

FIVE YEAR INTERGRATED DEVELOPMENT PLAN

REVIEW 2025/2026

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LIST OF ABBREVIATIONS

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

SECTION A:

Municipality Mayor's Foreword



HIS WORSHIP, THE MAYOR CLLR S.Z MFEKA

It gives me great pleasure to present to the communities the 2025/2026 Integrated Development Plan (IDP) Review. This IDP is particularly important as it provides a roadmap for the development of the municipal area throughout the Local Municipality. The priorities and strategic interventions of this Council will guide this IDP and subsequent reviews, were formulated during the Municipal Strategic Planning Session that was held on 03 - 07 March 2025 to confirm the municipality's vision, mission, strategic objectives and organogram in line with the government priorities and initiatives. Furthermore, to discuss and reflect on service delivery successes, challenges and measures to be implemented as well as planning for the new financial year 2025/2026.

This is the 2025/2026 IDP review which illustrates the Council's programme over the next 2 years that is committed to eradicating service delivery infrastructure backlogs through the Municipal Infrastructure Grant (MIG). The infrastructure projects that have been included in this IDP emanate from an appreciation of the many households that still do not have access to roads, clean drinking water, electricity and community (halls and sports fields). Our long-term development outlook for infrastructure to cater for the domestic and economic demands of our municipal area. The Council is proud of the milestones it has achieved in the 2023/2024 financial year which among others include handover of Hlalakahle Community Development Centre Ward 07 Umdloti Access Road Ward 17, Msengeni Community Development Cent Ward 08, Makhawula/Ntaphuka Community Hall Ward 13, Ethafeni Concrete Road Ward 08, Ndwedwe Disaster and Emergency Services Ward 15 and 95% complete with the Municipal Offices Phase 2 Ward 15.

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

The IDP is aligned to the country's pillars, the National Development Plan (NDP), Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks. To make processes and coordination seamless, government has also launched and promoted the District Development Model (DDM).

We are proud as this Council that we have been able to swim above the tide of all hindrances, and we remain steadfast in fast tracking service delivery in all our Key Performance Areas as we managed to achieve a 90% overall performance in 2023/2024.

As the Council, we will identify areas that need attention and causing bottlenecks and hindering service delivery drive. We are now at over 90% success rate in terms of electrification of all wards through department of mineral resources and Eskom partnerships. The municipality through its internal yellow plant continues to maintain its access roads. We remain anxious about the shortage of water in, but we believe we play our role of coordinating and assisting the district municipality where it requires our support. Umshwathi Bulk Water Scheme by iLembe District Municipality is in progress and promises to bring cleaning drinking water to many wards in Ndwedwe.

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

His Worship, the Mayor: Councillor S.Z Mfeka

The Structure of Local Municipality

Political Governance

The Council of Municipality is made up of 37 Councillors who were elected to serve the Council on 01 November 2021. The Municipality possesses all the authorities delegated to it by the Constitution as well as applicable national and provincial legislation. The Council has executive and legislative powers, as a result, the Council is responsible for making all of the Municipality's main decisions, including delegating authority to its principal Executive Committee, political office bearers, Council committees, and officials. Furthermore, the Council is made up of 6 political parties in the form of public representation, as follows:

Table 1: Representation of Political Parties

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

Local Municipality Ward Councillors 2021-2026

The list below indicates the number of Councillors as follows:

Table 2: Ward Councillors

Ward	Councillor Name & Surname	Gender	Political Party	Contact Number
Ward-1	Sihle Mhlongo	Male	ANC	0664146141
Ward-2	Nkosinathi Duddley Cyprian Maphumulo	Male	ANC	0765758091
Ward-3	Roman Mduduzi Cele (Speaker)	Male	ANC	0716407721
Ward-4	Mzokhona Mziwenhlanhla Khuzwayo	Male	ANC	0726264922
Ward-5	Thobani Nkwakhwa	Male	ANC	0828495786
Ward-6	Sipho Emmanuel Dladla	Male	ANC	0826130551
Ward-7	Nonsikelelo Nomfundo Ntetha (EXCO)	Female	ANC	0812082211
Ward-8	Samuel Zwengithini Mfeka (Mayor)	Male	ANC	0722466851

Ward-9	Nzuzo Cyprian Chamane	Male	ANC	0790213134 0736912709
Ward-10	Zethembe Wilfred Khoza	Male	ANC	0814773000
Ward-11	Mthokozisi Mthethwa	Male	ANC	0723359124
Ward-12	Leonard Mandla Ndlovu	Male	ANC	0723359124
Ward-13	Christopher Sibusiso Mbele	Male	ANC	0616871237
Ward-14	Zinhle Promise Ngwane	Female	ANC	0612115634
Ward-15	Phumelela Sibongiseni Shezi (EXCO)	Male	IFP	0762163608
Ward-16	Ephraim Sithembiso Khuzwayo	Male	IFP	0723451099 0725371584
Ward-17	Sthabiso Senzile Bhengu	Male	ANC	066322893
Ward-18	Lucky Stanley Moahloli	Male	ANC	0840249602
Ward-19	Reginald Sbonakaliso Hlophe	Male	IFP	0725880040

NDWEDWE LOCAL MUNICIPALITY PR COUNCILLORS 2021-2026

Table 3: PR Councillors

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

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

Council	The Municipality Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.
Exco	Executive Committee meetings are held monthly for the purposes of considering reports submitted by the respective portfolio committees prior their being presented to Council.
Portfolio Committees	Members of municipal departments hold meetings monthly wherein they deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:

Municipal Oversight Committee	The oversight committee is in place and meets regularly as per their scheduling. These are MPAC, Manco, Risk Committee and Audit Committee.
Audit /Performance Committee	The Audit/Performance Committee was appointed to assist Council in strengthening its role. The Committee comprises four (4) members who are highly qualified and are all external. The Committee met in the last financial year and is set to meet on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee is chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

Table 5: Traditional Leaders and Contact Details

AMAKHOSI ASENDWEDWE	
INKOSI'S NAME	CELL NUMBER
INkosi M Chili of KwaChili TC	078165 8342
INkosi Thulani P Cibane of KwaCibane TC	079-800-1733
INkosi MN Ndimande of Nsuze-Gcwensa TC	072-840-7568
INkosi BV Hlophe of KwaHlophe TC	078-332-4393
INkosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi)	076-320-8266
INkosi L Magwaza of KwaMagwaza	072-514-4794
INkosi VT Ngcobo of eMalangeni TC	084-411-5185
INkosi M.N Ndimande of Gcwensa TC	082-281 0291
INkosi MM Ngcobo Mlamula TC	076-786-0839
INkosi MA Ngcobo Mavela TC	073-317-1514
INkosi MW Qwabe Qwabe TC	073-060-0379
Inkosi BM KwaLuthuli TC	072-431-1214
Induna NP Zungu – on behalf of eMangangeni Traditional Council	0824383600
INkosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council	071-497-2036
INkosi B.M Ngcobo of Nodwengu Traditional Council	079-117-4053
INkosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall)	072-803-9669
INkosi R Nzama of Wosiyane Traditional Council	078-265-5545
Inkosi ZN Shangase Traditional Council	069 326 5102
Inkosi M Ngcobo Iqadi Traditional Council Induna ME Mdima	083-215-8012 078-479-9158

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

Table 6: Contact Details of EmaQadini Traditional Authority

	EMaQadini Traditional Council Induna Mdima AMaQadi Secretary This one has a section in Ndwedwe and eThekwini, but Induna sits on behalf of INkosi	 078-479-9158 079-236-6012

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

Municipal Manager's Overview

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

It is a pleasure for me to provide highlights and the considerable effort made by the Ndwedwe Local Municipality in strengthening governance structures, through the review and adoption of policies, procedures, improving systems and implementing new regulations. A review of the organisational structure was conducted to improve the functionality and alignment to the Municipality's strategy and to promote service delivery. This was informed by resolutions that was undertaken during Municipal Strategic Planning Session held on 03 to 07 March 2025 and which emphasis the issue of speeding up services to the community. This 2025/2026 IDP review contains goals, objectives, strategies, programmes and priorities of the Municipality. The Ndwedwe Local Municipality IDP review is aligned with the National and Provincial Government strategic directives.

The Municipality is mainly dependent on government grants and support. The Municipality achieved an unqualified audit opinion during 2021/2022, 2022/2023 and 2023/2024 financial year and an Auditor General Action Plan is in place to address the findings identified. Under Governance and Compliance, the Municipality has appointed a Disciplinary Board, an Audit and Performance Committee and Risk Management Committee are in place and functional.

The Manager Legal has been appointed on 1st May 2024. The Manager will assist the Council, review of policies, verbal and written legal advice regarding debt collection, by-laws, drafting contracts, interpretation of legal documents to Managers, Mayor, provide advice on all Labour matters, conduct Disciplinary Hearings and to promote Council with a legal tool.

It is worth to report the filling of all critical posts for Senior Managers. The Director Economic Development and Planning and Director Community and Social Services has been appointed on 1st July 2024.

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

It is worth to report during the current financial year, the Municipality allocated under **municipal infrastructure grant** an amount of **R34 473 000.00.** The highlights and achievements for Technical Services for Ndwedwe Municipality during 2024/2025 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG) and internal funding:

1. Maqokomela Community Development Centre Ward 10
2. KwaShangase Community Hall Ward 18
3. Khanyisa Sport field Ward 09
4. Ndwedwe Disaster and Emergency Services Ward 15 - Phase

Our Municipality continued to ensure that halls and Roads are being maintained as a result of this existing capacity. The Ndwedwe LM under the iLembe District Municipality has established 100% Ward Committees fully functional.

In conclusion, I would like to extend my sincere appreciation to the Mayor, Council, Staff and communities at large for their continued support during the formulation of this IDP. I am confident that the Administration, under my leadership, will steer this Municipality to greater successes in the future.

I thank you.

……

MR S.D.G KHUZWAYO

MUNICIPAL MANAGER

Administrative Governance

The Municipal Manager heads the administration of Municipality and has five directors reporting him. The municipality has six departments namely:

Table 7: Departments of Municipality

NO.	DEPARTMENT	POSITION
1.	Office of the Municipal Manager	Mr. S.D.G Khuzwayo
2.	Corporate Services	Ms. T.P Motaung
3.	Budget and Treasury (CFO)	Mr. X Hlekwane
4.	Community and Social Services	Mr. N Mkhwanazi
5.	Technical Infrastructure Services	Mr. M Mzolo
6.	Economic Development Planning Services	Ms. Z Khuluse

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

1. Executive Summary

The Final 2025/2026 Integrated Development Plan Review represents the 4th Review of the of Integrated Development Plan within the Republic of South Africa. This plan will be the primary strategic tool that will be utilised to guide the Municipal Council and Administration in achieving its goals for the period ending 2025/2026 and beyond.

In general, an IDP has a lifespan of 5 years that is linked directly to the term of office for local councillors but is reviewed every year to allow for necessary changes to be made. After every local government election, the new council has to decide on the future of the IDP, it can choose to adopt the existing IDP or develop a new one that takes into consideration existing plans.

Local municipalities in South Africa use IDPs as a method to plan present and future development in their respective areas. It is an approach to planning that involves the municipal officials and residents of those municipalities to find the best solutions to achieve positive long-term development, which acknowledges residents as people who best know what they need.

IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which states that: "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which-

i. Links, integrates and coordinates plans and takes into account proposals for the *development of the municipality.*

ii. *Aligns the resources and capacity of the municipality with the implementation of the plan.*

iii. *Complies with the provisions of this Chapter; and*

iv. *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

This Integrated Development Plan is reviewed and prepared in accordance with the KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs IDP Framework Guidelines and Chapter 5 of the MSA 32 of 2000.

1.1 Who Are We?

The 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. 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 Local Municipality, Maphumulo to the north, and KwaDukuza to the east. Local Municipality is a rural area located in the proximity of Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of 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.

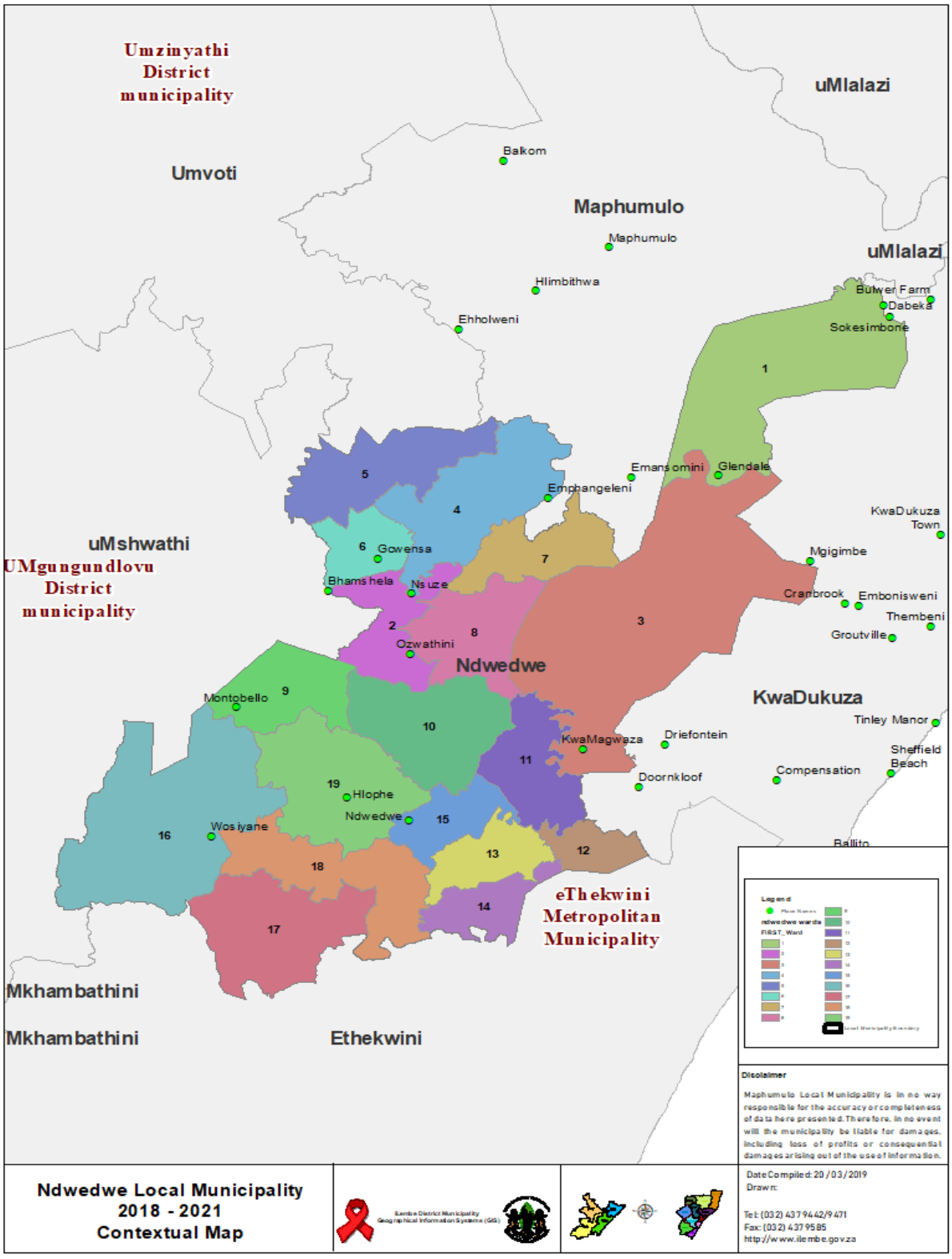
Secondary activity nodes, which are major interceptor point locations serving each portion of the municipality and providing services for such areas, suggested secondary activity nodes consist of:

- 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). As would be indicated later, the majority of the population is made up people between the ages of 15-34 whilst women are a dominant sex in society. It is also worth noting that the working age group (15-64) is also dominant (56%) whilst the dependency ratio is also standing at 56%. Overall settlement densities are approximately 145 people per Km^2. 68% of consists of traditional authority land, most of which is part of the former Kwa-Zulu homeland consisting of traditional settlements. In total, there are 19 traditional authority councils in Municipality area. The remainder of the land is made up of commercial farmlands located in the north-east of the municipality. Local Municipality has 19 Wards and a total number of 37 Councillors.

The overleaf Locality Map spatially depicts the Local Municipality's location within the iLembe District Municipality and the KwaZulu-Natal Province.

Map: 1 Ndwedwe Municipality Locality Map



Administrative Context: The Local Municipality is classified as a category B municipality in terms of the Municipal Structures Act, 1998 (Act no. 117 of 1998) and comprises of mostly rural areas governed by traditional authorities. Tenure is under the Ingonyama Trust, and a

very small percentage is directly under the control of the municipality (town). There are 19 traditional authorities, and the list is detailed above.

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

1.2 How was 2025/2026 IDP Developed?

This chapter presents the 4th Review of the 2025/2026 IDP for the elected term of office which commenced from 1 November 2021. According to chapter 5, Section 23(1) of the Municipal Systems Act (MSA) 32 of 2000, each municipality is required to undertake a developmentally oriented planning so as to ensure that it:

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

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

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

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

The NLM Process Plan was adopted by Council on 28 August 2024, which essentially is the IDP process set in writing includes the following:

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

The methodology that was followed for the adopted 2025/2026 IDP/Budget/PMS Process Plan for the Local Municipality is defined and detailed in the table below.

1.2.1 The 2025/2026 IDP Process Plan

Table 8: IDP, Budget and PMS Activities and Time Frames

NO	MAJOR ACTIVITY	DETAILED ACTIVITY	TIME FRAME	RESPONSIBILITY
1	IDP/BUDGET PLANNING	Planning for the next three-year budget begins in accordance with the coordination and preparation of the Budget/IDP process. (MFMA S53 and S63)	July 2024	Municipal Manager Chief Financial Officer IDP/Public Participation Manager
2	IDP - PUBLIC PARTICIPATION	Invitation of the interested parties to register in the 2022/2027 IDP Representative Forum Register	July 2024	Municipal Manager IDP/Public Participation Director
3	BUDGET 2025/2026 FORMULATION & IDP 2025/2026 REVIEW PROCESSES PROCESS PLAN	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 2024	EXCO/Council Municipal Manager Chief Financial Officer/ Budget Office IDP/Public Participation Manager
4	MEASUREMENT, REPORTING AND REVIEW OF ORGANISATIONAL PERFORMANCE FOR 2024/2025	Measurement, reporting and review of organisational performance of Municipality for 2024/2024 Financial Year	August 2024	Municipal Manager IDP/Public Participation Manager All Directors and Managers
5	REVISION OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM OF MUNICIPALITY	Revision of Organisational Performance Management System of Municipality Project Mobilisation Desktop Analysis PMS Workshop Setting of Organisational KPI's and targets Setting of operational KPI's and targets Compilation of PMS Framework Linking organisational and individual	Septemb er 2024	Municipal Manager IDP/Public Participation Manager Internal Audit Manager All Directors and Managers

		performance management		
6	INTEGRATE THE PMS WITH THE IDP	Institutionalize the reporting and performance auditing systems through the IDP Rep Forum	Septemb er 2024	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 Imbizos (Needs Review)	Septemb er 2024	Municipal Manager IDP/Public Participation Manager
8	UPDATE THE FIVE YEAR FINANCIAL PLAN	CFO to update 5-year financial plan, list of projects for 2021/2022 and 5-year capital investment programme. To integrate with IDP to inform strategic municipal budget alignment with IDP	Septemb er 2024	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 2022/2027 IDP	October – Novemb er 2024	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 2024	Chief Financial Officer Municipal Manager Directors
11	DETERMINATION OF REVENUE PROJECTIONS AND POLICIES	Submission of Report to Council	October 2024	Municipal Manager CFO Directors
12	REVIEW THE DEVELOPMENT STRATEGIES	Review the Municipality's priority list of strategies and projects	Novemb er 2024	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	Novemb er / Decembe r 2024	Mayor Municipal Manager IDP/Public Participation Manager
14	POLICY REVIEW	Review following policies: Tariff policy Investment Policy Indigent policy Insurance Policy Public Participation Credit Control Policy Rates Policy All departmental policies	Novemb er 2024	Mayor
15	OPERATIONAL PLANS AND SUBMISSION OF CAPITAL BUDGET, DRAFT SDBIP	-Preparation of the MTERF (Medium Term Expenditure and Revenue Framework) budget in terms of the MFMA -Conduct a workshop to clarify what each vote/line item is to be used for and how it should be used in order to eliminate unused or duplicated line items. -Extensive consultations with the Heads of	Novemb er / Decembe r 2024	Chief Financial Officer Municipal Manager All Directors

		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 2025	CFO/Municipal Manager Directors
17	MUNICIPAL SECTOR PLANS	Finalisation of municipal sector plans	January 2025	Municipal Manager Chief Financial Officer IDP/Public Participation Manager Directors EXCO/Council
18	ADJUSTMENT BUDGET	Implementation of recommendations from review process MFMA S72	January 2025	Chief Financial Officer Manager Finance
19	BUDGET PREPARATION –	Preparation of Budget for Financial Year	January 2025	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 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 2025	All Directors IDP/Public Participation Manager CFO Manager Finance
22	ADOPTION OF THE DRAFT IDP	Adoption of the First Draft IDP	February / March 2025	Municipal Manager IDP/Public Participation Manager All Directors EXCO/Council
23	PUBLIC PARTICIPATION	Advertisement of the IDP for public comments and scrutiny	March/April 2025	IDP/Public Participation Manager
24	PUBLIC PARTICIPATION	IDP Roadshows/ Mayoral Imbizo's – For the presentation of the IDP for comments and clarity. Preparation of final budget documentation for consideration of approval taking into account consultative	April 2025	The mayor IDP/Public Participation Manager All Directors

		processes and any other new information of material nature		
25	IDP REVISION	IDP Rep Forum and Sector Alignment Meetings	First week of March 2025	IDP/Public Participation Manager All Directors
26	IDP Draft 2025-2026 REVIEW PROCESSES	Alignment of the Draft 2025-2026 Draft budget to the IDP	March 2025	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 Imbizos to let the community know of their budgets. submit draft budgets to National & Provincial Treasury, DPLG, LGTA and other stakeholders (MFMA s22)	March 2025	EXCO Chief Financial Officer Manager Finance
28	PUBLIC PARTICIPATION	IDP Rep Forum/Multi-Sectoral Meeting	April 2025	IDP/Public Participation Manager
29	2025/2026 3RD QUARTER BUDGET REVIEW	Submission of report to Council	April 2025	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 2025	The Mayor
31	BUDGET/IDP	Adoption of both Draft 2025-2026 Budget & the 2025-2026 IDP	May 2025	The Mayor
32	BUDGET	Submission of the Budget in the approved format to the Provincial and National Treasuries, Provincial and National COGTA	June 2025	Manager Finance
33	IDP 2025/2026	Submission of the Adopted and Final 2022/2027 IDP to the MEC for Cooperative Governance & Traditional Affairs	June 2025	Municipal Manager IDP/Public Participation Manager
34	2025-2026 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 2025	MM IDP/Public Participation Manager Chief Financial Officer

1.3 IDP, Budget & PMS Public Participation

(a) Public Participation Context

Chapter 4 of the Municipal Systems Act (Act 32 of 2000) requires that a Municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its Integrated Development Plan. In this context, the municipality is committed to a participatory process of IDP review whereby the community will play a meaningful role. There are four major functions that can be aligned with the public participation process namely:

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

(b) Mechanisms for Participation

The following mechanisms for participation were utilised:

IDP Steering Committee: The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. This committee is chaired by the Municipal Manager and the IDP Unit is responsible for co-ordinating meetings. The invitation to attend the working sessions is usually extended to middle managers. These are all the representatives who are involved in the preparation of technical reports and information, formulation of recommendations as well as to prepare any other documents during the compilation of the IDP process. IDP Steering Committee meets monthly in the form of Manco and Extended Manco where all issues related to the IDP are attended to**.**

IDP Representative Forum (IDPRF): This forum represents all stakeholders and is as inclusive as possible. Efforts were made to bring additional organizations into the IDPRF and ensure their continued participation throughout the process.

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

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

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

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

Community Road Shows: The NLM has established public participation mechanisms and procedures to enable the local community to participate in the affairs of the municipality. This serves as the direct consultation with the members of the public to discuss what the IDP document contains and if there are development issues that need to be addressed. The various public participation mechanisms include the IDP representative forums, ward committees, traditional leaders and IGR Forums.

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, the Municipality conducted community road shows were conducted in October and November 2024. To finalise the IDP and Budget Imbizos will be held in April 2025. The venues for these meetings were conducted and publicized through the media. Attendance register is attached.

Table 9: Mayoral IDP Imbizo/Engagement Meetings and Related Activities 2025/2026 financial year

NO.	DATE	TIME	VENUE	WARD
01	04 Nov 2024	10:00 AM	Ntubeni Hall	01
02	08 Nov 2024	10:00 AM	Chibini Hall	04
03	11 Nov 2024	10:00 AM	Hlalakahle CDC	07
04	13 Nov 2024	10:00 AM	Mayelisweni Hall	09
05	15 Nov 2024	10:00 AM	Nkumbanyuswa TC Hall	10
06	18 Nov 2024	10:00 AM	Ntaphuka CDC	13
07	20 Nov 2024	10:00 AM	Pentecost Hall	14
08	22 Nov 2024	10:00 AM	Cibane Hall	16
09	25 Nov 2024	10:00 AM	Kwakhumalo TC Hall	17
10	27 Nov 2024	10:00 AM	Nambithani Hall	05
11	25 October 2024	10:00AM	Speakers Imbizo Emsengeni CDC Ward 08	04
12	26 March 2025	10h00	IDP Representative Forum Johny Makhathini Hall	15
13	14 April 2025	10h00	Mayoral IDP and Budget Imbizo	02
14	15 April 2025	10h00	Mayoral IDP and Budget Imbizo	06
15	17 April 2025	10h00	Mayoral IDP and Budget Imbizo	12

Table 10: Mayoral IDP Imbizo Community Issues and Needs

Ward No.	Community Issues and Needs
ALL	• Water
	• Sanitation
	• Electricity infills
	• Access roads

	• New Schools
	• RDP Housing
	• Transportation for Scholars/Learners
	• Crime
	• Poor Health services in Clinics

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

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

MEC Findings for IDP and Auditor General (AG) Report: The findings of the CoGTA MEC for the 2024-2025 IDP review, and the Auditor General findings for 2024-2025. The IDP Action Plan and the AG Action Plan considerably aided in creating and revising the content of this IDP assessment.

Annual Report: Ndwedwe Municipality has ensured that the findings identified in the annual report are addressed so as to improve the performance.

Council Approved Budget/Financial Plan 2025/2026: An annexure with the council-approved draft budget and financial plan for the fiscal year 2025/2026 is attached. The MSCOA Criteria, including the Scorecard and SDBIP Templates, have been incorporated.

Back to Basics Plan for Ndwedwe Municipality: The Municipality's Back to Basics plan is critical in addressing the issues that are lacking and affecting the service delivery as required within the local government. A detailed report containing a summary of B2B performance information from quarter 1 to quarter 4 is presented in the PMS Section. A comprehensive monitoring and evaluation tool (CMET) that was developed serves as a basic yardstick to measure Ndwedwe Municipal performance. The tool assesses high level progress and functional requirements of municipalities so as to track if municipalities are getting the basics right (B2B). This B2B assessment is done on a quarterly basis. The purpose of the CMET is to monitor performance of municipalities on a quarterly basis against Key Performance Indicators linked to the core mandates of municipalities and serves as an early warning signal to identify areas of under-performance. The areas of underperformance are highlighted to garner support to improve functionality in the identified areas. These areas

are then escalated to the Departmental Nerve Centre Committee for support and further escalated to the Provincial Service Delivery War-Room.

- **Government Policy Imperatives:** The 2024-2025 IDP has taken into account chapter 2 that deals with planning and development principles. The IDP is informed by the following:
- **International Policy Directives:** Thus, Sustainable Development Goals, the New Urban Agenda and Sendai Framework for Disaster Risk Reduction 2015-2030
- **National Policy Frameworks:** National Development Plan Vison 2030, State of the Nation Address 2025, 14 National Delivery Outcome Agreements and Back to Basics
- **Provincial Policy and Imperatives:** KZN PGDS, State of the Province Address 2025 and Government Sector Policies, Programmes and Projects 2023 and beyond.
- **Municipal Imperatives and Interventions:** iLembe District Growth and Development Plan, iLembe District Municipality-District Development Model and Catalytic Programmes and Projects, Ndwedwe Municipality Spatial Plans, Ward Based Plans and Strategic Projects.
- **The Strategic Intent of the iLembe Comprehensive District Development Model:** The District One Plan is a 25- to a 30-year strategic plan that transcends the planning period of at least five IDP planning cycles. Therefore, the formulation of the One Plan only presents an opportunity to align the district's plans with the PGDS/P, but also to align the shorter Municipal 5-year IDPs with a long-term vision for the development of the district as one integrated area.

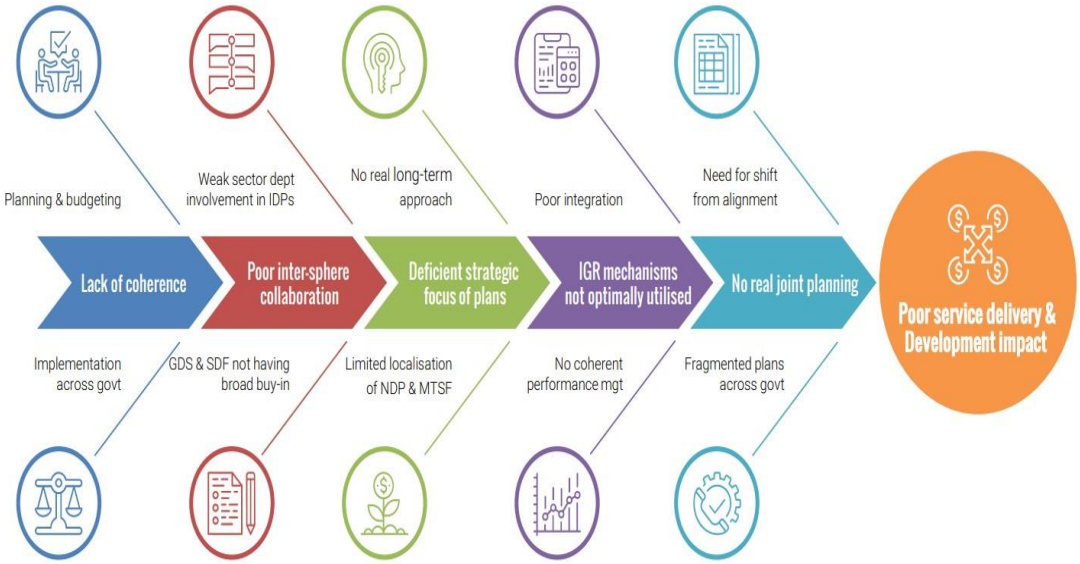
iLembe District Development Model (DDM) was initiated by President Cyril Ramaphosa in his Budget Speech in 2019 and subsequently discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC). The Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metropolitan sites will be enabled by joint planning, budgeting and implementation process. The DDM is anchored on the development of the "One Plan". The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide investment and delivery in the 52 district and metropolitan space. This plan is meant to be jointly developed and agreed to by all spheres of government.

The key objectives underpinning the approach include the following:

- To develop "One plan" for the district, with all stakeholders' support.
- To provide a framework for the alignment of different spheres of government budget allocations.
- To align the One Plan with other spheres of government planning initiatives.
- To mobilise and ignite all stakeholders around implementing the One Plan on an ongoing basis.

- To prepare a knowledge product on the process of preparing and implementing the One Plan, which other district municipalities may use.

Figure 1: Challenges that the DDM is Attempting to Address.



Source: Guidelines Implementation of the District Development Model, 5 November 2022

Implementation of iLembe DDM: The iLembe DM together with its local municipalities have adopted a Comprehensive One Plan, dated 22 December 2022. The report consists of the agreed vision, desired outcomes, strategic objectives, programmes and catalytic projects. A copy of the Plan is attached as **Annexure A**.

The iLembe One Plan identifies several Transformative Enablers (catalytic projects) for each of the above transformation focus areas. Refer to Section 10 of the DDM Plan.

The DDM programme, as a programme by which joint and collaborative planning at all levels of Government, with the involvement of private sector and civil society, lies at the core of the current One Plan. It is therefore appropriate that some of the key programmes that needs urgent attention are related to institutional building and capacitation, such as:

- Formulation of a new Social Compact: Revitalization of the iLembe Economic Development Facilitation Committee (iEDFC).
- Institute permanent committees of National, Provincial and Local Government officials, private sector and civil society that aligns to the Cluster Committee structures to plan and monitor the implementation of DDM.
- Address the financial sustainability of the Local and District Municipalities

- Formalisation and institutionalisation of the DDM One Plan Procedures and Process in the District: The Cluster, Technical and Political Hub institutional structure to be aligned to Municipal decision making and monitoring.
- Align the DDM and IDP Process with specific reference to the full involvement of the National and Provincial Sector Departments in the planning process.
- The One Plan should be supported through legislation and regulatory framework for assigning responsibilities and for implementation and monitoring.

Cross Boarder Municipal Planning Engagements: Ndwedwe Municipality is responsible for ensuring that its IDP complies with planning legislation and policies, as well as carrying out the construction of an SDF as a geographical representation of the IDP. The SDF directs and guides strategic investments that are advantageous to all the neighbouring municipalities. The Department of Cooperative Governance and Traditional Affairs (COGTA) coordinates and facilitates cross-border planning alignment meetings to ensure that the spatial implications of planning initiatives between the affected municipalities are addressed. Furthermore, to prevent conflicting initiatives and land uses to be implemented on opposite sides of a boundary.

Table 10: Summary of Planning Issues with Bordering Municipalities

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITIES THAT SHARE A BORDER WITH EMA	CROSS BORDER ISSUES
iLembe Municipality Local municipalities are: KwaDukuza Ndwedwe Maphumulo Mandeni	KwaDukuza ▪ Is the strongest local municipality in iLembe economically, ▪ Houses the towns of Ballito and KwaDukuza (Stanger), ▪ It has a mix of coastal tourism, commercial, light industrial and agricultural activities. Shares northern border with EM. Ndwedwe: ▪ One of the rural/traditional/ agricultural Local Municipalities ▪ It has poor level of services and infrastructure, ▪ Has high unemployment, ▪ shares the northwestern border with eThekwini Municipality	KwaDukuza Vision of an economic corridor along N2 & R102, Degree of unregulated economic and residential development may lead to conflict and competition between the municipalities. Ndwedwe Large proportion of residents in Ndwedwe employed in EM and cross boundary issues almost inseparable. Poverty, unemployment, unregulated development all threatens the UDL and the environmental sensitivity of EM's north-western border. Identified the need for a cooperative agreement on the sharing of infrastructure and services. General planning issues to emerge: ▪ They need to establish a common communication and co-ordination platform. ▪ The need for alignment of a common development concept at a regional scale and translating this into a binding spatial planning document. ▪ Establish a cross-border urban-rural management committee to address a wide range of issues including climate change with the private sector involved where applicable. ▪ Enter into MoU regarding servicing, socio-economic and any other pertinent issues that may arise resulting from Cross Border Spatial Planning ▪ Factor in political leadership and buy-in for cross border planning issues. ▪ Factor in geo-political aspects inclusive of socio-economic aspects which can and may influence development realized. ▪ Cross-border mapping (to include terminology of nodes, corridors and uniform colour coding) ▪ To consider the areas proposed for demarcation. ▪ To hold special meetings to discuss development applications and proposals with specific reference to: - ▪ Conservation Areas: -KDM Biodiversity and Open Space Plan and eThekwini DMOSS; Future developments in eThekwini to consider KDM and iLembe environmental layers as development proposals in eThekwini may have adverse effect on KDM and iLembe natural environment and vice versa.

		▪ New Planned Projects: The provision of bulks could influence the influx of PDA submissions to the south of KDM where Tongaat Hullet is a major landowner. ▪ Infrastructure Development: Alignment of land use planning to iLembe services provision. Possible scenarios where, for example major WTW or WWTW plants are located on either municipality but service the other. This could also have an effect as such infrastructure could be susceptible to development pressures in either municipality. ▪ Role of settlements: Housing plans vs housing subsidies ▪ Key Development Proposals: Wewe Driefontein Mixed Use Development and Tongaat Hullet Compensation Area ▪ Influence of Catalytic Projects: Dude Trade Port at its current state of development, DTP in 2035 and 2060 development horizon and rail transport ▪ Corridors and Linkages-PSEDS and PGDS: Role of the North South corridor in the context of the eThekwini- Umhlathuze corridor. Influence on space economy with regard to release of industrial. Need to ensure sustainable management of industrial and residential land development between eThekwini and KwaDukuza Municipalities as well as R102. Need to strengthen East. ▪ West Corridors.
UMgungundlovu Municipality Local municipalities are: ▪ uMshwathi ▪ uMngeni ▪ Mpofana ▪ Impendle ▪ UMsunduzi ▪ UMkhambathi ▪ Richmond	uMkhambathini ▪ It has always been considered as a rural and traditional Municipality. ▪ Mainly focusing on agriculture and tourism development. ▪ Between the years 1996 and 2007 this Municipality has experienced an increase in population mainly because of its proximity to Pietermaritzburg and Durban which are the main centers of economy. ▪ Unauthorized industrial development has taken place along the eastern boundary of Mkhambatini and is the subject of the High Court action for demolition.	Umkhambathini ▪ The eastern boundary of Umkhambathini is set aside as commercial farms and agri. ecotourism which reflects the actual land use and is compatible with the proposed land uses on the western extremity of the eThekwini Municipality. ▪ Cognizance needs to be given to the Big 5 Mayibuye Game Reserve on the northwestern boundary of Cato Ridge. Development which impinges on the skyline of this resource requires monitoring. ▪ Greater emphasis needs to be placed on the Umbumbulu region with its rapid urbanization and impact on the R603 which serves as an alternative major route through the region. ▪ Further ad hoc meetings are proposed to engage around development applications that may impact on both municipalities. ▪ Need to collaborate on the SIP2 N3 Corridor

	▪ The Umlaas Road development has adequate water supplies from the Umgeni Water pump station and reservoirs in that area, ▪ Although a sewage works has already been constructed to accommodate immediate development pressures in Umlaas Road, a new works of R60 million has been funded (in part), designed and reticulations plans finalized to accommodate the developable area identified in the SDF expansion plans which commences in the Camperdown locality. ▪ Development approved to date centres on Provincial main roads and are considered sufficient. ESKOM has not placed any restrictions on the supply of electricity on any proposed projects.	Planning Initiative. N3 is the primary economic corridor to Gauteng, needed for coordinated and integrated development. **General Planning Issues to Emerge are as Follows:** ▪ They need to establish one forum: consisting of the IDP, SDF and GIS representatives from the Department of COGTA and relevant municipalities. ▪ The need for a Terms of Reference for the forum ▪ Cross border mapping ▪ Special meetings needed to discuss development applications and proposals along the N3 corridor and/or encroaching the boundary of the municipalities. Specific emphasis is on Umlaas Road, Camperdown, Cato Ridge and Umbumbulu. This will also consider housing and bulk infrastructure projects as well as act 70 of 70 agricultural land. ▪ It is also proposed that joint site inspections be undertaken on the identified strategic projects that could be a point of integration between the two Municipalities, with the aim of analyzing and making possible land use adjustment to ensure sustainability and also to ensure that these projects will benefit the wider communities. It will also be important to also look at how the linkages between the two Municipalities can be improved to facilitate better access to the economic and social services between the communities of the two Municipalities.

Stats SA Data: The municipality acknowledges and appreciates the support received from the Department of Social Development-Population Development in this review. The data used and presented in this document is from 2011 and 2016 data.

1.4 Key Development Challenges and Strategic Interventional Measures

The key challenges facing the Municipality were determined through the strategic planning session held on 04 March 2025 to 07 March 2025 can be summarized as follows:

Table 11: Key Development Challenges and Strategic Interventional Measures

	KPA: BASIC SERVICE DELIVERY			
	Technical Department			
Strategic Objectives	**Challenge Identified**	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
To provide construction of new community infrastructure facilities	Backlog in Roads and Bridges infrastructure	As a result of climate (Flooding) change the municipality is experience backlog in road and bridge infrastructure. Limited funding: The municipality is receiving Disaster Grant in phases from COGTA National Disaster Management Centre (NDMC)	Next Financial Year	The municipality was allocated in 2024-25 (March 2025) an amount of R25 029 000.00 through National Disaster Management Centre (NDMC)
To provide construction of new community infrastructure facilities	Lack of Integrated Transport Plan (ITP)	The Municipality Lacks Integrated Transport Plan	Ongoing	Proposed budget for 2025-26 financial year
To provide construction of new community infrastructure facilities	Data Capturer Needed	The organogram and budget do not cater for EPWP Data Capturing personnel	Next Financial Year	Noted, existing EPWP Coordinator will be used for data capturing
To provide construction of new community infrastructure facilities	Dependency on EPWP beneficiaries	Reliance on EPWP beneficiaries	Ongoing	EPWP beneficiaries' contract is over a 2-year period and will be rotated.
	Infrastructure maintenance needs more budget	The Municipality has limited budget for Infrastructure maintenance	Next Financial Year	Proposed budget for 2025-26 financial year
	Purchase of lowbed Truck/Trailer, TLB	The department faces challenges when moving earth moving plant from point A to point B. The Excavator, Graders, TLB need to be transported to save its mileage and wear and tears.	Next Financial Year	Proposed budget for 2025-26 financial year
	KPA: FINANCIAL VIABILITY AND MANAGEMENT			

	Finance			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Complaining Rates Payers	Rates payers are complaining about the services they are getting hence they resistance to pay.	Ongoing	Constant engagements and discussions ongoing though Mayoral imbizo and community meetings.
	No Lease Agreement for Mini Factories and Rank Tenant	Non-Collection of rentals from these clients	ASAP	The municipality is in the process of developing lease agreements, and it been discussed during Revenue steering committee.
	Low Hall Hire Income	Low income from available Halls	Ongoing	Tariffs have been reviewed for hall hire and the municipality is in the process of developing the Standard operation procedure.
	Late Salary Input Submission	S&Ts for Cllrs and Ward Committee are submitted late for processing.	Ongoing	Currently all submissions are on time.
	Network Problem	Slow network connection for payroll system. Some systems require high speed network since we store on cloud.	ASAP	On-going (Remain the same).
	Low Revenue Collection	Dependency on Grants	ASAP	The municipality has a fully functional Revenue Steering committee which comprise all departments.
	KPA: GOOD GOVERNANCE AND PUBLIC PARTCICPATION AND CROSS CUTTING			
	Community Department			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Shortage of staff	Labor shortage	Next Council Meeting	Nothing is done as yet due to budgetary constraints
	Magnitude of Pilgrimage versus Municipal resources	Some church vendors sell some food and other goodies to Congregation. The municipality does not benefit anything at the moment	Ongoing	This challenge would be explored by EDP
	Insurance Claim for Bhamshela Centre	Insurance claim for damage at Bhamshela Thusong Centre has been finalized.	ASAP	A business plan will be prepared and sent to MIG for funding.

	Insufficient budget for contemporary books	Insufficient budget for contemporary books	Ongoing	A little number of books have been bought and delivered to the library with the limited budget we had, more books will be bought in the new F/Y.
	Overtime versus 6-Day week working arrangement	Overtime versus 6-Day week working arrangement	Ongoing	Overtime payment is being closely monitored.
	Deferred main Library renovations	The main Library renovations have been delayed	Next Financial Year	Library renovation budget will be tabled in the present draft budget for F/Y 25/26
	Certain Municipal Buildings are not disability friendly	Municipality Buildings are inaccessible (Not Disability-friendly)	ASAP	This is within the purview of the Department of Technical Services
	No report from Department of Transport (DoT) and iLembe	DoT and iLembe are not producing report to LTT meeting.	Ongoing	The matter has been escalated to the DTT.
	Limited budget for HIV and AIDS Coordinator Post	Vacant HIV and AIDS Coordinator position due to limited budget	ASAP	The Department will await the availability of the budget for non-funded posts.
	Failure to meet Equity Targets	People with disability are not considered for employment	Ongoing	The Department will always liaise with HR Department whenever there are vacancies available to include disabled people. They are always encouraged to apply whenever posts become available.
	Lacks skills program for Disabilities and women.	Limited Training Interventions for disabled people and women over 35 years within government.	Ongoing	Programmes are ongoing with particular regards to the empowerment of disabled persons working closely with other Sectors.
	Lack of District transport to collect sector during district meetings and events	Unavailability of transportation to collect sector during district meetings and events.	Ongoing	The matter is being discussed with the District Department of Community Services
	Youth unemployment	60,4% youth unemployment rate.	Ongoing	Proposals are being made to different sectors, viz EDTEA, NYDA, SEDA, Enterprise ILEMBE, etc.

	Lack of office space	Lack of Office Space, operational workspace for disaster and Insufficient tools of trade, as well as personal protective clothing	2025/26 FY or ASAP	PPEs are in the procurement process whilst the workspace and the tools of trade will be incorporated once the Disaster and Emergency Centre has been completed.
	Youth involved in drug and substance abuse	Massive amount of youth involved in Drug and substance abuse leading to various social ills in the communities, it also affects the development in areas like Bhamshela as youth turns to come with bad and foreign habits.	Ongoing	Awareness campaigns are being embarked on, working closely with all the other stakeholders mentioned herein.
	Youth lacks capital and knowledge to start their businesses	Minimal knowledge and Insufficient funds for Youth to start business.	Ongoing	The Department is in constant contact with these other sectors for assistance
	Vacant post for Manager Youth Affairs and Sports Development	Vacant Position: Manager Youth Affairs and Sports Development	ASAP	The recruitment processes are ongoing with HR Department.
	Grass cutting of sport fields	Grass cutting is done by the service providers in the panel who don't cut on stands for coaches.	Ongoing	Done
	Lack of Disaster Management and Fire Fighting Capacity.	There is lack of Disaster Management and Fire Fighting capacity	ASAP	More capacity will be beefed up once there is availability of the budget.
	Lack of effective link and communication of disaster information to the public.	Communication of Disaster information does not reach the public	Ongoing	**The interventions have been taken into consideration and will be put into use, going forward.**
	Non-compliance with disaster management turnaround response time.	Due to lack of Human capacity and tools of trade, the municipality is non-compliant with Disaster Management turnaround response time	ASAP	**More capacity will be beefed up once there is availability of the budget.**
	High Lightning incidents	Municipality is experiencing lightning incidents which claims lives and injures livestock	Ongoing	**A request has been made to the PDMC for assistance with the lightning conductors and the Department of Agriculture is being engaged on, in the LTT meetings.**

	Shortage of staff	Labor shortage, senior cashier at the RA Office	New Financial Year 2025/26	**Cashier and Senior Cashier have been hired, and the Examiner post has been readvertised, closed and further HR processes are unfolding.**
	Loadshedding	Loadshedding affects the functioning of the department, as the speed points do not operate	ASAP	**Done**
	Pending Testing centre	At this current juncture the Testing centre is not functioning pending national operating certificate from NATIS.	Ongoing	**The due processes are unfolding, working closely with the Department of Transport.**
	KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION			
	Corporate Services			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Office Space	Limited office space for personnel.	ASAP	**Done, other staff members moved to the new building, and some were placed in the main building.**
	Load Shedding	The Loadshedding is disrupting the department in terms of completing tasks timeously	ASAP	**No budget available for the purchase of backup generator**
	Cascading of IPMS	The department has cascaded the IPMS to task grade 16 to 14 only.	ASAP	**In progress**
	Insufficient Budget Allocation	There is insufficient budget allocation for filing of vacancies and other office requirements.	Next Council Meeting	**There is no budget allocation and currently the municipality is above threshold.**
	Non-compliant archives and Records facility	The Archive and Records facility is non-compliant due to small records and archives office space.	ASAP	**We have requested budget to upgrade boardroom to the required standard suitable for the safe custody of records before relocating the registry. The project will commence after budget approval**
	Legal Services unit nonfunctional	The unit does not cover the entire Legal scope	ASAP	S.O.P has been developed, and legal unit is receiving legal documents from other departments for vetting.

	ICT Failure to address Findings	The ICT unit is failing to respond to audit findings.	Ongoing	**Proactive initiatives have been identified to mitigate cyber-security findings such as ICT infrastructure vulnerability testing.** **Budget to be requested for the appointment of a cyber-security service provider.** **ICT staff have been sent to trainings to upskill their expertise.**
	KPA: CROSS CUTTING AND LOCAL ECONOMIC DEVELOPMENT			
	EDP			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Lack of funding	The is lack of funding to assist the unit to execute the vision.	ASAP	Ongoing
	Land ownership	The land is owned by traditional leaders	Ongoing	Ongoing – there's a great communication and collaboration with traditional leadership and the Municipality
	Encroachments	There are unauthorised developments and lack of enforcement issues. Un-coordinated developments.	ASAP	The process for SPLUMA application is currently ongoing Phase two as we are currently planning to survey the sites in particular for the new Town development in the upcoming financial year 25/26 Law enforcement personnel are not budgeted for however we have engaged Community Services formally requested Mr Chilis inclusion and assistance which has since been approved by the Director Comm Serv.
	No number of benefitted businesses	There is no available data which is produced on how many sectors have benefited in business	Ongoing	Ongoing
	KPA: GOOD GOVERNANCE PUBLIC PARTICIPATION AND CROSS CUTTING			
	Communications			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Limited budget	The unit has limited budget	ASAP	Use social media for advertising which is

				cheaper than traditional advertising platforms
	No local Newspaper	Unavailability of local newspaper due to lack of funds.	ASAP	Budget has been requested for the development of a new website
	Unstable cellular network	Instability of cellular network	ASAP	Engagements with Independent Communication Authority of South Africa (ICASA) are ongoing
	Poor listenership on the local radio station	The local radio station has poor numbers of listeners.	ASAP	The municipality will buy airtime from the radio station in order to support it
	Social media attack	Residents ask question or make negative comments abouts events and no one answer them with tangible evidence.	Immediately	User departments are providing the Facebook administrator with answers to the questioned posed on social media
	Uncoordinated calendar of events	The calendar of events is not coordinated properly.	Immediately	Departments will cohost programmes where it is feasible to do so
	Risk			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Capacity constraint (Risk & Compliance Officer).	The risk unit is short staffed that not much can be covered without undue effort	Next Council Meeting	Proposed Post for the Risk & Compliance Officer in the new financial year
	Budget Constraint (Testing the Business Continuity).	The business unit need to be tested to see if the organisation can survive and attack.	Next Council Meeting	The Desktop Exercise will be done in the new Financial Period.
	Public Participation			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Limited Human Resources	Shortage of staff to deal with complaints and Municipal Rapid Response Team to serve all 19 Wards	Next Council Meeting	Proposed post ICMS and Rapid response Clerk to deal with complains in 2026/2027 FY For the meantime PPO deals with complains
	Inadequate Office Space and office Equipment	There is limited office space and office equipment which negatively affects the productivity of the unit.	ASAP	• Memory sticks were received • Requested external hard drives. • Utilizing same offices but not allocated a new office as

				anticipated.
	Limited Budget	No available budget for overtime for PP staff	Immediately	Proposed an increased overtime budget for financial year 2025/2026
	Shortage of Infrastructure	Shortage of community halls for public meetings	AS and when required	Proposed a budget for tent hire under Speaker's engagement vote
	Shortage of Tools of Trade	Shortage of loud hailing machines, designated car drivers to do hailing	ASAP	Done - Vehicle for loud hailing was procured, and loudhailers were mounted in the car
	Non-attendance by other Government Departments	Some government departments do not attend public participation meetings	Ongoing	No attendance by Govt departments was reported to concerned HODs to be addressed at the Local Task Team (LTT)
	Shortage of Water Supply and Access Roads	The Area has a shortage of Water Supply and Roads are not accessible	As and when required	This is reported to iLembe DM and Department of Transport. Feedback is given at Mayoral Imbizo meetings to community members.
	Internal Audit			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	Limited Human Capacity	The unit has limited Human Capital which can compromise the organisation.	Next Council Meeting	Not achieved
	Limited Budget	There is limited budget, which affects the unit in terms of doing their work effectively	Immediately	Here is available budget for the current year
	Delay submission of RFI	The unit is experiencing delays with the submission of RFIs, and it negatively affect the process of producing findings.	Ongoing	Ongoing
	No Internal audit System	The unit lacks the Internal Audit System to assist in terms of Internal Audits	Next Financial Year	Not Due
	Network	The area has network problems which make it difficult for employees to work at times.	Immediately	Not achieved
	PMS and IDP			
	Challenge Identified	**Status Quo Before Intervention/Resolution**	**Time Frame**	**Status After Intervention/Resolution**
	No Automative	The Municipality has no	ASAP	Proposed Post for the

	PMS System	Automative PMS System. PoEs are collected manually using the paper reporting system which is time consuming and outdated and results in late submissions.		IDP Officer in the new financial year
	No Human Capital	The unit has no dedicated IDP official appointed	Next Council Meeting	Nothing is done as yet due to budgetary constraints
	Lack of interest by some User departments	We are experiencing slow submission of information from some departments in addressing the MEC comments.	Ongoing	• IDP Task Team Session was held with Management on 15 March 2025 to respond to MEC comments. • PMS training to be held on 4 June 2025.

1.5 SWOT Analysis

Table 12: SWOT Analysis

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Suitable fleet ▪ Policies ▪ Experienced and qualified workforce ▪ Monitoring of ICT Systems ▪ Functional ICT Environment	▪ No Departmental Head (Director Corporate Services Post: vacant) ▪ Understaffing ▪ Lack of submission of records to the registry ▪ Lack of office space ▪ Burglary and theft ▪ Insufficient budget ▪ Delays in appointments of service providers
OPPORTUNITIES	**THREATS**
▪ Automated systems ▪ Public Wi-Fi ▪ External funding ▪ Paperless work environment	▪ Employee and community strikes ▪ Fencing of municipal buildings ▪ No external lighting in some municipal buildings ▪ Burglary and theft ▪ Insufficient Budget ▪ Unfavourable weather conditions ▪ Loss of Institutional Memory/Data ▪ Non maintenance of municipal buildings
GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Full Buy-in, cooperation and meeting targets by Management. ▪ Filling of all Senior Managers posts (Depts. will be fully functional in performing	▪ Late submission of portfolio of evidence from some departments. ▪ Using of paper reporting system which is time consuming and outdated instead of PMS Automotive

PMS/IDP activities). ▪ Availability of the Internal auditors, Auditor General, Audit Committee that ensures PMS reports are credible through their reviewing before submission to EXCO and Council. ▪ Effective Speakers Forum ▪ Provincial Public Participation Steering Committee ▪ District Communicators Forum ▪ Complaint Management policy – draft ▪ Joint Co-ordinating Committee (JCC) ▪ CDWs (available resource at local ward level) - to assist with reporting. ▪ IDP roadshows (Mayoral imbizo, & Speakers Imbizo) ▪ IDP Stakeholder Engagement Forum ▪ Good performance of ward committees ▪ Door-to-Door visits, to address socio economic challenges. ▪ Municipal Vehicles for loud-hailing and facilitation of outreach programme. ▪ Ward Committees Quarterly meetings ▪ Councillor's Public meetings (feedback mechanism) ▪ Training of Ward Committees ▪ Ndwedwe Municipal policy on election of ward committees ▪ Good relations with other sector departments, NPOs and NGOs through developed Youth and Social Cohesion structures and through OSS/LTT meetings. ▪ Strategic plans and development of policies ▪ Proper coordination and functionality of OSS within the municipality. ▪ Good Priorities for Infrastructure Development ▪ Functioning of Portfolio, EXCO and Council Committees ▪ Functioning Youth and Social Cohesion Structures	System. ▪ Setting targets that lack the PMS SMART principles by some departments. ▪ Poor performance of some service providers which cause a planned project not to be achieved within deadline. ▪ Uneven Topography some areas are not accessible for community consultation (Mayoral IDP/Budget Imbizo's). ▪ Limited office space ▪ Uneven Topography, some areas are not accessible for service delivery and community consultation. ▪ Municipal Rapid Response Team not functional. ▪ Public participation strategy not in place ▪ Complaints management system not in place. ▪ Inadequate capacity (mixture of skills and training ▪ Lack of environmental policies and bylaws ▪ Limited budget and resources (Human and Capital) ▪ Limited office space and working environment. ▪ Lack of vehicles for operation
OPPORTUNITIES	**THREATS**
▪ Cascading of PMS to middle managers and lower-level staff by Human resource Unit, this will create a sense of taking a full responsibility to their area of function. ▪ Conducting workshops for both officials and councillors on PMS to create an understanding of what PMS entails especially to new councillors. ▪ Fully functional PMS and IDP unit	▪ Lack of priority of PMS, IDP and AR information from some departments that may cause a delay in submissions to Portfolios, COGTA, Auditor General and National Treasury. ▪ National pandemic (covid-19) had a serious negative impact in performance and the service delivery and municipal operations. ▪ Loadshedding ▪ Lack of communication with internally departments

▪ Appointments of PMS, IDP, B2B and AR champions in all 6 departments. ▪ To promote sound intergovernmental relationship ▪ District Call Centre (whistle blowing) reporting on service delivery. ▪ Establishment of Ward Committees ▪ Community awareness campaigns ▪ Skills enhancement of ward committees ▪ Working towards a fully functional Ward Committees in all nineteen wards. ▪ Awareness campaigns are conducted successfully. ▪ Bursaries and financial assistance, Learnership and internship programmes in place to fight unemployment. ▪ Youth and OSS programmes relating to social ills conducted. ▪ Use of OSS as service delivery model for sound intergovernmental relations. ▪ Policies are reviewed annually.	may lead to clashing of programs and delay in service delivery causing community unrest/protests. ▪ Lack of community meetings at ward level may lead to service delivery protests. ▪ Poor road conditions to reach community for communication of public participation meetings. ▪ Shortage of water supply. ▪ Slow pace of housing implementation projects ▪ Outbreak of diseases due to volumes of waste caused by lack of resources, both physical and human.
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Good Forward Planning (best practices) for Infrastructure Development Expenditure of Grant Funding ▪ Ability to draw and/or receive additional fundings on grants like MIG and INEP due to good performance. ▪ Development of internal capacity to ensure infrastructure management (maintenance team) ▪ functioning Infrastructure Portfolio Committee	▪ Lack of dedicated allocated vehicles for operation and transport allowance for Technicians (Field workers) ▪ Backlog on infrastructure still huge and infrastructure demand high due to flooding ▪ Contract positions and vacancies within Technical Services which becomes demotivating to staff. ▪ Sparse/scattered Settlement Pattern for Infrastructure Development ▪ Lack of Local Integrated Transport Plan (LITP) – the municipality require funding to develop Transport Infrastructure Plan ▪ Lack of Performance management/measurement of Senior Manager (Director Technical Services) - This will assist to determine if the Director qualify for bonuses which become a motivating factor. ▪ Inadequate bulk water sources ▪ Poor maintenance of sport fields and community facilities, including CDC's and halls
OPPORTUNITIES	**THREATS**
▪ Municipality geographical location ▪ Town Development ▪ Developer's contribution ▪ Positive publicity ▪ Application for Energy/electricity license (National Energy Regulator SA), Explore energy sources – Appoint Energy Specialist/Manager Energy Resources	▪ Poor road condition due to flooding (as a result of climate change) ▪ High backlog on infrastructure development ▪ Damage to property and infrastructure, Loss of life, injuries due to disaster incidents ▪ Severe effects of climate change ▪ Drugs and substance abuse – Social ills ▪ Loadshedding, connectivity and High crime rate
LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS	

STRENGTHS	WEAKNESSES
▪ Minerals. ▪ Massive Arts and Craft potential. ▪ Relatively Good weather. ▪ Close proximity to eThekwini Municipality. ▪ The existing agricultural potential. ▪ The already existing community facilities such as schools, halls, clinics and houses. ▪ Highly motivated staff	▪ Limited resources to support Cooperatives, SMME'S, strategic projects and for project implementation. ▪ Shortage of infrastructure (informal traders) ▪ High unemployment rate ▪ There are no proper structures to co-ordinate LED activities (Dept vs Ndwedwe LM) ▪ Equipment/ tools to practice farming are not sufficient. ▪ Lack of training and skills development centres. ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming
OPPORTUNITIES	**THREATS**
▪ Proposed link between Ndwedwe and Maphumulo Municipality. ▪ Dube Trade Port ▪ Increasing employment ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪	▪ Low revenue base ▪ Red tape ▪ High unemployment rate ▪ Lack of investment due to bulk infrastructure funding ▪ Illegal immigrants "foreign nationals" taking over informal and formal economy. ▪ Decline in formal employment within economic sectors. ▪ Increasing costs (electricity, transport, capital, storage and equipment) ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost. ▪ Loss of natural grassland and alien Lantana (ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation
SOCIAL DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Special programmes budget ▪ Forums focusing on vulnerable groups. ▪ the social development unit is able to interact with all stakeholders even at national level. ▪ The unit has got the budget to assist the vulnerable groups e.g., OSS houses	▪ Poor access to social development services ▪ Coordination of programmes due to insufficient human resources ▪ There is no designated HIV/AIDS coordinator in the unit.
OPPORTUNITIES	**THREATS**
▪ There is a funding opportunity in the unit such as NGO's who deals with vulnerable programmes	▪ Crime ▪ HIV/ AIDS ▪ Malaria fever ▪ No proper policies ▪ Implementation of projects that are not funded or in the SDBIP
FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Unqualified audit opinions ▪ Skilled personnel ▪ Policies ▪ Cash coverage above the norm	▪ Lack of office space ▪ Timeous review of policies ▪ Positions that have been vacant for long time ▪ Employee benefits ratio is above the norm.

▪ Current Ratio above the norm ▪ Active Finance Portfolio	
OPPORTUNITIES	**THREATS**
▪ Potential to improve collection rate. ▪ Potential to improve revenue bases. ▪ Improved the quality of our monthly reports to improve the audit opinion	▪ Inability to meet the investment income target. ▪ Non-compliance with budget regulations ▪ Non-compliance with MFMA, non-sitting of committees ▪ Non-compliance with Procurement plans ▪ Non-compliance with payment procedures ▪ In-year virements
CROSS CUTTING & INTERVENTION: SPATIAL AND ENVIRONMENTAL & DISASTER MANAGEMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ The existing agricultural potential. ▪ Proposed link between Ndwedwe and Maphumulo Municipality. ▪ Close proximity to Dube Trade Port ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪ Sharing of boundary with KwaDukuza, eThekwini and Umshwathi Municipalities	▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Unauthorised developments and un-co-ordinated developments ▪ Lack of enforcement ▪ Crime ▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Lack of environmental policies and bylaws ▪ Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning and alignment issues ▪ 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. ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost. ▪ Loss of natural grassland and alien Lantana(ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming
OPPORTUNITIES	**THREATS**
▪ External sources of funding ▪ Proposed link between Ndwedwe and Maphumulo Municipality. ▪ Close proximity to Dube Trade Port ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪	▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Unauthorised developments and un-co-ordinated developments ▪ Lack of enforcement ▪ Crime ▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning

	and alignment issues ▪ 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. ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost. ▪ Loss of natural grassland and alien Lantana (ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming

1.6 Ndwedwe Municipal Vision, Goals, Objectives Strategies and Programmes

During a strategic planning workshop conducted on 04 to 07 March 2025, the municipality confirmed its vision, mission, goals, objectives, strategies, programmes and projects for implementation 2025-2025 financial year and these are presented and outlined in full and clearly in Chapter D: Point 10.2 Goals, Objectives and Strategies.

1.7 Community Broad Based Projects/Development Needs

The community-wide initiatives and development needs for Ndwedwe Municipality were conducted in all wards. Communities were given the opportunity to review their needs, challenges, interventions, and priorities throughout the meetings. The meetings' objective was to confer with all wards on the review and prioritizing of ward needs. These requests were fulfilled through IDP procedures and budget allocation meetings, refer to the table below indicates Ward Priorities for financial year 2025/ 2026.

WARD 1	WARD	PRIORITY
CDC: Glendale, Hullets, Msonono and Tshepula	1	1
Access Roads: Tshepula and Ntubeni	1	2
Berea housing project (40)	1	3
Land	1	4
Mnsonono Creche	1	5
Housing: Msonono, Hullets and Parukapad	1	6
Ndaka Electricity	1	7
Glendale Cemetery	1	8
Nhlangwini Clinic	1	9
Electricity infills	1	10
Building of a High School (Nhlangwini)	1	11
Youth Computer Training	1	12
Library	1	13

WARD 2	WARD	PRIORTIY
Water and Sanitation	2	1
Nsuze sport field renovation	2	2
Housing (Phase 02)	2	3
Access Roads; Mwandla, Mhlongo, Nzuza; MazombeCibane; GcamuZinkawini, Sibhukudweni access roadand Maphumuloo access road.	2	4
Wewe clinic	2	5
Mabutho Hall	2	6
Nsuze Waterfall maintenance	2	7
Grazing Camp	2	8
Tourism Development	2	9
Agricultural Development	2	10
Youth Development	2	11
Skills Development	2	12
Co-operatives Support	2	13
Magxuma Tourism Site	2	14
Road: D1523, D2490, D1577- D1618	2	15
Gcwensa Creche	2	16
Electricity Infills	2	17
Dalibho sports field	2	18
Bhamshella Town Development	2	19
Waterfall	2	20
Maintenance of all DOT roads	2	21
WARD 3	**WARD**	**PRIORITY**
Mthombisa Access Road	3	1
Waterfall School access road	3	2
Sani access road	3	3
Housing	3	4
Land	3	5
Nyangaye Access Road	3	6
D394 Access Road	3	7
Mlandeleni CDC	3	8
Waterfall crèche	3	9
Waterfall camp fencing	3	10

Glendale camp fencing	3	11
KwaMagwaza cemetery	3	12
Glendale CDC renovation	3	13
Clinic	3	14
Waterfall community garden fencing	3	15
Glendale deepening tank	3	16
Agriculture: Village	3	17
College: Sewing Skills	3	18
L21 Access Road (Department of Transport)	3	19

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
Regravelling of Roads: Wollongo, Mathwala, Deda, Musgrave, Mkhomazi, Nmbithani and Sogidi, Myelela/Mkhomazi, Mseni and Skhotho road.	5	2
Electricity infills	5	3
Mkhomazi/Wolongo CDC	5	4
KwaDeda Modular Library	5	5
Housing: Mlamula Phase 2	5	6
Agricultural Co-operative Development	5	7
Deda Centre Renovations	5	8
Grounds- KwaDeda, Myelela, Qalakahle Master Lights	5	9
Grounds- Mahlabathibi, Syaphumula, Ngayiphi, Qalakahle Ground maintanance	5	10
WARD 6	**WARD**	**PRIORITY**
Bhamshela Multi-Functional Centre	6	1
Noordsberg multi-functional centre	6	2
Access Roads: Madwaleni access road Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhize, Phambela, Simunye,	6	3
Mahlabathini Sport ground	6	4
Water	6	5
Sanitation	6	6
Road: D1523 & D889	6	7
Agricultural Cooperation	6	8
SportGround: Qhubakahle	6	9
Matsheketsheni Primary School	6	10
Bhamshela Town Development	6	11
Electricity infill projects	6	12
Gobiqolo hall renovation	6	13

WARD 7	WARD	PRIORITY
Housing	7	1
Mwandla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road and eDiphini eNsuze	7	2
Electricity infills	7	3
eTsheni Bridge	7	4
Umzamo CDC fencing and Toilets upgrade	7	5
Sports Field: Hlalakahle & Mary Grey	7	6
Sthokozise Creche	7	7
Lightning conductor	7	8
Water and Sanitation Luthuli borehole & Gogovuma ngohlozi borehole	7	09
Luthuli Community Hall	7	10
Gogovuma Creche	7	11
Fencing gardens: Isinandi, Sinamuva, Xanyana, Faya, Senzokwethu farming and Siyazenzela youth farming	7	12
Regravelling of (D1617, D891 and D1629)	7	13
Zakhele Gym park	7	14
Clinic: Luthuli clinic	7	15
Zakhele Library	7	16
May Grey Signage and KwaVuma Senior citizen signage	7	17
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheelchair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza; Nduli; Mafumeyana; Nhlanhleni; Dlamini; Ximba; Khoza; UNyazini; Dube Mdodi; KwaNgidi; ZilwayoKwaFaya; MandleyaMakhanya; Sto8, DubeDube KwaNgidi, uNyazi access road, Mlondi.	7	18
Hospice	7	19
eTsheni Tourism Development	7	20
WARD 8	**WARD**	**PRIORITY**
Water	8	1
Mhlali foot bridges	8	2
Mcathu CDC	8	3
Msengeni grazing camp	8	4
Access roadS	8	5
Mcathu foot bridge	8	6
Masakhane sports centre	8	7
Electricity phase 2 (infills)	8	8
Sanitation phase 1(Toilets)	8	9
Housing project	8	10
Mapholoba CDC	8	11
WARD 9	**WARD**	**PRIORITY**
Water (Montebello & Sbhengwini house Connections)	9	1
66 OSS Housing Project	9	2
P102 Tar Upgrade	9	3
Market Stalls (Montebello)	9	4
Ozwathini & Nhlangakazi CDCs	9	5
Bridges (Nhlangakazi & Sbhengwini)	9	6
Access roads (Qwaqwa, Goge, S'hlwini, Thusi, Sbhengwini and Cuber)	9	7
Nodwengu Phase 2 Housing Project	9	8
Sport Fields (Goge & Ozwathini)	9	9
Sanitation (Pit Toilets)	9	10

WARD 10	WARD	PRIORITY
Market Stalls (Magongolo renovations)	10	1
Electricity infills	10	2
Mini Factory	10	3
Housing	10	4
Water and Sanitation	10	5
Grazing Camp: Magongolo	10	6
Bridge D1603, 2931, DD1517	10	7
Regraveling L1039, L1040, L2419, L2931 AND D160	10	8
Community Library	10	9
Sports field Dikwayo	10	10
New Dikwayo Access road of P714	10	11
Fencing Of Co-Operatives	10	12
Access Road Regravelling (Magongolo, Vilakazi)	10	13
Access Road (Magongolo, Esgodini) maintenance	10	14
Access Road (Magongolo to Dikwayo) maintenance	10	15
Creche: Magongolo	10	16
WARD 11	**WARD**	**PRIORITY**
Mayika Sport Ground	11	1
Access Roads: Nsimbini, Sanguphe, Slungwaneni, Dlamuka access road, D1509, 865, Mbuzazanee and mathoba access road	11	2
Renovation of Matholamnyana Sportsground	11	3
Electricity	11	4
Water	11	5
Community Library	11	6
Mayika Community Hall	11	7
Mashiyamahle Community Hall	11	8
Matholamnyama bridge	11	9
Nkumbanyuswa and Qadi Housing project	11	10
Toilets/ sanitation	11	11
Nozandla Tourism	11	12
Co-operatives Support	11	13
Fencing of Community Gardens	11	14
WARD 12	**WARD**	**PRIORITY**
Bridges: Sokhulu, Khohlwa	12	1
Pedestrain bridge: Mgezengwana	12	2
Access roads: Engosini, Ekhohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase, MMhlongo, MpisiniKhuzwayo to Ngwenya, Mahube to P714	12	3
Halls: Sthupha, Ezibomvini Khohlwa hall, Nkwambase & Ngedleni	12	4
Regravelling: D849, Khohlwa to Hloniphani, Mfayela road, D1602, Weseli to Mbanyana and Slengeni to koNkosi	12	5
Sport fields: Ezibomvini, Ekhohlwa, Nkwambase, Hloniphani and Ngedleni & Mgezengwane	12	6
P715 Tar Road (From Cell C to Noodrburg Road)	12	7
Creches: Zibomvini, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	8
Mgqwayini Primary School	12	9
Tourism Development	12	10
Qadi Housing project	12	11

WARD 13	WARD	PRIORITY
Electricity infills	13	1
Sanitation (Toilet project)	13	2
Mgibandlala sport ground	13	3
Madlebe access road	13	4
Sisebenzile access road	13	5
Nhlabamkhosi access road	13	6
Mbeki to Jikeni tar road	13	7
Shange access road	13	8
Umsunduze Skills centre	13	9
WARD 14	**WARD**	**PRIORITY**
Ndodembi Bridge	14	1
building of Nompande Sports field; Pentecoste (Bhanoyi) sports field	14	2
Electricity infill	14	3
Toilets infill (Sanitation)	14	4
Access roads; Bhanoyi Road; Makhathini access road; Ezindlovni - Jele Road Bhethemu Road and Red devil access road.	14	5
Emthebeni Creche; nompande creche	14	6
Mdada Bridge, mthebeni Bridge	14	7
Renovation of Nduli sports field	14	8
Mthebeni Bridge	14	9
Mthebeni skill centre renovation (electricity; water and sanitation and chairs)	14	10
Clinic Mthebeni VD	14	11
School (Msunduze/ Bhanoyi)	14	12
Fencing of cooperatives (Agriculture)	14	13
Tier road (Mkhabela to Oarkford) Transport	14	14
Khumalo Road	14	15
WARD 15	**WARD**	**PRIORITY**
Ndwedwe central indoor sport centre	15	1
Mzokhulayo Development Centre	15	2
Type 1,2,3 Electricity Infills	15	3
Roads: Damini Road, Shakavillage Tar Road, Mpungeni road next to Ngcamu and Mzileni road.	15	4
Cemetery Road- Nyongwane, Ngwane road, Mzileni and Madimeni road	15	5
Mona Sport Field and Kwa-Langa sport field	15	6
Mpungeni crèche, Madimeni crèche and Nombhedo creche	15	7
Nkumbanyuswa housing project	15	8
Swimming Pool Academy	15	9
Water	15	10
WARD 16	**WARD**	**PRIORITY**
Spring water and boreholes in all VD's	16	1
MAINTANANCE OF ALL ROADS: **MKHUMBUZI VD ACCESS ROAD** (Mbayakhona, Mtatengana/ Ziphutha, Hoqweni/ Khubisa/Nzama, and Nkanini access road). **MADUNA VD ACCESS ROAD** (Gade, Mnyameni, Ndaka, and Mnamane). **MSILILI OR GCINIMFUNDO ACCESS ROAD** (Mdanyana, Msilili, Msele, Mgezanyoni, Qalimfundo, and Khuzwayo access road). **SONTSHENGE VD ACCESS ROAD** (Nonoti, Mqhawe, Lisho, Diphini, T.C access, Madondo and Cibane	16	2

access road). **MAKHAZINI VD ACCESS ROAD** (Amatata, Mubi, Mbambo, Mdayi, Vimbulelalo, Mbukubha, Gcabashe and Nzama access road) **WOSIYANE VD ACCESS ROADS** (Mashiza, Ngotshe, Dlayejwana, Wosiyane, Wosiyane court, and Nasane access road) **TENDENI VD ACCESS ROAD** (Msombuluko, Tendeni, Sokesimbone, mabasa& Nzama, Ngwane). **GWENI VD ACCESS ROADS** (Zuleka, Gweni, Sihle, Stha, Menyane0. **GOSPEL VD ACCESS ROAD** (Gospel 3 access road)		
Sanitation project	16	3
Electrification	16	4
Housing project	16	5
Maintenance of sport fields	16	6
Maintenance of CDC's and Community Halls	16	7
Ndaka access road to uqeko bridge regravelling and enlarged	16	8
Msilili bridge	16	9
Hoqweni bridge crossway- Mqeku and Nhlambamasoka bridge	16	10
Mnyameni bridge crossway	16	11
Network connection	16	12
Nsele Bridge	16	13
WARD 17	**WARD**	**PRIORITY**
Water	17	1
Road: P716, L1042, D1543 and D3826	17	2
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	3
Access Roads: Maganini, Mzunga, Emathankini and Ndimande	17	4
Meme Dipping Tank	17	5
Mbayini Sport Centre	17	6
Streetlights	17	7
Type 2 Electricity	17	8
Network connection	17	9
Maintenance of Springs	17	10
Fencing of Gardens	17	11
Toilets	17	12
Khumalo Sport Ground	17	13
Ezimpondweni Grazing Camp	17	14
LED Lights	17	15
Mbuyeni Clinic	17	16
Toilets	17	17
Housing	17	18
Maphofu bridge	17	19
WARD 18	**WARD**	**PRIORITY**
New village CDC	18	1
Electricity	18	2
Water	18	3
Housing	18	4
KwaLoshe Game Reserve	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: Thafamasi Creche	18	14

Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
D1514 Road	18	18

WARD 19	**WARD**	**PRIORITY**
Electricity Infill's	19	1
Housing	19	2
Grazing Camps	19	3
Agricultural projects Co-operative Support	19	4
Access Roads regravelling- schools: Zubane, Nhlangano, Nobantu/ Manzini, Bhekamafa, Vulela	19	5
New altanative road (HOMISI)	19	6
Mantshunguntshu Road and Bridge	19	7
Halls: Simamane, Mkhukhuze, Mahedeni and Zubane hall	19	8
Creches: Snothando, Mantingwane, Thandolwethu and Sbusisiwe Community creche	19	
kwaHlophe Sport Centre	19	10
Mkhukhuze, homisi and sgedleni high master lights	19	11
P102 Tar Road	19	12
Mkhukhuze Market	19	13
Water and Sanitation	19	14
Phewa Road regravelling and KwaCebekhulu	19	15
Ndiyazi Sportfield, KwaHlophe, Mkhukhuze, Mangangeni Sportfield	19	16
Mahedeni creche/hall renovation	19	17
Sgedleni and Mkhukhuze Master Light	19	18
Renovation of Mangangeni Clinic	19	19
Esgedleni hall renovation	19	20

1.8 Municipal Long-Term Vision 2030

VISION

"By 2030 The People of Ndwedwe Will Have a Prosperous and Vibrant Economy, Where Their Aspirations Are Met"

MISSION

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

- *Involving communities in the development; and*
- *Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, Private Sector to ensure speedy and coordinated delivery.*

GOALS

- *To facilitate a strong local economy that produces long term, sustainable jobs and lowers poverty*
- *To facilitate institutional transformation and organizational development*
- *To facilitate skilled and capable workforce to support an inclusive growth path*
- *To facilitate the provision of sustainable infrastructure delivery*
- *To promote good governance and public participation.*
- *To ensure Spatial equity and sustainable development*

CORE VALUES

The operations of the Municipality will be underpinned by the following core 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 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 accepted.

1.9 What to Expect Over the Next Five Years?

Table 13: Ndwedwe Goals, Objectives and Strategies Over 5 Years

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
MM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly reports submitted to Audit Committee by deadline.	4 Quarterly reports submitted to Audit Committee by end of 30 June 2026	**R1 400 000.00**
MM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly reports submitted to Municipal Council by Audit Committee Chairperson by deadline.	4 Quarterly reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2026	**R-**
MM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Internal Audit Charter reviewed and submitted to Audit Committee for approval by deadline.	1 Internal Audit Charter reviewed and submitted to Audit Committee for approval by end of 30 June 2026	**R-**
MM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of annual Internal Audit Plan developed and submitted to Audit Committee for approval by deadline.	1 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by end of 30 September 2025	**R-**

MM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To ensure quality, reliable financial statements and performance management information	Number of Annual Reports approved by Council for adoption by deadline.	1 Annual Report to be approved by Council by end of 31 March 2026	**R400 000.00**
MM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Oversight Reports to be adopted by Council by deadline.	1 Oversight Report to be adopted by Council by end of 31 March 2026	**R-**
MM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly performance reviews of Senior Managers conducted quarterly by deadline	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2026	**R-**
MM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Reviewed Performance Management Framework approved by Council by deadline	1 Reviewed Performance Management Framework approved by Council by end 30 June 2026	**R-**
MM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Annual Municipal Performance Report (AMPR) submitted to Auditor General (AG) by legislated deadline	1 AMPR submitted to AG by legislated deadline by end of 31 August 2025	**R-**

MM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of activities conducted to ensure the 2024/2025 IDP review (and Annexures) in line with S129 MFMA & Chapters 5&6 MSA and submit to Council for adoption by deadline.	2 Final 2024/2025 IDP review (and Annexures) submitted to Council for adoption by 30 June 2026	**R350 000.00**
MM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Effective public awareness on municipal business through information dissemination	Number of Mayoral IDP and Budget Imbizos to be hosted by end of deadline.	19 Mayoral IDP and Budget Imbizos to be hosted by end of 30 June 2026	**R700 000.00**
MM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Effective public awareness on municipal business through information dissemination	Number of annual Ward Committee trainings to be held by end of deadline.	1 Annual Ward Committee training conducted by end of 31 December 2025	**R746 898,59**
MM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Ward Committee meetings to be held by deadline.	4 Quarterly Ward Committee meetings held by end of 30 June 2026	**R430 526,50**
MM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Media slots conducted by end of deadline.	19 Media slots conducted by end of 30 June 2026	**R900 000.00**

MM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of electronic Newsletter prepared by deadline.	2 Newsletters prepared by end of 30 June 2026	**R80 000.00**
MM16	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Risk registers updated by deadline.	4 Quarterly Risk registers updated by end of 30June 2026	**R-**
MM17	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Risk Management Committee meetings to be held by deadline.	4 Quarterly Risk Management Committee meetings held by end of 30 June 2026	**R-**
MM18	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Annual Risk assessment conducted by deadline.	1 Annual Risk assessment conducted by end of 30 June 2026	**R-**
MM19	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Enterprise Risk Management Framework and Policy reviewed and approved by Council by deadline.	1 Risk Mngt Framework and Policy reviewed and approved by Council by end of 30 June 2026	**R-**

MM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by deadline.	1 Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by end of 30 June 2026	**R-**
MM21	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Hotline reports submitted to RMC, AC, MPA and EXCO by deadline.	4 Quarterly Hotline reports submitted to RMC, AC, MPAC and EXCO by end of 30 June 2026	**R-**

IDP REF NO.	NATIONAL KPA		STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
TS01	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Khanyisa Sport field to be completed by deadline.	100% Construction of Khanyisa Sport field (Change Rooms/ablution facility, Guard house, Borehole)) to be completed by end of 30 June 2026	**R6 708 775.00**
TS02	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Noordsburg Multi-purpose Centre to be completed by deadline.	90% Construction of Noordsburg Multi-purpose Centre (Site establishment, Earthworks, Foundation, Walls, Roofing, Plastering, Plumbing works, Electrical works) completed to be completed by end of 30 June 2026	**R8 442 061.30**
TS03	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Hlalakahle Community Development Centre (Paving and Fencing) to be completed by deadline.	100% Upgrading of Ndwedwe Regional Sport field (Site establishment, change rooms, Ablution facilities, Combo Court and Fencing) to be completed by end of 30 June 2026	**R10 000 000.00**

TS04	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Msengeni Community Development Centre (Fencing) to be completed by deadline.	100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainange system) to be completed by end of 30 June 2026	**R3 000 000.00**
TS05	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage (was Number) of Construction of Community Hall of Makhawula/Ntaphuka Community Hall to be completed by deadline.	100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainage system) to be completed by end of 30 June 2026	**R1 500 000.00**
TS06	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Disaster and Emergency Services establishment to be completed by deadline.	100% Construction of Disaster and Emergency Services facility (Walls, Roof slab, Ablution facilities, Offices, Gym, Plastering, Parking, Electrical works and Roofing) completed to be completed by end of 31 December 2025	**R20 863 163.67**
TS07	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Renovation of Phambela Hall Renovation to be completed by deadline.	100% Renovation of Phambela Community Hall to be completed by end of 31 March 2026	**R670 000.00**
TS08	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	Percentage of Renovation of Gcwensa Hall Renovation to be completed by deadline.	100% Renovation of Gcwensa Community Hall to be completed by end of 31 March 2026	**R580 000.00**
TS09	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure	To improve access to basic services	Percentage of Rehabilitation of Sonkombo Sport field to be completed by deadline.	100% Rehabilitation of Sonkombo Sport field to be completed by end of 31 March 2026	**R650 000.00**

		delivery.				
TS10	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	Create job opportunities through infrastructure projects	Number of number of jobs created through municipality's local, economic development initiatives, waste management including capital projects by deadline.	80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30 September 2025	**R2 320 000.00**
TS11	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline.	100% Capital expenditure spent completed by end of 30 June 2026	**R46 208 000.00**
TS12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To Facilitate the provision of sustainable infrastructure delivery.	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	16 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	**TO BE CONFIRMED**
TS13	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Mthombisa Access Road to be completed by deadline.	30% Construction Mthombisa Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS14	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Ntabamhlophe Access Road to be completed by deadline.	30% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS15	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Nhlangakazi Access Road to be completed by deadline.	30% Construction of Nhlangakazi Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS16	**BASIC SERVICE**	To Facilitate the	To provide construction of	Percentage of Construction	30% Construction of Nogxaza	**TO BE**

	DELIVERY AND INFRASTRUCTURE	provision of sustainable infrastructure delivery.	new community infrastructure facilities	of Nogxaza Access Road to be completed by deadline.	Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**CONFIRMED**

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
COM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To provide effective waste management services	Number of times refuse collected at Business premises/Public Skip Bins and dump areas by deadline.	300 Refuse collections at Ndwedwe Town, Msundunzi, Cell C, Mthebeni, Montebella, Bhamshela and Sonkombo done by end of 30 June 2026	**R1 365 678,30**
COM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To improve the quality of life locally	Number of Library books procured for by deadline	20 Library books procured by end of 30 June 2026	**R50 000.00**
COM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Ingoma programs held by deadline	1 Ingoma program to be held by end of 31 March 2026	**R130 000.00**
COM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Gender (Male & Female) programmes to be held by deadline	1 Gender (Male & Female) programme to be held by end of 30 September 2025	**R95 000.00**
COM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Women's programme held by deadline	2 Women's programme to be held by end of 31 March 2026	**R200 000.00**
COM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Disability programmes to be held by deadline.	2 Disability programmes to be held by 30 June 2026	**R190 000.00**

COM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of schools benefitted annually from Dress a child campaign by deadline.	28 Schools that benefitted from Dress a child campaign by end of 30 June 2026	**R250 000.00**
COM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of programmes for Orphans and Farm workers held by deadline.	1 Orphans and Farm workers Programme held by end of 31 March 2026	**R100 000.00**
COM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Christmas programmes for Senior citizens held by deadline.	1 Christmas Programme for Senior Citizens held by end 31 December 2025	**R195 000.00**
COM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly Civil Society Forums held by deadline.	4 Quarterly Civil Society Forums held by end of 30 June 2026	**R30 000.00**
COM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of HIV/Aids Day events held by deadline.	1 HIV/Aids Day event held by end of 31 December 2025	**R30 000.00**
COM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Activism programs for 16 days held by deadline.	1 16 Days of Activism programmes to be held by end of 31 December 2025	**R80 000.00**
COM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Umkhosi Wesintu event held by deadline.	2 Umkhosi Wesintu events held by end of 31 March 2026	**R450 000.00**
COM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations events held by deadline.	1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 31 September 2025	**R450 000.00**
COM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Mandela day programmes to be held by deadline.	1 Mandela Day Program held by end of 31 July 2025	**R50 000.00**
COM16	**GOOD**	To promote good	Promote nation	Number of quarterly OSS	4 Quarterly OSS meetings to be held	**R180 000.00**

	GOVERNANCE AND PUBLIC PARTICIPATION	governance and public participation	building and social cohesion	meetings to be held by deadline.	by end of 30 June 2026	
COM17	**CROSS CUTTING**	To promote good governance and public participation	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	Number of Fire and Disaster awareness campaigns to be held by deadline.	12 Fire and Disaster awareness campaigns to be held by end of 30 June 2026	**R99 000.00**
COM18	**CROSS CUTTING**	To promote good governance and public participation	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	Number of quarterly Disaster Management Advisory Forum meetings to be held by deadline	4 Quarterly Disaster Management Advisory meetings to be held by end of 30 June 2026	**R40 000.00**
COM19	**CROSS CUTTING**	To promote good governance and public participation	To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters	Number of monthly Incidents/disasters reports submitted to the district disaster management centre by deadline.	12 Monthly Incidents/disasters reports submitted to the district disaster management centre by end of 30 June 2026	**R0.00**
COM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Disability Games hosted by deadline.	2 Disability Games hosted by end of 31 December 2025	**R355 000.00**
COM21	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly Sports development programmes to be held by end of deadline	12 Sports development programs hosted by end of 30 June 2026	**R400 000.00**
COM22	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Examination Prayers to be hosted by deadline.	1 Examination Prayer to be hosted by end of 30 November 2025	**R200 000.00**
COM23	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of monthly Youth development programmes to be hosted by deadline.	12 Montly Youth development programmes to be hosted by end of 30 June 2026	**R120 000.00**
COM24	**GOOD**	To promote good	Promote nation	Number of Annual support	1 Annual Young Local Artists Support	**R150 000.00**

	GOVERNANCE AND PUBLIC PARTICIPATION	governance and public participation	building and social cohesion	workshops for Young Local Artists held by deadline.	workshop held by end of 31 December 2025	
COM25	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly Youth Council meetings to be held by deadline.	4 Quarterly Youth Council meetings to be held by end of 30 June 2026	**R50 000.00**
COM26	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2026	**R-**

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
FV01	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of Mid-Year Budget Section 72(1) (b) MFMA report to National Treasury by deadline.	1 MFMA 72(1) (b) report submitted to National Treasury by end of 25 January 2026	R-
FV02	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of quarterly Section 52 MFMA reports submitted to Council and National Treasury by deadline.	4 MFMA 52 Quarterly reports submitted to Council and National Treasury by end of 30 June 2026	R-
FV03	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of Final Budget and related policies adopted by Council by deadline.	1 Final Budget and related policies adopted by Council by end of 31 May 2026	R-
FV04	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	% of Revenue collected by deadline.	70% of Revenue collected by end of 30 June 2026	R-
FV05	**MUNICIPAL**	Sound Financial	To create a financial	Number of General and	1 General and	R 120 000.00

	FINANCIAL VIABILITY	Management	sustainability municipality that conforms to all the financial legislations	Supplementary Valuation Roll finalised by deadline.	Supplementary Valuation Roll finalised by end of 30 September 2025	
FV06	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of quarterly Screening of Suppliers from SCM Database generated by deadline.	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2026	R-
FV07	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of quarterly SCM reports submitted to Council and Provincial Treasury by deadline.	4 Quarterly SCM reports submitted to Council and Provincial Treasury by end of 30 June 2026	R-
FV08	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 Days taken for trade creditors to be paid by end of 30 June 2026	R-
FV09	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of Annual Financial Statements submitted to Auditor General (AG) by deadline.	1 AFS submitted to AG by end of 31 August 2025	R-
FV10	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of annual Asset verification report on movable and immovable assets by deadline.	1 Annual Asset verification report on movable and immovable assets by end of 30 June 2026	R-

FV11	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of days for Cash/Cost Coverage Ratio (Excluding Unspent Conditional Grants) ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) (Norm: Range between 30 and 90 days with 90 days being ideal)	90 Days cash on hand by 30 June 2026	R-
FV12	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	1.5:1 Current Ratio by 30 June 2026	R-
FV13	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Percentage of Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs completed by deadline.	43% Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs by 30 June 2026	R-

FV14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2026	R-

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
EDP01	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favourable for the advancement of society and the economy.	Number of annual Ndwedwe Music Festival events to be held by deadline.	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2025	R 2 200 000.00
EDP02	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favourable for the advancement of society and the economy.	Number of Cluster Commercial Gardens supported by deadline.	10 Commercial Gardens supported by end of 30 June 2026	R 700 000.00
EDP03	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favourable for the advancement of society and the economy.	Number of Farmers market day events to be held by deadline.	2 Farmers market day events to be held by end of 30 June 2026	R 200 000.00
EDP04	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	Number of Cooperatives supported by deadline.	15 Cooperatives supported by end of 31 March 2026	R 420 000.00
EDP05	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	Number of quarterly SMMEs supported by deadline.	15 Quarterly SMMEs supported by end of 31 March 2026	R 770 000.00
EDP06	**CROSS CUTTING**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	Number of Ndwedwe Town Development Survey, Subdivision to be completed by deadline.	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2026	R 600 000.00
EDP07	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living	To facilitate co-ordinated planning and development	Number of quarterly Housing Forum meetings to be held by deadline.	4 Quarterly Housing Forum meetings to be held by end of 30	R-

		conditions			June 2026	
EDP08	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	Number of quarterly LED Forum meetings to be held by deadline.	2 Quarterly LED Forums meetings to be held by end of 30 June 2026	R 100 000.00
EDP09	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	Number of Tourism Booklet developed by Council by deadline.	1 Tourism Booklet developed by end of 30 June 2026	R 100 000.00
EDP10	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	Number of Tourism Development Business Plan by deadline.	1 Tourism Development Business Plan developed by end of 30 June 2026	R 120 000.00
EDP11	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	Number of Tourism Indaba held by deadline.	1 Tourism Indaba to be held by end of 30 June 2026	R-
EDP12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2026	R-

IDP REF NO.	NATIONAL KPA	**NLM GOAL**	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
CS01	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To improve the capacity of staff to deliver services	Number of WSP trainings for employees to be held in accordance with the WSP by deadline.	10 WSP trainings for employees to be held in accordance with the WSP by deadline by 31 March 2026	R 945 000.00

CS02	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To improve the capacity of staff to deliver services	Number of Workplace Skills Plan (WSP) & Annual Training Report (ATR) completed and submitted to LGSETA by deadline	1 - WSP & ATR completed and submitted to LGSETA by 30 April 2025	R -
CS03	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure the municipality provides a safe working environment.	Number of Occupational, Health and Safety (OHS) Committee meetings held by deadline.	2 OHS Committee meetings to be held by 30 June 2025	R -
CS04	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure the wellbeing of employees	Number of Employee wellness program held by deadline	2 EAP programs to be held by 31 December 2025	R 260 000.00
CS05	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	Number of monthly reports on maintenance of ICT infrastructure submitted by deadline.	12 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2026	R 920 000.00
CS06	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	Number of quarterly ICT Steering Committee meetings to be held by deadline.	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2025	R -
CS07	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	Number of Computer Software Programmes and Licencing renewed/purchased by Council by deadline.	4 Computer Software Programmes and Licencing renewed/purchased by end of 30 June 2026	R 2 700 000.00

CS08	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure efficient, effective, economic and transparent utilisation of fleet management	Number of monthly Fleet management reports completed by deadline.	12 Monthly Fleet management reports completed by 30 June 2026	R -
CS09	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of scheduled Council meetings to be held by deadline.	4 Scheduled meetings of Council to be held by 30 June 2026	R 280 000.00
CS10	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of scheduled Exco meetings to be held by deadline.	10 Scheduled EXCO meetings to be held by 30 June 2026	R-
CS11	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by deadline.	40 Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by 30 June 2026	R-
CS12	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of quarterly scheduled Audit Committee meetings to be held by deadline.	4 Quarterly scheduled Audit Committee meetings to be held by 30 June 2026	R 53 000.00

CS13	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of quarterly MPAC meetings held by deadline.	4 Quarterly scheduled MPAC meetings held by 30 June 2026	R 35 000.00
CS14	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of monthly Security Services Reports generated by deadline.	12 Monthly Security Services Reports generated by 30 June 2026	R 15 618 960, 18
CS15	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of Policy workshop to be held by deadline.	1 Policy Workshop to be held by 31 March 2026	R-
CS16	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of Reviewed Staff establishment/Organogram adopted by Council by deadline.	1 Reviewed Staff establishment/Organogram adopted by Council by end of 30 June 2026	R-
CS17	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of Budgeted posts filled as per approved staff establishment by deadline.	10 Budgeted posts filled as per approved staff establishment by Council by end of 30 June 2026	R-
CS18	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of drafting and reviewing SLA's developed by deadline.	70 Drafting and reviewing SLA's developed by 30 June 2026	R-

CS19	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of Litigation Management SOP develop by deadline.	Finalisation of Ligiation Management SOP adopted by Council by 31 March 2026	R-
CS20	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of monthly ligation register reviewed and updated be completed by deadline.	12 Monthly ligation register reviewed and updated by 30 June 2026	R-
CS21	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of Paia and Popia Manual developed be completed by deadline.	2 PAIA and POPIA Manual developed and adopted by Council by 31 March 2026	R-
CS22	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To ensure efficient, effective, economic and transparent utilisation of fleet inspection management	Number of monthly Fleet management inspection reports completed by deadline.	4 Monthly Fleet management inspection reports completed by 30 June 2026	
CS23	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2026	R-

1.9.1 Implementation of Ndwedwe Municipality Capital Infrastructure Projects

Table 14: Capital Infrastructure Programme

2025-2026 CAPITAL BUDGET			
Project Name	**2025/2026 Final Budget VAT exclusive**	**2026/2027 Outer Year One Exclusive**	**2027/2028 Outer Year Two Exclusive**
Buy Back Centre	-	2 608 695.65	2 608 695.65
	1 913 043.48	**3 826 086.96**	**3 521 739.13**
Ndwedwe Access Roads	-	16 997 826.09	17 725 652.17
Ndwedwe Community halls	-	16 997 826.09	17 725 652.17
Installation of highmast lights in various wards	-	2 400 000.00	-
Constrction of Khanyisa Sport field Ward 09 (MIG)	4 457 115.81	-	-
Construction of Shangase Hall Ward 18 (MIG)	1 376 601.58	-	-
TLB (New)	-	2 130 434.78	-
Mthombisa Access Road Ward 3 (Internal Funding	1 043 478.26		
Nhlangakazi Access Road Ward 9 (Internal Fundin	2 608 695.65		
Nogxaza Access Road Ward 19 (Internal Funding)	782 608.70		
Bhamshela Thusong Centre Demolition	3 043 478.26		
Construction of Ndwedwe Disaster and Emergency Management Centre Ward 15 (MIG)	18 141 881.45	-	-
Construction of Noordsburg Multi-Purpose Centre Ward 06 (MIG)	7 509 618.55	-	-
Upgrading of Ndwedwe Regional Sports Field	8 695 652.17	-	-
Isikhotho Access Road Rehabilitation Ward 05	-	1 739 130.43	1 739 130.43
Ngidi Access Road Rehabilitation Ward 11	2 608 695.65	-	-
Ezimpangeleni Access Road Rehabilitation Ward 04	1 304 347.83	-	-
Nombika Sportfield ward 15	5 704 347.83	-	-
Total Budget Technical Services	**57 998 260.87**	**43 569 565.22**	**37 190 434.78**

1.9.2 Implementation of Special Programmes/Projects (To obtain the list from Finance Dept)

Table 15: Specials Programmes/Projects

MUNICIPAL KEY PERFORMANCE AREA (KPA)	ORIGINAL BUDGET
Procurement of Library Books	R50 000.00
Ingoma	R130 000.00
Gender programmes	R95 000.00
Gender programmes	R200 000.00
Disability programme	R190 000.00
Dress a child uniform campaign	R250 000.00
Orphans and Farm Workers Program	R100 000.00
Christmas Program for Senior Citizens	R195 000.00
Civil Society Forum	R30 000.00
Ndwedwe HIV/Aids Day event	R30 000.00
16 Days of Activism	R80 000.00
Umkhosi Wesintu	R450 000.00
Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations	R450 000.00
Mandela Day Program	R50 000.00
Operation sukuma sakhe (OSS) local task team meetings	R180 000.00
Disaster Awareness Campaigns	R99 000.00
District Disaster Management Advisory Forums	R40 000.00
Disability Games (Local, District, Provincial and National)	R355 000.00
Sports Development/Recreation programs	R400 000.00
Examination Prayer	R200 000.00
Youth Development	R120 000.00
Young Local Artists Support Workshop	R150 000.00
Youth Council meeting	R50 000.00

1.9.3 Implementation of iLembe District Water and Sanitation Programmes/Projects

Table 16: Water Projects at Planning Stage

WARD	NAME OF PROJECT	COMPLETION	TOTAL PROJECT COST	PROGRESS
Ndwedwe Ward 10,11,12,13,14,15, 18,19 (Umgeni Water Project)	uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5	June 2027	R 684 664 000	The project is at tender stage, Contract 1 for the pipeline supply has been awarded – Done by Umgeni Water
Ndwedwe wards 2,3,4,5,6,7, 8 and 9	uMshwathi Phase 5 – Northen Ndwedwe and Augmentation of Maphumulo Supply	November 2024	R 225 000 000.00	Contract 1 – Awarded Contract 2 – Tender evaluation award end March23 Contract 3 – Tender in April 2023

Ndwedwe ward 17 and 18 (Umgeni Water Project)	uMshwathi Phase 6 Supply from Bruyns Hill to Wosiyane, Emalangeni and Khumalo areas	2027	R 322 319 000.00	Project is at Detailed design stage – Done by Umgeni Water
Ward 10,11,12	Sonkombo /Nkwambase Reticulation Upgrade	July 2024	R 42 000 000.00	Project is at Bid Specification stage.
Ward 11	Matholamnyama	October2024	R 30 000 000 00	Project is at Tender stage.

Table 17: Water Projects at Construction Stage

WARD	NAME OF PROJECT	COMPLETION	TOTAL PROJECT COST	PROGRESS
1,2,3,4,5,6,7,8, 10,11,12,	Sonkombo and Boreholes	November 2023	R 16 000 000 00	The project is at the construction stage.
2,4,5,6,9	Umshwathi phase 5 –Contract 1	July 2024	R68 000 000 00	Site establishment and labour and materials procurement underway
2 and 8	Nsuze and Esidumbini dam rehabilitation project	June 2023	R2 700 000 000	Rehabilitation of access road to the tanker standpipe, removal alien vegetation at the dam. Construction of additional package plant to treat high iron

1.9.4 Implementation of Catalytic Programmes/Projects

Table 18: NLM Catalytic Projects

No.	Project Name	Brief Description	Ward No	GPS Coordinates	Project Budget	Intervention
1	ESTABLISHMENT OF NDWEDWE MOTORING LICENSING OFFICE	Establishment Of a Motor Licensing Office. Phase 1 Has Been Completed. Excavation And Fencing Has Been Completed.	6	30.885 E - 29.372 S	R5 000 000	Department Of Transport for Facilitating Processes and Procedures.
	NDWEDWE TOWN DEVELOPMENT	Finalization Of Town Development	15	30.939E - 29.517S	R2 000 000	Department Rural Development and Land Reform to Facilitate Discussions with

						The NLM And Traditional Authorizes.
3	TYPE 2 ELECTRIFICATION	To Provide Type 2 Electrification to Ndwedwe Citizens	1 To 19	All Wards	20 000 000	Funding From Eskom and DMRE.

1.10 How Will Our Performance and Progress Be Measured?

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

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

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

The NLM has developed programmes and projects that are geared towards delivering of basic services, economic infrastructure development, reducing unemployment and poverty developing thriving communities able to sustain itself and the municipality. The IDP has been compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives; the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

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

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

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.
The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

- Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans (SDBIP's)
- Performance management can be applied to various levels within any organisation. The legislative framework provides for performance management at various levels in a municipality including organisational (sometime also referred to as municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

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

current budget and achieving annual service delivery targets. The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

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

1.10.1 Performance Management Framework and Policy

To measure and monitor our progress, Performance Management Framework and Policy was developed and is in place and it is reviewed annually. Key performance indicators have been refined in support of the Municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan Framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organizational Performance Management Scorecard attached to the Integrated Development Plan and it is reviewed annually together with the Integrated Development Plan review process to ensure regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee. The PMS 2023/2024 Framework has been adopted by Council 30 May 2023.

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

1.10.2 Individual Performance Agreements and Performance Plans for the Municipal Manager and Heads of Departments

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette). These

agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

1.10.3 Performance Evaluation Panels

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual departmental targets will be achieved.

1.10.4 Cascading of PMS to All Employees

NLM is in the process of introducing performance management to all levels of employees including managers, supervisors, and all employees. The performance assessments of all employees will be conducted by the managers and supervisors on a quarterly basis. This is supported by the policy.

The NLM Human Resources Unit will be rolling out the PMS cascading process in phases. Starting from phase 1 to phase 3. Phase 1 will comprise of extended MANCO managers, phase 2 supervisors and phase 3 all employees.

The municipality programs and projects have been geared towards delivering basic services, economic infrastructure development, reducing unemployment and poverty, and developing thriving communities able to sustain itself and the municipality. The municipality, in partnership with other stakeholders, has been working hard to deliver on the following outcomes. The community should expect the following outcomes and deliverables emanating from the implementation of this Integrated Development Plan.

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

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

These strategies will be used to formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the Ndwedwe Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported quarterly as well as annually in the municipality's annual report. The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

1.10.5 Organisational and Departmental Scorecards

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

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

The measures set for the Municipality at organizational level are captured in an organizational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

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

1.10.6 Monitoring and Evaluation

To measure and monitor our progress, Performance Management Framework and Policy was developed and is in place and it is reviewed annually. Key performance indicators have been refined in support of the Municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan Framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable

performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organizational Performance Management Scorecard attached to the Integrated Development Plan and it is reviewed annually together with the Integrated Development Plan review process to ensure regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the performance Regulations. These agreements are fully implemented and aligned with the service delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as the Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual department targets will be achieved.

