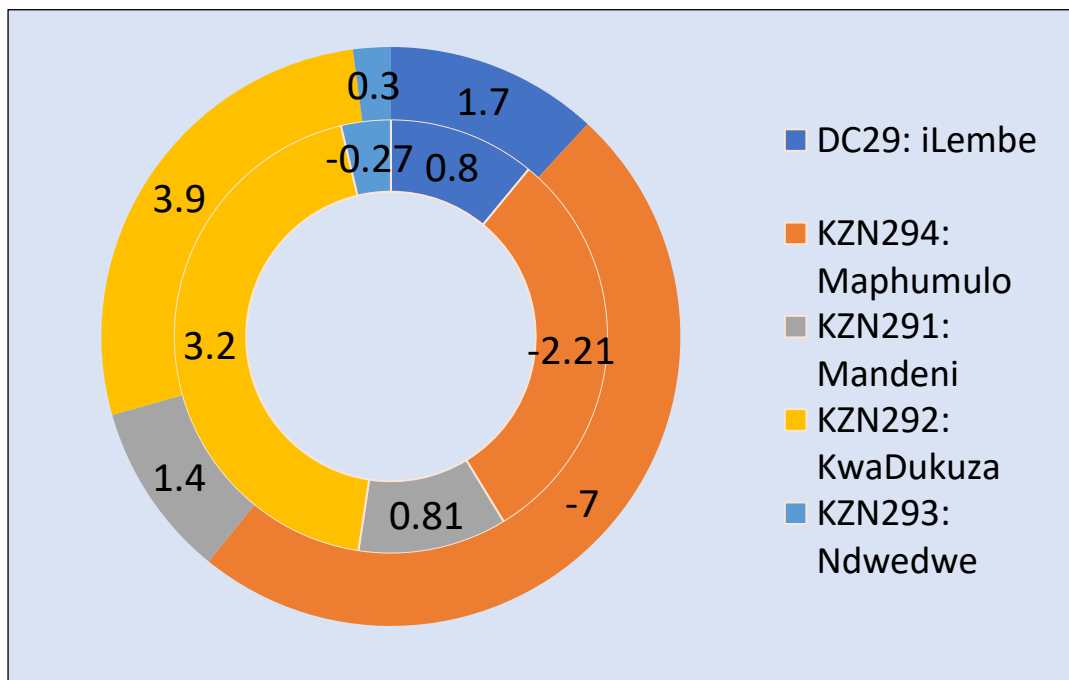


Table 14: Population Growth (Source: 2001-2011 Census & Community Survey Stats SA)

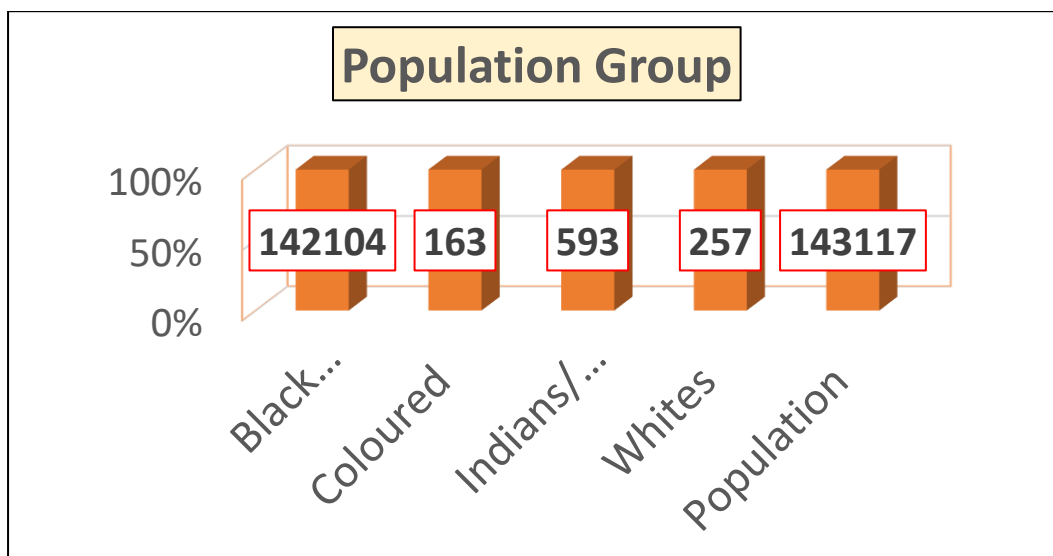
| Municipality | 2011 | 2016 | % Population Growth p.a | % Population Growth between the years |
|----------------|--------------|--------------|-------------------------|---------------------------------------|
| iLembe | 228396 | 259961 | 2.8 | 13.8 |
| Maphumulo | 31415 | 30718 | -0.4 | -2.2 |
| Mandeni | 54530 | 60420 | 2.2 | 10.8 |
| KwaDukuza | 93709 | 117503 | 5.1 | 25.4 |
| Ndwedwe | 48742 | 51320 | 1.1 | 5.3 |

Recent Census results show that the population in iLembe is 606,809 people and is growing at 0.8% per annum. The trend of migration from rural local municipalities of Maphumulo and Ndwedwe to coastal and more urban LMs of Mandeni and especially KwaDukuza is evident. The number of households is 157,692 and is growing at 2.7% per annum. Households in KwaDukuza have grown at a high rate of 4.8% per annum, whereas households in Maphumulo have declined by 1%.

POPULATION GROUP

The table below indicates the distribution of race groups. It is evident that the Black African population is the majority racial group in NLM, followed by Indian/Asian, Whites and Coloured. The number of Black Africans is 142 104. and there are 593 Indians/Asians, 257 Whites and 163 Coloured people.

Graph 3: Population Group



Ndwedwe Municipality has a total population of approximately 143 117 according to the 2016 Community survey compared to the 140 820 of Census 2011. The table below depicts the household population distribution between the wards.

POPULATION AND HOUSEHOLD PROFILES

Ndwedwe Municipality has a total population of approximately 143 117 according to the 2016 Community survey compared to the 140 820 of Census 2011. The table below depicts the household population distribution between the wards.

Table 15:Population and household numbers (Source: Statistics SA Census, 2011)

| Population | | | Households | | | |
|------------|-------------------|--------|---------------------------|--------------|-----------------|--------------|
| Number | Population Growth | Number | Household Growth (% p.a.) | Average Size | Female Headed % | Child Headed |
| 140,820 | -0.27 % p.a | 29,200 | 1.4% | 4.8 | 52.8 % | 0.7% |

Table 16:Population and Household numbers (Source: Statistics SA Community Survey, 2016)

| Population | | | Households | | | |
|------------|-------------------|--------|---------------------------|--------------|-----------------|--------------|
| Number | Population Growth | Number | Household Growth (% p.a.) | Average Size | Female Headed % | Child Headed |
| 143 117 | +0,19% p.a | 33,883 | 6,8% | | 55% | 7,8% |

The table below depicts the wards in within Ndwedwe where the highest numbers of residents are settled.

Table 17:Ward with highest number of residents in Ndwedwe Municipality

| Ward number | Description |
|-------------|--|
| Ward 3 | This ward consists of a very large area, situated on the eastern side of the municipality. Despite the high number of populations, the wards due to its size have very low population density. |
| Ward 6 | This ward which is relatively small contains the node of Bhamshela and therefore has a higher population density in comparison to other wards. |
| Ward 10 | Situated to the north east of Ndwedwe Town, this ward is relatively large, and does not have relatively high population densities (in comparison to other wards). |

| | |
|---------|---|
| Ward 12 | This ward is one of the smallest wards in the Municipality, but has the highest population figure, and therefore also has the highest population density. This grouping of people is situated on the southern boundary of the Municipality, shared with the eThekweni Metropolitan Municipality |
| Ward 13 | Situated adjacent ward 12, and along the P100 connecting Verulam to Ndwedwe. These densities are expected due to the accessibility of this area and its proximity to economic activities in the adjacent t municipality |
| Ward 19 | The ward is relatively large, and has an average population density. The population is spread out evenly throughout this ward due to the topography which does not allow large concentrations of households. |

Ndwedwe Municipality has a total population of approximately 143 117 according to the 2016 Population Community Survey compared to the 140 820 in 2011 population Census. The lowest numbers of population are found in wards 2, 7, and 9 and can be ascribed to the extreme topographical features which does not allow for habitation of these areas. When comparing the population figures of 2011 to that of 2016 of the various wards, it can be seen that the population is now increasing at Ndwedwe compare to the Census of 2011, the number of people increased by 2,297 from 2011 to 2016.

POPULATION AND GENDER

The gender profile of the iLembe District population is typical of the trend prevalent throughout other district municipalities in KZN, meaning there are a greater number of females 341,926 residing in the area compared to males 315,686. Although the population has increased, according to the Community Survey of 2016, the gender ratio remains the same as previously highlighted in the 2011 Census.

Table 18: Population & Gender

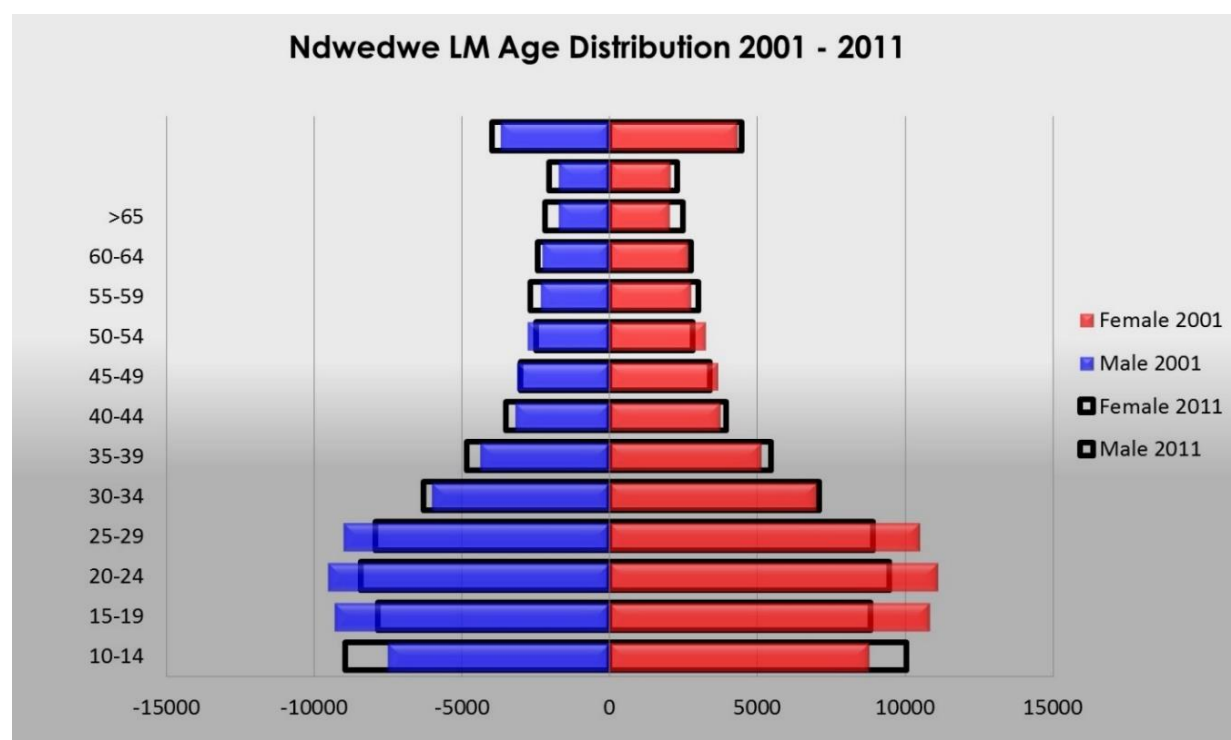
| 2011 | | 2016 | | |
|--------------|------------|---------|---------|------------|
| Municipality | Population | Male | Female | Population |
| iLembe | 606 808 | 315 686 | 341 926 | 657 612 |
| Maphumulo | 96 724 | 40 686 | 49 101 | 89 969 |
| Mandeni | 138 078 | 70 257 | 77 551 | 147 808 |
| KwaDukuza | 231 187 | 136 626 | 140 093 | 276 719 |
| Ndwedwe | 140 820 | 67 936 | 75 181 | 143 117 |

Source: Census 2011 & Community Survey 2016)

AGE AND GENDER DISTRIBUTION

The demographic pyramid is illustrated by figure below and evidently the current population of working age is greater than the school going and retired age groups. A large portion of the population is therefore providing for a small portion of the population. Depending on the birth rates during the following years, this pattern should stay very similar in the years to come. Another clearly noticeable trend is the substantially lower number of men in the municipality. It is suspected that the pattern of male migrant workers, seeking work in larger urban areas and women tending to households needs and practicing subsistence farming.

Figure 5: Population Age Distribution



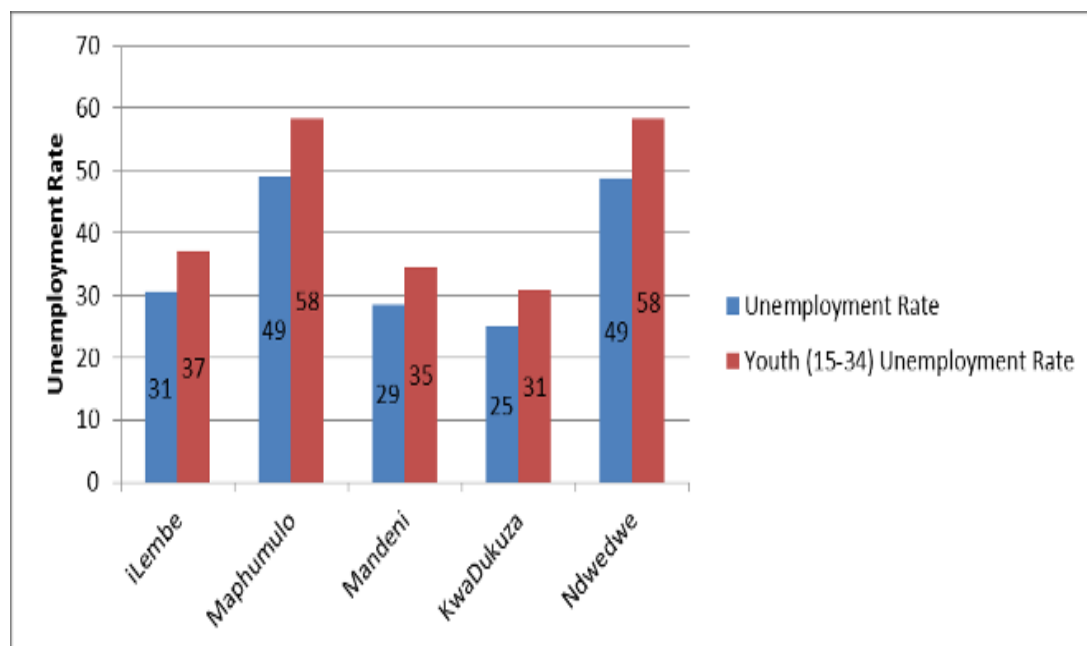
(Source: Stats SA, 2001/2011)

C.1.3 ECONOMIC PROFILE

The table below indicates the age groups of potential work force in the iLembe region. Furthermore, the tables provide a comparison between the 2001 and 2011 census years in respect of the 0-14, 15-64 and 65+ population age cohorts for NLM and the other municipalities within the iLembe District and number of people employed in the formal and informal sector.

EMPLOYMENT AND UNEMPLOYMENT PATTERNS

Graph 4: Unemployment Rate



Source: 2001-2011 Stats SA Census

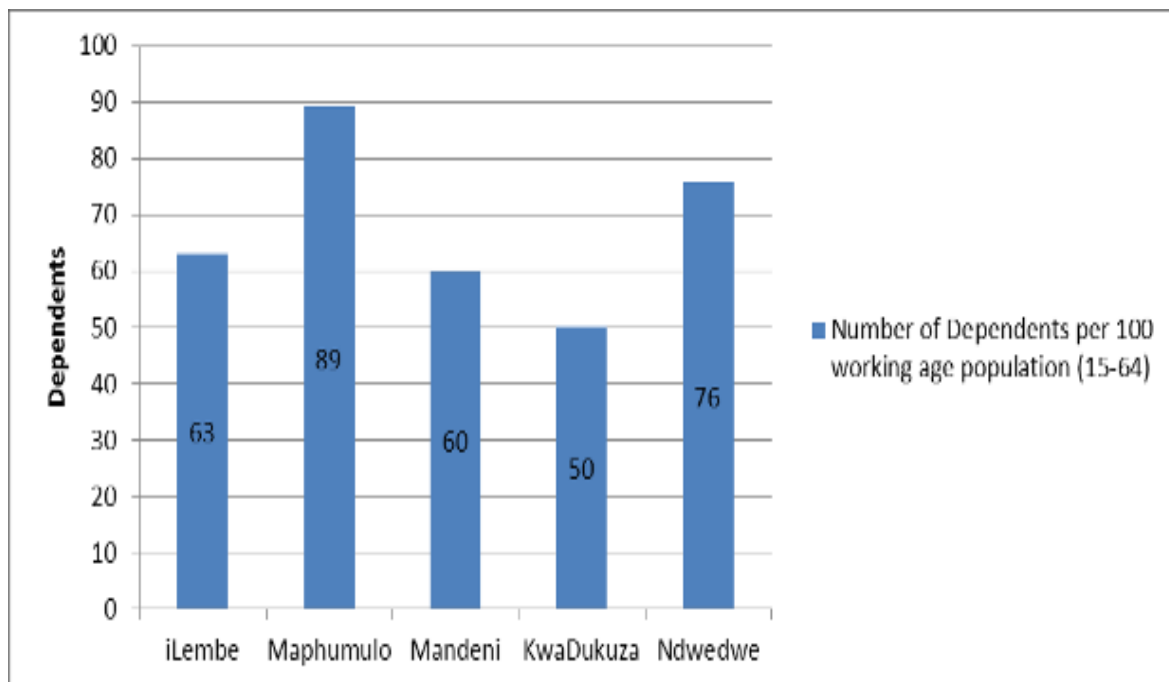
The graph above provides unemployment rates and youth unemployment rates for the district and LMs. The district's unemployment rate is 31% in general and 37% amongst the youth (15-35). While unemployment is above the national average, it is average for KZN. Youth unemployment is substantially lower than both the national and KZN average (with the exception of Maphumulo and Ndwedwe). Employment and youth unemployment are highest in Maphumulo and Ndwedwe at 49% and 58% respectively.

The level of unemployment in Ndwedwe declined to 49% in 2011 from 67.8% in 2001. Amongst the youth 58.3% of them were unemployed which again is a decline from 76.4% in 2001. However, the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in Ndwedwe are in the formal sector, only 4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and 8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

EMPLOYMENT AND UNEMPLOYMENT RATIO'S

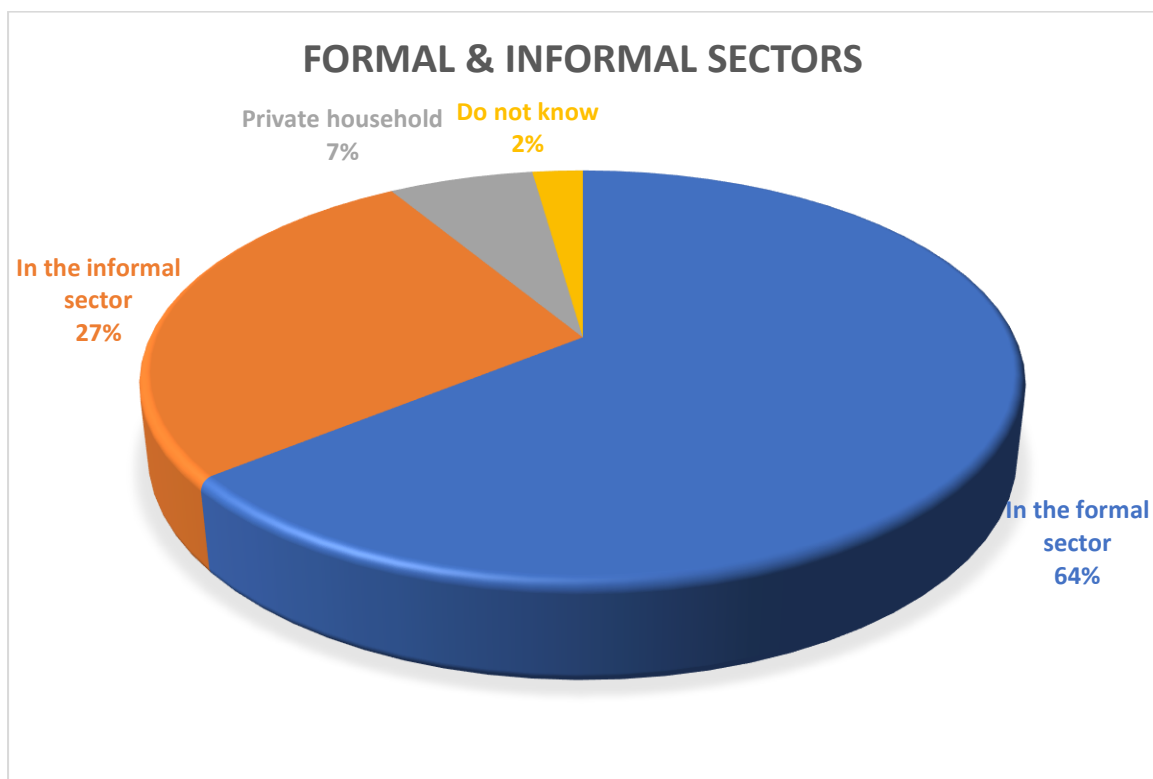
The dependency ratio describes the number of dependents per 100 people between the age of 15 and 64. Dependents are people who cannot work due to their young (under the age of 15), or old (over the age of 65). A high dependency ratio is a large burden to carry for carers who are in many cases unemployed. The highest dependency ratio of almost 90 people per 100 working age people is in Maphumulo and the lowest is in 50 in KwaDukuza. The average for iLembe is 63.

Graph 5 :Dependency Ratio



FORMAL AND INFORMAL SECTORS

Figure 6: Formal and Informal Sectors



C.1.4 KEY FINDINGS (INCLUDING TRENDS)

- Total number of populations in Ndwedwe was 140, 820 in 2011, whereas in 2016 the total population number increased to 143, 117.
- Population in Ndwedwe has experienced a negative growth of -0.27% between 2001 and 2011;
- By 2016 there was positive population growth of +0.19%
- By 2011, majority (56.9%) of the population in Ndwedwe was between the ages of 15-64 years, which in essence is a growth as it was 55% in 2001, this remains the case in 2016 as the working class makes 55% of the total population at Ndwedwe.;
- The working age population (aged 15-64) dominated the population of Ndwedwe between 2001 and 2011, and this was also the case in 2016;
- The dependency ratio per 100(15-64) declined from 81.8% to 75.7% in 2001 and 2011 respectively, and in 2016, the dependency ration further decreased to 74%; and
- There were 89 males in every 100 females in 2011, and in 2016 females made 53% of the total population whereas males made a total of 47%.

C.2 CROSS CUTTING (SPATIAL PLANNING, ENVIRONMENTAL MANAGEMENT & DISASTER MANAGEMENT)

Table 19: Status of Cross-Cutting

| LINE FUNCTION | STATUS |
|--------------------------------------|---|
| SPATIAL PLANNING | The Economic Development (EDP) and Planning business unit is responsible for Spatial Planning in the Municipality. In addition, departmental responsibilities also include Local Economic Development, Tourism, agricultural development, environmental planning, and sustainable human settlements. The department consists of a Director: EDP and a Town Planner. Planning support is largely rendered through the Development Planning and Shared Services (DPSS). Sustained personnel still include the Chief Planner, GIS Specialist, Environmental Specialist, Senior Town and Regional Planner the GIS Technician. |
| GEOGRAPHIC INFORMATION SYSTEMS (GIS) | The functions of GIS are currently provided through the DPSS. The GIS Technician shared with the Maphumulo Municipality is hosted within Ndwedwe Municipality and additional support is provided by the GIS Specialist hosted by iLembe District Municipality |
| ENVIRONMENTAL MANAGEMENT | The Municipality has made no internal provision for the Environmental Management function. All support is rendered by DPSS through the support of the Environmental Specialist. |
| DISASTER MANAGEMENT | The institutional capacity of the Disaster Management component remains a challenge. The Disaster Management centre is still yet to be established and staffing still consists of two fire fighters and two officers. Budgetary constraints still prevail as the standing challenge in this regard. |

C.2.1 SPATIAL PLANNING TRENDS

Before 1994 Ndwedwe Municipality, located essentially on the northern boundary of eThekweni Municipality, formed part of the Kwa-Zulu homeland, and was severely neglected in terms of development. Subsequently 1994 the area has been slow to attract resources. The inclusion of some of the resource rich areas of the Ndwedwe municipality, such as Inanda and Hazelmere dams, into the eThekweni Municipality through the Municipal Demarcation process in 2000 further hampered economic development of the municipality. The most visible form of economic development in Ndwedwe over the past two to three decades has been the establishment of small-scale sugar cane farmers.

Historically also, despite the municipality being on the doorstep of eThekweni municipality, it was isolated from neighbouring rural and urban areas due to the lack of access to specifically Ndwedwe Village, the Municipal centre. To some extent, land ownership also influenced and contributed to the slow pace of development in the village and elsewhere.

However, the Ndwedwe municipality has made progress to redress the imbalances of apartheid spatial planning through the provision of basic services such as clinics, water, sanitation, housing

and formalization of the town centre. Ndwedwe town is the largest node in the area, consisting of a single mixed-use node – social facilities, local government facilities, transport and commercial. Additionally, a number of social and government facilities are located in the town including the municipal building, civic centre, police station, post office, community clinic and Elangeni FET College. The area surrounding the town is predominantly owned by the traditional authority and characterized by low-density residential patterns. Some small-scale economic activity is located along the major roads in the municipal area.

SETTLEMENT PATTERNS

Ndwedwe Local Municipality is one of the local government structures that is facing an enormous task of reducing the infrastructure backlog that engulf different parts of the municipality area. Part of compounding efforts to thwart infrastructure backlog is the nature of the terrain and settlement pattern that exist in Ndwedwe municipality. Typical of rural areas, settlements within the area are scattered unevenly throughout the area. To a certain extent, their location seems to be influenced by the existing road pattern, which has created high density along major movement routes and in close proximity to some of the areas of economic and social importance, e.g. Bhamshela, Ndwedwe Village, Montebello etc.). The majority of the settlements are found in the central, east, west, south and northern parts of the municipality. The emerging pattern of settlements within Ndwedwe municipality seem to have been informed by access and close proximity to areas with certain level of facilities (commercial and social) and services. Areas like Bhamshela, Montebello, Qinisani, Ndwedwe Town and so forth enjoy high level of settlements, which has resulted in high densities.

TOPOGRAPHY

The Ndwedwe Local Municipality has extreme topographical features which range from 27m above sea level to 1071m above sea level. The more extreme topographical features are situated in the northern parts of the municipality, as height increases in a northern direction. The lowest points are found along the riverine areas at Ogunjini, Engedleni, Kwa-Nodunga and Dingwall. The southern parts of the Municipality have the most evenly sloped terrain, and it is understandable that the higher settlement densities are also found in this area and the higher agricultural potential land is also found in this area. Although a vast difference exist in the height above sea-level between the various nodes, all the nodes are situated in areas where relative evenly sloped areas.

SLOPE ANALYSIS

Inclines differs from 1:100 (1%) to 1:5 (20%). Terrain plays an integral part in determining settlement patterns and can severely impact on the cost effectiveness of development and service provision. The steeper the slope, the more difficult and more expensive construction becomes and should therefore be considered during infrastructure intervention planning. The whole of the municipality has extreme topographical features with majority of the areas having a slope steeper than 1:5. The more evenly sloped areas are situated in the western parts of the Municipality, where commercial agriculture and forestry activities are prominent. Smaller pockets of evenly sloped areas are found within the Traditional Authority areas around the nodal areas of Ndwedwe, the areas north of Bhamshela, Montebello in the north west of the municipality, and the areas around Hlatikulu on the uMshwati Municipal boundary. As indicated earlier the more evenly sloped areas are also the most densely populated areas.

AGRICULTURAL LAND

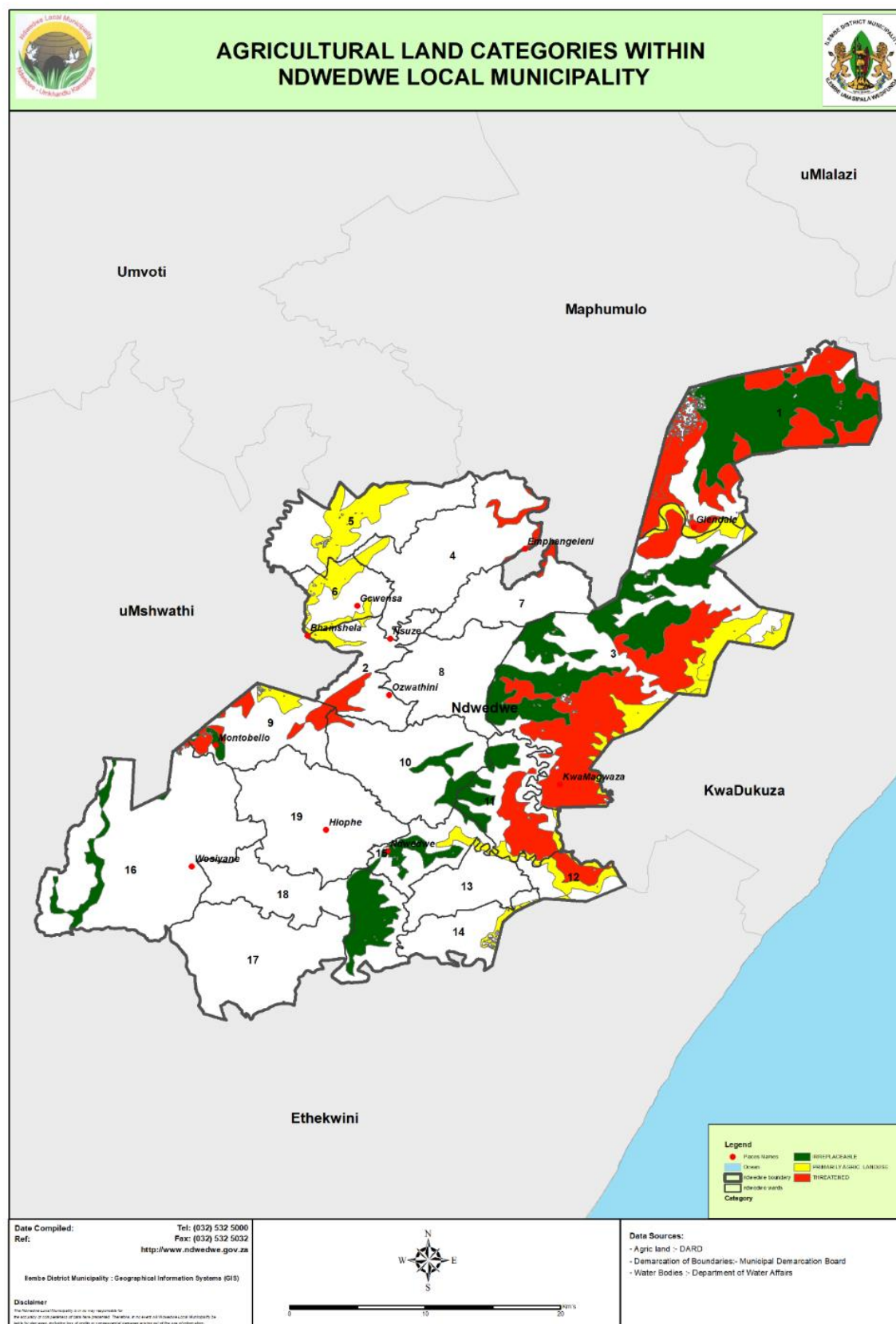
The Municipality has no land claims as described in Land Restitution and Land Redistribution Acts respectively. Ward 3 and 1 in particular have agricultural lands which high volumes of sugar cane and contribute significantly to economic growth. The Kwa-Zulu Natal Agricultural Land Potential Categories Internal Report 2012 has set out a list of Agricultural Land Categories which are categorized and in the case of Ndwedwe Municipality: the largest part of the municipality can be categorized as land with a Category D: Secondary Agricultural Land, which have low agricultural potential. This can be ascribed to the extreme topographical terrain of the municipality. This land is also registered in the name of the Ingonyama Trust, where the rural settlements clusters are dependent on the land via subsistence agriculture.

The land with the highest agricultural potential is situated within the eastern regions of the Municipality and is in private ownership. Land Potential categories in this area range from Category C: Primary Agricultural Land, to Irreplaceable. Very few areas are categorised as

“Irreplaceable” but is situated in close proximity to the southern boundary of the municipality from Ndwedwe to the Ohlanga Area in the east.

The overleaf map depicting the Agricultural land categories within the Ndwedwe municipal area.

Map 3: Agricultural Land



In addition to the land capabilities as categorised by the KZN DARD the Department of Agriculture and Rural Development mapped agricultural land uses within traditionally settled areas to identify land with agricultural potential. Where the KZN DARD depicts the Ndwedwe Areas as Secondary Agricultural Land, this study distinguishes further between the various agricultural land uses within the traditional areas and provides more insight into agricultural activities. This study distinguished between the following categories:

- Settlements
- Homestead gardens
- Small holder (scale) cultivation (<15ha)
- Medium to large scale cultivation (>15ha)
- Plantation crops
- Grazing (grasslands)
- Bad lands (including erosion)
- Conservation/natural lands

Despite the topographical challenges presented by the terrain of Ndwedwe, the communities are actively farming the Ndwedwe lands. The largest part of the land owned by the Ingonyama Trust contains fields more than 15ha. This is also the less densely settled areas. There are small pockets of conservation/natural lands but is too small to be of conservation value. Coinciding with the settlement pattern is smaller scale farming activities of less than 15Ha in size as well as homestead gardens. All of the previous are classified as subsistence farming. Plantations are found on the northern boundary of the municipality. According to the Reviewed Municipal Agricultural Sector Plan, the municipality needs to promote the following high impact projects in order to unlock its agricultural potential:

- Indigenous farming programme;
- Ndwedwe pack house (mini-factories) and fresh produce facility;
- Sustainable natural resource management;
- Agri-incubator hub;
- Agri-zone programme

Informed by the Bio-Resource Unit (BRU) characteristics of Ndwedwe Municipal Area, the Sector Plan groups together different wards into clusters that are each suitable for the implementation of the above-mentioned high impact projects. In the case of Ndwedwe Mini-factories, is finalizing operational plans for the final utilization of the structure for the benefits of community-based agricultural organizations located in wards located closer to the mini-factories in Ward 15.

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, 2013

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring

that the function of planning, particularly decision making relating to development applications, vests with municipalities. The table below provides progress pertaining to SPLUMA implementation:

Table 20: SPLUMA Implementation

| SPLUMA REQUIREMENTS | STATUS |
|--------------------------------|---|
| Municipal Planning Tribunal | <p>The following recommended MPT option was submitted and adopted by all local municipalities in 2014.</p> <p>The diagram illustrates the organizational structure of the Joint Municipal Planning Tribunal (JMPT). It shows four municipalities: KwaDukuza, Mandeni, Ndwedwe, and Maphumulo. Each municipality has a Local Development Management Office (LDMA) and a Local Development Officer (LDO). The LDMA and LDO are connected by a double-headed arrow. The LDMA is connected to the MPT Secretariat (Registrar), which is connected to the Municipal Planning Tribunal. The Municipal Planning Tribunal is connected to the Local Municipal Council (LM Council). The diagram also shows the flow of information from the LM Council to the MPT Secretariat (Registrar) and then to the Municipal Planning Tribunal.</p> <p>The Joint Municipal Planning Tribunal (JMPT) was established in terms of Chapter 2, Part C – Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT. The administration of this agreement is overseen by the Technical Support Forum (Municipal Manager Forum). Officially, the JMPT is deemed functional.</p> |
| JMPT membership | <p>Internal members from Ndwedwe LM, consist of;</p> <p>Director: Economic Development and Planning</p> <p>Director: Technical Services</p> |
| Appeal authority | Executive Committee |
| Authorised Officer | Senior Town and Regional Planner (DPSS) |
| Categorisation of applications | Development Applications have been categorized as per Schedule 5 of the SPLUMA Regulations. |
| Delegations | Approved and adopted |

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The need for the Spatial Development Framework arises from a legislative requisite. Firstly, Chapter Five of the Municipal Systems Act, 2000 deals with the subject matter of Integrated

Development Plans and identifies Spatial Development Framework as one of the key components of an Integrated Development Plan. Secondly, Section 20(2) of SPLUMA indicates how a municipal SDF must be prepared “as part of” a municipal IDP, in accordance with the provisions of the Municipal Systems Act.

The Ndwedwe SDF aims to create a spatial interpretation of the strategies and projects already contained within the IDP. Its main purpose is to guide the form and location of future spatial development within a Municipal area in order to address the imbalances of the past. Its attributes are as follows:

It is a legislative requirement with a legal status and it supersedes all other spatial plans that guide spatial development within Ndwedwe Local Municipality.

It enables the municipality to manage land development effectively in a sustainable manner.

It promotes spatial transformation and integrated development.

It identifies areas where social and infrastructure backlog is evident, and

It seeks to define the urban edge for the municipality.

The SDF for Ndwedwe Local Municipality is neither a development nor a master plan, but a strategic guide for the spatial transformation of the area. It provides a framework for future location of land uses and development. A copy of Ndwedwe Municipality SDF is attached as **Annexure A.**

[illegible]

LAND USE MANAGEMENT SCHEME

As per Section 24 (1) of SPLUMA, *“a Municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of this Act”*. As such, Ndwedwe Municipality must have adopted a single land use scheme by the year 2020.

The COVID-19 pandemic however hindered the development of a Land Use Scheme and the deadline for local municipalities to adopt a single land use scheme has subsequently been extended by a period of 24 months by The Minister of the Department of Agriculture Land Reform and Rural Development under section 4 (e) of the Directions relating to spatial planning, land use management and land development processes, Gazette notice 431 of 2020 published on 07 August 2020. The new deadline is 30 June 2022.

During the 2010/11 financial year, Ndwedwe Municipality was a beneficiary of the Small-Town Rehabilitation Programme, as administered by COGTA and accordingly selected as one of the 13 towns which received technical and financial assistance from the Department.

The current LUS which was adopted 2012 is only limited to the Ndwedwe Town, following the formalisation process. The remaining areas remain un-zoned and under the ownership of the hereinafter ITB.

Through engagement with the iLembe District Municipality, Ndwedwe Local Municipality has been allocated grant funding from the Department of Agriculture, Land Reform and Rural Development in order to meet the legislative requirements set out in Chapter 4 of SPLUMA.

SCM processes commenced in March 2021 with respect to the drafting of the Terms of reference.

Map 5: Ndwedwe Village Scheme



C.2.2 ENVIRONMENTAL ANALYSIS

Ndwedwe Municipality located inland on the southern edge of the district (34% of district). Ndwedwe is approximately 115 743.8ha in extent with remaining natural areas of about 65 422.2 ha (56.5% of the municipality). The Municipality is endowed with natural resources in the form of rivers; vegetation types; biomes; terrestrial; freshwater ecosystem; the remaining natural vegetation of the incisive river valleys. However, human activities, such as agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, uncontrolled and unplanned rural settlements, and temperature rise due to climate change, have been identified as the most common driving forces impacting negatively on Ndwedwe's environmental assets.

Section 24 of the Constitution gives the environmental right to all South African citizens, which is to live in an environment that is not harmful to their health and well-being. To give effect to Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 came into effect with whole host of other pieces of legislation that are all emphasising the importance of sustainable development.

The programme of sustainable development should be understood by all stakeholders which amongst other things should include the following themes as envisaged in the National Strategy for Sustainable Development:

- Enhancing systems for integrated planning in meeting sustainable development objectives
- Sustaining our ecosystems and using natural resources efficiently
- Responding effectively to climate change
- Towards a green economy
- Building sustainable communities

PROMOTING INTEGRATED PLANNING AND PROCESSES

A number of policies promoting integration in environmental management has been developed by government for decision-making processes and to give effect to objective of Section 24 of the Constitution. Municipalities such as Ndwedwe are expected to comply with such policies by developing planning tools and bylaws that are ensuring integrated planning and alignment. Such policies are listed below and their implications to the Municipality.

Table 21: Environmental legislation applicable to Ndwedwe Municipality

| Act / Policy | Objective | Municipal role | Status |
|---------------------------------------|--|--|---|
| National Environmental Management Act | Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development | To develop: Environmental Management Plan Environmental Management Framework | The District EMF has been completed for the iLembe family of Municipalities. Ndwedwe has been covered as well. |
| NEM: Biodiversity Act | To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act 1998 | Section 76 (2) (a) All organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans. | The Alien Species Monitoring, Control and Eradication plan is not yet developed by the Municipality. |
| NEM: Waste Act | To manage waste activities within the country and to encourage waste recycling programmes within the Municipalities | To manage waste activities within municipal jurisdiction To provide waste services in an acceptable standard To develop integrated waste management plan as per section 11 of the Waste Act To designate a Waste Management Officer | The Municipality is providing waste services but not to the standard required by the policy. IWMP has been finalised and adopted in 2017. The Waste Management Officer (WMO) has been designated. |
| Renewable Energy Strategy | Renewable Energy Policy set a target of 10,000 GWh of renewable energy generation by 2013 | To undertake the feasibility studies to understand better sources of renewable energy | Studies have been undertaken at a District level for Biomass, Solar and Hydro. |

In addition, Municipalities are expected to form structures that are promoting alignment of the programmes and plans aiming to achieve sustainable development within their jurisdiction. Ndwedwe Municipality is participating in number of forums, especially at a District level. There are no internal structures within the Municipality in which environmental management issues are discussed and reported. There is a need for Ndwedwe Municipality to establish such a platform.

Table 22: Environmental Stakeholder Engagements

| STRUCTURE | OBJECTIVE OF THE STRUCTURE | STAKEHOLDERS | MEETINGS |
|--------------------------------|---|---|------------------|
| Planning Development Forum | To discuss wide range of issues affecting Planning and Environmental Management. | Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Agriculture and Environmental Affairs, iLembe District, Local Municipalities | Monthly meetings |
| iLembe District Advisory Forum | To discuss Disaster Management related issues, including Climate Change, Weather Patterns, etc. | Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Economic Development, Tourism and Environmental Affairs, iLembe Family of Municipalities | Quarterly |

In addition, Municipalities are expected to form structures that promote alignment of the programmes and plans aiming to achieve sustainable development within their jurisdiction. Ndwedwe Municipality is participating in number of forums, especially at a District level. There are no internal structures within the Municipality in which environmental management issues are discussed and reported. There is a need for Ndwedwe Municipality to establish such a platform.

Table 23: Functions and Role Players

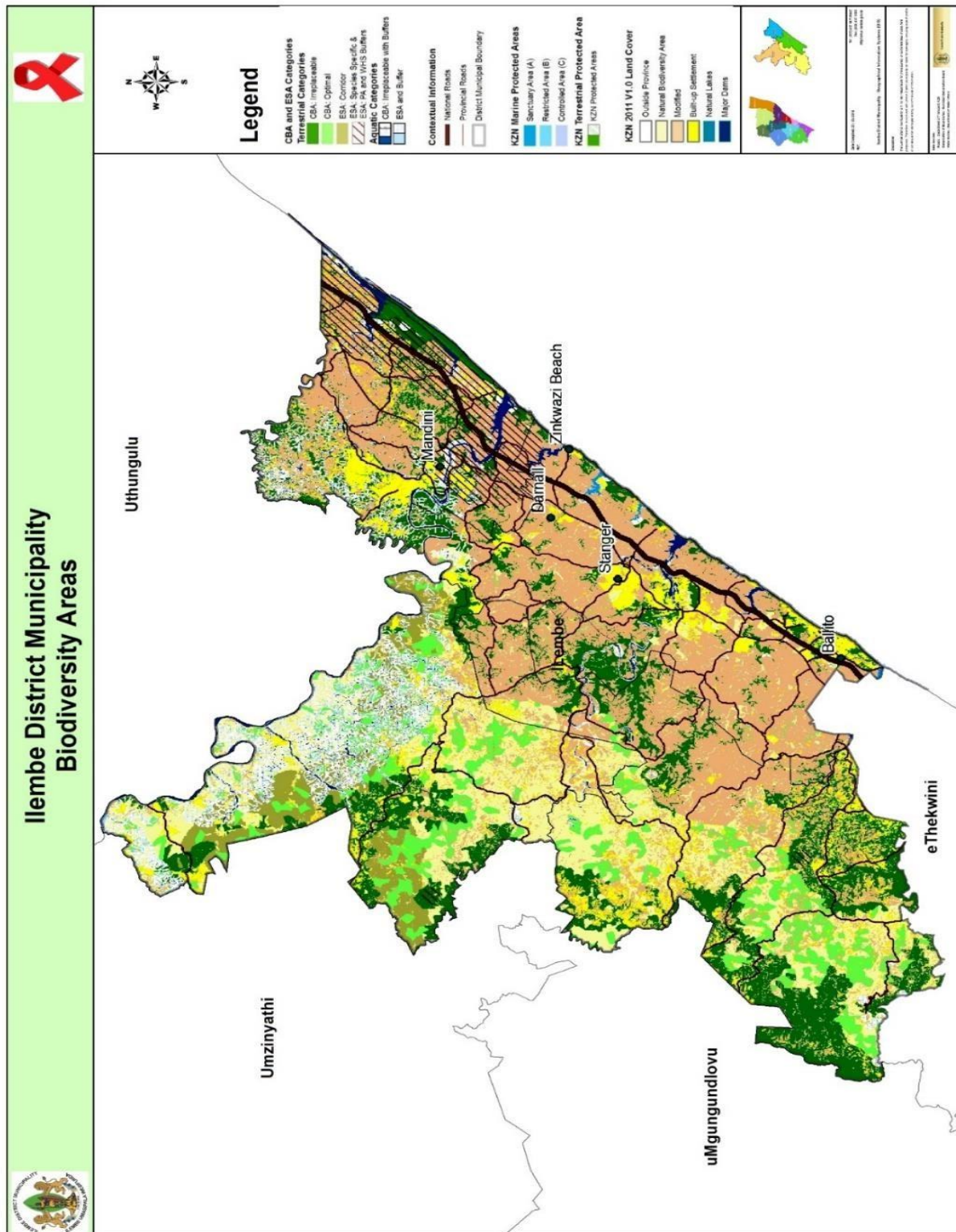
| STRUCTURE | OBJECTIVE OF THE STRUCTURE | STAKEHOLDERS | MEETINGS |
|-----------------------------------|---|---|------------------|
| Planning Development Forum | To discuss wide range of issues affecting Planning and Environmental Management. | Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Agriculture and Environmental Affairs, iLembe District, Local Municipalities | Monthly meetings |
| Environmental Management Forum | To discuss Environmental related issues such Biodiversity Management, Climate Change, and Integrated Planning | National Provincial Departments, Parastals, iLembe Family of Municipalities. | |
| iLembe District Advisory Forum | To discuss Disaster Management related issues, including Climate Change, Weather Patterns, etc. | Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Economic Development, Tourism and Environmental Affairs, iLembe Family of Municipalities | Quarterly |
| Ndwedwe Disaster Management Forum | To discuss Disaster Management related issues, including Climate Change, Weather Patterns, etc. | iLembe District, Provincial Government Institutions, and Traditional Leadership | Quarterly |

SUSTAINABLE USE OF NATURAL RESOURCES

BIODIVERSITY MANAGEMENT

The iLembe District finalised the District Environmental Management Framework (EMF) in 2013 which indicates a number of critical biodiversity areas occurring within the Ndwedwe Municipality. This EMF is due for review at this point in time. In addition, the iLembe Biodiversity Sector Plan (BSP) was finalised by the Ezemvelo KZN Wildlife, as an institution responsible for biodiversity management. This a planning tool will be used to manage biodiversity, and as a precursor to a bioregional plan, which is required as per Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009). The Map (Figure 10) is accompanied by the land use planning and decision-making guidelines, to inform land use planning, as well as natural resource management by a range of sectors whose policies and decision impact on biodiversity.

Map 6: Biodiversity Conservation Priority Areas ((Adapted from EMF: iLembe District Municipality, 2014)



VEGETATION TYPE

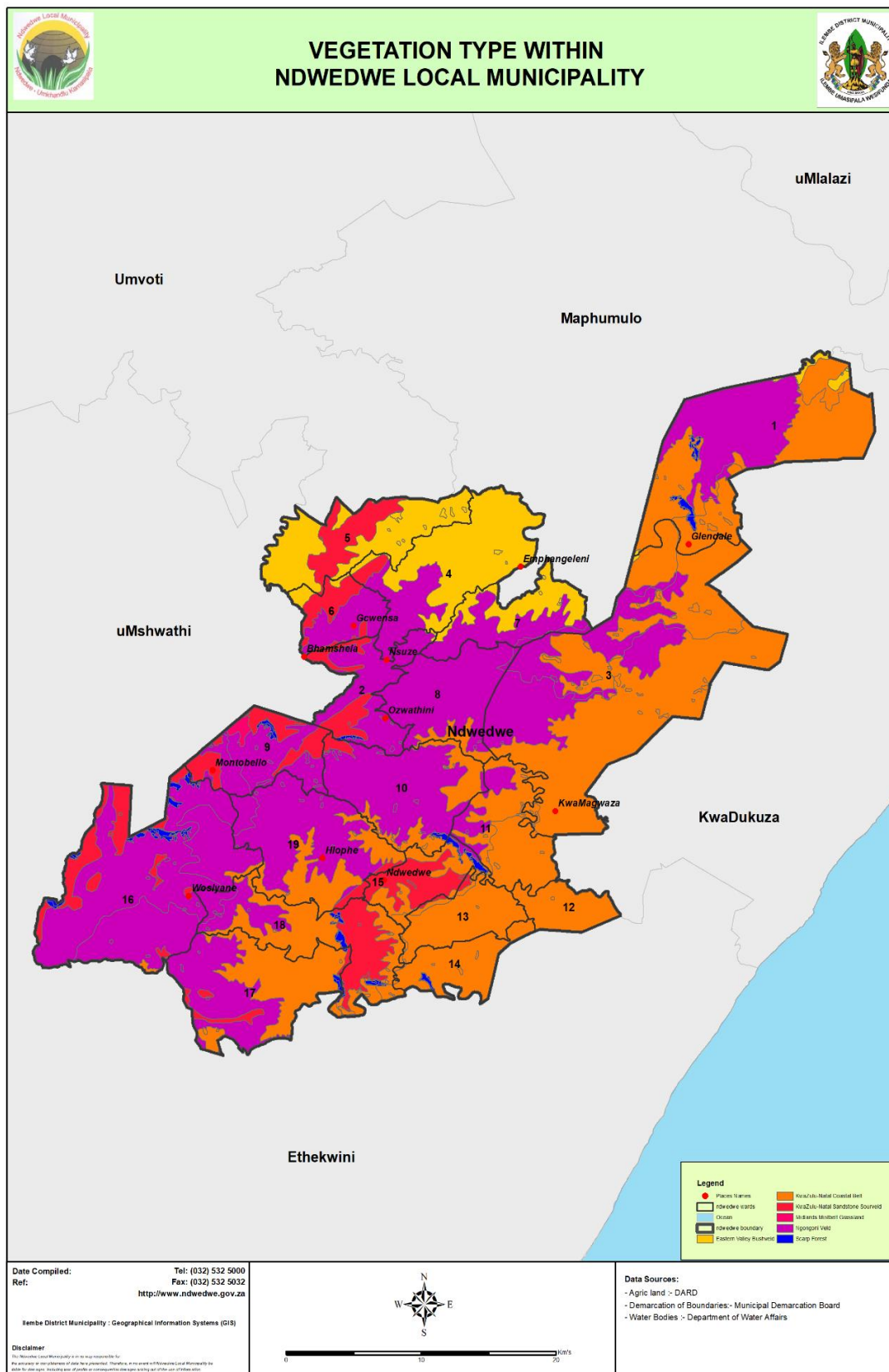
Two biomes occur at Ndwedwe Municipality being Indian Ocean Coastal Belt and savanna biomes. As illustrated in Figure 11 below, vegetation types occurring within Ndwedwe include the Eastern Valley Bushveld 10447ha (9.03% of Municipality), KwaZulu-Natal Coastal Belt 46663.4ha (40.32 % of municipality), KwaZulu-Natal Sandstone Sourveld 9900.3ha (8.55% of municipality).

Midlands Mist belt Grassland 178.3ha (0.15% of municipality), Ngongoni Veld 47575.3ha (41.1% of municipality), Scarp Forest 979.1ha (0.85% of municipality). The remaining natural areas in Ndwedwe make about 65 422.2 ha (56.5% of municipality).

Another relevant strategy, to the Ndwedwe Municipality, is the National Protected Area Expansion Strategy, which include – national parks, wilderness areas, community conserved areas, and nature reserves. The intention of these types of protected areas is biodiversity **conservation**, while also contributing to people's livelihoods, particularly at **the** local level.

The main purpose for the **protected areas** is to safeguard biodiversity, maintaining ecosystem balance, preserving important habitats, building resilience to climate change, providing global food security, maintaining water quality, and conserving natural resources. Certain areas within the Ndwedwe have a potential to qualify for the National Protected Area Expansion.

Map 7: Types of Vegetation in Ndwedwe Local Municipality



Even though there are efforts made by different stakeholders to manage biodiversity within the Municipality, there are still challenges associated with a number of human activities; such as the following:

- Habitat loss due to agricultural development;
- Natural habitat is threatened by rural human settlement;
- Non-existence of formal conservation areas;
- Loss of grassland to rural human settlement, ribbon development, over grazing and alien invader infestation; and
- No biodiversity management tool or program in place for the management of biodiversity program including education and awareness;
- Lack of biodiversity information within tribal areas.

PROTECTED AREAS

There are no declared protected areas within Ndwedwe. However, various areas within Ndwedwe the Municipality have a potential for nature reserves and they include the following. The intension of Ndwedwe Municipality to encourage the community to enter into nature conservation agreements with Ezemvelo KZN Wildlife who are the custodians of the Stewardship program.

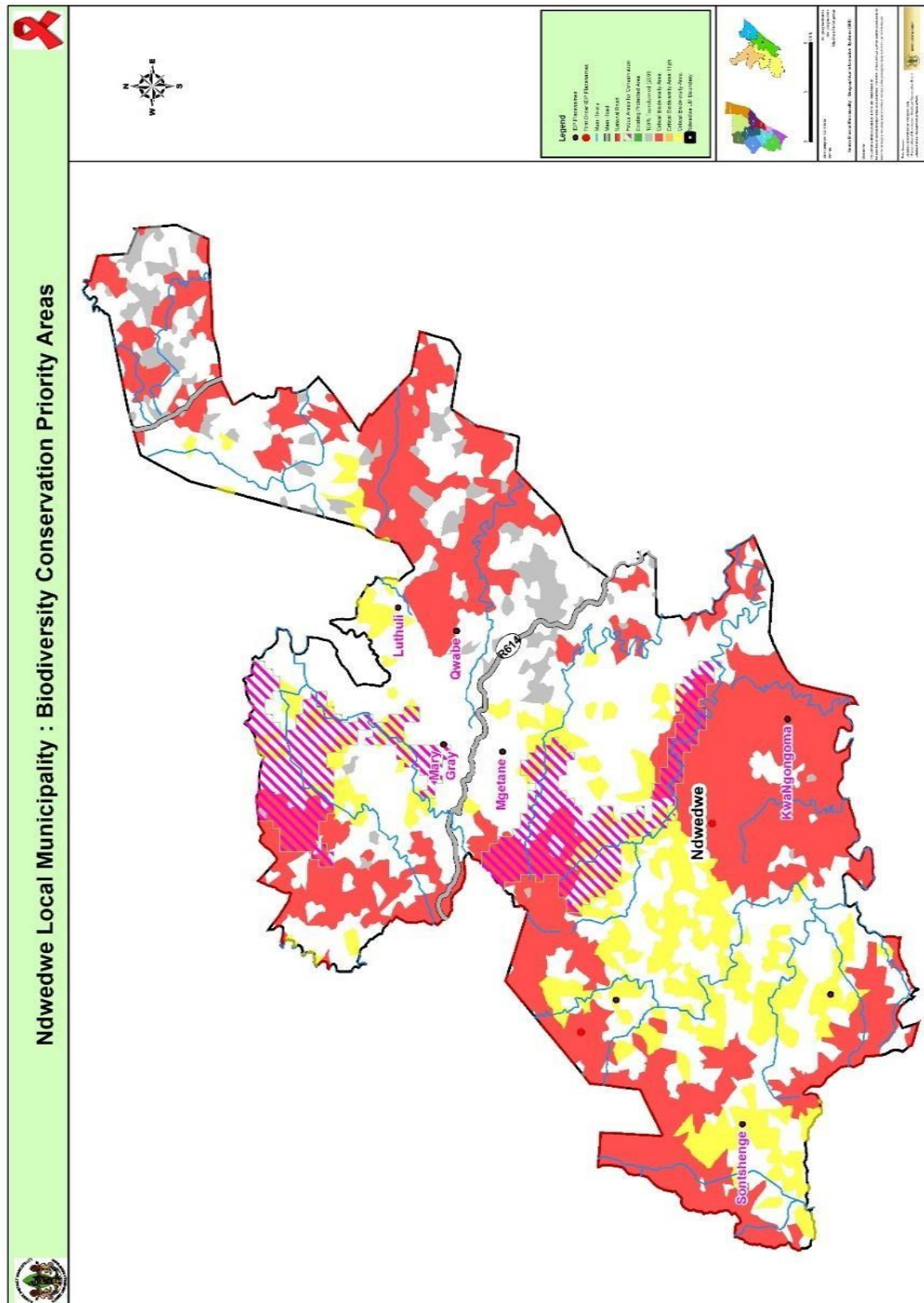
EXISTING DATA ON SPECIES/ ECOSYSTEMS

The map below shows the ecosystem status within Ndwedwe. Threatened terrestrial ecosystem within Ndwedwe includes Eshowe Mtunzini Hilly Grassland -269.2ha, Interior North Coast Grassland- 4948.5ha., New Hanover Plateau-7951.1ha and Umvoti Valley complex- 4294.3ha which are critically endangered; KwaZulu Natal Sandstone Sourveld- 3707.3ha which is endangered as well as Eastern Scarp Forest 537.5ha, KwaZulu-Natal Coastal Belt- 11978.3ha, Midlands Mistbelt Grassland- 147.9ha and Ngongoni veld- 22873.4ha which are vulnerable. Various areas have been identified within Ndwedwe which can be earmarked and used for conservation, and taking into consideration that currently there is no nature reserve within the Municipality.

SPECIES IN DETAILS

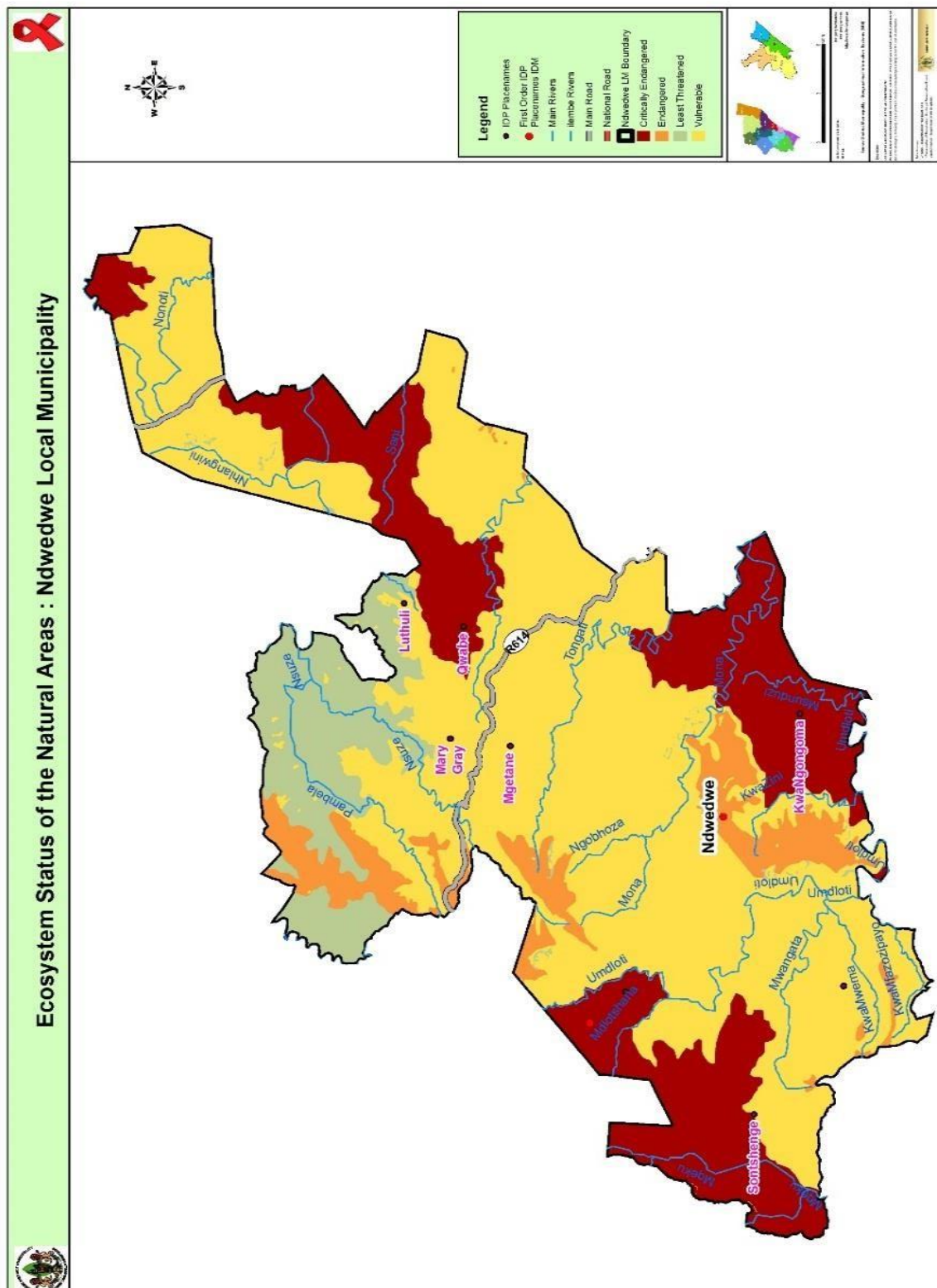
Listings of threatened species offer a new approach to reducing unnecessary habitat loss through land conversion for agriculture, urban development or forestry, which are the greatest threat to biodiversity. A national list of ecosystems that are threatened and in need of protection was published in December 2011 and below is a list threaten Flora and Fauna within the Ndwedwe Municipality as per the National list (iLembe District EMF, 2014).

Map 8: Biodiversity Conservation Priority Area



Source: (Adapted from EMF: iLembe District Municipality, 2014)

Map 9: Ecosystem status of the natural areas



Source: EMF: iLembe District Municipality

Table 24: Summary of threatened species within Ndwedwe Municipality

| Species- Ndwedwe Municipality | | |
|---|---|---|
| Flora | Founa | |
| Diaphanathe millari - Vu Kniphofia pauciflora - Cr Senecio exuberans | Reptiles Scelotes inornatus (Legless BurrowingSkink) Bradypodion melanocephalum (Blackheaded Dwarf Chameleon) Amphibian Hyperolius pickersgilli (Pickersgill's Reed Frog) E Birds Anthropodes paradise – (Blue crane) Vu Balearica regulorum – (Crowned crane) Vu | Mammals Dendrohyrax arboreus – (Southern tree hyrax) LC Invertebrates: Molusca Euonyma lymnaeiformis Gulella euthymia (Warty hunter snail) Milipedes Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus Doratogonus natalensis , Doratogonus rubipodus, Doratogonus, peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatus bideramus simulator, Spinotarsus glomeratus Insecta, Eremidium erectus, Odontomelus eshowe |

SUMMARY OF BIODIVERSITY WITHIN NDWEDWE

Table 25: Summary of biodiversity information for the Ndwedwe Municipality

| | |
|--|--|
| Municipal Area | 115 743.8 ha |
| Remaining natural areas | 65 422.2 ha (56.5% of municipality) |
| Areas where no natural habitat remains | 50 316.8 ha (43.5% of municipality) |
| Protected areas | No protected areas. |
| Biomes | 2 Biomes Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) Savanna 68399.5ha (59.1% of municipality) |
| Vegetation Types | 6 Vegetation types Eastern Valley Bushveld 10447.3ha (9.03% of municipality) KZNCoastal Belt 46663.4ha (40.32% of municipality) KZN Sandstone Sourveld 9900.3ha (8.55% of municipality) Midlands Mistbelt Grassland 178.3ha (0.15% of municipality) Ngongoni Veld 47575.3ha (41.1% of municipality) Scarp Forest 979.1ha (0.85% of municipality) |
| Threatened Terrestrial Ecosystems | Critically endangered (4) Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality) Interior North Coast Grasslands - 4948.5ha (4.28% of municipality) New Hanover Plateau - 7951.1ha (6.87% of municipality) Umvoti Valley Complex - 4294.3ha (3.71% of municipality) KZNSandstone Sourveld - 3707.3ha (3.2% of municipality) Vulnerable (4) Eastern Scarp Forest - 537.5ha (0.46% of municipality) KZN Coastal Belt - 11978.3ha (10.35% of municipality) Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality) Ngongoni Veld - 22873.4ha (19.76% of municipality) |
| Freshwater ecosystems | Water Management Areas: 2 Mvoti to Umzimkulu 113607.3ha (98.15% of municipality) uThukela 2136.8ha (1.85% of municipality) Main Rivers: Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati Wetlands 103 vering 230.9ha (0.2%) |

ALIEN INVASIVE WITHIN THE MUNICIPALITY

Invasion of alien species is a challenge facing Ndwedwe Municipality. It is the intension of the Municipality to bring this concern to the attention of other Organs of State dealing with all alien species. The map below in map 8 shows distribution of alien invasive species within Ndwedwe Municipality. In addition, it is important for the Ndwedwe Municipality in future to allocate budget as way of dealing with the challenge posed by invasive species within the Municipality.

Alien Invasive Species Density: Ndwedwe Local Municipality

The map displays the spatial distribution of alien invasive species across the Ndwedwe Local Municipality. The density is categorized into six levels, represented by a color gradient from light yellow to dark red. The highest densities (dark red) are concentrated in the central and eastern parts of the municipality, particularly around the town of Ndwedwe and along the Mgeni River. Lower densities (yellow) are found in the western and northern areas.

Legend:

- DP Place names
- First Order IDP
- Place names DM
- Main Rivers
- Interim Rivers
- Main Road
- National Road
- Ndwedwe LM Boundary
- Alien Invasive Species
- Average Density
 - 0% - 2%
 - 3% - 6%
 - 7% - 10%
 - 11% - 18%
 - 17% - 25%
 - 26% - 50%

Map Labels: Luthuli, Qwabe, Mary, Gray, Mqotane, Ndwedwe, Kwaligongoma, Somshenge, Mgekku, Senqunyane, Mgeni, Mzilikazi, Mzimba.

HERITAGE OBJECTS/ SITES WITHIN NDWEDWE MUNICIPALITY

The Ndwedwe LED Strategy indicate that Ndwedwe Municipal area has excellent tourist potential but is hindered by fragmented topographic conditions and lack of funding. The serene natural environment is in urgent need of attention, rehabilitation, protection and management. There are major tourism opportunities within Ndwedwe Municipality. Tourism and Recreation could play a major role towards economic development of Ndwedwe Municipality. The prevailing steep fragmented topographic conditions provide good environment for attracting tourism to Ndwedwe area. The key sites are as follows: Nhlankazi Mountain, Nsuze Battlefield, and KwaLoshe Forest. There are a range of mountains located in the municipal area which are endowed with natural beauty i.e. Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMakalanga Mountain and Goqweni Mountain.

KEY HYDROLOGICAL FEATURES (RIVERS AND WETLANDS)

A) RIVERS

There are six (6) main Rivers which occur within Ndwedwe Municipality. These are: Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati. Since Ndwedwe is more rural and largely outside of the scope the current bulk water infrastructural service lines, significant threats related to rural water use best practice is a major factor for concern. As a result, major rivers in Ndwedwe are moderately modified by such activities and some are still natural/ or unmodified. However, Umdloti and Tongati main rivers are of good and fair ecological status.

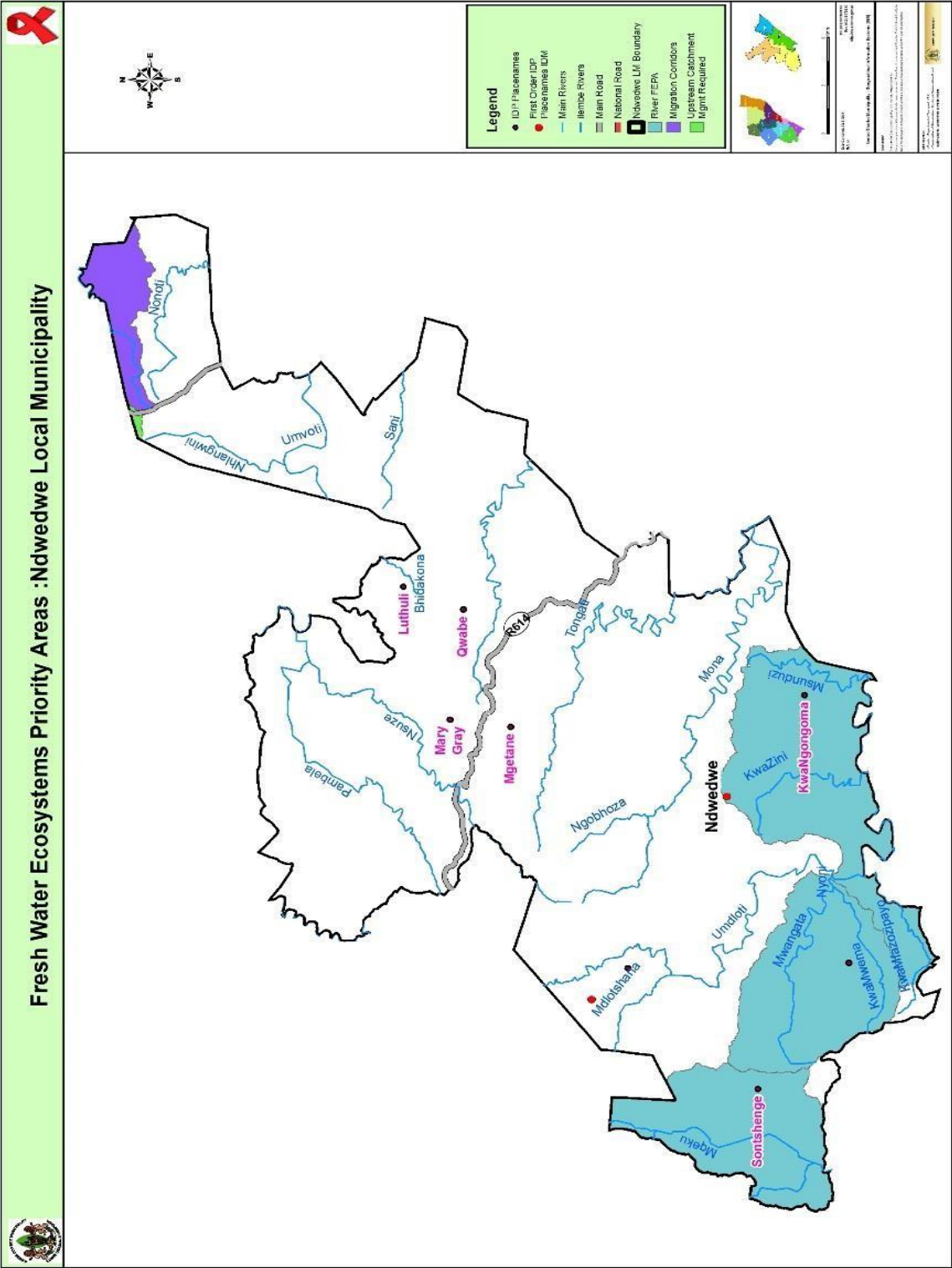
[illegible]

B) WATER MANAGEMENT AREAS

There are two Water Management Areas within Ndwedwe Municipality. These are:

- UMvoti to uMzimkhulu 113607ha (98.15% of the Municipality)
- UThukela 2136.8ha (1.85% of the Municipality).

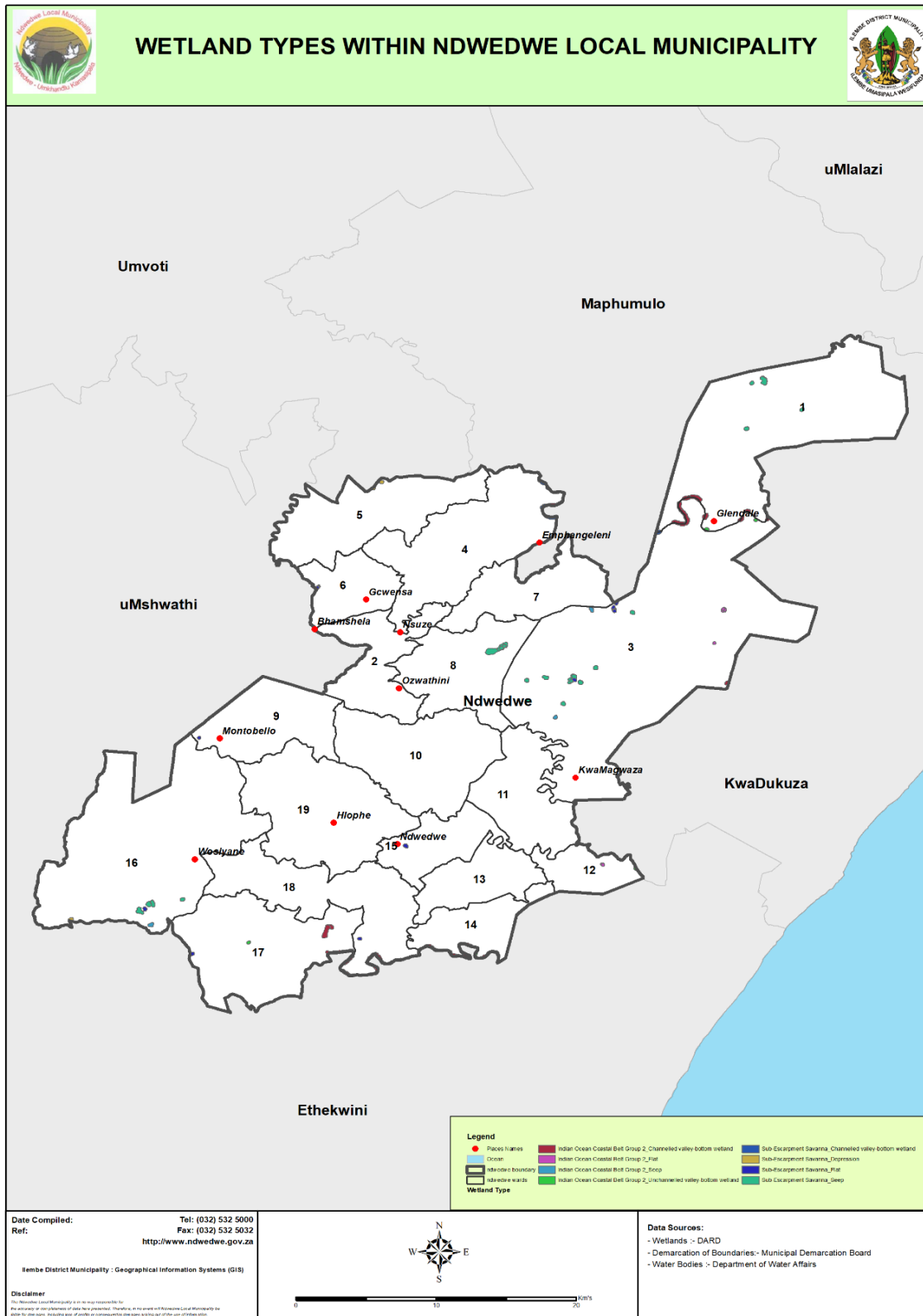
Map 12: Rivers Adapted from EMF: ILembe District Municipality, 2014



C) WETLANDS

A wetland is a particular area that is always under water, either permanently or seasonally, hence there are different types of wetland systems. Wetlands are a vital component of the water resources system of the catchments which occur at Ndwedwe and fulfil a vital role in the correct hydrological functioning of the drainage system. There are approximately 103 wetland systems (mainly Channelled Valley –Bottom types) occur within Ndwedwe Municipality covering an area of 230.9ha (0.2% of the municipality) and their condition is ranging from poor to good.

