

IDP

Integrated Development Plan

2025/26

NYANDENI

LOCAL MUNICIPALITY

Building a better future with the people

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LIST OF ACRONYMS

AG-	AUDITOR GENERAL
BTO-	BUDGET AND TREASURY OFFICE
CFO-	CHIEF FINANCIAL OFFICER
COGTA-	COOPORATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
DDM-	DISTRICT DEVELOPMENT MODEL
DMRE-	DEPARTMENT OF MINERAL RESOURCES AND ENERGY
DSRAC-	DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE
EC-	EASTERN CAPE
EMS-	EMERGENCY SERVICES
EPWP-	EXPANDED PUBLIC WORKS PROGRAMME
ESRSDF-	EASTERN SEABOARD REGIONAL SPATIAL DEVELOPMENT FRAMEWORK
EXCO-	EXECUTIVE COMMITTEE
GFCF-	GROSS FIXED CAPITAL FORMATION
GVA-	GROSS VALUE ADDED
HDI-	HUMAN DEVELOPMENT INDEX
HH-	HOUSE HOLD
IDP-	INTEGRATED DEVELOPMENT PLANNING
IGR-	INTER-GOVERNMENTAL RELATIONS
INEP-	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME
KPA-	KEY PERFORMANCE AREA
LEB-	LIFE EXPECTACY AT BIRTH
LED-	LOCAL ECONOMIC DEVELOPMENT
M&E	MONITORING AND EVALUATION
MEC-	MEMBER OF THE EXECUTIVE COMMITTEE
MFMA-	MUNICIPAL FINANCE MANAGEMENT ACT
MM-	MUNICIPAL MANAGER
MSCOA-	MUNICIPAL STANDARD CHARTERED OF ACCOUNTS
MTREF-	MEDIUM TERM REVENUE EXPENDITURE FRAMEWORK
MTSF-	MEDIUM TERM STRATEGIC FRAMEWORK
NCD-	NON-COMMUNICABLE DISEASES
NLM-	NYANDENI LOCAL MUNICIPALITY
ORTDM-	OLIVER REGIONAL TAMBO DISTRICT MUNICIPALITY
REP FORUM-	REPRESENTATIVES FORUM
RSA-	REPUBLIC OF SOUTH AFRICA
SANRAL-	SOUTH AFRICAN NATIONAL ROADS AGENCY LIMITED
SDBIP-	SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SMME-	SMALL MEDIUM MICRO ENTERPRISES
SONA-	STATE OF THE NATION ADDRESS
SOPA-	STATE OF THE PROVINCE ADDRESS
WHO-	WORLD HEALTH ORGANISATION

FOREWORD BY THE MAYOR



Colleagues, it is with a heavy joy—a joy shadowed by the weight of history—that I lay before you the 2025-26 Integrated Development Plan for Nyandeni. This is no mere bureaucratic relic; it's our weapon, forged in the fires of colonial dispossession, to reclaim our agency, to strategize a future where service delivery isn't a plea but a right wrested from the jaws of neglect.

This IDP—our compass—cuts through the chaos of underdevelopment, pointing us toward a Nyandeni unshackled. Its financial blueprint isn't just numbers; it's our defiance against waste, our vow to wield resources with a precision that mocks the inefficiency of empires past. We know the purse strings hum with power; we'll tune them to sing liberation, not subservience.

Our challenges loom like old ghosts—economic stagnation chief among them, a spectre born of plunder. Upon the heels of this betrayal strides the relentless immiseration of the masses, with the nation as theatre and the globe as witness. The extirpation of labour protections, the enslavement of workers to the caprices of casualised employment, the entombment of rural communities in landscapes ravaged by extractive capital.

Unemployment, that scourge of the dispossessed, swells to monstrous proportions, casting millions into the abyss of wageless life, while the privatisation of water, light, and shelter transmutes the rudiments of existence into luxuries for the few. The gold and diamonds of the earth, wrested from our hands by colonial plunder, remain the patrimony of an oligarchy and its comprador allies, their riches multiplied under corporate dominion. Thus, the rosy dawn of freedom darkens into a twilight of dispossession, wherein the African is rendered surplus, a shadow haunting the margins of a prosperity promised yet perpetually deferred.

This epoch of neoliberal pillage, inaugurated under the banner of liberation, signals not a rupture with the past but its grotesque perpetuation. The conquest of African sovereignty by the diktats of the IMF and World Bank, the looting of national resources under the guise of foreign investment, the turning of townships and hinterlands into warrens for the commercial hunting of precarious lives—these are the sanguinary foundations of a capitalist order now adorned with democratic trappings.

Such are the momenta of this dismal epoch, where the dream of emancipation lies buried beneath the weight of a freedom sold to the highest bidder. The lid on the kettle of revolution is put by the raucous chorus of public voices: jobs, growth, dignity—these aren't negotiable. We'll choke the leaks of progress, build a fortress of resilience, not for some utopian tomorrow, but for a present that can stare down storms.

Yet, this isn't a solo hymn. Nyandeni's fate hinges on us all—citizens, parties, the dispossessed turned architects. We're not begging for unity; we're demanding it, a collective fist to smash the inertia of division. This IDP, amended and sharpened, hoists our banners: water, roads, governance that answers, jobs that endure, coffers that don't bleed dry. These aren't dreams—they're the bones of our people's needs.

As a council, we're not here to perform competence; we're here to ignite it—fierce, homegrown, loud with the echoes of your voices. This document maps our warpath, yes, but it's also our megaphone, shouting to the world: Nyandeni stands, resource-savvy, ready for allies to pour in.

To you who birthed this—residents, the tireless hands of our Acting Municipal Manager and staff—I salute you. You've carved this stone of intent from the quarry of struggle, compliant with law but alive with revolt. Let's march, Nyandeni, not to some distant dawn, but to a now where our will bends reality, where our potential roars free.

CLLR B.V. NDAMASE
MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER



Nyandeni LM adopted the integrated Development Plan (IDP) for the term 2022 to 2027. As prescribed by legislation, the IDP has to be reviewed annually until the end of the current term. Reviewing the IDP for 2025-2026 Financial Year commenced with the adoption of the IDP and Budget process planten (10) months before the next financial year, that is August 2024.

With the support of ECSECC, the municipality began the situational analysis phase by updating the statistical information with regards to population dynamics, socio- economic data, etc. Then an indepth review in terms of the state of the municipality in each Key Performance Area (KPA). This was done through SWOT analysis of each KPA, comnparing the achievements of the previous financial year to the set goals and objectives as envisioned in vision 2030, the provincial Growth Development Plan and the National Development Plan. Also, the municipality held a comprehensive community outreach program known as Mayoral Imbizos across Nyandeni wards, the aim was to involve communities and stakeholders in service delivery performance feedback, updating the needs of the communities and bringing government services closer to the people.

After the situational analysis phase, the municipality held its strategic planning, to determine the direction for the municipality by linking, integrating and coordinating plans for the development of the municipality. The focus of the strategic planning was to ensure that the municipality utilizes its resources effectively. Lastly, the municipality held an IDP Representative Forum to present the draft IDP and Budget to municipal structures, sector departments and stakeholders of the municipality.

This draft IDP therefore complies with legislative frameworks and policies such as:

- Municipal Systems Act (MSA), 32 of 2000
- Municipal Structures (MSA), 117 of 1998
- Municipal Finance Management Act (MFMA), 56 of 2003
- Constitution of RSA, 1996, NDP vision 2023 and Cogta guidelines.

MR. S.V. POSWA
ACTING MUNICPAL MANAGER

EXECUTIVE SUMMARY

Section 195 of the Constitution of the RSA, 1996 states that public administration must be govern by the democratic values and principles enshrined in the Constitution, including:

- High standard of professional ethics must be promoted and maintained
- Efficient, economic and effective use of resources must be promoted
- Public administration must be development oriented

Products and services as outlined in the powers and functions

Physical infrastructure

- Municipal buildings
- Plant and equipment
- Community facilities [halls etc]
- Access roads
- Storm water
- Walkways, transport halts etc
- Dams (for grazing and to catalyze agriculture and farming)
- Bulk infrastructure

Social services

- Primary health care
- Library services
- Social amenities
- Public safety
- Early childhood development
- Skills development

Environmental management

- Environmental health management services
- Environmental safety management
- Pollution control and management
- Environmental planning
- Environmental monitoring and compliance

Economic services

Local economic development planning
Tourism planning
Land use management planning and zoning schemes
Spatial planning
Agriculture planning
Transport planning
Tourism planning
Business regulations

Within the spirit and context of sound intergovernmental relations, Nyandeni Local Municipality accept and therefore locates its current and future strategic areas of focus within the broad national and provincial planning frameworks in terms of development and growth priorities for the Eastern Cape and nationally.

As these broad frameworks embody the qualitative aspects of the national transformation trajectory, they thus inform and underpin our development priorities and strategic direction. Accordingly, the municipality crafted itself a macro-strategy as alluded to earlier and as detailed below.

MEDIUM TERM MACRO INSTITUTIONAL STRATEGY

Recognizing the numerous and huge challenges it faces, the fact that solutions can potentially be in conflict with or complement each other, as stated above, the municipality conceptualized a medium term macro institutional strategy. The objective of this strategy is to equip leadership and management with a guide on decision making when there are conflicting strategic options. The macro/ overarching strategy will also provide a basis for the allocation of scarce resources. In addition, the macro strategy/overarching strategy will serve as a basis to rally collective energies of all employees and councilors in terms of the strategic direction the municipality is taking. This macro strategy was deduced from myriad institutional deficiencies, advances as well as development challenges. It is presented in the form of a diagram to illustratively communicate the dialectical inextricable interconnectedness of the components.

The diagram summarizes the medium term overarching institutional strategy of the municipality. Municipal objectives and their supporting strategies have been formulated in line with this macro strategy.

LEGISLATIVE AND POLICY ENVIRONMENT

Section 34 of the Municipal Systems Act states that
A municipal council must:
(a) Review its integrated development plan
(b) To the extent that changing circumstances so demand

Sec (39) (1) of the Municipal Structures Act stipulates that an executive committee is –
The Principal Committee of a municipal council
Sec (39) (2) states that an Executive Committee MUST -
Identify the needs of the municipality
Review and evaluate those needs in order of priority
Recommend to the municipal council strategies, programmes and services to address priority needs through the IDP and estimates of revenue and expenditure
Recommend or determine the best methods, including partnership and other approaches to deliver those strategies, programmes and services

District Development Model - ONE PLAN has Six (6) Transformational Focus Areas
Management:
People Development and Demographics
Economic Positioning
Spatial Restructuring and Environmental Sustainability
Infrastructure Engineering
Integrated Services Provisioning
Governance

The Constitution of the Republic of South Africa, 1996, provides the primary overarching framework within the Local Government planning must be understood. The Constitution gives Local Government a mandate to;
Provide democratic and accountable government for all communities
Ensure provision of services to communities in a sustainable manner
Promote social and economic development
Promote a safe and healthy environment; and
Encourage the involvement of communities and community organizations in the matters of Local Government.

Municipal Finance Management Act. No 56 0f 2003

Section 21 of MFMA requires the Mayor to coordinate the process for preparing the annual budget and developing the Integrated Development Plan. The IDP and budget must be one process
Section 21 of the Local Government: Municipal Finance Management Act states that the Mayor must table a schedule of key deadlines for various budget activities 10 months before the start of the new financial year.
The accounting officer is tasked by section 68 of the MFMA with assisting the Mayor in performing the budgetary functions.

Governing Party LG Manifesto has identified the following commitments

The governing party in its 2021 local government manifesto has pledge to do more and better as we move forward to serve our people.

Basic Services (Water, sanitation and roads
Electricity ensure safe and reliable electricity supply
Land and housing
Fast-track land reform and rural development
Continue to upgrade informal settlements and counter urban sprawl as it
Increase the amount of time and cost of travelling.
Ensure communities are located on well-situated land
Choose the best people to run municipalities
Food security
Fight corruption and end wastage
Make municipalities financially viable
Job creation, education, training for young people

Eastern Seaboard Development (ESD)

This was launched by President Ramaphosa on 12 November 2021, significant progress has been made towards the development of the Eastern Seaboard Region, which will culminate in the development of one or more coastal smart cities in the 4 district municipalities of Ugu, Harry Gwala, Alfred Nzo and OR Tambo, and their 17 local municipalities in the KwaZulu-Natal and Eastern Cape provinces.

The Eastern Seaboard was declared and gazetted by the Minister of Agriculture, Land Reform and Rural Development, as a Region for the purposes of developing a Regional Spatial Development Framework on 20 June 2022. The project involves the development of the Eastern Seaboard Regional Spatial Development Framework (ESRSDF), as a critical tool to effect spatial transformation agenda using spatial planning mechanisms to address the legacy of apartheid and triple challenges of poverty, inequality and unemployment confronting the Eastern Seaboard Region.

The development of the ESRSDF commenced in May 2022. To date the Inception Report, Status Quo Report, and the Regional Situational Analysis and Synthesis Report have been developed, and the Draft Regional Spatial Development Framework has been completed and circulated for public comments and inputs. The project is currently in Phase 5 which involves an intensive public participation process which commenced on 20 February 2023 to 20 April 2023. The municipality is taking part in the great initiative.

State of the Nation Address, (SONA) 2024

The president delivered the SONA speech on 08 February 2024. The president regarded this period as a new era of hope, reconciliation and nation building. He also referred it as a dream of a free, united people and an era woven into our democratic constitution.
He acknowledged the greatest damages caused by:

- The era of state capture
- Covid-19
- Gender- based violence and femicide

However, he provided that there are honest and dedicated public officials who work together to defeat the state capture and who are determined regarding the devastation caused by Covid-19 and who are fighting the GBV and femicide which is characterized as the second pandemic.

The president encouraged all governments to work hard and take steps to address youth unemployment challenge, because Millions of young people aged 15 to 24 years are currently not in employment, education or training and many who have a matric, a diploma or a degree who cannot find a job, or do not have the means to start a business. He stated that economic growth is essential to reduce unemployment, we need to grow it to provide the work that many of democracy's children need.

He further mentioned that New HIV infections among young people have declined significantly. Therefore, We need to maintain our health system capable of having a great impact on people's lives, Governments should work to improve both the quality of healthcare and equality of access.

State of the Province Address (SOPA) 2025

The Premier of the Eastern Cape, Oscar Mabuyane, delivered the SOPA speech on 21 February 2025. The premier touched on the following fields and emphasized their considerations by governments, and other sectors.
Eastern Cape Province through Medium Term Development Plan will eccelerate focus on the following strategic priorities:

Inclusive growth and job creation
Reduce poverty and tackle the high cost of living
A capable and developmental state

The province initiative to drive economic growth to the desired level include:

1. Redirecting equitable share allocation to productive economic activities
2. Prioritising frontiers of growth namely:
   - Agriculture
   - Manufacturing
   - Oceans economy
   - Digital economy
   - Tourism

Skills and economic development of the province is very important, All sectors should develop skills set of youth through training programmes such as artisan, agriculture, entrepreneurship, and graduate incubation. Also, all sectors should pay attention to the promotion of public employment programmes and disability skills programmes.



Back to Basics Local Government Strategy

The Back to Basics Local Government Strategy was introduced to stakeholders on 18 September 2015 and it has the following pillars:

N0	BACK TO BASICS PILLARS	LG KPA	Role of the municipality
	Put people first	Good Governance and Public Participation	Implement community engagement plans targeting hotspots and potential hotspots areas
			Municipalities to implement responsive and accountable processes with communities
			Ward Committees must be functional and councillors must and report back to their communities at least quarterly
			Utilise Community Development Workers, Ward Committees, Ward Councillors to communicate projects earmarked for implementation
			Municipalities must communicate their plans to deal with backlogs
			Municipalities to monitor and act on complaints, petitions and other feedback
	Delivering Basic Services	Service Delivery and Infrastructure Planning	Municipalities must delivery basic services
			Municipalities must ensure that services such as cutting of grass patching of potholes, working robots, street lights and constant refuse removal are provided
			Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision
	Good Governance	Good Governance and Public Participation	Municipalities will ensure transparency, accountability and regular engagements with communities
			All municipal council structures must functional and meet regularly
			Council meeting to seat at least quarterly
			All Council Committees must sit and process items for council decisions
			Clear delineation of roles and responsibilities between key leadership structures
			Functional oversight committees must be in place
	Sound Financial Management	Financial Viability and Management	All municipalities must have functional financial management system which includes rigorous internal controls
			Cut wasteful expenditure and implement cost containment measures
			Supply chain management structures and controls must be in place according to regulations and with appropriate oversight
			All budget to be cash backed
			Ensure that post audit action plans are addressed
			Act decisively against fraud and corruption
			Conduct campaigns against illegal connections, cable theft, manhole covers
			Conduct campaign on culture of payment for services led by councillors
	Building Capacity	Institutional Transformation and Development	all municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications
			All staff to sign performance agreements
			Implement and manager performance management system
			Municipal management to conduct regular engagement with labour





Eastern Cape Medium Term Strategic Priority areas

Priority 1 – Promoting quality education and skills development
Priority 2- Better health care for all
Priority 3 – Stimulating rural development, land reform and food security
Priority 4 – Transforming the economy to create jobs and sustainable livelihoods
Priority 5 – Intensifying the fight against crime and corruption
Priority 6 – Integrated human settlement and building cohesive communities
Priority 7 – Strengthening the developmental state and good governance

Spatial Planning and Land Use Management Act (SPLUMA

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic of South Africa on 5 August 2013. SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

Alignment with National and Provincial Plans and Priorities

Priority 1: an inclusive, equitable & growing economy

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Priority 1: Economic Transformation and Job Creation (3)	**Decent Work and Economic Growth (G8)**	**Policy lever 6: Inclusive Economic Development**	**To create a conducive environment for economic growth by 2027**
Outcome 4: decent employment through inclusive economic growth **Outcome 7: Vibrant, Equitable and Sustainable Rural Communities and Food Security** **Outcome 6: An efficient, competitive and responsive economic infrastructure network**			

Role of the municipality
Create an enabling environment for investment by streamlining planning applications processes Ensuring proper maintenance & rehabilitation of essential services infrastructure Improve procurement systems to eliminate corruption & ensure value for money Building necessary infrastructure that support economic growth





Priority 2: an educated, innovative citizenry

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Outcome 1: Improved quality of basic education **Outcome 6: Outcome 6: An efficient, competitive and responsive economic infrastructure network** **Outcome 12: An efficient, effective and development-oriented public service**			
The role of the municipality:			
Build access road infrastructure to ensure easy access to schools and ECDC's Strengthen intergovernmental relations coordination and collaboration Support Early Childhood Development program through development of ECDC's Facilitate access access to internet connection through broad band rollout and other initiatives Scale up NARYSEC skills development programs			

Priority 3: A healthy population

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Universal Health Coverage For All South Africans Achieve Total Life Expectancy Of South Africans Improved	Goal 4: Reduce Child Mortality Goal 5: Reduce Maternal Mortality Goal: 6 Combat Hiv/Aids , Malaria & Other Diseases	Policy Lever 1; Integrated Urban Planning And Management	To Provide And Maintain Healthy Environment
Outcome 2: Improving Health And Life Expectancy			
The Role of the Municipality			
Improve Community Health Services Infrastructure By Providing Clean Water, Sanitation And Waste Removal Services Coordinate Health Related Awareness Program			



Priority 4: vibrant, cohesive communities

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Priority 5: Social Cohesion and Safe Communities Promotion of Social Cohesion and moral regeneration	**Goal 11: Sustainable Cities and Communities**		**To strengthen public participation with communities by 2022**
OUTCOME 9: A responsive and Accountable Effective and Efficient Local Government System.			
The role of the municipality			
Municipalities to implement responsive and accountable processes with communities Ward Committees must be functional and councillors must and report back to their communities at least quarterly Utilise Community Development Workers, Ward Committees, Ward Councillors to communicate projects earmarked for implementation Municipalities must communicate their plans to deal with backlogs Municipalities to monitor and act on complaints, petitions and other feedback			

PRIORITY 5: CAPABLE, CONSCIOUS AND ACCOUNTABLE INSTITUTIONS

MTSF	SDG	INTEGRATED URBAN DEVELOPMENT FRAMEWORK	IDP OBJECTIVE
Priority 6: A Capable, Ethical and Developmental State	**Goal 16: Peace, Justice & Strong Institutions**		**To develop and review an organogram that is aligned to powers , functions and Council priorities**
OUTCOME 9: A responsive and Accountable Effective and Efficient Local Government System.			
The role of the municipality			
Strengthening public participation to ensure that all communities participate in municipal programmes and activities			

Alignment with National and Provincial Priorities and Programme of Action

Firstly, The IDP has been aligned with Province of the Eastern Cape MTSF Priorities as outlined by the Premier during his State of the Province address
Secondly, we have taken into account The Medium Term Strategic Framework which has been translated into practical programmes.

OUTCOMES 4 DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				
Outputs	**Key spending programme(national)**	**Eastern Cape Programme of action**	**Role of Local Government**	**Millennium Development Goals**
Faster and sustainable More labour absorbing growth Strategy to reduce youth unemployment Increase competitiveness to raise net exports and gross trade Improve support to small business and cooperatives Implement expanded public works programme	Investment in industrial development zones Industrial sector strategies – automotive industry, clothing and textiles Youth incentive Development training and systems to improve procurement Skills development and training Reserve accumulation	Consolidation of Special Economic Zones Promotion of linkages with the minerals producing regions in teh country to promote large-scale industrialisation Positioning the province as the new energy hub through wind energy Focus on trade and logistics infrastructure	Create an enabling environment for investment by streamlining Ensure proper implementation of the EPWP and Community Works Programme Improve procurement systems to eliminate corruption and ensure value for money Payment of service providers within 30 days	Goal 1 (target 1B) Achieve full and productive employment and decent work for all including women and young people

OUTCOMES 4 DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				
Outputs	**Key spending programme(national)**	**Eastern Cape Programme of action**	**Role of Local Government**	**Millennium Development Goals**
	Enterprise financing support New phase of public works programme	Focus on infrastructure for rural development, Mzivumbu Multipurpose Project which was launched by the President in April 2014, and Mthatha Air Port a & Wild Coast Payment of Service Providers within 30 days		
Outcome 6 an efficient, competitive and responsive economic infrastructure network				
Improve competition and regulation Reliable generation, distribution and transmission of energy Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports Maintain bulk water infrastructure and ensure water supply Information and communication technology	An integrated energy plan successful independent power producers Passenger Rail Agency acquisition of rail rolling	Focus on infrastructure for rural development, Focus on trade and logistics infrastructure Focus on infrastructure for rural development, Mzivumbu Multipurpose Project which was launched by the President in April 2014, and Mthatha Air Port a & Wild Coast Upgrading of R61 and N2	Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport Improve maintenance of municipal road network Working together with Eskom and DNE expand electrification to all households	
OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY				
Sustainable agrarian reform and improved access to markets for small farmers Improve access to affordable diverse food Improve rural services and access to information to support livelihoods Improve rural employment opportunities Enable institutional environment for sustainable and inclusive growth	Settle 7000 land restitution claims Redistribute 283 592ha of land use Support emerging farmers Soil conservation measures and sustainable land use management Improve rural access to services		Unleash Massive ploughing programme in all wards to ensure food security and good nutrition to all households	**Goal 7 (Target 7A**) Integrate the principles of sustainable development into countries policies and programmes and reverse the loss of environmental resources **Goal 1 (Target 1C**) Halve, between 1990 and 2015, the proportion of people who suffer from hunger

National Development Plan, (NDP) 2030

The National Development Plan set long term development trajectory for South Africa. The NDP provides 6 inter-linked strategic priorities with the objective of eliminating poverty and reducing inequality through the following;

Employment: 13 million people in 2010 to 24 million by 2030
Raise income from R50 000 a person to R120 000

Improve the quality of education so that all children receive at least two years of preschool education and can read, write and count in grade 6

Establish a competitive based infrastructure, human resources and regulatory framework

Reduce poverty and inequality by raising employment. Bolstering productivity and incomes and broadening the social wage scope

Provide quality health care while prmoting health and well-being



Establish effective and affordable public transport

Produce sufficient energy at competitive prices, ensuring access for the poor

Ensure that all people have access to clean running water in their homes

Avail high-speed broadband internet available to all tat competitive prices

Realise food trade surplus, with one-third produced by small-scale farmers or households

Expand the social security system to cover all working people and provide social protection for the poor and other groups in need, such as children and disabled persons

Play a role towars a developmental, capable and ethical state that treats citizens with dignity

Ensure that all people live safely, with an independent and fair criminal justice system

Broaden social cohesion and unity by making use of the talents and resources of all South Africans, while taking firm steps to redress the inequality of the past

Play leading role in continental development, economic integration and human rights





IDP
Integrated Development Plan
2025/26

NYANDENI
LOCAL MUNICIPALITY
Building a better future with the people

CHAPTER 1

INTRODUCTION TO NYANDENI LOCAL MUNICIPALITY

CHAPTER 1

INTRODUCTION TO NYANDENI LOCAL MUNICIPALITY

1.1.1 Vision

A Municipality that drive sustainable socio-economic development through efficient and innovative delivery of services

1.1.2. Mission

Nyandeni will achieve her vision through a capable institution that:

- Provides basic services to all her people
- Creates an enabling environment for inclusive economic growth and development, through investments attraction.
- Provides efficient integration and coordination of the delivery of infrastructure services.

1.1.3. Values

Nyandeni has the following values:Diligence (self-driven public representative and management team, commitment to serving the people, assertive in representing the interests of Nyandeni inhabitants).

- Promptness (responding to matters of public and citizen's interests within reasonable time including acknowledging and keeping people informed of all municipal processes)
- Integrity (transparency, honesty, good democratic ethics, impartial on matters of public good and interest and building a public service that transcends political and social boundaries)
- Accountability (responsible, taking ownership, discipline, efficient and implanting a culture of a demand driven development paradigm)
- Participative (building a reciprocal relationship between management and all internal stakeholders, between council and administration, between labour and organizational leadership, and between the municipality and its citizens and social formations)
- Responsive (building a customer friendly municipal environment, ensuring a proactive, flexible, creative and quality conscious service delivery environment)
- Considerate (implanting a culture of compassionate, caring and emotional intelligent municipal environment that prioritizes its inhabitants, employees and councillors

1.1.4. Strategic Goals of the Municipality

To ensure sound governance practices within Nyandeni local municipality:

- Improving and strengthening intergovernmental relations
- Collaborative planning
- Fostering strategic partnerships
- By ensuring good corporate practices
- Effective municipal leadership and management
- Wise resource management
- Seamless programme management
- Ensuring a stable political environment
- Broadening and deepening local democracy through ward committees and beyond
- Ensure local accountability through continuous reporting system, local imbizos etc
- Implanting a culture of people centred people driven development

To provide sustainable services to all inhabitants of the municipality through
Physical infrastructure provision
Community and social services
Effective local economic development planning
Spatial development planning
Effective intergovernmental collaboration
Providing support to business development
Strategic sector planning and development

The Nyandeni Local Municipality falls within the OR Tambo District Municipality, which is situated in the eastern part of the Transkei region of the Eastern Cape Province. Nyandeni consists of the two former magisterial districts of Libode and Ngqeleni.

The Municipality is bordered to the south-west by the King Sabata Dalindyebo Municipality, to the north by the Mhlontlo Municipality, to the east by the Ntabankulu, Ingquza Hill and Port St Johns Municipalities. The Indian Ocean forms the southern boundary of the municipal area.
The Nyandeni Local Municipality is committed towards ensuring a brighter future for all inhabitants in the region and its investment strategies aim to enhance competitiveness and encourage sustainable growth that is inclusive. A stimulus should be created for the local

economy to grow, compete and create more jobs. It is all about competitiveness, about enterprises thriving in competitive markets and locations with the aim to create sustainable employment at the local level. The main approach to do so is:

To ensure that an environment and opportunities for more labour-absorbing economic activities is established;
To ensure that the fruits of growth are shared in such a way that poverty is largely eliminated; and
To ensure that severe inequalities that still plague South Africa are considerably reduced.

1.1.5. Organizational structure, systems, processes and personnel capacity

Political & Council Structures
Mayor
Speaker
Executive Committee
64 Councillors
32 Wards & 320 Ward Committees Members
9 Standing Committees
Municipal Public Accounts Committee
Ethics and Members Interest Committee
Public Participation and Petition Committee
Office of the Chief-whip
Women Caucus
2 Traditional Leadership
Audit Committee

Administrative Structures
Office of Municipal Manager
Corporate Services
Budget and Treasury Office
Community Services
Infrastructure Department
Planning and Development

At the political level, the organization is based upon a strong programme management model and a politically orientated governance approach, combined with competencies in community based engagement, development and stakeholder mobilization. This is complimented by the leadership and executive management structures primarily at a political level. These structures are used to make decisions and inform high level planning for the achievement of desired objectives of Nyandeni Local Municipality.

The Municipal Manager reports to the Mayor and Council and is selected by this body. Since this body selects the Municipal Manager, he/she is obliged to support and execute the decisions of this body. In addition, the Municipal Manager is an integral link between the political and administrative structures.

Administrative Structures

Nyandeni Local Municipality structure is hierarchical based on functional silos represented by five departments which are supposed to be in aligned to the four core focus areas of the Municipality. The Nyandeni Local Municipality organizational structure is divided into five functional departments as follows:

a) Office of the Municipal Manager
b) Corporate Services;
c) Budget and Treasury Office;
d) Community Services;
e) Infrastructure Department and
f) Planning and Development

Each Department represents a functional area of work and is further divided into sub-functional components. The functions are arranged in accordance with National Five Key Performance Areas to ensure alignment and integration. This integration demands a value chain response from each department in terms of its deliverables.

The municipal administration has also established management committees to support the work of the Management Committee:

ICT Governance Committee
Risk Management Committee.
EPWP
Loss Control Committee
Contract Management Committee
Fleet Management Committee
Skills Development and Employment Equity Committee
Employee and Wellness Committee
Occupational Health and Safety

1.1.6. NLDP Vision 2030 Propositions

The overall purpose of this plan is to articulate the development priorities of Nyandeni Local Municipalities between 2017 and 2030 and outline programmes and interventions to achieve desired goals.

The plan identifies 5 (five) goals in their long-term plan. These include:

Goal One: a significant improvement in the provision of public infrastructure and public services. Its scope includes expanding employment through public works and local procurement (particularly locally produced food for school nutrition programmes).
Goal Two: envision a well-managed urbanization process in which urban nodes are linked by a good quality road network. This calls for the creation of competitive towns to enhance socio-economic development.

Goal Three: considers well-protected environment assets. This is aimed at preventing threats to socio-economic development, in particular, tourism development and agricultural development.

Goal Four: A growing, innovative/responsive, and inclusive economy (increasing value-added from ICT/knowledge services, smallholder agriculture, tourism, property development, SMMEs/coops, etc). This goal identifies a need to grow the enterprise (SMME) sector.

Goal Five: seeks to achieve an efficient and effective public sector with improved ability to give economic governance leadership. This aims at strengthening support to the achievement of overall strategic goals.

The plan also identifies future priorities that include, but are not limited to:

- VIP toilet provision programme.
- Eskom to complete household electrification programme.
- Maintenance of existing and new stand-alone village water schemes.
- Reticulation from two new Mthatha bulk water corridors into the new NLM urban development zone.
- Municipal waste services to be delivered in a new zone and other tourism and transport nodes.
- Construction of two main planned roads (R61/N2 and Meander).
- Use transport nodes to develop commercial precincts (taxi ranks, hawkers facilities, shops, etc)
- Absence of solid waste disposal and recycling systems.
- Commercial land tenure hinders investment by private capital.

1.1.7. Investment Summit

Nyandeni held an investment summit on 07-98 September 2023 at Dan's Country Lodge, Libode (along the N2) under the theme: Exploring Investment Opportunities in Nyandeni. The aim was to bring together actors from the public, private and traditional sectors, with current and prospective interest in investing in the region, to commit towards improving the investment climate of Nyandeni Municipality and to showcase and market the investment opportunities available in Nyandeni Municipality by articulating a Nyandeni investment project pipeline.

Nyandeni wanted to provide companies and investors currently operating in the region an opportunity to share best practices, learn from peers, gain a broader understanding of the changing economic environment as it pertains to private sector development, and indeed it provided a unique platform for companies and the municipality to identify challenges and commonalities and propose solutions with the goal of maximizing their impacts through collective action efforts.

Furthermore, the council wants to create fertile ground for the implementation of the municipality's Long-term Development Plan - Vision 2030 and Integrated Development Plan- by providing a platform for private sector actors and policy makers at national, provincial and local levels to meet and exchange knowledge, and articulate commitments to improve the investment climate in the municipality.

The summit was intended to unlock development of the area by enabling implementation of the local catalytic projects and to improve the local investment climate by facilitating the removal of constraints to doing business and investment in the municipality, thus creating a conducive environment for economic growth and job creation.

The council selected diverse priority sectors that have a potential to create economic spin-offs, boost local economic activity and attract investment, thus improving livelihoods. These include oceans economy, agriculture, tourism, small scale manufacturing, property development and investment-enabling infrastructure.

1. Oceans Economy:

As part of its national development plan and Operation Pakisa Oceans Economy, Nyandeni Municipality is responsive in that it boasts a 20km coastline with six beaches that are potential investment destinations for tourism and the ocean's economy.

Mdumbi Beach in Ngqeleni is known for having some of the best surfing waves in the country. The municipality can contribute to unlocking the economic potential of South Africa's oceans.

2. Agriculture:

yandeni Municipality has the potential to grow the value of production by the agriculture and forestry sector. There is good rainfall (700 mm/year) which is sufficient for rain-fed arable farming. The area has four main perennial rivers, warm temperatures, fairly good soils and is frost-free. There is approximately 40,000ha of arable land that is suitable for dryland and irrigation production of crops, fruit, cannabis and grains. Large areas of Nyandeni also have moderate to good potential for forestry. There is already 7000ha of indigenous forest and 3000ha of plantation forest making the area suitable.

There is also 160,000ha of communal grazing land and large existing herds of cattle, sheep and goats. There is potential for growth based on more intensive systems, managed pastures and feedlots.

Investment opportunities exist in the cultivation of crops, cannabis, fruit and grains, agro-processing including animal feed milling, livestock production and forestry.
Nyandeni is well-located for access to the large Mthatha, Eastern Cape and beyond food markets and presents future business opportunities associated with the Wild Coast SEZ and air cargo facilities at Mthatha airport, located only 40km away.

3. Tourism:

Nyandeni Municipality has approximately 20km of coastline along the world-renowned Wild Coast. This stretch of coastline is largely unspoilt and pristine. There are six beaches, including Mdumbi Beach in Ngqeleni, a favourite destination for surfers. The area also boasts a rich culture and heritage, environmentally protected areas, hiking trails and great fishing spots. It is an eco-adventure- cultural and heritage tourism destination and falls within the planned Wild Coast Meander Tourism Route.

Investment opportunities exist in the hospitality sector, film location sector, eco, adventure and teambuilding activities, arts and crafts and cultural and heritage sectors.

Nyandeni Municipality is known for its natural attractions which include Hluleka Nature Reserve and the coastline. There are other natural attractions which could be developed as tourist attractions. These include Ntlangano and Mthatha Mouth.

The popular tourist areas in Nyandeni are also not promulgated as towns and lack developable land. There is also a lack of services associated with tourist nodes such as post offices, police stations, medical facilities etc. The area's coastline has a comparative advantage through its natural beauty that is yet to be developed into a competitive advantage for tourism.

Tourism has been prioritised as a major economic development opportunity and its success is dependent on local community initiatives as well as the natural beauty of the surrounding landscape. Having infrastructure that supports a high-quality tourist experience in the entire tourism value chain is one of the municipality's key priorities.

4. Small scale manufacturing:

Looking at the potential investment opportunities in small scale manufacturing, the municipality has implemented bee farming projects - Phila Zibungu Bee Keeping and Sizanenguqu Primary Cooperative. These projects focus on bee farming and the production of bottled honey. The product is currently consumed by local markets. Both projects require packaging equipment in order to access formal markets. Investment, equity or managing partner is sought for this project. It requires R15m for both project sites for packaging equipment, marketing and compliance with all legal regulatory frameworks.

The municipality is planning to build a 300 square meter artisan workshop to accommodate local artisans from Libode and Ngqeleni. This project requires R2,5m for design and R15m for infrastructure development. The envisaged economic impact includes job creation.

5. Property Development:

The municipality has made available a piece of land - the interchange precinct for township establishment – commercial and light industrial sites. The affected land parcels are ERF 90 and 251 in Libode. This land is available on a long-term lease of 50 years with an option to renew. National Treasury has already released R2m for planning and design. The land has existing basic infrastructure such as water, access roads, sanitation and electricity. This project requires an investment of R45m and the municipality will waive the building plan submission fee as an incentive. When it takes off, this project is set to create 100 jobs during the construction phase.

6. Property Development, investment- enabling infrastructure:

The area has a rich culture, potential heritage sites and is suitable for eco-cultural and adventure tourism investment. The department of transport in the Eastern Cape together with Nyandeni Municipality are currently working on the upgrading of the DR08301 Road.

To date, the Office of The Premier has provided R18m funding for designs. Upgrading a total of 90km will require R1bn, to cover the four phases of the project. More jobs will be created once the project gets underway.





To further contribute to creating a conducive space for investment, the municipality has set aside R15m from the Municipal Infrastructure Grant and an equitable share for the construction of a 5km non-motorised pathways and upgrade storm water drainage system to provide storm water management system that resists seasonal flooding in Libode town. Another R15m is still needed for this project and it is expected to create 20 jobs during construction.

The municipality is also planning to have ICT development for the rural areas, creative arts, media, tourism and nature conservation. Nyandeni and Eskom will be responsible for access roads and electricity respectively.

An investment of R60m is needed to establish the ICT and performing arts centres. One hundred jobs will be created when this project takes off.

PROCESS FOLLOWED IN REVIEWING THE IDP

The process and content requirements form the basis for audit by the Auditor General when establishing whether the adopted IDP is legally compliant or not.

IDP process (5 year IDP):
Process plan
District IDP Framework

Content of IDPs – drafting of an IDP has 5 phases:
Phase 1: Research, Information Collection and Analysis
Phase 2: Vision, Objectives and Strategies
Phase 3: Development of Programmes and Projects
Phase 4: Integration and Consolidation; and
Phase 5: Approval, Adoption and Publication.

IDP Review and amendment process
Each municipality, within a prescribed period must develop and adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan in terms of section 29 of the Municipal Systems Act.

The municipality must through appropriate mechanisms, processes and procedures established in terms of section 17 of the municipal systems Act, consult the local community before adopting the process plan.

1.2.1. Status of the Integrated Development Plan

The Integrated Development Plan is a strategic planning instrument that guides and informs all planning, budgeting, management and decision–making in a municipality. The IDP gives impetus to the implementation of the government programme of action.

1.2.2. Matters considered during the Development Process

Eastern Cape Government Medium Term Strategic Framework
Municipal Standard Chartered of accounts (mSCOA)
Matters emanating from council strategic planning
Comments emanating from IDP and Budget Public Hearings
Comments emanating from the Mayoral Outreaches
National Treasury Division of Revenue Act Allocations for 2022
Sector Plans
MEC Comments for 2023/2024 IDP Assessment
Auditor General's 2023/2024 Audit Opinion

1.2.3. Tabling of draft IDP and Budget for 2025/2026 Financial Year

The Draft IDP and budget for 2025/2026 will be tabled to Council on 27 March 2025 and related budget policies and adopted as Council documents these documents will also published for comments, inspection and representations in the Regional and Local News Paper.

Notice will also placed on the Municipal Website (www.nyandenilm.gov.za) as well as all municipal Libraries for easy access by communities.

1.2.4. Adoption of the IDP/PMS and Budget Process Plan for 2025/2026 Financial Year

In accordance with section 21(b) of the Local Government: Municipal Finance Management Act, No. 56 of 2003, the IDP and Annual Budget Process Plan for the financial year 2025/26 was tabled and adopted by Council on 30 August 2024. The Council has fully complied and adhered to the adopted Key schedules of deadlines. The IDP and Budget Process Plan was drawn up for proper management of time frames, participation, responsibilities and the monitoring of the process. (Attached below).

NYANDENI LOCAL MUNICIPALITY

FINAL COUNCIL CALENDAR

Compiled by: Office of the Speaker

1 JULY 2024 – 30 JUNE 2025

2024/2025

[047 555 0000]

IDP and Budget Process Plan

Introduction

Nyandeni Local Municipality developed an IDP and Budget Process Plan for 2025/2026 financial year. The Process Plan guides the processes and activities that will be undertaken by the municipality to:

Develop/review IDP 2025/2026 as well as engagement with the communities and stakeholders
Outline the specific activities for the consolidation of budget for 2025/2026 financial year
Account about the implementation of the IDP and Budget for 2025/2026

Legislative Background

The IDP and Budget review process is guided by various legislative requirements, for an example:

The Municipal Systems Act (Act 32 of 2000) and the Municipal Finance Management Act (Act 56 of 2003) require the adoption of a process plan for the Integrated Development Plan and Budget.

The Local Government: Municipal Systems Act 32 of 2000 (MSA) states in Section 28(1) that each municipal council, within the prescribe period after the start of the elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan.

The Local Government: Municipal Finance Management Act 56 of 2003, Section 21(1) (a) & (b) prescribe that: -
The Mayor of a municipality must –

QUARTER	1ST QUARTER				2ND QUARTER				3RD QUARTER				4TH QUARTER		
MONTHS	JULY	AUG.	SEPT.		OCT.	NOV.	DEC.		JAN.	FEB.	MAR.		APR.	MAY	JUN.
SEC 80 COMMITTEES MEETINGS															

QUARTER	1ST QUARTER				2ND QUARTER				3RD QUARTER				4TH QUARTER		
MONTHS	JULY	AUG	SEPT		OCT	NOV	DEC		JAN	FEB	MAR		APR	MAY	JUNE
SECTION 80 COMMITTEE MEETINGS															
SPU, Sport, Arts & Culture		01			03		02			04			01		03
Community Services & Public Safety		02			04		03			05			02		04
Human Settlement, Spatial Planning & Disaster Management		01			08		04			06			03		05
LED & Rural Development		13			09		05			07			04		06
Corporate Services		02			10		02			11			08		10
Technical Services		13			11		06			12			09		11
Budget & Treasury		15			15		09			13			10		12
Planning Research & IGR		16			16		10			14			11		13
S79 Committees Meetings															
MPAC	04		05			01			09		11			7	5
MPAC Oversight		13-16	10 - 13			18-20				05-07 26-28	11-13			7-9	
Ethics and Members Interest	03		04			05			10		11			13	



QUARTER	1ST QUARTER				2ND QUARTER				3RD QUARTER				4TH QUARTER		
MONTHS	JULY	AUG	SEPT		OCT	NOV	DEC		JAN	FEB	MAR		APR	MAY	JUNE
Public Participation & Petition's Committee	09		18			06			14		12			14	
Women Caucus	11		10			07			15	16	07			15	
Rules Committee	23														
STATUTORY COMMITTEES															
Audit Committee	18				22				16				17		
Risk Management Committee	10				16				14				15		
ICT Governance Committee	04				01				16				03		
OHS Committee			25				04				04				17
Executive Committee Meetings															
Ordinary EXCO Meetings	25				24					20			22		
Special EXCO Meetings		22	19			21	10		21		20			22	19
Full Council Assemble Meetings															
Ordinary Council Meetings	30				31					27					
Special Council Meetings		29	26			28	13		24		27		25	29	26
Ward Councilor's Forum		14													
Special Programmes															
Technical Strategic Planning										17-19					
Council Strategic Planning											03-07				
Council Policy Workshop														05-09	
Mayoral Imbizo's						11-15									
IDP Roadshow's													15 - 18	02	
SEC 80 COMMITTEE MEETINGS															
SD&EE Committee			20												
Local Labour Forum			11			26				26			16		
ADMINISTRATION SCHEDULE															
Staff meetings	02				02										
MANCO		05			25										
Extended MANCO		12													
Performance Assessment															06
Management Retreat						27-28			13-14						





Quarter	1st Quarter				2nd Quarter				3rd Quarter				4th Quarter		
Months	July	Aug.	Sept.		Oct.	Nov.	Dec.		Jan.	Feb.	Mar.		Apr.	May	Jun.
OR TAMBO DISTRICT MUNICIPALITY ALIGNMENT															
ORDM Special Council Meeting															
ORDM Ordinary Council Meeting															
SALA WORKING GROUPS															
SALGA MEMMBERS ASSEMBLY															
SALGA COUNCIL OF SPEAKERS															
MM's FORUM															
DIMAFO															

Quarter	1st Quarter				2nd Quarter				3rd Quarter				4th Quarter		
Months	July	Aug.	Sept.		Oct.	Nov.	Dec.		Jan.	Feb.	Mar.		Apr.	May	Jun.
IGR FORUM AND CLUSTER															
Social Transformation Cluster			12							06				13	
Economic Development & Infrastructure			18							13				02	
IGR Forum					23										18
IDP Rep Forum		20				08					19			20	



2025-2026 IDP AND BUDGET PROCESS PLAN

ACTIVITIES	COORDINATING DEPARTMENT	TIMEFRAME	LEGISLTATIVE FRAMEWORK	PROGRESS
AUGUST				
IDP Rep Forum	Office of the MM	20 August 2024	MSA s28 (2)	Done
Special Audit Committee Meeting to review the draft: Annual Financial Statements for 2023/2024 Performance Information report (MSA-s46) 2023-2024 Draft Annual Report for 2023/2024	Office of the MM	26 August 2024	MFMA s65 & 66	Done
Table IDP, PMS and Annual Budget Process Plan for 2025/26 to the Special Executive Committee	Municipal Manager	22 August 2024	MFMA 21(1)(b) & 53 (1) (b)	Done
Special Council Meeting: Tabling the following documents to Council Annual Financial Statements for 2023/2024 Performance Information report (MSA-s46) for 2023/2024 Draft Annual Report for 2023/2024	Mayor	29 August 2024	MFMA 21(1)(b) & 53 (1) (b)	Done
Printing of Annual Financial Statements and Annual Performance Assessment Information Report and Draft Annual Report for the year ending 30 June 2024	MM	30 August 2023	MFMA 126 (1) (a)	Done
SEPTEMBER				
Advertise and Publish approved 2025-26 IDP, PMS and Budget Process Plan on website and newspaper	SM: Operations	11 September 2024	MSA S16 & 21	Done
Submit approved 2025-2026 IDP, PMS and Budget Process Plan to CoGTA, and Provincial Treasury, Auditor General (within 10 days of approval)	SM: Operations	11 September 2024	MFMA Sec 75 (2)	Done
Social Transformation Cluster	Manager IDP	12 September 2024		Done
Economic & Infrastructure cluster	Manager IDP	18 September 2024		Done
Conduct initial consultation and review, conduct primary data analysis including economic outlook to review financial strategies	Manager IDP	September 2024	Chapter 3, Constitution of the RSA, 1996	Done
Convene Special EXCO Meeting	Mayor	19 September 2024		Done
Convene Special Council Meeting	Speaker	26 September 2024		Done
OCTOBER				
Coordinate preparation of socio-economic profile in collaboration with the District Municipality and ECSECC	IDP Manager	October 2024		Done
District Planning Forum sitting to share socio-economic data	SM: Operations	October 2024		
ICT Steering Committee	ICT Manager	09 October 2024		Done
Risk Management Committee	MM	16 October 2024		Done
IGR Forum	IDP Manager	23 October 2024		Done
Table first quarter performance report including financial performance analysis report (s52(d) to Executive Committee	Municipal Manager	18 October 2024	MFMA s52 (d)	Done
Audit Committee Meeting	Internal Audit Unit	22 October 2024	MFMA	Done
Ordinary EXCO Meeting	Mayor	24 October 2024		Done
HR Plan Review Workshop	SM: Corporate Services	24-25 October 2024		Done
Table first quarter performance report including financial performance analysis report (s52(d) to Ordinary Council Meeting	Mayor	31 October 2024	MFMA s52(d)	Done
ICT Strategy Review	SM: Corporate Services	31 October 2024		Done
NOVEMBER				

ACTIVITIES	COORDINATING DEPARTMENT	TIMEFRAME	LEGISLTATIVE FRAMEWORK	PROGRESS
Place quarterly performance report on the municipal website	Manager M&E	08 November 2024	MFMA 75 (1)K & 52(d)	Done
Conduct IDP Representative Forum	Senior Manager Operations	08 November 2024		Done
Conduct Mayoral Imbizo's to assess state of service delivery and identify community development priority needs (Consultation of Annual Report)	Mayor	11-15 November 2024	MSA s34 & s16	Done
Special EXCO Meeting	Mayor	21 November 2024		Done
Management Retreat to finalise IDP Situational analysis	MANCO	25-26 November 2024		Done
Special Council meeting	Speaker	28 November 2024		Done
DECEMBER				
Special Exco Meeting	Mayor	10 December 2024		Done
Special Council Meeting to submit Final Annual Report	Speaker	13 December 2024		Done
JANUARY				
ICT Governance Committee Meeting	SM: Corporate Services	07 January 2025	White Paper on ICT	Done
Risk Management Committee	MM	09 January 2025		
Convene Management Retreat to compile and finalize Mid-year report, adjustment budget and SDBIP	Municipal Manager & Senior Managers	13-14 January 2025	MFMA s72 (1) & 11	Done
ICT Governance Committee Meeting	SM: Corporate Services	16 January 2025	White Paper on ICT	Done
Ordinary Audit, Risk & Performance Committee (Assessment of Mid-year performance)	Internal Audit Unit	17 January 2025	MFMA	Done
Special Exco Meeting to Table Mid-year Report, revised SDBIP and Adjustment Budget for approval	Mayor	21 January 2025		Done
Table Mid-year Report, revised SDBIP to the Special Council Meeting	Mayor	24 January 2025	MFMA s72 (1) & 11	Done
FEBRUARY				
Place the quarterly performance report (s72 on the municipal website	Manager M & E	06 February 2025	MFMA 72	Done
Social Transformation Cluster	IDP Manager	06 February 2025		Done
Economic & Infrastructure Cluster	IDP Manager	13 February 2025		Done
Provincial Treasury Mid-year assessment	CFO	14 February 2025		Done
Management Technical Strategic Planning session to consider Adjustment budget and Revised SDBIP and 2025-26 IDP and Budget Review	MM	17– 19 February 2025	MFMA	Done
Ordinary Executive Committee Meeting	Mayor	20 February 2025		Done
Table 2024/25 Adjustment Budget to Ordinary Council meeting.	Mayor	27 February 2025	MFMA s72 (1) & 11	Done
MARCH				
EXCO Lekgotla	Mayor	02-03 March 2025		Done
Convene Strategic Planning Session to review municipal high level overarching strategies and short term development objectives	Mayor	04 – 07 March 2025	MSA	Done
Place the Final Annual Report for 2023-2024 on the municipal website	Manager M&E	14 March 2025	MFMA 75 (1)	Done
Budget Steering Committee	Mayor	18 March 2025	MFMA	Done
Convene IDP Rep Forum to present Draft IDP 2025/2026 Budget	Mayor	19 March 2025	MSA	Done
Presentation of 2025-2026 Draft IDP, Budget, Draft SDBIP, Tariffs and budget related policies to the Special Executive Committee Meeting	Municipal Manager	20 March 2025		Done
Tabling of 2025-2026 Draft IDP, Budget, Draft SDBIP, Tariffs and budget related policies to Special Council	Mayor	27 March 2025	MFMA s16 (2)	Done
APRIL				
ICT Governance Committee Meeting	SM: Corporate services	03 April 2025		Done

ACTIVITIES	COORDINATING DEPARTMENT	TIMEFRAME	LEGISLTATIVE FRAMEWORK	PROGRESS
Risk Committee	Internal Audit Unit	15 April 2025		Done
Policy review consultations within Departments	All HODs	January -April 2025		Done
IDP and Budget Public Hearings (Road shows)	SM: Operations	14-17 April 2025		Done
MTREF Engagement and Benchmarking(Conducted by Provincial Treasury)	MM, BTO & SDF	18 April 2025		Done
Audit Committee Meeting	Internal Audit Unit	21 April 2025		Done
Table third quarter performance report including financial performance analysis report to Ordinary EXCO Meeting	Municipal Manager	22 April 2025		Done
Table third quarter performance report including financial performance analysis report to Special Council	Mayor	25 April 2025	MFMA s52(d)	Done
MAY				
Council Policy Consultative Workshop	SM: Operations	06-09 May 2025		Done
Budget Steering Committee meeting	Mayor	16 May 2025		
IDP Rep Forum	Mayor	20 May 2025		
Special Exco Meeting	Municipal Manager	22 May 2025		
Table Reviewed 2025-2026 IDP, Annual Budget, Tariffs, Organizational Structure and budget related policies for approval by Council	Mayor	29 May 2025	MFMA s24 (1)	
JUNE				
Submit approved annual budget and IDP to NT & PT	CFO	10 June 2025	MFMA 24 (3)	
Publish the IDP and Budget for 2025-26 FY	M&E Manager	10 June 2025		
Submit Draft SDBIP to Mayor	MM	13 June 2025		
IGR Forum		18 June 2025		
Special Exco Meeting to consider End of the Year Road Map and Financial Related Reports	Mayor	19 June 2025		
Ordinary Audit, Risk & Performance Committee	Internal Audit Unit	25 June 2025		
Submit Final SDBIP to Mayor	Municipal Manager	25 June 2025		
Special Open Council Meeting	Speaker	27 June 2025		

1.2.5. Public consultations

Mayoral Imbizos were conducted on 11-15 November 2024
Council Strategic planning was held on 04-06 March 2025
The IDP Representative forum was held on 20 August 2024, 08 November 2024, 19 March 2025 and the last one will be held on 20 April 2025 to solicit inputs from various stakeholders.
IDP Road shows were held on 14 to 17 April 2025
IDP & Budget consultation meetings with rate payers, Businesses and Taxi Industry were held on 21- 22 May 2025 in both towns Libode and Ngqeleni.

1.2.6. Publication and submission

The Draft Annual IDP, Budget and tariffs will be published on municipal website and notices issued on local newspapers and notice boards.

1.2.7. IDP assessment and response to issues raised

The IDP Assessment results for the past three years indicate improvements in most of the key performance areas. Source (DLGTA)

1.2.8. Consideration of inputs by MEC on 2024-2025 IDP asssessment and progress

The following MEC inputs were received and duly considered during the review process. An Action Plan was developed and progress made was reported according to the given time-frames.

The table below displays comparative ratings of your municipality over a three-year period:

Key Performance Areas (KPAs)	Ratings 2022/2023 IDP Assessment	Ratings 2023/2024 IDP Assessment	Ratings 2024/2025 IDP Assessment
KPA 1: Spatial Planning, Land, Human Settlements & Environmental Management	High	High	Medium
KPA 2: Service Delivery & Infrastructure Planning	High	Medium	Basic
KPA 3: Financial Planning & Budgets	high	High	High
KPA 4: Local Economic Development (LED)	High	High	High
KPA 5: Good Governance & Public Participation	High	High	High
KPA 6: Institutional Arrangements	High	High	High
Overall Rating	**High**	**High**	**High**

Specific Assessment Findings on the 2024/25 Final IDP

KPAs	Findings	Action plan	Time frame
PA 1: Spatial planning, Land, Human settlements & Environmental Management	The municipal IDP must indicate the contents of the housing sector plan in relation to bulk services and social amenities.	Municipality is in the process of reviewing Housing Sector Plan	30 June 2026
	The municipal IDP must reflect the Breaking New Ground Rule.	Breaking New Ground Rule will be addressed on IDP in a form of Informal Settlements upgrading.	May 2025
	The municipal IDP must indicate the units delivered through Finance Linked Individual Subsidy Programmes.	So far Municipality has not delivered Finance Linked Individual Subsidy Programmes	……
	The municipal IDP must reflect Community Residential Units.	For Community Residential units we depend on spatial planning for land availability	……
	The municipal IDP must reflect the existence of a co-ordinated plan to leverage donor funding for climate change particularly labour-intensive initiatives in light of unemployment figures. The municipality must develop a climate change response strategy or activities that respond to climate change and reflect them in the IDP.	The municipality will be developing first the Climate Change Response Policy since the terms of reference are developed.	By the end of the financial year 2024/5. By the second/2nd quarter of the financial year of 2025/6.
	The municipality must develop environmental planning tools such as State of Environment Report (SOER), Environmental Management Frameworks (EMFs), Coastal Management Plans, aquatic ecosystem, ecological infrastructure, wetlands bioregional plans and associated Environmental Impact Assessment (EMPs).	Currently, the Municipality has completed the Coastal assessment and will convert the assessment report into the Environmental planning tools.	By the end of the Financial Year of 2024/5.
	The municipal IDP must indicate National and Provincial Initiatives (Human Resources and projects). The municipality must develop a plan for Coastal Zone Management and reflect it in the IDP. The municipality must develop a Trade Effluent Policy and budget for its operations and maintenance. The municipality must develop a Trade	The Municipality will develop the Trade Effluent Policy and ensure that there is a budget for the implementation of the Policy. There is a waste management by-law though is not yet gazetted and the legal services has included this by-law for submission for gazetting.	By the End of the Financial Year 2024/5.

KPAs	Findings	Action plan	Time frame
	Effluent Policy to control waste emissions. The municipality must develop and gazette waste management by - laws that comply with the National Environmental Management: Waste Act (NEMWA) No. 59 of 2008. The municipality must develop a leachate plan. The municipal IDP must indicate the provision of hazardous waste disposal.	The leachate plan was developed as part of the Land fill operational plan and will ensure that is incorporated or inserted as part of the IDP-Document. The Hazardous Waste Disposal is the competency of the provincial government though the department has the challenges of the medical needles and some half medicine that could be harmful to inhabitant. Then Municipality is exploring to do Risk pertaining to environment Assessment to private practice.	May 2025 ……..
KPA 2: Service Delivery & Infrastructure Planning	The municipality must have an approved and budgeted Roads and Stormwater Infrastructure Asset Management Plan. The municipal IDP must indicate both primary and secondary schools within the area that have been affected by the school rationalisation and realignment process The municipal IDP must reflect the status of registration of Early Childhood Development Centres (ECD) centres that comply with the norms and standards set by Department of Social Development. The municipality must coherently integrate its Disaster Management Plan into the IDP. The municipality must budget and conduct a Disaster Risk Assessment for its area and reflect this in the IDP. The municipality must integrate its Disaster Risk Profile. The municipality must develop disaster risk reduction strategies, programmes and plans and reflect them in the IDP. The municipality must have disaster early warning systems, procedures or plans and reflect them in the IDP. The municipal IDP must show the existence of an All-hazard Contingency Plan.	The plan has been developed and need to be implemented in line with the available budget The Information on education sector will be reflected on the 2025/26 financial year, IDP review. The status of ECDCs will be reflected The municipality will develop Disaster Management plan in consultation with OR Tambo DM The municipality is currently assessing the risk due to disaster and will reflect in the IDP Municipality will integrate its disaster Risk profile in the next Financial Year The early warning system will be developed in consultation with disaster centre at ORTDM Disaster management plan will incorporate the existence of all hazard contingency Plan The Municipality will look into plan to consider budget adjustment to make a contingency plan for disaster The municipality will consider buggeting for disaster public awareness and advocacy campaigns	2025-2026 2025-2026 IDP 2025-2026 IDP 2025-2026 FY 2025-2026 IDP 2025-2026 FY 2025-2026 FY 2025-2026 FY 2025-2026 FY 2025-2026 FY

KPAs	Findings	Action plan	Time frame
	The municipality must budget for the implementation of disaster public awareness and advocacy campaigns.		
KPA 3: Financial Viability	There were no findings in relation to this KPA, unlike in previous assessments and that symbolizes progress.	……	……
KPA 4: Local Economic Development (LED)	There have been no findings in relation to this KPA in the last two Financial Years of assessment.	……	……
KPA 5: Good governance & Public participation	The municipality must improve audit opinions, unlike the previous assessment, the were no findings, this implies a slight regress.	The Municipality strives to improve audit opinions	Every FY
KPA 6: Institutional Arrangements	There are no findings in relation to this KPA	……	……

Issues Raised During Mayoral Imbizos

WARD NO.1 ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES &HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	SPORT, ARTS &CULTURE
Electrification of new extensions in whole ward	No water whole ward	All ward 1 access roads needs to be maintained,(Bafazi to Luthubeni, Zindukwane to Mangala SSS, Ngcolorha to Mahoyana and Matolweni to Mcwangele.	Clinic facility	Age limit on mayor's cup, over 35 years are not allowed to participate. Age limitation of employment chances Shortage of police officers in Libode.	Sports grounds
Monitoring of contractors on site because they left uncompleted projects, (toilets and electricity)		Requesting a community hall for the ward. Requesting RDP houses and disaster houses for beneficiaries.		High levels of crime rate. There must be trainings of police forums and provision of tools of trade Illegal circumcision to initiates	

WARD N0: 2

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES
MBANGENI MGABHELA (ZIBUNGU) - ELECTRIFICATION OF ALL WARD 02 NEW EXTENSION (ALL NEW EXTENSION ARE WITHOUT ELECTRICITY)	- WATER SCARCITY TO ALL WARD 02 VILLAGES. - WARD 02 COMMUNITY INNEED OF NEED OF CLEAN WATER	KOBISILE SITSHONGO(MAHAHANE)- MAHAHANE ACCESS ROAD IS COMPLETED BUT STATE OF THIS ROAD IS VERY BAD DUE TO HEAVY RAINS. - DRAINAGE SYSTEM INNEED TO SOLVE THIS PROBLEM	JONGILIZWE MVOKWE (LUKHUNI)- GRANTING AID IS NOT PROVIDED TO DESERVING PEOPLE WITH DISABILITY. - THE MUNICIPALITY MUST ASSIST YOUNG PEOPLE TO BE FUNDED AND START PROJECT TO SURVIVE,.
- FREE BASIC SERVICES BE PROVIDED TO ALL WARD 02 INDIGENT PEOPLE		DUMZELA MONGEZI (KWABELE) -ROADS THAT NEED MAINTAINANCE (a) NCITHWA TO MABULULU ACCESS ROAD (b) MAKHWALWENI ACCESS ROAL (C) ZAKA ACCESS ROAD (D) NGCOLO TO BELE ROAD (E) GQWEZA ACCESS ROAD	-THE SUB-HEADMAN ARE REQUIRESTING MONTHLY PAYMENTS TO THE MUNICIPALITY FOR THE WORK OR ROLE THEY PLAY IN THEIR COMMMUNITIES
- WARD 02 COMMUNITY IS FACING DIFFICULTIES TO REGISTER THEIR ESKOM METER BOXES AND METER BOXES DO NOT TAKE METER NUMBERS		-THE CONTRACTOR LEFT THE SITE WITHOUT PAYMENT OF RENT FOR THE ROOM TO KOLISILE SITSHONGO.	
NOLUSINDISO MAZALENI (LUDEKE)-ELECTRICITY SUE-LINE FROM MAJOLA TO LUDEKE BE CHANGED AS ITS FAILES TO PROVIDE ELECTRICITY TO LUDEKE VILLAGE, - PEOPLE OF LUDEKE ARE WITHOUT ELECTRICT		MS NOMA-ORANGE'S HOUSE WAS DAMAGED BY THE CONTRACTOR AND NO REPAIRS WERE DONE TO HER HOUSE BT THE CONTRACTOR	SANDISO NDAMASE -LIBODE RANK OFFICES ARE WHITE ELEPHANTS AND OFFICES ARE ILLEGALY OCCUPIED



ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES
MS MAVONYA ESKOM METER BOX IS NOT WORKING AS IT WAS DAMAGED BUT LIGHTNING		SANDISO NDAMASE -WARD 02 SERVICE PROVIDES OR CONSTRUCYERS ARE NOT RECOGNISED BY THE MUNICIPALITY AND NO JOBS ARE PROVIDED TO WARD SERVICE PROVIDEA	
		MBANGENI MGABHELA (ZIBUNGU) -PROJECT COMPLITION CERTIFICATES ARE SIGNED WHERN ROADS ARE COMPLTED WITHOUT THE INVOLVEMENT OF THE PROJECT STEERING COMMITTEE	

Ward No: 3

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES
Luthubeni electricity does not get loaded after a citizen has done application for connections	List of toilets have been submitted	Road from Gebane to Gongo needs rehabilitation Road contractors must be motivated to do plough back such as fixing of water tap	Mrs Mzondani at Ngavungavu burned homestead, clothes , ID, kids school uniform on 15 August 2024 There is an RDP house
Sithole at Coza electricity is not working at Coza emveni kwezixhoba	Coza Phezikwamawa no toilets		At Gongo Nosiphumle's child headed household without shelter
Request for solar energy on shed storage at Coza Phezukwamawa			Old age people get robbed in town on paydays Headman requests grant poles to be taken close to the village

Ward No: 4

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS
Need of solar in new extensions. Battery of water pump or transformer is overloaded need to be converted to use electricity.	Battery of water pum /generator is overloaded & must be converted to use Electricity Village.	Mhlanga internal Road. NLM must Evaluation and make a follow-up to Contractors of RDP Houses to check their jobs. Lack of bridge from Mhlanga, Nomagugu to Zinkumbini and access road.	Need of hospital in Makhotyana Village	Lack of Material for farmers	Need of assistance in Community Library that has vandalised	Youth need assistance and to be considered for youth programs for example artist need assistance etc.
Crisis of Electricity in Ebobeni and are in a bed condition due to weather climate.	Need of Toilets & water in Mhlanga Village. Challenge of water in Marhubeni and Ngqaweni Village.	Access road in Ebobeni, Zinkumbini and Mhlanga also need of bridge . Nqaweni access road and need of hall in xosheni Village				





Ward No: 5

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
Request for electricity to extensions on 10 villages	Request for water @ KwaGebane and Nkxukhwebe	Mpindweni acess road	Request for official too be placed on clinics regading the issue of initiation school	Request for intervention on the drug abuse at Qhanqiso	4 schools not constructed and maintenance needed on constructed schools
Request for electricity at Mpindweni and Ndayeni	No maintenance of water sources provided. Request for boreholes	Maintenance of Gebane to Mangcwanguleni to access road (this request was made in 2019)	Request for doctors at Mangcwanguleni Clinic	Request for Community hall	Request for High school at KuNgolo village
	Maintenance of current infrastructure at Mangcwanguleni	All roads are damaged due to heavy rains	Request of a clinic at Mtombe	High crime rate of stock theft, death and rape of old age women	Request for Pre-schools
	Water for funerals is no longer available	Use of material that is used for construction is not up to standard		Stipend needed for Community police forum	
				Stealing of cars for construction companies	
				Housing: Ndayeni, Lwandlna did not received RDP houses due to dermacation There is a need for houses and also at Mpindweni	
				People living in temporal shelters need permanent solution	
				No response on disasters	

Ward No: 6

ELECTRICITY	WATER&SANITITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
Electricity provision is required New Extension in Nodushe, Nodushe 2 Ntsonyini,Mngazi,Cibeni Nyandeni Must provide solar panels in the above mentioned areas on an interim basis Interact with Eskom to urgently resolve the reduced funding for allocation that was initially made for Cibeni 71 residents Prioritise the solar panels installation for the Cibeni Area as alternative for project implementation for March 2025. electrification of the RDP Houses in Nodushe Village is urgently required	ORTDM Must provide the area with water and sanitation.	Implementation a hybrid approach in terms of access roads construction due to the Terria in of the area. Expenditure the construction of the following projects: Nodushe A/R Ntlambela A/R Ntlangwini A/R Cibeni A/R Poor workmanship on Nodushe A/R	Department of Health must restore servicing the Nodushe area with a Mobile Clinic whose operations were interrupted without any consultation with the community	Abandoned children without identity documents and birth certificates more prevalent in the whole ward. Strengthen the inter-Governmental relations to eliminate Bureaucratic Process that impede easy access to government services to be provided in the nearest town irrespective of Magisterial districts of Ngqeleni and Libode	Nyandeni Municipality must intervene on the immediate Threat of the KSD TVET College Expansion from Mngazi or Mgwenyane to Ngqeleni	





Ward No: 7

ELECTRICITY	WATER&SANITITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
No electricity at Belmond		Road at private school			KSD recruitment of leaners seems to have problem because in most cases students are coming from other towns	
Request for electricity at Qanqu Location		No access road at Mnkunjati				
No electricity at Marewini		Road at Tambo Mbeki is very bad				

Ward No: 8

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES &HALLS	ECONOMY &SOCIAL SERVICES	SPORT, ARTS &CULTURE
No electricity in Moyeni new extentions, Solar system is not working	Maintenance of access road in Moyeni, Dingilizwe and Tyara	No road in Dingilizwe Monitoring of contractors that are constructing access roads because they left uncompleted works.	Include a 3 year capital plan in Mayoral Imbizos.	Sport ground in Dingilizwe
No electricity in temporal structures that were built in 2013(Dingilizwe)	No toilets at Moyeni loction Toilets in Mamgengweni are in poor condition.	Take into consideration blockage of v-draines	Unemployment rate I very high in whole ward	
Poor monitoring of gas, Gas is offered to many people in one household	No water in Mamfengweni and Dingilizwe	Community hall for he ward	Uhoyo lwamahlathi for creating employment to youth	
Outage of electricity				

Ward No: 9

ELECTRICITY	WATER & SANITATION	ROADS, BRDGES&HALLS	HEALTHCARE	ECONOMY&SOCIAL SERVICES	EDUCATION	SPORT,ARTS&CULTURE
Crisis of Electricity for new extensions.	Crisis of water in Mhlabeni, Zolani & Church of God Village.	Access Road from has potholes from Misty Mount to Magcakini they proposing a Slab in Ngxanga Village.				
	Waiting for a promises of water from Mr Ndabeni from OR Tambo	Access Road from Dininkosi to Mhlabeni . Need of access road in all ward.				
	Requesting a bow hole for the whole ward					





Ward No: 10

ELECTRICITY	WATER & SANITATION	ROADS, BRDGES&HALLS	HEALTHCARE	ECONOMY&SOCIAL SERVICES	EDUCATION	SPORT,ARTS&CULTURE
No Electricity for new extensions since 2005 in Lurhasini Village.	Falling down of old Structure of toilets in Lutholi Village. Need of water Tanks Refile in New rest Village.	Complaining of underperforming ofv contractors when they doing things for example community hall in ward 10.	Need of Mobile Clinic in New rest Village and in that Village has a space for Clinic as they requested.	Masimini Village complaining about service delivery and are waiting for past 7 years and they want to know that are they belonging in ward 10 or not and are more than 2000 members.	Pre-school is in need in New rest Village.	Youth need assistance and to be considered for youth programs for example artist need assistance etc.
Crisis of Electricity in Ebobeni and are in a bed condiotion due to weather climate.	Complaining about water pipes connection but no water in New rest Village.	Mrs Mantshele was affected in Disaster and has been waiting for RDP House since 2011. Lack of RDP houses in Sibangweni village.		Need of gas and stoves from NLM IN Sibangweni Village.		Requesting a Sport field for Youth in Sibangweni.

Ward No: 11

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	HOUSING
			Request for License programs	
		Nkanini Road was washed away		
		Nkanini road has poor drainage system, how about to select 4 or 5 people to monitor this road.		
		Road from main road to Benson JSS. Ntilini Fool service school. Bridge across N2 for the pupil ECDC, Benson school need more structure as it is a mud school.		
		Maintance of Sun City road to Clinic.	Request for the cornification of fire arms	
		Road to Nqwayi community		
		Unfinished road at Nkanini was never compressed	N2 animal crossing(ranger)	
			Crèche container	
	Request two skipper bin at ward 11 2. Lack of water.	1. No change in naming of Ngolo to Corani 2. In house plant was never finished the work at Nkanini	High Musts Lights	
	Community service awareness campaign at ward 11 Lack of water	Nqkubela was not completed but they say is maintenance	High Musts Lights(national has funding (EEDSM)	There are no RDP houses.(Cllr Responded)
		Ziphunzana Road (from 7/11/2023) no road was made ever since then. From N2 ziphunzana along kiyana bnb there are bill trenches		





ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	HOUSING
		Road from Ngcilitshana pass Nonkumbuzo to Madikiza (khalandon		
	Toilets Request for water(tank, pipe and generator	Nkqubela Road and Bridge should be FastTrack		
	Toilets		Request for 10 high musts.	

Ward No: 12

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES &HALLS
How long will it takes for a household to appear in map, many people doesn't appear in a map	No water in Nciphizeni,Kayelitsha and Emasimini	Homeless 3 child headed households are in need of RDP house
		In Need of road humps near Mthatha bridge
		Construction of access road in Emasimini
		Maintenance of acces road from Ngqubusini to River Side
		RDP Houses for disabled People
		Blocked V- drains need to be fixed(Mthebelezi)
		In need of Robots in Corana (next to Ntongana)
		Galili requesting access road , Electrification and water
		Tar road from River Side to Ntongana

Ward No: 13

ELECTRICITY	WATER &SANITATION	ROAD, BRIDGES&HALLS	ECONOMY &SOCIAL SERVICES	SPORT, ARTS& CULTURE
No electricity, Water and Sanitations in new Extensions in the Ward.	Roll out The implementation of water and sanitation in areas with none of these services E.G Buntingville Water &Sanitation Infrastructure that was damaged during the Bhidiza to Sundwana project(water pipe) Must be repaired	Expedite the planning and contrsuction of the community hall Utilise the applicable legislation to uproot poor performance of contractors on the Bhidiza to Sundwana Project	Residents requested a mobile police station in order to avert the rise crime in the ward. A Submission of the skip Bin in Lujececweni as it houses huge population was made. Conduct legal and joint operations as instrument search the legality of operations of spaza shops.	Construction Recreational facilities in the ward in order to use sport as a catalyst For sport development, employment creation and fighting crime.
		Follow up on the speedy implementation of the Nkawukazi to Langeni Access Road	The above mention joint operations must include the home affairs departments,SAPS, and Nyandeni LM Follow up on the construction of an RDP House Construction that was left incomplete with a Slab in Mndlovini	
		The follow up is premised on commitment made to the ward 13. Residents as it was encompassed in the 2023 IDP Roadshows Prioritise The construction of the Ephontshini Access Prioritise the construction of the following Roads: Mandlovini to Khubusi Nkalweni to Manjanjeni	Allocation of Seedlings Beneficiaries in the ward must be done in a transportation and improved accountable manner	





Ward No: 14

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS & CULTURE
No electricity at Ncambedlana	Request for toilets at No.3	Bridge and access road for Mqwangqweni No.3	Request for RDP houses at Mdeni		
	Honey sucker	Nolithat to Sigwalini access road	Request for houses at N0.3		
	Request for water source (Dam)	Bridge to Mqanduli	Recruitment at Sebeni Forest		
	Request for taps at Ncambedlana	Dontsa to Ntsaka access road need attention	Child headed household at No.3		
	Request for water at Mangwaneni	Gxini to Ndimakude	CWP – Request for salary increase and uniform.		
		Mdeni Access road	Request houses for destitute		
		Maintenance of all roads	Request for houses at Mangwaneni		
		Bridge –Dimanda to Mzamo Junction	Request for houses at Ncambedlana		
		Mboleni to Mncome acess road	Poor response on request for removal of alien plants		They were promised of the Multi-Purpose center , need update on progress
		Request for internal roads	Drug abuse High rate of rape		Request Sport field for youth
			Skills development for youth		

Ward No: 15

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
Ward Councillor		All the new extensions are not electrified and the solar system is not satisfying.	There is a challenge in the issue of sanitation toilets and water in the whole ward. There is also a problem of the criminals that are vandalising the water equipment, even in St. Barnabas Hospital to the extent that the hospital was closed for a period of the week. The water engine at Mtyu was stolen and this causes problems when it comes to water provision. The water tanks that were given to the communities in different areas were stolen and they are known by the community members.	The road from Didi to Ntlaza is not complete, it did not cross the river/bridge. There are houses that were not completed in Ntlaza.				
Mrs. Mayephu	Western		There is no water in Western and the taps are being vandalised. They need stand pipes in their yards so that the thieves can be stopped.					





Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
Mr. Ngqulana	University			Need Access roads for the streets/internal roads.				
Mr. Ndamase	Makhwetshubeni		Need for boreholes to solve the water problem					
Mr. Mpubane	Masameni			There are incomplete houses that were started in 2010. Need for Dokodela Access road.		The starts SA should be used for the distribution of equitable share.		The community should come closer to the issue of Ntlaza Rugby that has stopped being funded by the Municipality.
Mr. Maqholo	Khuleka		The water provision is very poor.	The road is very bad. Need for the streets.				
Mrs. Nombuyisi	Western	The issue of gas stove that are coming without the gas or vice versa.				Complains about the poor service of SAPS. Because she does not have the information on the issue of her child who was raped.		
Mr. Nondule				Request speed humps on the road to Hluleka				
Mr. Makhongwana	Mtyu-	Needs to know the criteria of the gas stoves. The electricity token does not get correctly and the attempts that I tried are in vain. There are electric poles that are damaged in Mtyu and ESKOM does not respond to these.	There are water pipes that are in our area but there is no water that comes out of the taps. Need provision of water carts/trucks during the times of drought. The toilets are not properly build.	There are incomplete houses in Mtyu and there is no proper foundation for those houses. Government should give tenders to the experienced contractors for the infrastructure. Request for the streets. Due to high accidents in the Mtyu Junction, they ask for the speed humps		Wants to know then direction of the seedlings. Request that the Department of Social Services should come to the communities.		
Mrs. Cheba	Mampondomiseni					Home affairs should fix the issue of birth certificates		
Mr. Mnakaniso	University					There are people that came and said they want to cultivate our fields but there is no proper direction as to		



Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
						what is happening in our own fields. The challenge of stack theft is a problem. Concern about the Job scarcity.		
Mr. Nongena	Khuleka	The issue of electricity that is on and off. Stolen generator that brings water to the hospital.			The issue of cleanliness in the Hospital.			
Mrs. Selana	Khuleka	The issue of the needed to know the issue of alternative energy and also the free electricity		Access road and the drainage system is needed. The issue of the temporary houses that are not improving				
Mr. Bhabhana	Khuleka		There are no toilets at Nkanini of Khuleka.	Mtshingila, Ntombomzi Khulu, Nombuyiselo Mgqubhuza and Zwelakhiwa Tsube and Mabhala families that are in dire need of houses. There was a promise of 6 KM road that was never implemented.		The slow pace of the erection of the animal feed processing plant.		The municipality promised to take control of the rugby tournament but now we hear that the funding is stopped.

Ward No: 16

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
ZUKISO JWARA (MSINTSINI) - ELECTRIFICATION OF ALL WARD 16 NEW EXTENSION (ALL NEW EXTENSION ARE WITHOUT ELECTRICITY)	MALUSI SEKU (MKHANKATHO) -ALL WARD VILLAGES ARE WITHOUT WATER - THE MUNICIPALITY MUST INTRODUCE THE CONSTRUCTION OF BOREHOLES TO ENSURE THAT ALL WARD 16 VILLAGES HAVE ACCESS TO CLEAN DRINKING WATER	NOKUPHUMLA (DIDI) -ACCESS ROADS THAT NEED MAINTANANCE (a)DALAGUBA TO MGWENYANE ACCESS ROAD (B) MAFINI ACCESS ROAD (C) MSINTSINI ACCESS ROAD	NOSAYINILE SOGWEXA (JAMANI) -WARD 16 COMMUINTY ARE WITHOUT CLINIC AND ARE REQUESTING THE MUNICIPALITY TO ASSITS THEM TO GET CLINIC AS THEY USE LIBODE CLINIC FOR HEALTH SERVICES	JOSEPH MTSHAKA (MSINTSINI) - WARD 16 YOUTH IS UNEMPLOYED THE MUNICIPALITY MUST COME UP WITH THE PLAN TO END UNEMPLOYEMENT AND GRUGS USAGE BY YOUNG PEOPLE.	NOKUPHUMLA (DIDI) -CHILDREN WITH NO BIRTH CERTIFICATES ARE NOT REGISTERED TO SOUTH AFRICAM SCHOOL ADMINISTRATION SYSTEM (SA-SAMS)	JOSEPH MTSHAKA (MSINTSINI) -THE MUNICIPALITY MUST DEVELOP A PLAN TO MAKE PLAYING GROUNDS IN ALL WARD 16 VILLAGES.



ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
	- ALL WARD VILLAGES ARE INNEED OF TOILETS AS THE PREVIOUS TOILETS THAT WERE PROVIDED TO WARD 16 COMMUNITY ARE FULL	ROAD TO SCHOOL -XHENTSE ACCESS ROAD - XHENTSE SSS NEED ACCESS ROAD AS IT IS VERY DIFFICULT FOR SCHOOL STAFF TO REACH SCHOOL DURING RAINING SEASON. - A BRIDGE TO XHENTSE SSS NEED TO BE CONSTRUCTED TO ACCESS SCHOOL		NOKUPHUMLA (DIDI) -ABUSE OF ELDERLY PEOPLE, PARENTS AND CHILDREN BY YOUNG PEOPLE DUE TO JOB SCARCITY ANG GRUG USAGE IS VERY HIGH -MORE CHILDREN DO NOT HAVE BIRTH CERTIFICATES, BIOLOGICAL PARENTS ARE LIVING THEIR CHILDREN WITH GRAND PARENTS. - THESE CHILDREN DO NOT RECEIVE CHILD SUPPORT GRANTS AND NOT REGISTERED TO SOUTH AFRICAM SCHOOL ADMINISTRATION SYSTEM (SA-SAMS)	NYAKUJIKILE MADOLO (NTABANTSIMBI) -XHENTSE SSS BUILDINGS ARE VERY BAD AND THE SCHOOL NEEDS NEW BUILDINGS INORDER TO ACHIEVE THE MAIN PURPOSE OF TEACHING AND LEARNING TO ACHIEVE GOOD RESULTS. -THE CONDITION OF THE SCHOOL NEGATIVELY AFFECT TEACHING AND LEARING IN XHENTSE SSS.	- THE MUNICIPALITY MUST HAVE A PLAN TO PROVIDE SPORT FACILITYIES, PLAYING KITS AND BALLS TO ALL NYANDENI YOUNG PEOPLE TO FIGHT THE USE OF DRUGS AND ALCOHOL.
		MS COLWANA (SIWELA) CAPITAL PROJECTS -SIWELA VILLAGE IS NOT ACCESSABLE , A ROAD NEED TO BE CONSTRUCTED TO SAVE SIWELA COMMUNITY ELDERLY PEOPLE, WOMEN AND CHILDREN FROM GANG RAPE AND BEING MURDERED				





Ward No: 17

ELECTRICITY	WATER&SANITITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
Electricity was installed at Ludaka village but it is not working		Guqa road is in bad condition				
Also in ward 17 there new extensions in need of electricity Municipal intervention is needed		Sididibeni road is in bad condition				
		Request for Mdumazulu street maintenance				
		Mandileni road access road is in bad condition				
		Ngali accees road need to be done				
		Access road in between the house hold at magozeni to be done , Mazangweni street, Msengeni street Nggongweni road				
		Road from tar road to Mdumazulu community hall need to be done				

Ward No: 18

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	HOUSING
		Sosele to Mabheleni road was washed away		Asiphe Mabheleni Child Headed Home: She was left behind on disaster housing List, we request a house for the Mabheleni Family.
		Request for Project Road at Dokodela Project		
		Request for Mpontini Road as it is not usable during rainy days		
			Crèche was not properly build as now is being damaged. She request that municipality	
	Input: Water shortage issue can be addressed by constructing roads to those rivers that have lot of water.			





Ward No: 19

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HALLS,	HEALTHCARE	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
Electricity in Noxova is needed. In Katini there is consistent power outages due to faulty transformer in Zinduneni.	Provision of these services is needed in Noxova. The demarcation of wards must not negatively affect service delivery priorities	Bandla to Ntsonyini a bridge is needed. Maintain the Cwele towards P.S.J town that is centred on N.L.M side. Njimaza internal roads are needed.	Construct a local Clinic in Bandla	Ntsunguzini new extensions N.L.M must conduct operations to search for trading illicit goods and expired coommodities.	Construct recreational facilities in the ward
Zinduneni New Extensions need electricity	These services are not available in Katini	Review the SMME policy in order to strengthen Local Economic Development and employment creation		Abandoned RDP houses that were left incomplete in Nquba. Expedite the completion of the construction of RDP houses in order to change the unbearable living conditions of temporary shelters.	
Electricity installation is needed in Bandla.		Access roads in Katini adjacent to Dilizintaba SPS needs construction.		Nyandeni 233 Human Settlement project needs completion.	
		Provide certainty on the expected actual time frame of Human Settlements with temporary structures with more than 5 years in the whole ward.			

Ward No: 20

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES &HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
How long will it takes for a household to appear in map, many people doesn't appear in a map	Fencing of water spring(whole ward)	Mantainance of Zamazama access road	No clinics No Hospitals	Unemployment rate is very high in Sazinge	Many schools to be build	Sports ground to be contructed In Nomcamba location
	Sazinge Village is requesting accessible water	Construction of Mtsila Access road		Illegal circumcision		
	No access water in Ngonqolweni	Non maintenance of Sazingeni Access road		Are there any assistance from the Municipality for Inkciyo groups		
		Construction of internal roads in Mnyameni village		Development of Malls Hluleka		
		No community halls				
		In need of RDP houses for qualified people (Sazinge village)				
		There are beneficiaries of Isidima 2 rooms flats promised to be built in Sazinge Village, pictures were taken but nothing has been done.				





Ward No: 21

ELECTRICITY	WATER&SANITITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
The entire ward have problem of electricity	the entire ward 21 have a problem of water	190 houses completed for disaster is not completed		Network problem at Home affairs		
Streets light at town are not working		Storm patching project at Ngqeleni, duration was 4 months but 16 is close to a year		Issue of full birth take long time to be resolved		
		Erf 666 and Erf 667 , erf 824 and 826 Erf 643 and 645 need to be checked by Human Settlements		There is a problem where there are business used as business section and residential place		
		Halls at the rank need to be maintained		Crime rate at Ngqeleni is high		
		Hall at Ngqeleni development centre need to be monitored because it is a community hall		Behind the Ngqeleni Municipal building there are sharks that need to be demolished		
		The issue of building plans should be checked and implemented by the town planner				
		Magcakini access road is not .yet finished				
		ERF 78 in Ngqeleni town was given to Land Affairs , The Municipality must check who is the rightful owner of that piece of land				

Ward No: 22

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
MS MAVELA (CANZIBE) - WARD 22 COMMUNITY IS FACING DIFFICULTIES TO REGISTER THEIR ESKOM METER BOXES AND METER BOXES DO NOT TAKE METER NUMBERS	MS NOSAKHELE SINADOYI - WATER SCARCITY TO ALL WARD 22 VILLAGES. - OR TAMBO DISTRICT MUNICIPALITY DO NOT RESPOND TO REPORTS OF DAMAGED WATER TAPS IN NOMADOLO VILLAGE	MS NOAMEN MNCANYWA(NOMADOLO) -THE COMMUNITY SUB-HEADMAN REQUEST THE CONSTRUCTION OF ROAD TO SUB-HEADMANS HOMESTEAD WHERE COMMUNITY MEETINGS ARE HELD TO MAKE THE PLACE MORE ACCESSABLE.		MR MAGWAZA -DISABLED PEOPLE ARE NOT ACCOMODATED IN THE CONSTRUCTION OF TAR ROAD FROM KOPSHOP TO CANZIBE HOSPITAL IN TERMS OF EMPLOYMENT AND SERVICE RENDERING.	WARD COUNCILLOR'S REPORT -NKANTSINI SPS BUILDINGS ARE COLLAPSING AS THE SCHOOL IS A MUD SCHOOL -SCHOOL TOILETS FACILITIES ARE VERY BAD AT NKANTSINI SPS AND NEED AGENT INTEVENTION AS CHILDREN ARE USING BUSES TO RELIEVE THEMSELVES
MR WISEMAN BANGO -METER NUMBERS ARE REJECTED BY ESKOM BOXES , ESKOM IS NOT RESPONDING	- MS ZOLISWA (WELESE) THE COMMUNITY OF NOMADOLO VILLAGE			MR UNATHI (MTHOKWANA) -COMMUNITY LEADERS ARE NOT SERVING THE COMMUNITY WELL AS CONFIRMATION	MR NQIWA (WELESE SPS) INITIATION AWARENSSS CAMPAIGN BE CONDUCTED IN ALL SCHOOLS TO AVOID PREVIOUS DEATH TO INITIATES.





ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
ON TIME WHEN PEOPLE REPORT FAULTS	REQUEST THAT EVERY HOUSEHOLD TO GET WATER TAP WITHIN THEIR YARDS TO AVOID DAMAGE TO STREET WATER TAPS DONE BY UNKNOW PEOPLE.			LETTERS ARE NOT PROVIDED TO SOME INDIVIDALS AND THAT MAKE IT DIFFICULT FOR THOSE PEOPLE TO SUBMITE REQUESTED DOCUMENTS TO VARIOUS DEPARTMENTS AS REQUESTED.	THE HIGH NUMBER OF STUDENTS FROM SCHOOLS COME FROM INDEGENT FAMILIES AND THE GOVERNMENT PROGRAMME OF PROVIDING SCHOOL UNIFORM TO SCHOOL BE ESCALLETED TO MORE SCHOOLS AS CHILDREN ARE INNEED OF THESE SERVICES
	-WATER SCARCITY PROBLEM AND ACCESS TO CLEAN DRINKING WATER NEED AGENT ATTENTION TO SAVE LIVES OF ALL SOUTH AFRICANS NOT THE PEOPLE OF WARD 22			-SUPPORT PROVIDED BY DRDAAR AND THE MUNICIPALITY IS BENEFITED BY SOME INDIVIDUALS AS THERE IS NO PROPER CRITERIA THAT SHOWS WHO IS TO BENEFIT FROM SEDLINGS AND FERTILISERS PROVIDED AND WHY.	
				-BENEFICIARIES ARE NOT PART OF THE INDIGENT LIST BUT ARE GIVEN FREE BASIC SERVICES BY VILLAGE WARD COMMITEES.	
				NOAMEN MNCANYWA -WARD 22 REQUEST THE COMMUNITIES TO BE PROVIDED WITH RDP HOUSES	
				MS ANDISIWE (NOMADOLO) -JOB-SCARCITY /UNEMPLOYMENT TO YOUNG PEOPLE AFFECT THEM MENTALLY AND SPIRITALY AND IT NEED AGENT ATTENTION FROM THE GOVERNMENT AND THE MUNICIPALITY. -YOUNG PEOPLE ARE INVOLVED IN DRUG USE AND ALCOHOL	



Ward No: 23

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION
From ward councillor			The challenge of water provision for the whole ward as there are pipes that were installed in 2010. It is said that there is no source of water. The challenge of the toilets for the new extensions.				
Mr. Mtyo	Mdepha			They need the access road that area, the one that was done was not completed. Thubeni to Manyosana they need the erection of the slab because it is unusable when it is wet.			
Ms.	Goso		Need water	Need road			
Mr. Nonyanda	Ntsimbini						The need for the pre-school at Ntsimbini.
Mr. Kutule	Manqabeni		Need water in the area	Appreciate the slab Rehabilitation of Ngwenyeni to Manqabeni access road			
Mr. Sinyuko	Sizani			Phalo to Sizani access road is dilapidated. They said it needs the slab.			
Mr. Mtsolwana	Hamsini			Need the Hamsini access road needs the bridge and the slab. Mtsholobeni to Hamsini access road is requested.			
Mr. Bhotomane	Nomadolo		There are no toilets in New rest (new extension).	Gqwahu to Nomadollo access road needs to be erected. Need Ngqinibeni access road.			
Mrs. Ndawo	Manyosana		Need for water.	There is no road at Manyosana (Cwaka emasimini)			
Mr. Bhontshi	Nomadolo					They need easy pay to come back for social grants payment	
Mr. Sleji	Hamsini		Need water at Maqolweni				



Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION
Mr. Mtholi	Kwamhosi		They need toilets.	They need access road from Canzibe to Mhosi They need RDP houses			
Mr. Gitshani	Nomadolo			Road from the school to emveni kwesikolo. The state of the main road is very bad, they need it to be maintained.			
Mr. Mjali	Ntsimbini	Electricity for new extensions		Appreciated the low volume surfacing of Mandleni road but it needs to be completed.			
	Ntsimbini			The slab was destroyed by the contractor that has been working.		The delay of the ID for children. Social services for the needy children.	
Chief Ndamase	Thekwini		Water reservoir is needed for Thekwini.	Maintenance of access road of Thekwini			
						The issue of the spaza shops is being attended to by government, but the people should not take advantage for looting.	

Ward No: 24

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	HOUSING
			Who qualified for gas stoves and how do you employ in ward when there is a project	
How to get electricity coupons from municipality	The want Jojo tanks for water			
		What criteria are you using when building roads, as there is no longer usable while it is new (Bhodi)		
Why rural citizen not getting free electricity units	Water crises	Mulungeni road is bad.		





Ward No: 25

ELECTRICITY	WATER&SANITITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
Complaint about ESKOM who doesn't operate well	Ludaka bridge is low	Complaints on Ludaka and Mthakatye bridge	Assist of Nyandeni LM to work with SASSA and Home Affairs	Request of RDP houses because of poverty	Request of scholar transport to Sandi S.S.S.	Mantainance of Lwandile sports ground
Request electricity at Noluthando pre- school in Bhucula		Quality of Ludaka and Mthakatye bridges is very poor For future use they must use best quality material	Request of clinic in Mdzwini Village Request of clinic in Bucula village	Request of houses at Lucingweni Request of houses at at lwandile		
		Mantainance of road from Mthakatye to Mangashe road		Mantainance of RDP houses Request of RDP houses for old age people		
		Request of building halls		Request of houses at bhucula village		
		Request of access from komkhulu eLwandile to the beach				
		Request of road from Vinish to Dalisok				

Ward No: 26

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTH CARE	ECONOMY & SOCIAL SERVICES
Lack of Electricity	Link with the ORTDM to address the lack of water in the whole ward	Mngcibe to Mankosi access road is needed. Construct it with a bridge at Mdumbi	Follow up on the commitment made by the Department of Health to construct clinic in Mngcibe	Community services must address illegal dumping through the provision of skip bins and waste collection campaigns
		Construct the human settlements of Nyandeni 233 that were left incomplete by the contractor		Massively support community members in crop production
		Tholeni access road left incomplete no bridges were constructed. Construct the Lwandile to Mngcibe access road		NLM was given a special request to facilitate the successful completion of the church building of the Methodist church in Mngcibe





Ward No: 27

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS & CULTURE
New Extensions Dikela Request for solar	Toilets are full, request for new toilets	Request for Community Hall	Bad attitude for clinic staff at Nkanga Clinic	Use of drugs and sold by community members	Notsolo school was affected by disaster but not attended, need assistance	
		Request for maintenance of Ngcape road		Request of House for a child headed family	Request for scholar transport from Mdini to Victor Poto	
		Maintenance of Nkanga to Mthombe access road		Request for assistance on piggery project @ Bhungu		

Ward No: 28

ELECTRICITY	WATER & SANITATION	ROADS, BRDGES&HALLS	HEALTHCARE	ECONOMY&SOCIAL SERVICES	EDUCATION	SPORT,ARTS&CULTURE
Crisis of installation of Electricity by some people not from Eskom. No Electricity in new extensions because they don't have Electricity. Difficulties of Eskom when they need to be register their boxes.	Falling down of old Structure of toilets in Lutholi Village. Need of water Tanks Refile in New rest Village.	Complaining of underperforming ofv contractors when they doing things for example community hall in ward 10.	Need of Mobile Clinic in New rest Village and in that Village has a space for Clinic as they requested.	Crisis of Spaza Shops and how to close them.	Disappear of Lerner ship that was never paid participants.	Request of Sport field for Youth is in need.

Ward No: 29

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
Mr. NgcekeGxulu			There is no water at Vezamandla.	The delays on the implementation of the roads at Gxulu/vezamandla. Njezweni to Bundingville raod needs a bridge.	We should consider the numbers serviced in the clinics and also the issue of the lack of medication.	How many people make the Voting District. What is being considered when establishing a ward. What should be done for the applications of IDs to be quicker. The issue of unemployment is also a concern. Awareness campaigns for the drugs and substance abuse.		
Mr. Mhana	Zimpungeni		There are taps at Qinisa and Zimpungeni but there is no water.					





Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
			When will the contracted water operator start working					
Mr. Vava	Zimpungeni					They complain about the scarcity of the ward councillor at Zimpungeni.		
Ms. Platyi	Lower Bholothwa			There is a problem of the road that is always muddy place on the road to Lower Bholothwa school.			They have not found the uniform that was promised.	
Mr. Vava	Njezweni					There are no job opportunities.		Need the levelling of the sports ground. They need the sports uniforms.
Mr. Titiya	Njezweni			The bridge from Jezweni to Cumngce. There are people who have destructed houses and they need RDP houses. How long does the temporal structure take for the disaster housing.	Need for the mobile clinic.			
Mrs. Vava	Qinisa						Need for the pre-school at Qinisa	
Ms. Mnyamana	Gxulu			Poor quality of the roads that are being done, no proper drainage system.		What does IEC do to address the issue of voter apathy by the youth.		
Mr. Matyeba	Gxulu	Electricity for the new extensions.						
Ms. Dilata	Zanoxolo	Electricity of the new extensions.	The toilets that were done about 10 years ago are now full. The water problem at Zanoxolo.	Monitoring and evaluation of the service delivery. There are no RDP Houses at Zanoxolo. There is no access road. The temporal house of Diko family was blown by wind in 2022 and there is nothing done.		The voter registration drive/campaign should be done to the whole ward. Concerned about the abnormal ward		
Mrs. Hlazo	Qinisa	The problem of the people who were promised the electric poles.	They need the toilets at this area	They need RDP houses at Qinisa				



Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
Mr. Qhakane	Qinisa		There are houses that were involved in the disaster from 2004, up until now they are not addressed even now.		Request for the clinic or mobile clinic at Qinisa			
Ms. Nolufefe Nkosana	Zanoxolo						Request for temporal structure for Khulanathi Pre-School. 0630522440	

Ward No: 30

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES &HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
Chief Daluzinzo	Ndanya A/A					The issue of Demarcation that is dividing the land of the traditional leaders which may cause some unrest in the community.		
	Dikela	The village is not properly documented and when the electricity /solar system they are not appearing	The toilets are also experiencing the same problem as electricity.	The roads are registered as Dikela but they are done at Tshisabantu		It is said that there is a pre-school but it is not there but at Tshisabantu		
By councillor				The surfacing the road from Libode to Poulini should be implemented		The need for the shearing sherd for the ward. The level of crime is too high. The issue of the wool that is transported at a very expensive cost by the truck that comes to the villages and collect their wool.		
Mr. Nondonga	Mngamnye No. 1					The old age home that is still busy with building but they are operating from some body's house and they need to be assisted further so that the owner of the house should come back in December		
M r. Guqaza	Mngamnye No. 1			There is a dam that is on the road from				

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES &HALLS	HEALTHCARE	ECONOMY &SOCIAL SERVICES	EDUCATION	SPORT, ARTS &CULTURE
				Libode to Powlini at Mngamnye No. 1				
Mandaba	Mfabantu			The need for surfacing of the road from Libode to Powlini. The contractors that are doing the roads should make sure that they make the rocks be fine. Need for surfacing of the road from Mdoda to Mfabantu. (Celuxolo Drive).				
Mr. Mavumbengwe	Masameni		The water project that is not completed, there are pipes underground but there is no water from the taps.	Stressed the issue of the state of the road from Libode to Powlini that is very bad and there are promises that the road will be surfaced but it is very slow.		Appreciated the LED for the inputs for agriculture.		
Mr. Sojambase	Mfabantu					Stressed the issue of the wool transport and he asked how long it will take for the municipality to intervene.		

Ward No: 31

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
MS SOBAZILE (RAINY VILLAGE) -WARD 31 COMMUNITY ESPECIALLY THOSE THAT ARE AFFECTED WITH PROVISION OF SOLLAR ENERGY WANT ESKOM TO SPEED UP THE INCREASE OF POWER ENERGY SO THAT EVERY HOUSEHOLD WITH HAVE ELECTRICITY BECOUSE SOLLAR ENERGY IS VERY WEEK FOR POWERFUL APPLIANCES LIKE FRIDGE ECT.	-WATER SCARCITY PROBLEM NEEDS MORE ATTENTION FROM THE MUNICIPALITY IN ALL WARD VILLAGES.	MVUMIKAZI MLATHA (NYANDENI VILLAGE) - ROADS FOR MAINTAINANCE (a)ROAD T174 (b) MTHOMDE ACCESS ROAD (C) GUNYENI ACCESS ROAD (d) RAINY ACCESS ROAD	MS NCAKATHA (NAZARETH) -THE DEPARTMENT OF HEALTH MUST PROVIDE CONTAINER TO NONTSIKELELO BIKO CLINIC TO BE USED AS WAITING AREA BY PEOPLE VISITING THE CLINIC. - THE CONTAINER WILL PROTECT SICK	MS SOBSZILE (RAINY VILLAGE) -MORE CHILDREN DO NOT HAVE BIRTH CERTIFICATES, BIOLOGICAL PARENTS ARE LIVING THEIR CHILDREN WITH GRAND PARENTS. - THESE CHILDREN DO NOT RECEIVE CHILD SUPPORT GRANTS	MS NCAKATHA - TOILETS FACILITIES ARE INBAD STATE AT NONESI JSS	SPHAMANDLA KULULA -LOCAL FOOTBALL TEAM REQUEST THE MUNICIPALITY TO PROVIDE THEM WITH KIT AND BALL -REQUEST FOR BLADDING AND LEVELLING OF LOCAL SPORT GROUND USED FOR CLUSTER TOURNAMENTS FOR THE MAYORS CUP



ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
		(e)NYANDENI ACCESS ROAD	PATIANTS FROM SUNNY AND RAINY WEATHER CONDITIONS	AND NOT REGISTERED TO SOUTH AFRICAM SCHOOL ADMINISTRATION SYSTEM (SA-SAMS)		
SIPHAMANDLA KULULA (NYANDENI VILLAGE) -SERVICE PROVIDER THAT WAS RESPONSIBLE FOR THE INSTALLATION OF SOLLAR ENERGY DID'NT PAY WORKERS FOR THE WORK DONE AND NO COMMUNICATION WAS MADE TO PEOPLE OR WORKERS.	-THE MUNICIPALITY MUST PROVIDE TOILETS TO WARD 30 COMMUNITY, ELDERLY PEOPLE ARE SUFFERING AS OLD TOILETS ARE FULL AND NOT USABLE	MS NTLAKANA (NYANDENI VILLAGE) BRIDGES -BRIDGE TO TUTOR NDAMASE SSS ITS CONDITION IS VERY BAD - BRIDGE TO NONESI CLINIC ITS CONDITION IS VERY BAD		-MORE PEOPLE ARE LIVING WITHOUT IDENTITY DOCUMENTS AND BIRTH CERTIFICATES, THE HOME AFFAIRS DEPARTMENT TO SPEED UP IDENTITY DOCUMENTATION AND BIRTH REGISTRATION. -WHEN EPWP WORKER DIES OR REACH 60 YEARS OF AGE THEY ARE NOT REPLACED AND THE NUMBER OF WORKERS DECREASED FROM 10 TO 02. NO WORKING TOOLS AND PROTECTIVE CLOTHING PROVIDED FOR EPWP WORKERS. -NO WAGE INCREASEFOR CWP WORKERS -PROVISION OF RDP HOUSE FOR ZUKILE MPHIKELELI AND XOLANI MATSHAKA BE SPEED UP THEIR CONDITIONS OF LIVING ARE VERY BAD		





Ward No: 32

ELECTRICITY	WATER&SANITITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
	Unavailability of water Mantainance of water pumps	Most roads are washed away by heavy rains Msintsin to Ndonga access road, community is still waiting		Mqwangqweni housing project Mgojweni, Mathayi and Nondonga , no houses at all Progress is very slow		Request for skip/waste bins
	Villages wi toilets but need mantainance	Requests: Lujizweni no 2 bridge Nkumandeni bridge	Requests mobile clinic at Lujizweni no 2	Request for temporal shelters to those destitute and some people who were affected by disaster		
	Toiles are full	Lujizweni no 1 bridge		Need assistance on ploughing projects	Request play grounds	
	Water tanks now that they suffering with water	Mgojweni to mdumbi access road		Request EPWP at Mathayi,Ndonga and Mpindweni		
				Disaster response housing Community halls Request for attention on indigent register Response Keep promises transparency	Request for scholar transport Nqabamatye Gxaba Transport must be assesd	

Council Strategic Planning
04-07 MARCH 2025

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
Mr. Poswa	**Acting MM (NLM)**	Setting the Agenda and Municipal overview Ensure smooth mobility Foster collaboration with our communities Align our targets with our vision	……	……
Ms. Maqwathi	**ECSECC**	Understanding the environment and the implications	1. Youth unemployment in Nyandeni highlighted as a serious issue. Although the unemployment rate for youth has fluctuated between 1996-2023, it reached peak of 74% in 2023, which is exceptionally high. 2. Additional, ECSEC emphasized that by the end of this strategic session, it's important to seize opportunities to improve service delivery and healthcare. 3. This suggests that while the overall employment picture might be positive, there are specific areas like Youth employment and public services that needs urgent attention. ECSEC also advised that during Strat plan session the municipality should consider all global strategic backlogs.	……..



PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
			1. A concern was raised about how long it will take to establish agriculture as our primary focus, given that the outcomes have not yet been addresses. 2. The municipality should prioritise implementing the decision from the first strategic planning session to decrease reliance on grants and actively mobilize other resources for development. 3. As ECSEC has highlighted that youth should be the primary beneficiaries, we must ensure that they are equipped and supported to actively contribute to economic growth and development 4. The statistics indicating a decrease in the number of households has been disputed due to the ongoing crisis, particularly in areas along N2 and R61, where there has been significant migration to Nyandeni. Additionally, there are protests demanding electricity in the new homestead area. It is also challenging to provide electricity in Nyandeni due to a power shortage caused by the expansion of new extensions **Questions** 1. What is the main reason for the underperformance of the primary sector, particularly in agriculture? 2. In the manufacturing sector, do have natural resources in Nyandeni that we could utilize for production? 3. How does the finance sector contribute significantly to the growth of Nyandeni's economy? **Responses** 1. The underperformance of agriculture is mainly due to the focus on subsistence farming, where farmers grow crops and raise livestock primarily for their own consumption, producing just enough for their family with little or nor surplus for sale. Ploughing skills for commercial purposes should also be taken into account. It was recommended that a study be conducted to scientifically assess the causes of agriculture's underperformance 2. The finance sector may not be the top contributor, but it one of the highest contributors as it manages banks, employee salaries, social grants, money lender, Stockfel, EPWP and so forth 3. (a). The lack of investment in Nyandeni could be attributed to several factors. Most projects require funding from government sectors. For example, Mthatha Mouth is a tourism facility, but the road leading there is in poor condition and needs to be improved by the government before the investors are willing to build hotels. (b) Skills development, water and sanitation also require public infrastructure for conducive environment for private investor	

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
			ECSEC advised that the Mayor, Executive members and Administration should strengthen communication in intergovernmental forums, both politically and administratively to ensure that government sectors understand their responsibilities in delivering essential services. This will help create an environment that encourages private investment, as the success depends on efficient government sector operations 4. ECSEC reported that Nyandeni household statistics were sourced from Stats SA, so ECSEC cannot independently verify or defend them **Proposed interventions by ECSSEC** 1. To diversify the local economic base for creation of jobs and incomes necessary to grow the economy - for the public sector to be able to generate sufficient revenues (tax, rates, levies etc.,) that will enable a continuous sustenance of the provisioning of public services to local citizens by government 2. Focus on circular economy- buy local campaigns 3. Tourism boost 4. Venture into agro processing, youth driven 5. Small-Scale Manufacturing 6. Improve public confidence & trust between residents & government 7. Reduce and arrest out - migration patterns 8. Promotes Trade & Investment	
Colonel Qashani	**SAPS**	The focus was on: evaluation of crime Insufficient funding Insufficient foot soldiers Vandalism of the infrastructure	The presentation fell shot to the presentation of National commissioner about the Libode as one of the sexual crime capitals. He did not mention the issue of stock theft. Lack of crime intelligence. Worried about the demarcation of the SAPS Invite the SAPS in the community meetings on the issue of guns that are used in the funerals. The protection of whistle blowers. Is their capacity at both Libode and Ngqeleni equivalent to the number of the people in the area. Collaboration of the SAPS and ESKOM on the issues of electricity related crimes. What is the plan to increase their ability? What may be done to strengthen the CPF	……
Dr. Peyana	**Department of Education**	Educational report: Touched on the 2024 matric results Gave a glimpse on the performance of the schools of Nyandeni Comparative provincial performance Municipalities of the coastal district Top achievers Year 2025 plans	No mention of the ECDC as the municipality is providing the infrastructure. Slow pace on ECDC registration. Councillors should consult with the District Director for registration of the ECDC. Unregistered Preschools must inform Dr Peyane What about the learners that are attacking the educators? What does the department of education do with the learners that do not have birth certificates? What is the quality of the results Desk are needed in some schools Shortage of High schools in ward 23	……..
Mr Cekwana	**NLM**	The main focus of Planning and Development Department is to accelerate economic growth of Nyandeni Local Municipality, facilitate and co-	The land that is supposed to be transferred must be treated as a matter of urgency because the municipality is not benefitting The main focus must be the road to coastal The 5year plan must be considered in all 32 wards	

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
		ordinate the development of sustainable human settlements.	MOU with divers is needed Partnership with nestle must be considered Involvement of other departments is needed in Eastern Sea Board Cannabis and transporting them is needed Swimming pools are needed in our coastal Is the municipality not at risk regarding the issue of spaza What about the land for middle income houses? High Crime rate along the Coast Lack of strategies associated with Investment Summit e.g. Investment Promotion and Facilitation Strategy. Non - compliance by local businesses with Trading Regulations. Lack of Formal partnership with Department of Basic Education to advance Maritime studies as a curriculum.	
Ms Kolwane	**Good Governance**	The main focus of Good Governance is to ensure efficient, transparency and accountable administration	Critical posts must be considered	
Cllr. Ngqondwana	**Executive Mayor (ORTDM)**	Overview of the District Delays in the implementation of the projects linked with the issue of kick backs The councillors as leaders should make sure of taking the stand when it comes to fight against corruption Emphasized utilisation of the local accommodation and conference centres in the future. Update on the water treatment plants at Nyandeni Phase two of the disaster centre at Libode to be implemented	……	……
Mr. Mashiya	**ORTDM (Infrastructure)**		OR Tambo must work together regarding the issue of water OR Tambo must not take long time to terminate contractor when the project is slow	
Ms. Ndika	SANRAL(Stakeholder coordinator.)	Sanral made presentation stating that all Nyandeni Projects are still in the design phase, with most set for completion by 2027.	Law enforcement must be visible in roads to address numerous complaints about frequent road accidents. The municipality was urged to enforce by laws through law enforcement to address numerous complaints about frequent road accidents. OR Tambo and SANRAL must attend platforms that are at Nyandeni LM for example our Clusters and Forum meetings The road must be improved at ward 5 because there is a smart village Tarred road is needed because there is a Smart Village at Ward 5 Sanral must consider coastal roads It was also noted that many residents request speed humps, but unfortunately these are not installed by National Roads	
Ms Mbopa	**Provincial Treasury**	Assists the Municipality to adapt incredible budget	The status of the municipality used to be in unqualified, but now the municipality get qualified. How to improve the status of Audit	
Ms Hlongwane	**Audit Committee Chair Person**	Assists in the process of defining its strategic direction and making decisions	Clarity on the issue of disciplinary board that is said to be non-functional.	

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
			Nyandeni Legal reported that the disciplinary board addressed the recent cases assigned to it, forwarded its recommendations to the council and the council has acted upon these resolutions	
Mr Mlenzana	**Health**	The Department of Health presentation was focusing on the following. Strengthening of Community Health Care Worker Teams (Data Collation and Resources) Development of Primary Health-Care Dental Services in the District		
Ms Leve	**Social Development**	They render services, care and support from young to old people To ensure that people are staying comfortable in their homes To render services to person with disabilities. To support people with HIV.		
	Public Works	The presentation was focusing on the state of the infrastructure in the District of ORTDM They acknowledged that they are the custodians of the EPWP	The concern is, why Nyandeni does not have the projects in the presentation?	
	Human Settlements	Human Settlements was focussing on the status of Nyandeni Projects	The projects are too slow	
Mr Mhatu	**SAPPI**	The presentation was about the work of SAPPI which is planting the gum tree, not necessarily the paper. They are also processing to produce some products They also would like to get some land for performing the above and that would make a lot of money.		
Mr. Konzani	**ESKOM**	The purpose of ESKOM is to share information on ESKOM 2023/2024 electrification plan progress of Nyandeni LM.		
Mr Manjingolo	Financial Viability	The main focus is to secure sound and sustainable management of the financial affairs of the municipality.	No comments were made	
Mr Sikhuni	Basic service Delivery Community Services	Focusing on Providing safety and healthy environment to the community of Nyandeni		
Mr. Nkcithiso		The main focus is the infrastructure development		
Mrs Tshisa - Ndamase	**Institutional Development**	The main focus of Good Governance is to ensure efficient, transparency and accountable administration	It was mentioned that wastage must be carefully considered when reviewing organogram	



IDP ROADSHOWS COMMUNITY INPUTS

WARD 01

INFRASTRUCTURE SERVICES	HOUSING	EMPLOYMENT	EDUCATION
Not all houses have toilets. Most of the households do not have electricity. Households that do not have electricity ESKOM says that these households they are not in the map. All above Access roads are in a bad condition: (i) Access road from Ngcolora to Mahoyana 2024/2025 (ii) Access road from Zandukwana to Nqithini the road was not made from the scratch, but it was maintained but still is in a bad condition. (iii) Access road from Mpindweni to Manzibabi (iv) Road to Sdadweni (Mahoyana) was in a previous budget but still nothing was done. When we question the Municipality still, they said the is no budget. (v) Road to Mangala and Thembeni need to be fixed urgerntly, because the road is used most by children who go to school. Bridge when you go to Zandukwana is in a bad condition and the challenge is that all scholar transport uses that brigde. Bridge at Matolweni, Bridge Thembeni to Ngcolorha are in a very bad state. Bridge at Lotana is in a bad state. One of the children who were crossing at the bridge when going to schoolv, the child nearly drowned. At ward 01 we need a big light, because of high rate of crime.	At Zandukwana the is an old granny who lives with more than 5 grandchildren one of those grandchildren is disabled and she does not have a RDP house. She did register however her name always does not appear in the list of people who must get RDP houses.	No youth employment at ward 01, more especiallly in EPWP. The Municipality should consider of Ocean Economy that will create jobs for unemployed youth	There is no Pre-school at Thembeni. Miss Dlunga operates her pre-school in the home that she works in and she has more than 50 children, which there is not enough space to accommodate children.





WARD 02

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	SPORT, ARTS & CULTURE
Ncithwa to Mabululu A/R timeframe Request for Jojosi A/R and Bridge Gqwarhu A/R Ludede no Mseleni A/R is unfinished due to less Km s given to the contractor Request for Slab (emseleni) Public Works did unfished job in Lukuni. No Monitoring of Projects. Gqweza Bridge not Appear till to date. Langaka A/R Contactor left with their money NO Toilets,No Electricity Complaining About Mseleni A/R	Complaint about RDP House in ward 02 No RDP No RDP No RDPs RDP for people with disability.	Grants taken to the towns and suffering of hawkers Request for assistance people with no Birth, no IDs	Request for playing ground (Lukuni)

WARD 03

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Ward Councillor We request road to Gongo.	**Ward Councillor** They promised to build military veteran a house but till now nothing has been done, can the Municipality please assist.					**Mr. Lizo** We request play ground material for the existing ECDC.



WARD 04

INNITIAL & Surname Name	VILLAGE	Infrastructure (halls, roads bridges, Electricity water & Sanitation	Housing (RDP & Temp. structures	Social Services (Grants, IDs, Birth cert. and Grants)	Health Services (clinics & medication)	Sports, Arts & Culture (playing grounds & Financial Support	Employment	Education
. Ward Councillor		Tolilets for new extensions. Toilts at Mphangana (very old. Electricity for new extensions No water for the new extension. There is no water at Marhubeni (Mission village) There is no water at Makhotyana clinic. Access road for Mhlanga (the situation is very bad.						
2. Mr. Gqetywa	Mhlanga Traditional authority	Drinking water is not sufficient for providing the whole ward (Mhlanga) Suggestion of the dam at Gungqwana. The solar panel is a waste of money because it does not properly produce power. Need internal roads at Mhlanga		There is a lot of arable land but the problem is that the ploughing field are not fenced (whole ward). Request or seedlings for the gardens. Asked about the provision of the live stack				
3. Mr. Tshotsho	Zinkumbini	How will the transport hub operate?		Request the age limit on the child support grant to be given to the child until he/she gets employed instead of 18 years. The old age grant should start at 55 years.				
4. Mr. Gxididi	Zinkumbini							
5. Ms. Madulini	Makhotyana	Asked if the community cannot be						

INNITIAL & Surname Name	VILLAGE	Infrastructure (halls, roads bridges, Electricity water & Sanitation	Housing (RDP & Temp. structures	Social Services (Grants, IDs, Birth cert. and Grants)	Health Services (clinics & medication)	Sports, Arts & Culture (playing grounds & Financial Support	Employment	Education
		able tell the contractor where the borrow pit should be.						
6. Mrs. Gwanya	Mhlanga			Request for the Support to inkciyo programme				
7. Mrs. Sikade	mphangane	We need houses at Mpangana Need electricity at New extensions Progress report on Mbhobheleni housing.						The people of Mphangane request funding/erection for ECDC Centres
8. Mr. Khuli	Zinkumbini	Need for Nomagugu Access Road. The water pump at Nomagugu should be brought back.						
9. Mr. Mbaleki	Zinkumbini	Need to be build a house.						
10. Ms. Sindile	Zinkumbini (Tikita)	Request for fencing of her garden						
11. Mrs. Mlityalwa	Zinkumbini eziphakathi	They need access road for Mhabeni obomvu – Lubobeni. There is a problem of very unstable electric power.						
12. Mrs. Nosandile Mvambo	Zinkumbini			Request for at least the umbrella for I am a street hawker.	There are children who are epileptic and the disability grant is on and off although there is no one who is employed.	Request for seedlings as CWP members.		
13. Norah Tonise	Marhubeni	There are four people who are homeless. The Xhego family that was appearing on the housing list but there is nothing happening.		We would like to be introduced to the programme of chicken project and also need seedlings.	Request the decrease on the age limit of the old age grant to 55 years. Request for food parcels for the poorest.		Need for job creation	Request for ECDC Centre

INNITIAL & Surname Name	VILLAGE	Infrastructure (halls, roads bridges, Electricity water & Sanitation	Housing (RDP & Temp. structures	Social Services (Grants, IDs, Birth cert. and Grants)	Health Services (clinics & medication)	Sports, Arts & Culture (playing grounds & Financial Support	Employment	Education
14. Mr. Dungelo	Mbuqe							Request for ECDC Centre
15. Mr. Zide	Zinkumbini			Whenever there is a construction in the ward, the available skills within the ward should be prioritised when it comes to employment.				
16. Odwa Mavela 078 0453 755	Zinkumbini			Ms. Mavela Odwa is a 31 year old female with epilepsy, she is unable to get employed due to her condition. She needs any kind of assistance. A letter was written to the office of the Mayor in March 2021 but there was no response.				
17. Ms. N. Zide	Zinkumbini	Request for the Lubobeni Access Road.						
18. Mr. Bhodoza	Marhubeni (Nkxotsheni)	Request for the community hall		The farmers of the ward request a tractor. Request for sheering clippers for sheering the sheep. Also requested the sheering shed (Marhubeni wool growers association.	Request that the Makhotyana clinic be changed and upgraded to the health centre as it is a long distance to St. Barnabas Hospital and the transport is costly.			
19. Nomfundiso Zide (065 5261 628)				Need assistance as they are 5 and the are surviving with child support grant of 1 child.				

INNITIAL & Surname Name	VILLAGE	Infrastructure (halls, roads bridges, Electricity water & Sanitation	Housing (RDP & Temp. structures	Social Services (Grants, IDs, Birth cert. and Grants)	Health Services (clinics & medication)	Sports, Arts & Culture (playing grounds & Financial Support	Employment	Education
20. Ms. Xakwana	Mhlanga			Request for gardening inputs so as to sell the vegetables to sustain our lives				
21. Ms. Ngcathu	Makhotyana	Request for the internal roads, toilets, electricity for the new extension. Request for the RDP house for Ntsikelelo Mlokohla which was not approved.						
22. Ntomboxolo Mtotoyi	Zinkumbini	The toilets are full and need the honey sucker.					At the clinic the staff should be those who are original children of the area. When the job opportunities avail themselves in the ward, there should be no nepotism. We want job opportunities.	
23. Bukiwe Gqetywa	083 5814 716	Request for a RDP house, she is homeless and the whole village is aware.						
24. Phelokazi Zitha	078 5428 800					A female with two grade 12 learners, in need of financial assistance with food and school fees.		
25. Nokwandisa Mabandla	083 5814 716	She request for a building of a Day Care Centre (Sinothando Day Care Centre)						
26. Pumla Buntshu	Zinkumbini	Request for electricity, water taps are not functioning and request the internal						

INNITIAL & Surname Name	VILLAGE	Infrastructure (halls, roads bridges, Electricity water & Sanitation	Housing (RDP & Temp. structures	Social Services (Grants, IDs, Birth cert. and Grants)	Health Services (clinics & medication)	Sports, Arts & Culture (playing grounds & Financial Support	Employment	Education
		roads at new extension (Vezamandla)						

WARD 05

INFRASTRUCTURE SERVICES (Community halls, Roads, Bridges, Electricity, Water & Sanitation etc.)	HOUSING (RDP & Temp. structures etc.)	SOCIAL SERVICES (Birth cert., Grants, etc.)	EMPLOYMENT (EPWP employments, Youth employment etc.)	EDUCATION (Financial assistance, training, civic education etc.)
There is no water in the following villages: (i) Gebane (ii) Ndayeni (iii) Tafeni (iv) Bomvini there is Borehole, but the challenge is that there is no water underground. Trucks should deliver water especially when there are funerals. OR Tambo District Municipality hired a contractor to do toilets with the amount of R800 for each toilet, but the contractor did not finish. Then OR Tambo appointed another contractor, the newly appointed contractor rated R2000 for each toilet. That is a challenge, and it will lead to not every household to have a toilet. Sompa to Ndzuluka access road must be maintained. Nomaweni to Mthombe Tsitsa access road damaged due to heavy rain. We request for a Tar Road from Mangcwanguleni to Zibungu. We need Streets between houses at Gebane, when it's raining cars can't move. We need the following bridges: (i) Bridge that crosses to Qawukeni. (ii) Bridge that crosses to Mthombe Tsitsa (iii) Bridge that crosses to Ntabankulu. Bridge that Mpindweni and Ndayeni do not have electricity at all. Solars does not work, but the new ones that were given to other households work very well. ESKOM- challenge is that when the is a fault with electricity, ESKOM responds after days or weeks. New homes(Nomaweni) there is no electricity. Mangcwanguleni in Ngxingweni that household was striked by lightning last year, ever since then the is still no electricity. Nxukhwebo (phezulu) there is no electricity.	No RDP houses at Nxukwebo, Thafeni. 1000 RDP houses that was supposed to be built, but only 400 RDP houses built. Where is the 600 outstanding houses?	Circumcision is a major challenge. Home Affairs trucks should come with more staff when coming to the ward, because they end up assisting only 30 people out of 300 people.	Age is a challenge, because most unemployed people are over 35 years.	WIFI must be installed in all schools.

WARD 06

INFRASTRUCTURE SERVICES (Community halls, Roads, Bridges, Electricity, Water & Sanitation etc.)	HOUSING (RDP & Temp. structures etc.)	SOCIAL SERVICES (Birth cert., Grants, etc.)	HEALTH SERVICES (Clinics, & medication etc.)	SPORT, ARTS & CULTURE (Playing grounds, and financial support etc.)	EMPLOYMENT (EPWP employments, Youth employment etc.)	EDUCATION (Financial assistance, training, civic education etc.)
Inkosi Zimisele (Mgungundlovu) Happy about Gutse AR **Mr. Mavuso (Mputshane)** Nduna Access road with bridge. There are 2 pipes that are installed to make a makeshift bridge which is very dangerous Requested 2 new bridges and 2 x Slabs also on the both sides of the bridge New extension –Mputshane school children are not able to cross the river when it is raining **Mr. Matomane (Mngazi)** Matomane –Methodist Church is badly eroded, cannot access their homes Also one for Makhuzeni area **Mr, Skotiyane Mngazi** Slab for Matomane access road to Makhuzeni **Mr. Kuzo –Nodutshe** Appreciated the presentation Very pleased that Nodushe access road and bridge was planned for 2025-26 and has requested that the plan should include 2 extra slabs in the meantime at eNkosini Requested alternative energy for new extensions **Mr. N. Ludada (Ntsonyini)** Ngojini-Ludwesa – Ntlangwini Access road- requested for the	**Mr. Mcebisi (Mputshane)** Requested an RDP House because his house was destroyed by fire in 2023 **Mr. Kuzo (Nodutshe)** 2 x HH were left out behind when Disaster Houses were built i.e. Mr. **Nkosincedile Mphathi and Ms. Nokubonga Mgodlwa** **Mr. N. Ludada (Ntsonyini)** Priority of RDP Houses to the Old age because they stay in very dire places **Mrs. Mpololo (Mgungundlovu)** RDP houses – destitute houses were identified and given to the contractor in because it	**Mrs Gcamu (Ntlambela)** Promotion of Inkciyo to the young girls especially at Ntlambela. It has been almost 4 years since there was a reported pregnancy test at Ntlambela J.S.S. Encouraged community to look out for their children Requested funding from the municipality **Mrs. Mazingela (Ngojini)** Wanted to be included in the FBS list because she is diabetic	**Mr Matomane (Mngazi)** Standby ambulance at Mgwenyane Clinic is requested **Ms. Sandisiwe (Gutse)** No clinic and would appreciate a mobile clinic	**Mr Kuzo (Nodutshe)** The Young people are trying to build their own sport grounds for both netball and soccer from their own pockets. Now they request TLB assistance from the municipality to level the sport grounds **Mr. Jazana (Gutse)** He encouraged that the Mayors Cup be made Professionalism of the Mayors Cup encouraged. It is not the same in all wards	**Mr. Ntloya (Nodushe)** Required assistance to revive poultry project that has been abolished **Mr. Msa Suduka (Ngojini)** Spaza Owner who is in need of financial assistance High rate of crime No development of the young people	**Mr. Kuzo (Nodutshe)** No ECDC. A site has been identified **Mr. Mnguni** Youth Unemployment and the type of education is very much expensive, there is a need of data everyday WIFI requested **Mr. Nyekese** (Ntlambela) Suggested Ward Based Pans/ budget and prioritization **Mrs. Gcamu (Ntlambela)** Ntlambela JSS has no yard at all **Mrs. K. Mbangweni (Ntsonyini)** Women should be involved in Initiation related matters **Ms. Sandisiwe (Gutse)** No school **Mrs. Mazingela (Ngojini)**

INFRASTRUCTURE SERVICES (Community halls, Roads, Bridges, Electricity, Water & Sanitation etc.)	HOUSING (RDP & Temp. structures etc.)	SOCIAL SERVICES (Birth cert., Grants, etc.)	HEALTH SERVICES (Clinics, & medication etc.)	SPORT, ARTS & CULTURE (Playing grounds, and financial support etc.)	EMPLOYMENT (EPWP employments, Youth employment etc.)	EDUCATION (Financial assistance, training, civic education etc.)
extension of the project scope (extra kilometres) It is like the road was never done In Ntlangwini, the area around the bridge was eroded around the bridge and they need proper intervention to prevent damages or injuries Requested for a plan to assist all the disaster affected areas **Mr. Mnguni- Mputshane** Appreciated the report from the ward councilor All clear and happy about the progress made by the municipality Nduna to Mputshane access road- it does not need any budget but all it needs is to be put on Disaster project People cannot move at all The community are at major risk and it needs an urgent attention As the community, they have spoken to Mr. Manitshana and Cllr. Mevana who promised them that they will send assessors but have not done so but the state of the road is very badly damaged Asked about when will the phase 2 project for the electrification of new extension start Water challenges **Mr. Jazana (Gutse)** Appreciated the fact that there was this type of a meeting but has complained that there were not aware of the meeting No access road in Gutse ever since the dawn of the democracy Vehicle owners leave their cars far away behind and they have also tried to assist with their own TLB	**Mrs Pheliswa Mboza (Mgungundlovu** No RDP Houses **Mrs. Gubelo Nophelo (Ntlangwini)** Has pleaded with the municipality to handover the RDP Houses to the beneficiaries as soon as possible because some of them are destitute people who has nowhere to go **Mrs. Jazana (Cwili)** RDP Houses **Ms. Sandisiwe (Gutse)** No RDP Houses **Mrs Langa (Cibeni)** No RDP Houses and she has lost about 3 houses because of the bad weather conditions and her neighbours are also affected by this misfortune					Wanted to be included in the FBS list because she is diabetic **Mrs. Mtokwana (Ntlambela)** In need of a shelter (container)which will be used as a Pre - school in order to keep the children safe O.R. Tambo DM has promised to donate or build an ECDC in honour of a child that was brutally killed in the area Fast tracking of the project was key LRED FUND

INFRASTRUCTURE SERVICES (Community halls, Roads, Bridges, Electricity, Water & Sanitation etc.)	HOUSING (RDP & Temp. structures etc.)	SOCIAL SERVICES (Birth cert., Grants, etc.)	HEALTH SERVICES (Clinics, & medication etc.)	SPORT, ARTS & CULTURE (Playing grounds, and financial support etc.)	EMPLOYMENT (EPWP employments, Youth employment etc.)	EDUCATION (Financial assistance, training, civic education etc.)
The community face a big challenge when they have to transport or carry the deceased on their arms or use a span of oxen carry the sick or deceased Toilets are full because the toilets were built in 2012 **Mrs. Mtokwana (Ntlambela)** Access road is eroded Request Slabs x 3 for crossing by the pre-school children Toilets are full **Mr. Nongwejane (Ntsonyini)** The community has made an appointment with Mr. Mevana on 10 /02/2025 where they requested some assistance on access roads They were promised assessors but with no luck as the Assessors never came to the area Pleased that Ntsonyini access road was done with 2 bridges but they have a problem with a second bridge as it was not done correctly That 2nd bridge has collapsed and the community members have tried to fix it and now it has cracks Fama bridge also has collapsed Lack of monitoring from the side of the municipality **Mrs. Nciyo (Ntlambela)** Nothing at all for the village A grader arrived but never finished what was supposed to be done and was taken away to ward 27 Monitoring of projects **Mrs. N. Mzolisa (Ngojini)** Slab for the access road Mcothama JSS crèche	Her only remaining two roomed flat has water that comes from beneath the floor **Mr. Ntloya (Nodushe)** Concerned about the people who build their houses or homes in a wetland area and expect to be assisted when their houses collapse					

INFRASTRUCTURE SERVICES (Community halls, Roads, Bridges, Electricity, Water & Sanitation etc.)	HOUSING (RDP & Temp. structures etc.)	SOCIAL SERVICES (Birth cert., Grants, etc.)	HEALTH SERVICES (Clinics, & medication etc.)	SPORT, ARTS & CULTURE (Playing grounds, and financial support etc.)	EMPLOYMENT (EPWP employments, Youth employment etc.)	EDUCATION (Financial assistance, training, civic education etc.)
Mrs. Lutshikelweni Ntsonyini No 2 No electricity No water No access road **Ms. Sandisiwe (Gutse)** No access road Water taps are dry **Mrs. Mpololo (Mgungundlovu)** Water challenge Streams are closed because of the walls surrounding them collapsed **Mrs. K. Mbangweni (Ntsonyini)** Fama access road **Mrs. Jazana (Cwili)** No access road No water **Mrs Pheliswa Mboza (Mgungundlovu)** Electricity contractor never finished the project and no connection Access road is in bad state and also in Cwili next to church **Mr. Nrhanqelwa (Ngojini)** Complained about the poor quality by the Contractor who was doing access road in the area Accused the contractor of using below par material for the road Asked for proper monitoring of projects in order to curb corruption						

INFRASTRUCTURE SERVICES (Community halls, Roads, Bridges, Electricity, Water & Sanitation etc.)	HOUSING (RDP & Temp. structures etc.)	SOCIAL SERVICES (Birth cert., Grants, etc.)	HEALTH SERVICES (Clinics, & medication etc.)	SPORT, ARTS & CULTURE (Playing grounds, and financial support etc.)	EMPLOYMENT (EPWP employments, Youth employment etc.)	EDUCATION (Financial assistance, training, civic education etc.)
There are water pipes next to the school that carries water to his neighbour and to his home He is afraid that the Contractor will just leave without finishing the access road in Ngojini **Mrs Langa (Cibeni)** Requested access road next to Ntsunguzi No access road No drinking water **Mr. Tsitsiso (Sikhalweni)** Road maintenance (blading) was done but it only matters to be worse of the access road. Requested new virgin road New extensions also in are in need of blading as an intervention No water **Mr. Msa Suduka (Ngojini)** Happy about the access roads Pipes are broken by the contractor who was busy doing the access road No ECDC						

WARD 07

INFRASTRUCTURE SERVICES	HOUSING	HEALTH SERVICES	EMPLOYMENT	EDUCATION
Mr Mgwetyana from Qhankqu is requesting Isidima Project as he feels that RDP Houses are taking long to come. This is because he is struggling as we speak. He further stated that some people who work for these contractors work without PPE's which is very dangerous. This needs monitoring from the municipality. Mrs Ndamase from Qhankqu is requesting Community Hall.	Mr Ndamase further request the municipality to intervene in the issue of houses where there are no people staying there. This is because all these places are being used by thugs. Hence the request for the intervention of municipality. He further stated that monitoring is key to all these projects of the municipality.	Mr Ntloko stated Mkhunjathi Police Station service is very poor. It is even worse because the crime there is very high. The police just give you the number to call and that ends there.	Mr. Mgwetyana further stated that there is a graduate from Qhankqu who took his life because he is struggling to survive. This needs to be looked at by the municipality and should find a way to prevent more of these from happening. Mr Ntloko stated that the municipality needs to do something in terms of creating job opportunities.	Mr Mfundo from Qhankqu asked the people to go and although he feels that it is not going to be easy because people don't see change, hence low voter turnout in these wards. Mrs Luhabe is requesting by-Laws for Waste and Nyandeni should have Skill Centre for Young people.



INFRASTRUCTURE SERVICES	HOUSING	HEALTH SERVICES	EMPLOYMENT	EDUCATION
Some electricity infrastructure is old and need to be changed. Mr Ndamase from Thabo Mbeki Township complained about the blackouts in the township which leads to the high rate of crime. They are also asking the municipality to play a big role in terms of monitoring its projects. There is water that flows from next to Rhoma School to the houses at Thabo Mbeki township. Municipality is requested to intervene. Nyandeni LM should speak to OR Tambo DM regarding the issue of Water and Sanitation. According to Mr Ntloko there is no water coming out of taps in Thabo Mbeki and it has been a while. Municipality needs to look at that as well. No Access Road to Mkhunjathi and it becomes worse when it comes to transport especially hearse services. Provincial Road to Ngqeleni is very poor and needs maintenance. Mrs. Luhabe from Qhankqu is requesting Access Road to Libode Private School. Transport is struggling to get there when is raining or when is wet. She further request that there should be pavement on the way to Bhekizulu High School.				





