

## **INTEGRATED DEVELOPMENT PLANNING**

**2025-2026 DRAFT IDP**

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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

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

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

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

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

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

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

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

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

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

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**CLLR B.V. NDAMASE**  
MAYOR

## OVERVIEW BY THE MUNICIPAL MANAGER

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

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

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

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

Municipal Systems Act (MSA), 32 of 2000

Municipal Structures (MSA), 117 of 1998

Municipal Finance Management Act (MFMA), 56 of 2003

Constitution of RSA, 1996, NDP vision 2023 and Cogta guidelines.

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**MR. S.V. POSWA**  
**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**

#### **Physical infrastructure**

Municipal buildings

Plant and equipment

Community facilities [halls etc]

Access roads

Storm water

Walkways, transport halts etc

Dams (for grazing and to catalyze agriculture and farming)

Bulk infrastructure

#### **Social services**

Primary health care

Library services

Social amenities

Public safety

Early childhood development

Skills development

#### **Environmental management**

Environmental health management services

Environmental safety management

Pollution control and management

Environmental planning

Environmental monitoring and compliance

#### **Economic services**

Local economic development planning

Tourism planning

Land use management planning and zoning schemes

Spatial planning

Agriculture planning

Transport planning

Tourism planning

Business regulations

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

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

## MEDIUM TERM MACRO INSTITUTIONAL STRATEGY

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

from myriad institutional deficiencies, advances as well as development challenges. It is presented in the form of a diagram to illustratively communicate the dialectical inextricable interconnectedness of the components.

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

## LEGISLATIVE AND POLICY ENVIRONMENT

**Section 34 of the Municipal Systems Act** states that

A municipal council must:

- (a) Review its integrated development plan
- (b) To the extent that changing circumstances so demand

**Sec (39) (1) of the Municipal Structures Act** stipulates that an executive committee is –

The Principal Committee of a municipal council

Sec (39) (2) states that an Executive Committee MUST -

Identify the needs of the municipality

Review and evaluate those needs in order of priority

Recommend to the municipal council strategies, programmes and services to address priority needs through the IDP and estimates of revenue and expenditure

Recommend or determine the best methods, including partnership and other approaches to deliver those strategies, programmes and services

**District Development Model - ONE PLAN has Six (6) Transformational Focus Areas**

Management:

People Development and Demographics

Economic Positioning

Spatial Restructuring and Environmental Sustainability

Infrastructure Engineering

Integrated Services Provisioning

Governance

**The Constitution of the Republic of South Africa, 1996**, provides the primary overarching framework within the Local Government planning must be understood. The Constitution gives Local Government a mandate to;

Provide democratic and accountable government for all communities

Ensure provision of services to communities in a sustainable manner

Promote social and economic development

Promote a safe and healthy environment; and

Encourage the involvement of communities and community organizations in the matters of Local Government.

**Municipal Finance Management Act. No 56 Of 2003**

Section 21 of MFMA requires the Mayor to coordinate the process for preparing the annual budget and developing the Integrated Development Plan. The IDP and budget must be one process

Section 21 of the Local Government: Municipal Finance Management Act states that the Mayor must table a schedule of key deadlines for various budget activities 10 months before the start of the new financial year.

The accounting officer is tasked by section 68 of the MFMA with assisting the Mayor in performing the budgetary functions.

**Governing Party LG Manifesto has identified the following commitments**

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

Basic Services (Water, sanitation and roads

Electricity ensure safe and reliable electricity supply

Land and housing

Fast-track land reform and rural development

Continue to upgrade informal settlements and counter urban sprawl as it

Increase the amount of time and cost of travelling.

Ensure communities are located on well-situated land

Choose the best people to run municipalities

Food security  
Fight corruption and end wastage  
Make municipalities financially viable  
Job creation, education, training for young people

### **Eastern Seaboard Development (ESD)**

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

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

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

### **State of the Nation Address, (SONA) 2024**

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

He acknowledged the greatest damages caused by:

The era of state capture

Covid-19

Gender- based violence and femicide

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

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

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

## State of the Province Address (SOPA) 2025

The Premier of the Eastern Cape, Oscar Mabuyane, delivered the SOPA speech on 21 February 2025. The premier touched on the following fields and emphasized their considerations by governments, and other sectors.

Eastern Cape Province through Medium Term Development Plan will accelerate focus on the following strategic priorities:

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

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

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

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

## Back to Basics Local Government Strategy

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

NO	BACK TO BASICS PILLARS	LG KPA	Role of the municipality
	Put people first	Good Governance and Public Participation	Implement community engagement plans targeting hotspots and potential hotspots areas Municipalities to implement responsive and accountable processes with communities Ward Committees must be functional and councillors must report back to their communities at least quarterly Utilise Community Development Workers, Ward Committees, Ward Councillors to communicate projects earmarked for implementation Municipalities must communicate their plans to deal with backlogs Municipalities to monitor and act on complaints, petitions and other feedback
	Delivering Basic Services	Service Delivery and Infrastructure Planning	Municipalities must delivery basic services Municipalities must ensure that services such as cutting of grass patching of potholes, working robots, street lights and constant refuse removal are provided Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision
	Good Governance	Good Governance and Public Participation	Municipalities will ensure transparency, accountability and regular engagements with communities All municipal council structures must functional and meet regularly Council meeting to seat at least quarterly All Council Committees must sit and process items for council decisions Clear delineation of roles and responsibilities between key leadership structures Functional oversight committees must be in place
	Sound Financial Management	Financial Viability and Management	All municipalities must have functional financial management system which includes rigorous internal controls Cut wasteful expenditure and implement cost containment measures Supply chain management structures and controls must be in place according to regulations and with appropriate oversight All budget to be cash backed Ensure that post audit action plans are addressed Act decisively against fraud and corruption Conduct campaigns against illegal connections, cable theft, manhole covers Conduct campaign on culture of payment for services led by councillors
	Building Capacity	Institutional Transformation and Development	all municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications All staff to sign performance agreements Implement and manager performance management system Municipal management to conduct regular engagement with labour

### Eastern Cape Medium Term Strategic Priority areas

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

### Spatial Planning and Land Use Management Act (SPLUMA)

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

### Alignment with National and Provincial Plans and Priorities

#### Priority 1: an inclusive, equitable & growing economy

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

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
<b>Outcome 1: Improved quality of basic education</b> <b>Outcome 6: Outcome 6: An efficient, competitive and responsive economic infrastructure network</b> <b>Outcome 12: An efficient, effective and development-oriented public service</b>			
<b>The role of the municipality:</b>			
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
<b>Outcome 2: Improving Health And Life Expectancy</b>			
<b>The Role of the Municipality</b>			
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	<b>Goal 11: Sustainable Cities and Communities</b>		<b>To strengthen public participation with communities by 2022</b>
<b>OUTCOME 9: A responsive and Accountable Effective and Efficient Local Government System.</b>			
<b>The role of the municipality</b>			
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	<b>Goal 16: Peace, Justice &amp; Strong Institutions</b>		<b>To develop and review an organogram that is aligned to powers , functions and Council priorities</b>
<b>OUTCOME 9: A responsive and Accountable Effective and Efficient Local Government System.</b>			
<b>The role of the municipality</b>			
<b>Strengthening public participation to ensure that all communities participate in municipal programmes and activities</b>			

### Alignment with National and Provincial Priorities and Programme of Action

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

OUTCOMES 4 DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals
Faster and sustainable More labour absorbing growth Strategy to reduce youth unemployment Increase competitiveness to raise net exports and gross trade Improve support to small business and cooperatives Implement expanded public works programme	Investment in industrial development zones Industrial sector strategies – automotive industry, clothing and textiles Youth incentive Development training and systems to improve procurement Skills development and training Reserve accumulation 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
Improve competition and regulation Reliable generation, distribution and transmission of energy Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports Maintain bulk water infrastructure and ensure water supply Information and communication technology	An integrated energy plan successful independent power producers Passenger Rail Agency acquisition of rail rolling	Focus on infrastructure for rural development, Focus on trade and logistics infrastructure Focus on infrastructure for rural development, Mzivumbu Multipurpose Project which was launched by the President in April 2014, and Mthatha Air Port a & Wild Coast Upgrading of R61 and N2	Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport Improve maintenance of municipal road network Working together with Eskom and DNE expand electrification to all households	
OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY				
Outputs	Key spending programme(national)	Eastern Cape Programme of action	Role of Local Government	Millennium Development Goals

Sustainable agrarian reform and improved access to markets for small farmers Improve access to affordable diverse food Improve rural services and access to information to support livelihoods Improve rural employment opportunities Enable institutional environment for sustainable and inclusive growth	Settle 7000 land restitution claims Redistribute 283 592ha of land use Support emerging farmers Soil conservation measures and sustainable land use management Improve rural access to services		Unleash Massive ploughing programme in all wards to ensure food security and good nutrition to all households	<b>Goal 7 (Target 7A)</b> Integrate the principles of sustainable development into countries policies and programmes and reverse the loss of environmental resources  <b>Goal 1 (Target 1C)</b> Halve, between 1990 and 2015, the proportion of people who suffer from hunger
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### 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

## INTRODUCTION TO NYANDENI LOCAL MUNICIPALITY

### 1.1.1 Vision

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

### 1.1.2. Mission

Nyandeni will achieve her vision through a capable institution that:

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

### 1.1.3. Values

Nyandeni has the following values:

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

Promptness (responding to matters of public and citizen's interests within reasonable time including acknowledging and keeping people informed of all municipal processes)

Integrity (transparency, honesty, good democratic ethics, impartial on matters of public good and interest and building a public service that transcends political and social boundaries)

Accountability (responsible, taking ownership, discipline, efficient and implanting a culture of a demand driven development paradigm)

Participative (building a reciprocal relationship between management and all internal stakeholders, between council and administration, between labour and organizational leadership, and between the municipality and its citizens and social formations)

Responsive (building a customer friendly municipal environment, ensuring a proactive, flexible, creative and quality conscious service delivery environment)

Considerate (implanting a culture of compassionate, caring and emotional intelligent municipal environment that prioritizes its inhabitants, employees and councillors)

### 1.1.4. Strategic Goals of the Municipality

To ensure sound governance practices within Nyandeni local municipality:

Improving and strengthening intergovernmental relations

Collaborative planning

Fostering strategic partnerships

By ensuring good corporate practices

Effective municipal leadership and management

Wise resource management

Seamless programme management

Ensuring a stable political environment

Broadening and deepening local democracy through ward committees and beyond

Ensure local accountability through continuous reporting system, local imbizos etc

Implanting a culture of people centred people driven development

To provide sustainable services to all inhabitants of the municipality through

Physical infrastructure provision

Community and social services

Effective local economic development planning

Spatial development planning  
 Effective intergovernmental collaboration  
 Providing support to business development  
 Strategic sector planning and development

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

The Municipality is bordered to the south-west by the King Sabata Dalindyebo Municipality, to the north by the Mhlontlo Municipality, to the east by the Ntabankulu, Ingquza Hill and Port St Johns Municipalities. The Indian Ocean forms the southern boundary of the municipal area.

The Nyandeni Local Municipality is committed towards ensuring a brighter future for all inhabitants in the region and its investment strategies aim to enhance competitiveness and encourage sustainable growth that is inclusive. A stimulus should be created for the local economy to grow, compete and create more jobs. It is all about competitiveness, about enterprises thriving in competitive markets and locations with the aim to create sustainable employment at the local level. The main approach to do so is:

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

#### 1.1.5. Organizational structure, systems, processes and personnel capacity

<p><b>Political &amp; Council Structures</b></p> <ul style="list-style-type: none"> <li>Mayor</li> <li>Speaker</li> <li>Executive Committee</li> <li>64 Councillors</li> <li>32 Wards &amp; 320 Ward Committees Members</li> <li>9 Standing Committees</li> <li>Municipal Public Accounts Committee</li> <li>Ethics and Members Interest Committee</li> <li>Public Participation and Petition Committee</li> <li>Office of the Chief-whip</li> <li>Women Caucus</li> <li>2 Traditional Leadership</li> <li>Audit Committee</li> </ul>	<p><b>Administrative Structures</b></p> <ul style="list-style-type: none"> <li>Office of Municipal Manager</li> <li>Corporate Services</li> <li>Budget and Treasury Office</li> <li>Community Services</li> <li>Infrastructure Department</li> <li>Planning and Development</li> </ul>
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At the political level, the organization is based upon a strong programme management model and a politically orientated governance approach, combined with competencies in community based engagement, development and stakeholder mobilization. This is complimented by the leadership and executive management structures primarily at a political level. These structures are used to make decisions and inform high level planning for the achievement of desired objectives of Nyandeni Local Municipality.

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

#### Administrative Structures

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

- a) Office of the Municipal Manager

- b) Corporate Services;
- c) Budget and Treasury Office;
- d) Community Services;
- e) Infrastructure Department and
- f) Planning and Development

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

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

ICT Governance Committee

Risk Management Committee.

EPWP

Loss Control Committee

Contract Management Committee

Fleet Management Committee

Skills Development and Employment Equity Committee

Employee and Wellness Committee

Occupational Health and Safety

#### 1.1.6. NLDP Vision 2030 Propositions

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

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

**Goal One:** a significant improvement in the provision of public infrastructure and public services. Its scope includes expanding employment through public works and local procurement (particularly locally produced food for school nutrition programmes).

**Goal Two:** envision a well-managed urbanization process in which urban nodes are linked by a good quality road network. This calls for the creation of competitive towns to enhance socio-economic development.

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

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

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

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

VIP toilet provision programme.

Eskom to complete household electrification programme.

Maintenance of existing and new stand-alone village water schemes.

Reticulation from two new Mthatha bulk water corridors into the new NLM urban development zone.

Municipal waste services to be delivered in a new zone and other tourism and transport nodes.

Construction of two main planned roads (R61/N2 and Meander).

Use transport nodes to develop commercial precincts (taxi ranks, hawkers facilities, shops, etc)

Absence of solid waste disposal and recycling systems.

Commercial land tenure hinders investment by private capital.

#### 1.1.7. Investment Summit

Nyandeni held an investment summit on 07-08 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.

## **PROCESS FOLLOWED IN REVIEWING THE IDP**

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

IDP process (5 year IDP):

Process plan

District IDP Framework

Content of IDPs – drafting of an IDP has 5 phases:

Phase 1: Research, Information Collection and Analysis

Phase 2: Vision, Objectives and Strategies

Phase 3: Development of Programmes and Projects

Phase 4: Integration and Consolidation; and

Phase 5: Approval, Adoption and Publication.

