



INTEGRATED DEVELOPMENT PLANNING

2022-2027

(FINAL 2024-2025 FINANCIAL YEAR)

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LIST OF ACRONYMS

AG-	AUDITOR GENERAL
BTO-	BUDGET AND TREASURY OFFICE
CFO-	CHIEF FINANCIAL OFFICER
COGTA-	COOPERATIVE 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

It is with great pleasure and a deep sense of responsibility that I present to you the amended 2022/2027 Integrated Development Plan (IDP) for the Nyandeni Local Municipality. This document symbolizes our commitment to strategic planning, development, and decision-making processes aimed at enhancing service delivery within our community.

The IDP serves as our guiding compass, directing our efforts towards the improvement of the Nyandeni Local Municipality. It outlines a comprehensive long-term financial plan, which underscores our determination to operate as an effective and efficient entity. We understand the vital role efficient financial management plays in achieving our objectives, and we remain resolute in our pursuit of excellence in this regard.

Undoubtedly, our municipality faces various challenges, each demanding unique solutions. Through extensive public engagements, it has become evident that economic development stands as a pivotal challenge requiring urgent attention. We are committed to fostering economic growth and plugging any leakages that impede our progress, as we endeavor to build a resilient municipality capable of withstanding future challenges.

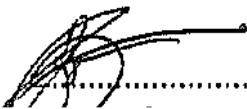
In recognizing the complexity of our tasks ahead, we acknowledge that our success hinges on collective efforts. Every stakeholder, from citizens to political parties and beyond, plays a crucial role in shaping the future of Nyandeni. Together, we must rally our resources and energies to instigate the fundamental changes necessary for progress.

With the approval of this amended IDP, we commit to prioritizing excellence in service delivery. Our focus areas encompass basic services, good governance, municipal transformation and organizational development, local economic development, sound financial management, and revenue enhancement. These priorities reflect our dedication to addressing the core needs of our community comprehensively.

As a council, we are dedicated to prudent, efficient, and energetic implementation of internally generated and community-driven priorities. We strive to create an inclusive environment where the voices of our residents guide our actions. This IDP serves not only as a roadmap for our endeavors but also as a tool to showcase our efficient resource utilization and attract additional funding and opportunities.

In concluding, I extend my heartfelt gratitude to all who have contributed to the development of this IDP. To our citizens, political parties, and stakeholders, your participation has been invaluable. Special appreciation is due to the Municipal Manager, senior managers, and support staff for their unwavering dedication in completing this document in accordance with legislation.

Together, let us embark on this journey towards a brighter future for Nyandeni, where the aspirations of our residents are realized, and the potential of our municipality is fully unleashed.



CLLR B.V. NDAMASE
MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER

The IDP 2024/25 is the second review of the IDP 2022/27, which was adopted by the council after the Local Government Elections. It marks a huge milestone in the quest for Service Delivery to our Communities and it does not serve as a wishlist but consists of deliverables with clear strategies and clear measurable budget and implementation of plans aligned to the SDBIP. The institutional operations follow the IDP and Budget process plan adopted on 30 August 2023. IDP and Budget process plan is drawn for proper management of the municipal process, time frames, participation, structures to manage and monitor the process plan. In drafting the IDP we have consulted the key IDP stakeholders which are:

Municipality,
Councillors,
Communities,
Stakeholders,
Provincial and National government

We would like to extend our sincere gratitude for their contributions to the IDP and in improving the lives of the Nyandeni residents.

Consequently, this IDP 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
District Development Model (DDM)
State of the National Address (SONA)
State of the Province Address (SOPA)
SPLUMA
Eastern sea board and
NDP Vision 2030 and
CoGTA guidelines



S. MVUNELO
ACTING MUNICIPAL MANAGER

EXECUTIVE SUMMARY

Section 195 of the Constitution of the RSA, 1996 states that public administration must be governed 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

a) 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

b) Social services

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

c) Environmental management

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

d) 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 –

- a. The Principal Committee of a municipal council
- b. Sec (39) (2) states that an Executive Committee MUST -
 - i. Identify the needs of the municipality
 - ii. Review and evaluate those needs in order of priority
 - iii. Recommend to the municipal council strategies, programmes and services to address priority needs through the IDP and estimates of revenue and expenditure
 - iv. 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

- a. Management:
- b. People Development and Demographics
- c. Economic Positioning
- d. Spatial Restructuring and Environmental Sustainability
- e. Infrastructure Engineering
- f. Integrated Services Provisioning
- g. 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;

- a. Provide democratic and accountable government for all communities
- b. Ensure provision of services to communities in a sustainable manner
- c. Promote social and economic development
- d. Promote a safe and healthy environment; and
- e. Encourage the involvement of communities and community organizations in the matters of Local Government.

Municipal Finance Management Act. No 56 Of 2003

- a. 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
- b. 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.
- c. 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.

- a. Basic Services (Water, sanitation and roads
- b. Electricity ensure safe and reliable electricity supply
- c. Land and housing
- d. Fast-track land reform and rural development
- e. Continue to upgrade informal settlements and counter urban sprawl as it
- f. Increase the amount of time and cost of travelling.

- g. Ensure communities are located on well-situated land
- h. Choose the best people to run municipalities
- i. Food security
- j. Fight corruption and end wastage
- k. Make municipalities financially viable
- l. 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) 2024

The Premier of the Eastern Cape, Oscar Mabuyane, delivered the SOPA speech on 22 February 2024. The premier touched on the following fields and emphasized their considerations by governments, and private sector.

Health

Regarding health, the premier stated that we all have to promote access to health care and encourage healthy lifestyle. He also mentioned the provincial milestones such as building of health care facilities, decline in HIV infection, and access to post-natal care.

Human shelter

The premier stated that governments should promote human dignity through providing access to formal housing for all households.

Building safer communities

Governments have a responsibility to respond to the troubling violent crimes that are threatening the safety and security of communities in the province.

Transforming the economic to serve the people

Governments have a task to build an inclusive economy that promotes opportunities to all citizens irrespective of gender, race, colour or creed.

Strengthening governance and public sector

Governments have to deal with issues of governance in order to create an effective, efficient, and accountable state. Departments should strive to obtain clean audit outcomes.

Support to youth

Governments should realize that the efforts to grow our economy are meant to benefit all people, particularly young people. Research findings show that in EC province unemployment mostly affects young people particularly the youth not in Employment, Education, or Training.

Education

Grade 12 class of 2023 against all odds improved matric pass rate to an unheard of 81.4% from 77.3% in 2022. EC is proud. However, we all have a role to play in ensuring that we don't drop rather, we do more because education remains a key to transformation.

Pillars of the economy in the province

There is a need to pay special attention to these as economic enablers:

- Manufacturing sector
- Industrial sector
- Agricultural industry
- Tourism sector
- Retail and trade sector
- Creative sector
- Small, medium and micro enterprises

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
1.	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 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
2.	Delivering Basic Services	Service Delivery and Infrastructure Planning	Municipalities to monitor and act on complaints, petitions and other feedback
			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
3.	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
4.	Sound Financial Management	Financial Viability and Management	Functional oversight committees must be in place
			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
5.	Building Capacity	Institutional Transformation and Development	Conduct campaigns against illegal connections, cable theft, manhole covers
			Conduct campaign on culture of payment for services led by councillors
			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
a. Faster and sustainable b. More labour absorbing growth c. Strategy to reduce youth unemployment d. Increase competitiveness to raise net exports and gross trade e. Improve support to small business and cooperatives f. 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 - Enterprise financing support - New phase of public works programme	- Consolidation of Special Economic Zones - Promotion of linkages with the minerals producing regions in the country to promote large-scale industrialisation - Positioning the province as the new energy hub through wind energy - 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 - Payment of Service Providers within 30 days	- 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
Outcome 6 an efficient, competitive and responsive economic infrastructure network				
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals
1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. 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					
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals	
1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural employment opportunities 5. Enable institutional environment for sustainable and inclusive growth	1. Settle 7000 land restitution claims 2. Redistribute 283 592ha of land use 3. Support emerging farmers 4. Soil conservation measures and sustainable land use management 5. 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 promoting 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 at 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 towards 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

CHAPTER 1

1.1 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:
 - a. Improving and strengthening intergovernmental relations
 - b. Collaborative planning
 - c. Fostering strategic partnerships
 - d. By ensuring good corporate practices
 - e. Effective municipal leadership and management
 - f. Wise resource management
 - g. Seamless programme management
 - h. Ensuring a stable political environment
 - i. Broadening and deepening local democracy through ward committees and beyond
 - j. Ensure local accountability through continuous reporting system, local imbizos etc
 - k. Implanting a culture of people centred people driven development
- To provide sustainable services to all inhabitants of the municipality through
 - l. Physical infrastructure provision
 - m. Community and social services
 - n. Effective local economic development planning

- o. Spatial development planning
- p. Effective intergovernmental collaboration
- q. Providing support to business development
- r. 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:

1. ICT Governance Committee
2. Risk Management Committee.
3. EPWP
4. Loss Control Committee
5. Contract Management Committee
6. Fleet Management Committee
7. Skills Development and Employment Equity Committee
8. Employee and Wellness Committee
9. 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 07-08 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:

Nyandeni 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.

1.2 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 2023/2024 Financial Year

The Draft IDP and budget for 2023/2024 was tabled to Council on 30 March 2023 and related budget policies and adopted as Council documents these documents were also published for comments, inspection and representations in the Regional and Local News Paper.

Notice was 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 2023/2024 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 2023/24 was tabled and adopted by Council on 31 August 2023. 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).

ACTIVITIES	COORDINATING DEPARTMENT	TIMEFRAME	LEGISLATIVE FRAMEWORK	PROGRESS
Audit Committee Meeting to review the draft : ✓ Annual Financial Statements for 2022/2023 ✓ Performance Information report (MSA-s46) 2021-2022 ✓ Draft Annual Report for 2022/2023	Office of the MM	22 August 2023	MFMA s65 & 66	Done
Table IDP, PMS and Annual Budget Process Plan for 2023/24 to the Executive Committee	Municipal Manager	24 August 2023	MFMA 21(1)(b) & 53 (1) (b)	Done
Special Audit Committee Meeting to consider AFS		00 August 2023		Done
Special Council Meeting: Tabling the following documents to Council ✓ Annual Financial Statements for 2022/2023 ✓ Performance Information report (MSA-s46) ✓ Annual Report for 2022/2023	Mayor	30 August 2023	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 2023	MM	31 August 2023	MFMA 126 (1) (a)	Done
Advertise and Publish approved / IDP, PMS and Budget Process Plan on website and newspaper	SM: Operations	11 September 2023	MSA S16 & 21	Done
Submit approved / IDP, PMS and Budget Process Plan to CoGTA, and Provincial Treasury, Auditor General (within 10 days of approval)	SM: Operations	11 September 2023	MFMA Sec 75 (2)	Done
Social Transformation Cluster		12 September 2023		Done
Conduct initial consultation and review, conduct primary data analysis including economic outlook to review financial strategies	Manager IDP	September 2023	Chapter 3, Constitution of the RSA, 1996	
Economic Development and Infrastructure Cluster		20 September 2023		Done
Convene EXCO Meeting		22 September 2023		Done
Special Council Meeting		28 September 2023		Done
Coordinate preparation of socio-economic profile in collaboration with the District Municipality and ECSECC	IDP Manager	October 2023		Done 08/11/23
District Planning Forum sitting to share socio-economic data	ORTAMBO DM	October 2023		
ICT Steering Committee	ICT Manager	06 October 2023		Done
Risk Management Committee	MM	17 October 2023		Done
Social Transformation Cluster		18 October 2023		Done
Table first quarter performance report including financial performance analysis report (s52(d) to Executive Committee	Municipal Manager	19 October 2023	MFMA s52 (d)	Done
	Internal Audit Unit	20 October 2023	MFMA	Done
HR Plan Review Workshop	SM: Corporate Services	24-25 October 2023		postponed
Table first quarter performance report including financial performance analysis report (s52(d) to Council	Mayor	27 October 2023	MFMA s52(d)	Done
ICT Strategy Review	SM: Corporate Services	31 October 2023		postponed
Economic Development and Infrastructure Cluster		07 November 2023		Done
Place quarterly performance report on the municipal website	Manager M&E	09 November 2023	MFMA 75 (1)K & 52(d)	Done
Conduct IDP Representative Forum	Senior Manager Operations	10 November 2023		Done 09/11/23
Conduct Mayoral Imbizo's to assess state of service delivery and identify community development priority needs	Mayor	13-16 November 2022	MSA s34 & s16	Done
IGR meeting		22 November 2023	IGR Framework	Done
Management Retreat to finalise IDP Situational analysis	MANCO	27-28 November 2023		Done
Ordinary Council meeting	Mayor	29 November 2023		Done
Special Exco Meeting	MM	11 December 2023		Done
Special Council Meeting	Mayor	15 December 2023		Done 14/12/2023

ICT Governance Committee Meeting	SM: Corporate Services	10 January 2024	White Paper on ICT	Done
Convene Management Retreat to compile and finalize Mid-year report, adjustment budget and Revised SDBIP	Municipal Manager & Senior Managers	11-12 January 2024	MFMA s72 (1) & 11	Done
Risk Management Committee	MM	15 January 2024		Done
Ordinary Audit, Risk & Performance Committee (Assessment of Mid-year performance)	Internal Audit Unit	17 January 2024	MFMA	Done
Special Exco Meeting to Table Mid-year Report, revised SDBIP and Adjustment Budget for approval	Municipal Manager	19 January 2024		Done
Table Mid-year Report, revised SDBIP to the Special Council Meeting	Mayor	25 January 2024	MFMA s72 (1) & 11	Done
Place the quarterly performance report (s72 on the municipal website	Manager M & E	06 February 2024	MFMA 72	Done
Provincial Treasury Mid-year assessment	CFO	16 February 2024		Done
Management Technical Strategic Planning session to consider Adjustment budget and Revised SDBIP and IDP Review	MM	13 – 15 February 2024	MFMA	Done
Ordinary Executive Committee Meeting		22 February 2024		Done
Social Transformation Cluster		23 February 2024		Done 01/03/2024/
Table 2023/24 Adjustment Budget to Ordinary Council meeting.	CFO & MM	29 February 2024	MFMA s72 (1) & 11	Done
Convene Strategic Planning Session to review municipal high level overarching strategies and short term development objectives	Council	04 – 08 March 2024	MSA	Done
Place the Annual Report for 2022-2023 on the municipal website	Manager M&E	15 March 2024	MFMA 75 (1)	Done
Convene IDP Rep Forum to present Draft IDP 24/25 and Draft budget 24/25	MM	20 March 2024	MSA	Done
Presentation of Draft IDP, Annual Budget, Draft SDBIP, Tariffs and budget related policies to the Executive Committee	Municipal Manager & CFO	21 March 2024		Done
IGR Forum		25 March 2024		Done
Tabling of Draft IDP, Annual Budget, Draft SDBIP, Tariffs and budget related policies to Council	Mayor	29 March 2024	MFMA s16 (2)	Done
ICT Governance Committee Meeting		05 April 2024		Done
Social Transformation Cluster		14 April 2024		Postponed to 25 June 2024
Risk Committee		16 April 2024		Done
Policy review consultations by Departments		January -April 2024		Done
IDP and Budget Public Hearings (Road shows)		16-19 April 2024		Done
Audit Committee Meeting		21 April 2024		Done
Special Executive Committee Meeting		23 April 2024		Done
MTREF Engagement and Benchmarking(Conducted by Provincial Treasury)	MM, BTO & SDF	18 April 2024		Done
Table third quarter performance report including financial performance analysis report to EXCO	MM & BTO	23 April 2024		Done
Table third quarter performance report including financial performance analysis report to Council	Mayor	26 April 2024	MFMA s52(d)	Done
Economic Development and Infrastructure Cluster		10 May 2024		Postponed to 28 June 2024
IGR Meeting	Mayor	15 May 2024		Done
Council Policy Consultative Workshop	SM: Operations	06-10 May 2024		Done
IDP, PMS & Budget consultation meeting	Municipal Manager	16-17 May 2024		Done
Special Exco Meeting	Operations	20 May 2024		Done
IDP Representative Forum	Mayor	22 May 2024		Done
Table Reviewed IDP, Annual Budget, Tariffs, Organizational Structure and budget related policies for approval by Council	Mayor	27 May 2024	MFMA s24 (1)	Done
Submit approved annual budget and IDP to NT & PT		10 June 2024	MFMA 24 (3)	Done
Publish the IDP and Budget for - FY	Manager	10 June 2024		Done
Risk Management Committee	MM	21 June		Done
Ordinary Audit, Risk & Performance Committee		25 June 2024		Done
Submit Draft SDBIP to Mayor	MM	14 June 2024		Done
Special Exco Meeting to consider End of the Year Road Map and Financial Related Reports		20 June 2024		Done

Submit Final SDBIP to Mayor	MM	27 June 2024		Done
Special Council Meeting		27 June 2024		Done

1.2.5. Public consultations

Mayoral Imbizos were conducted on 13-17 November 2023

Council Strategic planning was held on 04-08 March 2024

The IDP Representative forum was held on 20 March 2024 and 22 May 2024 to solicit inputs from various stakeholders.

IDP Road shows were held on 16 to 19 April 2024

IDP & Budget consultation meetings with rate payers, Businesses and Taxi Industry were held on 21- 22 May 2024 in both towns Libode and Ngqeleni.

1.2.6. Publication and submission

The Draft Annual IDP, Budget and tariffs was 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 2023-2024 IDP assessment 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:

KPAs	Ratings 2021/2022 IDP	Ratings 2022/2023 IDP	Ratings 2023/2024 IDP
KPA 1: Spatial planning, Land, Human settlements & Environmental Management	HIGH	HIGH	HIGH
KPA 2: Service Delivery & Infrastructure Planning	MEDIUM	HIGH	HIGH
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 2023/24 Final IDP

KPAs	Findings	Action plan	Time frame
KPA 1: Spatial planning, Land, Human settlements & Environmental Management	-The municipality must reflect in the IDP document the presence of air quality management plan (AQMP) as contemplated in section 15(2) of the NEMA: Air Quality Act of 2004 -The municipality must develop a climate change strategy and reflect on the IDP -The municipality must develop environmental planning tools such as State of the Environment Report (SOER), environmental management framework (EMFs), coastal management plans, aquatic ecosystems, ecology infrastructure, wetlands bioregional plans and associated environmental management plans (EMPs, as applicable)	The management of the institution have started with discussions on strategy on climate change. The strategy has not been developed yet and will consider other identified gaps in 2024-25 FY for improvement	2024/25
KPA 2: Service Delivery & Infrastructure Planning	-The municipality must establish management committees and reflect this in the IDP - The municipality must establish a waste management forum -The municipality must develop a trade effluent policy -The municipality must develop integrated community safety plan	The municipality will consider the comments together with the council	2024/25
KPA 3: Financial Planning & Budgets	-The municipality must incorporate Annual Financial Statements (AFS) and year-end preparations plan activities into the IDP -The municipality must develop a budgeted repairs and maintenance plan as per circular 51 of the MFMA no 56 of 2003 -The municipality must spend 100% of the capital budget and its grants -The municipality IDP must reflect councillor remuneration and employee costs and ensure that the salary budget is within the norms and standards -The municipality must ensure that it collects at least 50% of its revenue	AFS are incorporated as Annexure C in the IDP Document and responded and some of the gaps identified will be addressed in 2024-25 FY	2024/25
KPA 4: Local Economic Development (LED)	There are no findings in relation to this KPA	-	2024/25
KPA 5: Good governance & Public participation	There are no findings in relation to this KPA	-	2024/25
KPA 6: Institutional Arrangements	There are no findings in relation to this KPA	-	2024/25

1.3 Issues raised in the IDP Rep forum

ITEM NO	PRESENTED STAKEHOLDERS	INPUTS
1.	DR DAR PRESENTER : Ms Matinise - To promote rural development and agrarian reform to reduce poverty through job creation, integrated food security programmes and equitable participation in development by all communities. - She emphasized that youth must participate to their projects - They are working on improving the participation in developmental youth and women programmes	- There are old people participating in Dr DAR projects - Youth must be motivated to join their projects - Work and life improvement is in our hands
2.	SAPPI PRESENTED BY MR S. KOBESSE - They work using gum tree - They produce many things e.g Clothes, lip ticks, car dash board , sanitary towels, papers etc - They have trading offices - Approximately 12 800 people are employed by SAPPI	Let us introduce this initiative to our youths, to reduce the dependency on government and other social ills such as teenage pregnancy, drug and substance abuse. The problem of youth unemployment have become a pandemic and instead of decreasing it increases rapidly. Seemingly, there is a need for other strategies. We must take advantage of the one presented to us by SAPPI.
3.	HUMAN SETTLEMENTS PRESENTED BY MR BONGA NOGCINISA (OR TAMBO) - The presenter tabled the list of OR Tambo houses for Nyandeni. Stating that the list of the veterans must be submitted to the municipality - Veterans must be known eg their names and phones	- Is there any data base for the application of housing? - Mrs. Matikita had a house near the grave yard since 1997, She was removed by the municipality promising her to build the house . The municipality never fulfill the promises until to date - What happened to houses that were promised and signed for in 1994? - What happened to the temporal structures that were handed in 2012?
4.	DSD PRESENTED BY T. MTHEMBU - DSD has opportunities of youth - There are 7 projects for the disabled that are operating: - Ngolo in ward 11, opportunities (sewing project,	

	2. Sibahle Albinisim: in ward 12 (sewing , bead work 3. Vukathethe ward 9 (gardening 4. Zamukhanyo elujizweni 5. Sinenjongo ward 14 6. Masikhule ward 17 7. Ezixholosini ward 29	
5.	SAPS STATION COMMANDER MR. MBENA Presented Nyandeni crime statistics	
6.	UMZOMTSHA CHILD YOUTH CARE - The presenter introduced Umzomtsha childrens home, situated at Ngeleni Ward 21 The home is for Orphans, and children that are neglected and vulnerable - Umzomtsha child care work hand in hand with Nyandeni Local Municipality, SAPS, DSD, Health on immunization, Home affairs – issuing of birth certificate, Community – assist with general meetings, Department of education - Anyone who have clothes is allowed to donate	
7.	SOS - SOS is situated in Mthatha - They take children from the age of six years to 21 - They get donation from KFC, the also request people to continue donating R2 to KFC and other forms of support would be appreciated. There are Nyandeni children who stay there.	
8.	ECDC - ECDC have 273 centers across the eastern Cape region. - Ngqeleni have 7 satellites operating in partnership with Sinenjongo disability center, situated at Mqwangqeni.	ECDC is not for older people, youths need to be encouraged to go and register, instead of sitting home doing nothing.

	• The main objective is to give second chance in education to all individuals • There are qualifications that are offered and skills such as sewing and gardening • Learners receive certificates after completion	
9.	NAFCOC PRESENTED BY : MR MADOLO • NAFCOC requested support from the Municipality • They are retrenching workers because of lack of support • The removal of SASSA paypoints has unequivocally destroyed their businesses because now people go to town and use the money there, sometimes they get robbed in town • Foreigners are competing with them	There is a need to support local business, we cannot encourage youths to start social enterprises if they will not be supported.

1.4. Issues raised in the council strategic planning

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
Hon Mayor	- Furniture production has not been tapped on – we have both raw material and commercially viable production means in the LM – - let us be jealous of our raw materials (forests) – no country has ever developed through foreign language and foreign ideas – Xhosa makes it all simple for our generations (see China and Mandarin) - We are impacted by these thinking methods - The Strategic Plan needs to deal with glitches in service delivery, on strategic issues and on strategic planning	
Act MM	- Results and Resolutions of the Investment summit Performance and State of Affairs - IDP assessment Results of 2023/24 – improvement on the Basic services - Audit Outcomes – Regressed – unqualified to qualified (one matter on property, plant and equipment, there is work done on this matter with the AG - Economic performance – ranked 04 in OR T following Mhlontlo Key Considerations by the SP session – - Engage DOT - Resource Mobilization committee – how do we activate and institutionalise this committee 20 km Coastline - - Revenue Collection - Cost containment measures - RAS – MIG expenditure - Crime and crime fighting and prevention – SAPS (what role do we play to influence our communities on this)	Comments/Inputs and questions - Comment on the fraud and corruption – fear is that the groups collapse systems by aim and delay actions to be taken – what are the indicators to Council as accountable officials? - What is meant by Provincial administration, Sec 139? - Role of councillors is clear on the role of oversight, request the cascading of the presentation to all staff in the LM, to avoid lack of knowledge by the officials - advises on that the presentation by Audit Chair esp on improvement of internal controls on moving towards clean administration, all internal controls be tightened esp daily, weekly and monthly controls
Audit Chairperson	What did AG say? – Outcome of regression, non-compliance with some provisions with high non tolerance on compliance at this time, raise findings and correct, a 2018 issue raised in 2022, GRAP104, 19, 18, 17, 21, 1 and GRAP 104 areas raised YoY	

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY						
	• What can we do? – start with internal process, review all during the period and not at the end of the year, pick up and correct/mitigate risk immediately, Organogram must be unscarily reviewed – an example was given by the Audit chairperson (ideally so) very important, recommend and fill positions, transfer skills – e.g. GRAP standards e.g. interns be used and capacitated to grow internally, Internalise SOPs, confirm daily, weekly, and monthly processes are done, a practical example was given through the payment of Service providers Develop monitoring tools for performance for all employee levels, weekly monthly and quarterly Performance for all employee levels Fraud and Corruption – 3 key areas <table border="0"> <tr> <td>Opportunities</td> <td>Realisation</td> <td>Pressures (High Living standards)</td> </tr> <tr> <td>Lack of controls</td> <td>Justify-illegal behaviours</td> <td></td> </tr> </table> Where and what types of Fraud: Community Services – exploitation of Normal vs Overtime; Theft; Ticket fines Corporate Services – Leave days; overtime fraud LED – Funding and support; Non implementation rather review of the LED strategy, yearly. BTO/Finance – SCM manipulation, delays of payments, journal manipulations, quotes without market analysis; Ghosts employees; theft of stationery; duplicate payments of invoices; low recording of stock Strategic management – SCM processes; ICT internet, Microsoft licenses; Forgery • What can we do? – be proactive, do discussions; create awareness; evaluation of internal controls, Review all policies and procedures and • Advice provided- close gaps, ensure segregation of duties; reporting of cases, install cameras and must be reviewed time to time.	Opportunities	Realisation	Pressures (High Living standards)	Lack of controls	Justify-illegal behaviours		
Opportunities	Realisation	Pressures (High Living standards)						
Lack of controls	Justify-illegal behaviours							

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
Mr Mosana ECSECC	- Investment Priority projects/Summit Resolutions in the next IDP - Feed processing Plant Where are we now? Not a Nyandeni project but that of the EC, none is in existence – Conclusion Slides - Investment talk needs clarity – Ownership, beneficiation and Operating Model – Funding is there from PT, Private sector must be brought in. discussions must come with alternatives that are clear, black or white and not be a Grey area Knowledge - Product Knowledge – what is it, the product? Determines the inputs to be made available – Research work done on – land, farmers, Co-ops, agreements – practical work to be done - Value chain approach – organize inputs; facilitate production; develop Business Operating Model – procurement and storage, processing and retail - Stats General – EC is leading in Livestock, what do we do about that? Feedlots areas IDP Support - Transformation maps simplify complex topics into digestible components - Stay ahead with disaster patterns - Obtain industry specific Information – Oceans economy etc - Mapping & support services – Ward information at a click of a button in the cellphone for a Councillor - Institutional Systems & Controls - Defending the AG Clean audit –you need to keep working very hard and improving systems at a higher level Demographics – increase in population figures - Demographic Impact – dividends of population growth - Create an economic dividend in Nyandeni on all of these areas of growth for EC and people will come to live in Nyandeni and resources will be coming to Nyandeni	

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
Provincial Treasury Ms T. Mbombo	• Red on – Irregular expenditure,, remunerations and Contracting of SPs • Asset management – red on repairs and maintenance • Net debtors days receipt of payment – red above 30days Liquidity management – green – can continue for 17mts without added income • Enough reserves 1.5 to 2.1 • Green on payment of suppliers • Governance – qualified outcome Financial performance of the LM as at 31 Jan 2024 • Debtors Owing as at end 31 Jan 2024 • Public with Properties not on their property roll – the LM is encouraged attendance to Debt collection Forums Service delivery based on Grant Performance • See where the discrepancies are – eg. for MIG, the transferring Dept is 71% exp. and National is at 62.8%, improve on grant spending as application for Rollovers • Criteria on rollovers – challenge will be on the Act CFO and Act MM acting statuses Recommendations (Important for Commissions) See slides Support by PT... • As per Sec 5(4) of the MFMA	
Dept Of Education Dr BB Peyana	Nyandeni results – OR Tambo Coastal • Out of 12 Districts we are now no. 10, with 13 158 learners which is a huge dent • EC jumped 80% mark, district is at 71,8%, an improvement of 7,2% • Schools – 27 High schools; 05 +90%:13 +80%:05 +70%:02 +60%: 02 +50% • Gqeleni is 1/5 CMC Magisterial Districts, Libode is 4/5 CMCs • Nyandeni - 11 Circuits analysis • Nyandeni – Top to Bottom Nyandeni Schools amongst District Top 05 Summary of LMs • 1 is Nyandeni, • 2 is Ingquza, • 3 is PSJ	• Dalibhunga at Ward 26, there is no scholar transport and needs assistance • Ntshilini H. schools has dropped due to infrastructure challenges • Physical challenged, schools is not open and those learners are not at schools • QLTC - Could it be resuscitated? • Note the full service schools and applications for that admissions to those schools has huge backlogs • Dalibhunga at Ward 26, there is no scholar transport and needs assistance

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	DOE Inputs • Internships and Experiential trainees breakdown • EPWP contracts • New contracts for security assistants – 2 per identified hotspot schools in 5 schools per circuit Infrastructure • Minor repairs in schools • Disaster schools • New schools – Upper Corana • Backlogs on disaster schools as far back as 2018/19 • Fencing • Additional Classrooms Donor Funded Projects • School health and Safety • National School Nutrition Programme – High schools are to benefit as new now • Scholar Transport – Transport Monitors for each school, 32/89 schools are from Nyandeni In Conclusion: • Working together to do more • Nothing to stop us • Do more to improve cordial work • Roll our sleeves and put on deck to speed up service delivery • We dare not to waste time fighting for petty issues, lets start to complement each other for the betterment of our District and Nyandeni area • Contact Dr BB Peyana on 0826623759	• Ntshilini H schools has dropped due to infrastructure challenges • Physical challenged, schools is not open and those learners are not at schools • Hon Mayor – the Animal feed processing plant is ours as the Council, whether we will look for a strategic partner – beneficiation comes in providing the raw material which will be processed to come with the final feed. The worry comes in when the land is being given over to other partners – the R24m received during the adjustment period will enable the construction of the plant, the benefit is for the LM, ECSECC is coming with expertise • There are huge sums of Nutrition by DoE and the LM fails to tap on this area as LED intervention, rather than using local produce to supply these, we need to be deliberate in this linking of coops as supplies to schools • 2% GDP contribution is caused by also non registration of financial transactions between community members ito agricultural contribution • Clarity on the models on the Projects needs to be clear, this is emphasised by the ECSECC Team • Some issues raised needs to be packaged for internal DOE administration to look at them. • Dalibhunga route line will be rechecked and be confirmed. • Ntshilini needs to be checked and looked at holistically, analysis needs to done so as to be informed and get indicators • Khwezilokusa is not on the boundaries of the Directorate and will be linked to the right office to be taken care of

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
		• Invitations are extensive to councillors to the QLTC meetings, all councillors can be part of these structure and it will be an advantage for the DoE • Communities initiate the erection of establishment of a High school, different stream and offer • Safety issues, maintenance is sent all year for maintenance in schools as money is there, maintenance budget is allocated to each school each year • Trump card of Nyandeni is camps of Grade 12 students, communities assist by providing certain services eg water resources..... • Contracted securities are not on qualification or certificates Additionally the Education director was requested to allocate official/s to sit in the Infrastructure Forum so as to ensure the information is not received once when he attends these sessions.
Dr Singanto SALGA	Councillor Remuneration Update SALGA is trying to clarify and assist Municipalities on the issues presented. • Use of Council Owned Vehicle • Upper Limits 2015 and 2023 Gazettes Tools of Trade • Upper Limits June 2022 and Upper Limits August 2023 • PWG is sitting tomorrow 05 03 2024 MCPF – Pension Funds • National Conference Resolutions SALGA to guide: • Table and process the required Council resolutions	Questions • MCPF is traumatic but SALGA is making strides to resolve the issues • The single medical aid is promising with the contribution by the employer • Why is the gazette always vague when released with conflicting interpretations? Interpretation should be provided and be the same across • Is SALGA's role amending or developing a new legislation is amended or replacing the Legislation

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• Communicate resolution with MCPF • Explore alternative Pension or Retirement vehicles • Facilitate a process to transfer to alternatives Latest developments • On legal advice on the basis of national conference resolutions • SALGA to engage with the MCPF • Resolutions to be communicated • Confirmation and advice by MCPF Curators Agreed Way forward • SALGA to provide guidance, advice on the MCPF matter Review of Councillors Remuneration – Presentation of the November 2021 Draft Report Recommendation • Council to Note progress	Replies by Doctor Singanto: • SALGA represents its members in all its presentations to COGTA • Submission to COGTA – drafts always come with arguments by SALGA being included. • At the final end COGTA is the one to publish the gazettes • SALGA either recommends for amendment deletion or include/make addition. • COGTA has taken what is in the gazette and there is no new inclusion in the Circular. Inputs by the Hon Mayor: • Formalisation of the LG Sector from its inception has not occurred • Manner of law application National, Provincial and Local spheres is not supposed to be the case in this democratic dispensation • Working group must sit and then we receive the outcomes of the Working Group and take it from there.
Mr Mkiwane IEC	IEC appreciates the support by Nyandeni towards the Elections • Registration figures have improved • Drives have been very assistive towards the registrations • Period is now on candidate nominations • Trainings on outreach are continuing at Mpekweni • Resourcing and scheduling of invitations	

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	- Special votes 15 April 2024 – request is not for the special votes to be exploited but be as genuine as they can be - Political tolerance is emphasised, there are penalties on intolerance	
Mr Poswa	Recap	None
Mr J. Yengane	Grant expenditures - INEP -21313m exp at 63% as at December 2023 - MIG – 67 667m at 68% as at Dec 2023 - EPWP – 1707m with 70% spent as at Dec 2023 Situational analysis – Nyandeni LM Infrastructure Development Functions – done by the PMU - Municipal roads - Stormwater - Municipal Public Transport - ISD - EPWP - Lighting - Public Facilities - Occupational Health and Safety H/H electrification - Historical backlogs completed, currently electrifying new villages and extensions - DMRE – approval for solar system in certain villages Community street lighting - High masts in villages are still in request due to crime rates increasing EPWP 2 projects only – paving and pothole patching; waste management (Siyacoca) Roads & stormwater	Comments/Inputs/Questions - Infrastructure development – MegaCom bridge is it not the Thabo Mbeki Bridge? Can we correct if so - Request for Presentations to be circulated. - Quarries at the wards, must not be sold but now when we give tenders to contractors they sell the quarry, we need to address this - Plant and maintenance of it must occur. - Reminder is that as we are planning for mid to long term, Mabusini road is no longer in the presentation. - New villages are getting electrified, GPS takes place but the projects do not appear in the presentations - Grading, the grader drivers work arrive late, work shorter times and rush back to sign off, the ward is not covered - What has reduced the Ward 11 and 12 kms from the previous distance - SANRAL access roads, what stops the maintenance of these roads

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• RMU – Roads Maintenance Unit MIG PROJECTS • Completed MIG Projects 2023/24 FY • MIG Projects under construction 2023/24 FY • MIG Planned Projects 2023/24 FY • Maintenance Projects – Completed • Maintenance Projects – Planned • Maintenance Projects – underway 2023/24 • Military Bridge Projects • Maintenance MDRG Grant projects – R46,2m Household Electrification • Schedule 5B Nyandeni projects • Schedule 6B – Eskom Projects • Planned electrification Projects for 1065 HH for 2024/25 • Completed Solar panel projects Challenges • Non-alignment of budget with maintenance backlogs • Weather conditions Turn Around Strategy (ATS) Resolutions of previous Strategic Planning session Alignment with Circular 88, SOPA, SONA and Governing Party Manifesto	• In the compound, what is the plan for the animals in terms of wellness and wellness officer looking after • HH electrification in new villages, how are they selected? • Plant and the road maintenance, can we not look at overtime to extend the working hours for more distance to be covered • Bridges that are washed away, what is the cause and how this can be curbed • Langakazi appears as complete in the presentation, whereas there is a problem/challenge, Ncithwa to Mabululu also has a problem • Last year, Ward 6 was appearing and now there is a problem of non appearance of projects and some are referenced incorrect GPS • Where is the itinerary for the Yellow Plant, this as promised • Electrification and GPS, transformers, can we look at the projects
Mr Sikhuni	Introduction Departments within: • Community services • Public Safety Mandate of the Dept Sector Plans Integrated Waste Management Plan (IWMP) • 24 Awareness and advocacy Programs and Projects	• FBS, there is a challenge, gas refills and beneficiaries are needed to travel long distances for the services, where do they get the money. • Corrections – Nkanunu to Hluleka, only Nkanunu must be left behind and Hluleka be removed in naming the project • “Operation Coca Ulwandle’ needs to be closely monitored

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• Monthly reporting of waste in formation to SAWIS • Recycling Programme • Greening and Beautification Programs Waste Management facilities • SWOT for waste Management • SWOT for Animal Pound Management • SWOT for Cemeteries • SWOT for Environmental Management • SWOT for Ecoparks and Sportfields • SWOT for ECDC Audit Findings • 8 findings from IA in the 2022/23 FY, • 7 were resolved and • 1 still stands and depends on avail of budget as it relates to the fleet. HIV/AIDS FBS and Poverty Alleviation Environmental Management Library Services Public Safety Driving Licences and Traffic	• Ward 1, electrification is in progress and that is highly appreciated • Piping of the roads is a must as complete construction/rehabilitation of the road. • For every road, there must be a maintenance plan for each road constructed or rehabilitated, some contractors leave unfinished work behind and roads are not useable • Vandalisation of EcoPark, security services be appointed • Law enforcement at parkhomes must be continued so as to ensure, this to include the shops in the villages. • Maintenance expenditure is very low, Nyandeni road network must be maintained, a yellow plant fleet plant must be budgeted for purchase and adding Human capital. Replies/Responses • Advice on vandalism is noted and will be considered • Business at local areas can be used as refill spots for the indigents • MegaCom Bridge will be noted and corrected • Presentation will be made available • Mabusini is there in the 3 year plan • A session was hosted with drivers, then a programme of works was decided so as to meet daily targets

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		• SANRAL done surface roads, it was discussed and the assessment will be done and sections to be repaired • Designs are based on previous weather conditions and mostly it's the wing wall that get damaged • Various factors of the Langakazi project include collapsible soils and stone to a point of variation orders and necessity of immediate maintenance continuously • Technical advice by Eskom is considered to put up new and existing projects, Nyandeni does not have capacity and hence plans for alternative energy • All GPSed information has been submitted to ESKOM and the report will be a 3 year plan released to the LM, mapping will continue, then DMRE will approve numbers for electrification Note: Chairpersons Note - A ward Councillors forum will also converge, reprioritise again and finalise these Infrastructure projects.
Brigadier Ntandane	Nyandeni falls in zone 02 out of the 04 Zones. Nyandeni Problematic crimes • Robbery, attempted Murder, Rape, Assault GBH and Common, Burglary Business and Residential, House robberies, CIT, Truck jackings, Drunken driving and drug related crimes Operational Crime Stats Tables Programme 2: Visible Policing Action Plan Reduction of Crime • Increase visibility in identified Hotspots.	Questions/ Comments/ Inputs • Clarity is sought on the voting stations numbers – are they reduced or increased, where are • Mobile Station at Canzibe? How far are they • Clarifications of demarcations in times of emergencies is requested

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	- Awareness campaigns - Increase compliance inspections at liquor premises. - Raiding of illegal liquor outlets Allocation of new Constables 22 New – 9 plus 13 exposures from MP in Libode 18 New – 8 plus 10 exposures from MP in Ngqeleni Additional Information - Libode new Police station – Mthombe is in progress - Identified threat areas are Sbangweni and Corhana (Service Delivery Protests)	- Drug use is on the increase, forced assistance at hospitals for drunk people caused by the community members - Canzibe does not appear, maybe the reports are not submitted - NGOs are losing assets and are threatening to move, how can the SAPS assist - Cash in Transit cases, police arrive very late - Ntlaza must operate, as it is very assistive, a request was made for a vehicle to also be posted there - It is a painful situation if police arrive late and not at all, Visibility is difficult - Cars must be available, in time and request is for police to respond immediately - Protection fee in businesses, its coming now to individuals families, how can this be curbed? (extortion) - Crime summit is proposed within the plenary Response - Extortion cases – Gen Ngwenya is dealing with the cases and meetings with affected people/businesses are continuing. Some cases are not reported and people are encouraged to report - CPF stipend – CPF is volunteers, this is also indicated during recruitment.

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
		• Govt through community safety is working to provide stipends, cars at Districts have already been provided • Crime stats indicate the upgrading and down grading of a police station • Recruitment continues, our youth must keep fit and active to qualify as recruits • CIT most is on G4S, who does not attend meetings which are called time to time for the cash in transit companies for escorting • OR Tambo is in process of organising a crime summit • Lurhasini Police station is in operation at this very moment with added police members. • At Nyandeni Great place police are stationed there and they do respond on emergency calls • Cash at homes and in spaza shops is feeding ground for criminals and the cases are not reported by these foreigner spaza owner • Awareness sessions in every crime hotspot need to be conducted, in rape hotspots we go and talk about rape, hijackings we talk about hijackings etc
Mr Gabula DEDEAT	Climate change, Coastal environment are work in progress and DEDEAT will work with the Municipality. DEDEAT Vision DEDEAT Mandate EC Province Economic Development Strategy	Comment/ Questions and inputs • We need to take seriously the robberies at the spaza shops, needs to be made aware that it poses danger to everyone in the villages who rents out s

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• 6 High Priority Sectors • 6 objectives Public Entities There are 06 PE's – they need to be invited in all strategic planning sessions to come and share plans and advice. Informal Traders – • supported with equipment and machinery • Registration and Regulations of spaza shop Enterprise Development and support • (Financially & Non financially) • CIPC linkages for registration • Grant Fundings – ECDC Imvaba Cooperative funds • Tractors implements, inputs and operational costs Informal Business Support Program • LRED Grant Fund 24/7 application Consumer Rights Promotion, Protection & Enforcement Industry support and Manufacturing Investment Opportunities • Agriculture – Nyandeni Animal Feedproject DEDEAT Proposed Plans 2024/25 • Leopard study on existence of a leopard threatening livestock around OR Tambo	• At how much do grant funding be minimum and maximum • Are there no learnerships • Do they work together with SEDA and DTI Replies • LRED Grant funding is at R500 000 from feasibility studies to R3m • SEDA is a partner. • Testimonies of Nyandeni beneficiaries are available in various sectors. • Learnership programmes are available in collaboration with SETAs through Head office training and skills development. • National Small Enterprise Bill – in consultation • 14 - 15 March in Lusikisiki - Small Business Summit to be hosted there
Mama T. Ndamase	INEP Policy Guidelines • Suite of Supply • Bulk infrastructure • Informal Funding Model • Grid • Non-grid	Questions, Inputs and Comments • Non-Grid, on what does allocation depend on? • Mining rights, it is an important matter and needs to be centralised.

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	2023/25 National Treasury Budget Reductions - Nyandeni reduction is R2m to R21 313m - Transfer is at 94% 2024/26 MTEF - OR Tambo is at R89 056m R70 400m R60 784m total R220 240m over MTEF - Nyandeni R17 850m R10 900m R8943m Total R37 693m over MTEF Non-Grid Proposed areas - Nyandeni - Service Provider is Volotone allocation R16.63m of 1300 INEP Areas of Concern - Late appointment of SPs - Delayed designs - Underspending Mostly Nyandeni submits and avoids the listed areas of concern as quickly as possible.	2 concerns, nongrid is it on areas not yet electrified or also the electrified ones, the loadshedding affects also facilities that needs electrification 24/7 - Hospitals, couldn't they be connected away from main transformers. - The meeting at National is fully supported and request is on Hon Mayor to allow delegates to attend. Replies: - Non grid depends on applications, needs assessment is made and approval granted. - Before it was supplied in areas who were in waiting, now motivations are also made on areas - The areas like hospitals also may apply for the wind turbines and solar field as possibilities. - Hospitals to have transformer zone for St Barnabas - Technical meetings have already been requested by the LM officials to discuss these technical issues. Vote of thanks to Mama Ndamase was made by the Hon Mayor on the presentation and the information that has been disseminated.
Ms Makaula ECPTA	ECPTA Mandate ECPTA Programmes Biodiversity	Comments/Inputs and Questions:

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• Tourism • Wildlife • Marketing • Commercialization National Perspective Tourism perspective Tourism Safety • Forum is established • Meetings and workshop to discuss action plans Trends • Transformation retreats • Jetsetting • Lisness (Bleisure) • Educational itineraries • All inclusive tours Marketing efforts • Virtual tours • Iconic series • Generic campaigns Product development • Wild coast hiking trail • Hluleka additional accommodation • Activity based tourism at hluleka • Nyandeni LM – Review of the LM Tourism sector Plan Service Standards • Capacity building • Updated databases • Tourist guides • Compliance and registration of tour guides	• Tourism and LED must be budgeted accordingly to assist the LM and areas where youth is unemployed • Develop/Resuscitate the Ntlangano Project and not just budget only • All contracts with contractors nor finishing work and overstay at site is not assisting and something must be done about them • Rates of hours of work and employment of locals by contractors • Last year it was resolved that we must not chase Dept when they present and we need to acknowledge and appreciate when work is done • Mankosi and Qhokama project needs also to be speeded up • There are slaps that were put up in yards in around 2016, again in Ward 32 at Mawotsheni slabs have been put up and no work is being done • Material is being sold and work is not progressing, monitoring of work must be done by the oversight committees • Hluleka Bridge – Tourism • Project targets there must be reached by the election dates • ECPTA – Law enforcement must not be casual officials, as this affects safety of Game reserves and equipment

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	- Provincial Lilizela Awards - Provincial Tourism safety programme	- WSU information is welcomed and will be utilised to assist LED - Ward 26, incomplete housing Units – slabs, unfinished walls etc - Is film making benefiting ECPTA in terms of revenue and advertising/marketing - We need to consider a partnership with WSU, what is needed to form such - Information day be hosted for stakeholders within the LM for WSU, the network not to be lost with the institution - Nyandeni has a potential for tourism, how do we complement tourism with road infrastructure - Encourage homestays in the hiking trails, even if it's a grade 1 rondavel - Ntlangano conservancy – tourism development to date is very silent, we must be ready with land for garages, mini malls and other infrastructure alongside the road that SANRAL aims to build - Mayor is happy on the idea of WSU proposed working relations with the Incubation Hub - Beekeepers the space must be tapped up and the incubation Hub linked
	Overview conditional Grants Expenditure 2023/24 Regional Outlook for sites, units & Rectification - Revised 2023/24 Budget of R221m for OR Tambo region - Nyandeni 446 with 254 done by January - Budget of R86m with R67m spent by end Jan 2024 List of completed Projects. List of running Projects - DHS with Multiyear projects for the next 4 years – 3 481 units - ORT with 323 units - Nyandeni LM with 585 units New Projects 05 New projects for Nyandeni – efficiencies of Nyandeni officials make way for new projects, this is highly commended - Out of the 05 there are 03 Projects with service provided appointed Challenges - Poor contractor performance - Theft of material - Distance to source building material is long	
Ms Mamoepa & Mr Malingisa	A project running within the W/ Sisulu university - SEDA supported incubation systems Purpose – Drive – Impact - Transform - Nurture - Growth - Shelf space for local products must be created Service Offering Clients Assisted	

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	WSU Centre for Entrepreneurship Rapid Incubator (WSU-CfERI) results on clients • LED – Champions locally Pillars that influence the design development and implementation of LED • 6 Pillars • Reviewing the LED strategy of Nyandeni will look at the 6 above pillars Rationale for innovation for economic development Innovation Champions for LED (IC4LED)	Responses: • Mr Dlulane – Framework agreement will be used at Qhokama and mankosi, no tender process will be needed so a contractor will be allocated soonest • The contractor must be forced to finishup the incomplete husing units • Mqwangqweni – also the contractor must complete to units that are unfinished • Illegal immigrants and Natha Construction must be engaged so that we do not loose the grants due to limited job opportunities by the project • Projects that need followup will be followed up • Disaster Project – these must not be disturbed as the results are catastrophic • Council resolution for LED, information day is requested by the centre • There funding called technology transfer of up to R1,5m which can be accessed for the BeeKeeping project • There are also short courses that the WSU centre offers in SCM, Business Management and others

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Mr SS Madolo	Recap of Day 2	None
Mr Notobela	Legal framework DFFE projects in Nyandeni – R53m - Working for the coast – Nyandeni Coastal Facilities - People and Parks – Nyandeni coastal facilities; Ntlangano Community Conservancy Conservancy - Hluleka nature reserve phase 2 Tourist accommodation development – R40m - Green & Open Space management – R8m - Ngqeleni Greening and minipark – R5m Other Projects - Tip-loader truck for waste collection - Flood mopping project – clearing of illegal dumps and litter picking – 67 EPWP participants Key points to note - MIG with COGTA and NT will increase waste collection – consider to utilise MIG in procuring fleet for waste – this needs the Waste Management section to sit down with infrastructure Section of the LM and discuss - Selection of the Libode Landfill site for Audit – Waste Branch	Questions/ Comments/ Inputs - Non achievement of targets in EPWP is hammering the LM, creativity especially in waste collection and recycling - Involvement of councillors is very important , alien plant removal, how can the LM be assisted in that - How does DPW make oversight of projects - What are we doing wrong as the LM in the EPWP, especially on the ETFs, the LM has a dedicated official and data capturer - How does the PMs be trained to design the EPWP projects to be labour intensive - There are species found inside the reserves and out of the reserves, the alien plants can be removed utilising the EPWP grant - About the Nursery and educational center at Khonjwayo, where is it or will be? - Age in the EPWP must be looked at, some are at pension age whereas there youth out there - Working together with Traditional leadership institution between Councillors and them is very important Replies:
Mr Kente	EPWP annual targets 2023/24 - Nyandeni 563 WOs with 197 FTEs Consolidated Sectoral business plans for 2023/24 - Nyandeni with 562 WOs & 197 FTEs	

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	- FTEs is the no. of people employees in a project and the time they spend in the project based on the duration of the project – the longer the duration the higher the FTEs - FTEs are important in the ratings, leading to the possibility of an increase in the Grant Q3 Preliminary Municipal Performance Report 2023/24 44% FTEs and 59% WOs 2021/22 IG Allocation vs 2022/23 and 2023/24 Allocations - R1 716 000 - R1 859 000 - R1 707 000m NB: Reductions are due to the lower FTEs Progress on 2018 Summit Resolutions Key areas to achieve (important to do better and receive increased grant funding) - Have a Dedicated official for EPWP and a reporting office eg Mayors office - Include EPWP targets on Managers APP/KPAs/KPIs - SOPs for EPWP - Trainings - Steering Committee for EPWP - Non-Attendance of EPWP Committee meetings by SM in the LM - Address and use correct rates for remuneration in the EPWP (New rates have been issued) Challenges and Recommendations - High use of machinery - Late implementation of projects	- Allocation is based on performance and on categorisation, try and improve on the FTEs - Address challenges immediately - Labour Intensive Training (LIC) Training, Labour Intensive Training Forms must be filled and submitted to DPW Regional office - Ensure again you reach the beneficiary Targets (Youth; Disability; Male; Female) - Forestry questions will be taken-up with the relevant officials back in office - Working for water is appointing SPs for various projects on removal of alien plants

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• Lack of EPWP coordination within the LM • Under reporting of EPWP • Under planning by both LMs and Depts • Partial implementation of Summit resolutions • Non-Attendance of EPWP Committee meetings by SM in the LM Properties • Donations to the LMs – in the form of • Clinics, schools and Hospitals • Provincial State land and • 4 townships	
Mr Konzaphi	Electrification Process • Why the need for this process? • How is the electrification funded (Funding) Prioritisation • 5B • 6B Nyandeni LM 2023/24 Electrification Plan • 2 295 Households for 2023/24 Nyandeni LM 2024/25 Draft Plan • New substations to be erected due to growth through Extensions • Infrastructure projects prepare for electrification process Note: Users need to be encouraged to download the app.	Comments on ESKOM • On the GPS-ing – Bomvano at Ward 23 have been GPSed but do not appear on the plan, how long does it take after GPS for electrification • The use of the APP vs Callcentre, sometimes the beneficiary is not registered and cannot be able to use the app. • Box and voucher loading challenges – how can Eskom assist? • What is the reason for not being instilled when the beneficiary is prepared to pay and not wait for free electricity Responses • Infields are growing and end up increasing demand for electricity, they still are accepted but the LM must be sure of the 50m • Mpindweni – identified under the new system • When theres emergency, use the APP

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
		• Lets understand the service delivery framework • K&R programme, • CLLrs must collect all the names of beneficiaries and submit for assistance, report back will be brought to the next meeting • Mr Petse will be engaged on areas of outages and electricity failure matters
Ms Mkuzo	Index Situational Analysis • Introduction • Focus areas – • Revenue management • Billing – R20m for 2023/24 • Collections – R11,7m for 2023/24 • Debtors – R49,4m, made by Residents; Govt Depts; Industries; Municipal officials. The collection rate is below 50% at 24% General valuation roll process has been extended Expenditure Management • Payment of creditors • UIFWE as at 31Dec 2023 – r17,2M under investigation by MPAC Budgets and Reporting • The Budget has been prepared and is cash funded • Own Revenue R17m • Grant Budget R582m Actual Operational Expenditure • 56% COE above the norm Capital budget and Actual budget	Comments/Inputs/Questions • Training our staff on debt collection • Conditional Grant – advert on the Animal Feed processing plant, is there no other way so as to ensure that the funding is not returning to PT • LED – take a decision to add funds to LED • MPAC – is there an investigation that has been conducted to be sure of the amounts under investigation • Rams or Bulls to improve breed – prevention of diastochia • Maize farming – encourage it so as to move in line with the Feed processing plant • Thuthuzela Care centre at St Barnabas needs more support and the proposed focus is supported • Equity must be noted in the filling of SM positions • Note that when SM are employed, the capacity is also key, problem solving and other traits so as to take the municipality forward.