WARD 08

INFRASTRUCTURE SERVICES
The entire wards request izitrato pakati kwemizi Request for ward community hall. **Moyeni village** Request for maintanance of Chizela to Moyeni access road. No water taps- The infrastructure was done long ago but no water since then. Request for maintenance or re-construction of Shushu bridge. Request for maintenance of internal streets (Kukho I project eyayisenza amanzi yonakalisa izitrato) Gwagwaza family is homeless due to heavy rain- Need assistance **Tyara village** Request for internal streets roads(entire village) Request for construction of Nokulunga pre-school Request for ward community hall Tyara village is concerned about the demarcation, they were taken from ward 08 to ward 04 of which they are not comfortable about this. **Mamfengwini village** Request izitrato pakati kwemizi There is a dam ngakwa Miya due to heavy rains the dam is very dangerous to the community **Mdlankomo village** No toilets at Mdlankomo No water Temporal structures constructed long are in bad condition Request for CWP and EPWP

WARD 09

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Ward Councillor 1.Old road needs maintenance at Mahlabeni, Church of God. 2.Taps are there and there but with no water. 3.We request toilets in all wards. 4.We request electricity in all new homes. **Mr. Shukuma** 1.Request Maintanance of Corana to Vezamandla. **Ms. Monakali** 1.Request Zolani access road construction.	**Ward Councillor** 1.Construction is delayed by service provider.		**Ward Councillor** 1.Mobile clinic handed over only came once after the, and never returned.		**Mr. Unathi** 1.Youth training programs in agriculture, small businesses, financial assistants in starting businesses.	





WARD 10

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT
Crisis of Electricity for new extensions in Zikhovini Village. There is a need of Toilet for Mr Nongala who is disabled and he use a Wheelchair in Zikhovini Village. Need of Access Road in Emasimini or new Bright Village. Access road in Lutholi Vlg Access road in Mpindweni. Crises in Lack of NLM Assessment when the job has done for access road. No Electricity in Mayaka's home and its been 18 years now and they are in waiting list from Ward Cllr. Three people died, because of no bridge from Sibangweni to Ntilini. Access road in new rest , Sofaya and Lutholi and it was in 2024/25 budget, but now no were to be found. bridge that is crossing to Mpindweni has appeared, but the is no NLM action. Request a high mast light because of the high rate of crime and the NLM must take it serious in Mpindweni Village. Access road from in V gate need of Solar for new extensions in V gate vlg. Access road and electricity in Lurhasini vlg and in new extensions. Access road from V gate to no 10. Need to know about the Access road from new rest to Ntilini Vlg there was no movement in all IDP's. Crises of Electricity load shedding everyday after two hours. Need of Slab and Solar system in V Gate Vlg. NLM must find a new strategy for free electricity for all ward. Access road in Lutholi vlg. NLM has no action in Lutholi bridge and in all IDP they talking about one problem. No Access road and Electricity in Maqanyeni Vlg. Since 2019 Sibangweni vlg requested a high mast to reduce crime. Tar road in Sofaya has port halls. Need of bridge from Ntilini to Mpindweni and return to Sikhovini vlg.	Need of RDP house for Mr Nongala who is disabled and Wheelchair user. Need of RDP house for Children who stay alone with no Houses in no.9 Village. Need of RDP houses in Ndubungela vlg. Need of RDP houses for people who had disaster and owners diseased. Need of RDP house for Mrs Petse.	Some childrens has no ID's in No.9 Village	Sibangweni community Need to be supported by NLM in their businesses.	Lack of Employment for youth in Lutholi Village.



WARD 11

INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
27. Ward Councillor		There is not any infrastructure service at Ngqwayi. Their cars stay Sun City to the clinic and Bencil school access road is in dire condition. Kuyasa to Mbalentle access road is also in need of rehabilitation We need high must lights due to the high rate of crime in this ward. Electricity for all the new extensions and we can even accept the solar panels for temporal.	RDP houses are needed to all new extensions.					
28. Mr. Mangwane	Ngolo	Need for internal roads.						
29. Mr. Mantantana	Ngolo	Need the high must to be more than 2, up to 10.	The issue of the military veterans housing, they are not enough, only one was build.					
30. Mr. Zlbi	Hadini	There should be construction of the roads for old residence. We did request from the municipality for blading of these roads. Need community hall for the ward 11				What does the sport club do for it to be supported by the municipality?		
31. Mrs. Nohekeshe	Ngqwayi	Request for access road						
32. Ms. Colombile	Ngqwayi	Need for new toilets as the old ones are full.		What is the criteria for alternative energy (Gasses) because we see the people who are financially able given these gasses.				
33. Mr. Magadla	Ngqwayi	Need for street lights.		Need to be included in the indigent or alternative energy				



INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
34. Mr. Sodladla	Ngolo Extention	Will the road from Ngolo to Corhana pass to the Scrap yard.						
35. Mrs. Mbono	Nkanini	The Nkanini access road is dilapidated due to poor material that was used and poor drainage system. Need for the toilets to be sucked as they are full.						
36. Mrs. Dibela-Diko	Ngqwayi	Concerned about the length of the road from Ngolo to Corhana. Water and sanitation is also needed. The very weak electricity.						
37. Magxarha	Kuyasa	Need for access road at Kuyasa						
38. Mr. Mantantana 2	Ngolo	Need water at the area. Need for toilets.						
39. Mrs. Nyama		Need for road from Ziphunzana T sign and the internal roads. Need water (the water tanks.						
40. Mrs. Thuswa	Manxiweni		Need roof for the house that the team is building.	Request for the seedlings.		Need for elderly sport field . Need to the kit (Track suit). For Masomelele elderly.		
41. Mr. Jabavu	Ziphunzana	Need a bridge for Ziphunzana and mostly the children who are crossing there are in danger.						





WARD 12

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Khayelitsha Request for access Road No water supply Maintenance of the low volume tar road Maintenance of the street lights.	RDP Houses.					

WARD 13

INFRASTRACTURE SERVICES	HOUSING	SOCIAL SERVICES
Access road in all wards because of climate change. Need of water in B.V Villages Access road in Nkawukazi and in new extensions. No Access road in Langeni. No bridge from Nkawukazi to Langeni not easy to go to Clinic No Access road in Mandlovini and bridge & dish drains from B.V to Mandlovini and if the job has done need to be assessed and monitored by NLM because of unfinished job by Constructers. Need of High mast to reduce the high rate of crime in all ward 13. Need of Access road from Mandlovini Shop to Ntsaka Village. Crises of water in Mandlovini Vlg. Access road from Ntsaka to Tyumbu is in need of Bridge. No water in Buntingville. Challenge of water in Lujecweni need to be attended by OR Tambo. Need of hunny sacker for Toilets in Lujecweni vlg. Need of speed humps in Lujecweni between Two Threes , Pakini and Nkalweni. Unfinished pavements project, unprofessionaland not in good quality of pavement. Lack of Communication. Lack of communication between the current pavement Contractor and the Lujecweni community cimmittee Vlg. Need of Electricity, Hall, Toilets and Bridge Mandlovini.	Unfinished of RDP Houses by the Contractors in Lujecweni Village. NLM must ensure about the Evaluation and make a follow-up to Contractors of RDP Houses to check their jobs.	Need of temporary sctructere and Police to reduce the high rate of Crime. Need of Skipper bucket for waste dumping because of hygiene. Need of pre-schools in ward 13. Need of support for Nkqubela project in Mndlovin. Need of co-op in Ward 13 to reduce unemployment rate, also the youth of Mandlovini vlg are unemployed. Need of old age homes in Ward 13. Need of support for the Jama Co-op in B.V to reduce unemployment.
Need of Community Halls for Ward 13 and Electricity for new extension in all Ward 13. No Toilets and Access road in New B.V Preschool.		





WARD 14

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
We need a bridge from Mqwangqweni No.2 Access road from Mgqwangqweni to Mangwanini No.3 must be built. All Access roads in Mgqwangqweni No.2 must be built. UNSO Construction did not finish the water project. There is no water, the pipes are blusting. At Dimande location we do not have toilets. Last financial year at Dimande we were promised a Bridge. When it is raining children cannot go to school. No electricity in Mangwaneni. There is no water and toilets at Mahosheni. We need an Access road at Ncambedlana. Also we do not have toilets at Ncambedlana. At Mabomvini ESKOM only only installed poles and left, there is no electricity. There is no water at Mabomvini contractor installed water pipes and left. Another contactor was appointed. Mr. Ndzule at Emdeni it is been 5 years since he was given a RDP house however there is no electricity ever since.	t Mabomvini the RDP houses were built, but not everyone who were supposed to get the RDP house got them. Criteria of who qualifies to get a RDP house, because there are no RDP housed at Manganini. At Ncambedlana there are 14 RDP Houses that are not finished, it's been more than 10 years.		There should be Clinics near schools, Mangwanini is too far.			Mdumbe J.S.S was closed just after being renovated. It is challenge because other schools are far.



WARD 15

INFRASTRUCTURE SERVICES	SOCIAL SERVICES	SPORT, ARTS & CULTURE	EDUCATION
Mtonjana village Toilet are full, there is a need for Honey sucker Request of Bridge from Mtonjana to Bantini village **University village** No electricity at University village Roads are in bad condition at University village Road from Baca to Mampondomiseni village need to be maintained Request for Honey sucker for the maintenance of toilets in university village Request for access road at new homes **Gcinizizwe village** There is a need for RDP houses No access road at gcinizizwe No electricity **Ngxokweni village** There is no access road at Ngxokweni The road from R61 to Ngxokweni need construction INkciyo program need to be funded Need for netball playgrounds There is a need for EPWP program at Ngxokweni There is a need for V-drains and water pipes at Ngxokweni road There is a need for high musk near CHB high school **Dokodela Village** At Dokodela village the RDP houses was constructed, there are homestead who did not have privilege to get RDP houses. Request for access road at Dokodela village Dokodela to Gcinizizwe need maintance. **Masameni village** No electricity at Masameni Emanxiwe amasha there is a need for toilets Old toilets need Honey Sucker Request to be assisted to have Cannabis licence **Western Village** Gcobani Zono Due to heavy rains there is Indonga pakati kwemizi Roads need storm water drainage The road is in bad condition **Khuleka village** Animal feed processing plant progress is very low There is a need for street lights at Khuleka Also high musk is needed There is a permanent load shedding from 17H00 -19H00 every day at Khuleka Road ngakwa Kupelo to CHB high need maintenance **Emakhwetshubeni village**	The **entire ward** request to be assisted to have Canibis licence Need for Spazza shops assistance – **Entire ward** The issue of Gas stove at **Western Village** need to be addressed- Few people given this benefit	The **entire ward** have no playfield that is in good condition	At **Mtonjana** there is a need for Crèche There is a need for road humps near big tank road-Tar road to **Mampondomiseni**- School kids are crossing the road Request for seedlings at **Zanokanyo school** Request for school uniform at **Zanokanyo school** Need for temporal shelters at **Zanokanyo school** Need for access road to **Zanokanyo school** Request for temporal structure to assist Gen classes at **Chief Henry Boklein school** No pre-school at **Western village**

INFRASTRUCTURE SERVICES	SOCIAL SERVICES	SPORT, ARTS & CULTURE	EDUCATION
Need for access road at Makhweshubeni vill.age Need for RDP **Mtyu village** Request for construction of toilets at **Mtyu village** Request for speed humps at **Sikobeni** Mtyu A/R not yet completed			

WARD 16

INFRASTRUCTURE SERVICES	HOUSING	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Mr. Malusi Seko from Dalaguba requested Access Road to Mlengana. He also emphasised the issue of monitoring by the municipality. This was as a result of contractor that left falling rocks where he was working in Dalaguba. Mr Mdinwa from Mafini, Hiltop, the area doesn't have access road. They are requesting a virgin road to Hiltop. They have been enquiring about this from the municipality but to no avail. They have to bring course themselves as there is no access road to the area	Mr Alberton from Mkhankatho reported that as the community of Mkhankatho they are willing to do farming but were told that the tractor is at Nyandeni LM, therefore they just request assistance regarding that. Mr Jali Mkhankatho raised the issue of 350 Housing Project for Msintsini that disappeared. He requested that the project must come back. However, Cllr Mbiyozo referred him the relevant office at Nyandeni LM. 2 Houses are reported not finished by the contractor and the name of contractor is SAMALEN. He just wanted follow up on this one. Mr. Jukuda from Maqhingeni is requesting assistance from the municipality regarding their toilets as they are full.	Mr. Jukuda from Maqhingeni is requesting play grounds for the village.	Mr Jukuda further asked the municipality to create employment especially for the Youth.	Mr. Jukuda from Maqhingeni is requesting the municipality assist regarding Xhentse High School. He claimed that the matter of Xhentse has been reported to almost all platforms as the school need to be built.

WARD 17

INFRASTRUCTURE SERVICES	HOUSING	HEALTH SERVICES	EMPLOYMENT
Mr. L. Thibane (Mdumazulu) No access road The contractor (Ingcali Construction) is on site but is completely out of order Water from the taps is only available when it is raining, that is not right **Mr. Mcutha** (Guqa) Reported that Ngqongweni bridge has not this year, it collapsed almost three years ago and nothing was done about that	**Mr. Z. Mtshowana** (Sidikideni) Reported that his house collapsed in December 2024 and the one that is left is flooded with water and can collapse at any time. The water comes from underneath the floor Mr. Z. Galili (Mdumazulu) He complained that in January 2025, a contractor built 3x slabs but never returned to complete the project	**Ms, Khunjuzwa** (Mdumazulu) There is no clinic in the area	**Ms, Khunjuzwa** (Mdumazulu) There is high rate of crime in ward as a result of youth unemployment

INFRASTRUCTURE SERVICES	HOUSING	HEALTH SERVICES	EMPLOYMENT
Requested an urgent intervention on the issue of the bridge The community has constructed a by-pass from Magozeni to Guqa because of the bad state of the access road Blading and maintenance of the road is done but there is poor quality Appreciated the fact that an access road will be built No access to clean water **Mr. Mnakaniso** (Mdumazulu) Not happy about the pace of the contractor (Ingcali) Suggested that proper monitoring of these projects is vital Complained that there was no social facilitation by the contractor Also complained that he signed a 3 Months contract with the contractor but only worked approximately 3 days a week Suggested that the contractor must come back and start from afresh because he has a very poor job He said, the same contractor is busy with Ludaka to Noxova access road **Ms. N. Soni** Has a problem with ESKOM. She has reported a fault but never assisted **N. Ngxakama** (Mandileni) No community hall Complained that their access roads (streets) are very far apart, which causes the community to struggle when it rains as a result they are forced to carry their deceased family members for funerals Pipelines are damaged by the contractor who was doing road maintanence **N. Sobazile (**Mandileni**)** Access road is badly damaged Water taps are very from other households **Mr. Kayiyana** (Mhlakotshana)			

INFRASTRUCTURE SERVICES	HOUSING	HEALTH SERVICES	EMPLOYMENT
Complained that the municipality has awarded tenders to cheap, useless and incompetent contractors that does not know what are they doing No access roads to schools and sometime Learners are not able to attend classes as a result of the bad state of the access road to schools **S. Mayedwa** (Magozeni) Wanted to find out who was the actual Ward Councillor How long will Cllr Ngangaza act Complained bridges across the ward are damaged or collapsed especially Ngqongweni which has a clinic Involvement of the ward when there are developments Suggested that IDP be rotated to other villages of the ward Burst pipelines, No water in Ngqongweni and Magozeni Role of MPAC in doing Oversight Prioritization of Ngqongweni bridge is key and he even offered site where the municipality can get good quality crush stone (**ilityе lendlela)** for free, they just need to bring their plant **Mr. Mkhundlu** (Sidikideni) Access road is very badly damaged The bridge is also damaged Water pipelines are burst **Mr. Khiwani** (Maagozeni) No service delivery No water, they have to buy water for funerals **Mrs. Nofikile (**Ludaka) Mfula to Ludaka access road is very dangerous No access road and in need of blading because of the Easter holidays **Mr. Cetwayo** (Sigubudwini) No water and the water pipes are damaged **Mr. F. Lumkwana** (Mdumazulu)			

INFRASTRUCTURE SERVICES	HOUSING	HEALTH SERVICES	EMPLOYMENT
Requested for the maintenance of the access road which was built in 201 as it was is very damaged Has also requested for CWP to fix the damaged roads			

WARD 18

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Mr Nelson 1.Request road to Mposweni. **Ms. Zimasa Mlonji** 1.We request electricity in new homes. **Ward Councillor** 1.Service provider for maintaining road left without finishing and rehabilitating pit hole they opened. 2.Njiveni road needs maintenance 3.We request water at Njiveni. **Mr. Mayezana** 1.In Nohokoza we request, Water, Toilets, Hall. **Mr. Mbono** 1.We request water in all villages.		**Mr. Thembalethu** 1.We need assistants with tractors and fencing of planting fields. **Mr. Mbono** 1.Can the municipality increase the number of seedlings donated to the community.	**Mr. Mayezana** 1.In Nohokoza we requestclinic.	**Mr. Lusithi** 1.We request sports field and sports materials.	**Mr. Thembalethu** 1.Youth unemployement is very high, we request youth programmes and trainings.	**Mr. Mbono** 1.Addition of ECDC, in all villages.

WARD 19

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT
No A/R in Bandla with Bridge. No electricity in new extension. Need of honey Sucker. Noxova : 2022/23 Noxova to Bodi A/R with Bridge ORTDM IDP must be ward by Ward Katini A/R timeframe struggling to drive in. Request for community water tank. Request for electricity. Toilets sink due to heavy Rains. Old Bunting : Request for electricity of new extension or Solars alternatively. Request for toilets in new extensions and honey sucker for toilets .	Shortage of temp structures . Request for permanent structures to replace temp. 2014 Temp structures how long will take? Request for permanent structures Thanked government for some temporal structure	Pre- School Request	Request for clinic	Encourage the growth of players	SMMEs Request to be assisted with jobs Request for EPWP. Request for project of Bunguza cutting



INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT
How much funds available for the project of Ntlaza to Hluleka T/Road Request for stone pitching in these access roads Lusizini N.Ngcame A/R to Mayibenye with bridge Lusizini to Mnyamane A/R Discontinuation of electricity due to bad weather Cwele: Request for A/R, Electricity in new extension. Thanked for Access Road Bandla to Cwele A/Road with Bridge Ezinduneni: Access Road with Bridge to Nomcamba Request for toilets and Solar zinkampini to xhelagusha Xhelagusha to Filita A/R Sanitation Ezinduneni: Ghost electricification that failed transfomers Njimaza: Njimaza to Dangeni A/R Time frames 2 H/H with no Electricity (Thekwini) Dangeni: New Extension electrification Sanitation No water supply	Request for visit certain family who live in 1 room with 6 children.				

WARD 20

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Ntshingeni Road is in a very bad condition. Mvilo to Sazini Access road is in a bad state. At Mngwabe there is no road at all. When the is a funeral men must carry the coffin because the funeral palours vehicle are not able to drive in. Bumnyameni to Zama zama road is in a bad condition. Tar road from Ntlaza to Hluleka is on stand still, no progress at all.	The contractor that was building RDP houses left because of high rate of crime.				Criteria of employment of people to work on projects.	Mba loc request for a Pre-school, minors must walk a distance when going to school. Scholar transport- which schools are entitled to have scholar transport.



INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
In Ngonqelweni the water coming from the tap is dirty, ever since the tap was installed. Always when the is a project, especially roads they should be inspectors because contractors use cheap materials. At Mba Location vehicles struggles to move around and we request for a slab not stones, even when there is a funeral men carry a coffin by hands. Mba location we need streets between the households. At Bumnyameni we also need streets between the households. At Mngcwabe road is in a bad condition. **NB: THE CONTRACTOR LEFT BECAUSE OF HIGH CRIME RATE. CARS ARE BEING HIJACKED, CARS THAT ARE WORKING IN PROJECTS AT WARD 20, DEPARTMENT CARS, FUNERAL PARLOUR CARS, RDP MATERIAL BEING STOLEN.**						

WARD 21

INFRASTRUCTURE	SOCIAL SERVICES	HEALTH SERVICES	EDUCATION
Ngqeleni town Ngqeleni sport field was handed over to the community with the snags –Request for snags to be attended Human settlement data is incorrect,erf numbers does not match with with the names of the beneficieries that affects the paying of property rates- Human settlement must assist in this regard **Nzwakazi village** Request for maintenance of access road from Methodist church (ngasepitsini) Request for maintenance of access road ngakwaSibonda to eskolweni joining road to emzomtsha home There is a dam that is detrimental to the community- Request the municipality to assist to demolish this dam-dam is near tat Bango homestead.	Request to be assisted by seedlings-**entire ward** Youth unemployment is a big challenge-**Entire ward** Request for EPWP and CWP at Mazizini village to help with: Pot holes and Destroying alliance plant Request enforcing of **bylaws** in **Ngqeleni town** (There are Pigs and Horses scattered in town.	The entire ward request to be assisted by seedlings There is a physical challenge person at mam Vinindwa homestead- Access road need to be constructed to that home to assist the family-**Nzwakazi village** Diapers at Mazizini are everywhere- the village request assistance in this regard	Request for the construction of Ngqeleni High school



Powulini village There is a need for water taps at Pawulini. **Nzwakazi Village** Request the revival of water taps at Nzwakazi, the infrastructure is right but taps are not working **Mposana village** Request for access road(izitrato ezingena emizini) e Mposana village **Mngazana village** Request for the maintenance of road to Mngazana			

WARD 22

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Ward Councillor 1.Some households don't have electricity, because they don't appear on the lists. 2.Lack of toilets in some villages. **Sibonda no. 1** 1.Water Pipes were installed and taps, but there's no water. **Ms. Yola** 1.We have old, damaged meter boxes that don't function well, can they be changed. 2.Request for a bridge crossing from Nomadolo to Gxaba high school. **Ms. Lizeka** We request construction of Nkantsini School, damage caused by the flooding. **Mr. Mbuyiselo** Request for repairs of Canzibe road to the Royal Home. **Ms. Mbonodi** 1.During maintenance of road in, they channelled water to my home, during rainy season I always experience floods. **Mr. Makhitshini** 1.Request bridge to Madobese (Kundlunkulu).	**Sibonda no. 1** 1.We need RDP houses in Villages. **Mr. Quku** 1.The community needs RDP houses. **Mr. Thulani Bango** 1.I don't have a home due to heavy rains, the Municipality promised be an RDP house till now I haven't received it, I say in people's homes. **Ms. Ndaba** 1.I registered for RDP But they say I appear in the list as having RDP in another village NGQANDA.	**Sibonda no. 2** 1.We need assistants with tractors and fencing materials. **Ms. Nosintu** 1.We request workshop for indigent steering committee.	**Sibonda no. 2** 1.Awareness campaigns on circumcisions. 2.	**Mr. Sicelo Gomba** 1.We request assistants with sports materials, (poles, nets, kit, ball) for all codes.	**Ward Councillor** 1.No skills and Jobs for youth.	



WARD 23

INFRASTRUCTURE SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT	EDUCATION
Ms. Nompenyana from Ntsunguzini is requesting Access Road to Ntsunguzini. Mr. Zion is requesting Access Road to Mabaleni. The distance to Mabaleni is 2 km and the Access Road to Wataleni nis 800m. Mrs Gaga from Hamsini is requesting Access Road to ECaweni and the distance is 800m. They also request toilets in that area. Coffin have to be taken by people not transported. Mr Slongotya from Ntsimbini is requesting Access Road from Malizole to Ntsimbini. Mrs. Sichoto from Goso Village is requesting Electricity for New Houses at Goso Village. Mrs Velapi, requesting the municipality to put a slab at Manqabeni Village about 2km. The road is destroyed by rain. Mrs Kofi from Kantu is requesting Access Road and Toilets. Access Road to Tstsi to Mevana The distance for Access Road is 13 km EThekwini Village. Mrs. Gaga from Ngqinibeni is requesting Access Road to Ngqinibeni and Toilets. The distance is 1,5km. They also request Community Hall for eThekwini Village. Mr. Latshibhayi from Nomadolo is requesting Access Road next to Nomadolo School and is about 300 m distance. Ms Nosizile from Ngqinibeni is requesting Access Road at Ngqinibeni. Mr Mekwana from Nomadolo is requesting Access Road from Nongxenge to Eskolweni. Toilets are also requested.	Mrs Mhlakulo from eThekwini Village is requesting Clinic in the area.	Mr. Skonxa is further requesting Library for the area as the children are struggling when it comes to internet in this area.	Mr Skonxa FROM Manqabeni Village is requesting municipality to identify land for bussness use. This must be done for economic benefit. There should be a committee for ward 23.	Ms. Rhotso is requesting Pre-School at Sizani Village. Children are suffering in that area. Mrs Slongotya is requesting Pre-School at Ntsimbini Village as thy are currently using mud house which is not conducive for the development of children. Mrs Schoto from Goso is requesting Pre-School for Goso children as the one they are using is not conducive for the development of children. Pre- School is requested by Mrs Nosizile from Ngqinibeni Village.

WARD 24

INFRASTRUCTURE SERVICES	HOUSING
Mr. Soka (Zaka) He wanted clarity on Mchaphathi to Ncedana access road. Where will it start and the allocated kilometres Clarity on the Nkumandeni access road (where it will be situated because there are many villages that belong to Nkumandeni He was very pleased with Mhlakotshane access road	**Mrs. N. Momoza** (Mhlakotshane) Concerned that the housing backlog was killing our people She was also worried that Mrs Mabawana Makebe was promised a RDP House in 2013 but has never received any house and she has tasked her to look for assistance and now unfortunately she passed away **Mrs. Xhaphile** (Malungeni)

INFRASTRUCTURE SERVICES	HOUSING
Ms. Z. Delihlazo (Godini) She wanted clarity about where will Mchaphathi to Ncedana access road start **Mrs. Xhaphile** (Malungeni) No access roads Encourage road mainteinance Has suggested the revival of **Onolongo f**or road maintenance **Mr. Z. Jonga** (Godini) Complained about the very bad state of the bridge which is easily eroded and is poses a great risk to the children Requested that Mchaphathi to Ncedana access road to include a bridge **Mr. Dikiso** (Mabhetshe) Toilets are full and some are damaged and doors not in good working condition **Inkosi Thandisizwe** He was worried about Mdumbi River bridge that connects Zaka and Mgojweni and requested an urgent intervention before something bad happens people lose their lives The bridge is too small and has no guard rails That route is the shortest route to Canzibe Hospital and Pangalele S.S.S. **Rhabe Mission** and some households have no electricity for quite some time now and he requested the municipality to intervene in the matter Maintenance of the Community hall by the municipality	No RDP Houses for the whole ward **Mr. Dikiso** (Mabhetshe) The ward is in need of RDP Houses There is also a lack of project monitoring by the municipality

WARD 25

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	SPORT, ARTS & CULTURE	EDUCATION
Lwandile A/Road to Lingalethu Mrs Magudu A/Road from School to Lwandile T/A Request water pumping from their rivers Honey sucking Request all community youth members to assist in voter registration in ward 25 more especial youth in all villages. Vinish to Jange Access Road does not appear in the presentation . Jange : no pre-school Bucula: thanked for A/Road. Request for Mnenu A/Road that connects to PSJ. No water supply. Bridge : Sixhokolweni no water pipes in A/R for storm water. Request for community hall in Elucingwen	Disaster does not assist in housing. Housing in ward 25 that promised way back. Ward 25 did not receive any RDP Houses	Request for support to Inkciyo celebration Empty promises about food Parcels. Buchula : No assistance towards children with physical challenges.	equest for Clinic in Buchula	Playing grounds encourage Youth in ward.	Mdzwini – no pre-scholar transport.

WARD 26

INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
42. Ward Councillor		There is no water although there is underground infrastructure. Cable theft in the electricity infrastructure		High rate of crime in the ward.	There is no clinic here at Ntsimbini. Challenge of dogs that are not vaccinated.			The pre-schools are very few and far away from the communities.
43. Mrs. SIthelo	Ntsimbini	Request for Ngolokombo Access Road.						Classrooms at luthambo are dilapidated. There are no pre-schools to feed Luthambo JSS
44. A. Duma	Ntsimbini	They need the road from Luthambo to Sidwadweni/Qolombane. The quality of the roads that are build.						The issue of breaking of schools needs the flood lights. Request for libraries in the ward.
45. Mr. Mkhangazi	Nkankani	There is no access road at all at Nkanakani						
46. Ms. Mtena	N8jiveni	Request for toilets at the new extension, the Access Road at Mhlanjeni.						
47. Mrs. Nobetsu	Mntondela	Need access road from Mntondela to Mthonjeni						
48. Mrs. Ntlombeni	Ntsimbini	Need rehabilitation of toiles because they are now full						
49. Mrs. Thonga	Mafusini	The issue of the dilapidated road at Mafusini, the road needs a bridge						
50. Mrs. Ndabeni	Zikhoveni	They also need access road because there are rivers and Strems where children are unable to cross (road needs bridges.)						
51. Mrs. Gileni	Zincukuthwini	She does not have electricity because it is						

INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
		said that she is far away from the poles. The toilets are also need for new extensions.						
52. Mr. Nyafuthi	Zincukuthwini (ngaphezulu)	The access road that is of very poor quality (Mthonjana to Zincukuthwini). The Tholeni Access road has been washed away by storm water. The taps are there and there is no water.						
53. Mr. Ntlombeni	Ntlanjeni (Ntsimbini)	We need the fixing of the water taps so that the water can be available.			They need the clinic that was shifted due to small sight to be brought back			
54. Mrs. Veyitshi	Zincukuthwini	Need electricity connection for her home						
55. Mr. Nyanthi	Gazini	The borrow pit that was made is very dangerous to the live stock.		The issue of flooding Mthatha River eroding the crops. What should we do so that we can cultivate for the municipality				
56. Mr. Jama	Ntlanjeni	Concern about the incomplete Mnqane access road. It should have gone up to the Circle (Sekileni) There are homes that were not given the toilets.						
57. Mr. Moya	Mankosi (Luqolweni)	The Mankosi (Luqolweni) access road needs rehabilitation. There are new extensions that also need roads (Polani, Matamama, Hekeni). Need for toilets.		There are children that do not have birth certificates, the old aged that have low ages according to their IDs.				
58. Mrs. Mgqutu	Mankosi	Need for the bridge and access roads.						

INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
59. Mrs. Hlalaphi	Cambalele	Cambalele access road is needed.						
60. Mr. Nomakhwezana	Ntsimbini	Drainage system for the provincial road from here to Kop Shop. Maintenance is needed.						
61. Mr.	Mngcibe	Request access road from Mdumbi to Ntshilini JSS.		There are so many children without birth certificates and others are unable to apply for the IDs.				
62. Mr. Maqubela	Zincukuthwini	Request for internal roads (streets). Request for access road from Lutshoba to Mthonjeni.						

WARD 27

INFRASTRACTURE SERVICES	HOUSING	SPORT,ARTS & CULTURE	EDUCATION
Crises of Water Dam next to Nkonkoni School. Complaining about Access Road in Mabusini. No water in Dikela Village. No Access Road in Dikela Vlg. No Community Hall in all Ward 27. In Dikela vlg there is water taps, but there is no water. Need of access road from Smarts Ndamase to Ntlaza.	Need of RDP Houses in Nkonkoni Village. No RDP Houses for disaster in Dikela Vlg.	No Sport ground in Ward 27 for youth to reduce rate of drags.	Smarts Ndamase S.S.S need to be assisted in Schooler transport because learners travelling more than 30 Km to School from Dikela to Bukela.



WARD 28

INFRASTRUCTURE SERVICES	SPORT, ARTS AND CULTURE	HEALTH SERVICES	EDUCATION
Mr. Gaxeni –Lutshini village Request installation of pipes to control Water at Lutshini. **Mrs. Sodinga-Mzonyana Village** Request access road at Meveni Request water taps at Meveni **Mr.s. Sodinga- Mzonyana village** Request for: Access road at Mzonyana Request construction of toilets at Mzonyana Ms. Fiki- Mpimbo Request for construction of toilets at Mpimbo Mpimbo school at Mpimbo is a mud structure, need to be constructed Mr. Mbekwana-Ntibane AT Tekwini the road was done but it is in bad condition.(Road is under construction). Mr. Nqunquza- Ntibane Road from TShezi village is under construction but it seems that there is no monitoring, The quality in terms of doing the road is very poor. Mr. Mzileni- Ntibane village No road from Ntibane Clinic to Ncanzibe Mrs. Ndofela Request road from Ntibane bridge to Ezipikeni **Mr. Mpayipeli** Road from Ngqeleni town crossing ward 28 to Presely bay is very small, need to be extended. Road from Jijini ngase Weni, the road was seven meter wide but due to heavy rains it is now three meters wide. **Mr. Kwabanjana-Ntibane village** Reported road from Mjula to Magqireni eroded by heavy rains Mr. Poswa- Mntsholobeni village Bridge to Mntsholobeni is eroded There is a need for pounding the stray animals on the road From Qhokama to Presley bay the road is very very bad	**Mrs. Fundekele-Sidanda village** Request big hall komkhulu . He outlined that the komkhulu hall is very small it does not accommodate all the villages. Also the number of chairs is not enough.	On the 13-17 January 2025 the entire ward 28 was out of electricity that affects all the patients having refrigerated medication.	Schooler transport buses is in bad condition, there is a need for physical inspection when the buses are off loading school kids to the school.





WARD 29

INFRASTRUCTURE SERVICES	HOUSING	EMPLOYMENT	EDUCATION
Mr. Mgcele (Headman Zanoxolo No access road to school and surrounding areas. The access road was done more than 15 years ago in 2009 **Mt. T. Ndondo (Magozeni)** Magozeni access road not complete next to Mgontshongo household and Kuyasa Pre School **Mr. Mgontshongo (Magozeni)** Requested internal streets for ease of access to their households No access to clean water Concerned about the demarcation process and that they may be moved to a reward **Mr. Ngcele (Gxulu)** Disaster roads need special attention especially access roads to schools **Ms. Dutywa N. (Zanoxolo)** Access road is badly eroded It was made worse by Anix Construction who was fitting pipelines for O.R. Tambo DM No ECDC, utilizes a church venue which is not conducive for the children **Qaqamba Dutywa (Zanoxolo)** The access road was never rehabilitated **DJ Mzwe (Zanoxolo)** Concerned that the municipality was not doing enough to promote local artists There was no need to book artists outside the province when the talent is vast here at home **Mrs. N. Mankomo (Sixhotyeni)** No access road Very slow water project, there was a need to fast-track and monitor **Ms. S. Jikana (Zanoxolo)** No RDP Houses There was only temporal structure made out of zinc in the village and was very old **T. Nosasa (Zanoxolo)**	**Ngcele (Gxulu)** Site clearance was only for the RDP beneficiaries, when will the project be started	**N. Dutywa** She is working as a CWP worker but faces challenges that she is not able to access child support grant because of the stipend Asked for the assistance of COGTA to clear the matter	**Ngcele** Voter education is key and also demarcation process



WARD 30

INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
63. Ward Councillor		Mhlanjeni does not have a proper bridge. Even if it is a pedestrian bridge for the children to cross to school. The whole ward needs electricity for new extensions. Some areas have a problem of electricity that is on and off and Eskom does not respond to this problem. (Tshisabantu). The problem of incomplete access road at Mfabantu. (Matolweni). The Dikela access road is dilapidated and needs rehabilitation. The promise of the boreholes that was made by the District Municipality was never implemented. Access road to the sheering shed at Kwazulu. Need for the access road from Mchonkco to Mpendle. Access road from Mchonkco to Masameni. How far is the surfacing of the road from Libode to Powlini.		Request for a voting station for Mhlanjeni				
64. Mrs. Zono	Mngamnye No. 1	No road and the bridge is falling						

INNITIAL & Surname Name	VILLAGE	Infrastructure	Housing	Social Services	Health Services	Sports, Arts & Culture	Employment	Education
		The toilets were not completed and the pits were dug and not completed.						
65. Mrs. Qangase	Mchonkco	There are 3 homeless people and one of them is staying in the scrap car.						
66. Mr. Maliwa	Tshisabsantu				They need a clinic because the Mchonkco clinic is too far. They need at least a mobile clinic.			

WARD 31

INFRASTRUCTURE SERVICES	HOUSING	SOCIAL SERVICES	SPORT, ARTS & CULTURE	EMPLOYMENT
• Mr. Notununu from Nyandeni is requesting TR374 Access Road. • He is ashamed that IkoMkhulu is not fenced as this compromises the issue of security. He is requesting the municipality to intervene urgently. • Mrs. Tshawuza from Nyandeni Great Place emphasises the issue of fencing as the cows are sleeping in the halls and the halls need renovations. • There is a bridge that connects the village to Tutor Ndamase SSS which needs to be built. • This follows after complaints by the people that there should be bridge in area. People are struggling to cross. • Mr Sigonya is requesting Access Road from Nyandeni to Tyara. Cars are struggling to use that road when its raining and its wet. • Access Road to KuMkhulu is very bad. Tar Road is requested from KoMkhulu to main road to Mthatha	• Mr Notununu asked why the Smart village was given to Nyandeni Great Place? He felt that would have helped for the tourists.	Mrs. Mphikeleli is requesting Department of Home Affairs to assist them with birth certificates.	Mr Nogaga is requesting information about how many people should cooperative consists? LED to assist in this. Mrs. Mphikeleli is requesting financial assistance with their Poetry Project.	Mr. Sigonya is requesting job opportunities for young people of Nyandeni as they have never get one. Mrs. Sobazile is request that cooperatives from ward 31 to be financially assisted to fight poverty.



WARD 32

INFRASTRACTURE SERVICES	HOUSING	SOCIAL SERVICES	HEALTH SERVICES	EMPLOYMENT	EDUCATION
No Access in Magwazipalitshi Village. Need of access road in Gxaba S.S.S. No Access road in Matayi vlg and it led to a poor attendance of learners to School. Need of electricity for new extensions in Matayi vlg. Need ccess road from Lujizweni to Msintsini and its 4 KMs. Satsha's House has been damaged because water flow. Challenge of electricity in Lujizweni. Need of bridge from Lujizweni no2 to Phangalele. Need of street in Mgojweni and contractor refused to help the Community after the Job has done, instead of helping, the Constructor charge the amount of R8000 and the Community payed the amount of R8000. Need of access road in Lujizweni no 1 to no 2. Access road and Bridge from Lujizweni No1 to Nqakamatye School. Crises of water in all ward 32. Request of chemical their toilets because are full. Need of the Eskom Members that can assist Ward by Ward. Need to know about stuck of the Canzibe tar access Road processes. Need of Eskom power station in Ngqeleni because of Mthatha is far from NLM Wards. Crises of Electricity in Ndonga, Matayi and Nqanda Villages, Eskom does not attend their Issues. Need of Slab in their access road in Mpindweni. Crises of Electricity in Mpindweni Vlg. Need of access road from Msintsini to Mgojweni and bridge from Clinic to Gxaba S.S.S.	Need of RDP House for Mr Bam's because his house has fallen down because of climate change. Need of RDP house ,because the challenge of 12 households in one Room in Lujizweni no 3 next to Madombolo's house. Need of RDP house for Siphelele Nobomvu in Mpindweni Vlg.	Back log of childrens without ID Numbers also need Home affairs for screening. Need of intervention of Leadership for the crises of the school transport for Learners. Challenges about the SASSA at Ngqeleni, Leadership should take an action about that.	Need of Clinic and Mobile clinic for the time they waiting for Clinic.	Request of the rotation of EPWP Employment in Msintsini vlg.	Crises of School Maintenance in Nkunzimbini S.P.S.





IDP
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2025/26

NYANDENI
LOCAL MUNICIPALITY
Building a better future with the people

CHAPTER 2

NYANDENI SITUATIONAL ANALYSIS

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2.1. Overview, Demography and Development

2.1.1. Overview

Nyandeni Local Municipality (NLM) is in the OR Tambo District Municipality (ORTDM) which historically formed part of the former Transkei homeland. As such the District is characterized by high levels of poverty, income inequality, high vulnerability, and low levels of development. It was against this backdrop that the ORTDM was included as one of the presidential prioritised poverty nodes, identified in the Integrated Sustainable Rural Development Programme (ISRDP), resulting in the district being a subject of various social and economic development interventions over time. It is in this wider social, historical, and developmental context that the NLM is located.

OR Tambo District is situated along the eastern part of the Eastern Cape Province. The district lies along the coastline of the Indian Ocean that stretches for up to 160 km, consisting mainly of indigenous greenery that is regarded as one of the tourist attraction areas in South Africa. It is bordered by KwaZulu Natal Province to the northeast, Alfred Nzo District Municipality to the north, the Joe Gqabi District to the northwest, the Chris Hani District to the west, and the Amathole District to the southwest. OR Tambo District is mainly rural, with only 9.3% of the population living in the urban areas. The geographical area covers 96,340 square kilometres. Towns in the vicinity of Nyandeni, within proximity are Mthatha, Ngqeleni and Libode.

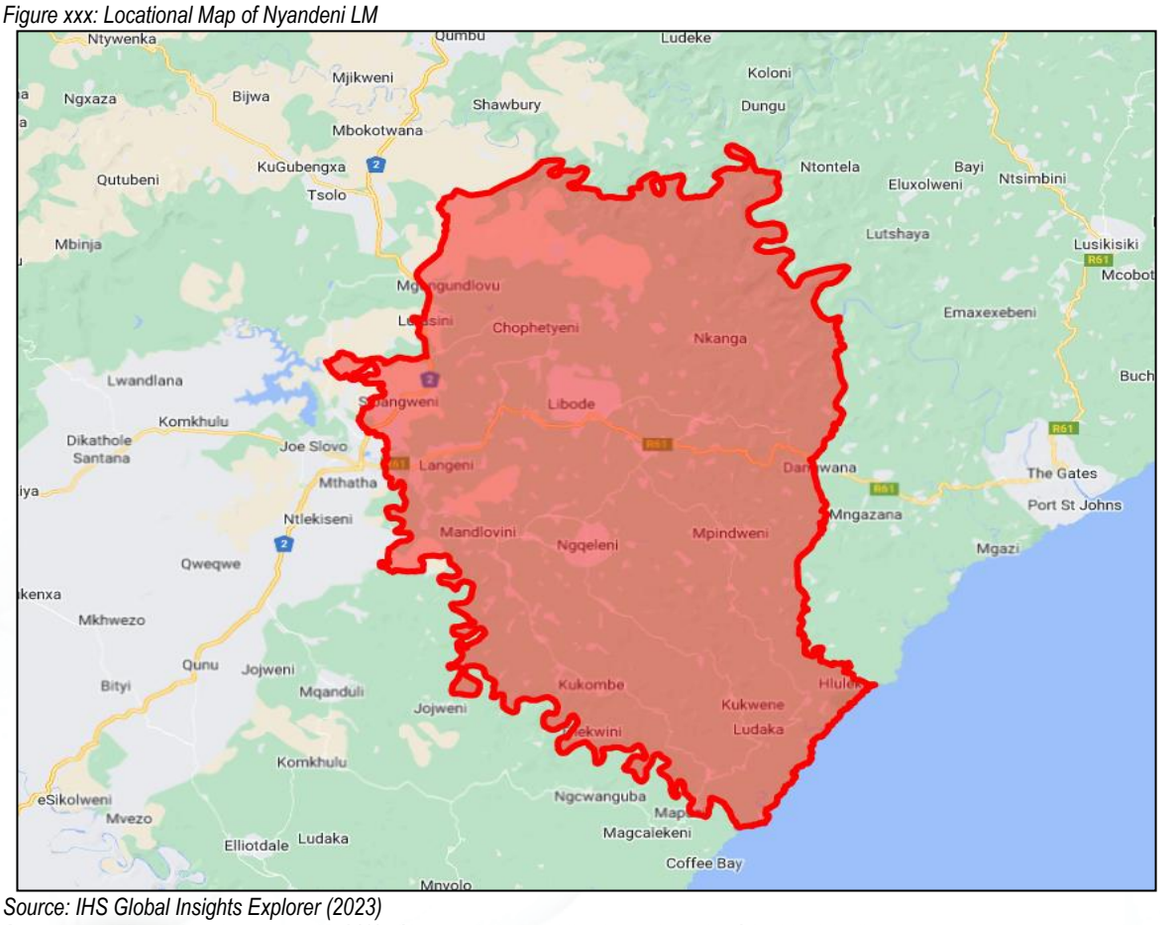
The NLM is a Category B municipality located within the OR Tambo District in the Eastern Cape Province. It is bordered in the north by Mhlontlo, in the south by the Indian Ocean, in the east by Port St Johns, and the west by King Sabata Dalindyebo. It is one of five municipalities in the district, making up almost a quarter of its geographical area.

The municipality has a total surface area of approximately 2 474km square kilometres which are spread throughout its 31 wards, most of which are predominantly rural. Nyandeni Local Municipality:

- Is composed of only two former Transitional Local Council (TLC) or towns, which are Ngqeleni and Libode towns as the dominant urban centre for the municipal area.
- This municipality is predominantly rural with widely dispersed traditional and village-type settlements.
- Key economic activities are community services (63.4%), trade (16.1%), and finance (10.4%).

It is situated approximately 30km south of Mthatha and 50km north of Port St Johns and is bordered by a 20km stretch of the coastal belt on the eastern part and Umzimvubu River on the western part.

Figure xxx: Locational Map of Nyandeni LM



Source: IHS Global Insights Explorer (2023)

Overwhelmingly rural in character, with 96% of its population residing in rural wards of the Municipality.

Table 1: Urban / Rural Split in terms of Population of NLM

Urban/Rural Split at 2011 local municipality/ward-based metro region level (Annual) – Nyandeni						
Date	Total	Urban	%	Non-urban	%	Farm
2011	58387	2341	4	56047	96	0
2016	62776	2668	4	60108	96	0
2021	67209	2959	4	64250	96	0

In line with the introductory geographic overview provided above, NLM is predominantly rural, and as such can be characterised as a rural municipality, with most of its population residing in the surrounding villages across 18 of the 19 wards, classified as rural wards. In the Municipality there is only one urban centre which remains Nyandeni Town which constitutes part of Ward 10.

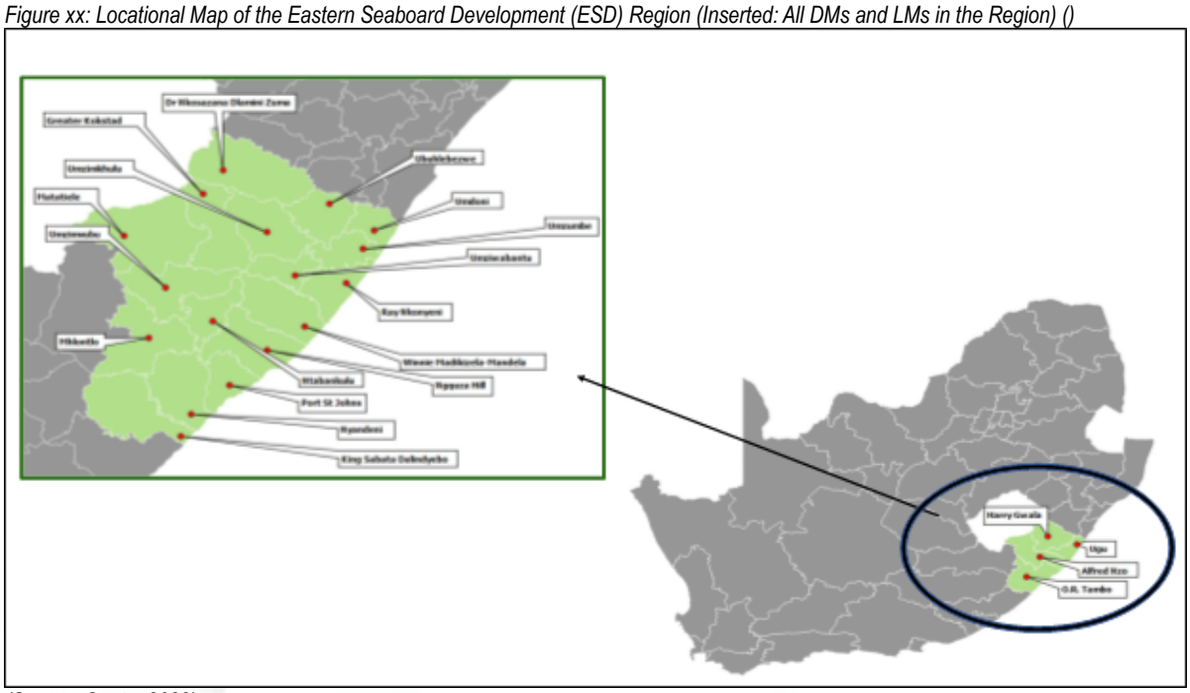
This rurality of the Municipality should serve to illustrate the extent to which service delivery in NLM would be guided by the delivery of services and development in support and sustaining the rural livelihoods of households located in these rural wards. In the same vein, coordinating and facilitating development and service delivery in this social and geographical context is significantly more complex and challenging given the stated geographical and topographical nature of the physical space, with its mountainous terrain and the network of challenging access roads which cut through the numerous villages and settlements within the various wards. Simple access to the villages and settlements within most of the rural wards remains challenging, whilst accessible and reliable public transport in some villages and wards has been identified as non-existent.

It is therefore this combination of both the physical and the historical social path dependencies of apartheid and colonial placemaking within the wider region of the former Transkei (over decades and centuries), in tandem with the binding constraints, and challenges which have created this confluence of circumstances which today come to characterise the nature of the developmental challenges confronting the numerous localities, such as Nyandeni.

i. Nyandeni LM and the Eastern Seaboard Development Region

Nyandeni LM, as part of the OR Tambo DM, remains an integral part of the Eastern Cape Wild Coast (EC-WC), which has recently been incorporated into the newly declared, and gazetted Eastern Seaboard Development Region. Incorporating the OR Tambo DM, and the Nyandeni LM (NLM).

Figure xx: Locational Map of the Eastern Seaboard Development (ESD) Region (Inserted: All DMs and LMs in the Region) ()



(Source: Cogta, 2023)

This is an important development, that the NLM must pay particular attention to and closely monitor the development of the emerging planning and special transformation plans developed for the Region. This will require further attention in the immediate future towards ensuring that the revision and review of all spatial planning in the LM and the DM are sufficiently aligned and informed by the emerging ESD-RSDF.

2.1.2. Demographics

"Demographics" is a shortened term for "population characteristics". It includes population groups, age and location, distributions of values within a demographic variable, and across households, as well as trends over time, which are of interest. In this section, an overview is provided of the demography of Nyandeni Local Municipality.

To form a clear picture of the socio-economic conditions of an area, it is crucial to analyse growth patterns of the population with changes in its magnitudes and possible future patterns, trends and propensities. The analysis and results of this section could be used by Nyandeni's local municipality to promote optimal resource allocation to reduce poverty and vulnerability among marginalised people in the municipality.

2.1.2.1 Population Dynamics

Population dynamics are of paramount importance in addressing the developmental needs in societies, and in analysing population dynamics, it is essential to look at factors such as urbanisation, migration, gender distribution, age structure and dependency, because these factors present both important developmental challenges and opportunities that have direct and indirect implications for social, economic, and environmental development. These factors further affect macro-economic factors such as consumption, production, employment, income distribution and poverty.

The factors therefore identified in this analysis should indicate the estimated number of people who are dependent on the government for transfers, as well as the number of economically active people, and they further play an essential role in the efficient allocation of resources at all spheres of government. This analysis is critical for decision-making not only in the public sector but also in the private sector, as the population size and its characteristics can influence the location of businesses and services to satisfy the needs of the target population.

2.1.2.2 Population and Household Size

According to the data provided in Table XXX (below), the estimated population of NLM in 2022 was reported to be 304 856, which is a slight increase from that recorded in 2011. The Number of HHs in the Municipality has however shown a decline since 2011, and this might be due to several factors, such as Outwards migration of the working-aged population; a possible slow-down in household unbundling, with more people occupying the same HH and the possibility of inter-generational living has increased since 2011.

Table XX: Total Population and Total No. of HHs in NLM - (2011-2022)

Total Population and Total Number of Households (nHHs) in NLM (2011-2022)	2011	2022
Government transfers and subsidies as a % of total revenue		88,2
Total population	290390	304856
Households	61647	60281

(Source: Census 2022, Stats SA, 2023)

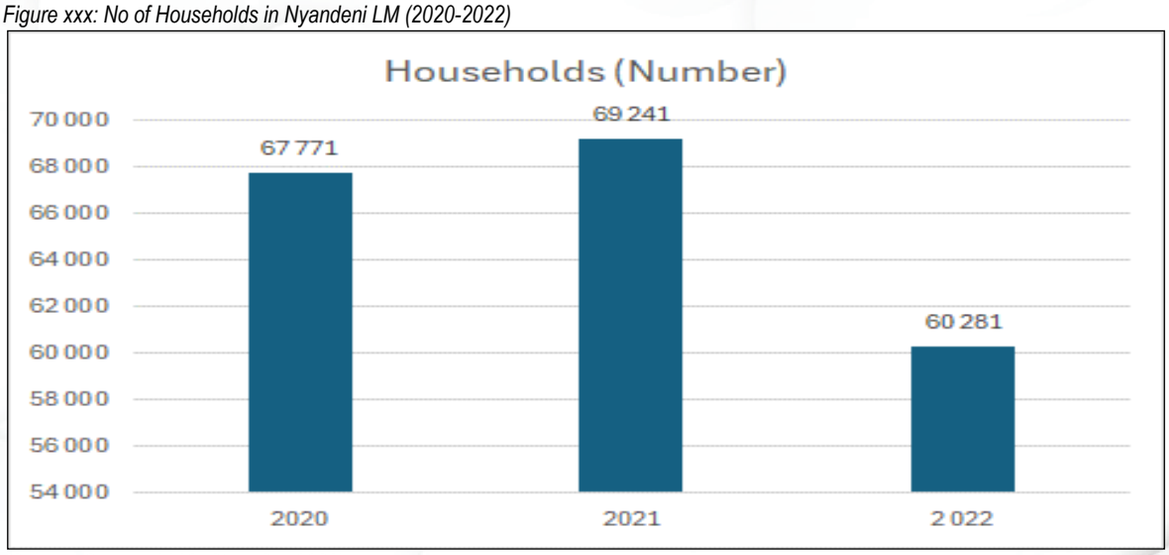
Table xx: Total Population and No. of Households in NLM, 2013-2023

Total population and total number of households (2013-2023 in NLM)	2013	2022	2023
All population groups (Total population)	286717.1499	304853.03	306190.6524
All population groups (household number)	58778.38782	64114.23645	64534.32149

(Source: Quantec 2023)

The reasons for both factors informing the reduction in the number of HHs in the NLM have a high likelihood of being driven by economic factors, and pressures on individuals and HHs in the Municipality (as is the case elsewhere in the region).

Figure xxx: No of Households in Nyandeni LM (2020-2022)



(Source: Census 2022, Stats SA, 2023)

2.1.2.3 Gender and Age Distribution

Investigating the dynamics of a population is vital in attaining the precise viewpoint of those who are likely to be affected by any prospective policy, project, or planned development.

The table below shows that there are more males than females, with the NLM population dominated by males of approximately 53% and females comprising only about 47% of the population in 2020 (according to Quantec data in the table below). According to this data, it is forecasted that the gender split in the LM will remain largely static, as depicted in the projected population forecasts into 2025.

Table 2: Gender Distribution (2020 and 2025)

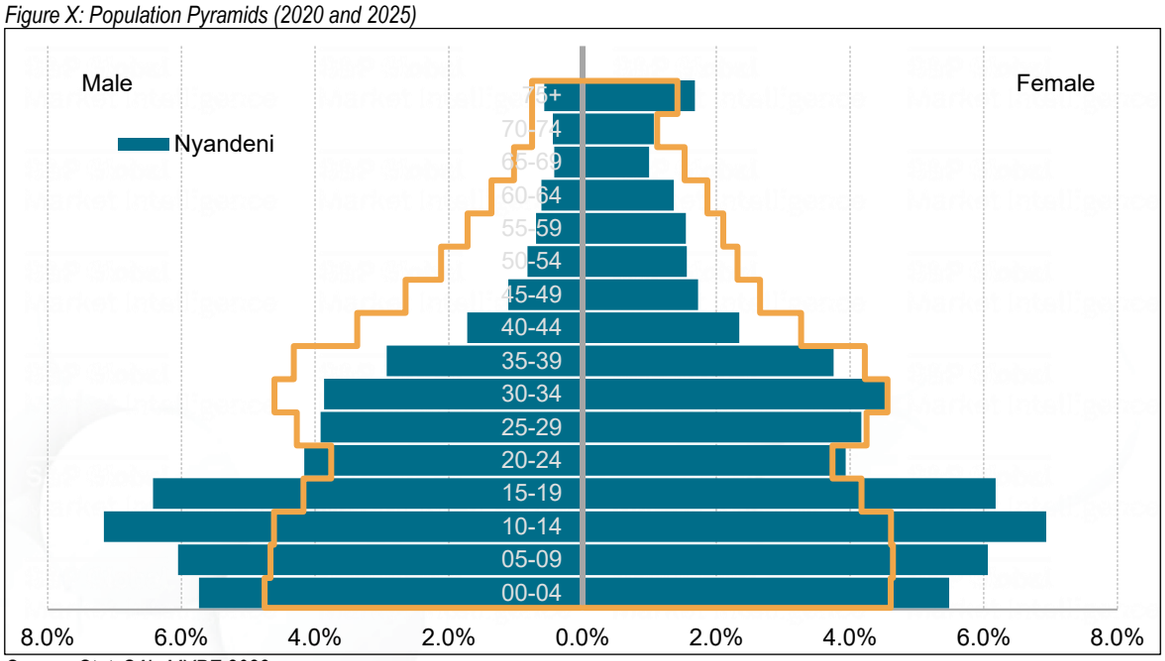
Gender	2020	%	2025	%
Male	173,452	53%	181,154	53%
Female	151,05	47%	158,293	47%
Total	324,502	100%	339,447	100%

Source: Quantec Easy Data

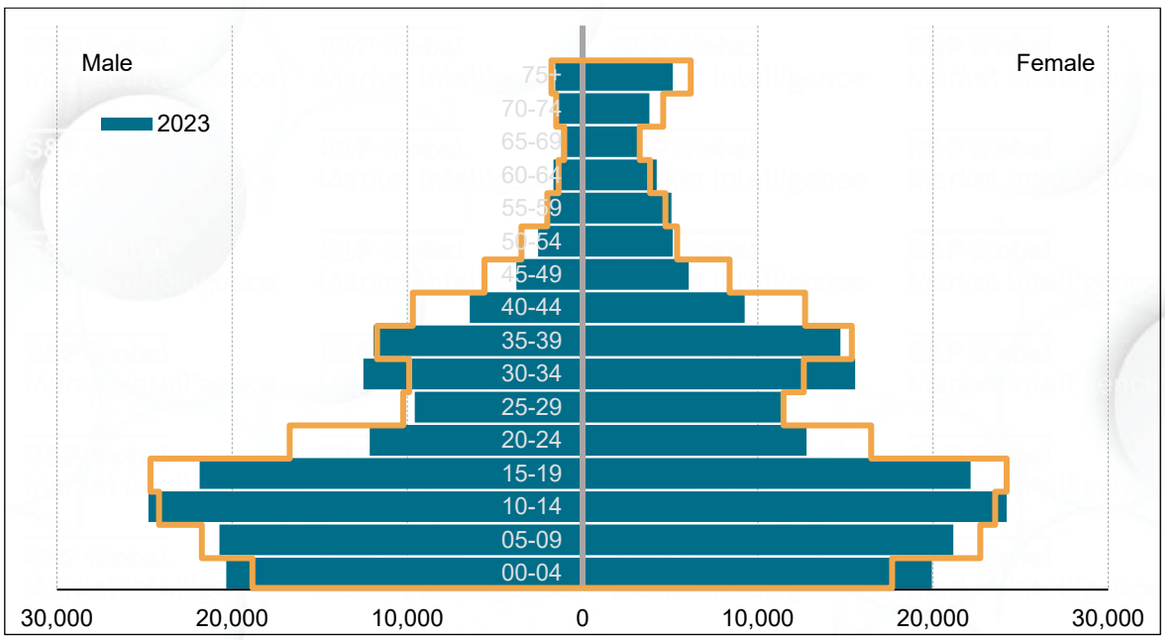
The age pyramid of NLM is a combination of both a *"Triangular-Shaped Pyramid"* at the bottom of the pyramid and a *"Rectangular-Shaped Pyramid"* in the middle of the pyramid. In general, a population with more young people will grow more rapidly than a population with a larger percentage of older people. This is the case for NLM, a local municipality populated largely with a very young population.

The figure below shows a triangular-shaped pyramid from the age of zero to the age of 34, a rapid transition from infant to child and from youth to young adult. Thereafter, the age pyramid shifts to rectangular-shaped from the age of 35 to the age of 70. It changes again to a triangular- shape at the age of 70 and beyond.

Figure X: Population Pyramids (2020 and 2025)



Source: StatsSA's MYPE 2023



Source: South Africa Regional eXplorer v2571.

In terms of age distribution across the population in the NLM the figure below indicates that a large percentage of the population was and is still projected to be dominated by children, with the potential to influence the need for development on education and health services, and the elderly people. This dynamic will further burden the government to budget and provide social services and welfare assistance to both age groups, as they fall within the non-working age population.

About 11% fall within the pensioned group (over 59 years), whilst 30% are in the working age group (20-64 years). The size of the working-age population therefore has important consideration in analysing the size of the potential labour force. This population age dynamic and profile indicates a high risk of age dependency in the NLM, where HHs are predominantly on presumably 30% of the population to provide the necessary income for supply of the necessities of life, outside of the social grants provided by the state.

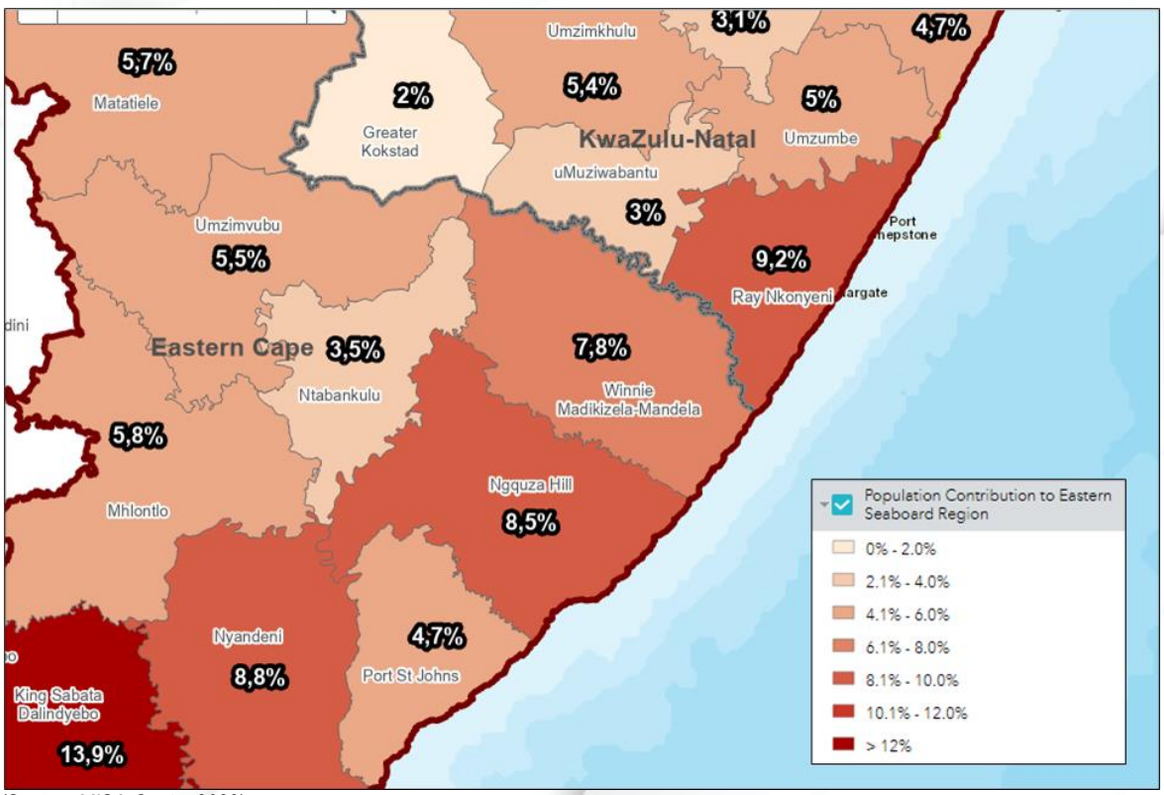
Table xx: Age and Gender Profile of the NLM (2022)

	2022		2022		2022	
	Total	%	Male	%	Female	%
Total	304 854	100	143 292	100	161 562	100
00: 0 - 4 years	40 404	13	20 296	14	20 109	12
05: 5 - 9 years	34 594	11	17 584	12	17 010	11
10: 10 - 14 years	37 025	12	18 920	13	18 104	11
15: 15 - 19 years	32 273	11	16 870	12	15 403	10
20: 20 - 24 years	26 532	9	13 775	10	12 757	8
25: 25 - 29 years	25 146	8	12 248	9	12 898	8
30: 30 - 34 years	18 663	6	8 670	6	9 993	6
35: 35 - 39 years	17 109	6	7 398	5	9 712	6
40: 40 - 44 years	13 564	4	5 553	4	8 011	5
45: 45 - 49 years	12 112	4	4 651	3	7 461	5
50: 50 - 54 years	9 996	3	3 625	3	6 371	4
55: 55 - 59 years	9 932	3	3 767	3	6 166	4
60: 60 - 64 years	9 120	3	3 761	3	5 359	3
65: 65 - 69 years	6 974	2	2 696	2	4 278	3
70: 70 - 74 years	4 506	1	1 594	1	2 912	2
75: 75 - 79 years	2 471	1	817	1	1 654	1
80: 80 - 84 years	2 317	1	639	0	1 678	1
85: 85+ years	2 115	1	427	0	1 688	1

StatsSA Census 2022

In terms of the new ESD Region declared by the Government, and in line with SPLUMA, the following maps illustrate the contribution of the NLM to the overall population of the ESB Region.

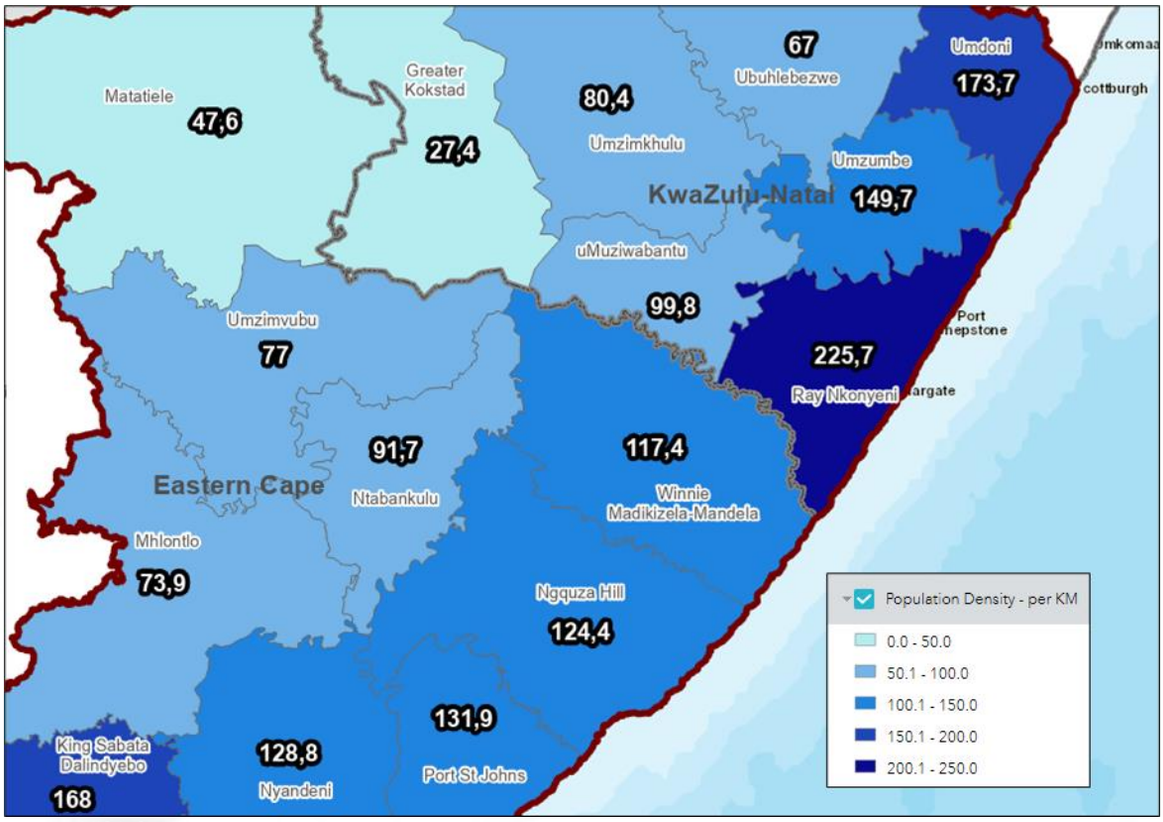
Table xxx: NLM as a proportion of the overall population of the ESD Region.



(Source: MISA-Cogta, 2023)

3In this regard, the NLM contributes 8,8% of the overall population of the ESD Region.

Table xxx: Population Densities across the ESD – Including NLM



(Source: MISA-Cogta, 2023)

2.1.2.2. Dependency Ratio

The significance of the Dependency Ratio and its importance in demographic analysis is that it measures the ratio of the non-working age population (i.e., people between the ages of 0 and 14 years old, and those older than 65 years) to the working age population (15–64 years). The higher the ratio, the more pressure there is upon the working-age population to provide for the non-working-age individuals.

In the context of a municipality such as NLM, the dependency ratio is a significant indicator of projected future pressure on economically active cohorts in the municipality.

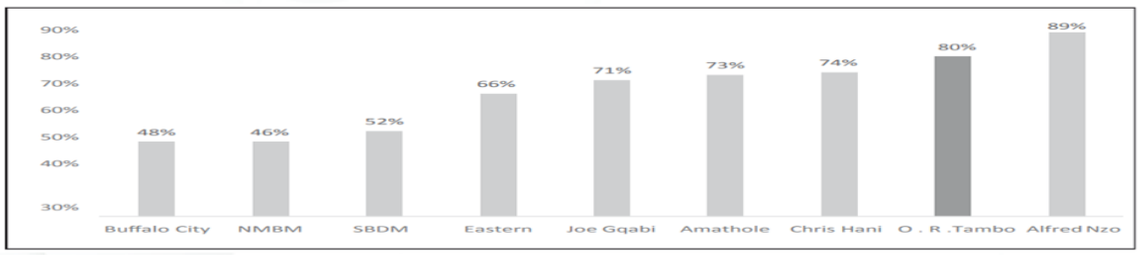
The results in the figure below show that higher dependency ratios are associated with rural districts and districts with limited economic activity, and localities in which learners (particularly the girl child and young women) have less of a chance to stay in school, with the potential for post-school education and meaningful employment. The opposite is also shown with lower dependency ratios being associated with urban districts and Metros. In this regard, the indicator does provide a useful indication of age-based dependency, both for households and for the state.

In reading the data below, it is important to note that where the ratios are higher, there is a greater burden placed on the state to assist households with the provision of child and social services and welfare assistance. This also places pressure on HH's disposable income, and pressures on the overall HH income, and savings. Thereby having a significant impact on society and HHs alike.

It is significant to the NLM that the ORTDM has the second highest dependency ratio in the province recorded in the DM – IDP at 80.3%, this follows the Alfred Nzo District Municipality at 88.8%. Conversely, the metros, and the centres of economic development and industry in the province, can be identified as having significantly lower dependency ratios (the lowest in the province), at 46% and 48% respectively.

Driven by migration, and the search for better employment opportunities and changes in the quality of life, the metros and larger towns can attract the working-age population who migrate from rural areas to seek work opportunities. This often results in the very young and old populations remaining in rural and underdeveloped areas.

Figure X: Dependency ratios for EC Province and DMs



Source: OR Tambo DM, Integrated Development Plan (IDP) 2017-2022



In terms of the current data for 2021 and the figures identified in the preceding tables below, NLM has the 3rd highest dependency ratio in the district, surpassed by Port St Johns and Ngquza Hill LMs, thereby placing a greater burden on the state to assist the NLM households with the provision of child and social services and welfare assistance.

Table xxx: Age Dependency Ratios (2021)

Age Dependency Ratios - OR Tambo DM (DM and all LMs - 2021)						
Ratios	**OR Tambo**	**King Sabatha Dalindyebo**	**Port St Johns**	**Mhlontlo**	**Ngquza Hill**	**Nyandeni**
Total Dependency Ratio (%)	*79.79*	*65.13*	*95.18*	*83.06*	*90.25*	*86.11*
Child Dependency Ratio (%)	*69.80*	*56.90*	*84.02*	*70.04*	*79.82*	*76.04*
Aged Dependency Ratio (%)	*9.99*	*8.23*	*11.17*	*13.01*	*10.43*	*10.08*
Total population (Number)	1,517,388	507,286	170,368	212,734	308,249	318,751
Child population (Number)	589,077	174,799	73,335	81,397	129,321	130,224
Working age population (Number)	843,986	307,195	87,287	116,213	162,023	171,268
Aged population (Number)	84,325	25,292	9,746	15,124	16,905	17,258

Source: Quantec Easy Date

Table xxx: Age Dependency Ratios (2023)

Age Dependency Ratios – OR Tambo DM (DM and all LMs- 2023)						
Ratios	**O.R. Tambo**	**Ingquza Hill**	**Port St Johns**	**Nyandeni**	**Mhlontlo**	**King Sabata Dalindyebo**
TotDep: Total Dependency Ratio (%)	68.797 54	76.23801	72.68147	73.53687	69.27819	59.44016
ChiDep: Child Dependency Ratio (%)	58. 594 32	66.90504	62.74764	63.10766	55.44975	50.00748
AgeDep: Aged Dependency Ratio (%)	10. 203 22	9.33297	9.93383	10.42921	13.82844	9.43268
Tot: Total population (Number)	1511717.986	359624.5952	180788.9388	306190.6524	185664.9574	479448.8425
A00: Child population (Number)	524759.3509	136523.8847	65693.67143	111347.9587	60817.49329	150376.3429
A15: Working age population (Number)	895580.5999	204056.2085	104695.0438	176441.2681	109680.3783	300707.7012
A65: Aged population (Number)	91378.03541	19044.50201	10400.22355	18401.42561	15167.08575	28364.79848

Quantec, 2023



This analysis on the above and below tables of a high dependency ratio in NLM presents a consequential effect of a paralysing constraint on own revenue and municipal functions within NLM, as the municipality is largely dependent on grant funding and financial transfers from government to fund their operational and capital budgets, as indicated under the sub-chapter on Financial Viability, and Service Delivery in the fourth coming sections of this analysis.

Table xx: Age Dependency Rations for NLM – 2001 to 2020

Age Dependency Ratios- NLM (2001-2021)					
Years	2001	2006	2011	2016	2021
Total Dependency Ratio (%)	*111.62*	*100.05*	*88.73*	*88.39*	*86.11*
Child Dependency Ratio (%)	*99.73*	*88.36*	*78.13*	*77.89*	*76.04*
Aged Dependency Ratio (%)	*11.89*	*11.69*	*10.60*	*10.50*	*10.08*
Total population (Number)	277,715	279,923	283,268	300,656	318,751
Child population (Number)	130,883	123,642	117,271	124,307	130,224
Working age population (Number)	131,231	139,925	150,091	159,590	171,268
Aged population (Number)	15,602	16,356	15,907	16,759	17,258

Source: Quantec Easy Data

Table XX: age Dependency Ratios for NLM- 2007-2023

Age Dependency Ratios- NLM (2007-20223)					
Years	2007	2011	2015	2019	2023
Total Dependency Ratio (%)	93.7588	81.85527	78.75481	77.58907	73.53687
Child Dependency Ratio (%)	81.13557	70.50659	67.86218	66.74424	63.10766
AgeDep: Aged Dependency Ratio (%)	12.62324	11.34868	10.89264	10.84483	10.42921
Tot: Total population (Number)	282961.2	282241.5	291813.5	301186.2	306190.7
A00: Child population (Number)	118488.7	109427.1	110783.6	113196.4	111348
A15: Working age population (Number)	146037.9	155201.2	163247.9	169597.3	176441.3
A65: Aged population (Number)	18434.71	17613.29	17782	18392.54	18401.43

Source Quantec Easy Data

2.1.3. Key Development Indicators

2.1.3.1. Poverty Levels

In the wider region, LMs such as Ntabankulu, Nyandeni, KSD, and the Winnie Madikizela-Mandela LMs wards have previously been identified as amongst some of the country's poorest and most deprived localities. In the context of the EC, the data in Table 2 shows that these two (2) DMs have poverty rates higher than almost all of the other DMs in the province, except Sarah Baartman DM (formerly Cacadu DM).

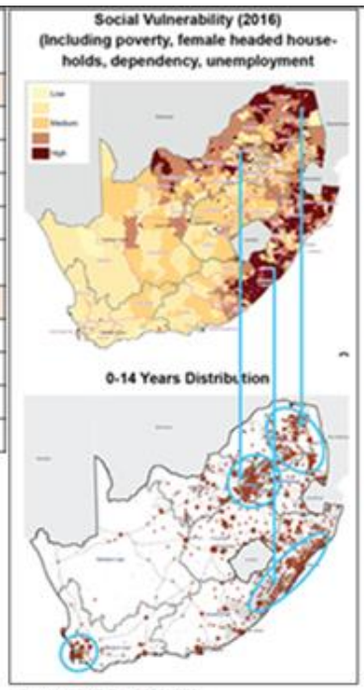
The figure below illustrates the regional poverty and spatial context to the spread of poverty within the national spatial context. In this regard, the impact of historical spatial policies and their continued effects on the present cannot be discounted or ignored and should be more recognized within the current planning and spatial frameworks of the country as a whole (see the NSDF 2022).

(No latest data from the quoted source)

Figure XX: Mapping Vulnerability, areas with high poverty levels and, child dependency, unemployment (Source: ECSECC, adapted from the NSDF, 2023)

Geography	1994	2010	2022
O.R. Tambo	**43**	**26**	**36**
Ngquza Hill	43	26	40
Port St Johns	53	29	39
Nyandeni	38	19	29
Mhlontlo	47	22	30
King Sabata Dalindyebo	40	32	39
Alfred Nzo	**41**	**19**	**26**
Umzimvubu	38	18	25
Matatiele	38	18	21
Mbizana	40	19	27
Ntabankulu	50	20	32

Source: Quantec Easy Data, 2023



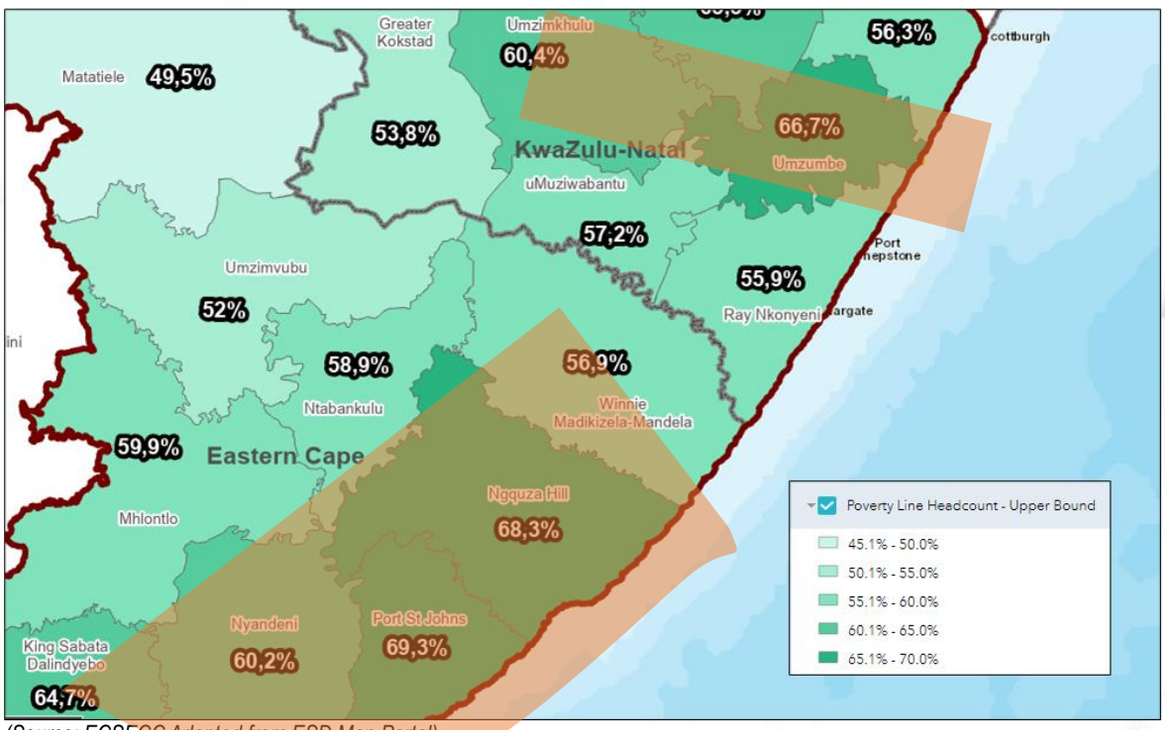
Source: DPME, The NSDF (2023)

The distribution of vulnerability, poverty, and dependency in the Region remains largely gendered, age and race specific. This vulnerability profile can be characterized as black African, female, and impacting the very young and elderly.

Figure 6 illustrates the geographical spread of vulnerability and poverty across the country, locating areas with the highest vulnerability within the boundaries of the former TBVC states (or homelands). These areas are now located predominantly within the EC, North West Province, and Limpopo.

Table 6 shows the Food Poverty line (FPL) for the two (2) DMs at the center of the Wild Coast sub-region, now forming part of the ESD Region. The FPL is isolated here as it is the national and provincial indicator for poverty by the government. The data confirms that the coastal LMs (i.e. Ngquza Hill, KSD, PSJs, and Nyandeni) continue to suffer the highest poverty levels in the Sub-region.

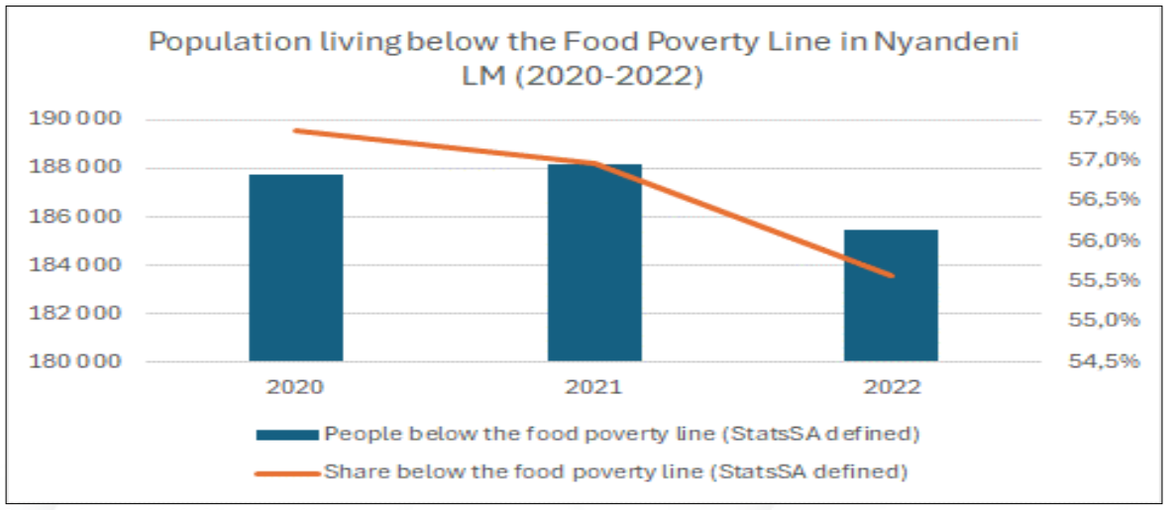
Figure 1: Map showing Poverty levels across the ESD Region (Using Lower Bound Poverty Line)



(Source: ECSECC Adapted from ESD Map Portal)

In terms of the data presented in the figure above, it is evident that Nyandeni remains among the LMs with the highest poverty levels across the entire ESD Region. The data shows the LM, with at least 60% of the population within the LM living within the upper bound poverty line (UBPL).

Figure XXX: Portion of the population living below the FPL in NLM (2020-2023)



Source: Census 2022, Stats SA, 2023

Approximately 56% of the population is identified as living below the Food Poverty Line (FPL), according to tot eh recently released Census 2022 data. This is important, as it constitutes the indicator the government uses to measure poverty, both for the PDP and Nationally.

2.1.3.2. Poverty and Food Security

Table xx: HH food security – HHs out of food money for 5+ days in the past month (no. of HHs and % HHs – ORTDM and LMs)

HHs out of food money for 5+ days in past 30 days											
Geographical Area	**Total**	**Yes**	**%**	**No**	**%**	**Don't Know**	**%**	**Not Applicable**	**%**	**No Specified**	**%**
Eastern Cape	1773473	287384	16,20%	173925	9,81%	3338,4651	0,19%	1307899,153	73,75%	926,492508	0,05%
O.R.Tambo (DC15)	314080,5	57321,7	18,25%	28334,4	9,02%	866,85565	0,28%	227351,1386	72,39%	206,37668	0,07%
Ingquza Hill (EC153)	60973,55	13668,2	22,42%	6964,24	11,42%	-	-	40302,36671	66,10%	38,7375068	0,06%
Port St Johns (EC154)	33951,08	6203,14	18,27%	2358,21	6,95%	8,5238615	0,03%	25346,74176	74,66%	34,4651968	0,10%
Nyandeni (EC155)	**61866,82**	**13017,1**	**21,04%**	**6465,37**	**10,45%**	**32,913039**	**0,05%**	**42291,30983**	**68,36%**	**60,1737266**	**0,10%**
Mhlontlo (EC156)	41394,82	4517,08	10,91%	3686,05	8,90%	500,66838	1,21%	32658,69371	78,90%	32,3243718	0,08%
King Sabata Dalindyebo (EC157)	115894,2	19916,2	17,18%	8860,51	7,65%	324,75037	0,28%	86752,02658	74,85%	40,6758781	0,04%

Source: Stats Sa, Community Survey 2016

Table xxx: Poverty Headcount – NLM (2023)

Poverty headcount under the poverty line				
Years	**2020**	**2021**	**2022**	**2023**
Poverty headcount under the poverty line (South Africa) (Number of persons)	60751724	61347925	62027025	62742403
Poverty headcount under the poverty line (Nyandeni) (Number of persons)	302889.5	303786.5	304853	306190.7

Source: Quantec data

Table xx: HH food security – HHs that skipped a meal for 5+ days in the past month (no. of HHs and % HHs – ORTDM and LMs)

HHs that skipped a meal in the last 12 months											
Geographical Area	Total	Yes	%	No	%	Don't Know	%	Not Applicable	%	No Specified	%
Eastern Cape	1773473	186407	10,51%	122071	6,88%	2593	0,15%	1461954	82,43%	447	0,03%
O.R.Tambo (DC15)	314080	36625	11,66%	19563	6,23%	391	0,12%	257422	81,96%	79	0,03%
Ingquza Hill (EC153)	60974	7441	12,20%	4810	7,89%	-	-	48711	79,89%	12	0,02%
Port St Johns (EC154)	33951	4282	12,61%	1808	5,32%	8	0,02%	27837	81,99%	17	0,05%
Nyandeni (EC155)	61867	7268	**11,75%**	4026	**6,51%**	111	**0,18%**	50463	**81,57%**	-	-
Mhlontlo (EC156)	41395	3367	8,13%	1897	4,58%	12	0,03%	36105	87,22%	14	0,03%
King Sabata Dalindyebo (EC157)	115894	14268	12,31%	7023	6,06%	261	0,22%	94307	81,37%	36	0,03%

Source: Stats Sa, Community Survey 2016

Table xx: HH food security – HHs that skipped a meal in the last 12 months (no. of HHs and % HHs – ORTDM and LMs)

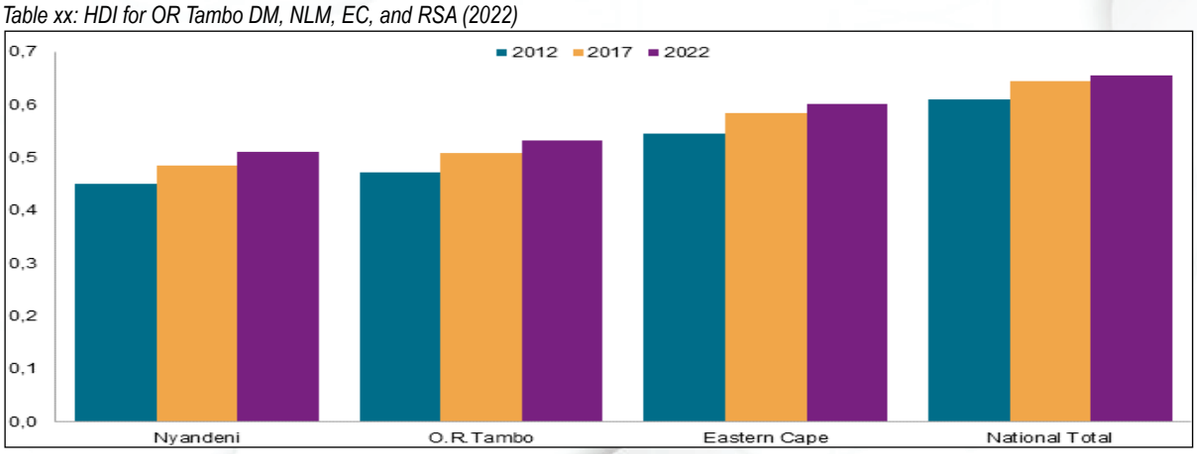
HHs that skipped a meal in the last 12 months									
Geographical Area	Total	Yes	%	No	%	Don't Know	%	No Specified	%
Eastern Cape	16924739	2247576	13,28%	14618048	86,37%	55255	0,33%	3859	0,02%
O.R.Tambo (DC15)	314080	56608	18,02%	256608	81,70%	815	0,26%	50	0,02%
Ingquza Hill (EC153)	60974	12262	20,11%	48688	79,85%	23	0,04%	-	-
Port St Johns (EC154)	33951	6114	18,01%	27828	81,97%	8	0,02%	-	-
Nyandeni (EC155)	61867	11404	18,43%	50287	81,28%	176	0,28%	-	-
Mhlontlo (EC156)	41395	5275	12,74%	35989	86,94%	116	0,28%	14	0,03%
King Sabata Dalindyebo (EC157)	115894	21552	18,60%	93816	80,95%	491	0,42%	36	0,03%

Source: Stats Sa, Community Survey 2016

2.1.3.3. Human Development Index (HDI)

HDI measures various levels of social and economic development. It is composed of four principal areas of interest, namely mean years of schooling, expected years of schooling, life expectancy at birth, and gross national income (GNI) per capita. This index is a tool used to follow changes in development levels over time and to compare the development levels of different countries. *[United Nations. "Human Development Index (HDI)"]*.

Table xx: HDI for OR Tambo DM, NLM, EC, and RSA (2022)



(Source: South Africa Regional eXplorer v2443, Jan. 2024)

Nyandeni LM has an HDI which is similar to that of the ORTDM; but remains lower than that of the province, and the National Index. This indicates the constraining of one or more of the following critical indicators in the LM, namely:

Average time in education.
Low per capita income levels in the LM
Life Expectancy

However, from the data presented below we can see that the NLM has a consistently lower income level than that of the district, and as such it is clear to see that the constrained levels of personal income in the LM are significantly impacting HDI.

Whilst the HDI for NLM appears to have improved over time, it is potentially deceptive, hiding the underlying drivers, namely: Life expectancy; expected and mean years of schooling, and GNI per Capita.

2.1.3.4. Health Care

2.1.3.4.1. Health Facilities

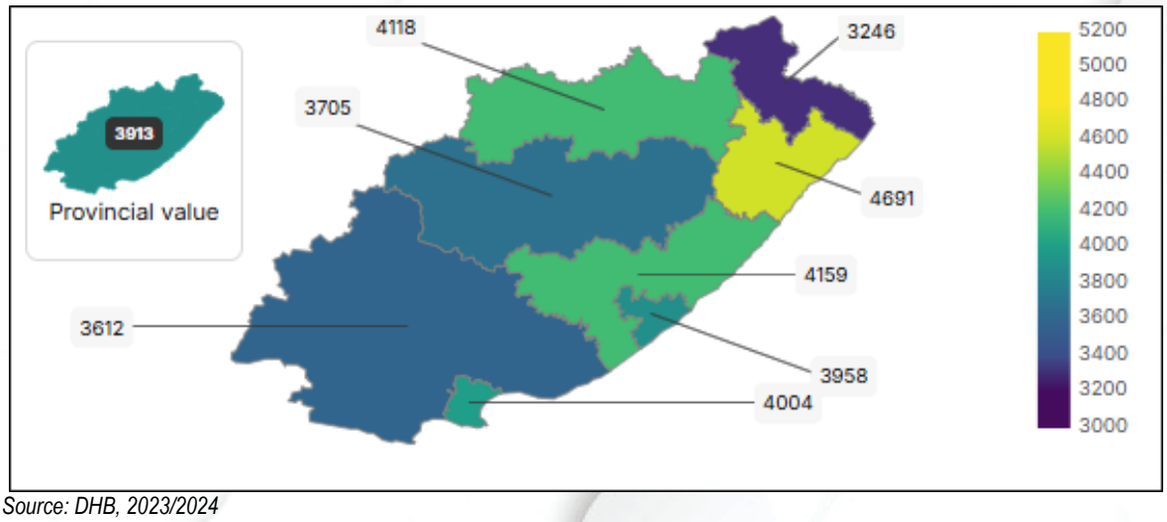
Health facilities in the LM are limited to 29 clinics, 2 district hospitals, and 5 primary health care centres. The LM has access to 3 mobile clinics, and only 2 EMS stations. Engagements with communities through ward-based focus groups on some aspects of service delivery have revealed that HHs struggle to access EMS and ambulance services after hours. Key issues related to this basket of services in Nyandeni also relate to access to mortuary services – and assistance to HHs in the transport of the deceased.

Table xxx: Health Facilities within the Municipal boundaries of NLM –

Health Facilities in Nyandeni LM	1994	2019
Type of Health Facility		
Total	**29**	**42**
District Hospitals	***2***	***2***
Community Health Centres	***1***	***1***
Community Health Centre	1	1
Clinics	***23***	***29***
Other Primary Health Care Centers	***2***	***5***
EHS Local Government Service	1	1
EHS Provincial Service	1	1
Mobile Service		3
Other Health Facilities	***1***	***5***
Correctional Centre		1
Crisis Centre		1
EMS Station	1	2
Primary Condom Distribution Site		1

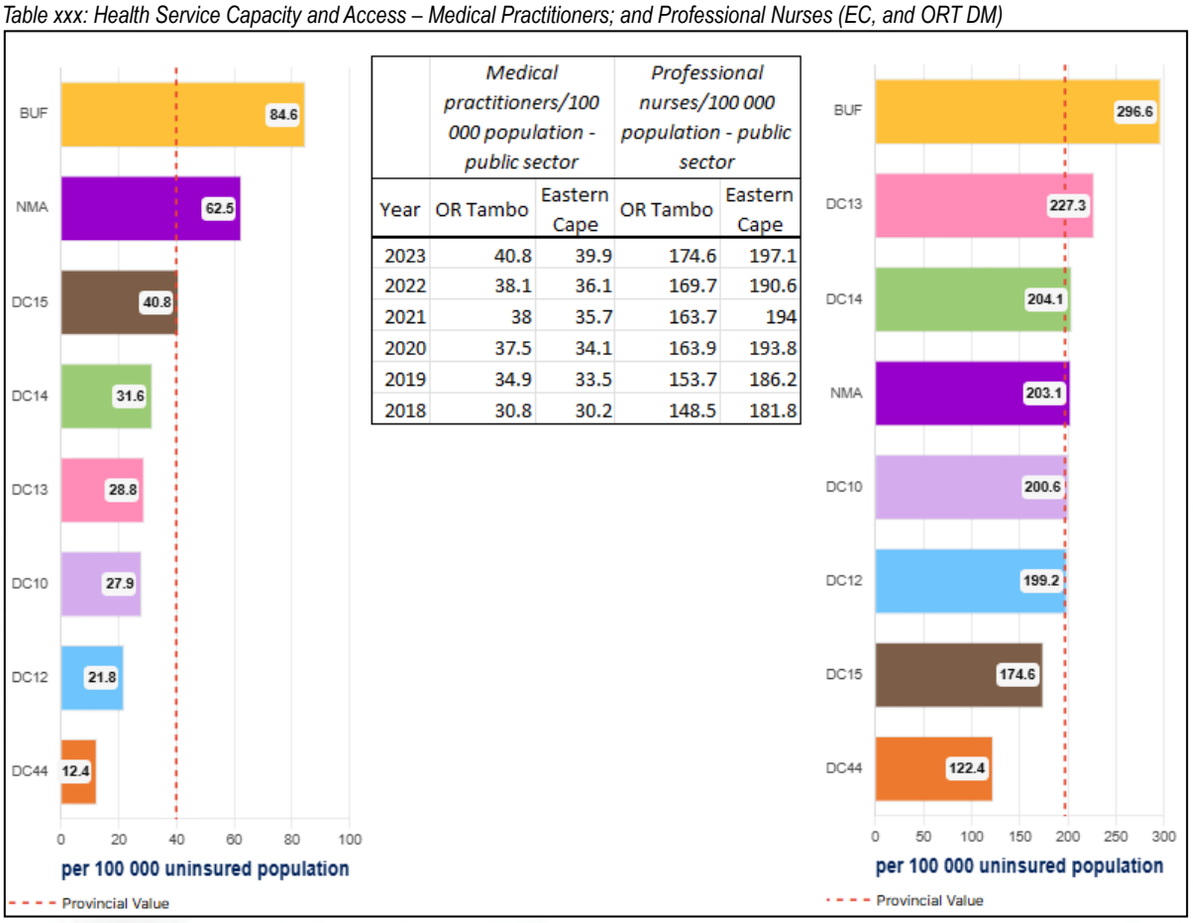
Source: DHB, 2020

Figure xx: Expenditure per Patient Day by District Hospitals (Eastern Cape, and All Districts), 2023



Source: DHB, 2023/2024

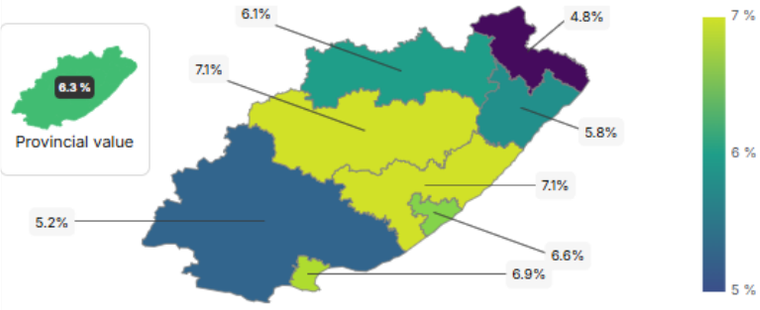
Table xxx: Health Service Capacity and Access – Medical Practitioners; and Professional Nurses (EC, and ORT DM)



	Medical practitioners/100 000 population - public sector		*Professional nurses/100 000 population - public sector*	
Year	OR Tambo	Eastern Cape	OR Tambo	Eastern Cape
2023	40.8	39.9	174.6	197.1
2022	38.1	36.1	169.7	190.6
2021	38	35.7	163.7	194
2020	37.5	34.1	163.9	193.8
2019	34.9	33.5	153.7	186.2
2018	30.8	30.2	148.5	181.8

Source: DHB, 2023/2024

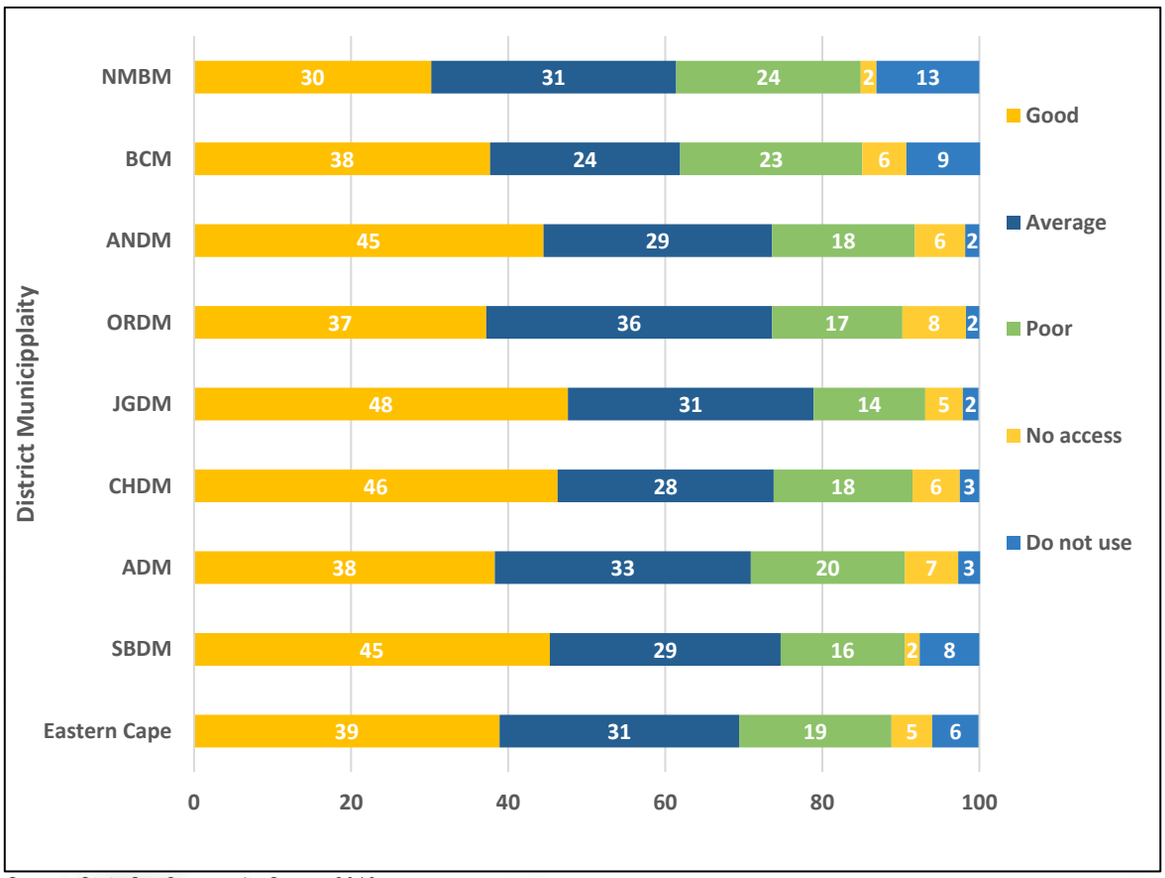
Table xxx: Health Facilities – Inpatient crude death rates.



	Inpatient crude death rate (%)			
Year	OR Tambo DM	Eastern Cape	Nyandeni LM	South Africa
2023	5.8	6.3	5.6	4.7
2022	5.5	6.2	5.6	4.6
2021	5.4	6.4	5.4	5.3
2020	6.1	7.7	5.9	5.7
2019	5.6	5.8	5.1	4.6
2018	6.2	5.8	4.8	4.6

Source: DHB, 2023/2024

Table xxx: HH satisfaction rating of clinic services in the EC, and all DMs (2016)



Source: Stats Sa, Community Survey 2016

Household (HH) rating of clinic services in the district show that 37% of HHs in the ORT DM consider the clinic services in the DM to be 'good', whilst almost as many HHs (36%) surveyed consider the service to be 'average', and 17% view this service as 'poor'. An additional 8% of HHs had indicated that they had no access to any clinic services, whilst a further 2% indicated that they were not using this service. Compared to the 2016 Community Survey, there appears to be

2.1.3.4.2 Burden of Disease and NDCs

Noncommunicable diseases (NCDs), including heart disease, stroke, cancer, diabetes, and chronic lung disease, are collectively responsible for almost 70% of all deaths worldwide. Almost three-quarters of all NCD deaths, and 82% of the 16 million people who died prematurely, or before reaching 70 years of age, occur in low- and middle-income countries. The WHO further confirms that the global rise of NCDs has been driven by four primary risk factors:

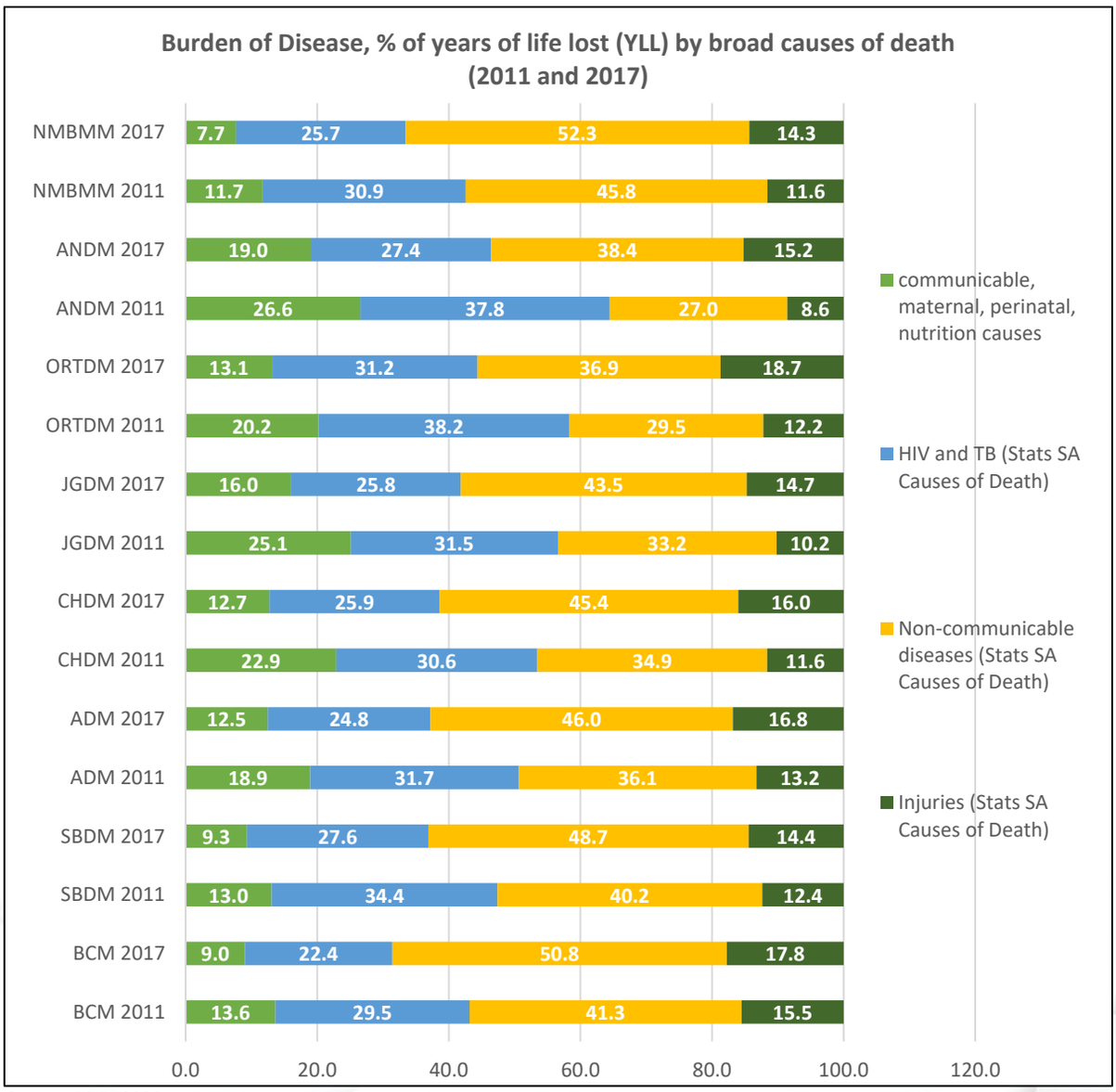
i. Tobacco use,
ii. Physical inactivity,
iii. The harmful use of alcohol
iv. Unhealthy diets.

These diseases place a heavy burden on national health systems and impose a significant social and economic cost not just on public sector health systems, but also on society"1. An additional challenge with the prevalence of NCDs in a society such as SA, and the poorer localities, such as rural municipalities such as Nyandeni, is the structural nature of the causes of NCDs, as these causal factors include dietary and lifestyle choices. These lifestyle dietary choices are especially important for those most at risk of NCDs, because of genetic disposition and family background.

In the O.R. Tambo DM, we see that the burden of disease in terms of NCDs increased between the period 2011 to 2017, from 29,5% to 36,9%, which is a significant increase over this period, as depicted in Table xxx.

[1] See the World Health Organisation's (WHO) online information portal and web page on NDCs, accessible at: https://www.who.int/health-topics/noncommunicable-diseases#tab=tab_1

Table xxx: Burden of Disease, all DMs in the EC – (2011-2017)



Source: DHB, 2020

In Addition, new data released in the 2023 District Health Barometer (DHB) shows a positive upward trend in the screening for cervical cancer in the NLM. Table xxx shows how cervical cancer screening has increased from 26% to 55% of cases tested between 2018 and 2023. This reflects a positive and welcoming indication that women are being scanned and tested for cervical cancers and that facilities in the LM are conducting screening. However, this is just over half of the population, and it also indicates that more can be done to improve the rate of screening in the LM.

Table xx: Cervical Cancer Coverage (ORT DM, and All LMs), 2023[2]

Cervical cancer screening coverage (%)					
Year	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	71.8	54.6	55	70.6	56.5
2022	39.8	35.5	15	31.9	30
2021	24.2	22.6	11.6	23.1	25.5
2020	14	18.5	8.5	14	19.6
2019	48.5	50.8	38.8	71.7	60.4
2018	44.3	100	26.5	46.1	47.2

Source: DHB, 2023/2024

Table xx: [3]Mental Health separation rate (ORT DM, and All LMs), 2023[4]

Mental health separation rate (%)					
Year	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	5.2	1.6	0.3	1.1	0.6
2022	N/A	N/A	N/A	N/A	N/A
2021	N/A	N/A	N/A	N/A	N/A
2020	N/A	N/A	N/A	N/A	N/A
2019	0.6	1.1	0.3	1.8	0.9
2018	1.1	1.1	0.5	1.5	1.1

Source: DHB, 2023/2024

2.1.3.4.3 Reproductive, Maternal, Newborn, and Child Health

Reproductive, Maternal, Newborn, and Child Health (RMNCH) is essential for individual and societal well-being, overall development, and economic growth. Prioritizing these critical health and population development services ensures reductions in maternal and child mortality and morbidity. In addition, it also plays an important role in family planning and contributes to a broader national health profile and the attainment of overall regional and national development goals.

The table below indicates the rate of teenage pregnancies, and deliveries by mothers within the 10yr-19yr age cohort, and as such this should be a worrying factor, and thus demands continued and urgent attention, as it deprives these mothers of essential opportunities for education and career development. In terms of the rate for NLM, we see that whilst the local rate of teenage pregnancies has remained at around the early 20%, there is a noticeable increase which occurred between 2018 and 2022, with a small decrease recorded in 2023.

[2] TB clients who started drug-susceptible tuberculosis treatment and who subsequently died as a proportion of all those in the treatment outcome cohort

[3] Proportion of clients admitted for mental health problems. Inpatient separations is the total of inpatient discharges, inpatient deaths and inpatient transfers out

[4] TB clients who started drug-susceptible tuberculosis treatment and who subsequently died as a proportion of all those in the treatment outcome cohort

Table xx: Delivery in 10 to 19 years in facility rate (ORT DM, and All LMs), 2023[5]

Delivery in 10 to 19 years in facility rate (%)							
Year	(OR Tambo DM)	(Eastern Cape)	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	21.2	18	24.4	24.4	23.5	20.3	18.2
2022	20.7	17.6	23.1	24.2	24.1	21.9	17.4
2021	21.2	17.4	27.3	23.4	22.3	20.9	17.5
2020	21.3	17.1	26.2	22.4	20.9	20.3	19.1
2019	19.5	16.7	21.5	23.5	20.7	22	17.1
2018	20.4	16.4	24.7	21.5	20.3	22.7	17.5

Source: DHB, 2023/2024

In terms of stillbirths in the NLM, the data shows an increase between 2018 and 2023, from 10.8% to 14.3% respectively.

Table xx: Stillbirth in facility rate (ORT DM, and All LMs), 2023[6]

Stillbirth in facility rate (%)							
Year	(OR Tambo DM)	(Eastern Cape)	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD)
2023	25	22.6	17.5	19.4	14.3	11.5	36.5
2022	23.7	20.3	N/A	N/A	N/A	N/A	N/A
2021	23.2	20.1	N/A	N/A	N/A	N/A	N/A
2020	24.1	21.1	N/A	N/A	N/A	N/A	N/A
2019	22.4	19.2	14.5	9.2	9.2	11.6	34.6
2018	22.8	18.2	16.4	14.7	10.8	10.8	33.2

Source: DHB, 2023

For NLM, and the region of the O.R. Tambo DM to fully develop, and benefit over time from the ongoing investments and developments unfolding in the region and the local economy, all the government including the EC-DOH and the local primary health care system will need to place considerable emphasis on reversing the prevalence of teenage pregnancy. This is essential if the NLM is to achieve the necessary demographic dividend, and where young people are unimpeded by unnecessary interruptions to their overall growth and development into adulthood, including their educational attainment and outcomes.

[5] TB clients who started drug-susceptible tuberculosis treatment and who subsequently died as a proportion of all those in the treatment outcome cohort

[6] TB clients who started drug-susceptible tuberculosis treatment and who subsequently died as a proportion of all those in the treatment outcome cohort

Table xx: Mothers postnatal visit within 6 days rate (ORT DM, and All LMs), 2023

Mother postnatal visit within 6 days rate (%)							
Year	(OR Tambo DM)	(Eastern Cape)	(Ingquza Hill LM)	(Port St Johns LM)	Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	87.3	82.8	86.6	100	75.2	100	77.5
2022	72.3	80.6	67.4	100	77.4	88.6	59.3
2021	69.6	78.6	98.3	100	60.1	80.3	46
2020	65.9	71.2	98.1	100	51.5	74	42.8
2019	61.9	69	81.6	100	53.3	81.6	40.4
2018	62.9	67.1	79.5	100	47.4	87.9	46.9

Source: DHB, 2023/2024

The government's immunisation programme remains an important part of the overall national population development programme and is implemented throughout society, through public, and private clinics, as well as through the public primary education system, and ECD system. The current rate reported in 2023, for the NLM immunisation rate for children under 1yr is at 62.1%. this is a significantly lower rate of immunization than reported for the province, and the DM, and trails behind other LMs in the District. This means that the LM needs to ensure that it works closely with the EC-DOH to ensure that the rate of immunizations within this cohort is improved. Failure to ensure improvements over time will result in unwanted future health complications, and unnecessary exposure to disease infection, for the children who are not immunised.

Table xx: Immunisation under 1 year (ORT DM, and All LMs), 2023

Immunisation under 1 year coverage (%)							
Year	(OR Tambo DM)	(Eastern Cape)	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	70.8	78.6	75.9	61.6	62.1	72.4	76
2022	74.7	82.3	83.6	65	66.5	77.2	76.7
2021	76.6	88.7	81.1	68.3	70.2	87	76.8
2020	72	69.5	72.4	73.7	65.2	78.1	72.6
2019	85.5	76	83	100	74	97.6	78.4
2018	85.3	71.9	84.3	100	66.8	91.7	76.7

Source: DHB, 2023/2024

2.1.3.4.4 Infectious disease

HIV and TB treatment and disease control monitoring is important for the overall monitoring of universal coverage, both I RSA and internationally.

The TB-DS (tuberculosis, drug-susceptible) death rate is important because it reflects the success of national TB programs in reducing deaths from TB, according to the World Health Organization (WHO). It is important to identify populations and target interventions to reduce TB mortality, through the effective monitoring and tracking of this data for guiding where interventions are to be prioritised.

TB mortality can be significantly reduced through early detection, appropriate treatment, and addressing co-morbidities. In the context of the NLM, the data shows a reduction in the rate of TB deaths between 2019 and 2023.

Table xx: TB DS death rate (ORT DM, and All LMs), 2023[7]

TB DS death rate (%)						
Year	(OR Tambo DM)	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	N/A	N/A	N/A	N/A	N/A	N/A
2022	5.1	4	6.9	6.8	5.5	4.3
2021	7	7.4	6	8.4	8.1	6.1
2020	7.4	9.1	7.7	7.5	6.4	6.5
2019	6.3	6.7	6.6	7.3	6.3	5.4
2018	6.6	N/A	N/A	N/A	N/A	N/A

Source: DHB, 2023/2024

When a person with HIV takes HIV medicine (ART) as prescribed, it significantly reduces the amount of virus in their blood, a measure known as viral load. This reduction in viral load is called viral suppression.[8]

Table xx: Viral Load suppressed Rate (ORT DM, and All LMs), 2023
[9]

Viral load suppressed rate (%)												
Adult with viral load suppressed rate (%)							Child with viral load suppressed rate (%)					
Year	(OR Tambo DM)	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)	(OR Tambo DM)	(Ingquza Hill LM)	(Port St Johns LM)	(Nyandeni LM)	(Mhlontlo LM)	(KSD LM)
2023	91.1	92.7	87.5	91	90.2	91.4	62.5	58.3	25	100	N/A	55.6
2022	87.5	90.2	84.8	82.8	83.8	89.9	58.1	35.7	N/A	100	33.3	90
2021	90.1	91.5	86.4	89.9	87.3	91.2	59.4	71.4	50	50	80	50
2020	88.5	90.3	87.5	87.3	87.6	87.4	62.3	N/A	N/A	N/A	N/A	N/A
2019	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2018	89.8	N/A	N/A	N/A	N/A	N/A	70.2	N/A	N/A	N/A	N/A	N/A

Source: DHB, 2023/2024

2.1.3.5. Education Levels and Outcomes

Deduced from Table XX is a narrative summarizing the key trends from 2010 to 2023 regarding education levels, literacy, and demographic distribution in NLM. In the years 2010 and 2023, NLM has seen gradual shifts in literacy levels and educational accomplishment, particularly among adults aged 20 years and above. The total population measured across these years increased from approximately 282,684 in 2010 to 306,191 in 2023, showing steady population growth.

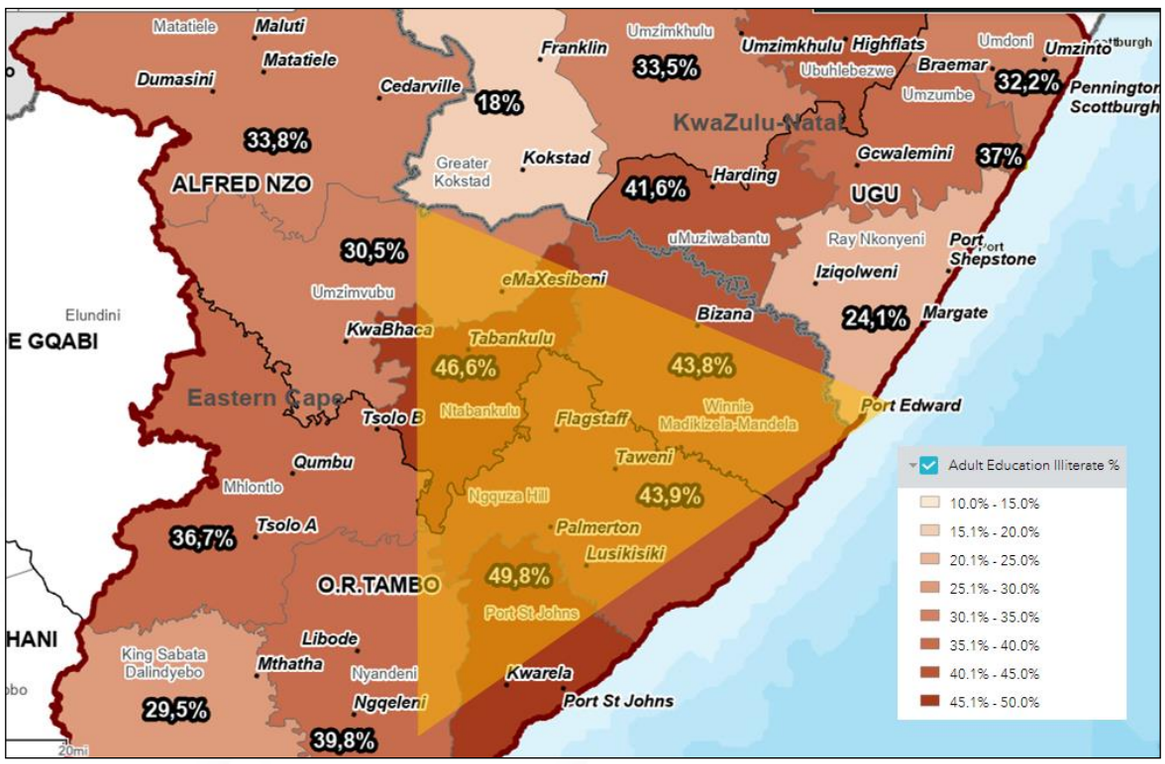
[7] TB clients who started drug-susceptible tuberculosis treatment and who subsequently died as a proportion of all those in the treatment outcome cohort.

[8] See explanation: https://www.hiv.gov/hiv-basics/staying-in-hiv-care/hiv-treatment/viral-suppression#

[9] Proportion of adult ART clients with viral load suppressed, e.g. ART client viral load under 400 cps/mL at 12 months.

2.1.3.5.1 Literacy Trends

Figure 2: Mapping adult illiteracy rates in the ESD Region (%) (Source: ECSECC Adapted from ESD Map Portal)



(Source: ECSECC Adapted from ESD Map Portal)

There has been a notable decline in functional illiteracy across the board in NLM. For the total population, the percentage of functionally illiterate individuals decreased from 58.24% in 2010 to 46.86% in 2023. That is a notable decline of approximately 11.38 %. Among adults aged 20 and above, the decline was even more evident from 39.86% to 25.97% during the same period (2010-2023). This trend reflects growing access to basic education and literacy efforts in the region. Whilst the data above indicates improvement in basic education, the functionally literate population increased from 41.69% in 2010 to 48.72% in 2023. On the other hand Adult functional literacy increased from 59.99% to 66.40%.

2.1.3.5.2 Early Education and No Schooling

Despite improvements in literacy in the period from 2010 to 2023 a notable portion of the population still had minimal educational attainment. The number of individuals with no schooling declined slightly from 69,585 in 2010 to 64,948 in 2023 indicating progress in early childhood education outreach. In essence that is a 4.6% improvement in educational access. Whilst there is considerable improvement in overall early educational outreach, adults with no schooling decreased from 24,951 to 19,580, an approximately 21% reduction over 13 13-year period. Attendance in Grade 0 (Kindergarten) and Grades 1–6 also saw a moderate decline, likely reflecting improved progression to higher grades or a demographic shift in age groups.

2.1.3.5.3 Basic Secondary Education Levels

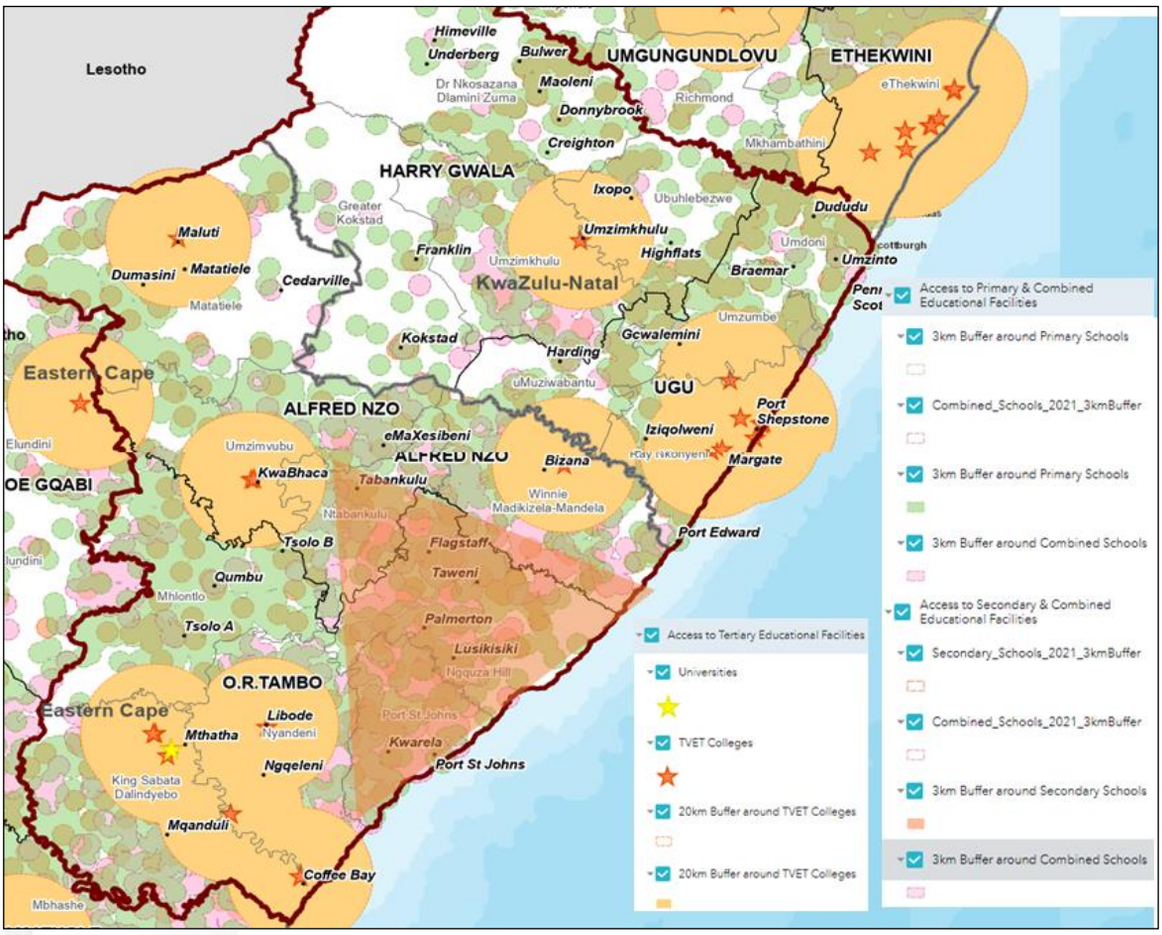
Enrolment and attainment in middle-level grades (Grades 7–11) remained relatively stable or slightly improved. Grade 7 total enrolment grew marginally with 0.709% from 16,491 in 2010 to 17,200 in 2023. On the other hand Grade 12 completion saw a significant increase from 21,720 in 2010 to 35,273 in 2023, with adult graduates rising from 19,940 to 31,515. This represents a 58% increase, which is a strong indicator of improved access and retention in secondary education.

2.1.3.5.4 Post-School Qualifications

Statistics in the above table indicate an improvement in post-school education. Individuals with a Bachelor's degree improved significantly from 629 in 2010 to 2,855 in 2023. Those holding both a bachelor's degree and a diploma doubled from 333 to 662. Despite improvements in undergraduate attainment, post-graduate attainment declined notably, with Honours degree holders decreasing from 340 in 2010 to near zero by 2023, and higher degrees decreasing from 442 to 184. This could reflect challenges in postgraduate access or data anomalies that may need further investigation.

2.1.3.5.5 Education Infrastructure

Figure xx: Map of HEIs, TVET Colleges, and Schools across the ESD Region (2021)



(Source: ECSECC Adapted from ESD Map Portal)

Source Quantec Easy Data

Years		2010	2015	2020	2023
Education level	Age group				
Total	Total	282684.3	291813.5	302889.5	306190.7
Total	Adults 20+ years	131893.3	148423.9	158815.9	162208.9
Functionally illiterate	Total	164637.9	155614.2	144923.3	143476.3
Functionally illiterate	Adults 20+ years	52577.06	48823.53	41602.29	42120.46
Functional illiteracy rate (%)	Total	58.24092	53.3266	47.84693	46.8585
Functional illiteracy rate (%)	Adults 20+ years	39.86333	32.89465	26.19529	25.9668
98: No schooling	Total	69585.38	67853.62	65790.06	64948.02
98: No schooling	Adults 20+ years	24950.59	22805.42	19469.05	19580.13
00: Grade 0	Total	12634.09	11340.56	8557.651	8193.142
00: Grade 0	Adults 20+ years	1065.681	884.998	588.8992	587.5005
01: Grade 1/Sub A	Total	12649.07	11587.42	9447.348	9167.615
01: Grade 1/Sub A	Adults 20+ years	2038.858	1952.794	1706.431	1741.852
02: Grade 2/Sub B	Total	11412.53	10916.27	9803.955	9611.402
02: Grade 2/Sub B	Adults 20+ years	2514.411	2373.75	2045.197	2077.605
03: Grade 3/Standard 1	Total	13281.63	12026.09	10437.87	10280.34
03: Grade 3/Standard 1	Adults 20+ years	4570.004	3963.279	2877.738	2888.537
04: Grade 4/Standard 2	Total	14607.53	13276.46	12225.5	12190.66
04: Grade 4/Standard 2	Adults 20+ years	5241.597	4754.404	3728.272	3770.38
05: Grade 5/Standard 3	Total	14495.67	13219.61	12726.36	12836.16
05: Grade 5/Standard 3	Adults 20+ years	5355.301	5033.271	4273.759	4362.358
06: Grade 6/Standard 4	Total	15972.05	15394.16	15934.59	16249.01
06: Grade 6/Standard 4	Adults 20+ years	6840.624	7055.611	6912.946	7112.099
Functionally literate	Total	117853.9	130879.3	145436.2	149177
Functionally literate	Adults 20+ years	79123.81	94783.37	105769.7	107714
Functional literacy rate (%)	Total	41.69099	44.85031	48.01627	48.72031
Functional literacy rate (%)	Adults 20+ years	59.99077	63.8599	66.59889	66.40451
07: Grade 7/Standard 5	Total	16491.4	16096.36	16776.26	17199.58
07: Grade 7/Standard 5	Adults 20+ years	7683.447	8120.325	8126.675	8371.228
08: Grade 8/Standard 6/Form 1	Total	19535.94	18261.99	17686.53	18099.71
08: Grade 8/Standard 6/Form 1	Adults 20+ years	10399.52	10501.37	9872.888	10071
09: Grade 9/Standard 7/Form 2	Total	18734.9	19734.13	21555.31	22390.22
09: Grade 9/Standard 7/Form 2	Adults 20+ years	10599.57	12280.71	13480.1	13912.5
10: Grade 10/Standard 8/Form 3/NTC1	Total	16846.68	18231.62	19814.55	20426.64
10: Grade 10/Standard 8/Form 3/NTC1	Adults 20+ years	10378.86	12126.24	13099.21	13305.33
11: Grade 11/Standard 9/Form 4/NTC11	Total	18889.87	22206.94	25380.64	26044.82
11: Grade 11/Standard 9/Form 4/NTC11	Adults 20+ years	14545.3	17917.03	20486.42	20829.01
12: Grade 12/Standard 10/Form 5/Matric/NTC111	Total	21720.12	28761.27	34644.1	35273.29
12: Grade 12/Standard 10/Form 5/Matric/NTC111	Adults 20+ years	19940.35	26291.71	31156.8	31514.55
13: Less than Grade 12 with Certificate/Diploma	Total	281.3346	391.7208	511.9925	520.4684
13: Less than Grade 12 with Certificate/Diploma	Adults 20+ years	272.551	382.8495	501.5656	509.3359
15: Grade 12 with Certificate NQF Level 5	Total	1118.577	1604.302	2028.99	1997.271
15: Grade 12 with Certificate NQF Level 5	Adults 20+ years	1104.537	1588.707	2009.162	1976.034
16: Grade 12 with Diploma or Higher Diploma NQF Level 6-7	Total	2490.166	3003.527	3458.625	3524.145
16: Grade 12 with Diploma or Higher Diploma NQF Level 6-7	Adults 20+ years	2479.44	2998.606	3458.311	3524.145
17: Bachelor's Degree	Total	629.4744	1555.632	2743.382	2854.699
17: Bachelor's Degree	Adults 20+ years	629.4111	1555.632	2743.382	2854.699
18: Bachelor's Degree and Diploma	Total	333.388	461.9669	627.9306	661.7281
18: Bachelor's Degree and Diploma	Adults 20+ years	314.6915	453.1811	627.3689	661.7281
19: Honours degree	Total	340.5009	215.3037	16.87714	2.5E-06
19: Honours degree	Adults 20+ years	340.5009	215.3037	16.87714	2.5E-06
20: Higher Degree (Master's, Doctorate)	Total	441.5382	354.4831	191.0622	184.4672
20: Higher Degree (Master's, Doctorate)	Adults 20+ years	435.634	351.7086	190.8848	184.4672
Functional literacy unknown	Total	192.4759	5320.024	12529.94	13537.26
Functional literacy unknown	Adults 20+ years	192.438	4817.027	11443.98	12374.4
21: Unspecified	Total	192.4759	5320.024	12529.94	13537.26
21: Unspecified	Adults 20+ years	192.438	4817.027	11443.98	12374.4



IDP
Integrated Development Plan
2025/26

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CHAPTER 3

NYANDENI SPATIAL PROFILE AND SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 3 NYANDENI SPATIAL PROFILE AND SPATIAL DEVELOPMENT FRAMEWORK

3.1. Spatial Profile and Environmental Analysis

3.1.1. Preparation and Adoption of the SDF

The 2018-2023 Spatial Development Framework was crafted and adopted by Council on 27 June 2019 as key component of the integrated development plan. It is five a year horizon plan that guide and inform spatial planning processes and key decisions. A thorough consultative and stakeholder consultation was held during the process of formulating the SDF.
The formulation of a Spatial Development Framework Plan is a legal requirement, which every Municipality must adhere to as part of their Integrated Development Planning process (IDP). Section 26 (e) of the Municipal Systems Act (Act 32 of 2000) and the requirements of the SDF guidelines.