IDP Review and amendment process

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

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

### **1.2.1. Status of the Integrated Development Plan**

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

### **1.2.2. Matters considered during the Development Process**

Eastern Cape Government Medium Term Strategic Framework

Municipal Standard Chartered of accounts (mSCOA)

Matters emanating from council strategic planning

Comments emanating from IDP and Budget Public Hearings

Comments emanating from the Mayoral Outreaches

National Treasury Division of Revenue Act Allocations for 2022  
Sector Plans  
MEC Comments for 2023/2024 IDP Assessment  
Auditor General's 2023/2024 Audit Opinion

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

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

Notice will also be placed on the Municipal Website ([www.nyandeni.gov.za](http://www.nyandeni.gov.za)) as well as all municipal Libraries for easy access by communities.

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

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

## **IDP and Budget Process Plan**

### **Introduction**

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

Develop/review IDP 2025/2026 as well as engagement with the communities and stakeholders

Outline the specific activities for the consolidation of budget for 2025/2026 financial year

Account about the implementation of the IDP and Budget for 2025/2026

### **Legislative Background**

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

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

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

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

The Mayor of a municipality must –

coordinate the processes for the preparation of the annual budget and for review of the municipality's Integrated Development Plan and budget related policies to ensure that the tabled budget and any revision of the IDP and budget related policies are mutually consistent and credible

MFMA further prescribes that at least 10 months before the start of the budget year, the Mayor must table in the municipal council a time schedule outlining key deadlines for: -

Preparation, tabling and approval of the annual budget.

Annual review of the Integrated Development plan in terms of section 34 of the Municipal Systems Act and review of budget related policies.

The tabling and adoption of any amendments to the IDP and budget related policies.

Any consultative process forming part of the process.

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

Audit Committee Meeting	Internal Audit Unit	22 October 2024	MFMA	Done
Ordinary EXCO Meeting	Mayor	24 October 2024		Done
HR Plan Review Workshop	SM: Corporate Services	24-25 October 2024		Done
Table first quarter performance report including financial performance analysis report (s52(d) to Ordinary Council Meeting	Mayor	31 October 2024	MFMA s52(d)	Done
ICT Strategy Review	SM: Corporate Services	31 October 2024		Done
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLTATIVE FRAMEWORK</b>	<b>PROGRESS</b>
<b>NOVEMBER</b>				
Place quarterly performance report on the municipal website	Manager M&E	08 November 2024	MFMA 75 (1)K & 52(d)	Done
Conduct IDP Representative Forum	Senior Manager Operations	08 November 2024		Done
Conduct Mayoral Imbizo's to assess state of service delivery and identify community development priority needs (Consultation of Annual Report)	Mayor	11-15 November 2024	MSA s34 & s16	Done
Special EXCO Meeting	Mayor	21 November 2024		Done
Management Retreat to finalise IDP Situational analysis	MANCO	25-26 November 2024		Done
Special Council meeting	Speaker	28 November 2024		Done
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLTATIVE FRAMEWORK</b>	<b>PROGRESS</b>
<b>DECEMBER</b>				
Special Exco Meeting	Mayor	10 December 2024		Done
Special Council Meeting to submit Final Annual Report	Speaker	13 December 2024		Done
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLTATIVE FRAMEWORK</b>	<b>PROGRESS</b>
<b>JANUARY</b>				
ICT Governance Committee Meeting	SM: Corporate Services	07 January 2025	White Paper on ICT	Done
Risk Management Committee	MM	09 January 2025		
Convene Management Retreat to compile and finalize Mid-year report, adjustment budget and SDBIP	Municipal Manager & Senior Managers	13-14 January 2025	MFMA s72 (1) & 11	Done
ICT Governance Committee Meeting	SM: Corporate Services	16 January 2025	White Paper on ICT	Done
Ordinary Audit, Risk & Performance Committee (Assessment of Mid-year performance)	Internal Audit Unit	17 January 2025	MFMA	Done
Special Exco Meeting to Table Mid-year Report, revised SDBIP and Adjustment Budget for approval	Mayor	21 January 2025		Done
Table Mid-year Report, revised SDBIP to the Special Council Meeting	Mayor	24 January 2025	MFMA s72 (1) & 11	Done
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLTATIVE FRAMEWORK</b>	<b>PROGRESS</b>
<b>FEBRUARY</b>				
Place the quarterly performance report (s72 on the municipal website	Manager M & E	06 February 2025	MFMA 72	Done
Social Transformation Cluster	IDP Manager	06 February 2025		Done
Economic & Infrastructure Cluster	IDP Manager	13 February 2025		Done
Provincial Treasury Mid-year assessment	CFO	14 February 2025		Done
Management Technical Strategic Planning session to consider Adjustment budget and Revised SDBIP and 2025-26 IDP and Budget Review	MM	17– 19 February 2025	MFMA	Done
Ordinary Executive Committee Meeting	Mayor	20 February 2025		Done
Table 2024/25 Adjustment Budget to Ordinary Council meeting.	Mayor	27 February 2025	MFMA s72 (1) & 11	Done
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLTATIVE FRAMEWORK</b>	<b>PROGRESS</b>

	DEPARTMENT			
<b>MARCH</b>				
EXCO Lekgotla	Mayor	02-03 March 2025		Done
Convene Strategic Planning Session to review municipal high level overarching strategies and short term development objectives	Mayor	04 – 07 March 2025	MSA	Done
Place the Final Annual Report for 2023-2024 on the municipal website	Manager M&E	14 March 2025	MFMA 75 (1)	Done
Budget Steering Committee	Mayor	18 March 2025	MFMA	Done
Convene IDP Rep Forum to present Draft IDP 2025/2026 Budget	Mayor	19 March 2025	MSA	Done
Presentation of 2025-2026 Draft IDP, Budget, Draft SDBIP, Tariffs and budget related policies to the Special Executive Committee Meeting	Municipal Manager	20 March 2025		Done
Tabling of 2025-2026 Draft IDP, Budget, Draft SDBIP, Tariffs and budget related policies to Special Council	Mayor	27 March 2025	MFMA s16 (2)	Done
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLATIVE FRAMEWORK</b>	<b>PROGRESS</b>
<b>APRIL</b>				
ICT Governance Committee Meeting	SM: Corporate services	03 April 2025		
Risk Committee	Internal Audit Unit	15 April 2025		
Policy review consultations within Departments	All HODs	January -April 2025		
IDP and Budget Public Hearings (Road shows)	SM: Operations	15-18 April 2025		
MTREF Engagement and Benchmarking(Conducted by Provincial Treasury)	MM, BTO & SDF	18 April 2025		
Audit Committee Meeting	Internal Audit Unit	21 April 2025		
Table third quarter performance report including financial performance analysis report to Ordinary EXCO Meeting	Municipal Manager	22 April 2025		
Table third quarter performance report including financial performance analysis report to Special Council	Mayor	25 April 2025	MFMA s52(d)	
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLATIVE FRAMEWORK</b>	<b>PROGRESS</b>
<b>MAY</b>				
Economic Development and Infrastructure Cluster	Manager IDP	02 May 2025		
Council Policy Consultative Workshop	SM: Operations	05-09 May 2025		
Social Transformation Cluster	Mayor	13 May 2025		
Budget Steering Committee meeting	Mayor	16 May 2025		
IDP Rep Forum	Mayor	20 May 2025		
Special Exco Meeting	Municipal Manager	22 May 2025		
Table Reviewed 2025-2026 IDP, Annual Budget, Tariffs, Organizational Structure and budget related policies for approval by Council	Mayor	29 May 2025	MFMA s24 (1)	
<b>ACTIVITIES</b>	<b>COORDINATING DEPARTMENT</b>	<b>TIMEFRAME</b>	<b>LEGISLATIVE FRAMEWORK</b>	<b>PROGRESS</b>

## JUNE

Submit approved annual budget and IDP to NT & PT	CFO	10 June 2025	MFMA 24 (3)	
Publish the IDP and Budget for 2025-26 FY	M&E Manager	10 June 2025		
Submit Draft SDBIP to Mayor	MM	13 June 2025		
IGR Forum		18 June 2025		
Special Exco Meeting to consider End of the Year Road Map and Financial Related Reports	Mayor	19 June 2025		
Ordinary Audit, Risk & Performance Committee	Internal Audit Unit	25 June 2025		
Submit Final SDBIP to Mayor	Municipal Manager	25 June 2025		
Special Open Council Meeting	Speaker	27 June 2025		

### 1.2.5. Public consultations

Mayoral Imbizos were conducted on 11-15 November 2024

Council Strategic planning was held on 04-06 March 2025

The IDP Representative forum was held on 20 August 2024, 08 November 2024, 19 March 2025 and the last one will be held on 20 April 2025 to solicit inputs from various stakeholders.

IDP Road shows will be held on 15 to 18 April 2025

IDP & Budget consultation meetings with rate payers, Businesses and Taxi Industry were held on 21- 22 May 2025 in both towns Libode and Ngqeleni.

### 1.2.6. Publication and submission

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

### 1.2.7. IDP assessment and response to issues raised

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

### 1.2.8. Consideration of inputs by MEC on 2024-2025 IDP 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:

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

**Specific Assessment Findings on the 2024/25 Final IDP**



	<ul style="list-style-type: none"> <li>• The municipality must develop a leachate plan.</li> <li>• The municipal IDP must indicate the provision of hazardous waste disposal.</li> </ul>	<p>The leachate plan was developed as part of the Land fill operational plan and will ensure that is incorporated or inserted as part of the IDP-Document.</p> <p>The Hazardous Waste Disposal is the competency of the provincial government though the department has the challenges of the medical needles and some half medicine that could be harmful to inhabitant. Then Municipality is exploring to do Risk pertaining to environment Assessment to private practice.</p>	
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<p>KPA 2: Service Delivery &amp; Infrastructure Planning</p>	<ul style="list-style-type: none"> <li>• The municipality must have an approved and budgeted Roads and Stormwater Infrastructure Asset Management Plan.</li> <li>• The municipal IDP must indicate both primary and secondary schools within the area that have been affected by the school rationalisation and realignment process</li> <li>• The municipal IDP must reflect the status of registration of Early Childhood Development Centres (ECD) centres that comply with the norms and standards set by Department of Social Development.</li> <li>• The municipality must coherently integrate its Disaster Management Plan into the IDP.</li> <li>• The municipality must budget and conduct a Disaster Risk Assessment for its area and reflect this in the IDP.</li> <li>• The municipality must integrate its Disaster Risk Profile.</li> <li>• The municipality must develop disaster risk reduction strategies, programmes and plans and reflect them in the IDP.</li> <li>• The municipality must have disaster early warning systems, procedures or plans and reflect them in the IDP.</li> <li>• The municipal IDP must show the existence of an All-hazard Contingency Plan.</li> <li>• The municipality must budget for the implementation of disaster public awareness and advocacy campaigns.</li> </ul>	<p>The Information on education sector will be reflected on the 2025/26 financial year, IDP review.</p>	
<p>KPA 3: Financial Viability</p>	<ul style="list-style-type: none"> <li>• There were no findings in relation to this KPA, unlike in previous assessments and that symbolizes progress.</li> </ul>		
<p>KPA 4: Local Economic Development (LED)</p>	<ul style="list-style-type: none"> <li>• There have been no findings in relation to this KPA in the last two Financial Years of assessment.</li> </ul>		

KPA 5: Good governance & Public participation	<ul style="list-style-type: none"> <li>The municipality must improve audit opinions, unlike the previous assessment, there were no findings, this implies a slight regress.</li> </ul>		
KPA 6: Institutional Arrangements	There are no findings in relation to this KPA		

## Issues raised in the IDP Rep forum

### Issues Raised During Mayoral Imbizos

#### Ward No: 1

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

**WARD NO: 2**

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

		-PROJECT COMPLITION CERTIFICATES ARE SIGNED WHERN ROADS ARE COMPLTED WITHOUT THE INVOLVEMENT OF THE PROJECT STEERING COMMITTEE	
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**Ward No: 3**

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

**Ward No: 4**

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

**Ward No: 5**

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

**Ward No: 6**

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

**Ward No: 7**

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

**Ward No: 8**

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

**Ward No: 9**

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

**Ward No: 10**

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

**Ward No: 11**

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

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	ECONOMY & SOCIAL SERVICES	HOUSING
		From N2 ziphonzana along kiyana bnb there are bill trenches		
		Road from Ngcilitshana pass Nonkumbuzo to Madikiza (khalandon)		
	Toilets Request for water(tank, pipe and generator)	Nkqubela Road and Bridge should be FastTrack		
	Toilets		Request for 10 high musts.	

**Ward No: 12**

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

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS
		Tar road from River Side to Ntongana

**Ward No: 13**

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

		Residents as it was encompassed in the 2023 IDP Roadshows Prioritise The construction of the Ephontshini Access Prioritise the construction of the following Roads: Mandlovini to Khubusi Nkalweni to Manjanjeni		Allocation of Seedlings Beneficiaries in the ward must be done in a transportation and improved accountable manner		
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**Ward No: 14**

<b>ELECTRICITY</b>	<b>WATER &amp; SANITATION</b>	<b>ROADS, BRIDGES &amp; HALLS</b>	<b>HEALTHCARE</b>	<b>ECONOMY &amp; SOCIAL SERVICES</b>	<b>EDUCATION</b>	<b>SPORTS, ARTS &amp; CULTURE</b>
No electricity at Ncambedlana	Request for toilets at No.3	Bridge and access road for Mqwangqweni No.3		Request for RDP houses at Mdeni		
	Honey sucker	Nolithat to Sigwalini access road		Request for houses at NO.3		
	Request for water source (Dam)	Bridge to Mqanduli		Recruitment at Sebeni Forest		
	Request for taps at Ncambedlana	Dontsa to Ntsaka access road need attention		Child headed household at No.3		
	Request for water at Mangwaneni	Gxini to Ndimakude		CWP – Request for salary increase and uniform.		
		Mdeni Access road		Request houses for destitute		
		Maintenance of all roads		Request for houses at Mangwaneni		

		Bridge –Dimanda to Mzamo Junction		Request for houses at Ncambedlana		
		Mboleni to Mncome access road		Poor response on request for removal of alien plants		They were promised of the Multi-Purpose center , need update on progress
		Request for internal roads		Drug abuse High rate of rape		Request Sport field for youth
				Skills development for youth		

**Ward No: 15**

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
Ward Councillor		All the new extensions are not electrified and the solar system is not satisfying.	There is a challenge in the issue of sanitation toilets and water in the whole ward. There is also a problem of the criminals that are vandalising the water equipment, even in St. Barnabas Hospital to the extent that the hospital was closed for a period of the week. The water engine at Mtyu was stolen and this causes problems when it comes to water provision. The water tanks that were given to the communities in different areas were stolen and they are known by the community members.	The road from Didi to Ntlaza is not complete, it did not cross the river/bridge. There are houses that were not completed in Ntlaza.				