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	Capital expenditure. - Grant Performents - MIG - INEP - Disaster Grants SCM - SCM Acquisition Processe - Demand Management Supplier database - Procurement plan - Contract Register Asset Management – GRAP compliant Challenges and Turnaround & Solutions - Increasing Debtors book – mostly indigent - Low collection - Dept properties that are not surveyed and cannot be traced to their asset registers IDP Priorities 2023/24 5 IDP priorities 2024/25 DORA - R348M equitable share - Conditional grants - R553m budgetable Revenue for 2024/25 FY	- The Council agree on 1 big project where the LM funds rather that the plenty of small projects which some of them are not functional - Youth Office – to address youth matters and offer a variety of services - Was the Youth Council invited or not, if not, Why? Responses: - The Youth Council was never invited in the previous Council Strategic planning sessions, the YC is a stakeholder. Council can decide if in future the YC be invited. - Gradually the LM is reducing the use of consultants, BTO uses consultants towards Financial Reporting periods - Officials can go as far as a certain point, Debt collectors are registered and are qualified to do the work - Animal Feed, the BTO has been approached so if there is non responsive the advert goes to National media - Enforcement of policies is minimum, we need to strengthen - Complement of other in our projects - Drive the need for a feed – create the demand for the feed, mechanise maize production for supply. The animal feed processing plant cannot be a white elephant
Mr S. Mvunelo	Policy development 118 policies in total Human resource Management Organisational Structure	

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• 341 posts with 25 vacancies • Age profile – 71% is between 31 – 50 years • Employment Equity HRD and Training Employee Relations • LLF HR Challenges ICT Governance and Disaster Recovery and Audit WIFI BroadBand • For communities – 30 increased to 65 wifi hotspots (USAASA) to be installed • LIT (Liquid Intelligent Technologies) Records management Maintenance of Office Buildings and Town Hall ICT & Administration Challenges Progress Report on issues raised in Last Year 2022/23	
Mr Zituta	Spatial planning Socioeconomic Profile MECs IDP Assessment Comments • KPA Planning land Human settlements finding Projects Implemented in Progress Planning • Business licensing – door to door visits and verification – QR code must be used so as to enhance revenue. • Production inputs for farming of 1500ha • Animal feed processing plant	

PRESENTER	MAIN ISSUES OF THE PRESENTATION	INPUTS FROM THE PLENARY
	• Business support to SMMEs • 1 HH 1 food garden programme • Ngqeleni Urban development framework Planned Projects • Business Incubation Programme • Forestry development • Formalisation of Ntlaza Urban Precinct • Formalisation of Libode South • Container Park • Land acquisition Programme • Libode Light industrial parks • Ngqeleni Urban expansion Project • Retail Development • Animal husbandry • Maize mechanisation.	
Mr SV Poswa	Mandate of Good Governance MPAT results UNIT 1 IDP UNIT 2 Communications UNIT 3 Public Participation UNIT 4 Monitoring and evaluation UNIT 5 SPU UNIT 6 Legal Services UNIT 7 Internal Audit	

1.5. Issues Raised During Mayoral Imbizos

WARD N0: 1

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS (HOUSING)	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	SPORT, ARTS AND CULTURE	EDUCATION
New Extensions have no electricity	The entire ward have no water	Need access road from Thembeni to Mcwangele	No clinic at ward 1- only one clinic at Ngcolora location	The entire ward have no community hall	No sport field at ward 1	The entire ward have no school except Mahoya location
Extension in electricity all Villages is a challenge		Need access road from Ngcolorha to Manzimabi KHALANDODA BRIDGE	Need clinic at Mjobeni Clinic	Homeless-120 in all villages	No community Hall at ward 1	No scholar transport from Siqikini to Mabalengwe S.S.S. Aslo from Siqikini to Mangala School.
		Need access road from Ngcolorha to Mahoyana				

WARD NO: 2

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS (HOUSING)	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	SPORT, ARTS AND CULTURE
Solar power when the electricity installation takes long Ngcoya new extensions without electricity	Gqweza water never installed Requesting water Taps	Quality of the houses 2 roomed flats Langakazi road was done but not in good quality	Mobile clinic Lukhuni Gqweza clinic is far	The issue of the definition of youth (18-35) over 35 it is a huge problem	Mayors Cup does not develop Nyandeni sport Suggestion made Can it be a league to develop Nyandeni sport
Electricity and water crisis in the entire ward Gqwarhu in particular	Toilets in new extensions Follow up on OR Tambo water installation – Mzimvubu dam	Kms for Ngcoya AR Re avesting streets within the vilages The projects done are not monitored.		The condition at Mzimvubu is bad due to the water construction underway Animals are dying Children are getting hurt – the construction should speed up the process	Invite other departments and stakeholders to support the initiative 9mayors cup – 1 league
	Ludeke and Gqweza water project need a quick intervention. Mseleni – Mzimvubu Houses Roads Electricity	Ncithwa AR Location Ngcoya AR Mabololo AR is not in good condition Zibunga - (Jojozi AR) with 2 rivers - small bridges if possible 1. Ngqubusini – Ngcoya AR 2. Local constructors Mseleni access road – bad condition		EPWP – opportunities Orphans without homes at Lukhuni	Ward based athletics sport Kit must be available in a tournament
	Toilets are full causing infections Water at Ngcongco	Own Municipal plant to deal with roads Mahahane construction left people unpaid and did not pay the rent		Nkciyo initiative needs support 35 above need support whether its vegetable inputs to start business	
		Monitoring of roads after being done by the construction scholar transport		Nkciyo Lukhuni 071 780 6369	

WARD NO: 2

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
No electricity at Ngcoya new extention	Gqweza water taps unfunctioning No toilets at Ngcoya new extention	Langakazi access road need to be maintained Ncithwa access road Rehabilitation Ngxcoya access road need maintainance	Need to assisted by mobile clinic at Lukhuni	Unemployed youth between 18-35 need to be considered EPWP	Scholar transport to high school	No use of Mayors cup rather form league and divide into 2 Nggeleni and Libode
Unfinished electrification at Mseleni village No electricity at Ludeke No taps at Ngcongco village	Mseleni village No water Unfunctioning taps at Mseleni Village No water/taps	Mabululu access road need rehabilitation Jojozi main road need to be maintained Mseleni access				Athletics to be ward based to develop youth Sport field needed
	Honey sucker needed at Lukhini Village	Road – rehabilitation Bridge – Mseleni access road to school No housing at Mseleni Village No housing at Ludeke village				
Gqwarhu New extentions No electricity	No water	Gqwela access road - Rehabilitation				

WARD: 03

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
Electricity on extensions (maweni) No Electricity For New Extension Gongo	Insufficient water tap at Ngavu-ngavu A/A	Maintenance of roads damaged by floods Request for toilets for Lutubeni location	No clinic for the ward	Grant pay point stipend for CPF Osibonda stipend	COZA-MLOMO Scholar transport Ngavu-ngavu	
Electricity registration not completed for Mhlanganisweni residents	ECDC – Water Tank And Tiling Insufficient Taps At Gongo	Lack of road infrastructure from Jojweni to Ngavu-ngavu Road next to Bam residence-high risk of accidents (kukho iindonga)		Grant Pay point – SASSA Birth Certificates Most people have no IDs IDs for grade 12 learners		
COZA –MLOMO No paid electricity since 2010		Housing for disaster not completed Ngavu-ngavu poor road infrastructure Maintenance Of Road At Gongo COZA –MLOMO - No Access Road from Libode - Ukuthotyelwana kwenkonzo zothutho - Rise/hike of transportation fees - Phezukwamawa access road (coza – mbhananga) - Access road Indlu esele ine number ayenziwanga (ward Cllr to make a follow up)		High unemployment rate for graduates and youth with grade 12 High rate of drug and alcohol abuse		

WARD: 4

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
Many locations do not have electricity Coupons for indigent	Fixing of engines to pump water at Mhlanga dam	Mhlongo no roads No services ever since the new dispensation poor roads.	No Ambulance at clinic	RDP houses not finished Children do not have births	Poor road to Zeldom school	Mayors Cup must be abolished since it comes once a year And consider a league Kit for teams is needed in the ward
Indigent is not received No electricity at mission New site	Water and taps	Bridge between Mphangele and Riverside need to be upgraded for storms		RDP house needed at Zinkumbini A mother that need a wheelchair		
No electricity New site EMAKHOTYANA No electricity		Internal streets in ward 4		Problem home affairs red tape for providing Identity Documents limiting rights of children Indigent services not received by many indigent people		

WARD: 04

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
Many locations still do not have electricity Electricity coupons for indigent	Fixing of engines to pump water at Mhlanga dam	Mhlanga no roads No services ever since the new dispensation Poor roads	No Ambulance at clinic	RDP houses not finished Children do not have births	Poor road to Zeldom school	Mayors cup must be abolished since it comes once a year. Consider a league Kit for the teams is needed in the ward
Indigent is not received No electricity at mission New site	Water and taps	Bridge between Mphangane and Riverside need to be upgraded for storms		RDP houses needed at Zinkumbini A mother needs a wheelchair Problem with home affairs red tape for providing Identity documents limiting rights of children. Indigent services not received by many indigent people		
No electricity New site Emakhotyana – no Electricity		Internal street in ward 4		Unfinished RDP and sanitation facilities of Mathubeni		
		Bobeleni – Poor and muddy roads Ezinkumbini		What is done about drugs in our communit		

WARD: 5

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS (HOUSING)	HEALTH CARE	ECONOMY AND SOCIAL SERVICES	SPORT, ARTS AND CULTURE
New extensions need electricity in the entire ward, Nxukwebe in particular Nxukwebe new households need electricity Sola power not completely installed at Nxukwebe Ndayeni Mpindweni Approved started Gebane Illegal connection will not be attended Solar showed by 18 in ward No electricity in old plots +/- 100 from 2015 Nximbaqwa.z Ndamase Mbangata Ingoko F-k.Nkonzo Appreciate but contractors not completed and consult Conflict on solar despende	Water pipes Roads (incomplete projects) Nxukwebe needs water - OR Tambo Only makes promises but never implement Nxukwebe needs toilets Construction companies are doing a mess Toilets in Nxukwebe No water Promise to build borehole 710 toilets criteria in wards	Mpindweni AR Entire ward needs houses Nxukwebe road – even the roads are not in good quality (monitoring of road quality) Construction companies do not take instruction. Nxukwebe road was done by need – maintenance due to poor quality No access between Lwandlana and Somp Mpindwendweni, suggestion - +/- R10M Toilets in place still in continuity 400 houses built Not built - Ndayeni, Lwandlana , Mpindweni because of demarcation 3 pipes in Nxukwebe New road no consultation No quality assessment Mpindweni AR not properly done	Need clinic Mobile clinic does not come often Need clinic by community Not yet approved	Youth unemployment Crime, pay stations must back Child headed households need assistance Jozana households (Nxukwebe) is in bad condition (need immediate intervention) Ward committees are not getting paid Only one ward committee gets paid in the entire ward Voting station at Ndayeni – there are old people in that village, people wants to vote (there are 66 households in that village) Children without home and parents Mhlumayo – Nxukwebe Jozana home promise to build Juju man Not all ward committee paid Mrs Mhlutshwa – Ndayeni Request VD station	Mangcwanguleni Mayors Cup distribution of kit – request mayors cup to change from being mayors cup to a league Security, SAPS establishment of CPF No payment of CPF – plan stipend Request police station, approved in Mthombe but not built Juju – Mangcwanga Moayors cup to be changed to league

WARD: 06

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HOUSING	HEALTHCARE	ECONOMY & SOCIAL SERVICES	SPORT, ART & CULTURE	CRIME
At Ntsoyini new rest, there is no electricity new extensions need electricity	Toilets are full	Ngojini bridge need maintenance	Disaster houses.	Mngazi Clinic needs an ambulance that is stationed at the clinic	Support to agricultural projects	Need soccer field to be constructed	There are high levels of crime in the ward we need interventions

WARD 07

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
The street light at Libode town are destroyed as a result the town is very dark.	The water taps in Thabo Mbeki are not working.	Incomplete surfacing of the Thabo Mbeki streets	There were houses that were about to be build at Nomzamo since they were registered in 2003.	There is no primary school at Thabo Mbeki.	Empty shelves at the Libode Library. The library is not functioning, there are no computers.
No electricity in Nomzamo, Ziteneni and new extensions in the rural areas	The toilets at Thabo Mbeki are getting full time and again because they are pit latrine	Incomplete building of the Disaster Management Centre	The ward councillors does not have an office as there are certain wards that also use the town for the proof of residence No youth employment at Qhankqu. They are not even employed to the EPWP.	Need ECDC School at Qhankqu	The mayors cup should include all sporting codes.
There is alleged corruption in the installation of the solar panels.	There are taps that are not working at Qhankqu	There is no community hall at all at ward 07. There is only the municipal town hall.	There are disaster houses that are lacking implementation		
No electricity in the new extensions at Qhankqu.	The water at Marhewini is on and offx, they need a provision of the water tank truck.	The storm water drainage problems in Qhankqu Need access roads and a bridge at Qhankqu	Too high rate of unemployment. Alleged nepotism in the municipality Incomplete stalls at the transport hub. Need for the extension of the transport hub No one is employoyed at Nomzamo.		
There are no solar panels at Mkhunjathi.		There is no access road at Mkhunjathi (Marhewini). Marhewini needs some access roads.	High rate of crime at Tabo Mbeki. Need for RDP Houses at Marhewini		
There is no electricity at the transport hub. They need even if it is a high must.		The portholes next to the Libode Clinic gate which is being fixed every month.	The town of Libode is not clean, kugcwele ubuqholo. There are sites that are full of ubuqholo. The municipality needs to look at those sites.		

WARD: 08

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	ECONOMY AND SOCIAL SERVICES	EDUCATION
For new extensions for the whole ward	Toilets – Moyeni and new extensionsTyara	Maintanance of access road for the ward	Home affairs (ID`s birth)	Constitution of Momfengwini J.S.S
Electricity (new extensions (Mdlankomo, Moyeni, Tyara)	Water shortage for the whole ward	Constitution of a community hall for the ward	Unemployment rate(graduates)	Constitution of Dingilizwe J.S.S
			Most of community members for ward 8 are poor	
		No community hall for the whole ward	RDP houses – speed up the constitution process	
		Maintenance of access road, Tyara, New rest (Mdlankomo and Dingilizwe)	Fencing igadi (CPW)	
		Need for construction of Dingilizwe JSS, Dingilizwe JSS	Honey sucker services for the ward	
		Access Road – Tyara	Helping disabled with all wards	
		Newrest – request road		
		Dam of Tyara need construction		
		Building of dam for animals		

WARD 09

ELECTRICITY	HEALTH	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
New electricity box that do not take token numbers	Clinic at Ngxanga is requested	Damaged steel for crossing Misty Mount	Moyeni fencing of 500 ha amasimi Church of God	Church of God requests ECDC	Magcakini play ground is requested
		Access road from Zola clinic			
		Lukhanyisweni Hall Norwood to upper corana access road with bridge			
		Cambridge to Vezamandla access road rehabilitation			
		Dininkosi to Komkhulu 6km access road			
		Mhlabeni to Moyeni rehabilitation to low volume tar			

WARD 10

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES
Electrification of Lutholi new extension.	Emptying of the full toilets is requested.	Need for Lutholi Access Road from N2 to Lutholi Pre-School.	How can the municipality help in forming the co-operatives? Need extension on the indigent registration
Mr. Ndiyamcela Ndlambes' electrical box and cable was stolen long ago.	Need a toilet for disabled at Ntilini (Zanele Toyi)		There is a disaster temporal house that was build long time ago and it is dilapidated (Mnikelo Sopam)
			There is a need for a fight against the drug abuse and also illegal spazza shops.
			Need for RDP housing. Need for agricultural inputs.
			No housing at Lurhasini No job opportunities.

WARD: 11

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES
Masimini Ziphunzan Weak powers Ngolo household without electricity but close the power wire	Ngolo old location need water Ziphunzana need toilet	Access roads and road maintenance CPF from SAPS	Building of a clinic toilet	Are poor families assisted in funeral arrangements by the municipality? Is there a budget for such?
	Ziphunzana AR was done and left incomplete it is still in bad condition	MASIMINI, Ziphunzana road is bad for children to cross the river to school. It is hard when raining Mr Hanise at Ngolo did not get RDP house while all others did. Road at Sibangweni Makhaphe tshwini and from Makhaphetshwini kiyana (AR) needed		DSD to note children without birth certificates Foreign shops selling expired food
	New RDP houses old one's are not in good condition	Nkqubela access road 2,5 is not complete Monitoring of roads is not done by the municipality		Gas refill needed Maintenance of community hall at Ngolo

WARD: 12

ROADS, BRIDGES & HALLS	HEALTH CARE	ECONOMY & SOCIAL SERVICES
Access roads for new extensions	Shortage of staff members at Ntaphane clinic	Unemployment
The state of roads for the whole ward is in bad condition		No ward committee member for Ntaphane, Nciphizweni and Gqabhata
Housing provision of RDP houses		High crime rate
		Home affairs need to visit the ward to provide clarity on birth certificates and other requisite documents
		Challenge with the new guidelines and procedures of birth certificates

WARD:13

WATER AND SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	SPORT, ARTS & CULTURE
Sanitation toilets that were built are now full, new ones are needed in our villages	No ward Hall in all villages Construction of internal roads in certain areas	Mandlovini house not finished, only slabs were done Development of small enterprises from Ntsundwana to Didiza	Sport ground at Lujecweni Sport field at Langeni needed
No water provision at Lujecweni, more tanks need to be installed	Bidiza to Sindwana road not yet started Esixhotyeni Buntingville run off from T30 damages the houses on the slope. Diversion beams are requested	Employment of local people in local projects Mantanjeni households are without proper shelter they are still on temporary structures	Sport leagues are requested to replace Mayor's cup across the NLM in order to keep youth engaged
Reserve tank at Nkawukazi	Bidiza to Sindwana road appears in multi-years but not yet commenced	High unemployment of youth	
Water challenges from Langeni. Walter from Springs can help	Nkawukazi road is very poor	Ward 13 is too big in terms of geographical space it does not meet constituency needs	
		Request must be made to National Lottery for assistance of building houses for the poor	

WARD: 14

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTH CARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTRE
Electrification of RDP houses to all villages	Ncambedlana village has no water. Taps with no water since 2012	Mqwangqweni no. 3 bridge Road maintenance and internal streets	No health care facility at Ncambedlana. They request clinic	Youth unemployment rate is high. Municipal intervention on project steering committee Kopshop to Canzibe tar road(employment)	Upper Mdumbi SPS closed The school to be converted into a clinic or health centre to avoid vandalism	Bladding of sportsgrounds
	Water and sanitation at Mqwangqweni village, Ncambedlana etc. All villages in ward 14 have no acces to water	Bridge between Mdeni village and Dimanda SSS GXIN road maintenance		Ncambedlana village : 14 RDP houses not completed (2014 project) Youth unemployment RDP houses be provided to all people		
	Provision of boreholes to all ward 14 villages			MAGWANENI VILLAGE Provision of oral temporal shelters to disaster project beneficiaries while waiting CWP (WARD 14)		

WARD: 15

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
Power failure due to weather called Eskom but did not come	They were promised water but only provided with pipes with no water	Roads not done properly No stop water control Road done by maintenance	Request RDP houses	Request government to build school at Mtyu	Request sport and recreation Hall
	Toilets not done properly as a result are getting full before time	Dokodela request road Mhlanjeni request NLM to do road @ Mhlanjeni	Request provision of food parcels		Request community center of Hall
		Request community Hall	Request provision of Chicks production project		Youth do not have play ground
		Katilumla request security to guard people who are stealing the wire of the road fencing(ucingo olubiye indlela)	Mhlanjeni request association in sewing project		
		Request provision of proper roads Road from Mampondomiseni to Mhlahlane			

WARD: 16

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
No electricity in new Extensions in Ntendele	Facilitate the successful completion of water and sanitation projects in Mafini	NLM must provide an additional 4KM on the current construction of Access Road because it is badly damaged	Provide a clinic in the Ward	Lack of ID and Birth Certificates for eligible citizens in the Ward.	Xhentse SSS and Tolikana SPS must be constructed by the basic education department	NLM infrastructure department must provide or construct sports fields at Ward level
	Damaged and aged infrastructure in Ntendele No Ablution facilities in New extensions in Ntendele.	Construct the Hill Top Access Road Construct incomplete Mafini Access Road		Massively support citizens engaged in Crop production	Delay in the assessment by Medical Doctors before approval of their pension and Disability grants	Improve the organizing of the Mayor's cup to have Quality soccer and netball kits
	O.R. Tambo district Municipality through the NLM facilitation should ensure that the reservoir construction in Dalagubha is completed					The mayor's cup should be organized with coaching clinics and professional scouts for raw talent

WARD: 17

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	SPORT, ARTS & CULTURE
A electricity to Municipal ward Hall	Ngqongweni and Guqa there is no water	Ngqongweni Bridge need maintenance	It was raised that Old Age Grant should be registered at age 55	No electricity at Mdumazulu community Hall
		Guqa to Dumezweni need construction	The is a challenge of Birth Certificates and ID's at Ngqongweni location	
		From Mdumazulu to Ludaka road need maintenance	EPWP- there is no material used to maintain road of which the workers used soil to fix pot holes	
		Ludaka access road need to be changed to other side of the village	Disability Project need seedlings for planting	

WARD: 18

ELECTRICITY	WATER AND SANITATION	HOUSING	ECONOMY AND SOCIAL SERVICES
No electricity in new extensions	No water the entire ward 18	No RDP houses at Ngidini	Challenge of full birth the entire ward
	Toilets are full, therefore maintenance is needed	Need for temporal structures at NGIDINI MRS NOLUNGILE PROSI has a problem : she is taking care of a foster care child	Need for plan from the municipality to deal with allian plan No EPWP at Ngidini

WARD: 19

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
New Extensions have no electricity	The entire ward have no water	Need access road for Nquba, Katini, Njimaza to Dangeni, Cwele to Lusizini, Bandla to Ntsonyini	Cwele clinic closed due to poor conditions	The entire ward have no community hall	No scholar transport for Katini to Dumezweni SSS	No sport field at ward 19, Dangeni needs sportfield
Extension in electricity all Villages is a challenge	Toilets for new extensions	Bridges Bilabila Bridge, Bandla to Ntsonyini, Xhelagusha to New Extensions, Noxova to Godini	Mobile or park homes are requested			
Noxova Not yet connected, the community has been waiting for a long time	Ward has 7 boreholes boreholes but not connected to supply water	No RDP houses Homeless 221				
Request for solar panels as a temporal measure	Cwele to Bandla water scheme covering six villages is dysfunctional	Cracked houses Qanda, Noxova, Dangeni and Zinduneni need ECDCs				
	198 households have no toilets					

WARD 20

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HOUSING	HEALTHCARE	ECONOMY & SOCIAL SERVICES	SPORT, ART & CULTURE
The entire ward needs Electrification of new extensions	Water crisis is the ward challenge. Existing toilets are already full	Access Road needs maintenance and a Bridge maintenance Vinish Access Road needs maintenance Jolomba Access Road has been constructed poorly Mvilo to Sazinge Access Road needs maintenance Contractors do not rehabilitate burrow pits within the Ward	The construction of houses and completion of houses that were left unfinished by the contractor	The improvement of Nkanunu Clinic as a Healthcare Centre	The dire need for EPWP employment	Improvement of sports ground, and support of youth initiatives.

WARD 21

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
Dire need for surveillance cameras in the town of Ngqeleni	No water at extinction 5	Storm water drainages at Ngqeleni residence are damaged	Challenges of Maqanyeni and clinics need to be attended to.	Anele Gxoyiya: the manufacturing of liquid soap, he needs some assistance from the Government/Municipality. 0730060328.	There is a need for FET/TVET college at Dimanda High School for vocational education to the young people.
The town is very dark because there is no proper electricity.	The water lick at ERF no 678 of Extension 4, the lick is damaging the house of the owner.	There should be a new by-pass that eliminates the congestion at Ngqeleni.	There is no proper clinic at Ngqeleni town, or preferable medical centre that will have doctors. There are no rubbish beans at some of the sites. There is a house or site that was identified for the clinic during the time of Mrs. Majodina.	A young lady who initiated the agricultural project and the project does not only look at the agricultural issues. She brought her stand with samples of vegetables. 0787753652	
	The water that needs to be maintained.	Concern about the road that cuts behind the shops		They need imbizo that will talk about crime and also intreprenal opportunities.	
	Water taps that are not working at KwaChuni, there are also no water infrastructure in some areas.	Where is phase two of street surfacing at extension 4.		The community development centre does not serve its purpose of being the community owned.	
	The sanitation pond was said not to be in a good situation.	The road that is being done at Bholothwa is in a very low quality. Need a bridge to Dimanda school. Need the		The issue of the shop owners who put their produce in front of the shops.	

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
		road to include the great place.			
		There are many incomplete housing sites .		No ward committee at Powlini in this term.	
		The Bhantini road is not in good order. And the bridge needs attention		Visibility of law enforcement at Ngqeleni town because at Khulisa there are foreign nationals that are heavily armed	
		There is no road at Mposana.		There is a need for cultivation of the fields for producing agricultural products.	
		The provincial road from Powlini is damaged. No access road at powlini.		Acknowledgement of the sheering shed at Zixholosini.	
		Extension 2 there are 20 serviced sites that are stuck and not completing. There is also extension 6 that is surveyed and there is silence about that. Erf no 2 of the commonage should be used for the development and extension of then town. The town hall should be rebuild at the same site			
		There is a challenge of Magcakini road.			

WARD NO: 22

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
No electricity in new extensions	No water in the ward although there is infrastructure that was laid underground	Construct Manyoni to Nongxenga access road Adhere to the communicated time frame on the construction of the community Hall in Ward 22	NLM must facilitate the construction of staff cottages at Canzibe Hospital and the health Department must address staff shortage	No reliable network at Ngqeleni Home Affairs office	Facilitate the eradication of mud structures at Nkantsini SPS Provide scholar transport through the Basic Education Department	Construction of sports grounds at Canzibe and Zulu
	Link with the ORTDM to Aggressively embark on a rectification programme	Construct Mgonondi to Thala village in KSD that will link Nyandeni LM and KSD LM in order to unlock the eco-tourism and Agricultural potential of the area	South African Post Office at Canzibe must be used as a Tourism information office	Facilitate the construction of RDP houses in the Ward Re-introduce the eradication of Lantana Camara Programme through the EPWP. No Ablution facilities in new extensions	Mgonondi was severely affected by the rationalization of schools done by the Basic Education Department	
	-				Facilitate the construction of the Khanyisa ECDC in Mgonondi	

WARD: 23

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
Ngqinibeni/Newrest No electricity	Crisis of water supply to all villages	Ngqinibeni/Newrest No road	People don't have access to health.	Since 2004 houses collapsed due to weather conditions still not attended	No school Pholo to Sizani	Youth programming like coop, sports facilities
No electricity at Manqabeni	Request toilets at Moss	(EPWP) Request caniselala at Ntsimbini	Request mobile clinic to all villages far from hospital especially Goso and Detyana.	Ntsimbi – unfinished RDP houses	Nomadolo bridge request to assist children to get access to school.	Mayors Cup must not come once in a year
	No water at Manqabeni	Request road at Macontsini and Smanzi		Home affairs people are having challenge of getting gender mixed Ntsimbini – unfinished RDP houses	Request RDP house and water tanks in Nomadolo	Sport council youth should form large to get sponsors

WARD 23

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
	Toilets – request intervention by Gov (AMAPHARA)	Request road at Cwaka(emasimini)		Request assist in farming(ukulima nofuya)		Request assisting in youth culture e.g Inkciyo
		Request community hall at Detyana as Ikomkhulu				• Request assist on the functioning of ladies soccer. • GBV on youth and women. • Youth abusing old age people (SAPS does not assist)
		Request frequently unit by Gov				
		NO8 Luthubeni to Manyosini request maintaining of Road				
		NO10 Request to add Cambalala(CWP) at Mandleni				
	No water at Mbelu, maintenance or CWP -Bugholo	Request water in Nomadolo		Request food Paxed	Houses were burnt nothing is happening	Request all ages to be prexated on Mayors cup

WARD 24

WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTH CARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
Have no water	Acess road for Nkumandeni	No comment related	RDP houses. They do not have any RDP houses in ward 24	Nkameni SPS no school doors and windows are damaged	Skills in the ward for youth like drawing and craft
Kick up process of the Mabetshe access road	Mhlotshane access road is half done		Challenge on demarcation of ward		They need training resources to prevent crime
	Request of Nkawukazi bridge as the recently drown learner		Crime rate is high as a result of increased unemployment rate		Sportfield for netball and soccer. They are not exposed
			Change of Hlobotshana voting station to Ngonyeni		
			Tractor for assistance crime can be placed at traditional authority		

WARD 25

ELECTRICITY	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION
Mthahleni Electricity is not normal as they have	Challenges with the Lucwecwe access road. Jange bridge that was damaged by the heavy rains.	The issue of the voting stations that need to be attended to.	The wifi at schools is no more working.
Noluthando pre-school electrification needed.	Mthakatye bridge that was damaged by heavy rains. The provincial road from Ngqeleni to Lwandile needs attention.	Concerned about the issue of KSD application for proof of residence that makes us register on their voters' roll	
Is it legal to apply for more than one electric box?	Concerned about the maintenance of the access roads (Ntabomthala and Manxiweni)	Housing for indigent at Ngojini	
Eskom electric meter problem	Mthakatye bridge and Ludaka bridge (not crossable when the rain is heavy)		
Concerned about the Eskom at dangerous line near to the homes.	Request the upgrading of the Mxhokilweni Bridge Drainage problems at Mdumbi road.		
	Maintenance of the access road (Ngojini) Damaged water drainage on the road.		
	Clinic Access Road at Lwandile		
	The issue of the community hall that was relocated from Lwandile to Mamolweni, where the mayor promised that the hall will be built also in Lwandile.		

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: 27

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
Request electricity at Dikela Tshatsheni since 2000	At Mngcwini village they are facing challenge of not having water at all	Don't have road from Smarts to Bhungu T175 Its public works road wards Cllr confirmed	Nozaza Mneseni homeless in need of a proper house	Have a problem of young age boys who go to initiation school and don't go to school some come with not okay. They feel is a cry affect the school in Nkanga	Nkanga village request sport field for youth. Temporary of soccer field request plant of the Municipality to come for Juventus already in Mayor's office request

WARD: 28

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
Ntibane residents have not registered electricity Contracted S/P to register the residents	No portable from taps at Ntibane Water shortage across the ward	Roads are on steep and easily eroded. Can't use slabs on steep roads	Shortage of admin blocks at Ntibane clinic Clinic structure is dilapidated.	Home Affairs is not helping people to their IDs especially orphans	No school intervention at Mphimbo Mud school at Mphimbo with no toilets	No sport field at Mphimbo for the youth
	No water at Mzomnyama and Pitoli District road from Ntibane towards the coast is bad Scholar buses do not travel on rainy days exposing learners to criminality	Maguzu internal roads are in bad condition EPWP for cleaning drains Mthakanye bridge is damaged	Mzomhle old age home has a shortage of rooms	Motivate youth on agricultural practices	School transport need to be added for the Mphimbo learners	
	Mphimbo was skipped, there are no water pipes Sanitation toilets not available in many households at Mayaweni	Mzomnyama road is in bad condition Slab is needed on sloppy areas		Child needed families with people taking treatment Mzomnyama and Mphimbo villages have backlog of infrastructure since 1994		
				Home Affairs' ID process is difficult for children born out of wedlock and by minors		

WARD: 29

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTHCARE	ECONOMY AND SOCIAL SERVICES	EDUCATION	SPORT, ARTS AND CULTURE
Network coverage	No water on taps - Gxulu	Request bridge from Njezweni to Buntingville	Mobile clinic request	Qinisa – request RDP house, only 1 RDP temporary	Pre-school request per school at Njezweni	Youth on programmes – Gxulu development programmes for youth
Electricity on and off (2 weeks)	Cetywa tanks with no taps	Request supply of water No water	Gxulu – Vezamandla request road as there are no access to school	request for Gov to build home as hers collapsed Request toilets	Qinisa - request pre- school was to be done in 2019 but disappearance at Phakamani	Request youth skills centre for youth and instill skills for youth
Electricity when there is storm there is no power for at least a week for 5 villages	Extention of Qinisa - No toilets Request toilets	Road at Dumasi that causes accidents	Vezamandla to Misty mount	Request tractor Komkhulu as it will benefit whole community	Mtiva –Ms Request high school at Mdeni Request scholar transport	
	Request water in Dumasi, Taps, only pipes available Imingomso Co-op planting cabbage request supply of water and additional of crops	Thakatha to Magezeni was graded but no material Request it to be done	Clinic – request building – they have structure but request assistance from Gov	Request Gov to sugest years to qualify for old age due to unemployment	Technical school	
	Vezamandla No water and toilets near ext's	Request bridge - Dumasi to Yc Ngxakeni to Ndatya Request road from Komkhulu to ezantsi – Dumasi Request creach – land available but no means to do so		Request Home affairs to visit maybe once a quarter People do not have money to always visit Dumasi Request home (kwa Ma'am Ntonga) only children staying with disability.	Request - high school Cause – not scholar transport and money for paying	

WARD: 30

WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	EDUCATION	SPORT, ARTS & CULTURE
Request water at mnganye	Request bridge	Request clinic at the centre of the ward	Kwazulu school is not properly done, it needs attention	Request kit for Netball
Request water at new Extension Lutsheko	Request road at Mngamnye			Request assistance to fence farming project site Request government to support youth on projects
	Road done but not properly from Maqanyeni clinic to Ngqangule			
	Challenge of bad condition of roads Request road at Lutsheko Kwazulu road recently done closed water that was challenging			
	Children have a challenge of attending school when its raining contractor closed pipe that was challenging for water Lutsheko request road at Tyikityeni Dikela springs school- road is inaccessible Request road construction as the Scholar transport cannot reach the school, road needs maintenance, it was done before			

WARD NO: 31

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
No electricity in new extensions	ORTDM must introduce an aggressive rectification programme to complete incomplete water sanitation projects.	Systematically construct low surface volume roads surfacing or use concrete slabs in order to save excessive expenditure or re-gravelling access roads.	Nyandeni Local Municipality must request Home Affairs to provide services on wheels in all wards and Nyandeni local Municipality must consult ORTDM to review the council resolution of non-construction of VIP toilets for churches.	NLM must facilitate constructions with the department of transport to provide bicycles for rural schools with no transport	Systematically roll out the construction of sport fields and netball grounds at ward levels. NLM must provide quality sport equipment prizes e.g. Adidas, Nike or Puma as part of the Mayor's Cup prizes. Such sport equipment lasts longer compared to the normally procured ones.
Consult Eskom to mitigate against a low hanging Eskom pole in Gunyeni next to the family household of Mr Lungisa Mazitshana	The must be consequence management for SHODDY workmanship. ORTDM should address the unreliable water supply in Chophetyeni and the whole ward 31	Expedite the construction of Gunyeni access road. Provide extra sources of funding the construction of an upgraded tar road from Nyandeni to NZ	NLM must roll out a campaign as a joint operation with SAPS, Nyandeni Law Enforcement Officers to curb the selling of illicit goods in spaza shops that make the citizens ill		

WARD NO: 32

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES AND HALLS	HEALTH CARE	ECONOMY AND SOCIAL SERVICES	SPORT, ARTS AND CULTRE
Problem at the area of eskom pole that eskom did not attend.	Water pipe installed years ago but till today there is still no water.	Nomadolo village request road. Incident happened during heavy rains whwre a kid once drawn.	No comment related.	Proper houses at Nomadolo.	Maintenance of sportsfield
Eskom said they need plane to take the pole and the community has no electricity since then.	Suffer on water, there is no water at all.	Bridge at Nomadolo.		The request of the municipality to pay transport services, have a cry that some did not get paid.	
Upgrade/ update of boxes in Eskom by responsible person not by any person who came	They don't have water at all. They have to go to Mdumbi for water	Clarity on maintenance of access road at Ngojini	Proper house for the ward. They have temporary structure some don't have at all	Proper houses for all people. They never benefited to the RDPs	
At No2 they don't have electricity	Toilets in need. The ward don't have toilets at all	Maintenance of access roads for new areas and plan because they don't have roads	Request Wi-Fi for their youth and children	Request Wi-Fi for their children to access more information	They need sport field for youth that are facing unemployment
Eskom to attend issue of Sizani Makonke her house fired since then Eskom told this old women stories even now is in a dark place	The RDP houses they have temporary structures some, some don't have. Villages don't have RDP houses at all Asking toilets at Ndonga because of demarcation they didn't get any At Ndonga village they don't have water they never have	Streets or access roads at No2 community need the bridge They need town hall at ward 32 Roads needed at Msintsini, Mqanduli and Mpindweni don't have access road Road upgrade at mdumbi	Facing unemployment as youth Request proper houses (RDP) at Ndonga they need as they see in other areas Proper houses at Mdumbi not temporal structures. Fencing of field farmers at Ngojini.		
	Taps at Ngojini built but not completed Kudonga village has no water	Road at Ngojini village is needed	Water comes to house of Cebomzi Mgudli non attended, 14 people are staying in the house No IDs for some people in the Ndonga village and are old. Home Affairs need their birth certificates. They are now worried about how they are going to vote.		

1.6. Issues Raised During IDP Roadshows

WARD 01

ELECTRICITY	ROADS, BRIGES & HALLS	WATER & SANITATION	EDUCATION	HEALTH	ECONOMIC & SOCIAL SERVICES	SPORTS ARTS & CULTURE
Incomplete electrification at Zandukwana new extension.	No access road at Mahobeni Location. Winnie Access Road is also requested.(Zandukwana)	The whole ward is having a challenge when it comes to water supply.	Improvement of the education curriculum in the country, there is too much theoretical education in the country which causes unemployable graduates.	There is only one clinic for the whole ward, which Ngcolorha ward 1. A site was established at Mjobeni.	Palmy farm and Ithole farm need to be assisted with anything that they may be in need of.	The ward needs the sports grounds and also levelling of some of them.
	Libode to Bafazi junction is very bad, it needs rehabilitation. We need that road to be surfaced with tar road.	Need for water pipes for the agricultural garden.		There is also clinic site that was identified at Zandukwana and the clinic was never constructed.	There is no network coverage at Mcwangele.21	Need for the soccer and netball poles at the School grounds.
	The community hall is needed at ward at ward 01. To be done at Mjobeni.	Need water at Zandukwana. The water pumping engine needs to be fixed with immediate effect.			The Presidential Employment Stimulus Initiative vouchers need to be revived	Need for soccer kits for the local football clubs.
	The road from Ngcolorha to Mahoyana is in a very bad situation.	Need toilets for the church sites for the whole ward.			Very small range of the WIFI network.	The soccer kit that was given pirates without having played for.
	Need for at least the heap of soil next to Mangala for EPWP to fix the road.				The issue of stock theft was mentioned	Improvement of the sport fields at Zandukwana
	Need the streets at Zandukwana.				Too much unemployment.	
	The road from Chaphazeni must reach Ngcolorha and the road from Chaphazeni must reach Thembeni.				The issue of the foreigners that are illegally in this country, they are alleged to be selling the drugs.	

ELECTRICITY	ROADS, BRIGES & HALLS	WATER & SANITATION	EDUCATION	HEALTH	ECONOMIC & SOCIAL SERVICES	SPORTS ARTS & CULTURE
	Ngcolorha to Khalandoda access road.				Need for the seedlings for women in Zandukwana.	
	Khalandoda to Thandanani S. S. S. access road with the bridge.				What is the strategy when the father of the child is alive but unemployed when it comes to foster care grant.	
	Mjobeni to Matolweni Access Road				Increase of the age limit for the foster care grant from 21 to 25 years.	
	Sidwadweni to Ngcolorha Access Road				The need for increase of the CWP beneficiaries.	
	Luthubeni to Siqikini Access Road					
	Manxiweni access road at Thembeni					
	Thembeni to Mcwangele Access Road					
	Ngcolorha to Manzimabi Access Road					
	Matolweni bridge					
	Mahoyana to Ngcolorha Access Road					

WARD 2

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
NGCOYA NEW EXTENSIONS HAVE NO ACCESS TO ELECTRICITY	ZIBUNGU TO THUNGWINI A/R GQWEZA VILLAGE AND LUKHUNI A/R	SLOW PROGRESS ON HOUSING PROVISION	LAKE CLOSURE NO WATER	TO BUILD LUKHUNI SPS	SASSA PAY STATION BE BROUGHT BACK TO THE VILLAGE NO SERVICE DELIVERY AT LANGAKAZI VILLAGE	SUPPORT ON LOCAL SOCCER TEAM MAINTENANCE OF SPORTS GROUND
SINCE 2017, NGCOYA VILLAGE HAS NEVER HAD ACCESS TO ELECTRICITY	BHELE A/R GQWARHU TO HUMENI A/R LANGAKAZI A/R NOT COMPLETE AND NOT IN QUALITY MABHULULU TO NCITWA A/R	GQWEZA VILLAGE- NO HOUSES FOR DESTITUTES PROVISION OF HOUSING FACILITY FOR DISABLED MRS. LINDELWA JOZANA WHO CURRENTLY RESIDES IN THE SHARK	GQWEZA WATER INSTALLATION NOT COMPLETE PROVISION OF TOILETS FOR LUKHUNI VILLAGE PROVISION OF WATER TANKS FOR THE DISABLED INDIVIDUALS		18-35 YEARS AGE FOR EMPLOYMENT IS A PROBLEM GRADE 12 LEARNERS HAVE NO IDs	
GQWEZA VILLAGE BACKLOG IN NEW EXTENSIONS	MAHAHANE A/R NOT COMPLETE NGCOYA TO NGQUBUSINI A/R	PROVISION OF HOUSES FOR ALL WARD 2 DISABLED PERSONS	NGCONGCO HAS NO WATER TANKS		UNEMPLOYMENT EVEN FOR CWP/EPWP PROGRAMMES	
	THE CONTRACTOR THAT WAS ASSIGNED AT MAHAHANE VILLAGE LEFT WITHOUT					

	COMPLETING THE PROJECT AND ALSO LEFT THE SITE WITHOUT PAYING THE RENT					
	WARD 2 WROTE A LETTER TO PORTFOLIO HEAD- INFRASTRUCTURE REQUESTING A/R BUT NO RESPONSE WAS RECEIVED FROM THE MUNUCIPALITY					

WARD 3

ELECTRICITY	ROADS	HOUSING	WATER	HEALTH	EDUCATION	ECONOMIC AND SOCIAL SERVICES
	Coza: Mabalengwe to Mfabane AR not maintained.					Summarise (reproduce) the IDP documents in Isixhosa. Employment and service delivery stats for the ward
	Jojweni to Dokodela AR should be done before elections. Ngavungavu to Ngqidini AR also requested. Trees are blockading the access rd between Mhlanganisweni to N2.		Coza: Community were given water tanks but no water. Asked for water carting services No toilets for almost 8 years			
Mhlanganisweni Asked for clarity on the issue of electricity, who qualifies					Scholar transport challenge	
			Luthubeni: Borehole not working. Sort out Mhlanga Dam issue.			Sassa pay points issue. Stock theft challenge from Mhlontlo, asked the municipality to intervene. Cattle that are impounded in Mhlontylo as opposed to nyandeni. IEC: should create more employment opportunities. Stop employing people who are working with persal. Train party agents. EPWP employment opportunities.

Ngqedeni: No electricity, No solar energy	No access rd. Utilise wheelbarrows to transport sick people to the public transport.		No water. Drink water that is contaminated with pampers.		Train the youth on skills development	
						They have no control over their own children when it comes to the issue of initiation. The municipality should employ more people to look after the initiation schools. Conduct more initiation related awareness campaigns in the schools. Sassa pay points issue should be sorted urgently because old people are robbed of their money in town,
	Ngavungavu to Bhakaleni AR				No scholar transport	
			Coza: No water (4 years). Borehole not working.	The community was promised a clinic way back (20 years ago) when Dr Goqwana was still the MEC for Health. They want that clinic as a matter of urgency.		Youth will not vote. Will stop service delivery. No job opportunities afforded to them by the municipality. Youth abuse drugs. No sporting facility, they utilise Mabalengwe S.S.S. grounds.

Dokodela: No electricity for 13 years.			No water. No toilets.			
		Mhlanganisweni: She is a Disaster House beneficiary (2013 disaster), very happy and thankful to the municipality. Sibakhathalele Old Age project is in need of a building so they requested assistance with roofing material				Full birth challenges in the area. No ID High rate of crime.

WARD 4

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
ALL MPHANGANA, NEW REST AND MARUBENI NEW HOUSES HAVE NO ACCESS TO ELECTRICITY	THERE ARE NO STREET ROADS IN MHLANGA	SOME HOUSEHOLDS IN MARUBENI WERE GIVEN ERF NUMBERS BUT WERE NOT GIVEN HOUSES	NEW REST RESIDENCES REQUEST WATER	THE WARD REQUESTS FOR A STRUCTURE IN RESPECT OF NONCEDO PRE-SCHOOL		THE ISSUE OF CRIME DUE TO ELECTRICITY THAT HAS NOT BEEN INSTALLED IN SOME AREAS.	
	ACCORDING TO COMMUNITY MEMBERS, NYANDENI MAYORPROMISED TO VISIT AND LOOK AT THE ISSUE OF POOR ROAD INFRASTRUCTURE	THERE ARE PEOPLE WHO WERE SURVEYED IN MHLANGA AND MAKHOTYANA BUT WHO DID NOT RECEIVE HOUSES		CREATION OF PROGRAMMES FOR YOUNG PEOPLE TO BE SKILLED TO ELIMINATE CHANCES OF COMMITTING CRIME AND ENGAGE IN SUBSTANCE ABUSE		EPWP TO BE REVIEWED AS IT IS NOT ENOUGH TO CATER FOR ALL NEEDS OF THEIR FAMILIES	
	MAYO'S OFFICE LOOKED AT THE ISSUE BEFORE THEY INFORMED THE MAYOR					YOUNG PEOPLE REQUEST ASSISTANCE IN TERMS OF FUNDING FOR THEIR COOPERATIVES	

WARD 5

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
AT NDAYINI AND MPINDWENI THERE IS NO ELECTRICITY ALL WARD VILLAGES WITH NEW SITES HAVE NO ACCESS TO ELECTRICITY	ROAD TO SAMSON VD GEBANE TO GONGO 175 AND 179 NATIONAL ROADS ARE IN BAD CONDITION	ONLY 400 RDP HOUSES DONE BUT AT LWANDLANA VILLAGE THERE ARE NO RDP HOUSES CONSTRUCTED	AT NDAYENI THERE ARE NO WATER PIPES AT ALL	LACK OF PRE-SCHOOLS THE ENTIRE WARD	THERE ARE ONLY TWO NURSES AT MANGCWANGULENI	AT MTHOMBETSITSA THERE IS A CHALLENGE OF BIRTH CERTIFICATE AND IDs	NO INFRASTRUCTURE IN THE PLAYING GROUNDS THE ENTIRE WARD
	NEED FOR TAR ROAD FROM LIBODE TOWN TO MANGCWANGULENI T179	AT NDAYENI AND MPINDWENI THERE ARE NO RDP HOUSES	THE ENTIRE WARD HAS NO WATER	THERE IS A NEED FOR A SCHOLAR TRANSPORT FROM KWANDAYENI TO MJALISWA SCHOOL	REQUEST FOR A CLINIC AT MTHOMBE VILLAGE	CLOSING OFF PAYPOINTS IS A BURNING ISSUE	NO COMMUNITY HALL AT WARD 5
	REQUEST FOR ROAD- GEBANE TO MANGCWANGULENI						WIFI HOTSPOTS ARE NOT WORKING
	NDZULUKA A/R IS IN A VERY BAD CONDITION						

WARD 6

ELECTRICITY	ROADS/HALLS	HOUSING	WATER	HEALTH	ECONOMIC/ SOCIAL SERVICES
	Cwili bridge need to be constructed. Road maintenance			No ambulance	
Cibeni new extension	No access road		No toilets		
Ntlambela new extension	No access road		Toilets are full		
	Ntsonyini bridge needed				
	Mputshane access road unfinished. Matomane to Mputshane AR requested.				
	Mvume to Cibeni AR need to be maintained		In Farmer, no toilets No water		
	AR maintenance yearly				Street lights
Mngazi: no electricity	No AR since since 2005				
	Ntlambela AR maintenance	Complained about the criteria used for giving people the RDP houses.	No water		
Nodushe: no electricity (new ext) in Jonguxolo			No water	In need of a clinic, they use Ngqongweni Double Falls which is very far	
Makhuzeni: No electricity- new extension	No access road				
	Nongoqo- no access rd		No water Need new toilets	No clinic at Ntsonyini	
	No AR at Gutsi. Tshetshuyibambe to Mputshane bridge needed. AR to Bhoms community hall need to be maintained		Ngojini- no water		

WARD 7

ELECTRICITY	ROADS, BRIGES & HALLS	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMIC & SOCIAL SERVICES	SPORTS ARTS & CULTURE	IEC
There are so many people who have connected illegally in Belmond due to the delays on installation of the electricity by ESKOM	Need for the speed humps at Libode Junction (crossing R61)	There are no RDP houses at Qankqu and Marhewini	There is no water at Belmond.	Prioritisation of the schools in the maintenance of the roads and pavements.	There are mentally disturbed people who are very violent and they need to be monitored	Request for inspection of the consumables in our retail shops.	Improving the Libode Stadium with installation of the artificial turf.	Need more voter education.
There are houses that do not have electricity at Belmond. They request Solar system for the time being.	Incomplete surfacing of the Tabo Mbeki roads. The paving of the side walks is moving with a very slow pace and also the poor quality		The water tanks that are at Tabo Mbeki are not functioning and they are now being vandalised.	No toilets at Maxhaka School.		Encourage monitoring on the municipal and government funds that are being spent on the projects which always stuck on the way.		Need for clarity on the recruitment criteria for Qankqu VD
Some high must poles that are not working. Theft of the electrical boxes and electric cables.	Need rehabilitation of the roads at Qhankqu.		There is also a problem of water at Marhewini. There is no assistance of water when it comes to funerals.			There is rife crime at Libode, the CPF should be encouraged and beefed up.		
Sollar pannelstht are	The pavement of sidewalks that is					Need rehabilitation of the Libode Pound.		

ELECTRICITY	ROADS, BRIGES & HALLS	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMIC & SOCIAL SERVICES	SPORTS ARTS & CULTURE	IEC
installed to the people who have electricity while there are those who are in need of electricity.	at standstill and others were trained long ago but they are not employed.							
Eskom is very week when it coms to the illegal connections and also high cost of the electricity units	The Belmond Bridge is very low and when it rains the bridge is blocked and water overflows					Need for clearing and cleaning the empty sites in Libode Town.		
There are cables that are broken next to Libode Private School.						The problem of the taverns that are not closed		
Problem of the material used for fixing the potholes especially next to the clinic and on the way to Spar (Stanford Street)						There are cattle that are always in town as if they are having permission.		
						Need for job creation.		
						The problem of the taxis that are packing at Libode Junction		
						Need for removal of Elian plants,		

WARD 8

ROADS, BRIDGES, HALLS,		HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
MOYENI A/R DAMAGED MDLANKOMO ZWELAKHE		CRITERIA FOR HOUSING PROVISION PROCESS IS VERY SLOW	SHORTAGE OF WATER	IEC ROASTER FOR EDUCATION		INFORM THE COMMUNITY WHEN THERE IS A CHANGE OF LEADERSHIP	COMMUNITY HALL- 2021/2022 FINANCIAL YEAR
TYARHA ROADS TYARHA A/R APPROVED IN 2012-			TAPS ARE AVAILABLE AT MDLANKOMO BUT NO WATER	EDUCATION PROGRAMMES ON HOUSING PROJECTS		FENCING OF FIELDS IN MDLANKOMO FENCING FOR R61	
TYARHA INTERNAL ROADS ARE IN BAD CONDITION			AT MDLANKOMO THERE ARE NO TOILETS			DISABILITY FOCUSES ON PHYSICAL ONLY SUPPORT FOR WOOD GROWER	
PHELAMOYA ACCESS ROAD IN MDLANKOMO WHEN DOES THE CONSTRUCTION OF NEW REST START			PROVISION OF WATER BY TRUCK			SAPPI PROGRAMME AND MANAGEMENT OF FORESTRIES UNEMPLOYMENT IN A MAJOR ISSUE PARTICULARLY FOR YOUTH	

WARD 9

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
65 Households opf Misty Mount are with put Electricity	Zolani to Mchonco road . Cambridge to Vezamandla road Mhlabeni tar ROad	What is done by CLLr for Victims with fallen houses from stoms Mud structures out.	No water of church of God. 45 households without toilets of MIsty Mount Where Is the promised borehole for Mhlabeni	ECDC Church of God surpporting of the existing ECDC ECDC Mhlabeni Zolani SPS ECDC Magcakini	Ngxanga clinic Why clinic is not mentioned projects	Moyeni fencing of fields Small scale farmers need assistance. Annual feed project must be prioritised.	Ground Mgcakini Dininkosi upgrading sport field
	1 FODO to Gdongwana Misty Mount slab and rehabilitation River crossing for pedestrians Lukhanyisweni to Zitatele clinic Access road						

WARD 10

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
At Lurhosini there are few households with no electricity. At ward 10 960 people receive electric coupons, due to the increase electricity it must be doubled	No Access Roads at Sandton and bridge. At Lutholi next to Mr Gqokoma's house there is a need for Access Road	At Ntilini there is a need for RDP houses. Request for toilets construction at Ntilini	Water is a challenge at ward 10, other villages have no water at all. The entire ward need Honey Sucker twice a year to suck the Sanitation in ward 10 Villages.	Request for a High School at Lutholi	Request for mobile Clinic at ward 10. At Sibangweni they request the construction of Rehab Centre.	Request for Satellite Police Station at ward 10. Request of Dumping bins at Ziphunzana and Sibangweni. Youth needs training sor Social Services like: Building, Farmin and Sewing. Need CWP at Sibangweni. Skiping Bars should be fenced	Sport field need to be graded by yellow plant
	.		At Ndubungela village there is no water				

WARD 11

ELECTRICITY	ROADS/BRIDGE	HOUSING	WATER	EDUCATION	HEALTH	ECONOMY/SOC
	Ziphonzana T-Sign: Concerned that there is a lack of maintenance of AR. Blading needed to improve the AR		Water crisis but there is improvement from the District			
	Ziphonzana 100: They were promised AR by the Hon Mayor. Blading was done but it is very challenging. Taxis use an alternative route next to Buffalo but is very dangerous		At least there is a progress			
	Makhapetshwini AR no existant but the Hon Mayor has promised to sort that out.					Project that was left unfinished, left a pit hole which is used a dumping site as well as a crime hotspot. Youth unemployment, please consider the age bracket, it is very much unfair.
	Ngqwayi: No AR	No RDP houses				
		T-Sign:				

		Lives in a shack with Children. In need of a house and a temporal structure				
	Kuyasa Maintenance of AR			No toilets		
	Kuyasa Blading of the existing AR. Virgin road needed					
	Manxiweni: Approved for AR during the time of Cllr Matinise. Old village without AR. New ext in Khanyisa is not accessible Unable to reach Masomelele project					
	Ziphunzana 100:				Funding for tertiary education	Unemployed graduates. CWP workers without uniform /PPE. Funding for projects
Masimini: No electricity for just one household						
	Nkqubela: Time frame for construction of the AR		Suggested that OR Tambo should connect to a big pipe in their area and they will be sorted			

WARD 12

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
❖ There are community members who have applied for Solar Panels, they are requesting time frames for solar panels to arrive. ❖ They also request the municipality to help them for application of electricity to Eskom because they can't afford the quotations while applying to Eskom ❖	❖ There is an issue of unfinished road at Mabeleni where the contractor just left without completing the job. ❖ The community of Galili they are not satisfied with the road ❖ The community of ward 12 have a request to the municipality that when there a project of road or any development done to their ward they should be called to inspect when it's done.	Military veterans needs a clarity on the issues of housing because they had no idea of the project and now they are left behind.	❖ Water challenge has been not resolved since January. ❖ The project of toilets at Khayelitsha has been not complete they request intervention from Municipality.	❖ Community members request a training or demonstration on the new voting ballots especial for elderly people. ❖ They also request part agents to rotate. ❖ The youth of ward 12 request a computer lab or Library			

WARD 13

ELECTRICITY	ROADS, BRIDGES,HALLS	HOUSING	WATER AND SANITATION	EDUCATION	HEALTH	ECONOMY &SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
	HUMPS AT Lujecweni Request for road maintenance EPWP at Nkanukazi		No water at ward 13, old pipes and schemes	Shortage of classrooms in kwaNtsaka		Crime levels very high High unemployment Waste bins at Lujecweni	
	Road construction and quality oversight and monitoring must be strengthened		Water pumps problems at Mandlovini			Who qualifies for gas.	
			Consider borehole for Nkawukazi and Langeni				

WARD 14

ELECTRICITY	ROADS, BRIDGES, HALLS	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
Mangwaneni electricity phases	Mangwaneni A/R from mangwaneni to Manzana villages	RDP house are not finished there are slabs in Mqwangqweni	Nqanda has no water			Nqeketo village are not benefitting in EPWP and in all programmes of the ward	Mqwangqeni No. 2 requesting a sport ground for youth.
Challenge of electricity in Mqwangqweni No. 3 bridge to Mqanduli	A/R from Dontsa to Mangwaneni	Mnqangqweni requesting RDP houses or temporally structures					MQWANGQWENI No. 3 sport ground
	Mdeni has no A/R	Disaster houses in Mahosheni some are not finished by the contractor					
	2019/2020 Municipality did not finish A/R from Nqanda to Mahosheni	RDP houses and there are slabs in ward 14 villages					

WARD 15

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
No Electricity in new Extensions	Provide Monitoring and Evaluation in order To avert shoddy workmanship and ensure value for money is attained for infrastructure projects undertaken on behalf of the Nyandeni Municipality. Construction of the Mthonjane Bridge to Bantini village that will unlock the interconnected-mess ,Economic potential and travelling time to Ngqeleni.	Noted the construction of housing units in the ward and the progress in place.	No water in whole ward. And ensure that there is provision of water by the ORTDM.	Dokodela has 120 learners enrolment with an imment closure of the school 98 Learners enrolment with an imminent closure of the school Review the current legislation to allow citizens to serve in SGB's even if they don't have learners that are registered in the school		High rate of crime on R61 and vandalism of Public Infrastructure Increase in the cash in transit heist repeatedly on R61 threaten the Economy locally and livelihood. Requested fencing for Mtyu village for Agricultural purposes. Provide Solar energy in the whole ward in order to have an alternative to the load shedding.	
	Completion of the Mtyu Access ROad and commitments made by the NLM must be fully realised						

WARD 16

ELECTRICITY	WATER AND SANITATION	ROADS, BRIDGES & HALLS	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
No electricity in new Extensions in the entire ward	water and sanitation projects in Mafini is not progressing	Access Roads are badly damaged	Provide a clinic in the Ward	Lack of IDs and Birth Certificates for eligible citizens in the Ward.	Xhentse SSS and Tolikana SPS must be constructed by the basic education department. This was also raised in the previous gathering	The entire ward need construction of sports fields
	Damaged infrastructure in Ntendele No Ablution facilities in New extensions in Ntendele	Construct the Hill Top Access Road Damaged Mafini Access Road		EPWP employment		Youth are dedicated in Sports they need encouragements and programs

WARD 17

ELECTRICITY	ROADS, BRIGES & HALLS	HOUSING	WATER & SANITATION	EDUCATION	ECONOMIC & SOCIAL SERVICES
There are incomplete installation of electricity	A borrow pit that needs to be closed at Ludaka	There is a home (Soni Family) that was completely demolished at Mandileni	There is no water supply infrastructure in the new extensions	Mhlahlane Pre-School should be at Sidikideni	Criminals that destroy the water taps.
Electricity at Ludaka is not properly working.	There is a need for access roads for new extensions (streets)	Incomplete houses at Mdumazulu	Water may be taken from Nqongweni river so as to supply Guqa and Magozeni.	Need for inputs for the pre-school at Ludaka	The alien plants that are full of Mdumazulu
There is a pole that is in the process of falling.	Community hall at Ngqongweni	Disaster housing needed at Sidikideni.	Lack of time frame in the water projects		The social grant money does not come complete
Electrification of new extensions at Magozeni	Need for the material for EPWP workers for Poliseni to Ludaka road.	Disaster houses for the people of Magozeni: 1. Thabiso Ntabeni 2. Zingiswa Tshayeki 3. Hlulakele Mzilikazi 4. Nokwandisa Mbudlu 5. Siyaxola Qhekeza 6. Mtshixeleni Zabonke 7. Ndileka Notoyi 8. Shumikazi Mhlana 9. Nopinki Gubeka 10. Simfumene Mzilikazi.	No toilets at the new extension of Magozeni		Ludaka people did not get the disaster compensation from SASSA
	Need for access road at Lumphondweni	Nonelwa Condoba of Mdumazulu is homeless due to the fact that her house was destroyed by the rain			
	Need for the streets at Mdumazulu				
	Very bad road at Ludaka (Vrandeni)				
	Need for access road from Magozeni to Mazangweni, Magozeni to Tilimane				

ELECTRICITY	ROADS, BRIGES & HALLS	HOUSING	WATER & SANITATION	EDUCATION	ECONOMIC & SOCIAL SERVICES
	Mfula to Ludaka Access Road				
	Water drainage system is not there at Sidikideni access road				
	Need for access road at Ludaka				

WARD 18

ELECTRICITY	ROADS, BRIDGES,HALLS	HOUSING	WATER AND SANITATION	EDUCATION	HEALTH	ECONOMY &SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
No Electricity in New Extensions			No water in ward 18 – the entire ward			The entire ward have challenges of the full birth	
			Toilets are full the Maintenance is needed			There is a need for plan from the Municipality to deal with Alien plan	
						There is no EPWP in Ngidini No RDP houses in Ngidini	
						Mrs Nolungile Phosi have a problem. There is a foster head child foully that she take care of	
						At Ngidini there is also a need for temporal structures.	