Map 13: Wetland types (Adapted from EMF: ILembe District Municipality, 2014)



AIR QUALITY MANAGEMENT

The National Environmental Management: Air Quality Act (Act No. 39 of 2004, AQA) has been established, amongst other things, to protect the receiving environment, including human health and to reduce or eliminate respiratory & other diseases through implementing effective air quality management and pollution mitigation measures, which is to be done in line with the National Standards. The coming into effect of this Act suggests the need for monitoring and evaluation of air-related health impacts. In order to achieve and to achieve this, an air quality management plan must be developed by the District Municipality to deal with air pollution. Air pollution comprises for instance of the following:

- Outdoor (ambient) pollution: fossil fuel burning (e.g., Power generation, cars); industrial non-fossil fuel emissions; natural emissions; pesticides etc.
- Indoor pollution: burning coal, wood, paraffin for heating, cooking, lighting.

Air Quality Management is the function of the District, and the Air Quality Management Plan has not been developed as yet by the District. However, once the District Air Quality Management Plan has been completed there will be programmes implemented by Ndwedwe Municipality. It is therefore, important for the Ndwedwe Municipality to understand its ambient air quality in order to create awareness on possible impacts of air pollution in the community's life.

ILLEGAL MINING WITHIN THE MUNICIPALITY

Sand mining is another main challenge within Ndwedwe Municipality which requires the attention of the Municipality, especially focusing on education and awareness and improving on enforcement of municipal bylaws and policies. There is a need for creating awareness on impacts of sand mining on lives and property (livestock) of the community, especially to key stakeholders such as the community and the traditional leadership. No sand mining application has been received by the Municipality; however, it has been noticed that the number of the sand mining operators is on the rise within the Municipality, indicating a need for attention. Several informal quarry mining sites do exist within the Municipality. However, most of the sites were either developed by the Department of Transport or by individual private companies not locally based and mining the quarry for other activities outside of the Municipality. It is important for the Ndwedwe Municipality to document these sites in the future in order to introduce some control measures including rehabilitation and consultation with the Department of Minerals and Energy.

TOWARDS THE GREEN ECONOMY

Green Economy has a potential to create green jobs, ensure real sustainable economic growth and prevent environmental pollution, global warming, resource depletion and environmental degradation. The key Sectors to drive green economy include, Agriculture, green buildings, greener transport including electric vehicles & bus rapid transit, green cities, forests, energy supply including grid-connected solar, thermal, and large wind power projects, energy efficiency including demand side management, water management, industry and manufacturing, tourism, waste management and Management of Natural Resources etc.

The Municipality should also attempt to develop a capacity around the Green Economy. The development of the buyback centre will be done in 2018/2019. The purpose of this project will be the promotion of green economy which in turn will promote a clean and environmental healthy area in line with the Integrated Development Plan of the Municipality which was adopted in 2017.

Furthermore, it is necessary to build and capacitate tourism infrastructure/ products within the Municipality as several areas have been identified as having a potential. Similarly, ideas for viable cultural tourism activities and other tourism products (experiences, services or artefacts) must be explored by the Municipality. It is also necessary to initiate and maintain business development initiatives, support frameworks (via public private partnerships) and financial (capital) support for emergent business enterprises and this will benefit the green economy.

A need has also been identified for maintenance of some key historical/ cultural sites in order to secure their resource value. This should be regarded as an on-going aspect to ensure the preservation of artefacts and accessibility to them.

RESPONDING TO IMPACTS OF CLIMATE CHANGE

It has been noticed recently that the weather patterns within the jurisdiction of Ndwedwe Municipality are changing as well, as for the rest of the iLembe District. Such changes can be attributed to the impacts of climate change, which suggest the need for government institution, such as, Ndwedwe Municipality to develop responsive strategies and plans.

Having said that, the iLembe District Municipality is currently in the process of finalizing its Climate Change Vulnerability Assessment and Response Plan, wherein Ndwedwe Municipality is part of this process. The Climate Change Vulnerability Assessment and Response Plan highlights vulnerabilities in different sectors within the District, of which Ndwedwe Municipality is part of. Such sectors include: agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements, and water. Draft response plans for these vulnerability factors have been identified and from this exercise, Ndwedwe Municipality will be in a position to draft its customized climate change adaptation plan. In addition, the iLembe Disaster Management Plan partly covered vulnerability assessment, wherein Ndwedwe was covered.

BUILDING SUSTAINABLE COMMUNITIES

Environmental matters such biodiversity management, conservation, environmental compliance, Climate Change, waste management and recycling and other related concepts are often poorly understood by key stakeholders and role players within a giving area. It is then critical to constantly capacitate stakeholders on issues of the management of natural resources and objectives of sustainable development, especially the Municipal staff, councillors and the community at large as way of building resilient communities.

This approach can ensure that staff works in a more environmentally sensitive manner and this can improve their compliance on environmental policies, thus helping to ensure the future protection of the Municipal natural resources.

A number of educational and awareness programmes are being implemented within the Ndwedwe Municipality, by the Municipality, iLembe District Municipality and other environmental departments and organisations such as the EDTEA, DEA, Department of Health, WESSA and Environmental Health. Ndwedwe Municipality need to strengthen and initiate educational and awareness initiatives, with special attention to celebration of environmental calendar days such as arbour week, Water Week, and information sessions for general environmental education for the public, waste management clean-up campaigns and others.

EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS

As a capacity building measure Ndwedwe Local Municipality will conduct awareness campaigns in schools, communities, and other government structures such as community care givers (CCG's). In addition, Ndwedwe Municipality will conduct disaster management workshops. The purpose of conducting these capacity building programs is to equip communities to be alert and precautionary as well as to cultivate a culture of risk avoidance.

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Several tools exist that can be used to manage the environment for Ndwedwe Municipality. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Plans (EMP), Environmental Management Systems (EMS), Environmental Management Frameworks (EMF) and Strategic Environmental Assessment (SEA). These tools have different areas of application but are also partly overlapping, which might cause confusion.

SEA is a systematic, on-going process for evaluating, at the earliest appropriate stage of publicly accountable decision-making, the environmental quality, and consequences, of alternative development intentions incorporated in policy, planning or programme initiatives, ensuring full integration of relevant biophysical, economic, social and political considerations. SEA shares much in common with project-level Environmental Impact Assessment (EIA) in that they both aim to minimise the significant environmental impact of a proposed action or development.

According to the Municipal Systems Act (No. 32 of 2000) the Municipal Council is required to compile a SEA as part of the Spatial Development Framework for the Municipal Integrated Development Plan. Therefore, a SEA is more of a decision-making tool to assist decision makers. SEA seeks to concisely indicate the status quo (current situation) of the environment, issues that threaten or which could threaten the future state of an area, and recommends ways to address these issues and prevent future environmental degradation.

Development of the Environmental Management Framework (EMF), on the other hand, is provided for in the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998). EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality. Therefore, the purpose of the EMF is to provide a framework which will inform the Integrated Development Planning (IDP) process and Spatial Development Frameworks (SDF) within the Municipality about the environmental issues.

In light of the above, it can be concluded that SEA is similar to the EMF in terms of purpose. The iLembe Environmental Management Framework has been approved and this caters for all municipalities within the District, including Ndwedwe Municipality. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to be managed for the benefit of present and future generations. The environmental management zones of the EMF take into consideration in all decision-making processes including the development of other planning tools such Spatial Development Plans and Land Use Schemes. The EMF provides a framework for environmental decision making by: Providing definite criteria for decision making; Providing an objective environmental sensitivity overview; Defining and categorisation of environmental, social and heritage resources, economic and institutional aspects; Identify sensitive areas spatially; and Formulating management guidelines.

C.2.2 CROSS CUTTING SWOT ANALYSIS

Table 26: Cross Cutting SWOT

| STRENGTHS | OPPORTUNITIES |
|---|--|
| <p>Strategic plans for Ndwedwe LM.</p> <p>Sector Plans for Ndwedwe LM.</p> <p>Presence and functionality of DPSS</p> <p>Getting support from both Provincial and National Departments.</p> <p>Established institution or 'body' that act as a broker for special projects.</p> <p>Development of EMF for the management of environmental assets.</p> <p>Development of Environmental Policies, national for guidance.</p> <p>Existing cooperative governance between spheres of government.</p> | <p>Ndwedwe Town</p> <p>Located between 2 South Africa's biggest ports.</p> <p>New opportunities created by Dube Trade Port.</p> <p>Single Geo-database for the district.</p> <p>Increase the number of protected areas.</p> <p>District has lot of sites of conservation value.</p> <p>To promote sound intergovernmental relations.</p> <p>Existing tourism, agriculture, manufacturing and retail opportunities.</p> |
| WEAKNESSES | THREATS |
| <p>Absence of an environmental management section/unit.</p> <p>Understanding of importance of managing environmental assets.</p> <p>Lack of environmental policies and bylaws</p> <p>No wall-to-wall scheme</p> | <p>Lack of Staff retention.</p> <p>Climate change.</p> <p>Loss of biodiversity.</p> <p>Environmental degradation.</p> <p>Loss of site of Conservation value.</p> <p>Loss of natural grassland.</p> <p>Large spread poverty.</p> <p>Loss of estuarine and riverine vegetation</p> |

C.2.3 DISASTER MANAGEMENT

This section is included to familiarize key role-players with legislative mandate applicable in Disaster Management and bring to the fore priority hazards within Ndwedwe Municipality's area of jurisdiction. Moreso, it provides breakdown of budget and planned activities in the mainstream concepts of disaster risk reduction. It gives a brief background study of the Municipality in line with its current Integrated Development Plan (IDP). Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as integrated part of their Integrated Development Plan's (IDP's). It further anticipates the likely types of disaster that might occur in the Municipal area, their possible effects and identifies the communities at risk.

Ndwedwe Local Municipality has complied with these legislative requirements through the development and implementation of its Disaster Risk Management Plan adopted by the **Council in 2022**. The Municipal Disaster and Emergency Services Unit is within Community and Social Services

Directorate. The personnel within the unit s composed of the Disaster and Emergency Services Manager, two Disaster Management Officers and two Fire Fighters. The Disaster and Emergency Services Unit of the Municipality deals with both pro-active and reactive disaster management issues and activities. The Disaster Management Sector Plan is attached hereto as **Annexure B.**

LEGISLATIVE POLICIES

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT 108 OF 1996

The *Constitution of the Republic of South Africa*, places legal obligation on the government to ensure health and safety of its citizens. Section 41 of the Constitution clearly stipulates the principle of co-operative governance and inter-governmental relations with emphases on three spheres of government to co-operate in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another and consulting one another on matters of common interest.

Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local municipality function with concurrent provincial and national legislative competence in terms of Schedule 4 Part B, of the South African Constitution. Notwithstanding the fact that firefighting services are rendered by the local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996.

MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

Section 26 (g) of the Municipal Systems Act No. 32 of 2000 requires all municipalities to undertake an integrated development in planning process to produce a reflective and relevant Integrated Development Plan.

Section 78 stipulates that in case where a municipality decides to provide a service through internal mechanism, it must assess direct and indirect costs and benefits associated with the project, assess current and future municipal capacity to furnish skills, expertise and resources required, as well as re-organisation of its administration and development of human resource capacity. In addition, Section 79 states that if a municipality decides to provide a municipal service through an internal mechanism mentioned in section 76(a), it must-allocate sufficient human, financial and other resources necessary for the proper provision of the service; and transform the provision of that service in accordance with the requirements of this Act.

THE NATIONAL DISASTER MANAGEMENT FRAMEWORK (NOTICE 57 OF 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPA's) and three Enablers. According to KPA 3-

Disaster risk reduction efforts must be included into strategic integrated structures and processes. The disaster risk related information must also be incorporated into Spatial Development Frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDP to ensure adequate budget allocation.

DISASTER MANAGEMENT ACT (ACT NO. 57 OF 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that the Disaster Management Plan must form an integral part of the municipality's Integrated Development Plan (IDP). The plan must anticipate the types of disaster that are likely to occur in the municipal area and the possible effects; place emphasis on measures to reduce the vulnerability of disaster-prone areas, communities and households; take into account indigenous knowledge relating to disaster management; promote disaster management research; identify and address weaknesses in capacity to deal with possible disasters; provide for appropriate prevention and mitigation measures; establish strategic communication links; and facilitate maximum emergency preparedness and response.

SECTION 43 OF DISASTER MANAGEMENT AMENDMENT ACT 16 OF 2016

Section 43 of the principal act is hereby amended by the addition of the following subsection (3) A local municipality must establish capacity for the development and coordination of a Disaster Management Plan and the implementation of a disaster management functions for the Municipality Disaster Management Center. (4) A local municipality may establish a Disaster Management Center in consultation with the relevant District Municipality in accordance with the terms set out in the service level agreement between the two parties, in alignment with the national norms and standards.

FIRE BRIGADE SERVICES ACT 99 OF 1987

The Fire Brigade Services Act No. 99 of 1987 is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination, and standardization of fire brigade services. In terms of this Act, local municipalities must establish and maintain a fire brigade services in order to prevent the outbreak or spread of a fire; fighting or extinguishing fire and protection of life and property against a fire or other threatening dangers. The municipality received a donation of a Rapid Intervention Vehicle from Cogta through iLembe District Disaster Management Centre handed over by MEC S.E Hlomuka, the MEC for Cooperative governance and Traditional Affairs on 23 February 2021.

National Veld and Forest Act 101 of 1998

The *National Veld and Forest Fires Act No. of 1998* confers on landowners a responsibility to prevent veld fires through the provision of fire breaks and other means of firefighting. To achieve this mandate, the Act provides for the creation of Fire Protection Associations. The local authority is required to register and become a member of these Associations led by the Chief Fire Officer of the Municipality. However, should a Chief Fire Officer is not available to serve as Fire Protection Officer, a member of the Fire Protection Association must be appointed to perform the functions.

INSTITUTIONAL CAPACITY ARRANGEMENTS

Ndwedwe Local Municipality does not have a Disaster Management Centre; however, a budget has been set aside for the establishment of a Disaster and Emergency Services Centre starting in the financial year 2022/2023. In terms of personnel for the Disaster Management Function, Ndwedwe Local Municipality has permanently employed one Manager-Disaster and Emergency Services, two Disaster Management Officers, and two firefighters. The Disaster and Emergency Services Centre will incorporate both fire and rescue services and disaster management functions. Two fire fighters have been employed permanently by the municipality.

Table 27: Disaster Institutional capacity

| Institutional Measures | Remarks |
|---|--|
| Disaster and Emergency Services Centre | In the process of establishment |
| Human Resource (Staff) | 1X Director for Community and Social Services, 1X Manager-Disaster and Emergency Services, 2X Disaster Management Officers and 2X Fire Fighters. |
| Physical Resources (vehicles) | 1X Isuzu 4X4), 2x fire rapid intervention vehicles available. |
| Disaster Management Policy Framework | Available as it is as legislative requirement. |
| Disaster Management Plan | Available as adopted in 2021/2022 and |
| Disaster Management Sector Plan | Available as it is legislative requirement |
| DM Portfolio Committee | Fully Functionally. |
| DM Practitioners Forum | Fully Functional at District level as not required at municipal level. |
| DM Advisory Forum | Fully Functionally |

DISASTER MANAGEMENT & FIRE SERVICES SWOT ANALYSIS

| STRENGTHS | WEAKNESS |
|---|--|
| <ul style="list-style-type: none"> • Disaster Management Plan is in place. • Disaster risk assessments have been conducted. • Political buy in, support and interest in disaster management issues is being established. • Budget allocation for disaster relief • One dedicated disaster vehicle is in place • Two Fire and Rescue vehicles in place • Designated and permanently employed Disaster Management Manager. • Well established institutional dispositions such as advisory forum and portfolio committee meetings. • Two Fire Fighters permanently employed | <ul style="list-style-type: none"> • Non-existence of the Disaster and Emergency Services Centre. • None existence of an operational Fire and Rescues Service station. • Lack of relevant fire protective clothing and relevant tools • Lack of effective link and communication of disaster information to the public • Limited funding for emergency relief and risk reduction activities |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Establishment of a Fire Service Station and satellite stations. • Employment- Recruitment of more fire fighters and a Chief Fire Officer. • Enhanced local investments and economic growth. • Proactive and preventative measures such as early warning detectors. • Improved, response, recovery, and rehabilitation • Installation of lightning conductors • Volunteer establishment • Impactful awareness campaigns | <ul style="list-style-type: none"> • Loss of life and injuries. • Damage to property and infrastructure • Severe effects of climate change • Alien weed growth which exacerbates water shortages • Loss of life stock and crops • Veld fires and the increase of structural fires. |

DISASTER RISKASSESSMENT, RISK REDUCTION & PREVENTION

Ndwedwe Local Municipality aims to be proactive through placing emphasis on prevention and mitigation of disasters rather than responding to disasters. In partnership with the iLembe District Disaster Management Centre conducted Risk Assessments where the most prone disasters within our jurisdiction were identified, listed and prioritised with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes. The findings of the risk assessment were as shown in the table below.

Table 28: PRIORITY RISK

| HAZARDS | LOCATION |
|---|---------------------------------------|
| Fire (Structural and Veld Fires) | In all Wards |
| Severe weather: | |
| ➤ Lightning | In all Wards |
| ➤ Strong winds | In all Wards |
| ➤ Hailstorms | In all Wards |
| ➤ Heavy rain | In all Wards |
| ➤ Extreme temperatures | In all Wards |
| Protests/Strikes | In all Wards |
| Accidents (MVAs) | Mostly on P100 and R614 |
| Drought | Prone in Wards 1, 2, 5 and 6. |
| Drowning | Riverbanks, streams and man-made dams |

From the findings of the risk assessments listed above, Ndwedwe Local Municipality proposes to undertake the following DRR strategies which are cognisance of the identified disaster risks which are as follows: -

- Community awareness campaigns,
- Capacity building programmes,
- Fire Safety Awareness Campaigns
- Development of an early warning system,
- Establishment and activation of fire and disaster management volunteer units,
- Protection and effective utilisation of wetlands (Alien plant removal)
- Procurement and installation of lightning conductors.

RESPONSE & RECOVERY

As required by the Act, it is imperative for Ndwedwe Local Municipality to play a meaningful role with regards to disaster response and recovery. It is for this reason that a fully functional Disaster and Emergency Services Centre must be established by the municipality. Once a disaster occurrence has

been reported the Fire and Rescue Service personnel must immediately respond. The function of the Disaster Management Unit is to coordinate relevant response and recovery and the conduction of relevant assessments. Assessments are conducted to determine the magnitude of the damages caused by the disaster and thereafter issue the most relevant and required emergency relief aid materials to the affected communities. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, Ndwedwe Local Municipality is responsible for the development and implementation of Contingency Plan for enhanced readiness and preparedness purposes.

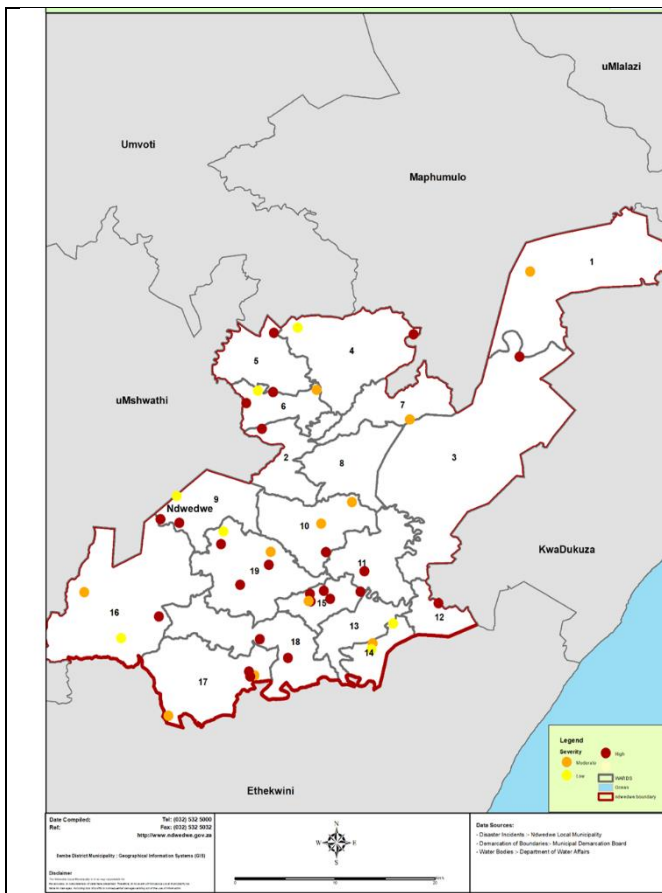
DISASTER RISK PROFILE

Ndwedwe Local Municipality's Disaster Management Unit conducted Risk Assessments where the most prone hazards within our jurisdiction were identified, listed and prioritised. The findings of the risk assessment resulted into a disaster risk profile that was tabled and mapped as shown below. Thereafter adequate Disaster Risk Reduction (DRR) programmes and projects would be designed and implemented.

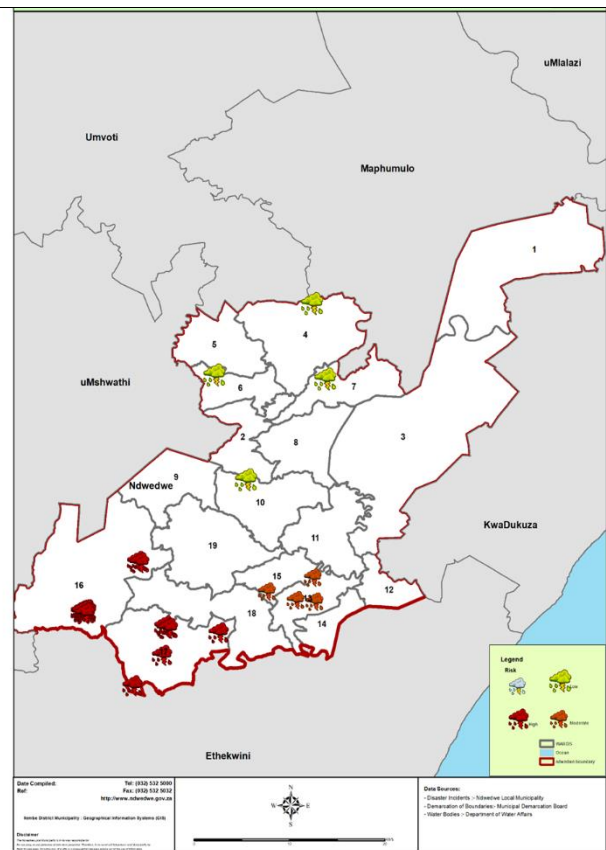
Table 29: Disaster Management Risk Profile

| | |
|---|--|
| Hydro-meteorological hazards | Severe storms, strong winds, hailstorm, lightning, heavy rains, floods (drowning), drought and extreme temperatures |
| Fire hazard | Structural and veld fires |
| Disease/health: Human | HIV/AIDS, TB and others |
| Infrastructure failure/ Service delivery failure | Water, electrical and poor access roads |
| Civil unrests | Crime, alcohol and drug abuse, public protests/human unrest and livestock theft |
| Transport hazards | Road transportation |

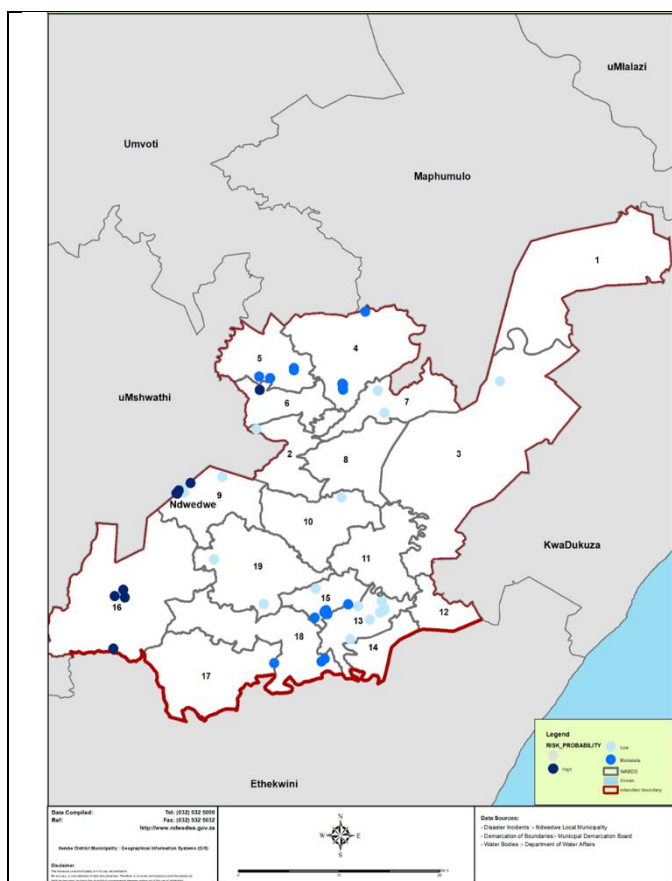
HAZARD SPECIFIC MAPS



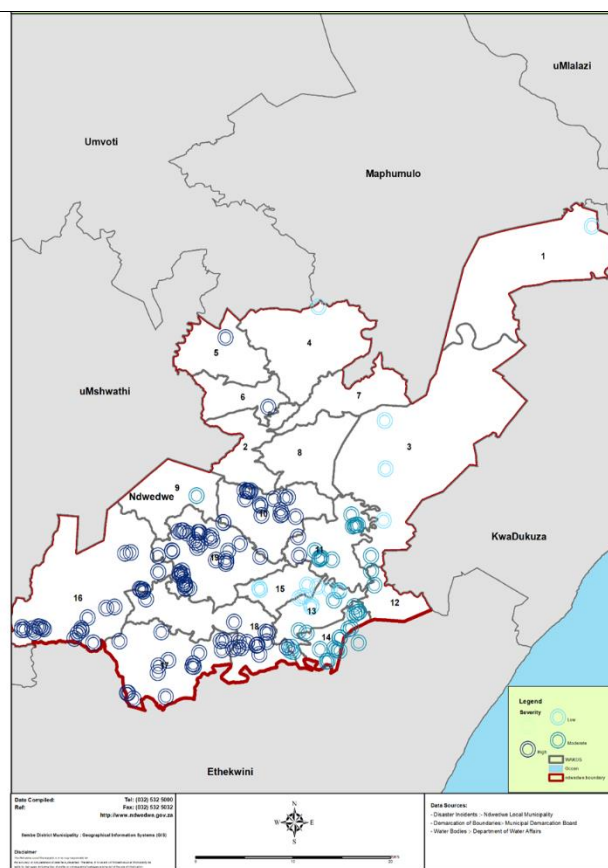
Structural fire incidents map and its severity per ward



Lightning incidents map and its severity per ward



Heavy rainfall incidents map and its severity per ward



Strong winds incidents map and its severity per ward

INFORMATION MANAGEMENT AND COMMUNICATION

As required by the National Disaster Management Framework- Enabler 3, Ndwedwe Local Municipality is a conduit and repository for information on disasters and impending disasters. It is for this reason that Ndwedwe Local Municipality must develop an Operational Communication System that will be used to log, capture and monitor all reported disaster incidents. This communication system must include an emergency hotline contact number that communities can utilise to report incidents. It must include an early warning system detector. To date, the municipality continues to utilise other means of communication such as internet, radio, newspapers, e-mails, fax, landline and cell phones.

The municipality aims to strengthen its WhatsApp groups and Facebook page systems for early warning disbursing to distribute early warnings.

EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS

Ndwedwe Local Municipality in conjunction with other sector departments, will conduct workshops and awareness campaigns in schools and communities as a measure of capacity building programmes. The purpose of conducting these capacity building programs is to equip communities to be on high alert and to cultivate a culture of risk avoidance. The Municipality has thus allocated budget for more research and climate change strategy.

EDUCATION AND TRAINING PROGRAMME

Ndwedwe local Municipality plans to continue taking students from various tertiary institutions for in-service training programmes started in 2021/2022 financial year.

FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

According to this section, municipalities should provide reasonable funding arrangements as it is stipulated in national disaster management policy framework that will assist on preventing or reducing disaster risks, including grants for post-disaster recovery and rehabilitation.

Budget for financial year 2022/23

| No. | PROJECT | BUDGET | RESPONSIBLE |
|-----|--|--------------|--------------|
| 1. | Awareness campaigns, trainings, and capacity building programmes | 80 000.00 | Mr. T. Ngiba |
| 2. | Advisory forums | 80 000.00 | Mr. T. Ngiba |
| 3. | Emergency Relief Aid | 1 000 000.00 | Mr. T. Ngiba |
| 4. | Staff Uniform | 200 000.00 | Mr. T. Ngiba |
| 5. | Disaster Awareness Sound System | 30 000.00 | Mr. T. Ngiba |
| 6. | Fire safety awareness campaigns | 60 000.00 | Mr. T. Ngiba |
| 7. | Professional studies (Climate change and Policies) | 150 000.00 | Mr. T. Ngiba |

DISASTER MANAGEMENT SWOT ANALYSIS

Table 30: Disaster Management SWOT Analysis

| Strengths | Weaknesses |
|--|--|
| <p>Disaster Management Plan is in place.</p> <p>Disaster risk assessments was conducted.</p> <p>Political buy in, support and interest in disaster management issues is being established.</p> <p>Three dedicated fire and disaster vehicles are available.</p> <p>Well established institutional dispositions such as advisory forum and portfolio committee meetings.</p> <p>Well-coordinated capacity building programs.</p> <p>Two designated Disaster Management Officers and two Fire Fighters permanently employed.</p> <p>Fire and Disaster Volunteer units have been established.</p> | <p>Non-existence of fire and disaster emergency management centre.</p> <p>Delayed modification of land cruiser to be fire compliant and include resources such as jaws of life, skid units and also hydrants.</p> <p>Poor road infrastructures</p> <p>Non-compliance and non- operational approach.</p> <p>Municipal bylaws not established.</p> <p>Budget allocation for Fire and Disaster Management is not aligned with the SDBIP.</p> <p>Formal Mutual Aid Agreements and Understanding between eThekwin and KwaDukuza Municipalities have not been developed.</p> |
| Opportunities | Threats |
| <p>Establishment of a Fire Service Station and satellite stations.</p> <p>Employment- Recruitment of six more fire fighters and one Chief Fire Officer.</p> <p>Enhanced local investments and economic growth.</p> <p>Proactive and preventative measures such as early weather warning detectors.</p> <p>Improved response, recovery and rehabilitation.</p> <p>Installation of lightning conductors.</p> <p>Impactful community awareness campaigns.</p> | <p>Loss of life and injuries.</p> <p>Damage to property and infrastructure</p> <p>Severe effects of climate change</p> <p>Alien weed growth which excavates water shortages.</p> <p>Water shortages.</p> <p>Loss of life stock and crops</p> |

CHAPTER C3: SITUATIONAL ANALYSIS

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

CHAPTER C3: SITUATIONAL ANALYSIS FOR KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

Municipal transformation and institutional analysis are conducted to ensure that municipal development strategies consider existing institutional capacities for addressing institutional shortcomings. This is prepared in conjunction with the primary mandate of local government of providing service delivery in terms of the inception of democracy in South Africa. Local government provides core services to meet basic human needs that are essential towards the fulfilment of the right to dignity enshrined in the Constitution and the Bill of Rights. Basic services include clean drinking water, sanitation, electricity, shelter, waste removal and roads infrastructure. Transformation of the local government sector remains a priority for the current government administration.

Corporate Services is a Business Unit which champions the municipal transformation and institutional development through structured initiatives and avenues that are facilitated for the respective internal user business units as well as community stakeholders. Corporate Services is made up of three departments namely: ICT, HR and Administration/Council/Property Management. Each department is headed by a Manager. Ndwedwe department of Cooperative Governance has a mandate to build and strengthen the capability and accountability of municipalities. The focus is based on the context of the inter-governmental system that mandate the local government to perform its basic tasks of service delivery. It further includes ensuring that municipal council have regular meetings and there is a defined structure to ensure that transparency and accountability become part of everyday operations at municipal level.

C.3.1 HUMAN RESOURCE PLAN/STRATEGY

The Ndwedwe Municipality has a Council approved Human Resources (HR) Strategy and Plan that was adopted in May 2022. A copy of Human Resource Plan is attached as **Annexure C**. The Human Resource Strategy provides a framework that is essential for the well-being of the employees and the successful achievements of the organization's objectives is contained in the IDP. The strategy is aligned to the long-term development vision, goals and objectives of the Municipality. It is the aim of the Human Resource Strategy to ensure that the rights of individual employees are upheld, and the objectives of the organization are achieved. Furthermore, the strategy contains tools such as the Recruitment and Selection, Orientation and Induction Policy and Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Termination of Employment Policy and Procedure. The review of the Human Resource Strategy is conducted annually and the implementation is monitored and

reported on quarterly. The Municipality conducts workshops on the HR Strategy and other relevant policies for the employees and councillors.

C.3.1 HUMAN RESOURCE PLAN

A Human Resource Plan that is aligned with Human Resource Strategy was adopted by the Council of Ndwedwe together with the Human Resource Strategy in May 2022 for the implementation in 2022/2023 financial year.

C.3.2 ORGANISATIONAL STRUCTURE/ORGANOGRAM

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 5-Year Organogram is reviewed annually by Council.

The Municipality tabled its reviewed organisational structure to the Council for approval on 22 June 2022. A copy of the Organisational structure is attached. According to the 2022/2023 Council approved organisational structure, the Municipality's has six (6) departments that are managed namely:

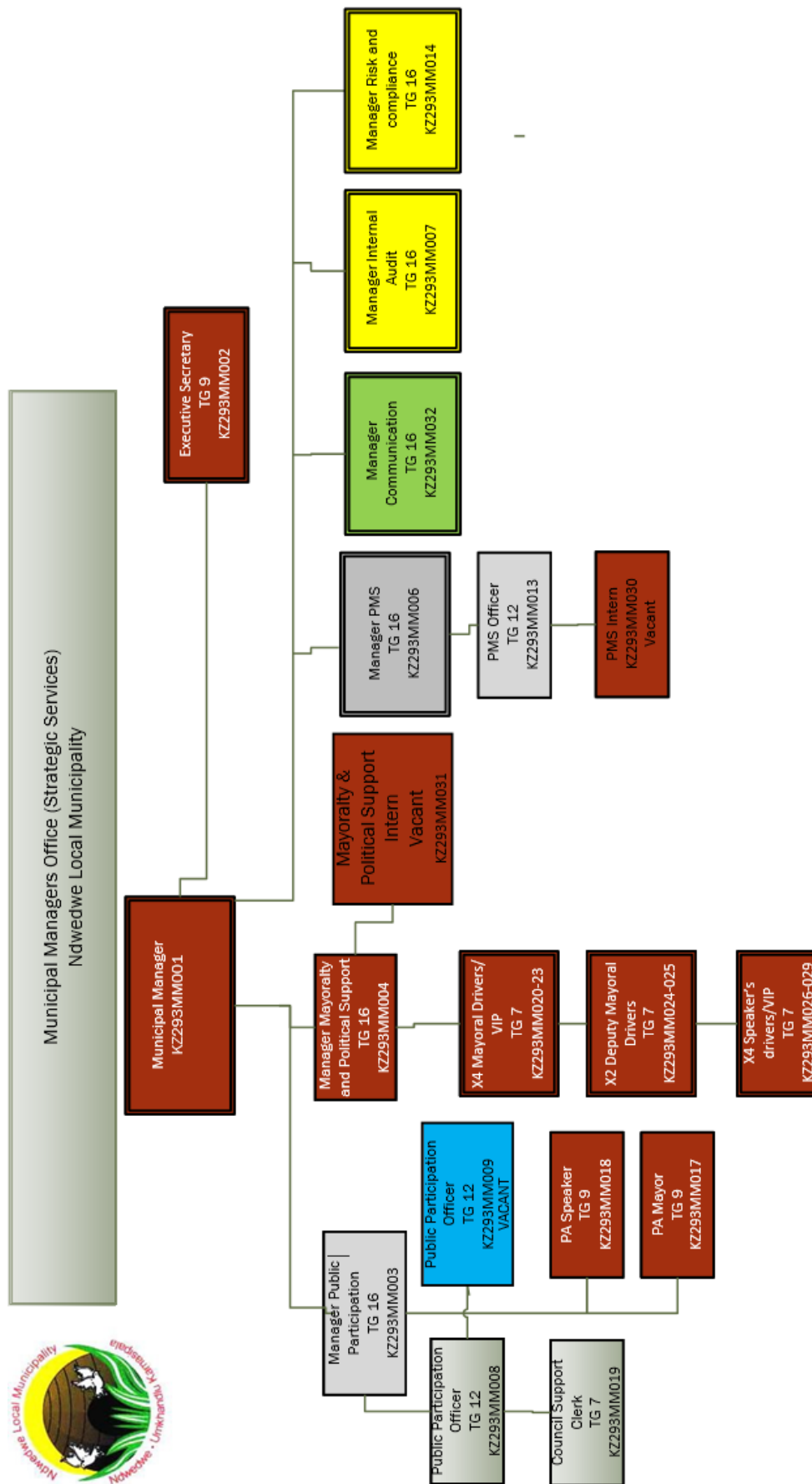
- Office of the Municipal Manager
- Economic and Development Planning
- Finance
- Technical Services
- Corporate Services
- Community Services

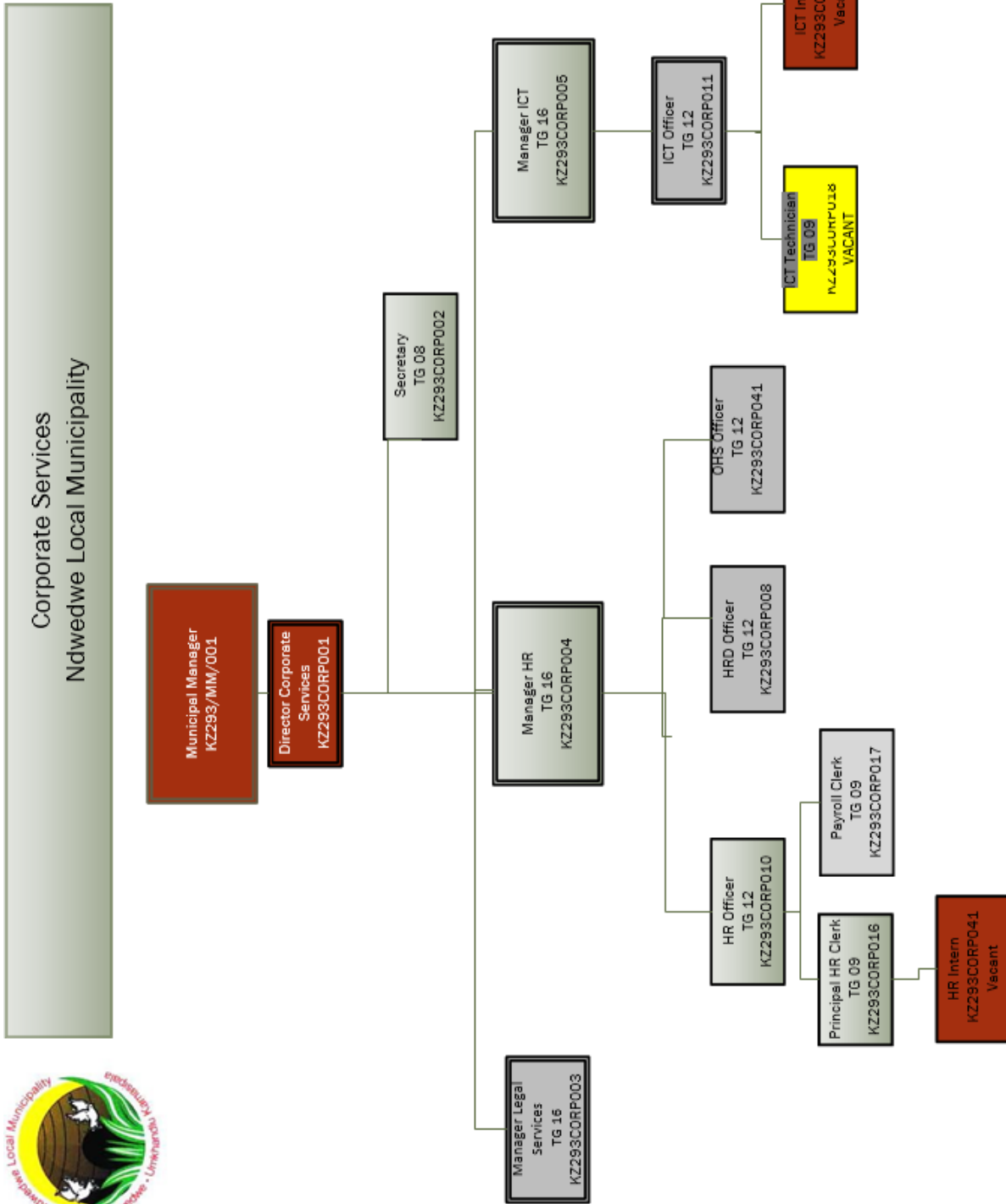
The municipality has a total number of 127 employees employed. However, a total number of 29 employees are employed on temporary basis while 98 employees are permanent.

Table 31: Number of Employees

| Department | Permanent employees | Contract employees |
|-----------------------------------|---------------------|--------------------|
| Office of the Municipal Manager | 5 | 14 |
| Finance | 18 | 6 |
| Department of Corporate Services | 28 | 0 |
| Department of Community Services | 23 | 2 |
| Economic Development and Planning | 9 | 2 |
| Technical Services | 12 | 5 |
| Total | 98 | 29 |

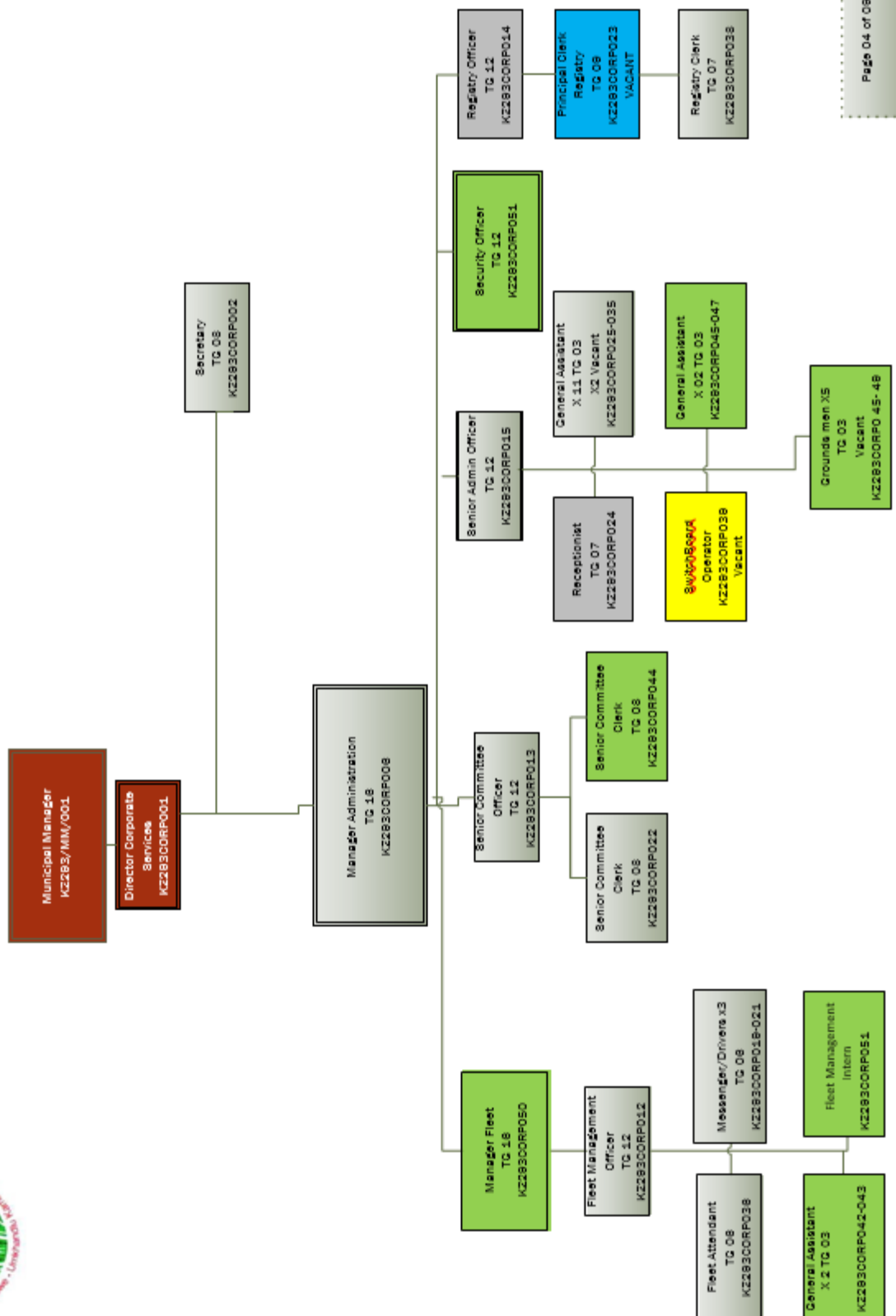
Ndwedwe Municipality Top Management Organisational Structure (KZN 293)

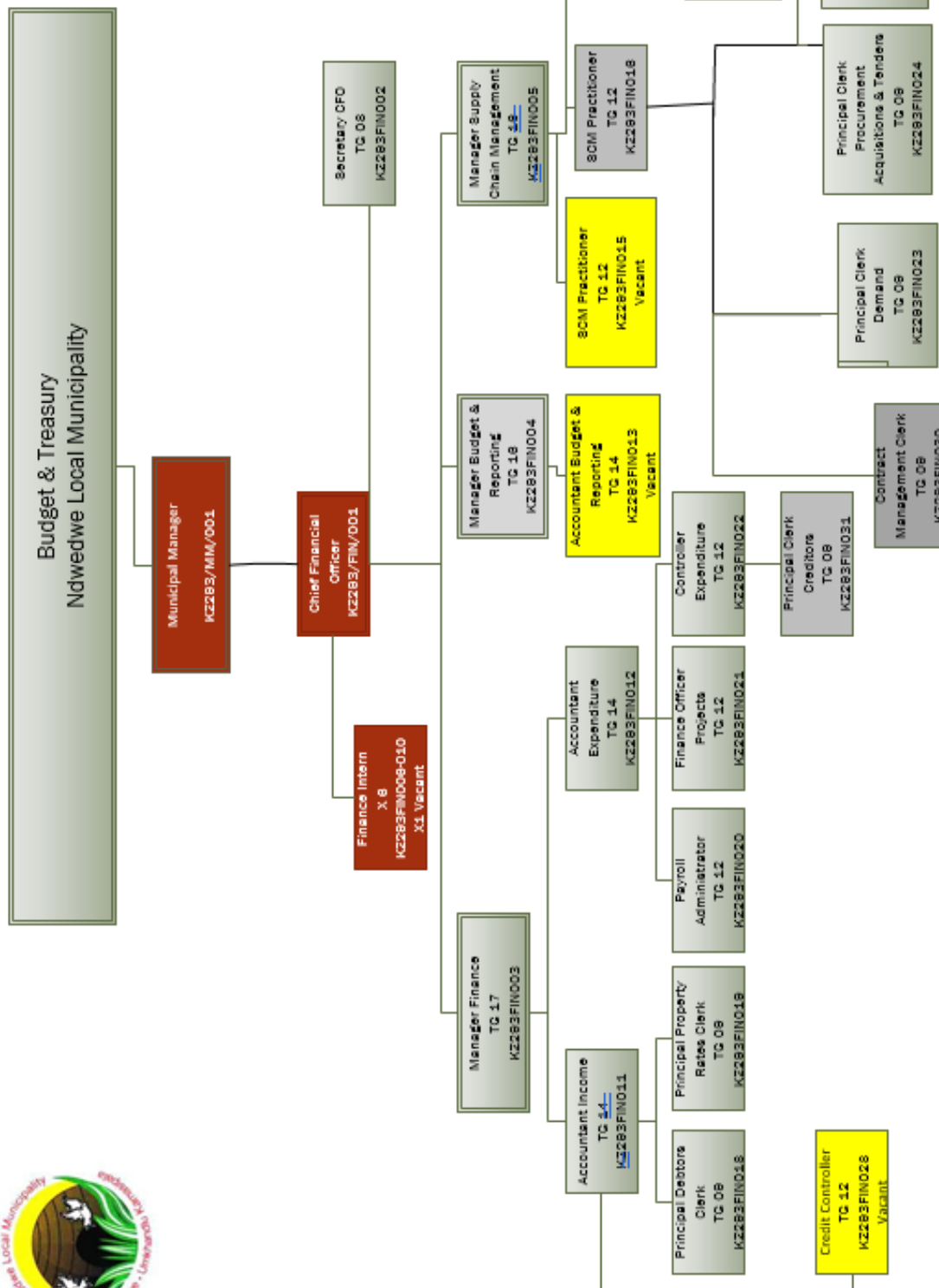


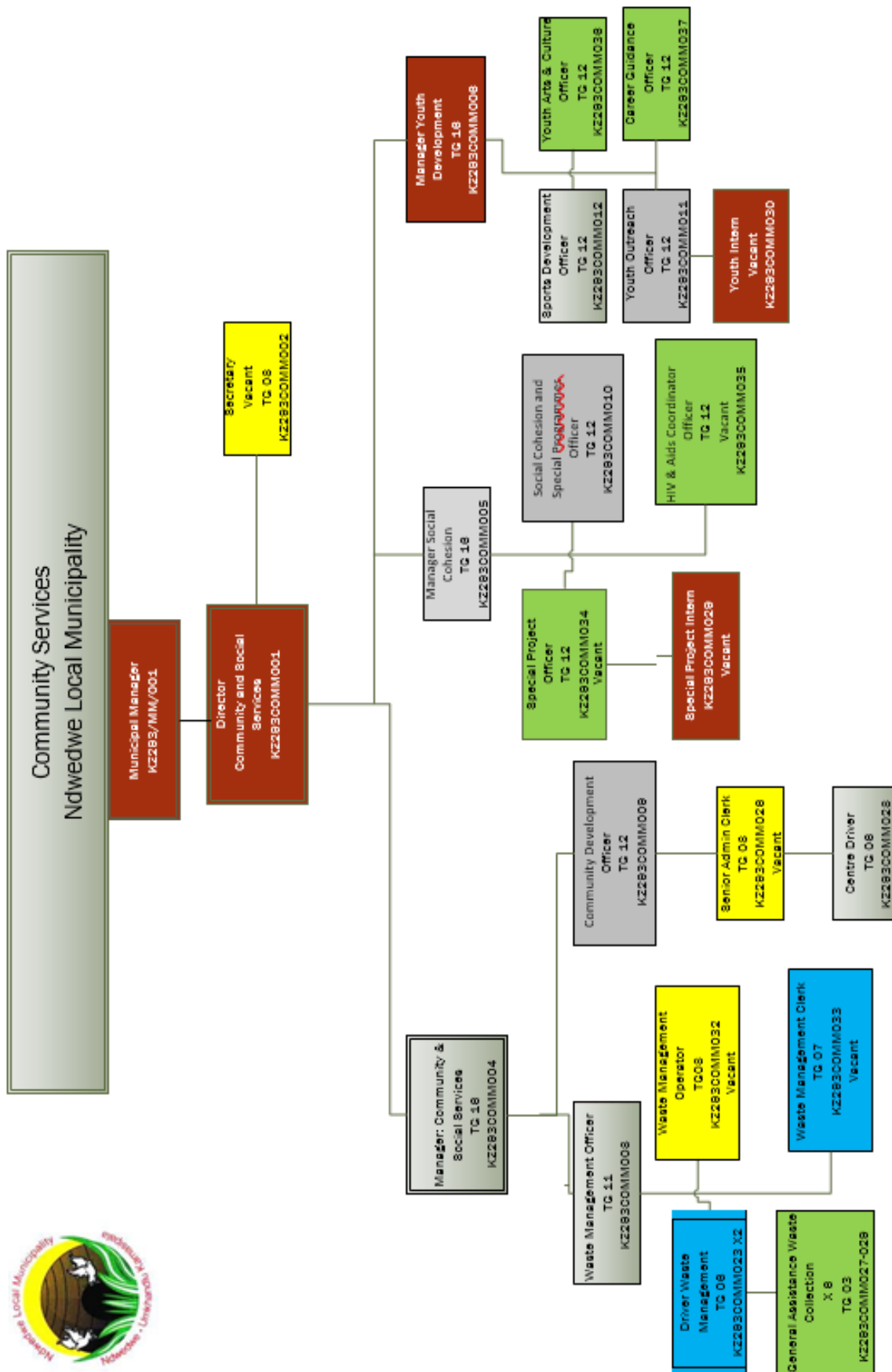


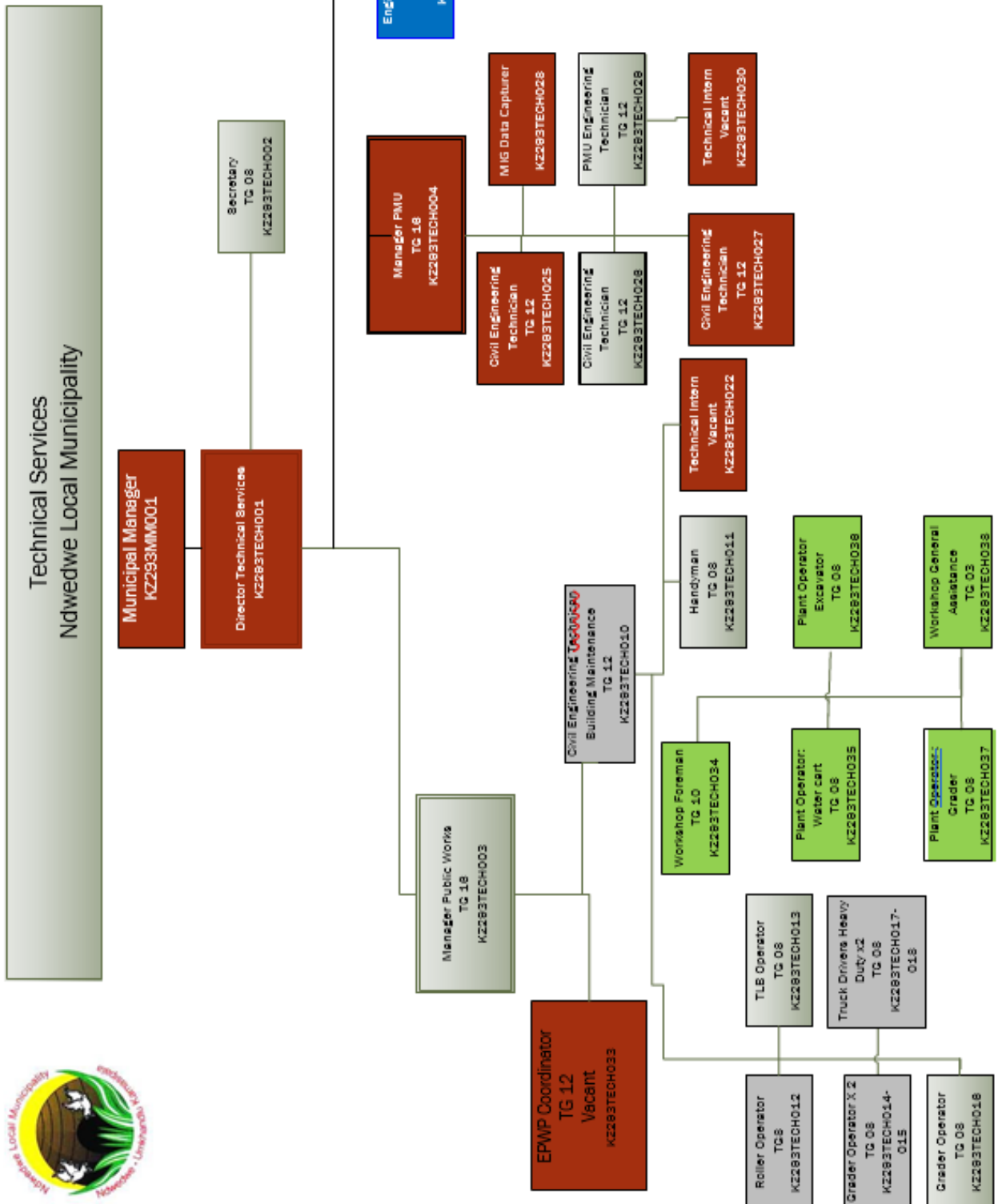


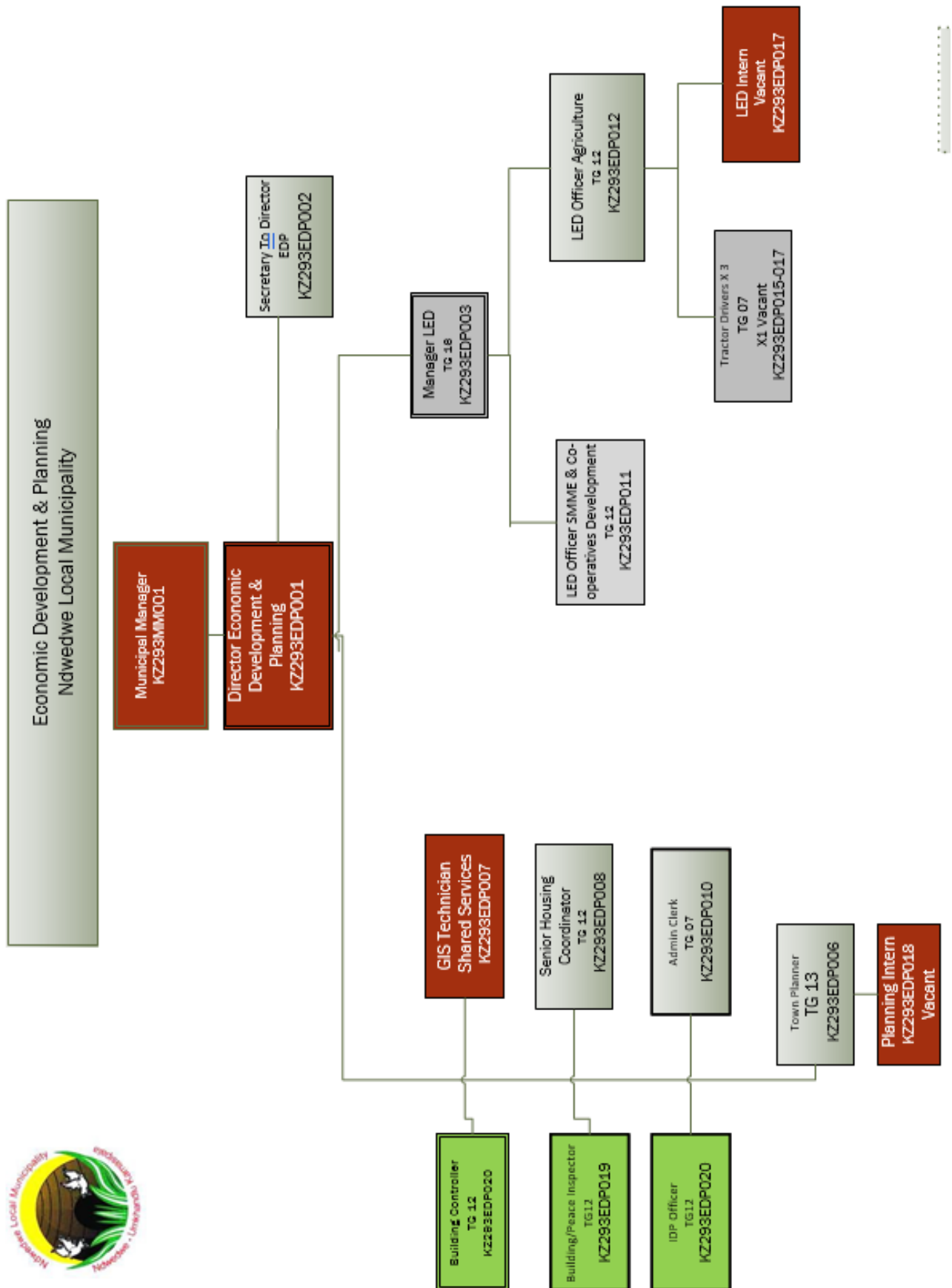
Corporate Services Ndwedwe Local Municipality











MUNICIPAL POWERS AND FUNCTIONS

In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the iLembe District Municipality (DC29). This act made provision of the division of powers and functions between the district and local municipalities with the most day-to-day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. Ndwedwe Local Municipality is responsible for several functions some of which are not being performed due to lack of capacity. The Municipality has entered shared service with iLembe District Municipality in some of the functions. The shared service includes the Chief Planner, Environmental Specialist, GIS Technician and GIS Specialist

Ndwedwe Local Municipality has executive authority in respect of, and has the right to administer the local government matters listed as follows:

Table 32: Powers and Functions of the Municipality

| Municipal Action | Functions currently performed | | Capacity to perform the function | | Levels of capacity | Alternative measures in place (function not performed or no capacity) | |
|--------------------------|-------------------------------|----|----------------------------------|----|--------------------|---|---|
| | Yes | No | Yes | No | | | |
| 1. Air pollution | - | X | - | X | - | - | There is no demand and no action required |
| 2. Building Regulation | - | X | - | X | - | No Alternative measures in place currently | With the town development project and some housing projects starting to unfold, the Municipality has during the 1011-12 financial year, started to build capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners |
| 3. Child care facilities | - | X | X | - | - | There is currently a community initiative | The Municipality has a partnership with Divine Life Society of South Africa to build early childhood development |

| | | | | | | | |
|--|---|---|---|---|--|---|--|
| | | | | | | | centres throughout the municipal area |
| 4.Fire Fighting | X | - | X | - | Limited Capacity only two fire fighters currently | Ilembe District and eThekweni Municipality provides assistance where necessary. | The disaster management plan identifies the significance of this function especially when the commercial centres planned for in Ndwedwe Town and Bhamshela become operational |
| 5.Local Tourism | X | - | X | - | Limited capacity to drive tourism development and market it aggressively | - | The municipality is currently dependant on the Tourism Graduate Development Programme of the Department of Economic Development and Tourism with the newly appointed LED Manager to implement its tourism sector plans |
| 6.Municipal Planning | X | - | X | - | Limited capacity to perform all planning functions, in particular, forward planning. There is currently one municipal planner. | - | The Municipality receives assistance from the Planning Shared Service and the MISA Young Graduate. |
| 7.Storm water | X | - | - | X | - | Performed through outsourcing | Two graders have been purchased and will assist in performing this function. |
| 8.Trading Regulations | - | X | - | X | There are underutilised personnel with the institution that can best perform this function | Case-by-case regulation. No trading regulations in place | With the town development project starting to unfold, the municipality will, during 2015-16 financial year, develop trading bye-laws |
| 9. Billboard and display of advertisement in public places | - | X | - | X | There are underutilised personnel with the institution that can best perform this function | Case-by-case regulation. No signage control in place | With the town development project starting to unfold, the municipality will, during 2015-16 financial year, develop signage by-laws and tap into the underutilised personnel by training them into |

| | | | | | | | |
|---|---|---|---|---|--|---|--|
| | | | | | | | becoming Signage Control Officers. |
| 10. Cemeteries, funeral parlour and crematoria | - | X | - | X | - | The communities follow the traditional burial systems | The municipality is currently considering raising funds for this function |
| 11. Cleansing | X | - | X | - | - | The function is being performed to a limited extent due to human and financial capacity constraints | - |
| 12. Control Public nuisance | X | - | - | X | - | Currently performed by Traditional Councils and SAPS to a limited extent | No action required as there is no pressing demand |
| 13. Licensing of dogs | - | X | - | X | - | - | No action required as there is no pressing demand |
| 14. Municipal Abattoirs | - | X | - | X | - | - | No action required as there is no pressing demand |
| 15. Licensing and control undertakings that sell food to the public | - | X | - | X | There are underutilised personnel with the institution that can best perform this function | No alternative measures in place currently | The idea of employing an Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional or due to an unexpected demand or pressure. |
| 16. Licensing and control undertakings that sell liquor to the public | - | X | - | X | - | Currently performed by Traditional Councils and SAPS to a limited extent | No action required as there is no pressing demand |
| 17. Local amenities | X | - | - | X | - | The function is being performed to a limited extent due to human and financial capacity constraint | The Town Development Project and other projects cater for this function |
| 18. Local sports facilities | X | - | X | - | Limited capacity due to financial constraints | - | Every financial year, the municipality caters for this function. With the availability of additional |

| | | | | | | | |
|--|---|---|---|---|--|--|--|
| | | | | | | | funds, more of these will be established. |
| 19. Markets | X | - | X | - | - | The function is being performed to a limited extent due to human and financial capacity constraint | The Town Development Project and other projects cater for this function |
| 20. Parks and recreation | - | X | - | X | - | Communities use their means | The Town Development Project caters for this function. |
| 21. Pounds | - | X | - | X | - | - | No action required as there is no pressing demand. |
| 22. Municipal Roads | X | - | X | - | Limited capacity due to human and financial constraints | Performed through outsourcing | Two graders have been purchased and will assist in performing this function. |
| 23. Noise pollution | - | X | - | X | - | - | No action required as there is no pressing demand |
| 24. Public places | - | X | - | X | The function is being performed to a limited extent due to human and financial capacity constraints | - | The Town Development Project caters for this function |
| 25. Electricity Reticulation | - | X | - | X | - | This function is currently performed by ESKOM | There is no planned action to perform this function on the near future. |
| 26. Cemeteries, Funeral Parlours and Crematoria | - | X | - | X | - | The communities follow the traditional burial systems | The municipality is currently considering raising funds for this function |
| 27. Facilities for the accommodation, care and burial of animals | - | X | - | X | - | Traditional methods are used | No action required as there is no pressing demand. |
| 28. Fencing and fences | X | - | - | X | The function is being performed to a limited extent due to human and financial capacity constraints. | - | No action required as there is no pressing demand. |
| 29. Libraries | X | - | X | - | - | - | - |

C.3.3 FILLING OF CRITICAL POSTS

All senior management positions are considered critical positions, are prioritised, filled and budgeted for.

C.3.4 VACANCY RATES

The Council approved organogram (2022/2023) has indicated the vacancy rate that is 41% currently.

C.3.5 EMPLOYMENT EQUITY PLAN

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan, which will achieve reasonable progress towards employment equity, thus Ndwedwe Local prepared its Employment Equity Plan for the duration 1 July 2023 to 30 June 2026. The Employment Equity plan (EEP) is reviewed annually and was approved was Council in May 2022 for implementation in 2023. A copy of the EEP is attached as **Annexure D**. The EEP policy contains the EEP targets and objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound.

The Employment Equity Report was submitted to the Department of Labour in January 2022 and an acknowledgement letter from the Department of Labour is attached for ease of reference. The policy is applicable to all officials in Ndwedwe Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council including those that are appointed on the fixed term contract (Section 54 & 56 employees).

The table below indicates a numerical target for people living with disabilities that are employed at NLM as an Intern in the Technical Services department.

Table 33: Staff with disabilities

| Occupational Levels | Male | | | | Female | | | |
|--|------|---|---|---|--------|---|---|---|
| | A | C | I | W | A | C | I | W |
| Top management | | | | | | | | |
| Senior management | | | | | | | | |
| Professionally qualified and experienced specialists and mid-management | | | | | | | | |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | | | | | | | | |
| Semi-skilled and discretionary decision making | | | | | 1 | | | |
| Unskilled and defined decision making | | | | | | | | |
| TOTAL PERMANENT | | | | | | | | |
| Temporary employees | | | | | | | | |
| GRAND TOTAL | | | | | 1 | | | |

The EE Plan indicates the demographic representatively in respect of race, gender, disability, etc. While the municipality has made a significant impact in terms of gender representatively at non-managerial levels, there is still a great need to improve this at managerial level by employing more women. Furthermore, the Municipality is addressing the issue of employing disabled people at both managerial and operational levels. The current work force is African; however, it is hoped that a more racially balanced workforce would be established in future.

WORKPLACE SKILLS PLAN

The Workplace Skills Plan (WSP) for was approved by Ndwedwe Municipal Council in May 2022 for implementation in 2022/2023 financial year. The Municipality submitted the WSP to LGSETA in April 2022 and a copy of an acknowledgement letter from the LGSETA is attached. A training report for 2021/2022 with a list of beneficiaries and expenditure report is contained the in the IDP report Work. The Workplace Skills Plan is in place and reviewed annually.

The skills planning is central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. During 2021/2022 financial year, the Municipality conducted skills audit and identified what skills were required and developed strategies, tasks and schedules in ensuring that the Municipality build those skills in order to deliver on our Integrated

Development Plan objectives. A total of 49 beneficiaries including 24 Councillors and 18 officials have benefited.

Table 34: Skills Programme

| Name of skills programmes | Number of employees | Number of councillors |
|---|---------------------|-----------------------|
| Training on Disciplinary Regulations for Senior Managers | 2 | |
| Training Collective Agreement | 2 | |
| Biannual Legislative Seminar and System Lecture | 2 | |
| MFMP | 7 | |
| Emotional Intelligence | 5 | |
| Roles & Responsibilities for Chairpersons of Portfolio Committees | | 17 |
| Roles and Responsibilities of RMC Chairpersons and Management | 7 | |
| Report Writing and Terms of Reference Training | | 7 |

TRAINING AND DEVELOPMENT - The Training and development needs of all employees have been considered. Ndwedwe has programmes and trainings for all the management and officials to ensure that information is infused to all sections within the municipality with a view to empower all Ndwedwe officials. Programmes and trainings that were held for all the officials includes policy workshop, wellness programme, occupational health and safety training, Municipal Management Development Programme, code of conduct and conditions of services workshop, other trainings are still on the planning stage. There is also a learning programme beneficiary's skills programme for Managers and officials, it also includes external youth from the local community of Ndwedwe that is a once off bursary to ensure that a well-deserved youth of Ndwedwe is being assisted financial in tertiary level.

EXIT INTERVIEW QUESTIONNAIRE - The exit interview has been developed to ensure that the reasons for staff leaving the Municipality as known and addressed, this will also form part of the retention strategy, since whatever reason that is sighted by employees leaving us, corrective measures are put in place to ensure that it doesn't persist.

RETENTION POLICY

The Municipality has no Retention Policy in place. The Retention Policy will be developed in the new financial year 2022/2023.

SELECTION & RECRUITMENT POLICY

Ndwedwe Municipality has a Council approved Selection and Recruitment Policy (a copy of the policy is attached as **Annexure E**). The policy was reviewed and approved by the Council of Ndwedwe Municipality for implementation in 2022/2023 financial year. The Recruitment and Selection Policy

encourages internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

Furthermore, the policy recognises the employment policies, practices and procedures as well as the compliance. The purpose of the policy is to create sound procedures to appoint employees within the stipulations of the approved Employment Equity Plan of Ndwedwe Local Municipality. To recruit, select and place competent and suitably skilled people who will contribute to the achievement of the Ndwedwe Local Municipality's strategic and operational requirements. To attract talented and motivated people who will achieve and contribute to the Ndwedwe Local Municipality's continued business success while enjoying long-term career success within the Municipality. To recruit and select employees, but also to ensure the full utilisation and continued development of our human resources. To ensure that all Recruitment activities are handled according to best practice and professional guidelines. To create positive image of the Ndwedwe Local Municipality.

PLANS AND POLICIES

These are the policies in place that regulate the conduct of our human capital in executing their duties and responsibilities. Some matters are regulated in terms of collective agreements and legislation the following Policies are in place:

LIST OF NDWEDWE MUNICIPAL POLICIES ADOPTED ON THE 2020/2021 FINANCIAL YEAR.

Table 35: Adopted Plans, Policies/ Procedures in Ndwedwe Municipality

| No. | Name of Policy | Review & Approval Date |
|-----|---|------------------------|
| | Fleet management policy | May 2022 |
| | Bursary Policy | May 2022 |
| | Pauper and Burial Indigent Policy | May 2022 |
| | ICT Policies | May 2022 |
| | PMS Policy | May 2022 |
| | Internship and scarce experiential learning critical & scarce skills policy | May 2022 |
| | ICT Policies ICT Policy and Framework ICT Security Control Policy ICT User Access Management Policy ICT Service Level Agreement Management Policy (External Service Providers/Vendors) CT Disaster Recovery Policy ICT Data Backup Recovery Policy ICT Standard Operating Procedure Hardware and Software Standardization Policy | May 2022 |
| | SCM Policy | May 2022 |
| | Budget Policy | May 2022 |
| | Property Rates Policy | May 2022 |
| | Petty Cash Policy | May 2022 |

C.3.6 ICT POLICY FRAMEWORK

The purpose of the ICT Framework is to institutionalise the Governance of ICT as an integral part of corporate governance within municipalities in a uniform and coordinated manner. The framework provides a set of principles and practices which will assist to institutionalise the Governance of ICT. The Ndwedwe Local Municipality ICT Framework was adopted by Council in the current financial year. A copy of the ICT Framework is attached as **Annexure F**.

This accountability assigned to the leadership of a municipality through this ICT Corporate Governance Policy Framework enables the municipality to align the delivery of ICT strategies and services with the municipality's Integrated Development Plans and strategic goals. This is achieved through the development and adoption of an ICT strategy which is informed by the enterprise architecture plan which clearly outlined the roles, responsibilities and business processes contained in the IDP.

