



NDWEDWE MUNICIPALITY

FINAL 2019/2020 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

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ABBREVIATIONS AND ACRONYMS 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

FOREWORD BY HIS WORSHIP: THE MAYOR NV CHILI

The time to present the Integrated Development Plan (IDP) for 2019/20 has come and we are energised and excited to look back at how we have sailed through while we also throw forward to plans ahead.

This IDP is guided by this country's pillars, the National Development Plan (NDP), Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks.



His Worship, Mayor NV Chili

As this Council, we are still steadfast in fast tracking service delivery in all Key Performance Areas. We remain assured that that approach will ensure that Ndwedwe citizens enjoy a better life by having access to all basic services and a positive outlook in life in general through easy access to daily life's needs.

Indeed, upon entering office, this Council started first and foremost by identifying all bottlenecks, stumble blocks, challenges and obstacles that hindered service delivery drive. These included the unfortunate withdrawal of funds by National Treasury and other government entities. However, through concerted and deliberate efforts made since then, and through strategic intervention the funds (in particular MIG grant) will not be withdrawn which in turn will assist our Municipality to move with speed in delivering to the people of Ndwedwe.

We again present to the Council an mSCOA aligned IDP as per Treasury regulations that we adapt the IDP to the objectives and strategies for our provincial and national government. We note shreds of growth in Municipality which will enable us to enhance revenue streams and create job opportunities. We – in particular- zoom in on tangible features like the opening of Bhamshela Shopping Centre which has projected previously created job

opportunities and enhanced the confidence index in the residents of Ndwedwe, now that they do not have to go too far way cities at a cost to access household needs.

With financial support from Growth Fund and EDTEA (Department of Economic Development, Tourism and Environmental Affairs) the Shopping Centre has again been boosted to extend its reach, thus uplifting the economical profile of the area.

Also, the re-energised approach to the construction of Ndwedwe Licensing and Testing Centre is refreshing and plans are afoot to get it moving. We anticipate the community of Ndwedwe will benefit massively through this centre.

Our partnership with the Department of Public Works, the municipality has managed to continuously implement and maintain the Extended Public Works Programme (EPWP) employment opportunities, targeting only local people involved in waste collection, tree felling, grass-cutting, bush clearing etc. EPWP also serve as foot soldiers in the Thuma-Mina Campaigns that we rolled out since November last year. Furthermore, as part of the Thuma-Mina pillars, we aim to solidify our efforts and raise the bar around customer care, revenue enhancement and community education awareness campaigns for our people as we strive to do well and change lives through both Thuma-Mina and Operation Sukuma Sakhe (OSS) programmes. We wish for our vulnerable groups to feel cared-for, safe and loved through our programme drives that touch their lives in a tangible way.

His Worship, the Mayor Councillor: N V CHILI

CHAPTER 1: EXECUTIVE SUMMARY

1.1 Who We Are?

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.

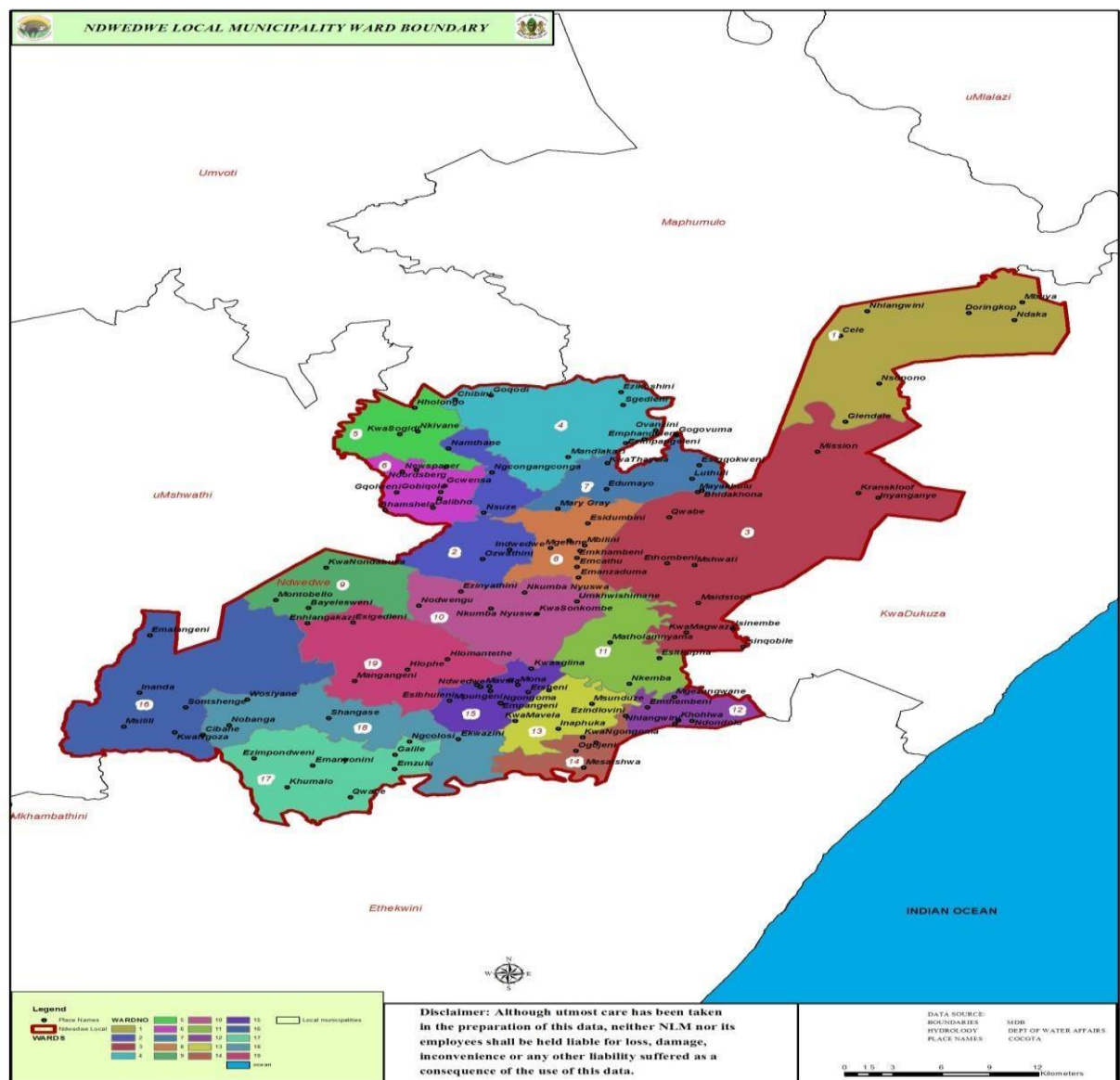
Secondary activity nodes, which are major interceptor point locations serving each portion of the municipality and providing services for such areas, suggested secondary activity nodes consist of:

- 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 on, 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 23 traditional authority councils in Ndwedwe

Municipality area. The remainder of the land is made up of commercial farm lands located in the north-east of the municipality. Ndwedwe Local Municipality has 19 Wards and a total number of 37 Councillors.

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 below illustrates the overview of the municipal ward boundary.



Map 1: Overview of Ndwedwe Local Municipality ward boundary

1.2 Developing the Ndwedwe IDP

1.2.1 The IDP Preparation Process

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.

Necessarily, after the start of its elected term the Ndwedwe Municipal Council undertook to prepare a five-year plan (2017/2022) in line with the Municipal Systems Act. The plan that has been prepared is a single inclusive and strategic plan for the development of Ndwedwe Municipality. An Integrated Development Plan (IDP) adopted by the Council of Ndwedwe Municipality is the key strategic planning tool, which guides and informs all planning, budgeting, management, and decision making in a municipality. The drafting of the IDP is a lengthy planning process. It involves a wide range of role players from inside and outside the municipality. As a strategic document, the IDP responds to the needs of the Ndwedwe residents being premised on the following international, national and provincial strategic imperatives:

- National Development Plan – 2030
- National Spatial Development Perspective
- Provincial Growth and Development Strategy
- Provincial Spatial Economic Development Strategy
- Spatial Planning and Land Use Management Act
- iLembe District Growth and Development Summit Resolutions

In order to ensure certain minimum quality standards of the IDP preparation process, and a proper coordination between and within spheres of government, the IDP must be reviewed annually and a Process Plan to achieve this must be prepared. The preparation of the Process Plan has been done in line with the MSA. The preparation of a Process Plan requires adoption by the Council. This Plan was approved on the 29 August 2018 and it includes the following:

- A programme specifying the time frames for the different planning steps;
- 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;
- Framework for alignment at all levels as well as legislative framework.
- An indication of the organizational arrangements for the IDP process; and
- Binding plans and planning requirements, i.e. policy and legislation; and mechanisms and procedures for vertical and horizontal alignment.

1.2.2 The 2019/2020 IDP Review seeks to achieve

- To ensure that limited resources are channelled to critical projects that will leverage economic growth;
- To ensure that all programmes and projects are in line with the strategic vision of the municipality;
- To address internal and external circumstances that impact on the running of the business of the municipality; and
- To capture the impact of successes as well as corrective measures to address the challenges.

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 <i>(MFMA S53 and S63)</i>	July 2018	Municipal Manager Chief Financial Officer IDP/Public Participation Manager
2. IDP - PUBLIC PARTICIPATION	Invitation of the interested parties to register in the 2018/2019 IDP Representative Forum Register	July 2018	Municipal Manager IDP/Public Participation Director
3. BUDGET 2018/2019 FORMULATION & IDP 2018/2019 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 <i>(MFMA S21)</i> Adoption of the Budget/IDP Process Plan by the Council	August 2018	EXCO/Council Municipal Manager Chief Financial Officer/ Budget Office IDP/Public Participation Manager
4. MEASUREMENT, REPORTING AND REVIEW OF ORGANISATIONAL PERFORMANCE FOR 2018/2019	Measurement, reporting and review of organisational performance of Ndwedwe Municipality for 2018/2019 Financial Year	August 2018	Municipal Manager IDP/Public Participation Manager All Directors and Managers

5. REVISION OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM OF NDWEDWE MUNICIPALITY FOR 2018/2019	Revision of Organisational Performance Management System of Ndwedwe Municipality 1. Project Mobilisation 2. Desktop Analysis 3. PMS Workshop 4. Setting of Organisational KPI's and targets 5. Setting of operational KPI's and targets 6. Compilation of PMS Framework 7. Linking organisational and individual performance management	September 2018	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 2018	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 for the period between 2018/2019 Mayoral Izimbizos (Needs Review)	September 2018	Municipal Manager IDP/Public Participation Manager
8. UPDATE THE FIVE YEAR FINANCIAL PLAN	CFO to update 5-year financial plan, list of projects for 2018/2019 and 5-year capital investment programme To integrate with IDP to inform strategic municipal budget alignment with IDP	September 2018	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 2018/ 2019 IDP	October – November 2018	Municipal Manager Directors/CFO IDP/Public Participation Manager
10. 2017/2018 BUDGET 1ST QUARTER REVIEW	Submission of report to Council on implementation of budget and financial status of municipality	October 2018	Chief Financial Officer Municipal Manager Directors
11. DETERMINATION OF REVENUE PROJECTIONS AND POLICIES	Submission of Report to Council	October 2018	Municipal Manager CFO Directors
12. REVIEW THE DEVELOPMENT STRATEGIES	Review the Municipality's priority list of strategies and projects	November 2018	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 2018	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	November 2018	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 for 2018/2019 to the budget office - Identification, submission and presentation of all Capital Projects for 2018/2019 and the 5 year capital plan –SDBIP	November / December 2018	Chief Financial Officer Municipal Manager All Directors
16. 2017/2018 BUDGET 2ND QUARTER REVIEW	Submission of report to Council on implementation of budget and financial status of municipality	January 2019	CFO/Municipal Manager Directors
17. MUNICIPAL SECTOR PLANS	Finalisation of municipal sector plans	December 2018/ January 2019	Municipal Manager Chief Financial Officer IDP/Public Participation Manager Directors EXCO/Council
18. 2017/2018 ADJUSTMENT BUDGET	Implementation of recommendations from review process	January 2019	Chief Financial Officer Manager Finance

	MFMA S72		
19. BUDGET PREPARATION –	Preparation of 2017/2019 Financial Year's	January 2019	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 2019	All Directors IDP/Public Participation Manager CFO Manager Finance
22. ADOPTION OF THE DRAFT IDP	Adoption of the First Draft IDP	February/March 2019	Municipal Manager IDP/Public Participation Manager All Directors EXCO/Council
23. PUBLIC PARTICIPATION	Advertisement of the IDP for public comments and scrutiny	March/April 2019	IDP/Public Participation Manager
24. PUBLIC PARTICIPATION	IDP Roadshows/ Mayoral Izimbizos – For the presentation of the IDP for comments and clarity. Preparation of final budget documentation for consideration of approval taking into account consultative	April 2019	The Mayor IDP/Public Participation Manager All Directors

	processes and any other new information of material nature		
25. IDP REVISION	IDP Rep Forum Meeting	First week of March 2019	IDP/Public Participation Manager All Directors
26. IDP 2018/2019 REVIEW PROCESSES	Alignment of the 2018/2019 draft budget to the IDP	March 2019	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 2019	EXCO Chief Financial Officer Manager Finance
28. PUBLIC PARTICIPATION	IDP Rep Forum/Multi-Sectoral Meeting	April 2019	IDP/Public Participation Manager
29. 2018/ 2019 3RD QUARTER BUDGET REVIEW	Submission of report to Council	April 2019	CFO/MM
30. FINAL BUDGET	Preparation of the final budget documentation for consideration of approval, taking into account consultative processes and any other new	May 2019	The Mayor

	information of material nature. MFMA s 23		
31. BUDGET/IDP	Adoption of both 2017/2018 Budget & the 2018/2019 IDP	May 2019	The Mayor
32. 2018/2019 BUDGET	Submission of the Budget in the approved format to the Provincial and National Treasuries, Provincial and National COGTA	June 2019	Manager Finance
33. 2018/ 2019 IDP	Submission of the Adopted and Final 2018/2019 IDP to the MEC for Cooperative Governance & Traditional Affairs	June 2019	Municipal Manager IDP/Public Participation Manager
34. 2018/2019 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 2019	MM IDP/Public Participation Manager Chief Financial Officer

Table 1:IDP Process Plan 2018/2019, 2019/2020 and 2020/2021 (Activities and timeframes)

1.3 Development 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**
 - 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.
- **Finance viability**
 - 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
 - Loss of natural capital
 - Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes.

1.4 Municipal Long Term Vision

MUNICIPAL LONG TERM VISION

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

OUR 2030 VISION

“By 2030 the people of Ndwedwe will have a prosperous and vibrant economy, where their aspirations are met”

OUR 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”

OUR 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

1.5 Strategies to address identified Challenges

Ndwedwe Local Municipality will implement the following strategies in order to address the challenges identified above as well as to enable it to achieve its vision:

Focus area	Strategies
Spatial and Environmental Management	▪ The progressive implementation of the Ndwedwe Town Development Project through the NDPG; ▪ The progressive implementation of critical projects earmarked for all secondary nodes to unlock the economic potential Ndwedwe Municipal Area ▪ The progressive implementation of the sustainable environmental programmes such as the waste management project.
Institutional Transformation and Organizational Development	▪ The filling of all critical and strategic posts that will restore stability in the municipality and improved service delivery. ▪ The re-alignment of the organogram to progressively fit the municipality's grand vision and strategic objectives.
Basic service Delivery and Infrastructure	▪ The filling of vacant posts which are critical for the implementation of infrastructure projects, especially those funded by MIG; ▪ The progressive eradication of household infrastructure service backlogs, especially electricity.
Local Economic Development	▪ The implementation of high impact, nodal economic development projects earmarked for Ndwedwe Village and Bhamshela area. ▪ The creation of proper institutional arrangements to support local economic development initiatives, especially the implementation of identified high impact projects. ▪ Facilitate the provision of support necessary for the development of SMME and cooperatives throughout the municipality.

Municipal Finance Viability	▪ Progressive achievement of clean audits ▪ Revenue enhancement strategies ▪ Re-alignment of the finance's organogram to enable it to achieve its strategic objectives.
Good Governance and Public Participation	Improvement of communication processes both with internal and external stakeholders
	Ensure all municipal structures are properly constituted and functional.

Table 2: Ndwedwe Local municipality's identified challenges

The Ndwedwe Local Municipality has embarked on a process to review and refine its plans in the context of changing needs and new developments within the Municipality. Ndwedwe Municipality Five (5) Year strategic objectives have been aligned into National Outcomes, Sustainable Development Goals (SDG's) Provincial Growth and Development Strategy (PGDS), and iLembe Regional Spatial Development Plan (IRSDP) as shown in the Table below.

DEVELOP A RESILIENT LOCAL ECONOMY THAT CREATES SUSTAINABLE DECENT JOBS AND REDUCES POVERTY THROUGH THE FOLLOWING:

- Review institutional arrangements appropriate for the achievement of local economic development objectives;
- Create municipal capacity to implement projects identified in each economic sector;
- Facilitate municipal support programmes for the same and cooperatives

FACILITATE SPATIAL ALIGNMENT AND COORDINATION THROUGH RESPONSIBLE DEVELOPMENT THAT IS SENSITIVE TO SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND CONSERVATION:

- Facilitate the finalization Ndwedwe town establishment programme;
- Facilitate the implementation of sustainable environmental programmes to support green economy;
- Create appropriate institutional environment for the implementation of LUMS and SDF principles, especially in areas of Ingonyama Trust Board (ITB).

ENSURE MUNICIPAL FINANCIAL VIABILITY

THROUGH: 7 Operation clean audit

- Grap compliant annual financial statements – the municipality should have sufficient capacity from within to be able to prepare fully grap compliant annual financial statements.
- Grap compliant fixed assets register – controls should be put in place to ensure that the asset register is complete, with supporting documents, and is fully grap compliant.
- Compliance with laws and regulations – a checklist of all laws and regulations that need to be complied with needs to be developed to assist the municipality to ensure compliance therewith.

REVENUE ENHANCEMENT STRATEGY:

- Credit control policy – the Municipality will need to review and implement its credit control policy to ensure that the revenue base is improved in order to help the Municipality to develop financially.
- Municipal Property Rates Act – new valuation roll, rates by-laws and rates policy must be finalised before start of new financial year, 1 July 2015, so that the Municipality can rate and collect revenue in 2015/2016 financial year, going forward.
- Traffic department – the Municipality must start processes of engaging with Provincial Department of Transport, to get approval for opening and running a traffic department on their behalf, so as to generate more revenue for the Municipality, to assist with further development.

RE-ALIGNMENT OF FINANCE ORGANOGRAM TO ENABLE IT TO ACHIEVE STRATEGIC DEVELOPMENT OBJECTIVES

- Review Finance Organogram – Finance department's organogram needs to be reviewed to ensure that the department is sufficiently staffed to perform its function effectively.
- Minimum competency – the Municipality will need to ensure that all staff members within Finance department have minimum competencies as prescribed by National Treasury in order to ensure that competent staff members are employed and retained for a more efficient service delivery.

PROMOTE GOOD GOVERNANCE AND PUBLIC PARTICIPATION THROUGH:

- Conducting quarterly and annual assessments of ward committees;
- Filling the vacant position of communications manager to attend to improve communication with internal and external stakeholders; and
- Conducting continuous assessments regarding the functionality of all municipal structures.

FACILITATE THE PROVISION OF SUSTAINABLE BASIC SERVICE DELIVERY THROUGH:

- The filling of vacant posts which are critical for the directorate to implement its infrastructure programmes, especially its expenditure on MIG;
- Facilitating the eradication of backlogs on household infrastructure services, especially electricity.

FACILITATE INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT THROUGH

- the progressive re-alignment of the municipality's organogram to fit in with its vision and strategic objectives;
- filling in all critical positions to ensure municipal stability and improved service delivery; and

- addressing gender and employment equity through the recruitment processes of the municipality

1.6 Performance Measurement

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that sets out 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. The Ndwedwe Municipality has developed 2018/2019 Performance Management Framework which details the above steps in the PMS process.

In line with the said legal requirement, this framework is a policy document that sets out:

- The requirements that the Ndwedwe Municipality's OPMS will need to full-fill;
- The principles that must inform its development and subsequent implementation;
- The preferred performance management model of the Municipality;
- The process by which the system will work;
- The delegation of responsibilities for different roles in the process; and
- A plan for the implementation of the system.

The performance of the Municipality largely depends on the performance of all management. Ndwedwe Municipality has completed its PMS framework and organisational scorecards. There is now an ongoing evaluation and monitoring of performance through quarterly reviews, one on one meetings, annual report and other relevant reports that are also submitted to Treasury. The following Key Performance Areas of Ndwedwe Municipality are an indication of alignment of identified challenges and strategic objectives of the Municipality.

- Monitoring and Evaluation (Office of the Municipal Manager)
- Municipal Transformation and Institutional Development
- Service Delivery & Infrastructure Development
- Local Economic Development and Social Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation

The Ndwedwe IDP is also aligned with Ndwedwe 2019/2020 Service Delivery and Budget Implementation Plan to measure the performance and the achievements of Ndwedwe in the 19/20 financial year.

The table below shows the Objectives, Strategies and Projects for the year 2019/2020.

DEPARTMENT	OBJECTIVES	STRATEGIES	PROJECTS
Office of the Municipal Manager	To ensure enhancement of good governance and public participation	1. Compliance and good Governance 2. Conducting annual assessments for ward committees 3. Conducting of municipal employees for section 57 4. Conducting of municipal Izimbizo	• Internal Audit Reporting to Audit Committee • Tabling of Annual Report 2018/2019 to Council within 9 months after the end of a financial year • Tabling of Oversight report on the AR 2018/2019 to Council by no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5) • IDP/Budget/PMS Process Plan 2020/2021 • Speaker Izimbizo • Mayoral/IDP Izimbizo • Ward Committees Training • Ward Committees Quarterly Meeting • Review of Public Participation Strategy • Development of Communication Strategy • Mayoral slots • Monitoring performance of effective enterprise risk management • Review performance of effective enterprise risk management • Risk Management • Enterprise Risk Management Register • Enterprise Risk Management Policy and Strategy • Conduct awareness on ERM processes and policies to all staff and Councillors • Anti-Fraud and Corruption Strategy & Policy • Youth Welding Skills Programme • Nongoma Royal Reed Dance • Grade 9 and Grade 10 Career Guidance programme • Youth Arts and Culture Festival • Examination Prayer Programme • Youth Sewing and Garment making skills programme • Youth Farming Programme • Right to Learn Campaign • Drivers Licence Programme Code 14 • Drivers Licence Programme Code 10 • Youth Month Lecture June 16 • Youth Art Work Programme • Youth Council Advisory Meeting • Job Readiness Programme • Youth Campaign on social ills • Youth in business seminar • Golden games training (football, duck walk, dress up race, pass the ball, 500M brisk walk, 800M run, 100M run, 200M run, 400M relay, rugby ball throw, juskei, Ring the stick, Pass the ball and kick, ball relay, goal shooting, pegging washing pegs) • Cricket coaching clinics and mini tournaments

			• Indigenous Coaching Clinics and mini tournaments (Umlababala, Induku, Kho-Kho, Juskei, Drie-Stokies, Incuva, Ingqathu, Amagenda) • Tennis Long coaching clinics and mini tournaments • Youth Run Competition • Municipal Sport Indaba • Football Coaching Clinics(females) • Rugby Coaching Clinics • Basketball coaching clinics and mini tournaments • Volleyball coaching clinics and mini tournaments • Swimming coaching clinics and swimming gala • Karate Coaching Clinics and tournaments • Dance Coaching Clinics and competition • Ndwedwe Traditional Rural Horse Riding Local Selection • Netball coaching clinics and competition • Aerobics coaching clinics and marathon • Salga Games (males and females football, netball males and females,cricket,tennis,indigenous games,athletics,boxing,karate,swimming,rugby,basketball,volleyball,dance) • Mayoral Sports Development Cup Tournament • Women in Sport Symposium and sport day • Jonny Makhathini Marathon 5 km and 10 km • Disability Sport Day • Capacity building and training for Sport Confederation Members • ECD's sport day • Ndwedwe SAFA Associations Awards • Hockey Development and tournament • Golf development • Municipal Sport Award • Chess development and local tournament • Library Computer Training
ECONOMIC DEVELOPMENT AND PLANNING	To develop a resilient economy that creates sustainable decent jobs and reduces poverty	Facilitate the provision of support necessary for the development of SMME and cooperatives throughout the municipality	• Ndwedwe Town Development Project • Ndwedwe Land Use Management System • Support 10 Block making training for Housing Projects at ward 10 • Makhuluseeni Cooperative Support • SMME Support • Cooperatives Support and SMME support with seeds and seedlings and information • Housing Forum • Development of Housing Sector Plan • LED Forum • Emerging Subcontractors support programme (capacity building for Grade 1-3) • Mini Factories Access Roads • Hosting of Local Agricultural Indaba • Hosting of Ndwedwe Home coming Festival

			• Maskandi Festival
COMMUNITY SERVICES	To facilitate provision of infrastructure throughout the municipality	Facilitate the provision of infrastructure	• Completion of Sonkombo and Anchor Departments Occupation • Municipal Waste collection • Establishment of the Buy-Back Centre • Disaster Awareness Campaigns • Disaster Management Advisory Meetings • Local Disaster Management Workshops • Review of the Disaster Management Sector Plan • Operation sukuma sakhe local task team meetings • Local Aids Committee Meetings • Operation MBO • Men's Dialogue • Women's day Commemoration • Operation Siyaya Emhlangeni • Umkhosi Womhlanga • Ndwedwe Safety Prayer • Child Protection Program • Christmas Program for Senior Citizens • 16 Days of Activism • Umkhosi kaBhacela • Moral Regeneration and Social Cohesion events • Disability Safety awareness • Disability Games • Farm Workers Program • Ndwedwe Aids Day events • Ndwedwe Social Ills Awareness • Dress a child uniform campaign • Golden Games • Ndwedwe Ingoma Yesintu Program • Disability and Senior Citizens Forum • Civil Society Forum • OSS Strategic Session • Women Empowerment Program

FINANCE	To ensure an effective advisory role to management and council	Improvement of Cash Flow Liquidity & Promotion of sound financial management	• Transactional mSCOA Reports • Financial Reporting • Financial Reporting • Adjusted Budget for 2019/2020 • Budget for 2020/ 2021 • Revenue Enhancement Strategy • Collection of Revenue • Finances Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment, Budget, Indigent, Fixed Assets, Rates, Virement and Disposal) • General Evaluation Roll • Screening of State Employees from SCM Database • Appointment of Local Service Providers • Governance Reports (Debtors Reconciliation Book) • Property Rates Reconciliation • Bank Reconciliation • Investments • Grant Register • Creditors Payment • Third Party Payments • MFMA Quarterly report 2018/2019 • SCM report • Maintain unqualified audit opinion • "Liquidity Management • (Pg. 7 & 8 of MFMA circular 71)" • "Debt coverage • (Pg. 9 of MFMA circular 71)"
CORPORATE SERVICES	To improve, attract, develop and retain human capital	Number of Organisational Structure Reviewed and Approved by the Council	• Implement the Workplace Skills Plan (WSP) • Filling budgeted posts • Implement, test and maintain ICT system backups • Conduct bi-annual municipal data recovery • Ctrack System • Implementation of Biometric System report • Community skills support programme • Management and co-ordination of meetings • Council support services • Drafting of Service Level Agreements (SLA) • Training • Policies reviewed

TECHNICAL SERVICES	To facilitate provision of infrastructure throughout the municipality	Facilitate the provision of sustainable infrastructure in order to eradicate backlogs	• Nambithane Access Road • KwaNovimba Access Road • Chamani Access Road • Mwolokohlo to Sthupha Access Road • Water Fall Sportfield • Ethafeni Access Road • Zesuliwe Access Road • Gudlintaba Access Road • eMona Community Hall • Siyathokoza Hall & Crèche • Nondwengu Hall & Crèche Ward 10 • Mangangeni CDC • Mandlakazi Sport Field • Electrification Onyazini & Khenana/Nsuze Ward 2 • Electrification Mcathu Ward 8 • Type 2 Electrification Ward 1-19 • Nhlanguwini Sports field • Construction of Technical Dept. Offices • Augmentation of Water Supply for Ndwedwe Main Office • Local Sports Facilities: Grass Cutting • Rehabilitation of Mthebeni road • Rehabilitation of Febe road • Johnny Makhathini Hall Renovations • Ndwedwe Public Library Renovations • Mary-Grey Sport Centre Phase 2 • Wewe hall • Noorsburg hall • Esigedleni hall • Thafamasi hall • Rehabilitation of Noorsburg Access Road • Rehabilitation of Nhlanguwini Access Road Ward 4 • Rehabilitation of Mthukutheli Access Road Ward 15 • Bhamshela Thusong centre renovations • EPWP - Waste management
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Table 3:IDP Projects

CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

2.1 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 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).

- 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 located 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 area's 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*)
- Land development procedures must include provisions that accommodate access to secure tenure (*CRDP*)
- 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*).
- 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 located 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*).

2.1.1 Spatial Planning and Land Use Management Act No.16 of 201 (SPLUMA)

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

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

2.1.1.1 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):

(a) 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.

(b) 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.

(c) 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.

(d) 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.

(e) 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.

2.2 Government Policies and Imperatives

2.2.1 Sustainable Development Goals

The Sustainable Development Goals serve as a successor to the Millennium Development Goals. They include 17 goals and 169 targets that capture the global aspirations for sustainable development. The municipality's IDP is to some extent aligned with these goals that were adopted in September 2015. The National Development Plan and the Provincial Growth and Development Strategy, to which this Ndwedwe IDP is aligned, have devised interventions that respond to the 17 goals. The new Council has developed a five year IDP in 2018/19, which include strategies on how the municipality will be contributing to each of the Sustainable

Development Goals. Notwithstanding, this current IDP review, in Chapters 3 and 6, contains strategies and projects that are relevant to the SDGs. The comprehensive list of the 17 goals is depicted in Figure 1 below:



Figure 1: Sustainable Development Goals

2.2.2 14 National Outcomes

The outcomes for 2014 to 2019 is published as annexures to the Medium Term Strategic Framework:

- 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.

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.

The delivery agreement refines and provides more detail to the outputs, targets, indicators and key activities for each outcome, and identify required inputs and clarify roles and responsibilities. It spells out who will do what, by when and with what resources. Delivery Agreements further unpack each outcome and each output and the requirements to reach the targets. Aspects described in detail include the legislative and regulatory regime, the institutional environment and decision-making processes and rights, the resources needed and re-allocation of resources where appropriate.

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.

2.2.3 Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework is Government's strategic plan for the 2014-19 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (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 2014-19 electoral mandate focuses on the following priorities:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and national building

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes- radical economic transformation and improving service delivery.

2.2.4 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 the majority 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).

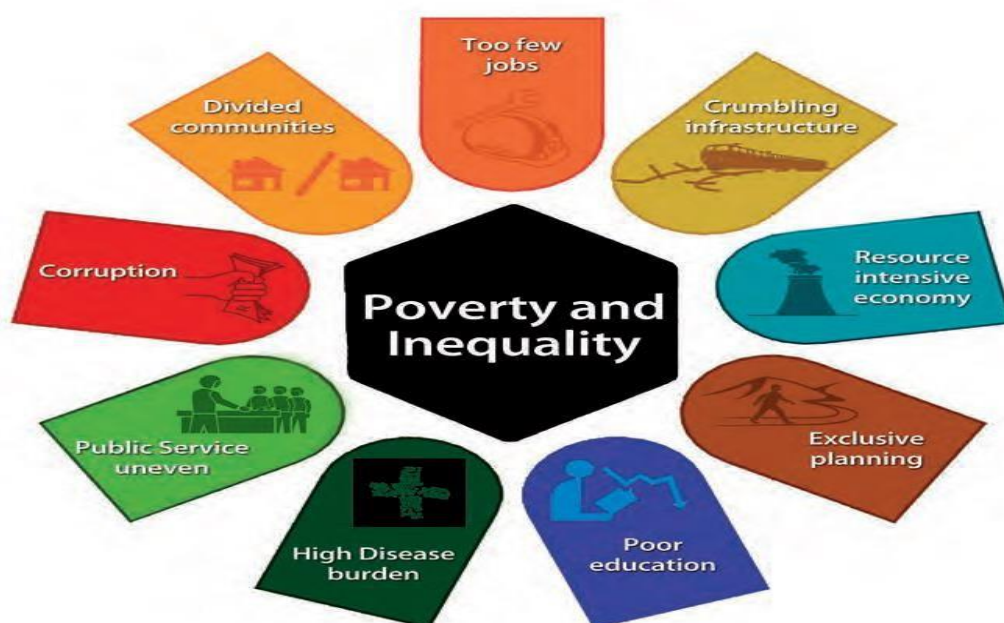


Figure 2: Poverty and inequality

a) What Does the National Development Plan Propose?

The point of departure for the NDP is fighting poverty and inequality in South Africa. According to the NPC South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership and unity. The main goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan helps to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. See figure 4 below

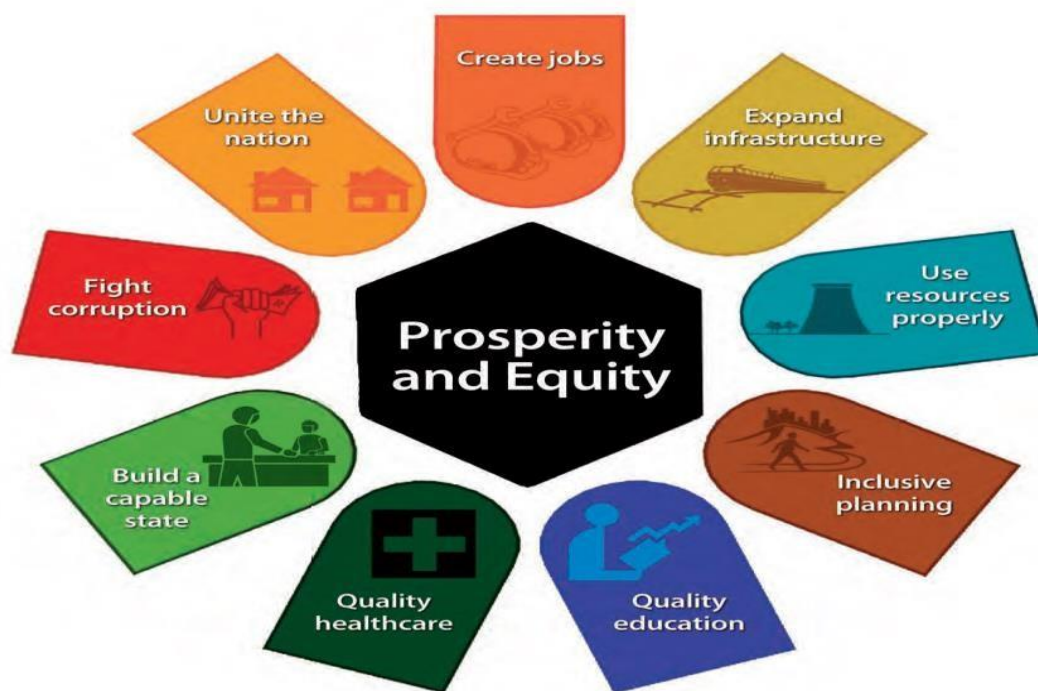


Figure 3: Prosperity and Equity

The National Development Plan seeks to address the triple challenge of poverty, unemployment and inequality through the following programmes (which themselves have various proposed specific interventions):

- Job creation (target of 11 million jobs by 2030)
- Expanding infrastructure
- Transition to a low-carbon economy
- Transform urban and rural spaces
- Education and training
- Build a capable state
- Fight corruption
- Provide quality health care

- Transformation and unity

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.

2.2.5 Provincial Developmental Strategic Goals

The Provincial Growth and Development Strategies have a crucial role to play in giving effect to government`s concept of a developmental state, through:

- Growing Economy
- Reducing Unemployment
- Eradicating Poverty
- Ensuring greater social inclusion and cohesion

The Cabinet took a decision to priorities six KZN Government priorities for development in order to grow the economy of the province:

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

Ndwedwe Local Economic Development Strategy is aligning to the above six priorities for KZN Government.

2.2.6 Provincial Growth and Development Plan

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

2.2.7 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.

KZN PGDP GOAL	ILEMBE DISTRICT AND NDWEDWE LM GOALS
Job creation	A diverse and growing economy
Human resource development	Promote social well-being
Human and community development	
Strategic infrastructure	Provide equitable access
Spatial equity	A liveable region
Environmental sustainability	Living in harmony with nature
Governance and policy	Effective Governance, Policy and Social Partnerships

Table 4: District Growth and Development Plan

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.

2.2.8 State of the Nation Address for 2019

In his State of the Nation Address for 2019 our President Mr. Cyril Ramaphosa requested that during the course of the year we need to reflect on the journey of the last 25 years. He further stated that we must spend this year, the 25th anniversary of our freedom reflecting on whether we have built a society in which all South Africans equally and without exception enjoy their inalienable rights to life, dignity and liberty. The theme for the 2019 SONA was "Following up on our commitments: Making Your Future Work Better". The President added things that the nation has achieved and things that will be achieved in 2019 as mentioned below:

- Accelerate inclusive economic growth and create jobs
- Improve the education system and develop the skills that we need now and into the future
- Improve the conditions of life for all South Africans, especially the poor
- Step up the fight against corruption and state capture
- Strengthen the capacity of the State to address the needs of the people
- Support the work of the Constitutional Review Committee tasked with the review of Section 25 of the Constitution to unambiguously set out provisions for expropriation of land without compensation.
- Furthermore, the President stated that trillions of rands will be invested towards building new schools and universities, new houses, electrifying millions of homes, generate new electricity and expand the public transport.

