NDWEDWE LOCAL MUNICIPALITY 2020/2021 IDP REVIEW

MAY 2020

ALERT

COVID-19 SA SUPPORT

HOTLINE: 0800 029 999
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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

HIS WORSHIP, THE MAYOR OF NDWEDWE, CLLR NV CHILI

WE once again arrive at this time of presenting the Integrated Development Plan (IDP) 2020/2021.
We are, however, entering this phase of tabling the IDP 2020/2021 with dampened spirits as the whole world is on its toes, trying to put in place mechanisms aimed at confronting and curbing the COVID-19 Coronavirus flu. As the municipality we also have rolled up our sleeves and quickly took precautions to assist the National Department of Health in its efforts to keep the citizens aware, informed, updated and safe. As well as, Ndwedwe Management has also developed a proposed COVID-19 Management Strategy.

We wish to reiterate the call for calm and caution. We also wish for our vulnerable groups to stay safe throughout this pandemic outbreak and for families to adhere to safety tips and advice.

The IDP is aligned to the country's pillars, the National Development Plan (NDP), Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks.

As this Council, we are still steadfast in fast tracking service delivery in all Key Performance Areas. We remain assured that by the time we exit office, Ndwedwe citizens will beam with pride, pointing at tangible achievements and enjoying a much better life by having access to all basic services. Indeed, upon entering office, this Council started first and foremost by identifying all bottlenecks, stumble blocks, challenges and obstacles that hindered service delivery drive. We are herein joyful to announce that we are doing so well in our spending that we even managed to be granted extra funding in the MIG grant, which will go a long way in helping us rollout our plans for Ndwedwe.
We therefore present to the Council this mSCOA-aligned IDP as per Treasury regulations that we adapt the IDP to the objectives and strategies for our provincial and national government.

We continue noting steady growth in Ndwedwe Municipality which will enable us to enhance revenue streams and create job opportunities. The Bhamshela Shopping Centre precinct continues to grow with more retail tenants coming to the fore.

This creates job opportunities for our people and also enhances the confidence index of the residents of Ndwedwe.

We remain grateful to the financial support from Growth Fund and EDTEA (Department of Economic Development, Tourism and Environmental Affairs) which saw this Shopping Centre being boosted to extend its reach, thus uplifting the economical profile of Ndwedwe.

Also, the expansion of Ndwedwe municipal buildings is in its final stages. All that is left is for office space allocation to take place and after that municipal employees will be able to discharge their duties more easily because they will not be overcrowded. But also, this will assist in ensuring we comply to occupational health stipulations.

Our partnership with the Department of Public Works is starting to bear fruits as we have been praised as the most active and functional Extended Public Works Programme (EPWP), a program that creates employment opportunities, targeting only local people involved in waste collection, tree felling, grass-cutting, bush clearing etc. EPWP also serve as foot soldiers in the Thuma-Mina Campaigns that we continue to use as a tool of reaching out to urgent needs of our people. We still 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) programs.

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 eThekwini 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.

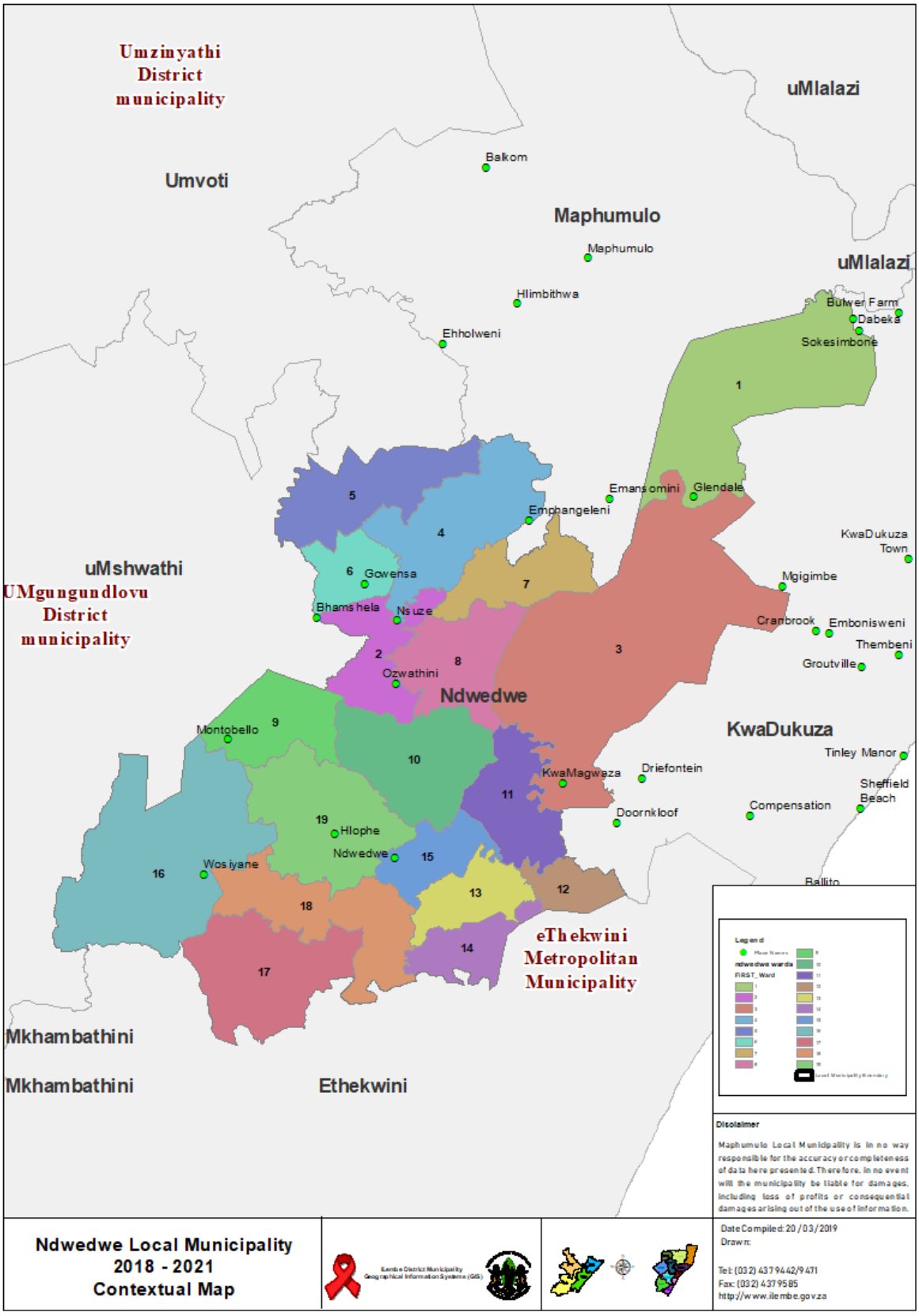
There are three hierarchical nodes exist in the municipality namely:

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.

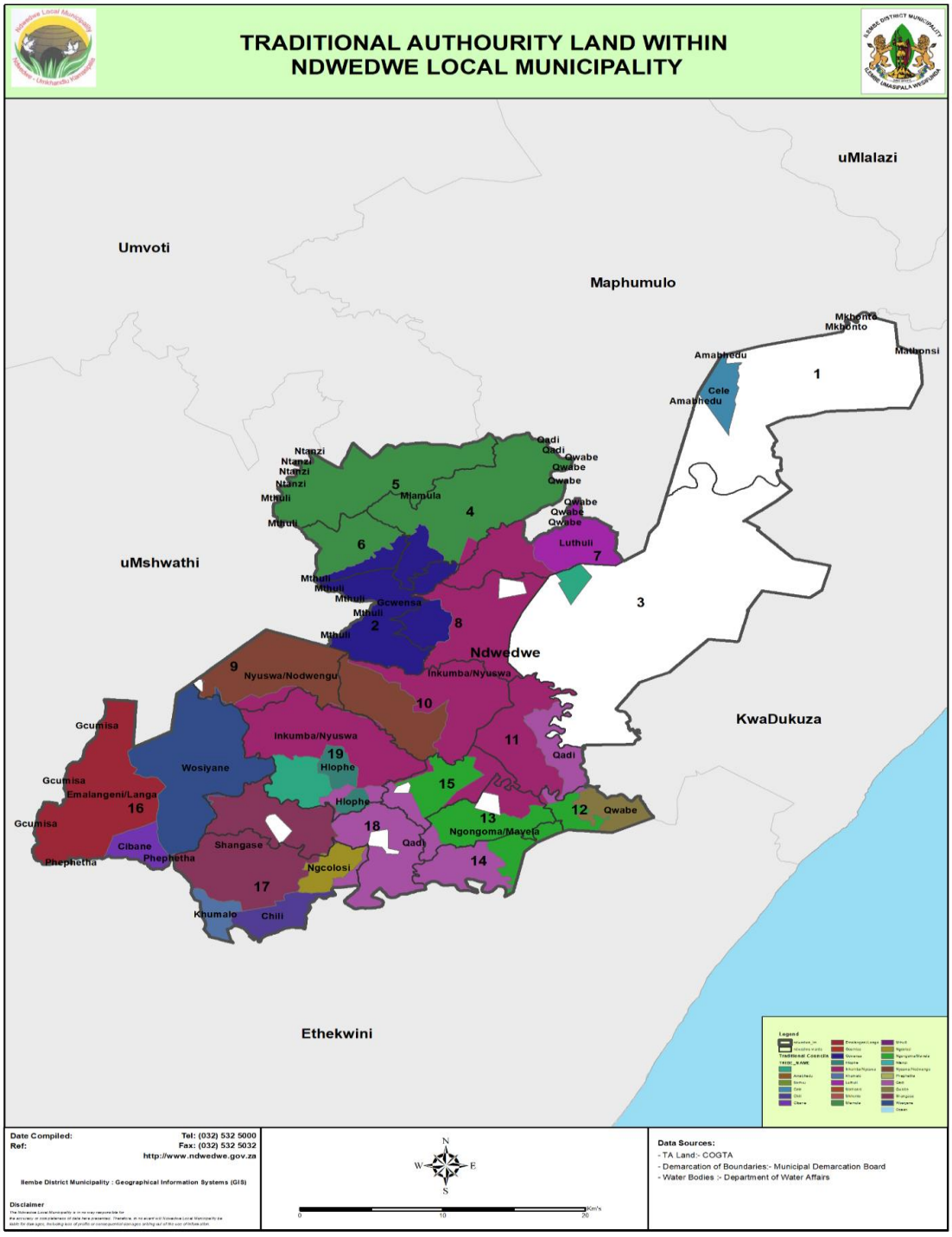
Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas. The extent of the municipal area is 1153 Km^2 and accommodates a population in the region of 143 117 people (Community Survey, 2016). %. Overall settlement densities are approximately 145 people per Km^2.



Map: 1: Locality of Ndwedwe Local Municipality

1.1.1 TRADITIONAL AUTHORITY

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 within the Ndwedwe Municipal 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.



Map: 2: Traditional Authority

1.2 DEMOGRAPHC PROFILE

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

Table 1: Population & Gender Profile

1.2.1 POPULATION GROWTH

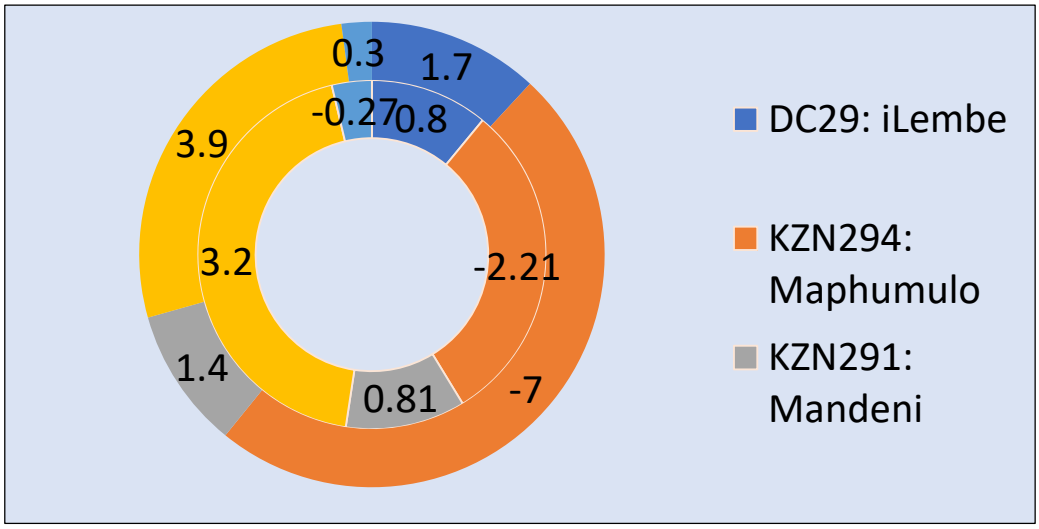


Figure 1:Population Growth (Source: 2001-2011 Census & Community Survey Stats SA)

	% Population Growth p.a	
	2001-2011	CS 2016
DC29: iLembe	0.8	1.7
KZN294: Maphumulo	-2.21	-7
KZN291: Mandeni	0.81	1.4
KZN292: KwaDukuza	3.2	3.9
KZN293: Ndwedwe	-0.27	0.3

Table 2: Population Growth (Source: 2001-2011 Census & Community Survey Stats SA)

Recent Census results show that the population in iLembe is 606,809 people and is growing at 0.8% per annum. The trend of migration from rural local municipalities of Maphumulo and Ndwedwe to coastal and more urban LMs of Mandeni and especially KwaDukuza is evident.

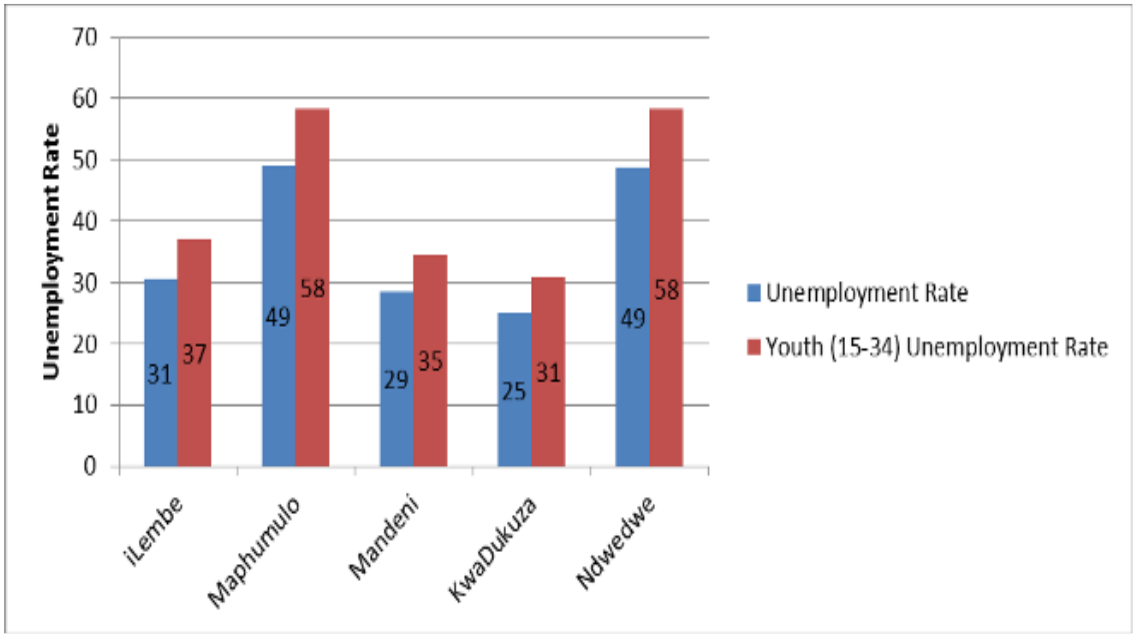
The number of households is 157,692 and is growing at 2.7% per annum. Households in KwaDukuza have grown at a fairly high rate of 4.8% per annum, whereas households in Maphumulo have declined by 1%. Average household size is 3.8 and the percentage of female headed households is 45.8% which is above the national average of 41%, but average for KZN.

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 3: Population growth as per 2016 community survey (Stats SA)

The table above indicates majority of the population is made up of 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%.

1.2.2 EMPLOYMENT AND UNEMPLOYMENT PATTERNS

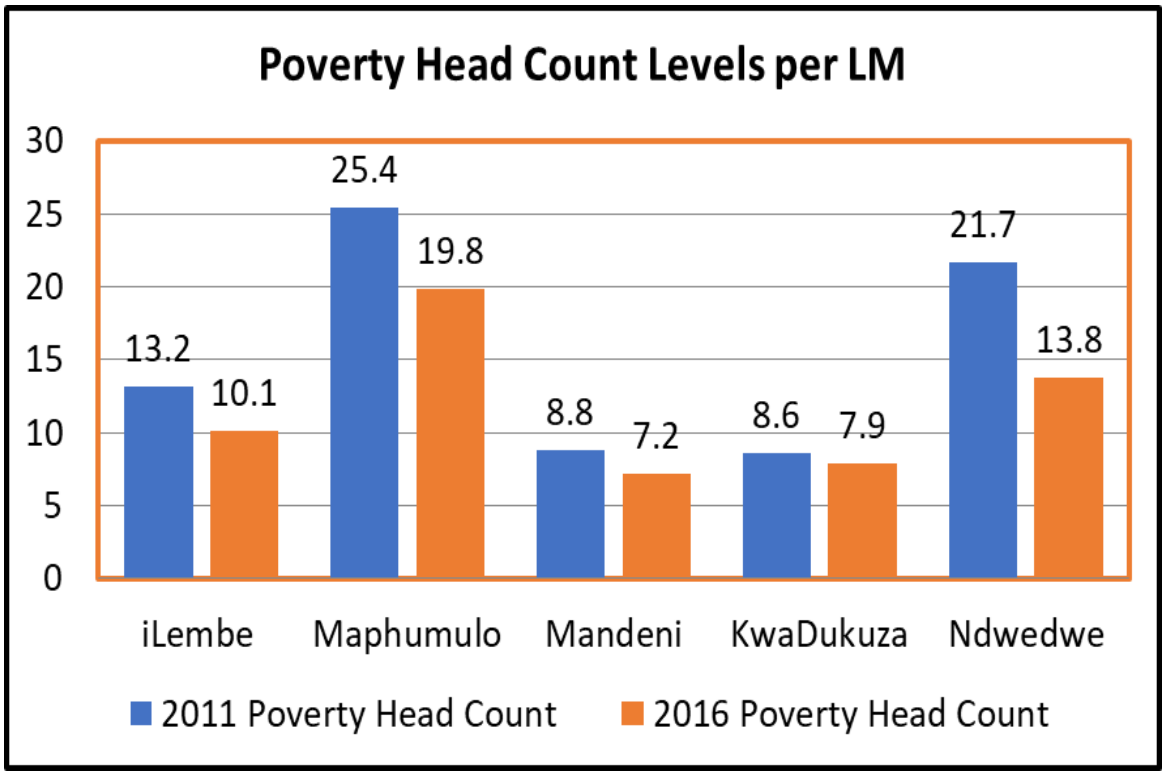


Graph: 1: Unemployment Rate
(Source: 2001-2011 Census & Community Survey Stats SA)

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

The level of unemployment in Ndwedwe declined to 49% in 2011 from 67.8% in 2001. Amongst the youth 58.3% of them were unemployed which again is a decline from 76.4% in 2001. However, the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in Ndwedwe are in the formal sector, only4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

1.2.3 POVERTY LEVELS IN THE ILEMBE DISTRICT



Graph: 2: Poverty Levels
(Source: 2001-2011 Census & Community Survey Stats SA)

	2011		2016	
	Poverty Head Count	Intensity of poverty	Poverty Head Count	Intensity of poverty
iLembe	13.2	41	10.1	43
Maphumulo	25.4	40.6	19.8	44.8
Mandeni	8.8	41.2	7.2	41.5
KwaDukuza	8.6	41.2	7.9	41.6
Ndwedwe	21.7	41	13.8	44.8

Table 4: Poverty Head Count

(Source: 2011 Census & Community Survey Stats SA)

1.2.4 SOUTH AFRICA'S KEY CHALLENGE "COVID-19"

The 2019–20 coronavirus pandemic spread to South Africa, with the first confirmed case announced on 5 March 2020 by Minister of Health Zweli Mkhize. On 15 March, President Cyril Ramaphosa declared a national state of disaster with a partial travel ban, travel advisories, discouraging public transport, the closing of schools, and prohibiting gatherings of more than 100 people.

On 23 March 2020, Ramaphosa issued a national lockdown lasting 21 days from 26 March 2020 to 16 April 2020. As of 31 March 2020, there were 1380 confirmed cases, 5 confirmed deaths, and 31 recovered. South Africa's COVID-19 infected citizens currently at a total of 1,380 cases in the country, an increase of 27.

In confronting and curbing the COVID-19 Coronavirus flu the Ndwedwe Municipality has taken precautions to assist the National Department of Health in its efforts to keep the citizens aware, informed, updated and safe. As well as, Ndwedwe Management has also developed a proposed COVID-19 Management Strategy. The municipality conducted staff awareness campaigns, a special briefing meeting on COVID-19, a COVID-19 Public Awareness was conducted for Business and Community members in the month of March 2020.

1.3 KEY CHALLENGES

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

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

- **Good governance and public participation**
  - Ineffective communication with internal and external stakeholders leading to service delivery protests.

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

- **Finance viability**
  - Lack of revenue base limiting the budget growth of the municipality and its ability to fulfil its service delivery obligations.

- **Local economic development**
  - Lack of viable economic activity centres to promote internal economic linkages.
  - There is high unemployment rate (66.3%) and 60.3% of the population is not economically active. The high level of unemployment leads to an increased number of communities living in abject poverty.

- **Spatial and environmental management**
  - Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, cost-efficient housing, etc.
  - Climate change, Unsustainable development practices and Loss of natural capital.
  - Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes.

1.4 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. ▪ Through MIG funding the roads are being constructed and upgrade.
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 5: Strategies to address challenges

1.5 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.

"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

1.6 HOW WAS THE NDWEDWE IDP DEVELOPED?

This chapter presents the review of the 2020/2021 Ndwedwe Integrated Development Plan (IDP) for the term of office 2017/18 to 2020/22. This is the fourth (4) generation IDP that the Municipality has developed since the establishment of local government in terms of the Local Government: Municipal Local Government Structures Act (Act No. 117 of 1998).

1.6.1 IDP LEGISLATION

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

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

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

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

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

1.6.2 PREPARATION FOR REVIEWING THE 2020/2021 IDP

The preparation for the reviewing of the Ndwedwe IDP, the process commenced in July 2019, following the start of the new financial year. 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 Process Plan was approved by Council on the 29 August 2019 which 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.

In undertaking the preparation and reviewing the Ndwedwe 2020/2021 IDP, the Municipality has considered a number of elements, including, but not limited to, the following:

- **Incorporation of comments from various Role Players:** The comments received, during the previous IDP consultation, from role players will be recorded, considered and incorporated where appropriate to contribute to the incremental improvement of the strategic nature of the IDP review.
- **Review and inclusion of new information**: This refers to historical information which might not have been available or accessible before, as well as, new statistical, strategic and research information available. As was before, the focus is not on generating a cumbersome volume of development information, but merely to evaluate and extract key information. The 2018/2021 Medium Term Strategic Framework outlines the strategic direction for National and Provincial government for the fifth term.

- **Alignment of Sector Plans:** The alignment of both district wide and municipal sector plans and other relevant research studies and newly available plans which will be considered and incorporated.
- **Alignment of IDP with Provincial Programmes & Policies:** Through the Provincial Growth and Development Strategy (PGDS), the co-ordination of provincial departmental strategic plans and budgets have become increasingly important. The available Medium-Term Expenditure Framework budgets from the various provincial departments will be incorporated within the IDP and budget as far as possible.

- **Incorporate comments from Provincial MEC Panel:** The focus is on the strategic influence of the IDP is to address the comments received from the Provincial MEC panel on the previous 2019/2020 IDP. The Ndwedwe IDP has managed to address most of the MEC's comments as far as possible, as follows:

KEY ASSESSEMENT OBSERVATION PER KEY PERFROMANCE AREA	MUNICIPAL RESPONSE	PAGE REF.
KPA: Institutional Transformation and Organisational Development		
Status of the Human resource Policy and to provide more detail on the Employment Equity Plan, Workplace Skills Plan, Recruitment, Selection, Appointment and Probation Policy and Staff Retention Strategy.	The municipality has addressed the comments.	112
Progress on the implementation of the EEP targets and goals	The municipality has addressed the comments.	131
Status of vacancies for 2 posts at the senior management level, namely section 56 and section 54.	The Municipal Manager's position was filled on 1st July 2020. The status of the vacancy for the Director Community Services has been shortlisted. Awaiting interviews to be conducted.	114
KPA: LOCAL ECONOMIC DEVELOPMENT		
Amendment of LED strategy to align with national framework on local economic development	The LED District Wide Strategy is being developed by Enterprise iLembe, however, the NLM has allocated funding for the new financial year to review the 2015 LED Strategy.	193
Create a database for all active/registered small medium and micro-enterprises and cooperatives.	The municipal has a database of all co-operatives.	210
The (i) total number of jobs to be created in sectors of the economy, (ii) early childhood development and (iii) skills development aligned to the key economic sectors.	The municipality has managed to address some of the comments.	193-211
Present projects and programs that exploit agricultural potential	The municipality has addressed the comments.	193-211
Table programmes and projects to exploit the agricultural potential and seeking to transform local tourism players.	The municipality has addressed the comments.	193-211

Identify and implement programmes and projects targeting informal economy. Increase initiatives for small medium macro enterprises and cooperatives in the	The municipality has addressed the comments.	193-211
To reduce red tape in conducting its business to attract investment	The municipality has addressed the comments.	193-211
KPA: BASIC SERVICE DELIVERY		
Status of a community plan.	The municipality has budgeted for the plan in the current financial year, due to budget constraints the project was moved to the new FY.	
Status of transport act 5 of 2009 by developing LITP	The municipality has budgeted for the plan in the new financial year.	172
Improve quality of all maps	The municipality has addressed the comments.	138-193
KPA: FINANCIAL VIABILITY AND MANAGEMENT		
Investment register, indigent policy and capability of municipality to execute capital projects. Indigent support – equitable share	The municipality has an Investment register – Annexure O and Indigent Policy and register. Annexures P.	228-229
3-year Outstanding debt indicated per category	The municipality has addressed the comments.	233
Debtors age analysis	The municipality has addressed the comments.	230
Challenges experienced with the supply chain management unit and also the status of supply chain management policy	The municipality has addressed the comments.	233
Budget forecast for 3 years	The municipality has addressed the comments.	356-359
2 years historical financial ratios.	The municipality has addressed the comments.	235 - 236
Financial year auditor general's opinion	A copy of the AG report for 2018/2019 is attached as attached as **Annexure R**. The municipality has an Audit Action Plan (attached as **Annexure S)**.	237-238
KPA GOOD GOVERNANCE		
Anti-fraud and corruption strategy	The Ndwedwe Municipality has an Anti-Fraud and Anti-Corruption Strategy, that is attached as **Annexure U.**	251
Disaster risk maps		108-109
Waste recycling initiatives be explored.	The municipality has addressed the comments.	165
Expenditure for the 3 years as indicated in the capital investment framework.	The municipality has addressed the comments.	

Table 6: Addressing MEC Comments

1.7 THE 2020/2021 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 *(MFMA S53 and S63)*	July 2019	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 2019	Municipal Manager IDP/Public Participation Director
3.BUDGET 2020/2021 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 *(MFMA S21)* Adoption of the Budget/IDP Process Plan by the Council	August 2019	EXCO/Council Municipal Manager Chief Financial Officer/ Budget Office IDP/Public Participation Manager
4. MEASUREMENT, REPORTING AND REVIEW OF ORGANISATIONAL PERFORMANCE FOR 2019/2020	Measurement, reporting and review of organisational performance of Ndwedwe Municipality for 2019/2020 Financial Year	August 2019	Municipal Manager IDP/Public Participation Manager All Directors and Managers
5. REVISION OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM OF NDWEDWE MUNICIPALITY	Revision of Organisational Performance Management System of Ndwedwe Municipality 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	September 2019	Municipal Manager IDP/Public Participation Manager Internal Audit Manager All Directors and Managers

	individual performance management		
6. INTEGRATE THE PMS WITH THE IDP	Institutionalize the reporting and performance auditing systems through the IDP Rep Forum	September 2019	MM / IDP/Public Participation Manager Manager for special programmes and support services
7. IDP REVISION / PUBLIC CONSULTATION (REPORTS BACK)	Adoption of the IDP Organisational Structures; Mayoral Izimbizos (Needs Review)	September 2019	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 2019	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 2020/2021 IDP	October – November 2019	Municipal Manager Directors/CFO IDP/Public Participation Manager
10. BUDGET 1ST QUARTER REVIEW	Submission of report to Council on implementation of budget and financial status of municipality	October 2019	Chief Financial Officer Municipal Manager Directors
11. DETERMINATION OF REVENUE PROJECTIONS AND POLICIES	Submission of Report to Council	October 2019	Municipal Manager CFO Directors
12. REVIEW THE DEVELOPMENT STRATEGIES	Review the Municipality's priority list of strategies and projects	November 2019	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 2019	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 2019	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	November / December 2019	Chief Financial Officer Municipal Manager All Directors

	and how it should be used in order to eliminate unused or duplicated line items. -Extensive consultations with the Heads of departments for operational and capital budgets Department Heads prepare and submit operational plans -Submission and presentation of Operational Plans to the budget office - Identification, submission and presentation of all Capital Projects and the 5-year capital plan –SDBIP		
16. BUDGET 2ND QUARTER REVIEW	Submission of report to Council on implementation of budget and financial status of municipality	January 2020	CFO/Municipal Manager Directors
17. MUNICIPAL SECTOR PLANS	Finalisation of municipal sector plans	December 2019/ January 2020	Municipal Manager Chief Financial Officer IDP/Public Participation Manager Directors EXCO/Council
18.ADJUSTMENT BUDGET	Implementation of recommendations from review process MFMA S72	January 2020	Chief Financial Officer Manager Finance
19. BUDGET PREPARATION –	Preparation of Budget for Financial Year	January 2020	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 2020	All Directors IDP/Public Participation Manager CFO Manager Finance
22. ADOPTION OF THE DRAFT IDP	Adoption of the First Draft IDP	February/March 2020	Municipal Manager IDP/Public Participation Manager All Directors EXCO/Council

23. PUBLIC PARTICIPATION	Advertisement of the IDP for public comments and scrutiny	March/April 2020	IDP/Public Participation Manager
24. PUBLIC PARTICIPATION	IDP Roadshows/ Mayoral Izimbizo's – For the presentation of the IDP for comments and clarity. Preparation of final budget documentation for consideration of approval taking into account consultative processes and any other new information of material nature	April 2020	The Mayor IDP/Public Participation Manager All Directors
25. IDP REVISION	IDP Rep Forum and Sector Alignment Meetings	First week of March 2020	IDP/Public Participation Manager All Directors
26. IDP 2020/2021 REVIEW PROCESSES	Alignment of the 2020/2021 draft budget to the IDP	March 2020	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 2020	EXCO Chief Financial Officer Manager Finance
28. PUBLIC PARTICIPATION	IDP Rep Forum/Multi-Sectoral Meeting	April 2020	IDP/Public Participation Manager
29. 2020/2021 3RD QUARTER BUDGET REVIEW	Submission of report to Council	April 2020	CFO/MM
30. FINAL BUDGET	Preparation of the final budget documentation for consideration of approval, taking into account consultative processes and any other new information of material nature. *MFMA s 23*	May 2020	The Mayor
31. BUDGET/IDP	Adoption of both 2019/20 Budget & the 2020/21 IDP	May 2020	The Mayor
32. BUDGET	Submission of the Budget in the approved format to the Provincial and National Treasuries, Provincial and National COGTA	June 2020	Manager Finance
33. IDP 2020/2021	Submission of the Adopted and Final 2020/2021 IDP to the MEC for Cooperative Governance &	June 2020	Municipal Manager IDP/Public Participation Manager

	Traditional Affairs		
34. 2020/2021 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 2020	MM IDP/Public Participation Manager Chief Financial Officer

Table 7: IDP Process Plan 2020/2021 (Activities and timeframes)

1.8 COMMUNITY ROADSHOWS AND IZIMBIZO

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

MEETING	WARD ATTENDING	VENUES	TIME	DATE
IDP Representative Forum	NGO's, SMME's, Business Enterprises, SOE's and Sector departments	Johnny Makhanthini Hall	10h00	24 October 2019
Speaker Izimbizo	2, 3, 4, 7 and 8	Ntola Sport field in ward 07	10h00	07 December 2019
IDP Mayoral Izimbizo	15,16, 17, 18 and 19	Mnsele Sport field in ward 16	10h00	5 November 2019
IDP Mayoral Izimbizo	2, 4, 5 and 6	KwaDeda Sport field in ward 05	10h00	07 November 2019
IDP Mayoral Izimbizo	1,3, 7 and 8	Qinisani Sport field in ward 8	10h00	20 November 2019
IDP Mayoral Izimbizo	9, 10, 11, 12 and 14	Hloniphani Sport field in ward 12	10h00	03 December 2019

Table 8: Community Engagement

1.9 BROAD BASED COMMUNITY NEEDS

In preparation of the fourth generation IDP, a series of public engagements were held to confirm wards based community needs. Below is a summary of the community needs.

Cluster 1:Date: 5 November 2019

Ward: 15, 16, 17, 18 and 19 at Msele Sport field

WARD	ISSUES
15	Emayekeni area compliments
16	Request grant for Ventekens
	Request one representation from Education
	Request Computer training
	Request for electricity at Nobanga area
	Reported that there was a disaster caused by hail storm
	Crèches operate without a permit
	Reported on housing issues
	Request lightning conductors
17	There are no water tankers at Embuyeni
	Requested progress of Esphamandla hall

Cluster 2: Date: 07 November 2019

Ward: 02, 04, 05, 06 at KwaDeda Sports-field

WARD	ISSUES
02	Request for water tankers at Ntabakhathaza
	Request for water tankers at Ngcwensa because the pumps are not working
04	Request water and security at Ezimpangeni
	Request for assisting disabled people
05	At KwaNgubane there is no access road and electricity
	Request for support on sports
	Enquired about the operating process for water tankers
	Housing is an issue in this ward
06	At eMahlabathini water pumps are not working, resulting in water being wasted
	Most of the standpipes are leaking

Cluster: 3:Date: 20 November 2019
Wards: 1,3,7,8 at Qinisani School

WARD	ISSUES
01	No water and electricity at Mshinini
	Voting station is far from Mnsonono
07	Follow up on the projects that were presented in the last Izimbizo

Cluster: 4:Date: 04 December 2019
Wards: 9,10,11,12,13,14 at Hloniphani Sports-field

WARD	ISSUES
9	Request for a bridge at Mayelisweni
	Request access road at Ozwathini
	Request renovations and security at Cana Hall
	No water at Montebello
11	Compliments on building an access road from the clinic to wards
	Request progress on housing projects
	Complaints regarding Eskom
12	Complaints regarding water
	Communities are not involved in demarcation processes
	There is no bridge at Sokhulu area
	Bad conditions of road D986 and DH36
	Request for housing at Mthebeni area
	Report of a tent for agriculture
14	Ntubeni area there was no public meeting called
	Complaints about councillors not responding to SMS's and calls
	Employment of local labourers

Table 9: Broad Based Community Needs

The intention of this exercise was to ascertain the community priorities that will inform the new IDP and Budget. Also, various other stakeholders' meetings were held such as, Sector Alignment meetings, Planning and Development Forums and Performance management meetings, Public Participation and Budget meetings to ensure greater alignment and harmonization between the various spheres of government. The development of the IDP is a public driven process, which in effect means that projects and programmes that form a part of the IDP must be delivered upon to the community that we serve. The municipality performance management system (PMS) will therefore be critical in ensuring that the IDP is implemented and all projects are monitored.

1.10 WARD PRIORITIES

Ndwedwe Municipality has developed for 19 ward based plans in consultation with the ward community, community members and all affected stakeholders. These plans inform the municipalities budgeting and ensuring that the budget is highly influenced by the needs of the community. All ward-based plans of the 19 wards are considered in the IDP process. Ward based plans are attached as annexure that were initiated for the 2020/2021 new financial year.

PROJECT DESCRIPTION	**WARD**	**PRIORITY**
WARD 1	**WARD**	**PRIORTIY**
Electricity	1	1
CDC: Glendale, Hullets, Msonono and Tshepula	1	2
Access Roads: Nhlangwini, Pheyane	1	3
Housing: Msonono, Hullets and Parukapad	1	4
Nhlangwini Hall renovations	1	5
Glendale cemetery	1	6
Nhlangwini Clinic	1	7
WARD 2	**WARD**	**PRIORTIY**
Water	**2**	1
Electricity Type 2	**2**	2
Dalibho CDC	2	3
Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo – NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe.	2	4
Nsuze Sport ground Renovations	2	5
Wewe Clinic	2	6
Speed humps at Nsuze and Shelembe (Done)	2	7
Road: D1518, D1619- D2490	2	8
Vulamehlo, Gcwensa, Creches, Dalibho	2	9
Housing	2	10
Mabutho Hall	2	11
Skills Development	2	12
Agricultural Development and Youth Development	2	13
Tourism Development	2	14
Sanitation Infill	2	15
Co-operatives Support	2	16
Grazing Camp	2	17
WARD 3	**WARD**	**PRIORITY**
Mthombusa CDC	3	1
Waterfall School access road	3	2
Housing	3	3
Land	3	4
Nyangaye Access Road	3	5
Waterfall creche	3	6
Waterfall camp fencing	3	7
Glendale camp fencing	3	8
KwaMagwaza cemetery	3	9
Glendale CDC renovation	3	10

Mthombisa Access Road	3	11
Clinic	3	12
Waterfall community garden fencing	3	13
Glendale deepening tank	3	14
Agriculture: Village	3	15
College : Sawing Skills	3	16
Electricity Infill's: Gweni and Mkhumbuzi	3	17
Department Roads: P716, D1511, L1090, D869 and D1604	3	18
WARD 4	**WARD**	**PRIORITY**
CDC Ngcongangconga and Phambela	4	1
Access Road: Myayiza, Mahlashaneni, Okhalweni, Phoyiseni and Kwanzuza	4	2
Mjobhozini Bridge and Computer centre in Umvoti	4	3
Creche: Mandlakazi and Ovanzini	4	4
Halls Renovations: Ezimpangeleni, Chibini and Mjota	4	5
Creche Renovations: Zimpangeleni, Sioni and Chibini	4	6
Sports field : Ovanzini, Phambela, Chibini and Mandlakazi	4	7
Dipping Tank :Kwandevu and wind mill Zimpangeleni	4	8
Mlamula Phase 2 Eco Housing	4	9
Shopping Centre Mvoti	4	10
Taxi Rank Mvoti	4	11
WARD 5	**WARD**	**PRIORITY**
Water supply	5	1
Access Roads: Wollongo, Mahlabathini and Mathwala	5	2
Renovation: KwaDeda Club houses	5	3
Connection of KwaDeda Sport field lights	5	4
Electricity tubing of Nambithani Hall	5	5
Zichwayini/Ngunjini Creche	5	6
Housing: Mlamula Phase 2	5	7
Infill's: Electricity and Sanitation	5	8
Electricity Reconnection of Deda Sportground	5	9
Agricultural Co-operative Development	5	10
WARD 6	**WARD**	**PRIORITY**
Access Roads: Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhuza, 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
Matsheketsheni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10
WARD 7	**WARD**	**PRIORITY**
Housing	7	1

Mvuadla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, Mdanda and Qumiataba Road	7	2
eTsheni Bridge	7	3
Sports Field: Hlalakahle	7	4
Zakhele Library	7	5
Sthukzise Creche renovations	7	6
Lightning conductor	7	7
Water and Sanitation	7	8
Luthuli Community Hall	7	9
Creches: Zakhele, Gogovuma and Mary grey	7	10
Fencing gardens:Isinandi, Sinamuva, Xanyana and Faya.	7	11
Regravelling of (D1617, D891 and D1629)	7	12
Clinic: Luthuli clinic	7	13
May Grey Signage	7	14
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheel Chair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza	7	15
Hospice	7	16
eTsheni Tourism Development	7	17
WARD 8	**WARD**	**PRIORITY**
Electricity	8	1
Water	8	2
Housing	8	3
Umhlali Foot Bridge	8	4
Access Road: Mcathu, Makhalegijima, Ntabamhlophe, Maqongqwane and Tsheni	8	5
Mcathu Sportfield	8	6
Creches: Masibumbane and Thokozani	8	7
WARD 9	**WARD**	**PRIORITY**
Electricity Khanyisa sport field	9	1
Sotobe sport field	9	2
Goge sport field	9	3
Mayekelisweni sport field	9	4
Nhlangakazi sport field	9	5
Housing RDP	9	6
Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads	9	7
Electricity	9	8
Creches: Montobello, Mayekelisweni, Ozwathini and Nhlangakazi	9	9
Renovation Mantobela hall	9	10
Ozwathini and Nhlangakazi CDC	9	11
Sanitation	9	12
Business Centre/ Market Stall	9	13
WARD 10	**WARD**	**PRIORITY**
Halls: Maqokomela and Dikwayo (hall renovations)	10	1
Market Stalls (Magongolo renovations)	10	2
Creche: Magongolo	10	3
Grazing Camp: Magongolo	10	4
Access road: Nkumbanyuswa,	10	5
Access Road (Magongolo , Vilakazi)	10	6
Access Road (Magongolo, Esgodini) maintenance	10	7

Access Road (Magongolo to Dikwayo) maintenance	10	8
Sportfield Dikwayo	10	9
WARD 11	**WARD**	**PRIORITY**
Access Roads: Nsimbini, Ntathakusa to Mayika, Mwolokohlo to Sjoti, D1509 and D864	11	1
Creche: Sibonelo and Sanguphe	11	2
Mayika Sport Ground	11	3
Renovation of Matholamnyama Sport Ground	11	4
Renovation of Thabang Luthuli Hall	11	5
Matholamnyama bridge	11	6
Sonkombo Hospice	11	7
Co-operatives Support	11	8
Toilets	11	9
Nkumbanyuswa Housing project	11	10
Qadi Housing project	11	11
Industrial Development	11	12
Fencing of Community Gardens	11	13
Nozandla Tourism	11	14
WARD 12	**WARD**	**PRIORITY**
Bridges: Sokhulu and Mgezengwana	12	1
Access roads: Engosini, Ekhohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase	12	2
Halls: Sthupha, Ezibomvini Khohlwa hall	12	3
Sport fields: Ezibomvini, Ekhohlwa,Mthebeni, Nkwambase, Hloniphani and Ngedleni	12	4
P715 Tar Road (From Cell C to Noodrburg Road)	12	
Hloniphani Multi-Purpose Centre	12	5
Solar Gysers	12	6
Streetlights	12	8
Creches: Mthebeni, Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	9
Kwambase Clinic	12	10
Mgqwayini Primary School	12	11
Tourism Development	12	12
Housing (Qadi)	12	13
WARD 13	**WARD**	**PRIORITY**
Umsunduze, Emakhawula and Entaphuka CDC	13	1
Nhlabamkhosi to Epitsini regravelling	13	2
Electricity at Lihlithemba	13	3
Electricity infill's	13	4
01601 (Mbeki Tuck shop to Ejikeni Tar)	13	5
Nhlabamkhosi bridge (concrete steep)	13	6
Masango Creche and Preschool	13	7
Vumizono Steep Concrete (Mona Road)	13	8
Inhlabamkhosi Creche	13	9
Housing	13	10
WARD 14	**WARD**	**PRIORITY**
Umdloti Bridge	14	1
Nompande Sportsfield	14	2
Electricity infill	14	3

Toilets infill	14	4
Bhanoyi Road	14	5
Edabe Creche	14	6
Ezindlovni -Jele Road	14	7
Mthebeni Bridge	14	8
Bhethemu Road	14	9
Edabe Road	14	10
School (Msunduze/ Bhanoyi)	14	11
WARD 15	**WARD**	**PRIORITY**
Ogunjini project Phase 2, Type 2 Eskom and Ndwedwe	15	1
Roads: Mayekeni, Shakavillage(Mnguni Road) and Mzileni, Nhlabathi, Phewa	15	2
Ndwedwe Centeral Indoor Sports Centre	15	3
Nyongwana and Ngwane Road (concrete	15	4
Cricket Sports field	15	5
Art and Culture Centre	15	6
Qadi housing project	15	7
Nkumbanyuswa housing project	15	8
15 Boreholes (iLembe or Public Works)	15	9
Crèches: Mzamo,Mpungeni, Mzokhulayo and Mutwa/Madimeni	15	10
Geysers	15	11
Mzokhulayo Sports field and Netball court	15	12
Swimming Pool Academy	15	13
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
Renovationns: 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	16	16
WARD 17	**WARD**	**PRIORITY**
Water	17	1
Mdloti Bridge	17	2
Housing	17	3
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	4
Toilets	17	5
Access Roads: Gem road, Khalweni road, Magawini road, Sxubhelo	17	6

Road: P716, D1543, A3826, L1042	17	7
Grazing camp	17	8
Street lights	17	9
Networks	17	10
Type 2 Electricity	17	11
Mathonsi Sports field	17	12
Fencing of gardens	17	13
Maintenance of springs	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	18	11
D1512 Road Construction	18	12
Renovation of KwaShangase Hall	18	13
Renovation: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
WARD 19	**WARD**	**PRIORITY**
Electricity Infill's: Mantingwane and Mahedeni	19	1
Housing	19	2
Grazing Camps Inkambu	19	3
Agricultural projects Co-operative Support	19	4
Access Roads: Mantingwane and Zishozini	19	5
Matshungutshu Road and Bridge	19	6
Halls: Simamane and Hlophe	19	7
Creches: Hlophe and Mangangeni	19	8
P102 Tar Road	19	9
Mkhukhuze Market	19	10
Water and Sanitation	19	11
Mdloti Bridge	19	12

Table 10: WARD PRIORITRES

1.11 FIVE (5) YEAR STRATEGIC OBJECTVES

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:

- 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.

Table 11: Strategic objectives

1.12 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 to the 2020/2021 Service Delivery and Budget Implementation Plan to measure, monitor the performance and achievements. The table below shows the National Outcome, Strategic Objectives and Projects for the 2020/2021 financial year.

NATIONAL KPA	OUTCOME 9	KZN PGDS	STRATEGIC OBJECTIVE	IDP/ SDBIP REF NO.	PROJECTS
Good Governance and Public Participation	**A responsive, accountable, effective and efficient local government system**	**3: Human and Community Development and 7: Governance and Policy**	To enhance organisational performance and compliance	MM-01-20/21	Internal Audit Reporting to Audit Committee
				MM-02-20/21	Tabling of Annual Report 2020/2120 to Council within 9 months after the end of a financial year
				MM-03-20/21	Tabling of Oversight report on the AR 2020/2120 to Council by no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)
				MM-04-20/21	Reviewed Performance Management Framework
			To ensure enhancement of good governance and public participation and To strengthen partnership with various stakeholders through communicating municipal business .	MM-05-20/21	IDP/Budget/PMS Process Plan 2021/2022
				MM-06-20/21	Annual IDP Review
				MM-07-20/21	Speaker Izimbizo
				MM-08-20/21	Mayoral/IDP Izimbizo
				MM-10-20/21	Ward Committees Training
				MM-11-20/21	Ward Committees Quarterly Meeting
				MM-12-19/21	Mayoral Media slots

			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	MM-13-20/21	Monitoring performance of effective enterprise risk management
				MM-14-20/21	Review performance of effective enterprise risk management
				MM-15-20/21	Risk Management
				MM-16-20/21	Enterprise Risk Management Register
				MM-17-20/21	Enterprise Risk Management Policy and Framework
				MM-19-20/21	Anti-Fraud and Corruption Strategy & Policy
			To promote sports within local communities	MM-20-20/21	Sports Development programmes
				MM-21-20/21	Women in Sport Symposium
				MM-22-20/21	ECD's sport day
				MM-23-20/21	Municipal Sport Award
				MM-24-20/21	Salga Games (males and females football,netball males and females,cricket,tennis,indigenous games,athletics,boxing,karate,swimming,rugby,basketball,valleyball,dance
				MM-25-20/21	Mayoral Sports Development Cup Tournament
				MM-26-20/21	Sports and Recreation Capacity Building Workshops
			To provide educational guidance to local citizens and To provide career and job searching skills to the local unemployed	MM-27-20/21	Job Readiness Programme
				MM-28-20/21	Youth in business (SMME) Seminar
				MM-29-20/21	Youth IDP
				MM-30-20/21	Examination Prayer
				MM-31-20/21	Youth Summit
				MM-32-20/21	Top Achievers Awards Ceremony
				MM-33-20/21	Junior Council Launch
				MM-34-20/21	Youth Revolutionary Programmes
				MM-35-20/21	Grade 12 Career guidance Expo programme
			To preserve our History and heritage and To provide educational guidance to local citizens	MM-36-20/21	Miss Heritage
				MM-37-20/21	Faith based Youth Forum
				MM-38-20/21	Young Local Artists Support Workshop
				MM-39-20/21	Ndwedwe Boys Camp
				MM-40-20/21	Drivers Licence Programme Code 10
				MM-41-	Youth Council Advisory

				20/21	Meeting
Infrastructure and Service Delivery	**A responsive, accountable, effective and efficient local government system**	**1: Inclusive economic growth 4: Strategic Infrastructure**	**To facilitate provision of infrastructure throughout the municipality**	TS-01-20/21	Ngonyameni Access Road
				TS-02-20/21	Zondo Access Road
				TS-03-20/21	Nhlabamkhosi to Epitsini Access Road
				TS-04-20/21	Nembeni Access Road
				TS-05-20/21	Etsheni Access Road
				TS-06-20/21	Gudlintaba Access Road
				TS-07-20/21	Mangangeni CDC
				TS-08-20/21	KwaNovimba Access Road
				TS-09-20/21	Chamani Access Road
				TS-10-20/21	Noorsburg Access Road
				TS-11-20/21	Nhlangwini Sports field
				TS-12-20/21	Mandlakazi Sports field
				TS-13-20/21	Completion of Hloniphani Hall & Creche Ward 12
				TS-14-20/21	Ndwedwe Testing Station Intersection
				TS-15-20/21	INEP Electrification Ward 1, 4 & 9
				TS-16-20/21	Type 2 Electrification (Ward 17,16,19,15,14,12,11,6,3)
				TS-17-20/21	Augmentation of Water Supply for EDP and Ndwedwe Main Office
				TS-18-20/21	Johnny Makhathini Hall Renovations
				TS-19-20/21	Maintenance Projects (Ward 1,2,3,4,5,6,8,10,11,12,14,16,17,19)
				TS-20-20/21	Rehabilitation of Nhlangano Access Road Ward 4
				TS-21-20/21	Rehabilitation of Cemetery Access Road Ward 15
				TS-22-20/21	Mary Grey Sport Centre Phase 2
				TS-23-20/21	Generator Installation-EDP Offices & Bhamshela Thusong Centre
				TS-24-20/21	Ndwedwe Street Lights
				TS-25-20/21	EPWP - Waste management
				TS-26-20/21	Capital expenditure monitoring
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	TS-27-20/21	Monitoring performance of effective enterprise risk management

MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	A responsive, accountable, effective and efficient local government system	2:Human Resource Development	To improve , attract, develop and retain human capital	CS-01 20/21	Implement the Workplace Skills Plan (WSP)
				CS-02 20/21	Implement the Workplace Skills Plan (WSP)
				CS-03 20/21	Filling budgeted posts
				CS-04 20/21	Implement, test and maintain ICT system backups
				CS-05 20/21	Convening of ICT Steering Committee
				CS-06 20/21	Conduct bi-annual municipal data recovery
				CS-07 20/21	Ctrack System
				CS-08 20/21	Fleet Management
				CS-09 20/21	Community skills support programme
				CS-10 20/21	Council support services
				CS-11 20/21	Council support services
				CS-12 19/20	Security Services Reports
				CS-13 20/21	Drafting of Service Level Agreements (SLA)
				CS-14 20/21	Training on Policies and Legislations
				CS-15 20/21	Occupational, Health and Safety meeting
				CS-16 20/21	
				CS-17 20/21	Internal and external bursaries awarded
				CS-18 20/21	Fleet repairs and maintenance reports
				CS-19 20/22	Employment Assistant Programs
				CS-20 20/21	Policies/plans/strategies reviewed and developed
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	CS-21-20/21	Monitoring performance of effective enterprise risk management
Financial Viability and Management	A responsive, accountable, effective and efficient local government system	Governance and Policy	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes; To ensure an effective advisory role to management and council; To ensure that the revenue of the municipality is collected and accounted; To ensure municipal	F-01-20/21	Transactional mSCOA Reports
				F-02-20/21	Financial Reporting Section 71 MFMA Reports
				F-03-20/21	Financial Reporting
				F-04-20/21	Adjusted Budget for 2020/21
				F-05-20/21	Budget for 2020/ 2021
				F-06-20/21	Revenue Enhancement Strategy
				F-07-20/21	Revenue protection and enhancement

			budget complies with MFMA and Treasury regulations	F-08-20/21	Finances Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment, Budget, Indigent, Fixed Assets, Rates, Virement and Disposal)
				F-09-20/21	General Valuation Roll
				F-10-20/21	Screening of State Employees from SCM Database
				F-11-20/21	Appointment of Local Service Providers
				F-12-20/21	Governance Reports (Debtors Reconciliation Book)
				F-13-20/21	Property Rates Reconciliation
				F-14-20/21	Bank Reconciliation
				F-15-20/21	Investments
				F-16-20/21	Grant Register
				F-17-20/21	Creditors Payment
				F-18-20/21	Third Party Payments
				F-19-20/21	AFS 2019/20
				F-20-20/21	MFMA Quarterly report 2018/2019
				F-21-20/21	SCM report
				F-22-20/21	Monitoring performance of effective enterprise risk management
Local Economic Development	**A responsive, accountable, effective and efficient local government system**	**1:Inclusive economic growth; 3:Human & Community Development; 5: Spatial Equity**	To capitalize on tourism potential of the municipality ; To develop a resilient economy that creates sustainable decent jobs and reduces poverty; To ensure job creation; To facilitate co-ordinated planning and development; To upscale agriculture development in the municipality and To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	MM-1-20/21	Local Agricultural Indaba
				MM-2-20/21	Ndwedwe Music Festival
				MM-3-20/21	Maskandi Festival
				MM-4-20/21	Tourism Development
				MM-5-20/21	Community gardens support for Cooperatives
				MM-6-20/21	SMME Support
				MM-7-20/21	Cooperatives Development and Support
				MM-8-20/21	Training of Emerging Subcontractors support programme (capacity building for Grade 1-3)
				MM-9-20/21	Housing Forum
				MM-10-20/21	Development of Housing Sector Plan
				MM-11-20/21	LED Forum
				MM-12-20/21	Ndwedwe Town Development Project
				MM-13-20/21	Ndwedwe Land Use Management System

				MM-14-20/21	Spatial Development Plan
				MM-15-20/21	Review of LED Strategy
				MM-16-20/21	Agricultural Sector Plan
				MM-17-20/21	Purchase of Agricultural Items and Tools
				MM-18-20/21	Monitoring performance of effective enterprise risk management
Infrastructure and Service Delivery	**A responsive, accountable, effective and efficient local government system**	**3: Human and Community Development 7: Governance and Policy**	To facilitate provision of infrastructure throughout the municipality	COM-01-20/21	Procurement of the Library Books
				COM-02-20/21	Municipal Waste collections
				COM-03-20/21	Municipal Waste collection
				COM-04-20/21	Integrated Waste Management Plan
				COM-05-20/21	Refurbished and Functional Telecentre
			To promote education of vulnerable children's/youth; To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government and To promote sports within local communities.	COM-06-20/21	Men's Dialogue
				COM-07-20/21	Women's day Commemoration Dialogues
				COM-08-20/21	Disability Safety awareness
				COM-09-20/21	Disability Games
				COM-10-20/21	Dress a child uniform campaign
				COM-11-20/21	Ingoma Yesintu Program
				COM-12-20/21	Orphans and Farm Workers Program
				COM-13-20/21	Christmas Program for Senior Citizens
				COM-14-20/21	Golden Games
				COM-15-20/21	Umkhosi Wesintu
				COM-16-20/21	Moral Regeneration event
				COM-17-20/21	Civil Society Forum
				COM-	Ndwedwe HIV/Aids Day event

				18-20/21	
				COM-19-20/21	16 Days of Activism
				COM-20-20/21	Umkhosi Womhlanga
				COM-21-20/21	Operation sukuma sakhe(OSS) local task team meetings
				COM-22-20/21	Operation MBO
				COM-23-20/21	OSS Indaba
				COM-24-20/21	Ndwedwe Social Ills Awareness
				COM-25-20/21	Disability and Senior Citizens Forum
				COM-26-20/21	Local Aids Committee Meetings
				COM-27-20/21	Ndwedwe Safety Prayer
				COM-28-20/21	Child Protection Program
				COM-29-20/21	Mandela Day Program
			To ensure prevention and mitigation against disasters	COM-30-20/21	Disaster Awareness Campaigns
				COM-31-20/21	Disaster Management Advisory Meetings
				COM-32-20/21	Local Disaster Management Workshops
				COM-33-20/21	Disaster Risk Reduction
				COM-34-20/21	Disaster Management Emergency Relief
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	COM-35-20/21	Monitoring performance of effective enterprise risk management

Table 12:IDP Projects

CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES

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

The planning and policy instruments occupy the centre stage at their respective spheres of government. One of the key objectives of IDPs is to ensure alignment between national and provincial priorities, policies and strategies as follows:

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

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 areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS).
- Development in Ndwedwe Local Municipality is underpinned by a number of principles that seek to encourage coordinated, harmonious and efficient utilization of land, whilst addressing spatial imbalances. These include, *inter alia*:
- Development / investment must only happen in locations that are sustainable (*NSDP*):
    - Balance between urban and rural land development in support of each other (*DFA Principles*)
    - The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
    - Development should be within limited resources (financial, institutional and physical).