Corporate governance ICT is a vehicle through which value is created within a municipal context. Value creation means realising benefits while optimising resources and risks. This value creation takes place within a governance system that is established by the municipal policy framework.

The establishment of structures are to give effect to the Governance of ICT and the management of ICT functions. The members of these structures and the roles, responsibilities and delegations of each should be defined. The proposed structures are as follows:

The ICT Steering Committee is responsible for:

- Ensuring that ICT strategies are aligned with wider municipal directions and policy priorities as well as the Municipality's strategic and corporate objectives, its Integrated Development Plan and its Service Delivery and Budget Implementation Plan.
- Improving the quality, management and value of information, business systems and ICT.
- Prioritizing strategies and projects as High, Medium and Low so as to provide a true indication of the areas that need to be addressed first.
- Developing the ICT Strategic Plan for approval by the Council.
- Taking action to ensure that the ICT Strategic Plan is delivered within the agreed budget and timeframe.
- Ensuring that the Municipality adopts a structured project management methodology that is used for all ICT initiatives and projects.
- Ensuring that all ICT strategies and projects have a responsible person fulfilling the role of Project Sponsor.

- Considering new projects that emerge outside the ICT Strategies Planning Cycle and investigate the impact of their implementation on other projects, priorities, and budgets in the ICT Strategic Plan.
- Reviewing and recommend for approval major Information Management and Information Technology policies, procedures, and standards for use by the municipality, including the ICT governance frameworks.
- Ensuring that the information architecture, systems architecture, and technology platforms proposed in new projects are consistent with the strategic architecture and plans of the municipality.
- Establishing the priority of projects and resolving competing demands for resources and funds.
- Monitoring and reporting on the implementation of ICT projects against approved project plans, with particular emphasis on quality, risk management, benefits realization and change management.
- Ensuring that every project proposal and implementation plan achieves appropriate levels of user and stakeholder consultation and satisfaction.
- Assessing the quality and value of business cases prepared for new ICT project proposals and provide advice and recommendations to the Mayor on the merits of new project proposals.
- Reviewing and approving the detailed ICT project implementation plans and project.
- management documents such as risk management and information security.
- Assisting the ICT Manager/ Chief IT Officer to achieve his/her position's objectives.
- Providing the Mayor with regular progress reports on the implementation of the ICT Strategic Plan initiatives and projects, as well as advising on current ICT issues and developments. Ensuring the proper integration of systems within the Municipality Membership of ICT Steering Committee
- Members of the ICT Steering Committee shall also be members of the Change Management Committee and Disaster Recovery Committee.

The ICT Steering Committee shall comprise of the following persons:

- Municipal Manager (Chairperson);
- Directors (1x nominated as deputy chairperson);
- Technical Services
- Finance
- Economic Development & Planning
- Corporate Services, two councillors as nominated by the mayor; Manager: Administration; Manager: Internal Audit; Manager: Community and Social Services; and Manager: ICT.

Ndwedwe Municipality Council has the following approved ICT policies.

Table 36: ICT Approved Policies of Ndwedwe Municipality

| Name of policy | Review and Approval Date |
|---|--------------------------|
| Ndwedwe Corporate Governance Information and Communication Technology Framework | May 2022 |
| ICT Steering Committee Charter | May 2022 |
| ICT Security Controls Policy | May 2022 |
| ICT User Access Management Policy | May 2022 |
| ICT Service Level Agreement Management Policy | May 2022 |
| ICT Disaster Recovery Policy | May 2022 |
| ICT Data Backup and Recovery Policy | May 2022 |
| ICT Standard Operating Procedures | May 2022 |
| Hardware and software Standardization Policy | May 2022 |

3.2.9 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Table 37: Municipal Transformation SWOT Analysis

| STRENGTHS | WEAKNESSES |
|--|--|
| Well managed fleet Policies Experienced and qualified workforce Monitoring of ICT systems Functional ICT environment | Internal No Leadership (Director Corporate: Vacant) Understaffing None Submission of Records to Registry Office Space Manual Distribution of Agendas Burglary and Theft Insufficient Budget Appointment of Service Providers |
| OPPORTUNITIES | THREATS |
| Automated systems Public WIFI External funding Paperless work environment | Employee and community strikes Fencing of municipal buildings No external lighting in some municipal buildings Burglary and theft Insufficient budget Unfavourable weather conditions Loss of data Lack of ICT consultation |

Table 38: Municipal Transformation Challenges

| CHALLENGES |
|---|
| <p>HUMAN RESOURCE CHALLENGES</p> <ul style="list-style-type: none"> • Unfilled budgeted posts • Confidentiality. • Office space. • HR filling storeroom. • Cascading of performance management system. Municipalities are expected to meet Salga's deadline being 2021. • Manual filing • Loss of documents • Maintenance of confidentiality • Internal control measures related to staff attendance monitoring • Insufficient budget |
| <p>LEGAL SERVICES CHALLENGES</p> <p>This department is seriously understaffed, yet this office is the most critical office in the municipality. Currently, it operates with only one manager. The municipality is a highly regulated sphere of government swamped with a plethora of litigations, legal opinions and labour related matters.</p> |
| <p>ICT CHALLENGES</p> <p>The strategic challenge for the municipality is to find better technologically ways in delivering services to the communities of Ndwedwe Local Municipality. This strategic challenge is in line with the doubtful state of readiness of the municipality to tap in the demands, opportunities, and strength of the fourth industrial revolution technologies. The exorbitant costs associated with the provision of the IT related infrastructure in all wards within the jurisdiction of Ndwedwe Local Municipality. Thus, the ICT unit is experiencing a challenge in maximising the utilising of the IT existing structures and mechanisms to address the technologically needs of the Ndwedwe citizenry in a holistic and integrated manner. Further, to tap in at a larger IT scale, the ICT unit will have to be strengthened by appointing a reasonable number of IT Competent Human Capital.</p> |

CHAPTER C.4: SITUATIONAL ANALYSIS

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

CHAPTER C.4: SITUATIONAL ANALYSIS FOR KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

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 Good governance in a municipal context relates to the process whereby Municipalities conduct and govern its affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation, and responsiveness to the need of the people. Consultation with stakeholders is a continuous process in Ndwedwe Local Municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

C.4.1 BATHO PELE POLICY

The White Paper on transforming public service delivery (1997) provides direction on how services should be rendered. 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 Ndwedwe local municipality has developed a Batho Pele Policy and Procedure Manual:

- The Ndwedwe local municipality has developed Service Delivery Charter and Standard.
- The Ndwedwe local municipality has developed Service Delivery Improvement Plan (SDIP).

The 11 Batho Pele principles are as follows:

Consultation: Ndwedwe Municipality service delivery role-players shall be consulted through: • Mayoral Working Groups • Customer Satisfaction Survey • Izimbizo/Public Meetings Programme • Workshops • Stakeholders Forums • Media (Print and Electronic).

Service Standards: The customers shall be informed of the level and quality of any municipal service enquired in writing, telephone, emails, in person or groups.

Access: All the customers/ citizens shall have equal access to service to which they are entitled and shall be done through • Appointing customer-oriented staff at the reception points • Main municipal buildings entrances with customer-oriented security personnel • • Displaying the municipal business hours, physical address and the telephone numbers at the entrance of each municipal building • Use of decentralized municipal offices with frontline staff trained on customer service • Use of the Thusong Centre • Use of Municipal Website • The use of municipal publications and brochures.

Courtesy: The customers/residents shall be treated with respect and consideration through the following: • Regular training of frontline staff on customer service • Always giving the customers the smile and right attitude • Always greeting the customers • Use of acceptable language.

Information: The customers/residents shall be given correct, accurate and credible information about the services or enquiries through the following: • Using media and websites • Using municipal publication and media reports • Izimbizo/public meeting programme • Roadshows • Door to door • Using stakeholders forums.

Openness and transparency: The Ndwedwe Municipality shall in conducting its municipal business ever be open and welcome customers inputs through: • Taking council meetings to the people • Holding regular meetings, workshops, summits, stakeholder forums and Mayoral Groups • Awareness programmes • Issuing municipal quarterly, mid-term and annual performance reports • Using the websites • Displaying EXCO, Portfolio Chairs', MM's and ED's photos

Redress: Ndwedwe Municipality shall always offer an apology to a customer/ resident for a service or standard not delivered and met respectively and a full explanation and appropriate remedy shall also be affected through: • Introducing and launching customer complaints.

Value for money: Ndwedwe Municipality shall provide services in an economical, effective and efficient manner through: • Optimally adhering to approved SDBIPs • Reinforce internal and expenditure controls • Optimally adhering to bid procedures • Identifying and addressing promptly the unnecessary cost driving factors, e.g. Overtime, telephone, technical/ non-technical losses, lack of recording of staff attendance system • Providing quarterly reports on financial spending

Encouraging Innovation and Rewarding Excellence: Ndwedwe Municipality shall ensure that a positive environment is created for the workforce to perform optimally through: • Launching and hosting the NLM workforce/staff awards • Cascading PMS to other levels of the municipality • Forging partnerships with other municipalities/ institutions in sharing the best practice.

Customer impact: By Ndwedwe Municipality putting Batho Pele Principle into practice, we then increase the chances of improvement in our service delivery. This in turn will have a positive impact on our customers. This will help improve our overall service delivery.

Leadership and Strategic Direction: Council and administration of Ndwedwe Municipality shall provide strategic leadership, direction and operations to customers/ residents through: • Promoting and internalizing staff code of ethics • Management must ensure that goals are set, and that planning is done in an effective and efficient manner.

SERVICE DELIVERY CHARTER AND STANDARDS

The Service Delivery Charter and Standards are in place. It has been placed in all the municipal buildings.

SERVICE DELIVERY IMPROVEMENT PLAN

The municipality has a service delivery improvement plan in place. It has identified three (3) service(s) to be improved:

Service Priority 1: Water through the intervention of iLembe District Municipality.

Service Priority 2: Sanitation through the intervention of iLembe District Municipality.

Service Priority 3: Housing through the intervention of Department of Human Settlements.

C.4.2 STATUS AND PROGRESS OF OPERATION SUKUMA SAKHE (OSS)

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the communities to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. Government has structured programs which need to get as deep as to the level of the people we are serving.

Operation Sukuma Sakhe is a flagship programme initiated by the Premier of Kwa-Zulu Natal which is implemented in all Districts in the Province. It is a call for the people of Kwa-Zulu Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB.

The OSS Programme is done in partnership with the community to work together to rebuild the basics of the society and the nation. Each Government Department in the District is represented in the District Task Team of the Operation Sukuma Sakhe. Other stakeholders in the OSS includes Non-Governmental Organizations and Business Sector. At a Local Level, each Municipality must establish Local Task Team.

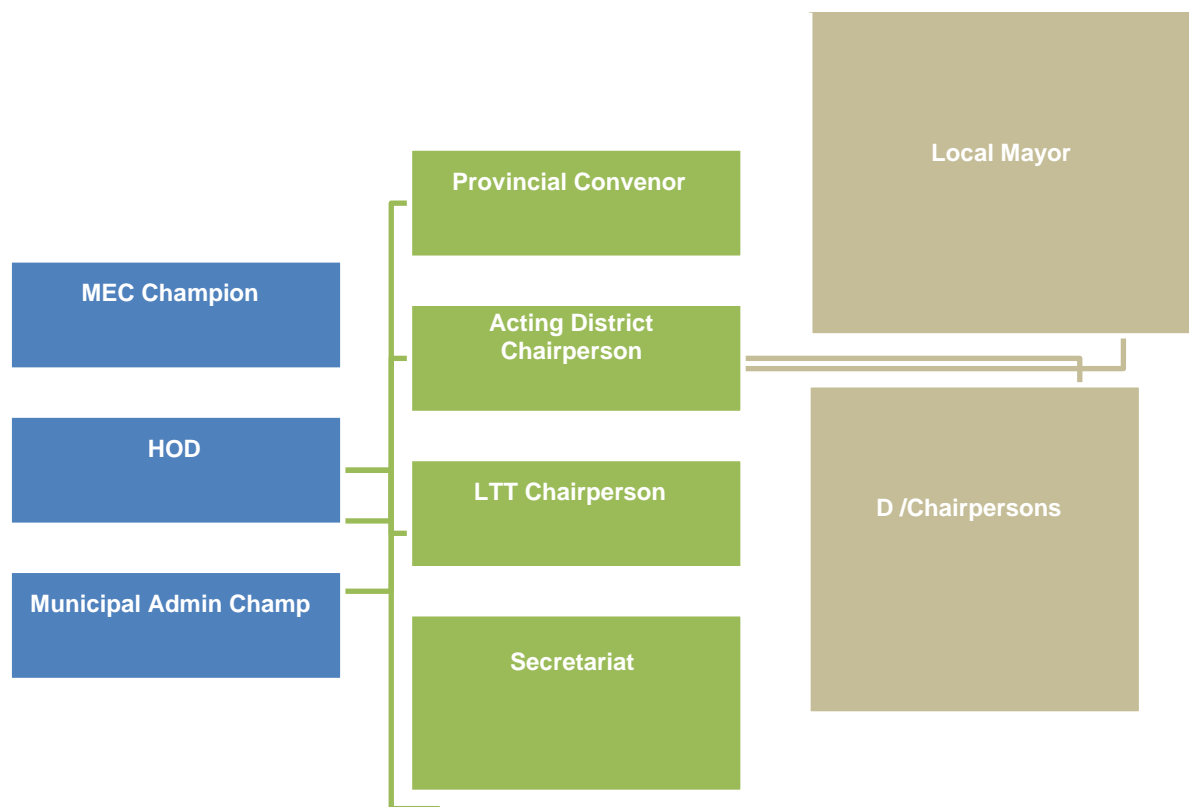
The Ndwedwe Municipality Sukuma Sakhe Programme has since been established. Monthly meetings are held for the programme to discuss challenges facing communities in each ward and are dealt with

so as to devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts in reducing wastage of resources.

OSS STAKEHOLDERS

The OSS Stakeholders that attend the LLT meetings are the Ndwedwe Mayor, Councillors, Director: Community and Social Cohesion, Manager: OSS, all government stakeholders attend including the District Municipality.

Figure 7: OPERATION SUKUMA SAKHE ORGANOGRAM



FUNCTIONALITY OF WAR ROOMS IN NDWEDWE MUNICIPALITY

Table 39: Functionality of War-Rooms in Ndwedwe Municipality

| TOTAL NO. OF WARDS: | FUNCTIONALITY OF LOCAL TASK TEAMS | | | |
|---------------------|-----------------------------------|--------------|------------------------|----------------|
| | FULLY FUNCTIONAL | FUNCTIONAL | POORLY FUNCTIONAL | NOT FUNCTIONAL |
| 77 | | | | |
| NDWEDWE (19) | 02,04, 05,06,07,08,12, 16 and 19 | 09,15 and 18 | 03,14,10,11, 13 and 17 | 01 |
| ACTUAL WARDS | 09 | 03 | 06 | 01 |

Source Ndwedwe Municipality OSS Quarter 2 Report 2021 (October to December 2021)

THE LOCAL TASK TEAM

The progress reports pertaining to the functionality of war room in Ndwedwe Municipality are based on monthly meetings sessions and reports. The War Room convenors and partners meet twice a month and deliberate on cases reported by CCGs:

- SASSA Food Program;
- Household Profiling;
- Operation MBO (monthly planning);
- Mandela Day Activities;
- LAC-LTT Reports (HIV & MDR hotspots);
- Non-Adherence to chronic medication prescriptions (Defaulters)
- Crime Prevention

NDWEDWE MUNICIPALITY OSS PROGRAMMES IMPLEMENTED DURING 2021/2022 F/Y

SOCIAL DEVELOPMENT PROGRAMME:

- Early Childhood Development and Massification
- Safe Parks
- Women Empowerment
- Child and Women Abuse
- Foster Care Grants

ENVIRONMENTAL AWARENESS CAMPAIGN- GREENING ACTIVITIES IMPLEMENTED

Table 40: Environmental Awareness Campaign- Greening Activities Implemented

| Date | ENVIRONMENTAL AWARENESS CAMPAIGN CONDUCTED |
|------------|--|
| 19/10/2021 | School Greening Activities. Venue: Noodsberg Primary School, Ndwedwe. 05 indigenous trees were planted at school as wind breaks with grade 6 learners. Presentations on the importance of trees and there after care was done as well. |
| 22/10/2021 | Marine Month Celebration. Venue: Waterfall Primary School, Ndwedwe LM. NO of people: 27 Learners |
| 04/11/2021 | WEED BUSTER Month celebration. Venue: Mthebeni Sports Field. Ndwedwe LM NO of people: Community – 30, 2 Stakeholders |
| 02/11/2021 | Climate Change Awareness. Venue: Ikohlwa Primary School, Ward 12, Ndwedwe. NO of people: Students – 38 Learners, 02 Educators, 01 Stakeholder. |
| 20/10/2021 | Information Sharing Session. Topic: Careers and Climate Change. Venue: Mshiyane High School, NO of people: Learners – 33 learners and 2 educators. |
| 26/10/2021 | Weed buster Month Presentation. Venue: Ozwathini Primary School, Ndwedwe LM. NO of people: 27 Learners, 2 Stakeholders. |
| 07/12/2021 | Clean Up Campaign, Venue: Sisebenzile Area – Ward 13 NDW. No of Bags of waste collected: 70. |
| 09/12/2021 | Clean-up Campaign, Venue: Mayekeni Area – Ward 15 NDW. No of people 17 EPWP, 2 stakeholders, no of bags of waste collected: 37. |
| 19/10/2021 | School Greening Activities. Venue: Noodsberg Primary School, Ndwedwe. 05 indigenous trees were planted at school as wind breaks with grade 6 learners. Presentations on the importance of trees and there after care was done as well. |
| 22/10/2021 | Marine Month Celebration. Venue: Waterfall Primary School, Ndwedwe LM. NO of people: 27 Learners |

| | |
|------------|--|
| 04/11/2021 | WEED BUSTER Month celebration. Venue: Mthebeni Sports Field. Ndwedwe LM NO of people: Community – 30, 2 Stakeholders |
| 02/11/2021 | Climate Change Awareness. Venue: Ikohlwa Primary School, Ward 12, Ndwedwe. NO of people: Students – 38 Learners, 02 Educators, 01 Stakeholder. |
| 20/10/2021 | Information Sharing Session. Topic: Careers and Climate Change. Venue: Mshiyane High School, NO of people: Learners – 33 learners and 2 educators. |
| 26/10/2021 | Weed buster Month Presentation. Venue: Ozwathini Primary School, Ndwedwe LM. NO of people: 27 Learners, 2 Stakeholders. |
| 07/12/2021 | Clean Up Campaign, Venue: Sisebenzile Area – Ward 13 NDW. No of Bags of waste collected: 70. |
| 09/12/2021 | Clean-up Campaign, Venue: Mayekeni Area – Ward 15 NDW. No of people 17 EPWP, 2 stakeholders, no of bags of waste collected: 37. |

Source Ndwedwe Municipality OSS Quarter 3 Report 2021 (October to December 2021)

SASSA-PROGRAMME

Table 41: SASSA

| |
|---|
| Social relief of distress |
| SASSA processed 51 SRD application for disaster |
| Issued 46 blankets, 23 mattress and 23 vanity packs |
| Projects |
| SASSA conducts reviews for those who collect grant while they are on Persal System (working for government) |

Source Ndwedwe Municipality OSS Quarter 2 Report 2021 (October to December 2021)

OSS AWARENESS CAMPAIGNS

Table 42: OSS Awareness Campaigns Conducted

| Date | Awareness Campaigns Conducted |
|------------------|--|
| 03 October 2021 | Umkhosi Kabhacela Programme. The Programme was conducted at Dulela Sportground in Ward 16. The programme was about to promote Arts & Culture and social cohesion. |
| 06 October 2021 | Ndwedwe Disability Programme was conducted at Ward 13 Ezimangweni Sports field. The programme had targeted people with Albinism and it was a build up towards the IDPL |
| 16 October 2021 | Ingoma Yesintu Programme. The programme was conducted at ward 04 Ngcongcongcong. The programme was about to promote Arts & Culture and social cohesion. |
| 22 October 2021 | Operation Mbo was conducted at ward 1 Glendale Sport Ground. The focus was on raising an awareness about HIV and AIDS, testing, Condom Distribution and provision of other health care services. |
| 29 October 2021 | Breast Cancer Awareness was conducted at Hloniphani ECD (ward 12), the focus was on raising an awareness about breast cancer, child protection, Covid 19 awareness, HIV/AIDS and Substance Abuse |
| 23 October 2021 | Farmworkers Program was conducted at Waterfall Sport Ground (ward 3), the focus was on Orphans living in farm dwellings and people working as farmworkers. The program was about Covid 19 awareness, human rights awareness and HIV and AIDS Awareness. Condoms were also distributed. |
| 17 November 2021 | Disability Safety Awareness: The campaign was conducted at Nondabula CDC (ward 9) targeting people living with disability and those who are taking care of them. The program was about raising an awareness about the disability and also address issues of GBV, HIV and AIDS and related matters. |
| 01 December 2021 | 16 Days of Activism: The campaign was conducted at Johnny Makhathini Hall (ward 15) its aim was to mobilize individuals and organizations within Ndwedwe LM to call for the prevention and elimination of violence against women and girls |

| | |
|------------------|--|
| 08 December 2021 | HIV and AIDS Awareness: The aim of this campaign is to ensure that the rights of people living with HIV and AIDS |
|------------------|--|

Source Ndwedwe Municipality OSS Quarter 2 Report 2021 (October to December 2021)

OSS HOUSES CONSTRUCTED

Table 43: OSS HOUSES CONSTRUCTED

| OSS HOUSES BUILT TO DATE IN NDWEDWE | |
|--|--------------|
| WARD | No of houses |
| 3 | 7 |
| 3 | 18 |
| 4 | 3 |
| 6 | 6 |
| 7 | 5 |
| 7 | 20 |
| 10 | 2 |
| 12 | 4 |
| 12 | 1 |
| 13 | 1 |
| INTERVENTIONS WHERE FUNDING IS APPROVED BUT STILL TO BE CONSTRUCTED IN NDWEDWE | |
| WARD | No of houses |
| 2 | 24 |
| 5 | 7 |
| 6 | 22 |
| 8 | 10 |
| 13 | 21 |
| 15 | 1 |

OPERATION SUKUMA SAKHE CHALLENGES

- Poor submission of war room reports to the LTT.
- Other wards do not have CDWs which results to poor reporting.
- Poor attendance of the departments and municipal officials on war rooms.
- Poor attendance of ward committee members in war rooms
- No physical structure for OSS likes in ward 13 and 14 where the is no municipal building in the ward.

ACHIEVEMENTS OF OPERATION SUKUMA SAKHE

- War room visits for those that are dysfunctional is planned and adhered to
- We have convened Special meeting between DOT and ward councillors to address the issue of dilapidated road infrastructure.
- Ndwedwe Crime Summit conducted to address the high rate of crime in Ndwedwe Municipality.
- LTT Meetings are attended as per the schedule of meetings.
- 67 OSS houses have been built in Ndwedwe in different wards.
- The funding for 85 OSS houses has been approved but still to be constructed in Ndwedwe. We have now launched 15 Ward Aids Committee structures
- The Local Aids Council is sitting quarterly Chaired by the Mayor.

- We have given 380 need learners full school uniform through war rooms.
- We have established Ndwedwe Civil Society Structures to assist in curbing HIV&AIDS and TB.

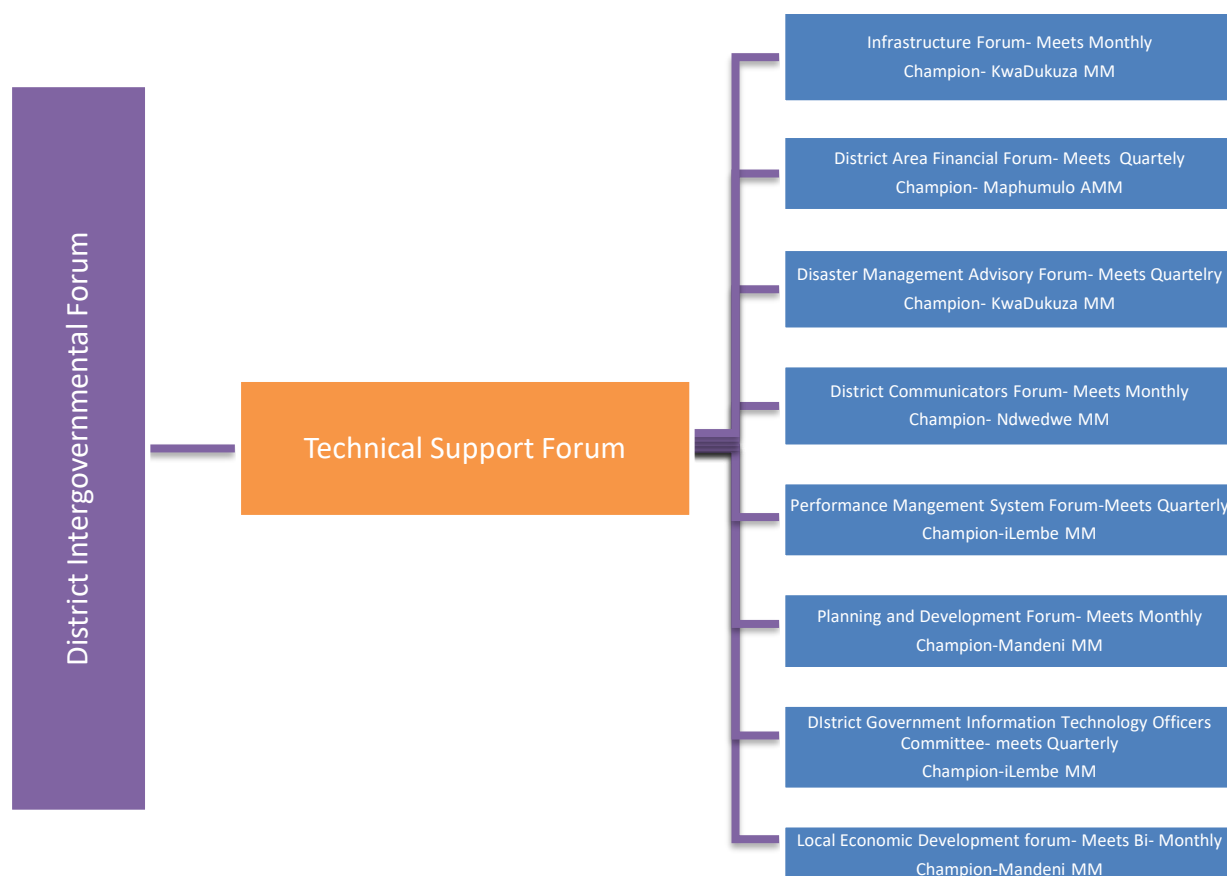
C.4.3.1 INTER-GOVERNMENTAL RELATIONS (IGR)

The MSA S3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisage in the Constitution S41. Intergovernmental Relations (IGR) as provided by the Intergovernmental Relations Framework Act, 2005 stands for ensuring a cooperative and coordinated service delivery within all 3 spheres of government (National, Provincial and Local government). To ensure specialty and functionality of IGR, the iLembe Family of Municipalities is guided by the IGR Act has the established the IGR structures and classified them according to functions and authority.

ESTABLISHMENT OF IGR STRUCTURES WITHIN THE DISTRICT

The Ndwedwe Municipality is actively involved in IGR, which is championed by iLembe District Municipality. IGR structures was introduced in IDM in 2006 and has since been fully developed. There is coordination in the functions of the district family of municipalities. It has provided a platform for the district municipalities to plan and synchronize all the programmes and or projects that are inter-reliant as provided by the IDPs. The Ndwedwe Local Municipality actively reports and attends the various committees dealing with infrastructure, technical, planning, financial and local economic development and performance management.

Figure 8: iLembe Family of Municipalities IGR Structures



OPERATION OF THE IGR STRUCTURES WITHIN THE DISTRICT

There are 10 Fora within the district, with the District Intergovernmental forum being the highest authority. All Fora are constituted by senior officials from the Local Municipalities, District Municipality, Provincial and National Sector Departments. Each forum meets as indicated in the structure above to discuss issues pertaining to its portfolio and functions with an aim to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives and National priorities/outcomes.

The District Intergovernmental Relations forum is operational and meets quarterly to monitor the discussions and implementation. The reports to various committees of the Ndwedwe Municipality

are cascaded down to the District municipality in a more efficient manner. The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. Below is the reporting IGR structures.

Table 44: iLembe Family of Municipalities IGR Structures

| No. | Name of The Forum | Chairperson | Frequency | Functionality |
|-----|--|-----------------------------------|------------|---------------|
| 1 | DIF - District Intergovernmental Forum (MAYORS') | District Mayor | Quarterly | Yes |
| 2 | TSF - Technical Support Forum (Mms') | Municipal Manager of IDM | Monthly | Yes |
| 3 | 3 DAFF - District Area Financial Forum (CFOs) | Municipal Manager of Ndwedwe LM | Quarterly | Yes |
| 4 | District Government IT Officers Committee (DGITOC) | Municipal Manager of IDM | Quarterly | Yes |
| 5 | Disaster Management Advisory Forum (DMAC) | Municipal Manager of KwaDukuza LM | Quarterly | Yes |
| 6 | Performance Management System Forum (PMSF) | Municipal Manager of Mandeni LM | Quarterly | Yes |
| 7 | Local Economic Development Forum (LEDF) | Municipal Manager of Mandeni LM | Bi-Monthly | Yes |
| 8 | District Communicators Forum (DCF) | Municipal Manager of Ndwedwe LM | Monthly | Yes |
| 9 | Planning Development Forum (PDF) | Municipal Manager of Mandeni LM | Monthly | Yes |
| 10 | Infrastructure Forum (IF) | Municipal Manager of KwaDukuza LM | Monthly | Yes |
| 11 | Speakers' Forum | District Speaker | Monthly | Yes |

PARTICIPATION OF SECTOR DEPARTMENTS IN IGR FORUMS WITHIN THE DISTRICT

The sector departments such as Department of Health, Department of Transport, Department of Human Settlements, Department of Social Development and Department of Cooperative Governance and Traditional Affairs participate on the IGR forums for the Municipality. The sectors departments attend the IGR forums quarterly to report on progress, for example: KZN CoGTA reports on the feedback of the Disaster Management, Public Participation, IDP, PMS and Basic to Basics results, Rural Development and Land Reform, Umgeni Water, Eskom and Human Settlements Department report on the status of housing projects. The other Sector department are called to the Forum as and when required. The IGR reports are tabled at Council meetings very quarter.

C.4.3.2 DISCUSSION OF STRATEGIC PRONOUNCEMENTS FROM NATIONAL AND PROVINCIAL IGR STRUCTURES

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) establishes a state that supports interaction and co-operation between the three spheres of government on a continuous basis and therefore provides a set of principles to direct the manner and quality of those interactions. The Ndwedwe Local Municipality is also committed in ensuring continuous interactions with all spheres of government by ensuring participation in all the existing national and provincial IGR structures such as the National and Provincial structures where the strategic pronouncements are discussed and monitoring of progress pertaining to strategic interventions. The Premiers co-ordinating forum, Munien and Technical Munien whereby Mayors and Municipal Managers respond and discuss issues and progress.

C.4.3.3 Tabling of IGR REPORTS TO COUNCIL

The Ndwedwe Local Municipality ensures that the IGR reports are tabled to Council for approval, adoption and implementation.

C.4.4 THE STATUS OF THE FUNCTIONAL WARD COMMITTEES

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes.

The Ndwedwe Local Municipality comprises of 19 wards that have fully functional wards committees. In total Ndwedwe has 190 Ward Committees Members. The ward committees have already been established and training has already been provided to capacitate them to be able to facilitate service delivery issues in their areas. They serve on various municipal forums, Sports, Housing, IDP Representative, Business Forum and LED forums which enhances strong community participation in all municipal programmes. The ward committees in the Municipality are largely functional and report on monthly basis with the support received by Municipality and KZN COGTA. Performance and monitoring of ward committees is over-seen by Public Participation unit, where each ward committee submits sectorial reports together with minutes monthly. The Ward Committees are highly functional and receive substantial out-of-pocket stipends an amount of R900 per month. The Ward committees' meetings and trainings are being monitored in the performance management system.

C.4.5 WARD BASED PLANNING

The Municipality has developed 19 ward-based plans in consultation with the community and all affected stakeholders. It ensures that the budget is highly influenced by the needs of the community.

In preparation of the fourth generation IDP a series of ward meetings/engagements took place to confirm wards-based community needs. All ward-based plans of the 19 wards are considered in the IDP process. The Ward based plans are attached as Annexure R. The table below indicate ward priorities per ward for current financial year.

Table 45: IDP WARD PRIORITRES

| PROJECT DESCRIPTION | WARD | PRIORITY |
|---|------|----------|
| WARD 1 | WARD | PRIORTIY |
| Electricity | 1 | 1 |
| CDC: Glendale, Hullets, Msonono and Tshepula | 1 | 2 |
| Access Roads: Nhlanguwini, Pheyane | 1 | 1 |
| Housing: Msonono, Hullets and Parukapad | 1 | 1 |
| Nhlanguwini Hall renovations | 1 | 2 |
| Glendale cemetery | 1 | 1 |
| Nhlanguwini Clinic | 1 | 1 |
| WARD 2 | WARD | PRIORTIY |
| Water | 2 | 1 |
| Electricity Type 2 | 2 | 1 |
| Dalibho CDC | 2 | 2 |
| Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo – NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe. | 2 | 1 |
| Nsuze Sport ground Renovations | 2 | 2 |
| Wewe Clinic | 2 | 1 |
| Speed humps at Nsuze and Shelembe (Done) | 2 | 1 |
| Road: D1518, D1619- D2490 | 2 | 1 |
| Vulamehlo, Gcwensa, Creches, Dalibho | 2 | 2 |
| Housing | 2 | 1 |
| Mabutho Hall | 2 | 3 |
| Skills Development | 2 | 1 |
| Agricultural Development and Youth Development | 2 | 1 |
| Tourism Development | 2 | 3 |
| Sanitation Infill | 2 | 1 |
| Co-operatives Support | 2 | 1 |
| Grazing Camp | 2 | 2 |
| WARD 3 | WARD | PRIORITY |
| Mthombisa CDC | 3 | 2 |
| Waterfall School access road | 3 | 1 |
| Housing | 3 | 1 |
| Land | 3 | 1 |
| Nyangaye Access Road | 3 | 1 |
| Waterfall creche | 3 | 2 |
| Waterfall camp fencing | 3 | 2 |
| Glendale camp fencing | 3 | 1 |
| KwaMagwaza cemetery | 3 | 2 |
| Glendale CDC renovation | 3 | 2 |
| Mthombisa Access Road | 3 | 1 |
| Clinic | 3 | 1 |
| Waterfall community garden fencing | 3 | 1 |

| | | |
|---|------|----------|
| Glendale deepening tank | 3 | 1 |
| Agriculture: Village | 3 | 1 |
| College: Sawing Skills | 3 | 1 |
| Electricity Infill's: Gweni and Mkhumbuzi | 3 | 1 |
| Department Roads: P716, D1511, L1090, D869 and D1604 | 3 | 1 |
| WARD 4 | WARD | PRIORITY |
| CDC Ngcongcongcong and Phambela | 4 | 1 |
| Access Road: Myayiza, Mahlashaneni, Okhalweni, Phoyiseni and Kwanzuza | 4 | 1 |
| Mjobhuzini Bridge and Computer centre in Umvoti | 4 | 1 |
| Creche: Mandlakazi and Ovanzini | 4 | 2 |
| Halls Renovations: Ezimpangeleni, Chibini and Mjota | 4 | 2 |
| Creche Renovations: Zimpangeleni, Sioni and Chibini | 4 | 2 |
| Sports field : Ovanzini, Phambela, Chibini and Mandlakazi | 4 | 2 |
| Dipping Tank :Kwandeve and wind mill Zimpangeleni | 4 | 1 |
| Mlamula Phase 2 Eco Housing | 4 | 1 |
| Shopping Centre Mvoti | 4 | 1 |
| Taxi Rank Mvoti | 4 | 1 |
| WARD 5 | WARD | PRIORITY |
| Water supply | 5 | 1 |
| Access Roads: Wollongo, Mahlabathini and Mathwala | 5 | 1 |
| Renovation: KwaDeda Club houses | 5 | 1 |
| Connection of KwaDeda Sport field lights | 5 | 2 |
| Electricity tubing of Nambithani Hall | 5 | 1 |
| Zichwayini/Ngunjini Creche | 5 | 2 |
| Housing: Mlamula Phase 2 | 5 | 1 |
| Infill's: Electricity and Sanitation | 5 | 1 |
| Electricity Reconnection of Deda Sportground | 5 | 1 |
| Agricultural Co-operative Development | 5 | 1 |
| WARD 6 | WARD | PRIORITY |
| Access Roads: Mabheleni, Noordsberg, Zichwayini.Matshekesheni, Qhubakahle, Mkhuza, Zichwayini, Phambela, Simunye, | 6 | 1 |
| Noordsburg Multi-Functional | 6 | 1 |
| water | 6 | 1 |
| Sanitation | 6 | 1 |
| Road: D1523 D 889 | 6 | 1 |
| Agricultural Cooperation | 6 | 1 |
| SportGround: Qhubakahle | 6 | 2 |
| Matshekesheni Primary School | 6 | 1 |
| Bhamshela Town Development | 6 | 1 |
| Electricity infill projects | 6 | 1 |
| WARD 7 | WARD | PRIORITY |
| Housing | 7 | 1 |
| Mvuadla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, Mdanda and Qumiataba Road | 7 | 1 |
| eTsheni Bridge | 7 | 1 |
| Sports Field: Hlalakahle | 7 | 2 |
| Zakhele Library | 7 | 2 |
| Sthukzise Creche renovations | 7 | 2 |

| | | |
|---|------|----------|
| Lightning conductor | 7 | 1 |
| Water and Sanitation | 7 | 1 |
| Luthuli Community Hall | 7 | 2 |
| Creches: Zakhele, Gogovuma and Mary grey | 7 | 2 |
| Fencing gardens: Isinandi, Sinamuva, Xanyana and Faya. | 7 | 1 |
| Regravelling of (D1617, D891 and D1629) | 7 | 1 |
| Clinic: Luthuli clinic | 7 | 1 |
| May Grey Signage | 7 | 1 |
| Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheel Chair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza | 7 | 1 |
| Hospice | 7 | 1 |
| eTsheni Tourism Development | 7 | 3 |
| WARD 8 | WARD | PRIORITY |
| Water | 8 | 1 |
| Housing | 8 | 1 |
| Electricity type 2 infills | 8 | 1 |
| Toilets infills | 8 | 1 |
| Mhlali Foot Bridge | 8 | 1 |
| Mcathu Foot Bridge | 8 | 1 |
| Access Roads | 8 | 1 |
| Access Road: Mcathu, Makhalegijima, Ntabamhlophe, Maqongqwane and Tsheni | 8 | 1 |
| Masakhane Sports field Centre | 8 | 2 |
| Mcathu CDC, Msengeni CDC and Mapholoba CDC | 8 | 2 |
| Msengeni grazing camp | 8 | 2 |
| WARD 9 | WARD | PRIORITY |
| Electricity Khanyisa sport field | 9 | 2 |
| Sotobe Sports field | 9 | 2 |
| Goge Sports field | 9 | 2 |
| Mayekelisweni sport field | 9 | 2 |
| Nhlangakazi sport field | 9 | 2 |
| Housing RDP | 9 | 1 |
| Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads | 9 | 1 |
| Electricity | 9 | 1 |
| Creches: Montobello, Mayekelisweni, Ozwathini and Nhlangakazi | 9 | 2 |
| Renovation Mantobela hall | 9 | 2 |
| Ozwathini and Nhlangakazi CDC | 9 | 2 |
| Sanitation | 9 | 1 |
| Business Centre/ Market Stall | 9 | 1 |
| WARD 10 | WARD | PRIORITY |
| Halls: Maqokomela and Dikwayo (hall renovations) | 10 | 2 |
| Market Stalls (Magongolo renovations) | 10 | 1 |
| Creche: Magongolo | 10 | 2 |
| Grazing Camp: Magongolo | 10 | 2 |
| Access road: Nkumbanyuswa, | 10 | 1 |
| Access Road (Magongolo , Vilakazi) | 10 | 1 |
| Access Road (Magongolo, Esgodini) maintenance | 10 | 1 |
| Access Road (Magongolo to Dikwayo) maintenance | 10 | 1 |

| | | |
|--|------|----------|
| Sportfield Dikwayo | 10 | 2 |
| WARD 11 | WARD | PRIORITY |
| Access Road Sanguphe | 11 | 1 |
| Creche: Sibonelo and Sanguphe | 11 | 2 |
| Mayika Sport Ground | 11 | 2 |
| Renovation of Matholamnyama Sport Ground | 11 | 2 |
| Matholamnyama bridge | 11 | 1 |
| Sonkombo Hospice | 11 | 1 |
| Toilets | 11 | 1 |
| Nkumbanyuswa Housing project | 11 | 1 |
| Qadi Housing project | 11 | 1 |
| Industrial Development | 11 | 1 |
| Fencing of Community Gardens | 11 | 1 |
| Nozandla Tourism | 11 | 3 |
| WARD 12 | WARD | PRIORITY |
| Bridges: Sokhulu and Mgezengwana | 12 | 1 |
| Access roads: Engosini, Ekohlwa, Isithupha, Jika to Sthupha Clinic, Hlonipani to KaMsomi, Mganwini to Enkwadini, Mpisini to P714, Ethafeni to Enkwambase | 12 | 1 |
| Halls: Sthupha, Ezibomvini Khohlwa hall | 12 | 2 |
| Sport fields: Ezibomvini, Ekohlwa, Mthebeni, Nkwambase, Hlonipani and Ngedleni | 12 | 2 |
| P715 Tar Road (From Cell C to Noodrburg Road) | 12 | 1 |
| Hlonipani Multi-Purpose Centre | 12 | 2 |
| Solar Gysers | 12 | 1 |
| Streetlights | 12 | 1 |
| Creches: Mthebeni, Zibomvini, Hlonipani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini | 12 | 2 |
| Kwambase Clinic | 12 | 1 |
| Mqwayini Primary School | 12 | 1 |
| Tourism Development | 12 | 3 |
| Housing (Qadi) | 12 | 1 |
| WARD 13 | WARD | PRIORITY |
| Umsunduze, Emakhawula and Entaphuka CDC | 13 | 2 |
| Nhlabamkhosi to Epitsini regravelling | 13 | 1 |
| Electricity at Lihlithemba | 13 | 1 |
| Electricity infill's | 13 | 1 |
| 01601 (Mbeki Tuck shop to Ejikeni Tar) | 13 | 1 |
| Nhlabamkhosi bridge (concrete steep) | 13 | 1 |
| Masango Creche and Preschool | 13 | 2 |
| Vumizono Steep Concrete (Mona Road) | 13 | 1 |
| Inhlabamkhosi Creche | 13 | 2 |
| Housing | 13 | 1 |
| WARD 14 | WARD | PRIORITY |
| Umdloti Bridge | 14 | 1 |
| Nompande Sportsfield | 14 | 2 |
| Electricity infill | 14 | 1 |
| Toilets infill | 14 | 1 |
| Bhanoyi Road | 14 | 1 |
| Edabe Creche | 14 | 2 |

| | | |
|---|------|----------|
| Ezindlovni -Jele Road | 14 | 1 |
| Mthebeni Bridge | 14 | 1 |
| Bhethemu Road | 14 | 1 |
| Edabe Road | 14 | 1 |
| School (Msunduze/ Bhanoyi) | 14 | 1 |
| WARD 15 | | |
| Ogunjini project Phase 2, Type 2 Eskom and Ndwedwe | 15 | 1 |
| Roads: Mayekeni, Shakavillage(Mnguni Road) and Mzileni, Nhlabathi, Phewa | 15 | 1 |
| Ndwedwe Central Indoor Sports Centre | 15 | 2 |
| Nyongwana and Ngwane Road (concrete | 15 | 1 |
| Cricket Sports field | 15 | 2 |
| Art and Culture Centre | 15 | 2 |
| Qadi housing project | 15 | 1 |
| Nkumbanyuswa housing project | 15 | 1 |
| 15 Boreholes (iLembe or Public Works) | 15 | 1 |
| Crèches: Mzamo,Mpungeni, Mzokhulayo and Mutwa/Madimeni | 15 | 2 |
| Geysers | 15 | 1 |
| Mzokhulayo Sports field and Netball court | 15 | 2 |
| Swimming Pool Academy | 15 | 2 |
| WARD 16 | WARD | PRIORITY |
| Electricity | 16 | 1 |
| Sanitation (Infill) | 16 | 1 |
| Water | 16 | 1 |
| Umsilili Hall, Meyane Hall | 16 | 2 |
| Uqeko Bridge, Hoqweni Bridge, Msilili Bridge, Nonoti, Mahedeni bridge | 16 | 1 |
| Access Roads: Chameni, Mahedeni, Dlayejwana, Mnamani, Mbhukubha , Nonoti, Ediphini to Ntendeni, Mgezanyoni,Gade | 16 | 1 |
| Housing Phase 2 | 16 | 1 |
| Fencing of Community Gardens and Grazing Camps (Malangeni, Cibane and Wosiyane) | 16 | 2 |
| Renovationns: Siphesihle, Gweni Hall, Cibane Creche, | 16 | 2 |
| P716, D1604, D1512 | 16 | 1 |
| Msilili Creche construction | 16 | 2 |
| Ndaka and Nobanga Sportground | 16 | 2 |
| Cibane Hall | 16 | 2 |
| Msilili and Wosiyane CDC | 16 | 2 |
| Renovation of Cibane sportground | 16 | 2 |
| Msilili Clinic | 16 | 1 |
| WARD 17 | WARD | PRIORITY |
| Water | 17 | 1 |
| Mdloti Bridge | 17 | 1 |
| Housing | 17 | 1 |
| Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC | 17 | 2 |
| Toilets | 17 | 1 |
| Access Roads: Gem road, Khalweni road, Magawini road, Sxubhelo | 17 | 1 |
| Road: P716, D1543, A3826, L1042 | 17 | 1 |
| Grazing camp | 17 | 2 |
| Street lights | 17 | 1 |

| | | |
|--|-------------|-----------------|
| Networks | 17 | 1 |
| Type 2 Electricity | 17 | 1 |
| Mathonsi Sports field | 17 | 2 |
| Fencing of gardens | 17 | 1 |
| Maintenance of springs | 17 | |
| WARD 18 | WARD | PRIORITY |
| Electricity | 18 | 1 |
| Water | 18 | 1 |
| Housing | 18 | 1 |
| KwaLoshe Game Reserve | 18 | 1 |
| Thafamasi Pay Point | 18 | 1 |
| Makhuluseni Cattle Grazing Camp | 18 | 2 |
| Makhuluseni and Mission Netball Fields | 18 | 2 |
| Bridges: Makhuluseni to KwaShangase | 18 | 1 |
| Ndwedwe Mission Soccer field | 18 | 2 |
| Renovation of Makhuluseni and KwanoVimba Deeping Tanks | 18 | 1 |
| KwaNovimba Access Road Regravelling | 18 | 1 |
| D1512 Road Construction | 18 | 1 |
| Renovation of KwaShangase Hall | 18 | 2 |
| Renovation: Thafamasi Creche | 18 | 2 |
| Re-gravelling of Ngonyameni Access Road | 18 | 1 |
| Thafamasi CDC/ Creche Renovation | 18 | 2 |
| Thafamasi CDC Security Provision | 18 | 1 |
| WARD 19 | WARD | PRIORITY |
| Electricity Infill's: Mantingwane and Mahedeni | 19 | 1 |
| Housing | 19 | 1 |
| Grazing Camps Inkambu | 19 | 2 |
| Agricultural projects Co-operative Support | 19 | 1 |
| Access Roads: Mantingwane and Zishozini | 19 | 1 |
| Matshungutshu Road and Bridge | 19 | 1 |
| Halls: Simamane and Hlophe | 19 | 2 |
| Creches: Hlophe and Mangangeni | 19 | 2 |
| P102 Tar Road | 19 | 1 |
| Mkhukhuze Market | 19 | 1 |
| Water and Sanitation | 19 | 1 |
| Mdloti Bridge | 19 | 1 |

Ndwedwe Local Municipality has considered and prioritised the Ward based plans as IDP capital projects. These projects will be implemented and has been approved and adopted by Council in the 2022/2023 financial year. Therefore, the Ndwedwe ward-based plans have been aligned to priorities of IDP capital projects.

c.4.6 PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

According to Section 81 of the Municipal Structures Act states that Traditional authorities that traditionally observe a system of customary law in a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the council. The following is the number of Traditional leaders that are represent at Council meetings.

The Ndwedwe Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure is under the Ingonyama Trust and a very small percentage is directly under the control of the municipality (Ndwedwe Town). There are 19 Traditional Leaders the list has been provided below with contact details as follows:

Table 46: Traditional Leaders

| AMAKHOSI ASENDWEDWE | |
|--|-------------------------|
| INKOSI'S NAME | CELL NUMBER |
| INKosi NW Chili of KwaChili TC | 082-404-2267/0781658342 |
| INKosi Thulani P Cibane of KwaCibane TC | 079-800-1733 |
| INKosi MN Ndimande of Nsuze-Gcwensa TC | 072-840-7568 |
| INKosi BV Hlophe of KwaHlophe TC | 078-332-4393 |
| INKosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi) | 076-320-8266 |
| INKosi L Magwaza of KwaMagwaza | 072-514-4794 |
| INKosi VT Ngcobo of eMalangeni TC | 084-411-5185 |
| INKosi G Hlophe of KwaHlophe TC | 072-232-1435 |
| INKosi MM Ngcobo Mlamula TC | 076-786-0839 |
| INKosi MA Ngcobo Mavela TC | 073-317-1514 |
| INKosi MW Qwabe Qwabe TC | 073-060-0379 WARD 12 |
| Induna Mfeka | 076-710-5121 |
| INKosi NA Bhengu of KwaNgcolosi Traditional Council | 076-166-5760 |
| Induna BF Bhengu | 071-862-4470 |
| Induna Cele | 079-079-6230 |
| KwaLuthuli Traditional Council | 0724311214 |
| Induna Faye sits | 072-746-5719 |
| Induna NP Zungu – on behalf of eMangangeni Traditional Council | 0824383600 |
| INKosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council | 071-497-2036 |
| INKosi B Ngcobo of Nodwengu Traditional Council | 083-534-8118 |
| INKosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall) | 072-803-9669 |
| INKosi R NZAMA of Wosiyane Traditional Council | 078-265-5545 |
| INKosi MG Shangase of KwaShangase Traditional Council | 078-513-2465 |
| Secretary | 078-052-6660 |

C.4.7 ESTABLISHMENT OF IDP STEERING COMMITTEE

As part of the IDP/Budget/OPMS process, the municipal Council established a Steering Committee that supports the Municipal Manager, IDP and the Budget Office. The composition of this Steering Committee will be as follows:

The Ndwedwe IDP Steering Committee is composed of the following groups:

- Municipal Manager
- Senior Managers
- Management Committee
- Senior municipal officials and DPSS

External technical members to be co-opted from time to time will be:

- Consultants (if appointed)
- Sector Departments

C4.8 FUNCTIONING OF THE MANAGEMENT STRUCTURES

The Ndwedwe Municipality Management committee is functional, and it meets every Monday of each month. The Management Committee (MANCO) meeting which is chaired by the Municipal Manager and it includes all Head of Departments of the Municipality. The strategic intent of this committee is to ensure coherent approach to municipal operations, performance monitoring, identifying of gaps and effective implementation of municipal service delivery plans of the Municipality.

EXTENDED MANAGEMENT COMMITTEE

The Ndwedwe Municipality Extended Management committee is functional, and it meets every second Monday of each month. The Management Extended Committee (MANCO) is an extended management meeting which is chaired by the Municipal Manager and it includes all Head of Departments and middle management of the Municipality. The strategic intent of this committee is to ensure coherent approach to municipal operations, performance monitoring, identifying of gaps and effective implementation of municipal service delivery plans of the Municipality.

COUNCIL SITTINGS

The Council of the Ndwedwe Local Municipality consists of 37 Councillors, of which 19 are ward councillors directly elected by Community and 18 councillors which are elected by Political Parties to be represented in Council. The table below provides a list of Councillors, their office and political affiliations.

To ensure compliance with the legislative requirement that the Council meet at least quarterly, however the Council can meet at any time to consider special items on the agenda. However, to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance

Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months. It has otherwise delegated to its Executive Committee power to exercise all powers of the Council in respect of matters not specifically excluded from delegation in terms of Section 160 (2) of the Constitution and Section 59 of the Systems Act.

To facilitate maximum participation by Councillors in the decision-making processes of the Council and its Committees, all Councillors are provided with copies of the agenda and minutes of all meetings of the Council, its Executive Committee, its Portfolio Committee and its Sub-Committees and Task Teams.

THE EXECUTIVE COMMITTEE

Ndwedwe Municipality has established an Executive Committee consisting of eight Councillors. Although the way the composition of the Executive Committees should be determined is not prescribed by legislation, when establishing the Executive Committee, the Council was mindful of the provisions of Section 160(8) of the Constitution of the Republic of South Africa. In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted on the basis of proportional representation.

The Executive Committee holds ordinary meetings once a month with additional special meetings convened as and when necessary.

C4.9 COMMUNICATION PLAN FOR PUBLIC PARTICIPATION

The Ndwedwe Municipality has reviewed its Communication Plan for public participation and approved by Council in May 2022 for implementation in 2022/2023 financial year.

The strategic mission of the Public Participation Units to enable political office bearers to fulfil their constitutional functions and electoral mandate by:

- Providing professional, effective and efficient support services to the three principals in support of their obligations.
- Effectively planning and overall co-ordination and monitoring public participation process through activities of public hearings and public meetings.
- Ensuring effective functioning of Ward Committees in the district.
- Liaising with other state departments in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance, and intergovernmental relations Framework Act, 2005.

- Rendering support services, speech writing, protocol and ceremonial services, services to the Speaker, Mayor council structures and Speaker and Municipal Manager and other Directorates within the municipality.

The Municipality has reviewed the Public Participation Strategy in May 2022. It recognizes the benefits of public participation in its activities. These benefits are:

- Increased level of information in communities
- Better need identification for communities
- Improved service delivery
- Community empowerment
- Greater accountability
- Better wealth distribution
- Greater community solidarity
- Greater tolerance of diversity

PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES

The Ndwedwe Communication Plan for public participation does exist, was adopted in May 2022.

Currently, the municipality conducts its public participation through the following structures:

IDP Representative Forum: this Forum is constituted by Ward Councillors, Ward Committee Members, Traditional Leaders, Community Development Workers (CDWs), Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs); District Municipality, Sector Departments, State Owned Enterprises (SOEs), etc. This Forum is consulted in respect of the IDP, PMS, budget, and other strategic decisions by the municipality. The Forum can sit two or three times in a financial year. The attendance of the meetings of the Forum has increased considerably over the years. The challenge remains on the part of the government departments and SOEs to honour invitations.

Mayoral Izimbizo: The Izimbizo is one way of involving the communities to the activities of the municipality. The communities are normally consulted at this level when the Mayor tables the IDP and Budget. This financial year, the Izimbizo will be improved to include a systematic reporting to the communities in respect of IDP-Budget Implementation, etc. It is, however, important to note that the Izimbizo are not a replacement of IDP forums but are complementary in their nature.

District Forums: iLembe District Municipality has, on more than one occasion, held successful forums/Izimbizo. This is particularly important considering that the District is directly responsible for the delivery of water and sanitation functions.

Ward Committees: since the establishment of the Ward Committees by the Office of the Speaker, there has been a considerable improvement in the functioning of these structures. The Speaker's Office is currently considering making a serious performance audit of these structures. This would

ensure that planned meetings are held and that there is great interaction between the community members and the committee, and that Traditional Councils are effectively engaged for greater participation. All wards in Ndwedwe have their Ward Committees which are functional. These forums sit once a month. This structure reports to the ward Councillor, and the information is escalated to the Municipality.

Community Development Workers (CDWs): the CDWs have proven to be very useful in terms of ensuring successful service delivery. These are responsible for community-based planning and Ward Plans. They are also assisting in information gathering for the ward committees and providing a general support to ward committees in advising residents on how to solve their problems. However, there is room for improvement in terms of leveraging the development support and role of CDWs in the administrative machinery of the municipality.

Joint Coordinating Committee (JCC) (Synergizing partnership between local government and traditional councils): since the Department of Local Government and Traditional Affairs started this initiative; the municipality took the opportunity to ensure that there are systematic working relations between itself and traditional councils. The meetings of the JCC have proven to be successful since the inception of this partnership. There is, however, a need to ensure that both Councillors and Amakhosi are trained to ensure that the partnership becomes a success. Such training is going to start at the level of clarifying roles and functions, i.e. ground rules for effective partnership. Amakhosi do participate in Council meetings as part of Section 81 of Municipal Structures Act.

Municipal Staff (Public Participation Officers): The Office of the Speaker is responsible for public participation. However, this Office cannot function effectively if it is not assisted by dedicated personnel. To that effect, the municipality has appointed two Public Participation Officers.

The review of the Public Participation Strategy would reinforce the current culture of participation by systemically channelling all the efforts to a much more effective participation. 7 Key Challenges as follows:

There is no manufacturing, commercial, tourism or tertiary services employment opportunities currently in the area.

- Overcoming difficulties in accessing tribal land for development opportunities.
- The backlog in the provision of basic services such as water, sanitation, electricity, and housing.
- Inadequate road infrastructure has negative impact on the economy as well as on the general accessibility to certain sections of the Municipality.
- Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, and cost-efficient housing.

PUBLIC PARTICIPATION MRRTING DURING IDP PROCESS

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, Ndwedwe Municipality in collaboration with iLembe District Municipality conducted the Mayoral Imbizos which were scheduled as follows:

Table 47: Public Participation meetings

| ACTIVITY | WARD ATTENDING | VENUE | TIME | DATE |
|--------------------------|----------------|-----------------------|-------|------------|
| IDP Representative Forum | Stakeholders | Jonny Makhathini Hall | 10H00 | 21/10/2021 |

The development of the IDP is a public driven process, which in effect means that projects and programs that form a part of the IDP must be delivered upon to the community that we serve.

C4.10 FUNCTIONALITY OF THE INTERNAL AUDIT UNIT

Section 165 of the Municipal Finance Management Act No 56 of 2003 states that each municipality must have and internal audit unit. In compliance with this legislative requirement, the Ndwedwe Municipality has outsourced internal audit services to Ntshidi & Associates as subject to subsection (3) which says the municipality may outsource services if the municipality requires assistance to develop its internal capacity.

Internal Audit unit which reports to the Audit Committee and performs the following function:

- a) prepare a risk-based audit plan and an internal audit program for each financial year;*
- b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to—*
 - i. internal audit;*
 - ii. internal controls;*
 - iii. accounting procedures and practices;*
 - iv. risk and risk management;*
 - v. performance management;*
 - vi. loss control; and*
- c) perform such other duties as may be assigned to it by the accounting officer”.*

The Municipality has outsourced Internal Audit Services to to Ntshidi & Associates and has employed internally the Manager: Internal Audit and she will be included on the transfer skill program by the Services Provider. The contract of the outsourced Internal Audit Services Provider has expired and being advertised. An Internal Audit Charter, three year roll out and a risk based internal audit plan

are prepared or reviewed and approved by the Audit Committee each financial year. The Unit functions in accordance with the Internal Audit Charter – it reports administratively directly to the Municipal Manager and functionally to the Audit Committee / Performance Audit Committee.

The Internal Audit Unit functions in accordance with the Internal Audit Charter – it reports administratively directly to the Municipal Manager and functionally to the Audit and Performance Committee.

The Internal Audit Unit reports functionally to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with the relevant legislations. The Internal Audit Unit administratively reports to the Municipal Manager.

C.4.10.1 AUDIT COMMITTEE/PERFORMANCE AUDIT COMMITTEE

In terms of Section 166 of the Municipal Finance Management Act, 56 of 2003, “each Municipality must have an Audit Committee”. This Audit Committee is established in terms Section 166 of Municipal Finance Management Act, 56 of 2003 and Section 45 Municipal Systems Act, 32 of 2000 read together with Regulation 14(2) of the Municipal Planning and Performance Management Regulations, 2001.

The Audit Committee assists Council in fulfilling its oversight responsibilities for the financial reporting, process, the system of internal control, the audit process and the Municipality’s process for monitoring compliance with laws and regulations and the code of conduct.

The Municipality has combined performance and the normal audit committee into a single structure. All audit and performance committee members are independent and non-executive consisting of members all appointed from outside of the political and administrative structure of the Municipality. The Audit and Performance currently does not have the Chairperson however the Chairperson of the day is elected by members when there is a meeting. The Audit and Performance Committee Members are all suitably qualified and function in accordance with the Audit Committee Charter. The Committees are combined and committee meets quarterly.

The Audit and Performance Committee Members are all suitably qualified and function in accordance with the Audit Committee Charter that is annually renewal and approved by Council. The Annual Work Plan is also reviewed and approved by the Committee annually. The Committees are combined and committee meets quarterly.

Table 48: Current Audit Committee/Performance Committee Members

| No. | MEMBER | DESIGNATION | GENDER | DURATION |
|-----|-----------------|-------------|--------|--------------------------|
| 1 | Mr RM Mbanjwa | Member | Male | 27/08/2021 TO 26/07/2024 |
| 2 | Mr TG Simelane | Member | Male | 27/08/2021 TO 26/07/2024 |
| 3 | Mr BEM Khuzwayo | Member | Male | 27/08/021 TO 26/07/2024 |
| 4 | Ms NH Thungo | Member | Female | 27/08/2021 TO 26/07/2024 |

Auditor General Findings Ndwedwe Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2020/2021 Financial Year. The comments were helpful to enrich the process towards the compilation and content of this IDP. An AG action plan has been developed to address all issues raised in the Audit Outcomes Report. The Municipality has established the Audit Steering Committee implement any other controls other that will enhance AG's Audit Opinion.

C.4.11 ENTERPRISE RISK MANAGEMENT (ERM)

Section 62(i) (c) of MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management.

The Ndwedwe Municipality created the Manager: Risk and Compliance position currently the position is vacant however the Manager: Internal Audit is assisting. The Manager: Risks and Compliance has been advertised to be filled at 01 July 2022. There is a Risk Management Committee with The Independent Chairperson however his contract has expired and to be advertised soon.

C.4.11.1 FUNCTIONING OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee function in accordance with the Risk Management Charter and is annually reviewed and approved The Municipal Manager. The Annual Implementation Plan is also reviewed and approved by the Committee annually. The Committees are combined and committee meets quarterly.

Table 49: Risk Management Committee Members

| No. | MEMBER | DESIGNATION | GENDER |
|-----|-----------------|---------------------|--------|
| 1 | Mr EN Sithole | Chairperson | Male |
| 2 | Mr MF Hadebe | Municipal Manager | Male |
| 3 | Mr SG Majola | CFO | Male |
| 4 | Ms DSD Khuzwayo | Director: EDP | Male |
| 2 | Mr PP Mbonambi | Director: Community | Female |
| 3 | Vacant | Director: Corporate | N/A |
| 4 | Ms DH Mzolo | Director: Technical | Male |

Table 50: Risk Management Champions

| No. | MEMBER | DESIGNATION | GENDER |
|-----|---------------|--------------------------------|--------|
| 1 | Mr T Ngiba | Manager: Disaster Management | Male |
| 2 | Mr S Ngidi | Manager: Budget and Reporting | Male |
| 3 | Ms Z Khuluse | Manager: LED | Female |
| 4 | Mrs S Ngubane | Manager: Public Works (Acting) | Female |

Table 51: Risk Management Committee- Standing Invites

| No. | MEMBER | DESIGNATION | GENDER |
|-----|--------------|------------------------------|--------|
| 1 | Mr S Mthembu | Manager: ICT | Male |
| 2 | Mrs L Naidoo | Manager: PMS and IDP | Male |
| 3 | Ms B Zulu | Manager: Internal Audit | Female |
| 4 | Vacant | Manager: Risk and Compliance | N/A |

C.4.11.2 THE RISK REGISTERS

The risk assessment has been conducted by the Municipality assisted by the KZN Provincial Treasury. A Strategic, ICT and Operational Risk Register has been developed and presented to the Audit and Performance Committee. The Risk Operational Register covers, inter alia, fraud risk and the Ndwedwe Municipality will conduct the fraud risk assessment for 2022/23 and the Fraud Survey has been conducted with assisted of KZN Provincial Treasury.

The Risk Register copy of the risk registers are attached as an annexure for ease of reference. The Municipal Management utilizes the risk register. The risk registers also include fraud risk. The Ndwedwe Municipality has an Anti-Fraud and Anti-Corruption Strategy, that is attached as Annexure U.

C.4.11.3 ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

The Municipality has an Anti-Corruption and Fraud Prevention Strategy was last approved by Council in May 2022 a copy of which is hereto annexed for ease of reference. The Municipality's Anti-Corruption and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. The Municipality is in the process of developing the Anti-fraud and Corruption and Whistle Blowing Policy with an assistance by LED Vuthela Program.

Table 52: Risk Management Policies

| No. | POLICY | LAST APPROVED BY COUNCIL | RMC |
|-----|--|--------------------------|------------|
| 1 | ERM Framework | 2022 | 23/04/2022 |
| 2 | ERM Policy | 2022 | 23/04/2022 |
| 3 | Conflict of Interest policy | 2022 | 23/04/2022 |
| 4 | Acceptance/Giving of Gifts, Donations and Sponsorship Policy | 2022 | 23/04/2022 |

C.4.11.4 RISK MANAGEMENT COMMITTEE/COMBINED COMMITTEE

Refer to C.4.11.1.

C.4.12 NDWEDWE PLANS AND POLICIES

These are the policies in place that regulate the conduct of our human capital in executing their duties and responsibilities. Some matters are regulated in terms of collective agreements and legislation the following Policies are in place: A list of Ndwedwe municipal policies was approved by Council in May 2022 for implementation in 2022/2023.

Table 53: Policies and Plans

| Name of Policy | Review and Approval Date |
|---|--------------------------|
| Fleet management policy | May 2022 |
| Bursary Policy | May 2022 |
| Pauper and Burial Indigent Policy | May 2022 |
| ICT Policies | May 2022 |
| PMS Policy | May 2022 |
| Internship and scarce experiential learning critical and scarce skills policy | May 2022 |
| ICT Policies ICT Policy and Framework ICT Security Control Policy ICT User Access Management Policy ICT Service Level Agreement Management Policy (External Service Providers/Vendors) CT Disaster Recovery Policy ICT Data Backup Recovery Policy ICT Standard Operating Procedure Hardware and Software Standardization Policy | May 2022 |
| SCM Policy | May 2022 |
| Budget Policy | May 2022 |
| Property Rates Policy | May 2022 |
| Petty Cash Policy | May 2022 |

C.4.12.1 NDWEDWE BY-LAWS

A list of Ndwedwe By-Laws is in place.

Table 54: List of By-Laws

| Name of By-Laws | Completed | Reviewed |
|--------------------------------|-----------|------------------|
| SPLUMA By-Laws | 100% | Yes. May 2022 |
| Final Rates Management By-Laws | 100% | Yes. May 2022 |

C.4.13 MUNICIPAL BID COMMITTEES

Ndwedwe Local Municipality has a Supply Chain Management (SCM) Unit which supports the functioning of all business units within the Council. The bid committees ensure the provision of efficient, transparent, fair, equitable, and cost-effective procurement services, assisting them to implement their service delivery priorities. In terms of the Municipal Finance Management Act's SCM regulations, the SCM unit is established to implement the SCM policy adopted by Council in May 2022. It operates under the direct supervision of the Chief Financial Officer (CFO) or an official to whom this duty has been delegated, in terms of Section 82 of the Act. Core functions include demand management, acquisition management, logistics management, disposal management, risk management, contract management, assets management and performance management.

The Municipality has the following committees established and functional, with appointments valid for one financial year:

- Bid Specification Committee- Every Tuesday
- Bid Evaluation Committee- Every Tuesday
- Bid Adjudication Committee- Every Tuesday

Table 55: Bid Specialisation Committee Members

| Bid Specification Committee | Members |
|-----------------------------|--------------------|
| Ms. L. Mhatu | Chairperson |
| Mr. S. Nyoka | Deputy Chairperson |
| Ms. S. Mngadi | Secretary |
| Mr. C. Khoza | Member |
| Ms. N. Ngobese | SCM |
| Ms. B. Zulu | Member |
| Ms. A. Ngcobo | Member |

Table 56: Bid Evaluation Committee Members

| Bid Evaluation Committee | Members |
|--------------------------|-------------|
| Mr. T. Fakude | Chairperson |
| Ms. T. Faya | Secretary |
| Ms. B. Ndlovu | SCM |
| Mr. R. Mthombo | Member |
| Ms. S. Ngubane | Member |
| Mr. S. Gumede | Member |
| Mr. S. Mthembu | Member |
| Ms. M. Mtshali | Member |
| Mr F. Luthuli | Member |
| Mr. L. Mngadi | Member |

Table 57: Bid Adjudication Committee Members

| Bid Adjudication Committee | Members |
|----------------------------|-------------|
| Mr. S. Majola | Chairperson |
| Mrs. B. Ngcobo | Secretary |
| Mrs. p Mbonambi | Member |
| Mr. D. Mzolo | Member |
| Mr. D. Khuzwayo | Member |
| Mr. S Mthembu | Member |
| Ms. M. Nkabinde | Member |

C.4.14 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Following the guidelines of the Department of Co-operative Governance and Traditional Affairs the Council has established a Municipal Public Accounts Committee. The Committee consists of 5 Councillors of the Municipality, who are not members of the Executive Committee. The Chairperson of the Committee is appointed by the Council from amongst the members of the Committee.

The Committee examines: -

- the financial statements of all executive organs of Council.
- any audit reports issued by the Auditor General on the affairs of the Municipality and its Municipal Entity.
- any other financial statements or reports referred to the Committee by the Council.
- the annual report on behalf of the Council.
- It also: -
- reports to the Council, through the Speaker, on any of the financial statements and reports referred to above.
- develops the annual oversight report based on the annual report.
- initiates any investigation in its area of competence; and
- performs any other function assigned to it by resolution of the Council.

C.4.15 THE CONSTITUTION OF PORTFOLIO COMMITTEES

The Ndwedwe Local Municipality has established six Portfolio Committees to assist the Executive Committee, these being: -

- Finance Portfolio Committee.
- Infrastructure and Technical Portfolio Committee.
- Economic Development and Planning Portfolio Committee.
- HR Resource and Local Public Administration
- Committee Services Portfolio Committee

Table 58: List of Portfolio members

| | |
|---|--|
| <p><u>FINANCE PORTFOLIO COMMITTEE</u></p> <p>Hon. Mayor Cllr SZ Mfeka Chairperson ANC Cllr S Mhlongo ANC Cllr NDC Maphumulo ANC Cllr LM Ndlovu ANC Cllr SS Bhengu ANC Cllr L M Sibiya DA Cllr SM Sishi IFP Cllr Z P Magwaza IFP Cllr RS Hlophe IFP Cllr T Khuzwayo EFF</p> <p>Dir responsible: (CFO) MR S MAJOLA</p> | <p><u>HUMAN RESOURCE AND LOCAL PUBLIC ADMINISTRATION</u></p> <p>Councillor PS Shezi Chairperson IFP Cllr J Luthuli IFP Cllr VC Shangase IFP Cllr N Simelane ANC Cllr CS Mbhele ANC Cllr Z W Khoza ANC Cllr NC Chamane ANC Cllr MM Khuzwayo ANC Cllr S Mhlongo ANC Cllr M Makhanya EFF</p> <p>Dir responsible: VACANT (DCS)</p> |
| <p><u>INFRASTRUCTURE AND TECHNICAL SERVICES</u></p> <p>Councillor NN Ntetha :Chairperson : ANC Cllr NDC Maphumulo: ANC Cllr SE Dladla ANC Cllr SM Mthethwa ANC Cllr T P Nkwakha ANC Cllr P H Ngobese AFR Cllr SB Sibiya IFP Cllr ES Khuzwayo IFP Cllr RS Hlophe IFP Cllr M Makhanya EFF</p> <p>Dir responsible: Mr. D H Mzolo</p> | <p><u>ECONOMIC DEVELOPMENT AND PLANNING</u></p> <p>Councillor ZS Thoolsi chairperson ANC Cllr LM Ndlovu ANC Cllr SM Mthethwa ANC Cllr CS Mbhele ANC Cllr TP Nkwakha ANC Cllr PH Ngobese AFR Cllr RT Nkwanyana IFP Cllr MV Phewa IFP Cllr VC Shangase IFP Cllr N Makhanya EFF</p> <p>Dir responsible: Mr Disco Khuzwayo</p> |
| <p><u>COMMUNITY AND SOCIAL SERVICES</u></p> <p>Councillor GK Ngidi Chairperson : ANC Cllr S Simelane ANC Cllr NC Chamane ANC Cllr T P Nkwakha ANC Cllr NDC Maphumulo ANC Cllr E B Ntuli AIC Cllr MV Phewa IFP Cllr RS Hlophe IFP Cllr RT Nkwanyana IFP Cllr T Khuzwayo EFF</p> <p>Dir responsible; Mrs P Mbonambi</p> | <p><u>MUNICIPAL PUBLIC ACCOUNTS COMMITTEE</u></p> <p>Cllr MM Khuzwayo: Chairperson ANC Cllr EN Dladla ANC Cllr P H Ngobese AFR Cllr Z W Khoza ANC Cllr T P Nkwakha ANC Cllr LS Moahloli ANC Cllr MV Phewa IFP Cllr SB Sibiya IFP Cllr NY Mlotshwa IFP Cllr N Makhanya EFF</p> <p>Manager responsible: Office of the MM</p> |

Each of the Committees has defined terms of reference covering the whole range of the functions of the Municipality. The Portfolio Committees meet once per month and the recommendations of the Portfolio Committees are submitted to the meeting of the Executive Committee following the meeting of the Portfolio Committee. Portfolio Committees do not have any delegated powers. In addition, in view of the priority to which the Council affords Economic Development; it has

established a Municipal Entity to focus on Economic Development in the District. The activities of the Entity are monitored by the Economic Development and Planning Portfolio Committee.