The formulation of a Spatial Development Framework (SDF) is a core component of the IDP (Section 26 (e), Municipal Systems Act, Act 32 of 2000). In this context the SDF for NLM is:

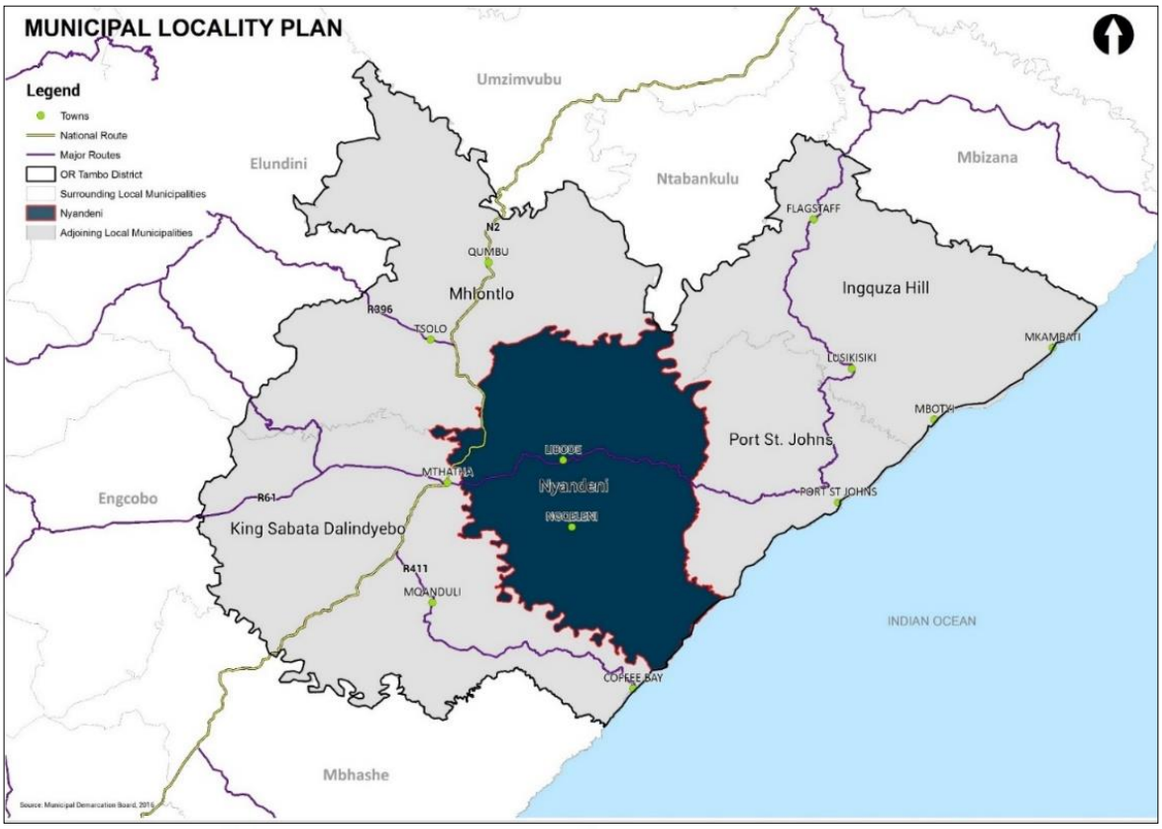
A long-term, forward planning instrument.
Spatially indicates the long-term growth & development path of the municipality.
Co-ordinates the spatial implications of all strategic sector plans (engineering, housing,
Gives effect to the vision, goals and objectives of the municipal IDP.
Informs land use management in the municipality.

3.1.2. Purpose of Spatial Development Framework

The purpose of formulating a Spatial Development Framework Plan for Nyandeni is to provide the municipality and other development agencies with a tool to assist them in making development decisions, which ensures that land in Nyandeni is used and managed appropriately, and that sustainable development decisions and practices are implemented.

The Spatial Development Framework essentially creates a map “picture” of what the Nyandeni area will look like in the future in accordance with the Municipality’s vision and objectives, developed during the IDP process. In so doing the purpose of the plan Is to:
To provide a spatial policy framework:
To direct development agencies in decision making which directly or indirectly impacts on the Municipal area.
To direct private and public investment to areas in that would ensure the most sustainable return of investment.
To guide development in a spatially efficient way, ensuring linkage and alignment to regional and national development policies and programmes, which in response to locally specific trends and dynamics in Nyandeni, directs investment to areas of greatest potential and to target areas of greatest need to alleviate poverty and promote economic growth.

This therefore proposes strategic options to improve linkages within Nyandeni and beyond its boundaries to stimulate effective and sustainable integrated development.



3.1.3. Legal Framework for the SDF

3.1.3.1. National Development Plan 2016 to 2030

The National Development Plan (NDP) is a plan geared towards poverty elimination and inequality reduction by the year 2030, by unleashing the energies of all South Africa citizens to grow the economy, build capacities and enhance the capability of the state and its leaders.
The National Development Plan (NDP), supported by the New Growth Path and other relevant programs, provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years.

3.1.3.2. The Key Spatial Directive Chapters of the National Development Plan:

Chapter 5 of the National Development Plan (NDP) focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way, the spatial planning and development in South Africa is approached.

Chapter 6 sets out specific targets and goals towards establishing a more inclusive rural economy through integrated rural development. The focus here is on increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

Chapter 8, which focuses on the country's spatial planning system, requires that: all municipal and provincial Spatial Development Frameworks (SDFs) are translated into 'spatial contracts that are binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate-change adaptation, tourism and transportation; and every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.

3.1.3.3. Spatial Planning and Land use Management Act no. 16 of 2013

Chapter 4; Part A to E of SPLUMA outlines requirements of SDF's at National, Provincial and at Municipal level with various sections providing prescription for each sphere of government with regard to the SDF preparation and content, section 12 of SPLUMA specifically requires that all spheres of government compile SDF's for their areas of jurisdiction; Part E provides for the preparation and content of a Municipal SDF. Part E defines the status of a SDF.

The NLM SDF will serve as a strategy to interpret and represent the Spatial Development Vision of the municipality. The vision must be designed to enable sustainable development throughout the municipality while the planning process will address the challenge to balance imperatives of economic efficient, social and environmental integrity. Furthermore, SPLUMA section 20 provides that Municipal SDF's, must be prepared as part of a municipality's Integrated Economic Development Plan in accordance with section 26 (e) of the Local Government Municipal Systems Act No. 32 of 2000 (MSA).
The SDF must give effect to the development principles contained in the Spatial Planning & Land Use Management Act No. 16 of 2013 including:
Spatial Justice
Spatial Sustainability
Efficiency
Spatial Resilience; and
Good Administration

The Spatial planning and land-use management Act no.16 of 2013 as part of effective landuse management, requires municipalities to set up municipal planning tribunals and to develop wall to wall land use schemes by 2020. To this Nyandeni local municipality has an adopted SPLUMA By-law and has appointed and authorised official and appeals authority in terms of SPLUMA and completed the categorisation of applications that will be dealt with by the authorised official and by the district planning tribunal. Nyandeni local municipality has opted to form part of the district planning tribunal which was established in 2018 and is currently operational. During the 2018-19 financial year the district planning tribunal has convened atleast 4 times. The composition of the tribunal is made up of district municipality officials, Nyandeni officials, mhlontlo officials, COGTA officials, Department of Environment and public works officials. The municipality has further initiated a process of formulating a comprehensive land use management scheme. In an effort to ensure proper and informed spatial planning the local municipality has established a G.I.S unit within the Development planning department. G.I.S technology will assist the municipality with effective land use management and ensure a properly aligned billing system. The municipality also recognises the need to deal with unresolved land claims swiftly which are usually delayed as a result of land boundary disputes. The municipality has therefore embarked on a process of conducting a thorough land audit of all land parcels within the boundaries of Nyandeni local municipality. The municipality is currently in a process of hold public engagements with the communities and interested and affected stakeholders as part of compiling a comprehensive land audit process. Once public participation process has been completed the draft audit report will be sent to the rate payers association, land claims commission, deeds registry and department of public works. The municipality is anticipating to complete the land audit process by the 31st September 2019.

3.1.4. District Policy Alignment

An assessment of the proposals contained in the District Municipality Spatial Development Framework plans was carried out in order to ascertain the nature of district spatial policy, areas of potential, key development issues, the alignment between districts and the nature of spatial structuring elements being used for land use management and development management.

OR Tambo District Municipality Spatial Development Framework (2018)
The SDF identified several key development issues for the district including:

Improved access and linkages in terms of the main modes of transport is critical for ensuring tourist access and access for the movement of produced and processed goods;
The 148 km of coastline is one of the most scenic and undisturbed and can be regarded as some of the prime assets of the District;
Urban centres are all located on main transport routes with Mthatha situated centrally at the intersection of a number of routes;
Informal coastal issues are noted and the legal process to deal with and such developments have been slow, visible action is required;
Housing demand is clearly an urban/peri-urban based issue;
Population concentration is the western part of the district is the highest;
Extremely high unemployment rate;

3.1.5 Spatial Vision

The Spatial Vision aims to guide spatial development within the Municipal and provide the Municipality with a direction for its spatial growth. The following vision was developed as a spatial vision as part of the Spatial development Framework process:-

"*By 2035, the Nyandeni Local Municipality will be developed as a self-sustaining municipality that promotes quality human settlements, sustainable environments and ecosystems and the livelihoods of its residents, through effective service delivery and infrastructure development.*"

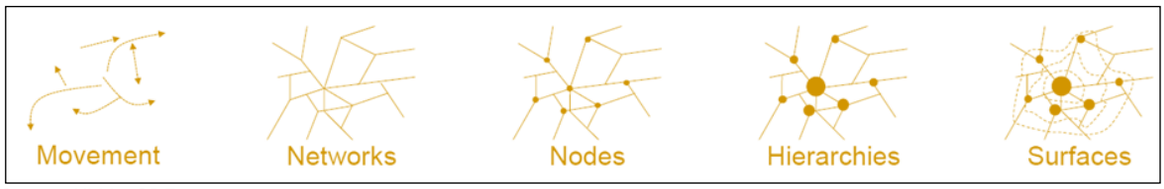
3.1.6 Nyandeni Development Nodes

In order to plan efficiently, there needs to be a focus on investing resources in areas of opportunity in order to create maximum impact, there needs to be certain structuring elements to give guidance to develop and spatial planning. For the Nyandeni's Municipality Spatial Development Framework there are four Spatial Structuring Elements that can guide spatial development and decision-making in the town and these elements include: -
Nodes,
Corridors

Urban Edge,
Settlement Edges

'Development Nodes' are generally described as *"areas of mixed-use development, usually having a higher intensity of activities involving retail, transportation, office, industry and residential land uses."*

Figure xx: Diagram illustrating Spatial Frame



Source: NLM – SDF

These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at interchanges to provide maximum access and usually act as catalysts for new growth and development.

Nodes are those places where people and transportation routes congregate. The goal of the municipality is to have a "compact, transit-orientated, pedestrian-friendly area where high concentrations of residential, employment, retail and other uses" are located. Nodes area generally located where two or more transit routes intersect.

Major nodes area places where there is a perceived area of continuous activity surrounded by a building density that supports it, whereas minor nodes are areas where activity and density are anticipated to increase over time.

The table below provides a summary of the nodal regions within the Nyandeni Municipality which is aligned to the Provincial and District SDF.

Table xx: Table of NLM Spatial development Nodes, Secondary Notes

	Primary Node	Secondary Node	Tertiary Node	Rural Service Centre	Tourism/ Coastal Node	Future Metro Region
Libode						
Ngqeleni						
Ntlaza Junction						
Corona						
Canzibe						
Nyandeni						
Kop Shop						
Marubeni						
Ngongweni						
Entshiuni Junction						
Mthatha Mouth						
Coffee Bay						
Presley Bay						
Lwandile						
Hluleka						

3.1.7 .Development Corridors

A "Development Corridor" *is normally used to symbolise the area where important economic activities are to be encouraged along a particular transport route*. There is often difficulty in stakeholder perceptions regarding the term 'corridor' and the purpose of such planning tool. It is proposed that the use of the term *'transport* route' be adopted in future because it places emphasis on the transportation activity, which is critical for economic clusters to grow in both urban and rural environments;

The types of corridors have been identified within the municipality:-
Primary Corridor
Secondary Corridor
Tertiary Corridor
Tourism Corridor

What is important to understand, is that the corridor needs not take the form of a continuous integrated band of activity. At points of highest access along the central spine, development will be more intense and of a higher order while at locations of lower access, lower intensity development or even part of a natural open space network may be found.

Table xx: Table of NLM Development Corridors, and Associated Route Names

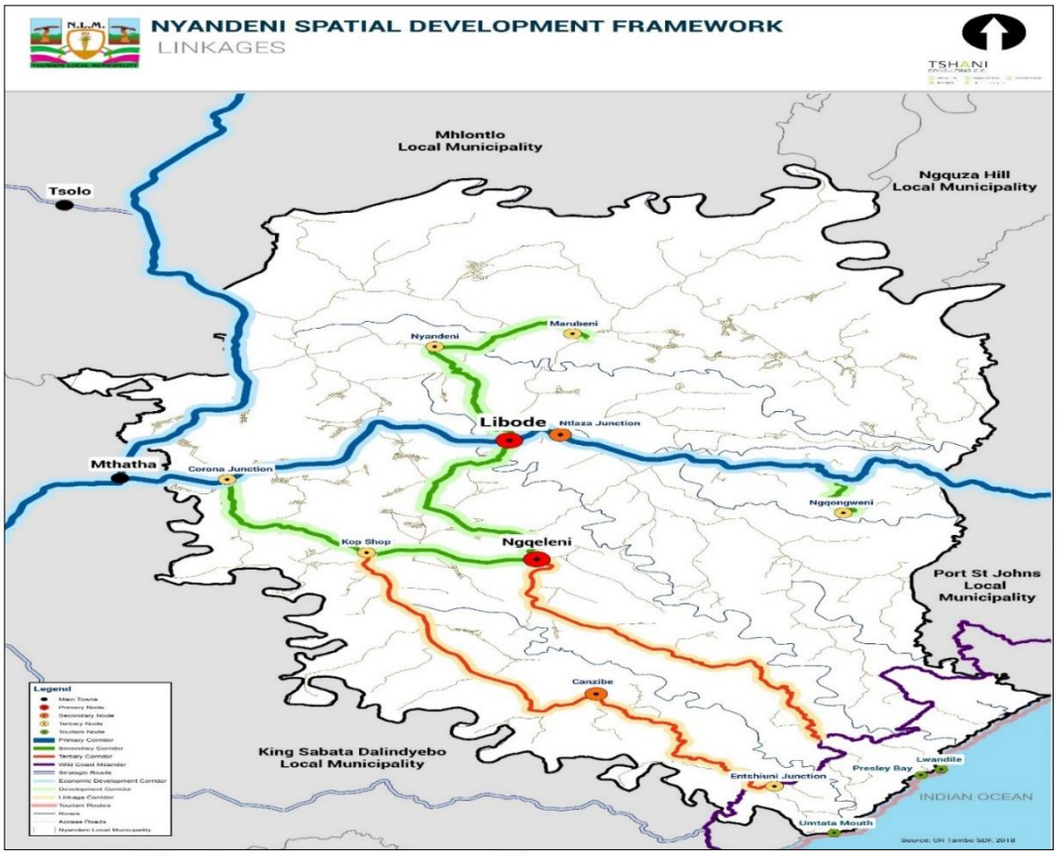
Corridor Type	Route Name
Primary Corridor Economic Corridor	East – West Corridor (R61/ Proposed N2 Toll Route) North - South Corridor (N2)
Secondary Corridor Development Corridor	North – South Linkage (Nyandeni to Ngqeleni) West – East Linkage (Nyandeni to Marubeni) North – South-East Linkage (Corona to Kop Shop) East – West Linkage (Ngqeleni to Kop Shop)
Tertiary Corridor Linkage Corridor	North -South Linkage (Kop Shop to Entshiuni Junction) North – South Linkage (Ngqeleni to Wild Coast Meander
Tourism Corridor	East – West Corridor (Wild Coast Meander)

Figure xxx: Locational Map of NLM

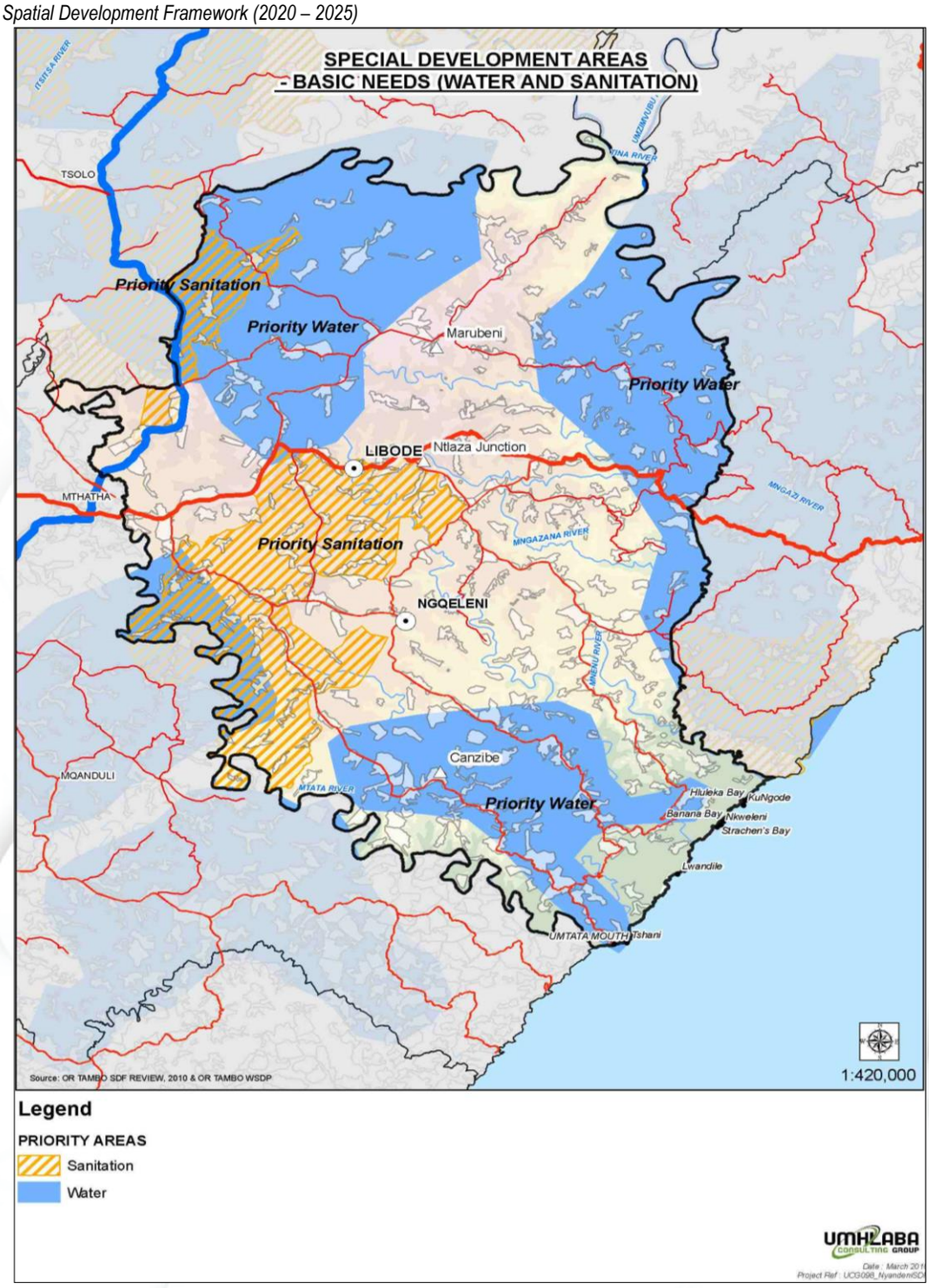


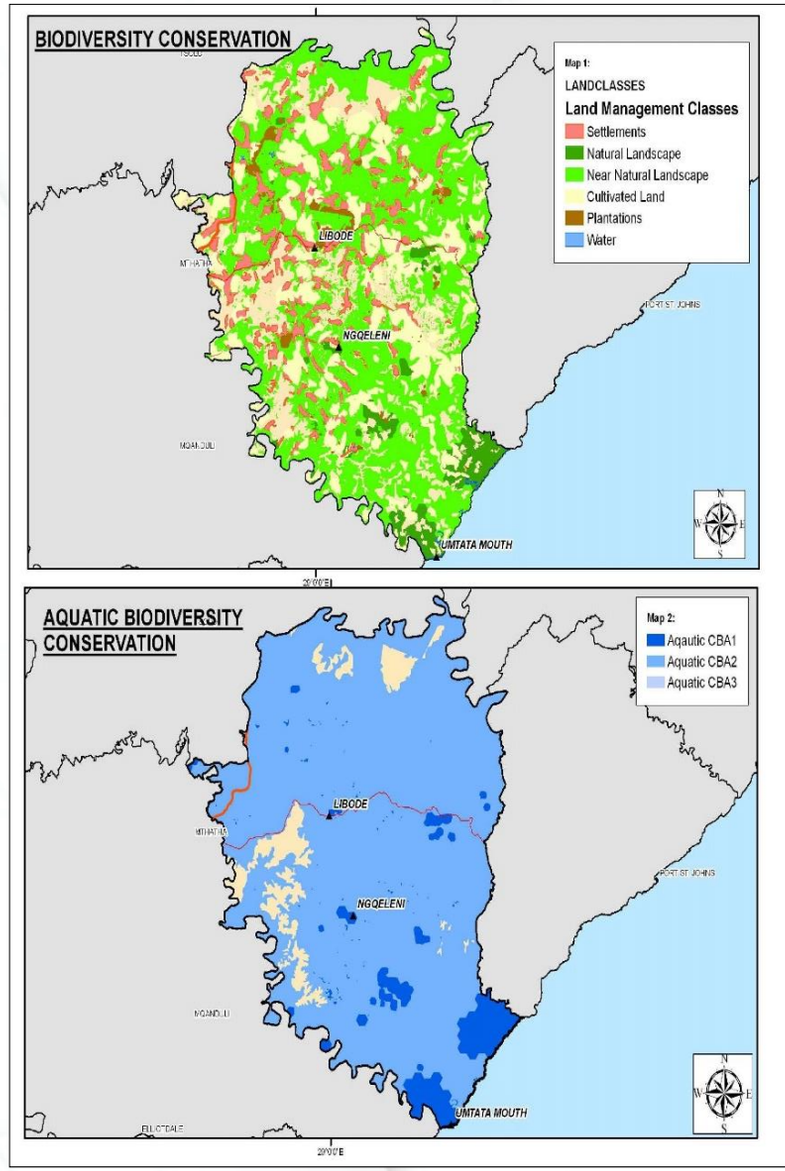
Source: NLM Spatial Development Framework (2020 – 2025)

Figure xxx: Map of Linkages and Transport Networks in Nyandeni



NLM Spatial Development Framework (2020 – 2025)





BIOREGIONS
In terms of the Biodiversity Act (Act 10 of 2004), the Minister or the MEC for environmental affairs in a province may determine a geographic region as a bioregion for the purposes of the Act and publish a plan for the management of biodiversity in that region.

SUSTAINABILITY
There is an obligation for government on the one hand to promote rural development poverty alleviation and service delivery, and on the other hand to ensure that the rich natural capital of the Province is sustainably used and conserved suchthat both current and future generations may benefit.

CRITITCAL BIODIVERSITY AREAS
Critical Biodiversity Areas (CBAs) are terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning.

The ECBCP developed two maps, one showing terrestrial (land-based) CBAs (see Map 1), and the other showing aquatic (freshwater) CBAs (Map.2). The map of terrestrial CBAs was compiled by undertaking a systematic biodiversity planning analysis and adding all biodiversity priority areas identified by other systematic biodiversity planning projects (such as STEP) in the Province. The following Table identifies recomended land-use objectives for Biodiversity Conservation.

TABLE A: Recommended Land-Use Objectives

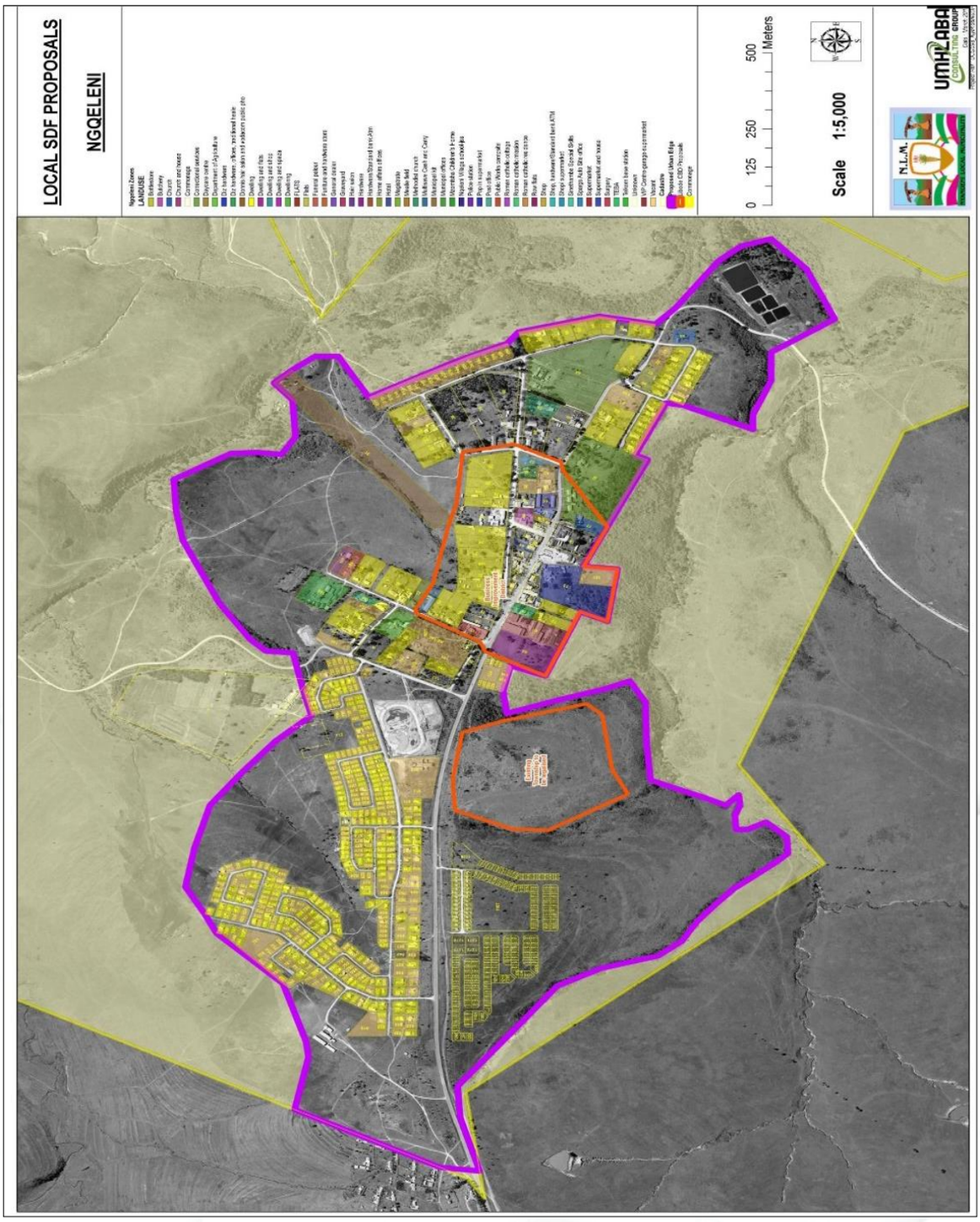
Conservation	Yes	Yes	Yes	Yes
Game farming	No	Yes	Yes	Yes
Communal livestock	No	Yes	Yes	Yes
Commercial livestock ranching	No	No	Yes	Yes
Dry land cropping	No	No	Conditional	Yes
Irrigated cropping	No	No	Conditional	Yes
Dairy farming	No	No	Conditional	Yes
Timber	No	No	Conditional	Yes
Settlement	No	No	Conditional	Yes

Aquatic CBAs were identified on the basis of sub-quaternary catchments, addressing the linkages between catchments, important rivers and sensitive estuaries. Priorities were identified through a systematic conservation planning analysis.

Why conserve biodiversity.
Biodiversity provides us with clean water, air and soil, as well as medicinal plants, fuelwood, food products (from fishing, hunting and veldkos), building materials and grazing. Plant roots stabilise the soil and prevent erosion. All of these are vitally important for human wellbeing. Biodiversity also contributes significantly to rural livelihoods. The scenic beauty of the Province provides valuable products for the tourism and wildlife industry, with potential to generate considerable economic revenue from nature reserves, game farms and hunting lodges. At the global scale, we depend on nature, particularly forests, to absorb the carbon dioxide that we generate, and to regulate the climate. All of these resources depend directly on biodiversity.

Recomended Land Uses
Some land use types have a much greater negative impact on biodiversity than others. For instance, timber plantations and urban settlement are much more damaging to biodiversity than livestock and low-impact tourism activities. To further

Compiled by Amanda Younge Hayes and written by Derek Berliner, Philip Desmet and Richard Hayes. Department of Water Affairs and Forestry Project No 2005-012. King William's Town. August 2007.
ISBN 978-0-620-39423-5


LOCAL SDF PROPOSALS
NGQELENI
Scale 1:5,000
0 125 250 500 Meters
N.L.M.
UMHLABA

3.1.8. Spatial Development Framework Implementation

3.1.8.1. Ngqeleni Nodal Precinct identifies the following development priorities

Construction of a Tourism Information Centre to cater for the needs of tourist travelling through the town
Tourism Sector Plans
Resources (Skilled Professional)
Preparation of Business Plans
Detail Urban design guidelines
Tourism and Direction Signage
Redevelopment of Taxi Rank with facilities
Upgrading of water supply

3.1.8.2. Development Priorities – Mthatha Mouth/Mdumbi

Detail Urban design guidelines
Application for funding for township establishment
Tourism and Direction Signage
Marketing and investment opportunities
Upgrading of the main access road
Upgrading of water supply
Upgrading of sanitation
Development of Hotel/Lodge
Development of Caravan Park'
Development of two resort areas

3.1.8.3. Development Priorities – Lwandile/Presley Bay Node

Upgrading of the main access road
Tourism signage and marketing
Township Establishment
Upgrade of water supply
Upgrade of sanitation
Development of Hotel/lodge
Development of two resort area
Development of Caravan Park



3.1.9. SWOT Analysis of the Nyandeni Spatial Framework

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Ntlaza Junction situated at a transport interchange.	High dependency rate on the local government sector. Low levels of employment and income, which results in limited buying power.	Densification of residential areas is encouraged.	Predominant residential component, instead of a more business orientated centre.
Libode regarded as the economic hub of Nyandeni Local Municipality.	No legislation in place to control development.	Ntlaza Junction prioritized for education facilities, primary health care facilities, businesses and other social facilities.	No projects to upgrade roads and stormwater in Libode.
Vacant land within the town of Libode is available for development.	Infrastructure backlog.	Road access to and from Ntlaza Junction prioritized for maintenance.	Water shortages in Libode, particularly in dry seasons.
Favourably located on R61 en-route to the National N2 Road and the coast.	Existing gravel roads, with no formal stormwater infrastructure.	R61 identified as a 'Primary Activity Corridor' with the potential of being developed as a 'development corridor'.	Illegal dumping of refuse by the Municipality at the unlicensed waste disposal site.
Proposal by SANRAL to upgrade interchanges along the R61 into Libode.	Water demand is higher than the existing supply of water in Libode.	Relatively high youthful population which reduces the dependency ratio.	No formal taxi embayments along the R61 at Ntlaza Junction.
Proposal to construct a Waste Water Treatments Works for Libode.	No formalised waterborne sewerage infrastructure. Poor sanitation services may cause water pollution.	Opportunity to provide land tenure to those settled at Ntlaza Junction.	Rainwater tanks are main supply of water at Ntlaza Junction.



3.1.10. Upgrading of the R61

Interchange at the eastern access road into Libode
Overpass at the currently closed off access near the NLM offices, including pedestrian ramps and public transport bays
Relocation of the western intersection to Libode with the introduction of auxiliary turning lanes
Pedestrian bridge at the school along the R61- Libode
Central median island along the R61- Ntlaza junction
The introduction of a roundabout at the hospital with the relocation of the access to the hospital off the side road at Ntlaza junction
The formalization and redevelopment of the public transport facilities along the R61 in the vicinity of the Ntlaza junction
Rationalization of intersections at the Ntlaza junction

3.1.11.Public Transport Facility in Libode

Surfacing and demarcation of the rank
Formalization of the informal trading areas
Provision of adequate shelters for both informal traders and commuters
Dedicated wash bays
Ablution and office facilities
Adequate municipal services such as water, sewerage, electricity, refuse removal, etc.

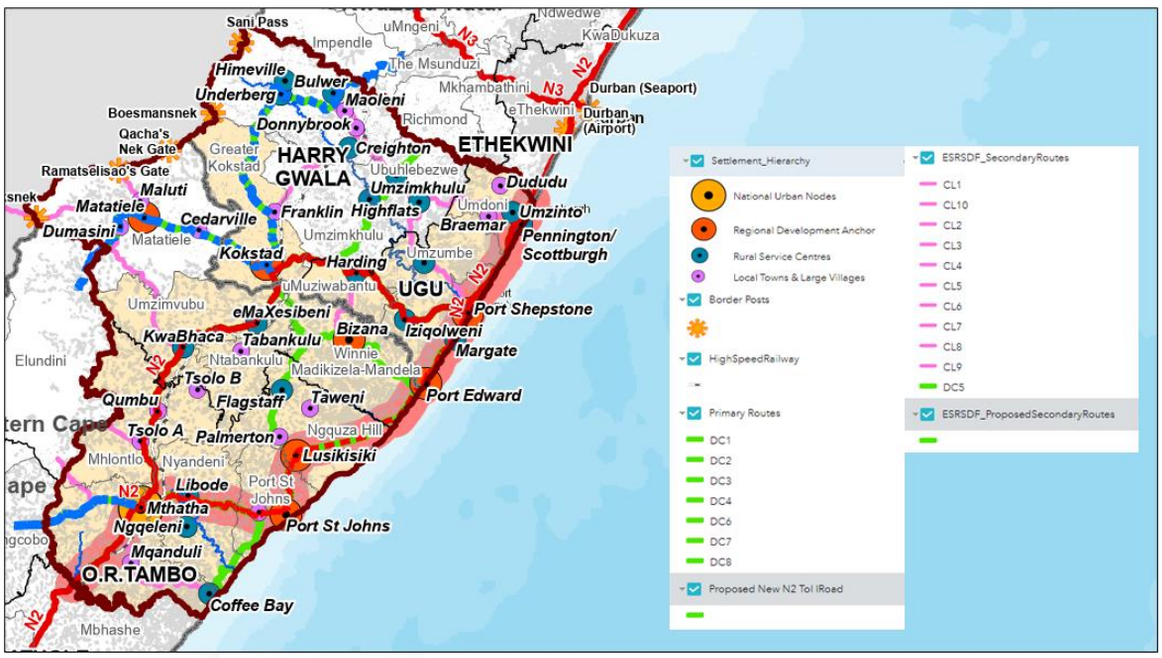
3.1.12. Development Principles Underpinning the SDF in Nyandeni LM

The SDF is implemented through ten Development Principles (and associated themes) as outlined below:

Development Principle		Definition
1	Environmental Management	To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/ manufacturing, and mining activities, as well as urbanisation pressures in the area.
2	Agricultural Production	To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to target agricultural holdings for innovative small-scale farming and agro processing.
3	Tourism Promotion	To promote tourism development through the active utilization of tourism resources available like the Ntlangano river, the Ridges Precincts, and the Nature Reserves in the area.
4	Corridor Development	To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R56.
5	Nodal Development	To facilitate the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote Local Economic Development in the urban
		and rural parts of the municipality.
6	Movement	To capitalise on the strategic location of the municipality by way of
	Network	regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
7	Industrial, Commercial, Mining Activity	To promote the development of a diverse range of industrial, commercial and mining activities in the Midvaal area through partnerships with the private sector, and with specific focus along the R56 Corridor and at the designated nodal points.
8	Human Settlement Development	To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives within clearly defined Strategic Development Areas, and to continuously manage residential densification by way of the Midvaal Density Policy.
9	Compact City	To delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments
10	Targeted Engineering Infrastructure Investment:	To prioritise the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary.

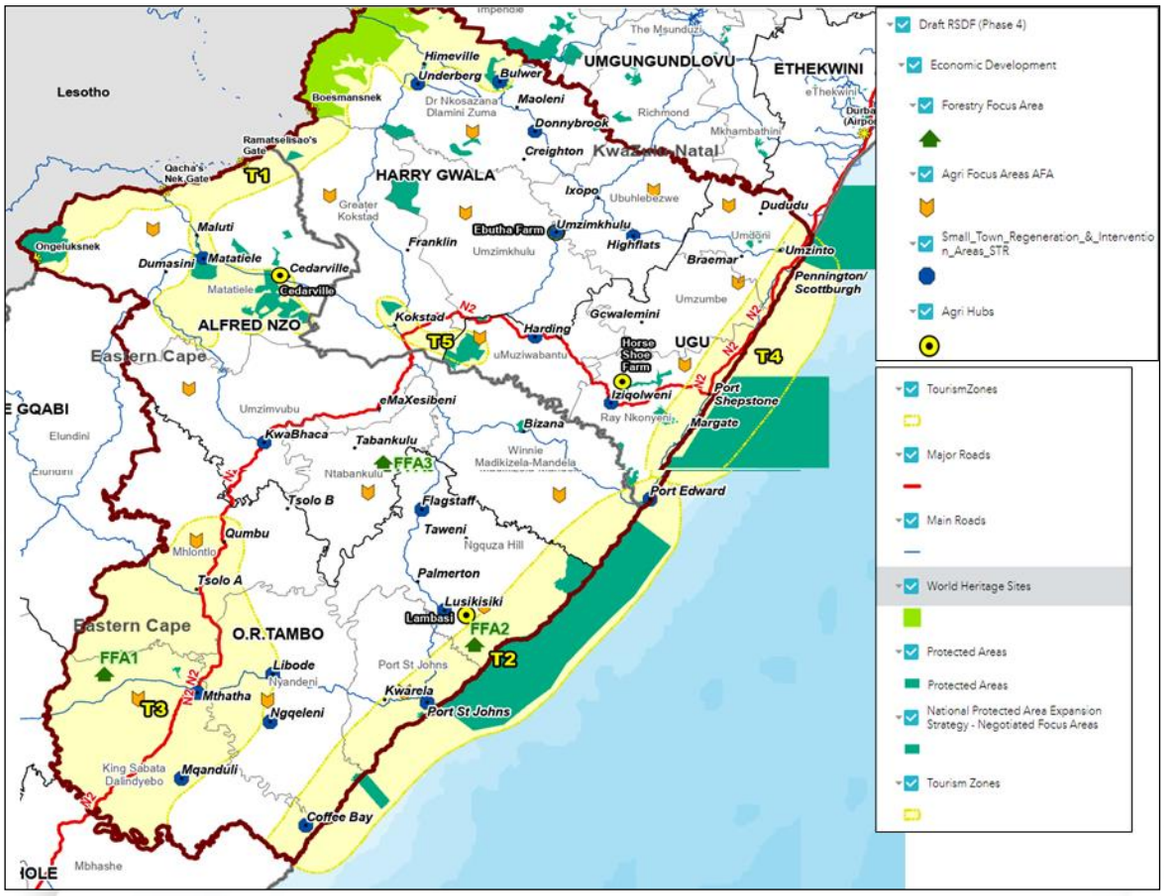
Spatial Plans and hierarchy of settlements in the ESD Region are depicted in the Map below and is important for considering the future macro-planning across the region, as well as potential impacts on the NLM's future, or evolving special planning.

Figure xx: ESD Proposed Corridors, Nodes, as part of envisaged Phase 4 of the ESD (Source: ECSECC Adapted from ESD Map Portal)



The Spatial Planning earmarked for the ESD Region, of which Nyandeni is a regional development anchor, forming part of the gateway to the Wild Coast, via Mthatha. Similarly, NLM has a number of nodal points within its boundaries, which are also informed by the current Wild Coast Environmental Management Plan (Gazetted in 2014). Key amongst these are the coastal nodes identified in the EMP, along the coast, which includes amongst others the Hluleka MPA.

Figure xx: ESD Proposed Economic Developments by sector, protected areas, and major routes. (Source: ECSECC Adapted from ESD Map Portal)



In terms of planned development, and spatial planning under the ESD-RSDF, released in 2023, Libode continues to retain its important position within the LM, and is prioritised for Small Town Revitalisation. However, the ESD-RSDP identifies a few tourism zones in the LM, and the sounding sub-regions adjacent to the LM.

In addition, Hluleka Marine Protected Area (MPA), and conservation area, also falls within the NML municipal boundary, and as such it is important for the LM to prioritise and ensure that the relevant provincial and national agencies are critically leveraging, whilst preserving this natural endowment for employment and SMM development, particularly in the tourism and hospitality sector. The Map of National MPAs identifies the Hluleka MPA (see no. 35) on the map below.

Table xx: Marine Protected Areas (MPAs) across the Republic, including MPAs situated along the Wild Coast (and in NMLM)





IDP
Integrated Development Plan
2025/26

NYANDENI
LOCAL MUNICIPALITY
Building a better future with the people

CHAPTER 4

NYANDENI SITUATIONAL ANALYSIS PER KPA

CHAPTER 4: NYANDENI SITUATIONAL ANALYSIS PER KPA

KPA 1: SPATIAL PLANNING, LAND, HUMAN SETTLEMENTS AND ENVIRONMENTAL MANAGEMENT

SPATIAL PLANNING AND LANDUSE MANAGEMENT

The unit of spatial planning and land use management is comprised of four sections being, SPATIAL PLANNING, LANDUSE MANAGEMENT, GEOGRAPHIC INORMATION SYSTEMS, BUILDING CONTROL and REAL ESTATE DEVELOPMENT/MANAGEMENT. The unit currently has 3 personnel with no vacancy and a need for 1 GIS personnel.

SPATIAL PLANNING AND LAND MANAGEMENT USE IS RESPONSIBLE FOR:

1. Development and Implementation of Municipal Spatial development framework
2. Land use Management
3. Land surveying and cadastral planning
4. Implementation of SPLUMA
5. Building control and Compliance to National building regulation and standards

ADOPTED POLICIES

The following Policies have been developed and adopted for Spatial Planning and Land Use Management and are being implemented:-

Land Disposal Policy
Policy on Prevention of unlawful occupation of land
Street Naming Policy

STRATEGIES AND PLANS DEVELOPED

The following strategies and plans are in place

Nyandeni Spatial Development Framework with a number of Local Spatial Development Frameworks
Libode Investment Plan

PROJECTS UNDER IMPLEMENTATION DURING 2024/2025 FINANCIAL YEAR

PROECT	STATUS
Ngqeleni Urban development framework	Status qou, field analysis and contour analysis completed
Township establishment for 100 middle income sites in Ngqeleni	Land claims clearance was sort from the land claims commission and extension of the validity of the EIA from Environmental affairs the application will now be decided over by the AO

PROECT	STATUS
Assess and process all received development planning applications.	This is an annual target that the municipality does annually in order to process 100% of all received development planning applications.
Asses and process all received building plan submissions	This is an annual target that the municipality does annually in order to process 100% of all received Building plan applications.
Monitor building Contraventions	The municipality continuously monitors the construction of buildings in compliance with the building regulations and standards and if such is not adhered to, the municipality issues contravention notices

PROECT	STATUS
Install built boards in both town for Building compliance	Four builtboards have been installed in Ngqeleni and Libode for building compliance awareness.
Gazetting of LUMS	The land use Management Scheme was gazetted in October 2024

Implement phase 2 coporate GIS	The municipality will advertise for the project of phase GIS
PROJECT	**DETAIL**
Libode light industrial park	The municipality has applied for funding for this project for National Treasury
Ngqeleni Urban expansion project	The UDF plan has been completed
PROJECT	**DETAIL**
Retail Development	The municipality has currently approved leasing of Erf 276 Libode for further extension of retail development
Property development	

CRITICAL CONSIDERATIONS FOR PLANNING PURPOSES

LAND INVASION IN BOTH TOWNS

Land Invasion remains one of the major threat to the integrity and development of municipal commonage space.
In both towns there were land claims which were subsequently resolved through Settlements Agreements, however communities continue to invade the same land.
Internal administrative processes sometimes make it difficult to effectively deal with land invasion promptly which often in times exposes the municipality to litigation once such people have to be removed.

CONSTRAINED FUTURE EXPANSION OF THE URBAN AREA

A large portion of land within the municipal commonage of Libode is under the ownership of department of forestry. This stifles development as the municipality cannot develop further the forestry edge.

The municipality has written to the department in an effort to acquire a portion of land through donation in-order to develop the town further.

Ngqeleni Urban development framework has been 60% completed this will assist in creating a better functional town with an increased road network.

FORMALIZING NTLAZA AS A COMMERCIAL NODE

The town of Ntlaza and other tertiary nodes need to be formalized as there are developments happening without being regularized.

O.R. Tambo District Municipality commissioned the development of Ntlaza Precinct Plan.

LIGHT INDUSTRIAL DEVELOPMENT

There is a great need for the Light Industrial Development in both towns. Libode Investment Plan identified Interchange Precinct as a primary node for commercial and light industrial development.

Light industrial infrastructure will therefore be required for investor attraction to the towns of Nyandeni.

CHALLENGES IMPACTING ON SPATIAL PLANNING AND LAND USE MANAGEMENT

Below are some of the challenges having an impact of the implementation of Spatial Development and Land Use Management:-

- Inadequate budget for implementation of Projects and Programmes
- Poor infrastructure to stimulate investor appetite
- Lack of research driven Project Implementation
- Irregular Land Tenure
- Traditional Authorities Resistance To SPLUMA
- Poor By-law Enforcement

2. HUMAN SETTLEMENTS

HOUSING CHAPTER



BACKGROUND

Human settlement delivery within the Nyandeni Municipal area of jurisdiction occurs in two form.

1. State funded/supported by the Human settlement Development in partnership with Local Municipalities
2. The second pertains to private sector developments.
    - The National Human settlement Code states that every municipality, as part of it Integrated Development Planning (IDP) "must take all reasonable and necessary steps within its framework to ensure the constitutional right to have access to adequate Human settlements released on a progressive basis".
    - In order for the municipality to fulfil in role, it must carry out the following Human settlement functions:

1. Human settlement delivery goals
2. Identify land for Human settlement
3. Human settlement development
    - One of the requirements of the municipality is to develop a Human Settlements Sector Plan/Human settlement Chapter of the IDP
    - The human settlements sector plan is a strategic management tool working towards the goal of Human settlement delivery.

SITUATIONAL ANALYSIS ON HUMAN SETTLEMENTS DEVELOPMENT

The unit of Human settlement development is charged with the sole responsibility of ensuring the delivery of sustainable human settlement to deserving and underprivileged masses of Nyandeni local municipality.

It also deals with

- 1. Identification and registration of human settlement beneficiaries
- 2. Facilitate transfer of housing subsidies
- 3. Monitor the construction of houses
- 4. Construction of human settlement housing
- 5. Provide relief to housing disaster stricken areas.

ADOPTION OF HOUSING SECTOR PLAN

The Housing Sector Plan has been reviewed and adopted by the Council on 27 June 2019. It is a five-year strategic plan to achieve the strategic goals of sustainable human settlements. The Municipality is intending to review its Housing Sector Plan during 2025/2026 financial year.

HOUSING POLICIES IN PLACE

The following Policy has been developed for Human Settlements and is being implemented:-

a) Housing Allocation Policy

HOUSING NEEDS REGISTER

Housing register has been developed and is updated annually. Forms and questioners have been captured in the housing needs register. According to Statistics South Africa there is still shortages of housing across all segments of the market.

COMPREHENSIVE PLAN FOR THE DEVELOPMENT OF SUSTAINABLE HUMAN SETTLEMENTS, BREAKING NEW GROUND 'BNG' STRATEGY

The "Breaking New Ground" document was approved by Cabinet and presented to MINMEC on 2 September 2004. This document suggests a number of progressive changes to the delivery of housing in South Africa. Since the documents approval in September 2004 a number of these suggested changes have been incorporated, the following is a summary of the major relevant shifts in housing delivery strategy incorporated in Nyandeni Housing Sector Plan.

The Housing Sector Plan reinforces the vision of the Department of Housing, to promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. Within this broader vision, the Department is committed to meeting the following specific objectives:

- Accelerating the delivery of housing as a key strategy for poverty alleviation.
- Utilizing provision of housing as a major job creation strategy.
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment
- Leveraging growth in the economy
- Combating crime, promoting social cohesion and improving quality of life for the poor
- Supporting the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.

Major relevant Changes suggested through the Housing Sector Plan as a contribution to Breaking New Ground Strategy include:

The move towards more holistic, integrated, flexible and responsive mechanisms which address the multi-dimensional needs of sustainable human settlements.
As part of an approach which envisages that municipalities will play a significantly increased role in the housing process, municipalities must take the lead role in negotiating the location of housing supply to facilitate spatial restructuring. This will also encourage integration between housing delivery, spatial planning, infrastructure provision, Municipal IDP and budgetary coherence.
Enhancing Spatial Planning, through greater coordination and alignment of various planning instruments and economic policies, lies at the heart of sustainable human settlements. This requires more than mere coordination between departments but there needs to be a single overarching planning authority and/or instrument to provide macro-level guidance to support the development of sustainable human settlements.
The housing chapter of Municipal Integrated Development Plans must be considerably enhanced to include municipal housing needs assessment, the identification, surveying and prioritisation of informal settlements, the identification of well-located land for housing, the identification of areas for densification, the linkages between housing and urban renewal and the integration of housing, planning and transportation frameworks, and will link these to a multi-year implementation plan.
It is important that the programme respond to the capacity needs of communities, ensuring that they are empowered to constructively engage with municipalities in identifying and fulfilling their housing needs.
Municipal capacity building is highlighted as critical to the success of the new housing plan. A comprehensive programme for capacity building in the housing sector is suggested.
Progressive Informal Settlement Eradication is a primary aim of the new policy. Informal settlements must urgently be integrated into the broader urban fabric to overcome spatial, social and economic exclusion.
Promoting densification and integration of previously excluded groups into the city and the benefits it offers and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities. One aspect of this process can be achieved through supporting urban renewal and inner city regeneration.
An overall strategy to facilitate the release of well-located public land to municipalities is being developed.
Developing a rural housing programme which is to deal with a comprehensive range of rural housing related issues, such as tenure, livelihood strategies and broader socio-cultural issues. The document also suggested greater use of the 'social housing instrument' to facilitate the production of effectively managed institutional housing in the areas where demand for institutional or managed housing, of all types, exists.

LAND CLAIMS AND LAND INVASION CONTROL MECHANISMS

Unresolved land claims remain one of the most significant barriers to socio-economic development in the Municipality, and it has its impact on the many catalyst projects for the municipality and the district at large. There is an urgent need to address the issues of land ownership in the NLM, and the transference of ownership and title deeds to communities and individual landowners.

The municipality has developed and adopted Land Invasion policy to regulate and control land invasions in the municipal jurisdiction. Furthermore, the By-Law on Undeveloped Sites has been Gazetted. This will provide legal instrument to enforce By-Laws when there is illegal occupation of municipal land.

DEVELOPMENT STATUS ACCORDED TO THE MUNICIPALITY

In 2023, the Provincial Department of Human Settlements accorded Nyandeni Local Municipality the status of being an Implementing Agent. Three (3) projects were assigned to the Municipality and these being:-

Nyandeni 370 units
Gxulu 200 units, and





Ngqeleni (Rectification) 120 units

CURRENT PROJECTS UNDER IMPLEMENTATION FOR 2024/2025 FINANCIAL YEAR

The following are some of the projects under implementation during the current financial year:-

Delivery of housing units as part of 3 projects allocated to Municipality (Ngqeleni 120 Rectification, Gxulu 200 and Nyandeni 370
Mqwangqweni 1000 units
Ntsundwana 1000 units
Nyandeni 669 (Disaster response)
Nyandeni 33
O.R Tambo 850 (Nyandeni 137-Disaster response)
Nyandeni 233 (Disaster response)
Mgwenyane 350
Libode 350
Qhokama 350
Mankosi 350
O.R. Tambo 385 (Nyandeni 124)
O.R Tambo 500 (Nyandeni 100)
Military Veterans 84 (Nyandeni 55)
Ngcolorha 350
O.R Tambo 132 (Nyandeni 44)
Mbhobheleni 1000
Conduct 4 consumer education awareness campaigns
Conduct 4 quarterly assessment and inspections of current running projects

PLANNED PROJECTS AS PER HOUSING SECTOR

Msintsini 350 – ward 16
Lwandile 350 – ward 25
Mdepha 350 – Ward 23
Zibungu 350 – Ward 02
Libode 48
Ward 08 - 350
Ward 09 – 350
Ward 10 – 350
Ward 11 – 350
Ward 12 – 350
Ward 15 – 350
Ward 18 – 350
Ward 19 – 350
Ward 22 – 350
Ward 24 – 350
Ward 27 – 350
Ward 29 – 350
Ward 30 – 350
Ward 31 – 350
Ward 32 – 350

SUMMARY OF KEY ISSUES/CHALLENGES

The following are some of the challenges hampering the provision of sustainable Human Settlements:-

- The municipality is under capacitated and relies on the Province to carry out housing development - both human as well as financial resource capacity, to undertake housing projects
- Lack of training and skills development programs to ensure growth in housing delivery projects
- Inadequate/unavailability of bulk infrastructure
- The terrain challenges which result to double or sometimes triple handling of materials and is grossly affecting the production on site. The whole of the municipal area in Nyandeni is affected by terrain challenges.
- Scatteredness of sites affects mostly disaster projects such as Nyandeni 370.
- The housing demand is currently being handled on a reactive basis, especially in rural area.
- A housing waiting list system/database of potential beneficiaries and residents of informal settlements has to be established
- Lack of management tools for managing housing development and the eradication of backlogs.

- The bulk of the land identified for housing in the urban area is commonage land.
- Lack of clarity on the roles and responsibilities between the province and the municipality – need for MOU and decentralization of power.
- Climate change badly affects households resulting to homeless people.
- Unavailability of immediate response to disasters or to people affected by disasters and left homeless.
- Vandalism of completed units and material theft.
- Incompetence of appointed service providers which leads to delays on people receiving houses.
- Delays on appointment of contractors and replacement contractors in the event of poor performance.
- Uniform housing quantum not considering terrain on the Municipality.

STRATEGIC FRAMEWORK FOR THE PROVISION OF SUSTAINABLE HUMAN SETTLEMENTS

STRATEGIC PRIORITIES

Based on the identified challenges, the following strategic priorities were proposed, in order to resolve the identified issues:-

1. To determine expressed demand and to declare such demand

a) To undertake housing consumer education and increase awareness

b) To implement the housing needs register and to ensure on-going management thereof

c) Develop a data base of potential beneficiaries and residents of informal settlements

d) To engage the social welfare department and Special Programs Unit (SPU) in order to cater for the child headed households and orphans.

2. Scale up of the delivery of subsidized housing to meet the demand

a) Strategic planning for housing delivery

- Conduct an annual environment analysis in order to review and revise annual housing sector plan
- To develop localized policies to create a more enabling environment and to manage the mushrooming of inadequate housing

Project pipeline

- To integrate the existing information on delivered, planned, implementation and blocked projects into a single project pipeline database with system for regular updating.
- To plan projects that are aligned with the provincial housing sustainability criteria
- To submit new projects to the Province for funding approval and technical support

Land and land packaging

- To undertake a land identification and land packaging programme
- To understand the land reform programme and to create a linkage with such a programme
- To undertake feasibility studies on the identified state land on offer from the Department of Public Works, to prepare a business plan for each parcel of land required in order to effect the transfer of such land.

b) Infrastructure

- To engage with the infrastructure officials and plans to seek prioritization and alignment with housing programme
- Ensure availability of Bulk infrastructure for all identified housing projects
- Define a specific Integrated Sustainable Rural Housing Delivery Programme and link it to a strategy that defines the needs and demands in terms of basic infrastructure, top structure and tenure and further links these to the mechanisms available to tackle the priority needs.

CRITICAL CONSIDERATIONS FOR PLANNING PURPOSES

UPGRADING OF INFORMAL SETTLEMENTS

In an endeavor to implement priority areas of the Breaking New Ground programme the municipality must work to eradicate informal settlements or the upgrading thereof. The major challenge in this becomes incoherent IGR channels with government agencies, such as Housing Development Agency (HDA) works on formalizing informalized areas established on land grabbed from the municipality.

There is a programme underway by HDA for the upgrading of informal settlements in the town of Libode

IMPLEMENTATION OF THE FLISP PROGRAMME

The municipality continuously works on providing awareness for people to participate in the FLISP programme. The Housing sector plan currently under review will determine the percentage of number of people who are eligible to participate in this programme.

MIGRATION AND ITS IMPLICATIONS FOR DEVELOPMENT AND PROVISIONING OF HH INFRASTRUCTURE

The initial publication of the National Diagnostic Report by the National Planning Commission in 2013, identified the impact of household unbundling in SA as the single biggest driver of the exponential growth in demand for service delivery and HH infrastructure. Like the rest of the country, Nyandeni LM is not immune to the effects of this trend, and whilst the phenomenon has much greater impact in urban regions, where urbanization and conurbation has become a fixture globally.

It is in this context that the Integrated Urban Development Framework 2016 is set to change the state of housing in the Republic of South Africa, which is:
Housing demand is greater than the pace of formal housing delivery and land released. This is because of increased urbanisation and changing demographics (smaller households and migration patterns).

The concentration of poverty in large urban areas is growing although rural areas are relatively more deprived. The lack of well-located land and high property prices mean that residential areas continue to be segregated based on race, social status or class, and housing remains unaffordable to many

There is a lack of sufficient social and rental housing for the lower end of the market, especially on well-located land with good access to socio-economic opportunities.

KPA 2: BASIC SERVICE DELIVERY

BASIC SERVICE DELIVERY- INFRASTRUCTURE DEVELOPMENT

INFRASTRUCTURE DEVELOPMENT

OVERVIEW

Access to basic services is not a privilege but a right. Given persistent inequalities and social divisions in the province and in Nyandeni local municipality in particular, delays in obtaining services, lower levels of service and relatively high levels of disconnection in poor communities, perpetuate undignified living conditions. The Municipality is characterised by a population spread over large distances, high incidents of poverty, a relatively underdeveloped economic base, low levels of skills development and low levels of access to basic services and infrastructure. In other part of the country, such challenges have led to mass protests.

The high incidence of mass protests in South Africa in response to the inadequate service delivery in recent years can be explained by recourse to the social theory of relative deprivation. “Relative deprivation” refers to a situation where a demographic segment of the population is deprived of some goods or services to which they perceive they are entitled, while another segment of the population enjoys such goods or services. The backdrop for the mass action is social deprivation and lack of basic services, which still negatively impact most individuals and communities in South Africa and prevent their escaping from the poverty trap. Government is not the only institution to blame for basic service backlog. Household institution has also a major role to play in terms of maintaining infrastructure provided by government.

The community has a role to play. Communities and individuals must be active agents for their development, rather than perpetual passive agents, on the receiving end of governmental or institutional aid. This shift to a more proactive development approach should not only ameliorate the basic living conditions of the poor, but also empower them equally as active stakeholders and responsible individuals within engaged communities.

The Technical Services department is mandated to provide access to basic services for the citizens of Nyandeni Local Municipality.

The basic services for which NLM is responsible for are:
- Maintenance of roads both surfaced and gravel in both Urban and rural environments.
- Maintenance of Storm water drains
- Installation and Maintenance of streetlights and High Masts
- Installation and Maintenance of Traffic lights or Robots
- Design and construction of social asserts line sports facilities, community halls and access roads

Infrastructure Development Services Directorate has three (3) units namely:
- Project Management Unit (PMU),
- Roads Maintenance Unit (RMU) and
- Electricity Services

LEGAL/STATUTORY REQUIREMENTS

The following legislation has reference:
- Systems Act,
- MFMA,

CIDB Act,
DoRA,
National Energy Regulator Act, 2004 (Act No. 40 0f 2004)
Occupational Health and Safety Act 85 of 1993

Then there are contracts used for project management which are as follows:
GCC 2015 for Civil Projects,
JBCC 2018, for building related projects.
NEC 4,
SANS 01400

FUNCTIONS

NO.	SECTION	FUNCTIONS
1	PMU	Construction & maintenance of municipal roads which includes ; access roads, internal streets & non-motorized walk ways.
2	RMU	Provision and Maintenance of municipal roads including non-motorized walk ways. - Provision and management of storm water systems, Provision of infrastructure
3	ELECTRICITY	Provision of Street Lights, Responsible for overall planning, organising, coordinating, controlling and directing of the activities of electricity infrastructure development
4	EPWP	Coordinate and institute EPWP as provided in the EPWP National framework.

SITUATION ANALYSIS

Nyandeni Local Municipality (NLM) is a rural Municipality that entirely relies on conditional grants in order to deliver services to its communities.

During 2024/25 financial year NLM received MIG, INEP, EPWP & and MDRG for implementing infrastructure capital projects.

These grants are received through the establishment of PMU sub-directorate which is working under a three-year capital plan that is abstracted from the IDP of which its budget is also reflected in the IDP.

The overall current situational status of the municipality and performance of the Infrastructure is discussed on slides the following slides.

ROADS AND STORM WATER NETWORK

According to the Department of Transport EC, the total length of the road network (district roads) under the jurisdiction of NLM is 496,36km where (94%) of the roads are un-surfaced and (6%) is surfaced.

RRAMS

RRAMS indicated that NLM has huge roads backlog especially on Class 4 and 5 which is the Public Municipal Roads and Non-motorized Access Ways. The total km for municipal roads is 1 648,11 km which 50% and above of Class 5 are backlogs.

ROAD CLASSIFICATION 9			
Category	**Surfaced (km)**	**Unsurfaced (km)**	**Total (km)**
National Roads	19,93	-	19.93
Provincial Roads	27,41	468,95	496.36
Municipal Roads	19,22	1628,89	1648,11
Total	**66,56**	**2097,84**	**2164,40**

RMU has categorised road maintenance program in to 3 which is Routine, Periodic & Rehabilitation. Each maintenance program has clear quarterly and annual targets as indicated in the SDBIP.

Municipality is undertaking a flexible roads maintenance schedule for all access roads.

Nyandeni LM is made up of inland and coastal belt, which attracts major tourists.

The roads leading to these destinations areas are gravel, which requires heavy maintenance as they are in rainy areas.

Due to climate change, most of the rivers along the coast are widening during heavy rains, which results to flooding and erosions.

Heavy rains have affected Nyandeni Local Municipality causing flooding, washed away roads and collapsing of culverts/ bridge structures, which resulted to poor access roads leading to the community amenities.

These damages resulted in community unrest due to damaged roads, taxi associations are complaining and enforcing road repairs and maintenance.

Roads Maintenance Unit officials conducted assessment for all the roads that were reported to verify scope of works required.

DISASTER FUNDING

NLM received disaster funding to an amount of R 46 987 000 million for the Repairs of Damaged roads until end February 2025, however has been extended for finalisation of current projects until June 2025

and R 35 259 000, and is currently under implementation for the current financial year, until September 2025.

Libode CBD is most negatively affected by storm water challenges during heavy rains.

Contractor are currently onsite for the refurbishment of storm water.

HOUSEHOLDS ELECTRIFICATION

Department of Mineral Resources and Energy (DMRE) has approved an in -kind budget for installation of solar systems at Nyandeni LM for 622 households in 2023/2024 financial year.
According to the grant areas that must be prioritized are those areas that will not be electrified in the next three years as per the Eskom Electrification Plan, therefore the solar systems are installed as a temporal measure while waiting for the electrification program.

DEPARTMENT OF MINERAL RESOURCES AND ENERGY

The Department of Mineral Resources and Energy allocated an amount of R17 850 million for the implementation of Integrated National Electrification Projects (INEP) in the 2024/25 fy.

PROJECTS SCHEDULED FOR 2024-2025	PROJECTS SCHEDULED FOR 2025-2026
Mankosi phase 4 Mphimbo phase 2 Zixambuzi phase 2 Moyeni Mtsholobeni Ngonyameni phase 2 Ntsimbini phase 2 Zulu Ntibane phase 2	Sikweleni project (pre- eng 25HH) Nohokoloza (pre- eng 40HH) Njiveni (pre- eng 60HH) Ngxokweni (pre- eng 80HH) Mngcibe (pre- eng 69HH) Mhlatywa project (pre- eng 40HH) Mhlanjeni project (pre- eng 67HH) Mbiza project (pre- eng 90HH) Manxiweni project (pre- eng 62HH) Mandulwini project (pre- eng 32HH) Bukwini project (pre- eng 69HH) University project (pre- eng 137HH) Bhakaleni (pre- eng 36HH) 65 km 22Kv Mafini/Tombo link line 44 km 22 Kv Firstfalls/ Mafini link line

ESKOM PLANNED PROJECT FOR 2024-2025 FY

Name of project	Budget
Nyandeni schedule 5B Pre-Eng.	R425 000
Nyandeni ward Ext Ph1 Pre-Eng.	R400 000
Nyandeni ward Ext Ph2	R10 465 000
Nyandeni ward Ext Ph2 Pre-Eng.	R400 000
Total House Hold Electrified	**70 365**

PUBLIC LIGHTING PROGRAM

NLM is responsible for community **street lighting** and **high-mast lights** to ensure public safety.
Public lighting equipment relies on **Eskom** electricity supply with the municipality responsible for maintenance in both towns and villages.
Currently the department have identified four projects that are in progress in terms of maintenance which are:

PROJECT NAME	SCOPE	COMMENTS
Libode Main Street	55 Lights	Service provider appointed, Designs completed, Contractual obligations in process and Construction outstanding.
Ngqeleni Main Street	50 Lights	
Nyangilizwe High-masts	2 Masts	
Bantingville High-masts	2 Masts	

ALTERNATIVE ENERGY PROGRAM

Nyandeni Local municipality is under pressure due to the **Eskom Electricity Distribution Network** capacity challenges as a results we resorted to an Alternative Energy Program to temporally provide electricity to the households in need.

In 2024/2025 **1300** Solar Home Systems received through **DMRE** which were distributed as follows:

PROJECT NAME	SCOPE	STATUS
Ward – 03: Coza and Mhlanganisweni projects	99 units	Completed
Ward – 04: Makhotyana, Mhlanga and Marhubeni Projects	162 units	Completed
Ward – 05: Nxukwebe projects	93 units	Completed
Ward – 07: Kqankqu, Marhewini and Belmond projects	91 units	Completed
Ward – 09: Zolani, Lukanyisweni and Norwood	76 units	Completed
Ward – 12: Ngobozi, Ncipizeni and Galili projects	100 units	Completed
Ward – 13: New-BV, Mandlovini, mantanjeni, Langeni projects	201 units	Completed
Ward – 20: Nomcamba Project	115 units	Completed
Ward – 30: Mfabantu,Tshisa-Bantu and Zulu	260 units	Completed
Ward – 31: Rainy and Nyandeni projects	103 units	Completed

ENERGY EFFICIENCY PROGRAM

Nyandeni Local municipality currently runs all the facilities through electricity distributions network system that is under pressure as a **result a lot of interruption occurs which automatically distorts** the municipal operations.
A need to explore Alternative Energy Supply have risen and currently piloted projects will be Libode main offices and Ngqeleni main office to the safe of the equipment and strategic reasons.
Currently the studies are in progress for the above – mentioned pilot projects
And lastly the project will be executed through Eskom for **Electricity Wheeling** reasons, and the municipality would look at options of selling back to Eskom, when there is excess generated electricity.

INEP: 2024 /2025 FINANCIAL YEAR BUDGET ALLOCATIONS & EXPENDITURES.

INEP: FUNDED PROJECT PERFORMANCE STATUS

The INEP allocation for the 2024/2025 financial year is R 17 850 000,00 and the amount spent is R 12 153 000,00 as end of January 2025 which indicates 68% of year expenditure.

PROJECT NAMES	SCOPE	ACTIVITY	STATUS
Ward 15, 18 & 25	787 Households	Pre Engineering	Designs completed and ready for construction.
Ward 25, 26 & 28 Phase – 2 Projects	153 Households	Construction	Construction in progress
Ward 06 projects	11,6km Tombo / Mafini Link Line Upgrade	Construction	Construction in progress
Ward 15	34,5 km Ngqeleni / Willo Link Line	Designing	Designs completed and ready for construction

HISTORICAL BACKLOGS

According to the records NLM has completed electrifying the historical backlog and is now busy electrifying new villages and extensions. The estimated number of backlogs is 8992 h/h, in this number 3380h/h is under Eskom area and 4175h/h under Nyandeni area.

These backlogs were requested from the ward councilors. The inaccuracy of backlogs information supplied by the ward councilors and communities causes NLM to be unable to request funding and report household numbers correctly to DMRE & Eskom. It also limit the municipality to accurately budget, report and request funding from DMRE for the next financial years however an accurate customer base will be collected from site (Pre-Marketing). This project is targeted to be completed before the end of this financial year.

NEW CONNECTIONS

PROJECT NAME	WARD	SCOPE OF WORK	PROJECT STATUS
MAFINI - HILLTOP	(Ward 16),	120 HH	COMPLETED
MANDILENI - LUDAKA	(Ward 17).	225 HH	ON OUTAGES
MNYAMENI - NJIMAZA	(Ward 19)	150 HH	ON OUTAGES
NKANUNU - HLULEKA	Ward 20	127 HH	ON OUTRAGES

MDRG 2024 /2025 FINANCIAL YEAR BUDGET ALLOCATIONS & EXPENDITURES.

MUNICIPAL DISASTER RELIEF GRANT (MDRG)

The Disaster allocation for the 2023/2024 financial year was R46 987 000.00, which was rolled over to 2024/25 financial year, and the expenditure to date is R39 945 141 559.09 as at end February 2025 which indicates 85% expenditure.

The Nyandeni local Municipality was once more allocated an amount of R 35 259 000 for 2024/25 financial year, received and spent R13 671 902.30 which indicates 39% expenditure, up to end February 2025 of overall allocation.

SUMMARY OF DISASTER FUNDED PROJECTS STATUS

DISASTER TRENCHES	TOTAL PROJECTS	COMPLETED	PRACTICAL COMPLETED	IN PROGRESS
1ST Trench	19	9	5	5
2nd Trench	15	0	0	15

EPWP: 2024 /2025 FINANCIAL YEAR BUDGET ALLOCATIONS & EXPENDITURES.

EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

NLM is receiving EPWP Grant, the purpose of the grant is to co-ordinate and institute EPWP as provided in the EPWP National framework.

NLM has EPWP policy and is reviewed yearly.

Due to insufficient funds the municipality is implementing only two projects under incentive grant, Paving and Pothole patching & Siyacoca (solid waste). The only sector that is not funded under this programme as per EPWP guidelines is social which is budgeted under equitable share

The Expanded Public Works programme, is R1 661 000.00 for current financial year, and the expenditure to date is R 919 619.00 as at end January 2025 which indicates 55% expenditure.

SECTOR	PROJECT NAME	DATE OF APPROVAL	FUNDING FROM EPWP GRANT	NUMBER OF WOS	START DATE	END DATE
Environment and Culture Sector	Siyacoca2425	28 May 2024	R 500 000	30	16 September 2024	30 June 2025
Infrastructure Sector	Nyandeni Paving2425	28 May 2024	R 1 000 000	36	12 December 2024	30 September 2025
Social Sector	EPWP Security guard	28 May 2024	R 161 000	10	16 September 2024	30 June 2025

MIG: 2024 /2025 FINANCIAL YEAR BUDGET ALLOCATIONS & EXPENDITURES.

MIG: FUNDED PROJECT PERFORMANCE STATUS

The MIG allocation is R71 339 000.00, for 2024/25 financial year, and the expenditure to date is R60 638 150.0 as at end January 2025 which indicates 85% expenditure.

INEP FUNDED PROJECTS	NUMBER OF PROJECTS	COMPLETED	PRACTICAL COMPLETED	IN PROGRESS
2024/25 FY PROJECTS	16	3	3	10

ROADS MAINTENANCE UNIT: (REHABILITATION, ROUTINE AND PERIODIC)

The Mig allocation is R 23 153 486.22 for 2024/25 financial year, and the expenditure to date is R 10 526 649,96 as at end January 2025 which indicates 45% expenditure.

INEP FUNDED PROJECTS	NUMBER OF PROJECTS	COMPLETED	PRACTICAL COMPLETED	IN PROGRESS
2024/25 FY PROJECTS	15	3	3	12

ROADS MAINTENANCE UNIT: STATUS POTHOLE REPAIRS

PROJECT DESCRIPTION	WARD NO.	PLANNED(M2)	ACTIVITY	PROGRESS IN SQUARE METRES	COMMENTS
Libode Town	7	1139.2	Pothole patching using Cold and hot Asphalt	Potholes has just resumed	N/A
Ngqeleni Town	21	370.96	Pothole patching using Cold and hot Asphalt	Potholes has just resumed	N/A

STATUS MUNICIPAL MACHINERY

No	MACHINE NAME	STATUS	BREAKDOWN DETAILS	DATE OF BREAKDOWN	CURRENT LOCATION OF THE MACHINE
1	Grader BELL FLS 820 EC	Breakdown	Tyre Puncture	17th September 2024	Municipal offices - Libode
2	Grader CAT (NEW)	Breakdown	Alternator related problem	30th January 2025	Municipal offices - Libode
3	Grader CAT (Old)	Active	N/A	N/A	Ward 25
4	Excavator JCB	Active	N/A	N/A	Ward 02
5	Excavator BELL	Active	N/A	N/A	Ward 25
6	Water truck 16 000 ltrs	Breakdown	Gear box malfunctioning ad driving shaft problem	13th June 2023	UD-East London
7	Water truck 10 000 ltrs	Active	N/A	N/A	Municipal offices - Libode
8	Lowbed truck	Active	N/A	N/A	Municipal offices - Libode
9	Tipper truck FPH 748 EC	Breakdown	Air flow functions & Side door Panels	23rd October 2024	Municipal offices - Libode
10	Tipper truck JGC 737 EC	Active	N/A	N/A	Municipal offices - Libode
11	Tipper truck JGC 735 EC	Breackdown	Gear box malfunctioning	September 2024	Isuzu-East London
12	KDF 322 EC	Active	N/A	N/A	Municipal offices - Libode
13	Grid roller DHB 934 EC	Breackdown	Tyre punctures	17th September 2024	Municipal Offices - Libode

14	DEZZI Dump DKY 745 EC	Active	N/A	N/A	Ward 02
15	BELL Dump DHB 935 EC	Breackdown	Tyre punctures	17th September 2024	Ward 02
16	TLB – John Deer KCZ 322 EC	Breackdown	Tyre punctures	06th January 2025	Municipal Offices - Libode
17	TLB- Bell	Breackdown	Tyre puncture	August 2024	Municipal Offices - Ngqeleni
18	CAT – Padfoot roller	Active	N/A	N/A	Municipal Offices - Libode
19	BOMAG roller	Active	N/A	N/A	Ward 02

VEHICLE MACHINE OPERATORS

NO.	MACHINE NAME	STATUS	OPERATOR	VACANCIES ON ORGANOGRAM (YES/NO)
1	Tipper truck KDF 322 EC	Active	Vacant	No
2	Tipper truck JGC 737 EC	Active	Vacant	No
3	TLB (Bell)	Breakdown	Vacant	No
4	TLB (John Deer)	Breakdown	Vacant	Yes
5	Grid roller	Breakdown	Vacant	Yes
6	Padfoot roller CAT	Active	Vacant	Yes
7	Padfoot roller BOMAG	Active	Vacant	No
8	Water truck 10 000 ltrs	Active	Vacant	No
9	Water truck 16 000 ltrs	Breakdown	Vacant	No

2025-2026 Budget

Grants and subsidies are as follows as per DORA, Provincial Allocation and other Grant Providers:-

REVENUE & EXPENDITURE A1:F50MTREF 2025/2026-2028	ORIGINAL BUDGET 2024/2025	SECOND ADJUSTMENT BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027	BUDGET 2027/2028
OPERATIONAL GRANTS					
EQUITABLE SHARE	334 281 000	348 923 000	347 318 000	345 078 000	360 666 000
FINANCIAL MANAGEMENT GRANT	1 600 000	1 600 000	1 700 000	2 000 000	2 100 000
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME	17 850 000	17 850 000	40 810 000	8 943 000	9 347 000
EPWP	1 661 000	1 661 000	1 750 000		
LIBRARY SUBSIDIES	1 619 000	1 619 000	1 619 000	1 619 000	
LG-SETA	300 000	300 000	300 000	300 000	300 000
MIG OPERATIONAL	3 566 950	3 566 950	4 257 250	4 087 150	4 275 600
HUMAN SETTLEMENT GRANT	53 054 792	53 054 792			
NEIGHBOURHOOD GRANT (ANIMAL FEED PROCESSING PLANT)		5 262 748			
MUNICIPAL DISASTER RESPONSE GRANT		0			
TOTAL OPERATIONAL GRANTS	**413 932 742**	**433 837 490**	**397 754 250**	**362 027 150**	**376 688 600**
CAPITAL GRANTS		0			
MUNICIPAL INFRASTRUCTURE GRANT	67 772 050	67 772 050	80 887 750	77 655 850	81 236 400
NEIGHBOURHOOD GRANT (ANIMAL FEED PROCESSING PLANT)		17 159 758			
HUMAN SETTLEMENT GRANT	0	0			
MUNICIPAL DISASTER RESPONSE GRANT	35 259 000	76 028 564	35 260 000		
DEDEAT GRANT		584 165			
NEIGHBOURHOOD PARTNERSHIP DEVELOPMENT GRANT	1 000 000	1 000 000	10 000 000	5 000 000	5 000 000
TOTAL CAPITAL GRANTS	**104 031 050**	**162 544 537**	**126 147 750**	**82 655 850**	**86 236 400**
TOTAL GRANTS	**517 963 792**	**596 382 027**	**523 902 000**	**444 683 000**	**462 925 000**

INSTITUTIONAL AND SOCIAL DEVELOPMENT (ISD) &OCCUPATIONAL HEALTH & SAFETY (OHS)

NLM has ISD Policy and is reviewed annually, NLM is encouraging communities to be the centre of their own development. Therefore, it is important to consider them at the heart of project implementation. ISD unit always ensures that communities know about the ins and outs of a project; community structures are established; meetings are held with communities and their decisions taken into consideration; communities are informed of progress of projects; employment is managed properly in order to benefit local communities.

The use of borrow pit or mining resources is still a problem with regards to project implementation phase in the project life cycle. The Village Authorities (Chiefs & Headman's) are still not eager to release the quarry without Contractor paying certain fee to them. During consultation meetings officials do make them aware of the fact that municipality does not pay for the quarry. Therefore, Municipality still needs to intervene on that as this is one of the factors that cause delays in the project.

NLM has a full time Construction Health and Safety officer responsible for contractor's health and safety compliance to all running projects.

OCCUPATIONAL HEALTH AND SAFETY

NLM has a full time Construction Health and Safety and safety officer responsible for contractor's health and safety compliance to all running projects. There is OHS Policy and is reviewed yearly. This is a sub-unit under PMU is responsible for the following but not limited:
Submission and assessment of Occupational and health safety file
Functional progress site meetings.
Health and safety site inspections and compliance Audits.
Site establishment minimum requirements met.
Client commitment towards OHS compliance.
Ensure compliance aligned with Municipality Health and Safety Policy

DDM AND CATALYST PROJECT

The municipality reflect on The DDM as a practical intergovernmental relation (IGR) mechanism, requires collaborative planning at district level by all of government and all of society, drawing lessons from earlier initiatives such as the integrated sustainable rural development program, district level planning and implementation management support centres and respective local government turnaround strategies.

Collaboration with DDM office for the alternative energy (solar panels) in municipal office

CHALLENGES

Non alignment of budget with maintenance backlog
Inadequate personnel Capacity to operate machinery versus available machines which is also caused by insufficient budget to beef up the organogram.
Dilapidated roads infrastructure within Ngqeleni and Libode Town.
Heavy rains resulting on roads being washed away.
Municipality not having an electricity distribution licence from NERSA.
Inadequate capacity and insufficient budget for solar maintenance
Municipality make use of a generaor as an alternative

WATER

Water remains the most important commodity for life. The provision of water services, particularly piped water, is a critical priority for national government, given how water provision impacts the quality of life and investment potential of a region.

Access to Water refers to the number of households receiving basic level of water supply. Many people in Nyandeni have no access to safe and reliable water supply. Water is perceived by almost half of the population as the main challenge currently facing the district.

There is inadequacy of supplying potable water to Nyandeni community

Higher level of service includes piped water inside dwelling. This category is still a luxury in Nyandeni as only 1 146 people or less than 1% of the population fall into this category.

In terms of Basic level of service that includes piped water inside yard and piped water within 200m. In Nyandeni 3% of the population have piped water inside yard.

In terms of basic level that constitutes a backlogs and includes, piped water further than 200m, springs, rain water tanks, dam/pool/stagnant water and water vendors. There are more than half of the population fall within this category in Nyandeni.

Many Households in the NLM are dependent on open water source, which they share with animals, and which remain largely untreated and unmonitored.

SANITATION

Access to sanitation refers to the number of households having access to basic level of sanitation.

Higher level of service includes, flush toilet connected to sewerage system.

Basic level of service includes flush toilet with septic tank and PIT latrine with ventilation.

Below basic level constitutes a backlog and includes chemical toilets, pit latrine without ventilation, bucket latrine and no sanitation facility.

A dominant characteristic of the sanitation in Nyandeni is that toilet facilities are not located inside the dwelling. population in Nyandeni uses toilets located in the yard, or identified as pit latrines, whilst an additional 23% don't identify as have access to any toilets.

PROGRESS ON THE RESOLUTIONS FROM THE PREVIOUS COUNCIL STRATEGIC PLANNING

Strategies for the Identified Challenges (Turn Around Strategy)
Employment of adequate personnel must be prioritized for service delivery related departments.
Maintenance budget must also be a priority in all budget engagement forums to address road maintenance backlogs.
The Municipality should capacitate all electrical technicians on solar maintenance.
The Municipality should consider application for electricity distribution licence.

MAINTANANCE OF ROADS

Maintenance of roads, Storm water management and fixing of potholes
Roads are maintained as per SDBIP which is informed by the IDP, 3-year plan and maintenance plan.
The contractor has been appointed to address the issue of Storm water for both towns and is already onsite.
Pothole fixing is underway in both Libode and Ngqeleni using EPWP workers
Pilot projects are being explored using low volume surfacing construction method using Municipal Infrastructure Grant.
Construction of Libode offices- The contractor has been appointed
Destruction of street lights along the R61 has been reported to the police for investigation as there are rumours that they are seen in some of the in the adjacent villages along R61.
The tender for the installation of new street lights was issued but all the tenderers were non responsive and its scheduled for re-tender.
The destruction of Ngqeleni Hall will be executed soon as we were still looking for suitable dumpsite.
Ngqeleni offices needs budget for minor works that have been found to be outstanding after BMG consultant was appointed to assess the build, in terms of compliance with building standards.

3-year Capital Plan HH Electrification

CODE (mSCOA) DESCRIPTION	EXPENSE TYPE (mSCOA) DESCRIPTION	WARD	2025-2026 BUDGET	2026-2027 BUDGET	2027-2028 BUDGET
ELECTRICITY INFRASTRUCTURE	Skweleni Project	18	650 000,00		
ELECTRICITY INFRASTRUCTURE	Nohokoza Projevct	18	1 300 000,00		
ELECTRICITY INFRASTRUCTURE	Njiveni Project	18	0,00	950 500,00	
ELECTRICITY INFRASTRUCTURE	Ngxokweni Project	15	0,00	750 000,00	
ELECTRICITY INFRASTRUCTURE	Mngcibe Project	26	0,00	2 560 000,00	
ELECTRICITY INFRASTRUCTURE	Mhlatyana Project	18	942 500,00	-	
ELECTRICITY INFRASTRUCTURE	Mhlanjeni Project	15	0,00	2 650 000,00	
ELECTRICITY INFRASTRUCTURE	Mbiza Project	18	2 925 000,00	-	
ELECTRICITY INFRASTRUCTURE	Manxiweni Project	18	2 015 000,00	-	
ELECTRICITY INFRASTRUCTURE	Mandulwini Project	18	1 040 000,00	-	
ELECTRICITY INFRASTRUCTURE	Bukwini Project	18	1 560 000,00	-	
ELECTRICITY INFRASTRUCTURE	University Project	15	0,00	2 032 500,00	
ELECTRICITY INFRASTRUCTURE	Bhakaleni Project	18	2 697 500,00		
ELECTRICITY INFRASTRUCTURE	Ngqeleni / Willo Link Line **(34.5km)**	15, 20,19, 24, 23, 31	10 000 000,00		9 347 000,00
ELECTRICITY INFRASTRUCTURE	Mafini Tombo Link Line **(11.6km)**	06	10 000 000,00		
ELECTRICITY INFRASTRUCTURE	Mpindweni AC SHS	05	7 680 000,00		
			40 810 000,00	**8 943 000,00**	**9 347 000,00**

3 Year Capital Plan Access Roads

CODE (mSCOA) DESCRIPTION	EXPENSE TYPE (mSCOA) DESCRIPTION	WARD	2025-2026 BUDGET	2026-2027 BUDGET	2027-2028 BUDGET
Access Roads	Mngazana A/R Ward 21	21	2 300 000,00	0.00	0.00
Access Roads	Gungqwana A/R & Bridge Ward 26	26	4 060 000,00	0.00	0.00
Access Roads	Masameni A/R Ward 15	15	2 500 000,00	0.00	0.00
Access Roads	Mwangwini Access Road Ward 26	26	2 500 000,00	0.00	0.00
Access Roads	Dokodela to Gcinizizwe A/R Ward 15	15	2 350 000,00	0.00	0.00
Access Roads	Guqa-Zinduneni A/R Ward 19	19	2 750 000,00	0.00	0.00
Access Roads	Gqwarhu to Nomadolo A/R Ward 23	23	2 400 000,00	0.00	0.00
Access Roads	Ntlambela A/R Ward 6	6	2 500 000,00	0.00	0.00
Access Roads	Bolotwa to Chunu A/R Ward 21	21	2 400 000,00	0.00	0.00
Access Roads	Ndayini A/R Ward 5	5	3 750 000,00	0.00	0.00
Access Roads	Mhlatyana A/R Ward 9	9	2 500 000,00	0.00	0.00
Access Roads	Mpendle A/R Ward 30	30	3 000 000,00	0.00	0.00
Access Roads	Mposana A/R	21	2 250 000,00	0.00	0.00
			35 260 000,00	-	-

3-Year Capital Plan Rehabilitation Roads

EXPENSE TYPE (mSCOA) DESCRIPTION	WARD	2025-2026 BUDGET	2026-2027 BUDGET	2027-2028 BUDGET
Mngcibe A/R ward 26	26	1 875 000,00	0,00	
Ngcoya A/R Ward 02	2	1 875 000,00	0,00	0,00
Rehabilitation of Njiveni A/R Ward 26	26	0.00	0,00	0,00
Rehabilitation of Qokama A/R Ward 28	28	1 700 000,00	0,00	0,00
Rehabilitation of Sompa to Ndzuluka A/R Ward 5	5	2 700 000,00	2 000 000,00	0,00
Rehabilitation of Mncane to Mdeni A/R Ward 14	14	2 500 000,00	3 300 000,00	0,00
Rehabilitation of Sidanda A/R Ward 28	28	2 500 000,00	6 500 000,00	0,00
Rehabilitation of Luxolweni A/R Ward 13	13	2 700 000,00	3 000 000,00	0,00
Rehabilitation of Mhlanga A/R Ward 4	4	0.00	0.00	3 700 000,00
Rehabilitation of Dungu A/R Ward 27	27	2 500 000,00	3 850 000,00	
Lingelethu A/R	25	2 000 000,00		
Canzibe Access road	22	1 875 000,00		
Mngane to Zanokhanyo Access Road and Bridge	30	1 500 000,00	1 500 000,00	
Siwela A/R	16	0.00	2 500 000,00	
Rehabilitation of Nkawukazi A/R Ward 13	13	0,00	0.00	3 850 000,00
Rehabilitation of Gunyeni A/R Ward 31	31	0,00	0,00	4 850 000,00
Rehabilitation of Ngidini A/R Ward 18	18	0.00	0,00	5 700 000,00
Rehabilitation of Nkanini A/R Ward 11	11	0,00	1 850 000,00	2 000 000,00
		23 725 000,00	24 500 000,00	20 100 000,00

Integrated Transport Plan

Executive Summary

This Local Integrated Transport Plan (LITP) has been prepared for the Nyandeni Local Municipality (NLM) for the 5 year period 2015/2016 to 2019/2020, and it is the first LITP prepared for this municipality. The development of the LITP was approached and conducted in a systematic manner, and this was done concurrently with the development of the first Roads Master Plan for the NLM, which is focussed on the same 5 year time period. The NLM is a Type 3 Planning Authority situated within the OR Tambo District of the Eastern Cape Province. It consists of two main urban nodes, namely Libode and Ngqeleni, which is surrounded by large rural settlements and many villages.

The condition and quality of the existing transportation infrastructure and services in the NLM were investigated, which includes the road network, local and long distance public transport, non-motorised transport and freight transport. Relevant information was collected through physical site inspections and various stakeholder consultations. An overview of private and passenger transport in its current form is provided, along with the transport related problems currently experienced in the NLM.

The NLM's Spatial Development Framework (SDF) provides guidance on how best to manage the need for settlement growth and development in the urban centres, as well as where best to direct resources in facilitating rural development in the various traditional settlement areas. The spatial development objectives and strategies relative to transport were investigated, along with the defined development corridors and strategic development areas in the NLM.

Prevailing travel patterns were investigated to identify problems associated with travel demand and recommendations have been formulated to address these problems. After a review of the available documentation and evaluation of stakeholder input and site assessments, a clearer depiction of the transportation challenges facing the NLM could be formulated.

The projects identified through the transport needs assessment process have been prioritised. This was done in order to identify projects that have already been budgeted, and therefore carry a higher order of priority. The remainder of the identified projects were prioritised through discussions with the NLM, with priority given to the projects that would potentially benefit the most number of people. A long term road network plan has also been developed for the NLM, based on the current 'future' plans of the various stakeholders, the land use analysis, and the identified transportation needs.

The prioritised list of transportation projects has been incorporated into a 5 year implementation programme for budgeting purposes. The total estimated cost of all the listed projects is R 432,221,582, whilst the total estimated cost of the projects listed for the 2015/2016 financial year is R 219,920,407. Funding shortfalls are anticipated and additional funding should thus be sought by the NLM from the available funding sources.

It is recommended that this LITP be updated on an annual basis and be developed further over time, as per National Department of Transport guidelines.

Purpose of the LITP

This report has been prepared in accordance to the minimum requirements for a Type 3 Planning Authority, as Gazetted in 2007 by the Minister of Transport, and consists of the following chapters:

Introduction: Indicates the status of the plan and period over which it is to be implemented.
Transport Status Quo: Consists of an inventory of the roads and public transport facilities in the local municipality, including their condition.
Transport Needs Assessment: Describes the process that was followed to identify the upgrading and maintenance needs of the roads and public transport facilities in the local municipality. This includes obtaining information from the municipal IDP, stakeholder consultation and site inspections.
Transport Improvement Proposals: Identifies projects required from the above needs assessment and prioritise these in order of implementation importance.
Implementation Budget and Programme: Done for a five year period and include cost estimates for the prioritised projects for which there is a realistic chance of implementation in terms of the allocated budgets for projects.

The LITP provides a list of transport projects that serve as future input into the Nyandeni IDP and OR Tambo District Integrated Transport Plan (DITP).

PROJECTS IDENTIFIED FOR FEASIBILITY STUDIES AND EIA

ALL PROJECTS GET SUBMITTED TO DEDEA FOR ASSESSMENT IF THERE IS A NEED FOR EIA OR NOT AS PER THE 3-YEAR PLAN. THE FOLLOWING ARE THE PROJECTS IDENTIFIED:

TRANSPORT AND MOBILITY

Tyarha Main Road
Canzibe Access Road
Ngxangula to Lutsheko AR
Coastal Access Road
Mabusini A/R
Dokodela to Gongo
Gotsi AR
Mlwamle AR
Njimaza and Dangeni AR
Zandukwana to Nqitheni Main Road
Mfundweni Internal Roads
Mahobeni to Coza
Mandlovini to Khubusi
Zandukwana Main Roads
Mtomde Access Road
Nodushe Access Road and Bridge
New Area to Magutyana Main Roads
Mhlongwana to Nomcamba
Manzimahle to Gxaba AR and Bridge
Hamsini Main Roads
Mahahane Access Road
Mbhobheleni to Ndlov'ayiphathwa AR to Bridge
Mabheleni to Pitoli AR
Mposane to Upper Mbange JSS
Ngqongweni Bridge and AR
Khanyisa JSS AR

Lutwatweni AR
Jange to Vinishi AR
Nquba AR
Tyarha Main Roads
Ntilini to Mpindweni KSD
Siwela AR
Nomadolo Access Road
Dikela Springs Bridge and Road
Manangeni to Mtondela AR
Nxupheko to Mthombetsitsa AR
Misty Mount Main Roads
Matolweni Bridge
New Extensions Main Roads
Mkwetshubeni AR
Mcaphathi to Ncedana AR
Mnqane to Zixhotyeni AR
Msintsini to Dikeni AR
Ndindimeni and Ntilini Surface Roads

ENERGY: IMPROVED SAFETY

Installation of street lights and high masts

CAPACITY UPGRADE

Upgrade Capacity for electricity infrastructure and agriculture site

ACCESS TO COMMUNITY FACILITIES: INCLUSIVE SOCI-ECONOMIC DEVELOPMENT

Ward 30 Multipurpose Centre
Ward 09 Multipurpose Centre
Ward 01 Multipurpose Centre
Ward 14 Multipurpose Centre
Ward 13 Multipurpose Centre
Libode Multipurpose Centre
Ngqeleni Multipurpose Centre

BASIC SERVICE DELIVERY - COMMUNITY SERVICES

MANDATE OF THE DEPARTMENT

Community Services department is part of the institutional key performance area called basic services delivery. The department is composed of two sections namely Social Services and Public Safety sections.

Social Services Section: is composed of various units namely: Waste and Environmental Management, Libraries and Information Services, Indigent/Free Basic Services, HIV/AIDS and Health related aspects, Pound and Cemetery Management, Parks & Open Spaces, Facility/Public Amenities, Early Childhood Development programs and coordination of Social Needs Cluster.

Public Safety Section: is composed of various units namely: Traffic Services, Law Enforcement, Security Services, VIP Protection unit, Driving License Testing Center (DLTC), and Registering Authority (RA).

The mandate of the community services department is to ensure the safety and healthy environment, and the protection of facilities and per capita.

Situational Analysis

The departmental situational analysis will assess the current status quo in terms of operations, human capital, financial implication, currently implemented projects and challenges for each unit within the department.

Waste management

Waste management can be defined as an effective scheme that is required to manage waste from the point of waste generation, collection via recycling to disposal in compliance with environmental legislation.

The poor management of waste has a negative impact on environment, animal, human health within communities. The municipality has divided waste management into two folds, i.e waste management strategy & compliance and waste management operations & cleansing.

Waste Management Strategies and Compliance

This section focuses more on mechanisms, systems and procedures that gives effect to effective waste management in matters of legislative compliance, planning and advocacy. The municipality is obliged to comply with the requirements of the National Environmental Management Waste Management Act & Regulations, National Waste Management Strategy, and National Waste Management Norms & Standards.

Integrated Waste Management Plan (IWMP)

The municipality is compliant to requirements of integrated waste management planning as encapsulated in section 11 (4) of the Waste Management Act. IWMP reflects the situational analysis of the municipality, gap analysis, objectives and prospective projects, and finally the implementation plan to be integrated to municipal IDP and be reported annually; the plan is subject to review in every 5 years.

The municipality had endorsed Integrated Waste Management Plan (IWMP) 1st version 2012 and 2nd version 2021-2025.

The municipality will be preparing for the 3rd version of the IWMP for 2026-2031 and a budget has been allocated.

KEY IWMP PROJECTS

Project Name	Budget	Partner	Project Detail
Improve the status of our MRF and Ngqeleni Transfer Station	R4 ML	OR Tambo DM	Material Recovery Facility at Libode Landfill site needs to be expanded to be conducive (to be partitioned, improve internal roads for trucks going in and out, extend the facility to accommodate trucks going in and sorting space) for recovery operations.
Conduct three internal audits quarterly and one annual external audit	R130 000.00	Internal	External Audit has to be done by service provider and findings from audits need to be controlled through programmes and projects with financial implications.
Conduct Twenty-Four Environmental Awareness annually	R120 000.00	DEDEAT, OR Tambo DM	Conduct Environmental awareness on various aspects
Report on SAWIS monthly	R 0.00	DEFF and DEDEAT	
Annual Calibration of Weigh bridge at Landfill site	R 100 000.00		For accuracy of data and update of software used for the weighbridge, it has to be calibrated once yearly.
Conduct Quarterly ground water test at Libode Landfill site	R400 000.00		Two ground water wells were injected underground during construction for ground water testing as required in the license conditions.
Extend the waste management service to the two major health facilities.	R 200 000.00		Extend collection of general waste service to St Barnabas and Canzibe Hospital
Curbing and rehabilitation of illegal dumping sites through EPWP programme.	R 1700 000.00		Curbing of illegal dumping site through erection of signboards. Additionally procuring planting indigenous and decorative plants.
Have enforceable Integrated Waste Management By-laws	R 100 000.00		Training of EIM and peace officers for enforcing the bylaw.
Have Community Services yellow-fleet for Libode landfill.	R 15 ML		Yellow- fleet for daily operations at the landfill site. Landfill Compactor Water tank truck TLB Dumper Truck
Yearly maintenance of the landfill site	R 100 000.00	OR Tambo DM	Rehabilitation of eroded areas, grass cutting and creation of fire belts. Provision of ablution facilities.
Extend waste collection service to peri-urban	R200 000.00		Waste collections at Ntlaza, Thabo Mbeki Township, Sibangweni, Corana, Misty Mount, Kop Shop, Ngqeleni Transfer Station
Supply of water and sanitation on waste facilities	R 200 000.00	OR Tambo DM	Provide water through reticulation or borehole water.
Supply of Electricity to Waste Facility	R1 300 000.00	OTP	Provision of electricity
Develop operational plans for the management of the Landfill site.	R500 000.00	OTP	Develop Operational Plans for waste facilities
Erect signage for the landfill site	R 300 000.00		Installation of Prohibition and information notices according to license standards.
Report to DEDEAT annually on IWMP Implementation progress.	R 2000.00	It's done internally	Waste Act NEM:WA requires that report must be furnished to Provincial authority annually about the progress of IWWMP implementation.

Project Name	Budget	Partner	Project Detail
Provision of branded 205 litter steel drum refuse bins x 100	R 200 000.00	COGTA	Supply, delivery and installation of 100 steel drum bins. 50 bins at Ngqeleni and 50 at Libode.
Roll out 300 wheelie bins in both towns	R 304399.50	COGTA	Supply, branding and delivery of 300 new 240 litre refuse wheelie bins at Libode and Ngqeleni.
Roll-out colour coded Bins	R 50 000.00	Dept of Education	Distribute colour-coded bins to government institutions and schools in both Libode and Ngqeleni.
Construction of two flushing ablution facilities at Libode Landfill Site	R 150 000.00	Internal	Construction of two flushing ablutions at Libode landfill site.
Implement an in-house waste recycling programme by 2020/2021.	R 00.00	Internal	Placing colour coded bins for waste separation within the municipal premises to practice separation at source. Colour coded bins are already available.
Procurement of 6 Skip Bins.	R 400 000.00	Internal	Procurement and delivery 6 cubic metre skips bins at hotspot areas.

WASTE MANAGEMENT FACILITIES

The municipality has Three waste management facilities the Libode Landfill Site with Waste Material Recovery facility (both in Libode) and one Waste Transfer Station at Ngqeleni.

Landfill site

Landfill site is a fully fledged operational facility that is used for disposal of waste and recycling of waste. The infrastructure has been enhanced through electrification, with High Mast, installation of cameras as a security measures and administration block.

LANDFILL COMPLIANCE

Annually, there are three (03) internal audits and 01 external audits.
Annually, there are four (04) Ground Water Test
Operational plan is in place.
Landfill Site license is existing.

Landfill site fleet

The landfill site is operating through utilizing its own plant, though we are still in the process of acquiring more plant.
The following fleet is purchased:

No	Fleet	Status	FY
1.	Bulldozer D7	Purchased	2022/2023
2.	Excavator	Purchased	2024/2025
3.	TLB	Purchased	2023/2024
4.	Tipper Truck/ Dumper truck	Purchased	2023/2024

The following plant is to be purchased:

No	Fleet	Status	FY
1.	Landfill Site Compactor	To be procured	2024/2025
2.	Water Cutter	To be procured	2026/2027

Material Recovery Facility

The MRF is a licensed facility that is operated by the Nyandeni Local Municipality, Libode. In 2023/24 the Municipality received a recognition in well managed waste material recovery facility, from the provincial Greenest Municipality Award (GMA) and number (1) Greenest Municipality Award in the District 2024.

Waste Transfer Station (WTS)

We were in a Memorandum of Understanding (MoU) with O.R Tambo District Municipality in terms of implementing activities in the transfer station, of which it has expired, as the result the Waste Transfer Station was vandalized,
therefore, the municipality is in the process of revitalization and renovation.
Status up to date,
1. Fencing is repaired
2. Guardroom and office is renovated
3. MRF warehouse is renovated

Outstanding activities that will be addressed before the end of this financial year is:

1. Reconnection of electricity
2. Purchase bailing machines
3. Construction of ablution facility
4. Hiring of personnel

THE MAIN WASTE MANAGEMENT FOCUS PROGRAMMES

a. Greening and Beautification Programs

identification of open spaces and areas to be beautified

Areas to be beautified:

peri-urban skip-bin zones
Transport Hub entrance
Both town entrances
Libode and Ngqeleni Public Library
Sport fields
The main buildings (municipal offices)

Beautification of Cemeteries

b. Eradication of illegal dumping

The municipality has identified 64 hotspot illegal dump sites within its jurisdiction
The municipality is envisaging to convert illegal dumps to something else
Advocacy and Awareness Campaigns

c. Street Littering Cleaning

Facilitate the street paving
Potholes registering
Weed and plant removal
Grass cutting
Tree felling
Eradication of alien plant
Clearing of open spaces

d. Awareness and Advocacy Programs and Projects

Waste Management Awareness campaigns
School Awareness campaigns and Greenest School Awards
Coastal Cleanup campaigns

e. Waste Information System

In compliance with the NEMWA and National Waste Information Regulations of 2012 and in alignment with the IDP, the municipality is obliged to record and submit waste information on tons of waste disposed and recovered to recycling.

The municipality is registered with SAWIS; in addition, recording and reporting on monthly bases. An average of 1000 tons of waste disposed is recorded annually.

f. Recycling Program

Recycling focuses on implementing the waste management hierarchy and with the ultimate aim of diverting waste from landfill.
Currently the municipality have registered 200 waste harvesters and they have been issued with recyclers identity cards and are registered with African Reclaimers Organization. The municipality has embarked on the project of registering new recycling cooperatives.

There are Two registered cooperative within the Nyandeni Local Municipality and other cooperative are still on registration process in the O.R Tambo District Municipality. The municipality is in partnership with the O.R Tambo District Municipality in implementing regional recycling.

The Municipality has started waste separation programme in 2021 where colour coded bins have been distributed to a number of schools and government departments.

The following equipment has been purchased to enhance the recycling programme:

Two heavy-duty scales that are mobile for weighing recyclables in addition 60 bally sacks for packaging recyclables.
Department of Forestry Fisheries and Environment (DFFE) have donated four 1000 L colour coded recycle bins.

PATCO recyclers has donated 300 balling bags in 2023.

In recent years, much focus has been placed on recycling efforts as a way of reducing the damaging impact of waste on the environment. The National Environmental Management Act (NEMA) of 1998 states that "…waste is to be avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible or otherwise disposed of in a responsible manner".

There is currently a formal recycling initiative being undertaken by the NLM, the municipality has facilitated the establishment of database for recycling individuals about 200 waste harvesters or entities that are recycling within the Nyandeni Jurisdiction. i.e. one in Libode and one in Ngqeleni. These recycling individuals collect cardboard, glass bottles and empty two litre bottles from around the shops in both towns and taken to collection points, which are collected by private recyclers and OR Tambo Recycling truck then transported to recycling facilities of their choice.

The recycling facilities that are operational are the Ngqeleni Transfer Station By-Back Centre and Libode MRF that are operated through MOU with OR Tambo.

Compliance Status

For purpose of compliance, the municipality has appointed Senior Manager Community Services Jongikhaya Sikhuni as designated waste management officer as per "section 10 of NEMWA, 2008"

The municipality has a licensed landfill site.

The municipality has an approved IWMP.

The municipality has got an MRF and waste transfer station that are compliant to National Waste Management Standards.

The municipality is complying with an annual reporting of IWMP implementation as per section 13 of the National Environmental Management Waste Act.

The municipality is compliant with the license conditions requirements for external compliance audit.

The municipality has council approved Integrated Waste Management Bylaws.

Landfill and Transfer Station challenges

WASTE MANAGEMENT RISK ANALYSIS

Challenge	Root Cause	Recommendations
Lack of office space	Poor planning	Finalise construction of new office structure.
Lack of air space for landfilling development	Improper considerations for the need of vast space Poor landfilling	Acquire more land for future developments
Poor gravel road to landfill site.	Not registered in maintenance plan	Tar surfacing. Short term: regular rehabilitation of the gravel road
Shortage of yellow fleet for landfilling	Budget constraints	Consider purchasing one plant per year as a multi-year project
Lack of portable running water	No water pipelines towards landfill site	Consider to register the installation of water pipe project to Waste management facilities on MIG
Lack of ablution facility and change rooms.	Budget constraints	Construction of two ablution facilities. Installation of tanks and Plumbing for ablutions. Short term: hiring of ablution facility.

WASTE MANAGEMENT PERSONNEL (see the attached institutional organogram)

Focus Area	Number of personnel	Type of recruitment	Vacancy
Street Cleaning	39	In-house	01
Landfill Site	07	In-house	00
Transfer Station	02	EPWP	08
Beautification & Illegal dumping	34	EPWP	00

Operational Budget

Projects	Actual Budget	Actual Expenditure	Surplus
Landfill expansion.	R3 000 000.00	R3 000 000.00	R0.00
Electrification of Ngqeleni Transfer Station	R400 000.00	R400 000.00	R00
Landfill Signage	R400 000.00	R400 000.00	R00

Projects	Actual Budget	F/Y
Extension of landfill site and EIA Process	R1 000 000.00	2024/2025
Tar surfacing 3 km to landfill site	R10 000 000.00	2026/2027
Purchase one yellow plant in a financial year Fuel for purchased plant Service for plant	R11 000 000.00 R500 000.00 R250 000.00	2024/2025
Leachate removal on pond and cell	R200 000.00	2024/2025
Ground water test External audit	R500 000.00 R350 000.00	2024/2025
Landfill workers training	R300 000.00	2024/2025
Water Reticulation to Landfill site	R1 000 000.00	2024/2025
Build ablution facility and change rooms	R1 000 000.00	2024/2025
Improve drive ways and maintenance of drains and parking bays	R1 000 000. 00	2024/2025
Develop office space with boardroom for workers and educational trips	R2 000 000.00	2024/2025
Installation of Fire Hydrants	R100 000.00	2024/2025
Erect signage for the landfill site	R300 000.00	2024/2025
Rehabilitation of eroded areas, grass cutting and creation of fire belts.	R300 000.00	2024/2025

Fleet	Estimated Budget	Time Frame
TLB	R2 000 000.00	2024/2025
Excavator	R3.500 000.00	2024/2025
Tipper Truck	R2 000 000.00	2024/2025
Water Cutter	R1.500 000.00	2025/2026
Landfill Compactor	R8 000 000.00	2026/2027

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Trainings	Well trained staff	R500 000.00	Landfill staff	Waste management staff			
Waste management fleet	Fleet	R15m	Bull Dozer	TLB and Dumper truck	Skip Loader Truck and Landfill compactor	Excavator	Water Cutter
MRF and Landfill site extension	Expanded landfill site air space	R4m	Negotiations to acquire more land.	Rehabilitation of old landfill site	EIA Application for Landfill Expansion	Construction of MRF And New fencing extensions	
External Environmental audits and ground water tests	Environmental compliant landfill site	R850 000.00	Annua External audit and quaeterly ground water test	AnnuaExternal audit and quaeterly ground water test	AnnuaExternal audit and quaeterly ground water test	AnnuaExternal audit and quaeterly ground water test	AnnuaExternal audit and quaeterly ground water test
Landfill site signage		R350 000.00	Installation of signage				
Constructionof offices and ablution facilities		R2m	Procurement and Development of designs	Construction of ablutions	Construction of offices		
Procurement of prefab		R250 000.00	Purchase of prefab for landfill site.				

Waste Management Operations and Cleansing

Refer to processes and/or activities involved in daily operations of waste management from litter picking, storage, collection, transportation, and disposal.

Litter picking

Litter picking is done on daily bases in Ngqeleni and Libode towns.
In Libode town, litter picking is done by 20 (Twenty) general assistance.
In Ngqeleni town, litter picking is done by 20 (Twenty) general assistance.
Annually the department hires Expanded Public Work Programme (EPWP) to assist in the litter picking.
Occasionally the department receives personnel support from external stakeholder's e.g District Municipality, Department of Environment, Forest, and Fisheries, DEDEAT to assist in cleansing.
DFFE donated the double diff compactor truck for waste collection.

Storage

The municipality stores the waste in the following containers:
Refuse Plastic Bags 40-microns black, clear plastics and waste bins are distributed to households' ratepayers, all businesses around towns, Canzibe Hospital, St Barnabas Hospital, Mount Nicolas, Libode Home Affairs, Ngqeleni Village School.
The municipality is purchasing 400 000 plastic bags annually (280 000 black and 120 000 clear bags for hospitals)
Street Litter Bins (205 litre steel bins and 80 litre cage bins), 50 in Libode and 50 in Ngqeleni Town.
Wheelie Bins (250 litre) distributed to rate payers households to store waste
Steel Skip Bins (14 x 6m³) allocated in peri-urban areas and towns: Ntlaza (1), Thabo Mbeki (2), Libode Town (2), Misty Mount (1), Corana (3), Ngqeleni Town (2), Sibangweni (1), Canzibe (1)

Collection

Point of collection	Frequency
Libode and Ngqeleni (CBD)	Daily
Rate Payer Households Ngqeleni Libode	Once a week Tuesdays Wednesdays
Hospitals Canzibe St Barnabas	Once a week Thursday Thursday
Peri-Urban Areas (Skipbins)	When reaches its capacity
Bokleni mall Libode Spar Mount Nicholas Libode U-save Ngqeleni Boxer	Daily Once a week on Wednesday Once a week on Wednesday Twice a week Twice a week Daily

Transportation

The municipality has three compactor trucks and one 9SM Skip Loader truck.
Compactor trucks are collecting in the CBD of both towns, Libode and Ngqeleni.
Skip loader truck is responsible for collecting waste in all skip bin allocation points.
There are two drivers in Ngqeleni and one driver in Libode.

Disposal

The municipality is currently disposing at Libode landfill site.

Operational Budget

PROJECT	Actual Budget
Personnel Protective Clothing (PPE)	R700 000,00
Refuse Bags	R500 000.00
Waste Removal trucks hiring	R600 000.00
EPWP casuals	R1, 700 000.00

Challenges

Challenges	Root Cause	Recommendation
No change room for G.A	Shortage of Space	Establish change rooms
Continueos breakdown of Trucks	Inexperienced drivers	Annual training
Inadquate store room	Shortage of space	Establishment of proper storage
Inappropriate controll of the storeroom and theft	No dedicated personnel for storeroom	Establishment of storeroom Unit
Lack of proper grass cutting along the streets and in our facilities	Unavailability of contract for supply of fuel Insufficient tools	To secure a contract for supply of fuel To budget for tools and equipment (Tractor and grass cutters)

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Construction of change rooms for Libode and Ngqeleni	Functional change rooms	5m	Acquire of land and develop desired designs	Construction of change rooms for Libode Unit	Construction of change rooms for Ngqeleni Unit	Implementation and development of maintanance plan	
Personnel protective equipment	Distributed PPEs	5m	Purchase PPE	Purchase PPE	Purchase PPE	Purchase PPE	Purchase PPE
Equipment Store room	Well equiped store room	2.5 m	Acquire space and develop desired designs	Construction of store room offices	Construction of store room offices	Develop maintance plan and store room operational plan	
EPWP Projects	Hire 500 Casual workers	5m	Employment of 100 casual	Employment of 100 casual	Employment of 100 casual	Employment of 100 casual	Employment of 100 casual
Purchase of tools and equipment	Sufficient tools for grass cutting	3m	Procure 10 grass cutting machines	Purchasing of 1 grass cutting tractor and 2 chain saws	Procure 10 grass cutting machines	Purchasing of 1 grass cutting tractor and 2 chain saws	

LIBRARY AND INFORMATION SERVICES

Library and Information Services is the competence of Provincial Government, therefore, the municipality has an agreement with the Department of Sports Recreation, Arts and Culture through Memorundum of Agreement to facilitate and implement library and information services.

The Mandate:

Improved coordination and collaboration between provincial and local government on library services.
Transformed and equitable library and information services delivered to all rural and urban communities.
Maintained library infrastructure and services that reflect the specific needs of the communities they serve.
Improved staff capacity at libraries to respond appropriately to community knowledge and information needs.
Improved culture of reading through establishment of book clubs.



Legal mandate

Legal framework	Objectives
National Guidelines for School Library and Information Services; 2012	School library and information services must provide learners and teachers with access to a wide variety of curricular support resources, exposing learners to diverse ideas, experiences and opinions. Furthermore, the service must instil a culture of reading and writing, promote respect for intellectual property and support the acquisition of information literacy skills to access, process and use information resources in various formats, including digital formats, where accessible and appropriate.
National Policy Framework for School Library Standards (1999)	Establishment of an equitable library in every school, follow either an incremental approach which will slowly increase the number of schools with centralised traditional libraries, or a transitional approach, which will implement temporary or transitional alternatives to the traditional school library
Promotion of Access to Information Act 2 of 2000	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights
Nyandeni Local Municipality By – Laws Gazetted on May 2010	The objective of this By-law is to facilitate the provision of library services in a manner which promotes: To regulate access to our public libraries To promote culture of reading; The operation of libraries in a manner; and Ensures sustainability maintenance
National Library of South Africa Act No. 92 of 1998	Intends: to provide for the National Library of South Africa; for collecting, preserving, making available and promoting awareness of the national documentary heritage
Libraries and Information Services Act No. 6 of 2003	Provide for essential national minimum norms and standards for the rendering of public library and information services; - Promote public access to public library and information services; - Provide for the determination of national policy and principles for public library and information services; Promote co-operative governance and the co-ordination of responsibilities for public library and information services;
Department of Public Services (1996) Batho Pele: White Paper. Pretoria	To give good customer service to the users of government services. All public servants are required to practice Batho Pele.
National Archives of South Africa Act No. 43 of 1996	To provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith.



The municipality has four types of libraries

Main Public Libraries

We have two main libraries in Libode town and Ngqeleni town, Both librabies have been constructed and handed over by DSRAC to the municipality.

Name of Library	Time schedule	Status
Mpathisi Nonkobongo public library	08h00 – 16h30	Not operating due to disaster incident
Linda Dweba Public library	08h00 – 16h30	Fully operational

Modular Libraries

We have four modular libraries

Name of a library	Time	Status
Nqeketho Public library	08h00 – 16h30	Fully operational
Ntsundwana Public library	08h00 – 16h30	Fully operational
Marhubeni Public library	08h00 – 16h30	Not Operating
Lwandile Public library	08h00 – 16h30	Fully operational

Mini Library for the Blind

We have two mini libraries for blind and partially blind people. They are housed at Linda Dweba Public Library and Mphathisi Nonkobongo Public Library. The aim of these mini libraries is to bridge the gap between the people who can see and those who are blind and partially blind. The inititative is done by DSRAC through South African Library for the Blind (SALB). These mini libs are not yet operational as we are busy with the process of registering users.

School / Community Libraries

Municipality has initiated school / community libraries, by providing one desktop per school, 10 book shelves, and one circulation desk. Currently the schools that are assisted are as follows:

Name	Status
Njiveni JSS	Operational
Lurhasini JSS	Operational
DZ Dumezweni SSS	Operational
Nyangilizwe SSS	Not Operational
Ruze JSS	Fully operational and equivalent to modular library
Victor Poto SSS	Operational
Bajonge SPS	Operational
Zele JSS	Operational
Pangalele SSS	Not Operational
Tutor Ndamase SSS	Operational
Gqirha JSS	Operational

Calendar of Library Activities

According International Fedaration of Library Association, each library must observe five (5) library activities annually. Library activities are as follows:

Activity	Calendar	Quarter
National Literacy and National Book Week	August / September	One
World Read Aloud Day (WRAD)	February	Three
National Library Week Celebrations	February / March	Three
World Book Day Celebrations	April / May	Four
Career Exhibition	April / May	Four

Governance and Association

Library Committee

There is an institutional library committee and is composed of ... and each library have its committee.
Library and Information Association of South Africa

LIASA is a professional boardy that is responsible for veting the library staff.

Book Clubs

Is an association of individuals for the purpose of book reading and discussion.

We currently do not have active book clubs and we need to revive them in all our libraries.

Staff establishment

Post	Number	Filled	Vacant	Institution
Librarian	01	01	0	Nyandeni LM
Librarian	07	01	02	DSRAC
Library Assistant (Delete)	01	01	0	Nyandeni LM
Library Assistant	02	01	01	DSRAC
Security (EPWP)	13	09	0	Nyandeni LM
G.As (EPWP)	02	03	0	Nyandeni LM

Operational Budget

There is a R 1, 619, 000.00 subsidy grant from DSRAC

Project	Actual Budget
Maintanance	R 1, 143, 000. 00
Cleaning Material	R 90, 000. 00
Security	R 186, 000. 00
Activities	R 200, 000. 00

Challenges

Challenges	Root Cause	Recommendation
Inadequate use of some modular Library	Lack of personnel No books	Hire EPWP workers Source for book donations
Budget Constraints	Less Grant Subsidy Funding	Fund rising Burgain for more budget
No internet connection	Poor rollout by the Department	Fasttrack rollout of Wi-Fi infrastructure by DSRAC
Shortage of books	Slow rollout due to a centralized tagging system	Find creative ways and sponsors
Closure of Libraries on weekends and public holidays	Lack of innovative and creative strategies	Establish new alternative ways of working.

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Information centers in all wards	Established 24 information centers	R1 500 000.00	5 Information centers	5 information centers	5 information centers	5 information centers	4 information centers
Book Clubs	Established 40 book clubs	R300 000.00	8 book clubs	8 book clubs	8 book clubs	8 book clubs	8 book clubs
Mantainance of existing library infrastructure	Maintain 8 Libraries	R4 500 000.00	1 Library	2 Libraries	2 Libraries	2 Libraries	1 Library
Library Activities	25 Library Activities Observed	R700 000.00	Observe 5 Activities	Observe 5 Activities	Observe 5 Activities	Observe 5 Activities	Observe 5 Activities

EARLY CHILDHOOD DEVELOPMENT

Early Childhood Development emphasizes a holistic approach focusing on the child's physical, emotional, social, as well as cognitive development. The objective of ECDC is to nurture the children for their physical and mental development and to prepare them for schooling with right attitude and habits.

The Community Services Department is responsible for providing safe and well-resourced structure in terms of providing adequate structure, where children and caregivers can gather for ECD activities.

The mandate:

Municipality is responsible for need analysis and assesment.
Ensuring access that all children, regardless of their socio-economic background, have access to early education.
Provision of support and conducive learning environment.
Facilitate the construction of Early Childhood Development Centers and approved building plans.
Cordinate the functionality of ECDC's

Legislative Framework

Constitution of the Republic of South Africa, 1996

The Constitution affords responsibility to local municipalities to regulating child care facilities, and to conduct municipal planning, including regulating land use for child care facilities.

Children's Act, Act No. 38 of 2005

Chapter (7) on ECD and makes provision for the delivery of ECD services that promote the development of children from birth to 4 years.

Education White Paper 5 on Early Childhood Development Education in South Africa, 2001

The White Paper seeks to establish procedures for early identification and interventions for children with disabilities as well as for addressing barriers to learning in the education system, including the foundation phase (Grades R-3).

Integrated Provincial Early Childhood Development Strategy, 2011-2016

Local Government: Municipal Systems Act of 2000

The Local Government Systems Act also prescribes that municipalities, through municipal planning, must contribute to the realisation of the right to basic education.

Status Qou

The municipality took a resolution to support the Early Childhood Development through constructing one center in each Ward. This decision was influenced by a report emanating from survey conducted by the Municipality's Community Services Department on Community Facilities (ECDC, Play Fields, and Community Halls) and data was analysed by Dr. Tshuma a researcher from Eastern Cape Appropriate Technology Unit. The summary of the data analysis "the municipality should assist in building proper ECDC for every ward, train the staff and provide the indoor and the outdoor equipment". The construction of ECDC's per Ward is complete, now we have transcend to construct one ECD Centre, per village.

The deliverables

Fencing 40m x 40m
80 m² building with:
60 m² playroom
Office (2m x 2m)
Kitchen (2m x 2m)
Sickbay (2m x 2m)
Storeroom (2m x 2m)
(02) Water tank (2 500 litres)
Ablution facility (for children & adults)
Outdoor equipment (slide, running step, swing) all combined
Installation of electricity
Budget Allocation per Centre
Each centre is allocated an estimated amount of R1, 267 605.00.

Human Capital

Assessment Team: The municipality established an assessment commitee to ensure that all centres to be build for that particular financial year, a need assessment is done. The assessment team is composed of representatives from the Municipality, Social Development, O.R Tambo District Municipality, Department of Education and Early Childhood Development Forum members. After the assessment is complete, they make recommendations to the council.

Project Steering Committe (PSC): Before the construction commence, an oversight committe is established, to monitor and evaluate the progress of the project. Once the project is complete, the committe is dissolved.

Temporary Employment: A number 40 young people are hired through the EPWP process.

Project Manager: The institution appoints a Technical Project Manager, to monitor the service provider and advise the Department accordingly.

Constructed ECD Centres per Wards

Therefore, Community Services was mandated by the Council to be responsible for the child care facility. Currently the municipality has constructed 32 ECDC within Nyandeni jurisdiction.

Ward	Name of the Centre	Village	Status	Number of Centre	Financial Year	Budget
01	Mahoyana Pre-School	Mahoyana	Completed	01	2017/2018	R218 753.92
02	Lukhuni Pre-School	Lukhuni	Completed	01	2011/12	R299 135.47
03	Makukhanye Pre-School	Gongo	Completed	01	2013/14	R325 663.82
	Nompucuko Pre-School	Luthubeni	Completed	01	2013/14	R325 663.82
04	Ikhwezi Pre-School	Mbobheleni	Completed	01	2021/22	R1 052 588.00
05	Mthombe Pre-School	Mthombe	Completed	01	2011/12	R299 135.47
06	Ntlambela	Ntlambela	Aborted	00	2017/2018	R218 753.92
07	Thabo Mbeki Pre-School	Thabo Mbeki	Completed		2008/2009	R1 500 000.00
08	Khanyisa Pre-School	Moyeni	Completed	01	2021/22	R1 052 588.00
09	Masiphumelele Pre-School	Dininkosi	Completed	01	2019/2020	R784 191.21
10	Sibangweni Pre-School	Sibangweni	Completed	01	2012/13	R325 663.82
11	Nkanini	Sibangweni	Completed	01	2013/14	R325 663. 82
12	Assemblies of God Pre-School	Corana	Completed	01	2020/2021	R1 052 588.00
13	Ntsaka Pre-School	Ntsaka	Completed	01	2017/19	R218 753.92
14	Kamvalethu Pre-School	Mqwangqweni	Completed	01	2022/2023	R 1 147 573.00
15	Mpondomiseni	Mampondomiseni	Completed	01	2022/2023	R 1 147 573.00
16						
17	Zanobuhle Pre-School	Mhlahlane	Under construction	01	2023/2024	R 1 208 394.00
18	Mthombo Wenceba Pre-School	Bukwini	Completed	01	2013/14	R325 663.82
19	Qanda	Qanda	Under construction	01	2023/2024	R1 208 394.00
20	Bucula Pre-School	Bucula	Completed	01	2020/21	R1 052 588,795
21	Nggeleni Pre-School	Nggeleni Town	Completed	01	2008/09	R1 500 000.00
22	Nkantsini Pre-School	Nkantsini	Completed	01	2013/14	R325 663.82
23	Lingelethu Pre-school	Hamsini	Under Construction	01	2023/2024	R1 208 394.00
24	Buthongweni Pre-School	Buthongweni	Completed	01	2017/18	R218 753.92
25	Mzonyana Pre-School	Mzonyana	Completed	01	2011/12	R299 135.47
26	Mankosi Pre-School	Mankosi	Completed	01	2011/12	R242 000.00
27	Nkonkoni Pre-School	Nkonkoni	Completed	01	2021/22	R1 052 588.00
28	Zizamele Pre-School	Qhokama	Completed	01	2011/12	R242 000.00
29	Botani pre-School	Bolotwa	Completed	01	2020/21	R2 352 573.63
29	Amyoli Pre-school	Gxulu	Under construction	01	2023/2024	R1 208 394.00
30	Gwebindlala Pre-School	Tshisabantu	Completed	01	2018/19	R1 093 769.60
31	Hlakaniphani Pre-School	Mthomde	Completed	01	2020/21	R784 191.21
32	Kum Pre-School	Lujizweni No.5	Completed	01	2020/21	R1 052 588,00

ECD Centre that are on tender stage:

WARD	VILLAGE
02	ZIBUNGU
09	MCHONCO
28	NTIBANE
30	KWAZULU

Wards that has more numbers due to Demarcation
Ward 03- has two ECD centers because has inherited Ward 05 Pre-School
Ward 20 – has inherited from Ward 19 Pre-School
Ward 27- has inherited from Ward 02
Ward 25 – has inherited from Ward 20

Therefore, the following Wards should be considered (Ward 02, 19) as Wards that do not have pre-schools build by the municipality.

Challenges

Challenges	Root Cause	Recommendations
Duplication that caused backlog	Demarcation	The municipality must consider extending the scope
The 80 m² does not cater for the disabled children	Poor planning	Design structure that suits for the disabled
Unused centers	Lack of monitoring	Consider the establishment of the unit
Incapacity of practitioners	Lack of standardized regulations	Promotion of interpectoral collaborative approach on capacity building
Electricity connection	Improper planning	Electricity inclusion on the project specification
Inadequate road access to ECD Practitioners not registered	Improper planning Incapacity	Register to MIG Must be capacitated through skills development

Project Prioritization Plan

Five (5) Year plan

Project		5 Year Target Goal	Estimated budget	Timeframe				
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Planning and coordination		Well equipted structure	R150 000	Pre asseessment (ECDC)	Pre asseessment (ECDC)	Pre asseessment (ECDC)	Pre asseessment (ECDC)	Pre asseessment (ECDC)
Governance and capacity building		Well trained governing bodies and practictioners	R100 000.00	Establishment of ECDC committees and ECDC training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training
Construction		Construction of 20 ECDC's	R24 000 000.00	Construction of 4 ECDC's	Construction of 4 ECDC's	Construction of 4 ECDC's	Construction of 4 ECDC's	Construction of 4 ECDC's
Electrification						Installation of electricity on four ECDC's	R200 000 on ECDC'S	

PUBLIC SAFETY

Public Safety is mandated to protect the public. The role of this section is to prevent and eradicate the crime rate within her jurisdiction. This section has the responsibility of establishing community safety forums. The section is empowered to develop crime and safety strategies.

This section is divided into the following Units: Traffic Control Services, Law Enforcement, Protection & Security Services, Driving License Testing Centre, and Motor Vehicle Registering Authority & VIP Protection.

Traffic Control Services

This unit is responsible for the following duties within its work description:
Stop and check
Attend to accidents and incidents
Responsible for escorting duties
Issuing summons
Discontinuing notices
Impound vehicles
Attend to Courts
Speed prosecution
Execution of warrants

Law Enforcement

Integration of Security into Law Enforcement
Enforcement of By-Laws
Maintain peace and stability within Nyandeni jurisdiction
Issuing of notices
Access control
Safe guarding of municipal facilities, assets and personnel

Execution of warrants
Visible patrols to prevent unlicensed businesses
Attend to emergency and disaster incidents
Conduct stop and check on suspicious vehicle
Coastal Management Patrols
Community Policing
Community Engagements
Coordination of Law Enforcements agents

Driving License Testing Center (DLTC)

Handling & Processing of Learners License, Driving License, Public Driving License application
Renew expired driving licenses including Public Driving Licenses
Test leaners license and driving licenses
Issuing of Learners and Driver's license
Record keeping

Motor Vehicle Registering Authority (RA)

Renewal of motor vehicle disc
New registrations
Discontinue of motor vehicle
Deregistration of motor vehicle
Change of ownership
Handling and Processing for application of registration certificate

VIP Protection Services

Protection of principals

Traffic Infrastructure and Administration

Establishment of Motor Vehicle Impoundment Centre
Traffic Signs and Road Markings
Safekeeping storeroom and strong room
Stationery and file keeping
Threat and risk audit
Development of Policy Framework
Public Awareness and Education programs
Facilitate Geospatial Intelligence System
Coordination of training of personnel

Legal framework

The Constitution of the Republic of South Africa (Act 108 of 1996)
Control of Access to Public Premises and Vehicle Act (Act 53 of 1985)
Criminal Procedure Act (Act 51 of 1977)
National Road Traffic Act 93 of 1996.
Security Industry Regulation Act (Act 56 of 2001)
Firearms Control Act (Section 60 of 2000)

Community Safety Forum

Social Cluster is sitting quarterly, and the Justice Forum.

Public Safety Personnel

Post	Number	Filled	Vacant	Institution
Manager Public Safety	01	01	0	Nyandeni LM
Superintendent	04	04	0	Nyandeni LM
Assistant superintendent	01	01	0	Nyandeni LM
Traffic officers	05	04	01	Nyandeni LM
Examiners	06	06	0	Nyandeni LM
Law enforcement officer	04	02	02	Nyandeni LM
Public Safety: Administrator	01	01	00	Nyandeni LM
Licensing clerk	01	01	00	Nyandeni LM

Post	Number	Filled	Vacant	Institution
Public safety clerk Radio Controller	01	01	0	Nyandeni LM
RA clerk	01	01	0	Nyandeni LM
NaTis clerk	05	05	0	Nyandeni LM
NaTis supervisor	02	01	01	Nyandeni LM
Security Supervisor	06	06	00	Nyandeni LM
Security officer	53	53	00	Nyandeni LM
Total number of filled post is 87				

Operational Budget

ITEM	BUDGET
Uniform	R520 000
Policing equipment	R20 000
Motor vehicle	0
Awareness campiagns	R52 500
Transport forum	R0
Community Safety Forum	R0
Stationary	R 60 000
DLTC	R684 450
DLTC CONSUMABLES	R131 625
RA	R-1 659 987. 00

FUTURE PROJECT PROJECTIONS PLANS

PROJECT NAME	ESTIMATED BUDGET	FY
Number Plate Recognition Vehicle		
Vehicle Impoundment Centre		
Extention of Libode RA system		
Extention of Ngqeleni DLTC system		

Challenges

Challenges	Root Cause	Recommendation
Delays in uniform delivery	Poor delivery by the Service Provider	Alternative ways of acquiring uniform Increase budget
Shortage of staff	Expansion of the municipality facilities	Review of the municipal organogram Exploring other alternatives
Capacity building	Poor planning	Proper planning

HIV/AIDS & HEALTH CARE SERVICES

HIV/AIDS and Health care Unit is a unit that is more focusing on the health related aspects. It is there to respond on the challenges posed by the HIV and AIDS. Its focus on giving care and support to people living with HIV and AIDS by providing programs that seeks to eradicate the pandemic.

MANDATE:

To improve the healthcare system within the jurisdiction.
Capacity building of healthcare and community workers
Strengthen social and economic aspects
Establish partnership and collaboration with organizations in the space of healthcare
Promote a good governance in healthcare services

LEGAL MANDATE

Legal framework	Objectives
Section 27 of the Constitution of the RSA of 1996	To focus on the health rights of all citizens
The National Strategic Plan (NSP).	Guide all those that are involved in the fight against HIV and AIDS pandemic in South Africa
Eastern Cape Aids Council (ECAC)	Provincial strategy objectives are defined to address social And structural barriers to HIV and TB prevention, care and treatment-the primary objective is to address societal norms and behaviors through structural intervention to reduce vulnerability to mitigate the impacts of HIV and TB.
Department of Provincial Local Government (now COGTA) framework for municipal response to HIV and Aids (2007)	The framework suggests that the existing development governance and policy framework should guide municipal responses

Fora

Local Aids Council Sitting Quarterly
Support groups
The municipality have established 46 support groups.

WARD	NAME OF A SUPPORT GROUP	DELIVERABLES
02	Good Hope	Seedlings
04	Siyaphila	Seedlings, Medication and Feed for Poultry and piggery projects
06	Siyayinqoba	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
07	Siyazama &	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Vukasizwe	Seedlings
09	Masithuthuzelane	Seedlings and Garden equipment (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Edabini-Bafazi	Seedlings, garden equipment and nursery structure
10	Ncedolwethu	Seedlings
12	Kwakhanya	Seedlings
13	Masenze Drug Abuse	Seedlings
15	Nompilo	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Phila Ubomi	Seedlings
16	Siyaziphilisa &	Seedlings
	Masibambisane	Seedling and sewing material
18	Kanana &	Seedlings, Garden equipment and sewing material
	Sinenceba	Seedlings, Garden equipment and sewing material
19	Ndzondelelo	Seedlings
	Sinothando	Seedlings and sewing material
	Sinendlovu	Seedlings
	Makhukhanye	Seedlings and sewing materials
	Siyazama	Seedlings
20	Masizakhe &	Seedlings, Garden equipment and sewing material
22	Kwasa	Seedlings
	Choose Life	Seedlings, and garden equipment
	Khuphukani	Seedling, garden equipment and sewing material
23	Siyakhanya	Seedlings
	Philisani	Seedlings and garden equipment
26	Tsweleni	Seedling and garden equipment
	Siphathise	Seedlings and garden equipment
32	Khanya	Seedlings and garden equipment
	Masincedane	Seedlings, nursery structure
	Masonwabe	Seedlings and garden equipment
	Siyakhula	Seedlings

Awareness Campaigns

The objective of the Awareness Campaign is to capacitate communities on communicable & non-communicable diseases and has been conducted as follows:

Type of awareness	Place	
Awareness campaign on communicable diseases	Lukhuni A/A	Ward 27
School awareness campaign	Gungubele S.P.S	Ward 02
Non-communicable awareness campaign in partnership with Tourism unit	Mdumbi Beach	Ward 26

18	00
19	20
20	00
21	10
22	00
23	00
24	00
25	00
26	20
27	00
28	00
29	10
30	10
31	10
32	00

Operational Budget

The operational Budget is R1 050 700.00.