    - Development must optimise the use of existing resources and infrastructure in a sustainable manner (*DFA Principles, CRDP, National Strategy on Sustainable Development*) Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (*NSDP*)
- Development / investment should be focused on localities of economic growth and/or economic potential (*NSDP*)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (*NSDP*)
- 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*).
- 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 a framework for spatial planning and land use management within different spheres of government. As well as the following:

- to specify the relationship between the spatial planning and the land use management system and other kinds of planning;
- to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government;
- to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.
- To provide a framework for policies, principles, norms and standards for spatial planning and land use management;
- To address past spatial and regulatory imbalances;
- To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications.
- To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

2.1.2 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 (SDG'S)

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

The new Global Goals, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The SDG is an attempt at global co-ordinated efforts to ensure that the goals South Africa and the rest of Africa sets itself including ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests are achieved in the shortest possible time and in the most efficient way imaginable. The comprehensive list of the 17 goals is depicted in the figure 1 below:

Figure 2: Sustainable Development Goals

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

2.2.2 14 NATIONAL OUTCOMES

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

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective and efficient local government system.
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
- Outcome 13: Inclusive and responsive social system
- Outcome 14: Nation building and social cohesion

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

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

2.2.3 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

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

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

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 3: Poverty and inequality

2.2.4.1 WHAT DOES THE NATIONAL DEVELOPMENT PLAN?

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next decade. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The achievement of this vision is based on the following nine elements:

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

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

2.2.5 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

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

The overall outcome of the IUDF is spatial transformation. This new focus for South Africa steers urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. The IUDF implementation plan identifies a number of short term

proposals to achieve spatial transformation. The overall objective of the IUDF is to create efficient urban spaces by: -

- Reducing travel costs and distances
- Aligning land use, transport planning and housing
- Preventing development of housing in marginal areas o Increasing urban densities and reducing sprawl
- Shifting jobs and investment toward dense peripheral townships
- Improving public transport and the coordination between transport modes.

The IUDF has its premise on the following nine levers:

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

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

2.2.6 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

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

The NSDP puts forward a set of five normative principles:

- **Principle 1:** Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key;
- **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside;

- **Principle 3:** Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up

- private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities;
- **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing Labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate if they choose localities that are more likely to provide sustainable employment and economic opportunities;
- **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

2.2.7 KZN PROVINCIAL GROWTH DEVELOPMENT STRATEGY (PGDS)

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

The PGDS provides a reasoned strategic framework for accelerating and sharing economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, to restoring natural resources, to public sector leadership, delivery and accountability, thus ensuring that these changes are responded to with resilience, innovation and adaptability. This strategy will lay the foundations for attracting and instilling confidence from potential investors and to develop social compacts that address the Provincial challenges.
The main purpose of the KZN PGDS can be summarised as, being the primary growth and development strategy for KwaZulu-Natal to 2030; mobilising and synchronising strategic plans

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

1. Inclusive Economic Growth
2. Human Resource Development
3. Human and Community Development
4. Strategic Infrastructure
5. Environmental Sustainability
6. Governance and Policy
7. Spatial Equity

2.2.8 PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

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

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

2.2.9 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 DGDP 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 13: 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.

2.2.10 STATE OF THE NATION ADDRESS FOR 2020

President Cyril Ramaphosa's 2020 State of the Nation Address in Parliament, the president addressed South Africa on the challenges that the country is facing as well as government's plans to address those challenges. The President highlighted the key points that will be achieved in 2020 as follows:

- To amend the Domestic Violence Act to better protect victims in violent domestic relationships and the Sexual Offences Act to broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders, and we will pass a law to tighten bail and sentencing condition in cases that involve gender-based violence (GBV).
- Implementation of an Emergency Action Plan and reprioritised R1.6 billion to deal with the scourge of GBV, until the end of the current financial year.
- Government will expand the District Development Model to 23 new districts, drawing on lessons from the three pilot districts. The model will include government, different state

entities, as business associations and community groups that is fundamental for changing our approach to local development.

- Government is piloting the Coding and Robotics Curriculum for Grades R – 3 in selected schools across the country to equip learners with the required skills for the 4th Industrial Revolution.
- 81% of learners who passed matric last year, with an increasing proportion coming from rural and township schools.
- Government allocates funds to reduce youth unemployment. Implement a Youth employment initiative by setting aside 1% of the budget to deal with the high levels of youth unemployment.
- Introducing the SheTradesZA platform to assist women-owned businesses to participate in global value chains and markets. Over the next five years, the Industrial Development Corporation is targeting R10 billion of its own and partner funding for women-empowered businesses. The empowerment of women is critical to inclusive economic growth. In addition, government plans to designate 1 000 locally produced products that must be procured from small, medium, and micro enterprises (SMMEs) in an effort to create a larger market for small businesses. the Procurement Bill will soon be presented to Parliament as part of an effort to empower black and emerging businesses and advance radical economic transformation.
- Government remains irrevocably committed to upholding that covenant, the covenant that has rooted in the strategic objective of our National Development Plan that eliminates poverty and reduce inequality by 2030.
- Government will intensify efforts to stabilise and re-purpose the country's state-owned enterprises to support growth and development.
- Government will open up and regulate the commercial use of hemp products, providing opportunities for small-scale farmers.
- Major economic reforms set to change SA's fortunes.

2.2.11 STATE OF THE PROVINCE ADDRESS

On the 4th of March 2020, the Premier of KwaZulu-Natal, Mr. S. Zikalala delivered the State of the Province Address, the theme for 2020 SOPA was **"TOGETHER, CREATING OUR COMMON FUTURE"**

KZN 2030 vision "KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World."

The Premier focused on the ***7 priorities*** as follows:

- Economic transformation and job creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements and local government;

- Social cohesion and safe communities;
- A capable, ethical and developmental state; and
- A better Africa and a better world.

The Premier mentioned that the achievements of the Province in the year 2019 which includes the functioning of Operation Sukuma Sakhe(OSS) and the increasing numbers of the 2019 matric pass rate. He also congratulated the president on the State of the State of the Nation Address, he also mentioned the challenges that the Province is facing, includes the high rate of unemployment. 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.

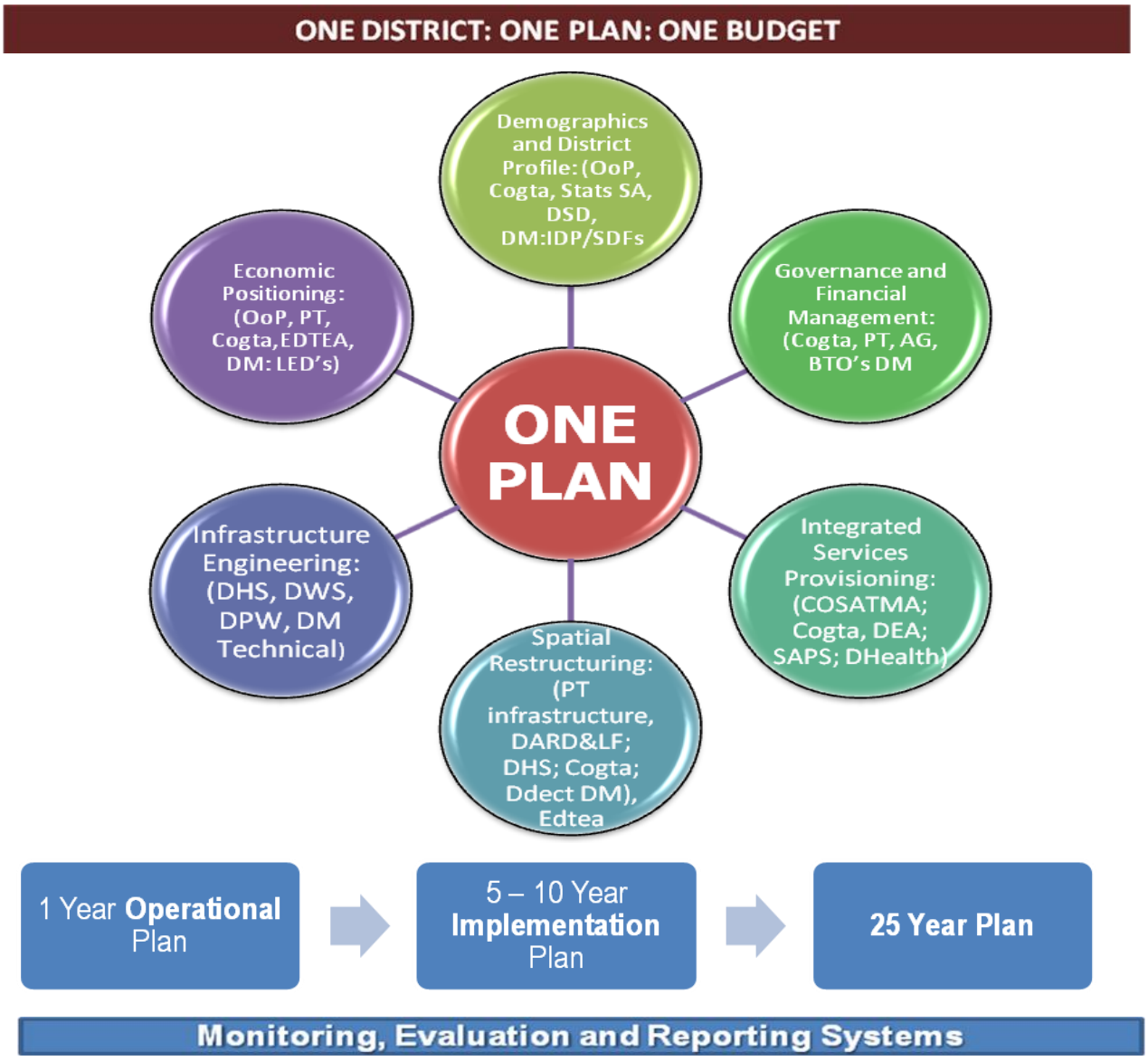
2.2.12 DISTRICT DEVELOPMENT MODEL "ONE PLAN"

The President of the Republic of South Africa has articulated in the State of the Nation Address:

"For the effective implementation of our seven priorities, the structures of

Government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution. The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us".

To achieve this coherent governance the District Development Model "ONE PLAN" was born, as illustrated below.



The District Development Model seeks to respond to the following service delivery challenges at both district and local level:

- Institutionalize long term co-planning whilst addressing 'burning' short term issues - Ensure
- sustainable development whilst accelerating initiatives to promote poverty eradication,
- employment and equality
- Changing the face of our rural and urban landscapes– Spatial Transformation and Spatial
- Equity- Determine and manage spatial form, land release and land development
- Integrating the Silos in planning, budgeting and implementation at a horizontal and vertical
- level across 3 spheres to maximise impact and align resources - inclusive and gender
- mainstreamed budgets
- Narrow the distance between the people and government – enhance public participation

- Deliver Integrated Services through forged cohesion
- Strengthening Monitoring and Evaluation of impact at district and local levels - promote
- transparency, and eliminate corruption
- Ensure long-term infrastructure adequacy to support integrated human settlements,
- economic activity and provision of basic services, community and social services;
- Determine and/or support local economic drivers - emphasis on LED

The iLembe Family of municipalities have addressed the above challenges with a step by step process towards implementation of the District Growth and Development Plan
Catalytic Private Sector Projects seen below.

PROJECT	PROJECT DETAIL	Value	
Airport Rapid Rail Transit	Develop fast-rail from Kwadukuza through Dube Tradeport/Airport, Gateway/Umhlanga, to Durban	R5 Billion +	No concept in place
KZN Broadband	To roll out backbone and access networks broadband infrastructure to all 51 municipalities of the province so that broadband services are available to all parts of the province	R2.8 billion	Funding application sent to DBSA.
Nonoti Beach Tourism Resort	IDC Project - 272 hotel rooms of 3* and 4*. There will also be self- catering units of 3*& 4* included in the 272. There is also a 5* tented camp of 18 suites excluded from the 272. This is to be built on community owned land and they will become partners in the business. Nonoti and Macambini as short term starting points. Build on with an international resort chain – 5 star beach resort.	R 400 Million	Act 70 of 70 approval received In concept design stage

2.2.13IMPLEMENTATION OF 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

In regards to the B2B implementation within the Ndwedwe municipality, departments report on progress made on the set indicators. This is done on a monthly and quarterly basis; reports are consolidated by the performance management unit which are forwarded to the National and Provincial Cogta Departments.

2.2.14 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.

2.2.15 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.

2.2.16 THUMA MINA CAMPAIGN

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

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

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 DEMOGRAPHIC ANALYSIS

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

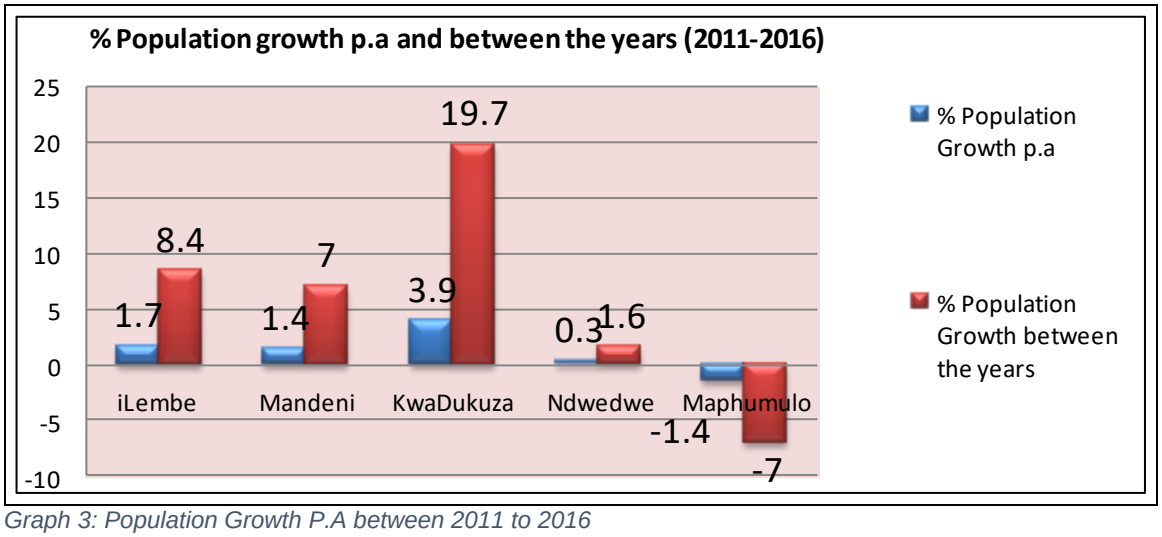
3.1.1 POPULATION SIZE

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

ILEMBE POPULATION GROWTH IN COMPARISON TO 2011 CENSUS AND 2016 COMMUNITY SURVEY

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

Table 14:Population Growth 2011 to 2016
(Source: Census 2011 & Community Survey 2016)



Graph 3: Population Growth P.A between 2011 to 2016

3.1.2 POPULATION AND HOUSEHOLD PROFILES

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

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

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

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

The table below depicts 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 populations, the wards due to its size have very low population density.
Ward 6	This ward which is relatively small contains the node of Bhamshela and therefore has a higher population density in comparison to other wards.
Ward 10	Situated to the north east of Ndwedwe Town, this ward is relatively large, and does not have relatively high population densities (in comparison to other wards).
Ward 12	This ward is one of the smallest wards in the Municipality, but has the highest population figure, and therefore also has the highest population density. This grouping of people is situated on the southern boundary of the Municipality, shared with the eThekwini 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 17: 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 immigrations 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 eThekwini Metropolitan Municipality. This area is accessed via Vincent Dickenson Road, which is also the main access road from eThekwini to Ndwedwe Town. Although no large settlement is situated on the opposite side of the municipal boundary within eThekwini, this area is situated closest to economic activities within eThekwini, 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.

3.1.3 POPULATION AND GENDER

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

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

Table 18:Population & Gender

(Source: Census 2011 & Community Survey 2016)

3.1.4 AGE AND GENDER DISTRIBUTION

The demographic pyramid is illustrated by figure below and evidently the current population of working age is greater than the school going and retired age groups. A large portion of the population is therefore providing for a small portion of the population. Depending on the birth rates during the following years, this pattern should stay very similar in the years to come. Another clearly noticeable trend is the substantially lower 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.

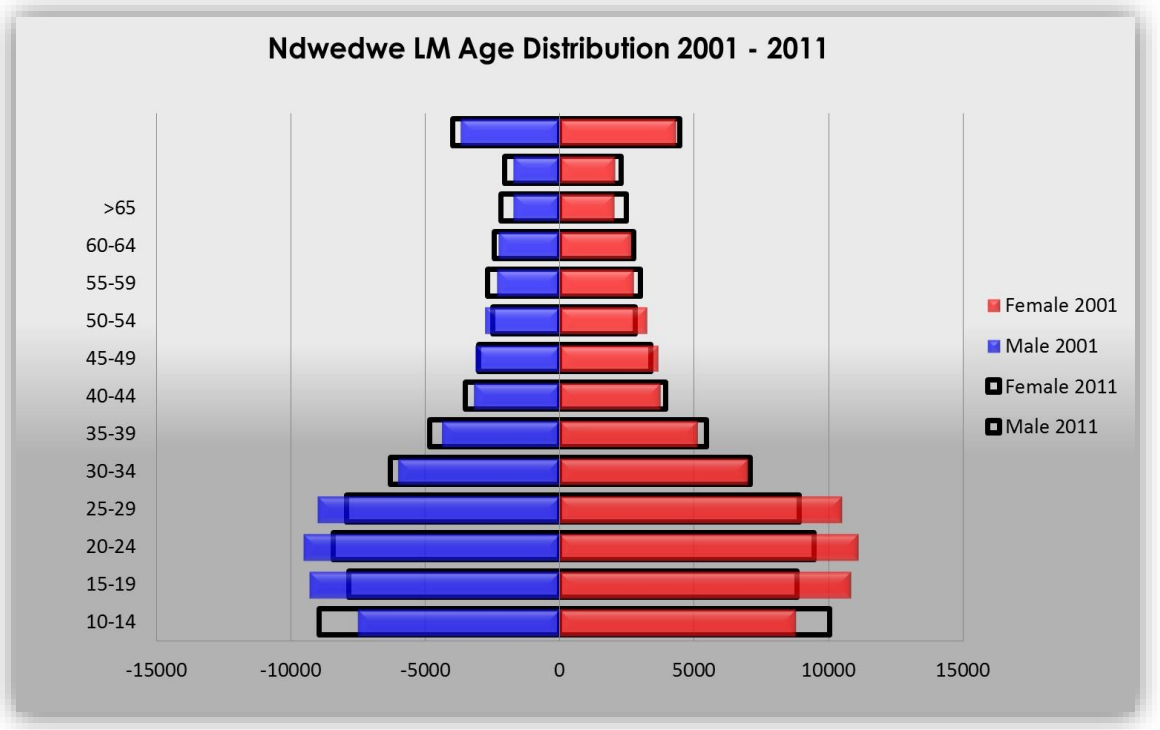
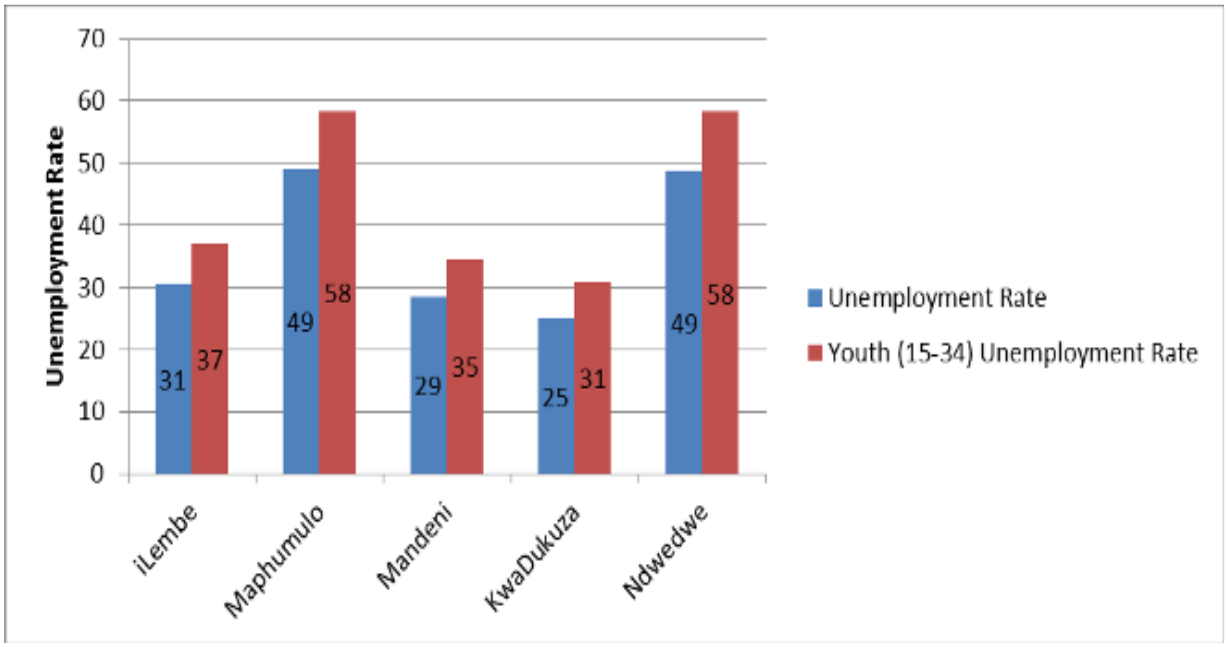


Figure 4: Population Age Distribution (Source: Stats SA, 2001/2011)

3.1.5 EMPLOYMENT AND UNEMPLOYMENT PATTERNS



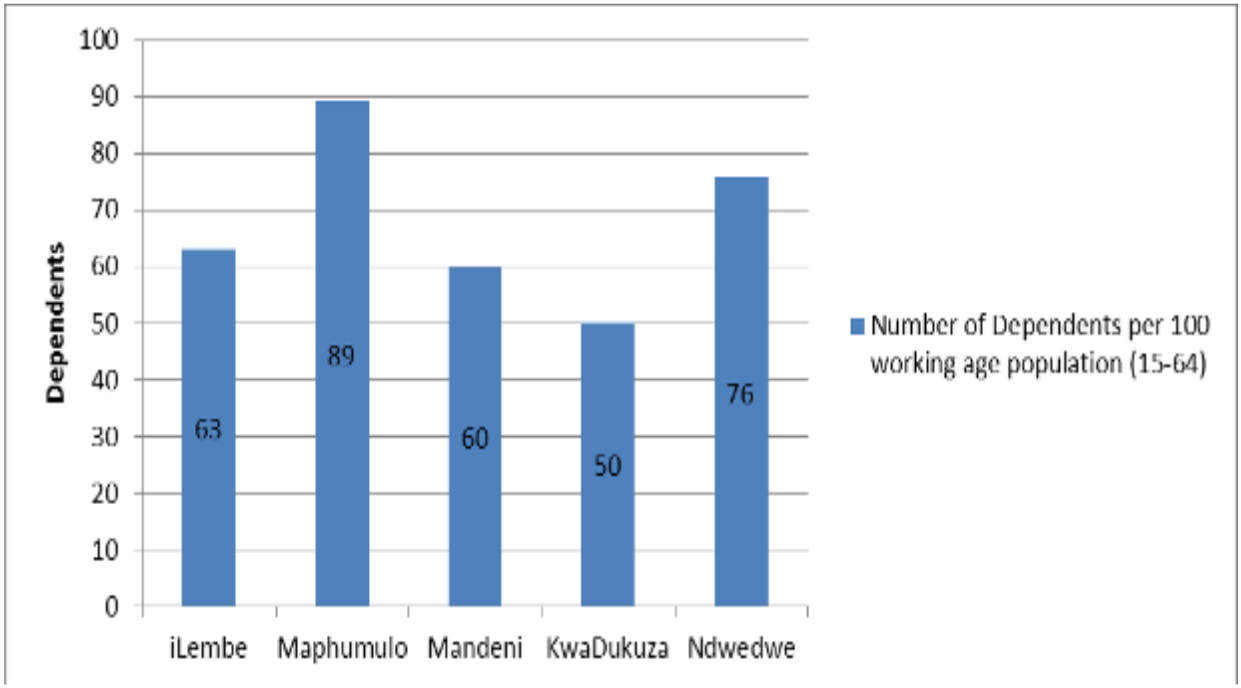
Graph: 4: Unemployment Rate
Source: 2001-2011 Stats SA Census

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

The level of unemployment in Ndwedwe declined to 49% in 2011 from 67.8% in 2001. Amongst the youth 58.3% of them were unemployed which again is a decline from 76.4% in 2001. However, the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in Ndwedwe are in the formal sector, only4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

3.1.6 EMPLOYMENT AND UNEMPLOYMENT RAITO'S

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



Graph: 5: Dependency Ratio

3.1.7 KEY FINDINGS (INCLUDING TRENDS)

Total number of populations in Ndwedwe was 140, 820 in 2011, whereas in 2016 the total population number increased to 143, 117.

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

3.2 CROSS CUTTING (SPATIAL PLANNING, ENVIRONMENTAL MANAGEMENT & DISASTER MANAGEMENT)

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

Table 19: Status of Cross-Cutting

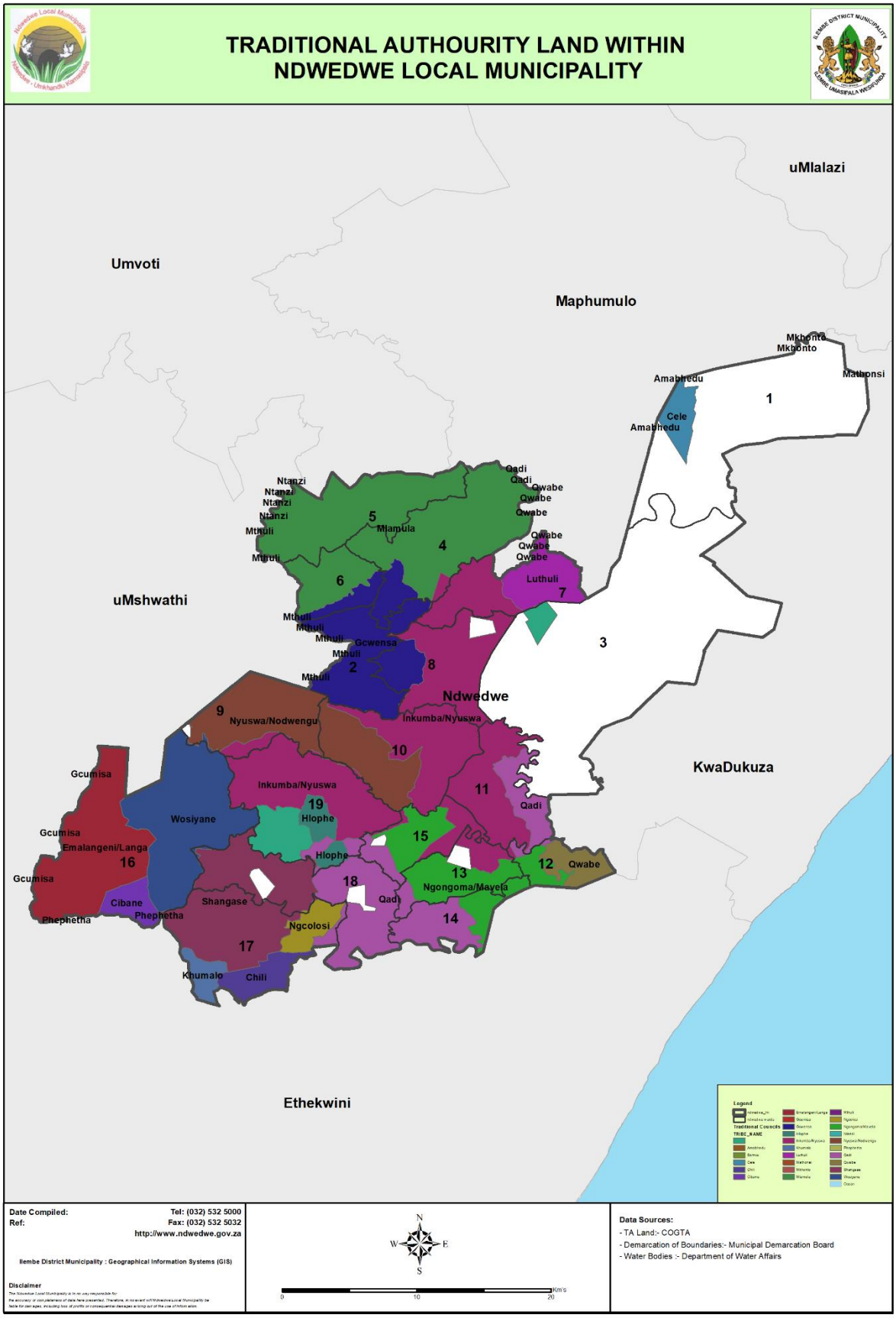
3.2.1 ADMINISTRATIVE CONTEXT

The Ndwedwe Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure is under the Ingonyama Trust and a very small percentage is directly under the control of the municipality (Ndwedwe Town). The 16 traditional areas are listed as follows:

No.	TRADITIONAL AREA	AMAKHOSI
1.	Cele Nhlangwini	Inkosi Cele
2.	KwaChili	Inkosi Chili
3.	KwaCibane	Inkosi Cibane
4.	Emalangeni	
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 20: Traditional Authorities

The overleaf map depicting the traditional authority land within the Ndwedwe municipal area.



Map: 3: Traditional Authorises

3.2.2 SPATIAL TRENDS

Before 1994 Ndwedwe Municipality, located essentially on the northern boundary of eThekwini 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 eThekwini 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 eThekwini 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 FET College. The area surrounding the town is predominantly owned by the traditional authority and characterized by low-density residential patterns. Some small-scale economic activity is located along the major roads in the municipal area.

SETTLEMENT PATTERNS

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

TOPOGRAPHY

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

SLOPE ANALYSIS

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

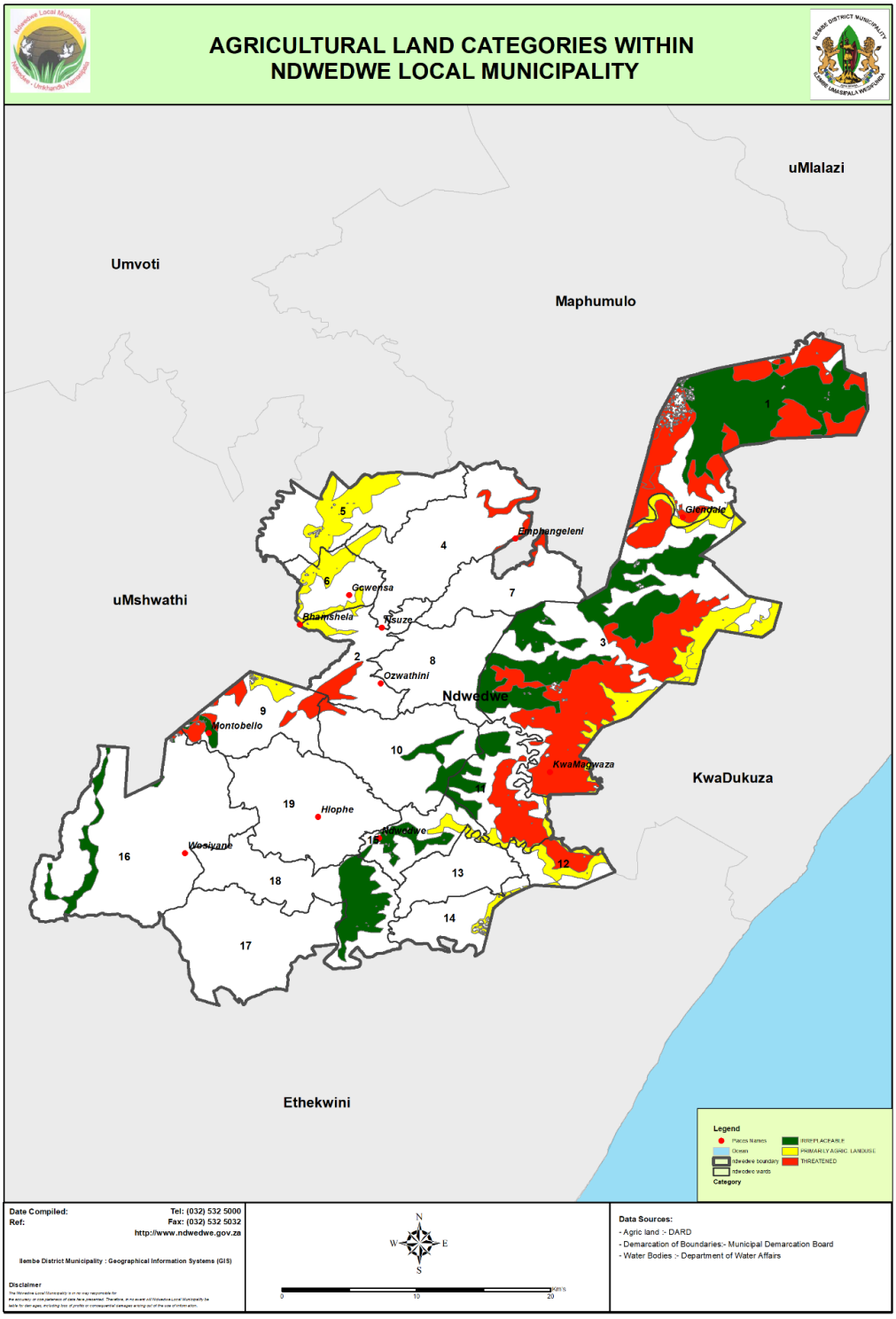
3.2.3 ARGICULTURAL LAND

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

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

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

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



Map: 4: Agricultural land

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

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

Despite the topographical challenges presented by the terrain of Ndwedwe, 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.

3.2.4 NDWEDWE TOWN

Ndwedwe town is still yet to be proclaimed as a town. Similarly, to Maphumulo Town, Ndwedwe town was a beneficiary of the Small Town Rehabilitation project, commissioned by KZN-COGTA. The programme aimed at making the small towns more attractive for investment as part of Rural Development, in line with priorities of National and Provincial government. Ndwedwe town is the largest node in the area, consisting of a single mixed-use node – social facilities, local government facilities, transport and commercial. Additionally, a number of social and government facilities are located in the town including the municipal building, civic centre, police station, post office, community clinic and Elangeni FET College. The area surrounding the town is authority and characterized by low-density residential patterns.

3.2.4.1 2021 REDEMARCATION

The Municipal Demarcation Board (MDB) is in the process of re-determining the ward boundaries only in preparation for the 2021 local government elections. At the time of submission, the first round of public consultations will be taking place so that the draft wards can be presented by the MDB. The process thus far is as follows:
Correspondence dated 16th September 2019 was received from the chairperson of the MDB advising of the ward delimitation **technical** consultation process. The programme has commenced within the ILembe District Municipality family on the 15th October 2019 with all local municipalities in attendance.

Ward Delimitation in terms of the Municipal Structures Act – Detailed below are the crucial steps that are required to achieve the above process. It is unpacked further in the rollout programme.

IEC provides COGTA with the latest (2019) National common voters roll in complying with the Elections Act 73 of 1998;
Minister of COGTA, based on a formula, determines number of councillors for metros', district and local municipalities [MSA Section 20(1) and (2)];
MEC's may deviate from the number of councillors for a municipality [MSA Section 20(3), (4) and (5)];
Municipal Demarcation Board undertakes the delimitation of ward boundaries [MSA Schedule 1 (Section 2-5)]; and
MDB submits ward boundaries to IEC for Local Government Elections.

Number of Wards (Norms and Variances): The table below illustrates the no wards that are required based on the 2019 voter's roll (Refer to Annexure B – Government Gazette).

Municipality	Reg Voters 2019	Cllrs 2019	Wards 2019	Norm	Norm Min	Norm Max
Mandeni	75027	35	18	4168	3543	4793
Kwadukuza	136082	59	30	4536	3856	5216
Ndwedwe	74218	37	19	3906	3321	4491
Maphumulo	50401	23	12	4200	3570	4830

Table 21: Number of Wards 2019 Voter's Roll

Based on the above, both Kwadukuza and Maphumulo will need to propose a new ward within their local municipality. The extra ward must comply with the norm prescribed above and it must be contiguous with the adjacent wards.

MDB Programme and Timeframes

No	Activities	Dates	Responsibility	Status
1	WARD AWARENESS CAMPAIGNS FOR PUBLIC AND STAKEHOLDERS	NOVEMBER 2018 – END OF PROCESS IN 2020	MDB	COMPLETE
2	RECEIVE CERTIFIED VOTER'S ROLL FROM IEC	APRIL 2019	IEC (RECEIVED)	COMPLETE
3	PUBLICATION OF THE FORMULAE TO CALCULATE NUMBER OF COUNCILLORS	JULY 2019	MINISTER OF COGTA (PUBLISHED)	COMPLETE
4	PUBLICATION OF NUMBER OF COUNCILLORS BY PROVINCIAL MEC'S RESPONSIBLE FOR LOCAL GOVERNMENT	JULY – SEPTEMBER 2019	PROVINCIAL MEC'S RESPONSIBLE FOR LOCAL GOVERNMENT	COMPLETE
5	CONFIGURATION OF DRAFT WARDS WITH PLANNING OFFICIALS FROM LOCAL MUNICIPALITIES	SEPTEMBER - OCTOBER 2019	MDB	COMPLETE
6	MEDIA BROADCAST OF CONSULTATION ON DRAFT SET 1 WARDS	JANUARY – APRIL 2020	MDB	
7	PUBLIC CONSULTATION ON DRAFT SET 1 WARDS	JANUARY – APRIL 2020	MDB	
8	PUBLICATION OF DRAFT SET 2 WARDS FOR OBJECTIONS	MAY 2020	MDB	
9	MEDIA BROADCAST FOR	MAY 2020	MDB	

	PUBLICATION OF DRAFT SET B2 WARDS FOR OBJECTIONS			
10	CONSIDERATION OF OBJECTIONS	JUNE 2020	MDB	
11	PUBLICATION OF FINAL WARDS	JULY 2020	MDB	
12	MEDIA BROADCAST FOR PUBLICATION OF FINAL WARDS	JULY 2020	MDB	
13	WARD HANDOVER TO IEC – PRESS RELEASE	AUGUST 2020	MDB	

Table 22: MDB Programme and Timeframe

Item 6 has commenced and during the month of March 2020, the first round of public consultation to present the draft wards will take place. The details of the meetings are as follows:

Municipality	Date	Venue
Mandeni LM	2 June 2020	Sibusisiwe Hall
Kwadukuza LM	5th June 2020	KwaDukuza Town Hall
Ndwedwe LM	3 June 2020	Mary Gray Sports Centre (Bhamshela)
Maphumulo LM	4th June 2020	Maphumulo Town Hall

Table 23:MDB Public Consultation

The intention will be to hand the 2021 final wards in August 2020 to the IEC so that the preparation for the elections can commence. The Ndwedwe meetings were postponed due to the COVID-19 pandemic outbreak in South Africa and throughout the World.

3.2.5 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, 2013

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring that the function of planning, particularly decision making relating to development applications, vests with municipalities.

The table below provides progress pertaining to SPLUMA implementation:

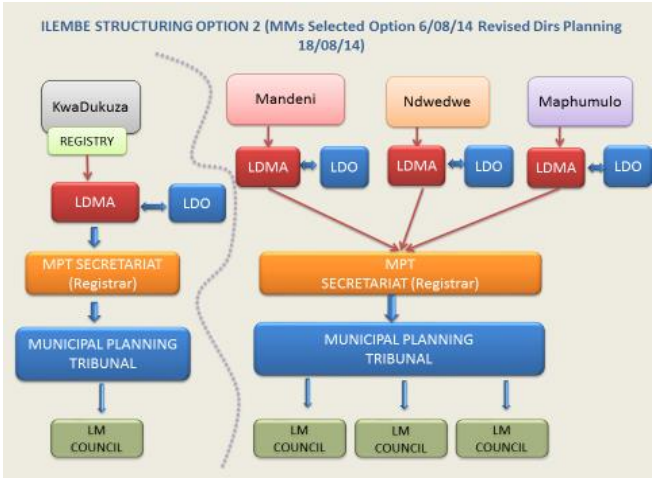
SPLUMA REQUIREMENTS	STATUS
Municipal Planning Tribunal	The following recommended MPT option was submitted and adopted by all local municipalities in 2014.  The Joint Municipal Planning Tribunal (JMPT) was established in terms of Chapter 2, Part C – Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT. The administration of this agreement is overseen by the Technical Support Forum (Municipal Manager Forum). Officially, the JMPT is deemed functional.
JMPT membership	Internal members from Ndwedwe LM, consist of; Director: Economic Development and Planning Director: Technical Services
Appeal authority	Executive Committee
Authorised Officer	Senior Town and Regional Planner (DPSS)
Categorisation of applications	Development Applications have been categorized as per Schedule 5 of the SPLUMA Regulations.
Delegations	Approved and adopted

Table 24: SPLUMA Implementation

3.2.5.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The need for the Spatial Development Framework arises from a legislative requisite. Firstly, Chapter Five of the Municipal Systems Act, 2000 deals with the subject matter of Integrated Development Plans and identifies Spatial Development Framework as one of the key components of an Integrated Development Plan. Secondly, Section 20(2) of SPLUMA indicates

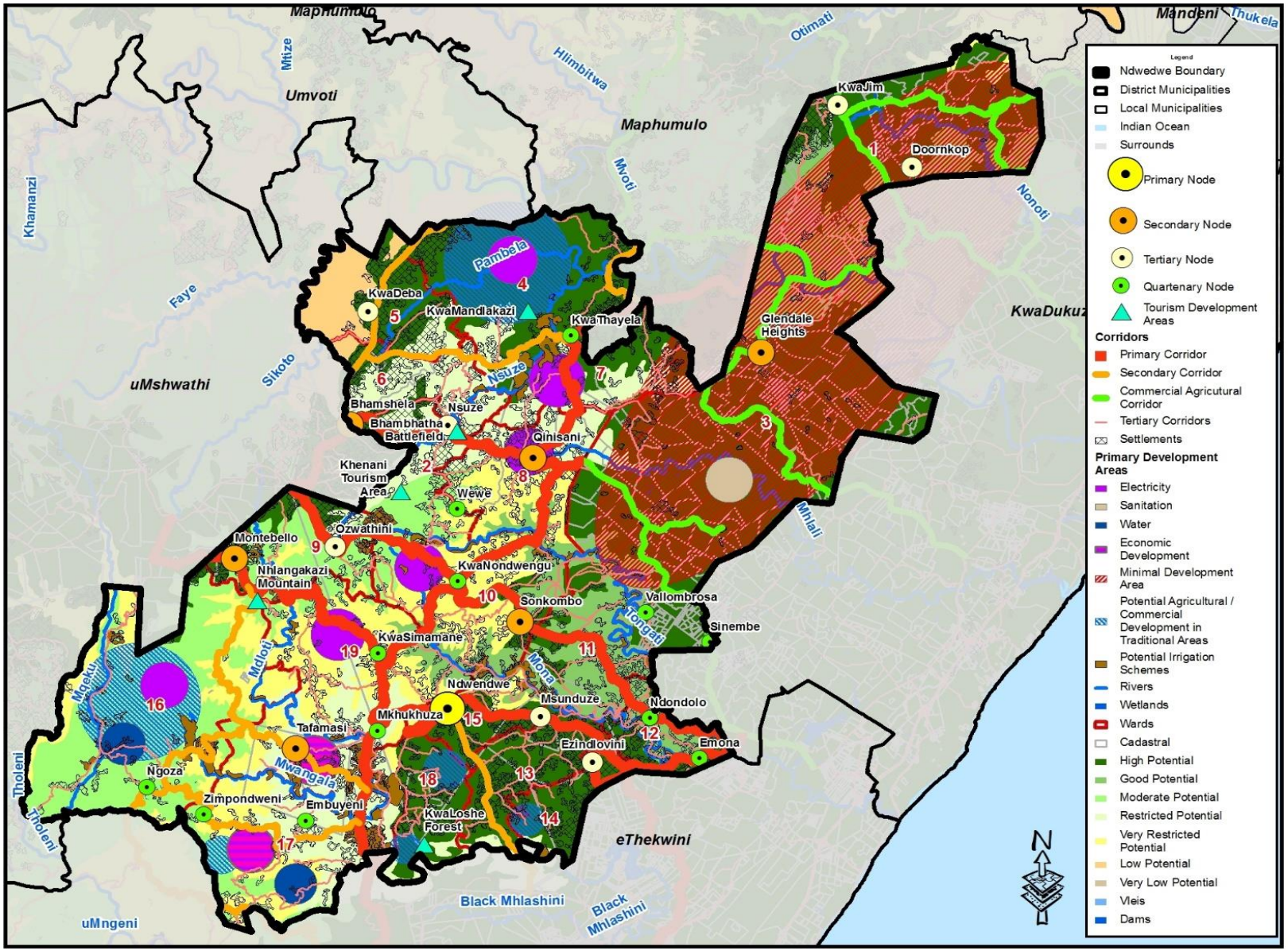
how a municipal SDF must be prepared “as part of” a municipal IDP, in accordance with the provisions of the Municipal Systems Act.

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

- It is a legislative requirement with a legal status and it supersedes all other spatial plans that guide spatial development within Ndwedwe Local Municipality.
- It enables the municipality to manage land development effectively in a sustainable manner.
- It promotes spatial transformation and integrated development.
- It identifies areas where social and infrastructure backlog is evident, and
- It seeks to define the urban edge for the municipality.

The 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.**

Map: 5: Draft SDF

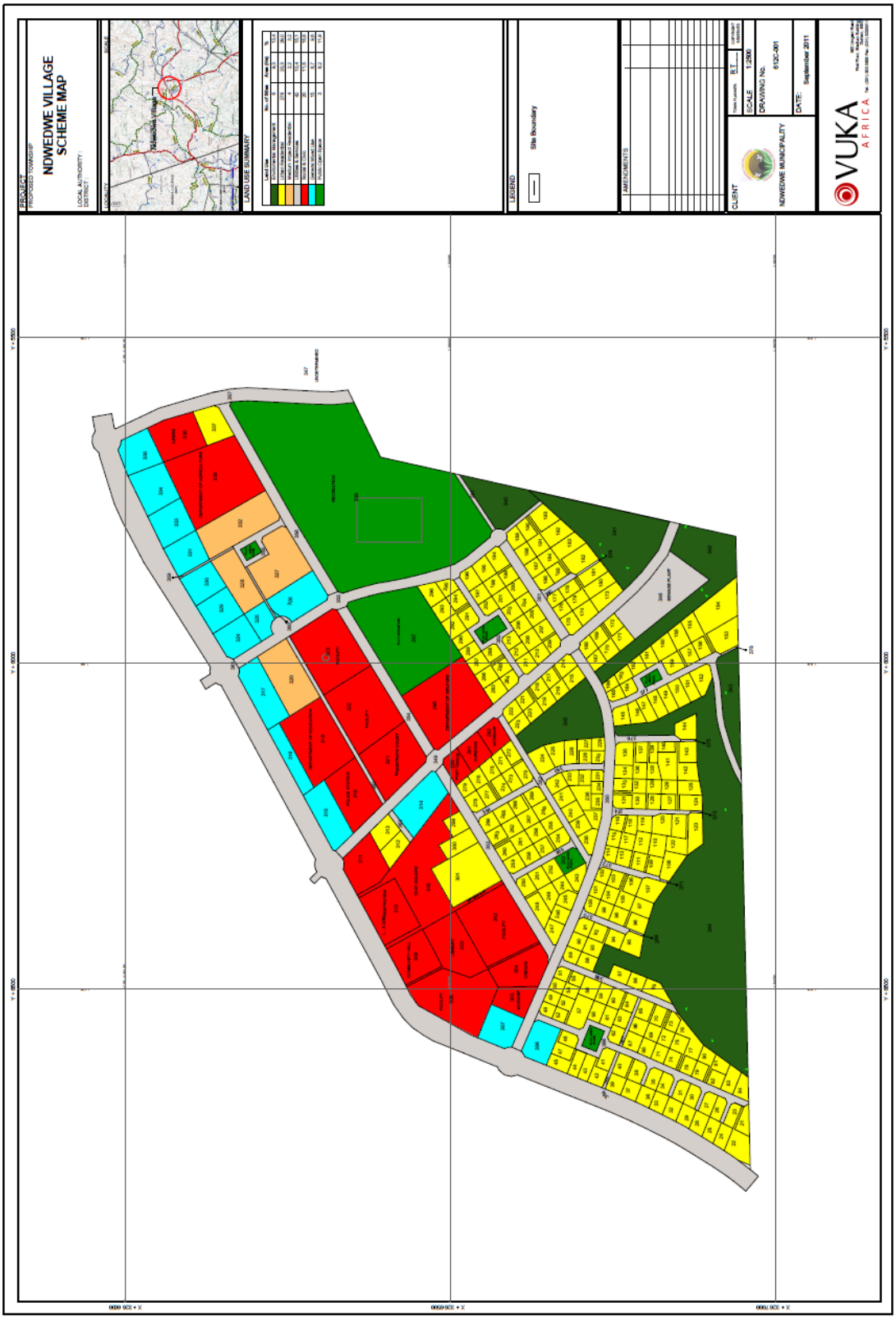


3.2.6 LAND USE MANAGEMENT SCHEME

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

The current Land Use Scheme is only limited within Ndwedwe Town, following the formalisation process. The remaining areas remain un-zoned and under the ownership of the Ingonyama Trust Board (ITB)

Budgetary constraints have been an impeding the success, the Municipality unfortunately will not meet the stipulated deadline and communication has been sent to COGTA regarding the exemption. Nonetheless, discussions have been held with COGTA pertaining to grant funding for the 2020/2021 financial year.



Map: 6:Ndwedwe Village Scheme

3.2.7 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

3.2.7.1 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 their environmental plans.	The Alien Species Monitoring, Control and Eradication plan is not yet developed by the Municipality.
NEM: Waste Act	To manage waste activities within the country and to encourage waste recycling programmes within the Municipalities	• To manage waste activities within municipal jurisdiction • To provide waste services in an acceptable standard • To develop integrated waste management plan	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

		as per section 11 of the Waste Act • To designate a Waste Management Officer	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 25: 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 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	To discuss Disaster Management related	Department of Environmental Affairs, Department of	Quarterly

Advisory Forum	issues, including Climate Change, Weather Patterns, etc.	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	

Table 26: Environmental Stakeholder Engagements

3.2.7.2 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.

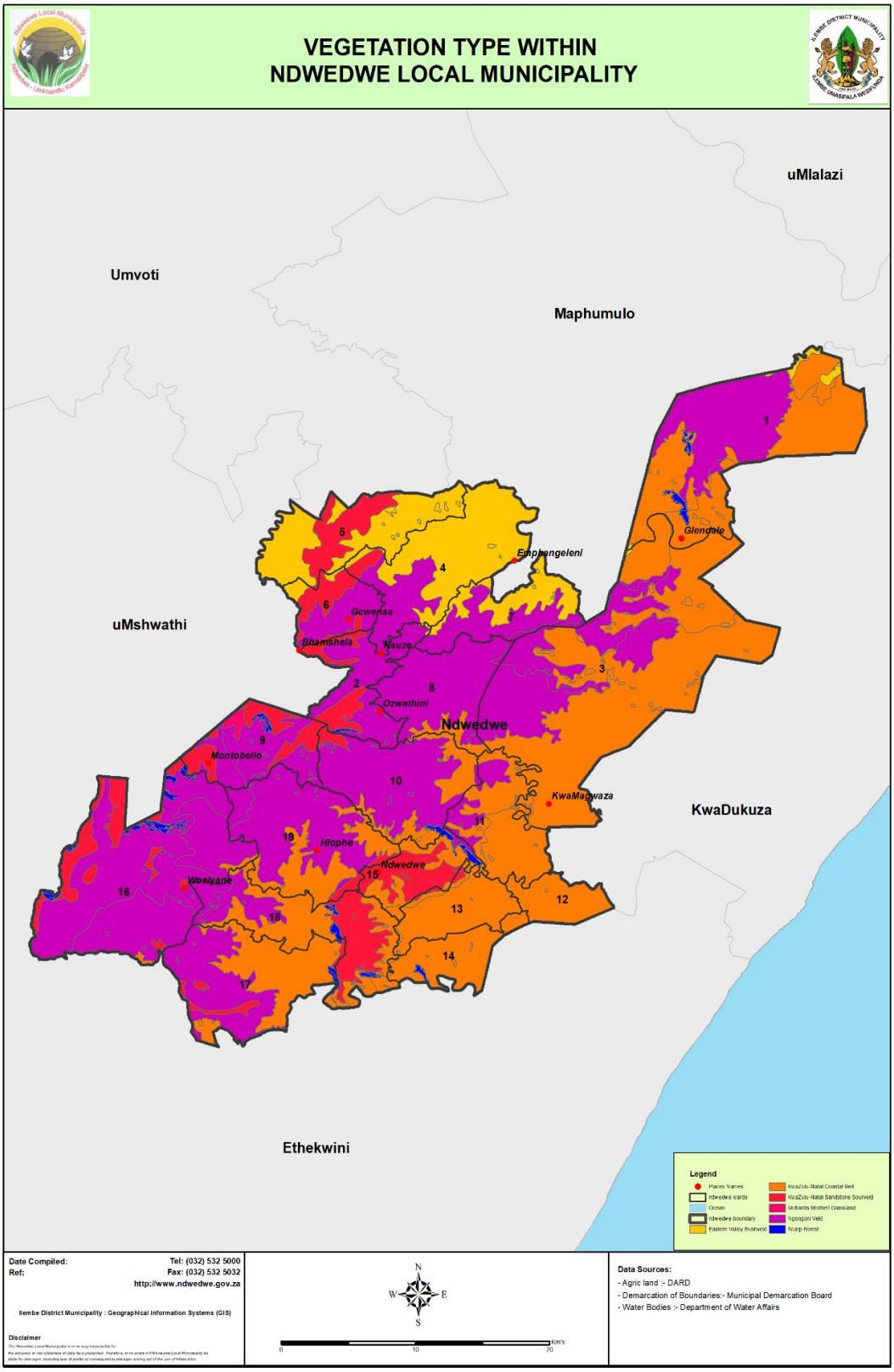
This a planning tool will be used to manage biodiversity, and as a precursor to a bioregional plan, which is required as per Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009). The Map (Figure 10) is accompanied by the land use planning 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: 7:Biodiversity Conservation Priority Areas ((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).



Map: 8: Types of Vegetation in Ndwedwe Local Municipality

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

- Habitat loss due to agricultural development;
- Natural habitat is threatened by rural human settlement;
- Non-existence of formal conservation areas;
- Loss of grassland to rural human settlement, ribbon development, over grazing and alien invader infestation; and
- 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.