WARD 19

ELECTRICITY	ROADS	HOUSING	WATER	HEALTH	EDUCATION	ECONOMIC/ SOCIAL SERVICES
Bandla: No electricity			Prioritise water in the whole ward.			Bandla: High crime rate. No oversight on projects
Bandla: No electricity for new extensions	AR to Ntsonyini which will connect to PSJ. The community has taken an initiative to make the AR but no assistance from the government. Dalasi and Qaga to Ntlaza AR needed.		Taps are dry since 2021. Mchwebeni has an engine but is not in good order. No toilets	No clinic, sort out Cwele clinic issue as a matter of urgency		
	Njimaza: AR needed and sort out service delivery issues					
		Njimaza: Some RDP houses not completed	Water crisis			
	Cwele: AR inaccessible. Need AR in the new ext. Cwele J.S.S. staff has promised to strike for the AR because they are		Water crisis, Toilet are full and some HH without toilets			Crime. Initiation related crisis at home

	dropped far away from the school which leads to robbery					
Dangei: No electricity on new ext	AR to Gogo. Lurhexeni to Thekwini with bridge AR.		Toilets full. No toilets on new ext			
Dangeni: No electricity	Mbangi-Gogo – khefi AR needed.		Toilets full			Waste management. Stop corruption and do monitoring of project and proper oversight
Lusizini: Connection not done is some households			No water in the new extension		Cwele clinic issue: has no direction and no resolution on the site	
	Lusizini access road badly damaged					Find a strategy to adjust the 18-35 years bracket in order to employ more people.
Zinduneni: Ezihawusini-Mr Zigaye AR			Water crisis, fix the problem at Mchwebeni			
Tracko: No electricity- new ext	No AR		No toilets			
No electricity	Blading for Gambushe AR	Incomplete disaster houses on Nyandeni 669 project, follow up needed. RDP houses for the whole ward.	No toilets Water crisis Some toilets are full (built in 2008)			Initiation is a very serious issue and pledged the municipality to intensify campaigns
Nquba:	Maintenance of AR is very critical.					

No electricity on new ext.	Old and new AR. New Thafeni to Thafeni AR.					
Nquba:		Temporal structures placed for a long time, when will the beneficiaries receive their houses.	Toilets are full. No toilets for the new ext			
Katini		Disaster houses for the destitute and homeless people.	Water crisis. No toilets for the new extensions			
No electricity- new ext.	No AR since 1994					Food security Feedlot assistance

WARD 20

ELECTRICITY	ROADS, BRIDGES, HALLS	HOUSING	WATER AND SANITATION	ECONOMY & SOCIAL SERVICES	SPORTS, ART & CULTURE
Connection of electricity at Sazini village, Mnyameni, Watana, Ntshingeni and Darhama village	Zimbuzane no Access Road, Mhlongwane, Sazinge, Nomcamba, Mncwabe. Mntsil, and Khephe Village	A child-headed family at Sazinge requests a house	There is no water at Sazinge, Zimbuzane, Mhlongwane and Nothintila	Child-headed home at Sazinge requests employment EPWP and CWP	Community hall for ward 20 Sports ground
	Nomcamba request a creche	Houses for Mhlongwane village	Nomcamba requests toilets	The whole ward needs employment and seeds for SMMEs	

WARD 21

ELECTRICITY	ROAD, BRIDES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORT, ARTS & CULTURE
Electricity at Bhantimi	Surfacing of Ngqeleni to Mamponiyesini road	Weak materiel for RDP houses	Facilitate the issue of water				
Damage electrical boxes for some households at Mpondomiseni	Incomplete road at Chumce	No RDP houses at Chumu & Bholotwa					
	Magckimi access road is incomplete and workers didn't received their payment	Mistakini names for 123 housing project for ward 23					

WARD 22

ELECTRICITY	ROAD, BRIDES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORT, ARTS & CULTURE
Bovana	Bovana Lukhanyisweni kwa Nonesi Mthokwana Internal road Mthokwana	Maqanyeni	Nyleni	Nqanda no pre-school	Mgonondi clinic	Maqanyeni no CWP	Maqanyeni no jobs
		Bovana (Mr Bango)	Toilets are full at Nkantsini a/a	To build school at Gxabi		Mobile Police station in Canzibe	To do playing grounds at Canzibe

WARD 23

ELECTRICITY	ROADS, BRIDGES, HALLS	WATER & SANITATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
Provide electricity IN new extensions	Construction of an access Road at Cwaka Emasimini	Provide water and sanitation in New Rest9Engqinibeni) resolve the problem of taps with no running of water at Hamsini has been prevalent for many years. Provide VIP toilets at Mkanti urgently resolve the water crisis that has been prevalent for many years that is evident by 2 out of 8 A/As that have access to water.	Construct a clinic in Ethekewini village	Provide more support to women-owned projects in order to fight poverty and and unemployment Rotational approach must be used to strengthe democracy, transparency and equal opportunities for all on EPWP and CWP recruitment	Utilize Nyandeni LM based artists and groups during Municipal events.
In Emasimini(Cwaka), Nkantini, new rest and Engqinibeni	Construction of Mdepha A/R that was left incomplete				
	Re-assessed by the municipal officials with no responses that was given to the community.				
	Blading and levelling of Ngqinibeni sports field				
	Complete the Macholi-Choli A/R				
	Construct an access road that will link KSDLM unlock eco-tourism opportunities, enhance agricultural opportunities and effective provision of goods and services				

WARD 24

ROAD, BRIDES, HALLS,	ECONOMY & SOCIAL SERVICES
Mabhase access road	Challenges with online registration vote
Mchaphathi to Mncedeni access road people have a problem of the bridge they cannot cross even worse when it's running.	Not having IEC offices in Ngqeleni for special votes
Quality of Buthongweni access road.	Employment or how is it know that other wards need EPWP because ward 24 doesn't have EPWP works.
Nkumandeni access road	SMME'S went for training but our ward was not represented.

WARD 25

ROADS, BRIDGES, HALLS,	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES
Request for slab of Ganzeni	Request for water truck at Lwandile	Need for scholar transport from Mzwina to Bucula school.	Request for Clinic at Bucula	Request for mobile truck for ID's. Home Affairs. At Hluleka Nature Reserve bridge was washed away by heavy rains, it's been 2 years now
At Gangeni they request internal access road. At Bucula there is a need for access road to Mamolweni clinic.		There is a problem of Grade 12 learners who do not get to tertiary instistution	At Ntsundwana clinic staff are not friendly to people,no customer care at all. Ambulance is unable to come to eNgojini when it's needed.	SMMEs request an increment on 1 plate of Food
At Bucula there is a need for access road from nature reserve to Bucula				
At Xhutidwele there is no access road. At Jange road is very bad. Road from Bucula & cross to chief Jongilanga				
At Jange the Road needs a Slab				

WARD 26

ELECTRICITY	ROAD, BRIDES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	ECONOMY & SOCIAL SERVICES	SPORT, ARTS & CULTURE
Electricity Mngcibe	Road from Khambi to Mafusini	Housing at Ntsimbini	Mngcibe in need of water	Scholar transport at Ntsimbini	EPWP at Ntshilini	Sport ground at Ntshilini
Gas at Ntsimbini	Road from Mngcibe to Mankosi (Luqulweni)		Water at Nstibini			No Chief at Ntsimbini
	Road from Bhoqothi to Chitangoma					Deeping tank at Ntshimbini
	Road at Ntsimbini					
	Road at Njiveni					
	Road at Mankosi (Tshani)					
	Road at Mdumbi (Magawuzeni)					

WARD 27

ELECTRICITY	ROADS, BRIDGES, HALLS	WATER & SANITATION	SPORTS, ARTS, & CULTURE
No electricity foe new extensions	Access Roads is a challenge and request of slab in Langakazi village	Request of project of water issue	Nkanga viilage request a sport ground next to the shop
	Langakazi village from Elulwalweni to Emthombeni request a slab	No water in Dikela and Tshatsheni villages	
	Ngcaphe A/R is damaged		
	Monitoring of NLM EMPLOYEES WHEN THEY ARE DOING THEIR Job in A/R storm water		
	Challenge of Ambulance that has no access because of A/R in Nkanga		
	Dikela has no A/R because of unfished contructor		
	No streets in Dikela Ndzondeni Tshatsheni for new extension		
	Dalaguba to Mdina A/R Dikela to Lusikisiki is not opened noe in IDP		

WARD 28

ELECTRICITY	ROADS, BRIDGES, HALLS	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
Many residents in Ntibane their Electricity is not registered. Constructed S/P to register the residents	District Road from Ntibane tenants , the coast is bad scholar bus do not travel on rainy days	No portable form taps at Ntibane. Water shortage across the ward	Nogemane prefabs where allocated and water burned shortage of classrooms	Shortage of admin blocks for Ntibane clinic Clinic structure is delepidated.	Honme affairs in helping people to do IDs in particular orphans	No sport field at Mphimbo
	Roads are on steep and rugged terrain and easily eroded Can't we use slabs on steep roads.	No water at Mzonyane and Pitoli	Mphimbo no school interventions Mud school at Mphimbo with no toilets	Mzonyane old age home has shortage of rooms	Child headed families with people taking treatment	Sport field in the ward for the youth.
	Maguzu internal roads are in bad conditions. EPWP for cleaning drains and culverts. Mthakatye bridge is damaged.	Mphimbo was skipped there are no pipes	School transoport neds to be added for Mphimbo learners.		Mzonyane and Mphimbo villages have a booklet of infrastucturesince 1994	
	Mzonyane road in bad condition slab is needed on sloppy areas.	Sanitation toilets not available in many households at Mayalweni.			Home affairs ID process very difficult for children born out of marriage and by minors	
	Road is damaged in Kwazulu Ntibane river crossing is very low and easily eroded. Access road to Kwazulu needs rehabilitation				Motivate Youth on agriculture practice	

WARD 29

ROADS, BRIDGES, HALLS	HOUSING	WATER & SANITATION	ECONOMY & SOCIAL SERVICES
Maintenance of road Request for Access road at Nonkungwana to Gxulu	Need for Human settlement at Gxulu	No water at Vezamandla	Need for farming support and formation of coap.
			Maintenance of Zitatele project facility SPU must support the civic structures
			Responsible for SPU programmes
			Replacement of CPW for ward 29
			High criminality activities

WARD 30

ELECTRICITY	ROADS, BRIDGES,HALLS	HOUSING	WATER AND SANITATION	HEALTH	ECONOMY &SOCIAL SERVICES
Extend the Road slab from R61 to Libode that goes through Mconkco village	Finally construct the surfaced road from Ngqeleni (Poulini) to R61 in Libode	Construct houses for people who who live in appalling conditions	Provide VIP toilets in Mngamnye No. 9	In Lutsheko	Provide a working relationship between Libode and Ngqeleni to be serviced in both towns irrespective of the magisterial jurisdictioin. Strengthen Civic education, roll it out in order to avert vandalism of public infrastructure
Interact with Eskom to reconnect electricity in Luvula School	Construct internal Roads in all wards in order to efficiently enhance the transportation of goods and people to our communities		Provide water in Mconkco	Ndanya Clinic must be upgraded to be a community Health Centre and open for 24 hours	
	Complete or extend the slab on the Road that leads to Mpende village Construct the Mngamnye No. 1 Access Road that is badly damaged. Construct an Access Road in New Town Construct a bridge from Mconkco to Deekay			Facilitate the completion of Zankhanyo clinic that was self-ijinitiated by the community. Provide a mobile clinic	

WARD 31

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
In Nyandeni electricity is needed	Internal roads are needed	Nyandeni Disaster	Mthomnde in need of birth certificate	Need of projects in Nyandeni	Requesting of sport ground for their youth in Ndonga village.
	Need water cut for those close to the road.	Mthomnde Disaster	No birth certificates in Tutor Nyandeni	Need	
	Nyandeni dam must be fenced.	He is mentally ill no shelter,Qhakaza Mxolisi 5810106953083	Need of toilets		
	Entabeni Road. Rhabe to Tutor road. 3 people died because of indonga Tar road from no10 to Nyandeni. Maintance of road in Nyandeni				

WARD 32

ELECTRICITY	ROADS, BRIDGES, HALLS,	HOUSING	WATER & SANITATION	EDUCATION	HEALTH	ECONOMY & SOCIAL SERVICES	SPORTS, ARTS, & CULTURE
Crises of electricity kwasibonda, it's been 5 months now	No maintenance in Ndonga village. Access Roads – public transport is suffering to go	No RDP houses in Nqanda Viilage	No Toilets in Mpindweni and Qhizela villages	School has no fence in nqanda village.	Requesting of clinic in Nkumandeni village.	Crises of Demarcation in Nqanda villages	Requesting of sport ground for their youth in Ndonga village.
	Mpindweni Bridge & Qhizela Bridge. Ndonga Village has potholes	No RDP houses in Ndonga Village	No Toilets in Nqanda village	Poor attendance of leaners to school in nqanda village because of access road.		They need a support in project of amantshontsho by facing and medicine.	
	Port holes in Mpindweni		No water in Ndonga village No water in in Nkumandeni village.	Transport of learners is not in good condition.		They are many households that are folling as indigents but there is no good service.	
	No access road from Msintsin to diki. Pipes are underground in the road & disappeared of the Contractor. Nkumandeni has a death of learner because of bridge condition. No access road in Ndonga village		Rotten pipes of water underground but there is no water. No Toilets in Ndonga village	No school in Ndonga village & their suffer for transport to other schools.			

CHAPTER 2: NYANDENI SITUATIONAL ANALYSIS

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 160kms, 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 of 96,340 square kilometres. Towns in the vicinity of Nyandeni, within proximity are Mthatha, Ngqeleni and Libode.

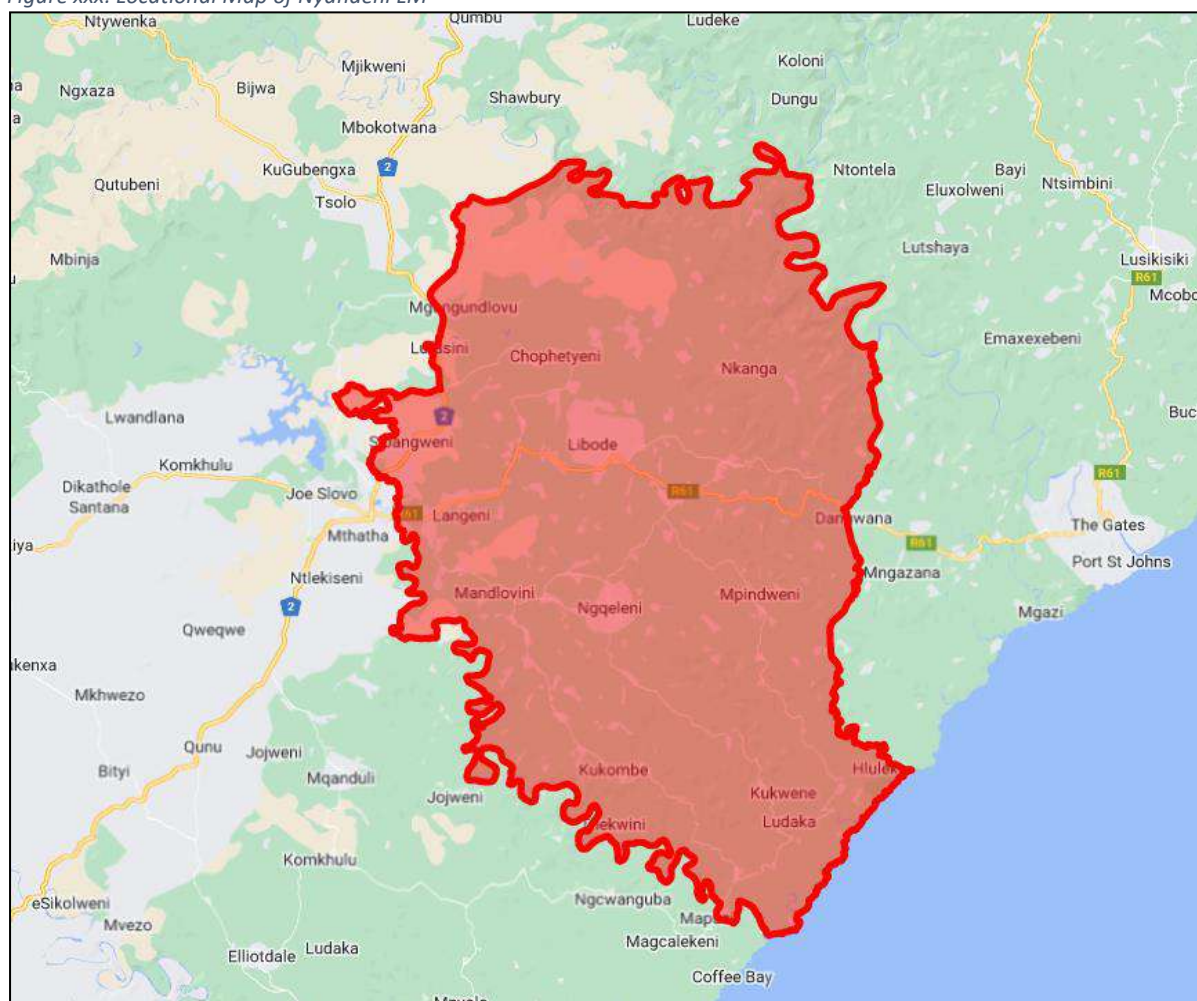
The NLM is a Category B municipality located within the OR Tambo District in the Eastern Cape Province. It is bordered in the north by Mhlontlo, in the south by the Indian Ocean, in the east by Port St Johns, and in the west by King Sabata Dalindyebo. It is one of five municipalities in the district,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

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.

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).

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 is 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 are of interest. In this section, an overview is provided of the demography of Nyandeni Local Municipality.

In order 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 local municipality for promoting optimal resource allocation in order to reduce poverty and vulnerability among marginalised people in municipality.

Population dynamics are of paramount importance in addressing the developmental needs in societies, and in analysing the population dynamics, it is essential to look at factors such as urbanisation, migration, gender distribution, age structure and dependency, because these factors presents 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 provide an indication regarding the estimated number of people who are dependent on government for transfers, as well as the number of people who are economically active, 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 to 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.

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2.1.2.1 Population and Household Size

According to the data provided on Table XXX (below), the estimated population of NLM in 2002 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 a number of

factors, such as: Outwards migration of working aged population; a possible slow-down in household unbundling, with more people occupying the same HH and the possibility of inter-generational living having increased since 2011.

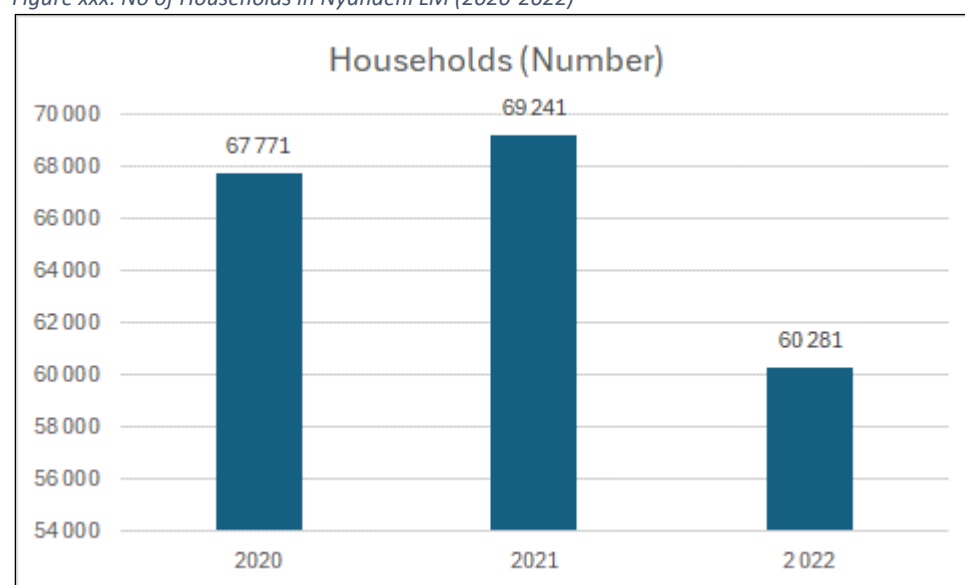
Table XX: Total Population and Total no. of HHs in NLM - (2011-2022)

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)

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)

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 comprise 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)

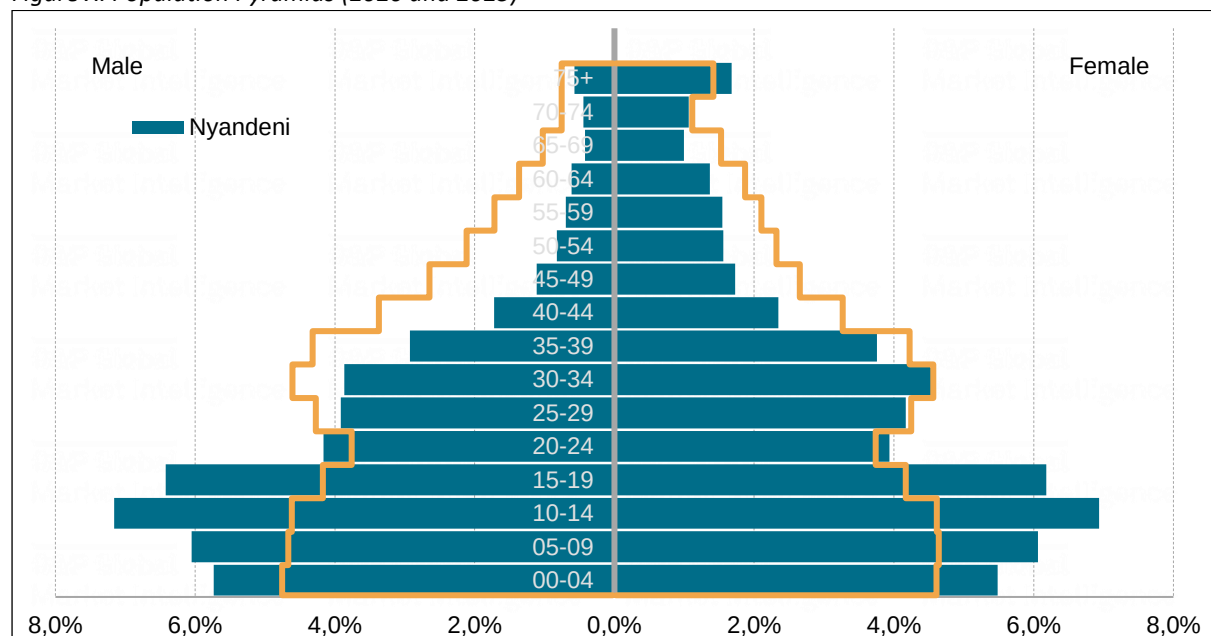
Gender	2020	%	2025	%
Male	173,452	53%	181,154	53%
Female	151,05	47%	158,293	47%
Total	324,502	100%	339,447	100%

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 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 a rectangular- shaped from the age of 35 to the age of 70. It changes again to a triangular- shaped at the age of 70 and beyond.

Figure X: Population Pyramids (2020 and 2025)



Source: StatsSA’s MYPE 2023

In terms of age distribution across the population in the NLM from the figure below indicates that a large percentage of the population was and is still projected to be dominated by children, with a potential to influence the need for development on education and health services, and the elderly people. This dynamic will further burden 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% falls within the pensioned group (over 59years), 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.

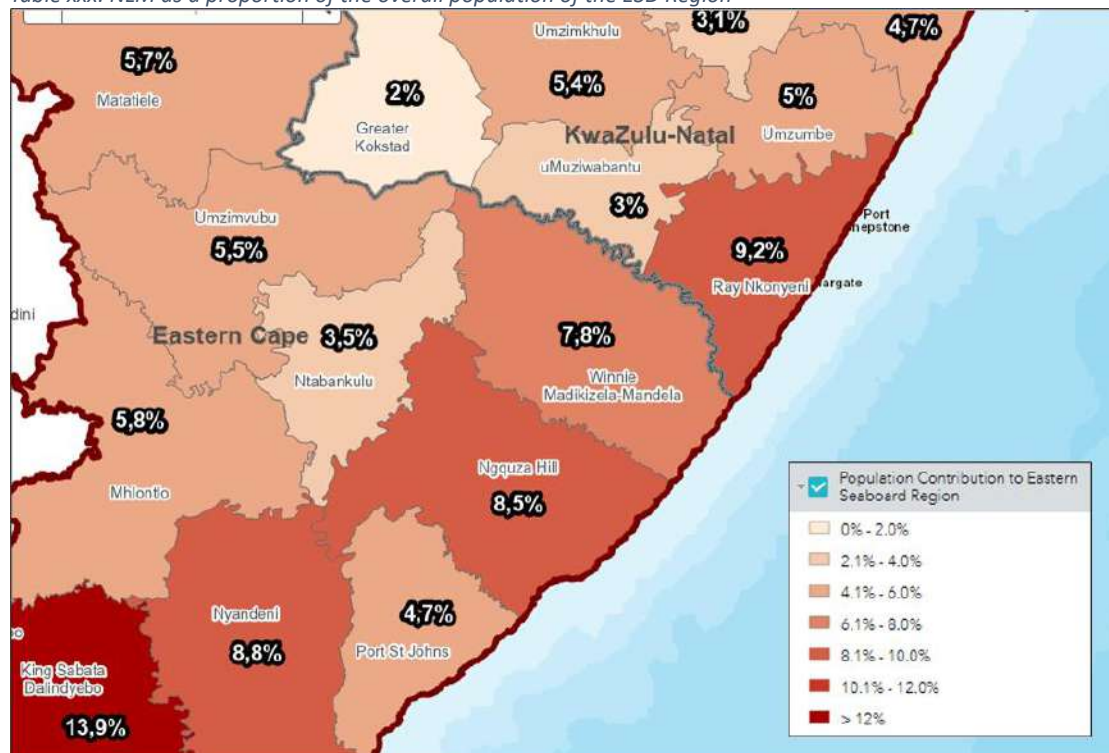
Table xx: Age and Gender Profile of the NLM (2022)

	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 Government, and in line SPLUMA, the following maps illustrates the contribution of the NLM to the overall population of the ESB Region.

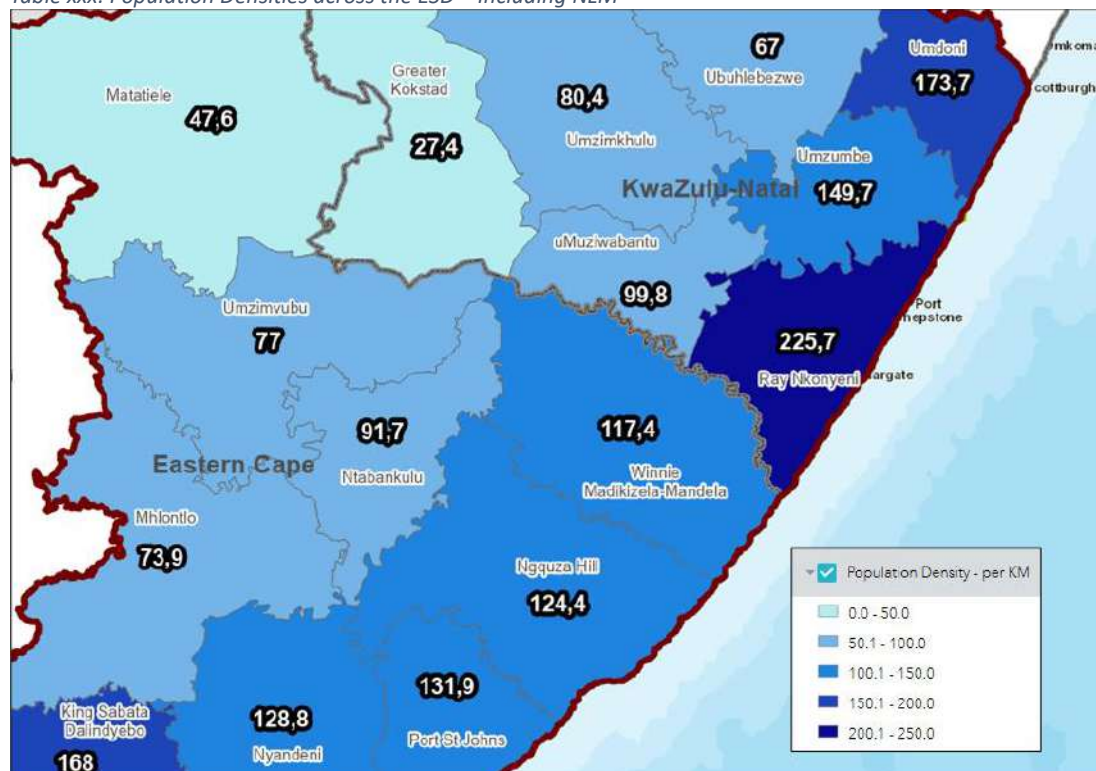
Table xxx: NLM as a proportion of the overall population of the ESD Region



(Source: MISA-Cogta, 2023)

In this regard the NLM contributes 8,8% of the overall populaiothn 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 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 important and a significant indicator of projected future pressure on economically active cohort 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.

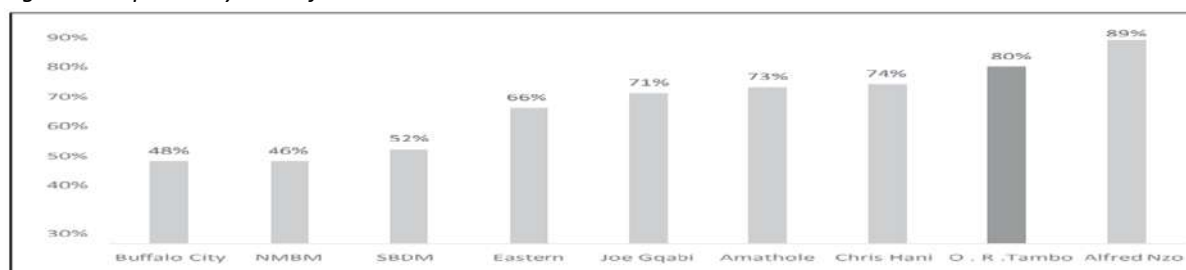
In reading the data below, it is important to note that where the ratios are higher, there is a greater burden placed on the state to assist households with the provision of child and social services and welfare assistance. This also places pressure on HHs disposable income, and pressures on the overall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

Table xxx: Age Dependency Ratios

Age Dependency Ratios - OR Tambo DM (DM and all LMs - 2021)						
Ratios	OR Tambo	King Sabatha Dalindyebo	Port St Johns	Mhlontl o	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

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 Ratios 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

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).

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 the country as a whole (see the NSDF 2022).

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

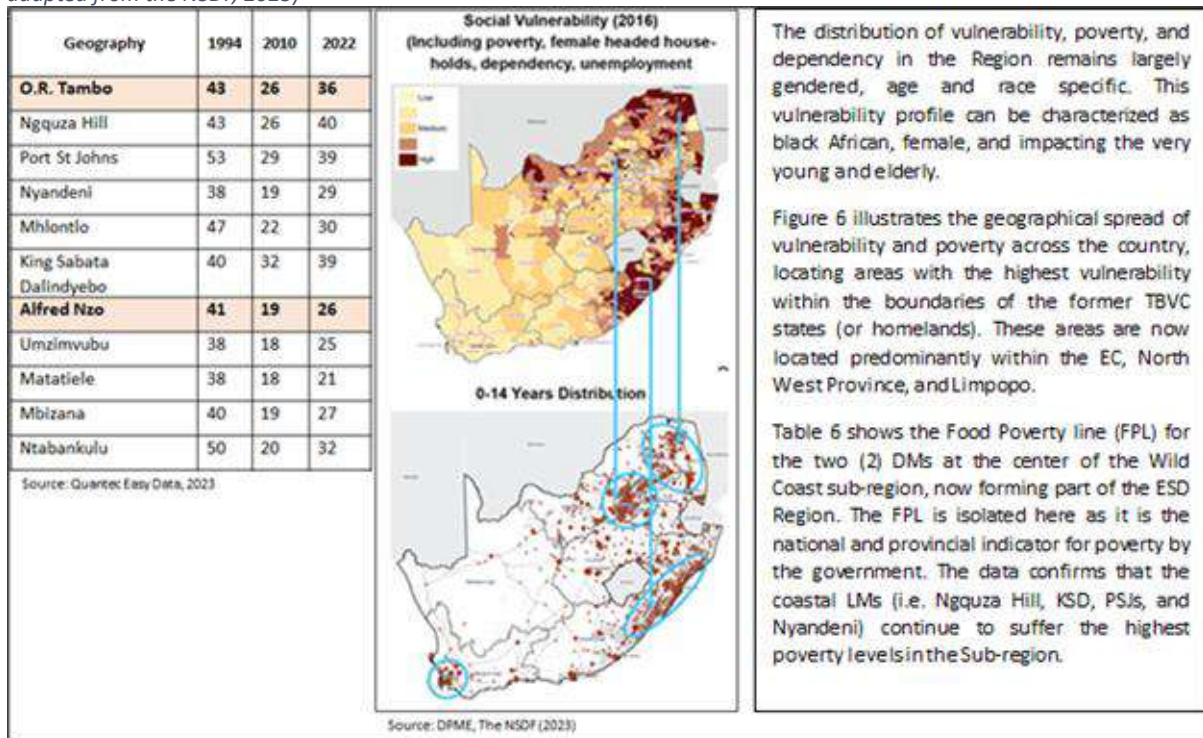
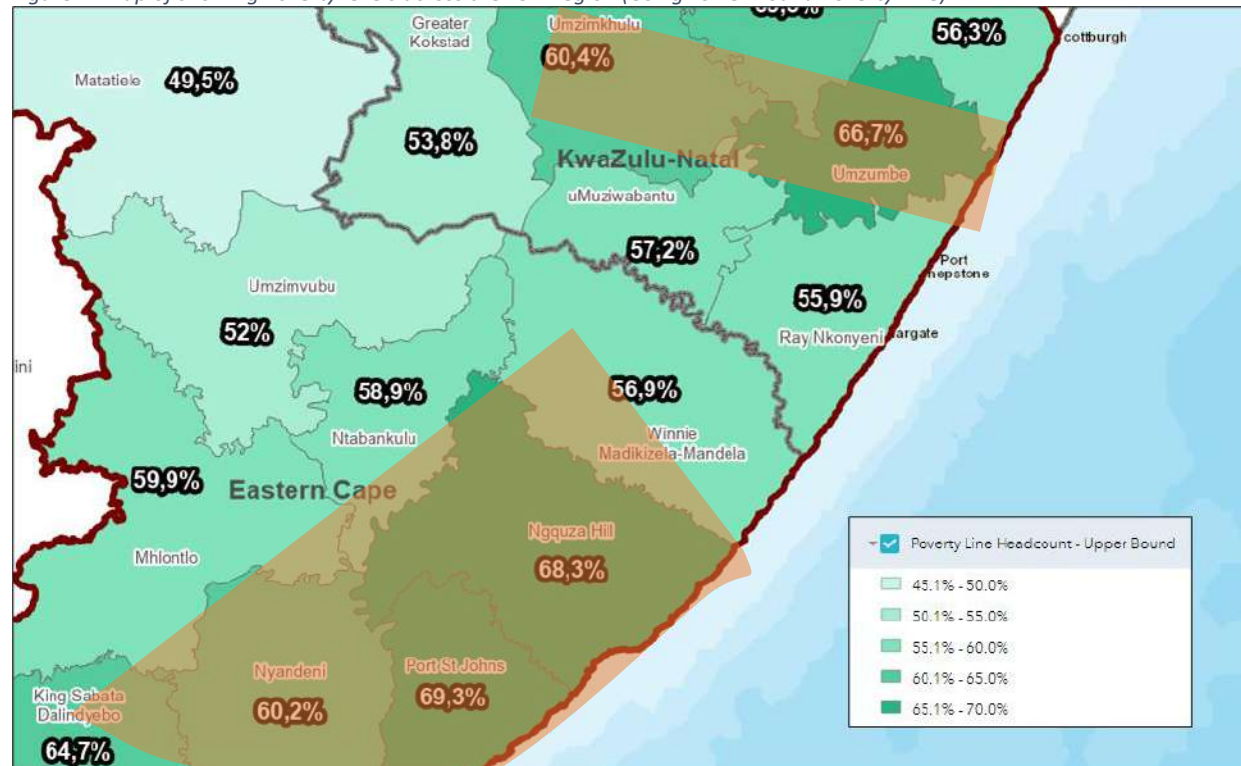


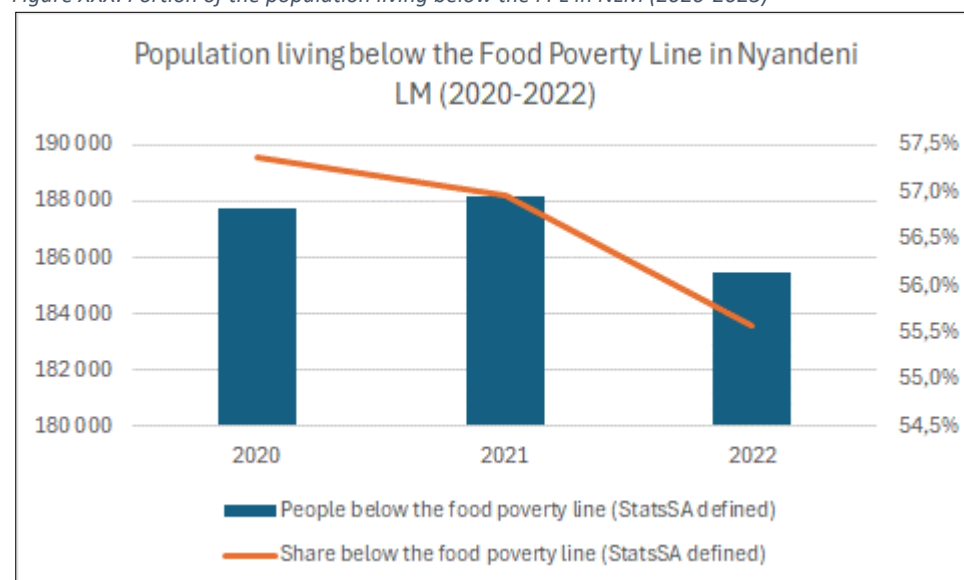
Figure 1: Map of showing Poverty levels across the ESD Region (Using Lower Bound Poverty Line)



(Source: ECSECC Adapted from ESD Map Portal)

In terms of the data presented in the figure above, it is evident that Nyandeni remains amongst the LMs with the highest poverty levels across the entire ESD Region. The data shows the LM, with at least 60% 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 the recently released Census 2022 data. This is important, as it constitutes the indicator 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 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 xx: HH food security – HHs that skipped a meal for 5+ days in 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)

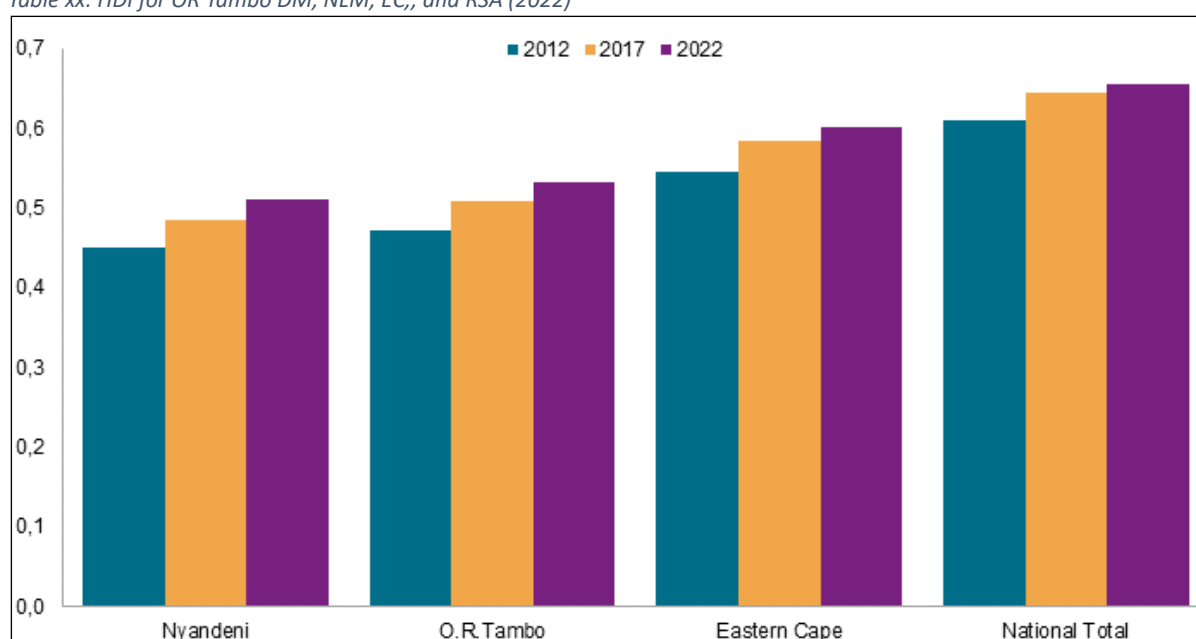
HHs that skipped a meal in the last 12 months									
Geographical Area	Total	Yes	%	No	%	Don't Know	%	No Specified	%
Eastern Cape	16924739	2247576	13,28%	14618048	86,37%	55255	0,33%	3859	0,02%
O.R.Tambo (DC15)	314080	56608	18,02%	256608	81,70%	815	0,26%	50	0,02%
Ingquza Hill (EC153)	60974	12262	20,11%	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 as a whole, and as such it is clear to see that the constrained levels of personal income in the LM is 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

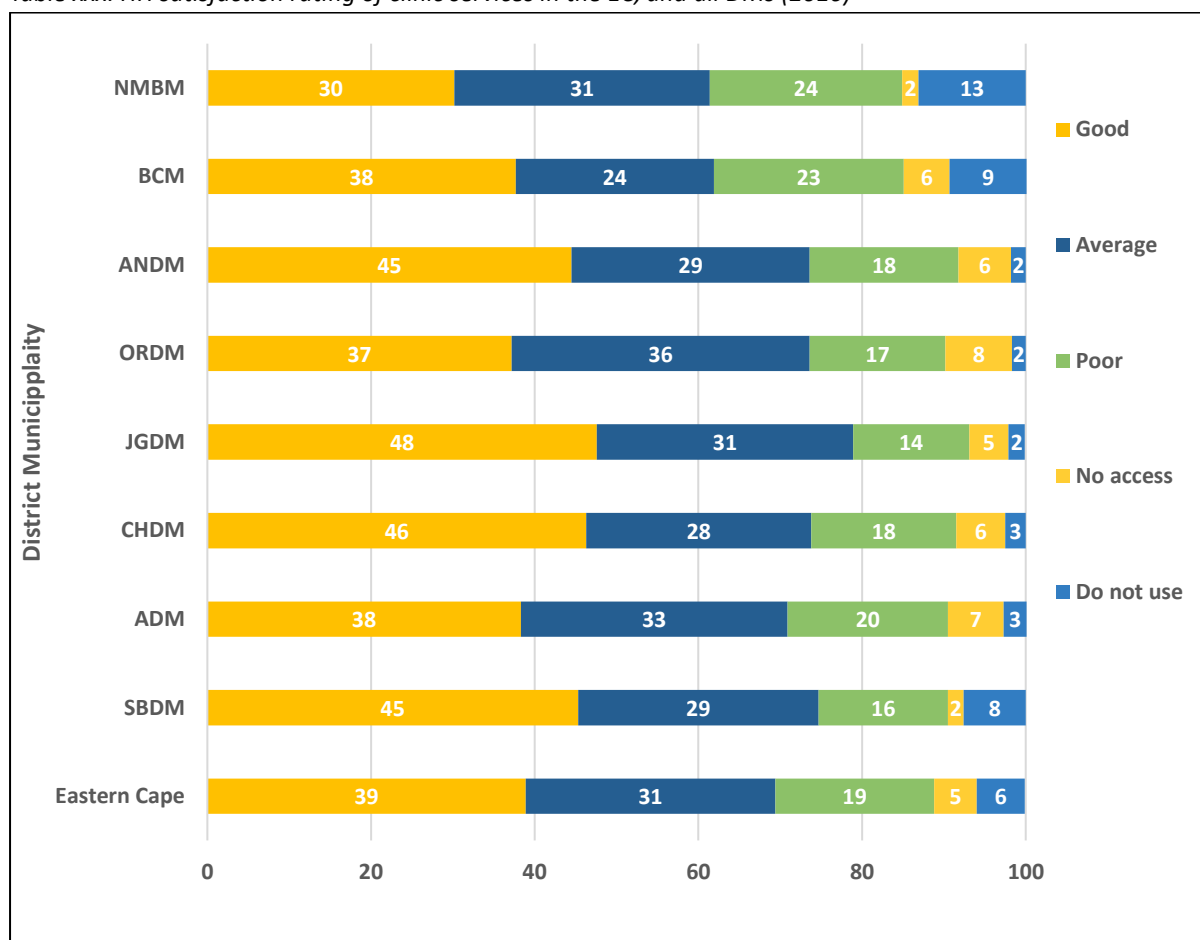
Health facilities in the LM are limited to 29 clinics, 2 district hospitals, and 5 primary health care centers. The LM has access to 3 mobile clinics, and only 2 EMS stations. Engagements with communities through ward-based focus groups on some aspects of service delivery have revealed that HHs struggle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

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

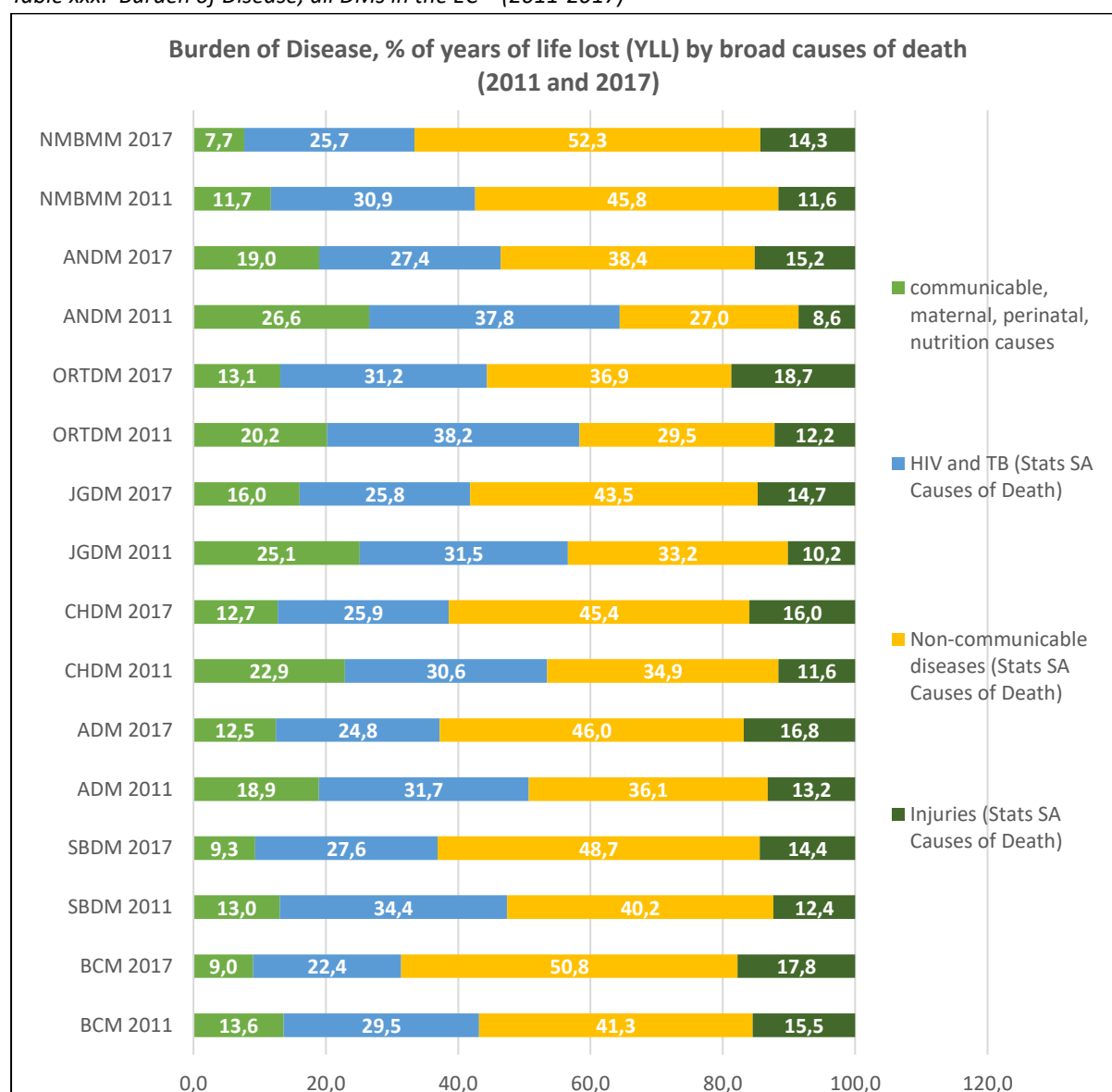
Noncommunicable diseases (NCDs), including heart disease, stroke, cancer, diabetes, and chronic lung disease, are collectively responsible for almost 70% of all deaths worldwide. Almost three quarters of all NCD deaths, and 82% of the 16 million people who died prematurely, or before reaching 70 years 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 imposes a significant social and economic cost not just on public sector health systems, but also on society”¹. 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 lifestyles dietary choices are especially important for those most at risk of NCDs, because of genetic disposition and a family background.