Project	Actual Budget	Actual expenditure anually	Surplus
Provision of Seedlings	R193 000.00	R140 000.00	R53 000.00
Fencing Project	R191 000.00	R0.00	R191 000.00
Nursery Structures	R101 606.00	R100 000.00	R1 606.00
Intervention Support		R120 000	
Awareness campaign on non-communicable diseases	R50 000.00	R0.00	R50 000.00

Challenges

Challenges	Root Cause	Recommendation
None seating of Local AIDS Council	Covid-19 Regulations	Rivatalization of Local AIDS Council

Project prioritization plan

Projects Name	Estimated Budget	FY
Community Dialogue & Support Groups		
Training of Local Leaders & Healthcare workers		
Strengthen of Ward and Local Aid Council		
Provision of support to support groups		

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Communicable and Non-Communicable desease	Reach out to 6000 people	R500 000.00	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)
Prevention and Life skills	20 000 young people on Life skills program	R900 000.00	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs(reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)
Social intervention Support	Establish 40 support group	R1 800 000.00	Provide fencing for one project	Provision of seedlings to 46 support groups	Provision of fencing support for one project	Provide support as per need assessment	Provide support as per need assessment

LEGAL MANDATE

Legal framework	Objectives
Section 27 of the Constitution of the RSA of 1996	To focus on the health rights of all citizens
The National Strategic Plan (NSP).	Guide all those that are involved in the fight against HIV and AIDS pandemic in South Africa
Eastern Cape Aids Council (ECAC)	Provincial strategy objectives are defined to address social And structural barriers to HIV and TB prevention, care and treatment-the primary objective is to address societal norms and behaviors through structural intervention to reduce vulnerability to mitigate the impacts of HIV and TB.
Department of Provincial Local Government (now COGTA) framework for municipal response to HIV and Aids (2007)	The framework suggests that the existing development governance and policy framework should guide municipal responses

MUNICIPAL ANIMAL POUND MANAGEMENT

INTRODUCTION AND BACKGROUND

A municipal animal pound, also known as an animal shelter or animal control facility, typically has a mandate to manage and care for stray, abandoned, or surrendered animals such as goats, cows, sheep, horses, donkey and mule within both towns Libode and Ngqeleni.

THE MANDATE:

Animal Control and Impoundment:

Impounding animals found without proper identification or that are stray.
Enforcing local animal control laws, including leash laws and licensing requirements.

Care and Shelter:

Providing shelter, food, water, and medical care to impounded animals.
Offering a safe waste for animals until they are reclaimed by their owners, adopted, or euthanized in extreme cases.
Promoting responsible domestic ownership and educating the public about animal care.

Reuniting Lost Domestic Animals:

Assisting in reuniting lost domestic with their owners by maintaining a registry of found and lost animals.
Providing microchipping services or other identification methods to help with reuniting domestic animal with their owners.

Public Education and Outreach:

Offering community education on topics such as responsible domestic animal ownership, the importance of spaying and neutering, and the humane treatment of animals.
Hosting events like adoption drives or domestic animal care workshops.

Enforcing By- Laws:

Ensuring that animals are not being mistreated or abused, often in partnership with local law enforcement or animal cruelty organizations.

Intake Documentation:

When the animal is brought to the pound there should be a proper documentation for animal identification, such as colour, branding, gender, time, date and the village

Auctioning Program:

As per pound management policy animals that are in custody for more than 3 (three) months are subject to auction.
An auction would take place after a period of animal publication into a local newspaper.
Animals that were unable to go for auction due to unforeseen circumstances must be able to be adopt.
Objectives
To reduce the stray animal population.

LEGAL FRAMEWORK

Legislation	Objectives of the legislation	Summary
Constitution of the Republic of South Africa	To promote a safe and healthy environment	Section 24(a) of the provides that everyone has the right to an environment that is not harmful to their health and well-being.
Pound bylaws	To enable the municipality to control livestock on public roads and CBD area. It is necessary that the municipality impounds the stock that is left unattended on public areas and roads.	Section 11(3)(m) of the Local Government; Municipal Systems, municipalities have the legislative power to promulgate by laws regarding any matter which falls within its functional competence

STATUS QUO

Pound Management Operations

Animal Impounding Process Flow

Impounded animals are recorded on a register considering the following descriptions such as;.
While are impounded, the officials are responsible for the welfare and safeguarding of animals.
On release, the Pound Master/Mistress ensures that release the animals to the right person, at a right time. The releaser must bring the Identity document and narrate the details of the animals through providing a branding certificate.

Work Schedules

Days	Time	Personnel
Mon-Fri	08h:00-16h:30	Supervisor Pound Ranger Pound Assistant
	18h:00-06h:00	Security Personnel

Weekends and Public Holidays

Sat-Sun	08h:00-16h:30	Supervisor Pound Ranger Pound Assistant
	18h:00-06h:00	Security Personnel

POUND STAFF

Position	Number	Filled	Vacant
Supervisor	02	02	02
Pound Assistant	04	04	00
Pound Ranger	02	01	01

Pound Tariffs

Approved animal pound tariffs reviewed annually:

Activities	Tariff 2024/2025	Tariff 2025/2026
Driving fee	R90	R90
Daily fee	R130	R130
Cattle, Horse, Mule and Donkey	R310	R330
Sheep & Goats	R160	R170

Existing Infrastructure

Libode Pound
Livestock Kraals
Pound Keepers House
Ablution facility
Boundary wall
Ngqeleni Pound
Security Guardroom
Office & Storeroom
Boundary Wall
Livestock Kraals
Ablution facility
Animal Health Control Facility

Operational Budget

Project	Actual Budget	Actual expenditure anually	Surplus
Purchase of Animal Feed	R266750	R127 656.	R137094,16

CHALLENGES

Challenges	Root Cause	Recommendation
No access road to the Libode Pound	Poor Planning	Register road to pound into MIG
Inadequate facility	Dilapidated Facility	Provide budget for the facility through equitable share and MIG
Animal Continuous death and ill health	Staff Incapacity	Staff training on Animal Health
		Contract Establishment with Veterinary Services
Continuous Vandalism	Community Disputes	Strengthening security
Pseudo-Claims	Fortune Hunters	Strengthening of control internal measures
Lack of Fleet for transporting stray animals	Budget constraints	Make a provision of a cage truck
Lack of strong security Systems	Poor planning	Installation of CCTV cameras in pounds facilities.

ANIMAL WELFARE

Good animal welfare requires disease prevention and veterinary treatment, appropriate shelter, management, nutrition and humane handling. The municipality has a responsibility to maintain good animal welfare as a result feed and medication is purchased when the need arises.

The municipality puts aside a budget to purchase feed and medication every financial year.

Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget			
			2024/2025	2025/2026	2026/2027
Animal welfare	Well mantained animals	R1 333 750.00	Provision of animal feed and medication	Provision of animal feed and medication	Provision of animal feed and medication
Improvement of facilities	Construction of storeroom and Office	R1.5 Million	Finalise Construction		
Libode Pound Surfaced Road	Improved Access to Libode Animal Pound Facility	R5 Million	Commencement of road Construction	Continuation of road construction	Continuation of road construction
Libode Pound Building	Well constructed animal pound facility	R 4 782 217,50	Commencement of Animal Pound Construction	Continuation construction	Continuation construction
Ngqeleni Pound Building	Well constructed animal pound facility	R 4 782 217,50	Commencement of Animal Pound Construction	Continuation construction	Continuation construction
Veterinary services	Provided services	R500 000.00	Project completion and handing over	Operation of the services	Operation of the services
AnimalPound transport	Purchased transport	2 Million	Operation of the services	Operation of the services	Operation of the services

FUTURE PLANS

PROJECT NAME	Estimated Budget	FY
Construction of Road to Libode Pound	R200 000.00	2025/2026
Extension of Ngqeleni Pound	R1000 000.00	2027/2028
Electronic System	R100 000.00	2025/2026
Capacity Building	R100 000.00	2025/2026

The Libode pound is not functional because of vandalism and theft by the community.

There is no access road at Libode
Lack of infrastructure like offices, storages, guardrooms and kraals
Lack of transport for day-to-day operations
Shortage of staff
Lack of a truck for the transportation of animals
Lack of strong security system
Lack of reliable veterinary services

MUNICIPAL CEMETERY MANAGEMENT

The mandate:

Provision of burial sites - of municipality cemeteries typically involves the management, operation, and maintenance of public burial grounds within a specific city or municipality. These cemeteries serve the community by providing a dignified and respectful space for the interment of deceased individuals. The municipality operates and manages two operational cemeteries with the total size of 3.2 hectors at Erf1 Ngqeleni town and 2.9 hectors at Erf 92 Libode
The Mandate:

Burial Services: a formal ceremony where a deceased person's body remains is placed in a grave.

Burial Services

Municipal Burial Provision

There are two provision:

Selling of plot to the families of a deceased
Grave digging and a plot

Maintenance and Upkeep:

Maintaining the physical condition of the cemetery, including landscaping, lawn care, tree and shrub maintenance, and the upkeep of pathways, roads, and signage.

Ensuring that headstones, monuments, and other memorials are properly maintained and kept in good condition.
Addressing issues like vandalism, weather damage, or wear over time

Record Keeping:

Maintaining accurate and up-to-date records of interments, grave locations, and ownership of burial plots.
Managing the cemetery's plot sales, ensuring proper documentation for the sale or transfer of burial rights.
Keeping track of any special requests, such as family plot arrangements or specific memorial wishes.

LEGISTLATIVE FRAMEWORK

Legislation	Objectives of the legislation	Summary
Constitution of the Republic of South Africa	To promote a safe and healthy environment	Under Schedule 5B of the Constitution, cemeteries, funeral parlours and crematoria fall under the jurisdiction of local government.
Cemetery bylaws	To provide for the procedures, methods and practices to regulate the burial and exhumation of dead bodies, the provision of grave plots and maintenance.	Nyandeni municipality seeks to ensure proper management of cemeteries and funeral undertakers within the area of jurisdiction of Nyandeni.

Work Schedules

Days	Time	Personnel
Mon-Fri	08h:00-16h:30	Supervisor Cemetery Assistants

Weekends and Public Holidays

Sat-Sun	08h:00-16h:30	Supervisor Cemetery Assistants

Operational Process

Generally burry South African citizens who has been certified dead by relevant authorities with legal documents. The hours for burial may take place only between 8h00 and 16H30.

Any person who want to utilise our cemeteries is obliged to follow the following steps:

Application for burial: a person intending to burry in our cemetery must complete and submit application with accompanying documents

Certified copy of ID of the deceased person

Certified copy of a death certificate of the deceased

Certified copy of the applicant

A proof of payment in the municipal account as per cemetery tariffs

Proof of resident.

Allocation of the gravesite:

Once the application has been approved, the cemetery supervisor accompanies the applicant to the gravesite for the allocation of the grave.

The cemetery supervisor will issue the grave tag with the number that corresponds with recorded in the burial register.





It depends to the applicant's choice to consider municipal services or his or her service in digging the grave under the close supervision of the cemetery supervisor.

The cemetery supervisor where necessary, take into account the customs of the deceased, and people responsible for the burial.

Size of the grave

The municipality provides the following grave size:

An adult grave must be 2200mm length, 900mm Width and 1800mm depth.

A child grave must be 1200mm length, 700mm Width, and depth less than 1500mm

Care of graves

The municipality is responsible for keeping cemeteries clean.

The cemetery personnel are responsible to remove all withered natural flowers, faded, and any receptacle placed on a grave.

Cemetery personnel is also responsible for alien plant removal, beautification, and maintenance of cemetery pathways.

Cemetery tariffs

Activities	Tariff 2024/2025	2025/26
Grave site for town dwellers	R540	R570
Grave site for people living Outside the town	R730	R760
Digging	R610	R640

Staff establishment

Position	Number	Filled	Vacant
Supervisor	02	02	0
Cemetery assistant	04	0	0

Operational Budget

Project	Actual Budget
Pauper burial	R40 000.00
Maintanance	R159 000.00

Challenges

Challenges	Root Cause	Recommendation
No access road leading to Libode cemetery.	Improper planning	Register the project to MIG
Lack of offices, guardrooms and storages (Libode)	Lack of budget	Make provision from equitable share
Shortage of burial space especially in Libode	Huge numbers of community members using our cemeteries.	To expand our cemeteries
Inadequate landscaping and beautification	Poor planning	Avail budget for beautification and landscaping
Inadequate Kraals	Lack of budget	Confirmation of budget with MIG

Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	2024/2025	2025/2026	2026/2027
Security improvement	Well established security	R7 M	Side walks and paving for both Cemeteries	Office space for cemeteries	Continuation of office space constrction

FREE BASIC AND POVERTY ALLEVIATION

Community Services is mandated to provide free basic services to people who are indigent. The main aim of the free basic services to indigent people is to improve their livelihood.

Free Basic Services is the government poverty eradication programmes, which seek to improve the livelihoods of the indigent people. Poverty Alleviation is the set of measures both economic and humanitarian that intended to permanently lift people out of poverty.

Objectives of Free Basic Services and Poverty Alleviation Unit

To ensure Municipality has a credible indigent register

To keep records of all qualified indigent people

Provision of free basic services to people in an indigent register

To promote budget synergy so be able to address matters of poverty.

To launch the initiatives that attempt to support the graduation of Indigent people into a sustainable economic development

LEGAL CONTEXT

It is then incumbent upon individual Municipalities to shape its provision based on the need analysis. In the financial year 2020/2021, the Municipality is planning to Pilot a number of provisions based on the needs assessment to individual households specifically to the findings. Pilot will be done from Ward 1 to Ward 32.

The Constitution of the Republic of South Africa Act (108) of 1996 highlights the right of all citizens to have access to basic level of services including Free Basic Services.

Constitution of RSA (Act 108 of 1996)

Municipal Systems Act (Act 32 of 2000

Municipal Structures Act (Act 117 of 1997 as amended)

Public Finance Management Act (Act 1 of 1999)

Municipal Finance Management Act (Act 1 of 2003)

Municipal Property Rates Act (Act 6 of 2004)

Intergovernmental Relations Framework Act (Act 13 of 2005)

Framework for a Municipal Indigent Policy

White Paper on Transforming of Public Service Delivery

Status Quo

The Municipality is offering the following services:

Eskom electricity coupons: The municipality provides a monthly electric coupon at an amount of R99.34 that produces 50Kw.
Alternative Energy: Municipality supports non-grid households with a two burner automatic gas stove and size 9 kg gas cylinder once off and a refilling of gases.

Isidima Poverty Alleviation Project Initiative (Isidima PAPI): The municipality has established this initiative project to assist and support the poor (indigent) people with the following:

Fencing: The municipality supports households with 30mx30m for food gardening.

Water Harvesting Project: The municipality has responsibility to provide 5000 litres water tank per indigent household, as a way of responding to water scarcity, the municipality has initiated a Water Harvest Project that provides guttering, water tank stand and 5000 litres water tank.

Two-Roomed Flat: This special provision provides a 45m² two-roomed flat, to most extremely cases, while the beneficiary is waiting for (RDP) Human Settlement approval.

Beneficiary Statistics

Project	Total Budget	Number of Beneficiaries	Ward	Time Frame
Eskom Electricity Coupons	R 1 554 425.40	960	All Wards	Monthly
Alternative Energy **SOCIAL RELIEF PROJECTS BUDGET R2.2 M**	R5 322 232	4864	All Wards	Once-Off
Is'dima		0	Five Wards	Annually
Fencing		0	All Wards	Once Off
Water Harvesting Projects		0	All Wards	Once-Off

FUTURE PROJECT PLANS

Project Name	Estimated Budget	FY
Improvement of the System	R 2 000 000.00	2025/2026
Tools of Trade	R960 000	2025/2026

Project prioritization plan

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
Indigent Mnagement System	Functional system	3m		2023/2024	2024/2025	2025/2026	2026/2027
				Integrating system to other sectors	Capturing and data analysis	Capturing and data analysis	Capturing and data analysis
TRAINING AND PUBLIC AWARENESSES	Trained system users and beneficiaries	1m		Training of Indigent Ward Steering Committee on FBS programme	Training and Procurement of working (laptops) for data collectors.	Awareness campaign and traininggs for all wards	Awareness campaign and traininggs for all wards
EPWP	Hire 64 for Data capturering	4.5 M			Hire 32 EPWP	Hire 32 EPWP	Hire 32 EPWP
Electricity Coupons of 50KW	2000 HH provided with electricity coupons	1.8m		2000 beneficiaries	2000 beneficiaries	2000 beneficiaries	2000 beneficiaries
Isidima porverty alevation project initiative	20x 2 roomed flat, Fencin, and Wate harvesting system with 2500lt tank delivered	6.6 M		Construction of 5 isidima house	Construction of 5 isidima house	Construction of 5 isidima house	Construction of 5 isidima house
Provision of Alternative Energy	Provision of alternative energy.	3.4m	420 beneficiaries	420 beneficiaries	420 beneficiaries	420 beneficiaries	420 beneficiaries

CHALLENGES

Challenges	Root Cause	Recommendation
Poor Network coverage	Improper planning	Make a provision of electronic digitized to operate offline
Lack of office space	Institutional	Provisioning of office space

PERSONNEL

FBS Officer x1
FBS Field Workers x3
FBS Assistant (EPWP) x5

Compliance matters

Each Ward has an Indigent Ward Steering Committee
Policy on indigent and Poverty Alleviation is reviewed annually
There is Electronic Indigent Register under development for ensuring credibility

In the municipal pound register and has not been claimed over a period of 3 months.
Have been publicised by the municipality and their owners have not been found.

ENVIRONMENTAL MANAGEMENT

The Mandate of the Municipality:
Is to control the environmental impact
To mitigate adverse impacts on various environmental components
Protect environmental resources where possible

Strategic objectives

Environmental strategic objectives are long-term goals that the Municipality set to ensure their operations and policies contribute positively to environmental sustainability. These objectives are aligned with environmental control, the efficient use of resources, and the minimization of negative impacts on ecosystems.

Objectives are designed within the milieu of Municipal government objectives as set out in section 152(1) of the Constitution referring to the objective “To promote a safe and healthy environment” including the Principles of the National Environmental Management Act (NEMA) and the Bill of Rights as stated in the Constitution.

Effective management of the interdependencies between ecosystem health, social equity and economic growth will further require a significant change in current governance practices, in adopting an integrated and co-operative environmental management approach to governance that includes an accurate valuation of environmental goods and services.

Government’s commitment to long-term sustainable development is achieved, when explicit recognition is given in its policy-making processes that its economic systems are essentially products of and dependent on social systems, which in turn are products or, and dependent on, natural systems.

Environmental management is “a purposeful activity with the goal to maintain and improve the state of an environmental resource affected by human activities.

Environmental Management can be defined as “the management of the interaction and impact of human activities on the natural environment”.

Environmental management further aims to ensure that ecosystem services and biodiversity are protected and maintained for equitable use by future human generations, and also, maintain ecosystem integrity as an end in itself by taking into consideration ethical, economic, and scientific (ecological) variables. Environmental management tries to identify the factors that have a stake in the conflicts that may rise between meeting the needs and protecting the environment.

The Nyandeni Local Municipality has established environmental unit with one Environmental Office, a legal obligation to ensure a safe; cleaner and healthier environment within a context of sustainable development in matters of environmental management and governance. It is of vital importance that the environmental matters must find an expression in to the Integrated Development Plan (IDP).

Therefore, the municipality has a Constitutional mandate to develop a mechanism that will encompasses the following –
(a) Waste Management
b) Environmental quality, protection and promotion of environmental management
c) Biodiversity, Conservation and Coastal Zone Management; and
d) Assisting and collaborating to services rendered by wildlife services and parastatal.
(e) Climate change adaptation strategies.

(f) Environmental Impact Management (EIA process).
(g) Environmental Compliance and Enforcement.

KEY PERFORMANCE AREAS

- Environmental Education and Awareness Raising
- Climate Change
- Waste Management
- Integrated Coastal Management
- Biodiversity Management
- Air Quality Management
- Environmental Enforcement
- Land care management
- Environmental Impact Management (EIA)

CLIMATE CHANGE

Climate Change refers to the long-term shift patterns. It may involve a change in the average weather patterns e.g. (more or less rainfall) or in the frequency and/ or intensity of events (e.g. more or few storms). Climate change can be caused by natural causes, such as volcanic eruptions, or human causes, such as greenhouse gas emissions from the burning of petrol. Global warming, which is the general increase in temperatures caused by human- related greenhouse gas emissions, is one type of climate change.

Climate change impacts are the consequences of climate change on human or natural system. For example, less rain in an area as a result drought, crop failure, famine, or more or frequent surge storms, as results floods, erosion, and destruction of infrastructure, bridges and houses and loss of lives.

Currently we have developed terms of references for the climate change so to be prepared to establish the climate adaptation policy.

Status quo

The Nyandeni economy is dependent on primary sectors such as agriculture and Tourism. The relationship of such industrial opportunities, with climate-dependent resources, needs to be considered and integrated in development planning, as the resources define the production possibilities for the economy as a whole. As the municipality, we do not have climate change plan that cuts across all sectors to give effect to integrated climate change risks and opportunities identification to influence municipal planning.

The climate conditions of Nyandeni the Coastal area is receiving a lot of rain during summer and a lot of road infrastructure gets damaged easily from storm surges and flooding, in particular the low lying bridges and river crossings. On the northern side of Nyandeni area, its inland, during winter there is a long dry season that leads to droughts and veld fires eventually affecting directly the farming practices. During the summer the Northern part faces climatic conditions with heavy storms with tornadoes leading to disastrous situations which damages infrastructure (electric lines and housing roofs)

More effort is needed to have a strategy or plan and integration of this into priority objectives of the IDP and sector Plans.

Challenges

Weaknesses and Threats	Root cause	Recommendation
Lack of strategy for responding to climate change issues	Poor Institutional arrangements for climate change programme to be enrolled	Establishment of climate change and risk management committee and budget allocation for the function.
Lack of consultations, capacity building, and integration on climate change as a cut across phenomenon.	Lack of integration and capacity building on the phenomenon of climate change	Have a committee for climate change Prioritize climate change response activities as performance areas across all service delivery and planning departments
High carbon footprint	Environmentally unfriendly practices: High Energy usage, Too much usage of paper for administrative functions, improper housekeeping and poor archiving systems.	Commitment on energy efficiency. Have systems that using less paper by investing on electronic systems. Have electronic archives and improve on housekeeping.

Climate change mitigation refers to “human intervention to reduce the sources or enhance the sinks of greenhouse gases” (IPCC, 2014). Primary interventions to mitigate climate change include technological and behavioural changes that reduce reliance on fossil fuels and CO2 emissions, which support achieving South Africa’s Nationally Determined Contributions (NDCs). However, responses to climate change, such as large-scale tree planting or renewable energy projects, may have a positive impact on biodiversity in the Nyandeni LM

DESIRED PROJECTS/ OPPORTUNITIES

Develop Climate Change response strategy
Climate change response vision and strategy workshop.
Continuous awareness to the society -
Introduction of systems on reducing of carbon foot print such.
Administration with paper less approach.
Strengthen usage of virtual meetings
Strengthening of Archiving system within the institution.
Usage of energy efficient electric system and appliances.
Surfacing of roads to minimize dust pollution
Planting of indigenous trees along the town streets and donate trees to well-paying rate payers to curb to reduce green-house gases.

AIR QUALITY MANAGEMENT

In terms of Section 155(6)(a) and (7) of the Constitution, air pollution is regarded as a local government matter and therefore it has to be managed by municipalities. Air quality management in South Africa has undergone drastic changes since the implementation of the National Environmental: Air Quality Act (Act 39 of 2004). The new Act shifts the emphasis from point-source control to proactively protecting the receiving environment. In keeping with the new approach, it is a legal requirement that Municipalities must compile and implement air quality management plans (AQMPs) as part of their Integrated Development Plans (IDPs.

Status quo

Lack of air quality management infrastructure and a shortage of experienced, qualified staff to develop, implement and maintain air quality management plans is still the main challenge across the South Africa; Nyandeni Local Municipality is not an exception to those challenges.

There are few point sources of air quality pollution at Nyandeni as the area is not industrious at all. Main economic activities are administration and agriculture at a non-commercial level.

The point sources of pollution are quarry mines, at very small scale and brick making individuals along Corana River.

Non point sources of air pollution are veld fires during the winter and autumn seasons; Dusty streets to far rural areas are contributing a lot to dust pollution. There is no designated Waste Officer yet.

Challenges

Challenges/ Weaknesses	Root-Cause	Recommendation
Nonexistence of Air Quality Management Plan	Poor institutional arrangements	Funding allocation for Air Quality Management Plan
Nonexistence of air quality management programme and projects	Technical Air Quality Management Planning capacity is lacking amongst officers present, which triggers training needs.	Training and capacity building needed.
Non Compliance with National Environmental Management Air Quality Act NEMAQA	Lack of capacity on requirements of NEMAQA	Appointment and designation of air quality officer at middle to senior management position
No data capturing and data modelling and reporting on air quality pollution variables in the atmosphere.	Lack of infrastructure for data capturing, modelling and monitoring such as Air Quality Monitoring Station.	Integrated Planning for Air Quality Monitoring Stations to be prioritized as district air quality projects.

Air quality management capacity represents specific technically skilled human resources, a dedicated infrastructure as well as adequate financial resources to manage air quality properly.

Desired Projects/ Opportunities

Designation of Air Quality Management Office at middle to senior management position no budget is required for designation.
Appointment of Air Quality Management Officer at officer level budget is required.
Develop Air Quality Management Plan budget is required.
Develop a chapter on air quality to be reflected on IDP no budget is required

COASTAL MANAGEMENT

The Integrated Coastal Management Act assigns mandate in schedule 5b for local government to be a custodian of coastal resources, beaches and amusement facilities.

Status quo

Nyandeni Local Municipality Wild Coast stretches over 20km of its wild coast with 6 active beaches Mthatha Mouth, Mdumbi, Mngcibe and Hluleka, Presley Bay, Lwandile. Nyandeni Coast is of biodiversity value; it has scenic beauty with beautiful natural landscape. The Mthatha Mouth area identified as a Special Economic Zone, furthermore with Mthatha Mouth proposed as a new small town and Mdumbi as a green destination by the department of Economic Development Environmental Affairs and Tourism.

The proposed Wild Coast Meander route relates to tourism destinations and provides links between tourism nodes and main mobility routes. Nyandeni forms part of the Integrated Wild Coast Development Plan and the Wild Coast Special Economic Zones.

Within the development Corridor stretching along R61 from Mthatha to Ntlaza with a potential to be developed as development corridor with a higher intensity of land use alongside it due to the proximity of three nodal elements of Ntlaza Junction, Libode and Mthatha (N2 Toll Road)

Available natural resources to complement the proposed infrastructure include natural indigenous forests, rocky hills, thatching grass, and rivers and estuaries.

The coast of Nyandeni has got a very high potential of economic development through eco-tourism.

ACTIVITIES TAKING PLACE AT COASTAL MANAGEMENT

Coastal Cleanup Campaign
Identification of Wetlands
Two boat launch Centers
Coastal crime Prevention Awareness

Coastal Committee

Coastal Committee is organized by the District Municipality and Nyandeni LM is participating in the Coastal Committee.

Challenges

Challenges/ Weaknesses	Root-cause	Recommendations
Lack of Compliance with Integrated Coastal Management Act ICM Act	Lack of infrastructure to augment access to coastal assets as required by the ICM Act Lack of regulation of activities on our beaches	Construct beach amenities and walking decks, roads and parking's to coastal assets. Install notice boards regulating activities on the Nyandeni Coast.
Poor Development Planning Along the Coast	Lack of Coastal Management Plan and integration of Sector Plan into SDF	Regulate in our SDF activities or development that should be done in coast in compliance with plans and acts. Integrate all relevant spatial plans: National and Provincial ones into our SDF.
Poor Roads to coastal destinations	Rugged and sloppy terrain that is easily eroded after regular heavy storms.	Regular Maintenance of roads to coastal destination. Improve cooperation with provincial department of roads for considerations of tar surfacing.
Labsence of dedicated person		

Opportunity programmes for Coastal Management

Awareness programmes on coastal management and environmental sensitivity
Working for the coast programmes with activities of awareness waste picking and collection.
Lifeguards programme on Nyandeni beaches.
EC - WFTC IP Nyandeni Coastal Facilities development.

ENVIRONMENTAL IMPACT ASSESSMENT (EIA) PROCESS

NEMA Chapter 5 stipulate about the Integrated Environmental Management. The Integrated Environmental Management can be achieved through utilization of Integrated Environmental Management Tools. Environmental Impact Assessment EIA is one of those tools. EIA is the administrative or regulatory process by which the environmental impact of a proposed project, the development or extension to an existing project or development is determined. E.g. Construction of Landfill site, Garages, hosing schemes, bridges and their extensions.

As a tool, EIAs are intended to facilitate informed and environmentally sound decision-making.
The NLM is currently complying with requirements of EIA when undertaking development

Challenges

Challenges/ weaknesses	Root-cause	Recommendations
Lack of integration on development Planning of projects	Lack of -involvement and integration of environmental unit from planning stages of projects.	Clear lines of communication and for project planning must be developed.
Unlawful commencement of Activities or project without compliance with EIA requirements that could lead to S24G of NEMA	Poor integrated planning and lack of collaboration internally. Lapsing of Environmental Authorizations	All spatial development projects must be represented before the environmental unit for screening for EIA requirements. A Dash-board of all Environmentally Authorized Projects must be developed.
Non Compliance with Environmental Authorization conditions that could result to S24G of NEMA	Lack of Follow-up and audits after obtaining an Environmental Authorization	In major construction projects, Independent Control Environmental Officers must be appointed. Internal Environmental Unit and Engineers have an obligation to monitor compliance in all projects.

Opportunities and programmes

Environmental Management unit must be involved all projects to advise the municipality and to improve the integrated planning Dashboard developed for registering all project that are requiring EIA process and the projects that have obtained Environmental Authorizations.

Environmental Audit and follow up process after authorization must be done to avoid lapsing of Environmental Authorization and section 24G of NEMA.

All major projects must be appointed ECO on site. ECO appointments must be budgeted on projects.

LIST OF PROJECTS REQUIRING ENVIRONMENTAL IMPACT ASSESSMENT

BIODIVERSITY MANAGEMENT

The National Environmental Management Biodiversity Act 10 of 2004 and regulations to provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act, 1998; the protection of species and ecosystems that warrant national protection; the sustainable use of indigenous biological resources; Biodiversity Management function is a concurrent function in all spheres of governance as per schedule 4 of the Constitution of the Republic. Healthy ecosystems are recognized to underpin the 17 SDGs, by preventing climate catastrophe and mass extinction.

Biological diversity, often shortened to 'biodiversity', is the variety of life on earth. It takes into account the differences in structure, function, and genetic make-up between living organisms and the ecological complexes in which they occur (Wilson, 1988). This variability occurs at the genetic, species and ecosystem levels (Gaston and Spicer, 1998). Biodiversity is important in assessing the state of the environment, because:

Vegetation and environmental sensitivity

Status quo

Along the steep slopes of the periphery of Nyandeni Local Municipality, there is mainly Thicket (30.4%) with the exception of the coastal line where there is Coastal Bushveld and Grasslands (5.32%). The interior comprises mainly of the Eastern Thorn Bushveld (33.45%) with Moist Upland Grassland (28.12%) in the northern interior and approximately 30.40% being Valley Thicket.

Overview of the vegetation within Nyandeni Local Municipal area Vegetation type Area (Ha) % of the total Area Afromontane Forest 4.127.37 1.67% Coastal Bushveld/Grassland 13.124.46 5.32% Coastal Forest 2.475.55 1.00% Coastal Grassland 92.43 0.04% Dune Thicket 0.71 0.00% Eastern Thorn Bushveld 82.523.02 33.45% Moist Upland Grassland 69. 369.32 28.12% Valley Thicket 74.999.90 30.40%

Nyandeni has a huge potential for tourism along the 20km coastal belt which stretches from Mthatha Estuary in the south west to Mnenu Estuary in the north east. This high tourism potential area is very important for eco – tourism destination. The area already has a number of forests, areas designated for nature conservation, estuaries, wildlife etc. **Hluleka Game Reserve** as Protected Area, remains an area with high tourism potential and can be used to anchor tourism development especially if a cross – boundary nature reserve could be established between Nyandeni, Mhlontlo and Ngquza Hill Local Municipalities. The municipality would have to ensure that a good balance is managed between up scaling these areas with tourism potential into viable commercial tourism ventures and the environmental sensitive and marine protected areas. Rarely the municipal area provides access to coastal dune forests, which are rapidly being eroded by residential and commercial agricultural development in other areas. This group of vegetation is crucial due to its high species diversity, which may be home to medicinally useful plants, aesthetics, soil binding and soil erosion prevention characteristics. These types of vegetation also tend to be habitat for wildlife and serve a very important purpose of tourism and education.

Included in the state of the municipal environment are its wetlands. There are two types of wetlands found within Nyandeni municipal area. These are Coastal Wetlands that are influenced by tides that contains water that shows appreciable salinity and there are Inland Wetlands including fresh water areas; these can be likened to a basin which is filled with soil that has impervious layer such that it retains water. Wetlands are an important part of the environment and thus key for long term development planning. They offer a multitude of advantages to the environment viz; (a) replenishes ground water levels, (b) controlling stream flow velocity thus flood control, (c) provide grazing land for livestock and wildlife, (d) serve as wildlife habitat and above all (e) provide fresh water.

Biodiversity Protected areas within Nyandeni.

ACTIVITIES ON BIODIVERSITY

Wetlands Identification
Wetlands Awareness Campaigns

Challenges

The Hluleka Nature Reserves is having a challenge of access due to a bridge that collapsed.
The Hluleka Beach does not have ablution facilities

Place	Status of Protection
Hluleka Nature Reserve	Provincial Protected Area as Per National Environmental Management Protected Areas Act 57 of 2003 (NEMPA).
Hluleka Marine Protected Area	National Marine Protected Area.
Ntlangano Conservancy Area	Proposed to be protected as a community Conservancy Area. Not yet proclaimed.

In Nyandeni Local Municipality the majority of land area is covered in unimproved grassland, this is a total of 50% of the total area. Cultivated: temporary - semi-commercial/subsistence dry land covers 17.6% of the total area in the Nyandeni Local Municipality, while 11.9% is degraded: unimproved grassland.

Alien Plants Invasion

Alien invasive plants pose one of the biggest and most problematic threats to the environment of Nyandeni. Not only may their effects be latent and sometimes difficult to detect and assess in extent, but they may just as easily be explosive and overwhelming. Similarly, new areas have been invaded that were previously considered “clean” and safe from immediate threat. Within the Nyandeni coastal terrain there is a high invasion currently at a tough and challenging pivot point as alien species are arriving and reproducing at an alarming and increased rate, the invasion of alien grasses has dramatically increased the frequency and intensity of fires in dry forests, a combination of natural and man-made factors (such as floods and inappropriate land use practices). The municipality has received funding from DEDEAT for Removal of Alien Invasive Plant project in 2016/2017 financial years.

The project on removal of Alien Invasive Plants is continuously implemented in Nyandeni town, along R61 and within the streets of the town through EPWP projects.

Currently Nyandeni LM have two parks, the eco-park and mini park. Eco-park is operational and used for recreational purposes by anyone who want to use it and there are cost implications attached. The Libode Eco-park is landscaped by indigenous plant and it uses solar energy for lights within the park. Plant residues are used for generating bio-gas used for cooking stoves. The municipality is planning to develop mini parks in illegal dumping areas (as rehabilitation strategy) and in areas identified as a suitable area to develop mini parks for both towns of Nyandeni.

Challenges

Challenge/ Weaknesses	Root-cause	Recommendation
Lack of Spatial Planning and integration of biodiversity management requirements and Enforcement.	Nonexistence of local Biodiversity Management Plan. Illegal Hunting and smuggling of protected plants	Development of Local Biodiversity Management Plan. Strengthen relations with District and Provincial government on Awareness and Enforcement
Alien Plan Invasion	Land degradation due to lack of control of alien plants, Overgrazing and poor management of land.	
Deforestation of Coastal Forests	Demand of land for human settlement along the coast	Awareness to traditional leaders about the sensitivity of coastal forests and need the need to conserve and regulate.
Illegal development in the rural areas along the coast within 1km from the high-water mark as per the Integrated Coastal Management Act 24 of 2008.	Demand of land along the coast	Integration of Integrated Coastal Management Act guiding special plans into our SDF and assist the other spheres in the enforcement processes.

Opportunity Projects

Establish Ngqeleni Mini Eco Park by DFFE R5 000 000.00 by 2022/2023
Benefits to Nature and People Project (planting fruit trees in schools and indigenous trees in our towns) by 2022/2023.
Develop Biodiversity Management Plan by 2024/ 2025.
Ntlangano Community Conservancy by 2022/2023.
Maintenance and extension of Parks (Libode Eco Park and mini parks) by 2023/2024
Beautification and Landscaping of our town by 2023/2024.

ENVIRONMENTAL MONITORING AND ENFORCEMENT

The primary arrangements for compliance monitoring and enforcement of environmental legislation such as the Waste Act are provided by an amendment to the National Environmental Management Act, 107 of 1998 (NEMA), which came into effect on 1 May 2005. Chapter 7 of NEMA provides for Environmental Management Inspectors (EMIs) to be designated by the Minister and MECs.

Since EMIs are situated at all three levels of government, the Department has drawn up a guideline to assist in the determination of the compliance monitoring and enforcement roles and responsibilities as set out in the Act.
In relation to compliance and enforcement activities relating to licensing of waste management activities (section 43), the following is the general principle:

The national department has jurisdiction with respect to hazardous waste facilities.
The provincial departments have jurisdiction with respect to general waste facilities.

Local EMIs will work in conjunction with provincial and national EMIs to execute compliance activities in respect to waste management licenses (reacting to complaints and conducting routine inspections). In accordance with the principal that an institution cannot police itself, local EMIs are not expected to monitor the municipalities' compliance.

The current situation at Nyandeni is that there is no Environmental Management Inspectorate
.
Integrated Waste Management By-Laws have been developed and have undergone all required procedure i.e. public consultation process, approval by council, and review and approval by the Chief Magistrate and NPA.

Challenges

Challenges	Root-cause	Recommendations
Lack of enforcement of laws and by-laws	Lack of officers with capacity to do environmental monitoring and enforcement	Training of officials to have capacity to enforce (EMI). Develop Profoma records for enforcement.

Opportunity Projects

Appointment of enforcement officers for enforcement by 2024/2025
Training on Environmental Management Inspectorate (EMI) by 2022/2023
Development of records for administrative enforcement by 2022/2023

SPORT FIELD

The sport fields are residing under Community Services Directorate maintenance and in both towns of the Municipality. We are responsible to manage and maintain these facilities within the available budget. We also manage client services, access control, handle the reservations and ensure the execution of the Council's Policy on facilities.

Sport is any physical form of activity aimed at improving health in which both teams and individuals compete against each other.

Libode Sport field is a municipal facility that was built in 2017 and currently on the process of being handed over or officially opened for use to the community, public and the municipality after completion. The municipality is in the process of building new stadium on this financial in the next financial year that is located at Ngqeleni. The sport ground entails different types of sport activities or grounds such as netball, soccer field, volley ball and gymnasium for exercising.

ACTIVITIES FOR SPORTFIELD

Athletics and sport field activities
School and community athletics/sport activities

PERSONNEL

Position	Number	Filled	Vacant Post
Supervisor	01	01	00
Sport field Caretaker	01	01	00
EPWP	02	02	00

Challenges

Challenge/ Weaknesses	Root-cause	Recommendation
Absence of electric energy supply	Sport field facility not connected to Eskom grid	Funds should be allocated for electrification of sport field facility
No portable water	Installed tanks have no brass taps due to theft. There running water was closed due to vandalism	Provision of security personnel for the facility. Installation of new brass taps and reconnection of running water.
Poor conditions of the facility	Poor conditions of the pitch, shortage of stand for fans, shortage driveway for disabled	Have a project to enhance the sport field conditions: driveway for disabled; improve the pitch, uprooting of alien vegetation.
Vandalism and theft	Poor security controls	Employ security guards for night shift

Opportunity projects

Employment of Security Personnel for night shift.
Develop grandstand cover for protecting the spectators from the sunrays and rainfall.
Develop a running track
Rehabilitation of the pitch
Installation of sprinklers
Removal of alien plants
Fixing of damaged equipment within the facility

ECO PARK

Introduction

The Libode Eco Park is a facility under the Nyandeni Local Municipality that renders services to the community and all surrounding areas. It functions under the rules and regulations of the municipality whereby all functions and events that take place are first to go through the internal administration. Eco park is short for Ecological park where it is mostly situated in the interior of the population intended for lawns, gardens, play areas and indigenous trees serving as a place of leisure and recreation for citizens of surrounding areas.

The Libode Eco park was established in 2015, it started to function in the 2016/2017 financial year. As you enter the park you will find structures that are for employees responsible for the park, plants and trees that are indigenous, a playground for tennis and netball, a podium, a kiddies play area with swings and seesaws as well as a viewing deck.

Open spaces are free bare areas in and around the towns that are mostly protected and preserved by beautifying and keeping them clean. Most spaces are beautified as a way of decreasing illegal dumps in our towns and outside them. It has become a new norm to look out for open spaces that can be turned to areas for relaxation and new development through using plants and waste that can be reused again to make something unique.

This document will talk on future plans of parks, mini parks and open spaces. It will dwell on its future plans. operations.

Status quo

The Libode Eco park is situated in the interior of the town, not far from the town entrance or the central of the town. The Libode Eco Park has the following features indigenous, plants and trees mostly x*erophytes* plants that needs less water to grow, a playground for tennis and netball, a podium, a kiddies play area with swings and seesaws as well as a viewing deck. The park has been operational from the financial year 2016/2017 until now. Libode Eco Park is one of the facilities that are responsible for revenue generation for the municipality.

The most common activities that take place and are photoshoots, birthday parties, walk-ins, picnics, educational tours and braais. The most common activity that is usually booked for is photoshoot.

In Libode, we have a mini park that is functional in good condition however vandalism and theft due to absence of security keeps on happening. In Ngqeleni, all process to start the construction of an Eco park have been put to place and by the year DFFE committed to commence with the project in 2022.2023.
There are open spaces that are beautified within Libode and Ngqeleni. Open spaces are beautified to curb illegal dumping and to improve the aesthetic beauty of the town are mostly done for attraction and beautifying the towns spaces seen as useless to some. In beautifying

theses spaces, we try to make sure that they are friendly for people that would like to sit in and take pictures. We have quite a few beautified spaces; we have 2 in Ngqeleni and 3 in Libode with the hope of adding more. Most spaces are beautified as a way of decreasing illegal dumps in our towns and outside them. The beautification of the town is an ongoing programme, both entrances of Libode and Ngqeleni are beautified and are still maintained.

The Eco Park is regulated by the Parks and Beautification By Law. The objectives of this by-law are to: (a) protect and preserve parks for the benefit of the public; (b)regulate proper use and enjoyment of parks by members of the public; and (c) standardize the fees prescribed for the reservation of parks for private events and functions.

The facility is functional and It has a total number of Four employees, one supervisor and three general workers. The park opens from Monday to Friday (08h00- 16h30), weekends are opened on adhoc basis when bookings are done for particular Saturday or Sunday.

PERSONNEL

Position	Number	Filled	Vacant Post
Supervisor	01	01	00
General Workers	03	03	00
EPWP	01	01	00

Challenges

Challenges/ Weaknesses	Root-cause	Recommendation
Damaged viewing deck, Concrete Pitch, lights and fencing.	Poor maintenance plan	Develop Maintenance Plan for the Eco Parks
Theft and vandalism	Poor security measures	Allocate security for night shift
Regular damage to the fence	Speeding cars	Place big rock boulders and install mini humps next to Eco park
Lack of office space	Poor planning	Develop or purchase prefab
Little revenue for Eco Park	Lack of marketing and strenuous processes to be followed to enter the park.	Install signage and rules board for eco parks. Innovate new systems for easy payment and authorization to enter Eco parks.

Desired Projects

Maintenance of the open fencing
Extension of Eco park land
reinstallation of electricity box in the office
Provision of prefab for office space.
Maintenance of Viewing Deck.
Beautification and mini park establishment at Libode transport hub

KEY ENVIRONMENTAL MANAGEMENT PROJECTS

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Climate Change response strategy	Climate change resilient communities	R500 000.00	-Continuos Awareness sessions on Climate Change.	-Planting of indigenous trees on streets. -Introduce Administration with less paper usage	-Integration of risks and projects to othe departments KPA. - Development of Climate Change Plan.	-Introduce Energy Efficiency projects	Implementation of Climate Change Rsponse Strategy projects.
Air Quality Management Plan	Controlling sources of pollution.	R500 000.00		- Develop a chapter on air quality to be reflected on IDP no budget is required. - Designation of Air Quality Management Officer at middle to senior management position no budget is required for designation.		-Continous Awareness on Air Quality Management. -Develop Air Quality Management Plan	Implementation of Air Quality Management Projects
COASTAL MANAGEMENT	Integrated Coastal management and planning.		Regulate in our SDF activities or development that should be done in coast in compliance with plans and acts. Integrate all relevant spatial plans: National and Provincial ones into our SDF.	Contnous awareness programmes on coastal management and environmental sensitivity. EC - WFTC IP Nyandeni Coastal Facilities development.	Contnous awareness programmes on coastal management and environmental sensitivity. EC - WFTC IP Nyandeni Coastal Facilities development	Signage on Coastal Beaches.	
Implementation of Integrated Environmental Tools (EIA)	Environ,ental Quality Management		Dashboard developed for registering all project that are requiring EIA process. improve the integrated planning		Integration of projects for screening for EIA.		
Biodiversity Management		R500000.00	-Establish Ngqeleni Mini Eco Park	-	-Maintenance and extension of Parks (Libode Eco Park and mini parks)	-Beautification and Landscaping of our town	-Develop Biodiversity Management Plan. -Ntlangano Community Conservancy



Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Climate Change response strategy	Climate change resilient communities	R500 000.00	-Continuos Awareness sessions on Climate Change.	-Planting of indigenous trees on streets. -Introduce Administration with less paper usage	-Integration of risks and projects to othe departments KPA. - Development of Climate Change Plan.	-Introduce Energy Efficiency projects	Implementation of Climate Change Rsponse Strategy projects.
Environmental Monitoring And Enforcement	Improve compliance with our legislative framework and plans.		Training on Environmental Management Inspectorate (EMI)	Development of records for administrative enforcement	Appointment of additional enforcement officers with Environmental background.		
Sport field Management			Provision of security personnel for the facility. Installation of new brass taps and reconnection of running water	b	Provision of security personnel for the facility.		
Parks Management				Maintenance for Eco park fencing	Develop Parks Maintenace Plan	Improving marketing Strategy of our parks	Extention of Libode Ecopar and rehabilitation of viewing deck.



PESTEL ANALYSIS FOR COMMUNITY SERVICES PROGRAMMES					
P	**E**	**S**	**T**	**E**	**L**
ECDCs					
T- Community disputes S- By-in of the Program	T- Escalating Prizes and overcharging of Bidders. S-Sufficient Equitable budget. T- None-payment of Labours by Service providers.	S- Project Steering Committees. S-Integration with sector department		T- Climate Change heavy storms. S-Enough Space for food gardening.	S- ECDC Policy W- Lack of enforcement of SLA conditions for poor performance of Service Providers.
FBS					
T- Community disputes S- By-in of the Program	T- Escalating prizes and over-charging of Bidders. S- there is budget on equitable share. W- Insufficient Budget.	S-Indigent Ward Steering Committees. O- Awareness on FBS policy and services.	T- Poor Network and Lack of capacity in running the system. S- Electronic Indigent Management System. O-consideration of Solar energy.	W- Rugged terrain with inaccessible households.	W- Lack of FBS By-Law. S-Indigent Policy.
LIBRARY					
P	**E**	**S**	**T**	**E**	**L**
T-Community unrest. S- By-in of the programme.	W- Insufficient budget. O- Grant from DSRAC O-Source Funding.	T-Vandalism of assets S- Marketing and Advocacy of Library services.	T- Load-shedding and Poor network access. S- Wi-Fi Installation in all libraries.	T- Climate Change heavy storms.	S-Library Policy and By-law.
WASTE MANAGEMENT					
T-Community Unrests. S- By-in of the programs	W- insufficient budget on Equitable share S – Recycling programs.	T- Illegal dumping. S – Awareness campaigns.	T – S – Reporting on SAWIC.	T – Climate Change. S – Complying with	T – S – By-laws
DLTC AND RA					
P	**E**	**S**	**T**	**E**	**L**
T- Service delivery Protest S. Political By-in	**O**- Opening Vehicle Testing Centre **O**- Upgrading of testing center to Grade A **W.** Cash lapping	**S**. Provincial ENATIS user group. **W.** Poor allocation of site **T.** Poor Access control	**T**. Bad network, and load shedding. **O.** Oral testing **O.** Quick turn around time **W.** Limited space	**W.** Unsuitable site for public safety **O.** Allocation or relocation of Public Safety site (Vacant space)	**W.** No Policy and By-Laws in place **O.** Acts, Procedure manual from National and Provincial. **T.**
P	**E**	**S**	**T**	**E**	**L**
TRAFFIC SERVICES					
T. Community unrest	**O-** Vehicle Pound Centre **O.** Ticket collection Bus **W**. Poor Road markings	**S**. Arrive Alive campaigns **S.** Road safety and School awareness campaigns **O.** Transport Forum W.	**S.** use of speed cameras. W. Lack of digitalization innovations	**T.** Prolonged extreme Weather conditions	**S.** Fire arm Policy
LAW ENFORCEMENT					
P	E	S	T	E	L
T. Community unrest	W. Poor Road markings	**S,** Joint operation **O.** Community Safety Forum	W. Lack of digitalization innovations	**T.** Prolonged extreme Weather conditions	**S.** Fire arm Policy

		O. Transport Forum			
PROTECTION SERVICES					
P	E	**S**	T	E	L
T. Community and Service delivery protest	W. Lack of tools of trade	**W.** High rate of crime W. Poor access control S. Capacitation initiatives for Personnel	O. New technological security systems	**W.** Poor fencing of Municipal Buildings	**S.** Security Management Plan **S.** Security Policy
ECO PARK					
P	E	S	T	E	L
S. Council buy in	**S**. Tourists attraction **S**. revenue generation **O**. Sourcing of funds for Ngqeleni Eco Park.	**S**. Public accessible **T**. Theft and vandalism **O**. Security personnel.	**S**. Advertisement on digital platforms. **O**. Advertisement on public LED digital screens.	**S**. Solar powered lights **S**. Greening and conservation of indigenous plants.	**S**. Policy in place
SPORTS FIELDS					
P	E	S	T	E	L
	O. Enhancement of revenue.	**S**. Two sports field facilities. S. Hosting of community events. **T**. Theft and vandalism T. The is a conflict of interest among local teams. O. Strengthening of local sport council in order to address all the issues.	**S**. Installed high mast lights **O**. Installation of recording cameras and Virtual Assist Referee equipment.	**S**. Environmental friendly	**S**. Policy in place
HIV/AIDS					
P	E	S	T	E	L
		S. There is an existing local Aids council which assist in integration of services S. Establishment and support of support groups. W. Nonexistence of ward AIDS councils			S. There is an existing HIV policy.
TRANSPORT HUB					
P	E	S	T	E	L
	S. Contribution to local economy T. Taxi violence	S. Local transport forum O. Access to build transport hub stalls			W. Lack of transport hub policy
LANDFILL SITE					
P	E	S	T	E	L
S. Political buy-in	W. Shortage of budget	S. Established unit	S. Technologically advanced	S. Landfill site compliance	S. Operational plan and licensed Landfill

	S. Empowerment of Recyclers O. Recycling Buyback centers establishment	S. Recycling facilities available W. Shortage on personnel O. Temporally employment of operators	W. Shortage of plant		
ENVIRONMENTAL MANAGEMENT					
P	E	S	T	E	L
S. Political buy-in	W. Insufficient budget	S. Participation in forums	S. Weather station	S. Available natural environment T. floods, veld-fires, tornados, coastal erosion O. Climate strategy and disaster risk management strategy	S. Designated waste officer W. Ungazetted by-laws

KPA 3: FINANCIAL PLANNING AND BUDGET

MANDATE OF FINANCIAL VIABILITY AND MANAGEMENT

The objective of the Financial Viability and Management is to secure sound and sustainable management of the financial affairs of the municipality and to comply with the accounting norms and standards.

National Treasury Municipal revenue budget and expenditure review of 2024 expressly states that "municipal councils, mayors and municipal managers are responsible for ensuring that available revenues are collected, that resources are allocated appropriately, and that procurement and service delivery processes are economical, efficient, effective and equitable".

Financial Policies

Adoption process

The following financial policies were reviewed and adopted by Council as a draft on the 27th March 2025.

Sector Plan	Detail
Budget Management Policy And IDP Policy	This policy sets out the budgeting principles, which Nyandeni Local Municipality will follow in preparing each annual budget, as well as the Integrated Development Planning process through which the municipality will prepare a strategic development plan, for a five-year period.
Virement Policy	This policy aims to provide guidelines to senior management in the use of virements as a mechanism in their day-to-day management of their budgets and to allow flexibility in the use of budgeted funds to enable management to act on occasions such as disasters, unforeseen expenditure or savings, etc. as they arise to accelerate service delivery in a financially responsible manner.
Property Rates Policy	To ensure that property rating in Nyandeni Municipality is carried out in a fair, consistent, considerate and controlled manner, this rate policy is developed in accordance with the provisions of the Local Government: Municipal Property Rates Act, (Act 6 of 2004).
Supply Chain Management Policy	Ensure Supply Chain Management Policy that is fair, equitable, transparent, competitive and cost effective; (c) complies with (I) the Regulations; and (ii) any minimum norm and standards that may be prescribed in terms of section 168 of the Act; (d) is consistent with other applicable legislation;
Asset Management Policy	This document is provided to assist management and employees of Nyandeni Municipality to implement and maintain consistent, effective and efficient asset management principles. The objective of this document is aimed at: • Safeguarding the assets of the Nyandeni Municipality to ensure effective use of existing resources • Emphasizing a culture of accountability over assets owned by the Nyandeni Municipality. • Ensuring that effective controls are communicated to management and staff through clear and comprehensive written documentation. • Providing a formal set of procedures to ensure that the Nyandeni Municipality's asset policies are achieved and are in compliance with the Municipal Finance Management Act (MFMA) and National Treasury, GRAP and Accounting Standards Board directions, instructions, principals and Guidelines.

Sector Plan	Detail
Banking and Investment Policy(cash management)	The policy is aimed at gaining the optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes
Fleet Management Policy	To co-ordinate the management of council transport by means of control measures which are applicable to all political officer bearers, departments, divisions and sections of the Council's operation
	To prescribe requirements relating to the utilization and maintenance of such transport by employees and political office bearers
Tariff Policy on Property Rates	Guide setting and implementation of tariff
Tariff Policy on Service Charges	Guide setting and implementation of tariff
Credit Control and Debt Collection Policy	Guide credit control implementation in line with the MFMA
Expenditure Management Policy	To have a standard payment system in place with clear objectives regarding appropriation of funds to expenditure, funding of expenditure, the payment policies and dates which objectives are measurable in terms of service delivery targets
Indigent Policy	Provision of basis services to communities in a sustainable manner within the financial and administrative capacity of the Council
	To provide guidelines and procedures for the subsidization of basic service charges to indigent households
Coast Containment Policy	To minimize the spending on operations more than service delivery projects
Nyandeni Rates By Law	Gazetted on 24 June 2019 with Government Gazette no, 4259
Credit Control and Debt Collection By Law	Gazetted on 24 June 2019 with Government Gazette no, 4259
Credit Management By Law	Gazetted on 24 June 2019 with Government Gazette no, 4259

RESOLUTION LEVYING PROPERTY RATES IN TERMS OF SECSTION 14 OF THE LOCAL GOVERNMENT MUNICIPAL PROPERTY RATES ACT NO. 6 OF 2004

Resolution gazetted in the Government Gazette No.961 dated 22 July 2024.

Section 14 of the Municipal Property Rates Act No.6 of 2004 prescribe that a rate is levied by a municipality by resolution passed by the municipal council which a supporting vote of a majority of its members

Notice is hereby given in terms of section 14(1) and (2) of the Local Government: Municipal Property Rates Act, 2004; at its meeting of 23 May 2024, the Council resolved by way of council resolution number 3143, To levy the rates on property reflected in the schedule below with effect from 1 July 2024

Category of property	Cent amount in the Rand rate determined for the relevant property category
Residential property	0.0115
Business and commercial property	0.0159
Agricultural	0.0026
Public Service Purposes	0.0162
Public service infrastructure	0.0159

Table A4 : Budget financial performance (revenue and expenditure)

EC155 Nyandeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	441	413	591	413	413	413	431	498	-	633
Sale of Goods and Rendering of Services		608	465	432	710	710	710	317	745	779	494
Agency services		1,222	1,576	454	1,660	1,660	1,660	773	1,741	1,821	1,903
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		85	119	196	105	105	105	136	110	116	121
Interest earned from Current and Non Current Assets		22,378	15,694	30,552	18,082	40,000	40,000	29,979	45,264	47,346	49,477
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		112	143	117	200	200	200	-	210	219	219
Rental from Fixed Assets		(33)	40	75	20	20	20	24	21	22	23
Licence and permits		4,124	2,863	3,059	4,412	4,412	4,412	1,684	4,628	4,841	4,960
Operational Revenue		305	3,418	4,483	300	1,482	1,482	1,645	315	329	219
Non-Exchange Revenue											
Property rates	2	16,587	18,317	19,128	20,052	20,052	20,052	20,165	21,048	22,016	23,006
Surcharges and Taxes		-	10,624	12,391	-	-	-	7,391	-	-	-
Fines, penalties and forfeits		329	515	343	440	440	440	150	462	483	505
Licences or permits		-	41	31	126	126	126	73	132	138	144
Transfer and subsidies - Operational		341,674	355,660	382,073	339,234	372,308	372,308	300,880	376,601	363,907	349,928
Interest		1,789	1,846	3,211	1,162	1,552	1,552	2,177	1,628	1,703	1,780
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(943)	(122)	(8,049)	-	-	-	-	-	-	-
Other Gains		4,299	2,767	4,565	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		**392,975**	**414,379**	**453,654**	**386,916**	**443,481**	**443,481**	**365,827**	**453,404**	**443,722**	**433,413**
Expenditure											
Employee related costs	2	148,709	154,135	156,874	197,707	198,737	198,737	108,471	195,600	204,046	213,161
Remuneration of councillors		23,444	24,464	24,526	29,153	29,153	29,153	17,910	30,581	31,988	18,049
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	6,782	5,481	4,927	10,732	12,668	12,668	4,100	10,842	11,460	11,972
Debt impairment	3	-	-	3,578	7,132	7,132	7,132	-	7,345	7,683	8,028
Depreciation and amortisation		39,918	50,252	57,275	61,717	61,717	61,717	-	61,717	64,556	67,461
Interest		19	33	54	-	-	-	-	-	-	-
Contracted services		41,468	30,158	43,450	90,157	130,349	130,349	42,124	94,907	91,493	92,699
Transfers and subsidies		9,617	7,974	14,887	13,664	14,032	14,032	3,037	15,736	15,144	15,828
Irrecoverable debts written off		6,756	-	12,302	7,114	7,114	7,114	-	7,114	7,441	7,776
Operational costs		38,621	53,754	51,227	86,643	91,486	91,486	46,681	79,582	77,651	87,111
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		**315,332**	**326,252**	**369,099**	**504,019**	**552,389**	**552,389**	**222,323**	**503,423**	**511,461**	**522,084**
Surplus/(Deficit)		**77,642**	**88,128**	**84,554**	**(117,102)**	**(108,908)**	**(108,908)**	**143,504**	**(50,020)**	**(67,738)**	**(88,671)**
Transfers and subsidies - capital (monetary allocations)	6	92,023	15,900	9,343	173,773	210,095	210,095	24,096	156,005	111,329	78,204
Transfers and subsidies - capital (in-kind)	6	–	–	2,430	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**169,666**	**104,028**	**96,327**	**56,670**	**101,187**	**101,187**	**167,601**	**105,985**	**43,590**	**(10,468)**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**169,666**	**104,028**	**96,327**	**56,670**	**101,187**	**101,187**	**167,601**	**105,985**	**43,590**	**(10,468)**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**169,666**	**104,028**	**96,327**	**56,670**	**101,187**	**101,187**	**167,601**	**105,985**	**43,590**	**(10,468)**
Share of Surplus/Deficit attributable to Associate	7	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	**169,666**	**104,028**	**96,327**	**56,670**	**101,187**	**101,187**	**167,601**	**105,985**	**43,590**	**(10,468)**

Explanatory Notes:

Total revenue (excluding capital transfers and contributions) is R453 404 million in 2024/25 and escalates to R443,722 million by 2025/26 and to R433,413 million in 2026/27.

Table A5: Budgeted capital expenditure by vote, functional classification and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - EXECUTIVE AND COUNCIL (11: IE)		–	–	–	–	–	–	–	–	–	–
Vote 2 - FINANCE AND ADMIN (12: IE)		–	–	–	–	–	–	–	–	–	–
Vote 3 - PLANNING AND DEVELOPMENT (13: IE)		–	–	–	–	–	–	–	–	–	–
Vote 4 - HOUSING (14: IE)		–	–	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY AND SOCIAL SERVICES (15: IE)		–	–	–	–	–	–	–	–	–	–
Vote 6 - PUBLIC SAFETY (16: IE)		–	–	–	–	–	–	–	–	–	–
Vote 7 - WASTE MANAGEMENT (17: IE)		–	–	–	–	–	–	–	–	–	–
Vote 8 - ROAD TRANSPORT (20: IE)		–	–	–	–	–	–	–	–	–	–
Vote 9 - PROJECT MANAGEMENT UNIT (21: IE)		–	–	–	–	–	–	–	–	–	–
Vote 10 - ELECTRICITY (22: IE)		–	–	–	–	–	–	–	–	–	–
Vote 11 - OTHER (25: IE)		–	–	–	–	–	–	–	–	–	–
Vote 12 - EXECUTIVE AND COUNCIL (11: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 13 - PLANNING AND DEVELOPMENT (13: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 14 - Executive AND Council (30: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 15 - HRS AND Admin (32: CAPEX)		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	–	–	–	–	–	–	–	–	–	–
Single-year expenditure *to be appropriated*	2										
Vote 1 - EXECUTIVE AND COUNCIL (11: IE)		–	–	–	–	–	–	–	–	–	–
Vote 2 - FINANCE AND ADMIN (12: IE)		–	–	–	–	–	–	–	–	–	–
Vote 3 - PLANNING AND DEVELOPMENT (13: IE)		–	–	–	1,580	1,663	1,663	39	485	465	487
Vote 4 - HOUSING (14: IE)		–	18	18	15,344	21,077	21,077	7,607	13,868	15,598	15,655
Vote 5 - COMMUNITY AND SOCIAL SERVICES (15: IE)		(257)	–	(257)	17,419	25,801	25,801	5,275	10,124	6,044	6,317
Vote 6 - PUBLIC SAFETY (16: IE)		–	–	292	–	–	–	–	–	–	–
Vote 7 - WASTE MANAGEMENT (17: IE)		–	–	–	160	871	871	637	913	876	916
Vote 8 - ROAD TRANSPORT (20: IE)		–	–	–	23,313	–	–	12,691	–	–	–
Vote 9 - PROJECT MANAGEMENT UNIT (21: IE)		(21)	2,337	2,946	184,143	230,210	230,210	55,705	167,457	126,727	98,492
Vote 10 - ELECTRICITY (22: IE)		–	–	–	2,000	20,829	20,829	–	1,000	5,000	1,000
Vote 11 - OTHER (25: IE)		–	–	–	–	–	–	–	–	–	–
Vote 12 - EXECUTIVE AND COUNCIL (11: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 13 - PLANNING AND DEVELOPMENT (13: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 14 - Executive AND Council (30: CAPEX)		–	–	–	–	–	–	–	–	–	–
Vote 15 - HRS AND Admin (32: CAPEX)		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		(278)	2,355	2,999	243,959	300,451	300,451	81,955	193,848	154,710	122,867
Total Capital Expenditure - Vote		(278)	2,355	2,999	243,959	300,451	300,451	81,955	193,848	154,710	122,867
Capital Expenditure - Functional											
Governance and administration		(1,409)	18	18	14,910	21,436	21,436	8,254	15,084	16,764	16,875
Executive and council		–	29	(11,176)	2,110	2,865	2,865	676	1,747	1,675	1,752
Finance and administration		(1,409)	(11)	11,194	12,800	18,571	18,571	7,578	13,337	15,089	15,123
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		1,409	–	292	89,272	90,086	90,086	27	56,124	503	526
Community and social services		–	–	–	9,703	11,548	11,548	27	4,150	503	526
Sport and recreation		–	–	–	–	–	–	–	–	–	–
Public safety		1,409	–	–	–	–	–	–	–	–	–
Housing		–	–	–	79,569	78,538	78,538	–	51,974	–	–
Health		–	–	292	–	–	–	–	–	–	–
Economic and environmental services		(21)	2,337	2,946	101,075	167,002	167,002	55,705	112,287	127,338	94,901
Planning and development		–	–	–	9,371	28,200	28,200	1,624	1,500	13,088	9,460
Road transport		(21)	2,337	2,946	91,704	138,801	138,801	54,080	110,787	114,250	85,441
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		(257)	–	(257)	38,702	21,927	21,927	17,969	10,353	10,105	10,565
Energy sources		–	–	–	28,813	5,500	5,500	12,691	4,196	4,389	4,591
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		(257)	–	(257)	9,889	16,427	16,427	5,278	6,157	5,716	5,974
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	(278)	2,355	2,999	243,959	300,451	300,451	81,955	193,848	154,710	122,867
Funded by:											
National Government		49	984	1,593	94,204	132,100	132,100	54,811	104,031	111,329	78,204
Provincial Government		(327)	–	(257)	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind)		–	–	–	79,569	78,538	78,538	–	51,974	–	–
Transfers recognised - capital	4	(278)	984	1,336	173,773	210,638	210,638	54,811	156,005	111,329	78,204
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		(0)	1,370	12,839	70,186	89,813	89,813	27,144	37,843	43,382	44,663
Total Capital Funding	7	(278)	2,355	14,175	243,959	300,451	300,451	81,955	193,848	154,710	122,867

Explanatory Notes:

When comparing the previous budget of R300,451 million (including retention), there is a huge decrease of R106,603 million which is dominated by the decrease of Animal feed processing plant grant, shifting of human settlement grant from Capital to operational because of the its nature and decrease of Disaster allocation. For 2024/25 budget is R193,848million, in 2025/26 R154,710million and in 2026/27 budget is R122,867million.

Table A6: Budgeted financial position

EC155 Nyandeni - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		261,804	(264,765)	427,010	251,136	238,770	238,770	550,567	347,553	303,956	233,408
Trade and other receivables from exchange transactions	1	(4,712)	59	(9,481)	2,468	2,468	2,468	3,198	2,364	2,480	2,600
Receivables from non-exchange transactions	1	(15)	2,126	179	(41)	349	349	13,570	10,077	7,321	4,434
Current portion of non-current receivables		–	–	–	(109)	(109)	(109)	–	–	–	–
Inventory	2	1,025	703	1,448	606	606	606	1,448	606	606	606
VAT		9,010	11,557	12,826	11,589	11,589	11,589	33,566	11,589	11,750	11,750
Other current assets		–	(420)	19,257	(420)	(420)	(420)	(10)	(420)	(420)	(420)
Total current assets		**267,111**	**(250,740)**	**451,240**	**265,229**	**253,253**	**253,253**	**602,338**	**371,768**	**325,693**	**252,378**
Non current assets											
Investments		–	–	-	–	–	–	–	–	–	–
Investment property		78,004	81,090	85,656,000.00	80,801	80,801	80,801	85,656	80,801	80,801	80,801
Property, plant and equipment	3	643,380	703,830	763,806	894,220	951,713	951,713	848,791	844,110	932,970	987,092
Biological assets		–	–	–	–	–	–	–	–	–	–
Living and non-living resources		–	–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–	–
Intangible assets		1,348	1,511	1,045	2,742	1,742	1,742	1,069	2,742	4,036	5,320
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		**722,733**	**786,431**	**850,507**	**977,763**	**1,034,256**	**1,034,256**	**935,516**	**927,652**	**1,017,807**	**1,073,213**
TOTAL ASSETS		**989,844**	**535,690**	**1,301,747**	**1,242,992**	**1,287,509**	**1,287,509**	**1,537,854**	**1,299,421**	**1,343,500**	**1,325,591**
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		308	146	361	146	146	146	361	146	146	146
Consumer deposits		–	–	–	–	–	–	–	–	–	–
Trade and other payables from exchange transactions	4	(441,647)	35,961	51,406	46,693	48,629	48,629	46,913	48,413	49,105	49,693
Trade and other payables from non-exchange transactions	5	–	7,426	5,094	(3,379)	(5,314)	(5,314)	60,072	(5,099)	(5,790)	(6,379)
Provision		(5,742)	3,580	3,543	1,961	1,961	1,961	2,453	1,961	1,961	1,961
VAT		3,836	1,513	20,174	1,513	1,513	1,513	18,082	8,626	9,115	1,674
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		**(443,246)**	**48,625**	**80,579**	**46,934**	**46,934**	**46,934**	**127,882**	**54,047**	**54,536**	**47,095**
Non current liabilities											
Financial liabilities	6	–	1	632	1	1	1	632	1	1	1
Provision	7	6,518	9,935	12,525	10,465	10,465	10,465	12,525	10,465	10,465	10,465
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		13,836	–	–	–	–	–	–	–	–	–
Total non current liabilities		**20,354**	**9,937**	**13,157**	**10,466**	**10,466**	**10,466**	**13,157**	**10,466**	**10,466**	**10,466**
TOTAL LIABILITIES		**(422,892)**	**58,562**	**93,736**	**57,400**	**57,400**	**57,400**	**141,040**	**64,513**	**65,002**	**57,561**
NET ASSETS		**1,412,735**	**477,129**	**1,208,011**	**1,185,593**	**1,230,109**	**1,230,109**	**1,396,814**	**1,234,908**	**1,278,498**	**1,268,030**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	858,622	1,018,837	1,123,914	1,180,198	1,224,715	1,224,715	1,223,819	1,229,513	1,273,104	1,262,636
Reserves and funds	9	5,394	5,394	5,394	5,394	5,394	5,394	5,394	5,394	5,394	5,394
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	**864,017**	**1,024,231**	**1,129,308**	**1,185,593**	**1,230,109**	**1,230,109**	**1,229,213**	**1,234,908**	**1,278,498**	**1,268,030**

Explanatory Notes:

Table A6 is consistent with international standards of good financial management practice, and improves understand ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).

The municipality cash flow shows a positive position for 2024/25 where current assets reflect an amount of R371,768 million. Short-term call investments increased from R238,770 million in 2023/24 to R347,553 million in 2024/25. The total assets are R1,299,421 million in 2024/25, R1,43,500 million in 2025/26 and R1,325,591 million in 2026/27.

Table A7: Budgeted cash flows

EC155 Nyandeni - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	5,709	9,436	13,070	13,070	–	11,859	11,221	11,737	12,369
Service charges		–	46	255	366	366	–	129	498	–	529
Other revenue		58	8,951	131,080	7,869	9,051	604,798	4,461	31,622	31,050	32,615
Transfers and Subsidies - Operational	1	0	90,385	217,905	339,143	372,217	–	308,188	374,926	362,230	345,256
Transfers and Subsidies - Capital	1	–	13,055	53,700	173,773	210,095	–	74,452	156,005	111,329	78,204
Interest		–	–	–	–	–	–	–	45,264	47,346	49,477
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		(448,782)	(205,234)	(221,949)	(417,288)	(463,722)	(463,722)	(163,545)	(438,164)	(441,053)	(445,117)
Interest		–	–	–	–	–	–	–	–	–	–
Transfers and Subsidies	1	–	–	–	(10,732)	(12,668)	(12,668)	(4,092)	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**(448,724)**	**(87,088)**	**190,425**	**106,200**	**128,408**	**128,408**	**231,452**	**181,373**	**122,639**	**73,332**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	1,731	79,569	78,538	–	–	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		–	–	–	–	–	–	–	–	–	–
Payments											
Capital assets		(396)	(82,016)	(92,193)	(243,259)	(300,451)	–	(79,218)	(193,848)	(154,710)	(130,642)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(396)**	**(82,016)**	**(90,462)**	**(163,690)**	**(221,913)**	**–**	**(79,218)**	**(193,848)**	**(154,710)**	**(130,642)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		–	(308)	(454)	(308)	(308)	(308)	(454)	308	308	308
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**(308)**	**(454)**	**(308)**	**(308)**	**(308)**	**(454)**	**308**	**308**	**308**
NET INCREASE/ (DECREASE) IN CASH HELD		**(449,119)**	**(169,413)**	**99,509**	**(57,799)**	**(93,814)**	**128,099**	**151,780**	**(12,167)**	**(31,763)**	**(57,002)**
Cash/cash equivalents at the year begin:	2	**198,854**	**301,967**	**347,030**	**336,893**	**336,893**	**336,893**	**379,324**	**336,893**	**324,725**	**292,962**
Cash/cash equivalents at the year end:	2	**(250,265)**	**132,555**	**446,540**	**279,094**	**243,079**	**464,992**	**531,104**	**324,725**	**292,962**	**235,960**

Explanatory Notes

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. The cash flow of the municipality shows that the municipality will be able to meet its obligations in 2024/25 financial year.

Table A8: Cash backed reserves / accumulated surplus reconciliation

EC155 Nyandeni - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash and investments available											
Cash/cash equivalents at the year end	1	(250,265)	132,555	446,540	279,094	243,079	464,992	531,104	324,725	292,962	235,960
Other current investments > 90 days		512,069	(397,320)	(19,529)	(27,957)	(4,309)	(226,222)	19,463	22,827	10,994	(2,552)
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**261,804**	**(264,765)**	**427,010**	**251,136**	**238,770**	**238,770**	**550,567**	**347,553**	**303,956**	**233,408**
Application of cash and investments											
Unspent conditional transfers		–	7,426	5,094	7,354	7,354	7,354	64,164	7,354	7,354	7,354
Unspent borrowing											
Statutory requirements	2										
Other working capital requirements	3	(441,645)	35,813	56,906	46,374	48,253	38,510	45,447	30,178	35,315	39,646
Other provisions											
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		**(441,645)**	**43,238**	**62,001**	**53,728**	**55,607**	**45,864**	**109,612**	**37,532**	**42,669**	**47,000**
Surplus(shortfall)		**703,449**	**(308,003)**	**365,010**	**197,408**	**183,164**	**192,907**	**440,956**	**310,021**	**261,287**	**186,408**

Explanatory Notes.

The municipality have the reserves that are cash backed for 2024/25 MTERF. These reserves are fully funded by the short term call investments that are kept by the municipality in the FNB Bankers and Standard Bank Bankers and Ned Bank Bankers.

Table 18: Grants and subsidies

EC155 Nyandeni - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		338,256	355,424	379,256	336,527	368,570	368,570	371,940	361,988	347,954
Energy Efficiency and Demand Side Management		5,150	5,569	–	–	21,313	21,313	–	–	8,943
Equitable Share		331,406	286,893	313,293	331,251	331,251	331,251	348,923	345,648	332,948
Expanded Public Works Programme Integrated Grant		–	–	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		–	–	–	–	–	–	17,850	10,900	–
Local Government Financial Management Grant		1,700	1,498	1,509	1,650	1,650	1,650	1,600	1,700	2,000
Municipal Disaster Response Grant		–	–	336	–	4,600	4,600	–	–	–
Municipal Infrastructure Grant		–	61,290	60,872	3,626	3,383	3,383	3,567	3,740	4,063
Municipal Systems Improvement Grant		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	174	3,245	–	6,373	6,373	–	–	–
Other transfers/grants [insert description]										
Provincial Government:		700	692	836	700	700	700	1,619	1,619	1,674
DEAT - Revenue Allocation		–	–	332	–	–	–	–	–	–
Dept of Environment Grant		–	–	72	–	–	–	–	–	–
Human Settlement Grant		–	–	–	–	–	–	–	–	–
Library - Revenue		–	124	–	–	–	–	–	–	–
LIBRARY SERVICES		–	–	–	–	–	–	–	–	–
LIBRARY SUBSIDIES		700	568	433	700	700	700	1,619	1,619	1,674
Other transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		1,884	(456)	1,981	2,007	3,037	3,037	3,042	300	300
Construction, Education and Training SETA		185	282	122	300	300	300	300	300	300
Skill Development and Training		1,699	(738)	1,859	1,707	1,707	1,707	1,661	–	–
Social Housing Regulatory Authority		–	–	–	–	1,030	1,030	1,081	–	–
Total Operating Transfers and Grants	5	340,840	355,660	382,073	339,234	372,308	372,308	376,601	363,907	349,928
Capital Transfers and Grants										
National Government:		74,699	13,446	6,956	94,204	131,557	131,557	104,031	111,329	78,204
Integrated National Electrification Programme Grant		–	8,402	6,956	23,313	–	–	–	–	–
Municipal Disaster Response Grant		–	–	–	–	46,987	46,987	35,259	35,260	–
Municipal Infrastructure Grant		74,699	3,613	–	68,891	64,284	64,284	67,772	71,069	77,204
Neighbourhood Development Partnership Grant		–	1,431	–	2,000	20,286	20,286	1,000	5,000	1,000
Public Transport Network Grant		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert desc]										
Provincial Government:		–	2,454	2,387	–	–	–	–	–	–
Cooperative Governance and Traditional Affairs- Revenue Allo		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme- Revenue Alloc		–	2,454	–	–	–	–	–	–	–
Financial Management Grant VAT		–	–	–	–	–	–	–	–	–
Human Settlement Grant		–	–	2,075	–	–	–	–	–	–
Human Settlement Grant Vat Allocation		–	–	311	–	–	–	–	–	–
MEDIA LIASON PROGRAMMES GRANT- Rev Alloc		–	–	–	–	–	–	–	–	–
Office Of the Premier Grant- Revenue Allocation		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	79,569	78,538	78,538	51,974	–	–
Social Housing Regulatory Authority		–	–	–	79,569	78,538	78,538	51,974	–	–
Total Capital Transfers and Grants	5	74,699	15,900	9,343	173,773	210,095	210,095	156,005	111,329	78,204
TOTAL RECEIPTS OF TRANSFERS & GRANTS		415,539	371,560	391,416	513,007	582,403	582,403	532,606	475,236	428,132

Explanatory notes:

The municipality has budgeted for both operating and capital grants as per the Division of Revenue Act. The municipality has budgeted for the following operating grants: - Equitable share; INEP; EPWP; FMG; MIG, Human Settlement grant and Library Subsidies.

Capital grants: - Municipal Infrastructure Grant and Disaster Relief Grant.

The municipality did not receive grant from the District Municipality in 2023/24 and there is no budget in 2024/25 and in the next coming two years.

MUNICIPAL GRAP COMPLIANT ASSET REGISTER

Nyandeni Local Municipality have complied with GRAP 17 in compiling the GRAP Asset Register since 2013/14 financial year. All assets are barcoded and included in the Asset Register.

FINANCIAL RECOVERY PLAN IN PLACE TO ADDRESS CASH FLOW PROBLEMS

Financial recovery has been developed and adopted by Council, inter alia, progress reports are compiled as part of MFMA S71, and 52(d) report

BANK ACCOUNTS FOR CONDITIONAL GRANTS

The municipality has opened Call Accounts for all conditional grants.
All the reports for conditional grants submitted by regulated time to both National and Provincial Treasury and other relevant stakeholders.

EXPENDITURES:

REPAIRS & MAINTENANCE

The municipality have a draft Integrated Repairs and Maintenance Plan in place and the budget is as follows for the two previous years:-

Year	Repairs & Maintenance	Percentage
2023/24	R49,285,817	8%
2024/25	R32,883,451	6%
2025/26		

The municipality note the 8% norm as per MFMA Circulars; however, 8% norm could not be met in 2024/25 due to budget constraints and some of projects that were to maintained were re-allocated to capital (rehabilitation) due to their nature or scope of works.

Capital Budget spending patterns for previous years:

Year	Capital Budget	Actual Spending	Percentage
2021/22	R120 963 000	R111 037 545	92%
2022/23	R145 895 700	R132 402 262	91%
2023/24	R225 508 813	R144 981 368	64%

For the projects that are funded by MIG, the municipality spent 100% in 2023/24 financial year of the overall budget.

Percentage of salary budget (Councillors remuneration and employees cost) to operational budget

Year	Operational Budget	Salaries Spending	Percentage
2021/22	R440 820 837	R183 891 372	42%
2022/23	R485 125 786	R186 350 902	38%
2023/24	R553 387 925	R196 185 841	35%

Percentage of repairs and maintenance on total budget operational budget

Year	Total Budget	Repairs and maintenance Spending	Percentage
2021/22	R440 820 837	R8 359 587	2%
2022/23	R485 125 786	R11 146 436	2.3%
2023/24	R553 387 925	R10 443 378	2%

Percentage on Grants usage

FMG

Year	Total Budget	Amount Spent	Percentage
2021/22	R1 700 000	R1 700 000	100%
2022/23	R1 650 000	R1 650 000	100%
2023/24	R1 650 000	R1 650 000	100%

INEP

Year	Total Budget	Amount spent	Percentage
2021/22	R16 067 000	R16 067 000	100%
2022/23	R 8 000 000	R 8 000 000	100%
2023/24	R21 313 000	R21 313 000	100%

MIG

Year	Total Budget	Amount spent	Percentage
2021/22	R73 270 000	R73 270 000	100%
2022/23	R69 440 000	R69 440 000	100%
2023/24	R67 667 000	R67 667 000	100%

DISASTER RELIEF GRANT

Year	Total Budget	Amount spent	Percentage
2022/23	R 7 293 000	R 2 578 454	35%
2023/24	R51 701 546	R10 931 982	21%

The municipality could not fully spend the grant because it was transferred towards the end of the financial year, however the roll-over was approved.

LIBRARY SUBSIDIES

Year	Total Budget	Amount spent	Percentage
2021/22	R700 000	R700 000	100%
2022/23	R700 000	R264 614	38%
2023/24	R964 614	R530 310	55%

EPWP

Year	Total Budget	Amount spent	Percentage
2021/22	R1 716 000	R1 716 000	100%
2022/23	R1 859 000	R1 859 000	100%
2023/24	R1 707 000	R1 707 000	100%

CREDITORS

Creditors are paid within 30 days on receipt of an invoice as per the MFMA requirement.

FINANCIAL RATIOS (2022-23 Financial Statements)

Current Ratio

The municipality had a current ratio of 8,22%, which demonstrated that the municipality is in a healthy financial state, where its current assets were almost double the value of the current liabilities. The municipality had a favourable working capital.

Acid Test Ratio

The municipality had an acid test ratio of 8.1%, which demonstrated that the municipality had assets that could be quickly turned into cash to settle short term obligations. The municipality had an inventory of R1 544 589 at year end which is not that much material hence the Acid Test Ratio is close to the Current Ratio.

Working Capital Ratio

The municipality had a favourable working capital of R393 063 315, however the rate of current assets to total assets was 35%, which means 65% of assets were long term in nature.

Financing to Capital expenditure Ratio

The municipality had a ratio of 0%, as there were no long term loans at year end.

Gross Debtors to Annual Revenue Ratio

The municipality had a ratio of -31%. The municipality had a balance of R 41,4 million of long outstanding debtors. The collection rate is low; the situation is expected to improve after the implementation of credit control policy and collection initiatives.

Gross debtor days Ratio

The average number of day the debtors are due was 128days. This demonstrates that the majority of municipal debtors are older than 365 days, thus are potentially bad.

Net debtors to annual revenue Ratio

The municipality had a ratio of -31%. The collection rate is low, so 35% of debtors were provided for impairment at year end. The situation is expected to improve after the implementation of credit control policy and collection initiatives.

Net debtor days Ratio

The average number of days the debtors after provision for impairment was 128 days; there has been an increase as compared to 53 days in previous year, was due to the fact that the municipality did not write off some of its debtors in the current year.

Receivables turnover Ratio

The municipality had a ratio of -31%. This means that the municipality is billing far more that what it is receiving from customers.

Debts written off as a percentage of total expenditure Ratio:

The municipality has written 35% of its debtors

Debtors' impairment Ratio:

The ratio was 84%. This demonstrates that a majority of debtors are not recoverable and as such have to be provided for impairments. The main contributing factor is the debt from both households and business accounts. The municipality is in the process of implementing and enforcing the credit control and debt collection policy which will reduce the instance of billing indigent debtors.

Debt Ratio

The debt ratio is 8.22%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Debt / net asset position ratio

The debt ratio is 822%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Non-current liabilities to revenue Ratio

The ratio is 2.8%. The long term liabilities of R13,1 million is far less than the revenue of R469,2 million, which means the municipality has sufficient funds to meet its long term liabilities.

Total debt to annual operating revenue Ratio

The ratio is 16.3%; this means the revenue sources are sufficient to cover the total debts.

Debt to cash Ratio

The ratio is 9.8%; this means the revenue sources are sufficient to cover the total debts.

Total investments to total assets Ratio

The ratio is 29% of total assets are investments, which symbolizes the favourable financial position of the municipality. This also demonstrates a moderate level of liquidity.

Consultancy Ratio

The total amount spent on consultants was R8 096 304 million which is 2.2 % of the total expenditure cost of R367 047 333. There's material change in terms of percentage when compared to the previous year. The municipality continued to generate its own internal capacity during the year. This is the indicator that the municipality is not overly reliant on consultants.

Fruitless & Wasteful Expenditure Ratio

The municipality incurred penalty interest on late payment of overdue accounts amounting to R5 646 and was not written-off by the Council. The amount of R272 442 was identified by AG during the audit.

Irregular Expenditure Ratio

The municipality incurred irregular expenditure amounting to R56 540 636 during the current year. This equated to 19% of the total expenditure balance of R306 300 383. The council write-off R39 243 155 and at the end of the financial year the balance was R17 297 481. The balance includes both current year expenditure as well as current year expenditure relating to previous years. Irregular expenditure was as a result of non-compliance with procurement requirements in current year and previous financial years. Irregular relates to the non-compliance on composure of the bid adjudication committee in line with the supply chain management regulation 29. The municipality investigated the irregular expenditure and it was recommended that it should be written off.

There were no disciplinary hearing steps taken during the current year.

Unauthorized expenditure Ratio

The municipality did not incur any unauthorised expenditure during the current year under review.

Unspent grants Ratio

The municipality did not fully spend Disaster Relief Grant due to the reason that it was transferred to the municipality towards the end of financial year in May 2023.

FINANCIAL RATIOS (2023-24 Financial Statements)

Current Ratio

The municipality had a current ratio of 4%, which demonstrated that the municipality is in a healthy financial state, where its current assets were almost triple the value of the current liabilities. The municipality had a favourable working capital.

Acid Test Ratio

The municipality had an acid test ratio of 3.98%, which demonstrated that the municipality had assets that could be quickly turned into cash to settle short term obligations. The municipality had an inventory of R1 870 888 at year end which is not that much material hence the Acid Test Ratio is close to the Current Ratio.

Working Capital Ratio

The municipality had a favourable working capital of 4% with current assets amounting to R543 919 806 and current liabilities amounting to R136 117 176 and the normal ratio is between 1,5 and 2,0. Therefore, the municipality is not facing liquidity risk however an assessment needs to be done on whether assets are effectively used to generate future growth.

Financing to Capital expenditure Ratio

The municipality had a ratio of 0%, as there were no long term loans at year end.

Gross Debtors to Annual Revenue Ratio

The municipality had a ratio of 46%. The municipality had a balance of R 48,6 million of long outstanding debtors. The collection rate is low; the situation is expected to improve after the implementation of credit control policy and collection initiatives.

Gross debtor days Ratio

The average number of day the debtors are due was 140days. This demonstrates that the majority of municipal debtors are older than 365 days, thus are potentially bad.

Net debtors to annual revenue Ratio

The municipality had a ratio of 46%. The collection rate is low, so 85% of debtors were provided for impairment at year end. The situation is expected to improve after the implementation of credit control policy and collection initiatives.

Net debtor days Ratio

The average number of days the debtors after provision for impairment was 140 days; there has been an increase by 12 days when comparing with previous year, was due to the fact that the municipality did not write off some of its debtors in the current year.

Debts written off as a percentage of total expenditure Ratio:

The municipality did not write-off debtors in the current year, rather made a provision by calculating impairment.

Debtors' impairment Ratio:

The ratio was 85%. This demonstrates that a majority of debtors are not recoverable and as such have to be provided for impairments. The main contributing factor is the debt from both households and business accounts. The municipality is in the process of implementing and enforcing the credit control and debt collection policy which will reduce the instance of billing indigent debtors.

Debt Ratio

The debt ratio is 1,85%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Debt / net asset position ratio

The debt ratio is 10,4%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

Non-current liabilities to revenue Ratio

The ratio is 2,66%. The long term liabilities of R13,8 million is far less than the revenue of R519,3 million, which means the municipality has sufficient funds to meet its long term liabilities.

Total debt to annual operating revenue Ratio

The ratio is 29%; this means the revenue sources are sufficient to cover the total debts.

Debt to cash Ratio

The ratio is 29%; this means the revenue sources are sufficient to cover the total debts.

Total investments to total assets Ratio

The ratio is 36% of total assets are investments, which symbolizes the favourable financial position of the municipality. This also demonstrates a moderate level of liquidity.

Consultancy Ratio

The total amount spent on consultants was R5.2 million which is 0.01% of the total expenditure cost of R409,9 million. There's a decrease in terms of percentage when compared to the previous year. The municipality continued to generate its own internal capacity during the year. This is the indicator that the municipality is not overly reliant on consultants.

Fruitless & Wasteful Expenditure Ratio

The municipality incurred penalty interest on late payment of overdue accounts amounting to R5 646 and was not written-off by the Council in 2022/2023. The amount of R272 442 was identified by AG during 2022/2023 audit which was written-off by the council. As at 30th June 2024, the municipality disclosed an amount of R4 984 680 which compose of R2,7m identified as overpayment of DR301 road, R2,2m identified through fraudulent fuel transaction and interest on overdue accounts.

Irregular Expenditure Ratio

The municipality incurred irregular expenditure amounting to R56 540 636 in 2022/2023. . The council write-off R39 243 155 and at the end of 2022/2023 financial year the balance was R17 297 481. In 2023/2024 there was Irregular identified relating to prior years and current year which resulted to an amount of R185 812 012 disclosed as closing balance in 2023/2024 AFS. Irregular expenditure was as a result of non-compliance with procurement requirements and functionality criteria used by the municipality when evaluating tenders and non-compliance on composure of the bid adjudication committee in line with the supply chain management regulation 29.
There were no disciplinary hearing steps taken during the current year.

Unauthorized expenditure Ratio

The municipality did not incur any unauthorised expenditure during the current year under review.

Unspent grants Ratio

The municipality did not fully spend Disaster Relief Grant due to the reason that it was transferred to the municipality towards the end of financial year, also Animal Feed Processing Plant grant was not fully spent due to challenges that were faced during procurement processes.

REVENUE MANAGEMENT

LOANS

The municipality does not have loans and did not have for past three years.

The municipality has adopted an integrated revenue enhancement strategy and that is under implementation.

BILLING

The municipality does have effective and efficient billing system in place and is billing its customers monthly using Promun System. Customers are billed on the 7th day of each month.

ALIGNMENT

The SDBIP is aligned with the Goals and associated Objectives, and the Municipal Budget. (See attached SDBIP as Annexure 1)

SYSTEMS OF INTERNAL CONTROLS

Systems of Internal Controls are in place and includes the following:
1. Financial management system
2. Segregation of duties
3. Payables
4. Procurement Section
5. Stores
6. Disposal of Assets
7. Debtors
8. Property rates
9. Banking and Receipting
10. Petty cash
11. Safes and strong rooms
12. Inventory
13. Pay Roll
14. Investment Register

15. Bank Reconciliation
16. Leave Management
17. Information, Communication Technology
18. Unauthorised, irregular, fruitless and wasteful expenditure

SUPPLY CHAIN MANAGEMENT SYSTEM

Supply Chain Management Policy

Section 112 of the MFMA prescribes that each municipality must have a supply chain management policy is fair, equitable, transparent, competitive and cost effective and complies with a prescribed regulatory framework for municipal supply chain management
Nyandeni Municipality has adopted a Supply Chain Management Policy as contemplated in the aforementioned legislative provisions and its regulations. The SCM System is responsible for the following key components
Demand management, acquisition management, Logistics management and disposal management

The Supply Chain Management Unit

Nyandeni Local Municipality has a functional Supply Chain Management Unit which is directly accountable to the Chief Financial Officer as prescribed by the MFMA and supported by the approved SCM Policy. The Unit is composed of the following staff compliment
SCM Manager, two SCM Officers, two SCM Practitioners and Stores Clerk

Supply Chain Management Bid Committees

The municipality has a functional Bid Committees which are appointed by the Accounting Officer Annually and have been trained on SCM regulations.
Bid Specification Committee
Bid Evaluation Committee
Bid Adjudication Committee

Training of SCM Staff on Competency levels

SCM Staff is trained to ensure that they meet Competency levels. Bid Committee are trained once a year to familiarise them with the reforms introduced by National Treasury.

SUPPLY CHAIN MANAGEMENT TURNAROUND TIME

In line with the SCM policy the average turnaround time for projects above R300 000 is 45 working days while the 7 days quotation is 10 working days.

Contract Management

Contract Management System is in place and composed of the Contract Management Register which encapsulate the following features
Date of the goods and services advertised
Appointed details of appointed service providers
Contract price and related details
Payment incurred versus awarded prices
Service Level Agreement signed between the municipality and agencies appointed

IMPLEMENTATION OF THE GENERAL VALUATION ROLL

The Municipality approved the implementation of the General Valuation Roll in the Council that was held on the 28 August 2023. That General Valuation Roll was due for implementation on the 1st of July 2024, which indeed it was implemented.

The Municipality have the Valuation Roll and updated supplementary valuation roll, which was implemented in 2024/2025. Valuer for development of a Valuation Roll was appointed which was effective from 1 July 2024 as determined by the Minister by Notice in the Gazette for submission of project plan to MEC by municipality: Date of submission 02/09/2022 Section 81 (1B) (a).

Project plan for conducting valuation roll in terms of section 81 (1b) (a) of the local government: municipal property rates amendment act, 2014. (act no. 29 of 2014) adopted by the Council on the 28 February 2023, Council Resolution No. 3098/28-02-2023.

The municipality does promulgate the notice in terms of section 49 for public inspection of valuation roll and was gazetted with Gazette no. 5055

The municipality published the valuation roll in the website and advertised on the newsletter for people to invite all interested property owners to come to the offices for inspection of the hard of the valuation roll.

The municipality budgeted as follows for compilation of the General Valuation Roll and Supplementary Valuation Rolls:-

YEAR	BUDGETED AMOUNT
2025/2026	R1 598 835
2026/2027	R1 670 783
2027/2028	R1 670 783

FINANCIAL REPORTING

mSCOA

The Council adopted SCOA Gazette on the 02 July 2014 with Council Resolution No. 2081/02-07-2014.
The implementation plan adopted by the Council on the 11th December 2014 with Council Resolution No. 2223/11-12-2014.

MSCOA Governance

SCOA Steering Committee; Implementation Team, Project Sponsor, Project Manager and Project Champion appointment was approved by the Council on the 25th January 2016 with Council Resolution No. 2380/25-01-2016.
Budget, IDP, AFS, Monthly and quarterly data strings are extracted directly from the financial system and uploaded successfully to LG data portal.

MFMA PRESCRIPTS

The municipality compiled and submitted the following reports by regulated time: -
Section 71
Section 52(d)
Section 72 and
Annual Reports

FREE BASIC SERVICES

The municipality review the indigent register annually and the process of review has started.
Nyandeni Local Municipality has a functional Free Basic Services Unit, which is directly accountable to the Strategic Manager.
The Unit is composed of the following staff compliment:-
Free Basic Services Officer, FBS clerks and 2 Field Workers.

Governance of Free Basic Services

The municipality has established Indigent Steering Committees in 32 Wards, which serves as advisory bodies in decision-making process as well as dispute resolution platforms. The Indigent Steering Committees are chaired by Ward Councillors and convened quarterly. The council is the ultimate decision making body. The Indigent Policy has been reviewed and adopted as a draft by Council on 27 March 2025.

The municipality is in the process of reviewing an indigent register using a system which is linked to SASSA system to ensure that our data is credible.

FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

What we have achieved?

Monitoring payment of supplies within legislative framework.
Cash flow monitoring and at the end of the financial year the municipality had a positive bank balance and the liquidity ratio indicated a going concern capacity of the municipality.

Budget Preparation

Nyandeni Local Municipality prepared and submitted a cash funded budget to National Treasury and complied within the legislative framework.
Nyandeni Local Municipality complied with mSCOA regulations.

Preparation of Annual Financial Statements

Nyandeni Local Municipality prepared Annual Financial Statements in-house and submitted to Auditor General by 31 August 2024.
T 3.25.1

Debt Recovery R' 000							
Details of the types of account raised and recovered	Year -1		Year 0			Year 1	
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Property Rates	20 165	67%	21 319	17 521	37%	22 063	80%
Electricity - B							
Electricity - C							
Water - B							
Water - C							
Sanitation							
Refuse	591	27%	433	352	89%	453	89%
Other							
B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them. *T 3.25.2*							

Nyandeni Local Municipality appointed Amanquhe Debt Collectors to assist in collecting area debt from households and businesses and their contract expired in 30 June 2024. The municipality is in the process of appointing a new Debt Collector through transversal tender which has been approved by National Treasury.

T 3.25.2.



Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To increase own revenue by 20% in 2027	Increased own Revenue Base by 20%	Review Integrated Revenue Enhancement Strategy by 30 June 2022	Reviewed Integrated Revenue Enhancement Strategy by 30 June 2022	Review Integrated Revenue Enhancement Strategy by 30 June 2023	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2024	Report on revenue collection prepared reflecting an amount of R 70 508 169 collected in this financial year. Rates R13 583 013 Refuse Removal R661 260 Interest Received R46 423 740 Rental Advertising R10 673 Tender Fees R410 775 Clearance Certificates R8 279 Rent Hall R43 684 Pound fees R21 448 Business Licences R108 557 DLTC R2 655 457 Registering Authority R1 053 316	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2025	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2026	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2027



Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
						Building Plans R59 273 Insurance Claim R1 392 189 Eco park R3 975 Traffic Fine R154 600 Zoning certificate R1 887 Cemetery fees R11 944 Commission charged R255 053, Site Rental R20 420, Interest on Debtors(Property Rates and Refuse) R 3 628 627			
	Increase collection of municipal debt	Reduction of debtors book	Debtors book reduced by 5% by 30 June 2022	Reduce debtors book by 5% by 30 June 2023	Reduce debtors book by 5% by 30 June 2024	Debtors balance as at 30 June 2024 amounted to R49 312 557.98 and receipts in the whole year amounting to R14 244 273.00 translating 29% decrease on the debtors book.	Reduce debtors book by 5% by 30 June 2025	Reduce debtors book by 5% by 30 June 2026	Reduce debtors book by 5% by 30 June 2027



Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
	Implementation of Municipal Property Rates Act by 30 June 2027	Compile General Valuation Roll Valuation Roll by 30 June 2022	Compiled Supplementary Valuation Roll Valuation Roll by 30 June 2022	Compile Supplementary Valuation Roll by 30 June 2023	Compile Supplementary Valuation Roll by 30 June 2024	General valuation Roll submitted to the Accounting Officer on the 31 January 2024	Compile Supplementary Valuation Roll by 30 June 2025	Compile Supplementary Valuation Roll by 30 June 2026	Compile Supplementary Valuation Roll by 30 June 2027
To ensure effective and efficient Budget and Expenditure management	Develop realistic and credible Budget by 30 June 2027	Approved Funded Annual Budget by Council by 30 June 2022	2021/2022 Funded Annual Budget adopted by the Council by 30 June 2022	Approved Funded Annual Budget by Council by 30 June 2023	Approved Funded Annual Budget by Council by 30 June 2024	2024/2025 Budget prepared and tabled and adopted by the Council on the 23 May 2024	Approved Funded Annual Budget by Council by 30 June 2025	Approved Funded Annual Budget by Council by 30 June 2026	Approved Funded Annual Budget by Council by 30 June 2027
	Adhere to budget reforms and Dora as per MFMA calendar by 30 June 2027	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2022	Prepared and submitted three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2022	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2023	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2024	C-Schedule and Section 71 reports for July-May 2024 prepared and submitted to National and Provincial Treasury as per the regulated time. June S71 reports are due on the 13th of august 2024. S52d report submitted and approved by the council. Mid-year report (S72 Report) was	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2025	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2026	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2027



Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
						prepared and adopted by the council on the 25 January 2024. Budget adjusted for August, December, February and June 2024 were submitted and adopted by the Council. B-schedule also submitted to National and Provincial Treasury			
	% Expenditure on all grants received by the municipality	% of expenditure on EPWG	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2022	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on EPWG by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R1 707 972,30.00 translating 100% of the allocation..	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
		% of expenditure on FMG	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2022	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on FMG by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R1 650 000 translating 100% of the	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027



Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
						allocation.			
		% of expenditure on MIG	Spend 100% on EPWP, MIG, FMG and INEP Grants by 30 June 2022	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on MIG Grant by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R67 657 509,57 translating 100% of the allocation.	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
		% of expenditure on INEP	Spend 100% on EPWP, MIG, FMG and INEP Grants by 30 June 2022.	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on INEP by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R1 1 649 826,48 translating 100% of the allocation	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
	Compliance with MFMA S65(2) by 30 June 2027	Payment of creditors within 30 days from receipt of invoice.	100% Payment of all compliant invoices received within 30 days by 30 June 2022	100% Payment of all compliant invoices received within 30 days by 30 June 2023	100% Payment of all compliant invoices received within 30 days by 30 June 2024	All compliant invoices have been paid within 30 days. Payments submitted after June 2024 have been recorded as accruals	100% Payment of all compliant invoices received within 30 days by 30 June 2025	100% Payment of all compliant invoices received within 30 days by 30 June 2026	100% Payment of all compliant invoices received within 30 days by 30 June 2027
To ensure proper management of municipal assets	Compile and update the GRAP compliant Asset Register	GRAP Compliant Asset Register by 30 June 2027	GRAP Compliant Asset Register by 30 June 2022	GRAP Compliant Asset Register by 30 June 2023	GRAP Compliant Asset Register by 30 June 2024	An asset register has been updated with the following asset additions:	GRAP Compliant Asset Register by 30 June 2025		



Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
						Capital assets R108,264,999.61 and Movable Asset R 8,665,366.45 Draft Compliant asset register has been prepared		GRAP Compliant Asset Register by 30 June 2026	GRAP Compliant Asset Register by 30 June 2027
	Safeguard the municipal assets through Insurance and provision of adequate security	Municipal assets insured by 30 June 2027	Annual Report on monitoring of insured municipal assets by 30 June 2022	Annual Report on monitoring of insured municipal assets by 30 June 2023	Annual Report on monitoring of insured municipal assets by 30 June 2024	All new assets for 2023/2024 financial year insured with the municipal insurer. Report prepared and signed by CFO for all new assets insured.	Annual Report on monitoring of insured municipal assets by 30 June 2025	Monitoring Report on number of Municipal assets insured by 30 June 2026	Monitoring Report on number of Municipal assets insured by 30 June 2027
	To enhance internal controls measures in terms of managing Municipal Fleet.	Fully functional and available municipal fleet to enable departments to function effectively by 30 June 2027		Monitor and report on fleet management by 30 June 2023	Monitor and report on fleet management by 30 June 2024	1.Fleet Register has been updated and maintained for the whole financial year. 2. Fuel and oil had been acquired from First Auto account at cost of R 5 445 390,15 3.Worn/damaged tyres for municipal vehicles	Monitor and report on fleet management by 30 June 2025	Monitor and report on fleet management by 30 June 2026	Monitor and report on fleet management by 30 June 2027

Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
						had been acquired or replaced at a cost of R 338 247 from First Auto Fleet account. 4. A sum of R1 201 813,94 had been paid for maintenance and repairs of municipal vehicles. 5. A sum of R 55 837,62 was paid for service fees from First Auto Fleet account. the actual expenditure reflected from Wes bank(First Auto) reports for this month is R 7 041 289,55 6. Vehicle licensing for this month R 309 387,50			
To implement and maintain a fair,	Comply with SCM Policy and regulations on procurement of	Complied with SCM Policy and Regulations by June 2027	Quarterly Reports on implementation of the SCM policy and regulations to Council,	Quarterly Reports on implementation of the SCM policy and regulations to Council,	Quarterly Reports on implementation of the SCM	Report for all the quarters on implementation of	Prepare four Quarterly Reports on implementation of the SCM policy and	Quarterly Reports on implementation of the SCM policy and regulations to Council,	Quarterly Reports on implementation of the SCM policy and

Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
equitable and cost effective supply chain management system	goods and services		PT and NT by 30 June 2022	PT and NT by 30 June 2023	policy and regulations to Council, PT and NT by 30 June 2024	Procurement Plans for 2023/2024 prepared and signed by CFO. Reports and minutes of Bid Committee meetings form part of procurement reports and files..	regulations to Council, PT and NT by 30 June 2025	PT and NT by 30 June 2026	regulations to Council, PT and NT by 30 June 2027
	Strengthen administration of contract management	Proper monitoring of contracts by June 2027	Four quarterly Reports on maintainance of contracts register by 30 June 2022	Four quarterly Reports on maintainance of contracts register by 30 June 2023	Four quarterly Reports on maintainance of contracts register by 30 June 2024	Contract register maintained and updated for capital assets	Four quarterly Reports on maintainance of contracts register by 30 June 2025	Four quarterly Reports on maintainance of contracts register by 30 June 2026	Four quarterly Reports on maintainance of contracts register by 30 June 2027
	Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Approved procurement plans for implementation for enhanced service delivery by June 2027	4 Quarterly Reports on implementation of Procurement plan by 30 June 2022	4 Quarterly Reports on implementation of Procurement plan by 30 June 2023	Implement Procurement plan for 2023 and develop procurement plan for 2023/2024 by 30 June 2024	Report for Q1 to Q4 on implementation of Procurement Plans for 2023/2024 prepared and signed by CFO. Reports and minutes of Bid Committee meetings form part of procurement reports and files.	Implement Procurement plan for 2025 and develop procurement plan for 2025/2026 by 30 June 2025	Implement 80% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2026	Implement 90% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2027
To comply with the	Develop GRAP Compliant	Compliance with MFMA	Prepare GRAP compliant 2020/2021	Prepare GRAP compliant 2021/2022	Prepare GRAP compliant	Prepared GRAP	GRAP compliant 2023/2024 AFS and	GRAP compliant 2024/2025 AFS and	GRAP compliant 2025/2026 AFS and

Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
provisions of MFMA , norms and standard of National Treasury	Annual Financial Statements (AFS) annually	(S122) by 31 August after end of each financial yea	AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2021	AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2022	2022/2023 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2023	compliant 2022/2023 AFS and submitted to Auditor General, Provincial Treasury and National Treasury by 31 August 2023	submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2024	submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2025	submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2026
								Prepare one Interim Financial Statements for 2025/26 Financial year and submit to Internal Audit and Provincial Treasury by 30 April 2026	Prepare one Interim Financial Statements for 2026/2027 Financial year and submit to Internal Audit and , Provincial Treasury by 30 April 2027
	Implement integration of MSCOA into the system as per Treasury requirements	Compliance with MSCOA by 30 June 2027	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2022	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2024	Monthly and Quarterly data strings for 2023/2024 financial year extracted from the system and successfully uploaded to LG data portal by regulated time.	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2027
*Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incoporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.*									T 3.25.3

Employees: Financial Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

*Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.* *T 3.25.4*

Financial Performance Year 0: Financial Services					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	326 097	373 620	394 097	404 501	8%
Expenditure:					
Employees	21 791	19 818	26 576	20 283	2%
Repairs and Maintenance	2 639	1 615	1 565	1 395	-16%
Other	84 527	96 240	102 052	72 471	-33%
Total Operational Expenditure	108 957	117 673	130 193	94 149	-25%
Net Operational Expenditure	-217 140	-255 947	-263 904	-310 352	18%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. *T 3.25.5*

Capital Expenditure Year 0: Financial Services R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	135577	203744	144982	6%	
Land and Buildings	17068	17068	383		
Transport Assets	160	871	717		
Leased Assets	0	0	65		
Machinery and Equipment	10803	17249	4995		
Furniture and Office Equipment	3950	3950	759	-420%	280
Computer Equipment	0	1311	1921	100%	150
Construction work-in progress	101596	162295	135839	25%	320
Intangible assets	2000	1000	303	-560%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. *T 3.25.6*

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

Nyandeni Local Municipality depends on grants to fund Capital expenditure and the big portion of the grants are Municipal Infrastructure Grant, Disaster Response Grant and Animal Feed Processing Plant Grant. Largest Capital projects are road construction and Animal feed construction which are also the main priority of community at large. Projects are prioritized during public participation programmes and their implementation depends on the available budget.

Nyandeni Local Municipality spent 100% budget on MIG grant, however did not fully spend Disaster Response, Animal Feed Processing Plant grants and also projects funded by own revenue.

KPA 4: LOCAL ECONOMIC DEVELOPMENT

MANDATE OF LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT is a unit that falls under Planning and Development Department. The unit is comprised of three sub - units being, SMME DEVELOPMENT, TOURISM & AGRICULTURE. The cardinal priority for this section is to ensure the growth of the local economy by creating conducive environment for investment.

The main areas of focus for Local Economic Development are:-

- Agriculture development
- Forestry development
- Oceans Economy including aquaculture
- Tourism development
- Enterprise support, SMME and Cooperative development
- Enabling partnerships for growth and development

LOCAL ECONOMIC DEVELOPMENT IS MADE UP OF FOUR UNITS, BEING: -

I. Strategic institutional and infrastructure partnerships
II. Agricultural support and Development
III. Enterprise support and Small Business Development
IV. Tourism promotion and Development

LOCAL ECONOMIC DEVELOPMENT FRAMEWORK

Nyandeni Local Economic Development is underpinned by 6 Key Core Pillars for Economic Growth derived from the Revised National Local Economic Development Framework.

These are:-

- Building diverse & innovation-driven local economies
- Developing inclusive economies
- Developing learning and skilful economies
- Enterprise development and support
- Economic governance and infrastructure
- Strengthening local systems of innovation

The operations of Nyandeni Local Municipality's Local Economic Development are informed by the following policy informants: -

a) National Development Plan
b) Eastern Cape Provincial Development Plan
c) Provincial Economic Development Strategy
d) Integrated Wild Coast Development Plan
e) O. R. Tambo One Plan
f) Nyandeni Vision 2030
g) Nyandeni IDP
h) Operations of the Department are underpinned by the following policy informants:-
i) National Development Plan
j) Eastern Cape Provincial Development Plan
k) Provincial Economic Development Strategy
l) Integrated Wild Coast Development Plan
m) O. R. Tambo One Plan
n) Nyandeni Vision 2030
o) Nyandeni IDP

LED SECTOR PLANS IN PLACE

The following Local Economic Development Sector Plans are in place:-

1. SMME and Cooperative Development Strategy
2. Forestry Sector Plan
3. Agricultural Sector Plan
4. Retail Sector Development Strategy
5. Small Town Revitalization Strategy
6. Responsible Tourism Development Plan
7. Local Economic Development Strategy

The Local Economic Development Strategy of Nyandeni Local Municipality was last reviewed and adopted by the Council in 2018. The Municipality has set aside funds for the development of the new 5 year LED Strategy during 2025/2026 financial year





NYANDENI'S LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Nyandeni LED Strategy is premised on the following four economic sectors to stimulate economic growth and map up economic trajectory of the Municipality:-





ADOPTED LED POLICIES

The following Policies have been developed and adopted for Local Economic Development and are being implemented:-

- LED Project Support and Funding Policy
- Business Licensing Policy
- SMME Development Policy

ADOPTED BY – LAWS

The Municipality has recently adopted the following By- law:-

By – Law on Rural, Urban and Township Economies

INTERVENTIONS BY EACH OF THE KEY ECONOMIC SECTORS OF THE LED STRATEGY

a) AGRICULTURE SUPPORT AND DEVELOPMENT

The following programmes have been implemented:-

Assisted farmers with provision of farming production inputs for 1500 hectares in partnership with the Department of Agriculture.
Provided Food Security programme (vegetable inputs to 320 destitute households)
Supported small scale farming projects (agriculture, tourism and small business projects)
Participated in Oceans Economy programmes (support to 5 cooperatives given fishing licences)
Sourced and distributed rams for wool improvement as part of exchange programme as part of O.R. Tambo DM support
O.R. Tambo also funded 3 cooperatives on Bee keeping, sewing and fashion design.
Implementation of R59m funded Development of the Animal Feed Processing Plant. The Project is funded by National Treasury.

b) ENTERPRISE SUPPORT, SMME AND COOPERATIVE DEVELOPMENT

The Municipality is involved in the following programmes

Facilitate business development programmes through trainings and capacity building programmes for SMMEs and Cooperatives
Developed and maintained database for all SMME's and Cooperatives
Facilitated access to market access for small businesses
Involved in the registration of businesses as part of the call by Government (428 businesses have been registered
O.R. Tambo DM Provided funding for the training of Furniture Manufacturing Cooperative.

O.R. Tambo DM also facilitated Automotive training of panel beaters.

c) TOURISM PROMOTION AND DEVELOPMENT

In term of its Competitive Advantage, Nyandeni Local Municipality is a place of natural beauty with scenic beauty and beautiful landscape with fauna and flora, a wonderful 20 km coastline, rich cultural heritage and friendly people.

Inland offers SS Mendi Memorial Site, Mlengane Hill, Dikela Hill with Bushman's paintings, the Urban Hubs of Libode and Ngqeleni with accommodation establishments. The Municipality boosts itself by being amaMpondo Nation and traditional crafts, including bead-work and basket weaving, dancing, fashion and music are part of amaMpondo culture.

The following are some of the programmes that the Municipality was involved in:-

Participated in tourism promotion and destination development programmes
Supported Tourism product owners
Promoted both coastal and inland tourist attractions

Tourism products available within Nyandeni

The following are some of tourism products available within the Municipality: -

Accommodation and Hospitality:

a) Lummys Guest House
b) Dan's Country Lodge
c) Shirley's Guest House and Conference Centre
d) Anchorage Hotel
e) Hluleka Nature Reserve
f) Mdumbi Backpackers
g) Vukani Backpackers
h) Swell Eco Lodge
i) Mngcibe Lodge
j) Freedom o'clock
k) Buffalo Guest House

Coastal and inland tourist attractions

a) SS Mendi Heritage site
b) Ntlangano Conservancy
c) Hluleka Nature Reserve
d) Mlengane Hill
e) Dikela Hill with Khoisan rock paintings
f) Wild Coast 6 day hiking trail
g) Nyandeni Great Place
h) Prominent Pondo Chief grave sites

d) STRATEGIC INSTITUTIONAL AND INFRASTRUCTURAL PARTNERSHIPS

The Municipality entered into a number of partnership for economic growth and provision of economic infrastructure. Here are some of the partnerships:-

Partnership with Tsolo Agriculture and Rural Development Institute (TARDI) on improving knowledge management and LED capacity building.
Partnership with Moses Kotane Institute and South African Maritime Agency (SAMSA) on Maritime Development Programme.
Partnership with SEDA on capacity building and training to SMME's and Cooperatives.
MoU with Siyanda Bagkatla Platinum Mine on Nkanga Poultry/ Egg Production.
Partnership with Sibanye Stillwater on funding and construction of 3 shearing sheds (Buntingville, Zixholosini and Mbhobeleni).
SLA with Ntinga O.R. Tambo Development Agency on Business Plan Development for Animal Feed Plant.
Partnership with NHBRC on training of artisans and local contractors.
Partnership with WSU on Innovation Champions for LED and Community of Practice.
Separate partnership with WSU on Incubation Programme for 12 farmers selected from 6 clusters to be feeders to Animal Feed Processing Plant.
Partnership with ECDC on key strategic areas of intervention.

Partnership with ECSECC on 5 year Agreement for Long – Medium and Short – Term Socio – Economic Development Coordination, Facilitation and Planning Support.

LED PRIORITIES ALIGN WITH NATIONAL, PROVINCIAL AND DISTRICT OBJECTIVES

The National, Provincial and District Objectives that align with LED priorities include the following:

To strengthen intergovernmental coordination for planning of inclusive economic development between government and non-governmental sectors. The municipality ensures that its LED priorities are aligned with objectives of all spheres of government and develop strategies (LED Strategy, Tourism sector plan, Agricultural sector plan etc) that aim to boost economic growth while ensuring that the benefits are shared broadly across all segments of society.

LED focuses on reducing inequalities and ensuring that marginalized and disadvantaged groups have opportunities for economic participation and advancement by ensuring that their annual calls for funding are aimed at assisting small businesses that have potential but are struggling due to being led by disadvantaged individuals that previously did not have access to opportunities.

To facilitate the adoption and adaptation of innovation systems and economies of technical change the municipality supports and is part of the development of a Smart Village in one of its villages. The Nyandeni Smart Village will add the potential frog-leaping developmental opportunities through the applications of the technologies, processes and devices of the Fourth Industrial Revolution, which is part of its planned approach.

To launch a radical battle against poverty, inequality and unemployment - with a particular focus on the youth - and to enhance the quality of life for all citizens through the development of innovative, inclusive and competitive local economies. The municipality has taken several strategical approaches which include developing a comprehensive LED strategy that addresses poverty inequality and unemployment, support local businesses, provide capacity building for SMMES, have inclusive economic policies and foster community engagement

Provincial priorities

1. A growing, inclusive and equitable economy
2. An educated, empowered and innovative citizenry
3. A healthy population
4. Vibrant, equitably enabled communities
5. Capable, conscientious and accountable institutions

District Priorities

Objectives: To improve Integrated long-term planning, budgeting & implementation and the sustainability of local government.
To improve quality of life and transform district/metro economies and further enhance the institutional and financial sustainability of LG.

STATUS OF SECTOR PLANS

SECTOR PLAN	YEAR	COMMENT
1. SMME AND COOPERATIVE DEVELOPMENT STRATEGY	2014	Due for Review
2. FORESTRY SECTOR PLAN	2014	Due for Review
3. AGRICULTURAL SECTOR PLAN	2014	Due for Review
4. RETAIL SECTOR DEVELOPMENT STRATEGY	2016	Due for Review
5. SMALL TOWN REVITILIZATION STRATEGY	2016	Due for Review
6. RESPONSIBLE TOURISM DEVELOPMENT PLAN	2017	Due for Review
7. LOCAL ECONOMIC DEVELOPMENT STRATEGY	Reviewed in 2018	Due for Review
8. HOUSING SECTOR PLAN	Reviewed in 2018	Assisted by O.R. Tambo to review

LED CATALYTIC (DDM) PROJECTS TO STIMULATE INFRASTRUCTURE DEVELOPMENT AND JOB CREATION

Listed below are the Catalytic Projects for Nyandeni that are lifted as part of District Development Model:-

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Nyandeni Rural ICT	Infrastructure Development, ICT Development, Fashion Designer, Editing, Filming, Telenova, Publishing, Trainings and Development, Tour guiding, Heritage, music and film festivals	R60 million	Lobbying funding
New	Nyandeni Animal Feed Processing Plant	Planting and Ploughing, Processing, Infrastructure Development, Packaging and transportation, feed manufacturing, Production of Soya Beans, yellow maize, and sunflower, cannabis processing,	R60 million	Project funded by National Treasury and is currently on implementation

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
Upgrade	Ntlangano Nature Reserve Development	Infrastructure Development (Upgrade of Roads, Hotels, Pedestrian Walkways, Street Lighting), Day visitors infrastructure, Chalets and residential development	R60 million	R15m was approved by DEFF for infrastructure, awaiting Implementing Agent
New	Nyandeni SMME Warehouse Development (Libode and Ngqeleni Warehouse)	Earthworks and embankment construction, Layerworks, excavations and foundations, structural construction, roofing	R45 Million	Lobbying funding
New	Nkanga Poultry/egg project	Egg production project at ward 27 funded by Siyanda Bakgatle Platinum Mine	R8 Million	Structure was completed, delayed by water provision

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Libode Office Park	Building Construction, installation of structural steels, superstructures and foundations, parking and signage.	R139 Million	Requires funding, Project pronounced during SOPA
New	Nyandeni Cannabis/Hemp Farm	Cultivation and planting, fencing and infrastructure development, zoning of land, Processing and Packaging	R60 million	Hemp cultivation is currently piloted at Dininkosi in ward 9

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Rural Agro Industrialization Finance Initiative	Manufacturing and Supply, Production and Agro processing, packaging and transportation.	R50 Million	Project commenced at Ndungunyeni (ward 30), harvesting done
NEW	Development of Parks and Open Spaces	Beautification and landscaping, Infrastructure Investment	R50 Million	Project require project preparation and packaging
New	Development of Light Industrial Park	Land Packaging and Development of Infrastructure	R500 Million	Requires projects packaging and funding





MECHANISMS FOR BUSINESS EXPANSION AND RETENTION FOR EXISTING BUSINESSES AND ATTRACTION OF FURTHER INVESTMENT

Investment summit
Tourism Indaba
Grahamstown National Arts festival

The Municipality hosted an investment submit in September 2023. The investment summit was a measure by which the municipality aimed at attracting public infrastructure investment and private investment for the development and growth of Nyandeni local municipality. Some of the economic spin – off derived from the Investment Summit as part of Business Retention, Attraction and Expansion include:-

Commitments made by prospective developers for the Expansion of Bokleni Mall.
Council resolved to offer Erf 276 (Town Hall) Libode for expansion.
Currently implementing Investment Summit Resolutions.
Set up Resource Mobilization Committee and is active
Forged partnership with strategic partners like ECDC to advance some of the Summit Resolutions.

Key to the Investment summit was promoting Nyandeni local municipality as a tourism hub and business investment areas in property development.
The municipality has appointed 9 Resource mobilisation members which will be primarily responsible for
leveraging on their skills and expertise to drive public private partnership investment in Nyandeni.
Facilitate Trade and Investment platforms to stimulate Investor Appetite.

The municipality has developed a **Retail Sector Strategy** as well as the **Small Towns Revitalization Strategy** which prioritises CBD development, infrastructure development and rehabilitation, land development and property management, economic development initiative such commercial trading infrastructure and facilities such as malls, urban agriculture warehouses to allow for investment attraction. A Local Economic Development Strategy which identifies key economic sectors has just been reviewed (2018)

Key other sector development strategies and plans that guide the development of the local economy have been developed, these include:
Local Economic Development Strategy reviewed in 2018
Tourism Development sector Plan reviewed in 2017
Agriculture Development Plan
Forestry development Plan
SMME and Cooperative development Strategy
Programs implemented by the municipality are in line with objectives of the strategies and plans

STAKEHOLDER AND COMMUNITY INVOLVEMENT IN LED ACTIVITIES (E.G. LED FORUM, BUSINESS CHAMBERS
An Economic and Infrastructure Cluster that has replaced LED Forum was established and is functional. It sits on a quarterly basis. It serves as "a Platform (institutional arrangement) where local residents (private organizations, government, state owned entities; Non-Governmental Organizations (NGO's), Community Based Organizations (CBO's) such as Cooperative Association, farmers Association, the Business Chamber, the Local Tourism Organisation, the Taxi Association, the Informal Traders Association, traditional authorities within a particular locality gather, with an aim to share information and experiences, pool resources and solve problems."
The roles and responsibilities of the Economic and Infrastructure Cluster are to:-

Promote and facilitate partnerships between government, private sector, civil society and organized labour, for overall economic growth;
Improve Integrated Economic Planning, through broad participation and coordination of key economic role players *(government, business, labor, NGO's, CBO's, etc)*;
Assist to identify and capitalize on local competitive advantage for territorial and sectoral economic development;
improve the economic performance of the municipality, with respect to all its key sectoral aspects *(Tourism, Agriculture, Retail etc)*;

TARGETS FOR ENTERPRISE DEVELOPMENT SUPPORT E.G. SMME AND COOPERATIVES

The SMME and Cooperatives Strategy identifies the following key area in support of the sectors:

Creating a conducive regulatory and institutional environment for SMMEs development;
Improving access to finance and business premises;
Improving access to skills, markets and market exposure;
Provision of bulk infrastructure to small businesses
Municipality to facilitate access to all available sources of funds for SMMEs,
Municipality to facilitate easy access to land and business premises for SMME development,
to provide training to SMMEs via the existing training institutions and FET Colleges,
To organise a small SMME fair such as SMME flea market once a year in the municipality where SMMEs can access market opportunities and meet with larger businesses to explore outsourcing opportunities; and
To develop and roll out a mentorship programme in the Municipality.




Current initiatives of the municipality includes:

A Capacity building, empowerment and training program funded on an annual basis which forms part of the municipal SDBIP
SMME's and Cooperatives are being funded wherein sixteen (16) are supported annually.
The municipality further assist by mobilizing funding from external funding sources to support small business development.

MECHANISMS TO SUPPORT THE IMPLEMENTATION OF PUBLIC EMPLOYMENT PROGRAMMES (CWP/EPWP/ANY OTHER)

Created 150 work opportunities through Public Employment Programmes Community works programme (CWP)and Expanded public works programme(EPWP)
Provide training to 80 SMME's and Cooperatives members as part of capacity building

SMALL TOWNS REVITALIZATION PROGRAM

The municipality is currently implementing the following projects under the Small Towns Revitalization
Developed Libode Investment Plan with great elements for Small Town Revitalization
Installation of high must lights in the town of Libode and Ngqeleni
Construction of sidewalks in both towns
Conceptualization of Smart Village Development

AVAILABLE ECONOMIC INFRASTRUCTURE

The municipality is implementing a number of development projects as a contribution to economic infrastructure. The following are some of the projects implemented:-

Construction of Chicken Farm building as part of Poultry/Egg Production – Funded by Siyanda Bakgatla Platinum Mine.
Construction of 3 shearing sheds (Buntingville, Zixholosini and Mbhobeleni) – Funded by Sibanye Still Water
Installation of high must lights in the town of Libode and Ngqeleni.
Construction of sidewalks in both towns
Development of ablution facilities in 2025/2026 in the coastline as part of tourism development and promotion.
Currently developing Animal Feed Processing Plant – Funded by National Treasury.

POLICIES TO PROMOTE ECONOMIC DEVELOPMENT E.G. INFORMAL TRADING POLICY ETC.

- The development of the Retail sector strategy considered both formal and informal trading sectors
- The municipality has been able to provide street trading facilities for informal traders
- A licensing system is being used to ensure protection of Informal traders from illegal traders
- A Business Licencing Policy has been developed and adopted
- A Street Trading By - Law has also been developed to this effect

SPATIAL CONSIDERATION TO SUPPORT THE IMPLEMENTATION OF LED PROGRAMMES

There is land available in both towns for the implementation of LED Programmes.
The Spatial Development Framework describes land uses (zoning) for all pockets of land with the Municipal jurisdiction.
The Land Use Management Scheme has been developed to also give rise to this objective.

LED PROJECTS UNDER IMPLEMENTATION

The following are projects under implementation during the current financial year:-

a) Implementation of 2023 Investment Summit Resolutions
b) Creation of work opportunities as part of Public Works Programme
c) Support to Nyandeni farmers for crop production
d) Implementation of the Animal Feed Processing Plant
e) Maritime Career Exhibition as part of Oceans Economy
f) Implementation of tourism development programme
g) Provision of equipment and machinery to emerging entrepreneurs.
h) SMME and cooperative support and development through training
i) Manage and regulate business operations through licensing
j) Foster partnership with strategic institutions to promote innovation driven local economies

ECONOMIC INFRASTRUCTURE AND LOGISTICS PROJECTS

i) N2 Toll Road and Mzimvubu Dam pronounced and have commenced.
ii) The Wild Coast Special Economic Zone (SEZ) (approved as an industrial park).
iii) Hluleka nature reserve Economic stimulus funding for tourism infrastructure.
iv) The wild coast 6 day hiking trail & Mngcibe camp development.
v) Rural roads network include R61 upgrades (as economic infrastructure e.g. Ntlaza to Hluleka and Kop – Shop to Canzibe .

OCEANS ECONOMY PROGRAMMES AND PROJECTS

i) Provincial Oceans Economy Master Plan was developed and launched in March 2020 with priority projects identified for investment
ii) Department Forestry Fisheries and the Environment funded some aquaculture initiatives and awarded fishing rights licences to the following 5 cooperatives along Nyandeni coastline:-
   a) Mathebeni Primary Fishing Cooperative Limited in Mdzwina
   b) Hluleka Primary Fishing Cooperative Limited in Hluleka
   c) Presely Bay Primary Fishing Cooperative Limited in Mamolweni
   d) Mngcibe Family Fishing Primary Cooperative Limited in Mngcibe/Lwandile
   e) Tshani Fishing Primary Cooperative Limited in Tshani
iii) The District Municipality procured and allocated 1 (12m X 2m) 3 Phase refrigerated container, 10 cooler boxes and 10 fishing rods and spinning reels to the 5 fishing cooperatives that received fishing licenses in March 2020.
iv) South African Maritime Safety Authority (SAMSA) – The agency is conducting maritime awareness campaigns to communities along the coast.
v) Nyandeni LM is hosting Maritime Career Exhibitions to coastal schools.
vi) Plan to revamp Tshani-Mankosi aquaculture facility.
vii) Provincial MEC for Economic Development has recently proclaimed 2 boat launch sites (Mdumbi and Lwandile) as a licence to facilitate sea access including fishing.

AREAS OF SUPPORT FROM OTHER SECTORS

INTERVENTION	DEPARTMENT
Financial Support	All Relevant Departments
Strengthen partnerships Agreements	Relevant key Departments and institutions
Technical expertise	Per specific area of intervention
Project packaging and Business Plan development	ECSECC, ECDC, DDM Hub and identified Departments

OTHER CRITICAL STRATEGIC AREAS FOR PLANNING PURPOSES

SMART VILLAGE DEVELOPMENT

For the purposes of the Nyandeni smart village pilot project, a smart village includes culture, indigenous knowledge and indigenous technologies in community development planning approaches. Thus, smart villages are context-sensitive, based on the assets, needs, and potential of a given territory and supported by a new or existing territorial strategy that emphasize digital advancement and innovation. Smart villages in the context of pre-modern technology referred to communities that took the initiative to explore practical solutions and influence change in a manner that meets their future needs (Holmes, 2017). Holmes (2017) defines smart villages as active rural communities that perform modern and indigenous cultural actions by utilization of indigenous technologies in line with the 4iR in their social, economic, and environmental functions. Digital technologies are a powerful tool for smart villages; however, they are not the only ones (Atkočiūnienė & Vaznonienė, 2019, p. 505).

The ingenious project is structured as an Indigenous Technologies-based Commercial Mixed-Use Smart Village and as such, is a first in South Africa. The rural development enterprise is a collaboration of the Department of Science, and Innovation (DSI), Tshwane \University of Technology (TUT); University of Venda, Nyandeni Royal House, Nyandeni Communities, and Nyandeni Local Municipality.

The roll out of the project kicked off with a feasibility study conducted in March 2022. The study was focused on two communities in the Nyandeni Local Municipality: Marubeni and Mtombe Villages, located in the Eastern Cape, South Africa. The project is aimed at operationalizing the Protection, Promotion, Development and Management of Indigenous Knowledge Act 6 of 2019. The Nyandeni Smart Rural Village is premised in the co-creation community development approach which accommodates external agents while preventing the marginalization of the ordinary people, their voices, and ideas by the middle class and policymakers. The novel and disruptive Nyandeni smart village project has adopted an inclusive approach that ensures that planning is not conducted as an exclusive preserve of professional practitioners and policy makers.

In the context of acute rural-push and urban-pull factors (rural-urban migration), a smart village is necessary for curtailing the influx of rural dwellers into urban areas. Such a concept is also necessary for job creation and economic empowerment to enhance country life through Indigenous Knowledge Systems (IKS) and the 4th Industrial Revolution (4iR) binaries. The Nyandeni Smart Village project will

certainly bring basic services closer to the rural citizenry. There is no doubt that the Indigenous Knowledge-based Smart Village will contribute significantly to the socio-economic development in the Nyandeni Municipality region and beyond.

The "Smart Village Through Indigenous Knowledge and Fourth Industrial Revolution in South Africa" was selected as the **Star of Discovery in the 2022 "Global Awards for World Heritage Education Innovative Cases**".

As a key activity recommended by UNESCO to commemorate the 50th anniversary of the World Heritage Convention, the **2022 "Global Awards for World Heritage Education Innovative Cases**" **International Sharing Forum** was held on 13 December 2022 to announce the awards. The Forum was presided over by LI Xin, Deputy Secretary-General (WHITRAP). Nearly 50 representatives of international institutions, award winners, cooperative partners, and an expert panel from all over the world attended the Forum online. An audience of 8,008 also joined the Forum virtually. All winning cases will automatically enter into related cooperation networks and will be given priority to participate in relevant international cooperation and innovative pilot projects. The list of the Global Awards and relevant events will be published on UNESCO's websites worldwide (see http://whitrap.org/index.php?classid=1461&newsid=3411&t=show).

The Star of Discovery Award by WITHRAP under the auspices of UNESCO won by Prof M Sirayi and Prof M Kanyane supported by DSI, Nyandeni Local Municipality, Nyandeni Royal House, Nyandeni community, Project Steering Community and the project team is encouraging evidence that the DSI is committed to indigenous pieces of knowledge-driven innovation in South Africa.

The concept of a Smart Village was introduced to Nyandeni Local Municipality by the Department of Science Technology and Innovation, who is the custodian of Indigenous Knowledge Act of 2019.
Indigenous knowledge plays a vital role in fostering resilience and sustainable practices in communities by providing insights into local ecosystems, cultural heritage, and traditional practices that can inform innovative solutions.
The Department of Science Technology and Innovation is piloting Smart Village Development in Mthombe, Ward 5 of Nyandeni.

Smart Village Deliverables:-

A feasibility Study has been conducted
A Development Master Plan has been developed
Project Steering Committee is in place
Land has been secured through community resolutions
10 hectares of land has been fenced
A top standard International Conference has been held

CANNABIS DEVELOPMENT

Nyandeni local municipality because of its tropical climate has a huge potential for the production of Cannabis.
Currently there are a number of Indigenous marijuana producers in Nyandeni that are not formalized nor have commercial licenses for the farming and processing of cannabis.
The municipality is currently reviewing its LED strategy and the production of Cannabis within the region will definitely be one of the primal focal areas.
The municipality must work to assist the current indigenous Cannabis Growers in obtaining medicinal cannabis licenses.

TOURISM DEVELOPMENT

Nyandeni Local Municipality is a place of natural beauty with scenic beauty and beautiful landscape with fauna and flora, a wonderful 20 km coastline.
The Municipality is rich in tourism i.e. cultural, heritage and friendly people and offers a number of tourist attractions.
However, tourism is growing at a very slow pace and a great contributor is poor infrastructure.
A need for an integrated and concerted effort to grow and develop tourism as one of economic sectors is thus been identified.

FORESTRY DEVELOPMENT

A need to develop forestry sector to leverage economic growth has been identified.
The Municipality is forging partnership with SAPPI for forestry development.
Sites with huge potential has been identified and SAPPI initiated agreements with traditional authorities and communities of the sites.
The Municipality need to support the development as means for job creation and poverty alleviation.