Map: 9: Biodiversity Conservation Priority Area (Adapted from EMF: ILembe District Municipality, 2014)

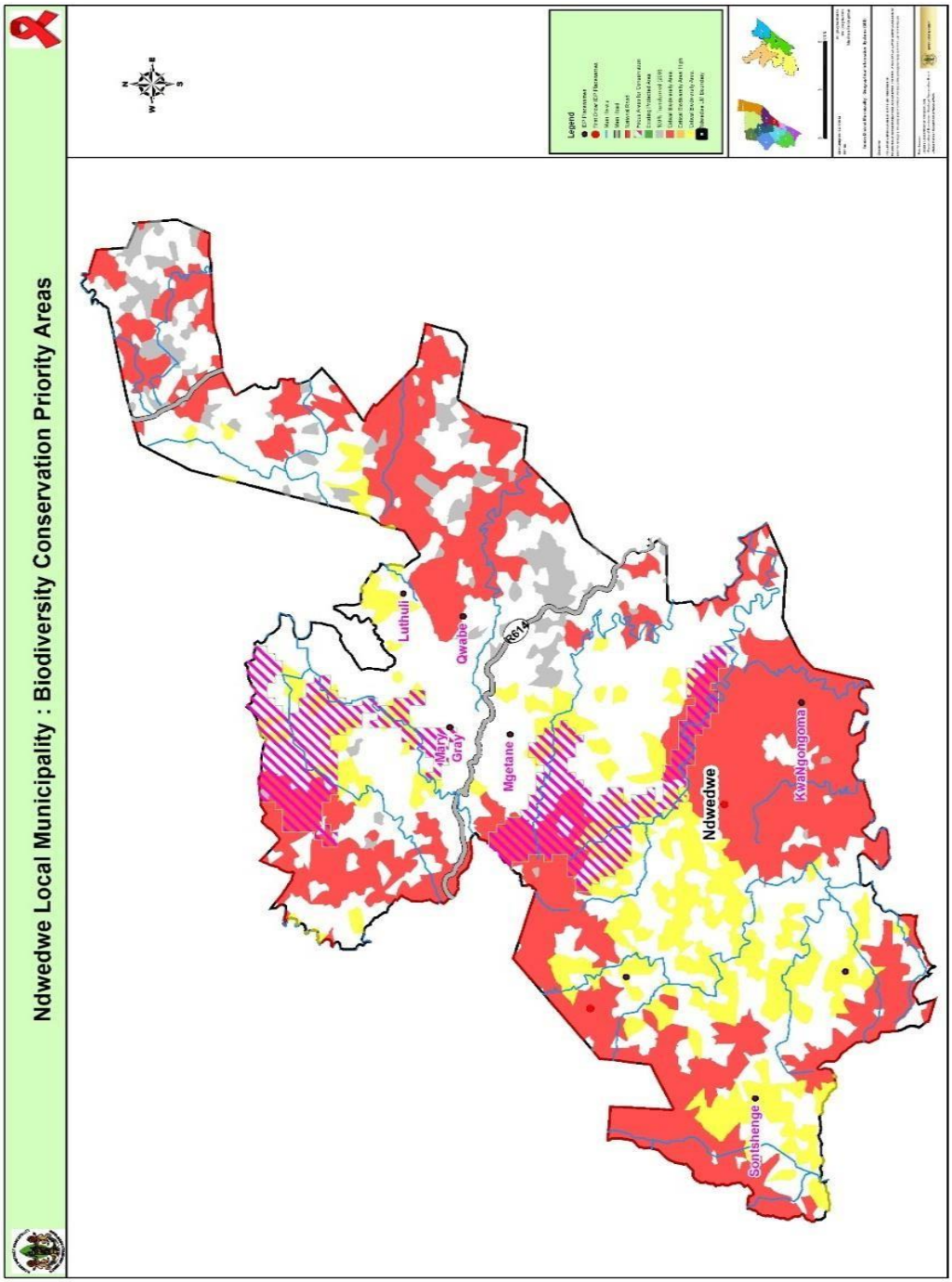
c) Existing data on species/ Ecosystems

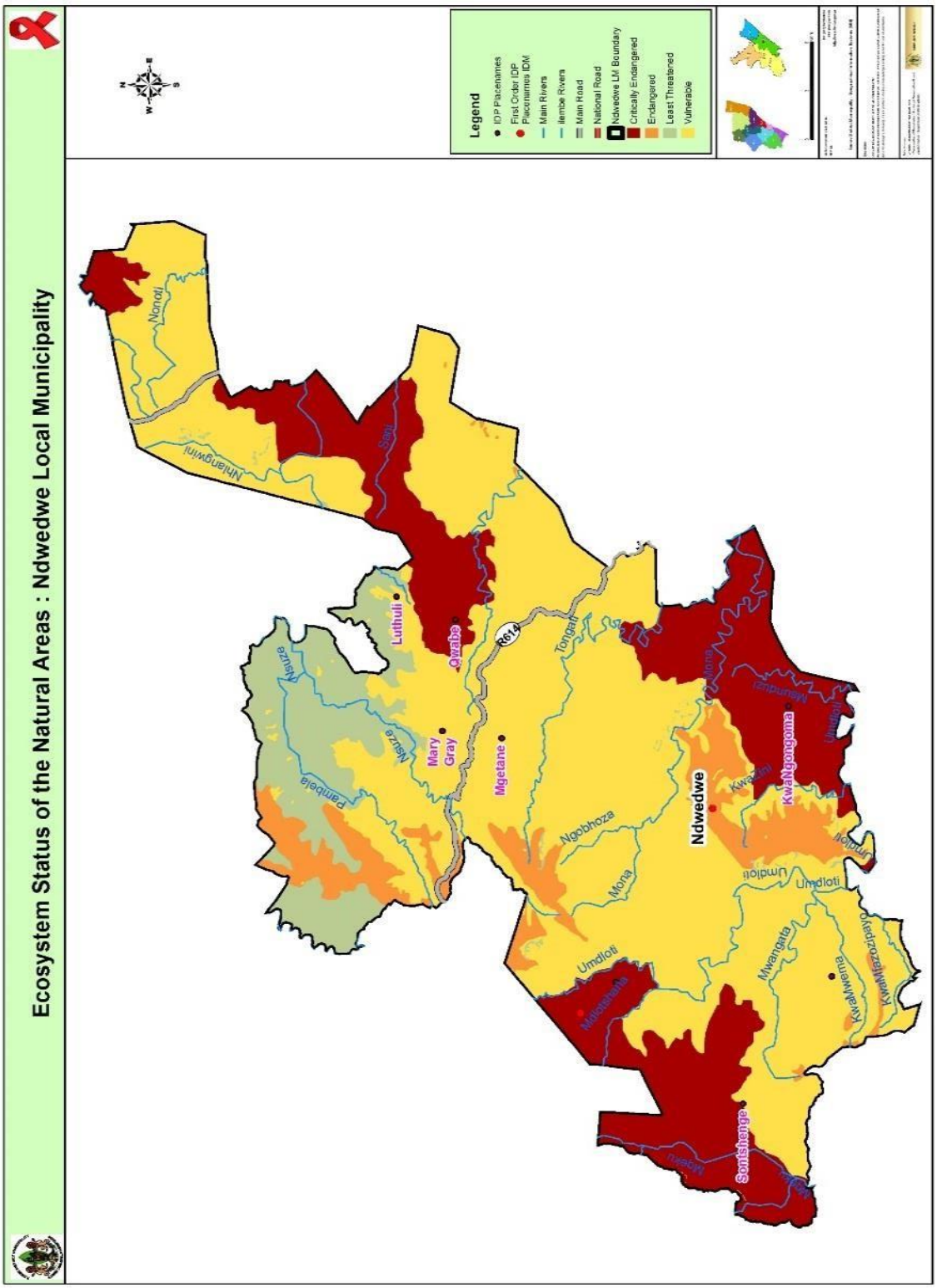
The map below shows the ecosystem status within Ndwedwe. Threatened terrestrial ecosystem within Ndwedwe includes Eshowe Mtunzini Hilly Grassland -269.2ha, Interior North Coast Grassland- 4948.5ha., New Hanover Plateau-7951.1ha and Umvoti Valley complex- 4294.3ha which are critically endangered; KwaZulu 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: 10: Ecosystem status of the natural areas Source: EMF: ILembe District Municipality

Species- Ndwedwe Municipality		
Flora	**Founa**	
Diaphananthemillari - 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** • Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus • Doratogonus natalensis , Doratogonus rubipodus, • Doratogonus, peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatius bideramus simulator, Spinotarsus glomeratus Insecta, Eremidium erectus, Odontomelus eshowe

Table 27: Summary of threatened species within Ndwedwe Municipality

d) Summary of Biodiversity within Ndwedwe

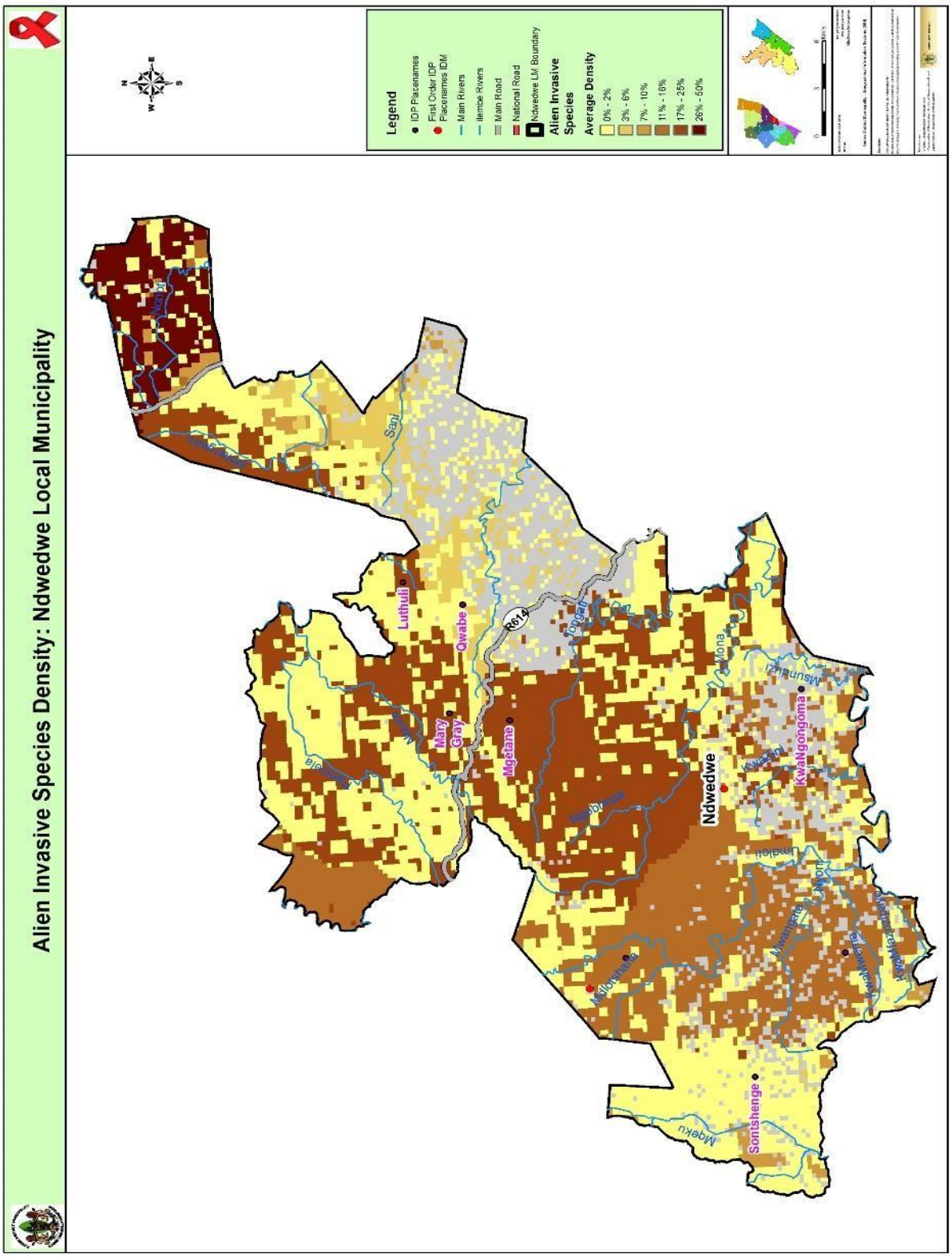
Municipal Area	115 743.8 ha
Remaining natural areas	65 422.2 ha (56.5% of municipality)
Areas where no natural habitat remains	50 316.8 ha (43.5% of municipality)
Protected areas	No protected areas.
Biomes	**2 Biomes** • Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) • Savanna 68399.5ha (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 28: 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.



Map: 11: A*lien invasion within Ndwedwe municipality*

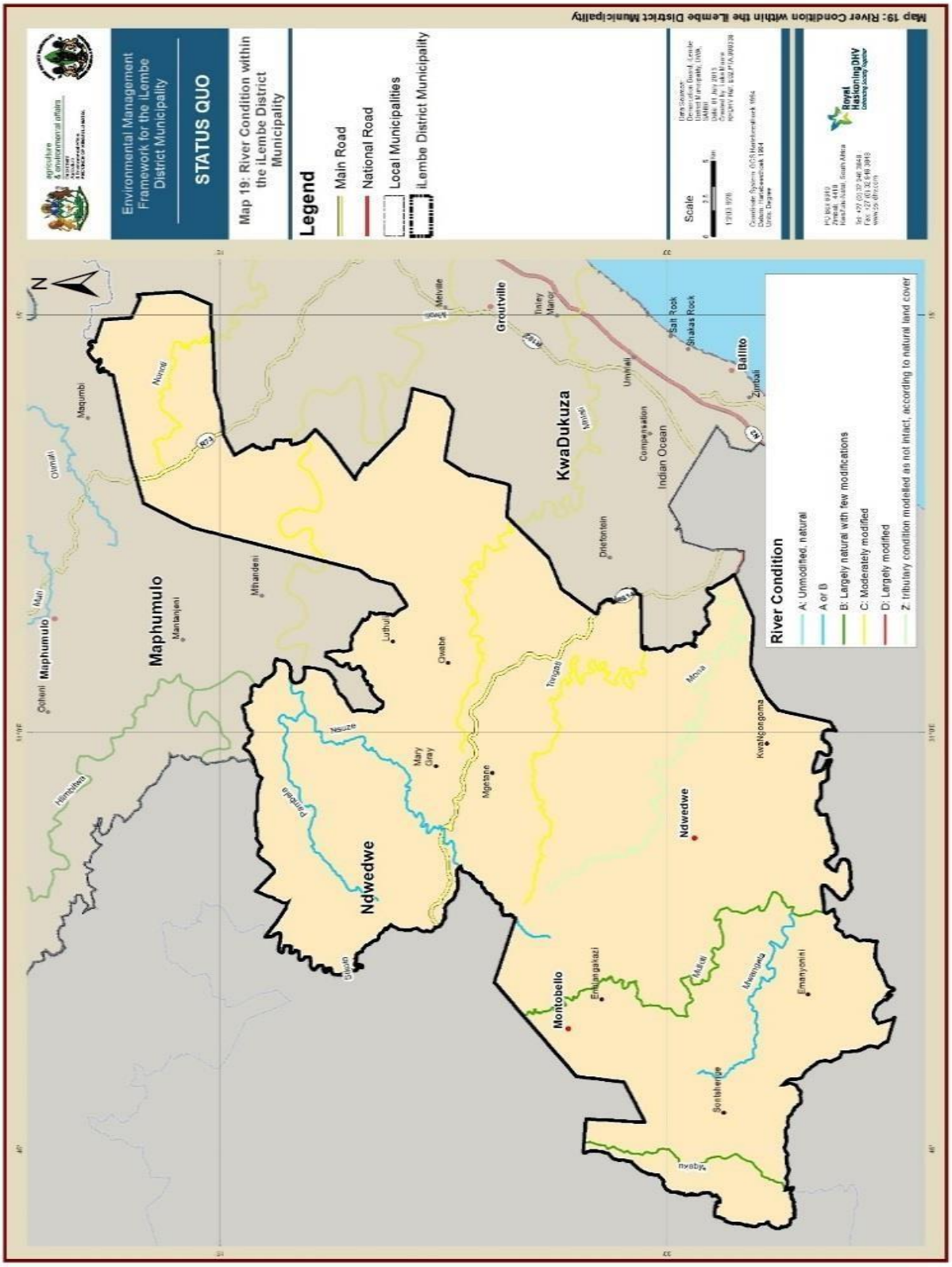
f) Heritage objects/ sites within Ndwedwe Municipality

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.

3.2.7.3 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.

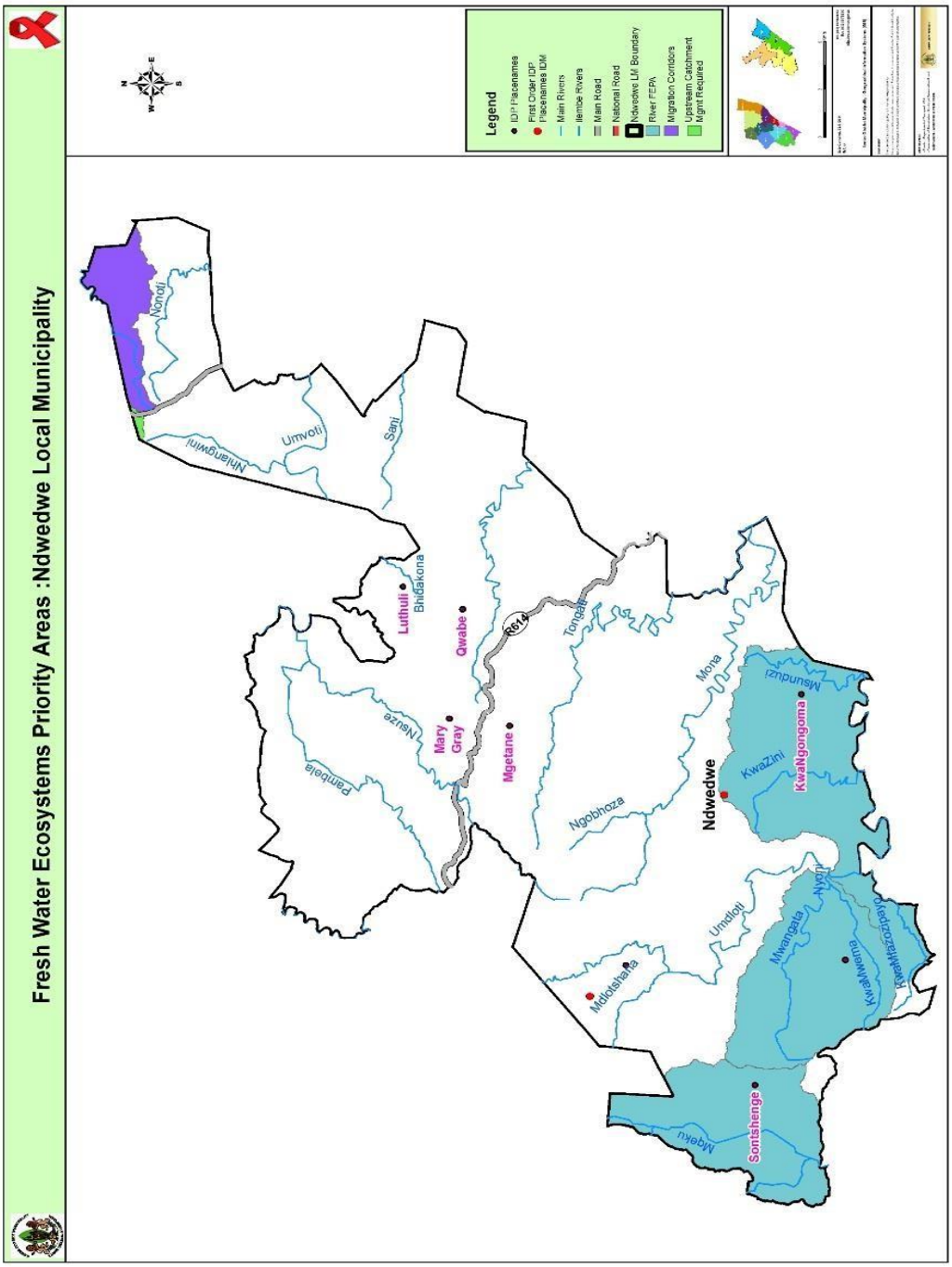


Map: 12: River Condition within Ndwedwe Local Municipality

b) Water Management Areas

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

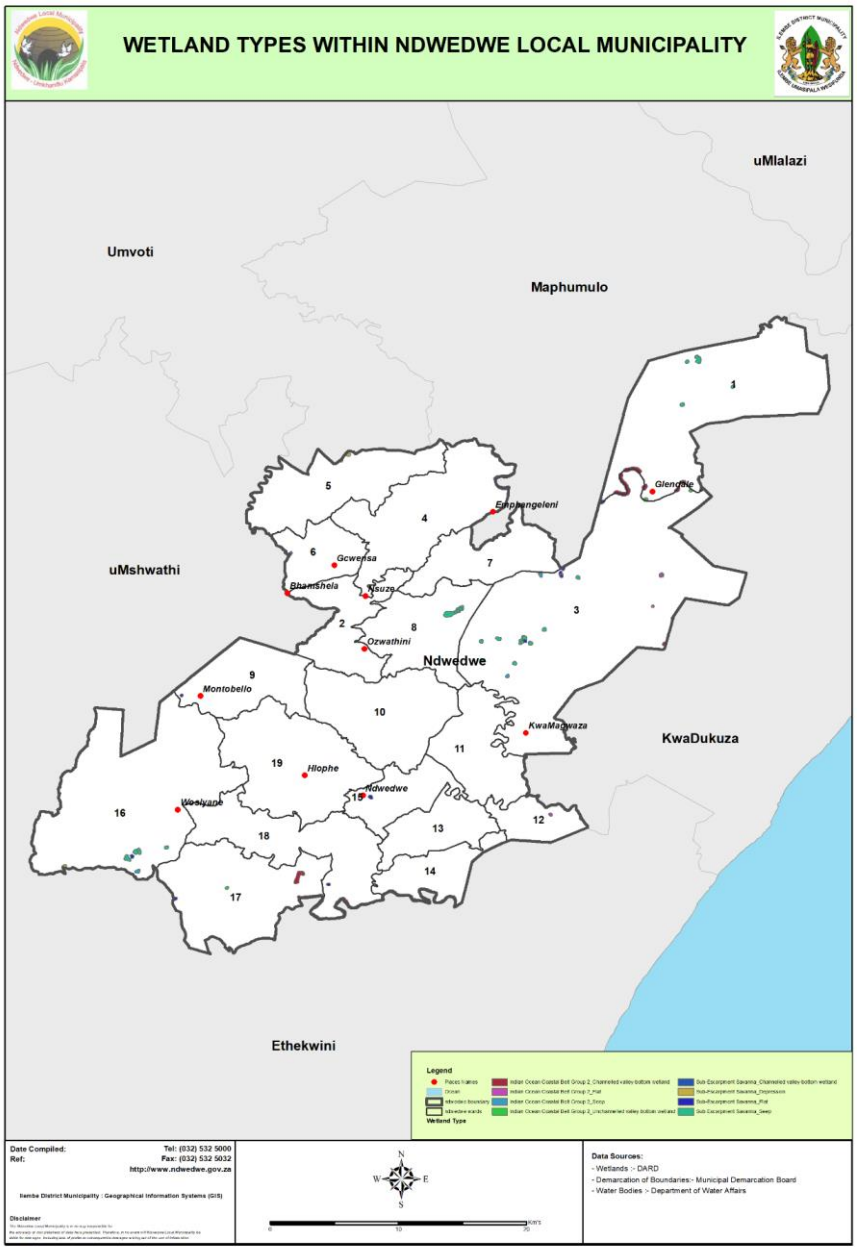
- UMvoti to uMzimkhulu 113607ha (98.15% of the Municipality)
- UThukela 2136.8ha (1.85% of the Municipality)



Map: 13: Rivers Adapted from EMF: ILembe District Municipality, 2014A

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 competent 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: 14: Wetland types (Adapted from EMF: ILembe District Municipality, 2014)

3.2.7.4 *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.

3.2.7.5 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.

3.2.7.6 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.

3.2.7.7 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.

3.2.7.8 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.

3.2.7.9 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.

3.2.8 CROSS CUTTING SWOT ANALYSIS

STRENGTHS	**OPPORTUNITIES**
Strategic plans for Ndwedwe LM. Sector Plans for Ndwedwe LM. Presence and functionality of DPSS 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.	Ndwedwe Town 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**
Absence of an environmental management section/ unit. Understanding of importance of managing environmental assets. Lack of environmental policies and bylaws No wall to wall scheme	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

Map 1:Cross Cutting SWOT

3.2.9 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 reviewal. 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 29: Disaster Institutional capacity

3.2.9.1 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 (KPAs) 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;

3.2.9.2 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 30: 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.

3.2.9.3 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.

3.2.9.4 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.

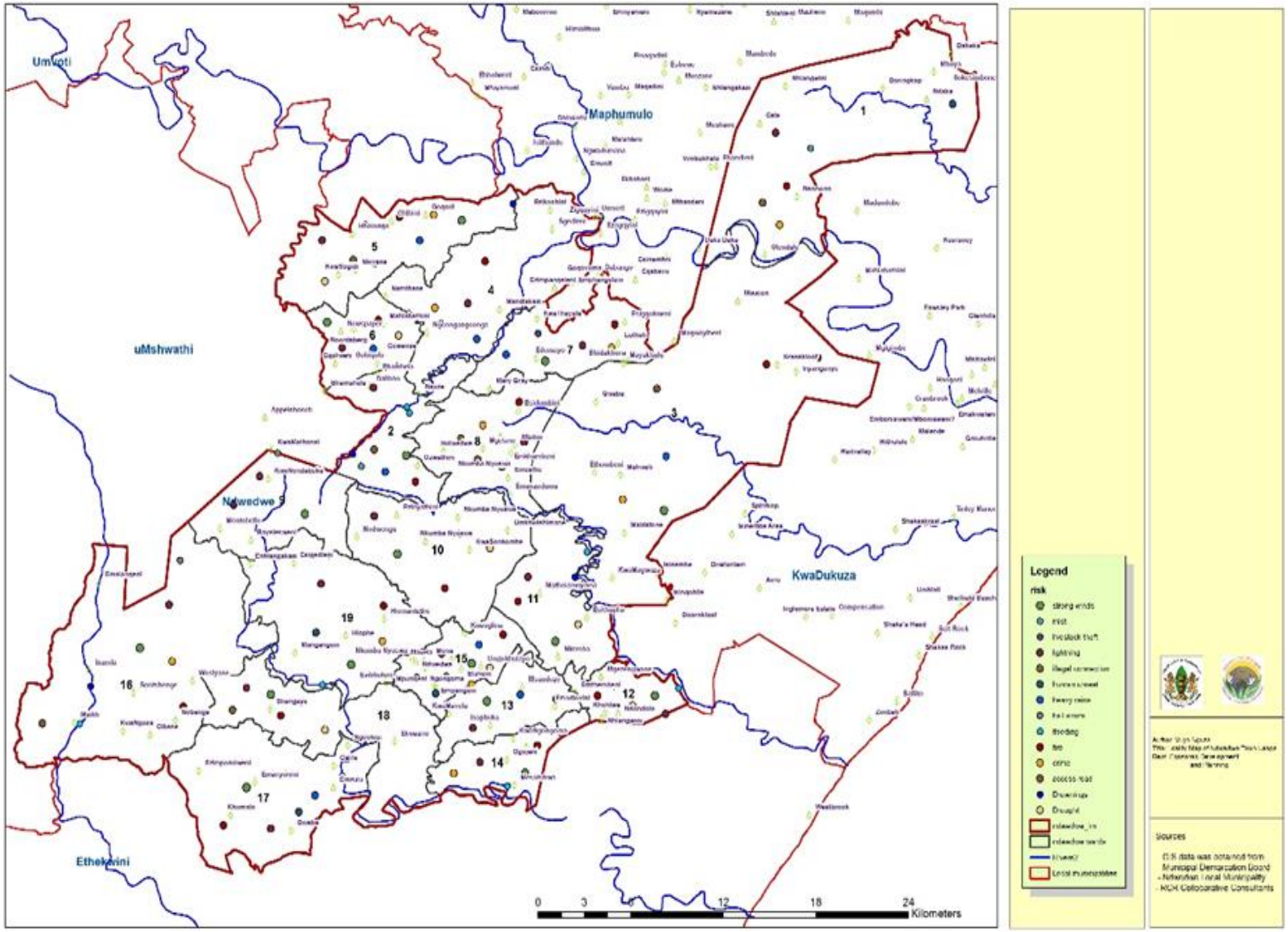
Hydro-meteorological	Severe storms, strong winds, hailstorm,

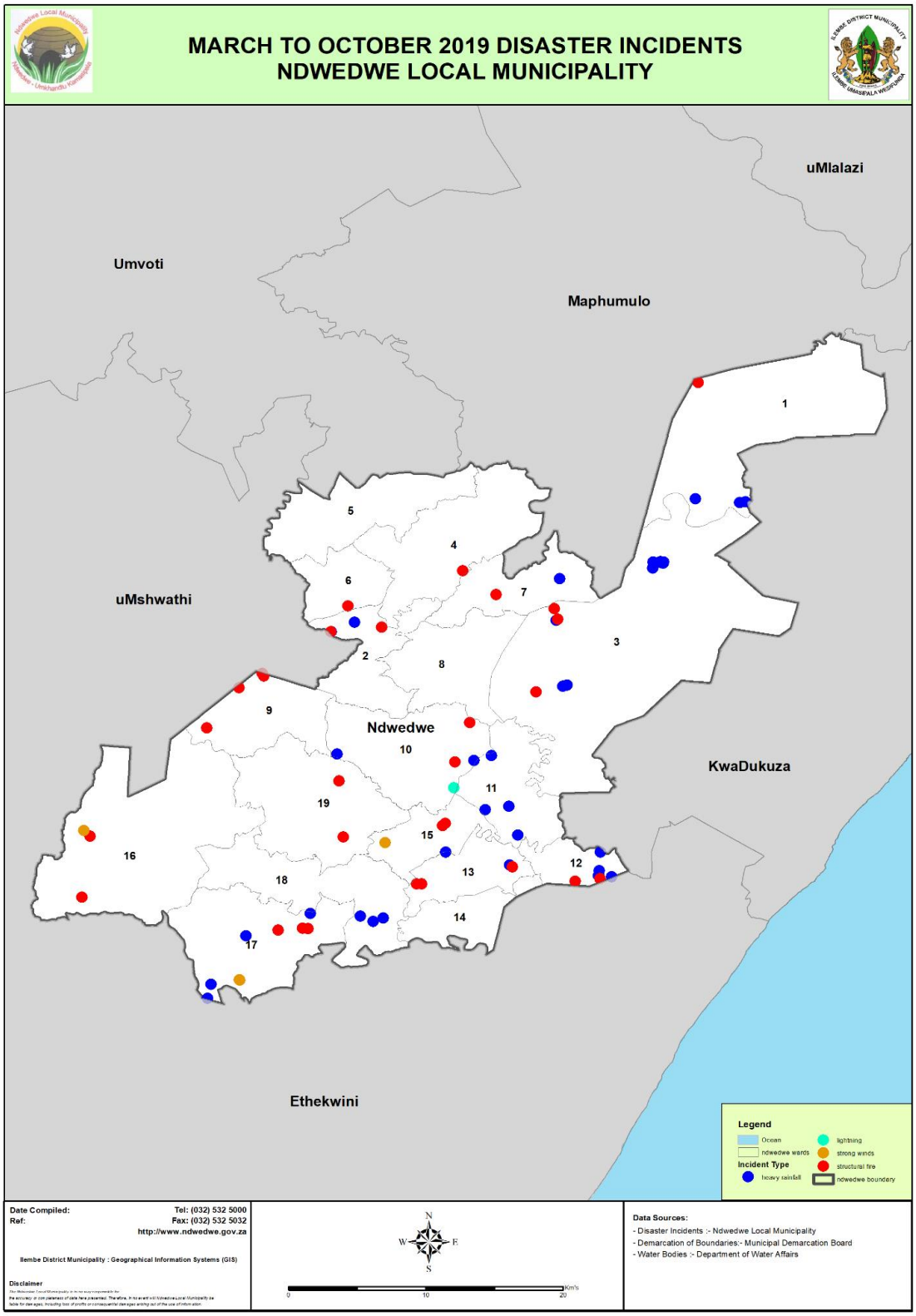
hazards	lightning, heavy rains, floods (drowning), drought and extreme temperatures
Fire hazard	Structural and veld fires
Disease/health: Human	HIV/AIDS, TB and others
Infrastructure failure/ Service delivery failure	Water, electrical and poor access roads
Civil unrests	Crime, alcohol and drug abuse,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

Table 31: Disaster Management Risk Profile

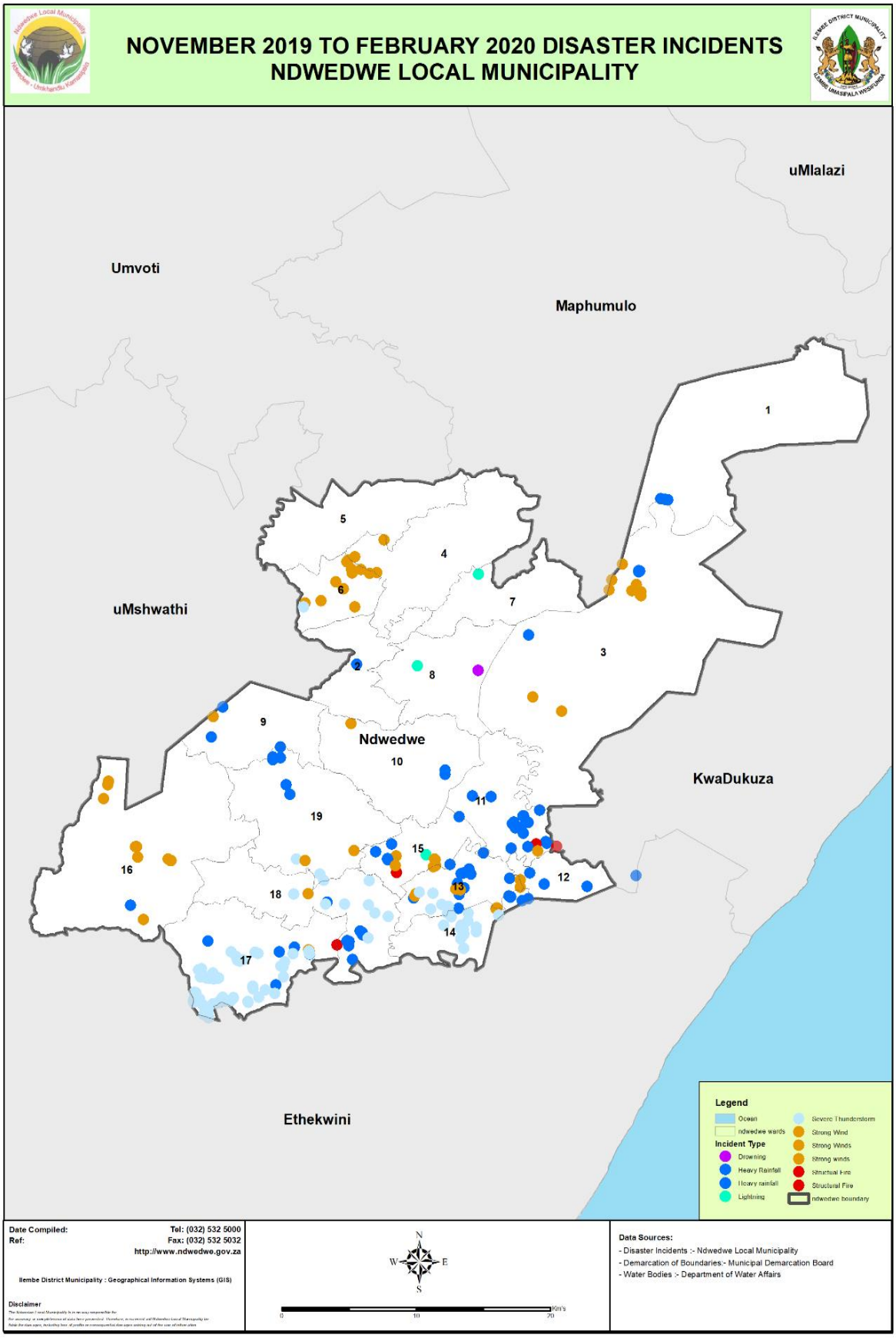
Map: 15: Disaster Management Risk Assessment

NDWEDWE LOCAL MUNICIPALITY: DISASTER RISK ASSESSMENT





Map: 16: Disaster Incidents



Map: 17:Disaster Incidents

3.2.9.5 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

3.2.10 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. ▪ Two designated Disaster Management Officers and two Fire Fighters permanently employed.	▪ 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.
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 32: Disaster Management SWOT Analysis

3.3 KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

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

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

3.3.1 HUMAN RESOURCE STRATEGY

The Ndwedwe Municipality has a Council approved Human Resources (HR) Strategy that was adopted 2018/2019 financial year, a copy of Human Resource Strategy is attached as **Annexure C**. The Human resource 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 is contained in the IDP. As the HR Strategy is also aligned to the long-term development plan of the Municipality. 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 and Selection, Orientation and Induction Policy and Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Termination of Employment Policy and Procedure. There are other polices that have been adopted.

3.3.2 HUMAN RESOURCE PLAN

Ndwedwe Local Municipality has a Human Resource Plan that is aligned with Human Resource Strategy was adopted by Ndwedwe Council in August 2019 the current financial year.

3.3.3 HUMAN RESOURCE CHALLENGES

- Unfilled budgeted posts
- Confidentiality.
- Office space.
- HR filling storeroom.
- Cascading of performance management system. Municipalities are expected to meet Salga's deadline being 2021.
- Manual filing
- Loss of documents
- Maintenance of confidentiality
- Internal control measures related to staff attendance monitoring
- Insufficient budget

3.3.4 LEGAL SERVICES CHALLENGES

This department is seriously understaffed, yet this office is the most critical office in the municipality. Currently, it operates with only one manager. The municipality is a highly regulated sphere of government swamped with a plethora of litigations, legal opinions and labour related matters.

3.3.5 ORGANISATIONAL STRUCTURE/ORGANOGRAM

A 5-Year organogram as required by the 2014 Regulations on the Employment of Conditions of Service of Senior Managers (Chapter 3), provides that the Municipal Council must adopt a 5-Year Organogram aligned to the IDP. The 5-Year Organogram is annually reviewed based on the affordability of Council. Ndwedwe Organogram (attached as Annexure C1) was adopted on the 30 May 2020. The Municipality's organisational structure has six(6) administrative components that are managed and headed by the Municipal Manager as follows:

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

Ndwedwe local municipality has a total number of 129 employees employed, however 35 is temporary employed and 94 permanents employed.

Department	Permanent employees	Contract employees
Office of the Municipal Manager	6	15
Finance	18	5
Department of Corporate Services	32	2
Department of Community Services	16	5
Economic Development and Planning	9	2
Technical Services	13	6
Total	94	35

Table 33: Number of Employees

3.3.6 FILLING OF CRITICAL POSTS

Ndwedwe Local Municipality has managed to ensure that all critical posts are filled in line with the organogram. The Municipal Manager's position was filled in the 2019/2020 financial year and there are four Section 56 posts that are filled described as follows: Chief Financial Officer; Director Corporate Services; Director Economic Development and Planning; and Director Technical Services.

3.3.7 VACANCY RATE

Ndwedwe has a total number of 35 vacant positions of which 24 posts have been budgeted and 11 posts are not yet budgeted for, the remainder of the posts will be budgeted for in the next financial year.

Job title	Vacant Position Funded	Unfunded vacant positions
Office of the Municipal Manager	3	0
Finance	4	0
Department of Corporate Services	5	0
Department of Community Services	10	11
Technical Services	1	0
Economic Development and Planning	1	0
Total	24	11

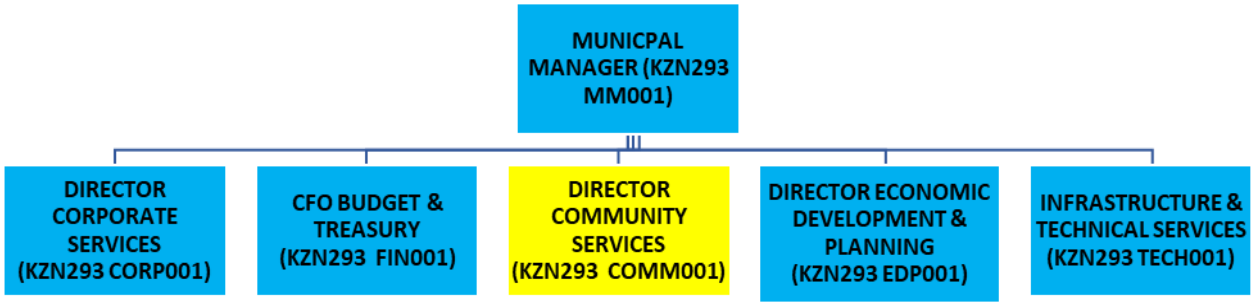
Table 34: Vacant Positions

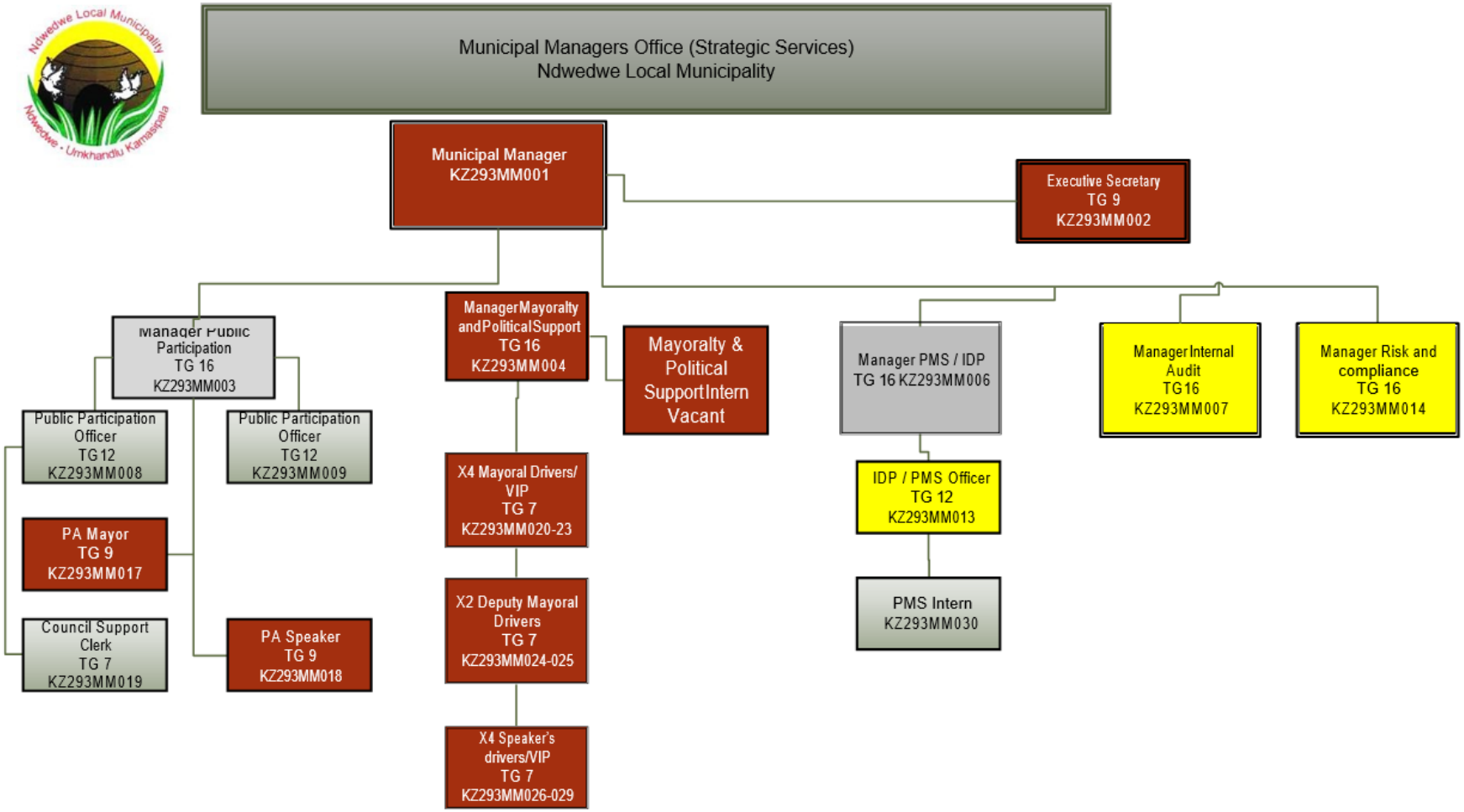
The Ndwedwe municipality approved organisational structure/organogram can be seen below.

LEGEND

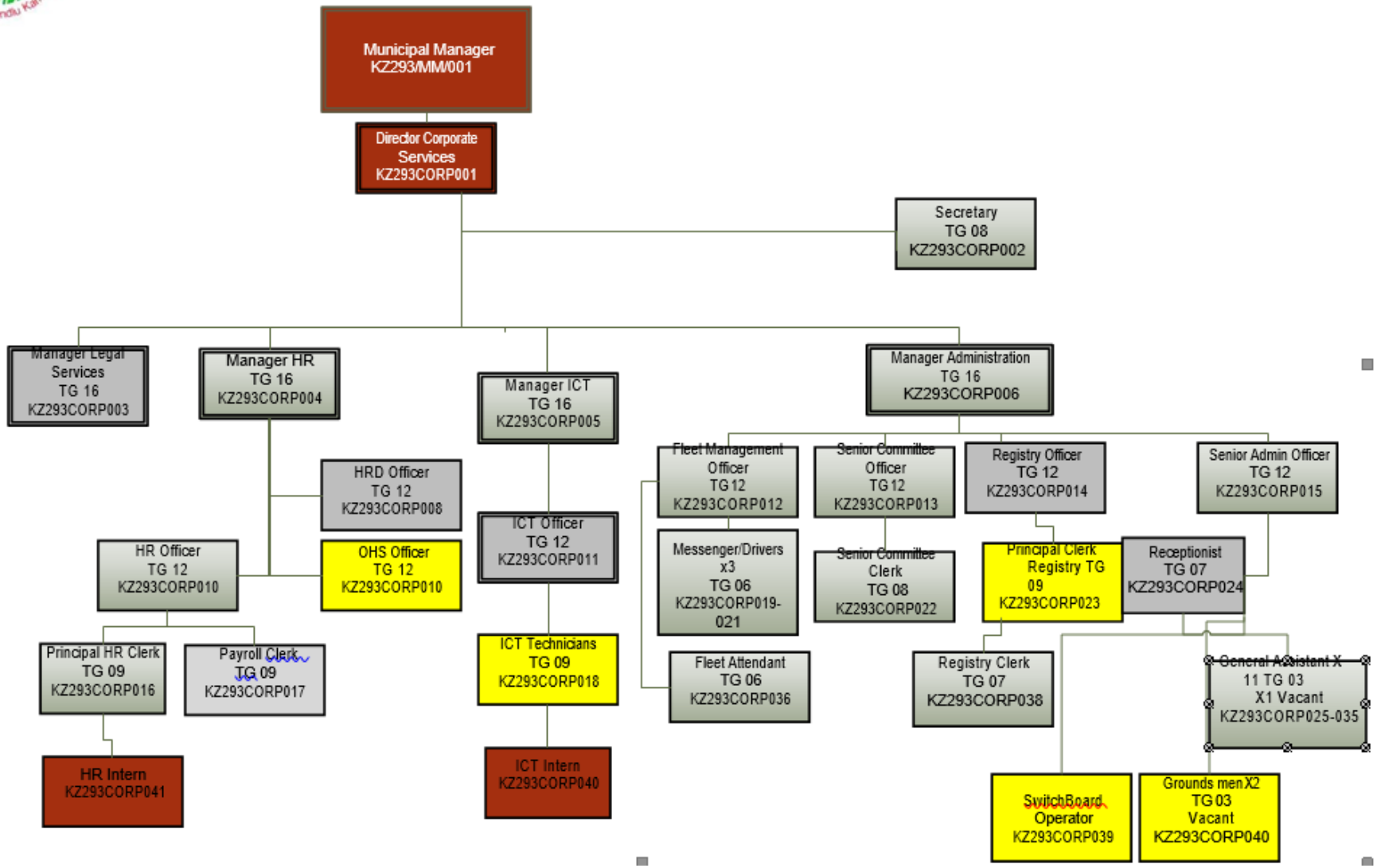
FILLED	BUDEGETED/VACANT	NOT BUDGETED	CONTRACT

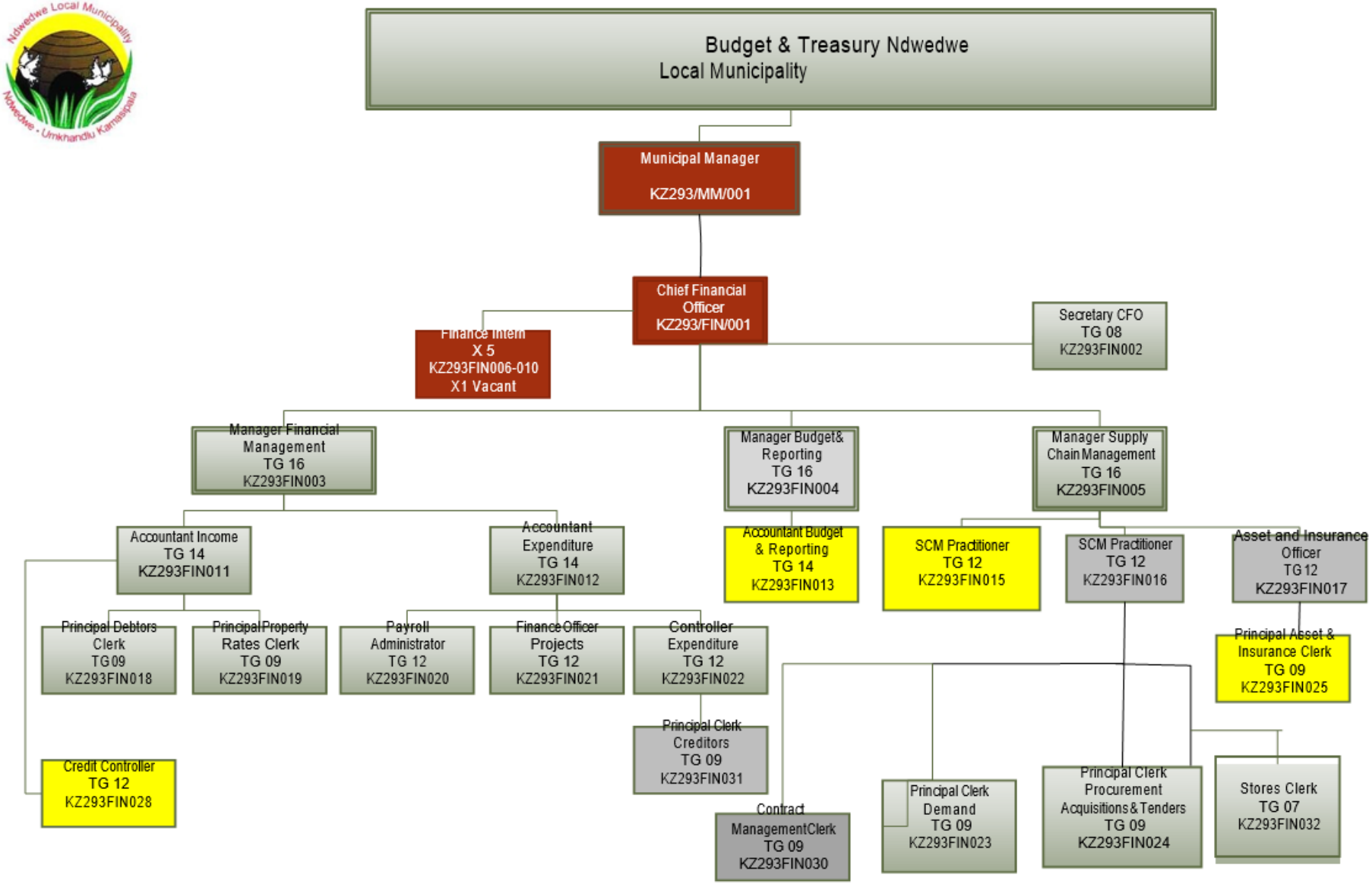
Ndwedwe Municipality Top Management Organisational Structure (KZN 293)

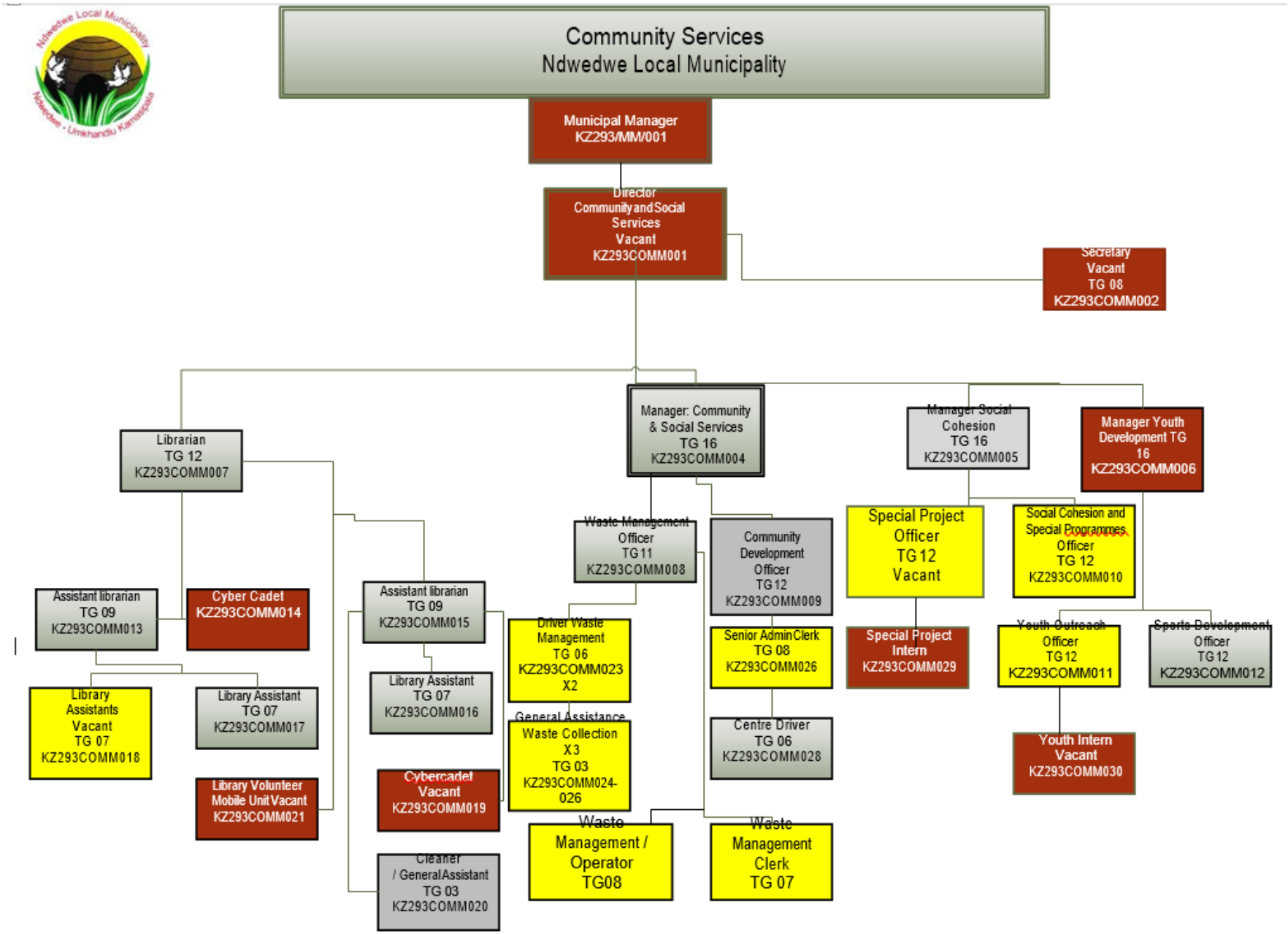


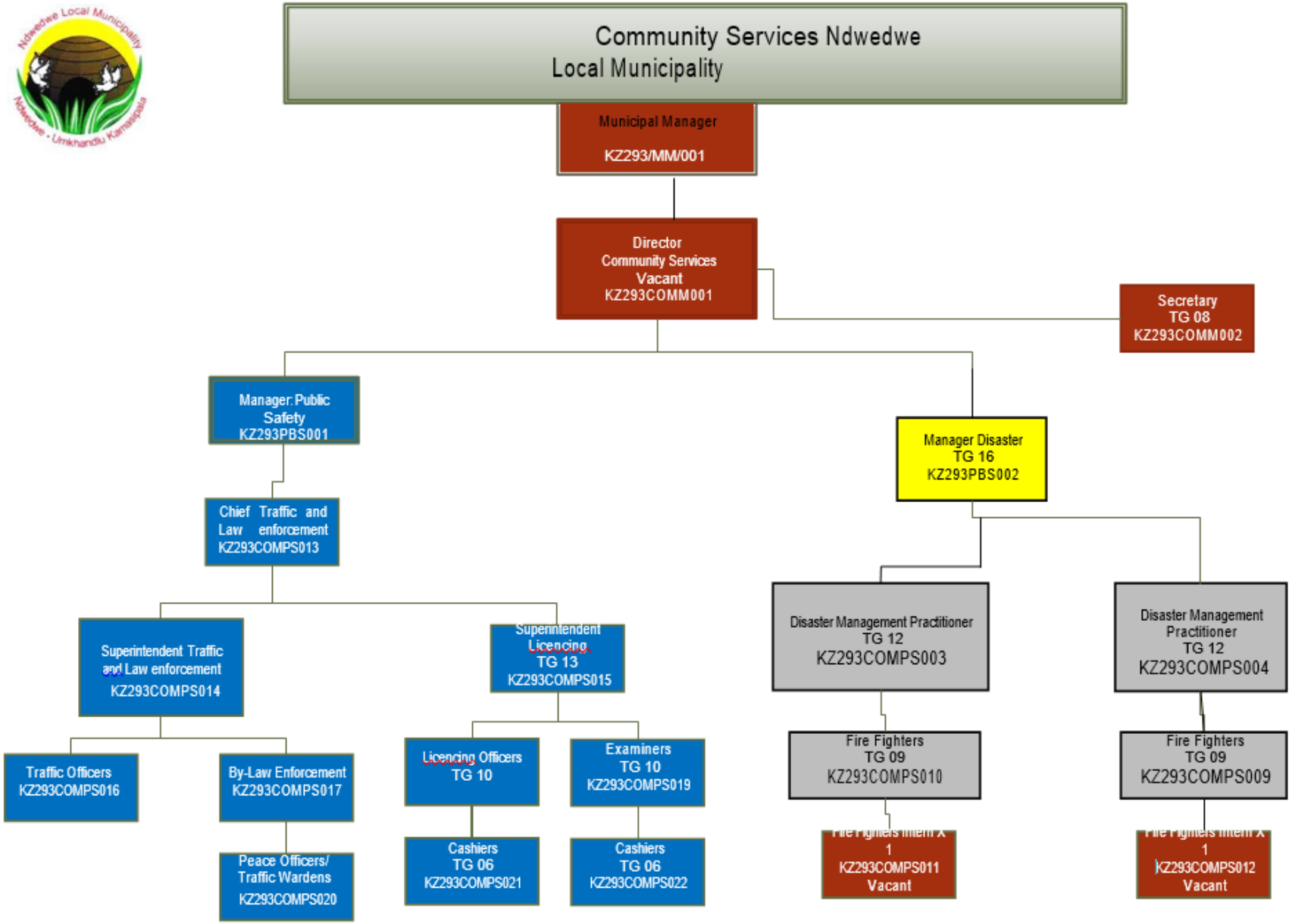

Municipal Managers Office (Strategic Services)
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Executive Secretary
TG 9
KZ293MM002
Manager Public Participation
TG 16
KZ293MM003
Public Participation Officer
TG12
KZ293MM008
Public Participation Officer
TG12
KZ293MM009
PA Mayor
TG 9
KZ293MM017
Council Support Clerk
TG 7
KZ293MM019
PA Speaker
TG 9
KZ293MM018
Manager Mayoralty and Political Support
TG 16
KZ293MM004
Mayoralty & Political Support Intern
Vacant
X4 Mayoral Drivers/ VIP
TG 7
KZ293MM020-23
X2 Deputy Mayoral Drivers
TG 7
KZ293MM024-025
X4 Speaker's drivers/VIP
TG 7
KZ293MM026-029
Manager PMS / IDP
TG 16 KZ293MM006
IDP / PMS Officer
TG 12
KZ293MM013
PMS Intern
KZ293MM030
Manager Internal Audit
TG16
KZ293MM007
Manager Risk and compliance
TG 16
KZ293MM014