SUB-COMMITTEES

The Council has also established several Special Purpose Committees and Sub-Committees, including:

- Budget Committee.
- Local Labour Forum.
- Youth Sub-Committee
- Gender Subcommittee

C.4.16 LAND USE MANAGEMENT

The family of municipalities have made steady strides in terms of SPLUMA readiness. The establishment of the Joint Municipal Planning Tribunal (JMPT) is in terms of Chapter 2, Part C - Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT Tribunal. The JMPT model was in terms of the recommended structure, each municipality will continue to operate its own registry function (i.e., receipting of applications and will largely use its existing staff and structures, to meet the requirements of SPLUMA. The JMPT is inclusive of Maphumulo, Ndwedwe, and Mandeni local municipalities. Membership is comprised as follows:

Table 59: Internal Members of the JMPT

| INTERNAL MEMBERS | |
|--|---|
| Maphumulo Local Municipality | Director: Economic Development and Planning (Deputy Chairperson) |
| Mandeni Local Municipality | Director: Economic Development, Planning and Human Settlements (Chairperson) |
| | Director: Technical Services |
| | Manager: Planning and IDP |
| Ndwedwe Local Municipality | Director: Economic Development and Planning |
| | Director: Technical Services |
| EXTERNAL MEMBERS | |
| iLembe District Municipality | Manager: Planning and IDP |
| | Environmental Specialist |
| | Chief Town and Regional Planner |
| Department of Agriculture, Land Reform and Rural Development | Chief Town and Regional Planner |

The Municipal Planning Authorised Officers is DPSS Senior Town and Regional Planner. Appeal Authority is the Executive Committee. It is functional but no appeals have been received by the municipality to date.

C.4.17 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

Table 60: Good Governance and Public Participation SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|--|
| <p>Effective Speakers Forum</p> <p>Provincial Public Participation Steering Committee</p> <p>District Communicators Forum</p> <p>Complaint Management policy - draft</p> <p>Joint Co-ordinating Committee (JCC)</p> <p>CDWs (available resource at local ward level) - to assist with reporting.</p> <p>IDP road-shows (Mayoral imbizo, & Speakers Imbizo)</p> <p>IDP Stakeholder Engagement Forum</p> <p>Good performance of ward committees</p> <p>Door-to-Door visits, to address socio economic challenges</p> <p>Municipal Vehicles for loud-hailing and facilitation of outreach programme.</p> <p>Ward Committees Quarterly meetings</p> <p>Councillor's Public meetings (feedback mechanism)</p> <p>Training of Ward Committees</p> <p>Ndwedwe Municipal policy on election of ward committees.</p> | <p>Limited office space</p> <p>Limited budget</p> <p>Uneven Topography, some areas are not accessible for service delivery and community consultation.</p> <p>Municipal Rapid Response Team not in place, however the new structure will be adopted by the next Council meeting.</p> <p>Public participation strategy/ policy has not been reviewed.</p> |
| OPPORTUNITIES | THREATS |
| <p>To promote sound intergovernmental relationship</p> <p>District Call Centre (whistle blowing) reporting on service delivery.</p> <p>Establishment of Ward Committees</p> <p>Community awareness campaigns</p> <p>Skills enhancement of ward committees</p> <p>Working towards a fully functional Ward Committees in all nineteen wards.</p> | <p>Lack of communication with internally departments may lead to clashing of programs and delay in service delivery.</p> <p>Lack of community meetings at ward level may lead to service delivery protests.</p> <p>Poor road conditions to reach community for communication of public participation meetings.</p> <p>Slow pace of water supply, housing projects.</p> <p>Lack of training of Ward Committees.</p> |

GOOD GOVERNANCE & PUBLIC PARTICIPATION: CHALLENGES

| Challenges |
|--|
| <ul style="list-style-type: none"> • Councillor Support Office is too small and is not conducive during this era of covid19. • No Driver to support and reinforce Public Participation and Councillors on outreach programmes. • There is no office for Councillors in the municipality. • The office has a photocopying machine but, currently it's not working. • There is a challenge of main-power in office. |

CHAPTER C.5: SITUATIONAL ANALYSIS

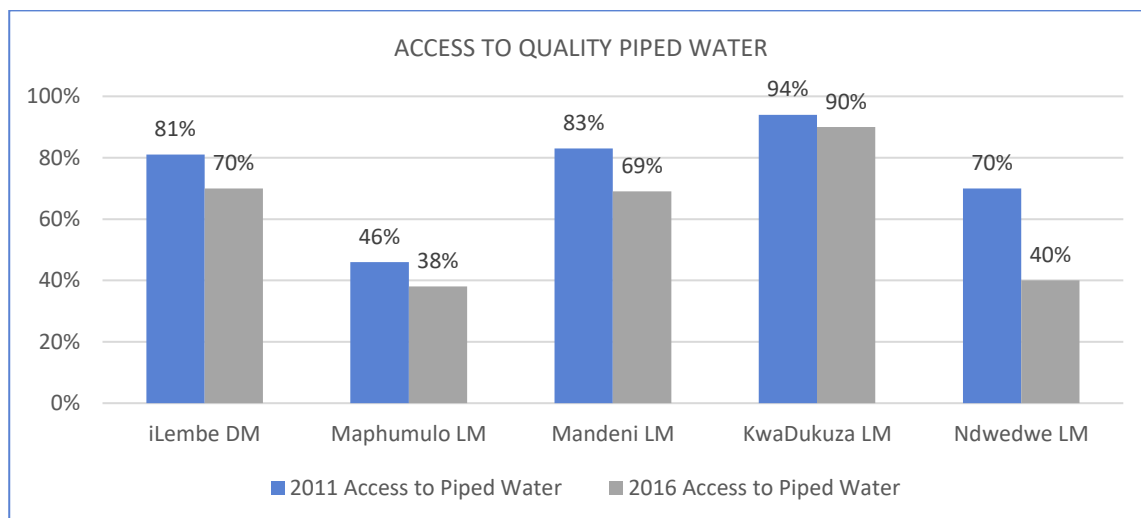
KPA: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

CHAPTER C.5: SITUATIONAL ANALYSIS FOR KPA: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

C.5.1 WATER SERVICES AUTHORITY (WSA)

In 2003 the district 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 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 Statistics South Africa through the Census of 2011 compared with the Community Survey of 2016.

Graph 6: Percentage of People with Access to Quality Piped Water

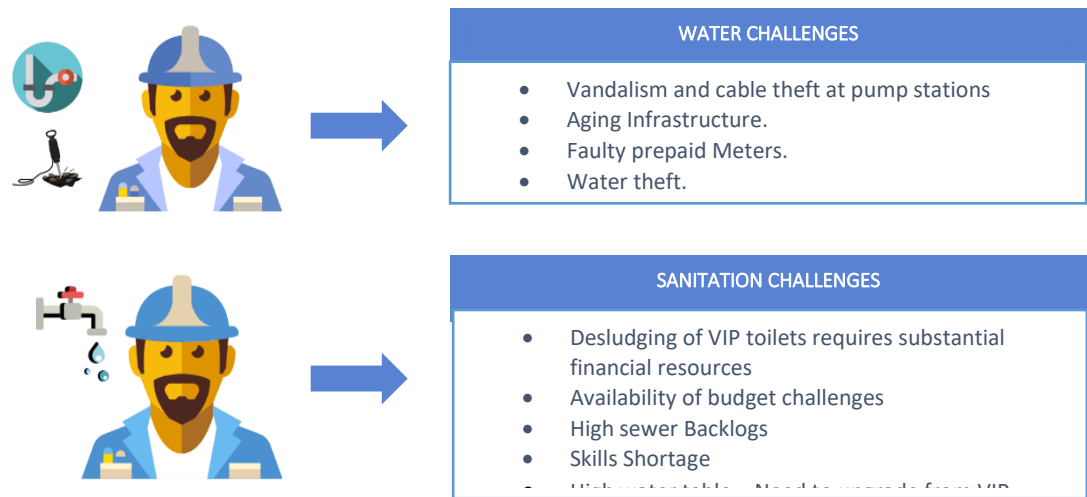


The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time.

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:

Figure 9: Water and Sanitation Challenges



Summary of Water and Sanitation Backlogs and Achievements

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2019-2020 for water & sanitation service delivery. The current backlogs in terms of water is 15.56% and sanitation is 13.32%.

| WATER | | | | | | | | | | | | | |
|--|------------|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------------------------------|
| Local Municipality | Population | Households | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/20 | Percentage of hh served to date |
| Mandeni | 147,808 | 45,678 | 23,031 | 20,930 | 20,793 | 20,741 | 20,665 | 19,747 | 19,613 | 19,613 | 19,613 | 19,613 | |
| KwaDukuza | 276,719 | 91,284 | 9,725 | 7,056 | 6,859 | 6,613 | 6,253 | 6,253 | 6,253 | 6,253 | 6,253 | 6,253 | |
| Ndwedwe | 143,117 | 33,883 | 6,255 | 5,346 | 4,419 | 4,419 | 4,419 | 4,419 | 4,419 | 4,419 | 3,919 | 3,919 | |
| Maphumulo | 89,969 | 20,524 | 11,116 | 10,369 | 8,884 | 8,079 | 7,160 | 5,614 | 1,664 | 1,063 | 1,063 | 1,063 | |
| | 657,613 | 191,369 | | | | | | | | | | | |
| HH without access to Water | | | 50,127 | 43,701 | 40,955 | 39,852 | 38,497 | 36,033 | 31,949 | 31,348 | 29,785 | 29,785 | 15.56% |
| Achievements per year | | | 2,350 | 6,426 | 2,746 | 1,103 | 1,355 | 2,464 | 4,084 | 601 | 1,604 | - | |
| HH served | | | 141,242 | 147,668 | 150,414 | 151,517 | 152,872 | 155,336 | 159,420 | 160,021 | 161,625 | 161,625 | 84.46% |
| Calculation for water backlog: | | | | | | | | | | | | | |
| Backlog for 2017/2018 | 16.38% | (31 348/191 369) | | | | | | | | | | | |
| Backlog for 2018/2019 | 15.56% | (29 785/191 369) | | | | | | | | | | | |
| % decrease in backlog as at end of June 2019 | 0.82% | (1 604/191 369) | | | | | | | | | | | |
| SANITATION | | | | | | | | | | | | | |
| Local Municipality | Population | Households | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/20 | Percentage of hh served to date |
| Mandeni | 147,808 | 45,678 | 8,167 | 6,767 | 5,256 | 3,786 | 2,919 | 1,892 | 1,571 | 799 | 638 | 78 | |
| KwaDukuza | 276,719 | 91,284 | 12,311 | 12,311 | 12,311 | 12,311 | 12,311 | 12,311 | 12,311 | 12,311 | 12,311 | 12,311 | |
| Ndwedwe | 143,117 | 33,883 | 12,660 | 11,116 | 9,395 | 7,995 | 6,805 | 5,053 | 4,741 | 3,947 | 3,347 | 2,120 | |
| Maphumulo | 89,969 | 20,524 | 19,440 | 18,040 | 17,169 | 15,769 | 14,579 | 13,182 | 12,922 | 12,150 | 11,550 | 10,990 | |
| | 657,613 | 191,369 | | | | | | | | | | | |
| HH without access to sanitation | | | 52,578 | 48,234 | 44,131 | 39,861 | 36,614 | 32,438 | 31,545 | 29,207 | 27,846 | 25,499 | 13.32% |
| Achievements per year | | | 6,219 | 4,344 | 4,103 | 4,270 | 3,247 | 4,176 | 893 | 2,338 | 1,361 | 2,347 | |
| HH served | | | 138,791 | 143,135 | 147,238 | 151,508 | 154,755 | 158,931 | 159,824 | 162,162 | 163,523 | 165,870 | 86.68% |
| Calculation for sanitation backlog: | | | | | | | | | | | | | |
| Backlog for 2017/2018 | 15.26% | (29 207/191 369) | | | | | | | | | | | |
| Backlog for 2018/2019 | 14.55% | (27 846/191 369) | | | | | | | | | | | |
| % decrease in backlog as at end of June 2019 | | | | | | | | | | | | | |
| Table 61: Ilembe Water and Sanitation Backlogs | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |

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.

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.

These 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.

LAST REVIEW OF THE WSDP

The WSDP was reviewed and approved by Council May 2022 for implementation in 2022/2023 financial year.

PROVISION OF THE LINK TO THE WSDP

The WSDP is linked and aligned to the Ndwedwe municipality long-term development plan as well as the SDF, DGDP, Housing and Integrated Waste management plans. The role of the Technical Services Department is to provide water and sanitation services throughout the District thereby eliminating backlogs. The WSDP is attached as **Annexure G**.

AN INDICATION OF WHO THE WSA

iLembe District Municipality is the Water Service Authority for Ndwedwe Municipality since 2003. The Water Service Development Plan (WSDP) Plan is in place and was adopted by Council in May 2022.

AN INDICATION OF WHEN THE WSDP WAS LAST REVIEWED

The WSDP was reviewed and approved by council may 2022 for implementation in 2022/2023 financial year.

THE LISTING OF WATER & SANITATION INSTITUTIONS AND SERVICE PROVIDERS OPERATING IN THE MUNICIPALITY

The water and sanitation institutions and water and sanitation service providers operating in the municipality has been listed as follows:

- Umgeni Water is a bulk water service provider and have also identified key projects within the Ndwedwe Local municipality (interventions by Umgeni Water is indicated in the overleaf map).
- Size Water (SEMBCORP) is a service provider for bulk water to the KwaDukuza local municipality.

INFRASTRUCTURE ASSET MANAGEMENT PLAN FOR WATER & SANITATION AS WELL AS THE ADOPTION DATE

The iLembe district has an updated Asset register for water and sanitation infrastructure. The plan was developed and adopted by the iLembe Council in May 2022. The review of the plan is conducted annually.

INFRASTRUCTURE PROCUREMENT STRATEGY FOR WATER & SANITATION AS WELL AS THE ADOPTION DATE.

This is the iLembe District Municipality function.

INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN FOR WATER & SANITATION AS WELL AS THE ADOPTION DATE.

The Water and Sanitation Master Plan is in place and was adopted by the Council in May 2022. Over the last 15 years the iLembe District has been experiencing rapid growth 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. To this end, the iLembe Water and Sanitation Master Plan was developed and adopted by Council in 2017(A copy of the Master Water Plan and Master Sanitation Plan is attached as Annexure G&H). The Master Plan is primarily informed by the SDF – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The tables below indicate the project demands for water and sanitation.

ILEMBE WATER AND SANITATION MASTER PLAN

The district has been experiencing rapid growth over the past 18 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. To this end, the iLembe Water and Sanitation Master plan was developed and adopted by Council in 2017. The Master plan is primarily informed by the 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 Master Plan forms the basis of the implementation of projects in subsequent years. The Executive Summary Water and Sanitation Master plan is attached as Annexure E. The tables below indicate the projected demands for water and sanitation.

Table 62: WATER AND SANITATION DEMAND PROJECTS

| WATER | | | | | |
|--------------------|---------------------------|----------------|----------------|----------------|-----------------|
| LOCAL MUNICIPALITY | YEAR 2017 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 |
| Mandeni | 29.83 | 45.45 | 47.33 | 51.72 | 76.72 |
| Ndwedwe | 15.26 | 22.59 | 22.59 | 22.59 | 24.89 |
| Maphumulo | 7.58 | 12.45 | 12.45 | 12.45 | 16.82 |
| Total | 111.09 | 174.84 | 192.80 | 242.83 | 410.80 |
| SANITATION | | | | | |
| LOCAL MUNICIPALITY | YEAR 2017 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 |
| Mandeni | 29.83 | 45.45 | 47.33 | 51.72 | 76.72 |
| Ndwedwe | 15.26 | 22.59 | 22.59 | 22.59 | 24.89 |
| Maphumulo | 7.58 | 12.45 | 12.45 | 12.45 | 16.82 |
| Total | 111.09 | 174.84 | 192.80 | 242.93 | 410.60 |

AN END OF YEAR REPORT FOR WATER & SANITATION INFRASTRUCTURE AS WELL AS THE ADOPTION DATE

The iLembe District End Year report for water and sanitation infrastructure is in place and approved by the Council in May 2022. The report is tabled and reported on to the iLembe Council at the end of each financial year.

UPDATED ASSET FOR WATER & SANITATION INFRASTRUCTURE AS WELL AS THE ADOPTION DATE

The iLembe District Municipality has an Asset Management Plan for water and sanitation infrastructure. The plan was reviewed and adopted by the iLembe Council in May 2022 for implementation in 2022/2023 financial year.

OPERATIONS MANAGEMENT PLAN FOR WATER & SANITATION INFRASTRUCTURE AS WELL AS ADOPTION DATE.

The iLembe District Municipality has an Operations Management for water and sanitation infrastructure. The plan was reviewed and adopted by the iLembe Council in May 2022 for implementation in 2022/2023 financial year.

WATER AND SANITATION OPERATIONS AND MAINTENANCE PLAN

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

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

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

OPERATIONS & MAINTENANCE REVIEW REPORT FOR WATER & SANITATION & ADOPTION DATE

The iLembe District Municipality has an Operations and Maintenance Review Report for water and sanitation infrastructure programme. The O & M review report is prepared quarterly and adopted by the iLembe Council at the end of the financial year. The review report was adopted by the Council in May 2022.

THE STATUS OF WSA'S INFRASTRUCTURE ASSET MANAGEMENT PLAN & ADOPTION DATE

The iLembe District Municipality has an Infrastructure Asset Management Plan for water and sanitation in place and approved by the Council in May 2022. The Infrastructure Asset Management Plan is reviewed annually (attached as **Annexure H1**).

THE STATUS OF WSA'S INFRASTRUCTURE PROCUREMENT STRATEGY & ADOPTION DATE

The iLembe District Infrastructure Procurement Strategy for water and sanitation infrastructure is in place. The procurement strategy was developed and adopted by the iLembe Council in May 2022 for implementation in 2022/2023 financial year.

THE STATUS OF WSA'S INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN & ADOPTION DATE

The iLembe District Infrastructure Programme Management Plan is in place. The plan was reviewed and adopted by the iLembe Council in May 2022 for implementation in 2022/2023 financial year.

THE STATUS OF WSA'S END OF YEAR REPORT & ADOPTION DATE

The WSA's end of year report is in place. The end of year report was tabled and adopted by the iLembe Council in May 2022 for implementation in 2022/2023 financial year.

THE STATUS OF WSA'S UPDATED ASSET REGISTER & ADOPTION DATE

The iLembe District Municipality has an updated Asset register for water and sanitation in place that was tabled and approved by the Council in May 2022. An updated asset register is reviewed annually.

THE STATUS OF THE WSA'S OPERATIONS & MANAGEMENT PLAN & ADOPTION DATE

This is the iLembe District Municipality function.

THE STATUS OF WSA'S MAINTENANCE MANAGEMENT PLAN & ADOPTION DATE

This is the iLembe District Municipality function.

THE STATUS OF WSA'S OPERATIONS AND MAINTENANCE REVIEW REPORT???

This is the function of iLembe District Municipality function.

SUMMARY ON HOW POTABLE DRINKING WATER IS PROVIDED IN THE MUNICIPALITY (RAW WATER SOURCES & WHERE WATER IS TREATED)

This is the function of iLembe District Municipality.

MAP SHOWING RAW WATER ABSTRACTION POINTS, WATER TREATMENT PLANTS, PIPELINES, RESEVIOURS, PUMP STATIONS, ETC)

This is the function of iLembe District Municipality.

WATER AND SANITATION - QUALIFICATION FOR INDIGENT SUPPORT

Households where total gross monthly income of all occupants over 18 years of age does not exceed R 4 000,00. Only households where the account holder or property owner has registered as indigent in terms of the municipality's annual registration programme, and whose registration has been approved and entered into the register of indigents shall qualify for the above concessions.

Subsidized services may include water and sanitation rebates including desludging services to consumers who are deemed to be indigent.

Only households where the accountholder or property owner has applied for an indigent status, and whose application has been accepted shall qualify for the above relevant concessions.

BENEFITS FOR INDIGENT SUPPORT:

FREE 10KL water supply on a monthly basis for 12 months

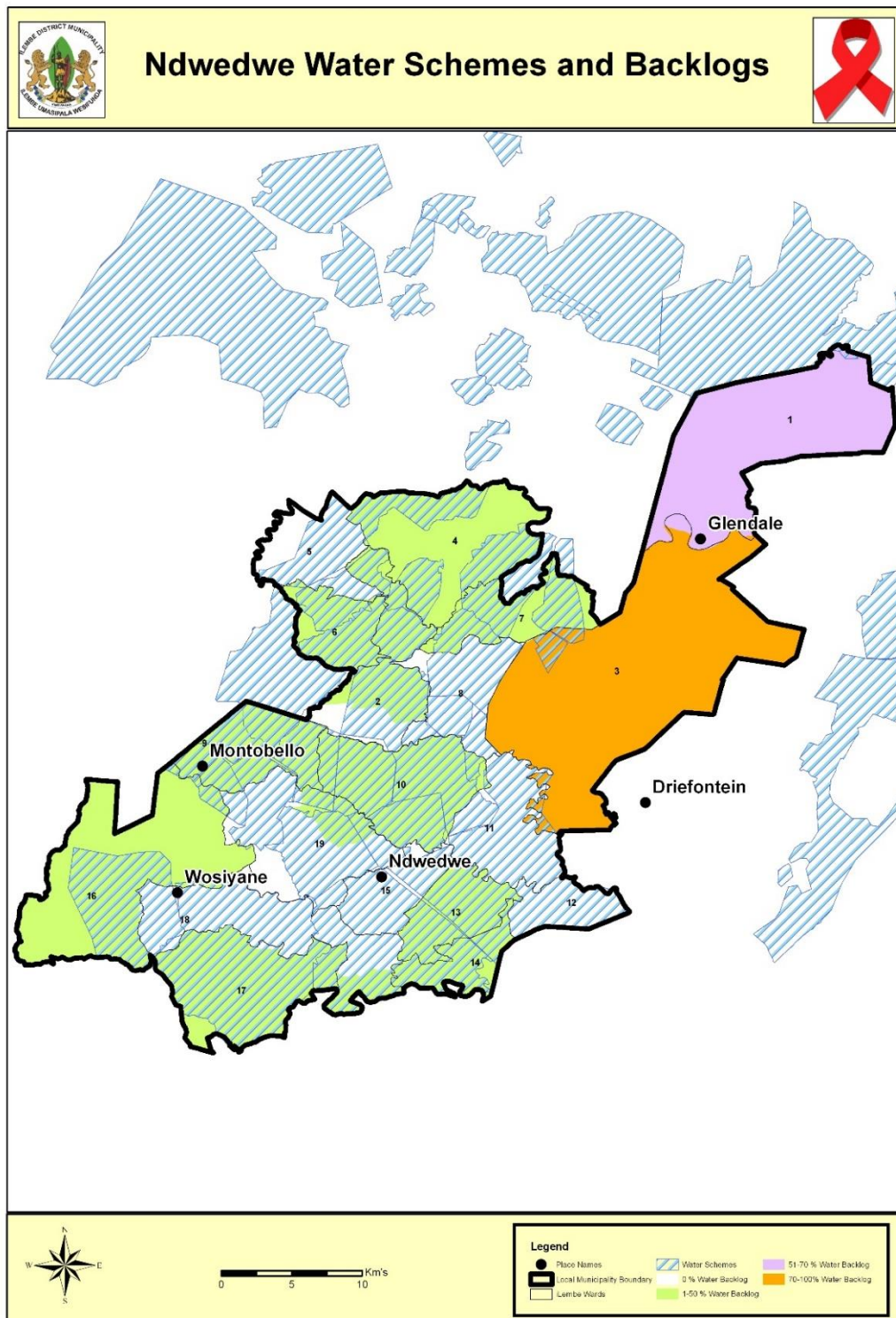
FREE sanitation services for a 12 month period (value below R130 000)

Write off of any debt that the consumer has with the municipality provided that it is only on the first application that there is debt.

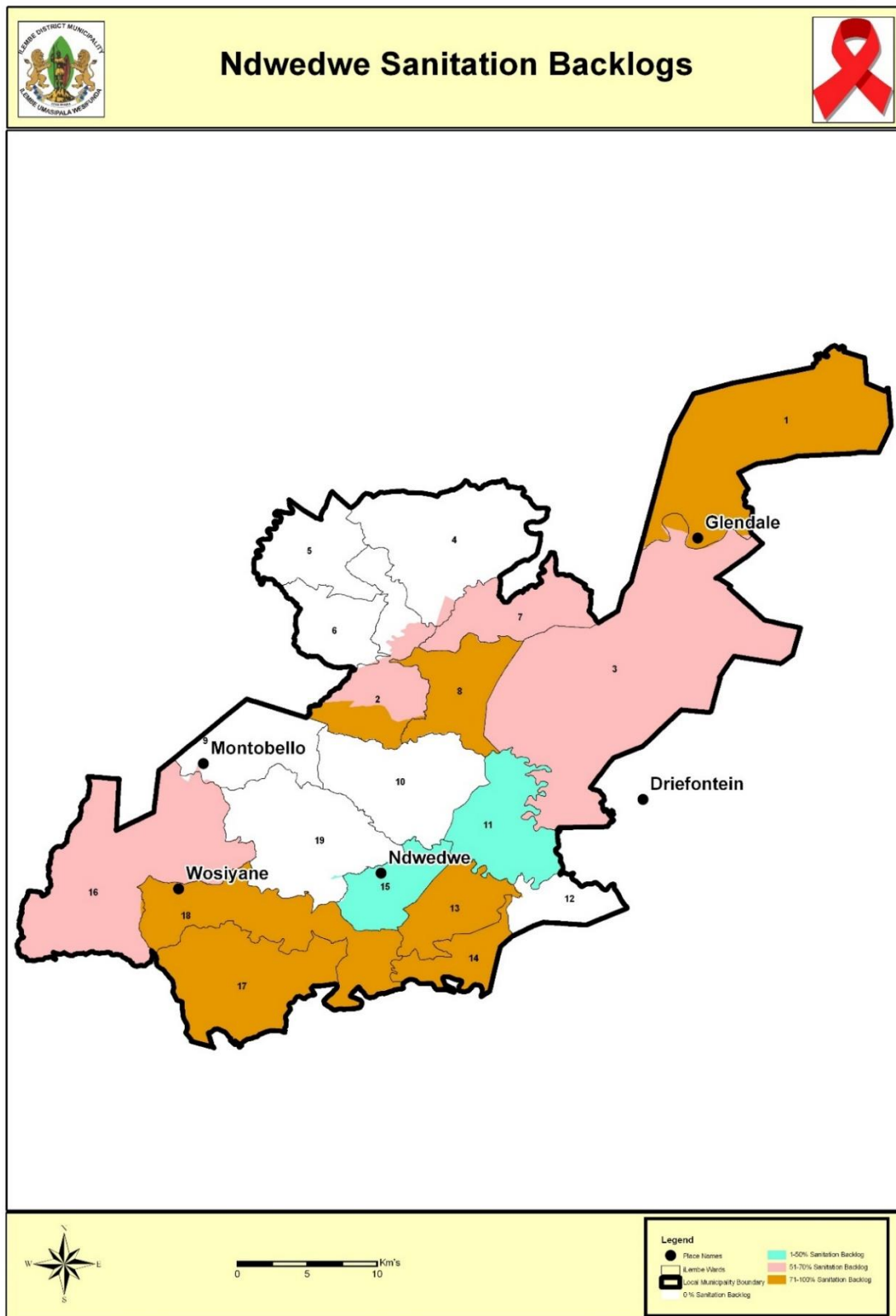
If there are leaks within your property, they shall be attended to by municipal staff as you will have indigent support.

The water backlog within Ndwedwe Local Municipality is estimated at 29,785 HH. However, progress has been made to increase the provision of water infrastructure and systematically eradicate these backlogs. The image below depicts the locality of existing water schemes, as well as the % of water backlogs within certain areas which forms part of the iLembe District Municipality water and sanitation masterplan.

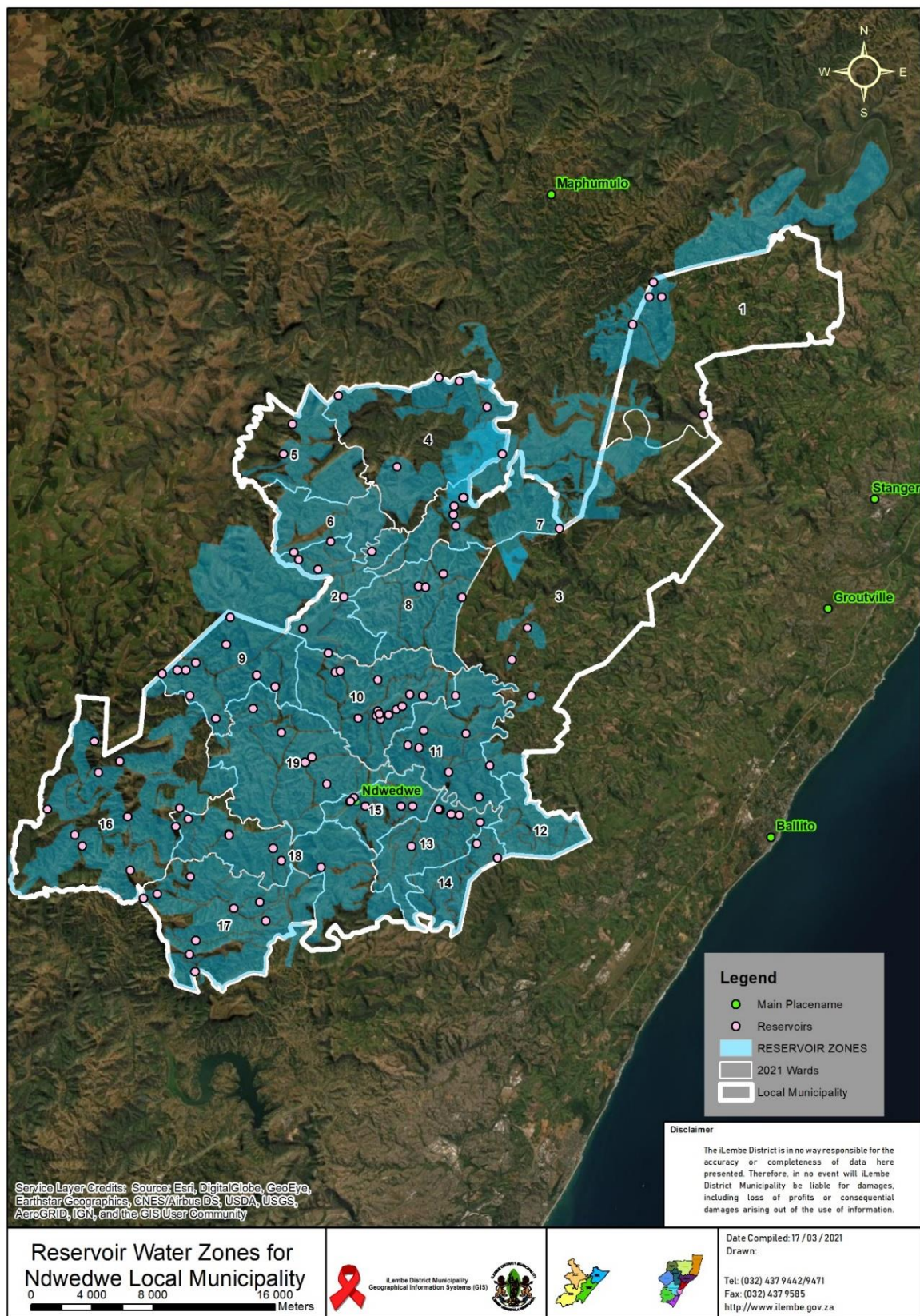
Map 14: Water scheme backlogs for Ndwedwe Municipality



Map 15: Sanitation scheme backlogs for Ndwedwe Municipality



Map 16: Existing Water Schemes



WATER PROJECTS OVER FIVE (5) YEAR PLANNING HORIZON

Current/Proposed Water and Sanitation Projects for Ndwedwe Region Ndwedwe Local Municipality

This project is implemented by Umgeni Water to provide bulk water to augment water supply to all the areas that are suffering due lack of water resource in Ndwedwe. Three (3) phases have been completed by Umgeni Water. Ilembe is already receiving bulk supply from phase 3 to Nondabula (Ward 9). Phase 1 of the project will supply Wosiyane and KwaChili/Shangase areas and Phase 5 will augment Ozwathini up to Ndwedwe Town and all areas in between. Wards 2, 3, 4, 6, 7 and 8. Construction should have commenced in September 2021.

Phase 4, 5 and 6 are at various stages of implementation, upon completion, they will be able to augment the shortfall of bulk to Ndwedwe and Maphumulo areas. The cost of implementing the project is approximately R2.2 billion.

This project is implemented to provide bulk water and sanitation to the Ndwedwe Town. Ward 15, project on hold due to poor performances of service providers. Service Provider will be appointed to develop a business plan to increase the capacity of the plant to accommodate the increasing demands in the area.

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 IRIS system as developed by DWS. The Blue and Green Drop systems for capturing results migrated to the IRIS system in October 2018.

IDM utilizes the services of an independent, accredited laboratory to sample the various sites within the district.

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 13 facilities that it monitors including three (3) that are operated by Siza Water (Sheffield, Frasers and Shakaskraal).

The waste water works have been underperforming 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.

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.

During the 2017 /2018/2019 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
- Lack of laboratory equipment on sites

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.

Siza Water (South African Water Works – SAWW)

The Sembcorp Siza Water Concession (now South African Water Works – SAWW) emanates from the PPP strategic goals of equipping and assisting Ilembe District Municipality ('IDM') (then known as

Dolphin Coast) to carry out its mandate of service delivery and ensuring communities it serves have clean, safe, adequate supply of water. The concession is at twentieth anniversary mark of the 30 year contract ending 2029.

Process for Bulk water provision - Umngeni Water & Siza Water (SAWW) Partnership

All bulk water is received from Umngeni Water via the Hazelmere Dam Water Treatment Works. A 450/700mm diameter pipeline from Hazelmere supplies the Avon- dale reservoir (15,0 MI, 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.

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.

Table 63: VIP Sanitation programme

| LOCAL MUNICIPALITY | WARDS | NAME OF PROJECT | STATUS | PROJECT COST | COMPLETION DATE |
|--------------------|-----------|--------------------------|--------|--------------|--------------------|
| District wide | ALL WARDS | VIP Sanitation programme | | R10 000 000 | New financial year |

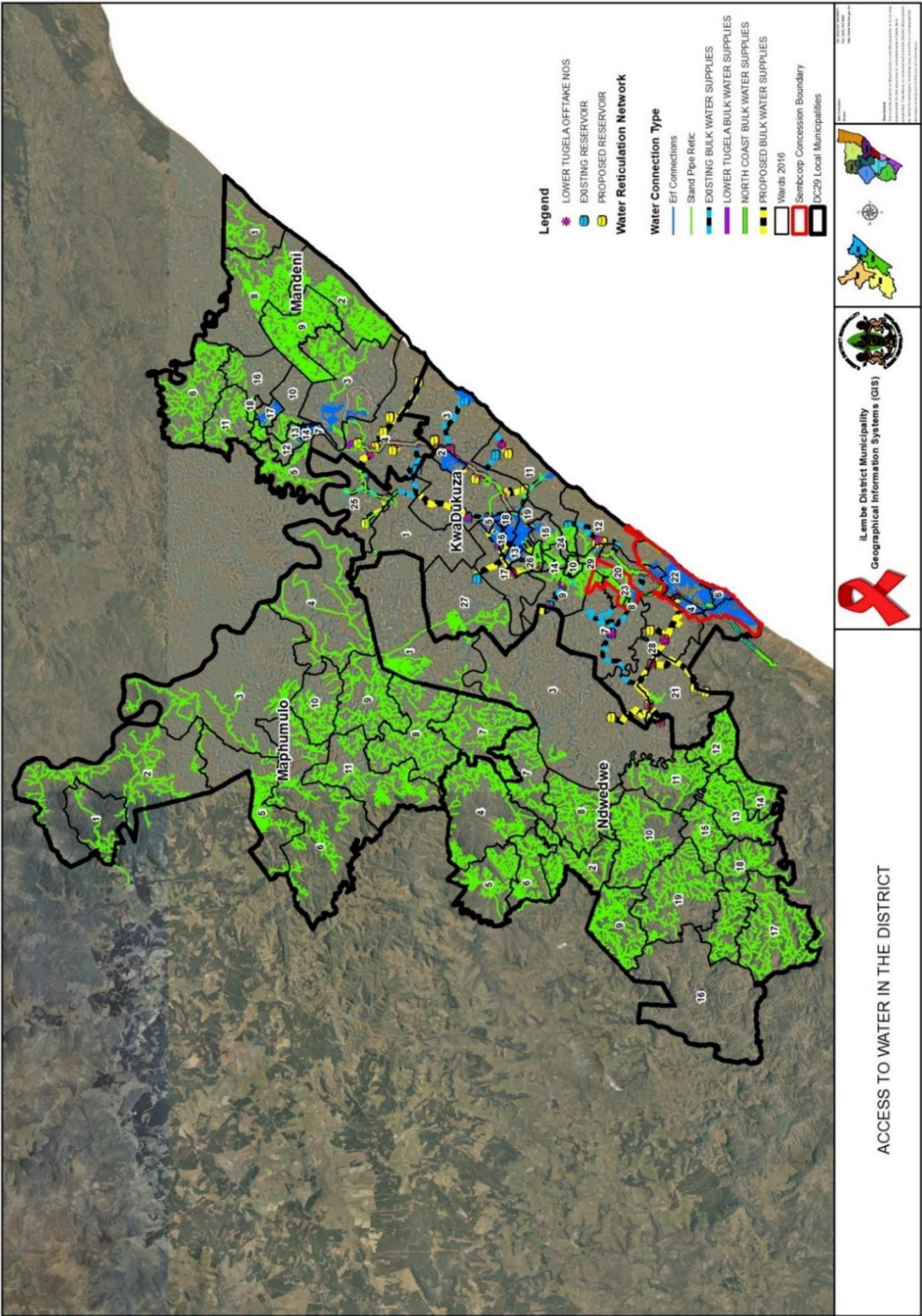
2022 KZN FLOODS IMPACT ON WATER & SANITATION INFRASTRUCTURE

On 11-13 April 2022, severe flooding and landslides caused by heavy rainfall affected southern and south-eastern South Africa, particularly the Provinces of KwaZulu-Natal and Eastern Cape. The floods has resulted in high levels of turbidity in all three water treatment plants that are supplying iLembe District Municipality. This has forced Umngeni 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.

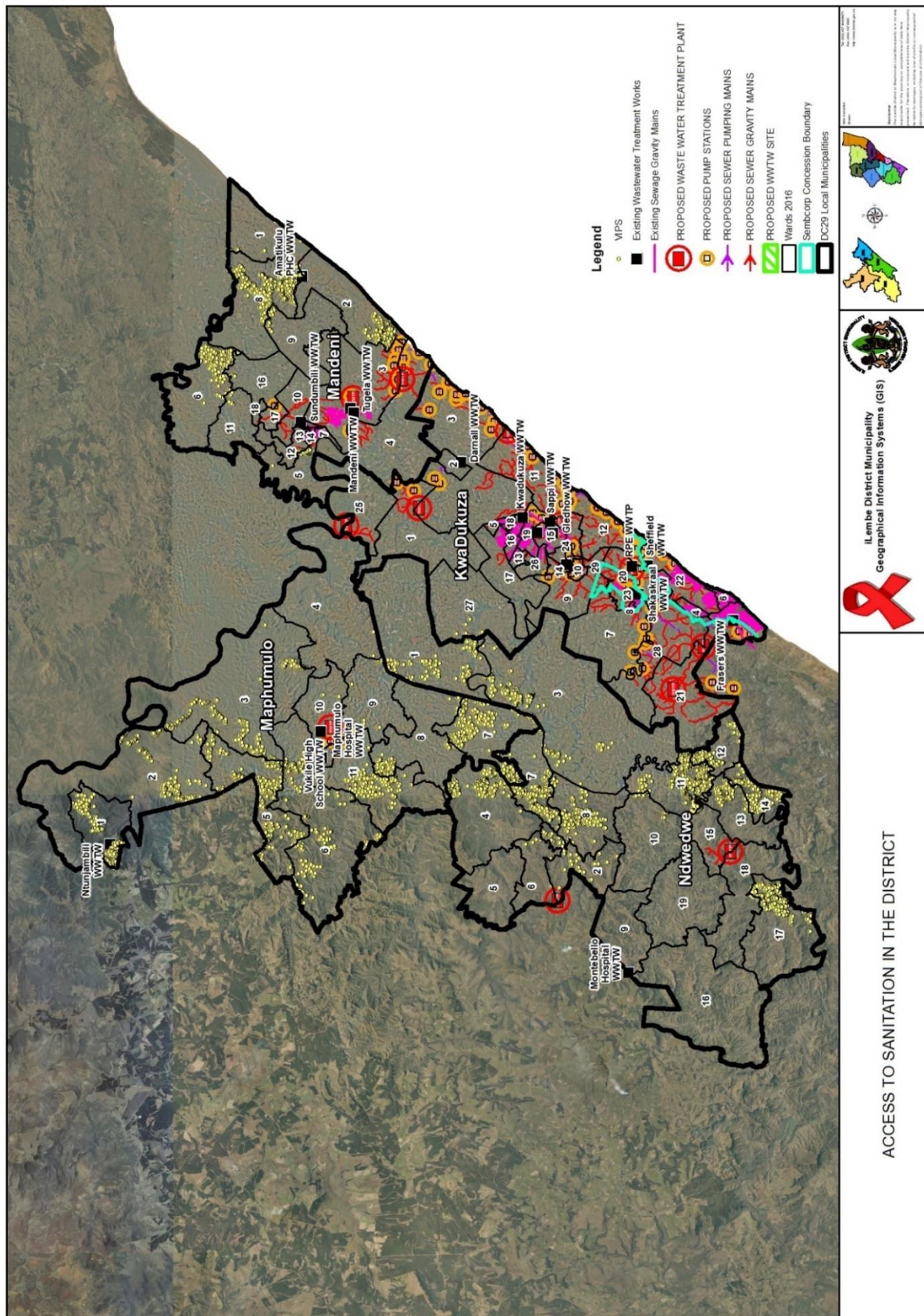
Table 64: DAMAGED INFRASTRUCTURE

| DAMAGED INFRASTRUCTURE | DESCRIPTION |
|--|--|
| 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. |
| Hazelmere Water treatment plant | The scheme provide bulk water to cater for Ndwedwe, and parts of Groutville. The quality of water in this plant started deteriorating from (12 April 2022) which necessitated an emergency shutdown. |
| 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 |
| Pipelines Washed away | Approximately 8 Kilometers of pipeline have been exposed to heavy rainfall and ultimately got washed away; = Estimated costs R20M |
| Pump Stations | are severely damaged and could not cope with excessive stormwater ingress leading to inability to pump the sewers to treatment areas |
| Plants and equipment | TLB and 2 bakkies were flooded and submerged on water = Estimated costs R 500 000 |
| Material Stores Building (Warehouse): | Flooded and all stock got damaged. Damage cost of R4m |

Map 17: Access to Water



Map 18: Access to Sanitation



WATER & SANITATION PROJECTS ENGAGEMENTS

All the contract work will be done by local people in all affected wards, including excavation, building of the units and plumbing.

The Ward Councilor, Ward Committee, Project Steering Committee, Community Liaison Officer (CLO) and the Project Manager will be responsible to identify and appoint the relevant personnel from the community.

The Community Liaison Officer will be sourced from the respective wards.

A Quality Assessor that will be identified from the community to conduct quality assessment of work in progress.

All materials will be purchased from Local Suppliers and Co-operatives with the assistance of iLembe Technical Services and Enterprise iLembe.

SANITATION SERVICES

The statistical Data from Stats SA distinguishes between all types of sanitation services provided to the communities, categorized as follows:

- Flush toilet with sewer
- Flush toilet with septic Tank
- Chemical Toilet
- Pit Latrine with Ventilation
- Pit Latrine without Ventilation

The long-term target is to provide all residents with waterborne sanitation and sewer but households with one of the above listed forms of sanitation are considered as serviced. Where VIP solutions are used, the rationale is that they will be developed using in-line VIP solution which can later be converted to waterborne sanitation easily. The graph below clearly depicts that more than 12% of the residents are serviced below the average service level of the Municipality. Only 98% of the municipality has been serviced with one of the acceptable forms of sanitation. Wards 4 and 8 require attention with regards to provision of sanitation services.

Table 65: The main type of toilet facility used at Ndwedwe municipality (Community survey, 2016)

| Indicator | Sub Indicator | Households | % of total households |
|-----------------------------------|--|------------|-----------------------|
| Main type of toilet facility used | Flush toilet (Sewage system/septic tank) | 1 503 | 4.7% |
| | Chemical toilet | 9 662 | 30.0% |
| | Pit latrine (with/without) ventilation | 18 687 | 58.1% |
| | Ecological toilet (e.g. urine diversion, enviro-loo) | 608 | 1.9% |
| | Bucket toilet (collected by municipality/Emptied by household) | 1 722 | 5.4% |

Map overlaying the water infrastructure with the applications lodged in terms of SPLUMA & Land Use Management Bylaws & Human Settlements

Map 19: NLM Water Infrastructure

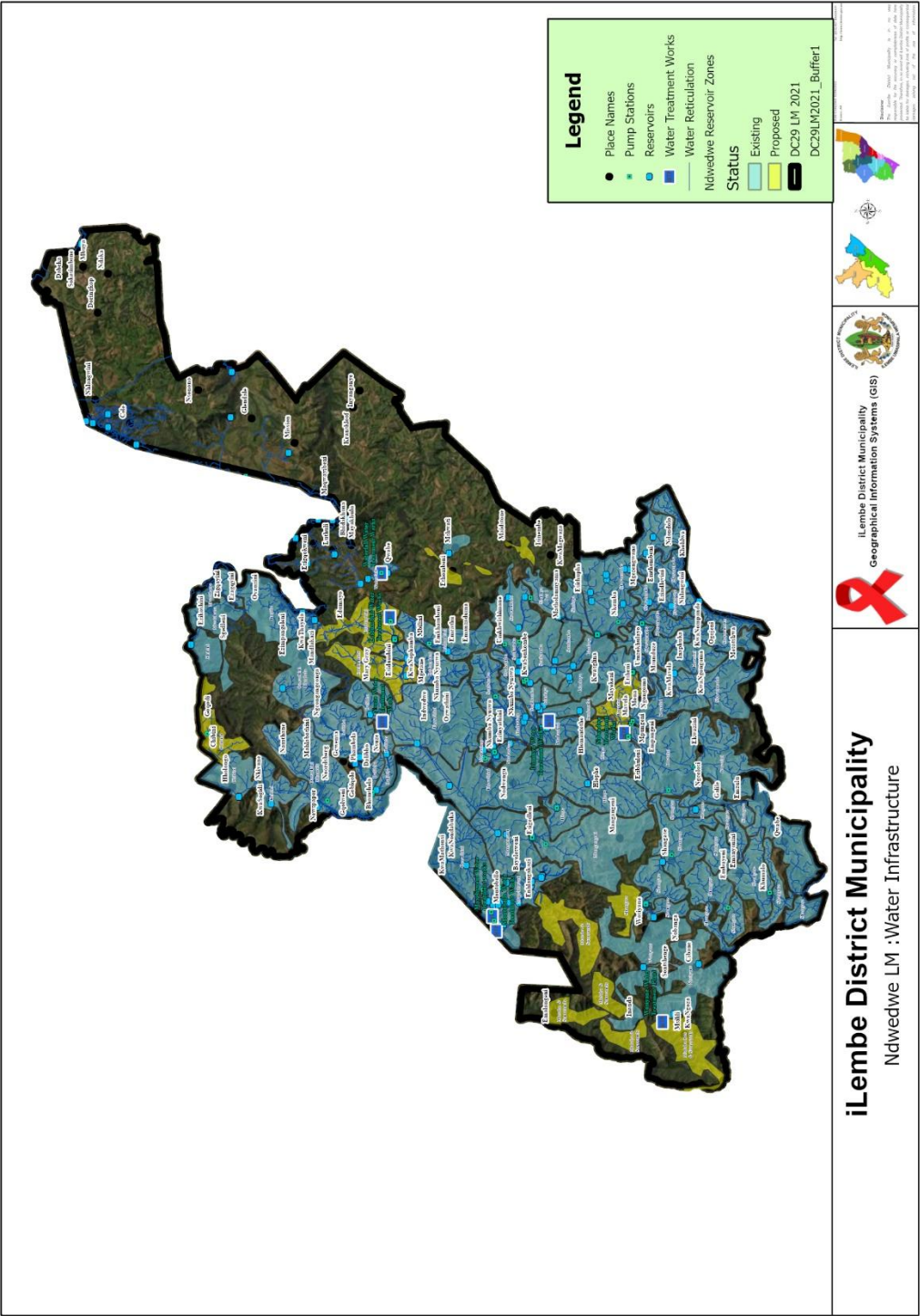


Table 66: Challenges for water and sanitation Ward 1

| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
|-------|--|--|
| 1 | <p>The Glendale area is supplied through a borehole located at Berea area, the system comprises of a borehole, rising main, 200kl reservoir as well as house connections in High Chaparral and standpipes in Berea.</p> <p>There are also some areas of KAUNDA, MAHUMAN, which are supplied by Tankers due to non-availability of infrastructure.</p> <p>Cele-Nhlamgwini scheme comprises of +500 house connections supplied through a network of reticulation, fed from the Maphumulo waterworks.</p> | <p><u>Challenges are as follows:</u></p> <p>Power supply interruptions</p> <p>Ageing infrastructure resulting to leaks</p> <p>Illegal house connections</p> <p>Standpipes vandalism</p> <p>Intermittent supply every alternate week, due to water shortage from the Maphumulo waterworks.</p> <p><u>Solutions:</u></p> <p>Speedy repair and maintenance of leaks as they are reported</p> <p>Drilling of borehole at Kaunda has commenced.</p> <p>Upgrading of supply by Umgeni from 9 megaliter to 12 megalitre per day at Maphumulo waterworks.</p> <p>Water tankers delivery – From Monday to Friday controlled by ward Cllr and ward committee</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 2 | <p>The Mabutho area is supplied by the borehole standalone borehole The infrastructure comprises of a borehole , pumping mains, 500kl reservoir as well as network of reticulation and standpipes.</p> <p>The larger area of ward 2 is supplied by the Nsuze waterworks. An infrastructure comprises of 2 megalitre package plant, series of high lift pump stations</p> <p>Areas that are supplied by the Nsuze waterworks are, Dalibho, Nsuze- Gcwensa, Wewe, Simunye, Onyazini and eNtabakhathaza , these areas have mainly standpipes as the level of service.</p> | <p><u>Challenges are as follows:</u></p> <p>Frequent power supply interruptions</p> <p>Illegal house connections</p> <p><u>Solutions</u></p> <p>Negotiations with Eskom to install bigger transformer in order to split power supply has commenced.</p> <p>Implementation of Umshwathi phase 5 underway in order to augment supply into the Nsuze supply zone.</p> <p>2 Water tankers delivery – 2 days a week controlled by ward Cllr and ward committee.</p> |
| | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 3 | <p>The ward 3 comprises of 6 areas supplied by 4 different sources. There are 2 standalone borehole schemes(Magwaza, Mthombisa) These schemes have standpipes as a level of service.</p> <p>There is also a standalone scheme with a source from a local small stream. The scheme is named Waterfall servicing a small community of Waterfall. The infrastructure comprises of a small weir , a package plant and pumping mains as well as 2 x 200 kl reservoirs.</p> <p>The other areas Mayakhulu, Bhidakhona, Sani, Glendale Heights ,Satan and</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply from Maphumulo scheme.</p> <p>Frequent power supply interruptions</p> <p>Silting of Waterfall wier</p> <p>Magwaza borehole collapsed</p> <p>Mthombisa reservoir liner leaking causing flooding to nearby houses.</p> <p><u>Solutions</u></p> <p>Upgrading of supply from 9 megalitres to 12 megalitres at Maphumulo water works.</p> <p>Implementation of Umshwathi phase 5 underway in order to augment supply into some ward 3 areas</p> <p>Equipping of spare borehole at Magwaza underway.</p> |

| | <p>Nomqongqotho, are supplied by the Maphumulo scheme, the areas have a combination of standpipes and house connections.</p> <p>There is an area with no infrastructure and it is located in the former farm areas.</p> | <p>Repairs to reservoir lining underway.</p> <p>1 Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> |
|-------|---|---|
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 4 | <p>The ward 4 comprises of 4 areas supplied by 3 different sources. There are 2 areas supplied by the Nsuze water scheme eChibini and Ngcongcongga. The other 2 areas are supplied by the Maphumulo water works. (Ezikotshini and Ezimpangeleni) These schemes have standpipes as a level of service.</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply from Maphumulo scheme. Frequent power supply interruptions Frequent power failures at Nsuze. Vandalism at Ezimpangeleni and Ageing infrastructure at Echibini. Supply to Echibini on rotational basis Limited supply to Ngcongcongga</p> <p>POLITICAL AND ADMINISTRATIVE GOVERNANCE POLITICAL AND ADMINISTRATIVE GOVERNANCE POLITICAL AND ADMINISTRATIVE GOVERNANCE</p> <p><u>Solutions</u></p> <p>Upgrading of supply from 9 megalitre to 12 megalitre at Maphumulo water works. Implementation of Umshwathi phase 5 underway in order to augment supply into some ward 4 areas Additional borehole has been identified at Echibini to augment supply. Upgrading of pumping infrastructure at Ngcongcongga booster pump station, SBS tank has been ordered and awaiting delivery. 2 x Water tankers delivering water – 2 days a week controlled by ward Cllr and ward committee.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 5 | <p>The ward 5 comprises of 4 areas Deda, Sogidi, Nambithane Myelele and Musgrave, they are all supplied by Nsuze water works. The supply is intermittent due to rotation system that is currently being implemented The level of service is mostly standpipes.</p> | <p><u>Challenges are as follows:</u></p> <p>Frequent power supply interruptions at Nsuze Vandalism at Ezimpangeleni and Ageing infrastructure at Musgrave Supply to ward 5 areas on rotational basis</p> <p><u>Solutions</u></p> <p>Implementation of Umshwathi phase 5 underway in order to augment supply into some ward 5 areas Repairs of leaks caused by ageing infrastructure. 2 x Water tankers delivering water – 2 days a week controlled by ward Cllr and ward committee.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |

| 6 | <p>The ward 6 comprises of 5 areas Kho, Newspaper, Oqgolweni, Simunye and Mokhano</p> <p>All these areas are supplied by Nsuze water works. The supply is intermittent due to rotation system that is currently being implemented</p> <p>The level of service is mostly standpipes.</p> | <p><u>Challenges are as follows:</u></p> <p>Frequent power supply interruptions at Nsuze</p> <p>Vandalism at the Dalibho pump station</p> <p>Ageing infrastructure at Newspaper and Mokhano</p> <p>Supply to ward 6 areas on rotational basis</p> <p><u>Solutions</u></p> <p>Implementation of Umshwathi phase 5 underway in order to augment supply into some ward 5 areas</p> <p>Repairs of leaks caused by ageing infrastructure.</p> <p>2 x Water tankers delivering water – 2 days a week controlled by ward Cllr and ward committee.</p> |
|-------|--|---|
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 7 | <p>The ward 7 comprises of the following areas (Mary Grey, Zakhele, Mahlabathini, KwaThayela. Hlalahle, Luthuli, KwaThayela) supplied by 2 different sources. The two sources are eSidumbini water supply scheme and Maphumulo water works</p> <p>Esidumbini water supply scheme comprises of Umhlali Dam, package treatment works, pump stations and pumping mains and a series of reservoirs.</p> <p>These schemes have a combination of standpipes and house connections as level of service.</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply from Maphumulo scheme.</p> <p>Frequent power supply interruptions</p> <p>Vandalism of air and scour valves at Luthuli and</p> <p>Ageing infrastructure at Mary Grey.</p> <p>Supply challenges from Esidumbini water works due to high iron content creating blockages in the raw water pipelines.</p> <p>Illegal electricity connections resulting to damages to pumping infrastructure.</p> <p>High iron content which tends to clog the raw water pumping mains.</p> <p>Ageing infrastructure especially at Mary Grey.</p> <p>High iron content creating quality out of ranges.</p> <p><u>Solutions</u></p> <p>Upgrading of supply from 9 megaliter to 12 megaliter at Maphumulo water works.</p> <p>Implementation of Umshwathi phase 5 underway in order to augment supply into some ward 7 areas</p> <p>Several community meetings held to mitigate against theft and vandalism.</p> <p>Frequent jetting of raw water pipelines to ensure quality and quantities are maintained.</p> <p>Continuous leak repairs</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 8 | <p>The ward 8 comprises of the following areas Etsheni, Ntabamhlophe, Maqongwane, Gugu, Oqalwane, Mgetane and Mcathu</p> <p>They are all supplied by the eSidumbini water supply scheme.</p> <p>Esidumbini water supply scheme comprises of Umhlali Dam, package treatment works, pump stations</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply from Maphumulo scheme.</p> <p>Frequent power supply interruptions</p> <p>Ageing reticulation infrastructure throughout the ward..</p> <p>Supply challenges from Esidumbini water works due to high iron content creating blockages in the raw water pipelines.</p> <p>Illegal electricity connections resulting to damages to pumping infrastructure.</p> <p>High iron content which tends to clog the raw water pumping mains.</p> |

| | <p>and pumping mains and a series of reservoirs.</p> <p>These schemes have a combination of standpipes and house connections as level of service.</p> | <p>High iron content creating quality out of ranges.</p> <p><u>Solutions</u></p> <p>Implementation of Umshwathi phase 5 underway in order to augment supply into some ward 8 areas</p> <p>Several community meetings held to mitigate against theft and vandalism.</p> <p>Frequent jetting of raw water pipelines to ensure quality and quantities are maintained.</p> <p>Continuous leak repairs</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> |
|-------|---|--|
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 9 | <p>The ward 9 comprises of the following areas Montebello and Nondabulo</p> <p>They are supplied by the two sources(Montebello standalone scheme and Umshwathi phase 3 scheme)</p> <p>The Montebello scheme is made of the recently upgraded bulk infrastructure comprising of raw water abstraction pipes and pump station , a raw water pumping mains and the package plant. The plant supplies the communities, hospital, schools and monastery. Nondabulo communities receive water from the Umshwathi Phase 3 supply. Nondabulo infrastructure is one of the latest completed schemes comprising of reservoirs , pump station and reticulation pipelines terminating at house connections.</p> <p>Both schemes have a combination of standpipes and house connections as level of service.</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply to the High level tank supply zone</p> <p>Ageing reticulation infrastructure at Montebello</p> <p><u>Solutions</u></p> <p>Meeting with Umgeni resulted in yielding positive results regarding the supply to High level tank areas</p> <p>Continuous leak repairs at Montebello</p> <p>1 x Water tanker delivering water – 5 days a week controlled by ward Cllr and ward committee.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 10 | <p>The ward 10 comprises of the following areas Nkangala, Nkumba-Nyuswa , Isiminya, Ntabaskop and Maqokomela</p> <p>They are supplied from different sources, namely sources(Ntabaskop, Isiminya, Hazelmere water works.</p> <p>The Isiminya and Ntabaskop schemes scheme are stand alone schemes made of slow sand filters</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply to Nkangala area due to insufficient supply from Hazelmere water works. zone</p> <p>Ageing reticulation infrastructure resulting to leaks.</p> <p><u>Solutions</u></p> <p>Umgeni have completed the transformer upgrades, and are now optimising the variable speed drives.</p> <p>Continuous leak repairs at ward 10</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> |

| | and a pump station which pumps to storage reservoirs, and then gravitated to standpipes and individual house connections. Nkangala is supplied through the Hazelmere system. Currently the Hazelmere scheme is still challenged. with supply due to unfinished work at the Transformer in reservoir 1. | |
|-------|--|---|
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 11 | The ward 11 comprises of the following areas Sonkombo, Mathalamnyama, Mwolokohlo. They are supplied from Hazelmere water system. We have recently upgraded the bulk infrastructure comprising of 2 Pump stations ,pumping mains as well as reservoirs. Currently the water is supplied on rotational basis, due to the water shortage at Hazelmere supply system. | <u>Challenges are as follows:</u> Insufficient supply to ward 11 area due to insufficient supply from Hazelmere supply system. Ageing reticulation infrastructure resulting to leaks. <u>Solutions</u> Umgeni have completed the transformer upgrades, and are now optimising the variable speed drives. Continuous leak repairs at ward 11 1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee. |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 12 | The ward 12 comprises of the following areas Nkwambase, Ethafeni, Mbanyane, Gxabha, Ndondolo and Hloniphani. They are supplied from Hazelmere water system. We have recently upgraded a portion of bulks into the area by constructing command reservoir at rat Msunduze. Currently the water is supplied on rotational basis, due to the water shortage at Hazelmere supply system. | <u>Challenges are as follows:</u> Insufficient supply to ward 12 area due to insufficient supply from Hazelmere supply system. Ageing reticulation infrastructure resulting to leaks. <u>Solutions</u> Umgeni have completed the transformer upgrades, and are now optimising the variable speed drives. Continuous leak repairs at ward 12 1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee. |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |

| 13 | <p>The ward 13 comprises of the following areas Msunduze, Ezimangweni, Ntphuka, Makhawula, Qophumlando..</p> <p>They are supplied from Hazelmere water system.</p> <p>We have recently upgraded a portion of bulks into the area by constructing command reservoir at rat Msunduze.</p> <p>Currently the water is supplied on rotational basis, due to the water shortage at Hazelmere supply system.</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply to ward 13 area due to insufficient supply from Hazelmere supply system.</p> <p>Ageing reticulation infrastructure resulting to leaks.</p> <p><u>Solutions</u></p> <p>Umgeni have completed the transformer upgrades, and are now optimising the variable speed drives.</p> <p>Continuous leak repairs at ward 13</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> |
|-------|---|---|
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 15 | <p>The ward 15 comprises of the following areas Ndwedwe central, Mpungeni, Madimeni, Emayekeni and Umzokhulayo</p> <p>They are supplied from Hazelmere water system.</p> <p>We have recently upgraded a portion of bulks into the area by constructing 2 command reservoirs, one at Msunduze and one at Umzokhulayo</p> <p>Currently the water is supplied on rotational basis, due to the water shortage at Hazelmere supply system.</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply to ward 15 area due to insufficient supply from Hazelmere supply system.</p> <p>Ageing reticulation infrastructure resulting to leaks.</p> <p><u>Solutions</u></p> <p>Umgeni have completed the transformer upgrades, and are now optimising the variable speed drives.</p> <p>Continuous leak repairs at ward 15</p> <p>1 x Water tanker delivering water – 5 days a week controlled by ward Cllr and ward committee.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 16 | <p>The ward 16 comprises of the following areas Ngoza, Malangeni, Mathabatha,, Wosiyane and Malangeni.</p> <p>This area is has no water supply and currently supplied through water tanker and recently constructed springs.</p> <p>.</p> | <p><u>Challenges are as follows:</u></p> <p>No water supply supply to ward 16 area due to lack of infrastructure.</p> <p><u>Solutions</u></p> <p>Recently constructed 9 springs and 8 are operational.</p> <p>Listed below are operational springs</p> <p>2 x Malangeni</p> <p>1 X Hoqweni</p> <p>3 x Msombuluko</p> <p>1 x eHawa</p> <p>1 x Ndaka</p> <p>Awaiting implementation of Umshwathi phase 6</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> <p>Unfortunately the truck is at workshops for gearbox repairs. Relief truck does afternoon deliveries.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |

| 17 | <p>The ward 17 comprises of the following areas Khumalo, Ezimpondweni, Dulini, Gawula, Chili..</p> <p>This area is has no water supply and currently supplied through water tanker and recently constructed springs.</p> <p>.</p> | <p><u>Challenges are as follows:</u></p> <p>No water supply supply to ward 17 area due to lack of infrastructure.</p> <p><u>Solutions</u></p> <p>Recently constructed 4 springs and all are operational. Listed below are operational springs</p> <p>1 x Saviyo</p> <p>1 x Gcinokuhle</p> <p>1 x Khumalo</p> <p>1 x Gawula.</p> <p>Awaiting implementation of Umshwathi phase 6</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee..</p> |
|-------|---|---|
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 18 | <p>The ward 18 comprises of the following areas</p> <p>Ndwedwe Mission</p> <p>Chili/ Shangase</p> <p>Thafamasi</p> <p>This ward has 2 sources of supply.</p> <p>Ndwedwe Mission is supplied from Hazelmere supply system. Hazelmere supply is currently constrained due to transformer issues at reservoir 1.</p> <p>The Thafamasi area is supplied through the standalone borehole and reticulated to Schools, Clinic and communities.</p> <p>The Chili /Shangase area has no infrastructure and is area is has no water supply and currently supplied through water tanker springs.</p> | <p><u>Challenges are as follows:</u></p> <p>No water supply supply to ward 18 area due to lack of infrastructure.</p> <p>Power supply outages causing water supply challenges from the borehole.</p> <p><u>Solutions</u></p> <p>Awaiting implementation of Umshwathi phase 6</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee..</p> <p>3x New springs have been identified and will be done in the coming financial year.</p> <p>Truck is deployed 5 days a week and is controlled by the Ward Cllr and ward committees.</p> |
| WARDS | DESCRIPTION | CHALLENGES/SOLUTIONS |
| 19 | <p>The ward 19 comprises of the following areas Esigedleni, Hlomantethe, KwaHlophe, Mangangeni.</p> <p>They are supplied from Hazelmere water system.</p> <p>We have recently upgraded a portion of bulks into the area by constructing 2 command reservoirs, one at Msunduze and one at Umzokhulayo</p> <p>Currently the water is supplied on rotational basis, due to the water shortage at Hazelmere supply system.</p> | <p><u>Challenges are as follows:</u></p> <p>Insufficient supply to ward 19 area due to insufficient supply from Hazelmere supply system.</p> <p>Ageing reticulation infrastructure resulting to leaks.</p> <p><u>Solutions</u></p> <p>Umgeni have completed the transformer upgrades, and are now optimising the variable speed drives.</p> <p>Continuous leak repairs at ward 19</p> <p>1 x Water tanker delivering water – 7 days a week controlled by ward Cllr and ward committee.</p> |

ILLEGAL WATER CONNECTIONS

Table 67: Illegal Water Connections

| ILLEGAL WATER CONNECTIONS | 2021/22 |
|---|-------------|
| 1st Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter. | R 9,730.46 |
| 2nd Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter. | R 14,595.69 |
| 3rd Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter. | R 29,191.35 |

2021/2022 WATER AND SANITATION PROJECTS**Table 68: Water and Sanitation Projects**

| WARD | NAME OF PROJECT | COMPLETION | TOTAL PROJECT COST | PROGRESS |
|---|---|------------|--------------------|---|
| Ndwedwe Ward 13, 15 (Umgeni Water Project) | uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5 | June 2022 | R 340 000 000 | The project is at detailed design stage, 90% complete – Done by Umgeni Water |
| Ndwedwe wards 4, 5, 6, 8 and 9 | uMshwathi Phase 5 – Central Ndwedwe and Augmentation of Maphumulo Supply | 2024 | R 200 000 000.00 | Project is implementation ready – awaiting for funding release by Umgeni Water. |
| Ndwedwe ward 17 and 18 (Umgeni Water Project) | uMshwathi Phase 6 Supply from Bruyns Hill to Wosiyane, Emalangeneni and Khumalo areas | 2022 | R 150 000 000.00 | Project is at Detailed design stage – Done by Umgeni Water |
| Ward | Sonkombo – Reticulation Upgrade | 2023 | R 30 000 000.00 | Project is at design stage |

VIP SANITATION PROGRAMME**Table 69: VIP Sanitation Programme**

| AREA | TARGET | PITS DUG | PITS LINED | COMPLETED UNITS |
|---------|--------|----------|------------|-----------------|
| WARD 3 | 60 | - | - | 60 |
| WARD 4 | 70 | - | - | 70 |
| WARD 5 | 150 | 118 | 81 | 69 |
| WARD 8 | 50 | 50 | 28 | 19 |
| WARD 12 | 50 | 42 | 25 | 20 |
| WARD 18 | 110 | 76 | 60 | 56 |
| TOTAL | 490 | 416 | 324 | 294 |

WATER TANKER DELIVERY SCHEDULE

Table 70: Water Tanker Delivery Schedule

| 5 DAY ROTATION | WARD NO. | NO. OF TRUCKS | NO.OF JOJO | DRIVER NAME | DRIVER CELL |
|----------------|----------|---------------|---------------------|----------------|------------------------------|
| DAY 1 | 01 | 01 | Jojo and Containers | Ish | 0832695792 |
| DAY 2 | | | | | |
| DAY 3 | 03 | 01 | Jojo and Containers | Gumede | 063 313 4944 |
| DAY 4 | 06 | 02 | Jojo and Containers | Nkosi Madwe | 082 760 5242 082 759 7890 |
| DAY 5 | | | | | |
| | 07 | 01 | Jojo and Containers | Nxumalo | 083 531 5500 |
| | 08 | 01 | Jojo and Containers | Makhathini | 083 596 0527 |
| | 09 | 01 | Jojo and Containers | Mlambo | 071 5111636 |
| | 10 | 01 | Jojo and Containers | Khetha | 972 640 3502 |
| | 11 | 01 | Jojo and Containers | Ngwane | 072 315 5938 |
| | 12 | 01 | Jojo and Containers | Mthembu | 068 179 0995 |
| | 13 | 01 | Jojo and Containers | Goge | 079 992 9051 |
| | 14 | 01 | Jojo and Containers | Shabane | 073 285 2089 |
| | 15 | 01 | Jojo and Containers | Gumede | 076 740 6188 |
| | 16 | 01 | Jojo and Containers | Zondi | 082 661 2130 |
| | 17 | 01 | Jojo and Containers | Mnguni | 079 762 8112 |
| | 18 | 01 | Jojo and Containers | Mkhize | 073 904 1748 |
| | 19 | 01 | Jojo and Containers | NKomo | 064 811 9604 |

C.5.2 SOLID WASTE MANAGEMENT

RESPONSIBILITY FOR WASTE COLLECTION

The Ndwedwe Municipality is responsible for solid waste management within its jurisdiction. The municipality has developed an Integrated Waste Management Plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act) to sustain and improve waste management in the municipal area. A copy of the IWMP (is attached at **Annexure I**). The IWMP was approved and adopted by the Ndwedwe Council in February 2019. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP. In the financial year 2021/2022 the Department is in the process of reviewing the existing IWMP in the light of the recent developments across the nodal points of the Municipality. The aforesaid developments have thus far created more volumes of waste that get generated in the municipal nodes, more especially Ndwedwe Central and Bhamshela; and to a lesser extent in Montebello and Glendale.

WASTE COLLECTION AND TEMPORARY STORAGE

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) better known as NEM: WA, came into effect, to amongst other objectives, to consolidate all policies and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with a number of sections of the Act, which are discussed below:

Table 71: Status of waste management compliance at Ndwedwe Municipality

| Section of NEM:WA | Description | Status |
|-------------------|---|---|
| Section 11 | Section 11 of the Act compels institutions responsible for waste management to develop a tool to manage their waste, which is known as the Integrated Waste Management Plan (IWMP). | The IWMP has been developed and adopted by the Ndwedwe Council. The plan is currently being implemented. The status of the Landfill sites: Ndwedwe Municipality is using a privately owned landfill site. |
| Section 10 (3) | For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act | There is a designated Waste Management Officer in Ndwedwe Local Municipality. |
| Section 60 & 63 | Section 60 & 63 of the Waste Management Act requires Municipalities to report about waste which requires the development of waste information management system. | This activity forms part of the Ndwedwe IWMP implementation plan. |

Ndwedwe Municipality is made up of 19 wards, composed of approximately 29200 households. Approximately 28 152 households are currently receiving waste management services. Approximately 27 123 households within Ndwedwe Municipality are not receiving waste services. There is an urgent need for Municipality to extend waste services to all citizens of Ndwedwe, especially rural areas and previously disadvantaged communities. The graphic representation of the waste removal in Ndwedwe is provided in the graph in below:

Graph 7: Provision of waste management services (Source: Census, 2011)



Illegal waste dumping is also another challenge facing the Municipality. It is the intention of the Municipality to identify all areas used as dumps and properly document such as areas including putting necessary signage. It is important also to develop a strategy to deal with the current dumping and prevent future illegal dumping. Ndwedwe Municipality should prioritise projects towards rehabilitation of illegal dumping areas and developing a waste management information system.

Waste Goals & Priorities

Section 6 (1) of the Waste Act establishes a National Waste Management Strategy (NWS) for achieving the objects of the Waste Act. The National Waste Management Strategy (NWS) has been developed to promote waste minimisation and recycling; it contains eight goals. Municipalities should comply with these goals; the table below discusses how Ndwedwe Municipality is performing against the targets set by the NWS.

Table 72: National Waste Management Strategy

| Goal | Description | Targets | Ndwedwe Municipality Status Quo |
|--------|--|---|---|
| Goal 1 | Promote waste minimisation, re-use, recycling and recovery of waste. | 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries | No waste minimisation, reuse, recycling and recovery programme is currently in place within Ndwedwe Municipality. The Ndwedwe Municipality is currently planning the establishment of a waste buy-back centre towards recycling The Municipality to explore recycling opportunities and seek partnerships with private sector Ndwedwe Municipality to support its local recyclers in their recycling opportunities |
| Goal 2 | Ensure the effective and efficient delivery of waste services. | 95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits. | Approximately 20 % of households within the Municipality receive basic waste collection services Ndwedwe to extend the services to rural areas. |
| Goal 3 | Grow the contribution of the waste sector to the green economy. | 69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling | No permanent jobs have been created within the Municipality. Temporary jobs though EPWP have been created within the Municipality No SMEs or cooperatives participating yet. Ndwedwe Municipality to create job opportunities under waste management |
| Goal 4 | Ensure that people are aware of the impact of waste on their health, well-being and the environment. | 80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes. | Approximately 20 % awareness campaigns have been undertaken throughout Municipality 20 % of schools within the Municipality are currently implementing waste awareness programmes There is a need for the municipality to strengthen its education and awareness campaign to ensure sustainability in the programme. |
| Goal 5 | Achieve integrated waste management planning. | All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS. | Ndwedwe Municipality finalised its IWMP in 2019 and is under review Currently no waste quantification systems that report information to WIS is currently in existence. |
| Goal 6 | Ensure sound budgeting and financial | All municipalities that provide waste services have conducted full-cost accounting | There is a budget allocated for the provision of waste services within |

| | | | |
|--------|---|--|---|
| | management for waste services. | for waste services and have implemented cost reflective tariffs. | Ndwedwe Municipality. Although this is budget is not sufficient. |
| | | | Ndwedwe to establish waste management tariff structure. |
| Goal 7 | Provide measures to remediate contaminated land. | Assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites. | Ndwedwe Municipality need to identify illegal dump sites within its jurisdiction. This information will be utilised for rehabilitation purposes and to plan for clean-up campaigns. |
| Goal 8 | Establish effective compliance with and enforcement of the Waste Act. | 50% increase in the number of successful enforcement actions against non-compliant activities. 800 EMIs appointed in the three spheres of government to enforce the Waste Act. | No EMIs are appointed within the Municipality to ensure compliance and enforcement of the Waste Act. There is a need for Ndwedwe Municipality to draft Waste Management by-laws. |

According to the Community Survey 2016, refuse removal for the Ndwedwe Municipality is in table below.