REGISTRATION OF SPAZA SHOPS

During the year 2024 a number of fatalities were recorded due to food substances sold from spaza shops.
Nyandeni local municipality was never immune from this and also reported some cases of food contamination wherein kids were hospitalized due to food stuff sold in Spaza shops.
The Government announced that all Spaza Shops should be registered within Municipalities.
428 spaza shops have been registered within Nyandeni Local Municipality area.
A Standard By- Law regulating township (urban and rural) economies has been developed and adopted by the Council.
Physical inspections and assessment of adherence to health standards to Spaza Shops for the issuing of Permits and Trading Licences will be conducted jointly by LED officials, Law Enforcement and Environmental Health Practitioners

STATUS OF NYANDENI LAND CLAIMS

Project Name	Status	Option	Projected Settlement Date
Mdolozo/B. Van der Byl	Rapid Research	To be determined	-
Buthongweni Community	Valuation Update	Restoration	November 2012
Elurhasini	Valuation	Restoration	
Kenyon Family	Rapid Research	To be determined	
Manitshana Family	Valuation	To be determined	December 2012
Malungeni Community	Valuation	Restoration	June 2012

Project Name	Status
Mdlankomo/Monyeni Community	Settled
Rozani Family	Settled
Phumelele Thwazi Family	To be researched
Maqanyeni Community	Settled
Hluleka Community	Settled

FINANCIAL COMPENSATION OF LAND CLAIMS

No	Project Name	Municipality	No. Of Households	Budget Allocated	Amount Paid	Amount Available	No. Of Ben Paid.
1.	Mdlankomo - Moyeni	Nyandeni	1980	79 967 704.82	72 395 366.36	7 572 338.46	2464
2.	Hluleka	Nyandeni	1126	31 809 620.94	30 078 439.00	1 731 181.94	826
3.	Rozani Family	Nyandeni	6	R347 225.48	R347 225.48	0	6
3.	Maqanyeni	Nyandeni	172	1 485 169.00	1 418 315.78	66 853.22	237

1. ECONOMY

The economic state of Nyandeni Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, O.R.Tambo District Municipality, Eastern Cape Province and South Africa.

The Nyandeni Local Municipality does not function in isolation from O.R.Tambo, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

1.1 GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states.
Definition:
Definition: Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

TABLE 1. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [R BILLIONS, CURRENT PRICES]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2013	3.0	30.8	309.6	3,868.6	*9.8%*	*0.98%*	*0.08%*
2014	3.2	33.1	330.8	4,133.9	*9.8%*	*0.98%*	*0.08%*
2015	3.5	35.7	354.1	4,420.8	*9.7%*	*0.98%*	*0.08%*
2016	3.7	38.7	379.0	4,759.6	*9.6%*	*0.98%*	*0.08%*
2017	4.0	41.7	403.4	5,078.2	*9.5%*	*0.98%*	*0.08%*
2018	4.1	44.1	420.9	5,363.2	*9.4%*	*0.99%*	*0.08%*
2019	4.3	46.8	437.2	5,625.2	*9.3%*	*0.99%*	*0.08%*
2020	4.3	46.9	427.0	5,562.8	*9.1%*	*1.00%*	*0.08%*
2021	4.8	53.2	474.8	6,220.2	*9.0%*	*1.00%*	*0.08%*
2022	5.0	57.1	501.1	6,655.5	*8.8%*	*1.00%*	*0.08%*
2023	5.4	62.4	537.4	7,024.0	*8.6%*	*1.00%*	*0.08%*

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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With a GDP of R 5.39 billion in 2023 (up from R 3.03 billion in 2013), the Nyandeni Local Municipality contributed 8.64% to the O.R.Tambo District Municipality GDP of R 62.4 billion in 2023 increasing in the share of the O.R.Tambo from 9.84% in 2013. The Nyandeni Local Municipality contributes 1.00% to the GDP of Eastern Cape Province and 0.08% the GDP of South Africa which had a total GDP of R 7.02 trillion in 2023 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2013 when it contributed 0.08% to South Africa, but it is lower than the peak of 0.08% in 2015.

TABLE 2. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	0.0%	0.5%	1.4%	2.5%
2014	1.2%	1.7%	0.8%	1.4%
2015	1.3%	2.0%	0.9%	1.3%
2016	1.5%	2.2%	0.8%	0.7%
2017	0.9%	1.8%	0.5%	1.2%
2018	1.1%	2.7%	1.1%	1.6%
2019	0.5%	1.6%	0.1%	0.3%
2020	-5.7%	-3.4%	-6.0%	-6.2%
2021	5.8%	7.2%	5.3%	5.0%
2022	2.3%	3.4%	2.1%	1.9%
2023	2.5%	3.3%	0.8%	0.7%
Average Annual growth 2013-2023	***1.10%***	***2.22%***	***0.60%***	***0.74%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, the Nyandeni Local Municipality achieved an annual growth rate of 2.51% which is a significantly higher GDP growth than the Eastern Cape Province's 0.80%, but is higher than that of South Africa, where the 2023 GDP growth rate was 0.70%. Contrary to the short-term growth rate of 2023, the longer-term average growth rate for Nyandeni (1.10%) is slightly higher than that of South Africa (0.74%). The economic growth in Nyandeni peaked in 2021 at 5.82%.

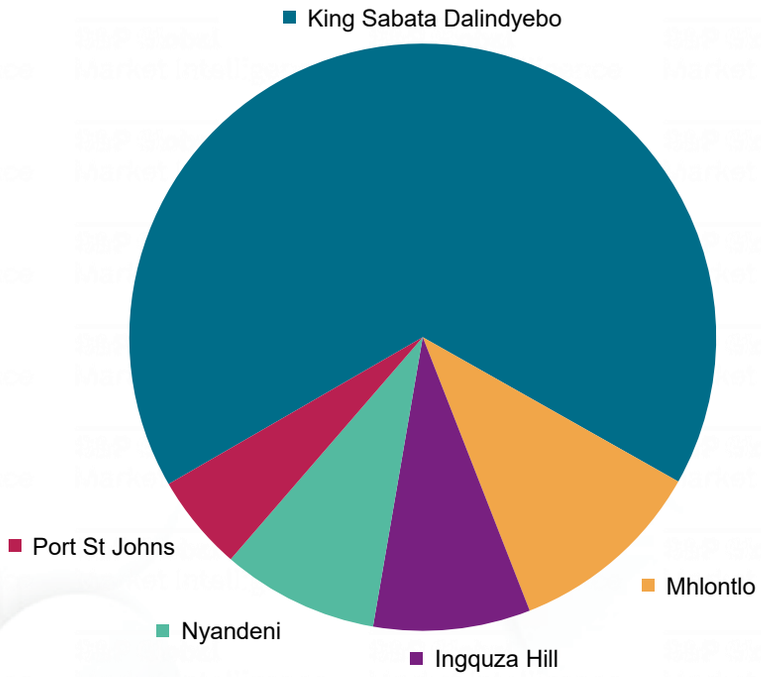


CHART 1. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The Nyandeni Local Municipality had a total GDP of R 5.39 billion and in terms of total contribution towards O.R.Tambo District Municipality the Nyandeni Local Municipality ranked fourth relative to all the regional economies to total O.R.Tambo District Municipality GDP. This ranking in terms of size compared to other regions of Nyandeni remained the same since 2013. In terms of its share, it was in 2023 (8.6%) significantly smaller compared to what it was in 2013 (9.8%). For the period 2013 to 2023, the average annual growth rate of 1.1% of Nyandeni was the second relative to its peers in terms of growth in constant 2010 prices.

TABLE 3. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN O.R.TAMBO DISTRICT MUNICIPALITY, 2013 TO 2023, SHARE AND GROWTH

	2023 (Current prices)	Share of district municipality	2013 (Constant prices)	2023 (Constant prices)	Average Annual growth
Nyandeni	5.39	*8.64%*	3.37	3.76	***1.10%***
Ingquza Hill	5.39	*8.65%*	3.64	3.64	***-0.01%***
Port St Johns	3.31	*5.31%*	2.16	2.28	***0.56%***
Mhlontlo	6.79	*10.88%*	4.49	4.69	***0.44%***
King Sabata Dalindyebo	41.48	*66.51%*	20.62	28.33	***3.23%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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King Sabata Dalindyebo had the highest average annual economic growth, averaging 3.23% between 2013 and 2023, when compared to the rest of the regions within O.R.Tambo District Municipality. The Nyandeni Local Municipality had the second highest average annual growth rate of 1.10%. Ingquza Hill Local Municipality had the lowest average annual growth rate of -0.01% between 2013 and 2023.

1.1.1 *ECONOMIC GROWTH FORECAST*

It is expected that Nyandeni Local Municipality will grow at an average annual rate of 2.29% from 2023 to 2028. The average annual growth rate in the GDP of O.R.Tambo District Municipality and Eastern Cape Province is expected to be 3.08% and 1.89% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.95%, which is lower than that of the Nyandeni Local Municipality.

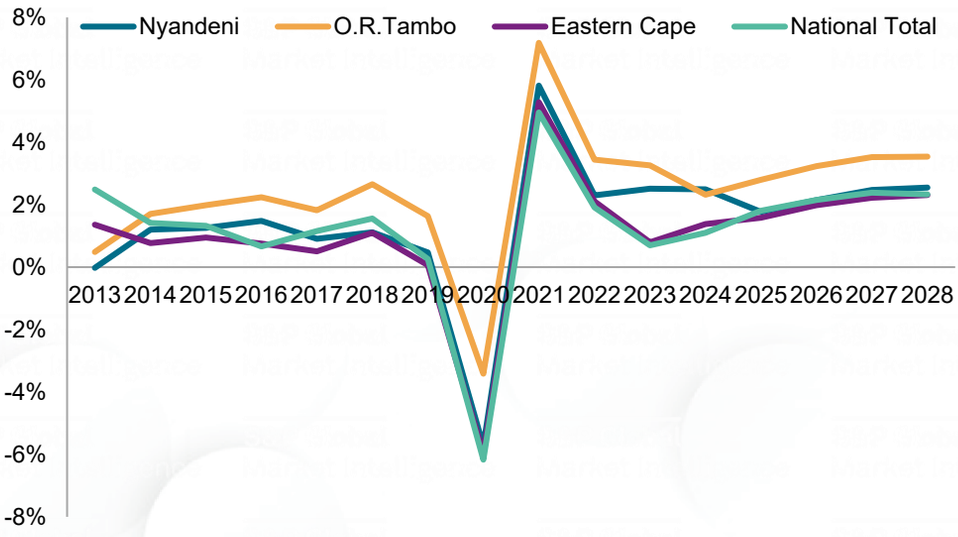


CHART 2. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2028 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2028, Nyandeni's forecasted GDP will be an estimated R 4.21 billion (constant 2010 prices) or 8.5% of the total GDP of O.R.Tambo District Municipality. The ranking in terms of size of the Nyandeni Local Municipality will remain the same between 2023 and 2028, with a contribution to the O.R.Tambo District Municipality GDP of 8.5% in 2028 compared to the 8.8% in 2023. At a 2.29% average annual GDP growth rate between 2023 and 2028, Nyandeni ranked the second compared to the other regional economies.

TABLE 4. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN O.R.TAMBO DISTRICT MUNICIPALITY, 2013 TO 2028, SHARE AND GROWTH

	2028 (Current prices)	Share of district municipality	2013 (Constant prices)	2028 (Constant prices)	Average Annual growth
Nyandeni	7.59	*8.36%*	3.37	4.21	***1.49%***
Ingquza Hill	7.21	*7.95%*	3.64	3.88	***0.42%***
Port St Johns	4.63	*5.10%*	2.16	2.52	***1.05%***
Mhlontlo	9.33	*10.28%*	4.49	5.09	***0.84%***
King Sabata Dalindyebo	61.98	*68.30%*	20.62	34.00	***3.39%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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1.2 *Gross value added by region (GVA-R)*

The Nyandeni Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

Definition: Gross value added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

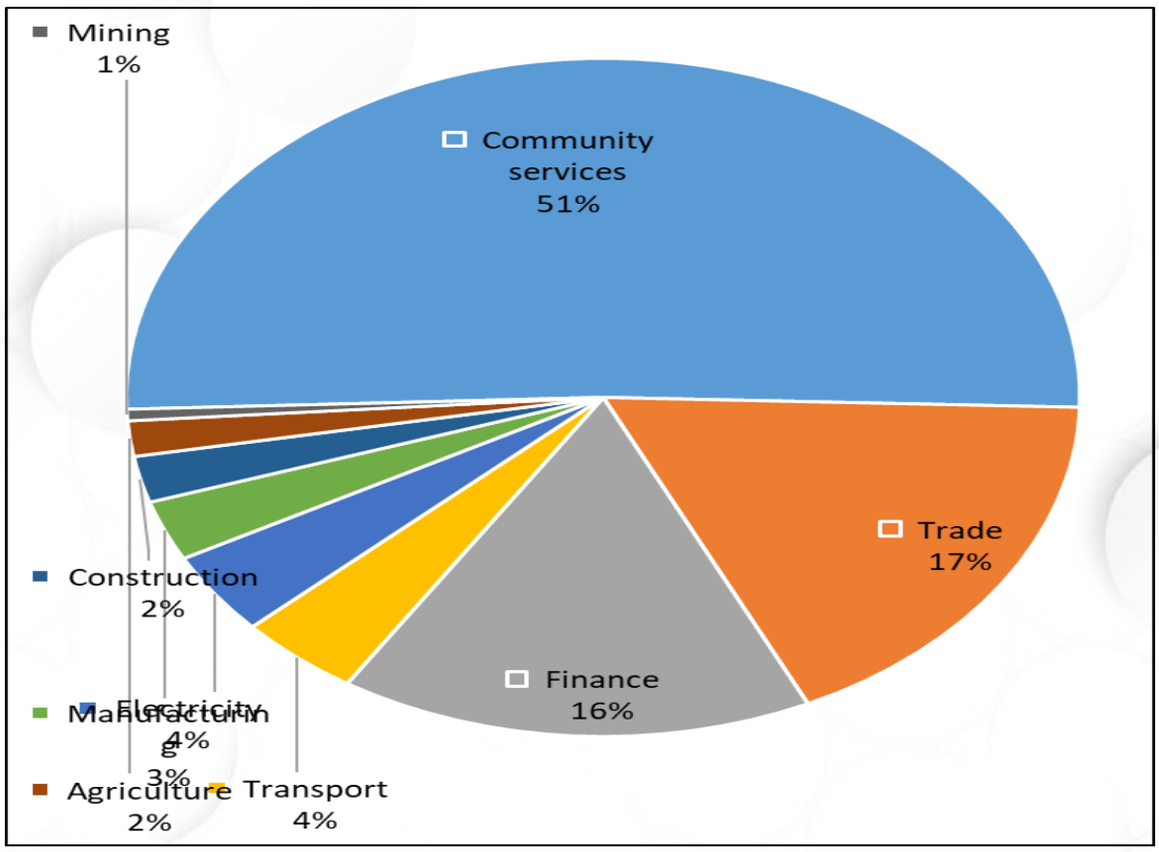
The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Nyandeni Local Municipality.

TABLE 5. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [R BILLIONS, CURRENT PRICES]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
Agriculture	0.1	0.8	11.6	183.8	*10.2%*	*0.72%*	*0.04%*
Mining	0.0	0.2	1.3	444.2	*17.6%*	*2.17%*	*0.01%*
Manufacturing	0.1	2.6	71.4	910.5	*5.5%*	*0.20%*	*0.02%*
Electricity	0.2	3.4	11.0	219.4	*5.6%*	*1.75%*	*0.09%*
Construction	0.1	1.1	12.3	155.2	*10.0%*	*0.87%*	*0.07%*
Trade	0.9	10.8	79.3	877.7	*7.9%*	*1.08%*	*0.10%*
Transport	0.2	2.0	26.9	495.0	*10.2%*	*0.75%*	*0.04%*
Finance	0.8	10.6	87.6	1,471.8	*7.4%*	*0.89%*	*0.05%*
Community services	2.5	26.2	181.3	1,553.2	*9.5%*	*1.38%*	*0.16%*
Total Industries	**4.9**	**57.6**	**482.8**	**6,310.8**	***8.5%***	***1.01%***	***0.08%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, the community services sector is the largest within Nyandeni Local Municipality accounting for R 2.49 billion or 51.0% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Nyandeni Local Municipality is the trade sector at 17.5%, followed by the finance sector with 16.0%. The sector that contributes the least to the economy of Nyandeni Local Municipality is the mining sector with a contribution of R 28.3 million or 0.58% of the total GVA.



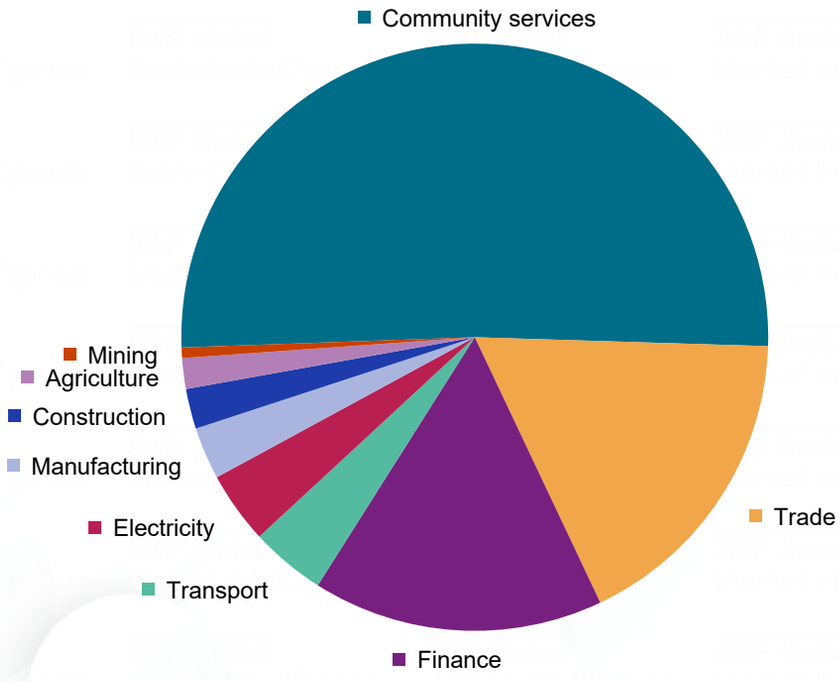


CHART 3. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE COMPOSITION]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the O.R.Tambo District Municipality, it is clear that the King Sabata Dalindyebo contributes the most community services towards its own GVA, with 63.09%, relative to the other regions within O.R.Tambo District Municipality. The King Sabata Dalindyebo contributed R 38.6 billion or 67.05% to the GVA of O.R.Tambo District Municipality.The King Sabata Dalindyebo also contributes the most the overall GVA of O.R.Tambo District Municipality.

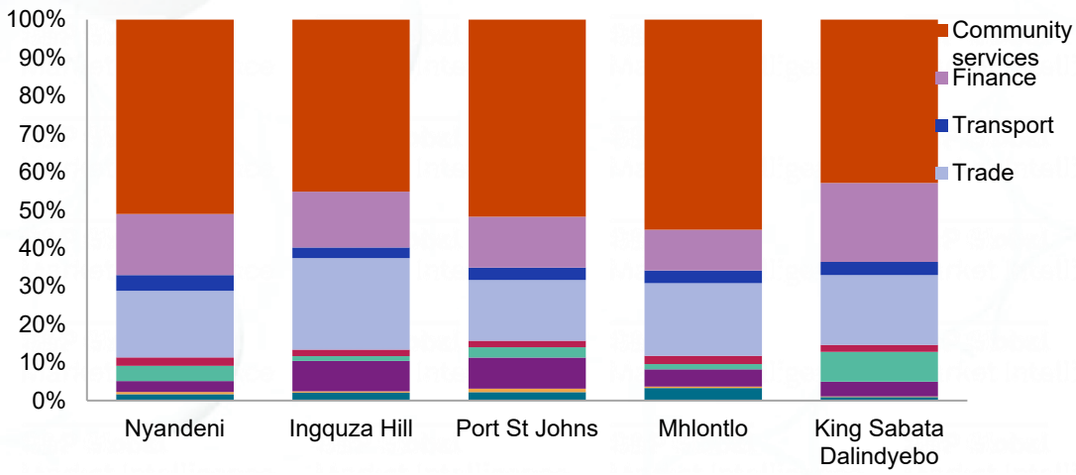


CHART 4. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI, INGQUZA HILL, PORT ST JOHNS, MHLONTLO AND KING SABATA DALINDYEBO, 2023 [PERCENTAGE COMPOSITION]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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1.2.1 Historical economic growth

For the period 2023 and 2013, the GVA in the finance sector had the highest average annual growth rate in Nyandeni at 2.04%. The industry with the second highest average annual growth rate is the transport sector averaging at 1.79% per year. The electricity sector had an average annual growth rate of -2.75%, while the construction sector had the lowest average annual growth of -3.08%. Overall a positive growth existed for all the industries in 2023 with an annual growth rate of 2.03% since 2022.

TABLE 6. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2013, 2018 AND 2023 [R MILLIONS, 2010 CONSTANT PRICES]

	2013	2018	2023	Average Annual growth
Agriculture	40.0	39.4	44.2	***1.00***%
Mining	16.3	18.2	13.0	***-2.23***%
Manufacturing	85.6	86.2	83.7	***-0.23***%
Electricity	101.9	87.2	77.1	***-2.75***%
Construction	102.8	97.9	75.2	***-3.08***%
Trade	559.2	577.6	586.1	***0.47***%
Transport	135.0	148.3	161.2	***1.79***%
Finance	467.5	552.1	571.8	***2.04***%
Community services	1,581.8	1,649.4	1,810.3	***1.36***%
Total Industries	**3,089.9**	**3,256.3**	**3,422.5**	***1.03***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The tertiary sector contributes the most to the Gross Value Added within the Nyandeni Local Municipality at 88.7%. This is significantly higher than the national economy (69.7%). The secondary sector contributed a total of 9.1% (ranking second), while the primary sector contributed the least at 2.3%.



CHART 5. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

1.2.1.1 Primary sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Nyandeni Local Municipality from 2013 to 2023.

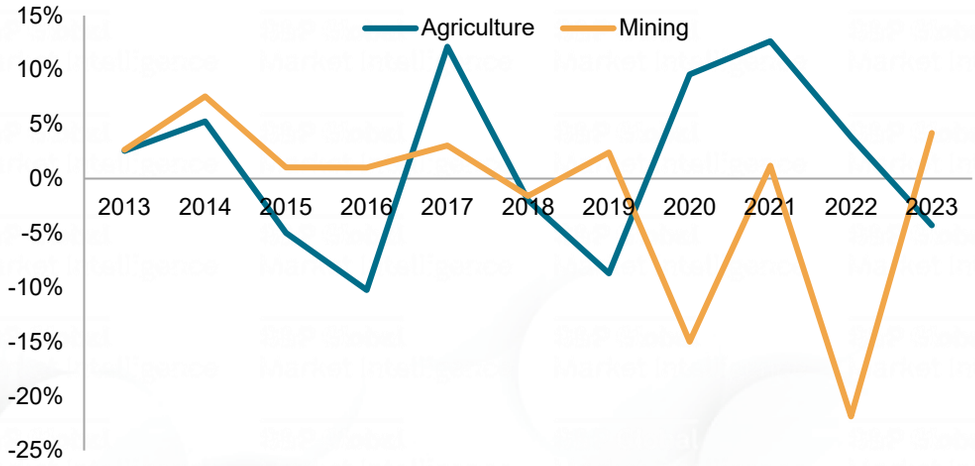


CHART 6. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - NYANDENI, 2013-2023 [ANNUAL PERCENTAGE CHANGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Between 2013 and 2023, the agriculture sector experienced the highest positive growth in 2021 with an average growth rate of 12.6%. The mining sector reached its highest point of growth of 7.6% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -10.2%, while the mining sector reaching its lowest point of growth in 2022 at -21.9%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

1.2.1.2 SECONDARY SECTOR

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Nyandeni Local Municipality from 2013 to 2023.

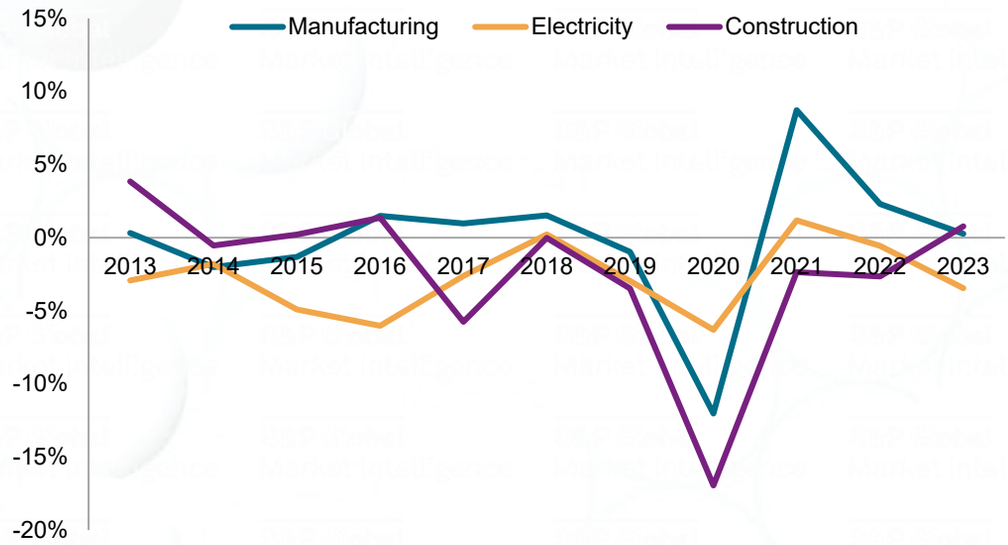


CHART 7. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - NYANDENI, 2013-2023 [ANNUAL PERCENTAGE CHANGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Between 2013 and 2023, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 8.7%. The construction sector reached its highest growth in 2013 at 3.8%. The manufacturing sector experienced its lowest growth in 2020 of -12.0%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -16.9% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2021 at 1.2%, while it recorded the lowest growth of -6.3% in 2020.

1.2.1.3 Tertiary sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Nyandeni Local Municipality from 2013 to 2023.

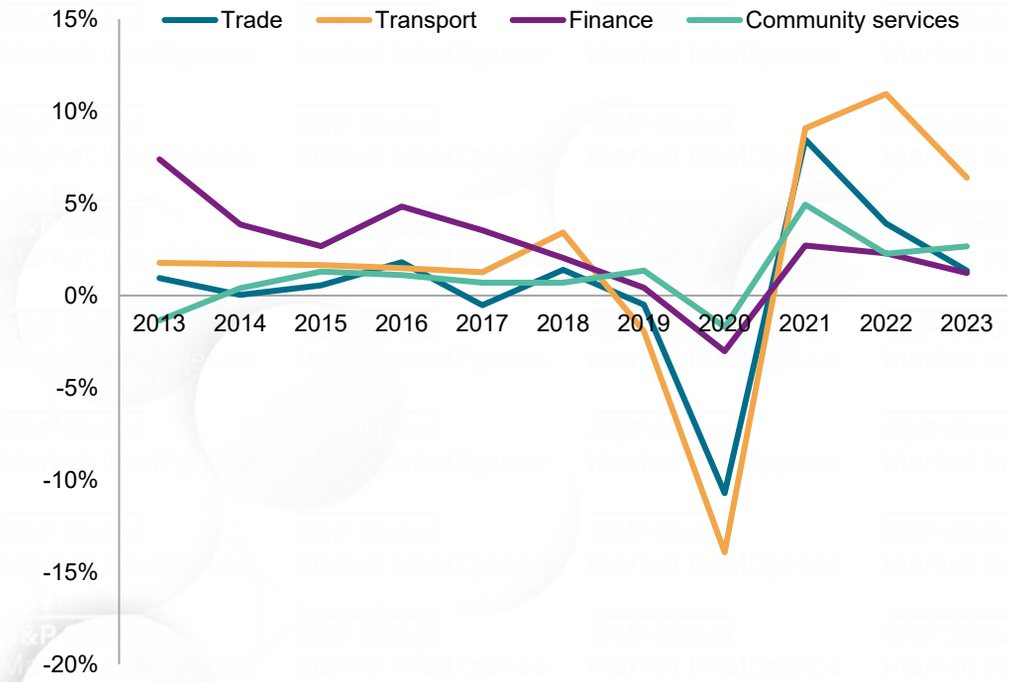


CHART 8. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - NYANDENI, 2013-2023 [ANNUAL PERCENTAGE CHANGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The trade sector experienced the highest positive growth in 2021 with a growth rate of 8.5%. The transport sector reached its highest point of growth in 2022 at 10.9%. The finance sector experienced the highest growth rate in 2013 when it grew by 7.4% and recorded the lowest growth rate in 2020 at -3.0%. The Trade sector also had the lowest growth rate in 2020 at -10.7%. The community services sector, which largely consists of government, experienced its highest positive growth in 2021 with 4.9% and the lowest growth rate in 2020 with -1.7%.

1.2.2 *SECTOR GROWTH FORECAST*

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

TABLE 7. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023-2028 [R MILLIONS, CONSTANT 2010 PRICES]

	2023	2024	2025	2026	2027	2028	Average Annual growth
Agriculture	44.2	41.9	44.5	45.9	47.2	48.2	*1.79*%
Mining	13.0	13.1	13.0	13.2	13.4	13.7	*0.94*%
Manufacturing	83.7	87.4	89.2	91.0	92.8	94.9	*2.53*%
Electricity	77.1	77.3	75.1	76.2	77.7	79.1	*0.52*%
Construction	75.2	72.3	74.8	77.0	79.2	81.4	*1.61*%
Trade	586.1	587.8	606.9	619.6	633.8	653.3	*2.19*%
Transport	161.2	169.5	174.1	179.5	185.0	190.3	*3.38*%
Finance	571.8	588.1	597.4	611.8	628.7	645.8	*2.46*%
Community services	1,810.3	1,875.0	1,893.2	1,926.1	1,969.3	2,012.5	*2.14*%
Total Industries	**3,422.5**	**3,512.4**	**3,568.2**	**3,640.3**	**3,727.1**	**3,819.2**	***2.22*%**

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The transport sector is expected to grow fastest at an average of 3.38% annually from R 161 million in Nyandeni Local Municipality to R 190 million in 2028. The community services sector is estimated to be the largest sector within the Nyandeni Local Municipality in 2028, with a total share of 52.7% of the total GVA (as measured in current prices), growing at an average annual rate of 2.1%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of 0.52%.

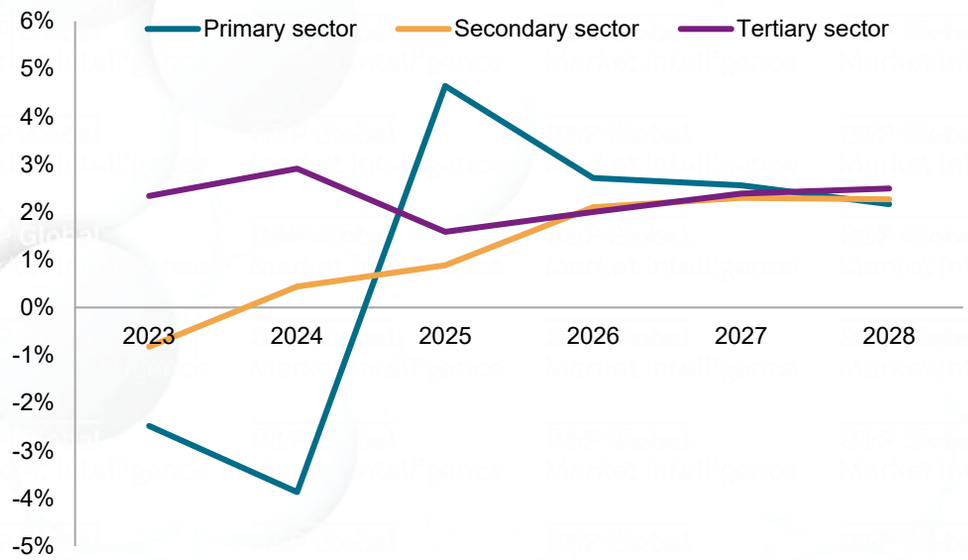


CHART 9. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023-2028 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The Primary sector is expected to grow at an average annual rate of 1.60% between 2023 and 2028, with the Secondary sector growing at 1.60% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.27% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

1.3 Tress index

Definition: The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

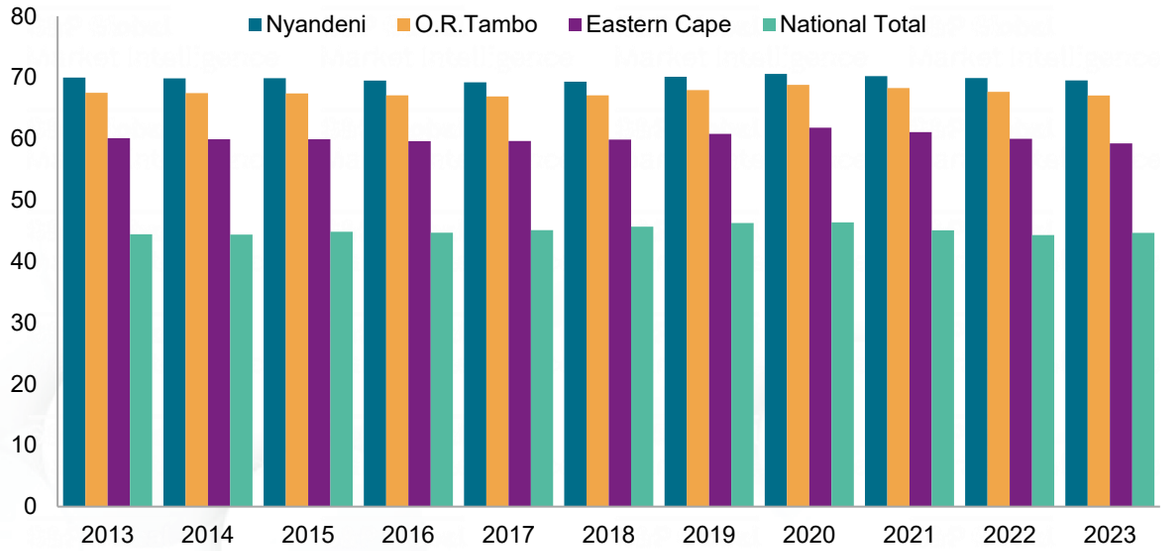


CHART 10. TRESS INDEX - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, Nyandeni's Tress Index was estimated at 69.5 which are higher than the 67.1 of the district municipality and higher than the 67.1 of the province. This implies that - on average - Nyandeni Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

The Nyandeni Local Municipality has a concentrated community services sector.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

1.4 LOCATION QUOTIENT

Definition: A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

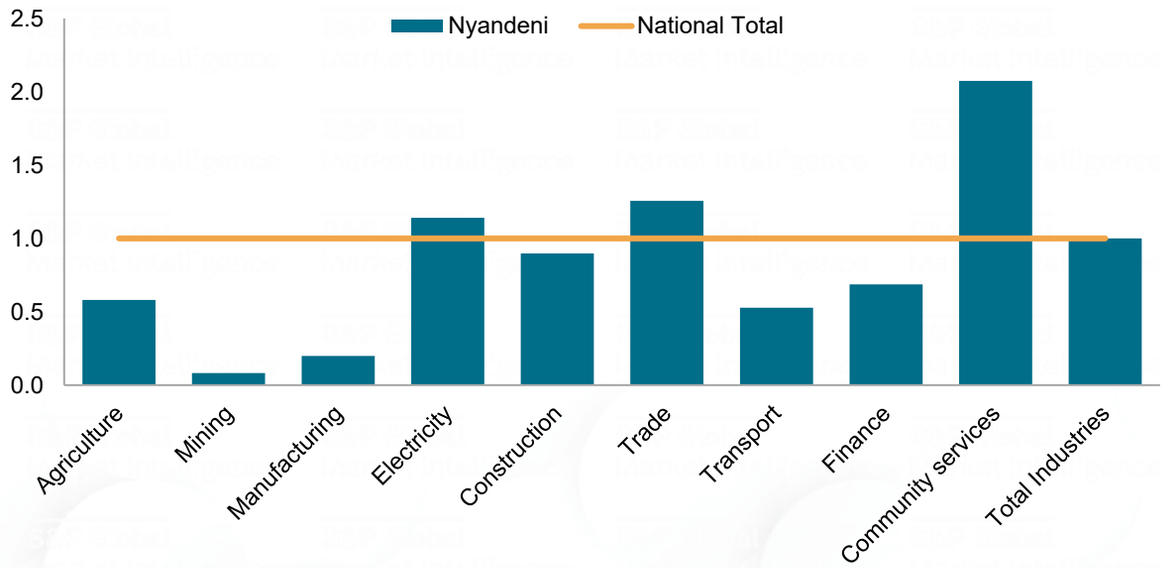


CHART 11. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - NYANDENI LOCAL MUNICIPALITY AND SOUTH AFRICA, 2023 [NUMBER]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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For 2023 Nyandeni Local Municipality has a very large comparative advantage in the community services sector. The trade sector has a comparative advantage. The electricity also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Nyandeni Local Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately the Nyandeni Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0823.

2. LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 8. WORKING AGE POPULATION IN NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013 AND 2023 [NUMBER]

	Nyandeni		O.R.Tambo		Eastern Cape		National Total	
	2013	2023	2013	2023	2013	2023	2013	2023
15-19	31,300	44,000	144,000	202,000	553,000	698,000	4,800,000	5,620,000
20-24	31,200	24,900	150,000	122,000	674,000	516,000	5,540,000	4,750,000
25-29	27,400	21,100	134,000	107,000	676,000	488,000	5,490,000	4,990,000
30-34	18,200	28,100	89,300	135,000	481,000	609,000	4,480,000	5,730,000
35-39	11,800	26,600	57,900	127,000	340,000	622,000	3,660,000	5,500,000
40-44	8,990	15,700	44,800	76,500	286,000	445,000	3,120,000	4,340,000
45-49	8,510	9,840	41,200	47,200	274,000	314,000	2,710,000	3,450,000
50-54	8,360	7,680	40,800	35,800	268,000	263,000	2,320,000	2,880,000
55-59	6,940	7,010	35,100	33,600	237,000	249,000	1,910,000	2,450,000
60-64	6,130	5,890	30,600	33,100	195,000	236,000	1,510,000	2,040,000
Total	**159,000**	**191,000**	**767,000**	**920,000**	**3,980,000**	**4,440,000**	**35,500,000**	**41,800,000**

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The working age population in Nyandeni in 2023 was 191 000, increasing at an average annual rate of 1.86% since 2013. For the same period the working age population for O.R.Tambo District Municipality increased at 1.83% annually, while that of Eastern Cape Province

increased at 1.09% annually. South Africa's working age population has increased annually by 1.62% from 35.5 million in 2013 to 41.8 million in 2023.

The graph below combines all the facets of the labour force in the Nyandeni Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

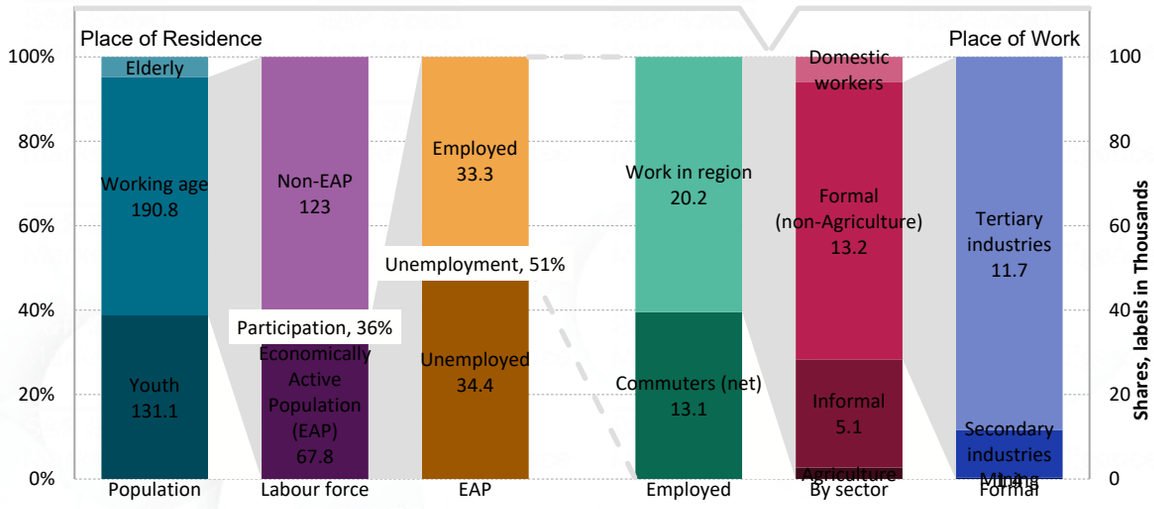


CHART 12. LABOUR GLIMPSE - NYANDENI LOCAL MUNICIPALITY, 2023
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Reading the chart from the left-most bar, breaking down the total population of the Nyandeni Local Municipality (338 000) into working age and non-working age, the number of people that are of working age is about 191 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 35.5% are participating in the labour force, meaning 67 800 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 123 000 people. Out of the economically active population, there are 34 400 that are unemployed, or when expressed as a percentage, an unemployment rate of 50.8%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Nyandeni, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 11 700 jobs. When including the informal, agricultural and domestic workers, we have a total number of 20 200 jobs in the area. Formal jobs make up 65.6% of all jobs in the Nyandeni Local Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that work outside of the local municipality.

> *In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.*

2.1 *Economically active population (EAP)*

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

Definition: The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

TABLE 9. ECONOMICALLY ACTIVE POPULATION (EAP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER, PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2013	40,000	227,000	1,740,000	19,600,000	*17.7%*	*2.3%*	*0.20%*
2014	43,600	244,000	1,820,000	20,500,000	*17.8%*	*2.4%*	*0.21%*
2015	46,400	259,000	1,890,000	21,200,000	*17.9%*	*2.5%*	*0.22%*
2016	49,700	276,000	1,970,000	21,900,000	*18.0%*	*2.5%*	*0.23%*
2017	53,800	296,000	2,050,000	22,500,000	*18.2%*	*2.6%*	*0.24%*
2018	56,300	308,000	2,100,000	22,800,000	*18.3%*	*2.7%*	*0.25%*
2019	60,500	329,000	2,180,000	23,200,000	*18.4%*	*2.8%*	*0.26%*
2020	60,400	328,000	2,170,000	22,700,000	*18.4%*	*2.8%*	*0.27%*
2021	63,600	343,000	2,230,000	22,800,000	*18.5%*	*2.9%*	*0.28%*
2022	66,300	356,000	2,290,000	23,700,000	*18.6%*	*2.9%*	*0.28%*
2023	67,800	364,000	2,320,000	24,800,000	*18.6%*	*2.9%*	*0.27%*
Average Annual growth							
2013-2023	***5.41%***	***4.86%***	***2.95%***	***2.39%***			

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Nyandeni Local Municipality's EAP was 67 800 in 2023, which is 20.04% of its total population of 338 000, and roughly 18.62% of the total EAP of the O.R.Tambo District Municipality. From 2013 to 2023, the average annual increase in the EAP in the Nyandeni Local Municipality was 5.41%, which is 0.546 percentage points higher than the growth in the EAP of O.R.Tambo's for the same period.

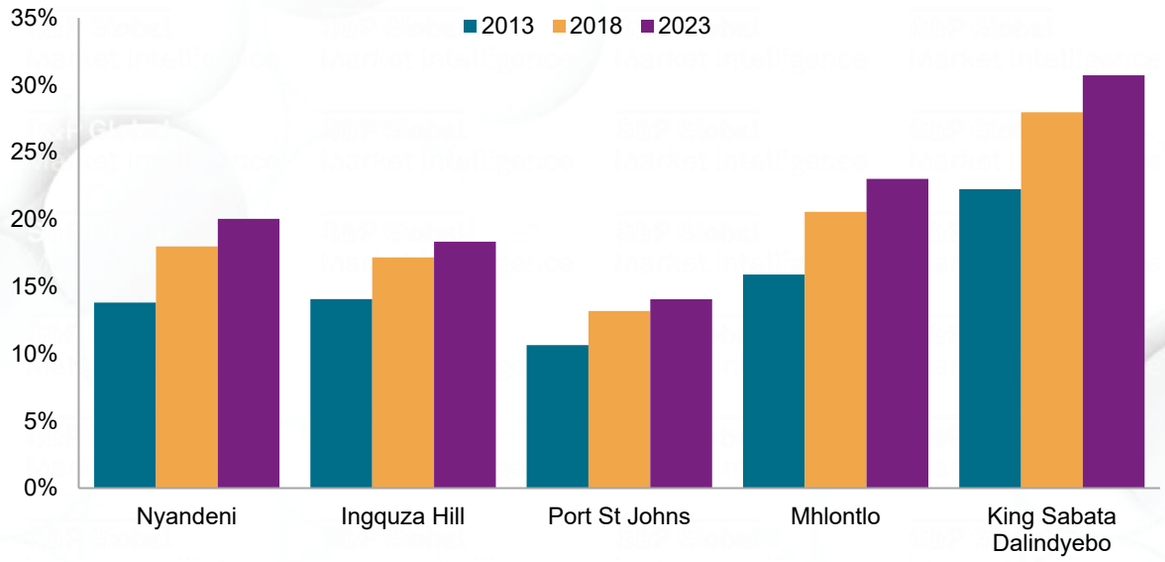


CHART 13. EAP AS % OF TOTAL POPULATION - NYANDENI AND THE REST OF O.R.TAMBO, 2013, 2018, 2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2013, 13.8% of the total population in Nyandeni Local Municipality were classified as economically active which increased to 20.0% in 2023. Compared to the other regions in O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Port St Johns Local Municipality had the lowest EAP with 14.1% people classified as economically active population in 2023.

2.1.1 *LABOUR FORCE PARTICIPATION RATE*

Definition: The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Nyandeni, O.R.Tambo, Eastern Cape and National Total as a whole.

TABLE 10. THE LABOUR FORCE PARTICIPATION RATE - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	25.2%	29.5%	43.6%	55.2%
2014	27.1%	31.4%	45.4%	56.6%
2015	28.5%	32.8%	46.7%	57.7%
2016	30.2%	34.7%	48.2%	58.8%
2017	32.2%	36.7%	49.9%	59.5%
2018	33.2%	37.5%	50.5%	59.4%
2019	34.9%	39.2%	51.8%	59.4%
2020	34.0%	38.2%	51.0%	57.0%
2021	35.0%	39.1%	51.7%	56.5%
2022	35.6%	39.7%	52.3%	57.8%
2023	35.5%	39.6%	52.3%	59.5%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The Nyandeni Local Municipality's labour force participation rate increased from 25.22% to 35.53% which is an increase of 10 percentage points. The O.R.Tambo District Municipality increased from 29.53% to 39.60%, Eastern Cape Province increased from 43.59% to 52.29% and South Africa increased from 55.20% to 59.52% from 2013 to 2023.The Nyandeni Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2013 to 2023. The Nyandeni Local Municipality had a lower labour force participation rate when compared to South Africa in 2023.

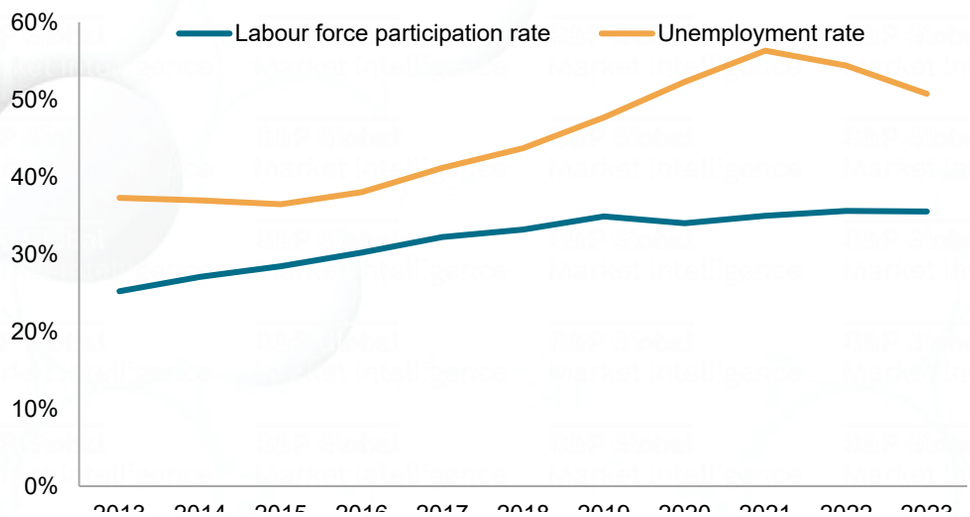


CHART 14. THE LABOUR FORCE PARTICIPATION AND UNEMPLOYMENT RATES - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023 the labour force participation rate for Nyandeni was at 35.5% which is significantly higher when compared to the 25.2% in 2013. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2013, the unemployment rate for Nyandeni was 37.3% and increased overtime to 50.8% in 2023. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Nyandeni Local Municipality.

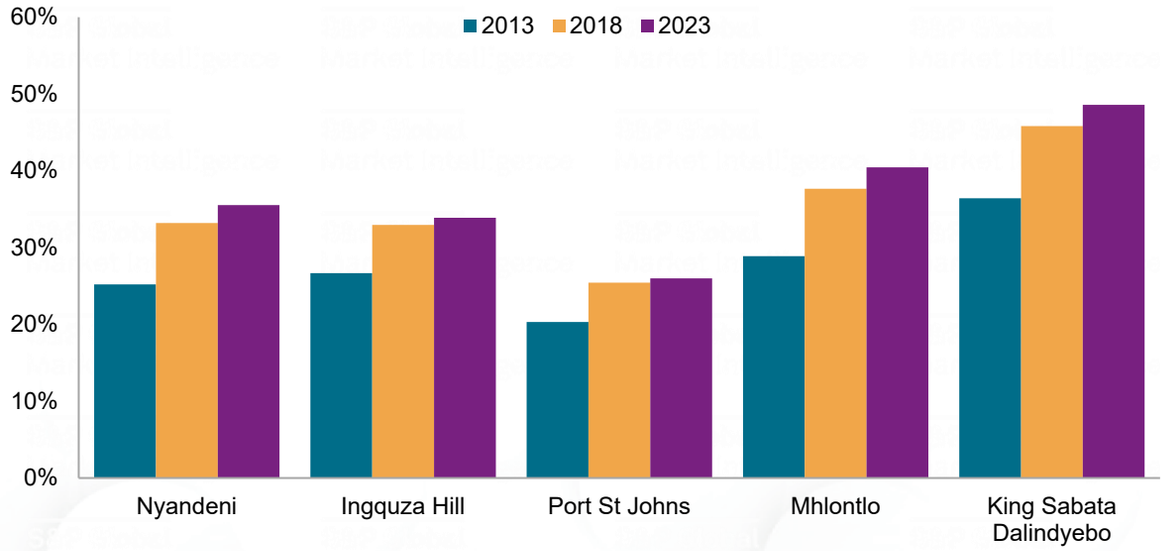


CHART 15. THE LABOUR FORCE PARTICIPATION RATE - NYANDENI AND THE REST OF O.R.TAMBO, 2018 AND 2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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King Sabata Dalindyebo Local Municipality had the highest labour force participation rate with 48.6% in 2023 increasing from 36.4% in 2013. Port St Johns Local Municipality had the lowest labour force participation rate of 26.0% in 2023, this increased from 20.3% in 2013.

2.2 *Total employment*

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

TABLE 11. TOTAL EMPLOYMENT - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBERS]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	15,600	143,000	1,210,000	14,700,000
2014	17,000	156,000	1,270,000	15,300,000
2015	18,200	166,000	1,330,000	15,800,000
2016	19,000	173,000	1,350,000	16,100,000
2017	19,400	177,000	1,360,000	16,400,000
2018	19,400	177,000	1,350,000	16,600,000
2019	19,400	177,000	1,340,000	16,600,000
2020	17,700	163,000	1,260,000	15,800,000
2021	17,000	157,000	1,220,000	15,100,000
2022	18,400	170,000	1,280,000	15,700,000
2023	20,200	186,000	1,360,000	16,700,000
Average Annual growth				
2013-2023	***2.60%***	***2.62%***	***1.15%***	***1.31%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, Nyandeni employed 20 200 people which is 10.87% of the total employment in O.R.Tambo District Municipality (186 000), 1.49% of total employment in Eastern Cape Province (1.36 million), and 0.12% of the total employment of 16.7 million in South Africa. Employment within Nyandeni increased annually at an average rate of 2.60% from 2013 to 2023.

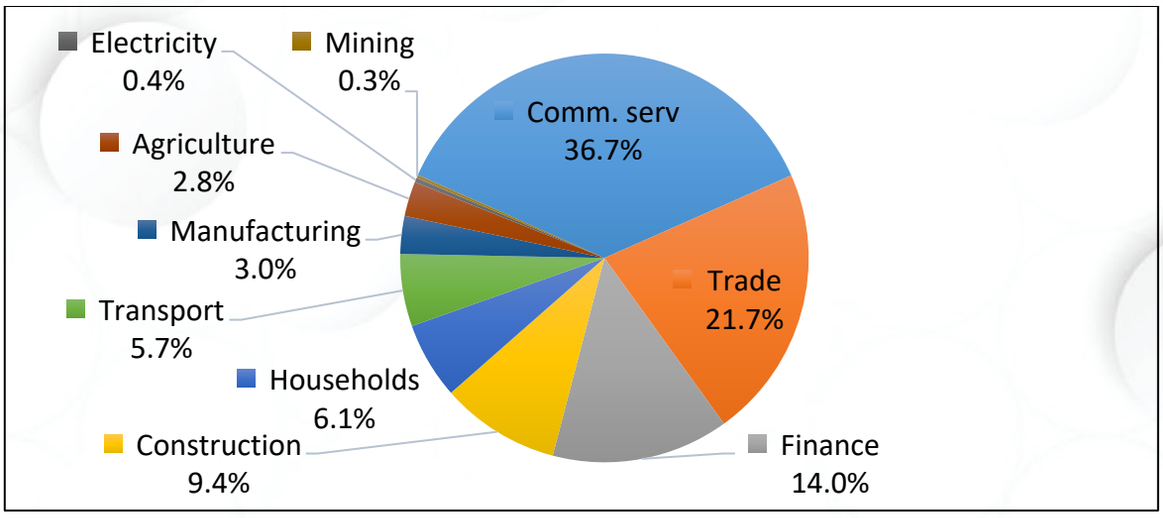
TABLE 12. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - NYANDENI AND THE REST OF O.R.TAMBO, 2023 [NUMBERS]

	Nyandeni	Ingquza Hill	Port St Johns	Mhlontlo	King Sabata Dalindyebo	Total O.R.Tambo
Agriculture	548	1,230	756	1,750	3,120	7,401
Mining	44	52	34	20	76	225
Manufacturing	615	825	559	1,060	3,240	6,300
Electricity	74	59	31	66	200	431
Construction	1,890	2,620	1,620	2,260	8,740	17,132
Trade	4,380	4,950	3,200	4,300	25,700	42,564
Transport	1,170	883	624	1,320	5,530	9,520
Finance	2,870	2,400	1,440	2,320	14,400	23,405
Community services	7,380	8,720	5,700	7,870	37,800	67,456
Households	1,220	1,420	817	1,320	6,580	11,352
Total	**20,200**	**23,200**	**14,800**	**22,300**	**105,000**	**185,787**

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Nyandeni Local Municipality employs a total number of 20 200 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within O.R.Tambo District Municipality is King Sabata Dalindyebo local municipality with a total number of 105 000. The local municipality that employs the lowest number of people relative to the other regions within O.R.Tambo District Municipality is Port St Johns local municipality with a total number of 14 800 employed people.

In Nyandeni Local Municipality the economic sectors that recorded the largest number of employment in 2023 were the community services sector with a total of 7 380 employed people or 36.6% of total employment in the local municipality. The trade sector with a total of 4 380 (21.7%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 44 (0.2%) is the sector that employs the least number of people in Nyandeni Local Municipality, followed by the electricity sector with 73.9 (0.4%) people employed.



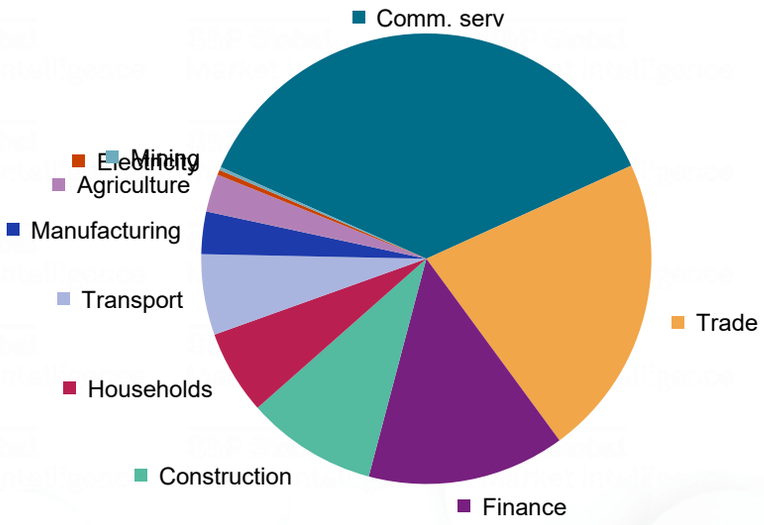


CHART 16. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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2.3 *Formal and Informal employment*

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Nyandeni Local Municipality counted 15 000 in 2023, which is about 74.36% of total employment, while the number of people employed in the informal sector counted 5 180 or 25.64% of the total employment. Informal employment in Nyandeni increased from 3 830 in 2013 to an estimated 5 180 in 2023.

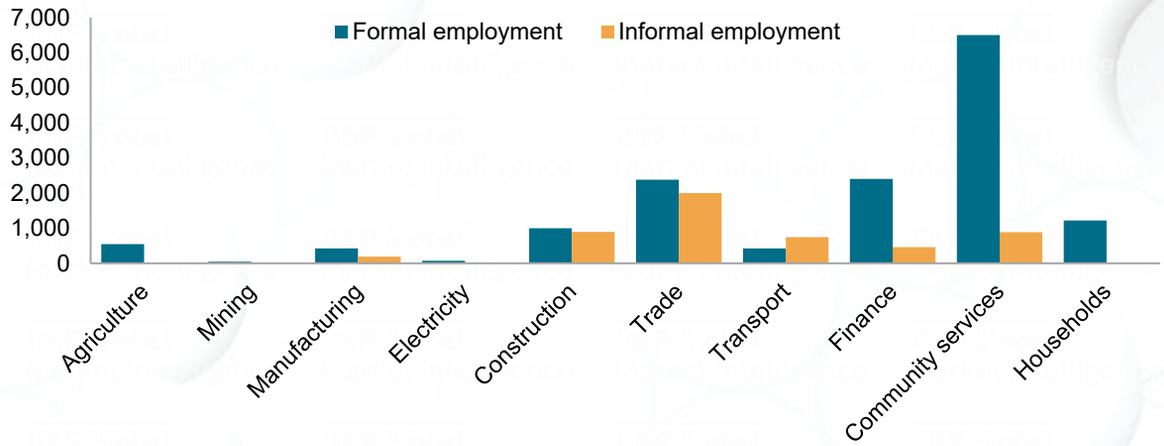


CHART 17. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [NUMBERS]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Some of the economic sectors have little or no informal employment:
Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 2 000 employees or 38.66% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 188 and only contributes 3.64% to total informal employment.

TABLE 13. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [NUMBERS]

	Formal employment	Informal employment
Agriculture	548	N/A
Mining	44	N/A
Manufacturing	426	188
Electricity	74	N/A
Construction	998	896
Trade	2,380	2,000
Transport	424	747
Finance	2,400	463
Community services	6,500	884
Households	1,220	N/A

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

2.4 UNEMPLOYMENT

Definition: The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;
"Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

TABLE 14. UNEMPLOYMENT (OFFICIAL DEFINITION) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2013	14,900	80,300	514,000	4,940,000	*18.6%*	*2.9%*	*0.30%*
2014	16,100	85,800	537,000	5,150,000	*18.8%*	*3.0%*	*0.31%*
2015	16,900	89,400	553,000	5,410,000	*18.9%*	*3.1%*	*0.31%*
2016	18,900	100,000	601,000	5,800,000	*18.9%*	*3.1%*	*0.33%*
2017	22,100	116,000	676,000	6,130,000	*19.1%*	*3.3%*	*0.36%*
2018	24,600	128,000	735,000	6,240,000	*19.2%*	*3.4%*	*0.39%*
2019	28,900	149,000	829,000	6,600,000	*19.4%*	*3.5%*	*0.44%*
2020	31,600	163,000	901,000	6,880,000	*19.4%*	*3.5%*	*0.46%*
2021	35,800	183,000	999,000	7,660,000	*19.5%*	*3.6%*	*0.47%*
2022	36,100	184,000	996,000	8,000,000	*19.7%*	*3.6%*	*0.45%*
2023	34,400	174,000	953,000	8,120,000	*19.7%*	*3.6%*	*0.42%*
Average Annual growth							
2013-2023	***8.71%***	***8.06%***	***6.36%***	***5.11%***			

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, there were a total number of 34 400 people unemployed in Nyandeni, which is an increase of 19 500 from 14 900 in 2013. The total number of unemployed people within Nyandeni constitutes 19.74% of the total number of unemployed people in O.R.Tambo District Municipality. The Nyandeni Local Municipality experienced an average annual increase of 8.71% in the number of unemployed people, which is worse than that of the O.R.Tambo District Municipality which had an average annual increase in unemployment of 8.06%.

TABLE 15. UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	37.3%	35.4%	29.6%	25.2%
2014	37.0%	35.1%	29.5%	25.2%
2015	36.5%	34.6%	29.3%	25.5%
2016	38.0%	36.2%	30.6%	26.4%
2017	41.2%	39.2%	33.0%	27.2%
2018	43.7%	41.6%	35.0%	27.4%
2019	47.7%	45.3%	38.1%	28.4%
2020	52.3%	49.6%	41.5%	30.3%
2021	56.3%	53.4%	44.8%	33.6%
2022	54.4%	51.5%	43.5%	33.7%
2023	50.8%	47.9%	41.0%	32.7%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, the unemployment rate in Nyandeni Local Municipality (based on the official definition of unemployment) was 50.75%, which is an increase of 13.5 percentage points. The unemployment rate in Nyandeni Local Municipality is higher than that of O.R.Tambo. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Nyandeni Local Municipality was higher than that of Eastern Cape which was 41.04%. The unemployment rate for South Africa was 32.70% in 2023, which is a increase of -7.54 percentage points from 25.15% in 2013.

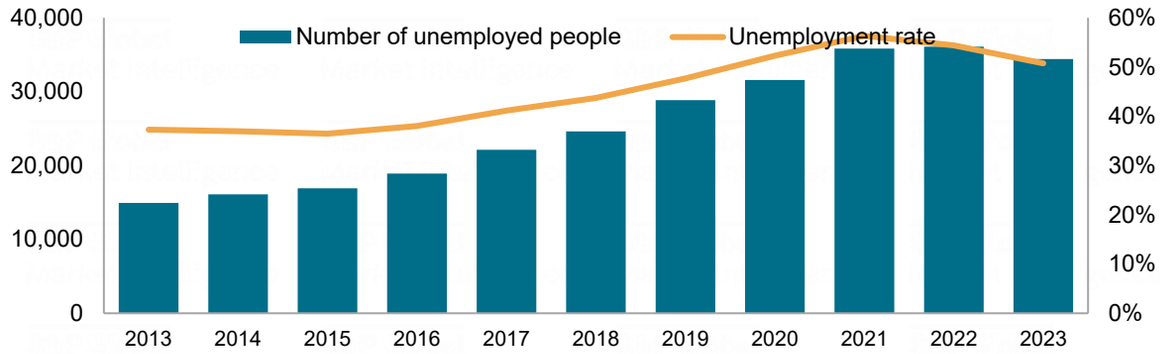


CHART 18. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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When comparing unemployment rates among regions within O.R.Tambo District Municipality, Ingquza Hill Local Municipality has indicated the highest unemployment rate of 61.8%, which has increased from 41.8% in 2013. It can be seen that the King Sabata Dalindyebo Local Municipality had the lowest unemployment rate of 37.7% in 2023, this increased from 30.5% in 2013.

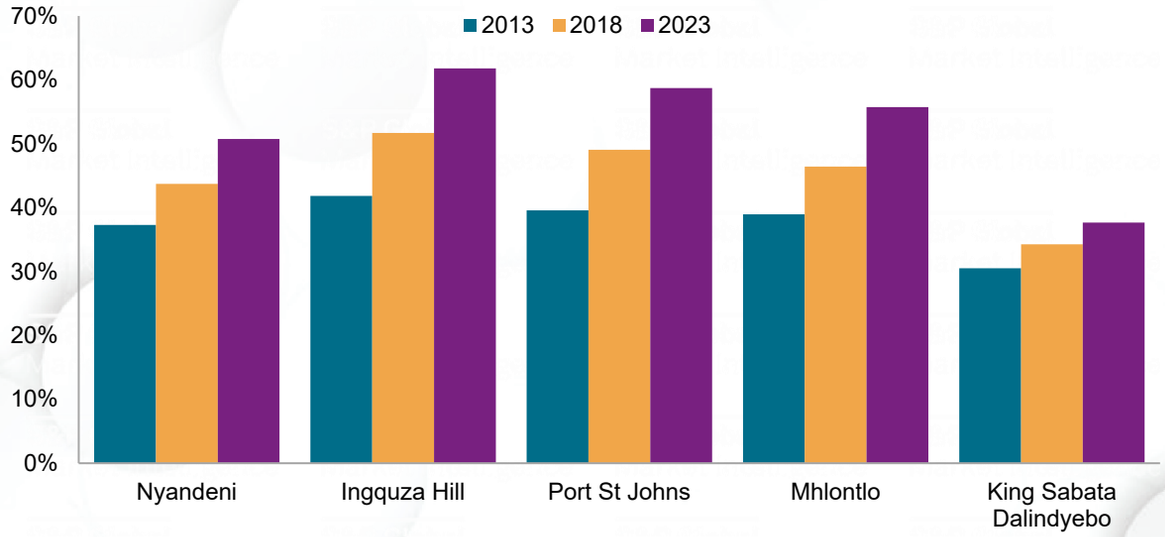


CHART 19. UNEMPLOYMENT RATE - NYANDENI AND THE REST OF O.R.TAMBO, 2013, 2018 AND 2023 [PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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3. *Income and expenditure*

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

3.1 *Number of households by income category*

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

TABLE 16. HOUSEHOLDS BY INCOME CATEGORY - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023 [NUMBER PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
0-2400	5	27	114	1,200	*18.4%*	*4.4%*	*0.42%*
2400-6000	66	357	1,560	14,500	*18.6%*	*4.2%*	*0.46%*
6000-12000	534	2,790	12,000	104,000	*19.2%*	*4.4%*	*0.51%*
12000-18000	1,340	6,920	29,500	249,000	*19.4%*	*4.5%*	*0.54%*
18000-30000	5,580	27,300	116,000	911,000	*20.4%*	*4.8%*	*0.61%*
30000-42000	7,900	38,300	167,000	1,280,000	*20.7%*	*4.7%*	*0.62%*
42000-54000	8,040	38,300	168,000	1,280,000	*21.0%*	*4.8%*	*0.63%*
54000-72000	10,900	52,300	243,000	1,850,000	*20.8%*	*4.5%*	*0.59%*
72000-96000	10,100	48,600	241,000	1,960,000	*20.7%*	*4.2%*	*0.51%*
96000-132000	8,470	41,400	218,000	1,920,000	*20.5%*	*3.9%*	*0.44%*
132000-192000	7,280	37,000	208,000	1,990,000	*19.7%*	*3.5%*	*0.37%*
192000-360000	6,340	35,300	230,000	2,470,000	*17.9%*	*2.8%*	*0.26%*
360000-600000	2,670	16,700	131,000	1,590,000	*16.0%*	*2.0%*	*0.17%*
600000-1200000	1,360	9,430	101,000	1,380,000	*14.5%*	*1.4%*	*0.10%*
1200000-2400000	395	2,960	43,600	646,000	*13.3%*	*0.9%*	*0.06%*
2400000+	31	238	8,180	134,000	*13.2%*	*0.4%*	*0.02%*
Total	**71,000**	**358,000**	**1,920,000**	**17,800,000**	***19.8%***	***3.7%***	***0.40%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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It was estimated that in 2023 10.60% of all the households in the Nyandeni Local Municipality, were living on R30,000 or less per annum. In comparison with 2013's 30.72%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 10 900, followed by the 72000-96000 income category with 10 100 households. Only 5 households fall within the 0-2400 income category.

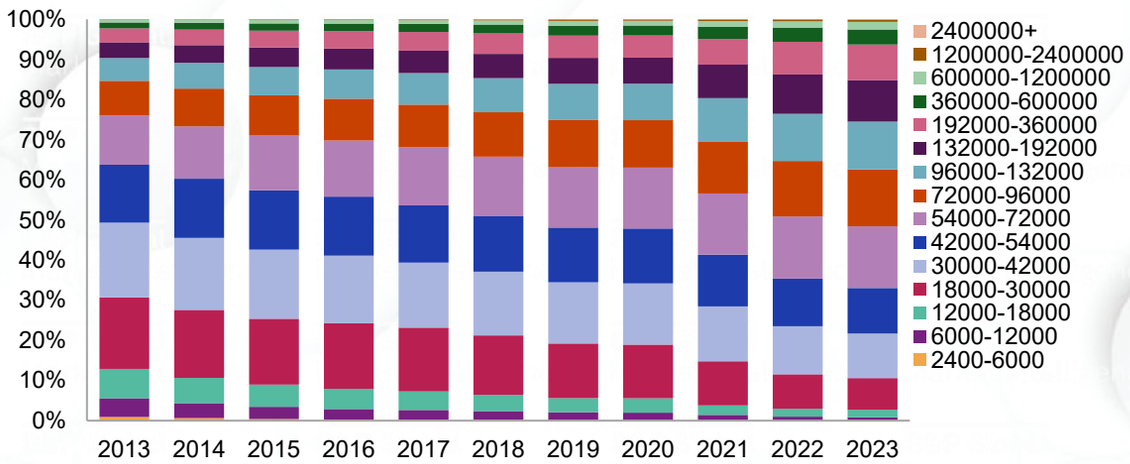


CHART 20. HOUSEHOLDS BY INCOME BRACKET - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [PERCENTAGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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For the period 2013 to 2023 the number of households earning more than R30,000 per annum has increased from 69.28% to 89.40%.

3.2 *Annual total personal income*

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Definition: Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

TABLE 17. ANNUAL TOTAL PERSONAL INCOME - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL[CURRENT PRICES, R BILLIONS]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	4.2	25.1	213.8	2,729.4
2014	4.6	27.2	231.8	2,938.2
2015	4.9	29.5	250.8	3,180.0
2016	5.2	31.6	268.4	3,413.6
2017	5.7	34.1	290.0	3,662.1
2018	6.2	36.7	310.7	3,913.0
2019	6.5	38.4	326.6	4,111.6
2020	6.4	37.5	319.3	4,015.2
2021	7.4	42.9	357.0	4,435.7
2022	8.6	49.0	395.3	4,823.2
2023	9.3	52.9	423.8	5,133.6
Average Annual growth				
2013-2023	***8.15***%	***7.76***%	***7.08***%	***6.52***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Nyandeni Local Municipality recorded an average annual growth rate of 8.15% (from R 4.25 billion to R 9.3 billion) from 2013 to 2023, which is more than both O.R.Tambo's (7.76%) as well as Eastern Cape Province's (7.08%) average annual growth rates. South Africa had an average annual growth rate of 6.52% (from R 2.73 trillion to R 5.13 trillion) which is less than the growth rate in Nyandeni Local Municipality.

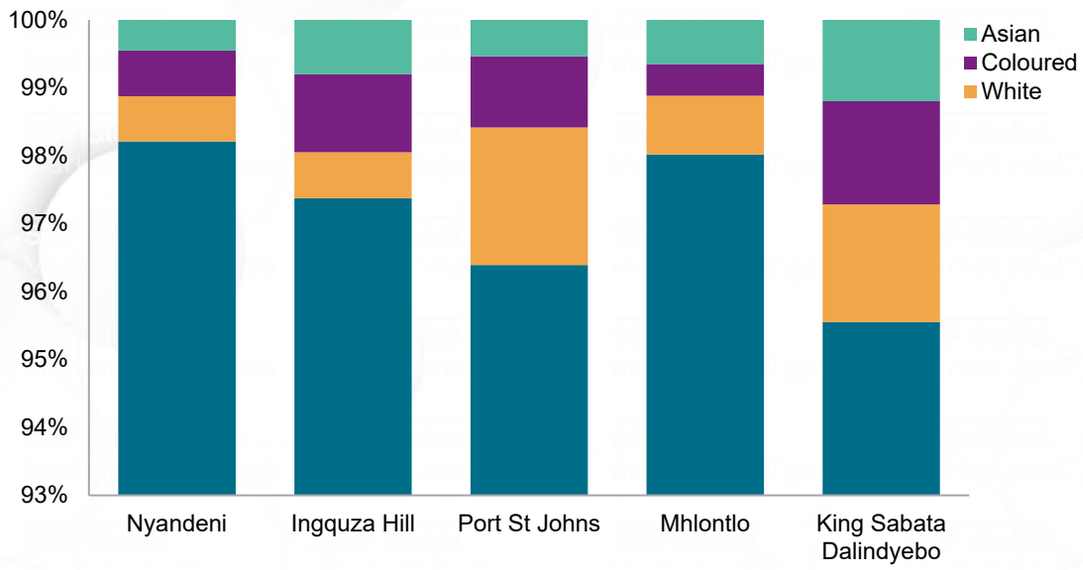


CHART 21. ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - NYANDENI AND THE REST OF O.R.TAMBO [CURRENT PRICES, R BILLIONS]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The total personal income of Nyandeni Local Municipality amounted to approximately R 9.3 billion in 2023. The African population group earned R 9.13 billion, or 98.21% of total personal income, while the White population group earned R 61.8 million, or 0.67% of the total personal income. The White and the Asian population groups only had a share of 0.66% and 0.45% of total personal income respectively.

TABLE 18. ANNUAL TOTAL PERSONAL INCOME - [CURRENT PRICES, R BILLIONS]

	Nyandeni	Ingquza Hill	Port St Johns	Mhlontlo	King Sabata Dalindyebo
2013	4.25	4.24	2.06	3.24	11.30
2014	4.57	4.53	2.21	3.49	12.39
2015	4.92	4.82	2.37	3.75	13.65
2016	5.22	5.05	2.52	3.97	14.80
2017	5.68	5.46	2.74	4.32	15.91
2018	6.16	5.88	2.97	4.68	17.02
2019	6.49	6.14	3.13	4.92	17.75
2020	6.37	6.03	3.07	4.83	17.16
2021	7.38	6.99	3.58	5.56	19.36
2022	8.55	8.10	4.18	6.39	21.75
2023	9.30	8.76	4.56	6.94	23.38
Average Annual growth					
2013-2023	***8.15***%	***7.53***%	***8.27***%	***7.93***%	***7.54***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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When looking at the annual total personal income for the regions within O.R.Tambo District Municipality it can be seen that the King Sabata Dalindyebo Local Municipality had the highest total personal income with R 23.4 billion which increased from R 11.3 billion recorded in 2013. It can be seen that the Port St Johns Local Municipality had the lowest total personal income of R 4.56 billion in 2023, this increased from R 2.06 billion in 2013.

3.3 *Annual per capita income*

Definition: Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

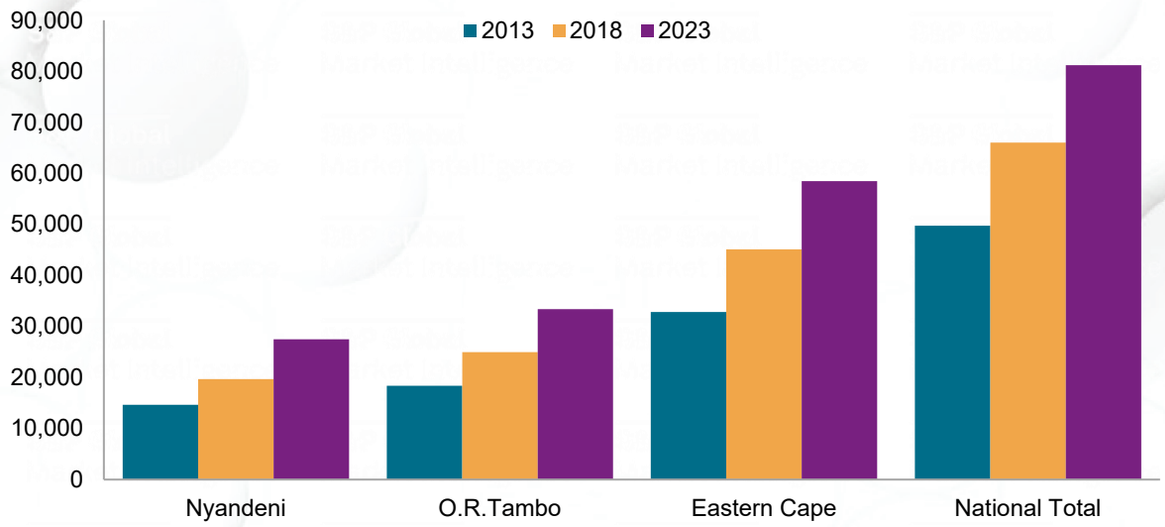


CHART 22. PER CAPITA INCOME - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023 [RAND, CURRENT PRICES]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The per capita income in Nyandeni Local Municipality is R 27,500 and is lower than both the Eastern Cape (R 58,500) and of the O.R.Tambo District Municipality (R 33,400) per capita income. The per capita income for Nyandeni Local Municipality (R 27,500) is lower than that of the South Africa as a whole which is R 81,200.

TABLE 19. PER CAPITA INCOME BY POPULATION GROUP - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2023 [RAND, CURRENT PRICES]

	African	Coloured
Nyandeni	27,200	62,300
Ingquza Hill	25,900	N/A
Port St Johns	24,400	N/A
Mhlontlo	34,500	N/A
King Sabata Dalindyebo	42,400	86,300

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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King Sabata Dalindyebo Local Municipality has the highest per capita income with a total of R 43,700. Mhlontlo Local Municipality had the second highest per capita income at R 35,000, whereas Port St Johns Local Municipality had the lowest per capita income at R 25,100. In Nyandeni Local Municipality, the Coloured population group has the highest per capita income, with R 62,300, relative to the other population groups. The population group with the second highest per capita income within Nyandeni Local Municipality is the African population group (R 27,200). Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

3.4 Index of buying power

Definition: The index of buying power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

TABLE 20. INDEX OF BUYING POWER - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023 [NUMBER]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
Population	338,286	1,584,718	7,245,056	63,228,158
Population - share of national total	0.5%	2.5%	11.5%	100.0%
Income	9,301	52,933	423,752	5,133,618
Income - share of national total	0.2%	1.0%	8.3%	100.0%
Retail	2,069,538	17,152,924	117,870,586	1,354,274,000
Retail - share of national total	0.2%	1.3%	8.7%	100.0%
Index	0.00	0.01	0.09	1.00

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Nyandeni Local Municipality has a 0.5% share of the national population, 0.2% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0021 relative to South Africa as a whole. O.R.Tambo has an IBP of 0.012, were Eastern Cape Province has and IBP index value of 0.087 and South Africa a value of 1 relative to South Africa as a whole.
.
The considerable low index of buying power of the Nyandeni Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the O.R.Tambo District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

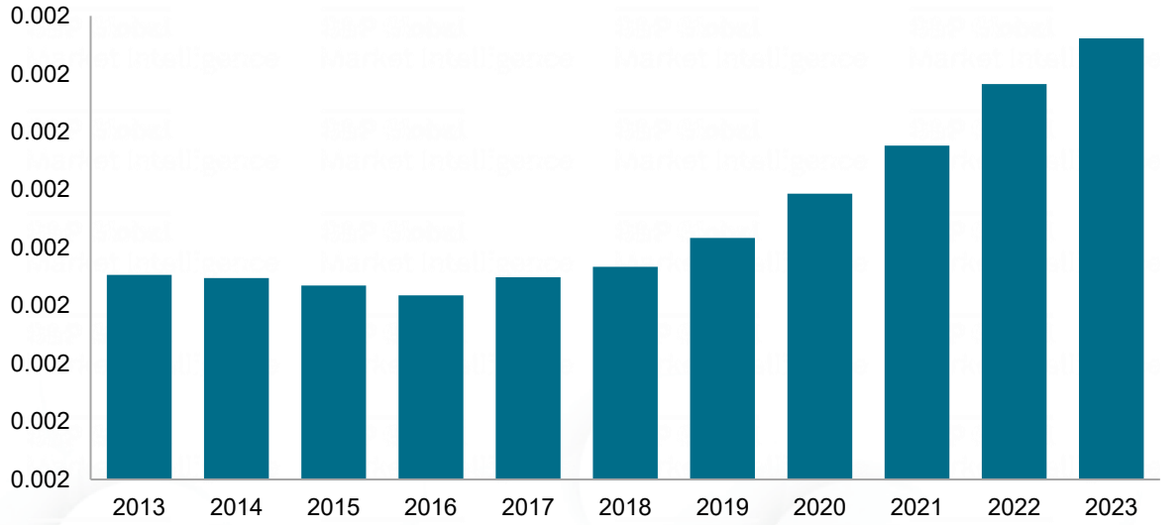


CHART 23. INDEX OF BUYING POWER NYANDENI LOCAL MUNICIPALITY, 2013-2023 [INDEX VALUE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Between 2013 and 2023, the index of buying power within Nyandeni Local Municipality increased to its highest level in 2023 (0.002081) from its lowest in 2016 (0.001859). Although the buying power within Nyandeni Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 1.04%.

4. DEVELOPMENT

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

4.1 Human development index (HDI)

Definition: The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

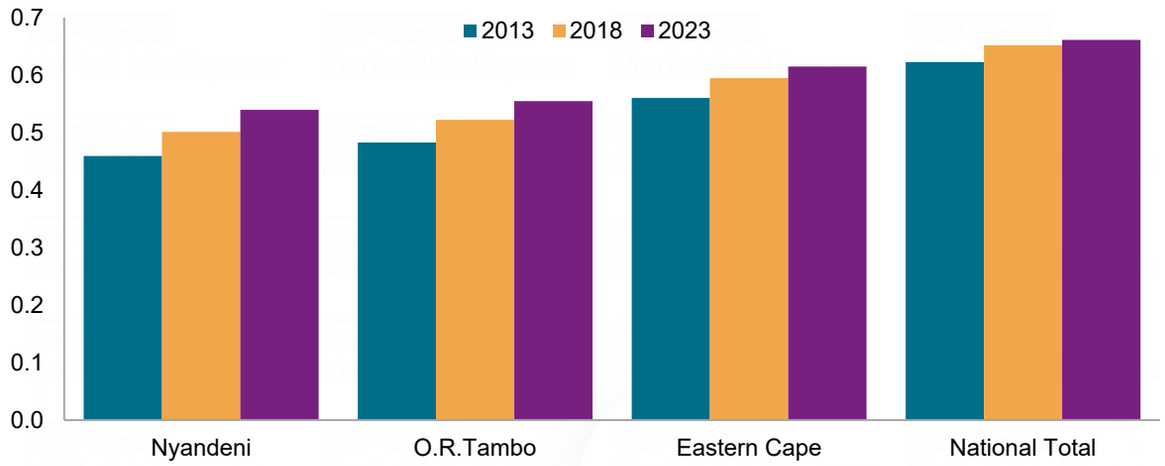


CHART 24. HUMAN DEVELOPMENT INDEX (HDI) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013, 2018, 2023 [NUMBER]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023 Nyandeni Local Municipality had an HDI of 0.54 compared to the O.R.Tambo with a HDI of 0.555, 0.615 of Eastern Cape and 0.661 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2023 when compared to Nyandeni Local Municipality which translates to worse human development for Nyandeni Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.60% and this increase is lower than that of Nyandeni Local Municipality (1.62%).

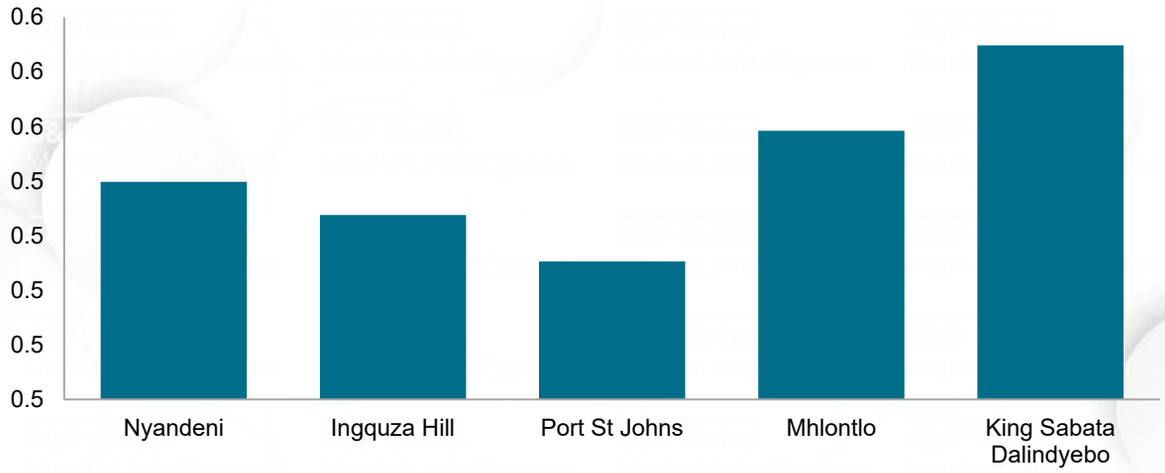


CHART 25. HUMAN DEVELOPMENT INDEX (HDI) - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2023 [NUMBER]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In terms of the HDI for each the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest HDI, with an index value of 0.59. The lowest can be observed in the Port St Johns Local Municipality with an index value of 0.511.

4.2 Gini coefficient

Definition: The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.
If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one

individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

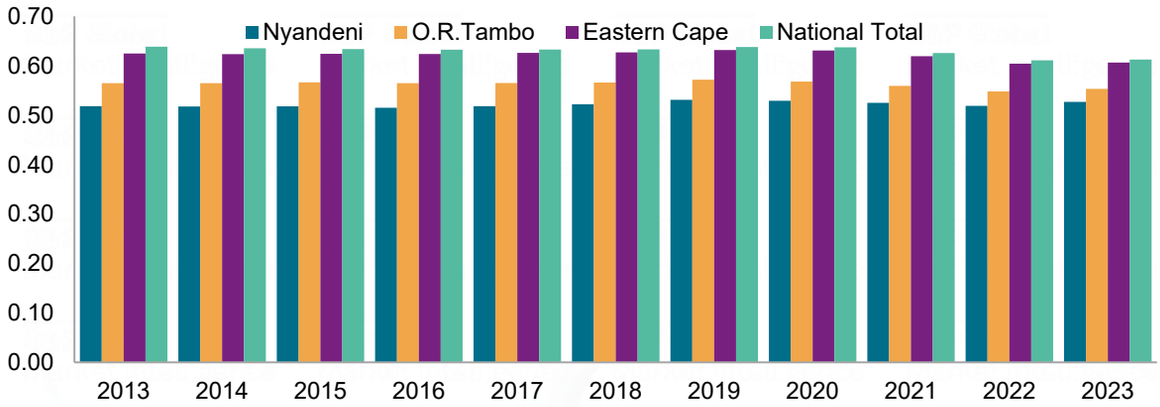


CHART 26. GINI COEFFICIENT - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, the Gini coefficient in Nyandeni Local Municipality was at 0.527, which reflects a marginal increase in the number over the ten-year period from 2013 to 2023. The O.R.Tambo District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.553 and 0.606 respectively) when compared to Nyandeni Local Municipality.



CHART 27. GINI COEFFICIENT - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2023 [NUMBER]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In terms of the Gini coefficient for each of the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest Gini coefficient, with an index value of 0.574. The lowest Gini coefficient can be observed in the Port St Johns Local Municipality with an index value of 0.51.

4.3 Poverty

Definition: The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

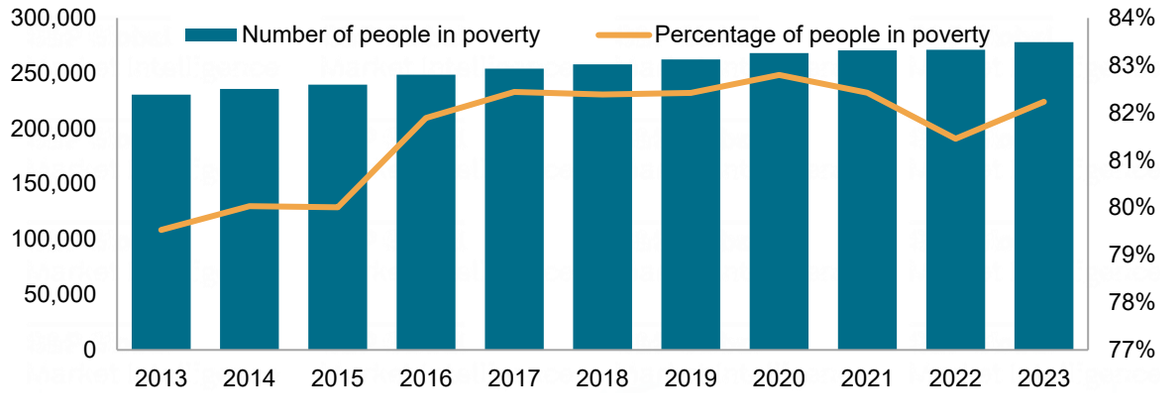


CHART 28. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER PERCENTAGE]

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, there were 278 000 people living in poverty, using the upper poverty line definition, across Nyandeni Local Municipality - this is 20.57% higher than the 231 000 in 2013. The percentage of people living in poverty has increased from 79.53% in 2013 to 82.23% in 2023, which indicates a increase of -2.7 percentage points.

TABLE 21. PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - NYANDENI, 2013-2023 [PERCENTAGE]

	African	Coloured
2013	79.7%	56.7%
2014	80.3%	57.8%
2015	80.2%	58.3%
2016	82.1%	59.4%
2017	82.7%	59.7%
2018	82.6%	58.5%
2019	82.7%	57.6%
2020	83.1%	58.7%
2021	82.7%	56.7%
2022	81.7%	55.5%
2023	82.5%	57.7%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, the population group with the highest percentage of people living in poverty was the African population group with a total of 82.5% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group, living in poverty, decreased by -0.936 percentage points, as can be seen by the change from 56.74% in 2013 to 57.68% in 2023. In 2023 82.52% of the African population group lived in poverty, as compared to the 79.74% in 2013.



CHART 29. PERCENTAGE OF PEOPLE LIVING IN POVERTY - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY,2023 [PERCENTAGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In terms of the percentage of people living in poverty for each of the regions within the O.R.Tambo District Municipality, Ingquza Hill Local Municipality has the highest percentage of people living in poverty, with a total of 105.5%. The lowest percentage of people living in poverty can be observed in the King Sabata Dalindyebo Local Municipality with a total of 67.8% living in poverty, using the upper poverty line definition.

4.3.1 Poverty gap rate

Definition: The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Nyandeni Local Municipality amounted to 32.0% in 2023 - the rate needed to bring all poor households up to the poverty line and out of poverty.

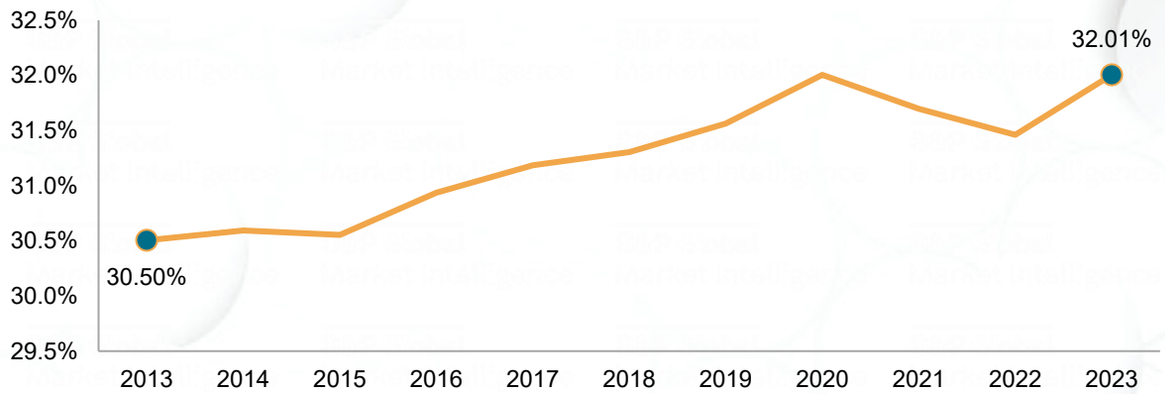


CHART 30. POVERTY GAP RATE BY POPULATION GROUP - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [PERCENTAGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, the poverty gap rate was 32.0% and in 2013 the poverty gap rate was 30.5%,it can be seen that the poverty gap rate increased from 2013 to 2023, which means that there were no improvements in terms of the depth of the poverty within Nyandeni Local Municipality.

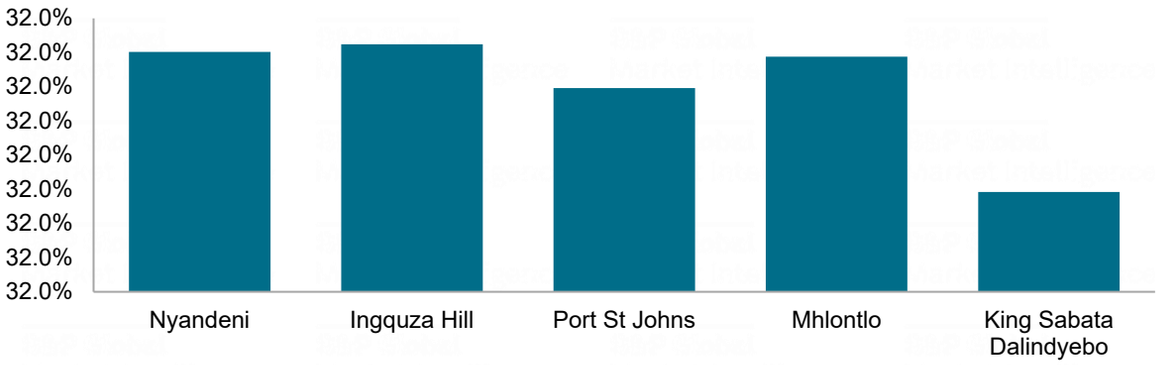


CHART 31. POVERTY GAP RATE - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2023 [PERCENTAGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In terms of the poverty gap rate for each of the regions within the O.R.Tambo District Municipality, Ingquza Hill Local Municipality had the highest poverty gap rate, with a rand value of 32.0%. The lowest poverty gap rate can be observed in the King Sabata Dalindyebo Local Municipality with a total of 32.0%.

5. CRIME

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

5.1 *Composite crime index*

The composite crime index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. S&P Global uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

5.1.1 Overall crime index

Definition: The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

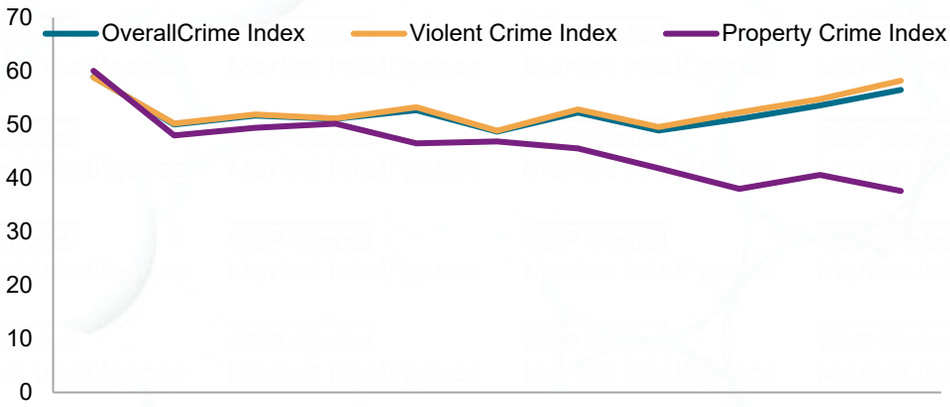


CHART 32. CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - NYANDENI LOCAL MUNICIPALITY, 2013/2014-2023/2024 [INDEX VALUE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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For the period 2013/2014 to 2023/2024 overall crime has decrease at an average annual rate of 0.42% within the Nyandeni Local Municipality. Violent crime decreased by 0.10% since 2013/2014, while property crimes decreased by 4.57% between the 2013/2014 and 2023/2024 financial years.

TABLE 22. OVERALL CRIME INDEX - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2013/2014-2023/2024 [INDEX VALUE]

	Nyandeni	Ingquza Hill	Port St Johns	Mhlontlo	King Sabata Dalindyebo
2013/2014	58.92	50.36	61.29	64.19	92.83
2014/2015	50.03	42.34	53.17	64.16	76.69
2015/2016	51.68	36.79	49.23	62.77	72.58
2016/2017	51.09	31.91	46.86	61.55	75.14
2017/2018	52.69	33.27	44.70	68.09	78.98
2018/2019	48.70	40.91	51.80	73.26	87.07
2019/2020	52.25	38.98	47.41	72.20	84.64
2020/2021	48.92	39.43	46.63	60.72	73.94
2021/2022	51.08	43.34	51.27	67.38	87.67
2022/2023	53.60	50.01	61.02	67.98	90.24
2023/2024	56.49	45.45	57.16	76.59	91.72
Average Annual growth					
2013/2014-2023/2024	***-0.42***%	***-1.02***%	***-0.69***%	***1.78***%	***-0.12***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023/2024, the King Sabata Dalindyebo Local Municipality has the highest overall crime rate of the sub-regions within the overall O.R.Tambo District Municipality with an index value of 91.7. Mhlontlo Local Municipality has the second highest overall crime index at 76.6, with Port St Johns Local Municipality having the third highest overall crime index of 57.2. Nyandeni Local Municipality has the second lowest overall crime index of 56.5 and the Ingquza Hill Local Municipality has the lowest overall crime rate of 45.5. The region that decreased the most in overall crime since 2013/2014 was Ingquza Hill Local Municipality with an average annual decrease of 1.0% followed by Port St Johns Local Municipality with an average annual decrease of 0.7%.

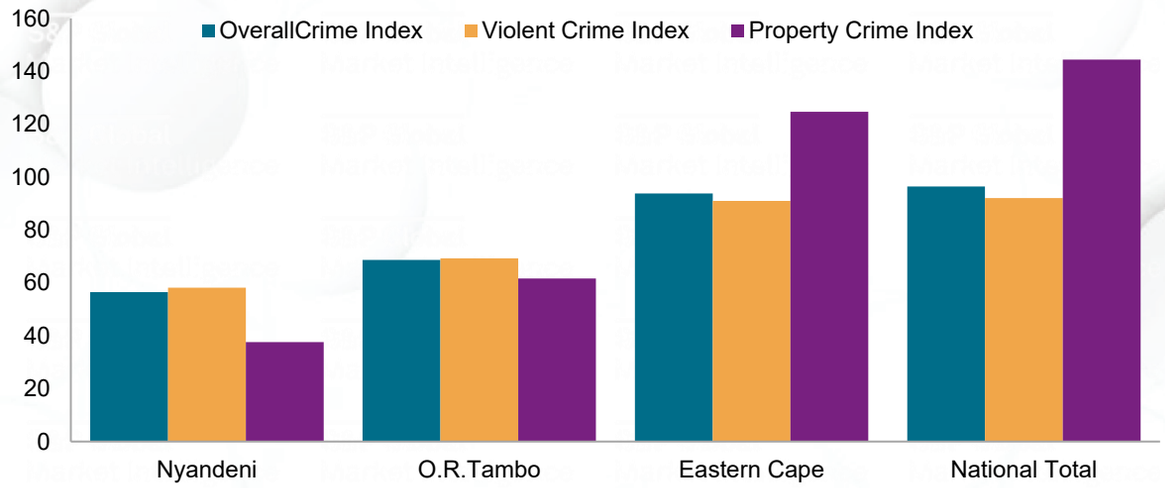


CHART 33. CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023/2024 [INDEX VALUE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

6. TOURISM

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

6.1 Trips by purpose of trips

Definition: As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:
- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

TABLE 23. NUMBER OF TRIPS BY PURPOSE OF TRIPS - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2013	5,260	1,450	64,000	11,200	81,900
2014	4,730	1,390	59,400	11,700	77,300
2015	4,380	1,350	55,800	11,500	73,000
2016	4,320	1,470	56,000	12,400	74,200
2017	5,840	1,460	57,900	13,200	78,400
2018	7,580	1,450	60,400	13,400	82,900
2019	8,870	1,380	57,000	12,700	79,900
2020	8,880	1,100	46,400	10,300	66,700
2021	10,700	1,170	39,500	9,070	60,400
2022	16,600	1,860	44,900	10,900	74,300
2023	24,100	2,500	52,900	11,600	91,100
Average Annual growth					
2013-2023	***16.43***%	***5.61***%	***-1.88***%	***0.29***%	***1.06***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In Nyandeni Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2013 (5 260) to 2023 (24 100) at 16.43%. Visits to friends and relatives recorded the highest number of visits in 2023 at 52 900, with an average annual growth rate of -1.88%. The tourism type that recorded the lowest growth was Visits to friends and relatives tourism with an average annual growth rate of -1.88% from 2013 (64 000) to 2023 (52 900).

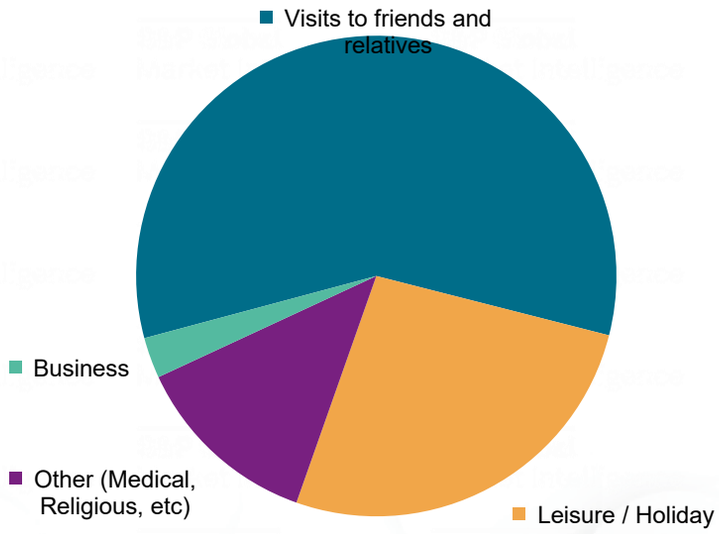


CHART 34. TRIPS BY PURPOSE OF TRIP - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The Visits to friends and relatives at 58.14% has largest share the total tourism within Nyandeni Local Municipality. Leisure / Holiday tourism had the second highest share at 26.43%, followed by Other (Medical, Religious, etc) tourism at 12.69% and the Business tourism with the smallest share of 2.74% of the total tourism within Nyandeni Local Municipality.

6.2 ORIGIN OF TOURISTS

In the following table, the number of tourists that visited Nyandeni Local Municipality from both domestic origins, as well as those coming from international places, are listed.

TABLE 24. TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2013	77,500	4,370	81,900
2014	72,400	4,900	77,300
2015	68,100	4,930	73,000
2016	68,200	5,980	74,200
2017	72,200	6,230	78,400
2018	76,600	6,300	82,900
2019	73,800	6,120	79,900
2020	64,600	2,060	66,700
2021	58,900	1,530	60,400
2022	70,800	3,540	74,300
2023	85,800	5,230	91,100
Average Annual growth			
2013-2023	***1.02***%	***1.81***%	***1.06***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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The number of trips by tourists visiting Nyandeni Local Municipality from other regions in South Africa has increased at an average annual rate of 1.02% from 2013 (77 600) to 2023 (85 800). The tourists visiting from other countries increased at an average annual growth rate of 1.81% (from 4 370 in 2013 to 5 230). International tourists constitute 5.75% of the total number of trips, with domestic tourism representing the balance of 94.25%.

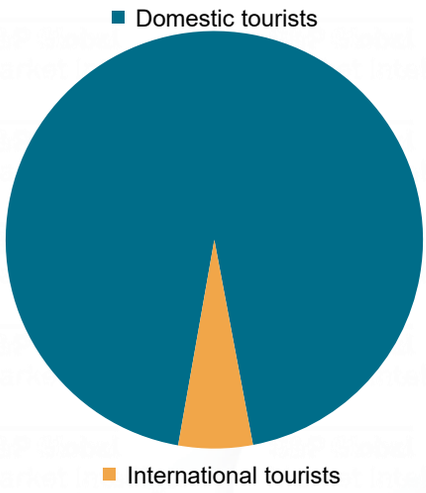


CHART 35. TOURISTS BY ORIGIN - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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6.2.1 Bednights by origin of tourist

Definition: A bed night is the tourism industry measurement of one night away from home on a single person trip.
The following is a summary of the number of bed nights spent by domestic and international tourist within Nyandeni Local Municipality between 2013 and 2023.

TABLE 25. BEDNIGHTS BY ORIGIN OF TOURIST - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2013	275,000	55,100	330,000
2014	251,000	58,000	309,000
2015	235,000	58,700	294,000
2016	213,000	73,500	287,000
2017	197,000	83,400	281,000
2018	176,000	87,900	263,000
2019	139,000	84,200	223,000
2020	90,000	28,200	118,000
2021	75,200	23,600	98,800
2022	94,500	58,200	153,000
2023	125,000	87,000	212,000
Average Annual growth			
2013-2023	***-7.57***%	***4.68***%	***-4.33***%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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From 2013 to 2023, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -7.57%, while in the same period the international tourists had an average annual increase of 4.68%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -4.33% from 330 000 in 2013 to 212 000 in 2023.

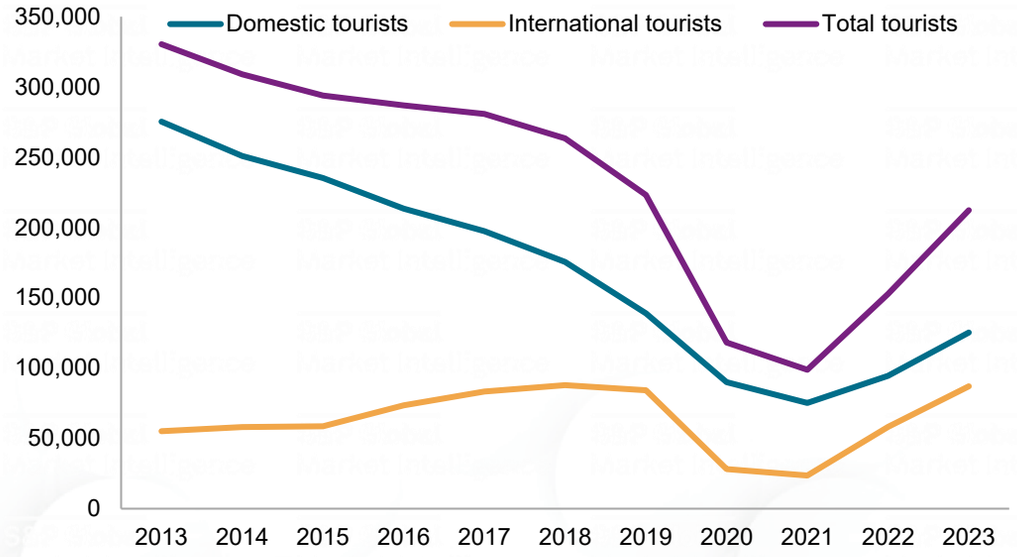


CHART 36. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER]
Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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6.3 Tourism spending

Definition: In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 26. TOTAL TOURISM SPENDING - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [R BILLIONS, CURRENT PRICES]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	0.2	1.5	18.0	253.3
2014	0.2	1.6	19.5	275.4
2015	0.2	1.4	17.6	253.9
2016	0.2	1.6	19.5	277.6
2017	0.2	1.5	18.6	264.0
2018	0.2	1.8	21.3	293.2
2019	0.4	2.9	35.9	411.3
2020	0.2	1.8	23.8	241.2
2021	0.3	2.3	31.9	291.2
2022	0.5	3.8	49.3	455.3
2023	0.5	4.1	51.8	480.2
Average Annual growth				
2013-2023	***12.25%***	***10.83%***	***11.16%***	***6.60%***

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Nyandeni Local Municipality had a total tourism spending of R 522 million in 2023 with an average annual growth rate of 12.2% since 2013 (R 164 million). O.R.Tambo District Municipality had a total tourism spending of R 4.12 billion in 2023 and an average annual growth rate of 10.8% over the period. Total spending in Eastern Cape Province increased from R 18 billion in 2013 to R 51.8 billion in 2023 at an average annual rate of 11.2%. South Africa as whole had an average annual rate of 6.6% and increased from R 253 billion in 2013 to R 480 billion in 2023.

6.3.1 Tourism spend per resident capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

TABLE 27. TOURISM SPEND PER RESIDENT CAPITA - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2013,2018 AND 2023 [R THOUSANDS]

	2013	2018	2023
Nyandeni	R 567	R 653	R 1,542
Ingquza Hill	R 581	R 764	R 1,755
Port St Johns	R 1,030	R 1,162	R 2,749
Mhlontlo	R 779	R 806	R 1,577
King Sabata Dalindyebo	R 1,856	R 2,054	R 4,127

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In 2023, Nyandeni Local Municipality had a tourism spend per capita of R 1,540 and an average annual growth rate of 10.53%, Nyandeni Local Municipality ranked lowest amongst all the regions within O.R.Tambo in terms of tourism spend per capita. The region within O.R.Tambo District Municipality that ranked first in terms of tourism spend per capita is King Sabata Dalindyebo Local Municipality with a total per capita spending of R 4,130 which reflects an average annual increase of 8.32% from 2013.

6.3.2 Tourism spend as a share of GDP

Definition: This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in The tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

TABLE 28. TOTAL SPENDING AS % SHARE OF GDP - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	5.4%	4.8%	5.8%	6.5%
2014	5.6%	4.8%	5.9%	6.7%
2015	4.6%	4.0%	5.0%	5.7%
2016	4.8%	4.2%	5.1%	5.8%
2017	4.3%	3.7%	4.6%	5.2%
2018	4.9%	4.1%	5.1%	5.5%
2019	8.4%	6.3%	8.2%	7.3%
2020	5.5%	3.8%	5.6%	4.3%
2021	6.6%	4.4%	6.7%	4.7%
2022	9.9%	6.7%	9.8%	6.8%
2023	9.7%	6.6%	9.6%	6.8%

Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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In Nyandeni Local Municipality the tourism spending as a percentage of GDP in 2023 was 9.68%. Tourism spending as a percentage of GDP for 2023 was 6.61% in O.R.Tambo District Municipality, 9.64% in Eastern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.84%

7. *International trade*

The Nyandeni Local Municipality is a very closed economy in terms on international trade, with very little imports and exports. The various breakdowns that you would typically find under this heading for larger areas, is of limited value, and one should be careful to base any decisions on such small numbers. Therefor the details of this section have been omitted.

8. CHALLENGES FACING LOCAL ECONOMIC DEVELOPMENT

Listed hereunder are some of the challenges making effective implementation of Local Economic Development difficult:-

Insufficient Human and Financial Resources to implement LED Programmes and Projects.
Lack of Bulk infrastructure for smooth running of Local Economic Development e.g. Nkanga Poultry Project, tourism attraction areas and coastline development.
Project Feasibility studies and Business Plan Development.
Delays in the transfer of funds by transferring authorities.
Outdated LED Sector Plans including LED Strategy.
Lack of strategies associated with Investment Summit e.g. Investment Promotion and Facilitation Strategy.
Non - compliance by local businesses with Trading Regulations.
Lack of Formal partnership with Department of Basic Education to advance Maritime studies as a curriculum.
High Crime rate along the Coast

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

MANDATE OF GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The department' mandate is:
To promote good governance, accountability and transparency
Placing the primary focus on addressing the needs of communities within the Municipality
Promotion of integrated and coordinated development within the Municipality

Departmental functions

Good governance performs the following focus areas:
Communication
Legal Services
Internal Audit
Council Affairs
Municipal Planning
Monitoring and Evaluation
Risk Management
Intergovernmental Relations
Special Programs and Social Services
Public Participation

a) Communication

The Internal Communication Unit is headed by Manager Communications and is supported by the Communication Officer and Clerk. The unit has played an important role in the branding of the work performed by Nyandeni Local Municipality. The branding is an important vehicle to create awareness about Nyandeni Local Municipality amongst the communities. In addition, the core function of the Unit is to ensure effective communication to all stakeholders.

Key Functions:
Responsible for developing communications strategy
Municipal branding
Media liaison
Presidential Hotline and complaints management system
Public Participation

b) Legal Services

This unit provides critical support in the management and administration of legal matters that affects the municipality. It is also responsible for contract management, development, and review of municipal bylaws. Furthermore, the unit is responsible for the development and review of effective systems of delegation.

c) Council Affairs

Council Affairs provides administrative support to the Standing Committees, Section 79 Committees, Executive Committee and Council play a pivotal role in ensuring that these structures achieve their mandate.

d) Municipal Planning

Responsible for coordination of Integrated Development Planning, Annual Budget process plan, and Intergovernmental Relations.

e) Monitoring and Evaluation

The Monitoring and Evaluation Unit is responsible for monitoring and tracking the institutional performance and evaluate it against the planned targets.

f) Risk Management
Under the supervision of the Internal Audit Unit, the Risk Management Unit is responsible for the overall institutional risk identification and mitigation from planning to implementation phase.

g) Intergovernmental Relations

In line with the Intergovernmental Relations Framework Act, No. 13 of 2005, Nyandeni Local Municipality is responsible for overall coordination of IGR Structures, which are clustered into three. The two clusters are Social Needs cluster and Economic and Infrastructure cluster. The IGR in quarter 1 and quarter 4 in order to co-ordinate government work.

h) Special Programs and Social Services

This Unit is responsible for mainstreaming and innitiation of special interventions of programmes / projects targeting development of the women, youth, children, disabled, and disabled people.

i) Public Participation

The Public Participation Unit is responsible for the promotion of public participation in Nyandeni Local Municipality in pursuit of her developmental mandate. Public Participation Unit is also responsible for the monitoring of the functionality of Ward Commiittees.

j) **Municipal Public Accounts Committee (MPAC)**

Municipal Public Accounts Committee was established in terms of section 79 of the Local Government: Municipal Structures Act, its main purpose is to perform and exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. Council has determined functions of the committee and agreed on the terms of reference. The Position of MPAC Chairperson has been designated a fulltime position and comprised of 8 members including opposition parties

Function of MPAC

To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on annual report, Mid-year performance assessment report and IDP Process Planning
To examine the financial statements and audit report of the municipality
To promote good governance, transparency and accountability on the use of municipal resources
To perform any other functions assigned to it through a resolution of council within its area of responsibility

Participation of Traditional leaders in Council

Two Traditional Leaders are participating in Council
Council has developed a Good Governance Framework that encapsulate the following governance issues:
Synergy and alignment in the manner that the municipality executes its Constitutional obligations;
Decision making that is not only consistent with statutory and policy requirements, but also upholds Constitutional principles and the values of the Nyandeni Local Municipality,

Accordingly, the objectives of the framework are to:
outline the processes to be followed in decision making; document roles and responsibilities of political and administrative structures, the relationships within these structures, office bearers, managers and officials; and
Outline the authority of office bearers and managers.

Moral Regeneration Movement

Seeks to promote social cohesion through conducting the following programs:
Circumcision awareness campaigns
Gender Based Violence awareness campaigns
Anti-Femicides awareness campaigns
LGBTQI+ community awarenesses

Drugs and Alcohol Abuse awareness

Key principle of good governance

To establishment ethical leadership within the institution by doing the following:

The need to clearly define the roles and responsibilities of leadership and individual leaders in the organization

The embedding within the leadership of an ethical culture based on the vision and values of the institution and the Constitutional principles

The King III report defines good governance as follows:

*"*Good corporate governance is essentially about effective, responsible leadership. Responsible leadership is characterised by the ethical values of responsibility, accountability, fairness and transparency".

Council ascribes to the following principles of Good Governance

Principles	Detail
Openness and Transparency	Decision should be taken and enforced in accordance with legislation and law
	There should be access to information by public
Rule of Law	Council should abide by the rule of law
Innovation and openness to change	Council should embrace new and efficient solutions
Ethical Conduct	Public good to be placed before individual interest
	There should be effective measures to combat corruption
Competency and capacity	Competency of those who deliver governance to be continuously strengthen to improved output
Sustainability and long term orientation	Needs of future generations have to be considered in policies
Sound financial management	Prudence to observed in financial management
	Planning and Budgeting to done in consultation with citizens
	Risk to be properly estimated and managed
	Charges should not exceed to cost of services
Accountability	Decision makers must take responsibility for their decisions
	There should be effective remedies for maladministration, including consequence management
Participatory	Fostering a system where the public plays an important role in decision-making
	Decision-making processes must be such that the opinion of the public is always considered
Ubuntu	Compasion and humanity premised on the African philosophical dictum that community is the locomotive of all societal development

Management Structures

The Accounting Officer has establish the following management structures

1. Management Committee (MANCO)
2. ICT Governance Committee
3. Risk Management Committee
4. Local Labour Forum
5. Occupational Health and Safety Committee

UNIT 1: IDP

KEY FUNCTIONS

The unit is responsible for ensuring that the Municipality has an IDP, that is:

1. A five year a strategic planning comprising of municipal planning, budgeting and implementation of service delivery,
2. IDP is reviewed and adopted annually,
3. The IDP Assessment conducted by COGTA annually,

The unit also ensures that the municipality complies with:

1. The NLM Vision 2030
2. The district development Plan –ONE PLAN
3. Eastern Sea-Board
4. State of the Province Address (SOPA)
5. State of the Nation Address (SONA)
6. COGTA Guidelines
7. And other local government documents and policies

IDP SWOT ANALYSIS

No.	Strengths	Weaknesses	Opportunities	Threats
1. IDP Doc	The Municipality has 2022-26 IDP and 2024-25 Review which was submitted and reviewed Cogta	All municipal departments have a role in the IDP development. however the LATE SUBMISSION OF REQUIRED DOCUMENTS, ultimately affecting the potential of having a credible and a good document that is key in developing the municipality.	A strong IDP document has a power to ensure that scarce resources are used effectively It speeds up the service deliver It attracts more funds It strength democracy It promotes coordination between local, provincial and national government	Alignment with the institutional SDBIP
2. IDP & Budget process plan	The municipality follows the process plan in all its programmes	Setting clashing dates with council calendar	Proper management of the time frames, participation, responsibilities and monitoring	Postponements Deviations
3. IGR Policy	The policy is in place	-	It informs the functioning of clusters & standing committee sitting	-
4. Clusters	the following clusters are functional 1. Economic & Infrastructure Cluster 2. Social Transformation Cluster	Poor attendance due to clashing dates Poor participation	Ensuring the participation of key stakeholders: municipality -Councillors -Communities -National & provincial sector departments & stakeholders	Postponements Deviations
5. Forums	IGR & IDP Rep Forum are functional	Poor attendance due to clashing dates Poor participation	Ensuring the participation of key stakeholders	Postponements Deviations

Intergovernmental Relations

Adoption of Nyandeni IGR Forum terms of References

Terms of Reference have been adopted and serve as the guidelines in managing IGR Forum affairs. Technical IGR Forum is in place, its main mandate is to prepare and make recommendations to Political IGR Forum which is chaired by the Mayor or a delegated person.

Nyandeni Cluster establishment

In accordance with the Eastern Cape Provincial guidelines the following clusters have to be established to co-ordinate and facilitate development in the Nyandeni Municipal Area

Cluster	KPA	Key Departments
Governance and Administration	Municipal Transformation and Organizational Development Integrated Development Planning Municipal Finance Viability and Management Good Governance and Public Participation Basic Service Delivery Performance Management System	Nyandeni LocalMunicipality Department of Local Government & Traditional Affairs Provincial Treasury and Planning Office of the Premier OR Tambo DM ECSECC SALGA
Social Transformaton Cluster	Comprehensive Health Care Education Special Programmes Social Safety Net Safety and Security Victim Empowerment Food Security and Nutrition Sport and Recreation	Nyandeni Local Municipality Department of Social Development Department of Health Department of Home Affairs Department of Sports, Recreation, Arts & Culture SASSA
Economic Growth and Infrastructure Cluster	Local Economic Development Roads Infrastructure Second Economy Interventions Water Resource Management Electricity Environmental Management	Nyandeni Local Municipality DEDEA Department of Environmental Affairs Department of Agriculture Department of Roads and Transport Department of Water Affair Department of Water Affairs and Forestry Eskom Telkom Department of Energy

Theses clusters are also indicative of the core organizational competencies required to support the attainment of the Integrated Development Plan. Our Integrated Development Plan matches our resources and capabilities in order to deliver on our mandate.

Establishment of Intermunicipal forum with KSD Municipality

Established in terms of Section 29 of the IGR framework Act, the forum is to serve as a consultative forum for the participating municipalities to discuss and consult each other on matters of mutual interest, including:
Information sharing, best practice and capacity building;
Co-operating on municipal developmental challenges; and
any other matter of strategic importance which affects the interests of the both municipalities

Specific areas of partnership

Waste Management
Institutional and Spatial planning
Performance Management System
Local Economic Development
Revenue Enhancement Strategy
Public Safety

UNIT 2: COMMUNICATIONS

KEY FUNCTIONS

The Communications Unit is responsible for ensuring effective two-way communication between Nyandeni Local Municipality and its community as well as its internal and external stakeholders, by promoting all Nyandeni LM's programmes as reflected in the institution's IDP and providing communication support to key Communication messengers of the Institution. Development and implementation of the communication strategy, Media relations and monitoring (Media liaison), Corporate branding & Marketing and Social media management.

The Communications Unit is headed by Manager Communications and is supported by one Public Relations Officer and one Clerk (Proposed the post to be changed to an Officer). The Unit has made concerted efforts to communicate on an ongoing basis with the public, utilizing print and electronic media. The unit also communicates through issuing media releases/public notices, through the website, social media, newsletters (external), developing infographics, Mayoral Imbizo's and other public participation platforms.

Legal Framework

Section 152 (1) of the Constitution of the Republic of South Africa states that municipalities must "encourage the involvement of communities and community organisations in matters of local government".

The Local Government Municipal System Act 32, 2000, as amended, Chapter 4 (16) (a) (i) stipulates that "A municipality must develop a culture of municipal governance that complements formalrepresentative government with a system of participatory governance, and must for this purpose –encourage and create conditions for the local community to participate in the affairs of the municipality including in preparation, implementation and review of its integrated and development plan."

Intergovernmental Relations Act 13, 2005, provides for cooperative government between the three spheres of government and all state organs within those spheres and to facilitate co-ordination in the implementation of policy and legislation including effective provision of services.

Local Government Municipal Structures Act informs and states the goal of Communications Unit as that of continuously building public trust and confidence in the integrity of the municipality and government as a whole.

Operational Framework: Nyandeni Council approved the Communications Policy and a five-year Communication Strategy.

The Communications Strategy contains a Communication Action Plan that is reviewed annually to ensure relevance; this plan contains an Annual Communication Cycle that serves as a guiding framework for communication activities and programmes.

Nyandeni Local Municipality's Communications Unit has been clearly and noticeably showing improvement in communication, and as the voice of government in the media, it has been consistently insightful. The functionality of communication is also gaining momentum through efforts made to improve access to information thus proactively widening the available communication platforms.

Nyandeni Communication and Social Media Policy states that a series of forums for government communicators at national, provincial and local level have been established to ensure collective planning and strategizing around all government communications.

Among these forums is the Local Government Communicators Forum (LGCF) which was established to provide a platform for sharing of information about local government issues and best communication practices. It is driven by the Communications Office of the Eastern Cape Department of Cooperative Governance and Traditional Affairs (CoGTA-EC).

There is also a District Communicators Forum (DCF), a platform in which Communicators from across the Nyandeni Local Municipality. Communication and Social Media Policy stipulates that government communication is a coordinated function. The policy recognizes communication as a coordinated strategic and support function of government that must be observed by all government spheres.

Nyandeni LM's communication programme and strategy each year is guided by the President's State of the Nation Address, the State of the Province Address, the National Communications Strategy, and the IDP priorities.

In the context of intergovernmental relations, The Presidency and Government Communications and Information Systems (GCIS) are custodians of government communications. The Republic of South Africa has also made provisions for a legal, statutory and operational framework such as the recently approved National Communication Framework, within which government communications can be achieved

COMMUNICATIONS SWOT ANALYSIS

STRATEGIC OBJECTIVE	STRENGTHS	WEAKNESS	OPPORTUNITY	THREATS
1. To provide publicity, marketing and media coordination to citizens 2. Provide accurate, timely and reliable information.	1.Communication Strategy and Policy in place. 2. Variety of Community Media Houses. 3. Functional Social media accounts. 4. Good working relations with media houses. 5. Unmediated Communication tools such as Municipal Publication (Quarterly Newsletter)	1. Poor Feedback mechanisms. (One way Communication 2. Lack of in-house design Software for designing / working tools 3. Dysfunctional Website **(not revamped to our satisfactory, Consistent glitches)** 4. Poor Internal Communication.	1. Improved response rate to complaints. 2. Customer Satisfaction Survey 3.Mediated Communication platforms.	1.Sporadic protests 2.Negative image of the Municipality. 3.Negative Public Perception / Opinion. 4.Lack of Public trust/ Confidence in the municipality

Challenges-

Inadequate and suitable tools of trade i.e. data to upload content on Social media, designing posters, accessing internet, live streaming and doing research
Non availability of required Databanks needed for storage and safekeeping of Unit information
Need for a Suitable Laptop
Inadequate budget allocated to the unit

Recommended Support-

Speedy procurement or seek for political intervention,
All tools of trade be procured with emergency it deserves,
Speedy procurement of all tools,
Enough budget to be allocated

UNIT 3: PUBLIC PARTICIPATION: THE VOICE OF PEOPLE IN NYANDENI

This section records the voice of people in Nyandeni in terms of:
The difficulties that the local municipality is facing presently;
The extent to which the municipality is trying to resolve the problem;
How people in the municipality rate the services that they receive; and the importance of services provided by the municipality.

KEY FUNCTIONS

To strengthen public participation (with communities) through:
Developing coherent municipal strategies for ongoing communication and participation around all development and service projects with clear roles for Councillors, Officials, Ward Committees and Community Development Workers (CDWs);
Building consistent interaction with all sectors in our municipality through Stakeholder Forums, Ward Committees and Community Development Workers;
Ensuring that ward and proportional Councillors remain in dynamic contact with the people in their wards and the community, with the help of Ward Committee members ;
Empowering our Ward Committees and CDWs to monitor progress and report problems regarding delivery of services;

Setting up clear mechanisms for speedily addressing and reporting back on the community problems that Ward Committees, CDWs and our communities bring to the municipality;
Providing all possible financial, administrative and political support for the Public participation process, including the work of Ward Committees and CDWs;
Building the inter-governmental mechanisms needed to ensure that Local, District, Provincial and National government work together to speed up delivery and address the needs of our people;

Ward committee system

32 Ward Committees (each comprising of 10 members) have been established in terms of section 73 of the Local Government: Municipal Structures Act. Ward Committees have participated in the IDP development process. In this regard, ward priorities have been considered and incorporated into the five year Integrated Development Plan. It is expected of each Ward Councillor to convene a Ward Community Meeting within 14 days after an Ordinary Council Meeting.

Ward Committees are functional and serve as a network to share information, resolve common service delivery challenges, serves as performance monitoring and evaluation platform.

Challenges

Reports from ward committees does not reflect problematic areas at ward level so that the municipality is able to intervene, as a consequence the municipality has been experiencing sporadic service delivery protests
Community satisfaction surveys not conducted regularly to ascertain the level of satisfaction or dissatisfaction thereof

Support for ward committees functioning

Allocated cell phones to all Ward Committee Members
R 1500 stipend paid monthly to 32 Ward Administrators
R 1500 stipend paid monthly to 320 ward committee members (proposed)
The municipality is further responsible for Ward Committee transport cost
The municipality is further assisting Ward Committees with wards office management
All ward committees have been trained on ward governance

Functionality of ward committees

Ward Committee Meetings are convened monthly to consider community issues. Village meetings guided by Back to Basics priority prorammes. Ward General Meetings are convened quarterly.
Services delivery issues arising from the above mentioned meetings are then escalated to Council through various Council Committees for consideration and resolutions
As part of the Municipal Support program, the ORTAMBO District municipality has supported Nyandeni municipality with the training of ward commitees in the area of report writing and governance.

Ward based plans

The Ward based plans were developed in all 32 Wards in the Nyandeni Municipal jurisdiction. Prioritiy programmes have been included in the IDP and It will be implemented at scale and pace taking into account affordability and cost. However, it should be indicated that due to change in circumstances these Ward Based Plan should be reviewed. The District Municipality is part of the development of Ward Based Plans given the changes occasioned by demarcation processes.

Implementation of the Integrated service delivery model

The ORTAMBO Municipality is currently exploring ways to strengthen and support the Integrated Service Delivery Model. However, operational weaknesses have identified will clear strategies developed to address weaknesses.

Stakeholder mobilization and engagements

The municipality has developed a stakeholder register, this is to ensure sure that stakeholders actively participate in areas of interest and where they could make meaningful contribution. To this end, Office of the Mayor has developed a program with includes meetings with Rate Payers, Organised Labour, youth organisations, business sector. Annually, a Stakeholder Indaba is convened to discuss various developmental programmes such as the economy and job creation.

Community Development Workers performance monitoring

28 CDW's has been appointed in various wards with the exception of the following wards, Ward, 8, 14, 22, 26, and 29. CDW Coordinator is responsible for coordinating the work of all CDW's and report to COGTA.

Monthly reports are submitted to the CDW Coordinator, who then compile a consolidated monthly report for submission to the municipality and the Department of Local Government and Traditional Affairs (DLGTA).

Reported cases are registered in the case register and referred to the relevant department. When a case has been resolved and concluded, a complainant is being informed about the resolution of that specific case. Quarterly performance reviews are conduced through a round table exercise.

Achievements

A memorandum of understanding has been signed with the Department of Local Government and Traditional Affairs to strengthen working relations and to ensure effective inter-governmental planning and delivery coordination and to improve the quality of democratic participation in decision making processes.

Interventions

Nyandeni municipal leadership has committed to promoting sound and good governance culture within the organisation. The main focus areas identified for good governance interventions in this term includes but not limited:

Training of new ward committees to improve their effectiveness in advancing goals of public participation

Implementation of the Masiphathisane Integrated Service Delivery Model In all 32 wards

Provision of dedicated administrative support to CDWs and councillors to aid their role as link between council and communities

Establishment of sound mechanisms and systems to discourage corruption and ensure functional internal audit

Continuous engagement with sector departments to improve intergovernmental relations and especially their participation in the implementation of this IDP

Mobilization and coordination of existing resource capacity to enhance our scale of service delivery and economic growth through such initiatives as establishment of PPPs and participation in district wide initiatives including the realisation of commitments made at the recent Economic Growth Summit held by ORTDM and the recent Investment Conference

Development forums to support public participation effort

The following forums have been incporporated into the IGR Cluster system

FORUM	RESPONSIBLE KPA
Transport forum	Basic Service Delivery
Community Police Forums	Basic Service Delivery
LED Forum	LED
Housing Forum	Basic Service Delivery
HIV/Aids/Forum	Good Governance
Municipal Coastal Committee	LED

Complaints and petition management system

The municipality has established a complaints and petition management system that clarifies a business process from receiving complains until it is resolved and closed. These petitions and complains are processed through various council committees including Public Participaton and Petitions Committee, Executive Committee and Council.

The OR TAMBO District Municipaltiy through its IGR and Municipal Support Directorate is supporting the municipality in resolving some of the complaints particularly on health, water and sanitation. To this end a petition register has been developed and is updated regularly.

Institutional arrangement

The Presidential Hotline and Complains Management System are housed in the Office of the Municipal Manager of which the Council Speaker is the political champion. 2 users have been trained and are responsible for day to day capturing and management of complaints and petitions.

Public Participation Policy Summary

The primary purpose of Public Participation Policy is to involve the public in decision-making processes, ensuring that community concerns and values are considered and that decisions are more likely to to be supported and accepted
This engagement leads to better, more sustainable, and more transparent decisions, while also building trust and strengthening democratic governance.

Objectives

To empower citizens, promote accountability, and improve the quality of decision-making by involving the public in the affairs of the municipality.
This strategy aims to ensure that the public has a voice in decisions that affect them, fostering a sense of ownership and responsibility for local governance.

State of Functionality of War Rooms

War rooms were established but are not functional

Commitment to public participation in the IDP/budget design and development

The municipality has a list of public participation programmes with dates in the IDP and Budget Process Plan specifically designed for public participation, IDP and Budget development.