2.2.9 State of the Province Address for 2019

The core focus of the 2019 State of the Province address was on how the Province managed to move forward over the last five years, including the challenges that the Province faced. 2035 Vision of the Province “a prosperous province with a healthy, secure and skilled population, living in dignity and harmony acting as a gateway to Africa and the world”

- The issue of the energy security and the negative impacts of the current constraints on electricity grid has been addressed at the highest level of decision making as electricity has been a major problem in the whole country with the load shedding.
- He stated that the Province is responsible for the second largest contribution to the growth of the economy of the country and also the second largest share of the country's population.
- Job creation is still rated as the highest priority in the Province, of which the citizens expect the leaders to attend to it, followed by the need for housing and thirdly a need for enhanced and quality education and skills development
- The province must ensure that it grow the economy for the province to create decent work, which is the reason why they have been focusing on key sectors of the economy that have the potential to grow and create the jobs namely agriculture, manufacturing, tourism, freight and logistics as well as the development of strategic infrastructure.
- He also stated that as the Province they recommit themselves on supporting projects and initiatives of this nature and to be active participants rendering their services, they are also committed on supporting the biodiversity economy.

2.2.10 Back to Basics

Back to basics is the national government programme where they want every municipality in South Africa to ensure that it undertakes core basic functions as efficiently, as effectively, and as religiously as is humanly possible. For example, it means Municipalities must make sure that robots work, making sure that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way."

Through this programme government will be able to monitor the performance of municipalities and ensure they respond to crises quicker to the basic needs of the community.

The Key Performance Areas (5 Pillars) for the Back-to-Basics Approach are as follows:

- Basic Services: Creating decent living conditions Efficient and Integrated Infrastructure and Services

- Good Governance: Democratic, Responsible, transparent and objective and equitable municipal governance
- Public Participation: Putting People First Democratic, Responsible, transparent and objective and equitable municipal governance
- Sound Financial Management: Sound Financial and Supply Chain Management
- Building Capable Institutions and Administrations: Municipality resources and Committed to attaining the vision and mission of the organisation

Ndwedwe Municipality has identified projects which falls under Back to Basics. These projects are listed in the table below are currently underway and the progress is reported monthly to COGTA.

2.2.11 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.

2.2.11.1 MSCOA Terms of Reference

The Ndwedwe Local Municipality has a MSCOA Steering Committee which is multi-disciplinary and include members of top management.

The representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

2.2.12 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).

2.2.13 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 main 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 form National Planning Commission and the report from the Presidential Review Committee on State Entities.

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 Demographic Characteristics

Ndwedwe Municipality has used Statistics SA Census data for 2011 and Community Survey 2016 for the demographic and the economic information in this section of the IDP. The graph below depicts the population distribution between the wards of Ndwedwe Municipality.

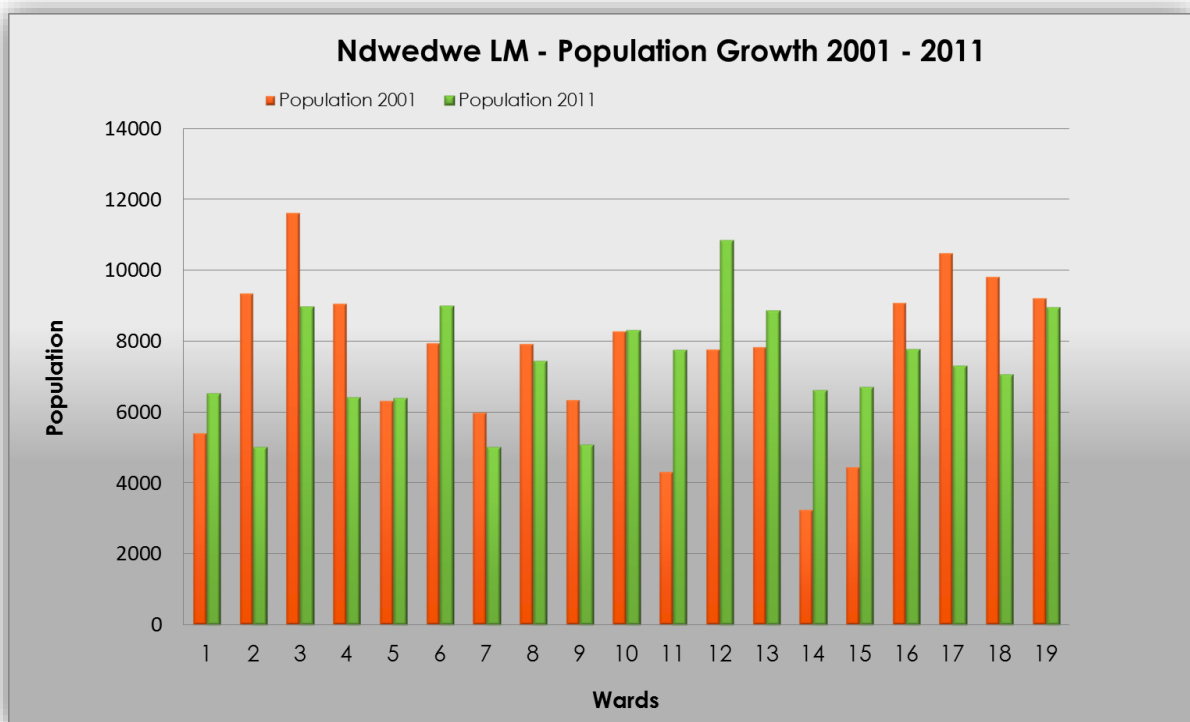


Figure 4: Ndwedwe Population Distribution per Ward (Source: Stats SA, 2001/2011)

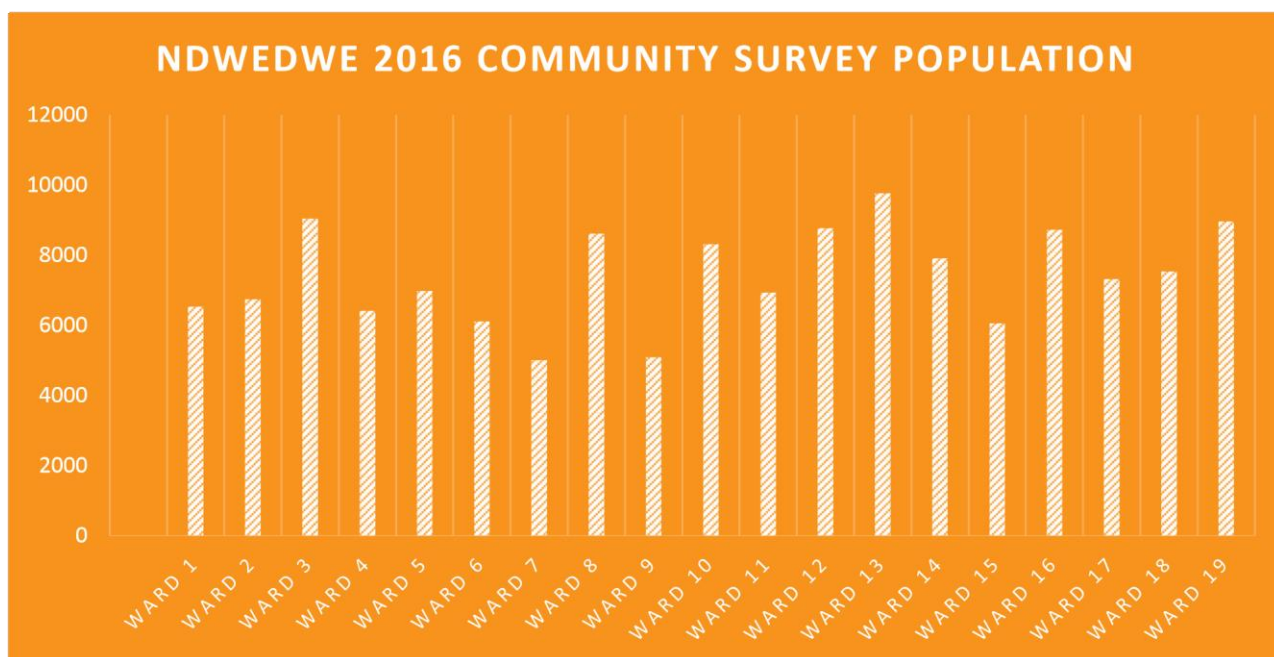


Figure 5: Population of 2016 Community Survey that illustrates the increase number of people in Ndwedwe

3.1.1 Population and household profiles

Ndwedwe Municipality has a total population of approximately 143 117 according to the 2016 Population Community survey compared to the 140 820 of Census 2011. The Table 4 and 5 below depicts the household population distribution between the wards.

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 5: Population and household numbers for Ndwedwe Municipality (Statistics SA Census, 2011)

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%

Table 6: Population and Household numbers for Ndwedwe Municipality (Statistics SA Community Survey, 2016).

Table 6 below show the wards in within Ndwedwe where the highest numbers of residents are settled.

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 population, 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.

Table 7: Ward with highest number of residents in Ndwedwe Municipality

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.

In general, it seems as there is large number of immigration compare to migration of the people. The population densities were measured for the specific settlements, and not on a municipal or ward level. The densities range from 0.5 HH/ha to 4 HH/ha. Although lower density communities/settlements are situated all over the municipal area, a number of settlements have been highlighted which has densities of 4HH/ha.

The following five areas of higher density have been identified:

- **Mthebeni**

- Situated on the Southern boundary of the Municipality, shared with the eThekweni Metropolitan Municipality. This area is accessed via Vincent Dickenson Road, which is also the main access road from eThekweni to Ndwedwe Town. Although no large settlement is situated on the opposite side of the municipal boundary within eThekweni, this area is situated closest to economic activities within eThekweni, and densities are formed due to the desire to be in close proximity to such economic opportunities.

- **Bhamshela:**

- Situated on the northern boundary shared with the uMshwati Local Municipality in the Gcwensa Traditional Authority Area. This community is situated along the R514 which is a direct connection to the R102, Tongaat and the N2. There is also a very large community situated within the uMshwati Municipality on the opposite side of the municipal boundary.

- **Montebello:**

- Situated on the northern boundary shared with the uMshwati Local Municipality situated in Nyuswa Nodwengu Traditional Area. This community is situated around the Hospital and along the P102 road. Ultimately this road connects to the R614 and the node is therefore connected to Bhamshela, as well as Noordsbrug. There are no settlements on the opposite side of the municipal boundary.

- **Noordbrug / Ozwathini**

- This community is situated along the P714, and forms part of the larger community situated within the uMshwathi Municipality, and Montebello.

- **Ndwedwe Town & Surrounds.**

- The town is the only area in the municipality offering commercial activities, and a small grouping of population (in comparison to the other dense areas) is situated around the town. These high areas are situated along major movement routes.

3.1.2 Age and Gender Distribution

The demographic pyramid is illustrated by Figure 6 and 7 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 amount 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.

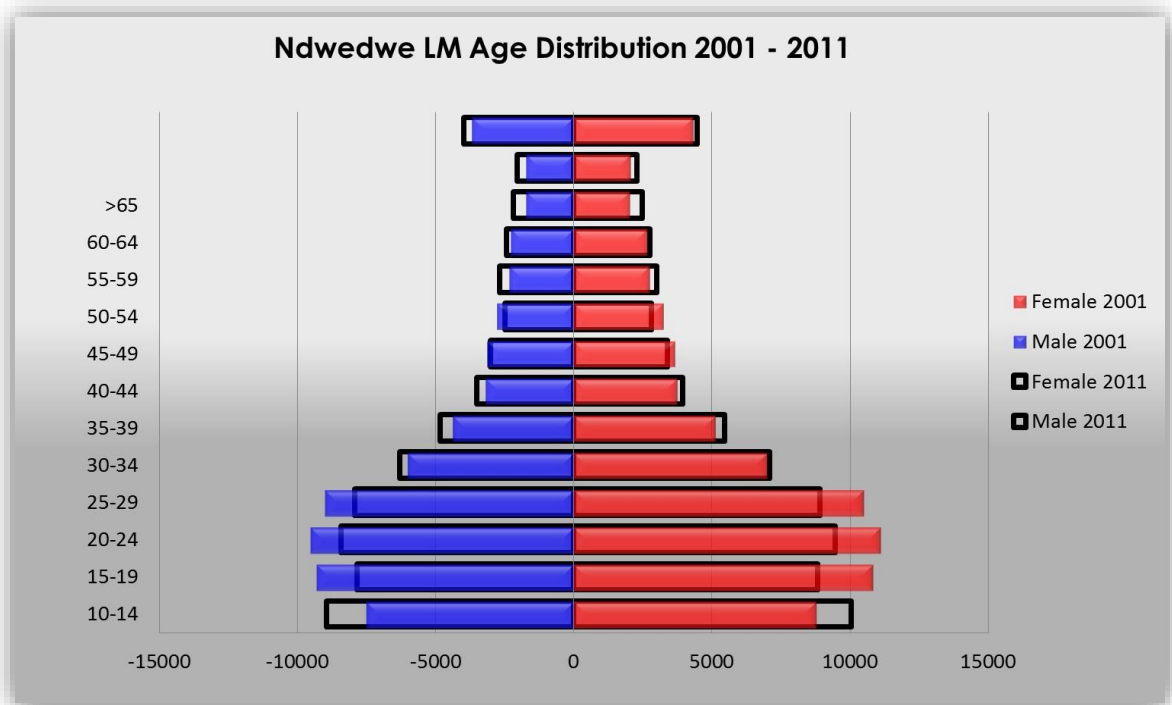


Figure 6: Population Age Distribution (Source: Stats SA, 2001/2011)

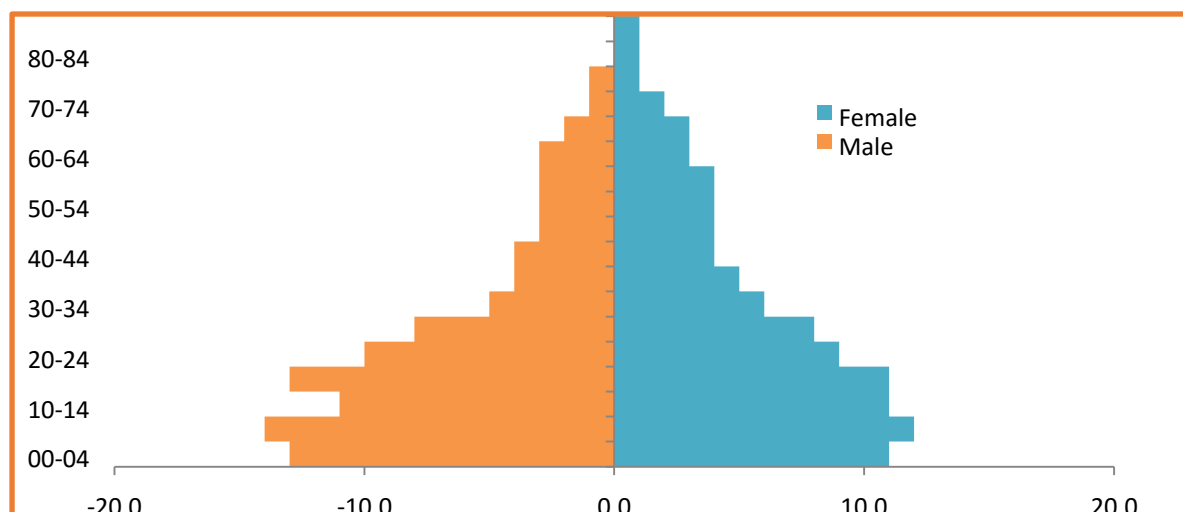


Figure 7: Population community (Community survey, 2016)

The above graphs give an insight into the dependency ration of the municipality. Dependency ratio indicates how many people are dependent on one income. Only taking into account the population figures of population of Working age (20 to 64), the municipality has a dependency ration of 1.3, which means that each economic active person is responsible for 1.3 other people. Taking unemployment of 66.3% into consideration, the dependency ration climbs to 5.7.

Indicator	Sub indicator	Population	% of population
Population	Population	143 117	
Population Composition	Young (0-14)	50 872	36.0%
	Youth (15-34)	51 140	36.0%
	Adults (35-64)	31 135	19.0%
	Elderly (65+)	9 971	10.0%
Gender	Male	67 935	47.0%
	Female	75 181	53.0%
Sex ratio male/100 females	Sex ratio male/100 females	90.0	
Dependency ratio	Dependency ratio	74	

Table 8: Population growth as per 2016 community survey

3.1.3 Key Findings (including Trends)

- Total number of population 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%

3.2 Cross Cutting issues (Spatial, Environmental and Disaster Management)

3.2.1 Spatial Analysis

Regional context

The Ndwedwe Local Municipality is one of Four Municipalities within the ILembe District Municipality, with the other three being the Mandeni Local Municipality, the KwaDukuza Municipality, and the Maphumulo Local Municipality. The Ndwedwe Local Municipality shares boundaries with two (2) district Municipalities, as well as the eThekweni Metropolitan Municipality to the South, and is highly accessible from eThekweni Metropolitan Municipality via the P100 (Vincent Dickenson Road), as well as the P164.

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 draft 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.

The Ndwedwe draft SDF is attached as **Annexure A.**

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Administrative Context

Almost 80% of the municipality is registered in the name of the Ingonyama, and the following Traditional Areas are situated within the Local Municipality:

No.	TRADITIONAL AREA	AMAKHOSI
1.	Cele Nhlangwini	Inkosi Cele
2.	KwaChili	Inkosi Chili
3.	KwaCibane	Inkosi Cibane
4.	Emalangeneni	
5.	KwaHlope	Inkosi Hlophe
6.	Inkumba Nyuswa	Inkosi Ngcobo
7.	KwaKhumalo	Inkosi Khumalo
8.	Kwa Luthuli	Inkosi Luthuli
9.	Ngongoma Mavela	Inkosi Mavela
10.	Nyuswa-Nodwengu	
11.	EmaQadini	Inkosi Ngcobo
12.	KwaQwabe	Inkosi Qwabe
13.	KwaShangase	Inkosi Shangase
14.	KwaWosiyane	Inkosi Wosiyane
15.	Mlamuli Nyuswa	Inkosi Ngcobo
16.	AmaNgcolosi	Inkosi Bhengu

Table 9: Traditional areas within Ndwedwe Municipal areas

The municipality has very extreme topographical features which provides for magnificent landscapes and natural beauty, which can be utilised to the advantage of the Municipality.

Spatial trends

(a) Imbalances of the past

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 in an attempt 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 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.

(b) 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.

(c) Ndwedwe town

Ndwedwe is the beneficiary of the formalization programme, as administered by the Department of Co-operative Governance and Traditional Affairs. It was registered as a township at the deeds office in July 2012. Ndwedwe is the main economic node within the Ndwedwe local municipal area. The town is characterized by a small business node with some street front retail activity located in the centre of the town. The business activity is situated adjacent the local taxi rank and acts as the major node of activity in the area.

Access to Ndwedwe is via the P100 from Verulam approximately 30km away and is the main link between Ndwedwe and the northern suburbs of Durban to the south. Ndwedwe is also in close proximity to the new King Shaka International Airport (35km). A number of commercial and industrial developments are taken place approximately the airport,

becoming an important growth point in the provincial economy and located within 30km from Ndwedwe.

SPLUMA readiness

The Spatial Planning and Land Use Management Act 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 an assessment of municipal readiness to implement SPLUMA: Below is the status of Ndwedwe Municipality within iLembe District.

SLA	Bylaw	Interim Arrangement
SLA has been finalised and signed by all participating municipalities. Thereafter this agreement will need to be advertised in the Provincial Gazette and in local newspapers.	Adopted and submitted to DRDLR for gazetting	The interim solution to utilise the PDA has been adopted by all municipalities. Prior to the finalization of all SPLUMA requirements, municipalities can still process applications utilizing the KZN PDA.

Table 10: Ndwedwe Municipality SPLUMA Readiness

3.2.1.1 Existing Nodes and Corridors

Nodes

The following hierarchy of nodal areas are identified as focus points for development initiatives and service provision:

Nodal Category	Locality
Primary Activity Node: Providing services, facilities, amenities and economic opportunities for the entire municipality, functioning also as the administrative centre.	Ndwedwe
Secondary Activity Nodes major interceptor point locations serving each portion of the municipality and providing services	▪ 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 ▪ Ashville along the R74 in the north of the municipality ▪ Sonkombo north-west of the municipality
Tertiary Activity Nodes strictly local nodes serving individual communities and areas	Various Localities

Table 11: Nodal Areas of Ndwedwe Municipality

In addition to the above nodal classifications, the iLembe District Spatial Economic Development Strategy (March 2012) identified Ndwedwe town as a primary node within the iLembe District due to its central function within Ndwedwe Local Municipality. The document further states that Ndwedwe is expected to attract a series of development, including urban residential, commercial and economic development. A number of social and government facilities are located in the Ndwedwe town including the municipal building, civic centre, police station, post office, community clinic and Elangeni College.

Corridors within Ndwedwe Municipality

The corridors as outlined in the table below have been identified within the IDP as development corridors for the Ndwedwe Local municipality:

Corridor Category	Corridor Alignment
Primary Corridors	▪ 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 ▪ A new north-south link road, although based substantially on a series of existing local roads, connecting to the P100 at Mkhukhuze in the south to the Maphumulo Village in the adjacent municipality, creating inter alia a new interceptor point at Qinisani
Secondary Corridors	▪ The Ndwedwe – Osindisweni Road ▪ The Mkhukhuze – Montebello Road ▪ Roads from the P100 to Tafamasi and Zimpondweni ▪ The Emona – Sonkombo – KwaNodwengu – Ozwathini Road linking in the north to the R614 ▪ Roads from Bhamshela to KwaThayela and the D890 further to the north ▪ The road from the Qinisani area to Ashville ▪ The road from St. Martin to Shakaskraal ☐ The road from the R74 to Doringkop. ▪ The P713 road ▪ The P102 road
Tertiary Corridors	Provides major local linkage and connecting local communities into the primary and secondary corridor system, the more significant roads are indicated in the SDF (Image below) but are too numerous to mention here.

Table 12: Corridors within Ndwedwe municipality

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.

Land Capability and Agricultural Potential

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.



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, it is clear that the communities are actively farming the Ndwedwe lands. The largest part of the land owned by the Ingonyama Trust contains fields in excess of 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.

3.2.1.2 Private Sector Developments

The Municipality has no private sector development. However, the Municipality received R250 million funding from Treasury (Neighbourhood Grant) in order to fast track town development for Ndwedwe. R200 million was withdrawn by Treasury during 2013/2014 financial year due to different prioritisation. The 50 million was then utilised towards water and sanitation programmes in town. To date, the Municipality is awaiting proclamation of the Ndwedwe town.

The main projects for town development are the following:

- Proclamation of Ndwedwe Town
- Street lights
- Water Connection in Town
- Sanitation Connection in Town
- Signs
- Shopping Centre Development

3.2.2 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:

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

3.2.2.1 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.

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	The Alien Species Monitoring, Control and Eradication plan is not yet developed by the Municipality.

		their environmental plans.	
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.

Table 13: Environmental legislation applicable to Ndwedwe Municipality

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.

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

Table 14: Environmental Stakeholder Engagements

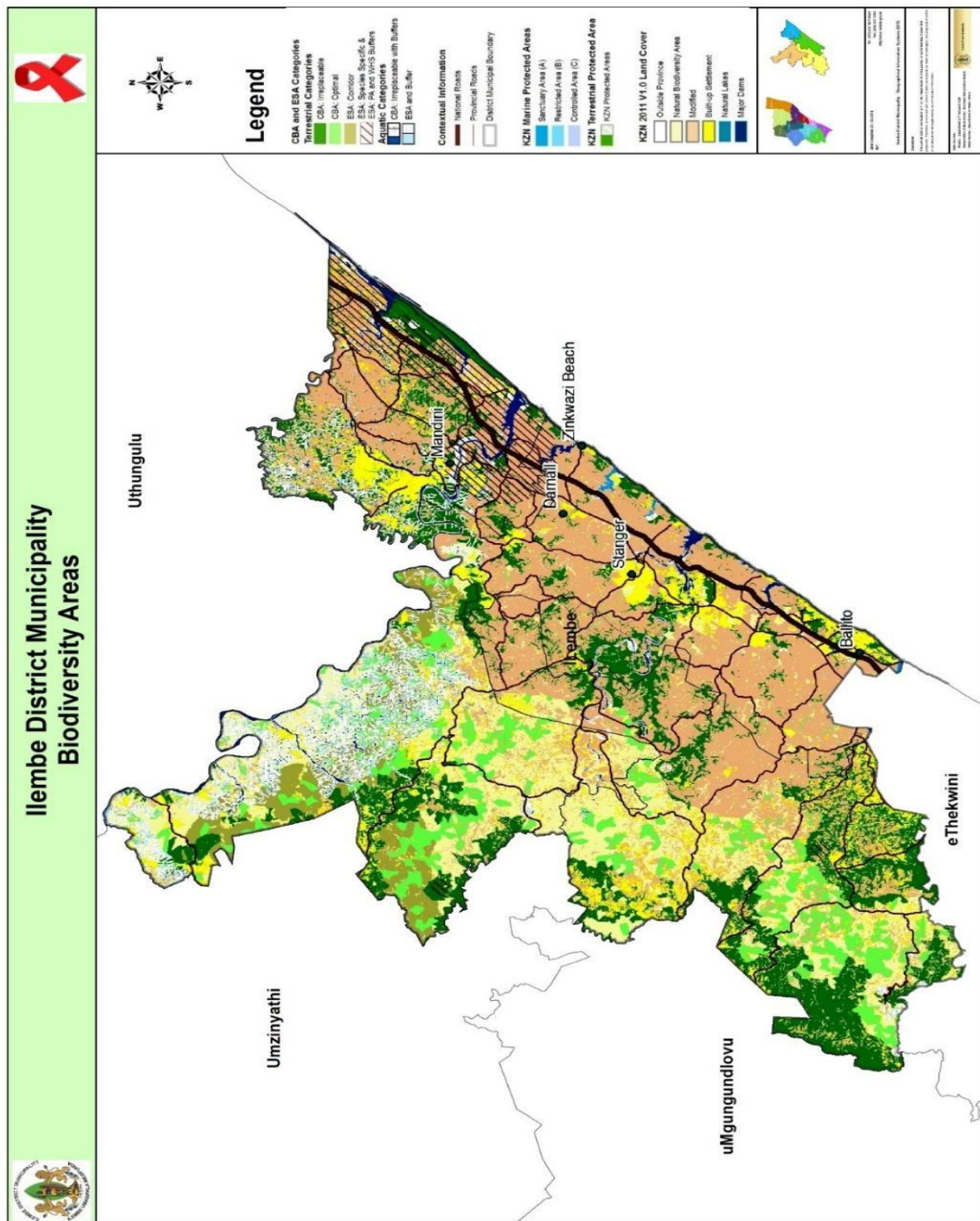
3.2.2.1 Sustainable use of natural resources

Biodiversity Management

The iLembe District has finalised the regional Environmental Management Framework (EMF) which indicates a number of critical biodiversity areas occurring within the Ndwedwe Municipality. In addition, the iLembe Biodiversity Sector Plan (BSP) has been 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 4: A map showing Biodiversity Conservation Priority Areas within Ndwedwe municipality ((Adapted from EMF: Ilembe District Municipality, 2014)

a) 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).

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:

- a) Habitat loss due to agricultural development;
- b) Natural habitat is threatened by rural human settlement;
- c) Non-existence of formal conservation areas;
- d) Loss of grassland to rural human settlement, ribbon development, over grazing and alien invader infestation; and
- e) Lack of biodiversity information within tribal areas.

b) 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.

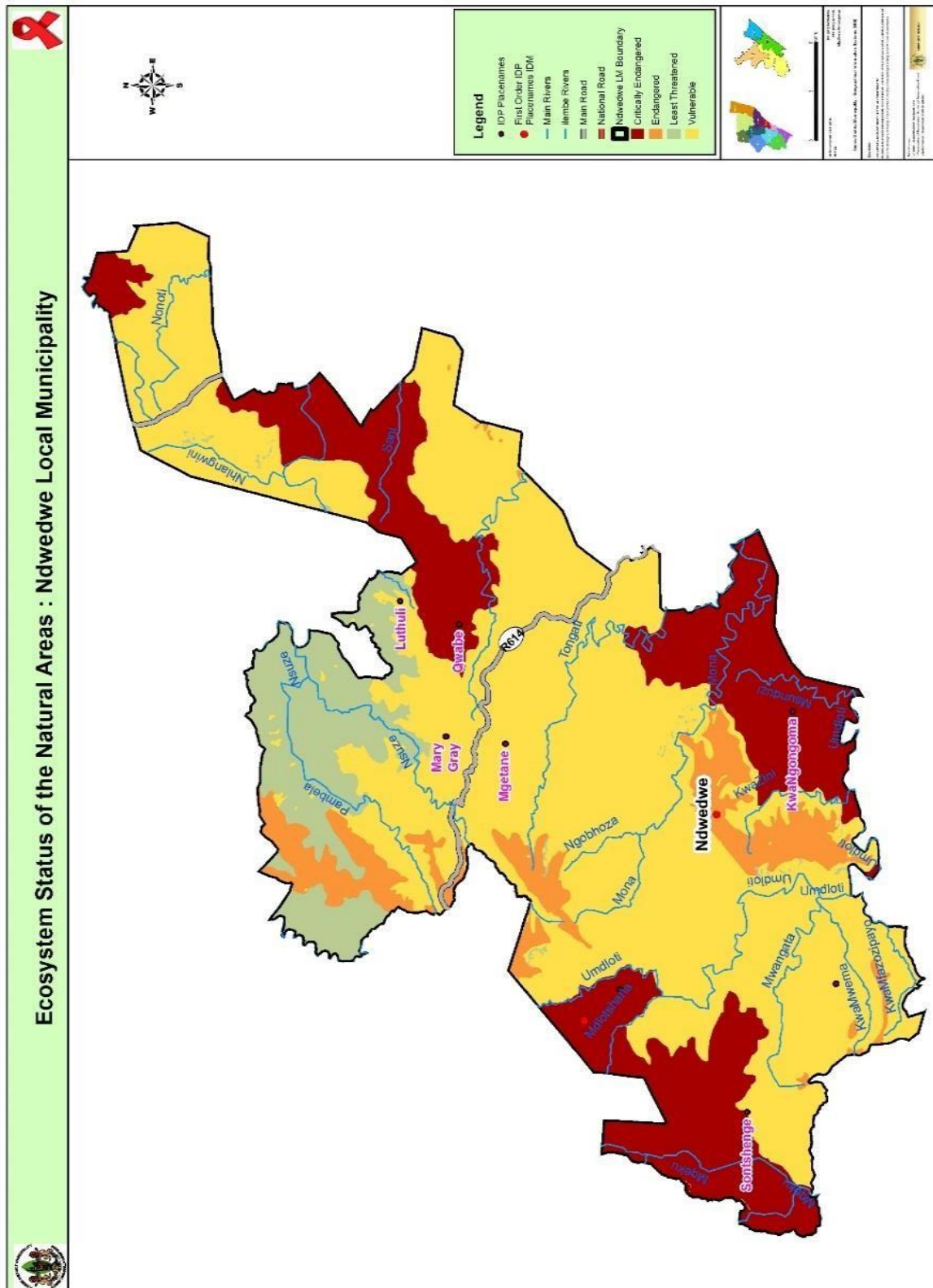


c) Existing data on species/ Ecosystems

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 7: A map showing the ecosystem status of the natural areas within Ndwedwe Municipality (from EMF: ILembe District Municipality)

Species- Ndwedwe Municipality		
Flora	Founa	
Diaphananthe 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 lymnaeformis ▪ Gulella euthymia (Warty hunter snail) Milipedes • Centrolabus 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

Table 15: Summary of threatened species within Ndwedwe Municipality

d) Summary of Biodiversity within Ndwedwe

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) ▪ KZNCoastal 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%)

Table 16: Summary of biodiversity information for the Ndwedwe Municipality

e) 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.



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f) 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:Nhlangakazi 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

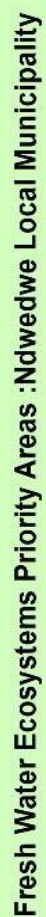
There are six (6) main Rivers which occur within Ndwedwe Municipality. These are: Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati. Since Ndwedwe is more rural and largely outside of the scope the current bulk water infrastructural service lines, significant threats related to rural water use best practice 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.

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b) Water Management Areas

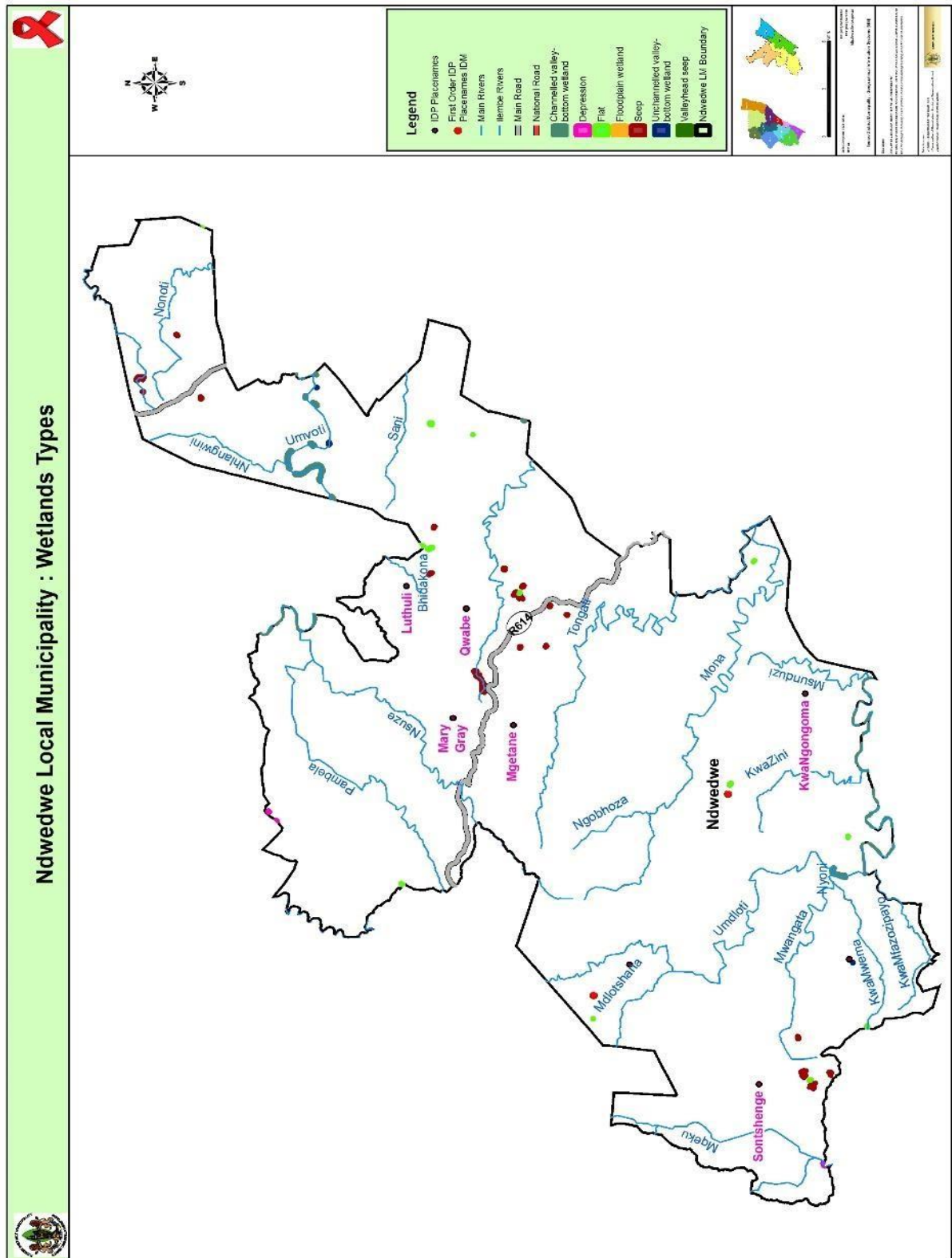
There are two Water Management Areas within Ndwedwe Municipality. These are:

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



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 11: A map showing wetland types within Ndwedwe municipality ((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.

3.2.2.2 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.

3.2.2.3 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.

3.2.2.4 Responding to impacts of climate change

It has been noticed recently that the weather patterns for Ndwedwe Municipality are changing. Such change can be attributed to the impacts of climate change. Currently, Ndwedwe Municipality does not have a climate change response plan or strategy dealing with impacts of climate change and there are no climate change programmes implemented by the Municipality.

The iLembe District Municipality is currently in the process of finalizing its Climate Change Vulnerability Assessment and Response Plan, wherein Ndwedwe Municipality form part of

this process. The Climate Change Vulnerability Assessment and Response Plan highlights vulnerabilities in different sectors such as agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements, and water within the iLembe region, including Ndwedwe. Draft response plans for these vulnerability factors have been indicated. 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.

The iLembe District Municipality is in the process of formalising the Environmental Management Forum wherein the issues of climate change will be discussed and Ndwedwe will form part of this forum.

3.2.2.5 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 work 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.

3.2.2.6 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.

3.2.3 Spatial and Environmental: SWOT Analysis

Strengths	Opportunities
▪ Strategic plans for Ndwedwe LM. ▪ Sector Plans for Ndwedwe LM. ▪ Getting support from both Provincial and National Departments. ▪ Established institution or 'body' that act as a broker for special projects. ▪ Development of EMF for the management of environmental assets. ▪ Development of Environmental Policies, national for guidance. ▪ Existing cooperative governance between spheres of government.	▪ Located between 2 South Africa's biggest ports. ▪ New opportunities created by Dube Trade Port. ▪ Single Geo-database for the district. ▪ Increase the number of protected areas. ▪ District has lot of site of conservation value. ▪ To promote sound intergovernmental relations. ▪ Existing tourism, agriculture, manufacturing and retail opportunities.
Weaknesses	Threats
▪ Establishment of environmental management section/ unit. ▪ Understanding of importance of managing environmental assets. ▪ Lack of environmental policies and bylaws Inadequate planning to meet Provincial Targets. ▪ Lack of environmental personnel	▪ Lack of Staff retention. ▪ Climate change. ▪ Loss of biodiversity. ▪ Environmental degradation. ▪ Loss of site of Conservation value. ▪ Loss of natural grassland. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation

Table 17: Spatial and Environmental: SWOT Analysis

3.2.4 Disaster Management

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 part of and an integrated part of their Integrated Development Plan's (IDP's). Ndwedwe Local Municipality, has complied with these legislative requirements through the development and implementation of its disaster risk management plan which was adopted in 2017/2018 and is due for review. The Disaster Management Unit presently falls within Community Services Department reporting to the Manager: Community and Social Services. Personnel within the unit includes two Disaster Management Officers and two Fire Fighters. The Disaster Management Unit of the Municipality deals with both pro-active and reactive disaster management issues and activities. The Draft Disaster Management Sector Plan is attached as **Annexure B**.