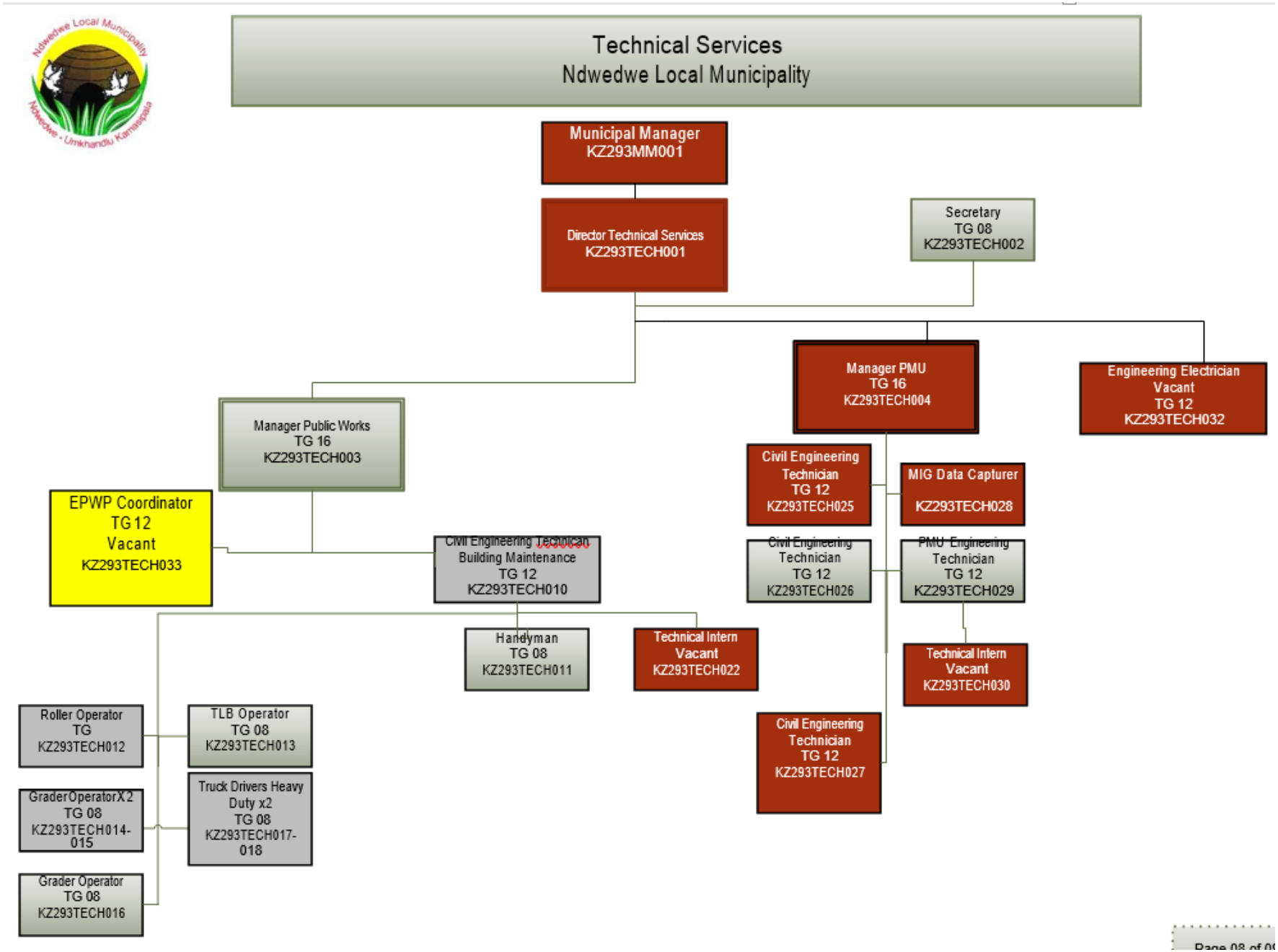
Corporate Services
Ndwedwe Local Municipality

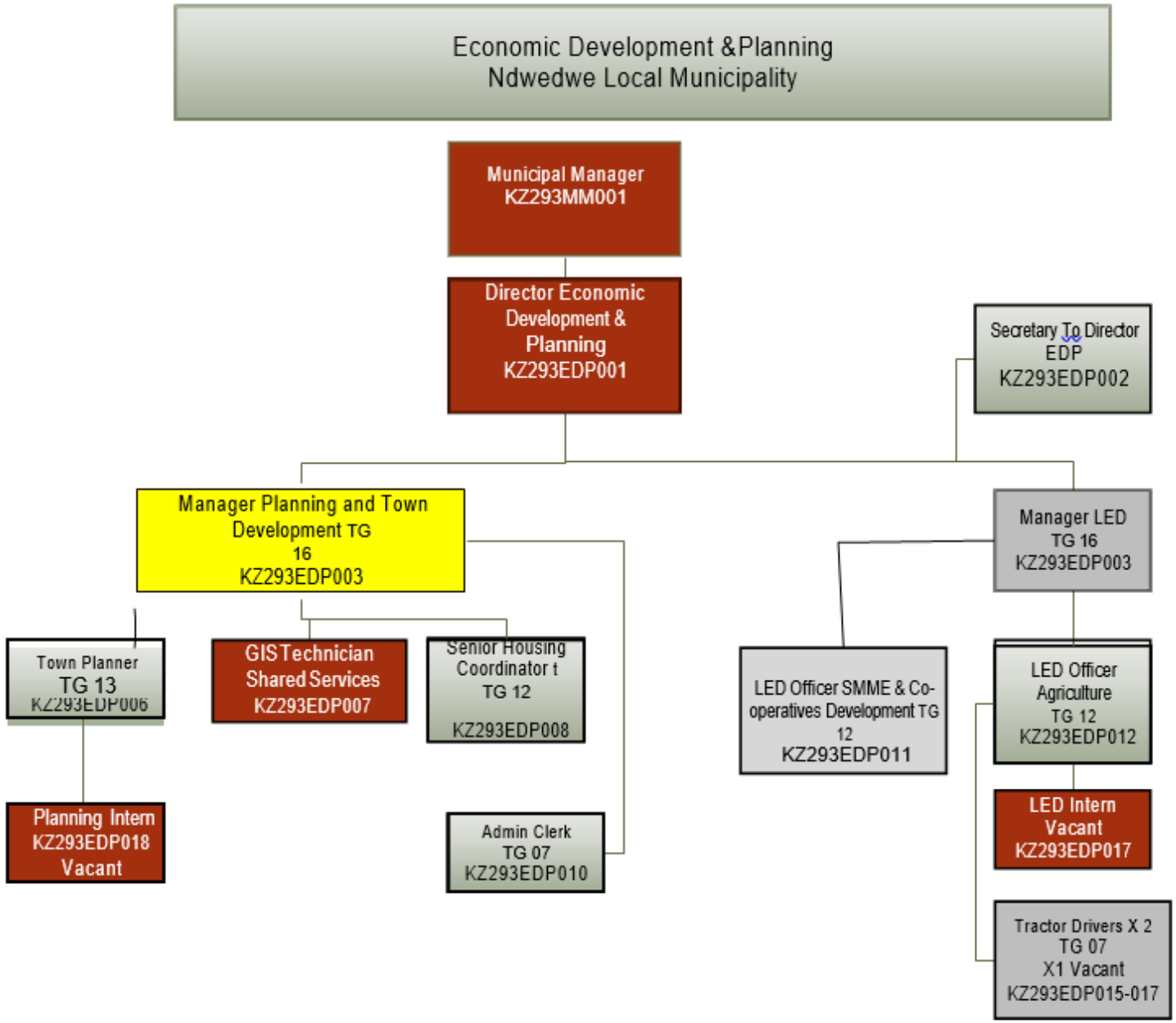



Budget & Treasury Ndwedwe Local Municipality
Municipal Manager KZ293/MM/001
Chief Financial Officer KZ293/FIN/001
Finance Intern X 5 KZ293FIN006-010 X1 Vacant
Secretary CFO TG 08 KZ293FIN002
Manager Financial Management TG 16 KZ293FIN003
Manager Budget& Reporting TG 16 KZ293FIN004
Manager Supply Chain Management TG 16 KZ293FIN005
Accountant Income TG 14 KZ293FIN011
Accountant Expenditure TG 14 KZ293FIN012
Accountant Budget & Reporting TG 14 KZ293FIN013
SCM Practitioner TG 12 KZ293FIN015
SCM Practitioner TG 12 KZ293FIN016
Asset and Insurance Officer TG 12 KZ293FIN017
Principal Debtors Clerk TG09 KZ293FIN018
Principal Property Rates Clerk TG 09 KZ293FIN019
Payroll Administrator TG 12 KZ293FIN020
Finance Officer Projects TG 12 KZ293FIN021
Controller Expenditure TG 12 KZ293FIN022
Principal Asset & Insurance Clerk TG 09 KZ293FIN025
Principal Clerk Creditors TG 09 KZ293FIN031
Credit Controller TG 12 KZ293FIN028
Contract ManagementClerk TG 09 KZ293FIN030
Principal Clerk Demand TG 09 KZ293FIN023
Principal Clerk Procurement Acquisitions&Tenders TG 09 KZ293FIN024
Stores Clerk TG 07 KZ293FIN032


Community Services
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director
Community and Social
Services
Vacant
KZ293COMM001
Secretary
Vacant
TG 08
KZ293COMM002
Manager: Community
& Social Services
TG 16
KZ293COMM004
Manager Social
Cohesion
TG 16
KZ293COMM005
Manager Youth
Development TG
16
KZ293COMM006
Librarian
TG 12
KZ293COMM007
Waste Management
Officer
TG11
KZ293COMM008
Community
Development
Officer
TG12
KZ293COMM009
Special Project
Officer
TG12
Vacant
Social Cohesion and
Special Programmes
Officer
TG 12
KZ293COMM010
Assistant librarian
TG 09
KZ293COMM013
Cyber Cadet
KZ293COMM014
Assistant librarian
TG 09
KZ293COMM015
Driver Waste
Management
TG 06
KZ293COMM023
X2
Senior Admin Clerk
TG 08
KZ293COMM026
Special Project
Intern
KZ293COMM029
Youth Outreach
Officer
TG12
KZ293COMM011
Sports Development
Officer
TG12
KZ293COMM012
Library
Assistants
Vacant
TG 07
KZ293COMM018
Library Assistant
TG 07
KZ293COMM017
Library Assistant
TG 07
KZ293COMM016
General Assistance
Waste Collection
X3
TG 03
KZ293COMM024-
026
Centre Driver
TG 06
KZ293COMM028
Youth Intern
Vacant
KZ293COMM030
Library Volunteer
Mobile Unit Vacant
KZ293COMM021
Cybercadet
Vacant
KZ293COMM019
Waste
Management /
Operator
TG08
Waste
Management
Clerk
TG 07
Cleaner
/ General Assistant
TG 03
KZ293COMM020


Community Services Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director Community Services
Vacant
KZ293COMM001
Secretary
TG 08
KZ293COMM002
Manager: Public Safety
KZ293PBS001
Manager Disaster
TG 16
KZ293PBS002
Chief Traffic and Law enforcement
KZ293COMPS013
Superintendent Traffic and Law enforcement
KZ293COMPS014
Superintendent Licencing
TG 13
KZ293COMPS015
Disaster Management Practitioner
TG 12
KZ293COMPS003
Disaster Management Practitioner
TG 12
KZ293COMPS004
Traffic Officers
KZ293COMPS016
By-Law Enforcement
KZ293COMPS017
Licencing Officers
TG 10
Examiners
TG 10
KZ293COMPS019
Fire Fighters
TG 09
KZ293COMPS010
Fire Fighters
TG 09
KZ293COMPS009
Peace Officers/ Traffic Wardens
KZ293COMPS020
Cashiers
TG 06
KZ293COMPS021
Cashiers
TG 06
KZ293COMPS022
1
KZ293COMPS011
Vacant
1
KZ293COMPS012
Vacant


Technical Services
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Technical Services
KZ293TECH001
Secretary
TG 08
KZ293TECH002
Manager PMU
TG 16
KZ293TECH004
Engineering Electrician
Vacant
TG 12
KZ293TECH032
Manager Public Works
TG 16
KZ293TECH003
Civil Engineering
Technician
TG 12
KZ293TECH025
MIG Data Capturer
KZ293TECH028
EPWP Coordinator
TG 12
Vacant
KZ293TECH033
Civil Engineering Technician
Building Maintenance
TG 12
KZ293TECH010
Civil Engineering
Technician
TG 12
KZ293TECH026
PMU Engineering
Technician
TG 12
KZ293TECH029
Handyman
TG 08
KZ293TECH011
Technical Intern
Vacant
KZ293TECH022
Technical Intern
Vacant
KZ293TECH030
Roller Operator
TG
KZ293TECH012
TLB Operator
TG 08
KZ293TECH013
Civil Engineering
Technician
TG 12
KZ293TECH027
Grader Operator X 2
TG 08
KZ293TECH014-
015
Truck Drivers Heavy
Duty x2
TG 08
KZ293TECH017-
018
Grader Operator
TG 08
KZ293TECH016


Economic Development &Planning
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Economic Development & Planning
KZ293EDP001
Secretary To Director EDP
KZ293EDP002
Manager Planning and Town Development TG 16
KZ293EDP003
Manager LED
TG 16
KZ293EDP003
Town Planner
TG 13
KZ293EDP006
GIS Technician
Shared Services
KZ293EDP007
Senior Housing Coordinator t
TG 12
KZ293EDP008
LED Officer SMME & Co-operatives Development TG 12
KZ293EDP011
LED Officer Agriculture
TG 12
KZ293EDP012
Planning Intern
KZ293EDP018
Vacant
Admin Clerk
TG 07
KZ293EDP010
LED Intern
Vacant
KZ293EDP017
Tractor Drivers X 2
TG 07
X1 Vacant
KZ293EDP015-017

3.3.8 MUNICIPAL PERSONNEL WORKFORCE EMPLOYEE TOTALS/STAFFING INFORMATION:

All Senior Management Level (Section 56 Managers) positions have been filled. Budget has been made available in the new financial year (2020/2021) to fill in the vacant positions in terms of the Council approved organogram and budget. The Ndwedwe Municipal Council reviewed its staff organogram on 30 May 2019 in line with COGTA Regulations, 2014. The Ndwedwe Recruitment and Selection Policy encourages internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

3.3.9 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:

- **Municipal Manager:** this post is filled. 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. In the execution of the duties, the MM is assisted by the Manager: Public Participation, Manager: Mayoralty and Communications, Manager: PMS and IDP and Manager: Youth.

- **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, the position is filled. 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 Nhlangakazi 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 Manufactories 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.

- **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, Manager: SCM and Manager: Budget.

- **Director: Community Services:** The director post is vacant however; the position has been advertised. 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. In the execution of the duties has been carried out by Manager: Community Services and Manager: Social Cohesion.

- **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. Human Resources Development which includes Bursaries, Skills development, Internship and In-service Programme, Human Resources Management which includes Service benefits, selection and Recruitment, Employee wellness programme, Occupational Health and safety, Performance Management Systems when it is cascaded to lower levels.

- **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.

- **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.

3.3.10 POWERS AND FUNCTIONS

In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the iLembe District Municipality (DC29). This act made provision of the division of powers and functions between the district and local municipalities with the most day to day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. Ndwedwe Local Municipality is responsible for 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	Ilembe District and eThekwini Municipality provides	The disaster management plan identifies the significance of this function especially when the

					currently	assistance where necessary.	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	No action required as there is no pressing demand

						Councils and SAPS to a limited extent	
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 Practioner is not a priority at the moment. The idea will be given full attention once the town becomes functional or due to an unexpected demand or pressure.
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
17.Local amenities	X	-	-	X	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
18. Local sports facilities	X	-	X	-	Limited capacity due to financial constraints	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
19. Markets	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
20. Parks and recreation	-	X	-	X	-	Communities use their means	The Town Development Project caters for this function.
21. Pounds	-	X	-	X	-	-	No action required as there is no pressing demand.
22.Municipal Roads	X	-	X	-	Limited capacity due to human and financial constraints	Performed through outsourcing	Two graders have been purchased and will assist in performing this function.
23.Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand
24. Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial	-	The Town Development Project caters for this function

					capacity constraints		
25.Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM	There is no planned actin 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 35:Powers and Functions of the Municipality

3.3.11 DEPARTMENT ACHIEVEMENTS OF PROJECTS FROM 2017 – MID 2020 HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee. To date, the extended management committee has more than 20 members in its sitting. The greatest achievement is that the Department has appointed 5 senior managers and 10 managers to expand the municipal think tank at its strategic management level. The appointment of these senior managers and managers have significantly strengthened the strategic thinking capacity in the municipal management committee (MANCO). The appointees are as follows: -

	The Appointed Senior Manager/ Manager	**Position**
1.	Mr MF Hadebe	The Municipal Manager
2.	Mr S. Majola	The Chief Financial Officer
3.	Mr DSG Khuzwayo	Director Economic Development & Planning
4.	Mr D. Mzolo	Director Technical & Infrastructure Services
5.	Dr M.G. Ntuli	Director Corporate Services
6.	Mr S. Gwamanda	Manager Social Cohesion
7.	Ms V.L. Naidoo	Manager IDP & PMS
8.	Ms T. Nxumalo	Manager Mayoralty & Support

9.	Ms Z. Khuluse	Manager LED
10.	Ms K. Mapipa	Manager Legal Services
11.	Mr MG Mkhwanazi	Manager Youth Development
12.	Mr S. Ngidi	Manager Budgeting & Reporting
13.	Ms T. Nyawose	Manager Public Works
14.	Mr S. Mthembu	Manager IT
15.	Ms NP Nkabinde	Manager Supply Chain Management

Table 36: Ndwedwe Appointees from 2017 to current

3.3.11 EMPLOYMENT EQUITY PLAN

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan, which will achieve reasonable progress towards employment equity, thus Ndwedwe Local prepared its Employment Equity Plan for the duration 1 July 2019 to 30 June 2020. The Employment Equity plan (EEP) is reviewed annually and is currently being reviewed for the new financial year in 2020/2021, plan is attached as **Annexure D**.

The table below highlights the **EEP targets** and objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound are as follows:

TIMEFRAMES (e.g.)		OBJECTIVES	PROGRESS TO DATE
YEAR 1	1 October 2016-30 September 2018	• To develop policies	• Policies were reviewed for the reporting period.
YEAR 2	1 October 2017-30 September 2018	• Appoint Senior manager responsible for Employment Equity • To balance gender equity at senior positions	• The Municipality has been able to appoint a female candidate in the Chief Financial Officer and Director Community Services for the reporting period however the two female candidates had declined the positions.
YEAR 3	1 October 2018-30 September 2019	• To Review policies • Balance gender on senior management • Employ disable people	• Policies were reviewed for the reporting period. • The municipality has appointed three (5) female Middle management during the reporting period.

Table 37: Employment Equity Targets

Furthermore, the plan also has specified the **objectives** and **targets** of the Municipality for each year 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.

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.

3.3.11.1 WORKPLACE SKILLS PLAN

The Workplace Skills Plan is in place and reviewed annually. The WSP is submitted to the LGSETA. To ensure compliance with Skills Development Act and also to secure funding from the LGSETA to finance skill training interventions identified in the Workplace Skills Plan. The LGSETA submission is attached as **Annexure E1** and the Workplace Skills Plan is attached as **Annexure E2 .**

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.**

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

- **Exit Interview Questionnaire -** The exit interview has been developed to ensure that the reasons for staff leaving the Municipality as known and addressed, this will also form part of the retention strategy, 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.

3.3.11.2 RETENTION POLICY

The Municipality has no skills Retention Policy in place. The Municipality will address the need for a retention policy in the new financial year 2020/2021.

3.3.11.3 SELECTION & RECRUITMENT POLICY

Ndwedwe Municipality has a Council approved Selection and Recruitment Policy (a copy of the policy is attached as A**nnexure E2**). This policy is being implemented and reviewed annually. It is the objective of the policy that the Municipality recognises that its employment policies, practices and procedures must comply. The purpose of the policy to create sound procedure to appoint employees within the stipulations of the approved Employment Equity Plan of Ndwedwe Local Municipality. To recruit, select and place competent and suitably skilled people who will contribute to the achievement of the Ndwedwe Local Municipality's strategic and operational requirements. To attract talented and motivated people who will achieve and contribute to the Ndwedwe Local Municipality's continued business success while enjoying long-term career success within the Municipality. To recruit and select employees, but also to ensure the full utilisation and continued development of our human resources. To ensure that all Recruitment activities are handled according to best practice and professional guidelines. To create positive image of the Ndwedwe Local Municipality.

3.3.11.4 NDWEDWE PLANS AND POLICIES

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

LIST OF NDWEDWE MUNICIPAL POLICIES ADOPTED ON THE 2018-2019 FINANCIAL YEAR.

No.	Name of Policy	Date of adoption
1.	Fleet management policy	Reviewed date (29 /05/2019)
2.	Bursary Policy	Reviewed date (29/08/2019)
3.	Pauper and Burial Indigent Policy	Reviewed date(30/10/2019)
4.	ICT Policies	Reviewed date(29/10/2019)
5.	PMS Policy	Reviewed date (30/01/2019)
6.	Internship and scarce experiential learning critical &scarce skills policy	New date of adoption(28/11/2019)
7.	ICT Policies • ICT Policy and Framework • ICT Security Control Policy • ICT User Access Management Policy • ICT Service Level Agreement Management Policy o (External Service Providers/Vendors) • CT Disaster Recovery Policy • ICT Data Backup Recovery Policy • ICT Standard Operating Procedure • Hardware and Software Standardization Policy	(2018 /02/09)
8.	SCM Policy	(2018/05/30)
9.	Budget Policy	(2019/05/30)
10.	Property Rates Policy	(2018/05/30)
11.	Petty Cash Policy	(2018/05/30)

Table 38: Adopted policies/ Procedures in Ndwedwe Municipality

3.3.12 INFORMATION COMMUNICATION TECHNOLOGY(ICT) FRAMEWORK

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

3.3.12.1 MUNICIPAL IDP AND ICT STRATEGIC ALIGNMENT

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

3.3.12.2 CORPORATE GOVERNANCE IN MUNICIPALITIES

Corporate governance ICT is a vehicle through which value is created within a municipal context. Value creation means realising benefits while optimising resources and risks. This value creation takes place within a governance system that is established by the municipal policy framework. A governance system refers to all the means and mechanisms that enable the municipality's Council and Management team to have a structured and organised process as represented in the following table:

3.3.12.3 CORPORATE GOVERNANCE OF ICT IN MUNICIPALITES

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

STRUCTURE	MEMBERS	MANDATE/RESPONSIBILITIES
ICT STEERING COMMITTEE (Sub Committee of Management)	Designated Members of Management and the ICT Manager.	Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of the municipalities: • ICT structures. • ICT policies. • ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Municipal and ICT) are clearly defined, implemented and enforced. • ICT Performance Management. • ICT Change Management. • ICT Contingency Plans. • ICT Strategy development. • Management of ICT Security and Data Integrity. • The establishment of the municipalities ICT Ethical culture. • The evaluation, directing and monitoring of ICT specific projects. • ICT Strategic alignment. • ICT Governance compliance. • ICT Infrastructure Management. • ICT Security. • ICT Application Management. • ICT Value. • ICT Data availability and integrity. • ICT Vendor Management. • The evaluation, directing and monitoring of ICT processes
Audit Committee and Risk Committee	Nominated members of the Audit and Risk committee/s of the municipality and the ICT Manager or CIO.	Has a specific responsibility to perform an oversight role for the Identification and Management of ICT audit and governance compliance, and ICT Risks.

Table 39: Roles & Responsibilities

3.3.12.4 ICT CHALLENGES

The strategic challenge for the municipality is to find better technologically ways in delivering services to the communities of Ndwedwe Local Municipality. This strategic challenge is in line with the doubtful state of readiness of the municipality to tap in the demands, opportunities and strength of the fourth industrial revolution technologies. The exorbitant costs associated with the provision of the IT related infrastructure in all wards within the jurisdiction of Ndwedwe Local Municipality. Thus, the ICT unit is experiencing a challenge in maximising the utilising of the IT existing structures and mechanisms to address

the technologically needs of the Ndwedwe citizenry in a holistic and integrated manner. Further, to tap in at a larger IT scale, the ICT unit will have to be strengthened by appointing a reasonable number of IT Competent Human Capital.

3.3.12.5 ICT FRAMEWORK APPROVED POLICIES OF NDWEDWE MUNICIPALITY

Ndwedwe Municipality Council has the following approved ICT policies.

Name of policy	Adoption date
Ndwedwe Corporate Governance Information and Communication Technology Framework	28 Feb 2020
ICT Steering Committee Charter	28 Feb 2020
ICT Security Controls Policy	28 Feb 2020
ICT User Access Management Policy	28 Feb 2020
ICT Service Level Agreement Management Policy	28 Feb 2020
ICT Disaster Recovery Policy	28 Feb 2020
ICT Data Backup and Recovery Policy	28 Feb 2020
ICT Standard Operating Procedures	28 Feb 2020
Hardware and software Standardization Policy	28 Feb 2020

Table 40: ICT Approved Policies of Ndwedwe Municipality

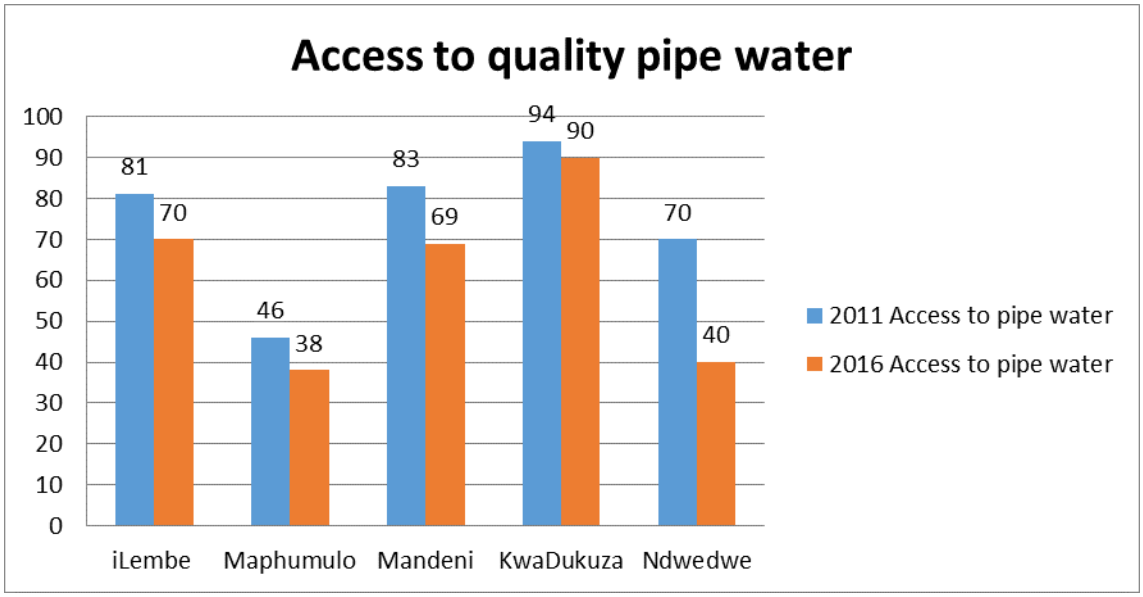
3.3.13 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Strengths	Opportunities
▪ Access to LGSETA grants ▪ Implementation of WSP ▪ Municipal Approved Policies ▪ Full complement of CS Management Team ▪ Availability of the Budget ▪ Have legal services within the department	▪ Qualified & well-trained employees ▪ Personal development plans for ease of reference/ tracking ▪ Improved management of human resources
Weaknesses	**Threats**
▪ Absence of the Retention Strategy & Retention Scheme. ▪ The Grading of the Municipality ▪ Lack of succession planning & Talent Management Strategy. ▪ Limited CS Budget ▪ Recognition and incentives	▪ Political factors ▪ Technological factors ▪ Social and demographic factors ▪ Economic factors ▪

Table 41: Municipal Transformation SWOT Analysis

3.4 KPA: BASIC SERVICE DELIVERY ANALYSIS

The graph below illustrates the level of access to quality piped water within the iLembe district,
as per the data collected by Stats SA through the Census 2011 and 2016 Community Survey.



Graph: 6: Access to Piped Water (Census: Stats SA 2011 VS Community Survey, 2016)

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

- The provision of basic infrastructure is hampered by the topographic constraints;
- Low densities and low affordability levels, particularly in rural and traditional areas.
- In the iLembe urban areas, the service infrastructure needs to be upgraded and maintained this is being implemented through the grant funding received by the Department of Water and Sanitation and MWIG.
- The rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 19% of the population still do not have access to basic sanitation.

- iLembe district urban areas have proper water borne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.

3.4.1 WATER SERVICES AUTHORITY (WSA)

iLembe District Municipality is the Water Service Authority for Ndwedwe Municipality since 2003. The iLembe District Municipality has a Water Service Development Plan (WSDP) Plan was adopted in 2016. The WSDP is attached as **Annexure G**.

WSDP is **linked** and aligned to the Ndwedwe municipality long-term development plan as well as the Spatial development framework, District Growth and Development Plan, Housing and Integrated Waste management plans. The role of the Technical Services Department is to provide water and sanitation services throughout the District thereby eliminating backlogs.

3.4.1.1 ILEMBE WATER AND SANITATION SERVICE PROVIDERS

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

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

3.4.1.2 OPERATIONS AND MAINTENANCE PLAN FOR WATER & SANITATION

The iLembe District Municipality Operations and Maintenance Plan for Water & Sanitation was adopted in the 2017/2018 financial year and currently being implemented. The iLembe District Municipality's Operations and Maintenance Plan for Water and Sanitation is utilised in fulfilment of the municipality's core functions are in place. The plan entails, amongst others, but not limited to, the following:

- Its development was agreed upon by all stakeholders to the facilities being completed so that those municipalities that are affected are conscious of maintenance implications and the various options such as the availability and affordability. Accordingly, the affected municipalities are placed in a good position to make informed decisions in this regard.
- The responsibilities and monitoring thereof are clearly defined.

- The plan allows for easy diagnosis and reporting of challenges and/or problems so as to ensure that those problems that have to do with Operations and Maintenance might be discovered timeously so as to avert a negative impact.

3.4.1.3 INFRASTRUCTURE PROCUREMENT STRATEGY

The iLembe District Infrastructure Procurement Strategy for water and sanitation infrastructure is in place. The plan was developed and adopted by the iLembe Council in the 2018/2019 financial year.

3.4.1.4 INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN

The iLembe District Infrastructure Procurement Strategy for water and sanitation infrastructure is in place. The plan was developed and adopted by the iLembe Council in the 2018/2019 financial year.

3.4.1.5 END OF YEAR REPORT FOR WATER AND SANITATION

The iLembe District End Year report for water and sanitation infrastructure is being reported to the iLembe Council meeting at the end of the financial year.

3.4.1.6 WATER AND SANITATION MASTER PLAN

Over the last 15 years the iLembe District has been experiencing rapid growth in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. To this end, the iLembe Water and Sanitation Masterplan was developed and adopted by Council in 2017(A copy of the Master Water Plan and Master Sanitation Plan is attached as Annexure G&H) . The Masterplan is primarily informed by the Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a **20-year horizon** aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The tables below indicate the project demands for water and sanitation.

WATER					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80

SANITATION					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.93	410.60

Table 42: WATER AND SANITATION DEMAND PROJECTS

3.4.1.7 ASSET MANAGEMENT PLAN

The iLembe district has prepared an Asset management plan for water and sanitation infrastructure. The plan was developed and adopted by the iLembe Council in the 2018/2019 financial year. The plan is currently being updated annually.

3.4.1.8 UPDATED ASSET REGISTER

The iLembe district has an updated Asset register for water and sanitation infrastructure. The plan was developed and adopted by the iLembe Council in the 2018/2019 financial year. The plan is currently being updated annually.

3.4.2 SUMMARY OF BACKLOGS AND ACHIEVEMENTS

The tables presented below outlines the backlogs for water and sanitation recorded per financial year and the achievement per local municipality. This assessment relates to a period from 2011/2012 to 2017/2018 for water & sanitation service delivery. The current backlogs in terms of water is 18.66% and sanitation is 19%.

WATER

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Percentage of hh served to date
Mandeni	138 078	38 235	23 031	20 930	20 793	20 741	20 665	19 747	19 613	19 613	
KwaDukuza	231 187	70 284	9 725	7 056	6 859	6 613	6 253	6 253	6 253	6 253	
Ndwedwe	140 820	29 200	6 255	5 346	4 419	4 419	4 419	4 419	4 419	4 419	
Maphumulo	96 724	19 973	11 116	10 369	8 884	8 079	7 160	5 614	1 664	(863)	
	606 809	157 692									
HH without access to Water		31,79 %	50 127	43 701	40 955	39 852	38 497	36 033	31 949	29 422	18,66%
Achievements per year			2 350	6 426	2 746	1 103	1 355	2 464	4 084	2 527	
HH served			107 565	113 991	116 737	117 840	119 195	121 659	125 743	128 270	81,34%

Calculation for water backlog:

Backlog for 2015/2016	22,53%	
Backlog for 2016/2017	18,66%	(31 949/157 692)
% decrease in backlog as at end of June 2017	**3,87%**	(4 084/157 692)

SANITATION

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
Mandeni	138 078	38 235	8 167	6 767	5 256	3 786	2 919	1 892	1 571	1 171	
KwaDukuza	231 187	70 284	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	140 820	29 200	12 660	11 116	9 395	7 995	6 805	5 053	4 741	4 361	
Maphumulo	96 724	19 973	19 440	18 040	17 169	15 769	14 579	13 182	13 093	12 713	
	606 809	157 692									
HH without access to sanitation		33,34 %	52 578	48 234	44 131	39 861	36 614	32 438	31 716	30 556	19,38%
Achievements per year			6 219	4 344	4 103	4 270	3 247	4 176	722	1 160	
HH served			105 114	109 458	113 561	117 831	121 078	125 254	125 976	127 136	80,62%

Calculation for sanitation backlog:

Backlog for 2015/2016	20,28%	
Backlog for 2016/2017	19,38%	(31 705/157 692)
% decrease in backlog as at end of June 2017	**0,90%**	(722/157 692)

TABLE 43: ILEMBE WATER & SANITATION BACKLOGS (SOURCE: STATS SA CENSUS 2011)

Due to funding constraints the iLembe water and sanitation backlogs will be updated in the current financial year 2019/2020.

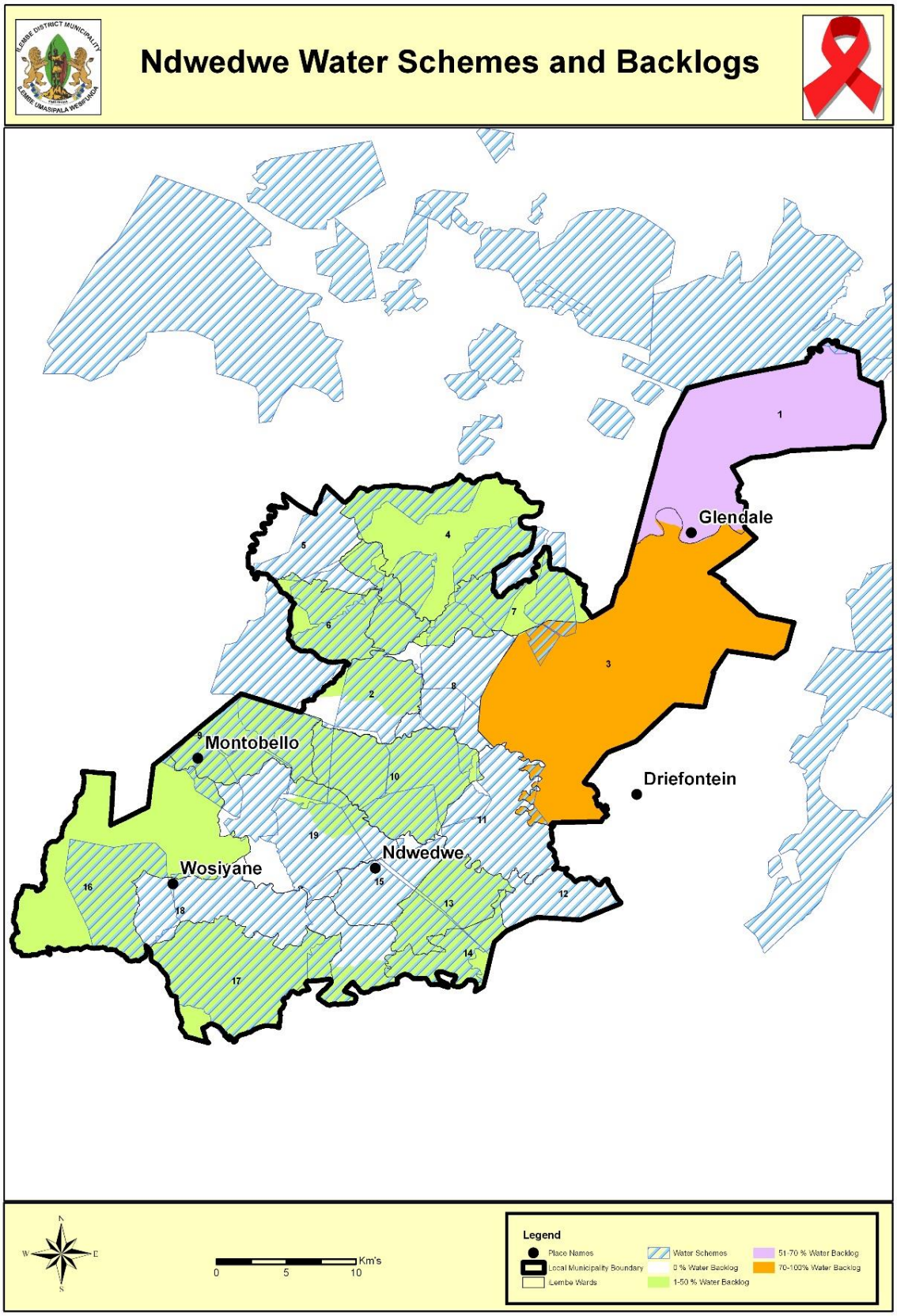
The water backlog within Ndwedwe Local Municipality is high with an estimated 7,298 HH not having access to water. However, progress has been made to increase the provision of water infrastructure and systematically eradicate these backlogs. The image below depicts the locality of existing water schemes, as well as the % of water backlogs within certain areas which forms part of the iLembe District Municipality water and sanitation masterplan. 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 and basic 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:

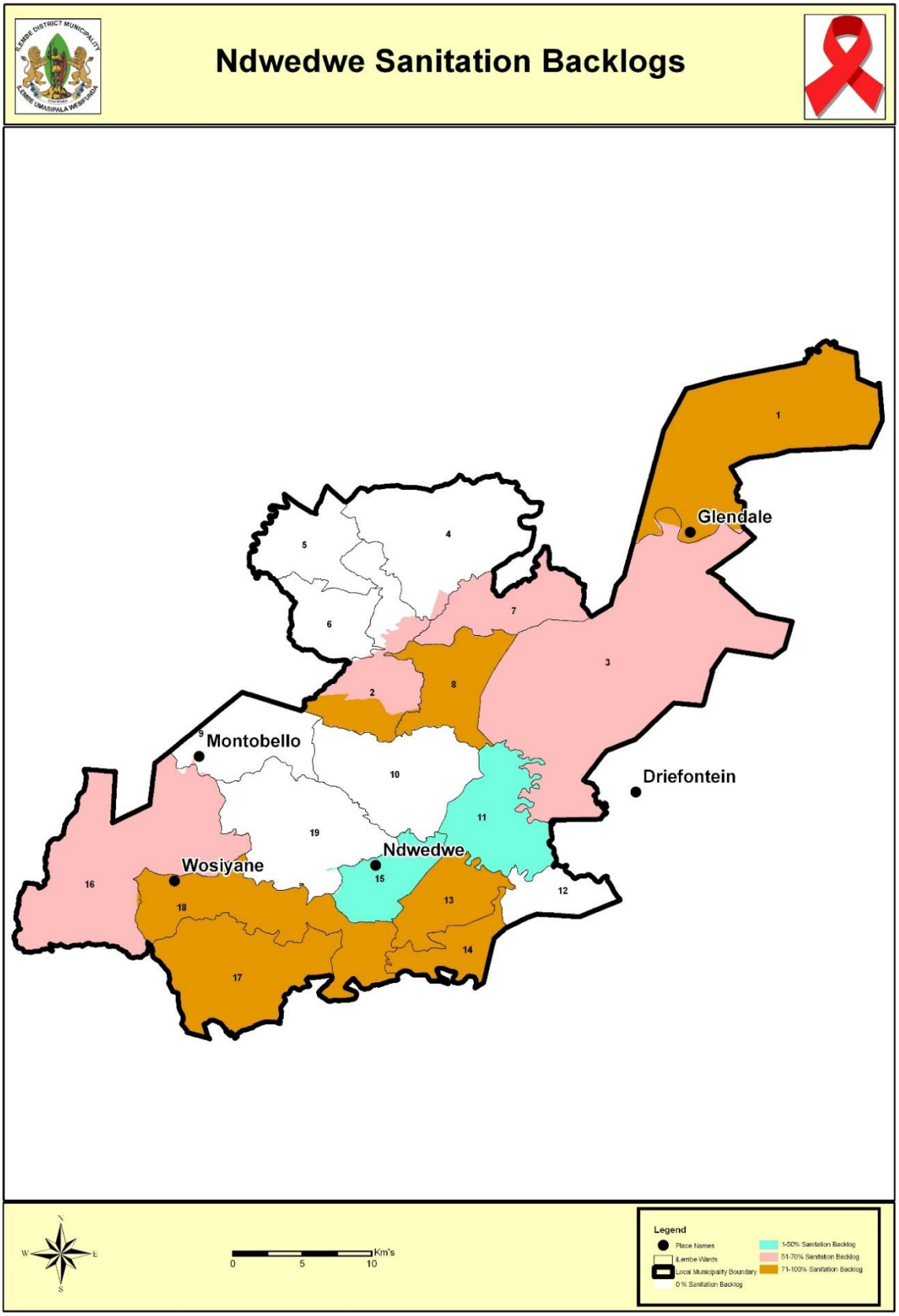
- Ozwathini Mathulini Water Supply (Ndwedwe) 5
- Luthuli Water Supply Phase 2 (Ndwedwe) 6
- Ozwathini Gcwensa / Mlamula Water Supply (Ndwedwe) 7
- Ozwathini Gcwensa / Nodwengu Water Supply (Ndwedwe)
- Ozwathini Regional Water Supply (Ndwedwe) 22
- Refurbishment of Pumps & Pipeline (Ndwedwe)
- Upgrade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

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.



Map: 18: Water scheme backlogs for Ndwedwe Municipality



Map: 19: Sanitation scheme backlogs for Ndwedwe Municipality

3.4.2.1 ACCESS TO WATER AND SANITATION

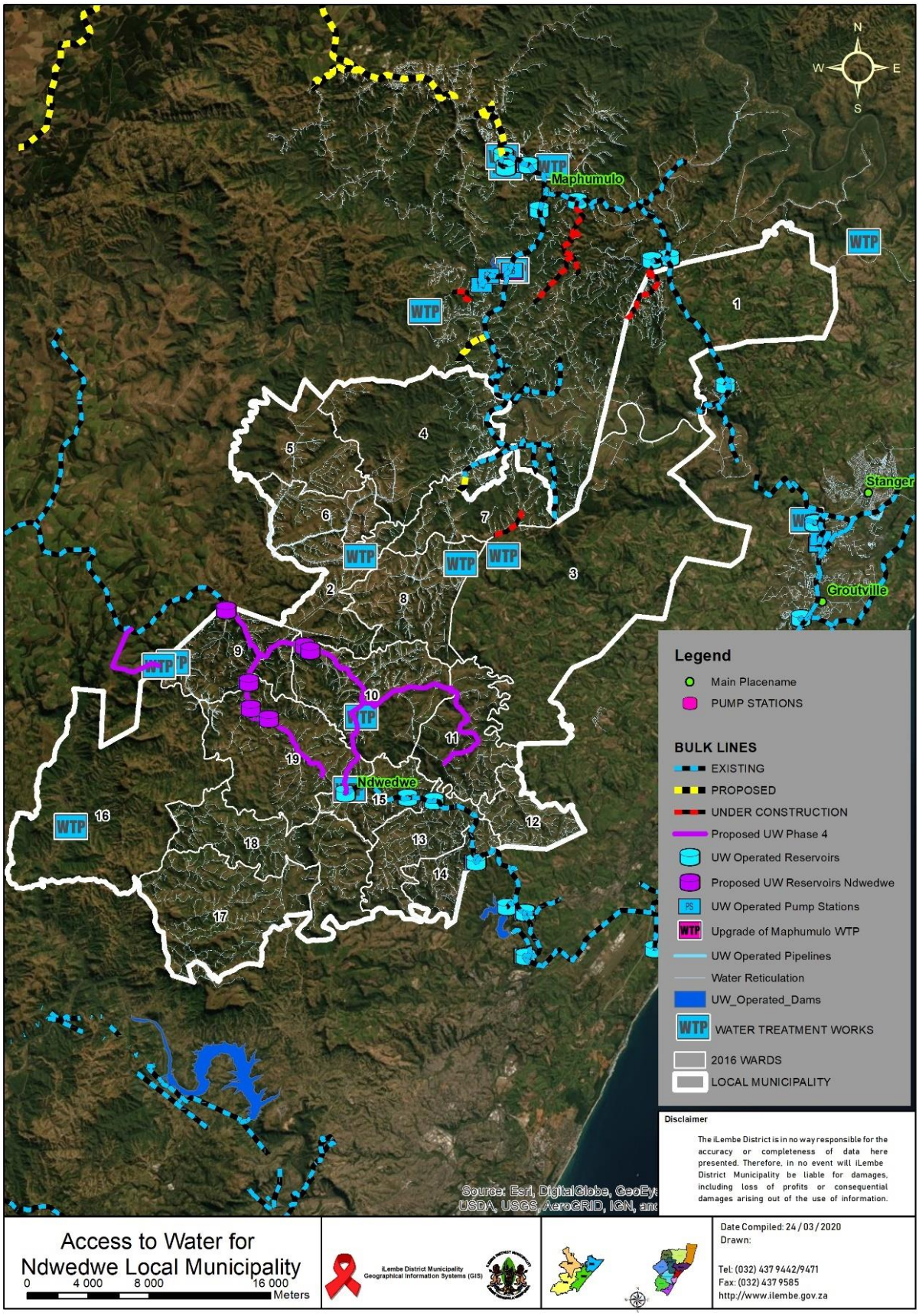
The Maps below depicts the status of water and sanitation provision within the District.

The map depicting “Access to Water” is portraying stand pipe/community tap reticulation provided by the District in Ndwedwe areas. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary stand pipe reticulation.

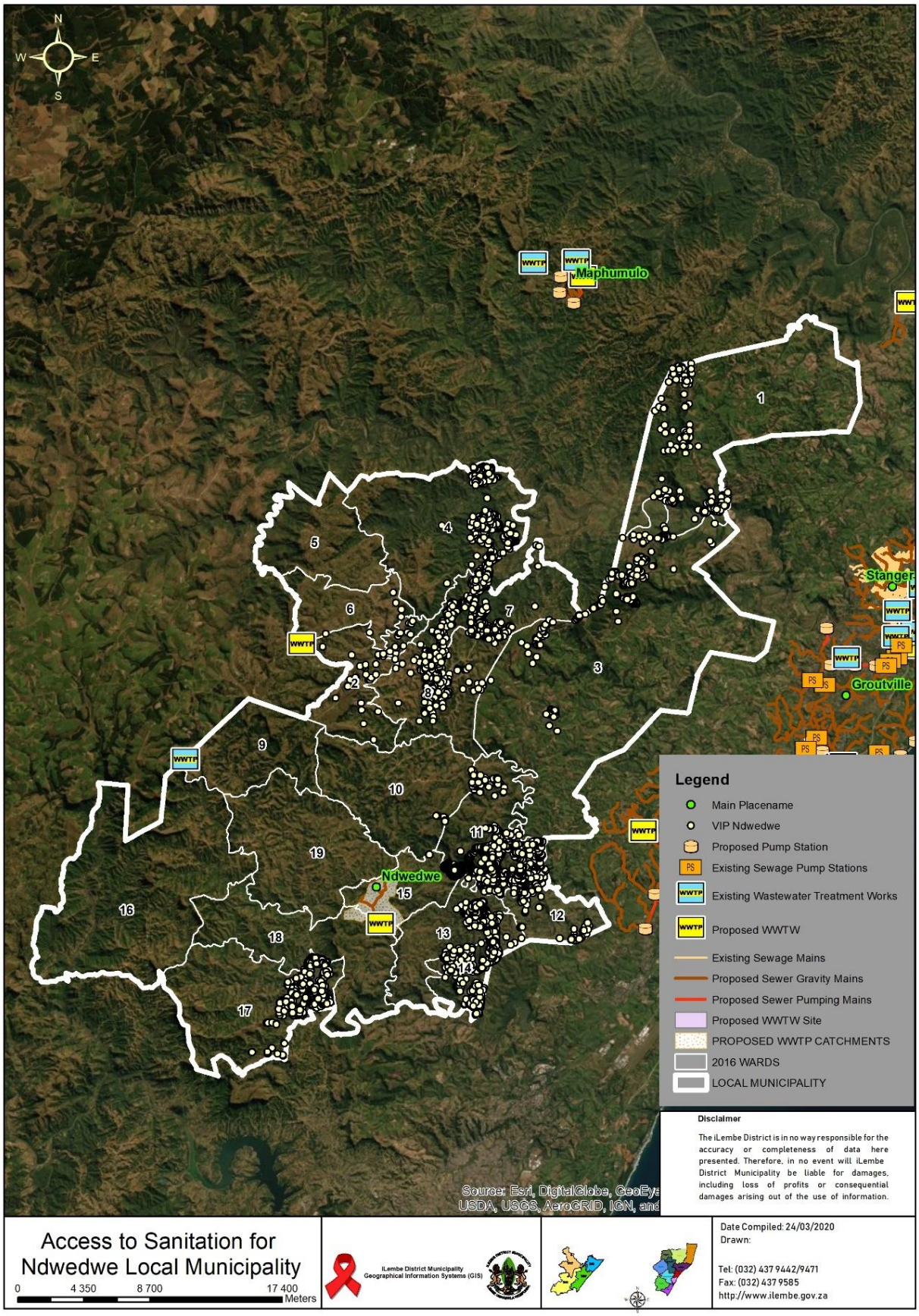
The map depicting “Access to Sanitation” Ventilated Improved Pit (VIP) Latrines that are provided by the District to areas where no bulk sewer infrastructure has been laid.

This also depicts existing sewer bulk infrastructure and the proposed Waste Water Treatment Plants in Ndwedwe municipal areas.

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

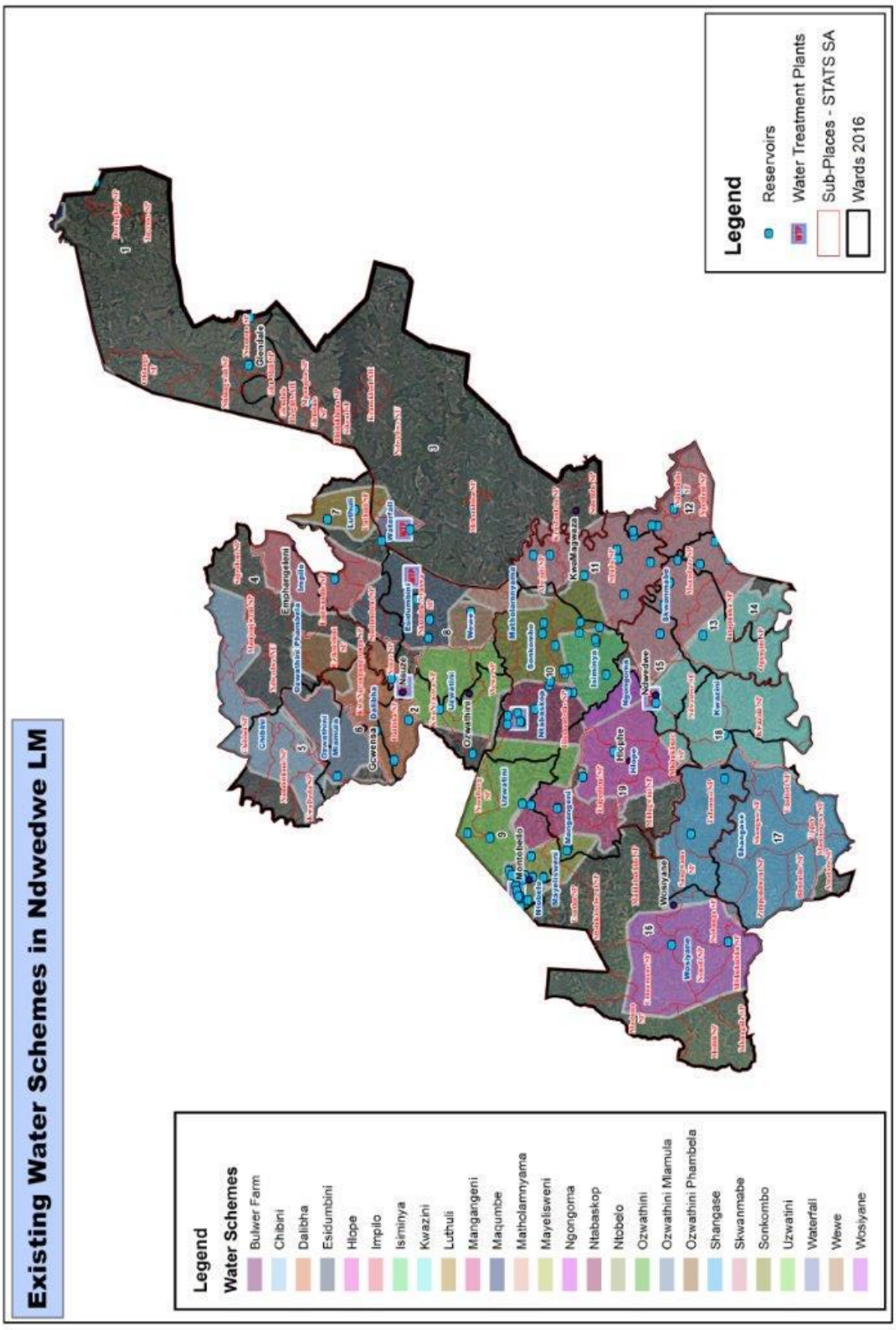


Map: 20: Access to Water



Map: 21: Access to Sanitation

3.4.2.2 EXISTING MAIN WATER SUPPLY SCHEMES



Map: 22: Existing Water Schemes

3.4.2.3 WATER PROJECTS OVER FIVE (5) YEAR PLANNING HORIZON

The iLembe district has planned for water projects over the five (5) year planning horizon commencing from the current financial year for the Ndwedwe municipal area. The projects have been listed as follows:

HAZELMERE WATER SUPPLY SCHEME

- The Hazelmere dam, waterworks as well as the Bulk pipelines and reservoirs 1, 2, 3,4and 5 are owned and operated by Umgeni water. This infrastructure supplies water to various wards at Ndwedwe through various offtakes.
- Reservoir 2 supplies areas in wards 12, and 14.
- Reservoir 3 supplies areas in wards 11, 12 and 13
- Reservoir 4 supplies wards 13 and 14.
- Reservoir 5 supplies wards 14, 15, 18 and 19. This infrastructure is designed such that it is a multi-stage pumping system.

The iLembe's responsibility starts at the outlet of each reservoir and spreads out to the entire ward and finishes off at the individual house connection. Ward 12 and 13. These wards are supplied from reservoir 2 and water is distributed to various sub wards like:

- Mthebeni, Mavela, Bhanoyi and Nkwambase

Wards 11,12,13 14 and 15 - These wards are supplied from reservoir 3. The following areas are being serviced from the same reservoir:

- Nkwambase, Sonkombo,Matholamnyama, Nkumba Nyuswa
- Msunduzi,
- Reservoir 4 -This reservoir supplies wards 13 and 14 and supplies the following areas:
- Msunduzi
- Ntaphuka and Mona
- Reservoir 5
- This reservoir supplies wards 15,18 and 19:
- Ndwedwe town
- Ntaphuka
- Nombhedo
- Hlophe
- Sgedleni
- Mangangeni
- Nodwengu
- Ndwedwe mission

ISIMINYA/NTABASKOP WATER SUPPLY SCHEMES

The Isiminya water supply system gets its water a stream and the basic treatment is through slow sand filters and thereafter stored into the clear water tank. Chlorine is added into the water for disinfection. This water is then pumped to the distribution reservoir and then reticulated to the supply area. The average water produced on daily basis is 200kl. This water is all pumped to a 300kl reservoir and distributed to the village via gravity.

ESIDUMBINI WATRE SUPPLY SCHEME

Esidumbini water scheme comprises of a dam and a treatment works and three pump stations that pump to different ridges. There are over 89 break pressure tanks cum storage reservoirs spread through the area. The dam as well the plant has a capacity to yield 1megaliter of water per day. This water is then distributed through pumping to various locations and wards.

Ward 8: this ward takes 80% of the water from Esidumbini water works the areas such as:

- ❖ Etsheni, Ntabamhlophe, Maqongqwane and Gugu
- ❖ Take bulk of the Esidumbini water.
- ❖ Ward 7 takes the 15% of the Esidumbini water. The areas such as:
- ❖ Mary Grey and Mahlabathini

Are supplied through pumping and gravity systems in the Esidumbini water scheme. Ward 4 takes the 5% of water from Esidumbini. This water is supplied to areas such as Empilo by gravity from the Gugu reservoirs.

NTABASKOP SUPPLY SYSTEM

This supply receives water from two sources, i.e. the borehole and also the local stream. This water is treated via slow sand filters and then disinfected with chlorine. This water is then pumped to two ridges located in opposite directions of the village. From there the water is then reticulated to standpipes and a few yard connections. The demand for the area is 200kl per day.

WATERFALL WATER SUPPL SCHEME

The scheme comprises of a small weir and a package treatment plant and 2 reservoirs and pump stations and reticulation to standpipes. Daily production is at 100kl per day.

WOSIYANE WATER SCHEME

The scheme receives water from the Mqeku river and pumped to Chameni and Mathabatha reservoirs through a series of booster pump station. The areas that are supplied with this water are the Wosiyane clinic and various schools and communities. The daily production is 200kl per day.

MAYELISWENI/MONTOBELO SUPPLY

These schemes receive water from Mdloti river via a pump station and lifted to a booster station then lifted to the package treatment works. From the package treatment works it is then gravitated to Nhlangakazi and surrounding areas. Some of the water is lifted to the Montebello communities located in the plant vicinity. The reticulation discharges to individual connections. The capacity of the treatment works is 150kl per day.

NSUZE WATER SUPPLY

The Nsuze water supply scheme gets water from the Nsuze river via a recently constructed weir and a package treatment works. The scheme has been upgraded to treat 2megaliters/day. The water is then distributed via multi stage pumping system to wards 2, 5 and 6.
The bulk supply to these areas has now improved but the benefits of such not realized fully as yet. The water supply is alternated.

EXTENDED NSUZE WATER SUPPLY

The Ngcongangconga area receives water through 2 boreholes which supply 2 reservoirs located in two reticulation zones. The dispensing method is via standpipes.

NONDABULA WATER SUPPLY

The schemes comprise of Pump station and pipelines as well as reservoir, and it is receiving its water from the Umshwathi phase 3 project. This has been recently commissioned in December 2019 and it is operating well supplying areas like Nondabula, and Ozwathini areas.

MVOTSHANE SCHEME SUPPLY

The Mvotshane scheme supply the Ndwedwe areas such as Cele Nhlangwin,i Ezikotshini, Luthuli KwaThayela, Mayakhulu, Bhidakhona, Glendale Heights and Satan. This scheme comprises of 4 pump stations and 11 reservoirs and a string of reticulation and standpipes.