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

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
		ESKOM does not respond to these.		Request for the streets. Due to high accidents in the Mtyu Junction, they ask for the speed humps				
Mrs. Cheba	Mampondomis eni					Home affairs should fix the issue of birth certificates		
Mr. Mnakaniso	University					There are people that came and said they want to cultivate our fields but there is no proper direction as to what is happening in our own fields. The challenge of stock theft is a problem. Concern about the Job scarcity.		
Mr. Nongena	Khuleka	The issue of electricity that is on and off. Stolen generator that brings water to the hospital.			The issue of cleanliness in the Hospital.			
Mrs. Selana	Khuleka	The issue of the needed to know the issue of alternative energy and also the free electricity		Access road and the drainage system is needed. The issue of the temporary houses that are not improving				
Mr. Bhabhana	Khuleka		There are no toilets at Nkanini of Khuleka.	Mtshingila, Ntombomzi Khulu, Nombuyiselo Mgqubhuza and Zwelakhiwa Tsube and Mabhala families that are in dire need of houses.		The slow pace of the erection of the animal feed processing plant.		The municipality promised to take control of the rugby tournament but now we hear

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
				There was a promise of 6 KM road that was never implemented.				that the funding is stopped.

### Ward No: 16

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
ZUKISO JWARA (MSINTSINI)  - ELECTRIFICATION OF ALL WARD 16 NEW EXTENSION (ALL NEW EXTENSION ARE WITHOUT ELECTRICITY)	MALUSI SEKU (MKHANKATHO)  -ALL WARD VILLAGES ARE WITHOUT WATER  - THE MUNICIPALITY MUST INTRODUCE THE CONSTRUCTION OF BOREHOLES TO ENSURE THAT ALL WARD 16 VILLAGES HAVE ACCESS TO CLEAN DRINKING WATER	NOKUPHUMLA (DIDI)  -ACCESS ROADS THAT NEED MAINTANANCE  (a)DALAGUBA TO MGWENYANE ACCESS ROAD  (B) MAFINI ACCESS ROAD  (C) MSINTSINI ACCESS ROAD	NOSAYINILE SOGWEXA (JAMANI)  -WARD 16 COMMUNITY ARE WITHOUT CLINIC AND ARE REQUESTING THE MUNICIPALITY TO ASSITS THEM TO GET CLINIC AS THEY USE LIBODE CLINIC FOR HEALTH SERVICES	JOSEPH MTSHAKA (MSINTSINI)  - WARD 16 YOUTH IS UNEMPLOYED THE MUNICIPALITY MUST COME UP WITH THE PLAN TO END UNEMPLOYEMENT AND GRUGS USAGE BY YOUNG PEOPLE.	NOKUPHUMLA (DIDI)  -CHILDREN WITH NO BIRTH CERTIFICATES ARE NOT REGISTERED TO SOUTH AFRICAM SCHOOL ADMINISTRATION SYSTEM (SA-SAMS)	JOSEPH MTSHAKA (MSINTSINI)  -THE MUNICIPALITY MUST DEVELOP A PLAN TO MAKE PLAYING GROUNDS IN ALL WARD 16 VILLAGES.
	- ALL WARD VILLAGES ARE INNEED OF TOILETS AS THE PREVIOUS TOILETS THAT WERE PROVIDED TO WARD 16 COMMUNITY ARE FULL	ROAD TO SCHOOL  -XHENTSE ACCESS ROAD  - XHENTSE SSS NEED ACCESS ROAD AS IT IS VERY DIFFICULT FOR SCHOOL STAFF TO REACH SCHOOL DURING RAINING SEASON.		NOKUPHUMLA (DIDI)  -ABUSE OF ELDERLY PEOPLE, PARENTS AND CHILDREN BY YOUNG PEOPLE DUE TO JOB	NYAKUJIKILE MADOLO (NTABANTSIMBI)  -XHENTSE SSS BUILDINGS ARE VERY BAD AND THE SCHOOL NEEDS NEW BUILDINGS INORDER TO ACHIEVE THE MAIN PURPOSE OF TEACHING AND	- THE MUNICIPALITY MUST HAVE A PLAN TO PROVIDE SPORT FACILITYIES, PLAYING KITS AND BALLS TO ALL NYANDENI YOUNG PEOPLE TO FIGHT

		- A BRIDGE TO XHENTSE SSS NEED TO BE CONSTRUCTED TO ACCESS SCHOOL		SCARCITY ANG GRUG USAGE IS VERY HIGH  -MORE CHILDREN DO NOT HAVE BIRTH CERTIFICATES, BIOLOGICAL PARENTS ARE LIVING THEIR CHILDREN WITH GRAND PARENTS. - THESE CHILDREN DO NOT RECEIVE CHILD SUPPORT GRANTS AND NOT REGISTERED TO SOUTH AFRICAM SCHOOL ADMINISTRATION SYSTEM (SA-SAMS)	LEARNING TO ACHIEVE GOOD RESULTS. -THE CONDITION OF THE SCHOOL NEGATIVELY AFFECT TEACHING AND LEARING IN XHENTSE SSS.	THE USE OF DRUGS AND ALCOHOL.
		MS COLWANA (SIWELA) CAPITAL PROJECTS -SIWELA VILLAGE IS NOT ACCESSABLE , A ROAD NEED TO BE CONSTRUCTED TO SAVE SIWELA COMMUNITY ELDERLY PEOPLE, WOMEN AND CHILDREN FROM GANG RAPE AND BEING MURDERED				

**Ward No: 17**

<b>ELECTRICITY</b>	<b>WATER&amp;SANITATION</b>	<b>Road, Bridges &amp; halls</b>	<b>HEALTH CARE</b>	<b>ECONOMY &amp; SOCIAL SERVICES</b>	<b>EDUCATION</b>	<b>SPORTS, ARTS, &amp; CULTURE</b>
Electricity was installed at Ludaka village but it is not working		Guqa road is in bad condition				
Also in ward 17 there new extensions in need of electricity		Sididibeni road is in bad condition				

Municipal intervention is needed						
		Request for Mdumazulu street maintenance				
		Mandileni road access road is in bad condition				
		Ngali access road need to be done				
		Access road in between the house hold at magozeni to be done , Mazangweni street, Msengeni street Ngqongweni road				
		Road from tar road to Mdumazulu community hall need to be done				

**Ward No: 18**

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

**Ward No: 19**

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

Electricity installation is needed in Bandla.		Access roads in Katini adjacent to Dilizintaba SPS needs construction.		Nyandeni 233 Human Settlement project needs completion.		
		Provide certainty on the expected actual time frame of Human Settlements with temporary structures with more than 5 years in the whole ward.				

**Ward No: 20**

<b>ELECTRICITY</b>	<b>WATER &amp; SANITATION</b>	<b>ROADS, BRIDGES &amp; HALLS</b>	<b>HEALTHCARE</b>	<b>ECONOMY &amp; SOCIAL SERVICES</b>	<b>EDUCATION</b>	<b>SPORT, ARTS &amp; CULTURE</b>
How long will it takes for a household to appear in map, many people doesn't appear in a map	Fencing of water spring(whole ward)	Maintenance of Zamazama access road	No clinics No Hospitals	Unemployment rate is very high in Sazinge	Many schools to be build	Sports ground to be constructed In Nomcamba location
	Sazinge Village is requesting accessible water	Construction of Mtsila Access road		Illegal circumcison		
	No access water in Ngonqolweni	Non maintenance of Sazingeni Access road		Are there any assistance from the Municipality for Inkiyo groups		
		Construction of internal roads in Mnyameni village		Development of Malls Hluleka		
		No community halls				
		In need of RDP houses for qualified people (Sazinge village)				
		There are beneficiaries of Isidima 2 rooms flats promised to be built in				

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
		Sazinge Village, pictures were taken but nothing has been done.				

**Ward No: 21**

ELECTRICITY	WATER & SANITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
The entire ward have problem of electricity	the entire ward 21 have a problem of water	190 houses completed for disaster is not completed		Network problem at Home affairs		
Streets light at town are not working		Storm patching project at Ngqeleni, duration was 4 months but 16 is close to a year		Issue of full birth take long time to be resolved		
		Erf 666 and Erf 667 , erf 824 and 826 Erf 643 and 645 need to be checked by Human Settlements		There is a problem where there are business used as business section and residential place		

		Halls at the rank need to be maintained		Crime rate at Ngqeleni is high		
		Hall at Ngqeleni development centre need to be monitored because it is a community hall		Behind the Ngqeleni Municipal building there are sharks that need to be demolished		
		The issue of building plans should be checked and implemented by the town planner				
		Magcakini access road is not .yet finished				
		ERF 78 in Ngqeleni town was given to Land Affairs , The Municipality must check who is the rightful owner of that piece of land				

**Ward No: 22**

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

ESKOM IS NOT RESPONDING ON TIME WHEN PEOPLE REPORT FAULTS	THE COMMUNITY OF NOMADOLO VILLAGE REQUEST THAT EVERY HOUSEHOLD TO GET WATER TAP WITHIN THEIR YARDS TO AVOID DAMAGE TO STREET WATER TAPS DONE BY UNKNOWN PEOPLE.			-COMMUNITY LEADERS ARE NOT SERVING THE COMMUNITY WELL AS CONFIRMATION LETTERS ARE NOT PROVIDED TO SOME INDIVIDUALS AND THAT MAKE IT DIFFICULT FOR THOSE PEOPLE TO SUBMIT REQUESTED DOCUMENTS TO VARIOUS DEPARTMENTS AS REQUESTED.	SCHOOLS TO AVOID PREVIOUS DEATH TO INITIATES.  THE HIGH NUMBER OF STUDENTS FROM SCHOOLS COME FROM INDIGENT FAMILIES AND THE GOVERNMENT PROGRAMME OF PROVIDING SCHOOL UNIFORM TO SCHOOL BE ESCALATED TO MORE SCHOOLS AS CHILDREN ARE IN NEED OF THESE SERVICES	
	-WATER SCARCITY PROBLEM AND ACCESS TO CLEAN DRINKING WATER NEED AGENT ATTENTION TO SAVE LIVES OF ALL SOUTH AFRICANS NOT THE PEOPLE OF WARD 22			-SUPPORT PROVIDED BY DRDAAR AND THE MUNICIPALITY IS BENEFITED BY SOME INDIVIDUALS AS THERE IS NO PROPER CRITERIA THAT SHOWS WHO IS TO BENEFIT FROM SEDLINGS AND FERTILISERS PROVIDED AND WHY.		
				-BENEFICIARIES ARE NOT PART OF THE INDIGENT LIST BUT ARE GIVEN FREE BASIC SERVICES BY VILLAGE WARD COMMITTEES.		
				NOAMEN MNCANYWA  -WARD 22 REQUEST THE COMMUNITIES TO BE PROVIDED WITH RDP HOUSES		
				MS ANDISIWE (NOMADOLO)		

				<p>-JOB-SCARCITY /UNEMPLOYMENT TO YOUNG PEOPLE AFFECT THEM MENTALLY AND SPIRITALLY AND IT NEED AGENT ATTENTION FROM THE GOVERNMENT AND THE MUNICIPALITY.</p> <p>-YOUNG PEOPLE ARE INVOLVED IN DRUG USE AND ALCOHOL</p>		
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**Ward No: 23**

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
From ward councillor			The challenge of water provision for the whole ward as there are pipes that were installed in 2010. It is said that there is no source of water. The challenge of the toilets for the new extensions.				
Mr. Mtyo	Mdepha			They need the access road that area, the one that was done was not completed. Thubeni to Manyosana they need the erection of			

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION
				the slab because it is unusable when it is wet.			
Ms.	Goso		Need water	Need road			
Mr. Nonyanda	Ntsimbini						The need for the pre-school at Ntsimbini.
Mr. Kutule	Manqabeni		Need water in the area	Appreciate the slab Rehabilitation of Ngwenyeni to Manqabeni access road			
Mr. Sinyuko	Sizani			Phalo to Sizani access road is dilapidated. They said it needs the slab.			
Mr. Mtsolwana	Hamsini			Need the Hamsini access road needs the bridge and the slab. Mtsholobeni to Hamsini access road is requested.			
Mr. Bhotomane	Nomadolo		There are no toilets in New rest (new extension).	Gqwahu to Nomadollo access road needs to be erected. Need Ngqinibeni access road.			
Mrs. Ndawo	Manyosana		Need for water.	There is no road at Manyosana (Cwaka emasimini)			
Mr. Bhontshi	Nomadolo					They need easy pay to come back for social grants payment	
Mr. Sleji	Hamsini		Need water at Maqolweni				
Mr. Mtholi	Kwamhosi		They need toilets.	They need access road from Canzibe to Mhosi They need RDP houses			
Mr. Gitshani	Nomadolo			Road from the school to emveni kwesikolo.			