Institutional Measures	Remarks
Disaster Management Centre	Not yet established.
Human Resource (Staff)	1X Manager Community and Social Services, 2X Disaster Management Officers, 2X Fire Fighters.
Physical Resources (vehicles)	1X, dedicated (4X4) vehicle is available.
Disaster Management Policy	Available
Disaster Management Plan	Available
DM Portfolio Committee	Fully Functionally
DM Practitioners Forum	Fully Functional at District level and not required at municipal level.
DM Advisory Forum	Fully Functionally

Table 18: Disaster Institutional capacity

3.2.4.1 Legislative Framework

a) 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 government and inter-governmental relations and specifically requires the three spheres of government to co-operate with one another in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another of, 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.

b) Municipal Systems Act (Act No. 32 of 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities to undertake an integrated development in planning process to produce currently relevant IDPs. Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management 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 municipal capacity and its future capacity to furnish skills, expertise and resources required, as well as re-organisation of its administration and development 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.

c) 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 IDPs to ensure adequate budget allocation.

d) Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a municipal area 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 that 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.

e) Fire Brigade Services Act 99 of 1987

The Fire Brigade Services Act, Act 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 service in order to prevent the outbreak or spread of a fire; fighting or extinguishing a fire and protection of life or property against a fire or other threatening danger;

3.2.4.2 Risk Reduction & Prevention

Ndwedwe Local Municipality aims to be proactive through placing emphasis on prevention and mitigation of disasters rather than responding to disasters. Ndwedwe Local Municipality 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.

RISK	DROUGHT	DROWNINGS	FIRE	ACCESS ROADS	FLOODING	LIGHTNING	ILLEGAL ELECTRICITY	HEAVY RAINS	STRONG WINDS	HAIL STORM	LIVESTOCK THEFT	HUMAN UNREST	CRIME	MIST
Ward 1			X			X	X					X	X	X
Ward 2		X	X	X	X	X		X	X					X
Ward 3			X	X		X		X	X				X	
Ward 4			X			X		X	X				X	
Ward 5	X	X	X			X	X	X	X	X	X		X	
Ward 6	X		X			X		X	X					X
Ward 7			X			X		X	X		X		X	
Ward 8			X	X		X	X		X				X	
Ward 9			X			X			X	X				
Ward 10	X		X		X	X			X				X	
Ward 11	X	X	X		X	X			X					

Ward 12	X		X		X	X		X	X					
Ward 13			X			X		X	X			X		
Ward 14		X	X		X	X			X				X	
Ward 15	X		X	X		X	X	X	X			X	X	
Ward 16		X	X	X	X	X			X	X			X	
Ward 17			X		X	X		X	X			X		
Ward 18	X		X			X	X		X				X	
Ward 19			X		X	X			X			X	X	

Table 19: Risk Assessments

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;

- Awareness campaigns,
- Capacity building programmes,
- Development of an early warning system,
- Establishment of disaster management volunteers,
- Protection and effective utilisation of wetlands (Alien plant removal)
- Procurement and installation of lightning conductors

3.2.4.3 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 the Fire and Rescue Services Station must be developed 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.

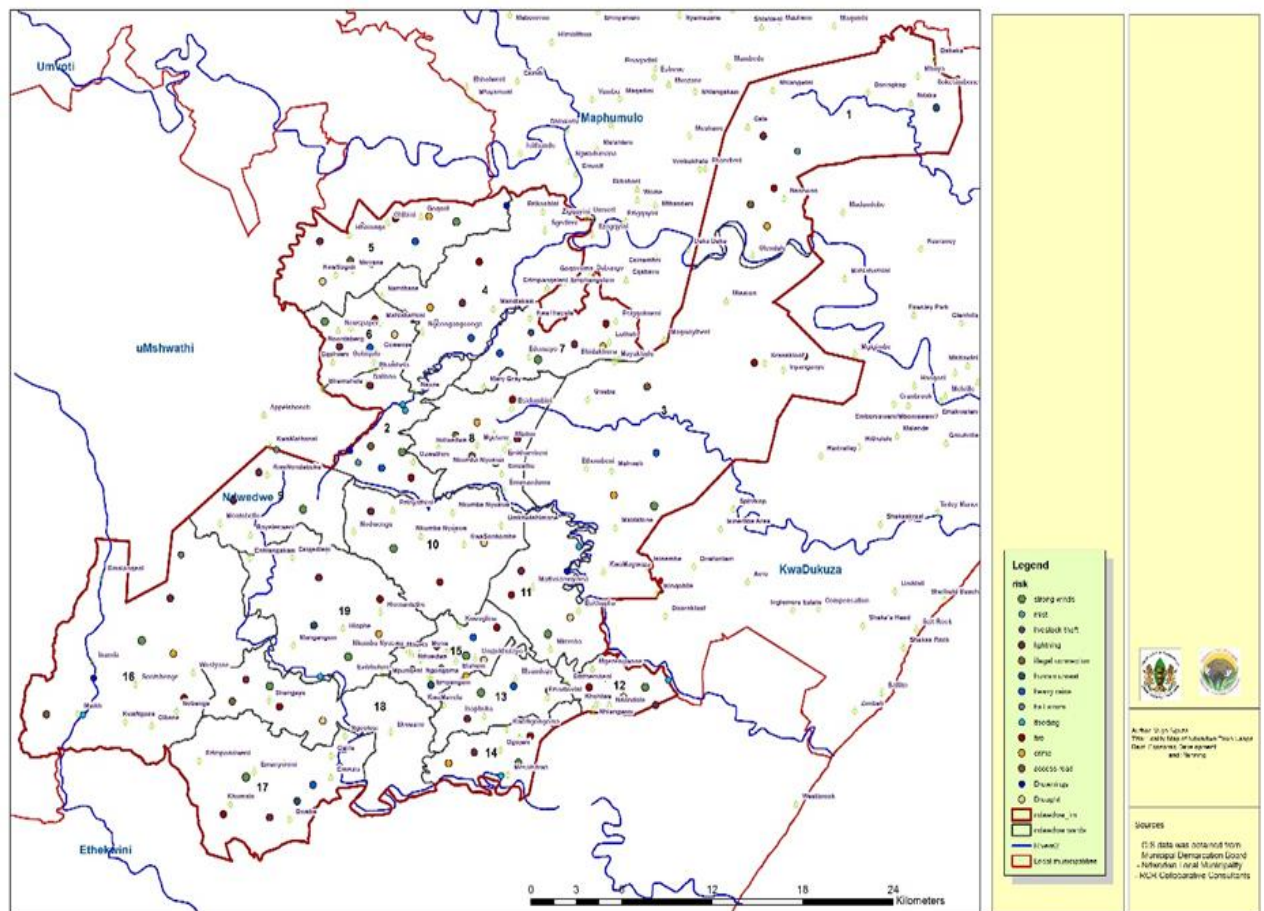
3.2.4.4 DISASTER RISK PROFILE

Ndwedwe Local Municipality's Disaster Management Unit conducted Risk Assessments where the most prone hazards within our jurisdiction were identified, listed and prioritised. The prioritization of risks was in three (03) categories; red (highest and most frequent), orange (moderate) and yellow (lowest) priority. 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.

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

Table 20: Disaster Management Risk Profile

NDWEDWE LOCAL MUNICIPALITY: DISASTER RISK ASSESSMENT



Map 12: Disaster Management Risk Assessment

3.2.4.5 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.

a) 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

3.2.5 Disaster Management SWOT analysis

Strengths	Weaknesses
▪ 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. ▪ Adequate budget allocation for disaster relief. ▪ One dedicated disaster vehicle is in place. ▪ Designated and permanently employed Disaster Management personnel. ▪ Well established institutional dispositions such as advisory forum and portfolio committee meetings. ▪ Well-coordinated capacity building programs.	▪ Non-existence of fire and disaster emergency centre. ▪ None existence of an operational Fire and Rescues Service station and resources such as jaws of life, fire engines, hydrants and response vehicles. ▪ Lack of relevant protective clothing and relevant fire kits. ▪ Poor road infrastructures ▪ Non-compliance and non- operational approach.

Two designated Disaster Management Officers and two Fire Fighters permanently employed.	
Opportunities	Threats
- Establishment of a Fire Service Station and satellite stations. - Employment- Recruitment of six more fire fighters and one 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.	- Loss of life and injuries. - Damage to property and infrastructure - Severe effects of climate change - Alien weed growth which excavates water shortages. - Water shortages. - Loss of life stock and crops

Table 21: Disaster Management SWOT Analysis

3.3 KPA: Municipal Transformation and Institutional Development

3.3.1 Municipal Transformation

Municipal transformation and institutional analysis is 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.

According to the National Development Plan the country's transformation agenda requires functional municipalities and capable machinery at a local level that can create safe,

healthy and economically sustainable areas where citizens and people can work, live and socialise. The 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.

3.3.2 Organisational Development

The Municipal Manager and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. The municipality has conducted interviews for the position of the Municipal Manager and Community Services Director, awaiting appointments.

The reviewed staff establishment of the Municipality was adopted and approved on 30 May 2018. The amendments and review of the staff establishment was done to make the Municipal Staff establishment to be aligned with the strategic directive of the new Council's term of office, i.e. 2017 – 2022.

The Municipality's organisational structure has five administrative components that are managed and headed by the Acting Municipal Manager as follows:

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

3.3.2.1 Institutional Arrangements

Ndwedwe Municipality is headed by his Worship the Mayor, Councillor N.V. Chili. The Municipality runs in a democratic, transparent manner and 4 political parties represented and fully participate in the running of the municipality. The total number of Councillors serving within the municipality is thirty-seven (37) of which 19 are ward councillors and the rest are party representatives (PR). Out of the 37 councillors are 7 councillors who serve in the Executive Committee (EXCO). This is a day-to-day committee of the Council and its meeting are chaired by the Mayor and held once a month with additional special meetings convened as and when necessary.

There are subject specialization portfolio committees assisting Council and EXCO in dealing with details. Each of the portfolio committees are chaired by an EXCO member. The Council has its meeting once a meeting and is chaired by the Speaker of the Municipality.

The administration is headed by, Mr. M. F. Hadebe the Acting Municipal Manager. The administration M.is structured in to 5 administration component, being:

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

3.3.2.2 Powers and Functions within Ndwedwe Municipality

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 a number of functions some of which are not being performed due to lack of capacity. The Municipality has entered into 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:

Functions	Functions currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	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	-	Every financial year, the municipality

					to financial constraints		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 functions
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	-	-	-	-

Table 22: Powers and Functions: Ndwedwe Municipality

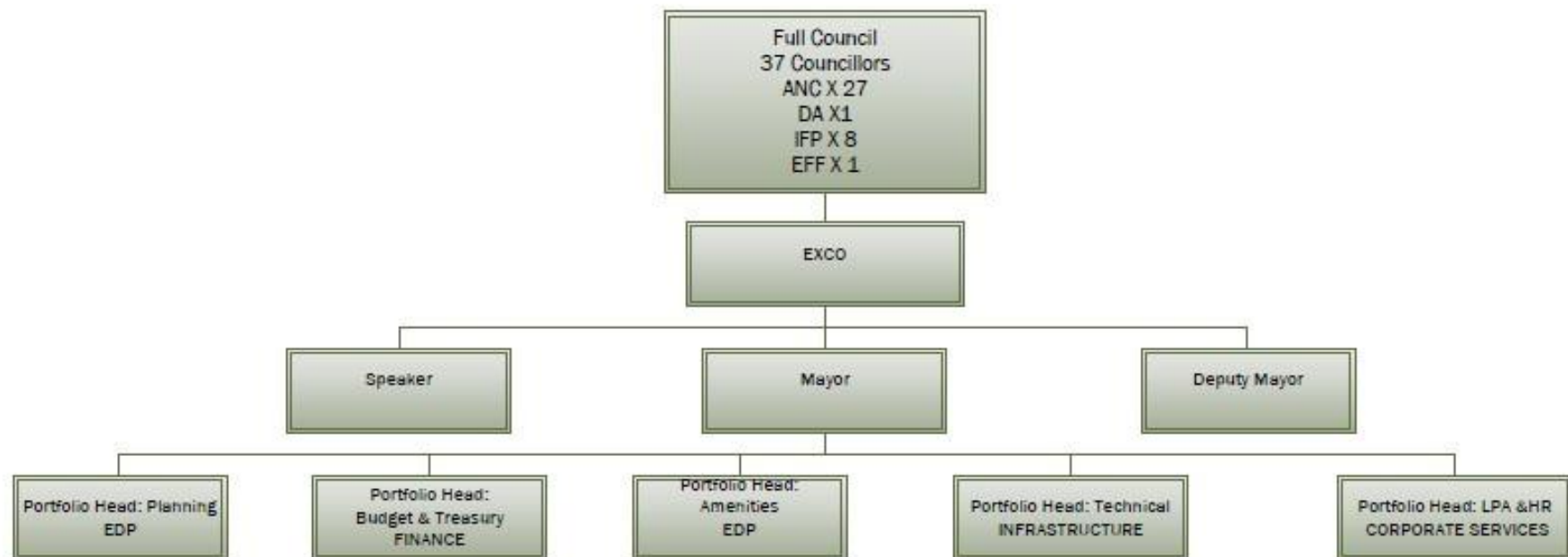
3.3.2.3 Organogram

The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its strategic directives. 95% of the vacant posts have been filled. The Municipality has staff compliments of 75. It is always the Council's vision that the Organogram should always be aligned to its strategic directives. This approach ensures that the municipality, through the filling of strategic posts, is able to deliver on its strategic objectives. The draft approved organogram is attached below.

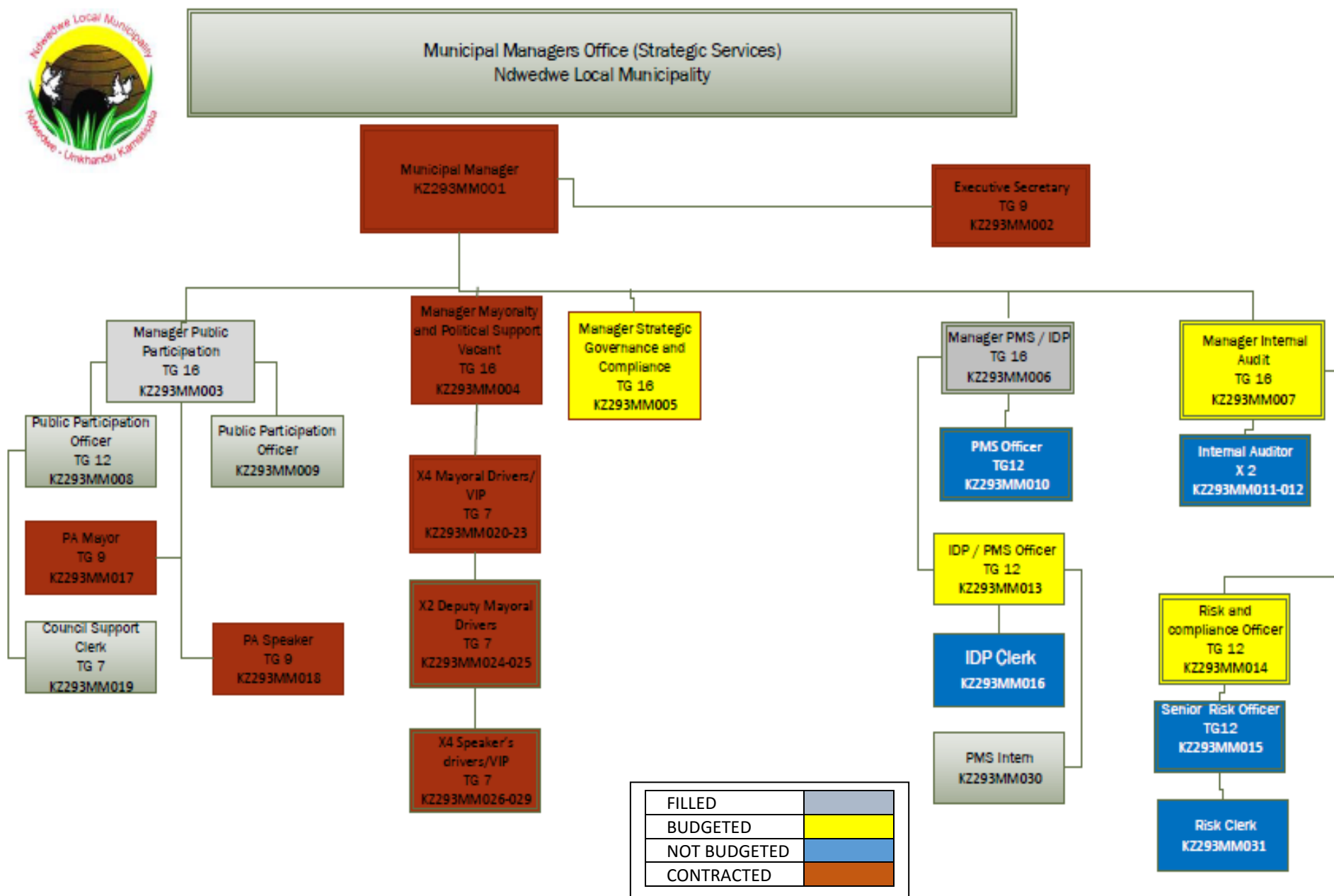
The Organogram below shows the structures of different departments within the Municipality. The number of filled posts, posts budgeted for, those not currently budgeted for as well as the contract post has been indicated.



NDWEDWE LOCAL MUNICIPALITY

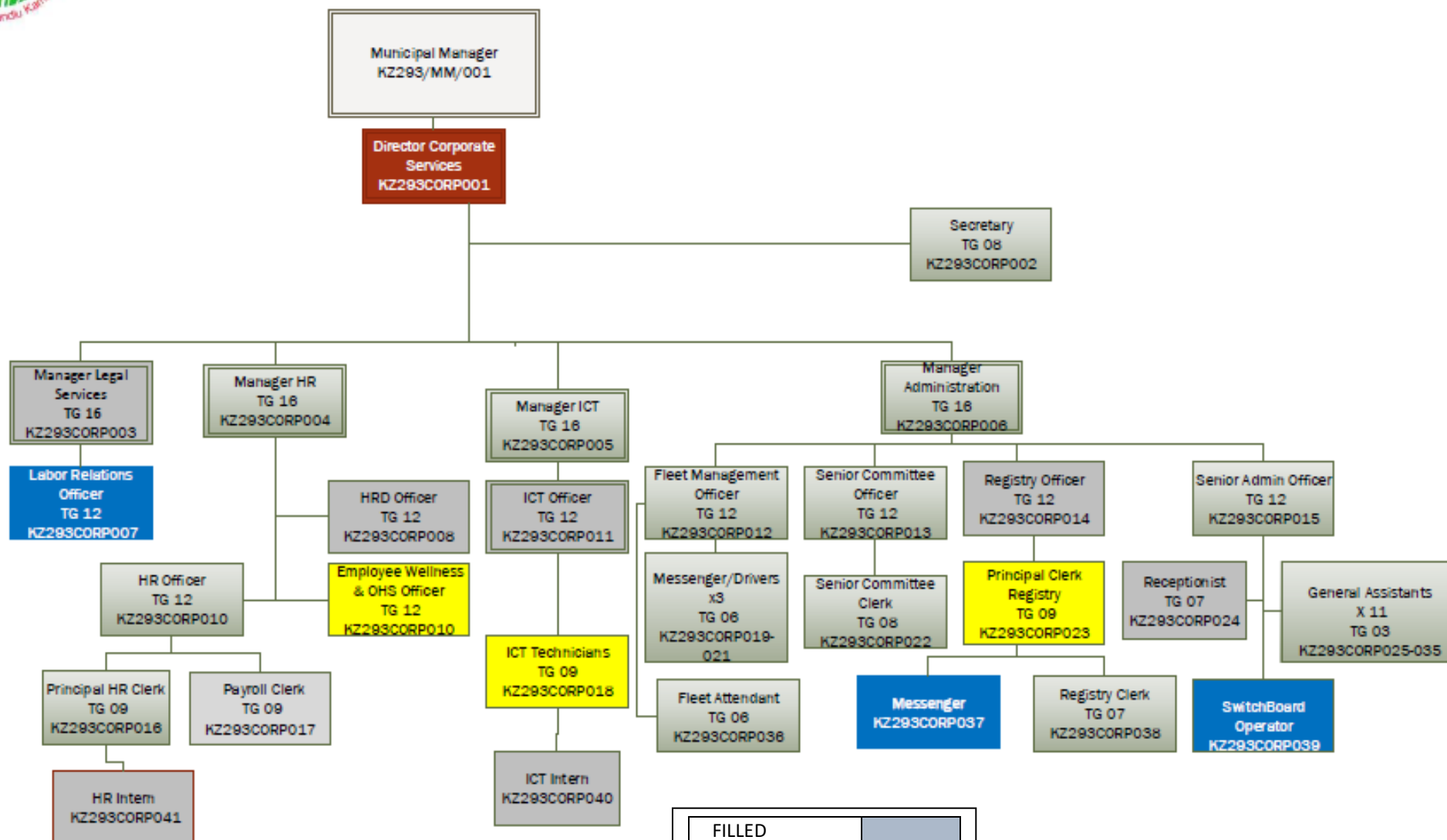


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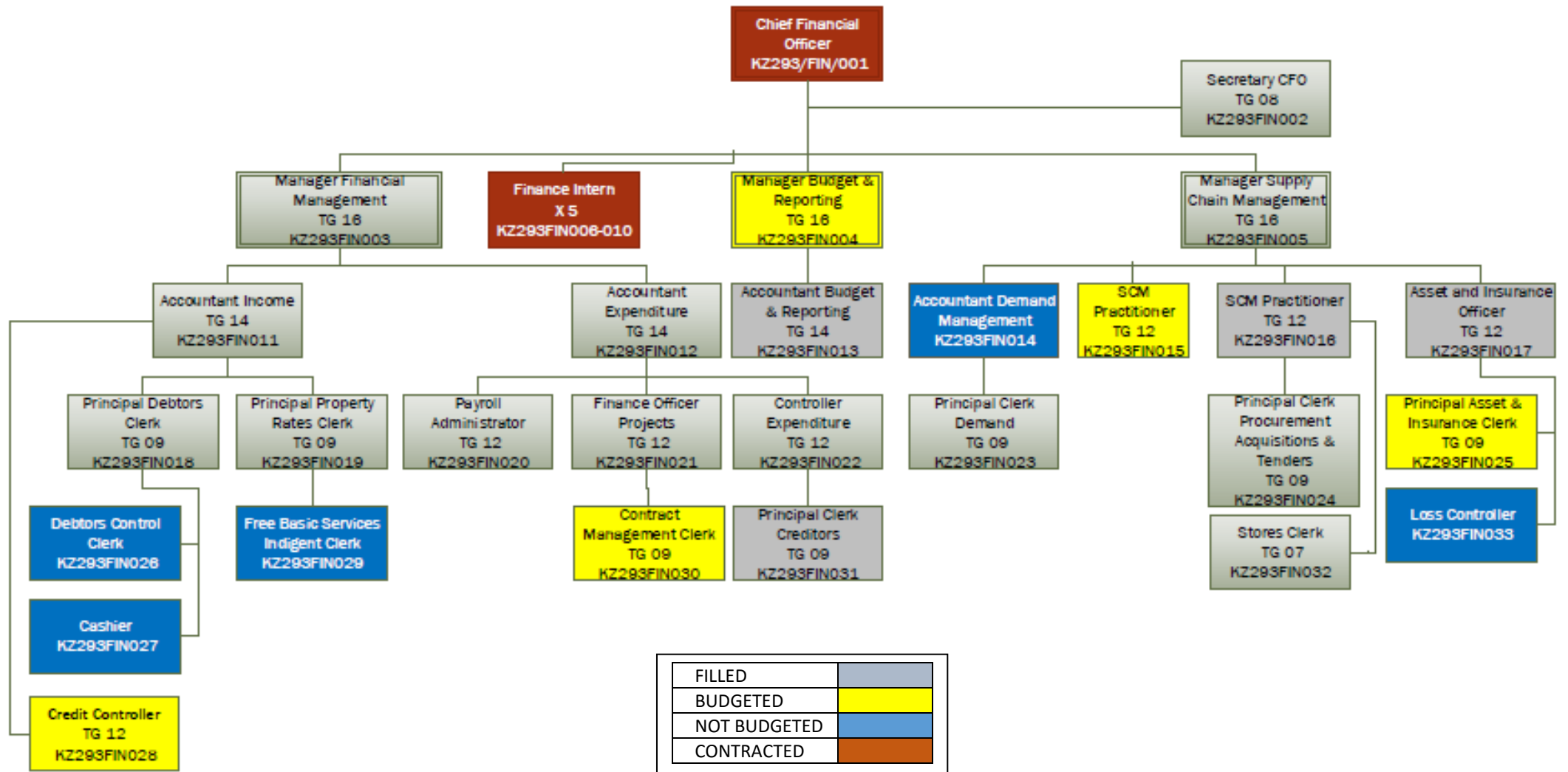
Corporate Services Ndwedwe Local Municipality



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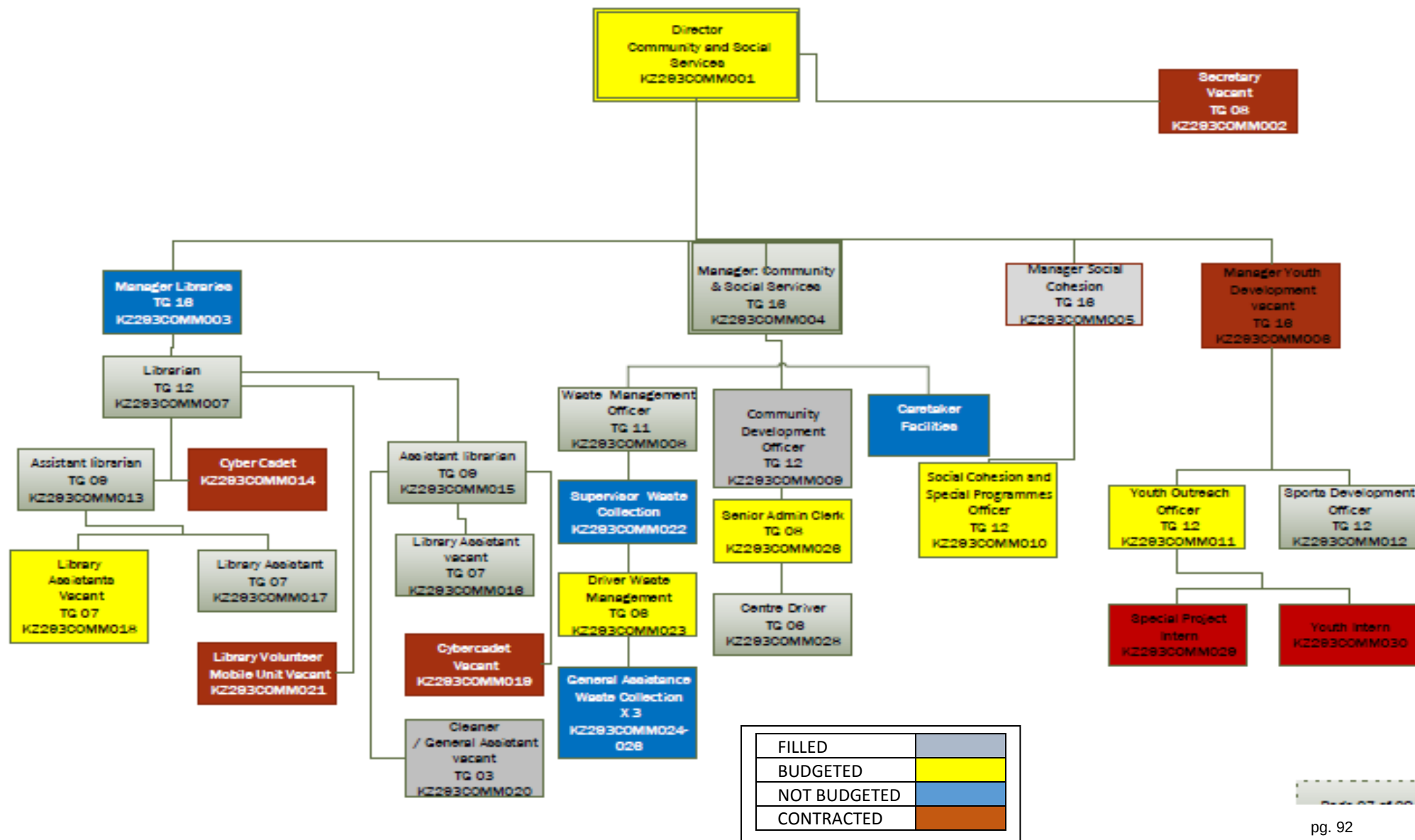


Budget & Treasury Ndwedwe Local Municipality



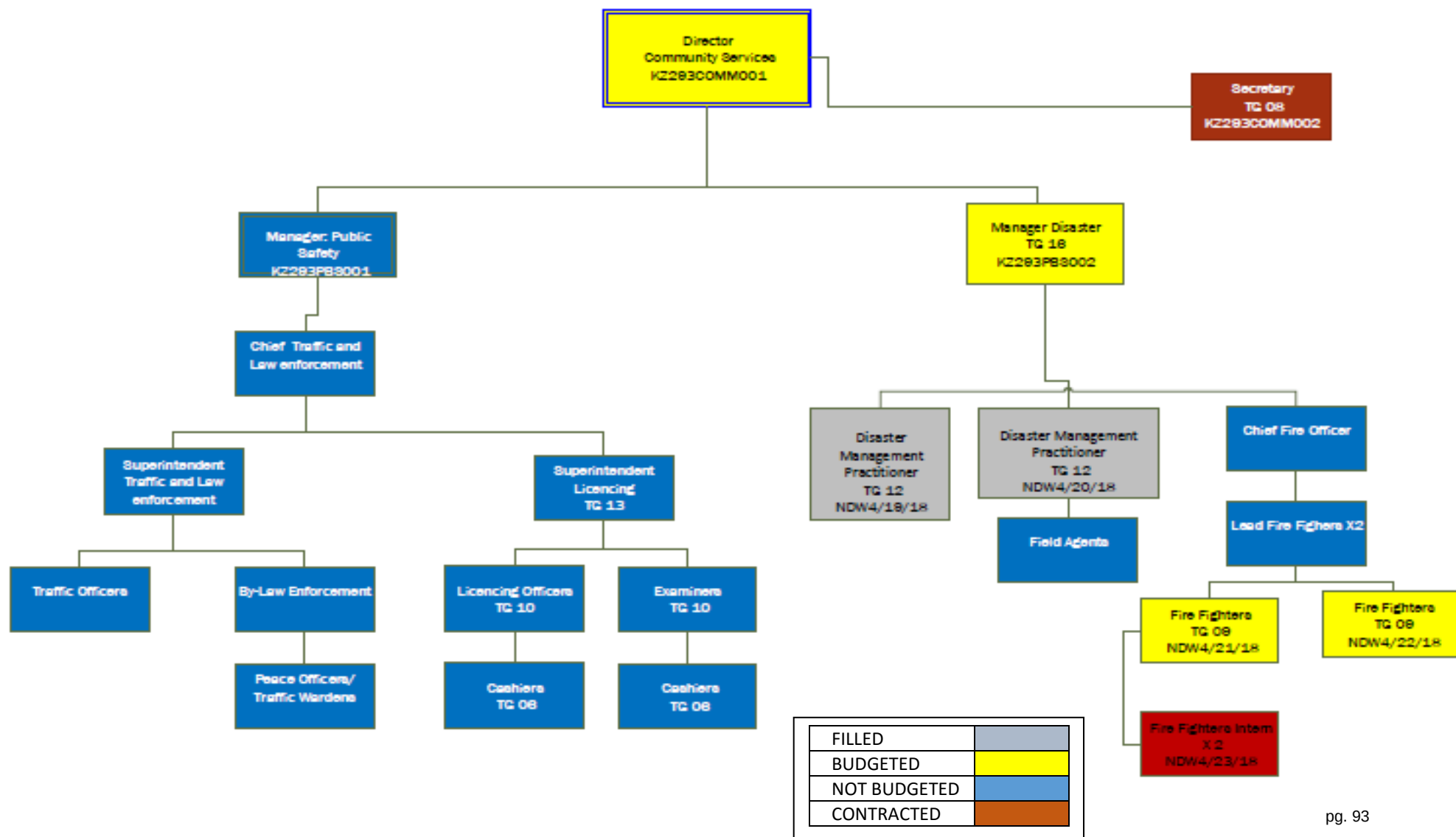


Community Services Ndwedwe Local Municipality

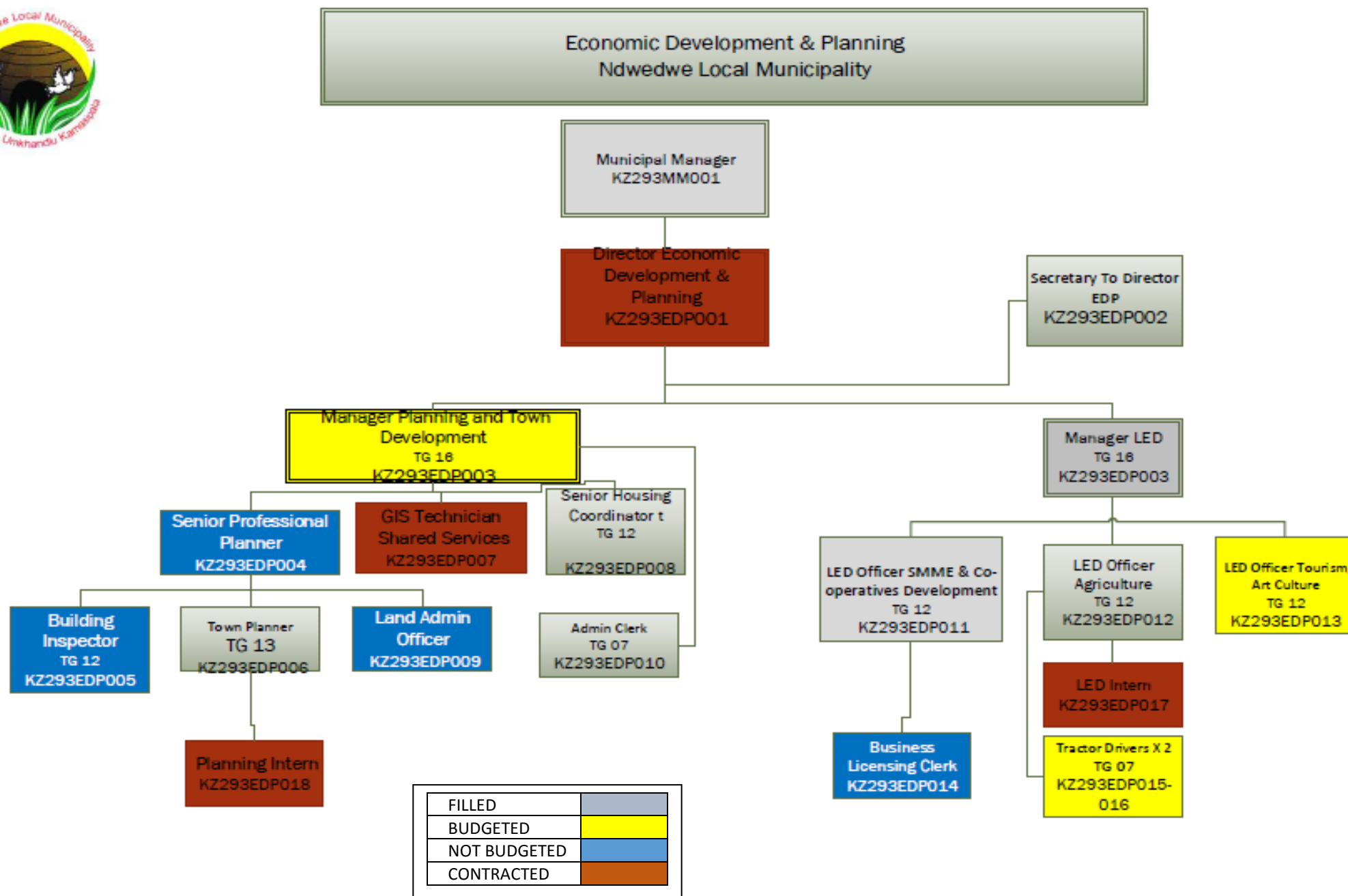




Community Services Ndwedwe Local Municipality



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3.3.2.4 Municipal Institutional Capacity and Status of Critical posts

Ndwedwe Municipality has filled the following posts which are critical for the successful implementation of its IDP:

- a) **Municipal Manager:** this post is currently vacant however, there is an acting Municipal Manager. The Municipal Manager drives the strategy of the Municipality as mandated by Council. This post is critical for the functioning of the whole institution and the achievement of the strategic objectives of the Municipality.
- b) **Director Economic Development and Planning:** this directorate is responsible for the sustainable economic growth and development, and delivery of infrastructure and basic services, to a particular extent. These responsibilities include Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of this post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development, and Housing Sector Plan.

Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such as Nhlankakazi tourism project and KwaLoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhuluseni Project); the municipality is currently building agri-processing minifactories closer to the Ndwedwe town centre. Studies regarding the development of nodal areas are currently being conducted; there are housing projects that are currently being implemented and some are being packaged as per the Housing Sector Plan.