Table 73: Provision of waste in Ndwedwe local Municipality (Source Statistics SA Census, 2011)

| Provision of waste in Ndwedwe local Municipality (Source Statistics SA Census, 2011) | | | | | | |
|--|-------------------------------|---|---|--|---|---|
| Ward | Number of Households per ward | Number of households receiving waste collection services at least once a week | Number of households whose refuse is collected from a central collection point at least once a week | Number of households with supervised disposal of waste on site | Number of households not receiving waste services | Total number of households with access to waste collection services |
| 1 | 1997 | 411 | 158 | None | 1429 | 569 |
| 2 | 1095 | 9 | 8 | None | 1078 | 17 |
| 3 | 2992 | 152 | 33 | None | 2807 | 185 |
| 4 | 1304 | 23 | 5 | None | 1276 | 28 |
| 5 | 1310 | 40 | 183 | None | 1087 | 223 |
| 6 | 1912 | 31 | 45 | None | 1835 | 76 |
| 7 | 983 | 7 | 12 | None | 964 | 19 |
| 8 | 1472 | 22 | 6 | None | 1444 | 28 |
| 9 | 1038 | 9 | 153 | None | 847 | 162 |
| 10 | 1481 | 31 | 13 | None | 1438 | 44 |
| 11 | 7747 | 42 | 1 | None | 1451 | 43 |
| 12 | 2171 | 52 | 226 | None | 1892 | 278 |
| 13 | 1608 | 60 | 9 | None | 1539 | 69 |
| 14 | 1119 | 22 | 3 | None | 1094 | 25 |
| 15 | 1468 | 16 | 26 | None | 1426 | 42 |
| 16 | 1377 | 17 | 12 | None | 1349 | 29 |
| 17 | 1348 | 46 | 15 | None | 1288 | 61 |
| 18 | 1384 | 39 | 21 | None | 1324 | 60 |
| 19 | 1646 | 40 | 51 | None | 1555 | 94 |
| Total | 29200 | 1069 | 980 | None | 27123 | 2052 |

Table 74: Refuse removal in Ndwedwe (Community Survey, 2016)

| Indicator | Sub Indicator | Households | % of total households |
|----------------|---|------------|-----------------------|
| Refuse removal | Local authority/Private/community members at least once a week | 312 | 0.9% |
| | Local authority/Private/community members less often than once a week | 70 | 0.2% |
| | Communal refuse dump | 1 527 | 4.6% |
| | Own refuse dump | 29 379 | 87.7% |
| | Dump or leave rubbish anywhere (no rubbish disposal) | 1 817 | 5.4% |
| | Other | 395 | 1.2% |

Summary of the Status, backlogs, Needs and Priorities for Solid Waste Collection, Removal & Disposal

STATUS QUO OF WASTE DISPOSAL

The Ndwedwe Municipality waste management function is currently under the Community Services Department. The municipality has a designated Waste Management Officer (WMO). As part of the waste management function, this has been outsourced to Liana Consulting for a period of three years starting from April 2020 to March 2023 for the collection from skip bins and disposal to the landfill site. The Municipality aspires establish a Buy-Back station Center or a Recycling Centre within the Ndwedwe Town-village. However, this solely depends on the acquisition of land since there exists a grey area on the ownership between the Municipalities or on Ingonyama Trust Board (ITB). The Centre will be budgeted for in the new financial year 2021/2022. The establishment of the aforementioned Centre, (the feasibility study has been done and thus this is still at its inchoate stage), will give a cogent and a clearer expression to the Waste Management 3R's concept, viz. reduce, reuse and recycle. This establishment has a potential of creating jobs for the local communities who may be interested in waste recycling and henceforth, the Department will have tapped on one of the government initiatives of hunger reduction amongst the poor and the unemployed.

Disposal of Solid Waste, Removal & Collection

The Ndwedwe Municipality is currently using eThekweni Municipality landfill site which is through a service provider that disposes of the waste. There is no public landfill site currently in existence within the Ndwedwe Municipality and within the iLembe District for that matter and only one landfill site is privately owned within the District. On the contrary, Waste Management Act promotes the reduction of the number of the landfill sites developed within a specific region. In that light, a need exists for the Municipality to consider developing their own landfill site or supporting the idea of developing a regional landfill site which will be shared by all the Local Municipalities under the iLembe District Municipality, and the latter will be preferred to the former.

Currently, waste management at the municipality is carried out using a system of skips which are left at strategic places in the local municipality, with a reliance on the community to drop waste off inside

the skips. Skips are then collected by Liana Consulting Waste Management company and waste is offloaded at one of the landfill sites within eThekweni Metro. An average of twenty-six skips per month are collected from the municipality. There are no waste disposal facilities within the municipality. All collected waste is disposed of in eThekweni.

The Municipality provides receptacle tanks for storage in a form of skip bins, wheelie bins and refuse bags for the households and strategic places of generation for the collection of waste.

The municipal truck operator collects waste on daily basis from Ndwedwe 19 wards Monday to Friday. Liana Consulting collects the skip bins on a weekly basis from all nodal points to main landfill site in eThekweni Metro. The municipality is being serviced for collection, clearing and cleansing of Ndwedwe municipal area by the EPWP beneficiaries 14, and 22 green deeds beneficiaries collaboratively, out of this 22 people 7 of them are door-to-door campaigners teaching about importance of waste collection, minimization reduction and recycling of waste. Ndwedwe municipality also services the shopping complex such as Boxer Cash and Carry and all other departments herein.

OWNERSHIP OF THE WASTE DISPOSAL SITE

The municipality does not have a disposal site hence we have started with the establishment of the waste transfer station. The municipality has made arrangements with the eThekweni Municipality pertaining to this service.

THE STATE OF WASTE DISPOSAL SITE (ENGINEERING, AUDITING, LIFESPAN, LICENCED)

This is not applicable, since we do not have the site.

UPDATED COUNCIL APPROVED IWMP

The municipality reviewed and adopted the IWMP by Council on the 31 March 2022.

IMPLEMENTATION OF THE IWMP

The Municipality has adopted its IWMP on 31 March 2022, the Waste plan is currently being reviewed. The IWP has been forwarded to the Department of Economic Development Tourism and Environmental Affairs for approval, as required by the NEM: Waste Act. The table below outlines the implementation plan of the Ndwedwe IWMP.

Table 75: IWM Plan

| Target | Actions | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--|------|------|------|------|------|
| Waste collection and transportation | Ensure 100% collection in rural and informal areas | | | | X | |
| | Random collection monitoring to improve service quality | X | | | | |
| | Extending entrepreneur programme to un-serviced rural areas | X | | | | |
| | Establish central collection nodes | | | X | | |
| | Community entrepreneurs to be supported on collections in certain wards | X | | | | |
| | Establish waste co-operatives in areas with no community entrepreneurs | | | X | | |
| | Municipality to develop a core collection capacity in the Municipality | | X | | | |
| | Provide bin liners to households in higher density areas | | | | X | |
| | Develop waste transporter and waste handler database. | | X | | | |
| Waste minimisation, recycling and reduction | Pre-sorting waste as it arrives at the transfer station | | | | | X |
| | Establishment of a drop off centre | X | | | | |
| | Registration of recyclers and annual audits | | X | | | |
| Waste treatment, disposal, including regionalisation | Establish composting initiatives within the Municipality. | | X | | | |
| | Establish composting initiatives at transfer stations | | | X | | |
| Waste management information | Gathering of waste information through waste auditing | X | | | | |
| | Submission of regular reports to SAWIS | X | X | X | X | X |
| | To conduct annual waste sampling, or whenever necessary | | X | | | |
| | To establish a waste recycler database | X | | | | |
| Institutional capacity | Appoint a Municipal Waste officer/ manager | X | | | | |
| | Capacity building and awareness | X | X | X | X | X |
| | Re-allocation of roles and responsibilities as per the revised organogram | | X | | | |
| | Develop/update waste management By-Laws | X | | | | |
| | Members of Council to be fully aware of waste management, its function, legal aspects and resource requirements (on an on-going basis) | X | X | X | X | X |
| Financial arrangements | Access grant funding for waste services and allocate budget for waste services in line with the IWMP implementation plan. | X | X | X | X | X |

| | | | | | | |
|---------------------------|---|---|---|---|---|---|
| | Ongoing monthly reporting on the cost of waste management | X | X | X | X | X |
| | Update indigent register annually | X | | | | |
| Monitoring and compliance | Compliance monitoring | X | | | | |
| | Establish Public feedback loop | X | | | | |
| | Appoint and capacitate staff to enforce waste By-Laws | | X | | | |

WASTE AWARENESS & RECYCLING INITIATIVES BY EPWP

The recycling in Ndwedwe was identified as the critical program to be implemented by the municipality. As part of the EPWP, the Municipality appointed a number of people since January 2014 to assist in collection and disposal of waste to skip bins within Ndwedwe town. The large quantities of waste that is generated by the communities in areas and around town is being recycled.

The municipality has appointed 80 EPWP beneficiaries and 22 green deeds beneficiaries collaboratively, out of this 22 EPWP, 7 of them conduct door to door campaigning and teaching about importance of waste collection, minimization reduction and recycling of waste

The EPWP collects waste from every ward 5 times a week as a recycling initiative. The municipality has budgeted for a waste Buy Back Centre for the community of Ndwedwe. Then from time to time there are wards beneficiaries on the EPWP contracted workers who collects in their wards and notify of illegal dumps. Most illegal dumps that have been identified have been converted into beauty spots, gardens and public green spaces to encourage communities to care for them and keep them in good state through “*Not in My Back-Yard*” policy that prohibits litter and waste on the neighborhood.

SYSTEM TO DIVERT WASTE FROM THE LANDFILL SITE

The NLM does not have a system to divert waste from the Landfill site.

SWOT ANALYSIS FOR SOLID WASTE MANAGEMENT

Table 76: Solid Waste management SWOT Analysis

| Strengths | Weaknesses |
|---|--|
| <p>Integrated Waste Management Plan is in place.</p> <p>A designated and permanently Waste Management Officer is employed reporting to Manager Community and Social Services.</p> <p>One Waste Management Truck Operator has been employed.</p> <p>The Provincial Department of Environmental Affairs has assisted the municipality with beneficiaries that assist in the waste collection, greening and the general cleanliness of the Municipality throughout its 19 Wards.</p> <p>Budget has been put aside for the waste management function.</p> <p>Municipal structures are in place for reporting.</p> | <p>Lack of prioritization of waste management needs by the Municipality.</p> <p>Lack of recycling initiatives through the establishment of the Buy-back Centre.</p> <p>Lack of a Waste Management Information System and hence, lack of waste generation data.</p> <p>Vacant posts are not being filled in the organogram resulting on the dependence on the EPWP and DEA beneficiaries.</p> <p>Lack of awareness initiatives thus resulting in illegal dumping within the Wards.</p> <p>Concentration of services only in the nodal points.</p> |
| Opportunities | Threats |
| <p>Establishment of a Buy-back/ Recycling Centre/ station and thus creating work opportunities.</p> <p>The filling of the vacant permanent posts.</p> <p>In-sourcing of the waste collection and disposal function and thus redirecting all the funding from service providers to the employed staff.</p> <p>Charging tariffs from the business community and departments thus enhancement of revenue.</p> <p>Achievement of the integrated solid waste management based on the 3R approach.</p> | <p>Non- adherence and non-compliance to the Constitutional mandate, Section 24 of the Constitution.</p> <p>Subjecting communities to an unhealthy environment.</p> <p>Institutionally contributing to the spread of infectious diseases.</p> <p>Increase in illegal dumping.</p> <p>Lack of the political buy-in on Waste Management issues.</p> <p>Lack of knowledgeable and qualified human capital.</p> <p>Lack of resources (financial and human) .</p> <p>A tarnished image of the municipality.</p> |

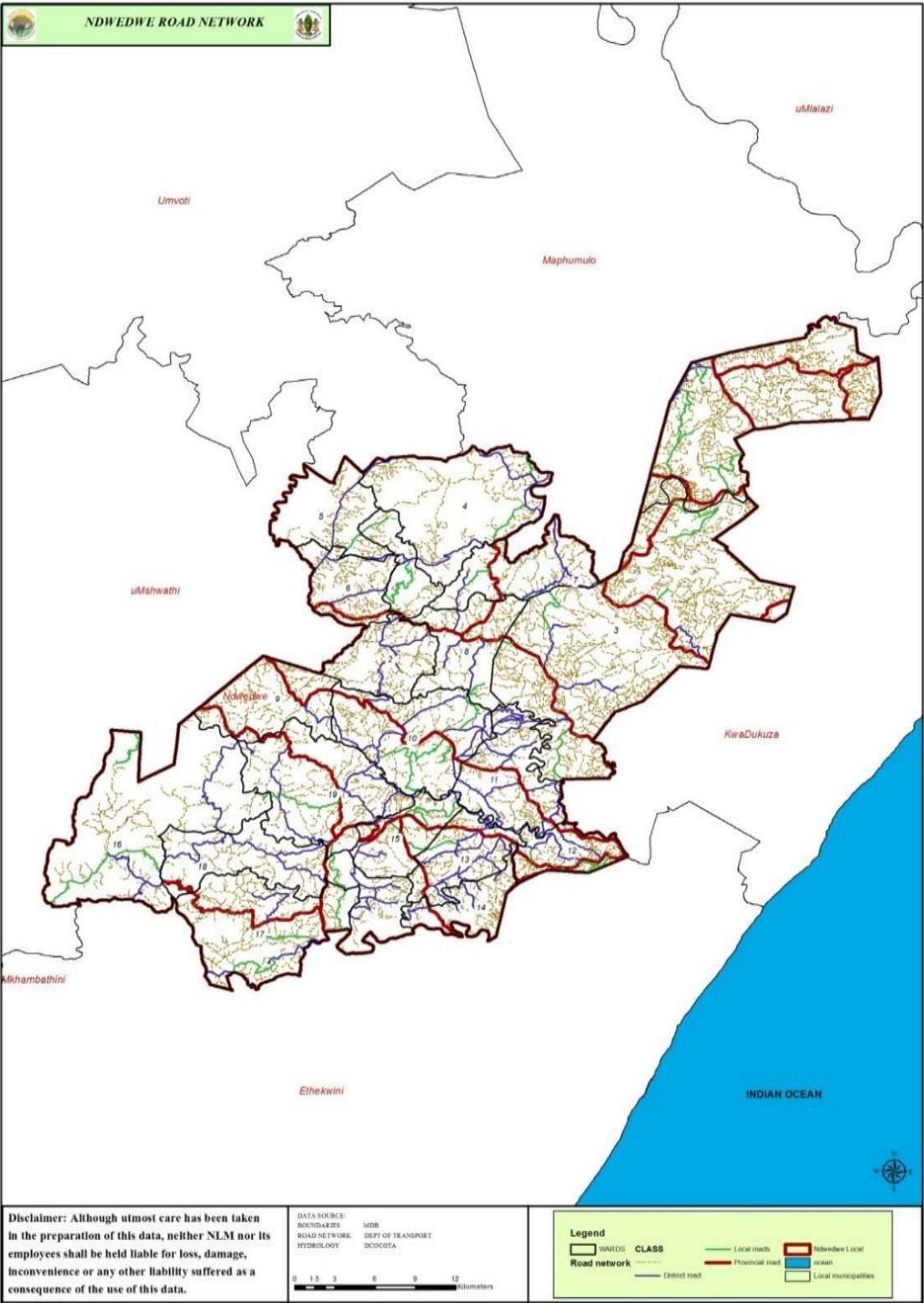
C.5.3 TRANSPORTATION INFRASTRUCTURE

EXISTING AND FUTURE TRANSPORTATION INFRASTRUCTURE

Existing and Future Transport Infrastructure Transportation Infrastructure includes status of repairs, such as roads, railways, airfields/airports indicated on legible maps (including municipal, provincial and national road maps).

Ndwedwe Local Municipality is located approximately 30 kilometres west of the N2 and the King Shaka Airport which are both national assets the King Shaka Airport and the Sea. Thus far, the location of NLM in close proximity to this precious resource in a form of a Sea and the Airport has not materialized into major job creation and economic spin offs for communities residing within its area of jurisdiction. The King Shaka Airport and Dube Trade Port provides an opportunity for exporting some of the products generated locally including beneficiation. In the vicinity of the Airport, there is also the Dube Trade Port (DTP) which offers massive economic opportunities for those in close proximity. 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.

Map 20: Road Networks



ROAD NETWORK MAP 2014

There are a number of Provincial Routes that traverses the Municipality. Connectivity within the municipality is limited unfortunately, with easier and faster routes situated outside the municipal area utilised to reach different areas in the municipality. The main access routes to the municipality include the following, which are also the only blacktop surfaces:

- The existing R74 from Stanger via Ashville to Kranskop
- The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg
- The P100 from Verulam to the Ndwedwe Village and back to Inanda

The majority of the households in the Ndwedwe area have access to roads within 2,5km or less. This however does not paint the true picture of transport accessibility in the area, as many of these roads are poorly maintained or designed, causing vehicle access to the adjacent or nearby areas to be problematic, especially considering that most roads are gravel and becomes dangerous during wet season in the areas with extreme topographical features within Ndwedwe Municipality.

INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE

The institutional responsibility for transport infrastructure is categorised as national, provincial and local on the maps. The provincial Department of Transport (DoT) has the responsibility to provide planning of public transport infrastructure. The Ndwedwe Local Municipality has the responsibility to provide for road provision and maintenance.

The Ndwedwe Municipal currently has no Integrated Transport Plan in place. The Municipality is responsible for the preparation of Integrated Transport Plan (ITP) for its communities, albeit the non-existence of the Plan. The plan will be developed during the 2022/2023 financial year.

PROVISION OF NEW ROADS AND RELATED FACILITIES

The table below indicates the new planned roads infrastructure projects for the new 2022/2023 financial year.

Table 77: PLANNED ROADS INFRASTRUCTURE PROJECTS

| Projects | Annual Target | Budget for the Year | Source of Funding | Wards |
|---------------------------------------|---|---------------------|-------------------|--------|
| Ngonyameni Access Road | 3.7km construction to be completed (Road layer works, culvert pipes, gabions and stone pitching) by 30 June 2021 | R 6 364 190.68 | MIG | 18 |
| Zondo Access Road | 2.3km construction to be completed (Road layer works, culvert pipes and gabions) by 30 June 2021 | R 4 393 893.96 | MIG | 15 |
| Nhlabamkhosi to Epitsini Access Road | 2km construction to be completed (Road layer works, culvert pipes and gabions) by 30 June 2021 | R 5 216 829.58 | MIG | 13 |
| Nembeni Access Road | 2.9km construction to be completed (Road layer works, culvert pipes and gabions) by 30 June 2021 | R 5 904 482.20 | MIG | 9 |
| Etsheni Access Road | 2.5km construction to be completed (Road layer works, drainage systems and gabions) by 30 June 2021 | R 3 093 304.50 | MIG | 7 |
| Gudlintaba Access Road | 1,75km construction to be completed (layer work, drainage systems and ancillary works) by 30 June 2021 | R 1 000 000.00 | MIG | 17 |
| Ndwedwe Municipal Offices Phase 2 | Construction to be completed - Foundation, internal road, building walls, roofing, plumbing, parking, electrification and fencing to be completed by 30 June 2021 | R 12 000 000.00 | Internal | 15 |
| Ndwedwe Testing Station Intersection | Construction to be completed - Design report, tender document, roads network/intersection and signals/robots to be completed by 30 June 2021 | R 7 000 000.00 | Internal | 6 |
| Rehabilitation of Ward 16 Access Road | Ward 16 access road (Concrete slab and drainage system) to be completed by 30 June 2021 | R 900 000.00 | Internal | 16 |
| Rehabilitation of Ward 17 Access Road | Ward 16 access road (Concrete slab and drainage system) to be completed by 30 June 2021 | R 900 000.00 | Internal | 17 |
| Rehabilitation of Ward 11 Access Road | Ward 16 access road (Concrete slab and drainage system) to be completed by 30 June 2021 | R 900 000.00 | Internal | 11 |
| Ndwedwe Street Lights | Installation of Noorsdburg hall high mast light and upgrading of Ndwedwe street lights to be completed by 30 June 2021 | R 1 900 000.00 | | 6,15,9 |

Provision Of New Roads, Facilities & Operational & Maintenance Plan Existing & New Roads

Ndwedwe Local Municipality is responsible for some of the new roads and maintaining the existing roads. The Ndwedwe Asset roads maintenance plan is attached as **Annexure K**. The asset roads maintenance plan provides a structure within which to strategically manage the maintenance and to optimize the life cycle of the Municipality's assets in accordance with service delivery requirements and towards achieving the needs of the communities that the Municipality is responsible for the key objectives are as follows:

- Assets are maintained to perform the optimum levels during their life cycle, reducing service disruptions and losses due to failure
- Critical areas are identified early and managed
- Performance of assets is reviewed to suit service delivery and to ensure assets are fit for the purpose
- The costs of maintaining the assets over their life cycle is quantified and justified
- Information is gathered to assist future decision - making and budgeting

Maintenance has been categorized according to why and when it happens as:

Table 78: Maintenance Categorized

| | |
|----------------------------------|--|
| Backlog Maintenance | Maintenance that is necessary to prevent deterioration of the asset or its function, but which has not been carried out |
| Planned Maintenance | Maintenance work to prevent failure of the assets during its life cycle |
| Corrective Maintenance | Performed because of failure, to restore an item or asset to its original state or condition, as far as practicable. Corrective maintenance may or may not be programmed |
| Preventative Maintenance | Performed to retain an item or asset to its original condition as far as practicable by providing systematic inspection, detection prevention of incipient failure. |
| Emergency Corrective Maintenance | Outside of routine maintenance and works program that must be initiated immediately for health, safety, security or hazard reasons or that may result in the rapid deterioration of the plant or material or equipment if undertaken |
| Deferred Maintenance | Maintenance planned to be carried out in the current financial year, but due to shortage of funds and or unforeseen circumstances is not carried out and added to the Backlog Maintenance awaiting attention. |

The following is a list of Ndwedwe Municipality roads in the 2018/19 and 2019/20 financial year

Ndwedwe Municipal Roads in the 2018/2019

Nhlabamkhosi Access Road Ward 13

Noordsburg access road Ward 6

Ntabakhathaza access road Ward 2

Dabeka access road Ward 1

Nkalangwe access road Ward 10

Ndwedwe Municipal Future Roads in the 2019/2020

Nambithane access road Ward 5
Chamani access road Ward 16
KwaNovimba access road Ward 18
Gudlintaba access road Ward 17
Ethafeni access road Ward 8
Zesuliwe access road Ward 7
Mwolokohlo access road Ward 11

Ndwedwe Municipal in progress in the 2021/2022

Ngonyameni access road Ward 18
Nhlabamkhosi to Epitsini access road Ward 13
Zondo access road Ward 15
Nembeni access road Ward 9
Etsheni access road Ward 7

ADOPTED LOCAL INTEGRATED TRANSPORT PLAN

The Ndwedwe Municipal currently has no Integrated Transport Plan in place. The Municipality is responsible for the preparation of Integrated Transport Plan (ITP) for its communities, albeit the non-existence of the Plan. The plan will be developed during the 2022/2023 financial year.

Last Review of the Integrated Transport Plan

The review of the ITP is not applicable to Ndwedwe Municipality as there is no Integrated Transport Plan in place.

PROVISION OF A LINK TO THE ITP

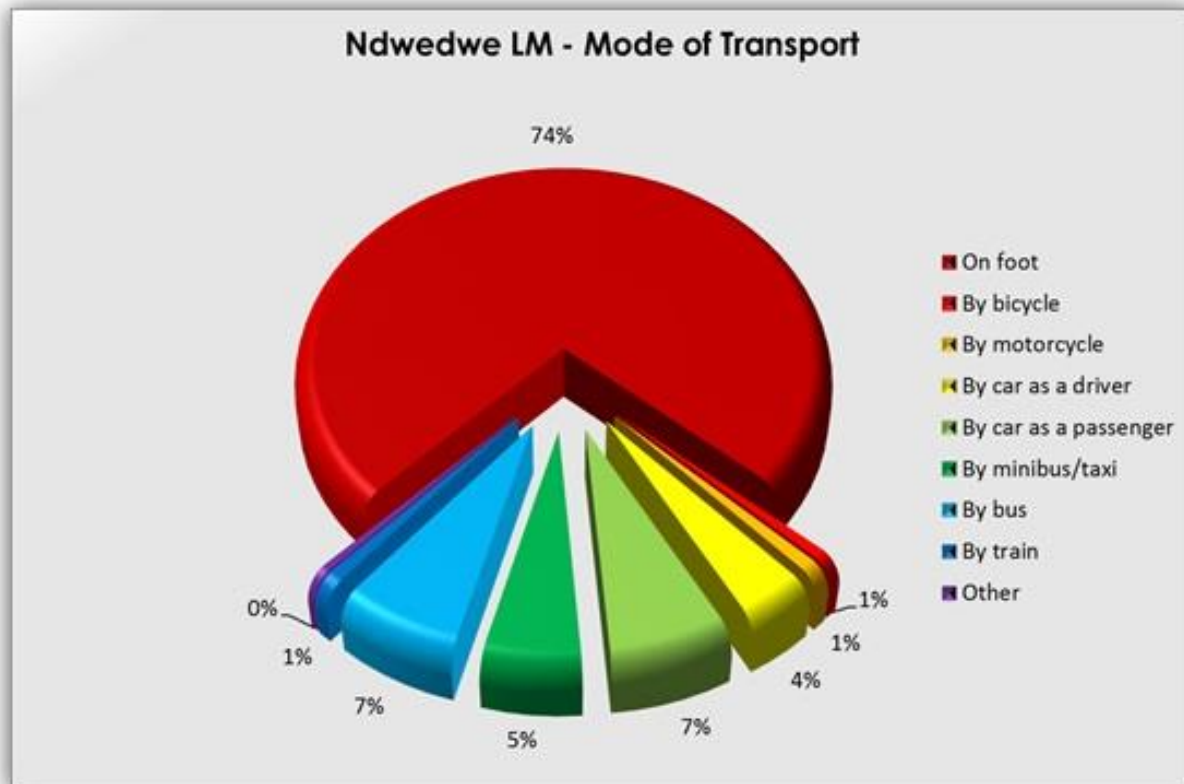
No link.

SITUATIONAL ANALYSIS

From the statistical distribution of modes of transports mainly utilised by residents, it is evident that the largest portion of the Ndwedwe population (74%) are dependent on travelling by foot and thus with no or limited access to affordable public transportation. This implies first of all, the lack of funds to utilise public transport, or the lack of an adequate public transport system. This also relates to the remoteness of some of the areas, as limited road infrastructure exists which allows taxis or buses to reach these remote areas.

The three aspects combined, is an indication of the poverty levels of this area. With the high dependency on the lower order nodes, it is necessary to ensure proper transport infrastructure exist, especially with the view of creating economic growth in the Municipality, which positively affects everybody. Should the residents not have proper access to opportunities; the initiatives will not be successful.

Figure 10: Mode of Transport (Source: Stats SA, 2011 Census)



3.5.4 ENERGY

The table below illustrates energy sources used by households of iLembe District for cooking purposes. It should be noted that provision of electricity is a function of Local Municipalities and Eskom. It is estimated that 148 078 out of 191 369 households have a supply of electricity for cooking purposes listed as follows:

Table 79: Energy Source used by Households

| ENERGY SOURCE | MANDENI | KWADUKUZA | NDWEDWE | MAPHUMULO |
|---------------|---------|-----------|---------|-----------|
| Electricity | 39 739 | 82 934 | 16 709 | 8 696 |
| Gas | 1 406 | 3 070 | 1 094 | 559 |
| Paraffin | 514 | 1 797 | 8914 | 255 |
| Wood | 3 853 | 2 830 | 15 098 | 10 823 |
| Coal | 0 | 24 | 0 | 0 |
| Other | 13 | 53 | 53 | 141 |
| None | 60 | 326 | 34 | 51 |

ELECTRICITY/ENERGY PROVIDER

Eskom is the sole supplier of electricity in the Ndwedwe Local Municipality. ESKOM supplies electricity directly to all wards and is a licensed electricity distributor to Ndwedwe.

ADOPTION OF ELECTRICITY PLAN

The NLM is the implementing agent for Eskom. The municipality is responsible for the construction and hand over of the project to Eskom, Eskom is responsible for the outages. After the work is completed, Eskom registers the work completed into their assets register. Eskom is responsible to develop and adopt an Electricity Plan for the Ndwedwe Local Municipality.

OPERATIONS AND MAINTENANCE FOR ELECTRICITY

The Eskom is responsible for Operations and Maintenance for electricity.

PLANNING FOR SCHEDULE 5B PROJECTS

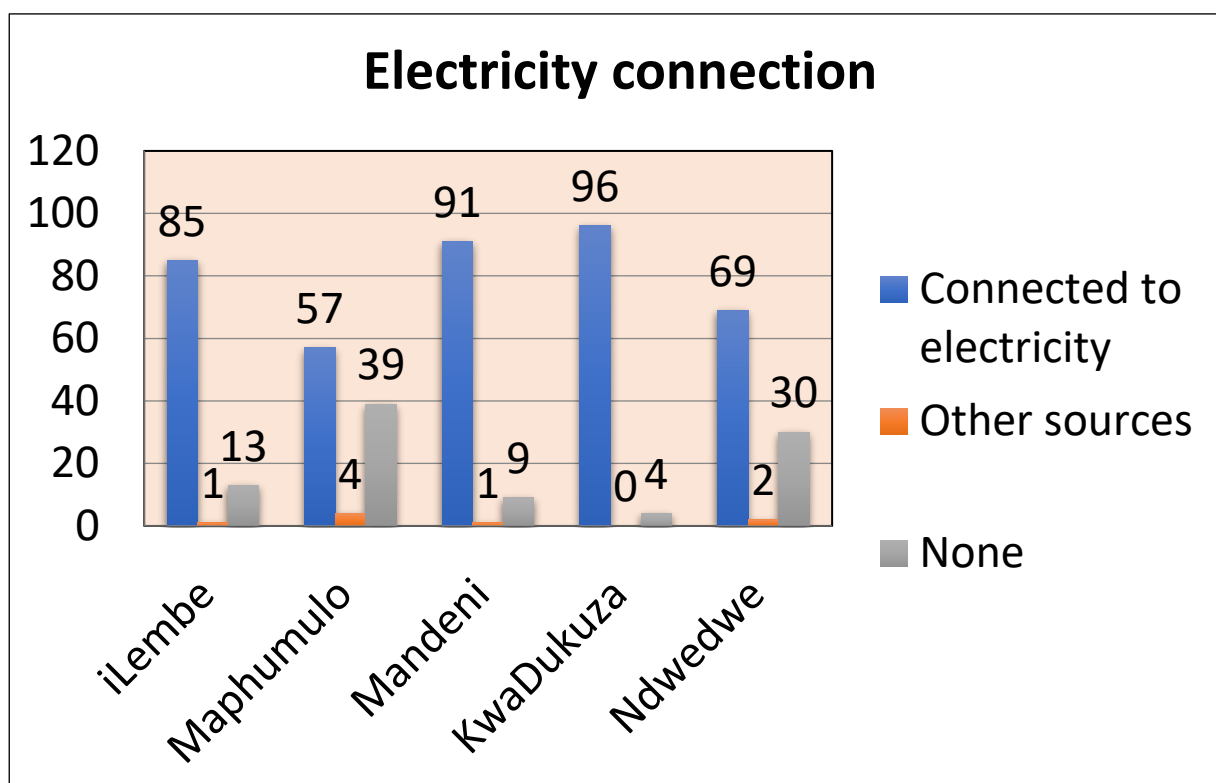
The project coordinators from Eskom are responsible Planning for Schedule 5B Projects.

SUMMARY OF THE STATUS, BACKLOGS, NEEDS AND PRIORITIES

The Census Data (2001 and 2011) does not distinguish between population with and without electricity, and it is therefore difficult to determine exactly which households are connected to the power grid. In order to estimate access to electricity, statistics related to using electricity for lighting purposes was used. Ndwedwe Municipality is well serviced with electrical infrastructure. A high voltage line traverses the municipal area in an east west direction, from which a number of medium voltage lines provides the opportunity to install reticulation lines all over the municipal area (Map 21 below shows electricity distribution within Ndwedwe Municipality).

Wards 1 and 12 have the highest levels of access in 2011 as compared to 2001 which wards 1, 3 and 15 had the highest access, with the majority of wards in the municipality which have less than 30% access. It is noticeable that the levels of access to electricity have increased in all the wards, and although implementation is slow, there is definite progress visible. Wards 7, 8, 10, 11, 16, 18, and 19 require desperate intervention regarding electricity provision. The tables above illustrate energy source used by households for cooking and lighting purposes. It is estimated that only 112573 and 102633 household have a supply of electricity for lighting and cooking purposes respectively.

Graph 8: Electricity Connection



Source: Community Survey 2016 Stats SA

Table 80: Household access to electricity at Ndwedwe municipality (Community survey, 2016)

| Indicator | Sub indicator | Households | % of total households |
|---------------------------------|---|------------|-----------------------|
| Household access to electricity | In-house conventional meter | 2 881 | 8.5% |
| | In-house prepaid meter | 19 767 | 58.3% |
| | Connected to other source which household pays for | 432 | 1.3% |
| | Connected to other source which household is not paying for | 176 | 0.5% |
| | Solar home system | 0 | 0.0% |
| | Other | 555 | 1.6% |
| | No electricity | 10 071 | 29.7% |

Table 81: Energy sources for cooking within Ndwedwe Municipality (Community Survey, 2016)

| Indicator | Sub indicator | Households | % of total households |
|-----------------------------------|--|------------|-----------------------|
| Main source of energy for cooking | Electricity from mains | 16 709 | 49.9% |
| | Other source of electricity (e.g. generator etc) | 53 | 0.2% |
| | Gas | 1 094 | 3.3% |
| | Paraffin | 894 | 2.7% |
| | Wood | 15 098 | 45.1% |
| | Coal | 0 | 0.0% |
| | None | 34 | 0.1% |

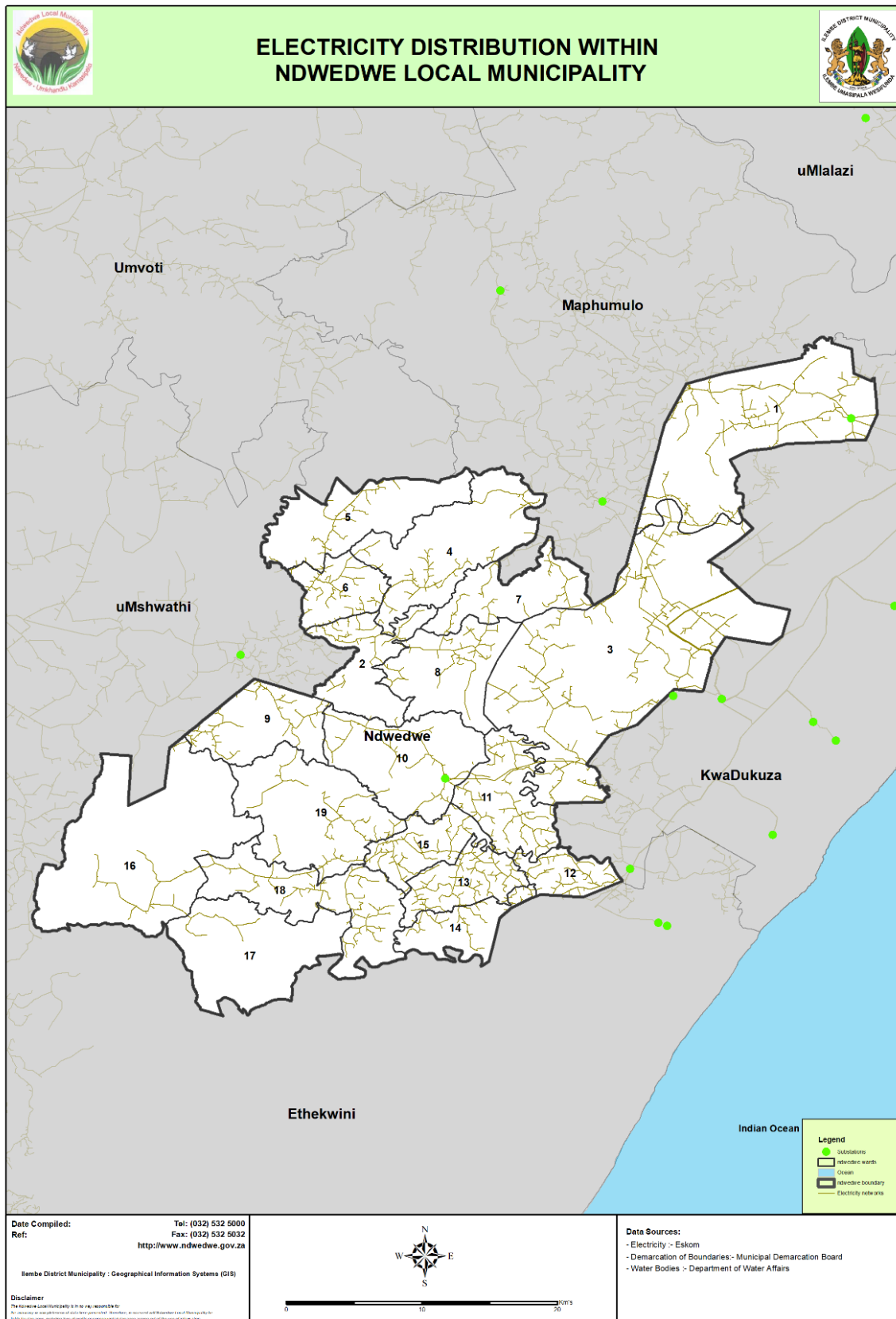
PRIORITIES FOR ELECTRIFICATION PROJECTS

The graph below indicates Ndwedwe local municipality planned electrification projects for the new 2022/2023 financial year.

Table 82: Electrification Projects

| Projects | Annual Target | Budget for the Year | Source of Funding | Wards |
|------------------------------------|--|---------------------|-------------------|--------|
| Electrification Ward 1 & 4 | Construction of electrification infrastructure to 450 connections by 30 June 2021 | R 10 000 000.00 | INEP | 1&4 |
| Electrification Mangangeni Ward 19 | Construction of electrification infrastructure to 145 connections by 30 June 2021 | R 4 000 000.00 | INTERNAL | 19 |
| Ndwedwe Street Lights | Installation of Noorsdburg hall high mast light and upgrading of Ndwedwe street lights to be completed by 30 June 2021 | R 1 900 000.00 | | 6,15,9 |

Map 21: Electricity distribution within Ndwedwe Municipality



CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH THE RELEVANT SECTOR AND SERVICE PROVIDERS

C.5.5 ACCESS TO COMMUNITY FACILITIES

The following section describes the social infrastructure within the municipality. The accessibility analysis considers distances from facilities, but along roads, and not direct distances, as localized challenges hamper movement. The overleaf map illustrates the access to social / community facilities.

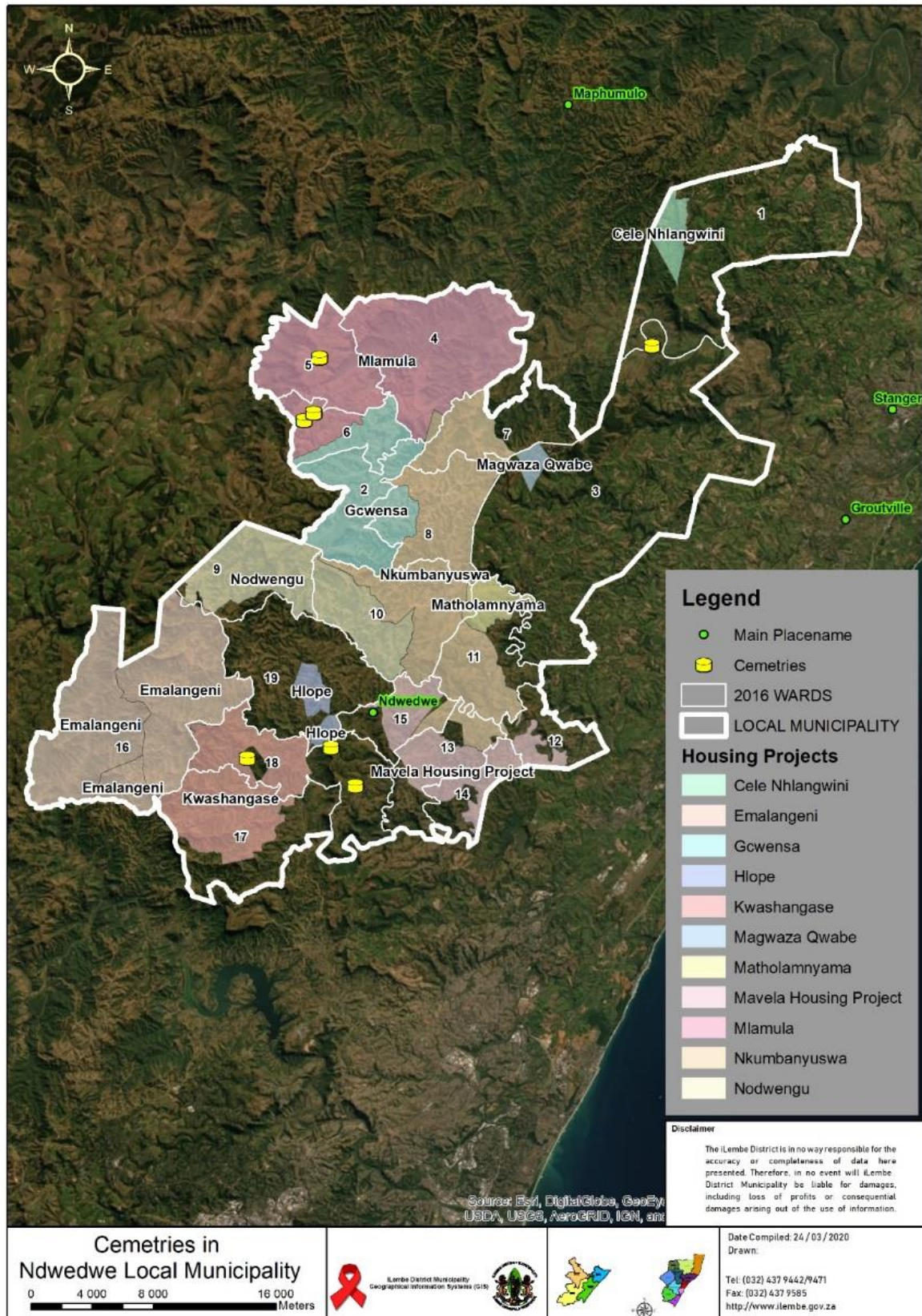
PROVISION OF CEMETERIES/CREMATORIA

The municipality has developed and adopted a Cemeteries/Crematoria policy on 31 March 2022. A study has also been conducted.

SUFFICIENT AUTHORIZED CEMETERY SITES

The municipality does not have sufficient authorised cemetery sites. The municipality intends to secure land to develop a new Cemetery site.

Map 22: Cemeteries (Informal burial sites)



The above Cemeteries map illustrates the Ndwedwe municipal areas informal burial sites that is currently being used by the community, such as: church's, residents' homes and homesteads. Ndwedwe Municipality has a Pauper and burial policy and Indigent Policy are attached as **Annexure J** for the indigent community members. The Policy was adopted and approved by Council in the current financial year. A copy of Cemetery Feasibility Study is attached at **Annexure J1**.

SUMMARY OF THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR COMMUNITY FACILITIES

Early Childhood Development (ECD's):

- Ndwedwe Local Municipality acknowledges that the Early Childhood Development (ECD's) is a function of Local Government, Provincial and National Government. However, it seeks to align and adhere to national and provincial legislation guides.
- In terms of the Constitution of the Republic of South Africa, the Municipal Systems Act No. 32 of 2000 and the Children's Act No. 38 of 2005, local government is responsible for the:
 - Provision of basic services, including water and sanitation, to communities.
 - Contributing to the realisation of rights set out in the Constitution, including health care services, food and water, and social security.
 - Development of policies and laws governing childcare facilities, including child-minder services.
 - Municipal planning and spatial development, including providing and regulating land used for childcare facilities and for safe and adequate play and recreation facilities; and
 - Where the provincial Department of Social Development assigns responsibility to municipalities for the provision of partial care services as provided for in section 88 of the Children's Act, No.38 of 2005 then municipalities are responsible for the provision (including the registration, regulation, and monitoring and evaluation for compliance with norms and standards) of partial care and early childhood development programmes that take care of more than six children on behalf of their parents or caregivers for a specific number of hours. The following is the status of ECD's Centres in KZN.

Table 83: NDWEDWE LM ECD PROJECTS

| Projects | Annual targets | Budget Allocation | 2021/22 Funding | Wards |
|--|--|-------------------|-----------------|-------|
| Completion of Hloniphani Hall & Creche Ward 12 | Construction to be completed - (Paving, Security guard house and fencing for the Creche) by 30 June 2021 | R 900 000.00 | Internal | 12 |

LIBRARIES

Although a standard for provision of libraries are included in the land use budget as prescribed by the erstwhile planning commission, the KZN Librarian Services indicated that these levels of provision are not at all achievable, and is not cost effective. In a densely populated city such as Durban these standards might be achievable, but in rural KZN it is difficult to provide a number of cost-effective libraries within the limited budget. The situation is constantly assessed and libraries are then provided

in close proximity to a concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached. According to information available from the Provincial Library Services, Ndwedwe Local Municipality is serviced with a single library recently constructed within Ndwedwe Village, and a mobile library servicing the Bhamshela Node. The library must also be equipped with internet café facility so that children will have controlled access to the internet for school projects and general research.

POLICE SERVICES

The municipal area is serviced by three police stations, located south of Bhamshela Node, Northwest of Ozwathini and within Ndwedwe. The greater majority of households are located at a distance greater than 10km from a police station. The more densely populated areas are situated within 20km radius from a police station, although mobile/satellite police stations can service areas near the node of Montebello and areas far west in the Emalangenilanga Area.

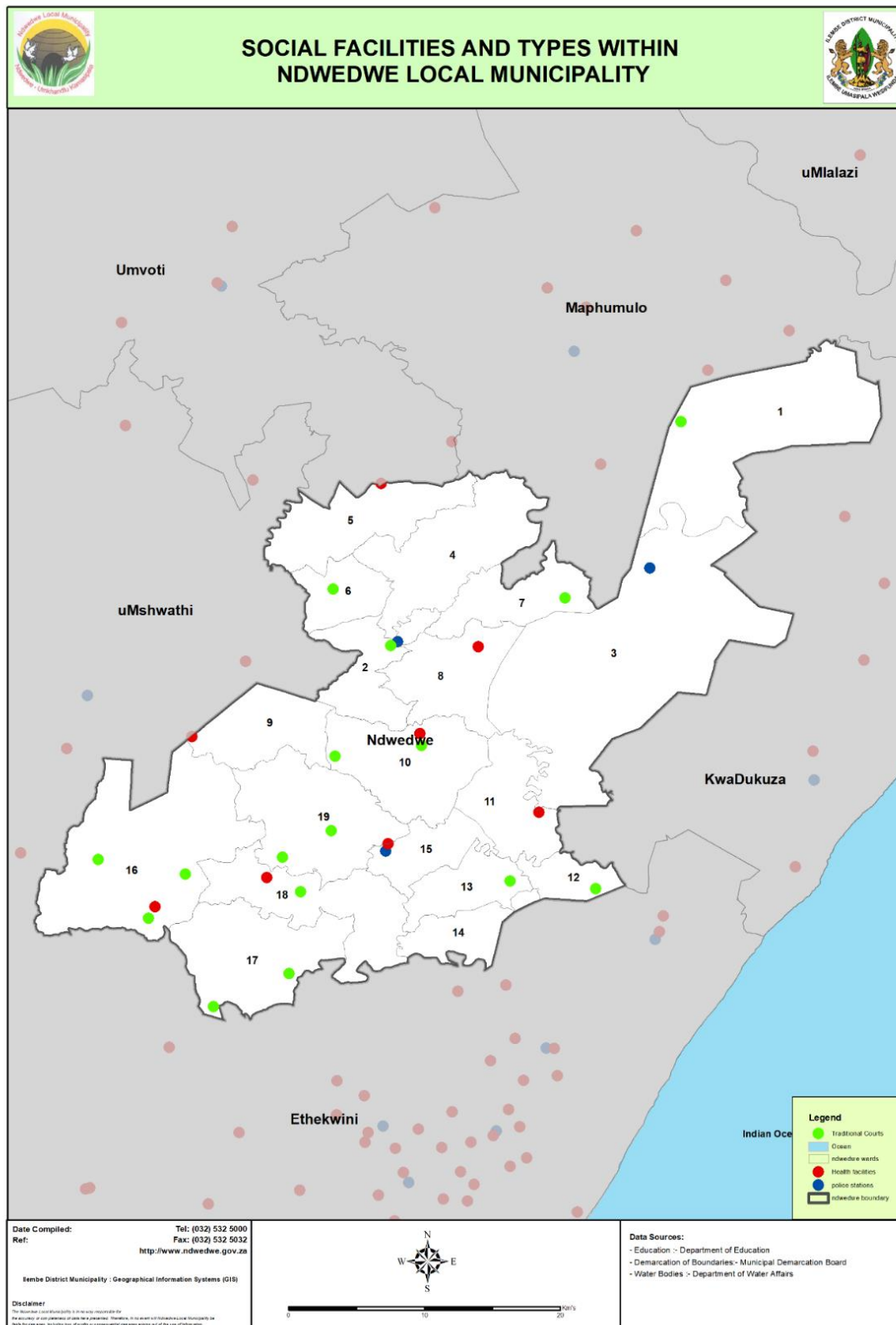
COMMUNITY HALLS

The Ndwedwe community halls to be constructed in the new financial year.

Table 84: Community Halls to be constructed in 2022/2023

| Projects | Annual targets | Budget Allocation | Funding source | Wards |
|----------------|--|-------------------|----------------|-------|
| Mthombisa CDC | Construction to be completed - (Site establishment, site clearance, foundation, building walls, roofing, plumbing and fencing) by 30 June 2021 | R2557 299.08 | MIG | 3 |
| Mangangeni CDC | Construction to be completed - (Foundation, Building walls, roofing, plumbing and fencing) by 30 June 2021 | R 1 100 000.00 | MIG | 19 |

Map 23: Community & Social Faculties

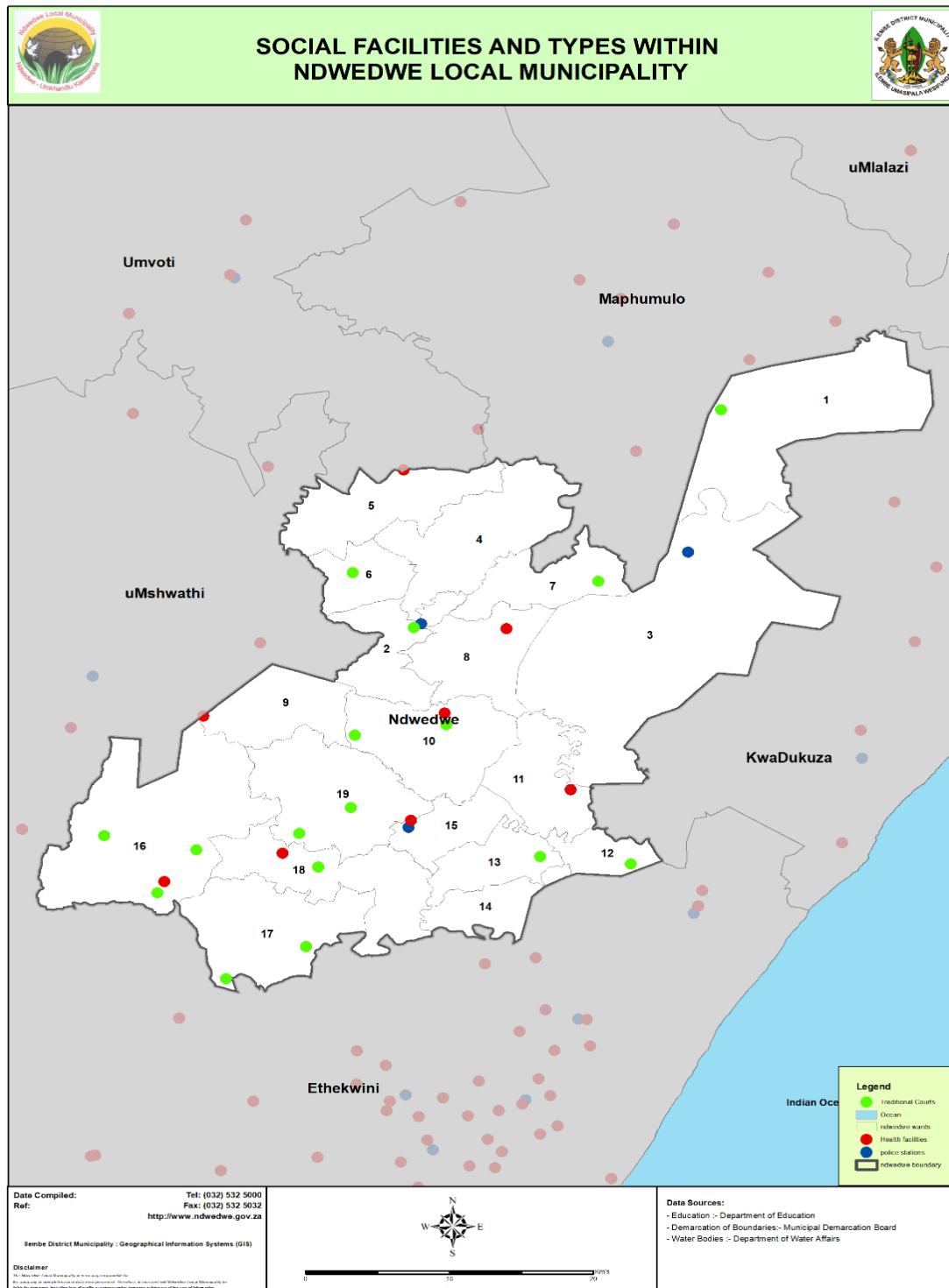


ANIMAL POUND

The municipality does not have an animal pound.

CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH THE RELEVANT SECTOR AND SERVICE PROVIDERS

Map 24: Community facilities



C.5.6 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".

Approximately 70% of Ndwedwe's population has access to housing however most of these structures are considered to be sub-standard. This therefore makes them more vulnerable to harsh climatic conditions which may occur. To this effect, a number of housing projects have been earmarked by Department of Human Settlements or the municipality. 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.

Table 85: Types of Main Dwelling

| | MAPHUMULO | MANDENI | KWADUKUZA | NDWEDWE | TOTAL |
|--|-----------|---------|-----------|---------|---------|
| <i>Formal (Built with concrete/bricks)</i> | 8 987 | 38 512 | 74 936 | 18 949 | 141 384 |
| <i>Traditional (Built with traditional materials, e.g. huts)</i> | 10 916 | 4 763 | 3 858 | 12 577 | 32 114 |
| <i>Informal (temporary structures)</i> | 621 | 1 631 | 11 628 | 2 290 | 16 170 |
| <i>Other</i> | - | 749 | 863 | 67 | 1 679 |

Most communities in Ndwedwe are poor and the houses are of sub-standard quality. This leaves most of the households vulnerable to natural disasters i.e. storms and flooding. The provision of alternative housing form especially rental housing and multi storey building need to be accommodated in the housing strategy for Ndwedwe.

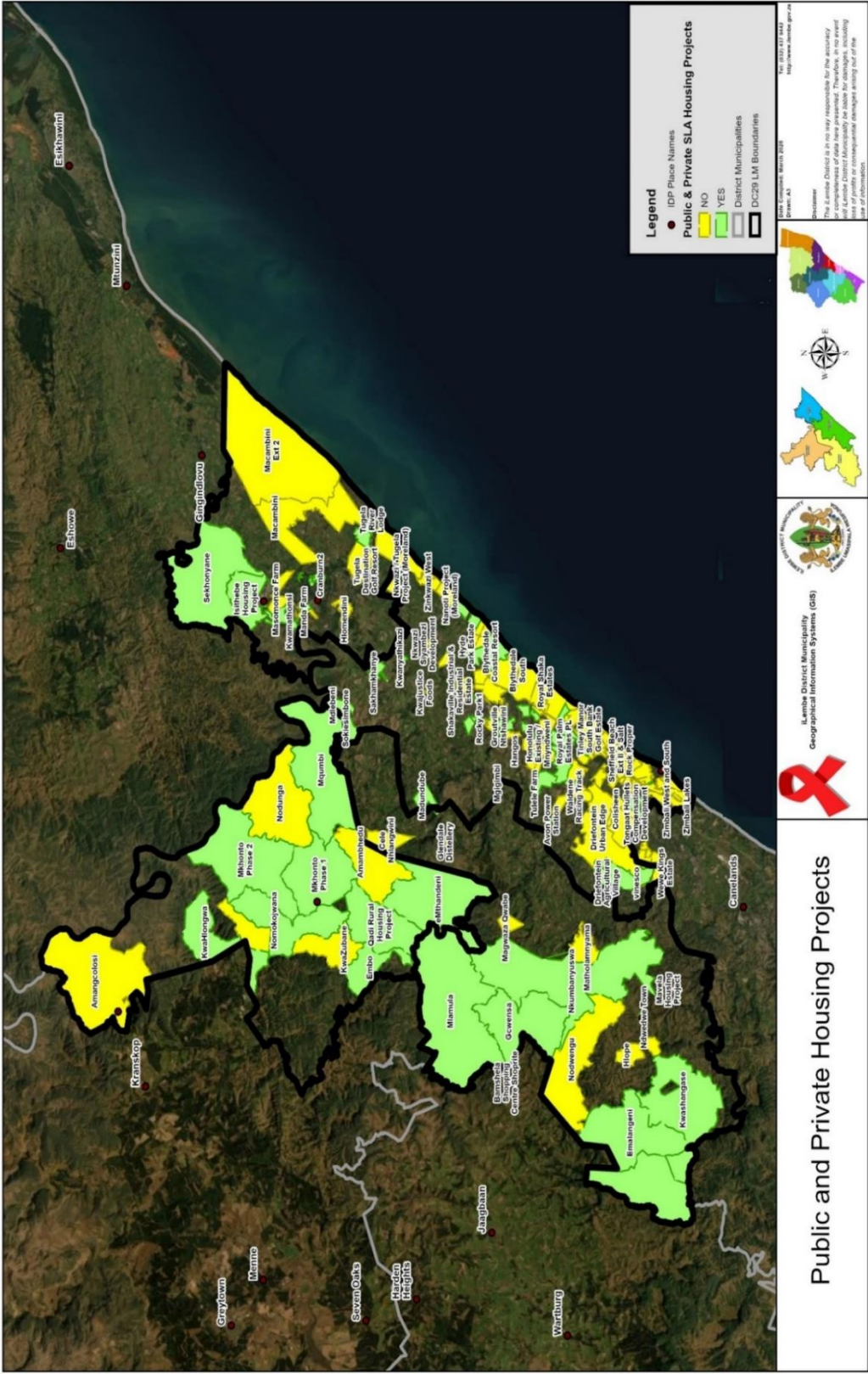
The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds on the existing infrastructure. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service 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.

CLASSIFICATION OF A MUNICIPALITY AS THE HOUSING DEVELOPER FOR HUMAN SETTLEMENTS

Table 86: Public and Private Developments within Ndwedwe LM

| NO. | PROJECT | NO. OF UNITS | STANDPIPES/ERF CONNECTIONS | VIP/ WATERBORNE | DEVELOPMENT |
|-----|---------------------------------------|--------------|----------------------------|-----------------|--------------------------|
| 1 | Mlamula | 1000 | Standpipe | VIP | Rural Housing |
| 2 | Gcwensa Wards 6,7 & 8 | 1000 | Standpipe | VIP | Rural Housing |
| 3 | Emalangeneni, Cibane, Wosiyane | 1000 | Standpipe | VIP | Rural Housing |
| 4 | Nkumbanyswa Phase 1 | 1000 | Standpipe | VIP | Rural Housing |
| 5 | Ndwedwe Town | 1 | ERF | Waterborne | Rural Housing |
| 6 | Glendale Distillery | 1 | ERF | On-Site | Upgrade of Package Plant |
| 7 | Matholamnyama Rural Housing | 235 | Standpipe | VIP | Rural Housing |
| 8 | KwaShangase Rural Housing | 1200 | Standpipe | VIP | Rural Housing |
| 9 | Boxer Shopping Centre | 1 | ERF | On-Site | Shopping Centre |
| 10 | SPAR Shopping Centre | 1 | ERF | On-Site | Shopping Centre |
| 11 | Ndwedwe Central Plaza | 1 | ERF | On-site | Shopping Centre |
| 12 | Bhamshela Shopping Centre - SPAR | 1 | ERF | On-site | Shopping Centre |
| 13 | Bhamshela Shopping Centre - Shoprite | 1 | ERF | Waterborne | Shopping Centre |
| 13 | Bhamshela Shopping Centre - Shoprite | 1 | ERF | Waterborne | Shopping Centre |
| 14 | Chilli / Kumalo / Ngcolosi / Manganga | 1000 | ERF | VIP | Rural Housing |
| 15 | Magwaza- Qwabe | 1000 | ERF | VIP | Rural Housing |
| 16 | Nkumbanyswa Phase 2 | 1000 | Standpipe | VIP | Rural Housing |

Map 25: Public and Private Housing Projects



HOUSING SECTOR PLAN

The Ndwedwe Municipality Housing Sector Plan was approved and adopted by the Council in the 2016/2017 financial year. The municipality is currently undergoing the review of the housing sector plan. Approximately 69.3% of Ndwedwe LM consists of traditional authority areas. According to the Census Stats 2011 there are 14 171 households that have access to formal housing within Ndwedwe. The municipality has no formal waiting list and therefore based the housing backlog on demand. Ward 19 has the most housing backlog sitting at approximately 1 330 when compared to all other wards within the municipal area.

ALIGNMENT OF THE HOUSING SECTOR PLAN TO KZN HUMAN SETTLEMENTS SPATIAL MASTER PLAN

HOUSEHOLDS SERVICES

Analysis of socio-economic indicators are essential to understand as they assist in measuring the growth of social infrastructure such as access to water, electricity, refuse removal, types of housing, types of toilets. These indicators directly and indirectly affect growth and development of the municipality. Household services in Ndwedwe are well below the district, provincial and national average. Households with flush toilets connected to sewerage in Ndwedwe declined to 4.7% in 2011 from 5.5% in 2001 (average for KZN and South Africa was 40.41% and 57% respectively in the same year).

Percentage of weekly refuse removal in Ndwedwe was 2.8% in 2011 which is well below the district, provincial and national average (i.e. 34.4%, 51.53% and 62.1% respectively). Households with piped water inside dwelling increased by 6.4% to 9.3% in 2011, which again is well below the district, provincial and national average that were recorded at 23.7%, 39.96% and 46.3% respectively in 2011. In terms of electricity Ndwedwe recorded an increase as household with electricity increased from 23.9% to 37.3% between 2001 and 2011. However, this is far below some of its peers, the district, provincial and national averages. In 2011, 90.2%, 82.5%, 71.4%, 77.86% and 84.7% of the households in KwaDukuza, Mandeni, iLembe, Kwa-Zulu Natal and South Africa respectively had access to electricity.

HOUSEHOLDS DYNAMICS

Based on the above table the number of households in Ndwedwe increased by 14.7% to 29 200 in 2011. Household size decreased from 5.1 in 2001 to 4.8 in 2011 which is above the district, provincial and national averages which are 3.8, 4.0 and 3.6 respectively. Majority (52.8%) in Ndwedwe are women headed which in fact grew from 51.4% in 2001. The number of formal dwellings impressively increased from 28.9% to 48.5% in 2011. However, the number of formal dwellings in Ndwedwe is still below the district (64.4%), provincial (71.6%) and national 77.6%.

HOUSING CHAPTER HIGHLIGHTING HOUSING NEEDS, EXISTING & PLANNED PROJECTS

The Department of Human Settlements has current and planned for the following housing projects for Ndwedwe Municipality:

HOUSING PROJECT IN PROGRESS

Table 87: Human Settlements Projects

| PROJECTS PROGRESS | | | | |
|------------------------------|---------------------|--------------|-----------|--|
| PROJECTS IN CONSTRUCTION | | | | |
| PROJECT NAME | WARD/S | NO. OF UNITS | COMPLETED | COMMENTS |
| Mavela Phase II | 12, 13, 14 & 15 | 1000 | 367 | Due to department budget constraint, the project was phased to 500 units. |
| Wosiyane, Cibane & Malangeni | 16, 18 & 19 | 1000 | 812 | The project was delayed due to the company was placed under Business Rescue. The project is anticipated to be completed at the end of May 2022 |
| Glendale Rectification | 01 | 295 | 245 | Due to unbuildable sites and unavailability of land, the company moved out of site until all issues are resolved. |
| 40 Sukuma Sakhe | 03 & 07 | 40 | 0 | Work in progress as 30 slabs have been poured with concrete |
| 85 Sukuma Sakhe | 02, 06, 08, 13 & 15 | 85 | 71 | Due to unbuildable sites due to steep terrain and no access the company moved out of site. Once all issues resolve it will move back to complete the units |
| 67 Sukuma Sakhe | 10, 11,12 & 19 | 67 | 0 | |

| PLANNED PROJECTS | | |
|--|---|--|
| PROJECT NAME | WARD/S | STATUS |
| Nkumbanyuswa Phase II (2000 units) | 07, 08, 09, 10, 11, 12, 13, 14, 15 & 19 | The project was approved and Bilateral Agreements signed by Municipality and DOHS in April 2021. Community facilitation is completed except 2 izigodi(kwaThayela & Mary Gray). GPS Coordinating to resumed izigodi under ward 19 as prioritised by previous administration and so other izigodi. |
| Qadi Rural Housing Project | 03, 11, 12, 13, 14, 15, 17, 18 & 19 | The project was approved and Bilateral Agreements signed by Municipality and DOHS in April 2021. Community facilitation resumed on the 2 nd of April 2022 to revive Community Based Partner (PSC) and to report on project progress |
| Magwaza/Qwabe Waterfall (1000 units) | 03 | The project was recommended in 2021 for MEC's Approval |
| Khumalo, Chili, Mangangeni & Ngcolosi (1000 units) | 17 & 19 | The project was recommended in 2021 for MEC's Approval |

| PRE-PLANNING PROJECTS | | |
|-------------------------------|---------|--|
| PROJECT NAME | WARD/S | STATUS |
| Nodwengu Phase II | 09 & 10 | Internal discussion within the Department Planning Unit regarding the project is to present them for this year or next year's business plan |
| Luthuli Rural Housing project | 07 | Internal discussion within the Department Planning Unit regarding the project is to present them for this year or next year's business plan. |

| MUNICIPALITY | PROJECT | PROGRAMME | 2022/23 APPROVED BUDGET |
|--------------|---------------------------|-----------|-------------------------------|
| NDWEDWE | Emalangen/Cibane/Hosiyane | Rural | R 14 724 200.00 |
| | Mavela Phase 2 | Rural | R 14 907 780.00 |
| | OSS | OSS | R 15 450 990.00 |
| | Qadi | Rural | R 2 028 913.00 |
| | Nkumbanyuswa Phase 2 | Rural | R 2 028 913.00 |

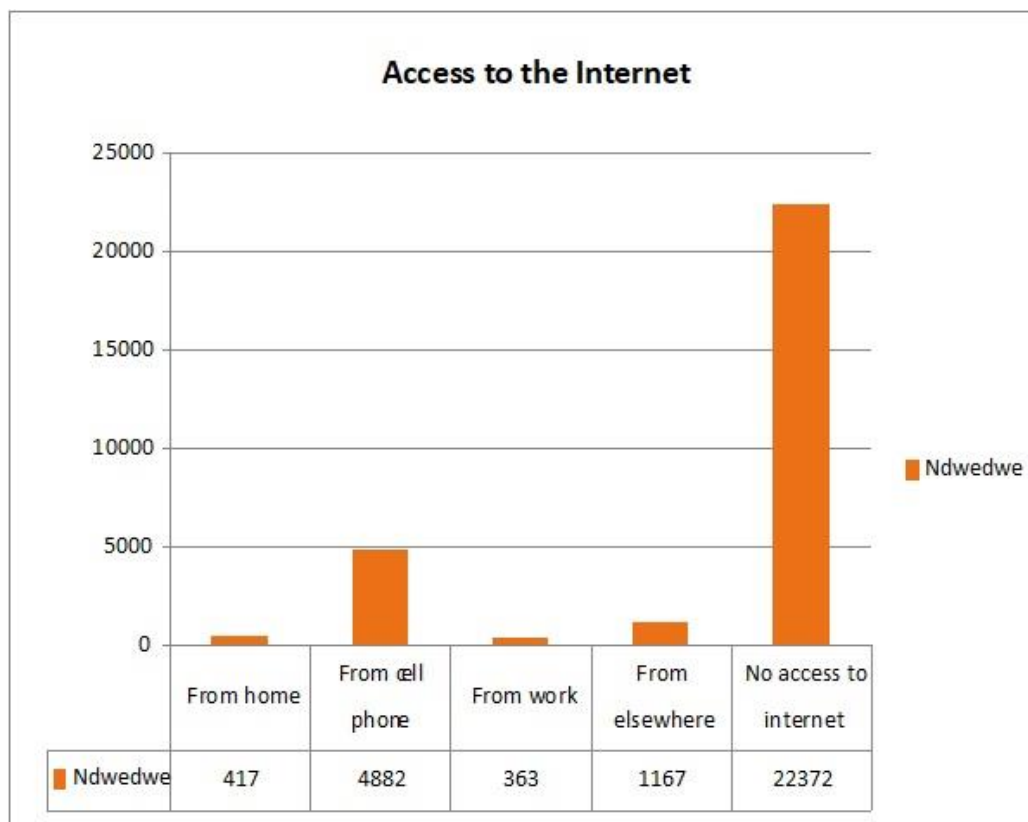
C.5.7 TELECOMMUNICATIONS

SUMMARY OF THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR COMMUNITY FACILITIES

All information on telecommunications infrastructure within the district is difficult to access from the various service providers. This situation has serious implications for the district, especially in the rural areas, as access to such infrastructure has significant impact on the economic development. The district is embarking on the broadband ICT project that will definitely alleviate some the challenges currently experienced.

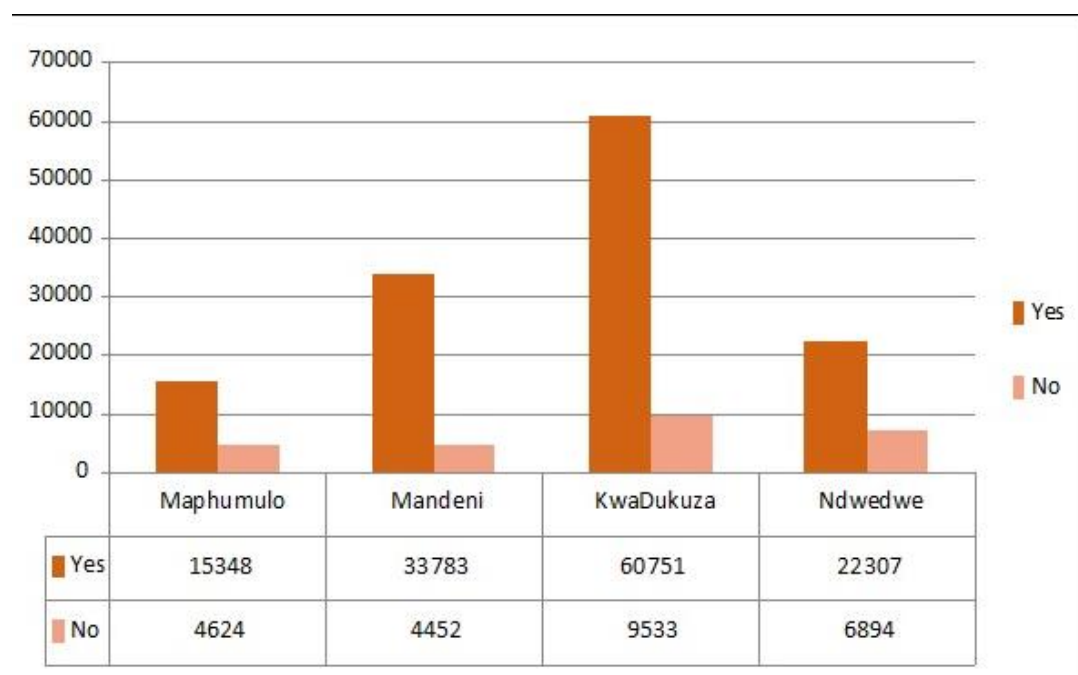
The results below show that Ndwedwe Municipality has the highest number of people with no access to internet. The main medium for internet access is from cell phones.

Graph 9: Access to the internet in Ndwedwe Municipality (STATSA Census, 2011)



About 22307 households of Ndwedwe Municipality has access to the cell phone.

Graph 10: Access to a Cell phone in Ndwedwe Municipality (STATSA Census, 2011)



The highest proportion of households with no access to landline telephones in Ndwedwe Municipality (28337 households). Many households rely on mobile networks for communications. Coverage for the major network providers exist within Ndwedwe as depicted in the graph above.

C.5.8 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Table 88: Service Delivery SWOT Analysis

| Strengths | Opportunities |
|---|--|
| Good Priorities for Infrastructure Development Expenditure of Grant Funding Functioning Infrastructure Portfolio Committee | Municipality geographical location Town Development Developer's contribution Positive publicity |
| Weaknesses | Threats |
| Lack of office space Sparse Settlement Pattern for Infrastructure Development Insufficient bulk Water Sources Lack of vehicles for operation | Lack of funding Climate Change Theft and vandalism Negative publicity |

CHAPTER C.6: SITUATIONAL ANALYSIS

KPA: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT ANALYSIS

CHAPTER C.6: SITUATIONAL ANALYSIS FOR KPA:

LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT ANALYSIS

C.6.1 LOCAL ECONOMIC DEVELOPMENT

The Local Economic Development of Ndwedwe is considered as one of the most important aspects of developing the municipality. In all the economic activities identified, it appears of great importance to protect on the one hand the unique natural environment while on the other hand exploiting the opportunities arising from the various economic sectors.

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. This is the additional capacity available in the district to implement LED and develop tourism.

NDWEDWE LM LED FUNCTIONALITY AND CAPACITY

ADOPTED LED STRATEGY: The Municipality has a LED Strategy in place and is being reviewed for implementation in 2022/2023 financial year. A copy of the LED Strategy is attached as **Annexure L**.

THE REVIEW OF LED STRATEGY: The LED Strategy drafted is over 5 years and it was approved in 2015. The current review of the strategy will be completed in June 2022 for implementation in 2022/2023.

THE REVIEW OF LED STRATEGY & IMPLEMENTATION PLAN: The LED Implementation Plan is reviewed annually. It is aligned with the IDP, Budget and SDBIP. The main purpose of formulating an LED Implementation Plan is to contribute to the implementation of overall economic planning of the municipality. The plan will collate economic programmes and projects identified by the broader LED Strategy. The Ndwedwe LED Implementation Plan is a project action plan that is reviewed and updated annually aligned to IDP, Budget and SDBIP. The plan identifies goals, key performance indicators, objectives and targets for both short and long-term projects.