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

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



Source: DHB, 2020

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

2.1.3.5. Education Levels and Outcomes

Table X: Persons' Level of Education by age group for NLM - at 2011 ward level (1994-2020, at 0yr intervals)

Education level	Age group	1994	2000	2010	2020
Total Population of NLM	Total	267967,7	277715,1	283268,3	318750,9
Population	Adults 20+ yrs	106848,6	111550,4	126974,9	154874,7
Functionally illiterate	Total	164775,5	171452,3	125687,7	145204,2
Functionally illiterate	Adults 20+ yrs	62272,0	66900,5	49464,7	61572,3
Functional illiteracy rate (%)	Total	61,5	61,7	44,4	45,6
Functional illiteracy rate (%)	Adults 20+ yrs	58,3	60,0	39,0	39,8
No schooling	Total	94371,2	62967,4	25806,6	42589,2
No schooling	Adults 20+ yrs	39238,5	44254,5	22793,7	37533,5
Grade 6/Standard 4	Total	119,0		14529,4	24305,1
Grade 6/Standard 4	Adults 20+ yrs	32,2		1037,5	1762,3
Functionally literate	Total	62695,7	70535,7	115018,3	131043,3
Functionally literate	Adults 20+ yrs	43200,3	44611,6	76487,0	93216,8
Functional literacy rate (%)	Total	23,4	25,4	40,6	41,1
Functional literacy rate (%)	Adults 20+ yrs	40,4	40,0	60,2	60,2
Grade 7/Standard 5	Total	13688,6	14056,5	16286,1	16131,3
Grade 7/Standard 5	Adults 20+ yrs	7602,5	6415,3	7457,4	7436,3
Grade 12/Standard 10/Form 5/Matric	Total	6597,7	9478,7	21021,2	28762,4
Grade 12/Standard 10/Form 5/Matric	Adults 20+ yrs	6212,6	8708,5	19260,6	26869,6
Less than matric & certif/dip	Total	649,9	406,3	273,2	326,3
Less than matric & certif/dip	Adults 20+ yrs	500,2	393,1	264,6	318,6
Certificate with Grade 12	Total	322,9	744,1	1205,2	1827,3
Certificate with Grade 12	Adults 20+ yrs	316,3	692,0	1181,3	1801,1
Diploma with Grade 12	Total	1348,4	1846,0	2748,0	4227,4
Diploma with Grade 12	Adults 20+ yrs	1344,3	1831,8	2731,8	4209,3
Bachelor's Degree	Total	278,6	437,7	622,8	949,1
Bachelor's Degree	Adults 20+ yrs	277,2	432,0	622,8	949,1
Bachelor's Degree and Diploma	Total	67,2	263,6	329,0	500,7
Bachelor's Degree and Diploma	Adults 20+ yrs	67,2	263,6	310,9	480,4
Honours degree	Total	20,9	105,1	346,7	550,8
Honours degree	Adults 20+ yrs	20,9	105,1	346,7	550,8
Higher Degree (Master's, Doctorate)	Total	13,7	37,0	170,5	275,4
Higher Degree (Master's, Doctorate)	Adults 20+ yrs	13,7	37,0	170,5	275,4
Functional literacy unknown	Total	40496,6	35727,1	42562,3	42503,4
Functional literacy unknown	Adults 20+ yrs	1376,4	38,3	1023,2	85,7
Other/Unspecified/NA	Total	40496,6	35727,1	42562,3	42503,4
Other/Unspecified/NA	Adults 20+ yrs	1376,4	38,3	1023,2	85,7

Source: Quantec Easy Data

Figure 2: Mapping adult illiteracy rates in the 2010s (%) [Source: 2010 Census Adapted from 2010 Map Portal]

The map illustrates the distribution of educational facilities and their buffer zones in KwaZulu-Natal. Key features include:

- Provincial Boundaries:** KwaZulu-Natal is bordered by Lesotho to the west, Free State to the north, and Eastern Cape to the east.
- Major Cities and Towns:** Durban, Pietermaritzburg, Port Elizabeth, and other significant urban centers are marked.
- Educational Facilities:**
 - Primary Schools:** Represented by yellow stars.
 - Secondary Schools:** Represented by orange stars.
 - Universities:** Represented by green stars.
 - TVET Colleges:** Represented by red stars.
- Buffer Zones:**
 - 3km Buffer:** Shown as light green areas around primary and secondary schools.
 - 20km Buffer:** Shown as light orange areas around TVET colleges.
- Legend:**
 - ☒ Access to Primary & Combined Educational Facilities
 - ☒ 3km Buffer around Primary Schools
 - ☒ Combined_Schools_2021_3kmBuffer
 - ☒ 3km Buffer around Primary Schools
 - ☒ 3km Buffer around Combined Schools
 - ☒ Access to Secondary & Combined Educational Facilities
 - ☒ Secondary_Schools_2021_3kmBuffer
 - ☒ Combined_Schools_2021_3kmBuffer
 - ☒ 3km Buffer around Secondary Schools
 - ☒ 3km Buffer around Combined Schools
 - ☒ Access to Tertiary Educational Facilities
 - ☒ Universities
 - ☒ TVET Colleges
 - ☒ 20km Buffer around TVET Colleges
 - ☒ 20km Buffer around TVET Colleges

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.

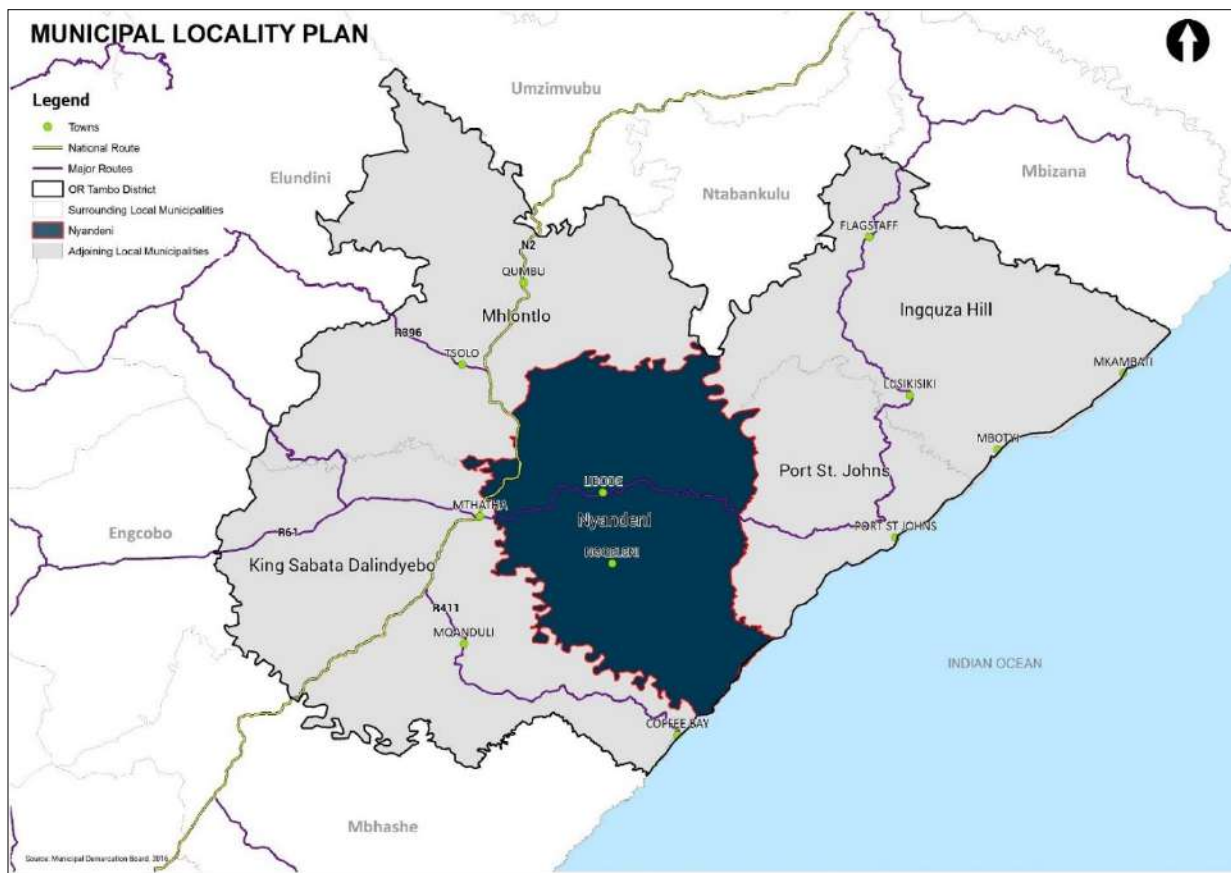
3.1.2. Purpose of Spatial Development Framework

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:

1. Spatial Justice
2. Spatial Sustainability
3. Efficiency
4. Spatial Resilience; and
5. 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:

6. 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;
7. 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;
8. Urban centres are all located on main transport routes with Mthatha situated centrally at the intersection of a number of routes;
9. Informal coastal issues are noted and the legal process to deal with and such developments have been slow, visible action is required;
10. Housing demand is clearly an urban/peri-urban based issue;
11. Population concentration in the western part of the district is the highest;
12. Extremely high unemployment rate;

3.1.5. Spatial Vision

The Spatial Vision aims to guide spatial development within the Municipality 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

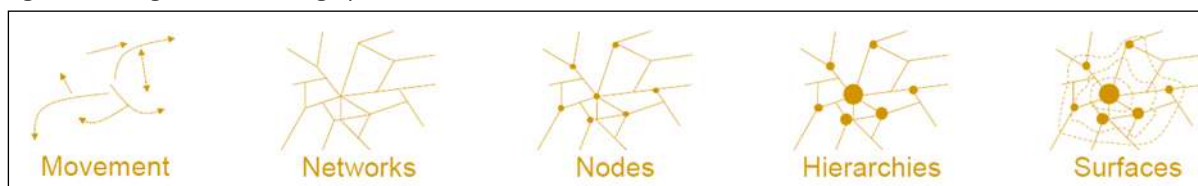
In order to plan efficiently, there needs to be a focus on investing resources in areas of opportunity in order to create maximum impact, there needs to be certain structuring elements to give guidance to develop and spatial planning. For the Nyandeni's Municipality Spatial Development Framework there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

13. Nodes,
14. Corridors

15. Urban Edge,
16. 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 are generally located where two or more transit routes intersect.

Major nodes are 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	17.					18.
Ngqeleni	19.					
Ntlaza Junction		20.				
Corona			21.			
Canzibe		22.				
Nyandeni				23.		
Kop Shop				24.		
Marubeni			25.			
Ngongweni				26.		
Entshiuni Junction				27.		
Mthatha Mouth					28.	
Coffee Bay					29.	
Presley Bay					30.	
Lwandile					31.	
Hluleka					32.	

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:-

33. Primary Corridor
34. Secondary Corridor
35. Tertiary Corridor
36. 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

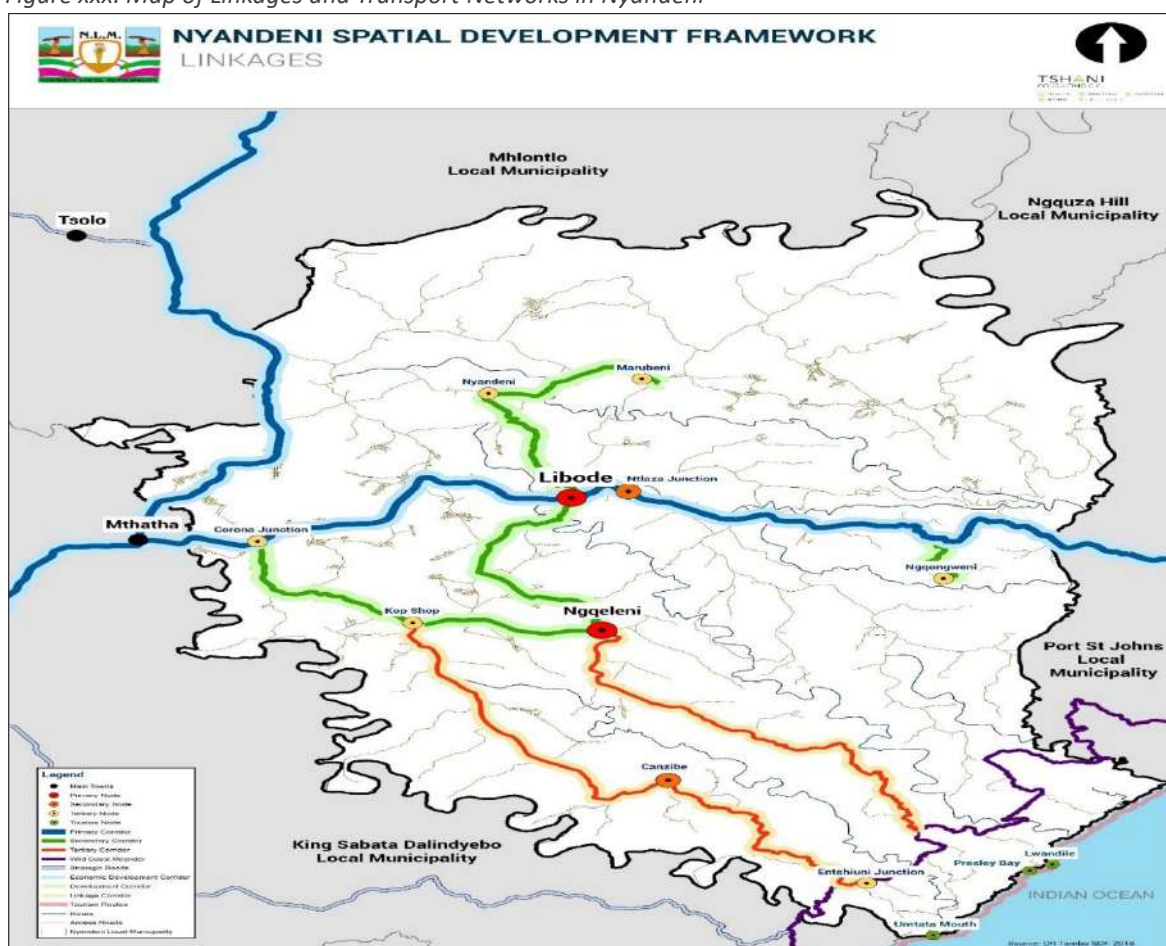
Corridor Type	Route Name
Primary Corridor Economic Corridor	• East – West Corridor (R61/ Proposed N2 Toll Route) • North - South Corridor (N2)
Secondary Corridor Development Corridor	• North – South Linkage (Nyandeni to Ngqeleni) • West – East Linkage (Nyandeni to Marubeni) • North – South-East Linkage (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

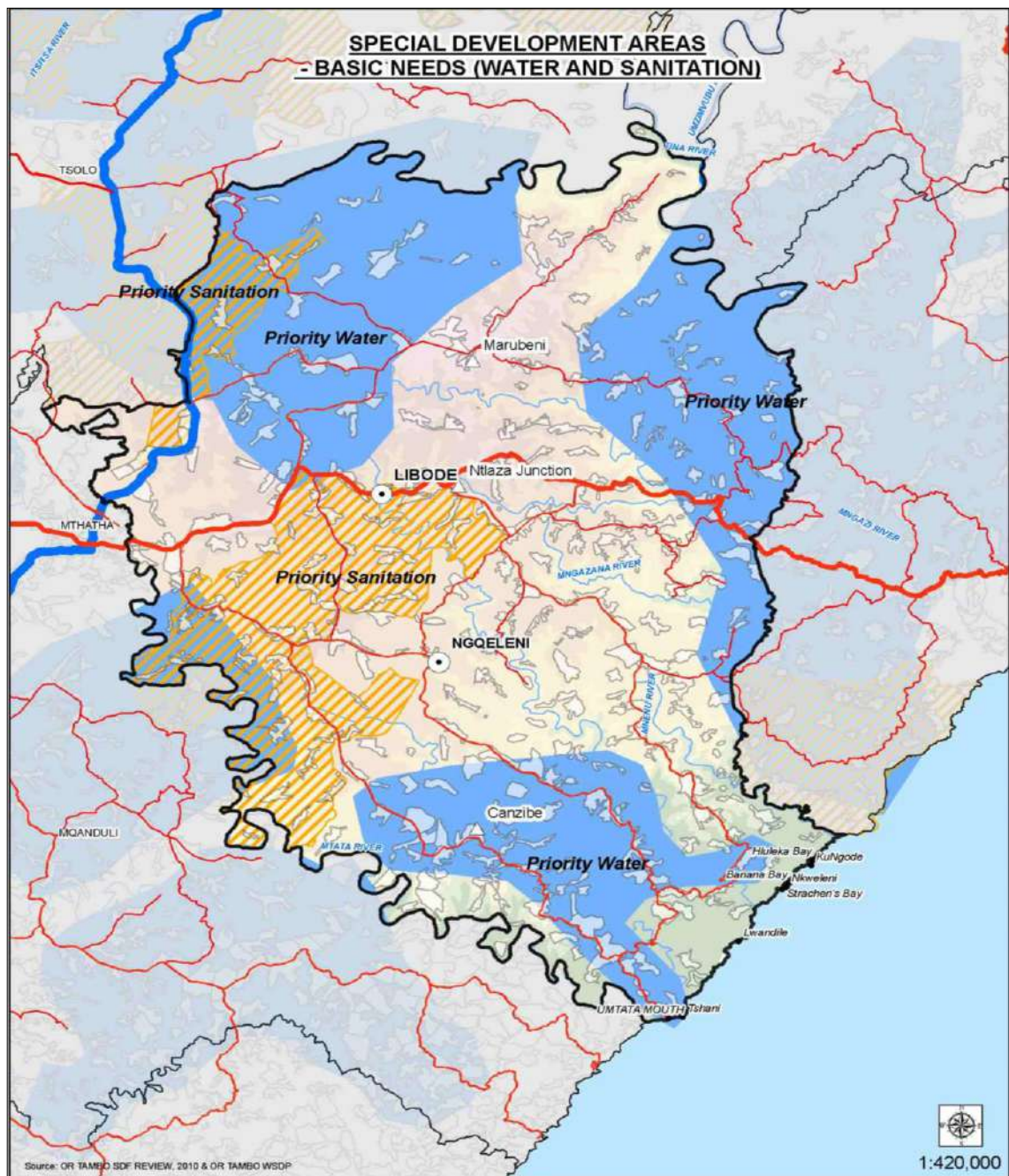


Source: NLM Spatial Development Framework (2020 – 2025)

Figure xxx: Map of Linkages and Transport Networks in Nyandeni



NLM Spatial Development Framework (2020 – 2025)



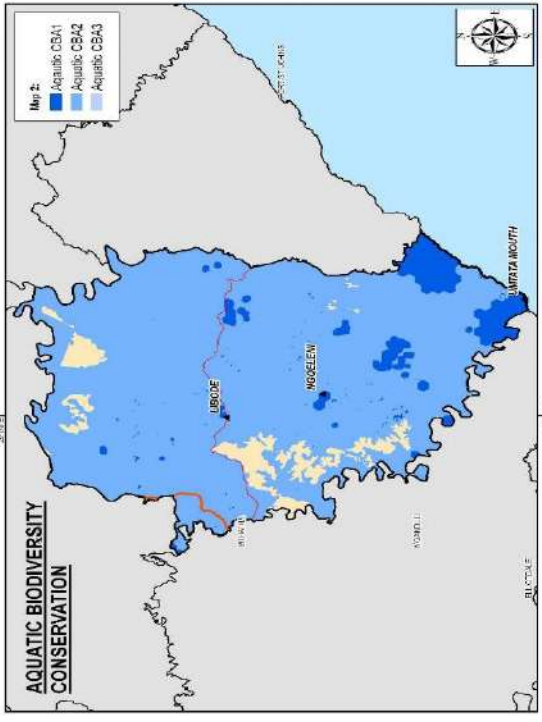
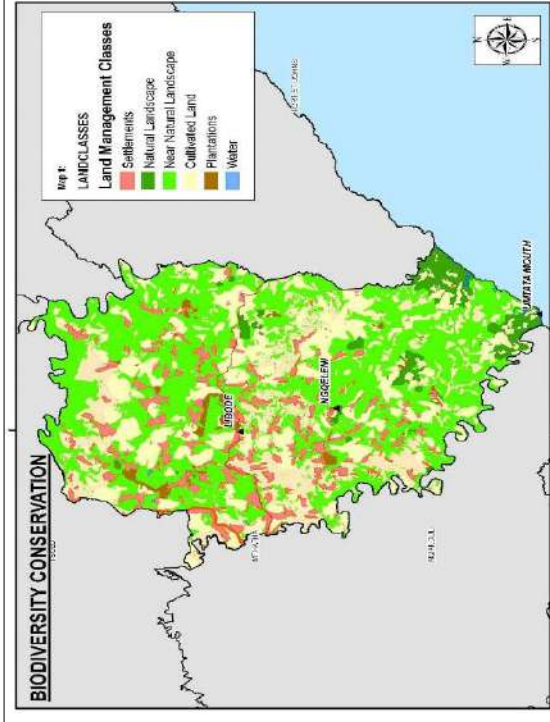
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PRIORITY AREAS

- Sanitation
- Water

UMHLABA
CONSULTING GROUP

Date: March 2011
Project Ref: UCD3008, NyandeniSC



BIOREGIONS

In terms of the Biodiversity Act (Act 10 of 2004), the Minister or the MEC for environmental affairs in a province may delineate 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 so that both current and future generations may benefit.

CRITICAL 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 EBCP 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 STEPS in the Province). The following Table identifies recommended land-use objectives for Biodiversity Conservation.

TABLE A: Recommended Land-Use Objectives						
	Yes	Yes	Yes	Yes	Yes	Yes
Conservation	Yes	Yes	Yes	Yes	Yes	Yes
Game farming	No	Yes	Yes	Yes	Yes	Yes
Commercial livestock	No	Yes	Yes	Yes	Yes	Yes
Commercial livestock ranching	No	No	No	Yes	Yes	Yes
Dry land cropping	No	No	Conditional	Conditional	Conditional	Yes
Irrigated cropping	No	No	Conditional	Conditional	Conditional	Yes
Dairy farming	No	No	Conditional	Conditional	Conditional	Yes
Timber	No	No	Conditional	Conditional	Conditional	Yes
Settlement	No	No	Conditional	Conditional	Conditional	Yes

Aquatic CBAs were detailed on the basis of subaquatic 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, livestock, food products (from fishing, hunting and wildcrops), building materials and grazing. Plant roots stabilize the soil and prevent erosion. All of these are vitally important for human well-being. 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.

Recommended 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 Young, Ayesha and Melissa by David Boshoff, Philip Durrant and Richard Meyer, Department of Water Affairs and Forestry, Project No 2030412, King Williams Town, August 2007.
ISBN 978-1-4068-5442-5



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3.1.8. Spatial Development Framework Implementation

3.1.8.1. Ngqeleni Nodal Precinct identifies the following development priorities

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

3.1.8.2. Development Priorities – Mthatha Mouth/Mdumbi

9. Detail Urban design guidelines
10. Application for funding for township establishment
11. Tourism and Direction Signage
12. Marketing and investment opportunities
13. Upgrading of the main access road
14. Upgrading of water supply
15. Upgrading of sanitation
16. Development of Hotel/Lodge
17. Development of Caravan Park'
18. Development of two resort areas

3.1.8.3. Development Priorities – Lwandile/Presley Bay Node

19. Upgrading of the main access road
20. Tourism signage and marketing
21. Township Establishment
22. Upgrade of water supply
23. Upgrade of sanitation
24. Development of Hotel/lodge
25. Development of two resort area
26. 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

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

3.1.11. Public Transport Facility in Libode

45. Surfacing and demarcation of the rank
46. Formalization of the informal trading areas
47. Provision of adequate shelters for both informal traders and commuters
48. Dedicated wash bays
49. Ablution and office facilities
50. 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.

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



CHAPTER 4: NYANDENI SITUATIONAL ANALYSIS PER KPA

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

1. 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 INFORMATION 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 ALSO 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

PROJECTS

PROECT	STATUS
Production inputs for farming of 1500 (ha)	Project awarded delivery expected on 18 March 2024
Animal feed processing plant	Project re-advertised
1 household 1 food garden programme	Completed

PROECT	STATUS
Ngqeleni Urban development framework	Status qou, field analysis and contour analysis completed
Township establishment for 100 middle income sites in Ngqeleni	

PROECT	STATUS
Asses and process all received development planning applications	
Asses and process all received building plan submissions	

Monitor building Contraventions	

PROECT	STATUS

Install built boards in both town for Building compliance	

Gazetting of LUMS	

Implement phase 2 coporate GIS	

Construction of 50 low cost houses	

Conduct 4 consumer education awareness campaigns	

PROECT	DETAIL

Forestry development	The department will seek to forge partnerships with commercial private sector business in forestry to leverage on land availability, our tropical climate and location in order to start sustainable forestry projects.

PROECT	DETAIL

Container park	

Land acquisition programme	

Libode light industrial park	

Ngqeleni Urban expansion project	

PROECT	DETAIL

Retail Development	

Property development	

Construction of 260+ low cost houses	

2. HUMAN SETTLEMENT 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. The unit currently has a personnel of 4 people with 2 vacancies and a need for 2 additional personnel

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.

Housing needs register

Housing register has been developed and is updated annually. Forms and questionnaires 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.

Informal Settlements

According to Housing Sector Plan two informal settlements exist in the municipality, namely, Nomzamo informal Settlement with 50 informal households, Eziteneni Informal Settlement has 30 households and Ngqeleni Informal Settlement with 21 households, both Nomzamo and Eziteneni Informal Settlement are in the process of being formalized.

Land invasion control mechanisms

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.

Blocked Projects

Previously the municipality had blocked projects. After numerous attempts with the Department of Human Settlement. Now they are all resolved and there is only one left.

Land Claims

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.

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

South Africans. The Housing Development Agency has acquired land but much of it falls outside the major urbanisation pressure points. The proliferation of marginalised and disconnected settlements (on the periphery of cities), with no integration with mobility interventions, makes access to socio-economic opportunities difficult, especially for low-income households that mostly live on the periphery of cities.

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.

Housing entails more than bricks and mortar. The right to adequate housing is one of the most important of all basic human rights. Section 26(1) of the Constitution stipulates that everyone shall have the right of access to adequate housing. Accessibility means that the State must create conducive conditions for all its citizens, irrespective of their economic status, to access affordable housing. To ensure accessibility is achieved, the government has implemented several programmes within the National Housing Subsidy Scheme. Few examples includes: Rural Housing Subsidy; Disaster Intervention programme; Project -Linked Subsidy; ConsolidationSubsidy; Hostel Redevelopment Programme; Right-Sizing Subsidy; Institutional Subsidy; Individual Subsidy; Relocation Subsidy; Discount Benefit Scheme; Social Housing Programme; People's Housing Process; Rapid Land Release Programme, etc.

CHALLENGES

IN
ADEQUATE
BUDGET!!!

POLICY
REFORM

TRADITIONAL
AUTHORITIES
RESISTANCE
TO SPLUMA

LACK OF STAFF
SKILLS
DEVELOPMEN
T

STAFF
SHORTAGE

NONE
PERFORMING
CONTRACTOR
S

IRREGULAR
LAND TENURE

LACK OF
RESEARCH
DRIVEN PROJECT
IMPLEMENTATIO
N

POOR BY-LAW
ENFORCEMEN
T

PROGRESS MADE FROM THE PREVIOUS STRAT PLAN

RECOMEDATIONS

ILLEGAL OCCUPATION OF LAND

The department has adopted a prevention of illegal invasion of land policy which aims to provide a framework for dealing with illegal land invasion.

RECOMMENDATIO NS

The municipality must seek alternative measures of securing municipal land by fencing off land earmarked for development and clearly demarcating municipal boundaries.

NGQELENI URBAN EXPANSION

The department has already commissioned an urban design framework for Ngqeleni that will look at the extension of the current road network and expanding the current surface of the town.

DIRECTIVES FROM SONA, SOPA & ELECTION MANIFESTO

KPA 2: BASIC SERVICE DELIVERY

BASIC SERVICE DELIVERY- 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.

MANDATE OF INFRASTRUCTURE

- Constitution of the Republic of South Africa, 1996 - Chapter 7: Section 152 (1b) mandates Municipalities to ensure the provision of services to communities in a sustainable manner..
- Infrastructure Development Services Directorate has 2 units namely ;
- **Project Management Unit (PMU)**
- **Roads Maintenance Unit (RMU)**

GRANTS EXPENDITURE

MIG

- The INEP allocation for **2023/2024** financial year was **R 23 313 000,00** which was reduced to **R 21 313 000,00**. The current expenditure is **R13 484 200,21** equivalent to **63%** of the total allocation.

INEP

- The original MIG allocation for the 2023/2024 financial year was **R 72 517 000.00** and reduced by **R 4 850 000.00** and the new allocation is **R67 667 000.00** the amount spent is **R 46 179 475.03** as end of **December 2023** which indicates **68%** expenditure.

EPWP

- The amount Transferred to date is R1 707 000.00 and Expenditure to date is R1 193 293.00 which translate to 70% against the total allocation.

Roads Maintenance

- The budget for maintenance unit is broken into 3 sections which is Periodic maintenance **R10 000 000**, rehabilitation **R16 000 000.00** and Routen Maintenance is **R6 000 000.00**

DMRE

- The money just been transferred on the 29 February 2024

SITUATIONAL ANALYSIS

Nyandeni Local Municipality (NLM) is a rural Municipality that entirely relies on conditional grants in order to deliver services to its communities. During 2023/24 financial year NLM received MIG, EPWP & Disaster funding 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 . It is important to note that the municipality has achieving 100% in the expenditure of all grants for the past Financial Years.

INFRASTRUCTURE DEVELOPMENT FUNCTIONS

FUNCTION	DEFINITION	RESPONSIBLE UNIT
Municipal Roads	Construction & maintenance of municipal roads which includes ; access roads, internal streets & non-motorized walk ways.	PMU & RMU
Storm water	Provision & management of stormwater systems	PMU & RMU
Municipal Public Transport	Provision of infrastructure e.g. Transport Facilities	PMU
Household Electrification	Provision of electricity to households	PMU

FUNCTION	DEFINITION	RESPONSIBLE UNIT
Street lighting	Provision and maintenance of street lighting and high masts	RMU
Municipal Public Facilities	Provision of community facilities except schools and clinics	PMU
Occupational Health & Safety	Monitor Compliance of Health and Safety amongst infrastructure projects	PMU
Institutional Social Development (ISD)	Coordinate social facilitation and community participation in the implementation of all infrastructure projects	PMU
EPWP	Coordinate and institute EPWP as provided in the EPWP National framework.	PMU

HOUSEHOLD ELECTRIFICATION

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

There are four electrification projects overlapped from **2021/2022** to **2022/2023** namely;

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 OUTAGES

- NLM conducted Pre-marketing study for the accuracy of backlogs and proper planning. According to the premarketing study about **8225** households don't have electricity.
- Pre-Marketing enables the municipality to request **informed** funding from DMRE, simultaneously check availability of supply with the supply authority (Eskom), and roll out pre-engineering tasks for construction in outer financial years.
- 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.

COMMUNITY STREET LIGHTING

- NLM is responsible for community street lighting to ensure safety to communities. The existing infrastructure for street lights in towns is owned by ESKOM.
- The Municipality only installed street lights on existing ESKOM infrastructure.
- This result into poor maintenance of network and safety measures are not taken into consideration Municipality is maintaining the existing street lights and installation of additional lights where necessary. Both towns are still in need of major streetlight refurbishment.
- There are number of High Mast around settlements and there is still number of communities requesting high mast due to high rate of crime.

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

EXPANDED PUBLIC WORKS PROGRAM (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

ROADS & STORMWATER

- 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.

RURAL ROAD ASSET MANAGEMENT SYSTEM (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

ROADS & STORMWATER

- ❑ 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 has 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 heavy rains has negatively affected community livelihoods, people are struggling to commute and access economic hubs. 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.
- The list of roads was submitted to COGTA and OR Tambo DM Disaster Unit.
- NLM received disaster funding to an amount of **R46 987 000** million for the Repairs of Damaged roads until end February 2025.
- Libode CBD is most negatively affected by stormwater challenges during heavy rains. The contractor is onsite for the refurbishment of stormwater.

MECHANICAL UNIT

- NLM has two full set of roads machines. All machines are operating internally to fast track backlogs. Municipality is undertaking a flexible routine roads maintenance schedule as per approved Maintenance plan.
- All machines are operational; the in-house machinery perform mainly: maintenance, & Routine road maintenance with plant hire reinforcing the machinery deficit to enhance delivery and performance. Patch gravelling, dry blading and wet blading are methodologies used by maintenance team to maintain the infrastructure whilst the outsourced is rehabilitation that contributes to longevity of the roads.
- The Municipality procured a service provider that is responsible for both repairing and maintaining plant so as to fast track repairing processes to avoid delays on service delivery.
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TYPE OF MACHINE	CONDITION		TYPE OF MACHINE	CONDITION
3X GRADERS	3 Graders are working		2 X EXCAVATORS	1 Excavator Working 1 Excavator on Repairs
3X TIPPER TRUCKS (10 M³) 12TONS	2 Trucks are working, All working		2 X GRID ROLLERS (smooth & pad foot)	Working
2 X DUMP TRUCKS	1 working and 1 on repairs		1 X LOWBED	Working
2 X WATER TRUCKS	1 working and 1 on repairs		CHIP SPREADER	Working
2X TLB	Both working			

RESPONSE TO IDP ASSESSMENT, MEC COMMENTS

COMPLETED MIG PROJECTS 2022/23FY

PROJECT NAME	WARD	PROJECT SCOPE OF WORK
Sofia Low Volume Roads	10	7km of low volume surfaced internal streets
Langakazi Low Volume Roads	02	5km of low volume surfaced access road
Mbange Access Road	24	9km of gravel access road
Mdini to Mcwili Access Road	4	5.1 km of gravel access roads
COMPLETED MIG PROJECTS 2023/24FY		
Majikija to Dokodela Access Roads	03	11,3km of gravel access road
Ward 16 Community Hall	02	Hall with mini boardroom, office, kitchen, Ablution facilities , parking area and fencing
Ward 25 Community Hall	24	Hall with mini boardroom, office, kitchen, Ablution facilities , parking area and fencing

MIG PROJECTS UNDER CONSTRUCTION 2023/24FY

PROJECT NAME	WARD	PROJECT SCOPE OF WORK
Ward 29 Community Hall	29	Hall with mini boardroom, office, kitchen, Ablution facilities , parking and fencing.
Ward 12 Community Hall	12	Hall with mini boardroom, office, kitchen, Ablution facilities , parking and fencing.
Ntshazini to Ncanzibe Low Volume Surfaced Access Road	23 & 28	7.7 km of low volume surfaced access road Construction.
Libode Internal Streets Phase-2	7	10km of low volume surfaced access road

Tholeni Low Volume Surfaced Access Roads	26	5.5 km of low volume surfaced access road Construction
Ngqeleni Sportsfield	21	Fencing, Earthworks and Platforms ,Surface & subsurface Storm water , Soccer or Rugby field, Combination Courts, Netball and Volleyball court, Change rooms and Grand stands

MIG PROJECTS UNDER CONSTRUCTION 2023/24FY

PROJECT NAME	WARD	PROJECT STATUS SCOPE OF WORK
Libode Sidewalks	07	
Ngqeleni sidewalks	21	
Mvilo Bridge and Access Road	20	Construction of a Bridge and access road
Biduza-Sundwana Access Road	13	The project entails the construction of 8.5km Interlocking paving blocks
Mabululu to Ncithwa	2	6.5km Gravel Road
Marubeni Public Transport Facility		Shelters and hawker stalls, Taxi bays and 1 bus bay
Ward 02 Community Hall	02	Hall with mini boardroom, office, kitchen, Ablution facilities , parking area and fencing

MIG PROJECTS UNDER CONSTRUCTION 2023/24FY

PROJECT NAME	WARD	PROJECT STATUS SCOPE OF WORK
Ward 10 Community Hall	10	Hall with mini boardroom, office, kitchen, Ablution facilities , parking and fencing
Ward 22 Community Hall	22	Hall with mini boardroom, office, kitchen, Ablution facilities , parking and fencing
Ward 31 Community Hall	31	Hall with mini boardroom, office, kitchen, Ablution facilities , parking and fencing

MIG PLANNED PROJECTS

PROJECT NAME	WARD	PROJECT STATUS IN 2022/2023 -2023/2024
Ngqeleni Street Surfacing Phase 2	21	Upgrade of 2.2km for 2 lane, single carriageway asphalt surfaced road
New Rest To Mafini Access Road		Phase 2 of New Rest to Mafini, Mafini FPSU and Ngxokweni
Mafini FPSU		
Ngolo to Ncorana	12 & 11	The project entails of a bridge and 5.2km Low volume surfaced, the project is in the system but not yet approved
Ngxokweni to Mtyu A/R with Bridge Phase 2	15	4km gravel road and 1 km concrete slab

MAINTENANCE PROJECTS -REHABILITATION PROJECTS COMPLETED 2022/23FY

PROJECT NAME	WARD	PROJECT SCOPE
Zikhoveni Access Road	10	6,5km
Dininkosi Access Road	09	5km

Galili Access Road	12	6,5km
Ntlaza to Mbiza Access Road	18	7km
Notintsila to Mvilo Access Road	20	7,5km
Mdlankomo Access Road & Bridge	08	6,5km

MAINTENANCE PROJECTS -REHABILITATION PROJECTS COMPLETED

REHABILITATION PROJECTS COMPLETED 2023/24FY		
PROJECT NAME	WARD	PROJECT SCOPE
Magcakini Access Road	21	6,5km
Maqhingeni Access Road	16	6km
Mpindweni Access Road	32	6km
Malizole to Ntsimbini Access Road	23	5km
Nodushe Access Road & bridges	06	6,5km
REHABILITATION PROJECTS COMPLETED 2023/24FY		
Bhucula Access Road	25	11,6km
Mhlahlane Access Road	16	5km
Mahahane Access Road	02	6km
Buthongweni Access Road	24	6km

MDRG GRANT-COMPLETED

MDRG GRANT-COMPLETED 2022/23FY		
PROJECT NAME	WARD	PROJECT SCOPE
Nxukhwebe to Mthombetsitsa Bridge	05	2,4 x2,4 box culverts bridge
MDRG GRANT-COMPLETED 2023/24FY		
Kwazulu to Mfabantu Access Road	30	4km
Maqanyeni Clinic to Great Place Access Road	21	6,5km
Manqabeni to Ngwengeni Reinforced concrete road	23	500m

MAINTENANCE - MDRG GRANT-PLANNED PROJECTS 2023/24FY

MDRG GRANT-PLANNED 2023/24FY		
PROJECT NAME	WARD	APPROVED BUDGET
SIKELWENI A/R_WARD 18	18	R 1 850 000
ZELE A/R_WARD 2	02	R 1 950 000

CLINIC TO ZANOKHANYO A/R_WARD 30	30	R 1 850 000
VINISHI A/R_WARD 20	20	R 2 000 000
BANTINI A/R_WARD 21	21	R 2 050 000
DIDI TO NTLAZA ACCESS ROAD_WARD 16	16	R 2 200 000
MSUZWANENI A/R_WARD 28	28	R 3 900 000
NGXOKWENI TO MTYU A/R FROM THE BRIDGE TO NGXOKWENI_WARD 15	15	R 2 350 000
NDATYA TO MAGOZINI A/R_WARD 29	29	R 2 380 000
NOMAWENI TO THAFENI A/R_WARD 5	05	R 2 400 000

MAINTENANCE - MDRG GRANT-PLANNED PROJECTS 2023/24FY

MDRG GRANT-PLANNED 2023/24FY		
PROJECT NAME	WARD	APPROVED BUDGET
MDUMAZULU NO.2 A/R_WARD 17	17	R 2 420 000
BUNTINGVILLE AT NDINDIMENI ACCESS ROAD_WARD 13	13	R 2 480 000
LUJIZWENI NO. 01 A/R_WARD 32	32	R 2 850 000
ZIXAMBUZI TO GOSO A/R_WARD 23	23	R 2 550 000
MSELENI TO LUDEKE A/R_WARD 2	02	R 2 550 000
COPHETYENI TO LUTHUBENI A/R_WARD 2	02	R 2 580 000
COZA TO MBHANANGA A/R_WARD 3	03	R 2 650 000
LUSIZINI A/R_WARD 19	19	R 2 850 000
NTSONYENI A/R ,& BRIDGES REPAIRS_WARD 6	06	R 3 127 000

HOUSEHOLD ELECTRIFICATION

SCHEDULE 5B – NYANDENI PROJECTS 2022/2023 FINANCIAL YEAR

- NLM is not a licensed distributor of electricity; **ESKOM** is the licensed distributor of electricity in the whole area of **NLM**.
- There are four electrification projects overlapped from **2021/2022** to **2022/2023** namely;

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

SCHEDULE 5B – NYANDENI PROJECTS 2023/2024 FINANCIAL YEAR

- NLM is not a licensed distributor of electricity; **ESKOM** is the licensed distributor of electricity in the whole area of **NLM**.
- NLM received a conditional grant of **R21,313 000** for **739** households from the Department of Minerals Resource and Energy (**DMRE**) the for electrification of households through an **INEP**.
- There are **Thirteen** electrification projects for **2023/2024** namely;

PROJECT NAME	WARD	SCOPE OF WORK	PROJECT STATUS
BOVINI PROJECT	WARD 05	82 HH	ON OUTAGES
GEBANE PROJECT	WARD 04	78 HH	ON OUTAGES
MPHIMBO PROJECT	WARD 28	16 HH	UNDER CONSTRUCTION
MZONYANE PROJECT	WARD 28	55 HH	UNDER CONSTRUCTION
ZINKUMBINI PROJECT	WARD 04	135 HH	ON OUTAGES
MAMOLWENI PROJECT	WARD 25	25 HH	UNDER CONSTRUCTION

PROJECT NAME	WARD	SCOPE OF WORK	PROJECT STATUS
LWANDILE PROJECT	WARD 25	58 HH	UNDER CONSTRUCTION
NTSHILINI PROJECT	WARD 26	40 HH	UNDER CONSTRUCTION
ZIXAMBUZI PROJECT	WARD 26	55 HH	UNDER CONSTRUCTION
SIDANDA PROJECT	WARD 28	78 HH	ON OUTAGES
SIZINDENI PROJECT	WARD 28	69 HH	ON OUTAGES
MANKOSI PROJECT	WARD 25	24 HH	UNDER CONSTRUCTION
NTSIMBINI PROJECT	WARD 26	24 HH	UNDER CONSTRUCTION

SCHEDULE 6B – ESKOM PROJECTS 2023/2024 FINANCIAL YEAR

ESKOM Rural Electrification program is to eradicate the electrical backlog with the assistance of funding from **DMRE** for **474** households. Projects for **2023/2024** financial year are as follows:

PHASE- 1 PROJECTS

PROJECT NAME	SCOPE OF WORK	PROJECT STATUS
NCAMBEDLANA PROJECT	12 HH	UNDER CONSTRUCTION
NQANDA PROJECT	4 HH	UNDER CONSTRUCTION
MALUNGENI PROJECT	52 HH	UNDER CONSTRUCTION
LUJIZWENI - A PROJECT	28 HH	UNDER CONSTRUCTION
LUJIZWENI – B PROJECT	33 HH	UNDER CONSTRUCTION
LUJIZWENI NO. 2 PROJECT	0 HH	UNDER CONSTRUCTION
LOWER MDUMBE SCHOOL PROJECT	6 HH	UNDER CONSTRUCTION

MGOJWENI PROJECT	11 HH	UNDER CONSTRUCTION

PHASE- 2 PROJECTS

PROJECT NAME	SCOPE OF WORK	PROGRESS STATUS
CHIBINI PROJECT	8 HH	UNDER CONSTRUCTION
KWAYALELA – KHALANDODA PROJECT	5 HH	UNDER CONSTRUCTION
CHIBINI B (MAHOYANA) PROJECT	14 HH	UNDER CONSTRUCTION
NGCOLORHA / GWALI PROJECT	20 HH	UNDER CONSTRUCTION
NGCOLORHA / MANZIMABI PROJECT	8 HH	UNDER CONSTRUCTION
MJOBENI PROJECT	27 HH	UNDER CONSTRUCTION
THEMBENI PROJECT	53 HH	UNDER CONSTRUCTION

PHASE – 2 PROJECTS

PROJECT NAME	SCOPE OF WORK	PROGRESS STATUS
COZA PROJECT	13 HH	UNDER CONSTRUCTION
PHEZUKWAMAWA/ MHLANGANISWENI	33 HH	UNDER CONSTRUCTION
DOKODELA – LUTHUBENI PROJECT	26 HH	UNDER CONSTRUCTION
CHIBINI H – MEVANA PROJECT	18 HH	UNDER CONSTRUCTION
NQAQHENI PROJECT	6 HH	UNDER CONSTRUCTION
CIBENI PROJECT	97 HH	UNDER CONSTRUCTION
	474	

PLANNED ELECTRIFICATION PROJECTS 2024/2025 FINANCIAL YEAR

THE TOTAL NUMBER OF HOUSEHOLDS PLANNED FOR **2024/2025** FINANCIAL YEAR IS **1065** HOUDSEHOLDS PENDING THE FINALISATION OF THE DMRE CONTRACT.

PROJECT NAME	WARD	SCOPE OF WORK
BELMOND PROJECT	WARD 7	126 HH
MPHIMBO PROJECT	WARD 28	30 HH
NTSONYINI PROJECT	WARD 26	15 HH
ZIXAMBUZI PROJECT	WARD 26	25 HH

NTSIMBINI PROJECT	WARD 26	30 HH
MANKOSI PHASE – 3 PROJECT	WARD 25	25HH
MDLANKOMO PROJECTR	WARD 08	30 HH
MAMFENGWINI PROJECT	WARD 08	36 HH
MOYENI PROJECT	WARD 08	91 HH
MTSHOLOBENI PROJECT	WARD 28	22 HH

PROJECT NAME	WARD	SCOPE OF WORK
NGONYAMENI PROJECT	WARD 28	26 HH
MPHANGANA PROJECT	WARD 04	95 HH
MNGAZI PROJECT	WARD 06	75 HH
MAMOLWENI PHASE – 2 PROJECT	WARD 25	58 HH
NTSIMBINI PHASE – 2 PROJECT	WARD 26	30 HH
ZULU PROJECT	WARD 28	18 HH
MAYALWENI PROJECT	WARD 28	33 HH
LUTSHINI PROJECT	WARD 08	40 HH
TYARA PROJECT	WARD 08	24 HH

DDM AND CATALYST PROJECT

The municipality reflect on The DDM as a practical intergovernment relation (IGR) mechanism, requires collerborative planning at district level by all of government and all of society,drawing leasons from earlier initiatives such as the intergrated sustainable rural development program, district level planning and implementation management support centres and respectives local govenerment 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 backlog 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 House holds 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.

Alignment with Circular 88, SOPA , SONA and Government Party Manifesto

Circular 88 seeks to address the issues of planning, budgeting and reporting guidelines Timeframes for reporting submissions in terms of SDBIP, quarters and annually. Outcome indicators, their baselines and 5-year targets should be reflected in the IDP's It also highlight the indicators that have some changes or revised through municipal consultations and from engagements via technical working groups (TWG's)

Governing Party Manifesto has sis priorities to transform economy and create jobs
Put South Africa to work
Build our industries for an inclusive economy.

BASIC SERVICE DELIVERY - COMMUNITY SERVICES

MANDATE OF THE DEPARTMENT

Community services and Public Safety Departments are the components of a basic service delivery key performance area, mandated to provide safe and healthy environment to the citizens of the municipality. The department is composed of two sections namely Community Services and Public Safety.

Community Services Section: is composed of various section namely: Waste Management and Environmental Management, Libraries and Information Services, Free Basic Services, HIV/AIDS and Communicable Diseases, Pound and Cemetery Management, Parks & Open Spaces and Amenities, and Early Childhood Development Centers.

Public Safety Section: is composed of the following units, Traffic Services, Law Enforcement, Security Services, Driving License Testing Center (DLTC), and Registering Authority (RA).

Situational Analysis

The departmental situational analysis will assess the current status quo in terms of operation, 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

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.

Project Name	Budget	Partner	Project Detail
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.
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.

Project Name	Budget	Partner	Project Detail
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 complete; Libode landfill site is operational, operational plans have been approved by the council, infrastructure has been enhanced the site is electrified with High Mast, cameras as security for security measures. The site is operated internally; yellow fleet is procured yearly, Bulldozer already delivered.

Staff Establishment

The municipality has established a sub unit called landfill unit within waste management stream.

One Landfill Administrator (permanent)

Two Weigh Bridge Controllers (permanent)

Three Landfill General Assistance (permanent)

Four security guards (private)

The municipality has contracted landfill site technical adviser for a purpose of transferring skills to the landfill personnel since the landfill site is has been recently established.

Landfill site fleet

The landfill site is operating through utilizing internal plant, though we are still in the process of acquiring more plant.

The following fleet is required to be purchased:

No	Fleet	Estimated Price	Status	Time frame
1	Landfill Compactor	R10 000 000.00		2025/2026
2	Bulldozer D7	R4 500 000.00	Purchased	2022/2023
3	Excavator	R3 500 000. 00		2025/2026
4	TLB	R2 000 000.00	Procurement stage	2023/2024
5	Water Cutter	R1 500 000.00		2026/2027
6	Tipper Truck/ Dumper truck	R4 000 000. 00	Procurement stage	2023/2024

a) Material Recovery Facility

The MRF is licensed for operations and is operated by O.R Tambo District Municipality, the Memorandum of Understanding has been signed.

Waste Transfer Station (WTS)

O.R Tambo District Municipality operates waste Transfer Station. A Memorandum of Understanding between Nyandeni LM and O.R Tambo was signed and it is operational. Waste Transfer Station is operating at Ngqeleni since May 2020. It is functional mostly as waste recovery facility.

WASTE MANAGEMENT PROGRAMMES

The municipality is currently having the following key programs under waste management which emanate from our IWMP;

- Awareness and Advocacy Programs and Projects
- Reporting of Waste information on South African Waste Information System (SAWIS)
- Recycling Program (Waste Economy)
- Greening and Beautification Programs

Awareness and advocacy programs and projects

Environmental awareness campaigners are done;

- About 24 school and community awareness campaigns on waste management By-Law and environmental management are conducted annually.
- Eradication of illegal dumping sites
- Green Wednesday initiative
- Recycling programme and separation at source

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.

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.

Greening and Beautification Programs

The municipality has a target of greening through grass cutting along the streets, planting of Indigenous trees and beautification of open spaces to minimize illegal dumping of waste.

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

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.

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	R500 000.00	2024/2025
External audit	R350 000.00	
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
1. TLB	R2 000 000.00	2024/2025
2. Excavator	R3.500 000.00	2024/2025
3. Tipper Truck	R2 000 000.00	2024/2025
4. Water Cutter	R1.500 000.00	2025/2026
5. 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	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test	Annual External audit and quarterly ground water test
Landfill site signage		R350 000.00	Installation of signage				
Construction of 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)

Staff establishment for both Libode and Ngqeleni

Post	Number	Filled	Vacant	Institution
Supervisor	02	02	0	Nyandeni LM
Team leader	02	02	0	Nyandeni LM
Truck Drivers	03	03	0	Nyandeni LM
G.As	28	28	0	Nyandeni LM
EPWP (Annual)	38	38	0	Nyandeni LM
Flood mopping EPWP	63	63	0	DEFF

Collection

Point of collection	Frequency
Libode and Ngqeleni (CBD)	Daily
Rate Payer Households	Once a week
Ngqeleni	Tuesdays
Libode	Wednesdays

Hospitals	Once a week
Canzibe	Thursday
St Barnabas	Thursday
Peri-Urban Areas (Skipbins)	When reaches its capacity
Bokleni mall	Daily
Libode Spar	Once a week on Wednesday
Mount Nicholas	Once a week on Wednesday
Libode U-save	Twice a week
Ngqeleni Boxer	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
1. Personnel Protective Clothing (PPE)	R700 000,00
2. Refuse Bags	R500 000.00
3. Waste Removal trucks hiring	R600 000.00
4. EPWP casuals	R1, 700 000.00

Challenges

Challenges	Root Cause	Recommendation
No change room for G.A	Shortage of Space	Establish change rooms
Continuos 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 maintenance plan	
Personnel protective equipment	Distributed PPEs	5m	Purchase PPE	Purchase PPE	Purchase PPE	Purchase PPE	Purchase PPE
Equipment Store room	Well equipped store room	2.5 m	Acquire space and develop desired designs	Construction of store room offices	Construction of store room offices	Develop maintenance 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 Memorandum of Agreement to facilitate and implement library and information services.

The main objective of the agreement is as follows:

- 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.

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

3. Main Public Libraries

We have two main libraries in Libode town and Ngqeleni town, Both libraries 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

4. 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
Ruze School/Community Library	08h00-16h30	Fully Operational

5. 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 initiative 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.

6. 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
Victor Poto SSS	Operational
Bajonge SPS	Operational
Zeke JSS	Operational
Pangalele SSS	Not Operational
Tutor Ndamase SSS	Operational
Gqirha JSS	Operational

Calendar of Library Activities

According International Federation 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	07	0	DSRAC
Library Assistant	01	01	0	Nyandeni LM
Library Assistant	01	01	0	DSRAC
Security (EPWP)	09	09	0	Nyandeni LM
G.As (EPWP)	03	03	0	DFFE

Operational Budget

There is a R700 000.00 subsidy grant from DSRAC

Project	Actual Budget
Maintanance	R 303 602.00
Cleaning Material	R90 000.00
Security	R170 000.00
Activities	R 136, 398.00

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				
Information centers in all wards	Established 24 information centers	R1 500 000.00	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			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
Maintenance 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.

Generally Early Childhood Development is an intersectoral collaborative approach, where each sector should contribute towards the development of a child i.e

- Social Development is responsible for the development and implementation of psychosocial programs and nutrition.
- Department of Education is responsible to provide a quality learning programs and also the development of teachers and/or practitioners. The DoE also reviews, monitor, and evaluate current policies & regulations.
- Department of Home Affairs ensures universal birth registration and strengthen mechanism on late registration.
- Environmental Health encourages all centers adhere to norms & standards as prescribed in legislative frameworks.
- Non Governmental Organisations are responsible of conducting research on the impact of the program
- Municipality is responsible for need analysis or assesment. Build Early Childhood Development Centers and approved building plans.
- ECDC Forum is responsible for overseeing the ECDCs.

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 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)
- Water tank (5000 litres)
- Ablution facility (for children & adults)
- Outdoor equipment (slide, running step, swing) all combined

Budget Allocation per Centre

Each centre is allocated an estimated amount of R1 052 588.80.

Human Capital

- Assessment Team: The municipality established an assessment committee 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 Committee (PSC): Before the construction commence, an oversight committee is established, to monitor and evaluate the progress of the project. Once the project is complete, the committee is dissolved.
- Temporary Employment: A number 30 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 28 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 052 588.795
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	
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 052 588.795
13	Ntsaka Pre-School	Ntsaka	Completed	01	2017/19	R218 753.92
14	Kamvalethu Pre-School	Mqwangqweni	Completed	01	2022/2023	
15						
16						
17	Zanobuhle Pre-School	Mhlahlane	Tender Stage	01	2023/2024	
18	Mthombo Wenceba Pre-School	Bukwini	Completed	01	2013/14	R325 663.82
19	Old Bunting	Lukhanyisweni	Tender stage	01	2023/2024	
20	Bucula Pre-School	Bucula	Completed	01	2020/21	R1 052 588,795
21	Ngqeleni Pre-School	Ngqeleni 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	Tender stage	01	2023/2024	
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	Tender stage	01	2021/22	
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	Tender stage	01	2023/2024	
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 052 588,795

ECD Centre that are not yet constructed:

There are only four (4) Wards not yet constructed

- Ward 29
- Ward 19
- Ward 17
- Ward 23

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 m ² 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 intersectoral collaborative approach on capacity building
Electricity connection	Improper planning	Electricity inclusion on the project specification
Inadequate road access to ECD	Improper planning	Register to MIG

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 equipped structure	R150 000	Pre assessment (ECDC)	Pre assessment (ECDC)	Pre assessment (ECDC)	Pre assessment (ECDC)	Pre assessment (ECDC)
Governance and capacity building	Well trained governing bodies and practitioners	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

PUBLIC SAFETY

Public Safety refers to the welfare and protection of the general public. The primary goal of the department is prevention and protection of the public from dangers affecting safety such as crimes or disasters.