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

#### Ward No: 24

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

**Ward No: 25**

ELECTRICITY	WATER&SANITATION	Road, Bridges & halls	HEALTH CARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORTS, ARTS, & CULTURE
Complaint about Eskom who doesn't operate well	Ludaka bridge is low	Complaints on Ludaka and Mthakaty bridge	Assist of Nyandeni LM to work with SASSA and Home Affairs	Request of RDP houses because of poverty	Request of scholar transport to Sandi S.S.S.	Maintenance of Lwandile sports ground
Request electricity at Noluthando pre- school in Bhucula		Quality of Ludaka and Mthakaty bridges is very poor For future use they must use best quality material	Request of clinic in Mdzwini Village  Request of clinic in Bucula village	Request of houses at Lucingweni Request of houses at Lwandile		

		Maintenance of road from Mthakaty to Mangashe road		Maintenance of RDP houses Request of RDP houses for old age people		
		Request of building halls		Request of houses at bhucula village		
		Request of access from komkhulu eLwandile to the beach				
		Request of road from Vinish to Dalisok				

**Ward No: 26**

<b>ELECTRICITY</b>	<b>WATER AND SANITATION</b>	<b>ROADS, BRIDGES &amp; HALLS</b>	<b>HEALTH CARE</b>	<b>ECONOMY &amp; SOCIAL SERVICES</b>
Lack of Electricity	Link with the ORTDM to address the lack of water in the whole ward	Mngcibe to Mankosi access road is needed. Construct it with a bridge at Mdumbi	Follow up on the commitment made by the Department of Health to construct clinic in Mngcibe	Community services must address illegal dumping through the provision of skip bins and waste collection campaigns
		Construct the human settlements of Nyandeni 233 that were left incomplete by the contractor		Massively support community members in crop production

		Tholeni access road left incomplete no bridges were constructed. Construct the Lwandile to Mngcibe access road	NLM was given a special request to facilitate the successful completion of the church building of the Methodist church in Mngcibe

**Ward No: 27**

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

		Maintenance of Nkanga to Mthombe access road		Request for assistance on piggery project @ Bhungu		
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**Ward No: 28**

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

Difficulties of Eskom when they need to be register their boxes.	New rest Village.					
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**Ward No: 29**

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

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
						The issue of unemployment is also a concern. Awareness campaigns for the drugs and substance abuse.		
Mr. Mhana	Zimpungeni		There are taps at Qinisa and Zimpungeni but there is no water. When will the contracted water operator start working					
Mr. Vava	Zimpungeni					They complain about the scarcity of the ward councillor at Zimpungeni.		
Ms. Platyi	Lower Bholothwa			There is a problem of the road that is always muddy place on the road to Lower Bholothwa school.			They have not found the uniform that was promised.	
Mr. Vava	Njezweni					There are no job opportunities.		Need the levelling of the sports ground. They need the sports uniforms.
Mr. Titiya	Njezweni			The bridge from Jezweni to Cumngce. There are people who have destructed houses and they need RDP houses. How long does the temporal structure take for the disaster housing.	Need for the mobile clinic.			

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES, HOUSING & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
Mrs. Vava	Qinisa						Need for the pre-school at Qinisa	
Ms. Mnyamana	Gxulu			Poor quality of the roads that are being done, no proper drainage system.		What does IEC do to address the issue of voter apathy by the youth.		
Mr. Matyebe	Gxulu	Electricity for the new extensions.						
Ms. Dilata	Zanoxolo	Electricity of the new extensions.	The toilets that were done about 10 years ago are now full. The water problem at Zanoxolo.	Monitoring and evaluation of the service delivery. There are no RDP Houses at Zanoxolo. There is no access road. The temporal house of Diko family was blown by wind in 2022 and there is nothing done.		The voter registration drive/campaign should be done to the whole ward. Concerned about the abnormal ward		
Mrs. Hlazo	Qinisa	The problem of the people who were promised the electric poles.	They need the toilets at this area	They need RDP houses at Qinisa				
Mr. Qhakane	Qinisa		There are houses that were involved in the disaster from 2004, up until now they are not addressed even now.		Request for the clinic or mobile clinic at Qinisa			
Ms. Nolufefe Nkosana	Zanoxolo						Request for temporal structure for Khulanathi Pre-School. 0630522440	

**Ward No: 30**

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
Chief Daluzinzo	Ndanya A/A					The issue of Demarcation that is dividing the land of the traditional leaders which may cause some unrest in the community.		
	Dikela	The village is not properly documented and when the electricity	The toilets are also experiencing the same problem as electricity.	The roads are registered as Dikela but they are done at Tshisabantu		It is said that there is a pre-school but it is not there but at Tshisabantu		

Name	Village	ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
		/solar system they are not appearing						
By councillor				The surfacing the road from Libode to Poulini should be implemented		The need for the shearing sherd for the ward. The level of crime is too high. The issue of the wool that is transported at a very expensive cost by the truck that comes to the villages and collect their wool.		
Mr. Nondonga	Mngamnye No. 1					The old age home that is still busy with building but they are operating from some body's house and they need to be assisted further so that the owner of the house should come back in December		
Mr. Guqaza	Mngamnye No. 1			There is a dam that is on the road from Libode to Powlini at Mngamnye No. 1				
Mandaba	Mfabantu			The need for surfacing of the road from Libode to Powlini. The contractors that are doing the roads should make sure that they make the rocks be fine. Need for surfacing of the road from Mdoda to				

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

**Ward No: 31**

ELECTRICITY	WATER & SANITATION	ROADS, BRIDGES & HALLS	HEALTHCARE	ECONOMY & SOCIAL SERVICES	EDUCATION	SPORT, ARTS & CULTURE
MS SOBAZILE (RAINY VILLAGE)  -WARD 31 COMMUNITY ESPECIALLY THOSE THAT ARE AFFECTED WITH PROVISION OF SOLLAR ENERGY WANT ESKOM TO SPEED UP THE INCREASE OF POWER ENERGY SO THAT EVERY HOUSEHOLD WITH HAVE	-WATER SCARCITY PROBLEM NEEDS MORE ATTENTION FROM THE MUNICIPALITY IN ALL WARD VILLAGES.	MVUMIKAZI MLATHA (NYANDENI VILLAGE)  - ROADS FOR MAINTAINANCE (a)ROAD T174 (b) MTHOMDE ACCESS ROAD	MS NCAKATHA (NAZARETH)  -THE DEPARTMENT OF HEALTH MUST PROVIDE CONTAINER TO NONTSIKELELO BIKO CLINIC TO BE	MS SOBSZILE (RAINY VILLAGE)  -MORE CHILDREN DO NOT HAVE BIRTH CERTIFICATES, BIOLOGICAL PARENTS ARE LIVING THEIR	MS NCAKATHA  - TOILETS FACILITIES ARE INBAD STATE AT NONESI JSS	SPHAMANDLA KULULA  -LOCAL FOOTBALL TEAM REQUEST THE MUNICIPALITY TO PROVIDE THEM WITH KIT AND BALL

<p>ELECTRICITY BECOUSE SOLLAR ENERGY IS VERY WEEK FOR POWERFUL APPLIANCES LIKE FRIDGE ECT.</p>		<p>(C) GUNYENI ACCESS ROAD (d) RAINY ACCESS ROAD (e) NYANDENI ACCESS ROAD</p>	<p>USED AS WAITING AREA BY PEOPLE VISITING THE CLINIC. - THE CONTAINER WILL PROTECT SICK PATIANTS FROM SUNNY AND RAINY WEATHER CONDITIONS</p>	<p>CHILDREN WITH GRAND PARENTS. - THESE CHILDREN DO NOT RECEIVE CHILD SUPPORT GRANTS AND NOT REGISTERED TO SOUTH AFRICAM SCHOOL ADMINISTRATION SYSTEM (SA-SAMS)</p>		<p>-REQUEST FOR BLADDING AND LEVELLING OF LOCAL SPORT GROUND USED FOR CLUSTER TOURNAMENTS FOR THE MAYORS CUP</p>
<p>SIPHAMANDLA KULULA (NYANDENI VILLAGE)</p> <p>-SERVICE PROVIDER THAT WAS RESPONSIBLE FOR THE INSTALLATION OF SOLLAR ENERGY DID'NT PAY WORKERS FOR THE WORK DONE AND NO COMMUNICATION WAS MADE TO PEOPLE OR WORKERS.</p>	<p>-THE MUNICIPALITY MUST PROVIDE TOILETS TO WARD 30 COMMUNITY, ELDERLY PEOPLE ARE SUFFERING AS OLD TOILETS ARE FULL AND NOT USABLE</p>	<p>MS NTLAKANA (NYANDENI VILLAGE)</p> <p>BRIDGES</p> <p>-BRIDGE TO TUTOR NDAMASE SSS ITS CONDITION IS VERY BAD - BRIDGE TO NONESI CLINIC ITS CONDITION IS VERY BAD</p>		<p>-MORE PEOPLE ARE LIVING WITHOUT IDENTITY DOCUMENTS AND BIRTH CERTIFICATES, THE HOME AFFAIRS DEPARTMENT TO SPEED UP IDENTITY DOCUMENTATION AND BIRTH REGISTRATION.</p> <p>-WHEN EPWP WORKER DIES OR REACH 60 YEARS OF AGE THEY ARE NOT REPLACED AND THE NUMBER OF WORKERS DECREASED FROM 10 TO 02.</p> <p>NO WORKING TOOLS AND PROTECTIVE CLOTHING PROVIDED FOR EPWP WORKERS. -NO WAGE INCREASEFOR CWP WORKERS</p> <p>-PROVISION OF RDP HOUSE FOR ZUKILE MPHIKELELI AND XOLANI MATSHAKA BE SPEED UP THEIR CONDITIONS OF LIVING ARE VERY BAD</p>		

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**Ward No: 32**

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

## Council Strategic Planning

04-07 MARCH 2025

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
Mr. Poswa	Acting MM (NLM)	<ul style="list-style-type: none"> <li>Setting the Agenda and Municipal overview</li> <li>Ensure smooth mobility</li> <li>Foster collaboration with our communities</li> <li>Align our targets with our vision</li> </ul>		
Ms. Maqwathi	ECSECC	Understanding the environment and the implications	<ul style="list-style-type: none"> <li>Youth skills is vital</li> <li>How does financial sector become the main contributor to economy.</li> </ul>	
Colonel Qashani	SAPS	<p>The focus was on:</p> <ul style="list-style-type: none"> <li>evaluation of crime</li> <li>Insufficient funding</li> <li>Insufficient foot soldiers</li> <li>Vandalism of the infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>The presentation fell short to the presentation of National commissioner about the Libode as one of the sexual crime capitals.</li> <li>He did not mention the issue of stock theft.</li> <li>Lack of crime intelligence.</li> <li>Worried about the demarcation of the SAPS</li> <li>Invite the SAPS in the community meetings on the issue of guns that are used in the funerals.</li> <li>The protection of whistle blowers.</li> <li>Is their capacity at both Libode and Ngqeleni equivalent to the number of the people in the area.</li> <li>Collaboration of the SAPS and ESKOM on the issues of electricity related crimes.</li> <li>What is the plan to increase their ability?</li> <li>What may be done to strengthen the CPF</li> </ul>	
Dr. Peyana	Department of Education	<p>Educational report:</p> <ul style="list-style-type: none"> <li>Touched on the 2024 matric results</li> <li>Gave a glimpse on the performance of the schools of Nyandeni</li> </ul>	<ul style="list-style-type: none"> <li>No mention of the ECDC as the municipality is providing the infrastructure.</li> <li>Slow pace on ECDC registration.</li> </ul>	

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
		<ul style="list-style-type: none"> <li>• Comparative provincial performance</li> <li>• Municipalities of the coastal district</li> <li>• Top achievers Year 2025 plans</li> </ul>	<ul style="list-style-type: none"> <li>• Councillors should consult with the District Director for registration of the ECDC.</li> <li>• Unregistered Preschools must inform Dr Peyane</li> <li>• What about the learners that are attacking the educators?</li> <li>• What does the department of education do with the learners that do not have birth certificates?</li> <li>• What is the quality of the results</li> <li>• Desk are needed in some schools</li> <li>• Shortage of High schools in ward 23</li> </ul>	
Mr Cekwana	NLM	The main focus of Planning and Development Department is to accelerate economic growth of Nyandeni Local Municipality, facilitate and co-ordinate the development of sustainable human settlements.	<ul style="list-style-type: none"> <li>• The land that is supposed to be transferred must be treated as a matter of urgency because the municipality is not benefitting</li> <li>• The main focus must be the road to coastal</li> <li>• The 5year plan must be considered in all 32 wards</li> <li>• MOU with divers is needed</li> <li>• Partnership with nestle must be considered</li> <li>• Involvement of other departments is needed in Eastern Sea Board</li> <li>• Cannabis and transporting them is needed</li> <li>• Swimming pools are needed in our coastal</li> <li>• Is the municipality not in risk regarding the issue of spaza</li> <li>• What about the land for middle income houses?</li> <li>• High Crime rate along the Coast</li> <li>• Lack of strategies associated with Investment Summit e.g. Investment Promotion and Facilitation Strategy.</li> <li>• Non - compliance by local businesses with Trading Regulations.</li> <li>• Lack of Formal partnership with Department of Basic Education to advance Maritime studies as a curriculum.</li> <li>•</li> </ul>	
Ms Kolwane	Good Governance	The main focus of Good Governance is to ensure efficient, transparency and accountable administration	<ul style="list-style-type: none"> <li>• Critical posts must be considered</li> </ul>	

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
Mr. Ngqondwana	Executive Mayor (ORTDM)	<ul style="list-style-type: none"> <li>• Overview of the District</li> <li>• Delays in the implementation of the projects linked with the issue of kick backs</li> <li>• The councillors as leaders should make sure of taking the stand when it comes to fight against corruption</li> <li>• Emphasized utilisation of the local accommodation and conference centres in the future.</li> <li>• Update on the water treatment plants at Nyandeni</li> <li>• Phase two of the disaster centre at Libode to be implemented</li> </ul>		
Mr. Mashiya	ORTDM (Infrastructure)		<ul style="list-style-type: none"> <li>• OR Tambo must work together regarding the issue of water</li> <li>• OR Tambo must not take long time to terminate contractor when the project is slow</li> </ul>	
Ms. Ndika	SANRAL(Stakeholder coordinator.)	Sanral made presentation stating that all Nyandeni Projects are still in the design phase, with most set for completion by 2027. It also noted that many residents requesting speed humps but these are not installed by National Roads.	<p>Law enforcement must be visible in roads to address numerous complaints about frequent road accidents.</p> <ul style="list-style-type: none"> <li>• The municipality was urged to enforce by laws through law enforcement to address numerous complaints about frequent road accidents.</li> <li>• OR Tambo and SANRAL must attend platforms that are at Nyandeni LM for example our Clusters and Forum meetings</li> <li>• The road must be improved at ward 5 because there is a smart village</li> <li>• Tarred road is needed because there is a Smart Village at Ward 5</li> <li>• Sanral must consider coastal roads</li> </ul>	
Ms T Mbopa	Provincial Treasury	Assists the Municipality to adapt incredible budget	<ul style="list-style-type: none"> <li>• The status of the municipality used to be in unqualified, but now the municipality get qualified.</li> <li>• How to improve the status of Audit</li> </ul>	