ADDRESSING THE MEC COMMENTS: The Municipality acknowledges the comments that the MEC made in respect of the 2021/2022 IDP Review and IDP assessments conducted by

COGTA. The comments were instrumental in enriching the process towards the compilation of the IDP.

ESTABLISHMENT AND FUNCTIONALITY OF THE LED FORUMS/SECTOR SPECIFIC: In collaboration with the Enterprise iLembe and iLembe District a District Wide LED Forum is in place and is fully operation. The Ndwedwe Municipality has established a functional Local LED Forum that is also active in the District LED Forum. The Local LED Forum meets twice a year and consists of sectors departments, local businesses, ward committee, cooperatives, SMME's and Ngo's etc.

THE DISTRICT LED FORUM is part of the IGR and meets quarterly. The District LED Forum is led by the Enterprise iLembe, iLembe District Municipality and the local municipalities participate in the forum. The LED Forum meets to report on progress and promote participation among LED key sectors (Agriculture and Tourism).

SECTOR-SPECIFIC FORUMS WITH THE LED FORUM: The Sector-Specific Forums are held monthly, and the meetings are conducted sectors from specific industries such as tourism, agricultural farming, commercial and manufacturing, informal and formal sectors; arts & culture, etc.

ALIGNMENT OF SECTOR SPECIFIC FORUMS WITH THE LED FORUM: The iLembe District Economic Clusters is the champion of the LED Sector Specific Forums and in ensuring the functioning of the sectors. The meetings are held monthly to discuss challenges, future economic recovery interventions post Covid19 pandemic, reporting and monitoring progress.

PARTICIPATION OF NDWEDWE MUNICIPALITY IN THE DISTRICT LED FORUM & DISTRICT COMMAND COUNCIL: The Ndwedwe Municipality takes part iLembe District Municipality, Enterprise iLembe, iLembe Chamber of Business, Tourism and Industry; Emerging Contractors; Trade and Investment KwaZulu Natal; Vuthela iLembe LED – Programme

Co-ordinating Unit (PCU), Amakhosi; Farmers, Ndwedwe SMME Forum as well as the District Command Council. The District Command Council meets once a month and the EDP reports to the DCC on the status of the economic activities from the Department of LED

CAPACITY CONSTRAINTS IN THE LED STRATEGY

Table 89: LED Challenges

| LED CHALLENGES | |
|--|---|
| Lack of funding | Shortage of funds for the LED Implementation plan |
| Lack of Public Private Partnerships | It is the intention of the Municipality to grow and develop the municipality, create a conducive environment for investors, attract investors and business systems, create job opportunities but the Municipality lacks capacity pertaining to the formation of partnerships. |
| <p>AGRICULTURE SECTOR: The agriculture sector is the main contributor to the economy of Ndwedwe, only a few farmers undertake commercial farming in the form of forestry and sugarcane farming. Following are some of the challenges facing this industry:</p> | |
| <i>Lack of conventional farming skills:</i> | Whilst a large portion of Ndwedwe is fertile and conducive to farming, a large proportion of the community is unable to tap into the commercial side of farming. The community's agricultural activities are largely of subsistence in nature. |
| <i>Environmental control measures and inadequately developed agri-processing industry</i> | Whilst Ndwedwe is located in close proximity with King Shaka Airport and Dube Trader Port, the community in this area has not taken advantage of the opportunity in Agri processing. |
| <i>Inadequate access to water</i> | Whilst natural water in the form of rivers and springs is abundant in the area, water remains inaccessible due to topography and other factors. Due to inefficient irrigation systems, most community members resort to dry land farming that is dependent on unreliable rainy seasons. |
| <i>Access to land through suitable roads</i> | Whilst natural water in the form of rivers and springs is abundant in the area, water remains inaccessible due to topography and other factors. Due to inefficient irrigation systems, most community members resort to dry land farming that is dependent on unreliable rainy seasons. |
| <i>Access to finance, appropriate tools and machinery</i> | Access to finance, appropriate tools and machinery is a hindrance to agricultural growth in the area. Appropriate mechanisms should be initiated to enable farmers to access finance and appropriate farming tools and machinery. |
| <i>Veld Fires</i> | Veld fires are common and they threaten livestock and vegetation. In most instances, these fires are caused by negligence. Broad awareness campaigns as well as integration of these into Disaster Management will help keep the problem checked. |
| <i>Local Markets strategically positioned at key business nodes</i> | Such markets are important. Currently, there are no fresh produce markets within Ndwedwe. Construction of local fresh produce markets in key business nodes (e.g. Bhamshela, etc.) may be of great help and could cartelize other economic activities in the area. |
| TOURISM SECTOR: Following are some of the challenges / factors that influence tourism in Ndwedwe | |

| | |
|--|--|
| <i>Packaging of tourism</i> | Despite the rich history and eye-catching and scenic landscape in Ndwedwe, tourism in the area is not clearly defined and packaged. |
| <i>Poor road conditions</i> | Road conditions in the municipality limit the access to the various tourist destinations in the area. All roads to potential tourism sites need to be prioritized. |
| <i>Crime, safety and security</i> | Safety and security in the area can shy away tourists and tourism investments. Visibility of policing should be encouraged to allow visitors to feel safe in the area. |
| <i>Lack of tourism facilities</i> | There is very little tourism trading and infrastructure in both existing centres and the balance of settlements. Likewise, there is very little community-based tourism initiatives in the area. |
| COMMERCIAL AND MANUFACTURING SECTOR: Following are some of the challenges / factors that influence commercial and manufacturing in Ndwedwe | |
| <i>Lack of skills:</i> | Lack of skills in the area hinders the community to take advantage of opportunities that exist in the sector. Business skills may be of great help to the community. |
| <i>Lack of trading facilities</i> | : Formal trading facilities in Ndwedwe are lacking. Most economic areas nodes do not have the required formal trading facilities. Attractive trading facilities in potential economic nodes should therefore be considered. |
| <i>Access to finance, appropriate tools and machinery</i> | Access to finance, appropriate tools and machinery is a hindrance to agricultural growth in the area. Appropriate mechanisms should be initiated to enable farmers to access finance and appropriate farming tools and machinery. |
| <i>Local Markets strategically positioned at key business nodes</i> | Such markets are important. Currently, there are no fresh produce markets within Ndwedwe. Construction of local fresh produce markets in key business nodes (e.g. Bhamshela, etc.) may be of great help and could cartelize other economic activities in the area. |

POLICY / REGULATORY ENVIRONMENT AND ALIGNMENT

ALIGNMENT TO THE NDP, PGDP AND DGDP

The reviewed LED Strategy has ensured that there is alignment to the PDGP and DGDP priorities. The LED strategy has an implementation plan in place and in line with the goals and objectives as set out in the KZN Provincial Growth and Development Plan (Vision 2035), the National Development Plan and District Growth and Development Plan.

LED KPA'S RESPONSE TO THE NDP, PGDP & DGDP PRIORITIES

The National Development Plan (developed by the National Planning Commission in 2011) seeks to eliminate poverty and to sharply reduce inequality by 2030, while at the same time

create 11 million new jobs by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy. Strategic Objectives of the NDP include the elimination of poverty, the encouragement of economic growth and opportunities, as well as an increase in the living standards of South Africans. Apart from this, a strong focus is also placed on a more inclusive, dynamic economy, skills development, increased investment, and acceleration of the growth of the economy.

The National Development Plan proposes to create these jobs by:

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development
- Mobilising all sectors of society around a national vision

Transforming the economy and creating sustainable expansion for job creation means that the rate of economic growth needs to exceed 5% a year on average. To bring this about the NDP proposes to increase exports through mining, construction, mid-skill manufacturing, agriculture and agro-processing, higher education, tourism and business services. In this regard the NDP also highlights the need for infrastructure development, reducing the cost of regulatory compliance, a more effective innovation system, and support for SMMEs, skills development, better access to finance and higher rates of investment.

Implications for Ndwedwe Municipality LED

- Emphasis on inclusivity and job creation across all skills levels within the economy
- Need for the identification of key sectors of influence
- The creation of jobs through investment in key sectors
- Inward and outward strategies to enhance inter-regional trade and investment
- Beneficiation and agro- processing (developing on existing strengths)
- Transformation of rural and urban areas through LED interventions
- Building the capacity of Municipalities to implement LED plans and programmes

The Provincial Growth and Development Strategy and Plan (PGDS and PGDP): provides KwaZulu-Natal with a reasoned 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, restoring the 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.

The PGDS aligns itself to the Millennium Development Goals (MDGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:

- Goal 1: Inclusive Economic Growth;
- Goal 2: Human Resource Development;
- Goal 3: Human & Community Development;
- Goal 4: Strategic Infrastructure;
- Goal 5: Environmental Sustainability;
- Goal 6: Governance and Policy; and
- Goal 7: Spatial Equity.

Strategic Goal 1: Job Creation, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

- Unleashing the agricultural sector;
- Enhancing sectoral development through trade and investment;
- Improvising the efficiency of government-led job creation programmes;
- Promoting SMME and entrepreneurial development; and
- Developing the knowledge base to enhance the knowledge economy.

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

The Ndwedwe Municipality LED Key Performance Area responds comprehensively to the Provincial Growth and Development Plan and iLembe District Growth and Development Plan priorities. The LED Strategy aligns with National, Provincial and District Policy Frameworks. LED goals, strategies and initiatives from the strategy are responsive and feasible to the key challenges identified. All the projects are budgeted for by the Municipality and relevant sector departments.

Implications for Ndwedwe Municipality LED:

The Ndwedwe Municipality LED needs to ensure:

- A focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services);
- Advancement of investment promotion and facilitation as a means to stimulate economic development;
- Development of SMMEs and promotion of entrepreneurship;
- Industry-driven skills development and training;
- Development of spatial concentration through use of nodal and corridor development;
- Enhanced coordination between all stakeholders.

INDICATION OF THE CORE & ENABLING PILLARS OF THE NATIONAL FRAMEWORK ON LED

The National Framework for Local Economic Development in South Africa provides a detailed understanding of Local Economic Development as a holistic system comprising of a number of interdependent pillars. It is intended as a strategic coordination, planning and implementation guide that provides and enhances a commonly shared understanding of LED in South Africa. Key challenges for LED in South Africa are identified as:

- Lack of agreement on the meaning of Local Economic Development
- Poor intergovernmental relations in Local Economic Development
- Inabilities to develop productive partnerships to maximise local competitiveness
- Lack of clear communication and knowledge sharing
- Local Governmental capacity constraints
- Differentiated approaches to LED Support between large cities and poorer and smaller municipalities
- Funding for Local Economic Development Projects, particularly in municipalities that struggle for resources
- Poor Investment in Economic Information and identifying the strategic competitiveness of regions
- Lack of a dedicated focus on supporting the “Second Economy”

LED is not one dimensional and nor is it sector specific. The National Framework presents the following five pillars for sustainable Local Economic Development. These pillars are as follows:

- Building a Diverse Economic Base
- Developing Learning and Skilful Local Economies
- Developing Inclusive Economies
- Enterprise Development and Support
- Economic Governance and Infrastructure

These pillars are deconstructed and explain in the figure below:

Figure: Pillars of Local Economic Development

Source: National Local Economic Development Framework (2014 – 2019)

IMPLICATIONS FOR NDWEDWE MUNICIPALITY LED

- Multi-faceted and multi-dimensional LED Focus
- A more aggressive focus to infrastructure development and basic service delivery
- Importance of the informal / second economy in development
- Inclusive rural economies
- Skills development and training programmes
- Diversification while building upon existing competitive advantages
- Marketing of Ndwedwe as an investment friendly municipality
- Building stronger partnerships with the private sector

ALIGNMENT OF NDWEDWE MUNICIPALITY LED STRATEGY TO THE DISTRICT ONE PLAN

COVID-19 ECONOMIC RECOVERY PLAN

The LED Strategy is aligned to the PGDS Strategic Goals and the Economic Recovery plan. As part of government's Covid-19 Economic Recovery Strategy, the KwaZulu-Natal Premier Sihle Zikalala, the MEC for Transport, Community Safety and Liaison, Bheki Ntuli and local leadership has launched a R292 million road construction project which will benefit the community of Ndwedwe under iLembe District Municipality.

The construction of P714 will unlock economic opportunities for the rural community of Ndwedwe and will create much needed jobs. This massive development which has been described as a game changer, will transform the lives of people in Ndwedwe and the Greater iLembe District. "The construction of this road will connect the community of Ndwedwe to essential services such as schools, clinics, hospitals and public transport facilities.

This project will see more than 2300 jobs created and the transfer of skills to emerging local contractors. Over R84 million will benefit emerging local contractors for designated groups such as companies owned by youth, women, people living with disability and Military Veterans.

INFORMAL ECONOMY POLICY

The Ndwedwe Municipality has Council approved Informal Economy Policy in June 2022. A copy of the policy is attached as **Annexure M**.

EPWP POLICY

The municipality has a Council approved EPWP Policy (May 2022) and is being implemented. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. A total number of 80 people who benefitted from the job creation initiative.

COMMUNITY WORK PROGRAMME

The municipality has 1078 CWP participants under the implementing agent as appointed by COGTA. The CWP reports quarterly which are submitted to the municipality LED office by the implementing agent on status of the programmes.

STRATEGIC ECONOMIC ANALYSIS AND INTERVENTIONS:

- **COMPETITIVE AND COMPARATIVE ADVANTAGE**

Ndwedwe is an area that is abundant in opportunity but tapping on these opportunities is a challenge. Ndwedwe has abundant land of which approximately *68% fall under Ingonyama Trust*. The challenge is that the municipality will need to access this land for the development of agriculture, commercial, tourism, manufacturing etc. The land is flat in the east and north east parts of Ndwedwe. The excellent linkages that the area presents to surrounding towns such as Verulam through the P100, R614 from Tongaat and R74 from Stanger all allow easy access to essential services and facilities. These form part of the primary corridors and essentially provide the economic opportunities for the area. Ndwedwe is one of the four local municipalities that fall within iLembe District. KwaDukuza is the strongest municipality within the district with a good strong economic base however Ndwedwe has the ability to compete with KwaDukuza. Ndwedwe is better situated to meet the demands of Dube Trade Port as compared to Maphumulo Local Municipality and Mandeni Local Municipality. Ndwedwe is closer to Dube Trade Port which gives Ndwedwe a competitive advantage over these municipalities.

The comparative analysis of Ndwedwe and other local municipalities (within iLembe District in terms of competitive and comparative advantage) is summarized in the following table.

Table 90: Comparative Analysis

| DUBE-TRADEPORT KWADUKUZA LM & NORTHERN AREAS OF OPPORTUNITIES ETHEKWINI | | NDWEDWE LM |
|---|---|---|
| Construction | -high levels of skills -strong construction sector | -underdeveloped construction sector -strong informal construction sector -high level of semi and unskilled labour |
| Infrastructure | -excellent roads -access to water, sanitation and electricity | -P100, R614 and R74 major linkages -the Ndwedwe and Maputo corridor |
| Transport and logistics | -well-developed forward and backward linkages -well-designed transport systems -excellent transport systems | Close to the two largest ports |
| Business services | -strong commercial agricultural sector -sugar mills | Strong informal sector |
| Agriculture | | -underutilized land -available land -strong agricultural sector |
| Tourism | -strong tourism sector-coastal areas -well developed tourism facilities | Underdeveloped tourism sector -strong Zulu culture and heritage |
| Manufacturing for export | -strong manufacturing sector -close to ports -close to airport | Not well-developed formal manufacturing sector however, a well-developed informal sector. |
| Urban Development/housing | -Rapid urbanization -Property boom | Limited development |

AGRICULTURE SECTOR DEVELOPMENT: According to the Action Plan (Ndwedwe-Dube Trade Port), Ndwedwe has two major characteristics that exist within the agricultural sector i.e. the abundance of land, which is suitable for different cropping and enterprise practices. Secondly, the subtropical climate, which has an annual rainfall of 1133mm per annum (Department of Agriculture: 2007). There is also a dam called Hazelmere Dam to the southeast direction of the municipality, which contributes a lot in the irrigational plans of the Ndwedwe Municipality. Hazelmere Dam has an estimated capacity of 25000 cubic meters and constitutes a major potential source of water for agriculture. These are two essential components for successful agricultural development.

The Department of Agriculture has identified 250 community gardens in Ndwedwe. The focus of these gardens is on vegetable and crop production. In addition, there are 50 poultry projects, which are aimed at growing the agricultural sector. Agriculture is still the major

employer in Ndwedwe absorbing approximately 21% of the employed people in Ndwedwe followed by wholesale & retail (18%), Government (17%), Community (14%) and Construction (10%).

LAND PREPARATION, SEEDLINGS AND FERTILIZER: The locality has a number of agricultural projects that are functional and are producing large quantities of produce on a weekly basis. There are areas with high agricultural production as compared to other areas in the municipality, such as Bamshela, Nondabula, Ozwathini. As mentioned above, agriculture remains one of the most significant factors in economic development of the Ndwedwe area. It was upon this significance that the municipality procured two tractors with implements in order to assist farmers with land preparation. The procurement of the tractors enables farmers to keep up with weekly orders for the National Schools Nutrition Program. The initiative enables the Municipality to prepare 1hector per co-operative in the database for the NSNP. It is realized that the preparation of 1ha per cooperative is not enough however it is a start given the vast community that needs mechanization as opposed to the two tractors available.

Another aspect that the municipality is focussing on is ensuring that the local agricultural sector is able to benefit more out of the NSP by ensuring that produce that is not normally obtained within the district is planted in Ndwedwe. Previous reports have reflected that farmer need to focus more on crops that are scare in the region such as carrots, onions and tomatoes. The procurement of seedlings has assisted in meeting the weekly requirement of the NSNP and ensuring that the farmers get more out of their crops. The municipality has been procuring fertilizer for distribution to farmers in order to increase the yield.

AGRICULTURAL INDABA: The aim of the Agricultural Indaba was to deliver solution to challenges faced by cooperatives, SMME`s and other stakeholders in agriculture. The broader objective is to have one agricultural plan embraced by all agricultural stakeholders.

According to the Reviewed Municipal Agricultural Sector Plan, the municipality needs to promote the following high impact projects in order to unlock its agricultural potential:

- Indigenous farming programme;
- Ndwedwe pack house (mini factories) and fresh produce facility; Sustainable natural resource management;
- Agri-incubator hub;
- Agri-zone programme

In order to promote real economic development and job creation, the Municipality needs to use its competitive advantage and engage in big agricultural impact projects of not less than 10 hectares. These high impact projects will lead to increased number of jobs created.

FENCING AND IRRIGATION: The municipality has taken an initiative in identifying two larger projects for the financial year in order to ensure that these projects are fully supported. This initiative identified one cooperative in Ward 4 and another in ward 18. These co-operatives have a high impact on society because they are large in scale and are creating jobs within their wards. The cooperative in ward 4 is to be fenced in order to secure the garden and a study was conducted on the site to ensure proper implementation. Another initiative was conducted in ward 18 where a study was also conducted prior beginning work on the site. The department of agriculture previously fenced the site; however, the site is in need of reinforcement of the fence and re-fitment of the irrigation system as the one in place is non-functional.

LAJ CO-OPERATIVE GARDEN: FENCING PROJECT -WARD_04

Coordinates 29°18'58.39"S30°58'13.24"E

Measured Distance Perimeter - 453.30m Area 7 041.67 m²

RASET: The Raset initiative is a collective effort in partnership with other governmental stakeholders in driving radical economic transformation. A number of strides have been made in the RASET initiative in collaboration with Treasury and Enterprise iLembe including the fencing of two agricultural co-operatives in ward 3 and 15. Another initiative is that of the Ndwedwe Mini factories cold storage facility.

National treasury has made a budget available to Enterprise iLembe for the development of a cold storage facility. Ndwedwe Mini factories was selected as a potential site with the advantage that the Mini factories unit utilized by Enterprise iLembe is already functional. The funding is minimal hence; Enterprise iLembe has resolved to use the funding on an already existing structure to ensure that they maximize the outcome of the project instead of starting afresh in building a new structure. The building of a new structure will exhaust the funding from National Treasury however; the upgrade of an already existing structure will be more effective.

Table 91: Economic Sectors

| Industry / Sector | Ndwedwe |
|---|---------------|
| Agriculture, Forestry & Fishing | 3, 585 |
| Mining & Quarrying | 83 |
| Manufacturing | 1, 581 |
| Electricity, gas & water | 55 |
| Construction | 1, 732 |
| Wholesale & Retail Trade, Catering & Accommodation | 3, 122 |
| Transport, storage & communication | 470 |
| Finance, insurance, real estate & business services | 1, 021 |
| Community, social & personal services | 2, 420 |
| General government | 2, 931 |
| Total | Total 17, 001 |

TOURISM

The municipality has a poorly developed tourism sector. The area has excellent tourist potential but is hindered by fragmented topographic conditions and lack of funding. The serene natural environment is in urgent need of attention, rehabilitation, protection and management. The major tourist opportunities are listed below: Tourism and Recreation is another component of the important economic development of Ndwedwe. The prevailing steep fragmented topographic conditions provide good environment for attracting tourism to Ndwedwe area. Nevertheless, Ndwedwe Local Municipality's natural environment is in urgent need of attention, rehabilitation, protection and management. There are a number of tourism initiatives that the municipality has initiated to unlock the tourism potential in the municipal area. Below are some of the initiatives: Nhlankazi Mountain: This Mountain represents a significant cultural and religious attraction. It is against this background the municipality commissioned a consultant to develop a business plan for this area to inform the future development of the area. The business plan was developed and consultations with the church leaders were undertaken. However, there have been squabbles in the church leadership and this has stalled the process.

Nsuze Battlefield: The Nsuze battlefield is significant in the Bhambatha rebellion and has a rich history. The municipality appointed Dynamic Lite Construction as the implementing agent to prepare a business plan that will identify the necessary improvements to be undertaken on the project site. The business plan was developed that led to the erection of a signage and revamping of the site.

KwaLoshe Forest: The attractive forest coupled with its greenery and stone monolith of different shapes along the hills, the diversity of flora and fauna as well as scenery of various indigenous plant species and medicinal plants certainly pose a prospective Eco tourist attraction that ought to be harnessed and utilized as a source of economic gain and development. A business plan has been developed and demonstrates how the business venture shall be undertaken. The implementation of the business plan is still to be realized.

There are a range of mountains located in the municipal area which are endowed with natural beauty i.e. Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMakalanga Mountain and Goqweni Mountain. An Elevation Tourism Centre which depicts the natural scenic beauty of Ndwedwe has been identified at Ndwedwe Village. The King Shaka Tourism Route Development, draw tourists entering from King Shaka International Airport to the North Coast and will also allow for accommodation establishments to house additional tourists. At present the route is at its final stages of development;

The Spatial Development Framework (SDF) identifies the major and minor river valleys, escarpments, mountains; cliff faces, flat hill tops, and other areas identified as being of environmental significance and suggest relevant environmental protection areas. These areas include:

The flat undulating coastal flats covering the eastern and north-eastern parts of Ndwedwe where much of the area is utilized for agricultural purposes and natural vegetation is largely confined to river valleys and excessively steep slopes;

A band of undulating landscape located to the west of the coastal flats, which is currently used for agricultural purposes mainly.

TOURISM AWARENESS: This program is a continuation of the programme initiated in 2017 to promote and, to properly guide high school learners in particular about tourism related career opportunities.

The purpose of the workshop was to provide further insight to tourism learners and a platform for tourism organisations to educate learners about the tourism sector and prepare them for the outside world. Tourism is one of the leading industries that contribute to the GDP of our country, which is why we need to strive in encouraging the upcoming younger generation to partake in tourism in order to improve the economy of our country. People in our communities are less knowledgeable in terms of tourism; we therefore need to invest more attention in improving their capacity building regarding tourism

AFRICA'S TRAVEL INDABA: The travel Indaba is an annual event that is held over three days where buyers and producers of various products are gathered in one place. This event offers a variety of goods and services that one could be interested in; it is the advertisement of local goods to the international market that is a cornerstone for the event. The municipality has taken a stance that a stand will be procured at this prestigious event in order to market what the locality has to offer, be it in terms of fashion, craft and marketing. Crafters attended to showcase various craft pieces made by Ndwedwe crafters.

MASKANDI FESTIVAL: Cultural heritage significance is defined in the Act as follows: cultural heritage significance, of a place or feature of a place, includes its aesthetic, architectural, historical, scientific, social or other significance, to the present generation or past or future generations. Therefore, we will be promoting the diversity of our African culture and heritage, bringing communities of Ndwedwe together and celebrating the beauty of not only our traditional maskandi music but also our traditional dress code and cultural backgrounds. Since the 2020 Maskandi Festival was an absolute success.

NDWEDWE MUSIC FESTIVAL: The Aim of the event is to celebrate the return of people coming from different areas who come back to Ndwedwe over the December period. The event is part of a broader tourism strategy aimed at boosting tourism and economic development

within the jurisdiction of Ndwedwe Municipality. The event is attended not only by the youth but also by people of all ages coming from various KZN places to celebrate with their national and local artists.

COMMERCIAL AND MANUFACTURING SECTOR: Manufacturing is the biggest contributor to Ndwedwe's Gross Geographic Product as it was contributing 23.3% of the municipal's GGP.

Table 92: Contribution by manufacturing

| Industry / Sector | Ndwedwe |
|---|---------|
| Agriculture, Forestry & Fishing | 10.5% |
| Mining & Quarrying | 1.6% |
| Manufacturing | 23.3% |
| Electricity, gas & water | 1.0% |
| Construction | 4.6% |
| Wholesale & Retail Trade, Catering & Accommodation | 18.3% |
| Transport, storage & communication | 5.9% |
| Finance, insurance, real estate & business services | 17.8% |
| Community, social & personal services | 6.8% |
| General government | 10.2% |

Source: Quantec's Standardized Regional Dataset (2012))

However, the Municipality has not taken full advantage of the potential in this industry. For instance, the King Shaka Airport as well as the associated Dube Trade Port is located approximately 10 from the South Western boundary of the Ndwedwe Municipality, which presents great opportunities for the municipal area. Two opportunity areas have been identified in the Spatial Development Framework for Ndwedwe local economic development. They consist of Ndwedwe Village on the one hand and the area furthest to the east along the P100 near Ezindlovini.

Ndwedwe Village is the principle envisaged potential area for development because it is centrally located. It is a primary node within the area from an administrative, social and economic point of view. Ndwedwe Village is located approximately 10km from its southwestern boundary and is easily accessible from Durban Metropolitan Area via P100 and it is easily accessible from the entire municipality. It is located 20km away from the planned airport. The village can accommodate a range of activities such as local manufacturing, beneficiation of agricultural products, administrative and business functions.

The area around Ezindlovini is located on the eastern boundary of the municipality, abutting directly onto the Metro. It is linked to the Durban Metropolitan Area and the R102 via the same P100. It is located about 10km distance from the planned King Shaka Airport. This suggests significant development opportunities. This includes both beneficiation of local

products, collection and distribution point for local manufacturing, local business, commercial and market activities. Both these areas therefore are envisaged to provide outstanding opportunities for the local economic development of the Ndwedwe Municipality and for appropriate external investment. Several projects are presently investigated. These projects include the following:

The Industrial Estates within Ndwedwe Local Municipality, which would service the Dube Trade Port and the King Shaka International Airport, had been discussed and the studies are underway to identify the suitable land. This will allow job opportunities to arise from the new service industries and provide income to Ndwedwe Local Municipality; Recent studies by the Provincial Department of Economic Development have indicated that through construction and manufacturing alone approximately 170 000 jobs could be created, with additional 100 000 direct and indirect operating jobs from the airport site.

The construction of an agro-processing centre/facility will also stimulate the growth of class three products for hot, and cold processing to the export market. Ilembe District Municipality and the Department of Economic Development have completed an initial study, which shows that an amount of R142 million is required to complete the project and organize outgrowing programmes within the rural environment. Ndwedwe has excellent agricultural potential and a range of existing smaller producers.

There area has the capacity to host a processing centre that offers the following processing options:

Drying; Pureeing of spices and vegetables; washing of fruits, vegetables, medical plants and distilling of essential oils:

- Cooking and pickling of vegetables and spices;
- Packaging and labelling;
- Pack-houses; and
- Organics

The IDP suggests that the provision of improved internal linkages and the creation of new internal interceptor points will be important. In general, additional commercial activities should be located within the hierarchy of activity nodes, whereby the highest level of commercial activity is expected to be located in the Ndwedwe Village. At present, the municipality accommodates little to no manufacturing activities. It has been suggested that appropriate economic development zones be created in relevant locations, including the provision of appropriate business etc. support, new economic opportunities.

VALUE CHAIN ANALYSIS:

OPPORTUNITIES IN THE GREEN ECONOMY

Increased business connectivity through improved, innovative infrastructure that is tailored to the business community such as business parks, free internet and increased bandwidth.

Establish the North Coast as an ICT Research and Development hub through vigorous marketing and investment promotion, linking with international ICT meccas, and providing innovation hubs and ICT incubators. Rural ICT development through building ICT hubs throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free.

SPATIAL PLANNING/LAND USE MANAGEMENT CONSIDERATIONS AND REQUIREMENTS FOR LED INTERVENTIONS

PRIORITY POVERTY WARDS WITH SPECIFIC LED INTERVENTIONS (POVERTY ERADICATION MASTERPLAN)

STRATEGIC PROGRAMMES RESPONSES

INDICATION OF PROGRAMMES/PROJECTS AND AIMED AT EXPANDING EMPLOYMENT OPPORTUNITIES IN NDWEDWE MUNICIPALITY ECONOMIC SECTORS.

The following areas highlight specific focal points that must be targeted to bolster particular economic sectors, making them more economically viable; susceptible to growth, and act as agents for employment generation and job creation.

AGRICULTURE: Substantial investment into infrastructure. Such as water infrastructure, a road connecting Maphumulo and Ndwedwe. Researching and attracting new global markets. Mauritius is cited as an example of a country which has recently moved fresh produce supply from Kenya to Australia – there is potential to attract this market and others like it. Capacitating rural farmers so that they may become successful commercial farmers. This includes mobilisation of farmer's associations, mentorships and training opportunities. Encouraging the development of the knowledge economy in agriculture so that research and innovation can improve efficiency and constantly re-invent the status quo to ensure iLembe remains the first-choice supplier of fresh produce.

MANUFACTURING

Increase light service industry base to meet growing local demand by encouraging development of mini-factories and workshops. This can be done through building incubators and encouraging apprenticeships. Promote medium and large-scale industrial development

through Enterprise iLembe. Improved planning and provision of infrastructure. Particularly, the packaging of correctly zoned industrial land with appropriate electricity and water infrastructure in place. Creation and expansion of agri-processing plants & markets in order to take advantage of new value adding opportunities created by a re-invented agricultural industry.

TOURISM

Encourage sustainable coastal resort development through conducting intelligent market research, improving transport infrastructure, and ensuring environmental assessments are adhered to. Develop tourism in the hinterland by developing attractions along the hinterland routes, and integrating the King Shaka Heritage route into these attractions. Tourism promotion and information distribution by offering competitive tourism packages and building information centres, map stands and stops on all proposed tourism routes. Provision of support services that include training colleges, in house training programmes, entrepreneur development, strengthening of tourism bodies, and tour guide development.

THE GREEN ECONOMY

Increased business connectivity through improved, innovative infrastructure that is tailored to the business community such as business parks, free internet and increased bandwidth. Establish the North Coast as an ICT Research and Development hub through vigorous marketing and investment promotion, linking with international ICT meccas, and providing innovation hubs and ICT incubators. Rural ICT development through building ICT hubs throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free.

GUIDANCE TARGETED SUPPORT TO THE INFORMAL ECONOMY/SMMES/CO-OPERATIVES

The Emerging Contractors: The Municipality has a mandate to create an enabling environment for local businesses to grow. As a catalyst for growth, the emerging contractor's initiative was initiated in order to achieve a conducive environment to grow local business. This initiative will ensure that local contractors are incubated and equipped with skills to be able to compete with big business, as they will have obtained knowledge and skills through sub-contracting. The municipality has a database in place for all the contractors. As far as the informal sector is concerned, there are a number of people involved. Informal sector activity is concentrated mainly around Ndwedwe Taxi and Bus Rank located at Ndwedwe Village, Bhamshela and in rural areas where some households' income comes from private activities such as subsistence farming, arts and crafts and other handwork undetermined yet. This sector provides employment opportunities to many residents and is also a source of sustenance.

NDWEDWE CO-OPERATIVES DATABASE

Table 93: List of Co-operatives

| | COOPERATIVE NAME | SECTOR/TYPE | WARD |
|-----|---------------------------------------|---------------|------|
| 1. | Mkhathikabongekayo Cooperative | Agriculture | 14 |
| 2. | Injobo ithungelwa ebandla Cooperative | Agriculture | 19 |
| 3. | Nelophuthano Cooperative | Multi-Purpose | |
| 4. | Mbuyeni Cooperative | Multi-Purpose | 17 |
| 5. | Final Touch Cooperative | Multi-Purpose | 02 |
| 6. | Unyazi Cooperative | Multi-Purpose | 02 |
| 7. | Egameni Cooperative | Construction | 19 |
| 8. | Mqhangakiso Cooperative | Multi-Purpose | 06 |
| 9. | LAI Cooperative | Multi-Purpose | 4 |
| 10. | Mndayinkomose Trading | Multi-purpose | |
| 11. | Khanyakonyazi Cooperative | agriculture | 6 |
| 12. | Isinamuva Cooperative | agriculture | 7 |
| 13. | Mbalenhle Cooperative | Multi-purpose | 16 |
| 14. | Phezukomkhono Cooperative | Agriculture | 9 |
| 15. | Ndlalabeyiduda Cooperative | Agriculture | 18 |
| 16. | Mbatha Farm Cooperative | farming | 02 |
| 17. | Mhlaziyi Cooperative | Agriculture | 07 |
| 18. | Ayikhule youth development | Multi-purpose | 02 |
| 19. | Seliyoshona | Multi-purpose | 18 |
| 20. | Khuluma wenze primary | Multi-purpose | 10 |
| 21. | Khazini agricultural | Multi-purpose | 18 |
| 22. | Phaphamani | Agriculture | 9 |
| 23. | Ngabhuza | SMME | 8 |
| 24. | Mihlandlane | SMME | 5 |
| 25. | Mary Grey | Agriculture | 7 |
| 26. | MLungisi Fihlani Mngoma | SMME | 3 |
| 27. | Siqalile | Agriculture | 6 |
| 28. | Khuthalani | Agriculture | 9 |
| 29. | Isiphosenkosi | Agriculture | 9 |
| 30. | iLungisani | Agriculture | 9 |
| 31. | Zekethelo womens | Agriculture | 6 |
| 32. | Tholukiphila | Agriculture | 6 |
| 33. | Dumasa | Agriculture | 9 |
| 34. | Mkhathikabongekayo | Agriculture | 14 |
| 35. | Inkosiyesabelo | Agriculture | 9 |
| 36. | G B Mvelase | Agriculture | 9 |
| 37. | Utho-Ngathi | Agriculture | 4 |
| 38. | We can Multipurpose | Agriculture | 13 |
| 39. | Thembile Mbonambi | Agriculture | 18 |

| | | | |
|-----|-------------------------------|---------------------|----|
| 40. | Nhlaba logistics | Agriculture | 13 |
| 41. | P Ngcobo | Agriculture | 6 |
| 42. | Viviyan trading enterprise | Agriculture | 19 |
| 43. | Vumokwakhe | Agriculture | 9 |
| 44. | They will business enterprise | Agriculture | 9 |
| 45. | Sibiside enterprise | Agriculture | 19 |
| 46. | Biecc co opp | Agriculture | 13 |
| 47. | Injobo | Agriculture | 19 |
| 48. | Siyabekezela | Agriculture | 6 |
| 49. | Sawdudula | Agriculture | 14 |
| 50. | Nhlosenhle | Agriculture | 6 |
| 51. | Khanyimzamo | Agriculture | 10 |
| 52. | Imelane | Agriculture | 6 |
| 53. | Inhlanhleni just cleaners | Agriculture | 5 |
| 54. | Dilenhle | Agriculture | 5 |
| 55. | Izwilethu | Agriculture | 9 |
| 56. | Kusimama | Agriculture | 6 |
| 57. | Kancane kancane Investment | Agriculture | 9 |
| 58. | Sidosi Agri Productions | Agriculture | 9 |
| 59. | Asenze co-operative | Agriculture | 18 |
| 60. | Isinandi Co-operative | Agriculture | 7 |
| 61. | Vunguvungu | Agriculture | 10 |
| 62. | Ithemba Labasha | Agriculture | 11 |
| 63. | Khabangezinde | Agriculture | 11 |
| 64. | Centindlela | Agriculture | 18 |
| 65. | Zithuthukise | Agriculture | 14 |
| 66. | Sikesakhe | Agriculture | 15 |
| 67. | Izenzwezinhle | Agriculture | 18 |
| 68. | Fingqumkhono | Craft & Agriculture | 5 |
| 69. | Mangangeni | Craft & Agriculture | 18 |
| 70. | Sgagadu | Agriculture | 14 |
| 71. | Bavukile | Craft & Agriculture | 7 |
| 72. | Xanyana | Agriculture | 7 |
| 73. | Ubuhle bentsha | Agriculture | 13 |
| 74. | Siqonde phambili | Agriculture | 11 |
| 75. | Farm Gal | Agriculture | 18 |
| 76. | Phambela | Agriculture | 6 |
| 77. | Isibani Sezwe | Agriculture | 7 |
| 78. | Sphehile | Clothing & Craft | 5 |
| 79. | Qina Dolo | Clothing | 15 |
| 80. | Enzujule | Construction | 2 |

ECONOMIC EMPOWERMENT / SUPPORT INITIATIVES FOR VULNERABLE GROUPS

The Municipality has a Council approved budget for 2022/2023 financial year. A budget for the Special Programmes has been set aside for the implementation of special programmes and these include (Women, Children, People living with Disabilities, Youth, etc). A list of projects containing the special programmes to be implemented during as per the approved SDBIP 2022/2023 is tabled below:

INTERVENTIONS FOR TOWNSHIP AND RURAL ECONOMIC DEVELOPMENT

The Municipality is rural in nature. It is the intention of the Municipality to ensure that it participates in the government initiatives thereby delivering quality services, fight poverty, skills development and create job opportunities. The Municipality has no township development in the process but wishes to realise the Ndwedwe Town Centre Development through its Council approved Ndwedwe Town Development Implementation plan.

ALIGNMENT TO PROGRAMMES/PROJECTS UNDERTAKEN BY TRADITIONAL COUNCILS

The Municipality has established a good working relationship with the traditional councils. However, an intervention is still needed from CoGTA to assist in the facilitation of a working session and/or workshop between the traditional councils and the municipality on the issue of unplanned land allocation vs the municipal strategic spatial plans approved by the Council.

UNDER-UTILISED LED INFRASTRUCTURE FOR REVIVAL/REPURPOSING

Currently, there is no LED infrastructure that is under-utilised by the Council. The Municipality has Council approved spatial plans for the Small Towns Development and wish to get support to implement the programmes indicated in the implementation plans. The Municipality wishes to unlock the developments as per the approved plans. The land is owned by the Council and is opened up for the infrastructure development for investment purposes. To include land negotiations are underway with the ITB, Department of Rural Development and Land Affairs as well as the Ndwedwe Municipality.

EASE OF DOING BUSINESS / RED TAPE REDUCTION

The initiatives have been put in place by the Municipality in an endeavour to reduce red tape in different sectors where specific mechanisms are designed to suit specific sectors e.g. informal trade red tape reduction surveys, contractors red tape seminars etc. The Municipality has embarked on a process to demarcate strategic land to cater for/accommodate the informal traders within its locality. To this end, the Municipality shall augment informal traders' potential to successful trading by creating a conducive trading environment through the establishment of dedicated shelters for them.

The Municipality has an Informal Economy Policy in place. However, when the policy is adopted by Council, it will be implemented to assist in the "Red tape Reduction" for the municipality pertaining to the inefficiencies and unnecessary administrative bureaucracy

which impedes the development and growth of Small and Medium Enterprises within the jurisdiction of Ndwedwe Municipal.

JOB CREATION THROUGH EPWP AND CWP

The municipality has appointed 80 EPWP and 1110 CWP participants to work. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. Integrated grant spending is reflected in the IDP and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP and CWP has contributed a creation of employment opportunities during the 2021/2022 financial year for the Ndwedwe municipal area. A total number of 11190 people who benefitted from the job creation initiative in this respect.

Table 94: List of EPWP Projects and Work Opportunities 2021/2022 FY

| Province: KZN | All sectors | | |
|--|--------------------------------|---------------------------|--------------|
| Project Name | Sector Name | Programme | Jobs Created |
| IG/Waste Control | Environment and Culture Sector | Waste Management | 83 |
| Nhlabamkhosi access road | Infrastructure Sector | MIG | 4 |
| Nondwengu/Ntabaskop Community Development Centre | Infrastructure Sector | MIG | 12 |
| Ndwedwe Interns | Social Sector | Expansion (NEW) Programme | 15 |
| Sonkombo Sport field | Infrastructure Sector | MIG | 12 |
| Esidumbini Electrification | Infrastructure Sector | MIG | 12 |
| Security Project | Social Sector | MIG | 12 |

EPWP POLICY

The municipality has a EPWP policy adopted by Council. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. A total number of 80 people who benefitted from the job creation initiative.

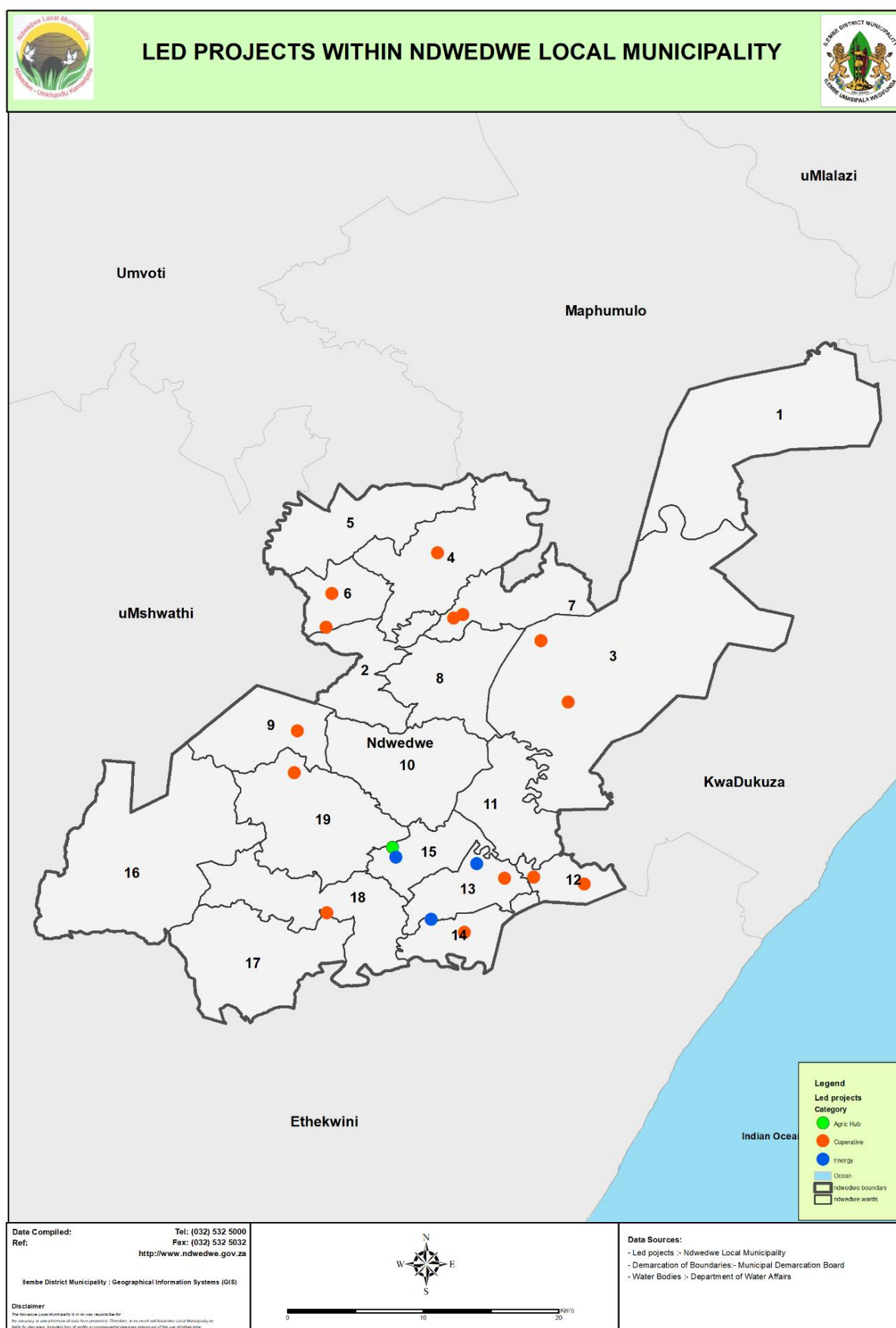
COMMUNITY WORK PROGRAMME

The municipality has 1110 CWP participants under the implementing agent as appointed by COGTA. The CWP reports quarterly which are submitted to the municipality LED office by the implementing agent on status of the programmes.

LED PROJECTS SPATIAL REPRESENTED

The overleaf map illustrates the current and planned LED Projects for the municipal area.

Map 26: LED Projects



C.6.2 SOCIAL DEVELOPMENT ANALYSIS

THREE (3) PRIORITIES PER WARD

This section covers the three targeted priorities per ward as follows:

- Affordable Housing
- Access to water and sanitation
- Access to electricity

The above three priorities came from the broad-based community needs at the public participation meetings held in April 2022.

C.6.3 HEALTH ANALYSIS

HEALTH SECTORS

Health facilities in the Ndwedwe municipal area are as follows:

- Clinics: Ndwedwe has a total of Five Clinics which are spread relatively evenly throughout the municipality. The map depicts existing clinics with an optimum walking distance of 1 to 5 km and a maximum walking distance of 10km. The provision of clinics does not conform to this standard. Although the facilities are distributed evenly throughout the municipality, localized challenges such as rivers or extreme topography increases traveling distances and time. When comparing the localities of these facilities, it can be seen that the more densely populated areas are not well serviced. It seems the facilities were placed at regular intervals, but did not take cognizance of population densities, unless migration closer to economic activities are to blame for this phenomenon.
- Hospitals: There is only one hospital in the Ndwedwe Municipal area, located west of Montebello. A large portion of the population falls outside of the 20km accessibility perimeter and only a small portion (about a third) of the municipality falls within 20km accessibility from this hospital. Considering that there is only one hospital in the municipality, the municipality and the more densely populated areas are within the 20km service radius of Hospitals situated within the adjacent municipalities of uMshwati, Maphumulo, KwaDukuza and the eThekweni Metropolitan Municipality.

HIV/AIDS DEATHS AND ITS IMPACT

The health of the society plays an important role in the development and economic growth of a municipality. A municipality that is populated by an unhealthy society will divert its resources to take care of the sick whereas those same resources could have been used on other developmental issues that have the potential to lift the living standards of the people and create job opportunities. For this reason, it is important to understand the impact of HIV/AIDS in the study area. Ndwedwe recorded the second highest incidence of HIV in ILembe District with almost 16.8% of the population being infected by the virus, while Mandeni recorded the highest with 18.9%. ILembe District initiated a number of HIV/AIDS activities in its fight against the epidemic. At Ndwedwe Local Municipal level there is an organization or institution called Medical Care Development International (MCDI) that operates in partnership with ILembe Health District, which is responsible for training the candidates available to undertake home based care particularly for patients who suffer from HIV/Aids related diseases.

This MCDI organization has presently received funding from Johns Hopkins University Centre for Communication Programs to implement an HIV Voluntary Counselling and Testing Project in KwaZulu-Natal (KZN), in collaboration with a local NGO, DramAidE. There is also Ndwedwe District Child Survival Project (NDCSP) that was first initiated by MCDI as a planning grant under USAID/BHR/PVC funding in 1995. This grant supported a two-year planning period and arising from this, a second grant was awarded to support full-scale Child Survival Project activities between 1997 and 2001. The goals of the project are to reduce morbidity and mortality among children less than 60 months of age in the target area and to improve the health status of women of childbearing age by reducing the risks associated with reproduction in the same population.

These goals have been addressed through a package of maternal and child health care interventions (including immunizations, control of diarrheal diseases, pneumonia case management and maternal and new-born care) operating at the facility and community level, within the context of an integrated, coherent and effective District Health System. In 2000, a multi-faceted HIV/AIDS intervention was funded that focused on three types of initiatives: 1) preventing new cases through community and school-based prevention programs; 2) strengthening the capacity of families and communities to meet the needs of orphans and children affected by AIDS; and 3) support and supervision of home-based care for people living with AIDS (PLWA).

Ndwedwe has launched Ndwedwe Local Aids Council, the LAC on the 16/08/2019 where all stakeholders with special competence, skill, experience, knowledge, interest expertise in HIV and AIDS related matters were invited and took part in the launch. The LAC will Guide and facilitate the implementation of the National HIV and AIDS and STI Strategic Plan and other

related matters; Facilitate, monitor and evaluate the protection, promotion and fulfilment of the rights of the affected and infected persons living with HIV and AIDS in the Municipality, etc. The Council is comprised of:

- The Mayor; Members of the Executive Council; Chairpersons of the Portfolio Committees;
- Chairpersons of each ward HIV and AIDS Committee.
- Representative from each of the civil society sectors;
- Representative from the Traditional Leadership
- Representative from government departments in the local Municipal area.

The LAC will be chaired by the Mayor and deputised by the chairpersons of the civil society Pastor PI Ngcobo from ward 13. Secretariat will be provided by Sizolwethu Mngadi (officer social cohesion and special programs) and Technical Support to the Mayor is Mr SN Gwamanda

The LAC has successfully launch 15 Ward Aids committees where all stakeholders with special competence, skill, experience, knowledge, interest expertise in HIV and AIDS related matters took part in the launch and Community Care Givers full participated in all our WACs launch. The municipality has relaunched the Civil Society Structure with a huge success launch with 40 organisations participating and the structure has been inducted by District Civil Society and they participate positively in OSS structures. The Aids community structures and Civil Society have informed many programs implemented by the municipality to curb social ills to be outlined below under programs. The LAC sit Quarterly chaired by the Mayor to receive reports from WACs, departments and consolidated one report to the District Aids Council chaired by District Mayor.

C.6.4 EDUCATION ANALYSIS

Education is a key determinant to availability of labour force. An educated population provides the needed skills to produce goods and services in an economy. For this reason, it is important to understand the education level of Ndwedwe. The number of people over the age of 20 years with no schooling in Ndwedwe declined from 39.4% in 2001 to 22.2% in 2011. People with higher education level also declined from 1.7% to 1.3% in 2011. The number of people with matric level of education increased by almost 84% to 22.1% in 2011. Likewise, the number of primary education enrolment (i.e. aged 6 – 13 years) increased from 87.8% in 2001 to 91.5% in 2011. The level of education is to be improved if the municipal area is to experience meaningful economic growth and development. Likewise, an improvement in economic development, increase in job opportunities and an improved living standard could create an atmosphere that may retain or attract its indigenous/residents to Ndwedwe and not relocate to the neighbouring municipalities.

EDUCATION PROFILE

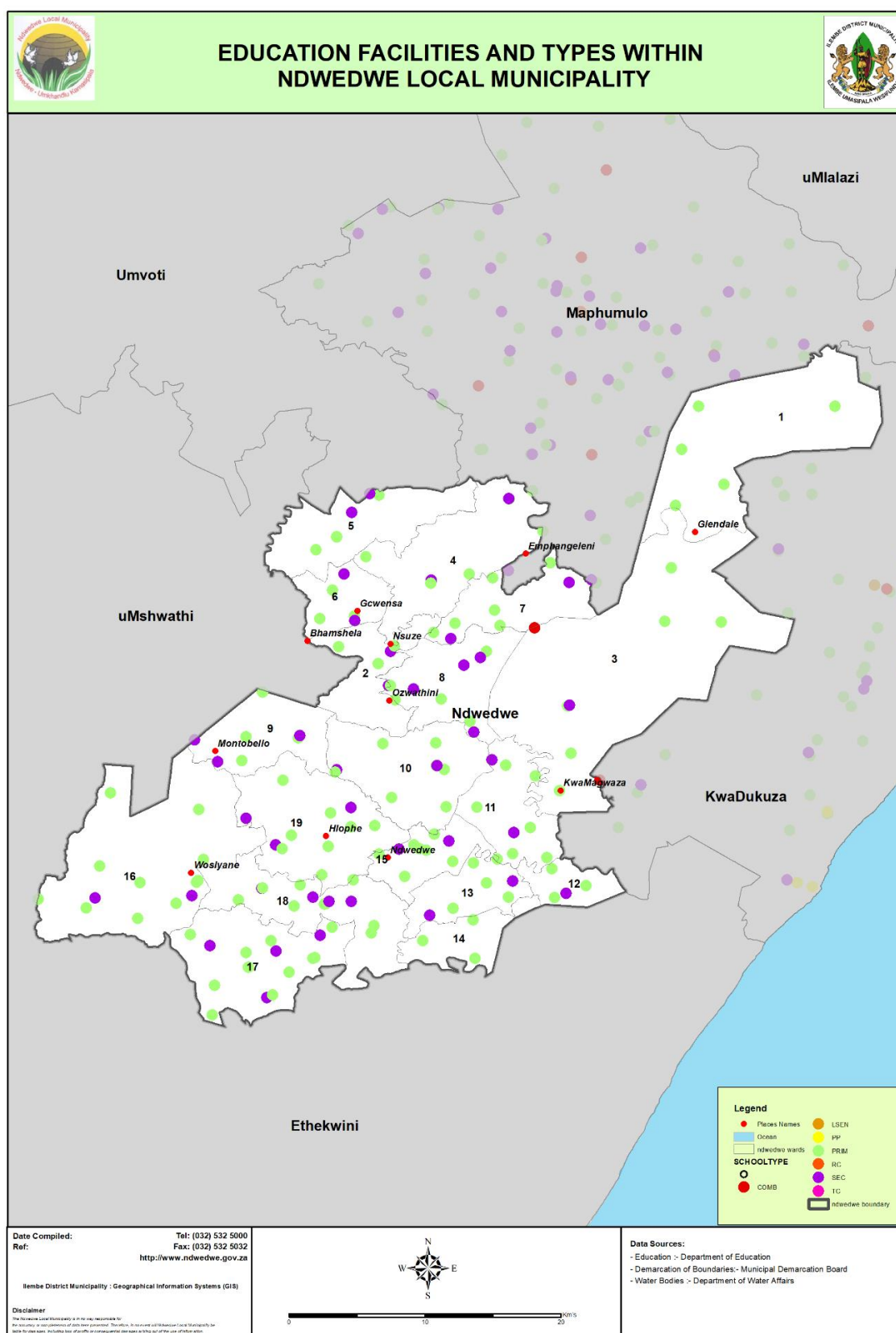
The Municipality is relatively well serviced in terms of primary schools. Only a few small areas throughout the municipality are not covered by primary schools according to the prescribed standard. In comparison to the population densities and settlement maps, there are very few households residing in the areas not covered, and the provision of sustainable educational facilities in these areas will not be possible /feasible.

Table 95: Education Profile (Source: Community Survey, 2016)

| Indicator | Sub Indicator | Population | % of population |
|--|-----------------------------|------------|-----------------|
| Current school attendance | Yes | 63 038 | 44% |
| | No | 80 005 | 56% |
| | Don't know | 74 | 0% |
| | Total | 143 117 | 100% |
| Current school attendance (by gender) | Yes (Male) | 31 809 | 46.8% |
| | No (Male) | 36 110 | 53.2% |
| | Do not know (Male) | 16 | 0.0% |
| | Yes (Female) | 31 229 | 41.5% |
| | No (Female) | 43 894 | 58.4% |
| | Do not know (Female) | 58 | 0.1% |
| Current school attendance (by race) | Yes (Black African) | 62 865 | 44.2% |
| | No (Black African) | 79 165 | 55.7% |
| | Do not know (Black African) | 74 | 0.1% |
| | Yes (Coloured) | 55 | 33.7% |
| | No (Coloured) | 108 | 66.3% |
| | Do not know (Coloured) | 0 | 0.0% |
| | Yes (Indian/Asian) | 73 | 12.3% |
| | No (Indian/Asian) | 520 | 87.7% |
| | Do not know (Indian/Asian) | 0 | 0.0% |
| | Yes (White) | 45 | 17.5% |
| | No (White) | 212 | 82.5% |
| | Do not know (White) | 0 | 0.0% |
| Highest level of education | No schooling | 30 532 | 21.6% |
| | Primary | 45 891 | 32.4% |
| | Some Secondary | 39 982 | 28.3% |
| | Matric | 22 285 | 15.8% |
| | Tertiary | 2 753 | 1.9% |
| Highest level of education (by gender) | No schooling (Males) | 12 990 | 19.3% |
| | No schooling (Females) | 17 543 | 23.6% |

| | | | |
|---|-----------------------------------|--------|-------|
| | Primary Schooling (Males) | 23 126 | 34.4% |
| | Primary Schooling (Females) | 22 765 | 30.7% |
| | Some Secondary (Males) | 20 160 | 30.0% |
| | Some Secondary (Females) | 19 822 | 26.7% |
| | Matric (Males) | 9 741 | 14.5% |
| | Matric (Females) | 12 544 | 16.9% |
| | Tertiary (Males) | 1 226 | 1.8% |
| | Tertiary (Females) | 1 526 | 2.1% |
| Highest level of education (by race) | No schooling (Black African) | 30 382 | 21.6% |
| | No schooling (Coloured) | 28 | 17.3% |
| | No schooling (Indian/Asian) | 122 | 21.4% |
| | No schooling (White) | 0 | 0.0% |
| | Primary Schooling (Black African) | 45 701 | 32.5% |
| | Primary Schooling (Coloured) | 76 | 46.9% |
| | Primary Schooling (Indian/Asian) | 81 | 14.2% |
| | Primary Schooling (White) | 32 | 12.5% |
| | Some Secondary (Black African) | 39 765 | 28.3% |
| | Some Secondary (Coloured) | 42 | 25.9% |
| | Some Secondary (Indian/Asian) | 165 | 28.9% |
| | Some Secondary (White) | 10 | 3.9% |
| | Matric (Black African) | 21 938 | 15.6% |
| | Matric (Coloured) | 16 | 9.9% |
| | Matric (Indian/Asian) | 186 | 32.6% |
| | Matric (White) | 144 | 56.0% |
| | Tertiary (Black African) | 2 665 | 1.9% |
| | Tertiary (Coloured) | 0 | 0.0% |
| | Tertiary (Indian/Asian) | 17 | 3.0% |
| | Tertiary (White) | 71 | 27.6% |
| Matric (20+ age group) | Total | 20 925 | 27.9% |
| Matric (20+ age group by gender) | Male | 9 245 | 27.6% |
| | Female | 11 679 | 28.1% |
| Matric (20+ age group by population group) | Black African | 20 603 | 27.7% |
| | Coloured | - | 0.0% |
| | Indian/Asian | 178 | 38.3% |
| | White | 144 | 65.2% |

Map 27: Education facilities



The municipality is generally well serviced in terms of secondary schools, with only the low-density areas, where the provision of schools may not be feasible. It needs to be noted that although the municipality is well serviced, it is more often the quality of education and the maintenance of these facilities that poses problems and not the availability of facilities itself (Secondary Schools within Ndwedwe Municipality).

The largest portion of the population (Approximately 36 552) has some primary education between grade 1 and 6. Only about 1,460 (1%) of the population has an education higher than grade 12. The low levels of education in the Municipality can be attributed, in part, to the high number of the population, which is of lower, school going age. Notwithstanding this, the number of adults with education levels being higher than grade 12 is very low. The level of education impacts drastically on the type of work opportunities one can create for the population.

Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but for the communities to benefit from opportunities such as tourism, or other opportunities presented by the unique locality of the area, it might be possible or needed that some training be presented to the communities to empower them to utilise these opportunities. There is thus a definite need for skills development and social development alongside the economic development of the municipal area. It is noticeable that the levels of education have increased from 2001 to 2011. Municipality. Ward 16, which had very low levels of education, is now also comparable to the other wards.

C.6.5 SAFETY AND SECURITY

The Ndwedwe Municipality has planned to prepare and develop a Safety Plan in the new financial year. However, the communities have a Community Policing Forum in place.

IMPLEMENTATION OF MUNICIPAL HEALTH SERVICES

The implementation of municipal health services is the function of the iLembe District Municipality from 2004. The District has a by-law in place to care for health services for all local municipalities under the District that addresses municipal health issues.

EMPLOYMENT AND UNEMPLOYMENT PATTERNS

The level of unemployment in Ndwedwe declined to 48.7% in 2011 from 67.8% in 2001. Amongst the youth 58.3% of them were unemployed which again is a decline from 76.4% in

2001. However, the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in Ndwedwe are in the formal sector, only 4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and 8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

EMPLOYMENT BY INDUSTRY

Agriculture sector is the largest employer of Ndwedwe population which employs 3, 585, Wholesale & Retail Trade 3, 122, Government 2, 931 and Community, Social and Personal Services 2,420. Likewise, Agriculture is the main contributor to Ndwedwe's economy with a percentage contribution of 21.1%, followed by Wholesale & Retail Trade 18.4%, General Government 17.2%, Community, Social and Personal Services 14.2% and Construction 10.2%. Generally, these sectors have not been employing many people in Ndwedwe compared to Mandeni and KwaDukuza.

Income Levels

Approximately 46% of the population in Ndwedwe have no income. 30% earn R0 – R400 per month, 23% earn R401 – R12, 800 per month, 605 people earn between R12, 801 – R25, 600, 326 people earn R25, 601 – R51, 200, 14 people earn between R51, 201 – R102, 400, 37 people earn R102, 401 – R204, 800 and only 27 people earn more than R204, 801 per month. Generally, Ndwedwe is predominantly a poverty-stricken municipality that is occupied by people with no income or below the standard minimum wage. However, several poverty alleviation projects are under implementation at Ndwedwe such as sewing project, bakery and community gardens that aim to curb down this challenge.

KEY FINDINGS: SOCIO-ECONOMIC ANALYSIS

- The number of people over the age of 20 years with no schooling in Ndwedwe declined from 39.4% in 2001 to 22.2% in 2011.
- Majority 76.6% of the population have no schooling or are lower than matric level of education.
- Approximately 58.3% of the youth in Ndwedwe are unemployed.
- Approximately 46% of the population in Ndwedwe has no income; and
- Ndwedwe recorded the second highest incidence of HIV in iLembe District with almost 16.8% of the population being infected by the virus.

NATION-BUILDING & SOCIAL COHESION

Nation-building is to ensure that the country takes up an effective role within the world community. Nation-building is the process whereby a society of people with diverse origins, histories, languages, cultures and religions come together within the boundaries of a sovereign state with a unified constitutional and legal dispensation, a national public education system, an integrated national economy, shared symbols and values, as equals, to work towards eradicating the divisions and injustices of the past; to foster unity; and promote a countrywide conscious sense of being proudly South African, committed to the country and open to the continent and the world.

South Africa's nation-building project includes forming a common identity, while recognising and respecting diverse ethnic, racial and other groupings. Nation builders are those members of a state who take the initiative to develop the national community through government programs. Nation-building can involve the use of propaganda or major infrastructure development to foster social harmony and economic growth. There are three factors tend to determine the success of nation-building over the long-run: "the early development of civil society organisations, the rise of a state capable of providing public goods evenly across a territory, and the emergence of a shared medium of communication.

Social cohesion is linked to more stable and participatory democracies, greater economic productivity and growth, inclusivity and tolerance, effective conflict management and resolution, and a generally better quality of life for people.

Addressing social cohesion is particularly critical in South Africa given the context of widening inequality, growing unemployment, and persistent racial inequalities. Without a consensus based working definition that reflects both intellectual discourse as well as the lived experience of citizens, we cannot understand whether – and how much – social cohesion exists in South Africa today, and how its extent or deficit could be measured and tracked over time. The Sport Development Hubs that were established by the Department of Art, Culture Sports and Recreation.

The Ndwedwe Local municipality has established the Social Cohesion Unit with two officials to ensure there is both Social Cohesion and Nation Building with the jurisdiction of our municipality. This office has launched almost all structures of Civil society in our communities with the aim of promoting a people centred government and the municipality is able to engage all sectors in our community for civil society to influence the budget and programs of to be implemented by our government. The unit has promoted community participation and allowed communities to play a pivotal in dealing with social challenges and poverty affecting our people through the implementation Operation Sukuma Sakhe at ward level to Local task team. The municipality has planned many programs for Social Cohesion in the Annual plan as

follows: Ingoma Yesintu program, Umkhosi weSintu, Moral Regeneration Program and Sport Development program.

SOCIAL COHESION FORUMS

Table 96: Social cohesion Forums/meetings were held.

| Sector | Date | Venue | Purpose |
|-----------------------|--|---|--|
| Disability forum | 28/08/2021 | Education centre | To discuss issues of people living with disability |
| Senior citizens forum | 16/10/2020 | Ndwedwe education centre | To discuss issues of elderly people |
| Civil society meeting | 14/12/2021 | Johnny makhathini | To discuss societal matters e.g., HIV, Aids, and other social ills |
| Disability forum | 04/10/2021 | Education centre | To discuss issues of people living with disability |
| LTT Meeting | 07/07/2021 04/08/2021 01/09/2021 02/02/2022 02/03/2022 | Council Chamber Microsoft Teams Microsoft Teams Council Chamber Council Chamber | To discuss War room Issues and provide solutions |

COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

PROGRAMMES FOR DISABILITIES

Ndwedwe disability safety awareness



The Disability Safety awareness was held on the 17/11/2021 at Nondabula Hall ward 09. The program was about commemorating the international day for people with Disability. The theme of the program was “Leadership and participation of persons with Disabilities toward an inclusive, accessible and sustainable livelihood post Covid 19”. The program was led by Ndwedwe

Disability forum and ward 9 OSS structures.

Ndwedwe Awareness programme on Albinism



The programme was conducted on the 06/10/2021 at Ezimangweni Sport field ward 13. The programme was about raising an awareness on albinism. The programme was conducted together with albinism society, Ndwedwe Disability forum and OSS structures. Targeted wards were 13, 15, 18 and 17.

WHEELCHAIR HANDOVER PROGRAMME

Wheel chairs were handed over to different beneficiaries from Ndwedwe wards.



The wheelchair handover program was led by the public participation office working together with the Ndwedwe disability forum which is coordinated at the Social Cohesion Office. The beneficiaries of Wheelchairs were identified by OSS Structures (War rooms).

PROGRAMMES FOR CHILDREN AND YOUTH

The dress a child campaign targets all the 19 wards (2 schools per ward). The children to benefit from school uniforms were identified though OSS structures.



Ward 1 schools (Ubuhlebephupho Primary and Sakhumuzi Primary School) 22/02/2022

Ward 9 Schools (Mayelisweni Primary and Nondabula Primary school) 11/02/2022

Ward 5 Schools (Ngayiphi Primary and Deda Primary school) 11/02/2022

PROGRAMMES FOR SENIOR CITIZENS

Ndwedwe Christmas program for senior citizens



The program took place on the 15/12/2021 at Ndwedwe Johnny Makhathini Hall. The targeted beneficiaries were 5 senior citizens people per ward from the 19 wards of Ndwedwe Local Municipality. The program was about sharing love, having fun, and embracing the senior citizens.

PROGRAMMES FOR GENDER (Women and Men)

Ndwedwe Men's Program

The first day was an indoor programme held at Johnny Makhathini Hall on the 05/08/2021. The focus was on HIV, TB, Crime and Gender Based Violence Free Ndwedwe. The program was about to bring together about 50 men and boys from Ndwedwe Local Municipality to engage them to become agents of change and integral partners in the prevention and response in tackling the spread of Crime, HIV, Gender-Based Violence and Femicide and other



social ills. The second day of the program was conducted at Bhamshela Taxi Rank on the 06/08/2021. It was in a form of Walkabouts from Thusong centre to Bhamshela Boxer Buildings and Bhamshela taxi rank. The purpose was to raise the awareness about GBV and Discouraging Looting.

UMKHOSI WOMHLANGA

WASENDWEDWE (UBONGWA KWEZINTOMBI & GBV AWARENESS)

The programme took place on the 23/09/2021 at Mary Grey Sports Centre which is in Ward 7. The program had aimed to raise awareness on the Scourge of GBV to Ndwedwe Maidens as they did not get a chance to go to enyokeni for Umkhosi Womhlanga as the country was under the lockdown due to the outbreak of the Corona Virus.

16 DAYS OF ACTIVISM FOR NO VIOLENCE AGAINST WOMEN AND CHILDREN AWARENESS

The 16 days of Activism for No Violence against Women and Children awareness was held on the 01 December 2021 at Johnny Makhathini Hall ward 15. The 16 days of Activism for no violence against Women and Children campaign is a United Nations campaign which takes place annually from 25 November to 10 December. The program had aimed to raise an awareness of the negative impact that violence and abuse have on women and children and to rid society of abuse permanently.

PROGRAMMES FOR HIV AND AIDS - NDWEDWE HIV AND AIDS PROGRAM



The awareness on HIV and AIDS was held on the 08/12/2021 at Sonkombo Thusong Centre in ward 11. The program had aimed to raise awareness on the HIV and AIDS epidemic disease targeting ward 10, 11, 19 and 03.

PROGRAMMESS FOR OSS AND OPERATION MBO

Ndwedwe Operation Mbo was conducted on the 22 October 2021 at Ward 1 Glendale Sport Ground. It was an event where different stakeholders join together to address issues in the community. The department that provided the service on the day were SASSA and DOH. People were vaccinated for Covid 19 and were also screened for other health care matters.

UMKHOSI WESINTU PROGRAMME

Umkhosi Kabhacela programme was conducted at ward 16 on the 03/10/2021 under Malangeni Traditional Council.