SECTION B:

2. Planning and Development Principles & Government Policies and Imperatives

2.1 The International Policy Directives

The Municipality IDP is informed by the following policies directives:

2.1.1 Sustainable Development Goals

The Sustainable Development Goals (SDG) initiative is aimed at attaining the following goals. Each goal has specific target:

Figure 2: Sustainable Development Goals



The suggested Sustainable Development Goals (SDGs) far outperform the Millennium Development Goals (MDGs). They not only address some of the systemic hurdles to sustainable development, but they also provide better coverage and balance of the three pillars of sustainable development – social, economic, and environmental – as well as institutional/governance issues. Four of the goals tackle global environmental challenges (climate, water, ecosystems, and oceans), demonstrating the overall balance.

The MDGs were limited to developing nations and only partially captured all three characteristics of sustainability. In comparison, the SDGs address all countries and dimensions, while the relevance of each goal varies by country. Through the endeavour to create universal goals that articulate the need and opportunity for the global community to come together to achieve a sustainable future in an interconnected world, the SDG process has been a tremendous step forward.

Table 19: Sustainable Development Goals & Alignment

No.	Sustainable Development Goal	Ndwedwe Local Municipality's Response
1	No poverty	▪ Strengthen working relationship with Enterprise iLembe and ensure SMME support and participation in various programmes. ▪ Increase access to economic opportunities for women and other special groups. ▪ Develop LED techniques to generate money. ▪ Encourage more people to participate in War Rooms and Sukuma Sakhe to find out which households are in poverty and hunger. ▪ Create networks of cooperation with NGOs and other parties involved.
2	No hunger	Facilitate partnerships with relevant government departments and private sector on the following programmes: ▪ School nutrition programme ▪ Develop programs for food security. ▪ Broaden engagement with merging farmers. ▪ One house, one garden support
3	Good health	▪ To improve collaboration with the Department of Health and other relevant government departments and private sector on the following programmes ▪ Enhance the use of OSS for health-related issues. ▪ Expand health education campaigns
4	Quality education	▪ Facilitate community skills audit and support programs through SETAs. ▪ Facilitate SETA programs and learnerships. ▪ Provide mobile libraries that will be open to all students. ▪ Facilitate funding support for people/scholars in need and for tertiary studies.
5	Gender equality	▪ Support special groups and LGBT, women, youth and people living with disabilities. ▪ Establishment of gender forum ▪ Facilitate youth desk, campaigns, and women parliament
6	Clean water and sanitation	▪ Strengthen working relationship with the district municipality in order to ensure access to affordable and reliable water and sanitation. ▪ Access to water and sanitation programmes
7	Clean energy	▪ Strengthen working relationship with Eskom and other energy service providers to ensure access to affordable and reliable energy. ▪ Research on clean energy initiatives ▪ Create programmes and projects. ▪ Conduct awareness campaigns
8	Good jobs and economic growth	Establish a setting that will lead to greater employment possibilities. ▪ Form partnerships with the public and private sectors. ▪ Secure land ownership and make it available for development. ▪ Facilitate support and programmes for the unorganized sector. ▪ Attract local and international investors

9	Innovation and infrastructure	▪ Facilitate and implement EPWP projects. ▪ Zoning of land in order to open up land for development. ▪ Attract industrial development and create business incentives. ▪ Establish public-private collaborations. ▪ Formulation of Comprehensive Infrastructure Plan and implementation thereof. ▪ Creating and implementing investment strategies ▪ Establish a favourable atmosphere for investors. ▪ Attract potential industries to strategic locations designated for industrial development by the Council.
10	Reduce inequalities	▪ Implement EEP ▪ Indigent support program ▪ SMME's and Co-operatives support
11	Sustainable cities and communities	▪ Development of the land use management scheme ▪ Reduce service backlogs
12	Responsible consumption	▪ Ensure sustainable consumption and production patterns. ▪ Implementation of effective supply chain management system by employing companies in a close radius. ▪ Create awareness for sustainable development
13	Protect Planet	▪ Implementation of Integrated Waste Management Plan ▪ Implementation of Buy-Back infrastructure and related programmes as per the outcome of the feasibility study. ▪ Strengthen working relationship with the district in relation to the adopted climate change, its impacts and response strategy. ▪ Implement climate change initiatives and interventions for Ndwedwe Municipality ▪ Develop mitigation and adaptation strategies. ▪ Develop disaster awareness and prevention campaigns
14	Life below water	▪ Effective implementation of Integrated Waste Management Plan to protect marine resources (rivers, streams and dams). ▪ Create sustainable awareness campaigns in regard to rivers and streams, as rubbish thrown in pollutes the water endangering sea species
15	Life on land	▪ Effective implementation of Integrated Waste Management Plan ▪ Develop Strategic Environmental Assessment (SEA) ▪ Develop Environmental Impact Assessment (EIA)
16	Peace and justice	▪ Implementation of anti- fraud and corruption policy ▪ Effective and fractional external audit, committee, and risk management committee. ▪ Implement crime prevention strategies. ▪ Involve stakeholders such as Amakhosi, South African Police and the community in Operation Sukuma Sakhe ▪ Facilitate access to social and economic services
17	Partnerships for goals	▪ Strengthen IGR

2.1.2 Paris Agreement

The Paris Agreement, a new legally enforceable framework for a globally coordinated effort to combat climate change, was adopted by 196 Parties to the UN Framework Convention on

Climate Change (UNFCCC) on December 12, 2015. The Agreement is the result of six years of international climate change discussions under the auspices of the UNFCCC, and it was negotiated in the face of great worldwide pressure to avoid a repeat failure of the 2009 Copenhagen Conference. The Paris Agreement includes the following provisions:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees.
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century.
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs).
- A process that demands a revision of NDCs at least every 5years representing progression beyond the last NDCs.
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments.
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions.
- A framework for enhanced transparency and an expert review of NDCs.
- A Global Stock-take from 2023 and every 5 years thereafter to review progress.
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments.
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation.
- A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation.
- A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and developed countries must report twice a year on levels of support provided.
- An enhanced transparency framework for action and support with built-in flexibility which considers Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and
- A non-punitive compliance mechanism that is expert based and facilitative in nature.

2.1.3 Agenda 2063 (African Aspirations For 2063)

Africans from various socioeconomic formations and the Diaspora confirmed the African Union Vision of "an integrated, prosperous, and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena" as the overall direction for the African continent's future. They also reaffirmed the OAU/AU 50th Anniversary Solemn Declaration's relevance and legitimacy. Converging voices of Africans from many origins, including the Diaspora, have produced a clear image of what they want for themselves and the continent in the future. A unified and shared set of aspirations has arisen from these convergent voices:

- A prosperous Africa based on inclusive growth and sustainable development.
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance.
- An Africa of good governance, respect for human rights, justice and the rule of law.
- A peaceful and secure Africa.
- An Africa with a strong cultural identity, common heritage, values and ethics.

Africa as a strong, united, resilient, and important global actor and partner, based on the potential of its people, particularly its women and youth, and caring for children. As a result, the guideline paper presents a compact set of guidelines based on the following:

- That all municipalities are expected to develop and implement IDPs in the context of the National Development Plan, Provincial Growth and Development Strategy and other policy imperatives.
- That for municipalities to develop credible IDPs, national and provincial departments must meaningfully engage with the local development planning process.
- That other development agents in municipal spaces such as government entities, traditional leadership, mining companies and others should participate and enrich the local development planning process.

2.2 The National and Provincial Development Planning and Policy Directives

2.2.1 The Constitution of South Africa

According to Section 40(1) of the Constitution, government is divided into national, provincial, and local sectors that are distinct from one another but interconnected and interrelated. The Constitution also requires the other spheres of government, as well as all organs of state within each sphere, to respect the constitutional status, institutions, powers, and functions of government in the other spheres, and "not assume any power or function except those

conferred on them in terms of the Constitution." Courts have recently played an essential role in clarifying municipal government authorities in a number of situations. Overall, these decisions confirmed that the municipal planning process serves as the foundation for all land development and land-use planning in South Africa. As a result, the formation and implementation of IDPs becomes critical in putting the constitutional principle of cooperative government into action.

According to Section 153 of the Constitution, a municipality must: (a) structure and manage its administration, budgeting, and planning processes to prioritize the community's basic requirements and to promote the community's social and economic growth.

According to Section 155(6) of the Constitution, each provincial government must establish municipalities in its province in a manner consistent with legislation enacted in terms of subsections (2) and (3), and must: (a) Provide for the monitoring and support of local government in the province; and (b) Promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs through legislative or other measures.

Policy and Legislative Context: Significant policy and legislative developments have guided South African development. The following are the key policy developments:

2.2.2 Municipal Finance Management Act 56 of 2003

Approval of Annual Budgets: *The MFMA Section 24 (1) The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.*

(2) An annual budget-
(a) must be approved before the start of the budget year;
(b) is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and
(c) must be approved together with the adoption of resolutions as may be necessary-
(i) imposing any municipal tax for the budget year;
(ii) setting any municipal tariffs for the budget year;
(iii) approving measurable performance objectives for revenue from each source and for each vote in the budget;
(iv) approving any changes to the municipality's integrated development plan; and
(v) approving any changes to the municipality's budget related policies.

(3) The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.

2.2.3 Municipal Systems Act, Act No.32 of 2000 (MSA)

The Municipal Systems Act (MSA) creates a foundation for essential local government operations such as planning, performance management, resource mobilization, and organizational reform. This act requires all categories of municipalities to engage in developmentally oriented planning in order to realize the objectives of local government outlined in Section 152 of the Constitution.
(2) An integrated development plan adopted by a municipal council in terms of subsection (1) may be amended in terms of section 34 and remain in force until an integrated development plan is adopted by the next elected council. (read with Section 24 (1) of the MFMA 56 of 2003)

MSA Adoption and Review of Integrated Development Plans Section 25(1) of the MSA requires a municipal council to create a single, inclusive, and strategic plan for the development of the municipality within a stipulated period after the start of the electoral term. Furthermore, the Act mandates IDPs to "link, integrate, and coordinate plans," as well as "take into account proposals for the municipality's development." (Read with Section 24 (1) of the MFMA 56 of 2003).

(3)(a) A newly elected municipal council may, within the prescribed period referred to in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision it must comply with section 29(l)(b)(i), (c) and (d).
(b) A newly elected municipal council that adopts the integrated development plan of its predecessor with amendments, must effect the amendments in accordance with the process referred to in section 34(b).

(4) A municipality must, within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3):
(a) give notice to the public
(i) of the adoption of the plan; and
(ii) that copies of or extracts from the plan are available for public inspection at specified places; and publicise a summary of the plan.

Copy of Integrated Development Plan to be Submitted to M For Local Government: *MSA Section 32 (1)(a) The municipal manager of a municipality must submit a copy of the integrated development plan as adopted by the council of the municipality. and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan.*
(b) The copy of the integrated development plan to be submitted in terms of paragraph (a) must be accompanied by—
(i) a summary of the process referred to in section 29 (l);

(ii) a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement; and
(iii) in the case of a district and a local municipality, a copy of the framework adopted in terms of section 27.

(2) The MEC for local government in the province may, within 30 days of receiving a copy of an integrated development plan or an amendment to the plan, or within such reasonable longer period as may be approved by the Minister, request the relevant
municipal council— ,(a) to adjust the plan or the amendment in accordance with the MEC'S proposals.
if the plan or amendment— (i) does not comply with a requirement of this Act; or (ii) is in conflict with or is not aligned with or negates any of the development plans and strategies of other affected municipalities or organs of state; or (b) to comply with the process referred to in section 29. or with a specific provision of this Act relating to the process of drafting or amending integrated development plans if the municipality has failed to comply with that process or provision, and to adjust the plan or the amendment if that becomes necessary after such compliance.

(3) A municipal council must consider the MEC'S proposals, and within 30 days of receiving the MEC'S request must
(a) if it agrees with those proposals, adjust its integrated development Plan or amendment in accordance with the MEC s request: or (b) if it disagrees with the proposals. object to the MEC's request and furnish the MEC with reasons in writing why it disagrees.

(4) On receipt of an objection in terms of subsection (3)(b) the MEC may refer the municipality's objection to an ad hoc committee referred to in section 33 for decision by the committee. If the MEC decides to refer an objection to an ad hoc committee, the objection must be referred within 21 days of receipt of the objection.

Annual Review and Amendment of Integrated Development Plan: *MSA Section 34 (1)A municipal council— (a) must review its integrated development plan— (i) annually in accordance with an assessment of its performance measurements in terms of section 4 i; and (ii) to the extent that changing circumstances so demand; and (b)may amend its integrated development plan in accordance with a prescribed process.*

The Act specifies that the IDP must do the following:

- Link, coordinate and integrate plans
- Align resources and capacity
- Form the policy and budgeting framework for the municipality
- Comply with national and provincial development plans.

Section 35 defines municipal IDPs as "the primary strategic planning instrument that guides and informs all planning and development, as well as all decisions pertaining to planning, management, and development, in the municipality."

2.2.4 Disaster Management Act of 2003

According to the **Disaster Management Act of 2003,** municipalities must incorporate disaster management planning into their integrated development planning processes. Hence, disaster management plans should be considered in integrated development plans when they relate to particular strategic objectives. The hazards foreseen in disaster management plans should be considered while planning programs and projects for the IDP term. The same data must also be used as the primary planning information for integrated development planning and disaster management planning processes.

2.2.5 Climate Change Bill, 2018

To meet the bill's national adaptation and mitigation objectives, local governments must coordinate and synchronize plans for activities that have an impact on or are impacted by climate change. Local government is a state agency charged with the authorities and obligations of achieving, promoting, and protecting a sustainable environment.

2.2.6 Water Services Act 108 of 1997

The Municipalities that are water service authorities are required by Sections 12 and 15 of the Water Services Act, which was implemented in 1997, to develop and implement a Water Services Development Plan for their areas of control. This water services development strategy must be included in the integrated development plan.

2.2.7 National Land Transport Act No. 5 of 2009.

According to Section 31 of the National Transport Act, the processes of planning for land development and land use must be integrated with those for transportation. The integrated transport plans mandated by this Act must be accommodated in and form an integral element of integrated development plans. They are intended to give structure to the municipal planning function outlined in Part B of Schedule 4 of the Constitution. In addressing the MEC for CoGTA finding on the unavailability of the Integrated Local Transport Plan in Ndwedwe Municipality, the plan has been prioritized for development in 2023/2024 financial year.

2.2.8 Department of Planning Monitoring and Evaluation (DPME's) Draft Planning Framework Bill.

The necessity to institutionalize planning in government has been fully recognized, and work is currently underway, led by the DPME, to ensure that it shows itself in dramatically improved government operations. This process has been hastened, notably with the adoption in 2012 of the National Development Plan: Vision 2030 (NDP), which acts as the primary plan and policy implementation framework by the government.

The Department of Planning Monitoring and Evaluation (DPME's) was established by Proclamation 47 in July 2014. It was developed to implement a renewal process for the three roles of Planning, Monitoring, and Evaluation. However, its foundation did not result in the requisite strategic clarity on DPME's new function. The Draft Integrated Planning Framework Bill, 2018, was prepared with the goal of giving the important strategic clarity.

The whole process is based on the urgent need to improve the effectiveness, delivery, and implementation of the government's transformation and development plans and programs. This will be accomplished through improved coordination and integration of the planning powers and functions that the Constitution grant to each of the three levels of government.

Experience and practice have shown that the disparate and diffuse nature of planning has resulted in a complicated multitude of plans, legislation, and structures. Because of the fragmented planning environment, unsatisfactory results and uneven effects of government policies and programs, as well as suboptimal returns on resources allocated to them, have emerged.

The DPME has now introduced the Draft Integrated Planning Framework Bill, 2018 to address and remedy disparities and fragmentation in government systems of planning, monitoring, and evaluation, and to ensure a functionally more effective system to drive South Africa's development agenda, with all plans across all spheres aligned to the NDP. The following are some of the most significant enhancements:

The DPME has been conducting consultations and policy development aimed at overcoming a variety of systemic challenges in South Africa's planning landscape, as well as introducing improved coordination, alignment, and integration in planning, guided by the NDP's long-term developmental perspective. The DPME has now introduced the Draft Integrated Planning Framework Bill, 2018 to address and remedy disparities and fragmentation in government systems of planning, monitoring, and evaluation, and to ensure a functionally more effective system to drive South Africa's development agenda, with all plans across all spheres aligned to the NDP: The following are some of the most significant enhancements to the

- To establish a formal process for preparing national plans
- To enhance intergovernmental structures for co-ordination of effective planning between the three spheres of government
- To align national planning with the national budget and its related processes

- To deepen planning for spatial transformation
- To institutionalise the integration and use of a central information repository and data tools in planning across government.

2.2.9 The Human Settlement's Housing Act, Act 107 of 1997

Section 2 requires integrated development planning at the federal, provincial, and municipal levels of government for housing building. Section 9 of the Act states that municipalities must take all reasonable and necessary steps, within the confines of federal and provincial housing legislation, to guarantee that:

- Land use and development are planned for and managed.
- A public environment conducive to housing development which is financially and socially viable is created and maintained.
- The inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis.
- Services in respect of water, sanitation, electricity, roads, stormwater drainage and transport are provided in a manner which is economically efficient.
- Conditions not conducive to the health and safety of the inhabitants of its area of jurisdiction are prevented or removed.
- Housing delivery goals in respect of its area of jurisdiction are set.
- Land for housing development is identified and designated; and
- Bulk engineering services are provided.

The Housing Chapter was established to assist municipalities with their human settlements planning efforts. Its goal is to ensure that integrated development planning (IDP) processes include housing-related legislative and political objectives. The National Housing Code (2009), which provides recommendations for incorporating housing planning into integrated development processes, made it a mandatory component of the IDP.

2.2.10 The 2004 Comprehensive Plan for Sustainable Human Settlements

The Comprehensive Housing Plan, also known as the Breaking New Ground in Housing Delivery (BNG), is a forward-looking plan adopted by National Cabinet in September 2004 to establish a framework for sustainable housing settlements over the following decade. The 10-year housing program is intended to satisfy people's housing requirements within the context of greater socioeconomic needs, resulting in sustainable human settlements.

The BNG's primary objective is the development of sustainable settlements, a break from the first 10 years of South Africa, when the emphasis was on the quantity of houses produced.

The quality of houses provided in the first ten years of democracy is extensively documented, and the BNG focuses on the quality dimension of both size and durability of delivered buildings. The BNG focuses not only on improving the quality of houses delivered, but also on the

development of viable human communities where people can live. In this setting, house location is critical, particularly in connection to economic opportunities.

This needs-based strategy is reinforced by seven business plans designed to assure full development integration. These plans, which are strategic thrusts in their own right, are as follows:

- Stimulating the residential property market.
- Spatial restructuring and sustainable human settlements.
- Social (medium density) housing programme.
- Informal settlements upgrading programmes.
- Institutional reform and capacity building.
- Housing subsidy funding systems reform, and
- Housing and job creation.

The new housing strategy will ensure that housing is an economic sector that is capable of alleviating poverty, creating jobs, leveraging growth, supporting a residential property market, and contributing in spatial-economic restructuring. The BNG acknowledges the importance of the private sector in housing delivery.

Poverty is defined as a combination of three important dimensions: income, human capital (services and opportunities), and assets. Housing is mostly responsible for reducing asset poverty.

"Sustainable human settlements" refer to: *"well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity".*

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

- Progressive Informal Settlement Eradication.
- Promoting Densification and Integration.
- Densification policy.
- Residential development permits.
- Fiscal incentives.
- Enhancing Spatial Planning.
- Enhancing the location of new housing projects.
- Supporting Urban Renewal and Inner-City Regeneration.
- Developing social and economic infrastructure.
- Enhancing the Housing Product.
- Enhancing settlement design.
- Enhancing housing design; and
- Addressing housing quality.

2.2.11 Comprehensive Rural Development Plan (CRDP)

The President of South Africa has charged the National Department of Rural Development and Land Reform (DRDLR) with developing a Comprehensive Rural Development Programme (CRDP) for the entire country.

To fulfil this directive, the DRDLR began on a new approach to rural development. The CRDP is focused on empowering rural people to take control of their future, with government help, and thereby effectively dealing with rural poverty through the optimal use and management of natural resources. This will be accomplished through a broad-based agrarian transformation that is coordinated and integrated, as well as targeted investments in economic and social infrastructure that will benefit the entire rural community.

This will be accomplished through a broad-based agrarian transformation that is coordinated and integrated, as well as targeted investments in economic and social infrastructure that will benefit the entire rural community. The program will be successful when it is clear that it is "sustainable and vibrant."

The agrarian reform Increased output and more efficient and sustainable use of natural resources such as land, grass, trees, water, natural gases, mineral resources, and so on. Livestock farming (cattle, sheep, goats, pigs, chickens, turkeys, game, bees, fish, and so on), as well as the value chain processes that go with it; Cropping (grain, vegetables, fruit, spices, pharmaceuticals, and so on), as well as the value chain operations involved; Rural livelihood establishment and enhancement for lively local economic development The application of appropriate technology, current methods, and indigenous knowledge systems; and each rural home will have food security, dignity, and an enhanced quality of life.

Outcome Eight: Sustainable Human Settlements and Improved Quality of Household Life:

According to the NDP, "settlement patterns should meet the needs and preferences of citizens while taking into account broader social, environmental, and economic interests." Traveling distances must be reduced. This includes ensuring that a greater number of workers reside closer to their areas of employment and that public transportation is safe, dependable, economical, and energy efficient. It entails "creating denser and more liveable cities and towns" (National Planning Commission, 2011).

This presents a problem in Ndwedwe since housing should be positioned closer to other chances or provide housing with other options such as jobs, services, transportation networks, and so on. If successful, the outcome of eight would have been accomplished, and people's lives would have been vastly improved.

For a variety of reasons, the outcome is essential. First and foremost, it is a requirement of the Constitution and the Bill of Rights. Second, it is fundamental to human dignity and societal stability, and it is a critical enabler of health, education, and social cohesion results. Finally, with careful design, it can act as a catalyst for economic development and employment creation. Finally, the outcomes of the national effort on human settlements must be viewed in the perspective of social development and change, as well as satisfying the goals of reversing underdevelopment.

2.2.12 The National Development Plan (NDP) (2012)

The National Development Plan (NDP) provides a long-term view. It describes a desired destination and identifies the roles that all sectors of society must play in order to achieve that goal. It fulfils four broad goals as a long-term strategic plan: Providing overarching goals for what we want to achieve by 2030.

- Creating consensus on the major roadblocks to accomplishing these objectives and what needs to be done to overcome those roadblocks.
- Providing a shared long-term strategic framework within which more specific planning can take place to advance the NDP's long-term aims.
- Creating a foundation for making decisions on how to best use limited resources.

The Plan's goal is to ensure that all South Africans have a reasonable level of living through eliminating poverty and reducing inequality. The Plan identifies the following key elements of a reasonable standard of living:

- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Recreation and leisure
- Clean environment
- Adequate nutrition

Table 20: National Plan Priorities and Ndwedwe Municipality Goals

DP GOALS	KZN PGDP GOALS	ILEMBE DISTRICT DGDP	NLM GOALS	NLM RESPONSES
Create jobs	Inclusive Economic Growth	A diverse and growing economy	To facilitate a strong local economy that produces long term, sustainable jobs and lowers poverty	▪ Establish a setting that will lead to greater employment possibilities. ▪ Form partnerships with the public and private sectors. ▪ Secure land ownership and make it available for development. ▪ Facilitate support and programmes for the unorganized sector. ▪ Attract local and international investors
Quality Education Quality Healthcare	Human resource development	Promote social well-being	To facilitate institutional transformation and organizational development	▪ Implement EEP ▪ Indigent support program ▪ SMME's and Co-operatives support ▪ Facilitate community skills audit and support programs through SETAs. ▪ Facilitate SETA programs and learnerships. ▪ Provide mobile libraries that will be open to all students. ▪ Facilitate funding support for people/scholars in need and for tertiary studies.
Quality Education Quality Healthcare	Human and community development		To facilitate skilled and capable workforce to support an inclusive growth path	▪ To improve collaboration with the Department of Health and other relevant government departments and private sector on the following programmes ▪ Enhance the use of OSS for health-related issues. ▪ Expand health education campaigns
Expand infrastructure	Strategic infrastructure	Provide equitable access	To facilitate the provision of sustainable infrastructure delivery	▪ Facilitate and implement EPWP projects. ▪ Zoning of land in order to open up land for development. ▪ Attract industrial development and create business incentives. ▪ Establish public-private collaborations. ▪ Formulation of Comprehensive Infrastructure Plan and implementation thereof. ▪ Creating and implementing investment strategies ▪ Establish a favourable atmosphere for investors. ▪ Attract potential industries to strategic locations designated for industrial development by the Council. ▪ Reduce service backlogs
Use resources properly	Environmental sustainability	Living in harmony with nature	To ensure Spatial equity and sustainable development	▪ Effective implementation of Integrated Waste Management Plan to protect marine resources (rivers, streams and dams). ▪ Create sustainable awareness campaigns in regard to rivers and streams, as rubbish thrown in pollutes the water endangering sea species. ▪ Effective implementation of Integrated Waste

				Management Plan ▪ Develop Strategic Environmental Assessment (SEA) ▪ Develop Environmental Impact Assessment (EIA)
Build a capable State. Fight corruption Unite the nation	Governance and policy	Effective Governance, Policy and Social Partnerships	To promote good governance and public participation.	▪ Implementation of anti- fraud and corruption policy Effective internal audit, audit and performance committee, and risk management committee. ▪ Implement crime prevention strategies. ▪ Involve stakeholders such as Amakhosi, South African Police and the community in Operation Sukuma Sakhe ▪ Facilitate access to social and economic services
Inclusive Planning Unite the nation. Quality Healthcare	Spatial equity	A liveable region	To ensure Spatial equity and sustainable development	▪ Development of the land use management scheme ▪ Reduce service backlogs

The National Development Plan is a step in charting a new course for the country. The overarching goal is to end poverty and reduce inequality by 2030.The National Planning Commission (NPC) has been founded and is tasked, among other things, with developing a long-term strategic plan for South Africa. The plan articulates a long-term vision as well as a strategy for achieving it. It will influence spatial transformation and shape the government's service delivery and development programs.

2.2.13 KZN Provincial Growth and Development Strategy (PGDS)

The KwaZulu-Natal Provincial Growth and growth Strategy (PGDS) aims to provide strategic direction for growth and planning in the province.

Figure 3: Diagrammatic Representation of the KZN-PGDS Strategic Framework



As stated above, the PGDS focuses on seven provincial objectives that address a variety of developmental difficulties relating to the province's economic and social needs:

Table 21:Ndwedwe Municipality Goals and PGDS Strategic Goals

PGDS Strategic Goal	Alignment Thereof
Inclusive economic growth	To facilitate a strong local economy that produces long term, sustainable jobs and lowers poverty
Human resource development	To facilitate institutional transformation and organizational development.
Human community and development	To facilitate skilled and capable workforce to support an inclusive growth path
Strategic infrastructure	To facilitate the provision of sustainable infrastructure delivery.
Environmental sustainability	Facilitate Spatial Alignment and co-ordination through responsible development that is sensitive to sustainable environmental management and conversation.
Governance and policy	To promote good governance and public participation.
Spatial Equity	To ensure Spatial equity and sustainable development

The KwaZulu-Natal Provincial Administration has established a medium-term strategic plan with major goals and unambiguous outcomes. The strategic plan's vision is *"By 2035, the Province of KwaZulu-Natal should have maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment"*. The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

The objectives represent the provincial government's requirements and priorities and will be utilized to foster integrated and enhanced public sector performance in KwaZulu-Natal. The strategic plan considers the authorities and functions of the provincial government, but the inclusive approach to addressing difficulties is a crucial element that connects all objectives. For the strategy to be implemented successfully, intergovernmental interactions and strategic collaborations with all levels of government, non-governmental organizations, and the corporate sector must be strengthened.

The MTSF foundational document is intended to drive planning and resource allocation across all levels of government. National and provincial departments must prepare five-year strategic plans and budget requirements while keeping the medium-term imperatives in mind. Municipalities must align their Integrated Development Plans with the national medium-term aims. Each of the priorities outlined in the MTSF must be addressed. Critically, the strategic focus of the framework as a whole must be considered.

This is particularly relevant to the idea that economic growth and development, including large-scale job creation, investment in excellent education, and skill development, are central to the government's approach. The following programs are the foundation of the Provincial Growth and Development Strategy (PGDS):

Programme 1: Governance and Administration: A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services.
Programme 2: Economic Development: Improve economic growth and development; increase formal jobs and enhance skills development.
Programme 3: Community and Social Infrastructure: Maintain and increase the provision of sustainable, integrated basic service infrastructure development.
Programme 4: Human Capacity Development: Improve and invest in skills and education to develop provincial Human Capacity.
Programme 5: Health & Social Support: Improve the livelihoods of the poor, reduce vulnerability to infectious diseases (especially HIV & AIDS), healthcare services, provide social safety nets and build unified, safe communities.
Programme 6: Crosscutting Priorities: HIV/AIDS and SMME development; Sustainable Environment, Human Rights, Integration, Capacity Building; Innovation and Technology; Poverty Alleviation, and Risk Management.

2.2.14 Provincial Spatial Economic Development Strategy

The Provincial geographical Economic Development Strategy (PSEDS) emphasizes that social and economic development are never uniformly dispersed, and geographical disparities will always persist as a result of natural resource distribution, historical imperatives, and cultural factors. Apartheid-era spatial planning exacerbated these inequities. As a result, there is a gap between where people reside and where social and economic possibilities are concentrated. This spatial exclusion of the majority of the people from economic opportunities must be addressed in order to eliminate poverty and inequality and ensure shared growth. The following sectors of the provincial economy have been highlighted as the province's growth drivers in order to address unemployment and poverty:

- Agriculture – including Agri-Industry.
- Industry including heavy and light industry and manufacturing.
- Tourism including domestic and foreign tourism.
- Service sector including financial, social, transport, retail and government.

The PSEDS is based on the idea of creating a complete network of centres throughout the province to facilitate service delivery. Existing service centres are strengthened, and new or emergent service centres are formed, as a result of establishing the hierarchy of places.

2.2.15 The Back to Basics (B2B) Programme for Municipalities (2014).

Clean drinking water, sanitation, energy, shelter, garbage removal, and roads are the basic human rights and important components of the right to dignity established in the Constitution and Bill of Rights of South Africa. Since 1994, local government (municipalities) has been the major venue for service delivery in South Africa. Despite these accomplishments, it is evident that much more needs to be done to promote, educate, and, if necessary, enforce the service mandate of local government. The restructuring of the local government sector is a top focus for the current administration.

The National Development Plan states clearly that meeting the transformation agenda necessitates functional municipalities and capable local machinery capable of creating safe, healthy, and economically sustainable communities where citizens and people can work, live, and socialise.

Our mission is to improve municipal operations in order to better serve communities by getting the fundamentals right. The Department of Cooperative Governance is responsible with developing and strengthening municipalities' capacity and responsibility.

The government has imposed a back-to-basics attitude on the country's 278 municipalities.

"We 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," said Minister Pravin Gordhan.

The government through the Back- to Basics approach aims to ensure that robots work, the potholes are maintained, water is delivered, waste and refuse is managed properly. This programme further aims the systems to allow national and provincial governments to assess local performance and ensure faster response to emergencies have been implemented and will be continuously enhanced.

The emphasis is not on the flashy and frills, but on the core responsibilities that local government is truly there to execute within the context of this inter-governmental structure. This includes ensuring that municipal councils meet on a regular basis, that oversight systems are in place, and that transparency and accountability become part of daily operations.

Key Performance Areas (5 Pillars) for the Back-to-Basics Approach:

- 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.

Table 22: B2B Alignment

Back to Basics	Ndwedwe Municipality Goals	NLM Responses
Basic Services: creating decent living conditions	▪ To facilitate the provision of sustainable infrastructure delivery ▪ Facilitate Spatial Alignment and co-ordination through responsible development that is sensitive to sustainable environmental management and conversation. ▪ To facilitate a strong local economy that produces long term, sustainable jobs and lowers poverty	▪ Provision of community halls, animal pound, sport fields, thusong centres, libraries, cemeteries, landfill sites, and other recreational facilities) ▪ Construction of new access roads, stormwater and bridges. ▪ Maintenance of community infrastructure facilities (access roads, bridges, public transport, community halls and sports fields) ▪ Provision of free basic services to indigent ▪ Provision of solid waste removal services to the communities and businesses. ▪ Implementation of Integrated Waste Management ▪ Facilitate the provision of access to electricity. ▪ Implementation of Housing Sector Plan ▪ Promote safety and security, nation building and social cohesion
Good Governance Public participation: Putting people First	▪ To promote good governance and public participation.	▪ Monitor the implementation of AG Findings and Action Plan ▪ Ensure the functionality of Audit and Performance Committee ▪ Ensure the functionality of the Internal Audit ▪ Implementation of Enterprise Risk Management and Compliance. ▪ Implementation of the Organisational and Individual PMS ▪ Ensure the functionality of Ward Committees ▪ Implementation of a Credible Integrated Development Plan
Sound Financial Management	▪ To promote sound financial management practices	▪ Preparation and submission of Mid-Year Financial Report ▪ Implementation of fair evaluation of properties ▪ Increase revenue creation and all potential revenue sources applicable. ▪ Ensure financial reporting and compliance (GRAP, Mscoa, etc) ▪ Implementation of supply chain management and contract management ▪ Approval of budget by Council
Building capable institutions and administration	▪ To facilitate skilled and capable workforce to support an inclusive growth path. ▪ To facilitate institutional transformation and organizational development	▪ Implementation of the Council approved organogram ▪ Implementation of recruitment and retention strategies ▪ Provision of administrative support to all council committees and oversight committees ▪ Strengthening Council oversight through training on legislation and policies ▪ Implementation of Employment Equity Policy ▪ Implementation of the Workplace Skills Plan

The municipality will incorporate these further into the municipal strategic framework, municipal Scorecard, and SDBIP. The relevant senior managers' work plans will include indicators and targets that respond to the Back to Basics strategy.

2.2.16 The Integrated Urban Development Framework (IUDF) (2016)

The Integrated Urban Development Framework (IUDF) of the South African government is a policy effort administered by the Department of Cooperative Governance and Traditional Affairs. The IUDF aims to build a shared understanding among government and community about how to best manage urbanization in order to achieve the following goals: infrastructure development, economic development, job creation, and better living circumstances in South Africa.

The IUDF policy is crucial in attaining the goal of executing and fulfilling the vision of the Ndwedwe Municipality. As a result, the Ndwedwe Municipality will endeavor to obtain the necessary COGTA support to execute the IUDF policy.

The municipality is anticipated to face greater urbanization, prompting the need to respond to planning from all angles, including infrastructure needs, land use planning, and administrative capabilities.

Section 26 of the MSA requires the IDP to reflect on regional economic growth and related efforts to advance economic development. Inclusionary economic growth (IUDF) is a key component of the Integrated Urban Development Framework. According to the IUDF, the Municipal Growth Management Strategy should have a specific component on economic growth, and the Integrate growth Plan should explain the strategy's medium-term goals. The economic development strategy is outlined below:

"The economic development strategy should be founded on specific strengths and limitations and acknowledge some requirements, such as the requirement to dissociate growth and resource use. It should aim to place the city in relation to other cities and regions in South Africa as well as internationally (in terms of significant industries, occupations, markets, and investment possibilities)''.

The IUDF further provides recommendations for how the municipality could express its top economic development priorities in the IDP and SDF:

"At the local level, economic development necessitates the presence of serviced land, critical physical and telecommunications infrastructure, labor, skills, and the effective management of building and environmental regulations. They provide the fundamental framework for luring

investment and fostering growth, along with a supportive and secure social environment. Municipalities cannot provide all these services on their own and do not have to. Municipalities must therefore promote a shared economic agenda while collaborating with pertinent organizations and stakeholders to minimize duplicative, illogical, or useless actions and initiatives and to create coordinated action plans. Municipalities must collaborate closely with important stakeholders in the development'.

IDP and SDF: Along with respect to the long-term infrastructure plan and the long-term finance strategy, the IDP and SDF must begin with the same long-term strategic vision and work toward the same strategic outcomes. The long-term strategic vision, with a time horizon of 10 to 20 years, must give spatial expression to the pattern of growth and development.

To comply with SPLUMA, the IDP must include a five-year spatial development plan (SDP) for the municipality's spatial form. This should be included in the IDP. The processes for developing the IDP and the SDF are merged to the greatest extent possible, with overlapping steering committees and teams to ensure integration.

2.2.17 The District Growth and Development Plan (DGDP)

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 outlines that district municipalities must:

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

Horizontal alignment is achieved through inter-governmental planning and consultation, cooperation, and by harmonizing the individual visions, missions, and strategic objectives of the region's municipalities.

The KwaZulu-Natal Provincial Executive Council assigned the Provincial Planning Commission in February 2011 with conducting a review of and preparing the 2016 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the province to the year 2030. The PGDS is a strategic examination of the province's current growth and development position, as well as a vision for where the province wants to be in 2030. It establishes seven strategic goals and thirty strategic objectives to guide the province to achieve this vision. Following extensive deliberation, the Cabinet approved the PGDS in principle in August 2011, stressing the need for a detailed implementation plan in the form of a Provincial Growth and Development Plan.

It was later agreed that for the province to realize the goals identified in the PGDS and detailed in the PGDP, each District Municipality and Metro must develop a District Growth and Development Plan (DGDP) and Metro Growth and Development Plan (MGDP) that will extract all issues of execution from the PGDP in their jurisdiction to further the implementation of the issues as prioritized. The February 2012 Cabinet Lekgotla thus determined that the Provincial Planning Commission and COGTA assist District Municipalities in developing District Growth and Development Plans (DGDPs) as part of the current Integrated Development Plan process. The iLembe District Municipality DGDP was approved in 2015 for implementation.

Strategic Goals Aligned to the KZN goals.

Table 23: KZN PGDP and iLembe District Municipality DGDP Goals Aligned

PGDP Goals	iLembe DGDP Goals	Ndwedwe LM Goals	Ndwedwe LM Responses
Job Creation	A diverse and growing economy	To facilitate a strong local economy that produces long term, sustainable jobs and lowers poverty	▪ Implementation of LED Strategy ▪ Implementation of initiatives that attract investment, promotion and facilitation. ▪ Encourage the growth of small businesses and their support. ▪ Strengthening of LED, Agriculture and Tourism Forums ▪ Implementation of red tape reduction Action Plan
Human Resource Development Human and Community Development	Promote social wellbeing	To facilitate institutional transformation and organizational development To facilitate skilled and capable workforce to support an inclusive growth path	▪ Implementation of the Council approved organogram ▪ Implementation of recruitment and retention strategies ▪ Provision of administrative support to all council committees and oversight committees ▪ Strengthening Council oversight through training on legislation and policies ▪ Implementation of Employment Equity Policy ▪ Implementation of the Workplace Skills Plan
Strategic Infrastructure	Provide equitable access	To facilitate the provision of sustainable infrastructure delivery	▪ Provision of community halls, animal pound, sport fields, thusong centres, libraries, cemeteries, landfill sites, and other recreational facilities) ▪ Construction of new access roads, stormwater, and bridges. ▪ Maintenance of community infrastructure facilities (access roads, bridges, public transport, community halls and sports fields) ▪ Provision of free basic services to indigent ▪ Provision of solid waste removal services to the communities and businesses. ▪ Implementation of Integrated Waste Management

Spatial Equity	A liable region	To ensure Spatial equity and sustainable development	▪ Facilitate the finalisation of the Ndwedwe Town Establishment Programme and implementation thereof. ▪ Facilitate the implementation of sustainable environmental programmes to support green economy. ▪ Implementation of LUMS ▪ Facilitate access to land and ownership for the municipal strategic projects from the ITB and Department of Land Affairs and Rural Development. ▪ Facilitate the development and implementation of the municipal spatial plans such the SDF, Local Area Plans, Rural Nodal Plans, Environmental Management Plans, Strategic Environmental Assessment, Disaster Management Plan, Housing Sector Plan, Climate Change Plan, Agricultural Plan, Tourism, etc. ▪ Efficient processing of development applications and building plans
Environmental Sustainability	Living in harmony with nature		
Governance and Policy	Effective governance, policy and social partnerships	To promote good governance and public participation	▪ Monitor the implementation of AG Findings and Action Plan ▪ Ensure the functionality of Audit and Performance Committee ▪ Ensure the functionality of the Internal Audit ▪ Implementation of Enterprise Risk Management and Compliance. ▪ Implementation of the Organisational and Individual PMS ▪ Ensure the functionality of Ward Committees ▪ Implementation of a Credible Integrated Development Plan

2.2.18 Alignment of IDP and iLembe District Development Model (DDM)

In 2019, the President of South Africa, in his State of the Nation Address (SONA), stated that *"the pattern of operating in silos" as a challenge which led to "lack of coherence in planning and implementation and has made monitoring and oversight of governments programme difficult"* He called for the rolling out of "*a new integrated district based approach to address service delivery challenges, localised procurement and job creation that promotes and supports local businesses, and that involve communities" Such approach would require that "National Departments that have district level delivery capacity together with the provinces, provide implementation plans in line with priorities identified in SONA."* The DDM adds on the White Paper on LG, which highlights the importance of LG in reconstructing local communities and environments as the foundation for a democratic, integrated, affluent, and truly non-racial society. The DDM Model then becomes a viable IGR method for all three branches of government to collaborate, plan, and act in concert.

On the basis of collaborative processes inside government as well as with communities and stakeholders, the outcome of One Plan for each place will be authorized and adopted by all three spheres of government. It will include the objectives, outcomes, duties and responsibilities, and commitments to which all spheres and departments, as well as partners, will be held accountable for prioritizing resources and delivering results.

This shift from alignment to joint planning also constitutes part of the "*Theory of Change*" – radically improving the quality of life for our people and the places in which they live, work and leisure is dependent on a capable developmental state. The Model is not top-down but button-up with a twist of outcomes based joint planning. Hence it is with this rational that when Cabinet approved the Framework for DDM – one of the recommendations is that, this Model be interfaced with the Operation Sakuma Sakhe Approach.

Implementation of iLembe District Development Model (Draft) Vision 2050. "*By 2050, iLembe will be a sustainable, diverse growing economic hub providing social well-being and equity of access for all its citizens"*. ILembe District Municipality together with its local municpalities have adopted the DMM report dated 14 December 2022. The catalytic projects are also included in the report.

In the financial year 2024/2025 the iLembe DDM was reviewed and adopted by all Municipal Councils in their respective local municipalites. On 29 May 2025 the Ndwedwe Council adopted the iLembe DDM. Attached is a copy of the iLembe DDM as **Annexure A.**

2.2.19 Spatial Planning Land Use Management Act No. 16 of 2013, (SPLUMA)

Municipalities are required by the Municipal Systems Act to develop IDPs that include Spatial Development Frameworks (SDFs) as a core component. These SDFs must incorporate basic recommendations for a municipal land use management system. The Municipal Systems Act's SDFs are expanded on in the Spatial Planning and Land Use Management Act.

Section 21 (b) and (c) of SPLUMA requires municipal spatial development frameworks to include statements that demonstrate the short term (5 year) plan for the spatial form of a municipality as well as more strategically show a longer-term vision statement for the desired spatial growth and development pattern of the municipality for the next 10 to 20 years.

SPLUMA is a vital legislative component in the creation of IDPs as well as the implementation of the NDP, PGDS, and other critical policies. The Act's purpose is as follows:

- To provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning.
- To provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government.
- To provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.
- To provide a framework for policies, principles, norms and standards for spatial planning and land use management.
- To address past spatial and regulatory imbalances.

- To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications.
- To provide for the establishment, functions and operations of municipal planning tribunals,
- To provide for the facilitation and enforcement of land use and development measures; and
- To provide for matters connected therewith the area.

SPLUMA Principles: The following principles are relevant to Ndwedwe Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

The principle of **spatial justice** outlines that:

- 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 settlements, 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.

(a) The principle of **spatial sustainability** outlines that 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.

(b) The principle of **efficiency** outlines that:

- 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.

(c) The principle of **spatial resilience** outlines that flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

(d) The principle of **good administration**, outlines that:

- 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.

SPLUMA Implementation and Progress: Ndwedwe Municipality is an active member of a fully functional iLembe District-wide Joint Municipal Planning Tribunal (JMPT). The municipality commenced with the process of developing a Land Use Management Scheme (LUMS) that aims at managing and directing development in Ndwedwe jurisdiction. To date the municipality had adopted its Single Land Use Management Scheme as one of the major tools to assist in managing development in all the corners of the Ndwedwe Local Municipality.

The municipality has developed the Joint Municipal Planning Tribunal which sits within iLembe District Municipality and sits on the quarterly basis to discuss and comment on SPLUMA applications.

The municipal council through the DPSS has an Authorised Officer who is the municipal Town planner and part of the JMPT. 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.

It must however be noted that in the new financial year, thus 2023/2024, the Municipality has prioritized to establish its own Municipal Planning Tribunal (MPT) with an aim of fast tracking the processing of SPLUMA applications within its area of jurisdiction without relying on the sitting of the JMPT coordinated by iLembe District Municipality.

2.2.20 The Cabinet Lekgotla

The key objectives of the Cabinet Lekgotla are to assess progress on the various targets which government undertook to realize and achieve. The key thrust of the Lekgotla focused on:

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

The Ndwedwe Municipality in reviewing its Integrated Development Plan has considered issues discussed at Cabinet Lekgotla where the following were resolved:

- To add new strategic and integrated projects on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs.
- That all spheres of government strengthen implementation and enhance the localization programme for components and supplies of infrastructure inputs.
- Projects that support regional integration will receive special attention.

The Lekgotla praised the work done on cost-cutting and anti-corruption measures in the infrastructure plan, which will now proceed through the Cabinet procedure in the coming months. Cabinet acknowledged success in implementing the administration's priorities in health, crime and corruption, job creation, rural development, local government and basic services, education and skills development, and so on.

Cabinet agreed that all relevant departments should create tangible initiatives to expedite progress in areas where existing trends indicate that targets may not be met. Cabinet Lekgotla praised the National Development Plan (NDP) established by the National Planning Commission (NPC) and endorsed the objectives and the (18) key targets for achieving these. The Lekgotla also recognized the NDP as a strategic foundation for future government comprehensive planning.

The Lekgotla agreed to establish a Cabinet Committee to formulate targets and integrated implementation plans in collaboration with the Forum of South African Directors-General (FOSAD). The NPC will evaluate implementation and revise the plan. Cabinet Lekgotla received the report on SOEs from the Presidential Review Committee. Cabinet accepted the report and agreed to study the Review Committee's suggestions.

2.2.20.1 The District Lekgotla

The District Lekgotla has not yet taken place. As and when it is held, Ndwedwe Municipality will perform its functions and implement resolutions that would be taken in the to-be held District Lekgotla.

2.2.20.2 Ndwedwe Municipality's Role in Cabinet Lekgotla

Ndwedwe Municipality will maintain relationships with other sector departments, particularly State-Owned Enterprises (SOEs). Furthermore, the municipality has considered all significant national development plans, such as the National Development Plan (NDP), which the Cabinet Lekgotla has also approved, including its aims and targets.

Lastly, through the Integrated Development Plan, the municipality will guarantee that government priorities like as health, fighting crime and corruption, job creation, rural development, local government and basic services, and education and skills development are met within Ndwedwe Municipality. In most cases, the municipality will act as a facilitator and, in some cases, will execute programs that are consistent with the assigned authorities and functions.

2.2.21 The State of the Nation Address, 2025

The State of the Nation Address 2025 (SoNA) was delivered by the President of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on 06 February 2025.

The theme for the 2025 SONA is a "A nation that works, for all".

In the 2025 State of the Nation Address (SoNA), President Cyril Ramaphosa announced plans to build on recent successes in removing blockages to economic growth in South Africa, to lift economic expansion to above three percent and create a virtuous cycle of investment, growth

and jobs. This can be achieved.

Replicating the successes of partnerships to restore energy security and rail freight is possible if government moves with urgency on its plans to facilitate private sector investment in economic infrastructure. The announced efforts to reform the public service and build the capability of the state are key. Economic and social development in South Africa will not take-off without a "government that works for the people", that can be pragmatic and responsive to the needs of business and investors, and efficiently implement supportive government policies and programmes.

BASA and its members look forward to more detail on the revised and innovative regulations for public private partnerships, which will unlock private sector expertise and funds. South African banks and business have long made it clear that policy certainty and pragmatic regulations will unlock the investment needed to finance productive economic infrastructure, such as roads, ports and water infrastructure. Businesses need commercially viable, sustainable projects to invest. The establishment of professionally managed, ring-fenced utilities for water and electricity services will assist in ensuring that there can be adequate investment and maintenance of these public services, which are essential to the survival of communities.

The president's commitment to "clear the backlog of title deeds for subsidised housing, turning homes into household assets" will do much to promote financial inclusion and inclusive economic growth. Beneficiaries that are given a legal title to an asset can leverage it to responsibly access finance to start small businesses or for personal development. This is likely to do much– without the expense and bureaucracy of setting up funds – to promote empowerment and economic transformation.

Securing South Africa's removal from the international Financial Action Task Force grey list of countries that have weaknesses in their anti-financial crime capacity, is essential to removing a deterrent to foreign investment and easing access to the global financial system. While the considerable progress in addressing the weaknesses identified in our law enforcement system is an achievement that must be acknowledged, South Africa's ability to successfully investigate and prosecute financial crimes remains the most difficult of the outstanding requirements of FATF. The results of a "world-class digital forensics lab to support the investigation of complex corruption and financial crime with cutting-edge tools and expertise" must be witnessed, if the country is to be removed from the grey list. Besides being a deterrent to business and investment, crime and corruption are a blight on the lives of South Africans, and government efforts to reduce it must be supported.

Our hosting of the G20 – and the Business 20 – is an opportunity to promote South Africa as a business and investment destination, and for the country to take the lead on global economic challenges, like international financial stability, climate change mitigation, financial inclusion, and sustainable development, among others. International efforts to manage these challenges

can have a profound impact on the global and domestic regulatory environment of South African businesses and their operations.

South Africa – and the world – faces a challenging 2025. The best way the country can prepare is to deliver on the policies and programmes set out in the SoNA, which can expand the economy, increase its resilience, and improve the lives of the majority of South Africans.

2.2.22 The State of the KZN Province Address, 2025

On 28 February 2025, the Premier Thami Ntuli delivered the State of the Province Address (SOPA). There were eight priorities the government of provincial unity will be focusing on this year: Rebuilding the economy, strengthening local government and government, sustainable development, improving health care and education, delivering better human settlements and infrastructure, improving community safety, mitigating climate, and building a capable ethical and developmental state.

Ntuli says the provincial government is working hard to stabilise the province, adding that some strides have been made in efforts to tackle crime, poverty, unemployment, and to lessen the impact of natural disasters on citizens.

2.2.23 Budget Speech for 2025

On 12 March 2025, the Minister Godongwana delivered the Budget 2025 speech.
Below are the key highlights:

- Value-Added Tax (VAT) rate will increase from 15.0% at present to 15.5% on 1 May 2025 and to 16.0% on 1 April 2026 as part of a package of measures to generate R72 billion in extra revenue during the two years.
- Increased VAT revenue will be used to fund early childhood education, employ more healthcare workers and to help rebuild commuter rail transport.
- To support vulnerable households, National Treasury will expand the list of VAT zero-rated food items to include more meat and vegetable products.
- Increased VAT is part of the government's efforts to right the fiscal ship. Fiscal sustainability is key to the country's long-term economic development plans. This includes maintaining a surplus on the primary fiscal balance, projected at 0.9% of GDP in 2025/2026.
- Other requirements for a more sustainable fiscus are faster economic growth and the collection of all taxes due to the state.
- South Africa continues to battle its rising debt obligations, which now stand at 76% of GDP, while the budget deficit grew further to 5%.

2.2.23 Integrated Development Planning in Ndwedwe Municipality

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term,

adopt a single, all-inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, Ndwedwe Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five-year strategic plan to guide service delivery and investment (both private and public sector) within the area.

Ndwedwe Municipality IDP will serve as a strategic guide during the term of office of the current councillors (refer to Box 1). It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within Ndwedwe Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.2.24 Integrated Alignment with Government Priorities

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

Table 24: Integrated Alignment with Government Priorities

Ndwedwe Municipality Goals	DGDS-GOALS	PGDS- GOALS	NDP - GOALS	SDG - GOALS
To promote good governance and public participation	Excellence in governance and leadership	Governance & Policy	Build a capable state. Fight corruption Unite the nation	5, 10, 16
To Facilitate the provision of sustainable	High quality infrastructure network to support	Strategic infrastructure	Expanding infrastructure	9

Ndwedwe Municipality Goals	DGDS-GOALS	PGDS- GOALS	NDP - GOALS	SDG - GOALS
infrastructure delivery.	improved quality of life and economic growth			
To ensure Spatial equity and sustainable development	The district is characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development. Improved quality of life and life expectancy.	Environmental sustainability	Inclusive planning Quality education Quality healthcare Use resources properly	6,7, 13, 14, 15,
To create resilient local economy that creates sustainable decent jobs and reduces poverty.	Expanded district economic output and increased quantity and quality of employment opportunities.	Inclusive economic growth Human & Community Development	Create jobs	1,2, 3, 8, 9, 10,11
To facilitate institutional transformation and organizational development	Enhanced quality of district human resources Excellence in governance and leadership	Governance & Policy Human Resource Development Human & Community Development	Build a capable state. Fight corruption Unite the nation	4, 11, 16,
To promote sound financial management practices	Excellence in governance and leadership	Governance & Policy	Use resources properly	16

SECTION C:

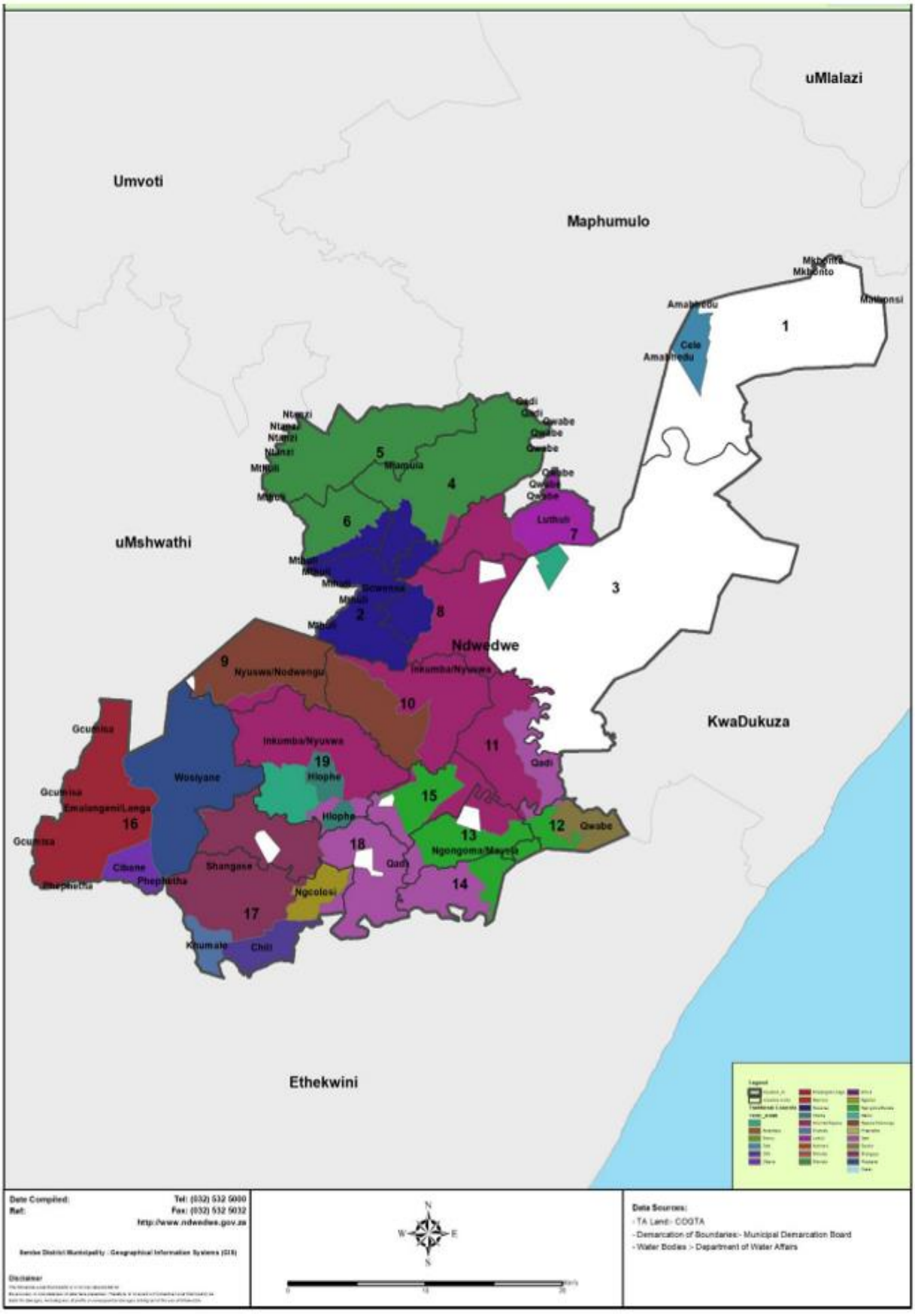
3. SITUATIONAL ANALYSIS

3.1 Demographic Analysis

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. The Local Municipality lies further inland and borders 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.

The Municipality is a rural in nature and is located in the close proximity to 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.

Map: 2 Ndwedwe Municipality Locality Map



The NLM has incorporated the latest Stats SA demographics information which will be aligned to our policies, plans and strategies.

The following demographics is based on credible data used from Stats SA 2022, 2016 and 2011.

3.1.1 Population Age Structure

According to Census 2022, the total population of Ndwedwe Local Municipality is 165 826.

Demographics for Population and Total Household for 2011 and 2022

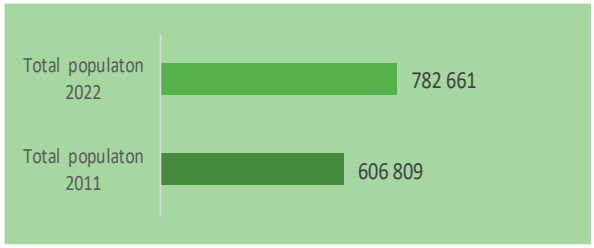
Figure 4: Ndwedwe Population



TOTAL POPULATION 2022	MALE	% Male	Sex Ratio
KZN293 : Ndwedwe	78 518	47,3	89,9 males per 100 females
165 826	FEMALE	% Female	
	87 309	52,7	

Source: Stats SA 2011-2022

Figure 5: iLembe Total Population

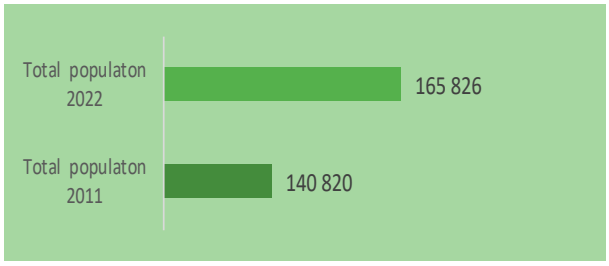


The annual growth rate between 2011 and 2022

2,5

Source: Stats SA 2011-2022

Figure 6: Ndwedwe Annual Growth Rate Population

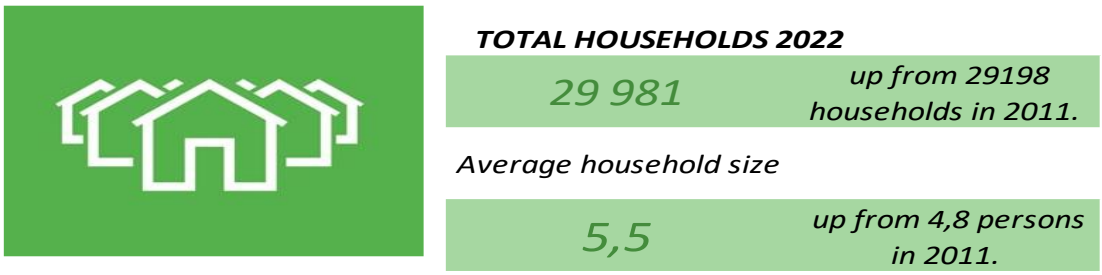


The annual growth rate between 2011 and 2022

1,6

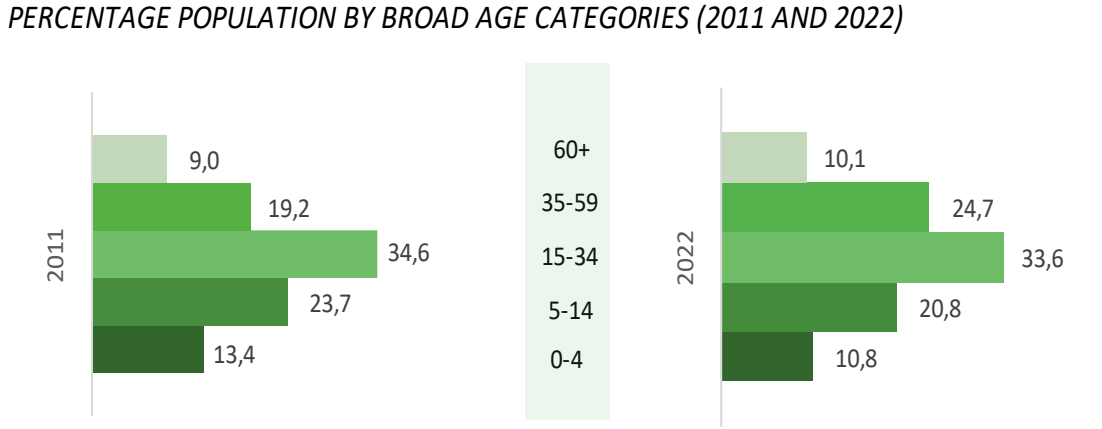
Source: Stats SA 2011 – 2022

Figure 7: Ndwedwe Total Households



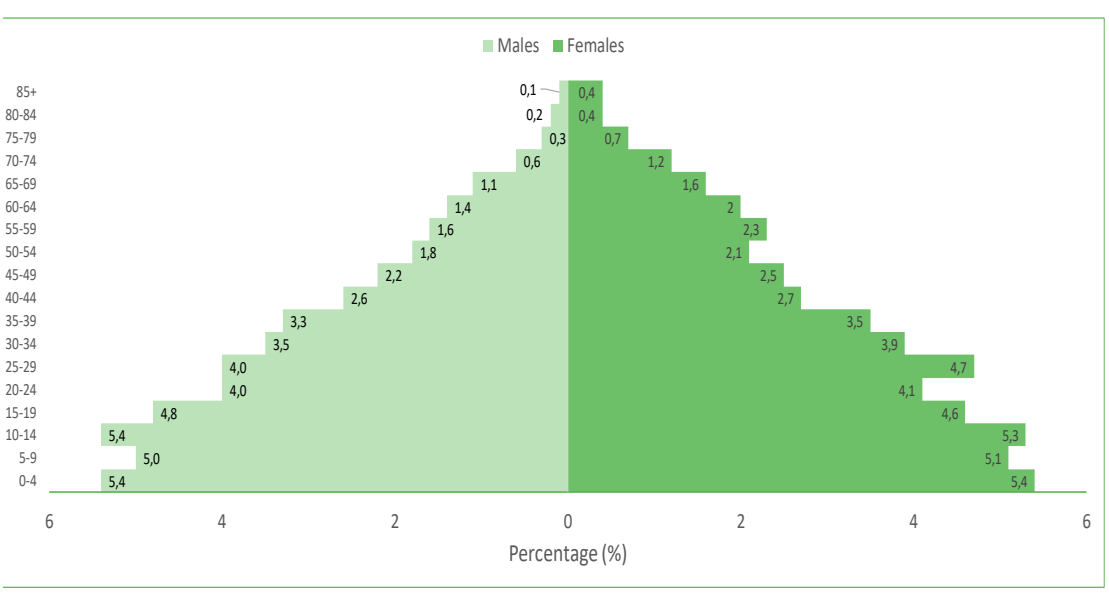
Source: Stats SA 2011 – 2022

Figure 8: Ndwedwe Percentage population by Age



Source: Stats SA 2011 – 2022

Figure 9: Ndwedwe Population Pyramid and Dependency Ratio



Source: Stats SA 2011 – 2022

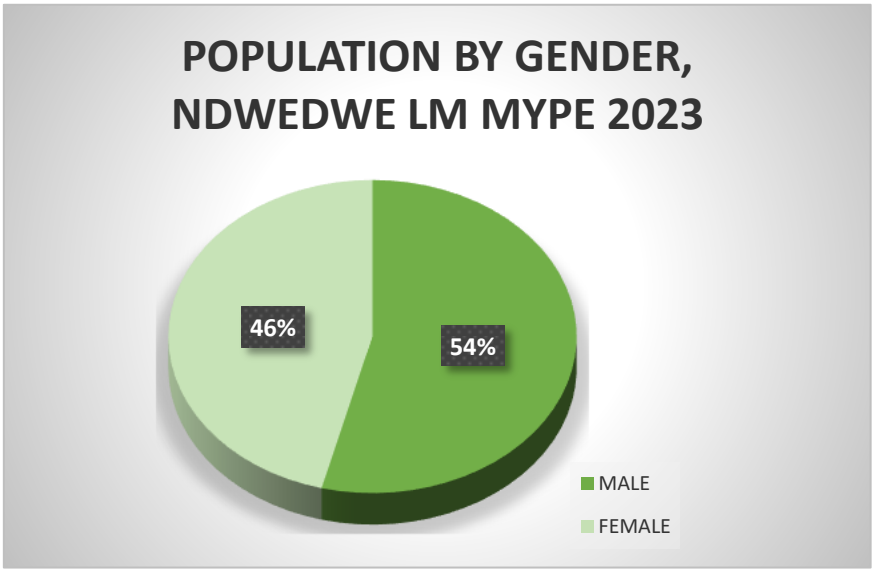
Demographics for Population and Total Household from Stats SA Census and Community Survey for 2011-2016 and 2023

Table 25: Population Group

Population group per municipality	Black African	Coloured	Indian/Asian	White
DC29: iLembe	89,2	0,5	6,9	3,4
KZN291: Mandeni	97,1	0,5	1,8	0,5
KZN292: KwaDukuza	76,3	0,9	15,1	7,7
KZN293: Ndwedwe	**99,3**	**0,1**	**0,4**	**0,2**
KZN294: Maphumulo	99,9	0,0	0,0	0,0

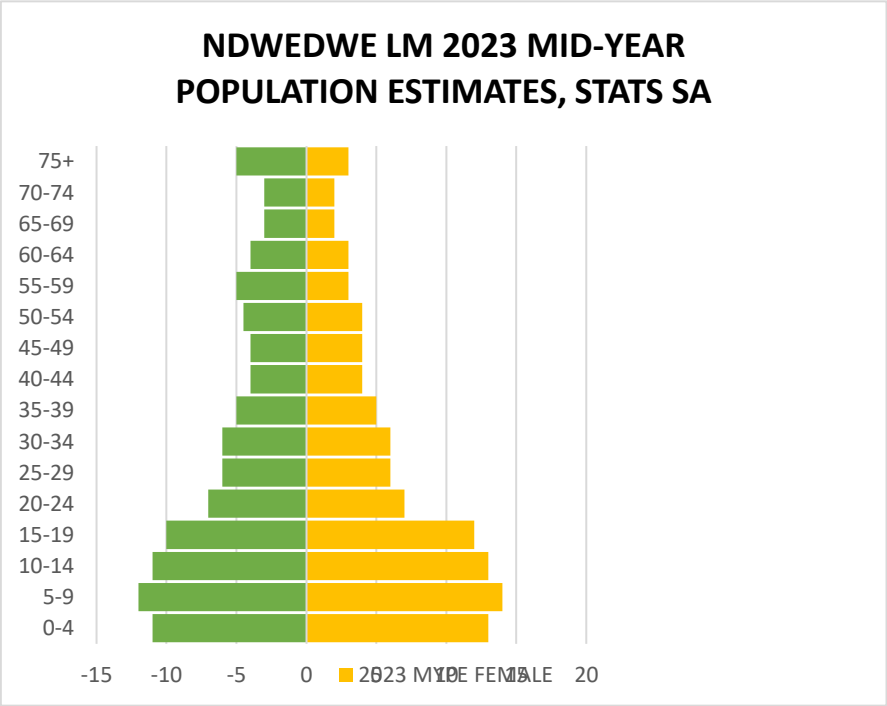
Source: Community Survey 2016

Figure 6: Population by Gender 2023



Source : Mid-Year Population Estimâtes (MYPE) 2023, STATS SA

Figure 7: Population Age Structure for Ndwedwe LM



Source: STATS SA, Mid-Year Population Estimates 2023

The figure presented above shows young population age structure. It is characterized by high dependency ratio; with high population of children (broad-based pyramid) such picture depicts high fertility. With the picture presented above, it is imperative that planning in this LM should prioritize interventions that invest in children-wellbeing in doing so, the bigger picture is too catch-up with demographic dividend. The investment to children incorporates high quality education, ECDs, nutrition, healthcare programmes/services. While on the other hand, investing in economic active age group is highest priority to strive the balance and ensuring that the LM also cater for the needs of youth, retain them, this encompasses; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

All interventions must consider the importance of gender mainstreaming in their implementation. The pyramid also shows the trends of population aging, given this, it is important that services/ plans/programmes meet their basic needs, considering that in most cases they look after their grandchildren. The municipality is rural; therefore, it requires that intensive rural development programmes be also effectively implemented.

3.1.2 Demographic Dividend Concept

As the country and the province of KwaZulu-Natal embracing the phenomenon of Demographic Dividend. This is a concept referring to the accelerated economic growth that can result from a rapid decline in a country's fertility and the subsequent change in the population age structure.

Demographic dividend is governed by 5 phases Pre-Dividend, Early-Dividend, Late-Dividend and post-dividend.

Ndwedwe LM as shown in the above population pyramid is at the Pre-Dividend stage whereby the fertility rate remains high. However, utilising the current status quo of the population age structure means to prioritize investment in children, while creating a balance in ensuring that youth and other age cohort are also of high priority. Such investment incorporates high quality education, ECDs, healthcare programmes, nutrition programmes.

It is imperative that Ndwedwe LM cater for youth ensuring to retain them, this is an economic active group, and their needs encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

The potential for economic gains can be enormous, provided the right policies are in place and investments in human capital, particularly among young people, are substantial and strategic. Therefore, Demographic Dividend will be realised in Ndwedwe LM as mortality and fertility rates decline, the working-age population increases substantially in relation to the non-working-age population, indicating that more people have potential to contribute to growth of the economy for a limited period of time.

Demographic dividend is not automatic, and this Local municipality need to take cognizance of the challenges posed by not taking advantage of this phenomenon.

3.1.2.1 Pillars of Demographic Dividend

The table below provides critical multisectoral pillars of the demographic dividend that are crucial for integration in all programs/projects implemented in this LM by all stakeholders.

Table 26: Pillars of Demographic Dividend

Demographic variables	Health and wellbeing	Education and skills development	Employment and entrepreneurship, and youth empowerment
Situation analysis			
1. Disaggregation of the population by age and sex 2. Is the dependency ratio/working age ratio presented? 3. Are population projections presented? - are they disaggregated by age and gender? 4. Youth population analysed. 5. Is DD mentioned in the IDP? -outline how the DD is mentioned 6. Is fertility analysis part of the plan? - teenage childbearing 7. Analysis of disability **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated	1. Poverty levels -are these disaggregated by demographic characteristics? - are these disaggregated by small geographic location? 2. Mortality analysis - by age and sex - infant mortality - causes of death 3. Which health measures were used? 4. Youth health - extent of analysis - were health gaps identified 5. Health access in the district - sexual and reproductive health 6. Provision of basic services: water and sanitation **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of educational information 2. The extent of inclusion of educational assessment: - by age-groups - by sex/gender - by level of education - extent of school dropouts - by geography 3. Inclusion of skills assessment - extent of the analysis **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of unemployment analysis 2. Extent of employment analysis - by sex/gender - by sector (formal/informal) 3. Assessment of entrepreneurship activities in the district 4. Are youth involved in entrepreneurship activities? - which activities are listed? 5. Is youth empowerment mentioned in the IDP? - how is it operationalized? **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated
Identified programs			
1. Do programs align with the age-structure? 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don does not have programs/plans?	1. Extent of engagement with the department of Health 2. Extent of engagement with the department of Social Development 3. list programs according to the (alignment with) indicators identified in the situation analysis 4. Which indicators/gaps identified in the situation analysis do not have programs/plans?	1. Engagement with the department of education and other relevant sector dots 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don does not have programs/plans?	1. Extent of engagement with other sector departments 2. Economic generation programs/activities? 3. Programs that engage unemployed youth 4. Youth training activities through workshops, etc 5. list programs according to the indicators identified in the situation analysis 6. Which indicators/gaps identified don does not have programs/plans?
Budget			
Does the budget align with demographic indicators/gaps and programs?	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified

Source: Source: Community survey 2016

3.1.2 Population by Age Range

Table 27: Population by Age Range

NDWEDWE 2023 MYPE		
AGE	**MALE**	**FEMALE**
0-4	8 320	8 432
5-9	8 982	8 807
10-14	8 374	8 681
15-19	7 303	7 872
20-24	5 059	4 470
25-29	4 581	3 925
30-34	4 244	3 694
35-39	3 678	3 329
40-44	3 291	2 267
45-49	3 443	2 656
50-54	3 406	2 561
55-59	3 367	2 031
60-64	2 805	1 713
65-69	2 395	1 162
70-74	2 062	1 017
75+	3 703	1 975
TOTAL	**75 015**	**64 591**

Source: STATS SA, Mid-Year Population Estimates 2023

3.1.3 Population Broad Age

Table 28:Population Broad Age

Location	0–14 (Children) % Share	15–34 (Youth) % Share	35–64 (Adults) % Share	65+ (Elderly) % Share	Dependency Ratio
DC29: iLembe	31,8	39,5	23,0	5,6	60,0
KZN291: Mandeni	32,0	40,9	22,6	4,6	57,6
KZN292: KwaDukuza	27,7	42,5	24,9	4,9	48,4
KZN293: Ndwedwe	35,5	35,7	21,8	7,0	74,0
KZN294: Maphumulo	38,6	34,1	19,9	7,4	85,3

Source: Community survey 2016

3.1.4 Family Information

Marital Profile

Table 29: Marital Status

Marital Status	DC29: iLembe	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	KZN294: Maphumulo
Legally married (include customary; traditional; religious etc)	13,0	11,9	14,8	12,1	10,8
Living together like husband and wife/partners	7,5	4,3	11,2	5,1	5,3
Divorced	0,3	0,2	0,5	0,1	0,1
Separated; but still legally married	0,2	0,1	0,2	0,1	0,3
Widowed	2,6	2,8	2,7	2,4	2,2
Single; but have been living together with someone as husband/wife/partner before	3,7	2,4	4,8	3,2	3,6
Single; and have never lived together as husband/wife/partner	46,3	51,8	42,8	47,5	45,9
Not applicable	26,4	26,5	23,0	29,4	32,0
Unspecified	0,0		0,0		

Source: Community Survey, 2016

3.1.5 Orphanhood

Table 30:Orphaned Children

Orphanhood of 0 – 14-year-olds	Paternal Orphan	Maternal Orphan	Double Orphan
DC29: iLembe	**6,6**	**3,8**	**1,4**
KZN291: Mandeni	7,9	5,1	1,5
KZN292: KwaDukuza	6,1	3,1	1,0
KZN293: Ndwedwe	**5,5**	**3,9**	**1,8**
KZN294: Maphumulo	7,6	3,2	1,6

Source: Community Survey 2016

3.1.6 Missing Father/s

In the last few decades, the South African society has strayed away from recognizing the importance that fatherhood holds. Most South African communities are facing the challenge of father absence. A possible solution to the challenge could be the restoration of fathers with the focus on their crucial role within families. South Africa is one of the countries in the world with the highest figures of absent father (Richter et al. 2012:2; Richter et al. 2010:360; Freeks 2016:6). The table below represent information on missing father in Ndwedwe LM, according to the MYPE 2023 population pyramid the Municipality has more children comparing to any other age cohort, leaving us to ponder a question on how the status quo affects socio-economic status and service delivery, what interventions need to be in place to strengthen families, and how to best to prevent fatherless households as this directly and indirectly affect socio-economic status of the LM.

Table 31: Number of Missing Fathers

	0–14-year-olds	Father alive "Yes", father part of household "No"	Father alive "Yes", father part of household "No" (%)
DC29: iLembe	209 426	130 797	62,5
KZN291: Mandeni	47 242	31 735	67,2
KZN292: KwaDukuza	76 572	37 348	48,8
KZN293: Ndwedwe	50 872	36 045	70,9
KZN294: Maphumulo	34 740	25 668	73,9

Source: Community Survey, 2016

3.1.7 Education Profile

Table 32: Level of Education

% share of population per level of education	DC29: iLembe	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	KZN294: Maphumulo
No schooling	17,2	14,5	14,1	21,3	24,5
Some Primary (Gr 0 - Gr 6)	25,4	26,1	22,2	28,4	29,8
Primary Completed (Gr 7)	4,0	4,0	4,1	3,7	4,2
Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12)	29,0	31,4	29,5	27,9	25,2
Matric	19,9	20,1	24,1	15,6	13,7

Post School (Higher Education)	3,6	3,3	5,2	1,9	1,8
Other	0,1	0,1	0,1	0,2	0,2
Do not know	0,6	0,4	0,5	0,8	0,5
Unspecified	0,1	0,1	0,1	0,2	0,1

Source: Community Survey 2016

3.1.8 Total Leaners Reported Pregnant by District

Table 33:Total Leaners Reported Pregnant by District

DISTRICT	2016	2017	2018	2019	2020	2021
AMAJUBA	396	192	128	134	30	60
HARRY GWALA	146	58	113	57	6	1
ILEMBE	362	261	204	194	119	68
KING CETSHWAYO	203	252	244	111	41	44
PINETOWN	436	222	133	113	60	85
UGU	84	294	316	278	55	145
UMGUNGUNDLOVU	457	167	173	187	70	29
UMKHANYAKUDE	80	416	259	143	69	58
UMLAZI	323	227	164	120	41	100
UMZINYATHI	311	147	74	75	22	67
UTHUKELA	0	107	134	95	19	18
ZULULAND	0	279	160	142	62	40
TOTAL	**3024**	**2622**	**2102**	**1649**	**594**	**715**

Source: Provincial Department of Education

3.1.9 Total Leaners Reported Pregnant by Schools In 2021

Table 34: Total Leaners Reported Pregnant by Schools in 2021

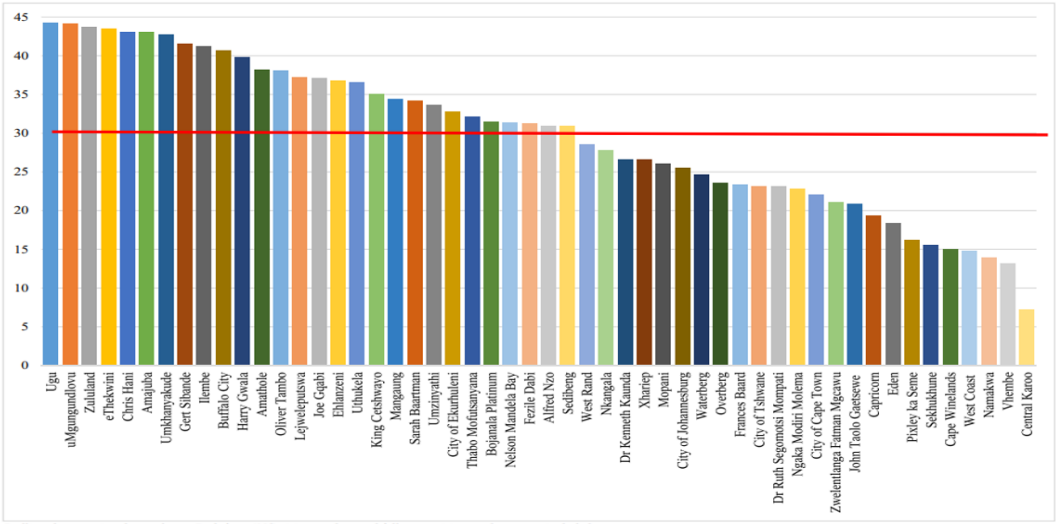
DISTRICT	CMC	CIRCUIT	NATEMIS	INSTITUTION_NAME	Total Learners
iLembe	Maphumulo	Balcomb's Hill	500102416	Amaphuphesizwe High School	1
iLembe	Maphumulo	Balcomb's Hill	500201095	Masiwela Combined School	2
iLembe	Maphumulo	Balcomb's Hill	500207644	Menyezwayo Senior Secondary School	2
iLembe	Maphumulo	Balcomb's Hill	500285344	Tshutshutshu Sec. School	2
iLembe	Maphumulo	Balcomb's Hill	500302475	Sikhonjwa Secondary School	1
iLembe	Maphumulo	Imati	500323824	Mqungebe Secondary School	3

iLembe	Maphumulo	Lower Umvoti	500254375	Qwabe Secondary School	5
iLembe	Maphumulo	Untunjambili	500204351	Mbhekaphansi High School	1
iLembe	Maphumulo	Untunjambili	500227698	Ngcolosi High School	2
iLembe	Maphumulo	Untunjambili	500273541	Sondokhulu Primary School	1
iLembe	Ndwedwe	Insuze	500266178	Simunye High School	8
iLembe	Ndwedwe	Insuze	500270174	Siyaphumula Secondary School	3
iLembe	Ndwedwe	Mdloti	500228993	Ngungwini S.S. School	4
iLembe	Ndwedwe	Ozwathini	500188589	Lukhasa Secondary School	1
iLembe	Ndwedwe	Ozwathini	500334961	Dumane Commercial High School	3
iLembe	Stanger	Kwadukuza	500149591	Glenhills Secondary School	1
iLembe	Stanger	Kwadukuza	500277315	Stanger Manor Secondary School	1
iLembe	Stanger	Mandeni	500205350	Mbuyiselo High School	8
iLembe	Stanger	Mandeni	500233359	Nkwenkwezi High School	4
Ilembe	Stanger	Phambela	500103859	Ashville Primary School	1
Ilembe	Stanger	Phambela	500120028	Darnall Secondary School	3
Ilembe	Stanger	Phambela	500195989	Kearsney Primary School	4
Ilembe	Stanger	Phambela	500320605	Imbuyiselo Secondary School	7

Source: Provincial Department of Education

3.1.10 Health Related Information

Figure 8 HIV/ AIDS Prevalence



Redline shows national prevalence, Both first-ANC-visit attendees and follow-up visit attendess were included.

Source: 2019 National Antenatal Sentinel HIV & Syphilis Survey Report Published 30 April 2021

3.1.11 Disability Profile

Table 35: Disability status

KZN293: Ndwedwe, Disability Status				
	Yes	No	Do not know	Not applicable - Unspecified
Disability: Hearing	0,8	87,1	0,0	12,2
Disability: Seeing	1,7	86,1	0,0	12,2
Disability: Communicating	0,5	87,3	0,0	12,2
Disability: Walking	2,6	85,3	0,0	12,2
Disability: Remembering	1,4	86,3	0,1	12,2
Disability: Self Care	1,0	86,9	-	12,2

Survey: Community Survey 2016

Table 36:Disability Status

KZN293: Ndwedwe	Yes	%
Walking stick, frame, crutches	2 892	2,0
Wheelchair	631	3,6
Assistive Device: Hearing Aid	587	0,4
Assistive Device : Eye Glasses, Spectacles, Contact Lenses	4 324	3,0
Assistive Device: Other	483	0,3

Source: Community Survey, 2016

Table 37: Health Profile

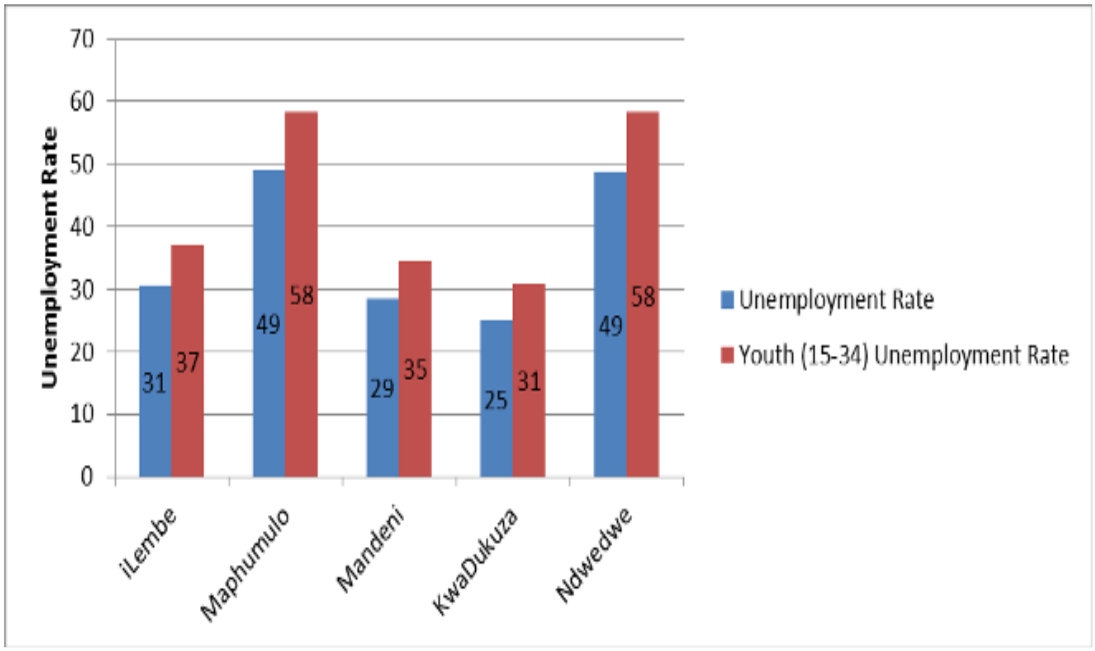
	KZN		ILembe	
1	Other forms of heart disease (I30-I52)	8,2	Tuberculosis (A15-A19)	10,2
2	Diabetes mellitus (E10-E14)	7,1	Diabetes mellitus (E10-E14)	7,8
3	Tuberculosis (A15-A19)	6,8	Ischaemic heart diseases (I20-I25)	6,9
4	Cerebrovascular diseases (I60-I69	5,7	Cerebrovascular diseases (I60-I69	6,6
5	Human immunodeficiency virus [HIV] disease (B20-B24)	5,4	Human immunodeficiency virus [HIV] disease (B20-B24)	3,9
6	Hypertensive diseases (I10-I15)	3,8	Influenza and pneumonia (J09-J18)	3,8
7	Influenza and pneumonia (J09-J18)	3,3	Other viral diseases (B25-B34)	3,3
8	Ischaemic heart diseases (I20-I25)	2,9	Other forms of heart disease (I30-I52)	3,1
9	Other viral diseases (B25-B34)	2,2	Hypertensive diseases (I10-I15)	2,9
10	Malignant neoplasms of digestive organs (C15-C26)	2,1	Intestinal infectious diseases (A00-A09)	2,8

3.1.12 Economic Profile

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

Employment and Unemployment Patterns

Figure 9: 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). Employment and youth unemployment are highest in Maphumulo and at 49% and 58% respectively.

The level of unemployment in 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 Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in 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 is lacking high skilled labour due to its poor education level.

Employment and Unemployment Ratio's

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

DEPENDENCY RATIO

The dependency ratio in KZN293 : Ndwedwe in 2022, was 71,6 with the child dependency standing at 54,2 and the elderly dependency, standing at 17,4

Figure 10: Population and Dependency Ratio 2011-2022

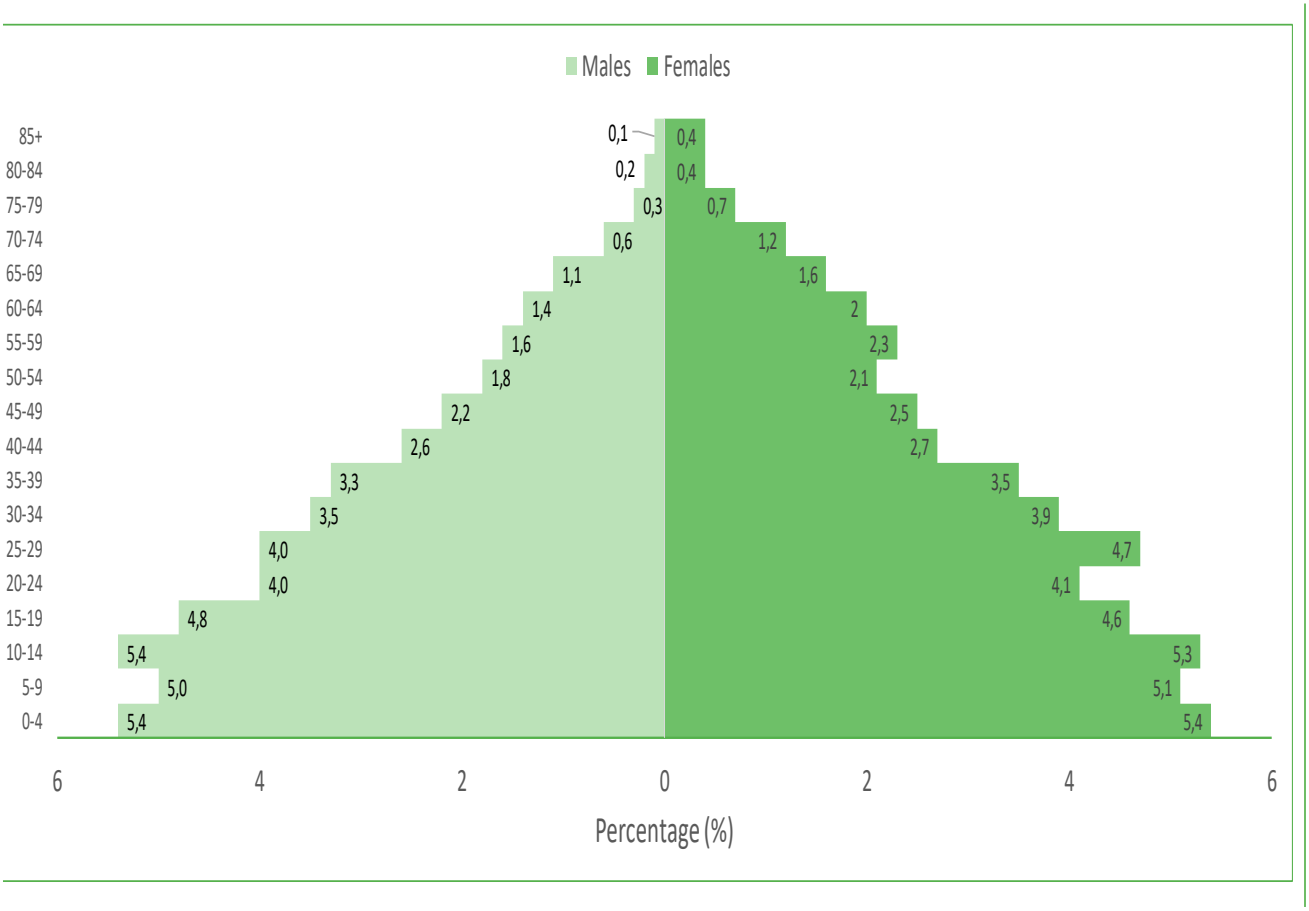
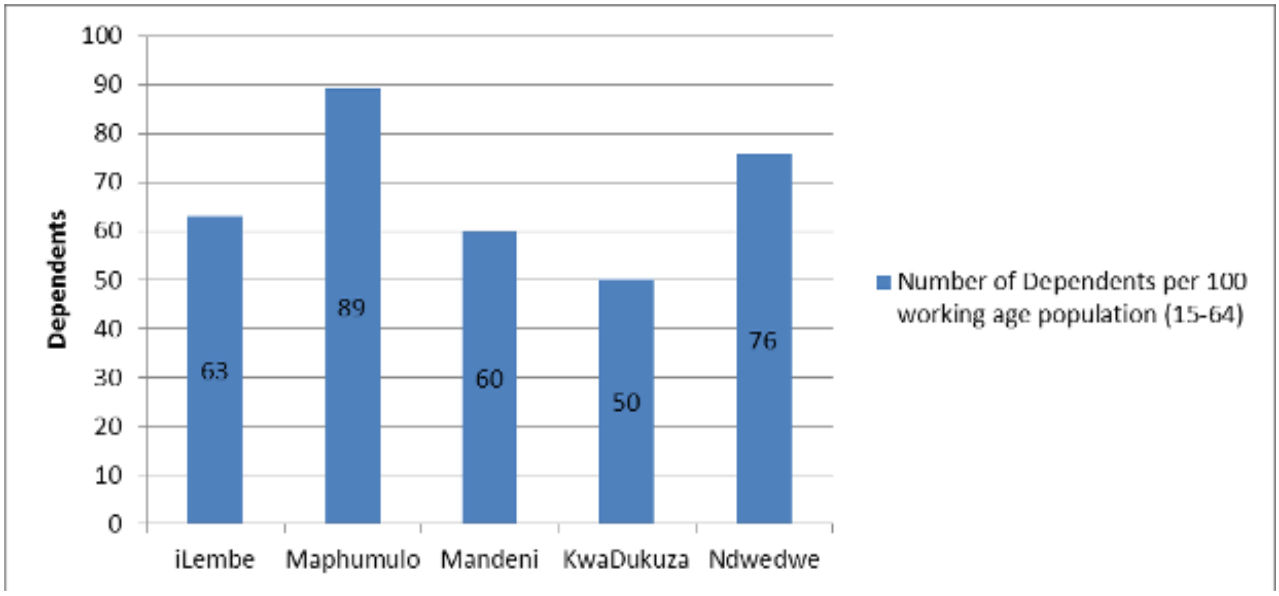


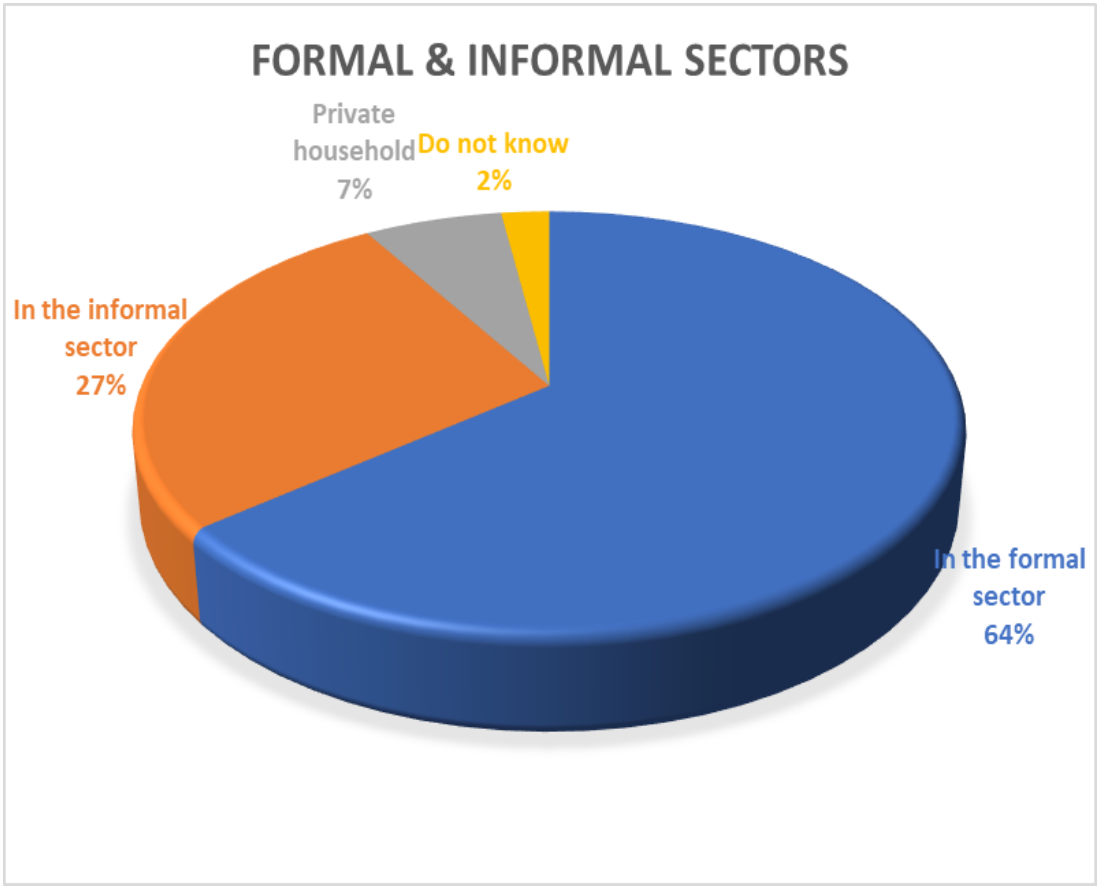
Figure 11: Dependency Ratio 2001-2011



Source: 2001-2011 Stats SA Census

Formal and Informal Sectors

Figure 12: Formal and Informal Sectors



Source: 2001-2011 Stats SA Census

3.1.13 Key Findings (Including Trends)

- Total number of populations in was 140, 820 in 2011, whereas in 2016 the total population number increased to 143, 117.
- Population in 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 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.
- The working age population (aged 15-64) dominated the population of 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)

3.2.1 Status of Cross- Cutting

Table 38: Status of Cross-Cutting

LINE FUNCTION	STATUS
SPATIAL PLANNING	The Economic Development (EDP) and Planning business unit is responsible for Spatial Planning in the Municipality. In addition, departmental responsibilities also include Local Economic Development, Tourism, agricultural development, environmental planning, and sustainable human settlements. The department consists of a director: EDP and a Town Planner. Planning support is largely rendered through the Development Planning and Shared Services (DPSS). Sustained personnel still include the Chief Planner, GIS Specialist, Environmental Specialist, Senior Town and Regional Planner the GIS Technician.
GEOGRAPHIC INFORMATION SYSTEMS (GIS)	The municipality has appointed the DPSS GIS specialist permanently, as a GIS Officer with a fully fletched equipment.
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.

3.2.2 Spatial Planning Trends

Before 1994 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 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 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 Village, the Municipal centre. To some extent, land ownership also influenced and contributed to the slow pace of development in the village and elsewhere.

However, the Ndwedwe municipality has made progress to redress the imbalances of apartheid spatial planning through the provision of basic services such as clinics, water, sanitation, housing and formalization of the town centre. Ndwedwe town is the largest node in the area, consisting of a single mixed-use node – social facilities, local government facilities, transport and commercial. Additionally, a number of social and government facilities are located in the town including the municipal building, civic centre, police station, post office, community clinic and Elangeni FET College. The Ndwedwe town is plagued by informal trading structures such as shacks. In the absence of dedicated building control and/or enforcement personnel this challenge persists unabated. 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.

3.2.2.1 Settlement Patterns

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 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, 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 municipality seems to have been informed by access and proximity to areas with certain level of facilities (commercial and social) and services. Areas like Bhamshela, Montebello, Qinisani, Town and so forth enjoy high level of settlements, which has resulted in high densities.

3.2.2.2 Topography

The 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 exists in the height above sea-level between the various nodes, all the nodes are situated in areas were relative evenly sloped areas.

3.2.2.3 Slope Analysis

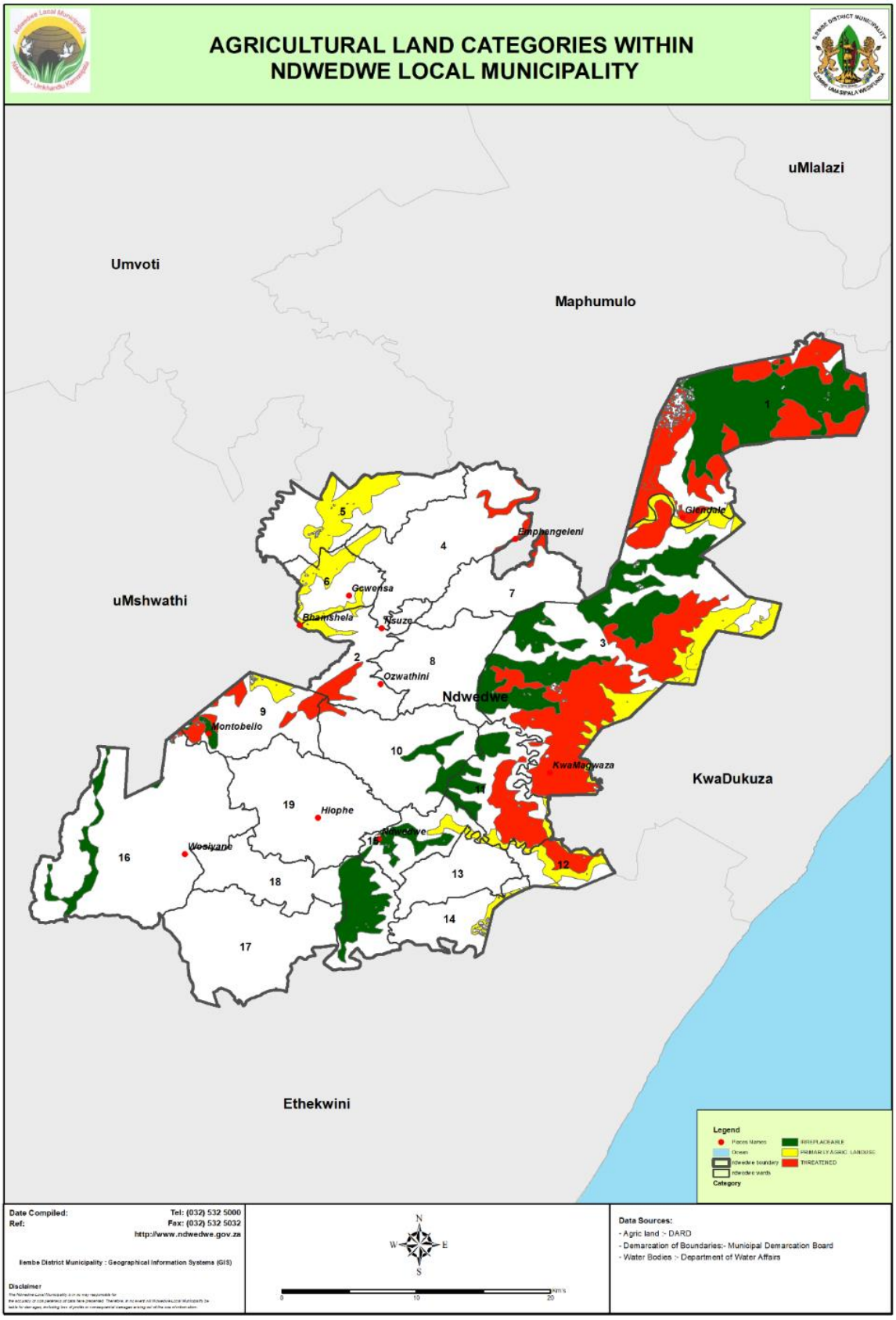
Inclines differ from 1:100 (1%) to 1:5 (20%). Terrain plays an integral part in determining settlement patterns and can severely impact on the cost effectiveness of development and service provision. The steeper the slope, the more difficult and more expensive construction becomes and should therefore 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, the areas north of Bhamshela, Montebello in the northwest 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.

3.2.2.4 Agricultural Land

The Municipality has no land claims as described in Land Restitution and Land Redistribution Acts respectively. Ward 3 and 1 in particular have agricultural lands which high volumes of sugar cane and contribute significantly to economic growth. The Kwa-Zulu Natal Agricultural Land Potential Categories Internal Report 2012 has set out a list of Agricultural Land Categories which are categorized and in the case of 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 to the Ohlanga Area in the east.