MAGWAZA WATER SUPPLY SYSTEM

This scheme comprises of a borehole and reservoir and reticulation to some standpipes. And supplies 79 houses.

GLENDALE BOREHOLE SYSTEM

This borehole scheme supplies water to Glendale High Chaparral and Berea areas. These areas have standpipes and house connections.

EXTREMELY CHALLENGED AREAS

- ❖ Shangase, Khumalo and Wosiyane.

These areas are on the southern part of Ndwedwe and have no bulk supply and a limited reticulation served from a standalone borehole. The current level of service is through natural springs.

3.4.2.4 CURRENT WATER & SANITATION PROJECTS

WARD	NAME OF PROJECT	COMPLETION	2019/20 ALLOCATION	PROGRESS
9, 10, 11,12,13,16 & 19	Ndwedwe South System Refurbishment – (Nkwamabase, Sonkombo, Mantobelo & Wosiyane	June 2020	R32 000 000	40% Construction
2,16,13,19	VIP Toilets	June 2020	R 7000 000	Awaiting appointment of PSP
15	VIP Toilets	June 2020	R 10,000,000.00	Awaiting appointment of PSP

Table 44:Current Water & Sanitation Projects

3.4.2.5 WATER CONSERVATION & DEMAND MANAGEMENT

The Ndwedwe Water conservation and demand management projects for the current 2019/2020 financial years.

WARD/S	PROJECT/ SCHEME NAME	PROJECT SCOPE	Total
2	Gcwensa Hall	a) Installation of 4 No's Break pressure tanks. LWTS Tanks	R 1 000 000.00
		b) Replacement of leaking pipes = 4km	R 3 400 000.00
		c) Repairing 70 No's standpipes and meters	R 245 000.00
1	Kaunda/ Mahomane	a) Rescitate existing borehole (Drill New with new Pumps)	R 750 000.00
		b)Replacement of leaking pipes = 3km (uPVC)	R 2 550 000.00

3	Waterfall	Increase storage on abstraction and distribution @ x 2 SBS 250kl Tanks	R 1 100 000.00
19	Esigedleni	a) Replacement of leaking pipes (50mm-160mm)=3km	R 2 550 000.00
		b) Replace 250kl reservoir	R 550 000.00
4	Chibini	Replacement of leaking pipes (50mm-160mm)= 2km (UPVC)	R 1 700 000.00
6	Newspaper	Replacement of leaking pipes (50mm-160mm) = 3km (UPVC)	R 2 550 000.00
16	Wosiyane	Replacement of leaking pipes (50mm-160mm)= 2km (UPVC)/ Assessment and repair to abstraction works pumpstations, highlift pumpstation	R 1 700 000.00
5	Ngayiphi/Deda	Replacement of leaking pipes (50mm-160mm) = 3km (UPVC)	R 2 550 000.00
11	Sonkombo	Replacement of leaking pipes (50mm-160mm) = 3km (UPVC)	R 2 550 000.00
18	Ndwedwe Mission	a) Installation of 4NoPRV's.	R 1 800 000.00
		(b) Replacement of leaking pipes (50mm-160mm) =2km (UPVC)	R 1 700 000.00
4	Ngcongangconga	a) Installation of 50kl suction tank	R 300 000.00
12	Nkwambase	a) Replacement of leaking pipes (50mm-160mm) =4km.	R 3 400 000.00
		b) Replace Ndondolo reservoir	R 500 000.00
13,14,15	Ntaphuka (Ndondembi, Bhanoyi, Ogunjini, Osoqalweni,mpungeni)	a) Installation of 4No's PRV's.	R 1 800 000.00
		b) Replacement of leaking pipes (50mm-160mm) =3km (UPVC)	R 2 550 000.00

Table 45:Water Conservation & Demand Mngt. Projects

3.4.2.6 MUNICIPAL INFRASTRUCTURE GRANT (MIG)

The table below indicates the iLembe District MIG for the current 2019/2020 financial year.

Grant fund	2019/20 Budget	Implementing Agent
RBIG	R 35,000,000.00	IDM / DWS
MIG	R 192,596,000.00	IDM / CoGTA
WSIG	R 90,000,000.00	IDM / DWS
MASSIFICATION	R 830,000.00	IDM / CoGTA
EPWP	R 2,019,000.00	IDM / CoGTA
RRAMS	R2,406,000.00	IDM / CoGTA
TOTAL	R322,851,000.00	

Table 46: MIG Funding

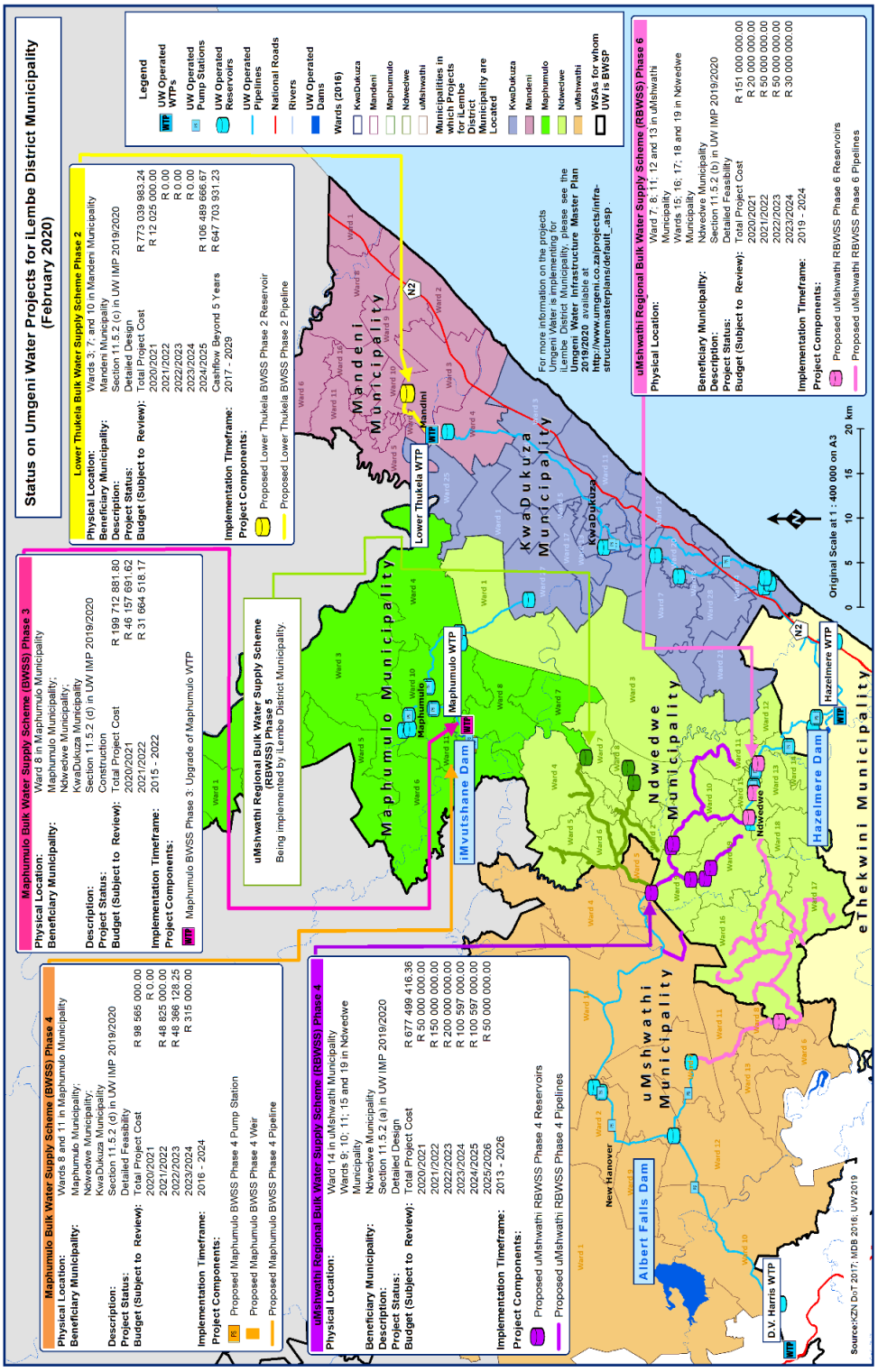
3.4.2.7 UMGENI WATER PROJECTS

Umgeni Water is a bulk water service provider, below is identified key projects for Ndwedwe municipal area. The Umgeni Water projects at Planning Stage for the current 2019/2020 and proposed future projects are as follow:

Ward Numbers	Name of Project / Description:	COMPLETION	Total Project Cost	Progress
Ndwedwe Ward 13, 15	uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5	June 2022	R 340 000 000	The project is at detailed design stage, 90% complete.
Ndwedwe wards 4, 5, 6, 8 and 9	uMshwathi Phase 5 – Central Ndwedwe and Augmentation of Maphumulo Supply	2024	R 200 000 000.00	Project is implementation ready – waiting for funding release by DWS.
Ndwedwe ward 17 and 18	uMshwathi Phase 6 Supply from Bruyns Hill to Wosiyane, Emalangeni and Khumalo areas	2022	R 150 000 000.00	Project is at Detailed design stage

Table 47: Umgeni Water Projects-Planning Stage

Interventions by Umgeni Water has been illustrated in the overleaf map



Map: 23: UMGENI WATER PROJECTS

3.4.2.8 ILEMBE WATER TANKER DELIVERY

- iLembe recently procured thirty (30) water trucks. The District municipality has allocated ten (10) trucks to Ndwedwe municipal area. This will reduce hiring to 6 trucks.
- The schedule for the supply of the water delivery has been circulated to all ward committee members.
- The iLembe district water tanker delivery schedule to serve the 19 wards are as follows:
  - ✓ Ward 1,3,7,8,9,10,11,12,13,14,15,16,17,18 and 19 – Water tankers are sent out to the communities every day.
  - ✓ 2,4, 5 and 6 – Water tankers are sent out to the communities four times a week.

3.4.2.9 SANITATION SERVICES

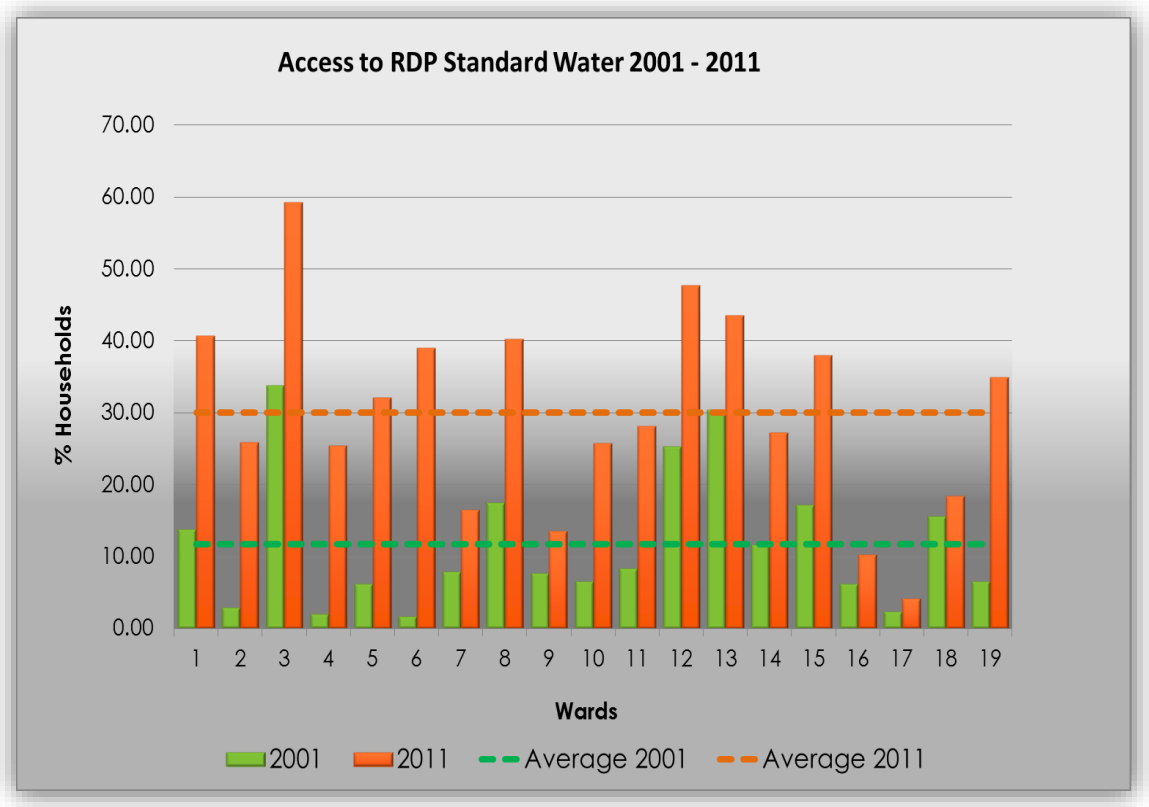
The statistical Data from Stats SA distinguishes between all types of sanitation services provided to the communities, categorized as follows:

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

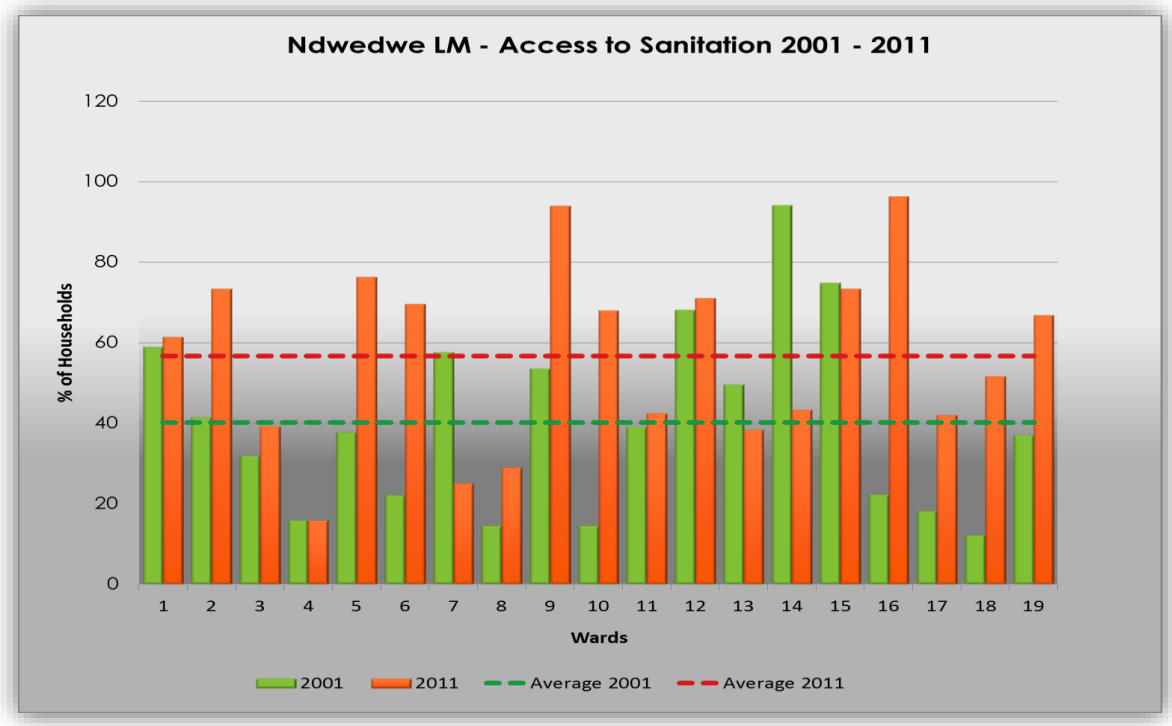
The long-term target is to provide all residents with waterborne sanitation and sewer but households with one of the above listed forms of sanitation are considered as serviced. Where VIP solutions are used, the rationale is that they will be developed using in-line VIP solution which can later be converted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

Indicator	**Sub Indicator**	**Households**	**% of total households**
Main type of toilet facility used	Flush toilet (Sewage system/sceptic 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 48: The main type of toilet facility used at Ndwedwe municipality (Community survey, 2016)



Graph: 7: Access to RDP Standards Water (Source: Stats SA, 2001 VS 2011)



Graph: 8: Access to Sanitation (Source: Stats SA, 2001 VS 2011)

3.4.3 WATER QUALITY MANAGEMENT

3.4.3.1 RESULTS OF BLUE AND GREEN DROP 2014

The 2014 results for the Blue drop was for the period 1 January 2013 to 31 December 2013. This was a full audit and evaluated the water supply systems (32 in total) with iLembe District municipality. The Green drop results was for the period 1 July 2012 to 30 June 2013 and evaluated the wastewater treatment works (WWTW) facilities within iLembe District municipality. The green drop audits was a partial audit (progressive assessment tool – PAT) which evaluate the cumulative risk rating (CRR). This evaluates whether the risk of such treatment works has increased or decreased from previous period of assessment (2013).
The audits provide an important tool for municipalities to bench mark themselves against other municipalities as well as determine improvement action plans to better their scores into the future.

3.4.3.2 GREEN DROP – 2014

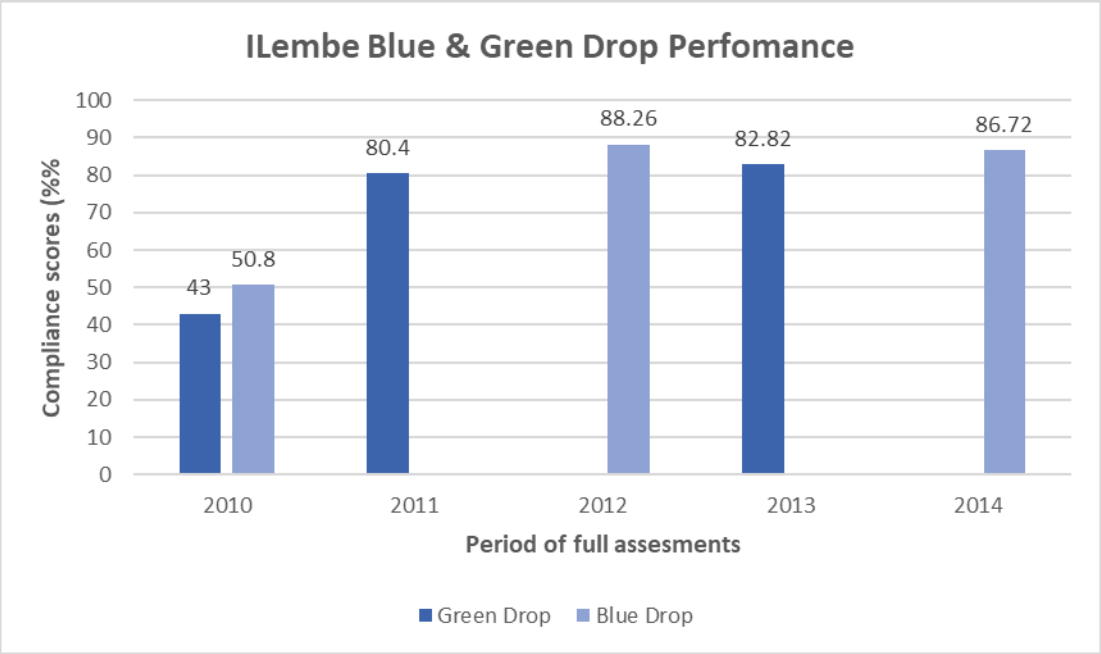
There were 12 wastewater facilities that were audited including 2 which are operated and managed by SEMCORP SIZA (Frasers , Shakaskraal) and 1 by WSSA (Sundumbili WWTW , which has since 2014 being taken over by IDM). Frasers, Mandeni and Shakaskraal WWTW produced effluent to the highest standard.

The 2014 results indicated that 7 of the 12 plants assessed had their risk deteriorate from the previous period (2013) indicating an increase in risk being posed by those facilities. All these facilities are under the management of IDM. Of the 7, Maphumulo WWTW, Montebello WWTW and Vukile WWTW were the most serious. In evaluating the requirements to improve the performance of such facilities (by reducing risk), capital investment is required to improve performance. The capital investment will address the issue of ageing infrastructure, health and safety matters and process quality control measures and this will improve our green drop performance. This investment in identifying and improving the risk abatement measures (Wastewater risk abatement plan - WWRAP) will also contribute to an improvement in our green drop scores.

Operational expenditure that is required is largely driven by staffing costs to man such facilities on a continuous basis rather than being manned during the day only as this system comprises the process control measures.

3.4.3.3 BLUE DROP - 2014

IDM achieved an overall score of **86.72%** in the **2014** audited results. This was a **minor drop** (1.54%) from the 88.26 % achieved in the 2012 audited results. The overall risk rating was **39%**, making IDM **the 4th best performance within KZN.** The graph below depicts the iLembe blue and green drop performance**.**



GRAPH: 9: ILEMBE DM BLUE DROP PERFORMANCE

Among the issues that contributed to the slight drop in the blue drop score included:

- Inadequate risk-based planning through the water safety plan (WSP)
- Poor microbiological quality of final water especially on smaller plants (poor disinfection)
- Insufficient manning and monitoring of borehole and other smaller plants
- Inadequate incident monitoring system
- Lack of communication to public on water quality performance
- Insufficient water quality sampling of facilities
- Inadequate asset management system

However, no further audits have been conducted in the last two financial years by the Department of Water and Sanitation (DWS) throughout the country. iLembe is currently monitoring their water quality performance on a monthly basis and reporting regularly to various Committees for deliberation. Subsequent to the 2014 audit report, some of the

smaller plants like boreholes have been decommissioned and are being supplied by the Maphumulo water works. This will have a positive impact on the blue drop score into the future as some of these decommissioned plants contributed to the lower score. Furthermore, major investment is needed in constructing package plants as a form of supplementary treatment to boreholes as there is minimal treatment of these water supply systems besides disinfection. iLembe has developed and adopted a Master Water and Sanitation plan.

3.4.4 SOLID WASTE MANAGEMENT

The Ndwedwe Municipality is responsible for solid waste management within its jurisdiction. The municipality has developed an Integrated Waste Management Plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act) to sustain and improve waste management in the municipal area. A copy of the IWMP (is attached at **Annexure I)**. The IWMP was approved and adopted by the Ndwedwe Council in February 2019. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP.

3.4.4.1 STATUS QUO OF WASTE DISPOSAL

The Ndwedwe Municipality waste management function is currently under the Community Services Department. The municipality has also appointed a designated Waste Management Officer (WMO). As part of the waste management function, this has been outsourced to Dolphin Coast and part is performed by the Municipality. The municipality is in the process of establishing a **Buy-Back station center in the Ndwedwe town.** The centre has been budgeted to commence in the new financial year 2020/2021.

3.4.4.2 DISPOSAL OF SOLID WASTE, REMOVAL & COLLECTION

The Ndwedwe Municipality is currently using a private landfill site which is through a service provider that disposes of the waste. There is no public landfill site currently in existence within the Ndwedwe Municipality. 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.

Currently, waste management at the municipality is carried out using a system of skips which are left at strategic places in the local municipality, with a reliance on the community to drop waste off inside the skips. Skips are then collected by Dolphin Coast Waste Management and waste is offloaded at a transfer station in Shaka's Head, Ballito. The waste is reloaded with waste from other areas for disposal at a landfill site in KwaDukuza. An average of twenty-six

skips per month are collected from the municipality. There are no waste disposal facilities in municipality. All collected waste is disposed of in KwaDukuza.

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

The municipal truck operator collects waste on daily basis from Ndwedwe 19 wards Monday to Friday. The dolphin coast collects the skip bins on the fourth night basis on all nodal points to main landfill site in KwaDukuza. The municipality is being serviced for collection, clearing and cleansing of Ndwedwe municipal area by the EPWP beneficiaries 14, and 22 green deeds beneficiaries collaboratively, out of this 22 people 7 of them are door, door campaigners teaching about importance of waste collection, minimization reduction and recycling of waste.

Ndwedwe municipality also services the shopping complex such as Boxer cash carry and all other departments herein.

3.4.4.3 SOLID WASTE MANAGEMENT CHALLENGES

The following challenges faced by the municipality regarding waste management, which include:

- Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within 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 the need for creating awareness.
- The need to extend waste management services into areas which are currently not serviced by the Municipality as stated in the Constitution.
- There is one 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.
- 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. Therefore, there is a need to develop a strategy which will focus on the extension of the waste management service into other areas that are currently not serviced.
- 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 displaying necessary signage.

3.4.4.4 WASTE AWARENESS & RECYCLING INITIATIVES BY EPWP

The Ndwedwe recycling was identified as the critical program to be implemented by the Municipality. 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.

The municipality has appointed 14 EPWP beneficiaries and 22 green deeds beneficiaries collaboratively, out of this 22 EPWP, 7 of them conduct door to door campaigning and teaching about importance of waste collection, minimization reduction and recycling of waste.

Then from time to time there are wards beneficiaries on the EPWP contracted workers who collects in their wards and notify of illegal dumps. Most illegal dumps that have been identified have been converted into beauty spots, gardens and public green spaces to encourage communities to care for them and keep them in good state through "***Not in My Back-Yard***" policy that prohibits litter and waste on the neighborhood.

3.4.4.5 WASTE COLLECTION AND TEMPORARY STORAGE

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) better known as NEM: WA, came into effect, to amongst other objectives, to consolidate all polices 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 IWMP has been developed and adopted by the Ndwedwe Council. The plan is currently being implemented. The status of the Landfill sites: Ndwedwe Municipality is using a privately owned landfill site.
Section 10 (3)	For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste	There is a designated Waste Management Officer in Ndwedwe Local Municipality.

	Act	
Section 60 & 63	Section 60 & 63 of the Waste Management Act requires Municipalities to report about waste which requires the development of waste information management system.	This activity form part of the Ndwedwe IWMP implementation plan.

Table 49: Status of waste management compliance at 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 below:

Graph: 10: Provision of waste management services (Source: Census, 2011)

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

3.4.4.6 WASTE GOALS & PRIORITIES

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

Goal	Description	Targets	Ndwedwe Municipality Status Quo
Goal 1	Promote waste minimisation, re-use, recycling and recovery of waste.	• 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. • All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. • Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries	• No waste minimisation, reuse, recycling and recovery programme is currently in place within Ndwedwe Municipality. • The Ndwedwe • Municipality is currently planning the establishment of a waste buy-back centre towards recycling • The Municipality to explore recycling opportunities and seek partnerships with private sector • Ndwedwe Municipality to support its local recyclers in their recycling opportunities
Goal 2	Ensure the effective and efficient delivery of waste services.	95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits.	Approximately 20 % of households within the Municipality receive basic waste collection services Ndwedwe to extend the services to rural areas.
Goal 3	Grow the contribution of the waste sector to the green economy.	69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling	• No permanent jobs have been created within the Municipality. • Temporary jobs though • EPWP have been created within the • Municipality • No SMEs or cooperatives participating yet. Ndwedwe Municipality to create job opportunities under waste management

Goal 4	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes.	• Approximately 20 % awareness campaigns have been undertaken throughout Municipality • 20 % of schools within the Municipality are currently implementing waste awareness programmes • There is a need for the municipality to strengthen its education and awareness campaign to ensure sustainability in the programme.
Goal 5	Achieve integrated waste management planning.	All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS.	• Ndwedwe Municipality 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 50: National Waste Management Strategy

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 o 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 household 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 51: 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 52: Refuse removal in Ndwedwe (Community Survey, 2016)

3.4.4.7 IMPLEMENTATION OF NDWEDWE INTEGRATED WASTE MANAGEMENT PLAN

The Municipality has adopted its IWMP in February 2019, 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 un-serviced rural areas	X				
	Establish central collection nodes			X		
	Community entrepreneurs to be supported on collections in certain wards	X				
	Establish waste co-operatives in areas with no community entrepreneurs			X		
	Municipality to develop a core collection capacity in the Municipality		X			
	Provide bin liners to households in higher density areas				X	
	Develop waste transporter and waste hander 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	Gathering of waste information through waste auditing	X				

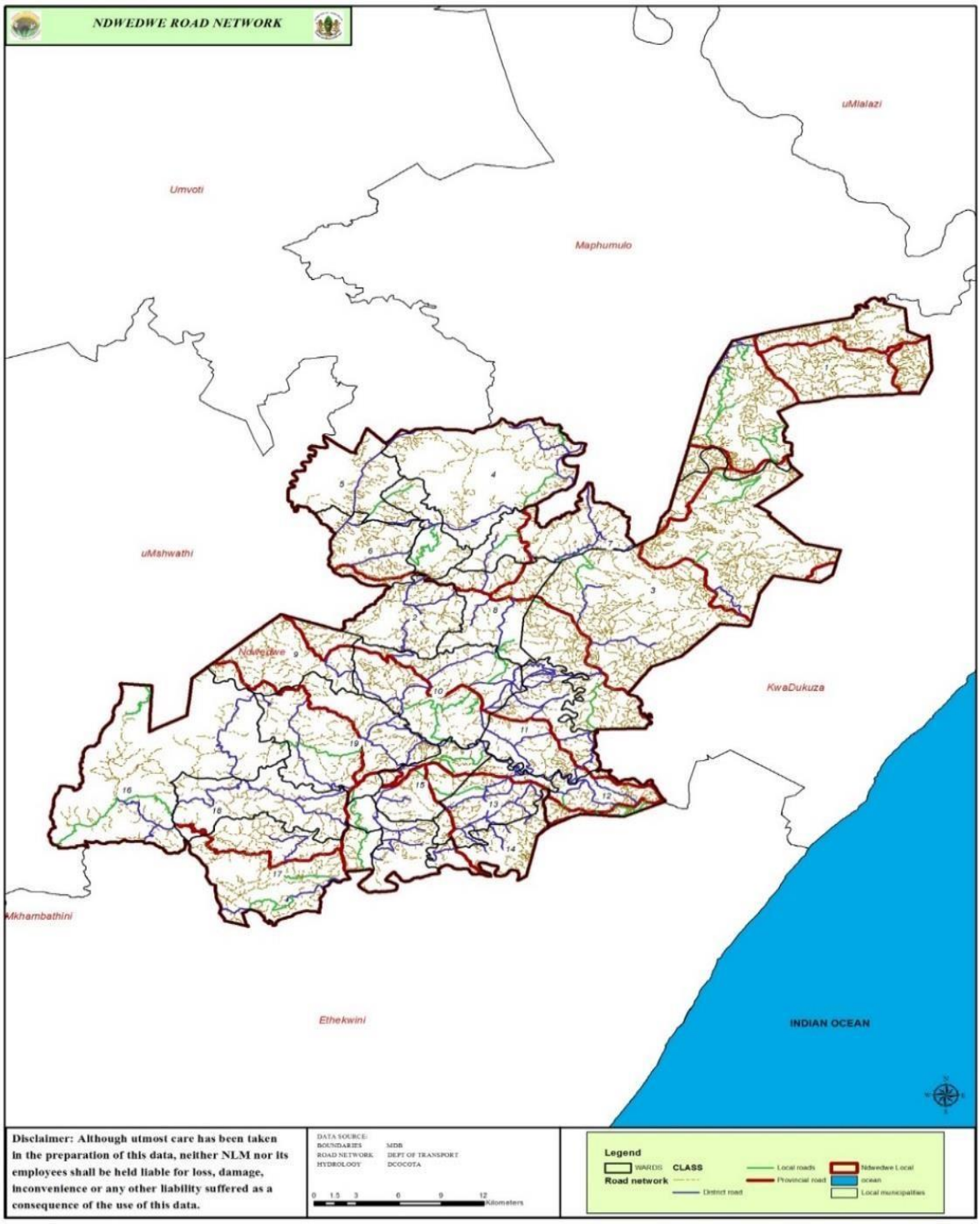
information	Submission of regular reports to SAWIS	X	X	X	X	X
	To conduct annual waste sampling, or whenever necessary		X			
	To establish a waste recycler database	X				
Institutional capacity	Appoint a Municipal Waste officer/ manager	X				
	Capacity building and awareness	X	X	X	X	X
	Re-allocation of 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 53: IWM Plan

3.4.5 TRANSPORTATION INFRASTRUCTURE

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

From the perspective of Ndwedwe Local Municipality, it is located approximately 30 kilometres west of the N2 and the King Shaka Airport which are both national assets the King Shaka Airport and the Sea. Thus far, the location of NLM in close proximity to this precious resource in a form of a Sea and the Airport has not materialized into major job creation and economic spin offs for communities residing within its area of jurisdiction. The King Shaka Airport and Dube Trade Port provides an opportunity for exporting some of the products generated locally including beneficiation. In the vicinity of the Airport, there is also the Dube Trade Port (DTP) which offers massive economic opportunities for those in close proximity. The aerotropolis being the geographical location of the airport is designated as prime land in line with the Dube Aerotropolis Development Framework, 2011. The main roads used to access the airport include the N2, M4, R102, R74 and R614.



ROAD NETWORK MAP 2014

Map: 24: Road Networks

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.

3.4.5.1 INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE

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

3.4.5.2 INTEGRATED TRANSPORT PLAN (ITP)

The Ndwedwe Municipal currently has no Integrated Transport Plan in place. According to the municipality powers and functions, the Municipality is responsible for the Integrated Transport Plan (ITP) for its communities, albeit the non-existence of the Plan. The plan will be developed during the 2020/2021 new financial year.

3.4.5.3 PLANNED ROAD INFRASTRUCTURE PROJECTS

The graph below indicates Ndwedwe local municipality planned roads infrastructure projects for the new 2020/2021 financial year.

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

Table 54: PLANNED ROADS INFRASTRUCTURE PROJECTS

3.4.5.1 NDWEDWE ASSET ROADS MAINTENANCE PLAN

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

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

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

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

Table 55: Maintenance Categorized

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

Ndwedwe Municipal Proposed Roads in the 2020/2021

1. Ngonyameni access road Ward 18
2. Nhlabamkhosi to Epitsini access road Ward 13
3. Zondo access road Ward 15
4. Nembeni access road Ward 9
5. Etsheni access road Ward 7

3.4.5.1 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 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.

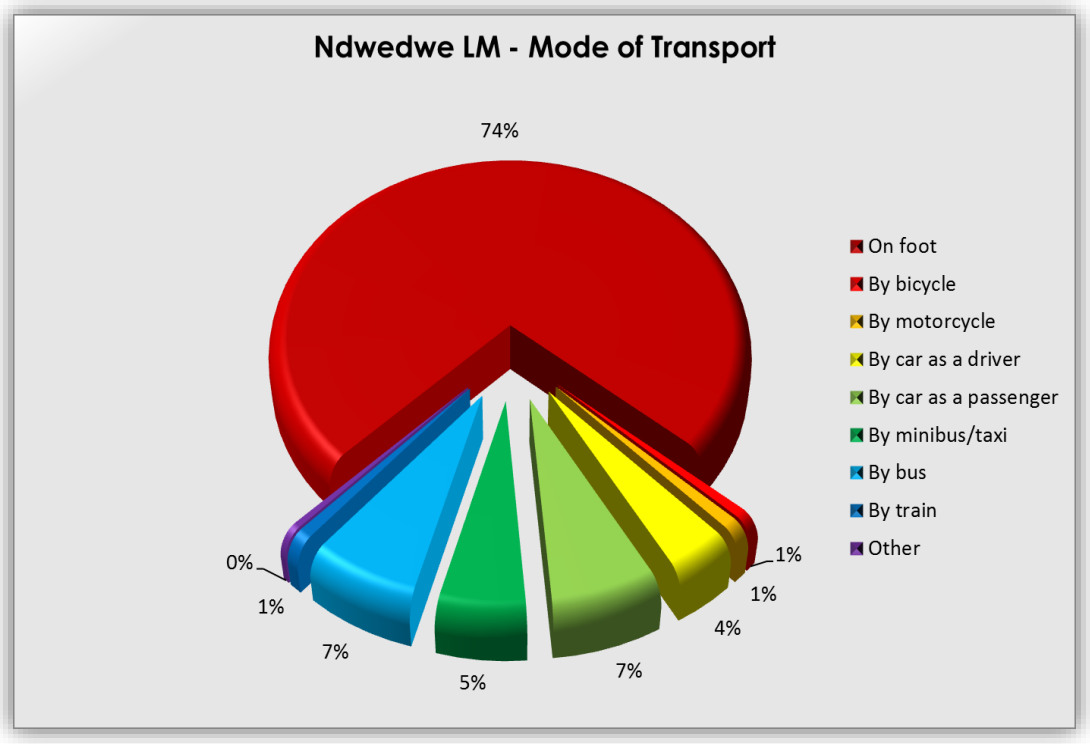


Figure 5: Mode of Transport (Source: Stats SA, 2011 Census)

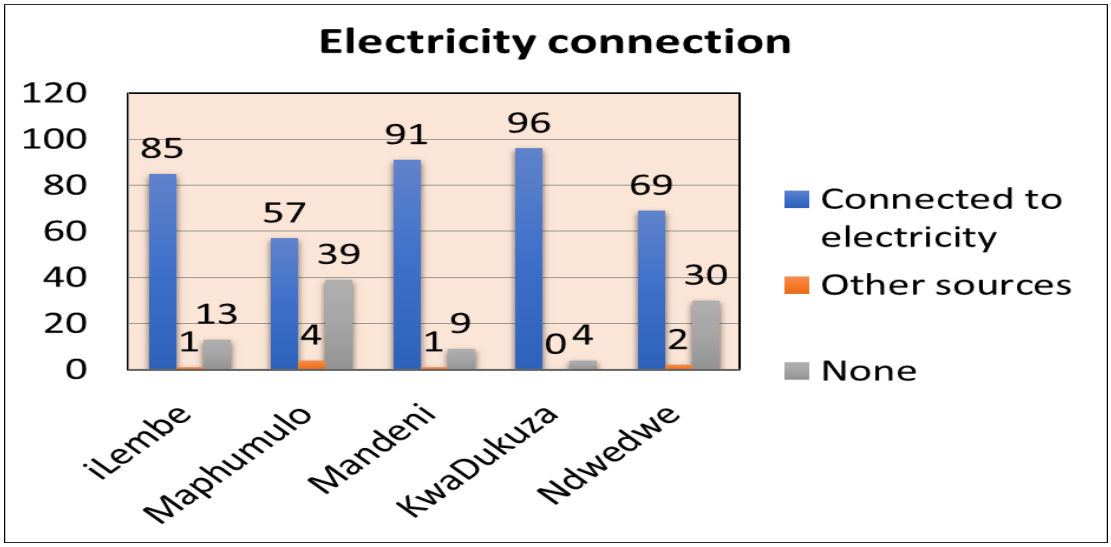
3.4.6 ELECTRICITY/ENERGY

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

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 intervention regarding electricity provision. The tables above illustrate energy source used by households for

cooking and lighting purposes. It is estimated that only 112573 and 102633 household have a supply of electricity for lighting and cooking purposes respectively.



Graph: 11: Electricity Connection

Source: Community Survey 2016 Stats SA

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 56: 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%

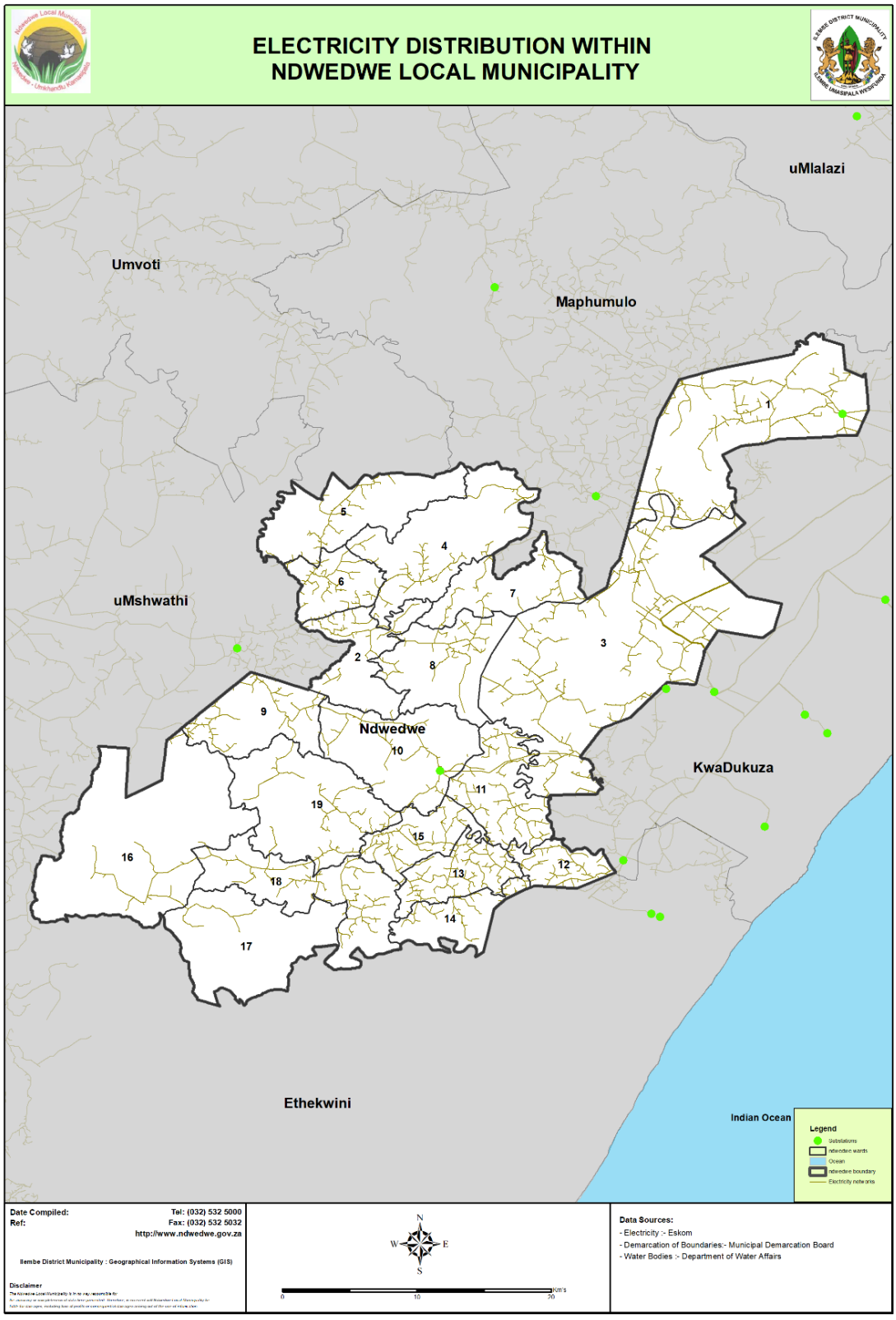
Table 57: Energy sources for cooking within Ndwedwe Municipality (Community Survey, 2016)

3.4.6.1 PLANNED ELECTRIFICATION PROJECTS

The graph below indicates Ndwedwe local municipality planned electrification projects for the new 2020/2021 financial year.

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

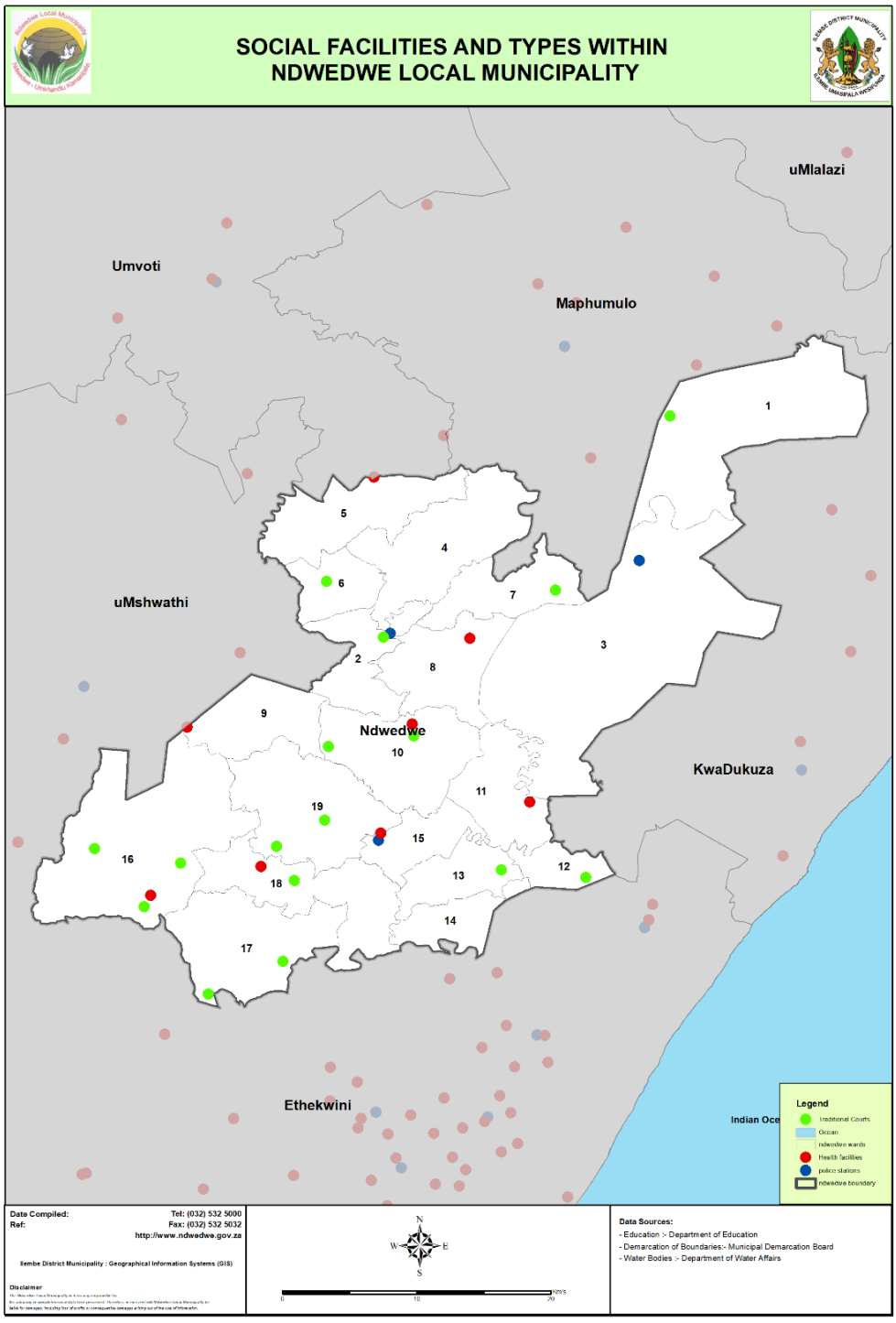
Table 58: Electrification Projects



Map: 25: Electricity distribution within Ndwedwe Municipality

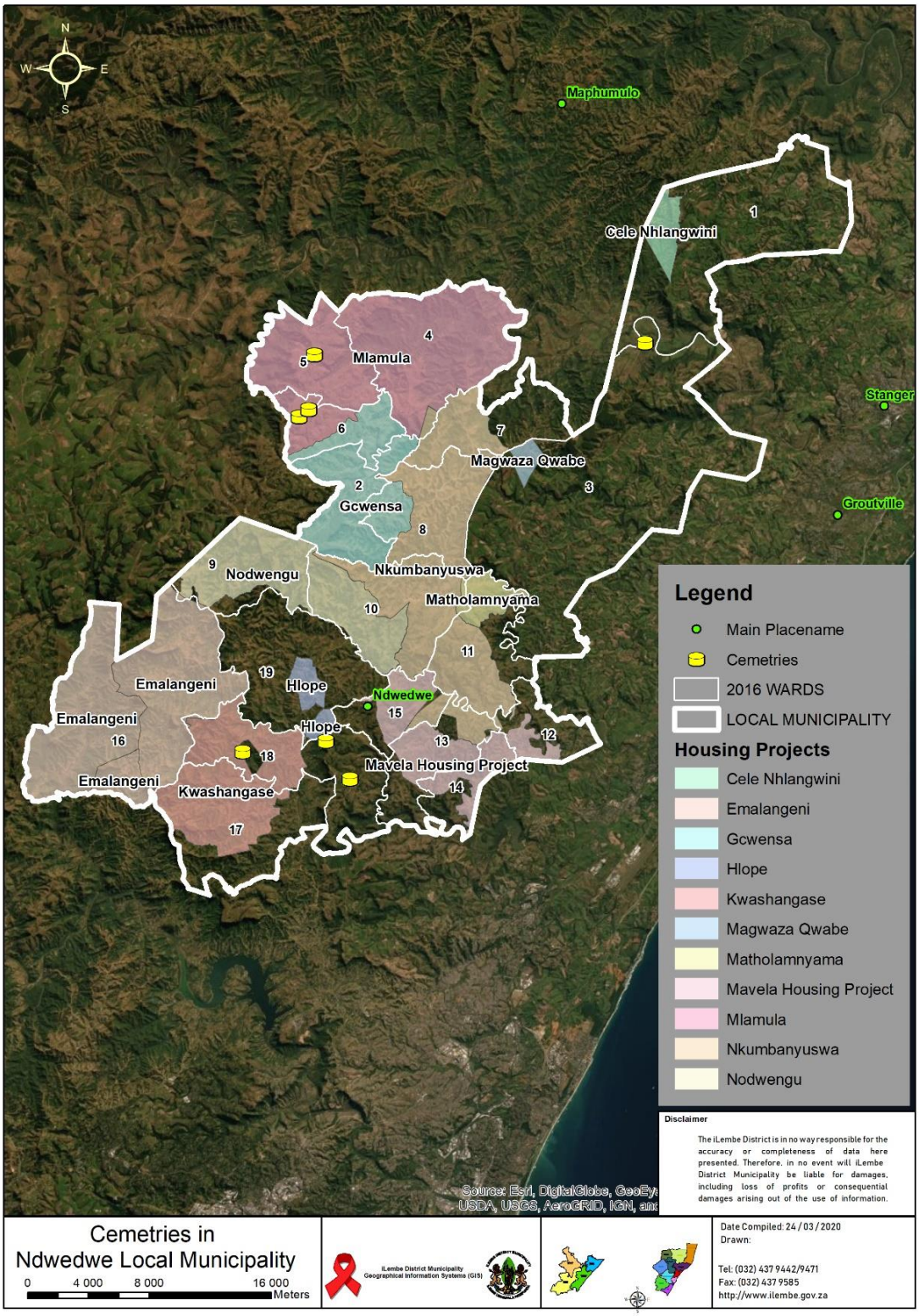
3.4.7 ACCESS TO COMMUNITY FACILITIES

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



Map: 26: Community facilities

3.4.7.1 CEMETERY SITES



Map: 27: Cemeteries (Informal burial sites)

The above Cemeteries map illustrates the Ndwedwe municipal areas informal burial sites that is currently being used by the community, such as: church's, residents' homes and homesteads. Ndwedwe Municipality has a Pauper and burial policy **(attached at Annexure J)** for the indigent community members. The Policy was adopted and approved by Council in the current financial year. The municipality has no formal burial and cemetery sites.

3.4.7.2 EARLY CHILDHOOD DEVELOPMENT (ECD)

Ndwedwe Local Municipality acknowledges that Early Childhood Development (ECD) is a function of local government, Provincial and National however the seeks to align and adhere to National and Provincial legislation guides,

- "In terms of the Constitution of the Republic of South Africa, the Municipal Systems Act No. 32 of 2000 and the Children's Act No. 38 of 2005, local government is responsible for:

❖ Provision of basic services, including water and sanitation, to communities;

❖ Contributing to the realisation of rights set out in the Constitution, including health care services, food and water, and social security;

❖ Development of policies and laws governing child care facilities, including child-minder services;

❖ Municipal planning and spatial development, including providing and regulating land used for child care facilities and for safe and adequate play and recreation facilities; and

❖ Where the provincial Department of Social Development assigns responsibility to municipalities for the provision of partial care services as provided for in section 88 of the Children's Act, No.38 of 2005 then municipalities are responsible for the provision (including the registration, regulation, and monitoring and evaluation for compliance with norms and standards) of partial care and early childhood development programmes that take care of more than six children on behalf of their parents or caregivers for a specific number of hours. The following is the status of ECD's Centres in KZN.

STATUS OF ECD CENTRES IN KZN

District Municipality	Population age 0- 4 yrs (Stats SA)	Registered & Funded	No. of children	Registered & Unfunded	No. of children	Unregistered & Unfunded	No. of children
Ilembe	77018	102	5 836	25	1 040	115	3 234
EThekwini	327972	96	6195	16	715	192	9553
South EThekwini North		193	12 547	98	7390	117	4 242
UMgungundlovu	103802	230	12 486	31	3 800	12	600
Harry Gwala	63490	129	2787	37	1198	93	2060
UGu	88077	196	9 327	125	2 998	11	940

Table 59: ECD's KZN

3.4.7.2.1 NDWEDWE EARLY CHILDHOOD DEVELOPMENT (ECD***) PROJECTS***

Projects	Annual targets	Budget Allocation	2020/21 Funding	Wards
Completion of Hloniphani Hall & Creche Ward 12	Construction to be completed - (Paving, Security guard house and fencing for the Creche) by 30 June 2021	R 900 000.00	Internal	12

Table 60: NDWEDWE LM ECD PROJECTS

3.4.7.3 LIBRARIES

Although a standard for provision of libraries are included in the land use budget as prescribed by the erstwhile planning commission, the KZN Librarian Services indicated that these levels of provision are not at all achievable, and is not cost effective. In a densely populated city such as Durban these standards might be achievable, but in rural KZN it is difficult to provide a number of cost-effective libraries within the limited budget. The situation is constantly assessed and libraries are then provided in close proximity to a concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached. According to information available from the Provincial Library Services, Ndwedwe Local Municipality is serviced with a single library recently constructed within Ndwedwe Village, and a mobile library servicing the Bhamshela Node. The library must also be equipped with internet café facility so that children will have controlled access to the internet for school projects and general research.

3.4.7.4 POLICE SERVICES

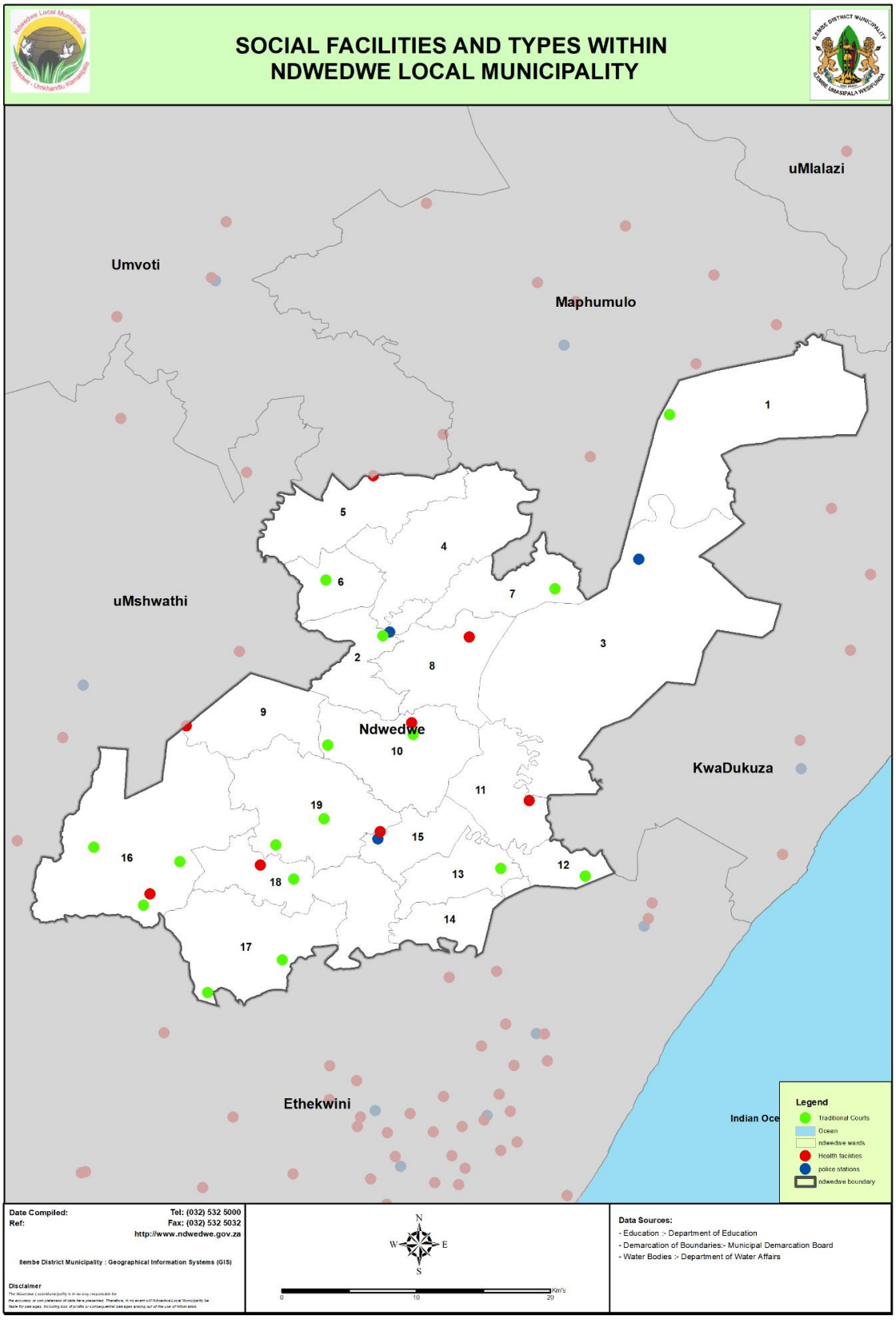
The municipal area is serviced by three police stations, located south of Bhamshela Node, Northwest of Ozwathini and within Ndwedwe. The greater majority of households are located at a distance greater than 10km from a police station. The more densely populated areas are situated within 20km radius from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

3.4.7.5 COMMUNITY HALLS

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

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

Table 61: Community Halls to be constructed in 2020/2021



Map: 28: Community & Social Faculties

3.4.8 HUMAN SETTLEMENTS

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

3.4.8.1 HOUSING SECTOR PLAN

The Ndwedwe Municipality Housing Sector Plan was approved and adopted by the Council in the 2016/2017 financial year. The municipality is currently undergoing the review of the housing sector plan. Approximately 69.3% of Ndwedwe LM consists of traditional authority areas. According to the Census Stats 2011 there are 14 171 households that have access to formal housing within Ndwedwe. The municipality has no formal waiting list and therefore based the housing backlog 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 residents will be key for sustainable development in the region. The table below present's the type of main dwellings which exist within Ndwedwe Local Municipality.