- c) **Director Financial Services (CFO):** this directorate is responsible for financial management and viability of the municipality. Because of the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; develop Indigent register, attend to issues of financial control; take measure steps to address the concerns that have been raised by the Auditor-General, including those that would be raised by the Audit Committee from time to time when performing its functions.

Issues regarding the raising of revenue are being attended to. E.g. the municipality is currently developing Tariffs that would enable it to get revenue from the utilization of municipal halls, market stalls, etc. In the execution of financial duties, the CFO is assisted by the **Manager Accountant**.

- d) **Manager: Community Services:** This directorate which has been established in 2015/2016 financial year. Its core functions are; Traffic and Motor Licensing, Waste Collection, Cemeteries, Parks and Recreation, Libraries, Sport and Disaster Management.
- e) **Manager Human Resources:** the incumbent is responsible for Institutional and organization development and is assisting the Director Corporate Services. The HR Unit has facilitated the development of human resources tools such as Skills Plan and other tools. All these tools are important for the successful implementation of the IDP.
- f) **Manager PMS/ IDP:** The post deals with Organisational Performance Management System of the Municipality and the preparation and implementation of Integrated Development Plan. The incumbent responsibility is to ensure that there is functional performance Management System and alignment of it with the IDP. The incumbent is responsible for preparation of PMS Framework, Development of SDBIP, Preparation of Quarterly Reports and Preparation of Annual Report.
- g) **Director Technical Services:** the municipality has filled this post since is considered to be critical for effective service delivery. The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

3.3.2.5 Human Resource Strategy

The Municipality has a Human Resources Strategy provides a framework of rules and regulations, which are essential for the well-being of the employees and the successful achievements of the organization's objectives, as contained in the IDP. The HR Strategy ensures that the rights of individual employees are upheld and the objectives of the organization are achieved. It contains tools such as the Recruitment, Selection, Appointment, Staff Retention, Orientation and Induction Policy and Procedures; 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; Smoking Policy; Termination of Employment Policy and Procedure. There are other policies that have been adopted.

3.3.2.5.1 Adopted policies/ Procedures in Ndwedwe Municipality

a) Employment Equity Plan

The municipality has the Employment Equity Plan in place. Its objectives are as follows:

- Eliminate unfair discrimination in employment policies, practices and procedures of the municipality;
- Ensure the implementation of employment equity to redress the effects of discrimination;
- Achieve a diverse workplace which broadly represents the people of Ndwedwe;
- Promote economic development and efficiency in the workplace and give effect to the obligation of the Republic as a member of the International Labour Organization (ILO);
- To identify all barriers, which prevent or hinder in any way the advancement of the designated groups;
- To create a pool of skills and competencies to meet business objectives and challenges of the future;
- To make a special effort to accommodate the people with disabilities, where possible;
- To respect the privacy of each individual and ensure that sexual harassment is not tolerated in any form whatsoever; and-
- To respect diversity and, at the same time, encourage teamwork, shared values, mutual acceptance and social interaction.

The 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.

a) Training and Development

A Workplace Skills Plan has been submitted to SETA. The Training and development needs of all employees have been considered.

b) 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, based on the fact that whatever reason that is sighted by employees leaving us, corrective measures are put in place to ensure that it doesn't persist.

The Municipality has developed a Skills Retention Policy. This policy seeks to achieve among others the following goals:

- Identify and address on an on-going basis the causes of staff losses;
- Create a learning environment through skills development initiatives;

- Increasing trust between management and staff; and
- Retaining the services of staff deemed to be critical to the operation of the Council.

c) Work Place Skills Plan

The Workplace Skills Plan is developed on annual basis and submitted to the LGSETA by 30 April in order to comply with Skills Development Act and to secure funding from the LGSETA to finance training interventions identified in the Workplace Skills Plan. The LGSETA submission is attached as **Annexure C.**

Skills planning are central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. The Municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we build those skills in order to deliver on our Integrated Development Plan objectives. A total of 45 beneficiaries including 22 Councillors and 17 officials have benefited.

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 Human Resource Policies are in place:

	Name of Policy	Completed	Reviewed	Date adopted by the Council, or comments on failure to adopt
1.	SCM Policy	100%	Yes	30 May 2017
2.	Indigent Policy	100%	Yes	30 May 2017
3.	Credit Control Policy	100%	Yes	30 May 2017
4.	Cellular Phone Policy	100%	Yes	30 August 2017
5.	Catering Policy	100%	Yes	30 August 2017
6.	Pauper And Burial Policy	100%	Yes	30 May 2017
7.	S&T For Employees and Councillors	100%	Yes	30 May 2017
8.	Bursary Policy	100%	Yes	30 May 2017
9.	Overtime	100%	Yes	30 May 2017
10.	Provision Of Protection Personnel Political Assistance To Political Office Bearers	100%	Yes	10 January 2018
11.	Placement & Acting Policy	100%	Yes	9 February 2018
12.	Fleet Management Policy	100%	Yes	30 May 2017
13.	Recruitment Policy	100%	Yes	

14.	1. ICT Policies 2. ICT Policy and Framework 3. ICT Security Control Policy 4. ICT User Access Management Policy 5. ICT Service Level Agreement Management Policy a. (External Service Providers/Vendors) 6. CT Disaster Recovery Policy 7. ICT Data Backup Recovery Policy 8. ICT Standard Operating Procedure 9. Hardware and Software Standardisation Policy	100%	Yes	9 February 2018
15.	1. SCM Policy 2. Budget Policy 3. Property Rates Policy 4. Petty Cash Policy	100%	Yes	30 May 2018 30 May 2018 30 May 2018 30 May 2018

Table 23: Adopted policies/ Procedures in Ndwedwe Municipality

3.3.3 Information and Communication Technology Framework

The purpose of Ndwedwe Municipality ICT is to formalize is to formalize an ICT usage and security policy which provides guidelines for introducing and maintaining ICT into the municipality in a controlled and informed manner, while addressing the key elements of control and security. Those who use Ndwedwe facilities are expected to do so responsible and within normal standards of professional and personal courtesy and conduct.

a) The purpose of the Ndwedwe ICT Policy

- To inform users and managers of their responsibilities when utilizing information assets, as well as for protecting technology and information assets
- To specify the mechanisms through which to acquire, configure and audit computer systems and networks in compliance with the policy
- To minimize disruption to and misuse of the Municipalities ICT infrastructure
- To ensure that the Municipalities resources are used for purpose appropriate to the business mission

- To define what users may or may not do on the various components of the system infrastructure

b) Ndwedwe ICT Policy applies to:

- All ICT Infrastructure and systems owned and or used by the Municipality
- All electronic communications systems and services provided by the Municipality or through third party
- All users who authenticate to the municipality infrastructure, systems and ICT facilities
- All records and data in the possession of the employees or other user.

c) Ndwedwe Policy deals with the following domains of security:

- Management of Information Security
- Management and Protection of ICT Infrastructure and Electronic communication
- Asset Management Physical Security and Environmental Controls
- System Acquisition development and maintenance
- Management of Third Party Relationships
- General; Usage and Controls of ICT Services
- ICT Risk Management

3.3.4.1 ICT Approved Policies of Ndwedwe Municipality

Ndwedwe Municipality Council has approved the ICT policies in February 2018. These policies are highlighted in the table below.

Name of policy	Adoption date
Ndwedwe Corporate Governance Information and Communication Technology Framework	9 Feb 2018
ICT Steering Committee Charter	9 Feb 2018
ICT Security Controls Policy	9 Feb 2018
ICT User Access Management Policy	9 Feb 2018
ICT Service Level Agreement Management Policy	9 Feb 2018
ICT Disaster Recovery Policy	9 Feb 2018
ICT Data Backup and Recovery Policy	9 Feb 2018
ICT Standard Operating Procedures	9 Feb 2018
Hardware and software Standardization Policy	9 Feb 2018

Table 24: ICT Approved Policies of Ndwedwe Municipality

3.3.4 Municipal Transformation & Organisational Development: SWOT Analysis

Strengths	Opportunities
▪ Access to LGSETA grants ▪ Implementation of WSP ▪ Effective and Efficient Policies ▪ Willingness of Employees to be ▪ Capacitated ▪ Functional Internship Programme	▪ Qualified & well trained employees ▪ Personal development plans for ease of reference/ tracking ▪ Improved management of human resources
Weaknesses	Threats
▪ A structure that may not be appropriately linked to strategy ▪ Absence of higher learning institutions ▪ Lack of succession planning, ▪ Recognition and incentives ▪ Inadequate management of human resources ▪ Lack of implementation of Retention Strategy	▪ Lack of Staff retention

Table 25: Municipal Transformation SWOT Analysis

3.4 KPA: BASIC SERVICE DELIVERY

3.4.1 Water Services

Ilembe District Municipality is the Water Service Authority for Ndwedwe Municipality since 2003. The District Municipality has a Water Service Development Plan that was adopted in 2018.

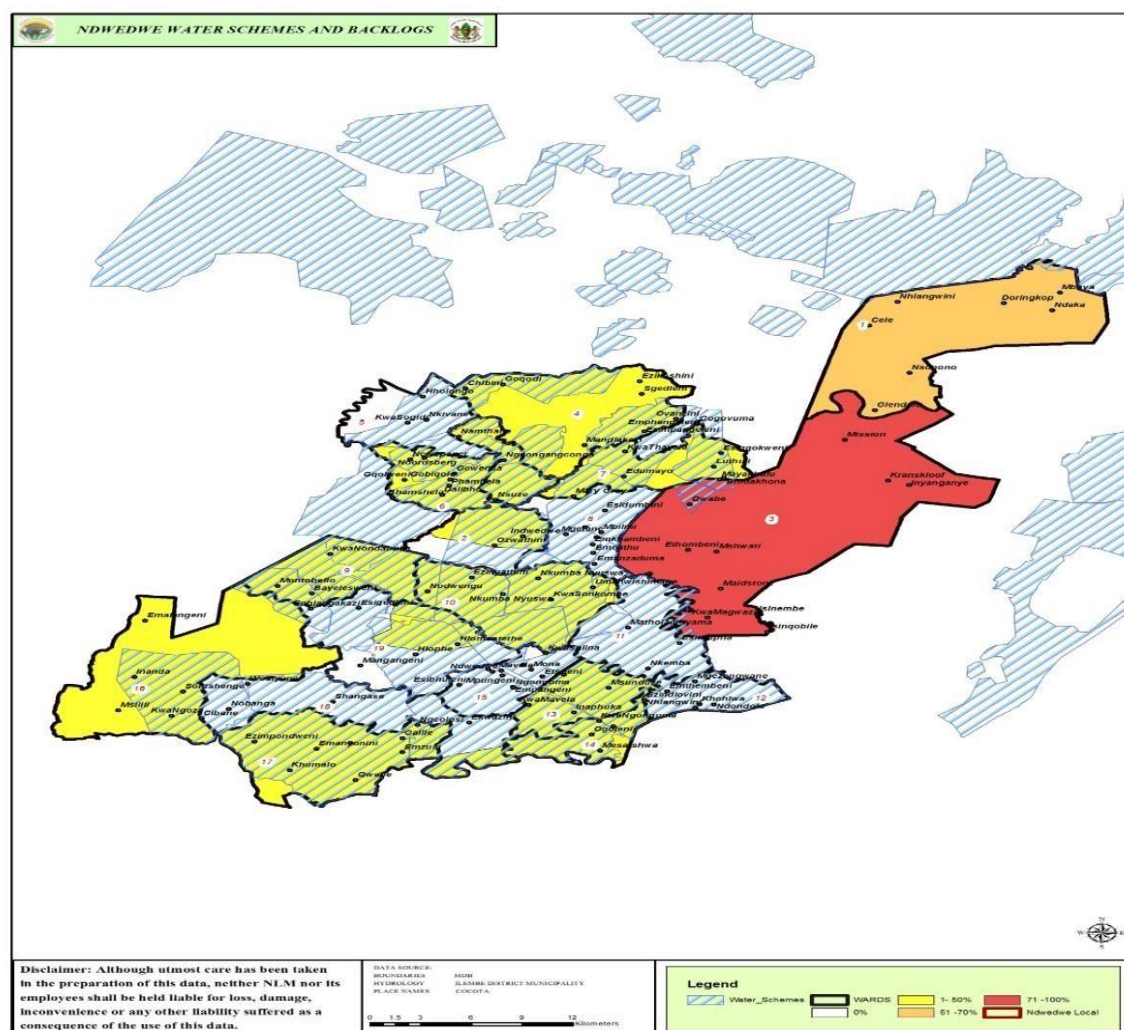
The water backlog within Ndwedwe Local Municipality is high with an estimated 7,298 HH not having access to water. Inroads have been made with the provision of water infrastructure and these backlogs are addressed systematically. The image below depicts the locality of existing water schemes, as well as the % of water backlogs within certain areas. According to the Ndwedwe IDP, it is estimated that 66% of the households in the area are still without potable water, as a result of poor maintenance or the water source itself being depleted.

Water is thus a critical need. This is confirmed by the Statistical Information from the 2011 Census data (please see attached overleaf for Map 13: Water Scheme and Backlogs). Despite the fact that the provision of water has increased, which is a good indication of projects and initiatives taken since 2001, there are still wards with critical low levels of water provision, of below 5% such as ward 17. Considering the District Municipality as the water Services Authority, the following projects were identified in the Ilembe DM IDP for Ndwedwe:

- Ozwathini Mathulini Water Supply (Ndwedwe) 5
- Luthuli Water Supply Phase 2 (Ndwedwe) 6
- Ozwathini Gcwensa / Mlamula Water Supply (Ndwedwe) 7
- Ozwathini Gcwensa / Nodwengu Water Supply (Ndwedwe)
- Ozwathini Regional Water Supply (Ndwedwe) 22
- Refurbishment of Pumps & Pipeline (Ndwedwe)
- Upgrade Ndwedwe Water Infrastructure (Sonkombo)

The proposed Umshwati Bulk Pipeline will be implemented in partnership with Umgeni Water to augment the water supply to Ndwedwe Ozwathini area that is currently being served through borehole supply. These areas fall within wards 4, 5, 6, 8, and 9 of Ndwedwe Local Municipality. The project will be implemented in 3 phases. Phase 1 is already underway from PMB to Swayimane, Phase 2 is from Swayimane to Wartburg and Phase 3 is from Wartburg to Ndwedwe. It is anticipated that the project will be complete by 2018/2019.

In the interim the municipality has implemented the Nsuze bulk abstraction to augment water supply to the above wards. The Nsuze Bulk abstraction scheme involves a Weir across Nsuze River, Raw water storage, Package treatment plant with a capacity of 1ML/day, a rising main and tie in to existing reservoirs.



WATER SCHEMES AND BACKLOGS MAP 2014

Map 13: Water scheme backlogs for Ndwedwe Municipality

Indicator	Sub Indicator	Households	% of total households
Main source of drinking water	Piped (tap) water inside dwelling	1 373	4.1%
	Piped (tap) water inside yard	8 373	24.7%
	Piped water on communal stand	3 681	10.9%
	Borehole in yard	542	1.6%
	Rain-water tank in yard	1 320	3.9%
	Neighbours tap	715	2.1%
	Public/communal tap	471	1.4%
	Water-carrier/tanker	2 698	8.0%
	Borehole outside yard	257	0.8%

	Flowing water/stream/river	12 696	37.5%
	Well	47	0.1%
	Spring	1 568	4.6%
	Other	142	0.4%

Table 26: Main Source of Drinking water for Ndwedwe Municipality (Community Survey, 2016)

3.4.2 Sanitation

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. 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 form of sanitation. Wards 4 and 8 require attention with regards to provision of sanitation services.

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%

Table 27: The main type of toilet facility used at Ndwedwe municipality (Community survey, 2016)

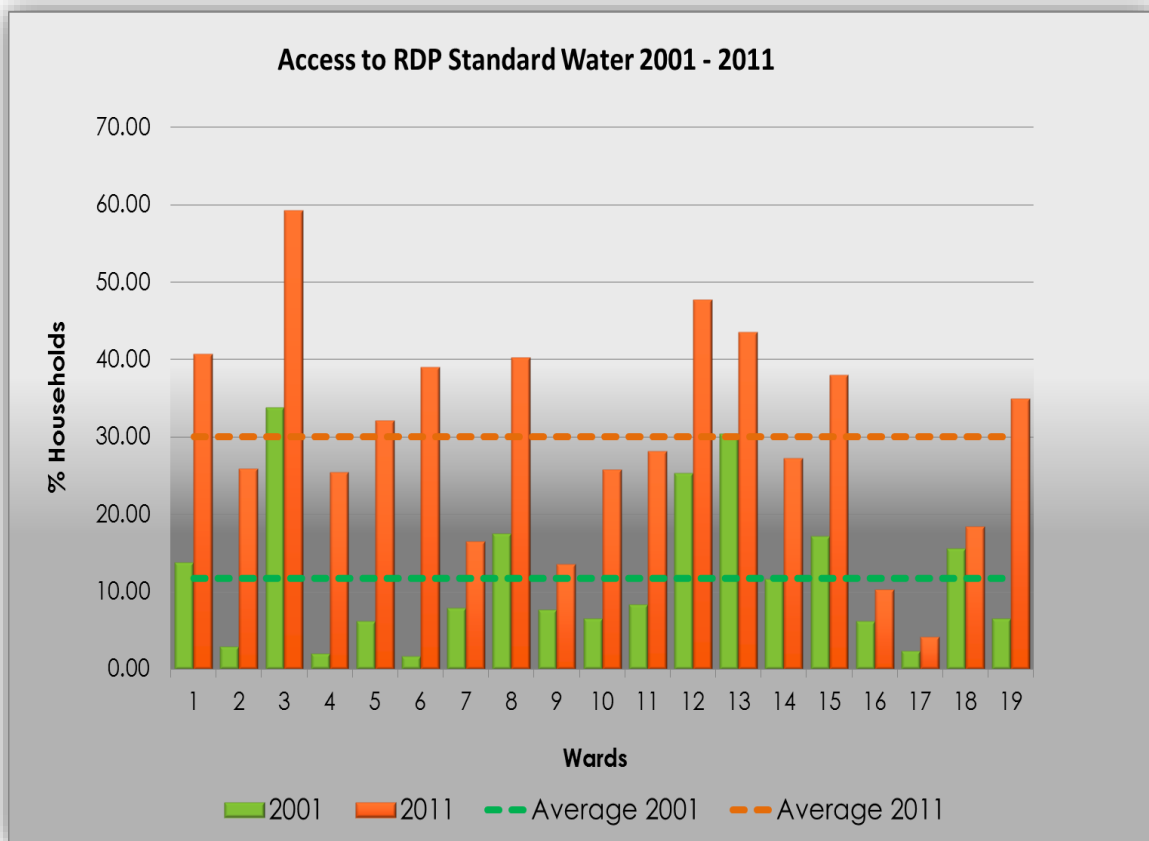


Figure 9: Access to RDP Standards Water (Source: Stats SA, 2001/2011)

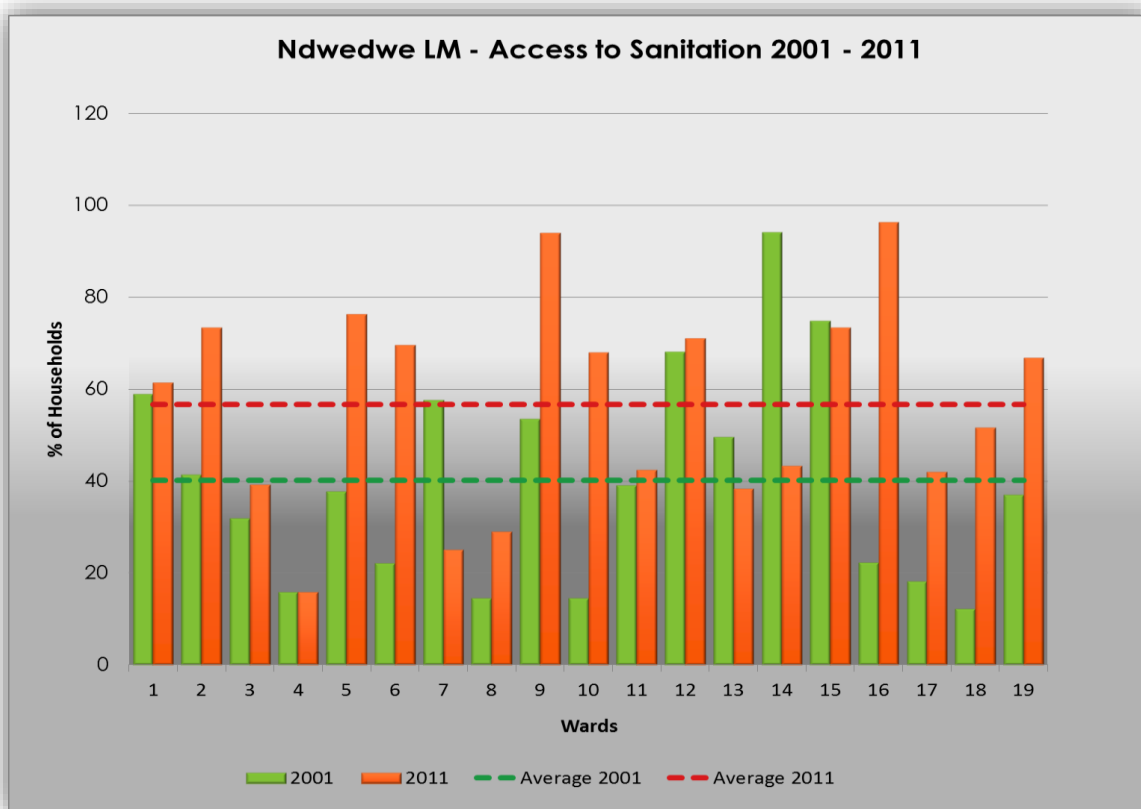


Figure 10: Access to Sanitation (Source: Stats SA, 2001/2011)

3.4.3 Solid Waste Management

Waste management (waste collection, waste storage, waste minimization, and waste disposal) is the biggest challenge within the Ndwedwe Municipality. There are several challenges faced by Ndwedwe Municipality regarding waste management. These include, amongst others:

- Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including, but not limited to preparation of the Integrated Waste Management Plan (IWMP), designation of Waste Management Officers (WMO's), and development of Municipal waste management by-laws in order.
- Lack of waste management information system and lack of waste generation data. This includes information on waste streams/types produced within the Municipality.
- Improvement of asset for waste management and prioritization of waste management needs by the Municipalities.
- Lack of recycling initiatives.

- Issues of illegal dumping and creating awareness on waste management.
- The need to extend waste management services into areas which are currently not serviced by the Municipality as stated in the Constitution. Currently, the waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale.

3.4.3.1 Waste collection and Temporary Storage within the Ndwedwe Municipality.

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:

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 Draft IWMP has been completed 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.	Currently there is no waste information management within Ndwedwe Municipality. This activity form part of the Ndwedwe IWMP implementation plan to be completed during 2018/2019 financial year.
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Table 28: Status of waste management compliance at Ndwedwe Municipality

Within Ndwedwe Municipality, the waste management function is currently under the Community Services Department. There is a Waste Management Officer, However, the challenge is, the scope of work is too much for an individual person and more staff is required to perform the waste management function. Part of the waste management is outsourced to Dolphin Coast and part is performed by the Municipality.

The waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale. Most of the rural areas are currently not serviced by 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 to raise awareness on illegal dumping. It is important also to develop a strategy to deal with the current dumping and prevent future illegal dumping. Table 26 below and shows the provision of waste management services within Ndwedwe Municipality.

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 Figure 6 below:

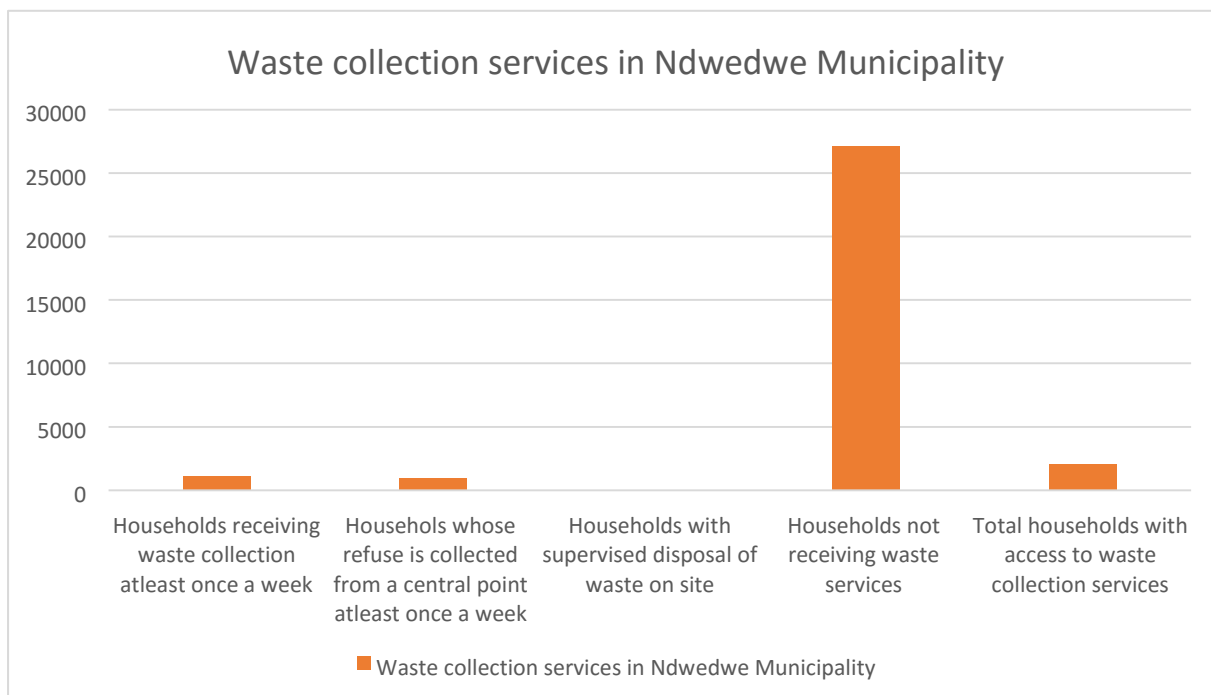


Figure 11: A graph representing the provision of waste management services in Ndwedwe Local Municipality (information adapted from Census, 2011)

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.

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 and Table 25 below discusses how Ndwedwe Municipality is performing against the targets set by the NWS.

Goal	Description	Targets 2016	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 has 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 has finalised its IWMP in 2017 ▪ Currently no waste quantification systems that report information to WIS is currently in existence.
Goal 6	Ensure sound budgeting and financial management for waste services.	All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.		There is a budget allocated for the provision of waste services within 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.

Table 29: National Waste Management Strategy

3.4.3.2 Disposal of waste within the Municipality

No public landfill site currently in existence within the Municipality. The Waste 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. According to the Community Survey 2016, refuse removal for the Ndwedwe Municipality is in table below.

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

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%

Table 31: Refuse removal in Ndwedwe (Community Survey, 2016)

b) Waste Management Programmes

The waste management programmes taking place in Ndwedwe as highlighted in the table below.

Programme	Scope	Allocated Budget	Duration
EPWP	As part of the EPWP, the Municipality has appointed a number of people since January 2014 to assist in collection and disposal of waste to skip bins within Ndwedwe town. As noted above due to large quantities of waste that is generated by the community in areas around town		

Table 32: Showing Ndwedwe Waste Management Programmes

3.4.3.3 Implementation of Ndwedwe Integrated Waste Management Plan

The Municipality has adopted its IWMP in 2017, and this was 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.

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 unserved 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			

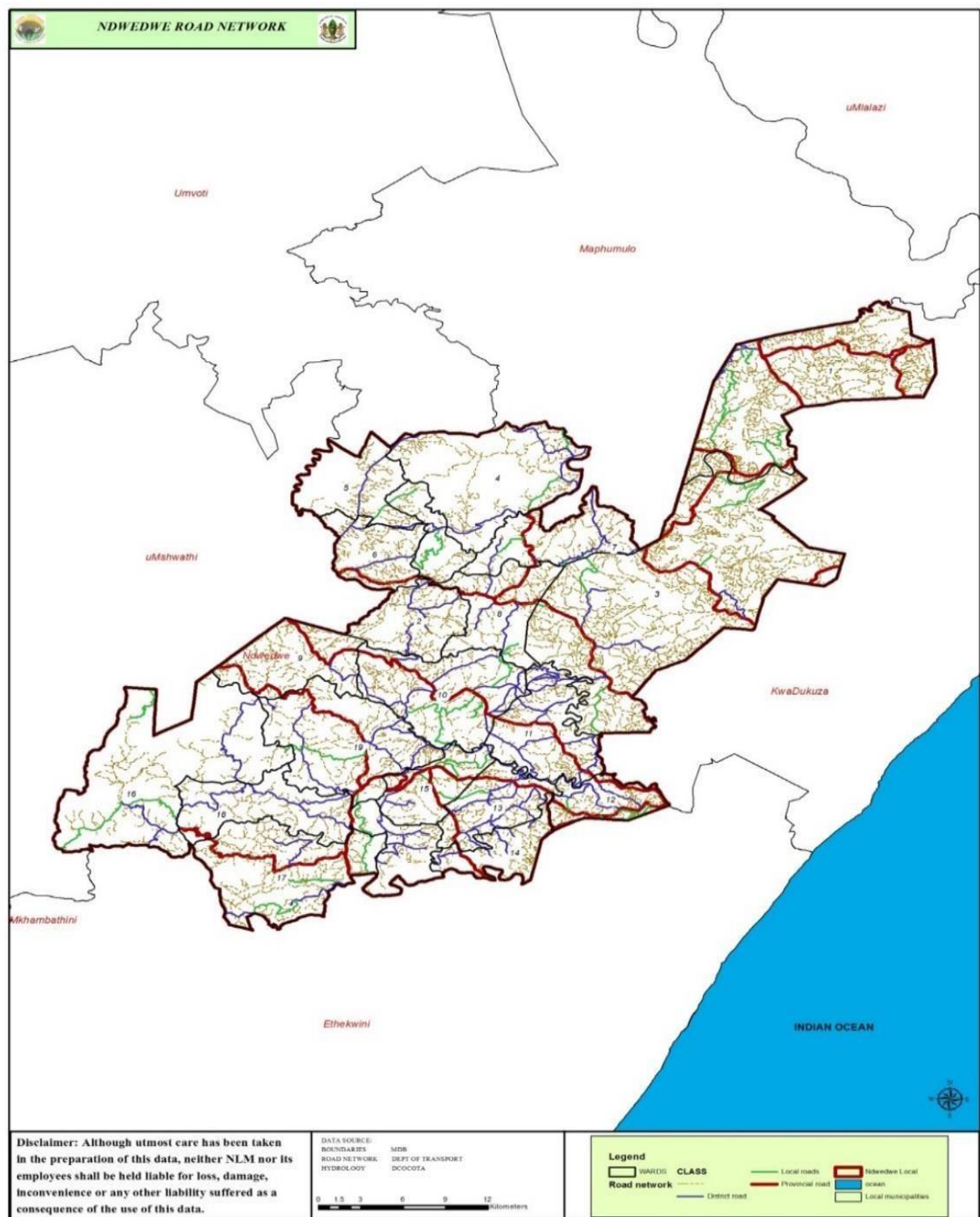
Table 33: Integrated Development Plan implementation plan

3.4.4 Transportation Infrastructure

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.



ROAD NETWORK MAP 2014

Map 14: Map illustrating the Road Network

3.4.4.1 Ndwedwe Roads Maintenance Plan

The asset 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:

- i. Backlog Maintenance: Maintenance that is necessary to prevent deterioration of the asset or its function, but which has not been carried out
- ii. Planned Maintenance: Maintenance work to prevent failure of the assets during its life cycle
- iii. 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
- iv. 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.
- v. 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
- vi. 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.

Road Network for Municipality arranged per ward

Road network are to be consolidated clearly taking status condition of each road within nineteen (19) wards into consideration to best determine techniques and sequences most suitable for operation processes.

WARD NUMBER	LOCAL ACCESS ROAD NAME	LENGTH KM	ROAD TYPE	CONSTRUCTION COMPLETED & DECLARE
Ward 01	(i) Nhlangwini Access Road		4.140	
Ward 02	(i) Febe Access Road (ii) Sambaba Access Road		250m concrete 100m concrete	
Ward 03	(i) Waterfall 01 Access Road (ii) Waterfall 02 Access Road (iii) Mthombisi Access Road	3.500 2.920 2.520	All gravel 300m concrete All gravel	
Ward 04	(i) Okhalweni Access Road (ii) Nhlangano Access Road	3.950 2.720	All gravel 220m concrete	17
Ward 05	(i) Musgrave Access Road (ii) Nkivane Access Road (iii) KwaKhumalo Access Road	2.330 2.490 3.000	All gravel	18
Ward 06	(i) Noordsburg Access Road (ii) Esibhukudweni Access Road	2.800 1.540	All gravel 600m concrete	2016/17
Ward 07	(i) Mavundla Access Road (ii) Njubanjuba Access Road		All gravel	
Ward 08	(i) Mcathu Bridge Access Road (ii) Mcathu access road	0.200 0.980	Concrete bridge Gravel Access Road	2017/18
Ward 09	(i) Nhlangakazi 01 Access Road (ii) Nhlangakazi 02 Access Road	6.600 3.780	230m concrete 150m concrete	17
Ward 10	(i) Ngonothini Access Road (ii) Nkalangwe Access Road	3.720 3.480	All gravel	
Ward 11	(i) Nkemba Access Road (ii) Sanguphe Access Road	3.430 2.310	All gravel	2016/17

The Ndwedwe Roads maintenance plan is attached as **Annexure D**.

Ndwedwe Local Municipality is responsible for some of the new roads and maintaining the existing roads. 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

1. Nhlabamkhosi Access Road Ward 13
2. Noordsburg access road Ward 6
3. Ntabakhathaza access road Ward 2
4. Dabeka access road Ward 1
5. Nkalangwe access road Ward 10

Ndwedwe Municipal Future Roads in the 2019/2020

1. Nambithane access road Ward 5
2. Chamani access road Ward 16
3. KwaNovimba access road Ward 18
4. Gudlintaba access road Ward 17
5. Ethafeni access road Ward 8
6. Zesuliwe access road Ward 7
7. Mwolokohlo access road Ward 11

3.4.4.1 Mode of Transport

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 last scenario is the most likely of the scenarios, which is that very few well-maintained lower order roads exist.

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.

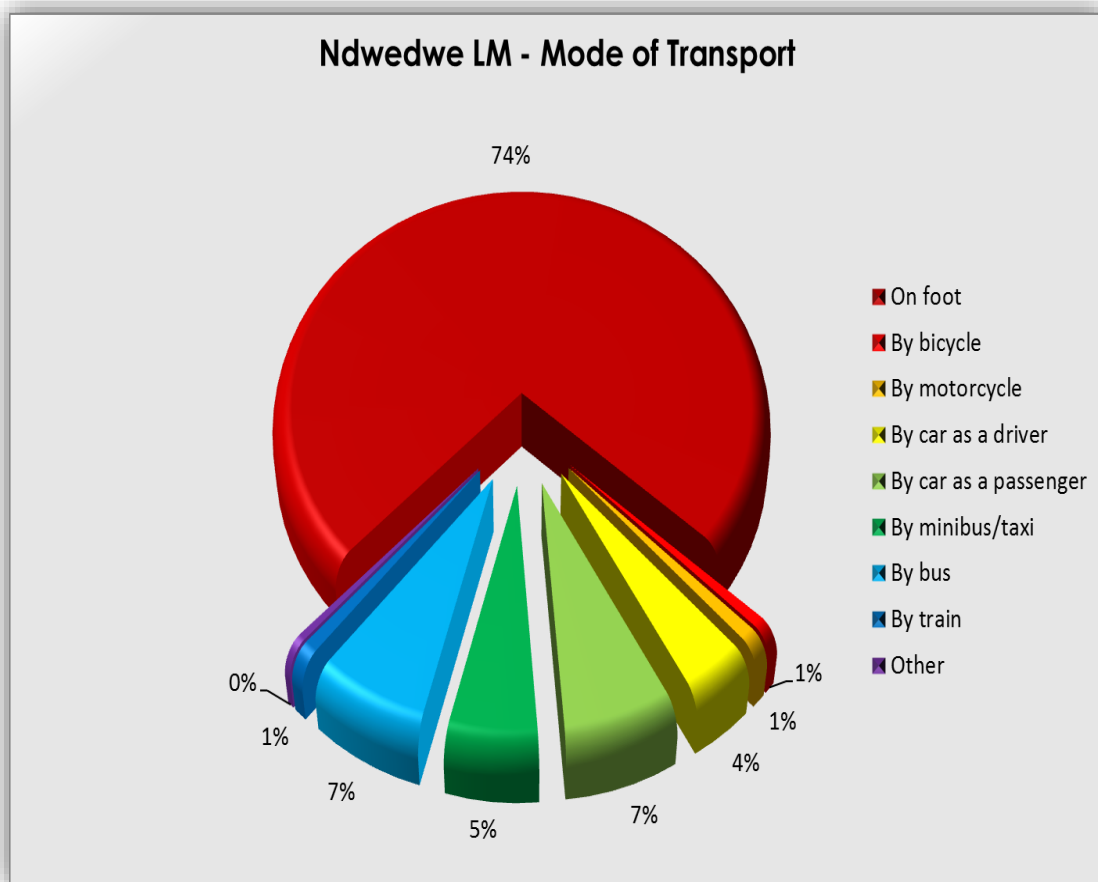


Figure 12: Mode of Transport (Source: Stats SA, 2011 Census)

3.4.5 Energy

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 15 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 attention 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.

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 34: Household access to electricity at 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%

Table 35: Energy sources for cooking within Ndwedwe Municipality (Community Survey, 2016)

3.4.6 Access to Community Facilities

The following sections describe 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.