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

Map: 3: Agricultural Land


AGRICULTURAL LAND CATEGORIES WITHIN
NDWEDWE LOCAL MUNICIPALITY
uMlalazi
Umvoti
Maphumulo
uMshwathi
KwaDukuza
Ethekwini
Ndwedwe
Glendale
Emphangeleni
Gcwensa
Bhamshela
Nsuze
Ozwathini
Montobello
KwaMagwaza
Hlophe
Nkanyezwe
Wosiyane
1
2
3
4
5
6
7
8
9
10
11
12
13
14
16
17
18
19
Legend
Places Names
Oceans
Ndwedwe boundary
Ndwedwe wards
Category
IRREPLACEABLE
PRIMARILY AGRIC LANDUSE
THREATENED
Date Compiled:
Ref:
Tel: (032) 532 5000
Fax: (032) 532 5032
http://www.ndwedwe.gov.za
Ilembe District Municipality : Geographical Information Systems (GIS)
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Data Sources:
- Agric land :- DARD
- Demarcation of Boundaries:- Municipal Demarcation Board
- Water Bodies :- Department of Water Affairs

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

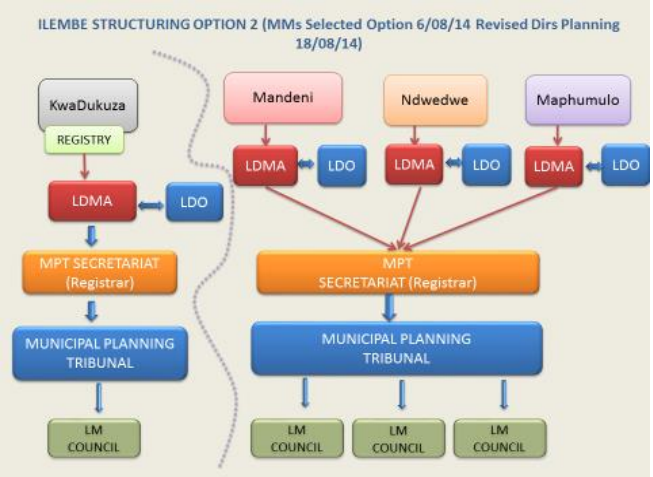
- Indigenous farming programme.
- pack house (mini factories) and fresh produce facility.
- Sustainable natural resource management.
- Agri-incubator hub.
- Agri-zone programme

Informed by the Bio-Resource Unit (BRU) characteristics of 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 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.

3.2.2.5 Spatial Planning and Land Use Management Act, 2013

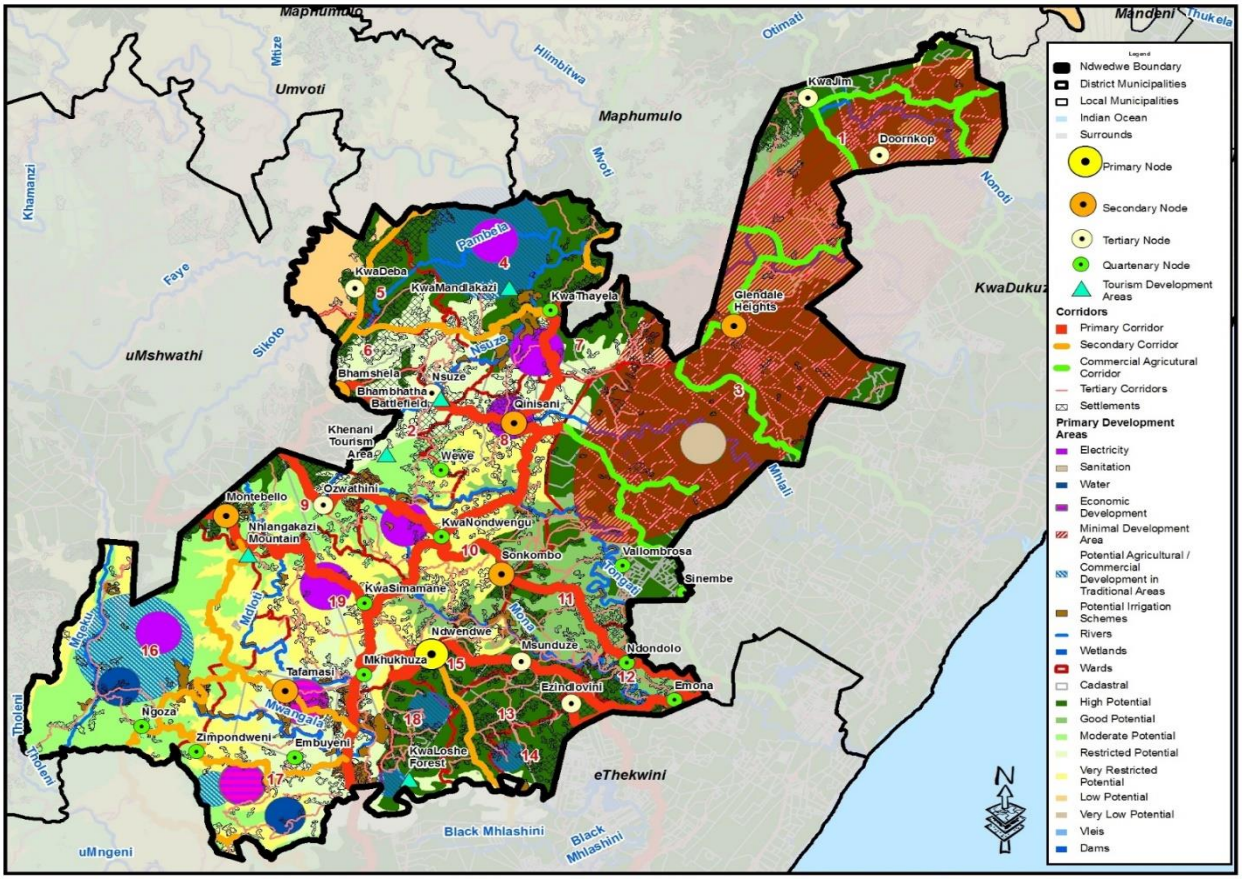
The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring that the function of planning,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

Table 39: 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 LM, consist of; Director: Economic Development and Planning Director: Technical Services
Appeal authority	Executive Committee
Authorised Officer	Senior Town and Regional Planner (DPSS) Contract ended in March 2024.
Categorisation of applications	Development Applications have been categorized as per Schedule 5 of the SPLUMA Regulations.
Delegations	Approved and adopted

The municipality's SDF for 2023/2024 has been adopted by NLM Council on 30 May 2023, the SDP will be developed in the new financial year 2023/2024, the strategic guide for the spatial transformation of the area. It provides a framework for future location of land uses and development. A copy of Municipality SDF 2023/2024 is attached as **Annexure B and the SDP is attached at Annexure B2.**

Map: 4: SDF 2023/2024



3.2.2.6 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".*

In July 2015, the Spatial Planning and Land Management Act no.16 of 2013 became operational. Section 24 (1) of the Act required the adoption of a Single Land Use Scheme that will operate in a municipal area of administration within a period of five years of commencement with the act. This therefore necessitated that the municipality prepares and finalizes its scheme to be SPLUMA complaint.

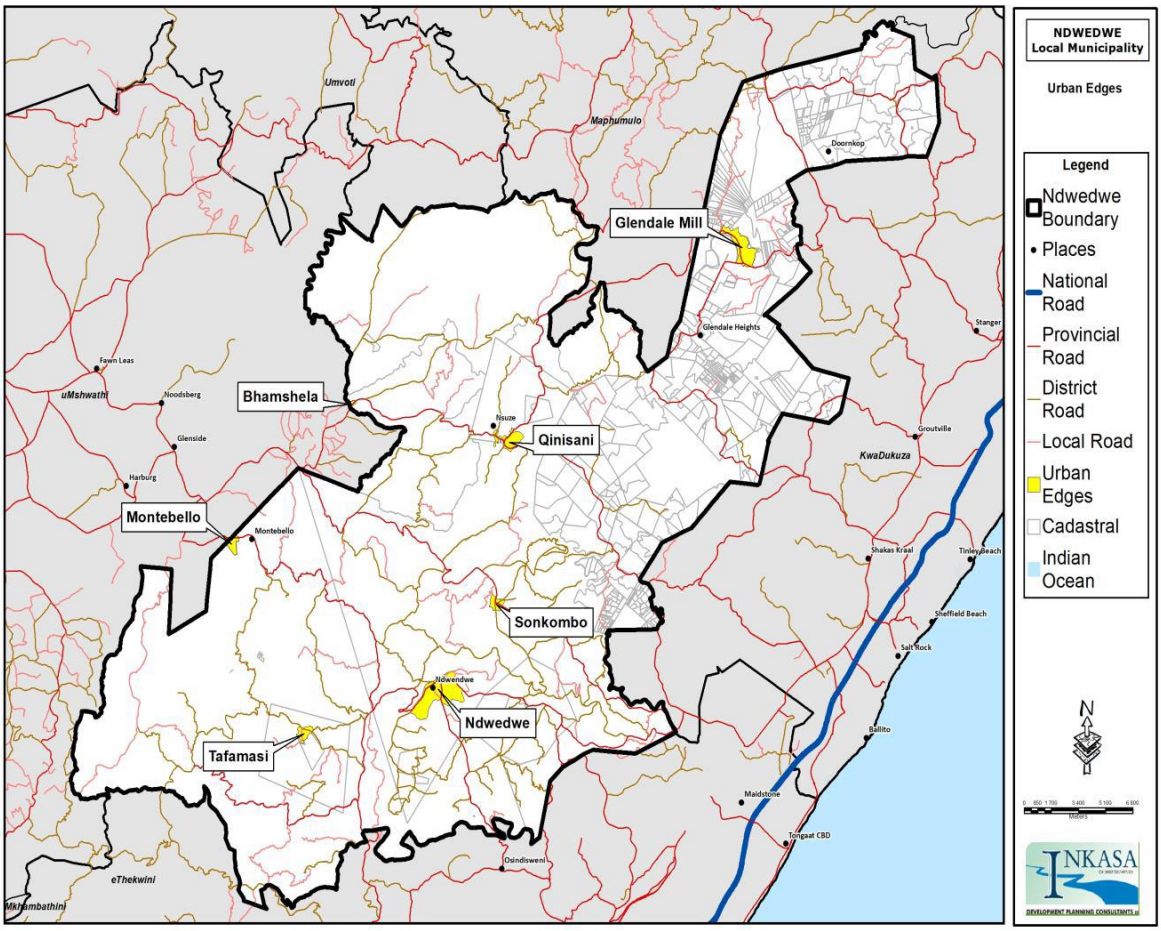
The previous LUS which was adopted 2012 is only limited to the Ndwedwe Town, following the formalisation process. The remaining areas remain un-zoned and under the ownership of the hereinafter ITB.

Ndwedwe Municipality considered the levels of compliance with the SPLUMA, particularly Section 24 (1) relating to the preparation and adoption of the Land Use Scheme and noted that it will not be able to meet the set deadline of 1 July 2020. A report was prepared on 11 December 2019 for the council to approve that an application for exemption to the Minister of Agriculture, Land Reform and Rural Development. The Municipality was then granted an extension to prepare and adopt a Single Land Use Scheme by no later than 1 July 2022.

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

Inkasa Development Planning Consultants was appointed to undertake preparation and finalisation of Ndwedwe Single Land Use scheme. As per legislative requirements the single land use scheme preparation process involved extensive public consultation. At Council held on 31 August 2022, the Ndwedwe Local Municipality single land scheme was adopted.

Map: 5 Areas covered by Single Land Use Scheme



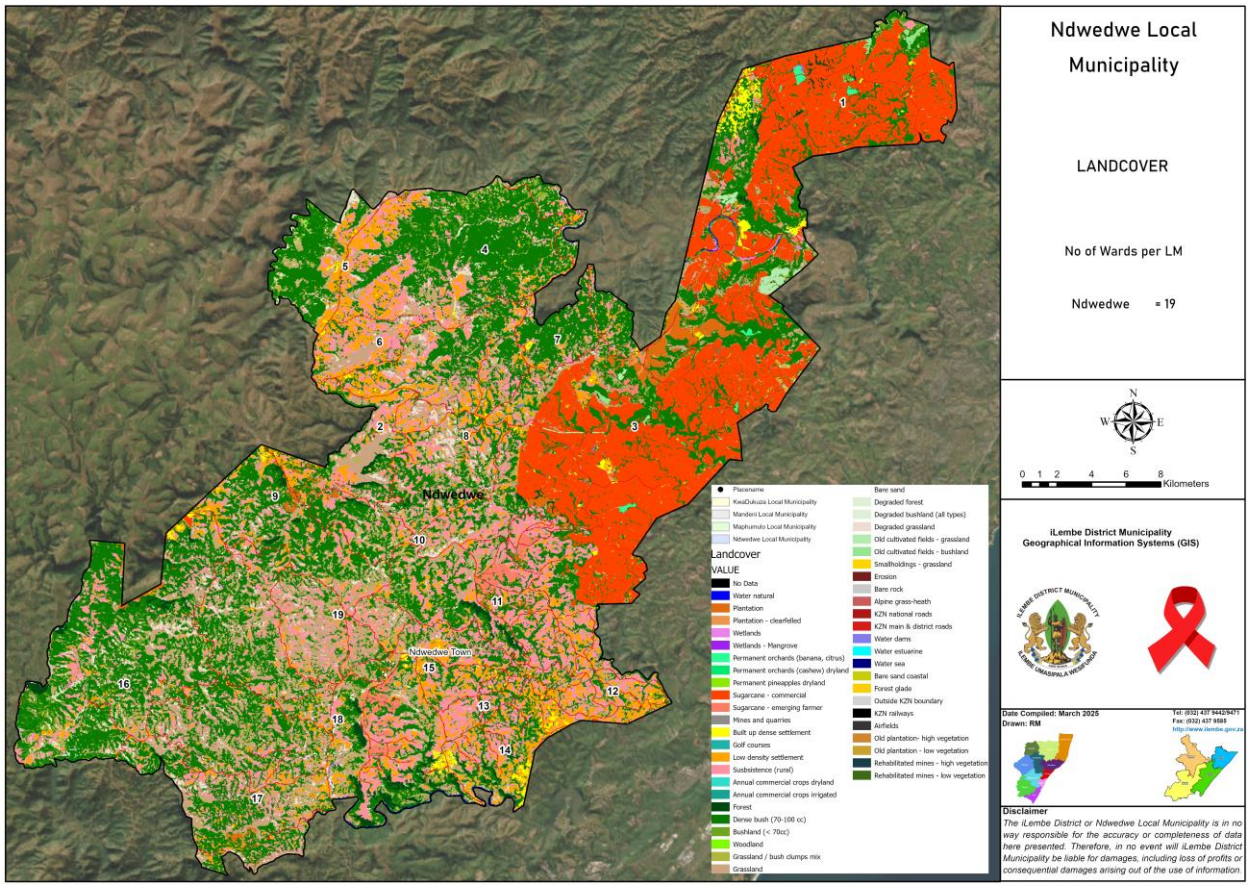
3.3 Environmental Analysis

Introduction

Ndwedwe Municipality located inland on the southern edge of the iLembe 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.

In light of the above, it is important to indicate that 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.

Map: 6 Landcover



3.3.1 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 are expected to comply with such policies by developing planning tools and bylaws that are ensuring integrated planning and alignment. Such policies are listed below and their implications to the Municipality.

Table 40: Environmental legislation applicable to Municipality

Act / Policy	Objective	Municipal role	Status
National Environmental Management Act	Provides a framework for environmental management in South Africa, and also make provisions for achieving 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. However, Ndwedwe LM should develop their own Environmental Management Plan
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 NEM: AQA	To manage waste activities within the country and to encourage waste recycling programmes within the Municipalities Air quality management plan at the district level and the narrative will be the same as the other district plans	To manage waste activities within municipal jurisdiction To provide waste services in an acceptable standard To develop integrated waste management plan as per section 11 of the Waste Act To designate a Waste Management Officer	Ndwedwe LM has developed the IWMP and should prepare monthly reports on its implementation. The Waste Management Officer (WMO) has been designated, and designation letter was forwarded to Department.
National Environmental Management Act	Provides a framework for environmental management in South Africa, and also make provisions for achieving	To develop Environmental Management Plan Environmental Management	The District EMF has been completed for the iLembe family of Municipalities. Ndwedwe has been covered as well. However, Ndwedwe LM

	objectives of sustainable development	Framework	should develop their own Environmental Management Plan
NEM: Waste Act	To manage waste activities within the country and to encourage waste recycling programmes within the Municipalities	To manage waste activities within municipal jurisdiction To provide waste services in an acceptable standard To develop integrated waste management plan as per section 11 of the Waste Act To designate a Waste Management Officer	Ndwedwe LM has developed the IWMP and should prepare monthly reports on its implementation. The Waste Management Officer (WMO) has been designated, and designation letter was forwarded to Department.

3.3.1.2 Environmental IGR structures (Cooperative Governance Structures)

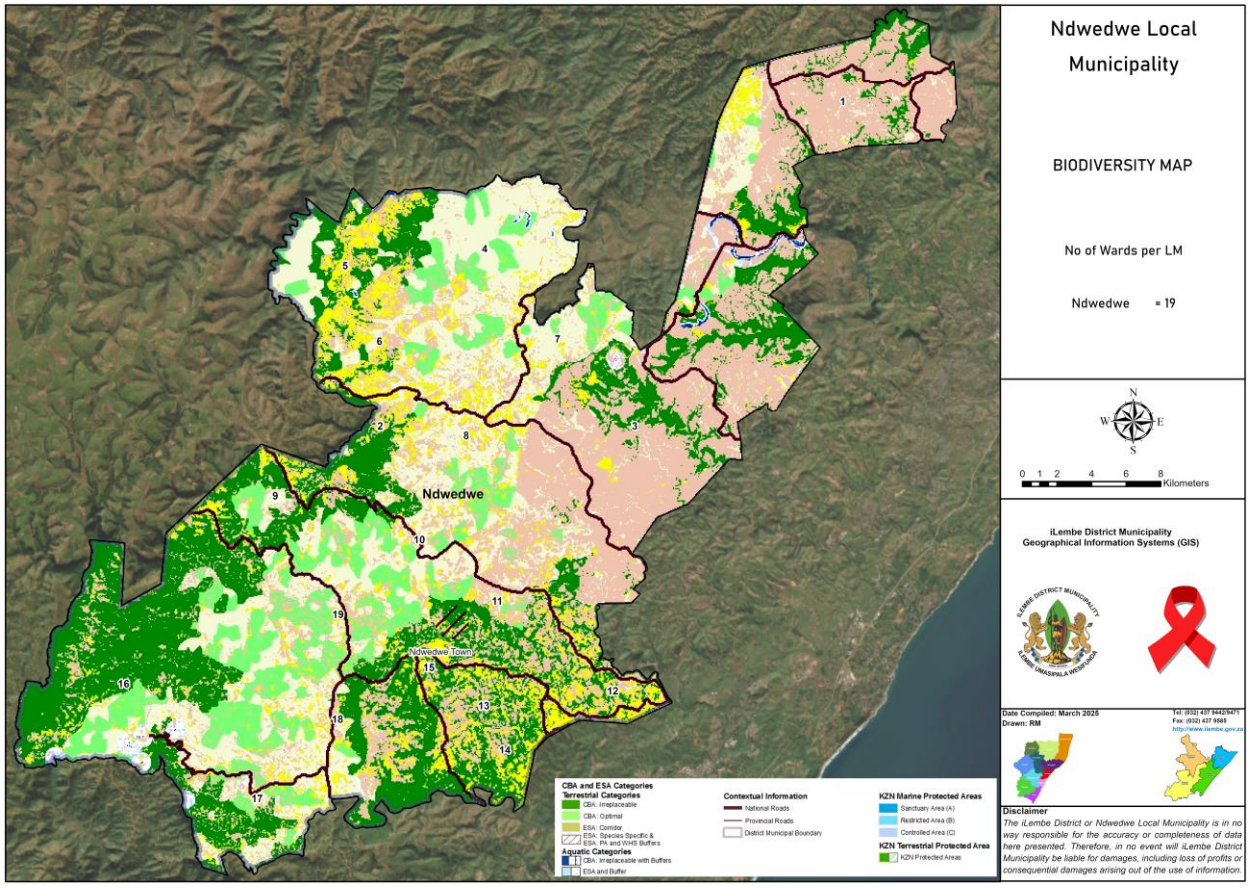
In the spirit of cooperation governance (Align and accessibility to communities Ndwedwe Municipality is the member of the iLembe District Committee for Environmental Coordination (IDCEC), KZN Waste forum, and will be joining the KZN Climate compact in 2025.

3.3.2 Biodiversity Management

There are critical biodiversity areas occurring within the Ndwedwe Municipality requiring protection and management by authorities including Ndwedwe Municipality. In addition, the iLembe Biodiversity Sector Plan (BSP), was prepared by the Ezemvelo KZN Wildlife and requires review. Ndwedwe falls within biodiversity-rich zones including grasslands and indigenous forests, and these have been subjected to e.g. unsustainable agricultural practices likeovergrazing, deforestation, settlement encroachment, proliferation of invasive alien species. The Critical Biodiversity Areas (CBAs) require urgent protection to maintain ecosystem services and prevent species loss. Ecosystem corridors must be maintained to ensure landscape-level connectivity. Ndwedwe has mapped major ecosystem corridors for protection. It will also leverage for biodiversity funding for implementation of Biodiversity economy and green jobs creation. Ndwedwe municipality will also be seeking support from other organs of state for inhouse development or funding to outsource developing Invasive Species Control Plan. Active biodiversity management will ensure maintenance of ecosystem balance, preserving important habitats, building resilience to climate change, providing food security, maintaining water

quality, and conserving natural resources (i.e. ecosystem goods and services). This includes structured education and awareness programme.

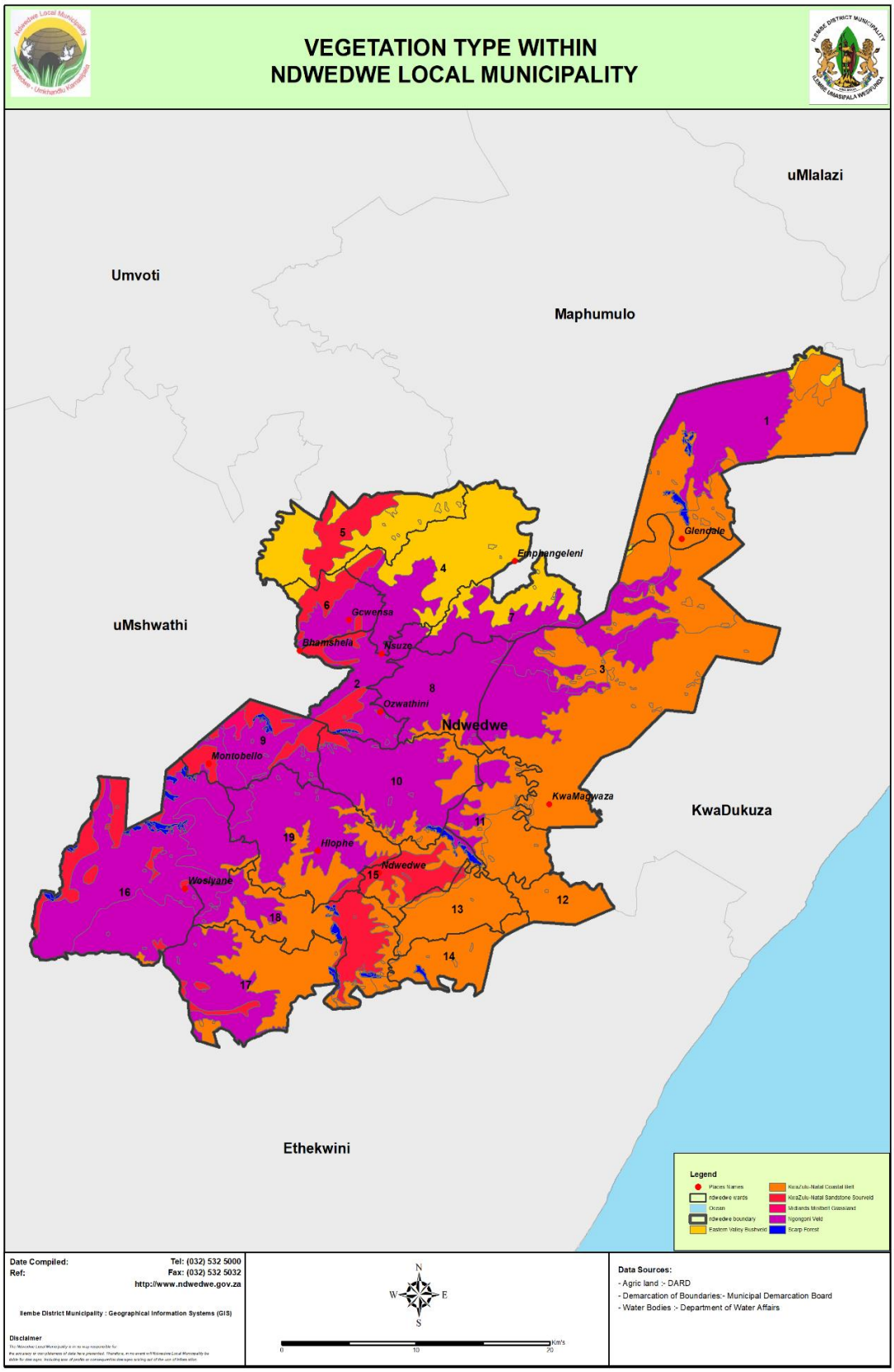
Map: 7 Biodiversity Conservation Priority Areas



3.3.3 Vegetation Type

Two biomes occur at Municipality being Indian Ocean Coastal Belt and savanna biomes. As illustrated in Figure 11 below, vegetation types occurring within 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 make about 65 422.2 ha (56.5% of municipality). Through interactive programs such as municipal SDF and land use planning, the municipality strives to continuously manage/align spatial zones for agriculture and conservation in order to minimize conflict

Map: 8 Types of Vegetation in Local Municipality



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

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

3.3.4 Protected Areas

There is no declared protected area within Ndwedwe LM. However, there are areas within Ndwedwe the Municipality, that are having a potential for the establishment of the nature reserves, and they include: - KwaLoshe Area, Emalangeni Forest Area, just to mention a few.

Map: 9 Ecosystem Status of the Natural Areas- **Source: EMF: iLembe District Municipality**

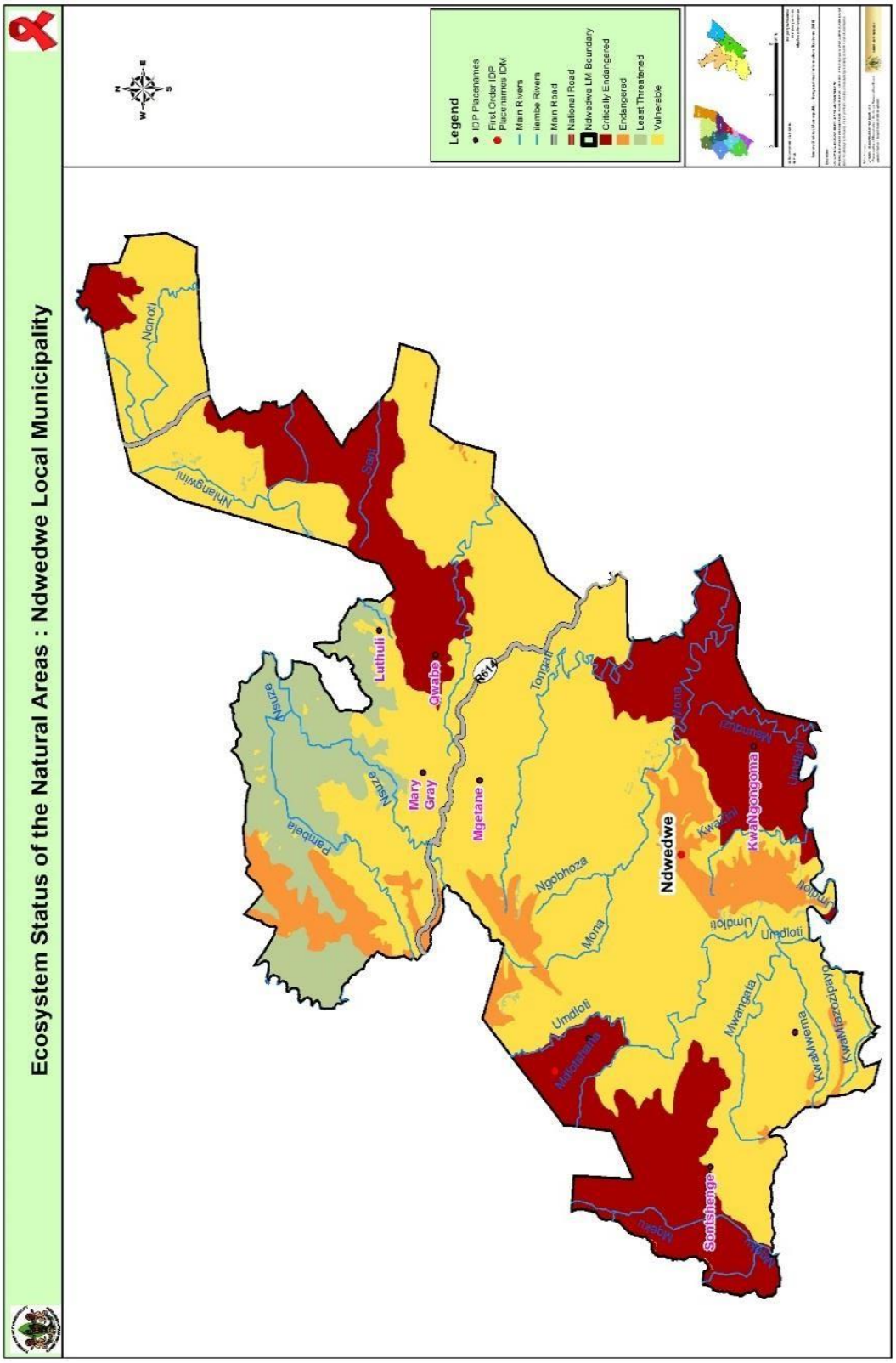


Table 41: Summary of threatened species within Municipality

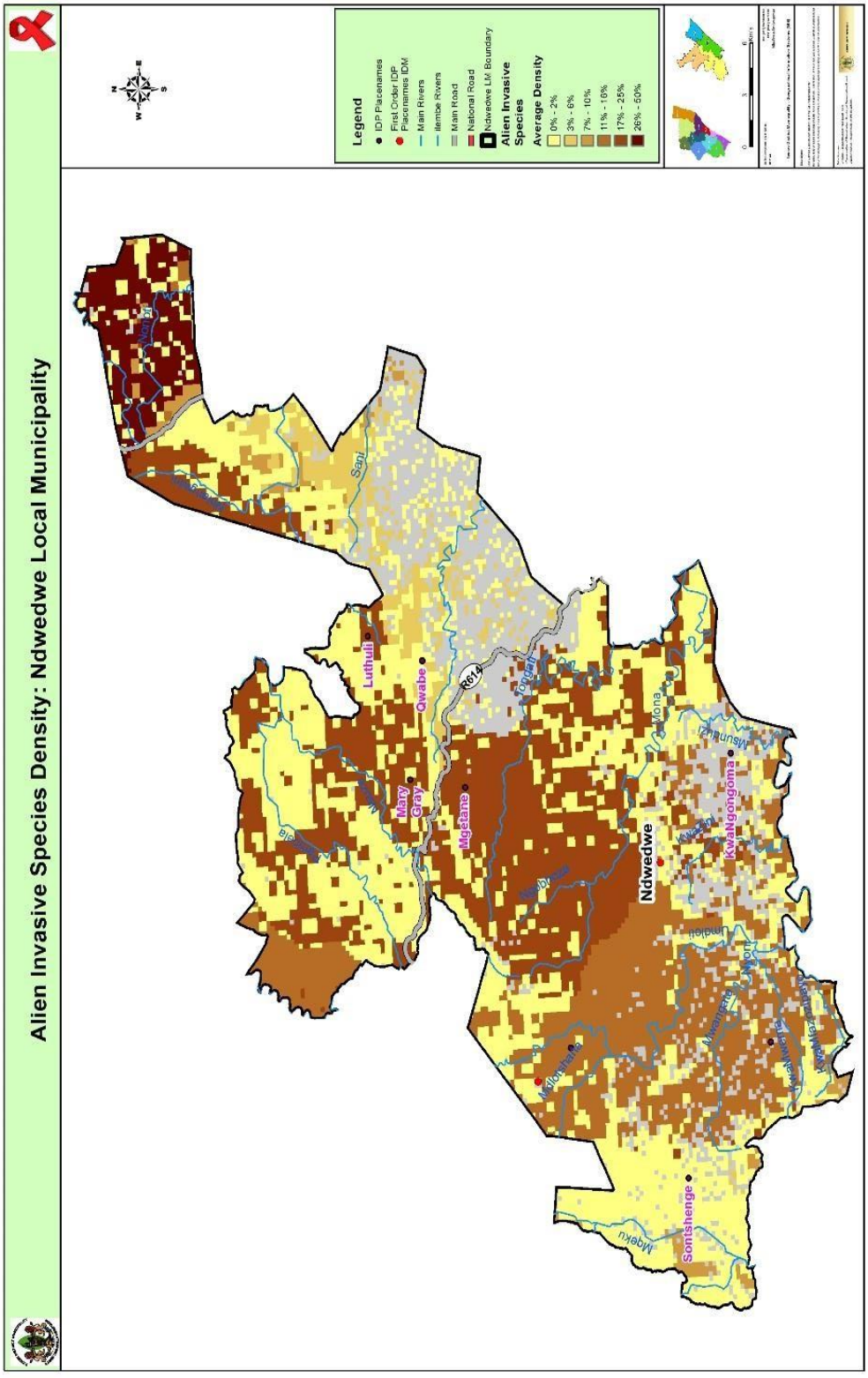
Species- Municipality		
Flora	**Founa**	
Diaphananthe millari - Vu Kniphofia pauciflora - Cr Senecio exuberans	Reptiles Scelotes inornatus (Legless BurrowingSkink) Bradypodion melanocephalum (Blackheaded Dwarf Chameleon) Amphibian Hyperolius pickersgilli (Pickersgill's Reed Frog) E Birds Anthropodes paradise – (Blue crane) Vu Balearica regulorum – (Crowned crane) Vu	Mammals Dendrohyrax arboreus – (Southern tree hyrax) LC Invertebrates: Molusca Euonyma lymnaeformis Gulella euthymia (Warty hunter snail) Milipedes 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

3.3.5 Alien Invasive within the Municipality

Invasion of alien species is a challenge facing 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 Municipality. In addition, it is important for the Municipality in future to allocate budget as way of dealing with the challenge posed by invasive species within the Municipality.

Table of some of the invasive alien species represented on the map if there is not information on the species classification probably this should be a motivation for the municipality to budget for an alien species identification study and it's not very costly. So, this progress could be capture as "Ndwedwe is planning to undertake an alien species identification study for the areas under the municipal jurisdiction

Map: 10 Alien invasion within the Municipality (update this map as per above recommendation above)



3.3.6 Heritage Objects/ Sites within the Municipality

Management of heritage resources can contribute immensely to the biodiversity management and also economy, especially in the tourism sector, acting as tourist's attraction. Thus, leading to the improvement of the local economy. Ndwedwe Municipality is in the process of identifying and documenting Heritage sites within the Municipality.

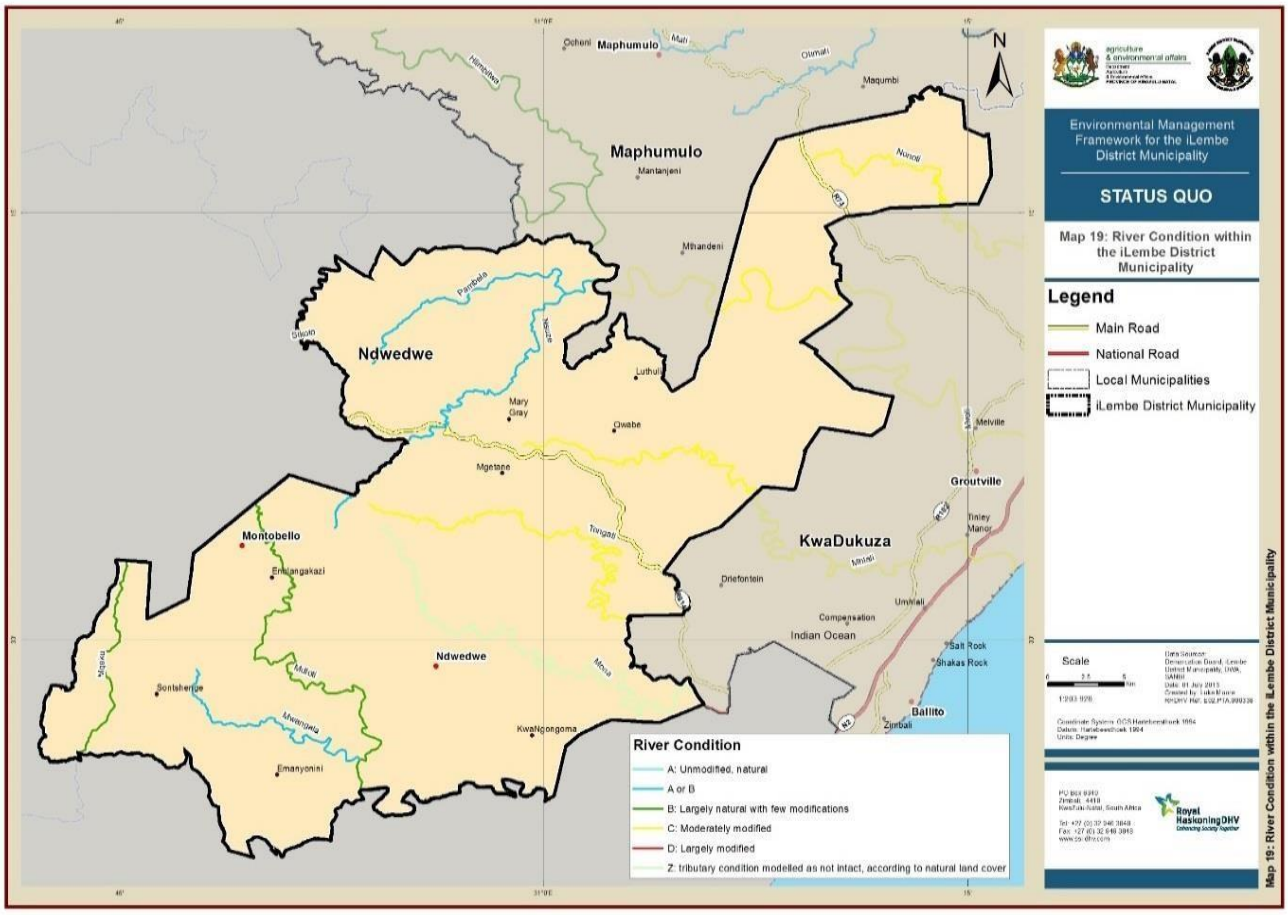
The LED Strategy indicate that Municipal area has excellent tourist potential but is hindered by fragmented topographic conditions and lack of funding. The serene natural environment is in urgent need of attention, rehabilitation, protection and management. There are major tourism opportunities within Municipality. Tourism and Recreation could play a major role towards economic development of Municipality. The prevailing steep fragmented topographic conditions provide good environment for attracting tourism to 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.

3.3.7 Key Hydrological Features (Rivers and Wetlands)

3.3.7.1 Rivers

There are six (6) main Rivers which occur within Municipality. These are: Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati. Since 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 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: 11 River Condition within Local Municipality

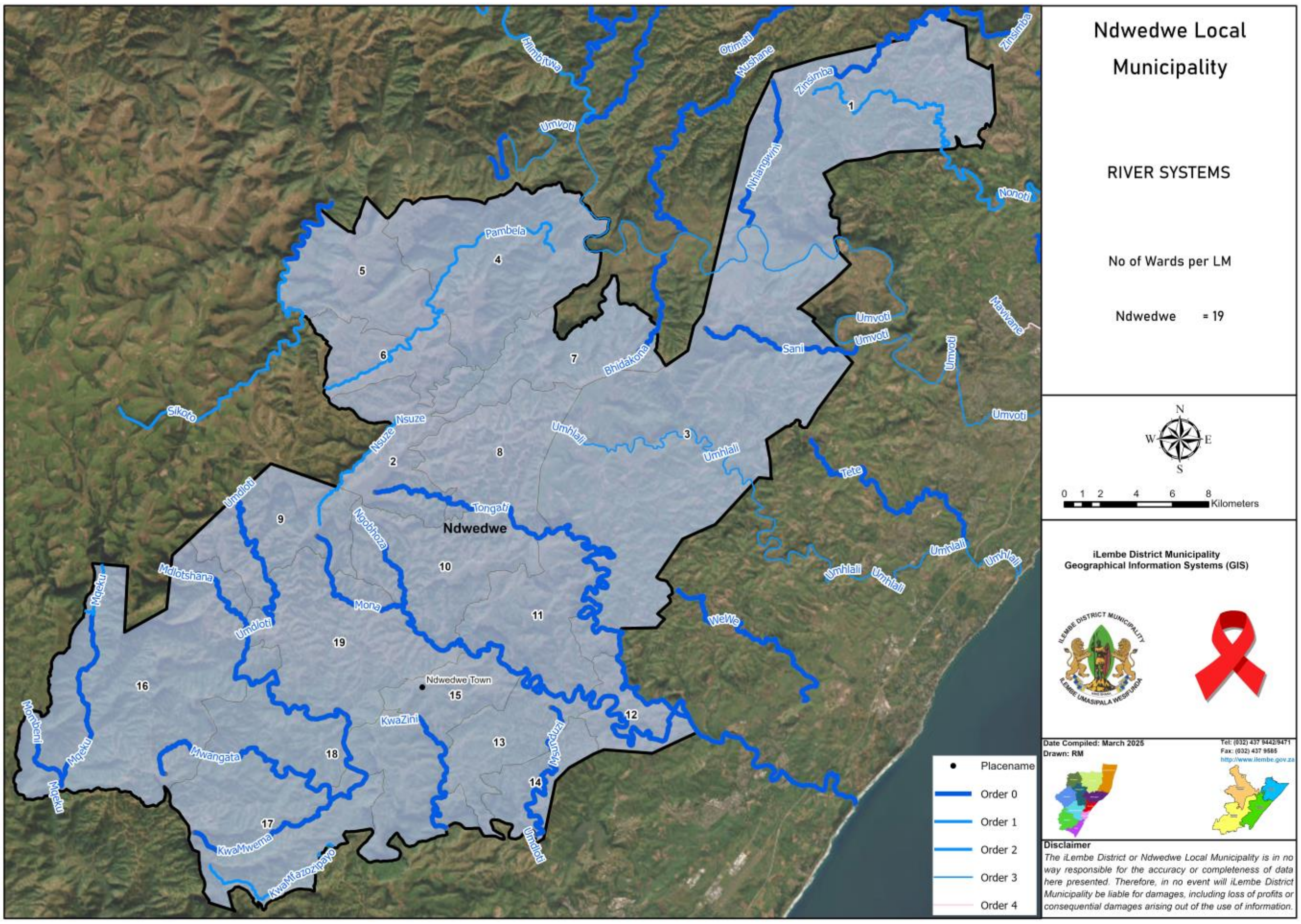


3.3.7.2 Water Management Areas

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

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

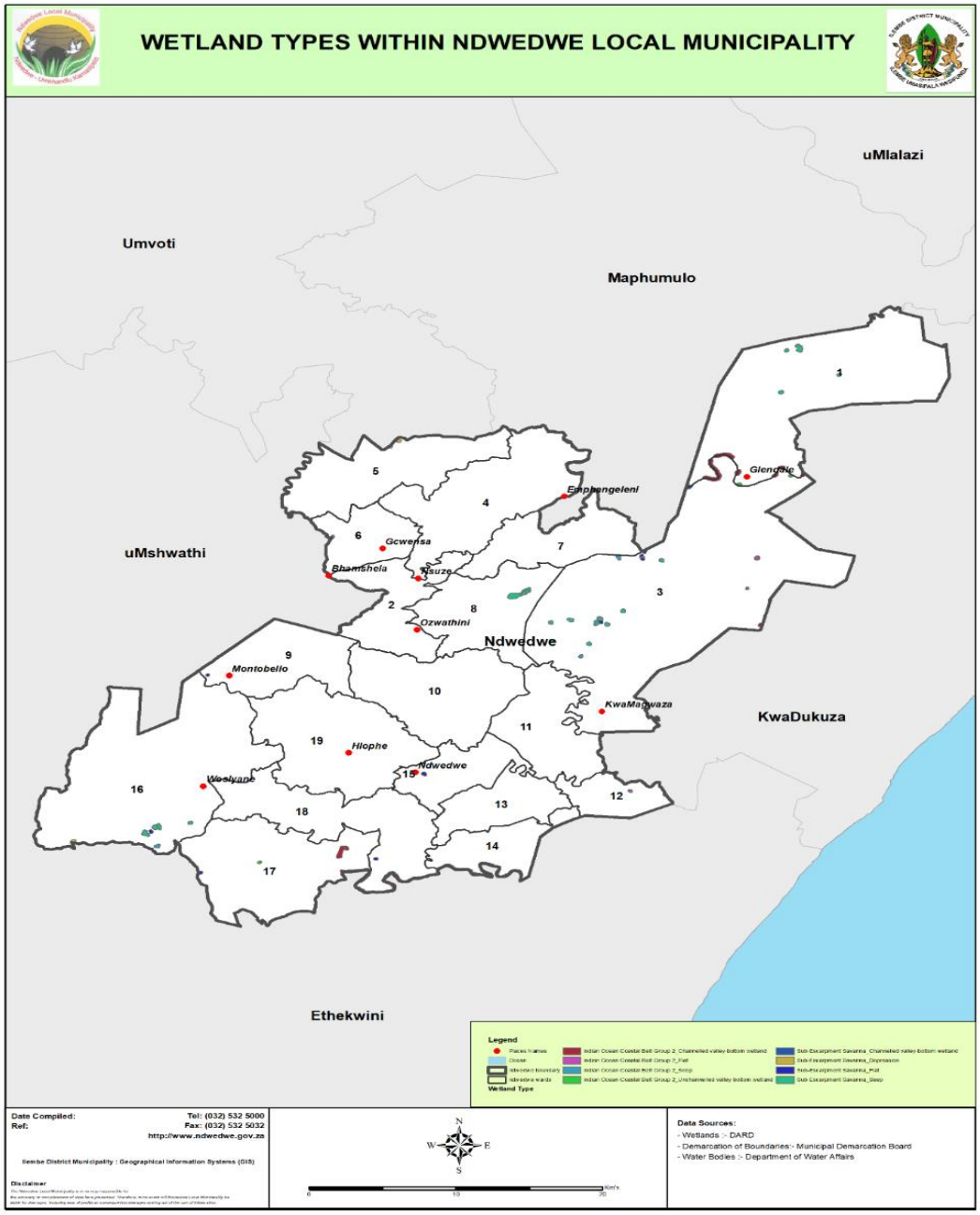
Map: 12: Rivers Adapted from EMF: iLembe District Municipality, 2014



3.3.9.3 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 and fulfil a vital role in the correct hydrological functioning of the drainage system. The map highlights wetlands within the municipality.

Map: 13: Wetland types (Update Map)



Source: Adapted from EMF: ILembe District Municipality, 2014

3.3.8 Air Quality Management

The Air Quality Management Plan has been developed by the district covering all municipalities which should idealy gives general baseline data to use for the management of emissions within the District and Ndwedwe Municipality in particular. Municipality is relatively rural in nature with industrial activities at present. However, pollution sources are attributed to veldfire, burning of waste by communities, indoor pollution due to usage of fossil fuels. The understand of the ambient air quality is critical in order to create awareness on possible impacts of air pollution within the Municipal space.

3.3.9 Provision of Waste Services within the Municipality

The responsibility of collecting, transportation and disposal of waste is a function of local municipalities, also assigned to Ndwedwe Municipality.

The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) develops standards that are required in the provision of the waste services within the country and municipalities specifically, in order to "give effect to the right to an environment that is not harmful to health and well-being," and that this right be applied "uniformly throughout the Republic". Hence, the setting of National Domestic Waste Collection Standards was informed by the Constitution, the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), the General Waste Collection Standards of Gauteng Province, the current international waste management standards, and good practices in both developed and developing countries, the current waste collection practices in South African municipalities as well as stakeholder consultations. Ndwedwe Municipality has a total of 20 542 households, and the table below indicates how Ndwedwe is currently doing in terms of the provision of Waste Services in each ward.

Ward	Area provided with Service	Coverage in %	Comments
1	Glendale & Cele Nhlangwini Ntubeni	40 % still excludes Households	Need to extent the service to households and Schools
2	Bhamshela & Nsuze	40 % still excludes Households	Need to extent the service to households and Schools
3	EMagwaza	40 % still excludes Households	Need to extent the service to households and Schools
4	Emvoti	40 % still excludes Households	Need to extent the service to households and Schools
5	Kwadeda & Nambithani	40 % still excludes Households	Need to extent the service to households and Schools
6	Noordsburg	40 % still excludes Households	Need to extent the service to households and Schools
7	To be confirmed	To be confirmed	To be confirmed
8	The Market Area	40 % still excludes Households	Need to extent the service to households and Schools
9	Ozwathini	50 % as it covers some schools and few	Need for extension of service

		households	
10	The Market area	50 % as it covers some schools and few households	Need for extension of service
11	Sonkombo	50 % as it covers some schools and few households	Need for extension of service
12	Hloniphani	50 % as it covers some schools and few households	Need for extension of service
13	P100	60 % as it also covers individuals' households as well	Need for extension of service
14	P100	60 % as it also covers individuals' households as well	Need for extension of service
15	Ndwedwe Central	70% as it covers both business sites and households	Increase of number of households
16	To be confirmed	To be confirmed	To be confirmed
17	To be confirmed	To be confirmed	To be confirmed
18	Thafamasi	40 % focusing on pay-points still excludes Households	Need to extent the service to households and Schools
19	Sgedleni area	40 % focusing on pay-points still excludes Households	Need to extent the service to households and Schools

Table 42: Waste Collection

Disposal of Waste and Waste Minimization

The provision of the Landfill site is a function of the iLembe District. Currently there is no Public Landfill site under the management of the iLembe Municipality, hence currently Local Municipalities rely on privately owned landfill sites, such as the Dolphin Coast Landfill site, located at KwaDukuza, and Buffersdrie Landfill site, located within Ethekwini Municipality.

3.3.10 Growing 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 e.g. transformative riverine management programmes, eco-tourism, waste management and natural resources etc. The Municipality is currently in consultation phase regarding the KwaLoshe Tourism Development with relevant stakeholders. The project aims to contribute towads job creation. The proposed KwaLoshe Tourism Development seeks to grow the Green Economy Sector.

The Municipality is also in the process of identifying 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, which also aims to grow the Green Economic Sector.

3.3.11 Responding to Impacts of Climate Change

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

The iLembe District Climate Vulnerability Assessment and Response Plans has established vulnerabilities in the sectors including agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements, and water. Also, Ndwedwe has development a draft Integrated Environmental Programme and Climate Change Action Plan commits and show the adaptive capacity of the municipally towards the identified risks.

3.3.12 Building Resilient Communities Extensive Environmental Programmes

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.

3.3.12.1 Environmental Management Strategies and intervention (2025 – 2029)

To address the issues identified, a series of structured management actions are proposed. These interventions are categorized into key themes and aligned with national policy priorities and IDP outcomes.

Table 43: Environmental Strategies and Intervention

Theme	Issue	Intervention
Cooperative Environmental Governance	▪ Lack of IGR coordination ▪ Absence of Environmental Management Inspector (EMI) ▪ No dedicated environmental unit	▪ Establish an Environmental Forum (multi-stakeholder, intergovernmental) ▪ Appoint/designate qualified EMIs for local enforcement ▪ Set up a fully resourced Environmental Unit within the Municipality ▪ Develop and submit environmental business plans to secure intergovernmental support ▪ Prioritize "low-hanging fruit" interventions for quick wins and impact ▪ Institutionalize environmental sector planning and reporting in the IDP cycle
Water Resource Management	▪ Declining water quality ▪ Destruction of wetlands and riparian zones ▪ Drought risk	▪ Developing a Water Quality Monitoring System in collaboration with the District and DWS ▪ Map and classify all rivers and wetlands ▪ Launch community-based wetland and river rehabilitation projects ▪ Promote indigenous vegetation buffer zones along watercourses

		▪ Integrate the Polluter Pays Principle into all development approvals ▪ Public education on sustainable rural water use
Biodiversity Conservation	▪ Encroachment on sensitive areas ▪ Alien plant spread ▪ Loss of Critical Biodiversity Areas	▪ Develop a Biodiversity Management Plan (with Ezemvelo KZN Wildlife) ▪ Identify and map Major Ecosystem Corridors for protection ▪ Enforce EMF-linked land use zoning to protect CBAs ▪ Draft and implement an Invasive Alien Species Clearance Plan (mandatory) ▪ Align spatial zones for agriculture and conservation to minimize conflict ▪ Leverage national biodiversity funding for implementation support
Waste Management	▪ Illegal dumping ▪ Weak IWMP enforcement ▪ Limited data on waste generation	▪ Adopt and annually review the IWMP and report progress to council ▪ Develop a Waste Management Bylaw to regulate collection and dumping ▪ Extending services to serviced rural areas using transfer stations and cooperatives ▪ Roll out Community-Based Recycling Programs with incentives ▪ Introducing a waste stream monitoring system to improve data-driven planning ▪ Intensify awareness campaigns through schools, CBOs, and local radio
Climate Change and Energy Efficiency	▪ Vulnerability to climate hazards ▪ Lack of energy transition planning ▪ Fossil fuel dependency	▪ Conduct a Municipal Greenhouse Gas (GHG) Inventory (where applicable) ▪ Develop a Local Climate Change Strategy, aligned with the district's framework ▪ Implement capacity-building workshops on climate resilience for officials and communities ▪ Establish a Renewable Energy Hub (e.g., solar water heater rollouts, wind energy pilots) ▪ Partner with Eskom and private sector for energy efficiency programs ▪ Identify and secure funding for clean energy infrastructure via donor and public programs

3.4.1 Prioritization of 2025 – 2026 Projects LM

Low hanging fruit projects have been identified for implementation in the current financial year

Cooperative governance, public engagement and Institutional Governance	Put an item in the council for establishment of the Environmental Unit within the Municipality Establish an Environmental Forum (multi-stakeholder, Appoint/designate qualified EMIs for local enforcement		Ndwedwe	✓ Council Resolution

Alien Species Control and Clearance Plan	Development of Alien Invasive control plan inhouse or outsourcing. Systematic clearance of invasive plants	2025 - 2026	Ndwedwe LM, EDTEA, EPWP, DEA	✓ Draft Invasive control plan ✓ Ha cleared per year ✓ Employment created
Community Recycling Programme	Promote household-level recycling and education	2025 – 2029	Ndwedwe LM, DSW, NGOs, Cooperatives	✓ Tonnage recycled ✓ Number of participating communities
Climate Resilience and Adaptation Strategy	Develop a locally relevant adaptation strategy	2024 – 2025	Ndwedwe LM, EDTEA, iLembe District	✓ Strategy approved and implemented
Green Energy Pilot Hub (Solar & Wind)	Promote renewable energy use in key facilities	2025 – 2029	Ndwedwe LM, DBSA, Eskom, Private Sector	✓ Solar systems installed ✓ Energy savings recorded
Environmental Education & Awareness Campaign	Raise environmental literacy among schools and community	Ongoing	Ndwedwe LM, NGOs, Dept. of Education	✓ Events held annually ✓ Evaluation surveys

3.3.13 Strategic Environmental Assessment (SEA)

Several tools are being used to manage the natural resources within Ndwedwe Municipality. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Programs (EMP), Environmental Management Frameworks (EMF). These tools have different areas of application however useful in attaining sustainable developmental practices. Although Ndwedwe has not developed a specific SEA tool, it has attempted to assess its natural assets Ito of challenges and opportunities that they present and have aligned such into development planning, which can be witnessed with the SDF and the environmental situational analysis of the IDP. The municipality has incorporated buffers in protection of natural assets, and developments from being impacted on by natural hazards.

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.

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.

3.4 Cross Cutting Swot Analysis (Agriculture and Environmental)

Table 44: Agriculture and Environmental SWOT Analysis

STRENGTHS	OPPORTUNITIES
▪ Development of EMF for the management of environmental assets. ▪ Development of Environmental Policies, national for guidance. ▪ Existing cooperative governance between spheres of government.	▪ Increase the number of protected areas. ▪ Availability of sites for conservation areas that add value in the entire district. ▪ Alien invasive species control ▪ Existing tourism, agriculture, manufacturing and retail opportunities. ▪ Wetlands
WEAKNESSES	**THREATS**
▪ Absence of an environmental management section/ unit and personnel ▪ Lack of stewardship programme and other initiatives that need to be explored with other environmental institutions such as Ezemvelo KZN Wildlife. ▪ Unavailable Alien Invasive Control Plan	▪ Organizational structure (excludes Environmental Management personnel) ▪ Climate change. ▪ Loss of biodiversity. ▪ Alien invasive species ▪ Environmental degradation.

▪ No agricultural plan ▪ Understanding of importance of managing environmental assets. ▪ Lack of environmental policies and bylaws ▪ No wall-to-wall scheme	▪ Loss of site of Conservation value. ▪ Loss of natural grassland. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation

Table 45: Cross Cutting SWOT Analysis for Spatial Planning

STRENGTHS	**OPPORTUNITIES**
Strategic plans for LM. Sector Plans for 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.	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 sites 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

3.5 Disaster Management

This section is included to familiarize key role-players with legislative mandate applicable in Disaster Management and bring to the fore priority hazards within Municipality's area of jurisdiction. Moreso, it provides breakdown of budget and planned activities in the mainstream concepts of disaster risk reduction. It gives a brief background study of the Municipality in line with its current Integrated Development Plan (IDP). Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk managementplan 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 NLM Disaster Management Plan which was adopted in 2022/2023 is attached as **Annexure C**. The Disaster Management Unit presently falls within Community Services Department reporting to the Director: Community and Social Services. Personnel within the unit includes Manager: Disaster Management, two Disaster Management Officers and two Fire Fighters and one Disaster Management Intern. The Disaster Management Unit of the Municipality deals with both pro-active and reactive disaster management issues and activities. The Ndwedwe Municipal Disaster Management Sector Plan is attached as **Annexure C1**.

3.5.1 Municipal Legislative Framework

3.5.1.1 Constitution of the Republic of South Africa Act 108 of 1996

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

Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local municipality function that is concurrent with 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.

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

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

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

3.5.1.3 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 IDP to ensure adequate budget allocation.

3.5.1.5 Section 43 of Disaster Management Amendment Act 16 of 2016

Section 43 of the principal act is hereby amended by the addition of the following subsection (3) A local municipality must establish capacity for the development and coordination of a Disaster Management Plan and the implementation of a disaster management functions for the Municipality Disaster Management Centre. (4) A local municipality may establish a Disaster Management Centre in consultation with the relevant District Municipality in accordance with the terms set out in the service level agreement between the two parties, in alignment with the national norms and standards. The Ndwedwe Local Municipality is in the construction process of establishing the Disaster Management and Fire Emergency Centre. Phase one of the project has been completed, and phase two will commence in the upcoming financial year 2025/2026.

3.5.1.6 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 dangers. Ndwedwe Local Municipality procured a land cruiser and tailor made it into a rapid response vehicle. The municipality is in the process of establishing a fully operational Fire and Rescues Service through the Disaster and Fire Emergency Management Centre development process. The centre will incorporate both fire and rescue services and disaster management functions. In terms of personnel, two permanent fire fighters have been permanently employed by the municipality. In

addition, the municipality has also received support from iLembe District Disaster Management Centre through a CoGTA grant funding in the form of fire rapid response vehicle which was handed over by MEC Mr. S.E. Hlomuka on 23 February 2021.

3.5.1.7 National Veld and Forest Act 101 Of 1998

The Act confers on landowners a responsibility to prevent veld fires through the provision of fire breaks and other means of firefighting. To achieve this mandate, the Act provides for the creation of Fire Protection Associations. The local authority is required to register and become a member of these Associations led by the Chief Fire Officer of the Municipality. However, should a Chief Fire Officer be not available to serve as Fire Protection Officer, a member of the Fire Protection Association must be appointed to perform the functions. Ndwedwe Local Municipality has not register to become a member of the KwaZulu Natal Fire Protection Association.

3.5.2 Institutional Capacity Arrangements

The municipality is in the process of constructing the Fire Service and Disaster Management Emergency Centre. Phase one of the process has been completed, and it was initiated by KZN CoGTA with funding of R3 000 000.00 followed by R3 450 000.00 that was committed by Ndwedwe Municipality. Phase two will commence in the 2025/2026 financial year through funding from Municipal Infrastructure Grant (MIG). According to the Ndwedwe Municipality approved organogram, the Disaster and Emergency Services Units are placed at the Community and Social Services Department. The Fire and Rescue Services functions are also incorporated in the Fire and Disaster Management Emergency Service Centre. The Manager-Disaster and Emergency Services has been appointed permanently in the position as the Head of the Centre. There are two Disaster Management Officers as well as two firefighters that are also permanently employed in the municipality.

Table 46: Findings raised by the MEC for CoGTA IDP Assessment:

Finding	Action Plan	Status	Timeframes	Responsibility
Prioritize the budget to enhance the municipality's human capacity for disaster management and fire services	The budget has been allocated for the 2025/2026 financial Year.	The Municipality capacity building on quarterly bases.	Continuous	Disaster Manager
The municipality is advised to employ an Environmental Management Officer	Support of the District Municipality DPSS	YCOP appointment, awaiting shortlisting from the National	2 Years Contract	District / National

		Office		
The appointment of the Chief Fire Officer must be prioritised to ensure fully operational fire services	Support of the KwaDukuza Local Municipality and eThekwini Municipality.	The municipality does no dedicated budget to appoint the Fire Officer. The municipality will review the organogram to include the post in the new financial year.	1 Year	Director: Community and Social Services
To prioritize and reflect the budget to build fire and emergency management centre	Phase one of the construction of the Disaster Centre has been completed. Phase two will commence in 2025/2026	In progress	Continuous	Disaster Unit and Technical Services
To pay special attention to the integration of climate change information, thus, climate change risks, plans and adaptation programmes, budget and projects earmarked for implementation required by section 26 of the Disaster Management Act	A study has been conducted.	Submission by the service provider	30 June 2023	Manager Disaster

Table 47: Disaster Institutional capacity

INSTITUTIONAL MEASURES	**STATUS**
Disaster and Emergency Services Centre	Phase one of the Construction of the Centre through R3 000 000.00 grant funding allocation received from KZN: CoGTA has been completed. The municipality also committed R3 450 000.00 towards this phase. Second phase will commence in the 2025/2026 financial year.
Human Resource (Staff)	1x Director Community and Social Services, 1x Manager Disaster Management, 2x Disaster Management Officers, 2x Fire Fighters, 1x Disaster Management Intern.
Physical Resources (vehicles)	1x, dedicated (Isuzu 4X4) vehicle and 2x fire rapid response vehicles are available.

Disaster Management Policy Framework	Available as adopted 2022/2023
Disaster Management Plan	Available as adopted in 2023/2024 financial year
Disaster Management Sector Plan	Available as it is legislative requirement for the 2025/2026 financial year
DM Portfolio Committee	Fully Functionally.
DM Practitioners Forum	Fully Functional at District level as not required at municipal level.
DM Advisory Forum	Fully Functionally

3.5.3 Disaster Risk Assessment and Profiling

Ndwedwe Local Municipality's Disaster Management Unit conducted Risk Assessments where the most prone hazards within our jurisdiction were identified, listed and prioritized. Thereafter adequate Disaster Risk Reduction (DRR) programs and projects would be designed for implementation.

The findings of therisk assessment resulted in a disaster risk profile that was tabled and mapped as shown below.

Hydro-meteorological hazards	Severe storms, strong winds, hailstorms, lightning, heavy rains, floods (drowning), drought and extreme temperatures (heatwaves)
Fire hazard	Structural and veld fires
Disease/health: Human	HIV/AIDS, TB, COVID 19, Cholera 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

3.5.3 Disaster Management Plan and Updated Disaster Management Sector Plan Update

The NLM Disaster Management Plan is attached at Annexure C, Disaster Management Sector Plan 2025/2026 is attached at Annexure C1, Disaster Framework 2022/2023 is attached at Annexure C2) are in place. The Disaster Management Sector Plan 2025/2026 would be reviewed and approved by the Council for implementation. The plans were submitted to CoGTA by 31 March 2025 together with the Draft IDP 2025/2026 and submitted again with the Final IDP 2025/2026 in May 2026.

3.5.4 Critical Municipal Legislative Mandate for Disaster Management and Fire Services

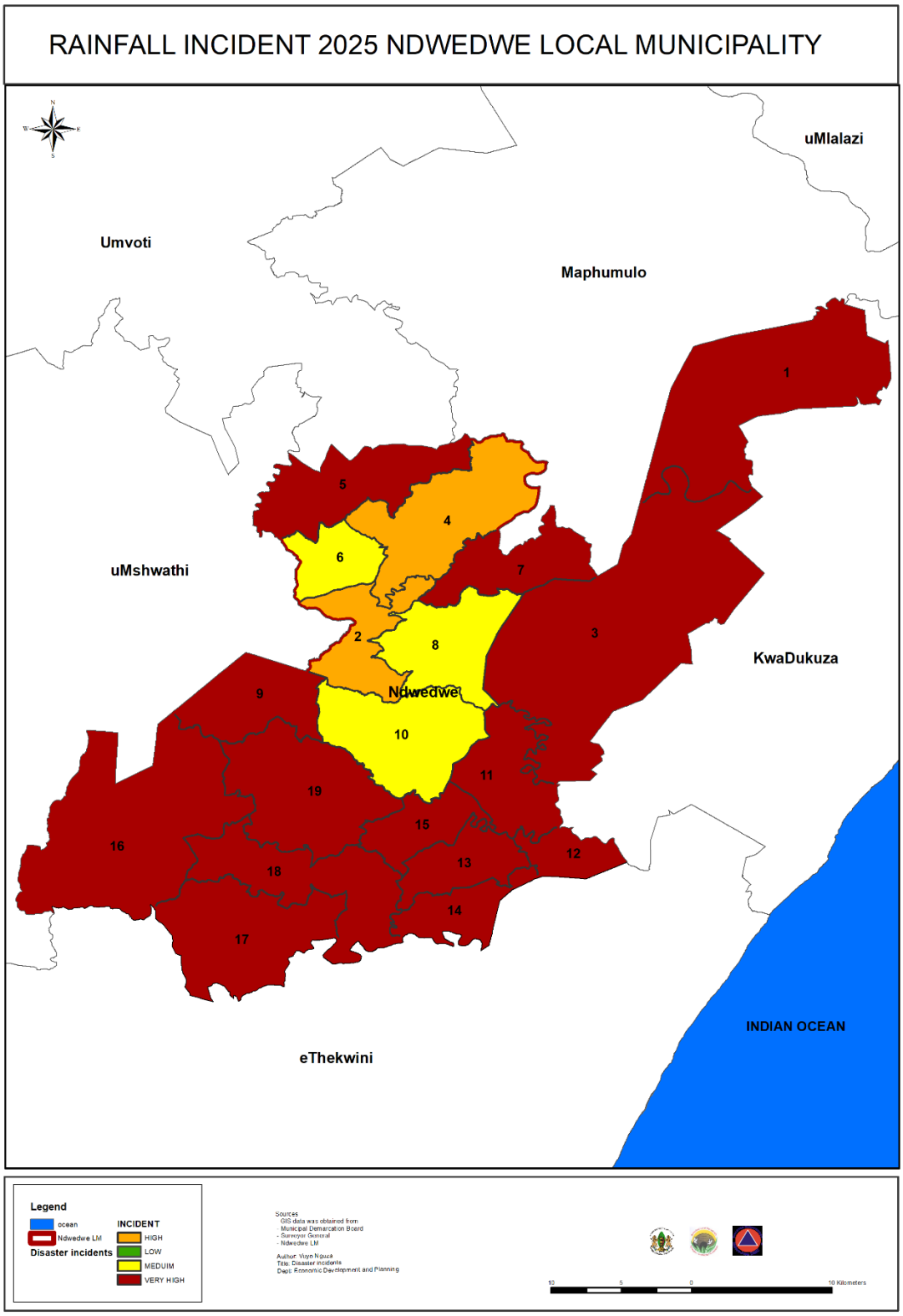
The Municipality has fully reflected the critical municipal legislative mandate for the Disaster Management and Fire Services in point 2.3.1 above (municipal legislative framework).

3.5.5 Comprehensive and Updated Disaster Risk Profile and Hazards Maps

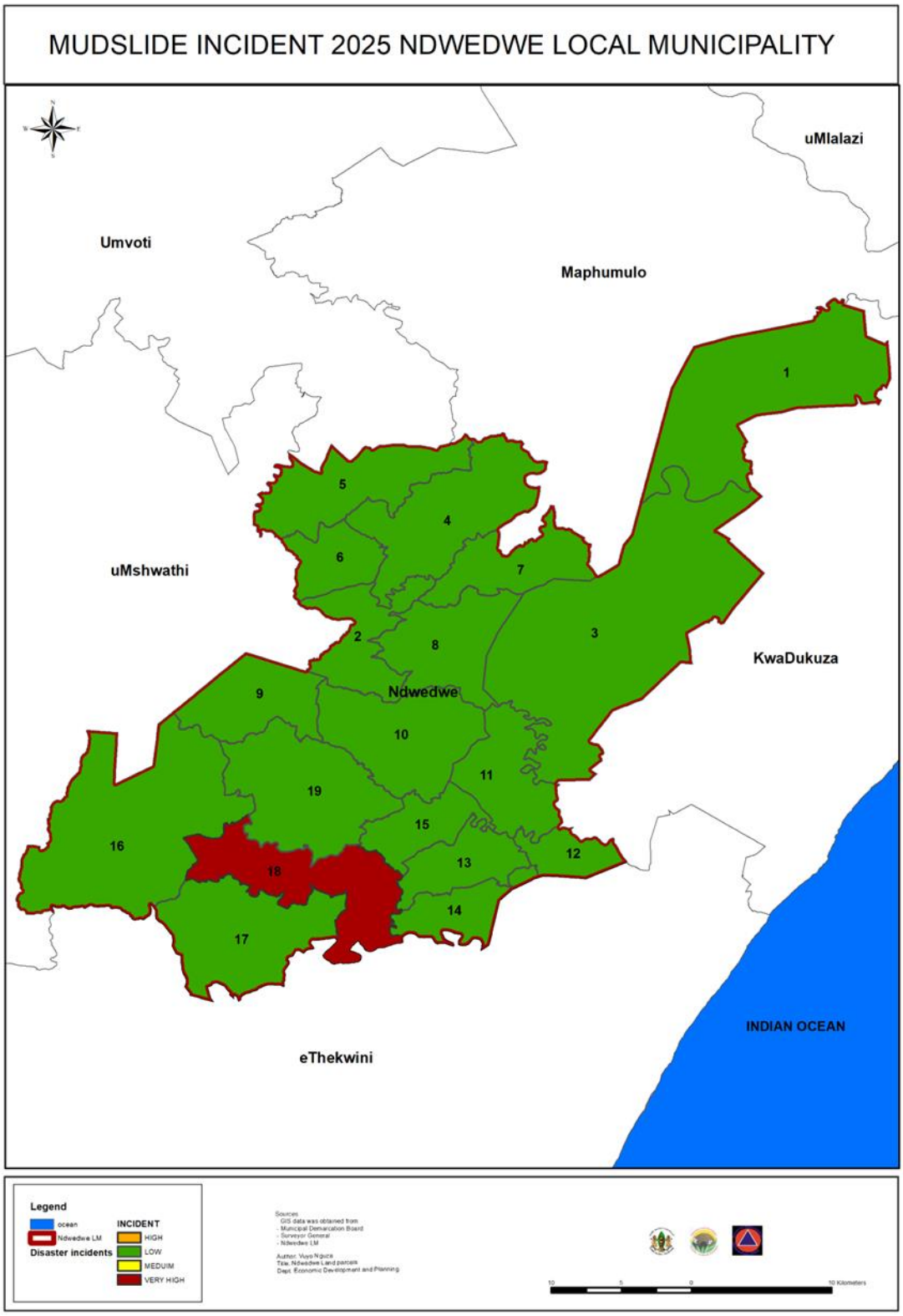
List of Priority Risks in Ndwedwe Local Municipality were as follows:

HAZARDS		LOCATION
Fire (Structural and Veld Fires)	In all Wards	
Severe weather:		
O Lightning	In all Wards	
O Strong winds	In all Wards	
O Hailstorms	In all Wards	
O Heavy rain	In all Wards	
O Structural Fire	In All Wards	
Extreme temperatures	In all Wards	
Accidents (MVAs)	Mostly on P100 and R614	
Drowning	Riverbanks, streams and man-made dams	
Illegal Electricity Connection	In all Wards	

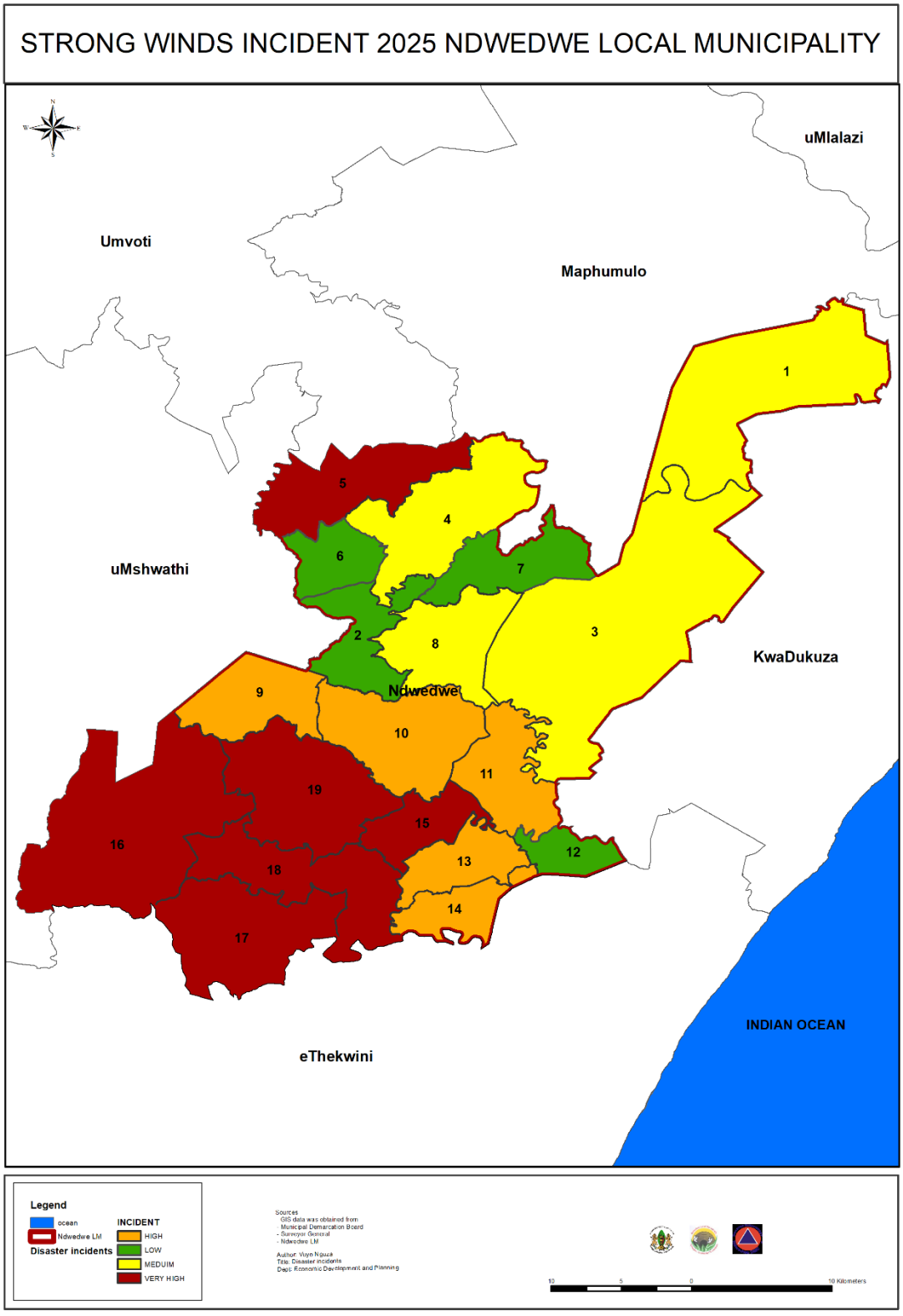
Map: 14 Rainfall Incident 2025



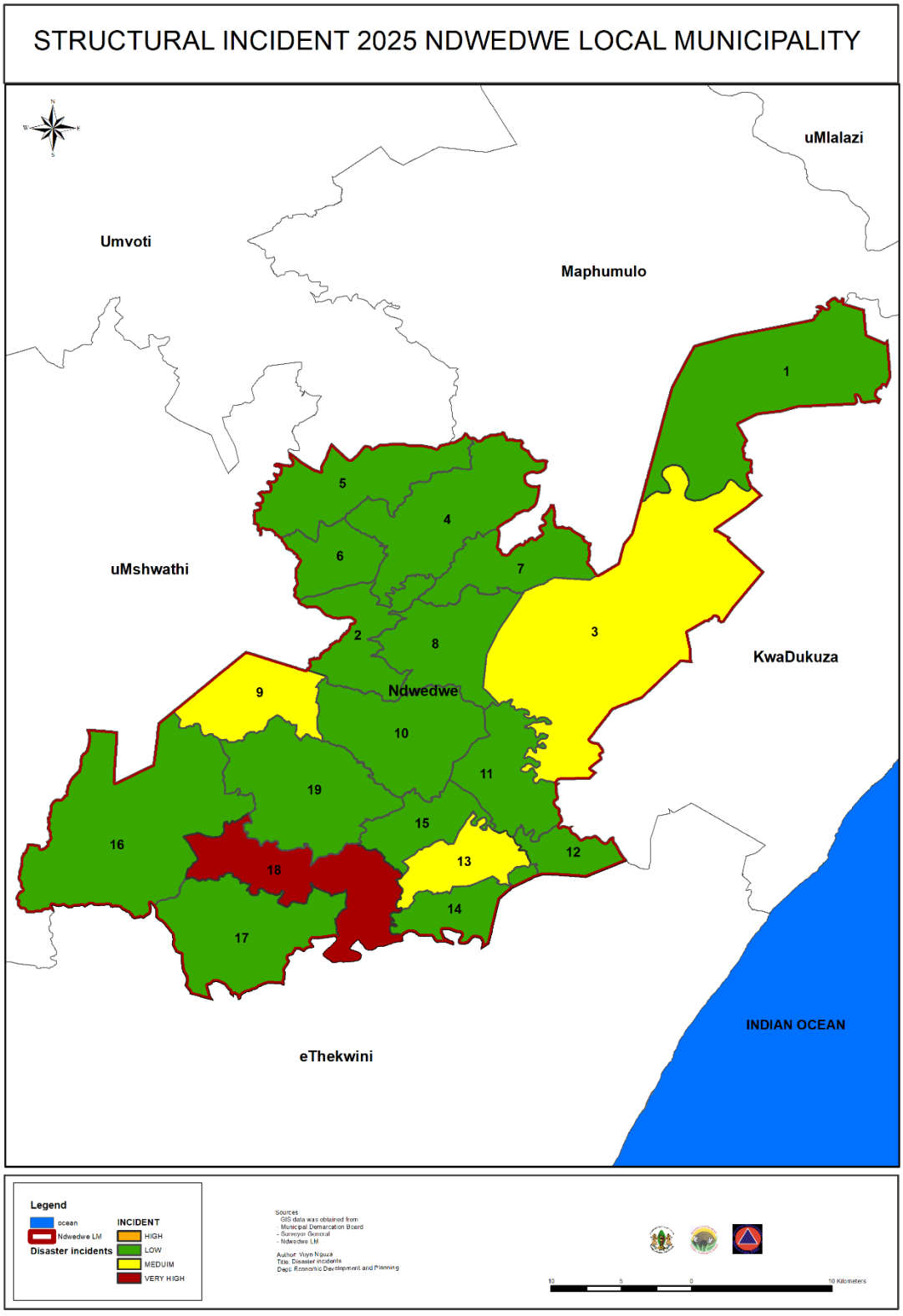
Map: 15 Mudslide Incident 2025



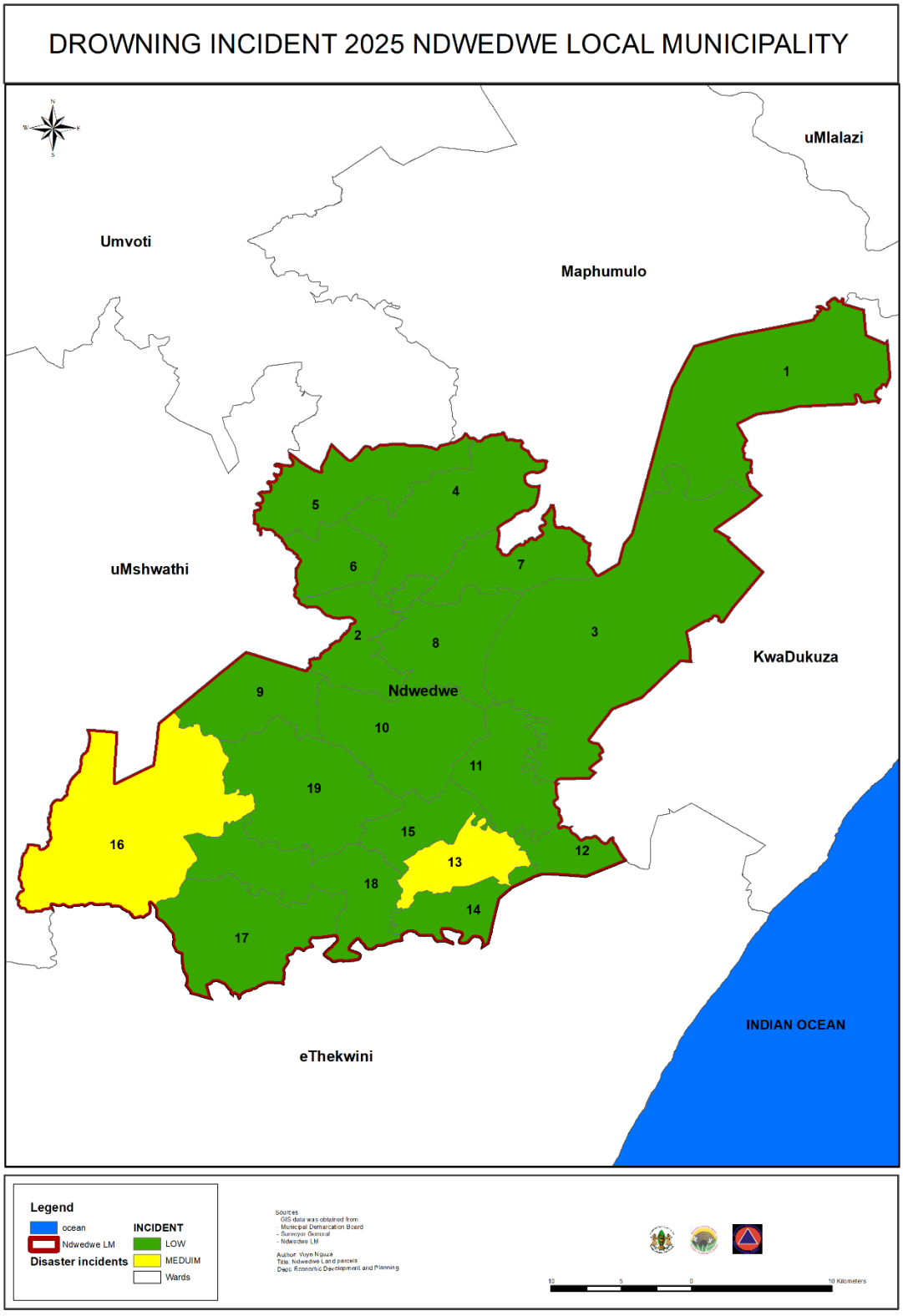
Map: 16 Strong Winds Incident 2025



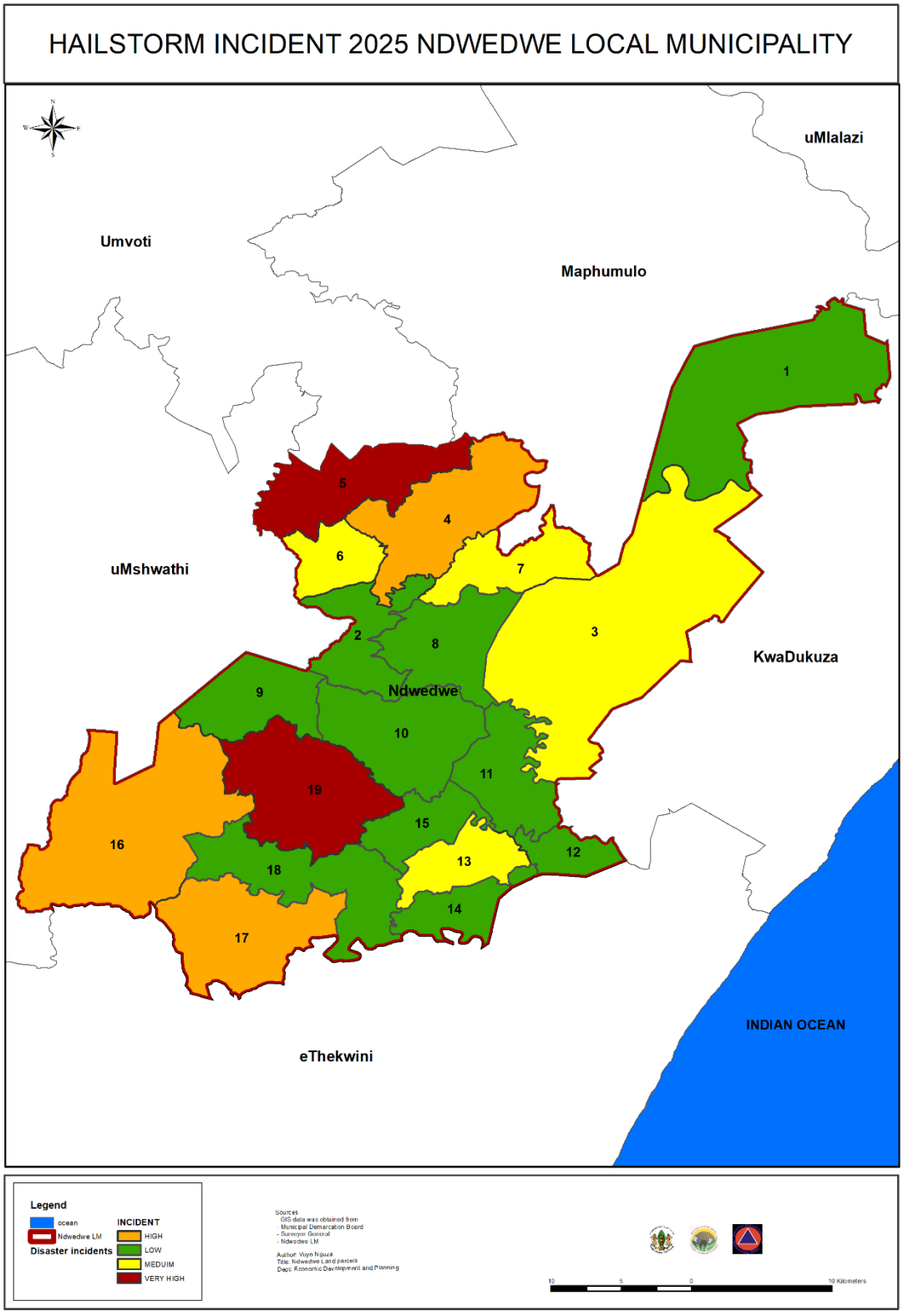
Map: 17 Structural Incident 2025



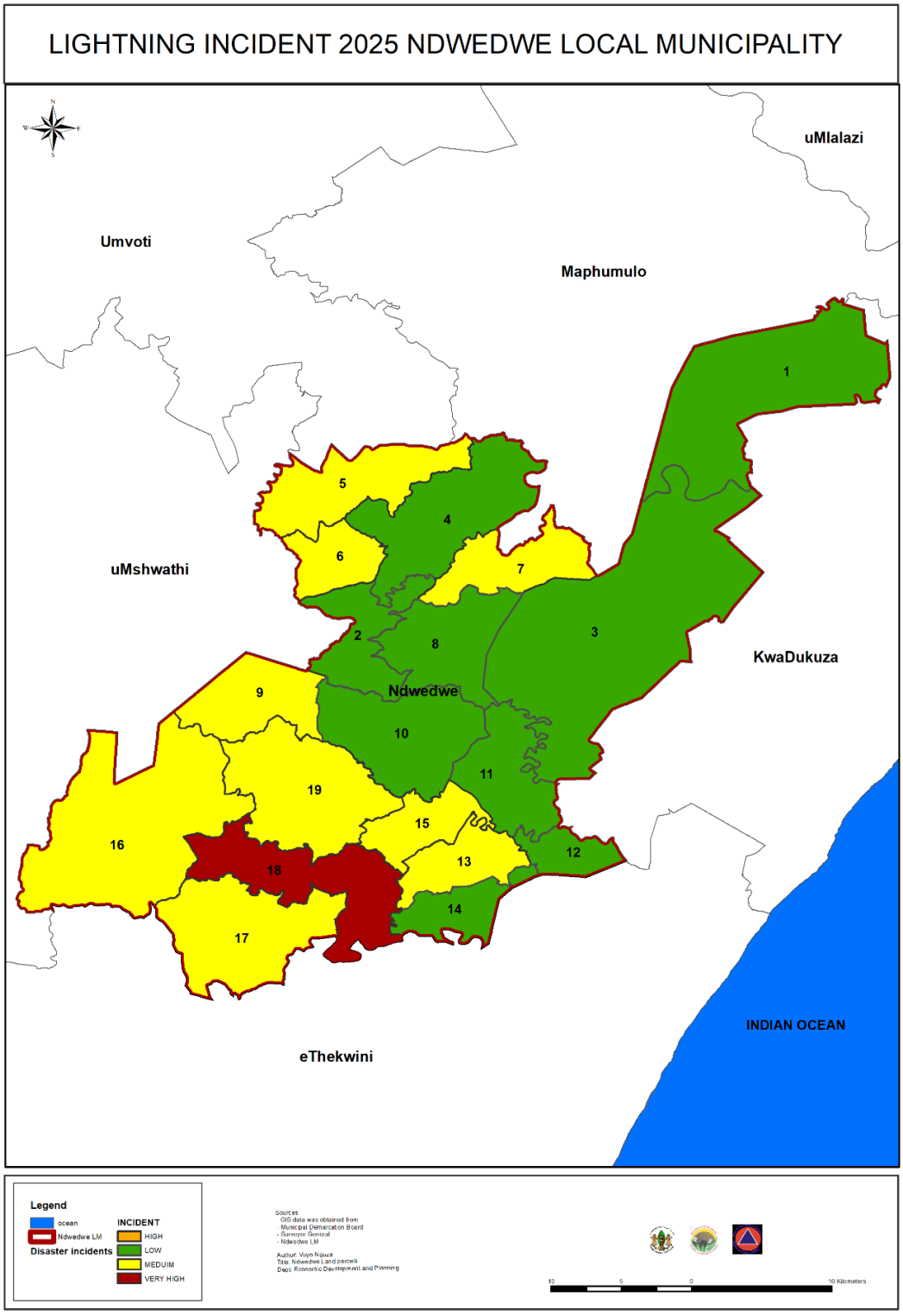
Map: 18 Drowning Incident 2025



Map: 19 Hailstorm Incident 2025


HAILSTORM INCIDENT 2025 NDWEDWE LOCAL MUNICIPALITY
uMlalazi
Umvoti
Maphumulo
uMshwathi
KwaDukuza
Ndwedwe
eThekwini
INDIAN OCEAN
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
Legend
ocean
Ndwedwe LM
Disaster incidents
INCIDENT
HIGH
LOW
MEDUIM
VERY HIGH
Sources
- GIS data was obtained from
- Municipal Demarcation Board
- Surveyor General
- Ndwedwe LM
Author: Vuyo Nqaza
Title: Ndwedwe Land parcels
Dept: Economic Development and Planning
10 Kilometers

Map: 20 Lightning Incident 2025



3.5.6 Climate Change Risks and Adaptation Programmes

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

Currently the Ndwedwe Local Municipality has a Draft Climate Change and Response Strategy that was developed through an appointed Service Provider as attached at **Annexure C3**, wherein Ndwedwe Municipality is part of this process. The Climate Change Vulnerability Assessment and Response Plan highlights vulnerabilities in different sectors within the district, of which Ndwedwe Municipality is part of. Such sectors include agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements, and water. The response plans for these vulnerability factors have been identified and from this exercise, Ndwedwe Municipality has prepared and developed its Climate Change Adaptation Plan. In addition, the iLembe Disaster Management Plan partly covered vulnerability assessment, wherein Ndwedwe was covered.

3.5.6.1 Climate Change Adaptation Programmes

Ndwedwe Local Municipality has developed a draft Climate Change Response Strategy. An inclusive strategy that is detailed on incorporating both Climate Change Adaptation issues with Disaster Management activities was developed by the municipality through an appointed service provider who is an expert in this field and was adopted by Council. Thereafter adaptation programs will be implemented in alignment with the comprehensive disaster management plans, disaster risk reduction programs with the municipal integrated development plan. For the 2025-2026 financial year, the Ndwedwe Disaster Management Unit has planned to conduct adaptation programs such as fire break activities to mitigate veld fires, removal of alien plants to preserve ground water, farmers must plant climate change resilient crops and advocate for tree plantation to withstand strong winds incidents. More detailed programs are mentioned below.

The project identified by the plan will be implemented within the Ndwedwe LM. Ndwedwe will select activities that are relevant to their area and develop a Climate Change programme. The proposed projects as per sector are discussed below:

Table 48: Projects Per Sector

SECTOR	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RESPONSIBLE
Agriculture	Food Security, & with consideration of commodities responding to Stringent Climatic Conditions	Make funding available for commercial farming of staple products (such as vegetables and fruits) and encouraging subsistence farmers to consider selling part of their produce	2025 – continuous	KZN DAFF, EDTEA, iLembe Enterprise, Ndwedwe LM
	Renewable & Cleaner Energies	Undertake a feasibility study on using sugar cane by-products to produce energy, as the district is saturated with sugar cane farmers	2023-2026	KZN DAFF, EDTEA, iLembe Enterprise, Ndwedwe LM
Biodiversity & Environment	Biome Rehabilitation	protection and rehabilitation of natural forests and the remaining endangered and vulnerable biomes (Biodiversity Sector Plan, 2014)	2023-2026	iLembe District Municipality (EDTEA, DAFF & SANBI - to Assist)
	Environmental Management Plan (EMP)	The development of Environmental Management Plan, to manage all existing ecosystems, focusing on ecological goods and services	2024-2026	iLembe District Municipality, EDTEA DEA
	Invasive Alien Plan and Project	Development of Invasive Alien Clearance Plan.	2023-2026	KZN DAFF, EDTEA, iLembe Enterprise, Ndwedwe LM
Water	Dealing with Sand mining and River Rehabilitation	Illegal sand mining enforcement on Rivers	2025 - Continuous	DEA, DMR, EDTEA iLembe District Municipality

3.5.7 Context Specific Disaster Risk Reduction Programmes with Budget

Table 49: Budget for financial year 2025/2026

PROJECT	BUDGET	RESPONSIBLE
Fire Fighters Personal Protective Equipment (PPE)	R500 000.00	Mr. T. Ngiba
Disaster Management (Emergency Relief)	R1 000 000.00	Mr. T. Ngiba
Disaster Management (Uniform)	R 171 600.00	Mr. T. Ngiba
Disaster Awareness Campaigns Training and Capacity Building	R 50 000.00	Mr. T. Ngiba
Disaster Management Awareness promotional materials	R 49 000.00	Mr. T. Ngiba
Maintenance of Extraction tools	R 50 000.00	Mr. T. Ngiba
Advisory Forum	R 40 000.00	Mr. T. Ngiba

3.5.8 IDP Alignment with Disaster Management Sector Plan, SDF, SDBIP, Risk Profiles and Budget for the Implementation of Disaster Management and Fire Services Programmes

The IDP Alignment with Disaster Management Sector Plan, SDF, SDBIP, Risk Profiles, Programmes and Budget for the Implementation of Disaster Management and Fire Services Programmes are being aligned.

3.6 Disaster Risk Assessment, Risk Reduction & Prevention

Ndwedwe Local Municipality aims to be proactive through placing emphasis on prevention and mitigation of disasters rather than responding to disasters. The risk assessments findings outlined where the most prone disasters within our jurisdiction were identified, listed and prioritised disaster risks per ward with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes.

Table 50: Priority Risk

HAZARDS	LOCATION
Fire (Structural and Veld Fires)	In all Wards
Severe weather:	
Lightning	In all Wards (mostly in wards 5, 9, 15, 16 & 18)
Structural Fire	In all Wards (mostly in wards 11, 12, 13, 15, 17 & 19)
Strong winds	In all Wards
Hailstorms	In all Wards
Heavy rain	In all Wards
Extreme temperatures	In all Wards
Protests/Strikes	In all Wards
Accidents (MVAs)	Mostly on P100 and R614
Drought	Prone in Wards 1, 2, 5 and 6.
Drowning	Riverbanks, streams and man-made dams

Ndwedwe Local Municipality took into consideration the findings of the disaster risk assessment process and thereafter proposes to undertake the following DRR strategies.

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

3.7 Response & Recovery

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 in the form of temporary shelters, blankets, plastic sheeting, food vouchers, sponges and emergency box B 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 relevant Contingency Plans for enhanced readiness and preparedness purposes.

3.7.1 Disaster Risk Profile

The Fire and Disaster Management Unit conducted Risk Assessments where most prone hazards within our jurisdiction were identified, listed and prioritised. The findings of the risk assessment resulted into a disaster risk profile that was tabled and mapped as shown below. Thereafter adequate Disaster Risk Reduction (DRR) programmes and projects would be designed and implemented. More Hazards Maps can be seen on item 3.5.5 pages 68 to 71.

Table 51: Disaster Management Risk Profile

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

3.7.2 Overall Disaster Risks Hazard Map

The above maps can be seen at Page 72-80

3.7.3 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. The municipality currently receive early weather warnings from the South African Weather Services (SAWS) and there after disseminates the information accordingly. To date, the municipality continues to utilise other means of communication such as internet (social media), radio, newspapers, e-mails, fax, landline and cell phones. Information on disaster management and fire functions and activities are recorded through monthly reports and beneficiary lists that are submitted to the iLembe District Disaster Management Centre.

3.7.4 Education, Training, Research and Public Awareness

Sections 15 and 20 (2) of the acts specify the encouragement of a broad-based culture of risk avoidance, the promotion of education and training throughout the republic, and the promotion of research into all aspects of disaster risk management. This enabler addresses the requirements for the development and the implementation of a national training and research needs and resources analysis and a national disaster risk management education and training framework.

In conjunction with other sector departments, the municipality will conduct workshops and educational training in schools and communities as a measure of capacity building programmes. As a capacity enhancement measure Ndwedwe Local Municipality would conduct fire safety and disaster management awareness campaigns in schools, communities, and other government structures such as Traditional Courts Community Development Workers (CDW's) and Community

Care Givers (CCG's). The main 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 and disaster risk reduction.

The NLM Planned capacity building programs are seen the tables below.

Table 52: Disaster Awareness and Capacity Building Programs for 2024/2025 FY

DISASTER MANAGEMENT ACTIVITIES 2024/2025		
Date	**Activity**	**Venue**
04/07/2024	Capacity Building (Humanitarian Response and Contingency Planning)	Ndwedwe Technical Services Boardroom
10/07/2024	Capacity Building	Ezimakethe Hall (ward 08)
10/07/2024	PSC Meeting	Ndwedwe Education Centre
11/07/2024	Disaster Awareness Campaign	Banomusa Old Age Home (ward 06)
17/07/2024	Fire Safety Campaign	Magongolo Primary School (ward 10)
17/07/2024	Capacity Building	Wosiyane Hall (ward 16)
19/07/2024	Community Awareness Campaign	Nambithani Hall (ward 05)
23/07/2024	Community Awareness Campaign	Chibini Hall (ward 04)
24/07/2024	Fire Safety Campaign	St Joseph (Chibini Church ward 15)
30/07/2024	Community Awareness Campaign (Fire Safety)	Marygrey Area (ward 07)
01/08/2024	TRU Handover Meeting	Ndwedwe Council Chamber
05/08/2024	PDMC Fire JOC Meeting	Virtual
15/08/2024	Disaster Awareness Campaign	Nhlangakazi Primary School
19/08/2024	Ndwedwe PSC Meeting	Ndwedwe Council Chambers
22/08/2024	Provincial Summer Contingency Planning Meeting	Virtual
23/08/2024	Ndwedwe Local DMAF Meeting	Ndwedwe Council Chambers
27/09/2024	Ndwedwe Maskandi Festival	Jonny Makhathini Civic Centre
07/09/2024	Disaster Management Awareness Campaign	Maduna Primary School, Ward 16
09/10/2024	Disaster Management Awareness Campaign and Redcross Handover	Thembalabantu CDC ward 02
10/10/2024	Disaster Management Awareness Campaign and Redcross Handover	Ndwedwe, Johnny Makhathini Hall
11/10/2024	World Heritage Sites Celebration	Hloniphani Sportsground
25/10/2024	Speakers Community Engagement Program	Msengeni Area, Ward 08
31/10/2024	Nazareth Pilgrimage Planning Meeting	Ndwedwe Council Chamber
01/11/2024	iLembe Practitioners Meeting	iLembe District DDMC
05/11/2024	Fire Safety Awareness	Mzokhulayo Primary School
07/11/2024	Capacity Building Program	Thafamasi Area
07/11/2024	Capacity Building Program	Kwazini Area
12/11/2024	PDMC CMORE Training	Ndwedwe Technical Boardroom
15/11/2024	SALGA KZN Climate Change Compact Meeting	Durban ICC
20/11/2024	SALGA Disaster Management Workshop	Durban Musgrave
28/11/2024	Ndwedwe DMAF Meeting	Ndwedwe Council Chambers
29/11/2024	Food Poisoning Inspection Program	Bhamshela CBD
02/01/2025 - 08/01/25	Ekuphakameni Holy Pilgrimage	Nhlangakazi Mountain
05/01/2025 - 20/01/25	Ebuhleni Holy Pilgrimage	Khanana Mountain
09/01/2025 – 15/01/25	Thembezinhle Holy Pilgrimage	Nhlangakazi Mountain

16/01/2025 – 19/01/25	Ginyezinye Holy Pilgrimage	Nhlangakazi Mountain
21/01/2025	Disaster and EDTEA Rehabilitation Meeting (Mgibandlala Bridge)	Ntaphuka Primary School
31/01/25	Disaster Awareness Campaign (Community Based)	Zakhele Community Hall (Ward 07)
04/02/2025	Fire Safety Awareness Campaign	Jsop Primary School (Ward 17)
04/02/2025	Capacity Building Programme	Nondabula CDC (Ward 09)
11/02/2025	Food Poisoning Response Coordination Meeting	Ndwedwe Main Boardroom
12/02/2025	Disaster Awareness Campaign	Petezi Primary School (Ward 03)
13/02/2025	Disaster Awareness Campaign	Sibhengwini Creche (Ward 09)
14/02/2025	Ndwedwe Disaster Management Advisory Forum Meeting	Ndwedwe Council Chambers
18/02/2025	Fire Safety Campaign	KwaDeda Primary School (Ward 05)
19/02/2025	Fire Safety Campaign	Zakhele Primary School (Ward 07)
21/02/2025	iLembe DMAF Meeting	Virtual
25/02/2025	Capacity Building Program	Jonny Makhathini Hall (Ward 15)
07/03/2025	Ozwathini Circuit Disaster Management Workshop for School Principals	V Moonsamy Hall
10/03/2025	Nsuze Circuit Disaster Management Workshop for School Principals	Dalibo Hall
11/03/2025	Mdloti Circuit Disaster Management Workshop for School Principals	Mepho Primary School Hall
11/03/2025	Provincial Steering Committee Meeting	Virtual
12/03/2025	Provincial Practitioners Meeting	Virtual
13/03/2025	Old Mutual Humanitarian Handover Program	Jonny Makhathini Hall
14/03/2025	Old Mutual Humanitarian Handover Program	Thembalabantu Hall

Planned Capacity Building Programs for 2025/2026 financial year.

Table 53: Planned Public Disaster Awareness Campaigns for financial year 2025/2026

PROGRAM	BUDGET	TARGET AUDIENCE	TIMELINES
1. Integration of Indigenous Knowledge to Disaster Management (Traditional Leaders Workshop)	R20 000.00	Ndwedwe Amakhosi and Izinduna	1st quarter
2. Training of Ward Committees	R30 000.00	Ndwedwe Municipal Ward Committee Members	4th quarter
TOTAL	R50 000.00		

Table 54: Planned Public Disaster Awareness Campaigns for 2025/2026 financial year.