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
Ms Hlongwane	Audit Committee Chair Person	Assists in the process of defining its strategic direction and making decisions	<ul style="list-style-type: none"> <li>Clarity on the issue of disciplinary board that is said to be non-functional.</li> </ul>	
Mr Mlenzana	Health	<p>The Department of Health presentation was focusing on the following.</p> <ul style="list-style-type: none"> <li>Strengthening of Community Health Care Worker Teams (Data Collation and Resources)</li> <li>Development of Primary Health-Care Dental Services in the District</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
Ms Leve	Social Development	<ul style="list-style-type: none"> <li>They render services, care and support from young to old people</li> <li>To ensure that people are staying comfortable in their homes</li> <li>To render services to person with disabilities.</li> </ul> <p>To support people with HIV.</p>	<ul style="list-style-type: none"> <li></li> </ul>	
Mr. Kente	Public Works	<ul style="list-style-type: none"> <li>The presentation was focusing on the state of the infrastructure in the District of ORTDM</li> <li>They acknowledged that they are the custodians of the EPWP</li> </ul>	<ul style="list-style-type: none"> <li>The concern is, why Nyandeni does not have the projects in the presentation?</li> </ul>	
Mr. Ceba	Human Settlements	<ul style="list-style-type: none"> <li>Human Settlements was focussing on the status of Nyandeni Projects</li> </ul>	<ul style="list-style-type: none"> <li>The projects are too slow</li> </ul>	
Mr Mhatu	SAPPI	<ul style="list-style-type: none"> <li>The presentation was about the work of SAPPI which is planting the gum tree, not necessarily the paper.</li> <li>They are also processing to produce some products</li> <li>They also would like get some land for performing the above and that would make a lot of money.</li> </ul>		

PRESENTER	INSTITUTION	PRESENTATION FOCUS	COMMENTS / QUESTION	PROGRESS
Mr. Konzani	ESKOM	<ul style="list-style-type: none"> <li>The purpose of ESKOM is to share information on ESKOM 2023/2024 electrification plan progress of Nyandeni LM.</li> </ul>		
Mr Manjingolo	Financial Viability	<ul style="list-style-type: none"> <li>The main focus is to secure sound and sustainable management of the financial affairs of the municipality.</li> </ul>	No comments were made	
Mr Sikuni	Basic service Delivery Community Services	<ul style="list-style-type: none"> <li>Focusing on Providing safety and healthy environment to the community of Nyandeni</li> </ul>		
Mr. Nkcithiso		<ul style="list-style-type: none"> <li>The main focus is the infratracture development</li> </ul>		
Mrs Tshisa - Ndamase	Institutional Development	<ul style="list-style-type: none"> <li>The main focus of Good Governance is to ensure efficient, transparency and accountable administration</li> </ul>	<ul style="list-style-type: none"> <li>It was mentioned that wastage must be carefully considered when reviewing organogram because NLM has no additional revenue that will receive in the near future</li> </ul>	
Mrs. Dyasi	ABSA	Alternative landing solutions.  Support black businesses		
Ms. Poto	ABSA	Personal banking Financial literacy for everyone in the market. The group scheme		
Mr. Maqhutyana	FNB	Public Sector Banking Offering good investment rates		

## **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.

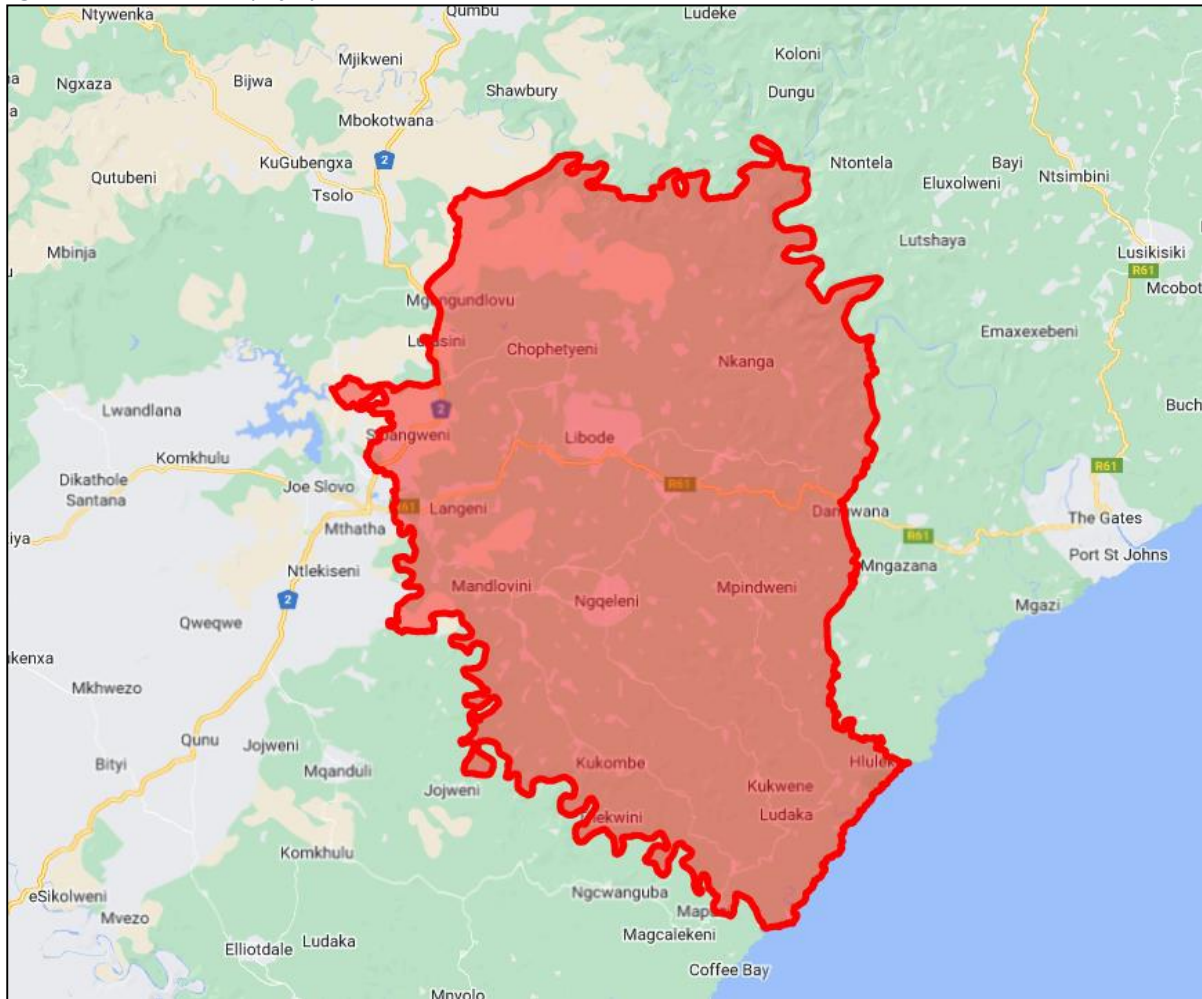
The NLM is a Category B municipality located within the OR Tambo District in the Eastern Cape Province. It is bordered in the north by Mhlontlo, in the south by the Indian Ocean, in the east by Port St Johns, and in the west by King Sabata Dalindyebo. It is one of five municipalities in the district,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

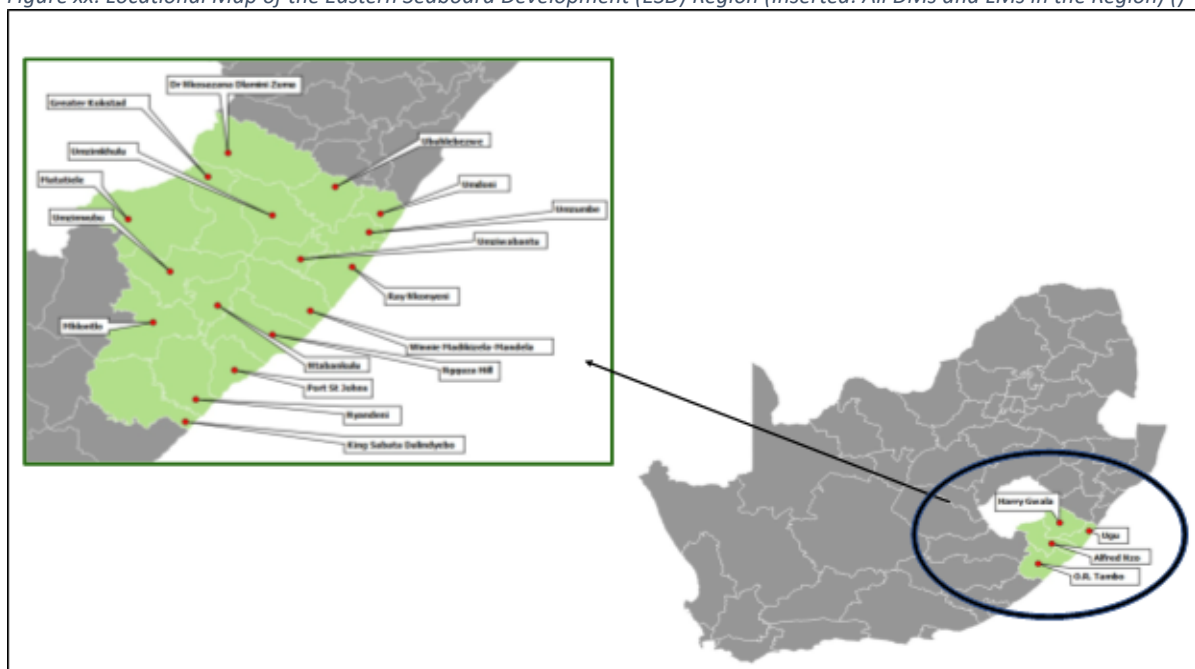
development and service delivery in this social and geographical context is significantly more complex and challenging given the stated geographical and topographical nature of the physical space, with its mountainous terrain and the network of challenging access roads which cut through the numerous villages and settlements within the various wards. Simple access to the villages and settlements within most of the rural wards remains challenging, whilst accessible and reliable public transport in some villages and wards have been identified as non-existent.

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

### Nyandeni LM and the Eastern Seaboard Development Region

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

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



(Source: Cogta, 2023)

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

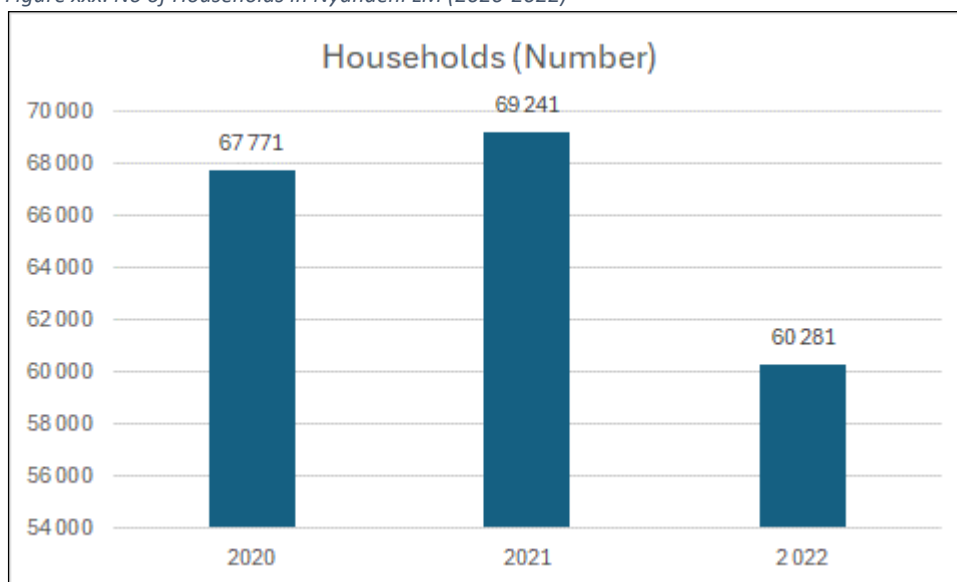
Table XX: Total Population and Total no. of HHs in NLM - (2011-2022)

<b>Total Population and Total Number of Households (nHHs) in NLM (2011-2022)</b>	<b>2011</b>	<b>2022</b>
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)

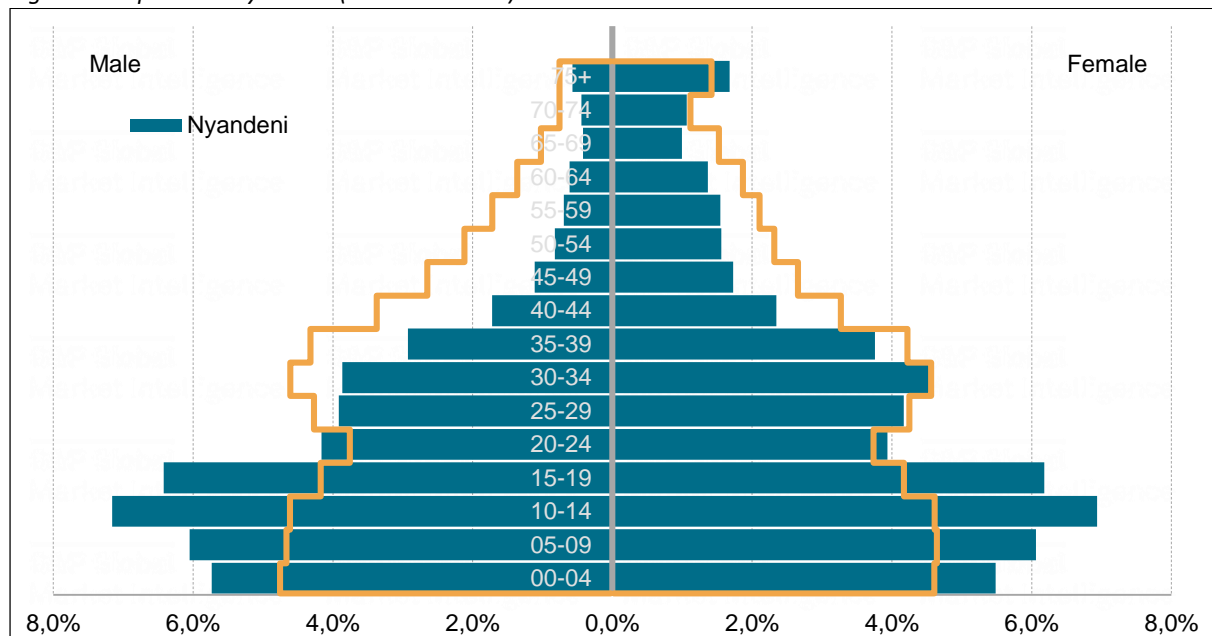
<b>Gender</b>	<b>2020</b>	<b>%</b>	<b>2025</b>	<b>%</b>
<b>Male</b>	173,452	53%	181,154	53%
<b>Female</b>	151,05	47%	158,293	47%
<b>Total</b>	<b>324,502</b>	<b>100%</b>	<b>339,447</b>	<b>100%</b>

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.