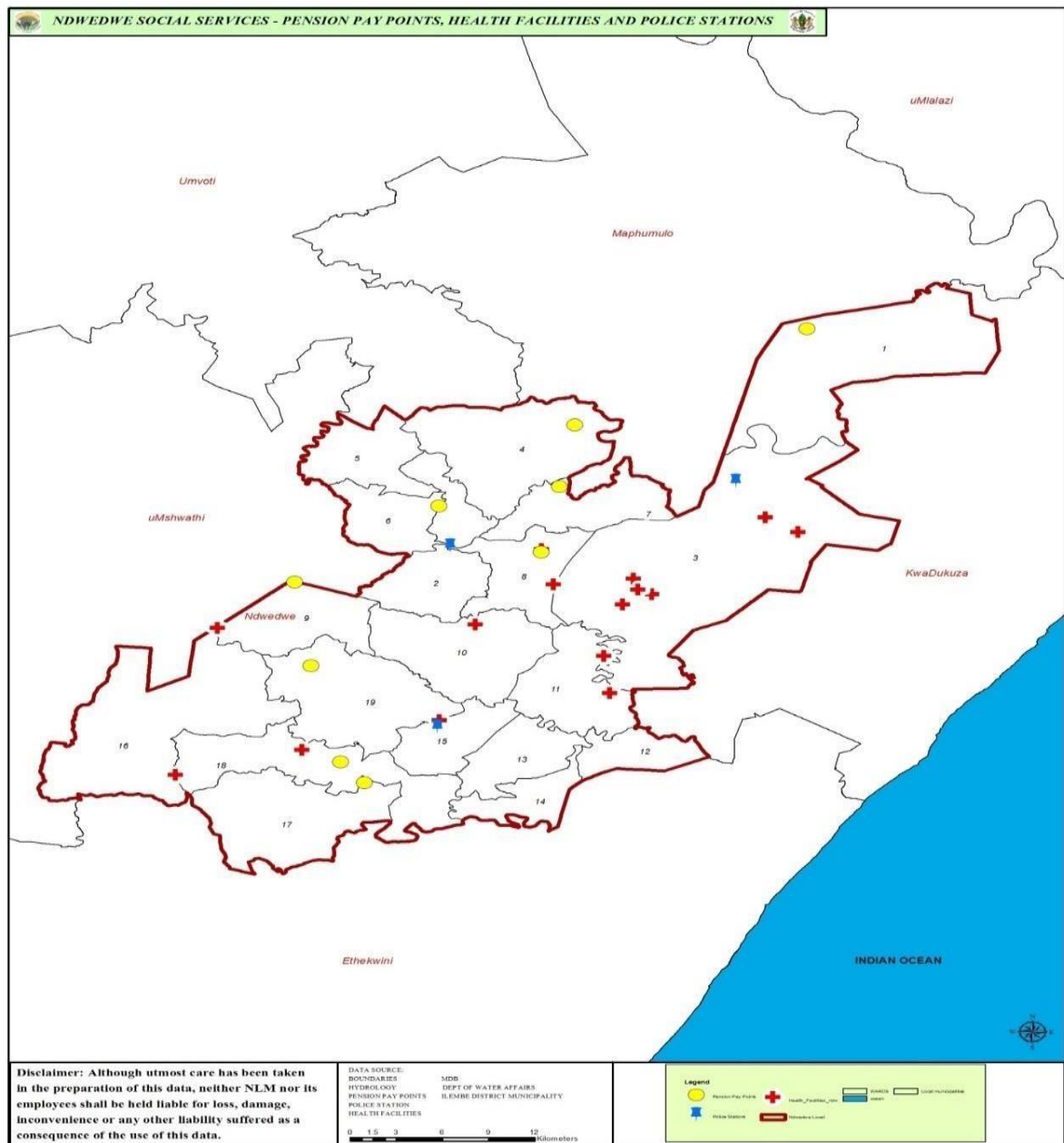
3.4.6.1 Households Services

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, KwaZulu Natal and South Africa respectively had access to electricity.

3.4.6.2 Health Facilities

- **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. (Figure 14 below show spatial representation of Ndwedwe Social Services).



SOCIAL SERVICES: PENSION PAY POINTS, HEALTH FACILITIES AND POLICE STATIONS MAP 2014

Map 16: Social services within Ndwedwe Municipality

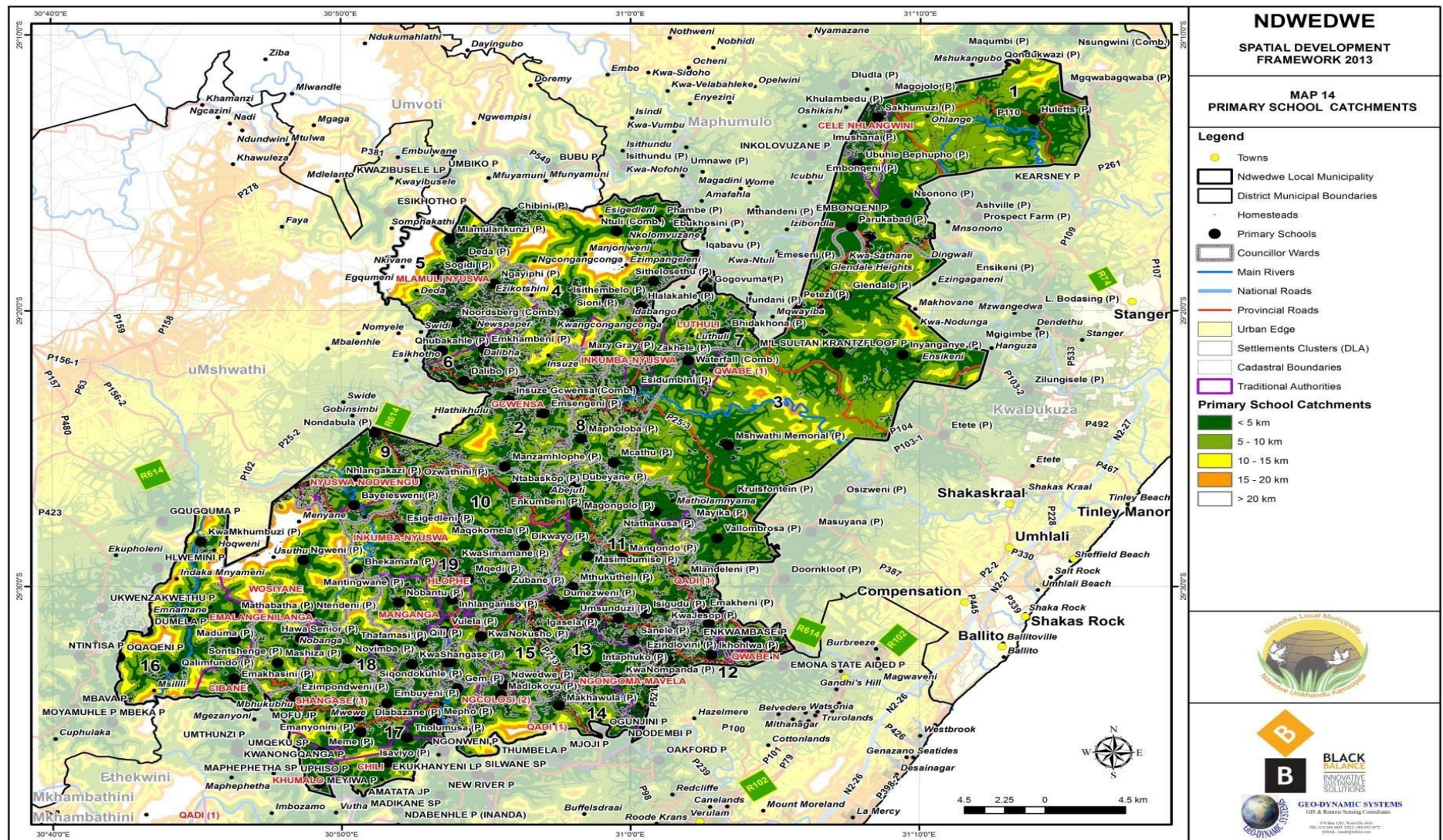
3.4.2.3 Education profile

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.

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%
	No schooling (Males)	12 990	19.3%
	No schooling (Females)	17 543	23.6%

Highest level of education (by gender)	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%

Table 36: Education Profile within Ndwedwe MUNICIPALITY (Community Survey, 2016)



When considering secondary schools, it is clear that the municipality is well-served, with only the low density areas, where the provision of schools is not feasible, not serviced. 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 (Figure 16 shows 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 (Figure 32) 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 in order 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 long side the economic development of the municipal area. It is noticeable that the levels of education have increased from 2001 to 2011, as a lower number of persons have no education at all, whilst a higher number has secondary education an

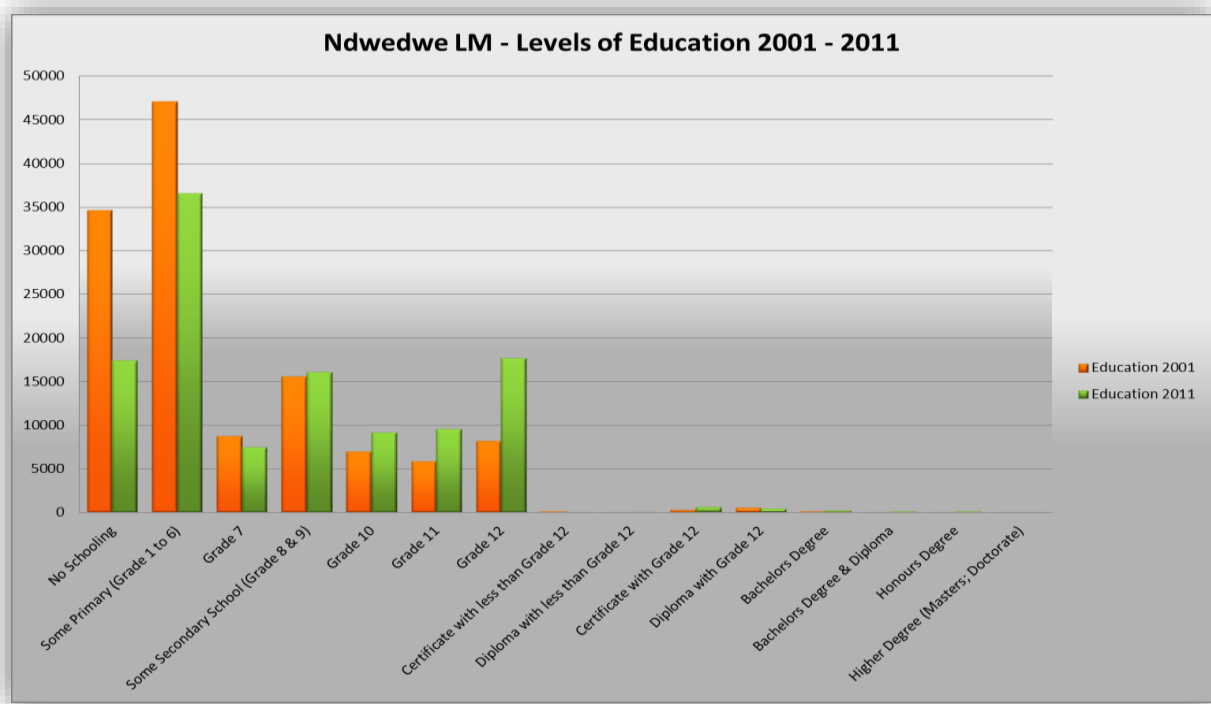
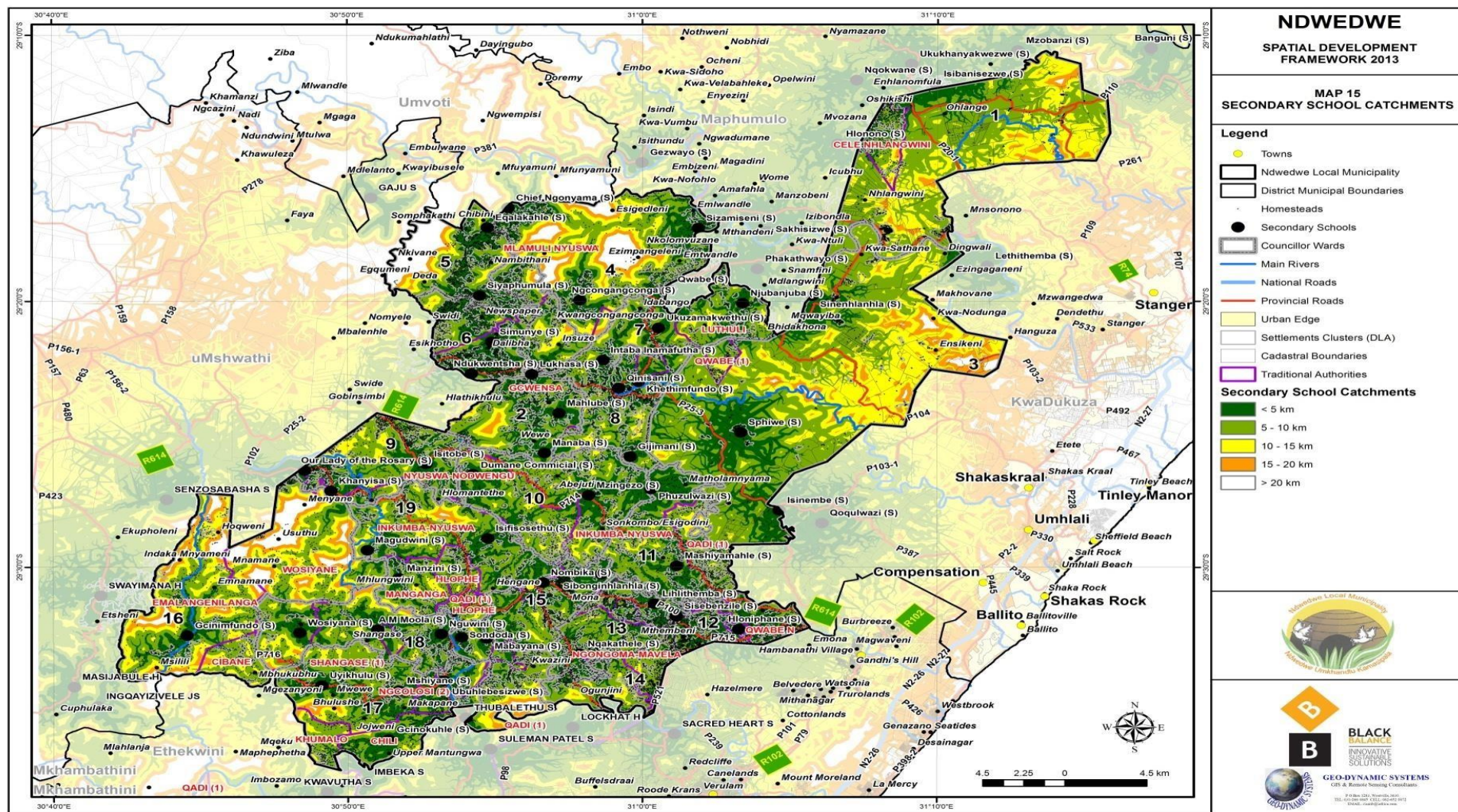


Figure 13: Levels of Education in Ndwedwe Municipality (Source: Stats SA, 2001/2011)



Map 18: Secondary Schools in Ndwedwe Municipality

When comparing the education levels within the different wards, it is clear that there is an almost equal distribution of education levels throughout the Municipality. Ward 16, which had very low levels of education, is now also comparable to the other wards. Such is displayed in Figure 14 below.

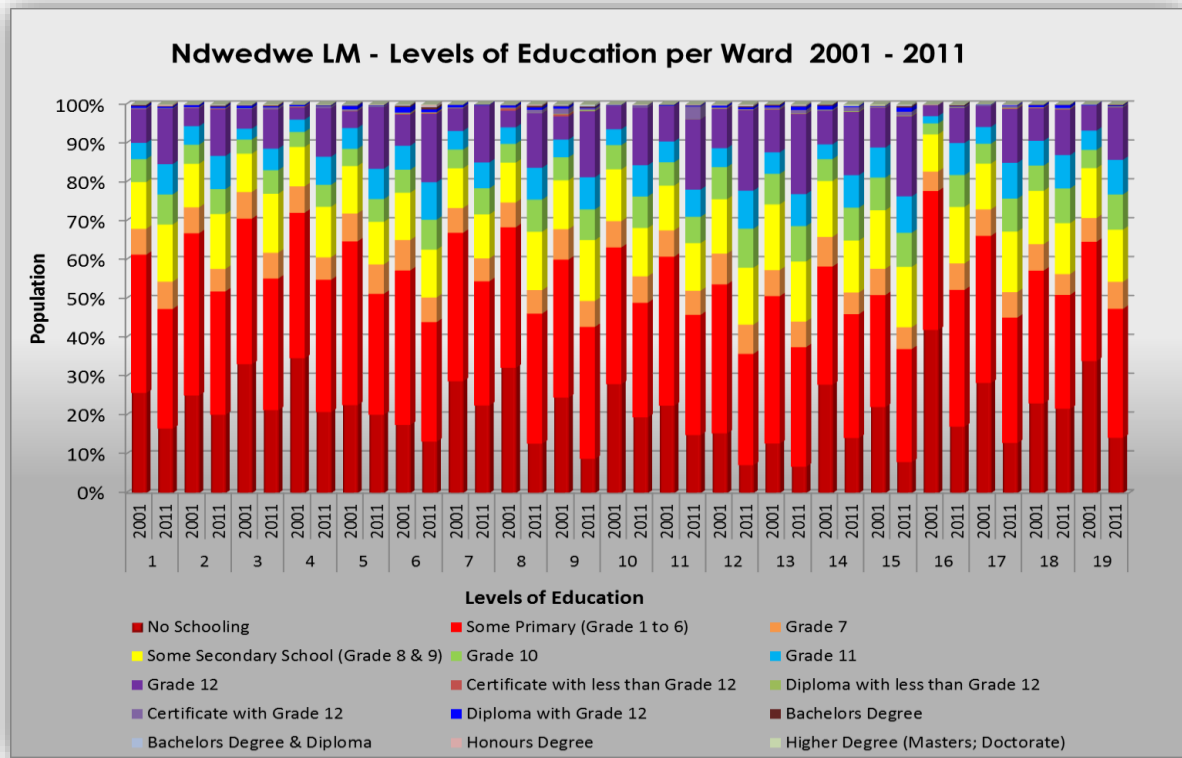


Figure 14: Levels of Education in Ndwedwe Municipality per Ward (Stats SA, 2001/2011)

3.4.6.4 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.

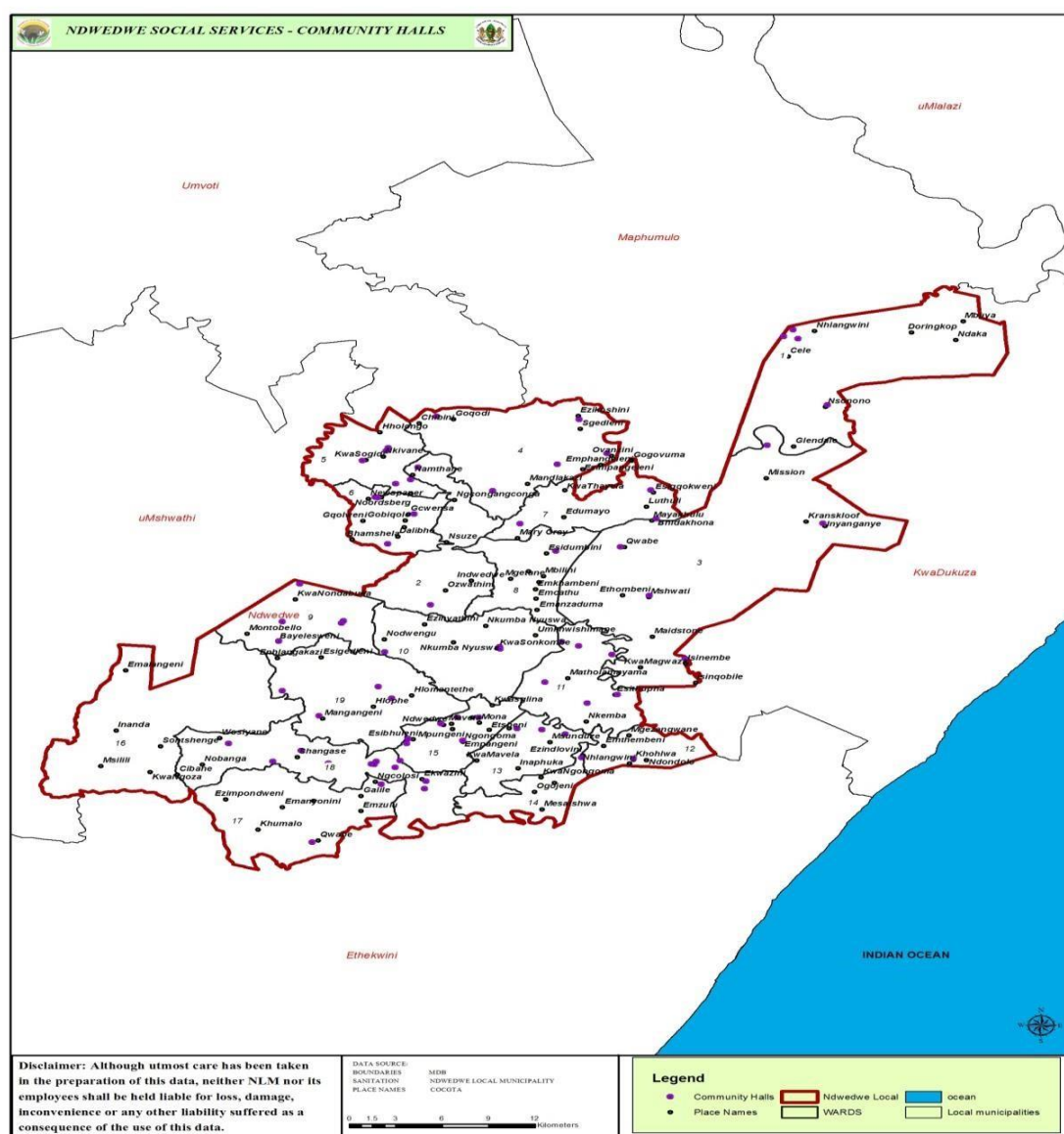
The situation is constantly assessed and libraries are then provided in close proximity to a concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached. According to information available from the Provincial Library Services, Ndwedwe Local Municipality is serviced with a single library recently constructed within Ndwedwe Village, and a mobile library servicing the Bhamshela Node.

3.4.6.5 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.

3.4.6.6 Community Halls

The existing community halls within Ndwedwe Municipality are spatially represented in Map 19 below.



Map 19: Existing Community Halls within Ndwedwe Municipality

3.4.7 Human Settlements

Approximately 70% of Ndwedwe's population has access to housing; however most of these housing structures are known to be sub-standard in nature. The implication of this is the high level of vulnerability 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 (please see attached overleaf for Map 20: Housing Projects). The following housing projects are identified

a) Housing

A Housing Plan for the Ndwedwe Municipality was adopted in 2013. 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 or demand on the Census 2011 figures. Ward 19 has the most housing backlog sitting at approximately 1 330 when compared to all other wards within the municipal area.

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 dwellings which exist within Ndwedwe Local Municipality.

Type of dwelling	Number, Ndwedwe
House or brick/concrete block structure on a separate stand or yard or on a farm	12010
Traditional dwelling/hut/structure made of traditional materials	14281
Flat or apartment in a block of flats	1576
Cluster house in complex	236
Townhouse (semi-detached house in a complex)	39
Semi-detached house	34
House/flat/room in backyard	232
Informal dwelling (shack; in backyard)	210
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	363
Room/flat let on a property or larger dwelling/servants quarters/granny flat	38
Caravan/tent	14
Other	167
Unspecified	-

Table 37: Type of dwellings in Ndwedwe Municipality

Most communities in Ndwedwe are poor and the houses are of sub-standard quality. This leaves most of the households vulnerable to climate changes 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 Department of Human Settlements has planned for the following housing projects for Ndwedwe Municipality:

Project Name		Ward	Implementing Agent	Project Status
Housing - Doringkop		1	DHS	Conceptual
Housing		2	DHS	Conceptual
Magwaza-Qwabe (Waterfall)		3	DHS	Planning
Ngcolosi-Chili-Khumalo-Mnganga Project	Housing	17,18,19	DHS	Planning
Nodwengu Housing Project Phase 2		9	DHS	Planning
Qadi Housing Project		11,12,13,14,15,17,18, 19	DHS	Planning
Luthuli Housing Project		07	DHS	Planning
Glendale rectification housing project		01	DHS	Planning
Matholamnyama 250 Units		11	DHS	Tail-end (almost complete)
KwaShangase 1 000 Units		17, 18	DHS	Construction
Qwabe Rural Housing Project(W12)		12	DHS	Completed
Mavela Rural Housing Project		12,13,14,15	DHS	Completed
Mavela Housing Project Phase 2		12,13,14,15	DHS	Planning
Nkumbanyuswa Phase 1 Rural Housing Project		02,07,08,10,11,13,15, 19.	DHS	Tail-end (almo

			st completed)
Nodwengu Housing Project (W9)	9,10	DHS	Completed
Gcwensa (1000 sites)	02,06	DHS	Tail-end
Mlamula (1000 Units)	4,5,6	DHS	Tail-end
Emalangení Cibane Wosiyane (1000 Units)	16,18	DHS	Construction
71 Storm damaged houses	10,16,19,15,7,8	DHS	Completed
Hlophe Rural Housing Project	19	DHS	Completed
Cele Nhangwini Rural Housing Project (W1)	01	DHS	Completed
Nkumbanyuswa Phase 2	10,11	DHS	Conceptual
KwaShangase Phase 2	17, 18	DHS	Conceptual
Land	2	RDLA	
Land	3		

Table 38: housing projects

3.4.8 Telecommunications

All Information on telecommunications infrastructure within the district is difficult to access from the various service providers. However, it is believed that the District is underserved by telecommunication networks. 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.

a) Access to the Internet

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.

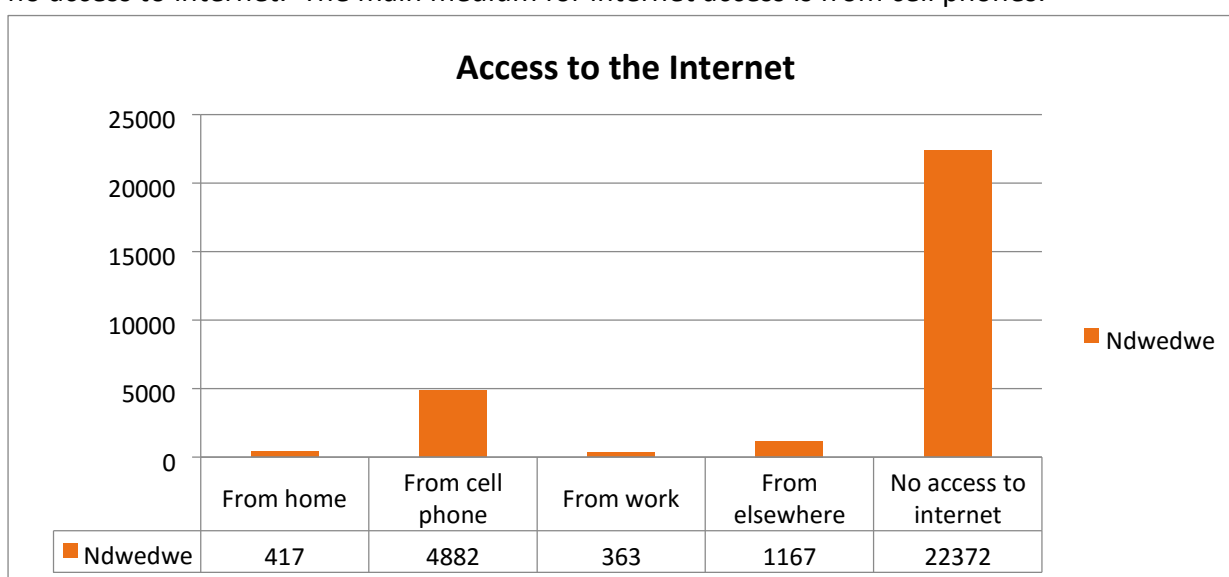


Figure 15: Access to Internet in Ndwedwe Municipality (STATSA Census, 2011)

b) Access to Cell Phones

About 22307 households of Ndwedwe Municipality has access to the cell phone. Figure 16 below show these results as per Census, 2011 data.

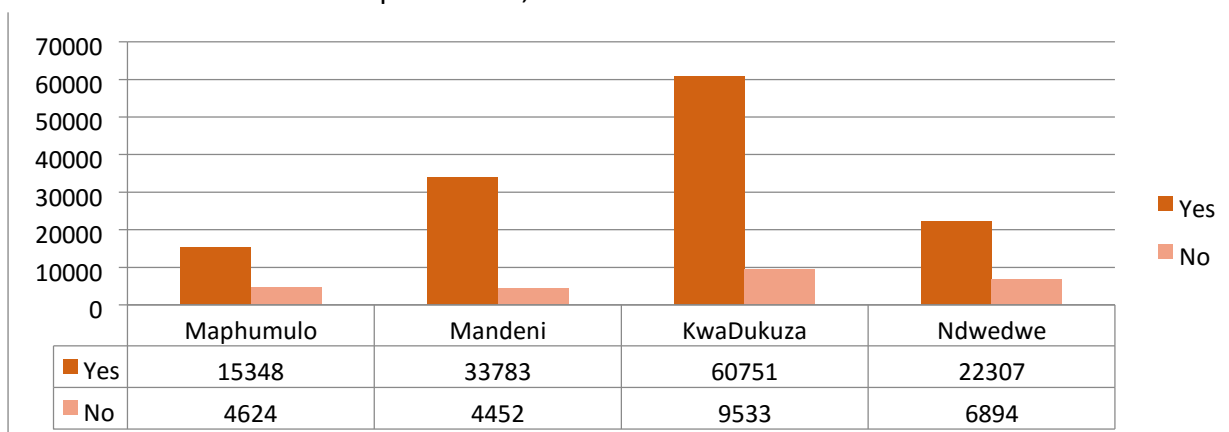


Figure 16: Access to a Cell phone in Ndwedwe Municipality (STATSA Census, 2011)

c) Access to Landline Telephones

The highest proportion of households with access to landline telephones in Ndwedwe Municipality. About 28337 household in Ndwedwe do not have access to a landline telephone.

3.4.9 Service Delivery & Infrastructure: 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

Table 39: Service Delivery SWOT Analysis

3.5 KPA: Local Economic Development (LED) and Social Development Analysis

3.5.1 Local Economic Development

The economic development of Ndwedwe is considered as one of the most important aspects of developing the municipality. In all of 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.

The Ndwedwe LED Strategy is attached as **Annexure E**. This section commences by analysing the status quo of each sector.

3.5.1.1 Economic contributors in Ndwedwe Municipality

a) 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%).

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

Table 40: Economic Sectors within Ndwedwe Municipality Source: Quantec's Standardized Regional Dataset (2017)

Challenges: Agriculture sector

Although 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:

- **Lack of conventional farming skills:** 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.
- **Environmental control measures and inadequately developed agri-processing industry:** 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 agriprocessing.
- **Lack of mentorship support:** Most of the community farmers do not get government support for agricultural development. For the community to fully take advantage of agriculture and contribute to the economy of Ndwedwe, the relevant government departments need to mentor the farmers.
- **Inadequate access to water:** 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.
- **Access to land through suitable roads:** Most of farmland is located in the rural parts of the Municipality, which has poor access roads. The poor transport system is an obstacle for farmers because of the high cost of getting their products to the market. Nonetheless, the Municipality has a number of road projects that are under implementation.
- **Lack of agricultural skills and lack of business management skills:** Apart from traditional community farming systems, there is a general lack of agricultural and

business skills in the area. The community members particularly those with interest in farming should be provided with the necessary farming and business management skills.

- ***Access to finance, appropriate tools and machinery:*** 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.
- ***Veld Fires:*** 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.
- ***Local Markets strategically positioned at key business nodes:*** 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.

b) 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:

- ***Nhlangakazi 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 ecotourist 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. This 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, which will draw tourists entering from KingShaka 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.

Challenges: Tourism Sector

Following are some of the challenges / factors that influence tourism in Ndwedwe:

- **Packaging of tourism:** Despite the rich history and eye-catching and scenic landscape in Ndwedwe, tourism in the area is not clearly defined and packaged.

- **Poor road conditions:** 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.
- **Crime, safety and security:** 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.
- **Lack of tourism facilities:** 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.
- **Lack of business skills:** Business skills for local community to enhance income from arts and crafts are essential.
- **Lack of information:** The municipality lacks information on what tourism products it offers. The municipality is therefore failing to take advantage of its strategic location for its own development.
- **Lack of finance:** Some of the tourism projects (e.g. KwaLoshe Eco-tourism, Bhambatha, etc.) have not taken-off due to lack of funding to develop the necessary facilities and marketing material. There is therefore a need to seek funding to revamp these potential tourism sites.

c) 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. The table below demonstrates such.

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%

Table 41: Contribution by manufacturing in Ndwedwe Municipality 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;
- Distilling of essential oils;
- Cooking and pickling of vegetables and spices;
- Packaging and labelling;
- Pack-houses;
- 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.

Challenges: Commercial and manufacturing sector

Following are some of the challenges / factors that influence commercial and manufacturing in Ndwedwe:

- ***Lack of skills:*** 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.
- ***Lack of trading facilities:*** 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.
- ***Access to finance, appropriate tools and machinery:*** 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.
- ***Local Markets strategically positioned at key business nodes:*** 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.

3.5.1.2 Key areas of intervention for various economic sectors as outlined by LED Strategy

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.

a. 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.

b. 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 take advantage of new value adding opportunities created by a re-invented agricultural industry.

c. 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.

d. 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.

3.5.1.3 Tertiary Services Sector Development (Informal and Other Sector Development)

As far as the informal sector is concerned, there are 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.

3.5.1.4 Economic Resources for Informal/ SMMEs

The municipality has not established a programme to support the informal business sector. However, it is noted that the bulk of the projects the municipality has implemented deals mainly with the second economy operators. These projects are ad hoc and poorly coordinated with each other. A programme to support and build the capacity of the informal business requires some attention. Most SMMEs have had very few linkages with larger established businesses. Most of the SMMEs found in the rural hinterland of Ndwedwe are survivalist in nature and not diversified. Most of the informal traders' shelters in Ndwedwe Town are vacant suggesting that the industry is not doing well. There is minimal support from SMME support institutions.

Shelters at Ndwedwe Village SMMEs opposite Ndwedwe Offices.

Support to business is mainly limited to that provided through Enterprise iLembe. This includes preparation of business plans, attracting investment, and offering advice to emerging businesses. Some support to emerging business can be obtained from Valley Trust or the Chief Albert Luthuli Trust. The regional LED strategy recommends the establishment of regional business centres. However, the general lack of business support services, particularly at a local level, remains problematic.

3.5.1.5 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 Table 41.

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

Table 42: Comparative Analysis

3.5.1.6 Job Creation

3.5.1.7 EPWP Indicators

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 contributed a creation of employment opportunities during the 2017/2018 financial year. The number of people who benefitted from the job creation initiative in this respect.

Province: KZN	Sector:	All sectors		
Project Name	Sphere (detailed)	Sector Name	Programme Name	Work Opportunities (year)
IG/Waste Control	Local Municipality	Environment and Culture Sector	Waste Management	76
Nhlabamkhosi access road	Local Municipality	Infrastructure Sector	Municipal Infrastructure	4
Nondwengu/Ntabaskop Community Development Centre	Local Municipality	Infrastructure Sector	Municipal Infrastructure	12
Ndwedwe Interns	Local Municipality	Social Sector	Expansion (NEW) Programme	15
Sonkombo Sportfield	Local Municipality	Infrastructure Sector	Municipal Infrastructure	12
Esidumbini Electrification	Local Municipality	Infrastructure Sector	Municipal Infrastructure	12
Security Project	Local Municipality	Social Sector	Municipal Infrastructure	12
				143

Table 43: List of EPWP Projects and Work Opportunities

3.5.2 Social Development

3.5.2.1 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.

3.5.2.2 Households Dynamics

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%).

3.5.2.3 Education Level

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.

3.5.2.4 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.

3.5.2.5 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.

3.5.2.6 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 in 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.

3.5.2.7 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).

3.5.2.8 Health Facilities

- **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.

3.5.2.9 Key Findings: Socio-Economic Analysis

- Households with flush toilets connected to sewerage in Ndwedwe declined to 4.7% in 2011 from 5.5% in 2001;
- Percentage of weekly refuse removal in Ndwedwe was 2.3% 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;
- Electricity connection in Ndwedwe increase from 23.9% to 37.3% between 2001 and 2011; The number of households in Ndwedwe increased by 14.7% to 29 200 in 2011;
- Majority (52.8%) of households in Ndwedwe are women headed which in fact grew from 51.4% in 2001;
- 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 metric 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.

3.8.5 Nation-Building & Social Cohesion

It calls for all South Africans to promote and strive for a common national identity, patriotism, love for our country, nation building and social cohesion. It will take the form of a comprehensive national campaign to educate the public about nation building and social cohesion.

Nation-building is also the basis on which 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.

3.8.6 Community Development with Particular Focus On Vulnerable Groups

1. PROGRAMMES FOR WOMEN

- **Ndwedwe Maiden Attending Reed Dance**

On the 7th of September 2018 Ndwedwe Local Municipality (NLM) took an initiative to transport Ndwedwe Maiden with 6 buses to attend uMkhosi Womhlanga at KwaNongoma eNyokeni. NLM encourage good behaviour and embrace culture that encourages abstinence as it is the best way of preventing HIV & AIDS and other sexual transmitted diseases. 500 maidens participated from 14 traditional authorities. We provided lunch 500 pack for and toiletries to use at eNyokeni.