Type of dwelling	Number
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 62: 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 natural disasters i.e. storms and flooding. The provision of alternative housing form especially rental housing and multi storey building need to be accommodated in the housing strategy for Ndwedwe.

3.4.8.2 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.

3.4.8.3 HOUSEHOLDS DYNAMICS

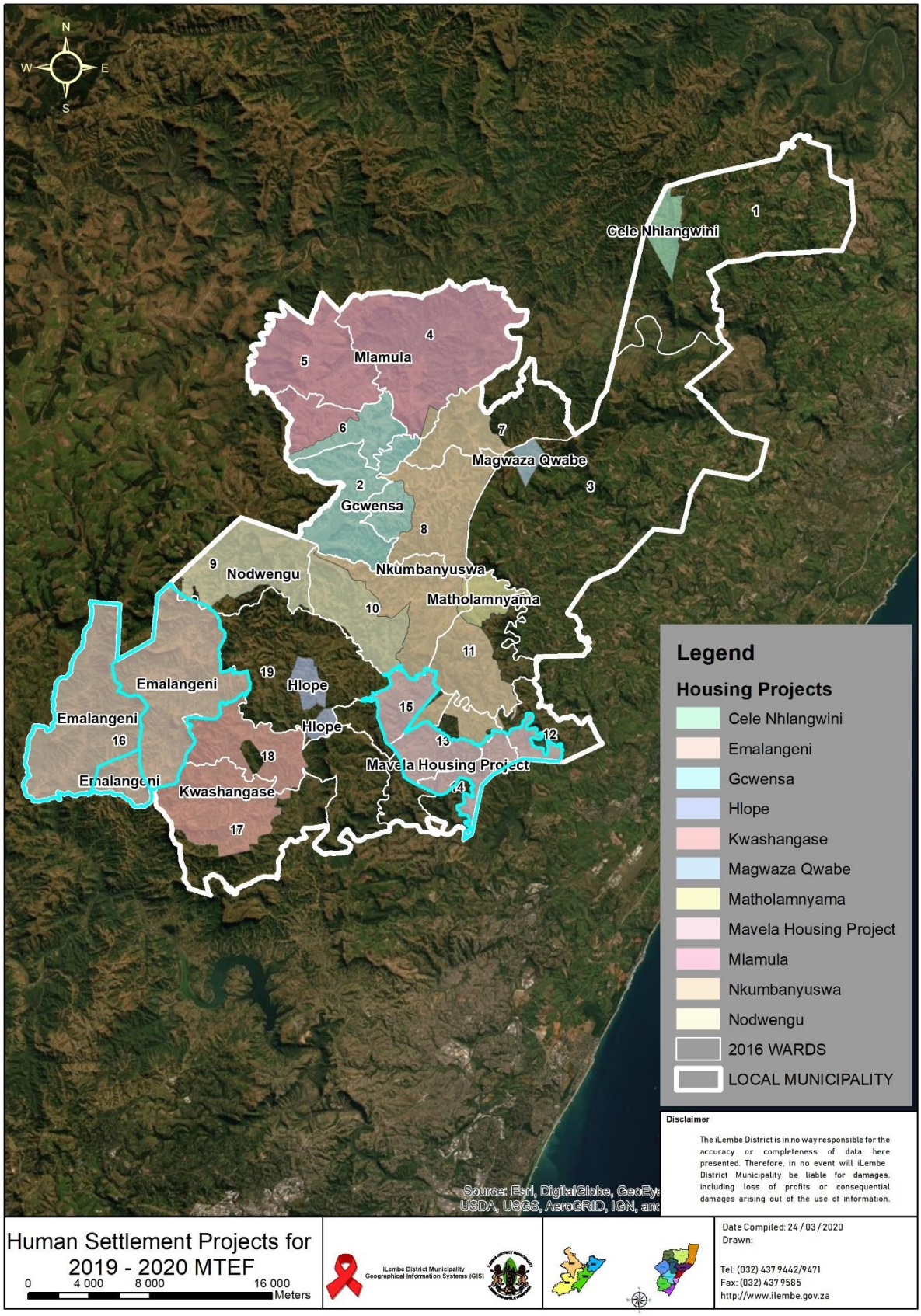
Based on the above table the number of households in Ndwedwe increased by 14.7% to 29 200 in 2011. Household size decreased from 5.1 in 2001 to 4.8 in 2011 which is above the district, provincial and national averages which are 3.8, 4.0 and 3.6 respectively. Majority (52.8%) in Ndwedwe are women headed which in fact grew from 51.4% in 2001. The number of formal dwellings impressively increased from28.9% 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%).

3.4.8.4 CURRENT & PLANNED HOUSNG PROJECTS

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

Project Name	**PROJECT STAGE**	**MTEF (2019/2022)**		
		2019/2020 R (000)	**2020/2021 R (000)**	**2021/2022 R (000)**
Emalangeni	Construction	10 220 120		
Mavela Phase 2 (1000 Beneficiaries)	Construction	11 792 400	35 255 616	32 715 340
Cibane, Wosiyane and Malangeni (1040 Beneficiaries)	Construction	TBC	TBC	TBC
Glendale Rectification (295 Beneficiaries)	Construction	TBC	TBC	TBC
Qadi Project (1000 Beneficiaries)	Pre-planning	TBC	TBC	TBC
Nkumbanyuswa Phase 2 (2000 Beneficiaries)	Pre-planning	TBC	TBC	TBC
Nodwengu Phase 2 (1000 Beneficiaries)	Pre-planning	TBC	TBC	TBC
Magwaza and Qwabe (Waterfall 1000 Beneficiaries)	Pre-planning	TBC	TBC	TBC
Chilli, Ngcolosi, Khumal and Mangangeni (1000 Beneficiaries)	Pre-planning	TBC	TBC	TBC
Luthuli (1000 Beneficiaries)		TBC	TBC	TBC

Table 63: Human Settlements Planned Projects



Map: 29: Housing Projects (Current & Planned)

3.4.9 TELECOMMUNICATIONS

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

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.

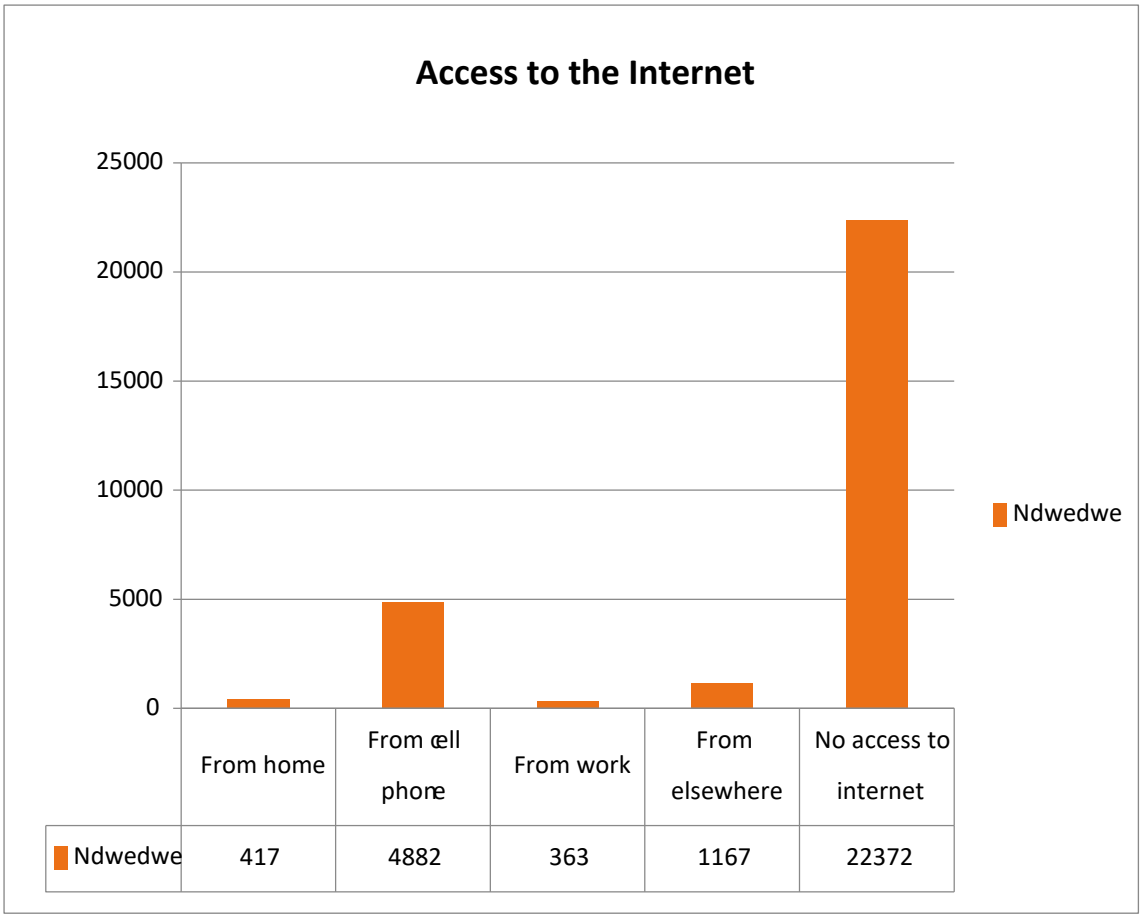
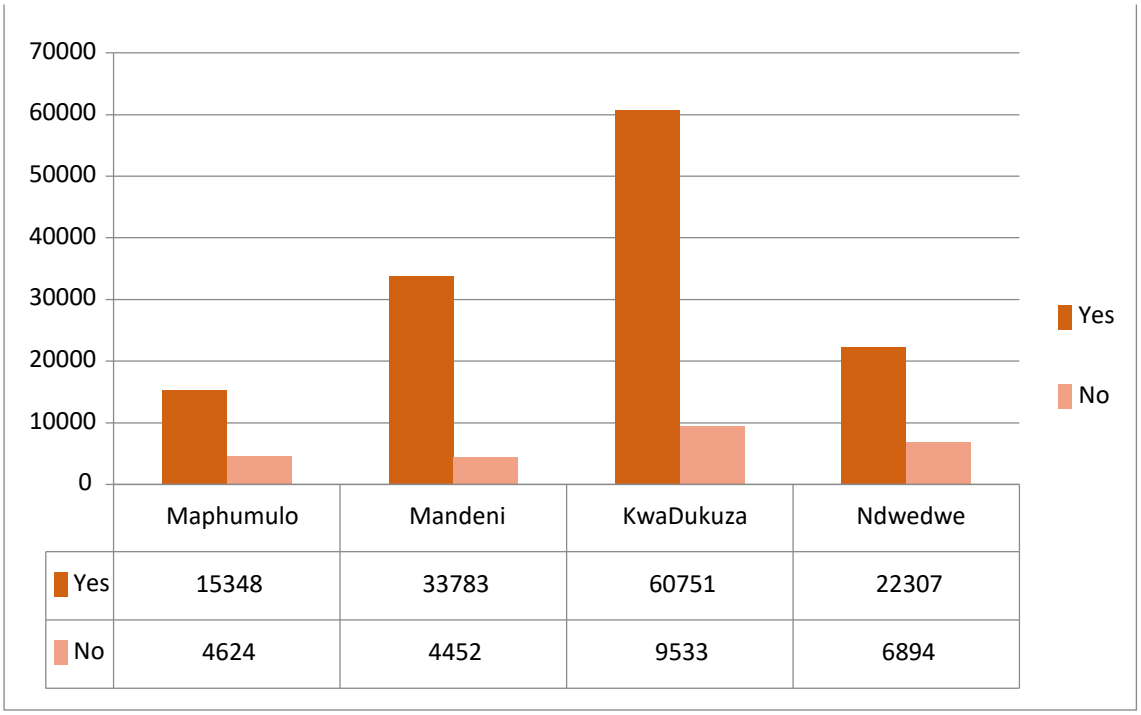


Figure 6: Access to Internet in Ndwedwe Municipality (STATSA Census, 2011)

B) ACCESS TO CELL PHONES

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



	Maphumulo	Mandeni	KwaDukuza	Ndwedwe
Yes	15348	33783	60751	22307
No	4624	4452	9533	6894

Figure 7: Access to a Cell phone in Ndwedwe Municipality (STATSA Census, 2011)

C) ACCESS TO LANDLINE TELEPHONES

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

3.4.9.1 KEY FINDINGS: BASIC SERVICE DELIVERY 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;

3.4.10 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 64: 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.

3.5.2 NDWEDWE MUNICIPALITY AND DISTRICT DEVELOPMENT AGENCY

Enterprise iLembe is the economic development agency owned by iLembe District Municipality. Enterprise iLembe has a mandate to promote the district as both the investors and tourist's destination. It also works with local municipalities in implementing of various other LED programmes. This is the additional capacity available in the district to implement LED and develop tourism.

3.5.3 NDWEDWE LED STRATEGY

The Ndwedwe LED Strategy has an existing LED Strategy that was developed in 2015, a copy of the Strategy is attached as **Annexure L.** This section commences by analysing the status quo of each sector. In collaboration with the Enterprise iLembe and iLembe District a drafted District Wide LED Strategy has been prepared for the iLembe family of municipalities. However, the Ndwedwe Municipality has commenced the process of reviewing the LED Strategy aligned to that of the National Framework on Local Economic Development.

3.5.3.1 LED FORUM

The Ndwedwe Municipality is a member of a **functional LED Forum** which **meets every quarter** and is headed by the Enterprise iLembe and iLembe District. The forum meets to report on progress and promote participation among LED key sectors (Agriculture and Tourism).

3.5.3.1.1 STAKEHOLDER PARTICIPATION

The Ndwedwe Municipality LED strategy 2015 and the District Wide LED Strategy was developed with involvement and participation from the following stakeholders iLembe District, Enterprise iLembe, iLembe Chamber of Business, Tourism and Industry; Emerging Contractors; Trade and Investment KwaZulu Natal; Vuthela iLembe LED – Programme Co-ordinating Unit (PCU), • Amakhosi; Farmers and Ndwedwe SMME Forum.

3.5.3.2 LED CHALLENGES

CHALLENGES IN 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 Agri processing.

- ***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.

- ***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.

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 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.

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.

3.5.3.3 INFORMAL ECONOMY POLCY

The Ndwedwe Municipality has a drat Informal Economy Policy, a copy of the policy is attached as **Annexure M**. The policy will go through a consultation process with all stakeholders involved and portfolio committees, thereafter it will be submitted to Council for approval and adoption before the end of the new financial year.

3.5.4 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%).

B) LAND PREPARATION, SEEDLINGS AND FERTILIZER

The locality has a number of agricultural projects that are functional and are producing large quantities of produce on a weekly basis. There are areas with high agricultural production as compared to other areas in the municipality, such as Bamshela, Nondabula, Ozwathini. As mentioned above, agriculture remains one of the most significant factors in economic development of the Ndwedwe area. It was upon this significance that the municipality procured two tractors with implements in order to assist farmers with land preparation. The procurement of the tractors enables farmers to keep up with weekly orders for the National Schools Nutrition Program. The initiative enables the Municipality to prepare 1 hector per co-operative in the database for the NSNP. It is realized that the preparation of 1 ha

per cooperative is not enough however it is a start given the vast community that needs mechanization as opposed to the two tractors available.

Another aspect that the municipality is focussing on is ensuring that the local agricultural sector is able to benefit more out of the NSP by ensuring that produce that is not normally obtained within the district is planted in Ndwedwe. Previous reports have reflected that farmers need to focus more on crops that are scare in the region such as Carrots, Onions and Tomatoes. The procurement of seedlings has assisted in meeting the weekly requirement of the NSNP and ensuring that the farmers get more out of their crops. The municipality has been procuring fertilizer for distribution to farmers in order to increase the yield.

C) AGRICULTURAL INDABA

The aim of the Agricultural Indaba was to deliver solution to challenges faced by cooperatives, SMME`s and other stakeholders in agriculture. The broader objective is to have one agricultural plan embraced by all agricultural stakeholders.

According to the Reviewed Municipal Agricultural Sector Plan, the municipality needs to promote the following high impact projects in order to unlock its agricultural potential:

- Indigenous farming programme;

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

In order to promote real economic development and job creation, the Municipality needs to use its competitive advantage and engage in big agricultural impact projects of not less than 10 hectares. These high impact projects will lead to increased number of jobs created.

D) FENCING AND IRRIGATION

The municipality has taken an initiative in identifying two larger projects for the financial year in order to ensure that these projects are fully supported. This initiative identified one cooperative in Ward 4 and another in ward 18. These co-operatives have a high impact on society because they are large in scale and are creating jobs within their wards. The cooperative in ward 4 is to be fenced in order to secure the garden and a study was conducted on the site to ensure proper implementation. Another initiative was conducted in ward 18 where a study was also conducted prior beginning work on the site. The department of agriculture previously fenced the site; however, the site is in need of reinforcement of the fence and re-fitment of the irrigation system as the one in place is non-functional.

LAJ COOPERATIVE GARDEN
FENCING PROJECT -WARD_04
Coordinates 29°18'58.39"S30°58'13.24"E
Measured Distance Perimeter - 453.30m Area 7 041.67 m²

E) RASET

The Raset initiative is a collective effort in partnership with other governmental stakeholders in driving radical economic transformation. A number of strides have been made in the RASET initiative in collaboration with Treasury and Enterprise iLembe including the fencing of two agricultural co-operatives in ward 3 and 15. Another initiative is that of the Ndwedwe Mini factories cold storage facility.

National treasury has made a budget available to Enterprise iLembe for the development of a cold storage facility. Ndwedwe Mini factories was selected as a potential site with the advantage that the Mini factories unit utilized by Enterprise iLembe is already functional. The funding is minimal hence; Enterprise iLembe has resolved to use the funding on an already existing structure to ensure that they maximize the outcome of the project instead of starting afresh in building a new structure. The building of a new structure will exhaust

the funding from National Treasury however; the upgrade of an already existing structure will be more effective.

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

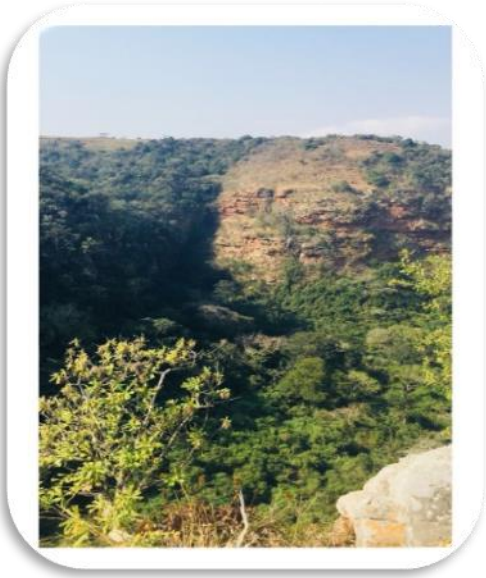
Table 65: Economic Sectors (Source: Quantec's Standardized Regional Dataset (2017))

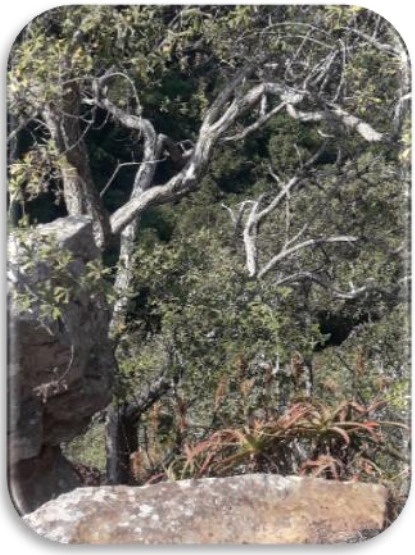
F) TOURISM

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 Eco tourist attraction that ought to be harnessed and utilized as a source of economic gain and development. A business plan has been developed and demonstrates how the business venture shall be undertaken. 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.

F) TOURISM AWARENESS

This program is a continuation of the programme initiated in 2017 to promote and, to properly guide high school learners in particular about tourism related career opportunities.

The purpose of the workshop was to provide further insight to tourism leaners and a platform for tourism organisations to educate learners about the tourism sector and prepare them for the outside world. Tourism is one of the leading industries that contribute to the GDP of our country, which is why we need to strive in encouraging the upcoming younger generation to partake in tourism in order to improve the economy of our country. People in our communities are less knowledgeable in terms of tourism; we therefore need to invest more attention in improving their capacity building regarding tourism

G) AFRICA'S TRAVEL INDABA

The travel Indaba is an annual event that is held over three days where buyers and producers of various products are gathered in one place. This event offers a variety of goods and services that one could be interested in; it is the advertisement of local goods to the international market that is a cornerstone for the event. The municipality has taken a stance that a stand will be procured at this prestigious event in order to market what the locality has to offer, be it in terms of fashion, craft and marketing. Crafters attended to showcase various craft pieces made by Ndwedwe crafters.

H) MASKANDI FESTIVAL

Cultural heritage significance is defined in the Act as follows: cultural heritage significance, of a place or feature of a place, includes its aesthetic, architectural, historical, scientific, social or other significance, to the present generation or past or future generations. Therefore, we will be promoting the diversity of our African culture and heritage, bringing communities of Ndwedwe together and celebrating the beauty of not only our traditional maskandi music but also our traditional dress code and cultural backgrounds. Since the 2018 Maskandi Festival was an absolute success.

I) NDWEDWE MUSIC FESTIVAL

The Aim of the event is to celebrate the return of people coming from different areas who come back to Ndwedwe over the December period. The event is part of a broader tourism strategy aimed at boosting tourism and economic development within the jurisdiction of Ndwedwe Municipality. The event is attended not only by the youth but also by people of all ages coming from various KZN places to celebrate with their national and local artists.

J) 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 66: Contribution by manufacturing (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 additional100 000 direct and indirect operating jobs from the airport site.
- The construction of an agro processing centre/facility will also stimulate the growth of class three products for hot, and cold processing to the export market. ILembe District Municipality and the Department of Economic Development have completed an initial study, which shows that an amount of R142 million is required to complete the project and organize outgrowing programmes within the rural environment. Ndwedwe has excellent agricultural potential and a range of existing smaller producers.

There area has the capacity to host a processing centre that offers the following processing options:

- Drying; Pureeing of spices and vegetables; washing of fruits, vegetables, medical plants and distilling of essential oils;
- Cooking and pickling of vegetables and spices;
- Packaging and labelling;
- Pack-houses; and Organics

The IDP suggests that the provision of improved internal linkages and the creation of new internal interceptor points will be important. In general, additional commercial activities should be located within the hierarchy of activity nodes, whereby the highest level of commercial activity is expected to be located in the Ndwedwe Village. At present, the municipality accommodates little to no manufacturing activities. It has been suggested that appropriate economic development zones be created in relevant locations, including the provision of appropriate business etc. support, new economic opportunities.

3.5.4 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.

3.5.5 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.

3.5.6 ECONOMIC RESOURCES FOR INFORMAL/ SMMES

a) Emerging Contractors

Local municipalities throughout the country have a mandate to ensure that there exists an enabling environment for local business to grow. As a catalyst for growth, the emerging contractor's initiative was initiated in order to achieve a conducive environment to grow local business. This initiative will ensure that local contractors are incubated and equipped with skills to be able to compete with big business, as they will have obtained knowledge and skills though sub-contracting. The municipality has a database in place for all the contractors.

3.5.6.1 COMPETITIVE AND COMPARATIVE ADVANTAGE

Ndwedwe is an area that is abundant in opportunity, but tapping on these opportunities is a challenge. Ndwedwe has abundant land of which approximately ***68% fall under Ingonyama Trust.*** The challenge is that the municipality will need to access this land for the development of agriculture, commercial, tourism, manufacturing etc. The land is flat in the east and north east parts of Ndwedwe. The excellent linkages that the area presents to surrounding towns such as Verulam through the P100, R614 from Tongaat and R74 from Stanger all allow easy access to essential services and facilities. These form part of the primary corridors and essentially provide the economic opportunities for the area. Ndwedwe is one of the four local municipalities that fall within iLembe District. KwaDukuza is the strongest municipality within the district with a good strong economic base however Ndwedwe has the ability to compete with KwaDukuza. Ndwedwe is better situated to meet the demands of Dube Trade Port as compared to Maphumulo Local Municipality and Mandeni Local Municipality. Ndwedwe is closer to Dube Trade Port which gives Ndwedwe a competitive advantage over these municipalities. The comparative analysis of Ndwedwe and other local municipalities (within iLembe District in terms of competitive and comparative advantage) is summarized in the following table.

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 67: Comparative Analysis

3.5.6.1 EASE OF DOING BUSINESS / RED TAPE REDUCTION

The Municipality has a draft Informal Economy Policy in place. However, when the policy is adopted by Council, it will be implemented to assist in the "Red tape Reduction" for the municipality pertaining to the inefficiencies and unnecessary administrative bureaucracy which impedes the development and growth of Small and Medium Enterprises within the Ndwedwe Municipal area

3.5.7 NDWEDWE CO-OPERATIVES DATABASE

	COOPERATIVE NAME	**SECTOR/TYPE**	**WARD**
1.	Mkhathikabongekayo Cooperative	Agriculture	14
2.	Injobo ithungelwa ebandla Cooperative	Agriculture	19
3.	Nelophuthano Cooperative	Multi-Purpose	
4.	Mbuyeni Cooperative	Multi-Purpose	17
5.	Final Touch Cooperative	Multi-Purpose	02
6.	Unyazi Cooperative	Multi-Purpose	02
7.	Egameni Cooperative	Construction	19
8.	Mqhangakiso Cooperative	Multi-Purpose	06
9.	LAJ Cooperative	Multi-Purpose	4
10.	Mndayinkomose Trading	Multi-purpose	
11.	Khanyakonyazi Cooperative	agriculture	6
12.	Isinamuva Cooperative	agriculture	7
13.	Mbalenhle Cooperative	Multi-purpose	16
14.	Phezukomkhono Cooperative	Agriculture	9
15.	Ndlalabeyiduda Cooperative	Agriculture	18
16.	Mbatha Farm Cooperative	farming	02
17.	Mhlaziyi Cooperative	Agriculture	07
18.	Ayikhule youth development	Multi-purpose	02
19.	Seliyoshona	Multi-purpose	18
20.	Khuluma wenze primary	Multi-purpose	10
21.	Khazini agricultural	Multi-purpose	18
22.	Phaphamani	Agriculture	9

23.	Ngabhuza	SMME	8
24.	Mihlandlane	SMME	5
25.	Mary Grey	Agriculture	7
26.	Mlungisi Fihlani Mngoma	SMME	3
27.	Siqalile	Agriculture	6
28.	Khuthalani	Agriculture	9
29.	Isiphosenkosi	Agriculture	9
30.	iLungisani	Agriculture	9
31.	Zekethelo womens	Agriculture	6
32.	Tholukiphila	Agriculture	6
33.	Dumasa	Agriculture	9
34.	Mkhathikabongekayo	Agriculture	14
35.	Inkosiyesabelo	Agriculture	9
36.	G B Mvelase	Agriculture	9
37.	Utho-Ngathi	Agriculture	4
38.	We can Multipurpose	Agriculture	13
39.	Thembile Mbonambi	Agriculture	18
40.	Nhlaba logistics	Agriculture	13
41.	P Ngcobo	Agriculture	6
42.	Viviyan trading enterprise	Agriculture	19
43.	Vumokwakhe	Agriculture	9
44.	They will business enterprise	Agriculture	9
45.	Sibiside enterprise	Agriculture	19
46.	Biecc co opp	Agriculture	13
47.	Injobo	Agriculture	19
48.	Siyabekezela	Agriculture	6
49.	Sawdudula	Agriculture	14
50.	Nhlosenhle	Agriculture	6
51.	Khanyimzamo	Agriculture	10
52.	Imelane	Agriculture	6
53.	Inhlanhleni just cleaners	Agriculture	5
54.	Dilenhle	Agriculture	5
55.	Izwilethu	Agriculture	9
56.	Kusimama	Agriculture	6
57.	Kancane kancane Investment	Agriculture	9
58.	Sidosi Agri Productions	Agriculture	9
59.	Asenze co-operative	Agriculture	18
60.	Isinandi Co-operative	Agriculture	7
61.	Vunguvungu	Agriculture	10
62.	Ithemba Labasha	Agriculture	11
63.	Khabangezinde	Agriculture	11
64.	Centindlela	Agriculture	18
65.	Zithuthukise	Agriculture	14
66.	Sikesakhe	Agriculture	15

67.	Izenzwezinhle	Agriculture	18
68.	Fingqumkhono	Craft & Agriculture	5
69.	Mangangeni	Craft & Agriculture	18
70.	Sgagadu	Agriculture	14
71.	Bavukile	Craft & Agriculture	7
72.	Xanyana	Agriculture	7
73.	Ubuhle bentsha	Agriculture	13
74.	Siqonde phambili	Agriculture	11
75.	Farm Gal	Agriculture	18
76.	Phambela	Agriculture	6
77.	Isibani Sezwe	Agriculture	7
78.	Sphesihle	Clothing & Craft	5
79.	Qina Dolo	Clothing	15
80.	Enzujule	Construction	2

Table 68: List of Co-operatives

3.5.7.1 JOB CREATION THROUGH EPWP

The EPWP is co-ordinated by the Ndwedwe Technical department. The municipality has a EPWP policy in place. 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 2019/2020 financial year. The number of people who benefitted from the job creation initiative in this respect.

Province: KZN	**All sectors**		
Project Name	**Sector Name**	**Programme**	**Jobs Created**
IG/Waste Control	Environment and Culture Sector	Waste Management	76
Nhlabamkhosi access road	Infrastructure Sector	MIG	4
Nondwengu/Ntabaskop Community Development Centre	Infrastructure Sector	MIG	12
Ndwedwe Interns	Social Sector	Expansion (NEW) Programme	15
Sonkombo Sport field	Infrastructure Sector	MIG	12
Esidumbini Electrification	Infrastructure Sector	MIG	12
Security Project	Social Sector	MIG	12

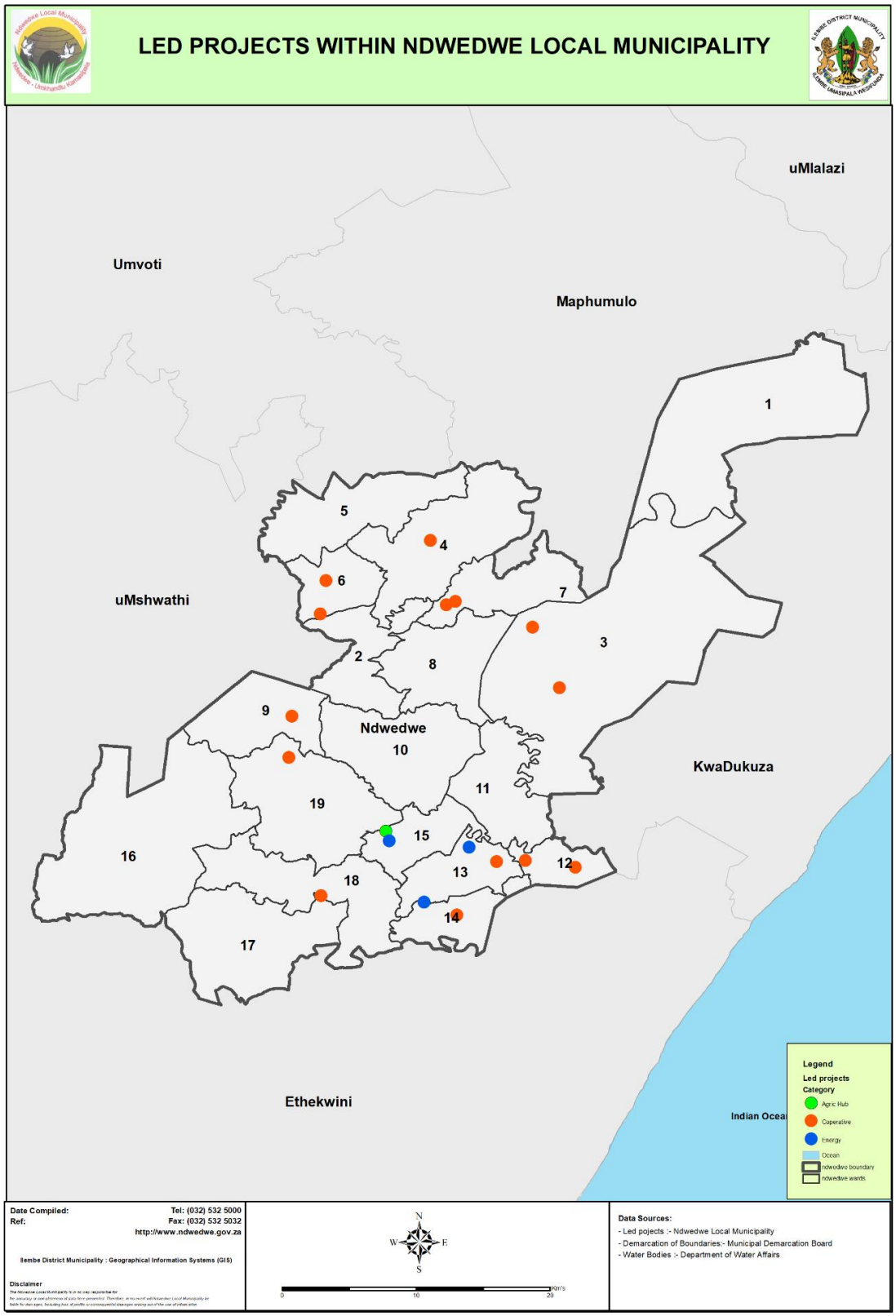
Table 69: List of EPWP Projects and Work Opportunities 2019/2020 FY

3.5.8 LED PROJECTS FOR CURRENT YEAR & PLANNED FOR 2020/21

LED PROJECTS	BUDGET ALLOCATION
Ndwedwe Town Development Project	R 2 000 000.00
Ndwedwe Land Use Management System	R 200 000.00
Makhuluseni Cooperative Support	R 600 000.00
SMME Support	R 200 000.00
Cooperatives Support and SMME support with seeds and seedlings and information	R 250 000.00
Emerging Subcontractors support programme (capacity building for Grade 1-3)	R 100 000.00
Mini Factories Access Roads	R 1 200 000.00
Hosting of Local Agricultural Indaba	R 50 000.00
Hosting of Ndwedwe Home coming Festival	R 977 597.00
Maskandi Festival	R 189 000.00
Cannabis farmer programme	R 100 000.00
Tractor ploughing programme	R 260 000.00
LED Strategy	R 200 000.00
Tourism Strategy	R 200 000.00

Table 70: LED PROJECTS

The overleaf map depicts current and proposed LED Projects.



Map: 30: LED Projects

3.5.9 SOCIAL DEVELOPMENT ANALYSIS

3.5.9.1 THREE (3) PRIORITIES PER WARD

This section covers the three targeted priorities per ward as follows:

- Affordable Housing
- Access to water and sanitation
- Access to electricity

The above three priorities came from the broad-based community needs at the public participation meetings held in October and November 2019.

3.5.9.2 HEALTH ANALYSIS

3.5.9.2.1 THE 2019–20 CORONAVIRUS PANDEMIC

In January 2020 the World Health Organization (WHO) declared the outbreak of a new coronavirus disease in Hubei Province, China to be a Public Health Emergency of International Concern. WHO stated there is a high risk of the 2019 coronavirus disease (COVID-19) spreading to other countries around the world. WHO and public health authorities around the world are taking action to contain the COVID-19 outbreak.

What is COVID-19?
Human Coronavirus are common throughout the world. There are many different coronaviruses identified in animals but only a small number of these can cause disease in humans.

On 7 January 2020, 'Severe Acute Respiratory Syndrome Coronavirus 2' (SARS-CoV-2) was confirmed as the causative agent of 'Coronavirus Disease 2019' or COVID-19. The majority of the case-patients initially identified were dealers and vendors at a seafood, poultry and live wildlife market in China. Since then, the virus has spread to more than 100 countries, including South Africa.

Who is most at risk?
Currently, travellers to areas where there is ongoing sustained transmission of COVID-19 including Mainland China (all provinces), Hong Kong, Japan, Republic of Korea, Singapore, Vietnam, Taiwan, Italy and the Islamic Republic of Iran are at greatest risk of infection.
Furthermore, the elderly, individuals with co-morbidities and healthcare workers have been found to be at a higher risk of death.

How is it transmitted?
While the first cases probably involved exposure to an animal source, the virus now seems to be spreading from person-to-person.
The spread of the disease is thought to happen mainly via respiratory droplets produced when an infected person coughs or sneezes, similar to how influenza and other respiratory pathogens spread. Thus far, the majority of cases have occurred in people with close physical contact to cases and healthcare workers caring for patients with COVID-19.

What are the symptoms of COVID-19?
Current symptoms reported for patients with COVID-19 have included mild to severe respiratory illness with cough, sore throat, shortness of breath or fever.
The complete clinical picture with regard to COVID-19 is still not fully clear. Reported illnesses have ranged from infected people with little to no symptoms to people being severely ill and dying.

How is COVID-19 treated?
Treatment is supportive (providing oxygen for patients with shortness of breath or treating a fever, for example). To date, there is no specific antiviral treatment available. Antibiotics do not treat viral infections. However, antibiotics may be required if a bacterial secondary infection develops.

How can you prevent infection?
The following can provide protection against infection from Coronaviruses and many other viruses that are more common in South Africa:

- Wash your hands often with soap and water for at least 20 seconds. If soap and water are not available, use an alcohol-based hand sanitiser.
- Avoid touching your eyes, nose, and mouth with unwashed hands.
- Avoid close contact with people who are sick.
- Stay at home when you are sick and try and keep a distance from others at home.
- Cover your cough or sneeze with a flexed elbow or a tissue, then throw the tissue in the bin.
- Clean and disinfect frequently touched objects and surfaces.

What we are doing in South Africa?
On 23 March 2020, President Cyril Ramaphosa announced a new measure to combat the spread of the Covid-19 coronavirus in South Africa – a three-week nationwide lockdown with severe restrictions on travel and movement, supported by the South African National Defence Force – from midnight on Thursday, 26 March, to midnight on Thursday, 16 April. The President said more needed to be done to avoid “an enormous catastrophe” among the population.

In essence, this meant people would only be allowed to leave their homes to buy food, seek medical help or under other extreme circumstances.
The lockdown follows government regulations that limited public gatherings, travel from high-risk countries and the sale of alcohol.
In addition, borders were closed to reduce the rate of infection from those travelling into South Africa from other countries. A quarantine was also enforced on inbound travellers and returning citizens.

Latest measures
On Wednesday, 1 April, Minister of Health, Dr Zweli Mkhize, launched 60 new mobile laboratories to boost the country's capacity to test for COVID-19.The sampling and testing units, procured by the National Health Laboratory Service (NHLS), will be deployed nationwide to all priority districts and metros.10,000 community health care workers will be deployed across the country for door-to-door household screening. Each province has been requested to start working on this strategy by deploying provincial community healthcare workers, with appropriate Personal Protective Equipment, to undertake a house-to-house programme of "no-touch" screening for Covid-19 symptoms and to refer symptomatic people to clinics for testing.In addition, PEPFAR-funded District Support Partners have been instructed to support provinces in this programme.South Africa currently has the capacity to conduct 5,000 tests for COVID-19 daily. However, with the addition of mobile testing units, combined with 180 testing sites and 320 testing units across the country, this number will now increase six-fold.

3.5.9.3 HEALTH SECTORS

Health facilities in the Ndwedwe municipal area are as follows:

- **Clinics:** Ndwedwe has a total of Five Clinics which are spread relatively evenly throughout the municipality. The map depicts existing clinics with an optimum walking distance of 1 to 5 km and a maximum walking distance of 10km. The provision of clinics does not conform to this standard. Although the facilities are distributed evenly throughout the municipality, localized challenges such as rivers or extreme topography increases traveling distances and time. When comparing the localities of these facilities, it can be seen that the more densely populated areas are not well serviced. It seems the facilities were placed at regular intervals, but did not take cognizance of population densities, unless migration closer to economic activities are to blame for this phenomenon.

- **Hospitals:** There is only one hospital in the Ndwedwe Municipal area, located west of Montebello. A large portion of the population falls outside of the 20km accessibility perimeter and only a small portion (about a third) of the municipality

falls within 20km accessibility from this hospital. Considering that there is only one hospital in the municipality, the municipality and the more densely populated areas are within the 20km service radius of Hospitals situated within the adjacent municipalities of uMshwati, Maphumulo, KwaDukuza and the eThekwini Metropolitan Municipality.

3.5.9.3.1 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).

3.5.10 EDUCATION SECTORS

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.

3.5.10.1 EDUCATION PROFILE

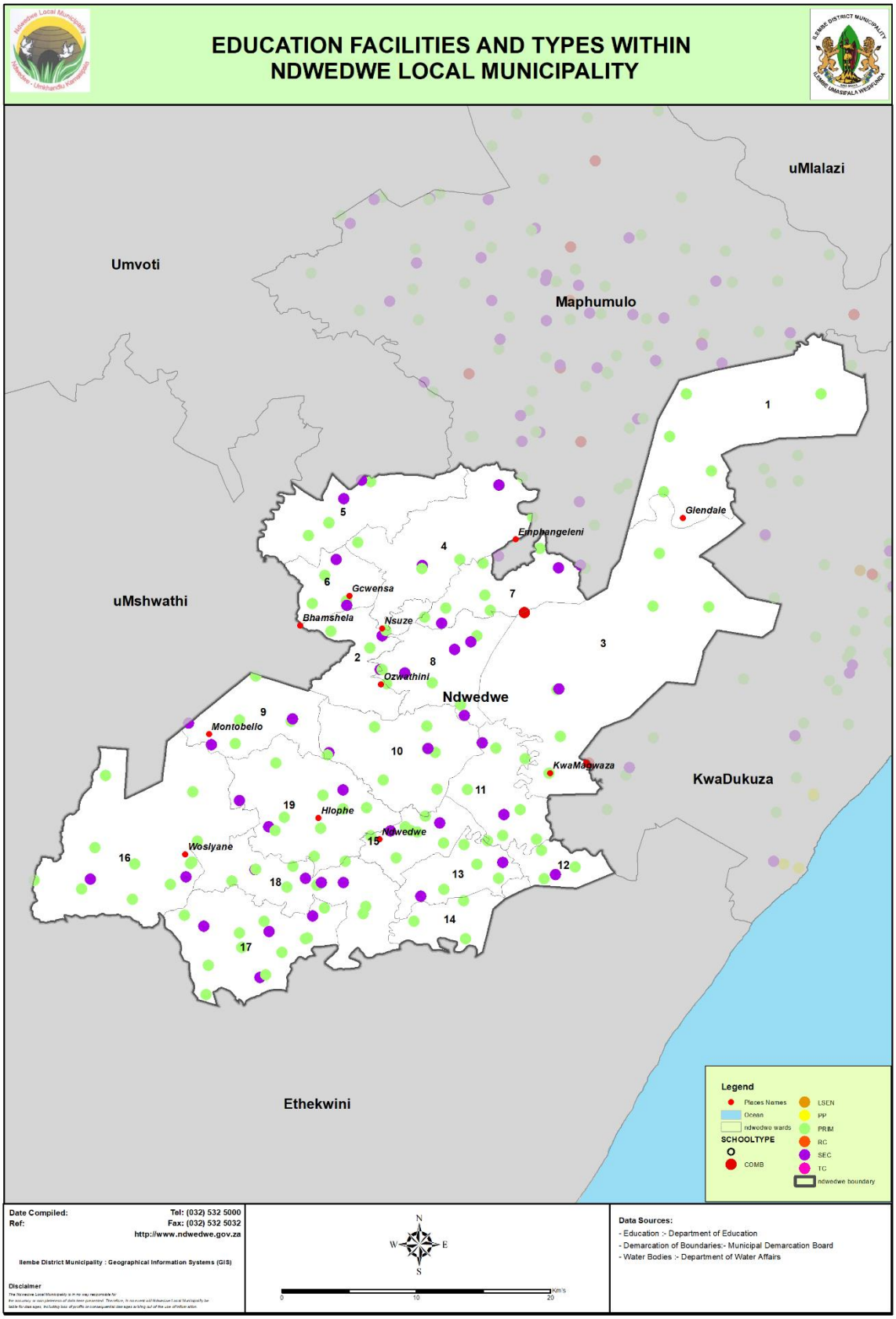
The Municipality is relatively well serviced in terms of primary schools. Only a few small areas throughout the municipality are not covered by primary schools according to the prescribed standard. In comparison to the population densities and settlement maps, there are very few households residing in 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	Yes (Black African)	62 865	44.2%

attendance (by race)	No (Black African)	79 165	55.7%
	Do not know (Black African)	74	0.1%
	Yes (Coloured)	55	33.7%
	No (Coloured)	108	66.3%
	Do not know (Coloured)	0	0.0%
	Yes (Indian/Asian)	73	12.3%
	No (Indian/Asian)	520	87.7%
	Do not know (Indian/Asian)	0	0.0%
	Yes (White)	45	17.5%
	No (White)	212	82.5%
	Do not know (White)	0	0.0%
Highest level of education	No schooling	30 532	21.6%
	Primary	45 891	32.4%
	Some Secondary	39 982	28.3%
	Matric	22 285	15.8%
	Tertiary	2 753	1.9%
Highest level of education (by gender)	No schooling (Males)	12 990	19.3%
	No schooling (Females)	17 543	23.6%
	Primary Schooling (Males)	23 126	34.4%
	Primary Schooling (Females)	22 765	30.7%
	Some Secondary (Males)	20 160	30.0%
	Some Secondary (Females)	19 822	26.7%
	Matric (Males)	9 741	14.5%
	Matric (Females)	12 544	16.9%
	Tertiary (Males)	1 226	1.8%
	Tertiary (Females)	1 526	2.1%
Highest level of education (by race)	No schooling (Black African)	30 382	21.6%
	No schooling (Coloured)	28	17.3%
	No schooling (Indian/Asian)	122	21.4%
	No schooling (White)	0	0.0%
	Primary Schooling (Black African)	45 701	32.5%
	Primary Schooling (Coloured)	76	46.9%
	Primary Schooling (Indian/Asian)	81	14.2%
	Primary Schooling (White)	32	12.5%
	Some Secondary (Black African)	39 765	28.3%
	Some Secondary (Coloured)	42	25.9%
	Some Secondary (Indian/Asian)	165	28.9%

	Some Secondary (White)	10	3.9%
	Matric (Black African)	21 938	15.6%
	Matric (Coloured)	16	9.9%
	Matric (Indian/Asian)	186	32.6%
	Matric (White)	144	56.0%
	Tertiary (Black African)	2 665	1.9%
	Tertiary (Coloured)	0	0.0%
	Tertiary (Indian/Asian)	17	3.0%
	Tertiary (White)	71	27.6%
Matric (20+ age group)	Total	20 925	27.9%
Matric (20+ age group by gender)	Male	9 245	27.6%
	Female	11 679	28.1%
Matric (20+ age group by population group)	Black African	20 603	27.7%
	Coloured	-	0.0%
	Indian/Asian	178	38.3%
	White	144	65.2%

Table 71: Education Profile (Source: Community Survey, 2016)



Map 2:Education facilities

The municipality is generally well serviced in terms of secondary schools, with only the low density areas, where the provision of schools may not be feasible. It needs to be noted that although the municipality is well serviced, it is more often the quality of education and the maintenance of these facilities that poses problems and not the availability of facilities itself (Secondary Schools within Ndwedwe Municipality).

The largest portion of the population (Approximately 36 552) has some primary education between grade 1 and 6. Only about 1,460 (1%) of the population has an education higher that 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 that grade 12 is very low. The level of education impacts drastically on the type of work opportunities one can create for the population.

Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but 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 alongside the economic development of the municipal area. It is noticeable that the levels of education have increased from 2001 to 2011. Municipality. Ward 16, which had very low levels of education, is now also comparable to the other wards. Such is displayed in the below figure.

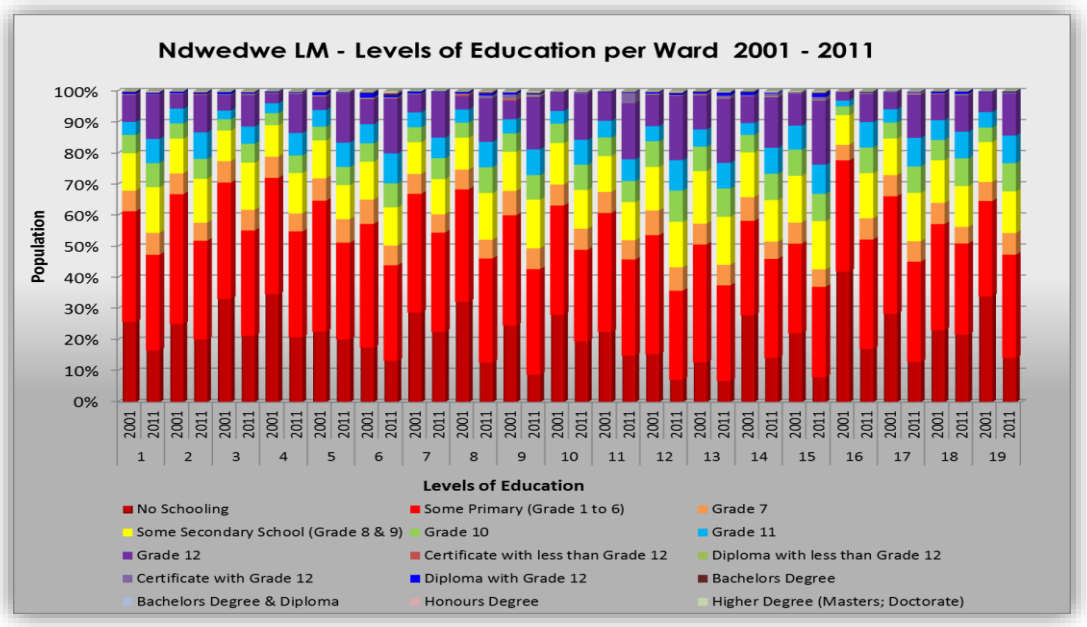


Figure 8: Levels of Education in Ndwedwe Municipality per Ward (Stats SA, 2001/2011)

3.5.11 SAFETY AND SECURITY

The Ndwedwe Municipality has planned to prepare and develop a Safety Plan in the new financial year. However, the communities have a Community Policing Forum in place.

3.5.12 IMPLEMENTATION OF MUNICIPAL HEALTH SERVICES

The implementation of municipal health services is the function of the iLembe District Municipality from 2004. The District has a by-law in place to care for health services for all local municipalities under the District that addresses municipal health issues.

3.5.13 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, only4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

3.5.13.1 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.

3.5.13.2 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 –204, 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.

3.5.13.3 KEY FINDINGS: SOCIO-ECONOMIC ANALYSIS

- The number of people over the age of 20 years with no schooling in Ndwedwe declined from 39.4% in 2001 to 22.2% in 2011;
- Majority 76.6% of the population have no schooling or are lower than matric level of education;
- Approximately 58.3% of the youth in Ndwedwe are unemployed;
- Approximately 46% of the population in Ndwedwe has no income; and
- Ndwedwe recorded the second highest incidence of HIV in ILembe District with almost
- 16.8% of the population being infected by the virus.

3.5.14 NATION-BUILDING & SOCIAL COHESION

Nation-building is to ensure that the country takes up an effective role within the world community. Nation-building is the process whereby a society of people with diverse origins, histories, languages, cultures and religions come together within the boundaries of a sovereign state with a unified constitutional and legal dispensation, a national public education system, an integrated national economy, shared symbols and values, as equals, to work towards eradicating the divisions and injustices of the past; to foster unity; and promote a countrywide conscious sense of being proudly South African, committed to the country and open to the continent and the world.

South Africa's nation-building project includes forming a common identity, while recognising and respecting diverse ethnic, racial and other groupings. Nation builders are those members of a state who take the initiative to develop the national community through government programs. Nation-building can involve the use of propaganda or major infrastructure development to foster social harmony and economic growth. There are three factors tend to determine the success of nation-building over the long-run: "the early development of civil society organisations, the rise of a state capable of providing public goods evenly across a territory, and the emergence of a shared medium of communication.

Social cohesion is linked to more stable and participatory democracies, greater economic productivity and growth, inclusivity and tolerance, effective conflict management and resolution, and a generally better quality of life for people.

Addressing social cohesion is particularly critical in South Africa given the context of widening inequality, growing unemployment, and persistent racial inequalities. Without a consensus based working definition that reflects both intellectual discourse as well as the lived experience of citizens, we cannot understand whether – and how much – social cohesion exists in South Africa today, and how its extent or deficit could be measured and tracked over time.

The Sport Development Hubs that were established by the Department of Art, Culture Sports and Recreation. The District Youth Council is also responsible for the coordination of social cohesion activities targeted at the youth.

3.5.14.1 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 Champaign

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

a) 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 - 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.

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.

CULTURAL PRROGRAMMES - 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.

3.5.14.2 FOOD PRODUCTION INITIATIVES

The Local Economic Development unit is geared towards Agriculture-Initiatives to promote and address food production initiatives. 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.

3.5.14.3 NATIONAL SCHOOL NUTRITION PROGRAMME

Ndwedwe Municipality is part of a District-wide programme supported by the Department of Education. The iLembe District, through its economic development agency (Enterprise iLembe), initiated successful access to public sector market by emerging farmers. This was piloted through the national school nutrition programme (NSP), whereby emerging farmers became suppliers to companies and co-operatives that are contracted by the Department of Education to provide school nutrition programme. The success of this programme has led to the Provincial government adopting the very programme as a provincial wide radical economic programme (this led to the birth of Radical Agrarian Socio-Economic Transformation – RASET). In the circumstances, there are a number of local farmers and suppliers that are participating in this programme.

3.5.14 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 EThekwini 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 EcoTourism 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	Lack of investment due to bulk infrastructure

sector, and civil society;	
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 72: Local Economic &Social Development: SWOT Analysis

3.6 KPA: FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.6.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

The Final 2020/2021 IDP covers a **three-year synopsis on capital funding** and expenditure to address service delivery challenges. The table below indicates capital expenditure over the next three financial years:

Description	**Operating budget (R)**	**Capital Budget (R)**
Approved Annual budget 2020/2021	197 898 000	85 322 000
Indicative Budget 2021/2022	208 887 000	44 798 000
Indicative Budget 20222/2023	220 042 000	49 458 000

Table 73: Three-year Municipal Budget

Operating Revenue Framework

Description	**Operating budget (R)**	**Capital Budget (R)**
Approved budget 2019/2020	184 548 000	67 834 000
Adjusted Budget 2019/2020	184 946 000	65 696 000
Approved Budget 2020/2021	197 898 000	85 322 000

Table 74: Operating Revenue Framework

Operating Expenditure Framework

Description	**Operating budget (R)**	**Capital Budget (R)**
Approved budget 2019/2020	184 438	67 834 000
Adjusted Budget 2019/2020	184 879	65 696 000
Approved Budget 2020/2021	197 832 000	85 322 000

Table 75: Operating Expenditure Framework

Summary of expenditure by department in respect of operating budget

Department Description	**Approved Budget 2020/2021 (R)**	**Indicative budget 2021/2022 (R)**	**Indicative budget 2022/2023 (R)**
Office of the MM	31 461 000	32 885 000	33 875 000
Corporate Services	41 106 000	42 892 000	44 866 000
Budget and Treasury Office	48 899 000	51 017 000	53 301 000
EDP	16 019 000	16 349 000	17 289 000

Community Services	18 965 000	19 166 000	20 052 000
Technical Services	21 905 000	22 912 000	23 966 000
Council General	19 477 000	20 373 000	21 310 000
TOTAL EXPENDITURE	**197 832 000**	**205 594 000**	**214 658 000**

Table 76: Summary of expenditure by department

Below a detailed table indicating capital funding and expenditure covering the following: **funds received, spent, unspent, source of funding, variance tables and contingency plans** to address challenges such as delays.

	MUNICIPAL INFRASTRUCTURE GRANT 2016/2017 (R)	**MUNICIPAL INFRASTRUCTURE GRANT 2017/2018 (R)**	**MUNICIPAL INFRASTRUCTURE GRANT 2018/2019 (R)**	**MUNICIPAL INFRASTRUCTURE GRANT 2019/2020 (R)**
Funds Received	28 451 000	32 678 000	32 767 000	34 809 000
Funds Spent	19 548 000	32 678 000	32 769 000	32 881 765.20
Unspent Grant	4 402 000	1 525	-	1 927 234.80
% Spent	68.7%	100%	100%	94.5%

Table 77: MIG Grants

3.6.2 MUNICIPAL DRAFT CAPITAL AND OPERATIONAL BUDGET

The municipal approved detailed capital budget supporting table SA36 is attached as **Annexure N**.

3.6.3 INVESTMENT REGISTER

The Ndwedwe municipality has an Investment Register that is currently being updated on a monthly basis. The sources of funding of the various capital projects are adequately covered in the capital budget of the municipality. A copy of Investment Register is attached as **Annexure O**.

3.6.4 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The Indigent policy was reviewed and adopted in the current 2019/2020 financial year and being implemented. The municipality aims to annually review and adopt its indigent policy together with budget related policies. A copy a Ndwedwe Municipality **Indigent Outcome/Register** is attached as **Annexure P**.

The indigent register was reviewed and adopted in the current 2019/2020 financial year and being implemented. Ndwedwe local municipality received co-funding from the Department of Co-operative Governance and Traditional Affairs. The register of Indigent consumers is being updated monthly and is limited to consumers who have made application and have been approved. The programme is aligned to priorities of NDP i.e. those of addressing social and employment issues within Ndwedwe as well as the municipality's long-term goals of eradicating poverty in the communities.

The municipality received a total of 19188 applicants, of which a total of unsuccessful applicants was 7947 and successful applicants were 11517. The household income beneficiary threshold qualification for indigent support is R 3 200 per household. In order, for the community member's applications to be deemed successful and granted indigent the following criteria and verification rules must be adhered to:

- Applicant provides a valid SA ID Number;
- Applicant earns less than R3 200 monthly;
- Applicant resides within the boundaries of the municipality;
- Applicant is not deceased;
- Applicant is not an active director of a company;
- Applicant owns no more than 1 property.

The total number of registered indigents on the indigent register is **1151.**

INDIGENT SUPPORT FROM THE EQUITABLE SHARE

	2018/2019 (R)	**2019/2020 (R)**
Budget Provision	1 100 000	1 000 000
Actual	914 000	632 500.00 as at 31 May 2020
%Spent	83.1%	53.2%
%Unspent	16.9%	36.8%

Table 78: Equitable Share for Indigent

FREE BASIC SERVICES FROM THE INEP (ELECTRIFICATION GRANT)

	PROPOSED 2020/2021
Budget Provision	R10 000 000.00
Actual	Proposed 450 Units
%Spent	To commence in July 2020
% Unspent	N/A

Table 79:Free Basic Services INEP

The table below reflects the debtors age analyses for the period 1 July 2019 to 28 February 2020.