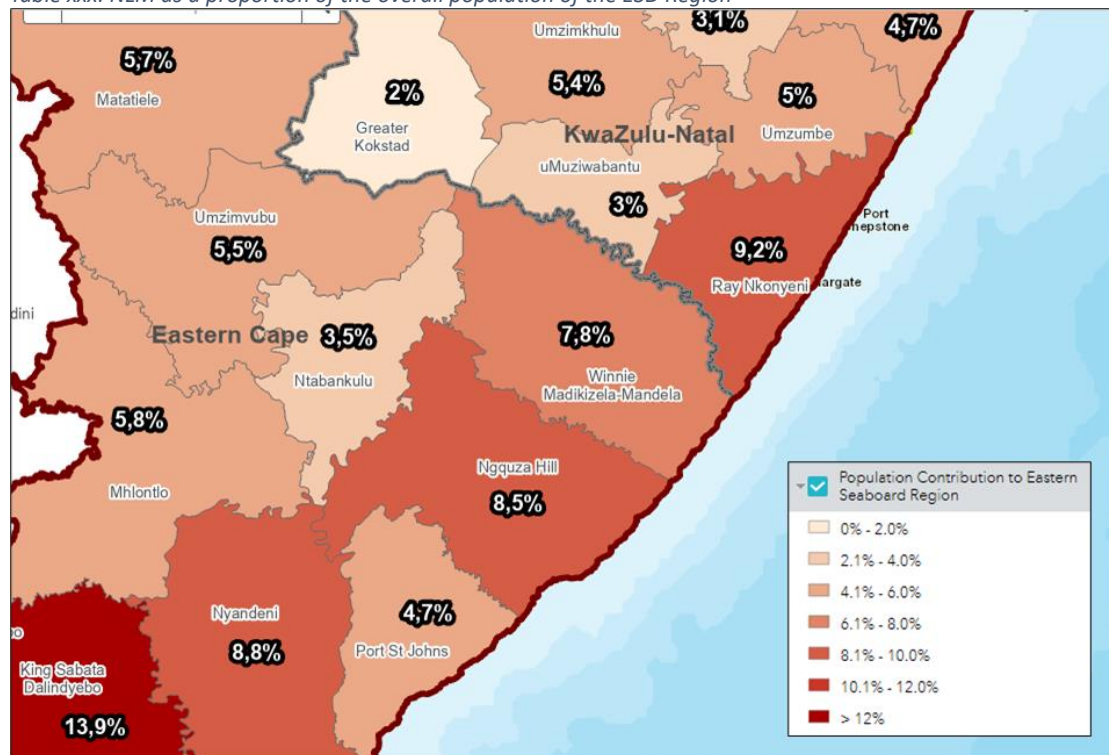
Table xx: Age and Gender Profile of the NLM (2022)

	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.

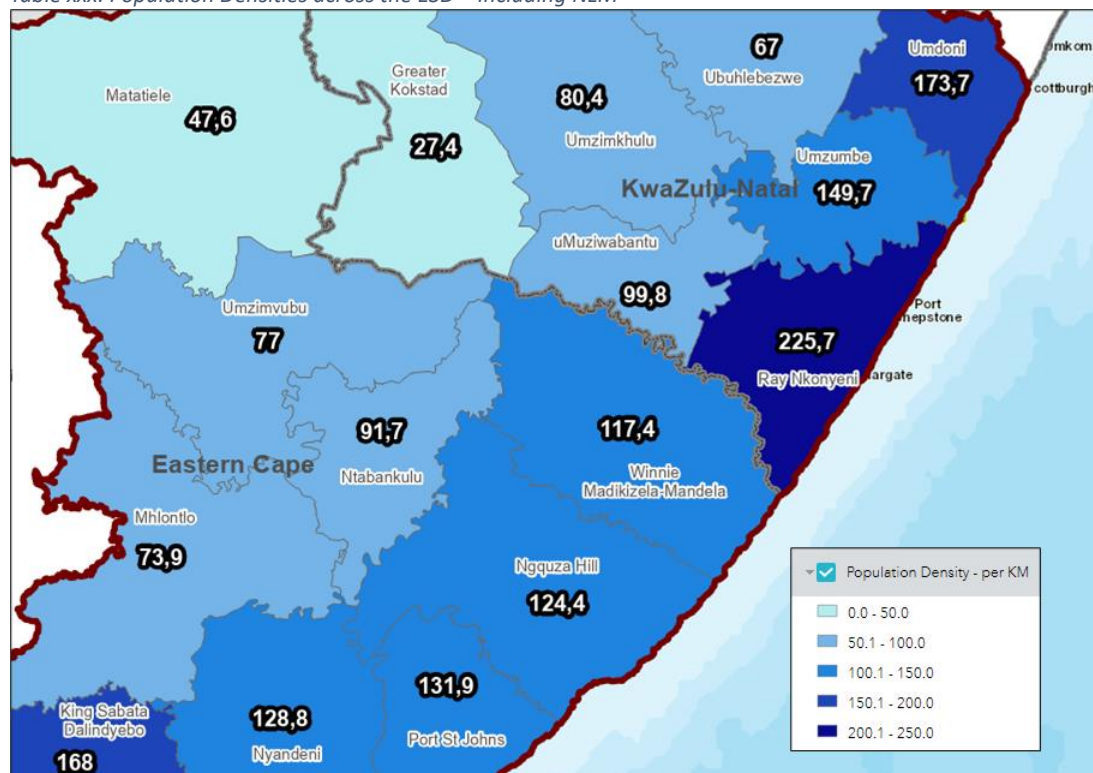
Table xxx: NLM as a proportion of the overall population of the ESD Region



(Source: MISA-Cogta, 2023)

In this regard the NLM contributes 8,8% of the overall populaiotn 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.

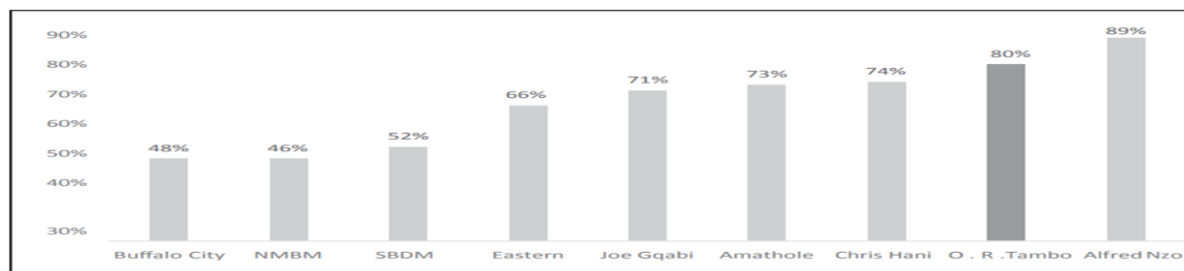
In reading the data below, it is important to note that where the ratios are higher, there is a greater burden placed on the state to assist households with the provision of child and social services and welfare assistance. This also places pressure on HHs disposable income, and pressures on the overall 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 3<sup>rd</sup> 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	Mhlonl 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)

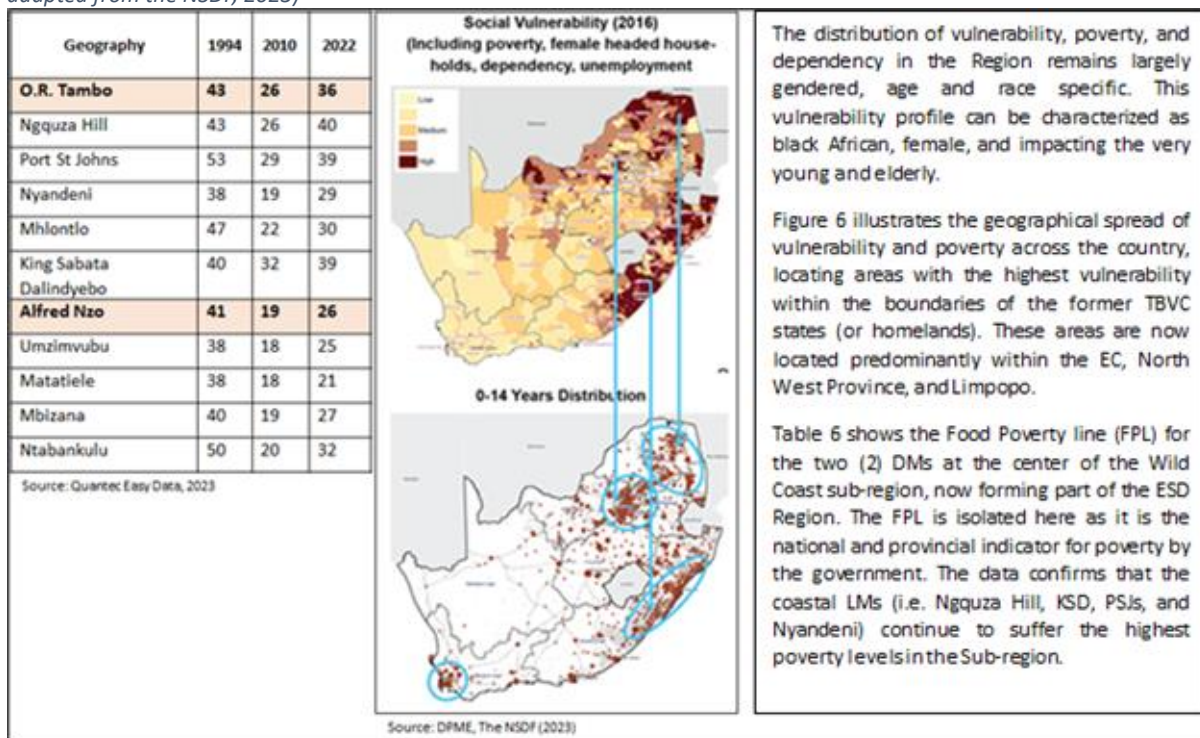
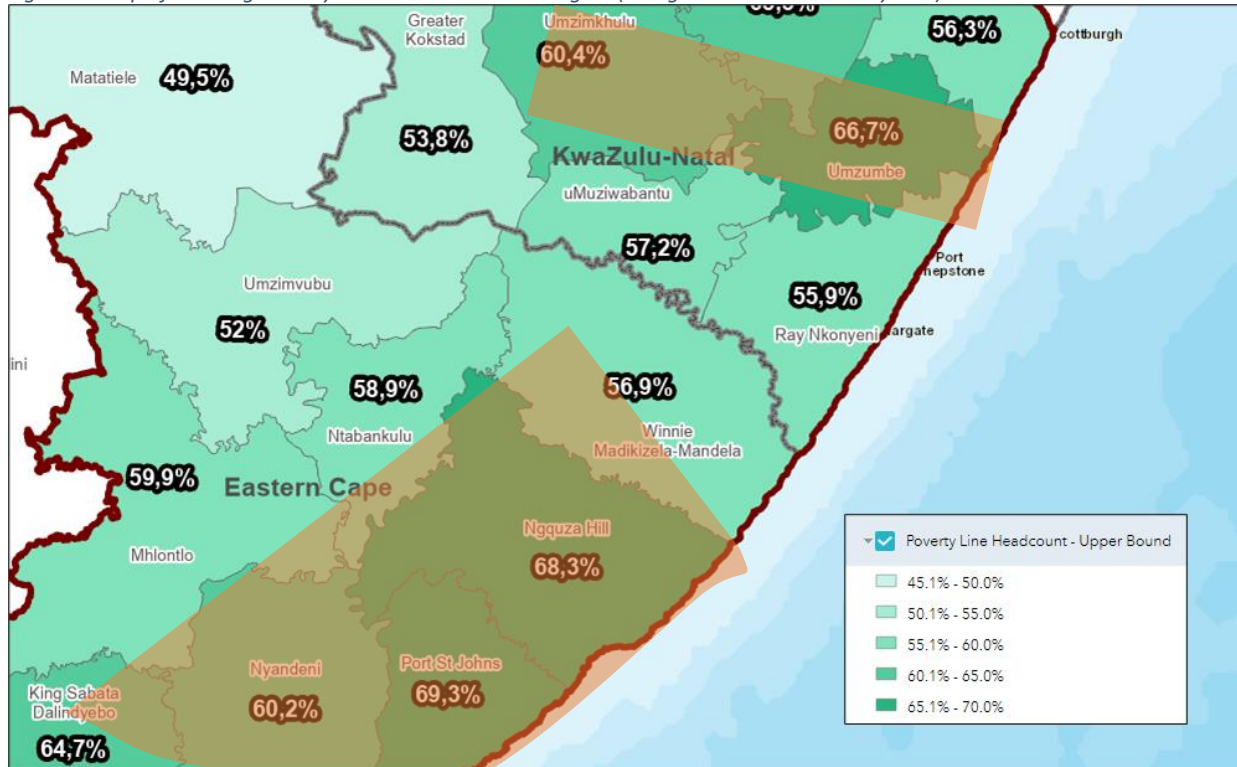


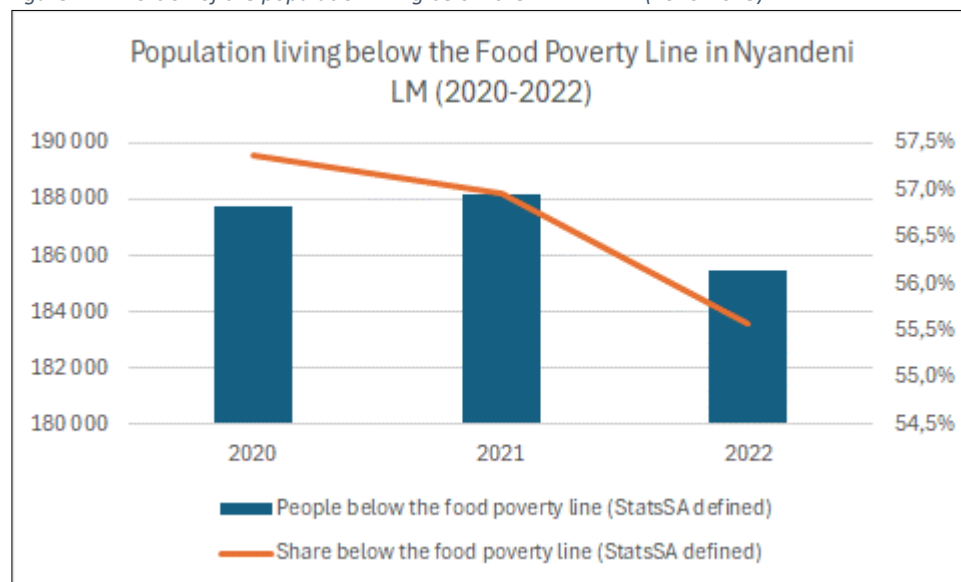
Figure 1: Map of showing Poverty levels across the ESD Region (Using Lower Bound Poverty Line)