- **16 days of activism against the abuse of women & children and crime awareness Campaign**

ILembe District took an initiative on launching 16 days of activism and crime awareness as there are many cases of women and children abuse and the rise of crime within Ndwedwe Local Municipality. The programme had four sections; Tavern Visit at ward 02 where two outlets (Mgeyane Liquor & Msingizane Tavern). The second section was Blits and Walk about in Bhamshela rank. Third section of the programme was a visit to Orphanage Home called Doni Bosco in ward 6; fourth section was the main Event of 16 days of activism against the abuse of women & children and crime awareness campaign at ward 6 Noordsberg Sport Field. The event was attended by about 500 plus community member from ward 2; 4; 5; 6; 7 & 8 and 58 plus government officials from different departments.



2. PROGRAMMES FOR CHILDREN AND YOUTH

- **Dress a child campaign**

On the 22nd of January 2019 NLM responded on the urgent issue from ward 12 war room, where poor household who do not afford to buy their children school uniforms. On the 22nd at Mgezengwane Primary School ward 12, 30 full school uniforms were handover to needy children from different households.



3. PROGRAMS FOR SENIOR CITIZENS

NDWEDWE LM CHRISTMAS FOR SENIOR CITIZENS PROGRAM

Ndwedwe LM (NLM) fully acknowledges the significance of older persons in our community, and in families. Thus, NLM (Social Cohesion Office) organised Christmas for Senior Citizens who are 60 years and above. The programme was held on the 20th

of December 2019 at Johnny Makhathini Civic Center (ward 15), the programme was initially planned for 180 people inclusive of our Council but to our surprise the programme was attended by 230 Senior Citizens from all wards except ward 6. There were presentations that raised awareness on diseases that affect older persons and gifts.



4. PROGRAMMES FOR PEOPLE WITH DISABILITIES:

- **NDWEDWE DISABILITY GAMES SELECTION**

Ndwedwe LM held Disability Games Selection on 17th of October 2018, the venue was supposed to be at Ndwedwe Regional Ground but due to bad weather condition it was moved to Johnny Makhathini Civic Center. We had 8 different wards, which were 2; 4; 5; 9; 11; 13; 14 & 17. The programme was attended by 50+ disable people; due to bad weather other wards were not able to attend. Teams: Football Team; Athletics 100 Meters; Mlabalaba; Chess and netball.



5. CULTURAL PROGRAMMES.

NDWEDWE INGOMA COMPETITION PROGRAMME

NLM hosted Ingoma Competition Programme on the 20th of October 2018, as we embrace and preserve our culture. The programme was held at Jonny Makhathini Hall, this programme gave a chance to all genders, age, and all wards were allowed to enter the competition. We had 5 Categories of ingoma: Isigekle Somama; Ingoma Yamantombazane; Ifolo and Shameni. 25 groups participated in the completion, 8 group won from the competition. 1st position obtained R2 500 and 2nd position R1 500.



3.5.2.10 Local Economic & Social Development: SWOT Analysis

Strengths	Opportunities
▪ It is relatively close to major cities and towns in the province ▪ Location between Africa's two great ports and its excellent transport infrastructure; ▪ A diverse and rich cultural heritage has potential broad international appeal; ▪ Bhambatha Rebellion Route; ▪ The N2 corridor from Durban to Maputo, which already transports more than 1m tourists per year through the ILembe Region; ▪ Commercial Farming areas in the eastern part of the municipality Subtropical climate conducive to high agricultural yield; ▪ Proximity of the municipality to the sea; ▪ High percentage of arable land; ▪ Kaolin mining that is currently taking place; ▪ Recently surfaced road (P100); ▪ Existing agricultural land; ▪ Minerals; ▪ Arts and Craft potential; ▪ Good weather; ▪ Close proximity to EThekweni Municipality; ▪ The existing agricultural potential; ▪ The taxi rank and market stores; ▪ Farming equipment handed out to the community by the municipality; ▪ The already existing community facilities such as schools, halls, clinics and houses;	▪ Proposed link between Ndwedwe and Maphumulo Municipality; ▪ Poverty reduction agricultural projects and agri-processing projects; ▪ There are HIV/AIDS organizations already established; ▪ There is a potential to undertake kaolin mining; ▪ Increasing employment opportunities in agriculture, government, and informal sectors; ▪ Most housing projects are under implementation; ▪ Potential to improve the Glendale area; ▪ Investors keen to fund Eco-Tourism projects; ▪ DEDT keen to fund good LED relate projects; ▪ There are opportunities to diversify agricultural activities; ▪ There are opportunities to expand the markets such as arts and craft (i.e. bead work and pottery), tourism (i.e. Nhlangakazi mountain, the stone of Ndikimba, Nsuze and Coby Hill Lodge); ▪ There is sufficient thresh hold population to support the development of the shopping centre; ▪ The growth and development of young contractors due to the upgrading of roads that is currently taking place; ▪ There already formed organizations across all the economic sectors targeting economic growth objectives; and ▪ Community radio station; and ▪ Some of the areas are already serviced with electricity.

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.	

Table 38: Local Economic & Social Development: SWOT Analysis

3.6 KPA: Financial Viability & Management

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 take into account 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, taking into account 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

3.6.1 Financial Strategies

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resource (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows this section. More details of the aforementioned strategies are set out below.

a) 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.

b) Strengthening investor and consumer confidence

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. In order 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) Revenue enhancement strategy

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 New Municipal Property Rates Act, a new valuation roll has been developed for implementation on 1 July 2016, and with updated rate payers' addresses, it is believed that collection rate will improve.
- Traffic department, it is the plan of the Municipality to establish Traffic department which will fine road offenders, and assist with licensing of vehicles, thereby collecting some revenue.
- Investment of un-utilised funds, all excess cash that will not be used in the month must be invested in accordance with the Municipality's Investment policy, in order to collect as much interest on investment as possible.

The Municipality has a Supply Chain Management 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 Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management.

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 holds an emerging contractors/suppliers workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM

systems. This initiative was introduced after it was established 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).

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. The Annual Procurement Plan and Procurement Timetable is in place. 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.

3.6.2 Financial Resources

For the purposes of this plan, Council has considered financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below:

a) Capital expenditure:

- Internal borrowings using existing funds
- External borrowings
- Grant funding from both National and Provincial government
- International funding
- Public/ private partnerships
- Disposal of un-utilised assets

b) Operational expenditure:

Normal revenue streams Short term borrowings:

- Internal
- External

d) Asset management

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 indicate

e) Financial management

Council is committed to sound financial management and the maintenance of a healthy economic base. Financial management policies and procedures for the entire municipality will be implemented. In addition, financial management systems and procedures will be reviewed to update 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 2015/2016 financial year, and to achieve this, the Municipality has tasked itself with ensuring that there are no repeat findings in 2015/2016, 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.

f) Capital financing

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will 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

g) Operational financing

Council's policy is to fund 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.

h) 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 2015/2016 financial year.

3.6.3 Financial Viability & 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 Municipality, and gives the community some confidence in the Municipality.	▪ 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. ▪ 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
- 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. - 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. - Low collection rate – the Municipality's collection rate is currently sitting at 30%, meaning the Municipality is losing about 70% of uncollected revenue. - 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.	. Electricity and water backlogs – there has 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. 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.

Table 44: Financial Viability and Management SWOT Analysis

3.7 KPA: Good Governance Analysis

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.

3.7.1 Batho Pele Policy

- The Ndwedwe local municipality has developed a Batho Pele Policy and Procedure Manual.
- The Ndwedwe local municipality has developed Service Delivery Charter and Standards.
- The Ndwedwe local municipality has developed Service Delivery Improvement Plan (SDIP).

3.7.2 Operation Sukuma Sakhe

Operation Sukuma Sakhe is the 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 which meets every alternate Tuesdays. Other Stakeholders in the OSS includes Non-Governmental Organizations and Business Sector. At a Local Level, each Municipality must establish Local Task Team. The LTT of Ndwedwe meets every Wednesday to receive war room reports, government departments' reports and develop strategic plan for intervention in critical areas based on the war room reports receive by the LTT Members.

The Operation Sukuma Sakhe as is headed by the Premier in the Province and is headed by the District Mayor in the District and by Ndwedwe Mayor at a Local Level. The Manager Communication & Special Projects is then responsible for the implementation of the Operation Sukuma Sakhe Programme in Ndwedwe. The Chairperson of War room is Ward Councillor who also chairs the ward committee. Government Departments and other stakeholders get needs of the community which are mainly social problems at war room meeting. These challenges are discussed and interventions are done at a war room level by government departments who attend these meetings. If the challenge requires other sphere of government or other stakeholders, it is cascaded to LTT level or DTT level government departments are also represented. Operation Mbo is one of the strategic interventions that are done where all government departments attend with community members at ward level to give them what they need. There are many programmes that have been implemented which have yielded positive results in the Municipality. Vulnerable people who have no access to housing have benefited through Sukuma Sakhe.

3.7.2.1 Operation Sukuma SAKHE CHALLENGES

- Some of the War Rooms are dysfunctional due to poor attendance of Sector Departments which leads to the cancellation of scheduled meetings.
- Lack of willingness from some of the government and municipal officials.
- Financial constraints in Sector Departments which leads to interventions not being implemented.
- War Rooms Champions do not attend War Rooms
- No physical structure for OSS activities
- Due to the topography and vastness of the wards in some instances does not allow the ward committee members to visit War Rooms

3.7.2.2 ACHIEVEMENTS OF OPERATION SUKUMA SAKHE

Approximately 15 poor people have decent houses built through the programme and there are various interventions to assist the poor that have been made.

3.7.3 Inter-governmental Relations (IGR)

The Ndwedwe Municipality is part of the IGR structures in the ILembe District Municipality (IDM). IGR in the IDM was initially introduced in 2006 and has since developed fully. 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 programme and or projects that are inter-reliant as provided by the IDPs.

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 Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. The Technical Support Forum in turn reports to the District Intergovernmental Forum (Mayors Forum).

3.7.3.1 Ilembe Family of Municipalities IGR Structures

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

Table 45: District IGR Structures where Ndwedwe Municipality participate in

a) 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. All the wards within Ndwedwe Local Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. Ndwedwe has 190 *Ward Committees Members* within 19 wards. The ward committees in the Municipality are largely functional with the support they receive from municipality and COGTA.

b) Council Sitings

The Council of the Ndwedwe Local Municipality consists of 36 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. Membership of the Council is made up of:

- o 25 African National Congress Councillors;
- o 8 Inkatha Freedom Party Councillors;
- o 1 Economic Freedom Fighters; and
- o 1 Democratic Alliance Councillor.

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, in order 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.

In order 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, it's Executive Committee, its Portfolio Committee and its Sub-Committees and Task Teams.

c) The Executive Committee

Ndwedwe Municipality has established an Executive Committee consisting of eight Councillors. Although the manner in which 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, which requires that: -

“Members of a Municipal Council are entitled to participate in its proceedings and those of its committees in a manner that: -

- Allows parties and interests reflected within the Council to be fairly represented;
- Is consistent with democracy; and
- May be regulated by national legislation.”

In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted on the basis of proportional representation, giving the following membership:

- African National Congress: 5 Councillors; and
- Inkatha Freedom Party Councillor: 3 Councillor

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

The Terms of Reference of the Executive Committee require that, amongst other things, it: -

- perform the functions of an Executive Committee set out in the Local Government: Municipal Structures Act, 1998;
- take such action as may be necessary to ensure compliance by the Council with all legislation relating to or affecting local government;
- exercise all Powers of the Council which may be delegated by the Council in terms of the Constitution or any other law and which has not been delegated or assigned to any Municipal Functionary or municipal employee or is not deemed to be so delegated or assigned in terms of any law;
- consider and determine any particular matter or issue or any matter of policy referred to the Committee by the Municipal Manager;
- take any necessary or incidental decisions for the management or administration of any resolution of the Council.

d) Portfolio Committees

The iLembe District Municipality has established five Portfolio Committees to assist the Executive Committee, these being: -

- Finance Portfolio Committee;
- Infrastructure and Technical Portfolio Committee;
- Economic Development and Planning Portfolio Committee;
- Amenities, Safety and Security Portfolio Committee; and
- Local Public Administration and Labour Relations Committee.

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.

e) Sub-Committees

The Council has also established a number of Special Purpose Committees and Sub-Committees, including: -

- o Budget Committee;
- o Local Labour Forum;
- o Youth Sub-Committee;
- o Gender Sub-Committee;

f) 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.

g) Audit and Performance Management Committee

The Council is required by law to establish: -

- o an Audit Committee;
- o a Performance Management Audit Committee; and
- o a Risk Management Audit Committee.

The law does, however, permit the Council to appoint a single Committee to perform all of those functions. Ndwedwe Local Municipality has followed that route and has established a single Financial and Performance Management Committee to perform all of those functions. The Audit Committee operates under a Charter approved by the Council and submits reports on its activities to the Council twice annually. However, to improve communication between the Audit Committee and the Council, the Mayor and the Chairperson of the Municipal Public Accounts Committee have a standing invitation to attend all meetings of the Audit Committee.

h) Municipal Bid Committees, functionality and Members

Ndwedwe Local Municipality has a Supply Chain Management (SCM) Unit which is a support function for all business units within the Council, to ensure 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. 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, SCM risk 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

Bid Specification Committee	Members
Ms. L. Mhatu	Chairperson
Mr. S. Nyoka	Deputy Chairperson
Ms. M. Muthwa	Secretary
Mr. C. Khoza	Member
Ms. N. Ngobese	Member
Ms. B. Zulu	Member

Table 46: Bid Specialisation Committee Members

Bid Adjudication Committee	Members
Mr. S. Majola	Chairperson
Ms. B. Ngcobo	Secretary
Mr. D. Mzolo	Member
Mr. D. Khuzwayo	Member
Dr. M. Ntuli	Member
Ms. M. Nkabinde	Member

Table 47: Bid Adjudication Committee Members

Bid Evaluation Committee	Members
Mr. T. Fakude	Chairperson
Ms. T. Fire	Secretary
Ms. B. Ndlovu	Member
Mr. S. Mthembu	Member
Mr. L. Mngadi	Member
Mr. R. Mthombo	Member

Table 48: Bid Evaluation Committee Members

i) Internal Audit Capacity and Functionality

The Municipality has an external service provider which operates in terms of an Audit Plan developed by the Audit, Performance Management and Risk Committee.

J) IDP Steering Committee

As part of the IDP/Budget/OPMS review process, the municipal Council must establish a Steering Committee which 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
- DPSS

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

- Consultants (if appointed)
- Sector Departments

3.7.4 Public Participation Analysis

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, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

The Municipality is currently in the process of reviewing its Public Participation Strategy. 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

3.7.4.1 Public Participation and communication Structures

The Ndwedwe Communication Plan for public participation does exist, was adopted in 2017. Currently, the municipality conducts its public participation through the following structures:

- a) **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 is able to 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 honor invitations

- b) **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.
- c) **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.
- d) **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.
- e) **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 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.
- f) **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.

- g) 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

- 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.

3.7.4.2 Public/ Stakeholder Participation during IDP Process

HOSTING WARD	WARD ATTENDING	VENUE	DATE	TIME
1	1, 3, 7 & 8	Mnsonono Sports-field	19/10/2018	10h00
13	10, 11, 12, 13, 14 & 15	Ezimangweni Sports-field	25/10/2018	10h00
17	16, 17, 18 & 19	Nhlosana Sports-field	06/11/2018	10h00
2	2, 4, 5, 6 & 9	Wewe Sports-field	13/11/2018	10h00

Table 49: Public/ Stakeholder Participation during IDP process

Cluster 1**Ward 1 at Mnsonono Sport field****Date: 19 October 2018**

WARD	ISSUES
1	When will Nhlanguwini, Pheyane hall project start and end? By Mkhe Cele
	When will water standby pipes be maintained because they always burst?
	Glendale and Fantweni have no electricity, no houses and no water when will the municipality assist them?
	At Mshinini: They have no water, water trucks are only available midnight only.
	Mshinini: They don't have electricity and there is none in the family to assist with woods to cook.
	They need a clarity on SASSA new cards.
	Mnsonono: They need a maintenance of crèche.
	IEC voting station is too far at Mnsonono they need a close by voting station
	They need a clarity on Housing infills as the survey was done by Sandile Gumede long time ago and it was not completely done.
	There is an issue with water if they calling water truck or smsing there is no response.

Cluster 2**Date: 25 October 2018****Ward: 16, 17, 18 and 19 at Nhlosana Sportfield**

WARD	ISSUES
16	Maintenance of Mantobello and Ehoqweni
	They need a bridge at Mnamane School
	Vodacom Network issue
	At Wosiyane: They need a clarity on electricity and housing infills.
17	Issue with the network
	What going on with pipes from Durban to kakhumalo to Dbn because still there is no water
	Maintanance of Meme ground
	Request for Clinic at Ezimpondweni, Mbuyeni
	Mondli at Mzunga requested bridge at Makhuluseni
	Request for Sport ground at Mzunga (Poles)
18	Water
	When will Houses at Maqadi start
	Electricity infills
	Request for bridge at Granny road

	MamDlamini requested that the municipality help her with the pole for electricity
	Nosipho Mdletshe: CoOp Support for craft work
19	Hlophe: Zamazama Youth Organisation they need municipality to assist them with more computers to train more youth
	Maintanance of Road from Mkhukhuze to Mantobello
	Assist schools with water

Cluster 3**Date: 06 November 2018****Ward: 09, 10, 11, 12, 13, 14 and 15**

WARD	ISSUES
9	Request for securities at halls for safety
	Police station doesn't serve all wards on time they only help mission
	Electricity infills for families that doesn't fall under 50metres
10	Clarity on school at Gonothini that was requested from 2013
	Request for Bus from Gonothini to Schools because schools are too far
	Water: there is no water truck to assist community with water
	Boreholes at Ntabaskop what to do with them?
	Issue with Illegal electricity
	Request for lightning conductors as in summer there is always thunderstorm
11	At Mwolokohlo: if there is storm even if it not heavy there is always a problem with electricity
	Mayor must visit schools to ensure safety in schools
	Safety programmes must be fasten as there is a high number of crime in the community
	Mwolokohlo: Water trucks doesn't go everywhere especially at Mashiyamahle area
	A clarity on EPWP job opportunities
	Has the Mayor did anything for matric results at Mashiyamahle that were hold by department of education from 2014?
12	At Mganwinini: there has been water before but in the past few weeks water just went off (what going on?)
	If there is Imbizo please make sure there is no political flags on the roads and nearby hosting venue because it confusing people
	A clarity on job opportunities for people over 35 years old
	Why all the SMMEs projects are given to people from NPS and people who are related to Councillors?

	Clarity on the dismissal on Mayor that was reported on newspapers
	Maintenance of local sportsgrounds must be the first priority
	Funds for funeral support they never received them in their ward they only get help from ward councillor
	Sanele project electricity of 8,5 million (where is that money as the project never started)
13	Clarity on EPWP work opportunities (how can others repeat the program)
	Electricity
	Houses
	Why others don't receive Bursaries?
	Uniforms for dress a child that usual happen in January must be given to learners who need it not principals because sometimes principals don't give it to the learners.
	Maintenance of Roads
	Clarity on Job opportunities at Boxer, Rage
	Ward councillor doesn't have time for people
	Water truck issues
14	Water
	House
15	At Mayekeni they need a clarity on water application
	When will those ward priorities start in ward 15 as nothing is happening in the ward
	Seme- New Road: the road is in the bad state especially if it raining community request for help on that
	What happened on the SCM policy about that 30% for locals
	Water truck has been scarce
	A clarity on Mthukutheli electricity

Cluster: 4**Date:****Wards: 2,3,4,5,6,7 and 8**

WARD	ISSUES
2	Clarity on Nsuze and Ntabakhathaza electricity
	How and who got the in-service training opportunities in the municipality question asked by Thabo
	Issue with water in Wewe
	Community members requested that Electricity Camp must be at Wewe
6	Follow up on the projects that were presented in the last Izimbizo

	How long does it takes to remove infrastructures that are useless to build new useful infrastructure
4	Ndwedwe municipality has the wrong information
	Hall at Ezimpangeleni need to be renovated
	Water issues
	They need Wi-Fi for NSFAS application and job opportunities
	Clarity on EPWP and CWP work opportunities, how do you apply for those jobs

Table 50: Community Needs

3.7.5 Good Governance & Public Participation: SWOT Analysis

Strengths	Opportunities
▪ Effective Ward Committee System. ▪ Audit Committee, hence clean audit. ▪ Strong Sector Involvement. ▪ Community Involvement in Decision Making.	▪ CDWs (available resource at local ward level) - to assist with reporting. ▪ Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure.
Weaknesses	Threats
▪ Limited human resources to serve Ndwedwe Community ▪ Uneven Topography, some areas are not accessible for service delivery and community consultation. ▪ Some Structures are not capacitated to take over their tasks. ▪ Communication timeframes with community.	Lack of communication with internally and external stakeholders might lead to community unrest.

Table 51: Good Governance and Public Participation SWOT Analysis

3.7.6 Ward based plans

Ndwedwe Municipality has ward based plans that were initiated in 2018. The Municipality has conducted its Ward based planning in the following indigent Wards: 2, 4, 16, 17 and 18. The table below show priorities identified during ward based planned and these are aligned into the Municipal IDP.

PROJECT DESCRIPTION	WARD	PRIORITY
Dabeka Access Road	1	1
(Nhlangwini Access Road)	1	2
Glendale Cemetry	1	3
Glendale Community Development Centre	1	4
Mnsonono Housing	1	5
Doringkop Housing	1	6
Nhlangwini Hall Renovation	1	7
Pheyane Access Road	1	8
WARD 2	WARD	PRIORTIY
Water		
Electricity	2	1
Dalibho CDC	2	2
Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo – NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe.	2	3
Nsuze Sport ground Renovations	2	4
Wewe Clinic	2	5
Speed humps at Nsuze and Shelembe (Done)	2	6
Road: D1518, D1619- D2490	2	7
Vulamehlo, Gcwensa, Creches, Dalibho	2	8
Housing	2	9
Mabutho Hall	2	11
Skills Development	2	12
Agricultural Development and Youth Development	2	13
Tourism Development	2	14

Sanitation Infill	2	15
CoOp Support	2	16
Grazing Camp	2	17
WARD 3	WARD	PRIORITY
Housing	3	1
Land	3	2
Water fall Sportfield	3	3
Water (Glendale)	3	4
Waterfall Primary School Access Road	3	5
Mthombisa Access Road	3	6
Glendale Access Road	3	7
Nyangaye Access Road	3	8
Agriculture: Village	3	9
Mthombisa CDC	3	10
Cemetery	3	11
Community Clinic	3	12
Waterfall Creche	3	13
WARD 4	WARD	PRIORITY
Electricity	4	1
Mandlakazi Sportground	4	2
Ngcongcongga Community Development Centre	4	3
Access Roads: Mahlashaneni, Myayiza, KwaNgubo, Ensimbini, Mlwandle	4	4
Creches: Ezikoshini, Ovanzini, Mandlakazi, Izimpangele	4	5

Halls Renovations at: Chibini, Ezimpangeleni, Sgedleni, Mjota, Mandlendllovu	4	6
Creche Renovations: Mandlendllovu, Ezimpangeleni, Chibini	4	7
Sportfield: Chibini, Mandlakazi, Izimpangele, Ovanzini,	4	8
Community Gardens	4	9
Dipping Tanks Renovations: Kwandevu, Izimpangele, Chibini, Mbutho, Mlwandle	4	10
Mgobhozini Pedestrian Bridge	4	11
Mlamula Housing Phase 2	4	12
WARD 5	WARD	PRIORITY
Access Roads: Nambithane Wolongo and Mahlabathini,	5	1
Renovation: KwaDeda Hall, Electricity Tubing of Nambithani Hall	5	2
Electricity Reconnection of Deda Sportground	5	3
Housing: Mlamula Phase 2	5	4
Ezichwayini Creche	5	5
Infills: Electricity and Sanitation	5	6
Agricultural Cooperative Development	5	7
WARD 6	WARD	PRIORITY
Access Roads: Mabheleni, Noordsberg, Zichwayini.Matsheketseni, Qhubakahle, Mkhuzza, Zichwayini, Phambela, Simunye,	6	1
Noordsburg Multi-Functional	6	2

water	6	3
Sanitation	6	4
Road: D1523 D 889	6	5
Agricultural Cooperation	6	6
SportGround: Qhubakahle	6	7
Matsheketsheeni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10
WARD 7	WARD	PRIORITY
Electricity	7	1
Zesuliwe Access Road	7	
Housing	7	2
Etsheni and Mdanda Access Road	7	3
Mary Grey Creche	7	4
Sanitation	7	5
Luthuli Hall Renovation	7	6
Etsheni Bridge, Hlalakahle sportfield, Zakhele sportfield,	7	7
Creches: Zakhele creches, Gogovuma crèche,	7	8
Roads: Gogovuma, Mangqekeni, D891, Mavundla road joining Maphumulo, D1617.	7	9
Clinic: Luthuli clinic	7	10
Fencing: Ezigodini, Vuthwane, Faya.	7	11
Library	7	12
Signage at Mary Grey	7	13
WARD 8	WARD	PRIORITY

Electricity	8	1
Water	8	2
Housing	8	3
Umhlali Foot Bridge	8	4
Access Road: Ethafeni, Ntabamhlophe, Tsheni and Maqongqwane and Mngoma, Makhalegijima	8	5
Mcathu Sportfield	8	6
Creches: Masibumbane , Thokozani,	8	7
Hall Manitanance, Qinisani Market Stalls	8	8
Hospice at Mazibuko	8	9
Toursim Development	8	10
Speed humps at Mazibuko	8	11
WARD 9	WARD	PRIORITY
Nondabula Hall	9	1
Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads	9	2
Electricity	9	3
Creches: Montobello, Nondabula, Ozwathini and Nhlankakazi Creche	9	4
Sportfields: Khanyisa, Sotobe and Goge	9	5
Business Centre	9	6
Ozwathini CDC	9	7
Housing	9	8
Sanitation	9	9
WARD 10	WARD	PRIORITY
Hall (Ntabaskop)	10	1

Market Stalls (Magongolo)	10	2
Bridge (Maqokomela)	10	3
Hall (Dikwayo)	10	4
Sportfield (Dikwayo)	10	6
Grazing Camp (Magongolo)	10	7
Acess Road (Nkumbanyuswa)	10	8
Access Road (Magongolo , Vilakazi)	10	9
Access Road (Magongolo, Esgodini)	10	10
3Access Road Magongolo (Magongolo to Dikwayo)	10	10
WARD11	WARD	PRIORITY
ACCESS Roads: Mwolokohlo Clinic to Esithupha, Mwolokohlo to Sjoti,Ntuli to Sokhela, Ngidi to Ntathakusa school	11	1
Access Roads	11	2
Creche: Ezibomvini and Sanguphe	11	3
Community Library	11	5
Mayika Sport Ground	11	6
Matholamnyama bridge	11	7
Renovation of Matholamnyama Sport Ground	11	8
Renovation of Thabang Luthuli Hall	11	9
Sonkombo Hospice	11	10
Fencing of Community Gardens	11	11
Siyavuna Agricultural Development	11	12
Industrial Development	11	13
Co-Operatives Support	11	14
Heritage Site: Sonto	11	15
Nozandla Tourism	11	16

WARD 12	WARD	PRIORITY
Hloniphani Multi-Purpose Centre		1
Hloniphani Access Road to KaMsomi, Mganwini to Enkwadini, Mpisini to P714, Ekohlwa Access Road, Isithupha Road	12	2
P715 Tar Road (From Cell C to Noodrburg Road) 12 5	12	3
Bridges: Mgezengwana bridge	12	4
Solar Gysers	12	7
Streetlights	12	8
Mthebeni, Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini Creches	12	9
Khohlwa Community Hall	12	10
Kwambase Clinic	12	11
Mqgwayini Primary School	12	12
Mthebeni Sportfield	12	13
Nkwambase sportfield	12	14
Hloniphani sportfield	12	15
Ngedleni sportfield	12	16
Tourism Development	12	17
Housing (Qadi)		
WARD 13	WARD	PRIORITY
Electricity at Lihlithemba	13	1
Electricity infills	13	2
Nhlabamkhosi to Ngcongco regravelling	13	3
Nhlabamkhosi to Epitsini regravelling	13	4
Ntaphuka to Nqakathela school regravelling	13	5

D1601 (Mbeki Tuck shop to Jikeni Tar)	13	6
Inhlabamkhosi Bridge (Concrete Steep)	13	7
Masango Creche and Preschool	13	8
Vumizono Steep Concrete (Mona Road)	13	8
Mandlenkosi L P School	13	9
Inhlabamkhosi Creche	13	10
Housing	13	11
Esihlahleni, Emakhawula and Entaphuka Hall		
WARD 14	WARD	PRIORITY
Mthebeni Sport field	14	1
Electricity	14	2
Toilets	14	3
Toilets infill	14	4
Edabe Creche	14	5
Nompande sportfield	14	6
Mthebeni Bridge	14	7
Mthebeni Creche	14	8
Edabe Road	14	9
School (Msunduze/ Bhanoyi)	14	10
WARD 15	WARD	PRIORITY
Electricity (type 1 and 2)	15	1
Mthukutheli CDC	15	2
Access Roads: Regravelling: Zondo Access Road, Mzileni, KaPhewa Access Road, Mnguni Road, Nhlabathi Acces Road	15	3

Mzamo Creche, Sbongihlanhla Creche	15	4
Housing	15	5
Sanitation	15	6
P713	15	7
Agricultural Development	15	8
KwaManzi Sportfield	15	9
KwaLanga Sportfield	15	10
Ndwedwe Central Swimming Pool Academy	15	11
Cemetery Road (Mzokhulayo) Regravelling and concrete	15	12
Mayekeni Road Regravelling	15	13
Indoor Sport Center	15	14
Ndwedwe Art Centre	15	15
Fish Farming	15	16
Renovations Nombika Sport field, Regional Sport field and Mzokhulayo development centre	15	17
Nursery of traditional plants	15	18
Ndwedwe Town Development	15	19
Cricket Sport Field	15	20
Ndwedwe Fire Station	15	21
Mpungeni creche	15	22
Madimeni creche	15	23
Solar Gersey	15	24
Emona Dipping tank	15	25
WARD 16	WARD	PRIORITY
Electricity	16	1
Sanitation (Infill)	16	2

Water	16	3
Umsilili Hall, Meyane Hall	16	4
Uqeko Bridge, Hoqweni Bridge, Msilili Bridge, Nonoti, Mahedeni bridge	16	5
Access Roads: Chameni, Mahedeni, Dlayejwana, Mnamani, Mbhukubha , Nonoti, Ediphini to Ntendeni, Mgezanyoni, Gade	16	6
Housing Phase 2	16	7
Fencing of Community Gardens and Grazing Camps (Malangeni, Cibane and Wosiyane)	16	8
Renovations: Siphesihle, Gweni Hall, Cibane Creche,	16	9
P716, D1604, D1512	16	10
Msilili Creche construction	16	11
Ndaka and Nobanga Sportground	16	12
Cibane Hall	16	13
Msilili and Wosiyane CDC	16	14
Renovation of Cibane sportground	16	15
Msilili Clinic		
WARD 17	WARD	PRIORITY
Water	17	1
Mdloti Bridge	17	2
P1706 Road construction	17	3
Access Roads: Jojweni, Gudlintaba, Sxubhelo, KwaChili	17	4
DOT Roads: L3810, L3811	17	5

Mzunga CDC, Khumalo CDC, Chili CDC	17	6
Hall Renovations: Sphamandla, Ezimpondweni, Jojweni, Dulini	17	7
Housing (Chili- Khumalo- Ngcolosi)	17	8
Jojweni School	17	9
Renovations of Sportground: Mathonsi, Dulini, Khumalo, Jojweni	17	10
Agricultural Garden	17	11
Pension Pay Point: Chili, Mathonsi	17	12
Gudlintaba, Shangase Grazing Camp	17	13
Gudlintaba Dipping Tank	17	14
WARD 18	WARD	PRIORITY
Electricity	18	1
Water	18	2
Housing	18	3
KwaLoshe Game Reserve	18	4
Thafamasi Pay Point	18	5
Makhuluseni Cattle Grazing Camp	18	6
Makhuluseni and Mission Netball Fields	18	7
Bridges: Makhuluseni to KwaShangase	18	8
Ndwedwe Mission Soccer field	18	9
Renovation of Makhuluseni and KwanoVimba Deeping Tanks	18	10
KwaNovimba Access Road Regravelling		11
D1512 Road Construction		12
Renovation of KwaShangase Hall	18	13
Renovation: Thafamasi Creche	18	14
Regravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16

Thafamasi CDC Security Provision	18	14
WARD 19	WARD	PRIORITY
Electricity / Solar Geyser	19	1
Mantingwane Primary Electricity	19	3
Sanitation		4
Mangangeni, Hlophe, Hlomantethe, Hlophe Creche	19	5
Mahedeni Bridge	19	6
Access Roads: Mantshunguntshu and Zishozini, Mqedi	19	7
Hall Renovations: Sgedleni, Smamane, Nhlangakazi, Mangangeni Business Centre	19	8
Mkhukhuze Skills Training Centre	19	9
Agricultural Cooperative Development	19	10
Tourism Development	19	11

Table 52: IDP WARD PRIORITIES For Ndwedwe Municipality

3.7.7 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:

INTERNAL MEMBERS	
Maphumulo Local Municipality	Director: Economic Development and Planning (1 st Deputy)

	Chairperson)
	Director: Technical Services
Mandeni Local Municipality	Director: Economic Development, Human Settlements and Planning (Chairperson)
	Director: Technical Services
	Manager: Planning and IDP
Ndwedwe Local Municipality	Director: Economic Development and Planning
	Director Technical Services
	Manager: IDP
EXTERNAL MEMBERS	
iLembe District Municipality	Manager: Planning and IDP
	Environmental Specialist
	Chief Town and Regional Planner (2 nd Deputy Chairperson)
MISA	Planning Expert
	Engineering Expert
Department of Rural Development and Land Reform	Chief Town and Regional Planner

Table 53: Internal Members of the JMPT

The Municipal Planning Authorised Officers are 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.

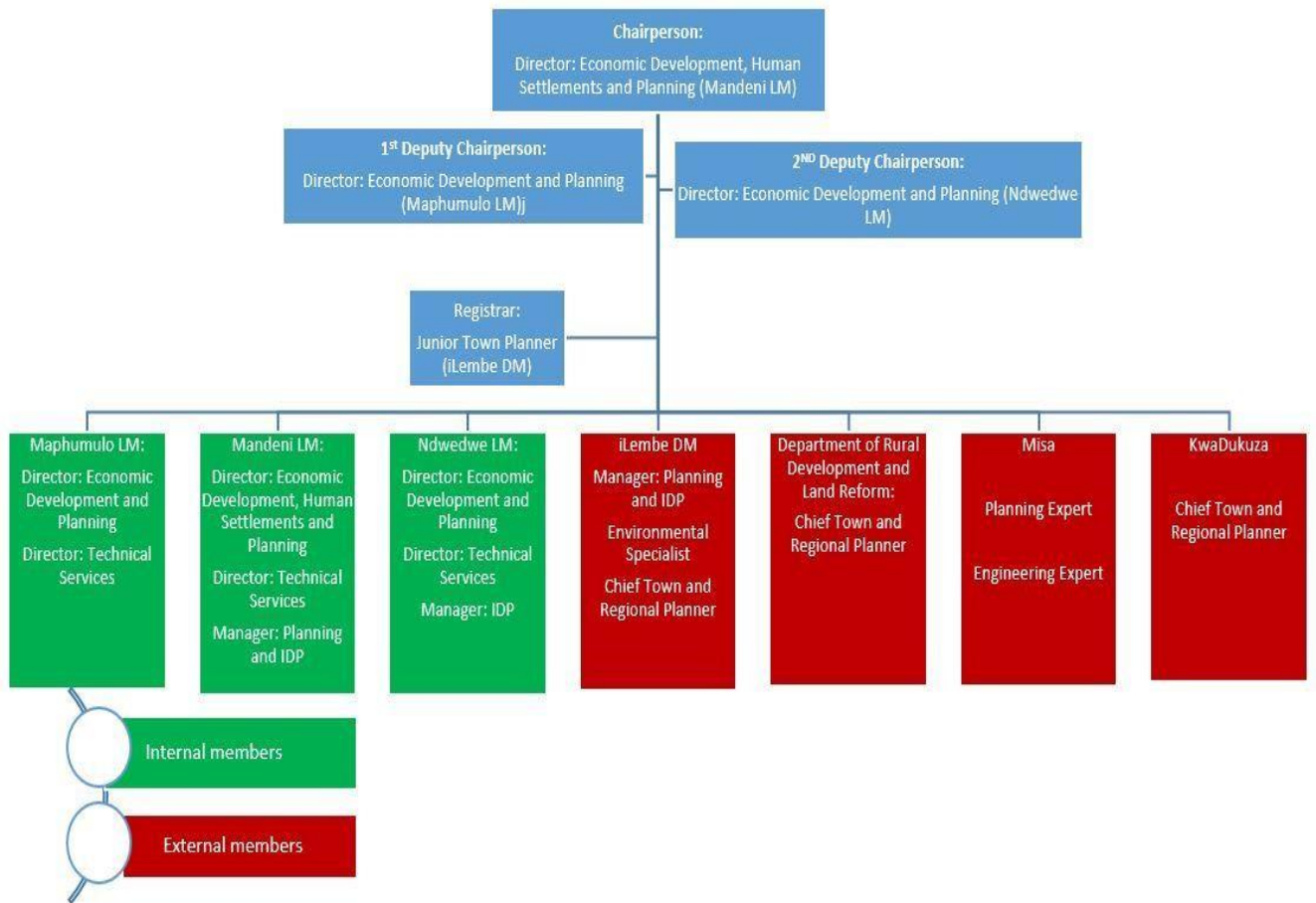


Figure 17: JMP Membership within iLembe district

3.8 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**
 - 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.
- **Finance viability**
 - 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
 - Loss of natural capital
 - Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes.