PROGRAM	BUDGET	TARGET AUDIENCE	TIMELINES
Awareness Campaigns	R49 000.00	Communities, Schools, Informal Settlements, Child headed households, People living with disabilities, clinics, and senior citizens.	4per quarter

Table 55: Planned Fire Safety Awareness for 2025/2026 financial year.

PROGRAM	BUDGET	TARGET AUDIENCE	TIMELINES
Fire safety awareness campaign	N/A	Communities, Schools, Informal Settlements, Child headed households, People living with disabilities, and senior citizens	2 per quarter

3.7.4.1 Education and Training Programme

The municipality plans to take and train students from various SAQA recognised tertiary educational institutions enrolled for qualifications in Disaster Management for in-service training programmes that initially commenced in the financial year 2023/2024, this programme will continue in the outer years.

3.7.5 Funding Arrangements for Disaster Risk Management

According to this section, municipalities should provide reasonable funding arrangements as it is stipulated in national disaster management policy framework that will assist on preventing or reducing disaster risks, including grants for post-disaster recovery and rehabilitation. The funding for this section can be seen on section 3.5.7 for the Budget for financial year 2025/2026 for Disaster Risk Management.

3.7.5 Climate Change and Adaptation Program

Ndwedwe Local Municipality has developed and adopted the Climate Change Strategy. An inclusive strategy that is detailed on incorporating both Climate Change Adaptation issues with Disaster Management activities was developed by the municipality through an appointed service provider who is an expert in this field and was adopted by Council. Thereafter adaptation programs will be implemented in alignment with the comprehensive disaster management plans, disaster risk reduction programs with the municipal integrated development plan. For the 2025-2026 financial year, the Ndwedwe Disaster Management Unit has planned to conduct climate change adaptation programs.

Table 56:Climate Change and Adaptation Program

No.	PROJECT	PURPOSE	TARGET
1	Fire break activities	To prevent veld fires	Government infrastructures
2	Removal of alien plants	To preserve ground water	Local community areas
3	Tree planting	To prevent strong winds incidents	Ndwedwe vulnerable schools
4	Clean up campaigns	To prevent blockages leading to flooding	Bridges and storm water drainage systems and/or facilities in critical and vulnerable areas
5	Lightning conductors	To prevent related disaster incidents from harming people and livestock	Identified vulnerable households

3.8 Fire and Disaster Management Swot Analysis

Table 57:Fire and Disaster Management SWOT Analysis

Strengths	**Weaknesses**
Phase one of the construction of the Ndwedwe Fire and Disaster Management Emergency Centre has been completed. Phase two will commence in 2025/2026 through MIG funding. Disaster Management Plan and Sector Plan is in place. Disaster risk assessments were conducted. Political buy in, support and interest in disaster management issues has been established. Three dedicated fire and disaster vehicles are available. 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 employed and reporting to the Head of Centre.	Poor road infrastructures. Municipal bylaws not established. Limited budget allocation for Fire and Disaster Management. Formal Mutual Aid Agreements and Understanding between Ethekwini and KwaDukuza Municipalities have not been developed.
Opportunities	**Threats**
Establishment of a Fire Service Station and satellite stations. Permanent 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 weather warning detectors. Improved response, recoveryand rehabilitation. Installation of lightning conductors. Impactful community awareness campaigns.	Loss of life and injuries. Damage to property and infrastructure. Severe effects of climate change Alien weed growth which excavates water shortages. Loss of life stock and crops Increase of structural fires. Frequent community protests and civic unrests. Inadequate budget for Disaster Management and Fire and Rescue Services.

3.9 Key findings for Cross Cutting Interventions

Table 58: Key findings for Cross Cutting

CROSS CUTTING INTERVENTIONS		
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
Cross Cutting Interventions	Lack of Land ownership by the Municipality	▪ The municipality is currently engaging in bilateral meetings with Amakhosi to and resolve the issue surrounding unavailability of land. ▪ Strengthening relations with Ingoyama Trust
	Unauthorised developments and un-co-ordinated developments	Implement Municipal By-Laws
	Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning and alignment issues	Strengthening relations with uMshwathi Municipality.

	Climate change, Unsustainable development practices and Loss of natural capital.	The municipality will be developing a Climate change Plan in the new financial year 2023/2024, currently the municipality is aligning to the District Climate Change Strategy adopted in 2017.

4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

PGDS GOAL: HUMAN RESOURCE DEVELOPMENT

Table 59: MEC Findings on IDP 2024/2025 for KPA Municipal transformation and institutional

MEC Finding/Comment	Ndwedwe Local Municipality Response
The Municipality is commended for addressing the KPA well. Reflect the implementation of the Skills retention Policy.	Staff Retention Policy approved by Council on 29 May 2025. Attached as **Annexure E8**.
Vacant Critical Section 56 post for Director Social and Community Services.	Two Directors were appointed on 01 July 2024.
Municipality does not have any employees living with disabilities appointed.	Municipality intends to appoint disabled employees in the new financial year.

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.

Municipal Transformation and Organizational Development within the sphere of Local Government is a direct obligation that primarily sits within the Corporate Services Department under the Human Resource Unit. 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. 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.

4.1 Human Resource Plan and Strategy

Within the Local Municipality, the issues of Municipal Transformation and Organizational Development is dealt with by the Human Resource Strategy, the Strategy is a five-year Plan that has been approved by Council on 22 May 2024**.** A copy of Human Resource Plan/Strategy is attached as **Annexure D.**

4.1.1 Aims and Objectives of the HR Strategy and Plan

- Effective Communication/ consultation between the Departments and Human resources.
- HR Data interpretation, analysis and implementation of corrective action.
- Benchmarking with other municipalities based on results of 3 above.
- Review and update all HR Policies.
- Fill Critical posts.
- Review and adopt organogram.
- Design a recognition scheme for high performers.
- Conduct skills Audit.
- Develop and implement Workplace Skills Plan

4.1.2 Strategic Pillars of the HR Strategy and Plan

- Remuneration and reward
- Exit management.
- Talent management
- Organisational culture management
- Human resources planning
- Sourcing and placement
- Capacity building
- Performance management
- Wellness management
- Employee relations
- Employee retention management
- Employee retention strategy
- Human resources management and administration reporting
- HR Information system
- HR Communication

- Staff retention
- Employment equity and diversity management

The Human Resource Strategy provides a framework that is essential for the well-being of the employees and the successful achievements of the organization's objectives is contained in the IDP. The strategy is aligned to the long-term development vision, goals and objectives of the Municipality. It is the aim of the Human Resource Strategy to ensure that the rights of individual employees are upheld, and the objectives of the organization are achieved. Furthermore, the strategy contains tools such as the Recruitment and Selection, Orientation and Induction Policy and Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Termination of Employment Policy and Procedure. The review of the Human Resource Strategy is conducted annually, and the implementation is monitored and reported on quarterly. The Municipality conducts workshops on the HR Strategy and other relevant policies for the employees and councillors.

4.2 Organisational Development

4.2.1 Institutional Arrangements

The municipality's institutional arrangement comprises of a Political and Administrative structure. The Political structure **(EXCO and Council)** plays an oversight role and are the decision makers within the municipality whilst the administrative structure is responsible for implementing Council's strategic goals. The Administrative structure of the municipality is made up of 6 departments, namely:

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

The above-mentioned departments are monitored by the **5 Portfolio Committees** within the municipality which are established by Council. The role of these Portfolio Committees is to simply track progress and overlook the functionality and performance of the municipality. In addition to the Portfolio Committees, the Council has a further **2 Committees** that play an oversight role within the municipality, namely:

- Audit Committee (AC)
- Municipal Public Accounts Committee (MPAC)

4.2.2 Powers and Functions

The Constitution states in section 156(1) that a municipality has executive authority in respect of and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. In terms of the Municipal Structures Act No. 117 of 1998 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. Local Municipality is responsible for several functions some of which are not being performed due to lack of capacity. The Municipality has entered shared service with iLembe District Municipality in some of the functions. The shared service includes the Chief Planner, Environmental Specialist, GIS Technician and GIS Specialist. The municipality has executive authority in respect of and has the right to administer the local government matters are the functions contained in the table below.

Table 60: Powers and Functions of the Municipality

Municipal Action	Functions currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place (function not performed or no capacity)	
	Yes	No	Yes	No			
1. Air pollution	-	X	-	X	-	-	There is no demand, and no action required
2.Building Regulation	-	X	-	X	-	No Alternative measures in place currently	With the town development project and some housing projects starting to unfold, the Municipality has during the 1011-12 financial year, started to build capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners
3.Childcare facilities	-	X	X	-	-	There is currently a community initiative	The Municipality has a partnership with Divine Life Society of South Africa to build early childhood development centres throughout the municipal area
4.Fire Fighting	X	-	X	-	Limited Capacity only two fire fighters currently	iLembe District and eThekwini Municipality provides assistance where necessary.	The disaster management plan identifies the significance of this function especially when the commercial centres planned for in 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 byelaws
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	No action required as there is no

						Traditional Councils and SAPS to a limited extent	pressing demand
13. Licensing of dogs	-	X	-	X	-	-	No action required as there is no pressing demand
14. Municipal Abattoirs	-	X	-	X	-	-	No action required as there is no pressing demand
15.Licensing and control undertakings that sell food to the public	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	No alternative measures in place currently	The idea of employing an Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional or due to an unexpected demand or pressure.
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
17.Local amenities	X	-	-	X	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
18. Local sports facilities	X	-	X	-	Limited capacity due to financial constraints	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
19. Markets	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
20. Parks and recreation	-	X	-	X	-	Communities use their means	The Town Development Project caters for this function.
21. Pounds	-	X	-	X	-	-	No action required as there is no pressing demand.
22.Municipal Roads	X	-	X	-	Limited capacity due to	Performed	Two graders have

					human and financial constraints	through outsourcing	been purchased and will assist in performing this function.
23.Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand
24. Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial capacity constraints	-	The Town Development Project caters for this function
25.Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM	There is no planned 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 function
27. Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used	No action required as there is no pressing demand.
28. Fencing and fences	X	-	-	X	The function is being performed to a limited extent due to human and financial capacity constraints.	-	No action required as there is no pressing demand.
29.Libraries	X	-	X	-	-	-	-

4.2.3 Organisational Structure

The Local Municipality's organisational structure is split into 2 components which is responsible for the functionality of the municipality, i.e., the political wing and administrative wing. The organogram will endeavour to address various challenges such as staff shortage, indefinite acting practice on vacant positions and excessive overtime. The organogram has been approved by Council on 22 May 2024. The Human Resources Management will embark on the process of reviewing the organogram and job descriptions in this current financial year. Currently the Municipality has job descriptions for every employee.

4.2.3.1 Municipal 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 Municipality has embarked on reviewing the 5-Year Organogram at the beginning of 2025 the process will end in June 2025 which will be aligned to the

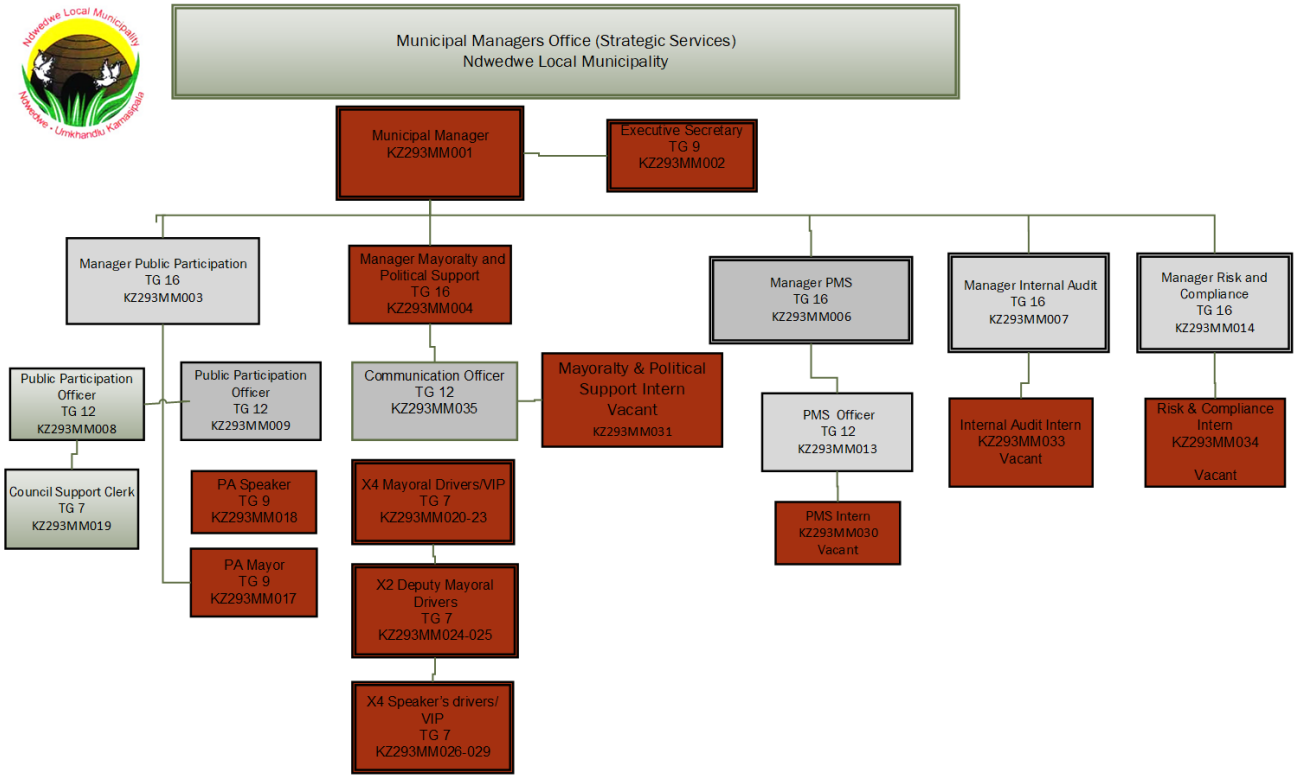
requirements of the Municipal Standard Charts of Accounts (MSCOA). A copy of the organogram is attached at **Annexure D1**.

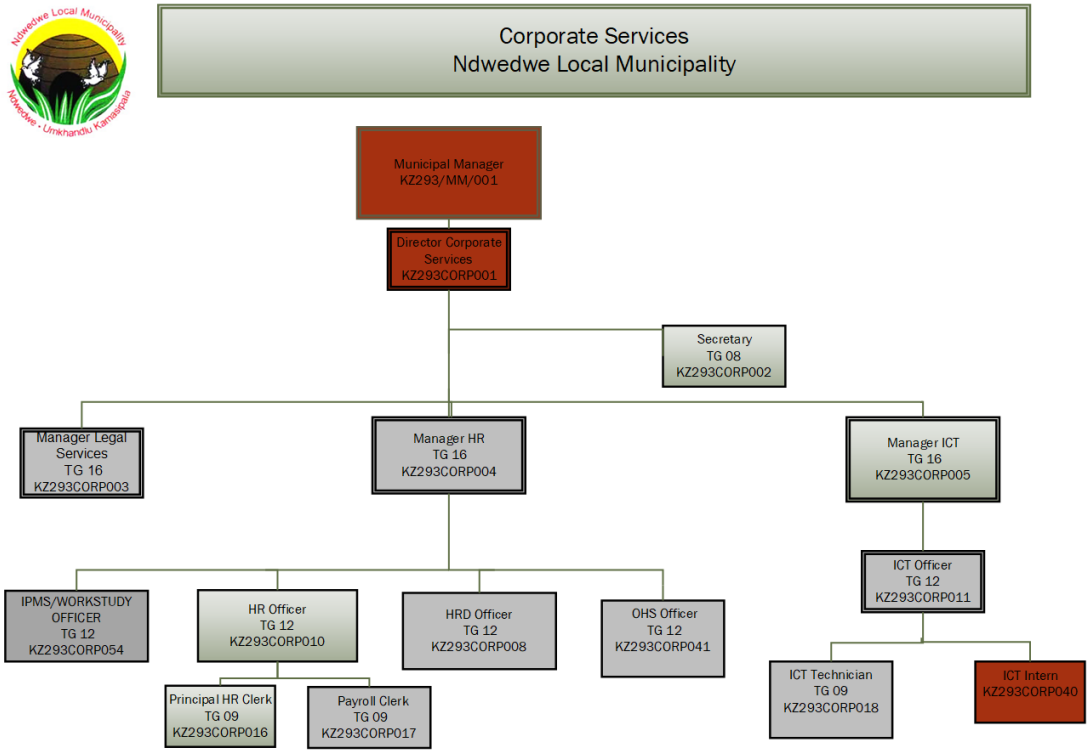
The municipality has a total number of 155 employees employed. However, a total number of 40 employees are employed on temporary basis while 118 employees are permanent.

Table 61: Number of Employees

Department	Permanent employees	Contract employees	Intern employees
Office of the Municipal Manager		19	
Finance	22	1	6
Department of Corporate Services	38	1	1
Department of Community Services	36	5	
Economic Development and Planning	13	2	
Technical Services	26	5	
Total	155	40	

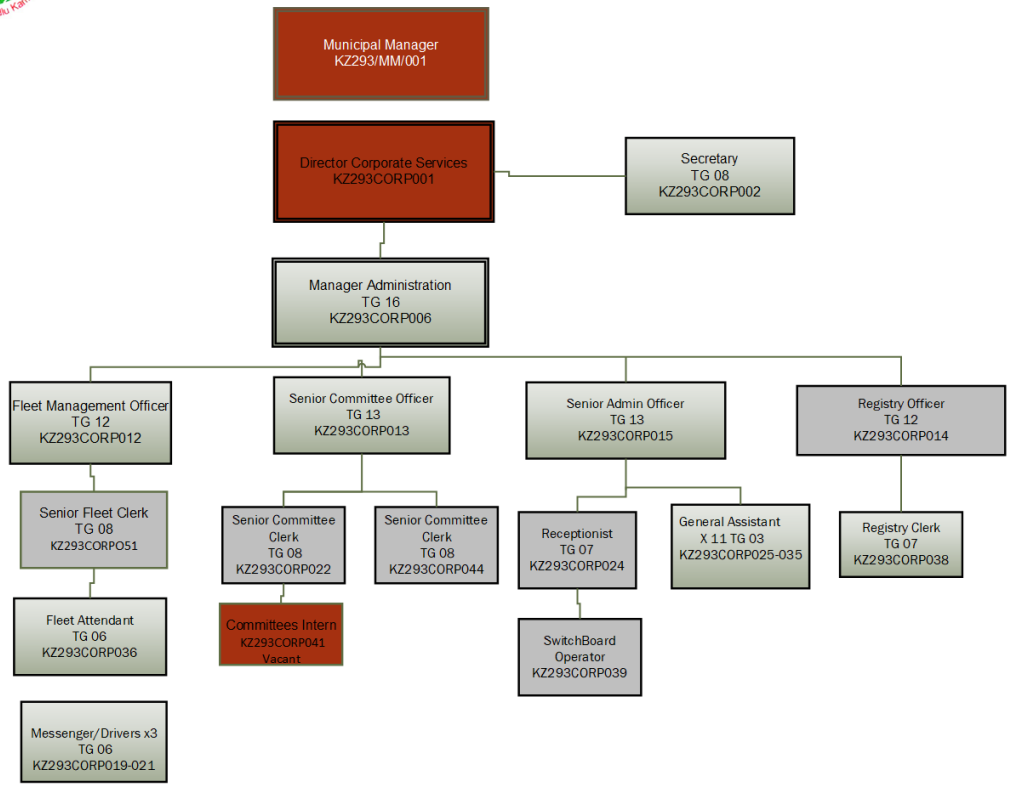
A copy of the Organisational structure/organogram is depicted below.

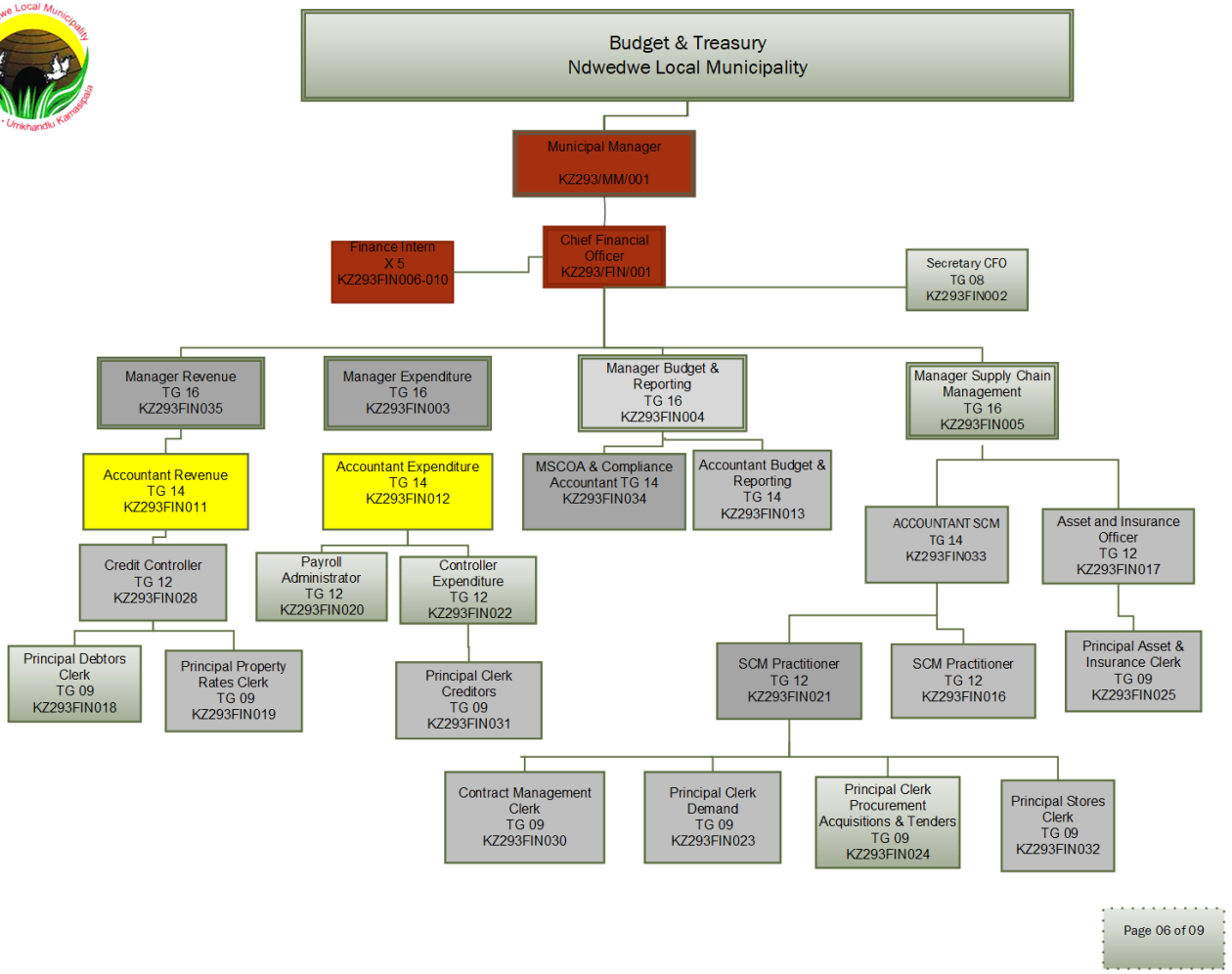

Municipal Managers Office (Strategic Services)
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Executive Secretary
TG 9
KZ293MM002
Manager Public Participation
TG 16
KZ293MM003
Manager Mayoralty and Political Support
TG 16
KZ293MM004
Manager PMS
TG 16
KZ293MM006
Manager Internal Audit
TG 16
KZ293MM007
Manager Risk and Compliance
TG 16
KZ293MM014
Public Participation Officer
TG 12
KZ293MM008
Public Participation Officer
TG 12
KZ293MM009
Communication Officer
TG 12
KZ293MM035
Mayoralty & Political Support Intern
Vacant
KZ293MM031
PMS Officer
TG 12
KZ293MM013
Internal Audit Intern
KZ293MM033
Vacant
Risk & Compliance Intern
KZ293MM034
Vacant
Council Support Clerk
TG 7
KZ293MM019
PA Speaker
TG 9
KZ293MM018
X4 Mayoral Drivers/VIP
TG 7
KZ293MM020-23
PMS Intern
KZ293MM030
Vacant
PA Mayor
TG 9
KZ293MM017
X2 Deputy Mayoral Drivers
TG 7
KZ293MM024-025
X4 Speaker's drivers/ VIP
TG 7
KZ293MM026-029

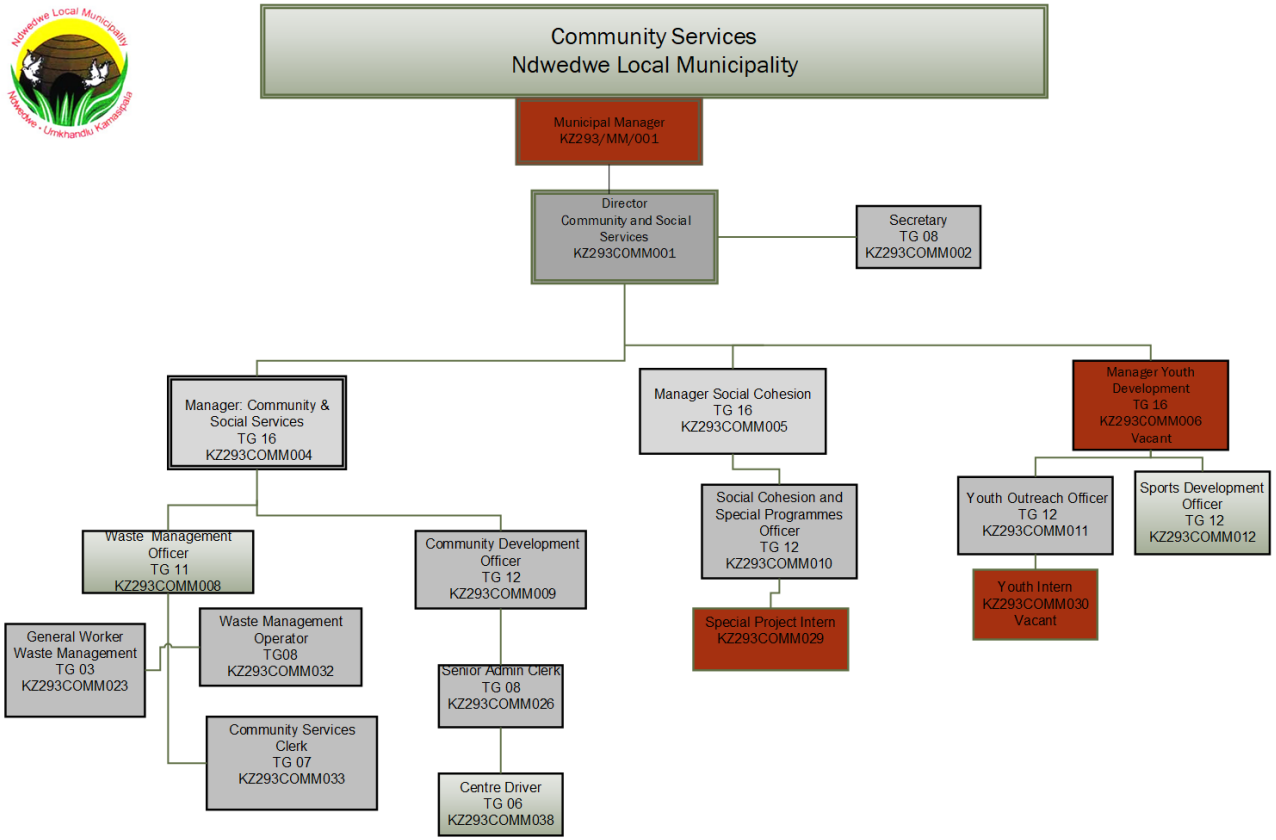

Corporate Services
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director Corporate Services
KZ293CORP001
Secretary
TG 08
KZ293CORP002
Manager Legal Services
TG 16
KZ293CORP003
Manager HR
TG 16
KZ293CORP004
Manager ICT
TG 16
KZ293CORP005
IPMS/WORKSTUDY OFFICER
TG 12
KZ293CORP054
HR Officer
TG 12
KZ293CORP010
HRD Officer
TG 12
KZ293CORP008
OHS Officer
TG 12
KZ293CORP041
ICT Officer
TG 12
KZ293CORP011
Principal HR Clerk
TG 09
KZ293CORP016
Payroll Clerk
TG 09
KZ293CORP017
ICT Technician
TG 09
KZ293CORP018
ICT Intern
KZ293CORP040

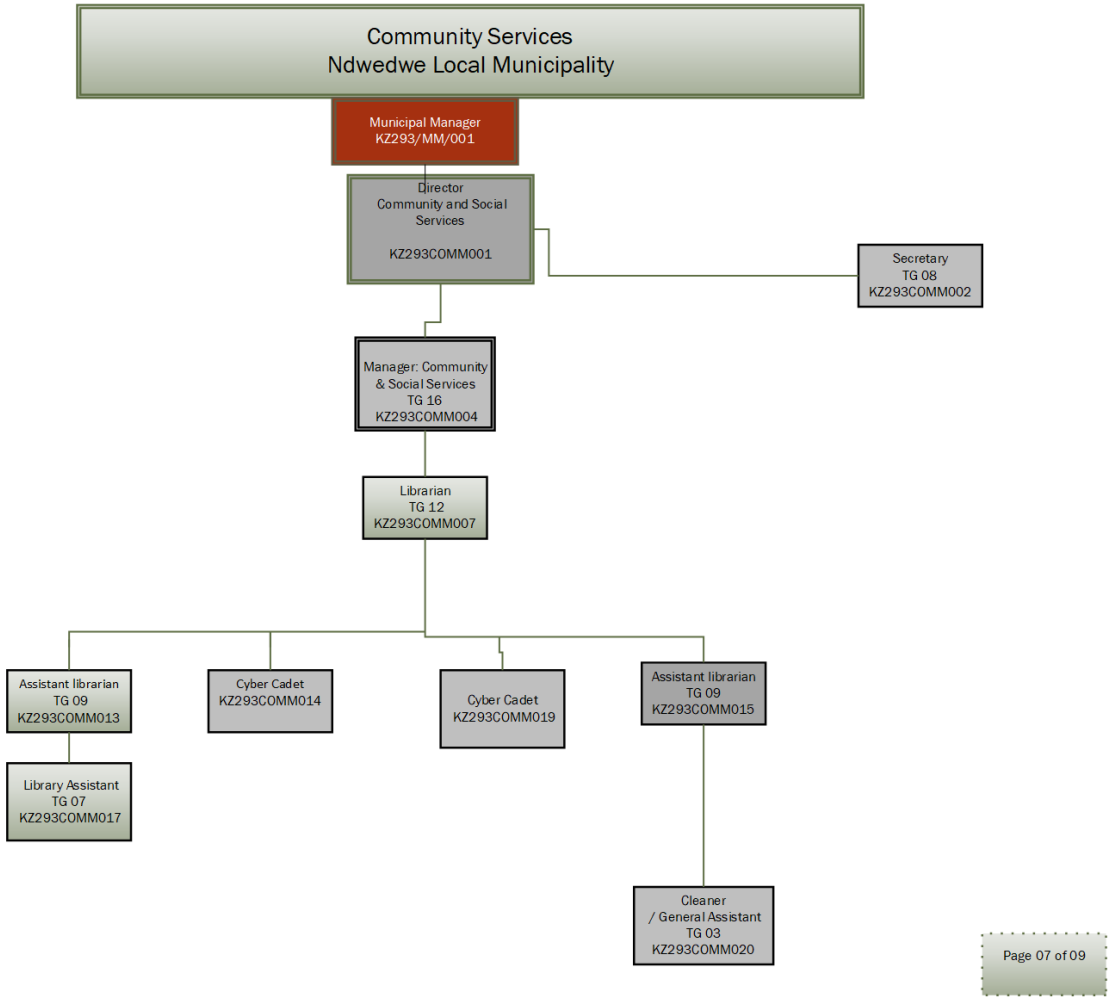
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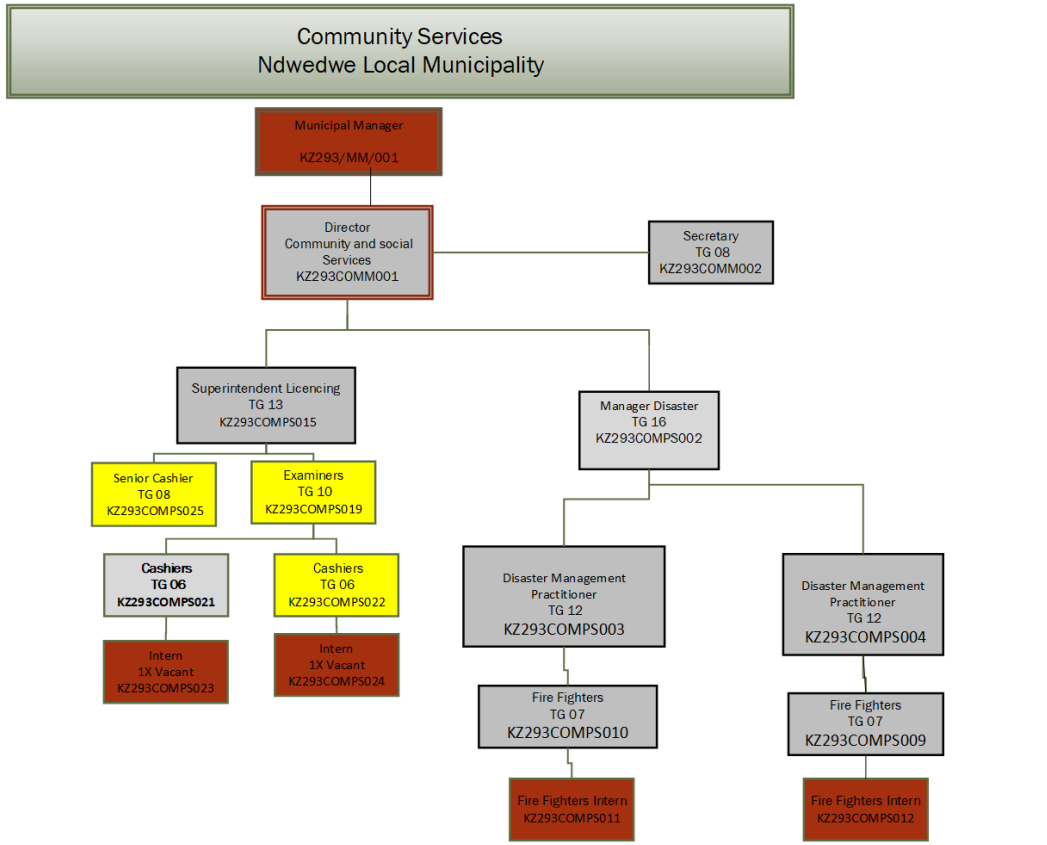
Corporate Services
Ndwedwe Local Municipality

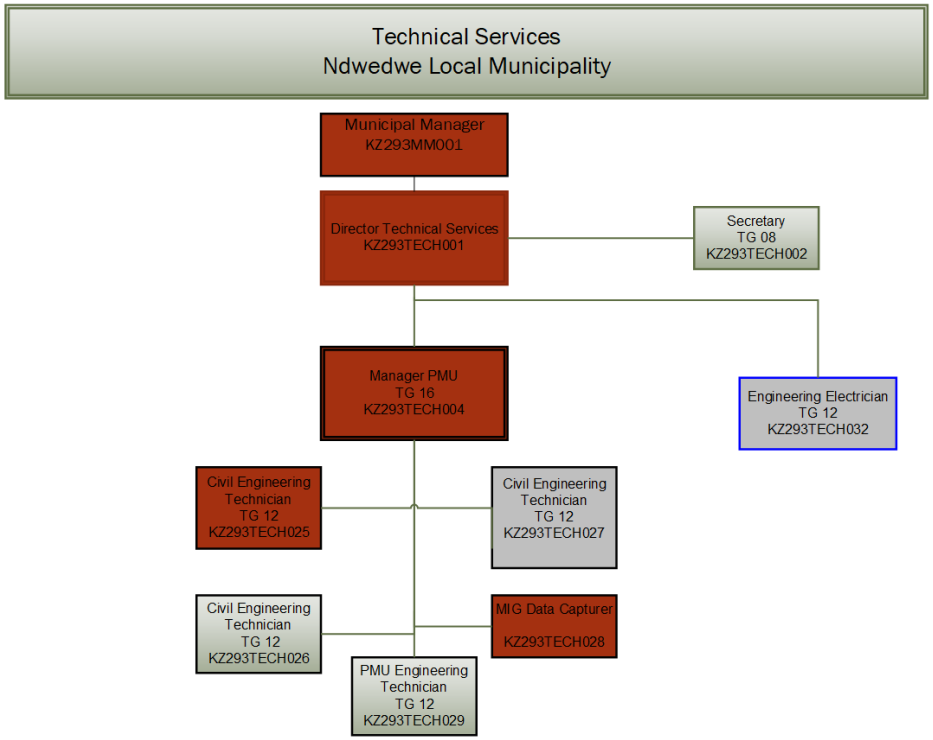


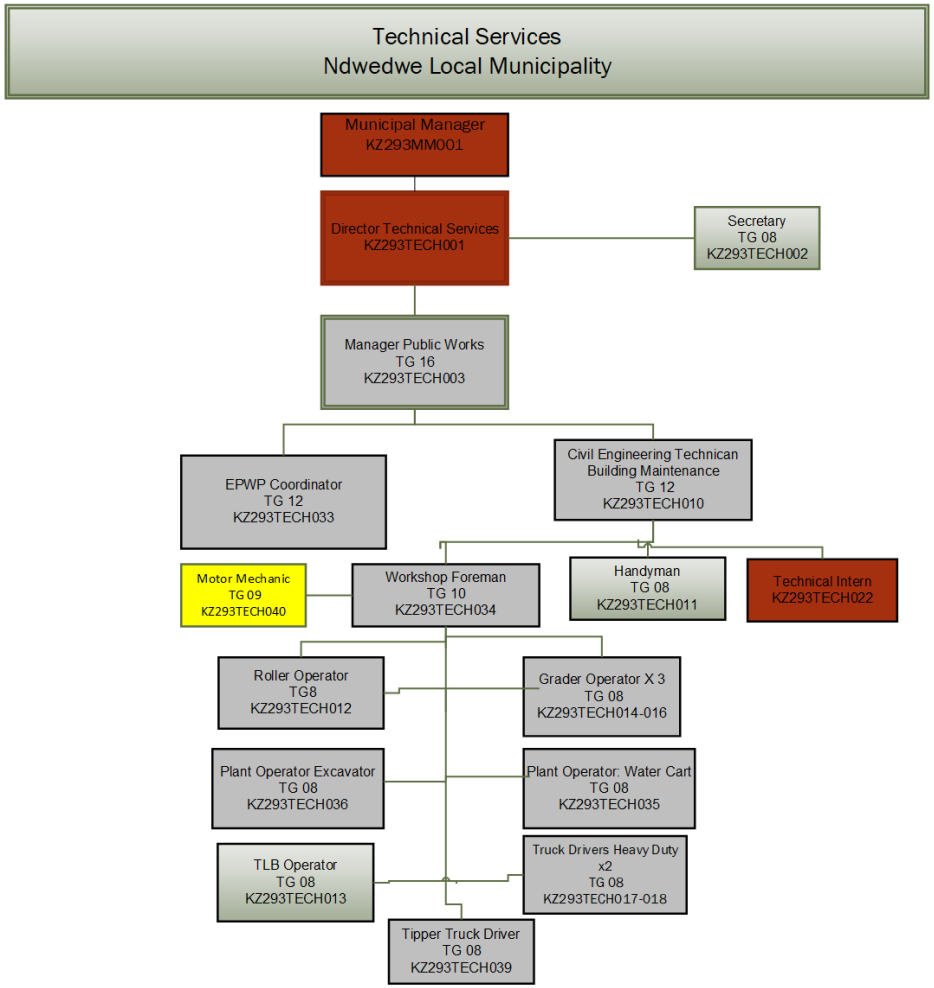

Budget & Treasury
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Finance Intern
X 5
KZ293FIN006-010
Chief Financial Officer
KZ293/FIN/001
Secretary CFO
TG 08
KZ293FIN002
Manager Revenue
TG 16
KZ293FIN035
Manager Expenditure
TG 16
KZ293FIN003
Manager Budget & Reporting
TG 16
KZ293FIN004
Manager Supply Chain Management
TG 16
KZ293FIN005
Accountant Revenue
TG 14
KZ293FIN011
Accountant Expenditure
TG 14
KZ293FIN012
MSCOA & Compliance Accountant TG 14
KZ293FIN034
Accountant Budget & Reporting
TG 14
KZ293FIN013
ACCOUNTANT SCM
TG 14
KZ293FIN033
Asset and Insurance Officer
TG 12
KZ293FIN017
Credit Controller
TG 12
KZ293FIN028
Payroll Administrator
TG 12
KZ293FIN020
Controller Expenditure
TG 12
KZ293FIN022
Principal Debtors Clerk
TG 09
KZ293FIN018
Principal Property Rates Clerk
TG 09
KZ293FIN019
Principal Clerk Creditors
TG 09
KZ293FIN031
SCM Practitioner
TG 12
KZ293FIN021
SCM Practitioner
TG 12
KZ293FIN016
Principal Asset & Insurance Clerk
TG 09
KZ293FIN025
Contract Management Clerk
TG 09
KZ293FIN030
Principal Clerk Demand
TG 09
KZ293FIN023
Principal Clerk Procurement Acquisitions & Tenders
TG 09
KZ293FIN024
Principal Stores Clerk
TG 09
KZ293FIN032
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Community Services
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director
Community and Social
Services
KZ293COMM001
Secretary
TG 08
KZ293COMM002
Manager: Community &
Social Services
TG 16
KZ293COMM004
Manager Social Cohesion
TG 16
KZ293COMM005
Manager Youth
Development
TG 16
KZ293COMM006
Vacant
Waste Management
Officer
TG 11
KZ293COMM008
Community Development
Officer
TG 12
KZ293COMM009
Social Cohesion and
Special Programmes
Officer
TG 12
KZ293COMM010
Youth Outreach Officer
TG 12
KZ293COMM011
Sports Development
Officer
TG 12
KZ293COMM012
General Worker
Waste Management
TG 03
KZ293COMM023
Waste Management
Operator
TG08
KZ293COMM032
Community Services
Clerk
TG 07
KZ293COMM033
Senior Admin Clerk
TG 08
KZ293COMM026
Centre Driver
TG 06
KZ293COMM038
Special Project Intern
KZ293COMM029
Youth Intern
KZ293COMM030
Vacant
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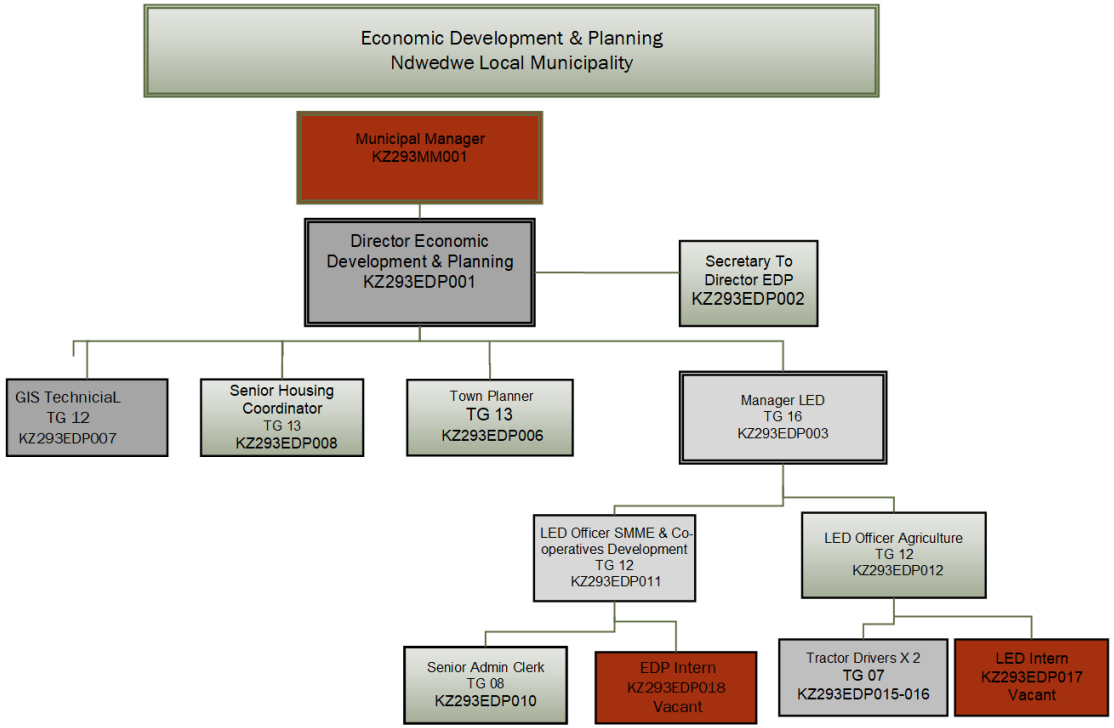

Community Services
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director
Community and Social
Services
KZ293COMM001
Secretary
TG 08
KZ293COMM002
Manager: Community
& Social Services
TG 16
KZ293COMM004
Librarian
TG 12
KZ293COMM007
Assistant librarian
TG 09
KZ293COMM013
Cyber Cadet
KZ293COMM014
Cyber Cadet
KZ293COMM019
Assistant librarian
TG 09
KZ293COMM015
Library Assistant
TG 07
KZ293COMM017
Cleaner
/ General Assistant
TG 03
KZ293COMM020
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Community Services
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director
Community and social
Services
KZ293COMM001
Secretary
TG 08
KZ293COMM002
Superintendent Licencing
TG 13
KZ293COMPS015
Manager Disaster
TG 16
KZ293COMPS002
Senior Cashier
TG 08
KZ293COMPS025
Examiners
TG 10
KZ293COMPS019
Cashiers
TG 06
KZ293COMPS021
Cashiers
TG 06
KZ293COMPS022
Intern
1X Vacant
KZ293COMPS023
Intern
1X Vacant
KZ293COMPS024
Disaster Management
Practitioner
TG 12
KZ293COMPS003
Disaster Management
Practitioner
TG 12
KZ293COMPS004
Fire Fighters
TG 07
KZ293COMPS010
Fire Fighters
TG 07
KZ293COMPS009
Fire Fighters Intern
KZ293COMPS011
Fire Fighters Intern
KZ293COMPS012


Technical Services
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Technical Services
KZ293TECH001
Secretary
TG 08
KZ293TECH002
Manager PMU
TG 16
KZ293TECH004
Engineering Electrician
TG 12
KZ293TECH032
Civil Engineering
Technician
TG 12
KZ293TECH025
Civil Engineering
Technician
TG 12
KZ293TECH027
Civil Engineering
Technician
TG 12
KZ293TECH026
MIG Data Capturer
KZ293TECH028
PMU Engineering
Technician
TG 12
KZ293TECH029


Technical Services
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Technical Services
KZ293TECH001
Secretary
TG 08
KZ293TECH002
Manager Public Works
TG 16
KZ293TECH003
EPWP Coordinator
TG 12
KZ293TECH033
Civil Engineering Technican
Building Maintenance
TG 12
KZ293TECH010
Motor Mechanic
TG 09
KZ293TECH040
Workshop Foreman
TG 10
KZ293TECH034
Handyman
TG 08
KZ293TECH011
Technical Intern
KZ293TECH022
Roller Operator
TG8
KZ293TECH012
Grader Operator X 3
TG 08
KZ293TECH014-016
Plant Operator Excavator
TG 08
KZ293TECH036
Plant Operator: Water Cart
TG 08
KZ293TECH035
TLB Operator
TG 08
KZ293TECH013
Truck Drivers Heavy Duty
x2
TG 08
KZ293TECH017-018
Tipper Truck Driver
TG 08
KZ293TECH039

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Economic Development & Planning
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Economic Development & Planning
KZ293EDP001
Secretary To Director EDP
KZ293EDP002
GIS TechniciaL
TG 12
KZ293EDP007
Senior Housing Coordinator
TG 13
KZ293EDP008
Town Planner
TG 13
KZ293EDP006
Manager LED
TG 16
KZ293EDP003
LED Officer SMME & Co-operatives Development
TG 12
KZ293EDP011
LED Officer Agriculture
TG 12
KZ293EDP012
Senior Admin Clerk
TG 08
KZ293EDP010
EDP Intern
KZ293EDP018
Vacant
Tractor Drivers X 2
TG 07
KZ293EDP015-016
LED Intern
KZ293EDP017
Vacant

4.3 Filling of Critical Posts

The Municipal Manager was appointed on 03 January 2023, and the Director Technical Services was appointed on 01 June 2023. The CFO was appointed on 01 August 2023 and Corporate Services was appointed on 01 September 2023. The two Directors were appointed on 01 July 2024 for Economic and Development Planning and Community Services. All senior managers positions are filled.

4.4 Vacancy Rates

The NLM organogram is currently under review and will be approved by Council in end of June 2025 financial year. The municipality has appointed Service Providers to assist in reconstructing the organogram. The current vacancy rate is at 3%. this will mean that the NLM has a total of 06 vacant posts under the process of recruitment and selection.

4.5 Employment Equity Plan

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan, which will achieve reasonable progress towards employment equity, thus Local prepared its Employment Equity Plan for the duration 01 October 2024 to 30 September 2026. The Employment Equity plan (EEP) is reviewed annually and approved at Council in December 2024. A copy of the EEP is attached at **Annexure E**. The EEP policy contains the EEP targets and objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound.

The Employment Equity Report was submitted to the Department of Labour on 29 April 2025 attached at **Annexure E1** is an acknowledgement letter from the Department. The policy is applicable to all officials in Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council including those that are appointed on the fixed term contract (Section 54 & 56 employees).

The table below indicates a numerical target for people with disabilities

Table 62: Staff with disabilities

Occupational Levels	Male				Female			
	A	C	I	W	A	C	I	W
Top management								
Senior management								
Professionally qualified and experienced specialists and mid-management								
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents								
Semi-skilled and discretionary decision making								
Unskilled and defined decision making								
TOTAL PERMANENT								
Temporary employees								
GRAND TOTAL	0				0			

The EE Plan indicates the demographic representatively in respect of race, gender, disability, etc. While the municipality has made a significant impact in terms of gender representatively at non-managerial levels, there is still a great need to improve this at managerial level by employing more women. Furthermore, the Municipality is addressing the issue of employing disabled people at both managerial and operational levels. The current work force is African with 1 Indian female employed; however, it is hoped that a more racially balanced workforce would be established in future.

4.5.1 Workplace Skills Plan

The Workplace Skills Plan (WSP) (is attached at **Annexure E2**) was approved by Municipal Council on 28 April 2025 for implementation in 2025/2025 financial year. The Municipality submitted the WSP to LGSETA on 30 April 2025 and a copy of an acknowledgement letter from the LGSETA is attached at **Annexure E3**. A training report for 2025/2026 for financial year with a list of beneficiaries and expenditure report is contained the in the IDP report Work. The Workplace Skills Plan is in place and reviewed annually.

The skills planning is central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the Ndwedwe region for 2024/2025 financial year, the Municipality conducted skills audit and identified what skills were required and developed strategies, tasks and schedules in ensuring that the Municipality build those skills in order to deliver on our Integrated Development Plan objectives.

During the period July 2024 to May 2025, Council employees, Interns and Councillors were trained on the following Interventions. A total of 184 beneficiaries including 37 Councillors and 147 officials have benefited.

Table 63: Skills Programs

Name of skills programs	Number of employees	Number of councillors
LG Women in Leadership	1	1
Public Sector Finance and IT Governance Seminar Managing Data Integrity	6	
SCM Executive Development Programme		9
Policy Workshop	21	37
Talent Management Seminar	3	
Citizen Centered Service Delivery	4	
HRM PMDS & JE Symposium	3	1
Payday Payroll Training	3	
Coaching for Leadership Development	6	
Minute Taking and Report Writing Training	11	
Municipal Governance Training		36
ESS Training	71	
IMPSA Conference	4	
Evidence Based Policy Making & Implementation Training	6	
Integrated Induction Program		1
Pay Day Human Capital Training	2	
First Aid Training	6	

Exit Interview Questionnaire

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

4.5.2 Selection & Recruitment Policy

Ndwedwe Municipality has a Council approved Selection and Recruitment Policy (a copy of the policy is attached at **Annexure E4**). The policy was reviewed and approved by Council in 14 August 2024. The Recruitment and Selection Policy encourages internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

Furthermore, the policy recognises the employment policies, practices and procedures as well as the compliance. The purpose of the policy is to create sound procedures to appoint employees within the stipulations of the approved Employment Equity Plan of Local Municipality. To recruit,

select and place competent and suitably skilled people who will contribute to the achievement of the Local Municipality's strategic and operational requirements. To attract talented and motivated people who will achieve and contribute to the 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 Local Municipality. The NLM Draft Training and Development and Acting Policy is attached at **Annexure E5 and E6**, the Policy were workshopped on 29 Amy 2025 for the implementation in the financial year 2024/2025. The Overtime Policy has been adopted on 14 August 2024 is attached at **Annexure E7**).

4.5.3 Retention Policy

The Municipality has a Retention Policy in place. The policy was reviewed and approved by Council on 14 August 2024. The Retention Policy **(attached as Annexure E8)**.

The staff retention Policy is to attract employees to join Ndwedwe Municipality through an open process of recruitment and to retain those who are already employed by Ndwedwe Municipality. An emphasis is placed here on employees who possess skills and competencies that are scarce and crucial to Ndwedwe Municipality. The retention policy is currently being implemented for a period of one (1) year to assess its effectiveness and applicability. The **retention** policy is implemented on the basis of the outcome of the annual reviews conducted to identify scarce, critical and high-risk skills of the municipality.

4.5.4 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:

Table 64: Adopted Plans, Policies/ Procedures for the Municipality

Name of Directorate	Name of Policy	Draft	Date of adoption	Council resolution Number
Corporate Services	Records Management Policy		28 April 2011	NDW:25/04/11
	Telephone Management Policy		15 December 2024	
	Fleet Management Policy		14 August 2024	NDW:86/10/24
	Wellness Management Policy		14 August 2024	NDW:86/10/24

	Bereavement Policy	27 March 2025	29 May 2025	NDW47/05/25
	Bursary Policy		14 August 2024	NDW: 86/10/24
	Recruitment Policy		3 July 2023	NDW: 31/08/23
	Staff retention policy		14 August 2024	NDW:86/10/24
	Acting Policy	27 March 2025	29 May 2025	NDW47/05/25
	Performance Management Policy		03 July 2023	NDW: 31/08/23
	Recruitment and Selection for Senior Managers		14 August 2024	NDW:86/10/24
	Internship Policy		13 December 2015	NDW:60/12/12
	Backup Policy		28 May 2015	NDW 33/05/15
	Subsistence and travelling allowance for councilors and officials		14 August 2024	NDW:86/10/24
	Overtime policy		14 August 2024	NDW:86/10/24
	Leave Policy	27 March 2025	29 May 2025	NDW47/05/25
	Leave Encashment Policy		14 August 2024	NDW:86/10/24
	Cellphone/Headset		09 December 2015	NDW70/12/15
	IPMDS Policy	27 March 2025	29 May 2025	NDW47/05/25
	Placement Policy		14 August 2024	NDW:86/10/24
	OHS Policy		14 August 2024	NDW 86/10/24
	PAIA Manual		29 May 2025	NDW47/05/25
	POPIA Manual		29 May 2025	NDW47/05/25
	Training and Development Policy		14 August 2024	NDW86/10/24
	Car Allowance Policy		14 August 2024	NDW:86/10/24
ICT	Firewall Policy		14 August 2024	NDW:86/10.24
	Change Management Policy		14 August 2024	NDW:86/10/24
	ICT Helpdesk Policy		14 August 2024	NDW:86/10/24
	Patch Management Policy		14 August 2024	NDW:86/10/24
	ICT Project and Portfolio Management Framework		14 August 2024	NDW:86/10/24
	5 Year Master Plan System Plan		14 August 2024	NDW:86/10/24
	Ndwedwe Corporate Governance ICT Framework		14 August 2024	NDW:86/10/24
	ICT Steering Committee Charter		14 August 2024	NDW:86/10/24
	ICT Service Level Agreement Management Policy		14 August 2024	NDW:86/10/24
	3 Year ICT Strategic Plan		14 August 2024	NDW:86/10/24

	Anti- Virus Policy		14 August 2024	NDW:86/10/24
	ICT Security Control Policy		14 August 2024	NDW:86/10/24
	ICT User Access Management		14 August 2024	NDW:86/10.24
	ICT Disaster Recovery Policy		14 August 2024	NDW:86/10/24
	ICT Data Backup		14 August 2024	NDW:86/10/24
	Standard Operating		14 August 2024	NDW:86/10/24
	Hardware and Software Standardization		14 August 2024	NDW:86/10/24
EDP	Updated Led Strategy			N/A
	Agricultural Sector Plan			N/A
	SDP - 2024		14 August 2024	NDW 86/10/24
	Housing Sector Plan		14 August 2024	NDW 86/10/24
	Informal economic policy		14 August 2024	NDW 86/10/24
	Land Use Management Systems			
Municipal Manager's Office	Ward Committee Policy		11 June 2011	N/A
	Acceptance and gift, donation and sponsorship register		14 August 2024	NDW:86/10/24
	Acceptance and giving gifts, Donation and sponsorship policy		14 August 2024	NDW:86/10/24
	Anti – Fraud and corruption strategy		14 August 2024	NDW:86/10/24
	Conflict of interest management Policy		14 August 2024	NDW:86/10/24
	Conflict of interest register			
	Loss Prevention		23 July 2023	NDW:07/08/23
	Whistle Blowing Policy		14 August 2024	NDW:86/10/24
	Complaints Management Policy		23 July 2023	NDW:07/08/23
	Risk Management Policy		14 August 2024	NDW:86/10/24
	Fraud and Prevention Policy		14 August 2024	NDW:86/10/24
Community Services	Climate Change Disaster		23 July 2023	NDW:07/08/23
	Indigent Pauper Burial		23 July 2023	NDW:07/08/23

	Draft Fire Safety by Laws	23 July 2023		NDW:07/08/23
	Fire Service Trademark		23 July 2023	NDW:07/08/23
	Disaster Management Plan		14 August 2024	NDW:86/10/24
	Cemetery Feasibility Study		14 August 2024	
	NLM Winter season contingency plan	27 March 2025	29 May 2025	NDW47/05/25
	Disaster Management Sector Plan	27 March 2025	29 May 2025	NDW47/05/25
	Indigent Policy	27 March 2025	29 May 2025	NDW47/05/25
	Community and Facilities management		14 August 2024	NDW:86/10/24
	Summer season contingency plan		14 August 2024	NDW:86/10/24
Finance	Assets Management Policy	27 March 2025	29 May 2025	NDW47/05/25
	Budget and virement Policy		29 May 2025	NDW 31/05/2023
	Final Tariffs Policy		29 May 2025	NDW 31/05/2023
	Credit Control & Debt Collection		29 May 2025	NDW 31/05/2023
	Municipal Property Rates Act Policy			
	Final Rates Management By-Laws	27 March 2025	29 May 2025	NDW 31/05/2023
	Final Supply Chain Management Policy		29 May 2025	NDW47/05/25
	Cash Management and Investment Policy		29 May 2023	NDW31/05/2023
	Inventory Management Policy	27 March 2025	29 May 2025	NDW47/05/25
Technical Services	Project Management Policy Expanded Public Works Programme (EPWP) Policy Standard Operating Procedure	7 March 2025	29 May 2025	NDW47/05/25
Public Participation Management Policy	Complaints Management policy			
	Public participation policy		14 August 2024	NDW:86/10/24
	Public Participation policy		14 August 2024	NDW:86/10/24

	Ward Committee election and operations policy		14 August 2024	NDW:86/10/24
Communications	Communications Policy		14 August 2024	NDW:86/10/24

4.6 ICT Policy Framework

The purpose of the ICT Framework is to institutionalise the Governance of ICT as an integral part of corporate governance within municipalities in a uniform and coordinated manner. The framework provides a set of principles and practices which will assist to institutionalise the Governance of ICT. The municipality ICT Framework was workshopped and approved by Council 14 August 2024. A copy of the ICT Frameworks is attached as **Annexure E9**.

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

The establishment of structures are to give effect to the Governance of ICT and the management of ICT functions. The members of these structures and the roles, responsibilities and delegations of each should be defined. The ICT Steering Committee is responsible for:

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

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

The ICT Steering Committee shall comprise of the following persons:

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

Municipality Council has the following approved ICT policies.

Table 65: ICT Approved Policies of Municipality

NAME OF POLICY	REVIEW AND APPROVAL DATE
Corporate Governance Information and Communication Technology Framework	14 August 2024
ICT Steering Committee Charter	
ICT Security Controls Policy	
ICT User Access Management Policy	
ICT Service Level Agreement Management Policy	
ICT Disaster Recovery Policy	
ICT Data Backup and Recovery Policy	
ICT Standard Operating Procedures	
Hardware and software Standardization Policy	

4.7 Municipal Transformation & Organisational Development: SWOT Analysis

Table 66: Municipal Transformation and Institutional Development SWOT Analysis

STRENGTHS	WEAKNESSES
STRENGTHS ✓ Suitable fleet ✓ Policies ✓ Experienced and qualified workforce ✓ Monitoring of ICT Systems ✓ Functional ICT Environment	✓ No Departmental Head (Director Corporate Services Post: vacant) ✓ Understaffing ✓ No submission of records to Registry ✓ Office space ✓ Burglary and theft ✓ Insufficient budget ✓ Delays in Appointment of service providers
THREATS	**OPPORTUNITIES**
✓ Employee and community strikes ✓ Fencing of municipal buildings ✓ No external lighting in some municipal buildings ✓ Burglary and theft ✓ Insufficient Budget ✓ Unfavourable weather conditions ✓ Loss of Institutional Memory/Data ✓ Non maintenance of municipal buildings	✓ Automated systems ✓ Public Wi-Fi ✓ External funding ✓ Paperless work environment

4.7 Key Challenges for Municipal Transformation & Institutional Development

Table 67: Key Challenges Municipal Transformation & Institutional Development

KEY CHALLENGES	STRATEGIC INTERVENTIONS
Inadequate office space	▪ The construction of new municipal building of offices (extension) has been completed.
Cascading of IPMS to all staff	▪ The municipality has implemented this process by cascading the IPMS to all staff. The municipality has developed an IPMS Policy and job descriptions for all staff. IPMS Cascading Phase one has commenced with Managers and will continue in the 2025/2026 financial year.
Insufficient budget allocation for the implementation of Workplace Skills Plan Inadequate skills support for communities and vulnerable groups	▪ To source funding for the implementation of Workplace Skills Plan. ▪ To conduct community skills audit/profile ▪ To conduct community skills training programme targeting the vulnerable groups.
Load Shedding	▪ To source budget for the procurement of generators in strategic municipal offices as well as other non-renewable sources of energy
Municipal fleet not centralized in one department (Vehicles and plant)	▪ The Corporate Services shares this task with department of Technical Services.
ICT Repeat findings	▪ The Internal Audit has developed an Action Plan to monitor and resolve the findings.
Shortage of staff	▪ To prioritise budgeting and filling of strategic positions.

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

Table 68: MEC Findings on IDP 2024/2025 for KPA Good Governance and Public Participation

MEC Finding/Comment	Ndwedwe Local Municipality Response
The Municipality is commended for the comprehensive coverage and detailed reporting on all aspects the KPA.	
Report in detail on the establishment and functionality of the various inter-Governmental Relations including DDM structures within the district.	Municipality has provided more details on the IGR and District DDM structures.
The Municipality is encouraged to provide a comprehensive list on adoption and promulgated status of all bylaws.	Municipality has provided a list of the Policy register as well as Council adopted/approved Policies and by laws detailing Council resolution numbers.

The Good Governance Framework enhances a corporate body's legislative authority and responsibilities while also assisting elected representatives and management in providing excellent and sustainable services. It is important to remember that good governance in a municipal context refers to the process by which municipalities conduct and govern their affairs and manage public

resources in a responsible and accountable manner, in accordance with the provisions of the rule of law, for the benefit of the citizens served and the realization of human rights. Transparency, responsibility, accountability, participation, and responsiveness to people's needs are key characteristics of good governance. Consultation with stakeholders is a constant practice in Local Municipality, in conformity with the stipulation in Chapter in Chapter 4 of the MSA of 2000.

5.1 Batho Pele Principles

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 Batho Pele Policy is in place and is being implemented in line with the 11 principles listed below:

NO	PRINCIPLE	APPLICATION
1.	Consultation	The municipality service delivery role-players shall be consulted through the following: ▪ IDP Structures ▪ Mayoral Working Groups ▪ Customer Satisfaction Survey ▪ Imbizo/Public Meetings Programme ▪ Workshops ▪ Stakeholders Forums ▪ Media (Print and Electronic).
2.	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 Thuong 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 ▪ Imbizo/public meeting programme

		▪ Roadshows ▪ Door to door ▪ Using stakeholders' forums.
6.	Openness and transparency	The 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	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	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/ recording of staff attendance system ▪ Providing quarterly reports on financial spending
9.	Encouraging Innovation and Rewarding Excellence	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 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 Municipality shall provide strategic leadership, direction and operations to customers/ residents through: ▪ Promoting and internalizing staff code of ethics ▪ Management must ensure the goals are set, and that planning is done in an effective and efficient manner

5.1.1 Batho Pele Policy and Procedure Manual

The policy and procedure manual are in place, and these are being implemented.

5.1.2 Service Delivery Charter and Standards

The Service Delivery Charter and Standards are in place. It has been placed in all the municipal buildings. Please write your Service Delivery Carter hare and standards.

5.1.3 Service Delivery Improvement Plan

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

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

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

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

5.2 Status and Progress of Operation Sukuma Sakhe (OSS)

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

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

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

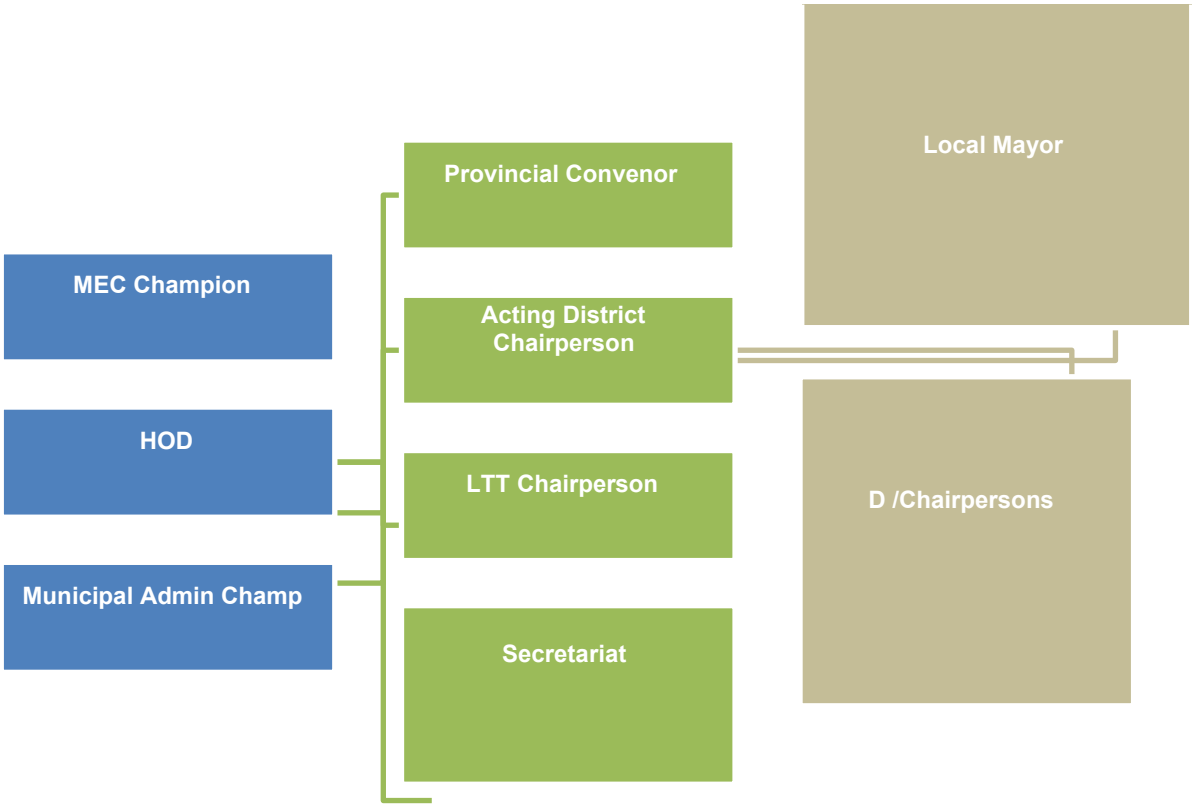
The OSS Programme is done in partnership with the community to work together to rebuild the basics of the society and the nation. Each Government Department in the District is represented in the District Task Team of the Operation Sukuma Sakhe. Other stakeholders in the OSS includes Non-Governmental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

The Municipality Sukuma Sakhe Programme has since been established. Monthly meetings are held for the programme to discuss challenges facing communities in each ward and are dealt with so as to devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts in reducing wastage of resources.

5.2.1 OSS Stakeholders

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

Figure 13: OPERATION SUKUMA SAKHE ORGANOGRAM



5.2.2 Functionality of War Rooms in Municipality

Table 69: Functionality of War-Rooms in Municipality

	FUNCTIONALITY OF LOCAL TASK TEAMS			
TOTAL NO. OF WARDS: 77	FULLY FUNCTIONAL	FUNCTIONAL	POORLY FUNCTIONAL	NOT FUNCTIONAL
NDWEDWE (19)	All 19 Wards	N/A	N/A	N/A

Source: Municipality OSS Quarter 2 Report 2023

5.2.3 The OSS/Local Task Team

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

- SASSA Food Program.
- Household Profiling.
- Operation MBO (monthly planning).
- Mandela Day Activities.

- LAC-LTT Reports (HIV & MDR hotspots).
- Non-Adherence to chronic medication prescriptions (Defaulters)
- Crime Prevention

5.2.4 Municipality Oss Programmes Implemented During 2025/2026

Social Development Programme

- Early Childhood Development and Massification
- Senior Citizens
- Women Empowerment
- Child and Women Abuse
- Forster Care Grants
- Disabilities
- HIV and AIDS

5.2.5 SASSA-Programme

Table 70: SASSA

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

Source Municipality OSS Quarter 2 Report 2021 (October to December 2022)

5.2.6 OSS HOUSING PROJECTS

Table 71: Human Settlements Projects

PROJECT NAME	WARD	YIELD	BUDGET	STATUS / COMMENTS
85 OSS Cases	2, 5, 6, 8, 13 ,15	85	R 11 777 362.85	IA has returned to complete the remaining sites. Current Status Completion - 84
67 OSS Cases	10 ,11 ,12 19	67	R 9 369 950.00	Current Status Completion – 11 The new IA will be conducting a joint inspection to assess all sites and thereafter begin construction
226 OSS Cases	11	226	Project Value: R 41 237 150,46	Project is nearing completion. Approximately 13 units are outstanding to be built.
81 OSS Cases	17	81	R13 257 465.60	The project has been completed
289 OSS Cases	19 2 6	244 26 19	R 44 345 894.00	Siyazama has been appointed. NHBRC enrolled, project to commence as per development program
307 OSS Cases	3 4 6 8 15	112 28 50 55 62	Project Value R 63 529 309.02 2025/26 approved Budget R9 835 782.15	Stedone Developments has been appointed Current status Slabs – 30 Completions – 0

MUNICIPALITY	PROJECT	PROGRAMME	2024/25 APPROVED BUDGET
Ndwedwe LM	OSS	OSS	R 15 450 990.00

Table 72: Human Settlements Projects

5.2.7 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 where the is no municipal building in the ward.

5.2.8 Achievements of Operation Sukuma Sakhe

- LTT Meetings are attended as per the schedule of meetings.
- 150 OSS houses have been built in Ndwedwe in different wards.
- The Local Aids Council is sitting quarterly Chaired by the Mayor.
- We have given 570 need learners full school uniform through war rooms.
- We have established Ndwedwe Civil Society Structures to assist in curbing HIV&AIDS and TB.
- OSS and Civil Society Advocated for a Men's Clinic in Montobello and Ndwedwe CHC.
- Ndwedwe Municipality has the most active Civil Society in campaigns
- 16 War room out 19 war rooms have been branded.
- Ntaphuka CDC in ward 13 built through intervention from LTT since war room had no venue to sit
- OSS has Facilitated the WAC trainings forward 4,6,9,10,14 and 18
- Launched Men's Sector at ward level in 03 wards
- Held men's workshop on Fathers Role in Parenting in ward 04,15,14and 6
- Civil Society Sectors in place (Men’s sector, Women’s Sector, Religious Sector, Disability sector, Senior Citizens, Traditional Health Practitioners sector, Youth Sector, and Civil Society Forum)
- All civil Society Sectors are sitting meetings quarterly
- Civil Society attends the LTT Meetings represented by Chairperson and Secretary
- Operation MBO to render different services to the community by SASSA, Home Affairs and DOH in ward 12 and 11.
- Home Affairs Ndwedwe side held successfully interviews for late birth registration
- Civil Society Sectors in place (Men’s sector, Women’s Sector, Religious Sector, Disability sector, Senior Citizens, Traditional Health Practitioners sector, Youth Sector, and Civil Society Forum)
- All civil Society Sectors are sitting meetings quarterly
- Civil Society attends the LTT Meetings represented by Chairperson and Secretary

- Operation MBO to render different services to the community by SASSA, Home Affairs and DOH in ward 12 and 11.
- Home Affairs Ndwedwe side held successfully interviews for late birth registration

5.2.9 OSS Awareness Campaigns

The Department of Community and Social Services conducted the following Social Cohesion programmes and campaigns from July 2024 to current to May 2025.

OSS and SOCIAL COHESION REPORT OF PROGRAMMES FROM JULY 2024 TO DECEMBER 2025.

Table 73: CDP Conducted

DATE	VENUE	PROGRAMME
18/07/2024	Indukwentsha high School and Qinisani Secondary school	Mandela programme (Dress a Child) PURPOSE Public Service Week was inaugurated in 2008 as an annual event for public officers to build pride and a sense of belonging to the Public Service core values and recognize the good work done by public officers and agencies. On this day Ndwedwe Local Municipality painted classrooms, repaired windows, and grass cutting
19/07/2024	Johnny Makhathini	Disability Empowerment Mainstreaming Project Launch PURPOSE Empowerment program focussing on disabilities department presented opportunities and the municipality unveiled the 22-seater bus which is wheelchair friendly
03/08/2023	Tamane Bush Camp	Gender Programme (Men's social behaviour and team building men's conference) PURPOSE The Men's program was conducted to instil belief and bring about social cohesion amongst men so they can believe that men can challenge the normalisation of violence to prevent violence against women and their children, they must challenge the beliefs and behaviours that excuse, justify or condone violence and inequality.
13/09/2024	Johnny Makhathini Hall ward 15	Reed Dance send-off ceremony PURPOSE The program is to demonstrate good wishes to Ndwedwe Local Municipality Maidens on the trip to Umkhosi womhlanga, and that is when the mayor get a chance to encourage the Maddens for continuing to keep themselves virgins and being proud of celebrating Zulu culture.
14/09/2024 15/09/2024	Nongoma (Enyokeni)	Umkhosi womhlanga 2024 PURPOSE The program is in the form of celebrating culture and encourages

		abstinence; it also plays a pivotal role in addressing social ills that exists in our communities especially amongst young women.
19/09/2023	Education Centre ward 15	Civil Society Induction PURPOSE A sector is defined as a "group of organizations that democratically represents a defined constituency and is appropriately representative around a common theme aligned to the over-arching subject of strategy for HIV, TB and STIs".
06/09/2024 23/09/2024 25/10/2024	Sonkombo Hall Noordsberg CDC	Isibaya samadoda PURPOSE The focus of the program was on the men's health where it was indicated the importance of men's to do regular check-ups on the health status on HIV, TB, Mental Health Screening, and Cancer. Father Matters workshop Focussing on the role of a father in the household
24/09/2024	Okhambeni Sportground ward 11	Umkhosi wesintu PURPOSE The aim focus of the program is to celebrate the Zulu culture and gathering of different villages and kingdoms. In this program they perform ingoma dance and sing Zulu cultural songs.
12/10/2023 12/10/2023	Johnny Makhathini Hall ward 15 Pavillion Hotel	Disability Indaba (day 1) Disability Training PURPOSE The main aim of the Disability Indaba was to give an opportunity to all disabled people and those with an interest in the disability sector an opportunity to share their experiences on how the disabled can enjoy the freedom enshrined the constitution of South Africa.
16/10/2024	Sthandukwenza Care Centre ward 08	Senior Citizens Dialogue PURPOSE The aim of this program was to let the older people to voice out about the challenges that they are facing at home. It provides the platform to empower the elderly person to directly engage with stakeholders and social empowerment issues.
21/11/2024	Johnny Makhathini ward 15	16 Days Build-up Program PURPOSE The purpose of this program is to unit different churches to revive moral value that guides the acceptable standards of behaviour that contribute to the wellbeing of the families, communities, and the broader society.
28/11/2024	Hloniphani CDC ward 12	16 Days of Activism PURPOSE The purpose was to show how much the OSS structures care about ending violence against women and children through involving them in community outreach and dialogues on solution towards a gender equal society, and emphases that community

		must not engage themselves in abusive activities and become an abuser.
03/12/2024	Deda Hall ward 05	World AIDS Day – HIV Awareness Purpose Commemoration of the world aids in remembrance of the people who passed away because of this deceased and to raise awareness about the increasing number of people affected and in effected
05/12/2024	Hlalakahle CDC Ward 07	Disability Safety Awareness Purpose To raise awareness about disability and promote safety of disabilities within our municipality in all wards. Present opportunities for disabled people.
11/12/2023	Tamane Bush Camp Ward 02	Senior Citizens Christmas party Purpose Christmas party is a day where the Municipality gates an opportunity to show the affection to the older people of Ndwedwe as a whole in a special way. The older people fall under the category of vulnerable group according to the OSS model.
14/02/2024	Boxer Shopping Centre Ward 15	Valentine's day celebration Prayer Purpose The aim of the program was to celebrate valentine's day and show love to the women of Ndwedwe.
08/08/2024 26/02/2025	Tholimpilo Hall Thembalabantu Hall Ward 02	Women empowerment program in ward 18 Women's Capacity Building Workshop Purpose Capacitate women on skills related opportunities including recyclable things.
24- 25/02/202	Qwabe TC Ward 12	MBO Purpose A coordinating all departments needed by the war room to assist people in their wards to highlight department present SASSA and Home Affairs. More than 250 people were assisted.
26- 27/02/202	Qwabe TC Ward 12	MBO Purpose A coordinating all departments needed by the war room to assist people in their wards to highlight department present SASSA and Home Affairs. More than 250 people were assisted SASSA and Standard Bank and Home Affairs had network problems only assisted 30 people

Source: Municipality OSS Quarter 2/3 Report 2024/2025

SOCIAL COHESION FORUMS

Table 74: Social cohesion Forums/meetings were held.

IDP REF NO.	KEY PERFORMANCE AREA (KPA)	BI-ANNUAL ACTUAL JULY - May
COM01	Traditional Sector meeting	22 July 2024 held at Technical Boardroom Second meeting held on the 22 of August 2024 at Technical boardroom
COM06	Men's Sector meeting Induction meeting	Held at Technical Boardroom on the 23/07/24, 09 September 2024 Held on the 08th of November 2024 at Education Centre Held meeting on 05 May 2025 at Technical Boardroom.
COM07	Women's Sector meeting Women's sector induction	Held on the 23rd of July 2024 at Technical Boardroom Held on the 28th of February 2025 at Council Chamber
COM08	Reed Dance Committee	Held on the 25 July 2024 at Education Centre Second meeting held on the 06th of September 2024 Held meeting on 31 March 2025 for Maidens Camp planning
COM09	Disability Sector meeting	Held meeting on the 06 September 2024 Held quarterly meetings on the 4th of April 2025
COM10	LGBTQI+ meeting	Held meeting on 30th July 2024 at technical boardroom Held meeting on the 09th May 2025
COM13	Senior Citizens Forum meeting	Held a meeting on the 13 May 2025
COM15	Civil Society Forum	Civil Society Forums were held on 12 August 2024, 02 October 2024, 07 April and 25 April 2025
COM16	Operation Sukuma sakhe (OSS) local task team meetings	08 OSS/LTT meetings were held on 2024/2025
COM17	Religious Sector meeting	Held meeting in the following dates 30/09/25 and 29/01/2025
COM 18	Ward AIDS Committee meeting	Held on the 17&20th of February 2025

5.2.11 District Development Model (DDM)

The District Development Model (DDM), One Plan, One Budget, which aims to deal with the issue of lack of coherence in planning and implementation. In 2019, the President of South Africa, in his State of the Nation Address (SONA), intoduced this DDM.

The DDM adds on the White Paper on LG, which highlights the importance of LG in reconstructing local communities and environments as the foundation for a democratic, integrated, affluent, and truly non-racial society. On the basis of collaborative processes inside government as well as with communities and stakeholders, the outcome of One Plan for each place will be authorized and adopted by all three spheres of government. It will include the objectives, outcomes, duties and responsibilities, and commitments to which all spheres and departments, as well as partners, will be held accountable for prioritizing resources and delivering results.

The **Implementation of iLembe District Development Model Vision 2050**. "*By 2050, iLembe will be a sustainable, diverse growing economic hub providing social well-being and equity of access for all its citizens"*. ILembe District Municipality together with its local municpalities have adopted the DMM report dated 14 December 2022. The catalytic projects are also included in the report.

In the financial year 2024/2025 the iLembe Reviewed the DDM and this was adopted by all Municipal Councils in their respective local municipalites. On 29 May 2025 the Ndwedwe Council adopted the iLembe DDM Reviewed. Attached is a copy of the iLembe DDM as **Annexure A.**

5.2.11.1 District Development Model (DDM) IGR Structure

The DDM IGR Structure is used for Monitoring and Evaluation. The Ndwedwe Local Municipality together with all Local meets and reports quarterly at the District for the DDM IGR Engagements and also participates in the iLembe District DDM Cluster meetings. The Ndwedwe Local Municipality supports and will continue to support the iLembe District Municipality in the implementation of this model. The DDM is a standard agenda item making inputs to the District Mayors' Forum, which the Ndwedwe Municipality participates in.

5.2.12 International or "Twinning" Relations

Enterprise iLembe is an Economic Development Agency of the iLembe District Municipality mandated to drive economic development and promote trade and investment in the region. The mandate of the Agency is to promote Trade & Investment opportunities within its four municipalities with the following sectors: Agriculture, Tourism, Manufacturing and Services.

The philosophy that drives Enterprise iLembe is built on promoting a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool that will help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. This is reflected in the Industrial Development Strategy developed around the district. We think global and act local.

Enterprise iLembe is working hard towards ensuring that iLembe district together with its four local municipalities get involved in foreign cities to foster collaboration and cooperation. Enterprise iLembe is partnerships can cover various areas, including cultural exchange, economic development, and sharing best practices in municipal management.

5.3 Inter-Governmental Relations

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).

5.3.1 Inter-Governmental Relations (IGR)

Ndwedwe local municipality actively participates in a number of IGR forums. The municipality has a dedicated Public Participation Manager who oversees stake holder relations. And two Public Participation officers as IGR officers assisting with specific responsibility of IGR within their job description.

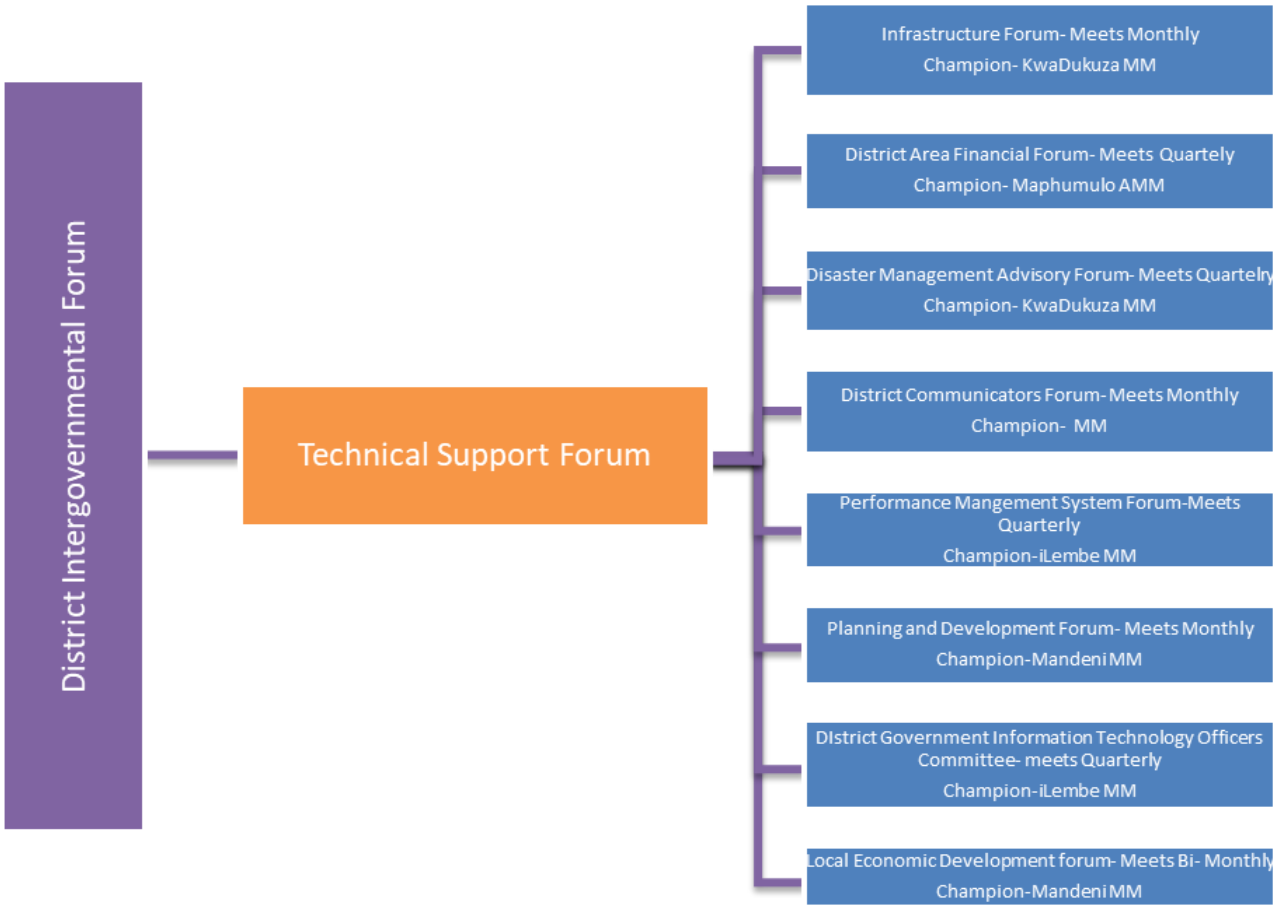
These structures/Forums on their meetings need to come up with solutions to problems. All sector departments within the municipality are fully represented in the IGR Forums. Any issues are reported to the Mayor's Forum who then report to their respective Councils.

Ndwedwe LM further has a committee called Rapid Response Team which investigates urgent matters arising pertaining service delivery in wards. Once such a matter is reported to the municipality, the task team assemblies and go to that ward/area affected and discuss it with the members of the community. The issues are pronounced by these 2 spheres of government, are deliberated in all the IGR Forums. In every Council sitting (once per month), IGR reports are fully tabled. To ensure specialty and functionality of IGR, the iLembe Family of Municipalities is guided by the IGR Act and has the established the IGR structures and classified them according to functions and authority. The IGR Structures are all operational as listed in in figure 14 below.
The Hubs are not municipal structures falling under municipal administration. They are accountable to national and Provincial CoGTA. They are inclusive and collaborative and thus steered by intergovernmental functions of the District Municipality. The Hubs are therefore not able to assume any powers, functions, responsibilities of the district in the implementation of the goals, objectives and Transformative Enablers projects of the One Plan. They will rather enable these powers and functions to be carried out more effectively through facilitating collaborative processes across all levels of government. The Hubs' powers and functions are dependent on the collaboration and operations of the respective Clusters within the District.

5.3.2 Establishment of IGR Structures within the District

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

Figure 14: iLembe Family of Municipalities IGR Structures



5.3.3 Operation of the IGR Structures within iLembe District Municipality

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 **Ndwedwe Local Municipality submits quarterly report**s to the District Intergovernmental Relations Forum. The reports to various committees of the Municipality are cascaded down to the district municipality in a more efficient manner. The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. Below are the reporting IGR structures.

Table 75: 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 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 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

5.3.4 Participation of Sector Departments in IGR Forums within the District

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

5.3.5 Discussion of Strategic Pronouncements from National and Provincial IGR Structures

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

5.3.6 Tabling of IGR Reports to Council

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

5.4 The Status of the Functional Ward Committees

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

The Local Municipality comprises of 19 wards that have fully functional wards committees. In total has 190 *Ward Committees Members*. The ward committees have already been established, and training has already been provided to capacitate them to be able to facilitate service delivery issues in their areas. They serve on various municipal forums, Sports, Housing, IDP Representative, Business Forum and LED forums which enhances strong community participation in all municipal programmes. The ward committees in the Municipality are largely functional and report on monthly basis with the support received by Municipality and KZN COGTA. Performance and monitoring of ward committees is over-seen by Public Participation unit, where each ward committee submits sectorial reports together with minutes monthly. The Ward Committees are highly functional and receive substantial out-of-pocket stipends an amount of R1 450 per month. The Ward committees' meetings and trainings are being monitored in the performance management system.

5.5 Ward Based Planning

The Municipality has developed 19 Ward-Based Plans for 2025/2026 financial year in consultation with the ward councillors, ward committee members and the community and all other affected stakeholders. It ensures that the budget is highly influenced by the needs of the community. In preparation of the fourth generation IDP a series of ward meetings/engagements took place to confirm wards-based community needs. All Ward-Based Plans of the 19 wards are considered in the IDP process. The Ward Based Plans for 2025/2026 financial year are attached at **Annexure G**.

5.5.1 IDP Ward Needs and Priorities for the 2025/2026 Financial Year.

The table below refer to the table below indicates Ward Priorities for financial year 2025/ 2026.

WARD 1	WARD	PRIORITY
CDC: Glendale, Hullets, Msonono and Tshepula	1	1
Access Roads: Tshepula and Ntubeni	1	2
Berea housing project (40)	1	3
Land	1	4
Mnsonono Creche	1	5
Housing: Msonono, Hullets and Parukapad	1	6
Ndaka Electricity	1	7
Glendale Cemetery	1	8
Nhlangwini Clinic	1	9
Electricity infills	1	10
Building of a High School (Nhlangwini)	1	11

Youth Computer Training	1	12
Library	1	13

WARD 2	WARD	PRIORTIY
Water and Sanitation	2	1
Nsuze sport field renovation	2	2
Housing (Phase 02)	2	3
Access Roads; Mwandla, Mhlongo, Nzuza; MazombeCibane; GcamuZinkawini, Sibhukudweni access roadand Maphumuloo access road.	2	4
Wewe clinic	2	5
Mabutho Hall	2	6
Nsuze Waterfall maintenance	2	7
Grazing Camp	2	8
Tourism Development	2	9
Agricultural Development	2	10
Youth Development	2	11
Skills Development	2	12
Co-operatives Support	2	13
Magxuma Tourism Site	2	14
Road: D1523, D2490, D1577- D1618	2	15
Gcwensa Creche	2	16
Electricity Infills	2	17
Dalibho sports field	2	18
Bhamshella Town Development	2	19
Waterfall	2	20
Maintenance of all DOT roads	2	21
WARD 3	**WARD**	**PRIORITY**
Mthombisa Access Road	3	1
Waterfall School access road	3	2
Sani access road	3	3
Housing	3	4
Land	3	5
Nyangaye Access Road	3	6
D394 Access Road	3	7
Mlandeleni CDC	3	8
Waterfall crèche	3	9
Waterfall camp fencing	3	10
Glendale camp fencing	3	11
KwaMagwaza cemetery	3	12
Glendale CDC renovation	3	13
Clinic	3	14
Waterfall community garden fencing	3	15
Glendale deepening tank	3	16
Agriculture: Village	3	17
College: Sewing Skills	3	18
L21 Access Road (Department of Transport)	3	19

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
Regravelling of Roads: Wollongo, Mathwala, Deda, Musgrave, Mkhomazi, Nmbithani and Sogidi, Myelela/Mkhomazi, Mseni and Skhotho road.	5	2
Electricity infills	5	3
Mkhomazi/Wolongo CDC	5	4
KwaDeda Modular Library	5	5
Housing: Mlamula Phase 2	5	6
Agricultural Co-operative Development	5	7
Deda Centre Renovations	5	8
Grounds- KwaDeda, Myelela, Qalakahle Master Lights	5	9
Grounds- Mahlabathibi, Syaphumula, Ngayiphi, Qalakahle Ground maintanance	5	10
WARD 6	**WARD**	**PRIORITY**
Bhamshela Multi-Functional Centre	6	1
Noordsberg multi-functional centre	6	2
Access Roads: Madwaleni access road Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhize, Phambela, Simunye,	6	3
Mahlabathini Sport ground	6	4
Water	6	5
Sanitation	6	6
Road: D1523 & D889	6	7
Agricultural Cooperation	6	8
SportGround: Qhubakahle	6	9
Matsheketsheni Primary School	6	10
Bhamshela Town Development	6	11
Electricity infill projects	6	12
Gobiqolo hall renovation	6	13
WARD 7	**WARD**	**PRIORITY**
Housing	7	1
Mwandla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road and eDiphini eNsuze	7	2
Electricity infills	7	3
eTsheni Bridge	7	4
Umzamo CDC fencing and Toilets upgrade	7	5
Sports Field: Hlalakahle & Mary Grey	7	6
Sthokozise Creche	7	7
Lightning conductor	7	8
Water and Sanitation Luthuli borehole & Gogovuma ngohlozi borehole	7	09

Luthuli Community Hall	7	10
Gogovuma Creche	7	11
Fencing gardens: Isinandi, Sinamuva, Xanyana, Faya, Senzokwethu farming and Siyazenzela youth farming	7	12
Regravelling of (D1617, D891 and D1629)	7	13
Zakhele Gym park	7	14
Clinic: Luthuli clinic	7	15
Zakhele Library	7	16
May Grey Signage and KwaVuma Senior citizen signage	7	17
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheelchair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza; Nduli; MMafumeyana; Nhlanhleni Dlamini; Ximba; Khoza; UNyazini; Dube Mdodi; KwaNgidi; ZilwayoKwaFaya; MandleyaMakhanya; Sto8, Dubeube KwaNgidi, uNyazi access road, Mlondi.	7	18
Hospice	7	19
eTsheni Tourism Development	7	20
WARD 8	**WARD**	**PRIORITY**
Water	8	1
Mhlali foot bridges	8	2
Mcathu CDC	8	3
Msengeni grazing camp	8	4
Access roadS	8	5
Mcathu foot bridge	8	6
Masakhane sports centre	8	7
Electricity phase 2 (infills)	8	8
Sanitation phase 1(Toilets)	8	9
Housing project	8	10
Mapholoba CDC	8	11
WARD 9	**WARD**	**PRIORITY**
Water (Montebello & Sbhengwini house Connections)	9	1
66 OSS Housing Project	9	2
P102 Tar Upgrade	9	3
Market Stalls (Montebello)	9	4
Ozwathini & Nhlangakazi CDCs	9	5
Bridges (Nhlangakazi & Sbhengwini)	9	6
Access roads (Qwaqwa, Goge, S'hlwini, Thusi, Sbhengwini and Cuber)	9	7
Nodwengu Phase 2 Housing Project	9	8
Sport Fields (Goge & Ozwathini)	9	9
Sanitation (Pit Toilets)	9	10
WARD 10	**WARD**	**PRIORITY**
Market Stalls (Magongolo renovations)	10	1
Electricity infills	10	2
Mini Factory	10	3
Housing	10	4
Water and Sanitation	10	5
Grazing Camp: Magongolo	10	6
Bridge D1603, L2931, D1517	10	7
Regravelling L1039, L1040, L2419, L2931 AND D160	10	8
Community Library	10	9
Sports field Dikwayo	10	10
New Dikwayo Access road of P714	10	11
Fencing Of Co-Operatives	10	12

Access Road Regravelling (Magongolo, Vilakazi)	10	13
Access Road (Magongolo, Esgodini) maintenance	10	14
Access Road (Magongolo to Dikwayo) maintenance	10	15
Creche: Magongolo	10	16
WARD 11	**WARD**	**PRIORITY**
Mayika Sport Ground	11	1
Access Roads: Nsimbini, Sanguphe, Slungwaneni, Dlamuka access road, D1509, D865, Mbuzazane and mathoba access road	11	2
Renovation of Matholamnyana Sportsground	11	3
Electricity	11	4
Water	11	5
Community Library	11	6
Mayika Community Hall	11	7
Mashiyamahle Community Hall	11	8
Matholamnyama bridge	11	9
Nkumbanyuswa and Qadi Housing project	11	10
Toilets/ sanitation	11	11
Nozandla Tourism	11	12
Co-operatives Support	11	13
Fencing of Community Gardens	11	14
WARD 12	**WARD**	**PRIORITY**
Bridges: Sokhulu, Khohlwa	12	1
Pedestrain bridge: Mgezengwana	12	2
Access roads: Engosini, Ekhohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase, MMhlongo, MpisiniKhuzwayo to Ngwenya, Mahube to P714	12	3
Halls: Sthupha, Ezibomvini Khohlwa hall, Nkwambase & Ngedleni	12	4
Regravelling: D849, Khohlwa to Hloniphani, Mfayela road, D1602, Weseli to Mbanyana and Slengeni to koNkosi	12	5
Sport fields: Ezibomvini, Ekhohlwa, Nkwambase, Hloniphani and Ngedleni & Mgezengwane	12	6
P715 Tar Road (From Cell C to Noodrburg Road)	12	7
Creches: Zibomvini, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	8
Mgqwayini Primary School	12	9
Tourism Development	12	10
Qadi Housing project	12	11
WARD 13	**WARD**	**PRIORITY**
Electricity infills	13	1
Sanitation (Toilet project)	13	2
Mgibandlala sport ground	13	3
Madlebe access road	13	4
Sisebenzile access road	13	5
Nhlabamkhosi access road	13	6
Mbeki to Jikeni tar road	13	7
Shange access road	13	8
Umsunduze Skills centre	13	9
WARD 14	**WARD**	**PRIORITY**
Ndodembi Bridge	14	1

building of Nompande Sports field; Pentecoste (Bhanoyi) sports field	14	2
Electricity infill	14	3
Toilets infill (Sanitation)	14	4
Access roads; Bhanoyi Road; Makhathini access road; Ezindlovni -Jele Road Bhethemu Road and Red devil access road.	14	5
Emthebeni Creche; nompande creche	14	6
Mdada Bridge, mthebeni Bridge	14	7
Renovation of Nduli sports field	14	8
Mthebeni Bridge	14	9
Mthebeni skill centre renovation (electricity; water and sanitation and chairs)	14	10
Clinic Mthebeni VD	14	11
School (Msunduze/ Bhanoyi)	14	12
Fencing of cooperatives (Agriculture)	14	13
Tier road (Mkhabela to Oarkford) Transport	14	14
Khumalo Road	14	15
WARD 15	**WARD**	**PRIORITY**
Ndwedwe central indoor sport centre	15	1
Mzokhulayo Development Centre	15	2
Type 1,2,3 Electricity Infills	15	3
Roads: Damini Road, Shakavillage Tar Road, Mpungeni road next to Ngcamu and Mzileni road.	15	4
Cemetery Road- Nyongwane, Ngwane road, Mzileni and Madimeni road	15	5
Mona Sport Field and Kwa-Langa sport field	15	6
Mpungeni crèche, Madimeni crèche and Nombhedo creche	15	7
Nkumbanyuswa housing project	15	8
Swimming Pool Academy	15	9
Water	15	10
WARD 16	**WARD**	**PRIORITY**
Spring water and boreholes in all VD's	16	1
MAINTANANCE OF ALL ROADS: **MKHUMBUZI VD ACCESS ROAD** (Mbayakhona, Mtatengana/ Ziphutha, Hoqweni/ Khubisa/Nzama, and Nkanini access road). **MADUNA VD ACCESS ROAD** (Gade, Mnyameni, Ndaka, and Mnamane). **MSILILI OR GCINIMFUNDO ACCESS ROAD** (Mdanyana, Msilili, Msele, Mgezanyoni, Qalimfundo, and Khuzwayo access road). **SONTSHENGE VD ACCESS ROAD** (Nonoti, Mqhawe, Lisho, Diphini, T.C access, Madondo and Cibane access road). **MAKHAZINI VD ACCESS ROAD** (Amatata, Mubi, Mbambo, Mdayi, Vimbulelalo, Mbukubha, Gcabashe and Nzama access road) **WOSIYANE VD ACCESS ROADS** (Mashiza, Ngotshe, Dlayejwana, Wosiyane, Wosiyane court, and Nasane access road) **TENDENI VD ACCESS ROAD** (Msombuluko, Tendeni, Sokesimbone, mabasa& Nzama, Ngwane). **GWENI VD ACCESS ROADS** (Zuleka, Gweni, Sihle, Stha, Menyane0. **GOSPEL VD ACCESS ROAD** (Gospel 3 access road)	16	2
Sanitation project	16	3
Electrification	16	4
Housing project	16	5
Maintenance of sport fields	16	6
Maintenance of CDC's and Community Halls	16	7
Ndaka access road to uqeko bridge regravelling and enlarged	16	8
Msilili bridge	16	9
Hoqweni bridge crossway- Mqeku and Nhlambamasoka bridge	16	10

Mnyameni bridge crossway	16	11
Network connection	16	12
Nsele Bridge	16	13
WARD 17	**WARD**	**PRIORITY**
Water	17	1
Road: P716, L1042, D1543 and D3826	17	2
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	3
Access Roads: Maganini, Mzunga, Emathankini and Ndimande	17	4
Meme Dipping Tank	17	5
Mbayini Sport Centre	17	6
Streetlights	17	7
Type 2 Electricity	17	8
Network connection	17	9
Maintenance of Springs	17	10
Fencing of Gardens	17	11
Toilets	17	12
Khumalo Sport Ground	17	13
Ezimpondweni Grazing Camp	17	14
LED Lights	17	15
Mbuyeni Clinic	17	16
Toilets	17	17
Housing	17	18
Maphofu bridge	17	19
WARD 18	**WARD**	**PRIORITY**
New village CDC	18	1
Electricity	18	2
Water	18	3
Housing	18	4
KwaLoshe Game Reserve	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: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
D1514 Road	18	18

WARD 19	**WARD**	**PRIORITY**
Electricity Infill's	19	1
Housing	19	2
Grazing Camps	19	3
Agricultural projects Co-operative Support	19	4

Access Roads regravelling- schools: Zubane, Nhlangano, Nobantu/ Manzini, Bhekamafa, Vulela	19	5
New altanative road (HOMISI)	19	6
Mantshunguntshu Road and Bridge	19	7
Halls: Simamane, Mkhukhuze, Mahedeni and Zubane hall	19	8
Creches: Snothando, Mantingwane, Thandolwethu and Sbusisiwe Community creche	19	
kwaHlophe Sport Centre	19	10
Mkhukhuze, homisi and sgedleni high master lights	19	11
P102 Tar Road	19	12
Mkhukhuze Market	19	13
Water and Sanitation	19	14
Phewa Road regravelling and KwaCebekhulu	19	15
Ndiyazi Sportfield, KwaHlophe, Mkhukhuze, Mangangeni Sportfield	19	16
Mahedeni creche/hall renovation	19	17
Sgedleni and Mkhukhuze Master Light	19	18
Renovation of Mangangeni Clinic	19	19
Esgedleni hall renovation	19	20

5.6 Participation of Amakhosi in Council Meetings

According to Section 81 of the Municipal Structures Act states that Traditional authorities that traditionally observe a system of customary law in a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the Council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the Council currently we have **two (2) Amakhosi's attending** Council and Strategic Planning sessions. They names are **Inkosi S Khumalo and Inkhosi TP Nkosi.** Attendance register is attached as an in a folder.

The following table below indicates the number of the Council meetings and municipal development activities/events where in the traditional leaders (Amakhosi) attended.