Table 97: DCOGTA COMMUNITY SERVICE CENTRE (CSC)2021 INFRASTRUCTURE PROJECTS

| PROJECT NAME | TYPE | BUDGET COMMITTED 2021/22 |
|--------------|------------------------|-----------------------------|
| Hlomendleni | Park Home and ablution | R1 500 000 |

LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

Table 98: Local Economic Development: SWOT Analysis

| Strengths | Opportunities |
|--|---|
| <p>It is relatively close to major cities and towns in the province</p> <p>Location between Africa's two great ports and its excellent transport infrastructure;</p> <p>A diverse and rich cultural heritage has potential broad international appeal;</p> <p>Bhambatha Rebellion Route;</p> <p>The N2 corridor from Durban to Maputo, which already transports more than 1m tourists per year through the ILembe Region;</p> <p>Commercial Farming areas in the eastern part of the municipality Subtropical climate conducive to high agricultural yield;</p> <p>Proximity of the municipality to the sea;</p> <p>High percentage of arable land;</p> <p>Kaolin mining that is currently taking place;</p> <p>Recently surfaced road (P100);</p> <p>Existing agricultural land;</p> <p>Minerals;</p> <p>Arts and Craft potential;</p> <p>Good weather;</p> <p>Close proximity to EThekweni Municipality;</p> <p>The existing agricultural potential;</p> <p>The taxi rank and market stores;</p> <p>Farming equipment handed out to the community by the municipality;</p> <p>The already existing community facilities such as schools, halls, clinics and houses;</p> | <p>Proposed link between Ndwedwe and Maphumulo Municipality;</p> <p>Poverty reduction agricultural projects and agri-processing projects;</p> <p>There is a potential to undertake kaolin mining;</p> <p>Increasing employment opportunities in agriculture, government, and informal sectors;</p> <p>Most housing projects are under implementation;</p> <p>Potential to improve the Glendale area;</p> <p>Investors keen to fund EcoTourism projects;</p> <p>DEDT keen to fund good LED relate projects;</p> <p>There are opportunities to diversify agricultural activities.</p> <p>There are opportunities to expand the markets such as arts and craft (i.e. bead work and pottery), tourism (i.e. Nhlankakazi mountain, the stone of Ndikimba, Nsuzi and Coby Hill Lodge);</p> <p>There is sufficient threshold population to support the development of the shopping centre;</p> <p>The growth and development of young contractors due to the upgrading of roads that is currently taking place;</p> <p>There already formed organizations across all the economic sectors targeting economic growth objectives; and</p> <p>Community radio station; and some of the areas are already serviced with electricity.</p> |
| Weakness | Threats |
| There are no proper structures to co-ordinate LED activities and strategies that involve the public and private sector, and civil society; | Lack of investment due to bulk infrastructure |
| There is very little synergy between the different stakeholders, both private and public-private, Poverty incidence within the municipality; | Lack of funding |
| Equipment to practice farming are not sufficient; | Illegal immigrants "foreign nationals" taking over informal economy. |
| Lack of training and skills development centres; | Decline in formal employment within economic sectors |

| | |
|---|---|
| 46% increase in the proportion of the households earning no income (as per census 2011), | Increasing costs (electricity, transport, capital, storage and equipment) |
| Steep fragmented topographic conditions resulting into isolated settlement pattern; | |
| Shortage of tourism, manufacturing, and construction sector development resulting in decreasing employment opportunities; | |
| Housing backlogs; | |
| Lack of the programmes to support both formal and informal business sector development; | |
| Education and skills development programmes are weak; | |
| Lack of communication between the SMMEs and the established businesses; | |
| Lack of health facilities, people have to travel long distances to reach the nearest facility; | |
| Underutilization of land; Lack of petrol filling stations. | |
| Lack of housing delivery and the existing are leaking and vulnerable to explosion; and | |
| Lack of co-ordination within government departments. | |

SOCIAL COHESION SWOT ANALYSIS

Table 99: Social Development: SWOT Analysis

| STRENGTHS | OPPORTUNITIES |
|---|--|
| <p>Strategic plans for Community and Social Services department.</p> <p>Sector Plans for Ndwedwe depart through OSS</p> <p>Presence and functionality of OSS within the municipality.</p> <p>13 wards have CDWs from Cogta as war room secretaries.</p> <p>Getting support from both Provincial and National Departments.</p> | <p>Ndwedwe Town Located between 2 South Africa's biggest ports.</p> <p>New opportunities created by Dube Trade Port.</p> <p>Use of Sukuma Sakhe as service delivery model.</p> <p>To promote sound intergovernmental relations.</p> <p>Working towards a Fully functional OSS.</p> |
| WEAKNESSES | THREATS |
| <p>Not having a full flash Social Cohesion Unit</p> <p>Lack of environmental policies and bylaws</p> <p>Some wards does not have proper War room venues.</p> <p>06 ward do not have CDCs to assist in War rooms.</p> <p>Not HIV & Aids Coordinator in the municipality</p> <p>Non filling of vacancies.</p> | <p>Work is not done efficiently.</p> <p>Environmental degradation.</p> <p>War room venues do not have toilets and water.</p> <p>Large spread poverty.</p> <p>No full functional Ward Aids Committees at ward level</p> <p>Social ills (Teenage pregnancy, drugs and GBV).</p> |

C.7: SITUATIONAL ANALYSIS

KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

C.7: SITUATIONAL ANALYSIS FOR KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

C.7.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

A three-year synopsis on capital funding and expenditure is provided in the 2022/2023 IDP covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. The capital expenditure is funded through government grants, borrowing and internally generated funds. The capital budget performances for the previous financial years (2019/2020, 2020/2021, 2021/2022) are respectively tabled herein-below:

Table 100: Three-Year Synopsis on Capital Funding and Expenditure

| Source of Funding: Capital Grant Description | 2019/2020 (R) | 2020/2021 (R) | 2022/2023 (R) |
|---|---------------|---------------|---------------|
| MIG GRANT | | | |
| FUNDS RECEIVED | 34 809 000 | 29 266 000 | 33 627 000 |
| FUNDS SPENT | 34 809 000 | 29 266 000 | 33 627 000 |
| FUNDS UNSPENT | 0 | 0 | 0 |
| % SPENT | 100% | 100% | 100% |
| DISASTER MANAGEMENT PROGRAMME | | | |
| FUNDS RECEIVED | 0 | 0 | 3 000 000 |
| FUNDS SPENT | 0 | 0 | 3 000 000 |
| FUNDS UNSPENT | 0 | 0 | 0 |
| % SPENT | 0 | 0 | 0 |
| INEP | | | |
| FUNDS RECEIVED | 0 | 7 000 000 | 10 000 000 |
| FUNDS SPENT | 0 | 7 000 000 | 10 000 000 |
| FUNDS UNSPENT | 0 | 0 | 0 |
| % SPENT | 0 | 100% | 100% |
| MASSIFICATION/ELECTRIFICATION PROGRAMME | | | |
| FUNDS RECEIVED | 0 | 0 | 5 000 000 |
| FUNDS SPENT | 0 | 0 | 5 000 000 |
| FUNDS UNSPENT | 0 | 0 | 0 |
| % SPENT | 0 | 0 | 0 |
| HSDG INTERVENTION | | | |
| FUNDS RECEIVED | 0 | 0 | 33 690 000 |
| FUNDS SPENT | 0 | 0 | 33 690 000 |
| FUNDS UNSPENT | 0 | 0 | 0 |
| % SPENT | 0 | 0 | 0 |
| KWALOSHE TOURISM PROJECT | | | |

| | | | |
|-------------------|--------|--------|----|
| FUNDS RECEIVED | 0 | 0 | 0 |
| FUNDS SPENT | 0 | 97 000 | 0 |
| FUNDS UNSPENT | 97 097 | 97 | 97 |
| % SPENT | | | |
| SPORTS FACILITIES | | | |
| FUNDS RECEIVED | 0 | 0 | 0 |
| FUNDS SPENT | 43 523 | 0 | 0 |
| FUNDS UNSPENT | 0 | 0 | 0 |
| % SPENT | 0 | 0 | 0 |

CAPITAL EXPENDITURE OVER THE NEXT THREE FINANCIAL YEARS:

Table 101: Three-year Municipal Budget

| Description | Operating budget (R) | Capital Budget (R) |
|-----------------------------|----------------------|-----------------------------|
| Annual budget 2022/2023 | R78 450 000 | Annual budget 2022/2023 |
| Indicative Budget 2023/2024 | R50 457 000 | Indicative Budget 2023/2024 |
| Indicative Budget 2024/2025 | R43 336 000 | Indicative Budget 2024/2025 |

OPERATING REVENUE FRAMEWORK

Table 102: Operating Revenue Framework

| Description | Operating budget (R) |
|-------------------------------|-----------------------|
| Final Annual budget 2022/2023 | 218 716 000 |
| Indicative Budget 2023/2024 | 228 420 000 |
| Indicative Budget 2024/2025 | 242 898 000 |

OPERATING EXPENDITURE FRAMEWORK

Table 103: Operating Expenditure Framework

| Description | Operating budget (R) |
|-------------------------------|-----------------------|
| Final Annual budget 2022/2023 | 218 534 000 |
| Indicative Budget 2023/2024 | 226 456 000 |
| Indicative Budget 2024/2025 | 237 096 000 |

Summary of Expenditure by Department in respect of Operating Budget

Table 104: Summary of Expenditure by Department

| Department Description | Annual Budget 2022/2023 (R) | Indicative budget 2023/2024 (R) | Indicative budget 2024/2025 (R) |
|----------------------------|-----------------------------|---------------------------------|---------------------------------|
| Office of the MM | R39 672 000 | R41 418 000 | R43 447 000 |
| Corporate Services | R47 216 000 | R49 293 000 | R51 708 000 |
| Budget and Treasury Office | R53 138 000 | R55 598 000 | R58 124 000 |
| EDP | R17 468 000 | R17 587 000 | R18 360 000 |
| Community Services | R24 128 000 | R25 540 000 | R26 791 000 |
| Technical Services | R18 615 000 | R19 397 000 | R17 868 000 |
| Council General | R18 282 000 | R17 115 000 | R20 250 000 |
| TOTAL EXPENDITURE | R218 521 000 | R225 950 000 | R236 552 000 |

CAPITAL INFRASTRUCTURE PROGRAMME

The Capital Projects are indicated in Order of Prioritization and Project Duration. Projects are identified as either “New, Ongoing or Completed”. The Municipality’s capital projects are indicated in order of prioritization and duration of each project. The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

Table 105: Capital Infrastructure Programme 2022/2023, 2023/2024 & 2024/2025

| Capital Expenditure Allocations | Ward | Budget Year 2022/2023 | Budget Year 2023/2024 | Budget Year 2024/2025 |
|------------------------------------|------|-----------------------|-----------------------|-----------------------|
| Project Description/Name | | R | R | R |
| Ndwedwe Community Halls | | 0 | R12 489 963 | R13 010 259 |
| Ndwedwe Bridges | | 0 | R8 326 642 | R8 673 506 |
| Ndwedwe Access Roads | | 0 | R14 183 395 | R14 774 235 |
| Mahlabathini Access Road | 5 | R8 070 401 | 0 | 0 |
| Isibonelo Community Creche | 11 | R6 242 126 | 0 | 0 |
| Mdloti Bridge | 17 | R18 766 205 | 0 | 0 |
| Nembeni causeway bridge | 09 | R548 268 | 0 | 0 |
| Construction of Court Road | 15 | R5 000 000 | 0 | 0 |
| Glendale Hall Refurbishment | 3 | R200 000 | 0 | 0 |
| Ezimpangeleni Hall Refurbishment | 4 | R50 000 | 0 | 0 |
| KwaDeda sports field Refurbishment | 5 | R400 000 | 0 | 0 |
| Pentacoste Hall Refurbishment | 14 | R200 000 | 0 | 0 |
| Mayelisweni Hall Refurbishment | 19 | R200 000 | 0 | 0 |

| | | | | |
|--|----|-------------|-------------|------------|
| Rehabilitation of water & sewer supply Bhamshela Thusong Centre | 02 | R1 000 000 | 0 | 0 |
| Reconstruction of Bhamshela Thusong Centre Clear-Vu Fence | 02 | R600 000 | 0 | 0 |
| Rehabilitation of Water Supply at Jonny Makathini Civic Hall & Ndwedwe Library | 15 | R400 000 | 0 | 0 |
| Re-construction of Dalibho Library Clear-Vu Fence & Gate | 02 | R500 000 | 0 | 0 |
| Upgrade of Water Supply of Dalibho Library | 05 | R80 000 | 0 | 0 |
| Electrification, Tubing & Fencing of Siyazakha Creche | 06 | R200 000 | 0 | 0 |
| Renovations & Fencing of Wewe Community Hall | 02 | R150 000 | 0 | 0 |
| Buy Back Structure (Phase One) | | R3 000 000 | 0 | 0 |
| Thusong Centre Major Renovations Upgrade | 5 | R5 000 000 | 0 | 0 |
| Taxi Rank Toilets and Renovation of Stalls ward 15 | 15 | R1 000 000 | 0 | 0 |
| Disaster and Emergency Services Establishment | 15 | R8 000 000 | R7 000 000 | R5 000 000 |
| Telecentre Roof Renovations | 5 | R300 000 | 0 | 0 |
| TOTALS | | R59 907 000 | R42 300 000 | 41 758 000 |

MUNICIPAL CAPITAL AND OPERATIONAL BUDGET

The municipality has included 2022/2023 approved budget indicating the supporting capital budget.

CAPITAL ASSETS AND INFRASTRUCTURE

The Municipality has an Asset and Infrastructure Policy in place. The policy has been adopted by the Council of Ndwedwe in May 2022 for implementation. The Technical Services Department has assisted with the development of the Asset Renewal Plan as well as Operations and Maintenance Plan. It is important to maintain a regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets as well as the need to replace the Municipality's deteriorating fleet. The plan shall assist in identifying and listing un-utilised / un-economic assets with a view to disposal as previously indicated.

REPAIRS AND MAINTENANCE

The repairs and maintenance have been budgeted for against the total of non-current assets. Plans are in place to address the challenges. Calculations are available. The plan accommodates a realistic budget towards repairs and maintenance.

Table 106: Budget for The Repairs & Maintenance

| FINANCIAL YEAR | 2022/2023 | 2023/2024 | 2024/2025 |
|-----------------------------------|------------|------------|-------------|
| Roads | R750 000 | R782 000 | R816 000 |
| Halls | R450 000 | R521 000 | R544 000 |
| Sport and recreational facilities | R600 000 | R729 000 | R761 000 |
| Municipal Offices | R450 000 | R679 000 | R712 000 |
| Furniture and Office Equipment | R85 000 | R89 000 | R93 000 |
| Transport Asset | R1 880 000 | R2 169 000 | R 2 270 000 |
| Totals | R4 215 000 | R4 969 000 | R5 196 000 |

The municipality is currently unable to meet the standard norm of 8%, it only affords 2% however the maintenance of road will now be maintained mostly internal since the municipality has beefed up its yellow plant and the plant will be in full operation from 1 July 2022.

INVESTMENT REGISTER

The Ndwedwe municipality has an Investment Register in place and is updated on a monthly basis. The Municipality has Investments with the following banks with ABSA, Standard, Investec, Ithala and First National. The sources of funding of the various capital projects are adequately covered in the capital budget of the municipality.

The above table is a synopsis of the funding source linked to the investment register will provide certainty that the project is capable of being executed. The investment register will also present a snapshot of whether the municipality is pooling funds for interest purposes or is using the funds as intended in the grant frameworks.

C.7.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The Indigent Policy is in place, reviewed and adopted by Council in March 2022 for implementation. The policy is reviewed annually together with budget related policies. A copy a Ndwedwe Municipality Indigent Policy attached as Annexure J. The indigent register was reviewed and adopted in March 2022 and is being implemented.

The Municipality received co-funding from the Department of Co-operative Governance and Traditional Affairs. The register of indigent consumers is being updated monthly and is limited to consumers who have made application and have been approved. The programme is aligned to priorities of NDP i.e. those of addressing social and employment issues within Ndwedwe as well as the municipality's long-term goals of eradicating poverty in the communities.

The municipality received a total of 19188 applicants. A total number of 7947 applicants were unsuccessful and 11517 were successful. The household income beneficiary threshold qualification for indigent support is R 3 200 per household. In order, for the community member's applications to be deemed successful and granted indigent the following criteria and verification rules must be adhered to:

- Applicant provides a valid SA ID Number.
- Applicant earns less than R3 200 monthly.
- Applicant resides within the boundaries of the municipality.
- Applicant is not deceased.
- Applicant is not an active director of a company.
- Applicant owns no more than 1 property.

The total number of registered indigents on the indigent register is 1151.

INDIGENT SUPPORT FROM THE EQUITABLE SHARE

Table 107: Equitable Share for Indigent

| Budget Provision | 2021/2022 (R) | 2022/2023 (R) | 2023/2024 (R) | 2024/2025 |
|------------------|---------------|---------------|---------------|------------|
| | R850 000 | R1 000 000 | R1 044 000 | R1 095 156 |

FREE BASIC SERVICES FROM THE INEP (ELECTRIFICATION GRANT)

Table 108: Free Basic Services

| Description | 2022/2023 | 2023/2024 | 2024/2025 |
|------------------|------------|------------|------------|
| Budget Provision | R1 500 000 | R1 566 000 | R1 642 734 |

The above table is an indication if the number of the registered indigents is increasing or decreasing over the last three years.

Table 109: Budget Provision

| Description | 2022/2023 |
|------------------|--------------------------|
| Budget Provision | R10 000 000.00 |
| Actual | Proposed 450 Units |
| %Spent | To commence in July 2023 |
| % Unspent | N/A |

C.7.3 REVENUE RAISING STRATEGIES

The Ndwedwe Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. Such various alternative streams include:

- Implementation of MUNICIPAL PROPERTY RATES ACT, a valuation roll was developed for implementation with effect from 1 July 2016. Containing an updated rate payers' address, the municipality believes that the collection rate will improve.
- THE TRAFFIC DEPARTMENT: The Municipality has established a fully functioning Traffic Department that assists with the licensing of vehicles and fine the road offenders thereby collecting some revenue.
- INVESTMENT POLICY: All excess cash that is not utilised in the month is invested in accordance with the Municipality's Investment Policy, in order to collect as much interest on investment as possible.
- ASSET MANAGEMENT: An Asset and Infrastructure Policy has been adopted by the Council of Ndwedwe in May 2022 for implementation. The Technical Services Department is assisting with the development of the Asset Renewal Plan as well as Operations and Maintenance Plan. A regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets as well as the need to replace the Municipality's

deteriorating fleet. The plan assists in identifying and listing un-utilised / un-economic assets with a view to disposal as previously indicated.

It is important to maintain a regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets, the need to replace the Municipality's deteriorating fleet. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as previously indicated.

FINANCIAL MANAGEMENT: The Council is committed to sound financial management and the maintenance of a healthy economic base. Financial management policies and procedures for the entire municipality are reviewed annually and implemented. In addition, the financial management systems and procedures are reviewed to include the following:

- Budgeting methods
- Cash forecasts and cash flow monitoring against forecasts
- Credit risk management
- Investment policies
- Supply chain management policies
- Supplier payment periods
- Supplier selection and monitoring procedures
- Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. Council has geared itself towards clean audit opinion in 2021/2022 financial year, and to achieve this, the Municipality has tasked itself with ensuring that there are no repeat findings and measures are put in place to ensure that all financial and compliance possible findings are addressed immediately, if not avoided completely.
- It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.
- Capital financing: When determining appropriate sources of funding the municipality assesses the nature of projects, expected revenue streams and time frames for repayment. The following principles apply:
 - Statutory funds for fund specific projects
 - National and provincial government funding for medium term and long-term projects
 - External borrowings for long term revenue generating and strategic projects
 - Operational financing

- The Council's policy funds operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. It is Council's intention to maintain a strong economic base by buying on good working capital management including appropriate budgeting for working capital.
- Cost effectiveness: In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services with a view to outsourcing or alternate service delivery. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres has been explored and has proven to work in the Planning section of the Municipality and will still be implemented in the current financial year.
- Socio – Economical Responsibility: All aspects of matters relating to financial matters will take cognisance of Councils' social responsibility. Council will review its Supply Chain Management Policy to be in line with the latest SCM regulations, as last reviewed in December 2011, in order to address socioeconomic factors of its community. The Municipality's SCM policy should attempt to transform and empower economic lives of people of South Africa.
- Strengthening investor and consumer confidence: The Council's main aim is to increase investor and consumer confidence by building on the sound financial base through development and implementation of finance related policies. This will be demonstrated by healthy cash reserves, investments in accordance with the Municipality's Banking and Investment policy and ensuring that procurement is done through the Municipality's SCM policy. It is envisaged that proper application of the Municipality's SCM policy will in the long term contribute to the betterment of the community through investment and increased employment opportunities.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. For the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for the Municipality, adhere to minimum competency requirements, put in place a pre- and continuing education policy and develop career progression paths for designated finance

staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

C.7.4 REVENUE PROTECTION (DEBT MANAGEMENT)

MUNICIPAL CONSUMER DEBT

The table below reflects the municipal debt position in the last three (3) years.

Table 110: Debt Position

| FINANCIAL YEAR | DEBT DUE |
|----------------|-------------|
| 2019/2020 | R21 756 000 |
| 2020/2021 | |
| 2021/2022 | |

MUNICIPAL CONSUMER DEBT

Table 111: Debtors Age Analyses

| Description | | Budget Year 2019/20 | | | | | | | | |
|--|---------|---------------------|------------|------------|-------------|-------------|-------------|--------------|----------|--------|
| | NT Code | 0-30 Days | 31-60 Days | 61-90 Days | 91-120 Days | 121-150 Dys | 151-180 Dys | 181 Dys-1 Yr | Over 1Yr | Total |
| R thousands | | | | | | | | | | |
| Debtors Age Analysis By Customer Group | | | | | | | | | | |
| Organs of State | 2200 | 10 | (427) | 10 | - | 2 | (2) | 2 207 | 5 012 | 6 811 |
| Commercial | 2300 | 449 | 0 | 414 | (5) | 203 | 199 | 942 | 7 577 | 9 779 |
| Households | 2400 | 44 | - | 43 | - | 22 | 22 | 109 | 2 485 | 2 724 |
| Other | 2500 | 262 | (0) | 242 | - | 99 | 96 | 777 | 967 | 2 442 |
| Total By Customer Group | 2600 | 765 | (427) | 708 | (5) | 325 | 314 | 4 036 | 16 040 | 21 756 |

C.7.5 SUPPLY CHAIN MANAGEMENT (SCM)

The Municipality has established a Supply Chain Management (SCM) Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The SCM Unit performs the functions such as demand and acquisitions, logistics, disposal management, contract management and assets management.

The prospective suppliers or service providers wishing to do business with the council are on an ongoing basis afforded an opportunity to get registered on the municipality's database of accredited service providers/suppliers. There is an official solely dedicated to performing this function and on a regular basis issue reminder to entities that must update their information or documents. Registration/accreditation is only approved after thoroughly checking and verification of the documents and information submitted with the database application forms. Vendors are required to select at most three areas of specialization/commodities.

The Municipality annually conducts emerging contractors/suppliers' workshops so as to build their capacity and assist them to participate successfully in the Council's SCM systems. This initiative was introduced after it was discovered that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

The 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. Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process.

Upon the completion of the departmental service delivery budget and implementation plans (SDBIPs'), the Municipality prepares the Annual Procurement Plans and Procurement schedule/calendar with timeframes in place and is formulated annually. These tools play a

vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

ESTABLISHMENT & FUNCTIONALITY OF BID COMMITTEES

The Supply Chain Management is cohesive when assessing whether the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees.

Table 112: Members of the Bid Committees

| Bid Specification Committee | Members |
|------------------------------------|--------------------|
| Ms. L. Mhatu | Chairperson |
| Mr. S. Nyoka | Deputy Chairperson |
| Ms. S. Mngadi | Secretary |
| Mr. C. Khoza | Member |
| Ms. N. Ngobese | SCM |
| Ms. B. Zulu | Member |
| Ms. A. Ngcobo | Member |
| Bid Evaluation Committee | Members |
| Mr. T. Fakude | Chairperson |
| Ms. T. Faya | Secretary |
| Ms. B. Ndlovu | SCM |
| Mr. R. Mthombo | Member |
| Ms. S. Ngubane | Member |
| Mr. S. Gumede | Member |
| Mr. S. Mthembu | Member |
| Ms. M.Mtshali | Member |
| Mr F. Luthuli | Member |
| Mr. L. Mngadi | Member |
| Bid Adjudication Committee | Members |
| Mr. S. Majola | Chairperson |
| Mrs. B. Ngcobo | Secretary |
| Mrs. p Mbonambi | Member |
| Mr. D. Mzolo | Member |
| Mr. D. Khuzwayo | Member |
| Mr. S Mthembu | Member |
| Ms. M. Nkabinde | Member |

FINANCIAL VIABILITY/SUSTAINABILITY

COST COVERAGE RATIO

The municipal cost coverage ratio table below of the past 3 years indicates that the municipality can meet its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue. The table below reflects Cost coverage ratios:

Table 113: Cost Coverage Ratio

| Cost Coverage Ratio | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 |
|--------------------------------------|-------------|-------------|--------------|--------------|
| Cash | R21 945 000 | R35 360 000 | R33 159 000 | R48 910 000 |
| Unspent Conditional Grants | 27 600 | 97 | 97 | 97 |
| Overdraft | 0 | 0 | 0 | 0 |
| Short-term Investments | R57 431 000 | R21 945 000 | R28 209 000 | R28 209 000 |
| Total Annual Operational Expenditure | R94 776 000 | R99 041 000 | R104 209 000 | R109 088 000 |

The municipal Current ratio table below of the past 3 years indicates that the municipality's current assets exceed its liabilities, which then mean that the municipality has the ability pay its current obligations, which enable us to continue operations at desired level.

Table 114: Current Ratio

| Current Ration | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 |
|---------------------|--------------|-------------|-------------|--------------|
| CURRENT ASSETS | R100 168 000 | R85 762 000 | R96 587 000 | R117 231 000 |
| CURRENT LIABILITIES | R37 394 000 | R40 318 000 | R37 291 000 | R32 452 000 |
| Ratio | 3:1 | 2:1 | 3:1 | 4:1 |

EMPLOYEE RELATED COSTS (INCLUDING COUNCILLORS ALLOWANCE)

The employee related costs are determined by the approved organogram of the municipality. The municipality prepares the budget estimates for the next three years. The proposed budget estimates for employee related costs (including councillors' allowance) are as follows:

Table 115: Employee Related Cost

| FINANCIAL YEAR | BUDGET ALLOCATION |
|----------------|-------------------|
| 2021/2022 | R78 591 000 |
| 2022/2023 | R93 183 000 |
| 2023/2024 | R94 815 000 |
| 2024/2025 | R99 258 000 |

C.7.6 LOANS/BORROWINGS & GRANT DEPENDANCY

The Ndwedwe Municipality is heavily dependent on grant funding. There are no loans / borrowings currently.

C.7.7 AUDITOR-GENERAL'S OPINION

The Ndwedwe Municipality obtained an unqualified audit opinion in 2018/2019, 2019/2020 and 2020/2021 (attached as **Annexure N**) financial years respectively. An Audit Action Plan for 2020/2021 financial year has been prepared and progress thereof is monitored monthly. A copy of Audit Action Plan 2020/2021 is attached as **Annexure O**.

C.7.8 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

Table 116: Financial Viability and Management SWOT Analysis

| Strengths | Opportunities |
|---|--|
| Sound liquidity of the Municipality – cash and cash equivalents of the Municipality more than cover total liabilities of the Municipality, meaning the Municipality doesn't rely on discounting its debtors to meet its current and long-term debt commitments. Un-qualified audit opinion – the Municipality has managed to achieve and maintain an unqualified audit opinion for the past three consecutive years, and that translates to sound running of the | New motor graders and tipper trucks – with recent acquisition of two new motor graders, and anticipated two new tipper trucks, prospects of improved service delivery have really been increased. New fleet – 11 new vehicles have been bought, and it is believed that these new vehicles will go a long way in reaching community of Ndwedwe, and thereby improving service delivery. |

| | |
|---|---|
| Municipality, and gives the community some confidence in the Municipality. | New posts created and budgeted for – with the creation and budgeting for these new posts, it is believed that service delivery will be enhanced. Case ware training – two employees have been trained on using Case ware accounting system, and this will enhance the Municipality's quality of financial reporting, and the Municipality will be able to prepare its own set of Annual Financial Statements, without using consultants. |
| Weaknesses | Threats |
| <p>Non-availability of some policies – the Municipality still does not have some of the critical budget related policies, for example, Subsistence and Travelling Policy, and this policy impacts heavily on the municipal budget.</p> <p>Limited office space – whilst the need for more staff members is evident when looking at the Municipality's organogram, it is still difficult to address this issue because of insufficient office space. Newly appointed employees will have no offices to work in.</p> <p>Low collection rate – the Municipality's collection rate is currently sitting at 30%, meaning the Municipality is losing about 70% of uncollected revenue.</p> <p>Grant dependency – the Municipality is heavily grant-dependant, operating budget is about 90.49% funded by grants, and with the low collection rate, this is not about to change any time soon.</p> | <p>. Electricity and water backlogs – there have been a number of demonstrations by angry community with regards to electricity and water backlogs, and through inter-governmental relations, functions that are not ours, can still be addressed.</p> <p>Audit findings – operation clean audit might be dealt a blow if the Municipality does not address findings raised in prior years and prevent new findings.</p> |

Table 117: Financial Viability and Management Challenges

| FINANCIAL VIABILITY AND MANAGEMENT CHALLENGES |
|---|
| <ul style="list-style-type: none"> • Vacancies within SCM that needs to be filled. • Shortage of office space. <p>SCM provides provision for the disabled as the SCM Policy is aligned the PPPFA 2017 Regulations which allows the municipality the option of set-asides to various preferred target groups as per the new regulations. The policy will further be reviewed over the course of the year together with the budget review process. The review process will assist in identifying strategic objectives of the municipality and how the SCM Policy can help achieve those objectives.</p> |

CHAPTER C.8

KEY CHALLENGES:

**2020/2021 PREVIOUS PERFORMANCE,
APR & CORRECTIVE MEASURES**

CHAPTER C.8: KEY CHALLENGES: 2020/2021 PREVIOUS PERFORMANCE, APR & CORRECTIVE MEASURES

Previous performance review and APR (2020/2021)

8.1.1 The previous performance review and APR (2020/2021) indicating the targets achieved & corrective performance measures. See Annexure P for 2020/2021 APR.

8.1.2 COMPARATIVE ANNUAL PERFORMANCE FOR 2019/2020 AND 2020/2021 FINANCIAL YEAR

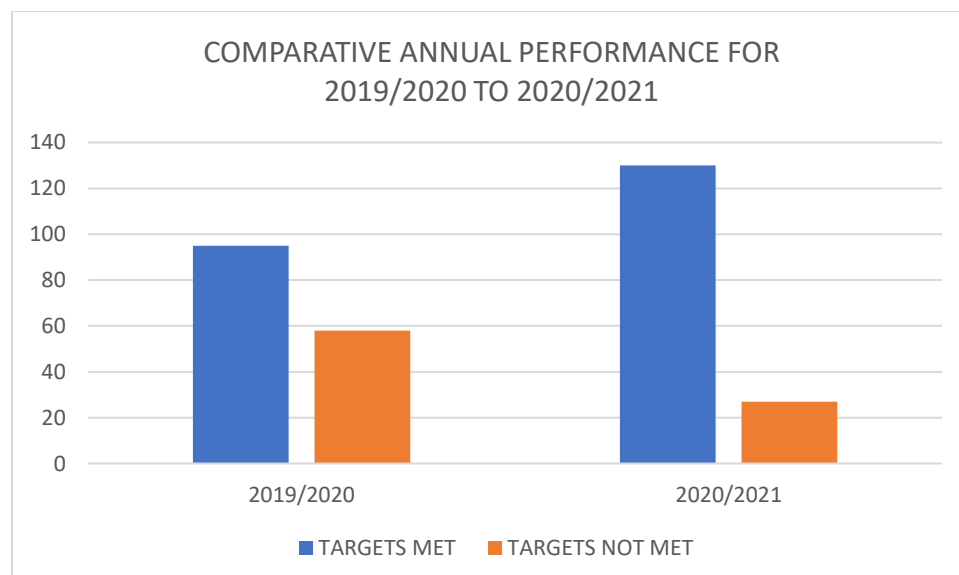
The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2019/2020 and 2020/2021.

Table 118: Comparative Target Achievement Information

| FINANCIAL YEARS | TARGET MET | TARGET NOT MET | TOTAL KPI's |
|-----------------|------------|----------------|-------------|
| 2019/2020 | 95 | 58 | 153 |
| 2020/2021 | 115 | 40 | 155 |

Graph 11: APR Performance



CHALLENGES

The COVID-19 pandemic has impacted all aspects of our society and government across all three spheres. COVID-19 has governments around the world operating in a context of radical uncertainty, and faced with difficult trade-offs given the health, economic and social challenges raised by the crisis. All economic sectors were affected by the pandemic. The projects that were not achieved will be prioritised by management and recommence in the 2020/2021 financial year.

ORGANISATIONAL PERFORMANCE

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs focuses on Section 46 of the Municipal Systems Act requirements. The Ndwedwe Local Municipality Annual performance was satisfactory, 74% reported as achieved and 26% reported as non-achieved. The figure below depicts the performance of Ndwedwe in relation to various business units. A more detailed look into each department is outlined under departmental results.

Figure 11: ANNUAL PERFORMANCE FOR 2020/2021 FY

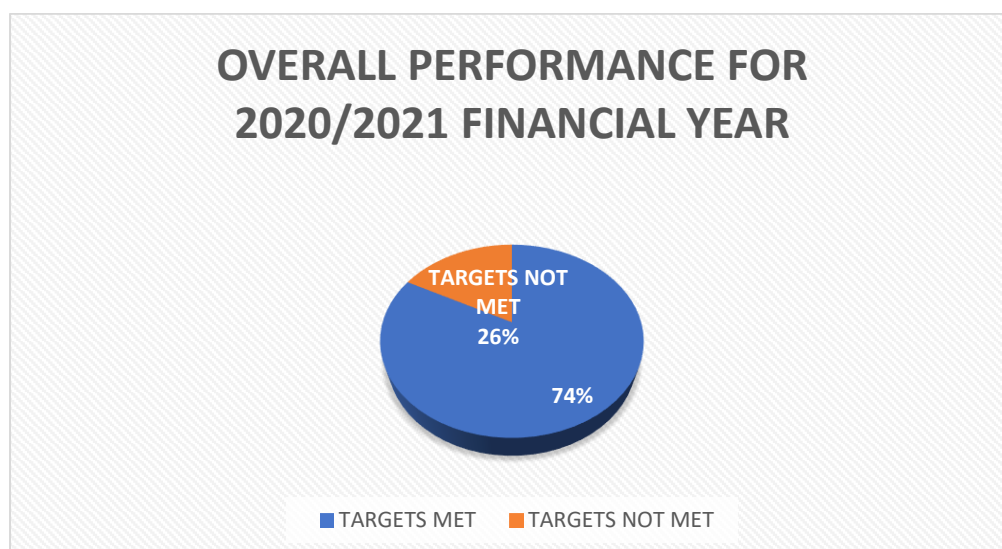


Table 119: ANNUAL PERFORMANCE FOR 2020/2021 FY

| Total targeted KPI's for Annual Performance for 2020/2021 | Targets met | Targets not met |
|---|-------------|-----------------|
| 155 | 115 | 40 |
| | 74% | 26% |

Table 120: PERFORMANCE PER DEPARTMENTS

| BUSINESS UNITS | TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED |
|--|--|
| Office Of the Municipal Manager Department | 71% |
| Corporate Services Department | 65% |
| Technical Services Department | 68% |
| Economic Development and Planning Department | 88% |
| Finance Department | 86% |
| Community Services Department | 73% |

KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

To improve, attract, develop and retain human capital and to facilitate institutional transformation and organisational development. The table below indicates the total number of targets that have been met.

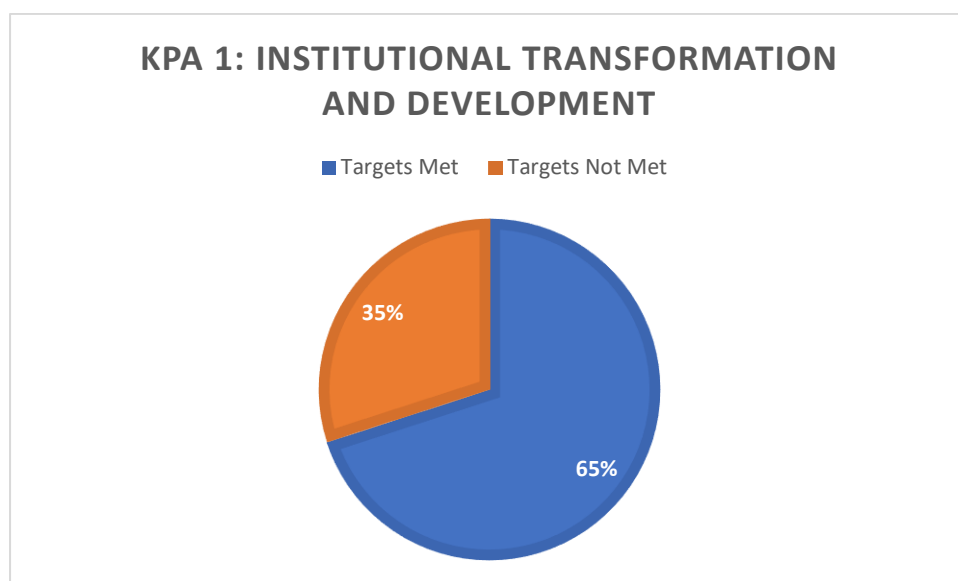
Table 121: Performance of targets for 2020/2021 Financial Year

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET % |
|--|-------------|-------------|-----------------|---------------------|
| Institutional Transformation & Development | 20 | 13 | 7 | 65% |

Table 122: KPA 1: Performance of targets for 2019/2020 Financial Year

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET % |
|--|-------------|-------------|-----------------|---------------------|
| Institutional Transformation & Development | 14 | 7 | 7 | 50% |

Graph 12: Performance of the KPA 1



PERFORMANCE HIGHLIGHTS

- 8 WSP trainings were implemented.
- 1% of budget spent on the municipality WSP.
- 12 Backup reports submitted.
- 4 ICT Steering Committee meetings were held.
- 12 Monthly C track system generated reports were completed.
- 12 Monthly repairs and maintenance reports were generated.
- 5 Interns and 0 Inservice trainees were employed.
- Overachieved. 12 Council meetings were held.
- 10 EXCO meetings were held.
- 10 Security Services reports were generated.
- 4 SLAs drafted.
- 4 OHS Trainings were conducted on 14, 15 October 2020 and 26 and 27 October 2020.
- 4 Bursary progress reports were completed.

CHALLENGES

Ref CS-03-20/21: 9 posts were filled instead of 10. Due to COVID-19 lockdown restrictions the posts were not filled.

Ref CS-06-20/21: The service provider did not conduct the test.

Ref CS-14-20/21: Trainings on Policies and Legislations meetings were not held due to capacity constraints.

Ref CS-15-20/21: 1 Instead of 4 OHS Committee meetings were held due to capacity constraints.

Ref CS-18-20/21: 1 instead of 4 EAP programs was held on 25 November 2020. Due to COVID-19 lockdown restrictions the EAP program was not held.

Ref CS-19-20/21: 6 instead of 8 Policies/plans/strategies were reviewed on 23-25 November 2020. Cost containment policy, Disposal policy, Infrastructure maintenance policy, SCM policy, Variation policy and Human Resource Policy. Due to COVID-19 lockdown restrictions the OHS meetings were not held.

REF-CS-20 -The ICT and Admin Unit met with the Risk Unit however due to capacity constraints the OHS and HR Unit did not meet the Risk Unit.

MEASURES TAKEN TO IMPROVE PERFORMANCE

Ref CS-03-20/21: The posts will be filled in the 1st Quarter of the new financial year 2021/2022.

Ref CS-06-20/21: Test to be conducted in the month of July 2021

Ref CS-14-20/21: The trainings will take place in the new financial year 2021/2022.

Ref CS-15-20/21: The OHS Committee meetings will take place in the new financial year 2021/2022.

Ref CS-18-20/21: The EAP meeting will take place in the new financial year 2021/2022.

Ref CS-19-20/21: Policies/plans/strategies will be reviewed and developed in the new financial year 2021/2022.

Ref CS -20-19-20/21: The Risk Assessment reports will be completed and done in the new financial year 2021/2022.

KPA 2: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

One of the core functions of the municipality is to ensure and facilitate the provision of sustainable infrastructure delivery in order to eradicate backlogs. The table below indicates the total number of targets that have been met.

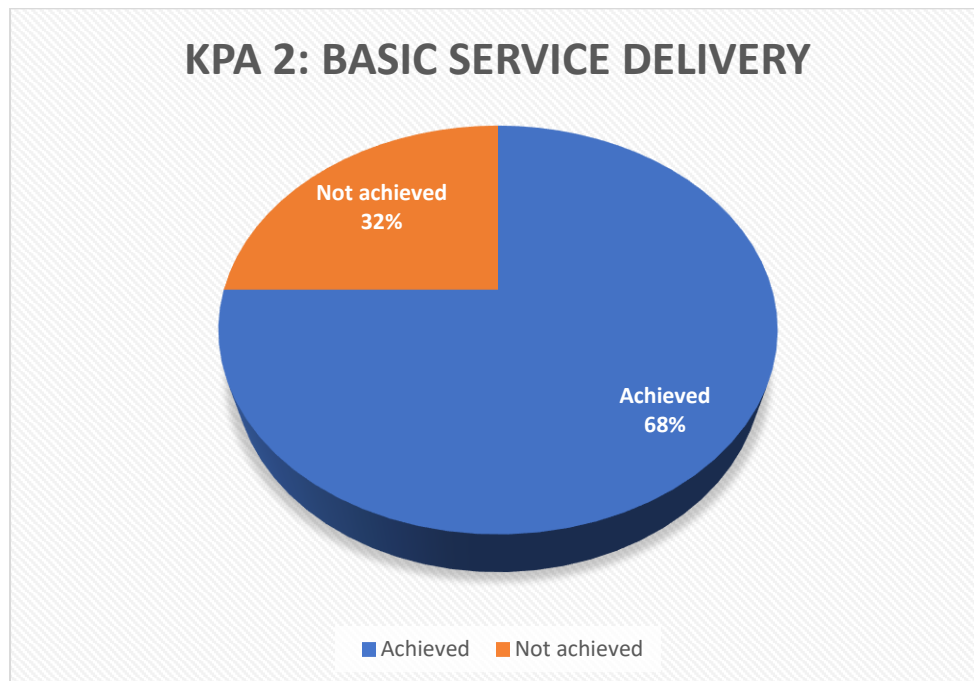
Table 123: KPA 2: Performance of targets for 2020/2021

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|------------------------|-------------|-------------|-----------------|--------------------|
| Basic Service Delivery | 28 | 19 | 9 | 68% |

Table 124: KPA 2: Performance of targets for 2019/2020

| NATIONAL KPA's | TOTAL KPI's | TARGET MEET | TARGET NOT MET | TOTAL TARGETS MET% |
|------------------------|-------------|-------------|----------------|--------------------|
| Basic Service Delivery | 34 | 17 | 17 | 50% |

Figure 12: Performance of the KPA 2.



PERFORMANCE HIGHLIGHTS

- To ensure and facilitate the provision of sustainable infrastructure in order to eradicate backlogs.
- 2.3km Construction of Zondo Access Road and Stormwater pipes/stone pitching has been completed.
- 1,75km Final layer works for Construction of Gudlintaba Access Road has been completed as of 31 December 2021
- Project Completed. 1,75km Construction KwaNovimba Access Road has been completed.
- Project completed. 0.5km Construction of Chamani Access Road has been completed.
- Project Completed. Rehabilitation of Noorsburg access road has been completed.
- Construction of Nhlangwini sports field has been completed.
- Construction of Mandlakazi sports field has been completed.
- Construction (Paving, Security guard house and fencing) of Hloniphani Hall & Creche Ward 12 has been completed.
- Augmentation of water supply and installation JoJo tanks has been completed.
- Renovations to Johnny Makhathini Hall has been completed
- Maintenance Projects (Ceiling, doors, windows, road re-gravelling) has been completed.
- Rehabilitation of Nhlangano Access Road Ward 4 has been completed.

- Rehabilitation of Cemetery Access Road Ward 15 has been completed.
- Construction (Paving, Security guard house) of Mary Grey Sport Centre Phase 2 has been completed.
- Generator Installation-EDP Offices & Bhamshela Thusong Centre, Supply and installation of Generator has been completed
- Ndwedwe Street Lights, Supply and installation of high mast lights has been completed.
- Instead of 80 EPWP workers 83 has been appointed.
- 100% Capital expenditure has been spent.
- 3 Quarterly reports for road maintenance has been prepared
- 1 Progress Report on Risk Management has been prepared.

CHALLENGES

Ref: TS-01: 3.7km Construction of Ngonyameni Access Road and Stormwater pipes has not been completed. This was due to community protests as the local community demanded subcontracting work that led to the extension of the project into the new financial year.

Ref TS-03: Not achieved. 2km Road layer works Construction of Nhlabamkhosi to Epitsini Access Road project was stopped by community and resulted to the delay of the project. Attached is progress report indicating progress as end 30 June 2021.

Ref TS-04: Not Achieved. 2.9km Final Road layer works (gravel material) for Construction of Nembeni Access Road project was delayed due to slow progress/performance by the contractor on site. Attached is the progress report indicating progress as end 30 June 2021.

Ref TS-05: Not Achieved. 2.5km Road layer works Construction of Etsheni Access Road project was delayed due to the Appointed Contractor surrendered/withdrawal on the project. Attached the letter from the contractor Withdrawal.

Ref TS-07: Paving, Roofing, plastering of Mangangeni CDC has not been completed. This was due to community protests as the local community demanded subcontracting work that led to the extension of the project into the new financial year.

Ref TS-14: Not achieved. Construction of Ndwedwe Testing Station project delayed due to waiting for the permission to occupy (PTO) to be issued by Ingonyama Trust Board for Testing Centre site.

Ref TS-15: Construction of INEP Electrification project delay due to Eskom in providing Network Planning Report (NPR). Progress report indicating progress as end 30 June 2021.

Ref TS-16: Not Achieved. Installation of reticulation networks pproject was delayed due to slow performance by the Contractor. Another delay due to Eskom scanning/programming of meters for the 288 beneficiaries. Attached is the progress report indicating progress as end 30 June 2021

Ref TS-24: Not Achieved. Ndwedwe Street Lights project was delayed is due to Eskom in providing Outage authorization/registration of high mast for the meter. Attached is the progress report indicating progress as end 30 June 2021.

MEASURES TAKEN TO IMPROVE PERFORMANCE

Ref TS-01: The project will be completed in the quarter 1 of the new financial year.

Ref TS-03: The project will be completed in the quarter 1 of the new financial year.

Ref TS-04: The project will be completed in the quarter 1 of the new financial year.

Ref TS-05: A new Contractor has to be appointed. The project will be completed in quarter 1 of the new financial year.

Ref TS-07: The project will be completed in the quarter 1 of the new financial year.

Ref TS-14: The PTO to be issued by Ingonyama Trust Board for Testing Centre site in quarter 1 of the new financial year.

Ref TS-15: Eskom to resolve and provide Network Planning Report (NPR). The project will be completed in the quarter 1 of the new financial year.

Ref TS-16: Close monitoring on the Contractor will be done to complete the project. The project will be completed in the quarter 2 of the new financial year.

Ref TS-24: The project will be completed in quarter 1 of the new financial year.

KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

To develop a resilient economy that creates sustainable decent jobs and reduces poverty. To facilitate the provision of support necessary for the development of SMME's and cooperatives throughout the municipality continues to upscale agriculture development.

The table below indicates the total number of targets that have been met.

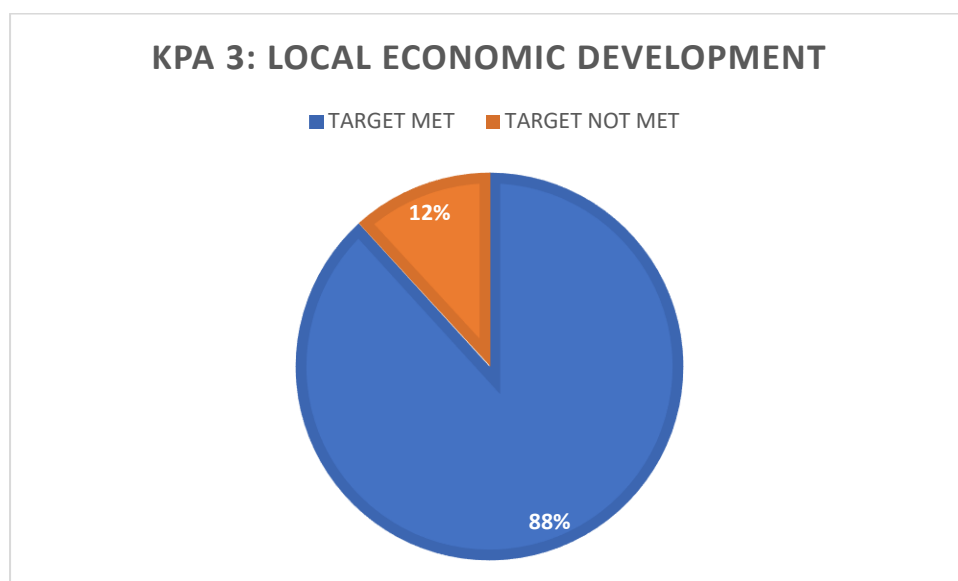
Table 125: KPA 3- Performance of targets for 2020/2021

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET % |
|----------------------------|-------------|-------------|-----------------|---------------------|
| LOCAL ECONOMIC DEVELOPMENT | 17 | 15 | 2 | 88% |

Table 126: KPA 3- Performance of targets for 2020/2021 for 2019/2020

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|----------------------------|-------------|-------------|-----------------|--------------------|
| Local Economic Development | 16 | 10 | 6 | 63% |

Figure 13: Performance of the KPA 3



PERFORMANCE HIGHLIGHTS

- 1 Agricultural Indaba was hosted on 1 June 2021.
- 1 Maskandi Festival was held on 2 October 2020.
- 7 Instead of 2 Cooperatives were supported with Community gardens.
- Achieved. 10 SMME's were supported in quarter 2.
- Instead of 10 Cooperatives 16 were developed and supported.
- 36 Instead of 8 Cooperatives developed (fencing of community gardens) for COVID-19 respond by 30 June 2021
- 14 Instead of 10 Emerging Contractors were trained.
- 2 LED Forum meetings were held on 1 December and 29 April 2021.
- Submission of SPLUMA application to Surveyor General complete.
- Achieved. Service provider appointed for LUMS in the last financial year.
- Spatial Development Plan Inception report was completed by 31 December 2020.
- The Final LED Strategy has been adopted.
- The Final Agricultural Sector Plan has been adopted.
- Agricultural items and Tools purchased.
- 1 Progress Report on Risk Management was completed.

CHALLENGES

Ref EDP-03-20/21: The Tourism Indaba was not attended due to COVID-19 lockdown restrictions.

Ref EDP-09-20/21: 1 Instead of 3 Housing Forum reports was presented on 2 May 2021. The Housing Forum meetings was not held, the report was not presented due to Covid-19 lockdown restrictions.

MEASURES TAKEN TO IMPROVE PERFORMANCE

Ref EDP-03-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref EDP-09-20/21: Management will ensure that the target is prioritised in the new financial year.

KPA 4-MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The finance department continuously ensures that effective and efficient municipal financial management is crucial. By improvement of cash flow liquidity and promotion of sound financial management. The table below indicates the total number of targets that have been met.

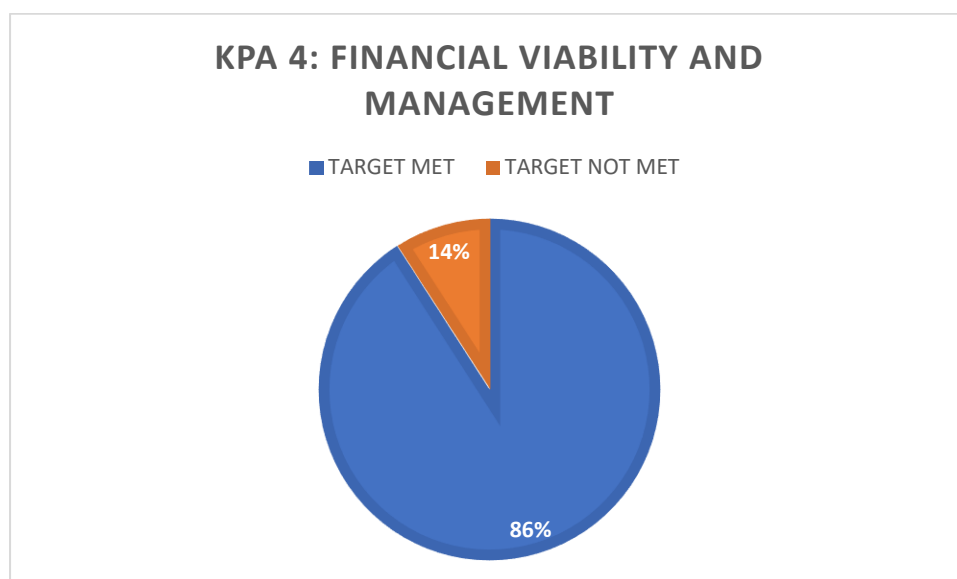
Table 127: KPA 4-Performance of targets for 2020/2021

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET |
|------------------------------------|-------------|-------------|-----------------|-------------------|
| Financial Viability and Management | 22 | 19 | 3 | 86% |

Table 128: KPA 4-Performance of targets for 2019/2020

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|------------------------------------|-------------|-------------|-----------------|--------------------|
| Financial Viability and Management | 22 | 21 | 1 | 86% |

Figure 14: Performance of the KPA 4.



PERFORMANCE HIGHLIGHTS

12 Monthly Transactional Mscoa reports submitted to Finance Portfolio and Council.

1 MFMA 72 Report submitted.

The Adjusted Budget was adopted by Council on 31 March 2021.

Final Budget was adopted by Council on 11 June 2021.

73% of Revenue collected.

11 Policies adopted by Council.

Supplementary General Valuation Roll was produced and submitted KZN COGTA by 30 June 2022

4 Quarterly reports generated for Screening of State Employees from SCM database submitted.

4 Quarterly report for Appointment of Local Service Providers submitted to Council Portfolio committee.

12 Monthly Governance Reports (Debtors Reconciliation Book) reports were submitted.

12 Monthly Property Rates Reconciliations reports were submitted.

12 Bank Reconciliations reports were submitted.

12 Monthly Investment Reports were submitted.

12 Monthly Grants registers were submitted at the end of 30 December 2020

Achieved. Creditor's payment done within 30 days of submission.

Third Party payment were produced and completed.

Adopted Financial statements submitted to Auditor General, Treasury and CoGTA by 30 September 2020.

45% Debt Total Borrowings and Revenue was completed.

1 Progress Report on Risk Management was completed.

CHALLENGES

Ref F-02-20/21: 12 Monthly Section 71 MFMA reports completed however for the last quarter the reports were submitted late to Treasury.

Ref F-19-20/21: The Finance department was resolving errors on the system, as a result the MFMA was submitted late.

Ref F-20-20/21: 3 Instead of 4 quarterly SCM reports were submitted to Council. 1 Quarterly SCM report was completed however due to no Council sitting the SCM report was not approved.

MEASURES TAKEN TO IMPROVE PERFORMANCE

Ref F-02-20/21: The municipality will ensure that compliance deadlines are adhered to, in the new financial year.

Ref F-19-20/21: The department implemented a checklist in place to ensure that there will be no errors in the new financial year.

Ref F-20-20/21: Management will ensure that the Council meetings sit every quarter in the new financial year.

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To promote good governance and public participation by conducting annual assessments for ward committees, conduction of municipal employees for section 57 and conducting of Municipal Imbizo's. The table below indicates the total number of targets that have been met.

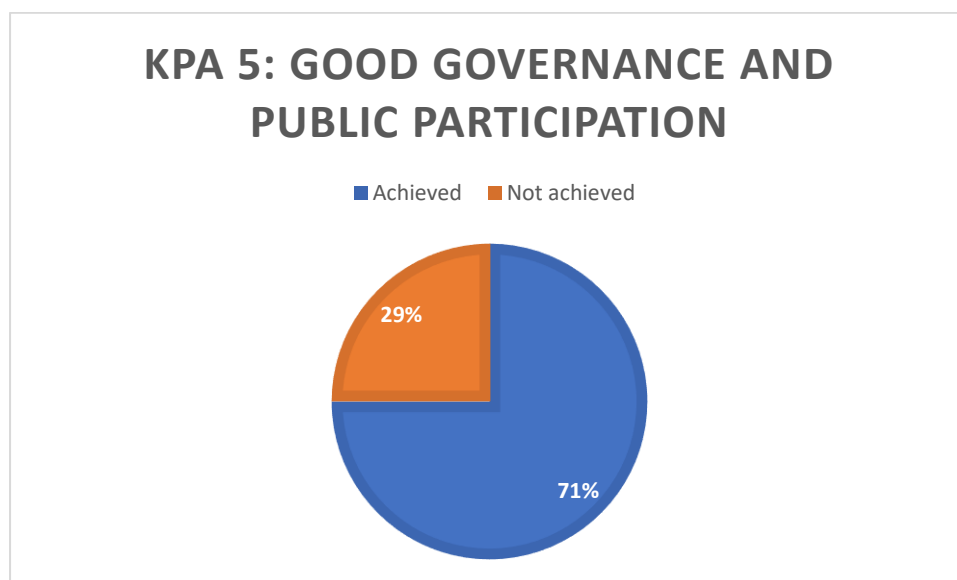
Table 129: KPA 5-Performance of Targets for 2020/2021

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET |
|--|-------------|-------------|-----------------|-------------------|
| Good Governance and Public Participation | 38 | 27 | 11 | 71% |

Table 130: KPA 5-Performance of Targets for 2019/2020

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|--|-------------|-------------|-----------------|--------------------|
| Good Governance and Public Participation | 35 | 24 | 11 | 69% |

Figure 15: Performance of the KPA 5.



PERFORMANCE HIGHLIGHTS

- 2019/2020 AR was approved and adopted by Council on 11 June 2021.
- PMS Framework approved and adopted by Council on 11 June 2021.
- 2021/2022 IDP/Budget & PMS Process plan was adopted by Council on 30 September 2020

- Final IDP 2021/2022 was adopted by Council on 11 June 2021.
- Achieved. 1 Speakers Izimbizo was held on 4 December 2020.
- Achieved. 4 Mayoral Izimbizo's were held on 30 October 2020, 10, 13, 19 November 2020.
- 2 Ward Committee meetings were held.
- 24 Media Slots were conducted.
- 1 Progress Report on Risk Management was completed.
- 1 Ethics/Risk Committee meeting was held.
- Risk assessment process & develop risk register for 2021/2022 by 30 June 2022
- 43 Instead of 40 Sports development programmes hosted by 30 June 2021
- 1 Mayoral Sports Cup was hosted.
- 1 Sports and Recreation Capacity Building Workshop was held on 20 to 22 November 2020
- Youth SMME Seminar Support for Equipment was hosted.
- Exam prayer was held on 09 October 2020 at Qinisani.
- Youth Summit target was met.
- 1 Award ceremony for Top achievers was hosted.
- 2 Youth Revolutionary Programmes was hosted.
- 1 Career Guidance programmes was held on 24 October 2020.
- 1 Faith based Youth forum was held.
- 1 Young Local Artists Support workshop was held.
- 2 Youth Council Advisory meetings were held on 11-13 September 2020 and 11 -13 November 2020
- 1 Ward Committee training was held.
- The target was met in quarter 2. 1 Quarterly progress report prepared for the Feeding of Homeless/ Food Distribution for Covid 19 Respond was held on 28 November 2020.
- Overachieved. 3 Community and Awareness Campaigns (festive season public safety campaign was held in partnership with Ndwedwe and UMshwati and Radio promos for Covid 19 Respond held in December 2020
- 4 Training for Youth on Health, Safety and Disaster Management for Covid 19 Respond programmes were completed.

CHALLENGES

Ref MM-01-20/21: The reports were not submitted to the Audit Committee due to their Contract came to an end.

Ref MM-03-20/21: The Oversight report was submitted to Council on 11 June 2021 but not presented due to Chairperson of MPAC not present.

Ref MM-10-20/21: The Ward committee training was not held due to COVID-19 lockdown restrictions.

Ref MM-16-20/21: Strategic Risks Assessment was conducted on 26 & 27 May 2021. the Operational Risks Register for 2021/2022 was scheduled to take place for 28 and 29 June 2021. However, due to Covid 19 level 4 lockdown restrictions announced by SA President, the meeting had to be rescheduled.

Ref MM-17-20/21: Risk Mngt Framework and Policy was reviewed by 23 June 2021. However, it was not adopted by EXCO and Council.

Ref MM-18-20/21: Risk Anti- Fraud & Strategy and Policy was reviewed by 23 June 2021. However, it was not adopted by EXCO and Council.

Ref MM-21-20/21: The Symposium was not hosted due to COVID-19 lockdown restrictions.

Ref MM-22-20/21: The ECD's sport day was not hosted due to COVID-19 lockdown restrictions.

Ref MM-23-20/21: 1 Salga Games (males and females' football, netball males and females, cricket, tennis, indigenous games, athletics, boxing, karate, swimming, rugby, basketball, volleyball, dance) was hosted on 12 and 13 December 2020, The SALGA Games was not hosted due to COVID-19 lockdown restrictions.

Ref MM-26-20/21: 1 Instead of 3 Job readiness workshop was held on 24 October 2020, The Job readiness workshop was not hosted due to COVID-19 lockdown restrictions.

Ref MM-35-20/21: 38 Youth were recruited for Driver license program. 15 has Learner's license and 5 failed. 11 Youth has passed the Driving license test. 5 Youth left the program.

MEASURES TAKEN TO IMPROVE PERFORMANCE

Ref MM-01-20/21: The municipality is in the process of appointing the new ACM. This has been escalated to EXCO to resolve the matter.

Ref MM-03-20/21: Oversight report will be submitted for adoption at the next Council meeting scheduled for 8 July 2021 in the new financial year.

Ref MM-101-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref MM-16-20/21: The register will be submitted at the next Risk Mngt Committee to be held on 1st quarter of the new financial year 2021/2022.

Ref MM-17-20/21: Risk Mngt Framework and Policy will be submitted for adoption to Exco and Council in the 1st Quarter of the new financial year 2021/2022.

Ref MM-18-20/21: Risk Anti- Fraud & Strategy and Policy will be submitted for adoption to Exco and Council in the 1st Quarter of the new financial year 2021/2022.

Ref MM-21-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref MM-22-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref MM-23-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref MM-26-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref MM-35-20/21: Management will ensure that the target is prioritised in the new financial year. The remainder of the Youth who has failed re-booked their License.

KPA 6-COMMUNITY AND SOCIAL SERVICES

To facilitate the provision of infrastructure throughout the municipality. The table below indicates the total number of targets that have been met.

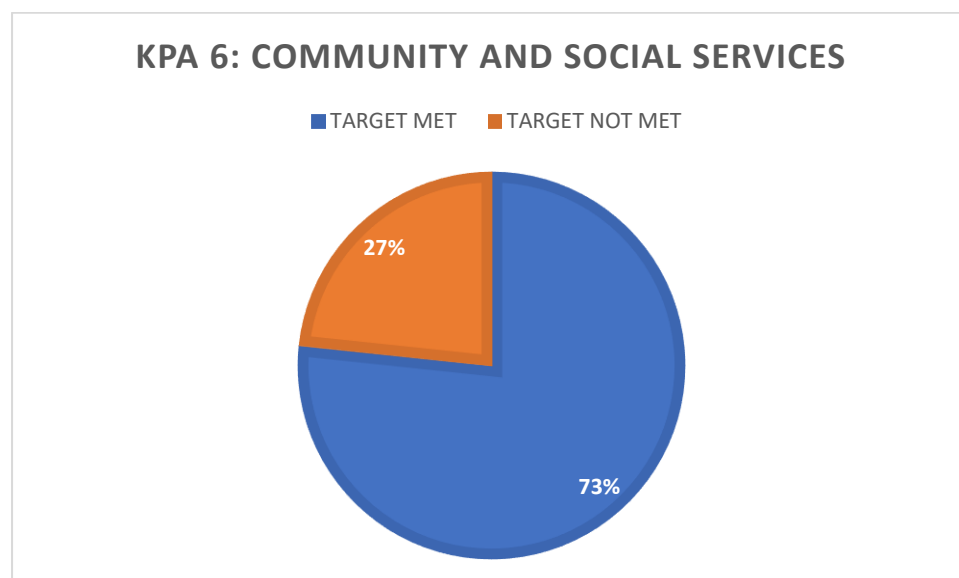
Table 131: KPA 6-Performance of targets for 2020/2021

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET |
|-------------------------------|-------------|-------------|-----------------|-------------------|
| Community and Social Services | 30 | 22 | 8 | 73% |

Table 132: KPA 6-Performance of targets for 2019/2020

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|---|-------------|-------------|-----------------|--------------------|
| Community and Social Development Services | 32 | 16 | 16 | 50% |

Figure 16: Performance of KPA 6



PERFORMANCE HIGHLIGHTS

- 912 Municipal waste collections were done.

- 1 Refurbished and Functional Telecentre has been completed.
- 100% of Sanitisation of Community Spaces for COVID-19 respond were completed.
- 100% of applications processed for Burial Assistance for COVID-19 were completed.
- 1 Women's Commemoration meeting was on held 29 September 2020.
- 1 Disability Safety awareness was held on 3 December 2020 and 24 May 2021.
- 1 Disability games was held on 24 May 2021.
- 1 Christmas program was held on 18 December 2020.
- 4 Civil Society Forums was held on 22 September and 23 October 2020, 30 March, and 7 June 2021
- 2 HIV/AIDS events and awareness was held on 4 December 2020 and 26 April 2021.
- 2 - 16 Days of Activism programs were hosted on 8 and 10 December 2020.
- 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event was held by 28 November 2020
- 10 OSS Meetings were held on 2,10 September, 8,22 October 2020, 3, February 2021 via Microsoft teams, 7 April, 5 May, 14, 18, 19 June 2021.
- Achieved. The Breast Cancer awareness was held on 6 November 2020
- 5 Instead of 4 OSS and LAC Meetings were held on 7 April, 5 May, 14, 18, 19 June 2021.
- Achieved. 1 Safety Prayer was held on 11 December 2020.
- 3 Child Protection Programs was held on 26 May, 3, 29 June 2021
- 2 Dress a Child Campaigns were held were Vouchers for R800 were handed out to 50 beneficiaries per ward by Councillors.
- 8 Disaster Awareness Campaigns were held on 21, 22 September 2020 and 28 October 2020 and 7, 8 December 2020, 1 April, 8 and 9 April 2021.
- Final Reviewed Disaster Management Sector Plan was adopted by Council on 11 June 2021
- 12 Monthly reports were submitted to the Provincial disaster management centre.
- 1 Progress Report on Risk Management was completed.

CHALLENGES

Ref COM-01-20/21: 38 Book were procured due to budget limitations, as the bookstore increased the purchase price.

Ref COM-03-20/21: 100% of Households access to waste collections were not completed. Due to the incompleteness of the truck schedules and Indigent register not submitted.

Ref COM-04-20/21: The Final Reviewed Integrated Waste Management Plan was not approved and adopted by Council due to OSS cabinet day. The Portfolio meetings were not sitting due to the planning for OSS cabinet day.

Ref COM-11-20/21: The dress a child campaign was not held due to the unrest and COVID-19 lockdown restrictions.

Ref COM-18-20/21: 3 Operation MBO meetings was held on 2 December 2020, 3 June 2021, and 29 June 2021. The Operations MBO meetings were not held due to COVID-19 lockdown restrictions.

Ref COM-20-20/21: 3 Instead of 4 Disability and Senior Citizens forum meetings were held on 9 October 9 November 2020 and 26 March 2021. The Disability and Senior Citizens forum was not held due to COVID-19 lockdown restrictions.

Ref COM-26-26-20/21: The Disaster Advisory meetings was not held due to COVID-19 lockdown restrictions.

Ref COM-27-20/21: The Local Disaster Management Workshop was not held due to COVID-19 lockdown restrictions.

MEASURES TAKEN TO IMPROVE PERFORMANCE

Ref COM-01-20/21: The municipality will ensure that a market research budget costing is done prior to budgeting of the books for the new financial year.

Ref COM-03-20-21: To monitor the truck schedules on a weekly basis and update the Indigent register in the new financial year.

Ref COM-04-20-21: The plan will be approved at the next Council sitting in the new financial year.

Ref COM-11-20/21: Management will ensure that the target is prioritised in the new financial year, for the uniforms to be handed over by end of July 2021. As the uniforms have been purchased by municipality.

Ref COM-18-20-21: Management will ensure that the target is prioritised in the new financial year.

Ref COM-20-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref COM-26-20/21: Management will ensure that the target is prioritised in the new financial year.

Ref COM-27-20/21: Management will ensure that the target is prioritised in the new financial year.

CHAPTER D.9: MUNICIPAL VISION, GOALS & OBJECTIVES

CHAPTER D.9: MUNICIPAL VISION, GOALS & OBJECTIVES

D.9.1 NDWEDWE MUNICIPALITY LONG TERM VISION

VISION STATEMENT: “By 2030 Ndwedwe will be Municipality of hope, dignity and prosperity”.

By 2030 the people of Ndwedwe will have a prosperous and vibrant economy, where their aspirations are met.

MISSION STATEMENT: To promote a quality and sustainable delivery of municipal services by:

- Involving communities in the development; and
- Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, private sector to ensure speedy and coordinated delivery.

CORE VALUES: Our values are underpinned by the Council vision to see Ndwedwe Municipality providing first class service delivery by year 2030. The operations of the Municipality will be underpinned by the following key values:

- Accessibility
- Good Governance
- People centre
- Transparency
- Customer satisfaction
- Accountability
- Courtesy
- Integrity
- Employee development
- Respect

D.9.2 GOALS, OBJECTIVES & STRATEGIES

The table below indicate the Ndwedwe Municipality's 5 Year Strategic Objectives.