This section is divided into the following Units:

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

- Enforcement of municipal by-laws
- To preserve peace and stability within Nyandeni jurisdiction
- Issuing of summons
- Escorting duties
- Execution of warrants
- Visible patrols to prevent unlicensed businesses
- Attend accidents and incidents
- Conduct stop and check

Protection & Security Services

- Safe guarding of municipal facilities, assets and personnel
- Conduct access control
- Conduct searching
- To monitor CC TV Cameras
- Conduct investigations
- Arrest offenders

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 learners 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

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 (Act 60 of 2002)
- Intelligence Services Act (Act 38 of 2004)
- National Key Point Act (Act 102 of 1980)

Community Safety Fora

Social Cluster is sitting quarterly, and the Justice Forum.

establishment of Staff

Post	Number	Filled	Vacant	Institution
Manager Public Safety	01	01	0	Nyandeni LM
Superintendent	04	03	1	Nyandeni LM
Assistant superintendent	01	01	0	Nyandeni LM
Traffic officers	05	03	02	Nyandeni LM
Examiners	06	06	0	Nyandeni LM
Law enforcement officer	04	04	0	Nyandeni LM
Principal clerk	00	0	00	Nyandeni LM
Licensing clerk	01	0	01	Nyandeni LM
Public safety clerk	01	01	0	Nyandeni LM
RA clerk	01	01	0	Nyandeni LM
E/NaTis clerk	04	04	0	Nyandeni LM
E/NaTis supervisor	02	02	0	Nyandeni LM
Security Supervisor	06	05	01	Nyandeni LM
Security officer	48	46	02	Nyandeni LM
Total				

Operational Budget

ITEM	BUDGET
Uniform	R520 000
Policing equipment	R20 000
Motor vehicle	0
Awareness campaigns	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

Challenges

Challenges	Root Cause	Recommendation
Delays in uniform delivery	Budget constraints	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

Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Building Traffic department Offices	Offices occupied and fully functional	R10 million			Plans and designs for Traffic Department offices	Construction of Offices	Continuation of construction.
VTS (Vehicle Testing Station)	Owning a functional VTS	R10 million			Acquiring land for construction.	Approval from Department of	Construction and acquiring
Vehicle Pound Centre	Construction of vehicle	R10 million			Acquiring land for	Development of designs	Commencement of

	pound centre.				constructio n.		constructi on.
Traffic Ticket Collection Bus	Owning a functional Ticket collection Bus for law enforcement.	R3 Million			Procure Traffic Ticket Collection Bus.	Procure Traffic Ticket Collection Bus.	
Road and Community Safety Campaigns	Improving Road and Community Safety	R2.4 Million		Crime Prevention Dialogue and Arrive Alive	Safety Indaba And Arrive alive	Arrive Alive and road safety campaigns	Arrive Alive and road safety campaigns

HIV/AIDS

HIV/ AIDS Unit is a unit that is more focusing on the health matters. 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.

The main objectives of the program are:

- To prevent spread of HIV /AIDS
- To discourage and decay sex before marriage
- Encourage African moral values and discipline

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

KEY PERFORMANCE AREAS

- Care and support for vulnerable groups
- Education and Capacity building (Awareness Campaigns)
- Prevention programs
 - Inkciyo program
 - Circumcision program

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

Inkciyo program

Inkciyo awareness program is an annual cultural event, which is aimed at promoting abstinence for young boys and girls. It seeks to encourage the moral regeneration. Inkciyo program is considered as a prevention strategy to reduce the number of new HIV infection.

Inkciyo program is not only focusing on virginity testing, but also on empowering young girls and boys with life skills. The Municipality has facilitated the virginity testing of more than 600 girls and 37 boys.

Statistics of Virginity Tested Girls and Boys per Ward

Ward	Number
01	00
02	00
03	20
04	20
05	10
06	30
07	20
08	10
09	10
10	10
11	00
12	10
13	10
14	10
15	10
16	10
17	00
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

Circumcision program

Male initiation is refers to a cultural practice that marks the transformation oy young men to adulthood. A program prepares young men to be responsible men in the society. The program is based on the office of the Speaker; we are also working closely with the traditional leaders through the volunteer from operation unit. Initiation program according to HIV/AIDS program is one of the prevention measures of HIV and AIDS.

As HIV/AIDS, we are responsible in making sure that awareness campaigns are conducted through Nyandeni Initiation Forum. Initiation program is dependent on HIV/AIDS votes for its operations.

Initiation awareness campaigns conducted as follows:

Dalagubha J.S.S	Ward 16	13 October 2021
Ludikidi J.S.S	Ward 23	19 October 2021
Nkunzimbini J.S.S	Ward 32	20 October 2021
Lukhuni J.S.S	Ward 27	26 October 2021
Zeke J.S.S	Ward 02	27 October 2021

Statistics of the Circumcision for winter and Summer Season

Winter

Activity	Number
Circumcision schools visited	84
Legal circumcision schools	03
Illegal circumcision	81
Legal Initiates visited	12
Illegal initiates	626
Treated on spot	28
Hospitalized	15
Amputations	03
Assaults	02
Arrests	0
Cases opened	10
Death	03

Summer

Activity	Number
Circumcision schools visited	74
Legal circumcision schools	24
Illegal circumcision schools	50
Legal Initiates visited	642
Illegal initiates	421
Treated on spot	53
Hospitalized	29
Amputations	0
Assaults	0
Arrests	0
Cases opened	04
Death	04

Operational Budget

The operational Budget is R1 050 700.00.

Project	Actual Budget	Actual expenditure annually	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
Inkciyo program	R80 000.00	R60 000.00	R20 000
Circumcision Program	R44 521.00	R35 500.00	R9 021.00

Challenges

Challenges	Root Cause	Recommendation
Circumcision Budget	Never budgeted	Provide budget for circumcision
Non seating of Local AIDS Council	Covid-19 Regulations	Revitalization of Local AIDS Council

Project prioritization plan

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
Communicable and Non-Communicable disease	Reach out to 6000 people	R500 000.00	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			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	Conduct Inkciyo and Circumcision awareness programs (reach	Conduct Inkciyo and Circumcision awareness programs (reach out 4000 young people)	Conduct Inkciyo and Circumcision awareness programs (reach	Conduct Inkciyo and Circumcision awareness programs (reach

			out 4000 young people)	out 4000 young people)		out 4000 young people)	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

An animal pound is a public facility to keep the impounded animals. The municipality has established two (2) animal pounds, namely Ngqeleni and Libode.

The Municipality impounds the following animals:

- Cattles
- Horses
- Goats
- Sheep
- Donkeys
- Mule

Our pounds receive animals from:

- Stray animals from Provincial and National roads
- Stock theft
- Stray animals that are not attended to in towns
- Detained animals from Traditional Leaders

Objectives

- Keep animals safe
- Maintain the health and welfare of animals
- Ensure environmental sustainability
- Contributes towards revenue generation
- Reduction of road accidents, that maybe caused by stray animals

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 <u>Constitution</u> 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 <u>Act 32 of 2000</u> , read with section 162 of the <u>Constitution of the Republic of South Africa Act 108 of 1996</u> , 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; colour, branding, gender, time, date and the village.
- 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 Tariffs

Approved animal pound tariffs reviewed annually:

Activities	Tariff 2023/2024	Tariff 2024/2025
Driving fee	R85	R85
Daily fee	R120	R130
Cattle, Horse, Mule and Donkey	R295	R310
Sheep & Goats	R150	R155

Existing Infrastructure

- a. Libode Pound
 - Boundary Wall
 - Inadequate Livestock Kraals
 - Inadequate Pound Keepers House
 - Inadequate ablution facility
- b. Ngqeleni Pound
 - No Pound Keepers House
 - Boundary Wall
 - Inadequate Livestock Kraals
 - Inadequate Ablution facility
 - Animal Health Control Facility

Operational Budget

Project	Actual Budget	Actual expenditure annually	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 a budget to purchase feed and medication every financial year.

Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Animal welfare	Well maintained animals	R1 333 750.00	Provision of animal feed and medication	Provision of animal feed and medication	Provision of animal feed and medication	Provision of animal feed and medication	Provision of animal feed and medication
Improve ment of facilities	Construct ion of storeroom and Office	R1.5 Million	Do specification for the storeroom and office construction	Appointment and commencement of construction.	Finalise Construction		
Libode Pound Surface d Road	Improved Access to Libode Animal Pound Facility	R5 Million	Completion of designs		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
Ngqelen i 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	Aquiring of budget for the project	Start of the project	Project completion and handing over	Operation of the services	Operation of the services
Animal Pound transport	Purchased transport	2 Million	Aquiring of budget for the project	Procurement of the services	Operation of the services	Operation of the services	Operation of the services

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

A cemetery, burial ground, gravesite or graveyard is a place where the remain dead people are buried or otherwise interred. The primary purpose of cemeteries is the dignified disposition of human remains in accordance with provincial statutes and municipal by-laws.

The municipality operates and manages two active cemeteries with the total size of 3.2 hectors at Erf1 Ngqeleni town and 2.9 hectors at Erf 92 Libode.

LEGAL 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.

Status Quo

Nyandeni local municipality is largely a rural municipality as the greater percentage of the people within the municipality still reside in the rural hinterland, however, with the increase in urbanisation, more and more people are moving into the urban area with the hope of securing a better life with access to better facilities and amenities.

The municipality has recently upgraded both Libode and Ngqeleni cemeteries via expansion through subdivision and consolidation however.

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

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

1. Application for burial: a person intending to bury 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.
2. 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 on 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 2023/2024	Tariff 2024/2025
Grave site for town dwellers	R515	R540
Grave site for people living Outside the town	R690	R720
Digging	R580	R605

Staff establishment

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

Operational Budget

Project	Actual Budget
Fencing	R1 450 000.00
Pauper burial	R40 000.00

Challenges

Challenges	Root Cause	Recommendation
Water shortage	Incosistance water provision	Have water tank for water harvesting.
No access road leading to Libode cemetery.	Improper planning	Register the project to MIG
Lack of offices, guardrooms and storages	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

Project prioritization plan

5-year project plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Security improvement	Well established security	R7 M	Fencing of Ngqeleni cemetery	Security guardroom for Libode and Ngqeleni	Side walks and paving for both Cemeteries	Office space for cemeteries	Continuation of office space construction

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, that seek to improve the livelihoods of the indigents 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 R71.73 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.
- 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 50mx50m 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 3 600 000.00	960	All Wards	Monthly
Alternative Energy	R2 475 000.00	3850	All Wards	Once-Off
Is'dima (iPAPi)	R2.2 M	5	Five Wards	Annually
Fencing	R901 600.00	32	All Wards	Once Off
Water Harvesting Projects	R74 750.00	13	07,08,09,10,11,12 & 31	Once-Off

Project prioritization plan

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
Indigent Management System	Functional system	3m	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			Commencement of using the system	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	Awareness campaign and trainings for all wards	Training of Indigent Ward Steering Committee on FBS programme	Training and Procurement of working (laptops) for data collectors	Awareness campaign and trainings for all wards	Awareness campaign and trainings for all wards
EPWP	Hire 160 for Data capturing	4.5 M	Hire 32 EPWP	Hire 32 EPWP	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	2000 beneficiaries
Isidima poverty alleviation project initiative	20x2 roomed flat, Fencing, and Water 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	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
Lack of resources to execute the work effectively (digital systems, transport)	Improper planning	Make a provision of electronic digitized equipment. Include the fieldworkers into the car allowance programs
Lack of office space	Institutional	Provisioning of office space
Provision of services to unqualified	Incredible register	Develop of credible system

PERSONNEL

- FBS Officer x1
- FBS Clerk x 1
- FBS Field Workers x2

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

DISPOSAL OF ANIMALS

The municipality disposes animals in order to enhance the revenue and recover all the costs the municipality get into as they keep the animals.

The municipality should provide proper feed and medication to impounded animals all the times that is why the municipality should have means of recovering those costs.

The municipality sells in public auction for cash animals that are:

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

Strategic objectives

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 but 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, destruction of infrastructure, bridges and houses and loss of lives.

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 minimise 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.

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 recognised 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.

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 Plant 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.

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 *xerophytes* 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.

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				
Climate Change response strategy	Climate change resilient communities	R500 000.00	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			-Continuous Awareness sessions on Climate Change.	-Planting of indigenous trees on streets. -Introduce Administration with less paper usage	-Integration of risks and projects to other departments KPA. - Development of Climate Change Plan.	-Introduce Energy Efficiency projects	Implementation of Climate Change Response 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.		-Continuous Awareness on Air Quality Management. -Develop Air Quality Management Plan	Implementation of Air Quality Management Projects

COASTAL MANAGEMENT	Integrate 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.	Continuous awareness programmes on coastal management and environmental sensitivity. EC - WFTC IP Nyandeni Coastal Facilities development.	Continuous 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)	Environmental 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
Environmental Monitoring	Improve compliance with our legislative		Training on Environmental Management Inspectorate (EMI)	Development of records for administrative enforcement	Appointment of additional enforcement officers with		

And Enforcement	framework and plans.				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 Maintenance 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	T- Illegal dumping.	T – S – Reporting on SAWIC.	T – Climate Change.	T – S – By-laws

	S – Recycling programs.	S – Awareness campaigns.		S – Complying with	
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 O . Transport Forum	W . Lack of digitalization innovations	T . Prolonged extreme Weather conditions	S . Fire arm Policy
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 . Public accessible	S . Advertisement	S . Solar powered lights	S . Policy in place

	S. revenue generation O. Sourcing of funds for Ngqeleni Eco Park.	T. Theft and vandalism O. Security personnel.	on digital platforms. O. Advertisement on public LED digital screens.	S. Greening and conservation of indigenous plants.	
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. There 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. Empowerment of Recyclers O. Recycling Buyback centers establishment	S. Established unit S. Recycling facilities available W. Shortage on personnel O. Temporally employment of operators	S. Technologically advanced W. Shortage of plant	S. Landfill site compliance	S. Operational plan and licensed Landfill
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 2023 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 on 23 May 2024.

Sector Plan	Detail
IDP and Budget 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;

Sector Plan	Detail
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.
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

Sector Plan	Detail
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 SECTION 14 OF THE LOCAL GOVERNMENT
MUNICIPAL PROPERTY RATES ACT NO. 6 OF 2004**

Resolution gazetted in the Government Gazette No.4816 dated 03 October 2022

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 28 March 2024, the Council resolved by way of council resolution number 3274, 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	0.0110
Business and commercial property	0.0152
Agricultural	0.0154
Government	0.0146
Public service infrastructure property	0.0144

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		
		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
R thousand	1										
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		698	465	432	710	710	710	317	745	779	494
Agency services		1,222	1,576	454	1,690	1,960	1,660	773	1,741	1,621	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	40,900	40,600	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	390	1,482	1,482	1,645	315	329	219
Non-Exchange Revenue	2	16,587	18,317	19,128	20,052	20,052	20,052	20,165	21,048	22,016	23,006
Property rates		-	10,624	12,391	-	-	-	7,391	-	-	-
Surcharges and Taxes		329	515	343	440	440	440	150	482	483	505
Fines, penalties and forfeits		-	41	31	125	125	125	73	132	138	144
Licences or permits		341,074	355,060	362,073	339,234	372,308	372,308	306,880	376,601	363,507	349,928
Transfer and subsidies - Operational		1,789	1,846	3,211	1,162	1,552	1,552	2,177	1,628	1,703	1,780
Interest		-	-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		(643)	(122)	(8,049)	-	-	-	-	-	-	-
Gains on disposal of Assets		4,296	2,767	4,665	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		392,976	414,379	463,654	386,916	443,481	443,481	366,827	463,404	443,722	433,413
Expenditure											
Employee related costs	2	118,799	154,135	156,674	197,797	198,737	198,737	168,474	195,609	204,048	213,161
Remuneration of councillors	2	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	8,481	4,827	10,732	12,968	12,668	4,100	10,842	11,480	11,972
Debt impairment	3	-	-	3,678	7,132	7,132	7,132	-	7,345	7,683	8,028
Depreciation and amortisation	3	39,918	50,252	57,275	61,717	61,717	61,717	-	61,717	64,556	67,461
Interest		19	33	54	-	-	-	-	-	-	-
Contracted services		41,498	30,158	43,450	90,157	130,349	130,349	42,124	94,907	91,493	92,899
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	61,227	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	326,282	369,099	604,019	662,389	662,389	222,323	663,423	611,461	622,084
Surplus/(Deficit)		77,642	88,128	94,554	(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	210,085	210,085	24,086	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 Associates		-	-	-	-	-	-	-	-	-	-
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

[illegible]

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

EC155 Nyamami - Table A/ 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	9,438	13,070	13,070	–	11,859	11,221	11,737	12,369
Service charges			–	48	255	368	368	–	129	498	–	529
Other revenue			58	8,951	131,080	7,888	9,051	604,798	4,461	31,822	31,050	32,815
Transfers and Subsidies - Operational	1	0	0	80,365	217,905	336,143	372,217	–	306,188	374,926	362,230	345,258
Transfers and Subsidies - Capital	1	–	–	13,055	53,700	173,773	210,085	–	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)	(417,286)	(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)	(87,085)	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	78,669	78,638	–	–	–	–	–
Decrease (increase) in non-current receivables			–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments			–	–	–	–	–	–	–	–	–	–
Payments												
Capital assets			(396)	(82,019)	(82,150)	(243,259)	(200,451)	–	(79,219)	(193,848)	(154,719)	(130,842)
NET CASH FROM/(USED) INVESTING ACTIVITIES			(396)	(82,019)	(80,419)	(163,690)	(221,813)	–	(79,219)	(193,848)	(154,719)	(130,842)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans			–	–	–	–	–	–	–	–	–	–
Borrowing long term/financing			–	–	–	–	–	–	–	–	–	–
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												
Cash/cash equivalents at the year begin	2		(448,119)	(169,413)	99,509	(57,799)	(93,814)	128,099	151,780	(12,167)	(31,763)	(57,002)
Cash/cash equivalents at the year end	2		196,854	301,967	347,630	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

EC100 Rydholm - Table A6 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		
		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
R thousand											
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		
		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
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		338,256	355,424	378,258	336,827	365,570	365,570	371,940	361,868	347,954
Energy Efficiency and Demand Side Management		5,150	5,569	—	—	21,313	21,313	—	—	6,943
Equitable Share		331,406	286,853	313,293	331,251	331,251	331,251	348,923	345,048	332,948
Expanded Public Works Programme Integrated Grant		—	—	—	—	—	—	—	—	—
Integrated National Electrification Programme Grant		—	—	—	—	—	—	17,850	10,900	—
Local Government Financial Management Grant		1,700	1,496	1,589	1,650	1,650	1,650	1,900	1,700	2,000
Municipal Disaster Response Grant		—	—	338	—	4,600	4,600	—	—	—
Municipal Infrastructure Grant		—	61,250	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		—	134	—	—	—	—	—	—	—
LIBRARY SERVICES		—	—	—	—	—	—	—	—	—
LIBRARY SUBSIDIES		700	558	433	700	700	700	1,619	1,619	1,674
Other transfers/grants (insert description)										
District Municipality:		—	—	—	—	—	—	—	—	—
(insert description)										
Other grant providers:		1,584	(456)	1,981	2,007	3,037	3,037	3,042	300	300
Construction, Education and Training SETA		185	252	122	—	300	300	300	300	300
Skill Development and Training		1,559	(736)	1,558	1,707	1,707	1,707	1,961	—	—
Social Housing Regulatory Authority		—	—	—	—	1,030	1,030	1,081	—	—
Other grant providers (insert description)										
Total Operating Transfers and Grants	6	340,840	355,660	382,073	339,234	372,308	372,308	376,661	363,907	346,928
Capital Transfers and Grants										
National Government:		74,699	13,446	6,999	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		74,680	3,613	—	68,891	64,294	64,294	67,772	71,000	77,204
Neighbourhood Development Partnership Grant		—	1,431	—	2,600	20,266	20,266	1,900	5,000	1,900
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 Vial Allocation		—	—	311	—	—	—	—	—	—
MEDIA LIAISON PROGRAMMES GRANT: Rev Alloc		—	—	—	—	—	—	—	—	—
Office Of the Premier Grant: Revenue Allocation		—	—	—	—	—	—	—	—	—
Other capital transfers/grants (insert description)										
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	—	—
Other grant providers (insert description)										
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	532,666	475,236	425,132

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
2022/23	R30 133 000	6.5%
2023/24	R49,285,817	8%
2024/25	R32,883,451	6%

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. However, the municipality improved in 2023/24 and met the norm of 8%.

Capital Budget spending patterns for previous years:

Year	Capital Budget	Actual Spending	Percentage
2020/21	R130 129 000	R102 185 921	79%
2021/22	R120 963 000	R111 037 545	92%
2022/23	R145 895 700	R132 402 262	91%

For the projects that are funded by MIG, the municipality spent 100% in 2022/23 financial year of the overall budget.

Percentage of salary budget (Councillors remuneration and employees cost) to operational budget

Year	Operational Budget	Salaries Spending	Percentage
2020/21	R453 788 000	R176 458 017	39%
2021/22	R440 820 837	R183 891 372	42%
2022/23	R485 125 786	R186 350 902	38%

Percentage of repairs and maintenance on total budget operational budget

Year	Total Budget	Repairs and maintenance Spending	Percentage
2019/20	R365 370 000	R7 708 464	2%
2020/21	R459 376 651	R11 087 102	2,4%
2021/22	R440 820 837	R8 359 587	2%
2022/23	R485 125 786	R11 146 436	2.3%

Percentage on Grants usage

FMG

Year	Total Budget	Amount Spent	Percentage
2020/21	R1 700 000	R1 700 000	100%
2021/22	R1 700 000	R1 700 000	100%
2022/23	R1 650 000	R1 650 000	100%

INEP

Year	Total Budget	Amount spent	Percentage
2020/21	R 5 150 000	R 5 150 000	100%
2021/22	R16 067 000	R16 067 000	100%
2022/23	R 8 000 000	R 8 000 000	100%

MIG

Year	Total Budget	Amount spent	Percentage
2020/21	R79 724 744	R79 724 744	100%
2021/22	R73 270 000	R73 270 000	100%
2022/23	R69 440 000	R69 440 000	100%

DISASTER RELIEF GRANT

Year	Total Budget	Amount spent	Percentage
2022/23	7 293 000	2 578 454	35%

The municipality could not fully spend the grant because it was transferred in May to the municipality which was only one month to the end of financial year.

LIBRARY SUBSIDIES

Year	Total Budget	Amount spent	Percentage
2020/21	R700 000	R700 000	100%
2021/22	R700 000	R700 000	100%
2022/23	R700 000	R264 614	38%

EPWP

Year	Total Budget	Amount spent	Percentage
2020/21	R1 699 000	R1 699 000	100%
2021/22	R1 716 000	R1 716 000	100%
2022/23	R1 859 000	R1 859 000	100%

CREDITORS

Creditors are paid within 30 days on receipt of an invoice as per the MFMA requirement.

FINANCIAL RATIOS (2021-22 Financial Statements)

Current Ratio

The municipality had a current ratio of 8.62, 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 8.60, 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 R606 091 at year end which is not that much material hence the Acid Test Ratio is equal to the Current Ratio.

Working Capital Ratio

The municipality had a favourable working capital of R142 273 793, however the rate of current assets to total assets was 20%, which means 80% of assets were long term in nature. This is however a small change as compared to previous year where the percentage was 83%.

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 184%. The municipality had a balance of R 11 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 and appointment of the debt collector.

Gross debtor days Ratio

The average number of day the debtors are due was 670 days. 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 41%. The collection rate is low, so 30% 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 145 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 100%. This means that the municipality is billing far more than what it is receiving from customers.

Debts written off as a percentage of total expenditure Ratio:

There were no debts written off during the year under review.

Debtors' impairment Ratio:

The ratio was 192%. 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 8.29%, 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 1206%, 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 1.74%. The long term liabilities of R6,1million is far less than the revenue of R 354,5 million, which means the municipality has sufficient funds to meet its long term liabilities.

Total debt to annual operating revenue Ratio

The ratio is 13.4%; this means the revenue sources are sufficient to cover the total debts.

Debt to cash Ratio

The ratio is 4.9%; this means the revenue sources are sufficient to cover the total debts.

Total investments to total assets Ratio

The ratio is 32% 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 R23,7 million which is 8.32% of the total expenditure cost of R 285.7 million. There has been no 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 R3 797. This equated to 0.00% of total expenditure balance of R0 of which R3 797 was written-off by the Council.

Irregular Expenditure Ratio

The municipality incurred irregular expenditure amounting to R111 789 064 during the current year. 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 composition 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 had no unspent conditional grant, all the conditional grants were fully spent.

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 than 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.

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 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 the 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.

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 R200 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 a General Valuation Roll in the Council that was held on the 27th of June 2018. That General Valuation Roll was due for implementation on the 1st of July 2018, which indeed it was implemented.

The municipality compiled a Supplementary Valuation Roll in June 2022 by and became effective in 1st July 2023.

The Municipality have the Valuation Roll and updated supplementary valuation roll, which was implemented in 2017/2018. Valuer for development of a Valuation Roll was appointed which was effective from 1 July 2018 as determined by the Minister by Notice in the Gazette for submission of project plan to MEC by municipality: Date of submission 31/03/2017 Section 81 (1B) (a).

The current General Valuation Roll was valid until 30 June 2023, however an application was submitted to the MEC: CoGTA for extension for a period of validity of the current Valuation Roll to 30 June 2024 and next valuation roll to be implemented in July 2024.

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
2024/2025	R1 598 835
2025/2026	R1 598 835
2026/2027	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 52d

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 by Council on May 2022.

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 2023.

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	18317	70%	20323	19129	94%	18580	50%
Electricity - B							
Electricity - C							
Water - B							
Water - C							
Sanitation							
Refuse	413	29%	343	591	172%	309	56%
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 expires in 30 June 2024.

T 3.25.2.

Financial Service Policy Objectives Taken From IDP									
Service Objectiv es <i>Service Indicato rs</i> (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	 (iv)	*Previous Year (v)	*Current Year (vi)	 (vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
To increase own revenue by 20% in 2027	Reviewed Integrated Revenue Enhancement Strategy by 30 June 2023	Review Integrated Revenue Enhancement Strategy by 30 June 2021	Reviewed Integrated Revenue Enhancement Strategy and submitted to Council together with budget related policies	Review Integrated Revenue Enhancement Strategy by 30 June 2022	Review Integrated Revenue Enhancement Strategy by 30 June 2023	Reviewed Integrated Revenue Enhancement Strategy by 30 June 2023	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2025	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2026	Review and Implement Integrated Revenue Enhancement Strategy by 30 June 2027

	Increased own Revenue Base by 20%	BTO implement revenue enhancement strategy collect total revenue of R38 million by 30 June 2022	BTO implemented revenue enhancement strategy and collected an amount of =R50 996 857 in this Financial year	BTO implement revenue enhancement strategy collect total revenue of R38 million by 30 June 2022	Reduce debtors book by 15% by 30 June 2023	Progresss Report on revenue collected in the year ending 30 June 2023 prepared reflecting a collection of R 44,500,207	Reduce debtors book by R5,9 million by 30 June 2025	Reduce debtors book by R5,9 million by 30 June 2026	Reduce debtors book by R5,9 million by 30 June 2027
	Compiled General Valuation Roll by 30 June 2023	Compile Supplementary Valuation Roll by 30 June 2022	Supplementary Valuation Roll was compiled, forwarded to the Council of 30 June 2022 and approved on 30 June 2022	Compile Supplementary Valuation Roll by 30 June 2022	Compile General Valuation Roll by 30 June 2023	An extention of validity of the General Valuation Roll was approved in March 2022 by the MEC for the GV to be compiled by 30 June 2024 and be	Compile Supplementary Valuation Roll by 30 June 2025	Compile Supplementary Valuation Roll by 30 June 2026	Compile Supplementary Valuation Roll by 30 June 2027

						effective from 1 July 2024. Fourth Supplementary Valuation Roll submitted to the Council for approval in the Council meeting of the 30 June 2023. The municipality appointed the Municipal Valuer to assist in compilation of General Valuation			

						Roll which will be finalised on 30 June 2024 implemented on 1 July 2024.			
To ensure effective and efficient Budget and Expenditure management	Prepared and Approved Budget for 2022/2023 by Council by 30 June 2022	Preparation and approval of Budget for 2022/23 by Council by 31 May 2022	Prepared the budget for 2022/23 and submitted to the Council for approval and approved in the Council Meeting on the 30 May 2022	Preparation and approval of Budget for 2022/23 by Council by 31 May 2022	Preparation and approval of Budget for 2022/23 by Council by 31 May 2022	Final budget for 2023/2024 prepared and submitted to the Council for approval in the Council meeting of the 31 May 2023.	Preparation and approval of Budget for 2024/25 by Council by 31 May 2024	Preparation and approval of Budget for 2025/26 by Council by 31 May 2025	Preparation and approval of Budget for 2026/27 by Council by 31 May 2026

	Prepared and submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar by 30 June 2023	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	1. C-schedule and Section 71 reports for 12 months were signed by CFO and submitted to Provincial Treasury and National Treasury as per the MFMA calendar. 2. Section 52(d) report for four quarters were tabled to the Council for adoption.	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Prepared 12 x S71 and C-schedule reports and submitted to the National by uploading on LG data portal by regulated time. 4 x Quarterly S71 reports verified and signed by the CFO and Municipal Manager and submitted to National Treasury	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	Preparation and submission Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar

			3. Section 72 report was prepared and submitted to Provincial Treasury and National Treasury. 4. 3x B-schedule were prepared tabled to the Council and submitted to Provincial and National Treasury through upload on LG Gomun Portal			by regulated time Prepared 4 x 52 (d) report and submitted to the Council and to National Treasury by regulated time. Prepared S72 report and tabled to the Council and submitted to National Treasury on the 25 January 2023.			

						Budget adjusted four times in 2022/2023 financial yearl. B-Schedule compiled and to National Treasury. B-Schedule adopted by the Council in the following dates:- 1. 29 September 2022 2. 27 October 2022 3. 28 February 2023 4. 30 June 2023			

	% of expenditure on EPWG by 30 June 2023	100% spent on EPWG,MIG,F MG,INEP, STRP(small town revitalisation programme)	Spent 100% on EPWP, MIG, FMG and INEP Grants by 30 June 2022 and expenditure reports were signed.	Spend 100% on EPWG,MIG,F MG,INEP, by 30 June 2022	Spend 100% on EPWG by 30 June 2023	The municipality has received 100% of the allocation and has spent R1, 859 000 as at 30 June 2023 translating 109% expenditure against the 2022/23 allocation of R1, 859, 000 million.	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2027
	% of expenditure on INEP Grant by 30 June 2023	100% spent on EPWG,MIG,F MG,INEP, STRP(small town revitalisation programme)	Spent 100% on EPWP, MIG, FMG and INEP Grants by 30 June 2022 and expenditure reports	Spend 100% on EPWG,MIG,F MG,INEP, by 30 June 2023	Spend 100% on INEP Grant by 30 June 2023	The municipality has received 100% of the allocation and has spent R8,000,000 as at 30	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2027

			were signed.			June 2023 translating 100% expenditure against the 2022/23 allocation of R8,000,000 million.			
	% of expenditure on FMG by 30 June 2023	Report on payment on invoices within 30 days by 30 June 2021	100% of payment of all invoices was paid within 30 days by 30 June 2022 in line with the creditors age analysis. Signed quarterly report on 100% paid compliant invoices	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2024	Spend 100% on FMG by 30 June 2023	Report on FMG spending prepared and signed with an expenditure amounting to R1,650,000 in the year ending 30 June 2023 translating to 100% of the total allocation , 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

			was prepared and signed.			total allocation has been fully spent.			
	% of expenditure on MIG by 30 June 2023	Update GRAP Compliant Asset Register by 30 June 2021	GRAP Compliant Asset register was updated by 30 June 2022.	100% Payment of all invoices paid within 30 days by 30 June 2022	Spend 100% on MIG by 30 June 2023	The municipality has received 100% of the allocation and has spent R69,440,000.00 (Inclusive of Retention) as at 30 June 2023 translating 100% expenditure against the 2022/23 allocation of R69 440 million.	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,F MG,INEP by 30 June 2027

	% payment of all invoices paid within 30 days by 30 June 2023			Update GRAP Compliant Asset Register by 30 June 2022	100% Payment of all compliant invoices received within 30 days by 30 June 2023	All compliant creditors were paid within 30 days on receipt of invoice except invoices submitted after 30 June 2023 relating to expenditu re committe d in 2022/202 3 financial year amountin g to R3,111,54 0.47 which 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			Municipal Fleet was maintained and four quarterly reports were compiled: Fuel and Oil expenditure amounts to R4 073 677 Repairs and Maintenance expenditure amounts to R1 693 057 Vehicle licensing amounts to R238541 Vehicle Tracking						
	Updated GRAP Compliant Asset Register by 30 June 2023	Implement the fleet management policy and procedure by 30 June 2021		Update GRAP Compliant Asset Register by 30 June 2022	Update GRAP Compliant Asset Register by 30 June 2023	Report prepared and signed for all asset additions. GRAP Asset Register updated as at 30 June 2023 with asset additions amounting to R96,438,950.12	Update GRAP Compliant Asset Register by 30 June 2025	Update GRAP Compliant Asset Register by 30 June 2026	Update GRAP Compliant Asset Register by 30 June 2027

			amounts R102 494						
	Number of reports compiled on insured municipal assets by 30 June 2023			Maintain Municipal fleet and compile four quarterly reports by 30 June 2022	Compile four quarterly reports on insured Municipal assets by 30 June 2023	All new assets for 2022/202 3 financial year insured with the municipal insurer. Report prepared and signed by CFO for all new assets insured.	Monitor and Report on number of Municipal assets insured by 30 June 2025	Monitor and Report on number of Municipal assets insured by 30 June 2026	Monitor and Report on number of Municipal assets insured by 30 June 2027

	Annual Report on monitoring of municipal fleet by 30 June 2023			Implement 100% of 2021/22 Procurement plan and develop procurement plan for 2022/2023 by 30 June 2022	Monitor and report on fleet management by 30 June 2023	• Fleet Register had been updated and maintained. • Fuel and oil expenditure in 2022/2023 financial year amounted to R 5,571,438 • A sum of R2,199,126 had been paid for repairs & maintenance of municipal fleet in 2022/23 financial year • 15 municipal	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

						vehicles were auctioned including 1 compacto r truck & 1 Motor Grader			
To implement and maintain a fair, equitable and cost effective supply chain management system	Number of reports prepared on the implementation of the SCM policy and submitted to Council, PT and NT by 30 June 2023	Procurement plan developed and implemented by 30 June 2021	Implemented 100% of procurement plans for 2021/2022 and prepared procurement plan for 2022-23 Financial Year	Prepare GRAP Compliance AFS for 2020/21 and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2021	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2023	Specifications on minutes have been signed, Adverts have been done, Bids and quotes register is updated.	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2025	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2026	Prepare four Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2027
	Number of reports prepared on maintained contracts register			Submit mSCOA compliance reports to both Provincial Treasury and National Treasury as	Prepare four quarterly Reports on maintenance of contracts register	2022-2023 Contract Register has been compiled, maintained and updated	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2025	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2026	Prepare four quarterly Reports on maintenance of contracts register by 30 June 2027

	by June 2023			per MFMA calendar by 30 June 2022	by 30 June 2023	with new acquisitions for the year. This update includes projects that are at WIP stage as well completed projects.			
	Report on implementation of Procurement plan for 2022/2023 and developed Procurement plan for 2023/24 by 30 June 2023	Implement 100% of 2021/22 Procurement plan and develop procurement plan for 2022/2023 by 30 June 2022	4 Quarterly Reports on Implementation of Procurement Plans prepared		Implement Procurement plan for 2023 and develop procurement plan for 2023/2024 by 30 June 2023	• Report on implementation of the procurement plan has been prepared and signed • Procurement Plan for 2023/2024 financial year prepared	Implement Procurement plan for 2025 and develop procurement plan for 2025/2026 by 30 June 2025	Implement Procurement plan for 2026 and develop procurement plan for 2026/2027 by 30 June 2026	Implement Procurement plan for 2027 and develop procurement plan for 2027/2028 by 30 June 2027

						and approved together with the budget. Awards made during the current year are as follows:- - 17 tenders awarded to projects above R200,000 - 22 awards tendered for RFQ projects. Deviations amounted to R4,973,396-88 (refer to			

						Section 52(d))			
To comply with the provisions of MFMA , norms and standard of National Treasury	Prepare GRAP compliant 2021/2022 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2022	Prepare GRAP Compliance AFS for 2020/21 and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2021	GRAP compliant 2020/21 AFS prepared and submitted to Auditor General, Provincial Treasury and National Treasury by 31 August 2021		Prepare GRAP compliant 2021/2022 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2022	2021/2022 GRAP compliant AFS prepared and submitted to Auditor General, Provincial Treasury and National Treasury by 31 August 2022. AFS roadmap compiled submitted to the Accountin	Prepare GRAP compliant 2023/2024 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2024	Prepare GRAP compliant 2024/2025 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2025	Prepare GRAP compliant 2025/2026 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2026

						g Officer and tabled to the Council.			
	Submitted mSCOA compliant reports to both Provincial Treasury and national Treasury as per MFMA calendar by 30 June 2023	Submit mSCOA compliance reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2022	Monthly and Quarterly mSCOA reports extracted from the system and uploaded to LG database portal		Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Monthly and Quarterly data strings for 2022/2023 financial year extracted from the system and successfully uploaded to LG data portal by regulated time.	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2027
<i>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 incorporated 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.</i>									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	428683	433594	466006	469222	8%
Expenditure:					
Employees	183203	216184	216700	186351	-16%
Repairs and Maintenance	8616	29416	43842	11146	-164%
Other	136181	214065	124584	169550	-26%
Total Operational Expenditure	328000	459665	385126	367047	-25%
Net Operational Expenditure	-100683	26071	-80880	-102175	126%

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	112178	168023	131952	15%	
Infrastructure assets	90313	100870	111900	19%	111900
Motor vehicles	0	22799	14462	100%	14462
Machinery and Equipment	7665	23277	1416	-441%	1416
Computer equipment		661	1376	100%	1376
Office furniture and equipment	3000	7851	1351	-122%	1351
Land and building	9200	13200	241	-3717%	241

Leased assets	0		1206	100%	1206
Computer software	2000	-635	0		0
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					<i>T 3.25.6</i>

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

Nyandeni Local Municipality depends on grants to fund Capital expenditure and the big portion of the grant is Municipal Infrastructure Grant and Disaster Response Grant. Largest Capital projects are road 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 grant funded capital expenditure and did not spent 100% operational budget due to cost containment measures and savings.

KPA 4: LOCAL ECONOMIC DEVELOPMENT

MANDATE OF LOCAL ECONOMIC DEVELOPMENT

Planning and Development Department is composed of three sections, being, Local Economic Development, Sustainable Human Settlements and Spatial and Regional Planning.

The main purpose of this Department is to accelerate economic growth of Nyandeni Local Municipality, facilitate and co-ordinate the development of sustainable human settlements and attend to all matters related to Spatial Planning and Land Use Management (Town and Regional Planning), including the implementation of Spatial Planning and Land Use Management Act

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

Nyandeni 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:-



CURRENT INTERVENTIONS PER SECTOR

a) *strategic institutional and infrastructural partnerships*

Partnership with TARDI on improving knowledge management and LED capacity
Partnership with Moses Kotane Institute 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 contrsutcion of 3 shearing sheds (Buntignville, Zixholosini and Mbhobeleni)
SLA with Ntinga O.R. Tambo Development Agency on Business Plan Development for Animal Feed Plant

b) *enterprise support*

Facilitate business development programmes through trainings and capacity building programmes
Developed and maintained database for all SMME's and Cooperatives
Facilitated access to market access for small businesses
Registered and licenced formal and informal businesses

c) agriculture

Assisted farmers with provision of production inputs (LAN) for the past years
Promoted Food Security programme (vegetable inputs to 320 destitute households)
Supported small scale farming projects (agriculture, tourism and small business projects)
Involved in Aquaculture and Oceans Economy programmes
Participate in the development Egg/Poultry production Project at ward 27

d) Tourism

Participating in tourism promotion and destination development programmes
Supporting Tourism product owners
Promoting both coastal and inland tourist attractions
Participating in Working for Coast project

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

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.

Key economic growth and development activities within LED entails: -

- I. Agriculture development.
- II. Forestry development
- III. Oceans Economy, including aquaculture development
- IV. Tourism development
- V. Small Business support and development
- VI. Partnerships for the development and growth of the economy

Operations of the Department are underpinned 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

The following Policies have been developed for Planning and Development Department and are being implemented:-

- a) LED Project Support and Funding Policy
- b) Business Licensing Policy
- c) SMME Development Policy
- d) Land Disposal Policy
- e) Policy on Prevention of unlawful occupation of Land
- f) Street Naming Policy
- g) Housing Allocation Policy

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 REVITALIZATION 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

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 Ndungunyeneni (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

SUPPORT FOR AND IMPLEMENTATION OF PUBLIC EMPLOYMENT PROGRAMMES

- Create 562 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

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

MECHANISMS FOR BUSINESS ATTRACTION

- Investment summit
- Tourism Indaba
- Grahamstown National Arts festival

The Municipality hosted an investment submit in September 2023. The investment sumit is a measure by which the municipality aims at attracting public infrastructure investment and private investment for the development and growth of Nyandeni local municipality.

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.

LED PROJECTS UNDER IMPLEMENTATION

- SMME and cooperative support and development through training
- Manage and regulate business operations through licensing
- Foster partnership with strategic institutions to promote innovation driven local economies
- Speedily processing of development applications as part of Red Tape Reduction Strategy and Ease of Doing Business
- SMME and cooperative support and development through training
- Manage and regulate business operations through licensing
- Foster partnership with strategic institutions to promote innovation driven local economies
- Speedily processing of development applications as part of Red Tape Reduction Strategy and Ease

	NGQELENI	LIBODE
COMMONAGE EXTENT	160.466 Ha (ERF 1)	1 776.35 Ha (ERF 90 + 1391)
DEVELOPED LAND	51 349 Ha	46 185 Ha
UN-DEVELOPED LAND	109. 116 Ha	1 314.49 Ha
READY FOR DEVELOPMENT	9 820 Ha	28 421 Ha

STATUS OF NYANDENI LAND CLAIMS

Project Name	Status	Option	Projected Settlement Date
Mdolozi/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

ECONOMIC PERFORMANCE AND TRENDS

GROSS VALUE ADDED BY REGION (GVA-R)

The South African economy grew by 0.6% in 2023Q2. Following the national trend, the Eastern Cape economy expanded by 0.5% in the same quarter. Compared with other provinces, the Eastern Cape contributed 7.8% towards national GDP. Five industries contracted in the second quarter; agriculture recorded the highest growth (4.0%) in 2023Q2

GROSS DOMESTIC PRODUCT (GDP) -NYANDENI LOCAL MUNICIPALITY 2022 [PERCENTAGE THE NYANDENI LOCAL MUNICIPALITY HAD A TOTAL GDP OF R 4.67 BILLION.

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.

Gross value added (GVA) by broad economic sector - Nyandeni Local Municipality , 2022 [percentage composition]

In 2022, the community services sector is the largest within Nyandeni Local Municipality accounting for R2.17billion or 51.3% 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 16.7%.
- The sector that contributes the least to the economy of Nyandeni Local Municipality is the mining sector with a contribution of R33.8million or 0.80% of the total GVA.

HISTORICAL ECONOMIC GROWTH

For the period 2022 and 2012, the GVA in the finance sector had the highest average annual growth rate in Nyandeni at 2.73%.

The industry with the second highest average annual growth rate is the agriculture sector averaging at 1.68% per year.

Construction sector had an average annual growth rate of -2.67%, while the electricity sector had the lowest average annual growth of -2.73%.

Overall a positive growth existed for all the industries in 2022 with an annual growth rate of 2.80% since 2021.

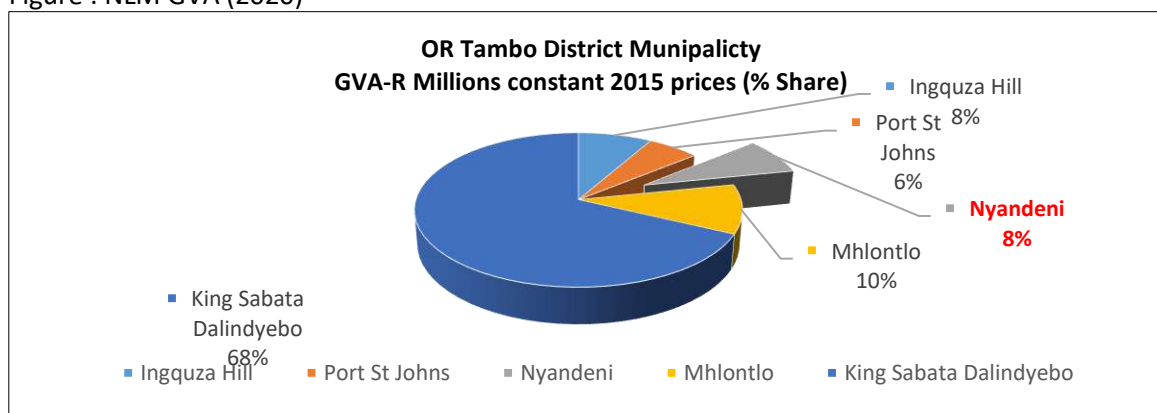
It is expected that Nyandeni Local Municipality will grow at an average annual rate of 1.96% from 2022 to 2027.

- The average annual growth rate in the GDP of O.R.Tambo District Municipality and Eastern Cape Province is expected to be 2.67% and 1.39% respectively.
- South Africa is forecasted to grow at an average annual growth rate of 1.68%, which is lower than that of the Nyandeni Local Municipality.
- In 2027, Nyandeni's forecasted GDP will be an estimated R3.77billion (constant 2010 prices) or 7.8% of the total GDP of O.R.Tambo District Municipality.

In 2020, Nyandeni 's GVA-R compared to its counterparts in the DM was approximately 8% of that of the district - when taking into consideration the GVA-R of the entire OR Tambo District Municipality.

In relation to the rest of the LMs in the district, King Sabata Dalindyebo is the only LM contributing the most to the OR Tambo DM's economy. This leaves the other four LM in the district contributing significantly smaller economic growth and development across all the economic sectors. Additionally, this confirms Nyandeni's positionality as one of the poorest and categorised under the underdeveloped local municipalities in the country, and one of the most impoverished LM in the EC.

Figure : NLM GVA (2020)



Source: ECSECC, adapted from Quantec Easy Data

Gross Value Added (GVA) by aggregated sector (primary, secondary, tertiary)

The economy of NLM is highly dependent on the tertiary sector with the most contributing industries being finance followed by general government and lastly, trade. This indicates a limited private sector presence in the economy. Another persisting challenge is about how to achieve a more equitable distribution of economic development opportunities when the greater number of the population reside in less economically developed areas and experience an ever-deepening poverty cycle, hence the need to diversify the economy so that other productive sectors can be enhanced, especially sectors that have direct impact to poverty, such as agriculture which is currently very low. This then implies a lack of local economic development initiatives in the area.

Table Gross value added at basic prices [R millions constant 2015 prices] (Nyandeni)

Industry	2016	2020	2021
Primary sector	63.01	65.64	65.24
Agriculture, forestry and fishing	19.98	21.52	22.88
Mining and quarrying	43.03	44.12	42.36
Secondary sector	443.95	395.80	411.10
Manufacturing	121.09	121.74	130.28
Electricity, gas, and water	118.06	125.02	129.79
Construction	204.80	149.05	151.02
Tertiary sector	3,952.96	4,068.27	4,239.45
Wholesale and retail trade, catering, and accommodation	751.24	702.89	734.15
Transport, storage, and communication	318.87	268.29	284.02
Finance, insurance, real estate, and business services	743.74	835.34	862.93
General government	707.42	765.03	771.21
Community, social and personal services	567,597	612,858	606,077
Total	4,459.92	4,459.92	4,459.92

Source: Quantec Easy Data, 2022

TRESS INDEX

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.

In 2021, Nyandeni's Tress Index was estimated at 68.2 which are higher than the 65.8 of the district municipality and higher than the 65.8 of the provinces. This implies that - on average - Nyandeni Local Municipality is less diversified in terms of its economic activity spread than the province's economy.

Table 3: Tress Index NLM and all Local, including NLM (2015-2021)

Local Municipality	2015	2016	2017	2018	2019	2020	2021
Ingquza Hill	67,36	67,27	67,02	67,48	67,78	68,41	68,42
Port St Johns	66,20	66,09	65,84	66,52	66,97	67,97	67,83
Nyandeni	66,61	66,40	66,33	66,90	67,18	68,60	68,16
Mhlontlo	69,29	69,10	68,98	69,78	70,28	71,34	71,17
King Sabata Dalindyebo	64,07	63,59	63,84	64,38	64,70	66,18	65,74

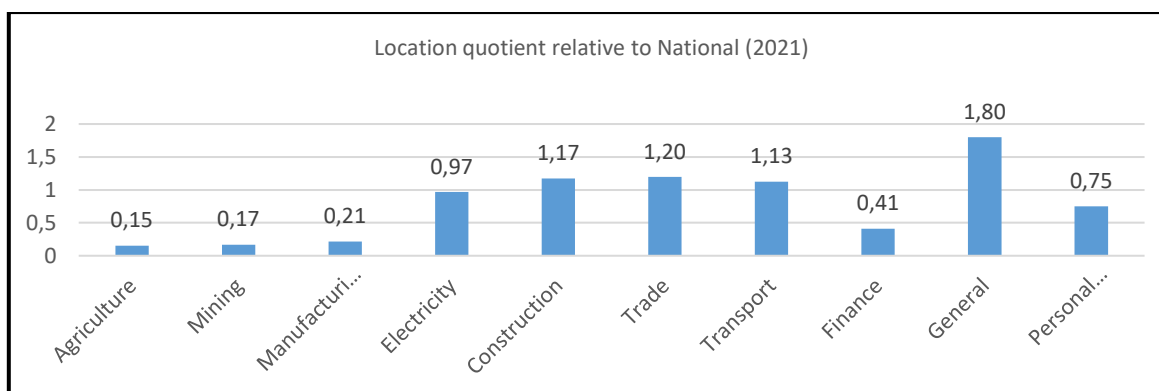
Source: Quantec EasyData, 2022

Location Quotient

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.

For 2021, NLM has a very large comparative advantage in general services. The trade sector also has a very large comparative advantage, followed by construction sector. The NLM has a comparative disadvantage when it comes to the agriculture, mining and manufacturing sector which has a very large comparative disadvantage. In general manufacturing is a very concentrated economic sector. Unfortunately, the NLM area currently does not have a lot of manufacturing activity, with an LQ of only 0.21.

Figure 3: Location quotient relative to National, 2021



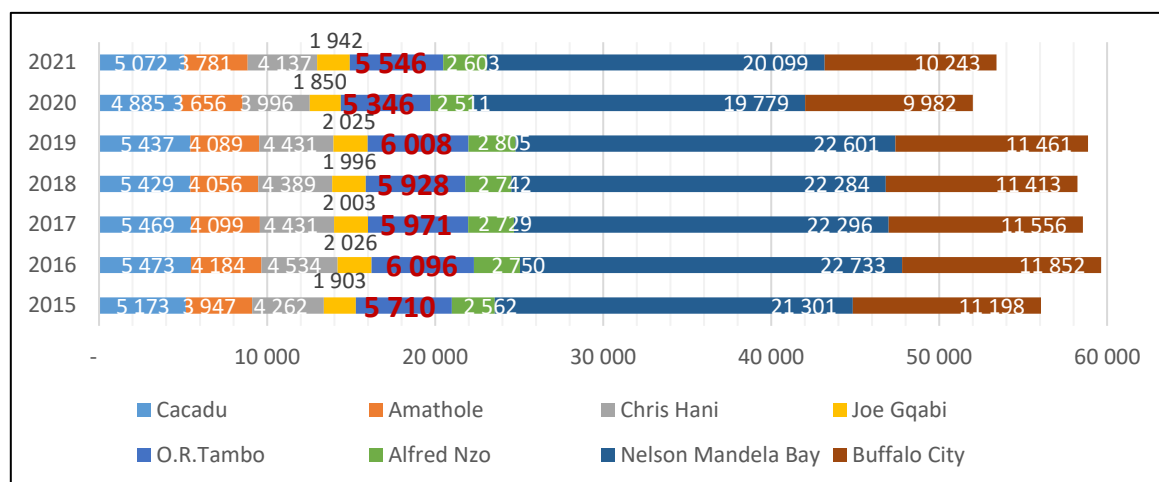
Source: Quantec Easy Data

Investment and Gross Fixed Capital Formation

Figure 4: Gross Fixed Capital Formation (GFCF) – All DMs and Metros in the EC (2015-2021)

Source: Quantec Easy Data

Table 4: Gross Fixed Capital Formation (GFCF) – All DMs and Metros in the EC (2015-2021)



GFCF - Investment (measured in R' Millions)			
OR Tambo DM and LMs	2000	2010	2021
O.R. Tambo (DC15)	995	3595	5546
Ngquza Hill (EC153)	139	503	808
Port St Johns (EC154)	53	205	330
Nyandeni (EC155)	129	510	866
Mhlontlo (EC156)	102	360	566
King Sabata Dalindyebo (EC157)	572	2019	2976

Source: Quantec Easy Data

Table 5: Gross Fixed Capital Formation (GFCF) – Nyandeni LM (2015-2021)

GFCF in Nyandeni LM (2017-2021)			
Date	O.R. Tambo DM	Nyandeni LM	% Share of GFCF in the District
2017	5971	896	
2018	5928	896	
2019	6008	916	
2020	5346	824	
2021	5546	866	

POPULATION

According to Census 2022 total population in ORTDM amounted to 1 501 701

Nyandeni LM: 304 846, making it the 3rd populous municipality after Ngquza Hill and KSD LM. Nyandeni houses 4.2% of EC population and 20.3% of ORTDM.

MIGRATION

In 2022, 431,883 people migrated into the Eastern Cape, while 2,009,859 people left the province, resulting in a net negative migration of 1,577,976.

The Census 2022 results reveal that 431,883 people migrated into the Eastern Cape, while 2,009,859 people left the province, resulting in a net negative migration of 1,577,976. (This net migration of 1,577,976 is greater than the entire population of the Northern Cape, which stands at 1,355,936 people). The implications of this migration-induced population shift are as follows:

- **Misleading Development Indicators:** The province with negative net migration may appear to have reduced poverty and unemployment levels, implying either progress in attaining development goals or success of planned actions and better strategic interventions.
- **Shift in Backlogs:** The Eastern Cape could appear to have reduced backlogs (the number of people without access to basic services), implying less pressure on social services than it actually could be if people did not migrate.
- **Budget Allocation:** Population data guide the allocation of resources to ensure that funds and efforts are directed to areas and populations where they are most needed.

POPULATION BY AGE

There is a significantly smaller share of the child population - aged 5 to 14, down by 8.5% in Nyandeni.

- Youth increased by 2.0% between 2011 and 2022.
- The adult and elderly population increased by over 20.0%.
- The area seems to be a migrant sending area, with many people leaving the area to find work in the bigger cities.
- As a result, Nyandeni has a higher aging population.

POPULATION PROJECTION

In 2022, there is a significantly larger share of young working age people between 20 and 34 (24.6%), compared to what is estimated in 2027 (22.8%). This age category of young working age population will decrease over time.

- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (35.4%) in 2027 when compared to 2022 (37.4%).

LABOUR MARKET

In 2022, the unemployment rate in Nyandeni Local Municipality (based on the official definition of unemployment) was 53.8%, which is an increase of 17.8 percentage points from 2012.

- Unemployment rate declined from 55.4% YoY.
- The unemployment rate in Nyandeni Local Municipality is higher than that of O.R.Tambo (51.7%).
- Increasing trend of the number of unemployed people in the LM.

Nyandeni Local Municipality employs a total number of 19 562 persons.

- The economic sector that recorded the largest number of employment in 2022 was the community services sector with a total of 7 314 employed people or 37.4% of total employment in the district municipality.

- The trade sector with a total of 4 115 (21.0%) employs the second highest number of people relative to the rest of the sectors.

The number of formally employed people in Nyandeni Local Municipality counted 14 200 in 2022, which is about 72.66% of total employment, while the number of people employed in the informal sector counted 5 350 or 27.34% of the total employment.