Table 76: Attendance by the Traditional Leaders (Amakhosi) at Council Meetings/Development Programmes

Purpose	VENUE	Attendance	TIME	DATE
Council Meetings	NLM	Traditional Leaders/Amakhosi Inkosi S Khumalo and Inkhosi TP Nkosi. All Councillors MANCO	10H00	27 February 2025
Workshop Strategic Planning Session	Sani Pass, Underberg in Drakensberg	Traditional Leaders/Amakhosi Inkosi S Khumalo and Inkhosi TP Nkosi. Councillors and MANCO	08H00	04-07 March 2025

Attendance by the Traditional Leaders (Amakhosi) at Council Meetings/IDP/Budget Development Programmes

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, the Municipality conducted community road shows were conducted in October and November 2024. To finalise the IDP and Budget Imbizos will be held in April 2025. The venues for these meetings were conducted and publicized through the media.

Table 71: Mayoral IDP Imbizo/Engagement Meetings and Related Activities 2025/2026 financial year

NO.	DATE	TIME	VENUE	WARD
01	04 Nov 2024	10:00 AM	Ntubeni Hall	01
02	08 Nov 2024	10:00 AM	Chibini Hall	04
03	11 Nov 2024	10:00 AM	Hlalakahle CDC	07
04	13 Nov 2024	10:00 AM	Mayelisweni Hall	09
05	15 Nov 2024	10:00 AM	Nkumbanyuswa TC Hall	10
06	18 Nov 2024	10:00 AM	Ntaphuka CDC	13
07	20 Nov 2024	10:00 AM	Pentecost Hall	14
08	22 Nov 2024	10:00 AM	Cibane Hall	16
09	25 Nov 2024	10:00 AM	Kwakhumalo TC Hall	17
10	27 Nov 2024	10:00 AM	Nambithani Hall	05
11	25 October 2024	10:00AM	Speakers Imbizo Emsengeni CDC Ward 08	04
12	26 March 2025	10h00	IDP Representative Forum Johny Makhathini Hall	15
13	14 April 2025	10h00	Mayoral IDP and Budget Imbizo	02
14	15 April 2025	10h00	Mayoral IDP and Budget Imbizo	06
15	17 April 2025	10h00	Mayoral IDP and Budget Imbizo	12

Table 72: Mayoral IDP Imbizo Community Issues and Needs

Ward No.	Community Issues and Needs
ALL	• Water
	• Sanitation
	• Electricity infills
	• Access roads
	• New Schools
	• RDP Housing
	• Transportation for Scholars/Learners
	• Crime
	• Poor Health services in Clinics

The 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 (Town). There are 18 Traditional Leaders the list has been provided below with contact details as follows:

Table 77: Traditional Leaders

AMAKHOSI ASENDWEDWE	
INKOSI'S NAME	CELL NUMBER
INkosi M Chili of KwaChili TC	078165 8342
INkosi Thulani P Cibane of KwaCibane TC	079-800-1733
INkosi MN Ndimande of Nsuze-Gcwensa TC	072-840-7568
INkosi BV Hlophe of KwaHlophe TC	078-332-4393
INkosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi)	076-320-8266
INkosi L Magwaza of KwaMagwaza	072-514-4794
INkosi VT Ngcobo of eMalangeni TC	084-411-5185
INkosi M.N Ndimande of Gcwensa TC	082-281 0291
INkosi MM Ngcobo Mlamula TC	076-786-0839
INkosi MA Ngcobo Mavela TC	073-317-1514
INkosi MW Qwabe Qwabe TC	073-060-0379
Inkosi BM KwaLuthuli TC	072-431-1214
Induna NP Zungu – on behalf of eMangangeni Traditional Council	0824383600
INkosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council	071-497-2036
INkosi B.M Ngcobo of Nodwengu Traditional Council	079-117-4053
INkosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall)	072-803-9669
INkosi R Nzama of Wosiyane Traditional Council	078-265-5545
Inkosi ZN Shangase Traditional Council	069 326 5102
Inkosi M Ngcobo Iqadi Traditional Council Induna ME Mdima	083-215-8012 078-479-9158

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

Table 78: Contact Details of EmaQadini Traditional Authority

	EMaQadini Traditional Council Induna Mdima AMaQadi Secretary This one has a section in Ndwedwe and eThekwini, but Induna sits on behalf of INkosi	 078-479-9158 079-236-6012

5.7 Establishment of IDP Steering Committee

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

The IDP Steering Committee is composed of the following official:

- Municipal Manager
- Senior Managers
- Management Committee

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

- Consultants (if appointed)
- Sector Departments

5.8 Functionality of the Management Structures

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

5.8.1 Extended Management Committee

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

5.8.2 Council Sittings

The Council of the 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.

Table 79: The Roles and Responsibilities of the Council, EXCO and Other Committees

Council	The Municipality Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.

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

Table 80: Ward Councillors

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

NDWEDWE LOCAL MUNICIPALITY PR COUNCILLORS 2021-2026

Table 81: PR Councillors

PR CLLR	Councillor Name & Surname	Gender	Political Party
PR CLLR	Mnqobi Lancelot Sibiya	Male	DA

PR CLLR	Nonhlanhla Fortunate Makhanya	Female	EFF
PR CLLR	Wilfred Mcebiseni Makhanya (EXCO)	Male	EFF
PR CLLR	Maureen Thulisile Khuzwayo	Female	EFF
PR CLLR	Japan Luthuli	Male	IFP
PR CLLR	Vukani Christopher Shangase	Male	IFP
PR CLLR	Goodman Khonzuyise Ngidi (EXCO)	Male	ANC
PR CLLR	Nosihle Precious Simelane	Female	ANC
PR CLLR	Sabelo Busani Mfayela	Male	IFP
PR CLLR	Samson Muziwelanga Sishi	Male	IFP
PR CLLR	Zandile Sandy Thoolsi (Deputy Mayor)	Female	ANC
PR CLLR	Zamani Phumelele Magwaza	Female	IFP
PR CLLR	Elias Sazi Mthiya	Male	AFR
PR CLLR	Rejoice Thabisile Nkwanyana (EXCO)	Female	IFP
PR CLLR	Mhlengi Clifford Shangase	Male	EFF
PR CLLR	Elsie Bathokozile Ntuli	Female	AIC
PR CLLR	Mbukiswane Vincent Phewa	Male	IFP
PR CLLR	Nombuso Yvonne Mlotshwa	Female	IFP

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

To ensure compliance with the legislative requirement that the Council meet at least quarterly, however the Council can meet at any time to consider special items on the agenda. However, to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months. It has otherwise delegated to its Executive Committee power to exercise all powers of the Council in respect of matters not specifically excluded from delegation in terms of Section 160 (2) of the Constitution and Section 59 of the Systems Act.

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

5.8.3 The Executive Committee

Municipality has established an Executive Committee consisting of seven Councillors. Although the way the composition of the Executive Committees should be determined is not prescribed by legislation, when establishing the Executive Committee, the Council was mindful of the provisions of Section 160(8) of the Constitution of the Republic of South Africa. In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted based on proportional representation. The Executive Committee holds ordinary meetings once a month with additional special meetings convened as and when necessary.

5.9 Communication Plan/Strategy for Public Participation

The Municipality has reviewed its Communication Plan, and it was adopted by the Council in March 2023 for implementation in 2024/2025 financial year. The strategic mission of the Public Participation Unit to enable the political office bearers to fulfil their constitutional functions and electoral mandate by:

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

The Municipality has reviewed the Public Participation Strategy; the strategy will be adopted by Council end of June 2023. 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

5.9.1 Public Participation and Communication Structures

The Ndwedwe Municipality does not have a Communication Plan; however, the public participation Strategy has been prepared and will be adopted end of June 2024. Currently, the municipality conducts its public participation through the following structures:

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

over the years. The challenge remains on the part of the government departments and SOEs to honour invitations.

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

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

Ward Committees: since the establishment of the Ward Committees by the Office of the Speaker, there has been a considerable improvement in the functioning of these structures. The Speaker's Office is currently considering making a serious performance audit of these structures. This would ensure that planned meetings are held and that there is great interaction between the community members and the committee, and that Traditional Councils are effectively engaged for greater participation. All wards in have their Ward Committees which are functional. These forums sit once a month. This structure reports to the ward Councillor, and the information is escalated to the Municipality.

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

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

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

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

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

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

5.9.2 Public Participation Meeting During IDP Process

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

Table 74: IDP Mayoral IDP/Budget Imbizo Dates

NO.	DATE	TIME	VENUE	WARD
01	04 Nov 2024	10:00 AM	Ntubeni Hall	01
02	08 Nov 2024	10:00 AM	Chibini Hall	04
03	11 Nov 2024	10:00 AM	Hlalakahle CDC	07
04	13 Nov 2024	10:00 AM	Mayelisweni Hall	09
05	15 Nov 2024	10:00 AM	Nkumbanyuswa TC Hall	10
06	18 Nov 2024	10:00 AM	Ntaphuka CDC	13
07	20 Nov 2024	10:00 AM	Pentecost Hall	14
08	22 Nov 2024	10:00 AM	Cibane Hall	16
09	25 Nov 2024	10:00 AM	Kwakhumalo TC Hall	17
10	27 Nov 2024	10:00 AM	Nambithani Hall	05
11	25 October 2024	10:00AM	Speakers Imbizo Emsengeni CDC Ward 08	04
12	26 March 2025	10h00	IDP Representative Forum Johny Makhathini Hall	15
13	14 April 2025	10h00	Mayoral IDP and Budget Imbizo	02
14	15 April 2025	10h00	Mayoral IDP and Budget Imbizo	06
15	17 April 2025	10h00	Mayoral IDP and Budget Imbizo	12

Table 75: Mayoral IDP Imbizo Community Issues and Needs

Ward No.	Community Issues and Needs
ALL	• Water
	• Sanitation
	• Electricity infills
	• Access roads
	• New Schools
	• RDP Housing
	• Transportation for Scholars/Learners
	• Crime
	• Poor Health services in Clinics

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

5.10 The Internal Audit Unit and Audit/Performance Committees

5.10.1 Functionality of the Internal Audit Unit

The Municipality has established the Internal Audit Unit according to Section 165 of the Municipal Finance Management Act No 56 of 2003. The Internal Audit Unit is fully operational with the Internal Audit Manager, one Intern and the Service Provider in place. Bonakude has been appointed by the municipality to assist the municipality with the internal audit services as per sub-section (3) which stipulates that the municipality may outsource the services if the municipality requires assistance to develop its internal capacity. The Internal Audit unit reports to the Audit and Performance Committee and performs the following function:

a) prepare a risk-based audit plan and an internal audit program for each financial year.
b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to—

i. internal audit.
ii. internal controls.
iii. accounting procedures and practices.
iv. risk and risk management.
v. performance management.
vi. loss control; and

c) perform such other duties as may be assigned to it by the accounting officer".

The Internal Audit Service Provider Bonakude has been appointed to provide support to the municipality Internal Audit Unit for a period of three years, and they started in August 2022 to July 2025. An Internal Audit Charter, three years roll out and a risk based internal audit plan are prepared and/or reviewed and approved by the Audit Committee each financial year. The Unit functions in accordance with the Internal Audit Charter – it reports administratively directly to the Municipal Manager and functionally to the Audit and Performance Committee.

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

5.10.2 Audit Committee and Performance Audit Committee

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

According to Section 166 of the MFMA requires each municipality to have an audit committee. The audit committee is an independent advisory body which must:

Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of a municipal entity, on matters relating to

a) internal financial control and internal audits.
b) risk management.
c) accounting policies.
d) the adequacy, reliability and accuracy of financial reporting and information.
e) performance management.
f) effective governance.
g) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.
h) performance evaluation; and
i) any other issues referred to it by the municipality or municipal entity.

Review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation;

Respond to the municipal council on any issues raised by the Auditor-General in the audit report; Carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and

Perform such other functions as may be prescribed.

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

The Municipality has combined performance and the normal audit committee into a single structure. All audit and Performance Committee Members and the Chairperson are independent and non-executive consisting of members all appointed from outside of the political and administrative structure of the Municipality. The Audit and Performance Committee Chairperson and the Members are all suitably qualified and function in accordance with the Audit and Performance Committee Charter that is annually renewal and approved by Council.

The Annual Work Plan is also reviewed and approved by the Committee annually and monitored quarterly. The Committee meets quarterly or as when is specially required. The Chairperson has a standing invitee in attending the Municipal Public Accounts Committee and reports quarterly to Municipal Council.

Table 82: Current Audit Committee and Performance Committee Members

No.	MEMBER	DESIGNATION	GENDER	DURATION
1	Mr RM Mbanjwa	Chairperson	Male	27/08/2021 TO 26/07/2025
2	Mr TG Simelane	Member	Male	27/08/2021 TO 26/07/2025
3	Mr BEM Khuzwayo	Member	Male	27/08/2021 TO 26/07/2025
4	Prof TI Nzimakwe	Member	Male	01/09/2023 TO 31/08/2025
5	Ms CS Mhlongo	Member	Female	01/09/2023 TO 31/08/2025

The municipality acknowledges the findings and recommendations of the Auditor General (AG) made in respect of the 2023/2024 financial year and Auditor General's Audit Report is attached as an annexure. The comments were helpful to enrich the process towards the compilation and content of this IDP. An Auditor General action plan has been developed to address all issues raised in the Audit Outcomes Report and the Auditor General Action Plan is attached as an annexure.

5.10.3 Municipal Public Accounts Committee (MPAC)

Following the guidelines of the Department of Co-operative Governance and Traditional Affairs, the municipality has established a Municipal Public Accounts Committee. The Committee consists of 10 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 Municipal Public Accounts Committee Terms of Refence together with the Annual Working Plan was reviewed and adopted by the Council. The Municipal Public Accounts Committee Chairperson has a standing invite to the Municipal Audit and Performance Committee and the

The main purpose of the MPAC is to exercise oversight over the executive functionaries of Council and to ensure good governance in the municipality. The Committee examines any audit reports issued by the Auditor General on the affairs of the Municipality 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, 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.

5.11 Enterprise Risk Management (ERM)

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

The Municipality has established the Risk Management Unit, and it is fully operational. The Risk and Compliance Manager has been appointed by the municipality. A Risk Management Committee has been established, and the Independent Chairperson has been appointed to aid the municipality starting from August 2022 ending July 2025.

5.11.1 Functioning of the Risk Management Committee

The Risk Management Committee functions as per the Risk Management Charter that is reviewed annually and approved the Municipal Manager. The Annual Implementation Plan gets reviewed and by the Committee annually. The RMC Committee meets quarterly, and the Chairperson of the Risk Management Committee reports to the Audit and Performance Committee quarterly.

Table 83: Risk Management Committee Members

No.	MEMBER	DESIGNATION	GENDER
1	Miss Z Lugongolo	Independent Chairperson	Female
2	Mr DSG Khuzwayo	Municipal Manager	Male
3	Mr NXE Hlekwane	CFO	Male
4	Ms Z Khuluse	Acting Director: EDP	Female
5	Mr N Nkanyiso Mkhwanazi	Acting Director: Community and Social Services	Male
6	Ms T Motaung	Director: Corporate	Female
7	Mr DH Mzolo	Director: Technical	Male
8	Mr T Mlaba	Manager: Risk and Compliance	Male

Table 84: Risk Management Champions

No.	MEMBER	DESIGNATION	GENDER
1	Mr T Ngiba	Manager: Disaster Management	Male
2	Mr S Ngidi	Manager: Budget and Reporting	Male
3	Ms Z Khuluse	Acting Director: ED	Female
4	Mr F Luthuli	Manager: Public Works	Female
5	Ms T Motaung	Director: Corporate	Female

Table 85: Risk Management Committee- Standing Invites

No.	MEMBER	DESIGNATION	GENDER
1	Mr S Mthembu	Manager: ICT	Male
2	Mrs L Naidoo	Manager: PMS and IDP	Male
3	Ms B Zulu	Manager: Internal Audit	Female
4	Mr T Mlaba	Manager: Risk and Compliance	Male

5.11.2 The Risks Registers

The 2025/2026 financial risk assessment will be conducted by the Municipality inhouse and only ICT Risk Assessment will be assisted by the KZN Provincial Treasury. Strategic, Fraud, ICT and Operational Risk Registers will be compiled and presented to the Risk Management Committee for review, tabled to Exco for review and approval. The Risk Registers will also be tabled to Audit & Performance Committee for noting.

5.11.3 Anti-Fraud and Anti-Corruption Strategy

The Municipality has an Anti-Corruption and Fraud Prevention Strategy in place. The Draft strategy was reviewed with other Council plans and policies and was approved by Council in March 2024 and will be approved and adopted at Council by end of this current financial year. A copy of the Anti-Corruption and Fraud Prevention Strategy is attached as an annexure for ease of reference. The Municipality's Anti-Corruption and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. The Municipality shares the Whistle Blowing/ Hotline Services with iLembe District Municipality and with another local municipality falls under iLembe District Municipality.

Note the below Risk Policies has been presented to Council and adopted 29 May 2025.

Table 86: Risk Management Policies

No.	POLICY	LAST APPROVED BY COUNCIL
1	ERM Framework	
2	ERM Policy	
3	Fraud Prevention Strategy	
4	Anti- Fraud and Corruption Policy	
5	Whistle Blowing/ Hotline Policy	
6	Loss Control and Prevention Management Policy	
7	Conflict of Interest policy	
8	Acceptance/Giving of Gifts, Donations and Sponsorship Policy	

5.12 Municipal Public Accounts Committee (MPAC)

Following the guidelines of the Department of Co-operative Governance and Traditional Affairs, the municipality has established a Municipal Public Accounts Committee. The Committee consists of 7 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 Municipal Public Accounts Committee Terms of Refence together with the Annual Working Plan was reviewed and adopted by the Council. The Municipal Public Accounts Committee Chairperson has a standing invite to the Municipal Audit and Performance Committee and the
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.

5.13 Comprehensive List of Council Adopted Policies and Plans

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 Policies are in place.

Table 87: Adopted Plans, Policies/ Procedures for the Municipality

Name of Directorate	Name of Policy	Draft	Date of adoption	Council resolution Number
Corporate Services	Records Management Policy		28 April 2011	NDW:25/04/11
	Telephone Management Policy		15 December 2024	
	Fleet Management Policy		14 August 2024	NDW:86/10/24
	Wellness Management Policy		14 August 2024	NDW:86/10/24
	Bereavement Policy	27 March 2025	29 May 2025	NDW47/05/25
	Bursary Policy		14 August 2024	NDW: 86/10/24
	Recruitment Policy		3 July 2023	NDW: 31/08/23
	Staff retention policy		14 August 2024	NDW:86/10/24
	Acting Policy	27 March 2025	29 May 2025	NDW47/05/25
	Performance Management Policy		03 July 2023	NDW: 31/08/23
	Recruitment and Selection for Senior Managers		14 August 2024	NDW:86/10/24
	Internship Policy		13 December 2015	NDW:60/12/12

	Backup Policy		28 May 2015	NDW 33/05/15
	Subsistence and travelling allowance for councilors and officials		14 August 2024	NDW:86/10/24
	Overtime policy		14 August 2024	NDW:86/10/24
	Leave Policy	27 March 2025	29 May 2025	NDW47/05/25
	Leave Encashment Policy		14 August 2024	NDW:86/10/24
	Cellphone/Headset		09 December 2015	NDW70/12/15
	IPMDS Policy	27 March 2025	29 May 2025	NDW47/05/25
	Placement Policy		14 August 2024	NDW:86/10/24
	OHS Policy		14 August 2024	NDW 86/10/24
	PAIA Manual		29 May 2025	NDW47/05/25
	POPIA Manual		29 May 2025	NDW47/05/25
	Training and Development Policy		14 August 2024	NDW86/10/24
	Car Allowance Policy		14 August 2024	NDW:86/10/24
ICT	Firewall Policy		14 August 2024	NDW:86/10.24
	Change Management Policy		14 August 2024	NDW:86/10/24
	ICT Helpdesk Policy		14 August 2024	NDW:86/10/24
	Patch Management Policy		14 August 2024	NDW:86/10/24
	ICT Project and Portfolio Management Framework		14 August 2024	NDW:86/10/24
	5 Year Master Plan System Plan		14 August 2024	NDW:86/10/24
	Ndwedwe Corporate Governance ICT Framework		14 August 2024	NDW:86/10/24
	ICT Steering Committee Charter		14 August 2024	NDW:86/10/24
	ICT Service Level Agreement Management Policy		14 August 2024	NDW:86/10/24
	3 Year ICT Strategic Plan		14 August 2024	NDW:86/10/24

	Anti- Virus Policy		14 August 2024	NDW:86/10/24
	ICT Security Control Policy		14 August 2024	NDW:86/10/24
	ICT User Access Management		14 August 2024	NDW:86/10.24
	ICT Disaster Recovery Policy		14 August 2024	NDW:86/10/24
	ICT Data Backup		14 August 2024	NDW:86/10/24
	Standard Operating		14 August 2024	NDW:86/10/24
	Hardware and Software Standardization		14 August 2024	NDW:86/10/24
EDP	Updated Led Strategy			N/A
	Agricultural Sector Plan			N/A
	SDP - 2024		14 August 2024	NDW 86/10/24
	Housing Sector Plan		14 August 2024	NDW 86/10/24
	Informal economic policy		14 August 2024	NDW 86/10/24
	Land Use Management Systems			
Municipal Manager's Office	Ward Committee Policy		11 June 2011	N/A
	Acceptance and gift, donation and sponsorship register		14 August 2024	NDW:86/10/24
	Acceptance and giving gifts, Donation and sponsorship policy		14 August 2024	NDW:86/10/24
	Anti – Fraud and corruption strategy		14 August 2024	NDW:86/10/24
	Conflict of interest management Policy		14 August 2024	NDW:86/10/24
	Conflict of interest register			
	Loss Prevention		23 July 2023	NDW:07/08/23
	Whistle Blowing Policy		14 August 2024	NDW:86/10/24
	Complaints Management Policy		23 July 2023	NDW:07/08/23
	Risk Management Policy		14 August 2024	NDW:86/10/24

	Fraud and Prevention Policy		14 August 2024	NDW:86/10/24
Community Services	Climate Change Disaster		23 July 2023	NDW:07/08/23
	Indigent Pauper Burial		23 July 2023	NDW:07/08/23
	Draft Fire Safety by Laws	23 July 2023		NDW:07/08/23
	Fire Service Trademark		23 July 2023	NDW:07/08/23
	Disaster Management Plan		14 August 2024	NDW:86/10/24
	Cemetery Feasibility Study		14 August 2024	
	NLM Winter season contingency plan	27 March 2025	29 May 2025	NDW47/05/25
	Disaster Management Sector Plan	27 March 2025	29 May 2025	NDW47/05/25
	Indigent Policy	27 March 2025	29 May 2025	NDW47/05/25
	Community and Facilities management		14 August 2024	NDW:86/10/24
	Summer season contingency plan		14 August 2024	NDW:86/10/24
Finance	Assets Management Policy	27 March 2025	29 May 2025	NDW47/05/25
	Budget and virement Policy		29 May 2025	NDW 31/05/2023
	Final Tariffs Policy		29 May 2025	NDW 31/05/2023
	Credit Control & Debt Collection		29 May 2025	NDW 31/05/2023
	Municipal Property Rates Act Policy			
	Final Rates Management By-Laws	27 March 2025	29 May 2025	NDW 31/05/2023
	Final Supply Chain Management Policy		29 May 2025	NDW47/05/25
	Cash Management and Investment Policy		29 May 2023	NDW31/05/2023
	Inventory Management Policy	27 March 2025	29 May 2025	NDW47/05/25

Technical Services	Project Management Policy Expanded Public Works Programme (EPWP) Policy Standard Operating Procedure	7 March 2025	29 May 2025	NDW47/05/25
Public Participation Management Policy	Complaints Management policy			
	Public participation policy		14 August 2024	NDW:86/10/24
	Public Participation policy		14 August 2024	NDW:86/10/24
	Ward Committee election and operations policy		14 August 2024	NDW:86/10/24
Communications	Communications Policy		14 August 2024	NDW:86/10/24

5.13.1 By-Laws

A list of By-Laws is in place.

Table 88: List of By-Laws

Name of By-Laws	Completed	Reviewed
SPLUMA By-Laws	100%	Yes. 31 March 2023
Final Rates Management By-Laws	100%	22 May 2024
Fire and Safety By-Laws	100%	22 May 2024

5.14 Municipal Bid Committees

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

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

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

Table 89: Bid Specialisation Committee Members

BID SPECIFICATION COMMITTEE
LIZIWE MHATU (CHAIRPERSON)
SIYABONGA NYOKA
STHEMBILE MNGADI (SCRIBER)
NOKUKHANYA NGOBESE (SCM)
CHRIS KHOZA
AKHONA NGCOBO

Table 90: Bid Evaluation Committee Members

BID EVALUATION COMMITTEE
SANELE MTHEMBU (CHAIRPERSON)
THULILE FAYA (SCRIBER)
MZOKHONA MKWANAZI
RICHARD MTHOMBO
BONGILE NDLOVU (SCM)
SEBENZILE NGUBANE
NOKULUNGA MTSHALI (SCRIBER)
SAKHISENI GUMEDE

Table 91: Bid Adjudication Committee Members

BID ADJUDICATION COMMITTEE
XOLANI HLEKWANE (CHAIRPERSON)
DUMISANI MZOLO
LIZIWE MHATU
ZEMPILO KHULUSE
MATI NKABINDE (SCM)
PHUMZILE MBONAMBI
BABONGILE NGCOBO (SCRIBER)

5.15 Municipal Public Accounts Committee (MPAC)

Following the guidelines of the Department of Co-operative Governance and Traditional Affairs the 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 10 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.

5.16 The Constitution of Portfolio Committees

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

- Financial Services Portfolio Committee.
- Infrastructure and Technical Portfolio Committee.
- Economic Development and Planning Portfolio Committee.
- Human Resource and Local Public Administration
- Community and Social Services Portfolio Committee

Table 92: List of Portfolio members

FINANCE PORTFOLIO COMMITTEE	HUMAN RESOURCE AND LOCAL PUBLIC ADMINISTRATION
Hon. Mayor Cllr SZ Mfeka Chairperson ANC	Cllr M W Makhanya: Chairperson EFF
Cllr S Mhlongo ANC	Councillor PS Shezi IFP
Cllr NDC Maphumulo ANC	Cllr J Luthuli IFP
Cllr ZP Ngwane ANC	Cllr VC Shangase IFP
Cllr SS Bhengu ANC	Cllr N P Simelane ANC
Cllr L M Sibiya DA	Cllr CS Mbhele ANC
Cllr SM Sishi IFP	Cllr TP Nkwakhwa ANC
Cllr Z P Magwaza IFP	Cllr NC Chamane ANC
Cllr RS Hlophe IFP	Cllr S Mhlongo ANC
Cllr MT Khuzwayo EFF	Cllr MM Khuzwayo ANC
INkosi S Khumalo	
Dir responsible: CFO Mr XNE Hlekwane	iNkosi TP Cibane
	Director responsible: Dir TP Motaung
INFRASTRUCTURE AND TECHNICAL SERVICES	ECONOMIC DEVELOPMENT AND PLANNING
Councillor NN Ntetha: Chairperson: ANC	Councillor ZS Thoolsi chairperson ANC
Cllr NDC Maphumulo: ANC	Cllr LM Ndlovu ANC
Cllr SE Dladla ANC	Cllr SM Mthethwa ANC
Cllr SM Mthethwa ANC	Cllr CS Mbhele ANC
Cllr T P Nkwakhwa ANC	Cllr MM Khuzwayo ANC
Cllr ES Mthiya AFR	Cllr ES Mthiya AFR
Cllr SB Mfayela IFP	Cllr RT Nkwanyana IFP
Cllr ES Khuzwayo IFP	Cllr MV Phewa IFP
Cllr RS Hlophe IFP	Cllr VC Shangase IFP
Cllr M Makhanya EFF	Cllr N Makhanya EFF
iNkosi Khumalo	iNkosi TP Cibane
Dir responsible: Dir Technical Services: Mr. D H Mzolo	Dir responsible: Vacant (Acting Dir EDP) Ms Z Khuluse

COMMUNITY AND SOCIAL SERVICES		MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	
Councillor GK Ngidi Chairperson:	ANC	Cllr ZW Khoza Chairperson:	ANC
Cllr NP Simelane	ANC	Cllr EN Dladla	ANC
Cllr NC Chamane	ANC	Cllr ES Mthiya	AFR
Cllr SS Bhengu	ANC	Cllr T P Nkwakhwa	ANC
Cllr NDC Maphumulo	ANC	Cllr LS Moahloli	ANC
Cllr E B Ntuli	AIC	Cllr MV Phewa	IFP
Cllr MV Phewa	IFP	Cllr SB Mfayela	IFP
Cllr RS Hlophe	IFP	Cllr NY Mlotshwa	IFP
Cllr RT Nkwanyana	IFP	Cllr MC Shangase	EFF
Cllr T Khuzwayo	EFF	Cllr LM Ndlovu	ANC
iNkosi Cibane			
Dir responsible: Vacant (Acting Dir Community Services) Mr N Mkhwanazi		Manager responsible: Office of the MM	

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.

5.16.1 Sub-Committees

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

- Budget Committee.
- Local Labour Forum.
- Youth Sub-Committee
- Gender Subcommittee
- Women's Caucus

5.17 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, and Mandeni local municipalities. Membership is comprised as follows:

Table 93: Internal Members of the JMPT

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

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

5.18 Good Governance & Public Participation: SWOT Analysis

Table 94: Good Governance and Public Participation SWOT Analysis

GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Full Buy-in, cooperation and meeting targets by Management. ▪ Filling of all Senior Managers posts (Depts. will be fully functional in performing PMS/IDP activities). ▪ Availability of the Internal auditors, Auditor General, Audit Committee that ensures PMS reports are credible through their reviewing before submission to EXCO and Council. ▪ Effective Speakers Forum ▪ Provincial Public Participation Steering Committee ▪ District Communicators Forum ▪ Complaint Management policy - draft ▪ Joint Co-ordinating Committee (JCC) ▪ CDWs (available resource at local ward level) - to assist with reporting. ▪ IDP roadshows (Mayoral imbizo, & Speakers Imbizo) ▪ IDP Stakeholder Engagement Forum ▪ Good performance of ward committees ▪ Door-to-Door visits, to address socio economic challenges. ▪ Municipal Vehicles for loud-hailing and facilitation of outreach programme. ▪ Ward Committees Quarterly meetings ▪ Councillor's Public meetings (feedback mechanism)	▪ Late submission of portfolio of evidence from some departments. ▪ Using of paper reporting system which is time consuming and outdated instead of PMS Automotive System. ▪ Setting targets that lack the PMS SMART principles by some departments. ▪ Poor performance of some service providers which cause a planned project not to be achieved within deadline. ▪ Uneven Topography some areas are not accessible for community consultation (Mayoral IDP/Budget Imbizo's). ▪ Limited office space ▪ Uneven Topography, some areas are not accessible for service delivery and community consultation. ▪ Municipal Rapid Response Team not functional. ▪ Public participation strategy not in place ▪ Complaints management system not in place. ▪ Inadequate capacity (mixture of skills and training ▪ Lack of environmental policies and

▪ Training of Ward Committees ▪ Ndwedwe Municipal policy on election of ward committees ▪ Good relations with other sector departments, NPOs and NGOs through developed Youth and Social Cohesion structures and through OSS/LTT meetings. ▪ Strategic plans and development of policies ▪ Proper coordination and functionality of OSS within the municipality. ▪ Good Priorities for Infrastructure Development ▪ Functioning of Portfolio, EXCO and Council Committees ▪ Functioning Youth and Social Cohesion Structures	bylaws ▪ Limited budget and resources (Human and Capital) ▪ Limited office space and working environment. ▪ Lack of vehicles for operation
OPPORTUNITIES	**THREATS**
▪ Cascading of PMS to middle managers and lower-level staff by Human resource Unit, this will create a sense of taking a full responsibility to their area of function. ▪ Conducting workshops for both officials and councillors on PMS to create an understanding of what PMS entails especially to new councillors. ▪ Fully functional PMS and IDP unit ▪ Appointments of PMS, IDP, B2B and AR champions in all 6 departments. ▪ To promote sound intergovernmental relationship ▪ District Call Centre (whistle blowing) reporting on service delivery. ▪ Establishment of Ward Committees ▪ Community awareness campaigns ▪ Skills enhancement of ward committees ▪ Working towards a fully functional Ward Committees in all nineteen wards. ▪ Awareness campaigns are conducted successfully. ▪ Bursaries and financial assistance, Learnership and internship programmes in place to fight unemployment. ▪ Youth and OSS programmes relating to social ills conducted. ▪ Use of OSS as service delivery model for sound intergovernmental relations. ▪ Policies are reviewed annually.	▪ Lack of priority of PMS, IDP and AR information from some departments that may cause a delay in submissions to Portfolios, COGTA, Auditor General and National Treasury. ▪ National pandemic (covid-19) had a serious negative impact in performance and the service delivery and municipal operations. ▪ Loadshedding ▪ Lack of communication with internally departments may lead to clashing of programs and delay in service delivery causing community unrest/protests. ▪ Lack of community meetings at ward level may lead to service delivery protests. ▪ Poor road conditions to reach community for communication of public participation meetings. ▪ Shortage of water supply. ▪ Slow pace of housing implementation projects ▪ Outbreak of diseases due to volumes of waste caused by lack of resources, both physical and human.

5.18.1 Good Governance & Public Participation: Key Development Challenges

NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
Good Governance and Public Participation	Public Participation Unit is not fully capacitated there is shortage of staff	▪ The municipality has appointed 1 x Public Participation Officer, and the second PP Officer post has been advertised.
	Councillor support office and staff is small	▪ The municipality is in the process of building offices for the staff.
	No communication strategy and no communication policy	▪ The municipality has allocated funding in the new financial year for the development

		of the Communication strategy and policy.
	Lack of training for the ward committees	▪ The municipality has budgeted for 2 x Accredited ward committee training and capacity building to be conducted in the new financial year.
	Social media criticism and absence of newspaper advertisements for the municipality	▪ Develop a Communication Strategy and Public Participation Strategy.

6. BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

6.1 The Status and Adoption Dates of Water and Sanitation Sector Plans

In 2003, iLembe District Municipality became the Water Services Authority (WSA) and Water Services Provider, as such, the Municipality's Water Services Development Plan (WSDP) was developed and adopted in 2016. The Technical Services Department of the District is responsible for the provision of water and sanitation services throughout the district thereby eliminating backlogs.

iLembe Water and Sanitation Master Plan

The district has been experiencing rapid growth over the past 18 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial Greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. To this end, **the iLembe Water and Sanitation Master Plan was developed and adopted by Council in 2017.** The Master plan is primarily informed by the Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. Water and Sanitation Master Plan is attached at **Annexure H1 and H2.**

6.1.1 The Status and Adoption Date of Infrastructure Asset Management Plan for Water and Sanitation

The Infrastructure Asset Management Plan for Water and Sanitation (attached at **Annexure H2**.) is available. The plan has been adopted by the iLembe District Municipality.

Infrastructure Procurement Strategy for Water and Sanitation

The Infrastructure Procurement Strategy for Water and Sanitation is available and is reviewed annually by the district municipality.

Infrastructure Programme Management Plan for Water and Sanitation

The Infrastructure Programme Management Plan for Water and Sanitation is available and is reviewed annually by the district municipality.

End of Year Report for Water and Sanitation

The end of year report for water and sanitation is available and is prepared annually by the district municipality.

Updated Asset Register for Water and Sanitation

The iLembe District Municipality has an updated Asset Management Register for water and sanitation infrastructure. An asset register for water and sanitation is in place and is obtainable from the district municipality as it is prepared by the district municipality.

Operations Management Plan for Water and Sanitation

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

Maintenance Management Plan for Water and Sanitation

The iLembe District Water and Sanitation Services has Maintenance Management for Water and Sanitation. The Operations and Maintenance Plan has been recently adopted on the 29th of March 2022 whilst the iLembe District Water and Sanitation Master Plan attached as Annexure E which was adopted by Council during the 2017/2018 financial year. The purpose of the iLembe District Water and Sanitation Operations and Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure, as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The Operations and Maintenance plan is currently being implemented and Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan. From a

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

Operations and Maintenance Review Report for Water and Sanitation

The Operations and Maintenance Review Report for Water and Sanitation is in place and is prepared annually.

6.1.2 All Water and Sanitation Institutions and Service Providers Operating

Siza Water (South African Water Works – SA

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

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

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

SAWW reservoir and reticulation zones. Umgeni Water is responsible for the management and operation of the Avondale reservoir and the bulk supply pipeline between Avondale and Honolulu reservoir. All the reservoirs and reticulation systems within Ballito and surrounding areas are managed and operated by the SAWW on behalf of the iLembe District Municipality under a 30-year concession agreement. The Avondale reservoir serves a dual purpose, both as a balancing storage reservoir to Umgeni Water for onward conveyance of water into the bulk supply system downstream of Avondale

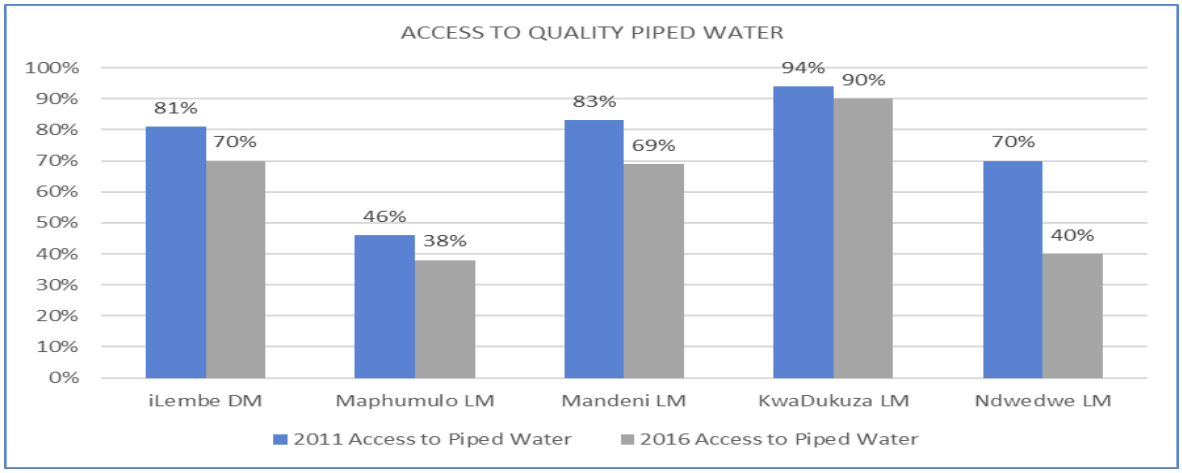
reservoir, and as a service storage reservoir to SAWW for the reticulation zone feed directly from Avondale Reservoir. The Avondale reservoir is owned by Umgeni Water and an agreement is in place allowing SAWW for use of the storage.

6.1.3.1 Summary on How Potable Drinking Water Is Provided

In 2003 the district became the Water Services Authority and Water Services Provider for the iLembe region, and the Municipality's Water Services Development Plan (WSDP) was adopted in

2016. It is the role of the Technical Services Department to provide water and sanitation services throughout the district thereby eliminating backlogs. Below is a graph portraying the level of access to quality piped water within iLembe, as per the data collected by Statistics South Africa through the Census of 2011 compared with the Community Survey of 2016.

Figure 15: Percentage of People with Access to Quality Piped Water

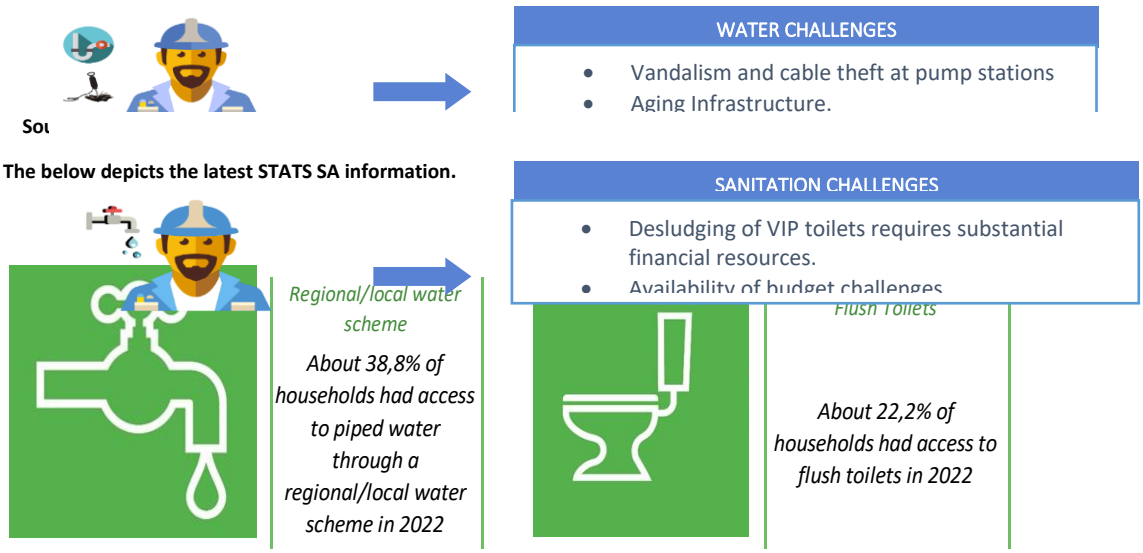


The graph above depicts a partial picture of reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that were prevailing at the time.

Water and Sanitation Challenges

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

Figure 16: Water and Sanitation Challenges



Sou

The below depicts the latest STATS SA information.

Source: Stats SA 2022

Summary of Water and Sanitation Backlogs and Achievements

This Assessment relates to the backlogs for water & sanitation service delivery. The current backlogs in terms of water are 15.56% and sanitation is 13.32%.

Map 17: Water Scheme Backlogs for Municipality

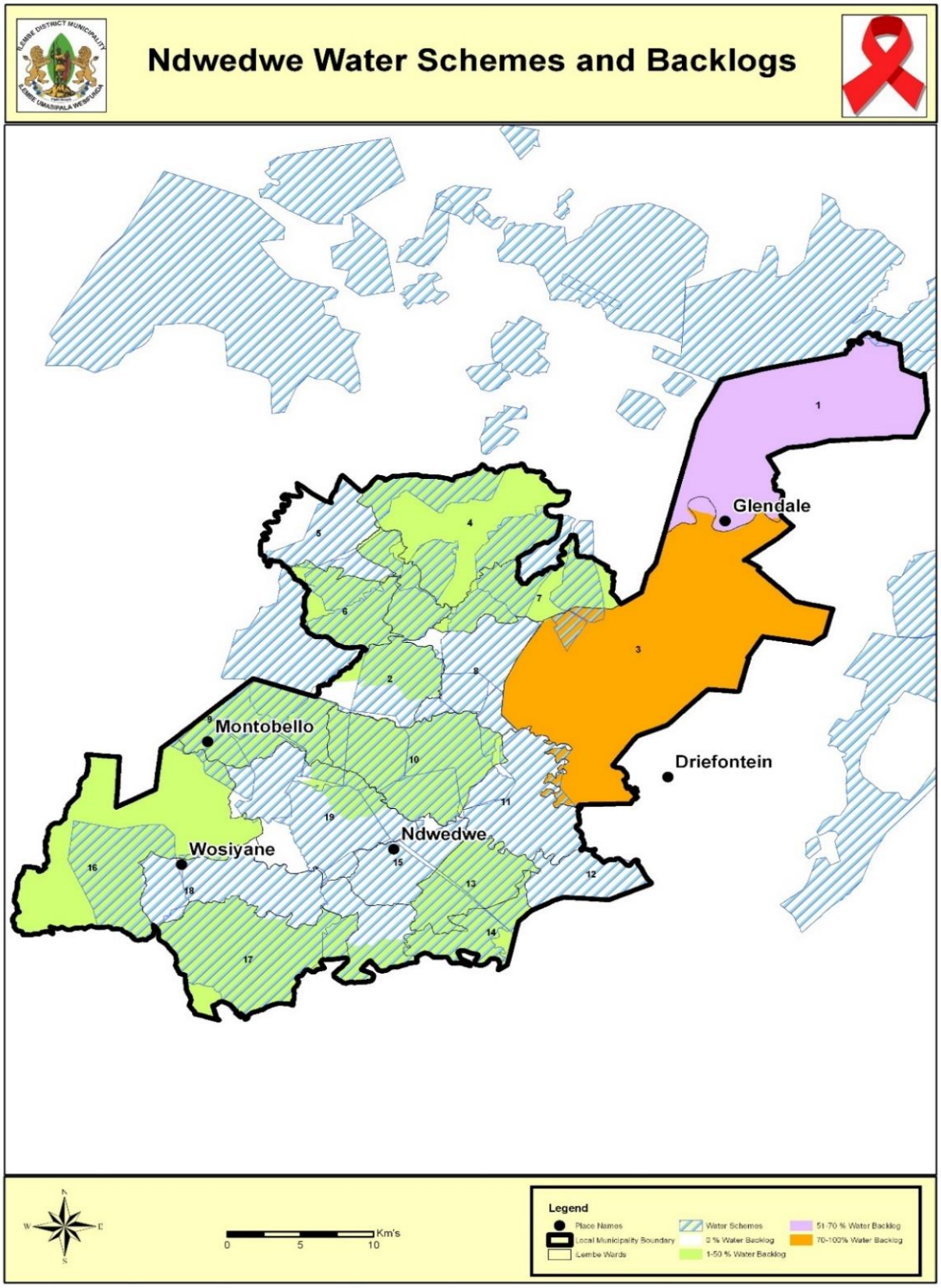
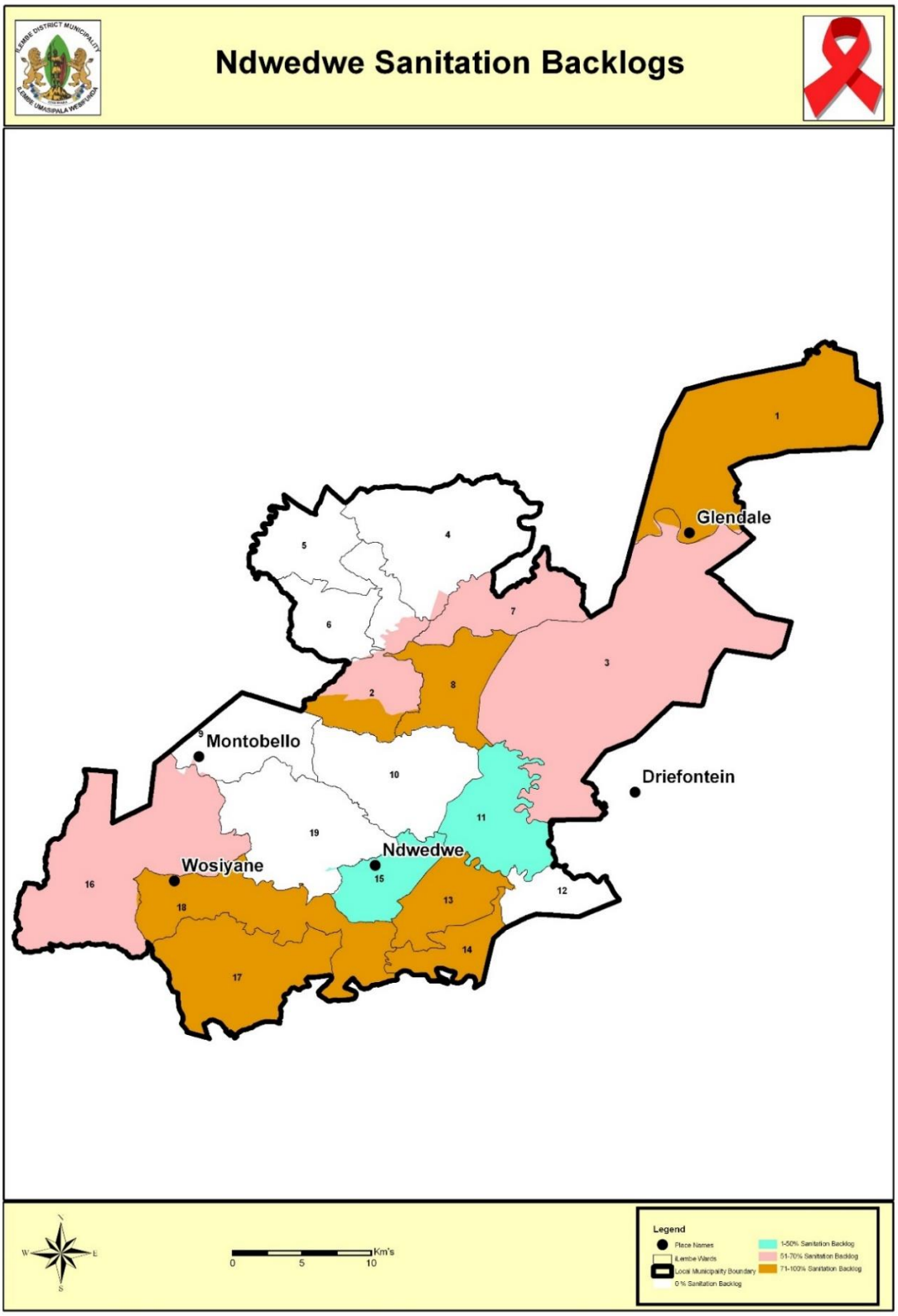


Figure 18: Existing Water Schemes



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

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

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

iLembe Water and Sanitation Master Plan

The district has been experiencing rapid growth over the past 18 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial Greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. To this end, the iLembe Water and Sanitation Master plan was developed and adopted by Council in 2017. The Master plan is primarily informed by the Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The Master plan is attached as Annexure E. The tables below indicate the projected demands for water and sanitation.

Figure 19: Water and Sanitation Demand Projects

WATER					
LOCAL MUNICIPALITY	YEAR 2017 DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80
SANITATION					
LOCAL MUNICIPALITY	YEAR 2017 DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
	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

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2021-2022 for water & sanitation service delivery. The current backlogs in terms of water are 14.75% and sanitation is 12.56%.

WATER

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	2020/21	2021/22	Percentage of hh served to date
Mandeni	147 808	45 678	23 031	20 930	20 793	20 741	20 665	19 747	19 613	19 613	19 613	19 613	19 613	18 560	
KwaDukuza	276 719	91 284	9 725	7 056	6 859	6 613	6 253	6 253	6 253	6 253	6 253	6 253	6 253	6 253	
Ndwedwe	143 117	33 883	6 255	5 346	4 419	4 419	4 419	4 419	4 419	4 419	3 919	3 919	3 919	3 919	
Maphumulo	89 969	20 524	11 116	10 369	8 884	8 079	7 160	5 614	1 664	1 063	1 063	1 063	1 063	551	
	657 613	191 369													
HH without access to Water			50 127	43 701	40 955	39 852	38 497	36 033	31 949	31 348	29 785	29 785	29 785	28 220	14,75%
Achievements per year			2 350	6 426	2 746	1 103	1 355	2 464	4 084	601	1 604	-	-	1 565	
HH served			141 242	147 668	150 414	151 517	152 872	155 336	159 420	160 021	161 625	161 625	161 625	163 190	85,28%

Calculation for water backlog:

Backlog for 2017/2018	16,38% (31 348/191 369)
Backlog for 2018/2019	15,56% (29 785/191 369)
% decrease in backlog as at end of June 2019	**0,82%** (1 604/191 369)

SANITATION

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	2020/21	2021/22	Percentage of hh served to date
Mandeni	147 808	45 678	8 167	6 767	5 256	3 786	2 919	1 892	1 571	799	638	78	(412)	(642)	
KwaDukuza	276 719	91 284	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	143 117	33 883	12 660	11 116	9 395	7 995	6 805	5 053	4 741	3 947	3 347	2 120	1 630	910	
Maphumulo	89 969	20 524	19 440	18 040	17 169	15 769	14 579	13 182	12 922	12 150	11 550	10 990	10 500	10 064	
	657 613	191 369													
HH without access to sanitation			52 578	48 234	44 131	39 861	36 614	32 438	31 545	29 207	27 846	25 499	24 029	22 643	12,56%
Achievements per year			6 219	4 344	4 103	4 270	3 247	4 176	893	2 338	1 361	2 347	1 470	1 386	
HH served			138 791	143 135	147 238	151 508	154 755	158 931	159 824	162 162	163 523	165 870	167 340	168 726	87,44%

Calculation for sanitation backlog:

Backlog for 2017/2018	15,26% (29 207/191 369)
Backlog for 2018/2019	14,55% (27 846/191 369)
Backlog for 2019/2020	13,32% (25 499/191 369)
Backlog for 2020/2021	12,56% (24 029/191 369)
% decrease in backlog as at end of June 2019	**0,77%** (1 470/191 369)

Mandeni Local Municipality: The Ndulinde Sub-Regional Water Supply Scheme falls within wards 5, 6, 11, 12, 16 and 17 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The source of water is Sundumbili Water Works, which is situated on the northern banks of the Thukela River. The scheme was intended households with potable water through communal standpipes at a 200m walking distance radius. The scheme was initially estimated to cost R 116,579,664 and would have been implemented in phases until 2023/2024 financial year when it would have been fully commissioned.

Due to a high rate of illegal connections in the area, the municipality has decided to upgrade the infrastructure from communal standpipes to individual yard connections per household. This has pushed up the cost of the water scheme form R 116,579,664 to R 270,197,304.71. The total number of households to be served is 7,213 with a population of 44,641. The revised completion date is now June 2024, subject to funds being made available from the Department of Water and Sanitation.

The Macambini Sub-Regional Water Supply Scheme falls within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to house connections in the community that is currently served through boreholes, natural springs and water tankers. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under King Cetshwayo District Municipality who act as a bulk water provider to iLembe DM, currently implementing phase 5.

During dry seasons, King Cetshwayo DM is unable to meet iLembe DM's demand, and this often results in shortage of water to the community of Macambini. The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela River that has been upgraded from 27M/l/d to 40M/l/d to increase the capacity of water works. The scheme will serve a total of 100,550 people residing in some 13,850 households. The scheme is estimated to cost R 616 572 540.31 and will be implemented in phases until 2023/2024 financial year when it will be fully commissioned. This will unlock potential developments that are earmarked for Mandeni to become a reality. Ward 10 a new site is being identified.

Once the above two schemes have been commissioned, the backlogs for water in Mandeni will be eliminated.

The Inyoni Housing Bulk Water and Sanitation Project falls within ward 10 of Mandeni Local Municipality. The project is aimed at providing bulk water and sanitation to 3,050 sites within the housing project that is currently being implemented by the local municipality. The Bulk Water project is complete and has cost R 24,197,304.71 and R 9,367,407.00 for Bulk Sanitation.

KwaDukuza Local Municipality: The Lower Thukela Regional Bulk Water Scheme is currently serving the area of KwaDukuza with potable water supply. The scheme is implemented to provide bulk water to cater for Private, Commercial and Residential developments including social housing in KwaDukuza. The scheme is implemented jointly by Umgeni Water and iLembe District Municipality. Wards 1, 3, 5, 9, 11, 13, 14, 15, 24,25, 26, 17, 18, 19 and 21. Designed at 110 ML, current capacity of 55ML/day but IDM demand is currently at 30 Ml/day, and all abovementioned wards are now receiving adequate pressures and volumes.

The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Wastewater Works that is owned and operated by iLembe District Municipality. The entire total project cost is R 254,888,000.00 and will be funded between iLembe District Municipality and KwaDukuza Local Municipality. The project is implemented to provide bulk sanitation to cater for housing project in Priority 2 & 5 including Njekane, Lloyds and Ntshawini. Wards 9, 11, 14, 15, 24 & 26.

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

KwaDukuza Regional Wastewater Treatment Works- The new wastewater works is planned to replace the existing WWTW that is nearing its full capacity. This will cater for existing and future demand of KwaDukuza. The project is at feasibility study.

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

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

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

Maphumulo Local Municipality: The Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme covered wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme served a total of 77,900 people residing in some 17,084 households. iLembe District Municipality will contribute R326, 474,169 towards this scheme. The last phase of the scheme (Zone G) is expected to be complete by 2021/2022 financial year and 90% of the project is completed. The Maphumulo Town Bulk Water Borne Sanitation Project. The provision of bulk waterborne sanitation to the town of Maphumulo is at Design stage. The estimated cost of this project is R 37 000 000.00 and will be funded from the MIG programme of iLembe District Municipality. Upon completion of the project, the entire town of Maphumulo will be able to connect to water borne sewer that will serve the existing government buildings, commercial developments, private households and proposed new developments within the town.

Water Quality Management

iLembe District Municipality (IDM) monitors the water quality it supplies to consumers and residents as well as monitoring the wastewater effluent it discharges into the environment. This monitoring occurs on a daily, weekly, monthly and annually on a variety of parameters as per the blue drop (water) and green drop (wastewater) as required by the Department of Water and Sanitation (DWS). Unfortunately, independent audits by DWS in terms of Blue Drop and Green Drop have not been carried out by DWS in recent years so no results have been published. However, IDM captures quality results onto the IRIS system as developed by DWS. The Blue and Green Drop systems for capturing results migrated to the IRIS system in October 2018. IDM utilizes the services of an independent, accredited laboratory to sample the various sites within the district.

Green Drop

The green drop system has been designed by DWS to specifically to monitor the performance of wastewater treatment works. Currently IDM has 13 facilities that it monitors including three (3) that are operated by Siza Water (Sheffield, Frasers and Shakaskraal). The wastewater works have been underperforming in recent years due to a variety of factors including but not limited to:

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

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

Blue Drop

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

During the 2017 /2018/2019 period, 2 major water projects, Lower Tugela water Project and the Mvotshane water Project (managed by Umgeni Water) have come more fully into operation and thus has provided relief to consumers obtaining water from these sources. The water quality is of a high standard and complies with SANS 241:2015 water quality standards.

The challenges faced about water quality include:

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

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

Water & Sanitation Project Engagements

All the contract work will be done by local people in all affected areas, including excavation, building of the units, and plumbing. The Ward Councilor, Ward Committee, Project Steering Committee, Community Liaison Officer (CLO) and the Project Manager will be responsible for identifying and appointing the relevant personnel from the community. The Community Liaison Officer will be sourced from the respective wards. A Quality Assessor that will be identified from the community to conduct quality assessment of work in progress. All materials will be purchased from Local Suppliers and Co-operatives with the assistance of iLembe Technical Services and Enterprise iLembe.

Sanitation Services

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

- Flush toilet with sewer
- Flush toilet with 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.

Table 95: The main type of toilet facility used at municipality (Community survey, 2016)

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%

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

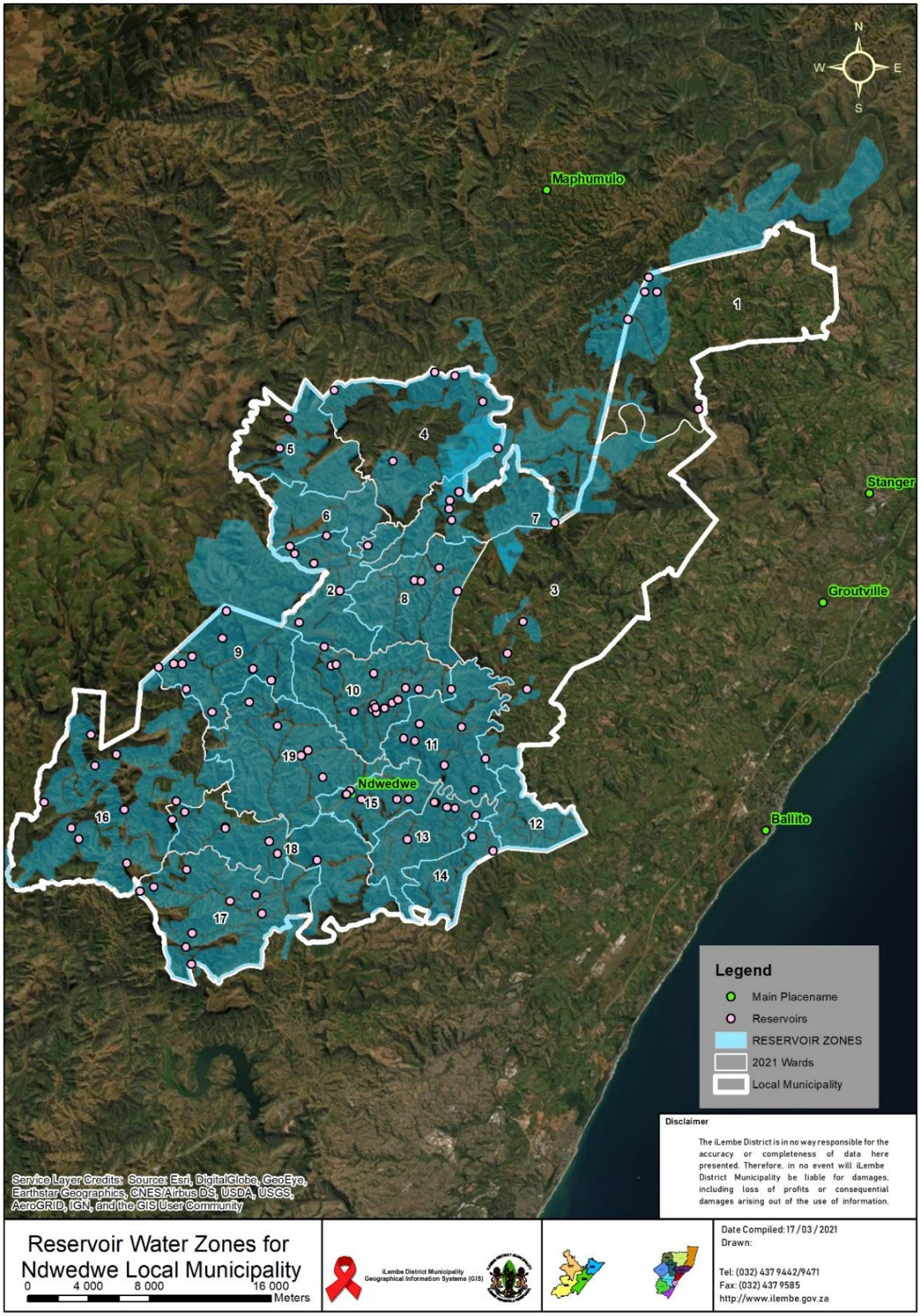
The Maps below depict the status of water and sanitation provision within the district. The map depicting “Access to Water” is portraying standpipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with Erf

reticulation within the KwaDukuza CBD, Ballito, Mandeni CBD, suburbs or Mandeni and KwaDukuza are portrayed in blue. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary standpipe reticulation.

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

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

Map 1:Ndwedwe Reservoir Water Zones



6.1.10.1Sanitation Capital Projects on Planning Stage

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

Map 2:VIP Sanitation

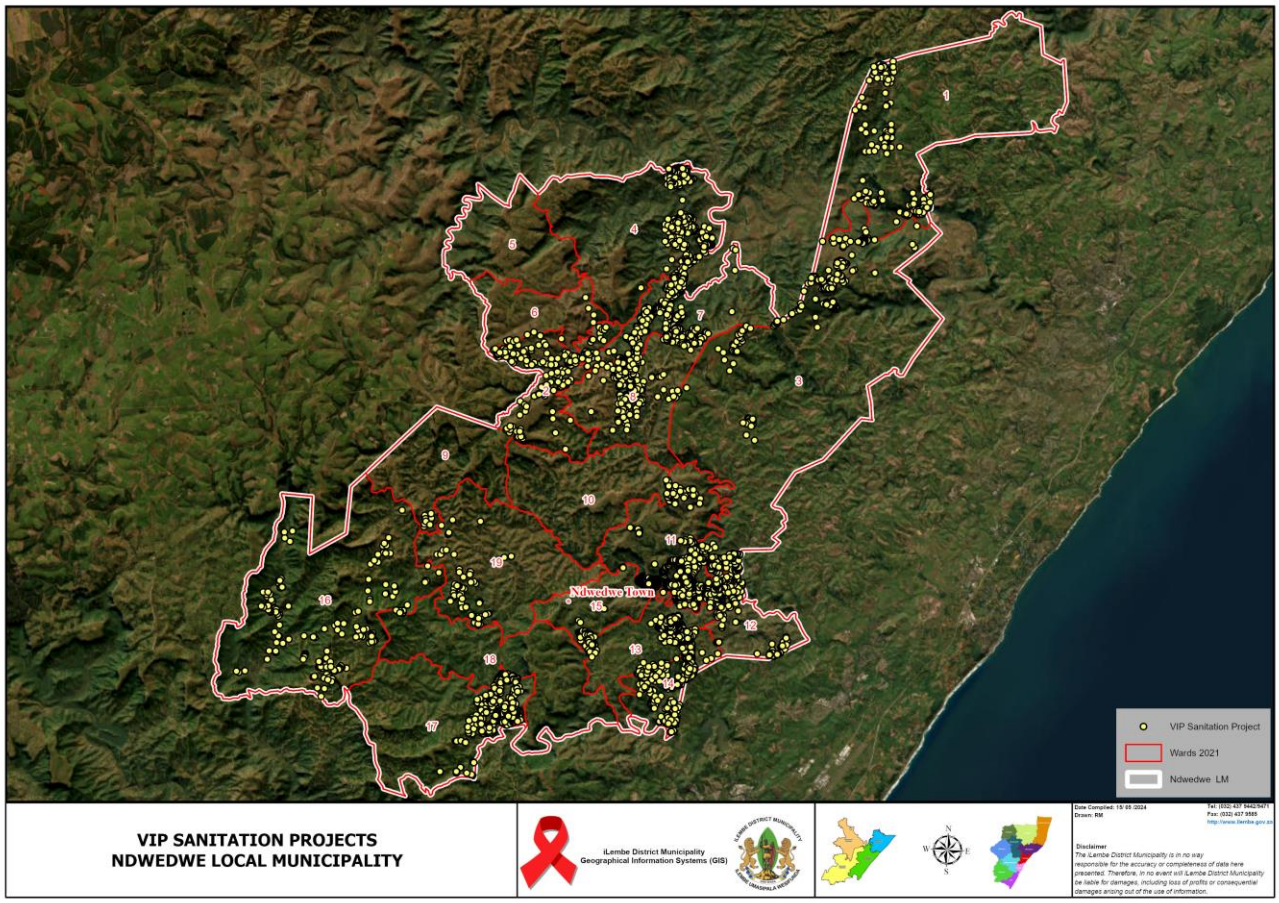


Table 96: VIP Sanitation programme

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

2022 KZN Floods Impact on Water & Sanitation Infrastructure

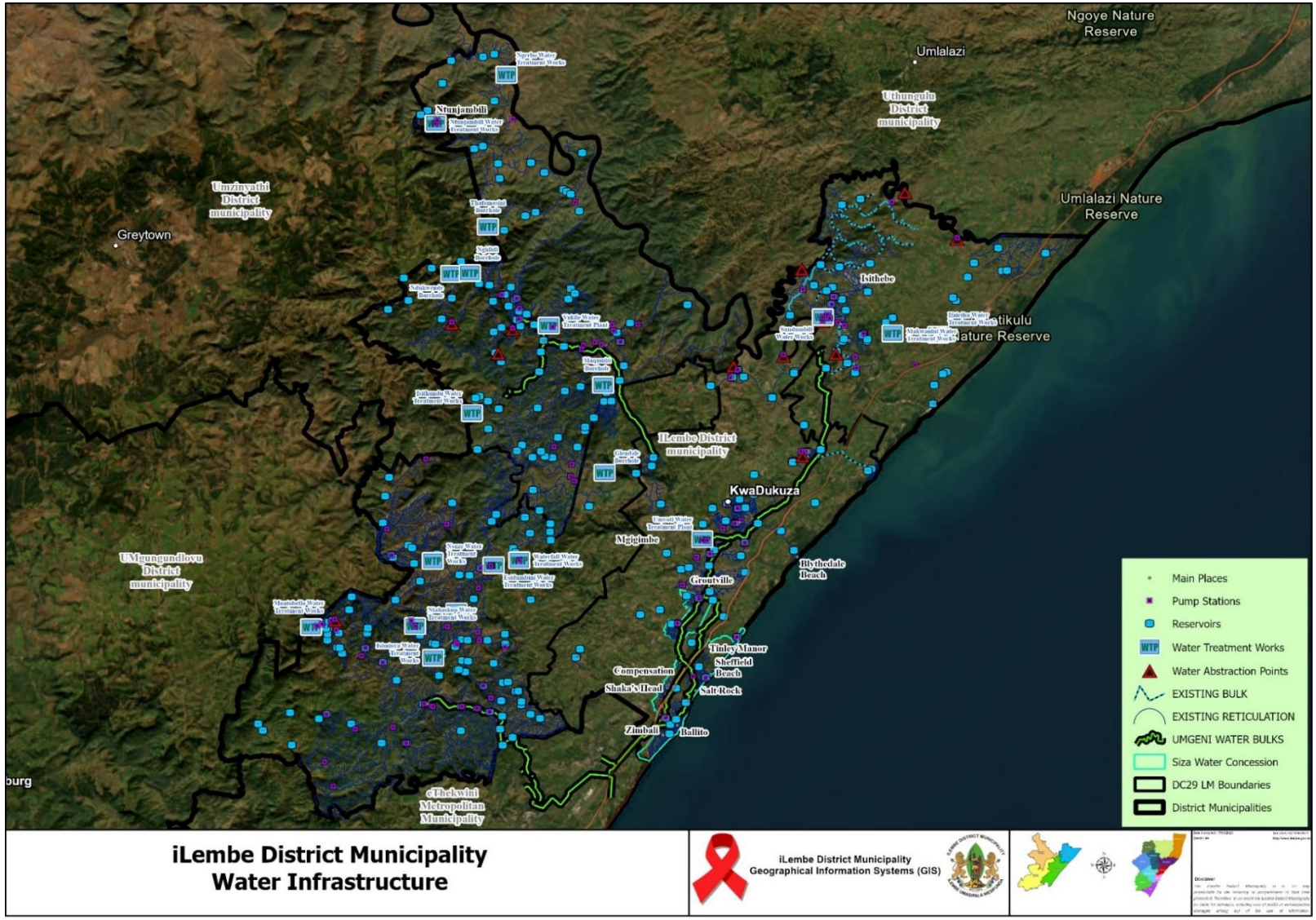
On 11-13 April 2022, severe flooding and landslides caused by heavy rainfall affected southern and south-eastern South Africa, particularly the Provinces of KwaZulu-Natal and Eastern Cape. The floods have resulted in high levels of turbidity in all three water treatment plants that are supplying iLembe District Municipality. This has forced Umgeni to drastically reduce production and at times temporarily shut down some plants. This has adversely impacted on our storage reservoirs. Heavy rains and storms have flooded most of our strategic sewer wastewater treatment works. Also

pipelines and associated water infrastructure have been severely damaged. Some of our plants (TLB's) and equipment have submerged and flooded, including the technical services offices. The below illustrates the assessment of infrastructure damaged because of the floods which have cost implications for the Municipality.

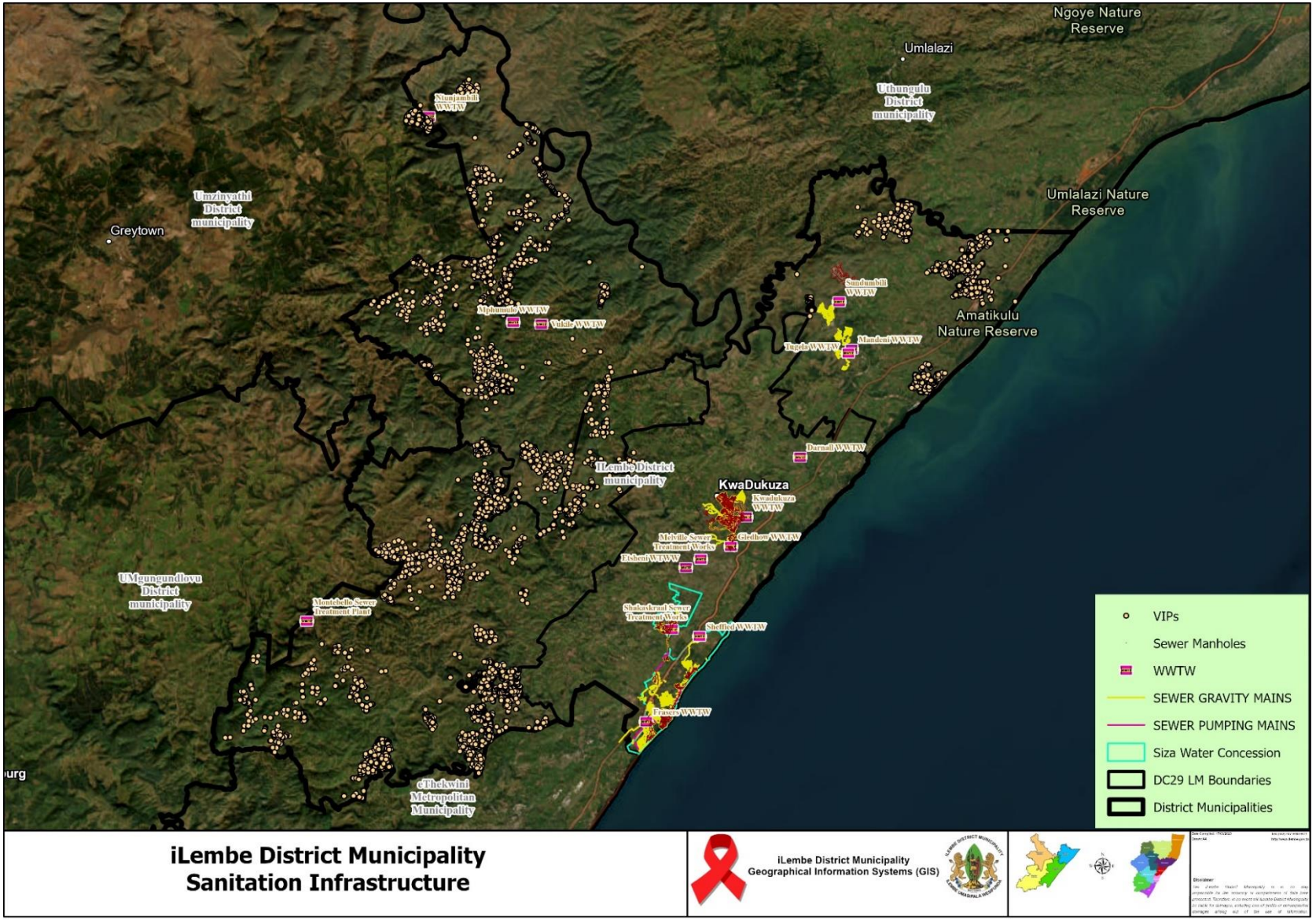
Table 97: Damaged Infrastructure

DAMAGED INFRASTRUCTURE	DESCRIPTION
Lower Thukela Regional Bulk Water Scheme	The water treatment plant started experiencing continuous pump trips due to increased gravel build up in the plant. Production was reduced from 60ML to 18ML /day.
Hazelmere Water treatment plant	The scheme provides bulk water to cater for, and parts of Groutville. The quality of water in this plant started deteriorating from (12 April 2022) which necessitated an emergency shutdown.
Inaccessibility of the roads	It is still a challenge to deliver water in many areas as roads are muddy and make it difficult to navigate on hilly terrains of iLembe. This is affecting communities and schools. More water tankers are required = Estimated costs R18M (3 months -District wide) 4 KDM, 4, 4 Maphumulo
Pipelines Washed away	Approximately 8 Kilometers of pipeline have been exposed to heavy rainfall and ultimately got washed away; = Estimated costs R20M
Pump Stations	are severely damaged and could not cope with excessive stormwater ingress leading to inability to pump the sewers to treatment areas
Plants and equipment	TLB and 2 bakkies were flooded and submerged on water = Estimated costs R 500 000
Material Stores Building (Warehouse):	Flooded and all stock got damaged. Damage cost of R4m

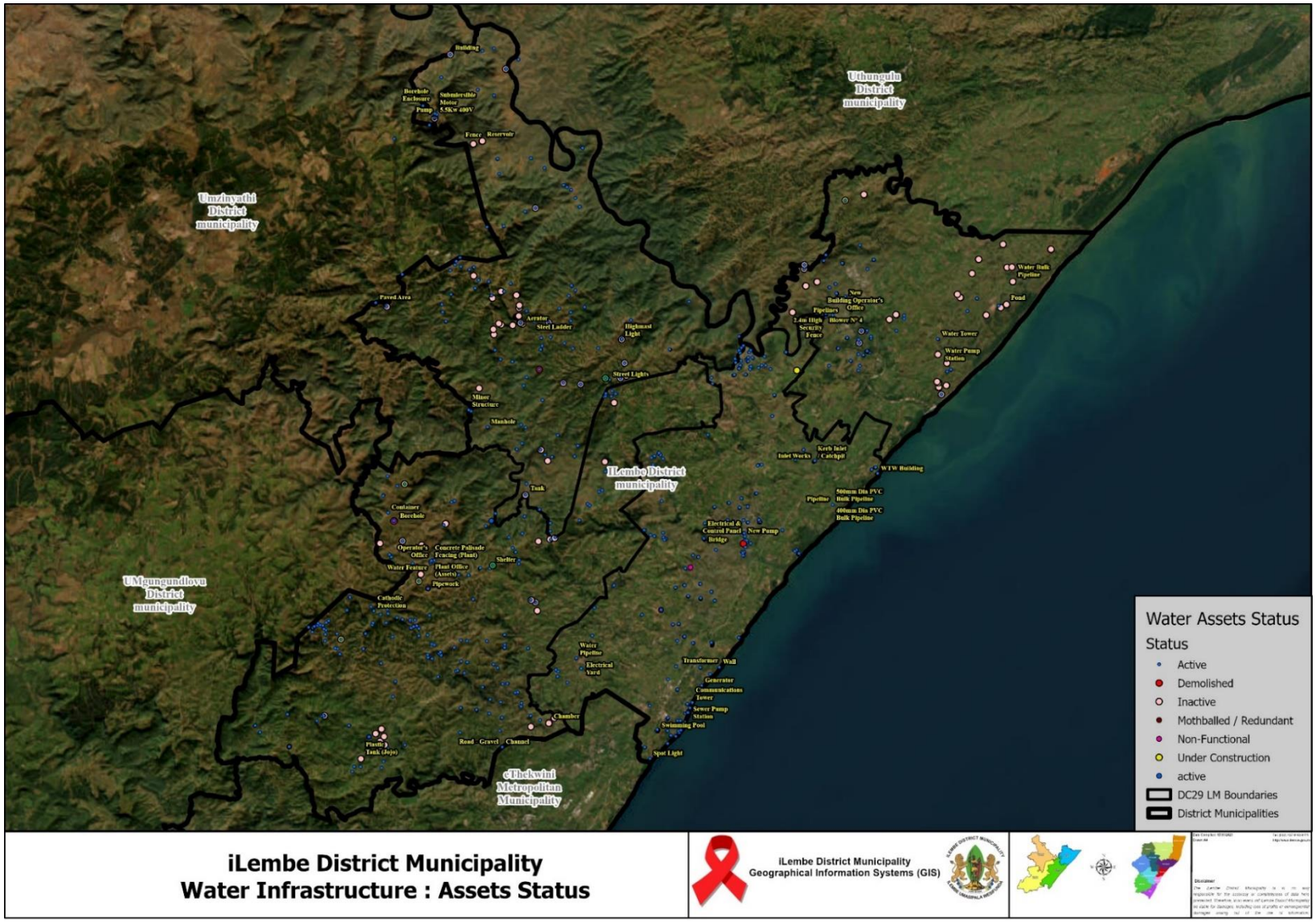
Map 3: Water Infrastructure



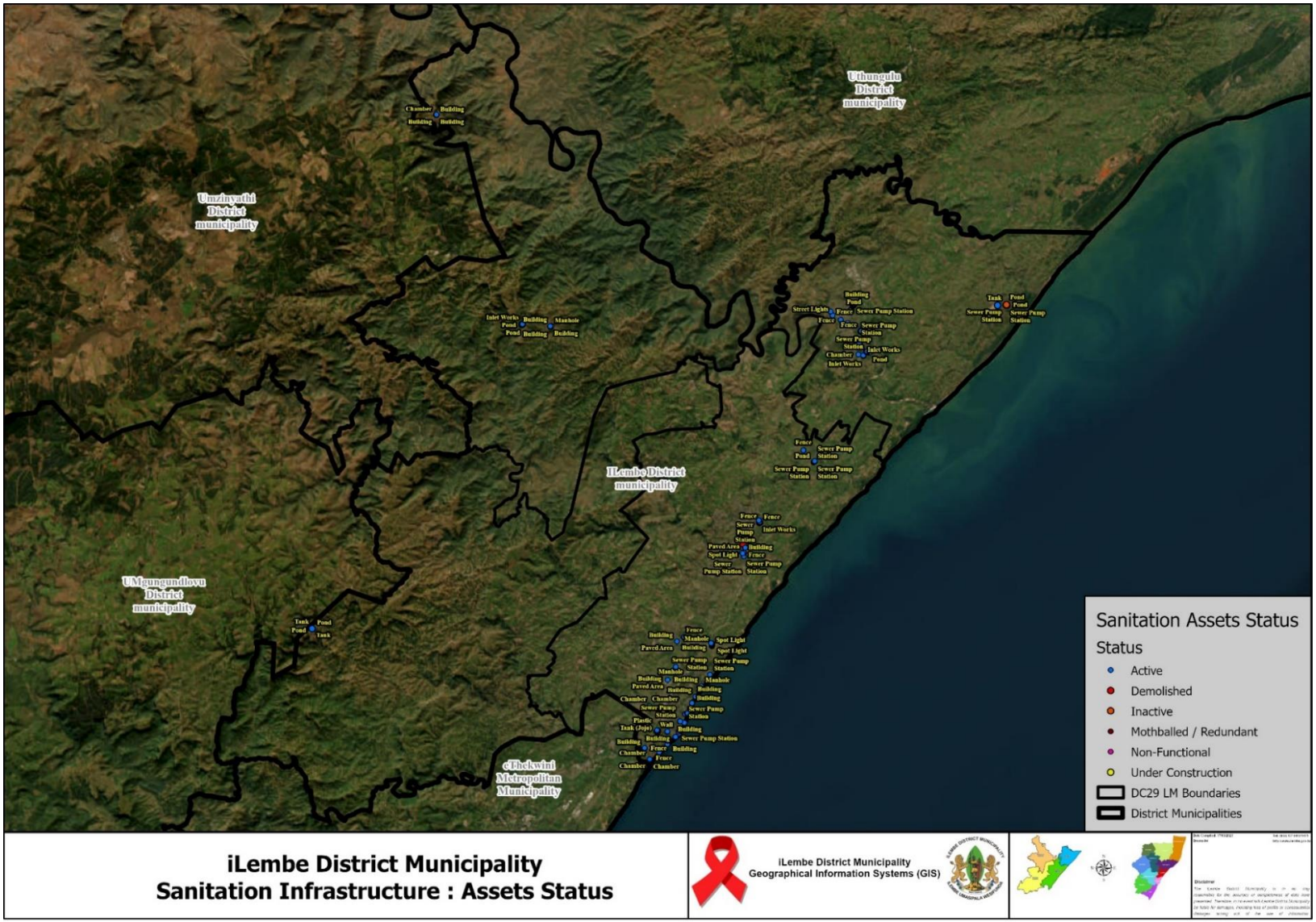
Map 4:Sanitation Infrastructure



Map 5: Water Infrastructure Assets Status



Map 6: Sanitation Water Infrastructure Assets Status



Illegal Water Connections

Table 98: Illegal Water Connections

ILLEGAL WATER CONNECTIONS	2024/2025
1st Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter.	R 9,730.46
2nd Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter.	R 14,595.69
3rd Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter.	R 29,191.35

2024/2025 Water and Sanitation Projects

Table 99: Water and Sanitation Projects

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

VIP Satiation Programme

Table 100: VIP Satiation Programme

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

Water Tanker Delivery Schedule

Table 101: Water Tanker Delivery Schedule

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

6.2 Solid Waste Management

6.2.1 Responsibility for Waste Collection

The 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 Council on 31 March 22. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP. In the financial year 2022/2023 the Department is in the process of reviewing the existing IWMP in the light of the recent developments across the nodal points of the Municipality. The aforesaid developments have thus far created more volumes of waste that get generated in the municipal nodes, more especially Central and Bhamshela, and to a lesser extent in Montebello and Glendale.

Waste Collection and Temporary Storage

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

Table 102: Status of waste management compliance at Municipality

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

The 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 Municipality are not receiving waste services. There is an urgent need for Municipality to extend waste services to all citizens of, especially rural areas and previously disadvantaged communities.

Plan For Greening Program Waste Management Unit

Table 103: The Schools and Place that are Allocated for Donation of Trees.

DATE	AREA	WARDS	TIME
01/02/2023	Educating and planting trees at Simunye primary school	06	09:00
01/02/2023	Educating and planting trees at Emkhambeni primary school	06	12:00
06/02/2023	Educating and planting trees at Noordsburg Primary school	06	09:00
06/02/2023	Educating and planting trees at Ndabenhle primary school	06	12:00
14/02/2023	Educating and planting trees at Lukhasa primary school	02	09:00
14/02/2023	Educating and planting trees at Manaba primary school	02	12:00
16/02/2023	Educating and planting trees at Ntabakhathaza primary school	02	09:00
16/02/2023	Educating and planting trees at Dalipho Primary school	02	12:00
14/02/2023	Education and planting of trees at Syaphumula High school	05	09:00
14/02/2023	Educating and planting trees at Qalakahle High school	05	11:00
14/02/2023	Educating and planting trees at Deda primary school	05	12:30
14/02/2023	Educating and planting trees at Sogidi primary school	05	14:00
20/02/2023	Educating and planting trees at Mshwathi primary school	03	09:00
20/02/2023	Educating and planting trees at Waterfall primary school	03	12:00
28/02:2023	Educating and planting trees at Sphiwo High school	03	09:00
28/02/2023	Educating and planting trees at Ebhidakhona High school	03	12:00

Figure 20: 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. Municipality should prioritise projects towards rehabilitation of illegal dumping areas and developing a waste management information system.

Waste Goals & Priorities

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

Table 104: National Waste Management Strategy

Goal	Description	Targets	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 Municipality. The 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. 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 30 % of households within the Municipality receive basic waste collection services. 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. 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.	Municipality finalised its IWMP in 2019 and is under review. Currently no waste quantification systems that report information to WIS is currently in existence.
Goal 6	Ensure sound budgeting and financial management for waste services.	All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective	There is a budget allocated for the provision of waste services within Municipality. Although this is budget is not sufficient.

		tariffs.	
			has established waste management tariff structure and is being implemented.
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.	Municipality has identified illegal dump sites within its jurisdiction and DEFF is assisting on the eradication thereof. 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 Municipality to draft Waste Management by-laws.

Table 105: Provision of waste in local Municipality

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

Source Statistics SA Census, 2011

Table 106: Refuse removal

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%

Source: Community Survey, 2016

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

6.2.2.1 Status Quo of Waste Disposal

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

6.2.2.2 Disposal of Solid Waste, Removal & Collection

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

Currently, waste management at the municipality is carried out using a system of skips which are left at strategic places in the local municipality, with a reliance on the community to drop waste off inside the skips. Skips are then collected by Liana Consulting Waste Management company and waste is offloaded at one of the landfill sites within eThekwini Metro. An average of twenty-six skips per month are collected from the municipality. There are no waste disposal facilities within the municipality. All collected waste is disposed of in eThekwini. The Municipality provides receptacle tanks for storage in the 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 daily from Monday to Friday 19 wards. Liana Consulting collects the skip bins on a weekly basis from all nodal points to the main landfill site in eThekwini Metro. The municipality is being serviced for collection, clearing, and cleansing of municipal area by the EPWP beneficiaries 14, and 22 green deeds beneficiary collaboratively, out of this 22 people 7 of them are door-to-door campaigners teaching about importance of waste collection, minimization reduction and recycling of waste. The municipality also services the shopping complex such as Boxer Cash and Carry and all other departments herein.

6.2.3 Ownership of Environmental Compliant Waste Disposal Site

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

6.2.4 Updated Council Approved IWMP

The municipality has a Council approved IWMP in place. The IWMP 2021/2026 was adopted by the Council on the 31 March 2022. Due to some amendments the IWMP was reviewed and will be adopted in Council on 28 June 2024.

6.2.4.1 Implementation of the IWMP

The Municipality adopted its IWMP on 31 March 2022. The Waste Plan is reviewed annually for implementation and inclusion in the SDBIP's. The IWMP and Waste Plan has been forwarded to the Department of Economic Development Tourism and Environmental Affairs for approval, as required by the NEM: Waste Act. The table below outlines the implementation plan of the IWMP.

Table 107: IWM Plan

Target	Actions	2018	2019	2020	2021	2022
Waste collection and transportation	Ensure 100% collection in rural and informal areas				X	
	Random collection monitoring to improve service quality	X				
	Extending entrepreneur programme to un-serviced rural areas	X				
	Establish central collection nodes			X		

	Community entrepreneurs to be supported on collections in certain wards	X				
	Establish waste co-operatives in areas with no community entrepreneurs			X		
	Municipality to develop a core collection capacity in the Municipality		X			
	Provide bin liners to households in higher density areas				X	
	Develop waste transporter and waste 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 information	Gathering of waste information through waste auditing	X				
	Submission of regular reports to SAWIS	X	X	X	X	X
	To conduct annual waste sampling, or whenever necessary		X			
	To establish a waste recycler database	X				
Institutional capacity	Appoint a Municipal Waste officer/ manager	X				
	Capacity building and awareness	X	X	X	X	X
	Re-allocation of roles and responsibilities as per the revised organogram		X			
	Develop/update waste management By-Laws	X				
	Members of Council to be fully aware of waste management, its function, legal aspects and resource requirements (on an on-going basis)	X	X	X	X	X
Financial arrangements	Access grant funding for waste services and allocate budget for waste services in line with the IWMP implementation plan.	X	X	X	X	X
	Ongoing monthly reporting on the cost of waste management	X	X	X	X	X
	Update indigents register annually	X				
Monitoring and compliance	Compliance monitoring	X				
	Establish Public feedback loop	X				
	Appoint and capacitate staff to enforce waste By-Laws		X			

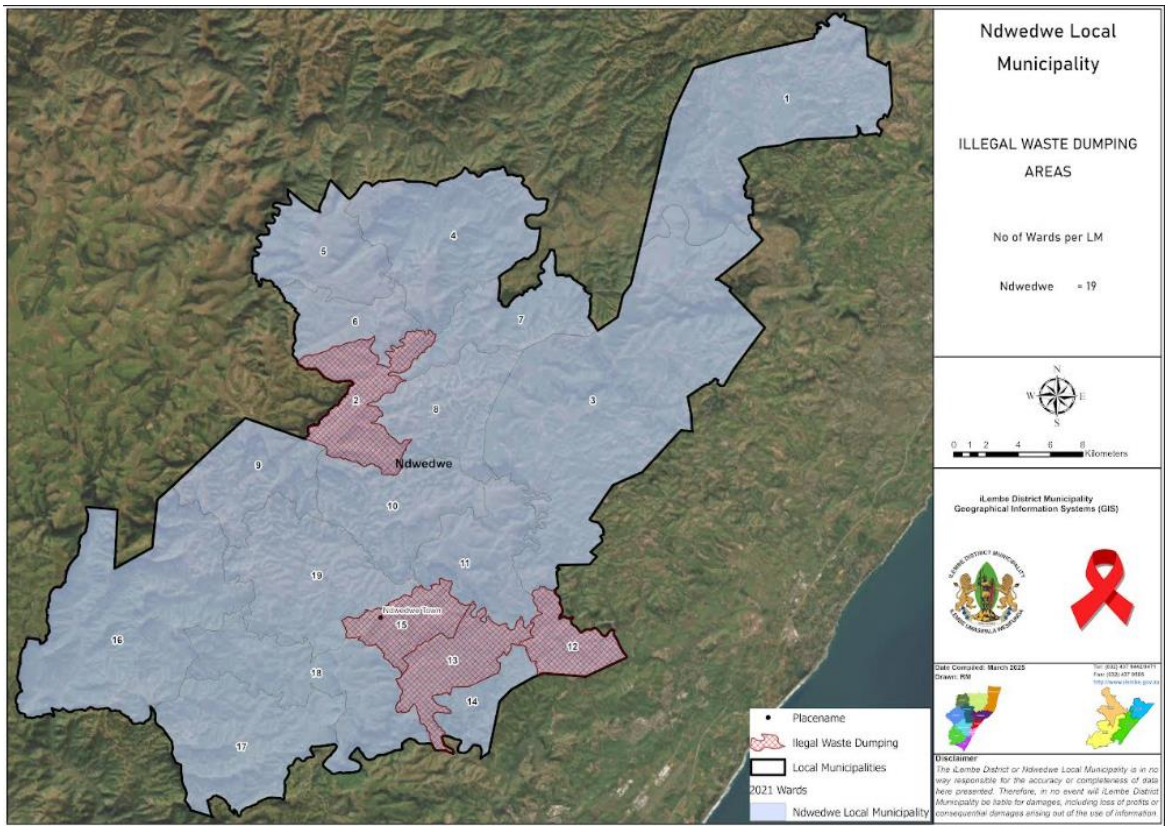
The recycling was identified as the critical program to be implemented by the municipality. As part of the EPWP, the municipality appointed several people to assist in collection and disposal of waste to skip bins within town. The large quantities of waste that is generated by the communities in areas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

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

The EPWP collects waste from every ward 5 times a week as a recycling initiative. The municipality has budgeted for a waste Buy Back Centre for the community of Ndwedwe. Then from time to time there are beneficiaries on the EPWP contracted workers who collect in their wards and notify them 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 Backyard*" policy that prohibits litter and waste on the neighborhood.

The map below illustrates hot spots of waste being dumped illegally in wards 02, 12, 13 and 15.

Map: 21 Illegal Dumping of Waste



6.2.5 SWOT Analysis for Solid Waste Management

Table 108: Solid Waste Management SWOT Analysis

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

6.3 Transportation Infrastructure

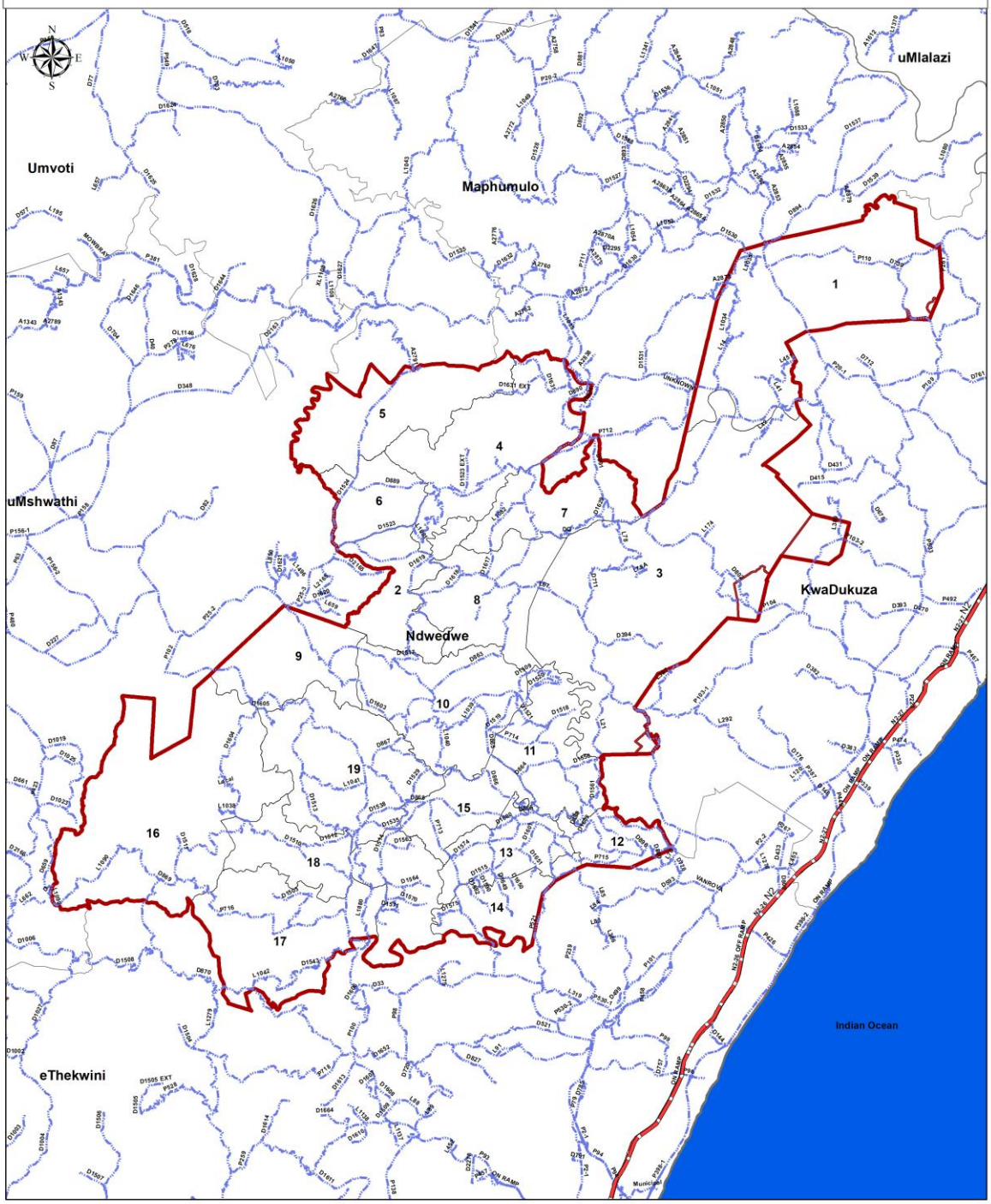
6.3.1 Existing and Future Transportation Infrastructure

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

Local Municipality is located approximately 30 kilometres west of the N2 and the King Shaka Airport which are both national assets the King Shaka Airport and the Sea. Thus far, the location of NLM near 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. Near the Airport, there is also the Dube Trade Port (DTP) which offers massive economic opportunities for those in proximity. The aerotropolis being the geographical location of the airport is designated as prime land in line with the Dube Aerotropolis Development Framework, 2011. The main roads used to access the airport include the N2, M4, R102, R74 and R614.

Map 7: Road Networks

NDWEDWE LOCAL MUNICIPALITY ROAD NETWORK



Legend

- RSA National_Roads
- Ocean
- ndwedwe lm
- ndwedwe wards

Sources

GIS data was obtained from
- Municipal Demarcation Board
- Surveyor General

Author: Vuyo Nguza
Title: Ndwedwe Road network
Dept: Economic Development and Planning

10 5 0 10 Kilometers

There are several 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 Village and back to Inanda

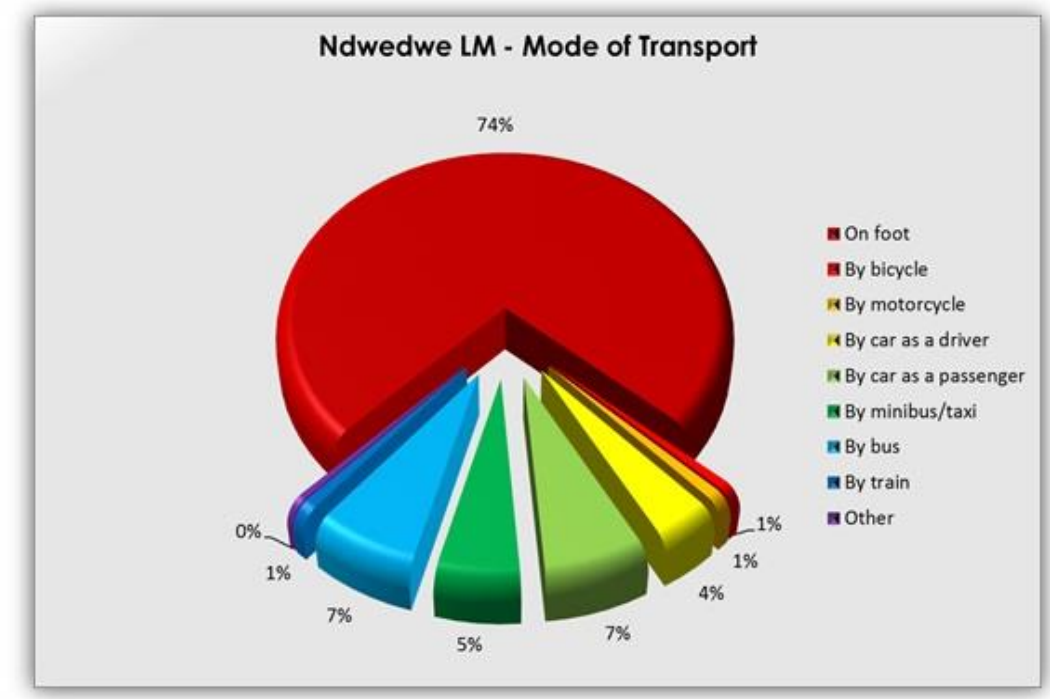
Most of the households in the area have access to roads within 2,5km or less. This however does not paint the true picture of transport accessibility in the area, as many of these roads are poorly maintained or designed, causing vehicle access to the adjacent or nearby areas to be problematic, especially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

Situational Analysis

From the statistical distribution of modes of transports mainly utilised by residents, it is evident that the largest portion of the population (74%) are dependent on travelling by foot and thus with no or limited access to affordable public transportation. This implies first 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 21: Mode of Transport (Source : Stats SA, 2011 Census)



6.3.2 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 Local Municipality has the responsibility to provide for road provision and maintenance.

Currently, the municipality has no Local Integrated Transport Plan in place. In addressing the MEC finding on the unavailability of the Local Integrated Transport Plan (LITP) in Ndwedwe municipality, the municipality is prioritising the development of the plan and has been engaging with the Department of Transport for technical support so that the plan can be developed in the new financial year.

6.3.2.1 Responsibility for the Provision of New Roads and Related Facilities

The municipality conducts several platforms to engage with all the relevant government departments to align the programmes, projects and budgets. The forums such as the IDP Representative Forum, Alignment Structures and One-on-one engagements. The IDP Review has considered the existing, planned and future projects to be implemented in Ndwedwe Municipality and as such, the municipality's 5-year implementation plan has included both Ndwedwe Municipality projects as well as the DoT projects.

The table below indicates the planned roads infrastructure projects for the 2025/2026 financial year.

Table 109: Planned Roads Infrastructure Projects

Projects	Annual Targe	Budget for the Year	Source of Funding	Wards
Ndwedwe Town Infrastructure (Tar Roads)	2.2km construction of internal access roads to be completed by 30 June 2024	R 39 078 950.00	DTIC and Co-Internal funding from municipality	15

6.3.3 A Plan for the Provision of New Roads, Facilities, Operational & Maintenance Plan for Existing & New Roads

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

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

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

Table 110: Maintenance Categorized

Backlog Maintenance	Maintenance that is necessary to prevent deterioration of the asset or its function, but which has not been carried out
Planned Maintenance	Maintenance work to prevent failure of the assets during its life cycle
Corrective Maintenance	Performed because of failure, to restore an item or asset to its original state or condition, as far as practicable. Corrective maintenance may or may not be programmed
Preventative Maintenance	Performed to retain an item or asset to its original condition as far as practicable by providing systematic inspection, detection prevention of

	incipient failure.
Emergency Corrective Maintenance	Outside of routine maintenance and works program that must be initiated immediately for health, safety, security or hazard reasons or that may result in the rapid deterioration of the plant or material or equipment if undertaken
Deferred Maintenance	Maintenance planned to be carried out in the current financial year, but due to shortage of funds and or unforeseen circumstances is not carried out and added to the Backlog Maintenance awaiting attention.

Table 111: Municipal Roads 2025/2026 FY

MUNICIPAL KEY PERFORMANCE AREA (KPA)	ORIGINAL BUDGET	ADJUSTMENTS BUDGET
Ndwedwe Town Infrastructure Ward 15	**R10 475 474.24**	**R 20 457 390.67**
Sambaba Access Road Ward 6	**R2 508 000.00**	**R 313 043.48**
Nhlangwini Access Road Ward 01	**R5 171 600.00**	**R 1 213 185.90**
Mthombisa Access Road Ward 3 (Municipal Disaster Recovery Grant - MDRG)		**R 4 171 691.70**
Ntabamhlophe Access Road Ward 8 (Municipal Disaster Recovery Grant - MDRG)		**R 5 074 066.80**
Nhlangakazi Access Road Ward 9 (Municipal Disaster Recovery Grant - MDRG)		**R 9 145 336.43**
Nogxaza Access Road Ward 19 (Municipal Disaster Recovery Grant - MDRG)		**R 3 373 252.89**

Table 108: Ndwedwe Town 2025/2026 FY

MUNICIPAL KEY PERFORMANCE AREA (KPA)	ORIGINAL BUDGET	ADJUSTMENTS BUDGET
Ndwedwe Town Infrastructure Ward 15	**R10 475 474.24**	**R 20 457 390.67**

6.3.4 Maintenance Plan for Existing and New Roads and Public Transport Facilities

The Municipality has a Maintenance Plan for the existing, new roads and public transport facilities. The plan gets reviewed annually.