Table 133: Goals, Objectives and Strategies

| ID P R E F N O | STRAT EGIC OBJEC TIVE | DEPAR TMENT AL OBJEC TIVE | KEY PERFORMA NCE AREA (KPA) | KEY PERFO RMAN CE INDICA TOR (KPI) | UNIT OF MEA SURE | 2022/ 2023 Year- 1 | 2023/ 2024 Year- 2 | 2024/ 2025 Year- 3 | 2025/ 2026 Year- 4 | 2026/ 2027 Year- 5 | |
|--|--|--|---|--|---------------------------|--|--|--|--|--|--|
| MUNICIPAL MANAGER | | | | | | | | | | | |
| NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | |
| OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | | |
| KZN PGDS: 3 HUMAN AND COMMUNITY DEVELOPMENT & 7: GOVERNANCE AND POLICY | | | | | | | | | | | |
| M M0 1 | To provid e inde pendent, objecti ve assu rance and consul ting service s design ed to add value and improv e the munici pality's operat ions. | To adminis ter the affairs of the munici pality in accord ance with the relevan t legislati ons and policies | Submission of Internal Audit Report to Audit Committee | Numb er of reports submit ted to Audit Comm ittee by deadli ne. | Num ber | 4 Repor ts submi tted to Audit Com mittee by end of 30 June 2023 | 4 Repor ts submi tted to Audit Com mittee by end of 30 June 2024 | 4 Repor ts submi tted to Audit Com mittee by end of 30 June 2025 | 4 Repor ts submi tted to Audit Com mittee by end of 30 June 2026 | 4 Repor ts submi tted to Audit Com mittee by end of 30 June 2027 | |

| | | | | | | | | | | | |
|--------------|--|---|--|--|--------|--|--|--|--|--|--|
| M MO 2 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To administer the affairs of the municipality in accordance with the relevant legislations and policies | Submission of Audit Committee Reports to Municipal Council | Number of reports submitted to Municipal Council by Audit Committee Chairperson by deadline. | Number | 4 Reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2023 | 4 Reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2024 | 4 Reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2025 | 4 Reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2026 | 4 Reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2027 | |
| M MO 3 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To administer the affairs of the municipality in accordance with the relevant legislations and policies | Internal Audit Charter | Number of reviewed Internal Audit Charter submitted to Audit Committee for approval by deadline. | Number | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2023 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2024 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2025 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2026 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2027 | |

| | | | | | | | | | | | |
|--------------|--|---|---|---|--------|---|---|---|---|---|--|
| M M0 4 | Compliance and good Governance | To ensure quality, reliable financial statements and performance management information | Tabling of Annual Report 2021/2022 to Council within 9 months after the end of a financial year | Preparation of 2021/22 Annual Report and submitted to Council for adoption by deadline. | Date | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2023 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2024 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2025 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2026 | 2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2027 | |
| M M0 5 | Compliance and good Governance | The oversight report is a report of the municipal council and follows consideration and consultation on the annual report by end of the council | Tabling of Oversight report on the AR 2020/2021 to Council no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5) | 2021/22 Oversight Report submitted to Council for adoption by deadline. | Date | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2023 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2024 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2025 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2026 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2027 | |
| M M0 6 | To ensure effective Performance Management | To manage and enhance the performance of the municipality | Performance Reviews | Number of performance reviews of Senior Managers performance conducted quarterly by | Number | 3 Quarterly Performance reviews of Senior Managers conducted by | 3 Quarterly Performance reviews of Senior Managers conducted by | 3 Quarterly Performance reviews of Senior Managers conducted by | 3 Quarterly Performance reviews of Senior Managers conducted by | 3 Quarterly Performance reviews of Senior Managers conducted by | |

| | | | | | | | | | | | |
|--------------|--|--|--|---|------------|---|---|---|---|---|--|
| | | | | deadli ne | | end of 30 June 2023 | end of 30 June 2024 | end of 30 June 2025 | end of 30 June 2026 | end of 30 June 2027 | |
| M M0 7 | To ensure effecti ve Perfor mance Manag ement | To manag e and enhanc e the perfor mance of the munici pality | Performanc e Managem ent Framework | Numb er of Review ed Perfor mance Manag ement Frame work by deadli ne | Num ber | 1 Revie wed Perfor manc e Mana gemen t Fram ework by end 30 June 2023 | 1 Revie wed Perfor manc e Mana gemen t Fram ework by end 30 June 2024 | 1 Revie wed Perfor manc e Mana gemen t Fram ework by end 30 June 2025 | 1 Revie wed Perfor manc e Mana gemen t Fram ework by end 30 June 2026 | 1 Revie wed Perfor manc e Mana gemen t Fram ework by end 30 June 2027 | |
| M M0 8 | To enhanc e organi sation al perfor mance | To ensure effectiv e perfor mance manag ement | Annual Municipal Performanc e Report | Numb er of AMPR submit ted to AG by 31 August 2021 by deadli ne | Num ber | 1 AMPR submi tted to AG by end of 31 August 2022 | 1 AMPR submi tted to AG by end of 31 August 2023 | 1 AMPR submi tted to AG by end of 31 August 2024 | 1 AMPR submi tted to AG by end of 31 August 2025 | 1 AMPR submi tted to AG by end of 31 August 2027 | |
| M M0 9 | To facilita te co- ordina ted planni ng and develo pment | To improv e the quality of life within the district | Annual IDP Review 2023/2024 | Numb er of activiti es conduc ted to ensure the 2023/2 024 IDP review in line with S129 MFMA & Chapte rs 5&6 MSA | Num ber | 1 2023/ 2024 Final IDP submi tted to Counc il for adopt ion by 30 June 2023 | 1 2023/ 2024 Final IDP submi tted to Counc il for adopt ion by 30 June 2024 | 1 2023/ 2024 Final IDP submi tted to Counc il for adopt ion by 30 June 2025 | 1 2023/ 2024 Final IDP submi tted to Counc il for adopt ion by 30 June 2026 | 1 2023/ 2024 Final IDP submi tted to Counc il for adopt ion by 30 June 2027 | |

| | | | | | | | | | | | |
|------|--|--|--------------------------|---|--------|--|--|--|--|--|-----------|
| | | | | and submit to Council for adoption by deadline. | | | | | | | |
| MM10 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses | Speaker Imbizo | Number of Speaker's Imbizo hosted by deadline. | Number | 2 Speaker's Imbizo's hosted by end of 30 June 2023 | 2 Speaker's Imbizo's hosted by end of 30 June 2024 | 2 Speaker's Imbizo's hosted by end of 30 June 2025 | 2 Speaker's Imbizo's hosted by end of 30 June 2026 | 2 Speaker's Imbizo's hosted by end of 30 June 2027 | MM - BUDG |
| MM11 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Mayoral/IDP Imbizo | Number of Mayoral Imbizo's hosted by end of deadline. | Number | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2023 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2024 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2025 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2026 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2027 | MM - BUDG |
| MM12 | To strengthen partnership with various stakeholders | Effective public awareness on municipal businesses | Ward Committees Training | Number of Ward Committees trainings held by end | Number | 2 Ward Committee trainings conducted | 2 Ward Committee trainings conducted | 2 Ward Committee trainings conducted | 2 Ward Committee trainings conducted | 2 Ward Committee trainings conducted | MM - BUDG |

| | | | | | | | | | | | |
|--------|--|--|------------------------------------|---|--------|---|---|---|---|---|------------|
| | stakeholders through communicating municipal businesses | through information dissemination | | of deadline. | | ected by end of 30 June 2023 | ected by end of 30 June 2024 | ected by end of 30 June 2025 | ected by end of 30 June 2026 | ected by end of 30 June 2027 | |
| M M1 3 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Ward Committee's Quarterly Meeting | Number of Ward Committee meetings held by deadline. | Number | 4 Ward Committee meetings held by end of 30 June 2023 | 4 Ward Committee meetings held by end of 30 June 2024 | 4 Ward Committee meetings held by end of 30 June 2025 | 4 Ward Committee meetings held by end of 30 June 2026 | 4 Ward Committee meetings held by end of 30 June 2027 | MM - BUD G |
| M M1 4 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Public Participation Strategy | Develop a Public Participation Strategy and submit to Council for adoption by deadline. | Date | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2023 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2024 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2025 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2026 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2027 | MM - BUD G |
| M M1 5 | To strengthen partnership with various | Effective public awareness on municipal businesses | Media Slots | Number of Media slots conducted by end of | Number | 10 Media slots conducted by | 10 Media slots conducted by | 10 Media slots conducted by | 10 Media slots conducted by | 10 Media slots conducted by | MM - BUD G |

| | | | | | | | | | | | |
|--------|---|--|--|---|--------|---|---|---|---|---|------------|
| | s stakeholders through communicating municipal business | s through information dissemination | | deadline. | | end of 30June 2023 | end of 30June 2024 | end of 30June 2025 | end of 30June 2026 | end of 30June 2027 | |
| M M1 6 | To implement and maintain in compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Monitoring performance of effective enterprise risk management | Number of Risk registers updated by deadline. | Number | 4 Risk registers updated by end of 30June 2023 | 4 Risk registers updated by end of 30June 2024 | 4 Risk registers updated by end of 30June 2025 | 4 Risk registers updated by end of 30June 2026 | 4 Risk registers updated by end of 30June 2027 | MM - BUD G |
| M M1 7 | To implement and maintain in compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Review performance of effective enterprise risk management | Number of Ethics/Risk Management Committee meetings held by deadline. | Number | 4 Ethics /Risk Committee meetings held by end of 30 June 2023 | 4 Ethics /Risk Committee meetings held by end of 30 June 2024 | 4 Ethics /Risk Committee meetings held by end of 30 June 2025 | 4 Ethics /Risk Committee meetings held by end of 30 June 2026 | 4 Ethics /Risk Committee meetings held by end of 30 June 2027 | MM - BUD G |

| | | | | | | | | | | | |
|--------------|---|--|---|---|--------|---|---|---|---|---|------------|
| M M1 8 | To implement and maintain in compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Risk Management | Number of Annual Risk assessment conducted by deadline. | Number | 1 Annual Risk assessment conducted by end of 30 June 2023 | 1 Annual Risk assessment conducted by end of 30 June 2024 | 1 Annual Risk assessment conducted by end of 30 June 2025 | 1 Annual Risk assessment conducted by end of 30 June 2026 | 1 Annual Risk assessment conducted by end of 30 June 2027 | MM - BUD G |
| M M1 9 | To implement and maintain in compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Enterprise Risk Management Policy and Framework | Number of Reviewed Enterprise Risk Management Framework and Policy by deadline. | Number | 1 Reviewed Risk Mngt Framework and Policy adopted by Council by end of 30 June 2023 | 1 Reviewed Risk Mngt Framework and Policy adopted by Council by end of 30 June 2024 | 1 Reviewed Risk Mngt Framework and Policy adopted by Council by end of 30 June 2025 | 1 Reviewed Risk Mngt Framework and Policy adopted by Council by end of 30 June 2026 | 1 Reviewed Risk Mngt Framework and Policy adopted by Council by end of 30 June 2027 | MM - BUD G |
| M M2 0 | To implement and maintain in compliant, effective and efficient enterprise risk | To ensure effective Enterprise Risk management | Anti-Fraud and Corruption Strategy & Policy | Number of reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council | Number | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by | 1 Reviewed Anti-Fraud and Corruption Strategy & Policy adopted by Council by | MM - BUD G |

| | | | | | | | | | | | |
|--------|--|--|---|---|--------|--|--|--|--|--|------------|
| | management systems and processes. | | | by deadline. | | end of 30 June 2023 | end of 30 June 2024 | end of 30 June 2025 | end of 30 June 2026 | end of 30 June 2027 | |
| M M2 1 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Sports Development/Recreation programs | Number of Sports development programs held by end of deadline | Number | 20 Sports development programs hosted by end of 30 June 2023 | 20 Sports development programs hosted by end of 30 June 2024 | 20 Sports development programs hosted by end of 30 June 2025 | 20 Sports development programs hosted by end of 30 June 2026 | 20 Sports development programs hosted by end of 30 June 2027 | |
| M M2 2 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Golden Games (Local, District, Provincial and National) | Number of Golden games events hosted by deadline. | Number | 2 Golden games hosted by end of 31 March 2023 | 2 Golden games hosted by end of 31 March 2024 | 2 Golden games hosted by end of 31 March 2025 | 2 Golden games hosted by end of 31 March 2026 | 2 Golden games hosted by end of 31 March 2027 | MM - BUD G |
| M M2 3 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Disability Games (Local, District, Provincial and National) | Number of Disability Games hosted by deadline. | Number | 2 Disability Games hosted by end of 31 December 2022 | 2 Disability Games hosted by end of 31 December 2023 | 2 Disability Games hosted by end of 31 December 2024 | 2 Disability Games hosted by end of 31 December 2025 | 2 Disability Games hosted by end of 31 December 2026 | MM - BUD G |

| | | | | | | | | | | | |
|--------------|--|--|---|--|--------|--|--|--|--|--|--|
| M M2 4 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | SALGA Games (Local/District and Provincial) | Number of SALGA games hosted by deadline. | Number | 2 SALGA Games hosted by end of 31 December 2022 | 2 SALGA Games hosted by end of 31 December 2023 | 2 SALGA Games hosted by end of 31 December 2024 | 2 SALGA Games hosted by end of 31 December 2025 | 2 SALGA Games hosted by end of 31 December 2026 | |
| M M2 5 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Mayoral Sports Development Cup Tournament | Number of Mayoral Sports Development Cup Tournament hosted by deadline. | Number | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2023 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2024 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2025 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2026 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2027 | |
| M M2 6 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Sports and Recreation Capacity Building Workshops | Number of Capacity building workshops for sports and recreation held deadline. | Number | 2 Capacity Building Workshops held by end of 31 March 2023 | 2 Capacity Building Workshops held by end of 31 March 2024 | 2 Capacity Building Workshops held by end of 31 March 2025 | 2 Capacity Building Workshops held by end of 31 March 2026 | 2 Capacity Building Workshops held by end of 31 March 2027 | |

| | | | | | | | | | | | |
|--------------|--|--|---|--|--------|---|---|---|---|---|-------------|
| M M2 7 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Ndwedwe Rural Horse Racing | Number of Ndwedwe Rural horse racing hosted by deadline. | Number | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2023 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2024 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2025 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2026 | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2027 | |
| M M2 8 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Examination Prayer | Number of Examination Prayers hosted by deadline. | Number | 1 Examination Prayer hosted by end of 30 November 2022 | 1 Examination Prayer hosted by end of 30 November 2023 | 1 Examination Prayer hosted by end of 30 November 2024 | 1 Examination Prayer hosted by end of 30 November 2025 | 1 Examination Prayer hosted by end of 30 November 2026 | COMM - BUDG |
| M M2 9 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Youth Development | Number of Youth development programs hosted by deadline. | Number | 12 Youth development programs hosted by end of 30 June 2023 | 12 Youth development programs hosted by end of 30 June 2024 | 12 Youth development programs hosted by end of 30 June 2025 | 12 Youth development programs hosted by end of 30 June 2026 | 12 Youth development programs hosted by end of 30 June 2027 | COMM - BUDG |
| M M3 0 | To improve the quality of life within the district | To harness the potential of young people to | Ndwedwe Youth Artisans Training Program | Number of Ndwedwe Youth Artisans training | Number | Number of Ndwedwe Youth artisans | Number of Ndwedwe Youth artisans | Number of Ndwedwe Youth artisans | Number of Ndwedwe Youth artisans | Number of Ndwedwe Youth artisans | |

| | | | | | | | | | | | |
|--------|---|--|--|---|--------|---|---|---|---|---|-------------|
| | | enable them to play a meaningful role in society | | g program held by deadline | | training program held by end of 31 March 2023 | training program held by end of 31 March 2024 | training program held by end of 31 March 2025 | training program held by end of 31 March 2026 | training program held by end of 31 March 2027 | |
| M M3 1 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Young Local Artists Support Workshop | Number of support workshops for Young Local Artists held by deadline. | Number | 1 Young Local Artists Support workshop held by end of 31 March 2023 | 1 Young Local Artists Support workshop held by end of 31 March 2024 | 1 Young Local Artists Support workshop held by end of 31 March 2025 | 1 Young Local Artists Support workshop held by end of 31 March 2026 | 1 Young Local Artists Support workshop held by end of 31 March 2027 | COMM - BUDG |
| M M3 2 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Youth Council meeting | Number of Youth Council meetings held by deadline. | Number | 4 Youth Council meetings held by end of 30 June 2023 | 4 Youth Council meetings held by end of 30 June 2024 | 4 Youth Council meetings held by end of 30 June 2025 | 4 Youth Council meetings held by end of 30 June 2026 | 4 Youth Council meetings held by end of 30 June 2027 | COMM - BUDG |
| M M3 3 | To provide legal advice and ensure legal matters are handled on behalf of the | To limit losses to the municipality - legal risk mitigation | Drafting of Service Level Agreements (SLA's) | Number of SLA's drafted by target date. | Number | 20 SLAs drafted by 30 June 2023 | 20 SLAs drafted by 30 June 2024 | 20 SLAs drafted by 30 June 2025 | 20 SLAs drafted by 30 June 2026 | 20 SLAs drafted by 30 June 2027 | COMM - BUDG |

| | | | | | | | | | | | |
|-------|---|---|-------------------------|---|------------|--|--|--|--|--|-------------|
| | municipality | | | | | | | | | | |
| TS 01 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Mdloti Bridge Ward 17 | Percentage of Construction on the Mdloti Bridge completed by deadline | Percentage | 100% Construction of Mdloti bridge to completed by end of 30 June 2023 | 100% Construction of Mdloti bridge to completed by end of 30 June 2024 | 100% Construction of Mdloti bridge to completed by end of 30 June 2025 | 100% Construction of Mdloti bridge to completed by end of 30 June 2026 | 100% Construction of Mdloti bridge to completed by end of 30 June 2027 | TEC H-BUD G |
| TS 08 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Ndwedwe Testing Station | Percentage of Construction for Ndwedwe Testing Station to be completed by deadline. | Percentage | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2023 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2024 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2025 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2026 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2027 | TEC H-BUD G |
| TS 13 | Create job opportunities through infrastructure projects | To create employment through implementation of projects | EPWP - Waste management | Number of work opportunities created by deadline. | Number | 80 EPWP work opportunities created by end of 30 September 2022 | 80 EPWP work opportunities created by end of 30 September 2023 | 80 EPWP work opportunities created by end of 30 September 2024 | 80 EPWP work opportunities created by end of 30 September 2025 | 80 EPWP work opportunities created by end of 30 September 2026 | TEC H-BUD G |

| | | | | | | | | | | | |
|-------|---|--|--------------------------------------|---|------------|--|--|--|--|--|-------------|
| TS 14 | To facilitate provision of infrastructure throughout the municipality | Implementation of Capital projects | Capital expenditure monitoring | Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline. | Percentage | 100% Capital expenditure spent completed by end of 30 June 2023 | 100% Capital expenditure spent completed by end of 30 June 2024 | 100% Capital expenditure spent completed by end of 30 June 2025 | 100% Capital expenditure spent completed by end of 30 June 2026 | 100% Capital expenditure spent completed by end of 30 June 2027 | TEC H-BUD G |
| CS 01 | To establish an efficient and productive administration | To improve the capacity of staff to deliver services | Workplace Skills Plan implementation | Number of WSP trainings held in accordance with the WSP by deadline. | Number | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2023 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2024 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2025 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2026 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2027 | DCS - BUD G |

| | | | | | | | | | | | |
|-------|---|---|---------------------------------------|---|--------|---|---|---|---|---|-------------|
| CS 12 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Council meetings | Number of quarterly scheduled Council meetings to be held by deadline. | Number | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2023 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2024 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2025 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2026 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2027 | DCS - BUD G |
| CS 13 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Exco meetings | Number of monthly scheduled Exco meetings to be held by deadline. | Number | 10 Monthly scheduled EXCO meetings to be held by 30 June 2023 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2024 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2025 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2026 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2027 | DCS - BUD G |
| CS 18 | To establish an efficient and productive administration | To align Human Resource Policies with legislation and institutional transformation and development priorities | Human Resources Management Excellence | Number of trainings provided for staff and councilors on Policies and Legislations by deadline. | Number | 2 Trainings conducted on Policies and Legislations by 30 June 2023 | 2 Trainings conducted on Policies and Legislations by 30 June 2024 | 2 Trainings conducted on Policies and Legislations by 30 June 2025 | 2 Trainings conducted on Policies and Legislations by 30 June 2026 | 2 Trainings conducted on Policies and Legislations by 30 June 2027 | DCS - BUD G |
| FV 02 | To ensure sound budgeting and compliance | Budget and compliance monitoring | Compliance with MFMA regulations | Number of Section 72(1) (b) MFMA reports by | Number | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | FIN-BUD G |

| | principles | | | deadline. | | end of 31 January 2023 | end of 31 January 2024 | end of 31 January 2025 | end of 31 January 2026 | end of 31 January 2027 | |
|--------|---|--|--|--|------------|---|---|---|---|---|---------------|
| FV 04 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Adjusted Budget for 2022/23 financial year | Approved Adjusted Budget adopted by the Council by deadline. | Date | Adjusted Budget adopted by Council by end of February 2023 | Adjusted Budget adopted by Council by end of February 2024 | Adjusted Budget adopted by Council by end of February 2025 | Adjusted Budget adopted by Council by end of February 2026 | Adjusted Budget adopted by Council by end of February 2027 | FIN-BUD G |
| FV 05 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Final Budget for 2022/ 2023 financial year | Final 2023/2024 Budget adopted by Council by deadline. | Date | Final 2023/2024 Budget adopted by Council by end of 31 May 2023 | Final 2023/2024 Budget adopted by Council by end of 31 May 2024 | Final 2023/2024 Budget adopted by Council by end of 31 May 2025 | Final 2023/2024 Budget adopted by Council by end of 31 May 2026 | Final 2023/2024 Budget adopted by Council by end of 31 May 2027 | FIN-BUD G |
| FV 06 | To ensure sound revenue management | Revenue management | Revenue Collection | % Of Revenue collected by deadline. | Percentage | 70% of Revenue collected by end of 30 June 2023 | 70% of Revenue collected by end of 30 June 2024 | 70% of Revenue collected by end of 30 June 2025 | 70% of Revenue collected by end of 30 June 2026 | 70% of Revenue collected by end of 30 June 2027 | FIN-BUD G |
| CO M01 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion | Municipal Waste collections | Number of times refuse collected at Businesses premises by deadline. | Number | 300 Refuse collections done by end of 30 June 2023 | 300 Refuse collections done by end of 30 June 2024 | 300 Refuse collections done by end of 30 June 2025 | 300 Refuse collections done by end of 30 June 2026 | 300 Refuse collections done by end of 30 June 2027 | CO MM - BUD G |

| | | | | | | | | | | | |
|---------------|---|--|---|--|------|--|--|--|--|--|---------------------------|
| | | building | | | | | | | | | |
| CO M0 2 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion nation building | Buy Back Structure (Phase One) | Buy Back Structure (Phase one) prepare a Feasibility Study and submit to Council for adoption by deadline. | Date | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2023 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2024 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2025 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2026 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2027 | |
| CO M0 3 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion nation building | Indigent Policy and Register Alignment and Review | Review Indigent Policy and Register and submit to Council for adoption by deadline. | Date | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2023 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2024 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2025 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2026 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2027 | CO MM - BUD G |
| CO M2 9 | To ensure prevention and mitigation against disasters | To ensure rapid and effective response in assisting | Construction of Disaster Management Centre | Construction of Disaster Management Centre by | Date | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | |

| | | | | | | | | | | | |
|---------|--|--|--------------------------|---|--------|---|---|---|---|---|-----------|
| | | vulnerable communities during incidents and disasters | | deadline. | | e (Phase 1) to be completed by end of 30 June 2023. | e (Phase 1) to be completed by end of 30 June 2024. | e (Phase 1) to be completed by end of 30 June 2025. | e (Phase 1) to be completed by end of 30 June 2026. | e (Phase 1) to be completed by end of 30 June 2027. | |
| ED P0 6 | To ensure job creation | To identify and package new projects | SMMEs Supported | Number of LED (SMME) supported by deadline. | Number | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2026 | 10 LED (SMME) supported by end of 30 June 2027 | EDP BUD G |
| ED P0 7 | To facilitate coordinated planning and development | Develop implement a sustainable and integrated spatial planning system | Ndwedwe Town Development | Submission of the SPLUMA application for Ndwedwe Town development proclamation by deadline. | Date | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2023 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2024 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2025 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2026 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2027 | EDP BUD G |
| ED P0 9 | To facilitate coordinated | Develop implement a sustain | LED Forum | Number of LED Forum meetings | Number | 2 LED Forums meetings | 2 LED Forums meetings | 2 LED Forums meetings | 2 LED Forums meetings | 2 LED Forums meetings | EDP BUD G |

| | planning and development | able and integrated spatial planning system | | gs held by deadline. | | held by end of 30 June 2023 | held by end of 30 June 2024 | held by end of 30 June 2025 | held by end of 30 June 2026 | held by end of 30 June 2027 | |
|--------|--|--|--|---|------|---|---|---|---|---|----------|
| ED P10 | To facilitate coordinated planning and development | Develop implement a sustainable and integrated spatial planning system | Development Phase 2 of Bhamshela regeneration study (Design) | Development Phase 2 of Bhamshela regeneration study (Design) to be completed by deadline. | Date | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2023 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2024 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2025 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2026 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2027 | EDP BUDG |

D.9.3 ARTICULATION OF THE DIFFERENCE BETWEEN THE GOALS, OBJECTIVES AND STRATEGIES

Describing a Goal, Objectives and Strategies

The Ndwedwe Municipality has provided clearly the differences between Goals, Objectives and Strategies as follows:

- **GOAL:** A goal can be defined as a visible and quantifiable 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/S:** 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 way tactic that one must apply in effort 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.

D.9.4 GOALS, OBJECTIVES AND STRATEGIES ADDRESS THE KEY CHALLENGES & INDICATING LINKAGE IN THE STRATEGIC FRAMEWORK & IMPLEMENTATION PLAN

Copies of Ndwedwe Municipality Scorecard and Departmental SDBIP's are attached as Annexure W indicating the linkage between the strategic framework and implementation plan. Refer to table D.9.3.

D.9.5 GOALS & OBJECTIVES ALIGNED TO KZN-PGDS

Copies of Ndwedwe Local Municipality Scorecard and Departmental SDBIP's are attached as Annexure W indicating the Municipality's goals and objectives alignment with the KZN PGDS. Refer to table D.9.3.

D.9.6 GOALS & OBJECTIVES UNPACKED AS PER THE 6 KZN KPA'S

Copies of Ndwedwe Local Municipality Scorecard and Departmental SDBIP's are attached as Annexure W indicating the Municipality's goals and objectives unpacked as per the 6 KZN KPA's. Refer to table D.9.3.

CHAPTER E.10: IMPLEMENTATION PLAN AND SECTOR ALIGNMENT

CHAPTER E.10.1: FIVE (5) IMPLEMENTATION PLAN

A copy of the five (5) Year Implementation Plan is attached as **Annexure Q**.

| ID P R E F N O | STRAT EGIC OBJEC TIVE | DEPAR TMENT AL OBJEC TIVE | KEY PERFORMA NCE AREA (KPA) | KEY PERFO RMAN CE INDICA TOR (KPI) | UNIT OF MEA SURE | 2022/ 2023 Year- 1 | 2023/ 2024 Year- 2 | 2024/ 2025 Year- 3 | 2025/ 2026 Year- 4 | 2026/ 2027 Year- 5 | MSC |
|--|--|---|--|---|---------------------------|---|---|---|---|---|-----------|
| MUNICIPAL MANAGER | | | | | | | | | | | |
| NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | |
| OUTCOME: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM | | | | | | | | | | | |
| KZN PGDS: 3 HUMAN AND COMMUNITY DEVELOPMENT & 7: GOVERNANCE AND POLICY | | | | | | | | | | | |
| MM01 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To administer the affairs of the municipality in accordance with the relevant legislations and policies | Submission of Internal Audit Report to Audit Committee | Number of reports submitted to Audit Committee by deadline. | Number | 4 Reports submitted to Audit Committee by end of 30 June 2023 | 4 Reports submitted to Audit Committee by end of 30 June 2024 | 4 Reports submitted to Audit Committee by end of 30 June 2025 | 4 Reports submitted to Audit Committee by end of 30 June 2026 | 4 Reports submitted to Audit Committee by end of 30 June 2027 | MM - BUDG |
| MM02 | To provide independent, objective assurance and | To administer the affairs of the municipality in accordance | Submission of Audit Committee Reports to Municipal Council | Number of reports submitted to Municipal Council by Audit | Number | 4 Reports submitted to Municipal Council by | 4 Reports submitted to Municipal Council by | 4 Reports submitted to Municipal Council by | 4 Reports submitted to Municipal Council by | 4 Reports submitted to Municipal Council by | |

| | | | | | | | | | | | |
|------|--|---|---|--|--------|--|--|--|--|--|-----------|
| | consulting services designed to add value and improve the municipality's operations. | with the relevant legislations and policies | | Committee Chairperson by deadline. | | Audit Committee Chairperson by end of 30 June 2023 | Audit Committee Chairperson by end of 30 June 2024 | Audit Committee Chairperson by end of 30 June 2025 | Audit Committee Chairperson by end of 30 June 2026 | Audit Committee Chairperson by end of 30 June 2027 | |
| MMO3 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To administer the affairs of the municipality in accordance with the relevant legislations and policies | Internal Audit Charter | Number of reviewed Internal Audit Charter submitted to Audit Committee for approval by deadline. | Number | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2023 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2024 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2025 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2026 | 1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2027 | MM - BUDG |
| MMO4 | Compliance and good Governance | To ensure quality, reliable financial statements and performance management information | Tabling of Annual Report 2021/2022 to Council within 9 months after the end of a financial year | Preparation of 2021/22 Annual Report and submitted to Council for adoption by deadline. | Date | 2021/2022 Annual Report submitted for adoption to Council by end of 31 Marc | 2021/2022 Annual Report submitted for adoption to Council by end of 31 Marc | 2021/2022 Annual Report submitted for adoption to Council by end of 31 Marc | 2021/2022 Annual Report submitted for adoption to Council by end of 31 Marc | 2021/2022 Annual Report submitted for adoption to Council by end of 31 Marc | MM - BUDG |

| | | | | | | h 2023 | h 2024 | h 2025 | h 2026 | h 2027 | |
|--------------|--|---|---|--|--------|---|---|---|---|---|-----------|
| M M0 5 | Compliance and good Governance | The oversight report is a report of the municipal council and follows consideration and consultation on the annual report by end of the council | Tabling of Oversight report on the AR 2020/2021 to Council no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5) | 2021/22 Oversight Report submitted to Council for adoption by deadline. | Date | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2023 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2024 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2025 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2026 | 2021/22 Oversight Report for adopted by end of Council by end of 31 March 2027 | MM - BUDG |
| M M0 6 | To ensure effective Performance Management | To manage and enhance the performance of the municipality | Performance Reviews | Number of performance reviews of Senior Managers performance conducted quarterly by deadline | Number | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2023 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2024 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2025 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2026 | 3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2027 | |

| | | | | | | | | | | | |
|--------------|--|---|-------------------------------------|---|--------|---|---|---|---|---|--|
| M M0 7 | To ensure effective Performance Management | To manage and enhance the performance of the municipality | Performance Management Framework | Number of Reviewed Performance Management Framework by deadline | Number | 1 Reviewed Performance Management Framework by end 30 June 2023 | 1 Reviewed Performance Management Framework by end 30 June 2024 | 1 Reviewed Performance Management Framework by end 30 June 2025 | 1 Reviewed Performance Management Framework by end 30 June 2026 | 1 Reviewed Performance Management Framework by end 30 June 2027 | |
| M M0 8 | To enhance organisational performance | To ensure effective performance management | Annual Municipal Performance Report | Number of AMPR submitted to AG by 31 August 2021 by deadline | Number | 1 AMPR submitted to AG by end of 31 August 2022 | 1 AMPR submitted to AG by end of 31 August 2023 | 1 AMPR submitted to AG by end of 31 August 2024 | 1 AMPR submitted to AG by end of 31 August 2025 | 1 AMPR submitted to AG by end of 31 August 2027 | |
| M M0 9 | To facilitate coordinated planning and development | To improve the quality of life within the district | Annual IDP Review 2023/2024 | Number of activities conducted to ensure the 2023/2024 IDP review in line with S129 MFMA & Chapters 5&6 MSA and submit to Council for adoption by deadline. | Number | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2023 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2024 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2025 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2026 | 1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2027 | |

| | | | | | | | | | | | |
|--------------|--|--|--------------------------|--|--------|---|---|---|---|---|-----------|
| M M1 0 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses | Speaker Imbizo | Number of Speaker's Imbizo hosted by deadline. | Number | 2 Speaker's Imbizo's hosted by end of 30 June 2023 | 2 Speaker's Imbizo's hosted by end of 30 June 2024 | 2 Speaker's Imbizo's hosted by end of 30 June 2025 | 2 Speaker's Imbizo's hosted by end of 30 June 2026 | 2 Speaker's Imbizo's hosted by end of 30 June 2027 | MM - BUDG |
| M M1 1 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Mayoral/IDP Imbizo | Number of Mayoral Imbizo's hosted by end of deadline. | Number | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2023 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2024 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2025 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2026 | 2 Mayoral/IDP/Budget Imbizo by end of 30 June 2027 | MM - BUDG |
| M M1 2 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Ward Committees Training | Number of Ward Committees trainings held by end of deadline. | Number | 2 Ward Committee trainings conducted by end of 30 June 2023 | 2 Ward Committee trainings conducted by end of 30 June 2024 | 2 Ward Committee trainings conducted by end of 30 June 2025 | 2 Ward Committee trainings conducted by end of 30 June 2026 | 2 Ward Committee trainings conducted by end of 30 June 2027 | MM - BUDG |

| | | | | | | | | | | | |
|--------------|--|--|------------------------------------|---|--------|---|---|---|---|---|-----------|
| M M1 3 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Ward Committee's Quarterly Meeting | Number of Ward Committee meetings held by deadline. | Number | 4 Ward Committee meetings held by end of 30 June 2023 | 4 Ward Committee meetings held by end of 30 June 2024 | 4 Ward Committee meetings held by end of 30 June 2025 | 4 Ward Committee meetings held by end of 30 June 2026 | 4 Ward Committee meetings held by end of 30 June 2027 | MM - BUDG |
| M M1 4 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Public Participation Strategy | Develop a Public Participation Strategy and submit to Council for adoption by deadline. | Date | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2023 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2024 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2025 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2026 | Final Public Participation Strategy for adoption by end of Council by end of 30 June 2027 | MM - BUDG |
| M M1 5 | To strengthen partnership with various stakeholders through communicating municipal businesses | Effective public awareness on municipal businesses through information dissemination | Media Slots | Number of Media slots conducted by end of deadline. | Number | 10 Media slots conducted by end of 30 June 2023 | 10 Media slots conducted by end of 30 June 2024 | 10 Media slots conducted by end of 30 June 2025 | 10 Media slots conducted by end of 30 June 2026 | 10 Media slots conducted by end of 30 June 2027 | MM - BUDG |

| | | | | | | | | | | | |
|--------------|---|--|--|---|--------|---|---|---|---|---|------------|
| M M1 6 | To implement and maintain in compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Monitoring performance of effective enterprise risk management | Number of Risk registers updated by deadline. | Number | 4 Risk registers updated by end of 30 June 2023 | 4 Risk registers updated by end of 30 June 2024 | 4 Risk registers updated by end of 30 June 2025 | 4 Risk registers updated by end of 30 June 2026 | 4 Risk registers updated by end of 30 June 2027 | MM - BUD G |
| M M1 7 | To implement and maintain in compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk management | Review performance of effective enterprise risk management | Number of Ethics/Risk Management Committee meetings held by deadline. | Number | 4 Ethics /Risk Committee meetings held by end of 30 June 2023 | 4 Ethics /Risk Committee meetings held by end of 30 June 2024 | 4 Ethics /Risk Committee meetings held by end of 30 June 2025 | 4 Ethics /Risk Committee meetings held by end of 30 June 2026 | 4 Ethics /Risk Committee meetings held by end of 30 June 2027 | MM - BUD G |
| M M1 8 | To implement and maintain in compliant, effective and efficient enterprise risk | To ensure effective Enterprise Risk management | Risk Management | Number of Annual Risk assessment conducted by deadline. | Number | 1 Annual Risk assessment conducted by end of 30 June 2023 | 1 Annual Risk assessment conducted by end of 30 June 2024 | 1 Annual Risk assessment conducted by end of 30 June 2025 | 1 Annual Risk assessment conducted by end of 30 June 2026 | 1 Annual Risk assessment conducted by end of 30 June 2027 | MM - BUD G |

| | | | | | | | | | | | |
|--------------|--|---|---|--|------------|--|--|--|--|--|---------------------|
| | manag ement system s and proces ses. | | | | | | | | | | |
| M M1 9 | To imple ment and maintain in compli ant, effecti ve and effie cient enterpr ise risk manag ement system s and proces ses. | To ensure effectiv e Enterpr ise Risk manag ement | Enterprise Risk Manageme nt Policy and Framework | Numb er of Review ed Enterpr ise Risk Manag ement Frame work and Policy by deadli ne. | Num ber | 1 Revie wed Risk Mngt Fram ework and Policy adopt ed by Counc il by end of 30 June 2023 | 1 Revie wed Risk Mngt Fram ework and Policy adopt ed by Counc il by end of 30 June 2024 | 1 Revie wed Risk Mngt Fram ework and Policy adopt ed by Counc il by end of 30 June 2025 | 1 Revie wed Risk Mngt Fram ework and Policy adopt ed by Counc il by end of 30 June 2026 | 1 Revie wed Risk Mngt Fram ework and Policy adopt ed by Counc il by end of 30 June 2027 | MM - BUD G |
| M M2 0 | To imple ment and maintain in compli ant, effecti ve and effie cient enterpr ise risk manag ement system s and proces ses. | To ensure effectiv e Enterpr ise Risk manag ement | Anti-Fraud and Corruption Strategy & Policy | Numb er of review ed Anti- Fraud and Corrup tion Strateg y & Policy adop ted by Counc il by deadli ne. | Num ber | 1 Revie wed Anti- Fraud and Corru ption Strate gy & Policy adopt ed by Counc il by end of 30 June 2023 | 1 Revie wed Anti- Fraud and Corru ption Strate gy & Policy adopt ed by Counc il by end of 30 June 2024 | 1 Revie wed Anti- Fraud and Corru ption Strate gy & Policy adopt ed by Counc il by end of 30 June 2025 | 1 Revie wed Anti- Fraud and Corru ption Strate gy & Policy adopt ed by Counc il by end of 30 June 2026 | 1 Revie wed Anti- Fraud and Corru ption Strate gy & Policy adopt ed by Counc il by end of 30 June 2027 | MM - BUD G |

| | | | | | | | | | | | |
|--------------|--|--|---|---|--------|--|--|--|--|--|------------|
| M M2 1 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Sports Development/Recreation programs | Number of Sports development programs held by end of deadline | Number | 20 Sports development programs hosted by end of 30 June 2023 | 20 Sports development programs hosted by end of 30 June 2024 | 20 Sports development programs hosted by end of 30 June 2025 | 20 Sports development programs hosted by end of 30 June 2026 | 20 Sports development programs hosted by end of 30 June 2027 | |
| M M2 2 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Golden Games (Local, District, Provincial and National) | Number of Golden games events hosted by deadline. | Number | 2 Golden games hosted by end of 31 March 2023 | 2 Golden games hosted by end of 31 March 2024 | 2 Golden games hosted by end of 31 March 2025 | 2 Golden games hosted by end of 31 March 2026 | 2 Golden games hosted by end of 31 March 2027 | MM - BUD G |
| M M2 3 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Disability Games (Local, District, Provincial and National) | Number of Disability Games hosted by deadline. | Number | 2 Disability Games hosted by end of 31 December 2022 | 2 Disability Games hosted by end of 31 December 2023 | 2 Disability Games hosted by end of 31 December 2024 | 2 Disability Games hosted by end of 31 December 2025 | 2 Disability Games hosted by end of 31 December 2026 | MM - BUD G |
| M M2 4 | To promote sports within local communities | To harness the potential of young people to | SALGA Games (Local/District and Provincial) | Number of SALGA games hosted by deadline. | Number | 2 SALGA Games hosted by end | 2 SALGA Games hosted by end | 2 SALGA Games hosted by end | 2 SALGA Games hosted by end | 2 SALGA Games hosted by end | |

| | | | | | | | | | | | |
|--------|--|--|---|--|--------|--|--|--|--|--|--|
| | | enable them to play a meaningful role in society | | | | of 31 December 2022 | of 31 December 2023 | of 31 December 2024 | of 31 December 2025 | of 31 December 2026 | |
| M M2 5 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Mayoral Sports Development Cup Tournament | Number of Mayoral Sports Development Cup Tournament hosted by deadline. | Number | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2023 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2024 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2025 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2026 | 1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2027 | |
| M M2 6 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Sports and Recreation Capacity Building Workshops | Number of Capacity building workshops for sports and recreation held deadline. | Number | 2 Capacity Building Workshops held by end of 31 March 2023 | 2 Capacity Building Workshops held by end of 31 March 2024 | 2 Capacity Building Workshops held by end of 31 March 2025 | 2 Capacity Building Workshops held by end of 31 March 2026 | 2 Capacity Building Workshops held by end of 31 March 2027 | |
| M M2 7 | To promote sports within local communities | To harness the potential of young people to enable them to play a meaningful role in society | Ndwedwe Rural Horse Racing | Number of Ndwedwe Rural horse racing hosted by deadline. | Number | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March | 1 Ndwedwe Rural Horse Racing hosted by end of 31 March | |

| | | | | | | | | | | | |
|--------------|--|---|---|---|------------|--|--|--|--|--|---------------------------|
| | | gful role in society | | | | h 2023 | h 2024 | h 2025 | h 2026 | h 2027 | |
| M M2 8 | To improv e the quality of life within the district | To harness the potenti al of young people to enable them to play a meanin gful role in society | Examinatio n Prayer | Numb er of Examin ation Prayer s hosted by deadli ne. | Num ber | 1 Exami natio n Praye r hoste d by end of 30 Nove mber 2022 | 1 Exami natio n Praye r hoste d by end of 30 Nove mber 2023 | 1 Exami natio n Praye r hoste d by end of 30 Nove mber 2024 | 1 Exami natio n Praye r hoste d by end of 30 Nove mber 2025 | 1 Exami natio n Praye r hoste d by end of 30 Nove mber 2026 | CO MM - BUD G |
| M M2 9 | To improv e the quality of life within the district | To harness the potenti al of young people to enable them to play a meanin gful role in society | Youth Developme nt | Numb er of Youth develo pment progra ms hosted by deadli ne. | Num ber | 12 Youth devel opme nt progr ams hoste d by end of 30 June 2023 | 12 Youth devel opme nt progr ams hoste d by end of 30 June 2024 | 12 Youth devel opme nt progr ams hoste d by end of 30 June 2025 | 12 Youth devel opme nt progr ams hoste d by end of 30 June 2026 | 12 Youth devel opme nt progr ams hoste d by end of 30 June 2027 | CO MM - BUD G |
| M M3 0 | To improv e the quality of life within the district | To harness the potenti al of young people to enable them to play a meanin gful role in society | Ndwedwe Youth Artisans Training Program | Numb er of Ndwed we Youth Artisan s trainin g progra m held by deadli ne | Num ber | Numb er of Ndwe dwe Youth artisa ns traini ng progr am held by end of 31 Marc | Numb er of Ndwe dwe Youth artisa ns traini ng progr am held by end of 31 Marc | Numb er of Ndwe dwe Youth artisa ns traini ng progr am held by end of 31 Marc | Numb er of Ndwe dwe Youth artisa ns traini ng progr am held by end of 31 Marc | Numb er of Ndwe dwe Youth artisa ns traini ng progr am held by end of 31 Marc | |

| | | | | | | h 2023 | h 2024 | h 2025 | h 2026 | h 2027 | |
|--------------|--|--|--|---|--------|---|---|---|---|---|---------------------------|
| M M3 1 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Young Local Artists Support Workshop | Number of support workshops for Young Local Artists held by deadline. | Number | 1 Young Local Artists Support workshop held by end of 31 March 2023 | 1 Young Local Artists Support workshop held by end of 31 March 2024 | 1 Young Local Artists Support workshop held by end of 31 March 2025 | 1 Young Local Artists Support workshop held by end of 31 March 2026 | 1 Young Local Artists Support workshop held by end of 31 March 2027 | CO MM - BUD G |
| M M3 2 | To improve the quality of life within the district | To harness the potential of young people to enable them to play a meaningful role in society | Youth Council meeting | Number of Youth Council meetings held by deadline. | Number | 4 Youth Council meetings held by end of 30 June 2023 | 4 Youth Council meetings held by end of 30 June 2024 | 4 Youth Council meetings held by end of 30 June 2025 | 4 Youth Council meetings held by end of 30 June 2026 | 4 Youth Council meetings held by end of 30 June 2027 | CO MM - BUD G |
| M M3 3 | To provide legal advice and ensure legal matters are handled on behalf of the municipality | To limit losses to the municipality - legal risk mitigation | Drafting of Service Level Agreements (SLA's) | Number of SLA's drafted by target date. | Number | 20 SLAs drafted by 30 June 2023 | 20 SLAs drafted by 30 June 2024 | 20 SLAs drafted by 30 June 2025 | 20 SLAs drafted by 30 June 2026 | 20 SLAs drafted by 30 June 2027 | CO MM - BUD G |

| | | | | | | | | | | | |
|-------|---|---|-------------------------|---|------------|--|--|--|--|--|-------------|
| TS 01 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Mdloti Bridge Ward 17 | Percentage of Construction on the Mdloti Bridge completed by deadline | Percentage | 100% Construction of Mdloti bridge to completed by end of 30 June 2023 | 100% Construction of Mdloti bridge to completed by end of 30 June 2024 | 100% Construction of Mdloti bridge to completed by end of 30 June 2025 | 100% Construction of Mdloti bridge to completed by end of 30 June 2026 | 100% Construction of Mdloti bridge to completed by end of 30 June 2027 | TEC H-BUD G |
| TS 08 | To facilitate provision of infrastructure throughout the municipality | To provide and facilitate vehicular movement | Ndwedwe Testing Station | Percentage of Construction for Ndwedwe Testing Station to be completed by deadline. | Percentage | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2023 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2024 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2025 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2026 | 100% Construction of Ndwedwe Testing centre to be completed by end of 30 June 2027 | TEC H-BUD G |
| TS 13 | Create job opportunities through infrastructure projects | To create employment through implementation of projects | EPWP - Waste management | Number of work opportunities created by deadline. | Number | 80 EPWP work opportunities created by end of 30 September 2022 | 80 EPWP work opportunities created by end of 30 September 2023 | 80 EPWP work opportunities created by end of 30 September 2024 | 80 EPWP work opportunities created by end of 30 September 2025 | 80 EPWP work opportunities created by end of 30 September 2026 | TEC H-BUD G |

| | | | | | | | | | | | |
|-------|---|--|--------------------------------------|---|------------|--|--|--|--|--|-------------|
| TS 14 | To facilitate provision of infrastructure throughout the municipality | Implementation of Capital projects | Capital expenditure monitoring | Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline. | Percentage | 100% Capital expenditure spent completed by end of 30 June 2023 | 100% Capital expenditure spent completed by end of 30 June 2024 | 100% Capital expenditure spent completed by end of 30 June 2025 | 100% Capital expenditure spent completed by end of 30 June 2026 | 100% Capital expenditure spent completed by end of 30 June 2027 | TEC H-BUD G |
| CS 01 | To establish an efficient and productive administration | To improve the capacity of staff to deliver services | Workplace Skills Plan implementation | Number of WSP trainings held in accordance with the WSP by deadline. | Number | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2023 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2024 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2025 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2026 | 8 WSP trainings held in accordance with the WSP by deadline. by 30 June 2027 | DCS - BUD G |

| | | | | | | | | | | | |
|-------|---|---|---------------------------------------|---|--------|---|---|---|---|---|-------------|
| CS 12 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Council meetings | Number of quarterly scheduled Council meetings to be held by deadline. | Number | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2023 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2024 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2025 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2026 | 4 Quarterly scheduled meetings of Council that are co-ordinated by held by 30 June 2027 | DCS - BUD G |
| CS 13 | To ensure effective governance through regular Council meetings | Supply resources & Council Support Services for all Council meetings | Coordination of Exco meetings | Number of monthly scheduled Exco meetings to be held by deadline. | Number | 10 Monthly scheduled EXCO meetings to be held by 30 June 2023 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2024 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2025 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2026 | 10 Monthly scheduled EXCO meetings to be held by 30 June 2027 | DCS - BUD G |
| CS 18 | To establish an efficient and productive administration | To align Human Resource Policies with legislation and institutional transformation and development priorities | Human Resources Management Excellence | Number of trainings provided for staff and councilors on Policies and Legislations by deadline. | Number | 2 Trainings conducted on Policies and Legislations by 30 June 2023 | 2 Trainings conducted on Policies and Legislations by 30 June 2024 | 2 Trainings conducted on Policies and Legislations by 30 June 2025 | 2 Trainings conducted on Policies and Legislations by 30 June 2026 | 2 Trainings conducted on Policies and Legislations by 30 June 2027 | DCS - BUD G |
| FV 02 | To ensure sound budgeting and compliance | Budget and compliance monitoring | Compliance with MFMA regulations | Number of Section 72(1) (b) MFMA reports by | Number | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | 1 MFM A 72 Report submitted by | FIN-BUD G |

| | principles | | | deadline. | | end of 31 January 2023 | end of 31 January 2024 | end of 31 January 2025 | end of 31 January 2026 | end of 31 January 2027 | |
|--------|---|--|--|--|------------|---|---|---|---|---|---------------|
| FV 04 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Adjusted Budget for 2022/23 financial year | Approved Adjusted Budget adopted by the Council by deadline. | Date | Adjusted Budget adopted by Council by end of February 2023 | Adjusted Budget adopted by Council by end of February 2024 | Adjusted Budget adopted by Council by end of February 2025 | Adjusted Budget adopted by Council by end of February 2026 | Adjusted Budget adopted by Council by end of February 2027 | FIN-BUD G |
| FV 05 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Final Budget for 2022/ 2023 financial year | Final 2023/2024 Budget adopted by Council by deadline. | Date | Final 2023/2024 Budget adopted by Council by end of 31 May 2023 | Final 2023/2024 Budget adopted by Council by end of 31 May 2024 | Final 2023/2024 Budget adopted by Council by end of 31 May 2025 | Final 2023/2024 Budget adopted by Council by end of 31 May 2026 | Final 2023/2024 Budget adopted by Council by end of 31 May 2027 | FIN-BUD G |
| FV 06 | To ensure sound revenue management | Revenue management | Revenue Collection | % Of Revenue collected by deadline. | Percentage | 70% of Revenue collected by end of 30 June 2023 | 70% of Revenue collected by end of 30 June 2024 | 70% of Revenue collected by end of 30 June 2025 | 70% of Revenue collected by end of 30 June 2026 | 70% of Revenue collected by end of 30 June 2027 | FIN-BUD G |
| CO M01 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion | Municipal Waste collections | Number of times refuse collected at Businesses premises by deadline. | Number | 300 Refuse collections done by end of 30 June 2023 | 300 Refuse collections done by end of 30 June 2024 | 300 Refuse collections done by end of 30 June 2025 | 300 Refuse collections done by end of 30 June 2026 | 300 Refuse collections done by end of 30 June 2027 | CO MM - BUD G |

| | | | | | | | | | | | |
|---------------|---|--|---|--|------|--|--|--|--|--|---------------------------|
| | | building | | | | | | | | | |
| CO M0 2 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion nation building | Buy Back Structure (Phase One) | Buy Back Structure (Phase one) prepare a Feasibility Study and submit to Council for adoption by deadline. | Date | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2023 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2024 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2025 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2026 | 100% Construction of Buy Back Centre (Phase 1) to be completed by end of 30 June 2027 | |
| CO M0 3 | To facilitate provision of infrastructure throughout the municipality | To promote Arts & Culture, Tourism and social cohesion nation building | Indigent Policy and Register Alignment and Review | Review Indigent Policy and Register and submit to Council for adoption by deadline. | Date | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2023 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2024 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2025 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2026 | Review of Indigent Register to be submitted to Council for adoption by end of 30 June 2027 | CO MM - BUD G |
| CO M2 9 | To ensure prevention and mitigation against disasters | To ensure rapid and effective response in assisting | Construction of Disaster Management Centre | Construction of Disaster Management Centre by | Date | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | 100% Construction of Disaster Management Centre | |

| | | | | | | | | | | | |
|---------|--|--|--------------------------|---|--------|---|---|---|---|---|-----------|
| | | vulnerable communities during incidents and disasters | | deadline. | | e (Phase 1) to be completed by end of 30 June 2023. | e (Phase 1) to be completed by end of 30 June 2024. | e (Phase 1) to be completed by end of 30 June 2025. | e (Phase 1) to be completed by end of 30 June 2026. | e (Phase 1) to be completed by end of 30 June 2027. | |
| ED P0 6 | To ensure job creation | To identify and package new projects | SMMEs Supported | Number of LED (SMME) supported by deadline. | Number | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2023 | 10 LED (SMME) supported by end of 30 June 2026 | 10 LED (SMME) supported by end of 30 June 2027 | EDP BUD G |
| ED P0 7 | To facilitate coordinated planning and development | Develop implement a sustainable and integrated spatial planning system | Ndwedwe Town Development | Submission of the SPLUMA application for Ndwedwe Town development proclamation by deadline. | Date | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2023 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2024 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2025 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2026 | Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2027 | EDP BUD G |
| ED P0 9 | To facilitate coordinated | Develop implement a sustain | LED Forum | Number of LED Forum meetings | Number | 2 LED Forums meetings | 2 LED Forums meetings | 2 LED Forums meetings | 2 LED Forums meetings | 2 LED Forums meetings | EDP BUD G |

| | planning and development | able and integrated spatial planning system | | gs held by deadline. | | held by end of 30 June 2023 | held by end of 30 June 2024 | held by end of 30 June 2025 | held by end of 30 June 2026 | held by end of 30 June 2027 | |
|--------|--|--|--|---|------|---|---|---|---|---|----------|
| ED P10 | To facilitate coordinated planning and development | Develop implement a sustainable and integrated spatial planning system | Development Phase 2 of Bhamshela regeneration study (Design) | Development Phase 2 of Bhamshela regeneration study (Design) to be completed by deadline. | Date | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2023 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2024 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2025 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2026 | Development Phase 2 of Bhamshela regeneration study and Design by end of 30 June 2027 | EDP BUDG |

E.10.2: SECTOR ALIGNMENT

The Medium-Term Expenditure Framework (MTEF) for Sector Departments was presented during various iLembe District IGR Sector Alignment meetings. All local municipalities participated in these meeting including the Ndwedwe Municipality. The following represents the capital expenditure of these departments in the Ndwedwe Local Municipality over the next 3 years.

| Goals/ Strategic Objectives | Project Description | Ward | Bud get | Budget | Budge t | Budge t | Budge t | Budge t |
|--|---------------------------------|------------------------------|------------|------------------------|---------------|---------------|---------------|---------------|
| KZN- Human Settlement s Strategic Objectives: | | | | 2021/202 2 | 2022/ 2023 | 2023/ 2024 | 2024/ 2025 | 2025/ 2026 |
| Implement projects that ensure spatial, social & economic integration | Mavela Phase II | 12, 13, 14 & 15 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | Wosiyane, Cibane & Malangeni | 16, 18 & 19 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | Glendale Rectification | 01 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | 40 Sukuma Sakhe | 03 & 07 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | 85 Sukuma Sakhe | 02, 06, 08, 13 & 15 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | 67 Sukuma Sakhe | 10, 11,12 & 19 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| Rural & OSS Housing Projects | | | | | | | | |
| KZN- Human Settlement s Strategic Objectives: | Emalangeni/Ciban e/Hosiyane | Rural | Yes | R 14 724 20 0.00 | ✓ | ✓ | ✓ | N/A |
| Implement projects that ensure | Mavela Phase 2 | Rural | Yes | R 14 907 78 0.00 | ✓ | ✓ | ✓ | N/A |
| | OSS | OSS | Yes | R 15 450 99 0.00 | ✓ | ✓ | ✓ | N/A |

| | | | | | | | | |
|---|--|---|-----|-----------------|-------------|-----|-----|-----|
| spatial, social & economic integration | Qadi | Rural | Yes | R 2 028 913 .00 | ✓ | ✓ | ✓ | N/A |
| | Nkumbanyuswa Phase 2 | Rural | Yes | R 2 028 913 .00 | ✓ | ✓ | ✓ | N/A |
| Housing Projects Planned | | | | | | | | |
| KZN-Human Settlements Strategic Objectives: Implement projects that ensure spatial, social & economic integration | Nkumbanyuswa Phase II (2000 units) | 07, 08, 09, 10, 11, 12, 13, 14, 15 & 19 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | Qadi Rural Housing Project | 03, 11, 12, 13, 14, 15, 17, 18 & 19 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | Magwaza/Qwabe Waterfall (1000 units) | 03 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| | Khumalo, Chili, Mangangeni & Ngcolosi (1000 units) | 17 & 19 | Yes | ✓ | ✓ | ✓ | ✓ | N/A |
| DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS | | | | | | | | |
| Battlefield | Battle of Nsuzi 1906 | | | ✓ | ✓ | ✓ | ✓ | N/A |
| IREDC | Ezikotshini IREDC | | | ✓ | ✓ | ✓ | ✓ | N/A |
| DEPARTMENT OF HEALTH | | | | | | | | |
| KZN-DOH GOAL Strengthen health systems and effectiveness | Ndwedwe New Wash Bays at Various Institutions | | Yes | R 350 000 | R 1 233 000 | N/A | N/A | N/A |

| | | | | | | | | |
|--|--|--|-----|----------------|-------------------|-----|-----|-----|
| KZN-DOH GOAL Strengthen health systems and effectiveness | Construction of Medical Waste Area for 6 clinics in 3 Health Districts Ndwedwe CHC | | Yes | R 800 000 | R 0 | N/A | N/A | N/A |
| KZN-DOH GOAL Strengthen health systems and effectiveness | Replacement of Fencing in Various Clinics in Oqaqeni | | Yes | R 1 155 240 | R 0 | N/A | N/A | N/A |
| KZN-DOH GOAL Improved quality of health care | Eradication of 1400 square metres asbestos roof Ndwedwe CHC | | Yes | R 0 | R 880 000 | N/A | N/A | N/A |
| KZN-DOH GOAL Strengthen health systems and effectiveness | GJGMRH Eradication of 1600 square metres asbestos roof | | Yes | R 0 | R 1 756 000 | N/A | N/A | N/A |
| KZN-DOH GOAL Strengthen health systems and effectiveness | KwaNyuswa Clinic | | Yes | 1,000,000 | 10,000 ,000 | ✓ | ✓ | ✓ |
| DEPARTMENT OF EDUCATION | | | | | | | | |
| KZN DOE Strategic Goal: | A M Moola Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|---|----------------------------------|--|-----|---|---|---|---|---|
| Develop offices & schools into centres of excellence & improve learner performance for all grades | | | | | | | | |
| KZN DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Autism School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Bhidakhona Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Bhidakhona Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Chief Ngonyama Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Chief Ngonyama Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Dalibo Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Dubeyane Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Dumane Comm High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Dumane Comm High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Emakhasini Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Emanyonini Senior Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Emanyonini Senior Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Embuyeni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Emkhambeni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|----------------------------------|--|-----|---|---|---|---|---|
| | Emsengeni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Esidumbini Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ezindlovini Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ezindlovini Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Gasela Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Gcinimfundo Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| KZN DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Gcinimfundo Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Gem Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Glendale Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Gogovuma Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Hlalahle Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Hlalahle Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Hulett Combined School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Igugulamanyoni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Igugulamanyoni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ilembe Maintenance Districts:Doe | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Insuze-Gcwensa Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Inyanganye Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---------------------------------------|--|-----|---|---|---|---|---|
| | Isaviyo Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Isifisoethu Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Isigudu Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Isnembe Intermediate School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Itshelencwadi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Khanyisa Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| KZN DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Khethimfundo Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Kranskop S | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Kwangoza Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Kwanokusho Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Kwashangase Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Kwasimamane Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Lee Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | M I Primary Schoolaruk Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | M L Sultan Krantzkloof Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | M L Sultan Krantzkloof Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mabayana Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Magongolo Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|-------------------------------|--|-----|---|---|---|---|---|
| | Magudwini Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mahlube Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manaba Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manaba Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manaba Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manqoba High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manqondo Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manqondo Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| KZN DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Mantingwane Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Manzini Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mashiyamahle Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mashiyamahle Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mashiza Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Masimdumise Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Masimdumise Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mayelesweni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mcathu Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mcathu Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mepho Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--------------------------------------|--|-----|---|---|---|---|---|
| | Mgezengwane Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mlamulankunzi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mqedi Senior Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mshiyane High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Mshiyane High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ndabenhle Primary School (Tonga) | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ndodembi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | New Etete Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | New Stanger District Circuit Offices | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| KZN DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Ngayiphi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ngcongcongga High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ngungwini High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nhlangakazi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nombika Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nondabula Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nondabula Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Noodsberg Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Noodsberg Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--------------------------------|--|-----|---|---|---|---|---|
| | Novimba Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Novimba Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nqakathela Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nqakathela Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nqakathela Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nsonono Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ntabakakhathaza Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ntabaskop Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ntathakusa Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ntendeni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ntendeni Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ozwathini Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| KZN-DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Parukabad Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Phambela Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Phuzulwazi Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Qalakahle High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Qalimfundo Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Qhubakahle Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Qinisani High School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--------------------------------|--|-----|---|---|---|---|---|
| | Sakhumuzi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sakhumuzi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Simunye Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sinenhlanhla Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sinenhlanhla Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sinenhlanhla Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Siphiwe Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Siqondokuhle Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sisebenzile Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sithelosethu Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Siyaphumula Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sontshenge Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| KZN DOE Strategic Goal: Develop offices & schools into centres of excellence & improve learner performance for all grades | Sotobe Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Sotobe Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Thafamasi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ubuhlebephupho Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ubuhlebephupho Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ubuhlebesizwe Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ubuhlebesizwe Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

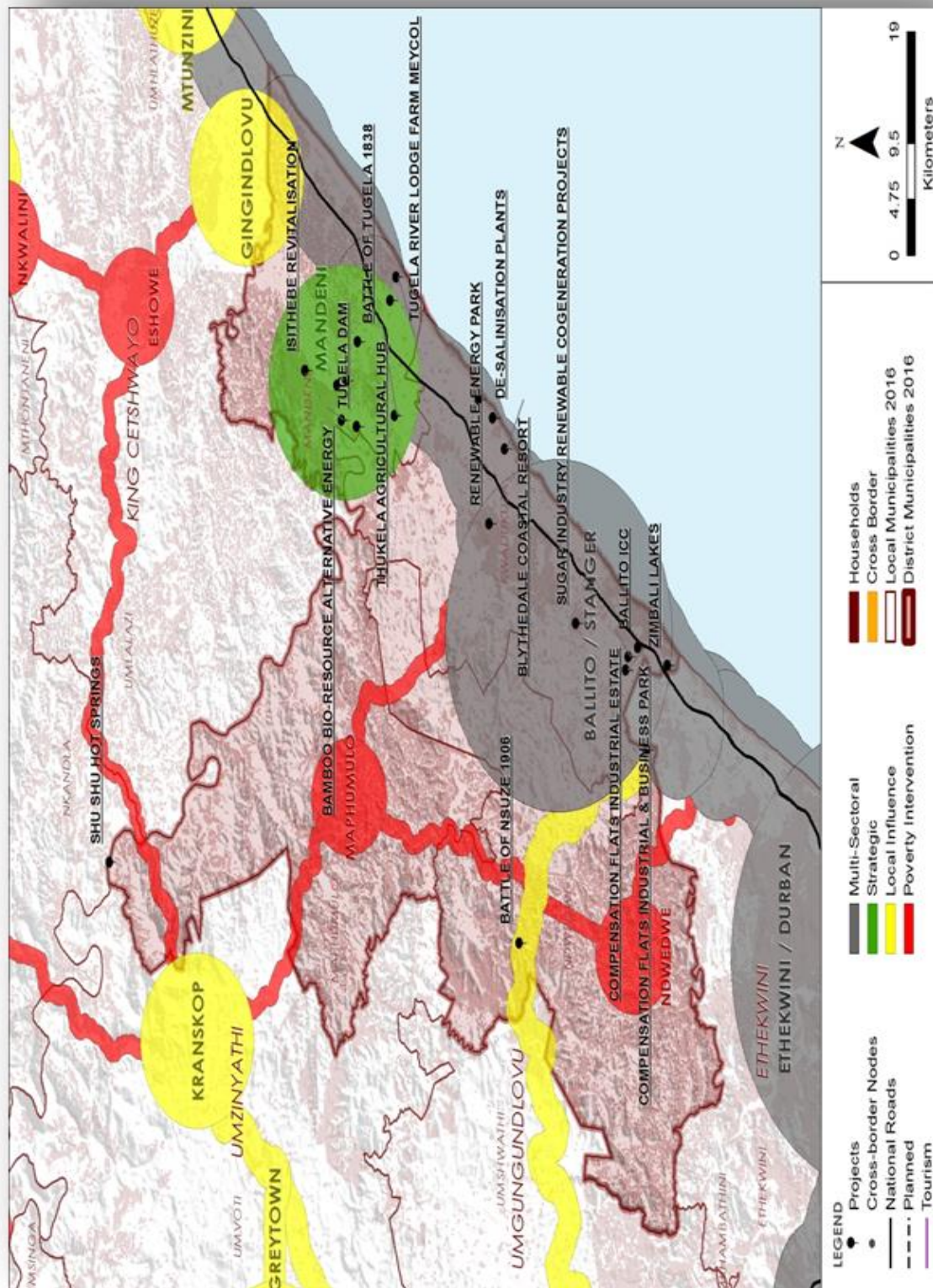
| | | | | | | | | |
|---|---|----------------------|-----|-----------------------|---|---|---|---|
| | Ukuzamakwethu Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Umdlali College | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Umsunduze Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Unyazi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Uyikhulu Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Waterfall Intermediate School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Wosiyane Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Zakhele Primary School (Esidumbini) | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Zubane Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nhlangakazi Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nombika Secondary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nondabula Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Nondabula Primary School | | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| UMGENI WATER | | | | | | | | |
| Umgeni Water Strategic Statement: Reconcile water demand and water resources, plan infrastruct | uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 4. See Section 11.5.2 (a) in the Umgeni Water Infrastructure Master Plan 2019/2020. | 9; 10; 11; 15 and 19 | Yes | Design: R 200 000 000 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---|--|-----|------------------------|---|---|---|---|
| ure, provide optimal and innovative engineering solutions, implement capital infrastructure programmes to deliver water infrastructure in an environmentally sustainable manner in order to meet organisational objectives | uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 6. See Section 11.5.2 (b) in the Umgeni Water Infrastructure Master Plan 2019/2020. | 15; 16; 17; 18 and 19 | Yes | Planning: R 50 000 000 | ✓ | ✓ | ✓ | ✓ |
| | Maphumulo Bulk Water Supply Scheme (BWSS) Phase 3. See Section 11.5.2 (d) in the Umgeni Water Infrastructure Master Plan 2019/2020. | 8 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary. | Yes | Implementation R 0 | ✓ | ✓ | ✓ | ✓ |
| | Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4. See Section 11.5.2 (d) in the Umgeni Water Infrastructure Master Plan 2019/2020. | 8 and 11 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary. | Yes | Design R 48 366 128 | ✓ | ✓ | ✓ | ✓ |
| ESKOM PROJECTS | | | | | | | | |
| Eskom Strategic Intent Statement: Provide reliable, predictable | Ndwedwe NB1-Ward 18 Extensions | 18 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Ndwendwe-Appelsbosch132k V line establishment | 4 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|---|---|---|-----|------------------|---|---|---|---|
| e and affordable electricity in line with the approvals and regulatory model by NERSA | Glendale 132/22kV Substation Capacity Increase from 7.5MVA to 20MVA. | 5 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Glendale NB30 SWER line Upgrade | 6 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Glendale -2 Additional MV feeders to split Glendale NB30 | 8 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Appelsbosch11-22kV Conversion | 10 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| ILEMBE DISTRICT MUNICIPALITY: WATER AND SANITATION PROJECTS | | | | | | | | |
| | uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5 | Ndwedwe Ward 13, 15 (Umgeni Water Project) | Yes | R 340 000 000 | ✓ | ✓ | ✓ | ✓ |
| | uMshwathi Phase 5 – Central Ndwedwe and Augmentation of Maphumulo Supply | Ndwedwe wards 4, 5, 6, 8 and 9 | Yes | R 200 000 000.00 | ✓ | ✓ | ✓ | ✓ |
| | uMshwathi Phase 6 Supply from Bruyns Hill to Wosiyane, Emalangeneni and Khumalo areas | Ndwedwe ward 17 and 18 (Umgeni Water Project) | Yes | R 150 000 000.00 | ✓ | ✓ | ✓ | ✓ |
| | Sonkombo – Reticulation Upgrade | Ward | Yes | R 30 000 000.00 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---|--|-----|---------------|---|---|---|---|
| | uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5 | Ndwedwe Ward 13, 15 (Umgeni Water Project) | Yes | R 340 000 000 | ✓ | ✓ | ✓ | ✓ |
| ILEMBE DISTRICT MUNICIPALITY: VIP SANITATION PROGRAMME | | | | | | | | |
| | VIP Sanitation | Ward 3 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | VIP Sanitation | Ward 4 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | VIP Sanitation | Ward 5 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | VIP Sanitation | Ward 8 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |
| | VIP Sanitation | Ward 12 | Yes | ✓ | ✓ | ✓ | ✓ | ✓ |

Map 28: EDTEA Projects



CHAPTER E.10.2: 1-YEAR IMPLEMENTATION PLAN TOP LAYER-SCORECARD & SDBIP'S 2022/2023

A COPY OF NDWEDWE LOCAL MUNICIPALITY SDBIP SCORECARD FINAL 2022/2023 IS ATTACHED AS **ANNEXURE W**.

Ndwedwe Local 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 shall be approved by the Council in June 2020. 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
- Community Services
- Cross Cutting Issues

The Integrated Development Plan (IDP) is the initial phase of the planning cycle of the municipality. To ensure community involvement as stipulated in the Municipal Systems Act, No. 32 of 2000, the community identifies their needs during the IDP roadshows and then agrees on the set targets and indicators. This process takes place after the budget has been tabled to Council. These needs are then prioritized according to available resources. They then become projects and get expression in the IDP in a form of a matrix.

The IDP matrix is developed for a period of 5 years and is directly linked to the term of Council. For sustainable management of the budgeting and reporting practices; uniform norms and standards for ensuring transparency, accountability was established. The organizational scorecard was developed to provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities. Departmental Scorecards captures the performance of each department, and they provide a comprehensive picture of the performance at that level. Departmental Scorecards (Performance Plans) are comprised of

the key components highlighted in the customised municipal Scorecard to measure performance at an operational level.

NDWEDWE LM FINAL SDBIP 2022/2023

The Ndwedwe IDP is also aligned to the Final 2022/2023 Service Delivery and Budget Implementation Plan to measure, monitor the performance and achievements. The NLM budgets will be included upon the adoption of the final Budget on 31 May 2022. A more detailed NLM SDBIPs is attached at Annexure W.

The Ndwedwe Local Municipality also intends to align its strategic objectives and indicators to Circular 88, the new Output Planning reporting template is attached at **Annexure S**.

CHAPTER F.11

FINANCIAL PLAN 2022/2023

CHAPTER F.11: FINANCIAL PLAN

F.11.1 FINANCIAL PLAN 2022/2023

The Ndwedwe Municipality has recognised that to be successful the IDP must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to consider the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, considering realistic revenue and expenditure projections for future years. Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- Financial strategies for the 3-year period
- Financial issues
- Detailed 3-year financial action plan
- Multi-year budgets
- Capital and investment program

F.11.2 OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET

The Final 2022/2023 IDP covers a three-year synopsis of the municipal capital and operational budget, to address service delivery challenges. A copy of Ndwedwe Municipality Financial Plan approved by the Council. The tables below indicate capital expenditure over the next three financial years:

Table 134: Three-year Municipal Budget

| Description | Capital Budget (R) |
|-------------------------------|--------------------|
| Final Annual budget 2022/2023 | 78 450 000 |
| Indicative Budget 2023/2024 | 50 457 000 |
| Indicative Budget 2024/2025 | 43 336 000 |

Table 135: Operating Expenditure Framework

| Description | Operating budget (R) |
|-------------------------------|-----------------------|
| Final Annual budget 2022/2023 | 218 534 000 |
| Indicative Budget 2023/2024 | 226 456 000 |
| Indicative Budget 2024/2025 | 237 096 000 |

Table 136: Operating Revenue Framework

| Description | Operating budget (R) |
|-------------------------------|-----------------------|
| Final Annual budget 2022/2023 | 218 716 000 |
| Indicative Budget 2023/2024 | 228 420 000 |
| Indicative Budget 2024/2025 | 242 898 000 |

CHAPTER G.12: ANNUAL OPERATIONAL PLANS (SDBIP's) 2022/2023

G.12.1 IDP REFLECT THE SDBIP

Copies of Ndwedwe Municipality Scorecard and Departmental SDBIP's are attached as Annexure S, indicating the linkage between the strategic framework and implementation plan. Refer to table D.9.3.

G.12.2 SDBIP's FULLY ALIGNED WITH THE GOALS, OBJECTIVES AND STRATEGIES

Copies of Ndwedwe Municipality Scorecard and Departmental SDBIP's are attached as Annexure S, indicating the linkage between the strategic framework and implementation plan. Refer to table D.9.3.

CHAPTER H.13: ORGANISATIONAL & INDIVIDUAL PMS 2022/2023

CHAPTER H.13: ORGANISATIONAL & INDIVIDUAL PMS 2022/2023

H.13.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Legislative requirements

Outlined in Section 40 of the Municipal Systems Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) must be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers. Copies of Ndwedwe Municipality Scorecard and Departmental SDBIP's are attached as Annexure S.

The Municipal Planning and Performance Management Regulations (2001) stipulates that a "municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players" (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Section 46 of the Municipal Systems Act (Act 32 of 2000), stipulates the following: -

"Annual performance reports

46.(1) A municipality must prepare for each financial year a performance report *reflecting*.

(a) the performance of the municipality and of each external service provider during that financial year;

(b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and

(c) *measures taken to improve performance.*

(2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act."

The Reviewed Performance Management Framework and Policy has been enhanced to include the National Treasury Communications Directive: Framework for Managing

Programme Performance Information (FMPPI). The Local Government Regulations on the appointment and conditions of employment of Senior Managers (Reg 21 of 17 January 2014) were also included in the reviewed framework, since it was promulgated after the adoption of the previous Performance Management Framework and Policy. It also includes, legislation that governs performance management in local government includes the Municipal Systems Act (MSA) and the Municipal Finance Management Act (MFMA). The performance management framework is reviewed annually to align with the best practice guidelines suggested by the then Department of Co-operative Government and Traditional Affairs of Kwazulu-Natal.

For the purpose of reporting, measuring, monitoring and evaluation of the organizational performance, the organizational Performance Management System (OPMS) was developed. It contains the key components of the IDP Matrix; the Strategic objectives, Key Performance Indicators and Targets demonstrating how performance of the organization will be measured in a period of one year. These objectives are trying to achieve the goals stipulated in the IDP. The Service Delivery Budget and Implementation Plan (SDBIP) which focuses to performance of each directorate/department was developed indicating the targets which are intended to be achieved on a quarterly basis. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the Municipality. The budget gives effect to the strategic priorities of the Municipality. The following diagram shows a step-by-step approach to setting the performance measures of the Ndwedwe Organisational PMS.

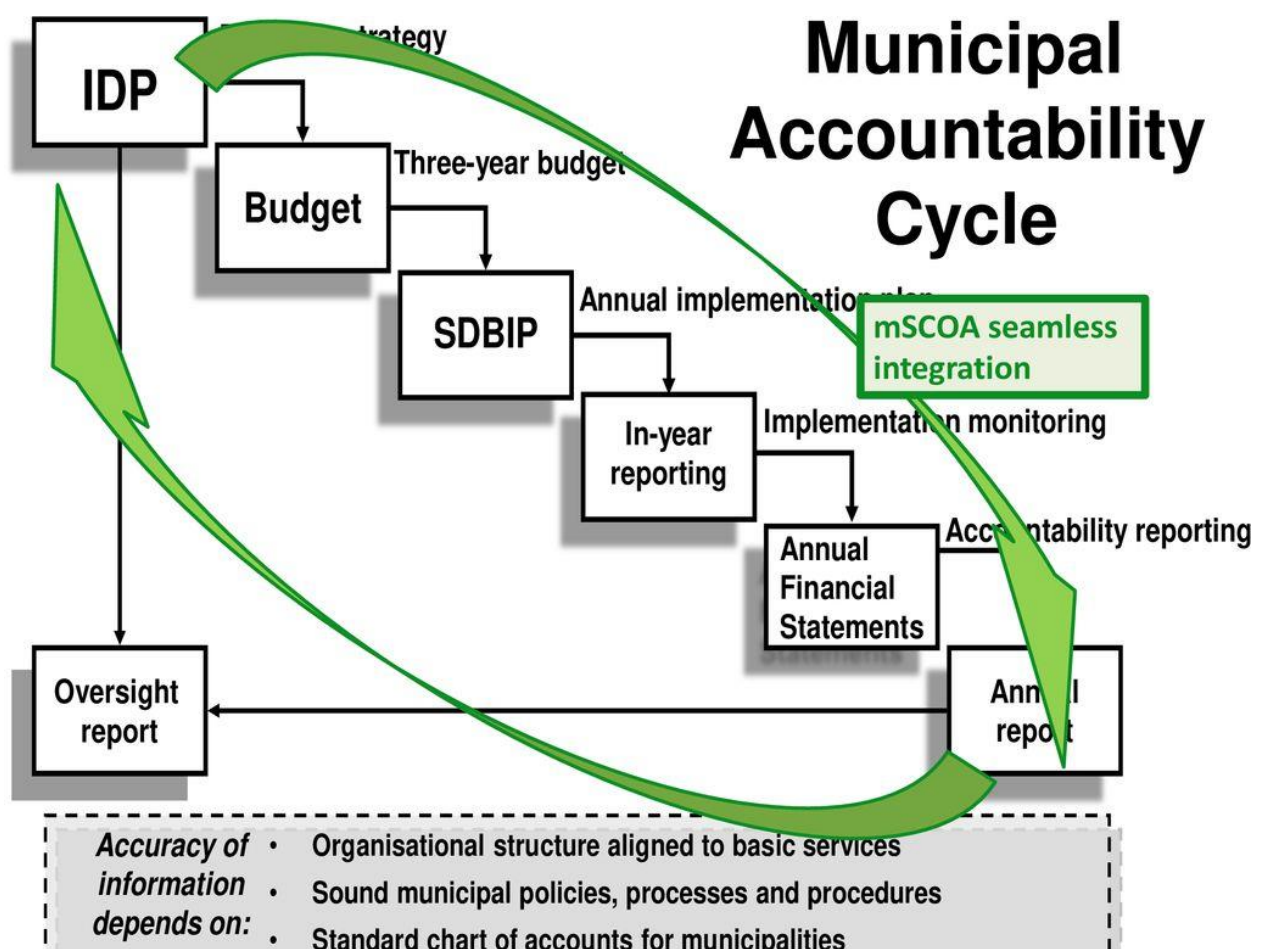
Figure 17: NDWEDWE OPMS



The Organisational Performance Management function of Ndwedwe Municipality is delivered by an internal Performance Management Unit within the Office of the Municipal Manager. The Performance Management unit consists of two permanent employees, i.e. one post of Manager: Performance Management and one Performance Management Officer.

The following diagram shows a step-by-step approach of municipal accountability cycle and a linkage to mSCOA.

Figure 18: Municipal Accountability Cycle



H.13.2 PMS FRAMEWORK/POLICY

Copies of Ndwedwe Municipality PMS Framework/Policy is attached as **Annexure T**.

H.13.3 BACK TO BASICS

H.13.3.1 OPMS (Organisational Scorecard/SDBIP) Aligned to B2B

The Service Delivery and Budget Implementation Plan (SDBIP) are aligned to the Back-to-Basics pillars. The Organisational Scorecard and SDBIPs are attached as Annexure W for ease of reference. The Back-to-Basics programme has been prioritised by the Municipality and the IDP has clearly shown how the Back-to-Basics Program is being implemented.

The Office of the President initiated the Back-to-Basics programme in September 2014 and it is implemented in municipalities by the National and Provincial CoGTA.

There was a declaration of intent that was signed by former Premier, Senzo Mchunu, MEC Dube- Ncube and municipalities wherein they pledged to ensure that there is effective implementation of the Back-to-Basics programme. The Back-to-Basics programme does not derive from a sudden impulse to make a few cosmetic changes in local government. Rather, it is a carefully and well-thought through and designed plan which aims to:

- Restore the spirit of effective service delivery, efficient administration and clean governance in all 278 municipalities and 61 municipalities of the KwaZulu natal province.
- Ensure that all municipalities perform their basic responsibilities and functions without compromise.
- The programme is built on 5 pillars. Each pillar has sub-questions which relate to it.
- Both National and Provincial pillars are aligned to support the national priorities.

Five (05) Pillars of Back to Basics:

- Put people first and their concerns first and ensure constant contact with communities through effective public participation platforms.
- Create conditions for decent living by consistently delivering municipal services of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- Ensure sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

H 13.4 PROVINCIAL MONITORING TOOL

Following an initiative to develop a common set of indicators for secondary/Intermediate cities, district municipalities and the remainder of the local municipalities builds on the joint work of the Department of the Cooperative Governance (DCOG), National Treasury and The Department of Planning, Monitoring and Evaluation (DPME) to implement reporting reforms at municipal level. This initiative began by reviewing, rationalising, and streamlining reporting arrangements in metropolitan as communication in MFMA Circular No. 88 of 2017.

The new provincial monitoring tool replaces the Back-to-Basics pillars. The pillars of units of measurement in the Technical Indicator Descriptions and Indicator Formulas were amended so that they match or are properly aligned with the indicators as per the inputs received from municipalities.

KZN Monitoring Tool represents the following:

- Put people first and the concerns first and ensure constant contact with communities through effective public participation platforms.
- Create conditions for decent living by consistently delivering municipal services of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- Ensure sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels.

The programme is reported to National CoGTA on monthly basis and Provincial CoGTA on quarterly basis. Assessments are done quarterly by provincial CoGTA so as to validate the reports in a form of Portfolio of Evidence and meetings with relevant units in the municipality. The Support plan developed by Provincial CoGTA is based on the Auditor General's findings; Provincial Treasury Report; key challenges identified in the Municipal IDP as well as Reporting and Compliance units within CoGTA.

CHAPTER I: ANNEXURES

ANNEXURE A SDF

ANNEXURE B DISASTER RISK MANAGEMENT SECTOR PLAN

ANNEXURE C HUMAN RESOURCE STRATEGY

ANNEXURE D EMPLOYMENT EQUITY PLAN

ANNEXURE E SELECTION AND RECRUITMENT POLICY

ANNEXURE F ICT FRAMEWORK

ANNEXURE G MASTER WATER PLAN

ANNEXURE H MASTER SANITATION PLAN

ANNEXURE I IWMP

ANNEXURE J PAUPER BURIAL POLICY AND INDIGENT POLICY

ANNEXURE K NDWEDWE ASSET ROADS MAINTENANCE PLAN

ANNEXURE L LED STRATEGY

ANNEXURE M INFORMAL ECONOMY POLICY

ANNEXURE N AG REPORT FOR 2020/2021

ANNEXURE O AUDIT ACTION PLAN

ANNEXURE P APR 2020/2021

ANNEXURE Q. 5 YEAR IMPLEMENTATION PLAN

ANNEXURE R NLM WARD BASED PLANS FOR 2022/2023 FINANCIAL YEAR

ANNEXURE S NLM TOP LAYER & DEPARTMENTAL SDBIPS

ANNEXURE T PMS FRAMEWORK

The Municipal Manager
P/bag x 503, Ndwedwe,
4342
Tel: 032 532 5000
Fax: 032 532 0352
Email:
mm@ndwedwe.gov.za