Conduct Mayoral Imbizo's to assess state of service delivery and identify community development priority needs (Consultation of Annual Report) by Mayor on 11-15 November 2024 guided MSA s34 & s16
Conduct IDP and Budget Public Hearings (Road shows) SM: Operations on 15-18 April 2025

Participation of Traditional Leaders in the IDP Development Process

The two traditional leaders that are part of the Council of Nyandeni Local Municipality are actively involved in all processes of IDP Development and other traditional leaders in the Wards are key IDP Stakeholders, Ward Councilors are always reminded of informaing all stakeholders in their respective wards about the municipal programs and the municipality publicize its programs designed for IDP development.
The key IDP Stakeholders are:

i. Municipality,
ii. Councillors,
iii. Ward Committees
iv. Traditional leaders
v. Religious community
vi. Community Development Workers
vii. Communities (i.e. villages, voting districts (VDs), and wards, etc.),
viii. Designated groups (such as Elderly, Women, Youth, Disability, Religious Organizations, NGOs, Military Veterans, etc.),
ix. Those in Economic Development sector (SMMEs, Hawkers, Taxi association, Tourism, Agriculture, Farmers, NAFCOC, etc.).
x. School Governing Bodies, Hospital & Clinic boards
xi. Local, Provincial and National sector departments
xii. Non- Governmental Organisations

PUBLIC PARTICIPATION SWOT ANALYSIS

Sector	Strengths	Weakness	Threats	Opportunities
CIVIC EDUCATION	There is ongoing CIVIC Education	CIVIC Education Syllabus is not advanced	Community Participation is weak	There is a greater chance of improving community satisfaction
WAR ROOMS	War Rooms were established but are not functional	War Rooms have little support from Sector Departments	Sectors tend to devise own strategies to get hearing	Greater opportunity to harness sectors well
COMPLAINTS AND PETITIONS	A petitions register exists	Inability to resolve complaints and petitions timeously	Politically motivated complaints and petitions	When well managed, complaints and petitions would assist to understand the pulse of the community
WARD COMMITTEES	Ward Committees have been elected	Politicization of the Ward Committees Lack of training for Wed Committees Ward Committees do not sit	Growing disjuncture between the Ward Committee, the Community and the Council Malfunction Misrepresentation of facts	With functioning Ward Committees, there would be little incidence of community unrest Well trained (capacitated) Ward Committee will increase active community participation Need to constantly monitor the meetings closely
COMMUNITY MEETINGS	Community Meetings Sitting	Community Meetings barely sit regularly	Community Meetings are held with Headmen	Consistent Community Meetings held regularly would cause less community dissatisfaction
IDP AND BUGDET HEARINGS	IDP AND BUDGET HEARINGS TAKE PLACE REGULARLY	Communities do not understand their role in IDP and Budget Hearings	Communities plan for sectoral interests	Harnessing IDP and Budget Hearings as a catalyst for shared development

Sector	Strengths	Weakness	Threats	Opportunities
MAYORAL IMBIZOS	Mayoral Imbizos take place regularly	Mayoral Imbizos barely find their way into Municipal Planning	Personalization o f Mayoral Imbizos	Enhanced interaction with political leadership

UNIT 4: COUNCIL SUPPORT

KEY FUNCTIONS

To provide strategic and administrative support to the Council and its Committees in order to enable them to:

- Perform their Oversight Responsibilities
- Equip members of the Council through a battery of training methods to better understand their roles and responsibilities
- Co-ordinate the sitting of Council Meetings and Council Committees
- Ensure proper recording of Council and Committee Resolutions
- Development of Municipal By-Laws in line with existing Legislation
- Ensure appropriate resource allocation to achieve the aspirations of the community
- Achieve growth and management that would enable the realization of the Vision 2030
- Redress the wrongs of the past and work towards building a united, non-racial and non-sexist society
- Achieve clean, ethical governance and build a society premised on the best in human civilization
- Ensure resource allocation to ease the gap caused by centuries of dispossession
- Build an adaptable institution that is capable of implementing its strategic goals but also responsive to the ever changing society as articulated in the SONA & SOPA

Responsibilities Include:

- Co-ordinating Meetings of the Council
- Co-ordinating Meetings of the Executive Committee
- Co-ordinating Meetings of Section 80 Committees
- Co-ordinating Meetings of Section 79 Committees
- Proper record-keeping of the Council and its Committees
- Co-ordinating training of Council Committees
- Ensuring that institutions of Participatory Democracy such as Ward Committees are properly co-ordinated

Nyandeni Local Municipality is a Collective Executive System combined with a ward participatory system and has Eight Standing Committees which are chaired by Political Heads. The Political and administrative seat is situated at Libode

Council meetings are opened to the public

Ordinary Council meetings are convened as per the Council Adopted Calendar. In terms of the Good Governance Framework Council Speaker.

Special Council meetings are convened only when important issues arise that require urgent and immediate attention

Council has 32 wards as per the demarcation.

Government structures

Structure	Function
Council	Develop and monitor implementation of policies, Adopt Annual budget, IDP and tariffs
Executive Committee	To identify the needs of the community Review and evaluate those needs in order of priority Recommend to the municipal council strategies, programs and services to address priority needs Recommend or determine best methods, including partnership and other approaches to deliver those strategies, programs and services
Standing Committees	Defined in terms of section. 80 of the Structures Act as Committees to assist Executive Committee and the Mayor
Sec 79 Committees	Defined in terms of section 79 of the Structures Act as Committees of Council
Audit Committee	It is appointed in terms of section 166 of the MFMA

Council committees

Structure	Delegated Function	Executive Committee Member Responsible
SECTION 80 COMMITTEES		
Corporate Services Standing Committee	Human Resource Development Administration Health and Wellness Maintenance of municipal buildings Information Technology and Communication	Cllr. S Mbiyozo
Budget and Treasury Standing Committee	Income and Expenditure Supply Chain Management Assets and Fleet Management Financial viability and Management	Cllr. N Jim
Human Settlement , Spatial development and Disaster management	Spatial Planning Land Use Management Human Settlement Fire Fighting Natural Disasters Provision of Responsive Material	Cllr. N Tyopo
Infrastructure development Services	Construction of roads Maintenance of roads Electricity	Cllr. Z Mevana
Local economy and Rural development	LED and Tourism SMME and Cooperative Development Agriculture and forestry	Cllr. P. Matinise
Special programs, Communications, Sports, Arts and Culture	Sports and Recreation Elderly programs Youth programs Children's programs Women programs Military Veterans Arts and Culture	Cllr Z. Nondlevu
Community Services	Waste management Social programs (SASSA, DOSD, DOH, any government Department charged with basic services delivery) Public Amenities (libraries, cemeteries, pounds) Early childhood Development HIV/Aids and Circumcision Indigents	Cllr T. Matika
Planning, IGR and Research	PLANNING Research IGR	Cllr A Vuthela
SECTION 79 COMMITTEES		
Municipal Public Accounts Committee	Appointed in terms of section. 79 of the Municipal Structures Act: section.79 (1) A Council may establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers. To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on annual report To examine the financial statements and audit report of the municipality	Cllr. Mketo

Structure	Delegated Function	Executive Committee Member Responsible
	To promote good governance, transparency and accountability on the use of municipal resources To perform any other functions assigned to it through a resolution of council within its area of responsibility	
Ethics and Members Interests		Cllr Hibhana
Petitions and Public Participation	The system of channelling petitions	Cllr Nonkothama
Womens Caucus		Cllr Mchithakali

COUNCIL SUPPORT SWOT ANALYSIS

ITEM	Strengths	Weakness	Threats	Opportunities
SEATING OF COUNCIL	Strong Legislative Framework Supporting council decision-making	Council Meetings pay little attention to Constituency matters	Political instability impacting council decision-making	Enhanced digital participation to improve community participation
SEATING OF EXCO	Strong legal framework guiding decision-making	Challenges in maintaining consistency in leadership effectiveness	EXCO Meetings tend to serve as conveyor belts of decisions by Standing Committees	Capacity Building to improve EXCO members governance skills
SEATING OF SECTION 79 COMMITTEES	Specialized Focus Independent from Executive Influence	Resource Constraints Lack of Specialized Expertise	Budget cuts and Financial Constraints Lack of Enforcement Mechanisms	Leveraging Technology Collaboration with Society
SEATING OF SECTION 80 COMMITTEES	Structured decision-taking Policy Continuity	Lack of political innovation	Inability to provide strategic oversight Committees veer off their delegated mandate Little attention is paid to the minutiae aspects of Committee Work	Policy Innovation Technology Integration Capacity Building Increased Transparency

ITEM	Strengths	Weakness	Threats	Opportunities
COUNCIL SUPPORT	File Plan in Place Administrative Support to Portfolio Heads Available Personal Assistance Provided to key Portfolio Heads Committee Clerks Allocated to Standing Committees Provision of Transport to key Portfolio Heads for Office Use	Inadequate and poor use of the EDMS Lack of Amendment of File Plan as it has gaps Lack of Synergy within Executive Support Under-employment of existing personnel Insufficient Training of existing personnel Over-utilization of existing transport	Unavailability of space to conduct Meetings Lack of Resources to conduct constituency work	With greater due diligence, management and tighter control, the existing resources would prise ajar better the door for better utilization of the Council and its Committees as an oversight body

ITEM	Strengths	Weakness	Threats	Opportunities
		instruments beyond the allocated function		



RESOLUTION TRACKING REGISTER

COUNCIL MEETING

29 MAY 2025

Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
27/02/2025	3381	REVISED SDBIP 2023/24	1. Approves the revised SDBIP for the second half of the 2024/25 financial year. 2. Authorizes the budgetary reallocations required to address service delivery priorities. 3. Endorses the communication strategy to ensure transparency and stakeholder engagement. 4. Directs the relevant departments to implement the revised SDBIP with immediate effect. 5. Mandates the monitoring and reporting of progress to ensure compliance with financial and service delivery targets.	Municipal Manager	
	3382	Second Adjustment Budget	Approve Second Adjustment Budget for 2024/25 as set out in the following budget tables:- a. Table B 1 Adjustment Budget Summary. b. Table B2 Adjustment Budget Financial Performance by Standard Classification. c. Table B3 Adjustment Budget Financial Performance (revenue & expenditure by municipal vote d. Table B4 Adjustment Budget Financial Performance revenue & expenditure e. Table B5 Adjustment Capital Expenditure budget by Vote & Funding f. Table B6 Adjustment Budget Financial Position g. Table B7 Adjustment Budget cash Flows h. Table B8 cash Backed reserves/accumulated surplus reconciliations i. Table B9 Asset management. j. Table B10 Basic Service Delivery Measurement ▪ Approve the second budget adjustment ▪ Approve the funding plan.	Chief Financial Officer	Implemented. The adjusted budget is being implemented.
	3383	REQUEST FOR APPROVAL OF STUDY LEAVE AND LOCAL TRAVEL ARRANGEMENTS	1. Approve the request for study leave from 01 – 07 March 2025. 2. Approve financial assistance for the necessary local travel expenses and incidental costs, as outlined in Section 4. 3. Support this initiative as part of the Municipality's commitment to skills development and leadership empowerment among women employees.	Senior Manager Operations	



Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
	3384	REPORT ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE REPORT FOR 2024-25 FINANCIAL YEAR	1. Note the report 2. Refer to MPAC for investigation.	Chief Financial Officer	In progress. Information requested by MPAC has been submitted.
	3385	SECURITY AND PROTECTION SERVICES QUARTER 3/ 2025	1. Improve security systems 2. Approve screening and vetting of officers 3. Approve capacity building and refresher training yearly 4. Approve disaster management drills should be done yearly (Fire threat and Bomb threat) 5. Approve integration of Security services to Law Enforcement.	Senior Manager: Community Services	
	3386	LAW ENFORCEMENT QUARTER 3	1. Note the report	Senior Manager: Community Services	
	3387	GREENEST MUNICIPALITY COMPETITION	1. Note that Nyandeni LM has taken first position in the region and has participated in the provincial competition and we are waiting for provincial results	Senior Manager: Community Services	
	3388	REPORT ON ECDC CONSTRUCTION PROGRESS 2024/25	1. Approve the construction ECDC in the following Wards 5,11,18 and 26 in 2025/2026.	Senior Manager: Community Services	
	3389	REVENUE COLLECTION FOR DLTC AND RA	1. Approve for application for Registration Authority Offices at Libode. 2. Approve for application for DLTC Offices at Ngqeleni.	Senior Manager: Community Services	
	3390	REPORT ON DISCOVERY LIFE COVER SCHEME	1. Approve the request submitted for quotation on Cover for all Municipal Staff, Councillors and Traditional leaders. 2. Mandates the Acting Municipal Manager to evaluate the received quotations based on cost-effectiveness, policy benefits, and compliance with relevant municipal financial. 3. Should the quotation be deemed suitable, approve the implementation of the Cover, ensuring that it aligns with the municipality's financial sustainability.	Senior Manager: Corporate Services	
	3391	REPORT ON DISCIPLINARY CASES JANUARY-DECEMBER 2024	1. Note the report.	Senior Manager: Corporate Services	
	3392	PROPOSAL ON INTERNSHIP STIPEND INCREASE AND	1. Stipend increase from R 4 000 pm to R 5 000 pm 2. The stipend should be incremented on an annual basis and the calculations of the increase should be based on the current Consumer Price Index minus 2 (CPI) . 3. Additions of 5 interns to make 40.	Senior Manager: Corporate Services	
	3393	REPORT ON HOUSING PROJECTS	1. Note this report and progress and conduct Housing handover of completed units	Senior Manager: Planning and Development	
	3394	SOCIAL RELIEF PRGRAMME	1. Note this report. 2. Note progress on Social Relief Programme and consider handover of completed houses	Senior Manager: Operations	
	3395	APPLICATION FOR NYANDENI LOCAL MUNICIPALITY TO BE	1. Note the report on the application to the Department of Human Settlements to be accredited in line with Revised Accreditation Framework.	Senior Manager: Planning and Development	

Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
		ACCREDITED IN LINE WITH REVISED ACCREDITATION FRAMEWORK	2. Approve an application to the Department of Human Settlements to be accredited as a human settlements developer in line with Revised Accreditation Framework.		
	3398	NYANDENI YOUTH FESTIVAL REPORT 2024 AT MGCIBE BEACH	1. Communications to issue a statement to apologies on the late payments due to documentation needed by the supply chain 2. The venue for the event and date for the event must remain the 15th to the 16th of December 3. Tents for the crowd must be eliminated for the event 4. Only tent for VIPs should remain and tent for the artists 5. An event organiser be appointed for Nyandeni Youth Festival and all funds for the event be allocated to the event organiser 6. The number of performing local artists to perform at Nyandeni Youth Festival must remain at 20 and payment be considered and increased from R2 000 to R5 000 7. Infrastructure at Mngcibe beach be improved that includes paving of roads from Mngcibe to Mthatha Mount, paved parking areas, Community Halls, hawker stores, fenced areas allocated as braai areas, toilets and showers to uplift Nyandeni tourism. 8. No accommodation for councillors should be arranged for the festival, only those officials who have duties to prepare for the event. 9. The Standing Committee must visit the Municipalities that are already hosting festivals to do a study tour or bench making.	Senior Manager: Operations	
	3413	Petitions Register	1. Approve of the Complaints and Petitions Register 2. That all petitions received must be processed and attended to with speed. 3. That all petitions that have been resolved must be removed from the Complaints and Petitions Register	Senior Manager: Operations	
	3414	REPORT TO COUNCIL BY THE SPEAKER ON MEC'S ACCEPTANCE OF FULL-TIME DESIGNATION FOR CORPORATE SERVICES PORTFOLIO HEAD	1. Note the MEC's acceptance of the designation of the Corporate Services Portfolio Head as full-time. 2. Formally implements the designation in accordance with the legislative framework. 3. The necessary administrative and financial arrangements be put in place to give effect to this designation.	Senior Manager: Corporate Services	
	3415	REPORT TO COUNCIL ON REQUEST FOR MEC CONCURRENCE FOR CONTINUATION OF ACTING APPOINTMENTS	1. Adopt this report. 2. Submit this report to the MEC for concurrence on the continued acting appointments of Mr. S.V. Poswa as Acting Municipal Manager and Miss N. Kolwane as	Senior Manager: Corporate Services	

Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
			Acting Senior Manager Operations for a period not exceeding three months.		
27/03/2025	3418	REPORT ON THE REVIEWING OF INTEGRATED DEVELOPMENT PLAN	1. Notes the contents of the 2025/26 Draft Integrated Development Plan as outlined in this report. 2. Approves the tabling of the 2025/26 Draft IDP for public consultation, commencing immediately after this meeting. 3. Authorizes the Municipal Manager to oversee the public participation process and report back to Council on feedback received. 4. Endorses the alignment of the 2025/26 Draft IDP with the draft budget and tariffs, to be tabled concurrently (if applicable).	Senior Manager: Operations	
	3419	ANNUAL BUDGET, BUDGET RELATED POLICIES AND MUNICIPAL TARIFFS	1. Approve the budget deliberate on the draft budget report 2. Approve the following draft budget related policies to the Council for adoption:- Supply Chain Management Asset Management Credit Control and Debt Collection Budget Management Policy Bad debts write off Property Rates policy Service Charges policy Tariff policy Banking and investment policy Indigent Policy Expenditure management policy Debt Write off policy Virement Policy Fleet Management Policy Inventory Policy 3. Adopt the draft draft budget to the Council for adoption with the following budget tables:- Table A1 Budget summary Table A2 : Budgeted financial performance (revenue and expenditure by standard classification) Table A3 : Budgeted financial performance (revenue and expenditure by municipal vote) Table A4 : Budget financial performance (revenue and expenditure) Table A5 :Budgeted capital expenditure by vote and funding	Senior Manager: Corporate Services	Concurrence received on th3 19th December 2024 and it was implemented during the salary in January 2025.

Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
			Table A6 :Budgeted financial position Table A7 :Budgeted cash flows Table A8 :Cash backed reserves / accumulate surplus reconciliation Table A9 :Asset management Table A10:Basic Service Delivery Measurement		
	3420	Report for the Council of Nyandeni Local Municipality: Municipal Demarcation Board Circular	1. Notes the contents and timelines of MDB Circular 3 of 2024 regarding the 2024-2025 Ward Delimitation process. 2. Reviews the current status of Nyandeni's ward boundaries and assesses whether adjustments proposed in the draft (if published) align with community needs and the 2025/26 Draft IDP. 3. Authorizes the Municipal Manager to: Coordinate with the MDB to ensure all required submissions and data (e.g., voter numbers, population estimates) are provided promptly. Facilitate public participation sessions in April/May 2025 (if still applicable) to gather community feedback on draft ward boundaries. 4. Endorses proactive engagement with traditional leaders, ward committees, and residents to promote awareness and consensus on the delimitation outcomes. 5. Requests a progress update from the Municipal Manager at the next Council meeting following the MDB's final ward boundary publication (expected June 2025).	Senior Manager: Operations	
	3421	CODE OF ETHICAL CONDUCT IN LOCAL GOVERNMENT	1. Note the report 2. Adopt the code in-order to set a tone for the ethical culture 3. Management should put measures to institutionalize the code through the following mechanisms amongst others: capacity building and awareness programs distribution of the code to all municipal leaders and staff, publication of the code on the municipal website and other public areas. 4. Compliance with laws and regulations, effective implementation of policies and consequence management.	Municipal Manager	
	3422	CHANGE OF SALARY PAYMENT DATE FOR EPWP PARTICIPANTS	1. We hereby request approval to implement the proposed change to the EPWP salary payment date	Senior Manager: Corporate Services	



Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
			from 15th to 25th of each month, except in December, with effect from 01 May 2025		
	3423	TO COUNCIL NOTIFICATION OF VACANCY IN THE OFFICE OF COUNCILLOR	1. Takes note of the resignation of Councilor Zamekile Nondlevu, effective 1 April 2025. 2. Declares a vacancy in the Council in terms of the relevant legislation. 3. Directs the Municipal Manager to inform the Electoral Commission and undertake all necessary administrative steps to facilitate the filling of the vacancy. 2. Initiates the process to appoint a replacement to the Executive Committee.	Municipal Manager	
25/04/2025	3424	QUARTER 3 PERFOMANCE REPORT	1. Approve remedial action	Municipal Manager	
	3427	PROGRESS REPORT ON THE DEVELOPMENT OF THE ANIMAL FEED PROCESSING PLANT	1) Note the report on the development of the Animal Feed Processing Plant. 2) Note the delays encountered in the implementation of the project. 3) That Kaazi Engineering Group's contract as consultants to the project be terminated with immediate effect. A letter of intent to terminate was sent to Kaazi Engineering Group. 4) That the Municipality must consider appointing a replacement consultant from current panel of consultants. 5) Approve the Variation Order Amount of R 3 407 127, 43 for silo, weighbridge, dump pit, tower and ramps foundation. The new total tender amount will now be R15 566 874, 15. The Variation Order will thereafter be presented to the funder, the National Treasury.	Senior Manager: Planning and Development/Municipal Manager	
	3428	Report on Appointment of Senior Manager: Corporate Services	1. Approve Ms. T. Tshisa – Ndamase to be appointed as the Senior Manager: Corporate Services if she is not available the position be offered to Mr. T. L. Somtseu, if she turns down the offer the post should be re-advertised.	Municipal Manager	
	3429	Update on Municipal Manager	1. Takes note of the correspondence received from the suspended Municipal Manager; 2. Accepts the request from Mr. Mvunelo to enter into negotiations toward a mutual separation agreement, on a without prejudice basis; 3. Mandate the Mayor to lead and facilitate the negotiation process; 4. Ensures that legal advice is sought throughout the process to ensure compliance with all applicable legislation and to safeguard the interests of the Municipality;	Municipal Manager	





Council Date	Res. No.	Agenda Item	Resolution	Action Owner	Progress
			5. Authorise the Executive Mayor to report back to Council with the proposed terms of the mutual separation agreement for consideration and final approval; 6. Directs that a formal written response be issued to Mr. Mvunelo, confirming Council's acceptance of the proposal to enter into negotiations and outlining the next steps in the process.		



Challenges

Strategic weaknesses in oversight structures occasioned by a differentiated knowledge base

Recommended Support

Rigorous and focused training of the oversight structures

UNIT 5: MONITORING AND EVALUATION

KEY FUNCTIONS

Responsible for determining the process and format for reporting the performance of the institution, Advise on the methodology, procedure and standards for reporting of the performance. Oversee the monitoring and evaluation of Municipal Performance. Play a pivotal role in the planning and reporting process. Responsible for collecting and analysing of data.

ALIGNMENT WITH 2030 VISION (PILLARS)

Pillar Five: An efficient and effective public sector with improved ability to give economic governance leadership. Although this is aligned with all five pillars but pillar five is relevant. Once we managed to have efficient and effective municipality through responsible and accountable leadership we will be able to respond to social, economic needs and also provision of reliable infrastructure as reflected in pillar one.

M & E SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Functional Council oversight committees Alignment of oversight structures Audit Committee Internal Audit Functional Management oversight committee Approved IDP Service Delivery and Budget Implementation plan Compilation of compliance reports (quarterly, Mid and Annually) Business continuity for Monitoring and evaluation developed	Non Institutionalization of performance Management Non adherence to report submission timeframes Non submission of audit evidence Non recording of Audit evidence Reliance to ward councillors to submit audit evidence in some instance Negative attitude on Audit and responding in identified gaps Submission of inaccurate information Non verification of information before submission Inadequate implimentation of contract management system	Clean Governance Quality of services provided by the municipality Quality and resilient infrastructure Responsive economy Value for money Improved level of trust between the municipality and the community Accountability	Submission of inaccurate Information Absence of reliable document management system Non submission of reports for Audit and oversight purposes Non alignment of report with work done Un-acceptable Audit Performance

UNIT 6: SPECIAL PROGRAMMES UNIT (SPU)

KEY FUNCTIONS

The Special Programmes Unit is located in the Office of the Mayor and is currently has a compliment of 2 staff members and is headed by an Officer. The Unit is responsible for policy formulation, implementation and coordination of all designated groups. In the main the unit is responsible for mainstreaming of programmes for designated groups, coordination and mobilisation of various sectors, monitoring and evaluation and capacity building

Liaison and Networking

In this review we express the commitment to strengthen relations with stakeholders and facilitate cooperation.

SPU Achievements

Ward Based structures for youth, disable and women's structures have been established

Women Caucus Established and conferred MSA section 79 Status inter alia, the Committee Chairperson was elected by Council on 29 May 2014

SPU designated groups includes Children, Youth, Women, Disabled, Elderly and Military Veterans.

SPU Key programmes includes

Support to sporting codes Soccer, Rugby, Netball, Boxing, etc
Observing Annual Youth Month Programmes, including Solomon Mahlangu Lecture
Observing of National calendar days
Support to HIV and Aids related programmes
Mainstreaming Local Economic Development through poverty alleviation programs
Hosting of Annual Miss Nyandeni to promote youth talent
Support to Moral Regeneration Movement (MRM). There are Social cohesion programs (circumcision, GBV, Anti-Femicide, Drugs and Alcohol Abuse awareness) and awareness campaigns focusing on vulnerable youth and children in school. MRM is also supported in taking part in District and Provincial programs

Special Programmes Unit seek to ensure that the programmes incorporate the designated groups in every facet or area of municipal planning across the board and lobbies for integrated and sensitivity for designated groups. It also has interventions programmes such as Mayors Cup with different codes, for example soccer, netball, rugby, boxing, athletics etc.

The Unit act as an antidote against social ills like teenage pregnancy, drug abuse, to prevent the attacks on elderly people in order to promote youth participation and to empower young women in teaching them about dangers of teenage prednancy. To promote economic development through the support of youth, disability, elderly, women and military veterans' projects.

The Unit identified that there is less than enthusiastic participation in the Mayor's Cup and some of our objectives are not realised, the Unit will begin to work with organised sport to ensure signage and if possible integration of Mayor's Cup in the mainstream of organised sport. All this takes place under political supervision of Standing Committee and the Council.

PROJECT NAME	PROJECT DESCRIPTION	SUPPORT PROVIDED	WARD	PROJECT IMPACT AND CHALLENGES SINCE SUPPORTED
SIYAZAMA ZULU MULTIPURPOSE PROJECT	Four project members	INDUSTRIAL MACHINE, SINGLE ELECTRIC MACHINE , OVERLOCKER MACHINE, SEWING MATERIAL	30	Production increased Project need training on using overlock and industrial machine. The project need fencing and structure
SIBAHLE ALBANISM SOUTH AFRICA	- Five project members - Three active members - Two care givers	INDUSTRIAL MACHINE, SINGLE ELECTRIC MACHINE , OVERLOCKER MACHINE, SEWING MATERIAL	12	- Production increased - Project need training on using industrial machine
MKHIWANENI PROJECT FOR DISABLED PEOPLE	5 PROJECT MEMBERS	80 fecing poles, 4 fencing wire nets 50m , 4 barbed wire rolls 100m, Plain wire 1 roll, Screws 4 packets,3m Gate	02	Project well fenced Project need assistance on irrigation scheme
Sinentlahla Women Recycling Primary Cooperative Project	Seven Project members	80 fecing poles, 4 fencing wire nets 50m , 4 barbed wire rolls 100m, Plain wire 1 roll, Screws 4 packets,3m Gate	13	Project is well fenced Project need funding
GREENVINES AGRICULTURAL PRIMARY COOPERATIVE	Five project members	GREENVINES AGRICULTURAL PRIMARY COOPERATIVE	09	Project is well fenced Project need Irrigation scheme to cover the whole project and funding
LIKAMVALETHU CLOTHING LTD	Five project members	Industrial Overlocker Sewing Machine Industrial machine 3 door Robe Walnut + Silver	09	Production increased Project need funding to buy sewing material
SEEDDOTS SERVICES	Two project members	Engine power gasoline tiller 2 inch diesel powered pump Yallow flexible PVC hose (suction)	31	Installation of underground pipe The
Platex Multi Purpose Youth Project	Youth Project with 10 members	Project supported with 5 computers, 2 printers, 2 uncapped data cards	09	Assist on application drive (student assistance) Registration of project
Thembi Solutions and Project	Youth Project with 5 members	Project supported wit 200 one day old	21	Poultry project not functioning

PROJECT NAME	PROJECT DESCRIPTION	SUPPORT PROVIDED	WARD	PROJECT IMPACT AND CHALLENGES SINCE SUPPORTED
		chicks, growing mash and medicine		
Rainy Youth Project	Youth Project	Project supported wit 200 one day old chicks, growing mash and medicine	31	Poultry project not functioning
Artist Raide Youth Studio	Youth Project	Studio equipment and material	13	- Operation challengies
Mathobela Military Veterans Project	5 military veterans members	Fertelize 2.3.2 (30) Fertelize Lan 50KG Benetrone 5L Insect Cypermethrin/kemprin 11t,	18	Project production increase More support needed
Zanokhanyo Project for disabled Peopl	Project for disables people with 36 members, project focuses on vegetable gardening and sewing	- Sewing machines, seedlings and 3 room structure	32	- Project production increased Centre is functioning very-well The project not well fenced Project in need of industrial machines

SPU	WOMENS CAUCUS
- Human Rights Marathon	
- Mya Academy Sports tournament	- Ward 3 and 21 Door to door on GBV - Ward 21 Gender Based Violence and Femicide
- Ntlaza Rugby	- Food parcels
- Disabled Structure	- Sewing cloth
- Ms Nyandeni Cluster Auditions - Miss Nyandeni	- Handover of Sanitary tawels (ward 02 and ward 18)
- Mayors Cup – ward level	- Home visits on gender based violence cases (ward31, ward 20, ward 27, ward 11, ward 05 , ward 12 and ward 21
- 2 X Poultry with feed	- Handover of fencing material to Sinentlahla women primary cooperative project
- Horse Racing	
- Support to Elderly Structures, Christmas gifts and Golden Games	
- Support to Early Childhood Development Centers + Back to school and Educational toys	

Women's caucus programmes

1.Women's caucus meetings sits according to council calendar
2.Women's day and 16 Days of Activism has been marked every year
The municipality in its IDP has prioritise gender based violence response. This follows the incidents particularly at these following wards (ward31, ward 20, ward 27, ward 11, ward 05, ward 12 and ward 21
3. On 07-08 December 2023 In response to crime challenges a new management strategy with collaborative efforts such as crime prevention dialogues, consultation on existing & new by-laws, arrive alive campaign and awareness raising on gender based violence and followed by community dialogue to engage
4. One Women Recycling Primary Cooperative Project project in ward 13 has been supported with fencing material

Level of Crime at Nyandeni Local Municipality

For the period 2012/2013 to 2022/2023 overall crime has increase at an average annual rate of 0.53% within the Nyandeni Local Municipality.
Violent crime increased by 0.63% since 2012/2013, while property crimes decreased by 0.89% between the 2012/2013 and 2022/2023 financial years.
New upward crime trend from 2020/21.

SPU SITUATIONAL ANALYSIS

E	Strengths	Weakness	Threats	Opportunities
Women	-Organised women structures - support gender based violence victims - Community works programmes participation - family focused, care and love	- conflict -self confidence to acquire some skills -support to woman leadership -early pregnancy on young women	- Women do not only face 'bread and butter' issues, but are challenged with gender discrimination, unemployment, poverty, Gender-based violence, domestic violence, child abuse, HIV/AIDS.	-women's ability to participate equally in existing markets - their access to and control over productive resources -access to decent work, control over their own time, lives and bodies -increased voice, agency and meaningful participation in economic decision-making
Children	-Gender equality -Family focused -Care and love -Community living	-decision making -Lack of awareness -Limited skills	- gender based discrimination(both) -Lack of access to government systems and services - Rape -Child trafficking	-NGO's and Media support -Government welfare policies and schemes -willingness to collaborate and learn
Elderly	-physical training in local elderly centres - daily activities linked to their health conditions - belong to farming projects -family focused and caring	- lack of economic provisions -poor health conditions -lack of emotional support -illness in the post retirement period	-Ageism and a lost sense of purpose. -Financial insecurity -Poverty -Mistreatment and abuse -Access to healthcare services(hospitals) -Difficulty with everyday tasks and mobility. ... -Finding the right care provision. ... -End of life preparations.	-applying for admission to an older persons' residential facility or old age home -development of elderly centres for physical health and building relations -free services and products offered by government institutions and agencies -Mobile health care services
Sport	-Well organised sport codes (soccer, netball, rugby, athletics and horse racing)	-lack of innovation (no continuous events) - inability to spend as documented (rugby prizes)	- development of new ideas - balance on expenditure and on what presented	- opportunity to grow (apply to all codes) - developing of new talents - Private sponsors
Military Veterans	Existence of support from Department of Military Veterans and a section at the Premiers Office	People claiming to be Veterans who are not on the Database	Multiple and disjointed Mil Veterans organisations	-Facilitate utilisation of District and OTP budgets for funding of economic projects
Disabled	-Organised structure for disabled people -free services and products offered by different agencies -role of JICA as a driving agent -Organised albinism community.	-parallel organizational structure -Think that Albinism is not taken seriously -poor participation of disabled youth	-Lack of resources, funding in particular -poor road conditions -dwindling and financial support for agencies -thoughts of being left out of decision making	-Media coverage and exposure -High accessibility to social grants by participants - learner ship programmes for disabled youth -Rehabilitation Centres for the disabled people
Youth	-Gender equality -Family focused -Care and love Community living -Hand working	-Alcohol use -No habit of saving -Lack of awareness -Limited skills -Traditional beliefs and harmful practices	-Caste-based discrimination -No documents -Lack of access to government systems and services	-NGO's and Media support -Government welfare policies and schemes -willingness to collaborate and learn

UNIT 7: LEGAL SERVICES

KEY FUNCTIONS

This unit provides critical support in the management and administration of legal matters that affects the municipality. It is also responsible for contract management, development, and review of municipal bylaws. Furthermore, the unit is responsible for the development and review of effective systems of delegation. The unit is also responsible for the development and implementation of a Litigation management framework.

MANDATE

Provide Legal Services & constitutional compliance
Provision of legal advice to political and administrative functionaries

Attend to litigation matters
Delegation framework
Responsible for contract management
Development of By-laws

LEGAL SERVICES

18 Litigation cases are outstanding but most of these are dormant
Every contract that is signed is vetted to ensure compliance with legislation
Systems of delegations is reviewed annually to include new information and effect amendments were necessary
Litigation register maintained quarterly with new cases being added and finalized being removed

Municipal bylaws

The various municipal By-Laws have been adopted by Council and accordingly Gazetted in the Eastern Cape Provincial Gazette Date 24 June 2019 Gazette No. 4259 to regulate relations between and the broader community.

By laws	1. By- law for the Hire and use of community, arts and cultural facilities 2. Refuse removal bylaw 3. Waste Management By-law 4. Public health 5. Street Trading By-law 6. Public Space By-law 7. Parking Ground By-law 8. Encroachment on property bylaw 9. Funeral undertakers by-law 10. Library and Information services by-law 11. Credit Control and debt collection by Law 12. Advertising signs 13. Credit management By -Law 14. Cemetery bylaw 15. Bylaw relating to nuisances 16. Public road and misilelaneous 17. Pound Management Bylaw 18. Liqor trading hours by-law 19. Undeveloped sites by- law 20. Enchroachment on property by-law 21. Public eetings and gatherings by –law 22. Property rates by- law

System of delegation

Council delegates, where appropriate, the responsibility to exercise legislative and executive authority to the relevant structures of the municipality. A delegation framework and register has been developed and approved by council.

Litigation management Framework

The entrenchment of the rule of law as the founding value in the Constitution imposes an obligation on the organ of State to take action or make decision only when authorized by law do so all decisions or actions of the organs of State are, in line with the doctrine of separation of powers, checks and balances susceptible to a judicial review.

Accountability and transparency are one of the values that are key to the functioning of local government. It is because of these values that one of the objects of local government is to provide democratic and accountable government for local communities.

Fundamental in these constitutional values is the demand for legal compliance by organs of State. Poor levels of or lack of compliance with legislative prescripts eventually manifests itself in litigation and consequently unnecessary expenditure in litigation costs and legal fees

It is because of this background that the State is the biggest consumer of legal services in the Republic. Consumption of legal services includes participation in litigation whether for or against organs of State.

It is therefore imperative to ensure transition from reactive litigation management into proactive legal risk management by promoting legal compliance.

This framework is therefore intended to assist Nyandeni Local Municipality to promote a culture of accountability, transparency and respect for the rule of law by so doing mitigating the calamitous effects of litigation in the municipality. It is to ensure that any litigation that the municipality is involved is handled in an efficient manner looking at costs and value for money, which would include prompt instructions to the instructed legal practitioners; early preparation for hearings and thorough consultations. It is also meant to pursue alternative dispute resolution (ADR) as a mechanism to respond to litigation and minimise costs, and further foster peaceful co-existence

and amicable settlement between the warring parties. It is to ensure that judgments for and against the municipality are promptly and properly responded to, either, by noting an appeal or giving guidance in complying with the Court order. And finally, it is to ensure that procurement of legal practitioners is done in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.

SWOT ANALYSIS

Strength	Weakness
Legal Unit has been established	Inadequate coordination of the development and enforcement of By-Laws
By-Laws developed and reviewed annually	Delays in finalization of litigation matters
Systems of delegations in place	Lack of proper monitoring of Contracts existing contracts and conducting due diligence on new contracts

Opportunities	Threats
Collaborations with NPA & SAPS in enforcing By-Laws	Opportunistic litigation
	Non compliance to POPIACT could lead to increased litigation

UNIT 8: INTERNAL AUDIT UNIT

The municipality has established in-house and internal audit unit as per the requirements of MFMA section 165. Internal audit provide assurance and consulting services regarding the effectiveness of the system of internal control, risk management and governance processes.

The unit is composed of a Manager, Two Internal Auditors and Executive Secretary

Key responsibilities of the internal audit unit is to 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
(vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation

In discharging its responsibilities Internal audit is independent and carry out its work freely and objectively and with the support of senior management and audit committee.
Section 166 of the MFMA requires each municipality to have an audit committee. The audit committee is an independent body which must amongst other things advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management and performance management.

The audit committee performs the responsibilities assigned to it by the MFMA (sections 165 and 166), and the corporate governance responsibilities delegated to it under its charter that is reviewed annually and updated to ensure relevance and consistency

with the MFMA, Municipal Systems Act and other related regulations, guides and best practice.
MFMA section 166 provides for a minimum requirement for the composition of an audit committee, i.e. at least three persons. The municipality has four members as per the guidance provided in MFMA Circular 65 on the skills and experience required to enhance representation and its performance that will offer objective and quality advice.

The committee convene its meetings on a quarterly basis and the chairperson reports bi-annually, or more frequently if required, to the municipal council on the operations of the internal audit unit and the audit committee.

The Committee is comprised of the following members that are serving for a period of three years from the date of appointment:

COMPOSITION OF AUDIT COMMITTEE

NAME	DESIGNATION	APPOINTMENT DATE
W Mrs Nozipho Hlongwana	Chairperson (Financial Management Expertise)	01 February 2025 – 31 January 2028
Dr Mzamo Ngwadi	Member (Performance Information Expertise)	01 February 2025 – 31 January 2028
Mr. Mxolelanisi Manxiwa	Member & Disciplinary Board Chairperson (Legal Management Expertise)	01 February 2025 – 31 January 2028
Ms B. Gova	Member and Risk Management Committee Chairperson ' (Governance, Internal Audit and Risk Management)	October 2023- September 2026

Key Programnmes

Monitoring implementation of the Auditor General recommendations
Monitoring implementation of the commitments made with the regards to clean audit
They provide support to Municipal Public Account Committee (MPAC)
Provide recommendations to council based on the reports analysed and ensuring implementation of recommendations
Monitor and evaluate adherence to internal controls processes and procedures
Play meaningful advisory role to management and council.
Review draft Annual Financial Statements prior submission to Auditor General.

The following documents has been approved by Audit Committee and Council
Internal Audit Charter
Audit and Performance Committee Charter
Annual Internal Audit Plan approved
Framework to regulate Audit Performance.

The municipality has a fully functional Internal Audit Unit and is comprised of the following Manager Internal Audit, 2 x Internal Audit Officers and Secretary. All the posts are filled.

Key Programmes approved by the Audit Committee

Development of the internal audit strategy
Preparation of the annual audit plan
Quarterly reports to the audit committee detailing performance against the annual internal audit plan
Facilitate the identification, analysis and rating of risk by management
Provide support to Audit Committee

Key Audit Committee responsibilities:

Key committee responsibilities is to advise advise the municipal council, the political office-bearers, the accounting officer and the management staff on matters relating to—
(i) internal financial control and internal audits;
(ii) risk management;
(iii) accounting policies;
(iv) the adequacy, reliability and accuracy of financial reporting and information;
(v) performance management;
(vi) effective governance;
(vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
(viii) performance evaluation; and
(ix) any other issues referred to it by the municipality or municipal entity;
(*x*) review the annual financial statements to provide the council with an authoritative and credible view of the financial position of the municipality
(*xi*) perform any other functions as may be prescribed by Council.

Progress on implementation of Audit Action Plan

Risk Management

The Municipality performs Risk Management functions to ensure compliance with legislation, policies, abide or ensure that strategic objectives are achieved, including fraud prevention. Although risk management is in place, there is a need to conduct continuous awareness campaigns to all levels in the organization to ensure greater participation and ownership by all stakeholders, particularly, the municipal workforce

The municipality ascribe to the following COSO ERM 2013 Framework principles:

Pillar	Principle
Control Environment	Demonstrate integrity and ethical values
	Exercise Oversight Responsivities
	Establishes Structure, authority and responsibilities
	Demonstrates commitment to competence
	Enforces accountability
Risk Assessment	Specifies suitable objectives
	Identifies and analyzes risk
	Assesses fraud risk
	Identifies and analyzes significant change
Control Activities	Selects and develops control activities
	Selects and develops general controls over
	Technology
	Deploys through policies and procedures
Information & Communication	Uses relevant information
	Communicates internally
	Communicates externally
Monitoring	Conducts ongoing and/or separate evaluations
	Evaluates and communicates deficiencies

Risk management committee

The Risk Management Committee is appointed by the Accounting Officer to effectively discharge the delegated responsibilities for risk management responsibilities in terms of Section 62(1)(c) of the Municipal Finance Management Act and those delegated through the Risk Management Charter.

The Committee is composed of senior managers and chaired by an independent chairperson in order to render independent oversight and advisory. Ms B. Gova has been appointed as the Risk Management Committee for a period of three years with effect from October 2023. The committee convene its meetings on a quarterly basis and report to Audit Committee on a quarterly basis.
The Committee is delegated to review and approve the following documents:

a. Strategic and Operational Risk Registers.
b. Risk Management Framework
c. Risk Management Policy
d. Risk Management Implementation Plan

Fraud prevention

The South African Media, particularly print media, has created a “narrative” that local government is the most corrupt sphere of government. In its position paper titled “Tackling The Scourge of the Corruption-Perception, Local Government and the People’ on Anti-Corruption South African Local Government Association assert that “Whatever local government’s protestations of innocence may be, it must learn that as is the case in law, the perceptions about how it deals with corruption is as important as the reality of measures to combat corruption within the sector. Intolerance to corruption must not only be a mantra, it must be seen to be done.

Fraud Risk Management Policy, the fraud Risk Management Policy was adopted by council on 27 June 2019.

Objectives summarised:

The Fraud Risk Management Policy of the NLM supports and fosters a culture of Zero Tolerance towards fraud and other acts of dishonesty. In addition, all fraud will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls.
These prevention controls includes the existing financial and other controls and checking mechanisms as prescribed in the systems, policies, procedures, rules and regulations of the NLM.
The efficient application of the Municipal Management Finance Act (“MFMA”) and instructions contained in the NLM policies and procedures, circulars and manuals is one of the most important duties to be applied by every employee in the execution of their daily tasks.
Whistling Blowing Policy

Priority programmes

Conduct fraud awareness campaign both internally and externally
Clarify consequence management process, where there is wrong doing
Develop Fraud Risk Register

Whistle Blowing Policy and its objectives

The municipality has adopted a culture of zero tolerance towards fraud, corruption and other acts of dishonesty such as kickbacks, abuse of power, collusion, theft and abuse of municipal assets. The following reporting mechanisms are used:

National Hotline – 0800 701 707
Public Protection – 0800 112 040
Open Democracy centre – 0800 825 352
Municipal Manager- 047 555 5016
Email – whistleblower@nyandenilm.gov.za (Email is administered by the Audit Committee and Risk Management Chairperson)

The policy seeks to
1. encourage and provide guidance for whistle blowers to disclose, in a responsible manner, information regarding unlawful or irregular and to provide for the protection of whistle blowers who make such a disclosure.
2. Provide assurance of anonymity, commitment to investigate all reported irregularities, protection of the whistle-blower and consistent application of the fraud policy, regardless of the seniority of the alleged offender.
3. provide for feedback to the whistle-blower following a protected disclosure.

The policy applies to any employee, councilor, member of public, supplier, contractor, or any other stakeholder who has a reasonable belief that there is corruption or misconduct relating to any of the matters specified above.

PA 6 INSTITUTIONAL DEVELOPMENT

MANDATE OF THE INSTITUTIONAL DEVELOPMENT

The municipal transformation and organizational development is about planning and implementing strategies that will enhance the achievement of institutional goals and targets through building institutional capacity and resilience. The department of Corporate Services is responsible for leading this mandate by ensuring that there is capable and transformed human resource, optimal use if technology, provision of administration support services, and adequate policies.
Hence the focus areas for this key performance area are: -

Policy Development and Review,
Organisational Development;
Skills Development
Employment Equity
Labour Relations;
Occupational Health and Safety;
Individual Performance Management
Information and Communication Technology;
Records Management;
Property Management;
Customer Care
Coordination of Institutional Policy Development;
Management of Human Resources (HRA, HRD, Individual PMS, ER, EW, OHS, etc);
Provision of ICT support service in line with Governance Framework;
Provision of general administration support and auxiliary services;
Maintenance of Office Buildings and Town Halls.
Location of Administration centres and political seat

Nyandeni Main Municipal Offices are based in Libode approximately 30km from Mthatha, with a Satellite Office based in Ngqeleni Town. All departments are located in one central area in Libode (Main Offices). Both the administrative and political seats are based in Libode Town. The Council Chambers are currently based in Libode. Council Meetings are held regularly in accordance with the approved councilcalendar.

Satellite Office is established to render the following functions and services: -
Revenue management
Administration and customer care services
Registering Authority for motor vehicle registration
Pound management and Cemetery services
Refuse removal, and Library Services

Each function has a Supervisor responsible for management and supervision of day to day monitoring and report directly to the Manager Responsible for each Function. Senior Managers responsible for functions performed by the satellite Offce are directly accountable for level of service rendered.

The expansion of Ngqeleni municipal Offices project has been completed. Infrastructure Department will relocate to Ngqeleni to improve service delivery performance.

The municipality has also taken a decision to establish Youth Office in Ngqeleni. The purpose of the Office is to support youth development initiatives.

Nyandeni Local Municipality is an integral component of Provincial and National Government and consequently has a critical role in the development and execution of local government strategy and strategic objectives. Overall, Nyandeni Local Municipality possesses the competency and capability to translate many of Government's vision and related legislation and policy into a blueprint framework through its Integrated Development Plan document.

Organisation Overview

The institutional capability of Nyandeni Local Municipality is informed by overall organizational functioning, the interventions of management to engage in organizational leadership, development and management of organizational systems and processes to promote effective operations and service delivery through optimum use of resources. It is intended to inform Nyandeni Local Municipality's organizational strategy to enhance service delivery to key customers/stakeholders.

Nyandeni Local Municipality is represented by two components in terms of its organization and service delivery outcomes. These are the political structures represented by the politically elected councillors and the administrative structure represented by the Municipal Manager, the management team and municipality employees. The municipality's organizational structure enhance the interface between the council and its committees, governance committees and the administration as led by the municipal manager.

Organisation Competency Status

Nyandeni Local Municipality possess the required competencies amongst staff as well as the required number of staff to perform its core functions. However, there exists an urgent need to redesign the organizational structure to ensure that the appropriate numbers of staff are placed on an organizational structure that is aligned to the organizational strategy and key strategic objectives. There is a need for a significant increase to core local government professionals, management, technical and functional posts as well as the enhancing the levels of competence to enable Nyandeni Local Municipality to develop and enhance the necessary institutional capacity and capability to deliver on its strategic objectives.

Functions assigned to the municipality that are being performed or not performed
Section 156 of the Constitution provides for the powers and functions of municipalities and states 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; and
Any other matter assigned to it by national or provincial legislation.

As indicated above a municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.

Specific functions and the way that the responsibilities for these functions are allocated to the 3 different spheres of government are detailed in Schedules 4 and 5 of the constitution. Schedules 4B and 5B identifies those functions allocated to local government.

These Schedules read together with section 84 of the Local Government: Municipal Systems Act provide further for the distinction between those services which can be delivered by district municipalities and those which can be run by the local municipalities.

The Nyandeni Municipality has been allocated powers and functions in terms of the Constitution and the Municipal Structures Act no 117 of 1998. Accordingly, Nyandeni has been granted executive authority over its area of jurisdiction.

Section 85 of the Structures Act provides further that the MEC for local government in a province may, adjust the division of functions and powers between a district and a local municipality as set out in section 84 by allocating, within a prescribed policy framework, any of those functions or powers vested-

In the local municipality, to the district municipality; or
in the district municipality (excluding a function or power referred to in section 84 (1) (a), (b), (c), (d), (l), (o) or (p), to the local municipality.

Provincial Notice No. 23 of 2003 dated 5 May 2003 deals with the adjustment of functions and powers between district and local municipalities in terms of section 85(1) of the Structures Act.

The notice provides as follows:

That O.R. Tambo District Municipality performs the following local functions in respect of Nyandeni Local Municipality:

Municipal planning;
That NLM performs the following district functions in its local area:
84(1) (e) Solid waste disposal sites, in so far as it relates to-
The determination of a waste disposal strategy;
The regulation of waste disposal;
The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district

84(1) (l) the establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
84(1) (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

The table below illustrates the powers and functions that the Nyandeni Local Municipality is authorized to perform in terms of Part B of Schedules 4 and 5 of the Constitution.

Part B of Schedule 4	Part B of Schedule 5
Air pollution	16.Beaches and amusement facilities
Building regulations	17.Billboards and display advertisement in public places
Child care facilities	18.Cemeteries, funeral parlours and crematoria
Electricity and gas reticulation	19.Cleansing
Fire-fighting services	20.Control of public nuisance
Local tourism	Control of undertakings that sell liquor to the public
Municipal airport	Facilities for the accommodation care and
Municipal planning	burial of animals
Municipal health services	Fencing and fences
Municipal public transport	Licensing and controlling of undertakings that sell food to the public
Pontoons, fairies, settees, piers and harbours excluding the regulations of	Local amenities
international and national shipping	Local sport facilities
Municipal public works only in respect of the needs of the municipalities	Markets
Storm water management system	Municipal abattoirs
Trading regulations	Municipal parks and recreation
Water and sanitation services (limited to potable water supply system,	Municipal roads
domestic waste water and sewerage disposal system)	Noise pollution
	Pounds
	Public places
	Refuse removals, refuse dumps and solid waste disposals
	Street trading
	Street lighting
	Traffic and parking

Of the 39 functions listed in Parts B of Schedules 4 and 5 of the Constitution, Nyandeni has been allocated 34 functions which it is required to deliver on, the following 24 functions are being performed by Nyandeni Local Municipality:

Part B of Schedule 4	Part B of Schedule 5
Solid waste	Cemeteries, funeral parlours and crematoria – including the DM function
Municipal planning	Cleansing
Storm water management system	Local sport facilities
Municipal public transport	Municipal parks and recreation
Trading regulations	Municipal roads
Local Tourism	Pounds
Building regulations	Public places
Electricity reticulation(agency)	Refuse removals, refuse dumps and solid waste disposal
Child Care Facilities	Traffic and parking
	Municipal public works
	Beaches and amusement
	Billboards and display advertisement in public places
	Street trading
	Control of undertakings that sell liquor to the public
	Street lighting

The table below reflects functions that NLM is authorized to perform but are not being performed:

Part B of Schedule 4	Part B of Schedule 5
Air pollution Electricity and gas reticulation (not authorized but included in new organizational design) Fire-fighting services Municipal airport Municipal public transport Pontoons and ferries Electrification reticulation	Control of public nuisance Fencing and fences Markets Municipal abattoirs Noise pollution

Effectiveness of the legislative function
The administration, as appropriately delegated, has a responsibility to support the Council in exercising its powers and functions, including drafting of by-laws for approval by Council. By laws are developed annually as need arises.

Systems of delegation within the municipality
Council delegates, where appropriate, the responsibility to exercise legislative and executive authority to the relevant structures of the municipality. A delegation framework and register has been developed and approved by council on the 30 November 2019 with Council Resolution No. 2660/30/11/2018.

Extent of service delivery by the municipality
Nyandeni Local Municipality is enhancing its service delivery by executing the following:

Developing a performance culture at all levels of the organization which is able to clearly indicate a tangible influence on the key stakeholders within the municipality's area of jurisdiction in terms of poverty reduction and enhancement of the quality of life through the development and execution of an effective sustainable economic development and a job creation strategy;
The efficient use of networks and internal human resources through the delivery of outcomes as opposed to engaging in significant planning and talk without outcomes to show for effort;
Improving governance throughout the organization through controls, accuracy, punctuality, knowledge, professionalism and work ethic;
Building a team-based organization that is people-oriented with a strong focus upon Batho Pele, with a general respect and a passion to deliver a quality service to all stakeholders. This includes developing a strong collective culture in terms of Nyandeni Local Municipality organizational building;
Integrity: ethics, honesty, non-corruptive behaviour;
Innovation to face challenges and offer new solutions through a high intensity and work ethic;
A commitment to its constituents, the majority of whom are poor and unemployed who live within the boundaries of the municipality's area of jurisdiction.

The Organizational structure is fully aligned with the IDP which is five year plan (2022-2027) reviewed annually and Vision 2032 which is long term plan and is a key institutional factor that determines the institutional capacity and capability of the municipality in order for it to deliver on its vision, mission and strategic objectives.

Our organizational structure and design has been strongly influenced by the development and optimization of competencies and capability. This will positively impact on the capacity requirements for Nyandeni Local Municipality to deliver on its key outputs. The diagram below shows how the Nyandeni Local Municipality is structured in terms of the different levels of government and the structures within the Municipality.

Political Structures
Executive Committee 64 Councilors 32 Wards 2 Traditional Leaders Council Standing Committees Infrastructure Development Corporate Services Budget & Treasury Human Settlement and Rural Development Local Economic Development Community Service and Public Safety Special Programmes and Social Services Municipal Planning, IGR and Research

Administrative Structures
Municipal Manager Corporate Services Budget and Treasury Office Community Services Planning and Development Infrastructure Development

Political Structures

At the political level, the organization is based upon a strong programme management model and a politically orientated governance approach, combined with competencies in community based engagement, development and stakeholder mobilization. This is complimented by the leadership and executive management structures primarily at a political level. These structures are used to make decisions and inform high level planning for the achievement of desired objectives of Nyandeni Local Municipality.

Section 79 Committees are as follows: -
Municipal Public Accounts Committee (MPAC)
Ethics and Members Interest Committee
Public Participation and Petitions Committee
Women's Caucus

Statutory Committees are as follows: -
Performance and Audit Committee
Risk Management Committee
ICT Governance Committee
IDP and Budget Steering Committee
Financial Misconduct Board
Audit Committee

Administrative Structures
Nyandeni Local Municipality structure is hierarchical based on powers and functions, with six departments structured to achieve her developmental duty as stipulated in the section 153 of the RSA Constitution. The departments are in line with the Local Government: Municipal Staff Regulations, 2021 as follows: -

FUNCTIONS	DEPARTMENT
a) Development and Town Planning Functions	Planning and Development
b) Provision of Municipal Public Works and Basic Services to Communities	Infrastructure Development
c) Provision of Community Services	Community Services
d) The Management of Municipal Finances	Budget and Treasury Office
e) Provision of Corporate Services	Corporate Services
f) Provision of Support to the Offices of the Public Office Bearers and the Office of the Municipal Manager	Office of the Municipal Manager

Each Department represents a functional area of work and is further divided into sub-functional components. The five key focus areas attempt to create integration. This integration demands a value chain response from each department in terms of its deliverables.

Nyandeni Local Municipality will continue to develop the necessary institutional capacity and organizational culture required to mobilize the workforce towards the necessary performance levels. The Human Resources function is geared up in executing the necessary Human Resources processes, systems and policies that will ensure effective institutional development of Nyandeni Local Municipality. Human Resources Development, transformation, mobilization and the need to create a motivated, competent and effective workforce is the responsibility of all levels of organizational leadership and management.

The support functions of the Corporate Services Department include the following:
Human Resources Management
Human Resources Development
Integrated Employee Wellness (OHS, EAP & HIV/AIDS)
Employment Equity
Information Communication Technology
Records Management
Facilities Management
Customer Care

The Corporate Services Department is also responsible for Support Services Function which range from Switchboard Services, Office Accommodation, facilities management; office automation and Registry/Archives Management. The Support Services Function is in a position to support with the necessary levels of capacity, competence, technology and resources.

Work place skills plan (WSP)

The WSP is prepared and submitted to Local Government SETA on an annual basis before the 30th of April. The municipality needs to create a skilled workforce to ensure a sustainable economic development and redress the pool of unskilled workers.

The municipality seek to ensure that as many staff members as possible from the officer level at BTO to top management level for all departments obtain the Municipal Minimum Competency Training which is required in terms MFMA section 83,107 and 119- Gazette 29967 of 15 June 2007.

Skills development of employees and Councillors is one of the NLM's priorities. NLM annually develops WSP which sets out training needs for staff, Councillors as well as unemployed. Human Resource Development programmes such as learnerships, in-service training, internship, skills programmes and bursaries are provided.

The municipality offers **35 internship opportunities**, distributed to various fields in line with the municipal departments. This number is in addition to the 6 opportunities offered with the assistance of National Treasury (FMG)

EMPLOYMENT EQUITY PLAN

The employment equity plan has been reviewed in 2024 for a period of 3 years starting from **01 August 2024 -31July 2027** approved by the Municipal Manager as per the Section 20 of the Employment Equity Act.

The Employment Equity Plan is in line with the Employment Equity Policy which was last reviewed without changes and adopted by Council on 30 June 2022.

The Department of Employment and Labour conducted a DG Review in 2019 of the EE Plan as per Sec 44 of the Employment Equity Act. Our EE plan was approved to have complied with the provision of the Employment Equity Act. The Department of Employment and Labour had recommended that the municipality should focus on gender and race equity on occupational levels.

The Employment Equity Report is always submitted online to the Department of Labour before the 15th of January annually.

Table 3: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	4	0	0	0	1	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	7	0	0	0	8	0	0	0	0	0	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	35	0	0	0	25	0	0	0	0	0	60
Semi-skilled and discretionary decision making	84	1	0	0	84	1	0	0	0	0	170
Unskilled and defined decision making	48	1	0	0	28	0	0	0	0	0	77
TOTAL PERMANENT	179	2	0	0	144	1	0	0	0	0	328
GRAND TOTAL	179	2	0	0	144	1	0	0	0	0	328

The Skills Development and Employment Equity Committee has been established and is convened quarterly.

In terms of the Eastern Cape Socio Economic Consultative Council (ECSECC) Demographics 2011 (Race), it shows a high percentage of Africans (98.86%) and low percentages of Whites (0.57%), Coloureds (0.48%) and Indians (0.09%). Currently the workforce is made up of Africans at 99.64%. The Nyandeni Employment Equity Plan caters for other races but they do not apply which is why they are not represented.

This therefore means that the Municipality still needs to appoint more Black Females people with disability and Coloureds.

The number of female employees in the workforce profile shows a higher percentage of 52% compared to that one of male employees which is 48%. The workforce of Nyandeni Municipality is now having a fair representation of women. In terms of ECSECC Demographics 2011 (Gender) Females dominates at 52.50% and Males are at 47.50%. The Employment Equity Plan must address the disability and race in the vacant posts that still need to be filled.

Job evaluation process

Job evaluation is the process of assessing Skills ,Knowledge, Experience and Influence required in performing duties in the municipality using the TASK system with the aim of developing fair basis for making pay decisions.

All posts in the organogram have job descriptions. The municipality is part of the O.R. Tambo District Job Evaluation Unit that is responsible for the evaluation of all Job Descriptions. Planning process for the implementation of job evaluation will be informed by Job evaluation outcomes.

Performance Management System, Monitoring and Evaluation

Performance management systems is implemented at senior management and middle management level.
Performance plans are signed by middle managers. Performance agreements are signed by senior manager at the beginning of the financial year. The Municipality is still lacking at conducting performance assessment for senior management and the issue has been raise by AGSA
Performance Management Policy and Procedure Manual

Performance Management Policy has been reviewed with changes in line with the Local Government: Municipal Staff Regulations, 2021. Individual performance management assessment is implemented. In addition, middle management employees have also signed annual performance plans for the 2024-25 financial year, as the municipality is cascading the performance management system to all levels of the organization in compliance with Local Government: Municipal Staff Regulations of 2021

The Mid - year individual assessment reviews for the Municipal Manager and Senior Managers are conducted annually.
Quarterly Performance Assessments are conducted to review the work done against the pre-determined objectives and targets. All compliance reports are submitted on time to relevant authorities, these reports includes MFMA S52 (d) reports, s71, s 72 and s121 reports
The performance assessment reviews for the Municipal Manager and Senior Managers for 2022/2023 was conducted on the 19 June 2024 .

Government in its Policy Framework for Government-Wide Monitoring and Evaluation System notes that the government major challenge is to become more effective therefore, Monitoring and Evaluation processes can assist the public sector in evaluating its performance and identifying the factors, which contribute to its service delivery outcome.

The monitoring involves collecting, analysis, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. But most critically, the monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.

In accordance with the above framework, the municipality has established Monitoring and Evaluation Unit in the Office of the Municipal Manager. The unit is charged with the responsibility to track progress in the implementation of the approved SDBIP, identify deviation and suggest corrective measures. The unit will go a long way in ensuring that in year monitoring is effective.

Employee Health and Wellness

Employee Assistant Program deals with life skill empowerment, change management, substance abuse, disability and incapacity.
A Wellness Plan is developed annually, its main purpose is to promote employee health & wellness .The plan contains Wellness activities i.e.(Gym services, Sport activities ,Wellness events ,Financial education and Employee Assistance services .

A wellness plan is developed every financial year, its main purpose is to promote employee health & wellness with key programs includes health screenings, observations of national health days, and awareness campaigns on health. The municipality has established a Wellness Advisory Committee that is comprised of members from different departments within the Municipality.

Occupational Health and Safety

The municipality complies with the requirements of Occupational Health and Safety, Compensation of Occupational Injuries Disease Acts to provide health and safety to employees, Councillors and customers.

The municipality has a functional Occupational Health and Safety Committee, the Municipal Manager appoints the committee members every three years. Members of the SHE Committee are trained on continuous basis. Health and Safety Report with implementation status is discussed by Management monthly and submitted to both Risk Management and Audit Committees. The municipally is in good standing with the Compensation Fund.

OHS Committee is in place and is able to meet every quarter to assess the progress made on implementation of action plans to improve health and safety of the workplace.

Health & Safety Representatives have been legally appointed and there are trainings being done to equip them about their roles and responsibilities.
Inspections are done and findings are brought to the attention of management for action. In addition, the progress report on the implementation of OHS Committee Recommendations is also submitted to the Risk Management Committee for monitoring and oversight

Employee Relations

Employee Relations Management involves engagement with labour unions in bilateral meetings and in Local Labour Forum (LLF). It also includes awareness campaigns for staff members on institutional policies and procedures.

a) **Local Labour Forum (LLF)**

The LLF is a platform where the Employer and Employee Representatives consult and bargain on matters of mutual interest. Currently there a 2 registered trade unions, namely South African Municipal Workers Union (SAMWU) and Independent Municipal and Alliance Trade Union (IMATU).

The Employer Component is composed of Councillors and Senior Managers. The LLF has a total of 16 members, of which 8 are for the Employer, 7 for SAMWU and 1 for IMATU. The chairmanship rotates annually between both parties and the forum is convened on a quarterly basis and special meetings are convened when necessary.

So far, only the Employer component has been trained by SALGA.

Corporate Services Department provides logistical support and Secretarial Services for the functioning of LLF.
LLF is a platform where the employer and employee representative consult and negotiate on matters of mutual interests.
The municipality has 2 registered trade unions which are South African Workers Union (SAMWU) and Independent Municipal Alliance (IMATU).

The Employer component is composed of Councillors and senior managers.
The forum is composed of 8 employer representative and 8 trade union representatives.
The chairmanship rotates annually between both parties and forum convenes on quarterly basis and when necessary.
The implementation of all Collective agreements emanating from Central Bargaining Council
Conclusion of Shutdown Agreements every year
The Employer Component has been trained by SALGA this year. The LLF was trained by SALGA on the 576 March 2025

Disciplinary Cases

The Employee Relations Officer is also responsible for handling disciplinary cases in line with the Disciplinary Procedure Collective Agreement.

SALGBC Disciplinary Procedure Collective Agreement is in place to serve as a guide to deal with disciplinary matters.
Disciplinary hearing tribunal is appointed by the Municipal Manager as and when it is required.
Disciplinary Board on Financial misconduct is in place to investigate matters relating to financial misconduct(s).
Dispute resolution mechanisms (SALGBC/CCMA) are in place to deal with dispute related matters.
Code of conduct workshop for staff is conducted quarterly. In this quarter the workshop will be conducted on the 18th, 20th and 21 March 2025.
Policy workshops to staff are conducted as and when required and when new policies have been adopted or amended by the Council.
Grievance procedure is in place as per the Main Collective Agreement to deal with staff complaints and dissatisfaction.

Code of conduct for councillors and municipal officials

All Councillors and municipal officials sign code of conduct when they join the municipality. Annually declaration of interest and disclosure forms are signed by both officials and councillors, Annually the Office of the Auditor General conducted audit on whether councillors or municipal officials and/or relatives have conducted business with the municipality, the outcome of the audit forms part of the annual audit report and made public.

HIV/AIDS in the Workplace

Awareness raising done though World AIDS Day commemoration, candle light memorials, workplace educational sessions, aerobics and sport. This is used as a marketing tool for the programme with the goal of involving all NLM employees.

Human Resource Planning

The Human Resource Plan to be reviewed and adopted by Council on 30 June 2024, it is a five-year plan aligned with the IDP Strategic Goals and reviewed annually.

Human Resource (HR) planning is the process of ensuring that an organization has the right number of people, the right kind of the people, in the right places, at the right time doing things that are economically most useful for the municipality.

The HR Plan also deals with demands such as those posed by the implementation of the Skills Development Act, other Labour Legislations including programmes and policies related to the HIV and AIDS epidemic. At the forefront of the implementation plan it will be the departmental managers and human resource personnel that must provide professional support and development of personnel in this municipality.

Nyandeni Local Municipality has developed this HR Plan in order to plan and align its human capital with strategic organizational goals as outlined in the 5 – year Integrated Development Plan. The following approach has been used: -

The main objectives of the plan are-

To ensure appropriate utilization of available personnel;
To attract and retain scarce skills;
To standardize HR procedures to be followed when an employee exit the municipality;

To ensure that all employees and unemployed have the required competency levels
To create an Environment that promotes employee health and wellbeing
Approach and methodology

The following approach has been used:-
Overview of the municipality and its strategic direction;
Scanning of both internal and external environments in as far as they affect human resource provisioning;
Profiling of the current workforce;
Identification of gaps in all our HR functions; and
Development of an action plan to close the identified gaps

Human Resource Policies

The below policies were last reviewed and adopted by Council on **30 June 2024** with Council Resolution No.3144/30/06/2023:

NO	POLICIES	STATUS
	Dress code Policy	Review with amendments
	Harassment in the Workplace Policy	Review with amendments
	Internship Policy	Review with amendments
	Recruitment and Selection Policy	Review with amendments
	Transport Policy	Review with amendments
	Subsistence &Travel Policy	Review with amendments
	Relocation Policy	Review with amendments
	Bereavement Policy	Review without amendments
	Disciplinary &Grievance Policy	Review without amendments
	Employee Retention Policy	Review without amendments
	Employment Equity Policy	Review without amendments
	HIV/AIDS Policy	Review without amendments
	Human Resource Development	Review without amendments
	Integrated Performance Policy	Review without amendments
	Induction Policy	Review without amendments
	Personal Regulation Policy	Review without amendments
	Placement Policy	Review without amendments
	Policy in Bursary and other Forms of Financial Assistance	Review without amendments
	Remuneration Policy	Review without amendments
	Succession Policy	Review without amendments
	Termination Policy	Review without amendments
	Work Attendance	Review without amendments
	Overtime Policy	Review without amendments
	Leave Policy	Review without amendments
	Incapacity due to ill Health	Review without amendments
	Incapacity due to Poor performance	Review without amendments
	Incapacity due to Operational requirements	Review without amendments
	Probation Policy	Review without amendments
	Strike Management Policy	Review without amendments
	Integrated Employee Wellness	Review without amendments
	Inclement Weather Policy	Review without amendments
	Sport & Recreation Policy	Review without amendments
	Policy on Policy development Guidelines	Review without amendments
	Career Pathing Policy	Review without amendments
	Organisational Development Guidelines	Review without amendments
	Smoking Policy	Review without amendments
	Private Work &Declaration	Review without amendments
	Alcohol & Substance Abuse	Review without amendments
	Scarce Skills Policy	Review without amendments
	Night shift and Emergency Work Policy	Review without amendments
	Internal Transfer Policy	Review without amendments
	Succession Planning Policy	Review without amendments

Critical and scarce skills challenges in the municipality

Urban and Regional Planning
Civil engineering Technologists
Construction and Project management
Architectural professional
Mechanical engineering
Horticulture





Health and Safety
Risk compliance
Geographic Information Systems

Succession Planning

Succession planning policy is in place, its purpose is to provide a step by step of compiling a succession plan document. Reasons for having a succession plan are to ensure the continuity of suitably trained staff in key positions for the future.

To ensure that someone is always available to fulfil any particular job in the municipal service and ensure that more than one employee in each department is able to do any particular job. As part of succession planning strategic officials who are holding key positions have been trained on CPMD, furthermore, bursaries are being provided particularly on critical skills. The Human Resource Plan indicates when key posts would affected in terms of expiry of contracts and what plan is in place to address the risk.

Policy development

DEPARTMENT	NUMBER OF POLICIES
1. Corporate Services	67
2. Budget and Treasury Office	13
3. Municipal Manager's Office	18
4. Community Services	7
5. Infrastructure Development	6
6. Planning and Development	7
Total	**118**

Human resource management

Organisational Design Function
Vacancy Rate trend
Individual Performance Management
Human Resource Administration (Personnel Administration)
Human Resource Development (Training / Capacity Building)
Employee Relations

Other HRM responsibilities

The section is responsible for Employment Equity, the organisation of training an development of Employees and unemployed, and provision of Study Assistance to employees.

Municipality submits the Workplace Skills Plan to the LGSETA annually as required.

The Skills Development & Employment Equity Committee is a forum established and convened by the employer to consult on skills development and employment equity matters.

The municipality budgets for 35 internship opportunities, distributed to various fields in line with the municipal departments.

This number is in addition to the 6 opportunities offered with the assistance of National Treasury (FMG)

Spatial Planning has become a scarce skills for Nyandeni LM

Organisational structure

The Organisational Structure was last reviewed with changes in the 2023/24 financial year;

The structure has 350 posts. As at 30 March 2025, 328 post were filled, 22 posts vacant funded and 1 post unfunded. The vacancy rate is at 7%.

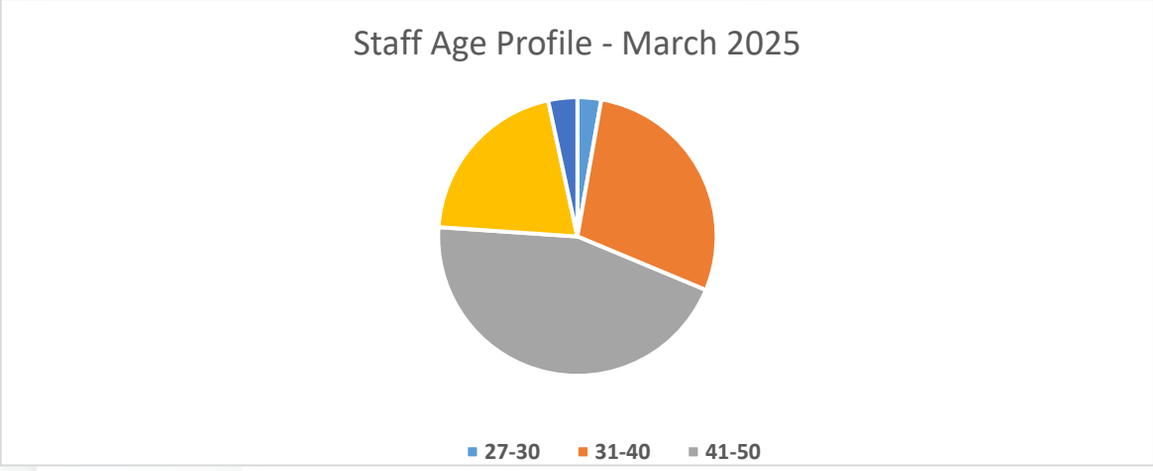
The tabled below depicts the employee statistics according to departments:

Status quo of staffing as at March 2025

• Department(s)	Total No. of Posts	Filled Posts	Vacant budgeted Posts	Vacant not Budgeted
Municipal Manager	36	36	0	0
Budget &Treasury Off	36	33	3	0
Corporate Serv.	53	49	3	1
Infrastructure	37	31	6	0
Planning &Dev	18	17	1	0
Comm. Services	78	76	2	0
Public Safety	92	86	6	0
TOTALS	350	327	21	1

Status quo age profile

BIRTH PERIOD	1998-1994	1993-1984	1983-1974	1973-1964	1963-1959	TOTALS
AGE (YEARS)	26-30	31-40	41-50	51-60	61-65	
NO. OF EMPLOYEES	09	93	146	67	11	**327**
PERCENTAGE	**2,7%**	**28,5%**	**45%**	**20,5%**	**3.3%**	



Staffing at senior management level

NAME	POSITION	GENDER	DATE OF APPOINTMENT	CONTRACT EXPIRY DATE
Simthembile Mvunelo	Municipal Manager	Filled	1 September 2024	30 August 2027
Lubabalo Manjingolo	Chief Financial Officer	Filled	01 June 2024	Permanent
Simphiwe Nkcithiso	Senior Manager Infrastructure	Filled	1 November 2024	Permanent
SV Poswa	Senior Manager Operations	Filled	01 July 2024	Permanent
Nazo Gilbert Cekwana	Senior Manager: Planning & Development	Filled	1 May 2023	30 April 2028
Jongikhaya Sikhuni	Senior Manager: Community Services	Filled	01 February 2023	31 January 2028
Vacant	Senior Manager: Corporate Services	Vacant		Permanent

Review and adoption of the Organisational Structure

The organizational structure was reviewed and approved by Council on **30 May 2024** with **Council Resolution no: 3151/30/05/2025.**

The approved Organizational structure has a total number of **350 positions**, 1 post not budgeted for and **328** filled posts and **22** vacant posts as at **March 2025**.The vacancy rate is at **7%**.

Status quo of staffing as at March 2025

Department(s)	Total No. of Posts	Filled Posts	Vacant budgeted Posts	Vacant not Budgeted
Municipal Manager	36	36	0	0
Budget &Treasury Off	36	33	3	0
Corporate Serv.	53	49	3	1
Infrastructure	37	31	6	0
Planning &Dev	18	17	1	0
Comm. Services	78	76	2	0
Public Safety	92	86	6	0
TOTALS	**350**	**327**	**21**	**1**

Status of Top Management

NAME	POSITION	GENDER	DATE OF APPOINTMENT	CONTRACT EXPIRY DATE
Simthembile Mvunelo	Municipal Manager	Filled	1 September 2024	30 August 2027
Lubabalo Manjingolo	Chief Financial Officer	Filled	01 June 2024	Permanent
Simphiwe Nkcithiso	Senior Manager Infrastructure	Filled	1 November 2024	Permanent
SV Poswa	Senior Manager Operations	Filled	01 July 2024	Permanent
Nazo Gilbert Cekwana	Senior Manager: Planning & Development	Filled	1 May 2023	30 April 2028
Jongikhaya Sikhuni	Senior Manager: Community Services	Filled	01 February 2023	31 January 2028
Vacant	Senior Manager: Corporate Services	Vacant		Permanent

Name	Designation	Status	Date of appointment	Contract expiry date	Gender
Aphelele Zituta	Manager: Town Planning	Filled	01 June 2016	Permanent	Male
George Nomqonde	Manager: Legal Services	Filled	01 July 2019	Permanent	Male
Fezeka Mgwedane	Manager: Human Settlements	Filled	01 January 2015	Permanent	Female
Joseph Yengane	Manager: PMU	Filled	02 April 2013	Permanent	Male
Sibusiso Maqhekeza	Manager Public Safety	Filled	07 January 2025	Permanent	Male
Nontyatyambo Tukela	Manager: Budget and Reporting	Filled	01 July 2021	Permanent	Male
Zimvo Madyibi	Manager: SCM	Filled	01 May 2018	Permanent	Male
Lazola Ndamase	Council Secretary	Filled	01 October 2013	Permanent	Male
Thembakazi Tshisa Ndamase	Manager: Human Resources	Filled	01 October 2018	Permanent	Female
Lusanda Magayana	Manager: Internal Audit	Filled	01 May 2019	Permanent	Female
Mbulelo Bambeni	Manager: Monitoring & Evaluation	Filled	01 November 2019	Permanent	Male
Bongisa Nodada	Manager: ICT Systems & Administration	Filled	01 January 2018	Permanent	Female
Ncebakazi Kolwane	Manager: Communications	Filled	01 August 2020	Permanent	Female
Vacant	Manager: Community Services	Vacant		Permanent	Male
Asanda Mtimba	Manager: Local Economic Development	Filled	01 May 2023	Permanent	Female
Aseza Soganga	Manager: IDP	Filled	01 Nov.2023	Permanent	Female

Status quo age profile

BIRTH PERIOD	1998-1994	1993-1984	1983-1974	1973-1964	1963-1959	TOTALS
AGE (YEARS)	26-30	31-40	41-50	51-60	61-65	
NO. OF EMPLOYEES	09	93	146	67	11	**327**
PERCENTAGE	**2,7%**	**28,5%**	**45%**	**20,5%**	**3.3%**	



WORKFORCE MOVEMENT – AS AT July 2023 June 2024

NATURE	Female						Male						
	Afr.	Col	Ind	White	Disabled	Total	Afr	Col	Ind	White	Disabled	Total	Grand Total
Dismissals	0	0	0	0	0	0	0	0	0	0	0	0	0
Death	1	0	0	0	0	1	2	0	0	0	0	2	3
Resignation	3	0	0	0	0	2	7	0	0	0	0	2	10
Retirements	0	0	0	0	0	0	4	0	0	0	0	3	4
Other	1	0	0	0	0	2	0	0	0	0	0	0	3

The staff turnover the 2023 24 financial year was at 6%



SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
Qualified and competent Personnel Sufficient policies and procedures for internal controls Low Staff Turnover Competitive Staff Remuneration Utilisation of Employee Assistance program by both employees and councillors	Regulations for Municipal Staff to standardise HR Practices in Local Government SALGA Support on all matters involving institutional capability and resilience Electrical Document Mngt system Acquiring PMS system and Clock system
THREATS	**WEAKNESSES**
This has an effect on Audit outcomes Unethical behaviours and Leave management Lack of office space Rising personnel budget Poor housekeeping (OHS)	Culture of none performance Inadequate implementation of PMS and non-compliance with HR policies Turnaround time to fill vacancy both at senior management and at entry level is long Shortage of ICT staff

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND ADMINISTRATION

The unit is responsible for the planning and maintenance of ICT infrastructure in accordance with the required standards of good governance and maintenance of the municipal website to ensure that municipal activities are communicated both internally and externally, end user support and coordination of the ICT Governance Committee. The unit has rolled out a data network and voice network which connects the three main sites in Libode and Ngqeleni using the current technology.

The municipality will review the ICT Governance Framework during 2024-2025 financial year.

a) **ICT Governance**

ICT Governance is defined as 'specifying the decision rights and accountability framework to encourage desirable behaviour in the use of ICT. The complexity and difficulty of explaining ICT governance is one of the most serious barriers to improvement.

ICT governance is about who makes decisions while management is about making and implementing the decisions. Effective ICT governance for the Municipality will answer three questions:

What decisions must be made
Who should make these decisions
How are they made and monitored?

I.C.T. Governance Framework was approved on the 31st of May 2016 which its aim is to institutionalise the I.C.T. governance as an integral part of corporate governance within the municipality in a uniform and coordinated manner.

The ICT Strategic Plan is in place and was last reviewed in 2023-2024 financial year. ICT Strategic Plan assists to enable and ensure alignment between ICT and the municipality's strategies and priorities.

The municipality has developed an ICT Enterprise Architecture (EA) which defines how the municipality will meet future business problems using Information Communication and Technology (ICT). An EA translates the municipality vision, the organisational structure and behaviour including its information systems into a strategic roadmap.

The objective of EA is to maximise investment returns, improve performance and embrace emerging technologies that support business by focusing on the following aspects:

enable changes to the business strategy with quick-response changes in enabling processes and technology solutions; reduces redundancy, hence lower total cost of ownership; and Achieves economies of scale by sharing services

The ICT Steering Committee has been established and is functional with the full support of the municipal management. ICT Steering Committee meets quarterly to represent the municipality's ICT interests and provides feedback in relation to the performance of ICT service and associated support services; constituted by 1 representative from each dept. and the independent chairperson. The independent chairperson is appointed for the period 1 September 2023 – 31 August 2026 and he possess the required ICT expertise and experience, to ensure credibility, objectivity and integrity of the Committee. The main responsibilities of the Committee are as follows.

The ICT Steering Committee is responsible to:

Take action to ensure that the ICT projects are delivered within the agreed budget and timeframe.
Oversee development, approval and implementation of ICT Strategic objective
Make recommendations on ICT related projects
Advise the management and council on all ICT related matters
The Steering Committee performed an ICT risk assessment and identified areas of risk and developed mitigation plans. A progress report on implementation of ICT risk actions is reported to the ICT Steering and Risk Management Committees quarterly.

b) **ICT risk management**

With the advice of the ICT Steering Committee, the municipality has adopted a risk-based approach in managing ICT systems. The municipality has developed operational risk register 2024-2025 financial year to identify events that could pose a threat in achieving section's goals. A progress report on implementation of ICT risk actions is reported to the ICT Steering and Risk Management Committees quarterly.

There are seventeen risks identified with seventy-nine mitigating activities

Project management, Insufficient capacity of ICT services, new system rollout, management of ICT Assets, Information loss, Unauthorised access, Inadequate management of requests and incidents. ICT disaster management, ICT security management/Exposure to cybercrime, Non-compliance with ICT governance framework, ICT Management Framework, support to municipal objectives, management of suppliers, protection of personal information, Poor network connectivity, Improper change control and management of mobile devices .

c) **ICT Capability and Maturity Assessment**

SALGA embarked on a journey to define a process improvement model that could assist municipalities in meeting the targets identified in the Municipal Corporate Governance of ICT Policy, ICT Governance as well as the ICT Audit areas focused on by the Auditor-General of South Africa (AGSA).

The assessment was implemented during October, November and December 2021. The assessment maturity baseline assessment was based on four perspectives: Municipal ICT artefacts, End-user Satisfaction Survey, ICT Governance and ICT Management Processes. ICT assessment report compared to other municipalities:

Comparative Baseline ICT Maturity Score

SA Inspiring

Year	Municipality	Province	Reference	ICT Process	Governance Capability	ICT Artifacts	User Satisfaction	Maturity Level
2021	Ugu District Municipality	KZN	DC21	3.08	3.27	4.21	4.64	3.80
2021	Nyandeni Local Municipality	EC	EC155	2.85	2.77	3.69	3.94	3.31
2021	Mossel Bay Local Municipality	WC	WC043	2.46	2.80	3.58	4.38	3.31
2020	Senqu Local Municipality	EC	EC142	2.47	2.79	3.59	3.94	3.20
2018	Steve Tshwete Local Municipality	MP	MP313	3.10	3.10	3.00	3.46	3.17
2020	Greater Letaba Local Municipality	LP	LIM332	2.11	2.31	2.97	4.26	2.91
2019	Ray Enkonyeni Local Municipality	KZN	KZN216	2.00	1.90	2.80	4.16	2.72
2021	Moses Kotane Local Municipality	NW	NW375	2.11	2.14	2.40	4.10	2.71
2020	Midvaal Local Muncipality	GT	GT422	1.99	2.24	2.63	3.53	2.60
2019	Emalahleni Local Municipality	MP	MP312	2.40	1.40	2.83	3.69	2.58
2018	Amathole District Municipality	EC	DC12	2.00	2.30	2.40	3.20	2.48
2021	Mogale City Local Municipality	GT	GT481	2.00	2.03	2.61	3.11	2.44
2019	Mkahuduthamanga Local Municipality	LP	LIM473	1.60	0.92	3.00	4.18	2.42
2020	Kouga Local Municipality	EC	EC108	1.79	1.73	2.24	3.71	2.36
2021	Umvoti Local Municipality	KZN	KZN245	1.72	1.86	1.59	4.24	2.35
2021	Gamagara Local Municipality	NC	NC453	1.28	2.03	2.61	3.48	2.35
2021	Fezile Dabi District Municipality	FS	DC20	1.76	1.80	1.46	3.68	2.17
2018	Thaba Chweu Local Municipality	MP	MP321	1.90	2.30	1.90	2.55	2.16
2020	KwaDukuza Local Municipality	KZN	KZN292	1.55	1.87	2.06	2.14	1.90
2019	Chris Hani District Municipality	EC	DC13	1.30	0.75	1.51	3.34	1.72
2019	Makana Local Muncipality	EC	EC104	0.90	0.60	1.70	3.09	1.57
2019	Inxuba Yethemba Local Municipality	EC	EC131	1.20	0.70	1.93	2.30	1.53
2018	Raymond Mhlaba Local Municipality	EC	EC129	1.10	0.40	1.28	2.14	1.23

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d) **ICT and Administration Policies**

The following ICT Governance policies were developed, reviewed and adopted by council on **27 June 2024** CR no. 3144/30-06-2023) in terms of section 11 (2) of the Municipal Systems Act 32 of 2000:

NO	POLICIES	STATUS
1.	ICT Strategic Plan	Review with amendments

2.	ICT asset management Policy	Review with amendments
3.	Telephone management Policy	Review without amendments
4.	Bring your own device Policy	Review without amendments
5.	New system rollout Policy	Review without amendments
6.	Configurations and setup Policy	Review without amendments
7.	POPI policy for ICT	Review without amendments
8.	ICT project management Policy	Review without amendments
9.	ICT Governance Policy	Review without amendments
10.	ICT security management Policy	Review without amendments
11.	ICT vendor and SLA management Policy	Review without amendments
12.	ICT Risk management Policy	Review without amendments
13.	Change control management Policy	Review without amendments
14.	User Account management Policy	Review without amendments
15.	Business and ICT continuity Policy	Review without amendments
16.	Data backup and restore Policy	Review without amendments
17.	Incident and problem management Policy	Review without amendments
18.	ICT capacity planning and availability Policy	Review without amendments
19.	Facilities and environmental control Policy	Review without amendments
20.	Internet, Email and Intranet Policy	Review without amendments
21.	Acceptable use of ICT resources Policy	Review without amendments
22.	Acquisition of computer equipment Policy	Review without amendments
23.	Customer Care Policy	Review without amendments
24.	Records Management Policy	Review without amendments
25.	Cellphone Policy	Review without amendments
26.	Protection of Personal Information Policy	Review without amendments

e) **Internal Municipal Network**

Currently the municipality has a primary internet services provided by Vodacom SP at a speed on 20mbps at Libode and Ngqeleni offices. Our network connectivity is using microwave link which ensure reliable and fast network connection with fewer downtime as compared to other network connection types. There is also a fibre network link that was installed to connect main building and traffic services building. The secondary internet service is provided by AT Consultants at a speed of 20mbps at Libode.

f) ICT Disaster Recovery

ICT Disaster and Continuity Plan is in place, the last review was conducted and approved on the 12th of July 2021. There is an offsite data facility at Ngqeleni Unit.

Backup and restore policies and procedures in place. Servers are being backed-up and tested at offsite. Computers data backup system (Cibecs) is installed and being monitored. There is an improvement in terms of backing-up information from desktops as compared to previous years.
User awareness workshops were conducted to municipal departmental meetings in ensuring that users are aware of the importance of data backup and security.

g) **ICT Security Management**
Firewall management: There is a network firewall (in-house) installed and being monitored daily and reviewed weekly. During 2024-2025 there has been one hacking has been registered:

Two email accounts hacked.
The user's computer was not receiving updates from WSUS
Eset Anti-virus was not up to date
It was last login into the network 17 days before it was attacked.
Network policies were not applying to this computer.

Municipal network is being protected by the following:

Internal Firewall (Fortinet – FortiGate 100F) – our internal firewall is situated in our server room. The firewall it's from FortiGate. It's running OS v7.2.5. There are 11 rules that are running in our firewall ruleset.

Vodacom Firewall – it's a shared firewall we can't access the firewall direct we are receiving automated reports as per our request.

LanGuard – new software that it's installed in our server NLM-LANguard server . The software manages our patches (software updates) and provides network vulnerability scanning and fixing.

Antivirus management: Antivirus register is monitored daily and reviewed weekly. From time to time there is an average of 3 % of computers that reported with risks. All risks were cleaned and cleared and no computers were put on quarantine.

The municipality is currently using Eset Endpoint Anti-virus to protect the working machines from any virus. We are using Eset Protect to monitor our machines for any virus detection with Eset we have 150 licenses.

Patch management: There is a dedicated server for windows updates. Updates are monitored weekly. There is a dedicated server for testing of patches. Patches are tested before they are dispatched to determine whether they won't cause any errors in the production environment.
User awareness workshop is conducted quarterly on ICT security policies so that users are made aware of all security risks.

h) **ICT systems and applications**

ICT unit is supporting the following systems and applications:

- Promun for Financial Management, HR and Payroll
- ELO for Electronic Document Management system
- Website for publications and notices
- Email management
- Active directory- User account management
- ManageEngine user account monitoring
- Manage Engine Service Desk plus for service desk and incident management
- Eset Protect for antivirus management
- Fortigate firewall
- LANguard for network monitoring
- Vmware for management of virtual servers
- Veeam – replication of servers
- Other systems that are being implemented
- Indigent management system
- GIS
- Let's Talk'App

i) **Desktop and user support**

The ICT unit provides the ICT support to the following:

- 191 staff
- 64 councillors
- 320 ward committees
- 31 photocopying machines
- 120 telephones
- 810 cellphone devices
- The municipality is using Manage Engine Desktop Central to record logged faults. The system assists in recording ICT faults as it is easy to monitor faults and it produces reports.
- The total number of logged calls for 2023-2024 financial year was 410
- The most logged calls were for printing, password reset requests and email
- The municipality uses Cibecs system for workstation data backup at an average percentage is 87%

j) **Records Management and Archiving**

Archiving and Document Management is regulated by the Promotion of Access to Information Act (PAIA) and National Archives and Record Service of South Africa and the Records Management Policy and Procedure Manual and as such it deals with overall document management of the institution. The impending need for proper document management has necessitated that Nyandeni Local Municipality integrate its systems to ensure that there is compliance with the relevant Acts and that we properly document institutional information assets. The current implementation of Electronic Document Management Systems (EDMS) bears testimony to the fact that the institution is going with times with regards to contemporal issues around archiving. The municipality is using a three phased approach on implementing EDMS and currently phase one and two have been implemented.

With the approval of Provincial Archivist, the municipality has disposed old documents in 2023-2024 to provide space for archiving the required documents. Recently the municipality has requested another disposal authority to the Provincial Archivist's office.
The municipality has conducted awareness workshop on the implementation of file plan.
Post mail is being collected weekly from the post office.

k) **SWOT Analysis**

STRENGTHS	OPPORTUNITIES
Functional ICT Steering Committee Good relations with stakeholder Strong commitment from the municipality to support ICT activities High levels of staff commitment Above average in SALGA digital maturity assessment level Availability of budget and competent staff to implement ICT initiatives Secondary Internet Service Provision Vulnerability scanning tool	Support from SALGA and COGTA Broadband rollout along R61(New and improved partnership and collaboration with existing ISP – provision Digitization business processes to improve turnaround times Improved citizen engagement New technology can enhance municipality operations (e.g. fibre link along R61)
THREATS	**WEAKNESSES**
Increasingly security risks and cyber security vulnerabilities Constantly changing of ICT technologies Risk of fire on municipal building Load shedding affecting server infrastructure life span. Limited network coverage Old telephone management system Poor attendance of awareness workshops for ICT policies and standards	Slow networks and internet Lack of remote connectivity for the financial system Limited of trainings to ICT staff Shortage of staff to implement ICT mandate Inadequate implementation of new systems. Short life span of computers Departments make decisions which may impact ICT without consulting ICT Inability to keep-up pace with rapid technology demands.

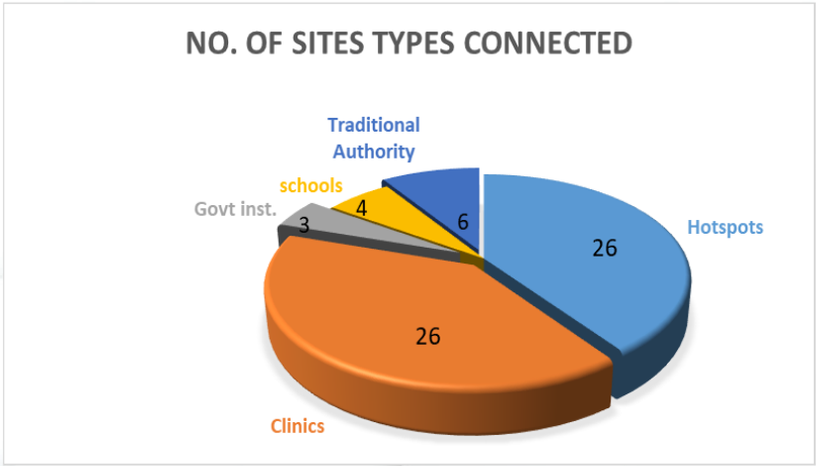
l) ICT Audit

✓ During 2023-2024 financial year, there were no material findings from external audit by AGSA.
Auditor General has focused on the following areas:
- IT governance
- Security management
- User access management
- IT service continuity
- Program change management
- Facilities and environmental control

There were no matters of emphasis on ICT audit

No Internal Auditing was conducted during 2023/2024 financial year.
Internal Audit Unit has performed ICT follow-up review audit in 2021/2022 wherein out of 12 findings: 8 were resolved, 3 were partially implemented and 1 was not resolved.
These findings include: Lack of inventory for sensitive information, lack of procedure on setting firewall rules, lack of procedure on backup strategy and archival requirement and lack of implementation of skills development plan. The ICT procedure manual has since been reviewed.

m) **Wi-Fi broadband**
Nyandeni LM has been identified as one of the pilot sites to rollout broadband infrastructure Phase 2;
There are 65 sites connected in Nyandeni Local Municipality
All the red highlighted sites are working but with minor issues that require fixing including the non-highlighted ones
All sites have internet connection even if they are marked red



MAINTANANCE OF OFFICE BUILDINGS AND TOWN HALLS

The department is responsible for minor repairs and maintenance of these buildings: Libode main building, Traffic services, Libode Town Hall and Ngqeleni main building.

Procurement process to restore buildings that were affected by disaster is continuing;
Major renovations are done with the assistance of Infrastructure Department Services Department;
The company to extend Libode Offices has been appointed and construction is underway.
Facilities maintenance plan has been developed for 2024-2025 financial year and the implementation is ongoing.

ICT & ADMINISTRATION CHALLENGES

CHALLENGES	STRATEGIES TO DEAL WITH CHALLENGE
Poor Records Management	Institutionalise records management and increase capacity.
Lack of water in both towns	Provide alternative water source (i.e. boreholes)
Limited of trainings to ICT staff	Continuous training on critical ICT components
Poor Network Connectivity	Explore the connection of all municipal buildings to the fibre broadband infrastructure once the R61 line becomes active.
Increasingly security risks and cyber security vulnerabilities	Capacity building on security management and implementation of ICT security plan.
ICT service being focused internal	Alignment of the ICT Strategic Plan with IDP objectives that will focus on service delivery and be outward looking.
Inadequate implementation of new systems.	Implementation of system rollout policy.
shortage of staff to implement ICT mandate	Review ICT organogram to align ICT staff with ICT mandate and demand.
Lack of remote connectivity for the financial system.	Explore the usage of remote access solution suitable for Promun system.

PROGRESS ON ISSUES RAISED IN THE PREVIOUS STRAT PLAN

ISSUE RAISED	TIMEFRAME	PROGRESS REPORT
Provision of alternative energy in municipal facilities	2023-24	The generator for Ngqeleni was advertised and there was no response
Poor network connectivity	2023-24	The service provider to provide secondary internet connectivity was appointed and the project was completed.
Review the Organogram and HR Plan	2023-24	Organogram was reviewed and approved by Council. HR Plan review to be finalised by the end of the FY.
4. Cascade individual PMS for accountability by employees	2023-24	All Managers have performance plans. Mid-Year assessment for 2022-23 was done. Annual assessment to be done before the end of the FY. PMS to be cascaded down to officers next FY

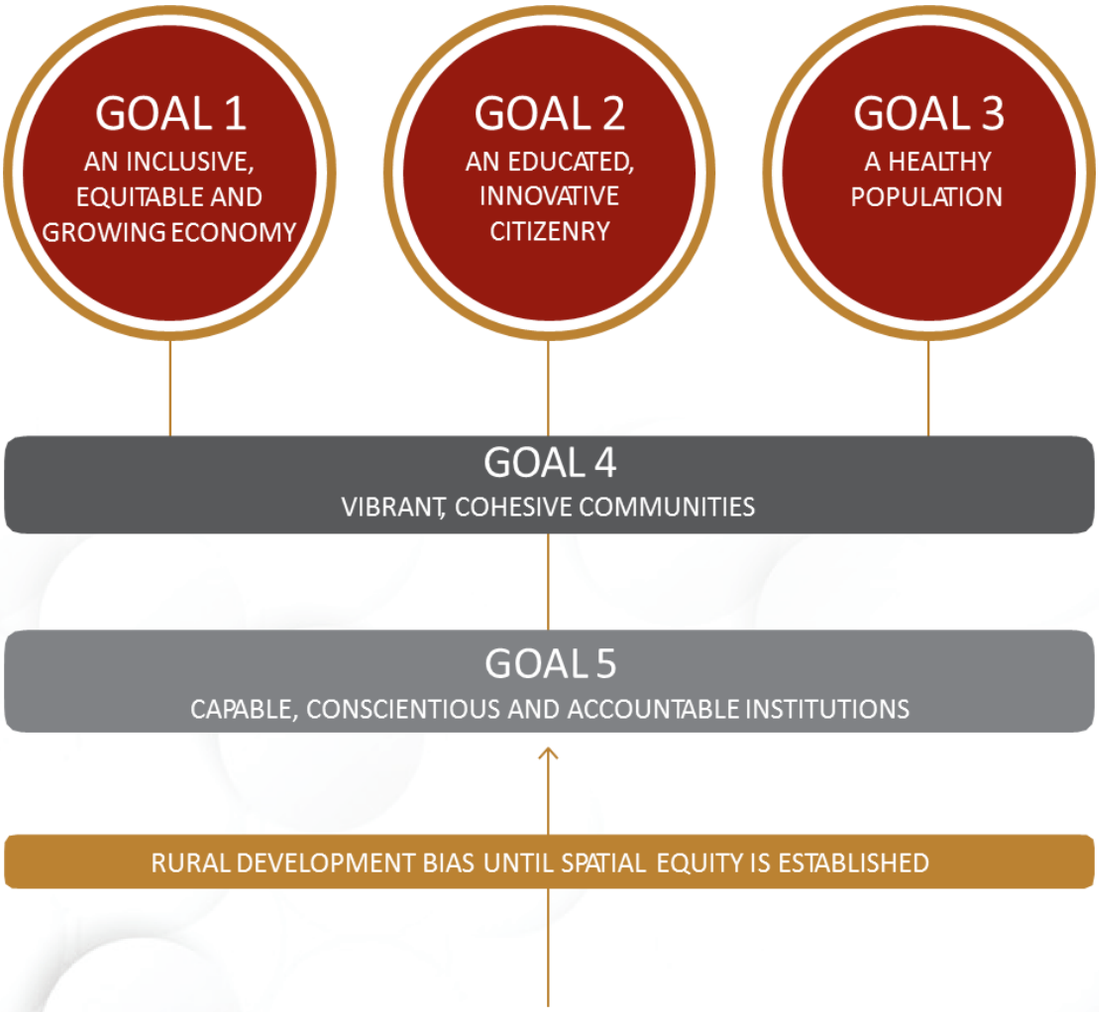
ISSUE RAISED	TIMEFRAME	PROGRESS REPORT
5. Provision of Wifi Broadband	2023-24	65 Wi-Fi hotspots are being installed all over the municipality
6. Institutionalise the use of EDMS	2023-24	Refresher training was organised for users. However, the system generated reports show no improvement on the use of the system.
7. Refurbishment of municipal offices and construction of new council chambers	2023-24	The Contractor has been appointed and the construction is underway.

THE FUTURE OF NYANDENI

PLANNING THE FUTURE OF NYANDENI LOCAL MUNICIPALITY VISION 2030 DEVELOPMENT PLAN

Nyandeni Local Municipality has adopted a long term plan envisioning the future herewith refered as VISION 2030.

The overall purpose of Nyandeni LM Vision 2030 Development Plan is to articulate the key long-term development priorities of the Nyandeni LM between 2017 and 2032 and beyond. It outlines various strategic priorities and interventions to achieve the related desired district related outcomes linked to the National Development Plan (NDP) and the Provincial Development Plan (PDP) Vision 2032. The priorities and interventions were informed by various national and provincial policies, such as the National Development Plan (2012), the Eastern Cape Provincial Development Plan (2014), the Eastern Cape Infrastructure Plan (2016), Provincial Economic Development Strategy, etc. It also builds on and complements the Nyandeni LM IDP (2017 – 2022).



Alongside these 5 Goals, the Nyandeni LM Vision 2030 Development Plan, also includes the following 5 pillars:

Pillar One: A significant improvement in the provision of public infrastructure and public services (and a great increase in supporting livelihoods in doing so)

Since the public sector presently dominates the NLM socio-economy it makes strategic sense to try to get better social value from public spending in the District. Better quality public services are a critical enabler of socio-economic development. There is also scope to significantly expand employment through public works and local procurement (particularly locally produced food for school nutrition programmes).

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Social infrastructure:

Future priorities are:

- Complete VIP toilet provision programme
- Eskom to complete household electrification programme
- Maintenance of existing and new stand-alone village water schemes
- Reticulation from two new Mthatha bulk water corridors into the new NLM urban development zone
- Municipal waste services to be delivered in new zone and other tourism and transport nodes.

Health:

Future priorities are:

- Programmes to improve child nutrition (early childhood development)
- Implementation of NHI upgrading.

Education and training:

Future priorities are:

- Improve the quality of education in NLM and reduce classroom backlogs.
- KSD TVET campus at Libode to provide skills, particularly for infrastructure, construction and maintenance and modern farming practices (**Itsiya Youth Farming Initiative).** Ideally the Libode campus should be extended and a full range of relevant curricula should be offered (in view of the very youthful population of NLM)
- Development partnerships between Libode TVET campus and, for example, SANRAL, War on Leaks, Youth Farming Initiatives, etc
- Mobilise resources for Libode TVET expansion and upgrading through relevant SETAs, mining companies etc
- NARYSEC should also be scaled-up in NLM
- Focus on improving the skills pipeline for growth sectors and major projects and specifically SETA resource mobilization and curriculum development.

Pillar Two: A well-managed urban development process in which urban nodes are linked by a good quality road and transport network

NLM is urbanizing in an unplanned and haphazard way. Socio-economic development will be enhanced through the creation of competitive towns. These must be well connected by good roads to each other and the rest of SA.
Future priorities are:

- Strong urban planning of Libode-Ngqeleni-Mthatha "urban development zone" is required. This requires joined up planning by NLM, KSD and ORTDM.
- Continued focus of public investment in this area, and ensuring that it becomes a competitive and investment attractive area.
- Municipality must acquire more well-located land that can be made available for investors (see section below on property development).

Road and transport network:

Future priorities are:

- Construction of two main planned roads (R61/N2 and Meander)
- Ensure that the Meander road links to coastal resorts (such as Hluleka)
- Upgrade roads in the new emerging urbanization zone.
- Maintain priority road network (preventative)
- Use employment-intensive methods as much as possible
- Use transport nodes to develop commercial precincts (taxi ranks, hawkers facilities, shops etc)
- Recognise the potential of Mthatha Airport cargo facilities for future NLM development.

Pillar Three: Well protected environmental assets

Various environmental issues threaten socio-economic development, and in particular tourism development and agricultural development.

The environmental issues to be addressed include:

- Land degradation[i] caused by livestock over-grazing (estimated at 30% in NLM), indicating the need for land rehabilitation projects (and fencing)
- Human settlement encroachment on agricultural land.
- Untreated sewage flowing into rivers (such as Mthatha river)
- Illegal building on the Wild Coast. DEDEAT's Wild Coast Nature Conservation Plan and the nodal development approach need to be strictly enforced.
- Absence of solid waste disposal and recycling systems

Pillar Four: A growing, innovative/responsive and inclusive economy (increasing value-added from ICT/knowledge services, smallholder agriculture, tourism, property development and SMME's/co-ops etc)

The public sector cannot develop NLM by itself. There is a need to grow the enterprise (SMME) sector. All the other strategic objectives are enablers of business growth. There is also a need for specific interventions to grow particular business sectors.

Agriculture:

NLM has the potential to grow the value of production by the farming sector. This is for a number of reasons:

- Good rainfall (700 mm/year), sufficient for rain-fed arable farming.
- 160,000 ha of communal grazing land (unimproved and 30% degraded) and large existing herds of cattle, sheep and goats. There is potential for growth based on more intensive systems, managed pastures and feedlots.
- 40,000 ha of communal arable land.
- Estimated 21,000 ha of ***isitiya***.
- 70% of NLM households engage in unpaid farming activity: at Itsiya and on communal lands. Food production (meat, maize, vegs, fruit etc) is happening, but with low productivity. There is potential to grow high-value crops on itsiya (such as berries) with irrigation from roof-water tanks. Logistics systems would need to be devised for aggregation into large-scale supplies.
- A significant proportion of households grow and sell (illegal) cannabis. Household income from this source could increase by many times with controlled legalisation and international market access.
- High potential cultivation zones, such as at Mhlanga (west of Marubeni) and Malungeni (west of Ngqeleni) are well-located for access to large Mthatha food markets and future business opportunities associated with the Wild Coast SEZ and air cargo facilities at Mthatha airport.
- Future partnerships between NLM farmers and commercial entities being planned by DRDAR.
- Opportunities for local production to supply school nutrition programme.
- Niche opportunities, such as indigenous medicinal plants at Hluleka and essential oils.

However, the farming sector faces a number of challenges, such as:

- Past interventions by DRDAR, AsgiSA, Ntinga etc have not created sustainable and profitable agricultural production.
- Large-scale irrigation from river water is limited by small areas of arable land next to perennial rivers.
- Communal land tenure hinders investment by private capital.
- Small farmers have inadequate access to farming knowledge and skills; water infrastructure; fencing; mechanization; inputs (such as seedlings); finance and markets

The future priority is therefore to realise the potentials of the municipality through addressing the various challenges.

A detailed prospectus for partners and investors should be prepared around agricultural development opportunities in NLM, including Isitiya Youth Development Programme. This should be a broad-based programme to unlock the potentials listed and involve a wide-range of partners.

NLM needs better agricultural interventions that can create and support profitable smallholder enterprises (through, for example, CPPP's, contract farming arrangements/outgrower schemes, and collection/aggregation systems).

Forestry:

Large areas of NLM have moderate and good potential for forestry. There is already 7000 ha of indigenous forest and 3000 ha of plantation forest

Community forestry initiatives are being pursued by Hans Merensky near Qumbu and near Lusikisiki (by Sappi). ECRDA is involved. These companies could be interested in similar projects in NLM.

There are two main issues with community forestry. Firstly, the economic return to communities are fairly small (long-term and small, particularly when there are hundreds of household beneficiaries). Secondly, afforestation takes land away from other land uses (such as grazing and arable farming) that may offer better economic returns.

Future community forestry projects should therefore be approached with due caution.

Community forestry projects demonstrate that CPPP's can work. CPPP's should be more prevalent in more employment-intensive sectors.

Commerce and manufacturing:

NLM has a commercial sector, with shops in the two towns, six rural service centres/transport nodes and some villages. The manufacturing sector is extremely small. Future priorities are:

- Commercial property developments (see section below)
- Upgrade of Transido complexes
- Attraction of new incubators
- Explore potential of light industry development (e.g. on new N2 Libode-Mthatha corridor).

Tourism:

NLM has considerable tourism development potential based on the eastern coastal escarpment and 20 km of Wild Coast.
Priority for tourism development include:

Wild Coast Meander linked to new N2 at PSJ
Access roads from Meander to tourism nodes (Hluleka NR and Mdumbi etc)
Investment attraction to tourism nodes
Mdumbi hotel project
Mlengana Mountain ecotourism project
Ntlangano Conservancy project
Possible new hiking trail from Mlengana Mountain to Ntlangano

Property development:

There are many opportunities for private property development in NLM.
Future priorities are:

Resolve land claims speedily (with assistance from the Land Claims Commission)
NLM to do a state land audit and get access to state land for property development.
NLM to acquire communal land for development. DRDLR can assist with this.
Identify and prioritise land to be titled for private investment (such as coastal tourism nodes; transport nodes; along development corridors and possibly high-potential agricultural zones). This will be in preparation for the proposed ORTD Land and Economic Investment Summit planned for early 2018.

Start-ups, small/micro enterprises and co-operatives (SMME's):

Small enterprises are found in all the sectors reviewed above, with great variation in incomes and formality.
Future priorities are:

Use e-connecting and e-learning to form local groups of people that share development interests, and are experimenting with the possible.
Techniques of ABCD should be more widely known and practised
Virtual and physical (combined) enterprise incubators should be more ubiquitous than at present.

Pillar Five: An efficient and effective public sector with improved ability to give economic governance leadership

Public sector institutions need to be strengthened to support the achievement of the other strategic objectives.
To achieve its developmental mandate the public sector must have strong leadership and much improved management capabilities. NDP and ECPDP have proposals on how this can be achieved.
Economic governance leadership in NLM should have:

A well-informed about the economic issues facing NLM
A good understanding of the needs of stakeholders
A clear development vision and agenda
An ability to communicate these persuasively to relevant stakeholders.
An ability to leverage resources from state sector departments and state-owned entities (such as IDC and PIC).

The strategy hinges on three dialectically inextricable intertwined components. These are:

a) Consolidate institutional stability and robustness
b) Accelerated quality and sustainable service delivery
c) Local economic growth and quality of life

These key components should, and do overlap, in terms of timing. However there is also some sequence in terms of focus. The initial focus being on building a formidable municipal organisation; thus consolidate institutional stability and robustness which will, as it is being consolidated, be able to contribute towards improving living environments. The municipality will commit resources to ensure such institutional efficacy leads to sound financial management, effective revenue generation and ultimately financial viability. In terms of governance, although the municipality has managed to establish a functional intergovernmental relations cluster system at both political and administrative levels, its impact in terms ensuring effective integrated development planning and management and establishment institutional cohesion between the municipality and all other critical role partners is still to be realised. The aim is to lobby all other local municipalities within the OR Tambo District to institutionalize an intergovernmental regime that emphasized a district – wide municipal support system.

a) To support all municipalities in **financial administration** in order for them to be financially sustainable.
b) To support all municipalities on **human resources** related issues for the purposes of sound management systems and a stable environment in terms of their labour force.
c) To support all municipalities in **administration** for the purpose of effective operations of Council activities.
d) To support and assist all municipalities on **technical** issues in order for them to manage their projects and to handle the technical aspects thereof.
e) To support and assist all municipalities in developing and reviewing their **Integrated Development Plans (IDPs)** and the establishment of **Performance Management Framework which embeds a district-wide enjoinment**

These programmes should in the main be an outcome of shared institutional knowledge and cross – municipal – referencing in which outsourcing of certain support functions is the last resort. The ultimate vision is establishment of a shared services centre towards a seamless district institutional regime. The Nyandeni Local Municipality is not oblivious to the fact that current intergovernmental relations within OR Tambo District are experiencing serious challenges.

Over and above this approach towards effective intergovernmental relations, the municipality will strengthen its advocacy and lobbying capacity towards ensuring improvement of IRG. The strategic focus of such a system should be the following key objectives. The other crucial element within this component is systematically building public confidence and a reciprocal relationship between the municipality and its citizenry including all stakeholders within its jurisdiction.

This will lead to an institutional service delivery efficacy where sustainable and quality service delivery should lead to development of a law abiding, citizenry with high moral values. This stable economic and political environment will also lead to improved livelihoods characterized by a healthy and skilled citizenry with high moral values enjoying employment in a robust employment creating economy which will in turn lead to better payment for services, better participation in the activities of the municipality, improved accountability by public representatives and municipal administration to the community. This will lead to a municipality that is characterized by improved financial viability, good governance, and qualitative public participation. Such a municipality should be able to deliver services, regulate citizens and businesses, facilitate development, and provide effective support to all Ward Committees and other organs of development to deepen democracy and thus high levels of political stability.

All of this will have to happen in a context of, and reinforce effective intergovernmental relationships. This positive feedback loop will deliver the vision of the municipality. The reversal of the positive feedback loop, anticipated above, is a real possibility. If the municipality fails to consolidate itself as a robust institution, it will not be able to accelerate service delivery, it will not be able to create the required environment for local economic growth, and it will not be able to contribute towards improving living environments. In turn, livelihoods will not improve, leading to high levels of unemployment with a generally unhealthy and unskilled citizenry with low moral values living in poverty and a lawless local environment. This will in turn erode the legitimacy of the Nyandeni Local Municipality as government. The institution will be characterized by citizen apathy, high levels of non-payment for services, and deteriorating standards of governance. Corruption, in this context, will be inherent and possibly high labour turn – over. Leadership will therefore have to strive to ensure that the feedback loop is not reversed. Difficult choices will have to be made and unpopular strategies will be implemented, where necessary, in support of the positive feedback loop.

In line with this line of strategic thinking, the strategic planning workshop developed a municipal scorecard as presented below.

National outcomes

For easy reference under listed are the national outcomes alluded to above;

a) A responsive, accountable, effective and efficient local government system
b) A developmental – oriented public service and inclusive citizenry
c) Decent employment through inclusive economic growth
d) An efficient, competitive and responsive economic infrastructure network
e) Vibrant, equitable and sustainable rural communities and food security
f) Improve the quality of basic education
g) Improve health and life expectancy
h) All people in South Africa are and feel safe
i) Sustainable human settlements and improved quality of household life
j) A skilled capable workforce to support inclusive growth

PROVINCIAL PRIORITIES

The high- level assessment of the scorecard was also administered against the provincial objectives to check the extent of confluence with the municipal strategic scorecard. For easy reference, these are listed below;

Provincial strategic objectives

a) Poverty eradication,
b) Agrarian transformation,
c) Diversification of manufacturing and tourism,
d) Massive infrastructure development,
e) Human resource development and
f) Public sector transformation.

SCORE-CARDS

GOOD GOVERNANCE

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
	To reach and maintain a minimum of 51% of community members participating in at least one public participation (engagement) program per year by 2027	Maximise participation of Communities and stakeholders in municipal public participation programs	Improved understanding of the Municipal Affairs by communities 30 June 2027	Percentage (%) of community members engaged (participated) in Municipal programmes by 30 June 2026	GG 01 KPI 01	"Reached and maintained 51% of community members participating in at least one public participation (engagement) program	All	Conduct forty (40) civic education by 30 June 2023	Reach and maintain a minimum of 51% of community members participating in at least one public participation (engagement) program per year by 30 June 2024	Reach and maintain a minimum of 70% of community members participating in at least one public participation (engagement) program per year by 30 June 2025	Reach and maintain a minimum of 85% of community members participating in at least one public participation (engagement) program per year by 30 June 2026	Reach and maintain a minimum of 100% of community members participating in at least one public participation (engagement) program per year by 30 June 2027
Public Participation	To reach and maintain a minimum of 51% of community members participating in at least one public participation (engagement) program per year by 2027	Manage Petitions.	Reduced number of petitions by 30 June 2027	Number of complaints and petitions received, attended and updated on the petition register by 30 June 2026	GG 01 KPI 03	Process 100% of all Received petions	All	Attend all complaints and petitions received and Update complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2023	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2025	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2025	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2026	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2027

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Public Participation	To reach and maintain a minimum of 51% of community members participating in at least one public participation (engagement) program per year by 2027	Ensure that functional Ward Committees have action plans and report monthly	Improved municipal responsiveness by 30 June 2027	Number of Ward committee sittings held by 30 June 2025	GG 01 KPI 04	Ward committee meetings convened in 32 wards every month	All	Coordinate 12 ward committee sittings and four community meetings by 30 June 2023	Attend at least one ward committee sitting of all 32 wards by 30 June 2024	Attend at least one ward committee sitting of all 32 wards by 30 June 2025	Attend at least one ward committee sitting of all 32 wards by 30 June 2026	Attend at least one ward committee sitting of all 32 wards by 30 June 2027
Public Participation	To reach and maintain a minimum of 51% of community members participating in at least one public participation (engagement) program per year by 2027	Ensure Stakeholder and community engagement	Improved municipal responsiveness by 30 June 2027	Number of community outreach and Imbizos programmes conducted by 30 june 2025	GG 01 KPI 05	IDP and Budget Public Hearings and Mayoral Imbizos are conducted annually	All	Conduct 1 IDP & Budget Public Hearing by June 2023	Conduct 1 IDP & Budget Public Hearing and 1 Mayoral Imbizo's (mid year and annual report) by June 2024	Conduct 1 IDP & Budget Public Hearing and 1 Mayoral Imbizo's (mid year and annual report) by June 2025	Conduct 1 IDP & Budget Public Hearing and 1 Mayoral Imbizo's (mid year and annual report) by June 2026	Conduct 1 IDP & Budget Public Hearing and 1 Mayoral Imbizo's (mid year and annual report) by June 2027
Council Affairs	To strenghten effective and efficient perfomance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficient oversight through improved reports by 30 June 2027	Number of Standing Committee meetings convened per each committee by 30 June 2026	GG 02 KPI 07	Council committees are in place	All	Convene six (6) Standing Committee meetings per each committee by 30 June 2023	Convene six (6) Standing Committee meetings per each committee by 30 June 2024	Convene six (6) Standing Committee meetings per each committee by 30 June 2025	Convene six (6) Standing Committee meetings per each committee by 30 June 2026	Convene six (6) Standing Committee meetings per each committee by 30 June 2027
Council Affairs	To strenghten effective and efficient perfomance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficeient oversight through improved reports by 30 June 2027	Number of ordinary special executive committee meetings convened by 30 June 2026	GG 02 KPI 08	Executive Committee has been elected and functional	All	Convene four ordinary and seven special executive committee meetings by 30 June 2023	Convene four ordinary and seven special executive committee meetings by 30 June 2024	Convene four ordinary and seven special executive committee meetings by 30 June 2025	Convene four ordinary and seven special executive committee meetings by 30 June 2026	Convene four ordinary and seven special executive committee meetings by 30 June 2027

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Council Affairs	To strenghten effective and efficient perfomance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficeient oversight through improved reports by 30 June 2027	Number of ordinary and special Council sittings convened by 30 June 2026	GG 02 KPI 09	Council is elected and functional	All	Convene four ordinary and seven special executive committee meetings by 30 June 2023	Convene four ordinary and seven special executive committee meetings by 30 June 2024	Convene four ordinary and seven special executive committee meetings by 30 June 2025	Convene four ordinary and seven special executive committee meetings by 30 June 2026	Convene four ordinary and seven special executive committee meetings by 30 June 2027
Council Affairs	To strenghten effective and efficient perfomance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficeient oversight through improved reports by 30 June 2027	Number of ordinary and special Council sittings convened by 30 June 2025	GG 02 KPI 10	Council is elected and functional	All	Convene four ordinary and seven special council sittings by 30 June 2023	Convene four ordinary and seven special council sittings by 30 June 2024	Convene four ordinary and seven special council sittings by 30 June 2025	Convene four ordinary and seven special council sittings by 30 June 2026	Convene four ordinary and seven special council sittings by 30 June 2027
Council Affairs	To strenghten effective and efficient perfomance of council by 30 June 2027	Provide Cllrs with accredited capacity building programs	Improved Governance and decision making by June 2027	Number of Capacity Buildings programmes provided for Councillors by 30 June 2026	GG 02 KPI 12	Six capacity building intereventions conducted	All	Provide two capacity building programmes for councillors by 30 June 2023	Provide four capacity building programmes for councillors by 30 June 2024	Provide four capacity building programmes for councillors by 30 June 2025	Provide four capacity building programmes for councillors by 30 June 2026	Provide four capacity building programmes for councillors by 30 June 2027
Council Affairs	To strenghten effective and efficient perfomance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficeient oversight through improved reports by 30 June 2027	Number of Section 79 committee meetings convened by 30 June 2026	GG 02 KPI 13	Section 79 committees in place (women's cacaus, public participation and petitions management committee members'interest, Municipal Public Accounts Committee)	All	Convene 16 section 79 committee meetings (in total) by 30 June 2023	Convene 16 section 79 committee meetings (in total) by 30 June 2024	Convene 16 section 79 committee meetings (in total) by 30 June 2025	Convene 16 section 79 committee meetings (in total) by 30 June 2026	Convene 16 section 79 committee meetings (in total) by 30 June 2027
Municipal Planning	To provide Intergrated municipal planning by 2027	Conduct community outreach, Imbizos and development of IDP	Approved and monitored implementation of IDP by Council 30 June 2027	Approved IDP and budget by Council by May 2024 for 2024/2025 financial year b y 30 May 2026	GG 03 KPI 14	IDP for 2025/2026 was adopted by Council in May 2025	All	Conduct annual IDP and Budget review for 2022/23 Financial year 2023	Conduct annual IDP and Budget review for 2023/24 Financial year 2024	Conduct annual IDP and Budget review for 2024/25 Financial year by May 2025	Conduct annual IDP and Budget review for 2025/26 Financial year 2026	Conduct annual IDP and Budget review for 2026/27 Financial year 2027

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
	To provide Intergrated municipal planning by 2027	Strategic Planning session for IDP Review	Approved and monitored implementation of IDP by Council 30 June 2027	Approved IDP by Council by 30 May 2026 (for 2026/2027 financial year)	GG 03 KPI 15	Strategic planning held for IDP development review for 2025/2026 Financial Year	All	convene strategic planning for IDP Review by 30 June 2023	convene strategic planning for IDP Review by 30 June 2024	convene strategic planning for IDP Review by 30 June 2025	convene strategic planning for IDP Review by 30 June 2026	convene strategic planning for IDP Review by 30 June 2027
	To provide Intergrated municipal planning by 2027	Community Satisfaction Survey	Improved community saticification level by 30 June 2027	Number of satisfaction survey conducted by 30 June 2026	GG 03 KPI 16	The last survey was conducted in 2017	All	Conduct one community satisfaction survey by 30 June 2023	Conduct 40 community satisfaction surveys (one survey per ward and 8 survey for stakeholders by 30 June 2024	Conduct 40 community satisfaction surveys (one survey per ward and 8 survey for stakeholders by 30 June 2025	Conduct 40 community satisfaction surveys (one survey per ward and 8 survey for stakeholders by 30 June 2026	Conduct 40 community satisfaction surveys (one survey per ward and 8 survey for stakeholders by 30 June 2027
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of IGR Fora conducted by 30 June 2026	GG 03 KPI 17	Two IGR fora convened in the 2024/2025 Financial year	All	Conduct three (3) IGR forums by 30 June 2023	Conduct two (2) IGR forums by 30 June 2024	Conduct two (2) IGR forums by 30 June 2025	Conduct two (2) IGR forums by 30 June 2026	Conduct two (2) IGR forums by 30 June 2027
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of IDO Rep Fora conducted by 30 June 2026		Four IDP Rep Fora convened in the 2024/2025 Financial year	All	Conduct four (4) IDP Rep forums by 30 June 2023	Conduct four (4) IDP Rep forums by 30 June 2024	Conduct four (4) IDP Rep forums by 30 June 2025	Conduct four (4) IDP Rep forums by 30 June 2026	Conduct four (4) IDP Rep forums by 30 June 2027
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of economic and infrastructure development Cluster meetings convened by 30 June 2026	GG 03 KPI 18	Convened two(2) economic and infrastructure development Cluster in 2024/25 Financial year	All	Convene four(4) economic and infrastructure development Cluster by 30 June 2023	Convene three (3) economic and infrastructure development Cluster by 30 June 2024	Convene three (2) economic and infrastructure development Cluster by 30 June 2025	Convene three (2) economic and infrastructure development Cluster by 30 June 2026	Convene three (2) economic and infrastructure development Cluster by 30 June 2027

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of Social transformation cluster meetings convened by by 30 June2026	GG 03 KPI 20	Convened two Social transformation cluster meetings in 2024/2025 Financial year	All	Convene four (4) Social transformation cluster meetings by 30 June2023	Convene three (3) Social transformation cluster meetings by 30 June2024	Convene three (2) Social transformation cluster meetings by 30 June2025	Convene three (2) Social transformation cluster meetings by 30 June2026	Convene three (2) Social transformation cluster meetings by 30 June2027
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	Develop tools and mechanisms to manage institutional performance	Incremental implementation of IDP annually	Approved SDBIP by Mayor for 2025/26 financial year by 30 June 2026	GG 04 KPI 21	SDBIP for 2024/25 has been submitted and approved	All	Develop and approve SDBIP by 30 June 2023	Develop and approve SDBIP by 30 June 2024	Develop and submit to the Mayor 2025-2026 SDBIP by 30 June 2025	Develop and approve SDBIP by 30 June 2026	Develop and approve SDBIP by 30 June 2027
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	Receive unqualified audit opinion with no matters of emphasis	realisation of good corporate governance principles by june 2027	AG report with unqualified performance audit opinion for 2024/25 Audit by 30 November 2025	GG 04 KPI 22	Received qualified audit opinion with matters (2023/24 FY)	All	Obtain unqualified audit opinion (performance) for 2021/22 audit	Obtain unqualified audit opinion (performance) for 2022/23 audit	Obtain unqualified audit opinion (performance) for 2023/24 audit	Obtain unqualified audit opinion (performance) for 2024/25 audit	Obtain unqualified audit opinion (performance) for 2025/26 audit
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	By complying with MFMA /MSA and related regulations, S52(d), S72, S121 & MSA 46 reports	compliance with National Treasury regulatiosn,norms and standards by June 2027	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2026	GG 09 KPI 038	Reports have been compiled for 2024/25 Financial year	All	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2023	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2024	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2025	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2026	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2027
Institutional Performance Management	To provide a system for measuring institutional performance by 30 June 2027	Provide management oversight on perfomance	management oversight through audit report by June 2027	Number of management committee meetings convened by 30 June 2026	GG 09 KPI 041	Twelve management committee meetings conducted	All	Convene 12 management meetings by 30 June 2023	Convene 24 management meetings by 30 June 2024	Convene 24 management meetings by 30 June 2025	Convene 24 management meetings by 30 June 2026	Convene 24 management meetings by 30 June 2027
Communication, publicity and marketing.	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Marketing and branding of municipalilty through print and electronoic media.	Community that has easy access to information and active involvement in yhe municipal	Number of installed signage, fleet, facilities and key service nodes by 30 June 2026	GG 05 KPI 019	1.Marketing and branding is ongoing	All	1. Install signage to key service nodes 2.brand muncipal assets to be inline with logo	1. Install signage to key service nodes	1. Install signage to 50% municipal facilities and key service nodes by 30 june 2025	1. Install signage to key service nodes 2.brand muncipal assets to be inline with logo and vision by 30 June 2026	1. Install signage to key service nodes 2.brand muncipal assets to be inline with logo and vision by 30 June 2027

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			affairs by 30 June 2027					and vision by 30 June 2023	2.brand muncipal assets to be inline with logo and vision by 30 June 2024			
										2. Brand all municipal fleet and facilities inline with corporate identity by 30 June 2025		
						2 municipal fleet and facilities are branded with old logo						
communication, publicity and marketing.	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Marketing and branding of municipalilty through print and electronoic media	Community that has easy access to information and active involvement in yhe municipal affairs by 30 June 2027	Uploaded municipal publications by 30 June 2026		Municipal information publicised on media platforms and website				Upload all municipal publication on Social Media platforms and Website by 30 June 2025		
Communication, publicity and marketing.	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Provide accurate, timely and reliable information.	communicate programme and service delivery of the municipality through newslertters by 30 June 2027	Number of newsletters produced and published and distributed by 30 June 2026	GG 05 KPI 021	4 quarterly newletters are published and distributed annually	All	Produce and publish 4 quarterly newsletters and distribute 40 000 copies by 30 June 2023	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2024	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2025	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2026	Produce and publish 4 quarterly newsletters and distribute 20 000 copies by 30 June 2027
Legal Services and By-laws	To administer legal matters and By-laws by 2027	Monitor and manage litigations	Better management of litigations through maintainace of a litigation register by June 2027	Updated litigation register submitted to council quarterly as part Section 52 (d) by 30 June 2026	GG 04 KPI 015	Litigation register is in place and is updated quarterly	All	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2023	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2024	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2025	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2026	Update litigation register on old and new cases and submit it to council quarterly as part Section 52 (d) by 30 June 2027

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Legal Services and By-laws	To administer legal matters and By-laws by 2027	Develop institutional contract management policy and procedure manual	Legally compliant municipal contracts for all departments by June 2027	Reviewed institutional contract management and procedure manual by 30 June 2026	GG 04 KPI 016	Contract mangement policy and procedure manual in place	All	Review institutional contract management policy and procedure manual by 30 June 2023	Review institutional contract management policy and procedure manual by 30 June 2024	Review institutional contract management policy and procedure manual by 30 June 2025	Review institutional contract management policy and procedure manual by 30 June 2026	Review institutional contract management policy and procedure manual by 30 June 2027
Legal Services and By-laws	To administer legal matters and By-laws by 2027	Coordinate development and review of by-laws.	law and order through enforcement of by-law by 30 June 2027	Reviewed twenty (20) by 30 June 2026	GG 04 KPI 017	20 By-laws gazzeted	All	Review twenty (20) Municipal By-laws by 30 June 2023	Review twenty (20) Municipal By-laws by 30 June 2024	Review twenty (20) Municipal By-laws by 30 June 2025	Review twenty two (22) Municipal By-laws by 30 June 2026	Review twenty two (22) Municipal By-laws by 30 June 2027
Legal Services and By-laws	To administer legal matters and By-laws by 2027	Develop and Review the delegation register and standing rules and orders	Approved System of Delegations and standing rules and orders by 2026	Reviewed System of Delegations and Standing Rules and Orders by 30 June 2026	GG 04 KPI 018	System of delegation and standing rules and orders are in place and reviewed annually	All	Review the System of Delegations and Standing Rules and Orders by 30 June 2025	Review the System of Delegations and Standing Rules and Orders by 30 June 2024	Review the System of Delegations and Standing Rules and Orders by 30 June 2025	Review the System of Delegations and Standing Rules and Orders by 30 June 2026	Review the System of Delegations and Standing Rules and Orders by 30 June 2027
Legal Services and By-laws	To strenghten risk management processes within the municipality by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Percentage of Councilors and staff signed and declared their financial interest by 30 June 2026			Councilors and Municipal staff	All				100% declaration of Financial interest signed by both councilors and management signed by 30 June 2026	
Internal Audit Services	To strenghten internal controls by 30 June 2027	Conduct assurance and Advisory services	Guided internal Audit Unit and Audit Committee functioning through approved annual audit committee charter, annual internal audit charter and	Reviewed I audit committee charter, internal audit charter and developed internal audit plan and submitted to Audit	GG 06 KPI 022	Annual audit committee charter, annual internal audit charter and annual internal audit plan for 2023/2024 financial year are in place	All	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2023	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2024	1.Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2024.	1. Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2026. 2. Develop risk based internal audit plan for	1. Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2027. 2.Develop risk

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
			annual internal audit plan by June 2027	committee by 30 June 2026						2.Develop risk based internal audit plan for 2024/25 FY and submit to management and Audit Commette for approval by June 2025.	2025/26 FY and submit to management and Audit Commette for approval by June 2026.	based internal audit plan for 2026/27 FY and submit to management and Audit Commette for approval by June 2027.
Internal Audit Services	To strenghten internal controls by 30 June 2027	Conduct assurance and Advisory services	Improved internal controls, systems and procedures by 30 June 2027	Number of risk based audit projects conducted as per the approved Audit plan by 30 June 2026	GG 06 KPI 023	Conducted 18 Audits in 2024/25	All	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2023	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2024	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2025	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2026	Carry out and report on 16 audit projects as listed in the internal audit plan for the year ending 30 June 2027
Internal Audit Services	To strenghten internal controls by 30 June 2027	Conduct assurance and Advisory services	Improved internal controls, systems and procedures by 30 June 2027	Number of risk based audit projects conducted as per the approved Audit plan by 30 June 2026	GG 06 KPI	None	All				Develop Audit Strategy and submit to Management and Audit Committee by 30 June 2026	Develop Audit Strategy and submit to Management and Audit Committee by 30 June 2027
Internal Audit Services	To strenghten internal controls by 30 June 2027	Provide support to oversight structures.	effective and effiicient oversight through improved audit outcomes by 30 June 2027	Number of audit committee meetings convened to perform oversight on Municipal internal controls through internal audit reports by 30 June 2026	GG 06 KPI 024	6 Audit committee meetings held in the 2024/25 financial year	All	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2023	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2024	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2025	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2026	Convene 6 audit committee meetings to perform oversight on Municipal internal controls through internal audit reports by 30 June 2027



Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Institutional Risk Management	To Institutionalize risk management processes by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Guided risk management processes through approved risk management strategy, policy, risk register, risk profile and risk management charter by 30 June 2027	Reviewed risk management frameworks (strategy, policy, plan, Charter) and risk register (Strategic & Operational) and submitted to Risk Management Committee and Audit committee by 30 June 2026	GG 07 KPI 025	Risk management profile, risk management charter and risk management framework for 2024/25 financial year are in place	All	Review Risk management profile , risk management charter and risk management framework by 30 June 2023	Review Risk management profile , risk management charter and risk management framework by 30 June 2024	Review Risk management Frameworks (Strategy, Policy, Charter and Implementation Plan) and risk registers (Strategic & Operational) by 30 June 2025	Review Risk management profile , risk management charter and risk management framework by 30 June 2026	Review Risk management profile , risk management charter and risk management framework by 30 June 2027
Institutional Risk Management	To Institutionalize risk management processes by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Guided risk management processes through approved risk management strategy, policy, risk register, risk profile and risk management charter by 30 June 2027	Reviewed risk management frameworks (strategy, policy, plan, Charter) and risk register (Strategic & Operational) and submitted to Risk Management Committee and Audit committee by 30 June 2026	GG 07 KPI	None	All				Approved Business continuity Plan by 30 June 2026	Approved Business continuity Plan by 30 June 2027



Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Institutional Risk Management	To strenghten risk management within the municipality by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Mitigated fraud and corruption by 30 June 2027	Reviewed fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 April 2026	GG 07 KPI 026	Fruad management risk management policy , fraud risk management plan and whistle blowing policy reviewed	All	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2023	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2024	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2025	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2026	Review fraud risk management policy, fraud risk management plan and whistle blowing policy by 30 June 2027
Institutional Risk Management	To strenghten risk management processes within the municipality by 30 June 2027	Identify, assess, mitigate and monitor municipal risks	Mitigated fraud and corruption by 30 June 2027	Number of anti fraud awareness campaigns conducted by 30 June 2026	GG 07 KPI 027	Fraud management systems are in place	All	Conduct 2 anti fraud awareness campaigns by 30 June 2023	Conduct 2 anti fraud awareness campaigns by 30 June 2024	Conduct 2 anti fraud awareness campaigns by 30 June 2025	Conduct 2 anti fraud awareness campaigns by 30 June 2026	Conduct 2 anti fraud awareness campaigns by 30 June 2027
Institutional Risk Management	To strenghten risk management processes within the municipality by 30 June 2027	Provide support to risk management committee .	Mitigate risk to desired risk rating (low) by 30 June 2027	Number of risk committee management meeting convened by 30 June 2026	GG 07 KPI 028	Risk committee is in place	All	Convene 4 risk management committee meetings by 30 June 2023	Convene 4 risk management committee meetings by 30 June 2024	Convene 4 risk management committee meetings by 30 June 2025	Convene 5 risk management committee meetings by 30 June 2026	Convene 5 risk management committee meetings by 30 June 2027
Institutional Risk Management	To strenghten risk management processes within the municipality by 30 June 2027	Provide support to risk management committee.	Mitigate risk to desired risk rating (low) by 30 June 2027	Number of risk committee management meeting convened by 30 June 2026		Risk committee is in place	All				Conduct one performance assessment for Risk Management Committee by June 2026	

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Institutional Risk Management	To strenghten risk management processes within the municipality by 30 June 2027	Provide support to risk management committee.	Mitigate risk to desired risk rating (low) by 30 June 2027	Number of risk committee management meeting convened by 30 June 2026		Risk committee is in place	All				Submit four Quarterly Risk Monitoring Reports to Audit Committee by June 2026	
Mainstream Vulnerable groups	To promote equity and inclusiviness of vunareble groups by 30 June 2027	To contribute to national development priorities on designated groups (women, youth, disabled, children and elderly).	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of women programmes supported by 30 June 2026	GG 10 KPI 042	Supported four women programmes (Women's Month and 16 Days of Activism against the abuse of women and children)	All	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2023	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2024	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2025	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2026	Support two women programmes (Women's Month and 16 Days of Activism against the abuse of women and children) by 30 June 2027
Vulnerable groups and Sports development	To promote equity and inclusiviness of vunareble groups by 30 June 2027	By providing social support to designated groups	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of children programmes supported by 30 June 2026	GG 010 KPI 043	Supported three children programs	All	Support two children programs by 30 June 2023 (Back to school & Christmas gifts)	Support two children programs by 30 June 2024 (Back to school & Educational Toys)	Support three children programs by 30 June 2025 (Back to school, commemoration of National Children's week & Educational Toys)	Support three children programs by 30 June 2026 (Back to school & Educatitional Toys) and commemoration of National Children's week	Support three children programs by 30 June 2027 (Back to school & Educational Toys) and commemoration of National Children's week

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Vulnerable groups and Sports development	To promote equity and inclusiviness of vunareble groups by 30 June 2027	By providing social support to designated groups	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of elderly programmes supported by 30 June 2026	GG 010 KPI 044	Supported four elderly programs (Golden Games, supporting elderly centres, commemoration of Elderly month & Christmas gifts)	All	Support two elderly programs (Golden Games & Christmas gifts)by 30 June 2023	Support two elderly programs (Golden Games & Christmas gifts)by 30 June 2024	Support four elderly programs (Golden Games, supporting elderly centres, commemoration of Elderly month & Christmas gifts) and by 30 June 2025	Support four elderly programs (Golden Games, supporting elderly centres, commemoration of Elderly month & Christmas gifts)by 30 June 2026	Support four elderly programs (Golden Games,supportion g elderly centres, commemoration Elderly month & Christmas gifts)by 30 June 2027
Vulnerable groups and Sports development	To promote equity and inclusiviness of vunareble groups by 30 June 2022	By providing social support to designated groups	mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of youth programs supported by 30 june 2026	GG 010 KPI 045	Supported four youth programs	All	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2023	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2024	Support five Youth programs (Miss Nyandeni, youth festival, Ibuyambo yamampondo & Youth Month commemoration), youth and sport Indaba by 30 June 2025	Support four Youth programs (Miss Nyandeni, Launch youth office, youth festival, Ibuyambo yamampondo & Youth Month commemoration) by 30 June 2026	Support four Youth programs (Miss Nyandeni, youth festival, Ibuyambo yamampondo & Youth Month commemoration) by 30 June 2027
Vulnerable groups and Sports development	To promote equity and inclusiviness of vunareble groups by 30 June 2022	By providing social support to designated groups	Mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of Disabled persons programs supported by 30 June 2026	GG 010 KPI 046	Provided support to two disable projects (Vukathethe and Mayihlume Projects) and commemorated disability month	All	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2023	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2024	Support three disabled programs by 30 June 2025 (support two project by 30 June 2025 and commemorate disability month	Support three disabled programs by 30 June 2026 (support two project by 30 June 2026 and commemorate disability month	Support three disabled programs by 30 June 2027 (support two project by 30 June 2027 and commemorate disability month

Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2025/2026	KPI NUMBER	Baseline	Ward	Annual Target for 2022/2023	Annual Target for 2023/2024	Annual Target for 2024/2025	Annual Target for 2025/2026	Annual Target for 2026/2027
Vulnerable groups and Sports development	To promote equity and inclusiviness of vunareble groups by 30 June 2022	By providing social support to designated groups	Mainstream special designated groups in the activities of the municipalities through planned programmes and intergration by 30 June 2027	Number of days for designated groups commemorated by 30 June 2026	GG 010 KPI 046	All commemorative days were-held	All wards	None	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saterday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2024	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saturday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2025	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saterday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2026	Commemorate all days for designated groups: August 9 for Women, June 16 for Youth, first Saterday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2027
and develop Sports, Arts and Culture	To promote Sports, arts and culture by 2027	By providing support to all sporting codes	Promote social coesion and development	Number of sporting codes and cultural activities supported by 30 June 2026		Provided support to four sporting codes (Horse racing, Mayor's cup, Human rigths Marathon/ and Ntlaza Rugby)		Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby development and horse racing) and Cultural activities by 30 June 2023 (heritage month)	Support five sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby development and horse racing) by 30 June 2024	Support four sporting programs (Mayors' cup, 2 X marathons, Nyandeni Rugby tournament and horse racing) by 30 June 2025	Support seven sporting programs (Mayors' cup, 2 X marathons, Nyandeni Easter Rugby tournament, Khiwa Media tournament, Juventus Football Club and horse racing) by 30 June 2026	Support seven sporting programs (Mayors' cup, 2 X marathons, Nyandeni Easter Rugby tournament, Khiwa Media tournament, Juventus football club and horse racing) by 30 June 2027
Moral regeration	To promote social cohesion by 2027	Provide support to moral regeneration	Promotion of social cohesion	Number of social cohesion awareness conducted by 30 June 2026		Conducted two social cohesion programmes		Conduct four social cohesion programmes (circumcision, GBV, Anti-Femicide, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2023	Conduct four social cohesion programmes (circumcision, GBV, Anti-Femicide, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2024	Conduct four cohesion programmes (circumcision, GBV, Anti-Femicide, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2025	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicide, Drugs and Alcohol Abuse awareness and LGBTQI+community) campaigns by 30 June 2026	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicide, Drugs and Alcohol Abuse awareness campaigns and LGBTQI+community) by 30 June 2027.