6.3.5 Adopted Local Integrated Transport Plan

The Ndwedwe Municipal currently has no Integrated Transport Plan in place. The Municipality is responsible for the preparation of Integrated Transport Plan (ITP) for its communities, albeit the non-existence of the Plan. The plan will be developed during the 2023/2024 & 2024/25 financial year.

Last Review of the Integrated Transport Plan

The municipality has developed a draft ITP in-house however due to budget constraints the plan will be completed in the new financial year. The Municipality has managed to set aside budget for the finalisation of this plan.

PROVISION OF A LINK TO THE ITP
No link.

6.4 Energy

6.4.1 Electricity/Energy Provider

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

6.4.2 Adoption of Electricity Plan

ADOPTION OF ELECTRICITY PLAN

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

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

Table 112: Energy Source used by Households.

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

6.4.3 Operations and Maintenance Plan for Electricity

The Eskom is responsible for the Operations and Maintenance Plan for electricity.

6.4.3.1 Planning for Schedule 5B Projects

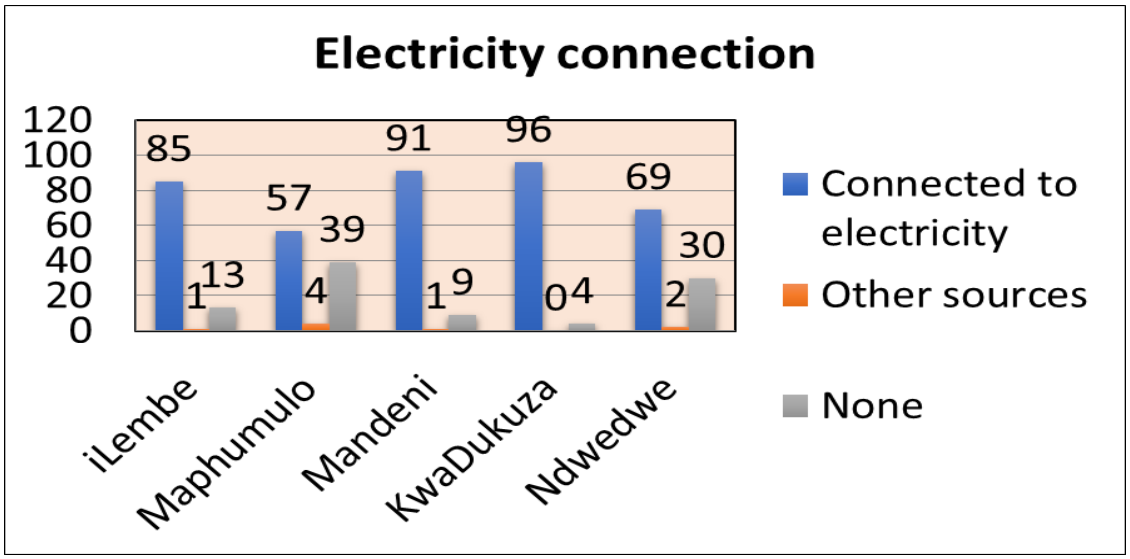
The project coordinators from Eskom are responsible Planning for Schedule 5B Projects.

6.4.4 Summary of the Status, Backlogs, Needs and Priorities

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

Figure 22: Electricity Connection



Source: Community Survey 2016 Stats SA

Table 113: Household access to electricity at municipality

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%

Source: Community survey, 2016

Table 114: Energy sources for cooking within Municipality

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%

Source: Community survey, 2016

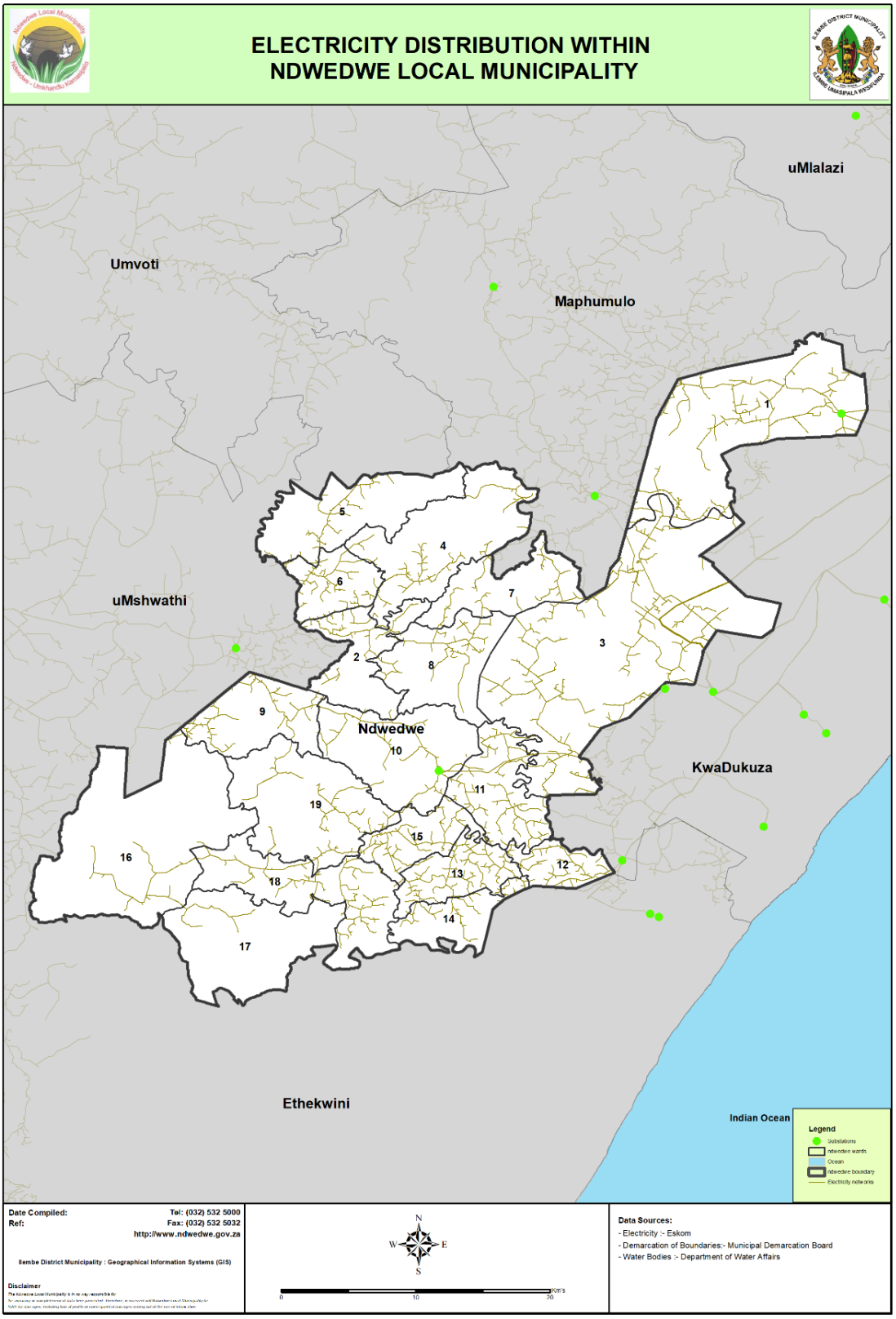
6.4.4.1 Priorities for Electrification Projects

The table below indicates local municipality planned electrification projects for the 2024/2025 financial years.

Table 108: Electrification Projects 2024/2025

IDP/SDBIP REF NO	OBJECTIVES	STRATEGIES	PROJECTS	2024/2025	SOURCE OF FUNDING
TS07	To facilitate the provision of reliable electricity	Provision of access to electricity	INEP Electrification Ward 05, 06, 07, 08, 11 & 15	R10 279 000.00	INEP

Map 8: Electricity Distribution Within Municipality



6.5 Access to Community Facilities

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

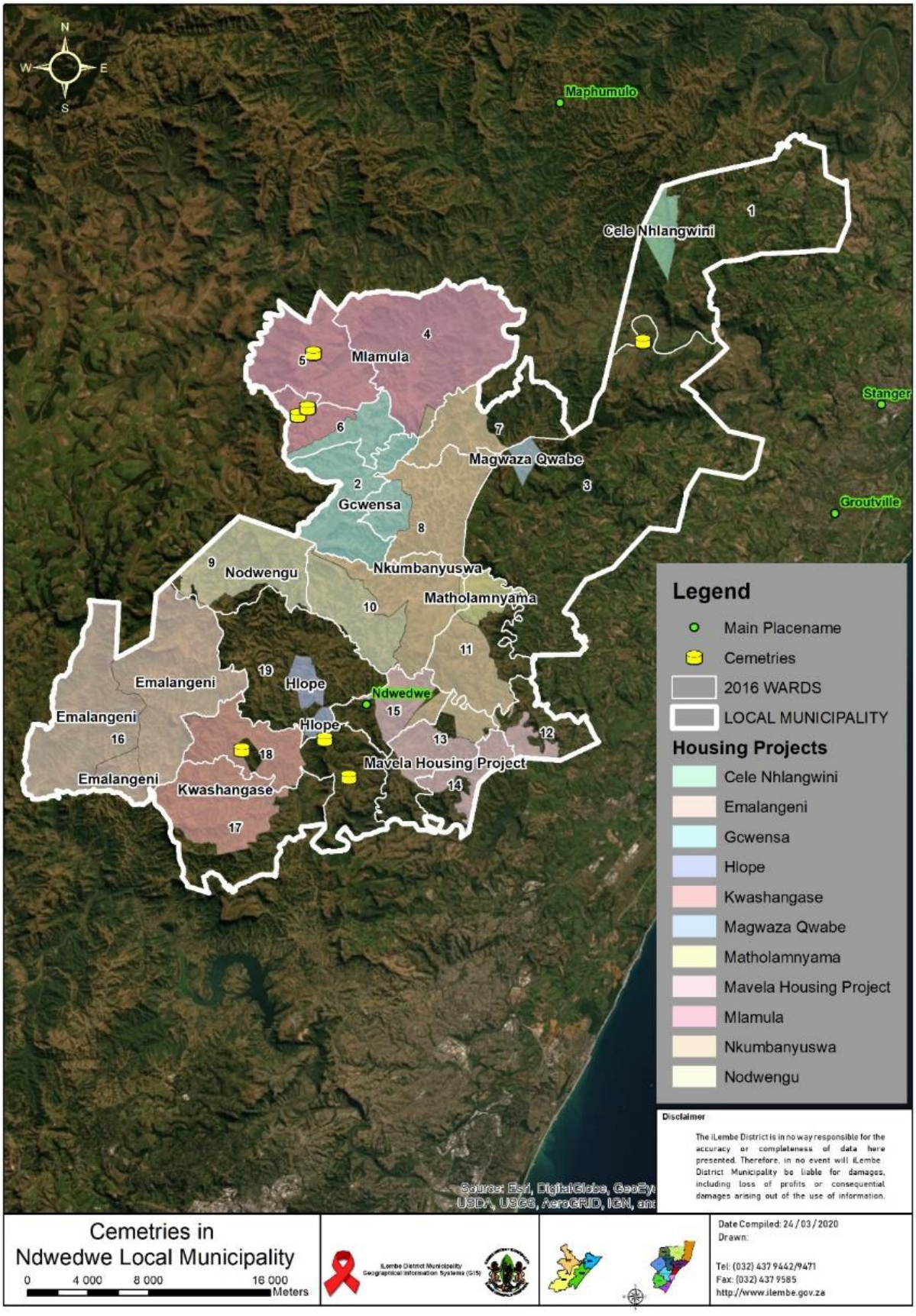
Provision of Cemeteries/Crematoria

The municipality has reviewed the Cemeteries/Crematoria Feasibility on 31 March 2022. A Cemetery Feasibility Study has also been conducted in an endeavour to secure suitable land for cemeteries and crematoria. Currently, the municipality is facing a challenge regarding the unavailability of land for the establishment of the municipal cemeteries, animal pound, as well as Bhamshela Thusong Centre expansion. There are ongoing discussions with the Department of Land Affairs and Amakhosi regarding the secure land for the municipality.

6.5.1 Sufficient Authorized Cemetery Sites

The municipality does not have sufficient authorised cemetery sites. The municipality intends to secure land to develop new cemetery sites. The municipality has conducted a Cemetery Feasibility Study which has now been completed. However, it has not yet been workshopped to stakeholders. The policy will be approved by the Council upon the completion of engagement meetings/workshops. The map below illustrates areas that are currently informal burial sites. That the sites are currently being used by the community, such as church's, residents' homes and homesteads.

Map 9: Cemeteries (Informal burial sites)



The municipality has a Pauper and Burial Policy as well as Indigent Policy. These documents are attached as **Annexure J** for the indigent community members. The Policy was reviewed and adopted by Council in March 2023. A copy of Cemetery Feasibility Study is attached at **Annexure J1**.

6.5.2 Summary of the Status, Backlogs, Needs and Priorities for Community Facilities

Early Childhood Development (ECD's):

- Local Municipality acknowledges that the Early Childhood Development (ECD's) is a function of Local Government, Provincial and National Government. However, it seeks to align and adhere to national and provincial legislation guides.
- In terms of the Constitution of the Republic of South Africa, the Municipal Systems Act No. 32 of 2000 and the Children's Act No. 38 of 2005, local government is responsible for the:

- Provision of basic services, including water and sanitation, to communities.
- Contributing to the realisation of rights set out in the Constitution, including health care services, food and water, and social security.
- Development of policies and laws governing childcare facilities, including child-minder services.
- Municipal planning and spatial development, including providing and regulating land used for childcare facilities and for safe and adequate play and recreation facilities; and
- Where the provincial Department of Social Development assigns responsibility to municipalities for the provision of partial care services as provided for in section 88 of the Children's Act, No.38 of 2005 then municipalities are responsible for the provision (including the registration, regulation, and monitoring and evaluation for compliance with norms and standards) of partial care and early childhood development programmes that take care of more than six children on behalf of their parents or caregivers for a specific number of hours. The following is the status of ECD's Centres in KZN.

Table 115: NLM ECD & Halls Projects Planned in Financial Year 2024/2025

MUNICIPAL KEY PERFORMANCE AREA (KPA)	ORIGINAL BUDGET	ADJUSTMENTS BUDGET
Construction of Maqokomela Community Development Centre Ward 10 (MIG)	**R11 337 917.79**	**R 9 802 682.90**
Construction of Hlalakahle CDC in ward 07	**R1 391 296.97**	**R 1 018 320.78**
Construction of Msengeni CDC in ward 08	**R720 000.00**	**R 739 748.03**
Construction of Makhawula/Ntaphuka Community Hall Ward 13	**R1 112 678.89**	**R 1 101 764.50**
Guard house of Mthombisa CDC Ward 03	**R300 000.00**	**R 300 000.00**
Mangangeni CDC Renovation Ward 19	**R850 000.00**	**R 451 346.90**
Ezimpondweni Hall Renovation Ward 17	**R180 000.00**	**R 165 078.63**
Market Stalls Renovation Ward 08	**R180 000.00**	**R 180 000.00**
Umzamo CDC Renovation Ward 7	**R180 000.00**	**R 174 816.60**
Gcwensa Hall Renovation Ward 2	**R180 000.00**	**R 159 225.88**
Ntubeni Hall Renovation Ward 1 Phase 2	**R300 000.00**	**R 277 626.30**
Qhubakahle Hall Renovation Ward 6	**R180 000.00**	**R 160 000.00**
Deda Hall Renovation in Ward 5	**R180 000.00**	**R 170 000.00**
Waterfall Hall Renovation Ward 3	**R180 000.00**	**R 151 814.25**
eGweni Community Hall Rehabilitation in ward 16	**R180 000.00**	**R 175 091.44**

Libraries

Although a standard for provision of libraries is 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 several cost-effective libraries within the limited budget. The situation is constantly assessed, and libraries are then provided near 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, Local Municipality is serviced with a single library recently constructed within Village, and a mobile library servicing the Bhamshela Node. The library must also be equipped with internet café facility so that children will have controlled access to the internet for school projects and general research.

Police Services

The municipal area is serviced by three police stations, located south of Bhamshela Node, Northwest of Ozwathini and within. Most households are located at a distance greater than 10km from a police station. The more densely populated areas are situated within 20km

radius from a police station, although mobile/satellite police stations can service areas near the node of Montebello and areas far west in the Emalangenilanga Area.

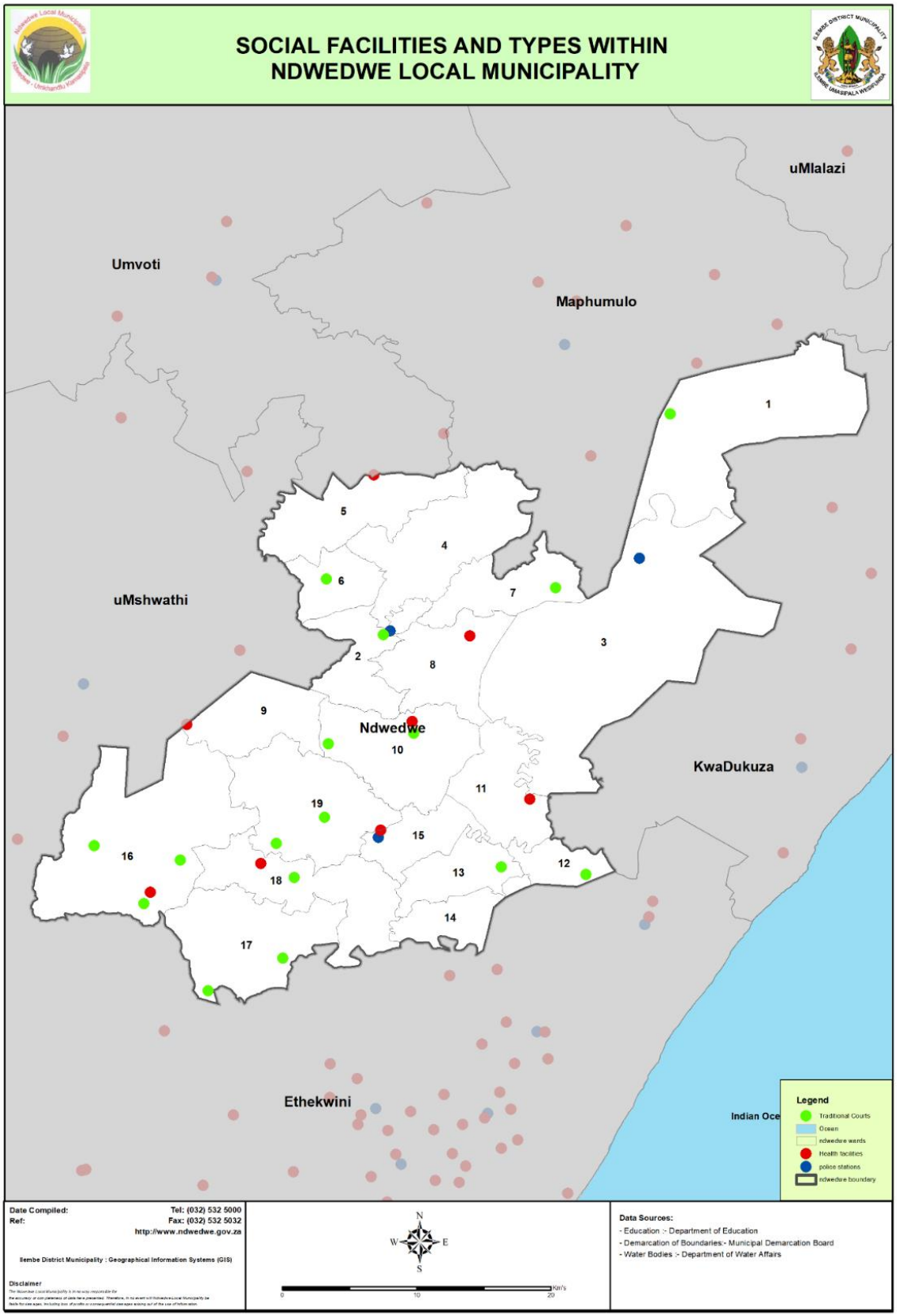
Community Halls & Social Facilities

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

Table 116: ECD and Community Halls to be constructed in Financial Year 2025/26

ANNUAL TARGET	ORIGINAL BUDGET
100% Construction of Khanyisa Sport field (Change Rooms/ablution facility, Guard house, Borehole)) to be completed by end of 30 June 2026	**R6 708 775.00**
90% Construction of Noordsburg Multi-purpose Centre (Site establishment, Earthworks, Foundation, Walls, Roofing, Plastering, Plumbing works, Electrical works) completed to be completed by end of 30 June 2026	**R8 442 061.30**
100% Upgrading of Ndwedwe Regional Sport field (Site establishment, change rooms, Ablution facilities, Combo Court and Fencing) to be completed by end of 30 June 2026	**R10 000 000.00**
100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainage system) to be completed by end of 30 June 2026	**R3 000 000.00**
100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainage system) to be completed by end of 30 June 2026	**R1 500 000.00**
100% Construction of Disaster and Emergency Services facility (Walls, Roof slab, Ablution facilities, Offices, Gym, Plastering, Parking, Electrical works and Roofing) completed to be completed by end of 31 December 2025	**R20 863 163.67**
100% Renovation of Phambela Community Hall to be completed by end of 31 March 2026	**R670 000.00**
100% Renovation of Gcwensa Community Hall to be completed by end of 31 March 2026	**R580 000.00**
100% Rehabilitation of Sonkombo Sport field to be completed by end of 31 March 2026	**R650 000.00**
80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30 September 2025	**R2 320 000.00**
100% Capital expenditure spent completed by end of 30 June 2026	**R46 208 000.00**

Map 10: Community & Social Faculties



6.5.3 Animal Pound

Currently, the municipality does not have an animal pound facility in place. The municipality is in a process of securing land for the establishment of animal pound facility. Ongoing discussions have progressed with the Department of Land Affairs and Amakhosi regarding the secure land for the municipality.

6.6 Human Settlements

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

Approximately 70% of 's population has access to housing however most of these structures are sub-standard. This therefore makes them more vulnerable to harsh climatic conditions which may occur. To this effect, several housing projects have been earmarked by Department of Human Settlements or the municipality. Notwithstanding that provision of housing remains an important part of human settlements and is now common because liveable human settlements require integrated planning. In line with the notion of integrated human settlements the district has established a Planning and Infrastructure Alignment Committee. The Committee meets to provide technical and planning comment on proposed housing projects. The meetings attempt to provide technical and planning comments to proposed housing projects. The district has set 5-year strategic objectives to culminate in improved access to basic services.

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

Table 117: Types of Main Dwelling

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

Most communities 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.

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

6.6.1 Council Approved Housing Sector Plan

The Ndwedwe Municipality Draft Housing Plan **(attached as Annexure F)** has been prepared the municipality us currently undergoing the development of the five-year Housing Management Plan in this current financial year, the Final Housing Plan will be adopted and approved by Council at the end of June 2024 in this current financial year. 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. Ward 19 has the most housing backlog sitting at approximately 1 330 when compared to all other wards within the municipal area.

The Housing Forum meetings that took place in this financial year were as follows:

Date of Forum	Venue	Challenges	Resolutions
24/10/2024	Ndwedwe Council Chamber	None	None
30/01/2025	Ndwedwe Council Chamber	None	None

6.6.2 Housing Chapter Highlighting Housing Needs, Existing & Planned Projects

The Department of Human Settlements has current and planned for the following housing project highlights for 2023/2024 financial year:

- Wards 12, 13, 14 & 15 Mavela Phase 2 (1000 units). The first 500 units as per DOHS first phasing has been completed. Project has been approved, and funding allocated

for 300 units due to budget constraints and work to commence on the 11th of March 2024

- Wards 07, 08, 09, 10, 11, 12, 13, 14, 15 & 19 Nkumbanyuswa Phase 2 (2000 units). The Service Level Agreement signed by all parties. The Pack was submitted to Ingonyama Trust for issuing of the Development Rights Agreement (DRA). It is anticipated that it will be issued by end of April 2024

- Wards 03, 11, 12, 13, 14, 15, 17, 18 & 19 Qadi Rural Housing Project (1000 units). DRA received and signed by the municipal manager on the 22nd of February 2024. Once all the relevant documents submitted by municipality (HSP and Housing Forum minutes), the pack will be submitted for Stage 2 funding.

- Wards 10, 11,12 & 19 Operation Sukuma Sakhe will build 67 Houses. 12 units completed and handed over to beneficiaries. Slow construction progress. Contract was terminated in May 2023 between the Department and Khazimula. DOHS is in the process to appoint a new IA to complete the project.

- Ward 11, There are 226 houses to be built through OSS, contractor is on site and construction his in progress. Todate there are 164 houses completed.

- Ward 17 & 19, Chili, Khumalo, Ngcolosi, Mangangeni Housing (1000). Little or no response on the comments from the Dept. of Environment. This hinders progress to complete the SPLUMA Application.

- Ward 03 Magwaza Qwabe/Waterfall Housing Project (1000 units). The Service Level Agreement signed by all parties. Due to the community outcry over lack of housing in ward 03, the Municipal Councill resolved to extend the project size to accommodate the whole area under ward 03 that include community residing on private land. The extension of the project boundary was supported by the Dept. of Human Settlements but could not provide funding for the extra planning investigation since the change of the scope of work. The municipality to provide funding for the extra planning investigations.

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

Table 118: Projects 2023/2024

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

Housing Project in Progress

Table 119: Human Settlements Projects

PROJECTS PROGRESS 2022/2023 FY				
PROJECTS IN CONSTRUCTION				
PROJECT NAME	WARD/S	NO. OF UNITS	COMPLETED	COMMENTS
Mavela Phase II	12, 13, 14 & 15	1000	367	Due to department budget constraint, the project was phased to 500 units.
Wosiyane, Cibane & Malangeni	16, 18 & 19	1000	812	The project was delayed due to the company was placed under Business Rescue. The project is anticipated to be completed at the end of October 2023
Glendale Rectification	01	295	245	Due to unbuildable sites and unavailability of land, the company moved out of site until all issues are resolved. There are engagements with relevant stakeholders including Illovo Sugar Properties to release land for housing development for the community
40 Sukuma Sakhe	03 & 07	40	0	Work in progress as 35 units have been completed and handed over to beneficiaries
85 Sukuma Sakhe	02, 06, 08, 13 & 15	85	71	Due to unbuildable sites caused by steep terrain and no access the company moved out of site. Once all issues are resolve it will move back to complete the units
67 Sukuma Sakhe	10, 11,12 & 19	67	0	12 units completed and handed over to beneficiaries. Slow construction progress, and DOHS is looking at the case as reported by the municipality if there is any breach of the contract.

Table 120: Planned Projects

	PLANNED PROJECTS	FOR 2023/2024 FY
PROJECT NAME	WARD/S	STATUS
Nkumbanyuswa Phase II (2000 units)	07, 08, 09, 10, 11, 12, 13, 14, 15 & 19	The project Application pack was submitted to iLembe for Service Levell Agreement. iLembe confirmed all documents submitted and anticipated Service Level Agreement to be signed before end of May 2023.
Qadi Rural Housing Project	03, 11, 12, 13, 14, 15, 17, 18 & 19	The project Application pack was submitted to iLembe for Service Levell Agreement. iLembe confirmed all documents submitted and anticipated Service Level Agreement to be signed before end of May 2023.
Magwaza/Qwabe Waterfall (1000 units)	03	The project Application pack was submitted to iLembe for Service Levell Agreement. iLembe confirmed all documents submitted and anticipated Service Level Agreement to be signed before end of May 2023.
Khumalo, Chili, Mangangeni & Ngcolosi (1000 units)	17 & 19	The project Application pack was submitted to iLembe for Service Levell Agreement. iLembe confirmed all documents submitted and anticipated Service Level Agreement to be signed before end of May 2023.

Table 121: Pre- Planning Projects

	PRE-PLANNING PROJECTS	
PROJECT NAME	WARD/S	STATUS
Nodwengu Phase II	09 & 10	The project is recommended for MEC's Approval. Anticipated to be signed by end of July 2023
Luthuli Rural Housing project	07	The project is recommended for MEC's Approval. Anticipated to be signed by end of July 2023

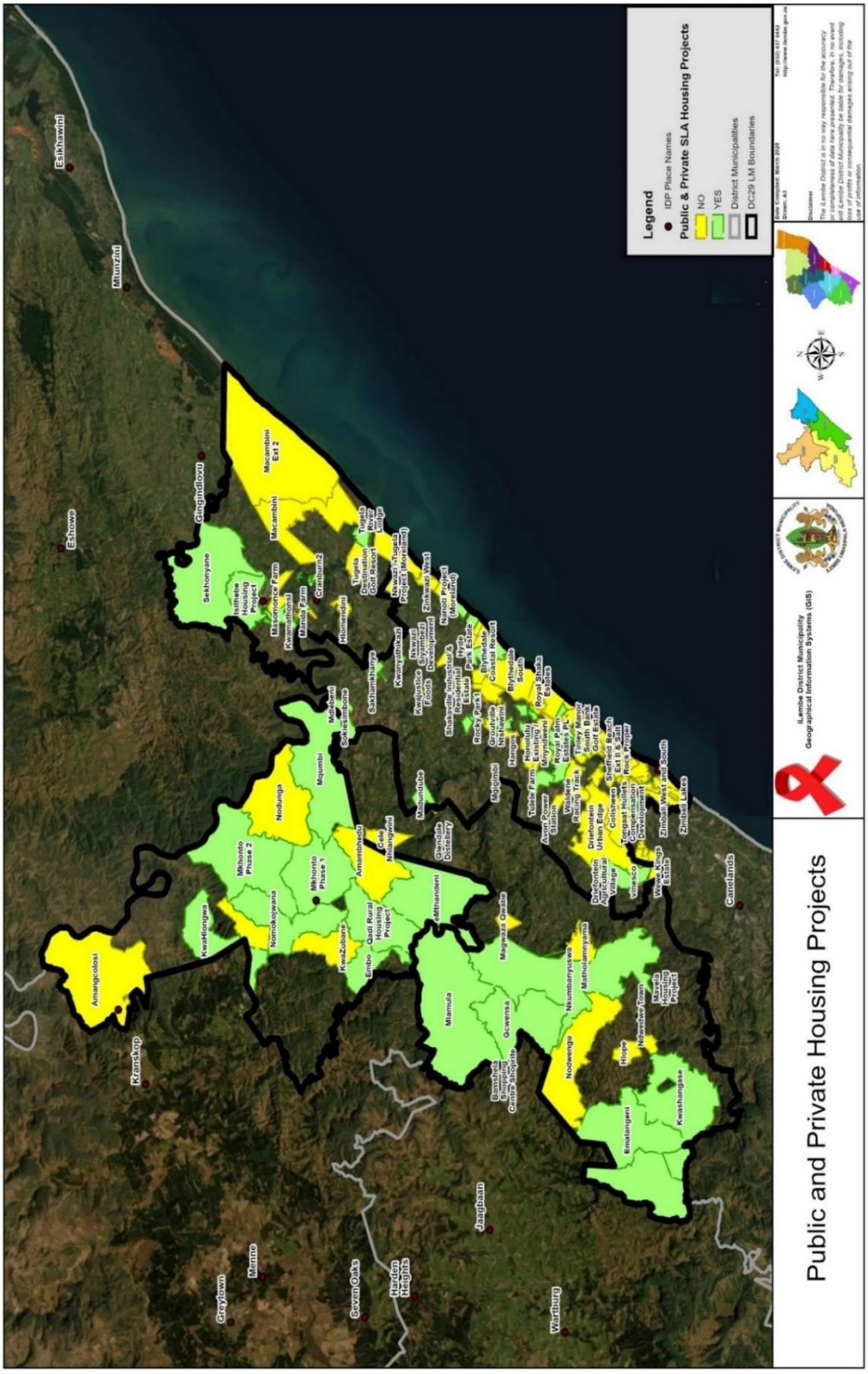
Level of Services and Backlogs

- Mechanism and institutional capacity for co-ordination, monitoring and implementation of housing projects.
- Committed funding for the services in support of housing projects.
- Acknowledgement of the service delivery needs of farm dwellers.

Table 122: Public and Private Developments within LM

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

Map 11: Public and Private Housing Projects



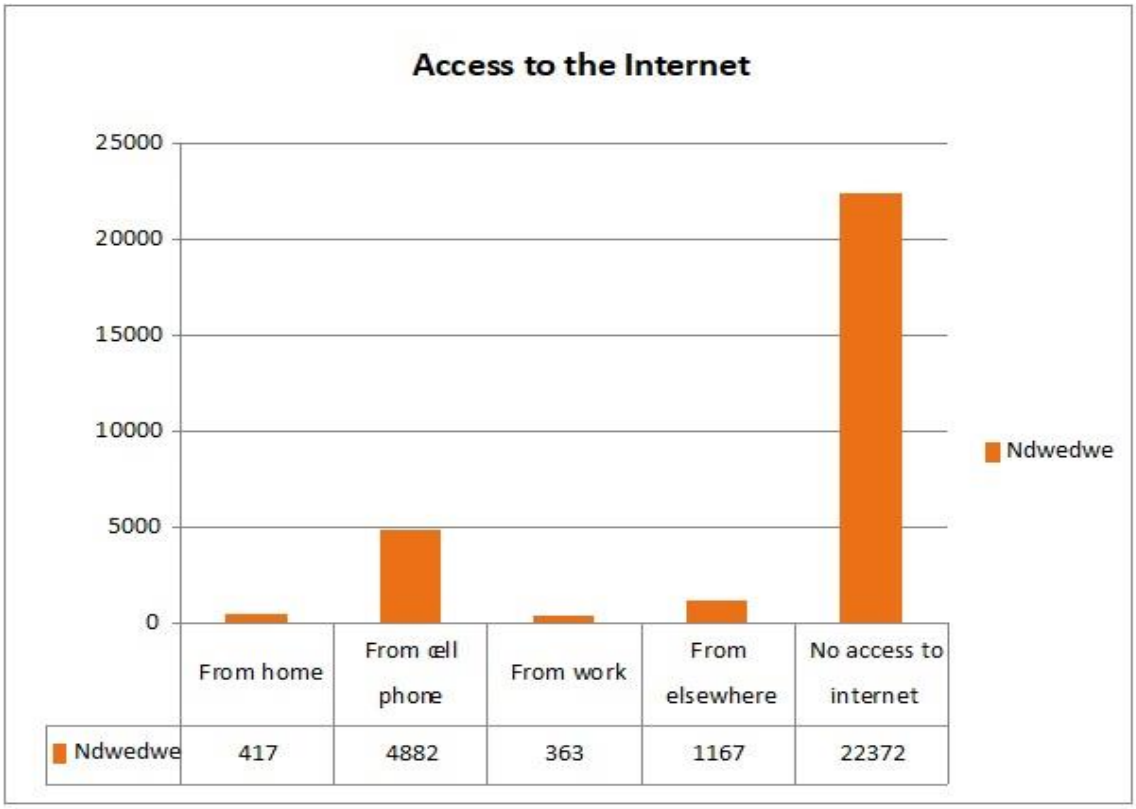
6.7. Telecommunications

6.7.1 Summary of the Status, Backlogs, Needs and Priorities for Community Facilities

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

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

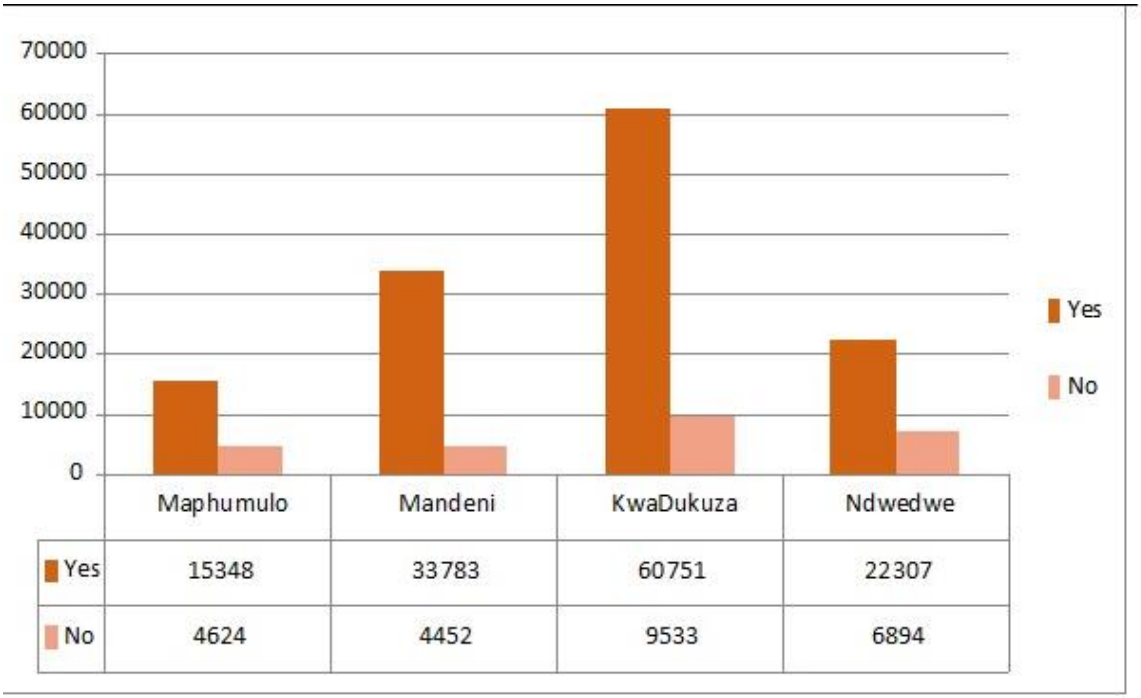
Figure 23: Access to the internet in Municipality



Source: (STATs SA Census, 2011)

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

Figure 24: Access to a Cell phone in Municipality



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

Source: STATs SA Census, 2011

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

6.8 Service Delivery & Infrastructure: SWOT Analysis

Table 123: Service Delivery SWOT Analysis

BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Good Forward Planning (best practices) for Infrastructure Development Expenditure of Grant Funding ▪ Ability to draw and/or receive additional fundings on grants like MIG and INEP due to good performance. ▪ Development of internal capacity to ensure infrastructure management (maintenance team) ▪ functioning Infrastructure Portfolio Committee	▪ Lack of dedicated allocated vehicles for operation and transport allowance for Technicians (Field workers) ▪ Backlog on infrastructure still huge and infrastructure demand high due to flooding ▪ Contract positions and vacancies within Technical Services which becomes demotivating to staff. ▪ Sparse/scattered Settlement Pattern for Infrastructure Development ▪ Lack of Local Integrated Transport Plan (LITP) – the municipality require funding to develop Transport Infrastructure Plan ▪ Lack of Performance

	management/measurement of Senior Manager (Director Technical Services) - This will assist to determine if the Director qualify for bonuses which become a motivating factor. ▪ Inadequate bulk water sources ▪ Poor maintenance of sport fields and community facilities, including CDC's and halls
OPPORTUNITIES	**THREATS**
▪ Municipality geographical location ▪ Town Development ▪ Developer's contribution ▪ Positive publicity ▪ Application for Energy/electricity license (National Energy Regulator SA), Explore energy sources – Appoint Energy Specialist/Manager Energy Resources	▪ Poor road condition due to flooding (because of climate change) ▪ High backlog on infrastructure development ▪ Damage to property and infrastructure, Loss of life, injuries due to disaster incidents ▪ Severe effects of climate change ▪ Drugs and substance abuse – Social ills ▪ Loadshedding, connectivity and High crime rate

At the Strategic Planning Session, the following Challenges were raised:

Table 124: Basic Service Delivery and Infrastructure Challenges

Challenge Identified	Status Quo Before Intervention/Resolution	Intervention Recommendation
Backlog in Roads and Bridges infrastructure	As a result of climate (Flooding) change the municipality is experience backlog in road and bridge infrastructure. Limited funding: The municipality is receiving Disaster Grant in phases from COGTA National Disaster Management Centre (NDMC)	To be budgeted for in 2025-26 financial year and should consider other revenue streams.
Lack of Integrated Transport Plan (ITP)	The Municipality Lacks Integrated Transport Plan	To liaise with relevant stakeholders
Data Capturer Needed	The organogram and budget do not cater for EPWP Data Capturing personnel	Due to financial constraints, the department has been advised to use the EPWP Coordinator. The following position

		recommended to be included on the Organogram and budgeted for 2025-26: EPWP
Dependency on EPWP beneficiaries	Reliance on EPWP beneficiaries	Department to consider job rotation.
Infrastructure maintenance needs more budget	The Municipality has limited budget for Infrastructure maintenance	To be considered in the next financial year and the department should explore other revenue streams
Purchase of lowbed Truck/Trailer, TLB	The department faces challenges when moving earth moving plant from point A to point B. The Excavator, Graders, TLB need to be transported to save its mileage and wear and tears.	After doing the cost benefit analysis, it was recommended that it will work out cheaper to buy the low bed than renting it out. The current TLB is overstretched and will soon reach its working hours. To be considered on budget 2025-26

7. Local Economic Development (LED) Situational Analysis

To improve the environment for economic growth and the creation of jobs, corporate and public sectors partners collaborate through the process of Local Economic Development (LED). All individual's quality of life is to be improved. To improve a local area's economic development practitioners must actively endeavour to increase that area's economic capacity.

7.1 Local Economic Development

The Local Economic Development of is considered as one of the most important aspects of developing the municipality. In all the economic activities identified, it appears of great importance to protect on the one hand the unique natural environment while on the other hand exploiting the opportunities arising from the various economic sectors.

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

7.1.1 LED Functionality and Capacity

The municipality has a fully established LED department with a permanently appointed LED Manager. The LED Unit is fully operational. However, there are human resource challenges within the Unit due to budget constraints. The LED Implementation Plan and Programmes are implemented by this Unit.

7.1.1.1 Adoption of the LED Strategy

The Municipality has adopted an LED Strategy in financial year 203/2024. However, the Municipality is currently updating and reviewing the Strategy, a draft LED strategy is in place, the LED department is given support by various governmental stakeholders such as COGTA and it has been advised that the strategy needs to be reviewed.

A copy of the LED Implementation Plan is aligned with the IDP, Budget and SDBPI's. Refer to the LED Strategy is attached as **Annexure L**.

7.1.1.2 LED Strategy Under Review

The Municipality LED Strategy 2023/2024 is currently under review in the new financial year 2024-2025 in collaboration with KZN COGTA. In addition, the LED Unit recently approved and adopted the last LED Strategy 2023/2024 Financial year. The focus of the review has been on the alignment with the national, provincial and district initiatives and priorities as well as the review of the implementation plan.

7.1.1.3 Annual Review of the LED Implementation Plan

The main purpose of formulating an LED Implementation Plan is to contribute to the implementation of overall economic planning of the municipality. The plan will collate economic programmes and projects identified by the broader LED stakeholders. The LED Implementation Plan is a project action plan that is reviewed and updated annually and aligned to IDP, Budget and SDBIP**.** The plan identifies goals, key performance indicators, objectives and targets for both short and long-term projects. The implementation plan is in place and reviewed annually.

7.1.1.4 Revision of the LED Strategy to Address the MEC Comments

The Municipality acknowledges the comments that the MEC made in respect of the LED Strategy 2023/2024 for the IDP assessments conducted by COGTA. The comments were instrumental in enriching the process towards the compilation of the IDP.

Table 125: MEC Comments for LED and Action Plan and Progress

MEC Findings/Comments	*Interventions*
The Ndwedwe Local Municipality was commended for developing the LED Strategy for 2023/2024 and addressing the issues of Red Tape Reduction.	In addition, the Municipality will be reviewing the LED Strategy in collaboration with KZN COGTA.

7.1.1.5 Functionality of the LED Forums/Sector Specific Forums

There are LED Forums in place that are established by the Ndwedwe Municipality, Enterprise iLembe and iLembe District Wide LED Forum which takes place quarterly. These forums are fully operational. The Municipality has established a functional Local LED Forum that is also active in the District LED Forum. The Ndwedwe Local LED Forum meets four times a year and consists of sectors departments, local businesses, ward committee, cooperatives, SMME's and Ngo's etc.

7.1.1.6 Alignment of the Sector Specific Forums with the LED Forum

There is an alignment of the Sector-Specific Forums with the LED Forum. The Sector Specific Forum are held monthly, and the meetings are conducted by sectors from specific industries such as tourism, agricultural farming, commercial and manufacturing, informal and formal sectors, arts & culture, etc.

The alignment of sector specific forums with the LED Forum is done by the municipalities with iLembe District Economic Clusters which leads and/or is a champion of the LED Sector Specific Forums. One of the functions of the iLembe District Economic Clusters are to ensure the functionality of the sectors and that the meetings are held monthly to discuss challenges, future economic recovery interventions post Covid19 pandemic, reporting and monitoring progress.

7.1.1.7 Participation of Ndwedwe Municipality in the iLembe District LED Forum & Command Council

The Municipality takes part in iLembe District Municipality, Enterprise iLembe, iLembe Chamber of Commerce,, Tourism and Industry; Emerging Contractors; Trade and Investment KwaZulu Natal; Vuthela iLembe LED – Programme.

Co-ordinating Unit (PCU), Amakhosi; Farmers, SMME Forum as well as the District Command Council. The District Command Council meets once a month and the EDP reports to the DCC on the status of the economic activities from the Department of LED.

The iLembe District Municipality owns 100% of Enterprise iLembe. The agency is registered in accordance with Section 86C of the Municipal Systems Act, and its existence and operations are therefore governed by the Municipal Finance Management Act and the Companies Act. iLembe District envisioned and adopted Enterprise iLembe as a special implementing agent of the economic development strategies for the four Local Municipalities within its jurisdiction: Mandeni, KwaDukuza, Ndwedwe, Maphumulo, and other stakeholders to achieve the common economic development objectives. The economic development agency is not charged with policy formulation, but rather with putting Council's objectives into action. Enterprise iLembe's primary function is to carry out the economic development strategy by fostering commerce and investment within the region.

Municipality LED Forum Frequency of Meetings
Quarter 1- from Jul to Sept
Quarter 2-from Oct to Dec
Quarter 3-Jan to March
Quarter 4-Apr to June

7.1.1.8 Capacity Constraints in the LED Strategy

Table 126: LED Capacity Constraints

Lack of funding	Shortage of funds for the LED Implementation plan
Lack of Public Private Partnerships	It is the intention of the Municipality to grow and develop the municipality, create a conducive environment for investors, attract investors and business systems, create job opportunities but the Municipality lacks capacity pertaining to the formation of partnerships.
AGRICULTURE SECTOR: The agriculture sector is the main contributor to the economy of, only a few farmers undertake commercial farming in the form of forestry and sugarcane farming. Following is some of the challenges facing this industry:	
Lack of conventional farming skills:	Whilst a large portion of 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 is 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	The area of Ndwedwe is predominantly rural, and most roads are not tarred.

suitable roads	This is a challenge in the agricultural sector or any other business sector that deals with goods or services as it proves difficult to access in rainy weather.
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 the municipality. Construction of local fresh produce markets in key business nodes (e.g., Bhamshela, etc.) may be of great help and could cartelize other economic activities in the area.
TOURISM SECTOR: Following are some of the challenges / factors that influence tourism in	
Packaging of tourism	Despite the rich history and eye-catching and scenic landscape in, 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. These road conditions impact those establishments that are already functional negatively as they are not reachable when it is raining.
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.
COMMERCIAL AND MANUFACTURING SECTOR: Following are some of the challenges / factors that influence commercial and manufacturing	
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 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. 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.

7.1.2 Policy/ Regulatory Environment and Alignment

7.1.2.1 Alignment to the NDP, PGDP and DGDP Goals or Recovery Plan

The reviewed LED Strategy has ensured that there is alignment to the PDGP and DGDP priorities. The LED strategy has an implementation plan in place and in line with the goals and objectives as set out in the KZN Provincial Growth and Development Plan (Vision 2035), the National Development Plan and District Growth and Development Plan.

LED KPA'S Response to the NDP, PGDP & DGDP Priorities

The National Development Plan (developed by the National Planning Commission in 2011) seeks to eliminate poverty and to sharply reduce inequality by 2030, while at the same time create 11 million new jobs by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy. Strategic Objectives of the NDP include the elimination of poverty, the encouragement of economic growth and opportunities, as well as an increase in the living standards of South Africans. Apart from this, a strong focus is also placed on a more inclusive, dynamic economy, skills development, increased investment, and acceleration of the growth of the economy.

The National Development Plan proposes to create these jobs by:

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development.
- Mobilising all sectors of society around a national vision

Transforming the economy and creating sustainable expansion for job creation means that the rate of economic growth needs to exceed 5% a year on average. To bring this about the NDP proposes to increase exports through mining, construction, mid-skill manufacturing, agriculture and Agro-Processing, higher education, tourism and business services. In this regard the NDP also highlights the need for infrastructure development, reducing the cost of regulatory compliance, a more effective innovation system, and support for SMMEs, skills development, better access to finance and higher rates of investment.

- Emphasis on inclusivity and job creation across all skills levels within the economy
- Need for the identification of key sectors of influence
- The creation of jobs through investment in key sectors
- Inward and outward strategies to enhance inter-regional trade and investment
- Beneficiation and agro- processing (developing on existing strengths)
- Transformation of rural and urban areas through LED interventions
- Building the capacity of Municipalities to implement LED plans and programmes

The Provincial Growth and Development Strategy and Plan (PGDS and PGDP): provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the interconnectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The PGDS aligns itself to the Millennium Development Goals (MDGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:
Goal 1: Inclusive Economic Growth.
Goal 2: Human Resource Development.
Goal 3: Human & Community Development.
Goal 4: Strategic Infrastructure.
Goal 5: Environmental Sustainability.
Goal 6: Governance and Policy; and
Goal 7: Spatial Equity.

Strategic Goal 1: Job Creation deals directly with local economic development and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

- Unleashing the agricultural sector.
- Enhancing sectoral development through trade and investment.

- Improvising the efficiency of government-led job creation programmes.
- Promoting SMME and entrepreneurial development; and
- Developing the knowledge base to enhance the knowledge economy.

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

The Municipality LED Key Performance Area responds comprehensively to the Provincial Growth and Development Plan and iLembe District Growth and Development Plan priorities. The LED Strategy aligns with National, Provincial and District Policy Frameworks. LED goals, strategies and initiatives from the strategy are responsive and feasible to the key challenges identified. All the projects are budgeted for by the Municipality and relevant sector departments.

Implications for Municipality LED Initiatives:

The Municipality LED needs to ensure:

- A focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services).
- Advancement of investment promotion and facilitation as a means to stimulate economic development.
- Development of SMMEs and promotion of entrepreneurship.
- Industry-driven skills development and training.
- Development of spatial concentration through use of nodal and corridor development.
- Enhanced coordination between all stakeholders.
- Multi-faceted and multi-dimensional LED Focus
- A more aggressive focus to infrastructure development and basic service delivery
- Importance of the informal / second economy in development
- Inclusive rural economies
- Skills development and training programmes
- Diversification while building upon existing competitive advantages.
- Marketing of as an investment friendly municipality
- Building stronger partnerships with the private sector

Covid-19 Economic Recovery Plan

The LED Strategy is aligned to the PGDS Strategic Goals and the Economic Recovery plan. As part of government's Covid-19 Economic Recovery Strategy, the KwaZulu-Natal Premier Sihle Zikalala, the MEC for Transport, Community Safety and Liaison, Bheki Ntuli and local leadership has launched a R292 million road construction project which will benefit the community of under iLembe District Municipality.

The construction of P714 will unlock economic opportunities for the rural community of and will create much needed jobs. This massive development which has been described as a game changer, will transform the lives of people in and the Greater iLembe District. "The construction of this road will connect the community of Ndwedwe to essential services such as schools, clinics, hospitals and public transport facilities.

This project will see more than 2300 jobs created and the transfer of skills to emerging local contractors. Over R84 million will benefit emerging local contractors for designated groups such as companies owned by youth, women, people living with disability and Military Veterans.

Community Work Programme

The municipality has 1078 CWP participants under the implementing agent as appointed by COGTA. The CWP reports quarterly which are submitted to the municipality LED office by the implementing agent on status of the programmes.

7.1.2.2 Alignment of Municipality LED Strategy to the District One Plan

Ndwedwe Local Municipality is one of the four local municipalities that are the composite of iLembe District Municipality. All these municipalities were involved in the development of the District One Plan, its vision, goals, objectives, strategies and implementation plan (catalytic projects). Therefore, the Ndwedwe Municipality LED Strategy aligns to the iLembe District One Plan.

The President called for the rolling out of "a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities…" Such an approach will require that "National departments that have district-level delivery capacity together with the provinces, provide implementation plans in line with priorities identified in the State of the Nation address". [1]

[1] National Cogta, May 10, 2021. What is the District Development Model?

The DDM consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance, resulting in a single strategically focussed One Plan for each of the 4 Local Municipalities wherein the district is seen as the 'landing strip'. The DDM is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison expressed in a One Plan for each local municipality.

New National and Provincial policy developments which give rise to economic opportunities must be considered include, for example, the opening of the opportunity for energy generation of 100 MW. Similarly, more should in future be done about the district's climate action plans/approaches and/or localisation of production and consumption and its related economic and social benefits.

Actions related to red tape reduction and/or ease of doing business that are linked to the goal of developing a responsive caring and ethical government should be included in all action plans. It follows that all the areas of potential interventions One Plan should have some associated action plans/projects together with the lead/responsible agent.

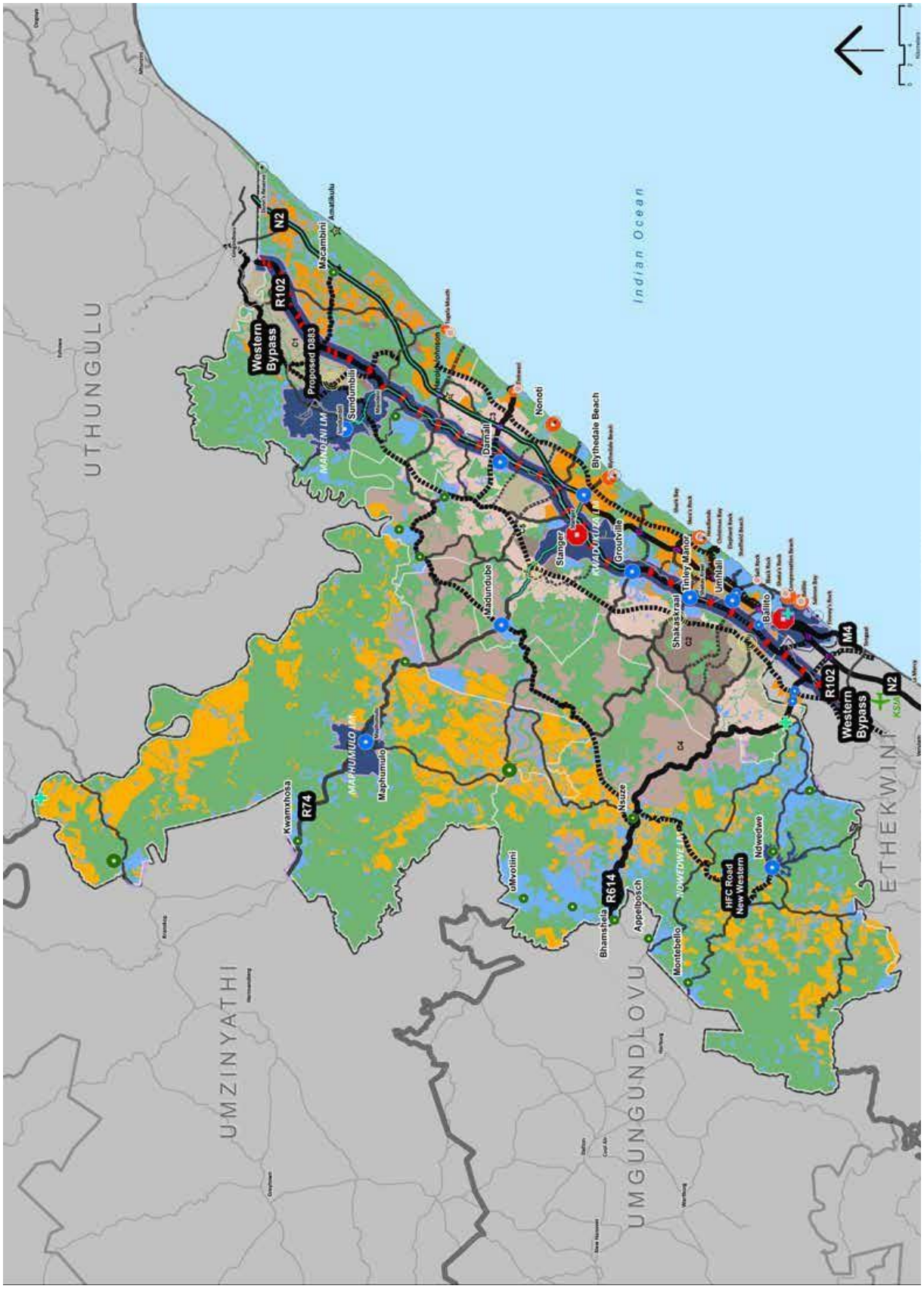
The President identified the "pattern of operating in silos" as a challenge which led to a lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The consequence has been sub-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality, and employment. The key objectives underpinning the approach include the following:

- To develop "One plan" for the district, with all stakeholders' support.
- To provide a framework for the alignment of different spheres of government budget allocations.
- To align the One Plan with other spheres of government planning initiatives.
- To mobilise and ignite all stakeholders around implementing the One Plan on an ongoing basis.
- To prepare a knowledge product on the process of preparing and implementing the One Plan, which other district municipalities may use.

The District Spatial and Socio-Economic Context and Vision

iLembe District is situated on the east coast of KwaZulu-Natal and is the smallest of the province's districts. The district consists of four local municipalities: Mandeni, KwaDukuza, Maphumulo, and Ndwedwe. Located about 65 km north of the eThekwini Metropolitan Municipality, iLembe is linked by a coastal highway to Durban in the south and Richards Bay in the north, giving it access to the two harbours in those localities. Immediately to the south of iLembe, within eThekwini, is the King Shaka International Airport and the renowned Industrial Development Zone (IDZ) of the Dube Trade port Corporation.

Map 12: The iLembe District from the 2021 Spatial Development Framework



The vision for the iLembe One Plan is as follows:

> "**By 2050, iLembe will be a sustainable, diverse growing economic hub providing social well-being and equity of access for all its citizens**".

The fundamental principles underlying the vision are:

- A diverse and growing economy
- A liveable region
- Sustainable development
- Social wellbeing.
- Equity of access.

The above principles provide the basis for establishing a holistic, all-encompassing, long-term vision for the district while acknowledging the changing landscape and critical factors influencing future development, such as:

- Acknowledging the global digital transformation of economies and creating opportunities and infrastructure creation.
- The need for sustainable development that has significant implications on long-term planning, including:
  - renewable energy
  - responsible infrastructure development
  - new economic thinking in line with green initiatives.
  - Multi-stakeholder collaboration, o collective action initiatives,
  - the use of new technology,
  - a more expansive "stakeholder" approach to market dynamics,
  - better provision for gender, youth, and disability equity of access, and
  - elevating public awareness will be essential for sustainable future economic development.

To highlight areas that will foster the opportunities to achieve the vision, the following are the long-term goals:

- A transformed and diversified economy that can provide jobs, attract investment, and create livelihoods for all citizens.
- A new understanding of economic growth that better addresses human needs and makes more efficient use of natural resources.
- Communities that cater to local needs giving priority to the vulnerable, functional support, participation, and is a cornerstone of human dignity.
- iLembe should be a future hub that is a nexus of urban-rural linkages in terms of public transportation, accessibility, equity, and land use.
- Healthy biological diversity as a core element of civic space and urban development.

- An iLembe with robust infrastructure and bankable projects that boosts social development, health, wealth, access to education, public safety, and standards of living.
- Breakthroughs in computing, mobile connectivity, and advanced intelligence with the ability to provide new services and service delivery systems that truly benefit everyone.
- Coordinating effective, efficient, and reliable public and private institutions to manage problems effectively.
- Bold policy responses that better foster innovation, technological change, and social cohesion and prudently increase productivity.

The spatial economic transformation of the district should consider new policies and strategies especially as it relates to unlocking spaces for economic activities in townships and rural areas. This would align the plan with, for example, the recently adopted provincial approach to Township and Rural Economy Revitalisation Strategy. Related actions to give effect to this strategy should be included to the long-term action plans.

7.1.2.3 Indication of the Core & Enabling Pillars of the National Framework on LED

The National Framework for Local Economic Development in South Africa provides a detailed understanding of Local Economic Development as a holistic system comprising of a number of interdependent pillars. It is intended as a strategic coordination, planning and implementation guide that provides and enhances a commonly shared understanding of LED in South Africa. Key challenges for LED in South Africa are identified as:

- Lack of agreement on the meaning of Local Economic Development
- Poor intergovernmental relations in Local Economic Development
- Inabilities to develop productive partnerships to maximise local competitiveness.
- Lack of clear communication and knowledge sharing
- Local Governmental capacity constraints
- Differentiated approaches to LED Support between large cities and poorer and smaller municipalities.
- Funding for Local Economic Development Projects, particularly in municipalities that struggle for resources.
- Poor Investment in Economic Information and identifying the strategic competitiveness of regions.
- Lack of a dedicated focus on supporting the “Second Economy”.

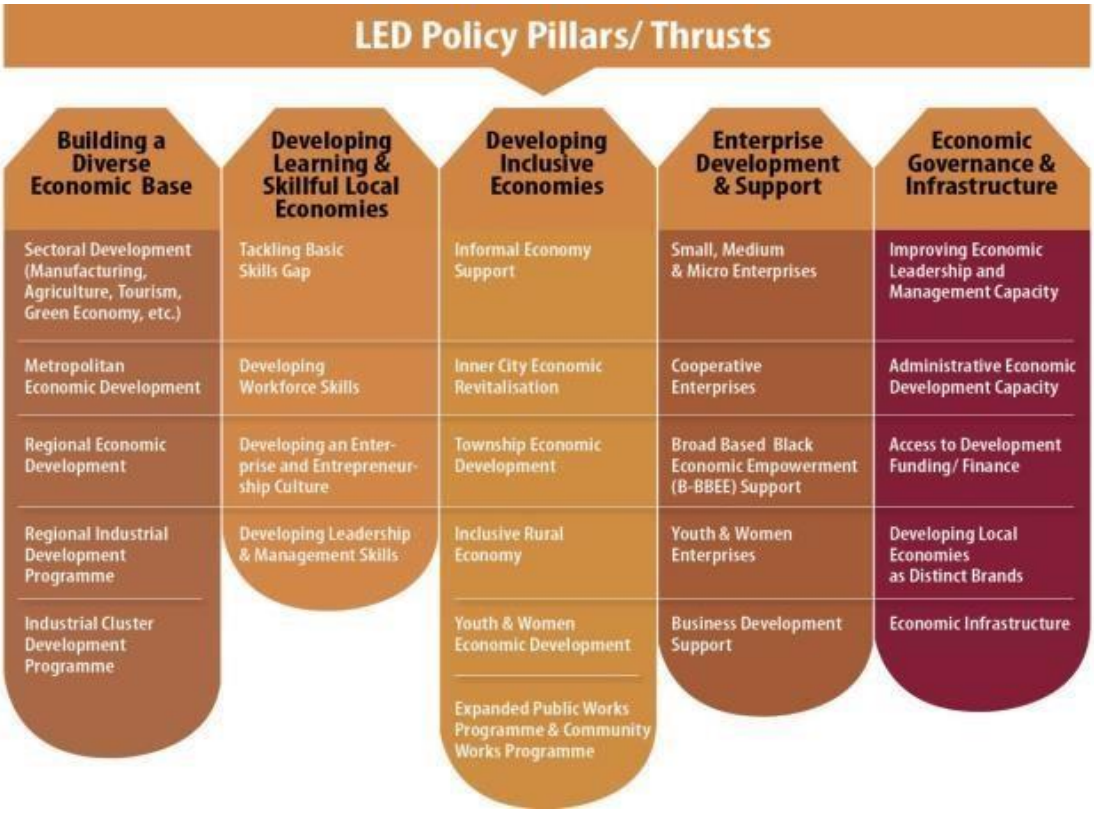
LED is not one dimensional and nor is it sector specific. The National Framework presents the following five pillars for sustainable Local Economic Development. These pillars are as follows:

- Building a Diverse Economic Base
- Developing Learning and Skilful Local Economies
- Developing Inclusive Economies
- Enterprise Development and Support

- Economic Governance and Infrastructure

These pillars are deconstructed and explained in the figure below:

Figure 25: LED Policy Pillars/Thrusts



Source: National Local Economic Development Framework (2014 – 2019)

7.1.2.4 Informal Economy Policy

The Municipality has a Final Informal Economy Policy. A copy of the Policy is attached at **Annexure L1**.

7.1.2.5 EPWP Phase 4 Policy

The municipality has a Council approved EPWP Policy (March 2023) and is being implemented. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. A total number of 80 people who benefitted from the job creation initiative.

7.1.3 Strategic Economic Analysis and Interventions

7.1.3.1 A Comprehensive Analysis of Local Economic Sectors Including Competitive and Comparative Advantages

This 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 northeast parts of. 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. 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 has the ability to compete with KwaDukuza. is better situated to meet the demands of Dube Trade Port as compared to Maphumulo Local Municipality and Mandeni Local Municipality. is closer to Dube Trade Port which gives a competitive advantage over these municipalities. The comparative analysis of and other local municipalities (within iLembe District in terms of competitive and comparative advantage) is summarized in the following table.

Table 127: Comparative Analysis

DUBE-TRADEPORT KWADUKUZA LM & NORTHERN AREAS OF OPPORTUNITIES ETHEKWINI		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 in the economy of the district.
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 (Nazareth Mountains located in Ndwedwe).
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	-Rapid urbanization	Limited development

Development/housing	-Property boom	

7.1.3.2 LED SWOT Analysis

Table 128: Local Economic Development: SWOT Analysis

LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Minerals. ▪ Massive Arts and Craft potential. ▪ Relatively Good weather. ▪ Close proximity to eThekwini Municipality. ▪ The existing agricultural potential. ▪ The already existing community facilities such as schools, halls, clinics and houses. ▪ Highly motivated staff	▪ Limited resources to support Cooperatives, SMME'S, strategic projects and for project implementation. ▪ Shortage of infrastructure (informal traders) ▪ High unemployment rate ▪ There are no proper structures to co-ordinate LED activities (Dept vs Ndwedwe LM) ▪ Equipment/ tools to practice farming are not sufficient. ▪ Lack of training and skills development centres. ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming
OPPORTUNITIES	**THREATS**
▪ Proposed link between Ndwedwe and Maphumulo Municipality. ▪ Dube Trade Port ▪ Increasing employment ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪	▪ Low revenue base ▪ Red tape ▪ High unemployment rate ▪ Lack of investment due to bulk infrastructure funding ▪ Illegal immigrants "foreign nationals" taking over informal and formal economy. ▪ Decline in formal employment within economic sectors. ▪ Increasing costs (electricity, transport, capital, storage and equipment) ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost. ▪ Loss of natural grassland and alien Lantana (ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation
SOCIAL DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Special programmes budget ▪ Forums focusing on vulnerable groups. ▪ the social development unit is able to interact with all stakeholders even at national level. ▪ The unit has got the budget to assist the vulnerable groups e.g., OSS houses	▪ Poor access to social development services ▪ Coordination of programmes due to insufficient human resources ▪ There is no designated HIV/AIDS coordinator in the unit.
OPPORTUNITIES	**THREATS**
▪ There is a funding opportunity in the unit such as NGO's who deals with vulnerable programmes	▪ Crime ▪ HIV/ AIDS ▪ Malaria fever ▪ No proper policies ▪ Implementation of projects that are not funded

	or in the SDBIP

Table 129: LED Key Findings Challenges

At the Strategic Planning Session, the following Challenges were raised:

Challenge Identified	Status Quo Before Intervention/Resolution	Intervention Recommendation
Lack of funding	The is lack of funding to assist the unit to execute the vision.	Department to consider other revenue streams.
Land ownership	The land is owned by traditional leaders	Talks with relevant stakeholders are underway to gain access to land for various purposes.
Encroachments	There are unauthorised developments and lack of enforcement issues. Un-coordinated developments.	SPLUMA to be implemented. Law Enforcement Officers/ wardens are needed.
No number of benefitted businesses	There is no available data which is produced on how many sectors have benefited in business	The municipality through LED must prioritize the beneficiation of women and people with disabilities

7.1.3.3 Analysis of the Base Economic Resources and Economic Infrastructure

Agriculture Sector Development

According to the Action Plan (-Dube Trade Port), 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 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. 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 absorbing approximately 21% of the employed people in followed by wholesale & retail (18%), Government (17%), Community (14%) and Construction (10%).

Land Preparation, Seedlings and Fertilizer: The locality has a number of agricultural projects that are functional and are producing large quantities of produce on a weekly basis. There

are areas with high agricultural production as compared to other areas in the municipality, such as Bamshela, Nondabula, Ozwathini. As mentioned above, agriculture remains one of the most significant factors in economic development of the area. It was upon this significance that the municipality procured two tractors with implements in order to assist farmers with land preparation. The procurement of the tractors enables farmers to keep up with weekly orders for the National Schools Nutrition Program. The initiative enables the Municipality to prepare 1hector per co-operative in the database for the NSNP. It is realized that the preparation of 1ha per cooperative is not enough however it is a start given the vast community that needs mechanization as opposed to the two tractors available.

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

Agricultural Indaba: The aim of the Agricultural Indaba was to deliver solution to challenges faced by cooperatives, SMME`s and other stakeholders in agriculture. The broader objective is to have one agricultural plan embraced by all agricultural stakeholders.
According to the Reviewed Municipal Agricultural Sector Plan, the municipality needs to promote the following high impact projects in order to unlock its agricultural potential:

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

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

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

reinforcement of the fence and re-fitment of the irrigation system as the one in place is non-functional.

Laj Co-Operative Garden: Fencing Project -Ward 04
Coordinates 29°18'58.39"S30°58'13.24"E
Measured Distance Perimeter - 453.30m Area 7 041.67 m².

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

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

Table 130: Economic Sectors

Industry / Sector	
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

(Source: Quantec's Standardized Regional Dataset (2017))

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. The prevailing steep fragmented topographic conditions provide good environment for attracting tourism to area. Nevertheless, 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. The implementation of the business plan is still to be realized.

There are a range of mountains located in the municipal area which are endowed with natural beauty i.e., Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMakalanga Mountain and Goqweni Mountain. An Elevation Tourism Centre which depicts the natural scenic beauty of has been identified at Village. The King Shaka Tourism Route Development, draw tourists entering from King Shaka International Airport to the North Coast and will also allow for accommodation establishments to house additional tourists. At present the route is at its final stages of development.

The Spatial Development Framework (SDF) identifies the major and minor river valleys, escarpments, mountains; cliff faces, flat hill tops, and other areas identified as being of environmental significance and suggest relevant environmental protection areas. These areas include:

The flat undulating coastal flats covering the eastern and north-eastern parts of where much of the area is utilized for agricultural purposes and natural vegetation is largely confined to river valleys and excessively steep slopes.

A band of undulating landscape located to the west of the coastal flats, which is currently used for agricultural purposes mainly.

Tourism Awareness: This program is a continuation of the programme initiated in 2017 to promote and, to properly guide high school learners in particular about tourism related career opportunities.
The purpose of the workshop was to provide further insight to tourism 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.

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 crafters.

Maskandi Festival: Cultural heritage significance is defined in the Act as follows: cultural heritage significance, of a place or feature of a place, includes its aesthetic, architectural, historical, scientific, social or other significance, to the present generation or past or future generations. Therefore, we will be promoting the diversity of our African culture and heritage, bringing communities of together and celebrating the beauty of not only our traditional maskandi music but also our traditional dress code and cultural backgrounds. Since the 2020 Maskandi Festival was an absolute success.

Music Festival: The Aim of the event is to celebrate the return of people coming from different areas who come back to over the December period. The event is part of a broader tourism strategy aimed at boosting tourism and economic development within the jurisdiction of 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.

Sibhudu Cave: Access to the Sibhudu cave is located in ward 12 of Ndwedwe local municipality however the actual caves are located under KwaDukuza municipality. The cave has been declared as a world heritage site with evidence of early human development found to be those of the stone age. The population that will benefit from any economic spin off in this cave will be residents of Ndwedwe as much as the caves are under KwaDukuza land.

Commercial and Manufacturing Sector: Manufacturing is the biggest contributor to 's Gross Geographic Product as it was contributing 23.3% of the municipal's GGP.

Table 131: Contribution by manufacturing

Industry / Sector	
Agriculture, Forestry & Fishing	10.5%
Mining & Quarrying	1.6%
Manufacturing	23.3%
Electricity, gas & water	1.0%
Construction	4.6%
Wholesale & Retail Trade, Catering & Accommodation	18.3%
Transport, storage & communication	5.9%
Finance, insurance, real estate & business services	17.8%
Community, social & personal services	6.8%
General government	10.2%

Source: Quantec's Standardized Regional Dataset (2012))

However, the Municipality has not taken full advantage of the potential in this industry. For instance, the King Shaka Airport as well as the associated Dube Trade Port is located approximately 10 from the Southwestern boundary of the Municipality, which presents great opportunities for the municipal area. Two opportunity areas have been identified in the Spatial Development Framework for local economic development. They consist of Village on the one hand and the area furthest to the east along the P100 near Ezindlovini.

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. 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 Municipality and for appropriate external investment. Several projects are presently investigated. These projects include the following:

The Industrial Estates within 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 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. 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:

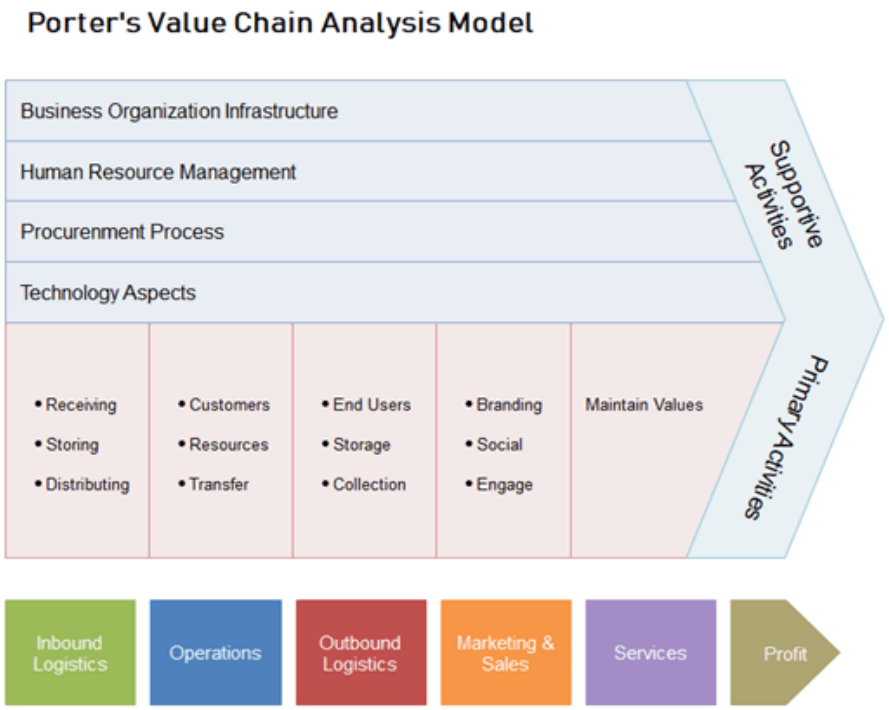
- Cooking and pickling of vegetables and spices.
- Packaging and labelling.
- Pack-houses; and
- Organics

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 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.

7.1.3.2 Value Chain Analysis

Value chain analysis is a strategic technique that can help firms of all sizes boost profit margins and gain a competitive advantage. Businesses use this study to discover places where the value of specific production and sales operations can be raised.

Figure 26: Porter's Value Chain



iLembe District Municipality has established the Programme Coordination Unit (PCU) which was contracted by the Department of Economic Development, Tourism and Environmental Affairs (DEDTEA) in July 2017, held by the company Mariswe, for the duration of the Vuthela iLembe Programme. The PCU comprises a Programme Manager and Key Experts in each component, i.e., Municipal Infrastructure, Public Finance Management, Building Inclusive Growth (formerly Value Chain Development), Private Sector Development, and Partnerships and Coordination.

7.1.3.4 Opportunities in the Green Economy

Increased business connectivity through improved, innovative infrastructure that is tailored to the business community such as business parks, free internet and increased bandwidth.

Establish the North Coast as an ICT Research and Development hub through vigorous marketing and investment promotion, linking with international ICT meccas, and providing innovation hubs and ICT incubators. Rural ICT development through building ICT hubs throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free.

7.1.3.5 Spatial Planning/Land Use Management Considerations and Requirements for LED Interventions

The LED Strategy has articulated spatial planning and land use management considerations and requirements for LED Interventions. The municipality has reviewed all ward-based plans and considered the alignment of strategic programmes from all the municipality's spatial strategic plans, the DDM catalytic projects, 5-year project implementation plans, iLembe District Growth and Development Plan -Implementation Plan. Ward Based Poverty Alleviation Plan with all ward projects were reviewed and confirmed by all wards in an effort to separate the economic strategic interventions and poverty alleviation projects. An ongoing engagement process with various sector departments and strategic partners has taken place.

7.1.3.6 Three Priority Poverty Wards with Specific LED Interventions (Poverty Eradication Masterplan)

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/ November 2023 and March 2024.

7.1.4 Strategic Programmes Responses

7.1.4.1 Programmes/Mechanisms Aimed at Expanding Business and Employment Opportunities in the Municipality Key Economic Sectors.

The following areas highlight specific focal points that must be targeted to bolster particular economic sectors, making them more economically viable, susceptible to growth, and act as agents for employment generation and job creation.

Agriculture

Substantial investment into infrastructure. Such as water infrastructure, a road connecting Maphumulo and. Researching and attracting new global markets. Mauritius is cited as an example of a country which has recently moved fresh produce supply from Kenya to Australia – there is potential to attract this market and others like it. Capacitating rural farmers so that they may become successful commercial farmers. This includes mobilisation of farmer's associations, mentorships and training opportunities.

Encouraging the development of the knowledge economy in agriculture so that research and innovation can improve efficiency and constantly re-invent the status quo to ensure iLembe remains the first-choice supplier of fresh produce.

Manufacturing

Increase light service industry base to meet growing local demand by encouraging development of mini-factories and workshops. This can be done through building incubators and encouraging apprenticeships. Promote medium and large-scale industrial development through Enterprise iLembe. Improved planning and provision of infrastructure. Particularly, the packaging of correctly zoned industrial land with appropriate electricity and water infrastructure in place. Creation and expansion of agri-processing plants & markets in order take advantage of new value adding opportunities created by a re-invented agricultural industry.

Tourism

Encourage sustainable coastal resort development through conducting intelligent market research, improving transport infrastructure, and ensuring environmental assessments are adhered to. Develop tourism in the hinterland by developing attractions along the hinterland routes and integrating the King Shaka Heritage route into these attractions. Tourism promotion and information distribution by offering competitive tourism packages and building information centres, map stands and stops on all proposed tourism routes. Provision of support services that include training colleges, in house training programmes, entrepreneur development, strengthening of tourism bodies, and tour guide development.

The Green Economy

Increased business connectivity through improved, innovative infrastructure that is tailored to the business community such as business parks, free internet and increased bandwidth. Establish the North Coast as an ICT Research and Development hub through vigorous marketing and investment promotion, linking with international ICT meccas, and providing innovation hubs and ICT incubators. Rural ICT development through building ICT hubs

throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free.

7.1.4.2 Guidance Targeted Support to the Informal Economy/SMME's/Co-operatives

The Emerging Contractors: The Municipality has a mandate to create enabling environment for local businesses to grow. As a catalyst for growth, the emerging contractor's initiative was initiated in order to achieve a conducive environment to grow local business. The municipality has a database in place for all the contractors. As far as the informal sector is concerned, there are number of people involved. Informal sector activity is concentrated mainly around Taxi and Bus Rank located at 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.

Table 132: List of Co-operatives

No	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

7.1.4.3 Economic Empowerment / Support Initiatives for Vulnerable Groups

The Municipality has a Council approved budget for 2025/2026 financial year. A budget for the Special Programmes has been set aside for the implementation of special programmes and these include (Women, Children, People living with Disabilities, Youth, etc). A list of projects containing the special programmes to be implemented during as per the approved SDBIP 2022/2023 is tabled below:

7.1.4.4 Interventions for Township and Rural Economic Development

The Municipality is rural in nature. It is the intention of the Municipality to ensure that it participates in the government initiatives thereby delivering quality services, fight poverty, skills development and create job opportunities. The Municipality has no township development in the process but wishes to realise the Town Centre Development through its Council approved Town Development Implementation plan.

7.1.4.5 Alignment to Programmes/Projects Undertaken by Traditional Councils

The Municipality has established a good working relationship with the traditional councils. However, an intervention is still needed from CoGTA to assist in the facilitation of a working session and/or workshop between the traditional councils and the municipality on the issue of unplanned land allocation vs the municipal strategic spatial plans approved by the Council.

7.1.4.6 Under-Utilised LED Infrastructure for Revival/Repurposing

Currently, there is no LED infrastructure that is under-utilised by the Council. The Municipality has Council approved spatial plans for the Small Towns Development and wish to get support to implement the programmes indicated in the implementation plans. The Municipality wishes to unlock the developments as per the approved plans. Some portions of land are owned by the Council, some by the ITB, the majority is privately owned. Through the LED initiatives that are being implemented, the municipality is opening up the infrastructure development for investment purposes. To include land negotiations are

underway with the ITB, Department of Rural Development and Land Affairs as well as the Municipality.

7.1.5 Ease of Doing Business / Red Tape Reduction

7.1.5.1 Strategic Interventions for Ease of Doing Business or Red Tape Reduction

The initiatives have been put in place by the Municipality in an endeavour to reduce red tape in different sectors where specific mechanisms are designed to suit specific sectors e.g., informal trade red tape reduction surveys, contractors red tape seminars etc. The Municipality has embarked on a process to demarcate strategic land to cater for/accommodate the informal traders within its locality. To this end, the Municipality shall augment informal traders' potential to successful trading by creating a conducive trading environment through the establishment of dedicated shelters for them.

Furthermore, the municipality has established business license and permit committee which is responsible for the processing and issuing business license to ensure that all Municipal Regulations and By-laws are adhered to within the regulated time frames being 21 days. This committee comprises both Internal and External departments which are as follows.

- iLembe District Municipality - Environmental Health division
- Local Municipal Town Planning Unit
- Local Municipal Fire Unit
- Local LED unit
- Economic Development Tourism and Environmental Affairs- Building Control

Circulation of business application is done upon lodging by applicant, this application gets circulated to various units within and outside the municipality, to ensure compliance with Business Act of 1991 (Act 71 of 1991). In doing so the municipality processes and issues approximately 25 Business licenses on a yearly basis. However, this number is mainly made up of liquor outlets as they are compelled by the KZN liquor authority to obtain licences from the municipality. The LED office has been undertaking information sharing sessions and awareness campaigns with business owners to educate them on issues of compliance and making sure that health and safety issues are addressed.

Table 133: Red Tape Reduction Action Plan

RED TAPE REDUCTION -ACTION PLAN				
Issues/ challenges identified	**Intervention (How to resolve challenges)**	**Financial Resources Required?**	**Department/Official**	**Timeframes**

Informal traders do not have trading space that is entirely under the Municipality; most traders are situated under ITB owned areas or in land belonging to Shopping Centre Developers	Open Space markets that are to be built for informal traders by the municipality		official, Enterprise iLembe, TIKZN	New financial year 2023/24
Local Suppliers not supplying the required specification	Hold training sessions with local suppliers to educate them on what is required, safety protocols and presentation especially in the catering section		LED, Local SCM, District Health and Safety	New financial year 2023/ 24
Amadela ngokubona and other unrecognised business forums	Proper capacitation of contractors by having training sessions		LM, EDTEA, SEFA, SABS, Enterprise iLembe	New financial year 2024/2025

7.1.5.2 Key Threats or Constraints Under Ease of Doing Business or Red Tape Reduction

Table 134: SWOT Analysis for Ease of Doing Business OR Red Tape Reduction

Strengths	**Weaknesses**
▪ Business Licence Processes in place ▪ Increasing Incubation programme for small businesses ▪ Increase access and support to funding.	▪ Company registration with CIPRO has long processes causing delays and frustrations for small businesses. ▪ Preparation of bankable business plans poses as challenge to small business.
Opportunities	**Constraints**
▪ Municipal support ▪ Strengthening Business capacitation	▪ Network and connectivity problems regarding EDTEA business licensing registrations.

7.1.5.3 Identification of Specific Interventions/Actions to the Challenges Identified Under Ease of Doing Business/Red Tape Reduction

Please refer to the point 7.1.5.2 above.

7.1.5.4 Signing Up for the KZN Automated Business Licensing & Information Management System

Business license regulation and Information Management system was implemented by EDTEA and assists us in formalizing and registering both formal and informal businesses. Not only does it assist in formalization, but it also aids in revenue for the local Municipality. This

process assists our Municipality in compliance and additionally aids businesses to qualify for provincial funding assistance.

7.1.6 Funding and implementation

7.1.6.1 Specification of Council Approved Budget for LED Implementation in 2025/2026 FY

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
EDP01	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favourable for the advancement of society and the economy.	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2025	R 2 200 000.00
EDP02	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favourable for the advancement of society and the economy.	10 Commercial Gardens supported by end of 30 June 2026	R 700 000.00
EDP03	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favourable for the advancement of society and the economy.	2 Farmers market day events to be held by end of 30 June 2026	R 200 000.00
EDP04	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	15 Cooperatives supported by end of 31 March 2026	R 420 000.00
EDP05	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	15 Quarterly SMMEs supported by end of 31 March 2026	R 770 000.00
EDP06	**CROSS CUTTING**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2026	R 600 000.00
EDP07	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	4 Quarterly Housing Forum meetings to be held by end of 30 June 2026	R-
EDP08	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	2 Quarterly LED Forums meetings to be held by end of 30 June 2026	R 100 000.00
EDP09	**LOCAL**	Basic Services:	To facilitate co-	1 Tourism Booklet	R 100

	ECONOMIC AND DEVELOPMENT	creating decent living conditions	ordinated Tourism development	developed by end of 30 June 2026	000.00
EDP10	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	1 Tourism Development Business Plan developed by end of 30 June 2026	R 120 000.00
EDP11	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	1 Tourism Indaba to be held by end of 30 June 2026	R-
EDP12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2026	R-

7.1.6.2 Integration of Social Labour Plans Projects Mainly for Mining & Quarry Sectors in the Implementation Plan

Sand mining is another main challenge within 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 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.

7.1.6.3 Non-Governmental Funding Sources for LED Implementation

The Municipality currently has no non-governmental funding sources for the LED Implementation Plan.

7.1.6.4 Existing and Potential Partnerships for LED Implementation

The municipality has forged partnerships with the following two institutions:

eThekwini College Partnership

The municipality has been in communication with the eThekwini City College on forging partnership with the institution to establish a working relationship that will assist in the development of the Business population of. Once approval is obtained from council the entities will enter into and MOU. This partnership will be focusing on skills development and training intervention to develop skills and competencies aligned to the needs of the local economy of the locality.

Moses Kotane Institute Partnership

The municipality has partnered with the Moses Kotane institute in developing a computer centre that will be utilized by the business community of to be able to grow their business skills. Furthermore, the institution will be instrumental in the 4th Industrial Revolution as it offers access unlimited services to the business sector, from WIFI connectivity to attending online business seminars.

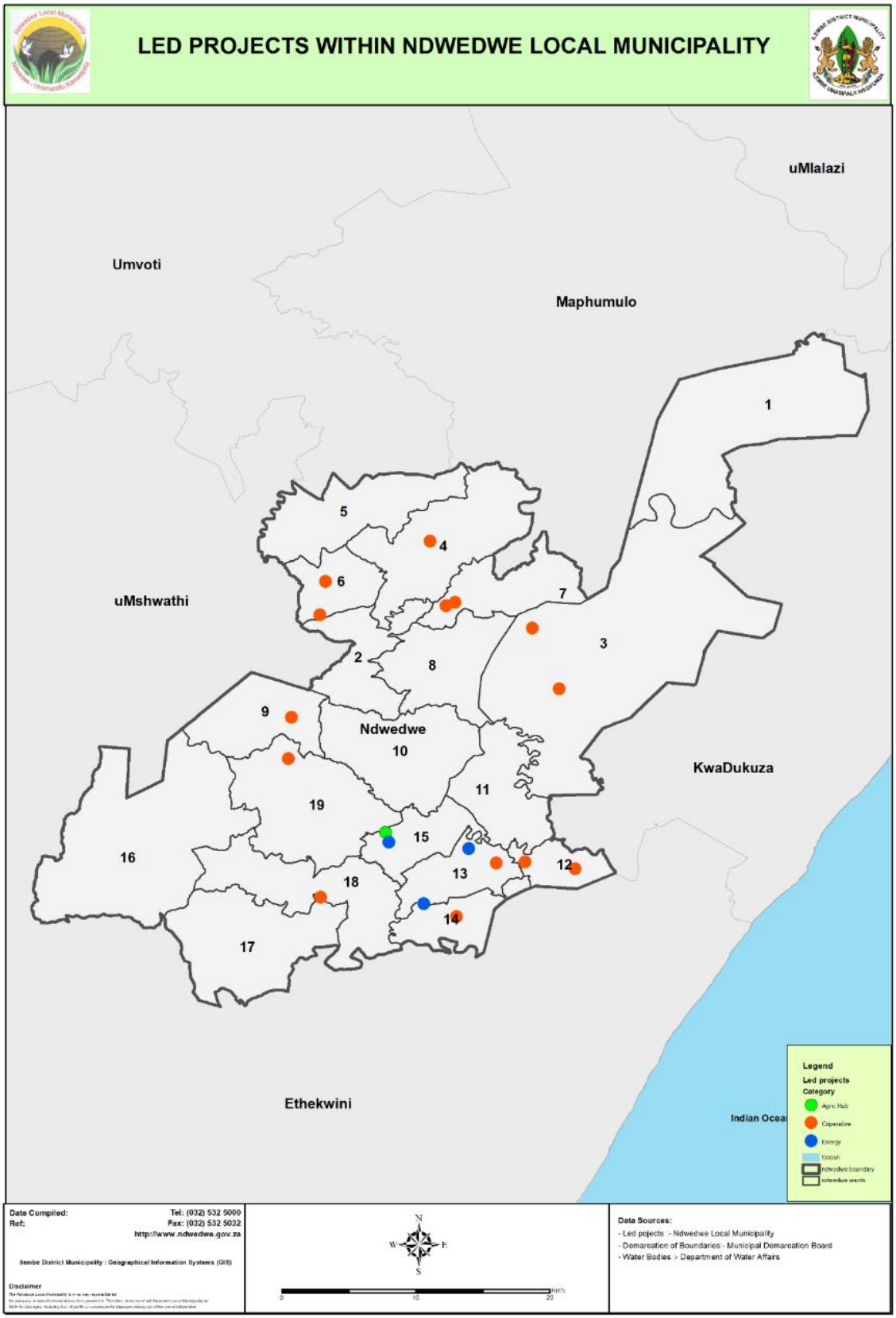
7.1.6.5 Relationship with the District Development Agency and their Mandate to be Implementors of Catalytic LED Projects

Table 135: NLM Proposed Catalytic LED Projects

Catalytic Projects	Proposed Budget	Timeframe
Town Development	R120 000 000.00	2025/2026
Town Planning Investigation for Ndwedwe Shopping Centre	R50 000 000.00	2025/2026
Arts and Crafts	R 15 000 000.00	2025/2026
Kwa Loshe Bush	R75 0000 000.00	2025/2026
Access Roads for Shopping Centre	R 30 0000 0000.00	2025/2026

7.1.6.6 Interventions and Programmes/ Projects Spatially Referenced where Possible.

Map 13: LED Projects Spatially Referenced



1. Budget for Research and Development

The Ndwedwe Local Municipality has development a feasibility plans for Kwaloshe Forestry Development and Bhamshela Feasibility study. The municipality hopes to receive funding for packaged Tourism, Agricultural and Construction Feasibility studies. The municipality has an approved budget for a small amount for research and development for the new financial year.

2. Development

The municipality has requested Enterprise iLembe to assist with source funding to develop and conduct a Feasibility Study for Kwa Loshe Bush.

7.1.7 Potential Employment/Job Creation

7.1.7.1 The Potential Economic Sectors for Job Creation

Table 136: List of Economic Sectors for Job Creation Projects

Province: KZN	All sectors		
Project Name	Sector Name	Programme	Jobs Created
IG/Waste Control	Environment and Culture Sector	Waste Management	85
Nhlabamkhosi access road	Infrastructure Sector	MIG	4
Nondwengu/Ntabaskop Community Development Centre	Infrastructure Sector	MIG	12
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

7.1.7.2 Job Creation Through EPWP and CWP

The municipality has appointed 85 EPWP and 1032 CWP participants to work. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. Integrated grant spending is reflected in the IDP, and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP and CWP has contributed a creation of employment opportunities during the 2022/2023 financial year for the municipal area. A total number of 11190 people who benefitted from the job creation initiative in this respect. Budget

EPWP Policy

The municipality has a EPWP policy adopted by Council. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. A total number of 85 people who benefitted from the job creation initiative.

Community Work Programme

The municipality has 1032 CWP participants under the implementing agent as appointed by COGTA. The CWP reports quarterly which are submitted to the municipality LED office by the implementing agent on status of the programmes.

7.1.8 LED Key Findings Development Challenges and Swot Analysis Are Outlined In 7.1.3.2 Above

7.1.9 Nation Building

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

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

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

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

The Ndwedwe Local municipality has established the Social Cohesion Unit with two officials to ensure there is both Social Cohesion and Nation Building with the jurisdiction of our municipality. This office has launched almost all structures of Civil society in our communities with the aim of promoting a people centred government and the municipality is able to engage all sectors in our community for civil society to influence the budget and programs of to be implemented by our government. The unit has promoted community participation and allowed communities to play a pivotal in dealing with social challenges and poverty affecting our people through the implementation Operation Sukuma Sakhe at ward level to Local task team. The municipality has planned many programs for Social Cohesion in the Annual plan as follows: Ingoma Yesintu program, Umkhosi weSintu, Moral Regeneration Program and Sport Development program.

COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

SOCIAL COHESION REPORT OF PROGRAMMES FROM JULY 2024 TO DECEMBER 2024.

Table 137: CDP Conducted Source: Municipality OSS Quarter 2/3 Report 2024/2025

DATE	VENUE	PROGRAMME
18/07/2024	Indukwentsha high School and Qinisani Secondary school	Mandela programme (Dress a Child) PURPOSE Public Service Week was inaugurated in 2008 as an annual event for public officers to build pride and a sense of belonging to the Public Service core values and recognize the good work done by public officers and agencies. On this day Ndwedwe Local Municipality painted classrooms, repaired windows, and grass cutting
19/07/2024	Johnny Makhathini	Disability Empowerment Mainstreaming Project Launch PURPOSE Empowerment program focussing on disabilities department presented opportunities and the municipality unveiled the 22-seater bus which is wheelchair friendly
03/08/2023	Tamane Bush Camp	Gender Programme (Men's social behaviour and team building men's conference)

		PURPOSE The Men's program was conducted to instil belief and bring about social cohesion amongst men so they can believe that men can challenge the normalisation of violence to prevent violence against women and their children, they must challenge the beliefs and behaviours that excuse, justify or condone violence and inequality.
13/09/2024	Johnny Makhathini Hall ward 15	Reed Dance send-off ceremony PURPOSE The program is to demonstrate good wishes to Ndwedwe Local Municipality Maidens on the trip to Umkhosi womhlanga, and that is when the mayor get a chance to encourage the Maddens for continuing to keep themselves virgins and being proud of celebrating Zulu culture.
14/09/2024 15/09/2024	Nongoma (Enyokeni)	Umkhosi womhlanga 2024 PURPOSE The program is in the form of celebrating culture and encourages abstinence; it also plays a pivotal role in addressing social ills that exists in our communities especially amongst young women.
19/09/2023	Education Centre ward 15	Civil Society Induction PURPOSE A sector is defined as a "group of organizations that democratically represents a defined constituency and is appropriately representative around a common theme aligned to the over-arching subject of strategy for HIV, TB and STIs".
06/09/2024 23/09/2024 25/10/2024	Sonkombo Hall Noordsberg CDC	Isibaya samadoda PURPOSE The focus of the program was on the men's health where it was indicated the importance of men's to do regular check-ups on the health status on HIV, TB, Mental Health Screening, and Cancer. Father Matters workshop Focussing on the role of a father in the household
24/09/2024	Okhambeni Sportground ward 11	Umkhosi wesintu PURPOSE The aim focus of the program is to celebrate the Zulu culture and gathering of different villages and kingdoms. In this program they perform ingoma dance and sing Zulu cultural songs.
12/10/2023 12/10/2023	Johnny Makhathini Hall ward 15 Pavillion Hotel	Disability Indaba (day 1) Disability Training PURPOSE The main aim of the Disability Indaba was to give an opportunity to all disabled people and those with an interest in the disability

		sector an opportunity to share their experiences on how the disabled can enjoy the freedom enshrined the constitution of South Africa.
16/10/2024	Sthandukwenza Care Centre ward 08	Senior Citizens Dialogue PURPOSE The aim of this program was to let the older people to voice out about the challenges that they are facing at home. It provides the platform to empower the elderly person to directly engage with stakeholders and social empowerment issues.
21/11/2024	Johnny Makhathini ward 15	16 Days Build-up Program PURPOSE The purpose of this program is to unit different churches to revive moral value that guides the acceptable standards of behaviour that contribute to the wellbeing of the families, communities, and the broader society.
28/11/2024	Hloniphani CDC ward 12	16 Days of Activism PURPOSE The purpose was to show how much the OSS structures care about ending violence against women and children through involving them in community outreach and dialogues on solution towards a gender equal society, and emphases that community must not engage themselves in abusive activities and become an abuser.
03/12/2024	Deda Hall ward 05	World AIDS Day – HIV Awareness Purpose Commemoration of the world aids in remembrance of the people who passed away because of this deceased and to raise awareness about the increasing number of people affected and in effected
05/12/2024	Hlalakahle CDC Ward 07	Disability Safety Awareness Purpose To raise awareness about disability and promote safety of disabilities within our municipality in all wards. Present opportunities for disabled people.
11/12/2023	Tamane Bush Camp Ward 02	Senior Citizens Christmas party Purpose Christmas party is a day where the Municipality gates an opportunity to show the affection to the older people of Ndwedwe as a whole in a special way. The older people fall under the category of vulnerable group according to the OSS model.
14/02/2024	Boxer Shopping Centre Ward 15	Valentine's day celebration Prayer Purpose The aim of the program was to celebrate valentine's day and show love to the women of Ndwedwe.
08/08/2024 26/02/2025	Tholimpilo Hall Thembalabantu Hall Ward 02	Women empowerment program in ward 18 Women's Capacity Building Workshop Purpose Capacitate women on skills related opportunities including recyclable things.
24- 25/02/202	Qwabe TC Ward 12	MBO Purpose

		A coordinating all departments needed by the war room to assist people in their wards to highlight department present SASSA and Home Affairs. More than 250 people were assisted.
26- 27/02/202	Qwabe TC Ward 12	MBO Purpose A coordinating all departments needed by the war room to assist people in their wards to highlight department present SASSA and Home Affairs. More than 250 people were assisted SASSA and Standard Bank and Home Affairs had network problems only assisted 30 people

SOCIAL COHESION FORUMS

Table 132: Social cohesion Forums/meetings were held.

IDP REF NO.	KEY PERFORMANCE AREA (KPA)	BI-ANNUAL ACTUAL JULY - May
COM01	Traditional Sector meeting	22 july 2024 held at Technical Boardroom Second meeting held on the 22 of August 2024 at Technical boardroom
COM06	Men's Sector meeting Induction meeting	Held at Technical Boardroom on the 23/07/24, 09 September 2024 Held on the 08th of November 2024 at Education Centre Held meeting on 05 May 2025 at Technical Boardroom.
COM07	Women's Sector meeting Women's sector induction	Held on the 23rd of July 2024 at Technical Boardroom Held on the 28th of February 2025 at Council Chamber
COM08	Reed Dance Committee	Held on the 25 July 2024 at Education Centre Second meeting held on the 06th of September 2024 Held meeting on 31 March 2025 for Maidens Camp planning
COM09	Disability Sector meeting	Held meeting on the 06 September 2024 Held quarterly meetings on the 4th of April 2025
COM10	LGBTQI+ meeting	Held meeting on 30th July 2024 at technical boardroom Held meeting on the 09th May 2025
COM13	Senior Citizens Forum meeting	Held a meeting on the 13 May 2025
COM15	Civil Society Forum	Civil Society Forums were held on 12 August 2024, 02 October 2024, 07 April and 25 April 2025
COM16	Operation Sukuma sakhe (OSS) local task team meetings	08 OSS/LTT meetings were held on 2024/2025
COM17	Religious Sector meeting	Held meeting in the following dates 30/09/25 and 29/01/2025
COM 18	Ward AIDS Committee meeting	Held on the 17&20th of February 2025

IDP REF NO.	KEY PERFORMANCE AREA (KPA)	BI-ANNUAL ACTUAL JULY - May
COM01	Traditional Sector meeting	22 July 2024 held at Technical Boardroom Second meeting held on the 22 of August 2024 at Technical boardroom
COM06	Men's Sector meeting Induction meeting	Held at Technical Boardroom on the 23/07/24, 09 September 2024 Held on the 08th of November 2024 at Education Centre
COM07	Women's Sector meeting Women's sector induction	Held on the 23rd of July 2024 at Technical Boardroom Held on the 28th of February 2025
COM08	Reed Dance Committing	Held on the 25 July 2024 at Education Centre Second meeting held on the 06th of September 2024
COM09	Disability Sector meeting	Held meeting on the 06 September 2024
COM10	LGBITQ* meeting	Held meeting on 30th July 2024 at technical boardroom
COM13	Senior Citizens Forum meeting	Held a
COM15	Civil Society Forum	Civil Society Forums were held on 12 August 2024, 02 October 2024
COM16	Operation Sukuma Sakhe (OSS) local task team meetings	06 OSS/LTT meetings were held on 2024/2025
COM17	Religious Sector meeting	Held meeting in the following dates 30/09/25 and 29/01/2025
COM 18	Ward AIDS Committee meeting	Held on the 17&20th of February 2025

YOUTH COUNCIL

Ndwedwe Youth Council was launched in June 2022, the launched stated with the summit that took two days where we had presentations and engagements with other stakeholders such as, Social Development, Sport Art and Culture, iLembe District Youth Office, Department of Education, IEC, SAPS, Coastal TVET College, Elangeni TVET College to mention a few.

Ndwedwe Youth Council is functional, and they hold their meeting quarterly where the draw programmes, working together with the youth office. They have initiated programmes like Ndwedwe Boys Camp where young boys bekhuliswa khona ukuze babe ngamadoda aqotho emiphakathini yethu. But we do have challenges on some wards with regards to the sitting of these structures because most of the young people are unemployed and they cannot attend meetings as required and also because of the geographical spread of are municipality. And due to the limited budget, the Youth Office have, some of the programmes the Youth Council and the Youth Forums come up with cannot be implemented.

Youth Council Members are as follows:

NO.	POSITION	ININTIALS AND SURNAME
1.	CHAIRPERSON	M.V MSELEKU
2.	DEPUTY CHAIRPERSON	N.P SABELA
3.	SECRETARY	L.G MAGWAZA
4.	DEPUTY SECRETARY	N.N MADLALA
5.	ADDITIONAL MEMBER	Z. KHUMALO
6.	ADDITIONAL MEMBER	M.L DUBE
7.	ADDITIONAL MEMBER	L.U NXUMALO
8.	ADDITIONAL MEMBER	T.N MNYANDU
9.	ADDITIONAL MEMEBR	S.N.W NGIDI
10	ADDITIONAL MEMBER	P.G XULU

8. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SITUATIONAL ANALYSIS

Table 138: MEC Findings on IDP 2024/2025-Financial Viability and Management

MEC Finding/Comment	Ndwedwe Local Municipality Response
Municipality to provided limited information Repairs and maintenance whilst information for 23/24 is omitted.	The Municipality has provided information. More details will be provided in the final IDP.
Provide functionality of SCM in terms of service delivery.	The Municipality has provided information. More details will be provided in the final IDP.
The debtors age category, write-off amount per year and plans to improve debt collection was not provided.	The Municipality has provided information. More details will be provided in the final IDP.