3.8.1 Ndwedwe Performance Management

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that sets out 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. The Ndwedwe Municipality has developed 2018/2019 Performance Management Framework which details the above steps in the PMS process.

In line with the said legal requirement, this framework is a policy document that sets out:

- The requirements that the Ndwedwe Municipality's OPMS will need to full-fill;
- The principles that must inform its development and subsequent implementation;
- The preferred performance management model of the Municipality;
- The process by which the system will work;
- The delegation of responsibilities for different roles in the process; and
- A plan for the implementation of the system.

The performance of the Municipality largely depends on the performance of all management. Ndwedwe Municipality has completed its PMS framework and organisational scorecards. There is now an ongoing evaluation and monitoring of performance through quarterly reviews, one on one meetings, annual report and other relevant reports that are also submitted to Treasury.

The following Key Performance Areas of Ndwedwe Municipality are an indication of alignment of identified challenges and strategic objectives of the Municipality.

- Monitoring and Evaluation (Office of the Municipal Manager)
- Municipal Transformation and Institutional Development
- Service Delivery & Infrastructure Development
- Local Economic Development and Social Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Community Services

CHAPTER 4: MUNICIPAL VISION, GOALS AND OBJECTIVES

4.1 NDWEDWE VISIONS

MUNICIPAL LONG TERM VISION

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

OUR 2030 VISION

“By 2030 Ndwedwe will be Municipality of hope, dignity and prosperity”

GOALS, OBJECTIVES AND STRATEGIES

The Ndwedwe IDP is linked to the National Outcomes and PGDS Goals which are listed below:

Outcome 1: Improve the 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

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 and accountable, effective and efficient local government system

Outcome 10: Environmental assets and natural resources that is 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 orientated public service and an empowered, fair and inclusive citizenship.

The PDGS provides KwaZulu- Natal with a responsive strategic framework for accelerated and shared economic growth through catalytic and development interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.



Figure 18:KZN PGD GOALS

4.2 Ndwedwe Municipality Development Strategies

The tables below detail Ndwedwe Municipality's 5 Year Strategic Objectives.

FINANCIAL VIABILITY AND MANAGEMENT			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
9: Responsive, accountable, effective and efficient local government system	Governance and Policy Compliant Local government	Ensure Municipal Financial Viability	To prepare GRAP compliant annual financial statements
			To implement GRAP compliant fixed assets register
			To ensure that the Municipality complies with the laws and regulations
			To achieve and maintain a clean audit opinion and clean administration
		Revenue Enhancement	To implement Credit Control Policy
			To implement Municipal Property Rates Act
		Re-alignment of the Finance	To establish Traffic Department
			To review Finance Department Organogram to ensure that the

		Department Organogram	department is sufficiently staffed to perform its function effectively
			Minimum competency for all staff members to ensure competent staff are employed and retained

Table 54: Financial Viability and Management

LOCAL ECONOMIC DEVELOPMENT AND PLANNING			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
4: Decent employment through inclusive economic growth	1: Job Creation	Development of a resilient local economy that creates sustainable decent jobs and reduces poverty	To review institutional arrangements appropriate for the achievement of local economic development objectives
			To create municipal capacity (both internal and external) to implement projects identified in each economic sector
			To facilitate municipal support programmes for the SMEs and Co-operatives
7: Vibrant, equitable and sustainable rural communities and food security for all	7: Spatial Equity	Facilitate Spatial Alignment and coordination through responsible development that is sensitive to sustainable environmental management and conversation	To facilitate the finalisation of the Ndwedwe town establishment programme
			To facilitate the implementation of sustainable environmental programmes to support green economy
			To create appropriate institutional environment for the implementation of LUMS and SDF principles, especially in areas of Ingonyama Trust Board (ITB)

Table 55: Local Economic and Development Planning

GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
A responsive, accountable, effective and efficient local government system	3: Human and Community Development 7: Governance and Policy		To fill the vacant post of the communications manager to attend to improving communication with internal and external stakeholders
			To conduct assessments regarding the functionality of all municipal structures on continuous basis
			To review the Public Participation Strategy

Table 56: Good Governance and Public Participation

BASIC SERVICES AND INFRASTRUCTURE			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
8: Sustainable human settlements and improved quality of household life	4: Strategic Infrastructure	Facilitate the provision of sustainable infrastructure delivery	To fill all vacant posts which are critical for the directorate of infrastructure to implement its programmes in particular the MIG
			To facilitate the eradication of backlogs on households infrastructure services such as electricity, water and sanitation
			To facilitate the implementation of the bulk infrastructure provision in the Ndwedwe town in order to attract investments
9: Accountable, Effective And Efficient Local Government System	1: Job Creation	Creation of jobs	To create job opportunities through EPWP

Table 57: Basic Services and Infrastructure

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
<i>National Outcomes</i>	<i>KZN Strategic Goals</i>	<i>Ndwedwe LM Goals</i>	<i>Strategic Objectives for 5 years</i>
5: A skilled and capable workforce to support an inclusive growth path	3: Human Resource Development	Facilitate institutional transformation and organizational development	To progressively re-align the municipality's organogram to fit in with its vision and strategic objectives
			To fill all critical positions to ensure municipal stability and improved service delivery
			To address gender and employment equity through the recruitment processes of the municipality
			To continuously provide skills development to staff and councillors

Table 58: Institutional Transformation and Organisational Development

CHAPTER 5: STRATEGIC MAPPING AND ENVIRONMENTAL MANAGEMENT

5.1 Strategic Mapping

5.1.1 SPATIAL DEVELOPMENT FRAMEWORK

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 draft 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.

The Ndwedwe draft SDF is attached as **Annexure A.**

5.1.1.1 Corridor Development

The major structuring element for determining the existing and future concentration of development, activity and investment in the Ndwedwe Municipality consists of an access and movement hierarchy that has been established through the major internal and external provincial linkages. The sections below depict the roads forming part of this hierarchy, as well as proposed interventions linked to each of these roads.

5.1.1.2 RIFSA Classification

Within the rural municipalities, access to communities are more often than not, provided by non-proclaimed, community established gravel roads which does not have a designation or legal status.

The fact that they are informal does not detract from the fact that they provide an essential service with which the communities cannot do without. As a result of this the National Department of Transport embarked on an exercise to classify roads based on their functionality. This will also impact on the maintenance responsibilities which will be shared with the Province by Local and District Municipalities.

The revised approach to the classification of roads in South Africa is predicated on the following principles:

- Work from the bottom end of the road hierarchy upwards.
- Base the classification on:
 - The primary function of the road – recognizing the different roles of the road i.e. provision of mobility and/or accessibility or a combination of these factors.
 - Whether the specific road is "intra" or "inter" the administrative area of a specific authority.
- The approach should foster local participation and the delivery mechanism should be at as low a level as practical, i.e. responsibility should be assigned to the lowest level most intimately affected.
- The classification should be attuned to the current realities and needs in the country.

Functional Description

Class

- | | |
|----------------|---|
| Class 1 | Roads, which form the principal avenue of communication: -
i. Between and through major regions of South Africa ii. Between provincial capitals and key towns which have significant national economic/social interaction iii. Between South Africa and adjoining countries, and iv. Whose main function is to provide access to major freight terminals, including ports? |
| Class 2 | Roads not being class 1 whose main function is to form an avenue of communication: -
i. Between important centers and between class 1 roads and key towns within a specific province, on a province -wide basis.
ii. Between important centers, within a specific province which have a significant economic, social tourist or recreation role (e.g., tourism and resource development). |
| Class 3 | Roads other than class 1 or 2 roads, whose main function is to provide the principle arteries for intra-metropolitan traffic and freight movements. |
| Class 4 | Roads, which are not class 1, 2 or 3, are roads whose main function is to carry inter-municipality social, commercial and industrial traffic within specific metropolitan and district municipality areas. |

- Class 5** Roads whose primary function is to collect and distribute all traffic within local municipality areas including developing townships and to provide access to the wider road network, as well as the abutting properties.
- Class 6** Roads, often undesignated, whose function is to provide the only access to scattered rural settlements and communities of up to 500 persons and which primarily serve local social services as well as access to markets and generally form the first phase of the journey for commuters and migrant workers. These roads will often form part of a rural infrastructure development framework.
- Class 7** This category comprises special purpose public roads which cannot be assigned to any other class above and which are provided almost exclusively for one specific activity or function such as recreational, forestry, mining, national parks or dam access, for example.

As indicated the above classifications will have an impact on the maintenance responsibilities and activities associated with a road. These classifications have not yet been made applicable to the roads within the Ndwedwe Municipality. The current “Classification” of roads is discussed in the sections below. It is further necessary to distinguish between a movement corridor and a development corridor, as different functions and development approaches are applied to these roads. The term “activity corridor” or “Development Corridor” is used for short sections of road that:

- exhibit intensity of activity along them;
- are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;
- are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

It is therefore possible to have short stretches of Development Corridors along a movement route such as the P100 which is the main movement route of the Municipality, as well as the only road along which intense economic activities takes place.

A movement corridor on the other hand provides for high accessibility and constant flow of movement between nodes and areas situated some distance from each other.

5.1.1.3 Primary Movement and Development Corridor

These routes provide the major internal and external linkages, and are proposed to consist of:

- 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
- A new north-south link road, although based substantially on a series of existing local roads, connecting to the P100 at Mkhukhuze in the south to the Maphumulo Village in the adjacent municipality, creating inter alia a new interceptory point at Qinisani.

Public interventions envisaged relates to:

- a) Movement Corridor: Constant Inter Governmental communication and co-ordination relating to the linkages to nodes external to Msinga in Adjacent Municipalities.
- b) Developing localised Corridor Development Strategies (where R33 passes through towns/urban areas which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points, as distribution. strategy between rural settlements and nodal areas.
- d) This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

5.1.1.4 Secondary Economic Linkages

The secondary corridors, provides major internal interconnection between the various development areas and components, and are proposed to consist of:

- The Ndwedwe – Osindisweni Road
- The Mkhukhuze – Montebello Road
- Roads from the P100 to Tafamasi and Zimpondweni
- The Emona – Sonkombo – KwaNodwengu – Ozwathini Road linking in the north to the R614
- Roads from Bhamshela to KwaThayela and the D890 further to the north
- The road from the Qinisani area to Ashville,
- The road from St. Martin to Shakaskraal
- The road from the R74 to Doringkop.

Public interventions envisaged in this area relate to:

- a) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- b) Ensure multimodal transport integration occur along these roads at key points.
- c) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.

5.1.1.5 Tertiary Corridors

The tertiary corridors, provide major local linkage and connecting local communities into the primary and secondary corridor system, the more significant roads are indicated in the SDF but are too numerous to mention here.

Public interventions envisaged in this area relate to:

- a) Maintenance of roads to allow for ease of access to main/major transportation network.
- b) Ensure multimodal transport integration occur along these roads at key points.

5.1.1.6 Agricultural Corridor

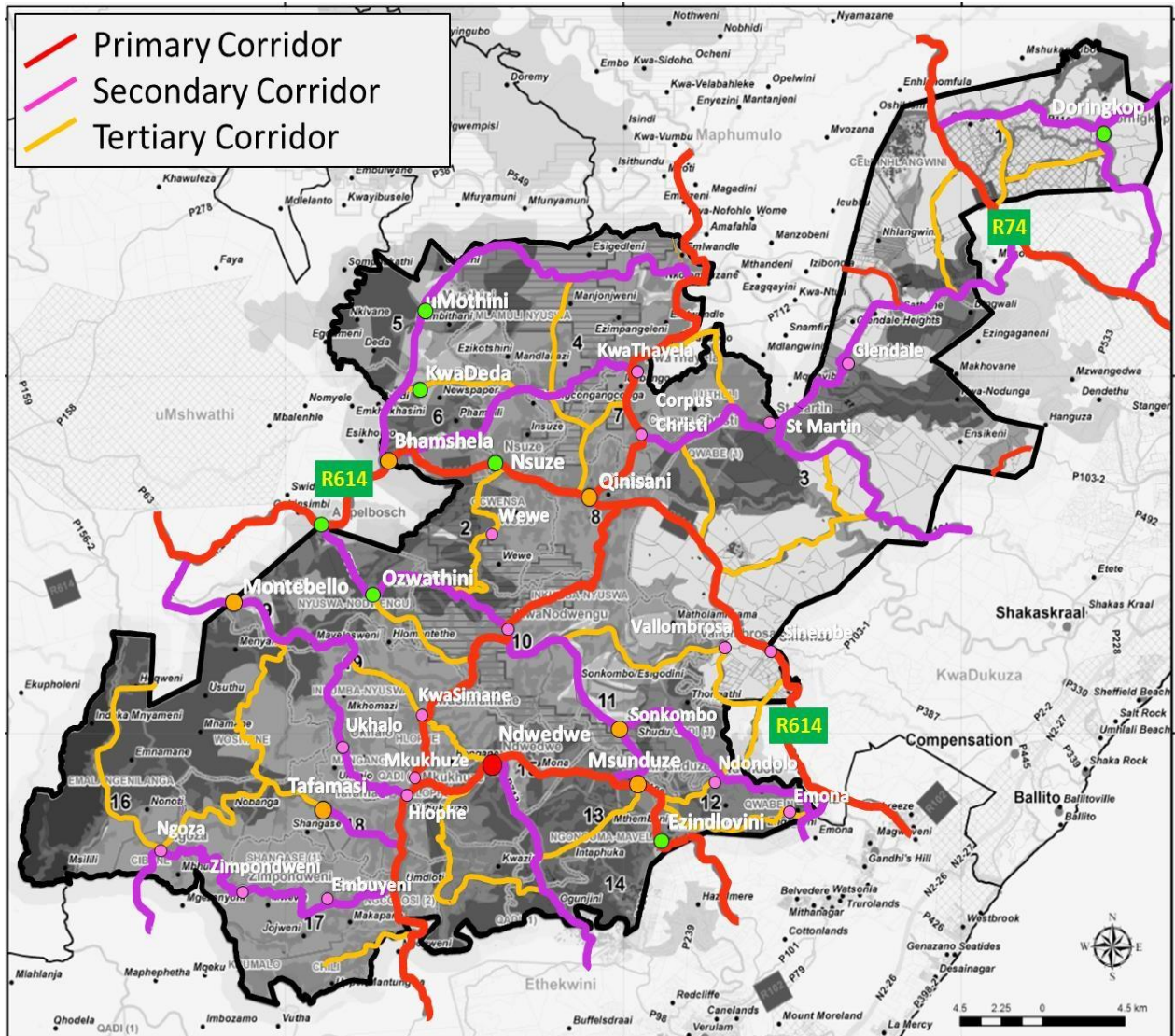
A high number of agricultural activities are located directly north of Ndwedwe Municipality, with firms such as Pannar Seeds also operating from this locality. In addition to this, a large portion of the western side of Ndwedwe Municipality is regulated by Act 70 of 1970, and is a high potential agricultural area. With the close proximity to the Dube Trade Port, an agricultural corridor, for the purpose of transport and export of agricultural produce is proposed to traverse the municipality in a north south direction, along the following route.

Public interventions envisaged in this area relate to:

- a) Establishing / Expanding Agro-Processing facilities:

Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market – in other words, beneficiation of primary agricultural commodities.

- b) To involve communities in agro-processing the following option can be considered:
Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.
- c) Expansion of trade opportunities related to agricultural activities – formal and informal.



Map 21: Ndwedwe draft SDF – Proposed Corridors (Source: Black Balance Projects, 2013)

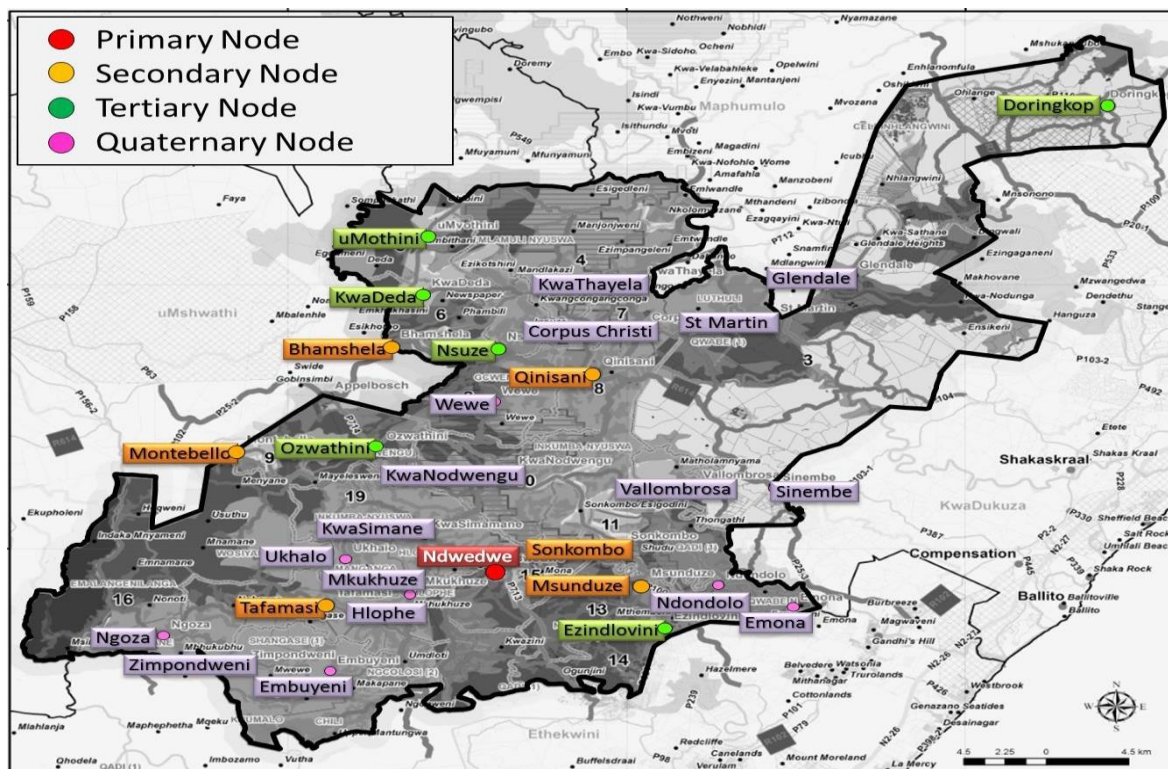
5.1.1.7 Nodal Development (Service Centers and Activity Points)

The concept of a hierarchy of activity and service nodes has been established earlier suggesting inter alia that interceptor points at primary, secondary and tertiary corridors would be the ideal location for the relevant nodes, providing services and opportunities at various levels. The following nodal hierarchy is proposed to be implemented in the Ndwedwe Local Municipality. The sections below depict the functions and proposed provision of facilities at the nodes.

Primary Node	Serve as administrative and economic centre. Provides Services, facilities, amenities and economic opportunities for the entire municipality
Secondary Centre	Serves as services distribution point and localised economic centre Other major intercept point locations serving each a portion of the municipality and providing services for such areas
Tertiary node	Serves as area for delivery of supplementary services. Consisting of strictly local nodes serving individual communities and areas.
Quaternary Nodes (Rural Settlement Cluster)	Serves as an area for basic service delivery and within the context of Ndwedwe Local Municipality is situated entirely on land in ownership of the Ingonyama Trust.

Table 59: Classification of Nodal Hierarchy Source: Black Balance Projects, 2013

The table below highlights the nodal areas and its hierarchy within the Ndwedwe Local Municipality. It further highlights the role of the nodes as depicted in the “Urban Edge” demarcation study of the Department of Rural Development and Land Reform.



Map 22: HIERARCHY OF NODES SOURCE: BLACK BALANCE PROJECTS, 2013

a) Primary Node (Ndwedwe)

Ndwedwe Town as the only formal urban area is located in ward 13 and serves as the main activity node for commercial and administrative activities, and for provision of

social amenities. This town serves high volumes of people who travel to Ndwedwe on daily basis for employment opportunities and access to basic services such as the clinic, Police station, Library and Taxi rank. It is the only town within the Municipality providing mixed uses from public services to commercial activities.

To service the large population concentration, development efforts are focused on economic development & service provision, job creation, government services and provision of basic services.

The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Ndwedwe IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

Existing Facilities	Planned Facilities	Proposed New Facilities
• Clinic • Schools • Magistrates Court	• Establishment of a fresh produce market • Petrol station and Bio-Diesel station • Development of a shopping centre/Supermarket • Development of light industrial hives • Construction of Schools (Lukasa H S, Khetimfundo Hs, Gijimani H S, Gcinomfundo Hs, Waterfall C S, Manzini H S, Unyazi, Dulini Ps) • Provision of housing including electricity connections and water connections at Ndwedwe node • Development of Community Halls • Development of the Post Office at Ndwedwe • Development of the Community Library • Development of a Sports Field at Ndwedwe • Development of a youth development centre	• Cemeteries • Clinic x 3 • Fire Station x 1 • Emergency Service Facility x 2 • Community Safety Centre • Orphanage x 1 • Old Age home & Service Centre x 1 • Pension Pay Point x 1 • Post Office x 2 • Sport Complex x 1 • Sport Field x 1 • Bus Service • Taxi Service

Table 60: existing and planned projects for Ndwedwe Node

In addition to the above projects to be implemented, the following interventions are proposed:

- Industrial development based on the agro-economy
- Commercial Development
- Decentralization point for local administration of provincial and local government services
- Higher order social and commercial services
- Integration with major urban centres such as Dundee and Vryheid
- Housing development
- Development of a sewing /clothing industries (Ndwedwe LED 2006 Intervention)
- Upgrading of infrastructure/ electricity/roads
- Installation of an electricity substation
- Undertaking of EIAs near the environmentally sensitive areas in Wards 14 and 15
- SMME Skills Training
- Lime mining
- Bee Farming
- Building of strategic roads between Ndwedwe and Maphumulo

b) Secondary Nodes

These centres perform a variety of functions including administration, service delivery and limited commercial activity. Being Secondary Level service centres, they serve as focus points for a range of services, which is provided to the adjacent rural areas, and typically have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions and small scale industrial and administrative activities. These centres are growing and should be encouraged to develop. It is therefore necessary to encourage the implementation of capital projects within these areas. The Rural Service Centres includes the following:

- Bhamshela
- Sonkombo
- Montebello
- Qinisani
- Msunduze
- Tafamasi

Bhamshela

Bhamshela is located north of Ndwedwe and shares a border with the uMshwathi Municipality. This community is situated along the R514 which is a direct connection to the R102, Tongaat and the N2. The population rate in this ward is one of the highest within the municipality respectively.

The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Ndwedwe IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

Existing Facilities	Planned Facilities	Proposed New Facilities
- Thusong centre - Clinic	- Pay point - Bhamshela Library - Electrical Substation (Eskom) (Ndwedwe IDP Capital Projects 2013/14) - Establishment of a fresh produce market - Formalisation of Taxi Rank - Development of a youth development centre	- Cemetery - Library x 1 - Clinic x 3 - Emergency Service Facility x 2 - Mobile Police Station - Community Hall x 1 - Pension Pay Point x 2 - Post Office x 2 - Post Boxes x 2 - Sport Complex x 1 - Sport Field x 2 - Bus Service - Taxi Service

Table 61: Bhamshela Proposes Facilities (Source: Black Balance Projects 2013)

Proposed Interventions:

- waste management system
- Development of light industrial hives
- Development of a shopping centre/Supermarket
- Training of entrepreneurs by SETA internships with departments and the municipalities (LED intervention)
- PPP establishment for the development of a shopping centre.

Montebello

Montebello is located in ward 9 North West of Ndwedwe bordering the uMshwathi Municipality. Montebello is situated in the Nyuswa Nodwengu Traditional Area. This community is situated around the Hospital and along the P102 road. Ultimately this road connects to the R614 and the node is therefore connected to Bhamshela, as well as Noordbrug. There are no settlements on the opposite side of the municipal boundary.

The following facilities are available and proposed for the node of Montebello:

A Clinic, two schools and an agricultural support shop in Tafamasi

Existing Facilities	Planned Facilities	Proposed New Facilities
- Hospital, 2 schools, - Convent, - Home for chronic & disabled, - Funeral parlour, - Tuck shops, - Cell phone outlet, - Taverns	Montebello Hospital (Upgrade)	- Cemetery - Clinic x 3 - Emergency Service Facility x 2 - Mobile Police Station x 1 - Community Hall x 1 - Pension Pay Point x 1 - Post Office x 2 - Post Boxes x 1 - Sport Complex x 1 - Sport Field x 2 - Bus Service - Taxi Service

Table 62: Montebello Proposes Facilities (Source: Black Balance Projects 2013)

Please refer to the below image depicting the proposed structure of Montebello as determined in the Secondary Node Study for Ndwedwe LM.



Figure 19: Secondary Node Source: Ndwedwe Secondary Nodes Area based Plan 2009

Qinisani

The following facilities are available and proposed for the node of Qinisani:

Existing Facilities	Planned Facilities	Proposed New Facilities
▪ Clinic ▪ Church ▪ 3 Schools ▪ Tavern ▪ Market Stalls ▪ Tuck Shop ▪ Cell phone outlet ▪ Hardware shop	▪ Establishment of a fresh produce market ▪ Development of Qinisani Sports field ▪ Development of a goat breeding centre at Qinisani ▪ Development of a shopping centre/Supermarket ▪ Development of a youth development centre ▪ Installation of water connections at Qinisani node ▪ Installation of electricity connections at Qinisani node	▪ Cemetery ▪ Clinic x 3 ▪ Mobile Police Station x 1 ▪ Community Hall x 1 ▪ Pension Pay Point x 2 ▪ Post Office x 2 ▪ Post Boxes x 1 ▪ Sport Field x 2 ▪ Bus Service ▪ Taxi Service

Table 63: Qinisani Proposes Facilities (Source: Black Balance Projects 2013)

In addition to the above projects to be implemented, the following interventions are proposed:

- Training of entrepreneurs by SETA internships with departments and the municipalities
- Registering local organizations
- Identify outsourcing opportunities for BEE/SMME firms
- Art and Craft bead work development
- Development of Qinisani Precinct Plan

Please refer to the below image depicting the proposed structure of Qinisani as determined in the Secondary Node Study for Ndwedwe LM.



Figure 20: SOURCE: NDWEDWE SECONDARY NODES AREA BASED PLAN 2009

Msunduze

Msunduze is located south west from Ndwedwe giving the people of Msunduze a comparative advantage in comparison to other rural areas within the municipality. Being close to Ndwedwe provides the community of Msunduze with a choice of basic amenities and greater economic opportunities. The following facilities are available and proposed for the node of Msunduze:

Existing Facilities	Planned Facilities	Proposed New Facilities	
None	- Msunduze Infrastructure - Development of Sports field - Msunduze Hall	Nursery Msunduze	- Library x 1 - Cemetery - Clinic x 7 - Fire Station x 1 - Emergency Services Facility x 1 - Mobile Police Station x 2 - Community Hall x 2 - Pension Pay Point x 2 - Post Office x 2 - Post Boxes x 2 - Sport Field x 2
			Bus Service
			Taxi Service

Table 64: Msunduze Proposes Facilities (Source: Black Balance Projects, 2013)

Tafamasi

The following facilities are available and proposed for the node of Tafamasi:

Existing Facilities	Planned Facilities	Proposed New Facilities
- Clinic 2 Schools - Agri-input Shops	None	- Cemetery - Clinic x 3 - Emergency Services Facility x 1 - Mobile Police Station x 1 - Community Hall x 1 - Pension Pay Point x 1 - Post Office x 2 - Post Boxes x 2 - Sport Field x 2 - Bus Service - Taxi Service

Table 65: TAFAMASI PROPOSES FACILITIES (SOURCE: BLACK BALANCE PROJECTS, 2013)

Please refer to the below image depicting the proposed structure of Tafamasi as determined in the Secondary Node Study for Ndwedwe LM.



Figure 21: SOURCE: NDWEDWE SECONDARY NODES AREA BASED PLAN 2009

c) Tertiary Nodes

The following areas represent the Tertiary Nodes within the Ndwedwe Local Municipality:

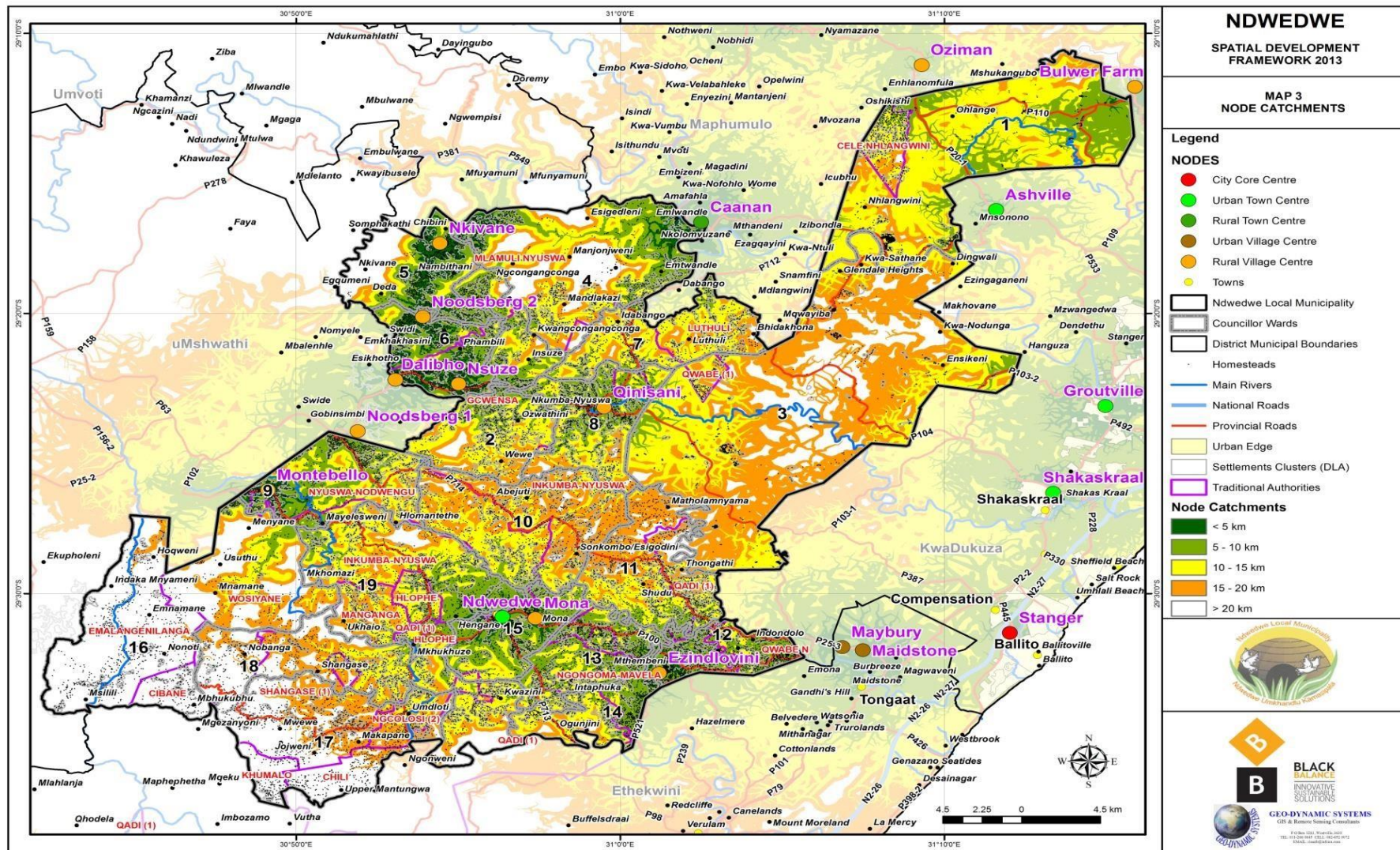
- Doringkop
- Ezindlovini
- Nsuze
- uMvothini
- KwaDeba
- Ozwathini

The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises.

d) Quaternary Nodes

The Rural Settlement Clusters are large groupings of widespread settlements with very limited services, which is usually limited to education facilities. As the lowest nodal order, these centres are normally located near transportation routes, which provide access to higher order nodes. The Settlement clusters are the following: The following areas represent the Quaternary Nodes within the Ndwedwe Local Municipality:

- | | | | |
|------------------|---------------|---------------|---------------|
| ▪ Corpus Christi | ▪ KwaSimamane | ▪ Sinembe | ▪ Wewe |
| ▪ Embuyeni | ▪ KwaThayela | ▪ St Martin | ▪ Zimpondweni |
| ▪ Emona | ▪ Mkhukhuze | ▪ Ukhaio | ▪ Ngoza |
| ▪ Glendal | ▪ Ndondolo | ▪ Vallombrosa | ▪ KwaNodwengu |



Map 23: Ndwedwe Nodes

Rural Communities

Settlement clusters were identified on the basis of densities of rural clusters. The base data from the Department of Rural Development and Land Reform, combined with the Eskom Household Study was utilised for this, and overlaid on aerial photographs from where settlement clusters were confirmed and demarcated. Within these settlement clusters the following activities and land uses have been identified.

Residential

Residential areas have been demarcated on the basis of existing residential activities, and the possibility of growth towards residential pockets within the settlement cluster. The Settlement clusters have ample space for residential infill and densification, and roads, and open spaces not utilised for agricultural activities have been included in the residential segment.

Environmental Management Areas

These areas are situated within the Settlement Clusters and consist of riverine areas, water courses and indigenous forests within the settlement clusters. Development and agricultural activities should be prevented within these areas.

Subsistence Agriculture

The rural communities are dependent on agriculture as a means to an income and for food production, and their livelihoods are therefore directly linked to the ability to farm. Areas currently being cultivated have been earmarked for agriculture within the settlement boundaries.

Identification of Rural Communities

This section provides a visual representation of the analysis to identify the above mentioned uses. The analysis as described above can be summarised into the following steps:

- Aerial Photo with Settlement Data Obtained
- Identify Rural Complex by Grouping Villages
- Expand Rural Villages into Settlement Clusters in terms of Service Delivery and Locality Purposes.
- Identified areas with agricultural potential with existing agricultural areas
- Identified areas that is Environmentally Sensitive
- Settlement Complex Accessibility

The following images depict how the above described settlement clusters were analysed.