Description		Budget Year 2019/20								
R thousands	NT Code	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Customer Group										
Organs of State	2200	10	(427)	10	–	2	(2)	2 207	5 012	6 811
Commercial	2300	449	0	414	(5)	203	199	942	7 577	9 779
Households	2400	44	–	43	–	22	22	109	2 485	2 724
Other	2500	262	(0)	242	–	99	96	777	967	2 442
Total By Customer Group	**2600**	**765**	**(427)**	**708**	**(5)**	**325**	**314**	**4 036**	**16 040**	**21 756**

Table 80: Debtors Age Analysis

3.6.4 REVENUE RAISING STRATEGIES

The Ndwedwe Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. Such various alternative streams include:

- Implementation of 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.
- 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 indicated.

- 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 2020/2021 financial year, and to achieve this, the Municipality has tasked itself with ensuring that there are no repeat findings and measures are put in place to ensure that all financial and compliance possible findings are addressed immediately, if not avoided completely. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

- Capital financing

When determining appropriate sources of funding 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
- 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.

- Cost effectiveness

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services with a view to outsourcing or alternate service delivery. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres has been explored and has proven to work in the Planning section of the Municipality, and will still be implemented in the current financial year.

- *Socio – economical responsibility*

All aspects of matters relating to financial matters will take cognisance of Councils' social responsibility. Council will review its Supply Chain Management Policy to be in line with the latest SCM regulations, as last reviewed in December 2011, in order to address socioeconomic factors of its community. The Municipality's SCM policy should attempt to transform and empower economic lives of people of South Africa.

- Strengthening investor and consumer confidence

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.

3.6.5 REVENUE PROTECTION (DEBT MANAGEMENT)

3.6.5.1 MUNICIPAL CONSUMER DEBT

The table below reflects the municipal debt position in the last three (3) years.

NDWEDWE LM DEBT POSITION FOR THE LAST 3 YEARS

FINANCIAL YEAR	**DEBT DUE**
2017/2018	R14 933 801
2018/2019	R17 275 695
2019/2020 YEAR TO-DATE	R21 756 000

Table 81: Debt Position

3.6.6 SUPPLY CHAIN MANAGEMENT (SCM)

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 and 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).

Ndwedwe Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avoid the potential of any fraudulent activities from occurring. Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process. 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.

3.6.6.1 *SUPPLY CHAIN MANAGEMENT CHALLENGES*

There are tender backlogs in terms of finalizing the evaluation process. Furthermore, there are vacancies within SCM that needs to be filled. The positions of Contracts Administrator and Chief Buyer have been advertised. The appointment process is currently being conducted by Human Resource Management. The appointment of a Chief Buyer will greatly assist in clearing of the backlog of tenders while the appointment of a contracts administrator will allow for better management and oversight on contracts which will allow for better planning and reduce the likelihood for irregular expenditure on expired contracts SCM displays cohesiveness by submitting monthly reports to the CFO, Accounting Officer and to Council detailing the performance of the bid committees.

SCM provides provision for the disabled as the SCM Policy is aligned the PPPFA 2017 Regulations which allows the municipality the option of set-asides to various preferred target groups as per the new regulations. The policy will further be reviewed over the course of the year together with the budget review process. The review process will assist in identifying strategic objectives of the municipality and how the SCM Policy can help achieve those objectives.

3.6.7 ASSETS AND INFRASTRUCTURE

The Municipality has an Asset and Infrastructure policy in place. The Technical Services department has assisted with the development of the asset renewal plan as well as operations and maintenance plan. The Infrastructure Operations and Maintenance Policy is in place. It is important to maintain a regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets, the need to replace the Municipality's deteriorating fleet. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as previously indicated.

3.6.8 REPAIRS AND MAINTENANCE

Repairs and maintenance have been budgeted for against the total of non-current assets. Plans are in place to address the challenges. Calculations are available. The plan accommodates a realistic budget towards repairs and maintenance.

3.6.9 FINANCIAL VIABILITY/SUSTAINABILITY

3.6.9.1 COST COVERAGE RATIO

The municipal cost coverage ratio table below of the past 3 years indicates that the municipality has the ability to meet its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue.

The table below reflects Cost coverage ratios:

	2016/2017 (R)	**2017/2018 (R)**	**2018/2019 (R)**	**2019/2020 (R) April 2020**
Cash and cash equivalents	3 122 000	17 623 000	6 599 000	104 000
Unspent Conditional Grants	6 148 000	1 007 000	168 000	6 228 000
Overdraft				
Short Term Investments	108 609 000	104 660 000	92 483 000	149 832 000
Total Annual Operational Expenditure	129 276 000	145 131 000	177,320 000	124 792 000

Table 82: Cost Coverage Ratio

3.6.9.2 CURRENT RATIO

The municipal Current ratio table below of the past 3 years indicates that the municipality's current assets exceed its liabilities; which then mean that the municipality has the ability pay its current obligations, which enable us to continue operations at desired level.

The table below reflects Current ratios:

	2016/2017 (R)	**2017/2018 (R)**	**2018/2019 (R)**	**2019/2020 (R) April 2020**
CURRENT ASSETS	121 691	132 291	106 698	162 887 000
CURRENT LIABILITIES	21 494	30 976	17 990	19 853 000

Table 83: Current Ratio

3.6.10 CAPITAL EXPENDITURE TO TOTAL EXPENDITURE

CAPITAL EXPENDITURE TO TOTAL EXPENDITURE 2016/2017 2017/2018 2018/2019	2016/2017 (R,000)	2017/2018 (R,000)	2018/2019 (R,000)
Total Operating Expenditure	129 276	145 131	177,320
Taxation Expenditure	-		
Total Capital Expenditure	43 290	55 424	52 561

Table 84: Capital Expenditure to Total Expenditure

Operating Expenditure Framework

Description	Operating budget (R)	Capital Budget (R)
Approved budget 2019/2020	184 438	67 834 000
Adjusted Budget 2019/2020	184 879	65 696 000
Approved Budget 2020/2021	197 832 000	85 322 000

Table 85: Operating Expenditure Framework

Summary of expenditure by department in respect of operating budget

Department Description	Approved Budget 2020/2021 (R)	Indicative budget 2021/2022 (R)	Indicative budget 2022/2023 (R)
Office of the MM	31 461 000	32 885 000	33 875 000
Corporate Services	41 106 000	42 892 000	44 866 000
Budget and Treasury Office	48 899 000	51 017 000	53 301 000
EDP	16 019 000	16 349 000	17 289 000
Community Services	18 965 000	19 166 000	20 052 000
Technical Services	21 905 000	22 912 000	23 966 000
Council General	19 477 000	20 373 000	21 310 000
TOTAL EXPENDITURE	**197 832 000**	**205 594 000**	**214 658 000**

Table 86: Summary of expenditure by department

3.6.11 VARIANCE IN LOSSES IS DUE TO IDENTIFIED TECHNICAL LOSSES

Department	2016/2017 (R,000)	2017/2018 (R,000)	2018/2019 (R,000)
Gross Debtors closing balance	11 170	17 128	17 101
Gross Debtors opening balance	8 068	11 170	17 128
Bad debts written Off	4 181	2 372	4 377
Billed Revenue	9 041	13 668	13 057

Table 87: Variance n Losses

3.6.12 EMPLOYEE RELATED COSTS (INCLUDING COUNCILLORS ALLOWANCE)

Employee related costs are determined by the approved organogram of the municipality. The municipality prepares the budget estimates for the next three years. The proposed budget estimates for employee related costs (including councillors' allowance) are as follows:

FINANCIAL YEAR	BUDGET ALLOCATION
2016/2017	43 466 221
2017/2018	54 162 000
2018/2019	63 635 378

Table 88: Employee Related Cost

3.6.13 LOANS/ BORROWINGS AND GRANT DEPENDENCY

The Ndwedwe Municipality is heavily dependent on grant funding therefore the municipality has no loans and borrowings.

3.6.14 INVESTMENTS

The Ndwedwe municipality has Investments with the following banks with ABSA, Standard, Investec, Ithala and First National. The investments are record and updated on a monthly basis, a copy of the Investment Register is attached as **Annexure O**.

3.6.15 AUDITOR-GENERAL'S OPINION

3.6.15.1 AUDITOR GENERAL (AG) OPINION IN 2017/2018

The Auditor General (AG) opinion in 2017/2018 was unqualified with matters. Therefore, the finding for 2018/2019 is still consistent, meaning the Ndwedwe municipality received an unqualified audit opinion with matters. A copy of the AG report for 2017/2018 is attached as attached as **Annexure Q**.

3.6.15.2 AUDITOR GENERAL (AG) OPINION IN 2017/2018

The Auditor General (AG) opinion in 2018/2019 was unqualified with matters. A copy of the AG report for 2018/2019 is attached as attached as **Annexure R**.

The municipality has an Audit Action Plan (attached as **Annexure S)**. is in place to address the Auditor General findings for 2018/2019 and progress thereof is monitored on a monthly basis.

3.6.16 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	. 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.

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.	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 89: Financial Viability and Management SWOT Analysis

3.7 KPA: GOOD GOVERNANCE ANALYSIS

The Good Governance framework reinforces the statutory authority and responsibility of a corporate body and assists the elected representatives and management in the delivery of quality and sustainable services. It ought to always be borne in mind that Good governance in a municipal context relates to the process whereby Municipalities conduct and govern its affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation and responsiveness to the need of the people. Consultation with stakeholders is a continuous process in Ndwedwe Local Municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

3.7.1 BATHO PELE POLICY

The White Paper on transforming public service delivery (1997) provides direction on how services should be rendered. This document, referred to as the *Batho Pele* (people first) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements.

The Ndwedwe local municipality has developed a Batho Pele Policy and Procedure Manual.

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

The 11 *Batho Pele* Principles are:

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

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

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

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

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

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

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

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

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

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

11. Leadership and Strategic Direction: Council and administration of Ndwedwe Municipality shall provide strategic leadership, direction and operations to customers/

residents through: • Promoting and internalizing staff code of ethics • Management must ensure that goals are set and that planning is done in an effective and efficient manner.

3.7.2 OPERATION SUKUMA SAKHE (OSS)

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 first Wednesday of the month 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

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

3.7.2.2 ACHIEVEMENTS OF OPERATION SUKUMA SAKHE

- War room visits for those that are dysfunctional is planned and adhered to
- We have convened Special meeting between DOT and ward councillors to address the issue of dilapidated road infrastructure.
- Ndwedwe Crime Summit conducted to address the high rate of crime in Ndwedwe Municipality.
- LTT Meetings are attended as per the schedule of meetings
- 67 OSS houses have been built in Ndwedwe in different wards
- The funding for 85 OSS houses has been approved but still to be constructed in Ndwedwe. We have now launched 15 Ward Aids Committee structures
- The Local Aids Council is sitting quarterly Chaired by the Mayor
- We have given 380 need learners full school uniform through war rooms
- We have established Ndwedwe Civil Society Structures to assist in curbing HIV&AIDS and TB.

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

Table 90: OSS HOUSES CONSTRUCTED

3.7.3 INTER-GOVERNMENTAL RELATIONS (IGR)

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

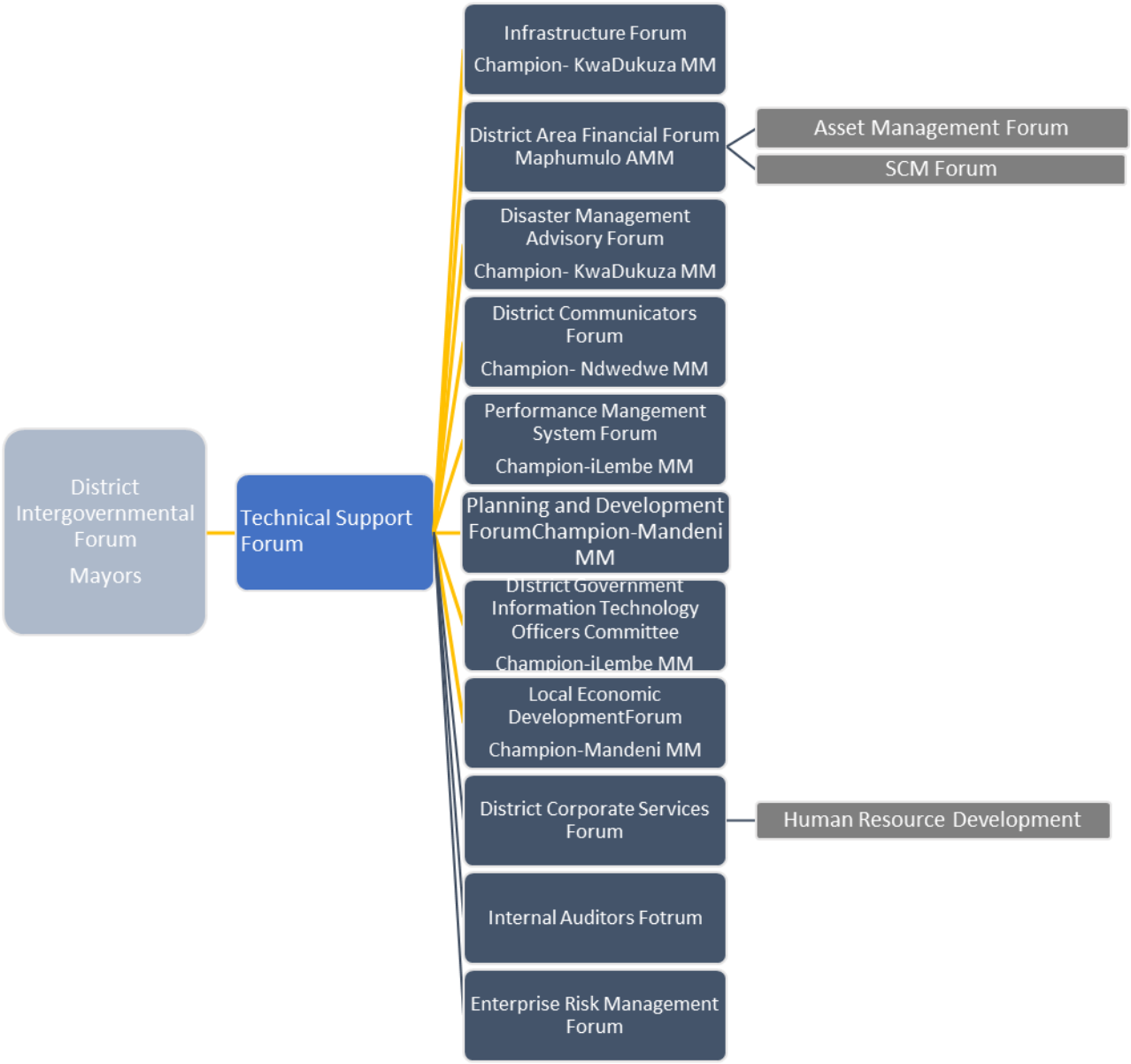


Figure 9: iLembe Family of Municipalities IGR Structures

The Ndwedwe Municipality is actively involved in IGR, which is championed by iLembe District Municipality.
IGR structures was introduced in IDM in 2006 and has since been fully developed.. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the 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 District Intergovernmental Relations forum is operations and meets quarterly to monitor discussions and implementation. The reports to various committees of the Ndwedwe Municipality is cascaded down to the District municipality in a more efficient manner The sector departments such as Department of Health, Department of Transport, Department of Human Settlements, Department of Social Development and Department of Cooperative Governance and Traditional Affairs participate on the IGR forums for the Municipality. The IGR reports are tabled at Council meetings very quarter.

The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. Below is the reporting IGR structures.

3.7.3.1 ILEMBE FAMILY OF MUNICIPALITIES IGR STRUCTURES

No.	Name of The Forum	Chairperson	Frequency	Functionality
1	DIF - District Intergovernmental Forum (MAYORS')	District Mayor	Quarterly	Yes
2	TSF - Technical Support Forum (Mms')	Municipal Manager of IDM	Monthly	Yes
3	3 DAFF - District Area Financial Forum (CFOs)	Municipal Manager of Ndwedwe LM	Quarterly	Yes
4	District Government IT Officers Committee (DGITOC)	Municipal Manager of IDM	Quarterly	Yes
5	Disaster Management Advisory Forum (DMAC)	Municipal Manager of KwaDukuza LM	Quarterly	Yes
6	Performance Management System Forum (PMSF)	Municipal Manager of Mandeni LM	Quarterly	Yes

7	Local Economic Development Forum (LEDF)	Municipal Manager of Mandeni LM	Bi-Monthly	Yes
8	District Communicators Forum (DCF)	Municipal Manager of Ndwedwe LM	Monthly	Yes
9	Planning Development Forum (PDF)	Municipal Manager of Mandeni LM	Monthly	Yes
10	Infrastructure Forum (IF)	Municipal Manager of KwaDukuza LM	Monthly	Yes
11	Speakers' Forum	District Speaker	Monthly	Yes

Table 91: District IGR Structures where Ndwedwe Municipality participate in

3.7.3.1 SECTOR DEPARTMENTS PARTICIPATING IN IGR FORUMS WITHIN THE DISTRICT

The sectors departments regularly attend the IGR forums every quarter to report the iLembe Family of Municipality progress, such as: KZN COTA will report on the feedback of the Disaster Management, Public Participation, IDP, PMS and Basic to Basics results, Rural Development and Land Reform, Umgeni Water, Eskom and Human Settlements Department report on the status of housing projects. The other Sector department are called to the Forum as and when required.

3.7.4 FUNCTIONAL WARD COMMITTEES

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

Ndwedwe Municipality comprises of 19 wards that have fully functional wards committees. In total Ndwedwe has 190 *Ward Committees Members*. 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. They serve on various municipal forums, Sports, Housing, IDP Representative, Business Forum and LED forums which enhances strong community participation in all municipal programmes. The ward committees in the Municipality are largely functional and report on monthly basis with the support received by Municipality and KZN COGTA. Performance and monitoring of ward committees is over-seen by Public Participation unit, where each ward committee submits sectorial reports
together with minutes on a monthly basis. The Ward Committees are highly functional and receive substantial out-of-pocket stipends an amount of R900 per month.

3.7.5 COUNCIL SITTINGS

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

- 27 African National Congress Councillors;
- 8 Inkatha Freedom Party Councillors;
- 1 Economic Freedom Fighters; and
- 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.

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. 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: 2 Councillor

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

3.7.6 PARTICIPATION OF TRADITIONAL LEADERSHIP IN COUNCIL

According to Section 81 of the Municipal Structures Act states that Traditional authorities that traditionally observe a system of customary law in the area of a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend

and participate in any meeting of the council. The following is the number of Traditional leaders that are represent at Council meetings.

TRADITIONAL LEADERS	NUMBER	GENDER
INKOSI TP CIBANE CIBANE TRADITIONAL HOUSE	0798001733	MALE
INKOSI S KHUMALO KHUMALO TRADITIONAL HOUSE	0786461639	MALE
INKOSI PB GUMEDE QWABE WATERFALL TRADITIONAL HOUSE	0728039669	MALE
INKOSI VT NGCOBO EMALANGENI TRADITIONAL HOUSE	0844115185	MALE
INKOSI SW NGCOBO NUKUMBANYUSA TRADITIONAL HOUSE	0714972036	MALE
INKOSI B NGCOBO NODWENGU TRADITIONAL HOUSE	0835348118	MALE
INKOSI MM NGCOBO MLAMULA TRADITIONAL HOUSE	0767860839	MALE
INKOSI R NZAMA WOSIYANE TRADITIONAL HOUSE	0782655545	MALE

TABLE 92: TRADITIONAL LEADERS

3.7.7 IDP STEERING COMMITTEE/MANAGEMENT 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 and DPSS

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

- Consultants (if appointed)
- Sector Departments

3.7.8 MANAGEMENT COMMITTEE

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

3.7.9 COMMUNICATION PLAN

The Ndwedwe Municipality has budget in the new financial year to prepare, develop and adopted Communication Plan or Strategy for public participation.

3.7.10 FUNCTIONALITY OF THE INTERNAL AUDIT UNIT

The Ndwedwe Municipality has appointed an external service provider as the Internal Audit Unit as required by Section 165(1) of the MFMA. The Internal Auditor who reports to Anti-Corruption Strategy the Municipal Manager, however this unit is outsourced to Ntshidi & Associates. Section 165 (2) of the MFMA requires the Internal Auditor to;

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

The Internal Unit reports to the Audit Committee on a quarterly basis.

3.7.10.1 AUDIT COMMITTEE/PERFORMANCE AUDIT 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.

The Ndwedwe Audit Committee/Performance Audit Committee is fully functional and meets every quarter.

The Audit Committee/Performance Audit Committee reports to the Council every quarter.

The Internal Auditor drives the Risk Committee, Audit Committee, and Performance Committee as well as Anti-corruption, The Fraud and Ethics Committee oversee and monitor clean corporate governance.

3.7.11 ENTERPRISE RISK MANAGEMENT (ERM)

Section 62(i) (c) of MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The Section states that the Accounting Officer of the Municipality is responsible for managing the financial administration of the municipality and must for this purpose take all responsible steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. However, the responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management. The Ndwedwe Municipality is assisted by the iLembe District Municipality through a shared services arrangement to assist in mitigating risks. A copy of the Risk Management Charter is attached as **Annexure T.**

The Ndwedwe Municipality with assist of the IDM Risk Shared Services monitors and updates the risk register (attached as **Annexure T1**). The risk registers are reported on a quarterly basis to the Risk Management Committee. A copy of the Operational Risk Registers is attached as **Annexure T2.**

The risk registers also include **fraud risk.** The Ndwedwe Municipality has an Anti-Fraud and Anti-Corruption Strategy, that is attached as **Annexure U.**

3.7.11 NDWEDWE PLANS AND POLICIES

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

LIST OF NDWEDWE MUNICIPAL POLICIES ADOPTED ON THE 2018-2019 FINANCIAL YEAR.

Name of Policy	Date of adoption
Fleet management policy	Reviewed date (29 /05/2019)
Bursary Policy	Reviewed date (29/08/2019)
Pauper and Burial Indigent Policy	Reviewed date(30/10/2019)
ICT Policies	Reviewed date(29/10/2019)
PMS Policy	Reviewed date (30/01/2019)
Internship and scarce experiential learning critical &scarce skills policy	New date of adoption(28/11/2019)
ICT Policies • ICT Policy and Framework • ICT Security Control Policy • ICT User Access Management Policy • ICT Service Level Agreement Management Policy ○ (External Service Providers/Vendors) • CT Disaster Recovery Policy • ICT Data Backup Recovery Policy • ICT Standard Operating Procedure • Hardware and Software Standardization Policy	(2018 /02/09)
SCM Policy	(2018/05/30)
Budget Policy	(2019/05/30)
Property Rates Policy	(2018/05/30)
Petty Cash Policy	(2018/05/30)

Table 93: Policies and Plans

3.7.11.1 NDWEDWE BY-LAWS

The Municipality has the following By-Laws in place.

	Name of By-Laws	Completed	Reviewed	Date adopted by the Council, or comments on failure to adopt
1.	SPLUMA By-Laws	100%	Yes	2018/2019
2.	Final Rates Management By-Laws	100%	Yes	30 May 2017

Table 94:List of By-Laws

3.7.12 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
Ms. A. Ngcobo	Member

Table 95: 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 96: Bid Adjudication Committee Members

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

Table 97: Bid Evaluation Committee Members

3.7.13 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.

3.7.13 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.

Sub-Committees

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

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

3.7.14 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

3.7.14.1 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): s**ince 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 as follows:

- There is no manufacturing, commercial, tourism or tertiary services employment opportunities currently in the area.
- Overcoming difficulties in accessing tribal land for development opportunities.
- The backlog in the provision of basic services such as water, sanitation, electricity, and housing.
- Inadequate road infrastructure has negative impact on the economy as well as on the general accessibility to certain sections of the Municipality.
- Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, and cost-efficient housing.

3.7.14.2 PUBLIC/ STAKEHOLDER PARTICIPATION DURING IDP PROCESS

HOSTING WARD	WARD ATTENDING	VENUE	DATE	TIME
16	15, 16, 17,18,19	Msele Sports-field	05/11/2019	10h00
5	2,4,5,6	KwaDeda Sports-field	07/11/2019	10h00
8	1,3,7,8	Qinisani School	20/11/2019	10h00
12	9,10,11,12,13,14	Hloniphani Sports-field	04/12/2019	10h00
7	2,3,4,7,8	Ntola Sports-field	07/12/2019	10h00

Table 98:Public/ Stakeholder Participation during IDP process

Cluster 1:Date: 5 November 2019

Ward: 15, 16, 17, 18 and 19 at Msele Sport field

WARD	ISSUES
15	Emayekeni area compliments
16	Request grant for Ventekens
	Request one representation from Education
	Request Computer training
	Request for electricity at Nobanga area

	Reported that there was a disaster caused by hail storm
	Crèches operate without a permit
	Reported on housing issues
	Request lightning conductors
17	There are no water tankers at Embuyeni
	Requested progress of Esphamandla hall

Cluster 2: Date: 07 November 2019

Ward: 02, 04, 05, 06 at KwaDeda Sports-field

WARD	ISSUES
02	Request for water tankers at Ntabakhathaza
	Request for water tankers at Ngcwensa because the pumps are not working
04	Request water and security at Ezimpangeni
	Request for assisting disabled people
05	At KwaNgubane there is no access road and electricity
	Request for support on sports
	Enquired about the operating process for water tankers
	Housing is an issue in this ward
06	At eMahlabathini water pumps are not working, resulting in water being wasted
	Most of the standpipes are leaking

Cluster: 3:Date: 20 November 2019

Wards: 1,3,7,8 at Qinisani School

WARD	ISSUES
01	No water and electricity at Mshinini
	Voting station is far from Mnsonono
07	Follow up on the projects that were presented in the last Izimbizo

Cluster: 4:Date: 04 December 2019

Wards: 9,10,11,12,13,14 at Hloniphani Sports-field

WARD	ISSUES

9	Request for a bridge at Mayelisweni
	Request access road at Ozwathini
	Request renovations and security at Cana Hall
	No water at Montebello
11	Compliments on building an access road from the clinic to wards
	Request progress on housing projects
	Complaints regarding Eskom
12	Complaints regarding water
	Communities are not involved in demarcation processes
	There is no bridge at Sokhulu area
	Bad conditions of road D986 and DH36
	Request for housing at Mthebeni area
	Report of a tent for agriculture
14	Ntubeni area there was no public meeting called
	Complaints about councillors not responding to SMS's and calls
	Employment of local labourers

Table 99: Community Needs

3.7.15 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 100:Good Governance and Public Participation SWOT Analysis

3.7.16 WARD BASED PLANS

Ndwedwe Municipality has developed for 19 ward based plans in consultation with the community and all affected stakeholders. These plans inform the municipalities budgeting and ensuring that the budget is highly influenced by the needs of the community. In preparation of the fourth generation IDP a series of ward meetings/engagements took place to confirm wards based community needs. All ward-based plans of the 19 wards are considered in the IDP process. Ward based plans are attached as **Annexure V** that were initiated for the 2020/2021 new financial year. The table below indicate ward priorities per ward.

PROJECT DESCRIPTION	WARD	PRIORITY
WARD 1	**WARD**	**PRIORTIY**
Electricity	1	1
CDC: Glendale, Hullets, Msonono and Tshepula	1	2
Access Roads: Nhlangwini, Pheyane	1	3
Housing: Msonono, Hullets and Parukapad	1	4
Nhlangwini Hall renovations	1	5
Glendale cemetery	1	6
Nhlangwini Clinic	1	7
WARD 2	**WARD**	**PRIORTIY**
Water	**2**	1
Electricity Type 2	**2**	2
Dalibho CDC	2	3
Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo – NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe.	2	4
Nsuze Sport ground Renovations	2	5
Wewe Clinic	2	6
Speed humps at Nsuze and Shelembe (Done)	2	7
Road: D1518, D1619- D2490	2	8
Vulamehlo, Gcwensa, Creches, Dalibho	2	9
Housing	2	10
Mabutho Hall	2	11
Skills Development	2	12
Agricultural Development and Youth Development	2	13
Tourism Development	2	14
Sanitation Infill	2	15
Co-operatives Support	2	16
Grazing Camp	2	17
WARD 3	**WARD**	**PRIORITY**
Mthombusa CDC	3	1
Waterfall School access road	3	2
Housing	3	3
Land	3	4
Nyangaye Access Road	3	5

Waterfall creche	3	6
Waterfall camp fencing	3	7
Glendale camp fencing	3	8
KwaMagwaza cemetery	3	9
Glendale CDC renovation	3	10
Mthombisa Access Road	3	11
Clinic	3	12
Waterfall community garden fencing	3	13
Glendale deepening tank	3	14
Agriculture: Village	3	15
College : Sawing Skills	3	16
Electricity Infill's: Gweni and Mkhumbuzi	3	17
Department Roads: P716, D1511, L1090, D869 and D1604	3	18
WARD 4	**WARD**	**PRIORITY**
CDC Ngcongangconga and Phambela	4	1
Access Road: Myayiza, Mahlashaneni, Okhalweni, Phoyiseni and Kwanzuza	4	2
Mjobhozini Bridge and Computer centre in Umvoti	4	3
Creche: Mandlakazi and Ovanzini	4	4
Halls Renovations: Ezimpangeleni, Chibini and Mjota	4	5
Creche Renovations: Zimpangeleni, Sioni and Chibini	4	6
Sports field : Ovanzini, Phambela, Chibini and Mandlakazi	4	7
Dipping Tank :Kwandevu and wind mill Zimpangeleni	4	8
Mlamula Phase 2 Eco Housing	4	9
Shopping Centre Mvoti	4	10
Taxi Rank Mvoti	4	11
WARD 5	**WARD**	**PRIORITY**
Water supply	5	1
Access Roads: Wollongo, Mahlabathini and Mathwala	5	2
Renovation: KwaDeda Club houses	5	3
Connection of KwaDeda Sport field lights	5	4
Electricity tubing of Nambithani Hall	5	5
Zichwayini/Ngunjini Creche	5	6
Housing: Mlamula Phase 2	5	7
Infill's: Electricity and Sanitation	5	8
Electricity Reconnection of Deda Sportground	5	9
Agricultural Co-operative Development	5	10
WARD 6	**WARD**	**PRIORITY**
Access Roads: Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhuza, 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
Matsheketsheni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10

WARD 7	**WARD**	**PRIORITY**
Housing	7	1
Mvuadla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, Mdanda and Qumiataba Road	7	2
eTsheni Bridge	7	3
Sports Field: Hlalakahle	7	4
Zakhele Library	7	5
Sthukzise Creche renovations	7	6
Lightning conductor	7	7
Water and Sanitation	7	8
Luthuli Community Hall	7	9
Creches: Zakhele, Gogovuma and Mary grey	7	10
Fencing gardens:Isinandi, Sinamuva, Xanyana and Faya.	7	11
Regravelling of (D1617, D891 and D1629)	7	12
Clinic: Luthuli clinic	7	13
May Grey Signage	7	14
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheel Chair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza	7	15
Hospice	7	16
eTsheni Tourism Development	7	17
WARD 8	**WARD**	**PRIORITY**
Electricity	8	1
Water	8	2
Housing	8	3
Umhlali Foot Bridge	8	4
Access Road: Mcathu, Makhalegijima, Ntabamhlophe, Maqongqwane and Tsheni	8	5
Mcathu Sportfield	8	6
Creches: Masibumbane and Thokozani	8	7
WARD 9	**WARD**	**PRIORITY**
Electricity Khanyisa sport field	9	1
Sotobe sport field	9	2
Goge sport field	9	3
Mayekelisweni sport field	9	4
Nhlangakazi sport field	9	5
Housing RDP	9	6
Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads	9	7
Electricity	9	8
Creches: Montobello, Mayekelisweni, Ozwathini and Nhlangakazi	9	9
Renovation Mantobela hall	9	10
Ozwathini and Nhlangakazi CDC	9	11
Sanitation	9	12
Business Centre/ Market Stall	9	13
WARD 10	**WARD**	**PRIORITY**
Halls: Maqokomela and Dikwayo (hall renovations)	10	1
Market Stalls (Magongolo renovations)	10	2
Creche: Magongolo	10	3

Grazing Camp: Magongolo	10	4
Access road: Nkumbanyuswa,	10	5
Access Road (Magongolo , Vilakazi)	10	6
Access Road (Magongolo, Esgodini) maintenance	10	7
Access Road (Magongolo to Dikwayo) maintenance	10	8
Sportfield Dikwayo	10	9
WARD 11	**WARD**	**PRIORITY**
Access Roads: Nsimbini, Ntathakusa to Mayika, Mwolokohlo to Sjoti, D1509 and D864	11	1
Creche: Sibonelo and Sanguphe	11	2
Mayika Sport Ground	11	3
Renovation of Matholamnyama Sport Ground	11	4
Renovation of Thabang Luthuli Hall	11	5
Matholamnyama bridge	11	6
Sonkombo Hospice	11	7
Co-operatives Support	11	8
Toilets	11	9
Nkumbanyuswa Housing project	11	10
Qadi Housing project	11	11
Industrial Development	11	12
Fencing of Community Gardens	11	13
Nozandla Tourism	11	14
WARD 12	**WARD**	**PRIORITY**
Bridges: Sokhulu and Mgezengwana	12	1
Access roads: Engosini, Ekhohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase	12	2
Halls: Sthupha, Ezibomvini Khohlwa hall	12	3
Sport fields: Ezibomvini, Ekhohlwa,Mthebeni, Nkwambase, Hloniphani and Ngedleni	12	4
P715 Tar Road (From Cell C to Noodrburg Road)	12	
Hloniphani Multi-Purpose Centre	12	5
Solar Gysers	12	6
Streetlights	12	8
Creches: Mthebeni, Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	9
Kwambase Clinic	12	10
Mgqwayini Primary School	12	11
Tourism Development	12	12
Housing (Qadi)	12	13
WARD 13	**WARD**	**PRIORITY**
Umsunduze, Emakhawula and Entaphuka CDC	13	1
Nhlabamkhosi to Epitsini regravelling	13	2
Electricity at Lihlithemba	13	3
Electricity infill's	13	4
01601 (Mbeki Tuck shop to Ejikeni Tar)	13	5
Nhlabamkhosi bridge (concrete steep)	13	6
Masango Creche and Preschool	13	7
Vumizono Steep Concrete (Mona Road)	13	8
Inhlabamkhosi Creche	13	9

Housing	13	10
WARD 14	**WARD**	**PRIORITY**
Umdloti Bridge	14	1
Nompande Sportsfield	14	2
Electricity infill	14	3
Toilets infill	14	4
Bhanoyi Road	14	5
Edabe Creche	14	6
Ezindlovni -Jele Road	14	7
Mthebeni Bridge	14	8
Bhethemu Road	14	9
Edabe Road	14	10
School (Msunduze/ Bhanoyi)	14	11
WARD 15	**WARD**	**PRIORITY**
Ogunjini project Phase 2, Type 2 Eskom and Ndwedwe	15	1
Roads: Mayekeni, Shakavillage(Mnguni Road) and Mzileni, Nhlabathi, Phewa	15	2
Ndwedwe Centeral Indoor Sports Centre	15	3
Nyongwana and Ngwane Road (concrete	15	4
Cricket Sports field	15	5
Art and Culture Centre	15	6
Qadi housing project	15	7
Nkumbanyuswa housing project	15	8
15 Boreholes (iLembe or Public Works)	15	9
Crèches: Mzamo,Mpungeni, Mzokhulayo and Mutwa/Madimeni	15	10
Geysers	15	11
Mzokhulayo Sports field and Netball court	15	12
Swimming Pool Academy	15	13
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
Renovationns: 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	16	16

WARD 17	WARD	PRIORITY
Water	17	1
Mdloti Bridge	17	2
Housing	17	3
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	4
Toilets	17	5
Access Roads: Gem road, Khalweni road, Magawini road, Sxubhelo	17	6
Road: P716, D1543, A3826, L1042	17	7
Grazing camp	17	8
Street lights	17	9
Networks	17	10
Type 2 Electricity	17	11
Mathonsi Sports field	17	12
Fencing of gardens	17	13
Maintenance of springs	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	18	11
D1512 Road Construction	18	12
Renovation of KwaShangase Hall	18	13
Renovation: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
WARD 19	**WARD**	**PRIORITY**
Electricity Infill's: Mantingwane and Mahedeni	19	1
Housing	19	2
Grazing Camps Inkambu	19	3
Agricultural projects Co-operative Support	19	4
Access Roads: Mantingwane and Zishozini	19	5
Matshungutshu Road and Bridge	19	6
Halls: Simamane and Hlophe	19	7
Creches: Hlophe and Mangangeni	19	8
P102 Tar Road	19	9
Mkhukhuze Market	19	10
Water and Sanitation	19	11
Mdloti Bridge	19	12

Table 101: IDP WARD PRIORITRES

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

Table 102: Internal Members of the JMPT

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

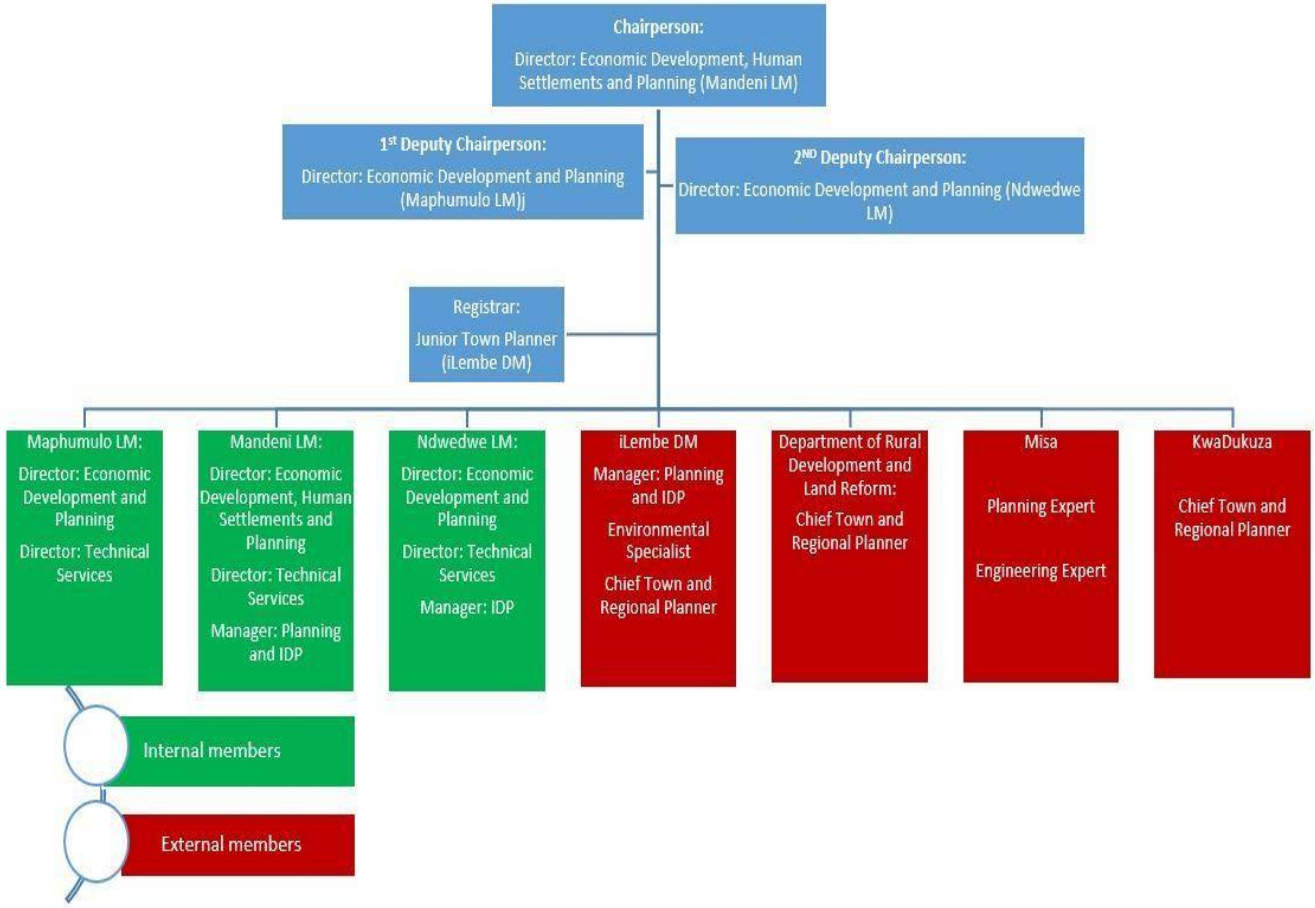


Figure 10: JMP Membership within iLembe district

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 2019/2020 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 meeting, 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 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 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 11: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
			To establish Traffic Department
		Re-alignment of the Finance Department Organogram	To review Finance Department Organogram to ensure that the department is sufficiently staffed to perform its function effectively
			Minimum competency for all staff members to ensure competent staff are employed and retained

Table 103: 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 104: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 105: 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 106: Basic Services and Infrastructure

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
National Outcomes	**KZN Strategic Goals**	**Ndwedwe LM Goals**	**Strategic Objectives for 5 years**
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 107: Institutional Transformation and Organisational Development

The Ndwedwe IDP is also aligned to the 2020/2021 Service Delivery and Budget Implementation Plan to measure, monitor the performance and achievements. The table below shows the National Outcome, Strategic Objectives and Projects for the 2020/2021 financial year.

NATIONAL KPA	OUTCOME 9	KZN PGDS	STRATEGIC OBJECTIVE	IDP/ SDBIP REF NO.	PROJECTS
Good Governance and Public Participation	A responsive, accountable, effective and efficient local government system	3: Human and Community Development and 7: Governance and Policy	To enhance organisational performance and compliance	MM-01-20/21	Internal Audit Reporting to Audit Committee
				MM-02-20/21	Tabling of Annual Report 2020/2120 to Council within 9 months after the end of a financial year
				MM-03-20/21	Tabling of Oversight report on the AR 2020/2120 to Council by no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)
				MM-04-20/21	Reviewed Performance Management Framework
			To ensure enhancement of good governance and public participation and To strengthen partnership with various stakeholders through communicating municipal business .	MM-05-20/21	IDP/Budget/PMS Process Plan 2021/2022
				MM-06-20/21	Annual IDP Review
				MM-07-20/21	Speaker Izimbizo
				MM-08-20/21	Mayoral/IDP Izimbizo
				MM-10-20/21	Ward Committees Training
				MM-11-20/21	Ward Committees Quarterly Meeting
				MM-12-19/21	Mayoral Media slots
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	MM-13-20/21	Monitoring performance of effective enterprise risk management
				MM-14-20/21	Review performance of effective enterprise risk management
				MM-15-20/21	Risk Management
				MM-16-20/21	Enterprise Risk Management Register
				MM-17-20/21	Enterprise Risk Management Policy and Framework
				MM-19-20/21	Anti-Fraud and Corruption Strategy & Policy
			To promote sports within local communities	MM-20-20/21	Sports Development programmes
				MM-21-20/21	Women in Sport Symposium
				MM-22-20/21	ECD's sport day
				MM-23-20/21	Municipal Sport Award
				MM-24-20/21	Salga Games (males and females football,netball males and females,cricket,tennis,indigen

					ous games,athletics,boxing,karate, swimming,rugby,basketball,valleyball,dance
				MM-25-20/21	Mayoral Sports Development Cup Tournament
				MM-26-20/21	Sports and Recreation Capacity Building Workshops
			To provide educational guidance to local citizens and To provide career and job searching skills to the local unemployed	MM-27-20/21	Job Readiness Programme
				MM-28-20/21	Youth in business (SMME) Seminar
				MM-29-20/21	Youth IDP
				MM-30-20/21	Examination Prayer
				MM-31-20/21	Youth Summit
				MM-32-20/21	Top Achievers Awards Ceremony
				MM-33-20/21	Junior Council Launch
				MM-34-20/21	Youth Revolutionary Programmes
				MM-35-20/21	Grade 12 Career guidance Expo programme
			To preserve our History and heritage and To provide educational guidance to local citizens	MM-36-20/21	Miss Heritage
				MM-37-20/21	Faith based Youth Forum
				MM-38-20/21	Young Local Artists Support Workshop
				MM-39-20/21	Ndwedwe Boys Camp
				MM-40-20/21	Drivers Licence Programme Code 10
				MM-41-20/21	Youth Council Advisory Meeting
Infrastructure and Service Delivery	**A responsive, accountable, effective and efficient local government system**	**1: Inclusive economic growth 4: Strategic Infrastructure**	**To facilitate provision of infrastructure throughout the municipality**	TS-01-20/21	Ngonyameni Access Road
				TS-02-20/21	Zondo Access Road
				TS-03-20/21	Nhlabamkhosi to Epitsini Access Road
				TS-04-20/21	Nembeni Access Road
				TS-05-20/21	Etsheni Access Road
				TS-06-20/21	Gudlintaba Access Road
				TS-07-20/21	Mangangeni CDC
				TS-08-20/21	KwaNovimba Access Road
				TS-09-20/21	Chamani Access Road
				TS-10-20/21	Noorsburg Access Road
				TS-11-20/21	Nhlangwini Sports field
				TS-12-	Mandlakazi Sports field

				20/21	
				TS-13-20/21	Completion of Hloniphani Hall & Creche Ward 12
				TS-14-20/21	Ndwedwe Testing Station Intersection
				TS-15-20/21	INEP Electrification Ward 1, 4 & 9
				TS-16-20/21	Type 2 Electrification (Ward 17,16,19,15,14,12,11,6,3)
				TS-17-20/21	Augmentation of Water Supply for EDP and Ndwedwe Main Office
				TS-18-20/21	Johnny Makhathini Hall Renovations
				TS-19-20/21	Maintenance Projects (Ward 1,2,3,4,5,6,8,10,11,12,14,16,17,19)
				TS-20-20/21	Rehabilitation of Nhlangano Access Road Ward 4
				TS-21-20/21	Rehabilitation of Cemetery Access Road Ward 15
				TS-22-20/21	Mary Grey Sport Centre Phase 2
				TS-23-20/21	Generator Installation-EDP Offices & Bhamshela Thusong Centre
				TS-24-20/21	Ndwedwe Street Lights
				TS-25-20/21	EPWP - Waste management
				TS-26-20/21	Capital expenditure monitoring
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	TS-27-20/21	Monitoring performance of effective enterprise risk management
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	A responsive, accountable, effective and efficient local government system	2:Human Resource Development		CS-01 20/21	Implement the Workplace Skills Plan (WSP)
				CS-02 20/21	Implement the Workplace Skills Plan (WSP)
				CS-03 20/21	Filling budgeted posts
				CS-04 20/21	Implement, test and maintain ICT system backups
				CS-05 20/21	Convening of ICT Steering Committee
				CS-06 20/21	Conduct bi-annual municipal data recovery
				CS-07 20/21	Ctrack System
				CS-08 20/21	Fleet Management
				CS-09 20/21	Community skills support programme
				CS-10 20/21	Council support services
			To improve , attract, develop and retain human capital	CS-11 20/21	Council support services
				CS-12	Security Services Reports

				19/20	
				CS-13 20/21	Drafting of Service Level Agreements (SLA)
				CS-14 20/21	Training on Policies and Legislations
				CS-15 20/21	Occupational, Health and Safety meeting
				CS-16 20/21	
				CS-17 20/21	Internal and external bursaries awarded
				CS-18 20/21	Fleet repairs and maintenance reports
				CS-19 20/22	Employment Assistant Programs
				CS-20 20/21	Policies/plans/strategies reviewed and developed
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	CS-21-20/21	Monitoring performance of effective enterprise risk management
Financial Viability and Management	A responsive, accountable, effective and efficient local government system	Governance and Policy	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes; To ensure an effective advisory role to management and council; To ensure that the revenue of the municipality is collected and accounted; To ensure municipal budget complies with MFMA and Treasury regulations	F-01-20/21	Transactional mSCOA Reports
				F-02-20/21	Financial Reporting Section 71 MFMA Reports
				F-03-20/21	Financial Reporting
				F-04-20/21	Adjusted Budget for 2020/21
				F-05-20/21	Budget for 2020/ 2021
				F-06-20/21	Revenue Enhancement Strategy
				F-07-20/21	Revenue protection and enhancement
				F-08-20/21	Finances Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment, Budget, Indigent, Fixed Assets, Rates, Virement and Disposal)
				F-09-20/21	General Valuation Roll
				F-10-20/21	Screening of State Employees from SCM Database
				F-11-20/21	Appointment of Local Service Providers
				F-12-20/21	Governance Reports (Debtors Reconciliation Book)
				F-13-20/21	Property Rates Reconciliation
				F-14-20/21	Bank Reconciliation
				F-15-20/21	Investments
				F-16-20/21	Grant Register

				F-17-20/21	Creditors Payment
				F-18-20/21	Third Party Payments
				F-19-20/21	AFS 2019/20
				F-20-20/21	MFMA Quarterly report 2018/2019
				F-21-20/21	SCM report
				F-22-20/21	Monitoring performance of effective enterprise risk management
Local Economic Development	**A responsive, accountable, effective and efficient local government system**	**1:Inclusive economic growth; 3:Human & Community Development; 5: Spatial Equity**	To capitalize on tourism potential of the municipality ; To develop a resilient economy that creates sustainable decent jobs and reduces poverty; To ensure job creation; To facilitate co-ordinated planning and development; To upscale agriculture development in the municipality and To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	MM-1-20/21	Local Agricultural Indaba
				MM-2-20/21	Ndwedwe Music Festival
				MM-3-20/21	Maskandi Festival
				MM-4-20/21	Tourism Development
				MM-5-20/21	Community gardens support for Cooperatives
				MM-6-20/21	SMME Support
				MM-7-20/21	Cooperatives Development and Support
				MM-8-20/21	Training of Emerging Subcontractors support programme (capacity building for Grade 1-3)
				MM-9-20/21	Housing Forum
				MM-10-20/21	Development of Housing Sector Plan
				MM-11-20/21	LED Forum
				MM-12-20/21	Ndwedwe Town Development Project
				MM-13-20/21	Ndwedwe Land Use Management System
				MM-14-20/21	Spatial Development Plan
				MM-15-20/21	Review of LED Strategy
				MM-16-20/21	Agricultural Sector Plan
				MM-17-20/21	Purchase of Agricultural Items and Tools
				MM-18-20/21	Monitoring performance of effective enterprise risk management
Infrastructure and Service Delivery	**A responsive, accountable, effective and efficient local**	**3: Human and Community Development 7: Governance and**	To facilitate provision of infrastructure throughout the municipality	COM-01-20/21	Procurement of the Library Books
				COM-02-20/21	Municipal Waste collections
				COM-03-20/21	Municipal Waste collection

	governme nt system	**Policy**		COM-04-20/21	Integrated Waste Management Plan
				COM-05-20/21	Refurbished and Functional Telecentre
			To promote education of vulnerable children's/youth; To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government and To promote sports within local communities.	COM-06-20/21	Men's Dialogue
				COM-07-20/21	Women's day Commemoration Dialogues
				COM-08-20/21	Disability Safety awareness
				COM-09-20/21	Disability Games
				COM-10-20/21	Dress a child uniform campaign
				COM-11-20/21	Ingoma Yesintu Program
				COM-12-20/21	Orphans and Farm Workers Program
				COM-13-20/21	Christmas Program for Senior Citizens
				COM-14-20/21	Golden Games
				COM-15-20/21	Umkhosi Wesintu
				COM-16-20/21	Moral Regeneration event
				COM-17-20/21	Civil Society Forum
				COM-18-20/21	Ndwedwe HIV/Aids Day event
				COM-19-20/21	16 Days of Activism
				COM-20-20/21	Umkhosi Womhlanga
				COM-21-20/21	Operation sukuma sakhe(OSS) local task team meetings
				COM-22-20/21	Operation MBO
				COM-23-20/21	OSS Indaba
				COM-24-	Ndwedwe Social Ills Awareness

				20/21	
				COM-25-20/21	Disability and Senior Citizens Forum
				COM-26-20/21	Local Aids Committee Meetings
				COM-27-20/21	Ndwedwe Safety Prayer
				COM-28-20/21	Child Protection Program
				COM-29-20/21	Mandela Day Program
			To ensure prevention and mitigation against disasters	COM-30-20/21	Disaster Awareness Campaigns
				COM-31-20/21	Disaster Management Advisory Meetings
				COM-32-20/21	Local Disaster Management Workshops
				COM-33-20/21	Disaster Risk Reduction
				COM-34-20/21	Disaster Management Emergency Relief
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	COM-35-20/21	Monitoring performance of effective enterprise risk management

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 Class	**Description**
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

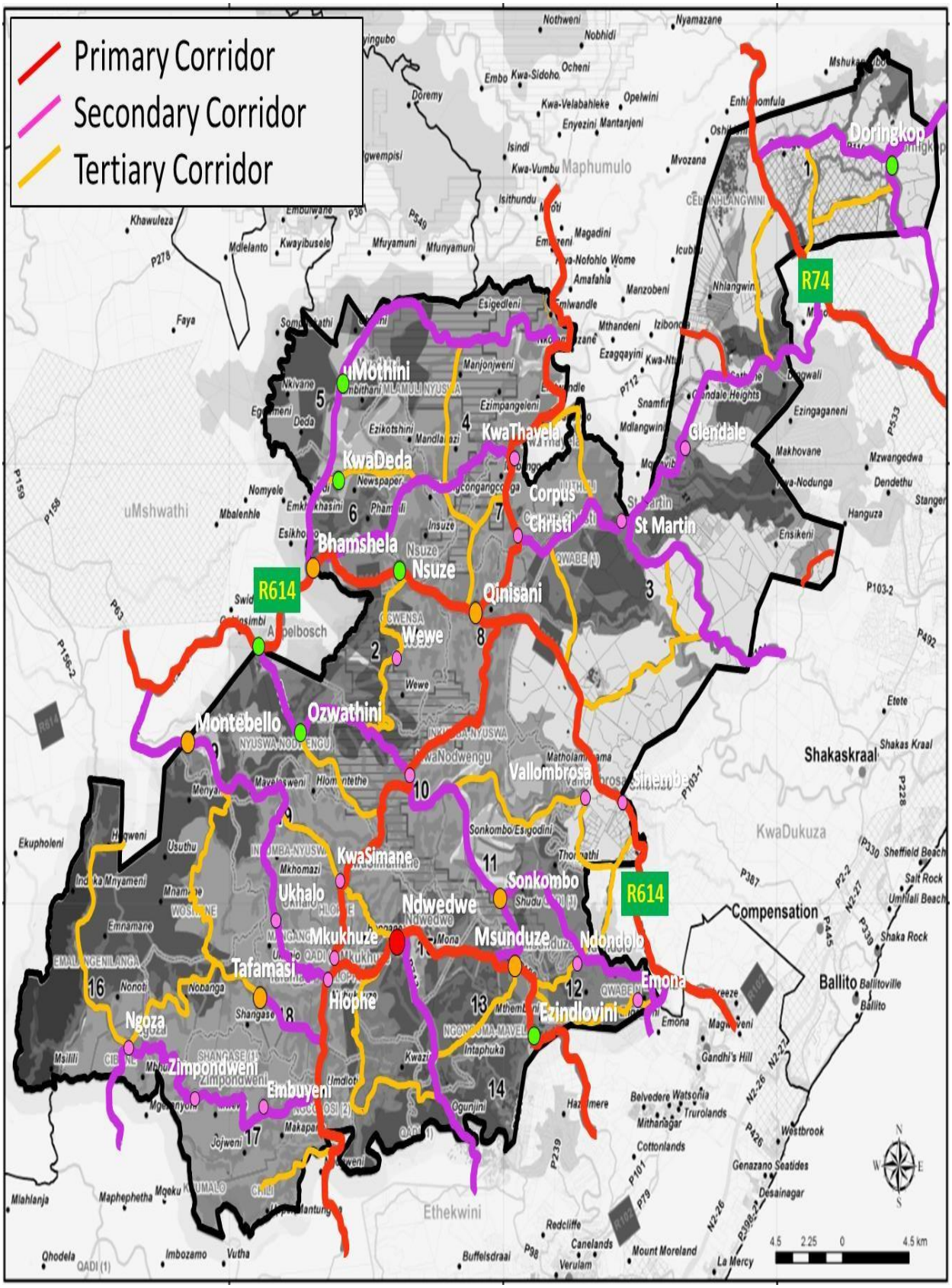
A high number of agricultural activities are located directly north of Ndwedwe Municipality, with firms such as Pannar Seeds also operating from this locality. In addition to this, a large portion of the western side of Ndwedwe Municipality is regulated by Act 70 of 1970, and is a high potential agricultural 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: 31: Ndwedwe draft SDF – Proposed Corridors (Source: Black Balance Projects, 2013)

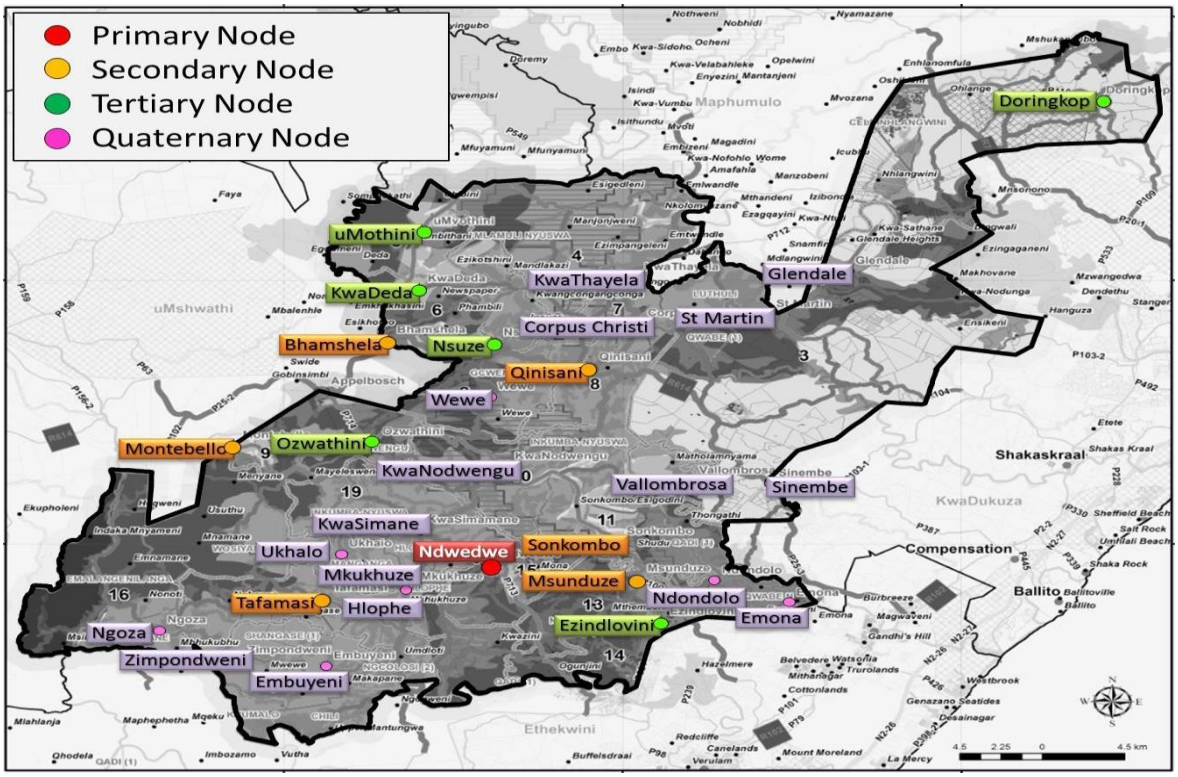
5.1.1.7 NODAL DEVELOPMENT (SERVICE CENTERS AND ACTIVITY POINTS)