8.1 Capital Funding and Expenditure to Address Service Delivery

A three-year synopsis on capital funding and expenditure is provided in the 2024/2025 IDP covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. The capital expenditure is funded through government grants, borrowing and internally generated funds. The capital budget performances for the previous financial years (2024/2025; 2025/2026 and 2025/2027 respectively tabled herein-below:

Table 139: Three-Year Synopsis on Capital Funding and Expenditure (Tables To indicate Funds received, Funds Spent, Grant Roll-Over/Unspent Funds)

Capital Funding and Expenditure to Address Service Delivery	Budget	Budget	Budget
Capital Grant Funding	Financial Year 2025/2026 (R)	Financial Year 2026/2027(R)	Financial Year 2027/2028(R)
MIG GRANT			
FUNDS RECEIVED	46 208 000	39 095 000	40 769 000
FUNDS SPENT	46 208 000	39 095 000	40 769 000
GRANT ROLL OVER/ FUNDS UNSPENT	0	0	0
%	100%	100%	100%
DISASTER MANAGEMENT PROGRAMME			
FUNDS RECEIVED	0	0	0
FUNDS SPENT	0	0	0
GRANT ROLL OVER/ FUNDS UNSPENT	0	0	0
% SPENT	0	0	0
INEP			
FUNDS RECEIVED		6 792 173.91	7 099 130.43
FUNDS SPENT		6 792 173.91	7 099 130.43
GRANT ROLL OVER/ FUNDS UNSPENT	0	0	0
% SPENT	0	0	0

8.1.1 SUMMARY OF CAPITAL AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

The following budget principles and guidelines directly informed the compilation of the 202/2025 MTREF:

- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI.
- The fixed operational cost and contracted services expenditure to presiding in the allocation of available budget.
- This budget is zero based.
- Zero-based budgeting is defined as a process where every department function is reviewed comprehensively and each expenditure must be approved, rather than increased.
- It requires the budget request to be justified in complete detail by each department rather than just increasing its expenditure from the previous year.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2024/2025 Medium-term Revenue and Expenditure Framework:

Table 140: Consolidated Operational Budget Overview of the 2025/2026 MTREF.

Consolidated Operational Budget Overview of the 2025/2026 MTREF									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Total Revenue (excluding capital transfers and contributions)	199 995	220 831	249 601	261 629	264 500	264 500	250 641	255 602	266 273
Total Expenditure	208 437	230 192	282 176	261 561	264 432	264 432	250 264	255 074	265 486
Surplus/(Deficit)	(8 442)	(9 361)	(32 575)	68	68	68	376	527	787
Transfers and subsidies - capital (monetary allocations)	40 331	41 627	44 349	34 473	61 257	61 257	52 768	39 095	40 769
Transfers and subsidies - capital (in-kind)	69	53	7						
Surplus/(Deficit) after capital transfers & contributions	31 957	32 319	11 781	34 541	61 325	61 325	53 144	39 622	41 556
Surplus/(Deficit) for the year	31 957	32 319	11 781	34 541	61 325	61 325	53 144	39 622	41 556

The above table indicates that the total operating revenue budget is expected to decrease by almost R13.9 million for the 2025/2026 financial year when compared to the 2024/2025 adjusted budget. For the two outer years, the operational revenue budget will increase by almost R5 million and R10.7 million respectively, equating to a total revenue improvement of R1.8 million over the 2025/2026 MTREF when compared to the 2024/2025 financial year.

Total operating expenditure budget for the 2025/2026 financial year is expected to decrease by R14.2 million when compared to the 2024/2025 adjusted budget and increase by R4.8 million and R10.4 million respectively for the two outer years of the 2025/2026 MTREF, equating to a total expenditure increase of R1.1 million over the 2025/2026 MTREF when compared to the 2024/2025 financial year.

Table 141: The Proposed Total Capital Expenditure Budget for 2025/2026 MTREF

The Proposed Total Capital Expenditure Budget for 2025/2026 MTREF									
Vote Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Vote									
Vote 1 - Finance	206	216	360	739	1 130	1 130	974	435	174
Vote 2 - Municipal Manager's Office	303	479	310	435	435	435	409	304	348
Vote 3 - Community and Social Services	2 837	11 292	3 711	3 870	3 870	3 870	2 330	4 087	3 696
Vote 4 - Corporate services	2 460	2 867	7 556	2 530	2 531	2 531	3 589	5 652	3 217
Vote 5 - Economic Development and Planning	1 065	691	1 258	287	278	278	287	765	635
Vote 6 - Technical Services	71 885	70 397	69 628	33 333	75 808	75 808	58 520	43 943	37 564
Vote 7 - Executive and Council	2 599	–	2 957	–	652	652	2 696	3 217	–
Total Capital Expenditure - Vote	81 356	85 942	85 780	41 194	84 704	84 704	68 805	58 404	45 634

The above illustrate that the municipality is planning to invest R68.8 million in 2025/2026 financial year towards the construction/purchasing of municipal assets. Majority of this budget will be directed to the construction of sport field, community halls and access road.

Table 142: Proposed Capital Budget Funding for 2025/2026 MTREF

Proposed Capital Budget Funding for 2025/2026 MTREF									
Vote Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Funded by:									
National Government	35 821	36 554	36 178	29 977	53 267	53 267	40 181	33 996	35 451
Provincial Government	–	–	2 609	–	–	–	5 704	–	–
District Municipality	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	35 821	36 554	38 786	29 977	53 267	53 267	45 885	33 996	35 451
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	45 535	49 388	46 994	11 217	31 437	31 437	22 920	24 409	10 183
Total Capital Funding	81 356	85 942	85 780	41 194	84 704	84 704	68 805	58 404	45 634

The above table illustrates the funding model of the capital project, where the larger portion of it will be funded from Municipal Infrastructure Grant (MIG) followed the by the internal funding and Provincial Treasury.

8.1.2 Capital Infrastructure Projects/Programmes

The Capital Projects are indicated in Order of Prioritization and Project Duration.
Projects are identified as either “New, Ongoing or Completed”. The Municipality’s capital projects are indicated in order of prioritization and duration of each project. The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

Table 143: Capital Infrastructure Programme 2024/2027

2025-2026 CAPITAL BUDGET			
Project Name	**2025/2026 Final Budget VAT exclusive**	**2026/2027 Outer Year One Exclusive**	**2027/2028 Outer Year Two Exclusive**
Buy Back Centre	-	2 608 695.65	2 608 695.65
	1 913 043.48	**3 826 086.96**	**3 521 739.13**
Ndwedwe Access Roads	-	16 997 826.09	17 725 652.17
Ndwedwe Community halls	-	16 997 826.09	17 725 652.17
Installation of highmast lights in various wards	-	2 400 000.00	-
Constrction of Khanyisa Sport field Ward 09 (MIG)	4 457 115.81	-	-
Construction of Shangase Hall Ward 18 (MIG)	1 376 601.58	-	-
TLB (New)	-	2 130 434.78	-
Mthombisa Access Road Ward 3 (Internal Funding	1 043 478.26		
Nhlangakazi Access Road Ward 9 (Internal Fundin	2 608 695.65		
Nogxaza Access Road Ward 19 (Internal Funding)	782 608.70		
Bhamshela Thusong Centre Demolition	3 043 478.26		
Construction of Ndwedwe Disaster and Emergency Management Centre Ward 15 (MIG)	18 141 881.45	-	-
Construction of Noordsburg Multi-Purpose Centre Ward 06 (MIG)	7 509 618.55	-	-
Upgrading of Ndwedwe Regional Sports Field	8 695 652.17	-	-
Isikhotho Access Road Rehabilitation Ward 05	-	1 739 130.43	1 739 130.43
Ngidi Access Road Rehabilitation Ward 11	2 608 695.65	-	-
Ezimpangeleni Access Road Rehabilitation Ward 04	1 304 347.83	-	-
Nombika Sportfield ward 15	5 704 347.83	-	-
Total Budget Technical Services	**57 998 260.87**	**43 569 565.22**	**37 190 434.78**

The KZN293 National Treasury A_SCHEDULE SCOA is attached at **Annexure M.**

8.1.2 Investment Register

The municipality has an Investment Register in place and is updated on a monthly basis. A copy of the Investment Register is attached as **Annexure N**. The Municipality has Investments with the following banks with ABSA, Standard, Investec, Ithala and First National. The sources of funding of the various capital projects are adequately covered in the capital budget of the municipality.

Table 144: Investments with Banks

Bank	Financial Year	Balance
ABSA	2023/2024	R10 728 978.99
Standard Bank	2023/2024	R13 877 937.44
Investec	2023/2024	R33 066 834.99
Nedbank	2023/2024	R9 681 217.82
First National Bank	2023/2024	R530 236.50

The Investment Register is a synopsis of the funding source linked to the investment register will provide certainty that the project is capable of being executed. The investment register will also present a snapshot of whether the municipality is pooling.

8.2 Repairs and Maintenance

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

Table 145: Three Year Comparison-Actual Spend/Budget for Repairs and Maintenance

Repairs and Maintenance comparison 2023/2024				
Description	Budget	Actual	Ratio	PPE
Repairs and Maintenance	7 133 825	7 133 825	1.4%	506 856 710
Repairs and Maintenance comparison 2022-2023				
Description	Budget	Actual	Ratio	PPE
Repairs and Maintenance	6 328 055	6 501 265	14%	483 394 370
Repairs and Maintenance comparison 2021-2022				
Description	Budget	Actual	Ratio	PPE
Repairs and Maintenance	5 524 000	5 282 581	1.2%	432 274 648

8.2.1 Narrative of Intention to Improve Budgeting and spending on Repairs and Maintenance

The table below as per the approved Budget dated 29 May 2025 indicates that Council has set aside budget for the Repairs and maintenance budget for 2025/2026 financial year.

Table 146: Repairs and maintenance budget for 2025/2026 financial year

Repairs and maintenance expenditure by Asset Class/Sub-class 2025/2026 MTREF

Description	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Repairs and maintenance expenditure by Asset Class/Sub-class						
Community Assets	**4 215**	**3 908**	**3 908**	**2 000**	**4 514**	**2 142**
Community Facilities	3 515	3 530	3 530	1 300	3 783	1 392
Halls	3 515	3 530	3 530	1 300	3 783	1 392
Sport and Recreation Facilities	700	378	378	700	732	750
Indoor Facilities	–	–	–	–	–	–
Outdoor Facilities	700	378	378	700	732	750
Other assets	**200**	**223**	**223**	**200**	**209**	**214**
Operational Buildings	200	223	223	200	209	214
Municipal Offices	200	223	223	200	209	214
Furniture and Office Equipment	80	320	320	80	84	86
Furniture and Office Equipment	80	320	320	80	84	86
Total Repairs and Maintenance Expenditure	**4 495**	**4 450**	**4 450**	**2 280**	**4 807**	**2 442**

- The municipality has set aside R12.2 million in cash for 2024/2025 financial year which amount to only 2.1 per cent against the property plant and equipment and only 4.6 per cent against the total operating expenditure which is below the required percentage of 8 per cent.
- It must be noted that this provision is not yet enough to deal with all maintenance due to financial constraints the municipality is faced with. The municipality will continue to try and increase this provision to secure the ongoing healthy of the municipal infrastructure.
- The municipality as part of maintaining its infrastructure has invested more money on yellow plant to maintain the road infrastructure which is an inhouse maintenance however is not yet seen on the budget since the system vendor is yet to be in the position to implement the costing module to show how much of internal work is contributing to the asset maintenance.

Table 140: Shows a budget for Repairs and maintenance and the municipality has set aside R12.2 million in cash for 2025/2026 financial year which amount to only 2.1 per cent against the property plant and equipment and only 4.6 per cent against the total operating expenditure which is below the required percentage of 8 per cent.

- It must be noted that this provision is not yet enough to deal with all maintenance due to financial constraints the municipality is faced with. The municipality will continue to try and increase this provision to secure the ongoing healthy of the municipal infrastructure.
- The municipality as part of maintaining its infrastructure has invested more money on yellow plant to maintain the road infrastructure which is an inhouse maintenance however is not yet seen on the budget since the system vendor is yet to be in the position to implement the costing module to show how much of internal work is contributing to the asset maintenance.

8.3 Grant Dependency

The municipality rely heavily on grants and is faced with backlog of infrastructure this result in prioritisation of capital project to enhance services delivery; however, the municipality do set aside funds for repairs and maintenance for those project that the municipality cannot function properly if are not attended to. The municipality also set aside funds for emergency repairs or unplanned maintenance.

Table 147: Repairs and Maintenance 3 Year comparison from 2023/2026

Repairs and Maintenance comparison 2025-2026			
Description	Capital expenditure	Total expenditure R & m	Ratio
Repairs and Maintenance	68 805 000	2 280 000	3.3%
Repairs and Maintenance comparison 2024-2025			
Repairs and Maintenance comparison 2024-2025	41 193 915	12 160 339	29%
Repairs and Maintenance comparison 2023-2024			
Description	Capital expenditure	Total expenditure R & m	Ratio
Repairs and Maintenance	103 709 795	7 133 191	7%

8. 4 Supply Chain Management (SCM)

The Municipality has established a Supply Chain Management (SCM) Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy as attached at **Annexure O.** The SCM Unit performs the functions such as demand and acquisitions, logistics, disposal management, contract management and assets management. The SCM unit does not have any challenges to report at this stage.

The 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 conducts emerging contractors/suppliers' workshops so as to build their capacity and assist them to participate successfully in the Council's SCM systems through the Economic and Development Planning Department. This initiative was introduced after it was discovered that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this area; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

The Municipality has a Supply Chain Management Policy in place that gets reviewed annually for implementation. The last date of review and approval was January 2023 with the new PPPFA amendments.

i. Preferential Procurement Regulations

In terms of Government Gazette No 34350, the Preferential Procurement Regulations 2001 was repealed and replaced with the Preferential Procurement Regulations 2011 and the Preferential Procurement Policy was amended and approved by Council.

The Municipality applies strict Supply Chain Management policy 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 R300, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R300 000 are processed in terms of the competitive bidding process.

8.4.1 Updated/Revision of the Procurement Plans

The municipality has formulated new procurement plans for 2025/2026 financial year in line with the council approved scorecard and departmental service delivery budget and

implementation plans (SDBIPs'). The procurement plans have an approved annual calendar for the sitting of all bid committees. The municipality Procurement Plan has been reviewed and workshopped at the Municipality Strategic Planning Session with Councillors and Management. The Plan was adopted by Council on 29 May 2025. A copy of the Procurement Plan is attached at **Annexure O1.**

8.4.2 Narrative on Performance on Procurement Plan Implementation

Upon the completion of the departmental service delivery budget and implementation plans (SDBIPs'), the Municipality prepares the Annual Procurement Plans and Procurement schedule/calendar with timeframes. These are formulated annually. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

8.4.3 Challenges Experienced with the SCM Unit

The SCM unit currently has no challenges within the Unit. The Unit has confirmed that the timeframes are being met within the Unit. Currently there are 6 permanent employees and 1 Intern in the SCM Unit.

8.4.4 Establishment & Functionality of Bid Committees

The municipality has established all the bid committees, and they are all functional. The bid committees meet as per the annual calendar in ensuring that there is no backlog in bid awarding so as to speed up service delivery. The Supply Chain Management is cohesive when assessing whether the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees.

Bid Specification Committee

- Legislative Reference: The Accounting Officer appoints officials to serve on the Bid

Specification Committee in terms of Section 27 (3) (a) of the Supply Chain Management Policy which reads as follows:

"(3) (a) the bid specification committee must be composed of at least one or more

officials of the municipality or municipal entity, preferably the manager responsible for the function involved, and may, when appropriate, include internal or external specialist advisors"

- Composition: The following are members of the Bid Specification, bid evaluation and Bid Adjudication Committees as appointed by the Municipal Manager, table below:

Table 148: Members of the Bid Committees

BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
Liziwe Mhatu (Chairperson)	Fakuade (Chairperson)	Xolani Hlekwane (Chairperson)
Siyabonga Nyoka	Thulile Faya (Scriber)	Dumisani Mzolo
Sthembile Mngadi (Scriber)	Mzokhona Mkwanazi	Liziwe Mhatu
Nokukhanya Ngobese (Scm)	Richard Mthombo	Zempilo Khuluse
Chris Khoza	Bongile Ndlovu (SCM)	Mati Nkabinde (SCM)
Akhona Ngcobo	Sebenzile Ngubane	Phumzile Mbonambi
	NOKULUNGA MTSHALI (SCRIBER)	BABONGILE NGCOBO (SCRIBER)
	SAKHISENI GUMEDE	

- **Functionality:**

The committee convenes every two weeks, on a Monday. The committee responsible for compiling of bid specifications. The specifications committee also consider whether all the required quality assurance standards have been met with regard to the type of goods that is requested. The specifications should be compiled in an unbiased manner to allow all potential bidders to offer their goods and/or services without favour or prejudice.

ii. Bid Evaluation Committee

- Legislative Reference: The Accounting Officer appoints officials to serve on the Bid Evaluation Committee in terms of Section 28 (2) (a), (b) and (c) of the Supply Chain Management Policy which reads as follows:

"(2) The bid evaluation committee must be appointed and composed as follows:

(a) officials from departments requiring the goods or services.
(b) (b) at least one supply chain management practitioner of the municipality or municipal
(c) entity and
(d) (c) the accounting officer must appoint the members of the committee in terms of clause
(e) 26(b) of this policy and the chairperson of the bid specification committee. If the

(f) chairperson is absent from a meeting, the members of the committee who are present

(g) must elect one of them to preside at the meeting.

- **Composition:** The members of the Bid Evaluation Committee as appointed by the Municipal Manager is in the above table.

- ***Functionality:***

The Bid Evaluation committee convenes once a week, on Tuesdays. The committee is responsible for the Evaluation of bids received, which include verification of:

o the capability/ability of the bidder to execute the contract, from a technical, managerial and financial perspective on Whether the bid is to specification in respect of quality, functionality, dimensions, design, customer support, guarantee, etc.

o Whether a bid offers value for money

o Number of contracts awarded to bidder/s in contention during the preceding twelve months

o Allocation of preference points

o Representative in the composition of the bidder and the possibility of fronting

o Success/failure in executing contracts awarded to a bidder previously

o Tax Clearance certificate issued by the SARS

o Compulsory registration on Provincial Treasury's Suppliers Database.

o National Industrial Participation programme requirements

Bids are evaluated in accordance with the criteria specified in the bid documentation. According to the prescripts of section 2 of the PPPFA, bids must be evaluated in accordance with the prescribed preference point system. Goals for which points may be awarded must be clearly specified in the invitation to submit a bid or quotation, in accordance with the SCM Policy Framework.

iii. Bid Adjudication Committee

- **Legislative Reference:** The Accounting Officer appoints officials to serve on the Bid Adjudication Committee in terms of Section 29 (2), (3) of the Supply Chain Management Policy which reads as follows:

(2) The bid adjudication committee must consist of at least three deputy municipal managers of the municipality which must include:

(i) the chief financial officer or, if the chief financial officer is not available, another head of the section or manager in the financial services department, reporting directly to the chief financial officer

(ii) (ii) at least one senior supply chain management practitioner who is an official of the municipality; and

(iii) (iii) a technical expert in the relevant field who is an official, if such an expert exists.
and
(3) The accounting officer must appoint the chairperson of the bid adjudication committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.

- **Composition:** The members of the Bid Adjudication Committee as appointed by the Municipal Manager can be seen in the table above.

The committee convenes once a month on Friday or Tuesday. The chairperson of the committee is the chief financial officer of the Ndwedwe Local Municipality. The committee is composed of at least seven members, all at senior managers. The committee considers the reports and recommendations made by the evaluation committee. The Accounting Officer will determine the delegated powers exercised by the adjudication committee, which may include making a recommendation for award of contract to the Accounting Officer, for final approval/ratification.

8.4.5 SCM Policy Provision for the Categories of Preference

The SCM Policy makes provision for the categories of preference in term of Section 217 (2) of the Constitution for such as the consideration of people living with disabilities, women and youth to qualify for tenders. The municipality SCM Policy has been reviewed and workshopped at the Municipality Strategic Planning Session with Councillors and Management. The SCM Policy was adopted by Council on 22 May 2023. A copy a SCM Policy is attached at Annexure O1.

8.5 Indigent Management

The municipality Indigent Policy has been reviewed and adopted by Council in March 2023. The policy is reviewed annually together with budget related policies. Vuthela has developed an Indigent system for iLembe Family of municipalities. The NLM and Vuthlea have entered a memorandum of understanding. The NLM has appointed a Service Provider to compile the data collection for the free basic services which will be loaded and verified on the system. A copy of the Indigent Policy is attached at **Annexure O2** and updated Indigent Register **Annexure O3**. Through the assistance of the Vuthela programme the iLembe Family of municipalities will be updating their Indigent registers in the new financial year. The municipality Indigent Register was reviewed and workshopped with Councillors and Management and adopted by Council on 29 May 2025.

8.6 Revenue Management

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

Implementation of MUNICIPAL PROPERTY RATES ACT, a valuation roll was developed for implementation with effect from 1 July 2024. Containing an updated rate payers' address, the municipality believes that the collection rate will improve.

THE TRAFFIC DEPARTMENT: The Municipality has established a fully functioning Traffic Department that assists with the licensing of vehicles and fine the road offenders thereby collecting some revenue.

INVESTMENT POLICY: All excess cash that is not utilised in the month is invested in accordance with the Municipality's Investment Policy, in order to collect as much interest on investment as possible.

ASSET MANAGEMENT: An Asset and Infrastructure Policy has been adopted by the Council of in May 2024 for implementation. The Technical Services Department is assisting with the development of the Asset Renewal Plan as well as Operations and Maintenance Plan. A regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets as well as the need to replace the Municipality's deteriorating fleet. The plan assists in identifying and listing un-utilised / un-economic assets with a view to disposal as previously indicated.

FINANCIAL MANAGEMENT: The Council is committed to sound financial management and the maintenance of a healthy economic base. Financial management policies and procedures for the entire municipality are reviewed annually and implemented. In addition, the financial management systems and procedures are reviewed to include the following:

- Budgeting methods
- Cash forecasts and cash flow monitoring against forecasts
- Credit risk management
- Investment policies
- Supply chain management policies
- Supplier payment periods
- Supplier selection and monitoring procedures

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. Council has geared itself towards clean audit opinion in 2024/2025 financial year, and to achieve this, the Municipality has tasked itself with ensuring that there are no

repeat findings and measures are put in place to ensure that all financial and compliance possible findings are addressed immediately, if not avoided completely.

It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

Capital financing: When determining appropriate sources of funding the municipality assesses the nature of projects, expected revenue streams and time frames for repayment.

The following principles apply:

- Statutory funds for fund specific projects
- National and provincial government funding for medium term and long-term projects
- External borrowings for long term revenue generating and strategic projects.

Operational financing

The Council's policy funds operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. It is Council's intention to maintain a strong economic base by buying on good working capital management including appropriate budgeting for working capital.

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

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

Strengthening investor and consumer confidence: The Council's main aim is to increase investor and consumer confidence by building on the sound financial base through development and implementation of finance related policies. This will be demonstrated by healthy cash reserves, investments in accordance with the Municipality's Banking and Investment policy and ensuring that procurement is done through the Municipality's SCM policy. It is envisaged that proper application of the Municipality's SCM policy will in the long term contribute to the betterment of the community through investment and increased employment opportunities.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. For the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for the Municipality, adhere to minimum competency requirements, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

Table 149: Revenue Protection and Enhancement

Sources of Revenue	Billed Revenue	Collected Revenue	Collection Rate		Total Debt
			On Current Debtors	Aged Debtors	
PROPERTY RATES 22/23	R18 919 118.73	R 14 283 819.31	75%	16 723 642	R27 620 925.37
PROPERTY RATES 23/24	R19 108 725.01	R14 907 448.82	78%	27 242 074	R28 731 952.60

8.5.2 Revenue Enhancement Strategy

8.5.2.1 Is the Revenue Enhancement Strategy in Place?

The municipality Revenue Enhancement Strategy has been reviewed and workshopped at the Municipality Strategic Planning Session with Councillors and Management. It was adopted by Council on 22 May 2023. The policy is reviewed annually together with budget related policies. A copy of the Strategy is attached at Annexure O4.

How was the Revenue Enhancement Strategy developed?

The Revenue Enhancement Strategy has been prepared in line with Section 142 of MFMA, after reviewing past and current information, intensive engagement with municipal and provincial officials, and is aimed at securing the Municipality's ability to meet its obligations, to provide basic services in a sustainable manner and to strengthen its financial situation.

The objective of the Strategy is addressing the financial and institutional challenges faced by the municipality. The document focuses on the formulation and implementation of strategies to improve financial management and controls within the municipality.

What are other revenue streams?

The revenue streams are divided into two being exchange transactions and non-exchange transactions, revenue generated for exchange transaction must be done in a viable manner.

which means that the municipality cannot spend more than it can recover from the users of

those services, and the NLM must meet all conditions and requirements in order to be able.

to claim the revenue from non-exchange transactions. The total amount generated from trading services which is made up of service charges for Rates Services and refuse removal which is the amount municipality billed its customers during the period this is against the direct cost of providing these services which are accounted for in bulk purchases. The negative difference between revenue from trading services and the expenditure for the trading services is an indication that the municipality has challenges with its billing is therefore incurring distribution losses.

The profit margins for providing basic services are very tight and is usually around 10%, a proper analysis of distribution loses is needed to determine exactly how much money is the municipality loosing for distribution of services i.e., Rates Services. This makes for a gloomy

picture especially when considering the fact that the municipality does not have that much of a margin to cover for the losses. Further detailed assessment of broken or damaged prepaid Rates Services meters which currently shows nil purchases, or low purchases should be conducted, these broken meters when fixed could reduce revenue losses currently experienced by the municipality.

Is your strategy working? How is it working?

Overall, the Revenue enhancement strategy is working and implemented. The monitoring and reporting on progress in implementing the Revenue Enhancement Strategy will be undertaken by the Office of the Municipal Manager. Reports on the implementation of the

Plan must be submitted to the Municipal Manager on a weekly basis. The Municipal Manager must take corrective action when activities in the Revenue Enhancement Strategy are not achieved. Progress reports on the implementation of the Recovery Plan must be signed by the Municipal Manager before submission by the Office of the Municipal Manager to Council, National and Provincial Treasuries and COGTA in the Kwazulu Natal Province on a monthly basis.

What are your challenges in implementing the strategy?

Although NLM is faced with financial challenges there are other contributing factors impacting on the municipality when implementing the Strategy. Revenue collection for services rendered and property rates levied are extremely low. Inaccurate billing information. Need to address the significant amount of outstanding consumer debtors.
Significant under-provision for bad or irrecoverable debts. Grants for capital expenditure being used to fund operating expenditure.

How are you planning to improve the strategy?

To improve the Revenue, Enhance Strategy the following actions are recommended as follows:

- Develop a procedure manual or business rules for revenue management.
- Review Tariff Structure.
- Systematic Cleansing of Billing Information.
- Bill for Previously Unbilled Services.
- Update the Indigent Register.
- Raise Revenue from Sale of Stands.
- Install Rates Services Meters.

8.5.2.2 Operating Revenue Framework

For the municipality to continue with its mandate to provide the quality services to its citizens it must generate the required revenue. Strong revenue management is fundamental to the financial sustainability of every municipality under these tough economic times.

The reality is that some communities within our municipality are still faced with development backlogs and poverty. As a result, the required expenditure to address these challenges will inevitably always exceed the available funding; hence radical choices must be made in relation to tariff increases and balancing expenditure against the realistically anticipated revenue.

The municipality's revenue is directly informed around the following key components:

- The projected revenue is determined, inter alia, by setting tariffs which are not only affordable to the consumers but also deemed to be fair and realistic.
- National Treasury's guidelines and macroeconomic policy.
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA); and

The following table is a summary of the 2025/2028 MTREF (classified by main revenue source):

Table 150: 2025/2028 Summary of revenue classified by main revenue source.

Consolidated Operational Budget overview of the 2025/2026 MTRF							
Description	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue							
Exchange Revenue							
Service charges - Waste Management	715	652	652	606	681	711	729
Sale of Goods and Rendering of Services	11 763	14 369	14 369	8 118	245	7 048	7 362
Agency services	200	210	210	146	469	490	503
Interest earned from Current and Non Current Assets	12 000	12 000	12 000	7 682	12 528	13 092	13 419
Rental from Fixed Assets	765	630	630	571	757	792	811
Licence and permits	20	30	30	43	31	33	34
Operational Revenue	1 650	2 248	2 248	1 698	1 031	1 077	1 104
Non-Exchange Revenue							
Property rates	21 990	22 934	22 934	20 921	22 832	23 860	24 456
Transfer and subsidies - Operational	211 327	211 327	211 327	211 208	210 710	207 082	216 403
Interest	1 200	1 298	1 298	1 097	1 355	1 416	1 452
Total Revenue	**261 629**	**265 698**	**265 698**	**252 090**	**250 641**	**255 602**	**266 273**

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

- The transfer recognised in operational revenue forms a significant percentage of the revenue basket for the municipality. In 2025/2026 financial year, the transfer recognised in operational revenue is expected to be amount to R210.7 million. Ndwedwe Local Municipality is the grant dependent municipality; however, the project of attracting more investors to come and invest in the municipality which will potentially increase the chances for the municipality to generate its own revenue is ongoing. In trying to improve the revenue base.

- The municipality in the past four year has introduced the motor licensing office and refuse removal for business and government departments which has proven to be helpful for the municipality in improving the revenue generated internal.

- The municipality has finalised the construction of the testing centre and it current awaiting the issuing of the certificate to start operations in that centre which will generate more revenue for the municipality one it in full operation.
- The council to be reminded that the service provider to develop the Ndwedwe Town was appointed in 2022/2023 financial year who will come and build the business structures around Ndwedwe town where several businesses will operate within the Ndwedwe which will subsequently increase the chances of the municipality to generate its own revenue.
- The municipality also benefited by getting a grant of R50 million during the 2023/2024 financial year and set aside R29 million internal funding to lay the road infrastructure, sanitation, and storm water within the town to make the place more attractive to investors. This is expected to assist in the creation of job opportunities for municipal residents and increase the revenue base of the municipality.
- The project is now at a stage of platform preparation where once that is done the building of the structures with the town will begin. Hence it is anticipated that once everything is finished and it in operation the municipality will benefit in terms of revenue through rentals, refuse removal and property rates levies.
- The second largest revenue category for the municipality is property rates followed by the revenue anticipated from the interest earned on the external investments.

2025/2026 Proposed operating income budget can be summarised as follows:

Exchange Revenue

Service charges - refuse revenue.

- The municipality has budgeted R681 thousand for the refuse removal for 2025/2026 financial year.
- The municipality has increased the budget for 2025/2026 financial by R29 thousand. The increase of 4.4 percent is attributed to the normal increase as per inflation rate per cent in line with budget circular number 129 of the Municipal Finance Management Act.
- The Council to note that the municipality seems to operate at the surplus if the revenue anticipated from this service is compared to the resources deployed to this section as per table A2 of the budget schedule.
- However, the breakdown of the expenditure reflected under table A2 of a Schedule attached under supporting documents which amount to R8.1 million is allocated as follows:

 EPWP employees is allocated with budget of R5 million which is funded by EPWP grant of R2.3 million and equitable share of R2.7 million for EPWP beneficials and other cost related to the programme.

- Refuse removal with a budget of R1.4 million for refuse collection from key points of the municipality to keep the municipality as clean as possible.
- The staff working under this section is budgeted at R1.1 million
- The rest of the budget of R600 thousand is for other items related to the refuse removal which can be seen on the attached operational expenditure budget.
- Therefore, the municipality is providing this service as a loss now since its only generates R681 thousand but need a total budget of R3.1 million to provide the service which is funded by refuse removal for 681 thousand and the rest by equitable share.
- The council to note that the service is only provided to the business and government department for now.

Sale of Goods and Rendering of Services

•Sale of Goods and Rendering of Services will decrease by R12.9 million or 98.3% for 2025/2026 financial year.

•The reason for these decreases is because of the non-allocation of the INEP grant for 2025/2026 by National Treasury. This grant will be reallocated in 2026/2027 projection as per 2025/2026 Division of Revenue document.

Agency services

• Agency services budget for 2025/2026 financial year will be amount to R469 thousand.

• The increase of R259 thousand when compared to the 2024/2025 financial year adjusted budget is due to anticipated introduction of the new testing centre which is anticipated to attract more customers due to its location.

• NB: the amount reflected here is only the portion that would be received by the municipality in a form of a commission for the work done by the municipality on behalf of the department of Transport.

Interest earned from Receivables

- There is no budget allocated in this revenue category as the municipality is currently not charging the interest on refuse removal customers for late or delayed payments.

Interest earned from Current and Non-Current Assets

• Interest earned on external investments is expected to increase by R528 thousand from 2024/2025 adjustment budget of R12 million to R12.5 million for 2025/2026 financial year.

• The CPI rate as indicated in the budget circular No 129 of 2025/2026 financial year was considered in coming up with this budget.

• The performance of this revenue category in 2024/2025 financial year indicates that this budget might be overstated but the municipality is confident that the R12.5

million for 2025/2026 financial achievable by looking at the anticipated investment to be made in in 2025/2026 financial year.

• However, the municipality will monitor the performance of this revenue during year, if indications indicates that we might underperform then the municipality will apply section 28 subsection 2(b) to reduce the budget to reflect the actual performance at that time which will subsequently affect the expenditure funded by this revenue category.

Rental of Facilities.

• Rental from municipal facilities is expected to increase by R129 thousands from R627 thousands in 2024/2025 adjustment budget to R757 thousands for 2025/2026 financial year.

• This budget consists of the rentals as per existing contract between the municipality and tenant and rentals to be generated from once off hiring of the municipal facilities.

• Therefore, the increase is due to the 4.3% increase in line with the 2025/2026 CPI for existing contract and existing once off halls hire.

• On top of that the municipality undertaken the process of identifying additional facilities to be prepared to be in a good position to be hired and allocated a budget of R100 thousand for new facilities identified as a result the budget for rental of facilities has increased to R757 thousand for 2025/2026 financial year due to above two reasons.

Licences and permits.

• Licences and permits budget will increase by R1 thousand to R31 thousand for 2025/2026 financial year when compared 2024/2025 financial year budget of R30 thousand.

• This increase is attributed to the normal increase on the prices that are in line with the 2025/2026 Consumer Price Index as indicated in the budget circular 129 of the MFMA.

Operational Revenue

• Operational Revenue has been budgeted to be R1 million for 2025/2026 financial year. The movement when compared to the 2024/2025 financial year is not in line with the CPI of 4.4 percent increase or decrease in the budget but it vital for the budget related stakeholders to note the following:

• **NB**: Included in the 2024/2025 budget is the transaction to record the insurance claim for Bhamshela incident that took place in 2022/2023 financial year.

• Therefore, the decrease of R1.8 million when compared to R2.2 million in 2024/2025 financial year is attributed the once off claim that was made in 2024/2025 for Bhamshela incident which is no longer relevant for 225/2026 financial year.

• The proposed budget is now only reflecting the normal items that fall within the operational revenue of the municipality such as administration fee, insurance refund and skills development levy refund with normal increase as per 2025/2026 CPI.

Non-Exchange Revenue

Property rates.

• Property rates revenue for 2025/2026 financial year is expected to increase from R22.4 million to R22.8 million when compared to 2024/2025 adjusted budget.

• The increase of R466 thousand or 2% is attributed municipal view of ensuring the municipality impose affordable tariff on its customers in line with the tight economy faced by country.

• The municipality has exempted 100% of the Public Service Infrastructure properties.

Below is the working for the property rates figure:

- Below is the working for the property rates figure:

BUDGET -PROPERTY RATES 2025/2026									
DESCRIPTION	MARKET VALUE	REBATES AND IMPERMISSABLE	EXEMPTED	MARKET VALUE <R60000	TOTAL REBATES AND EXEMPTIONS	TOTAL BILLABLE VALUE	TARIFF	BUDGET	INCOME FORGONE
RESIDENTIAL	81 532 000.00	- 1 785 000.00	- 3 591 000.00	- 13 159 000.00	- 16 750 000.00	62 997 000.00	0.01087	684 777.39	- 182 072.50
PLACE OF WORSHIP	3 083 000.00		- 3 083 000.00		- 3 083 000.00	-	0	-	-
PUBLIC SERVICE PURPOSES	759 719 000.00		- 7 360 000.00		- 7 360 000.00	752 359 000.00	0.02166	16 296 095.94	- 159 417.60
VACANT LAND	3 806 000.00		- 1 900 000.00	- 389 000.00	- 2 289 000.00	1 517 000.00	0.01087	16 489.79	- 24 881.43
PUBLIC BENEFIT ORGANISATION	1 249 000.00					1 249 000.00	0.00272	3 397.28	-
COMMERCIAL	124 310 000.00		- 41 770 000.00		- 41 770 000.00	82 540 000.00	0.04066	3 356 076.40	- 1 698 368.20
INDUSTRIAL	4 150 000.00		- 2 900 000.00		- 2 900 000.00	1 250 000.00	0.04066	50 825.00	- 117 914.00
AGRICULTURAL	2 250 918 000.00	- 891 435 000.00	-466 986 000.00	- 1 062 000.00	- 1 359 483 000.00	891 435 000.00	0.00272	2 424 703.20	- 3 697 793.76
PSI	764 000.00		- 764 000.00		- 764 000.00	-	0	-	-
TOTALS	**3 229 531 000.00**		**-528 354 000.00**		**- 1 434 399 000.00**	**1 793 347 000.00**		**22 832 365.00**	**- 5 880 447.49**

Transfers and subsidies

- The 2025/2026 transfer recognised operational revenue will decrease by R617 thousand when compared to 2024/2025 adjusted budget.
- This decrease results from new grant allocations from National and Provincial government as displayed on the 2025/2026 Division of Revenue Act where a decrease in the equitable share was amongst the noticeable highlight for the municipality.
- The Transfers and subsidies (operational) will decrease by R3.6 million and increase by R7.6 million respectively for the two outer years. Since Ndwedwe Local Municipality is current a grant depended on municipality, this decline in grant allocation will make thing more difficult for the municipality to meet it demands. However, a proactive approach will have to be adopted by the management to ensure that the municipality do continue with its mandate regardless of financial challenges that the municipality is faced with.

Interest earned - outstanding debtors.

- Interest earned - outstanding debtors will increase by R57 thousands for 2025/2026 financial year to be R1.4 million from R1.3 million of 2024/2025 financial year budget.
- The movement in this revenue category is because of normal increases in line with 2025/2026 budget circular CPI rate of 4.4 per cent.
- The municipality is yet to be able to collect as much as it wants from its outstanding debtors hence the need for the budget interest on outstanding debtors still necessary.

8.5.2.3 Capital Assets and Infrastructure

The Municipality has an Asset and Infrastructure Policy in place. The policy has been adopted by the Council in March 2023 for implementation. The Technical Services Department has assisted with the development of the Asset Renewal Plan as well as Operations and Maintenance Plan. It is important to maintain a regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets as well as the need to replace the Municipality's deteriorating fleet. The plan shall assist in identifying and listing un-utilised / un-economic assets with a view to disposal as previously indicated.

8.6 Debt Category

Table below reflects the three-year debtors age analysis per category.

Table 151: Three Year Annual Collection Rate

FINANCIAL YEAR	DEBT DUE
2021/2022	R21 720 082.06
2022/2023	R21 720 082.06
2023/2024	R28 731 952.60

Table 152: Debtors Age Analyses

Three Year Annual Collection Rate	2021/2022	2022/2023	2023/2024
	100%	75%	78%

Table 153: Amount of Bad Debt Provision Per Year

Amount of bad debt provision per year	2021/2022	2022/2023	2023/2024
	R1 022 960.72	R399 001	R1 964 381.82

8.7 Financial Ratio's

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

Table 154: Cost Coverage Ratio

Cost Coverage Ratio	2021/2022	2022/2023	2023/2024
Cash	R35 360 000	R33 159 000	R48 910 000
Unspent Conditional Grants	97	97	97
Overdraft	0	0	0
Short-term Investments	R21 945 000	R28 209 000	R28 209 000
Total Annual Operational Expenditure	R99 041 000	R104 209 000	R109 088 000

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

Table 155: Current Ratio

Current Ration	2022/2023	2023/2024	2024/2025
CURRENT ASSETS	R96 587 000	R117 231 000	101 295 843
CURRENT LIABILITIES	R37 291 000	R32 452 000	24 607 042
Ratio	3:1	4:1	4:1

Table 156: Ndwedwe Ratios for 2022-2023

Cost Coverage	2022	2024	2023
((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) X 365 Days	7.5 Months	3.8 Months	9.07 Months
Debtors Collection Rate	**2022**		**2023**
Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	91%	35%	46.39%
Bad Debts Written off as % of Provision for Bad Debt	**2022**		**2023**
Bad Debts Written off (Period under review)/ Provision for Bad Debt (Period under review x 100	569%	0	0

Net Debtors Days	2022		2023
((Gross Debtors - Bad Debt Provision) / Billed Revenue)) × 365	164 Days	254 Days	292 days
Creditors Payment Period	**2022**		**2023**
Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	12 Days	N/A	47 days
Capital Expenditure to total Expenditure	**2022**	**2024**	**2023**
Total Capital Expenditure/ Total Expenditure (Total Operating Expenditure + Capital Expenditure) × 100	25.27%	14%	25.72%

Remuneration both employees and councillors to total expenditure	2022	2024	2023
Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100	34.83%	30%	36.49%

Grant Dependency	2022	2024	2023
Total Grant received/total revenuex100	88.53%	94%	88.75%

Table 157: Capital Expenditure to Total Expenditure Percentage (%)

Capital Expenditure	2021/2022	2022/2023	2023/2024	2024/2025
	25%	25%	18%	14%

Table 158: Collection Rate

Collection Rate	2021/2022	2022/2023	2023/2024	2024/2025
	73%	92%	75%	35%

- The 2025/2026 transfer recognised operational revenue will decrease by R617 thousand when compared to 2024/2025 adjusted budget.
- This decrease results from new grant allocations from National and Provincial government as displayed on the 2025/2026 Division of Revenue Act where a decrease in the equitable share was amongst the noticeable highlight for the municipality.
- The Transfers and subsidies (operational) will decrease by R3.6 million and increase by R7.6 million respectively for the two outer years. Since Ndwedwe Local Municipality is current a grant depended on municipality, this decline in grant allocation will make thing more difficult for the municipality to meet it demands. However, a proactive approach will have to be adopted by the management to ensure that the municipality do continue with its mandate regardless of financial challenges that the municipality is faced with.

Interest earned - outstanding debtors.

- Interest earned - outstanding debtors will increase by R57 thousands for 2025/2026 financial year to be R1.4 million from R1.3 million of 2024/2025 financial year budget.
- The movement in this revenue category is because of normal increases in line with 2025/2026 budget circular CPI rate of 4.4 per cent.
- The municipality is yet to be able to collect as much as it wants from its outstanding debtors hence the need for the budget interest on outstanding debtors still necessary.

8.5.2.3 Capital Assets and Infrastructure

The Municipality has an Asset and Infrastructure Policy in place. The policy has been adopted by the Council in March 2023 for implementation. The Technical Services Department has assisted with the development of the Asset Renewal Plan as well as Operations and Maintenance Plan. It is important to maintain a regular inventory of

property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets as well as the need to replace the Municipality's deteriorating fleet. The plan shall assist in identifying and listing un-utilised / un-economic assets with a view to disposal as previously indicated.

Distribution Losses: Electricity or Water. This is not the function of Ndwedwe Local Municipality. The water and Sanitation are a function of the iLembe District Municipality. And ESKOM is the electricity service provider for the municipality.

Table 159: Creditors Days

Creditors Days	2021/2022	2022/2023	2023/2024	2024/2025
	30 Days	30 Days	30 Days	30 Days

8.6.1 Budget Funded

The Municipality is heavily dependent on grant funding. Therefore, the budget is funded.

8.6.2 Loans/Borrowings & Grant Dependency

The Municipality is heavily dependent on grant funding. There are no loans / borrowings currently.

8.6.3 Investments

Ndwedwe Local Municipality has funds held in bank deposits, including the depositing of grant funding into ring fenced call deposit accounts to improve management of grant funding.

8.6.4 Government grant allocations

National and Provincial Allocations:

The amended DORA 2025/2026 allocations that will be granted to Ndwedwe Municipality consist of:

Table 160: National and Provincial Allocations for 2025/2026 MTREF

Description	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
RECEIPTS:						
Operating Transfers and Grants						
National Government:	209 234	209 234	209 234	208 397	204 732	213 844
EPWP Incetive	2 067	2 067	2 067	2 320	–	–
Finance Management	3 000	3 000	3 000	3 000	3 000	3 000
Local Government Equitable Share	204 167	204 167	204 167	203 077	201 732	210 844
–						
Provincial Government:	2 093	2 093	2 093	2 313	2 350	2 459
Provincialisation of Libraries Grant	1 024	1 024	1 024	1 070	1 118	1 170
Community Library Services Grant	1 069	1 069	1 069	1 243	1 232	1 289
Total Operating Transfers and Grants	211 327	211 327	211 327	210 710	207 082	216 303
Capital Transfers and Grants						
National Government:	34 473	59 502	34 473	52 768	45 887	47 868
Municipal Infrastructure Grant (MIG)	34 473	34 473	34 473	46 208	39 095	40 769
Integrated National Electrifiaction Programme Grant					6 792	7 099
Municipal Disater Recovery Grant		25 029				
Department of Sport,art and Culture Grant				6 560		
Provincial Government:	–	–	–	–	–	–
Disaster Management Grant	–	–	–	–	–	–
Total Capital Transfers and Grants	34 473	59 502	34 473	52 768	45 887	47 868
TOTAL RECEIPTS OF TRANSFERS & GRANTS	245 800	270 829	245 800	263 478	252 969	264 171

- All the above allocations, excluding equitable share, are conditional grants. This means that they have been allocated to Ndwedwe Municipality for a specific purpose and may not be used to fund any other expenditure.
- Once all conditions are met, these allocations are transferred to the Statement of Financial Performance to match the expenditure incurred.
- This follows the relevant GRAP standards. The transfers indicated on the Statement of Financial Performance are, therefore, accounting entries and do not actually represent cash on hand.

8.6.5 Allocations and Grants Made by the Municipality

- The 2025/2026 Transfers and subsidies budget amounts to R3.7 million. The decrease of R1.1 million when compared to 2024/2025 adjusted budget is because of reduction of the budget for disaster management (emergency relief), indigent support and external study support due to financial constraint faced by the municipality.
- In addition to the above reason for external bursaries the municipality will no longer fund the full cause but only the registration fee hence the budget was cut to R1 million from R1.7 million in the adjustment budget.

- Amongst the items budget under this expenditure category is the subsidies provided by the municipality in a form of free basic service (Electricity) to the qualified indigent

8.7 Auditor-General's Opinion

The Municipality obtained an unqualified audit opinion in the following years.

Table 161: AG Opinion over 3 Year Period

Financial Year	Audit Opinion
2019/2020	Unqualified
2020/2021	Unqualified
2021/2022	Unqualified
2022/2023	Unqualified
2023/2024	Unqualified

An Audit Action Plan for 2023/2024 financial year has been prepared and progress thereof is monitored monthly. A copy of Audit Action Plan 2023/2024 is attached as Annexure P.

8.8 Financial Viability & Management: SWOT Analysis

Table 162: Financial Viability and Management SWOT Analysis

FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
Unqualified audit opinions Skilled personnel Policies Cash coverage above the norm Current Ratio above the norm Active Finance Portfolio	Lack of office space Timeous review of policies Positions that have been vacant for long time Employee benefits ratio is above the norm.
OPPORTUNITIES	THREATS

Potential to improve collection rate. Potential to improve revenue bases. Improved the quality of our monthly reports to improve the audit opinion	Inability to meet the investment income target. Non-compliance with budget regulations Non-compliance with MFMA, non-sitting of committees Non-compliance with Procurement plans Non-compliance with payment procedures In-year virements

8.9.1 Key Development Challenges for Financial Viability and Management

Table 163: Financial Viability and Management Challenges

NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
• **Municipal Financial Viability and Management**	Inability to meet the investment income target.	▪ Strive to increase revenue base if the municipality by devising strategies to generate revenue. ▪ Revenue Enhancement Strategy.
	• Debt Collection. • Low revenue base (dependency on grants) • Natural Disasters	
	Lack of revenue base limiting the budget growth of the municipality and its ability to fulfil its service delivery obligations.	

SECTION D:

10. MUNICIPAL VISION, GOALS & OBJECTIVES

10.1 Municipality Long Term Vision

VISION

"By 2030 The People of Ndwedwe Will Have a Prosperous and Vibrant Economy, Where Their Aspirations Are Met"

MISSION

To promote a quality and sustainable delivery of municipal services by:
-Involving communities in the development; and
-Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, Private Sector to ensure speedy and coordinated delivery.

CORE VALUES

The operations of the Municipality will be underpinned by the following core 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

10.2 Goals, Objectives and Strategies

The municipality embarked on a Municipal Strategic Planning Session that took place from 04 to 07 March 2025 and which emphasised the issue of speeding up services to the community. This 2025/2026 IDP review contains goals, objectives, strategies, programmes and priorities of the Municipality. The Ndwedwe Local Municipality IDP review is aligned with the National and Provincial Government strategic directives.

Table 164: Ndwedwe Goals, Objectives and Strategies

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
MM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly reports submitted to Audit Committee by deadline.	4 Quarterly reports submitted to Audit Committee by end of 30 June 2026	**R1 400 000.00**
MM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly reports submitted to Municipal Council by Audit Committee Chairperson by deadline.	4 Quarterly reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2026	**R-**
MM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Internal Audit Charter reviewed and submitted to Audit Committee for approval by deadline.	1 Internal Audit Charter reviewed and submitted to Audit Committee for approval by end of 30 June 2026	**R-**

MM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of annual Internal Audit Plan developed and submitted to Audit Committee for approval by deadline.	1 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by end of 30 September 2025	**R-**
MM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To ensure quality, reliable financial statements and performance management information	Number of Annual Reports approved by Council for adoption by deadline.	1 Annual Report to be approved by Council by end of 31 March 2026	**R400 000.00**
MM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Oversight Reports to be adopted by Council by deadline.	1 Oversight Report to be adopted by Council by end of 31 March 2026	**R-**
MM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly performance reviews of Senior Managers conducted quarterly by deadline	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2026	**R-**
MM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Reviewed Performance Management Framework approved by Council by deadline	1 Reviewed Performance Management Framework approved by Council by end 30 June 2026	**R-**

MM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Annual Municipal Perfor mance Report (AMPR) submitted to Auditor General (AG) by legislated deadline	1 AMPR submitted to AG by legislated deadline by end of 31 August 2025	**R-**
MM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of activities conducted to ensure the 2024/2025 IDP review (and Annexures) in line with S129 MFMA & Chapters 5&6 MSA and submit to Council for adoption by deadline.	2 Final 2024/2025 IDP review (and Annexures) submitted to Council for adoption by 30 June 2026	**R350 000.00**
MM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Effective public awareness on municipal business through information dissemination	Number of Mayoral IDP and Budget Izimbizos to be hosted by end of deadline.	19 Mayoral IDP and Budget Izimbizos to be hosted by end of 30 June 2026	**R700 000.00**
MM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Effective public awareness on municipal business through information dissemination	Number of annual Ward Committee trainings to be held by end of deadline.	1 Annual Ward Committee training conducted by end of 31 December 2025	**R746 898,59**
MM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Ward Committee meetings to be held by deadline.	4 Quarterly Ward Committee meetings held by end of 30 June 2026	**R430 526,50**

MM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Media slots conducted by end of deadline.	19 Media slots conducted by end of 30 June 2026	**R900 000.00**
MM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of electronic Newsletter prepared by deadline.	2 Newsletters prepared by end of 30 June 2026	**R80 000.00**
MM16	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Risk registers updated by deadline.	4 Quarterly Risk registers updated by end of 30June 2026	**R-**
MM17	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Risk Management Committee meetings to be held by deadline.	4 Quarterly Risk Management Committee meetings held by end of 30 June 2026	**R-**
MM18	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Annual Risk assessment conducted by deadline.	1 Annual Risk assessment conducted by end of 30 June 2026	**R-**

MM19	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Enterprise Risk Management Framework and Policy reviewed and approved by Council by deadline.	1 Risk Mngt Framework and Policy reviewed and approved by Council by end of 30 June 2026	**R-**
MM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by deadline.	1 Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by end of 30 June 2026	**R-**
MM21	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly Hotline reports submitted to RMC, AC, MPA and EXCO by deadline.	4 Quarterly Hotline reports submitted to RMC, AC, MPAC and EXCO by end of 30 June 2026	**R-**

IDP REF NO.	NATIONAL KPA		STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
TS01	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Khanyisa Sport field to be completed by deadline	100% Construction of Khanyisa Sport field (Change Rooms/ablution facility, Guard house, Borehole))) to be completed by end of 30 June 2026	**R6 708 775.00**
TS02	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Noordsburg Multi-purpose Centre to be completed by deadline	90% Construction of Noordsburg Multi-purpose Centre (Site establishment, Earthworks, Foundation, Walls Roofing, Plastering, Plumbing works, Electrical	**R8 442 061.30**

					works) completed to be completed by end of 30 June 2026	
TS03	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Hlalakahle Community Development Centre (Paving and Fencing) to be completed by deadline.	100% Upgrading of Ndwedwe Regional Sport field (Site establishment, change rooms, Ablution facilities, Combo Court and Fencing) to be completed by end of 30 June 2026	**R10 000 000.00**
TS04	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Msengeni Community Development Centre (Fencing) to be completed by deadline.	100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainange system) to be completed by end of 30 June 2026	**R3 000 000.00**
TS05	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage (was Number) of Construction of Community Hall of Makhawula/Ntaphuka Community Hall to be completed by deadline.	100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainange system) to be completed by end of 30 June 2026	**R1 500 000.00**
TS06	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Disaster and Emergency Services establishment to be completed by deadline.	100% Construction of Disaster and Emergency Services facility (Walls, Roof slab, Ablution facilities, Offices, Gym, Plastering, Parking, Electrical works and Roofing) completed to be completed by end of 31 December 2025	**R20 863 163.67**

TS07	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Renovation of Phambela Hall Renovation to be completed by deadline.	100% Renovation of Phambela Community Hall to be completed by end of 31 March 2026	**R670 000.00**
TS08	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	Percentage of Renovation of Gcwensa Hall Renovation to be completed by deadline.	100% Renovation of Gcwensa Community Hall to be completed by end of 31 March 2026	**R580 000.00**
TS09	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	Percentage of Rehabilitation of Sonkombo Sport field to be completed by deadline.	100% Rehabilitation of Sonkombo Sport field to be completed by end of 31 March 2026	**R650 000.00**
TS10	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	Create job opportunities through infrastructure projects	Number of number of jobs created through municipality's local, economic development initiatives, waste management including capital projects by deadline.	80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30 September 2025	**R2 320 000.00**
TS11	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline.	100% Capital expenditure spent completed by end of 30 June 2026	**R46 208 000.00**
TS12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To Facilitate the provision of sustainable infrastructure	To administer the affairs of the municipality in accordance with the relevant legislations and	Number of quarterly progress reports on Departmenal Risk Profile reports be completed by	16 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	**TO BE CONFIRMED**

		delivery.	policies	deadline.		
TS13	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Mthombisa Access Road to be completed by deadline.	30% Construction Mthombisa Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS14	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Ntabamhlophe Access Road to be completed by deadline.	30% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS15	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Nhlangakazi Access Road to be completed by deadline.	30% Construction of Nhlangakazi Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS16	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	Percentage of Construction of Nogxaza Access Road to be completed by deadline.	30% Construction of Nogxaza Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
COM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To provide effective waste management services	Number of times refuse collected at Business premises/Public Skip Bins and dump areas by deadline.	300 Refuse collections at Ndwedwe Town, Msundunzi, Cell C, Mthebeni, Montebella, Bhamshela and Sonkombo done by end of 30 June 2026	**R1 365 678,30**
COM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To improve the quality of life locally	Number of Library books procured for by deadline	20 Library books procured by end of 30 June 2026	**R50 000.00**

COM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Ingoma programs held by deadline	1 Ingoma program to be held by end of 31 March 2026	**R130 000.00**
COM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Gender (Male & Female) programmes to be held by deadline	1 Gender (Male & Female) programme to be held by end of 30 September 2025	**R95 000.00**
COM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Women's programme held by deadline	2 Women's programme to be held by end of 31 March 2026	**R200 000.00**
COM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Disability programmes to be held by deadline.	2 Disability programmes to be held by 30 June 2026	**R190 000.00**
COM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of schools benefitted annually from Dress a child campaign by deadline.	28 Schools that benefitted from Dress a child campaign by end of 30 June 2026	**R250 000.00**
COM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of programmes for Orphans and Farm workers held by deadline.	1 Orphans and Farm workers Programme held by end of 31 March 2026	**R100 000.00**
COM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Christmas programmes for Senior citizens held by deadline.	1 Christmas Programme for Senior Citizens held by end 31 December 2025	**R195 000.00**
COM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly Civil Society Forums held by deadline.	4 Quarterly Civil Society Forums held by end of 30 June 2026	**R30 000.00**

COM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of HIV/Aids Day events held by deadline.	1 HIV/Aids Day event held by end of 31 December 2025	**R30 000.00**
COM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Activism programs for 16 days held by deadline.	1 16 Days of Activism programmes to be held by end of 31 December 2025	**R80 000.00**
COM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Umkhosi Wesintu event held by deadline.	2 Umkhosi Wesintu events held by end of 31 March 2026	**R450 000.00**
COM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations events held by deadline.	1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 31 September 2025	**R450 000.00**
COM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Mandela day programmes to be held by deadline.	1 Mandela Day Program held by end of 31 July 2025	**R50 000.00**
COM16	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly OSS meetings to be held by deadline.	4 Quarterly OSS meetings to be held by end of 30 June 2026	**R180 000.00**
COM17	**CROSS CUTTING**	To promote good governance and public participation	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	Number of Fire and Disaster awareness campaigns to be held by deadline.	12 Fire and Disaster awareness campaigns to be held by end of 30 June 2026	**R99 000.00**
COM18	**CROSS CUTTING**	To promote good governance and public participation	To ensure that there is effective implementation of disaster risk reduction programmes aimed at	Number of quarterly Disaster Management Advisory Forum meetings to be held by deadline	4 Quarterly Disaster Management Advisory meetings to be held by end of 30 June 2026	**R40 000.00**

			prevention and mitigation against identified risks			
COM19	**CROSS CUTTING**	To promote good governance and public participation	To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters	Number of monthly Incidents/disasters reports submitted to the district disaster management centre by deadline.	12 Monthly Incidents/disasters reports submitted to the district disaster management centre by end of 30 June 2026	**R0.00**
COM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Disability Games hosted by deadline.	2 Disability Games hosted by end of 31 December 2025	**R355 000.00**
COM21	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly Sports development programmes to be held by end of deadline	12 Sports development programs hosted by end of 30 June 2026	**R400 000.00**
COM22	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Examination Prayers to be hosted by deadline.	1 Examination Prayer to be hosted by end of 30 November 2025	**R200 000.00**
COM23	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of monthly Youth development programmes to be hosted by deadline.	12 Montly Youth development programmes to be hosted by end of 30 June 2026	**R120 000.00**
COM24	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of Annual support workshops for Young Local Artists held by deadline.	1 Annual Young Local Artists Support workshop held by end of 31 December 2025	**R150 000.00**
COM25	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	Number of quarterly Youth Council meetings to be held by deadline.	4 Quarterly Youth Council meetings to be held by end of 30 June 2026	**R50 000.00**
COM26	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmenal Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	**R-**

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
FV01	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of Mid-Year Budget Section 72(1) (b) MFMA report to National Treasury by deadline.	1 MFMA 72(1) (b) report submitted to National Treasury by end of 25 January 2026	R-
FV02	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of quarterly Section 52 MFMA reports submitted to Council and National Treasury by deadline.	4 MFMA 52 Quarterly reports submitted to Council and National Treasury by end of 30 June 2026	R-
FV03	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of Final Budget and related policies adopted by Council by deadline.	1 Final Budget and related policies adopted by Council by end of 31 May 2026	R-
FV04	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	% of Revenue collected by deadline.	70% of Revenue collected by end of 30 June 2026	R-
FV05	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of General and Supplementary Valuation Roll finalised by deadline.	1 General and Supplementary Valuation Roll finalised by end of 30 September 2025	R 120 000.00
FV06	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of quarterly Screening of Suppliers from SCM Database generated by deadline.	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2026	R-

FV07	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of quarterly SCM reports submitted to Council and Provincial Treasury by deadline.	4 Quarterly SCM reports submitted to Council and Provincial Treasury by end of 30 June 2026	R-
FV08	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 Days taken for trade creditors to be paid by end of 30 June 2026	R-
FV09	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of Annual Financial Statements submitted to Auditor General (AG) by deadline.	1 AFS submitted to AG by end of 31 August 2025	R-
FV10	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of annual Asset verification report on movable and immovable assets by deadline.	1 Annual Asset verification report on movable and immoval assets by end of 30 June 2026	R-

FV11	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Number of days for Cash/Cost Coverage Ratio (Excluding Unspent Conditional Grants) ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) (Norm: Range between 30 and 90 days with 90 days being ideal)	90 Days cash on hand by 30 June 2026	R-
FV12	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	1.5:1 Current Ratio by 30 June 2026	R-
FV13	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	Percentage of Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs completed by deadline.	43% Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs by 30 June 2026	R-

FV14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmenal Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	R-

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET
EDP01	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favorable for the advancement of society and the economy.	Number of annual Ndwedwe Music Festival events to be held by deadline.	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2025	R 2 200 000.00
EDP02	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favorable for the advancement of society and the economy.	Number of Cluster Commercial Gardens supported by deadline.	10 Commercial Gardens supported by end of 30 June 2026	R 700 000.00
EDP03	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favorable for the advancement of society and the economy.	Number of Farmers market day events to be held by deadline.	2 Farmers market day events to be held by end of 30 June 2026	R 200 000.00
EDP04	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	Number of Cooperatives supported by deadline.	15 Cooperatives supported by end of 31 March 2026	R 420 000.00
EDP05	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	Number of quarterly SMMEs supported by deadline.	15 Quarterly SMMEs supported by end of 31 March 2026	R 770 000.00
EDP06	**CROSS CUTTING**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	Number of Ndwedwe Town Development Survey, Subdivision to be completed by deadline.	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2026	R 600 000.00

EDP07	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	Number of quarterly Housing Forum meetings to be held by deadline.	4 Quarterly Housing Forum meetings to be held by end of 30 June 2026	R-
EDP08	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	Number of quarterly LED Forum meetings to be held by deadline.	2 Quarterly LED Forums meetings to be held by end of 30 June 2026	R 100 000.00
EDP09	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	Number of Tourism Booklet developed by Council by deadline.	1 Tourism Booklet developed by end of 30 June 2026	R 100 000.00
EDP10	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	Number of Tourism Development Business Plan by deadline.	1 Tourism Development Business Plan developed by end of 30 June 2026	R 120 000.00
EDP11	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	Number of Tourism Indaba held by deadline.	1 Tourism Indaba to be held by end of 30 June 2026	R-
EDP12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmenal Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	R-

IDP REF NO.	NATIONAL KPA	**NLM GOAL**	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	ORIGINAL BUDGET

CS01	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To improve the capacity of staff to deliver services	Number of WSP trainings for employees to be held in accordance with the WSP by deadline.	10 WSP trainings for employees to be held in accordance with the WSP by deadline by 31 March 2026	R 945 000.00
CS02	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To improve the capacity of staff to deliver services	Number of Workplace Skills Plan (WSP) & Annual Training Report (ATR) completed and submitted to LGSETA by deadline	1 - WSP & ATR completed and submitted to LGSETA by 30 April 2025	R -
CS03	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure the municipality provides a safe working environment.	Number of Occupational, Health and Safety (OHS) Committee meetings held by deadline.	2 OHS Committee meetings to be held by 30 June 2025	R -
CS04	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure the wellbeing of employees	Number of Employee wellness program held by deadline	2 EAP programs to be held by 31 December 2025	R 260 000.00
CS05	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	Number of monthly reports on maintenance of ICT infrastructure submitted by deadline.	12 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2026	R 920 000.00

CS06	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	Number of quarterly ICT Steering Committee meetings to be held by deadline.	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2026	R -
CS07	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	Number of Computer Software Programmes and Licencing renewed/purchased by Council by deadline.	4 Computer Software Programmes and Licencing renewed/purchased by end of 30 June 2026	R 2 700 000.00
CS08	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure efficient, effective, economic and transparent utilisation of fleet management	Number of monthly Fleet management reports completed by deadline.	12 Monthly Fleet management reports completed by 30 June 2026	R -
CS09	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of scheduled Council meetings to be held by deadline.	4 Scheduled meetings of Council to be held by 30 June 2026	R 280 000.00
CS10	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of scheduled Exco meetings to be held by deadline.	10 Scheduled EXCO meetings to be held by 30 June 2026	R-

CS11	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by deadline.	40 Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by 30 June 2026	R-
CS12	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of quarterly scheduled Audit Committee meetings to be held by deadline.	4 Quarterly scheduled Audit Committee meetings to be held by 30 June 2026	R 53 000.00
CS13	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	Number of quarterly MPAC meetings held by deadline.	4 Quarterly scheduled MPAC meetings held by 30 June 2026	R 35 000.00
CS14	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of monthly Security Services Reports generated by deadline.	12 Monthly Security Services Reports generated by 30 June 2026	R 15 618 960, 18
CS15	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of Policy workshop to be held by deadline.	1 Policy Workshop to be held by 31 March 2026	R-

	PARTICIPATION					
CS16	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of Reviewed Staff establishment/Organogram adopted by Council by deadline.	1 Reviewed Staff establishment/Organogram adopted by Council by end of 30 June 2026	R-
CS17	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	Number of Budgeted posts filled as per approved staff establishment by deadline.	10 Budgeted posts filled as per approved staff establishment by Council by end of 30 June 2026	R-
CS18	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of drafting and reviewing SLA's developed by deadline.	70 Drafting and reviewing SLA's developed by 30 June 2026	R-
CS19	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of Litigation Management SOP develop by deadline.	Finalisation of Litigation Management SOP adopted by Council by 31 March 2026	R-

CS20	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of monthly ligation register reviewed and updated be completed by deadline.	12 Monthly ligation register reviewed and updated by 30 June 2026	R-
CS21	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Number of Paia and Popia Manual developed be completed by deadline.	2 PAIA and POPIA Manual developed and adopted by Council by 31 March 2026	R-
CS22	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To ensure efficient, effective, economic and transparent utilisation of fleet inspection management	Number of monthly Fleet management inspection reports completed by deadline.	4 Monthly Fleet management inspection reports completed by 30 June 2026	
CS23	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2026	R-

10.3 Articulation of the Difference Between the Goals, Objectives and Strategies

Describing a Goal, Objectives and Strategies

The Municipality has clearly provided the differences between Goals, Objectives and Strategies as follows:

- GOAL: A goal can be defined as a visible and quantifiable end result or outcome which one may set to achieve in terms of a fixed timeframe. In the context of an IDP Strategic Planning for a Municipality goals should refer to specific targets which serve as major steps to achieve the vision of a Municipality, in other words the desired destination where the Municipality needs to be. In achieving a goal/s it is imperative that one must take the necessary *objective* step and apply a particular *strategy*.
- OBJECTIVE/S: An objective plays the role of being the defined step that one must take in order to achieve not the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that it is intended to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to get to the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very different.
- STRATEGY: Can be defined as a way tactic that one must apply in effort to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

10.4 Linkage with Key Government Programs by the Alignment of Municipal Goals and Objectives with B2B, PGDS, DGDP, One Plan and KZN-KPA

Ndwedwe LM Strategic Objectives	Ndwedwe LM Goals	B2B	DGDS-GOALS	PGDS- GOALS	NDP - GOALS	SDG - GOALS
	To promote good governance and public participation	Good Governance Public participation: Putting people First	Excellence in governance and leadership	Governance & Policy	Build a capable state. Fight corruption Unite the nation	5, 10, 16
	To Facilitate the provision of sustainable infrastructure delivery.	Basic Services: creating decent living conditions	High quality infrastructure network to support improved quality of life and economic growth	Strategic infrastructure	Expanding infrastructure	9
	To ensure Spatial equity and sustainable development	Basic Services: creating decent living conditions	The district is characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development. Improved quality of life and life expectancy.	Environmental sustainability	Inclusive planning Quality education Quality healthcare Use resources properly	6,7, 13, 14, 15,

To create resilient local economy that creates sustainable decent jobs and reduces poverty.	Basic Services: creating decent living conditions	Expanded district economic output and increased quantity and quality of employment opportunities.	Inclusive economic growth Human & Community Development	Create jobs	1,2, 3, 8, 9, 10,11
To facilitate institutional transformation and organizational development	Building capable institutions and administration	Enhanced quality of district human resources Excellence in governance and leadership	Governance & Policy Human Resource Development Human & Community Development	Build a capable state. Fight corruption Unite the nation	4, 11, 16,
To promote sound financial management practices	Sound Financial Management	Excellence in governance and leadership	Governance & Policy	Use resources properly	16

SECTION E:

11. 5-YEAR IMPLEMENTATION PLAN AND CAPITAL INVESTMENT FRAMEWORK(CIF)

11.1 Five (5) Implementation Plan

The municipality's 5-year implementation plan provides a year-on-year overview of the capital projects that the municipality will focus their attention on, in order to improve service delivery. The Implementation Plan is also an important tool utilised to develop the municipality's One Year Operational Plan, which in essence serves as the municipality's **Top Layer Service Delivery and Budget Implementation Plan/Scorecard**. In this case, a detailed breakdown of municipal projects for the NLM 2024/2025 new financial year which is related to a specific focus area is catered for in Chapter G of this report. The 5-Year Implementation Plan presents the Municipality's Top Layer Service Delivery and Budget Implementation Plan/Scorecard is presented as per the IDP Framework Guidelines containing the following:

- Key Challenge.
- Objective.
- Strategy.
- Performance Indicator.
- Baseline.
- 5-Year Targets
- Budget'
- Funding Source; and
- Responsibility

A copy of the Ndwedwe Local Municipality 5 Year Implementation Plan (is attached as **Annexure Q**) forms part of the Capital Investment Framework for the municipality. The below table illustrates the following.

Table 165: 5 Year Implementation Plan

Table 166: Ndwedwe Goals, Objectives and Strategies

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
MM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly reports submitted to Audit Committee by end of 30 June 2026	**R1 400 000.00**
MM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2026	**R-**
MM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Internal Audit Charter reviewed and submitted to Audit Committee for approval by end of 30 June 2026	**R-**
MM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by end of 30 September 2025	**R-**

MM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To ensure quality, reliable financial statements and performance management information	1 Annual Report to be approved by Council by end of 31 March 2026	**R400 000.00**
MM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Oversight Report to be adopted by Council by end of 31 March 2026	**R-**
MM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2026	**R-**
MM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Reviewed Performance Management Framework approved by Council by end 30 June 2026	**R-**
MM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 AMPR submitted to AG by legislated deadline by end of 31 August 2025	**R-**

MM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	2 Final 2024/2025 IDP review (and Annexures) submitted to Council for adoption by 30 June 2026	**R350 000.00**
MM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Effective public awareness on municipal business through information dissemination	19 Mayoral IDP and Budget Imbizos to be hosted by end of 30 June 2026	**R700 000.00**
MM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Effective public awareness on municipal business through information dissemination	1 Annual Ward Committee training conducted by end of 31 December 2025	**R746 898,59**
MM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly Ward Committee meetings held by end of 30 June 2026	**R430 526,50**
MM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	19 Media slots conducted by end of 30 June 2026	**R900 000.00**

MM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	2 Newsletters prepared by end of 30 June 2026	**R80 000.00**
MM16	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly Risk registers updated by end of 30June 2026	**R-**
MM17	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly Risk Management Committee meetings held by end of 30 June 2026	**R-**
MM18	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Annual Risk assessment conducted by end of 30 June 2026	**R-**
MM19	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Risk Mngt Framework and Policy reviewed and approved by Council by end of 30 June 2026	**R-**

MM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	1 Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by end of 30 June 2026	**R-**
MM21	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly Hotline reports submitted to RMC, AC, MPAC and EXCO by end of 30 June 2026	**R-**

IDP REF NO.	NATIONAL KPA		STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
TS01	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	100% Construction of Khanyisa Sport field (Change Rooms/ablution facility, Guard house, Borehole)) to be completed by end of 30 June 2026	**R6 708 775.00**
TS02	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	90% Construction of Noordsburg Multi-purpose Centre (Site establishment, Earthworks, Foundation, Walls, Roofing, Plastering, Plumbing works, Electrical works) completed to be completed by end of 30 June 2026	**R8 442 061.30**
TS03	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable	To provide construction of new community infrastructure facilities	100% Upgrading of Ndwedwe Regional Sport field (Site establishment, change rooms,	**R10 000 000.00**

		infrastructure delivery.		Ablution facilities, Combo Court and Fencing) to be completed by end of 30 June 2026	
TS04	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainange system) to be completed by end of 30 June 2026	**R3 000 000.00**
TS05	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	100% Construction of Ngidi Access Road (Site establishment, Road clearance, Roadbed/formation layer, Pavement layer and Drainange system) to be completed by end of 30 June 2026	**R1 500 000.00**
TS06	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	100% Construction of Disaster and Emergency Services facility (Walls, Roof slab, Ablution facilities, Offices, Gym, Plastering, Parking, Electrical works and Roofing) completed to be completed by end of 31 December 2025	**R20 863 163.67**
TS07	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	100% Renovation of Phambela Community Hall to be completed by end of 31 March 2026	**R670 000.00**
TS08	**BASIC SERVICE**	To Facilitate the	To improve access to basic	100% Renovation of Gcwensa	**R580 000.00**

	DELIVERY AND INFRASTRUCTURE	provision of sustainable infrastructure delivery.	services	Community Hall to be completed by end of 31 March 2026	
TS09	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	100% Rehabilitation of Sonkombo Sport field to be completed by end of 31 March 2026	**R650 000.00**
TS10	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	Create job opportunities through infrastructure projects	80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30 September 2025	**R2 320 000.00**
TS11	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To improve access to basic services	100% Capital expenditure spent completed by end of 30 June 2026	**R46 208 000.00**
TS12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To Facilitate the provision of sustainable infrastructure delivery.	To administer the affairs of the municipality in accordance with the relevant legislations and policies	16 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	**TO BE CONFIRMED**
TS13	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	30% Construction Mthombisa Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS14	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	30% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**
TS15	**BASIC SERVICE**	To Facilitate the	To provide construction of	30% Construction of	**TO BE**

	DELIVERY AND INFRASTRUCTURE	provision of sustainable infrastructure delivery.	new community infrastructure facilities	Nhlangakazi Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**CONFIRMED**
TS16	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To Facilitate the provision of sustainable infrastructure delivery.	To provide construction of new community infrastructure facilities	30% Construction of Nogxaza Access Road (Roadbed/formation layer) to be completed by end of 30 June 2026	**TO BE CONFIRMED**

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
COM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To provide effective waste management services	300 Refuse collections at Ndwedwe Town, Msundunzi, Cell C, Mthebeni, Montebella, Bhamshela and Sonkombo done by end of 30 June 2026	**R1 365 678,30**
COM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To improve the quality of life locally	20 Library books procured by end of 30 June 2026	**R50 000.00**
COM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Ingoma program to be held by end of 31 March 2026	**R130 000.00**
COM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Gender (Male & Female) programme to be held by end of 30 September 2025	**R95 000.00**
COM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	2 Women's programme to be held by end of 31 March 2026	**R200 000.00**

COM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	2 Disability programmes to be held by 30 June 2026	**R190 000.00**
COM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	28 Schools that benefitted from Dress a child campaign by end of 30 June 2026	**R250 000.00**
COM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Orphans and Farm workers Programme held by end of 31 March 2026	**R100 000.00**
COM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Christmas Programme for Senior Citizens held by end 31 December 2025	**R195 000.00**
COM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	4 Quarterly Civil Society Forums held by end of 30 June 2026	**R30 000.00**
COM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 HIV/Aids Day event held by end of 31 December 2025	**R30 000.00**
COM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 16 Days of Activism programmes to be held by end of 31 December 2025	**R80 000.00**
COM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	2 Umkhosi Wesintu events held by end of 31 March 2026	**R450 000.00**
COM14	**GOOD GOVERNANCE**	To promote good governance and	Promote nation building and social	1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event	**R450 000.00**

	AND PUBLIC PARTICIPATION	public participation	cohesion	held by end of 31 September 2025	
COM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Mandela Day Program held by end of 31 July 2025	**R50 000.00**
COM16	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	4 Quarterly OSS meetings to be held by end of 30 June 2026	**R180 000.00**
COM17	**CROSS CUTTING**	To promote good governance and public participation	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	12 Fire and Disaster awareness campaigns to be held by end of 30 June 2026	**R99 000.00**
COM18	**CROSS CUTTING**	To promote good governance and public participation	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	4 Quarterly Disaster Management Advisory meetings to be held by end of 30 June 2026	**R40 000.00**
COM19	**CROSS CUTTING**	To promote good governance and public participation	To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters	12 Monthly Incidents/disasters reports submitted to the district disaster management centre by end of 30 June 2026	**R0.00**
COM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	2 Disability Games hosted by end of 31 December 2025	**R355 000.00**
COM21	**GOOD GOVERNANCE AND PUBLIC**	To promote good governance and public participation	Promote nation building and social cohesion	12 Sports development programs hosted by end of 30 June 2026	**R400 000.00**

	PARTICIPATION				
COM22	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Examination Prayer to be hosted by end of 30 November 2025	**R200 000.00**
COM23	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	12 Montly Youth development programmes to be hosted by end of 30 June 2026	**R120 000.00**
COM24	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	1 Annual Young Local Artists Support workshop held by end of 31 December 2025	**R150 000.00**
COM25	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	Promote nation building and social cohesion	4 Quarterly Youth Council meetings to be held by end of 30 June 2026	**R50 000.00**
COM26	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	**R-**

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
FV01	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	1 MFMA 72(1) (b) report submitted to National Treasury by end of 25 January 2026	R-
FV02	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that	4 MFMA 52 Quarterly reports submitted to Council and National Treasury by end of 30 June 2026	R-

			conforms to all the financial legislations		
FV03	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	1 Final Budget and related policies adopted by Council by end of 31 May 2026	R-
FV04	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	70% of Revenue collected by end of 30 June 2026	R-
FV05	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	1 General and Supplementary Valuation Roll finalised by end of 30 September 2025	R 120 000.00
FV06	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2026	R-

FV07	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	4 Quarterly SCM reports submitted to Council and Provincial Treasury by end of 30 June 2026	R-
FV08	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	30 Days taken for trade creditors to be paid by end of 30 June 2026	R-
FV09	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	1 AFS submitted to AG by end of 31 August 2025	R-
FV10	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	1 Annual Asset verification report on movable and immovable assets by end of 30 June 2026	R-

FV11	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	90 Days cash on hand by 30 June 2026	R-
FV12	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	1.5:1 Current Ratio by 30 June 2026	R-
FV13	**MUNICIPAL FINANCIAL VIABILITY**	Sound Financial Management	To create a financial sustainability municipality that conforms to all the financial legislations	43% Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs by 30 June 2026	R-

FV14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	R-

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
EDP01	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favorable for the advancement of society and the economy.	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2025	R 2 200 000.00
EDP02	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favorable for the advancement of society and the economy.	10 Commercial Gardens supported by end of 30 June 2026	R 700 000.00
EDP03	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To make the conditions favorable for the advancement of society and the economy.	2 Farmers market day events to be held by end of 30 June 2026	R 200 000.00
EDP04	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and SMMEs	15 Cooperatives supported by end of 31 March 2026	R 420 000.00
EDP05	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To create an enabling environment to grow businesses, cooperatives and	15 Quarterly SMMEs supported by end of 31 March 2026	R 770 000.00

			SMMEs		
EDP06	**CROSS CUTTING**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2026	R 600 000.00
EDP07	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	4 Quarterly Housing Forum meetings to be held by end of 30 June 2026	R-
EDP08	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated planning and development	2 Quarterly LED Forums meetings to be held by end of 30 June 2026	R 100 000.00
EDP09	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	1 Tourism Booklet developed by end of 30 June 2026	R 100 000.00
EDP10	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	1 Tourism Development Business Plan developed by end of 30 June 2026	R 120 000.00
EDP11	**LOCAL ECONOMIC AND DEVELOPMENT**	Basic Services: creating decent living conditions	To facilitate co-ordinated Tourism development	1 Tourism Indaba to be held by end of 30 June 2026	R-
EDP12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	R-

IDP REF NO.	NATIONAL KPA	NLM GOAL	STRATEGIC OBJECTIVE	ANNUAL TARGET	2025/2026 ORIGINAL BUDGET
CS01	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To improve the capacity of staff to deliver services	10 WSP trainings for empoyees to be held in accordance with the WSP by deadline by 31 March 2026	R 945 000.00

CS02	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To improve the capacity of staff to deliver services	1 - WSP & ATR completed and submitted to LGSETA by 30 April 2025	R -
CS03	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure the municipality provides a safe working environment.	2 OHS Committee meetings to be held by 30 June 2025	R -
CS04	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure the wellbeing of employees	2 EAP programs to be held by 31 December 2025	R 260 000.00
CS05	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	12 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2026	R 920 000.00
CS06	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2025	R -
CS07	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure effective and efficient functioning of ICT	4 Computer Software Programmes and Licencing renewed/purchased by end of 30 June 2026	R 2 700 000.00

CS08	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure efficient, effective, economic and transparent utilisation of fleet management	12 Monthly Fleet management reports completed by 30 June 2026	R -
CS09	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	4 Scheduled meetings of Council to be held by 30 June 2026	R 280 000.00
CS10	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	10 Scheduled EXCO meetings to be held by 30 June 2026	R-
CS11	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	40 Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by 30 June 2026	R-
CS12	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	4 Quarterly scheduled Audit Committee meetings to be held by 30 June 2026	R 53 000.00

CS13	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	Supply resources & Council Support Services for all Council meetings	4 Quarterly scheduled MPAC meetings held by 30 June 2026	R 35 000.00
CS14	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	12 Monthly Security Services Reports generated by 30 June 2026	R 15 618 960, 18
CS15	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	1 Policy Workshop to be held by 31 March 2026	R-
CS16	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	1 Reviewed Staff establishment/Organogram adopted by Council by end of 30 June 2026	R-
CS17	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To encourage good administration that conforms with legal mandates.	10 Budgeted posts filled as per approved staff establishment by Council by end of 30 June 2026	R-
CS18	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	70 Drafting and reviewing SLA's developed by 30 June 2026	R-
CS19	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Finalisation of Ligiation Management SOP adopted by Council by 31 March 2026	R-

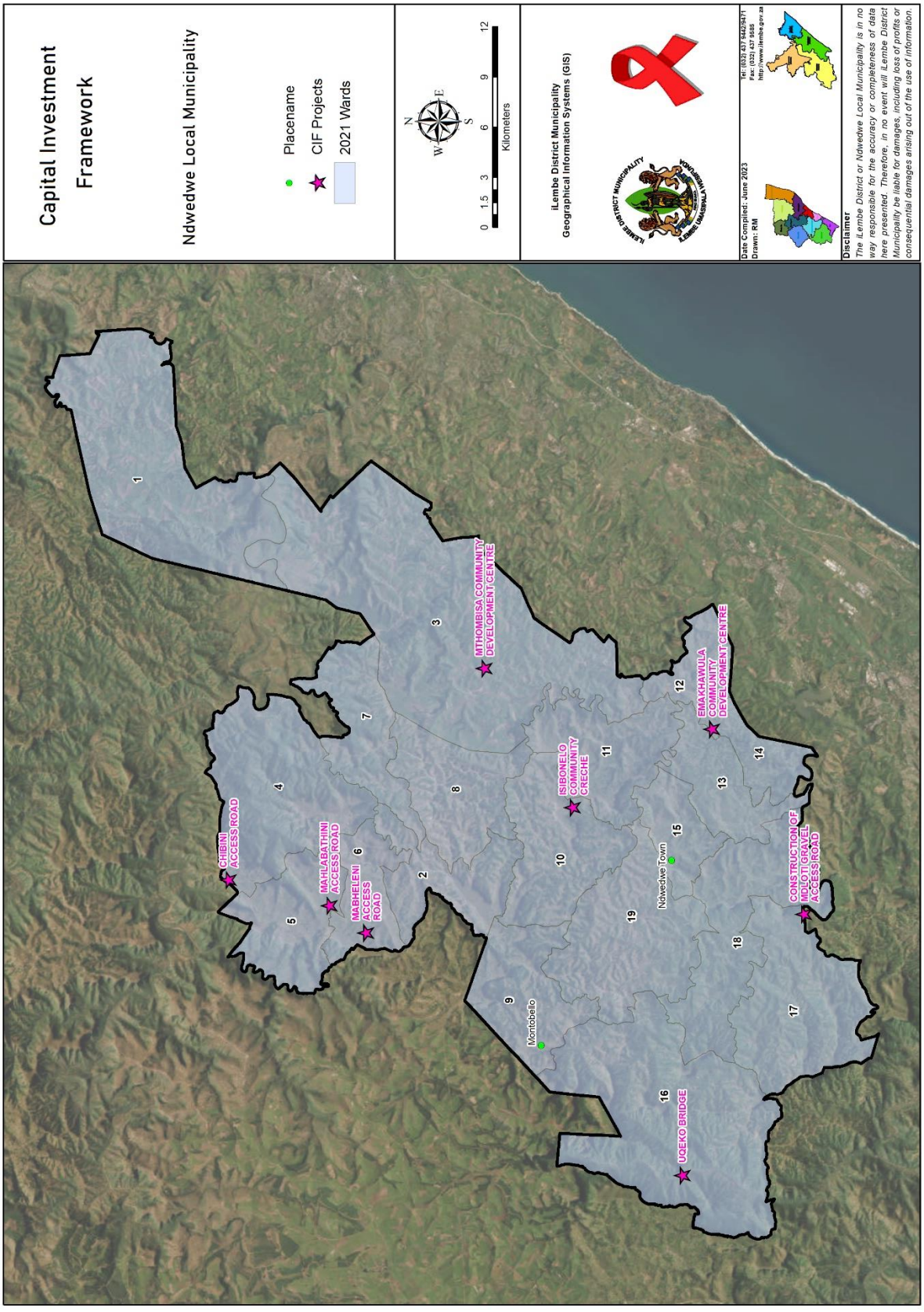
CS20	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	12 Monthly ligation register reviewed and updated by 30 June 2026	R-
CS21	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable institutions and administration	To provide legal advice and ensure legal matters are handled on behalf of the municipality	2 PAIA and POPIA Manual developed and adopted by Council by 31 March 2026	R-
CS22	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Building capable institutions and administration	To ensure efficient, effective, economic and transparent utilisation of fleet inspection management	4 Monthly Fleet management inspection reports completed by 30 June 2026	
CS23	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To promote good governance and public participation	To administer the affairs of the municipality in accordance with the relevant legislations and policies	4 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2026	R-

11.2 Capital Investment Framework (CIF)

Ndwedwe Local Municipality uses MIG, which is a three-year capital programme. The Ndwedwe Capital Investment Framework (CIF) to identify and prioritise capital projects for implementation in the following financial year and medium-term period (three years). The objectives of the CIF are to:

- Implement the Ndwedwe Spatial Development Framework in achievement of its long-term vision and that of the Integrated Development Plan.
- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising projects in these locations.
- Ensure the improved management of the Municipality's existing infrastructure.
- Improve new service delivery through infrastructure and services that are planned, delivered and managed in an objective and structured manner; and
- Direct future public and private investment by aligning the capital-budget requirements of departments and entities to priority areas.

Map 14: NLM CIF



Ndwedwe Local Municipality - Capital Investment Framework (CIF)

Table 167: NLM CIF

IDP REF NO.	OBJECTIVES	KEY PERFORMANCE AREA (KPA)	CIF BUDGET	SITE LOCATION (Coordinates)
TS01	To provide construction of new community infrastructure facilities	Construction of Khanyisa Sport field Ward 09 (MIG)	R9 930 905.33	29°27'14.92"S, 30°49'31.73"E
TS02	To provide construction of new community infrastructure facilities	Construction of Shangase Hall Ward 18 (MIG)	R9 980 200.84	29°32'43.80"S, 30°52'10.94"E
TS03	To provide construction of new community infrastructure facilities	Construction of Maqokomela Community Development Centre Ward 10 (MIG)	R11 337 917.79	29°27'1.81"S, 30°54'3.21"E
TS04	To provide construction of new community infrastructure facilities	Construction of Hlalakahle CDC in ward 07	R1 391 296.97	29º20’07.03’’S, 31º00’17.99’’E
TS05	To provide construction of new community infrastructure facilities	Construction of Msengeni Cdc in ward 08	R720 000.00	29°23'42.79"S, 30°56'57.94"E
TS06	To provide construction of new community infrastructure facilities	Construction of Makhawula/Ntaphuka Community Hall Ward 13	R1 112 678.89	29°32'00.14"S, 31°01'00.02"E
TS07	To facilitate the provision of reliable electricity	INEP Electrification Ward 05, 06, 07, 08, 11 & 15	R11 447 000.00	29°32'25.8"S, 31°01'33.1"E
TS08	To provide construction of new community infrastructure facilities	Disaster and Emergancy Services Establishment ward 15	R3 450 000.00	29°31'0.99"S 30°56'12.37"E
TS09	To provide construction of new community infrastructure facilities	Fencing of Mthombisa CDC Ward 3	R300 000.00	29°24'0.51"S 31°03'17.00"E
TS10	To improve access to basic services	Mangangeni CDC Ward 19	R850 000.00	29°31'0.32"S 30°52'36.00"E
TS11	To improve access to basic services	Ezimpondweni Hall Renovation Ward 17	R180 000.00	29°34'09.5"S 30°48'14.2"E
TS12	To improve access to basic services	Masakhane Hall Renovation Ward 8	R180 000.00	29°22'55.1"S 30°59'45.5"E
TS13	To improve access to basic services	Umzamo CDC Renovation Ward 7	R180 000.00	29°25'23.0"S 30°55'43.0"E

TS14	To improve access to basic services	Gcwensa Hall Renovation Ward 2	R180 000.00	29°25'23.8"S 30°55'43.5"E
TS15	To improve access to basic services	Ntubeni Hall Renovation Ward 1 Phase 2	R300 000.00	29°12'37.9"S 31°08'20.6"E
TS16	To improve access to basic services	Qhubakahle Hall Renovation Ward 6	R180 000.00	29°21'27.1"S 30°53'29.7"E
TS17	To improve access to basic services	Deda Hall Renovation in Ward 5	R180 000.00	29°18'08.0"S 30°54'13.6"E
TS18	To improve access to basic services	Waterfall Hall Renovation Ward 3	R180 000.00	29°22'42.6"S 31°02'20.5"E
TS19	To improve access to basic services	eGweni Community Hall Rehabilitation in ward 16	R180 000.00	29°29'13.4"S 30°48'50.0"E
TS20	To provide construction of new community infrastructure facilities	Ndwedwe Town Infrastructure Ward 15	R10 475 474.24	29°30'48.22"S and 30°56'16.09"E
TS21	To provide construction of new community infrastructure facilities	Sambaba Access Road Ward 6	R2 508 000.00	29°22'28.73"S, 30°56'21.00"E
TS22	To provide construction of new community infrastructure facilities	Nhlangwini Access Road Ward 01	R5 171 600.00	29°12'38.09"S, 30°08'51.04"E

1.11.3 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 Municipality. The following represents the capital expenditure of these departments in the Local Municipality over the next 3 years.

DFFE

AREA	NO. TREES	PARTNERS
Mthebeni Area Ward 12, Ward5 Chibini Area, Ward 17 EMZunge Area.	926	Municipality, Traditional Councils, project structures and EDTEA, UMngeni uThukela Water.
Name of Project	**Number of Beneficiaries**	**Project Description**
Municipal Cleaning and Greening programme	35	Ward based waste minimization and management which include, litter picking, clearing of illegal dumps sites, beach cleaning and Waste Education and awareness campaigns in the CBD, Schools and communities.

DEPARTMENT OF HEALTH

COMPLETED PROJECT	FACILITY	INCOMPLETE PROJECT	FACILITY
Admin Block Structure	Ndwedwe CHC	Construction of sewage system	Ndwedwe CHC
Construction of Boardroom	Wosiyane Clinic	Construction of Medical waste	Thafamasi Clinic
Installation of Solar, Wi-Fi, Invector System	Thafamasi& Wosiyane Clinic	Construction of Guard house	Wosiyane Clinic
Installation of Carport	Molokohlo Clinic	Fencing	Molokohlo Clinic
		Construction of Sewage System	Thafamasi Clinic

ENTERPRISE ILEMBE

Projects	Project Funding	Municipality	Status
District Wide Business Incubator	R4Mil p.a (IDM)	Local Municipalities	Current
iLembe Open Fields	R692 584 p.a (IDM)	Local Municipalities	Current
Frimax	R 137 000	Ndwedwe Maphumulo	Current
Entrepreneurship Competition	R190 000 p.a (IDM)	Local Municipalities	Current
Digital Skills Programme	R 1 600 000 [MICT SETA]	Ndwedwe	Current
Food and Beverages Manufacturing SETA	R4,9Mi [FoodBev]	Local Municipalities	Current
The One Stop Shop [OSS] Project	R404 225 [TIKZN]	Local Municipalities	Current
SEDA Ecosystem	R205 425 [SEDA]	Local Municipalities	Current
Public Wi-Fi	R2.5Mil (Cogta)	Ndwedwe and Maphumulo	Current

DEPARTMENT OF HUMAN SETTLEMENT

Projects in Planning

PROJECT NAME	UNITS	WARD	APPROVED BUDGET
Nkumbanyuswa Phase 2	2000	10 & 11	R6 173 480.00
Qadi	1000	11, 12, 13, 14, 15, 17, 18 & 19	R3 086 740.00
Magwaza Qwabe Waterfall RHP	1000	3	R4 238 120.00
Chili Khumalo Ngcolosi Manganga RHP	1000	17 & 19	R4 238 120.00
Luthuli RHP	1000	7	R4 840 000.00
Nodwengu RHP	1000	9 & 10	R4 840 000.00

Human Settlement: Pipeline Projects

PROJECT NAME	APPROVED BUDGET	STATUS
Mlamula Phase 2 Rural Housing Project	Not yet approved	To be presented to TEC next financial year
Gcwensa Phase 2 Rural Housing Project	Not yet approved	To be presented to TEC 1 next financial year

Human Settlement: Project Status

PROJECT NAME	CURRENT CONTRACT VALUE	STATUS OF THE PROJECT
Emalangeni, Cibane, Wosiyane Rural Housing Project	R84 003 108.74	Currently the contractor is off site has issues with beneficiaries, damaged access roads due to rain, project will resume next financial year
22 Ben in Ndwedwe Municipality	R41 37 150.46	The project is ongoing and nearing completion.
307 Ben in Ndwedwe LM(Stedone)	R0	The building contractor is on site and has prioritised completions in ward 3, ward 4 and ward 6
289 units in Ndwedwe (Siyazama)	R0	The contractor has moved to site after NHBRC enrolment has been approved.
Mavela Phase 2 Rural Housing Project- 300 Top structures	R65 527 128.00	Work in progress Slabs: 100 Wall plates: 78 Roofs: 69 Completions: 66
Ndwedwe OSS-85 Units	R12 744 545.71	The project has been completed
OSS- 67 Ben in Ndwedwe Municipality	R12 467 682.65	The contractor has resumed work on site and the project is ongoing.