- Informal employment in Nyandeni increased from 3 900 in 2012 to an estimated 5 350 in 2022.

- In 2022 the Trade sector recorded the highest number of informally employed, with a total of 2 010 employees or 37.58% 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.

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 SA and cannot be ignored.

The number of formally employed people in NLM counted 16 996 in 2021, which is about 81.85% of total employment, while the number of people employed in the informal sector counted 3 768 or 18.15% of the total employment. Informal employment in Nyandeni increased from 2 404 in 2001 to an estimated 3 768 in 2021.

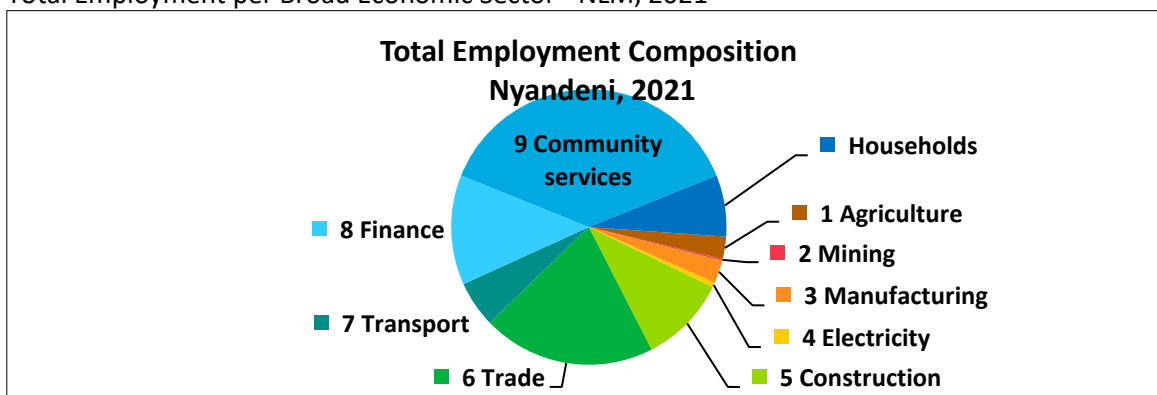
Nyandeni LM Labour Force Analysis, Employment and Unemployment

Concept	2001	2006	2011	2016	2021
Population - Total (Number)	277,715	280,179	283,268	300,656	318,751
Population - Working age (Number)	131,231	141,589	150,091	159,590	171,268
Employed - Formal and informal - Total (Number)	13,389	15,904	18,600	21,483	20,764
Employed - Formal - Total (Number)	10,985	12,093	13,580	15,986	16,996
Employed - Informal (Number)	2,404	3,811	5,020	5,497	3,768
Unemployed (Number)	15,101	19,608	17,569	20,756	23,698
Unemployment rate (Percentage)	53.00	55.22	48.57	49.14	53.30
Not economically active (Number)	102,740	106,077	113,922	117,351	126,806

Source: Quantec Easy Data

The analysis below shows that valued added sectors i.e., the primary and secondary sectors, where most job creation is expected from, only contributed less to total employment in NLM in 2021. This requires a concerted effort to diversity these sectors of the economy for employment creation and income generation to grow the local economy.

Total Employment per Broad Economic Sector - NLM, 2021



Source: IHS Markit Regional eXplorer version 2340

UNEMPLOYMENT

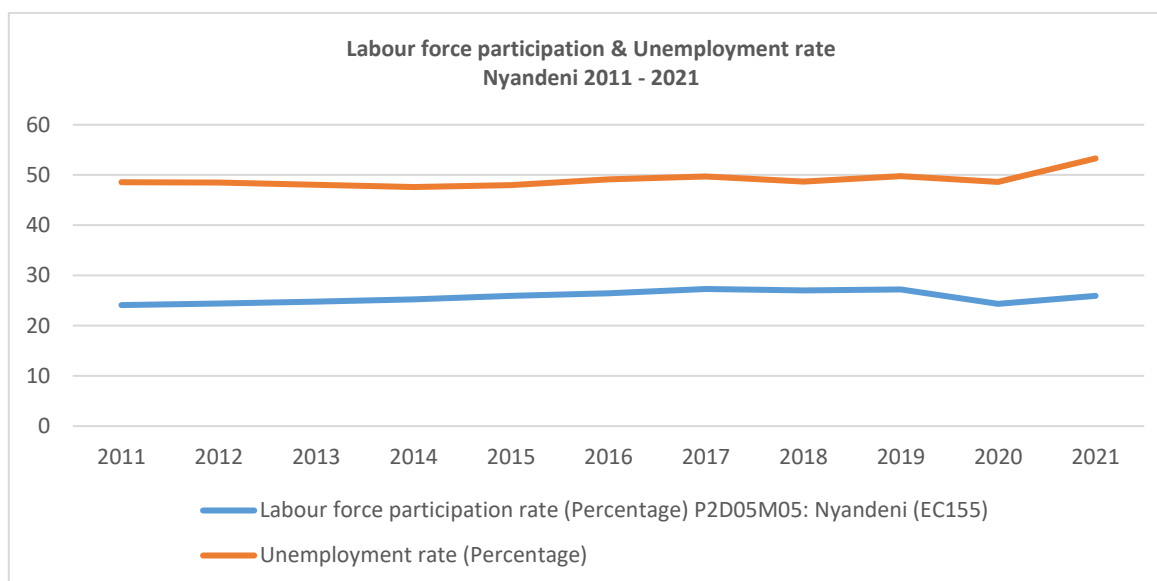
The number of people that are of working age is about 171 268 in Nyandeni in 2021 and 77,3% in 2022. As per definition, those that are of age 15 – 64 years are part of the working age population. Out of the working age group, only 25,96% are participating in the labour force, meaning 44 462 residents 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 126 806 people. Out of the economically active population, there are 23 698 that are unemployed, or when expressed as a percentage, an unemployment rate of 53.30%. Compare with other regions in the O.R. Tambo district, Nyandeni experienced increase in unemployment more than the district, reflecting a significantly low labour force participation with rising unemployment.

Table: Unemployment (official definition) - Nyandeni, O.R. Tambo, Eastern Cape and National Total, 2011-2021 [Number Percentage]

Years	Nyandeni	O.R. Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2011	13,800	74,900	487,000	4,580,000	18.4%	2.8%	0.30%
2012	14,600	79,400	509,000	4,700,000	18.4%	2.9%	0.31%
2013	15,900	86,100	540,000	4,850,000	18.5%	2.9%	0.33%
2014	17,100	91,800	565,000	5,060,000	18.6%	3.0%	0.34%
2015	17,800	95,600	583,000	5,300,000	18.7%	3.1%	0.34%
2016	19,900	107,000	636,000	5,670,000	18.6%	3.1%	0.35%
2017	23,200	124,000	718,000	5,990,000	18.6%	3.2%	0.39%
2018	25,700	138,000	782,000	6,100,000	18.7%	3.3%	0.42%
2019	29,800	159,000	885,000	6,450,000	18.7%	3.4%	0.46%
2020	32,600	175,000	964,000	6,710,000	18.6%	3.4%	0.49%
2021	37,700	202,000	1,080,000	7,470,000	18.7%	3.5%	0.50%
Average Annual growth							
2011-2021	10.56%	10.43%	8.35%	5.02%			

Source: IHS Global Insights Explorer

Figure 5: Labour force participation & Unemployment rate Nyandeni, 2011-2021



Source: Quantec EasyData, 2022

In 2021 the labour force participation rate for Nyandeni was at 25.96%, which was significantly higher when compared to the 24.10% in 2011. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2011, the unemployment rate for Nyandeni was 48.57% and increased overtime to 53.30% in 2021. This might be because of low participation in the labour market. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within NLM.

POVERTY

In 2022, there were 294 000 people living in poverty, using the upper poverty line definition, across Nyandeni LM.

- This is 22.55% higher than the 240 000 in 2012.
- The percentage of people living in poverty has increased from 79.77% in 2012 to 88.02% in 2022, which indicates an increase of 8.25 percentage points.

EDUCATION

Within Nyandeni Local Municipality, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -5.97%, while the number of people within the 'matric only' category, increased from 20,700 to 32,500.

- The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 8.46%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 3.05%.
- Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

HUMAN DEVELOPMENT

In 2022 Nyandeni Local Municipality had an HDI of 0.511 compared to the O.R.Tambo with a HDI of 0.532, 0.601 of Eastern Cape and 0.655 of National Total as a whole.

- Seeing that South Africa recorded a higher HDI in 2022 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 0.72% and this increase is lower than that of Nyandeni Local

SMART VILLAGE PROJECT

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 & Vazonienė, 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.

PESTEL

P	E	S	T	E	L
Prevalence of Socio – economic unrests in our Municipality. Standing Committee to take decisions on LED, Human Settlements and Spatial Planning matters in place. Economic and Infrastructure Cluster sits regularly. Stability on funded projects.	The Municipality has small formal economy and no growing economic sectors. The community sector, is generally a large contributor towards GVA (46%), followed by Finance (21%) and Trade (18%). Agriculture is the lowest contributor to economic output and employment at 1%	The total population has increased by 6.6% from 290 391 people in 2011 to 309 702 people in 2016 Female population – 53% Male population – 47% The Nyandeni Municipality has a large child (41.2 %), working age (53.1 %) population, while only 6 % of the population is older than 65. Infant mortality decreased to 3,7 in 2019 compared to 4,6 in 2016. Maternal mortality also decreased to 21 in 2019 compared to 115 in 2017. Increased cases of human trafficking in the tourism destinations	Broadband is currently being implemented at Nyandeni. There is poor connectivity due to persistent load shedding. There is generally great understanding of virtual platforms among key stakeholders Municipal Website currently upgraded. Lack of fully functional GIS system. Dedicated electronic filing system for spatial planning. Lack of municipal electronic billboards (lack of technological awareness).	Poor land use and planning prevails in the area, leading to soil erosion, top-soil runoff and pollution in rivers. Natural resources have not been fully utilised for tourism. Potential tourism areas such as coastal dunes forests are highly eroded. Illegal sand mining activity taking place. Non – resourced Nyandeni Disaster Management unit. Lack of Coastal Management Plan. High sea rise and sand invasion due to climate change Lack of awareness on environmental policies	Applicable laws, like BBBEE Act, the Consumer Protection Act etc are being implemented. Previously disadvantaged designated groups are mainstreamed into the economy. Consistent rejection by some Traditional Leaders to embrace other laws e.g. Spatial Planning and Land Use Management Act (SPLUMA). LED Funding policy is not restrictive only to unemployed (expose to corruption). There is no clear policy on the allocation and sales of low cost housing. Life span of temporary structures not clearly defined in the Housing

SWOT ANALYSIS

S	W	O	T
The Department has existing sector development plans e.g. Tourism Sector Plan. Strategies, Plans, Policies and By – laws have been developed by NLM to support Local Economic Development Capacity to deliver sustainable human settlements NLM has approximately 200,000ha available for farming There are four main perennial rivers that flow towards the south east: Mngazi, Mngazana, Mnenu and Mthatha.	Municipality dependent on transfers and equitable share from treasury, has a small rates base Brain drain from the Department with the movement of skilled workers to other municipalities, cities and provinces Municipal staff recruitment from outside the municipal area – defeating economic development objectives Inactive Local Tourism Organization	NLM has quite high rainfalls for agri-sector development Rich cultural and political heritage (SS Mendi Memorial) Very rich and unique bio-diversity Hluleka Nature reserve as an attraction and a number of other tourist attraction areas	Prevalence of steep land in the municipal area limits this. Poor performance of agriculture commodities due to poor, acidic soils, poor veld conditions and overreliance on subsistence farming approaches No proper infrastructure, like irrigation systems in place Lack of ablution facilities, all year round life guarding and boat launch facilities at the coast. Safety issues at beaches and in the area in general.

OTHER THREATS

- Climate change – Increased occurrence of droughts and floods could lead to loss of biodiversity, loss of habitats.
- Poor waste management leading to land and ocean solid waste contamination.
- Over-extraction of forest resources
- Unsustainable harvesting of medicinal plants
- Invasive alien plants
- Outstanding land claims at Hluleka Nature Reserve
- Backlog of unsurfaced, poor roads.
- The total population has increased by 6.6% from 290 391 people in 2011 to 309 702 people in 2016
- Female population – 53%
- Male population – 47%
- The Nyandeni Municipality has a large child (41.2 %), working age (53.1 %) population, while only 6 % of the population is older than 65.
- Infant mortality decreased to 3,7 in 2019 compared to 4,6 in 2016.
- Maternal mortality also decreased to 21 in 2019 compared to 115 in 2017.
- Increased cases of human trafficking in the tourism destinations

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

MANDATE OF GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The department's 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 three clusters are Social Needs, Economic and Infrastructure, and Governance and Administration. The IGR is convened quarterly in order to co-ordinate government work.

h) Special Programs and Social Services

This Unit is responsible for mainstreaming and initiation 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 under the Office of the Speaker, and 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 Committees.

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.

Key principle of good governance is the establishment of 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

Good governance policies

NO	POLICIES	STATUS
1.	Cost Containment Policy	Review without amendments
2.	Youth Policy	Review without amendments
3.	SPU Policy	Review without amendments
4.	Communications and Social Media Policy	Review with amendments
5.	Internal Audit Charter	Review with amendments
6.	Audit Committee Charter	Review with amendments
7.	Risk Management Policy	Review without amendments
8.	Ethics and Integrity Policy	Review without amendments
9.	Fraud Risk Management Policy	Review without amendments
10.	Whistle Blowing Policy	Review without amendments
11.	Public Participation Policy	Review without amendments
12.	Capacity Building for Councillors Policy	Review without amendments
13.	Support to Traditional Leaders Policy	Review without amendments
14.	Contract Management Policy	Review without amendments
15.	Good Governance Framework	Review without amendments
16.	Delegation Framework	Review without amendments
17.	Council Rules and Standing Orders	Review without amendments
18.	Compliance Policy	Review without amendments
19.	Business Continuity Management Policy	Review without amendments
20.	Combined Assurance Policy	Review without amendments
21.	Policy for Councillors and officials with special needs	Review without amendments
22.	Consequence Management and Accountability Policy	New Policy

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 2023-24 Review which was submitted and reviewed Cogta	All municipal departments have a role in the IDP development, should departments take time to send the required documents that affects the potential of having a strong and 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 Local Municipality 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. 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 formal representative 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) 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 and preparation of the annual budget for 2017-2022. 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 programmes. 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 committees 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. Priority 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 conducted 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. CDW are part of the Ward Based War Rooms Committees.

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 incorporated 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 Municipality 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 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 do not exist	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 Ward 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 BUDGET 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
MAYORAL IMBIZOS	Mayoral Imbizos take place regularly	Mayoral Imbizos barely find their way into Municipal Planning	Personalization of 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	Cllr Z. Nondlevu

Structure	Delegated Function	Executive Committee Member Responsible
	Military Veterans Arts and Culture	
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 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	CLlr. Mketo
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	Council Meetings sit regularly	Council Meetings pay little attention to Constituency matters	Councils Meetings tend to function as a rubber-stamp of pre-determined decisions	With greater Council Oversight, the Municipality would perform better
SEATING OF EXCO	EXCO Meetings sit regularly	EXCO is fairly new and is finding its feet	EXCO Meetings tend to rubber-stamp pre-determined decisions	With a cohesive EXCO there is an opportunity for Municipal Growth
SEATING OF SECTION 79 COMMITTEES	Section 79 Committee Sit regularly	Inability to perform their delegated functions sufficiently	- Inability to provide overarching oversight - Committees veer off their delegated Mandate	Capacity building of Cllrs
SEATING OF SECTION 80 COMMITTEES	Section 80 Committee Meetings sit according to the Council Calendar	Inability to perform their delegated functions sufficiently	- Inability to provide strategic oversight - Committees veer off their delegated mandate - Little attention is paid to the minutiae aspects of Committee Work	Capacity building of Cllrs
COUNCIL SUPPORT	- File Plan in Place - Administrative Support to Portfolio Heads Available - Personal Assistance Provided to	- Inadequate and poor use of the EDMS - Lack of Amendment of File Plan as it has gaps	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

	key Portfolio Heads • Committee Clerks Allocated to Standing Committees Provision of Transport to key Portfolio Heads for Office Use	• Lack of Synergy within Executive Support • Under-employment of existing personnel • Insufficient Training of existing personnel Over-utilization of existing transport instruments beyond the allocated function		

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 fencing 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 Yellow 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 with 200 one day old chicks, growing mash and medicine	21	Poultry project not functioning
Rainy Youth Project	Youth Project	Project supported with 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 challenges
Mathobela Military Veterans Project	5 military veterans members	Fertilize 2.3.2 (30) Fertilize Lan 50KG Benetrone 5L Insect Cypermethrin/kemprin 11t,	18	- Project production increase - More support needed
Zanokhanyo Project for disabled People	Project for disabled 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 towels (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

Sector	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	- Women do not only face 'bread and butter' issues, but are challenged with gender discrimination, unemployment, poverty, Gender-based violence,	-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

		-early pregnancy on young women	domestic violence, child abuse, HIV/AIDS.	
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.

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 miscellaneous 17. Pound Management Bylaw 18. Liquor trading hours by-law 19. Undeveloped sites by-law 20. Encroachment on property by-law 21. Public meetings 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.

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.

Key Programmes

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

Audit, risk and performance 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:

NAME	DESIGNATION	APPOINTMENT DATE
Ms. N. Ntshanga	Chair - responsible for Finance Management	January 2022 - January 2025
Mr. C Sparg	Responsible for Performance Information and Chair of Financial Misconduct Board	January 2022- January 2025
Mr. S Ntapane	Responsible Legal Matters	January 2020 (extended for 1 year from January 2023 to January 2024) Recruitment of the New committee member is in progress
Ms B. Gova	Responsible for Internal Audit and Risk Management	October 2023- September 2026

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.

The following documents has been approved by Audit Committee and Council

- Internal Audit Charter
- Audit and Performance Committee Charter
- Annual Internal Audit Plan

Progress on implementation of Audit Action Plan

The municipality has prepared the audit action plan considering the summary of the detailed findings to address the issues that Auditor General raised. The Audit Action Plan is under implementation. Below is the summarized progress until May 2024.

- (1) Property plant and Equipment: Payment to consultant not supported by sufficient appropriate evidence

On-going monitoring of invoices done during payment process by ensuring that the payment voucher is attached with with following information:-

- detailed invoice with clear description
- SLA
- BOQ talking to the invoice and payment certificate

- (2) Performance Management

All Senior Managers and Managers signed their performance agreements by regulated time.

- (3) Deviations

Deviation register prepared and updated up to May 2024.

- (4) Contract Management

- Terms of reference developed for the contract management committee and it sat on the 05th June 2024 to discuss the terms.
- Contract register updated up to the period ending May 2024.

- (5) Employee benefits –Leave provision

Leave reconciliation is done monthly and has been done up to the period ending May 2024.

(6) Fruitless and Wasteful Expenditure

- Opening balance of fruitless and wasteful expenditure was tabled to the council and referred to the MPAC for investigation and recommendations thereof, also the one for Quarter 1-Quarter 3 was referred to the MPAC and is still under investigation.
- Fruitless and Wasteful Expenditure for April and May tabled to BTO standing committee on the 13th June 2024 and will be tabled to the coming Council meeting.

(7) Inventory Consumed

- Inventory register and reconciliation prepared and updated up to the period ending May 2024.

(8) Investment Property

- Investment property register prepared and updated up to the period ending May 2024.
- A Land Surveyor has been appointed to assist on deregistration of the general plan.

(9) Payables differences

Monthly reconciliation of creditors prepared up to the period ending May 2024.

(10) Supply Chain Management

- On-going monthly monitoring is done by ensuring that all procurement is accompanied by a CSD Report. The CSD Report states the tax status, the restriction status and employment status of service provider.
- On-going monitoring is done, all service providers that have not attached and signed MDB forms are disqualified on evaluation stage
- Bids and quotes register has been updated to include column for disclosure of close family member or spouse
- All the bids are advertised in the website.
- On-going monitoring of adverts is done to ensure that they comply with SCM regulations i.e are advertised for a minimum of 30 days

(11) Deviations

- Deviation register prepared, updated up to the period ending May 2024 and on-going monitoring is done to ensure that all organs of state are not paid through deviation.

The municipality prepared AFS for 9 months and all issues raised by Auditor General regarding financial statements have been addressed. The AFS have submitted to Provincial Treasury and Internal Audit.

STAFF IMPLICATIONS :None

FINANCIAL IMPLICATIONS: None

RECOMMENDATIONS

- Committee deliberates on the report
- Committee notes the progress report 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.

KPA 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 of 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 council calendar.

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 Office 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 councilors 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 burial of animals
Municipal planning	Fencing and fences
Municipal health services	
Municipal public transport	

Part B of Schedule 4	Part B of Schedule 5
Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping Municipal public works only in respect of the needs of the municipalities Storm water management system Trading regulations Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	Licensing and controlling of undertakings that sell food to the public Local amenities Local sport facilities Markets Municipal abattoirs Municipal parks and recreation Municipal roads 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 Municipal planning Storm water management system Municipal public transport Trading regulations Local Tourism Building regulations Electricity reticulation(agency) Child Care Facilities	Cemeteries, funeral parlours and crematoria – including the DM function Cleansing Local sport facilities Municipal parks and recreation Municipal roads Pounds Public places Refuse removals, refuse dumps and solid waste disposal 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	Control of public nuisance
Electricity and gas reticulation (not authorized but included in new organizational design)	Fencing and fences
Fire-fighting services	Markets
Municipal airport	Municipal abattoirs
Municipal public transport	Noise pollution
Pontoons and ferries	
Electrification reticulation	

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 behavior;

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.

Review and adoption of the Organisational Structure

The organizational structure was reviewed and approved by Council on 30 May 2023 with Council Resolution no: 3151/30/06/2023.

The approved Organizational structure has a total number of 341 positions, 1 post not budgeted for and 323 filled posts and 17 vacant posts as at Feb 2023.

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	Administrative 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	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.

Employment equity plan

The municipality developed a new Employment Equity Plan starting from the 01 July 2021 – 30 June 2024 plan which was presented to the committee and submitted to the Acting Municipal Manager for approval.

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 6: 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	10	0	0	0	6	0	0	0	0	0	16
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	28	0	0	0	26	0	0	0	0	0	54
Semi-skilled and discretionary decision making	80	0	0	0	89	1	0	0	0	0	170
Unskilled and defined decision making	36	0	0	0	39	0	0	0	0	0	75
TOTAL PERMANENT	158	0	0	0	162	1	0	0	0	0	321
GRAND TOTAL	158	0	0	0	162	1	0	0	0	0	321

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 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 2022-23 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 performance assessment reviews for the Municipal Manager and Senior Managers for 2022/2023 to be conducted before the end of 2023-24 financial year.

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

Government in its Policy Framework for Government-Wide Monitoring and Evaluation System notes that the government major challenge is to become more effective therefore, M & E 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.

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, Councilors 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 municipality 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 Relation

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 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 .**
- ✓ The section also deals with disciplinary hearing and employee relations.

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 are 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.

COGTA has also trained six members of both labour and employer component in December 2023

b) Disciplinary Cases

The Labour Relations Officer is also responsible for handling disciplinary cases inline with the Disciplinary Procedure Collective Agreement. Disciplinary cases have been reduced from 4 cases to 1 outstanding case. Regular updates on Disciplinary cases are given in line with legislation.

c) HIV/AIDS in the Workplace

Awareness raising done through 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 exits 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 2023 with Council Resolution No.3144/30/06/2023:

NO	POLICIES	STATUS
1.	Dress code Policy	Review with amendments
2.	Harassment in the Workplace Policy	Review with amendments
3.	Internship Policy	Review with amendments
4.	Recruitment and Selection Policy	Review with amendments
5.	Transport Policy	Review with amendments
6.	Subsistence & Travel Policy	Review with amendments
7.	Relocation Policy	Review with amendments
8.	Bereavement Policy	Review without amendments
9.	Disciplinary & Grievance Policy	Review without amendments
10.	Employee Retention Policy	Review without amendments
11.	Employment Equity Policy	Review without amendments
12.	HIV/AIDS Policy	Review without amendments
13.	Human Resource Development	Review without amendments
14.	Integrated Performance Policy	Review without amendments
15.	Induction Policy	Review without amendments
16.	Personal Regulation Policy	Review without amendments
17.	Placement Policy	Review without amendments
18.	Policy in Bursary and other Forms of Financial Assistance	Review without amendments
19.	Remuneration Policy	Review without amendments
20.	Succession Policy	Review without amendments
21.	Termination Policy	Review without amendments
22.	Work Attendance	Review without amendments
23.	Overtime Policy	Review without amendments

NO	POLICIES	STATUS
24.	Leave Policy	Review without amendments
25.	Incapacity due to ill Health	Review without amendments
26.	Incapacity due to Poor performance	Review without amendments
27.	Incapacity due to Operational requirements	Review without amendments
28.	Probation Policy	Review without amendments
29.	Strike Management Policy	Review without amendments
30.	Intergrated Employee Wellness	Review without amendments
31.	Inclement Weather Policy	Review without amendments
32.	Sport & Recreation Policy	Review without amendments
33.	Policy on Policy development Guidelines	Review without amendments
34.	Career Pathing Policy	Review without amendments
35.	Organisational Development Guidelines	Review without amendments
36.	Smoking Policy	Review without amendments
37.	Private Work &Declaration	Review without amendments
38.	Alcohol & Substance Abuse	Review without amendments
39.	Scarce Skills Policy	Review without amendments
40.	Night shift and Emergency Work Policy	Review without amendments
41.	Internal Transfer Policy	Review without amendments
42.	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 fulfill 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 be affected in terms of expiry of contracts and what plan is in place to address the risk.

Status of Top Management

NAME	POSITION	STATUS	DATE OF APPOINTMENT	CONTRACT EXPIRY DATE	GENDER
Zamangwane Masumpa	Municipal Manager	Filled	1 July 2022	30 June 2027	Female
Bongani Benxa	Chief Financial Officer	Vacant			
Nomfanelo Mqoqi-Mondi	Senior Manager Infrastructure	Filled	1 July 2021	30 June 2026	Female
Nazo Gilbert Cekwana	Senior Manager: Planning & Development	Filled	1 May 2023	30 April 2028	Male
Jongikhaya Sikhuni	Senior Manager: Community Services	Filled	01 February 2023	31 January 2028	Male
Simthembile Mvunelo	Senior Manager: Corporate Services	Filled	01 January 2021	31 December 2025	Male
Slulami Vusumzi Poswa	Senior Manager Operations	Filled	21 January 2019	20 January 2024	Male

Status of Middle Management

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 Mgevane	Manager: Human Settlements	Filled	01 January 2015	Permanent	Female
Joseph Yengane	Manager: PMU	Filled	02 April 2013	Permanent	Male
	Chief Law Enforcement	Vacant	-	Permanent	
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

Name	Designation	Status	Date of appointment	Contract expiry date	Gender
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
Luyolo Sheyi	Manager: Community Services	Filled	01 Nov.2023	Permanent	Male
Asanda Mtimba	Manager: Local Economic Development	Filled	01 May 2023	Permanent	Female
Aseza Soganga	Manager: IDP	Filled	01 Nov.2023	Permanent	Female

Swot analysis

STRENGTHS	WEAKNESS
1. Adequate Policies and Procedures	1. Inadequate Implementation of PMS to employees below management
2. Qualified Staff	2. Inability to attract people from designated groups (i.e. disabled and coloured community)
3. Competitive Remuneration	3. Insufficient Training Budget especially for the unemployed
4. Implementation of Individual PMS for Senior Managers and Managers	4. Turnaround time to finalise disciplinary hearings is sometimes long
5. Low Staff Turnover	5. Turnaround time to fill vacancies at Senior Management level and at entry level is long.
OPPORTUNITIES	THREATS
1.New COGTA Regulations on Municipal Staff helps in standardization of HR Practices	1. Rising Personnel Expenditure
2. SALGA Support on matters relating to Institutional capability and resilience	2. Risk of Fire on Municipal Properties
3. Proximity of Nyandeni LM to Mthatha (KSD LM) enhances Talent Management	

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.

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
- Employee Wellness
- Occupational Health & Safety

Other HRM responsibilities

- The section is responsible for **Employment Equity**, the organisation of **training and 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

Human Resource Development

The municipality has managed to host 8 experiential trainees for a period on 12 months which is funded by TETA.

1 Trainee funded by Arika Tikkum Services through the Youth Employment Services (YES) for a period of 12 months.

1 Trainee funded by Westcol Technical College for a period of 18 Months .

Currently we have 66 participants from the Cleaning & Mopping program funded by Department of Forestry ,Fisheries and the Environment for a period of 12 months which commenced on the August 2023 –June 2024

The Municipality in partnership with DFFE has issued an advert for 10 participants with Environmental qualifications to partake in a Youth program ,the programme will run for a period of 12 Months ,the participants will be housed by the municipality .

Organisational structure

- The Organisational Structure was last reviewed with changes in the 2023/24 financial year;
- The structure **has 344 posts**. As at 30 Jan 2024, **312 post were filled, 25 posts vacant funded and 4 posts unfunded**. The **vacancy rate is at 9%**.

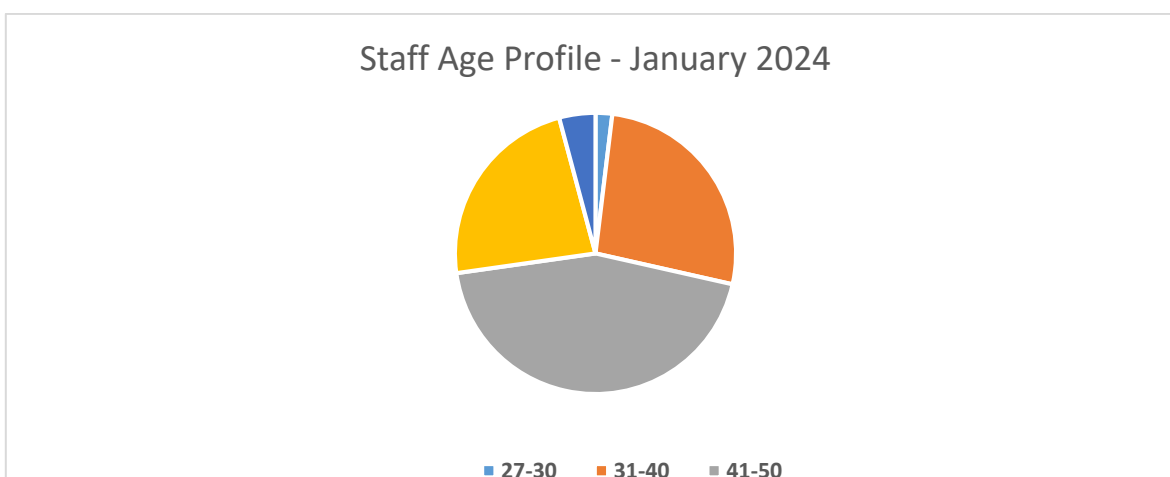
The table below depicts the employee statistics according to departments:

Status quo of staffing as at Jan 2024

Department(s)	Total No. of Posts	Filled Posts	Funded Posts	Vacant	Unfunded vacant
Municipal Manager	36	32	3		1
Budget &Treasury Office	34	31	3		0
Corporate Services	52	47	4		1
Planning &Development	17	14	3		0
Infrastructure Development	36	33	3		0
Community Services	76	74	2		0
Public Safety	90	81	7		2
Total	341	312	25		4

Status quo age profile

Birth Period	1994-1997	1984-1993	1974-1983	1964-1973	1959-1963	TOTAL
Age (years)	27-30	31-40	41-50	51-60	61-65	
No. of Employees	6	83	138	72	13	312
Percentage	2%	27%	44%	23%	4%	100%



Staffing at senior management level

Post Description	Current Status (Filled / Vacant)	Date of Appointment	Nature of Employment	Duration of the Contract
Municipal Manager	Vacant	N/A	Contract	3 Years
Chief Financial Officer	Vacant	N/A	Permanent	N/A
Senior Manager: Infrastructure Development	Vacant	N/A	Permanent	N/A
Senior Manager: Operations	Vacant	N/A	Permanent	N/A
Senior Manager: Corporate Services	Filled	01 January 2021	Contract	5 years
Senior Manager: Community Services	Filled	01 February 2023	Contract	5 years
Senior Manager: Planning & Development	Filled	1 May 2023	Contract	5 Years

WORKFORCE MOVEMENT – AS AT JAN 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	2	0	0	0	0	2	2	0	0	0	0	2	4
Retirements	0	0	0	0	0	0	3	0	0	0	0	3	3
Other	1	0	0	0	0	1	0	0	0	0	0	0	1

Personnel expenditure (past 5 years)

FINANCIAL YEAR	2019/20 (Actual)	2020/21 (Actual)	2021/22 (Actual)	2022/2023 (Actual)	2023/24 (Budget)
PERSONNEL EXPENDITURE					
PERSONEL EXPENDITURE (INCL. COUNCIL)					
TOTAL OPEX					
% PERSONNEL EXPENDITURE TO OPEX					
% PERSONEL EXPENDITURE (INCL. COUNCIL)					

Employment Equity

The Employment Equity compliance report for the period between 01 October 2022 and September 2023 was compiled and submitted to the Department of Labour & Employment as required. The current our Employment Equity Plan is coming to an end in June 2024 and due for review

Employment Equity Report as at sept .2023

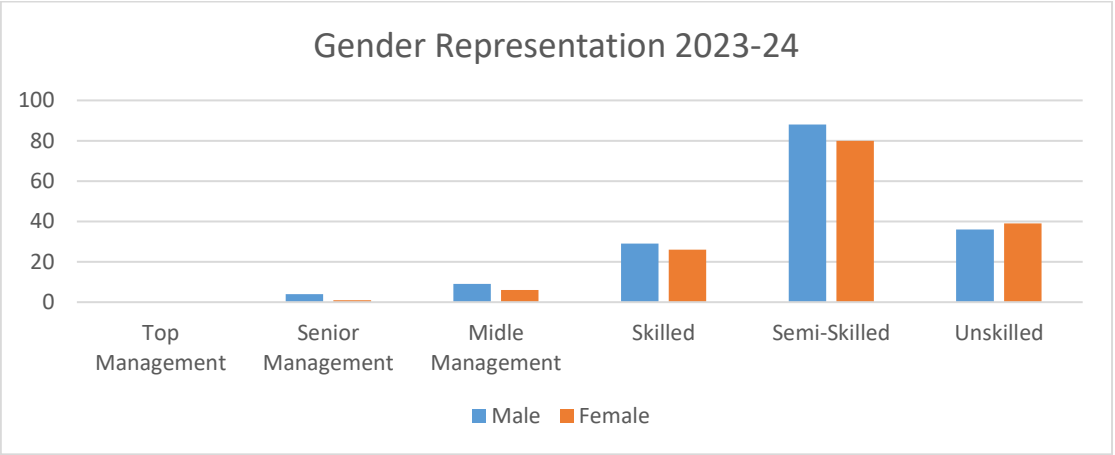
OCCUPATIONAL LEVEL											
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	4	0	0	0	1	0	0	0	0	0	5
Professional qualified and experienced specialist and mid management	9	0	0	0	6	0	0	0	0	0	15
Skilled technical and academically qualified workers, junior management, supervisors, supervisors, and superintendents.	29	0	0	0	26	0	0	0	0	0	55
Semi-skilled and discretionary decision	88	0	0	0	79	1	0	0	0	3	168

Unskilled and defined decision making	36	1	0	0	39	0	0	0	2		76
	166	1	0	0	155	1	0	0	2	3	319

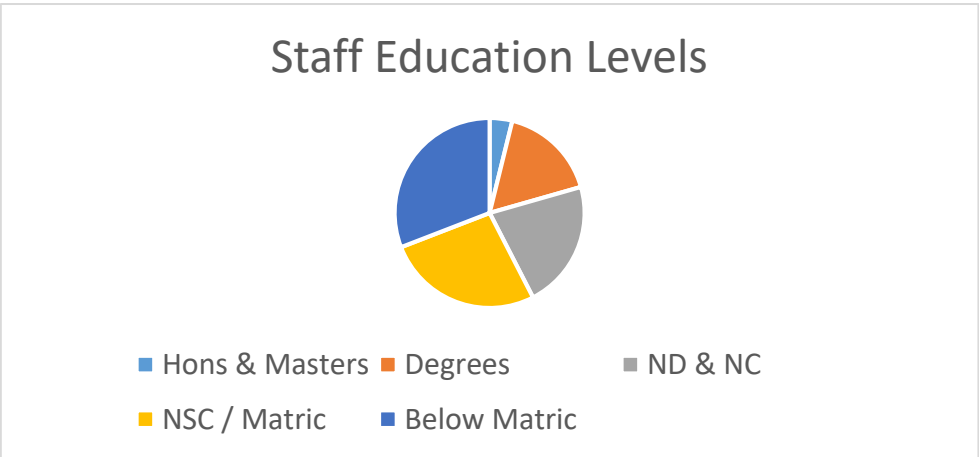
EMPLOYMENT EQUITY REPORT- DISABILITY AS AT OCT(2022-SEPT 2023)

OCCUPATIONAL LEVEL			
	Male	Female	
Top Management	0	0	0
Senior Management	0	0	0
Professional qualified and experienced specialist and mid management	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, supervisors, and superintendents.	0	0	0
Semi-skilled and discretionary decision	0	1	1
Unskilled and defined decision making	2	2	4
	2	3	5

Gender Representation as at Sep 2023



Staff education levels



CHALLENGES

- 1. Turnaround Time to fill strategic and critical posts
- 2. Turnaround time to deal with IOD cases

ICT GOVERNANCE

- ✓ ICT Steering Committee is in place and meets quarterly to assess; constituted by 1 rep from each dept. and the independent chairperson;
- ✓ Independent chair appointed for the period 1 September 2023 – 31 August 2026;
- ✓ The municipality will review the ICT Governance Framework during 2023-2024 financial year.
- ✓ With the advice of the IT Steering Committee, the municipality has **adopted a risk-based approach in managing ICT systems.**
- ✓ Municipality has developed **operational risk register 2023-2024 financial year to identify events that could pose a threat in achieving section's goals.**
- ✓ ICT Steering Committee is in place and meets quarterly to assess; constituted by 1 rep from each dept. and the independent chairperson;
- ✓ Independent chair appointed for the period 1 September 2023 – 31 August 2026;
- ✓ The municipality will review the ICT Governance Framework during 2023-2024 financial year.
- ✓ With the advice of the IT Steering Committee, the municipality has adopted a risk-based approach in managing ICT systems.
- ✓ Municipality has developed operational risk register 2023-2024 financial year to identify events that could pose a threat in achieving section's goals.

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.

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 IT 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.

ICT Strategic Plan reviewed approved on the 12th July 2021. ICT Strategic Plan assists to enable and ensure alignment between ICT and the municipality's strategies and priorities. There are challenges that were identified during the ICT strategic plan input session; that include poor and unreliable network connectivity, old infrastructure, Inefficient/ lack of tools of trade, outsourced ICT services e.g. email services and outdated Microsoft server software. The implementation is at 77%.

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. The committee is chaired Mr. Maphanga Thembelani who is an Independent Chairperson and possess the required ICT expertise and experience, this is 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 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



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 Municipality	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 Municipality	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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c) ICT and Administration Policies

The following ICT Governance policies were developed, reviewed and adopted by council on 30 June 2023 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 Governance	Review without amendments
2.	ICT risk management	Review without amendments
3.	ICT vendor and SLA management	Review without amendments
4.	Change control management	Review without amendments
5.	ICT security Management Policy	Review without amendments
6.	User account management	Review without amendments
7.	ICT asset management	Review without amendments
8.	Business and ICT continuity	Review without amendments

NO	POLICIES	STATUS
9.	Data backup and restore	Review without amendments
10.	ICT capacity planning and availability	Review without amendments
11.	Incident and problem management	Review without amendments
12.	Bring your own device	Review without amendments
13.	Telephone management policy	Review without amendments
14.	Facilities and environmental control	Review without amendments
15.	Internet, Email and Intranet	Review without amendments
16.	Records Management policy	Review without amendments
17.	Acquisition of computer equipment	Review without amendments
18.	Acceptable use of computer equipment	Review without amendments
19.	New System rollout	Review without amendments
20.	Configurations and Setup Policy	Review without amendments
21.	ICT Project Management Policy	Review without amendments
22.	ICT POPI Compliance Policy	Review without amendments
23.	Cellphone Policy	Review without amendments
24.	Customer care	Review without amendments
25.	POPI Compliance Policy	Review without amendments

d) Internal Municipal Network

Currently our municipality has upgraded the network connectivity within its own existing buildings through Vodacom business network connectivity. 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.

e) 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.

f) ICT Security Management

Firewall management: There is a network firewall installed and being monitored daily and reviewed weekly. Our environment has not been attacked during this financial year.

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 cleared and no computers were put on quarantine.

Patch management: There is a dedicated server for windows updates. Updates are monitored weekly. Patches are not tested before they are dispatched. This poses a risk because new patches must be tested to determine whether they won't cause any errors in production environment. There is a server created for testing of patches.

User awareness workshop was conducted on ICT security policies so that users are made aware of all security risks. g) 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. The department has disposed unsuccessful job applications as per the approved disposal authority from Provincial Archivist.

h) SWOT Analysis

STRENGTHS	WEAKNESS
1. Functional ICT Steering Committee	1. Internet Downtime still a challenge
2. Good relations with stakeholders	2. Poor environmental controls
3. Strong commitment from the municipality to support ICT initiatives	3. Insufficient budget for Training of Staff and other ICT Requirements
4. High Level of Staff Commitment	4. Poor Records Management
OPPORTUNITIES	THREATS
1. New technology can enhance municipality operations (e.g. fibre link along R61)	1. Increasingly sophisticated security risks and threats
2. Support from SALGA	2. Constant Changing of ICT Technologies
	3. Risk of Fire on Municipal Properties
	4. Risk of Litigations due to non-compliance with new legislation (e.g. POPI Act)

ICT DISASTER RECOVERY

- ✓ A progress report on implementation of ICT risk actions is reported to the ICT Steering and Risk Management Committees quarterly.
- ✓ Plan was last reviewed in 2020-2021. The ICT Strategic Plan assists to enable and ensure alignment between ICT and the municipality's strategies and priorities;
- ✓ The implementation strategies and actions is at 77%.
- ✓ The ICT Strategic Plan review session was conducted on the 1st and 2nd of November 2023;
- ✓ This review will be finalised by 30th June 2024.

ICT AUDIT

- ✓ During 2022-2023 financial year, there were no material findings from external audit by AGSA.
- ✓ Internal Audit Unit has not performed an audit for 2022-2023 financial year.

WIFI BROADBAND

- ✓ Nyandeni LM has been identified as one of the pilot sites to rollout broadband infrastructure Phase 2;
- ✓ USAASA pledged to install 30 hotspots with possible beneficiation of local SMMEs and work opportunities when rolling-out this project.
- ✓ The number of hotspots has since been increased to 65 and are spread all over the municipal jurisdiction;
- ✓ Physical verification of sites have been done and BBI is now installing infrastructure;

RECORDS MANAGEMENT

- ✓ 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.
- ✓ Following the introduction of mSCoA, the municipality had to implement a three-phased approach on rolling out EDMS although the system is not in use.
- ✓ Management has committed to implement strategies to ensure that the EDMS is used.

MAINTENANCE OF OFFICE BUILDINGS AND TOWN HALLS

- ✓ The Dept. is responsible for minor repairs and maintenance of these buildings;
- ✓ Procurement process to restore buildings that were affected by disaster is continuing;
- ✓ Major renovations are done with the assistance of Infrastructure Department;
- ✓ The company to extend Libode Offices has been appointed;
- ✓ The process of appointing a company for the major renovation of Traffic Building did not yield results due to prices that were far beyond budget.

ICT & ADMINISTRATION CHALLENGES

CHALLENGES	STRATEGIES TO DEAL WITH CHALLENGE
1. Poor Network Connectivity	Explore the connection of all municipal buildings to the fibre broadband infrastructure once the R61 line becomes active.
2. Lack of water in both towns	Provide alternative water source (i.e. boreholes)
3. Poor Records Management	

PROGRESS ON ISSUES RAISED IN THE PREVIOUS STRAT PLAN

ISSUE RAISED	TIMEFRAME	PROGRESS REPORT
1. Provision of alternative energy in municipal facilities	2023-24	The generator for Ngqeleni was advertised and there was no response
2. Poor network connectivity	2023-24	The service provider was appointed, but has since disappeared after the inception meeting
3. 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 wifi 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

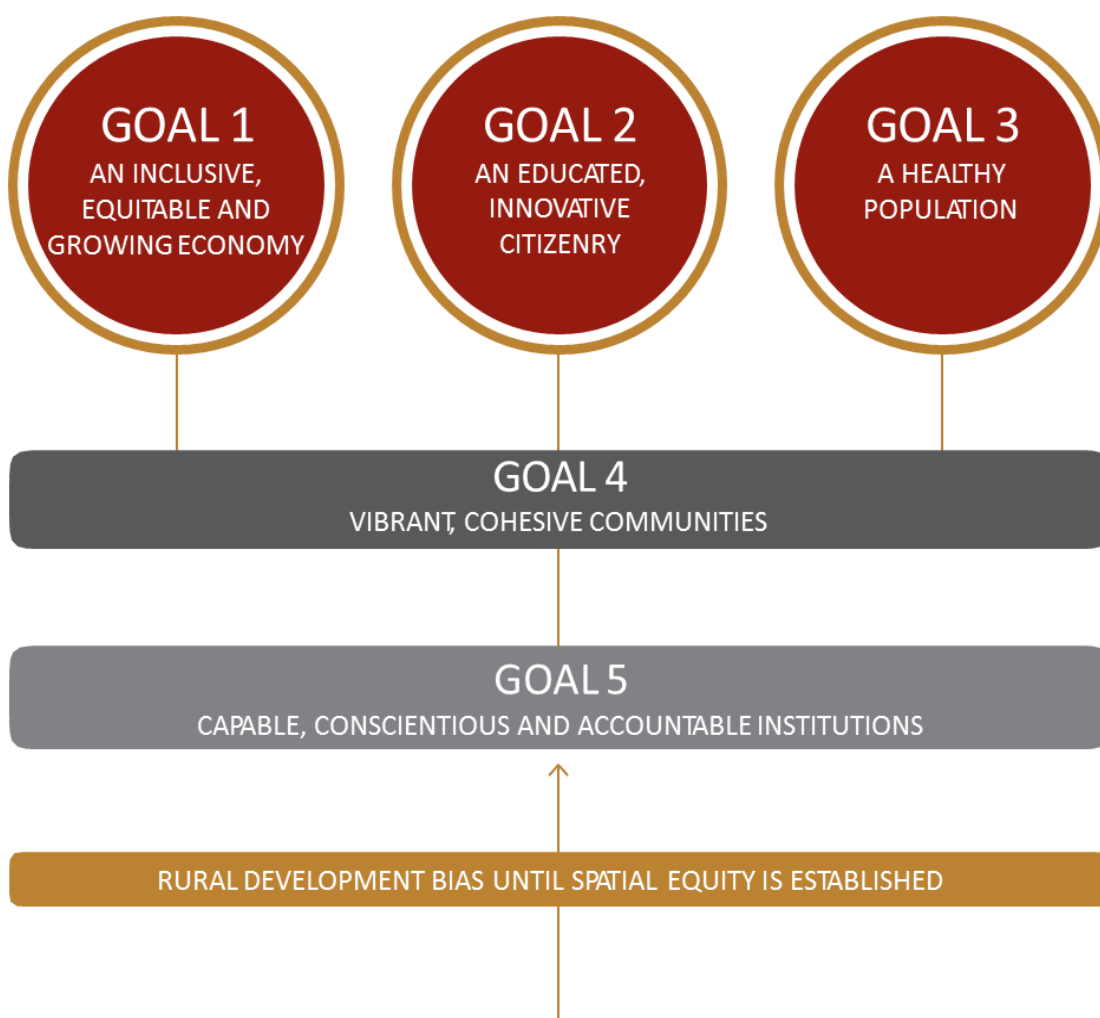
THE FUTURE OF NYANDENI

PLANNING THE FUTURE OF NYANDENI LOCAL MUNICIPALITY VISION 2030 DEVELOPMENT PLAN

Nyandeni Local Municipality has adopted a long term plan envisioning the future herewith referred 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).

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).

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 degradation¹ 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, AghiSA, 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 enjoyment**

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

SPATIAL PLANNING, LAND USE MANAGEMENT AND HUMAN SETTLEMENTS SCORE CARD

Strategic focus area	5 year objective	Objective number	Municipal strategies	Outcomes indicator 5 years	Output indicator 2022-2023	Output indicator 2022-2023	Output indicator 2023-2024	Output indicator 2024-2025	Output indicator 2025-2026	Output indicator 2026-2027
Integrated Human Settlement	Provide access to 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 by 30 June 2024			Construction of 171 low cost housing units	Construction of 200 low cost housing units	Construction 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	BSD 06	Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Report on number of housing units delivered by Municipality in partnership with Department of Human Settlements by 30 June 2023	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 2025	Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2026	Conduct 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	BSD 06	Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Number of housing consumer education awareness	Conduct four housing consumer education awareness		Conduct four housing consumer education awareness	Conduct four housing consumer education awareness	Conduct four housing consumer education awareness

	partnership with department of Human settlements by 2027				campaigns conducted by 30 June 2023	campaigns by 30 June 2023		campaigns by 30 June 2025	campaigns by 30 June 2026	campaigns 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 settlements by 2027	BSD 06	Provide access to decent human settlements	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 2025	Conduct two Capacity Building Workshops for Councillors on Disaster Management and Housing Policies by 30 June 2026	Conduct two Capacity Building Workshops for Councillors on Disaster Management and Housing Policies by 30 June 2027
Housing and Community Facilities	Promote access to community facilities		Provide social community Facilities	Increase access to social facilities	Number of Community Halls constructed by 30 June 2024			16,25,29,12,31,02 ,10,22,30,9,1,14,2 3,26,32,13,7,21	In Ward 16,25,29 &12	In ward 31, 02,10,22
Housing and Community Facilities	Promote access to community facilities		Upgrade 2 existing Sport Fields	Increase access to social facilities	Number of Sport fields upgraded by 30 June 2024		2 Sport field Facilities	21	Ngqeleni Sport Field ward 21	Detailed Design Reports for the sport field to be upgraded
Promote occupational health	Ensure compliance on all projects		Provide health and safety to all projects	Improve health and safety compliance within the Municipality.	Annual Occupational health and		Annual report developed on Occupational	In all projects		

and safety compliance					safety by 30 June 2024		(Health and safety)			
Promote public participation in all projects	Community involment in project implementation by 2023		By involving communities in developmental projects(instructional social facilitation)	Decentralised public relations through stakeholder participation	Annual ISD report developed by 30 June 2024		Annual report developed on ISD (instructional social development)	In all projects		
Spatial Planning and Land use Manageme nt	To provide Intergrated spatial planning, land use management and built environment by 2027.		Property Development of Vacant Sites	New township established at Bhekizulu with 500 sites by 30 June 2024	Completed township establishment application				Establish New township at Bhekizulu by 30 June 2026	Completed township establishment
Spatial Planning and Land use Manageme nt	Spatial Planning and Land use Management by 2027	BSD 12	Efficient land use management and improved functionality of towns	Urban development of nodal towns	Completed Ngqeleni Urban development Design			Develop Ngqeleni Urban Design Framework by 30 June 2026		
Spatial Planning and Land use Manageme nt	Spatial Planning and Land use Management by 2027	BSD 12	Efficient land use management and improved functionality of towns	Urban development of nodal towns	Completed Libode Investment Plan					

Spatial Planning and Land use Management	Spatial Planning and Land use Management by 2027		Efficient land use management and improved functionality of towns	Mapped and geo-referenced municipal projects and infrastructure	Plotting of maps in order to have a spatial view of all municipal projects and infrastructure			Establish a fully functional ArcGIS system (Version 10+)		
Spatial Planning and Land use Management	Land Survey and Mapping by June 2028		Improved Property boundary management and real estate integrity	Approved S.G diagrams for all properties	Better determination of property boundaries and pegs. Registration of Subdivisions at the Surveyor General office			Redetermination of pegs in both towns by June 2025		Redetermination of pegs in both towns by June 2027
Spatial Planning and Land use Management	Spatial Planning and Land use Management by 2027		Improved Geo-referencing	Ease of navigation and accessing of Nyandeni towns and settlement areas	Installation of street name poles with street name numbers by June 2024					Installation of street name poles with street name numbers by June 2027
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	BSD 12	Property Development of Vacant Sites	Increased Property Revenue Base by 30 June 2027	New township established (Ngqeleni 100 site) by 30 June 2023				Township establishment of Ngqeleni 100 middle Townshipincome Township establishment by 30 June 2026	Approved Township establishment of Ngqeleni 100 middle income housing by 30 June 2027

Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built environment by 2027.	BSD 12	Administration of development planning applications.	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	BSD 12	Regulate, Control and comply with regulations on building standards	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	BSD 12	Regulate, Control and comply with regulations on building standards	Compliant Building Structures by 30 June 2028	Monitoring report on Construction of buildings in compliance with approved building plans by 30 June 2024			Monitoring 100% building structures constructed in compliance with building regulations and standards by 30 June 2025	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

Building Control	Compliance with Built Environment Norms and Standards by 2027	BSD 12	Regulate, Control and comply with regulations on building standards	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
Building Control	Compliance with Built Environment Norms and Standards by 2027	BSD 12	Regulate, Control and comply with regulations on building standards	Compliant Building Structures by 30 June 2028	Number of approved As built plans for municipal buildings by June 2024					
Building Control	Compliance with Built Environment Norms and Standards by 2027	BSD 12	Regulate, Control and comply with regulations on building standards	Increased Public awareness for building plan submission	Increase in the number of building plans submitted to the municipality by June 2024					

BASIC SERVICE DELIVERY

INFRASTRUCTURE DEVELOPMENT SCORE CARD

Focus Area	5 Year Objective	Objective Number	municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	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 Mngwangwen i 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	4,24,20,2,13,16.9,26,24,15,22,17,4,22,30,26,27,3,19,1,3,28,31,19,25	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 ,Mhlongwana to Nomcamba ward 19

Focus Area	5 Year Objective	Objective Number	municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
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 ,Mbhobhele ni to Bungu A/R Ward 27, Nkanini AR ward, ward 11	Ngolo to Nzuluka A/R Ward 05, Dalaguba to Deep Level Ward 16, Lusizini to Cwele A/R. Ward 19	...
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	50	7,19,3	(Bolotwa to Chunu A/R, Mpendle A/R, Mthomde A/R,Coza A/R,Rolini	(Bolotwa to Chunu A/R 5KM, Coza-Mlomo A/R 6,5 km,	Routine maintenance of 34km of Access Roads	Routine maintenance of 60km of Access Roads	Routine maintenance of 60km of Access Roads

Focus Area	5 Year Objective	Objective Number	municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					by 30 June 2025				A/R,Thungwini A/R,Mahahane A/R,Mcuku A/R ,Lusizini & Cwele A/R	Thungwini A/R= 4km, Mcuku A/R 4,5 km, Lusizini and Cwele A/R 4,5 ,Noxojwayo 5km, Belmont A/R 4,5KM)			
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 Of 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 Mangwaneni ward 14	Libode CBD and Ngqeleni CBD, Dontsa to Mangwaneni 14	Libode CBD and Ngqeleni CBD, Dontsa to Mangwaneni	

Focus Area	5 Year Objective	Objective Number	municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
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	02		...	Manteinance of Langakazi A/R	Manteinance of Langakazi A/R	Maintenance 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	02		...	Manteinance of Sofia A/R	Manteinance of Sofia A/R	Maintenance 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	02		...	...	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 participation in all projects	Community involment in project implimentatio n by 2023		By involving communities in development al projects(	Decentralise d public relations through	Annual ISD report developed by 30 June 2025		Annual report developed on ISD (instutional	In all projects		Annual report developed on ISD (instutional	Annual report developed on ISD (instutional	Annual report developed on ISD (instutional	Annual report developed on ISD (instutional

Focus Area	5 Year Objective	Objective Number	municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			institutional social facilitation)	stakeholder participation			social development)			social development)	social development)	social development)	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 Phase 2 , 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 Egori, 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 ,	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 Phase 2 ward 25,	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	

Focus Area	5 Year Objective	Objective Number	municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
										.24h/h Mankosini Phase in ward 26, 24h/h in Ntsimbini ward 26, 55 Zixambuzi in ward 26			

COMMUNITY SERVICES SCORE CARD

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Environmental and Waste Management	Increased waste collection by June 2027	BSD 01	Progressive and Sustainable waste collection services	Increased access to refuse removal	Number of waste tons collected from 600 households by 30 June 2025	BSD 01 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	Improved waste recycling by June 2027	BSD 02	Provision of enabling environment for domestic waste recycling	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.	BSD 01 KPI 4	Two-recycling facilities	Ward 7 and 21	100 tons diverted to recycling	100 tons diverted to recycling	100 tons diverted to recycling	130 tons diverted to recycling	150 tons diverted to recycling

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Word	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Environmental and Waste Management	Ensure effective integrated environment and waste management To provide and maintain safe and healthy environment by 2027		Compliance with Environmental and Waste Management Legislative Framework	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

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Environmental and Waste Management	Final approved Climate Change Adaptation Strategy by 2027	BSD 03	Compliance Climate Change Bill of 2023	Improved response and resilience from climate change impacts	Approved Situational Analysis on Climate Change Adaptation Plan by 30 June 2025	BSD 01 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 support access to libraries and information services	BSD 04	Improved functionality of Libraries and Information services by 2027	Number of library activities conducted by 30 June	Established book clubs, Number of Information Centres,-	BSD 01 KPI 8	50% of wards are having library and information services. Two		1. Conduct 5 library activities annually 2. Establish 5 Book Clubs 3. Establish 5 information centers	1. Conduct 5 library activities annually 2. Establish	1. Conduct 5 library activities by 30 June 2025. 2. Establish	1. Conduct 5 library activities annually 2. Establish 5	1. Conduct 5 library activities annually 2. Establish 5

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024 /2025)	Indicator Number	Baseline	Ward	2022/2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027
	es by 2027.			e 2027. Number of Book clubs established by 30 June 2027	established ,measure user access to municipal libraries,Library activities, Support local writers by 30 June 2025 Updated library user register by 30		main Libraries, 4 modular Libraries, 1 school/community library and 10 school libraries .			sh 5 Book Clubs 4. Assess functionality of the 5 information centers by 30 June 2025	lish 5 Book Clubs 4. Establish 5 information centers	Book Clubs 4. Assess functionality of the information centers	Book Clubs 4. Establish 5 information centers

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024 /2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					June 2025								
Early Childhood Development Centres	Establish one ECDC in every ward by 2027.	BSD 05	Provisioning of conducive and adequate Early Childhood Development Centers	Well established and adequate Early Childhood Development Centers	Number of Early Childhood Development Centers constructed (ward 02,28,09 &30) by 30 June 2025.	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

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Public Amenities and facilities	Ensure minimum of 5 functional public facilities in the two towns by 2027.		Improve facilities and revenue generation from our facilities	Number of improved public facilities and well established facilities by 2027	Number of Municipal facilities renovated by 30 June 2025		Two Sport field Libode and Ngqeleni				Renovate 01 municipal facility (Libode Sport-Field) by 30 June 2025		
Public Amenities and facilities	Improved public access and utilisation of social and comm	BSD 06	Improve utilisation from our facilities	percentage of utilisation of public facilities	Number of dwellers with access to public amenities.		2 Pounds, 2 Cemeteries, 1 sports field and 1 Eco-Park, 1		1. Construction of Libode and Ngqeleni cemetery guard room 2. Fencing of Ngqeleni Cemetery 4.	1. Construction of Libode and Ngqeleni Cemetery	1. Libode Pound Building, 2. Ngqeleni Pound Building, 3.	Guard rooms for Ngqeleni and Libode Pound, Purchasing of Pound	1. Extension of Libode Eco-park.