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 108: 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: 32: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 109: 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 ▪ ElectricalSubstation (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 110: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 111: 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 12: 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 112: 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 13: 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 113: 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 114: 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 14: SOURCE: NDWEDWE SECONDARY NODES AREA BASED PLAN 2009

c) Tertiary Nodes

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

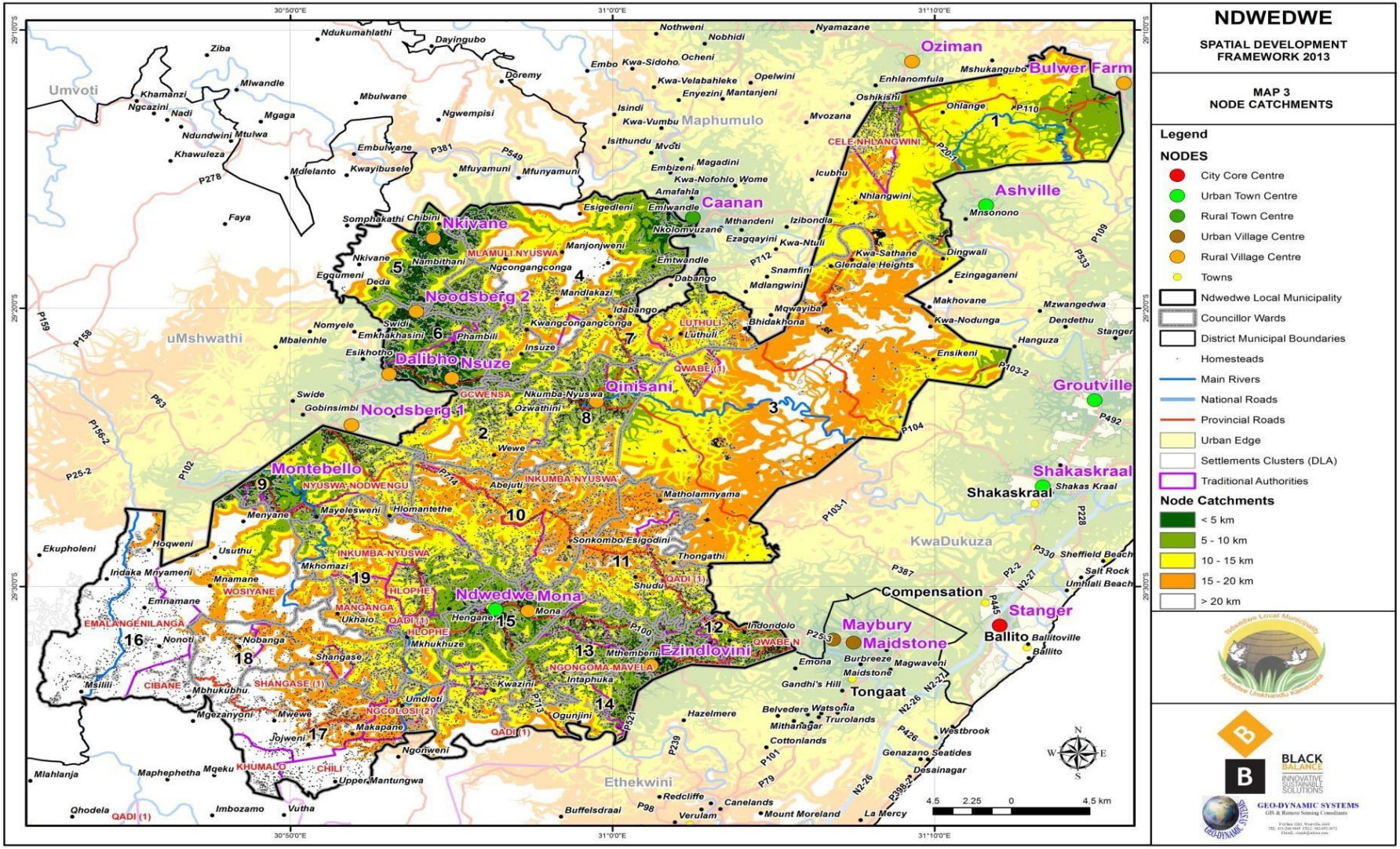
- Doringkop
- Ezindlovini
- Nsuze
- uMvothini
- KwaDeba
- Ozwathini

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: 33: 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

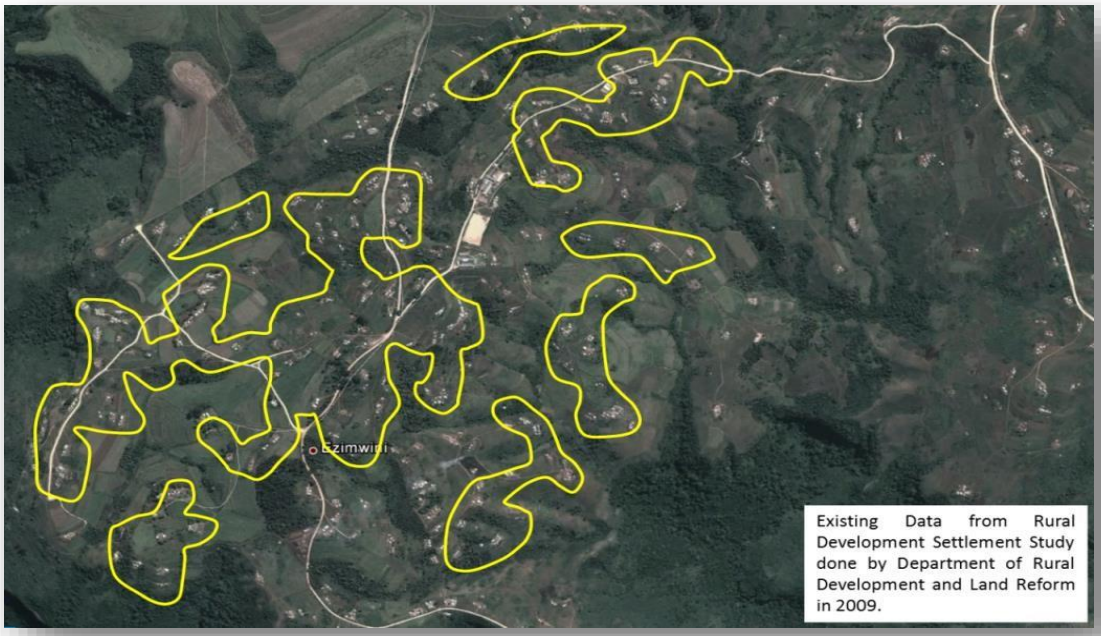
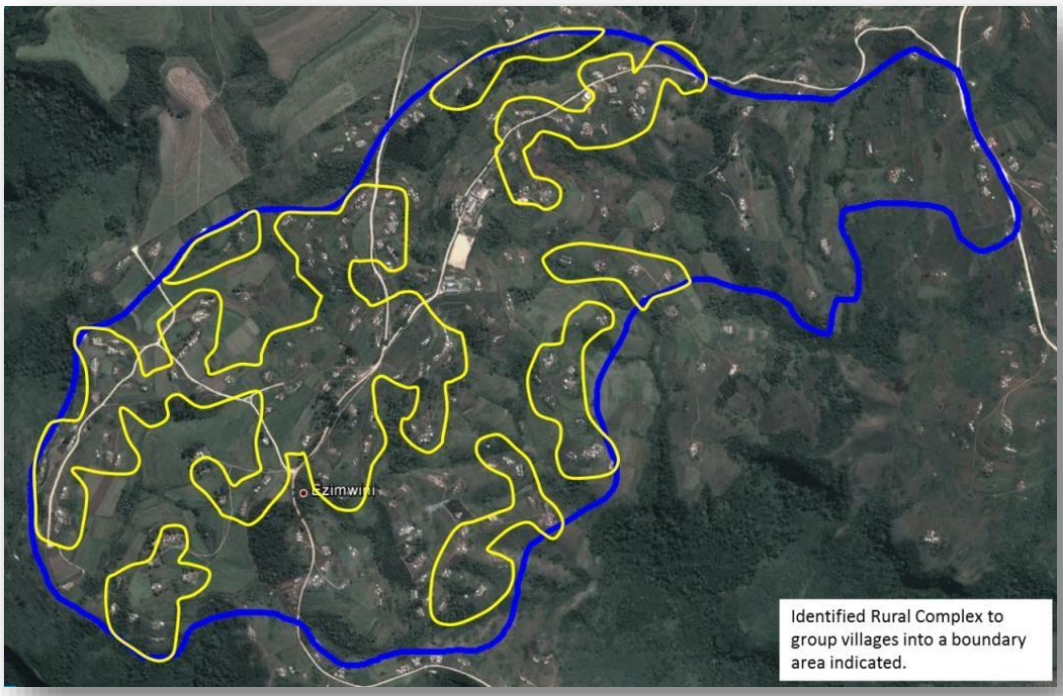


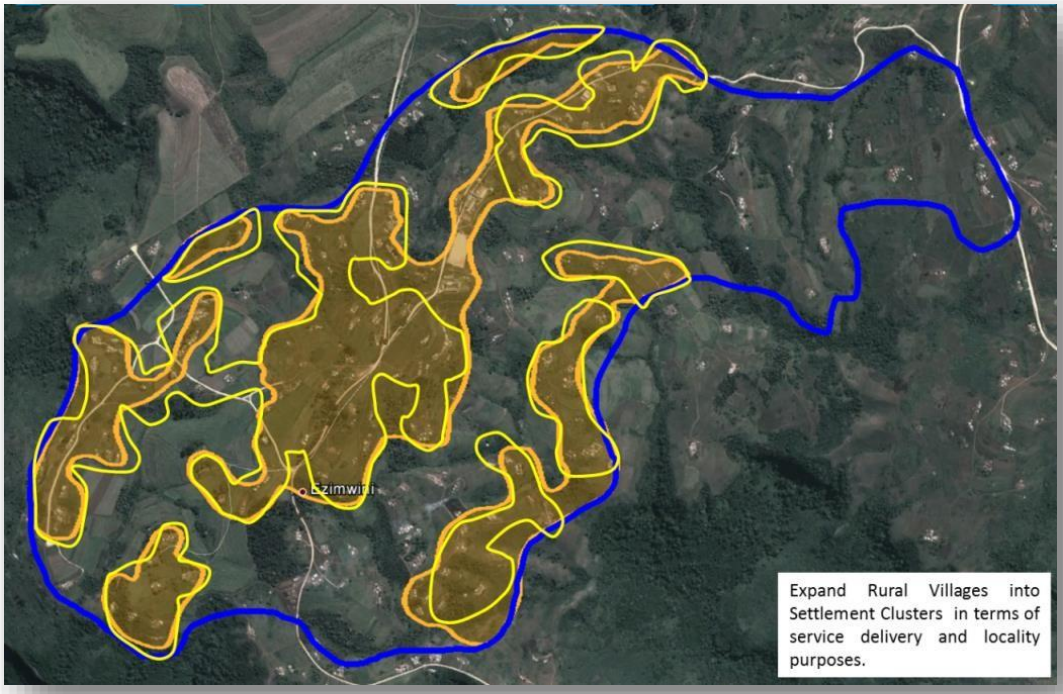
Figure 15: RURAL SETTLEMENT SPATIAL ANALYSIS (SOURCE: BLACK BALANCE PROJECTS)

2. Identify Rural Complex by Grouping Villages



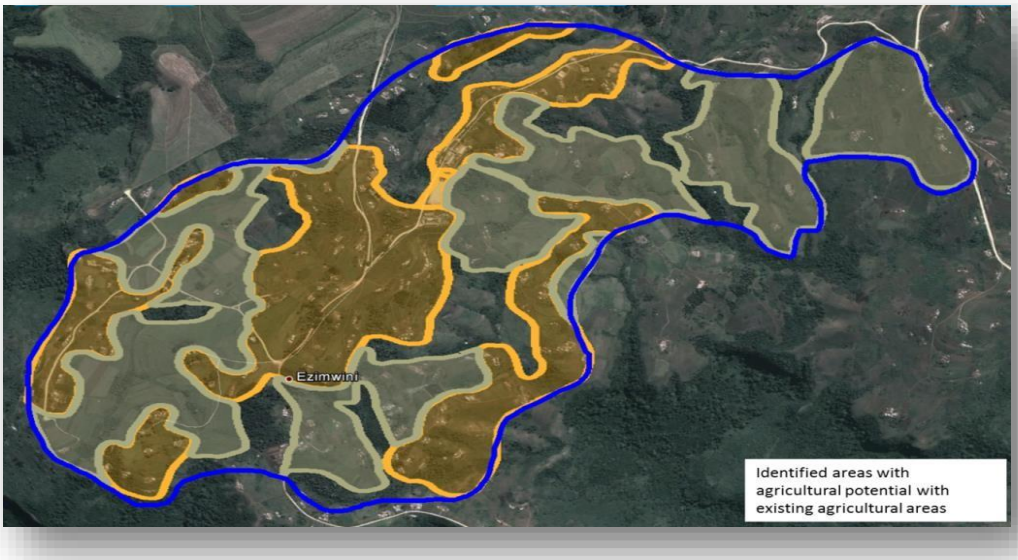
Source: Black Balance Projects, 2013

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



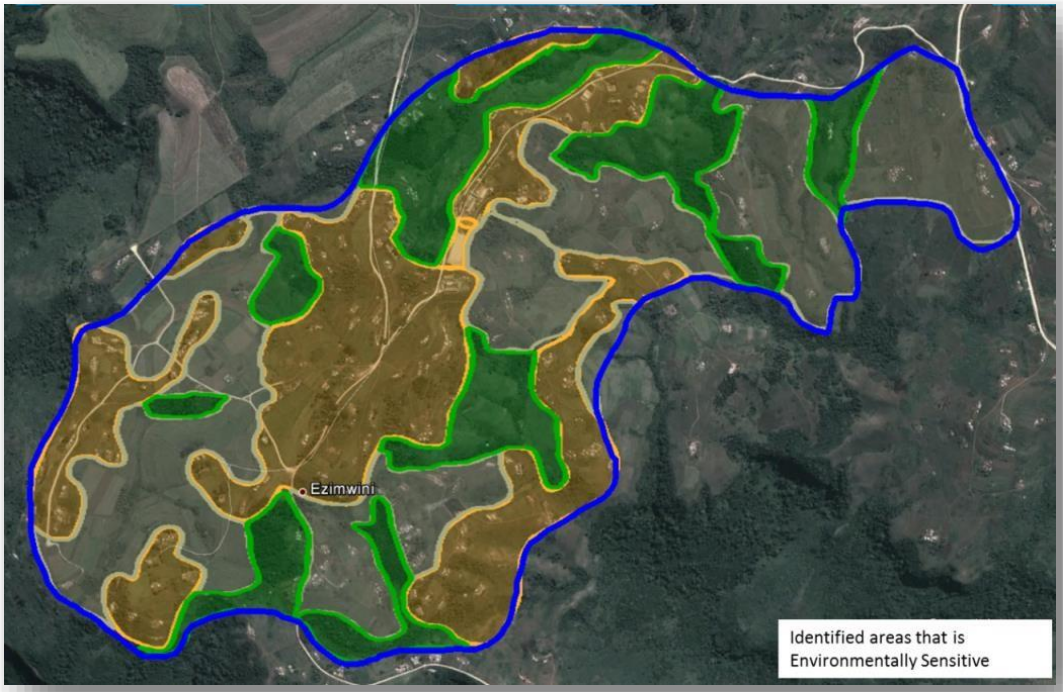
Source: Black Balance Projects, 2013

4. Identified areas with agricultural potential with existing agricultural areas



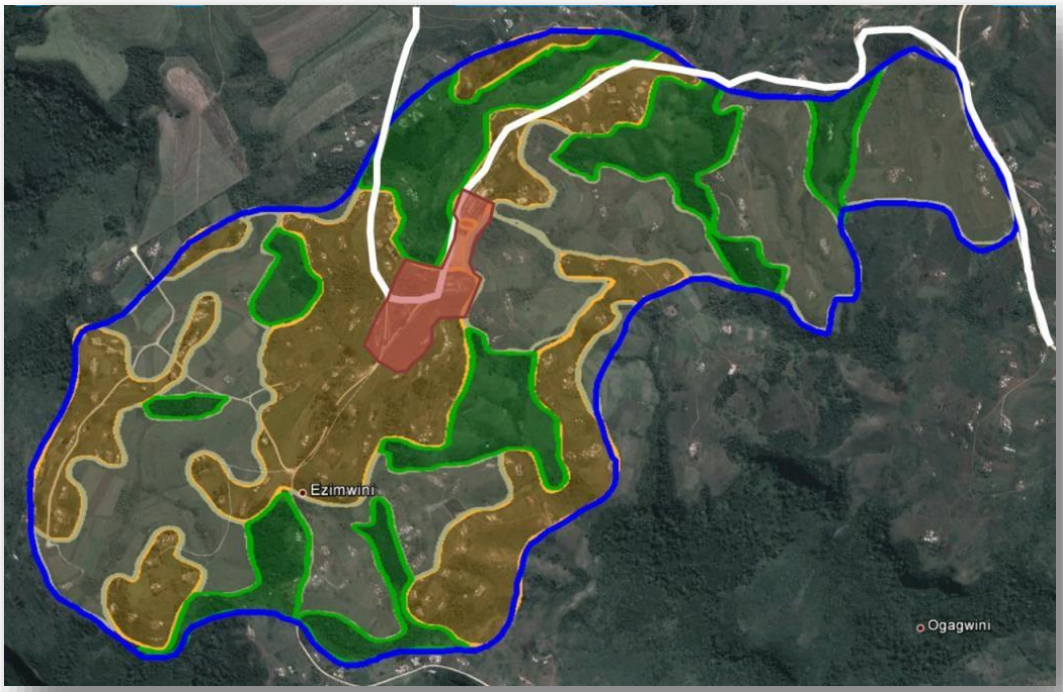
Source: Black Balance Projects, 2013

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 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

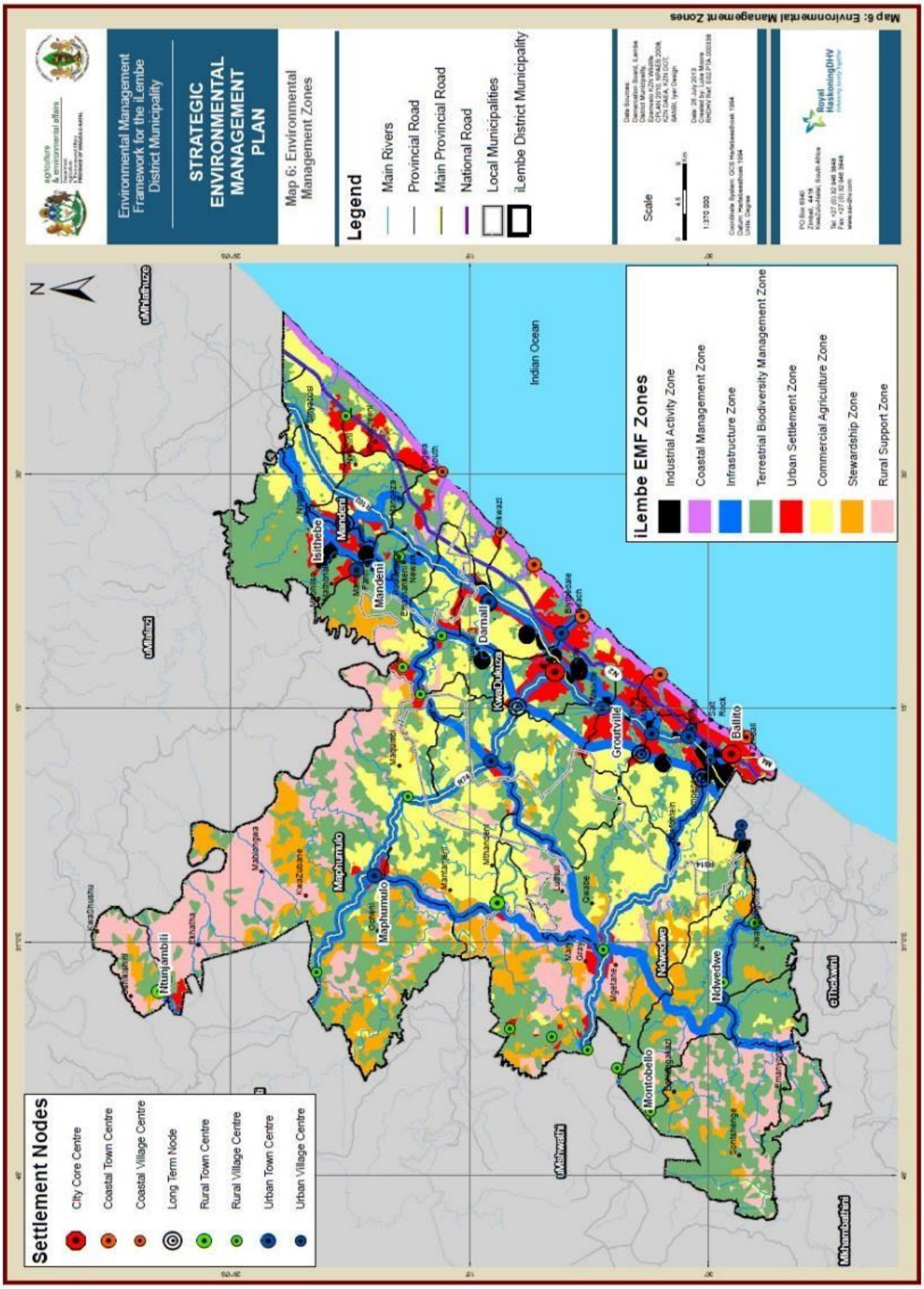
The KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA) is responsible for the protection of natural resources within the Province. In performing this function, the Department requires planning tools; the Environmental Management Framework (EMF) is one of such tools required 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.



Map: 34: Environmental Management zones (Source: EMF: ILembe District, 2014)

5.2.1.2 ENVIRONMENT PROJECT MATRIX

Focus Area	Projects	Budget (R)	Funding Source
Terrestrial Biodiversity Management a climate change	Development of Invasive a eradication plan for Ndwedwe	To be confirmed	Ndwedwe
	Invasive alien clearance programme through EPWP	To be confirmed	Ndwedwe
Climate Change	Development of climate cha 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 resou 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 115: 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 DEPARTMENT OF HUMAN SETTLEMENTS

	WARD NO.	**Project Name**	**PROJECT STAGE**	**MTEF (2019/2022)**		
				2019/2020 R (000)	**2020/2021 R (000)**	**2021/2022 R (000)**
	16, 18, 19	Emalangeni	Construction	10 220 120		
	14	Mavela Phase 2	Construction	11 792 400	35 255 616	32 715 340
TOTAL				**22 012 520**	**35 255 616**	**32 715 340**

6.2 DEPARTMENT OF EDUCATION

Project Name	Project Status	Programme Implementer	Budget 2019-20 R'000	Budget 2020-21 R'000	Budget 2021-22 R'000
AM MOOLA SECONDARY SCHOOL	Design	DoPW	310	0	0
BHIDAKHONA PRIMARY SCHOOL	Practical completion (100%)	DBSA	353	0	0
BHIDAKHONA PRIMARY SCHOOL	Construction 1% - 25%	ETHEKWINI	3 464	546	0
CHIEF NGONYAMA SECONDARY SCHOOL	Ready for tender	DoPW	310	262	0
CHIEF NGONYAMA SECONDARY SCHOOL	Design	DOPW	0	323	341
DALIBO PRIMARY SCHOOL	Design	DOPW	0	723	0
DIKWAYO PRIMARY SCHOOL	Practical completion - 100%	ETHEKWINI	22	0	0
DUBEYANE PRIMARY SCHOOL	Practical completion - 100%	INDEPENDENT DEVELOPMENT TRUST	0	75	0
DUMANE COMM SECONDARY SCHOOL	Design	DOPW	0	215	227
DUMANE COMMERCIAL HIGH SCHOOL	Ready for tender	DoPW	310	262	0
EMAKHASINI PRIMARY SCHOOL	Project initiation	DOPW	0	560	0
EMANYONINI SENIOR PRIMARY SCHOOL	Planning	DBSA	0	0	0
EMANYONINI SENIOR PRIMARY SCHOOL	Practical completion - 100%	DOPW	0	0	0
EMBUYENI PRIMARY SCHOOL	Ready for award	DoPW	854	297	0
EMKHAMBENI PRIMARY SCHOOL	Project initiation	DBSA	300	1 234	2 182
EZINDLOVINI PRIMARY SCHOOL	Ready for tender	DoPW	0	262	0
EZINDLOVINI PRIMARY SCHOOL	Design	DOPW	0	320	338
GASELA PRIMARY SCHOOL	On hold	DoPW	0	0	432
GCINIMFUNDO SECONDARY SCHOOL	Practical completion - 100%	DOPW	0	0	861

GCINIMFUNDO SECONDARY SCHOOL	Design	DoPW	0	0	0
GEM PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
GLENDALE PRIMARY SCHOOL	Design	DOPW	0	53	91
GLENDALE STATE AIDED FARM PRIMARY SCHOOL	Practical completion - 100%	ETHEKWINI	595	0	0
GOGOVUMA PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
HLALAKAHLE PRIMARY SCHOOL	Project initiation	DOPW	0	560	0
HLALAKAHLE PRIMARY SCHOOL	Construction 1% - 25%	ETHEKWINI	4 112	0	0
HULETT COMBINED PRIMARY SCHOOL	Tender (psp)	DBSA	0	0	112
IGUGULAMANYONI PRIMARY SCHOOL	Planning	KZNDOE	0	0	666
IGUGULAMANYONI PRIMARY SCHOOL	Ready for tender	DoPW	0	378	0
INSUZE-GCWENSA PRIMARY SCHOOL	Practical completion - 100%	INDEPENDENT DEVELOPMENT TRUST	55	0	0
INYANGANYE PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
ISAVIYO PRIMARY SCHOOL	Practical completion - 100%	DOPW	0	0	0
ISIFISOSETHU SECONDARY SCHOOL	Construction 76% - 99%	INDEPENDENT DEVELOPMENT TRUST	13 150	1 750	0
ISIGUDU JUNIOR PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
ISNEMBE SECONDARY SCHOOL	Design	DOPW	0	53	91
ITSHELENCWADI PRIMARY SCHOOL	On hold	DoPW	0	0	414
KHANYISA SECONDARY SCHOOL	Design	DOPW	0	328	346
KWANGOZA SECONDARY SCHOOL	Design	KZNDOE	0	4 691	5 829
KWANOKUSHO PRIMARY SCHOOL	Project initiation	DOPW	0	529	0
KWASHANGASE JUNIOR PRIMARY SCHOOL	Ready for tender	DoPW	0	524	0
KWASIMAMANE JUNIOR PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
LIHLITHEMBA SECONDARY SCHOOL	Practical completion - 100%	INDEPENDENT DEVELOPMENT TRUST	0	0	907
M I PARUK JUNIOR PRIMARY SCHOOL	On hold	DoPW	0	0	414
M L SULTAN KRANTZKLOOF	Project initiation	DOPW	1 527	0	0

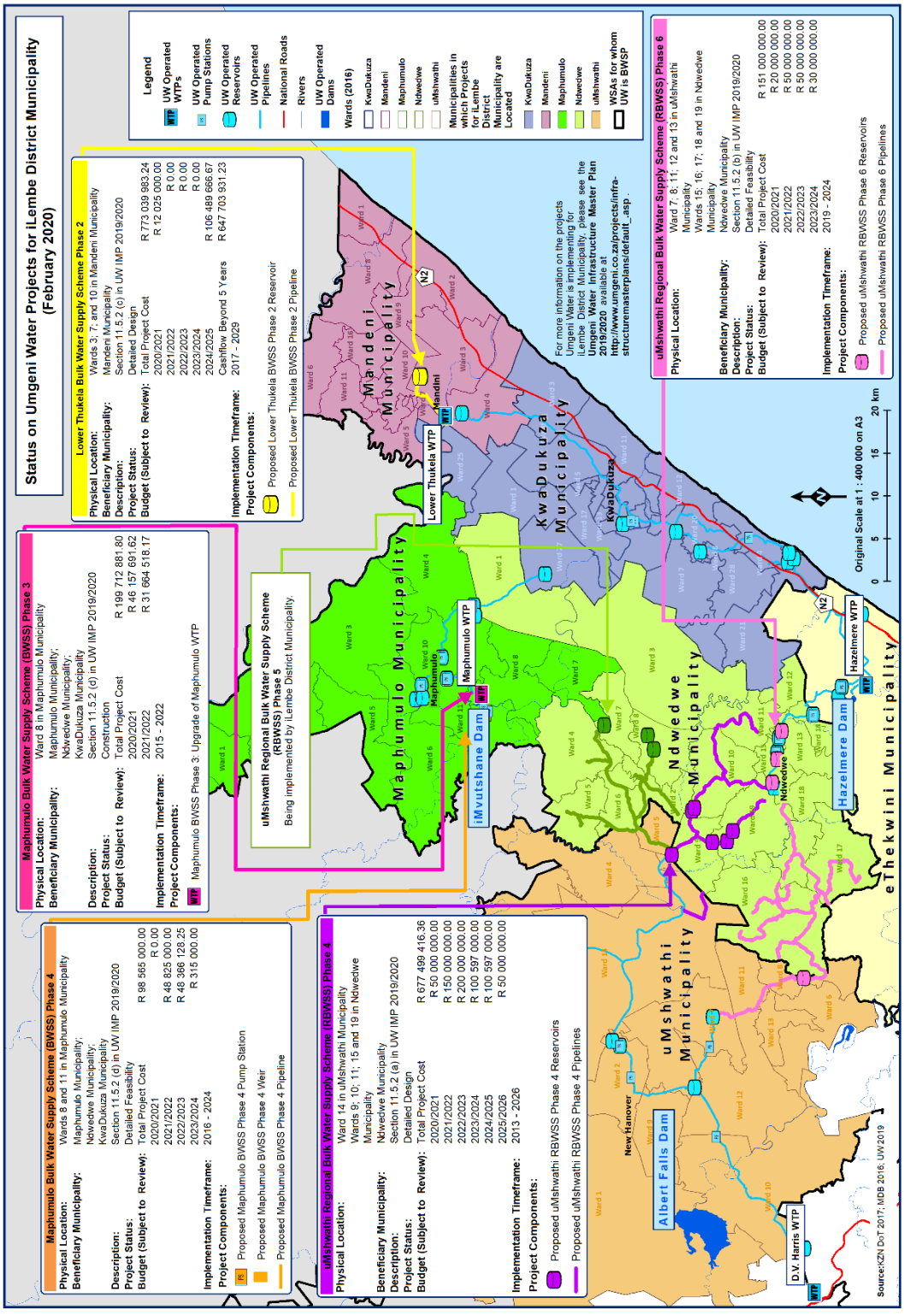
PRIMARY SCHOOL					
MABAYANA SECONDARY SCHOOL	Design	DOPW	0	338	357
MABAYANA SECONDARY SCHOOL	On hold	DoPW	0	0	414
MAGONGOLO PRIMARY SCHOOL	Ready for award	DoPW	1 289	715	0
MAGUDWINI J SECONDARY SCHOOL	Project initiation	DOPW	0	0	0
MAHLUBE SECONDARY SCHOOL	Project initiation	DOPW	1 145	0	0
MANABA SECONDARY SCHOOL	Ready for award	DoPW	417	378	0
MANABA SECONDARY SCHOOL	Design	DOPW	0	408	430
MANQONDO JUNIOR PRIMARY SCHOOL	On hold	DoPW	0	0	414
MANQONDO PRIMARY SCHOOL	Tender	DOPW	0	414	709
MANZINI SECONDARY SCHOOL	Practical completion - 100%	DOPW	0	0	1 360
MASHIYAMAHLE SECONDARY SCHOOL	On hold	DoPW	0	0	414
MASHIZA PRIMARY SCHOOL	On hold	DoPW	0	0	414
MASIMDUMISE JUNIOR PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
MASIMDUMISE PRIMARY SCHOOL	Design	DBSA	400	215	227
MATHABATHA PRIMARY SCHOOL	Practical completion - 100%	ETHEKWINI	22	0	0
MAYELESWENI PRIMARY SCHOOL	Construction 1% - 25%	ETHEKWINI	3 595	0	0
MCATHU PRIMARY SCHOOL	Pre-feasibility	DOPW	0	1 716	855
MCATHU PRIMARY SCHOOL	Practical completion - 100%	INDEPENDENT DEVELOPMENT TRUST	0	18	0
MEPHO JUNIOR PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0
MGEZENGWANE PRIMARY SCHOOL	On hold	DoPW	0	0	405
MLAMULANKUNZI PRIMARY	Ready for tender	DoPW	0	420	0
MQEDI SENIOR PRIMARY SCHOOL	On hold	DoPW	0	0	0
MSHIYANE HIGH SCHOOL	On hold	DoPW	0	0	0
MSHIYANE SECONDARY SCHOOL	Design	DOPW	0	419	442
NDABENHLE PRIMARY SCHOOL	Construction 1% - 25%	ETHEKWINI	5 543	0	0
NDODEMBI PRIAMARY	Design	DOPW	0	723	1 363

SCHOOLS					
NGAYIPHI PRIMARY SCHOOL	Ready for tender	DoPW	311	262	0
NGCONGANGCONGA HIGH SCHOOL	Practical completion - 100%	ETHEKWINI	595	0	0
NGCONGANGCONGA SECONDARY SCHOOL	Planning	KZNDOE	0	0	486
NGUNGWINI SECONDARY SCHOOL	Design	INDEPENDENT DEVELOPMENT TRUST	1 081	262	0
NHLANGAKAZI PRIMARY SCHOOL	Ready for award	DoPW	1 154	430	0
NOMBIKA SECONDARY SCHOOL	Design	DOPW	0	313	330
NONDABULA PRIMARY SCHOOL	Ready for tender	DoPW	305	436	0
NONDABULA PRIMARY SCHOOL	Practical completion (100%)	DBSA	200	0	0
NOODSBERG PRIMARY SCHOOL	Design	KZNDOE	0	5 876	4 691
NOORDSBERG PRIMARY SCHOOL	Construction 1% - 25%	ETHEKWINI	8 946	0	0
NOVIMBA JUNIOR PRIMARY SCHOOL	Design	DoPW	310	0	0
NOVIMBA PRIMARY SCHOOL	Design	KZNDOE	0	1 972	2 960
NQAKATHELA SECONDARY SCHOOL	Project initiation	DOPW	0	723	3 035
NQAKATHELA SECONDARY SCHOOL	Design	DOPW	0	365	385
NQAKATHELA SECONDARY SCHOOL	Design	DOPW	0	1 766	908
NSONONO PRIMARY SCHOOL	Project initiation	DOPW	0	560	0
NTABAKAKHATHAZA PRIMARY SCHOOL	On hold	DoPW	0	0	0
NTABASKOP PRIMARY SCHOOL	On hold	DoPW	0	0	0
NTATHAKUSA PRIMARY SCHOOL	Ready for award	DoPW	1 164	451	0
NTENDENI PRIMARY SCHOOL	Design	DoPW	311	0	0
NTENDENI PRIMARY SCHOOL	Design	DOPW	0	723	2 390
OZWATHINI PRIMARY SCHOOL	On hold	DoPW	0	0	0
PARUKABAD PRIMARY SCHOOL	Design	DOPW	0	608	0
PHAMBELA PRIMARY SCHOOL	Ready for tender	DoPW	310	262	0

PHUZULWAZI SECONDARY SCHOOL	Design	INDEPENDENT DEVELOPMENT TRUST	498	195	0
QALAKAHLE SECONDARY SCHOOL	Ready for tender	DoPW	0	436	0
QALIMFUNDO PRIMARY SCHOOL	Design	DoPW	1 134	510	0
QHUBAKAHLE PRIMARY SCHOOL	Ready for award	DoPW	1 433	1 018	0
QILI LOWER PRIMARY SCHOOL	Practical completion - 100%	ETHEKWINI	22	0	0
SAKHUMUZI PRIMARY SCHOOL	Project initiation	DOPW	0	0	0
SAKHUMUZI PRIMARY SCHOOL	Ready for tender	DoPW	0	436	0
SIMUNYE SECONDARY SCHOOL	Construction 1% - 25%	ETHEKWINI	2 729	476	0
SINENHLANHLA SECONDARY SCHOOL	Ready for tender	DoPW	0	0	0
SINENHLANHLA SECONDARY SCHOOL	Design	DOPW	0	53	91
SINENHLANHLA SECONDARY SCHOOL	Feasibility	DOPW	0	278	293
SION PRIMARY SCHOOL	Practical completion - 100%	ETHEKWINI	595	0	0
SIPHIWE SECONDARY SCHOOL	Ready for tender	DoPW	315	0	0
SIQONDOKUHLE JUNIOR PRIMARY SCHOOL	Ready for tender	DoPW	310	0	0
SISEBENZILE SECONDARY SCHOOL	Ready for tender	DoPW	310	0	0
SITHELOSETHU PRIMARY SCHOOL	Construction 1% - 25%	ETHEKWINI	4 401	0	0
SIYAPHUMULA SECONDARY SCHOOL	Planning	DBSA	498	372	0
SONTSHENGE PRIMARY SCHOOL	Ready for tender	DoPW	311	0	0
SOTOBE SECONDARY SCHOOL	Practical completion - 100%	DOPW	200	0	0
SOTOBE SECONDARY SCHOOL	Design	DoPW	310	0	169
THAFAMASI COMBINED PRIMARY SCHOOL	Ready for tender	DoPW	312	0	0
UBUHLEBEPHUPHO PRIMARY SCHOOL	Design	DOPW	0	723	0
UBUHLEBEPHUPHO PRIMARY SCHOOL	Tender (psp)	DBSA	498	372	0
UBUHLEBESIZWE JUNIOR SECONDARY SCHOOL	On hold	DoPW	0	350	105
UKUZAMAKWETHU	Practical	DBSA	200	0	0

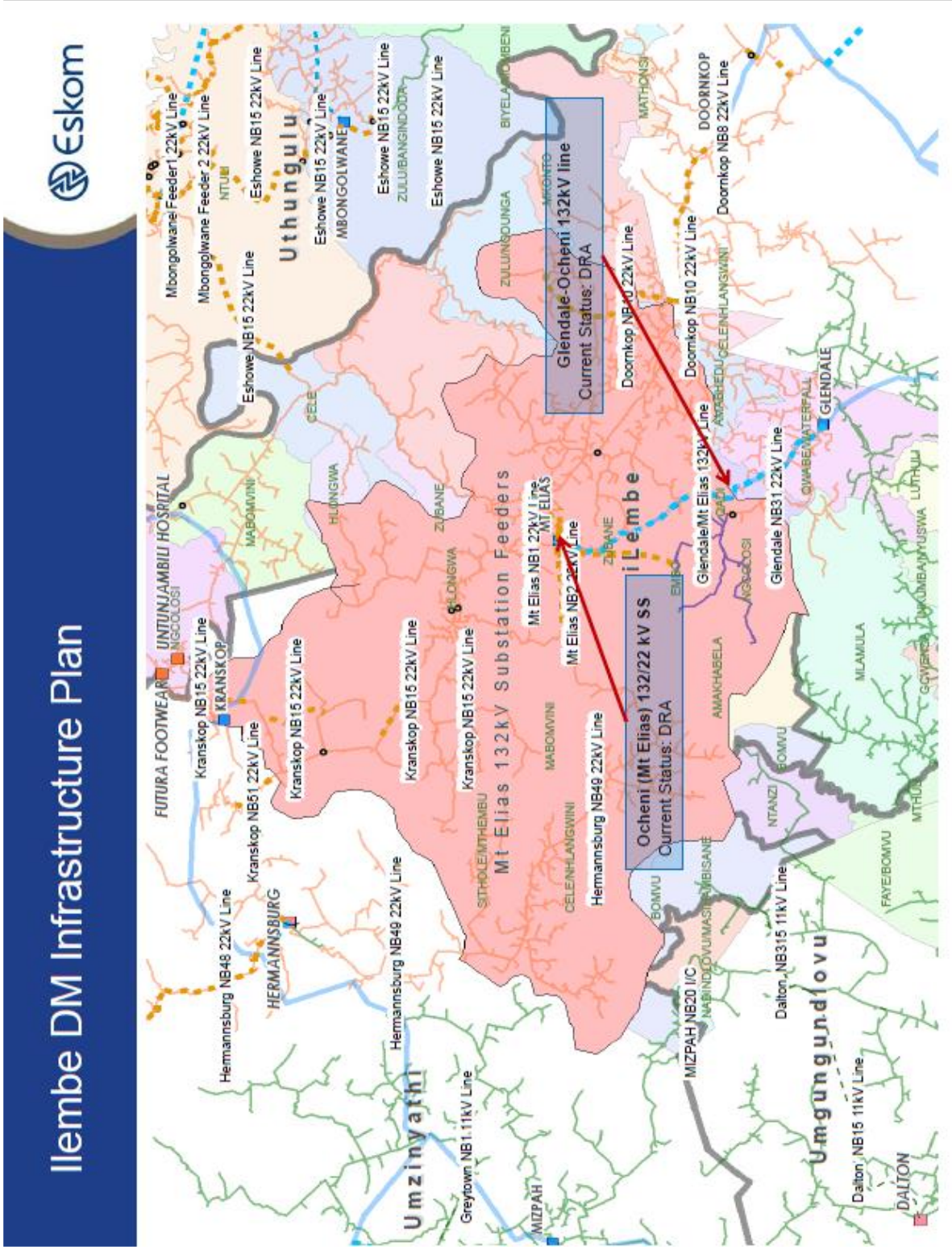
SECONDARY SCHOOL	completion (100%)				
UMSUNDUZE SENIOR PRIMARY SCHOOL	Feasibility	DOPW	0	1 444	1 164
UNYAZI PRIMARY SCHOOL	Project initiation	KZNDOE	0	215	227
UYIKHULU SECONDARY SCHOOL	Construction 76% - 99%	INDEPENDENT DEVELOPMENT TRUST	2 400	0	0
WATERFALL COMBINED SCHOOL	Practical completion - 100%	DOPW	200	0	0
WOSIYANE SECONDARY SCHOOL	On hold	DoPW	0	101	30
ZUBANE PRIMARY SCHOOL	Design	DOPW	0	3 000	3 878

6.3 UMGENI WATER



Map: 35: Umgen Water Projects

6.4 ESKOM



Map: 36: ESKOM Infrastructure

	Project Description	Project Status	Construction Start Date	Schedule Completion Date
1	Mandini 132/11 kV 20 MVA Transformer Upgrade	Finalized		
2	Mangethe 8km 132 kV Kingbird Loop in/Loop out	Finalized		
3	Mangethe 132/11 kV 20 MVA SS est	Finalized		
4	Ndwendwe-Appelsbosch 132kV line establishment -	Conceptual stage	Beyond 2025 (Project not funded)	
5	Glendale 132/22kV Substation Capacity Increase from 7.5MVA to 20MVA.	Finalized		
6	Glendale NB30 SWER line Upgrade	Finalized		
7	Ocheni 132/22 kV 20 MVA Substation Establish	Design stage	Partially Funded	Beyond 2015
8	Glendale - 2 Additional MV feeders to split Glendale NB30	Finalized		
9	Mandini-Amatikulu 132kV line – Customer project	Conceptual stage	The project will be triggered by Amatikulu's commitment to co-generate and will be initiated as a DIRECT CUSTOMER project.	
10	Appelsbosch 11-22kV Conversion	Finalized	Partial Conversion Finalized	

6.5 DEPARTMENT OF AGRICULTURE PROJECTS

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2018/2021)		
			2018/19 R000	2019/20 20 R000	2020/202 1 R000
12	Production inputs & Water Tank	Planning	R179	R179	0
11	Fencing & Production Inputs	Planning	R 100	R 100	0
10,16,19,7,8&4	Material for goat shed and breeding stock	Planning	R209	R209	R209
4,8,10,16,1977	Fencing material,production inputs,working tools	Planning	R290	R290	R290
4,8,10,16,19&7	Fencing material,production inputs,working tools	Planning	R109	R109	R109
16	Fencing material,production inputs	Planning	R80	R80	R80
9	Fencing Maaterial,working implements	Planning	R11	R11	R11
4,8,10,16,19&7	Fruit trees,fertilizer	Planning	R29	R29	R29
15	Erect Fencing	Planning	R150	R150	R150
9	Rehabilitation of Dam	Planning	R350	R350	R350
18	Rehabilitation of Dam	Planning	R350	R350	R350
19 &2	Fencing of Grazing camp	Planning	R 300	R 300	R 300
16	Fencing of Grazing camp	Planning	R 300	R 300	R 300
16	Installation of borehole	Planning	R120	R120	R120
18	Installation of borehole	Planning	R120	R120	R120

CHAPTER 7: FINANCIAL PLAN

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

7.1 OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET

The draft 2020/2021 IDP covers a three-year synopsis of the municipal capital and operational budget, to address service delivery challenges. The tables below indicate capital expenditure over the next three financial years:

Description	Operating budget (R)	Capital Budget (R)
Final Annual budget 2020/2021	197 898 000	85 322 000
Indicative Budget 2021/2022	208 887 000	44 798 000
Indicative Budget 20222/2023	220 042 000	49 458 000

Table 116: Three-year Municipal Budget

Operating Revenue Framework

Description	Operating budget (R)	Capital Budget (R)
Final budget 2019/2020	184 548 000	67 834 000
Adjusted Budget 2019/2020	184 946 000	65 696 000
Final Budget 2020/2021	197 898 000	85 322 000

Table 117: Operating Revenue Framework

Operating Expenditure Framework

Description	Operating budget (R)	Capital Budget (R)
Approved budget 2019/2020	184 438 000	67 834 000
Adjusted Budget 2019/2020	184 879 000	65 696 000
Approved Budget 2020/2021	197 832 000	85 322 000

Table 118: Operating Expenditure Framework

7.2 LIST OF FINANCIAL STRATEGIES

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2018/19	2019/120	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 119: Ndwedwe Financial Strategies/Management plan

7.3 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 and 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.

7.4 EXPENDITURE BY DEPARTMENT

Summary of expenditure by department in respect of operating budget

Department Description	**Approved Budget 2020/2021 (R)**	**Indicative budget 2021/2022 (R)**	**Indicative budget 2022/2023 (R)**
Office of the MM	31 461 000	32 885 000	33 875 000
Corporate Services	41 106 000	42 892 000	44 866 000
Budget and Treasury Office	48 899 000	51 017 000	53 301 000
EDP	16 019 000	16 349 000	17 289 000
Community Services	18 965 000	19 166 000	20 052 000
Technical Services	21 905 000	22 912 000	23 966 000
Council General	19 477 000	20 373 000	21 310 000
TOTAL EXPENDITURE	**197 832 000**	**205 594 000**	**214 658 000**

Table 120: Summary of expenditure by department

7.4.1 FINANCIAL CHALLENGES

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.

7.5 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

- **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 2020/2021 financial year, and to achieve this, the Municipality has tasked itself with ensuring that there are no repeat findings in 2020/2021, 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

7.6 BUDGET PROJECTIONS 2019/2020 to 2020/2021 MTREF

Description	**Current year 2019/2020**		**Medium Term Revenue & expenditure Framework**		
	Original Budget R,000	Adjusted budget R,000	Approved Budget 2020/2021 R,000	Budget year+1 2021/22 R,000	Budget year+2 2022/23 R,000
Expenditure by type					
Employees related cost	62 105	58 840	66 202	69 315	72 647
Remunerations of the councillors	15 327	15 327	16 247	16 994	17 776
Debt impairment	3 000	3 000	2 500	2 615	2 735
Depreciation & asset impairment	21 000	21 000	22 000	22 880	23 870
Finance charges	N/A	N/A	N/A	N/A	N/A

Other expenditure	83 006	86 712	90 883	93 804	97 660
Total operating expenditure	**184 438**	**184 879**	**197 832**	**205 594**	**214 658**
Total Capital Expenditure	67 834	65 696	85 322	44 798	49 458
TOTAL EXPENDITURE	**252 272**	**250 575**	**283 154**	**250 392**	**264 116**

Table 121:Budget projections 2019/to 2023

- 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 2020/2021 to 2022/2023 by determining the required income to fund expenditure.

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 2019/2020**		**Medium Term Revenue & expenditure Framework**		
	Original Budget R ,000	Adjusted budget R ,000	Final Budget 2020/21 R,000	Budget year+1 2021/22 R,000	Budget year+2 2022/23 R,000
Revenue by source					
Property rates	17 566	17 566	18 989	19 862	20 776
Services Charges			100	105	109
Rental of facilities and equipment	600	555	605	633	662
Interest earned – external investments	11 000	10 600	11 000	11 506	12 035
Interest earned – outstanding debtors	800	800	800	837	875
Other revenue	1 301	2 144	559	585	612
Transfers recognised - operational	153 281	153 281	165 845	175 360	184 972
Total revenue (excluding capital transfer and contributions)	**184 548**	**184 946**	**197 898**	**208 887**	**220 042**

Table 122:Medium Term Revenue & expenditure Framework

The table above illustrates that operating budget is 83.8% funded by grants in 2020/2021 financial year; 85.2% in 2021/2022 and 86.2% in 2022/2023.

- From the table above it is concerning to note that property rates will only account for 9.6% of the total operating revenue in 2020/2021 financial year, and looking at the past three consecutive years, the Municipality's collection rate is sitting at average collection rates of 65%, meaning only 65% of this 9.7% will realistically be realised in 2020/2021 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 is sitting at 42% in 2020/2021; 42% in 2021/2022 and 42% in 2022/2023 financial year, and these figures are inclusive of Councillors' allowances as well.

7.7 CAPITAL INVESTMENT FRAMEWORK

The capital and investment framework 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.

- The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- The financial model is dependent on the 2019/2020 budget which has been used as the base year,
- The critical financial inputs are project operating costs, loans, sources of funding and terms of borrowing
- 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 2020/2021 DRAFT BUDGET PROCESS

Note that spending plans outlined in the 2020/2021 Budget continue to support government's commitment to broadening service delivery and expanding investment in infrastructure, while taking into account the constrained fiscal environment. South Africa's economy has continued to grow, but at a slower rate in 2019/2020 financial year. GDP

growth reached 0.3 per cent in 2019/2020 and is expected to grow at 0.9 per cent in 2020/2021.

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.

7.8 INFLATION FORECASTS

Ndwedwe municipality have taken into account the macro-economic forecasts during the preparation of 2020/2021 budget: the following table gives the GDP growth and CPI inflation indication.

Fiscal year	**2019/2020 Estimate (%)**	**2020/2021 (%)**	**2021/2022 forecast (%)**	**2022/2023 (%)**
Real GDP	0.3	0.9	1.3	1.6
CPI inflation	4.1	4.5	4.6	4.6

Table 123: Inflation forecasts (Source: Budget Review)

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.

7.9 REVISING RATES, TARIFFS AND OTHER CHARGES

In addition to the issues dealt with in MFMA Budget Circular 98, Ndwedwe local municipality has increased its property rates tariffs by 7%; which is broken down in 4.5% which is in line with recommendations by National Treasury and 1.5% anticipated growth in property rates.

CHAPTER 8: ANNUAL OPERATIONAL PLAN (SDBIP)

A COPY OF NDWEDWE LOCAL MUNICIPALITY SCORECARD-20202/2021 IS ATTACHED AS ANNEXURE W.

Ndwedwe Local Municipality's Organisational Scorecard details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003). The scorecard serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The scorecard facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The scorecard from which the SDBIP emanates shall be approved by the Council in June 2020. Both the scorecard and the SDBIP report on all the key performance indicators:

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

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 5years and is directly linked to the term of Council. For sustainable management of the budgeting and reporting practices; uniform norms and standards for ensuring transparency, accountability was established. The organizational scorecard was developed to provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities. Departmental Scorecards captures the performance of each department and they provide a comprehensive picture of the performance at that level. Departmental Scorecards (Performance Plans) are comprised of the key components highlighted in the customised municipal Scorecard to measure performance at an operational level.

CHAPTER 9: ORGANISATIONAL PERFORMANCE AND INDIVIDUAL MANAGEMENT SYSTEM

9.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1.1 LEGISLATIVE REQUIREMENTS

Outlined in Section 40 of the Municipal Systems Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers.

The Municipal Planning and Performance Management Regulations (2001) stipulates that a "municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players" (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Section 46 of the Municipal Systems Act (Act 32 of 2000), stipulates the following: -

"Annual performance reports

46.(1) A municipality must prepare for each financial year a performance report *reflecting*

(a) the performance of the municipality and of each external service provider during that financial year;

(b) a comparison of the performances referred to in paragraph (a) with targets set for

and performances in the previous financial year; and

(c) measures taken to improve performance.

(2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act."

The Reviewed Performance Management Framework and Policy has been enhanced to include the National Treasury Communications Directive: Framework for Managing Programme Performance Information (FMPPI). The Local Government Regulations on the appointment and conditions of employment of Senior Managers (Reg 21 of 17 January

2014) were also included in the reviewed framework, since it was promulgated after the adoption of the previous Performance Management Framework and Policy. It also includes, legislation that governs performance management in local government includes the Municipal Systems Act (MSA) and the Municipal Finance Management Act (MFMA). The performance management framework is reviewed annually to align with the best practice guidelines suggested by the then Department of Co-operative Government and Traditional Affairs of Kwazulu-Natal.

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

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

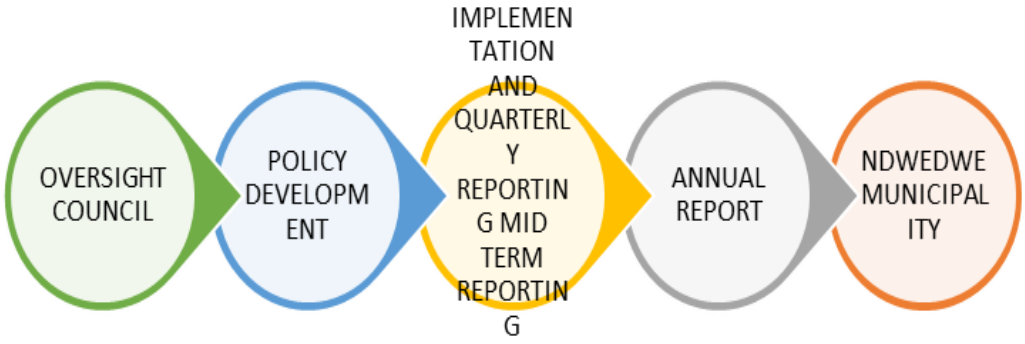


FIGURE 16: NDWEDWE OPMS

The Organisational Performance Management function of Ndwedwe Municipality is delivered by an internal Performance Management Unit within the Office of the Municipal Manager. The Performance Management unit consists of two permanent employees, i.e. one post of Manager: Performance Management and one post vacant of Performance Management Officer.

9.2 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 2020/2021 financial year the municipality will engage in a process of cascading PMS to lower levels.

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 annexure 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 Generals 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 impressing 100% score for Putting People first and more that 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 Backs program has clearly indicated its priorities and how it shall be implemented in the IDP.

ILEMBE DISTRICT		iLembe	KwaDukuza	Mandeni	Maphumulo	Ndwedwe
		SCORE	SCORE	SCORE	SCORE	SCORE
A	Putting People first	N/A	100%	100%	88%	100%
B	Delivering basic services	67%	32%	56%	68%	79%
C	Good Governance	73%	87%	93%	62%	92%
D	Sound Financial Management	21%	11%	11%	58%	32%
E	Building Capable Local Government Institutions	50%	13%	88%	100%	88%
TOTALS		51%	43%	60%	70%	72%

Table 124: 2nd Quarter Municipal Back to Basics Categorisation

ANNEXURES

ANNEXURE A DRAFT SDF

ANNEXURE B DISASTER RISK MANAGEMENT SECTOR PLAN

ANNEXURE C HUMAN RESOURCE STRATEGY

ANNEXURE D EMPLOYMENT EQUITY PLAN

ANNEXURE E THE LGSETA SUBMISSION

ANNEXURE E1 WORKPLACE SKILLS PLAN

ANNEXURE E2 SELECTION AND RECRUITMENT POLICY

ANNEXURE F ICT FRAMEWORK

ANNEXURE G MASTER WATER PLAN

ANNEXURE H MASTER SANITATION PLAN

ANNEXURE i IWMP

ANNEXURE J PAUPER BURIAL POLICY

ANNEXURE K NDWEDWE ASSET ROADS MAINTENANCE PLAN

ANNEXURE L LED STRATEGY

ANNEXURE M DRAFT INFORMAL ECONOMY POLICY

ANNEXURE N MUNICIPAL DRAFT CAPITAL BUDGET

ANNEXURE O INVESTMENT REGISTER

ANNEXURE P INDIGENT OUTCOME/REGISTER

ANNEXURE Q. AG REPORT FOR 2017/2018

ANNEXURE R AG REPORT FOR 2018/2019

ANNEXURE S AUDIT ACTION PLAN

ANNEXURE T RISK MANAGEMENT CHARTER

ANNEXURE T1 RISK REGISTER

ANNEXURE T2 OPERATIONAL RISK REGISTERS

ANNEXURE U ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

ANNEXURE V NLM WARD BASED PLANS FOR 2020/2021 FINANCIAL YEAR

ANNEXURE W DRAFT PERFORMANCE TOOLS FOR THE 2020/2021

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