(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%
<b>Nyandeni (EC155)</b>	<b>61866,82</b>	<b>13017,1</b>	<b>21,04%</b>	<b>6465,37</b>	<b>10,45%</b>	<b>32,913039</b>	<b>0,05%</b>	<b>42291,30983</b>	<b>68,36%</b>	<b>60,1737266</b>	<b>0,10%</b>
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%
<b>Nyandeni (EC155)</b>	<b>61867</b>	<b>7268</b>	<b>11,75%</b>	<b>4026</b>	<b>6,51%</b>	<b>111</b>	<b>0,18%</b>	<b>50463</b>	<b>81,57%</b>	<b>-</b>	<b>-</b>
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)

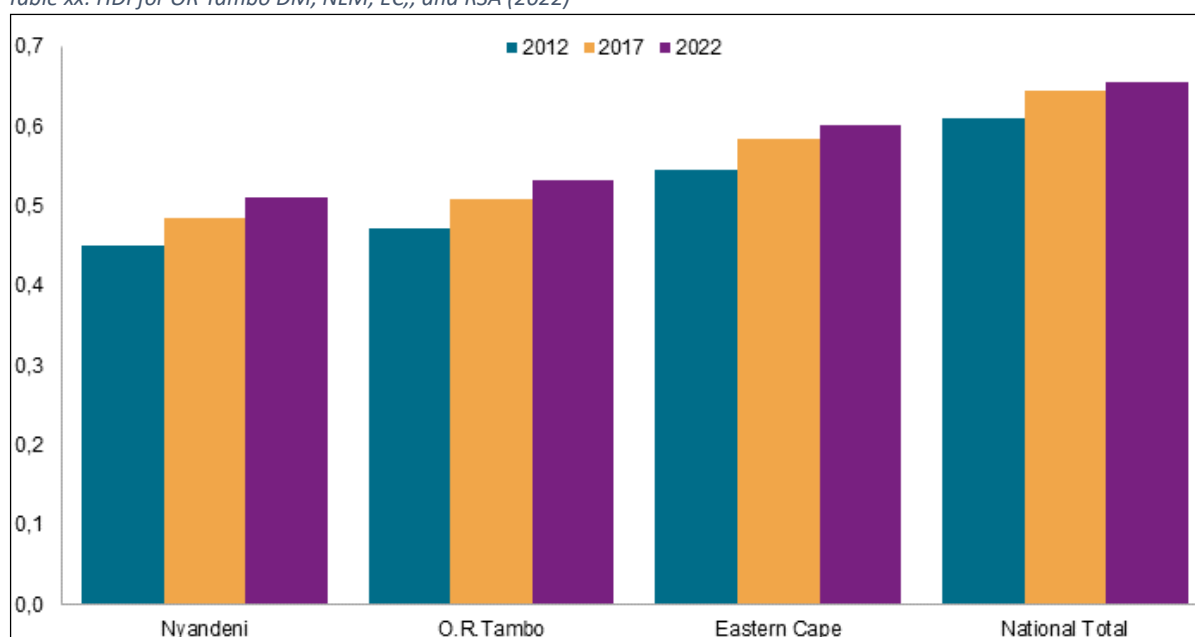
HHs that skipped a meal in the last 12 months									
Geographical Area	Total	Yes	%	No	%	Don't Know	%	No Specified	%
Eastern Cape	16924739	2247576	13,28%	14618048	86,37%	55255	0,33%	3859	0,02%
O.R.Tambo (DC15)	314080	56608	18,02%	256608	81,70%	815	0,26%	50	0,02%
Ingquza Hill (EC153)	60974	12262	20,11%	48688	79,85%	23	0,04%	-	-
Port St Johns (EC154)	33951	6114	18,01%	27828	81,97%	8	0,02%	-	-
<b>Nyandeni (EC155)</b>	<b>61867</b>	<b>11404</b>	<b>18,43%</b>	<b>50287</b>	<b>81,28%</b>	<b>176</b>	<b>0,28%</b>	<b>-</b>	<b>-</b>
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

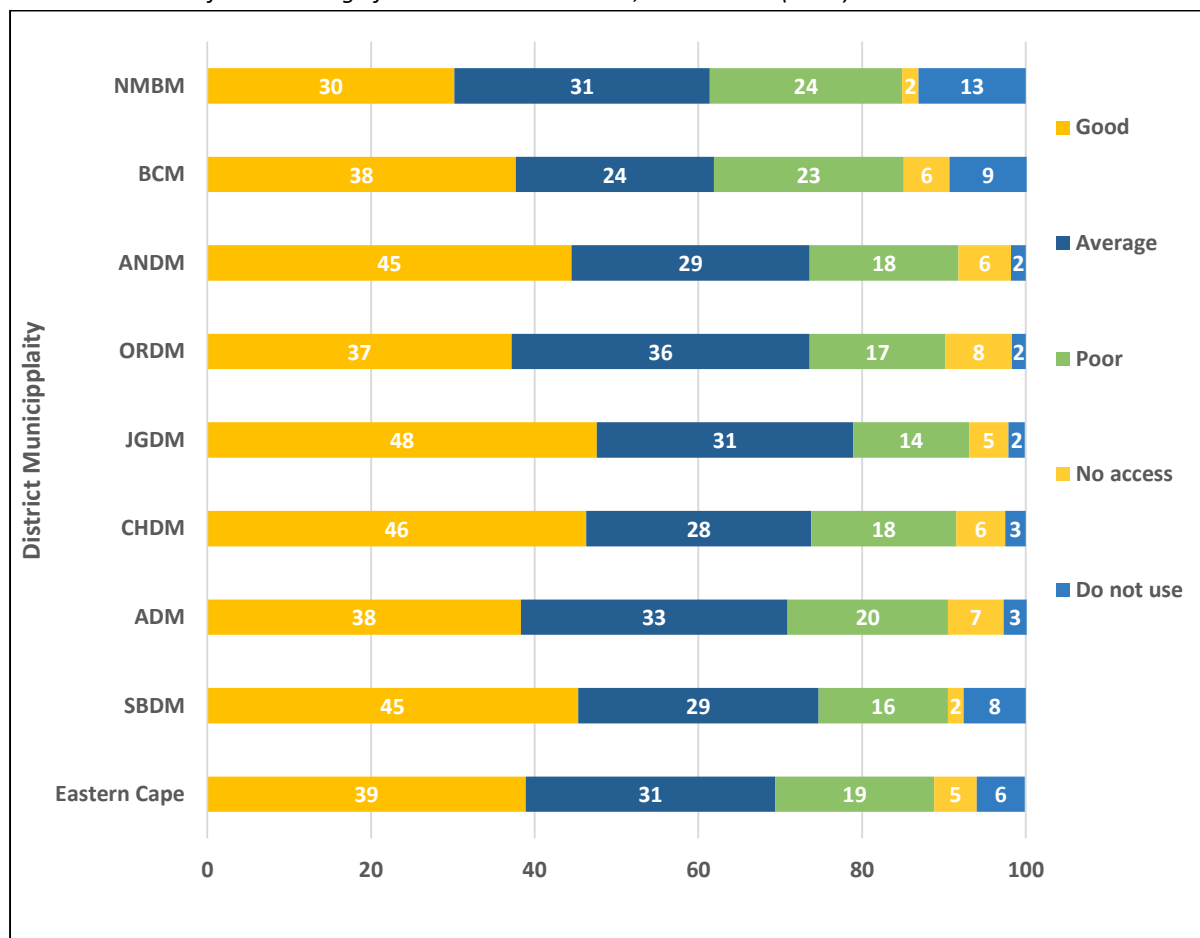
Health facilities in the LM are limited to 29 clinics, 2 district hospitals, and 5 primary health care centers. The LM has access to 3 mobile clinics, and only 2 EMS stations. Engagements with communities through ward-based focus groups on some aspects of service delivery have revealed that HHs struggle 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
<b>Type of Health Facility</b>		
<b>Total</b>	<b>29</b>	<b>42</b>
<b>District Hospitals</b>	<b>2</b>	<b>2</b>
<b>Community Health Centres</b>	<b>1</b>	<b>1</b>
Community Health Centre	1	1
<b>Clinics</b>	<b>23</b>	<b>29</b>
<b>Other Primary Health Care Centers</b>	<b>2</b>	<b>5</b>
EHS Local Government Service	1	1
EHS Provincial Service	1	1
Mobile Service		3
<b>Other Health Facilities</b>	<b>1</b>	<b>5</b>
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

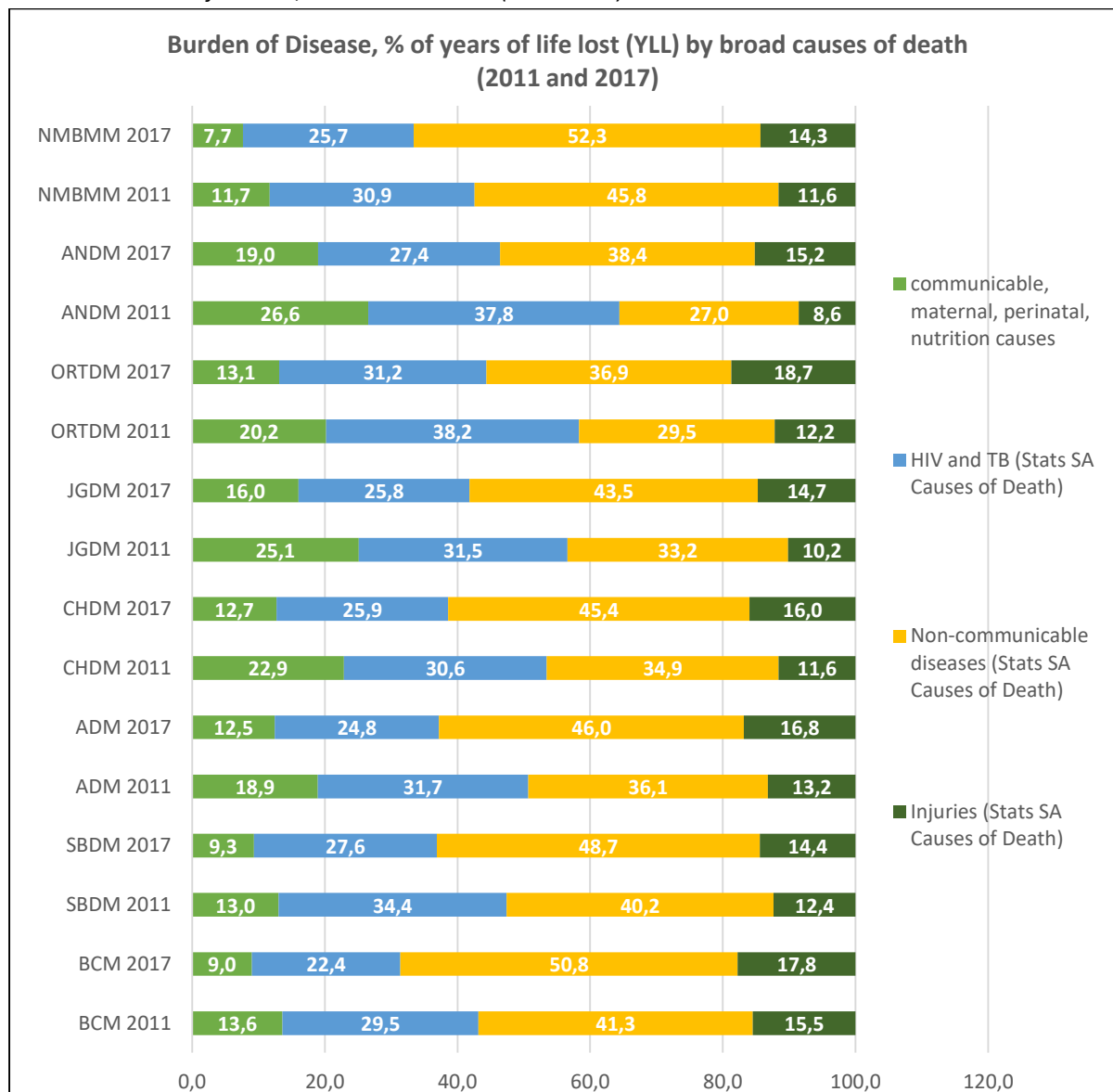
Noncommunicable diseases (NCDs), including heart disease, stroke, cancer, diabetes, and chronic lung disease, are collectively responsible for almost 70% of all deaths worldwide. Almost three quarters of all NCD deaths, and 82% of the 16 million people who died prematurely, or before reaching 70 years 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:

- Tobacco use,
- Physical inactivity,
- The harmful use of alcohol
- 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”<sup>1</sup>. 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

<sup>1</sup> 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](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
<b>Total Population of NLM</b>	<b>Total</b>	<b>267967,7</b>	<b>277715,1</b>	<b>283268,3</b>	<b>318750,9</b>
<b>Population</b>	<b>Adults 20+ yrs</b>	<b>106848,6</b>	<b>111550,4</b>	<b>126974,9</b>	<b>154874,7</b>
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
<b>Functionally literate</b>	<b>Total</b>	<b>62695,7</b>	<b>70535,7</b>	<b>115018,3</b>	<b>131043,3</b>
<b>Functionally literate</b>	<b>Adults 20+ yrs</b>	<b>43200,3</b>	<b>44611,6</b>	<b>76487,0</b>	<b>93216,8</b>
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
<b>Grade 12/Standard 10/Form 5/Matric</b>	<b>Total</b>	<b>6597,7</b>	<b>9478,7</b>	<b>21021,2</b>	<b>28762,4</b>
<b>Grade 12/Standard 10/Form 5/Matric</b>	<b>Adults 20+ yrs</b>	<b>6212,6</b>	<b>8708,5</b>	<b>19260,6</b>	<b>26869,6</b>
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 ESD Region (%) (Source: ECSECC Adapted from ESD Map Portal)