1. Aerial Photo with Settlement Data Obtained

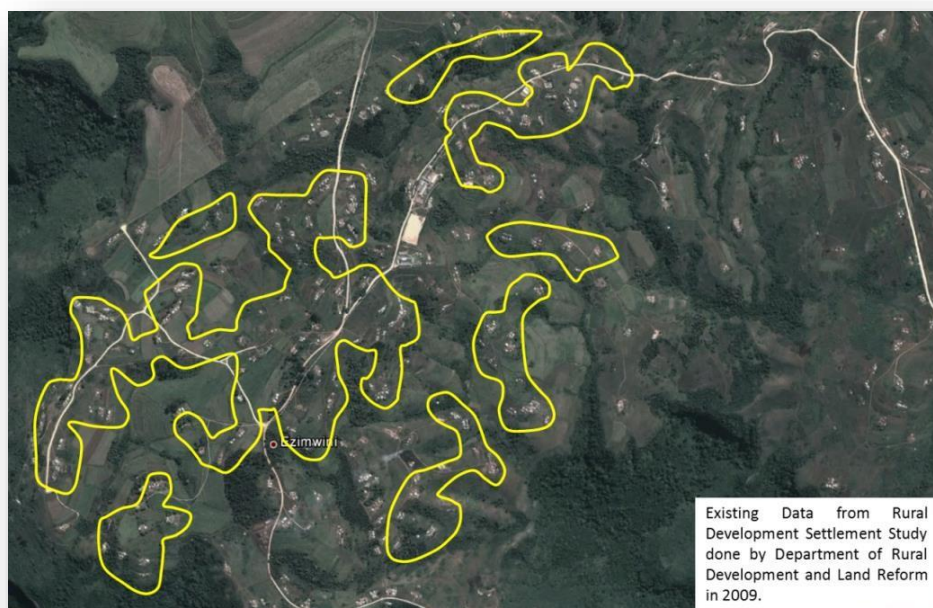
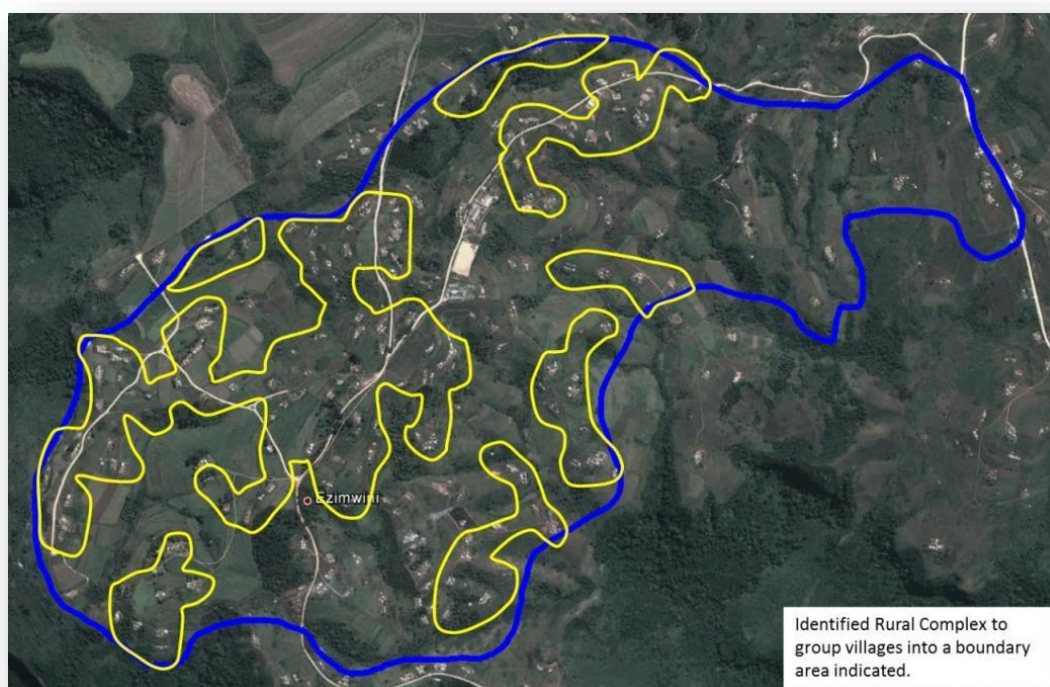


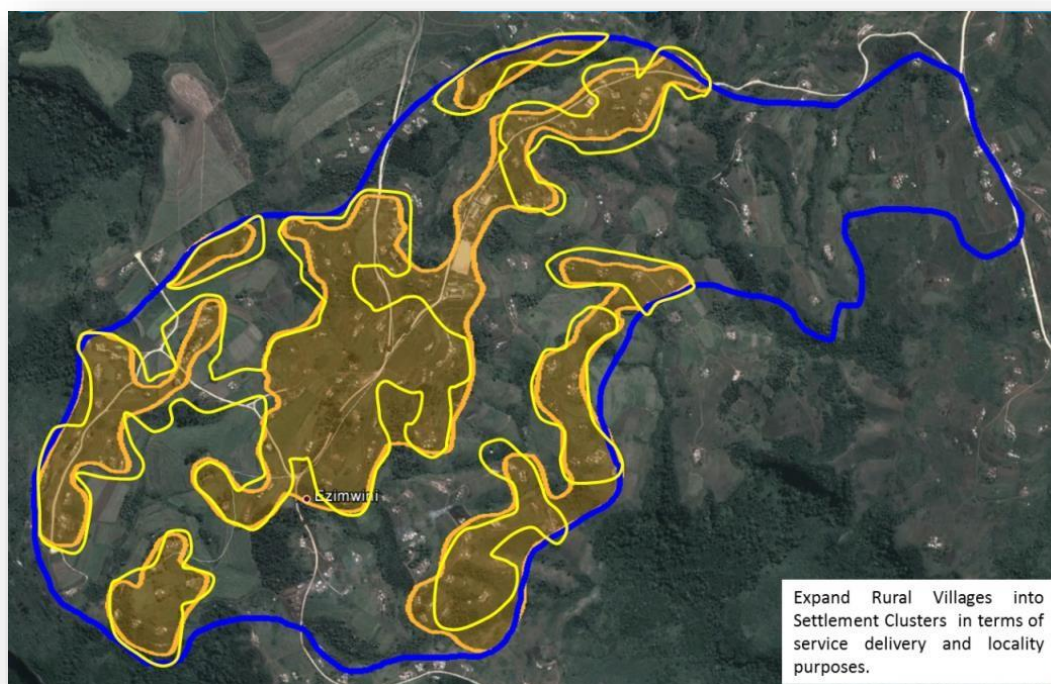
Figure 22: RURAL SETTLEMENT SPATIAL ANALYSIS (SOURCE: BLACK BALANCE PROJECTS)

2. Identify Rural Complex by Grouping Villages



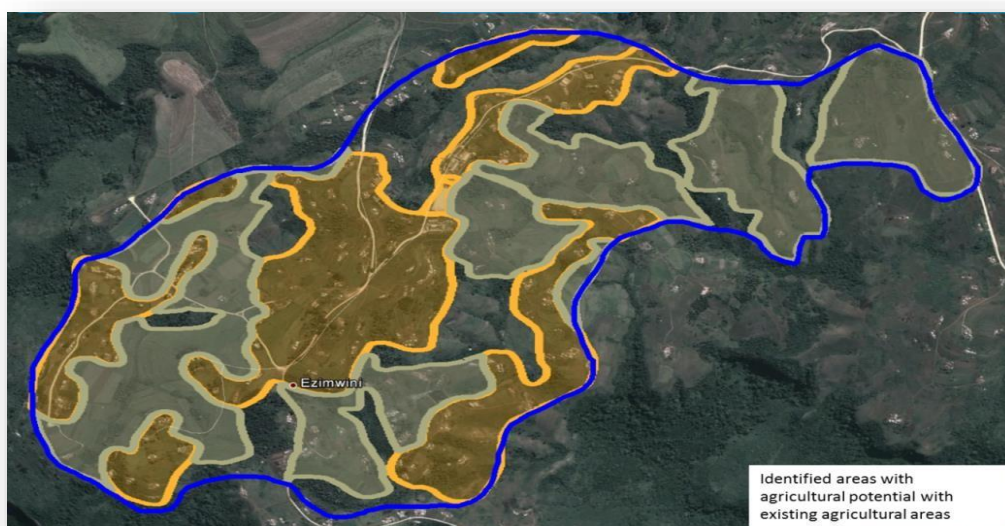
Source: Black Balance Projects, 2013

3. Expand Rural Villages into Settlement Clusters in terms of Service Delivery and Locality Purposes.



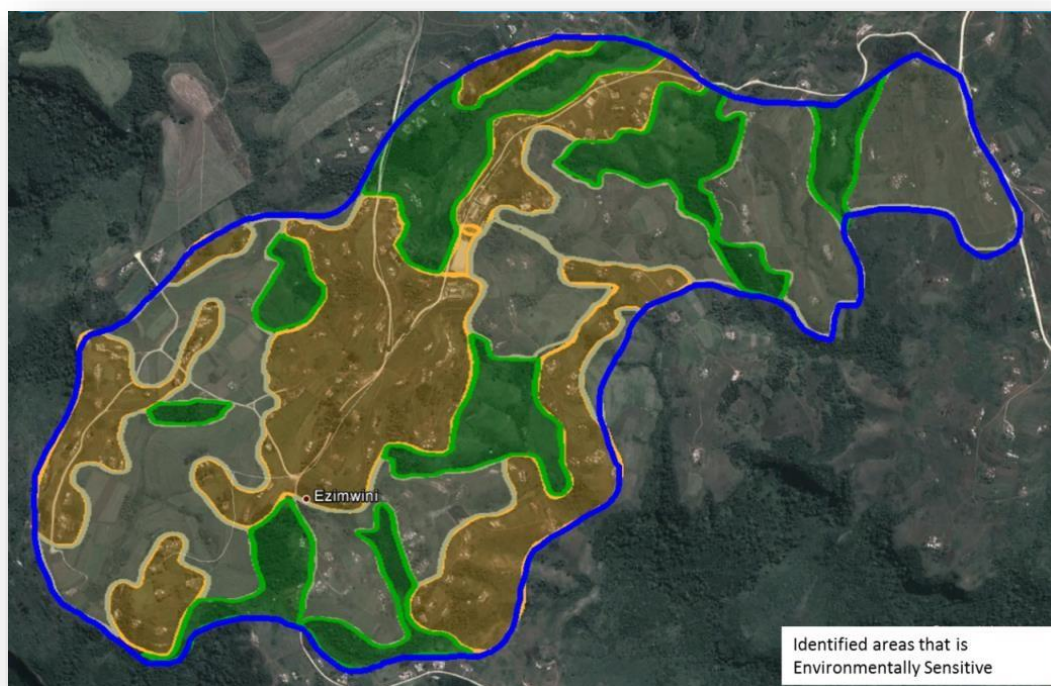
Source: Black Balance Projects, 2013

4. Identified areas with agricultural potential with existing agricultural areas



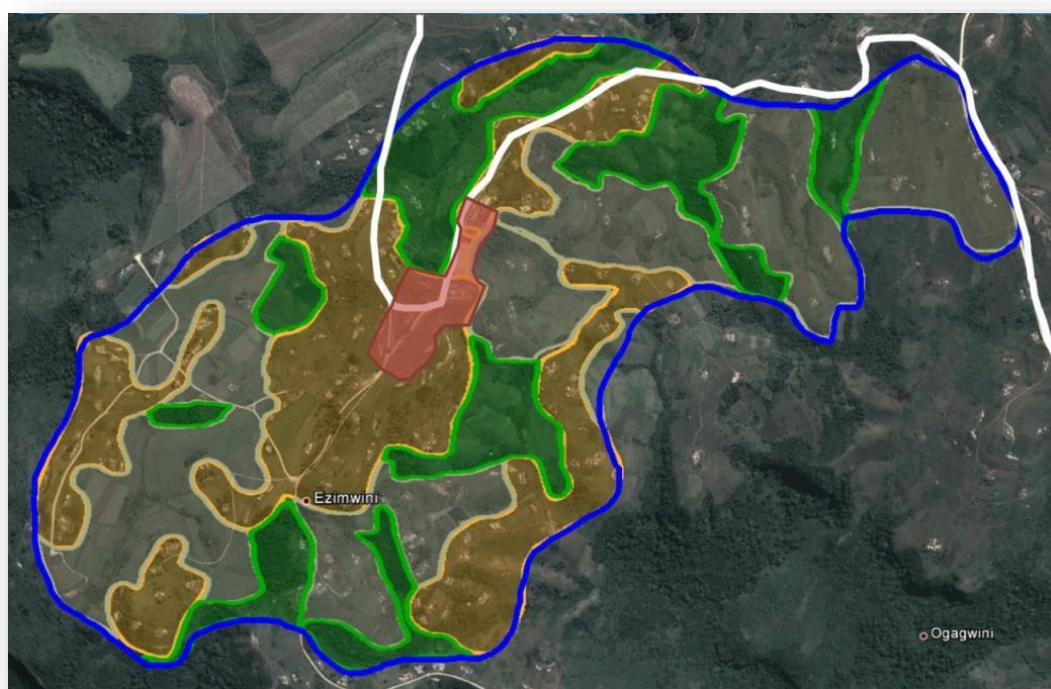
Source: Black Balance Projects, 2013

5. Identified areas that are Environmentally Sensitive



Source: Black Balance Projects, 2013

6. Settlement Complex Accessibility



Source: Black Balance Projects, 2013

Although low density rural residential will not be promoted, traditional residential activities will most likely continue. This type of activity will be limited to traditional methods of construction, and include a mixture of ancillary land uses necessary to sustain daily livelihoods of rural living.

5.1.1.14 Intended Future Uses

This section aims to provide an overview of the proposed future land uses. Currently only land uses situated outside nodal areas are addressed, as proposed facilities for each node has been identified. Following consultation with the communities, more detailed proposals for the locality of industrial, residential and commercial activities within the nodes will be made.

Residential Development

It has been discussed earlier that the present residential development is of low density and widely dispersed nature. Providing improved physical and social services, improved access and economic opportunities, requires a more structured approach to future residential development. While the existing development and its location has to be accepted, future growth should be guided into areas which have been identified to have a higher level of accessibility, allow for the provision of improved physical and social services, are able to provide a higher level of economic activity, and do not affect the protection and maintenance of unique agricultural, tourism and environmental resources.

Economic Development

The economic development of Ndwedwe must be considered as one of the most important aspects of developing the municipality. In all of the economic activities identified it appears of great importance to protect on the one hand the unique natural rural environment while on the other hand utilizing the opportunities arising from the close proximity to the metropolitan development. The envisaged location of the new King Shaka Airport within 10km of the boundary of the Ndwedwe Municipality will, if appropriately utilized, create significant opportunities for the economic development of the area. The following economic opportunities have been identified and are dealt with in more detail under intended future land uses:

- Agricultural Activities
- Tourism and Recreation
- Commercial and Manufacturing

Agricultural Activities

Agricultural Activities, while the existing commercial farming areas, consisting of almost 50% of the area of the municipality are identified, the SDF suggests the further extension of agricultural development in appropriate locations. Although it is understood that much of the remaining areas of Ndwedwe have a lower agricultural potential than existing farming areas, it is suggested that a range of smaller scale community-based agricultural activities can be developed in most

traditional settlement areas. This should also prevent, or at least limit, the growth of residential development in inappropriate areas.

An agricultural development plan is suggested to be an important sector plan envisaged to identify relevant soil conditions, access to water etc, preconditions required, range of potential agricultural products, necessary linkages to support and market mechanisms. The future location of the King Shaka Airport, and the associated Trade port, should create opportunities for unique agricultural opportunities.

Tourism and Recreation

Tourism and Recreation are important component of the economic development of Ndwedwe. It has been indicated previously that the municipality has a variety of opportunities for the development of tourism and recreation activities, substantially relating to dramatic topographic conditions, natural African landscape.

Commercial and Manufacturing

Commercial and manufacturing, at this point in time much of the commercial development relates in the first hand to providing for the needs of the local population. Within this context, 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. Secondary and tertiary nodes should over time their particular level of commercial development, whereby the unique location of the individual nodes should be utilized in creating unique opportunities. All nodes, in particular the higher order ones, should accommodate appropriate market amenities.

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, to generate new economic opportunities.

5.2.1 ENVIRONMENTAL MANAGEMENT

The Ndwedwe Municipality is a grant-dependent Municipality and has limited funds for the development of environmental sector plans. The Municipality has completed its Integrated Waste Management Plan in 2017. The Municipality is making use of the District environmental management plans such as Environmental Management Framework. From the District Plans, the Ndwedwe Municipality extracted project and programmes relevant to be implemented in its jurisdiction. These projects are listed in the environmental project matrix below.

5.2.1.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA) is responsible for the protection of natural resources within the Province. In performing this function, the Department requires planning tools; the Environmental Management Framework (EMF) is one of such tools required to provide guidance to decision makers. In 2012/13 financial year the EDTEA allocated funding of R1.5m to iLembe District Municipality for the preparation of the Environmental Management Framework (EMF). The EMF can be defined as a study that seeks to understand the biophysical and socio-cultural systems of a geographically defined area and to reveal where specific land-uses may best be located and to offer performance standards, control zones, for maintaining appropriate use of such land. Hence it has the following objectives:

- To identify the geographical area to which it applies;
- To specify the environmental attributes of such an area (including the environmental sensitivity, extent, interrelationship and significance of the attributes);
- To identify any parts in the area to which those attributes relate;
- To state the conservation status of the area and in those parts;
- To state the environmental management priorities of the area;
- To indicate the kind of activities that would have a significant impact on those attributes and those that would not;
- To indicate the kind of activities that would be undesirable in the area or in specific parts of the areas; and
- To include any other matters important for the better management of the environment in the area.

The EMF provides a framework upon which environmental matters should be managed. It also informs other planning tools and processes such as the regional planning, Spatial Development Frameworks (SDF), the open space systems and other planning tools. In addition, it also:

- a) Provides the status quo of environmental resources within the District, this includes Ndwedwe Municipality.
- b) Acts as a vehicle to identify more natural resources and ways for better management of those resources.
- c) Promotes alignment of activities/functions between different organs of the state, through the identification of different regulatory responsibilities and recommending mechanisms for addressing the needs of the relevant authorities.
- d) Provides information to the applicants/proponents with an early indication of the areas in which it would be potentially appropriate to undertake an activity.
- e) Provides information on areas where to undertake certain activities which may be excluded from requiring environmental authorization.
- f) Promotes the co-ordinated management of strategic spatial environmental information about a specific geographic area
- g) Promotes approval of projects that meet the sustainable development objectives.
- h) Assists in achieving integrated development, which takes environmental issues into consideration.
- i) Provides for a vision for an environmental management within the District.
- j) Assists in identify more strategies for conserving environmental resources.

The EMF contains a number of zones that will assist in managing development within the iLembe District. These include: Terrestrial Biodiversity Management Zone, Rural Support Zone, Commercial Agriculture Zone, Stewardship Zone, Coastal Management Zone, Urban Settlement Zone, Industrial Activity Zone and Infrastructure Zone. These EMF zones are spatially illustrated in the overleaf map.

5.2.1.2 ENVIRONMENT PROJECT MATRIX

Focus Area	Projects	Budget (R)	Funding Source
Terrestrial Biodiversity Management and climate change	Development of Invasive alien eradication plan for Ndwedwe	To be confirmed	Ndwedwe
	Invasive alien clearance programme through EPWP	To be confirmed	Ndwedwe
Climate Change	Development of climate change adaptation and mitigation strategies	To be confirmed	Ndwedwe
Waste management	Establishment of waste separation at source (waste recycling) programme at Ndwedwe	To be confirmed	Ndwedwe
Biodiversity Management	Develop a database and rehabilitate identified heritage sites within Ndwedwe	To be confirmed	Ndwedwe
Water resource management	Develop wetlands rehabilitation programme for Ndwedwe	To be confirmed	
Capacity building, Environmental awareness & education	Environmental Education and awareness Eco-schools, Environmental events	To be confirmed	Ndwedwe
Waste Management	Feasibility study on waste recycling, including drop off recycling centre	To be confirmed	Ndwedwe Municipality
Waste Management	Development of Waste Management ByLaws.	To be confirmed	Ndwedwe Municipality

Table 66: Showing environment project matrix for Ndwedwe Municipality

CHAPTER 6: 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.

6.1 Umgeni Water

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2019/2022)		
			2019/2020 R (000)	2020/2021 R (000)	2021/2022 R (000)
2; 4; 5; 6; 7; 8; 9; 10; 11; 13; 15; 16; 17; 18; and 19	uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 4.	Design	115 152 000	115 152 000	115 152 000
8 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 3.	Implementation	43 081 176	20 554 099	0
8 and 11 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4.	Design	200 000 000	0	46 500 000

Table 67: Umgeni Water MTEF

6.2 Human settlements

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2015/2018)		
			Budget Yr 2	Budget Yr 3	Budget Yr 4

			2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
	Glendale Village(rectification)	Planning	4900	7000	3500
6,7,8	Gwcensa	Implementation	8400	7000	7000
14	KwaShangase	Planning	7700	7000	7000
11	Matholamyama Phase 1	Implementation	2800	0	0
12,13,14,15	Mavela Ph 2	Planning	4900	7000	7000
4,5,6	Mlamula	Implementation	7000	7000	7000
7,8,10,11	Nkumbanyuswa Phase 1 Rural Housing Project	Implementation	7000	3500	0
9,10	Nodwengu Housing Project	Implementation	3900	0	0
16,18	Woyisane / Cibane / Malangeni	Implementation	7000	7000	7000

Table 68: Dept. Of Human Settlements Mtef

6.3 Department of Transport

PROJECT/ PROGRAMME NAME	2018-19	2019-20	2020-21	2021-22	2022-23
	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION	BUDGET ALLOCATION
3553 PAMBELA RIVER PEDESTRIAN BRIDGE	230 000	0	0	0	0

3202- MSUNDUZI RIVER BRIDGE ON L3110 AT NYONI AREA	11 500 000	0	7 500 000	7 500 000	7 500 000
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Table 69: Dept Of Transport MTEF

6.4 Department of Education

WARD NO.	PROGRAMME & PROJECT DESCRIPTION		PROJECT STAGE	MTEF (2016/2019)		
				2016/2017 R (000)	2017/2018 R (000)	2018/2019 R (000)
6	Emkhambeni P S (Water & Sanitation)		Impleme ntation	324.00	1 000 000	
4	Chief Ngonyama S S (Technical High Schools)		Impleme ntation	200.00	100 000	
13	Lihlithemba (Technical Schools)		Impleme ntation	400.00	100 000	
17	Dulini (Upgrades Additions)		Impleme ntation	1 000.00		
16	Gcinimfundo Upgrades Additions)		Impleme ntation	2 000.00		
9	Sotobe S (Repairs Renovations)	S &	Impleme ntation	700.00		
7	Waterfall P (Upgrades Additions)	S &	Impleme ntation	5 000.00	11 000	
17	Igugulamanyoni (Maintenance)		Design	300.00		

18	Kwashangase P S (Maintenance)		Design	300.00		
5	Qalakahle S S (Maintenance)		Design	300.00		
9	Khanyisa S S (Maintenance)		Design	300.00		

3	Mshwathi Memorial (Maintenance)	Design	270.00		
17	Ubuhlebesizwe S S (Maintenance)	Design	300.00		
9	Nondabula P S (Maintenance)	Design	300.00		
11	Isigudu P S (Fencing Phase 1)	Implementation	350.00		
17	Ezimpondweni P S (Fencing Phase 1)	Implementation	220.00		
18	Hawa P S (Fencing Phase 1)	Implementation	280.00		
14	Makhawula P S (Fencing Phase 1)	Implementation	185.00		
18	Mashiza P S (Fencing Phase 1)	Implementation	270.00		
17	Meyiwa P S (Fencing Phase 1)	Implementation	255.00		
18	Siqondokuhle P S (Fencing Phase 1)	Implementation	100.00		
10	Ekuvukeni P S (Fencing Phase 1)	Implementation	215.00		
18	A M Moola (Fencing)	Implementation	290.00		
7	Amabutho P S (Fencing)	Implementation	175.00		
10	Dikwayo P S (Fencing)	Implementation	165.00		
16	Emakhasini P S (Fencing)	Implementation	165.00		
6	Emkhambeni P S (Fencing)	Implementation	660.00		
11	Emlandeleni (Fencing)	P S	Implementation	455.00	
7	Emsengeni (Fencing)	P S	Implementation	415.00	
10	Enkumbeni (Fencing)	P S	Implementation	415.00	

8	Esidumbini (Fencing)	P	S	Implementation	550.00		
7	Hlalakahle (Fencing)	P	S	Implementation	470.00		
17	IGUGULAMANYO NI P			Implementation	315.00		
1	HULETT P			Implementation	415.00		
3	GLENDALE P			Implementation	490.00		
19	INHLANGANISO P			Implementation	300.00		
13	Intaphuka (Fencing)	P	S	Implementation	640.00		
3	Inyangenye (Fencing)	P	S	Implementation	360.00		
17	Isaviyo (Fencing)		PS	Implementation	330.00		
4	Isithembelo (Fencing)	P	S	Implementation	370.00		

Table 70: Dept. Of Education MTEF

6.5 Department of Agriculture

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2019/2022)		
			2019/2020 R	2020/2021 R	2021/2022 R
7	Qhubekela Phambili Cluster(8.86km fencing, production inputs and mechanization services)	Planning	1 899 556	-	-
10	Sonkombo Cluster(5.14km fencing, production inputs and mechanization services)	Planning	1 568 171	-	-
	Food security intervention	Planning	9 686 688	-	-
			13 154 415	-	-

Table 71: Dept. Of Agriculture MTEF

CHAPTER 7: FINANCIAL PLAN

- The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.
- The financial action plan incorporates strategies covering a period of 3 years

- The implementation of the financial action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.
- It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions.
- The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

Financial Issues

The key financial issues affecting the Ndwedwe Local Municipality are listed below:

Public Participation Analysis

- Various sources of grants and subsidies need to be identified and a person tasked with this function
- Document policies relating to capital financing

Alignment of the Budget Process

- The IDP needs to be aligned with the budget
- Business plans are needed for projects taking into consideration cost of inflation ?
Operational Costs of projects needs to be determined

Financial Management

- A Financial system needs to be maintained
- Mscoa compliant annual financial statements needs to be prepared
- Review all financial policies and procedures and document flow
- The budgeting process needs to take heed of the requirements of the Municipal Finance Management Act and Systems Act
- Annual report needs to be prepared

Asset Management

- An asset management system needs to be maintained
- Corporate Department needs to maintain a tighter control over use of vehicles, and fuel and oil
- The annual insurance premiums need to be reviewed
- Identify unutilised assets

- Assets maintenance plan needs to be implemented.

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2018/19	2019/20	2020/21
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	Director Technical Services/IDP Manager			
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager/Director Technical Services			
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Director Technical Services/IDP Manager	Ongoing	Ongoing	Ongoing
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO			
			Obtain a complete inventory of all assets	CFO/Director Technical Services/Director Corporate Services			
			Ensure all assets are properly maintained	Director Corporate Services	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO			

Table 72: Ndwedwe Financial management plan

Three- Year Municipal Budget

	Operating budget (R)	Capital Budget (R)
Final Annual budget 2019/20	184 437 536.01	67 834 000.00
Indicative Budget 2020/21	184 837 935.82	43 376 000.00
Indicative Budget 2021/22	193 056 091.30	38 030 000.00

Table 73: Three-year Municipal Budget

Operating Revenue Framework

	Operating budget (R)	Capital Budget (R)
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Final budget 2019/20	184 548 452.70	67 834 000.00
Draft Budget 2019/20	183 483 452.70	65 849 260.00
Adjusted Budget 2018/19	165 063 212.24	62 872 095

Table 74: Operating Revenue Framework

Operating Expenditure Framework

	Operating budget (R)	Capital Budget (R)
Final budget 2019/20	184 437 536.01	67 834 000.00
Adjusted Budget 2018/19	179 477 619	62 872 095
Draft Budget 2019/20	184 637 890	65 848 260

Table 75: Operating Expenditure Framework

Summary of expenditure by department in respect of operating budget

Department	Original Budget 2019/20	Indicative budget 2020/21	Indicative budget 2021/22
Office of the MM	20690 699.59	21 807997.36	23101571.42
Corporate Services	38 457 943.60	40 749 503.53	43105967.70
Budget and Treasury Office	47 257 877.05	49 809 802.41	52640190.54
Economic Development and Planning	15 587451.98	12 740 174.38	13498089.01
Community Services	18 503 169.71	19 186 140.87	20346997.28
Technical Services	25 171 310.	18 761 702.21	19334627.88

Table 76: Summary of expenditure by department

7.2 Capital and Investment Programmes

The capital and investment programmes as set out in the main IDP document.

a) Multi Year Budget (Financial Projections)

Financial projections have been developed using a financial model developed for the Ndwedwe Municipality. A summary of the financial modelling process and assumptions produced by management are set out below:

Financial Projections- The financial projections are based on a financial model developed for the Ndwedwe Municipality.

- o The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- o The financial model is dependent on the 2017/18 budget which has been used as the base year,
- o The critical financial inputs are project operating costs, loans, sources of funding and terms of borrowing
- o The critical outputs are:
 - A three-year projection of the operating and capital budget reflecting the projected revenue increases
 - Financial resources required for capital projects

b) Assumptions

Key focus areas for the 2018/19 draft budget process

Note that spending plans outlined in the 2018/19 Budget continue to support government's commitment to broadening service delivery and expanding investment in infrastructure, while taking account of the constrained fiscal environment. South Africa's economy has continued to grow, but at a slower rate in 2017/2018 financial year. GDP growth reached 1.9 per cent in 2017 and is expected to grow at 2.1 per cent in 2018.

The Municipality medium-term expenditure framework (MTEF) is aligned with the National Development Plan (NDP) as a point of departure. The NDP sets out an integrated strategy for accelerating growth, eliminating poverty and reducing inequality by 2030. The NDP supported by the New Growth Path and other programmers provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years. The NDP emphasizes the need to lower the cost of living for households and reduce the cost of doing business for small and emerging enterprise. These objectives need to take into account fiscal sustainability, which ensures that progress will not be interrupted or reversed.

Inflation forecasts

Ndwedwe municipality have taken into account the macro-economic forecasts during the preparation of 2018/19 budget: the following table gives the GDP growth and CPI inflation indication.

Fiscal year	2018/19 Estimate (%)	2019/20 (%)	2020/21 forecast (%)	2021/22 (%)
Real GDP	0.7	1.5	1.7	2.1
CPI inflation	4.7	5.2	5.4	5.4

Table 77: Inflation forecasts (Source: Budget Review 2017)

Note that the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Employee related costs

Revising rates, tariffs and other charges

In addition to the issues dealt with in MFMA Budget Circular 66 and 67, Ndwedwe local municipality has increased its property rates tariffs by 6%; the rate is in line with recommendations by National Treasury.

7.3 Budget Projections 2018/ 2019 TO 2019/2020

Description	Current year 2018/19		2019/20 Medium Term Revenue & expenditure Framework		
	Original Budget R	Adjusted budget R	Budget year 2019/20 R	Budget year+1 2020/21 R	Budget year+2 2021/22 R
Expenditure by type					
Employees related cost	60 498 423	63 209 464	66 622 775	70 953 255	NYA
Remunerations of the councillors	14 233 654	15 327 085	16 154 747	17 204 805	NYA
Debt impairment	2 600 000	2 600 000	3 000 000	3 162 000	NYA
Depreciation & asset impairment	20 000 000	21 000 000	21 000 000	22 134 000	NYA
Finance charges	120 000	120 000	130 000	137 020	NYA
Other expenditure	77 548 902	79 941 070.4	80 358 088.25	84 697 425.01	NYA
Total operating expenditure	175 000 979	179 477 619.09	185 269 610.52	196 184 722.23	NYA
Total Capital Expenditure	62 987 789	64 187 093	65 848 260	67 436 123	NYA
TOTAL EXPENDITURE	256 907 675	249 879 904	251 117 870.52	254 678 908	NYA
Income	180 564 789	181 675 897.80	183 483 452.70	234 876 908.9	NYA

(SURPLUS) / DEFICIT	(76 342 886)	(65 875 908)	(67 634 417.82)	(19 802 000)	NYA
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Table 78: Budget Projections 2017/18 TO 2018/ 2019

- The table above reflects the current financial situation of the municipality.
- Inflationary increases have been considered in projecting the future years' expenditure.
- The 3-year projection has been balanced for 2016/2017 to 2018/2019 by determining the required income to fund expenditure.
- Within the operating budget is free basic electricity for indigent households, which has been informed by the 310 beneficiaries that the Municipality has been servicing at a cost of R140 300 in 2015/2016; R132 400 in 2016/2017 and R124 900 in 2017/2018. It is anticipated that this cost should grow to R149 000 in 2018/2019. The number of beneficiaries has remained constant, at 310 beneficiaries, per month, over the last three years, and no change is anticipated going forward.

What appears to be a bit of a concern is the fact that this Municipality is heavily grant dependent, and the table below better illustrates this:

Description	Current year 2018/19		2019/22 Medium Term Revenue & expenditure Framework		
	Original Budget R	Adjusted budget R	Budget year 2019/20 R	Budget year+1 2020/21 R	Budget year+2 2021/22 R
Revenue by source					
Property rates	4,791,000	4,791,000	6,314,000	6,692,840	7,054,253
Rental of facilities and equipment	200, 000	200,000	215,000	228,000	240,000
Interest earned – external investments	3,000,000	2,500,000	1,847,000	3,000,000	3,000,000
Interest earned – outstanding debtors	460,000	460,000	488,000	517,000	545,0000
Other revenue	300,000	300,000	300,000	318,000	335,0000
Transfers recognised - operational	70,566,000	70,820,000	87,218,000	112,987,000	115,088,000

Total revenue (excluding capital transfer and contributions)	<u>79,317,000</u>	<u>79,071,000</u>	<u>96,382,000</u>	<u>123,743,000</u>	<u>126,262,000</u>
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Table 79: Medium Term Revenue & expenditure Framework

The table above illustrates that operating budget is 90.49% funded by grants in 2015/2016 financial year; 91.31% in 2016/2017 and 91.15% in 2017/2018.

- From the table above it is concerning to note that property rates will only account for 6.55% of the total operating revenue in 2016/2017 financial year, and looking at the past three consecutive years, the Municipality's collection rate is sitting at 30%, meaning only 30% of this 6.55% will realistically be realised in 2016/2017 financial year, and this should inform the Municipality's provision for doubtful debts.
- Whilst the Municipality is struggling to generate its own revenue, it is a bit reassuring to notice that the total salary cost compared to total operating budget, this is sitting at 41.27% in 2016/2017; 42.25% in 2017/2018 and 44.79% in 2018/2019 financial year, and these figures are inclusive of Councillors' allowances as well.

PROJECTS	Current year 2017/ 2018		Medium Term Revenue & expenditure Framework		
	Original Budget R	Adjusted budget R	Budget year 2018/19 R	Budget year+1 2019/20 R	Budget year 2020/21 R
Access Roads	-	570 000.00	0	18 000 000	18 972 000
Sports Fields	-	-	2 100 000	2 226 000	2 346 204
Massification Programme	-	-	7 000 000	0	0
Garage/Parking	-	-	500 000	530 000	558 620
Furniture	20 000.00	100 000.00	250 000	265 000	279 098
Office Equipment	-	100 000.00	100 000	106 000	111 724
Motor Vehicles	-	7 150 000.00	959 000	4 063 519	4 397 657
Computers	60 000.00	170 000.00	130 000	116 600	122 557

Small Town Rehabilitation	4 000 000.00	4 000 000.00	0	0	0
Road - MIG	25 918 000.00	33 412 177.00	27 936 000	29 155 000	30 320 000
Brushcut Machine	-	-	30 000	31 800	33 517
Street Lights	11 000 000.00	18 139 057.00	8 000 000	9 000 000	9 000 000
Township Establishment and Mini factory	-	-	700 000	212 000	223 448
Fencing	-	-	250 000	265 000	279 310
Crèches	-	210 000.00	450 000	512 000	145 000
Park home	50 000	-	100 000	0	0
Neighbourhood Development	19 768 000	5 000 000	11 000 000	0	0
	60 816 000	68 851 234	59 505 000	64 482 919	66 789 135

Table 80: Capital Investment Program Summary

A summary of the capital investment program is provided in the table above.

- The cost of projects need to be determined as part of the IDP review process which will assist in determining the funding requirements for the ensuing years.
- Project business plans will be required to estimate the project operating costs.
- It is envisaged that the Municipality will source R8.350m in external loans to finance new fleet, and this should result in R960 000 in short term loan for 2015/2016 financial year, and R7 390 000 in long term debt.

For a Municipality to be considered by financiers for long term loan, it would need to demonstrate positive cash flows, and this is evident when you look at the Municipality's Annual Financial Statements for 2014/2015 financial year, which reflect Cash and Cash Equivalents amounting to R40 690 884, Total Liabilities of R35 338 281, leaving the Municipality with a net positive cash flow of R5 252 60.

CHAPTER 8: ANNUAL OPERATION PLAN (SDBIP)

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. The key components of the matrix are the strategic objectives, strategies, Key Performance Indicators, Estimated budget and the annual targets for the period of five years.

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.

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.

CHAPTER 9: ORGANISATIONAL PERFORMANCE AND INDIVIDUAL MANAGEMENT SYSTEM

The Ndwedwe IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing PMS.

Ndwedwe Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, a Municipality's PMS must also facilitate increased accountability, learning, improvement, provide early warning signals and facilitate decision-making. Essentially developing the PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role player.

The performance management system monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilisation of all resources and the performance management system being closely integrated across all functions at an organizational and individual level.

The following flow diagram shows a step-by-step approach to setting the performance measures of the Ndwedwe Organisational PMS.



FIGURE 23: NDWEDWE OPMS

Legislation that governs performance management in local government includes the Municipal Systems Act (MSA), the Municipal Planning and Performance Management Regulations (MPPMR), the Municipal Finance Management Act (MFMA), the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager and the Framework for Programme Information (FPPI) issued by National Treasury.

9.1 THE SCORECARD AND SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager.

The Ndwedwe local municipality has aligned its departments according to the national Key Performance Areas (KPA's). The SDBIP scorecard measures a municipality's performance through the following municipal indicators under these areas:

- Service Delivery and Infrastructure
- Municipal Institutional and Transformation
- Financial Management
- Community Services
- Local Economic Development
- Good Governance and Public Participation

The performance agreement for each head of department and that of the Municipal Manager is aligned to these KPAs and the key performance indicators in the Organizational scorecard are linked to the departmental scorecards (Performance Plans) which forms an integral part of the performance agreement. The OPMS is seamlessly aligned with the Goals, objectives and municipal budget. The performance management is cascaded to the levels Section 54 and 56 managers. In the 2019/2020 financial year the municipality will engage in a process of cascading PMS to lower levels. The draft performance tools for the 2019/2020 financial year is attached at **Annexure F**.

CHAPTER 10: BACK TO BASICS

The Service Delivery and Budget Implementation Plan (SDBIP) are aligned to the Back to Basics pillars. The Organisational Scorecard and SDBIPs are attached as annexures 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.

Ndwedwe Local Municipality Back to Basics Summary Report

Back to Basics Programme

1. 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.
2. 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.
3. 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.
4. The programme is built on 5 pillars. Each pillar has sub-questions which relate to it.
5. Both National and Provincial pillars are aligned to support the national priorities.

Five (05) Pillars of Back to Basics

1. **Put people first** and their concerns first and ensure constant contact with communities through effective public participation platforms.
2. 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.
3. Be well governed and demonstrate **good governance and administration** - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
4. Ensure sound **financial management and accounting**, and prudently manage resources to sustainably deliver services and bring development to communities.

5. **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.

Forums That Support the Existence and Functionality of the Programme:

- District Technical Advisory Committee; (held quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities

Back to Basics Provincial CoGTA Reporting

- The Municipality currently has no outstanding back to basics reports to CoGTA. All Back to Basics report for Quarter 1; 2 and 3 were submitted to CoGTA and the scoring for Quarter 2 was **79%**.
- A quarterly updated support plan is submitted to CoGTA concurrently with quarterly reports.

Back to Basics National Cogta Reporting

- The Municipality is up-to-date with the reporting.
- The B2B programme was introduced in the Municipality in 2014.

Ndwedwe Local Municipality Back to Basics Successes

The Municipality had an impressive 100% score for Putting People first and more than 90% for addressing basic services and good governance. It had an overall 79% score as indicated on the table provided below.

Areas of Improvement

- Sound financial management
- Building capable local government

A copy of Back to Basics plan for Ndwedwe Local Municipality is annexed hereto for ease of reference and it is the Back to Basics program has clearly indicated its priorities and how it shall be implemented in the IDP.

BACK TO BASICS PILLAR	iLembe	KwaDukuza	Mandeni	Maphumulo	Ndwedwe
Putting People First	N/A	100%	100%	63%	100%
Delivering Basic Services	67%	95%	75%	53%	95%
Good Governance	100%	100%	92%	77%	92%
Sound Financial Management	37%	21%	37%	37%	42%
Building Capable Local Government Institutions	50%	63%	75%	38%	88%
TOTALS	63%	72%	71%	52%	79%

Table 81: 2nd Quarter Municipal Back to Basics Categorisation

A copy of the Back to Basics CMET is attached at **Annexure G**.

ANNEXURES

Annexure A – Draft SDF

Annexure B – Draft Disaster Risk Management Sector Plan

Annexure C – LGSETA Submission

Annexure D – Roads Maintenance Plan

Annexure E - LED Strategy

Annexure F – Draft SDBIPs and Organisational Scorecard

Annexure G – B2B CMET