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	unity facilities by 2027.						Landfill site.		Construction of 4ECDC.	Guardroom 2. Construction of Libode Admin offices. 3. Libode Landfill Site, Ablutions and Fencing. 4. Erection of signages in 2 facilities	Erection of signages in 2 facilities.	Fleet, Extension of Ngqele ni Cemetery Construction of 3 ECDC	

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
HIV/AIDS & Health Related Matters	To contribute towards reduction & the spread of communicable and Non communicable diseases by 30 June 2027	GG 11	To establish support groups and provide socio economic support	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, 2.Non-communicable and communicable, 1 Inkciyo programme, 1 school awareness programme.			1. Establish 02 support groups 2. Assess functionality of the active support groups	1. Establish 02 support groups by 30 June 2025. 2. Assess functionality of the active support groups	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	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					Number of initiation campaigns conducted by 30 June 2025 Number of local AIDS Council convened by 30 June 2025		3. 16 Initiation awareness campaigns 4. Sitting of quarterly Local AIDS Council, by 30 June 2025.			4. Quartely sittings of Local Aids Council	3. Number of initiation campaigns conducted by 30 June 2025 4. Quartely sittings of Local Aids Council	4. Quartely sittings of Local Aids Council	4. Quartely sittings of Local Aids Council

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Free Basic Services	Increase access to free basic services and improve quality of life of indigent by 2027.	BSD 02	Increase the percentage of credible indigent beneficiaries.	1. Percentage of new indigent beneficiaries. 2. Implementable electronic indigent register	1. Number of beneficiaries provided with alternative energy by 30 June 2025. 2. Implementation of social relief service, 3 Implementation of	BSD 02 KPI 9	1. One Isidima project done at Ward 19 2. 3840 beneficiaries of coupons 3. 1664 Gas combo energy provided.		1. Planning of Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy	1. Implementation of 4 Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy	1. Implementation of 5 Isdima Projects 2. Provision of electricity coupons 3. Provide 1664 households with alternative energy Gas Combo	1. Implementation of 4 Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy	1. Implementation of 4 Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024 /2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					Isdima project.		32 wards provided with 13 water tanks and 32 households fenced.				by 30 June 2025		
			Increase percentage of credible indigent beneficiaries.	Increased number of credible indigent beneficiaries	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		

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
				. By 30 June 2027									
Public Safety & Security	To promote public safety by 2027	BSD 08	Implementation of road safety programme	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
Public Safety & Security	To Reduce crime by 5-10% every year.	BSD 08	Ensure Municipal By - Laws are enforced and adhered to by the public	Compliance of law and order by June 2027	Number of by-laws enforced by 30 June 2025	BSD 04 KPI 62	20 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 20 Municipal By - Laws by 30 June 2025	Enforce 20 Municipal By - Laws	Enforce 20 Municipal By - Laws

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Public Safety & Security	To promote public safety.	BSD 09	Ensure road and Community safety	Compliance with National Road Traffic Act and regulations	Number of awareness 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	To promote public safety.	BSD 10	Ensure road and Community safety	Compliance with National Road Traffic Act and regulations	Number of reports compiled on road accidents recorded by		New target		Report Annually on number of accidents recorded	Report Annually on number of accidents recorded	Report Annually on number of accidents recorded by 30	Report Annually on number of accidents recorded	Report Annually on number of accidents recorded

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					30 June 2025						June 2025		
Public Safety & Security	To Reduce crime by 5-10% every year.	BSD 08	Proper implementation of Municipal Security Management Plan and Policy	Safe and secure municipal assets and maintenance of law and order by 30 June 2027	Council adopted external security risk assessment by 30 June 2025	BSD 04 KPI 63	Security Management Plan and Policy are developed. Municipal assets are guarded		Monitor implementation of Security Plan	Monitor implementation of Security Plan	Conduct Annual Security Risk Assessment by 30 June 2025	Monitor implementation of Security Plan	Monitor implementation of Security Plan

FINANCIAL VIABILITY SCORE CARD

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator(5 year indicator)	Indicator Number	Output Indicator (2024/2025)	Baseline	Ward	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027
Revenue Management	To increase own revenue by 20% in 2027	FV01	Review and implement Intergrated Revenue enhancement strategy	Increase own Revenue Base by 20%	FV01-KP 1	Report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2025	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 2027
			Increase collection of municipal debt	Reduction of debtors book	FV01-KP 2	Percentage of debtors book reduced by 30 June 2025	Debtors Book amount to R41, 430 million at 30 June 2023		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 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 2025	General valuation roll in place		Supplementary Valuation Roll by 30 June 2023	General and Supplementary Valuation Roll	Supplementary Valuation Roll by 30 June 2025	Supplementary Valuation Roll by 30 June 2026	Supplementary Valuation Roll by 30 June 2027
Expenditure management	To ensure effective and efficient Budget and Expenditure management	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 2025	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 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	FV01-KP 5	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA by 30 June 2025	Complied with MFMA statutory reporting in 2022/2023		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	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA calendar

				Council, Provincial Treasury and National Treasury as per MFMA calendar									MFMA calendar
				% 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 2022/23		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 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 2027

Asset management	To ensure proper management of municipal assets	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 2025	2022/2023 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 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 2025	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 2027
			To enhance internal controls measures in terms of managing Municipal Fleet.	Fully functional and available municipal fleet to enable departments to function	FV01-KP 10	Quarterly Report on monitoring of municipal fleet by 30 June 2025	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 2027

				effectively by 30 June 2023									
Supply Chain Management	To implement and maintain a fair, equitable and cost effective supply chain management system	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 2025	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 2027

			Strengthen administration of contract management	Proper monitoring of contracts by June 2027	FV01-KP 12	Reports on maintained contracts register by 30 June 2025	Contract register is kept and maintained		Four quarterly Reports on maintenance of contracts register by 30 June 2023	Four quarterly Reports on maintenance of contracts register by 30 June 2024	Four quarterly Reports on maintenance of contracts register by 30 June 2025	Four quarterly Reports on maintenance of contracts register by 30 June 2026	Four quarterly Reports on maintenance 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 2025	Procurement plans developed and implemented in 2022/2023 financial year		Quarterly reports on the implementation of Procurement plans by 30 June 2023	Quarterly reports on the implementation of Procurement plans by 30 June 2024	Quarterly reports on the implementation of Procurement plans by 30 June 2025	Quarterly reports on the implementation of Procurement plans by 30 June 2026	Quarterly reports on the implementation of Procurement plans by 30 June 2027

Financial Reporting	To comply with the provisions of MFMA, norms and standard of National Treasury	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 2024	GRAP AFS submitted to AG by 31 st August 2023.		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 2025/2026 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2026

			Implement integration of MSCOA into the system as per Treasury requirements	Compliance with MSCOA by 30 June 2027	FV01-KP 15	Quarterly mSCOA compliant reports to both Provincial Treasury and national Treasury as per MFMA calendar by 30 June 2025	SCOA implementation plan is in place		Four Quarterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Four Quarterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2024	Four Quarterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Four Quarterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quarterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2027

LED SCORE CARD

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	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 (incl. EPWP, CWP and other related employment programmes) by 30 June 2025				Create 1782 work opportunities through Public Employment Programmes by 30 June 2023	Create Hundreded 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 131 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			
		LED 03		Percentage of the labor force classified as unskilled or low-skilled by 30 June 2027	Number of individuals connected to apprenticeships and learner ships through municipal interventions by 30 June 2025				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
	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 2025				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
		LED 07			Number of Licenced businesses in				Licence 200 businesses in Libode and	Licence 200 businesses in Libode and	Renew 200 business license in Libode and	Renew 200 business license in	Renew 200 business license in

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					Libode and Ngqeleni by 30 June 2025				Ngqeleni by 30 June 2023	Ngqeleni by 30 June 2024	Ngqeleni by 30 June 2025	Libode and Ngqeleni by 30 June 2026	Libode and Ngqeleni by 30 June 2027
		LED 08			Average number of days taken to process building application of 500 square meters or more by 30 June 2025				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
					Number of the container park to assist small business and Hawkers by 2025							developing a container park which will assist small business and Hawkers by June 2025	
		LED 09			Number of members of SMME's and Cooperatives provided with capacity building by 30 June 2025				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
		LED 10			Number of Incubator Business supported with the aim establishing, creating a positive balance sheet and				Identify and create a database of SMME'S that have potential by 30 June 2025.	Provide specific capacity building for the identified by 30 June 2030		Provide support of Business incubator with the aim establishing, creating a	

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
					sustainable business by June 2025							positive balance sheet and sustainable business by 30 June 2026	
Building diverse And innovation-Driven local economies	Foster growth Of diverse and Innovation-driven Local economies That contribute to Overall economic Development			Increase in the number Of innovative businesses And industry within the Local economies	Percentage increase in the establishment of technology parks, innovation hubs and incubators							Establish innovation hubs to facilitate collaboration among local businesses and startups.	
	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 hectares supported with production inputs by 30 June 2025			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	Support the planting of 1500 hectares of fields with production inputs as a feeder to Animal Feed Plant 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
		LED 12			Report on Execution of Animal Feed Processing plant Implementation Plan by 30 June 2025			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
		LED 18			Number of small scale projects supported with inputs and equipment by 30 June 2025			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	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 (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
										by 30 June 2024			
		LED 19			Number of households supported to plant vegetable gardens by 30 June 2025			All wards	Support "One household, one food garden" programme with seeds and seedlings for 320 households by 30 June 2023	Support "One household, one food garden" programme with seeds and seedlings for 320 households by 30 June 2024	Support "One household, one food garden" programme with seeds and seedlings for 320 households by 30 June 2025	Support "One household, one food garden" programme with seeds and seedlings for 320 households by 30 June 2026	Support "One household, one food garden" programme with seeds and seedlings for 320 households by 30 June 2027
				Improved food security and agrarian reform programmes by 30 June 2027	Number of hectares supported with production inputs by 30 June 2025						Support the planting of 1500 hectares of fields with production inputs (fertilizer) as a feeder to Animal Feed Plant by 30 June 2025		
	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 2025				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
		LED 21			Number of tourism product owners provided with marketing services by 30 June 2025				Provide marketing services to fifteen (15) tourism	Provide marketing services to fifteen (15) tourism	Provide marketing services to fifteen (15) tourism product owners by 30 June 2025	Provide marketing services to fifteen (15) tourism	Provide marketing services to fifteen (15) tourism

Strategic Focus Area	5 Year Objective	Objective Number	Municipal Strategies	Outcomes Indicator (5 years)	Output Indicator (2024/2025)	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
									product owners by 30 June 2023	product owners by 30 June 2024		product owners by 30 June 2026	product owners by 30 June 2027
		LED 22			Number of lifeguards recruited and assigned along six municipal beaches on seasonal basis by 30 June 2025				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 assign 34 lifeguards along six municipal beaches on seasonal basis by 30 June 2026	Recruit and assign 34 lifeguards along six municipal beaches on seasonal basis by 30 June 2027
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive growth and development	LED 23	Participation on Eastern Seaboard Development Programme	Improved development on 17 Municipalities participate on Eastern Seaboard Development by 30 June 2027	Number of Eastern Seaboard Development Work streams participated on by 30 June 2025		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 Eastern Seaboard Development Work stream by 30 June 2026	Participate in Eastern Seaboard Development Work stream by 30 June 2027
Tourism /Socio - Economic development	To develop and grow tourism and blue economy for inclusive growth and development	LED 24	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 Career Exhibitions on Maritime Studies hosted by 30 June 2025		Provincial oceans economy master plan in place			Host one Career Exhibition on Maritime Studies in one coastal school by 30 June 2024			

GOOD GOVERNANCE SCORE CARD

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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	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 2025	GG 01 KPI 03	Process 100% of all Received petitions	All	Attend all complaints and petitions received and Update complaint registers 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 Speaker's 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 are conducted annually	All	Conduct 1 IDP & Budget Public Hearing by June 2023	Conduct IDP & Budget Public Hearing and 2 Mayoral Imbizo's (mid year and annual report) by June 2024	Conduct IDP & Budget Public Hearing and 2 Mayoral Imbizo's (mid year and annual report) by June 2025	Conduct IDP & Budget Public Hearing and 2 Mayoral Imbizo's (mid year and annual report) by June 2026	Conduct IDP & Budget Public Hearing and 2 Mayoral Imbizo's (mid year and annual report) by June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 strengthen effective and efficient performance 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 2025	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 strengthen effective and efficient performance 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 ordinary special executive committee meetings convened by 30 June 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 strengthen effective and efficient performance 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 ordinary and special Council sittings convened by 30 June 2025	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 strengthen effective and efficient performance 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 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 strengthen effective and efficient performance of council by 30 June 2027	Provide Cllrs with accredited capacity building programs	Improved Governance and decision making by June 2027	Number of Capacity Building programmes provided for Councillors by 30 June 2025	GG 02 KPI 12	Six capacity building interventions 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 strengthen effective and efficient performance 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 Section 79 committee meetings convened by 30 June 2025	GG 02 KPI 13	Section 79 committees in place (women's caucus, 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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	
Municipal Planning	To provide Integrated 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 by 30 May 2025	GG 03 KPI 14	IDP for 2022/2023 was adopted by Council in May 2022	All	Conduct annual IDP and Budget review for 2022/2023 Financial year 2023	Conduct annual IDP and Budget review for 2022/2023 Financial year 2024	Conduct annual IDP and Budget review for 2025/26 Financial year by May 2025	Conduct annual IDP and Budget review for 2022/23 Financial year 2026	Conduct annual IDP and Budget review for 2022/23 Financial year 2027	
	To provide Integrated 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 2024 (for 2024/2025 financial year)	GG 03 KPI 15	Strategic planning held for IDP development review for 2022/2023 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 Integrated municipal planning by 2027	Community Satisfaction Survey	Improved community satisfaction level by 30 June 2027	Number of satisfaction survey conducted by 30 June 2025	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 Integrated 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 2025	GG 03 KPI 17	One IGR fora convened in the 2021/2022 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 Integrated 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 2025	GG 03 KPI 18	Convened four(4) economic and infrastructure development Cluster in 2021/22	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 (3) economic and infrastructure development Cluster by 30 June 2025	Convene three (3) economic and infrastructure development Cluster by 30 June 2026	Convene three (3) economic and infrastructure development Cluster by 30 June 2027	
	To provide Integrated 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 30 June 2025	GG 03 KPI 20	Convened three Social transformation cluster meetings in 2021/22	All	Convene four (4) Social transformation cluster meetings by 30 June 2023	Convene three (3) Social transformation cluster meetings by 30 June 2024	Convene three (3) Social transformation cluster meetings by 30 June 2025	Convene three (3) Social transformation cluster meetings by 30 June 2026	Convene three (3) Social transformation cluster meetings by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 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 2025	GG 04 KPI 21	SDBIP for 2023/24 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 2023/24 Audit by 30 November 2024	GG 04 KPI 22	Received unqualified audit opinion with matters (2022/23 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 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 regulations,norms and standards by June 2027	Compilation of MFMA section 52(D), S72, S121 and Section 46 reports by 30 June 2025	GG 09 KPI 038	Reports have been compiled for 2023/24 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 performance	management oversight through audit report by June 2027	Number of management committee meetings convened by 30 June 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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	
Communication, publicity and marketing.	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Marketing and branding of municipality through print and electronic media.	Community that has easy access to information and active involvement in the municipal affairs by 30 June 2027	Number of installed signage, fleet, facilities and key service nodes by 30 June 2025	GG 05 KPI 019	1. Marketing and branding is ongoing 2. municipal fleet and facilities are branded with old logo	All	1. Install signage to key service nodes 2. brand municipal assets to be inline with logo and vision by 30 June 2023	1. Install signage to key service nodes 2. brand municipal assets to be inline with logo and vision by 30 June 2024	1. Install signage to 50% municipal facilities and key service nodes by 30 June 2025 2. Brand all municipal fleet and facilities inline with corporate identity by 30 June 2025	1. Install signage to key service nodes 2. brand municipal assets to be inline with logo and vision by 30 June 2026	1. Install signage to key service nodes 2. brand municipal assets to be inline with logo and vision 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 municipality through print and electronic media	Community that has easy access to information and active involvement in the municipal affairs by 30 June 2027	Upload municipal publications by 30 June 2025		Municipal information publicised on media platforms and website				Upload all municipal publication on Social Media platforms and Website by 30 June 2025			

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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	
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 newsletters by 30 June 2027	Number of newsletters produced and published and distributed by 30 June 2025	GG 05 KPI 021	4 quarterly newsletters 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 maintainance of a litigation register by June 2027	Updated litigation register submitted to council quarterly as part Section 52 (d) by 30 June 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 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 2025	GG 04 KPI 016	Contract management 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	
	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 2025	GG 04 KPI 017	20 By-laws gazetted	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 (20) Municipal By-laws by 30 June 2026	Review twenty (20) Municipal By-laws by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 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 2027	Reviewed System of Delegations and Standing Rules and Orders by 30 June 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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	
Internal Audit Services	To strengthen internal controls by 30 June 2027	Conduct assurance and consulting audits	Guided internal Audit Unit and Audit Committee functioning through approved annual audit committee charter, annual internal audit charter and annual internal audit plan by June 2027	Reviewed Internal audit committee charter, internal audit charter and developed internal audit plan and submitted to Audit committee by 30 June 2025	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. 2. Develop risk based internal audit plan for 2024/25 FY and submit to management and Audit Committee for approval by June 2025.	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2026	Review Audit Committee Charter, Internal Audit Charter and Internal Audit Plan and submit to audit committee by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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	
Internal Audit Services	To strengthen internal controls by 30 June 2027	Conduct assurance and consulting audits	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 2025	GG 06 KPI 023	Conducted 14 Audits in 2022/23	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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	
Internal Audit Services	To strengthen internal controls by 30 June 2027	Provide support to oversight structures.	effective and efficient 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 2025	GG 06 KPI 024	6 Audit committee meetings held in the 2022/23 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 INSTITUTIONALISE 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 2025	GG 07 KPI 025	Risk management profile, risk management charter and risk management framework for 2023/24 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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 strengthen 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 2025	GG 07 KPI 026	Fraud 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 strengthen 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 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 strengthen 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 management meetings convened by 30 June 2025	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 4 risk management committee meetings by 30 June 2026	Convene 4 risk management committee meetings by 30 June 2027	
Mainstream Vulnerable groups	To promote equity and inclusiveness of vulnerable 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 2025	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	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 inclusiveness of vulnerable 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 2025	GG 010 KPI 043	Supported three children programmes	All	Support two children programmes by 30 June 2023 (Back to school & Christmas gifts)	Support two children programmes by 30 June 2024 (Back to school & Educational Toys)	Support three children programmes by 30 June 2025 (Back to school, National Children's day & Educational Toys)	Support three children programmes by 30 June 2026 (Back to school & Educational Toys) and National Children's Day	Support three children programmes by 30 June 2027 (Back to school & Educational Toys) and National Children's Day	
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable 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 2025	GG 010 KPI 044	Supported elderly programme (Christmas gifts) and hosted elderly programme	All	Support two elderly programmes (Golden Games & Christmas gifts) by 30 June 2023	Support two elderly programmes (Golden Games & Christmas gifts) by 30 June 2024	Support three elderly programmes (Golden Games, Elderly day & Christmas gifts) and by 30 June 2025	Support three elderly programmes (Golden Games, Elderly Day & Christmas gifts) by 30 June 2026	Support three elderly programmes (Golden Games, Elderly Day & Christmas gifts) by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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 inclusiveness of vulnerable 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 programmes supported by 30 June 2025	GG 010 KPI 045	Supported five youth programmes	All	Support two Youth programmes (Miss Nyandeni & Youth Month commemoration) by 30 June 2023	Support two Youth programmes (Miss Nyandeni & Youth Month commemoration) by 30 June 2024	Support four Youth programs (Miss Nyandeni, youth festival, Launch Youth Office & Youth Month commemoration) by 30 June 2025	Support three Youth programs (Miss Nyandeni, youth festival & Youth Month commemoration) by 30 June 2026	Support three Youth programs (Miss Nyandeni, youth festival & Youth Month commemoration) by 30 June 2027	
Vulnerable groups and Sports development	To promote equity and inclusiveness of vulnerable 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 programmes supported by 30 June 2025	GG 010 KPI 046	Provide support to two disabled projects (Vukathethe and Mayihlu me Projects)	All	Support two disabled programmes by 30 June 2021 (support one project & facilitate training) by 30 June 2023	Support two disabled programmes by 30 June 2021 (support one project & facilitate training) by 30 June 2024	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2025	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2026	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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 inclusiveness of vulnerable 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 2025	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 Saturday 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 Saturday 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 Saturday of November for Childrens, 1 October for Elderly and for Disabled on 3 December by June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator 2024/2025	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	
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 2025		Provide support to four sporting codes (Horse racing, Mayor's cup, Human rigths Marath on/ and Ntlaza Rugby)		Support four sportin g progra ms (Mayor s' cup, marath on, Ntlaza Rugby develo pment and horse racing) and Cultural activitie s by 30 June 2023 (heritag e month)	Support five sportin g progra ms (Mayor s' cup, 2 X marath ons, Ntlaza Rugby develo pment and horse racing) by 30 June 2024	Support four sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby development and horse racing) by 30 June 2025	Support four sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby development and horse racing) by 30 June 2026	Support four sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby development and horse racing) by 30 June 2027	

Good Governance													
Strategic Area	5 Year Strategic Objective	Municipal Strategy	Outcome Indicator (5 Years)	Output Indicator or 2024/2025	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	
Moral regeneration	To promote social cohesion by 2027	Provide support to moral regeneration	Promotion of social cohesion	Number of social cohesion awareness conducted by 30 June 2025		Conducted two social cohesion programmes		Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2023	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2024	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2025	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2026	Conduct five social cohesion programmes (circumcision, GBV, Anti-Femicides, Drugs and Alcohol Abuse awareness) campaigns by 30 June 2027	

INSTITUTIONAL DEVELOPMENT SCORE CARD

Outcomes Indicator (5 years)	Output Indicator 2024/2025	Indicator Number	Baseline	Ward	2024/2025	2025/2026	2026/2027
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 2025	ID 01KPI 1	There are 66 policies currently which exists.		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 2025	ID 01KPI 2	There are 11 policies currently which exists		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 2025	ID 01KPI 3	16 Policies are in place		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 2025	ID 01KPI 4	There are Five (5) policies that exist		Review all 7 Community Services Policies by 30 June 2025	Review all 7 Community Services Policies by 30 June 2026	Review all 7 Community Services Policies by 30 June 2027

Improved sound governance through uniform systems and mechanism by 30 June 2022	Number of infrastructure policies reviewed, developed by Council by 30 June 2025	ID 01KPI 5	There are 6 policies currently which exists		Review all 6 Infrastructure Services Policies by 30 June 2025	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 2025	ID 01KPI 6	There are 5 policies which currently exist		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 2025	ID KPI 03	Institutional policies are developoed and reviewed annually		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
Human capital to fulfil IDP objectives 2017/18 to 2021/22	Reviewed Institutional Organogram by Council by 30 June 2027	ID 02 KPI 04	Orgnanogram Reviewed in 2023/24		Review organogram by 30 June 2025	Review organogram by 30 June 2026	Review organogram by 30 June 2027

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 2024	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 2025	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2026	Develop 100% job descriptions for all new positions in the approved organogram by 30 December 2027
Human capital to fulfil IDP objectives 2017/18 to 2021/22	% Vacancy Rate on all funded posts by 30 June 2025	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 2025	Reduce vacancy rate for all funded posts to 3% by 30 June 2026	Reduce vacancy rate for all funded posts to 3% by 30 June 2027
Capacitated human capital to fulfil IDP objectives 2017/18 to 2021/22	% of approved trainings in the WSP implemented by 30 June 2025	ID 03 KPI 07	53,8% of WSP is implemented		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 2025	ID 03 KPI 08	Provided 15 qualifying employees with study assistance		Provide number of 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
Human capital to fulfil IDP objectives 2017/18 to 2021/22	Reviewed HR plan by 30 June 2025	ID 04 KPI 10	HR Plan in place		Review HR Strategy (Plan) by 30 June 2025	Review HR Strategy (Plan) by 30 June 2026	Review HR Strategy (Plan) by 30 June 2027

Compliance with department of labour employer legislation	% of targets achieved in the EE Plan by 30 June 2027	ID 05 KPI 11	48% of achieved targets in the EE Plan		To achieve 50% of the EE Plan by 30 June 2025	To achieve 50% of the EE Plan by 30 June 2026	To achieve 50% of the EE Plan by 30 June 2027
EE Report is submitted by 15 January 2022	EE Report submitted by 15 January 2025	ID 05 KPI 12	Submitted by 15 January annually		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 2025	ID 05 KPI 13	Return of Earnings is submitted annually.		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
Improved Labour Relations by 30 June 2027	Number of LLF meetings convened by 30 June 2025	ID 05 KPI 14	Convened four (4) Local Labour Forum in 2022/23 FY		Convene 4 LLF meetings by 30 June 2025	Convene 4 LLF meetings by 30 June 2026	Convene 4 LLF meetings by 30 June 2027

Compliance with Health & Safety legislation by June 2022	Number of OHS committee meetings convened by 30 June 2025	ID 05 KPI 15	OHS policy in place, OHS committee in place and Four OHS meetings convened in 2022/23 FY		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
Motivated Workforce by 30 June 2022	% of wellness programmes report implemented on the approved wellness plan by 30 June 2025	ID 06 KPI 16	Implemented 80% Wellness Plan programs by end June 2023		implement 75% wellness plan by 30 June 2025	implement wellness plan by 30 June 2026	implement wellness plan by 30 June 2027
Compliance with Local Government Municipal Systems Act	Number of Section 56 Managers assessed for annual performance by 30 June 2025	ID 06 KPI HH	Annual Performance assessment was conducted for the year ending 30 June 2018		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

Compliance with Local Government: Municipal Staff Regulations by June 2027	Number of Municipal Staff Members assessed for annual performance by 30 June 2025		Performance Plan in place		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 11 - 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
Sustainable ICT that supports business strategy	Number of ICT Steering committee meetings convened by 30 June 2025	ID 06 KPI 17	ICT Governance framework ,Policies and ICT Steering Committee in place		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 2025	New	ICT Strategic Plan 2023		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
Appropriate use of ICT for efficient service delivery by June 2022	Maintained disaster recovery server and server room at Ngqeleni Unit by 30 June 2025	ID 06 KPI 18	Functional disaster recovery server and server room already exists at Ngqeleni Unit		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 2025	ID 06 KPI 19	Existing infrastructure and ICT equipment		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
Effecient and compliant institutional record management system by June 2027	Progress report on usage of the Elecronic Document Management System (EDMS) by 30 June 2025	ID 07 KPI 20	File plan , Records management policy in place and Phase 2 of EDMS Implemented		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
NHBRC and OHS compliant facility by June 2027	% of facilittes maintenance plan implemented by 30 June 2025	ID 08 KPI 21	Building maintenance plan is in place		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
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 2025	ID 09 KPI 24	Two awareness workshops conducted on service standards		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
Customer care through realisation of Municipal service standards by 30 June 2027	Report on the implementation of Municipal service standards by 30 June 2025	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

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 04-08 March 2024 to link, integrate and co-ordinate plans and proposals for the development of the municipality.

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

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

Continuation

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

SOUTH AFRICAN POLICE SERVICES

SAPS has a plan to open a satellite police station at Mthombe in Libode

ORTDM- Water and Sanitation

PROJECT	WARDS	GRANT	ALLOCATION	STATUS	EXP	YEAR
KSDPI (Ngqeleni–Libode Corridor)	13,14,21,22,23,24,25, 26 &28	RBIG	R2,58 Bln	Most bulk water services infrastructure completed	R1,8m	2025
Rosedale Extension to Libode Water Supply	8, 15, 18	MIG	R250m	Most of the Reticulation network and service reservoirs are complete, one Contract for 3 reservoirs under construction	R139,9m	2024
Libode Secondary Bulk Water Supply	7,8,9,16	MIG	R104m	Most Secondary infrastructure constructed, one pipeline contract under construction	R67m	2024
Ntsonyeni Ngqongweni RWSS –Phase 2	Nyandeni: 2; 6; 27; 5; 4; 3 & 18 PSJ: 1; 2; 3; 5; 7; 8; 9 & 16	MIG	R900m	Dam component terminated and abstraction is under construction	R211,9m	2024
Dumasi Regional Water Supply	Ward 13; 14; 21; 24; 28; 23; 22 & 26	MIG	R366m	Four Contracts under implementation, two closed tender with scope inclusive of secondary reservoirs and pipeline	R54,6m	2025
Ngqeleni RWSS		MIG	R104,9m	Most bulk water services infrastructure completed	R89,5m	2025

ORTDM-
MIG funded projects for the construction of VIP Sanitation in the Nyandeni LM:

Wards	Project	Project Amount	Project Status	Completion Date
Ward-1 Ward-5	Sanitaion: VIP Sanitation : VIP	R1 500 000 R3000 000	Under Construction	October 2023
Ward-10	Sanitation : VIP	R10 000 000	Under Construction	March 2024
Ward-12	Sanitation : VIP	R5 000 000	Under Construction	March 2024
Ward-27	Sanitation : VIP	R2 000 000	Under Construction	March 2024
Ward-30	Sanitation : VIP	R30 000 000	Under Construction	March 2024

ORTDM- NYANDENI LM Planned projects

Project	Wards	Grant	Allocation	Status	Exp	Year
Ngqeleni Sewers		MIG		Feasibility study Phase	-	2027
Ward 25RWSS	25	WSIG	R4m	Project is at a detailed design stage	-	2026

Project Name	PROJECT SCOPE	STAGE OF DEVELOPMENT	Unit type	No. of units	COMMODITY	SUB-COMMODITY	SECTOR	LOCAL MUNICIPALITY	WARD	BUDGET 2024/25
MGOJWENI MAIZE	PROCUREMENT OF MATERIAL FOR ARABLE LANDS COVERING MGOJWENI	AWARD STAGE	KM	13	GRAIN	MAIZE	AGRICULTURE	EC155 NYANDENI	32	1 142 000
NYANDENI LANDCARE	CONSERVATION AGRICULTURE	TENDERING STAGE	HA	20	GRAIN	MAIZE	AGRICULTURE	EC155 NYANDENI	27	458 000
NYANDENI CROPPING PROGRAM	CROPPING ARABLE LANDS	PLANNING STAGE	HA	865	GRAIN	MAIZE	AGRICULTURE	EC155 NYANDENI	VARIOUS WARDS	2 680 000

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		

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

NYANDENI PROJECTS AND PARTNERSHIPS

NYANDENI LM -District Development Model Projects

Project Name	Project Type (Description e.g. New, Upgrade, Rehab, Main etc)	Project Scope (Scope including no. of units)	Project Status (Initiation, Concept, Design Development, Design Documentation, Works, Closeout, Handover)	Total Project Cost R'000
Nyandeni Rural ICT	New	Infrastructure Development, ICT Development, Fashion Designer, Editing, Filming, Telenova, Publishing, Trainings and Development, Tour guiding, Heritage, music and film festivals	Concept Stage	R60 000
Nyandeni Animal Feed Processing Plant	New	Planting and Ploughing, Processing, Infrastructure Development, Packaging and transportation, feed manufacturing, Production of Soya Beans, yellow maize, and sunflower, cannabis processing,	Concept Stage	R60 000
Nyandeni Coastal Development (Mthatha Mouth/Mdumbi/Hluleka Coastal Belt)	Upgrade and New	Infrastructure Development (Upgrade of Roads to coast, Hotels, Pedestrian Walkways, Street Lighting), beach Infrastructure, Ocean Economy activities, Chalets Development	Initiation	TBC
Surfacing of T301/DR08301	Upgrade	Bridge Construction, Layer works construction, Road Construction, Drainage Construction, Pedestrian Walkways, Signage and Road Marking	Design Documentation	R240 000
Ntlangano Nature Reserve Development	Upgrade	Infrastructure Development (Upgrade of Roads, Hotels, Pedestrian Walkways, Street Lighting), Day visitors infrastructure, Chalets and residential development	Design Development	R60 000

Project Name	Project Type (Description e.g. New, Upgrade, Rehab, Main etc)	Project Scope (Scope including no. of units)	Project Status (Initiation, Concept, Design Development, Design Documentation, Works, Closeout, Handover)	Total Project Cost R'000
Nyandeni SMME Warehouse Development (Libode and Ngqeleni Warehouse)	New	Earthworks and embankment construction, Layer works, excavations and foundations, structural construction, roofing	Design Development	R45 000
Libode Office Park	New	Building Construction, installation of structural steels, superstructures and foundations, parking and signage.	Concept Stage	R139 000
Nyandeni Cannabis SATIVA Farm	New	Cultivation and planting, fencing and infrastructure development, zoning of land, Processing and Packaging	Initiation	R60 000
Rural Agro Industrialization Finance Initiative	New	Manufacturing and Supply, Production and Agro processing, packaging and transportation.	Initiation	R50 000
Waste Management Program	Upgrade	Review of IWMP, Upgrade of Asset Data, Construction of reliable Infrastructure, procurement of waste Equipment plant and machinery	Concept Stage	R39 000
Electrification of Household backlogs	New	electrification of households, installation of bulk infrastructure	Concept Stage	R175 000
Upgrade of Electrical Capacity in Economic Nodes	Upgrade	Upgrade of sub stations in Libode and Ngqeleni, provision of 3 phase line in ploughing fields	Initiation	R40 000
Rural Agro Industrialization Finance Initiative		Manufacturing and Supply, Production and Agro processing, packaging and transportation.	New	R50 000
Development of Parks and Open Spaces		Beautification and landscaping, Infrastructure Investment	New	R50 000
Upgrade of Roads and Stormwater		Intersection Upgrade, surfacing of roads, and Stormwater Development, Traffic Facilities	New	R90 000
Precinct Plan(Libode Investment Plan		Development of Libode Precinct Plan	New	R500 000
Development of Light Industrial Park		Land Packaging and Development of Infrastructure	New	R500 million
Sports Academy		Development of the Academy	New	R200 000
Bulk Water and Sewer Infrastructure		Development Sewer Reticulation and Waste Water Treatment Works	New	R150 000
Development of Light Industrial Park		Land Packaging and Development of Infrastructure		R500 000

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

- Hluleka
- Mamolweni
- Lwandile
- Mngcibe
- 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%
AVERAGE PERFORMANCE 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,NgoloDokod ela,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),Bhakal eni(18) Mandileni(17),Mngazana(21`)Bolotwa(29) Lutsheko (30), Lower Mngamnyani(30),Upper Mnganye(30),Ngamnye(30),Mfabantu(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
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,Njim aza,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

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
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

OR TAMBO DISTRICT DEVELOPMENT MODEL - ONE PLAN PROJECTS

Item	Project name	Municipal Area	Responsible implementing dept/ agency & sector	Project Budget/ Funding	Estimated Project Duration	Development Impact (# of HHs & communities benefitting; jobs to be created; sector targeted youth, women, etc.	Current Implementation Status & Challenges
1	N2 Wild Coast Highway (Msikaba Bridge)	ORTDM	SANRAL	R 1.65 billion	2019 - 2024	persons employed, 169 by main contractor, 131 by Sub-Contractors, 114/186 Unskilled/Skilled, 107 SMME	Contractor is projecting to complete end April 2024; 17 months behind on current contract end date
2	Mthatha Airport Road R61 Upgrade (KSD LM)	ORTDM	ECRDA	R650,000,000	3 year construction	Information being sourced from project champions	Design completed. Construction stopped & restarted due to COVID
3	Mzimvubu Multi-Purpose Project (Mhlontlo LM)	ORTDM	DWS & DOE	R230,000,000	2019 - 2026	6700 direct jobs & 600 indirect jobs	Design completed. Construction stopped & restarted due to COVID
4	Wild Coast Meander Road (Coffee Bay Town & road infrastructure) – PSJ, Nyandeni & KSD	ORTDM	SANRAL	R450,000,000	3 year construction	1080 direct jobs	Design Complete
5	Wild Coast SEZ (agro-processing, manufacturing, logistics, etc)	ORTDM	COEGA Development Agency	R1,200,000,000	2020 - 2027	1840 indirect jobs & 3313 direct jobs	Design, status no longer of an SEZ due to insufficient investment
6	SANRAL N2 Wild Coast road (Mtentu Bridge)	IHLM	SANRAL	R3,5 billion	3 year construction	Mtentu Bridge tender has been affected by a Board decision affecting five large tenders that initially went to the Board in December.	The SANRAL Board decided there was a material irregularity in the procedure SANRAL was following requiring the cancellation of the five tenders. This will require the re-tender on the Mtentu Bridge Contract which will be an approx. 10-12 month delay before award can be made.

Item	Project name	Municipal Area	Responsible implementing dept/ agency & sector	Project Budget/ Funding	Estimated Project Duration	Development Impact (# of HHs & communities benefitting; jobs to be created; sector targeted youth, women, etc.	Current Implementation Status & Challenges
7	Mthatha Special Economic Zone (SEZ)	KSDL	OR Tambo DM	R650,000,000	2020 - 2027	Project scope not clearly defined. Impact could be estimated accurately when the scope is finalized.	Design
8	Mzimvubu Multi-Purpose Project (water, hydro-energy, fish farming)	MLM	DWS & DOE	R25,000,000	2019 - 2025	6700 direct jobs & 600 indirect jobs 150 permanent jobs	Construction stopped & started due to the communities & traditional leaders of amaMpondomise objecting to the construction of Lalini Dam, which is primarily going to be used to generate hydropower
9	Fetsa Tlala & Agric Schemes	ORTDM	DRDA	R 8,024,018	2020 - 2027	Information being sourced, as the project is getting into implementation.	Conceptual Design Complete
10	Port St Johns harbour, aerodrome and irrigation scheme	PSJLM	(Presidency - Infrastructure Fund)	R 12,036,045	2025 - 2035	Presidential Infrastructure Fund projects at conceptual level.	Conceptual Design stage current
11	Tyalarha – Qunu – Vuyani 132kV line refurbishment	KSDL	Eskom	R 21,181,250	24 months	Scope not costed yet.	Identified project. Currently at conceptual design stage
12	Qunu substation extensions	KSDL	Eskom	R 74,663,882	24 months	35 jobs	Design, going to Level 1 Investment Committee
13	Qumbu Substation Extensions	KSDL	Eskom	R 35,802,694	18 months	50 jobs	Design, going to Level 1 Investment Committee
14	New Taweni Substation	KSDL	Eskom	R 119,325,394	36 months	Jobs Sustained: 50. Mkhambathi and Coza areas 1600 future electrification connections	Completed
15	New Hombe Substation	KSDL	Eskom	R 119,219,395	36 months	Jobs Sustained: 50. Refurbishment project to replace existing Magwa substation. Provide back up to Dumas, Mfiniso & Sipaqeni customers and reliability in the Lusikisiki area	Completed

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

SANRAL PROJECTS IN NYANDENI LOCAL MUNICIPALITY

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: Not yet appointed, to be appointed in 2023 Main Contractor: Not yet appointed Project status: Consultant Tender Stage Project start date: TBC upon appointment of the consultant. Project end date: TBC upon appointment of the consultant.

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

INFRASTRUCTURE DEVELOPMENT:
Projects identified for feasibility studies and EIA

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 Dangen 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

ANNEXTURE A: NYANDENI POLICIES

CORPORATE SERVICES POLICIES

NO	POLICIES	STATUS
1.	Dress code Policy	Review without amendments
2.	Harassment in the Workplace Policy	Review without amendments
3.	Internship Policy	Review without amendments
4.	Recruitment and Selection Policy	Review with amendments
5.	Transport Policy	Review without amendments
6.	Subsistence & Travel Policy	Review without amendments
7.	Relocation Policy	Review without amendments
8.	Bereavement Policy	Review without amendments
9.	Disciplinary & Grievance Policy	Review without amendments
10.	Employee Retention Policy	Review without amendments
11.	Employment Equity Policy	Review without amendments
12.	HIV/AIDS Policy	Review without amendments
13.	Human Resource Development	Review without amendments
14.	Integrated Performance Policy	Review without amendments
15.	Induction Policy	Review without amendments
16.	Personal Regulation Policy	Review without amendments
17.	Placement Policy	Review without amendments
18.	Policy in Bursary and other Forms of Financial Assistance	Review without amendments
19.	Remuneration Policy	Review without amendments
20.	Succession Policy	Review without amendments
21.	Termination Policy	Review without amendments
22.	Work Attendance	Review without amendments

23.	Overtime Policy	Review without amendments
24.	Leave Policy	Review without amendments
25.	Incapacity due to ill Health	Review without amendments
26.	Incapacity due to Poor performance	Review without amendments
27.	Incapacity due to Operational requirements	Review without amendments
28.	Probation Policy	Review without amendments
29.	Strike Management Policy	Review with amendments
30.	Intergrated Employee Wellness	Review without amendments
31.	Inclement Weather Policy	Review without amendments
32.	Sport & Recreation Policy	Review without amendments
33.	Policy on Policy development Guidelines	Review without amendments
34.	Career Pathing Policy	Review without amendments
35.	Organisational Development Guidelines	Review without amendments
36.	Smoking Policy	Review without amendments
37.	Private Work &Declaration	Review without amendments
38.	Alcohol & Substance Abuse	Review without amendments
39.	Scarce Skills Policy	Review without amendments
40.	Night shift and Emergency Work Policy	Review without amendments
41.	Internal Transfer Policy	Review without amendments
42.	Succession Planning Policy	Review without amendments

ICT POLICIES

NO	POLICIES	STATUS
1.	ICT Governance	Review without amendments
2.	ICT risk management	Review without amendments

3.	ICT vendor and SLA management	Review without amendments
4.	Change control management	Review without amendments
5.	ICT security Management Policy	Review without amendments
6.	User account management	Review without amendments
7.	ICT asset management	Review with amendments
8.	Business and ICT continuity	Review without amendments
9.	Data backup and restore	Review without amendments
10.	ICT capacity planning and availability	Review without amendments
11.	Incident and problem management	Review without amendments
12.	Bring your own device	Review without amendments
13.	Telephone management policy	Review without amendments
14.	Facilities and environmental control	Review without amendments
15.	Internet, Email and Intranet	Review without amendments
16.	Records Management policy	Review without amendments
17.	Acquisition of computer equipment	Review without amendments
18.	Acceptable use of computer equipment	Review without amendments
19.	New System rollout	Review without amendments
20.	Configurations and Setup Policy	Review without amendments
21.	ICT Project Management Policy	Review without amendments
22.	ICT POPI Compliance Policy	Review without amendments
23.	Cellphone Policy	Review without amendments
24.	Customer care	Review without amendments
25.	POPI Compliance Policy	Review without amendments

BUDGET AND TREASURY OFFICE

NO	POLICIES	STATUS
1.	Supply Chain Management Policy	Review amendments
2.	Asset Management Policy	Review amendments
3.	Tariffs on Property Rates Policy	Review without amendments
4.	Tariffs on services charges Policy	Review without amendments
5.	Credit Control & Debt Collection Policy	Review amendments
6.	Bad Debt Policy	Review without amendments
7.	Budget and IDP Policy	Review with amendments
8.	Bank & Investment Policy	Review without amendments
9.	Expenditure Management Policy	Review without amendments
10.	Virement Policy	Review without amendments
11.	Inventory Management Policy	Review without amendments
12.	Fleet Management Policy	Review without amendments
13.	Revenue Enhancement Strategy	Review without amendments

MUNICIPAL MANAGER

NO	POLICIES	STATUS
1.	Cost Containment Policy	Review without amendments
2.	SPU Youth Policy	Review without amendments
3.	Constituency Policy	Draft policy
4.	Consequence Management Accountability Policy	New Policy

5.	Communications and Social Media Policy	Review with amendments
6.	Internal Audit Charter	Review with amendments
7.	Audit Committee Charter	Review with amendments
8.	Risk Management Policy	Review without amendments
9.	Ethics and Integrity Policy	Review with amendments
10.	Fraud Risk Management Policy	Review without amendments
11.	Whistle Blowing Policy	Review without amendments
12.	Public Participation Policy	Review without amendments
13.	Capacity Building for Councillors Policy	Review without amendments
14.	Support to Traditional Leaders Policy	Review without amendments
15.	Contract Management Policy	Review without amendments
16.	Good Governance Framework	Review without amendments
17.	Council Rules and Standing Orders	Review without amendments
18.	Delegation Framework	Review without amendments
19.	Compliance Policy	Review without amendments
20.	Business Continuity Management Policy	Review without amendments
21.	Combined Assurance Policy	Review without amendments
22.	Support to Councillors and officials with special needs policy	Review without amendments

INFRASTRUCTURE DEVELOPMENT SERVICES POLICY

NO	POLICIES	STATUS
1.	EPWP Policy	Review with amendments
2.	Occupational Health & Safety Policy	Review without amendments
3.	ISD Policy	Review with amendments
4.	Capital Projects Policy	Review with amendments
5.	Retention Policy	Review without amendments
6.	Roads and Storm water Maintenance Policy	Review without amendments

COMMUNITY SERVICES POLICY NEW POLICIES

NO	POLICIES	STATUS
1.	Animal Pound	New
2.	Cemetery Policy	New
3.	CCTV Policy and Automated Access Control	New
4.	Fire Arms Policy	New

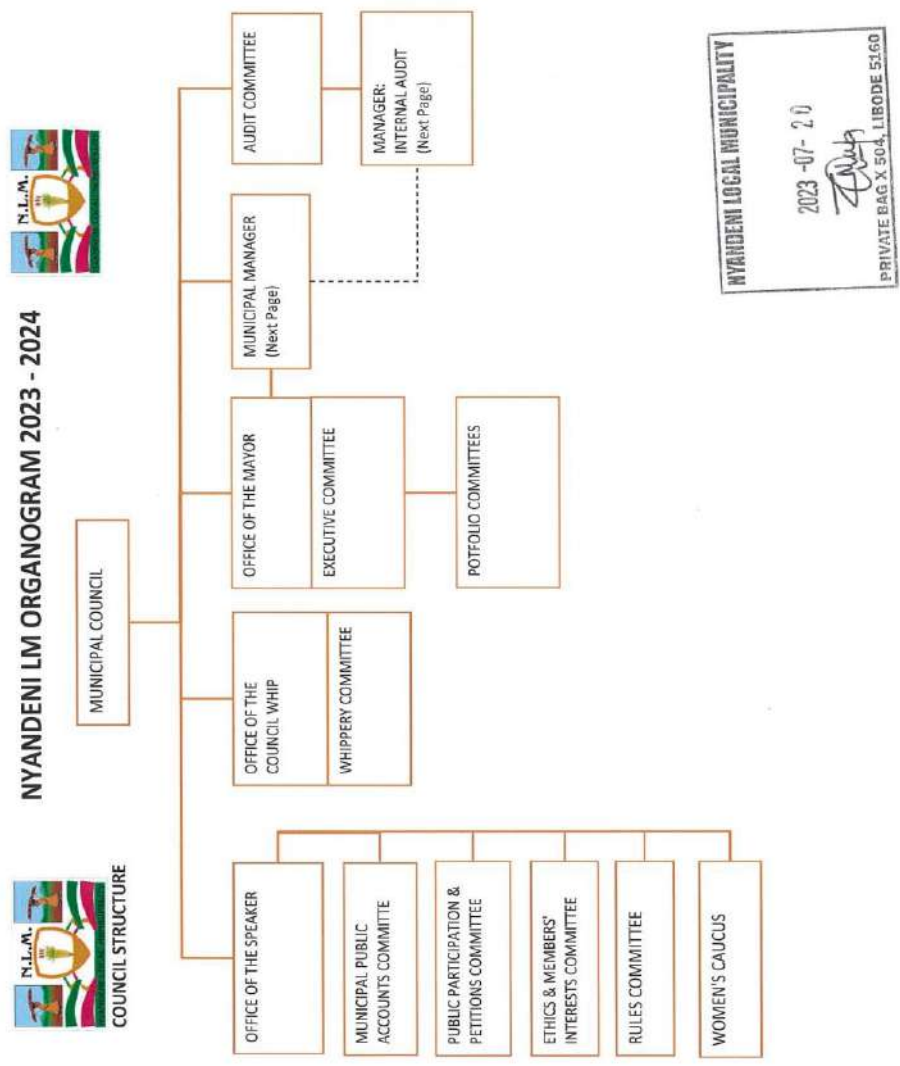
EXISTING POLICIES

NO	POLICIES	STATUS
5.	HIV/AIDS Policy	Review with amendments
6.	Early Childhood Development Policy	Review with amendments
7.	Safety and Security Policy	Review with amendments
8.	Indigent and Poverty Alleviation Policy	Review with amendments
9.	Landscaping and Greening Policy	No amendments
10.	Public Library Policy	Review with amendments
11.	Transport Hub Policy	Review with amendments

PLANNING AND DEVELOPMENT SERVICES POLICY

NO	POLICIES	STATUS
1.	Business Licensing Policy	Review without amendments
2.	Prevention of Land Invasion Policy	Review without amendments
3.	LED Project Funding and Support Policy	Review without amendments
4.	Housing Allocation Policy	Review without amendments
5.	SMME Development Policy	Review without amendments
6.	Street Naming Policy	Review without amendments
7.	Land Disposal Policy	Review without amendments

ANNEXTURE B: NYANDENI LOCAL MUNICIPALITY ORGANOGRAM





ORGANISATIONAL - FUNCTION



NYANDENI LM ORGANOGRAM 2023 - 2024

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

NYANDENI LOCAL MUNICIPALITY

2023 -07- 20

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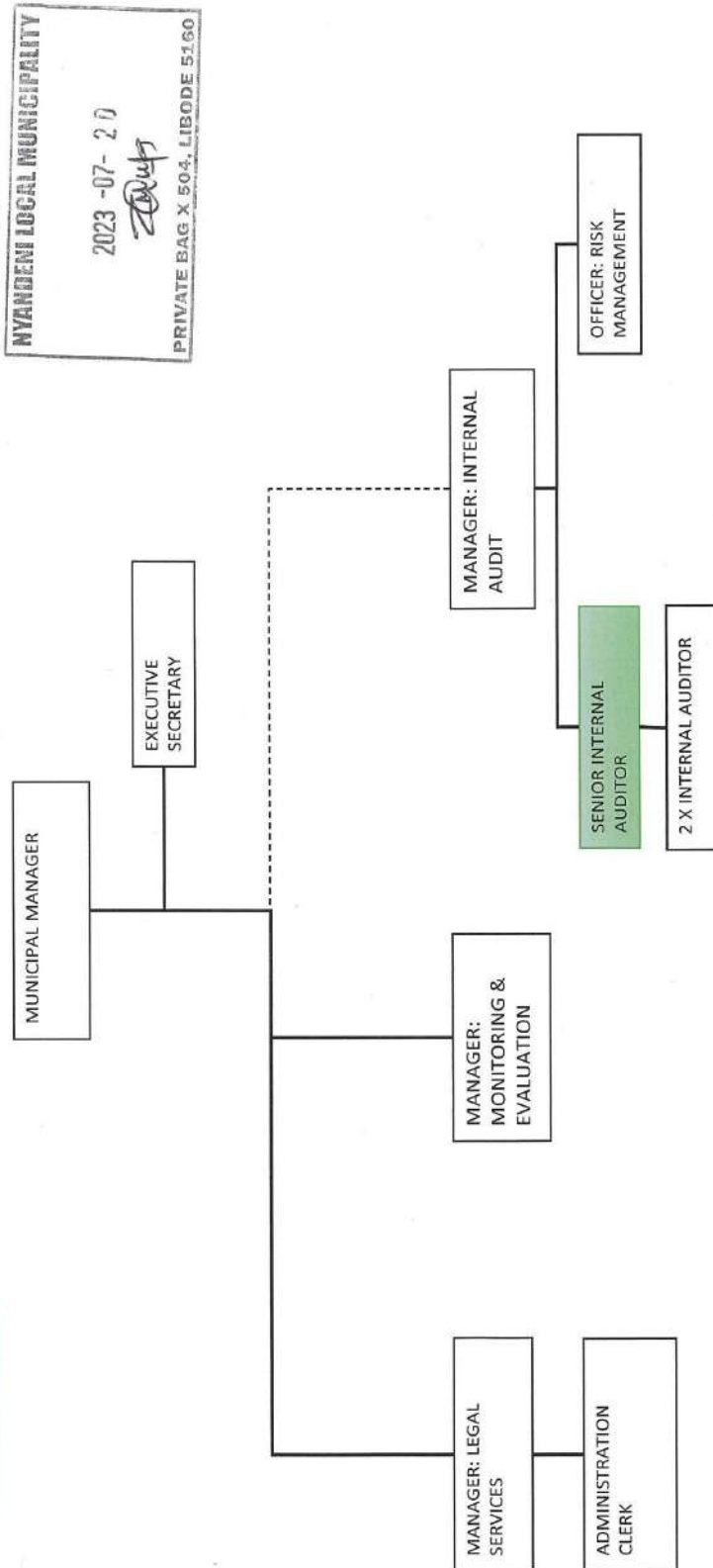
DIVISION: LEGAL SERVICES
FUNCTIONS: 1) To provide sound legal advice services to the municipality; 2) To handle all litigations; 3) To advise on drafting and monitoring of service level agreements; 4) To coordinate the development & review of municipal by-laws; 5) To carry out administrative legal actions 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 implementation of action plans; 5) to facilitate the identification and mitigation of emerging risks for mitigation
DIVISIONAL HEAD: MANAGER: INTERNAL AUDIT