FINANCIAL VIABILITY

Objective	Programmes/Projects/Strategies	Outcomes Indicator(5 year indicator)	Indicator	Output Indicator (2025/2026)	Baseline	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Revised Annual Target 2025/2026	Annual Target 2026/2027
FV01	Review and implement Intergrated Revenue enhancement strategy	Increased own Revenue Base by 20%	FV01-KP 1	Report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2026	Approved Intergrated Revenue Enhancement Strategy is in place	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2023	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2024	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2025	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2026	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2026	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2027
	Increase collection of municipal debt	Reduction of debtors book	FV01-KP 2	Percentage of debtors book reduced by 30 June 2026	Debtors Book amount to R49, 378, 314. 56 million at 30 June 2023-24	Reduce debtors book by 5% by 30 June 2023	Reduce debtors book by 5% by 30 June 2024	Reduce debtors book by 5% by 30 June 2025	Reduce debtors book by 5% by 30 June 2026	Reduce debtors book by 5% by 30 June 2026	Reduce debtors book by 5% by 30 June 2027
	Implementation of Municipal Property Rates Act by 30 June 2027	Approved General Valuation Roll for the next five years (up to) 30 June 2027	FV01-KP 3	Approved General Valuation Roll by 30 June 2026	General valuation roll in place	Supplementary Valuation Roll by 30 June 2023	General and Suplementary Valuation Roll	Supplementary Valuation Roll by 30 June 2025	Supplementary Valuation Roll by 30 June 2026	Supplementary Valuation Roll condected by 30 June 2026	Supplementary Valuation Roll by 30 June 2027
FV 02	Develop realistic and credible Budget by 30 June 2027	Funded/Cash backed budget objectives of the IDP and Budget	FV01-KP 4	Approved Funded Annual Budget by Council by 30 June 2026	Approved annual budget for 2022/2023 in place	Approved Funded Budget for 2023/24 by Council by 31 May 2023	Approved Funded Budget for 2024/25 by Council by 31 May 2024	Approved Funded Budget for 2025/26 by Council by 31 May 2025	Approved Funded Budget for 2026/27 by Council by 31 May 2026	Approved Funded Budget for 2026/27 by Council by 31 May 2026	Approved Funded Budget for 2027/28 by Council by 31 May 2027
	Adhere to budget reforms and Dora as per MFMA calendar by 30 June 2027	Budget returns, s 52(d) s71, s72 B schedule, and C schedule submitted to Council, Provincial Treasury and National Treasury as per MFMA calendar	FV01-KP 5	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA by 30 June 2026	Complied with MFMA statutory reporting in 2023/2024	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2026	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2027

Objective	Programmes/Projects/Strategies	Outcomes Indicator(5 year indicator)	Indicator	Output Indicator (2025/2026)	Baseline	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Revised Annual Target 2025/2026	Annual Target 2026/2027
		% Expenditure on all grants received by the municipality	FV01-KP 6	% of expenditure on EPWG,MIG,FMG,INEP,	% of Expenditure on EPWG(Expanded Public Works Grant),MIG,FMG,INEP by 30 June 2023/24	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2023	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2024	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
	Payment of creditors within 30 days from receipt of invoice.	Compliance with MFMA S65(2) by 30 June 2027	FV01-KP 7	% of all invoices paid within 30 days by 30 June 2025	Creditors are paid within 30 days	100% Payment of all compliant invoices received within 30 days by 30 June 2023	100% Payment of all compliant invoices received within 30 days by 30 June 2024	100% Payment of all compliant invoices received within 30 days by 30 June 2025	100% Payment of all compliant invoices received within 30 days by 30 June 2026	100% Payment of all compliant invoices received within 30 days by 30 June 2026	100% Payment of all compliant invoices received within 30 days by 30 June 2027
FV 03	Compile and update the GRAP compliant Asset Register	GRAP Compliant Asset Register by 30 June 2027	FV01-KP 8	GRAP Compliant Asset Register by 30 June 2026	2023/2024 GRAP compliant Asset register in place	GRAP Compliant Asset Register by 30 June 2023	GRAP Compliant Asset Register by 30 June 2024	GRAP Compliant Asset Register by 30 June 2025	GRAP Compliant Asset Register by 30 June 2026	GRAP Compliant Asset Register by 30 June 2026	GRAP Compliant Asset Register by 30 June 2027
	Safeguard the municipal assets through Insurance and provision of adequate security	Municipal assets insured by 30 June 2027	FV01-KP 9	Annual Report on monitoring of insured municipal assets by 30 June 2026	All municipal assets are insured	Monitoring Report on number of Municipal assets insured by 30 June 2023	Monitoring Report on number of Municipal assets insured by 30 June 2024	Monitoring Report on number of Municipal assets insured by 30 June 2025	Monitoring Report on number of Municipal assets insured by 30 June 2026	Monitoring Report on number of Municipal assets insured by 30 June 2026	Monitoring Report on number of Municipal assets insured by 30 June 2027
	To enhance internal controls measures in terms of managing Municipal Fleet.	Fully functional and available municipal fleet to enable departments to function effectively by 30 June 2023	FV01-KP 10	Quartely Report on monitoring of municipal fleet by 30 June 2026	Fleet management Policy and Procedures in place	Monitoring report on fleet management by 30 June 2023	Monitoring report on fleet management by 30 June 2024	Monitoring report on fleet management by 30 June 2025	Monitoring report on fleet management by 30 June 2026	Monitoring report on fleet management by 30 June 2026	Monitoring report on fleet management by 30 June 2027
FV 04	Comply with SCM Policy and regulations on procurement of goods and services	Complied with SCM Policy and Regulations by June 2027	FV01-KP 11	Number of quarterly reports prepared on the implementation of the SCM policy and submitted to Council, PT and NT by 30 June 2026	Reports on implementation of the SCM policy are submitted quarterly to Council, PT and NT	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2023	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2024	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2025	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2026	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2026	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2027

Objective	Programmes/Projects/Strategies	Outcomes Indicator(5 year indicator)	Indicator	Output Indicator (2025/2026)	Baseline	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Revised Annual Target 2025/2026	Annual Target 2026/2027
	Strengthen administration of contract management	Proper monitoring of contracts by June 2027	FV01-KP 12	Reports on maintained contracts register by 30 June 2026	Contract register is kept and mantained	Four quarterly Reports on maintainance of contracts register by 30 June 2023	Four quarterly Reports on maintainance of contracts register by 30 June 2024	Four quarterly Reports on maintainance of contracts register by 30 June 2025	Four quarterly Reports on maintainance of contracts register by 30 June 2026	Four quarterly Reports on maintainance of contracts register by 30 June 2026	Four quarterly Reports on maintainance of contracts register by 30 June 2027
	Co-ordinate development of municipal procurement plan, monitor implementation and report thereof	Approved procurement plans for implementation for enhanced service delivery by June 2027	FV01-KP 13	Report on implementation of Procurement plan by 30 June 2026	Procurement plans developed and implemented in 2023/2024 financial year	Quaterly reports on the implementation of Procurement plans by 30 June 2023	Quaterly reports on the implementation of Procurement plans by 30 June 2024	Quaterly reports on the implementation of Procurement plans by 30 June 2025	Quaterly reports on the implementation of Procurement plans by 30 June 2026	Implement 80% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2026	Implement 90% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2026
FV 05	Develop GRAP Compliant Annual Financial Statements (AFS) annually	Compliance with MFMA (S122) by 31 August after end of each financial year	FV01-KP 14	GRAP Compliant AFS submitted to Treasury, Auditor General by 31 August 2025	GRAP AFS submitted to AG by 31st August 2024.	GRAP compliant 2021/2022 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2022	GRAP compliant 2022/2023 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2023	GRAP compliant 2023/2024 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2024	GRAP compliant 2024/2025 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2025	GRAP compliant 2024/2025 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2025	GRAP compliant 2025/2026 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2026
										Prepare one Interim Financial Statements for 2025/26 Financial year and submit to Internal Audit and Provincial Treasury by 30 April 2026	Prepare one Interim Financial Statements for 2026/2027 Financial year and submit to Internal Audit and , Provincial Treasury by 30 April 2027
	Implement integration of MSCOA into the system as per Treasury requirements	Compliance with MSCOA by 30 June 2027	FV01-KP 15	Quaterly mSCOA compliant reports to both Provincial Treasury and national Treasury as per MFMA calendar by 30 June 2026	SCOA implementation plan is in place	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2024	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2027

INSTITUTIONAL DEVELOPMENT

Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
ID 01	Council Policy Development and Review session	Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of human resource management & ICT policies reviewed and adopted by Council by 30 June 2026	ID 01KPI 1	There are 67 policies currently which exists.		Review 66 policies which were approved by Council by **30 June 2023**	Review 66 policies which were approved by Council by **30 June 2024**	Review 67 policies which were approved by Council by 30 June 2025	Review 67 policies which were approved by Council by **30 June 2026**	Review 67 policies which were approved by Council by **30 June 2027**
		Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of Budget and Treasury policies reviewed and adopted by Council by 30 June 2026	ID 01KPI 2	There are 13 policies currently which exists		Review all 11 Budget and Treasury policies by 30 June 2023	Review all 11 Budget and Treasury policies by 30 June 2024	Review all 13 Budget and Treasury policies by **30 June 2025**	Review all 13 Budget and Treasury policies by **30 June 2026**	Review all 13 Budget and Treasury policies by **30 June 2027**
		Improved sound governance through uniform systems and mechanism by 30 June 2027	Number executive and council policies reviewed and adopted by Council by 30 June 2026	ID 01KPI 3	18 Policies are in place		Review all 16 Executive and Council policies by 30 June 2023	Review all 16 executive and council policies by 30 June 2024	Review all 18 executive and council policies by **30 June 2025**	Review all 18 executive and council policies by **30 June 2026**	Review all 18 executive and council policies by **30 June 2027**
		Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of community services management policies reviewed and adopted by Council by 30 June 2026	ID 01KPI 4	There are Seven (7) policies that exist		Review all Community Services by-laws policies by 30 June 2024	Review all 5 Community Services Policies by **30 June 2024**	Review all 7 Community Services Policies by **30 June 2026**	Review all 7 Community Services Policies by **30 June 2026**	Review all 7 Community Services Policies by **30 June 2027**

Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
		Improved sound governance through uniform systems and mechanism by 30 June 2022	Number of infrastructure policies reviewed, developed by Council by 30 June 2026	ID 01KPI 5	There are 6 policies currently which exists		Develop 1 policy & Review all 6 infrastructure policies by 30 June 2023	Review all 6 Infrastructure Services Policies by **30 June 2024**	Review all 6 Infrastructure Services Policies by **30 June 2024**	Review all 6 Infrastructure Services Policies by **30 June 2024**	Review all 6 Infrastructure Services Policies by **30 June 2024**
		Improved sound governance through uniform systems and mechanism by 30 June 2022	Number of planning & development policies reviewed by by 30 June 2026	ID 01KPI 6	There are 7 policies which currently exist		Review all 5 planning & development policies **by 30 June 2023**	Review all 5 planning & development policies **by 30 June 2024**	Review all 7 planning & development policies by **30 June 2025**	Review all 7 planning & development policies by **30 June 2026**	Review all 7 planning & development policies by **30 June 2027**
		Improved sound governance through uniform systems and mechanism by 30 June 2022	Number of Council Policy development and review sessions held by 30 June 2026	ID KPI 03	Institutional policies are developed and reviewed annually		Convene 1 Policy development and review session by 30 June 2023	Convene 1 Policy development and review session by 30 June 2024	Convene 1 Policy development and review session by **30 June 2025**	Convene 1 Policy development and review session by **30 June 2026**	Convene 1 Policy development and review session by **30 June 2027**
ID 02	Review the Institutional Organogram	Human capital to fulfil IDP objectives 2017/18 to 2021/22	Reviewed Institutional Organogram by Council by 30 June 2026	ID 02 KPI 04	Organogram Reviewed in 2023/24		Review organogram by 30 June 2023	Review organogram by 30 June 2024	Review organogram by **30 June 2025**	Review organogram by **30 June 2026**	Review organogram by **30 June 2027**
	Develop and review Job Descriptions for all posts in the approved organogram	Human capital to fulfil IDP objectives 2017/18 to 2021/22	% of Developed job descriptions for all positions in the approved organogram by 30 December 2026	ID 02 KPI 05	All posts in the current Organogram (23/24) have signed Job Descriptions		Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2023	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2024	Develop 100% job descriptions for all new positions in the approved organogram by **30 December 2025**	Develop 100% job descriptions for all funded new positions in the approved organogram by **30 December 2026**	Develop 100% job descriptions for all funded new positions in the approved organogram by **30 December 2027**

Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
		Human capital to fulfil IDP objectives 2017/18 to 2021/22	Number of budgeted vacant posts filled by 30 June 2026	ID 02 KPI 06	**Current vacancy rate is 5% (18 of 322 posts)**		Reduce vacancy rate for all funded posts to 3% by 30 June 2023	Reduce vacancy rate for all funded posts to 3% by 30 June 2024	Reduce vacancy rate for all funded posts to 3% by **30 June 2025**	Fill 00 budgeted vacant posts by **June 2026**	Fill 00 budgeted vacant posts by **June 2027**
ID-03	Implementation and monitoring of the Work Place Skills Plan (WSP) annually	Capacitated human capital to fulfil IDP objectives 2017/18 to 2021/22	% of approved trainings in the WSP implemented by 30 June 2026	ID 03 KPI 07	53,8% of trainings in the WSP implemented		80% of trainings in the WSP to be implemented by 30 June 2023	80% of trainings in the WSP to be implemented by 30 June 2024	80% of trainings in the WSP to be implemented by **30 June 2025**	80% of trainings in the WSP to be implemented by **30 June 2026**	80% of trainings in the WSP to be implemented by **30 June 2027**
			Number of qualifying employees provided with study assistance by 30 June 2026	ID 03 KPI 08	Provided **15** qualifying employees with study assistance		Provide qualifying employees with study assistance by 30 June 2023	Provide qualifying employees with study assistance by 30 June 2024	Provide qualifying employees with study assistance by **30 June 2025**	Provide qualifying employees with study assistance by **30 June 2026**	Provide qualifying employees with study assistance by **30 June 2027**
			Number of qualifying students provided with study assistance by 30 June 2026	ID	New					Provide **5** qualifying students with study assistance by **30 June 2026**	Provide **5** qualifying students with study assistance by **30 June 2027**
ID 04	Alignment of the institutional human capital with the IDP objectives	Human capital to fulfil IDP objectives 2017/18 to 2021/22	Reviewed HR plan by **30 June 2026**	ID 04 KPI 10	HR Plan in place		Review HR Strategy (Plan) by 30 June 2023	Review HR Strategy (Plan) by 30 June 2024	Review HR Strategy (Plan) by **30 June 2025**	Review HR Strategy (Plan) by **30 June 2026**	Review HR Strategy (Plan) by **30 June 2027**
ID 05	Compliance with department of labour employer legislation	Designated groups represented in the workforce fo the Municipality by **June 2027**	Number of people recruited from the designated groups as part of Employment Equity Act compliance by June 2026	ID 05 KPI 11	48% of achieved targets in the EE Plan		To achieve 50% of the EE Plan by 30 June 2023	To achieve 50% of the EE Plan by 30 June 2024	To achieve 50% of the EE Plan by **30 June 2025**	Recruit 03 persons from underrepresented groups (2 people with disability and 1 coloured) as part of compliance with EEA by 30 June 2026	Recruit 03 persons from underrepresented groups including 1 person with disability,1 coloured and 1 white female by 30 June 2027

Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
		Compliance with Employement Equity Acti by 15 **January 2027**	EE Report submitted by 15 **January 2026**	ID 05 KPI 12	Submitted by 15 January annually		Submit EER by 15 January 2023	Submit EER by 15 January 2024	Submit EER by 15 January **2025**	Submit EER by 15 January **2026**	Submit EER by 15 January **2027**
		Compliance with COIDA Return of Earnings annually by June 2022	Submitted COIDA Return of Earnings annually by 30 June 2026	ID 05 KPI 13	Return of Earnings is submitted annually.		Submission of ROE Report to the DoL by 31 May 2023	Submission of ROE Report to the DoL by 31 May 2024	Submission of ROE Report to the DoL by 31 May **2025**	Submission of ROE Report to the DoL by 31 May **2026**	Submission of ROE Report to the DoL by 31 May **2027**
	Mantain sound Labour relations through functional local labour forum	Improved Labour Relations by 30 June 2027	Number of LLF meetings convened by 30 June 2026	ID 05 KPI 14	Convened four (4) Local Labour Forum in 2024/25 FY		Convene 4 LLF meetings by 30 June 2023	Convene 4 LLF meetings by 30 June 2024	Convene 4 LLF meetings by 30 June **2025**	Convene 4 LLF meetings by 30 June **2026**	Convene 4 LLF meetings by 30 June **2027**
	Conduct regular Health and Safety inspections and(OHS) on municipal facilities and monitoring meetings as per OHS Act	Compliance with Health &Safety legislation by June 2022	Number of OHS committee meetings convened by 30 June 2026	ID 05 KPI 15	OHS policy in place, OHS committee inplace and Four OHS meetings convened in 2024/25 FY		Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2023	Convene 4 OHS Committee meeting to monitor compliance of the Act. By 30 June 2024	Convene 4 OHS Committee meeting to monitor compliance of the Act. By **30 June 2025**	Convene 4 OHS Committee meeting to monitor compliance of the Act. By **30 June 2026**	Convene 4 OHS Committee meeting to monitor compliance of the Act. By **30 June 2027**
ID 06	Implementation of Wellness Programmes by 30 June 2027	Motivated Workforce by 30 June 2022	% of wellness programmes report implemented on the approved wellness plan by 30 June 2026	ID 06 KPI 16	Implemented 80% Wellness Plan programs		Develop and implement wellness plan by 30 June 2023	Develop and implement wellness plan by 30 June 2024	Implement wellness plan by **30 June 2025**	Implement wellness plan by **30 June 2026**	implement wellness plan by **30 June 2027**

Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	By Implementing Performance Management System through formal assessment for S56 managers	Compliance with Local Government Municipal Sytems Act	Number of Section 56 Managers assessed for annual performance by 30 June 2026	ID 06 KPI HH	Annual Performance assessment was conducted for the year ending **30 June 2022/23**		Conduct formal assessment of senior managers for annual performance 2021/2022 financial year by 30 June 2023	Conduct formal assessment of senior managers for annual performance 2022/2023 financial year by 30 June 2024	Conduct formal assessment of senior managers for annual performance 2023/2024 financial year by 30 June 2025	Conduct formal assessment of senior managers for annual performance 2024/2025 financial year by **30 June 2026**	Conduct formal assessment of senior managers for annual performance 2025/2026 financial year by **30 June 2027**
	By Implementing Performance Management System through formal assessment for all other municipal staff members	Compliance with Local Government: Municipal Staff Regulations by June 2027	Number of Municipal Staff Members assessed for annual performance by 30 June 2026		Peformance Plance inplace		Implement Individual PMS to all Managers (TG 14 - 16) for 2022/23 financial year by **June 2023**	Conduct formal assessment of all Managers (TG 14 - 16) for annual performance 2022/2023 financial year by **30 June 2024**	Conduct formal assessment of all Managers and Officers (TG 11 - 16) for annual performance 2023/2024 financial year by **30 June 2025**	Conduct formal assessment of all Managers and Officers (TG 16) for annual performance 2024/2025 financial year by **30 June 2026**	Conduct formal assessment of all municipal staff for annual performance 2025/2026 financial year by **30 June 2027**
	Monitor the implementation of ICT Governance framework	Sustainable ICT that supports business strategy	Number of ICT Steering committee meetings convened by 30 June 2026	ID 06 KPI 17	ICT Governance framework ,Policies and ICT Steering Committee in place		Convene 4 ICT Steering committee meetings by **30 June 2023**	Convene 4 ICT Steering committee meetings by **30 June 2024**	Convene 4 ICT Steering committee meetings by **30 June 2025**	Convene 4 ICT Steering committee meetings by **30 June 2026**	Convene 4 ICT Steering committee meetings by **30 June 2027**
			Number of projects implemented on the ICT Strategic plan by 30 June 2026	**New**	ICT Strategic Plan 2024/25 FY				Implement 5 ICT Strategic plan projects as per **2024-2025 targets**	Implement 3 ICT Strategic plan projects as per **2025-2026 targets**	Implement 3 ICT Strategic plan projects as per **2026-2027 targets**

Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Appropriate use of ICT for efficient service delivery	Appropriate use of ICT for efficient service delivery by June 2022	Maintained disaster recovery server and server room at Ngqeleni Unit by **30 June 2026**	ID 06 KPI 18	Functional disaster recovery server and server room already exists at Ngqeleni Unit		Establish alternative disaster recovery centre by **30 June 2023**	Maintain disaster recovery server and server room by **30 June 2024**	Maintain disaster recovery server and server room by **30 June 2025**	Maintain disaster recovery server and server room by **30 June 2026**	Maintain disaster recovery server and server room by **30 June 2027**
			Report on Maintainance of ICT infrastructure and equipment by **30 June 2026**	ID 06 KPI 19	Existing infrastructure and ICT equipment		Maintain ICT infrastructure and equipment as need arises by **30 June 2023**	Maintain ICT infrastructure and equipment as need arises by **30 June 2024**	Maintain ICT infrastructure and equipment as need arises by **30 June 2025**	Maintain ICT infrastructure and equipment as need arises by **30 June 2026**	Maintain ICT infrastructure and equipment as need arises by **30 June 2027**
ID 07	Implementation of the Electronic document management system by 30 June 2027	Effecient and compliant institutional record management system by June 2027	Progress report on usage of the Elecronic Document Management System (**EDMS**) by **30 June 2026**	ID 07 KPI 20	File plan , Records management policy in place and Phase 2 of EDMS Implemented		Mantain electronic document management system by **30 June 2023**	Monitor the usag of Electronic Document Management System (**EDMS**) by **30 June 2023**	Monitor the usage of Electronic Document Management System (**EDMS**) by **30 June 2025**	Monitor the usage of Electronic Document Management System (**EDMS**) by **30 June 2026**	Implement phase 3 of the Electronic Document Management System (**EDMS**) by **30 June 2027**
ID 08	Develop and implement the Facilities maintenance plan by 30 June 2027	NHBRC and OHS compliant facility by June 2027	% of facilitites maintenance plan implemented by 30 June 2026	ID 08 KPI 21	Building maintenance plan is in place		Provide repairs and maintenance of existing buildings as the need arise by **30 June 2023**	Provide repairs and maintenance of existing buildings as the need arise by **30 June 2024**	Implement 75% of the facilities maintenance of existing buildings by **30 June 2025**	Implement 75% of the facilities maintenance of existing buildings by **30 June 2026**	Implement **75%** of the facilities maintenance of existing buildings by **30 June 2027**
ID 09	Implementation of Municipal service standards by 30 June 2027	Customer care through realisation of Municipal service standaards by 30 June 2027	Number of awareness workshops conducted on s Municipal service standards by **30 June 2026**	ID 09 KPI 24	Two awareness workshops conducted on service standards		Conduct 2 awareness workshops on Service Standards by **30 June 2023**	Conduct 2 awareness workshops on Service Standards by **30 June 2024**	Conduct 2 awareness workshops on Service Standards by **30 June 2025**	Conduct 2 awareness workshops on Service Standards by **30 June 2026**	Conduct 2 awareness workshops on Service Standards by **30 June 2027**



Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2025/2026	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Monitoring of implementation of Municipal service standards	Customer care through realisation of Municipal service standards by 30 June 2027	Report on the implementation of Municipal service standards by **30 June 2026**	**New**	**New**				Compile 4 reports on the implementation of Municipal service standards by **30 June 2025**	Compile 4 reports on the implementation of Municipal service standards by **30 June 2026**	Compile 4 reports on the implementation of Municipal service standards by **30 June 2027**



LOCAL ECONOMIC DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Socio - Economic development	To grow inclusive local economies by 30 June 2027	LED 01	Aggressive contribution to economic growth of the area	Employment rate in the municipal area by 30 June 2027	Number of work opportunities created by the municipality through Public Employment Programmes by 30 June 2026		131 work opportunities were created during 2023/2024 financial year and 150 created during the 2024/2025 Mid Year		Create 1782 work opportunities through Public Employment Programmes by 30 June 2023	Create Hundred and thirty one work opportunities through Public Employment Programmes by 30 June 2024	Create 131 work opportunities through Public Employment Programmes by 30 June 2025	Create 150 work opportunities through Public Employment Programmes by 30 June 2026	Create 131 work opportunities through Public Employment Programmes by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027	LED 02	Promote sustainable Cooperatives and SMMEs	Improved enterprise support and development through economic infrastructure by 30 June 2027	Number of Investment Summits held by 30 June 2025		Concept document has been developed and institutional arrangements are in place			Host one Investment Summit by 30 June 2024			
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027	LED 03	Promote sustainable Cooperatives and SMMEs	Percentage of the labor force classified as unskilled or low-skilled by 30 June 2027	Number of skills training provided on relevant development programmes by 30 June 2026		104 individuals were trained during 2023/2024 financial year		Connect 64 individuals to training on apprenticeships and other relevant Municipal Interventions by 30 June 2023	Connect 64 individuals to training on apprenticeships and other relevant Municipal Interventions by 30 June 2024	Provide skills training for 64 individuals on relevant development programmes by 30 June 2025	Provide skills training for 64 individuals on relevant development programmes by 30 June 2026	Provide skills training for 64 individuals on relevant development programmes by 30 June 2027
Socio - Economic development	To improve ease of doing business within the Municipal area by 30 June 2027	LED 06	Promote and monitor ease of doing business	Average cost to a business to apply for a construction permit with a municipality by 30 June 2027	Average time taken to finalise business license applications by 30 June 2026		4 received applications were processed during 2023/2024 financial year		Finalize all received Business Licence applications within a period of 30 days by 30 June 2023	Finalize all received Business Licence applications within a period of 30 days by 30 June 2024	Process all received new Business Licence applications within a period of 30 days by 30 June 2025	Process all received new Business Licence applications within a period of 30 days by 30 June 2026	Process all received new Business Licence applications within a period of 30 days by 30 June 2027
Socio - Economic development	To improve ease of doing business within the Municipal area	LED 07	Promote and monitor ease of doing business	Improved enterprise support and development through	Number of Licenced businesses in Libode and		191 businesses were licenced during 2023/2024 financial year		Licence 200 businesses in Libode and Ngqeleni by 30 June 2023	Licence 200 businesses in Libode and Ngqeleni by 30 June 2024	Renew 200 business license in Libode and	Renew 200 business license in Libode and Ngqeleni by 30 June 2026	Renew 200 business license in Libode and

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	by 30 June 2027			economic infrastructure by 30 June 2027	Ngqeleni by 30 June 2026						Ngqeleni by 30 June 2025		Ngqeleni by 30 June 2027
Socio - Economic development	To improve ease of doing business within the Municipal area by 30 June 2027	LED 08	Promote and monitor ease of doing business	Improved enterprise support and development through economic infrastructure by 30 June 2027	Average number of days taken to process building application of 500 square meters or more by 30 June 2026		9 received business licence application were received during 2024/2025 Mid Year		Process all received building applications of 500 square meters within 20 days by 30 June 2023	Process all received building applications of 500 square meters within 20 days by 30 June 2024	Process all received business license applications for operating in a building of 500 square or less structure meters within 20 days by 30 June 2024	Process all received business license applications for operating in a building of 500 square or less structure meters within 20 days by 30 June 2026	Process all received building applications of 500 square meters within 20 days by 30 June 2027
Socio - Economic development	To improve ease of doing business within the Municipal area by 30 June 2027	LED 09	Promote and monitor ease of doing business	Percentage of the labor force classified as unskilled or low-skilled by 30 June 2027	Number of members of SMME's and Cooperatives provided with capacity building by 30 June 2026		80 SMMEs and Cooperatives were trained during 2023/2024 financial year		Provide training to 80 SMME and cooperative individual members as part of capacity building by 30 June 2024	Provide training to 80 SMME and cooperatives individual members as part of capacity building by 30 June 2024	Provide training to 80 SMME and cooperatives individual members as part of capacity building by 30 June 2025	Provide training to 80 SMME and cooperatives individual members as part of capacity building by 30 June 2026	Provide training to 80 SMME and cooperatives individual members as part of capacity building by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027	LED 10	Aggressive contribution to economic growth of the area	Improved enterprise support and development through economic infrastructure by 30 June 2027	Number entrepreneurs incubated on nursery development and production by June 2026		Nil		Identify and create a database of SMME'S that have potential by 30 June 2025.	Provide specific capacity building for the identified by 30 June2030		Incubate one (1) Entrepreneur on nursery development and production by 30 June 2026	Identify and Incubate one business by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027	LED 11	Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of 50kg bags of fertilizers provided as support to local farmers by 30 June 2026		3460 bags of fertilizer were purchased during 2024/2025 financial year	Ward 17 and all other wards	Support the planting of 1500 hectares of fields with production inputs as a feeder to Animal Feed Plant by 30 June 2023	Support the planting of 1500 hectares of fields with production inputs as a feeder to Animal Feed Plant by 30 June 2024	Support the planting of 1500 hectares of fields with production inputs as a feeder to Animal Feed Plant by 30 June 2025	Provide 3500 x 50kg bags of fertilizers as support to local farmers by 30 June 2026	Support the planting of 1500 hectares of fields with production inputs as a feeder to Animal Feed Plant by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027		Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of woolgrowers Associations supported with transportaion as part of livestock improvement by 30 June 2026		Nil					Provide transportation support to 20 woolgrowers Associations as part of livestock improvement by 30 June 2026	Provide transportation support to 20 woolgrowers as part of livestock improvement by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027		Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of woolpressers provided as part of livestock improvement by 30 June 2026		10 Wool pressors were purchased during 2021/2022 financial year					Provide 10 woolpressers to woolgrowers as part of livestock improvement by 30 June 2026	Provide 10 woolpresser to woolgrowers as part of livestock improvement by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027		Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of Agricultural Shows hosted for Nyandeni farmers by 30 June 2026		Nil					Host one (1) Agricultural Show for Nyandeni farmers by 30 June 2026	Host one (1) Agricultural Show for Nyandeni farmers by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027		Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of Environmental Impact Assessments conducted and produced		SAPPI is currently involed in 2 afforestations in Nyandeni					Conduct and produce two (2) Environmental Impact Assessments to enhace afforestation in partnership with SAPPI	
Socio - Economic development		LED 12			Report on Execution of Animal Feed Processing plant Implementation Plan by 30 June 2026		Phase one of the development is currently underway	Ward 15	Phased - in setting up of Animal Feed Processing Plant by 30 June 2023	Phased - in setting up of Animal Feed Processing Plant by 30 June 2024	Phased - in setting up of Animal Feed Processing Plant by 30 June 2025	Phased - in setting up of Animal Feed Processing Plant by 30 June 2026	Phased - in setting up of Animal Feed Processing Plant by 30 June 2027
Socio - Economic development	To create a conducive environment for economic growth by 30 June 2027	LED 18	Implement comprehensive food security and nutrition programs	Improved food security and agrarian reform programmes by 30 June 2027	Number of small scale projects supported with inputs and equipment by 30 June 2026		16 small scale projects were supported during 2023/2024 financial year	16 Wards to be identified	Support 16 small scale projects with farming inputs, material, tools and equipment's by 30 June 2023	Support 4 Entrepreneurs (1 on Agriculture, 1 on nursery, 1 on grass cutting /greening and 1 on manufacturing by 30 June 2024	Support 16 small scale projects with farming inputs, material, tools and equipment's by 30 June 2025	Support 16 small scale projects with farming inputs, material, tools and equipment's by 30 June 2026	Support 16 small scale projects with farming inputs, material, tools and equipment's by 30 June 2027

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive growth and development	LED 20	Promote tourism sector and facilitate development of blue economy	Improved contribution of tourism sector and blue economy to economic growth by 30 June 2027	Number of Tourism programs hosted/attended (Fair Trade Indaba, Tourism month promotion and festive season awareness) by 30 June 2026		4 tourism programmes were held during 2023/2024		Host/attend 4 tourism programmes (Africa's Travel Indaba, Cultural/Arts Festival, Tourism month promotion and festive season awareness) by 30 June 2023	Host/attend 4 tourism programmes (Africa's Travel Indaba, Cultural/Arts Festival, Tourism month promotion and festive season awareness) by 30 June 2024	Host/attend 4 tourism programmes (Africa's Travel Indaba, Cultural/Arts Festival, Tourism month promotion and festive season awareness) by 30 June 2025	Host/attend 4 tourism programmes (Africa's Travel Indaba, Cultural/Arts Festival, Tourism month promotion and festive season awareness) by 30 June 2026	Host/attend 4 tourism programmes (Africa's Travel Indaba, Cultural/Arts Festival, Tourism month promotion and festive season awareness) by 30 June 2027
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive growth and development	LED 21	Promote tourism sector and facilitate development of blue economy	Improved contribution of tourism sector and blue economy to economic growth by 30 June 2027	Number of tourism product owners assisted with marketing services by 30 June 2026		15 tourism product owners were assisted during 2023/2024 financial year		Provide marketing services to fifteen (15) tourism product owners by 30 June 2023	Provide marketing services to fifteen (15) tourism product owners by 30 June 2024	Provide marketing services to fifteen (15) tourism product owners by 30 June 2025	Assist fifteen (15) tourism product owners with marketing services by 30 June 2026	Assist fifteen (15) tourism product owners with marketing services by 30 June 2027
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive growth and development	LED 22	Promote tourism sector and facilitate development of blue economy	Improved contribution of tourism sector and blue economy to economic growth by 30 June 2027	Number of lifeguards recruited and placed along six municipal beaches for a period of six (6) months by 30 June 2026		34 life guards were recruited and placed to our 6 beaches during 2023/2024 financial year		Recruit and assign 34 lifeguards along six municipal beaches on seasonal basis by 30 June 2023	Recruit and assign 34 lifeguards along six municipal beaches on seasonal basis by 30 June 2024	Recruit and assign 34 lifeguards along six municipal beaches on seasonal basis by 30 June 2024	Recruit and place 40 lifeguards along six municipal beaches for a period of six (6) months by 30 June 2026	Recruit and place 40 lifeguards along six municipal beaches for a period of six (6) months by 30 June 2027
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive growth and development	LED 23	Participation in National and Provincial Economic Development Initiatives	Improved development on 17 Municipalities participate on Eastern Seaboard Development by 30 June 2027	Number of National and Provincial Economic Development initiatives Work streams participated in by 30 June 2026		Draft Eastern Seaboard Spatial Development Framework has been developed		Participate in four tourism and Blue Economy programmes championed by National and Provincial Departments by 30 June 2023	Participate in Eastern Seaboard Development Work stream by 30 June 2024	Participate in Eastern Seaboard Development Work stream by 30 June 2025	Participate in National and Provincial Economic Development initiatives by 30 June 2026	Participate in National and Provincial Economic Development initiatives by 30 June 2027
Socio - Economic Development	To create a conducive enviroment for economic		Aggressive contribution to economic growth of the area	Sustainable and viable businesses by 30 June 2027	Number of planning and feedback meeting attended for Resource		3 Resource Mobilization Committee meetings have					Attend to four (4) Nyandeni Resource Mobilization Committee	

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	growth by 30 June 2027				Mobilization Commiittee		been held since its inuaguration					planning and feedback meetings	
Socio - Economic Development	To create a conducive enviroment for economic growth by 30 June 2027		Aggressive contribution to economic growth of the area	Sustainable and viable businesses by 30 June 2027	Number of quartely Project Steering Committee meetings on Service Level Agreement (SLA) with ECSECC on Socio - Economic Coordination, Facilitation and Planning Support		2 PSC meetings have been held					Participate to four (4) quartely Project Steering Committee meetings on Service Level Agreement (SLA) with ECSECC on Socio - Economic Coordination, Facilitation and Planning Support	
Socio - Economic Development	To create a conducive enviroment for economic growth by 30 June 2027		Aggressive contribution to economic growth of the area	Sustainable and viable businesses by 30 June 2027	Partnership entered into with ECDC on key identified strategic areas and number of deliverables delivered		Nil					Enter into partnership with ECDC on key identified strategic intervention areas and deliver on two (2) deliverables	
Socio - Economic Development	To create a conducive enviroment for economic growth by 30 June 2027		Aggressive contribution to economic growth of the area	Sustainable and viable businesses by 30 June 2027	Number of Strategic Partners lobbied for the development of Nyandeni Smart Village		Nyandeni Smart Village Master Plan is in place, PSC has been established					Lobby five (5) Strategic Partners for the development of Nyandeni Smart Village	
Socio - Economic Development	To create a conducive enviroment for economic growth by 30 June 2027		Aggressive contribution to economic growth of the area	Sustainable and viable businesses by 30 June 2027	Number of Investment Summit Resolutions implemented		Summit Resolution Booklet was developed					Implement eight (8) Resolutions emanating from 2023 Nyandeni Investment Summit	
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive		Promote tourism sector and facilitate development of blue economy	Improved contribution of tourism sector and blue economy to	Number of beach facilities constructed by 30 June 2026		Provincial oceans economy master plan in place			Host one Career Exhibition on Maritime Studies in one coastal		Constrution of beach facilities in two beaches by 30 June 2026	Constrution of beach facilities in two beaches by 30 June 2027



Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	growth and development			economic growth by 30 June 2027						school by 30 June 2024			
Socio - Economic Development	To develop and grow tourism and blue economy for inclusive growth and development		Aggressive contribution to economic growth of the area	Sustainable and viable businesses by 30 June 2027	Developed LED Strategy by 30 June 2026		2018 LED Strategy is in place					Develop 5 year LED strategy by 30 June 2026	



BASIC SERVICE DELIVERY
COMMUNITY SERVICES

Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Environmental and Waste Management	Clean environment by June 2027	cleaner open spaces by 2027	Number of illegal dumping sites cleared		5 Illegal dumps cleared					Clear 10 Illegal dumping sites 30 June 2026 (Extension 5, Kopshop, Dalaguba Junction, Libode showgrounds, River side, Dumas, Old Apostle church, Robin Island, Behind Correctional services, ERF 126 Extension 5, Sibangweni).	Clear 10 Illegal dumping sites 30 June 2027
Environmental and Waste Management	Clean environment by June 2027	Improved street and open spaces cleaning	Number of streets and open spaces cleared weed and alien plants by June 2025.		18 streets and 10 open spaces					Clearing of 10 streets and 4 open spaces by end of 2025	Clearing of 10 streets and 4 open spaces by end of 2025
Environmental and Waste Management	Clean environment by June 2027	Increased access to refuse removal	Number of waste tons collected from 600 households by 30 June 2025	BSD01 KPI 3	600 households are serviced with waste collection services	in all wards	1000 tons of waste to landfill site	1200 tons of waste to Landfill site;	Collect 1000 tons of waste from 600 households by 30 June	Collect 1000 tons of waste from 600 households by 30 June	Collect 1000 tons of waste from 600 households by 30 June
Environmental and Waste Management	Clean environment by June 2027	Tons of municipal solid waste diverted from landfill to recycling	Number of tons of municipal solid waste diverted from landfill to recycling by June 2025.	BSD01 KPI 4	Two-recycling facilities	Ward 7 and 21	60 tons diverted to recycling	60 tons diverted to recycling	60 tons diverted to recycling	60 tons diverted to recycling	60 tons diverted to recycling



Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Environmental and Waste Management	Clean environment by June 2027	Effective implementation and compliance with IWMP requirements	Number environmental awareness campaigns conducted by 30 June 2025		24 awareness campaigns conducted in 2023/24 financial year		Conduct 24 Environmental Awareness campaigns	Conduct 24 Environmental Awareness campaigns	Conduct 24 Environmental Awareness campaigns	Conduct 24 Environmental Awareness campaigns	Conduct 24 Environmental Awareness campaigns
Environmental and Waste Management	Final approved Climate Change Adaptation Strategy by 2027	Improved response and resilience from climate change impacts	Approved Situational Analysis on Climate Change Adaptation Plan by 30 June 2025	BSD01 KPI 3	Climate Change Chapter on IDP, No Approved Climate Change Strategy	All wards	Improve the IDP Environmental chapter climate change situational analysis	Budget for Climate Change Strategy	Develop Situational Analysis for Climate Change Adaptation Plan by 30 June 2025	Finalization of Climate Change Adaptation Plan	Approval of Climate Change Strategy
Libraries and Information Services	Promote and suport access to libraries and information services by 2027.	Number of libriary activities conducted by 30June 2027.	Established book clubs, Number of Information Centres,- established ,measure user access to municipal libraries,Library activities, Support local writers by 30 June 2025	BSD 01 KPI 8	50% of wards are having library and information services. Two main Libraries, 4 modular Libraries, 1 school/community library and 10 school libraries.		1. Conduct 5 library activities annually 2.Establish 5 Book Clubs 3. Establish 5 information centers	1. Conduct 5 library activities annually 2. Establish 5 Book Clubs 4. Assess functionality of the 5 information centers by 30 June 2025	1. Conduct 5 library activities by 30 June 2025. 2.Establish 5 Book Clubs 4. Establish 5 information centers	1. Conduct 5 library activities annually 2.Establish 5 Book Clubs 4. Assess functionality of the information centers	1. Conduct 5 library activities annually 2.Establish 5 Book Clubs 4. Establish 5 information centers
			Updated library user register by 30 June 2027								
		Number of Book clubs established by 30 June 2027									



Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Early Childhood Development Centres	Establish one ÈCDC in every ward by 2027.	Well established and adequate Early Childhood Development Centers	Number of Early Childhood Development Centers constructed (ward 02,28,09 &30) by 30 June 2027.	BSD 01 KPI 8	32 constructed Early Childhood Development Centres (4 under construction)		Construction of 4 Early Childhood Development Centers in three wards	Construction of 4 Early Childhood Development Centers in three wards	Construction of 4 Early Childhood Development Centers in four wards (02, 28,09 & 30)	Construction of 4 Early Childhood Development Centers in three wards	Construction of 4 Early Childhood Development Centers in three wards
Pound	Reduce stray animals by 2027 within Nyandeni JurisIdiction.	Compliance of law and order by June 2027	Number of Animal Pound By - laws enforced by 30 June 2025	BSD 04 KPI 62	Ensure Animal Pound By - laws enforced					Enforce Animal Pound By - laws 30 June 2026	Enforce Animal Pound By - laws 30 June 2027
Pound	Well maintaned Pound by 2027	Number of pounds improved	Number of Pounds maintained by 30 June 2025		Two Pounds maintained by 30 June 2027					Maintaining and Manaiging Pounds. (Ngqeleni & Libode) by June 2026	Maintaining and Manaiging Pounds. (Ngqeleni & Libode) by June 2027
Cemetery	Well managed grave taggs and cemetery recording system by 2027	Well managed grave tegging and improved cemetery recording system by 2027	Number of Improved tagged graves and managed cemetery recording system by 2025		Improved grave tegging and improved cemetery recording system in Two cemeteries by 2027					Improving grave tags and recording system by 30 June 2026	Improving grave tags and recording system by 30 June 2027
Cemetery	Well maintaned cemeteries by 2027.	Well maintained and managed cemeteries by 2027	Number of Cemeteries maintained by 30 June 2025		Two cemeteries mainatened and managed 30 June 2027					Maintaining and Manaiging Cemeteries. (Ngqeleni & Libode) by June 2026	Maintaining and Manaiging Cemeteries. (Ngqeleni & Libode) June 2027
HIV/AIDS & Health Related Matters	To contribute towards reduction & the spread of communicable and Non	To establish support groups and provide socio economic support	Number of established and supported groups, by 30 june 2025.	GG 011 KPI 048	50 Active Support Groups, 16 annual initiation campaigns,		1. Establish 02 support groups 2. Support 50 active support groups 3.	1. Establish 02 support groups 2. Assess functionality of the active support groups	1. Establish 02 support groups by 30 June 2025.	1. Establish 02 support groups 2. Assess functionality of the active support groups	1. Establish 02 support groups 2. Assess functionality of the active support groups

Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	communicable diseases by 30 June 2027				2.Non-communicable and communicable, 1 Inkciyo programme, 1 school awareness programme.		Quartely sittings of Local Aids Council		2. Assess functionality of the active support groups		
					3. 16 Initiation awareness campaigns						
					4.Sittings of quarterly Local AIDS Council, by 30 June2025.						
									3.Number of initiation campaigns conducted by 30 June 2025		
									4. Quartely sittings of Local Aids Council		
			Number of initiation campaigns conducted by 30 June 2025								
			Number of local AIDS Council convened by 30 June2025								
								4. Quartely sittings of Local Aids Council		4. Quartely sittings of Local Aids Council	4. Quartely sittings of Local Aids Council.
Free Basic Services	Increase access to free basic services and improve quality of life of	1. Percentage of new indigent benficiaries. 2. Impementable electronic	1. Number of beneficiaries provided with alternative energy by 30 June 2025.	BSD 02 KPI 9	1.		1.	1. Implementation of 4 Isdima Projects 2. Provision of electricity	1. Implementation of 5 Isdima Projects 2. Provision of electricity	1. Implementation of 4 Isdima Projects 2. Provision of electricity	1. Implementation of 4 Isdima Projects 2. Provision of electricity 3. Provision of alternative energy

Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	indigent by 2027.	indigent register	2. Implementation of social relief service, 3 Implementation of Isdima project.		One isidima project done at Ward 19 2. 3840 beneficiaries of coupons. 3. 1664 Gas combo energy provided. 32 wards provided with 13 water tanks and 32 households fenced.		Planning of Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy	coupons 3. Provision of alternative energy	coupons 3. Provide 1664 households with alternative energy Gas Combo by 30 June 2025	coupons 3. Provision of alternative energy	
		Increased number of credible indigent beneficiaries. By 30 June 2027	Number of gas refilled for 3200 beneficiaries by 30 June 2025		3200 beneficiaries of 9kg Gas Refill				Refill 3200 Gas (9kg Gas) by 30 June 2025		
Public Safety & Security	To Reduce Road accidents and fatalities within Nyandeni Juridiction. by 2027)	Improved road safety by June 2027	Conduct 4 Road Safety Programmes conducted by 30 June 2025	BSD 04 KPI 60	Conducted 2 road safety programmes		Conduct 2 road safety programs	Conduct 2 road safety programs	Conduct 4 road safety programs by 30 June 2025	Conduct 4 road safety programs	Conduct 4 road safety programs

Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Public Safety & Security	To Reduceoverall crime rates by (5 - 10% by 2027)	Compliance of law and order by June 2027	Number of by-laws enforced by 30 June 2025	BSD 04 KPI 62	10 Municipal By-laws were enforced		1. Develop appropriate systems and mechanisms for enforcement of Municipal By - Laws 2. Enforce 20 Municipal By - Laws	Enforce 20 Municipal By - Laws	Enforce 10 Municipal By – Laws by 30 June 2025	Enforce 10 Municipal By - Laws	Enforce 10 Municipal By - Laws
Public Safety & Security	To Reduceoverall crime rates by a targeted percentage (5 - 10% by 2027)	Compliance with National Road Traffic Act and regulations	Number of awarenens campaigns conducted for safety in our roads by 30 June 2025.		Conducted two road safety programmes in 2023/24		Conduct two arrive alive campaign	Conduct Two arrive alive campaign and one School campaign	Conduct Two Arrive Alive campaign and two School campaign by 30 June 2025.	Conduct Two Arrive Alive campaign and two School campaign	Conduct Two Arrive Alive campaign and two School campaign
Public Safety & Security		Compliance with National Road Traffic Act and regulations	Number of reports compiled on road accidents recorded by 30 June 2025		New target		Report Annually on number of accidents recorded	Repot Annually on number of accidents recorded	Repot Annually on number of accidents recorded by 30 June 2025	Repot Annually on number of accidents recorded	Repot Annually on number of accidents recorded
Public Safety & Security	infrastructure improvements and better regulation enforcemwent	1. Compliance with road traffic signs and markings. 1. Safe vehicle impoundment center.	1. Upgraded road trffic signsand markings in both towns. 2. Safe vehicle impounment centre in both towns.		New target					1. Report annually on upgraded road traffic signs and markings in both towns. 2. Progress Report on the establishement of vehicle empoundment centre.	1. Report annually on upgraded road traffic signs and markings in both towns. 2. Report on well established vehicle empoundment centre.
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety	Compliance with National Road Traffic Act and regulations	Number of ticket fines issued		3 Tickets per day per Officer		Reports Annually on number of issued tickets.			Issue 3600 ticket fines	Issue 3600 ticket fines



Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety	Compliance with National Road Traffic Act and regulations	Number of licensed and registerded vehicles		360 Motor vehicles licensed and registered		Reports Annually on number Motor vehicles licensed and registered			360 Motor vehicles licensed and registered	360 Motor vehicles licensed and registered
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety	Compliance with National Road Traffic Act and regulations	Number of learners license applications and issues		1,200 learners license applications are made and issued		Reports Annually on number of learners license made and issued.			1,200 learners license applications made and issued	1,200 learners license applications made and issued
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety	Compliance with National Road Traffic Act and regulations	Number of applications for driving license cards made and issued		1,200 driving license cards application are made and issued		Reports Annually on number of drivers license made and issued.			1,200 driving license cards application are made and issued	1,200 driving license cards application are made and issued
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety	Compliance with National Road Traffic Act and regulations	Number of applications for PrDP's made and issued		360 PrDP applications and issues are done		Reports Annually on number of PrDP's made and issued.			360 PrDP applications and issues are done	1,200 driving license cards application are made and issued



INFRASTRUCTURE DEVELOPMENT

Strategic Focus Area	5 Year Objective	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Transport and Roads	Provide intergrated transport and Mobility			Construction of 50km of Flexible wearing Course	Improved quality of municipal road network by 2027	Number of kms constructed Low Volume Surfaced Access Roads		63.71km	26,23,28,10,7,2,11,12	Tholeni Access Road ward 26, Ntshazini to Ncanzibe ward 23 &28, Sofia Access Road ward 10, Langakazi ward 2 , Libode Internal Street Phase1 ward 7	Libode Internal Street Phase 2 Ward 7, Ngqeleni Internal Street Phase 2 ward 7, Ngolo to Corana ward 11 & 12, Bidiza to Sundwana AR Ward 13, Manqabeni to Mngwangweni Ward 23	New Rest to Mncane/Vgate ward 10, Libode Pound Surfaced Road, Ngolo New Extensions Low Volume AR,	New Rest to Mncane/Vgate AR	....
Transport and Roads	Provide intergrated transport and Mobility			Construction of 300km of Gravel wearing Course	Improved quality of municipal road network by 2027	Number of kms constructed Gravel Access road		70km	4,24,20,2,13,16.9,26,24,15,22, 17,4,22,30,26,27,3,19,1,3,28,31,1 9,25	Mdini to Mcwili ward 4, Mbange ward 24, Majikija to Dokodela ward 3	Mabululu to Ncitwa Access Road Ward 2, Mafini FPSU Access Road ward16, Mvilo Access Road and Bridge ward 20, Jange Access Road and Bridge ward 25	, Dininkosi to Mhlabeni ward 9, Mngcibe Coastal Road ward 26, Nkumandeni ward 24, Khuleka ward 15, Manyoni to Nongxenga ward 22, Mdumazulu to Ludaka ward 17, Makhotyana Main Road ward 4	Canzibe Access Road ward 22, Ngxangula to Lutsheko AR ward 30, Coastal AR Ward 26, Mabusini AR 27, Dokodela to Gongo ward 3, Gotsi AR ward6, Mlwamli AR ward 26, Njimaza to Dangeni AR ward19, Zandukwana to Nqitheni Main Road Ward 1 &3	Mfundweni Internal Roads ward 28, Mahobeni to Coza ward 3, Mandlovini to Khubusi Ward 13, Zandukwana Main Road ward 1,Mtomde AR ward 31, Nodushe Access Road and Bridge ward 6, new Area to Magutyana Main Road ward2 ,Mhlongwan

Strategic Focus Area	5 Year Objective	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
														a to Nomcamba ward 19
Transport and Roads	Provide intergrated transport and Mobility			Compliance with Environmental Legislative Framework	Improved quality of municipal road network by 2027	Environmental Impact Assessment and Stormwater Management Plan , LITP		Stormwater Management Plan and Local Intergrated Transport Plan	5		EIA for Mpindweni access road ward 5, Stormwater Mnagement Plan, Local Roads	…	…	…
Transport and Roads	Provide intergrated transport and Mobility			10km of Non-motorized transport	Improved quality of municipal road network by 2027	Number of kms for Non-Motorized transport path		6km	7 &21	`	Ngqeleni Non motorised ward 21, Libode Non Motorised ward 7	…	…	…
Transport and Roads	Provide intergrated transport and mobility			Rehabilitation of 250km of gravel wearing course	Improved quality of municipal road network by 2027	Number of km rehabilitated		43.5	10,9,2,6,25,12,2,21,16,17,24, 6,2526, 23, 32	Zikhoveni A/R ward 10, Dininkosi A/R Ward 9, Mahahane AR ward 2, Nodushe AR Ward6, Bhucula AR ward 25, Galili AR ward 12,	Mpindweni AR ward 32, MagcakiniAR ward 21, Maqhingeni A/R ward 16, Mhlahlane Ward 17, Buthongweni AR ward 24, Ntsimbini AR ward 23	Ntsonyeni A/R ward 6, Mngcibe A/R ward 26, Vezamandla A/R Ward 29,		…
												Makhwaleni A/R Ward 02	Ngolo to Nzuluka A/R Ward 05,	
												,Mbhobhelen i to Bungu A/R Ward 27,	Dalaguba to Deep Level AR Ward 16, Lusizini to Cwele A/R. Ward 19	
												Nkanini AR ward, ward 11		

Strategic Focus Area	5 Year Objective	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Transport and Roads	Provide intergrated transport and mobility				Improved quality of municipal road network by 2027	Functional Stormwater Structures		Stormwater Constructed at ward 21 and 07	7 ,21		Libode CBD ward 7	Ngqeleni ward CBD 21	Maintain Stormwater at ward 7 and 21	Maintain Stormwater at ward 7 and 21
Transport and Roads	Provide intergrated transport and mobility			Maintenance of 600 km of gravel wearing course	Improved quality of municipal road network by 2027	Number of kilometers (gravel road of Routine Access road by 30 June 2025		50	7,19,3	(Bolotwa to Chunu A/R, Mpendle A/R, Mthomde A/R,Coza A/R,Rolini A/R,ThungwiniA/R,Mahahane A,R,Mcuku A/R ,Lusizini & Cwele A/R	(Bolotwa to Chunu A/R 5KM, Coza-Mlomo A/R 6,5 km, Thungwini A/R= 4km, Mcuku A/R 4,5 km, Lusizini and Cwele A/R 4,5 ,Noxojwayo 5km, Belmond A/R 4,5KM)	Routine maintenance of 34km of Access Roads	Routine maintenance of 60km of Access Roads	Routine maintenance of 60km of Access Roads
Transport and Roads	Provide intergrated transport and mobility			Maintenance of 600 km of gravel wearing course	Improved quality of municipal road network by 2027	Number of kilometers (gravel 0f road Periodic Access road by 30 June 2025		50	8, 21 30,5, 6 ,	(Mzonyane A/R , Magozeni A/R, Zinduneni to Bandla A/R,Bhonxothi to Kham A/R, Sidikideni A/R,`Bucula to Mamolweni A/R	Mamfengwini A/R 5.5 Kilometres ,Mhlatyana A/R 4.5 Kilometres , Mpendle A/R 4.7 Kilometres, Thonti A/R 5.7 Kilometers , Ndayeni A/R 4Kilometres , Msintsini to Mgojweni A/R) 5.6 Kilometres, Maqanyeni to Great Place Clini ward 21 and 30, Mfabantu ward 30	Periodic Maintenance 24.0km of gravel Road	Periodic Maintenance 30km of gravel Road	Periodic Maintenance 30km of gravel Road
Transport and Roads	Provide intergrated transport and mobility			Maintenance of 11.6 Km of Surfaced Roads	Improved quality of municipal road network by 2027	Number of km Maintaned of Surfaced Roads		11.63	7 , 21 , 14	Libode CBD and Ngqeleni CBD	Libode CBD ward 7 and Ngqeleni CBD 21 , Dontsa to Mangwaneniward 14	Libode CBD and Ngqeleni CBD, Dontsa to	Libode CBD and Ngqeleni CBD, Dontsa to Mangwaneni	

Strategic Focus Area	5 Year Objective	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
												Mangwaneni 14		
Transport and Roads	Provide intergrated transport and mobility			Maintenance of 11.6 Km of Surfaced Roads	Improved quality of municipal road network by 2027	Number of km Maintaned of Surfaced Roads		5.5km	2		…	Manteinance of Langakazi A/R	Manteinance of Langakazi A/R	Manteinance of Langakazi A/R
Transport and Roads	Provide intergrated transport and mobility			Maintenance of 11.6 Km of Surfaced Roads	Improved quality of municipal road network by 2027	Number of km Maintaned of Surfaced Roads		7km	2		…	Manteinance of Sofia A/R	Manteinance of Sofia A/R	Manteinance of Sofia A/R
Transport and Roads	Provide intergrated transport and mobility			Maintenance of 11.6 Km of Surfaced Roads	Improved quality of municipal road network by 2027	Number of km Maintaned of Surfaced Roads		5.5km	2		…	…	Maintenance of Tholeni A/R	Maintenance of Tholeni A/R
Transport and Roads	Provide intergrated transport and mobility			Construction of Public Transport Facilities	Increased access to and utilisation of social and community facilities	Number of Constructed Public Transport Facilities		2 Transport Hub	4,23,26		Marubeni Public Transport Facility ward 4	Canzibe Public Transport Facilities Ward 23	Mthatha Mouth Public Transport Facilities Ward 26	…
Housing and Community Facilities	Promote access to community facilities			Provide social community Facilities	Increase access to social facilities	Number of community halls constructed		8 Community Halls Constructed	16,25,29,12,31,02,10,22, 30,9,1,14,23,26,33,13,7,21	In Ward 16,25,29 &12	In ward 31, 02,10,22	Construct 4 Community halls In ward 30,9,1,14	Construct 3 Community halls In ward 23, 26,32	Construct 3 Community halls In ward 13,7,21
Housing and Community Facilities	Promote access to community facilities			Upgrade 2 existing Sport Fields	Increase access to social facilities	Number of Sport fields upgraded		2 Sportfield Facilities	21	Ngqeleni Sport Field ward 21	Upgrade of Ngqeleni Sport Field	Construction of Ngqeleni Sportfield phase 2	…	…
Promote occupational health and safety compliance	Ensure compliance on all projects			Provide health and safety to all projects	Impove health and safety compliance within the Municipality.	Annual Occupational health and safety by 30 June 2025		Annual report developed on Occupational (Health and safety)	In all projects		Annual report developed on Occupational (Health and safety)	Annual report developed on Occupational (Health and safety)	Annual report developed on Occupational (Health and safety)	Annual report developed on Occupational (Health and safety)
Promote public	Community involment in			By involving communities	Decentrralised public	Annual ISD report		Annual report	In all projects		Annual report developed on	Annual report	Annual report	Annual report

Strategic Focus Area	5 Year Objective	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
participation in all projects	project implimentation by 2023			in developmental projects(instutional social facilitation)	relations through stakeholder participation	developed by 30 June 2025		developed on ISD (instutional social development)			ISD (instutional social development)	developed on ISD (instutional social development)	developed on ISD (instutional social development)	developed on ISD (instutional social development)
Energy and Electricity	To provide access to energy infrastructure by 2027			Prevent Crime through Installation of Highmasts	Improved Public Safety and Crime Reduction by 2027	Number of Highmast installed		4 High Masts Installed	13		Buntingville ward 13 , Nyangilizwe Ward 11	Install 2 high Masts	Install 2 high Masts	Install 2 high Masts
Energy and Electricity	To provide access to energy infrastructure by 2027			Prevent Crime through Installation of Street Lights	Improved Public Safety and Crime Reduction by 2027	Upgrade of Street Lights in Libode Town ward 07 and Ngqeleni Town ward 21 by 30 June 2025		Street Lights on R61	7,21		Libode CBD ward 7 Phase 1, Ngqeleni CBD ward 21 Phase 1	Libode CBD ward 7 Phase2 , Ngqeleni CBD ward 21 Phase 2	Libode CBD ward 7 Phase3 , Ngqeleni CBD ward 21 Phase 3	
Energy and Electricity	To provide access to energy infrastructure by 2027			Improve Access to Electricity	Number of dwellings with access to electricity by 2027	Number of house holds connected into electricity Infrastructure 30 June 2023		1022 dwellings provided with electrical infrastructure by June 2023	20,2,6,16,5,25,28,24	Number of house holds connected into electricity Infrastructure (Extensions) in Ward 20 Egoli, ward 2 Zele& Thungwini , ward 6 Mgwenyana ,ward 16 Siwela Mafini and Njova , by 30 June 2023	135 h/h Zinkumbini in ward 4, 82 h/h in Bomvini ward 5 , 78 h/h in Gebane ward 5, 58 in Lwandile ward 25 , 16 h/h in Mphimbo ward28, 55 h/h Mzonyane ward 25, 40h/h in Ntshilini ward 26, 78 h/h Sidanda ward 28, 69h/h in Sizindeni ward 28 , .24h/h Mankosini Phase in ward 26, 24h/h in	61h/h Ngidini ward 18, 39h/h Mhlatyana ward 18, 96h/h in Bhukwini in ward 18, 62h/h in Manxiweni ward 18, 36h/h Bhakaleni ward 18, 90 h/h in Mbiza ward 18, 108 h/h in Ntibane ward28, 67h/h in Mngcibe	137h/h in University ward 15, 80 Gxokweni ward 15 , 77h/h Khuleka Phase 2 ward15 , 55h/h in Mtyu ward 15, 44h/h Nquba ward 17 , 44h/h Guqa ward 17, 19h/h Mdumazulu Phase 3 ward 17 , 49 h/h Mthonjaneni ward 15	

Strategic Focus Area	5 Year Objective	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
											Ntsimbini ward 26, 55 Zixambuzi in ward 26	Phase 2 ward 25,		

HUMAN SETTLEMENTS

Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Integrated Human Settlement	Provide access to Integrated Human Settlement	Developed sustainable human settlements by 30 June 2027	Report on number of housing units delivered by Nyandeni local municipality as an implementing agent by 30 June 2026						Constuction of 150 low cost housing units	Deliver 200 low cost housing units as an implementating agent by 30 June 2026	Constuction of 290 low cost housing units
Provision of Human Settlement	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	Developed sustainable human settlements by 30 June 2027	Report on number of quarterly assessments conducted by 30 June 2026				Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2023	Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2024	Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2025	Conduct four quarterly assessment and inspection of current running human settlement projects by 30 June 2026	Conduct four quarterly assessment and inspection of current running human settlement projects by 30 June 2027
Provision of Human Settlement	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human	Developed sustainable human settlements by 30 June 2027	Number of housing consumer education awareness campaigns conducted by 30 June 2026				Conduct four housing consumer education awareness campaigns by 30 June 2023	Conduct four housing consumer education awareness campaigns by 30 June 2024	Conduct four housing consumer education awareness campaigns by 30 June 2025	Conduct twelve (12) housing consumer education awareness campaigns by 30 June 2026	Conduct twelve (12) housing consumer education awareness campaigns by 30 June 2027



Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	settlements by 2027										
Provision of Human Settlement	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	Developed sustainable human settlements by 30 June 2027	Number of Capacity Building workshops conducted for councillors on Disaster Management and Housing Policies by 30 June 2023				Conduct two Capacity Building Workshops for Councillors on Disaster Management and Housing Policies by 30 June 2023	Conduct two Capacity Building Workshops for Councillors on Disaster Management and Housing Policies by 30 June 2023	Conduct two Capacity Building Workshops for Councillors on Disaster Management and Housing Policies by 30 June 2023		
	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	Developed sustainable human settlements by 30 June 2027	Reviewed Housing Sector Plan by 30 June 2026							Review Housing Sector Plan by 30 June 2026	
	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	Developed sustainable human settlements by 30 June 2027	Developed Housing Chapter in the 2025/26 IDP by 30 June 2026							Develop Housing Chapter in the 2026/2027 IDP by 30 June 2026	
	To coordinate the provision of sustainable rural and urban human settlements in	Developed sustainable human settlements by 30 June 2027	Number of SMMEs capaciated on Human Settlements							Capacitate 60 SMME on Human Settlements programs by 30 June 2026	Capacitate 60 SMME on Human Settlements programs by 30 June 2027





Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	partnership with department of Human settlements by 2027		programs by 30 June 2026								
	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	Developed sustainable human settlements by 30 June 2027	Deregistered and Reregistred site owners in both towns by 30 June 2026							Deregistration and Registration of 15 Site owners in both towna by 30 June 2026	Deregistration and Registration of 15 Site owners in both towns by 30 June 2027
	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	Provide access to decent human settlements	Updated Housing Needs Register by 30 June 2026							Updated Housing Needs Register by 30 June 2026	
			Ngqeleni electricity rectified on Human settlements project by 20 June 2026							Ngqeleni electricity rectification on Human settlements project by 20 June 2026	





SPATIAL PLANNING

Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	Formalized township by 30 June 2026	Approved township establishment application by 30 June 2026							Develop township establishment application, EIA and Geotech of Libode pilot area by 30 June 2026	Opening of township register by 30 June 2027
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	Formalized township by 30 June 2026	Approved township establishment application by 30 June 2026							Develop township establishment application, EIA and Geotech of Ngqeleni pilot area by 30 June 2026	Opening of township register by 30 June 2027
Spatial Planning and Land use Management	Spatial Planning and Land use Management by 2027	Urban development of nodal towns	Implemented Phase one (Bulk Infrastructure report) of Ngqeleni Urban Design Framework by 30 June 2026							Imlpement Phase one of Ngqeleni Urban Design Framework by 30 June 2026	Imlpement Phase two of Ngqeleni Urban Design Framework by 30 June 2027
Spatial Planning and Land use Management	Land Survey and Mapping by June 2028	Approved S.G diagrams for all properties	Better determination of property boundaries and pegs. Registration of Subdivisions at the Surveyor General office							Land survey of 400 sites in Libode and Ngqeleni by 30 June 2026	Redetermination of pegs in both towns by June 2027
Spatial Planning and Land use Management	Spatial Planning and Land use	Ease of navigation and accessing of Nyandeni	Installation of street name poles with street numbers						Public consultation for street name inventory by 30 June 2025	Install street name poles with street numbers by 30 June 2026	Geo referencing of street names by June 2027



Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Management by 2027	towns and settlement areas	by 30 June 2026								
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	Increased Property Revenue Base by 30 June 2027	New township established (Ngqeleni 100 site) by 30 June 2026						Approved township establishment application of Ngqeleni 100 middle Townshipincome Township establishement by 30 June 2025	Preparation and Submission of general plan to S.G for approval by 30 June 2026	Opening of township register by 30 June 2027
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	Coordinated and cohenrenr land-use by 30 June 2027	Approved reviewed Spatial Development Framework by 30 June 2026							Preparation of Spatial Development Framework by 30 June 2026	
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	SPLUMA compliant land use management by 30 June 2027	Percentage of Assessed and processed development plans applications by 30 June 2024				Assess and process 100% of received development planning application by June 2023	Assess and process 100% of received development planning application by June 2024	Assess and process 100% of received development planning application by June 2025	Assess and process 100% of received development planning application by June 2026	Assess and process 100% of received development planning application by June 2027
Building Control	Compliance with Built Environment Norms and Standards by 2027	Compliant Building Structures by 30 June 2028	% of Processed building plan submissions in compliance with building regulations and standards by 30 June 2024				Process 100% of building plan submissions in compliance with building regulations and standards by 30 June 2023	Process 100% of building plan submissions in compliance with building regulations and standards by 30 June 2024	Process 100% of building plan submissions in compliance with building regulations and standards by 30 June 2025	Process 100% of building plan submissions in compliance with building regulations and standards by 30 June 2026	Process 100% of building plan submissions in compliance with building regulations and standards by 30 June 2027
Building Control	Compliance with Built Environment Norms and Standards by 2027	Compliant Building Structures by 30 June 2028	Monitoring report on Construction of buildings in compliance with approved						Monitoring 100% building structures constructed in compliance with building regulations	Monitoring 100% building structures constructed in compliance with building regulations and standards by 30 June 2026	Monitoring 100% building structures constructed in compliance with building regulations and standards by 30 June 2027



Strategic Focus Area	5 Year Objective	Outcomes Indicator (5 years)	Output Indicator (2025/2026)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			building plans by 30 June 2024						and standards by 30 June 2025		
Building Control	Compliance with Built Environment Norms and Standards by 2027	Compliant Building Structures by 30 June 2028	Percentage of monitored buildings built in contravention of the National Building regulations (Non submission of building Plans						Monitor Construction of buildings in compliance with approved building plans by 30 June 2025	Monitor Construction of buildings in compliance with approved building plans by 30 June 2026	Monitor Construction of buildings in compliance with approved building plans by 30 June 2027
Spatial Planning and Land use Management	To provide Integrated spatial planning, land use management and built environment by 2028.	Property Development of Vacant Sites	Number of sites disposed at Lbode Extension 6							Dispose off 31 (30 residential and 1 business) sites at Libode extension 6	





NYANDENI LM -DISTRICT DEVELOPMENT MODEL PROJECTS

BACKGROUND

O.R Tambo District Municipality (ORTDM) was identified as one of the pilot sites for the implementation of the District Development Model (DDM). The President in Lusikisiki, Ingquza Hill Local Municipality launched the DDM on the 17th of September2019.

The DDM is based on establishing District/Metro Hubs that embody One Plan of government to express the short term, medium term and long-term development objectives of national, provincial and local government in the geographic boundaries of the District/Metro. The One Plan is strategic in nature expressing the commonly agreed diagnostics, strategies and commitments that are be broken down to annual operational plans and a multi-year implementation plan to enhance service delivery and development in the district space beyond the 5-year IDP period.

Each sphere and sector department will have to elaborate in more detail their own plans and actions within the scope of their mandated powers and functions to give effect to the One Plan as well as execution of their functions. Budgets, including conditional grants and equitable share, will need to be allocated to the extent that spheres and departments execute the One Plan commitments. The OR Tambo DDM Hub established by the Minister of Co-operative Governance will ensure that integrated planning and implementation by all three sphere of government takes place, as well as report on the catalytic projects “through the single line of sight dashboard” that the President alluded to on the launch of the DDM Pilot District of OR Tambo in 2019.

The key objective of the Model is that of all three spheres and facets of government operate in unison on One Plan, thus enabling coherent, seamless and sustainable service delivery and development with integrated impact on the quality of life and quality of living spaces at local and municipal levels. The plan further incorporates the private sector as well as civil society interests.
In giving effect to the vision of One Plan positively affecting lives at a local level, the DDM is premised on institutionalizing a programmatic approach to Intergovernmental Relations. Integrated Service Delivery Model (ISDM) is partly implemented through DDM approach. The provincial department proposed the review of the ISDM and the District Municipality is in a process to do the review. The DDM enables in:

- Improving integrated planning across government through the formulation and implementation of One Plan.
- Streamlined and effective Local Government and/or authority’s capacity building by consolidating and strategically coordinating capacity building initiatives and programmes at district level.
- Municipalities and authorities to perform their mandated functions and duties effectively and efficiently by mobilizing and making available expertise, key skilled personnel and systems that can be shared between district as well as local municipalities and authorities as needed.
- Monitoring of the effectiveness of government and the spatial and developmental impact on communities.

The more specific spatial scale objectives are:

- To focus on the District/Metropolitan spaces as the appropriate scale and arena for intergovernmental planning and coordination.
- To provide both an institutional approach by focusing on local and district municipalities, whilst emphasizing the territorial or geographic space as an appropriate ‘landing strip’ to further channel development.
- To focus on the OR Tambo District as a developmental space (IGR Impact Zone) that is a strategic alignment platform for all three spheres of government, in order to guide and direct all strategic investments and projects to also enable transparent accountability.
- To produce a Spatially Integrated Single Government Plan (as an Intergovernmental Compact) for each of these spaces that guides and directs all strategic investment spending and project delivery across government and forms the basis for accountability.
- To facilitate for harmonized Integrated Development Plans, which are interrelated and interdependent with elements of independent development hubs supported by comprehensive plans and anchor projects.

The Plan intends to take development to the communities whilst implementing an inter and intra governmental as well as a society wide and localized social compact based on commonly agreed diagnostics, strategies and actions, which are implementable in the short, medium and longer terms. The Eastern Seaboard assist in coordinating inter-municipal planning development of Smart city. This is anticipated to bring about enhanced cooperative governance through improving coherence and spatial targeting impact of all three spheres of governance. By acting in unison, there will be a common appreciation and understanding by all three spheres of governance of the service delivery and development dynamics, challenges and opportunities in various communities calibrated for practical purposes at a district/metropolitan spatial scale.
The district/metropolitan scale enables national and provincial government to have sufficient consideration of local conditions and contexts so that policies, plans, programmes and projects can be made more responsive to the needs of localities and communities. It also enables municipalities to articulate the strategic support and unlocking required by national and provincial government to improve prioritization, spatial alignment of investment, and implementation.





The OR Tambo District is endowed with a vast ocean line which create a good climate for a thriving agriculture economy as well as potential to unlock the oceans economy. The One Plan of the OR Tambo District expresses the aspirations of the three spheres of government to create a coastal smart city that is anchored in agriculture and the oceans economy, with multiple spin-offs to sectors such as tourism, ICT, energy and manufacturing.

Table 4: ***DDM Focal Areas***

Focal Areas/Strategies	Number of Programmes listed	Total budgets
People Development		
1. Increase employment opportunities per economic sector development opportunities	18	R 4,183 Bn
2. Increase household income	5	
3. Lower Unemployment and Poverty	6	
Economic Positioning		
4. Establishment of a coastal smart city as the economic hub of the region	6	R 2,287 Bn
5. Development of an oceans economy as one of the two primary economic legs of the district area	4	
6. Target primary economic sectors that have been identified as having development opportunity	3	
7. Identify scale, nature and extent of sector development	2	
8. Establish SMMEs in line with employment and business opportunities available to create self-sustaining communities	1	
9. Continuous monetary circulation through economic sector development and resultant stimulation of economic activity	3	
10. Determine informal economy business requirements and provide and incorporate the necessary support accordingly	2	
Spatial Restructuring & Environmental Protection		
11. Map existing bulk infrastructure capacity for economic businesses	1	R 22,675 Bn
12. Determine bulk infrastructure requirements to support sustainable economic business creation and production	2	
13. Obtain the required environmental approval for development of the coastal smart city	1	
14. Map potential oceans economy sites for development	1	
15. Map existing bulk infrastructure capacity for human settlements	2	
16. Determine bulk infrastructure requirements to support integrated human settlements	3	
17. Identify potential development options	3	
18. Create a sustainable development base	1	





District Development Model One Plan Catalytic Projects

Catalytic projects refer to programmes and projects required to address the development objectives of the area, that have potentially high catalytic impact to achieve the transformation of the area from the current state to the future desired state, lead to sustainable long-term economic and socio-economic development and that will ultimately compliment that area. Catalytic projects were identified to serve as drivers for development in the district area. The projects are integrated with the One Plan to ensure maximum impact on the growth potential within the regional. The catalytic projects are as follows:

Table 5: ***DDM Catalytic Projects***

Item	Project name	Municipal Area	Source	Sector type	Status	Value
1	N2 Wild Coast Highway (transport infrastructure) – all LM and DM	ORTDM	IDP, strategic documentation	Roads	Design	R 13,484,000,000.00
2	Mthata Airport Upgrade (transport infrastructure) (KSD LM)	ORTDM	IDP, strategic documentation	Roads	Design	R 4,506,000
3	Mzimvubu Multi-Purpose Project (Mhlontlo LM)	ORTDM	IDP, strategic documentation	Economic	Design	R 6,012,003
4	Wild Coast Meander Road (transport infrastructure)	ORTDM	IDP, strategic documentation	Roads	Design	R 210,018,009
5	Wild Coast SEZ (logistics)	ORTDM	IDP, strategic documentation	Economic	Design	R 8,024,018
6	Special Economic Zone (SEZ)	KSDLM	IDP, strategic documentation	Economic	Design	R 12,036,045
7	Mzimvubu Multi-Purpose Project	MLM	IDP, strategic documentation	Economic	Identified	R 2,042,063
8	Tyalarha – Qunu – Vuyani 132kV line refurbishment	KSDLM	IDP, strategic documentation	Energy	Identified	R 21,181,250
9	Qunu substation extensions	KSDLM	IDP, strategic documentation	Energy	Design	R 74,663,882
10	Qumbu Substation Extensions	KSDLM	IDP, strategic documentation	Energy	Design	R 35,802,694
11	New Taweni Substation	KSDLM	IDP, strategic documentation	Energy	Design	R 119,325,394
12	New Hombe Substation	KSDLM	IDP, strategic documentation	Energy	Design	R 119,219,395
					Total	**R 14,096,830,753.00**

The establishment of the OR Tambo DDM Hub with specialists – women majority
Finalization of the OR Tambo District Profile and uploading to the COGTA Website.
Successful consultations in the development of the OR Tambo One Plan despite Covid-19 constraints
Endorsement of the One Plan by all 5 LMs, the DM, Prov. G&A Working Group, Provincial Cabinet and the Provincial Exco.
Investment Fair – Waste Economy
Advanced stages of the IMS w DPME – single line of sight

Established Partnerships

UN – Thusong, Thuthuzela & BSC ($5m)
Hollard Foundation – ECDs
NBI – Private sector coordinated participation in government initiatives
WRC – water demand management, conservation and appropriate research
DSI & WSU – Innovation towards LED
ECSA Accreditation of the OR Tambo DDM Hub for mentoring engineers
GBV Advocacy with the UN, NGOs & CBOs
ORT DDM Hub welfare programme – adhoc





Disaster Risk Management

Legislative background

In line with international trends and our national objectives of efficient and effective management of local resources, O.R. Tambo disaster management policy underscores the importance of disaster risk reduction, integrated prevent,ion of human fatalities, lifeline infrastructure, personal property, and the environment efficiently and effectively by tapping and improving in the following risk reduction capitals:

Human,
Economic,
Political,
Organizational,
Financial,
Natural, and
Technological.

This is intended to ensure that the municipality using the District Development Model can contribute towards the realization of the Sustainable Development Goals, the National Development Plan and a disaster risk reduction based sustainable development. The district municipality through its disaster management policy framework is using the human and political resource within its disaster management Centre, advances an integrated disaster risk reduction and mitigation approach to its development initiatives, the development and application of integrated disaster preparedness measures aimed at ensuring efficient and effective disaster response, recovery, reconstruction and rehabilitation operations. The municipality seeks to realign itself towards implantation of programs, initiatives and projects that not only integrate disaster risk reduction but also mitigation and prevention measures.

The following pieces of legislation and policies have a bearing on the disaster management function:

South African Constitution Act.108 of 1996
Disaster Management Act, 57 2002
White Paper on Disaster Management
National Disaster Management Framework
National Disaster Management Guidelines
National Disaster Management Regulations
National Disaster Management Handbook
Provincial Disaster Management Policy Framework
O.R. Tambo Disaster Management Policy Framework
DORA
Municipal Systems Act
Access to Information Act
POPI Act
Health Act
Social Assistance Act, etc.

The primary responsibility for disaster management in South Africa rests with the government. In terms of section 41(l) (b) of the Constitution of the Republic of South Africa, all spheres of government are required to “secure the well-being of the people of the Republic”. Disaster management is listed as a functional area in Part A of Schedule 4 of the Constitution, meaning that both





the national and provincial spheres of government are competent to develop and execute laws within this area and have powers and responsibilities in relation to disaster management. Disaster management has also been 'assigned' to local government through the promulgation of the Disaster Management Act, 2002 (Act no 57 of 2002).

The Act 57 of 2002 (as amended) is the primary legislation dealing with DM in the country. This Act provides for an integrated & coordinated disaster management policy that focuses on:

Preventing or reducing the risk of disasters (Prevention);
Mitigating the severity of disasters (Mitigation);
Emergency preparedness;
Rapid & effective response to disasters; and
Post-disaster recovery and rehabilitation.

The Act also makes provision for the establishment and functioning of DM across all focal point spheres of government and access to disaster management volunteers; and matters incidental thereto.

Disaster Management Function

Head of the Disaster Management Centre was appointed in the 2024-2025 financial year. There is qualified disaster management staff and training was conducted for unqualified staff. Other staff members were reffered to Corporate Services for inclusion in Skills Development programmesIn support of the core concepts of integration and uniformity the disaster management centre performs, its duties in realization of the four key performance areas (KPAs) supported by three performance enablers (PEs) as follows:

KPA 1: Integrated Institutional Capacity for DRM
KPA 2: Disaster Risk Assessment (DRA)
KPA 3: Disaster Risk Reduction
KPA 4: Disaster Response and Recovery
PE 1: Information Management and Communication
PE 2: Knowledge management
PE 3: Funding

These KPAs and PEs are interrelated and should be implemented following cooperative governance and project management principles. The municipality aims at developing a Disaster Operating procedure Contingency Plan that will also assist during the 2024 national elections. The disaster management centre is at 93% completion. In 2024-2025 training/ on Disaster Management was conducted in all LMs mainly focusing on Councillors, relevant staff members from Community Services, Human Settlements and Infrastructure aiming at ensuring equal footing should a disaster come. An amount of R 300 000 has been put aside for 2025-2026 FY for capacity building / trainings. The DM also conduct International Strategy for Disaster Reduction yearly around the 2nd quarter in communities zooming into international determined themes. Monthly awarenesses are conducted in communities depending on trainings applicable to the season at hand on issues of floods, fire, strong winds and droughts

The process of the gazetting of all municipal bylaws are centralised covering disaster (including fire bylaws), water and municipal health services. Earth Free Consulting was appointed in 2024-2025 FY and anticipated to be completed at the end on the financial year.





Disaster Management Challenges

Funding the disaster management function and Fire and Rescue Services is a general problem across municipalities. There is not adequate funding to implement the disaster management policy framework and Fire brigade policies of the municipality. This has a negative effect on compliance with the implementation of the four key performance areas and three enablers. This also has influence on compliance with national and provincial guidelines. The budget for disaster management has always been fluctuating with a declining trend over the past three years. Even though the NMDC has a responsibility to assist the PDMC and District, when it comes to DORA funding for disaster relief and reconstruction, the NDMC has no role to play. This results in the MDMC being unable to record the actual costs of response vs risk reduction.
Disaster Management Plan

The Disaster Management Plan draws is mandate from the Constitution of the Republic of South Africa o1996,schedule 4 Part A as well as Disaster Management Act 57, 2002 as amended. Its aims is to reduce, mitigate and to avoid potential losses from hazards, assure prompt and appropriate assistance to victims of disaster, and achieve rapid and effective recovery. The National Disaster management Framework caters for four Key Performance Areas, which are Integrated Institutional Capacity, Disaster Risk Assessment, Disaster Risk Reduction & Response and Recover, and three Enablers, which are Information and Communication, Education, Training, Public Awareness and Research as well as Funding.

The district municipality in its devours for prompt responses finalised the Disaster Risk Assessment and Disaster Management Plan and appointed a service provider to facilitate development of Disaster Risk Management Framework (Earth Free Environment Consultant). The Public Private Partnerships are sstrengthened through Disaster Advisory Forum and conducts awareness's and dissemination of early warning information.

Disaster and Risk Management

This plan fulfils the legal requirement as set out in the Disaster Management Act and the Policy Framework for Disaster Management in South Africa and confirms the arrangements for managing disaster risk and for preparing for and responding to disasters within the O.R. Tambo District municipality. The Disaster Management Act, 2002, mandates each province as well as each district and metropolitan municipality, in terms of sections 28 and 42 to “establish and implement a framework for Disaster Risk Management (DRM) aimed at ensuring an integrated and uniform approach to DRM” in its jurisdiction by all provincial and municipal organs of state, etc. The ORTDM is in a process of developing a new Disaster Management Plan, an external service provider has been appointed to compile the plan, because of the extensive research that needs to be conducted the plan will unfortunately not be adopted in May 2020 with the IDP.

Disaster Management Centre

The O.R. Tambo District Municipality shall entirely execute, facilitate and promote an integrated, coordinated and uniform approach to the disaster management continuum (prevention, mitigation and recovery) in its area of jurisdiction. This disaster management approach involves and will take into cognizance of national, provincial and municipal organs of state, statutory functionaries, private sector, communities and other role players involved in disaster management.

The focal point of all efforts in disaster risk management lies in the Disaster Management Centre. The center is required to fulfil numerous important disaster risk management functions.

A Disaster Management Centre (DMC) is under construction at Nyandeni LM and the fire station is incorporated in the DMC building. The completion is currently at 93 %. Among completed innitiatives that are fire services related include fire tower, fire engine bay, fire storeroom etc. There are no satellite fire stations constructed but the function operates in parkhomes in all LMs except KSD.

Disaster Management Advisory Forum The O.R. Tambo District Municipality has established and has a fully functional Disaster Advisory Forum as per the requirements of the Act, covering issues of disaster, fire and rescue services etc. In response to the requirements of the Provincial Fire Services Advisory Committee request, where each district in required to have its fire committee, the DM intends to establish a standalone Fire Services Advisory Committee (FSAC) which will be in the 2025-2026 FY.

The municipality and other disaster management role-players consult one another and coordinate their actions on matters relating to disaster management within the area of jurisdiction of the municipality in this body. At least the following persons/organizations serve on the above forum:





Head of District Disaster Management Centre;
Representatives of line function departments in the municipality;
Traditional leaders;
Councilors responsible for disaster management;
Non-Governmental Organizations (NGOs);
Community Based Organizations (CBOs);
Private Sector E.g. Chamber of Business; and
Institutions that can provide scientific and technological advice

The roles and functions of the Disaster Management Advisory Forum can be summarized as follow:

To be the point of coordination for all the role players;
To facilitate cooperation amongst disaster management role-players;
To develop the capacity and understating about disaster management amongst the key role- players;
To develop resources sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters;
To report to key-stakeholders including the municipal council, district municipality, provincial and national government of matters of disaster management.

The structure of the Disaster Management Plan is also explained and linked to the Key Performance Areas and Enablers of the Policy Framework for Disaster Management in the District, also known as the OR Tambo Disaster Risk Management Policy Framework (ORT DRMPF).

Addresses requirements for the establishment of integrated institutional capacity for Disaster Risk Management within the O.R. Tambo District. The plan outlines the institutional capacity required for effective Disaster Risk Management, which includes the establishment of a District Disaster Risk Management Advisory Forum, Technical Committees and a Disaster Risk Management Centre, which should incorporate a 24-hour emergency control and communications facility (CCC).

The risk profile of the District is provided based on the disaster risk assessment conducted between October and December 2013 in all five local municipalities of O.R. Tambo District Municipality. The high risks identified within the District include: human disease, hydro meteorological hazards such as severe storms, drought and flooding, fire hazards, civil unrest (crime), road transportation hazards and infrastructure/service delivery failure.

The plan addresses Disaster Risk Reduction strategies to reduce those risks identified in the previous chapter. Disaster Risk Reduction project proposals have been formulated for priority risks and a risk reduction process is described in the beginning of the chapter. These proposals will provide guidelines which will need to be adapted to the specific prevailing circumstances when they are put into use.

Response and recovery issues are highlighted. Preparedness plans for priority risks are introduced and the preparedness capacity of the district is described which leads to the identification of certain gaps and recommendations. Subsequently, an Any-Hazard Response procedure is presented that form the basis of response to all major incidents and disasters. Additional hazard-specific contingency plans are listed after which the declaration of a state of disaster and disaster classification is discussed. The chapter concludes with the identification of additional gaps and recommendations. The remaining chapters contain arrangements for the review and maintenance of the plan, a summary of the plan, as well as several annexures including contact details and additional descriptions of corporate responsibilities for Disaster Management.

This plan must be implemented as a working guideline by all municipal departments and entities for Disaster Risk Management in the district. In summary, several sections of the plan contain implementation actions that are required to ensure the effective implementation of this Plan. The most important of these are summarized below:

A 24-hour Communication Control Centre (Disaster Operations Centre/Central Communication Centre) must be established to monitor emergency and essential services' communications and early warning information systems and identify developing emergencies and disasters so that appropriate response can be activated during major incidents and disasters;





The municipality must institute the compulsory consideration of Disaster Management in the planning and execution stages of all IDP projects. This will ensure the integration of Disaster Management into the IDP, and will ensure that all plans and projects are focused on contributing to Disaster Risk Reduction and Disaster Preparedness – thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the district municipality;
The municipality must maintain a Disaster Management Advisory structure, whether this is a separate formally constituted Advisory Forum as discussed in the OR Tambo Disaster Risk Management Policy Framework, or another suitable body that fulfils the role of Advisory Forum;
The O.R. Tambo Municipal Council must adopt a formal policy for the declaration of a local state of disaster. Such a policy will replace this section of the plan, which provides a general description of issues surrounding the declaration of a state of disaster.
The municipality must regularly review and update its Plan, as required by Section 48 of the Disaster Management Act, No. 57 of 2002. O.R. Tambo Disaster Risk Management Centre is responsible for the review of the municipal Disaster Risk Management Plan on an annual basis and must provide guidance to municipal departments, Ntinga O.R. Tambo and Local Municipalities in the area of the district.

NYANDENI PROJECTS

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Nyandeni Rural ICT	Infrastructure Development, ICT Development, Fashion Designer, Editing, Filming, Telenova, Publishing, Trainings and Development, Tour guiding, Heritage, music and film festivals	R60 million	Source funding
New	Nyandeni Animal Feed Processing Plant	Planting and Ploughing, Processing, Infrastructure Development, Packaging and transportation, feed manufacturing, Production of Soya Beans, yellow maize, and sunflower, cannabis processing,	R60 million	Project on implementation

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
Upgrade	Ntlangano Nature Reserve Development	Infrastructure Development (Upgrade of Roads, Hotels, Pedestrian Walkways, Street Lighting), Day visitors infrastructure, Chalets and residential development	R60 million	R15m has been approved for infrastructure
New	Nyandeni SMME Warehouse Development (Libode and Ngqeleni Warehouse)	Earthworks and embankment construction, Layerworks, excavations and foundations, structural construction, roofing	R45 Million	Sourcing funding
New	Nkanga Poultry/egg project	Egg production project at ward 27 funded by Siyanda Bakgatle Platinum Mine	R8 Million	Complete due for handover

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Libode Office Park	Building Construction, installation of structural steels, superstructures and foundations, parking and signage.	R139 Million	Require funding
New	Nyandeni Cannabis/Hemp Farm	Cultivation and planting, fencing and infrastructure development, zoning of land, Processing and Packaging	R60 million	Project require project preparation and packaging Currently assisting Dininkosi with Hemp cultivation





PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Rural Agro Industrialization Finance Initiative	Manufacturing and Supply, Production and Agro processing, packaging and transportation.	R50 Million	Project commenced at Ndungunyeni (ward 30), harvesting done
	Development of Parks and Open Spaces	Beautification and landscaping, Infrastructure Investment	R50 Million	Project require project preparation and packaging

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Development of Light Industrial Park	Land Packaging and Development of Infrastructure	R500 Million	Require support for projects packaging
New	Nyandeni Coastal Development (Mthatha Mouth/Mdumbi/ Hluleka Coastal Belt)	Infrastructure Development (Upgrade of Roads to coast, Hotels, Pedestrian Walkways, Street Lighting), beach Infrastructure, Ocean Economy activities, Chalets Development	R1,9 billion	No progress

INTERGOVERNMENTAL PROJECTS

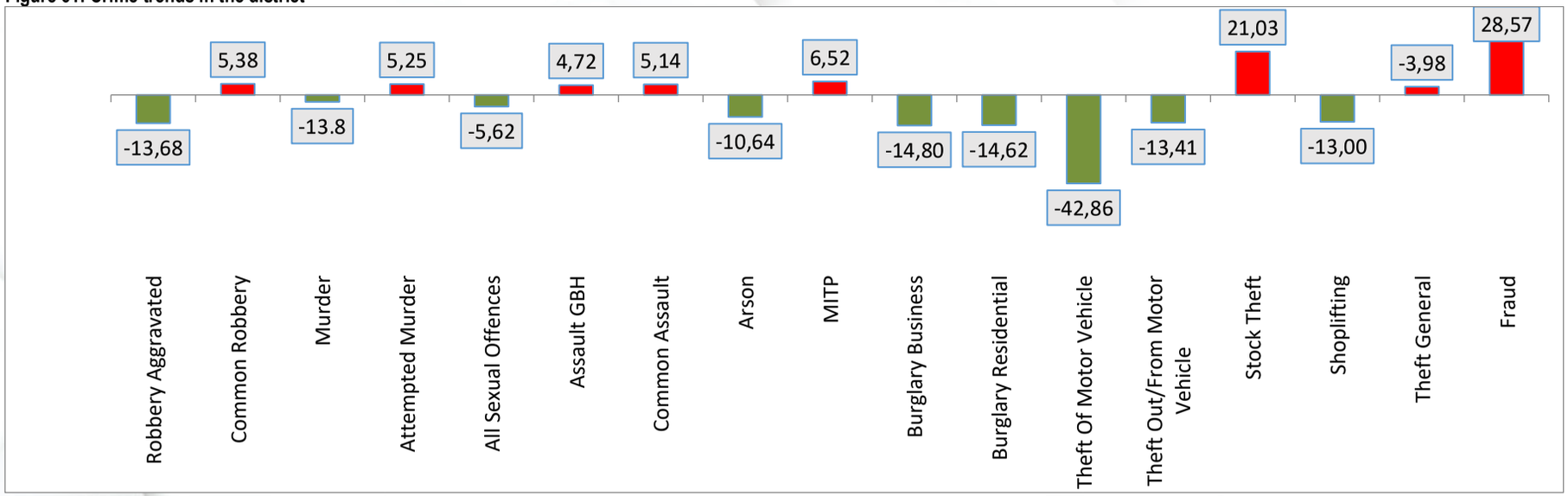
The intergovernmental projects were presented to Nyandeni by the departments during:

IGR forum meetings that the Municipality conducts quarterly with sector departments, to consult each other and discuss matters of mutual interest- including the provision of services and coherent planning and development.
Council Strategic planning that the municipality held on 04-06 March 2025 to link, integrate and co-ordinate plans and proposals for the development of the municipality.



SOUTH AFRICAN POLICE SERVICES

Figure 61: Crime trends in the district



Source: SAPS 2025

The most prevalent crime in the District during the defined period was fraud (28,57%), stock theft (21,3%), MITP (6,52%), common robbery (5,38%), and common assault (5,14%). However, the district witnessed a decline in crimes such as theft of motor vehicle, burglary in business, burglary in residential areas, robbery aggravated, and murder. Combating crime goes beyond the provision of police stations and police services. It requires a specialized response and strategies to turn the situation around, and maximum collaboration between the broader community and all spheres of government. Therefore, O.R Tambo District Municipality will continue to collaborate with stakeholders including government institutions, Traditional institutions, Business fraternities, Faith-based institutions, and Non-Governmental Organizations to implement programs aimed at promoting safety and security in the district.

SOUTH AFRICAN POLICE SERVICES

1. Back to school Awareness campaign
2. Community Policing
3. Sector Policing
4. Traditional Policing
5. Sport against crime
6. Imbizos
7. Crime awareness Campaigns
8. Junior Commissioners projects
9. Youth Crime prevention

10. Community in blue project (community Patrollers)
11. Neighbourhood watch project
12. Youth against crime
13. Child Protection Week and 14. 16 days of activism against women and children

DEPARTMENT OF MINERAL RESOURCES AND ENERGY

The Department of Mineral Resources and Energy allocated an amount of R17 850 million for the implementation of Integrated National Electrification Projects (INEP) in the 2024/25 fy.

PROJECTS SCHEDULED FOR 2024-2025	PROJECTS SCHEDULED FOR 2025-2026
Mankosi phase 4	Sikweleni project (pre- eng 25HH)
Mphimbo phase 2	Nohokoloza (pre- eng 40HH)
Zixambuzi phase 2	Njiveni (pre- eng 60HH)
Moyeni	Ngxokweni (pre- eng 80HH)
Mtsholobeni	Mngcibe (pre- eng 69HH)
Ngonyameni phase 2	Mhlatywa project (pre- eng 40HH)
Ntsimbini phase 2	Mhlanjeni project (pre- eng 67HH)
Zulu	Mbiza project (pre- eng 90HH)
Ntibane phase 2	Manxiweni project (pre- eng 62HH)
	Mandulwini project (pre- eng 32HH)
	Bukwini project (pre- eng 69HH)
	University project (pre- eng 137HH)
	Bhakaleni (pre- eng 36HH)
	65 km 22Kv Mafini/Tombo link line
	44 km 22 Kv Firstfalls/ Mafini link line

ESKOM

Name of project	Budget
Nyandeni schedule 5B Pre-Eng.	R425 000
Nyandeni ward Ext Ph1 Pre-Eng.	R400 000
Nyandeni ward Ext Ph2	R10 465 000
Nyandeni ward Ext Ph2 Pre-Eng.	R400 000
Total House Hold Electrified	**70 365**

Project Implementation Plan (PIP) MIG ORTDM

Local Municipality	Project Title	Ward & Villages	Project status	25-26 Allocation
Nyandeni LM	Rosedale Extension to East of Libode Water Supply: Reticulation	Bhukwini, Dalaguba, Didi 10% Construction R 5,500,000	10% construction	5 500 000
Nyandeni LM	Phase 3: Greater Ntsonyeni Ngqongweni Regional Water	Darhana, bakaleni, Bholani Design	Design	R 89,051,325



Local Municipality	Project Title	Ward & Villages	Project status	25-26 Allocation
	Supply Scheme - Source Development	Buntingville, mandlovini, Maqanyeni		
Nyandeni LM	Dumasi Regional Water Supply - Phase 1	Libode Town	70% Construction	R 10,000,000
Nyandeni LM	Libode Sewer WWTW Phase 2 & Sewer Reticulation	Ngqeleni Town	Detailed Design	R 14,701,226
Nyandeni LM	Ngqeleni waste water treatment plant and conveyances planning		Feasibility study	R450 000

Department of Forestry, Fisheries and Environment

Municipality	Project Name	Description	Budget	Progress to date
NLM	Working for the coast NLM 60 participants	Strengthening of waste management through litter picking and coastal clean up	3m	Project is currently under planning will commence in June 2025 and end in Nov 2025

Department of Health

Name of the project	Location	Amount
Canzibe Hosp. upgrade	Canzibe	
Cwele Clinic new replacement and staff accommodation	Cwele	
St. Barnabas Hosp. Mental Health unit commissioning and Re-commissioning	St. Barnabas	3 200 000
St. Barnabas Hosp. completion of new psychiatric unit, refurbishment and renovation of existing staff houses	St. Barnabas	
St. Barnabas Hosp. Water and Sanitation plant upgrade	St. Barnabas	





DEPARTMENT OF HUMAN SETTLEMENTS PROJECTS IN NYANDENI

PROJECT	PROGRESS	CONTRACTOR	WARD	COMMENTS
Mbhobheleni 1000	Slabs: 878 Walls: 878 Roofs: 831 Complete: 790	Mmaeshibe General Trading and Jordan Construction	Ward 4 & 8	**Wee Construction is on site** 30 units ready to be handed over to beneficiaries
Ntsundwana Phase 1 (350) and 2 (350)		Takela Construction and Nata Construction	Ward 20 and 25	**2 Contractors have been appointed .Actual construction will commence in January**
Mqwangqweni 1000	Slabs: 826 Walls: 743 Roofs: 703 Complete: 666	Takela Construction	Ward 14 and Ward 32	**Takela construction is on site**
Nyandeni 669	Slabs :491 Walls :474 Roofs :457 Completions: 402	Summerlane Trading	Various wards	**Contractor is on site at 01,03,16,18,17,19and 06**
Nyandeni 233	Slabs 126 Walls 105 Roofs98 Completions 98	Sdumo Trust Construction	Various wards	**The contractor is not on site and termination process is in process**
Mampondomiseni Phase 1& 2 – 114 units	Slabs: 114 Walls :114 Roofs: 114 Complete:114	Real Deal Construction	Mampondomiseni Ward 17 and 15	**114 completed.** Monitoring of defects are in progress
Nyandeni 77	Slabs 77 Wall plates 77 Roofs 77 Completions 77	Real Deal Construction	Various wards	**77 units completed.** Monitoring of defects are in progress
Nyandeni 33	Slabs: 32 Walls: 32 Roofs: 32 Complete: 32	Summmerlane	Ward 31	**Contractor will finish one unit when it works to nearby wards**





PROJECT	PROGRESS	CONTRACTOR	WARD	COMMENTS
Nyandeni 137	Slabs 111 Walls 101 Roofs 90 Finishes 90 Completions 81	Dignify Contractor	Various wards	**The contractor is on site at ward 12,11,10,13,21,09,30,31,04 and 21**
ORTAMBO 500(Nyandeni 50)	Contractor appointed and handover done at ward 09 Mhlabeni	Asazim Group	Ward 09,08,13 and 29	**Planning stage**
Nyandeni Military 54 Veterans	09 Platforms 5 foundations ready for Pre-pouring	Nebavest Contractor	Ward 24,31,12,15,17,04,03,09,10 and 18	**Contractor appointed to do 11 approved beneficiaries and is on site @ Sibangweni, Rainy, Gxulu, Mhlanganisweni and Magozini**
Social relief programme	Foundations ready for pre-pouring	Nebavest Contractor	Ward 23 and ward 18	**Contractor appointed by O.R Tambo D.M and the contractor is on site**
Ngolorha 350	-51 slabs -19 wall plates -19 Roofs -17 Plastering	Ezulwini Construction	Ward 01	**Contractor is on site**
Mgwenyana 350	-10 slabs	Motheo Construction	Ward 06	**Contractor is on site**
Libode 350		Reiabusa Construction	Ward 07	**PSC has been established and CLO has been trained**

Human Settlements projects on procurement

PROJECT NAME	WARD
Nyandeni 124	Various wards
Nyandeni 44	Various wards

HUMAN SETTLEMENTS CHALLENGES

Delays in procurement processes
Contractors are moving at a very low pace
Lack of Bulk material supply
Vandalism of completed units and material theft
Lack of bulk infrastructure affects many urban projects
Unavailability of immediate response to disasters or to people affected by disasters and left homeless





EASTERN CAPE PARKS AND TOURISM AGENCY PROJECTS

MUNICIPAL AREA	PROJECT TITLE	WARD OR VILLAGE	BUDGET	PROGRESS/ STATUS	ALLOCATION FOR 2024/25	ALLOCATION FOR 2025/26	ALLOCATION FOR 2026/27
						If applicable	
Nyandeni Local Municipality	Planning and construction	Ward 26	R3 million	Planning Stage	R2 million	R1 million	
Nyandeni Local Municipality	Hluleka Nature Reserve Access Road	Ward 25	R8 million	In progress	R8 million		

SANRAL PROJECTS

Project	Description	Status
Contract no: N.002-190-2022/2F **The Improvement of National Route N2WCR Section 19 between Ngqeleni Interchange (km 6.70) and Libode East (km 30.00)**	Type of project: Improvement **Scope:** •Improve the route by constructing additional paved shoulders and/or climbing/passing lanes and the widening of structures followed by an appropriate surfacing. •Community Development projects. **Estimated budget**: R800 million Number of jobs to be created for local labour on the project: 200 Number of SMMEs to work on project: 60	**Consultant**: Naidu Consulting (PTY) Ltd **Main Contractor**: Not yet appointed **Project status**: Design Phase **Mobilization period start date**: Aug 2027 **Mobilization duration period**: 03 months **Construction period**: 36 months **Construction start date**: November 2027 Construction end date: TBC

Project	Description	Status
contract no: N.002-190-2022/3F **The Improvement of National Route N2WCR Section 19 between Libode East (km 30.00) and Majola T-Junction (KM51)**	**Type of project:** Improvement **Scope:** •Improve the route by constructing additional paved shoulders and/or climbing/passing lanes and the widening of structures followed by an appropriate surfacing. •Community Development projects. **Estimated budget**: R500 million Number of jobs to be created for local labour on the project: TBC Number of SMMEs to work on project: TBC	**Consultant: Ilitha Consulting** **Main Contractor**: Not yet appointed **Project status**: Design **Project start date**: April 2027 **Project end date**: 2030





ESKOM PROJECTS 2024-2025 (FOR FOLLOW UP)

Project Name	Budget Year	Project Type	DoE TOTAL Planned CAPEX Excl 15% VAT	DoE TOTAL Planned CAPEX Incl 15% VAT and ADMIN fees	TOTAL Planned Connections
Nyandeni local Municipality Pre-eng (2025/26 Plan)	2024-2025	Pre-Engineering	R 1 200 000.00	R 1 440 000.00	
Nyandeni Schedule 5B Pre Eng	2024-2025	Pre-Engineering	R 289 875.00	R 347 850.00	
Nyandeni Type 1 Infills	2024-2025	Infills	R 780 000.00	R 936 000.00	100
Zibungwini feeder bay (2023)	2024-2025	Infrastructure - Sub	R 2 500 000.00	R 3 000 000.00	
Zibungwini Link line from (2023)	2024-2025	Infrastructure - Line	R 7 600 000.00	R 9 120 000.00	
Mjika / First Falls / MAfini X 2 feeder bay @ Nyandeni LM	2024-2025	Infrastructure - Sub	R 5 100 000.00	R 6 120 000.00	
Nyandeni Ward Ext Link Line and 2 x Regulator	2024-2025	Infrastructure - Line	R 14 952 173.91	R 17 942 608.70	-
Nyandeni Ward Ext Ph 1	2024-2025	Households	R 10 470 000.00	R 12 564 000.00	349
Nyandeni Ward Ext Ph 2	2024-2025	Households	R -	R -	-
Zibungu Substation 132/22KV 2X20MVA S/S Pre-Eng	2024-2025	Pre-Engineering	R 6 638 916.00	R 7 966 699.20	

DEPARTMENT OF EDUCATION

INFRASTRUCTURE MINOR REPAIRS

Mdeni JSS, Nogemane SSS, Ndamase SSS, Ngqeleni SSS, Njiveni JSS, Notsolo JSS, Rainy JSS, Vukani JSS, Nkunzimbini JSS, (09 schools) – Are on planning for Minor Repairs.
Under Construction in the programme – Nomcamba JSS, Lutsheko JSS, Marubeni JSS
Tungweni JSS on tender (Scope of work includes new ablution facilities, repairs and renovations to existing structures)

DISASTER SCHOOLS:

Completed : Dalibhunga SSS, Pondolwendlovu SSS, , Waban SSS, Mjobeni SPS, Mlamli JSS, Mgcotyelwa SPS, Bajonge JSS, Lukhuni JSS, Nqeketo JSS, Mzongwana JSS.
Upper Corana SSS – On adjudication – expected handover date for the contractor is April 2024

CHALLENGES:

There is an increase of disaster schools due to inclement weather in the area. There are disaster schools that have not yet been attended to dating as far back as 2018/19.

FENCING: On planning stage – (5)

Ntlaza JSS, Mjongile SPS, Ngqeleni Village JSS, Mabalengwe SSS, Mdeni SPS – Assessment has been done.
On practical completion – (03) –
Dikela SSS , Bathande Ndamase SSS, Mavubeza JSS.
ADDITIONAL CLASSROOMS : (5)
Nyangilizwe SSS, Mabalengwe SSS, Ntlaza JSS, Ngqeleni SSS, Bathande Ndamase SSS.



NAME OF SCHOOL	DONOR	SCOPE OF WORK	STATUS
1.Mavubeza JS	Harmony Gold	Eight classrooms, new flush toilets, renovation of old toilets, borehole.	Progressing well
2. St Patricks SSS	Northam	Five classrooms, new toilets, borehole	Progressing well
3.. Buntingville JSS	Impala Platinum Mines	Water harvesting	Project completed.

NAME OF CMC	NUMBER ALLOCATED	COMPLETED AND HANDED OVER	UNDER CONSTRUCTION	CHALLENGES	OUTSTANDING
Libode	53	26	15	Slow progress in	12
Ngqeleni CMC	35	30	01	All sites due to non payment, poor quality of work,	4

The implementation of these projects will contribute immensely to the social and economic growth of Nyandeni LM

Department of Agriculture. Forestry and Fisheries (Combine with Enviroment)

The Department of Agriculture, Forestry and Fisheries has DAFF invited expression of interest from all communities who want to be included in Small Scale Fisheries herewith referred as “SSF” sector, the objective of the programs are:

Create a sustainable, equitable, small-scale fishing sector
Secure the well-being and livelihood of small-scale fishing communities
Maintain the health of marine ecosystem
Uplift fishing communities by providing appropriate support mechanisms, education and training, infrastructure and participatory management practices.
Communities and Government co-manages near-shore marine living resources
Takes fundamental human rights, MLRA principles and international obligations into account
Give due regard to promoting interests of women, disabled and child-headed households

In Nyandeni the following communities responded to the call for expression of interest

a. Hluleka
b. Mamolweni
c. Lwandile
d. Mngcibe
e. Tshani-Mankosi

NYANDENI STATUS OF THE EXISTING STAND ALONE SCHEMES

TYPE OF SCHEMES	TOTAL NUMBER OF SCHEMES	NO OF FUNCTIONAL SCHEMES	NO NON-FUNCTIONAL SCHEMES	% FUNCTIONAL
WTW	7	4	3	57.14%
BOREHOLES SCHEMES	41	28	13	68.29%
HANDPUMP	11	8	3	72.73%
SPRINGS	10	9	1	90%
WEIR	1	0	1	0%
AVARAGE PERFOMANCE OF NYANDENI LM	70	49	21	70%

O.R. TAMBO DISTRICT MUNICIPALITY STATUS QUO OF SCHEMES NYANDENI LM

LIST AND STATUS OF EXISTING STAND ALONE WATER SUPPLY SCHEMES- NYANDENI LM

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
1	Mhlanga wtw	Mhlanga ,Nyandeni,Marubeni,Makhotyana,ZinkumbiniGebani Mthombe,Mangwanguleni ,Mbhobheleni,Dungu,Nkanga,Zibungu,Lukhuni,Bomvini,Sompa,Mthombe,NgoloDokodela,Libode town,Marhewini	31	Partly functional	Damaged eletriclal pumps , motors, and switch board.The damage was caused by floods and burst pipe in the pump house, Filter sands need attention and lagoons to be re done. Flood lights need attention. Installation of gas chlorination and back wash system pump	Repair all damaged pumps pipe line and motors	30/03/23
2	Lwandile scheme wtw	Mngcibe, Mzonyana, Lwandile	25	Partly functional	Faulty river pumps and stolen manhole covers		30/03/23
3	Lutsheko Wtw	Zinkozweni(16),Ngxongweni(15),Mtyu(15), Ntlaza(15),Kuleka(15),Katilumla(15)noxova(17), mampondomiseni(15)Madwaleni(17)Mhlahlane(17), Ngidini(18),Bhukwini(18), Sikeleni(18),Njiveni(18),Bhakaleni(18) Mandileni(17),Mngazana(21`)Bolotwa(29) Lutsheko (30),	15,16,16, 18,21, 29,30	Partly functional	Failing five sand filter gate valves, Three non functional pumps and motors. Dysfunctional chlorination pumps. vandalised pipe system in various villages, installation of telemetry system	To repair some pumps and booster chlorination	30/03/23



NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
		Lower Mngamnyani(30),Upper Mnganye(30),Ngamnye(30),Mfabantu(30					
4	Mtyu Borehole	Mtyu water supply	15	Non functional	Damaged diesel engine	Repair engine in the next financial year	30/03/23
5	Dumase Borehole	Dumase	29	Non functiona	Damaged pump	Repair in the next financial year	30/03/23
6	Cwele-Bandla Borehole	Cwele	20	Non functional	Damaged pump	Repair in the next financial year	30/03/23
7	Cwele bandla borehole 2	Dangeni,Mnyameni,Lusizine,,Ntshingeni,Zinduneni, Njimaza,Cwele.	19	Non functional	Faulty pump	Repair	30/03/23
8	Godini spring	Godini 1&2	24	Non Functional	Damaged diesel engine	Repair engine in the next financial year	30/03/23
9	Ngqeleni Weir	EXT4, Ngqeleni	15	Non Functional	Faulty pumps	Repair Pumps	30/03/23
10	Coza borehole 1	Mjobeni , Mlomo, Siqikini,Mahobeni and Matolweni.	3	Non Functional	Damaged diesel engine	Repair engine	30/03/23
11	Coza borehole 2	Nyandeni loliwe,Mlomo,Matolweni, Mahobeni	3	Non Functional	Damaged diesel engine	Repair engine in the next financial year	30/03/23
12	Mdlankomo hand pump	Mdlankomo	08	Non functional	Faulty pump	Repair	30/03/23
13	Magcakini hand pump	Magcakini	08	Non functinal	Faulty pump	Repair	30/03/23
14	Mangwaneni borehole 1	Mangwaneni	14	Non Functional	Faulty pump	Repair	30/03/23
15	Rainy borehole 1	Rainy ,corana	31	Non Functional	Faulty pump	Repair	30/03/23
16	Rainy borehole 2	Rainy ,magqabini	31	Non Functional	No pipe line	Laying of pipe line for 4km length	30/03/23
17	Zandukwana Borehole 2	Zandukwana	1	Non functional	Damaged diesel engen	Repair	30/03/23
18	Ntibane 3 (HP)	Ntibane	28	Non functional	Damaged pump	Repair BH pump	30/03/23
19	Thabo Mbeki Borehole 2	Thabo Mbeki	7	Non functional	Damaged pump	Repair pump	30/03/23
20	Gxididi Borehole	Gxididi	10	Non functional	Eskom Stolen Meter	Waiting for Eskom	30/03/23
21	Dokodela Borehole	Gongo dokodela	3	Non function	Blocked by Eskom	Waiting for Eskom	30/03/23
22	Nomadolo Borehole 1	Nomadolo	22	Non functional	Faulty pump	Repair	30/03/23
23	Dalagubha Borehole 1	Dalagubha (masameni)	7	Non functional	Damaged diesel engine	Repair	30/03/23
24	Dalagubha Borehole 1	Dalagubha (masameni)	7	Non functional	Damaged diesel engine	Repair	30/03/23





DEPARTMENT OF ECONOMIC AFFAIRS AND TOURISM

DEDEAT LIST OF PROGRAMS/PROJECTS PROPOSED FOR NYANDENI LM IDP

PROJECT NAME	DESCRIPTION	LOCATION	FUNDER	BUDGET	FINANCIAL YEAR
Informal Business Support Programme (IBSP)	Support of **17** Nyandeni Informal Businesses at R30 000.00 each (provide equipment, working tools, etc)	Nyandeni LM	DEDEAT/ECDC	R510 000.00	2023/24
OR Tambo Climate change support program	A Five-year programme whose objectives and deliverables include: To build community resilience and reduce carbon emissions and support municipalities to respond to the impacts of climate change. Projects will be identified and business plans developed after consultative situational analysis with stakeholders	OR Tambo DM & 5 LMs	DEDEAT	R500 000	2023/24
EPWP Waste materials recovery facility expansion: **project funded 2022/23 implementation started February 2023**	Implement municipal implementation of the approved integrated waste management plan (IWMP)- upgrades of waste materials recovery facility in Libode landfill & Ngqeleni waste transfer station	Libode/Ngqeleni	DEDEAT	R1000 000	2023/24

SANRAL PROJECTS IN NYANDENI LOCAL MUNICIPALITY

PROJECT	DESCRIPTION	STATUS
Contract no: N.002-190-2022/2F The Improvement of National Route N2WCR Section 19 between Ngqeleni Interchange (km 6.70) and Libode East (km 30.00)	Type of project: Improvement Scope: •Improve the route by constructing additional paved shoulders and/or climbing/passing lanes and the widening of structures followed by an appropriate surfacing. •Community Development projects. Estimated budget: R800 million Number of jobs to be created for local labour on the project: 200 Number of SMMEs to work on project: 60	Consultant: Naidu Consulting (PTY) Ltd Main Contractor: Not yet appointed Project status: Design Phase Mobilization period start date: Aug 2026 Mobilization duration period: 03 months Construction period: 36 months Design start date: August 2022 Construction start date: November 2026 Construction end date: TBC







ANNEXURE A : AUDIT ACTION PLAN

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
COAF 001 of 2024_AoPO	During the detailed planning stage of the audit, RFI 20 of 2024 was issued on 23 August 2024 and due on 27 August 2024 where the following was requested: - Business process documentation for all indicators related to the Basic Service Delivery priority. - The necessary supporting documentation to verify the processes documented in the business process for all indicators related to the Basic Service Delivery priority. In response to the RFI, management provided the auditors with the business process on the 27th. However, it was noted that: - The process was not documented for some basic service delivery	1. Lack of oversight and monitoring of performance information that should be timely available. 2. Non-prioritisation of the audit by the Departments	1. Management should provide the auditors with a detailed business process. Furthermore, improve record keeping processes in order to ensure that supporting documentation is available on request and that there are no delays in the audit as a result of late submissions. 2. Each department must appoint its Audit Champion to coordinate the required information.	Management acknowledges the finding. Information requested subsequently submitted to AG. Management will ensure timeously submission of information requested by AG.	1. Each department will appoint its Audit Champion to coordinate the required information. 2. Strengthen quarterly Performance reports 3. Revised SDBIP and Include indicator for implementation of Audit action plan by all heads of departments so to institutionalize the Audit. 4. To ensure that file for business process is complete by end March 2025 working together with heads of departments	30-Jun-25	Senior Management / Manager: Monitoring and Evaluation	Yr-1	1. All Heads of Departments will be champions of the Audit (they will coordinate all the required information RFIs and COAF's) 3. The SDBIP is revised and the indicator for implementation of Audit improvement plan is included in all KPAs		Minutes fo the SM meeting Revised SDBIP

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
	indicators, and certain areas were left blank, meaning management did not respond. - Where the process was documented, it lacked sufficient detail, particularly in describing the internal controls in place to ensure that the reported performance is valid, accurate, and complete. - The necessary supporting documentation to verify the processes documented in the business process was not submitted. Before issuing the RFI, the auditors explained the level of detail required in documenting the business process, as management indicated they were unfamiliar with the format for the current year's business process. Following this discussion and during the RFI period, the										

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
	auditors did not receive any clarification questions from management, and the business process was still not sufficiently documented										
COAF 002_Part 1 of 2024_AoPO	When agreeing the reported achievement per the annual performance report (APR) to the planned target and indicator as contained in the annual planning document (SDBIP), it was noted that the following reported actual achievements are not consistent with the planned indicator and/ or target consequently the reported achievements do not demonstrate how the entity has measured its service delivery inline with the planned indicator	1. The progress of work done by the municipality or reasons for deviation is reported in the actual achievement column, rather than the achievement of the planned target. 2. The departments justify deviations	Management should ensure that what is recorded under the actual performance column/section of the APR is consistent with the planned targets in the SDBIP. Additionally, the reporting of progress or reasons for targets may not be documented under the 'Reasons for Deviation' section of the APR as this will allow consistent reporting of indicators and targets between the APR and SBIP.	Management acknowledges the finding. Information requested subsequently submitted to AG. Management will ensure timeously submission of information requested by AG.	1. Review SDBIP for 2024/25 to the indicators 2. The APR will be aligned with the planned indicator	1. 28 February 2025 2. 30 June 2025	Senior Management / Manager: Monitoring and Evaluation	Yr-2	SDBIP has been revised so that our APR can be aligned.		Revised SDBIP
COAF 002_Part 2 of 2024 Cash and cash equivalents differences	No.1 Account descritpion Account number Amount per GL/Cashbook	1. Timeous reconciliation of cash and cash equivalents line item not	Management should timeously perform monthly reconciliation and in instance where	1. The difference is as a result of the transaction the interest received misallocated	1. Timeously performance and review of the reconciliation 2. Ensure when	Monthly Monthly Monthly	CFO / Manager: Budget and Financial Reporting / Chief Accountant:	Yr-1	1. The finding was resolved during AFS adjustment. 2. Bank	Cashbook has been reconciled	AG reponse to the COAF Monthly bank

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
	Amount per External confirmation Variance 1 First National Bank - Call Account - 62582905710 62582905710 R877 720,11 R812 926,69 - R64 793,42 2 Standard Bank - Stanlib - 54781067 54781067 R 33 814,80 Nil account could not be verified. **-R33 814,80** 3 First National Bank- Current Account No 62152951614 62152951614 - R14 246 866,66 R1 713 520,02 R15 960 386,68 4 Standard Bank - Current Account no. 80847978 80 847 978 R23 041 233,11 R2 191 400,98 -R20 849 832,13 Total variance - **R4 988 053,67**	performed to identify and clear reconciling items. 2. Monthly reconciliation were only focusing on statement and the cashbook only. Reconciliation with the GL only done during AFS preparation. 3. Differences identified were not corrected timeously	there are reconciling item timeously investigate and clear the reconciling items	under the account 2. The account was closed by the bank as per municipality's instruction but the process of updating the GL on the closing of the account was not done completely. 3. There are monies which are SARS refund that were captured in the Standard Bank GL that were supposed to be captured in the FNB GL account. However, transfer from STD bank account to FNB was done through Caseware mapping 4. The difference of R4,988,053.67 is made of historic transactions that were captured and only updated in the cashbook and were not updated in the GL. All the cashbooks of the banks reconcile with the bank statements except the Stanlib account that was closed.	we peform monthly reconciliation, we reconcile cashbook, GL and the statement. 3. Corrections on differences identified be done timeously 4. Investigate the date when Stanlib account was closed for a last bank statement and thereafter do inter-bank transfer and close the account. 5. Preparation of quarterly AFS	31 January 2025 31 March 2025	Budget and Financial Reporting		reconciliation have been performed as at March 2025 3. Journals have been processed to correct differences identified. 4. Investigation done on Stanlib account. It has been identified that the amount was transfered from the Stanlib account to the Standard Bank current account in 2021 and was misallocated under site rental. The journal has been prepared and processed by Dr. Acummulated Surplus Cr. Std Bank control account Inter-transfer done from Stanlib cashbook to Std Bank control account. 5. The municipality is still under the process of appointing a Service Provider to assist on	as at 31 May 2025.	reconciliation also reconciled to the GL Journals processed Extracted GL and latest bank statement and reconciliation Tender advertisement

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
									preparation of Quarterly and Annual AFS.		
COAF 003 of 2024 Cash flow statement recalculation differences noted	Cash flows from operating activities Note(s) Auditor's re-calculations 2024 Difference Receipts Transfers and Subsidies – Capital 120 448 993,00 142 289 602,00 - 21 840 609,00 Transfers and Subsidies – Operational 381 166 051,00 359 325 442,00 21 840 609,00 Interest received 48 463 250,66 46 635 250,00 1 828 000,66 Service charges 69806 8 149 209,00 - 8 079 403,00 Operational revenue 8108798 1 957 746,00 6 151 052,00 Property rates 9459729 8 636 885,00 822 844,00 Payments Compensation of employees AND Suppliers (for	1. Management did not prepare regular, accurate and complete financial statements. 2. Non-preparation of Quarterly AFS 3. Late submission of AFS for review	Management should adjust the cashflow statement to reflect the cashflow the sources of cash inflows, the items on which cash was expended during the reporting period, and the cash balance as at the reporting date.	Cash flows from operating activities Note(s) Auditor's re-calculations 2024 Difference Management response Receipts Transfers and Subsidies – Capital 120 448 993,00 142 289 602,00 - 21 840 609,00 Management does not agree with the finding. Grants disclosed are the receipts for capital projects Transfers and Subsidies – Operational 381 166 051,00 359 325 442,00 21 840 609,00 Management does not agree with the finding. Grant disclosed are the receipts for operational projects Interest received 48 463 250,66 46 635 250,00 1 828 000,66 Management does not agree with the	1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for one (1) year to prepare interim financials and AFS including correcting all prior period errors. 4. Review BTO organogram to include position(s) that will be responsible for AFS and FAR preparation and compilation in-house.	30 March 2025	CFO / Manager: Budget and Financial Reporting / Chief Accountant: Budget and Financial Reporting	Yr-1	1. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS.	Service provider has been appointed and has started with the preparation of interim AFS.	Tender advertisement Appointment letter

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
	trading goods/services) - 325 110 640,00 - 311 152 588,00 - 13 958 052,00 Taxes paid (VAT) -1 840 785,00 -2 281 095,00 440 310,00 Net cash flows from operating activities 47 220 106 538,66 232 901 788,00 -12 795 249,34 Cash flows from investing activities` Note(s) Auditor's re-calculations 2024 Difference Receipts Proceeds on disposal of Investments 0,00 1 528 000,00 - 1 528 000,00 Property, Plant and Equipment 0,00 -11 045 429,00 11 045 429,00 Payments Purchase of Property Plant and Equipment -150 306 287,00 -132 185 979,00 -18 120 308,00 Net cash flow from investing activities -150 306 287,00 -			finding. Cash receipts disclosed are interests received from exchange transactions Service charges 69806 8 149 209,00 - 8 079 403,00 Management does not agree with the finding. Revenue sources disclosed are the one municipality received cash for rendering services. Operational revenue 8108798 1 957 746,00 6 151 052,00 Management does not agree with the finding. Receipts disclosed are the one received operations of the municipality Property rates 9459729 8 636 885,00 822 844,00 Management does not agree with the finding. Payments Compensation of employees AND Suppliers (for trading goods/services) -							

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
	141 703 408,00 -8 602 879,00			325 110 640,00 -311 152 588,00 -13 958 052,00 Taxes paid (VAT) -1 840 785,00 -2 281 095,00 440 310,00 Net cash flows from operating activities 47 220 106 538,66 232 901 788,00 -12 795 249,34 Cash flows from investing activities` Note(s) Auditor's re-calculations 2024 Difference Management response Receipts Proceeds on disposal of Investments 0,00 1 528 000,00 - 1 528 000,00 Management agrees with the finding. Management will adjust when given an opportunity to do so and reallocating the amount to the correct line item and it will not affect the closing balance Property, Plant and Equipment 0,00 -11 045							

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
				429,00 11 045 429,00 Disposal disclosed is the non-cash one which is as a result of impairment and review of useful life Payments Purchase of Property Plant and Equipment -150 306 287,00 -132 185 979,00 -18 120 308,00 Management does not agree with the finding. Payments recognised as follows (Transfer from WIP R135 839 049 less Transfers made of R3,642 142 Net cash flow from investing activities -150 306 287,00 -141 703 408,00 -8 602 879,00						
COAF 04 of 2024 – Wet Fuel : Non-Submission of information – RFI 28	**1. Information not submitted in relation to request for information 28 of 2023-24 And amounts that could not be traced from the wet fuel recon to the Westbank statement**	1. Lack of proper authorization procedures for petrol card usage leading to unauthorized transactions. 2. Inadequate reporting mechanisms to reconcile fuel purchases with	Management should implement proper controls that will enhance compliance with laws and accounting frameworks to ensure that financial statement line items are recognized and	It is worth noting that all but one (the last) of the transactions in question happened from February 2024 and this is the period that has since been reported to the SAPS for suspected fraud.	1. Monthly reconciliation of the GL with fuel expenditure register. 2. Maintenance of trip authorities and logbooks for all municipality vehicles 3. Finalise SOP	31 January 2025	ALL HODs	Yr-1	1. Monthly reconciliation has been performed as at 31 March 2025. 2. Trip authorities and logbooks issued for all municipality vehicles. 3. Meeting held in	1. Monthly reconciliations have been performed as at 31 May 2025. 2. Logbooks are maintained daily and monitoring done monthly	Signed reconciliation Report on maintenance of trip authorities and logbook Attendance Register

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
		actual municipal vehicle. 3. No trip authorities maintained for some vehicles to support the expenditure incurred. 4. Lack of supervision by management on usage of fleet. 5. No fleet management system	accounted for in accordance with the accounting framework requirements. And that information requested by auditors will be made available within the agreed upon timelines	The supporting information (travel logbooks and authorised trip authorities) were submitted to the auditors for review. Furthermore, fuel transactions are recorded as part of the trip where there was refuelling on the trip. Refuelling does not have a separate line on the logbook. That information is contained on column 9 of the logbook. Management is open to making further disclosures on the Annual Financial Statements regarding these transactions as the total amount can be determined. At present management is of the view that the amount can be disclosed as fruitless and wasteful expenditure that is	on fleet management 4. Implementation of Financial Misconduct Board Recommendations. 5. Adjustment of budget to procure Fleet Management System.				February 2025 with all departments that have been allocated Transport Assets to discuss the finding that was issued by AG and finalising the SOP.		