ILEMBE WATER

Boreholes

WARD	VILLAGE NAME	PLANNED NUMBER OF BOREHOLES
1	Ntubeni Mnsonono	2 New Boreholes
2	Febe Road Dalibho	2 New Boreholes
3	Glendale Kamu Area Inyanganye	3 New Boreholes
4	Madlakazi Ngcongangconga	2 New Boreholes
5	Sogidi Dry Hook Mkomazi Mahlabathini	3 New Boreholes
6	Mahlabathini Ekhoh	2 New Boreholes

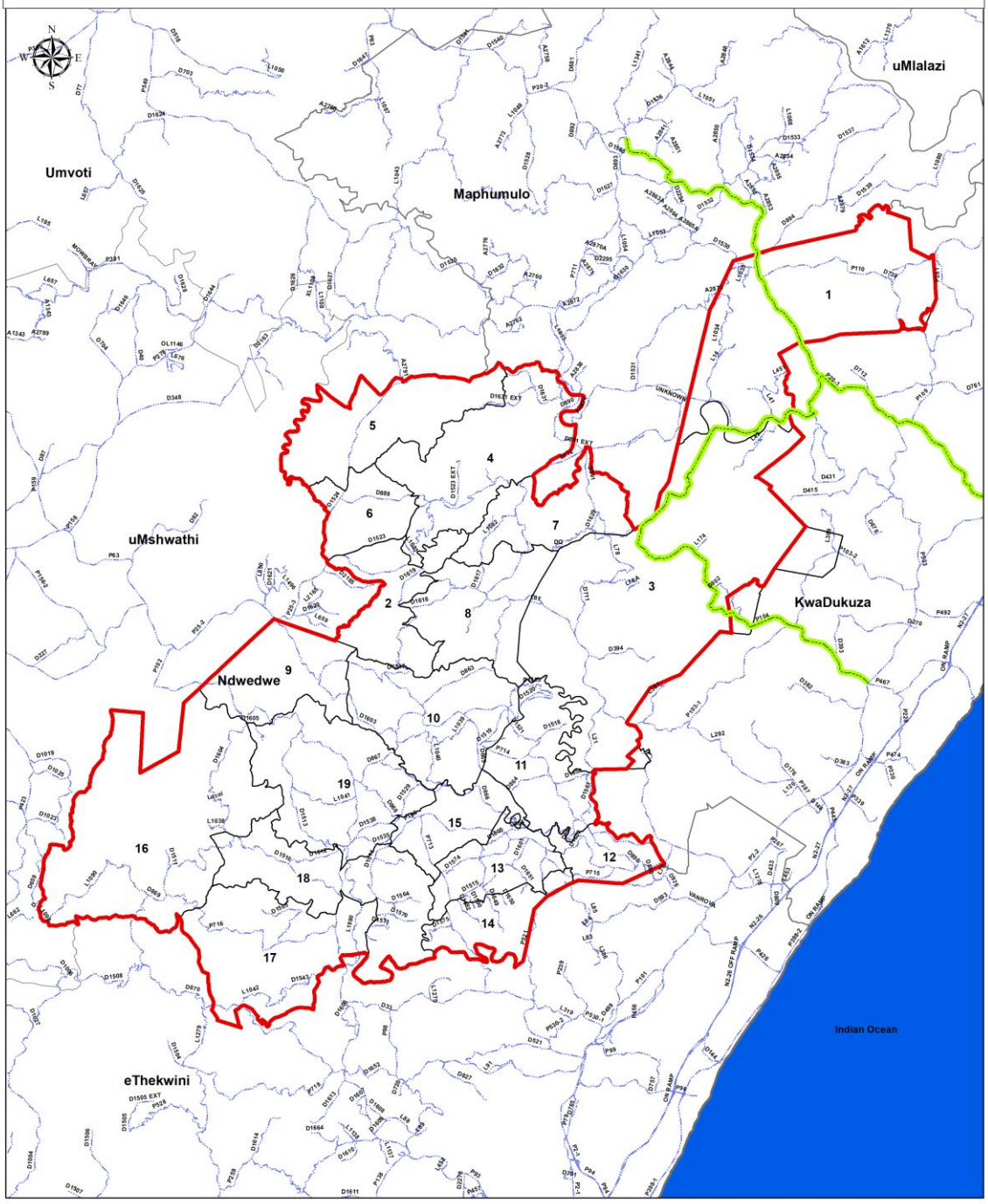
Projects on Planning Stage

WARD	NAME OF PROJECT	STATUS	ESTIMATED PROJECT COST	ESTIMATED COMMENCEMENT DATE
17 and 18 (Umgeni Water Project)	Bulk mains and reticulation	Investigation	N/A	2027
	Ndwedwe-Household VIP Sanitation Project (450 units)	Planning	R10 000 000.00	2026

Ongoing Projects

WARD	GRANT	PROJECT	COMPLETION	PROJECT COST	PROGRESS
2, 5, 6 & 9	Umngeni/RBIG	uMshwathi (Contract 1)	June 2025	R68 000 000.00	65%
2 & 7	Umngeni/ RBIG	uMshwathi (Contract 2)	August 2025	R89 993 463.50	56%
7 & 8	Umngeni/ RBIG	uMshwathi (Contract 3)	June 2025	R68 600 000.00	58%
10, 11 & 12	WSIG	Sonkombo water infrastructure refurbishment	June 2025	R34 400 000.00	91%
10, 11 & 12	WSIG	Matholamnyama water scheme infrastructure refurbishment	June 2025	R22 400 000.00	89%
	WSIG	Urgent Rudimentary Water Supply Interventions in Ilembe DM (Phase 1A)	May 2025	R46 410 573.00	75%
3, 8 & 17	MIG	Construction of 450 Ndwedwe LM VIP toilets	June 2025	R12 989 312.80	30%

DEPARTMENT OF TRANSPORT PROJECTS OF NDWEDWE LOCAL MUNICIPALITY



Legend

- DOT_PROJECTS_2024
- Ndwedwe wards
- Ndwedwe Local Municipality
- Ocean

Ndwedwe wards

Sources

GIS data was obtained from
- Municipal Demarcation Board
- Surveyor General
- Dept of Education

Author: Vuyo Nguza
Title: IDP Mapping
Dept: Economic Development and Planning

10 5 0 10 Kilometers

Table 168: DOT

Project / Programme Name	Activity	IDMS Project Status	Project End Date	MTEF Year 1 2024/ 25	MTEF Year 2 2025/ 26	MTEF Year 3 2026/ 27
Upgrade of D1514 (km 3,8 to km 7,0)	Construction of earthworks, layerworks & surfacing	Stage 3 Design Development Report	2026/09/02	R 4 000 000.00	R 670 000.00	R 0.00
Upgrade of P104 (km18 to km24)	Construction of earthworks, layerworks & surfacing	Stage 4 Design Documentation Report- Advert Stage	2027/05/24	R 3 220 000.00	R 20 192 026.00	R 18 272 358.00
Upgrade of P712 (km17,5 to km12,5)	Construction of earthworks, layerworks & surfacing	Stage 5 Works 26 to 50%	2025/06/15	R 17 390 035.00	R 450 000.00	R 0.00
Upgrade of P714 (km8 to km18)	Construction of earthworks, layerworks & surfacing	Stage 5 Works 26 to 50%	2025/06/03	R 14 766 689.00	R 350 000.00	R 0.00
Rehabilitation of P104 (km30,00 to km40,50)	Rehabilitation	Stage 1 Project Initiation	2029/11/23	R 500 000.00	R 1 250 000.00	R 5 100 000.00
Rehabilitation of P104 (km 10,0 to km 15,0)	Rehabilitation	Stage 1 Project Initiation	2028/02/09	R 0.00	R 3 150 000.00	R 5 100 000.00
Rehabilitation of P20-1 (km0 to km10)	Rehabilitation	Stage 4 Design Documentation - Evaluation Stage EPC	2027/11/30	R 50 000 000.00	R 20 100 000.00	R 1 100 000.00
Construction of D2312 Structure	New Causeway	Stage 4 Design Documentation	2024/03/31	R 12 522 250.00	R 10 000 000.00	R 9 100 000.00

Department of Education (DOE)

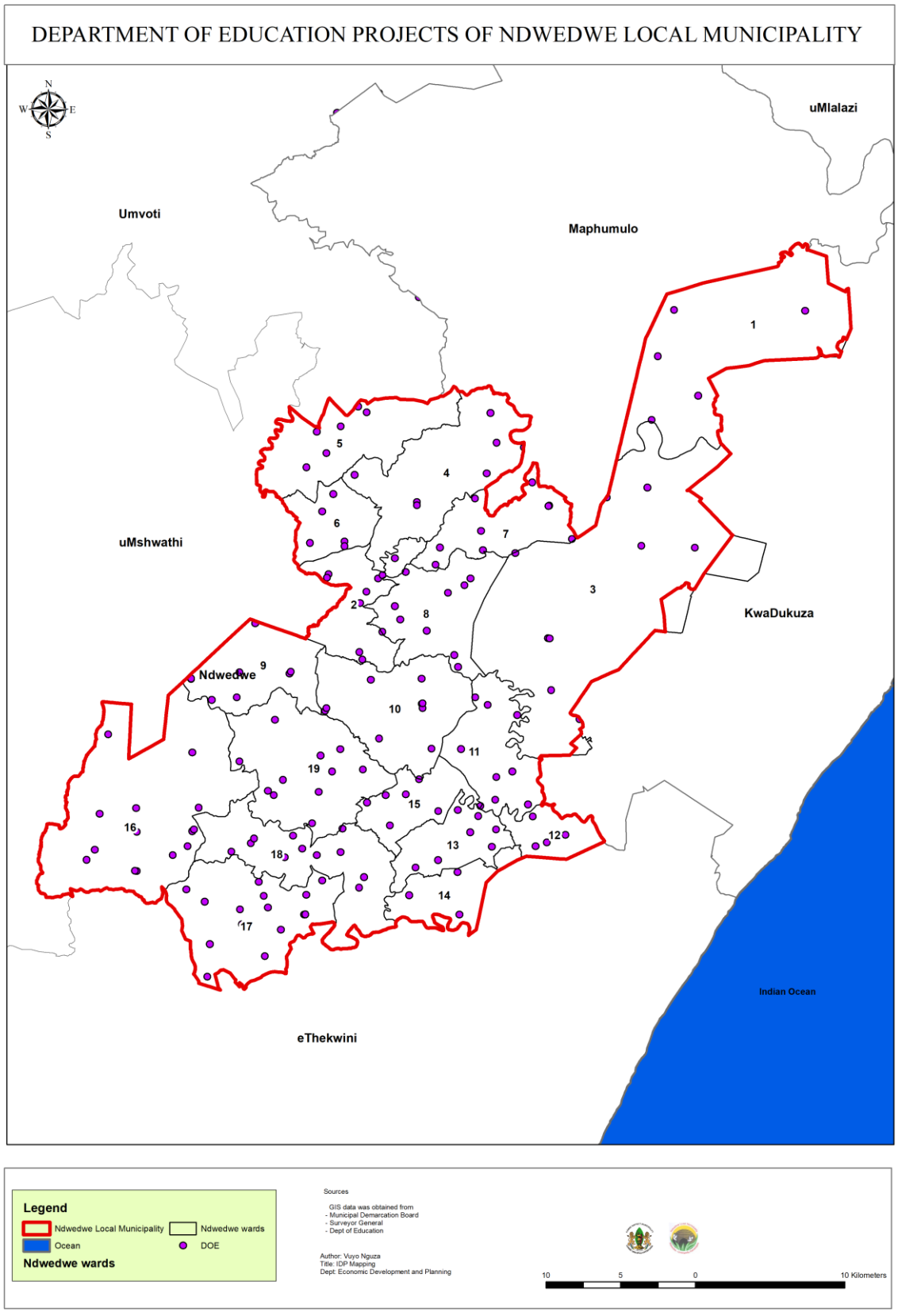


Table 169: DOE PROJECTS

PROJECT NAME	IMPLEMENTING AGENT	BUDGET PROGRAMME NAME	TOTAL PROJECT COST	2024/2025	2025/2026	2026/2027
A.M. MOOLLA SECONDARY SCHOOL	DBSA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 5 108 330	R -	R 2 000 002	1 569 800
CHIEF NGONYAMA TECHNICAL SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 200 000	R 840 000	R 822 326	0
DALIBO PRIMARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 3 904 000	R -	R 1 751 030	713 578
DIKWAYO PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 285 142	R -	R 485 142	800 000
DIKWAYO PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 275 735	R 129 000	R -	0
DUBEYANE PRIMARY SCHOOL	IDT	UPGRADES AND ADDITIONS	R 4 200 000	R 440 000	R -	0
DUMANE COMM HIGH SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 13 145 301	R -	R 126 595	345 969
DUMANE COMMERCIAL HIGH SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 8 571 832	R -	R 301 426	318 188
EMAKHASINI PRIMARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 6 634 388	R -	R 1 284 388	350 000
EMAKHASINI PRIMARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 3 918 000	R -	R 1 188 752	714 978
EMBUYENI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 643 006	R 146 000	R -	0
EMKHAMBENI PRIMARY SCHOOL	DBSA	UPGRADES AND ADDITIONS	R 2 437 017	R -	R 588 187	161 393

EMSENGENI PRIMARY SCHOOL	DBSA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 1 600 000	R -	R 402 584	455 884
EZINDLOVINI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 512 000	R -	R 296 194	215 433
EZINDLOVINI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 570 150	R 120 000	R -	0
GASELA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 000 000	R -	R 300 207	140 718
GEM PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 7 258 595	R -	R 345 724	287 010
GLENDALE PRIMARY SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 3 930 000	R -	R 87 129	656 678
GOGOVUMA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 9 836 362	R -	R 1 204 537	408 238
HLALAKAHLE PRIMARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 3 932 000	R -	R 1 724 025	629 369
IGUGULAMANYONI PRIMARY SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 2 900 000	R -	R 769 409	548 119
IGUGULAMANYONI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 3 322 855	R 146 000	R -	0
INHLANGANISO PRIMARY	ETHEKWINI	UPGRADES AND ADDITIONS	R 5 917 225	R 2 979 852	R 822 326	312 001
INYANGANYE PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIO	R 3 314 241	R 126 000	R -	0

		NS				
ISAVIYO PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 185 142	R -	R 485 142	700 000
ISIGUDU PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 641 895	R 1 553 802	R 164 189	0
ISNEMBE INTERMEDIATE SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 2 900 000	R -	R 508 106	517 784
ISNEMBE PRIMARY SCHOOL	DBSA	UPGRADES AND ADDITIONS	R 20 151 683	R -	R 255 357	463 951
ITSHELENCWADI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 900 000	R -	R 448 813	290 000
KHANYISA HIGH SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 5 596 800	R -	R 159 680	0
KHETHIMFUNDO SECONDARY SCHOOL	DBSA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 11 987 209	R 709 455	R -	0
KWAJESSOP PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 185 142	R -	R 485 142	700 000
KWANGOZA SECONDARY SCHOOL	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 46 740 000	R 1 594 744	R 1 002 767	1 867 584
KWANOKUSHO PRIMARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 2 197 405	R -	R 1 342 327	500 829
KWANOMPANDA PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 185 142	R -	R 485 142	700 000
KWASHANGASE PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIO	R 3 909 125	R 208 964	R -	0

		NS				
KWASIMAMANE J.P SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 373 811	R 2 401 632	R -	0
LIHLITHEMBA SECONDARY SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 5 405 920	R 1 272 115	R -	0
LUKHASA PRIMARY SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 3 976 000	R 439 166	R 1 033 567	714 904
M L SULTAN KRANTZKLOOF PRIMARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 3 962 000	R -	R 1 758 397	719 378
M L SULTAN KRANTZKLOOF PRIMARY SCHOOL	DBSA	UPGRADES AND ADDITIONS	R 11 907 822	R -	R 310 008	174 735
M.I. PARUK JUNIOR PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 300 000	R -	R 369 600	202 402
MABAYANA SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 8 000 000	R -	R 174 890	269 113
MAGONGOLO PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 8 814 034	R 881 403	R 305 856	321 533
MAGUDWINI SECONDARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 3 968 000	R -	R 1 736 273	719 978
MAHLUBE SECONDARY SCHOOL	PUBLIC WORKS	MAINTENANCE AND REPAIR	R 2 789 232	R 2 487 509	R 1 523 151	443 615
MANABA SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 1 383 000	R -	R 149 028	138 300
MANABA SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 519 384	R 111 000	R -	0
MANQONDO PRIMARY	PUBLIC	MAINTEN	R	R	R	533

SCHOOL	WORKS	ANCE AND REPAIR	3 583 571	2 500 000	1 458 267	228
MANQONDO PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 300 000	R -	R 355 300	209 900
MANTINGWANE PRIMARY SCHOOL	DBSA	UPGRADES AND ADDITIONS	R 10 307 190	R -	R 106 000	429 475
MASHIYAMAHLE SECONDARY SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 1 034 892	R -	R 474 263	520 000
MASHIZA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 300 000	R -	R 350 864	207 357
MASIMDUMISE PRIMARY SCHOOL	DBSA	UPGRADES AND ADDITIONS	R 1 465 035	R -	R 221 497	92 581
MASIMDUMISE PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 412 041	R 102 000	R -	0
MCATHU PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 5 902 000	R -	R 77 439	753 978
MCATHU PRIMARY SCHOOL	IDT	UPGRADES AND ADDITIONS	R 6 189 156	R 1 189 156	R -	0
MEPHO PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 265 142	R 80 000	R 485 142	700 000
MEPHO PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 235 715	R 102 000	R -	0
MGEZENGWANE PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 300 000	R 300 000	R 361 429	180 577
MGEZENGWAYO PRIMARY SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBIS	R 5 291 053	R 1 122 115	R -	0

		HMENTS				
MQEDI SENIOR PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 1 900 000	R -	R 292 097	169 900
MSHIYANE HIGH SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 3 997 000	R -	R 395 947	360 535
MZINGEZWI SECONDARY SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 81 670 234	R 4 177 524	R 380 996	2 761 382
NDODEMBI PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 050 233	R -	R 541 611	719 516
NGAYIPHI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 3 750 883	R 126 000	R -	0
NGCONGANGCONGA HIGH SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 2 900 000	R -	R 778 147	553 678
NGCONGANGCONGA SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 275 735	R 129 000	R -	0
NGUNGWINI HIGH SCHOOL	IDT	UPGRADES AND ADDITIONS	R 35 253 680	R -	R 314 286	1 006 484
NGUNGWINI S.S. SCHOOL	IDT	UPGRADES AND ADDITIONS	R 5 460 000	R 460 000	R -	0
NHLANGAKAZI PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 135 142	R -	R 485 142	650 000
NHLANGAKAZI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 279 495	R 102 000	R -	0
NJUBANJUBA SECONDARY SCHOOL	COEGA	RENOVATIONS, REHABILITATION	R 32 400 000	R -	R -	5 257 599

		OR REFURBISHMENTS				
NOMBIKA SECONDARY SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 65 880 000	R 1 917 524	R 371 076	107 218
NOODSBERG PRIMARY SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 30 766 190	R -	R -	218 149
NOORDSBERG PRIMARY SCHOOL	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 084 434	R 693 224	R -	0
NOVIMBA PRIMARY SCHOOL	IDT	UPGRADES AND ADDITIONS	R 18 109 460	R -	R 445 224	399 585
NOVIMBA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 1 150 000	R 123 000	R -	0
NQAKATHELA SECONDARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 6 248 000	R -	R 332 307	849 718
NQAKATHELA SECONDARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 004 000	R 1 813 920	R 880 733	712 109
NSONONO PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 006 000	R -	R 630 202	714 858
NSUZE-GCWENSA PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 164 241	R -	R 485 142	679 099
NTABAKHATHAZA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 1 150 000	R -	R 173 156	115 000
NTABASKOP PRIMARY	ETHEKWINI	UPGRADE	R	R	R	303

SCHOOL		S AND ADDITIONS	5 850 655	-	822 326	454
NTATHAKUSA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 255 138	R 102 000	R -	0
NTENDENI PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 010 000	R -	R 883 970	337 008
NTENDENI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 882 134	R 2 462 631	R 488 213	0
OUR LADY OF THE ROSARY SCHOOL	KZNDOE	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 2 750 000	R -	R -	783 178
OZWATHINI PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 1 150 000	R -	R 337 554	409 669
PARUKABAD PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 018 000	R -	R 886 544	724 978
PHAMBELA PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 514 527	R 1 538 518	R -	0
PHUZULWAZI SECONDARY SCHOOL	IDT	UPGRADES AND ADDITIONS	R 5 017 702	R 17 702	R -	0
QALAKAHLE SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 627 540	R 107 000	R -	0
QALIMFUNDO PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 3 761 895	R 216 461	R -	0
QHUBAKAHLE PRIMARY	PUBLIC	UPGRADE	R	R	R	0

SCHOOL	WORKS	S AND ADDITIONS	4 222 808	126 000	-	
QINISANI HIGH SCHOOL	DBSA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 9 346 229	R 1 925 495	R -	0
SAKHUMUZI PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 030 000	R -	R 636 586	718 378
SAKHUMUZI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 167 349	R 116 444	R -	0
SINENHLANHLA SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 144 000	R -	R 456 503	414 400
SINENHLANHLA SECONDARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 034 000	R -	R 885 777	726 578
SINENHLANHLA SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 3 895 429	R 182 078	R -	0
SIPHIWE SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 339 696	R 129 000	R -	0
SIQONDOKUHLE PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 667 039	R 2 556 820	R 29 999	0
SISEBENZILE SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 5 275 258	R -	R 96 461	8 858
SONTSHENGE PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 264 683	R 102 000	R -	0
SQONDOKUHLE PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 164 241	R -	R 485 142	679 099

THAFAMASI PRIMARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 4 561 885	R 215 210	R -	0
THOLUMUSA PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 164 241	R -	R 485 142	679 099
UBUHLEBEPHUPHO PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 4 062 000	R 1 406 200	R 888 807	721 278
UBUHLEBESIZWE SECONDARY SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 99 931 407	R -	R 5 294 478	4 161 312
UMSUNDUZE PRIMARY SCHOOL	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 2 160 000	R -	R 387 430	507 540
UNYAZI PRIMARY SCHOOL	COEGA	UPGRADES AND ADDITIONS	R 8 902 000	R -	R 350 484	390 200
UYIKHULU SECONDARY SCHOOL	IDT	UPGRADES AND ADDITIONS	R 6 080 000	R 1 080 000	R -	0
VULELA PRIMARY SCHOOL	IDT	MAINTENANCE AND REPAIR	R 6 164 241	R -	R 485 142	679 099
WOSIYANE SECONDARY SCHOOL	PUBLIC WORKS	UPGRADES AND ADDITIONS	R 2 500 000	R -	R 380 320	242 022
ASIPHUMELELE CRECHE	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 9 440 000	R -	R 260 000	1 853 584
CHARLOTTE GROUT CRECHE	IDT	MAINTENANCE AND REPAIR	R 400 000	R -	R 300 000	300 000
EMBO FLAGSHIP PROJECT	IDT	NEW /REPLACEMENT INFRASTR	R 9 440 000	R -	R 260 000	1 853 584

		UCTURE ASSETS				
FUNDANATHI CRECHE	IDT	MAINTENANCE AND REPAIR	R 500 000	R 300 000	R -	0
IMFUNDOYETHU CRECHE	IDT	MAINTENANCE AND REPAIR	R 400 000	R -	R 300 000	300 000
ISIBANI ESINCANE PRE-SCHOOL	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 9 440 000	R -	R 260 000	1 853 584
KHAYALENTUTHUKO CRECHE	IDT	MAINTENANCE AND REPAIR	R 400 000	R -	R 300 000	300 000
LOVE IN ACTION ECD	IDT	MAINTENANCE AND REPAIR	R 500 000	R 500 000	R -	0
NEW ETETE SECONDARY SCHOOL	COEGA	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 4 965 000	R -	R -	1 886 584
PHEMBISIZWE CRECHE	IDT	MAINTENANCE AND REPAIR	R 500 000	R 500 000	R -	0
RICARDO MTHEMBU SECONDARY SCHOOL	KZNDOE	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 15 415 000	R -	R -	1 291 500
SIFUNULWAZI CRECHE	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 9 440 000	R -	R 260 000	1 853 584
SISIBEKELWE CRECHE	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 3 000 000	R 250 000	R 500 000	0
SITHOKOZISE CRECHE	IDT	MAINTENANCE AND REPAIR	R 400 000	R -	R 300 000	300 000

SIYAKHULA ECD	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 3 000 000	R 200 000	R 500 000	600 000
SIYAZAMA CRECHE	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 4 130 000	R -	R 150 000	1 743 584
SNOTHANDO ECD	IDT	MAINTENANCE AND REPAIR	R 500 000	R 300 000	R -	0
THANDULWAZI DEVINE LIFE CRECHE	IDT	MAINTENANCE AND REPAIR	R 400 000	R -	R 300 000	300 000
THOKOZANI CRECHE	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 4 130 000	R -	R 150 000	1 743 584
THOLOKUHLE CRECHE	IDT	MAINTENANCE AND REPAIR	R 500 000	R 300 000	R -	0
UKUKHANYA KWAMALANGA	IDT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 9 440 000	R -	R 260 000	1 853 584
UMHLALI COLLEGE	PUBLIC WORKS	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 8 609 200	R -	R 566 677	2 033 244
WOODMEAD PRIMARY SCHOOL (NEW)	COEGA	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	R 4 500 000	R -	R -	2 043 584

DEPARTMENT OF EDUCATION

Internal Maintenance on Site

SCHOOL NAME	CIRCUIT	MUNICIPAL WARD	PROJECT DETAILS
Emsengeni P	Ozwathini	8	School Maintenance
Gcinimfundo S	Ubhaqa	16	School Maintenance
Hlalakahle P	Insuze	7	School Maintenance
Hloniphani S	Ndwedwe	12	School Maintenance
Indukwentsha S	Insuze	2	School Maintenance
Mahlube S	ozwathini	8	School Maintenance
Mapholoba I	Ozwathini	8	School Maintenance
Maqokomela P	Ozwathini	10	School Maintenance
Mashiza P	Mdloti	16	School Maintenance
Mayika P	Ozwathini	11	School Maintenance
Phambela P	Insuze	4	School Maintenance
Qalakahle H	insuze	5	School Maintenance
Simunye S	Insuze	6	School Maintenance
Sisebenzile S	Ndwedwe	13	School Maintenance
Sotobe S	Ubhaqa	9	School Maintenance
Umsunduze HP	Ndwedwe	13	School Maintenance
Umzokhulayo P	Ndwedwe	15	School Maintenance
Phuzulwazi S	ozwathini	11	School Maintenance
Gijimani S	Ozwathini	8	School Maintenance

Education: Planned Internal Maintenance 2025/2026

SCHOOL NAME	DETAILED PROJECT DESCRIPTION	IMPLEMENTING AGENT	CIRCUIT MANAGEMENT CENTRE
KwaNompanda	Painting, window replacement, doors, floors	Internal Maintenance DOE	Ndwedwe
KwaShangase	Flooring, window glazing and school painting	Internal Maintenance DOE	Ndwedwe
Madlokovu	Asbestos roof sheeting removal	Internal Maintenance DOE	Ndwedwe
Magudwini	Windows, doors, interior painting, and flooring	Internal Maintenance DOE	Ndwedwe
KwaNompanda	Asbestos roof sheeting removal	Internal Maintenance DOE	Ndwedwe

Mcathu	Asbestos roof sheeting removal	Internal Maintenance DOE	Ndwedwe
Mqedi	Windows, doors, painting and flooring	Internal Maintenance DOE	Ndwedwe
Ndodembi	Roof changing and floor repairs	Internal Maintenance DOE	Ndwedwe
Qhubakahle	5 classrooms roof replacement, windows and doors.	Internal Maintenance DOE	Ndwedwe
Qili	Roof changing and floor repairs	Internal Maintenance DOE	Ndwedwe
Sion	Painting, windows and doors	Internal Maintenance DOE	Ndwedwe
Sisebenzile	Roof change	Internal Maintenance DOE	Ndwedwe
Sontshenge	Roof change and painting	Internal Maintenance DOE	Ndwedwe
Sotobe	Roof repairs, windows and doors	Internal Maintenance DOE	Ndwedwe
uyikhulu	Roof repairs, windows and doors	Internal Maintenance DOE	Ndwedwe
Manaba	Roof repairs, windows and doors	Internal Maintenance DOE	Ndwedwe
Masimdumise	Roof change and painting	Internal Maintenance DOE	Ndwedwe
Ndabenhle	Flooring, windows and painting	Internal Maintenance DOE	Ndwedwe
manaba	Roof change, painting, windows, doors and frames	Internal Maintenance DOE	Ndwedwe

Education: Capital Projects on site

SCHOOL NAME	SCOPE	IMPLEMENTING AGENT
Esidumbini Ps	Upgrades and Additions	Public Works
Mzingezwi Ss	Upgrades and Additions	COEGA
Nombika Ss	Upgrades and Additions	COEGA
Inhlanganiso Ps	Asbestos Removal	DBSA
Hlalakahle Ps	Asbestos Removal	DBSA
Intaphuka Ps	Asbestos Removal	DBSA

Nqakathela Ss	Asbestos Removal	DBSA
Bhekamafa Ps	Asbestos Removal	DBSA

Table 170: UMGENI Water Projects

UMGENI WATER								
Name of Project	**Ward No.**		**Status and Budget**					
Umgeni Water Strategic Statement: Reconcile water demand and water resources, plan infrastructure, provide optimal and innovative engineering solutions, implement capital infrastructure programmes to deliver water infrastructure in an environmentally sustainable manner in order to meet organisational objectives	uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 4. See Section 11.5.2 (a) in the Umgeni Water Infrastructure Master Plan 2019/2020.	9; 10; 11; 15 and 19	Yes	Design: R 200 000 000				
	uMshwathi Regional Bulk Water Supply Scheme (RBWSS) Phase 6. See Section 11.5.2 (b) in the Umgeni Water Infrastructure Master Plan 2019/2020.	15; 16; 17; 18 and 19	Yes	Planning: R 50 000 000				
	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 3. See Section 11.5.2 (d) in the Umgeni Water Infrastructure Master Plan 2019/2020.	8 in Maphumulo Municipality. Ndwedwe Municipality is a beneficiary.	Yes	Implementation R 0				
	Maphumulo Bulk Water Supply Scheme (BWSS) Phase 4. See	8 and 11 in Maphumulo Municipality. Ndwedwe	Yes	Design R 48 366 128				

	Section 11.5.2 (d) in the Umgeni Water Infrastructure Master Plan 2019/2020.	Municipality is a beneficiary.						
ESKOM PROJECTS								
Eskom Strategic Intent Statement: Provide reliable, predictable and affordable electricity in line with the approvals and regulatory model by NERSA	Ndwedwe NB1-Ward 18 Extensions	18	Yes	✓		✓	✓	✓
	Ndwendwe-Appelsbosch132kV line establishment	4	Yes	✓		✓	✓	✓
	Glendale 132/22kV Substation Capacity Increase from 7.5MVA to 20MVA.	5	Yes	✓		✓	✓	✓
	Glendale NB30 SWER line Upgrade	6	Yes	✓		✓	✓	✓
	Glendale -2 Additional MV feeders to split Glendale NB30	8	Yes	✓		✓	✓	✓
	Appelsbosch11-22kV Conversion	10	Yes	✓		✓	✓	✓
ILEMBE DISTRICT MUNICIPALITY: WATER AND SANITATION PROJECTS								
	uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5	Ndwedwe Ward 13, 15 (Umgeni Water Project)	Yes	R 340 000 000		✓	✓	✓
	uMshwathi Phase 5 – Central Ndwedwe and Augmentation of Maphumulo Supply	Ndwedwe wards 4, 5, 6, 8 and 9	Yes	R 200 000 000.00		✓	✓	✓
	uMshwathi Phase 6 Supply from	Ndwedwe ward 17 and	Yes	R 150 000		✓	✓	✓

	Bruyns Hill to Wosiyane, Emalangeni and Khumalo areas	18 (Umgeni Water Project)		000.00				
	Sonkombo – Reticulation Upgrade	Ward	Yes	R 30 000 000.00		✓	✓	✓
	uMshwathi Phase 4: Supply to Southern Ndwedwe – Ndwedwe Res 5	Ndwedwe Ward 13, 15 (Umgeni Water Project)	Yes	R 340 000 000		✓	✓	✓
ILEMBE DISTRICT MUNICIPALITY: VIP SANITATION PROGRAMME								
	VIP Sanitation	Ward 3	Yes	✓		✓	✓	✓
	VIP Sanitation	Ward 4	Yes	✓		✓	✓	✓
	VIP Sanitation	Ward 5	Yes	✓		✓	✓	✓
	VIP Sanitation	Ward 8	Yes	✓		✓	✓	✓
	VIP Sanitation	Ward 12	Yes	✓		✓	✓	✓

SECTION F: FINANCIAL PLAN

12.1 Three-Year Municipal Budget

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The 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. The Municipality's service delivery priorities were reviewed as part of this year's planning and budget process. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to consider the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, considering realistic revenue and expenditure projections for future years. Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- Financial strategies for the 3-year period
- Financial issues
- Detailed 3-year financial action plan.
- Multi-year budgets
- Capital and investment program.

The Final Annual Budget for the 2025/2026 MTREF period is based on the realisation that revenues and cash flows are expected to remain under pressure.

The budget was compiled by ensuring that the financial management processes are transparent, aligned to the accountability cycle and facilitate good governance that is accountable to the local community. The draft budget supports the provision of basic services to the communities, facilitating social and economic development, promoting a safe and healthy environment in a sustainable manner.

12.2 Overview of the 3-Year Municipal Budget

The 2025/2026 IDP Review covers a three-year synopsis of the municipal capital and operational budget, to address service delivery challenges. A copy of Municipality Financial Plan approved by the Council. The tables below indicate capital expenditure over the next three financial years:

Table 171: Consolidated Operational Budget Overview of the 2025/2026 MTREF.

Consolidated Operational Budget Overview of the 2025/2026 MTREF									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Total Revenue (excluding capital transfers and contributions)	199 995	220 831	249 601	261 629	264 500	264 500	250 641	255 602	266 273
Total Expenditure	208 437	230 192	282 176	261 561	264 432	264 432	250 264	255 074	265 486
Surplus/(Deficit)	(8 442)	(9 361)	(32 575)	68	68	68	376	527	787
Transfers and subsidies - capital (monetary allocations)	40 331	41 627	44 349	34 473	61 257	61 257	52 768	39 095	40 769
Transfers and subsidies - capital (in-kind)	69	53	7						
Surplus/(Deficit) after capital transfers & contributions	31 957	32 319	11 781	34 541	61 325	61 325	53 144	39 622	41 556
Surplus/(Deficit) for the year	31 957	32 319	11 781	34 541	61 325	61 325	53 144	39 622	41 556

The above table indicates that the total operating revenue budget is expected to decrease by almost R13.9 million for the 2025/2026 financial year when compared to the 2024/2025 adjusted budget. For the two outer years, the operational revenue budget will increase by almost R5 million and R10.7 million respectively, equating to a total revenue improvement of R1.8 million over the 2025/2026 MTREF when compared to the 2024/2025 financial year.

Total operating expenditure budget for the 2025/2026 financial year is expected to decrease by R14.2 million when compared to the 2024/2025 adjusted budget and increase by R4.8 million and R10.4 million respectively for the two outer years of the 2025/2026 MTREF, equating to a total expenditure increase of R1.1 million over the 2025/2026 MTREF when compared to the 2024/2025 financial year.

Table 172: The Proposed Total Capital Expenditure Budget for 2025/2026 MTREF

The Proposed Total Capital Expenditure Budget for 2025/2026 MTREF									
Vote Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Vote									
Vote 1 - Finance	206	216	360	739	1 130	1 130	974	435	174
Vote 2 - Municipal Manager's Office	303	479	310	435	435	435	409	304	348
Vote 3 - Community and Social Services	2 837	11 292	3 711	3 870	3 870	3 870	2 330	4 087	3 696
Vote 4 - Corporate services	2 460	2 867	7 556	2 530	2 531	2 531	3 589	5 652	3 217
Vote 5 - Economic Development and Planning	1 065	691	1 258	287	278	278	287	765	635
Vote 6 - Technical Services	71 885	70 397	69 628	33 333	75 808	75 808	58 520	43 943	37 564
Vote 7 - Executive and Council	2 599	–	2 957	–	652	652	2 696	3 217	–
Total Capital Expenditure - Vote	81 356	85 942	85 780	41 194	84 704	84 704	68 805	58 404	45 634

The above illustrate that the municipality is planning to invest R68.8 million in 2025/2026 financial year towards the construction/purchasing of municipal assets. Majority of this budget will be directed to the construction of sport field, community halls and access road.

12.3 Brief Narration on Implementation of Financial Plan and Expenditure Including Challenges

The application of sound financial management principles for the compilation of the municipality's financial plan is vital and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically, and equitably to all municipalities. The municipality business and service delivery priorities were reviewed as part of this year's planning and budget process where appropriate funds were transferred from low to high priority programmes to maintain sound financial stewardship.

A critical review was also undertaken of expenditures on non-core and 'nice to have' items. The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debts owed by customers. Furthermore, the municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring people lead government.

The budget/IDP process has been conducted according to the budget timetable approved by the Council in August 2024. This ensures compliance with the MFMA and subsequent circulars in the preparation and approval of 2025/2026 Final budget / IDP. The Budget and Medium-Term Revenue and Expenditure Framework (MTREF) was also prepared by the

contents of the Municipal Finance Management Act No 56 of 2003, circular No. 126 and 128 received from National Treasury.

The main challenges experienced during the compilation of the 2025/2026 MTREF can be summarized as follows:

- Slow pace of Town development and proclamation thereof,
- High number of poorly maintained community access roads or non-existent at all.
- Substantial need of community assets e.g., Sports fields and Community Halls.
- The perpetual increase of Eskom electricity supply hence the cost of supplying water supplied by the District Council also increases which subsequently affects the municipal cost for electricity and water.
- The need to increase the municipal fleet and replace the current fleet to meet minimum service delivery standards.
- Maintain an adequate balance filling of the vacant posts and budget percentage of salaries against overall budget to ensure the municipality is following the National Treasury Salary bill norm.
- The high prevalent of indigent households within Ndwedwe Local Municipality.
- Inability of the municipality to generate its own revenue base.
- Producing a balanced, credible, and funded budget considering realistically anticipated revenues under these on-going difficulties in the national and local economy.
- The need to re-prioritise projects and expenditure within the existing resource envelop given the cash flow realities and declining cash position of the municipality.
- The reduction in grant allocated to the municipality which puts more pleasure in meeting the required expenditure demand.

The Ndwedwe Municipality's Medium-Term Revenue Expenditure Framework complies with all legal requirements which are as follows:

- The Constitution 1996 (Act No. 108 of 1996),
- The Local Government: Transition Act 1993 (Act No. 209 of 1993),
- The Municipal Systems Act no 32 of 2000 and regulation,
- The Municipal Finance Management Act 56 of 2003 and regulation,
- The Municipal Structures Act 1998 (Act No. 117 of 1998),
- Municipal Budget & Reporting Regulations issued by NT,
- MFMA Circulars published by NT and
- Division of Revenue Act
-

The municipality is consistent with the 2025/2026 budget focuses on the priorities of Council as outlined in the IDP. There are listed below:

- Basic Service Delivery

- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Safe and Secure Environment
- Spatial Analysis
- Environmental Management

12.3 The Principles and Guidelines of the 3-Year Municipal Budget

The following budget principles and guidelines directly informed the compilation of the 2025/2026 MTREF:

- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI.
- The fixed operational cost and contracted services expenditure to presiding in the allocation of available budget.
- This budget is zero based.
- Zero-based budgeting is defined as a process where every department function is reviewed comprehensively and each expenditure must be approved, rather than increased.
- It requires the budget request to be justified in complete detail by each department rather than just increasing its expenditure from the previous year.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2025/2026 Medium-term Revenue and Expenditure Framework:

Table 173: Consolidated Operational Budget Overview of the 2025/2026 MTREF.

Consolidated Operational Budget Overview of the 2025/2026 MTREF									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
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Surplus/(Deficit)	(8 442)	(9 361)	(32 575)	68	68	68	376	527	787
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Surplus/(Deficit) for the year	31 957	32 319	11 781	34 541	61 325	61 325	53 144	39 622	41 556

The above table indicates that the total operating revenue budget is expected to decrease by almost R13.9 million for the 2025/2026 financial year when compared to the 2024/2025 adjusted budget. For the two outer years, the operational revenue budget will increase by almost R5 million and R10.7 million respectively, equating to a total revenue improvement of R1.8 million over the 2025/2026 MTREF when compared to the 2024/2025 financial year.

Total operating expenditure budget for the 2025/2026 financial year is expected to decrease by R14.2 million when compared to the 2024/2025 adjusted budget and increase by R4.8 million and R10.4 million respectively for the two outer years of the 2025/2026 MTREF, equating to a total expenditure increase of R1.1 million over the 2025/2026 MTREF when compared to the 2024/2025 financial year.

Table 174: The Proposed Total Capital Expenditure Budget for 2025/2026

The Proposed Total Capital Expenditure Budget for 2025/2026 MTREF									
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R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Vote									
Vote 1 - Finance	206	216	360	739	1 130	1 130	974	435	174
Vote 2 - Municipal Manager's Office	303	479	310	435	435	435	409	304	348
Vote 3 - Community and Social Services	2 837	11 292	3 711	3 870	3 870	3 870	2 330	4 087	3 696
Vote 4 - Corporate services	2 460	2 867	7 556	2 530	2 531	2 531	3 589	5 652	3 217
Vote 5 - Economic Development and Planning	1 065	691	1 258	287	278	278	287	765	635
Vote 6 - Technical Services	71 885	70 397	69 628	33 333	75 808	75 808	58 520	43 943	37 564
Vote 7 - Executive and Council	2 599	–	2 957	–	652	652	2 696	3 217	–
Total Capital Expenditure - Vote	81 356	85 942	85 780	41 194	84 704	84 704	68 805	58 404	45 634

The above illustrate that the municipality is planning to invest R68.8 million in 2025/2026 financial year towards the construction/purchasing of municipal assets. Majority of this budget will be directed to the construction of sport field, community halls and access road.

Table 175: Proposed Capital Budget Funding for 2025/2026 MTREF

Proposed Capital Budget Funding for 2025/2026 MTREF									
Vote Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Funded by:									
National Government	35 821	36 554	36 178	29 977	53 267	53 267	40 181	33 996	35 451
Provincial Government	–	–	2 609	–	–	–	5 704	–	–
District Municipality	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	35 821	36 554	38 786	29 977	53 267	53 267	45 885	33 996	35 451
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	45 535	49 388	46 994	11 217	31 437	31 437	22 920	24 409	10 183
Total Capital Funding	81 356	85 942	85 780	41 194	84 704	84 704	68 805	58 404	45 634

The above table illustrates the funding model of the capital project, where the larger portion of it will be funded from Municipal Infrastructure Grant (MIG) followed the by the internal funding and Provincial Treasury.

12.4 Narrative of Intention to Improve Budgeting and spending on Repairs and Maintenance

The table below as per the approved Budget dated 29 May 2025 indicates that Council has set aside budget for the Repairs and maintenance budget for 2024/2025 financial year.

Table 176: Repairs and maintenance budget for 2025/2026 financial year

Repairs and maintenance expenditure by Asset Class/Sub-class 2025/2026 MTREF

Description	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Repairs and maintenance expenditure by Asset Class/Sub-class						
Community Assets	**4 215**	**3 908**	**3 908**	**2 000**	**4 514**	**2 142**
Community Facilities	3 515	3 530	3 530	1 300	3 783	1 392
Halls	3 515	3 530	3 530	1 300	3 783	1 392
Sport and Recreation Facilities	700	378	378	700	732	750
Indoor Facilities	–	–	–	–	–	–
Outdoor Facilities	700	378	378	700	732	750
Other assets	**200**	**223**	**223**	**200**	**209**	**214**
Operational Buildings	200	223	223	200	209	214
Municipal Offices	200	223	223	200	209	214
Furniture and Office Equipment	80	320	320	80	84	86
Furniture and Office Equipment	80	320	320	80	84	86
Total Repairs and Maintenance Expenditure	**4 495**	**4 450**	**4 450**	**2 280**	**4 807**	**2 442**

- The municipality has set aside R12.2 million in cash for 2024/2025 financial year which amount to only 2.1 per cent against the property plant and equipment and only 4.6 per cent against the total operating expenditure which is below the required percentage of 8 per cent.
- It must be noted that this provision is not yet enough to deal with all maintenance due to financial constraints the municipality is faced with. The municipality will continue to try and increase this provision to secure the ongoing healthy of the municipal infrastructure.
- The municipality as part of maintaining its infrastructure has invested more money on yellow plant to maintain the road infrastructure which is an inhouse maintenance however is not yet seen on the budget since the system vendor is yet to be in the position to implement the costing module to show how much of internal work is contributing to the asset maintenance.

Table 176: Shows a budget for Repairs and maintenance and the municipality has set aside R12.2 million in cash for 2024/2025 financial year which amount to only 2.1 per cent against the property plant and equipment and only 4.6 per cent against the total operating expenditure which is below the required percentage of 8 per cent.

- It must be noted that this provision is not yet enough to deal with all maintenance due to financial constraints the municipality is faced with. The municipality will continue to try and increase this provision to secure the ongoing healthy of the municipal infrastructure.
- The municipality as part of maintaining its infrastructure has invested more money on yellow plant to maintain the road infrastructure which is an inhouse maintenance however is not yet seen on the budget since the system vendor is yet to be in the position to implement the costing module to show how much of internal work is contributing to the asset maintenance.

SECTION G:

13. ANNUAL OPERATIONAL PLANS (SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN)

13. 1 Annual Operational Plans (SDBIP's) 2025/2026

According to the MFMA, Act No. 56 of 2003, Circular 13, states the following: ''The Service Delivery Budget Implementation Plan gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of- year targets and implementing the budget."

''The SDBIP provides the vital link between the Mayor, Council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like."

According to the MFMA, act No 56 of 2003, a municipal SDBIP is to be approved by the mayor no later than 28 days after the approval of the Final Budget. When developing a municipal SDBIP, the following components must be considered, namely:

- *Monthly projections of revenue to be collected for each source.*
- *Monthly projections of expenditure (operating and capital) and revenue for each vote*
- *Quarterly projections of service delivery targets and performance indicators for each vote.*

Copies of Scorecard and Departmental SDBIP's are attached as **Annexure S.**

SECTION H:

14. ORGANISATIONAL AND PERFORMANCE MANAGEMENT

14.1 OPMS Framework and Individual PMS

The Municipal Planning and Performance Management Regulations (2001) stipulate 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, organized and managed, including determining the roles of the different role-players".

The LM currently has in place an adopted Performance Management Framework which is aligned to the abovementioned. This Framework sets the basis as to what the performance requirements are for the Organisation and Individuals. The framework acts as a municipal policy document that defines its performance management system. It constitutes Council policy with regards to:

- The requirements that a PMS for the Municipality will need to fulfil,
- The principles that will inform its development and application,
- A model that describes what areas of performance will be managed, in the Municipality.
- What processes will be followed in managing performance?
- What institutional arrangements are necessary for this?
- Who will take responsibility for parts of the system?
- How this links to S54 and S56 Performance agreements
- How S54 Managers will have their performance managed

However, in order to have a fully effective Performance Management System in place, a municipality requires the following:

i. A Final Council Adopted Integrated Development Plan (Strategic)

ii. A Final Council Adopted Municipal Budget (Financial)

iii. A Final signed Service Delivery Budget Implementation Plan (Implementation)

iv. Quarterly, Half-year and Annual Performance Reports (Monitoring)

v. Performance Audit Committee (Evaluation)

14.2 Local Municipality's Performance Standard Operating Procedures

1.1 Phases of Performance Management

Planning

- The Planning Phase of an effective Performance Management System (PMS) begins with the Municipal Integrated Development Plan (IDP). A municipal IDP is a 5-year Strategic Plan that guides the Planning, Budgeting and Management processes within a municipality.

Implementation

- The Implementation Phase of Performance Management can be viewed as two-fold which utilises 2 key tools within a municipality, ie. the Municipal Budget and the Service Delivery Budget Implementation Plan (SDBIP).
- This phase also entails the conclusion of Performance Agreements, Performance Plans and Personal Development Plans for S54/56 Managers within the municipality.

Monitoring

- Monitoring of a Performance Management System is undertaken by the Municipal Council which further delegates the function to the Municipal Manager (Accounting Officer within a municipality. Thereafter, the PMS is directly applied to the Municipal Manager (S54) and all Managers directly accountable to the Municipal Manager (S56).
- The primary tool utilised to monitor performance is the municipal SDBIP which in essence is the one-year Implementation Plan of a municipality and is a by-product of the Municipal IDP and Budget.
- The monitoring process is done via the submission of Quarterly Reports, Half-year Report and Annual Performance Report along with the relevant Portfolio of Evidence (POE) to support all achievements or targets that are contained within the SDBIP.

Evaluation

- Evaluating Performance of a municipality is also considered to be two-fold: this includes Informal and Formal Reviews of a specific quarter that has concluded. Evaluating Performance only applies to the Municipal Manager and all Managers that report directly to the Municipal Manager as these are officials that have entered into a Performance Agreement. Informal Reviews (Verbal) are conducted in the 1st and 3rd Quarter while Formal Reviews (Documented/Written) are conducted in the 2nd and 4th Quarter.
- The review of Performance for the Municipal Manager is undertaken by the Honourable Mayor of a municipality and the review of Performance for all S56 Managers is undertaken by the Municipal Manager.

- Upon the conclusion of a financial year, the Municipal Manager and all S56 Managers are further Assessed by the Municipal Performance Evaluation Committee, which determines if they qualify for a Performance Bonus or not.

Reporting

- Reporting of Performance is very critical within a municipality as this will determine the progress that is made towards achieving the goals of a municipality as set out within the SDBIP. Performance reporting must be done at least twice a year to a Municipal Council/Auditor General/Treasury. These reports must include the Half-Year and Annual Performance of the municipality.

Documenting a Performance Management System (Departmental Quarterly Reports, Portfolio of Evidence and Internal Audit Report)

Process	Activity	Responsibility	Timeframe
1. Compilation	All Departments are to complete their quarterly reports in terms of the SDBIP in a standard prescribed format.	Directors and Managers	Within 5 days after the quarter has ended
2. Collection	Portfolio of Evidence is to be collected in support of all reported Targets that have being Achieved/Met	Managers	Within 10 days after the quarter has ended
3. Verification	Directors are to validate, verify and sign of Confirmation Certificate to ascertain all reported information prior to submission	Directors	Within 15 days after the quarter has ended
4. Submission	Departments are to submit departmental quarterly reports together with their POEs to Performance Management Unit.	Directors	Within 15 days after the quarter has ended
5. Consolidation	PMS Unit to consolidate all departments quarterly reports and prepare the Municipal Qualitative and Quantitative Performance Management Quarterly Report and submit to Internal Audit	PMS Manager	Within 20 days after the quarter has ended
6. Auditing Process	Internal Audit to audit all quarterly Reports together with POE	Internal Audit Manager	Within 40 days after the quarter has ended
7. Feed-back	Internal Audit Report on Performance of Information submitted to Municipal Manager and All Departments	Internal Audit Manager	Within 50 days after the quarter has ended
8. Implementation of Corrective Measures	Municipal Manager to monitor the implementation of the Corrective Measures as identified in the Internal Audit Report	Municipal Manager	Within 90 days after the quarter has ended

14.2 IDP Review in Response to the Performance, APR & Corrective Measures

Previous performance review and APR (2022/2023) as attached at **Annexure R, APR Excel Annexure R1 and Auditor General Audit Report Annexure R2.**

14.2.1 Organisational Performance

Previous performance review of the Audited APR (2022/2023) as attached at **Annexure R**.

PERFORMANCE AND SUPPORTING INFORMATION

According to the Municipal systems act PMS implementation ensures responsibility on individual departments and its employees to collect relevant data and information to support the monitoring process. In this respect, a portfolio of evidence (POE's) of performance is gathered and presented to substantiate claims of meeting (or not meeting) performance standards. All portfolios are verified against the reported actual, as it confirms the status of targets met and/or not met.

COMPARATIVE ANNUAL PERFORMANCE FOR 2022/2023 AND 2023/2024 FINANCIAL YEAR

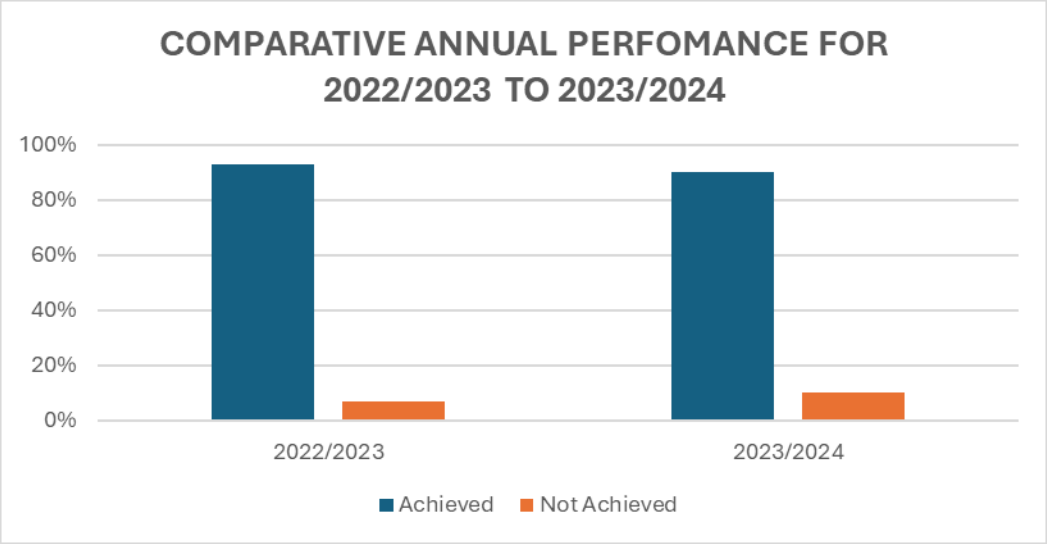
The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2022/2023 and 2023/2024.

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2022/2023 and 2023/2024.

FINANCIAL YEARS	TOTAL KPI's	TARGET MET	TARGET NOT MET
2022/2023	141	132 94%	9 6%
2023/2024	147	131 90%	16 10%



ORGANISATIONAL PERFORMANCE

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs focuses on Section 46 of the Municipal Systems Act requirements. The Ndwedwe Local Municipality Annual performance was satisfactory, 90% reported as achieved and 10% reported as non-achieved. The figure below depicts the performance of Ndwedwe in relation to various business units. A more detailed look into each department is outlined under departmental results.

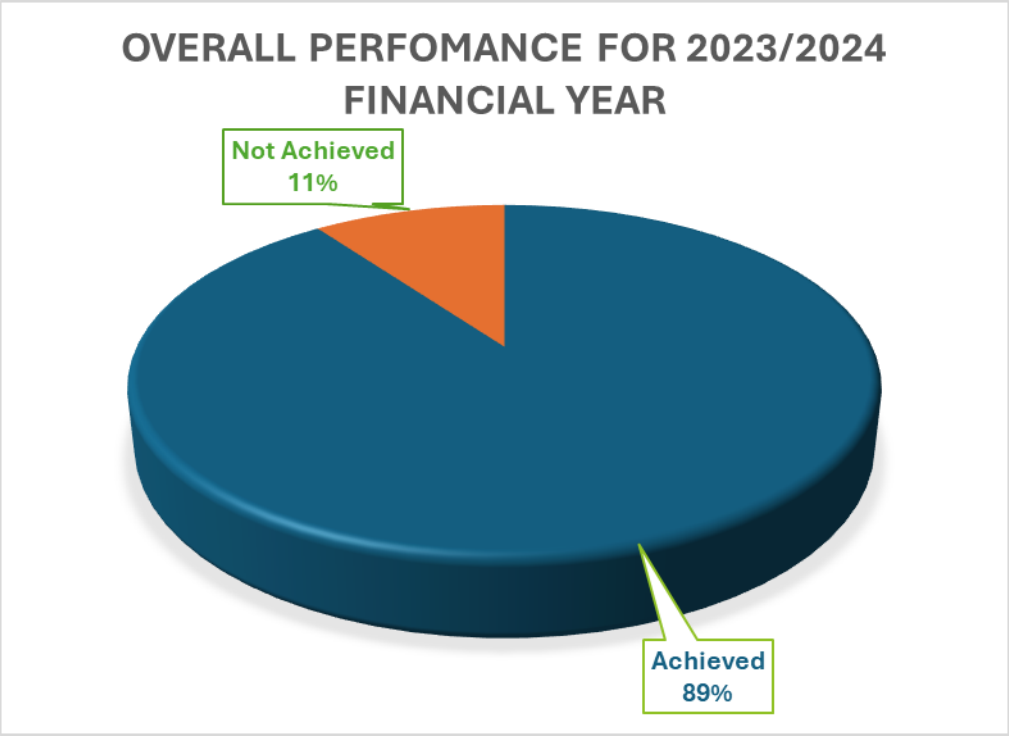


FIGURE 27: ANNUAL PERFORMANCE FOR 2023/2024 FY

BUSINESS UNITS	TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED
Corporate Services Department	95%
Finance Department	100%
Community Services Department	97%
Office Of the Municipal Manager Department	90%
Economic Development and Planning Department	88%
Technical Services Department	71%

ANNUAL PERFORMANCE REPORT(APR)

KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

To improve, attract, develop and retain human capital and to facilitate institutional transformation and organisational development. The table below indicates the total number of targets that have been met.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
19	17	2	89%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
23	22	1	95%

The Figure below illustrates the performance of the KPA 1.

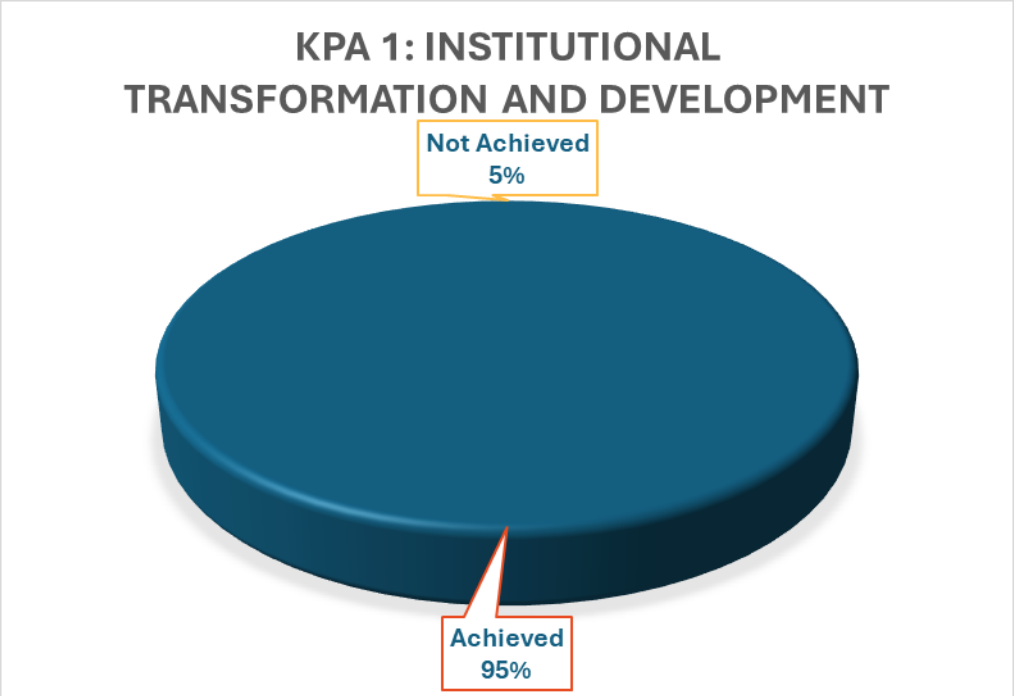


Figure 1: Performance of the KPA

PERFORMANCE HIGHLIGHTS

KPI	KPA	ANNUAL TARGET	ANNUAL ACTUAL
Implementation of the Workplace Skills Plan	Number of WSP trainings for employees to be held in accordance with the WSP by deadline.	11 WSP trainings for employees to be held in accordance with the WSP by deadline by 31 March 2024	11
Implementation of the Workplace Skills Plan	Number of Workplace Skills Plan (WSP) & Annual Training Report (ATR) completed and submitted to LGSETA by deadline	1 - WSP & ATR completed and submitted to LGSETA by 30 April 2024	1 WSP & ATR completed and submitted to LGSETA on 26 April 2024.
Implementation of the Workplace Skills Plan	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.	2 People from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan to be appointed by 31 March 2024.	2

Occupational, Health and Safety meeting	Number of bi-annual occupational, Health and Safety (OHS) Committee meetings held by deadline.	2 Bi-Annual OHS Committee meetings to be held by 30 June 2024	2
Employment Assistant Programs	Number of bi-annual employee wellness program held by deadline	2 Bi-Annual EAP programs to be held by 31 December 2023	2
Functional ICT infrastructure (Implement, test and maintain ICT system backups)	Number of monthly reports on maintenance of ICT infrastructure submitted by deadline.	8 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2024	8
Convening of ICT Steering Committee	Number of quarterly ICT Steering Committee meetings to be held by deadline.	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2024	4
ICT Maintenance and Support Contract	Number of monthly SLA performance monitoring reports by deadline.	8 Monthly ICT SLA performance monitoring reports by end of 30 June 2024	8
ICT Strategic documents	Number of ICT Strategic documents developed and submitted to ICT Steering Committee (SC) by deadline.	2 ICT Strategic documents developed and submitted to ICT SC by end of 30 June 2024	2 ICT Strategic documents developed and approved by Council on 28 June 2024.
Fleet management	Number of monthly Fleet management reports generated by deadline.	12 Monthly Fleet management reports generated by 30 June 2024	12
Fleet Strategy	Number of Fleet Strategy developed and approved by Council for adoption by deadline.	N/A	N/A
Coordination of Council meetings	Number of quarterly scheduled Council meetings to be held by deadline.	4 Quarterly scheduled meetings of Council to be held by 30 June 2024	13 Council meetings were held.
Coordination of Exco meetings	Number of monthly scheduled Exco meetings to be held by deadline.	10 Monthly scheduled EXCO meetings to be held by 30 June 2024	12 EXCO meetings were held.
Coordination of Portfolio Committees meetings	Number of annual scheduled Portfolio Committees meetings (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) that are co-	17 Annual scheduled Portfolio Committees meetings (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2024	39 Portfolio meetings were held.

	ordinated by deadline.		
Coordination of Municipal Public Account Committee meetings	Number of quarterly scheduled Audit Committee meetings to be held by deadline.	4 Quarterly scheduled Audit Committee meetings to be held by 30 June 2024	6 Audit Committee meetings were held.
Coordination of Municipal Public Account Committee meetings	Number of quarterly scheduled MPAC meetings held by deadline.	4 Quarterly scheduled MPAC meetings held by 30 June 2024	7 MPAC meetings were held.
Security Services Reports	Number of quarterly Security Services Reports generated by deadline.	4 Quarterly Security Services Reports generated by 30 June 2024	4
Human Resources Management Excellence	Number of annual Policy workshop to be held by deadline.	1 Policy Workshop to be held by 31 March 2024	1 - Policy Workshop was held on 5 March 2024
Human Resources Strategy	Number of Human Resource Strategy reviewed and approved by Council by deadline.	1 Human Resource Strategy reviewed and approved by Council by end of 30 June 2024	1 Human Resource Strategy Plan reviewed and approved by Council on 28 June 2024
To manage the staff component of the Municipality	Number of Staff establishment/Organogram reviewed and approved by Council by deadline.	1 Staff establishment/Organogram reviewed and approved by Council by end of 30 June 2024	1 Staff establishment/Organogram reviewed and approved by Council on 22 May 2024
To manage the staff component of the Municipality	Number of Budgeted posts filled as per approved staff establishment by deadline.	9 Budgeted posts filled as per approved staff establishment by Council by end of 31 December 2023	11
Monitoring performance of effective enterprise risk management	Number of progress reports on Risk Management by deadline.	4 Progress Reports on Risk Management by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

KPA	KPI	ANNAUL TARGET	ANNUAL ACTUAL	CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE PERFORMANCE
Implementation of the Workplace Skills Plan	Percentage of actual budget spent on implementing	1% of budget spent on the municipality WSP by 30	0,71%	The municipality was unable to spend 1% of	In the new financial year Management will developed

	the approved the WSP by deadline.	June 2024		the WSP grant due to receiving a grant from LGSETA that also need to be spent within the 2023/2024 financial year. However, hence only 0,71% of the WSP grant has been spent. The LGSETA grant was received for learnership grants which has been paid in trenches upon the completion of the course and issue of the certification.	a sperate budget plan for WSP and LGSETA grants. Management will also ensure better spending of the grants are adhered to.

KPA 2: BASIC SERVICE DELIVERY

One of the core functions of the municipality is to ensure and facilitate the provision of sustainable infrastructure delivery to eradicate backlogs. The table below indicates the total number of targets that have been met.

2022/2023

TOTAL KPI's	TARGET MEET	TARGET NOT MET	TOTAL TARGETS MET%
26	23	3	88%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
32 – 1(N/A) =31	22	9	71%

Figure below illustrates the performance of the KPA 2.

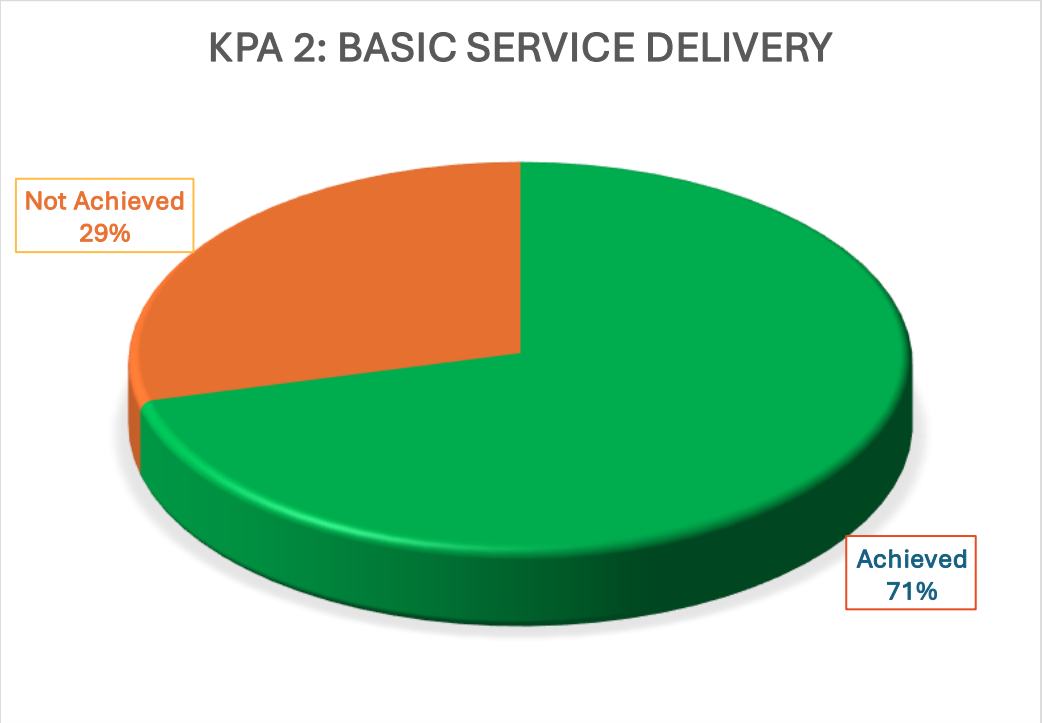


Figure 2: Performance of KPA 2

PERFORMANCE HIGHLIGHTS

To ensure and facilitate the provision of sustainable infrastructure in order to eradicate backlogs.

KPI	KPA	ANNAUL TARGET	ANNUAL ACTUAL
Msengeni Community Development Centre Ward 08	Percentage of Construction of Msengeni Community Development Centre to be completed by deadline.	90% Construction of Msengeni Community Development Centre (Plastering, Plumbing works, Electrical works, Paving and Fencing) to be completed by end of 30 June 2024	90.8% Construction of Msengeni Community Development Centre (Plastering, Painting, Plumbing works and Electrical works) completed

Ndwedwe Botanic Garden and Park Construction in ward 15	Percentage of Construction for Ndwedwe Botanic Garden and Park to be completed by deadline.	100% Construction of Ndwedwe Botanic Garden and Park to be completed by end of 30 June 2024	N/A
Mdloti Access Road Ward 17	Number of kilometres of Construction works of Mdloti Access Road to be completed by deadline.	3,2km Construction works of Mdloti Access Road (Road base layer, drainage system) to be completed by end of 30 September 2023	3,2km Construction works of Mdloti Access Road (Road base layer, drainage system) completed in August 2024
Fencing of Magwaza Community Development Centre in ward 03	Site establishment for Fencing of Magwaza Community Development Centre to be completed by deadline.	Site establishment for Fencing of Magwaza Community Development Centre to be completed by end of 30 June 2024	Site establishment and Installation of Fencing for Magwaza Community Development Centre completed in June 2024
Fencing of Mary Grey Community Indoor Centre in ward 07	Percentage of Fencing of Mary Grey Community Indoor Centre to be completed by deadline.	100% Fencing of Mary Grey Community Indoor Centre to be completed by end of 30 June 2024	100% Fencing of Mary Grey Community Indoor Centre completed in March 2024
INEP Electrification Ward 14, 13, 05, 03 & 12	Percentage of Construction of preparations for household connections to be energised by ESKOM to be completed by deadline.	100% Construction of preparations for household connections to be energised by ESKOM by end of 30 June 2024	100% Construction of preparations for household connections for energising by ESKOM
Installation of Highmast lights in various Wards 02 & 10	Percentage of Installation of Highmast lights in various wards to be completed by deadline.	100% Installation of Highmast lights in various wards to be completed by end of 30 June 2024	100% Installation of Highmast lights in ward 2 & 10 completed in May 2024
Installation of electricity in Bhamshela Telecentre in ward 02	Percentage of Installation of electricity in Bhamshela Telecentre to be completed by deadline.	100% Installation of electricity in Bhamshela Telecentre to be completed by end of 31 March 2024	100% Installation of electricity in Bhamshela Telecentre completed in December 2023
Thabani Luthuli Hall Electricity ward 11 to conduct the Site Assessment, Measuring and Preparation of Tender	Site establishment for Installation of electricity in Thabani Luthuli Hall to be completed by deadline.	Site establishment for Installation of electricity in Thabani Luthuli Hall to be completed by end of 30 June 2024	Site establishment and Installation of electricity in Thabani Luthuli Hall was completed in April 2024

Document			
Regravelling of Mona Bridge in Ward 12	Site establishment for Regravelling of Mona Bridge to be completed by deadline	Site establishment for Regravelling of Mona Bridge to be completed by end of 30 June 2024	Site establishment and re-gravelling Mona Bridge was completed in June 2024.
Ndwedwe Library Rehabilitation in ward 15 to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site Assessment, Measuring and Preparation of Tender Document completed by deadline.	Site Assessment, Measuring and Preparation of Tender Document completed by end of 30 September 2023	Site Assessment, Measuring and Preparation of Tender Document was completed
Noordsberg Community Development Centre in ward 06	Percentage of Rehabilitation of Noordsberg Community Development Centre to be completed by deadline.	100% Rehabilitation of Noordsberg Community Development Centre to be completed by end of 30 June 2024	100% Rehabilitation of Noordsberg Community Development Centre was completed in March 2024.
Sgedleni Community Development Centre in ward 19	Percentage of Rehabilitation of Sgedleni Community Development Centre to be completed by deadline.	100% Rehabilitation of Sgedleni Community Development Centre to be completed by end of 31 March 2024	100% Rehabilitation of Sgedleni Community Development Centre was completed in December 2023.
Khanyisa Community Hall in Ward 09.	Percentage of Rehabilitation of Khanyisa Community Hall to be completed by deadline.	100% Rehabilitation of Khanyisa Community Hall to be completed by end of 30 June 2024	100% Rehabilitation of Khanyisa Community Hall was completed in June 2024
eGweni Community Hall in ward 16 to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site Assessment, Measuring and Preparation of Tender Document for Rehabilitation of eGweni Community Halll to be completed by deadline.	Site Assessment, Measuring and Preparation of Tender Document completed by end of 30 September 2023	Site Assessment, Measuring and Preparation of Tender Document was completed in September 2023.
Okwazini Community Hall in ward 18	Percentage of Rehabilitation of Okwazini Community Hall to be completed by deadline.	100% Rehabilitation of Okwazini Community Hall to be completed by end of 31 March 2024	100% Rehabilitation of Okwazini Community Development Centre was completed in December 2023
Ntubeni Community Hall in ward 01	Percentage of Rehabilitation of Ntubeni Community Hall to be completed by	100% Rehabilitation of Ntubeni Community Hall to be completed by end	100% Rehabilitation of Ntubeni Community Hall completed in May

	deadline.	of 30 June 2024	2024
Ovanzini Community Hall in ward 04	Percentage of Rehabilitation of Ovanzini Community Hall to be completed by deadline.	100% Rehabilitation of Ovanzini Community Hall to be completed by end of 30 June 2024	100% Rehabilitation of Ovanzini Community Hall was completed in April 2024
Ethafeni Concrete Road in Ward 08	Percentage of upgrading of Ethafeni Concrete Road to be completed by deadline.	100% Upgrading of Ethafeni concrete road to be completed by end of 30 June 2024	100% Upgrading of Ethafeni concrete road was completed in June 2024
Bhamshela Testing Centre (Tar Road access and signals/robots) in ward 06 development of Design and tender documents	Design report and Tender Document completed to be completed by deadline.	Design report and Tender Document to be completed by end of 30 September 2023	Design report and Tender Document was completed in September 2023
EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects	Number of number of jobs created through municipality's local, economic development initiatives, waste management including capital projects by deadline.	80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30 September 2023	85 EPWP work opportunities were created by end of 30 September 2023
Capital expenditure monitoring	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline.	100% Capital expenditure spent completed by end of 30 June 2024	100%
Monitoring performance of effective enterprise risk management	Number of progress reports on Risk Management by deadline.	4 Progress Reports on Risk Management to be completed by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

KPI	KPA	ANNAUL TARGET	ANNUAL ACTUAL	CHALLENGES	Corrective MEASURES TAKEN TO IMPROVE PERFORMAN

					CE
Hlalakahle Community Development Centre Ward 07	Percentage of Construction of Hlalakahle Community Development Centre to be completed by deadline.	90% Construction of Hlalakahle Community Development Centre (Plastering, Plumbing works, Electrical works, Paving and Fencing) to be completed by end of 30 June 2024	81.4% Construction of Hlalakahle Community Development Centre (Plastering, Painting Internal, Plumbing works and Electrical works) was completed	Non-achievement is due to slow performance of the Contractor	The slow performance warning was issued to the contractor which means the contractor was put under Terms and Conditions according to GCC (General Conditions of Contract). Municipality will do Close Monitoring and will do more regular site visit/inspection like weekly to trace the program/recovery plan of the contractor.
Makhawula/Ntaphuka Hall Ward 13	Percentage of Construction of Makhawula/Ntaphuka Community Hall to be completed by deadline.	100% Construction of Makhawula/Ntaphuka Community Hall (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed to be completed by end of 30 June 2024	77.6% Construction of Makhawula/Ntaphuka Community Hall (Plastering, Painting, Plumbing works, Electrical works, Paving and Fencing) was completed	Slow performance of the Contractor	Contractor was put on terms and conditions in of GCC - Intention to terminate was issued and close monitoring of the project is being done. The project will be completed in August 2024 Quarter 1 - 2024-25

Ndwedwe Municipal Offices Phase 2	Percentage of Construction of Ndwedwe Municipal Offices Phase 2 to be completed by deadline.	100% Construction of Ndwedwe Municipal Offices (Plastering, Paving and Final Roofing) to be completed by end of 30 June 2024	95% Construction of Ndwedwe Municipal Offices Phase 2 (Plastering, Paving and Final Roofing) was completed.	Rainfall conditions delayed the project	Close monitoring on the listed completion activities will be done - Paving, Septic tank activities will be completed August 2024 Quarter 1
Solar System Installation in Municipal offices to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site Assessment, Measuring and Preparation of Tender Document for the installation of Solar System in Municipal Offices to be completed by deadline.	Appointment of Service Provider to be completed by end of December 2023	The Service Provider was not appointed.	The project withdrawn; the funding diverted for co-funding towards DTIC Town Infrastructure development for commercial shopping centre in Ndwedwe Town	The project was adjusted and re-prioritised for next financial year 2024-25
Disaster and Emergency Services Establishment ward 15	Percentage of Construction Hlalakahle Community Development Centre on of Disaster and Emergancy Services Establishment ward 15 to be completed by deadline.	30% Construction of Fire Station - Emergency Services Facility (Site establishment, foundation and walls) in ward 15 to be completed by end of 30 June 2024	25% Site establishment and Earthworks completed for Fire Station Facility	Appointment of Contractor delayed due to new Panel of Contractors being challenged through Objection by one of Service Providers submitted bidding therefore the delay for the Site establishment was not	Contractor was appointed after objection finalized, the activities that was not achieved (complete Foundation) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done

				achieved.	
INEP Electrification Ward 05	Percentage of Construction of preparations for household connections to be energised by ESKOM to be completed by deadline.	100% Construction of preparations for household connections to be energised by ESKOM by end of 30 June 2024	10% Appointment of contractor and Site establishment	Appointment of Contractor delayed due to new Panel of Contractors being challenged through Objection by one of Service Providers submitted bidding	Contractor was appointed after objection finalized, the activities that was not achieved (Road base layers) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done
Sambaba Access Road Ward 06	Number of kilometres of Construction for the re-gravelling of Sambaba Access Road (Site establishment and site clearance, Road base layer, drainage system) to be completed by deadline.	1,5km Regravelling of Sambaba Access Road (Road base layer, drainage system) to be completed by end of 30 June 2024	0,825km (55%) Regravelling of Sambaba Access Road (Site establishment/site clearance, Road base layer, drainage system) was completed.	Appointment of Contractor delayed due to new Panel of Contractors being challenged through Objection by one of Service Providers submitted bidding	Contractor was appointed after objection finalized, the activities that was not achieved (Road base layers) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done

Nhlangwini Access Road Ward 01	Number of kilometres of Construction for the re-gravelling of Nhlangwini Access Road (Site establishment and site clearance, Road base layer, drainage system) to be completed by deadline.	5,6km Regravelling of Nhlangwini Access Road (Road base layer, drainage system) to be completed by end of 30 June 2024	2,46km (44%) Regravelling of Nhlangwini Access Road (Site establishment/site clearance, Road base layer, drainage system) was completed.	Appointment of Contractor delayed due to new Panel of Contractors being challenged through Objection by one of Service Providers submitted bidding	Contractor was appointed after objection finalized, the activities that was not achieved (Roadbase layers) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done
Ndwedwe Town Access Road Ward 15	Number of kilometres of Construction works of Ndwedwe Town Access Road (Site establishment, Site clearance, Roadbed base layer, black top Asphalt layer, drainage system, Street lights, mini substation & Water/Sewer) to be completed by deadline.	1,8km Construction works of Ndwedwe Town Access Road (Roadbed base layer, layer works, black top Asphalt layer, drainage system), Street lights & mini-substation construction, Water/Sewer) to be completed by end of 30 June 2024	1,19km (66%) Construction works of Ndwedwe Town Access Road (Site establishment, Site clearance & Roadbed base layer) was completed. The remainder of the activities were not completed.	Contractors stopped working due to non-payment by DTIC (Department of Trade, Industry & Compensation) which is the co-funding of R50 000 000.00 approved for the project to support the Ndwedwe Shopping Centre Ward 15	Payment claims have been consolidated, submitted to DTIC for payment and payment expected in the new financial year in quarter 1. Activities will be completed in Quarter 1: 2024-25, on-going talks with DITC for payment continue and close monitoring on the project is done.

KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

To develop a resilient economy that creates sustainable decent jobs and reduces poverty. To facilitate the provision of support necessary for the development of SMME's and cooperatives throughout the municipality continues to upscale agriculture development.

The table below indicates the total number of targets that have been met.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
13	13	0	100%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
16	14	2	88%

The Figure below illustrates the performance of the KPA 3.

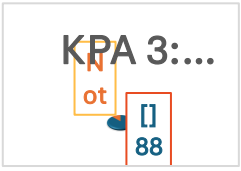


Figure 3: Performance of KPA 3

PERFORMANCE HIGHLIGHTS

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL
Ndwedwe Music Festival	Number of annual Ndwedwe Music Festival events to be held by deadline.	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2023	1 Annual Ndwedwe Music Festival event was held.
Maskandi Festival	Number of annual Maskandi Festival event to be held by deadline	1 Annual Maskandi Festival event to be held by end of 31 December 2023	1 Maskandi Festival was held.
Farmers market day	Number of bi-annual Farmers market day events to be held by deadline.	2 Bi-Annal Farmers market day events to be held by end of 30 June 2024	2 Bi-Annual Farmers market day events were held.
Co-operative Development	Number of Cooperatives supported by deadline.	59 Cooperatives supported by end of 30 June 2024	63
SMMEs supported	Number of quarterly SMMEs supported by deadline.	41 Quarterly SMMEs supported by end of 30 June 2024	91
Ndwedwe Town Development	Number of Ndwedwe Town Development Survey, Subdivision to be completed by deadline.	2 Ndwedwe Town Development Survey and Subdivision to be completed by end of 31 March 2024	2
Housing Forum meetings	Number of quarterly Housing Forum meetings to be held by deadline.	2 Quarterly Housing Forum meetings to be held by end of 30 June 2024	2
LED Forum meetings	Number of quarterly LED Forum meetings to be held by deadline.	2 Quarterly LED Forums meetings to be held by end of 30 June 2024	2
Bhamshela regeneration Development (Identification of new encroached development, re-submission and consolidation)	Percentage of Bhamshela regeneration Development Phase 3 (Identification of new encroached development, re-submission and consolidation) to be completed by deadline.	100% Bhamshela regeneration Development Phase 3 (Identification of new encroached development, re-submission and consolidation to be completed by end of 30 June 2024	100% Bhamshela regeneration Development (Identification of new encroached development, re-submission and consolidation) to be completed
Bhamshela regeneration Development (GIS Survey)	Number of Bhamshela regeneration Development (GIS Survey) to be completed by deadline.	1 Bhamshela regeneration Development (GIS Survey) to be completed by 31	1 Bhamshela regeneration Development (GIS Survey) report / investigations have been completed.

		December 2023	
Development of Spatial Development Plan	Number of Spatial Development Plan (SDP) developed and approved by Council by deadline.	1 Draft and Final Spatial Development Plan developed and approved by Council by end of 30 June 2024	1 Final Spatial Development Plan developed and approved by Council
1 Final LED Strategy reviewed	Number of Final LED Strategy reviewed and approved by Council by deadline.	1 Final LED Strategy reviewed and approved by Council by end of 30 June 2024	1 Final LED Strategy reviewed and approved by Council
Housing Sector Plan	Number of Housing Sector Plans reviewed and approved by Council by deadline.	1 Draft and Final Housing Sector Plan reviewed and approved by Council by end of 30 June 2024	1 Draft and Final Housing Sector Plan reviewed and approved by Council
Monitoring performance of effective enterprise risk management	Number of quarterly progress reports on Risk Management to be completed by deadline.	4 Quarterly progress reports on Risk Management by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL	NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE
Ndwedwe Town Development	Number of Ndwedwe Town Development Site Disposal policy to be approved by Council by deadline.	1 Ndwedwe Town Development Site Disposal policy to be approved by Council by end of 31 March 2024	0	Not achieved	The Ndwedwe Town Development Site Disposal policy target was not met and workshopped to Council due to Budget	The Plan will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the

					constraints the Policy Workshop was not held in June 2024 as scheduled.	quarter 1 on 28 August 2024.
Agricultural Plan	Number of Agricultural Plans developed and approved by Council by deadline.	1 Draft and Final Agricultural Plan developed and approved by Councill by end of 30 June 2024	1 Draft Agricultural Plan developed however the Final Plan was not workshopped by Council therefore it was not approved by Council.	Not achieved	The Final Agricultural Plan target was not met and workshopped to Council due to Budget constraints the Plan was not held in June 2024 as scheduled.	The Plan will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

The finance department continuously ensures that effective and efficient municipal financial management is crucial. By improvement of cash flow liquidity and promotion of sound financial management.

The table below indicates the total number of targets that have been met.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
25	24	1	96%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET

15	15	0	100%

The Figure below illustrates the performance of the KPA 4.



Figure 4: Performance of KPA 4

PERFORMANCE HIGHLIGHTS

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL
Compliance with MFMA regulations	Number of Mid-Year Budget Section 72(1) (b) MFMA report to National Treasury by deadline.	1 MFMA 72(1) (b) report submitted to National Treasury by end of 25 January 2024	1
Compliance with MFMA regulations	Number of quarterly Section 52 MFMA reports submitted by deadline.	4 MFMA 52 Quarterly reports submitted by end of 30 June 2024	4
Final Budget and related policies approved by Council	Number of Final Budget and related policies approved by Council by deadline.	1 Final Budget and related policies approved by Council by end of 31 May 2024	1 Final Budget and related policies was approved by Council on 22 May 2024
Revenue Collection	% of Revenue collected by deadline.	70% of Revenue collected by end of 30 June 2024	78%

Supplementary Valuation Roll	Number of Supplementary Valuation Roll finalised by deadline.	1 Supplementary Valuation Roll finalised by end of 30 April 2024	1
Screening of Suppliers from SCM Database	Number of quarterly Screening of Suppliers from SCM Database generated by deadline.	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2024	4
SCM report	Number of quarterly SCM reports submitted by deadline.	4 Quarterly SCM reports submitted by end of 30 June 2024	4
Payment of creditors (Pg 16 of MFMA circular 71)	Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 Days taken for trade creditors to be paid by end of 30 June 2024	30 Days
Maintain unqualified audit opinion	Number of Annual Financial Statements submitted to Auditor General (AG) by deadline.	1 AFS submitted to AG by end of 31 August 2023	1
Conduct Asset Verification for Quality and a reliable fixed asset register	Number of annual Asset verification report on movable and immovable assets by deadline.	1 Annual Asset verification report on movable and immovable assets by end of 30 June 2024	1
Liquidity Management (Pg 7 of MFMA circular 71)	Number of days for Cash/Cost Coverage Ratio (Excluding Unspent Conditional Grants) ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) (Norm: Range between 30 and 90 days with 90 days being ideal)	90 Days cash on hand by 30 June 2024	120 Days

Current Ratio (Pg 7 & 8 of MFMA circular 71)	Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	1.5:1 Current Ratio by 30 June 2024	2.73
Remuneration costs monitoring (Pg 17 of MFMA circular 71)	Percentage of Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs completed by deadline.	43% Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs by 30 June 2024	37%
Indigent Register	Number of Indigent Registers developed and adopted by Council by deadline.	1 Indigent Register developed and presented to Council by end of 31 December 2023	1
Monitoring performance of effective enterprise risk management	Number of quarterly progress reports on Risk Management by deadline.	4 Quarterly progress Reports on Risk Management by end of 30 June 2024	4

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To promote good governance and public participation by conducting annual assessments forward committees, conduction of municipal employees for section 57 and conducting of Municipal Imbizo's. The table below indicates the total number of targets that have been met.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
31	28	3	90%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
25– 1(N/A) =24	21	3	90%

The Figure below illustrates the performance of the KPA 5.

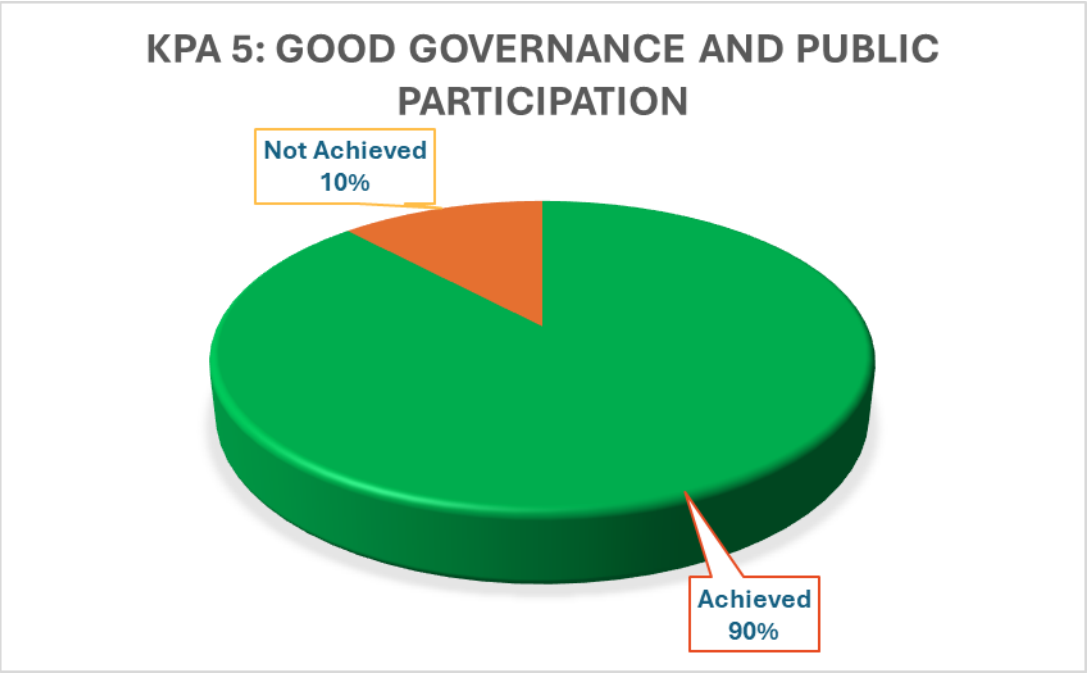


Figure 5: Performance of KPA 5

PERFORMANCE HIGHLIGHTS

KPI	KPA	ANNUAL TARGET	ANNUAL ACTUAL
Submission of Internal Audit Report to Audit Committee	Number of quarterly reports submitted to Audit Committee by deadline.	4 Quarterly reports submitted to Audit Committee by end of 30 June 2024	4
Submission of Audit Committee Reports to Municipal Council	Number of quarterly reports submitted to Municipal Council by Audit Committee Chairperson by deadline.	4 Quarterly reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2024	4
Internal Audit Charter	Number of Internal Audit Charter reviewed and submitted to Audit Committee for approval by deadline.	1 Internal Audit Charter reviewed and submitted to Audit Committee for approval by end of 30 June 2024	1
Internal Audit Plan	Number of annual Internal Audit Plan developed and submitted to Audit Committee for approval by deadline.	1 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by end of 30 September 2023	1

Tabling of Annual Report to be approved by Council within 9 months after the end of a financial year	Number of Annual Reports approved by Council for adoption by deadline.	1 Annual Report to be approved by Council by end of 31 March 2024	1
Tabling of Oversight report on the AR to be approved by Council no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)	Number of Oversight Reports to be approved by Council for adoption by deadline.	1 Oversight Report to be approved by Council by end of 31 March 2024	1
Performance Reviews	Number of quarterly performance reviews of Senior Managers conducted quarterly by deadline	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2024	3
Performance Management Framework reviewed	Number of Performance Management Framework reviewed and approved by Council by deadline	1 Performance Management Framework reviewed and approved by Council by end 30 June 2024	1
Annual Municipal Performance Report	Number of AMPR submitted to AG by 31 August 2023 by deadline	1 AMPR submitted to AG by end of 31 August 2023	1
Annual IDP Review 2024/2025	Number of activities conducted to ensure the 2024/2025 IDP review (and Annexures) in line with S129 MFMA & Chapters 5&6 MSA and submit to Council for adoption by deadline.	2 Final 2024/2025 IDP review (and Annexures) submitted to Council for adoption by 30 June 2024	2 2024/2025 Final IDP review (and Annexures) adopted by Council on 22 May 2024
Speaker Imbizo	Number of bi-annual Speaker's Imbizo to be hosted by deadline.	2 Bi-Annual Speaker's Imbizo's to be hosted by end of 30 June 2024	2
Mayoral/IDP imbizo	Number of Mayoral IDP and Budget Imbizos to be hosted by end of deadline.	21 Mayoral IDP and Budget Imbizos to be hosted by end of 30 June 2024	21
Ward Committees	Number of annual Ward Committee trainings to be held	1 Annual Ward Committee training conducted by end of	1

Training	by end of deadline.	31 December 2023	
Ward Committees Quarterly Meeting	Number of quarterly Ward Committee meetings to be held by deadline.	4 Quarterly Ward Committee meetings held by end of 30 June 2024	24
Communication Strategy	Number of Communication Strategy's developed and approved by Council by deadline.	1 Communication Strategy developed and approved by Council by end of 30 June 2024	N/A
Media Slots	Number of Media slots conducted by end of deadline.	18 Media slots conducted by end of 30 June 2024	20
Newsletter	Number of electronic Newsletter prepared by deadline.	2 Bi-Annual Newsletters prepared by end of 30 June 2024	2
Monitoring performance of effective enterprise risk management	Number of Risk registers updated by deadline.	16 Risk registers updated by end of 30June 2024	16
Risk Management meetings	Number of quarterly Risk Management Committee meetings to be held by deadline.	4 Quarterly Risk Management Committee meetings held by end of 30 June 2024	4
Risk Management	Number of Annual Risk assessment conducted by deadline.	1 Annual Risk assessment conducted by end of 30 June 2024	1
Anti-Fraud and Corruption Strategy & Policy	Number of quarterly Hotline reports submitted to RMC, AC, MPA and EXCO by deadline.	4 Quarterly Hotline reports submitted to RMC, AC, MPAC and EXCO by end of 30 June 2024	4
Drafting of Service Level Agreements (SLA's)	Number of SLA's drafted by deadline.	50 SLAs drafted by 30 June 2024	73

CHALLENGES AND MEASURES TAKEN TO IMPROVE

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL		CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE
Public Participation Strategy	Number of Public Participation Strategy reviewed and approved by Council by deadline.	1 Public Participation Strategy reviewed and approved by Council end of 30 June 2024	0	Not achieved	The Final Public Participation Strategy target was not met and workshopped to Council due to Budget constraints the Policy Workshop was not held in June 2024 as scheduled.	The Plan will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.
Enterprise Risk Management Policy and Framework	Number of Enterprise Risk Management Framework and Policy reviewed and approved by Council by deadline.	1 Risk Mngt Framework and Policy reviewed and approved by Council by end of 30 June 2024	0	Not achieved	The Risk Management Framework and Policy target was not met and workshopped to Council due to Budget constraints the Policy Workshop was not held in June 2024 as scheduled.	The Risk Mngt Framework and Policy will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.
Anti-Fraud and Corruption Strategy & Policy	Number of Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by deadline.	1 Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by end of 30 June 2024	0	Not achieved	The Risk Management Framework and Policy target was not met and workshopped to Council due to Budget constraints the Policy Workshop was not held in June 2024 as scheduled.	The Anti-Fraud and Corruption Strategy & Policy will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.

KPA 6: COMMUNITY AND SOCIAL SERVICES

To facilitate the provision of infrastructure throughout the municipality. The table below indicates the total number of targets that have been met.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
27	27	0	100%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
38	37	1	97%

The Figure below illustrates the performance of the KPA 6.



Figure 6: Performance of KPA 6

PERFORMANCE HIGHLIGHTS

KPI	KPA	ANNUAL TARGET	ANNUAL ACTUAL
Municipal Waste collections	Number of times refuse collected at Business premises/Public Skip Bins and dump areas by deadline.	300 Refuse collections at Montebella, Bhamshela, Ndwedwe Town & CellC done by end of 30 June 2024	300
Reviewed Indigent Policy	Number of Indigent Policy reviewed and approved by Council by deadline	1 Indigent Policy reviewed and approved by Council by 30 September 2023	1 Indigent Policy reviewed and approved in September 2024.
Cemeteries business Plan	Number of Cemetries business plans developed by deadline	1 Cemeteries business plan developed by end of 30 June 2024	1 Cemeteries business plan developed.
Reviewed Integrated Waste Management Plan	Number of Integrated Waste Management Plan reviewed and approved by Council by deadline	1 Integrated Waste Management Plan reviewed and approved by Council by end of 30 June 2024	1 IWMP reviewed and approved by Council on 28 June 2024.
Procurement of Library Books	Number of Library books procured for by deadline	50 Library books procured by end of 30 June 2024	N/A
Gender programmes	Number of annual Women's Caucus programmes held by deadline	1 Annual Women's Cacus programme to be held by end of 30 September 2023	1
Gender programmes	Number of Gender (Male & Female) programmes to be held by deadline	1 Gender (Male & Female) programme to be held by end of 30 September 2023	1
Gender programmes	Number of Women's programme held by deadline	1 Women's programme to be held by end of 30 September 2023	1
Isibaya samadoda program	Number of Isibaya samadoda programs held by deadline	1 Isibaya samadoda Programs to be held by end of 30 September 2023	1
Disability programme	Number of bi-annual Disability programmes to be held by deadline.	2 Bi-Annual Disability programmes to be held by 30 June 2024	6
Dress a child uniform campaign	Number of schools benefitted annually from Dress a child campaign by deadline.	28 Schools that benefitted from Dress a child campaign by end of 31 March 2024	38

Orphans and Farm Workers Program	Number of annual programmes for Orphans and Farm workers held by deadline.	1 Annual of Orphans and Farm workers Programme held by end of 31 March 2024	1
Christmas Program for Senior Citizens	Number of annual Christmas programmes for Senior citizens held by deadline.	1 Annual Christmas Programme for Senior Citizens held by end 31 December 2023	2
Senior citizens safety awareness	Number of Senior citizens safety awareness held by deadline	1 Senior citizens safety awareness held by 30 June 2024	1
Moral Regeneration event	Number of bi-annual event for Moral Regeneration held by deadline.	2 Bi-Annual Moral Regeneration event held by end of 30 June 2024	2
Civil Society Forum	Number of quarterly Civil Society Forums held by deadline.	4 Quarterly Civil Society Forums held by end of 30 June 2024	6
Ndwedwe HIV/Aids Day event	Number of annual HIV/Aids Day events held by deadline.	1 Annual HIV/Aids Day event held by end of 31 December 2023	1
16 Days of Activism	Number of annual activism programs for 16 days held by deadline.	1 Annual 16 Days of Activism programmes to be held by end of 31 December 2023	1
Umkhosi Wesintu	Number of annual events for Umkhosi Wesintu held by deadline.	1 Annual Umkhosi Wesintu events held by end of 31 March 2023	1
Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations	Number of annual Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations events held by deadline.	1 Annual Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2023	2
Child Protection Program	Number of annual Child Protection Program held by deadline	1 Annual Child Protection Program held by end of 31 May 2024	1
Mandela Day Program	Number of annual Mandela day programmes to be held by deadline.	1 Annual Mandela Day Program held by end of 31 July 2023	2
Workshop and Capacity building for Vulnerable groups	Number of annual Workshops and Capacity building for Vulnerable groups held by deadline	1 Annual Workshop and Capacity building for Vulnerable groups held by end of 31 March 2024	1

Operation sukuma sakhe (OSS) local task team meetings	Number of quarterly OSS meetings to be held by deadline.	4 Quarterly OSS meetings to be held by end of 30 June 2024	6
Operation MBO	Number of bi-annual Operation MBO held by deadline	2 Bi-Annual Operation MBO meeting to be held by end of June 2024	2
Disaster Awareness Campaigns	Number of Disaster awareness campaigns to be held by deadline.	32 Disaster awareness campaigns to be held by end of 30 June 2024	39
District Disaster Management Advisory Forums	Number of quarterly Disaster Management Advisory Forum meetings to be held by deadline	4 Quarterly Disaster Management Advisory meetings to be held by end of 30 June 2024	4
Disaster Management Emergency Relief	Number of monthly consolidated incidents/disasters reports submitted to the (was Provincial) District disaster management centre by deadline.	12 Monthly reports submitted to the district disaster management centre by end of 30 June 2024	12
Review Disaster Management Sector Plan	Number of Disaster Management Sector Plan reviewed and approved by Council by deadline.	1 Disaster Management Sector Plan reviewed and approved by Council by end of 30 June 2024	1 Disaster sector plan was approved with Final IDP by Council on 22 May 2024
Sports Development/Recreation programs	Number of quarterly Sports development programmes to be held by end of deadline	20 Sports development programs hosted by end of 30 June 2024	21
Disability Games (Local, District, Provincial and National)	Number of Disability Games hosted by deadline.	2 Disability Games hosted by end of 31 December 2023	2
SALGA Games (Local/District and Provincial)	Number of bi-annual SALGA games hosted by deadline.	2 Bi-Annual SALGA Games hosted by end of 31 December 2023	2
Sports and Recreation Capacity Building Workshops	Number of annual Capacity building workshops for sports and recreation to be held deadline.	1 Annual Capacity Building Workshops to be held by end of 31 December 2023	1
Ndwedwe Rural Horse Racing	Number of annual Ndwedwe Rural horse racing to be hosted by deadline.	1 Annual Ndwedwe Rural Horse Racing to be hosted by end of 31 March 2024	N/A
Examination Prayer	Number of annual Examination Prayers to be hosted by deadline.	1 Examination Prayer to be hosted by end of 30 November 2023	1

Youth Development	Number of monthly Youth development programmes to be hosted by deadline.	12 Monthly Youth development programmes to be hosted by end of 30 June 2024	16
Young Local Artists Support Workshop	Number of (was bi-annual) Annual support workshops for Young Local Artists held by deadline.	1 Annual Young Local Artists Support workshop held by end of 31 December 2023	1
Youth Council meeting	Number of quarterly Youth Council meetings to be held by deadline.	4 Quarterly Youth Council meetings to be held by end of 30 June 2024	4 Youth Council meetings were held.
Monitoring performance of effective enterprise risk management	Number of quarterly progress reports on Risk Management by deadline.	4 Quarterly Progress Reports on Risk Management by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE

KPA	KPI	ANNUAL TARGET	ANNAUL ACTUAL	CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE
Mayoral Sports Development Cup Tournament	Number of annual Mayoral Sports Development Cup Tournament to be hosted by deadline.	1 Annual Mayoral Sports Development Cup Tournament to be hosted by end of 31 March 2024	0	The KPI budget has been removed from the project.	The project will be re-prioritised for next financial year 2024-25

KEY AREAS TO NOTE
IMPROVING PERFORMANCE

This section highlights key areas for improving of performance, even in the cases where the targets have been met or exceeded. These will include, inter alia:
To improve the cash flow liquidity and promotion of sound financial management.
The supply chain management continues to implement the framework policy and adherence to the approved policy.
Restructuring as a possible solution for an inappropriate structure.
Process and systems improvement strategies to remedy poor systems and processes.
Training and sourcing additional capacity where skills and capacity shortages are identified.
Change management and diversity management education programmes to address organisational culture.
Review of the IDP where Councillors will address shortcomings in the strategy.
Development of appropriate departmental business plans and operational plans to guide performance in each department.

DETERIORATING PERFORMANCE

This section highlights key areas for deterioration of performance, even in the cases where the targets have been missed. In order to improve performance, the Ndwedwe Local Municipality throughout the performance management phases will analyse poor performance, through coaching sessions from top to lower levels of the administration and appropriate response strategies will be developed.

Poor performance in municipalities is often characterised by disclaimers and adverse opinions from the Auditor General and community protests for inadequate service delivery. The worst measure that is taken for worst performing municipalities is the Section 139 intervention by the MEC for Local Government in the province.

ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER

All service provider's performance is monitored and reviewed on a monthly and quarterly basis, however as defined in the Systems Act Section 76 the service providers performing the core functions of the Ndwedwe Local Municipality are rated below in table.

Performance Analysis and rating criteria for contractor performance rating purposes, the following rating criteria is used:

PERFORMANCE WEIGHTING		
1	POOR	Performance did not meet most contractual requirements and contains serious problem(s) for which correction actions were ineffective.
2	SATISFACTORY	Performance did not meet some contractual requirements; contractors' actions appear only marginally effective or were not fully implemented.
3	GOOD	Contractual performance of contractor contains some minor problems for which corrective action taken by the contractor appear or were satisfactory
4	VERY GOOD	Performs meets contractual requirements some minor problems for which corrective action taken by the contractor were effective
5	EXCELLENT	Performance meets contractual requirements with few minor problems for which corrective actions by contractor were highly effective.

The performance ratings of service providers performing the core function of the municipality are as follows:

Assessment Key	
Good (G)	The service has been provided at acceptable standards and within the time frames

	stipulated in the SLA/Contract
Satisfactory (S)	The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract
Poor (P)	The service has been provided below acceptable standards

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Assessment of Service Providers Performance		
					G	S	P
NDWQ 02/23/24	P4S Trading	20/07/2023	Hlakahle Community Development Centre	R 10 997 079,70		S	
NDWQ 03/23/24	Sim &Luko Property Development	20/07/2023	Msengeni Community Development Centre	R 10 978 415.89	G		
NDWQ 01/23/24	Quiet Storm Trading	20/07/2023	Makhawula Multipurpose centre	R 8 406 023.79		S	
NDWQ 33/22/23	Sim &Luko	04/04/2023	Ndwedwe Municipal Office phase 2	R 14 415 864,10	G		
NDWQ 01/23/24	Nkwakhwa Holdings	12/03/2024	Noordsberg CDC	R 171 701.25	G		
NDWQ 02/23/24	Eliyanda Services (Pty) Ltd	06/10/2023	Sgedleni Community Hall	R 156 481.50	G		
NDWQ 03/23/24	Khikhing &Trading Project	12/03/2024	Khanyisa Community Hall	R129 846.00	G		
NDWQ 05/23/24	Vitani Trading (PTY)T LTD	12/03/2024	Ntubeni Hall	R 171 320.40		S	
NDWQ 06/23/24	Eliyanda Service (PTY) LTD	06/10/2023	Okwazini Community Hall	R142 839.38	G		
NDWQ 07/23/24	Nkwakhwa Holdings	06/02/2024	Ovanzini Community Hall	R159 954.76	G		
NDWQ 18/23/24	4SN Group	20/05/2024	Fencing of Magwaza CDC	R136 014.38	G		

NDWQ 59/23/24	Havilah Commercial Project	21/05/2024	Re-gravelling of Mona Bridge	R493 398.00	G		
NDWQ 24/23/24	4SN Group	05/06/2024	Thabani Luthuli Hall Electricity Installation	R 58 590.00	G		
NDWQ 17/23/24	Sibongile Bay	04/01/2024	Fencing of Mary Grey CDC	R 492 660.00	G		
NDWQ 18/23/24	Capital Power Project	19/09/2023	Installation of high mast light in various ward	R 1 090 000.00	G		
NDWQ 28/23/24	One up electro-Lighting	30/08/2023	Bhamshela Tele centre Electricity Installation	R 156 897.50	G		
NDWB 14/23/24	Schize Trading	31/08/2023	Ethafeni Concrete Access Road	R 997 153 ,50		S	
NDWB 60/23/24	Off Limits Projects	21/05/2024	Construction of Ndwedwe Disaster Management Centre – Fire Station	R 5 746 220,81	G		
NDWP 38/23/24	Mandaka Engineering Group	04/09/2023	Ndwedwe Town Infrastructure	R50 000 000: DTIC (CIP) + R29 000 000: Ndwedwe Total Project Value = (R79 000 000.00)	G		
NDWB 57/23/24	Phila Iso Group	21/05/2024	Construction of Nhlangwini access road in ward 01 – Regraveling	R 5 801 198.24		S	
NDWB 58/23/24	Mangadazi Trading	21/05/2024	Construction of Sambaba access road in ward 06 - Regraveling	R 2 933 383.20	G		
NDWB 09/23/24	A1 Electrical	23/08/2023	INEP Type 1 & 2 Electrification for 301 Households (Ward 3,5,12,13 & 14	R 8 600 000.00	G		

PMS Framework/Policy

A copy of the Municipality PMS Framework is attached as **Annexure T**. The PMS Framework has been approved by Council on 22 May 2024.

14.3 Back to Basics

14.3.1 OPMS (Organisational Scorecard/SDBIP) Aligned to B2B

The Service Delivery and Budget Implementation Plan (SDBIP) are aligned to the Back-to-Basics pillars. The Organisational Scorecard and SDBIPs are attached as Annexure W for ease of reference. The Back-to-Basics programme has been prioritised by the Municipality and the IDP has clearly shown how the Back-to-Basics Program is being implemented.

The Office of the President initiated the Back-to-Basics programme in September 2014, and it is implemented in municipalities by the National and Provincial CoGTA.
There was a declaration of intent that was signed by former Premier, Senzo Mchunu, MEC Dube- Ncube and municipalities wherein they pledged to ensure that there is effective implementation of the Back-to-Basics programme. The Back-to-Basics programme does not derive from a sudden impulse to make a few cosmetic changes in local government. Rather, it is a carefully and well-thought through and designed plan which aims to:

- Restore the spirit of effective service delivery, efficient administration and clean governance in all 278 municipalities and 61 municipalities of the KwaZulu natal province.
- Ensure that all municipalities perform their basic responsibilities and functions without compromise.
- The programme is built on 5 pillars. Each pillar has sub-questions which relate to it.
- Both National and Provincial pillars are aligned to support the national priorities.

Five (05) Pillars of Back to Basics:

- Put people first and their concerns first and ensure constant contact with communities through effective public participation platforms.
- Create conditions for decent living by consistently delivering municipal services of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.

- Ensure sound financial management and accounting and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

14.3.2 How the B2B program is prioritized and implemented in the IDP?

The municipality has a dedicated official Manager: Integrated Development Planning and Performance Management System who is responsible for processing the monthly reports as well as the quarterly reports as per the requirement are compiled, analysed and sent to both Province and National timeously. These reports are further reported during the SDBIP sessions and if there are comments made, the responsible Head of Department ensures that corrective measures are designed to address those issues. The goal of the Back-to-Basics Programme is to improve the functioning of municipalities to better serve communities by getting the basics right this is also implemented through the projects and programs that is budgeted in the IDP, in essence the B2B is assisting municipalities to work through their issues and improve service delivery first hand at grass root levels. It aims to achieve the developmental state of local government and ensure that each sphere of government commits itself to address the challenges faced by local government.

14.3.3 Provincial Monitoring Tool

Following an initiate to develop a common set of indicators for secondary/Intermediate cities, district municipalities and the remainder of the local municipalities builds on the joint work of the Department of the Cooperative Governance (DCOG), National Treasury and The Department of Planning, Monitoring and Evaluation (DPME) to implement reporting reforms at municipal level. This initiative began by reviewing, rationalising, and streaming reporting arrangements in metropolitan as communication in MFMA Circular No. 88 of 2017.

The new provincial monitoring tool replaces the Back-to-Basics pillars. The pillars of units of measurement in the Technical Indicator Descriptions and Indicator Formulas were amended so that they match or are properly aligned with the indicators as per the inputs received from municipalities. KZN Monitoring Tool represents the following:

- Put people first and the concerns first and ensure constant contact with communities through effective public participation platforms.
- Create conditions for decent living by consistently delivering municipal services of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.

- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- Ensure sound financial management and accounting and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels.

The programme is reported to National CoGTA on monthly basis and Provincial CoGTA on quarterly basis. Assessments are done quarterly by provincial CoGTA so as to validate the reports in a form of Portfolio of Evidence and meetings with relevant units in the municipality. The Support plan developed by Provincial CoGTA is based on the Auditor Generals findings; Provincial Treasury Report; key challenges identified in the Municipal IDP as well as Reporting and Compliance units within CoGTA.

SECTION I:

15. I: ANNEXURES

Annexure A – District Development Model
Annexure B - SDF 2023/2024 Review
Annexure B1 - SDP 2023/2024
Annexure C - Disaster Management Framework
Annexure C1 - Disaster Management Plan 2025/2026
Annexure C2 - Disaster Risk Management Sector Plan
Annexure D - Human Resource Plan
Annexure E - Employment Equity Plan
Annexure E1 - Workplace Skills
Annexure E2 - LGSETA Letter Acknowledgement
Annexure E3 - Staff Retention Policy
Annexure E4 - Staff Retention and Selection and Recruitment Policy
Annexure E5 - Training and Development Policy
Annexure E6 - Draft Overtime Policy
Annexure E7 - ICT Frameworks
Annexure F - Draft Housing Sector Plan
Annexure G - Ward Based Plans 2024/2025 FY
Annexure H - Master Water Plan
Annexure H - Master Sanitation Plan
Annexure I – IWMP 2021/2026
Annexure J - Pauper and Indigent Burial Policy
Annexure J1 - Cemetery Feasibility Study, Pauper and Indigent Burial Policy
Annexure K - Ndwedwe Asset Roads Maintenance Plan
Annexure L - Reviewed LED Strategy 2023/2024
Annexure L1 - Informal Economy Policy
Annexure M - KZN 293 MSOCA Schedule
Annexure N - Investment Register
Annexure O - Procurement Plan
Annexure O1 - SCM Policy
Annexure O2 - Indigent Policy
Annexure O3 - Revenue Enhancement Strategy
Annexure P - Audit Action Plan 2023/2024
Annexure Q - AG Report For 20232/2024
Annexure R1 - Audited Apr Excel 2023/2024
Annexure R - Final Audited Annal Performance Report (APR) 2023/2024
Annexure S - NLM Top Layer & Departmental SDBIPS 2025/2026
Annexure T - PMS Framework 2025/2026

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