NYANDENI LM ORGANOGRAM 2023 - 2024



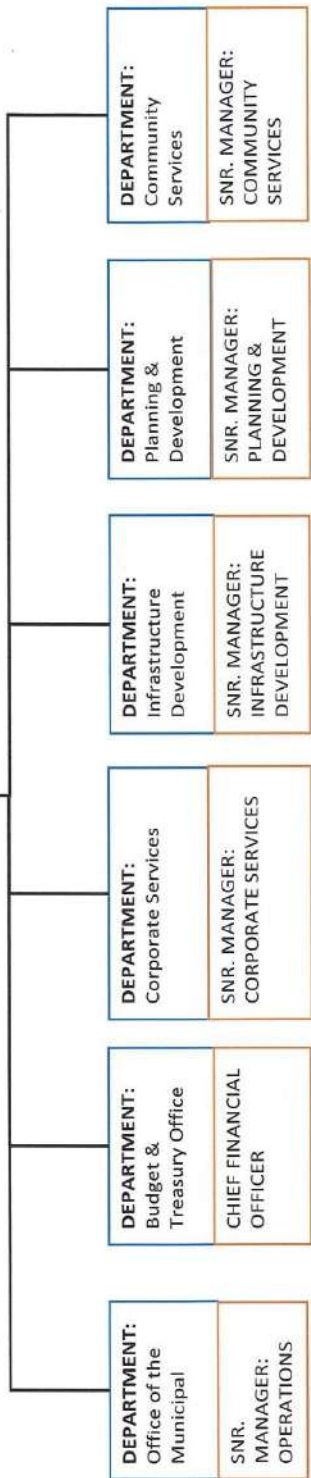


NYANDENI LM ORGANOGRAM 2023 - 2024



EXECUTIVE MANAGEMENT STRUCTURE

MUNICIPAL MANAGER



NYANDENI LOCAL MUNICIPALITY
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MM's OFFICE - FUNCTION



NYANDENI LOCAL MUNICIPALITY

2023-07-20

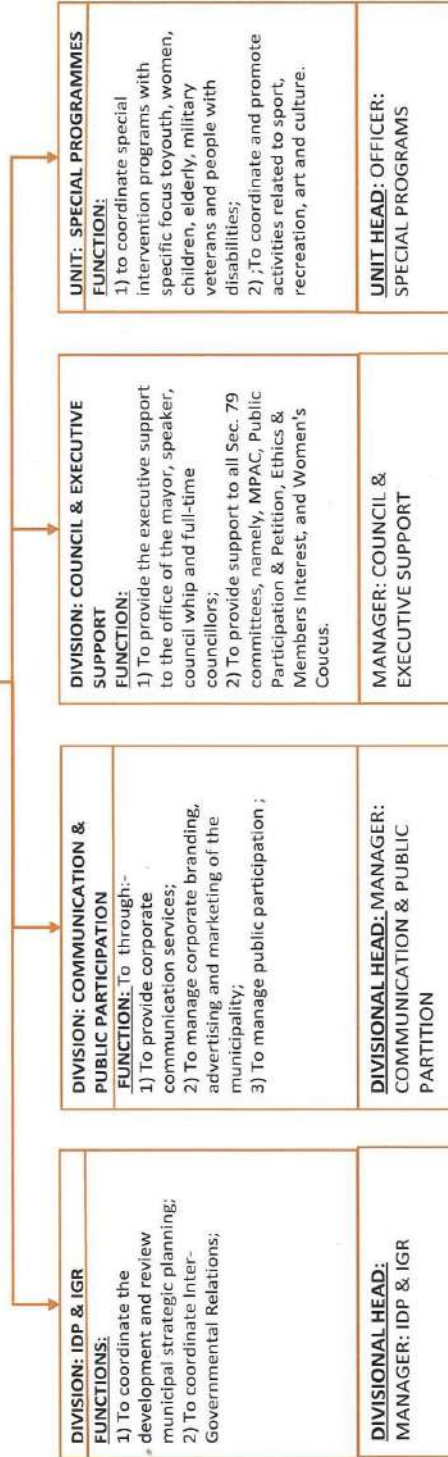
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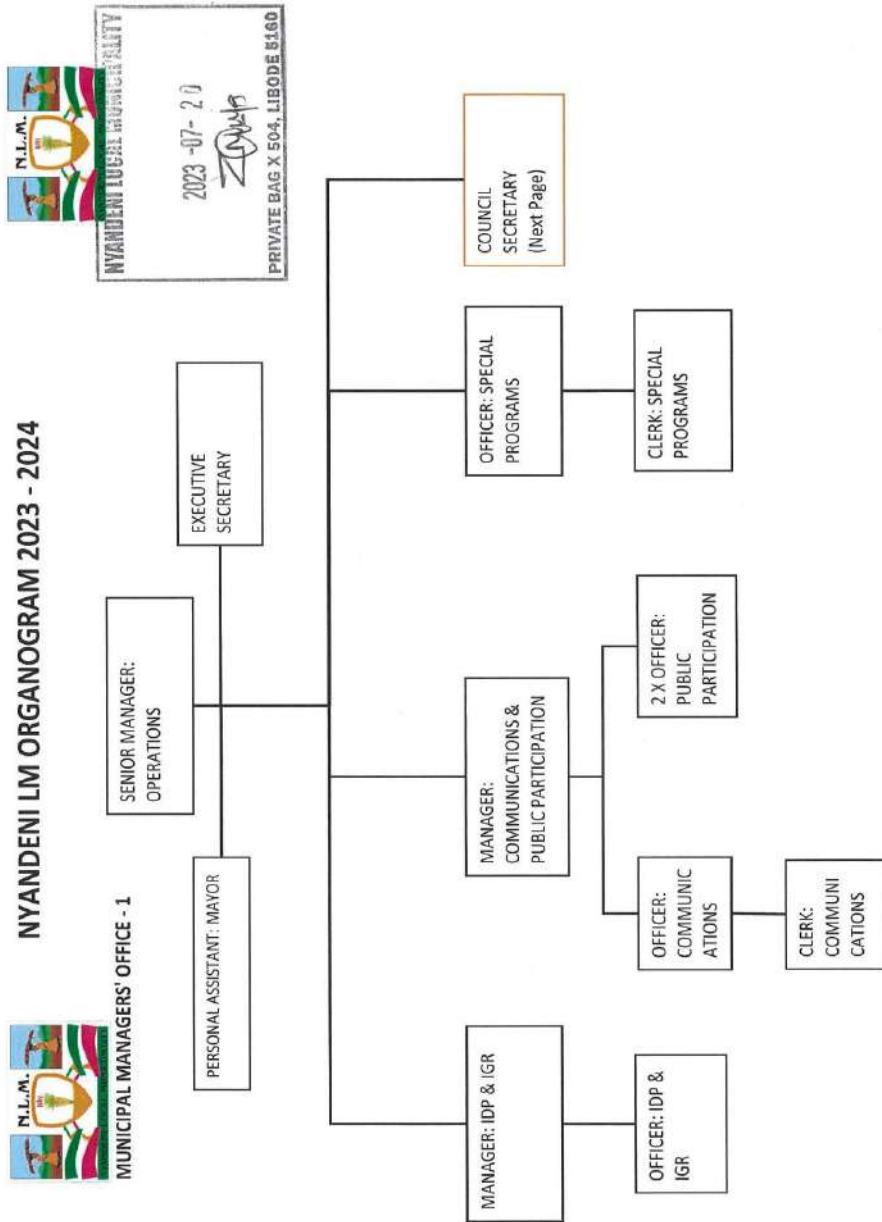
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NYANDENI LM ORGANOGRAM 2023 - 2024

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: SNR. MANAGER: OPERATIONS





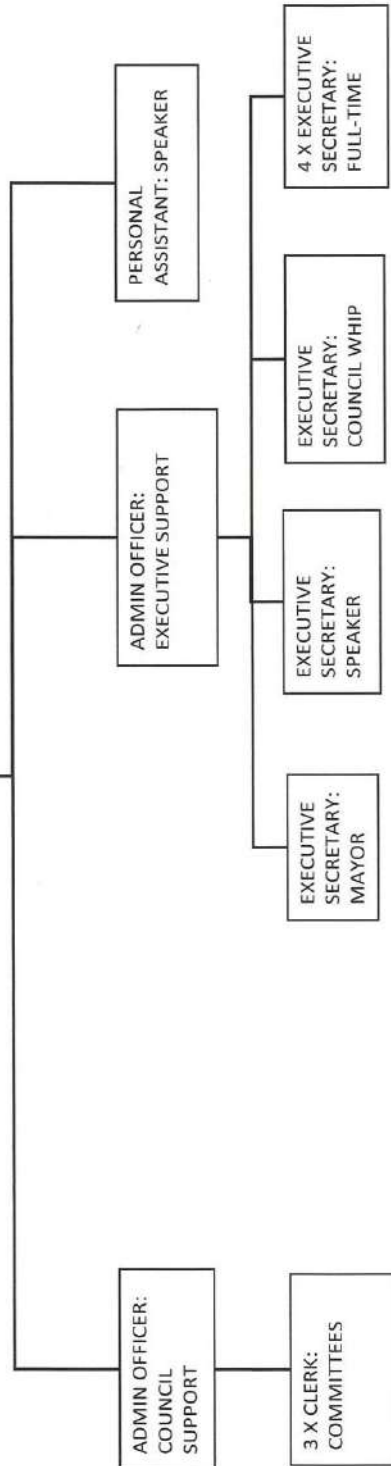


NYANDENI LM ORGANOGRAM 2023 - 2024



MUNICIPAL MANAGERS' OFFICE - 2

COUNCIL SECRETARY



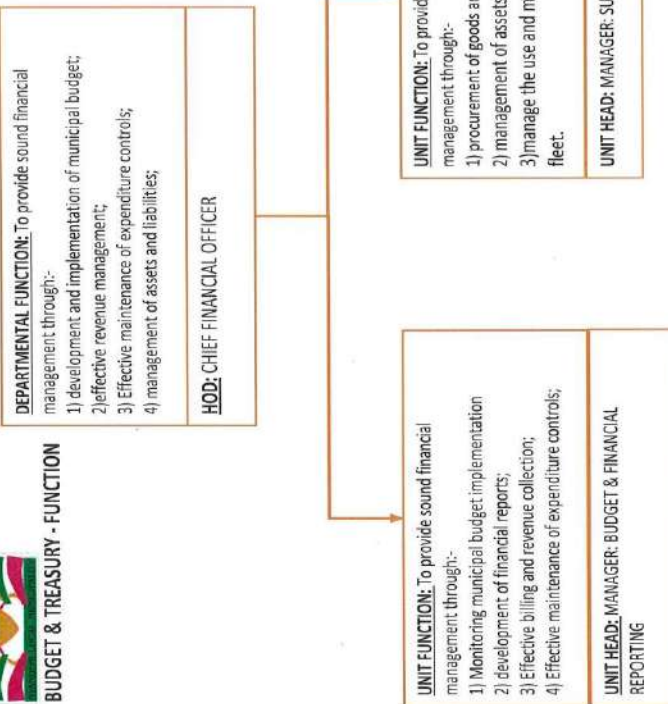
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BUDGET & TREASURY - FUNCTION

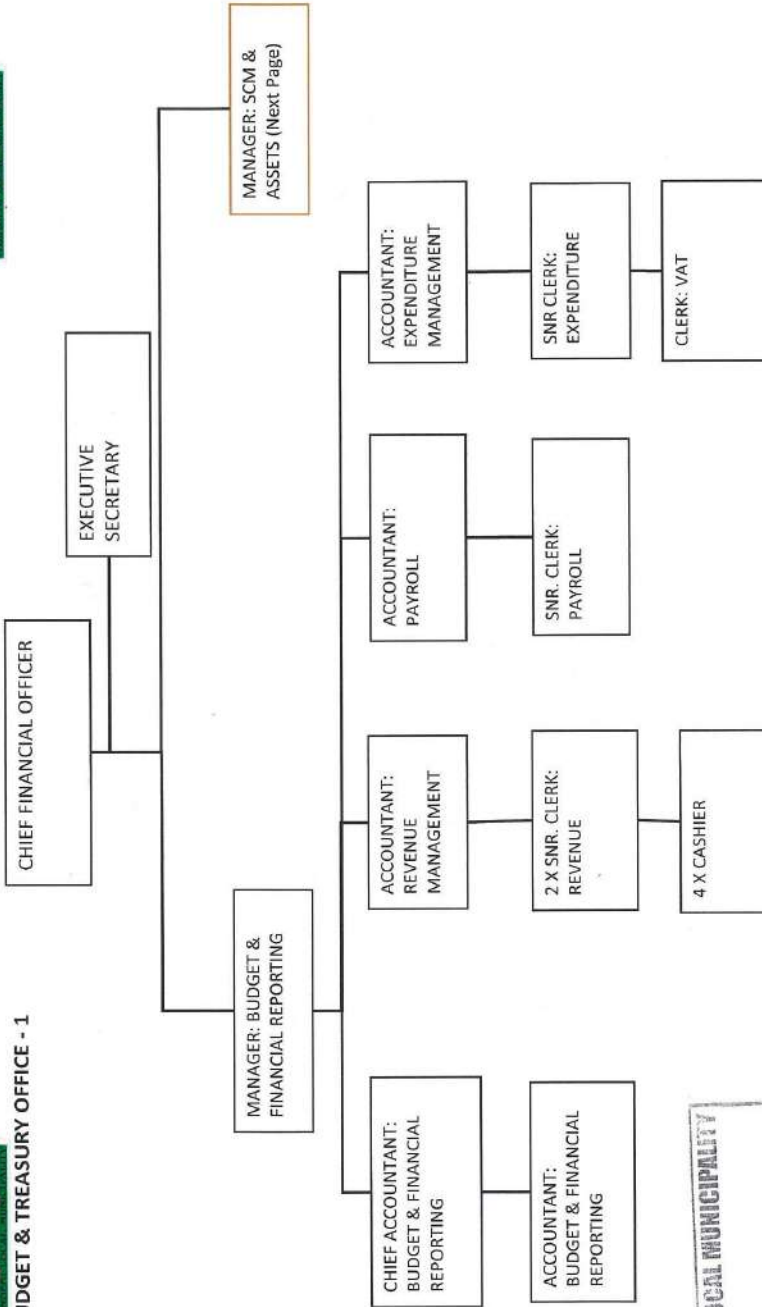




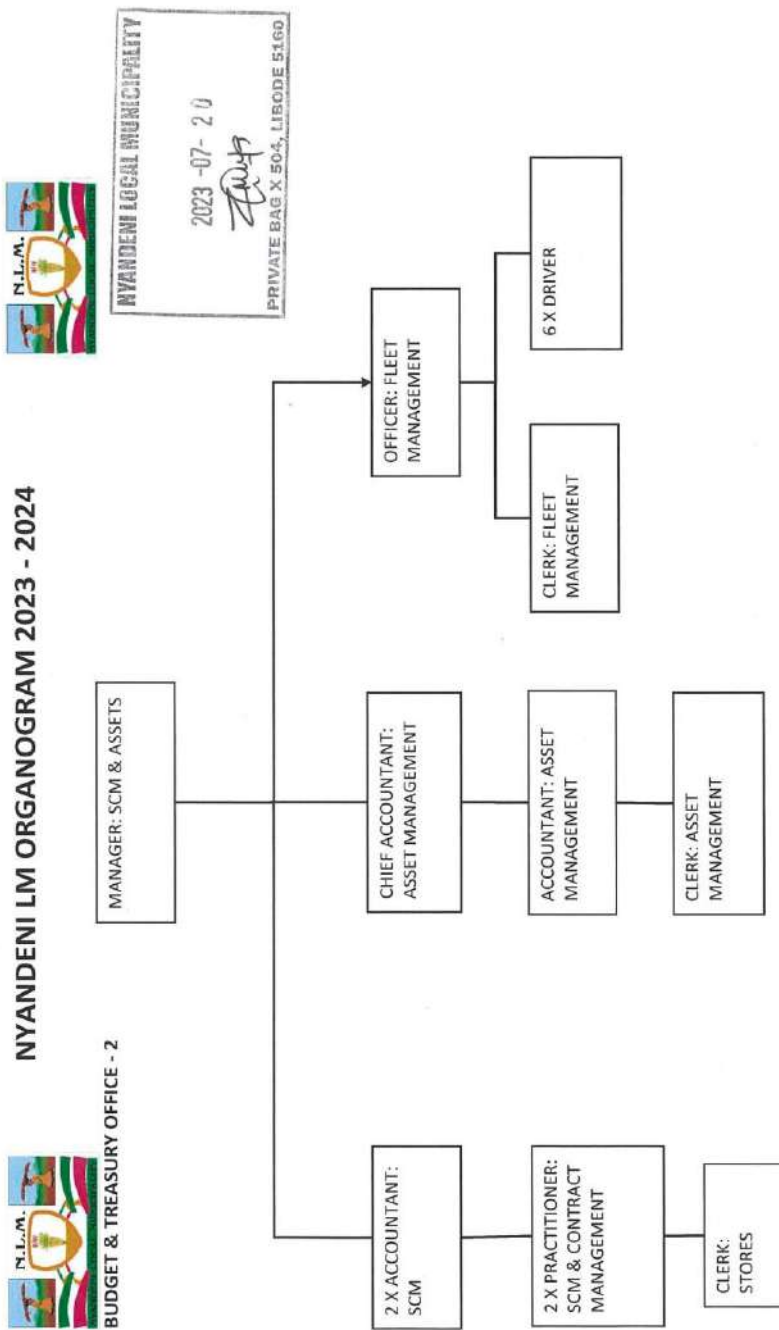
NYANDENI LM ORGANOGRAM 2023 - 2024



BUDGET & TREASURY OFFICE - 1



NYANDENI LOCAL MUNICIPALITY
2023 -07- 20
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CORPORATE SERVICES - FUNCTION



NYANDENI LM ORGANOGRAM 2023 - 2024

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 resilience; 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 resilience; 3) promotion of sound labour relations; 4) promotion of safe work environment	UNIT HEAD: MANAGER: HUMAN RESOURCES

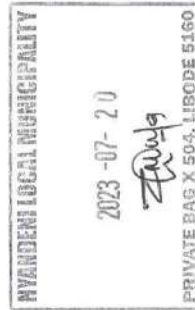
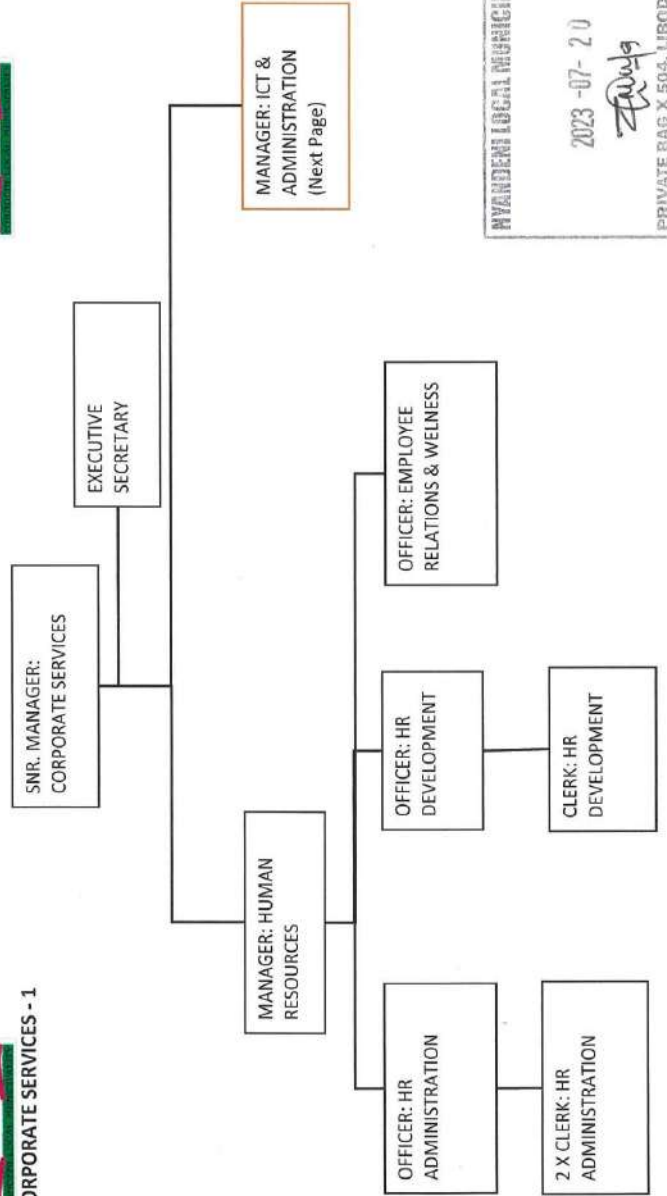
DIVISION: ICT & ADMINISTRATION FUNCTION: To render ICT and general support service to the municipality through:- 1) provision of ICT infrastructure to the municipality; 2) provision of ICT support service to users; 3) management of municipal records; 4) provision of general administration and other auxiliary services; 5) promotion of customer care services .	UNIT HEAD: MANAGER: ICT & ADMINISTRATION



NYANDENI LM ORGANOGRAM 2023 - 2024



CORPORATE SERVICES - 1

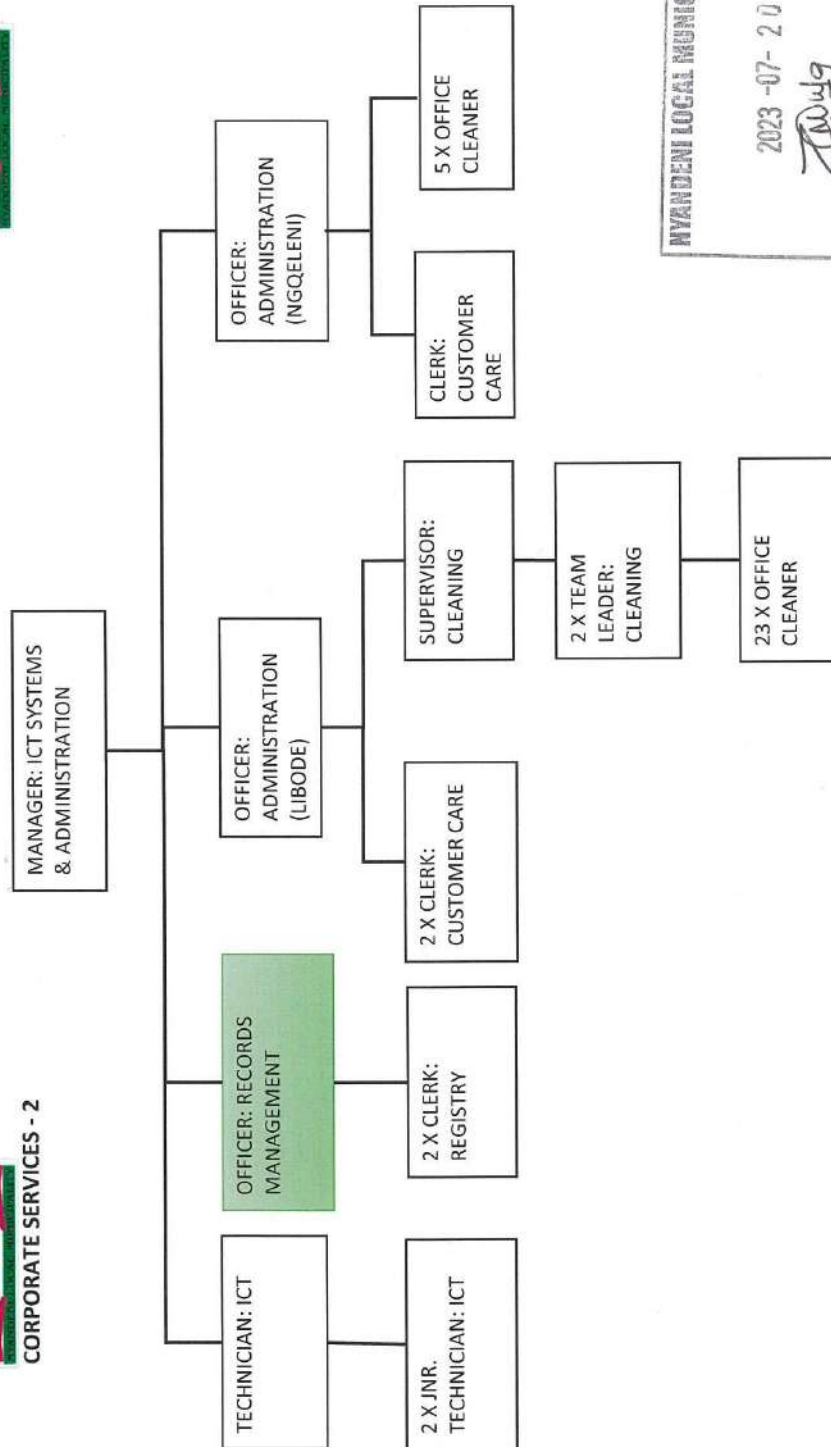




CORPORATE SERVICES - 2



NYANDENI LM ORGANOGRAM 2023 - 2024



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2023 -07- 20

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INFRASTRUCTURE - FUNCTION



NYANDENI LM ORGANOGRAM 2023 - 2024

DEPARTMENTAL FUNCTION: To provide municipal public works and basic infrastructure services to communities through:- 1) management of construction and maintenance of roads and stormwater infrastructure; 2) management of construction and maintenance of community amenities; 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 professional 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) maintenance of electricity infrastructure; 3) maintenance of municipal contruction fleet; 4) maintenance of municipal ammenities;	UNIT HEAD: MANAGER: MAINTENANCE

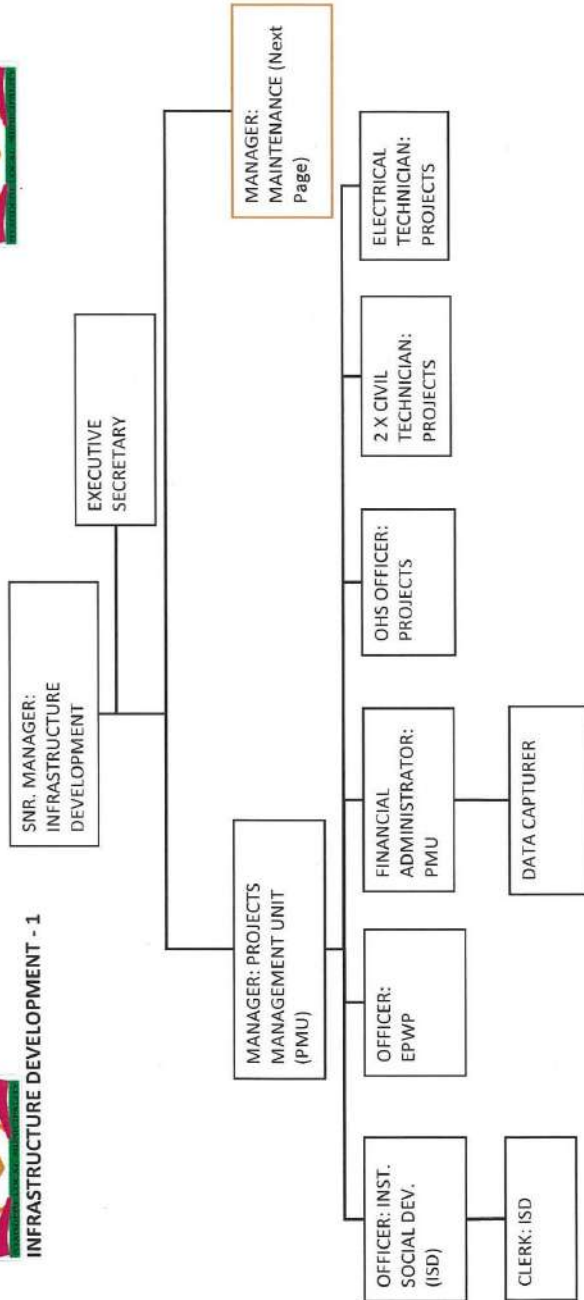




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INFRASTRUCTURE DEVELOPMENT - 1



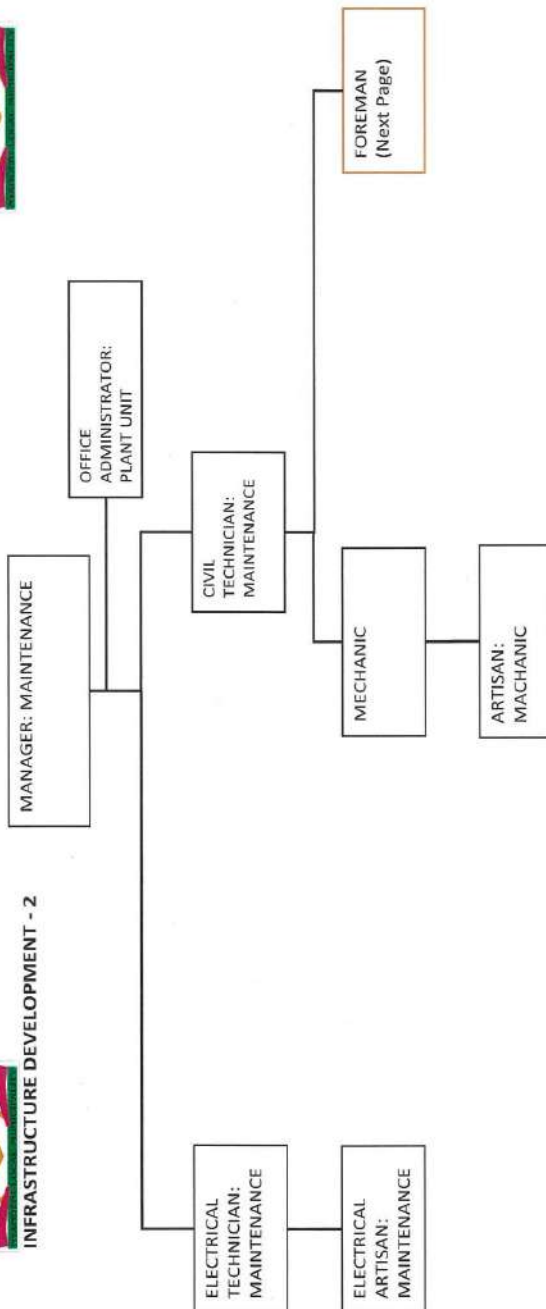
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INFRASTRUCTURE DEVELOPMENT - 2



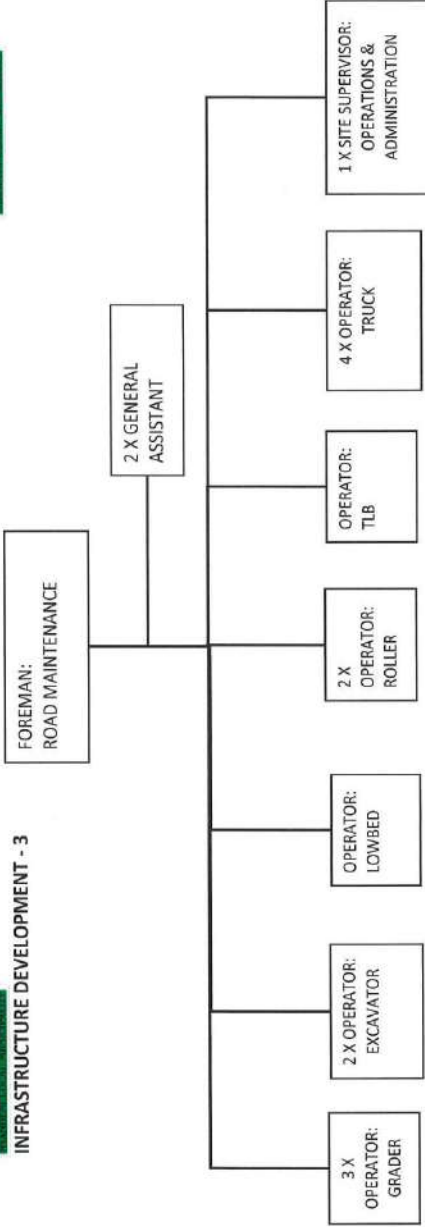
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INFRASTRUCTURE DEVELOPMENT - 3



NYANDENI LOCAL MUNICIPALITY

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PLAN & DEVELOPMENT - FUNCTION

NYANDENI LM ORGANOGRAM 2023 - 2024



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

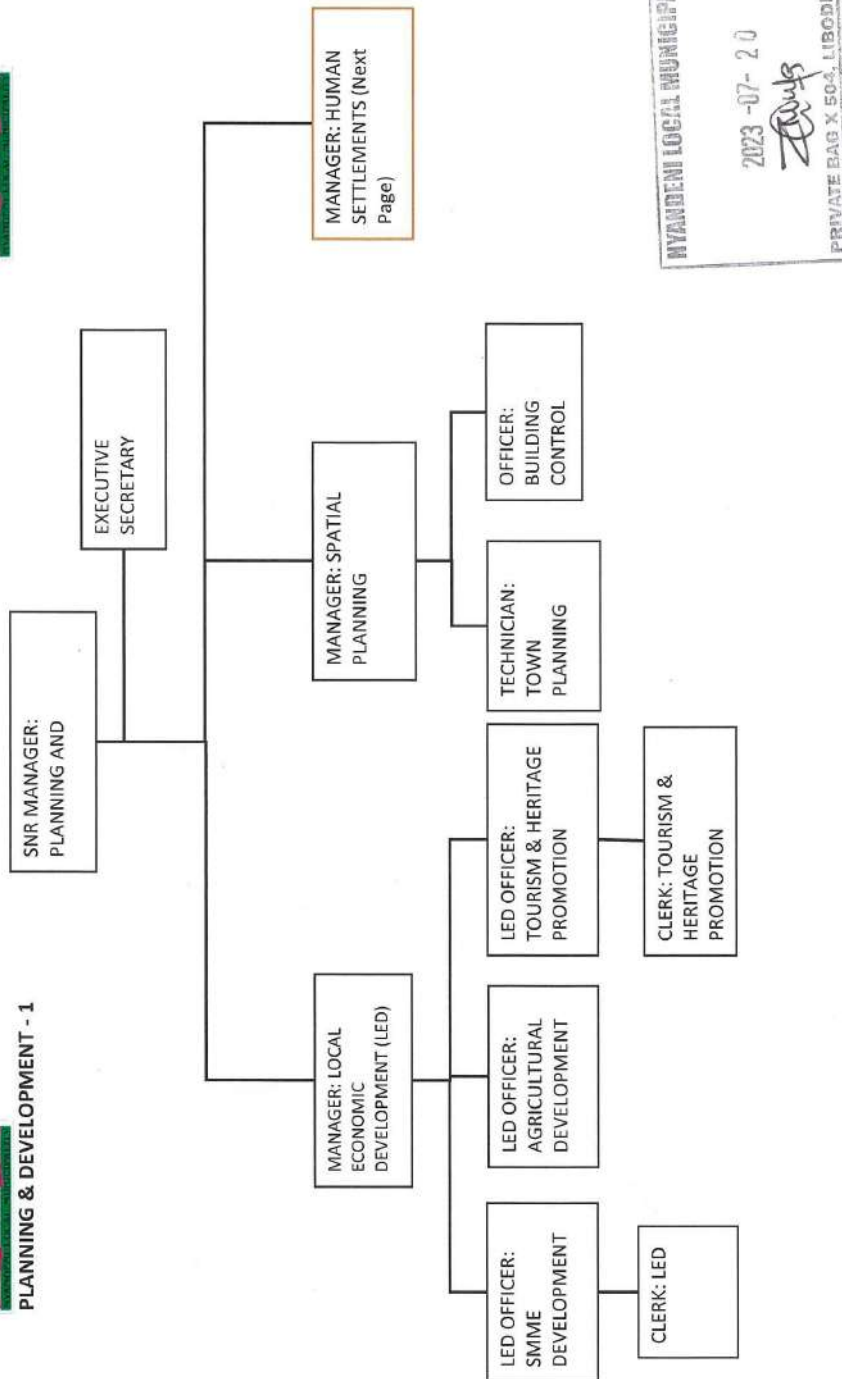
DIVISION: HUMAN SETTLEMENTS
FUNCTION: 1) To render housing beneficiary administration to projects implemented by Department of Human Settlements; 2) to implement housing projects as approved by the department of human settlement, on an agency basis;
DIVISIONAL HEAD: MANAGER: HUMAN SETTLEMENTS



NYANDENI LM ORGANOGRAM 2023 - 2024



PLANNING & DEVELOPMENT - 1



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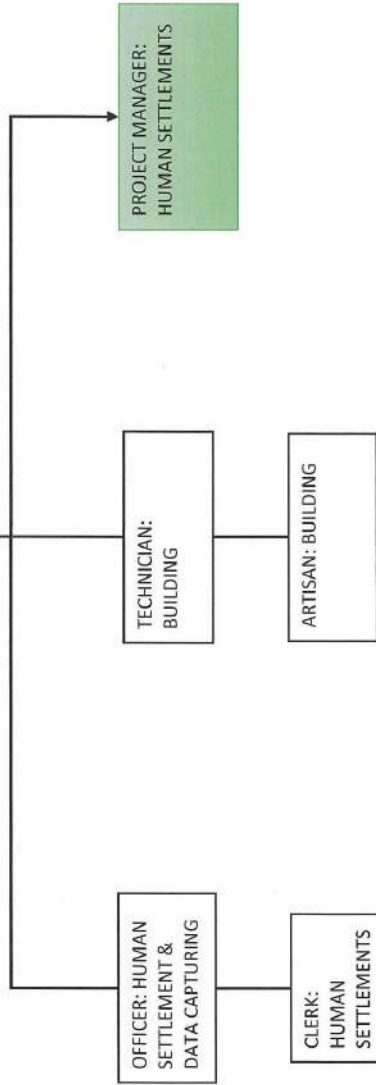


NYANDENI LM ORGANOGRAM 2023 - 2027



PLANNING & DEVELOPMENT - 2

MANAGER: HUMAN
SETTLEMENTS



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COMMUNITY SERVICES - FUNCTION



NYANDENI LM ORGANOGRAM 2023 - 2024

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 amenities; 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 amenities; 2) solid waste management; 3) provision of library and information services; 4) management and maintenance of pounds, cemeteries, 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

NYANDENI LM ORGANOGRAM 2023 - 2024



COMMUNITY SERVICES - 1

SNR. MANAGER:
COMMUNITY SERVICES

EXECUTIVE
SECRETARY

MANAGER: PUBLIC
SAFETY

MANAGER:
COMMUNITY
SERVICES (Next Page)

SUPERINTENDENT:
SECURITY SERVICES

6 X
SUPERVISOR:
SECURITY
SERVICES

48 X SECURITY
GUARD

4 X PROTECTION
OFFICER: VIP

SUPERINTENDE
NT: LAW
ENFORCEMENT

4 X LAW
ENFORCEMENT
OFFICER

SUPERINTENDENT:
TRAFFIC SERVICES

SENIOR TRAFFIC
OFFICER

5 X TRAFFIC OFFICER

OPERATOR:
CONTROL ROOM

ADMIN
OFFICER:
PUBLIC SAFETY

ADMIN CLERK:
PUBLIC SAFETY

SUPERINTEN
DENT:
LICENSING
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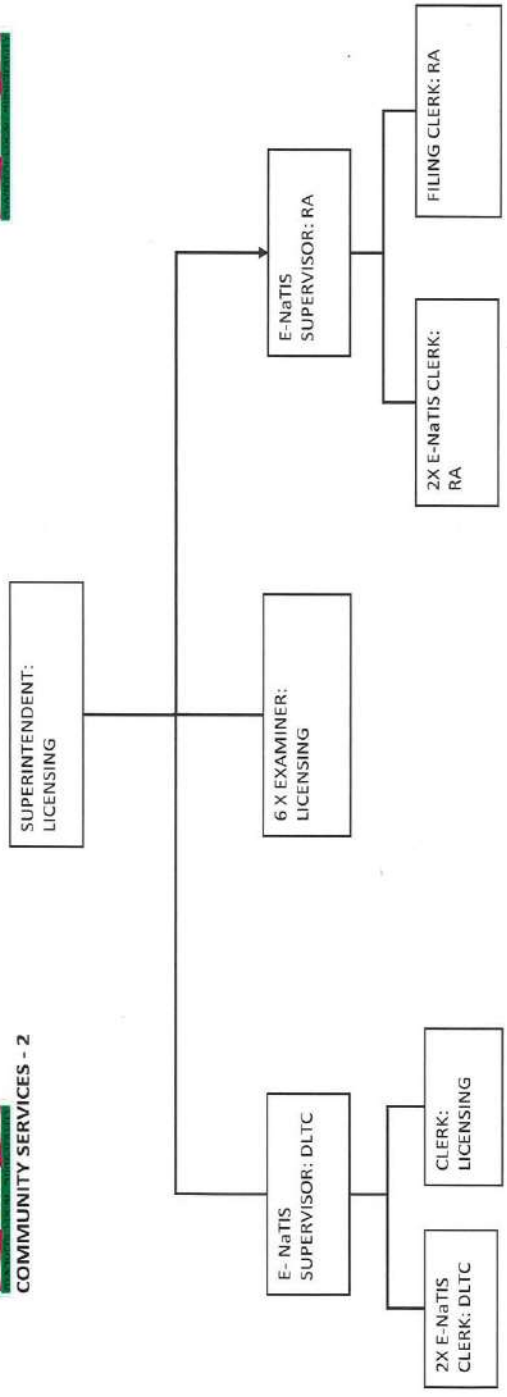
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COMMUNITY SERVICES - 2



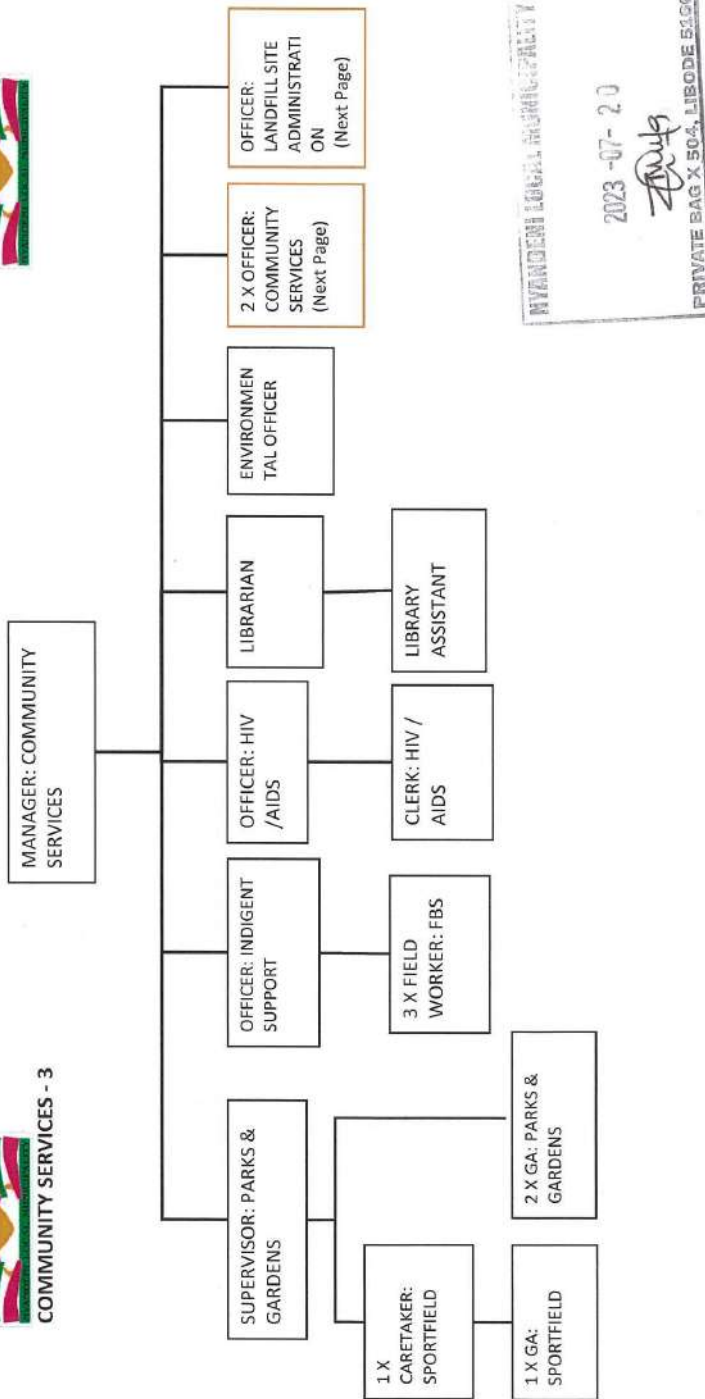
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COMMUNITY SERVICES - 3



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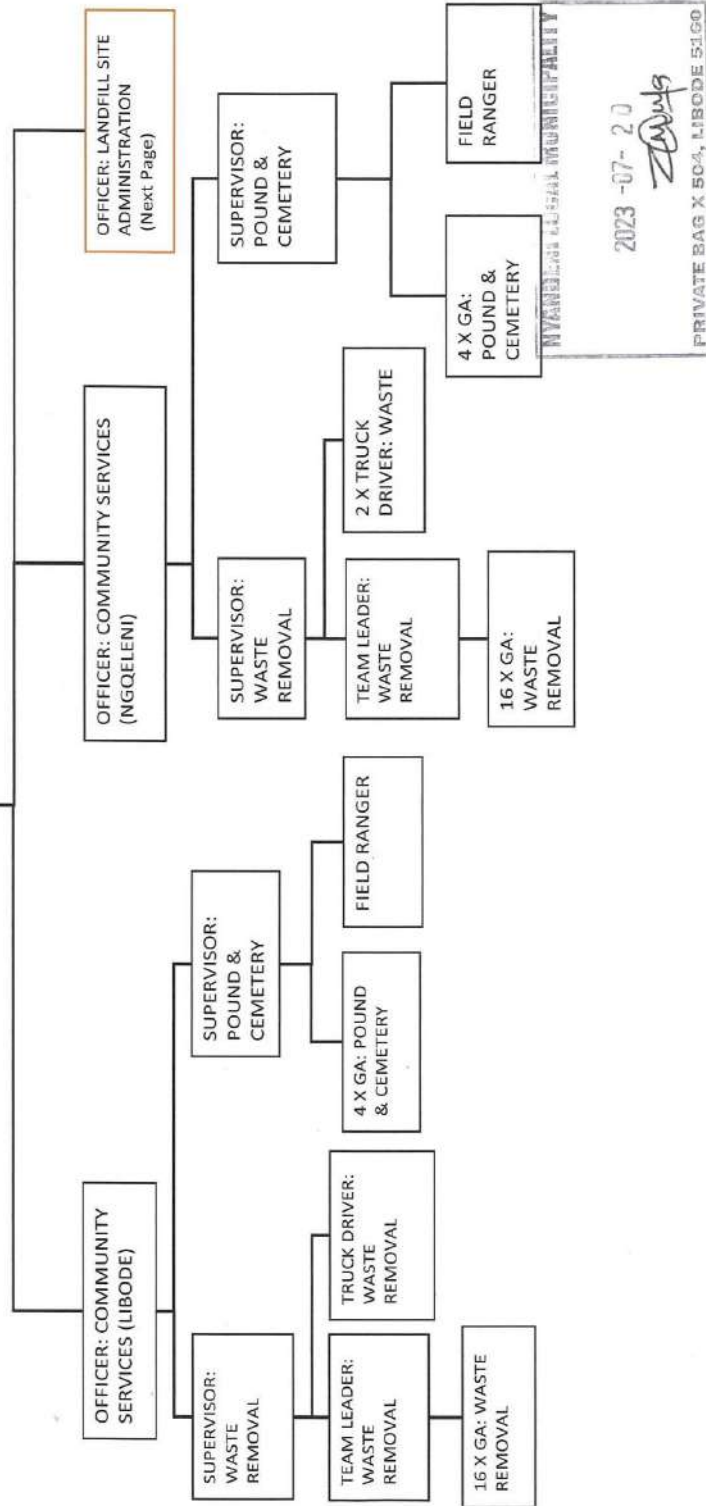


COMMUNITY SERVICES - 4



NYANDENI LM ORGANOGRAM 2023 - 2024

MANAGER: COMMUNITY SERVICES (Previous Page)



2023 -07- 20

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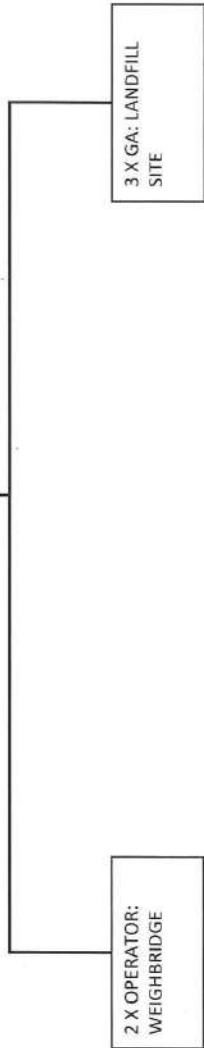


NYANDENI LM ORGANOGRAM 2023 - 2024



COMMUNITY SERVICES - 5

OFFICER: LANDFILL SITE
ADMINISTRATION



NYANDENI LOCAL MUNICIPALITY
2023 -07- 20
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ANNEXTURE C: ANNUAL FINANCIAL STATEMENTS

NYANDENI LOCAL MUNICIPALITY



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	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 13 th June 2023 and

		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.				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	Irregular expenditure schedule.	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.

		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.	Contract Register Deviations register			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) Presentat ion of the Unauthori sed, Irregular Expenditu re, Fruitless & Wasteful Expenditu re, and Deviation s (BTO Standing Committe	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

		e -13 June 2024) • Presentat ion of the Unauthori sed, Irregular Expenditu re, Fruitless & Wasteful Expenditu re, and Deviation s (Executiv e Committe e -21 June 2024) • Presentat ion of the Unauthori sed, Irregular Expenditu re, Fruitless & Wasteful Expenditu re, and Deviation s (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.	Memoran dum 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

		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.				
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	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.

		Submission of the Budget Certificate to Provincial and National Treasury				
	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	- Revenue Reconciliation - Reports from DLTC and RA that reconcile with the revenue collected - Investment	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

		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.	Reconciliation and schedules • Journals			
3.2	Revenue from Non Exchange Transactions	• Ensure all revenue relating to	Debtors Age analysis	15 July 2024	Revenue Accountant /	Debtors reconciliation prepared for the

		Property Rates is recognized - Review revenue if it is informed by valuation roll - Calculate debt impairment	Debt impairment calculation		Chief Accountant B&R/CFO/B TO Manager/R Data	period ending May 2024.
3.3	Transfer Revenue	- Reconcile grant revenue to expenditure incurred. - Reconcile the revenue to DORA.	- Grant Reconciliation - Grant businesses 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	Schedule of misallocations	10 July 2024	Senior Expenditure Clerk/Expenditure Accountant /B&R Manager	

		misallocations.				

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	Draft report from	10 July 2024	Chief Accountant: Asset	Terms of reference presented to the Specification Committee on the

		Provision for site disclosed	the experts Proposed journals		Management/BTO Mng/ CFO	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	- Assets verification report - Council	19 July 2024	Asset Manager/SCM Manager/CFO/PMU Manager/Road Technician/R-Data/Budget Manager/Chief	A service provider to assist with the physical verification of assets was appointed in April and have done 100% verification on

		• Approved disposal listing for Auction • Print inventory listing per office	resolution on disposal of assets • Inventory listing		Accountant:AM	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 • 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	• Assets physical verification report • Review of useful life report • Depreciation re-performed report	19 July 2024 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 • 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 • Agree FAR to the Trial Balance i.e. Cost, Acc Dep, Impairment & Disposal, Current Year Dep, and Net Carrying Values. • Final Asset Register	• Accumulated depreciation re-performed report. Draft Fixed Asset Register FAR reconciliation Proposed journals Final Fixed Asset	31 July 2023		

			Register			
4.10	Intangible Assets & Lease Agreements	- Identify any intangible assets e.g. Financial Management Accounting system, Software etc - Identify any lease agreements e.g. Photocopying Machine i.e. Nashua and Xerox contracts	- Intangible assets register - Lease agreements - Lease calculation	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 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	- Investment Reconciliation - Investment	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

		per bank confirmations • Review the investment reconciliations.	sche dule s			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	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

			e for ms			
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/B TO 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. • 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.	Bank reconciliation statements	05 July 2024	Budget & Reporting Accountant/Chief Accountant B&R/BTO Manager/CFO	Bank reconciliation prepared as at April 2024

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	Accruals reversal journal VAT reconciliation	12 July 2024	Expenditure Accountant/Senior Expenditure Clerk/ Budget Manager/CFO/RD ATA	VAT reconciled for the period ending May 2024.

		Ensure that Vat Reconciliations are on file and signed by the Municipal Officials				
		- 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	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.

		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. - 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	Ensure compliance with MFMA and other disclosures under	Draft AFS	12 Aug 2024	Chief Accountant Asset Management/BTO	Disclosures done on during preparation of Interim AFS

	the MFMA	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			Manager/Revenue Accountant/ Payroll Accountant/Chief Accountant:B&R/ CFO/SCM Manager	
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	Review / coaching notes	12-31 Aug 2024 19 Aug – 31 Aug 2024	Chief Accountant:Asset /BTO Manager/SCM Manager/CFO/	Due in August

		AFS to Audit Committee Clearing Reviews and coaching notes, and update and prepare for final submission				
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 Annual Report (sec 121)	Draft Annual Performance Report	16 Aug 2024	Manager IDP/Senior Manager Operations	Due in August
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	CFO/Accounting Officer	Due in August
8.6	Submission of AFS	Tabling of AFS, Annual	Council Resolution	31 Aug 2024	CFO/Accounting Officer	Due in August

	and Performance Information to the Council	Performance Information & Draft Annual Report				
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 D: MUNICIPAL FINANCIAL DISCLOSE 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. Mvunelo (AMM)	
Chief Financial Officer		
Deputy MM and (Executive) Directors	Mr. S.V. Poswa (SM: Operations)	
	Mr. G.N. Cekwana (SM: Planning & Dev)	
	Mr. J. Sikhuni (SM: Community Services)	
	Mr. J. Yengane (ASM: Infrastructure Development)	
	Ms. T. Tshisa-Ndamase (ASM: Institutional Development)	
Other S79 Officials		

APPROVAL OF FINAL IDP



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Mr. S. Mvunelo
Acting Municipal Manager