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
				under investigation. The 6 transactions in question are on the Wesbank Statement for the periods stated in the finding. KDF 322 EC – February 2024 Page 122 – three last transactions on the page. Furthermore, the type of vehicle is also a truck and not a bakkie JGC 743 EC – April 2024 (not May 2024) Page 59 - three last transactions on the page							
COAF 05 of 2024 – Usefulness: Presentation and disclosure-Non-Submission of information – RFI 40	**AoPO: Non-submission of information**	1. Lack of oversight and monitoring of performance information that should be timely available. 2. Non-prioritisation of the audit by the Departments 3. Non-submission of reliable supporting evidence with the quarterly perforance reports	Management should maintain a proper record keeping of readily available document and ensure that all supporting schedules/documents that agree with the APR are submitted	The Management acknowledge Auditor General's Finding however the information was subsequently submitted	1.Each department will appoint Audit Champion to coordinate the required information. 2.Strengthen quarterly Performance reports 3.Revised SDBIP and Include indicator for implementation of Audit action plan by all heads of departments so to	31 January 2025 30 March 2025 2025/06/30	Senior Management / Manager: Monitoring and Evaluation	Yr-1	1. All Heads of Departments will be champions of the Audit (they will coordinate all the required information RFIs and COAF's)		

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
					institutionalize the Audit. 4.To ensure that file for business process is complete by end March 2025 working together with heads of departments. 5. Folder be created to store the necessary information. 6. Municipal Manager to monitor peformance by Head of Departments						
COAF 06 of 2024 – Differences were noted between APR and listing and Supporting listing not submitted	**1. AoPO: Differences were noted between APR and listing and Supporting listing not submitted**	1. Lack of management oversight in ensuring that the supporting listing and quartely performance listing agrees with the APR. Impact Limitation on the audit of the affected indicators. 2. Non-prioritisation of the audit by the Departments 3. Non-submission of reliable supporting evidence with the quarterly perforance reports	Management should maintain a proper record keeping of readily available documents and ensure that all supporting schedules/documents that agree with the APR are submitted together with the APR in order to avoid additional time being spent on the audit and the possibility of a limitation of scope on the audit.	Management agreed and disagreed with some findings	1. Each department will appoint Audit Champion to coordinate the required information. 2. Strengthen quarterly Performance reports 3. Revised SDBIP and Include indicator for implementation of Audit action plan by all heads of departments so to institutionalize the Audit. 4. Validation of the POE with the target	30-Jun-25	Senior Management / Manager: Monitoring and Evaluation	Yr-1	1. All Heads of Departments will be champions of the Audit (they will coordinate all the required information RFIs and COAF's) 3. The SDBIP is revised and the indicator for implementation of Audit improvement plan is included in all KPAs		

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
COAF No 07 of 2024 – AoPO: Corrective measures were not supported by corroborating evidence.	**Reasons for variances were not supported by corroborating evidence.**	There is a lack of management oversight in ensuring that all disclosures in the APR are corroborated and that they align with the supporting evidence	Management should implement adequate control measures to ensure that only disclosure that can be corroborated is presented in the APR to ensure that the APR is fairly presented.	The management acknowledge the Auditor general's finding however the evidence was subsequently submitted to Auditor general	During the compilation of annual Performance information the supporting evidence for targets reported as deviation will be collected	Quarterly 30 March 2025	Senior Management / Manager: Monitoring and Evaluation	Yr-1	This will be implemented during the compiliation of Annully Performance Report for 2024/2025 Financial Year.		
COAF 8 of 2024 – Revenue from non-exchange – difference between AFS and TB	**Account description Amounts per General ledger/ Trial balance Amounts per financial statements submitted for audit on 31-Aug Variance 202017017125 - REVENUE GRANT (INEP) R11 410 122, R19 620 080 R8 209 958 Unspent grants Amount per TB Amount per AFS Difference INEP -8 191 359,70 18 598,00 8 209 957,70**	1. Lack of oversight over adequate reviews of AFS and accompanying schedules to the AFS prior to finalisation and submission for audit 2. Journal that was processed on CaseWare	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements and supporting schedules before the AFS are submitted for audit. Management should ensure that all supporting schedules that agree with the AFS are submitted together with the AFS in order to avoid additional time being spent		1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for 1 year to prepare interim financials and AFS including correcting all prior period errors. 4. Review BTO organogram to include position(s) that will be responsible for AFS and FAR preparation and compilation in-house. 5. Ensure all the journals are processed in the financial system before the submission of AFS to AG 6. Access of system remotely	30 March 2025	CFO / Manager: Budget and Financial Reporting / Chief Accountant: Budget and Financial Reporting	Yr-1	1. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS. 2. Roll-forward of 2023/2024 closing balances done and verified with the 2024/2025 opening balances. 3. 2023/2024 Caseware journals have been processed in the financial system. 4. Inzalo Group (Rdata)presented proposal on the upgrade of the system on the 24 January 2025.	1.Service provider has been appointed and have started with the preparation of the interim AFS which will submitted to Internal Audit Unit and Provincial Treasury for review on the 15 June 2025. Municipality is the proces of implementing icloud access of the financial system. Meeting was held between BTO management and ICT Manager to discuss the	Tender advertisement 2024/2025 draft AFS Journals Proposal by Inzalo Group (Rdata) Quotation by R-data

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			on the audit and the possibility of a limitation of scope on the audit.						Since it was discovered that it's gonna have financial implication, procurement process need to be followed.	possibilities and the reasonability of the quotation by R-data. In that meeting it was agreed that ICT must assist by first checking from the municipalities that have already on implementation stage the effectiveness.	
Communication of audit finding no.10 of 2023-24:SCM PPR 2022	**Non-compliance with PPR 2022 Preferential Procurement reg. 5(1)**	1.In effective review performed to ensure that such non-compliance instances are picked up and corrected before the awarding of contracts. 2.Mis-interpretation of laws and regulations	Management failed to conduct a sufficient and effective review to ensure adherence to the PPR 2022.	Management partially agrees with the finding. The project was advertised with a 90/10 project based on the estimated construction cost as provided by the end user department. However, the evaluation committee applied the 80/20 points system on their score sheets. This error was identified by the Bid Adjudication Committee and communicated to the secretary of the Bid Evaluation Committee for correction. The Bid Adjudication	1. Training of Bid Committees and SCM staff annually. 2. nce review from Internal Audit for tenders exceeding R10 mil.	30 March 2025	CFO / SCM Manager	Yr-1	Training for BID committes has been scheduled in the last Quarter .	Training for bid committees has been scheduled for 11-13 June 2025.	Bid committee training invite and attendance register

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				Committee agreed with the recommendation of the Bid Evaluation Committee based on the fact that whether the recommending committee had applied 80/20 or 90/10 in their scoring, the outcome would still be the same. The recommended bidder would remain the recommended bidder and the application of either points system did not change the accepted bid price. Furthermore, the erroneous application of the 80/20 point system by the bid evaluation committee was applied to only bidder that had qualified for the price and specific goals stage of evaluation. Management disagrees with the Impact that the							

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				resultant expenditure from the contract in question should result to Irregular Expenditure.							
COAF 11 of 2024 –PPE- Various issues	**No supporting information for amounts disclosed on the annual financial statements**	1. Inadequate reviews of information prior to submission for audit to ensure it is complete and in line with requested information as well as lack of proper record keeping system to ensure supporting documentation is readily accessible and available to support financial and performance reporting. 2. Historic differences on opening balances that are not cleared.	Management should maintain a proper record keeping system to ensure information is readily available in order to avoid delays on the audit and the possibility of a limitation of scope on the audit.		1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for 1 year to prepare interim financials and AFS including correcting all prior period errors. 4. Review BTO organogram to include position(s) that will be responsible for AFS and FAR preparation and compilation in-house. 5. Prior period error correction 6. To schedule a meeting with AG	30 March 2025	CFO / Manager: Budget and Financial Reporting / Chief Accountant: Budget and Financial Reporting	Yr-3	1. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS. 2. Roll-forward of 2023/2024 closing balances done and verified with the 2024/2025 opening balances. 3. 2023/2024 Caseware journals have been processed in the financial system. 4. The meeting with AG has been scheduled for 23 April 2025 to present the FAR and GL reconciliation	Service provider has been appointed and has started with the preparation of interim AFS. Meeting was held with AG to discuss the PPE COAF on limitation of scope COAF. The finding then wad discussed and resolved	Tender advertisement 2024/2025 draft AFS FAR and GL reconciliation Journals PPE reonciliation
COAF NO 12 – Expenditure (Contracted Services)	During the audit of contracted services, we have noted that the amount disclosed in the face of the	1. Ineffective reviews of financial statement to ensure that the general ledger	Management should put processes in place to ensure that the annual financial statements are	Management acknowledge the finding and the supporting document re-submitted to AG	1. Upload all the 2023/24 Caseware journals in the system. 2. Reconcile	31-Mar-25	CFO/ CHIEF ACCOUNTANT: ASSET MANAGEMENT/ MANAGER: BUDGET AND	Yr-1	1. 2023/24 Caseware journals have uploaded in the financial system.	Variances are resolved in parallel with the	Journals 2023/24 Journal after journals upload and draft

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	annual financial statements is different from the general ledger, see table below detailing the variance noted. Upon discussion with management, a Caseware journal supporting the difference was submitted and from the journal, we could not determine the how management came to the R2 998 007.58 as the journal do not have narration detailing the explanation for the journal and no supporting evidence was provided as evidence for the journals posted on CaseWare.	used to prepare the annual financial statements agree to the amount disclosed. 2. During AFS preparation some journals were processed on Caseware system and not on the financial system.	prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements and supporting schedules before the AFS are submitted for audit. Management should ensure that all supporting schedules that agree with the AFS are submitted together with the AFS in order to avoid additional time being spent on the audit and the possibility of a limitation of scope on the audit. Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial		2023/24 GL with the audited AFS. 3. Preparation of interim AFS		FINANCIAL REPORTING / CHIEF ACCOUNTANT:BUDGET AND FINANCIAL REPORTING		2. Reconcilied 2023/24 GL with the audited AFS and there were some variances identified which are being attended to. 3. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS.	preparation of the interim AFS. Service provider has been appointed and has started with the preparation of interim AFS.	2024/25 AFS Tender advertisement Appointment letter

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			statements and supporting schedules before the AFS are submitted for audit. Management should ensure that all supporting schedules that agree with the AFS are submitted together with the AFS in order to avoid additional time being spent on the audit and the possibility of a limitation of scope on the audit.								
COAF No 13 of 2024 – AoPO: electricity coupons (KPI 17) and alternative gas (KPI 18) are provided to non-qualifying households	AoPO : KPI 17: No. of households provided with electricity coupons - electricity coupons are provided to non-qualifying households	The municipality is currently migrating from a manual indigent register to system generated listing as a result not all indigent households have been captured on the system.	Management should ensure that free basic electricity planned for indigent households is provided only to those households. Furthermore, management should have controls in place to ensure that reported achievements in the APR relate solely to alternative energy provided to indigent households, i.e. align with the planned target.	The individual households in question were only updated on the Municipal excel Indigent document and were not yet uploaded in the Indigent Management system. Based on this background we cannot have a system generated report with regard to them. The applications together with all supporting documents are attached for reference	Ensure that listings for electricity projects are ready before end April 2025	30-Apr-25	SENIOR MANAGER: INFRASTRUCTURE DEVELOPMENT	Yr-1	There is a meeting that has been scheduled with Eskom on 27 March 2025 to discuss the matter .		Attendance register Register of the beneficiaries from Eskom

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				purposes. Please note the system itself can verify employment status, if the person does receive SASSA or not , Whether the applicant is alive or deceased using the ID. An assessment to the Individual Indigents has been done through the application process conducted to them which requires documents to support and confirm status of one's Indigence Status guided by the Indigent and Poverty Alleviation Policy of the Municipality.							
ADJ: COAF 14 of 2024 – Contracted Services- Incorrect classification of expenditure	1. The transactions contained in the table below were incorrectly classified as contracted services in the general ledger and consequently the annual financial statement (AFS). The above is	Lack of oversight over review and allocation of transaction by nature of expenses in the general ledger and ultimately the presentation financial statements to ensure compliance with	Management should allocate expenses in the general ledger and annual AFS taking into account the requirements of GRAP 1 on fair presentation of transactions.	Management to thorough review the expenditure classification and allocation in the GL. Management to identify all expenditure: transfers and subsidies and allocate them correctly.	1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for 1 year to prepare interim financials and AFS including correcting all prior period errors. 4. Review BTO	31 January 2025	CFO / Manager: Budget and Financial Reporting / Chief Accountant: Budget and Financial Reporting	Yr-3	1. 2023/24 Caseware journals have uploaded in the financial system. 2. Reconcilied 2023/24 GL with the audited AFS and there were some variances identified which are being attended to.	Variances are resolved in parallel with the preparation of the interim AFS. Service provider has been appointed and has started with the	Journals 2023/24 Journal after journals upload and draft 2024/25 AFS Tender advertisement

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	particularly inappropriate and does not achieve fair presentation of expense in line with GRAP where "contracted services" includes the procurement of goods and/or services while a separate line item is also presented in the AFS for similar goods or services being procured. 2. The following differences were noted between the amounts as recorded in the GL when compared to the underlying supporting documents (I.e Payment voucher)	GRAP requirement.			organogram to include position(s) that will be responsible for AFS and FAR preparation and compilation in-house. 5. Ensure all the journals are processed in the financial system before the submission of AFS to AG 6. Access of system remotely				3. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS.	preparation of interim AFS.	
COAF No 14 of 2024 – SDBIP does not include operational and capital expenditure by vote.	SDBIP does not include operational and capital expenditure by vote	Management did not include monthly projections of operational and capital expenditure by vote in both the SDBIP and revised SDBIP	Management should ensure adherence with the relevant laws and regulations.	Management acknowledges the finding. Management will include operational and capital expenditure by vote when granted a chance to adjust.	1.The 2024/25 SDBIP will be reviewd and include all compliance requirements before end March 2025 2. Alignment of SDBIP and the	30 March 2025	MONITORING AND EVALUATION MANAGER	Yr-1	SDBIP has been reviewed		Reviewed SDBIP
COAF 16 of 2024 – Contract Management : Non-Submission	**Information not submitted in relation to request for**	Inadequate record management	Management should ensure that information requested by	Management agree with the finding, however, requested	1. Management to implement new filing system. 2. All contract	30-Jun-25	CFO / SCM Manager	Yr-1	Information was subsequently submitted, therefore the		

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of information – RFI 28	**information 53 of 2023-24**	Inadequate filing space	auditors will be made available within the agreed upon timelines	information subsequently submitted to AG.	documents to be reviewed to ensure completeness. 3. Purchase a storage facility 4. Implementation of Section 75 of the MFMA				finding was resolved.		
COAF 17 of 2024 – Statutory Receivables – Impairment Assessment	Trade Receivables Impairment Assessment	1. Lack of oversight over adequate reviews of AFS and accompanying schedules to the AFS prior to finalisation and submission for audit 2. Impairment is only calculated during AFS preparation	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time to ensure that there is enough time allowed for the thorough review of the annual financial statements and supporting schedules before the AFS are submitted for audit.	Management acknowledge the finding, however a detailed calculation submitted with the response to the COAF	1. Recalculate 2023/24 impairment, reverse the one that was recognised and bring-in the adjusted calculation. 2. Perform calculation of impairment on quarterly basis.	28-Feb-25	CFO / Manager: Budget and Financial Reporting / Revenue Accountant	Yr-1	Debt impairment re-calculated and Correction journal has been prepared and will be loaded during preparation of Interim AFS.		Re-calculated debt impairment and prepared correction journal
COAF 18 of 2024 – Investment property: The amount disclosed is not supported by adequate valuation report	The amount disclosed not supported by adequate valuation report	1. Inadequate review of AFS and all information in support of disclosures in the financial statements. 2. Limitation on Assumptions used by "Expert"	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual	Management did not submit the supporting schedule on time but subsequent to this coaf , management submitted the supporting schedule	1. Facilitate the appointment of qualified expert to do the fair value calculation for the 2023/2024 financial year. 2. Process the correcting journal.	31-Mar-25	CFO/ CHIEF ACCOUNTANT: ASSET MANAGEMENT	Yr-1	The Municipalityy has arranged a meeting to be held on Friday 28 March with Arms Consultant (Asset Register Expert) to eveluate the performance of the Provider Provider. Meeting held on the 28th of March	Valuer submitted to the municipality a draft report for 2023/2024 which is still under review and they currently compiling the one for 2024/20245 financial year.	2023/2024 draft report Review notes

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			financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit. Management should ensure that all supporting schedules that agree with the AFS are submitted together with the AFS in order to avoid additional time being spent on the audit and the possibility of a limitation of scope on the audit						where Arms Consulting presented an implementation plan. A session has been signed between Arms and the Valuer to attend to the 2023/24 Investment Property finding and to prepare the report for the current year and according to the plan draft report will be submitted by 30 April 2025 to the municipality.		
ADJ- COAF 22: Comparison of Budget and Actual Amounts	In doing the presentation and disclosure of the Comparison of Budget and Actual Amounts, the note figures are not agreeing to the face of the annual financial statements, figures is accessible and available to support financial and performance reporting	Ineffective review performed of the disclosure note during the annual financial statement preparation and review process.	Management should ensure that the annual financial statements are reviewed to identify the errors in the financial statements.	Management agreed with the finding and processed the adjustments.	1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for 1 year to prepare interim financials and AFS including correcting all prior period errors. 4. Review BTO organogram to include position(s) that will be responsible for AFS and FAR preparation and	31-Mar-25	CFO / Manager: Budget and Financial Reporting / Revenue Accountant	Yr-1	1. Finding was resolved during AFS adjustment 2. 2023/24 Caseware journals have uploaded in the financial system. 3. Reconcilied 2023/24 GL with the audited AFS and there were some variances identified which are being attended to. 4. The	Variances are resolved in parallel with the process of preparation of the interim AFS. Service provider has been appointed and has started with the preparation of interim AFS	2023/245 Audited AFS Journals 2023/24 Journal after journals upload and draft 2024/25 AFS Tender advertisement Appointment letter

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
					compilation in-house. 5. Ensure all the journals are processed in the financial system before the submission of AFS to AG 6. Access of system remotely				municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS.		
ADJ - COAF 23: Misclassification of Neighbourhood Development Partnership Grant as Operational instead of Capital	The disclosure detail as per the table below has been classified under Unspent Operational Monetary Allocations as per Note 14,2. However the nature of the agreement and transactions for Neighbourhood Development Partnership Grant are capital costs. This is not in line with the GRAP requirements as the amounts presented are not classified in an appropriate manner based on underlying conditions as agreed in the memorandum of agreement.	Lack of oversight over review and disclosure of unspent conditional grants based on the entity operations and ultimately the presentation financial statements to ensure compliance with GRAP requirement	Management should prepare disclosure on unspent conditional grants based on the nature of each grant and disclosure in the AFS should take into account the requirements of GRAP 1 on fair presentation of account balances.	Management agreed with the finding and processed the adjustments.	1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for 1 year to prepare interim financials and AFS including correcting all prior period errors. 4. Review BTO organogram to include position(s) that will be responsible for AFS and FAR preparation and compilation in-house. 5. Ensure all the journals are processed in the financial system before the submission of AFS to AG 6. Access of system remotely	31-Mar-25	CFO / Manager: Budget and Financial Reporting / Revenue Accountant	Yr-1	1. Finding was resolved during AFS adjustment 2. 2023/24 Caseware journals have uploaded in the financial system. 3. Reconcilied 2023/24 GL with the audited AFS and there were some variances identified which are being attended to. 4. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS.	Variances are resolved in parallel with the process of preparation of the interim AFS. Service provider has been appointed and has started with the preparation of interim AFS	2023/24 audited AFS Journals 2023/24 Journal after journals upload and draft 2024/25 AFS Tender advertisement Appointment letter

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
COAF No 20 of 2024 – Revenue from Exchange (Licenses and Permits)	Revenue from Exchange (Licenses and Permits)	1. The above is caused by a lack of management oversight over review and reconciliation of amounts collected daily as recorded in the system for all the applications and issuances made on that day against the amount deposited into the cash box daily and subsequently to the bank. 2. Monies receipted are not dropped in the smart box machine on the same day. 3. No monthly reconciliation performed	Management should monitor implementation of the controls in place to ensure that there are controls in place to perform daily reconciliations between the number of applications and issuances of applications and licenses and the amount of cash recorded on that day. Further, management should ensure that deposits into the cash box are done daily, and that the amount deposited in the banks are reconciled regularly	Management disagreed with the differences. To ensure daily reconciliation of the amount collected. Also ensure that the money is dropped on the same day and if the machine is faulty, a report to be submitted	1. Monitor deposit of receipted money in the smart box daily. 2. Reconcile daily transaction report with deposit slip. 3. Submission of CDs, deposit slip and cash handing over certificates to the Revenue office daily	Monthly	SENIOR MANAGER: COMMUNITY SERVICES / CHIEF TRAFFIC OFFICER	Yr-1	Finding was resolved during audit, however continuos monitoring of daily deposits is done. FNB submit a report to the municipality of non-deposit days	Monitoring of non-deposit done with the assistance of FNB.	Email response to FNB of non-deposit
COAF No 24 of 2024 – Supply chain management – Functionality criteria not clearly defined.	Supply chain management – Functionality criteria not clearly defined Audit Finding	1. Absence of thorough review and due diligence by the Bid Specification Committee and management to ensure the transparency, openness, and fairness of the tender requirements. 2. Insufficient design of	The municipality should review its SCM policy and SOP to ensure that the development of specifications (bid evaluation criteria) is transparent and fair from the perspective of bidders, promoting competitiveness and removing subjectivity in the bid evaluation	Management comment on the finding: Management notes the finding from the auditors however the following needs to be taken into account: Functionality Evaluation was first introduced in 2011 with the introduction of the	1. Implement new functionality criteria in line with section 112 of the MFMA.	**01-Jul-24**	CFO / SCM Manager	Yr-1	This has been addressed , all new advitetised projects have functionality that is clearly defined	Service provider has been appointed and has started with the preparation of interim AFS.	Drat interim AFS

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		individual evaluation scoring sheets, lacking a mandatory section for members to document the reasons behind the scores assigned.	process. The municipality should investigate the identified irregular awards/contracts totalling R174 780 304,56 and current year irregular expenditure amounting to R23 931 790,45 thereafter report the findings to MPAC and the council. The municipality should also consider revisiting the prior year SCM expenditure and disclose it as irregular expenditure in the current annual financial statements. The municipality should revise the individual bid evaluation scoring sheets to include a section for evaluators to provide comments, justifying the scores given, to enhance transparency	PPPFA Regulations 2011. National Treasury also issued an Implementation Guide named PREFERENTIAL PROCUREMENT REGULATIONS, 2011 PERTAINING TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, ACT NO 5 OF 2000 (attached). Please read sections 6 and 11 of the guide for the breakdown of how functionality is meant to be applied. Treasury also issued a circular (MFMA Circular 53) which clearly states information that should be contained in the bid invitation where functionality is utilised as an evaluation criterion. That information is as follows: • whether the bids will be evaluated							

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				on functionality; • the evaluation criteria for measuring functionality; • the weight of each criterion; and • the applicable values as well as the minimum threshold for functionality. All the above information is contained in Nyandeni Local Municipality's functionality evaluation criteria for all bids in 2023/2024 Furthermore, the objective of functionality evaluation is to assess a bidder's technical capacity and ability to execute a contract. The municipality's functionality evaluation criterion for all bids is based on the guidance of National Treasury prescripts. Therefore, if the functionality evaluation is							

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				found to be not clearly defined, that would mean the regulations which the functionality evaluation is based on were not compliant with section 112 (e) (f) of MFMA and section 217(1) of the Constitution of the Republic of South Africa. In this case only a prospective approach would be fair in that, since the finding is raised for the first time during this audit, management would be given an opportunity to adjust its functionality criteria going forward (2024/2025 financial year). Only in the event that management carries through with the implementation of the same functionality criteria would such a non-compliance result in irregular expenditure.							

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				On the other hand, if the auditors do not accept the submission made above; management had already done a full review of the procurement for the 2023/2024 financial year where the functionality criteria outlined above was applied and the related expenditure was already quantified prior submission of the AFS. In this case management proposes to adjust the irregular expenditure as detailed in the listing attached. Management comment on the finding: Management notes the finding from the auditors however the following needs to be taken into account: Functionality Evaluation was first introduced in 2011 with the introduction of the						

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				On the other hand, if the auditors do not accept the submission made above; management had already done a full review of the procurement for the 2023/2024 financial year where the functionality criteria outlined above was applied and the related expenditure was already quantified prior submission of the AFS. In this case management proposes to adjust the irregular expenditure as detailed in the listing attached.							
COAF 25 of 2024 – Employee benefits: Leave provision is not accurately calculated	Employee benefits: Leave provision is not accurately calculated	1. The above is caused by a lack of management oversight over review and reconciliation of Leave provision register as leave days captured by HR do not agree with those posted on the leave register and ultimately used to determine the provision balance.	Management should monitor leaves taken by employees and ensure they are recorded accurately and timeously. Furthermore, information posted to the leave provision account should agree with leave balances as per HR reports to ensure accuracy	Management will ensure daily monitoring of leaves taken and ensure that they are captured in the system timeously. Municipality is busy finalizing the setups of the leave module in the financial system so that leaves taken can be automatically	1. HR have requested the system vendor to adjust system parameters not to allow capturing of leaves from a previous FY cause this affects the closing and openig balance and thus affect the leave provision . 2.HR will be conducting monthly leave	30 March 2025	CFO/ HR MANAGER / MANAGER: BUDGET AND FINANICAL REPORTING / EXPENDITURE ACCOUNTANT	Yr-2	Correction journal has been prepared for prior-year correction and will be loaded during interim AFS preparation.		Journal

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		2. Incorrectly classifying a payable as a provision. 3. Delayed on leave reconciliation and poor monitoring of attendance by Supervisors	of leave provision balance.	updated in the system.	reconciliation between the financial system and leave forms. 3. Rolling out the online leave application module 4. Conduct awareness on Policies i.e Leave policy ,Code of conduct on the continous basis 5. Strenghten attendance by Section heads 6. Explore biometric system						
COAF 26 of 2024 – Procurement and Contract Management: Deviations	Reason for deviation is not stated in the deviation form.	1. Lack of consideration of SCM regulation applicable to deviation.	Procurement should be done in accordance with the SCM policy which should be in line with the Municipal Supply Chain Regulation.	Management disagrees with the finding. The deviations in question are accompanied by a supporting memo where all the details and reasons for deviation are stated.	1. Ensure that reasons are stipulated in the deviation form before it can be signed by the signatories.	**01-Jul-24**	CFO / SCM Manager	Yr-2	Devation Register has been compiled and reviewed on Monthly bases	Deviation register has been updated as at 31 May 2025	Devation Register
COAF 26 of 2024 – Statutory Receivables Various Issues	1. We performed interest recalculation for debtors on the selected transactions and the projected understatement of R256 975 of interest was identified between the debtors age	1. Lack of oversight over review and allocation of transaction by nature of expenses in the general ledger and ultimately the presentation financial statements to	1. Management should perform reconciliations and review on the inputs used for interest calculation to ensure the system has correctly calculated the interest.		1. Peform and review monthly Debtors reconciliation. 2. Calculation of debt impairment quarterly 3. Prepare quarterly AFS and submit for review	31-Mar-25	CFO / Manager: Budget and Financial Reporting / Revenue Accountant	Yr-1	1. Debtors have been reconciled as at 28 February 2025. 2. Debt impairment re-calculated and Correction journal has been prepared and will be loaded during	Debtors have been reconciled as at 31 May 2025	Signed debtors reconciliation Re-calculated debt impairment and prepared correction journal Billing report

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	analysis/transaction history and auditor's recalculation. 2. We have further noted that the referencing under note 57, Irrecoverable debt written off references to note 36 which relates to Finance costs and does not reflect transactions on debt related costs. This is misleading to the users of the financial statements and the incorrect referencing to an amount of R12 301 736. 3. We performed comparison between the customer account statement and the age analysis and we identified overall the debtors balance agree however the debtors aging from the debtors account statement is different from the age analysis submitted for audit see table below	ensure compliance with GRAP requirement. 2. Impairment is only calculated during AFS preparation. 3. Monthly procedures on Debtors module are not performed timeously.	2. Management should ensure that the annual financial statements are reviewed to identify the errors in the financial statements.		4. Peform monthly debtors procedures in their sequence and run the age analysis and post to the GL on the same day				preparation of Interim AFS. 3. Debtors month-end procedures are processed timeously.		

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	for the variances identified.										
COAF 27 of 2024 – Procurement and Contract Management: Competitive Bids	1. Bids not advertised over the required minimum number of days.	1. Lack of consideration of SCM regulation applicable to procurement through competitive bid 2. Poor planning	1. Procurement should be done in accordance with the SCM policy which should be in line with the Municipal Supply Chain Regulation.		1. Monthly monitoring of the Procurement Plan.	Monthly	CFO / SCM Manager / All HoDs	Yr-1	Procurement Plans are monitored monthly and all departments are reminded by SCM on their projects .	Report on the implementation of procurement plans have prepared as at 31 May 2025	Report on the implementation of procurement plans.
	2. Bids not advertised on the local newspaper.	2. Lack of consideration of SCM regulation applicable to procurement through competitive bid	2. Procurement should be done in accordance with the SCM policy which should be in line with the Municipal Supply Chain Regulation.	Management comment on the finding: Management respectfully disagrees with the finding. Management applied the provisions of regulation 22(2) of the SCM regulation, which states that "A supply chain management policy may allow the accounting officer to determine a closure date for the submission of bids which is less than the 30 or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is	1. Review SCM SOPs and ensure compliance thereof.	31 January 2025	CFO / SCM Manager	Yr-1	Draft SCM SOP has been developed .	SOP will be tabled to the Council for adoption in June 2025	Draft SOP Council resolution

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				impractical or impossible to follow the official procurement process".							
	3. Bid not advertised on the municipal website.	3. Lack of consideration of SCM regulation applicable to procurement through competitive bid	Procurement should be done in accordance with the SCM policy which should be in line with the Municipal Supply Chain Regulation.	Management comment on the finding: Management respectfully disagrees with the finding. All the above listed bids were advertised in the Pondo News (see attached tear sheets).	1. Review SCM SOPs and ensure compliance thereof.	31 January 2025	CFO / SCM Manager	Yr-1	Draft SCM SOP has been developed .	SOP will be tabled to the Council for adoption in June 2025	Draft SOP
	4. Non-Submission of information – RFI 19.	Lack of proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	Management should implement proper and timely record keeping to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting	Management respectfully disagrees with the finding. The bid in question was published on the website, however, during the publication of the award the advert disappeared. The matter was reported to IT in August 2024 (proof will be submitted on 15 November).	**1. Management to implement new filing system.** **2. All contract documents to be reviewed to ensure completeness.**	**30-Jun-25**	CFO / SCM Manager	Yr-1	Information was subsequently submitted, therefore the finding was resolved.		
COAF No. 28 of 2024 – Statement of Changes in Net Assets Differences	Statement of Changes in Net Assets Differences	Ineffective review performed of the disclosure note during the annual financial statement preparation and review process.	Management should ensure that the annual financial statements are reviewed to identify the errors in the financial statements	Management agreed with the finding.	1. Preparation of Quarterly AFS 2. Timeously submission of AFS for quality review 3. Appoint consultants for 1 year to prepare	31-Mar-25	CFO/ ASSISTANT MANAGER: ASSET MANAGEMENT	Yr-1	1. Reconcilied 2023/24 GL with the audited AFS and there were some variances identified which are being attended to.		2023/24 Journal after upload and draft 2024/25 AFS Tender advertisement

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					interim financials and AFS including correcting all prior period errors. 4. Review BTO organogram to include position(s) that will be responsible for AFS and FAR preparation and compilation in-house.				2. The municipality is still under the process of appointing a Service Provider to assist on preparation of Quarterly and Annual AFS.		
COAF 30 of 2024 –VAT output on INEP receipts not correctly accounted for in the annual financial statements submitted.	ISS 49: VAT output on INEP receipts not correctly accounted for in the annual financial statements submitted.	Inadequate reviews of information used to prepare annual financial statements prior to submission for audit to ensure it is complete and is in line with applicable reporting framework requirements and relevant legislation	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit.	Management agreed with the finding and processed the adjustments.	1. During preparation of interim AFS ensure that INEP is disclosed as per the required GRAP Standard. 2. Write a letter to SARS request for condonment and pay VAT that was calculated during AFS preparation from 2019 up to date	28-Feb-25	CFO / Manager: Budget and Financial Reporting /Chief Accountant:Financial and Reporting	Yr-1	1. Letter was written to SARS and the municipality will declare VAT for 5 years and also for the current year. 2. Journal prepared and to be loaded to the financial system once Vote for Construction Revenue is created.		Email to SARS and the response. Prepared journal
COAF 31 of 2024 – Depreciation: Discrepancies on depreciation disclosed in the annual financial statement	Depreciation: Discrepancies on depreciation disclosed in the annual financial statement	Inadequate reviews of AFS and accompanying schedules to the AFS.	Management should put processes in place to ensure that the annual financial statements are prepared and	Management agreed with the finding.	1. Monthly calculation of depreciation 2. Reconcile and review the opening and	31-Mar-25	CFO/ ASSISTANT MANAGER: ASSET MANAGEMENT	Yr-1	Depreciation for the current year has been calculated by the system and recalculated .	Depreciation has been calculated in the financial system for the period ending 31 May 2025 and re-performance of	Updated Fixed Asset Register . Draft 2024/2045 Interim Afs

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			finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit.		closing balances monthly					the calculation will be done and disclosed in the interim AFS	
COAF 32 of 2024 –PPE- WIP additions not supported by adequate evidence	PPE- WIP additions not supported by adequate evidence	1. Lack of oversight over implementation of internal controls to ensure that the municipality has and maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds. 2. Misalignment of BOQs with invoices	Management should ensure that all invoices are approved for payment when a clear detailed invoice and claim/BOQ is submitted clearly stating the services that were rendered in line with the service level agreement and pre-agreed bill of quantifies. All payments should be limited to amounts agreed upon service level agreements.	Management agreed with the finding and submitted the outstanding information.	1. Ensure that the BOQ / Certificate is signed off and reviewed by the Head of the Department to verify accuracy. 2. Request for payments should be accompanied with the BOQ soft copy	31 January 2025	ALL HODs	Yr-3	Before all capital payments are processed , Asset Management unit check BOQs to ensure completenes and accurancy of BOQs	Verification of the figures and the calculation formula in the BOQ is done before any payment can be processed	
COAF 33 of 2024 –PPE and related expenditure items- Various issues	PPE-Movables: Difference between AFS and supporting registers	1. Inadequate review of journals processed against the supporting documents to	Management should put processes in place to ensure that the annual financial	No management response received, however subsequent to the COAF	1. Prepare quarterly AFS and submit timeously for review	31-Mar-25	CFO/ CHIEF ACCOUNTANT: ASSET MANAGEMENT	Yr-1	Tender advised for Preparations of Quartelly AFS to ensure that	Service provider has been appointed and has started with the	Appointment letter

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		ensure correct journals are processed and amounts disclosed in the Annual financial statements (AFS) are accurate. 2.Late submission of AFS for review	statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit	management submitted a detailed investment property report was submitted for audit.					AFS are prepared on time.	preparation of interim AFS.	
	Loss on disposal: Discrepancies on loss on disposal disclosed in the annual financial statement	1. Inadequate reviews of AFS and accompanying schedules to the AFS.	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit.	Management agreed with and finding and made the adjustment.	1. Prepare quarterly AFS and submit timeously for review	31-Mar-25	CFO/ CHIEF ACCOUNTANT: ASSET MANAGEMENT	Yr-1	Tender advised for Preparations of Quartelly AFS to ensure that AFS are prepared on time and allow enough time for Quality Review of AFS	Service provider has been appointed and has started with the preparation of interim AFS.	Appointment letter
	Difference between AFS and	1. CaseWare journals	Management should put	Management disagreed with this	1. Arrange a meeting with to	28-Feb-25	CFO/ CHIEF ACCOUNTANT:	Yr-1	The Municipality has arranged the	Meeting was held with AG to discuss	PPE reconciliation

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	the General Ledger	processed on AFS preparation and not updated on the GL prior to submission of AFS to the audit, supporting evidence for the processed adjustment was not reviewed and submitted concurrently with the financial statements	processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit.	finding and a detailed asset mapping or grouping was submitted.	present the reconciliation.		ASSET MANAGEMENT		meeting with AG to discuss the differences raised by AG in the last meeting .	the PPE COAF on limitation of scope COAF. The finding then wad discussed and resolved	
COAF 34 of 2024 – Statutory Receivables – Impairment Differences	Trade Receivables Impairment Assessment	Lack of oversight over review of the schedules submitted for auditing by the auditee and ultimately the presentation financial statements to ensure compliance with GRAP requirement.	Management should ensure that all supporting schedules that agree with the AFS have been appropriately prepared in terms of GRAP and reviews are performed to confirm the accuracy of the information submitted.	Management agreed with the finding and proposed an adjustment.	1. Recalculate 2023/24 impairment 2. Review all prior period error corrections to ensure that they are captured correctly. 3. Perform calculation of impairment on quarterly basis.	31-Mar-25	CFO / Manager: Budget and Financial Reporting / Revenue Accountant	Yr-1	Debt impairment re-calculated and Correction journal has been prepared and will be loaded during preparation of Interim AFS.		Re-calculated debt impairment and prepared correction journal
COAF 35 of 2024 – Conflict of interest CAATs exceptions	Conflict of interest CAATs exceptions	Ineffective review of compliance document submitted for compliance during the procurement process to ensure	Management should Conduct regular internal audits and reviews to identify and address non-compliance issues	Management agreed with the finding.	1. Identify all projects related to conflict of interest exceptions and disclose irregular expenditure if non-dosclosure is the	31-Mar-25	CFO / SCM Manager	Yr-2	Declaration by Officials has been done by the Legal office		Declaration forms

COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
		that the declaration of interest were submitted	before they are flagged in external audits.		case. 2. Declaration by all Officials and Councillors and be reviewed annually 3. Proper review of declarations submitted (MBD4 forms)						
COAF No 38 of 2024: Difference noted capital commitment balance	Difference noted capital commitment balance	1. The issue was caused by lack of management oversight over review and monitoring of compliance with applicable laws and regulations. 2. Incorrect methodology applied to calculate capital commitments.	Management should ensure that the commitment register, and all supporting schedules are thoroughly reviewed before being submitted for audit.	Management agreed with the finding.	1. Review the capital commitments for the prior year and include accruals in the calculation. 2. Process the prior period error. 3. Review of capital commitments	28-Feb-25	CFO/ SCM MANAGER	Yr-2	Capital Commitment Register will be finalised by 30 April 2025 and the municipality will ensure that all accruals are included in the register .	2023/2024 commitment register has been revised and adjusted to resolve the finding that was issued	Updated Commitment Register
COAF 39 of 2024 – Prior period error note and Conditional grants revenue	Prior period error note- Casting difference and amounts on the note do not reconcile with the face of the annual financial statements	Inadequate reviews of annual financial statement prior to submission for audit to ensure full compliance with GRAP requirement for preparation of annual financial statements.	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the	Management agreed with and finding and made the adjustment.	Review all prior period error corrections to ensure that they are captured correctly in the financial system	28-Feb-25	CFO/ MANAGER:BUDGET & FINANCIAL REPORTING / CHIEF ACCOUNTANT: BUDGET & FINANCIAL REPORTING / CHIEF ACCOUNTANT:ASSET MANAGEMENT	Yr-1	The Municipality has advertised a project for Preparation of Quarlly Annually Financial Statements to ensure that AFS are prepared on time and allow enough time for quality Review of AFS.	Service provider has been appointed and has started with the preparation of interim AFS which will be submitted to Internal audit unit and Provincial Treasury for review by the 15 June 2025	Interim AFS



COAF NUMBER	Detailed Findings	Root cause	Recommendation	Management Response	ACTION BY MANAGEMENT	TIME FRAME / DUE DATE	Responsible Person	Number of times reported in previous two years	PROGRESS as at 31 March 2025	PROGRESS AS AT 31 MAY 2025	POE
			municipality, before the AFS are submitted for audit.								
	Human Settlements Grants Accounting Treatment	Lack of oversight over review of the Service Level Agreement and ultimately the presentation financial statements to ensure compliance with GRAP requirements	Management should put processes in place to ensure that the annual financial statements are prepared and finalised on time in order to ensure that there is enough time allowed for the thorough review of the annual financial statements by the different levels of internal reviews within the municipality, before the AFS are submitted for audit	Management agreed with and finding and made the adjustment.	Review all prior period error corrections to ensure that they are captured correctly in the financial system	28-Feb-25	CFO/ MANAGER:BUDGET & FINANCIAL REPORTING / CHIEF ACCOUNTANT: BUDGET & FINANCIAL REPORTING / CHIEF ACCOUNTANT:ASSET MANAGEMENT	Yr-1	Prepared a journal and will be processed in the system once VOTES construction receivable and construction costs revenue created.	Vote for construction revenue created and the journal was processed in the system.	Prepared journal



ANNEXTURE B: INSTITUTIONAL POLICIES

1. MUNICIPAL MANAGER'S OFFICE

NO.	POLICY	STATUS
1.	Development of IDP Policy	Review without amendments
2.	Communication and Social Media Policy	**Review with amendments**
3.	Fraud Risk Management Policy	Review without amendments
4.	Ethics and Intergrity policy	Review without amendments
5.	Risk Management Committee Chatter	Review without amendments
6.	Whistle Blowing Policy	Review without amendments
7.	Enterprise Risk Management Policy	Review without amendments
8.	Internal Audit chatter	**Review with amendments**
9.	Audit committee chatter	**Review with amendments**
10.	Public Participation Policy	Review without amendments
11.	Youth policy framework	Review without amendments
12.	Special programs unit policy	Review without amendments
13.	Capacity Building for Members of Municipal Council	**Review with amendments**
14.	Policy on Traditional leaders	**Review with amendments**
15.	Policy for Support to ward committees	**Review with amendments**
16.	Protection of councilors policy	**Review with amendments**
17.	Communications Strategy	**Review with amendments**
18.	Contract Management Policy	Review without amendments
19.	Systems of Delegation Policy	Review without amendments
20.	Good Governance Framework	Review without amendments
21.	Cost Containment Policy	**Review without amendments**
22.	Council Rules and Standing Orders	Review without amendment
23.	Business Continuity Management Policy	**Review without amendments**
24.	Combined Assurance Policy	**Review with amendments**
25.	Consequence Management policy	**New policy**
26.	Public participation strategy	**New policy**
27.	Petitions Management policy	Review without amendments
28.	Ward committee policy	**New policy**
29.	Integrated Management Policy	
30.	Compliance Policy	

2. CORPORATE SERVICES POLICIES

A. Human Resources

NO.	POLICY	STATUS
1.	Change Management policy	**New policy**
2.	Remote working policy	**New policy**
3.	Camping allowance policy	**New policy**
4.	Leave	**Review with amendments**
5.	Recruitment & Selection	**Review with Amendments**
6.	Subsistence and Travel	**Review with amendments**
7.	Leave	**Review with amendments**
8.	Policy on Bursary and other forms of financial assistance	**Review with amendments**
9.	Incapacity due to ill-health	**Merger of two policies**
	Incapacity due to poor performance	**Review with amendments**
10.	Internal Transfer	**Review with amendments**
11.	Strike Management	**Review with amendments**
12.	Bereavement Policy	Review without amendments
13.	Disciplinary & Grievance Policy	Review without amendments
14.	Employee Retention Policy	Review without amendments
15.	Employment Equity Policy	Review without amendments
16.	HIV/AIDS Policy	Review without amendments
17.	Human Resource Development Policy	Review without amendments
18.	Performance Management Policy	Review without amendments
19.	Induction Policy	Review without amendments
20.	Personal Regulations Policy	Review without amendments
21.	Placement Policy	Review without amendments
22.	Remuneration Policy	Review without amendments
23.	Succession	Review without amendments
24.	Termination of service	Review without amendments
25.	Work Attendance	Review without amendments
26.	Occupational Health &Safety	Review without amendments
27.	Overtime	Review without amendments
28.	Transport	Review without amendments
29.	Incapacity due to Operational Requirements	Review without amendments
30.	Harassment in the workplace policy	Review without amendments
31.	Probation	Review without amendments
32.	Relocation	Review without amendments
33.	Integrated Employee Wellness	Review without amendments
34.	Dress Code	Review without amendments
35.	Inclement Weather	Review without amendments
36.	Sport & Recreation	Review without amendments
37.	Policy development guidelines	Review without amendments
38.	Organizational Development Guidelines	Review without amendments
39.	Smoking Policy	Review without amendments
40.	Private Work &Declaration	Review without amendments
41.	Alcohol &Substance Abuse	Review without amendments
42.	Internship	Review without amendments
43.	Scarce Skills	Review without amendments
44.	Night shift and Emergency Policy	Review without amendments
45.	POPI Compliance policy	Review without amendments
46.	Learnership policy	Review without amendments
47.	Job evaluation	Review without amendments
48.	Organizational establishment	Review without amendments

b) ICT and Admin

NO.	POLICY	STATUS
1.	Analytic systems policy	**New policy**
2.	ICT Strategic Plan	**Review with amendments**
3.	Cellphone policy	**Review with Amendments**
4.	ICT security Management Policy	**Review with amendments**
5.	ICT assets management	**Review with amendments**
6.	ICT vendor and SLA management	**Review with amendments**
7.	Change control management	Review without amendments
8.	ICT Governance	Review without amendments
9.	User account management	Review without amendments
10.	ICT risk management	Review without amendments

NO.	POLICY	STATUS
11.	Business and ICT continuity	Review without amendments
12.	Data backup and restore	Review without amendments
13.	ICT capacity planning and availability	Review without amendments
14.	Incident and problem management	Review without amendments
15.	Bring your own device	Review without amendments
16.	Telephone management policy	Review without amendments
17.	Facilities and environmental control	Review without amendments
18.	Internet, Email and Intranet	Review without amendments
19.	Records Management policy	Review without amendments
20.	Acquisition of computer equipment	Review without amendments
21.	Acceptable use of ICT Resources	Review without amendments
22.	File plan	Review without amendments
23.	Configurations and Setup Policy	Review without amendments
24.	ICT Project Management Policy	Review without amendments
25.	POPI policy for ICT	Review without amendments
26.	Customer care	Review without amendments

3. PLANNING AND DEVELOPMENT

1.	Street Naming Policy	Review without amendments
2.	Business License Policy	**Review with amendments**
3.	LED Funding Policy	**Review with amendments**
4.	Housing Allocation Policy	**Review with amendments**
5.	Land Disposal Policy	**Review with amendments**
6.	Land Invasion Policy	**Review with amendments**
7.	SMME support and development	**Review with amendments**

4. BUDGET AND TREASURY OFFICE

NO.	POLICY	STATUS
1	Supply Chain Management Policy	**Review with amendments**
2	Asset Management Policy	**Review with amendments**
3	Tariff Policy	**Review with amendments**
4	Credit Control & Debt Collection Policy	**Review with amendments**
5	Bad Debt Write Off Policy	**Review with amendments**
6	Property Rates Policy	**Review with amendments**
7	Bank & Investment Policy	**Review with amendments**
8	Expenditure Management Policy	**Review with amendments**
9	Virement Policy	Review without amendments
10	Inventory Management Policy	**Review with amendments**
11	Fleet Management Policy	**Review with amendments**
12	Service charges	**Review with amendments**
13	IDP &Budget	**Review with amendments**

5. COMMUNITY SERVICES

1.	Vehicle impoundment policy	**New policy**
2.	CCTV Policy	**New policy**
3.	Pound policy	**Review with amendments**
4.	Cemetery policy	**Review with amendments**
5.	Library and information services policy	**Review with amendments**
6.	Early Childhood development policy	**Review with amendments**
7.	Greening and Landscaping policy	**Review with amendments**
8.	Firearm policy	**Review with amendments**
9.	Community healthcare policy	**Review with amendments**
10.	Indigent and Poverty Alleviation Policy	**Review with amendments**
11.	Cemetery By law	Review without amendments
12.	Pound By Law	Review without amendments
13.	Library and Information services By Law	Review without amendments
14.	Integrated Waste Management By Law	Review without amendments
15.	Parks & Recreation By Law	Review without amendments

6. INFRASTRUCTURE DEVELOPMENT

NO.	POLICY	STATUS
1.	EPWP Policy	**Review with amendments**
2.	ISD Policy	**Review with amendments**
3.	Capital Projects Policy	**Review with amendments**
4.	Retention Policy	**Review with amendments**
5.	Roads and Storm water Maintenance Policy	**Review with amendments**
6.	Occupational Health and Safety	**Review with amendments**
7.	Electricity maintenance policy	**New**
8.	Alternative energy policy	**New**
9.	Disaster Management policy	**New**

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ACTING MM

ANNEXTURE C: NYANDENI LOCAL MUNICIPALITY ORGANOGRAM

ORGANISATIONAL STRUCTURE

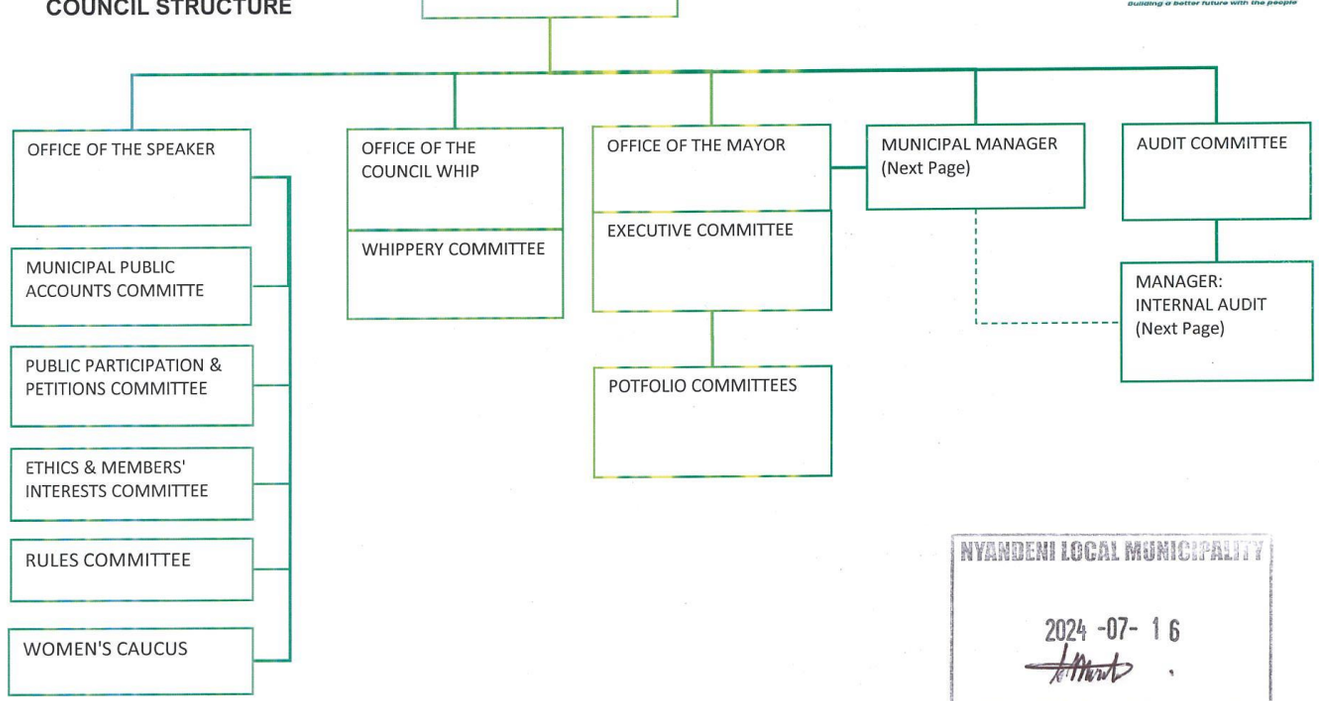
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COUNCIL STRUCTURE



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ORGANISATIONAL - FUNCTION

ORGANISATIONAL FUNCTION: To perform all responsibilities as head of administration and accounting officer, as outlined in Section 55 of the Municipal Systems Act, 2000 as amended by:-
1) ensuring good governance and clean administration;
2) Directing, coordinating and implementing the municipality's Integrated Development Plan (IDP), including development of policies and procedures to facilitate effective community participation
3)Provide sound advisory and strategic support to Mayor, Executive Committee and political structures of Council ;
4) Ensure adherence to all legislation governing local government ;
5) providing strategic management planning and development;

HEAD: MUNICIPAL MANAGER

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DIVISION: LEGAL SERVICES

FUNCTIONS:
1) To provide sound legal advice services to the municipality;
2) To handle all litigations;
3) To advise on drafting and monitoring of service level agreements;
4) To coordinate the development & review of municipal by-laws;
5) To carry out administrative legal actions to ensure compliance.

DIVISIONAL HEAD: MANAGER: LEGAL SERVICES

DIVISION: MONITORING & EVALUATION

FUNCTION:
1) To develop and implement municipal performance framework of the municipality;
2) To monitor the implementation of the municipal service delivery and budget implementation plan (SDBIP);
3) To coordinate the evaluation of the municipal performance.

DIVISIONAL HEAD: MANAGER: LOCAL ECONOMIC DEVELOPMENT

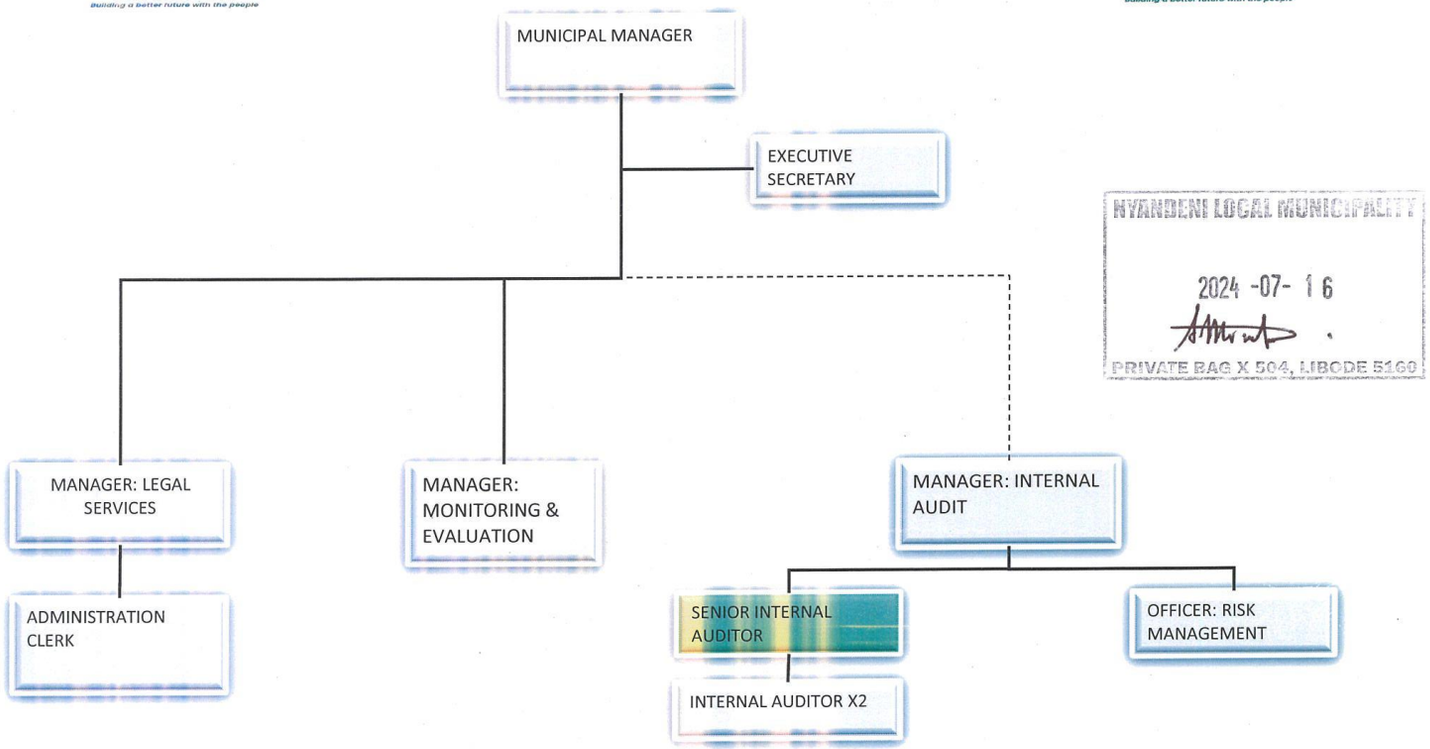
DIVISION: INTERNAL AUDIT & RISK MANAGEMENT SERVICES

FUNCTION:
1) To provide internal audit services;
2) To monitor compliance with policies, procedures and rules;
3) To develop & implement risk management framework;
4) To develop & implement systems or tools to mitigate risk and monitor implentation of action plans;
5) to facilitate the identification and mitigation of emerging risks for mitigation

DIVISIONAL HEAD: MANAGER: INTERNAL AUDIT

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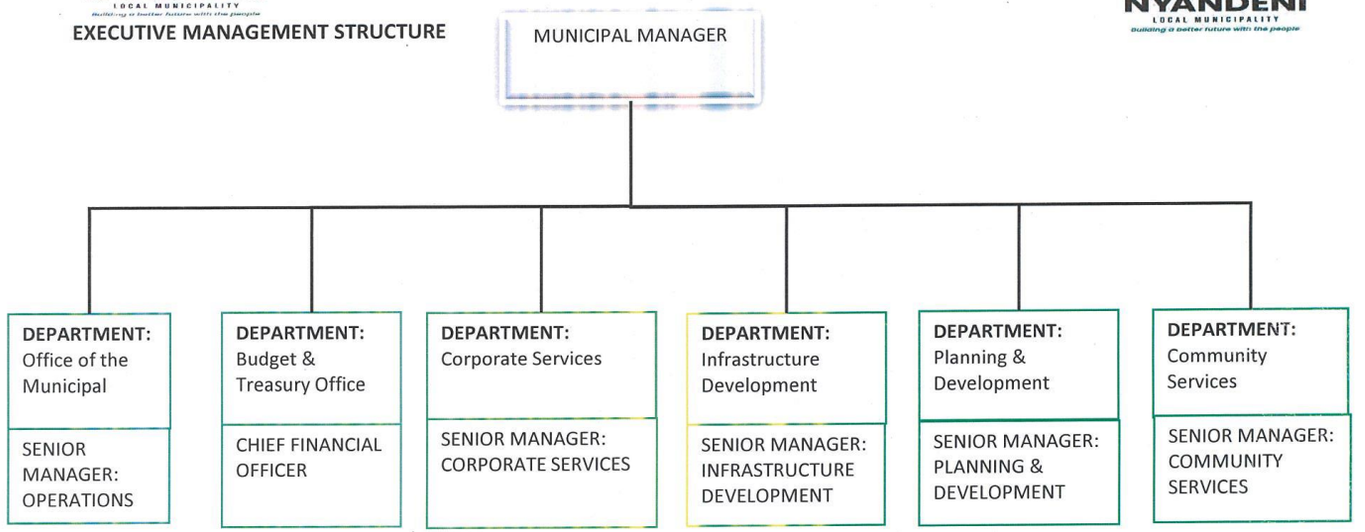
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EXECUTIVE MANAGEMENT STRUCTURE



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MM's OFFICE - FUNCTION

DEPARTMENTAL FUNCTION: To services for the municipality through:-
1) Coordination of Municipal Strategic Planning and Institutional Performance Management and Evaluation;
2) Provide strategic communication, IGR and Stakeholder Management,
3) Promotion of Public or Community Participation;
4) Coordination of Special Programmes with main focus to youth, women, Children, elderly, military veterans and people with disabilities;
5) To provide support to traditional leaders.

HOD: SENIOR MANAGER: OPERATIONS

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DIVISION: IDP & IGR
FUNCTIONS:
1) To coordinate the development and review municipal strategic planning;
2) To coordinate Inter-Governmental Relations;

DIVISIONAL HEAD:
MANAGER: IDP & IGR

DIVISION: COMMUNICATION & PUBLIC PARTICIPATION
FUNCTION: To through:-
1) To provide corporate communication services;
2) To manage corporate branding, advertising and marketing of the municipality;
3) To manage public participation ;

DIVISIONAL HEAD: MANAGER: COMMUNICATION & PUBLIC PARTITION

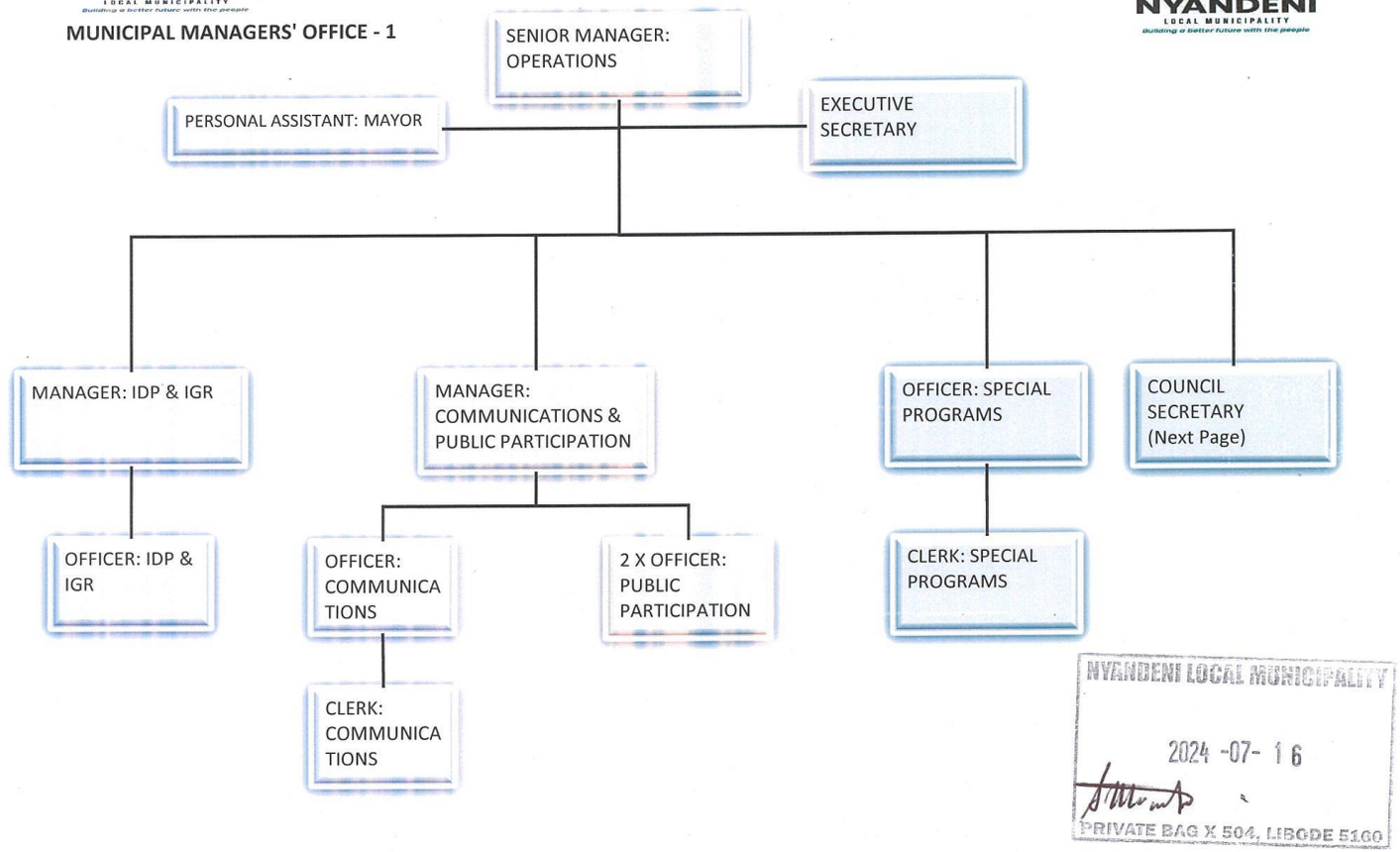
DIVISION: COUNCIL & EXECUTIVE SUPPORT
FUNCTION:
1) To provide the executive support to the office of the mayor, speaker, council whip and full-time councillors;
2) To provide support to all Sec. 79 committees, namely, MPAC, Public Participation & Petition, Ethics & Members Interest, and Women's Caucus.

MANAGER: COUNCIL & EXECUTIVE SUPPORT

UNIT: SPECIAL PROGRAMMES
FUNCTION:
1) to coordinate special intervention programs with specific focus toyouth, women, children, elderly, military veterans and people with disabilities;
2) ;To coordinate and promote activities related to sport, recreation, art and culture.

UNIT HEAD: OFFICER: SPECIAL PROGRAMS

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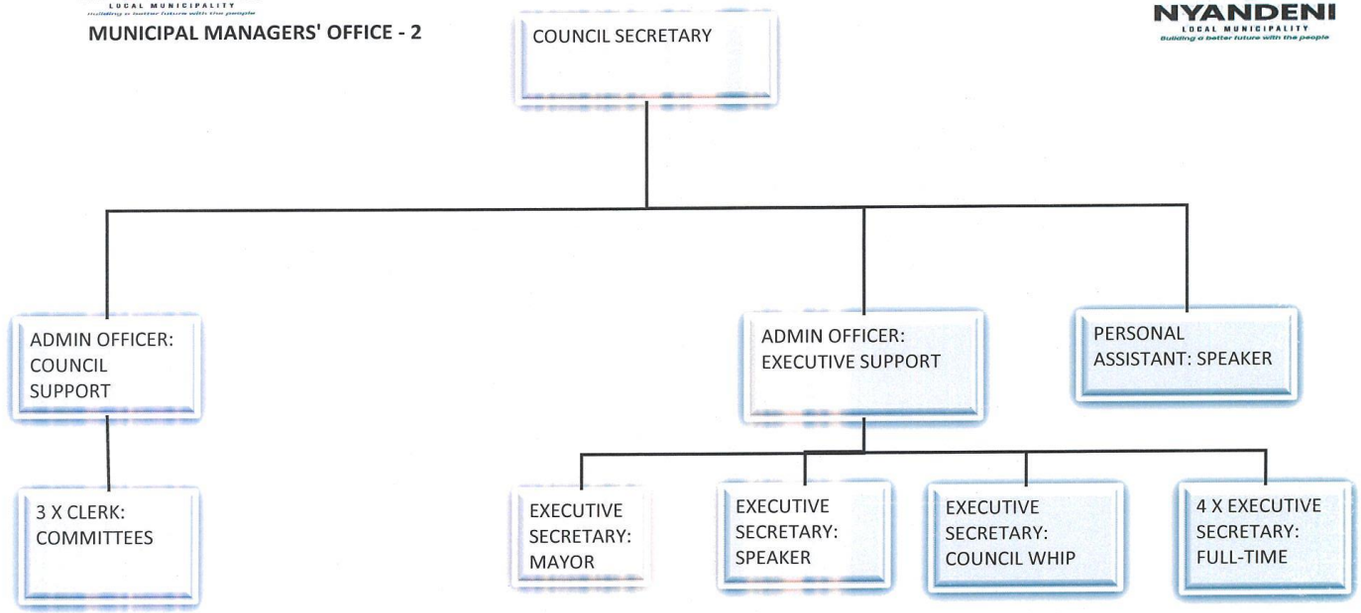


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MUNICIPAL MANAGERS' OFFICE - 2



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BUDGET & TREASURY - FUNCTION

DEPARTMENTAL FUNCTION: To provide sound financial management through:-
1) development and implementation of municipal budget;
2)effective revenue management;
3) Effective maintenance of expenditure controls;
4) management of assets and liabilities;

HOD: CHIEF FINANCIAL OFFICER

UNIT FUNCTION: To provide sound financial management through:-
1) Monitoring municipal budget implementation
2) development of financial reports;
3) Effective billing and revenue collection;
4) Effective maintenance of expenditure controls;

UNIT HEAD: MANAGER: BUDGET & FINANCIAL REPORTING

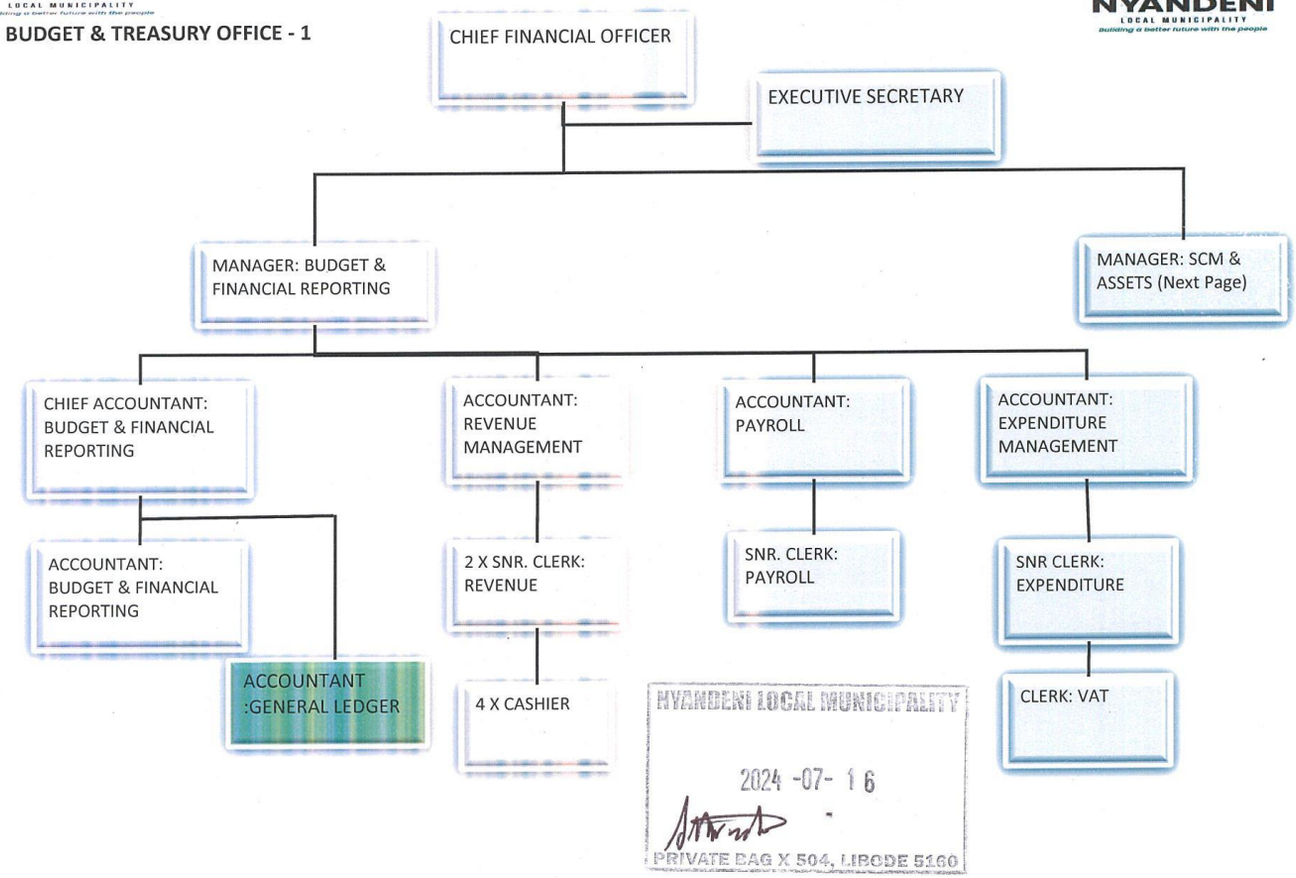
UNIT FUNCTION: To provide sound financial management through:-
1) procurement of goods and services;
2) management of assets and liabilities;
3)manage the use and maintenance of municipal fleet.

UNIT HEAD: MANAGER: SUPPLY CHAIN & ASSETS

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BUDGET & TREASURY OFFICE - 1

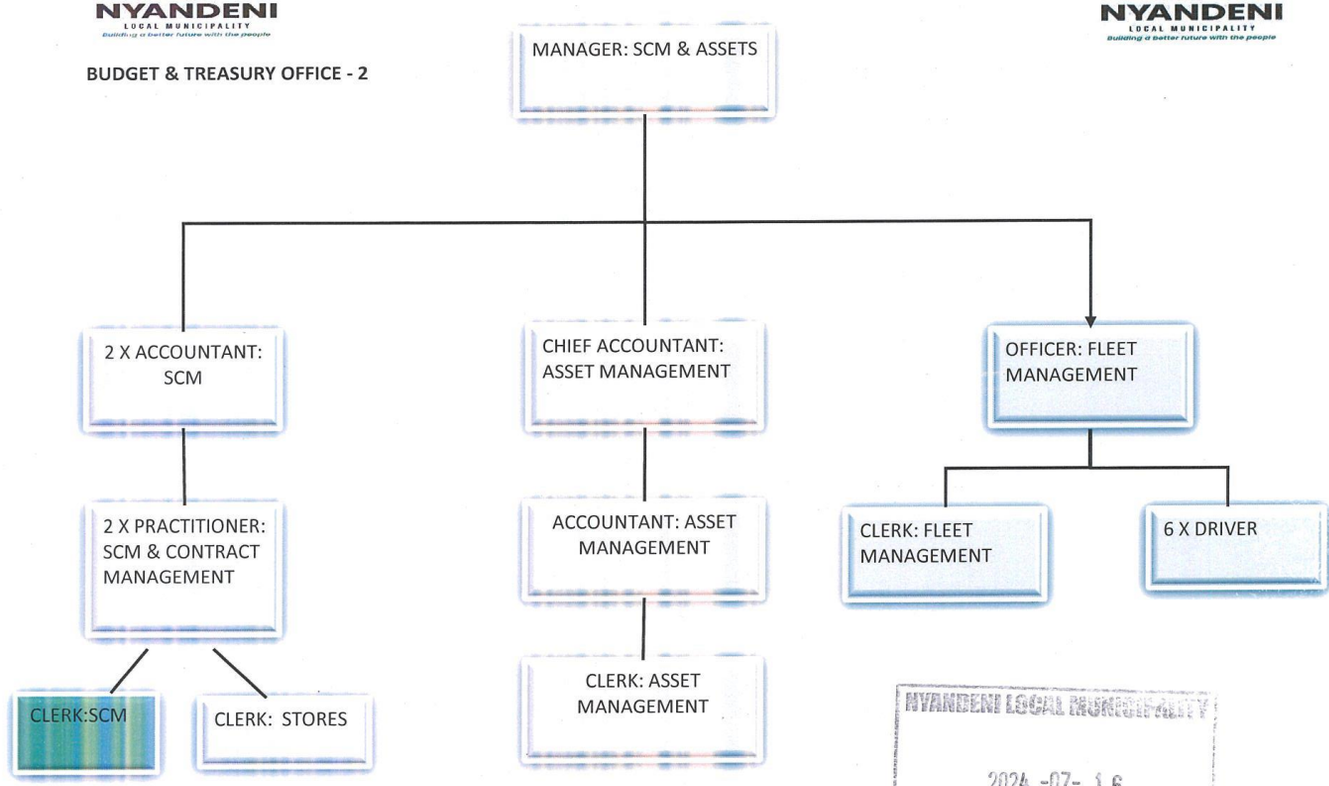


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CORPORATE SERVICES - FUNCTION

DEPARTMENTAL FUNCTION: To renders support service to the core service delivery departments of the municipality through:-
1) provision and management of human resources;
2) building institutional capacity and resillience;
3) promotion of sound labour relations;
4) rendering IT support service and innovation; and
5) provision of administration support;

HOD: SNR. MANAGER: CORPORATE SERVICES

DIVISION: HUMAN RESOURCE MANAGEMENT
FUNCTION: To renders human resource support service to the municipality through:-
1) provision of human resources administration;
2) building institutional capacity and resillience;
3) promotion of sound labour relations;
4) promotion of safe work environment

UNIT HEAD: MANAGER: HUMAN RESOURCES

DIVISION: ICT & ADMINISTRATION
FUNCTION: To render ICT and general support service to the municipality through:-
1) provision of ICT infrastructure to the municipality;
2) provision of ICT support service to users;
3) management of municipal records;
4) provision of general administration and other auxiliary services;
5) promotion of customer care services .

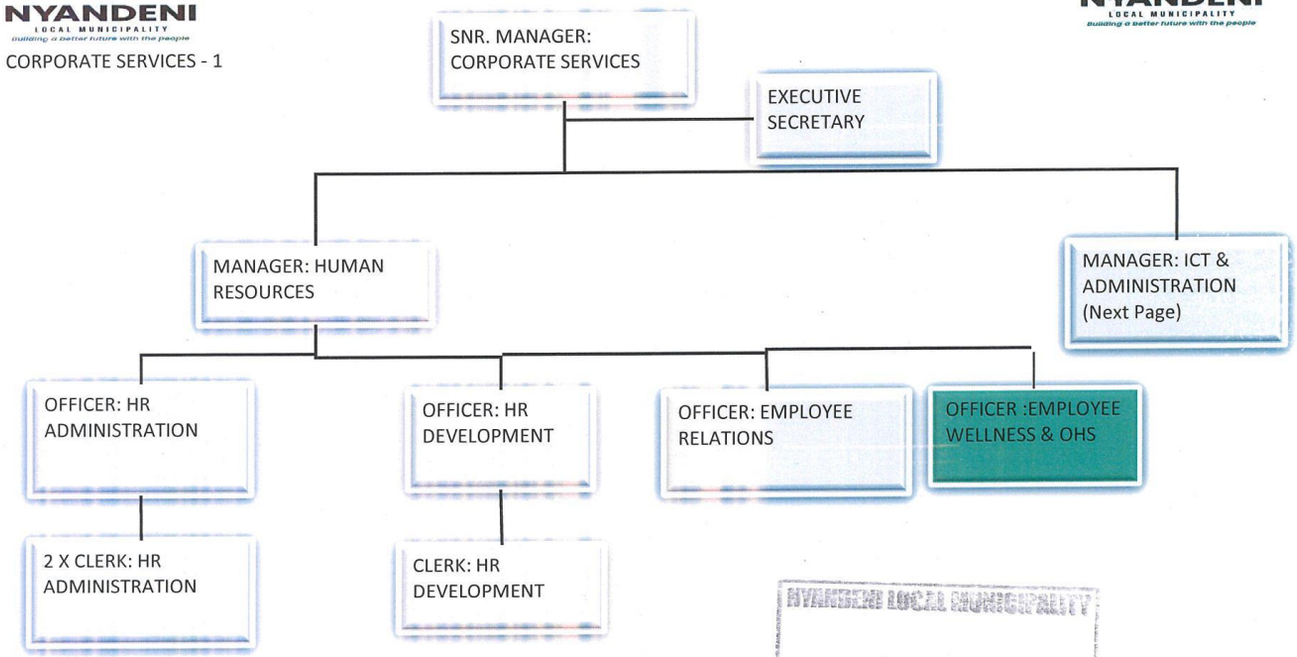
UNIT HEAD: MANAGER: ICT & ADMINISTRATION

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CORPORATE SERVICES - 1

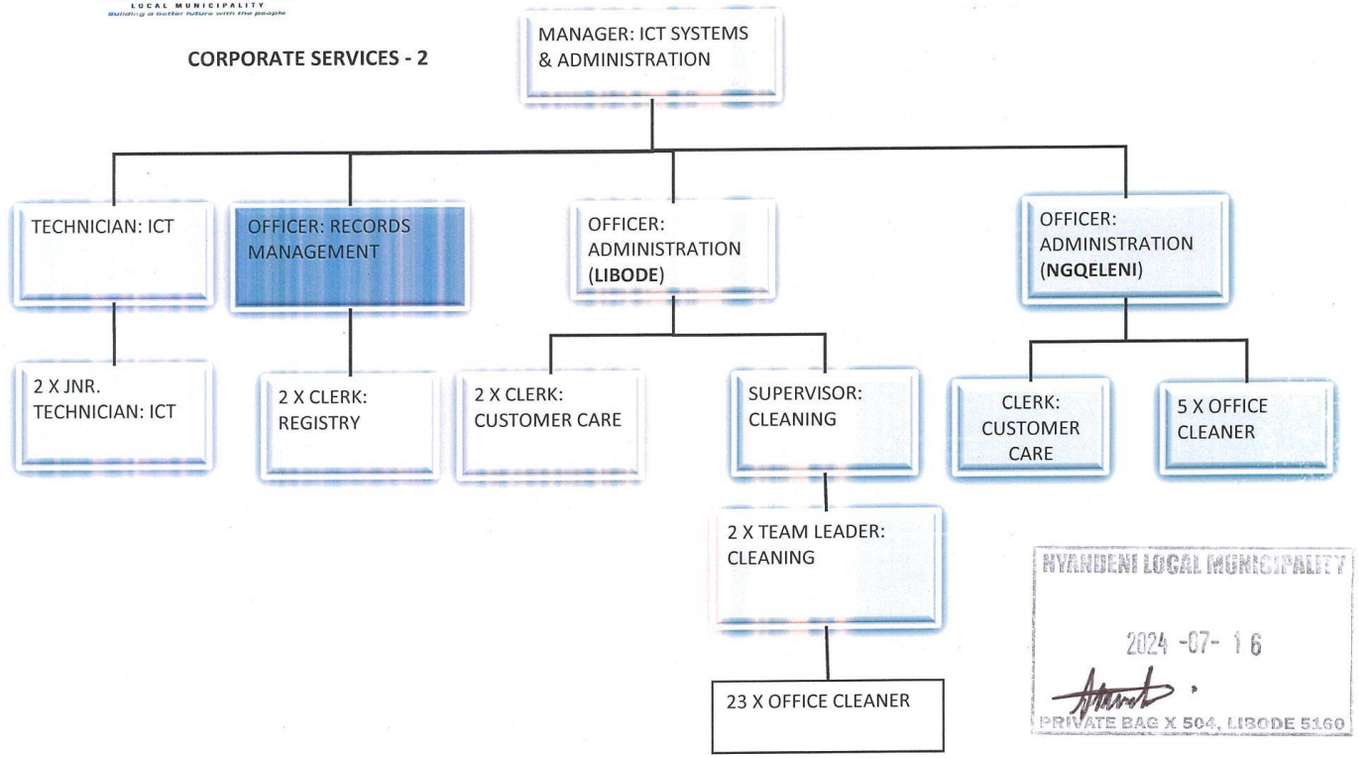
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CORPORATE SERVICES - 2



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INFRASTRUCTURE - FUNCTION

DEPARTMENTAL FUNCTION: To provide municipal public works and basic infrastructure services to communities through:-
1) management of construction and maintenance of roads and and stormwater infrastructure;
2) management of construction and maintenance of community ammenities;
3) management of construction and maintenance of electricity infrastructure;

HOD: SNR. MANAGER: INFRASTRUCTURE DEVELOPMENT

DIVISION: PROJECTS MANAGEMENT UNIT

FUNCTION: To render project management services during the implementation of capital projects through:-
1) management of profesional engineering services;
2) provision of social facilitation services ;
3) project monitoring and and reporting;
4) coordinate the creation of job opportunities.

UNIT HEAD: MANAGER: PROJECTS MANAGEMENT

DIVISION: MAINTENANCE

FUNCTION: To renders ICT and general support service to the municipality through:-
1) maintenance of roads infrastructure;
2) maintenace of electricity infrastructure;
3) maintenance of municipal contruction fleet;
4) maintenance of municipal ammenities;

UNIT HEAD: MANAGER: MAINTENANCE

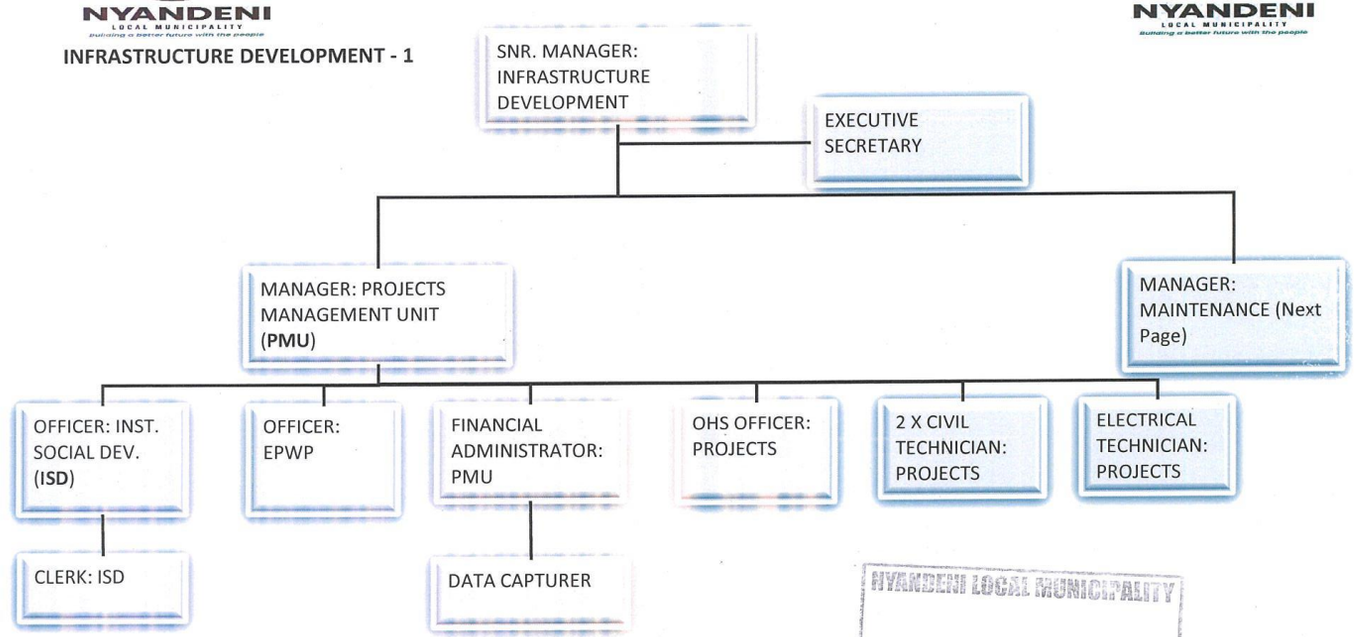
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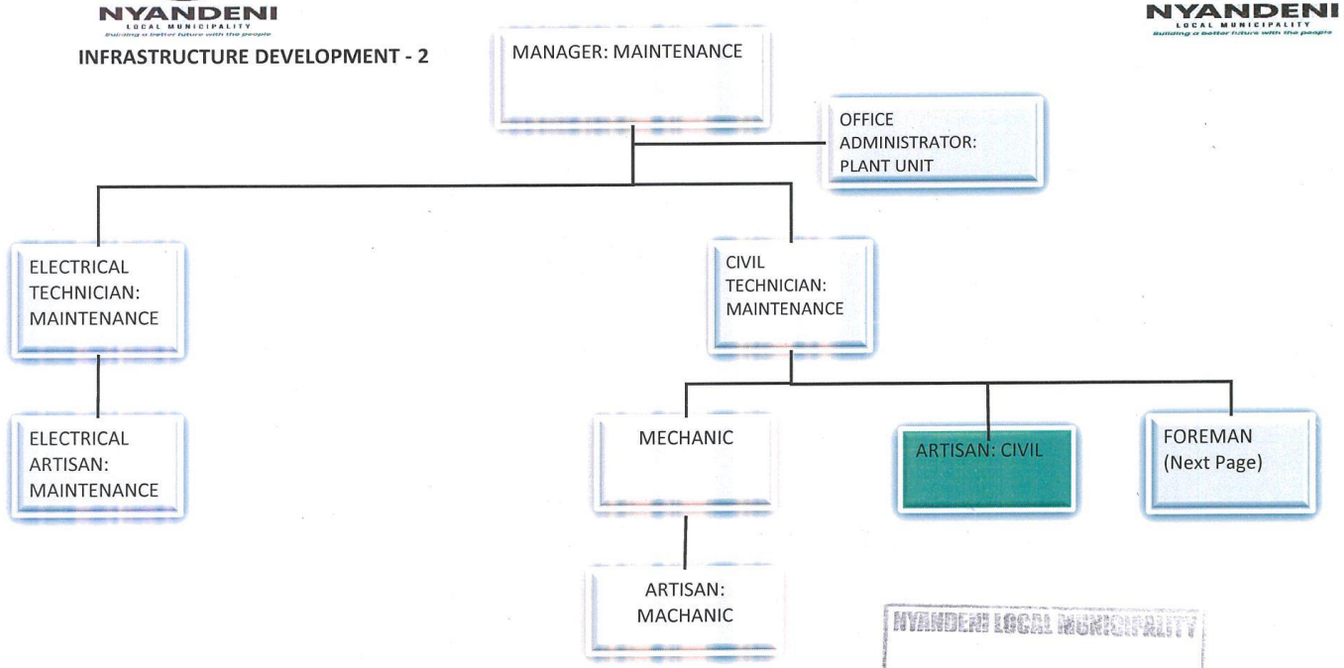
INFRASTRUCTURE DEVELOPMENT - 1



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INFRASTRUCTURE DEVELOPMENT - 2



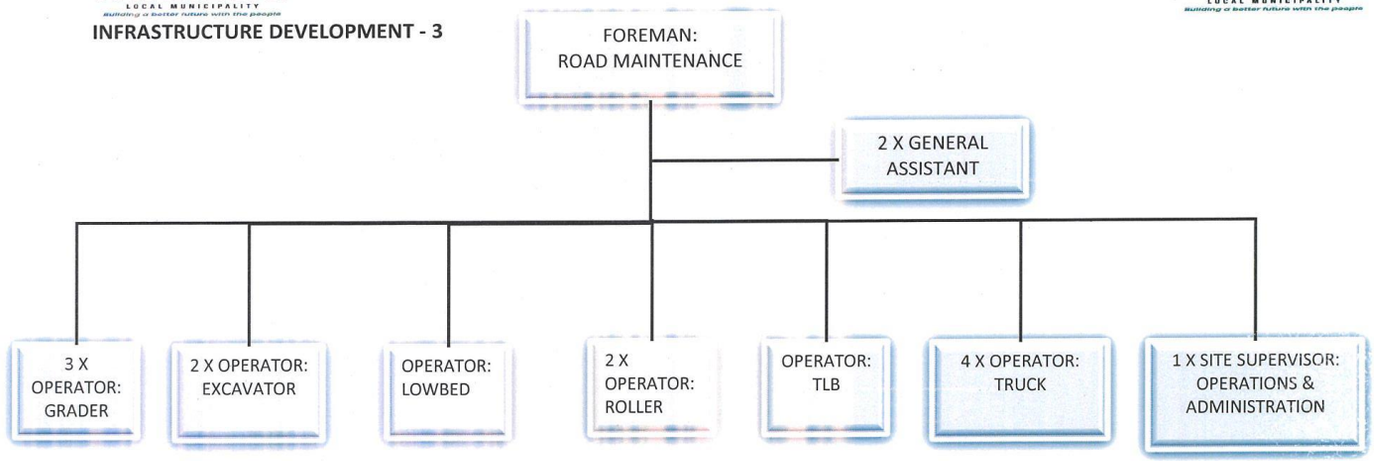
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INFRASTRUCTURE DEVELOPMENT - 3



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NYANDENI LM ORGANOGRAM 2024 - 2025

PLAN & DEVELOPMENT - FUNCTION

DEPARTMENTAL FUNCTION: To coordinate local economic development, human settlements development and provide spatial / town planning services for the municipality through:-
1) provision planning and administering matters related to spatial planning;
2) promotion of local economic development,
3)coordination and implementation of human settlements projects ;
4) provision of beach safety along the coast;

HOD: SNR. MANAGER: PLANNING & DEVELOPMENT

DIVISION: SPATIAL PLANNING
FUNCTIONS:
1) to plan and administer matters related to spatial planning;
2)To promote the implementation of SPLUMA and other related spatial laws;
3) To ensure compliance with building regulations;
4) To coordinate the provision of GIS system and solution

DIVISIONAL HEAD: MANAGER: SPATIAL PLANNING

DIVISION: LOCAL ECONOMIC DEVELOPMENT
FUNCTION: To promote local economic development through:-
1) SMME development and Cooperative support;
2) promote tourism development;
3) provision of agri-business support to farmers;
4) provision of general administration and other auxiliary services;

DIVISIONAL HEAD: MANAGER: LOCAL ECONOMIC DEVELOPMENT

DIVISION: HUMAN SETTLEMENTS
FUNCTION:
1) To render housing eneficiary administration to projects implemented by Department of Human Settlements;
2) to implement housing projects as approved by the department of human settlement, on an agency basis;

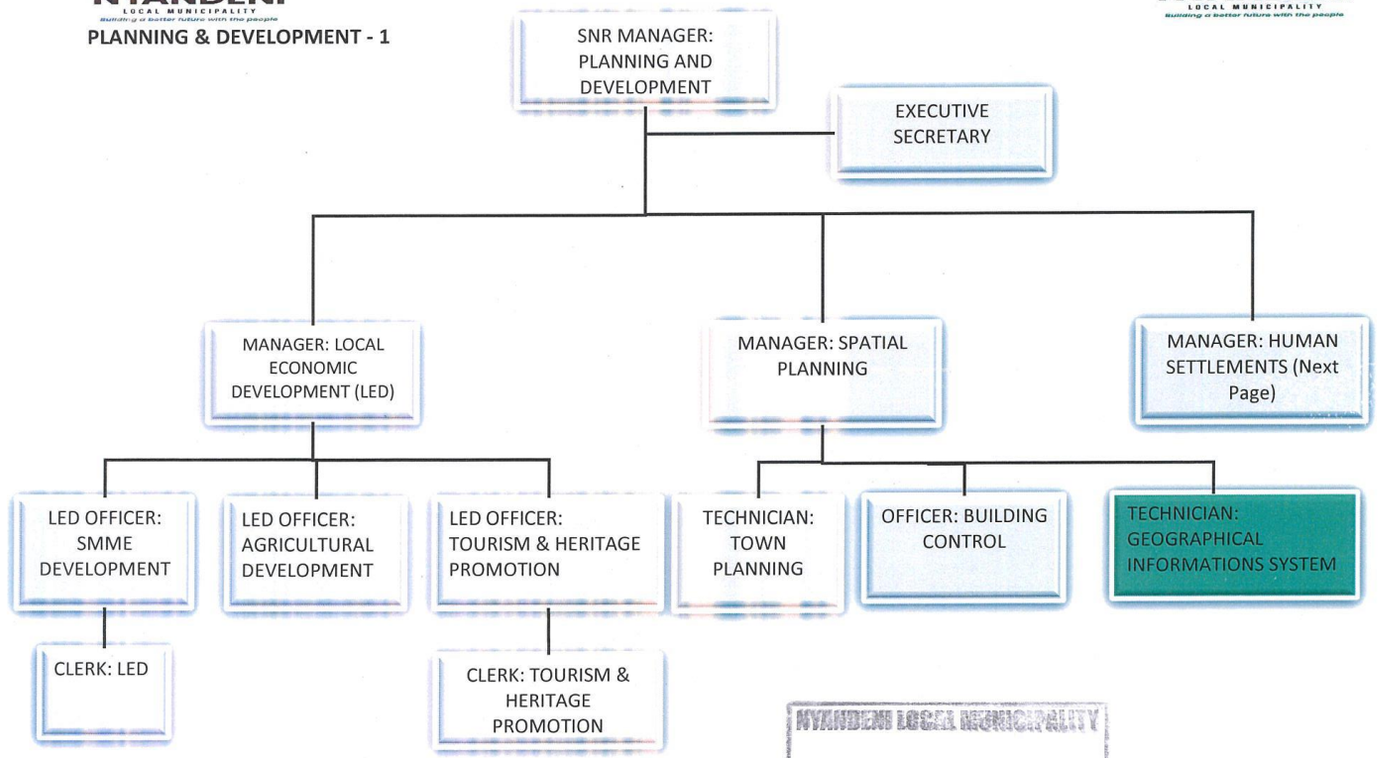
DIVISIONAL HEAD: MANAGER: HUMAN SETTLEMENTS

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2024 -07- 16
PRIVATE BAG X 504, LIBODE 5160

NYANDENI LM ORGANOGRAM 2024 - 2025

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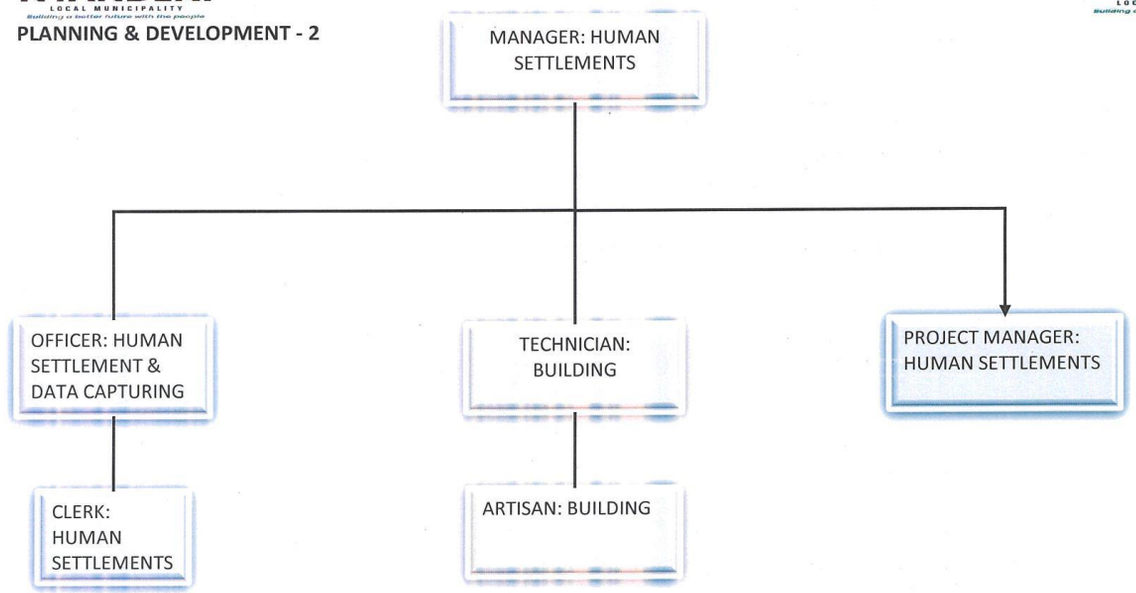
PLANNING & DEVELOPMENT - 1



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PLANNING & DEVELOPMENT - 2



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COMMUNITY SERVICES - FUNCTION

DEPARTMENTAL FUNCTION:
1) To provide of healthy and safe environment to communities;
2)To facilitate provision of library and information services ;
3) To develop and manage the use of local public ammenities;
4) To provide Indigent support services to qualifying households; and
5) To promote and facilitate the development of sport art and culture in communities.

HOD: SNR. MANAGER: COMMUNITY SERVICES

DIVISION: PUBLIC SAFETY

FUNCTION: To provide safety to the municipal personnel and communities through:-
1) provision of security services to municipal personnel and assets ;
2) enforcement of by-laws and crime fighting;
3) provision of traffic law enforcement services;
4) provision of vehicle licensing services on an agency basis.

DIVISIONAL HEAD: MANAGER: PUBLIC SAFETY

DIVISION: COMMUNITY AND ENVIRONMENTAL SERVICES

FUNCTION: To render community and environmental services by:-
1) provision of public open spaces and ammenities;
2) solid waste management;
3) provision of library and information services;
4) management and maintenance of pounds, cemetries, parks and recreational centres;
5) provision Indigent support services to qualifying households.
6) coordination of campaigns against the spread HIV & Aids and other communicable diseases

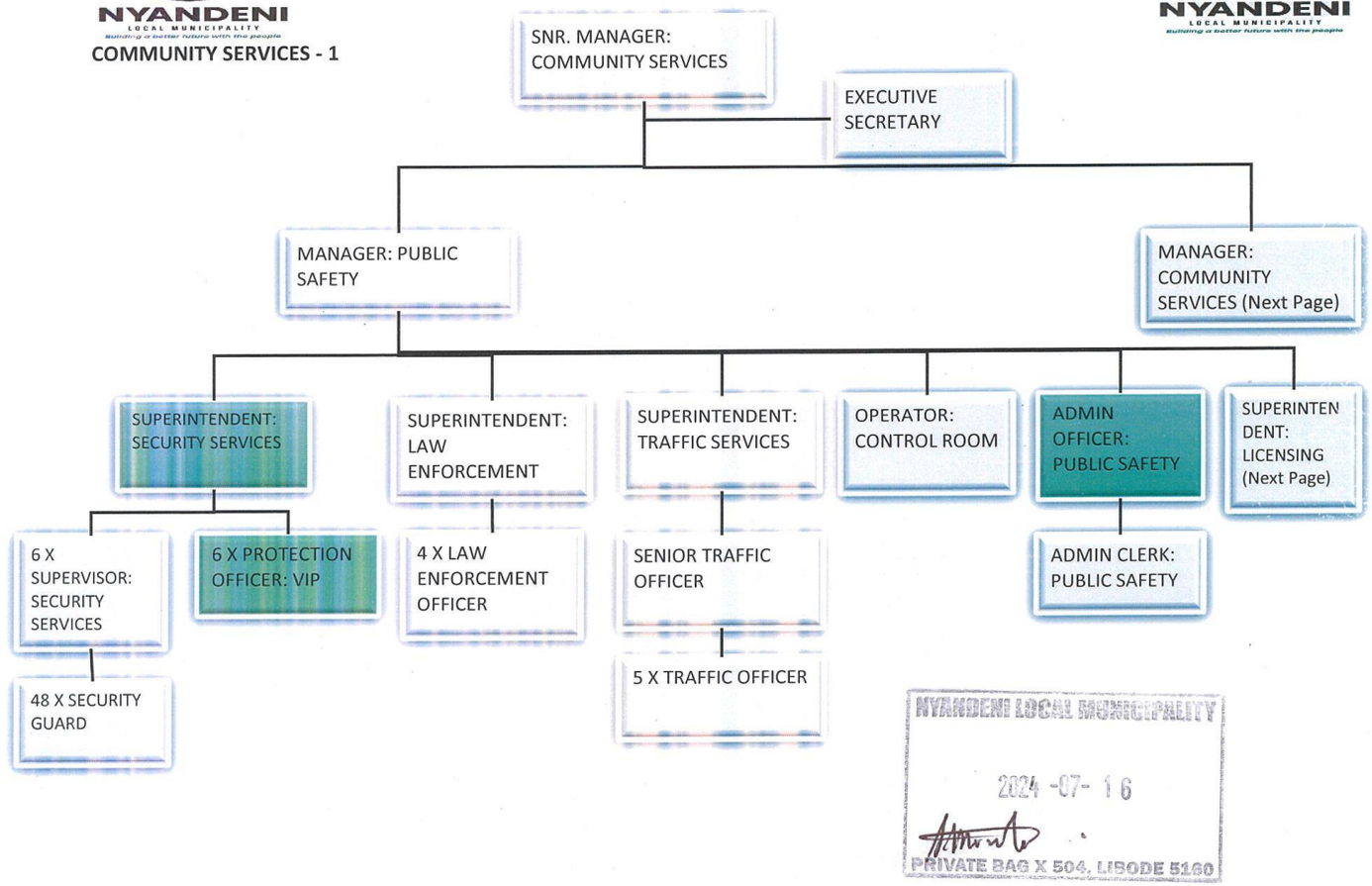
DIVISIONAL HEAD: MANAGER: COMMUNITY SERVICES

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COMMUNITY SERVICES - 1

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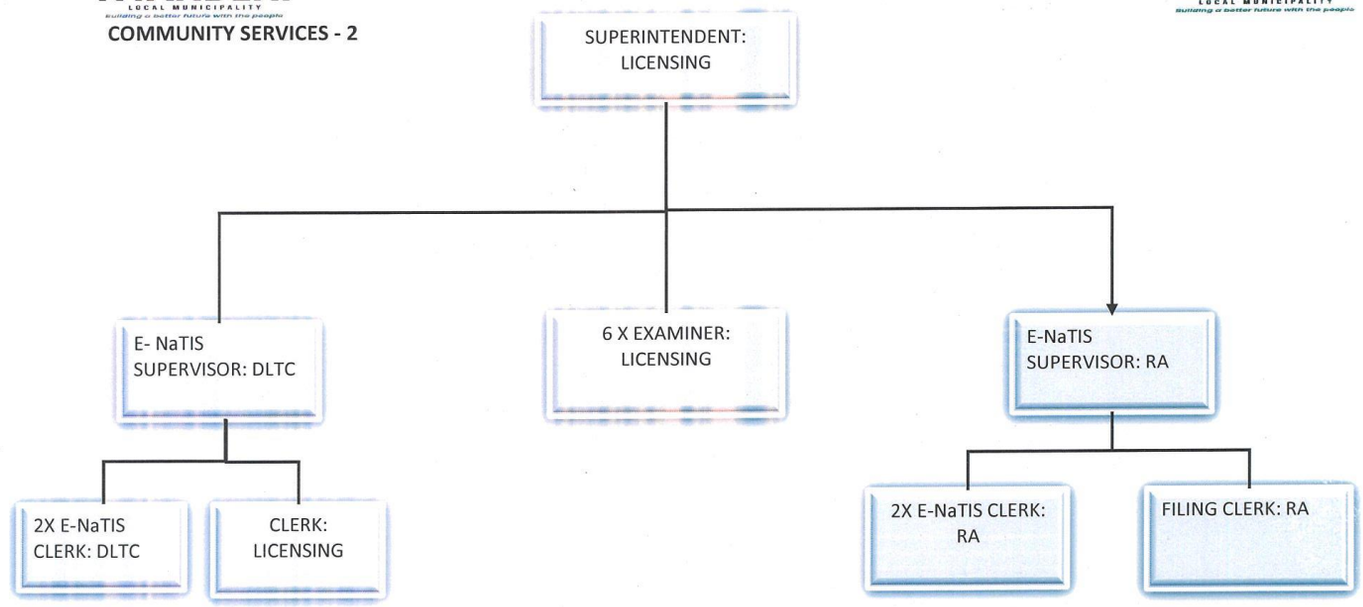


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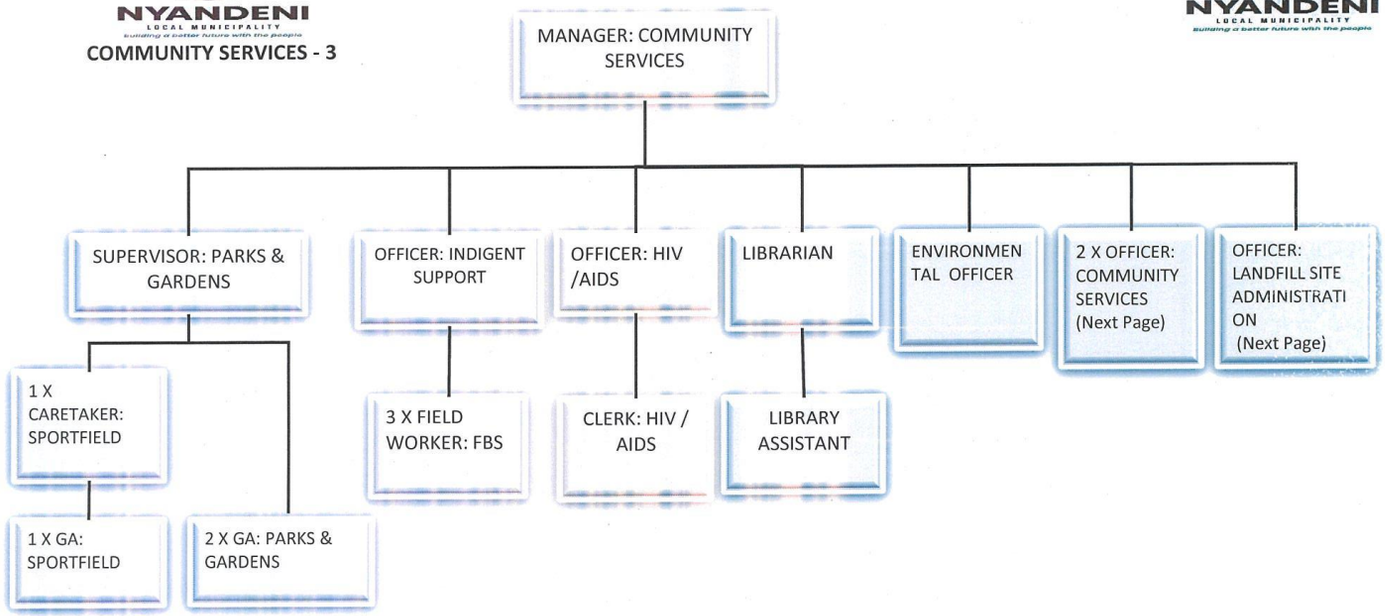


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COMMUNITY SERVICES - 3

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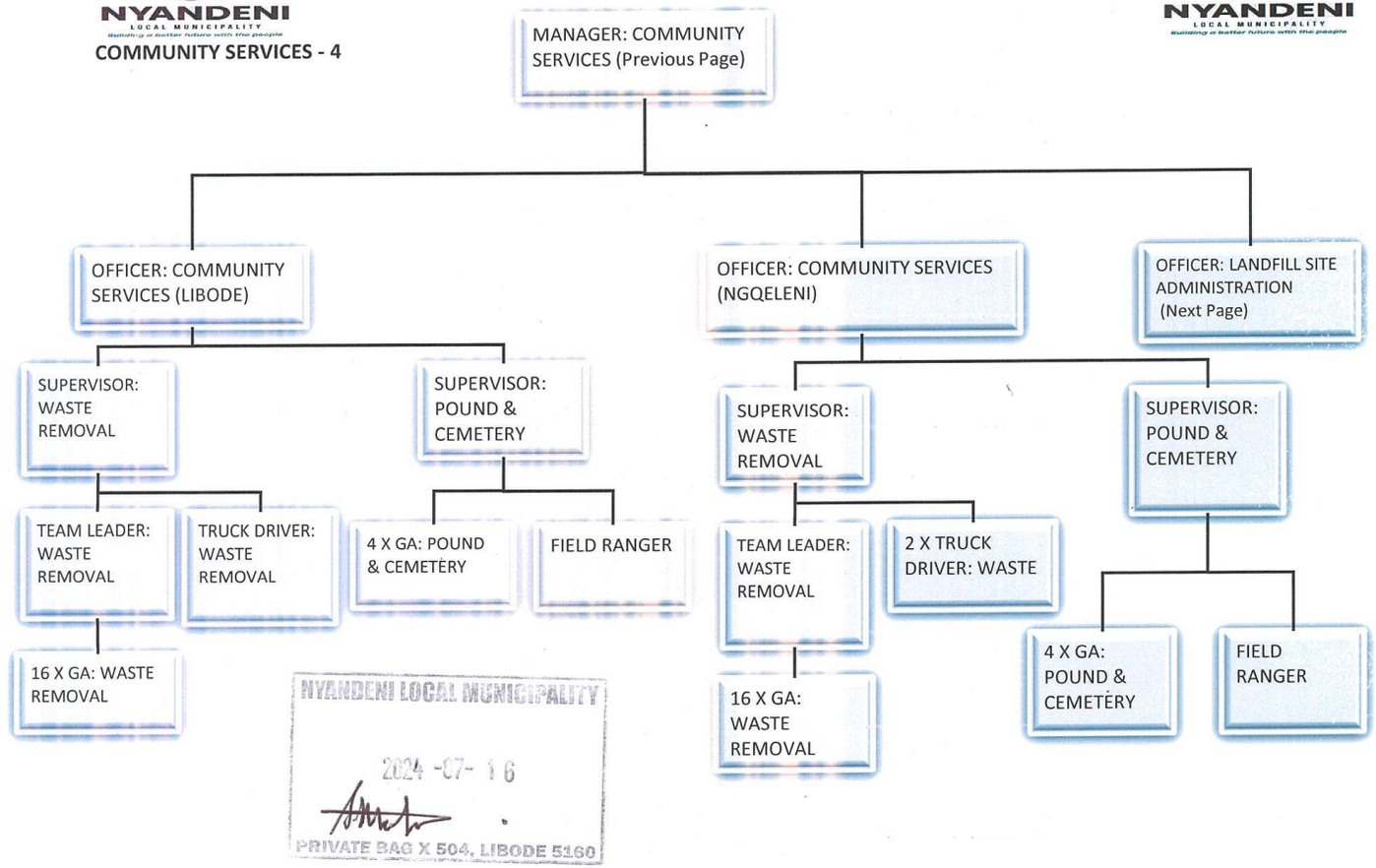


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COMMUNITY SERVICES - 4

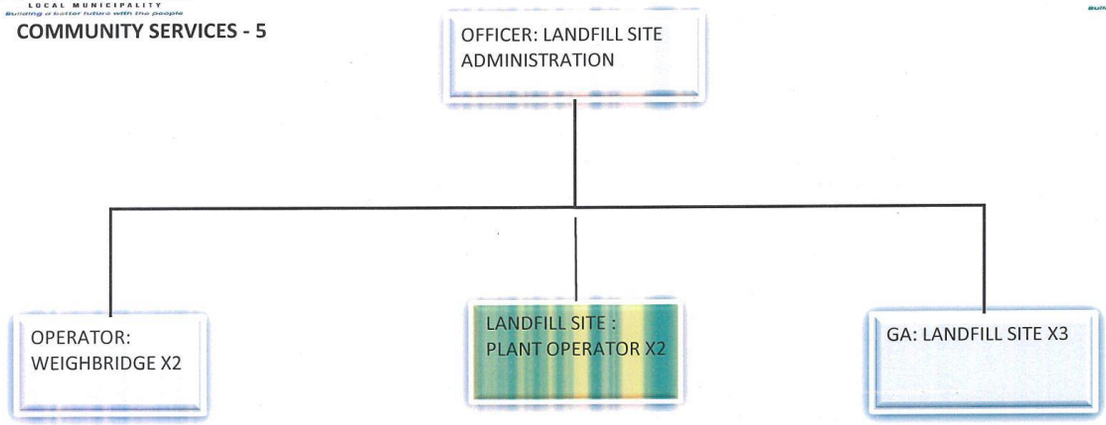
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COMMUNITY SERVICES - 5



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ANNEXTURE D: ANNUAL FINANCIAL STATEMENTS

NYANDENI LOCAL MUNICIPALITY

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PROPOSED PROGRAMME FOR THE COMPILATION OF FINANCIAL STATEMENTS AND DRAFT ANNUAL REPORT & PERFORMANCE INFORMATION FOR THE YEAR ENDING 30 JUNE 2024

Item	Subject	Activity	POE	Target Date	Responsible Official	Progress
	PART A					
	1. BUDGET FOR 2023/2024 and 2024/2025					
1.1	Management session	Tabling of AFS & compilation of annual performance information road map to Council	Council Resolution	31 May 2024	MM	AFS Roadmap tabled to the Council on the 23 May 2024
1.2	Draft Council Calendar	Tabling Draft Council Calendar to "Council Programming Committee"			SM: Operations	Council calendar tabled to the Council
1.3	Compilation of MSA S46 Performance Assessment & Draft Annual Reports	All Departments start compiling Evidence based Performance Assessment Information and submit to M&E.	Draft Annual Performance Report	22 July 2024	All Departments	To be implemented in July
1.4	Balanced Budget 2023/2024	Confirm/verify budget on System (ProMun) to budget approved by Council. Update any virements for preparation of the special budget adjustment and any unauthorized expenditure Compiling the final special budget adjustment where necessary. Obtain council resolution for the approval of final adjustment budget.	Draft Adjustment Budget Council Resolution	10-28 June 2024	Chief Accountant: B&R/ Accountant: B&R/ B&FR Manager/CFO	Virements updated and May was the last month for processing of virements. Special budget adjustment compiled and tabled to the BTO standing committee on the 13th June 2023 and will be tabled to the coming Council meeting.
1.5	MSCOA Budget 2024/2025	Finalise the approved budget and submit to the both Provincial and National Treasury with its data strings	Council Resolution and Data Strings upload report	14 June 2024	RDATA/Chief Accountant Budget & Reporting/ Accountant Budger & Reporting /Budget Manager/CFO	2024/2025 final approved budget tabled to the Council on the 23 May 2024. Budget and IDP data strings successfully uploaded on Gomun Portal
1.6	Cut-off for placement of orders	Determine cut-off date for placement of orders and ensure ALL departments are informed.	Signed Memorandum by the Municipal Manager.	7 June 2024	SCM Manager/ Budget & Reporting manager	Memorandum prepared on the 04 June 2024 and submitted to the Office of the Municipal Manager for a signature.

1.7	Irregular Expenditure	Identify monthly vouchers where supply chain management processes have not complied with the legislation. Determine the figure for inclusion in the Report to the Council for write off and approval of irregular expenditure , as that figure will be disclosed in the Annual Financial Statements Compilation of the Contract Register (detailing all the awarded contracts with its status as at 30 June 2024. Review of approved deviations to determine the reasonability of reasons provided for deviations. Any deviations with improper reasons will be included in the irregular expenditure register.	Irregular expenditure schedule. Contract Register Deviations register	28 June 2023	SCM Accountants and Practitioners / SCM Manager / CFO	Irregular expenditure identified for the current year and updated up to the period ending May 2024. Contract register compiled and updated for the period ending May 2024 Deviation register compiled and updated for the period ending May 2024
1.8	Prevention of unauthorized Expenditure	Identify all the overspent line items Forward the report to the departments Identify all the line items to fund the overspent votes Compile a virement list for approval by the Accounting Officer Compile a report on budget amendments for approval by the Council. Process all the budget amendments approved by Council **(Minimising of the unauthorized expenditure** **Presentation of the Unauthorised, Irregular Expenditure, Fruitless & Wasteful Expenditure, and Deviations (BTO Standing Committee - 13 June 2024)**	Council Resolution Adjusted budget	10-28 June 2024	Chief Accountant Budget & Reporting / Accountant :Budget & Reporting/Budget Manager/CFO	Irregular, Fruitless and Wasteful Expenditure identified in the current year presented to the BTO standing on the 13 June 2024 Deviation register updated up to the period ending May 2024 and was presented to the BTO standing committee on the 13 June 2024

		Presentation of the Unauthorised, Irregular Expenditure, Fruitless & Wasteful Expenditure, and Deviations (Executive Committee - 21 June 2024) Presentation of the Unauthorised, Irregular Expenditure, Fruitless & Wasteful Expenditure, and Deviations (Council -28 June 2024)				
1.9	Accruals and payments	To inform all staff to submit overtime claims worked until 30 June 2024 by 05 July 2024. In July there will be one payment run that will be made at the end of the month to ensure complete capturing of all invoices.	Memorandum signed by the Municipal Manager.	26 June 2024	Payroll accountant/Budget & reporting Manager	Signed memorandum regarding year-end procedures distributed to all municipal staff through email on the 05 June 2024
1.10	Provision	Human resource will prepare a reconciliation of leave taken against the leave forms, perform the audit of the personnel files. BTO will calculate provision for leave based on the leave captured onto the system HR will identify all the overtime relating to June for inclusion in the Salary Provisions	Leave Reconciliation Overtime Accrual Report Bonus and Leave Provision Report	21 July 2024	HR Manager/Budget & Reporting Manager / Expenditure Accountant	Monthly leave reconciliations prepared for the period ending May 2024
1.11	Uploading of the Budget (2024/2025)	Uploading of the current year budget (2024/2025) into ProMun Locking the budget and signing off the Budget Locking Certificate Submission of the Budget Certificate to Provincial and National Treasury	Signed budget locking certificate. Proof of submission of budget	12 July 2024	RDATA/Chief Accountant/ Accountant B&R/ Manager B&R/CFO	2024/2025 budget uploaded in the financial system.
	2. EXTERNAL CONFIRMATION					
2.1	Confirmation from financial institutions	Request bank confirmation certificates from all financial institutions for investments (FNB, NED and STD bank)	Certificate on interest and Certificate of Balance	08 July 2024	Budget & Reporting Manager/CFO	Not yet due

2.2	Confirmation from legal services	Request legal confirmation for contingent liabilities/assets from municipal attorneys	Confirmation from Municipal Attorneys and Litigation Register	08 July 2024	Budget & Reporting Manager/Legal Manager/CFO	Not yet due
	3. INCOME STATEMENT					
3.1	Revenue from Exchange Transactions	Ensure revenue relating to sale of goods and operating revenue is recognized and correctly allocated. Ensure all revenue relating to conditional grants is recognized Ensure all revenue relating to rental of facilities and equipment is recognized and correctly allocated. Recognize the revenue for traffic fines as per GRAP 108. Reconcile the DLTC income with the DLTC supporting documentation and ensure that only agency fees are disclosed. Reconcile investments and accrue the necessary interest provisions. Prepare schedule to reconcile interest earned to that stated per bank confirmations Review the investment reconciliations Scrutinize all revenue accounts for foreign items and pass necessary journal entries.	Revenue Reconciliation Reports from DLTC and RA that reconcile with the revenue collected Investment Reconciliation and schedules Journals	30 June 2024	Revenue accountant/Budget & Reporting Manager/Chief Traffic Officer/CFO	Revenue reconciliation prepared for the period ending May 2024. DLTC receipts reconciled for the period ending May 2024. Investment reconciliation prepared for the period ending May 2024
3.2	Revenue from Non Exchange Transactions	Ensure all revenue relating to Property Rates is recognized Review revenue if it is informed by valuation roll Calculate debt impairment	Debtors Age analysis Debt impairment calculation	15 July 2024	Revenue Accountant/ Chief Accountant B&R/CFO/BTO Manager/RData	Debtors reconciliation prepared for the period ending May 2024.
3.3	Transfer Revenue	Reconcile grant revenue to expenditure incurred. Reconcile the revenue to DORA.	Grant Reconciliation Grant business or activity plans DORA and confirmation letter by treasury	08 July 2024	Expenditure Accountant/ Budget & Reporting Accountant/ Chief Accountant Budget & Reporting/ B&R Manager	Grants reconciliation prepared for the period ending May 2024. Proposed journals to address the issue of misallocation prepared
3.2	**Expenditure** : Employee Related costs and Remuneration of Councilors	Detail disclosure of salary for Section 57 employees, Political Principals i.e. Mayor, Speaker and Chief Whip	Circular letter on determination of upper limits of Councillors. Payroll schedule (hrs852 report)	08 July 2024	Payroll accountant/B & R Manager/CFO	Remuneration of Councilors and Section 57 employees disclosed in the interim 9 months AFS

	Expenditure	Scrutinise the repairs and maintenance account for capital expenditure and vice versa. Scrutinise all expenditure accounts to identify any misallocations.	Schedule of misallocations	10 July 2024	Senior Expenditure Clerk/Expenditure Accountant /B&R Manager	

ITEM	SUBJECT	ACTIVITY	POE	TARGET DATE	RESPONSIBLE OFFICIAL	PROGRESS
		4. BALANCE SHEET				
4.1	Trial balance - Opening balances	Agree / verify opening balance for final trial balance as at 30 Jun 2023 to audited balance sheet.	Interim AFS and imported Trial balance.	28 March 2024	Chief Accountant: Asset Management/BTO Manager/ CFO	Opening balances verified and agreed with the prior year closing balances.
4.2	Long-term liabilities	Identify long term liabilities Reconcile long term liabilities and prepare schedule Determine short-term portion of long-term liabilities.	Long and short term liabilities schedule	12 July 2024	Chief Accountant: Asset Management/BTO Manager/ CFO	Provision for employee benefits will be accounted for at the end of financial year.
4.3	Provisions	Ensure leave taken until 30 June 2023 is captured on leave report. Review the leave register and assist with the reconciliations. Calculate the leave pay accrual as at 30 June 2024 in terms of GRAP 19. Calculate the staff bonus provision as at 30 June 2023 in terms of GRAP 19.	Leave reconciliation report Leave accrual schedule Bonus provision schedule	12 July 2024	HR Manager & HR Clerk/Payroll Accountant/Expenditure Accountant/Chief Accountant:Asset Management/BTO Manager/ CFO	Leave reconciliation prepared for the period ending May 2024
4.5	Landfill Site	Rehabilitation of the land fill site Provision for Landfill site disclosed	Draft report from the experts Proposed journals	10 July 2024	Chief Accountant:Asset Management/BTO Mng/ CFO	Terms of reference presented to the Specification Committee on the 21 June 2024 as the process of appointing experts to assist the Provision for Landfill site and will be advertised request for quotation.
4.7	Retention	Reconcile Retention register and balance to the ledger.	Retention Register	14 February 2024	Project Accountant/PMU Manager/Senior manager technical services/Chief Accountant AM/ CFO	Retention register prepared and updated monthly and has been updated as at 31 May 2024.
4.8	Unspent conditional grants	Conditional grants:- Verify receipt of all grants to DORA Verify expenditure against specific grants Verify unspent grants as liabilities Application for Roll Over- Unspent Conditional Grant, and submission of application to both Provincial & national Treasuries with AFS	Grants reconciliation Roll-over application letter	12 July 2024 31 Aug 2024	Project Accountant/B &R Accountant/Chief Accountant B&R/ BTO Manager and CFO Manager B&R/ CFO/ Municipal Manager	Grants reconciliation prepared for the period ending May 2024. The following grants have unspent amount as at May 2024:- Animal Feed Processing Plant Library subsidies DEDEAT Disaster Relief Grant

4.9	Property, plant and equipment	**Update Asset Register:-** Physical verification of movable assets Identification of disposals for approval by Council Approved disposal listing for Auction Print inventory listing per office	Assets verification report Council resolution on disposal of assets Inventory listing	**19 July 2024**	Asset Man Accountant/SCM Manager/CFO/ PMU Manager/Road Technician/R-Data/Budget Manager/Chief Accountant:AM	A service provider to assist with the physical verification of assets was appointed in April and have done 100% verification on movable assets. Verification of buildings and investment property completed. They have started with the verification of access roads and are on 40% Depreciation has been calculated and updated in the system FAR updated and reconciled with the GL and TB
		Unbundling of Infrastructure Assets i.e. current year additions (including physical verification) Identify low life infrastructure assets & determine impairment	Assets physical verification report	**19 July 2024**		
		Review useful life of infrastructure assets Review the accumulated depreciation as at 30 June 2024 to ensure that such depreciation was accurately calculated Consider recalculating the accumulated depreciation for any prior year adjustments	Review of useful life report Depreciation re-performed report Accumulated depreciation re-performed report.	**19 July 2024** **31 July 2024**		
		Review useful life of movable assets Calculate the current year depreciation for previous year assets Include current year additions, and calculate depreciation	Draft Fixed Asset Register			
		Review FAR from the service provider i.e. Import and uploading the FAR into the system by RDATA Review FAR after import Reconcile FAR to the General Ledger, identify variances, process necessary journal entries	FAR reconciliation Proposed journals	**31 July 2023**		
		Agree FAR to the Trial Balance i.e. Cost, Acc Dep, Impairment & Disposal, Current Year Dep, and Net Carrying Values. Final Asset Register	Final Fixed Asset Register			
4.10	Intangible Assets & Lease Agreements	Identify any intangible assets e.g. Financial Management Accounting system, Software etc	Intangible assets register Lease agreements	12 July 2024	Senior IT Administrator/Chief Accountant:Asset Management/Admin Officer/Budget Manager/CFO	Intangible assets register compiled and updated up to the period ending May 2024 Municipality has one lease agreement with

		Identify any lease agreements e.g. Photocopying Machine i.e. Nashua and Xerox contracts	Lease calculation			Xerox for photocopying machines and the lease agreement was signed.
4.11	Investments	Reconcile investments and accrue the necessary interest provisions. Prepare schedule to reconcile interest earned to that stated per bank confirmations Review the investment reconciliations.	Investment Reconciliation Investment schedules	12 July 2024	Senior Revenue Clerk/Revenue Accountant/Chief Accountant: B&R/Budget Manager/CFO	Investments reconciled up to the period ending May 2024. Investment schedule updated with deposits, interest, charges and withdrawals up to the period ending May 2024.
4.12	Long term receivables	Reconcile other loans. Calculate short-term portion (Study bursaries where the staff member has not met the conditions)	Long-term receivables schedule	15 July 2024	Revenue Accountant/HR Manager/Budget Manager/CFO	Not yet due
4.13	Inventory	Carry out inventory verification Submit report to Council and obtain approval for shortages/surpluses Reconcile inventory counted to register Determine the balance at year end	Inventory verification report Report submitted to the council and Council resolution Inventory register Inventory issue forms	28 June 2024 19 July 2024	Stores Clerk/Asset man Clerk/Asset Accountant/Chief Accountant: Asset Management/SCM Manager/CFO	Inventory verification has been scheduled for 26 to 28 June 2024. Inventory register updated with the purchases and issues
4.14	Debtors	Consumer debtors: - Ensure that balance reconciles to control list. Ensure that debtors outstanding at year-end are accurately aged. Calculate and discuss provision of doubtful debts with CFO. Sundry debtors (vote): - Ensure that balances reconcile to control list. Ensure that debtors outstanding at year-end are accurately aged. Identify any credit balances and investigate them Prepare the proposed journals to Debtors received in advance Compile the discounting note with relevance to GRAP	Debtors reconciliation Debtors age analysis report Provision of doubtful debts calculation. Credit balance schedule Proposed journals if there are any	05 July 2024 12 July 2024 22 July 2024	Senior Revenue Clerk/Revenue Accountant/Chief Accountant: B&R/SCM Manger/CFO/BTO Manager/RData	Debtors reconciliation prepared up to the period ending May 2024. Debtors age analysis report extracted and disclosed in the interim AFS.
4.15	Bank and Cash	Bank reconciliation:- Report on June 2023 Recon.	Bank reconciliation statements	05 July 2024	Budget & Reporting Accountant/Chief Accountant B&R/BTO Manager/CFO	Bank reconciliation prepared as at April 2024

		Complete bank reconciliation as at 30 June 2024. Ensure that past 12 months Bank reconciliation have been signed and on file. Receipt all outstanding deposits. Reverse all outstanding cheques older than 6 months.				

Item	Subject	Activity	POE	Target Date	Responsible Official	Progress
4.16	Suspense Accounts	Clear sundry suppliers, reverse the payments against accruals, against provision for future expenses (overtime). Ensure that the Vat Registration Letter is on File Reconcile VAT votes Ensure that Vat Reconciliations are on file and signed by the Municipal Officials	Accruals reversal journal VAT reconciliation	12 July 2024	Expenditure Accountant/Senior Expenditure Clerk/ Budget Manager/CFO/RDATA	VAT reconciled for the period ending May 2024.
		Clear Salaries control accounts. Perform monthly reconciliation of payroll Process necessary journal entries	Payroll reconciliation report Proposed journals	12 July 2024	Payroll Accountant/Budget Manager/R-data	Payroll reconciled for the period ending May 2024. Journals uploaded in the financial system
		5. YEAR-END TRANSFER JOURNALS				
5.1	Preparation of journals	Identify all Year end journals Journals to be prepared & reconciled with Financial Statements.	Year-end journals	31 July 2024	Revenue Accountant/Expenditure Accountant/Payroll Accountant/ Budget and Reporting Accountant/Chief Accountant Asset Management/ Chief Accountant: Budget & Reporting/BTO Manager/CFO/	Not yet due will be processed after 30 June 2024 during preparation of AFS.
		6. INCOME STATEMENT				
6.1	Revenue	Scrutinise all revenue accounts for foreign items and pass necessary journal entries. Ensure all revenue relating to conditional grants is recognized. Reconcile the income to the income register for all other direct income sources. Recognize the revenue for traffic fines as per GRAP 108.	Revenue reconciliation Traffic fine register DLTC income register	31 July 2024	Senior Revenue Clerks/Revenue Accountant/Chief Traffic Officer /Budget & Reporting Accountant/BTO Manager/CFO	Traffic fine register prepared and updated with traffic fine tickets issued as at May 2024.

		Reconcile the DLTC income with the DLTC supporting documentation and ensure that only agency fees are disclosed.				
		7. COMPILATION OF FINANCIAL STATEMENTS				
7.1	Template	Load Trial Balance as at 30 June 2024 and update the AFS Template.	Trial balance	08 Aug 2024	Chief Accountant: Asset Management/BTO Manager/Chief Accountant AM/CFO	Trial Balance loaded for the nine months
7.2	Budget Summary	Budget summary. Cash-flow statement	A1 schedule and final B-Schedule	08 Aug 2024	Chief Accountant AM/BTO Manager/Chief Accountant B&R/CFO	GRAP 24 disclosure done
7.3	Accounting Policy	Complete Accounting Policy. Update notes to the annual financial statements	Draft AFS	12 Aug 2024	Chief Accountant: Asset Management/BTO Manager/Chief Accountant AM/CFO	Accounting Policy updated during the drafting of interim AFS
7.4	Disclosures in terms of the MFMA	Ensure compliance with MFMA iro disclosures under notes to financial statements:- Councillor's remuneration. Remuneration (Strategic Managers). Statutory deductions Arrear Councillors accounts Property Rates Other disclosures as specified by MFMA. Irregular Expenditure, Fruitless & Wasteful, Commitments	Draft AFS	12 Aug 2024	Chief Accountant Asset Management/BTO Manager/Revenue Accountant/ Payroll Accountant/Chief Accountant:B&R/CFO/SCM Manager	Disclosures done on during preparation of Interim AFS
7.5	Performance Agreements for 2023/2024	Submission of Final Performance Agreements	Performance Agreements	31 Aug 2024	Manager M&E	Due in August
7.6	Draft Financial Statements	Finalise draft Financial Statements.	Draft AFS	12 Aug 2024	Chief Accountant Asset Management/BTO Manager/CFO/SCM Manager	Due in August
		8. REVIEW OF FINANCIAL STATEMENTS				
8.1	Submission for Quality Review	Submission of Draft AFS (with Accounting File) to the Internal Audit and Audit Committee for review Presentation of the Draft AFS to Audit Committee Clearing Reviews and coaching notes, and update and prepare for final submission	Review / coaching notes	12-31 Aug 2024 19 Aug – 31 Aug 2024	Chief Accountant:Asset /BTO Manager/SCM Manager/CFO/	Due in August
8.2	Management Retreat to present Draft Annual Performance Information & Draft Annual Report	Convene management retreat to present Draft Annual Performance information as well as Draft	Draft Annual Performance Report	16 Aug 2024	Manager IDP/Senior Manager Operations	Due in August

		Annual Report (sec 121)				
8.3	Annual Performance information as well as Draft Annual Report (sec 121)	Completeness and editing	Draft Annual Report	16 Aug 2024	Manager IDP/Senior Manager Operations	Due in August
8.4	Submission to Standing Committee Budget & Treasury	Submission of AFS to Standing Committee Finance for Noting Bind and make copies.	AFS and report to the standing committee	22 Aug 2024	CFO/Accounting Officer	Due in August
8.5	Submission of AFS & Performance Information to the Special EXCO	Tabling of AFS, Annual Performance Information & Draft Annual Report	AFS, APR and Draft Annual Report	26 Aug 2024	CF0/Accounting Officer	Due in August
8.6	Submission of AFS and Performance Information to the Council	Tabling of AFS, Annual Performance Information & Draft Annual Report	Council Resolution	31 Aug 2024	CFO/Accounting Officer	Due in August
8.7	Submission to AG and relevant authorities	Bind and make copies. Submit copies to Office of the Auditor General and relevant authorities	Proof of submission	31 August 2024	CFO/Accounting Officer	Due in August

ANNEXTURE E: MUNICIPAL FINANCIAL DISCLORE FORM

Disclosure of Financial Interests		
Period 1 July to 30 June of Year 0 (Current year		
Position	Name	Description of Financial Interest

Executive Mayor		
Member of MayCo/ Exco		
Councillor		
Municipal Manager	Mr. S.V. Poswa (AMM)	
Chief Financial Officer	Mr. L. Manjingolo	
Deputy MM and (Executive) Directors	Ms. N. Kolwane (ASM: Operations)	
	Mr. G.N. Cekwana (SM: Planning & Dev)	
	Mr. J. Sikhuni (SM: Community Services)	
	Mr. S. Nkcithiso (ASM: Infrastructure Development)	
	Ms. T. Tshisa-Ndamase (SM: Institutional Development)	
Other S79 Officials		

APPROVAL OF FINAL IDP



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Mr. S.V. Poswa
Acting Municipal Manager