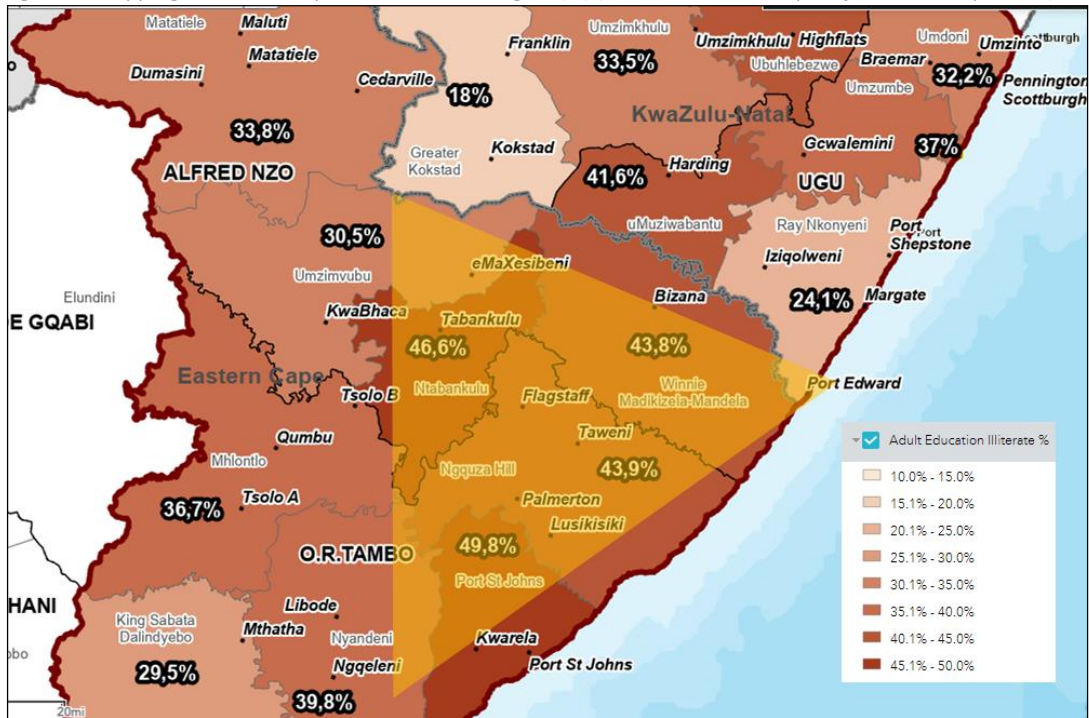
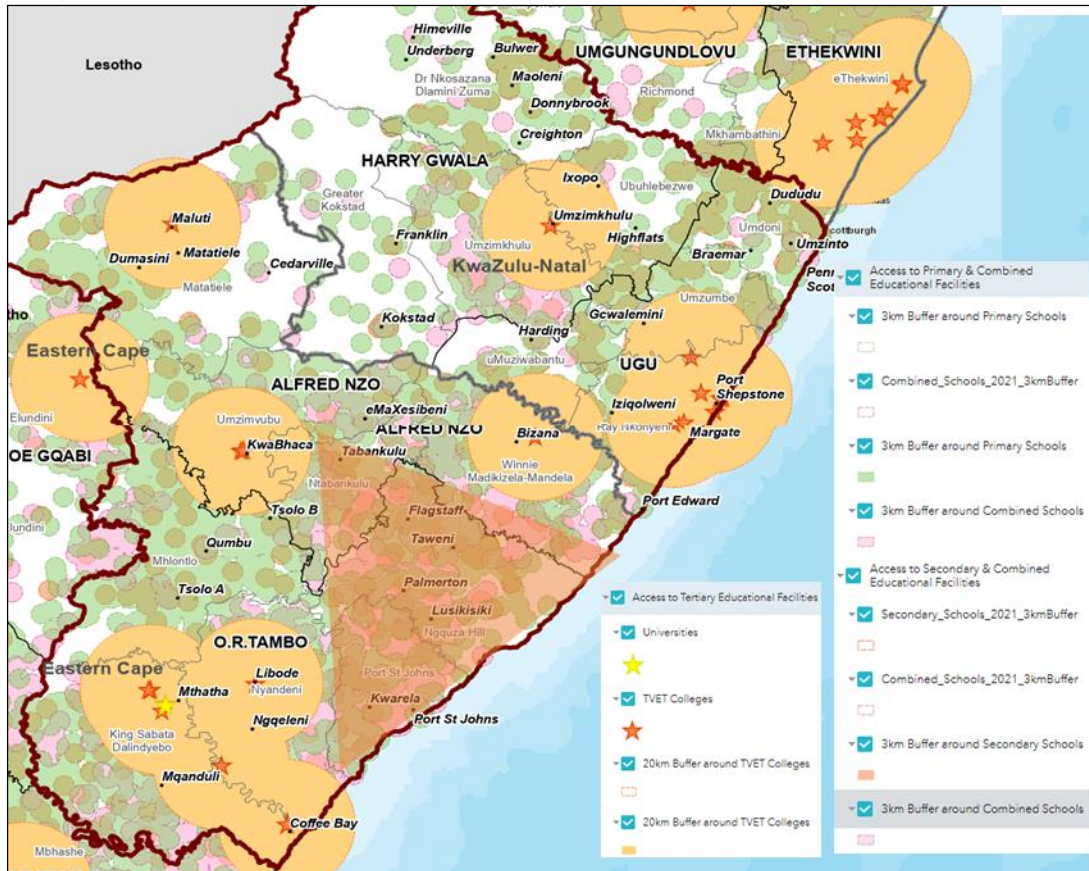


Figure xx: Map of HEIs, TVET Colleges, and Schools across the ESD Region (2021) (Source: ECSECC Adapted from ESD Map Portal)



## **CHAPTER 3 NYANDENI SPATIAL PROFILE AND SPATIAL DEVELOPMENT FRAMEWORK**

### **3.1. Spatial Profile and Environmental Analysis**

#### **3.1.1. Preparation and Adoption of the SDF**

The 2018-2023 Spatial Development Framework was crafted and adopted by Council on 27 June 2019 as key component of the integrated development plan. It is five a year horizon plan that guide and inform spatial planning processes and key decisions. A thorough consultative and stakeholder consultation was held during the process of formulating the SDF.

The formulation of a Spatial Development Framework Plan is a legal requirement, which every Municipality must adhere to as part of their Integrated Development Planning process (IDP). Section 26 (e) of the Municipal Systems Act (Act 32 of 2000) and the requirements of the SDF guidelines.

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

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

#### **3.1.2. Purpose of Spatial Development Framework**

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

The Spatial Development Framework essentially creates a map “picture” of what the Nyandeni area will look like in the future in accordance with the Municipality’s vision and objectives, developed during the IDP process. In so doing the purpose of the plan is to:

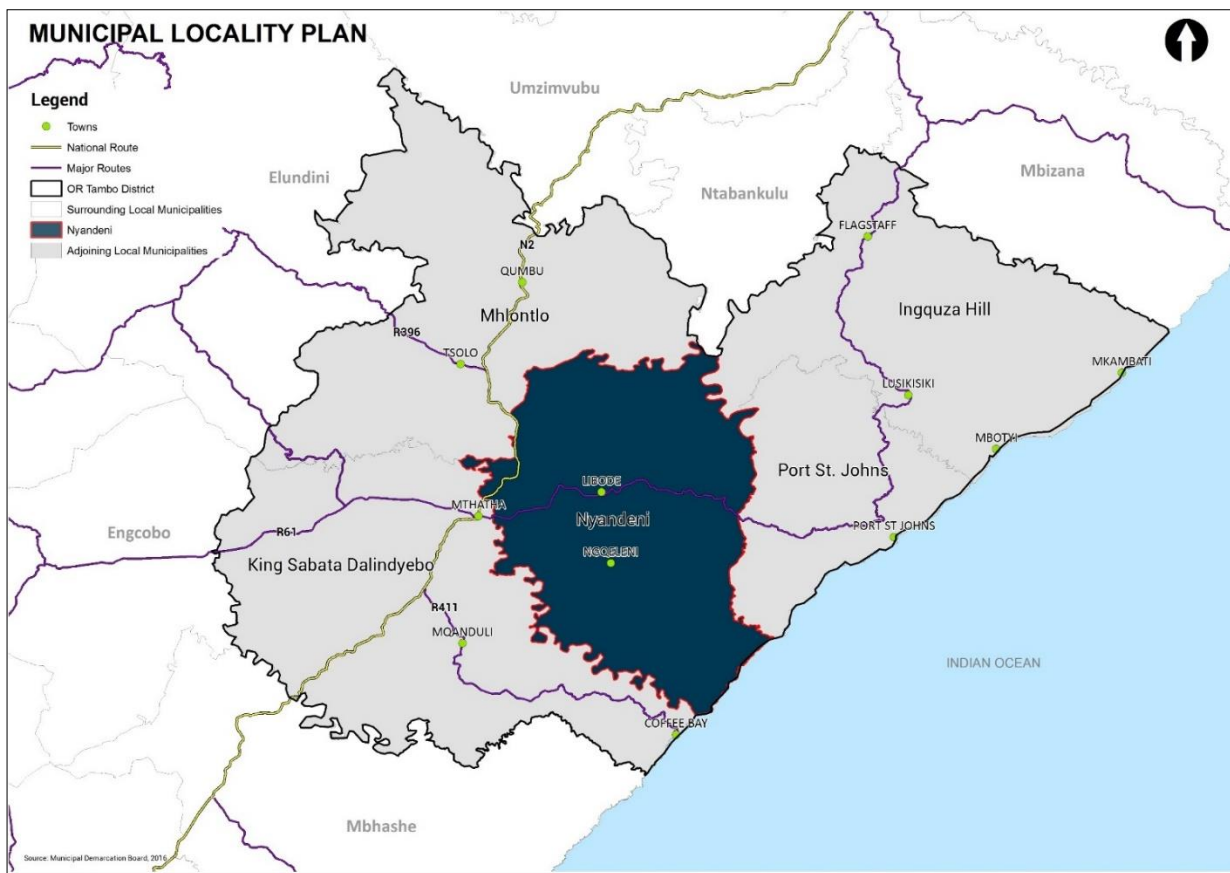
To provide a spatial policy framework:

To direct development agencies in decision making which directly or indirectly impacts on the Municipal area.

To direct private and public investment to areas in that would ensure the most sustainable return of investment.

To guide development in a spatially efficient way, ensuring linkage and alignment to regional and national development policies and programmes, which in response to locally specific trends and dynamics in Nyandeni, directs investment to areas of greatest potential and to target areas of greatest need to alleviate poverty and promote economic growth.

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



### 3.1.3. Legal Framework for the SDF

#### 3.1.3.1. National Development Plan 2016 to 2030

The National Development Plan (NDP) is a plan geared towards poverty elimination and inequality reduction by the year 2030, by unleashing the energies of all South Africa citizens to grow the economy, build capacities and enhance the capability of the state and its leaders.

The National Development Plan (NDP), supported by the New Growth Path and other relevant programs, provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years.

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

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

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

Chapter 8, which focuses on the country's spatial planning system, requires that: all municipal and provincial Spatial Development Frameworks (SDFs) are translated into 'spatial contracts that are

binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate-change adaptation, tourism and transportation; and every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.

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

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

The NLM SDF will serve as a strategy to interpret and represent the Spatial Development Vision of the municipality. The vision must be designed to enable sustainable development throughout the municipality while the planning process will address the challenge to balance imperatives of economic efficient, social and environmental integrity. Furthermore, SPLUMA section 20 provides that Municipal SDF's, must be prepared as part of a municipality's Integrated Economic Development Plan in accordance with section 26 (e) of the Local Government Municipal Systems Act No. 32 of 2000 (MSA).

The SDF must give effect to the development principles contained in the Spatial Planning & Land Use Management Act No. 16 of 2013 including:

Spatial Justice

Spatial Sustainability

Efficiency

Spatial Resilience; and

Good Administration

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

compiling a comprehensive land audit process. Once public participation process has been completed the draft audit report will be sent to the rate payers association, land claims commission, deeds registry and department of public works. The municipality is anticipating to complete the land audit process by the 31<sup>st</sup> September 2019.

#### **3.1.4. District Policy Alignment**

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

#### **OR Tambo District Municipality Spatial Development Framework (2018)**

The SDF identified several key development issues for the district including:

Improved access and linkages in terms of the main modes of transport is critical for ensuring tourist access and access for the movement of produced and processed goods;

The 148 km of coastline is one of the most scenic and undisturbed and can be regarded as some of the prime assets of the District;

Urban centres are all located on main transport routes with Mthatha situated centrally at the intersection of a number of routes;

Informal coastal issues are noted and the legal process to deal with and such developments have been slow, visible action is required;

Housing demand is clearly an urban/peri-urban based issue;

Population concentration in the western part of the district is the highest;

Extremely high unemployment rate;

#### **3.1.5. Spatial Vision**

The Spatial Vision aims to guide spatial development within the 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: -

Nodes,

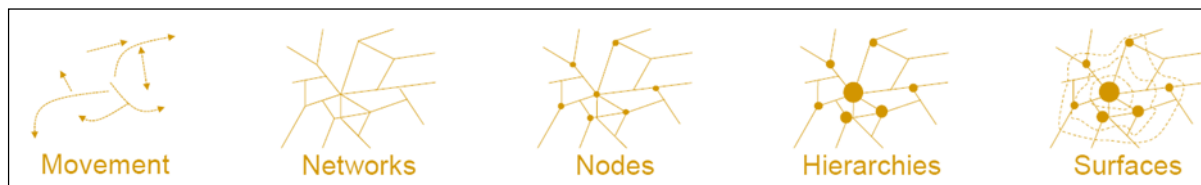
Corridors

Urban Edge,

## Settlement Edges

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

Figure xx: Diagram illustrating Spatial Frame



Source: NLM – SDF

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

Nodes are those places where people and transportation routes congregate. The goal of the municipality is to have a “compact, transit-orientated, pedestrian-friendly area where high concentrations of residential, employment, retail and other uses” are located. Nodes 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						
Ngqeleni						
Ntlaza Junction						
Corona						
Canzibe						
Nyandeni						
Kop Shop						
Marubeni						
Ngongweni						
Entshiuni Junction						
Mthatha Mouth						
Coffee Bay						
Presley Bay						
Lwandile						
Hluleka						

### 3.1.7. Development Corridors

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

The types of corridors have been identified within the municipality:-

- Primary Corridor
- Secondary Corridor
- Tertiary Corridor
- Tourism Corridor

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

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

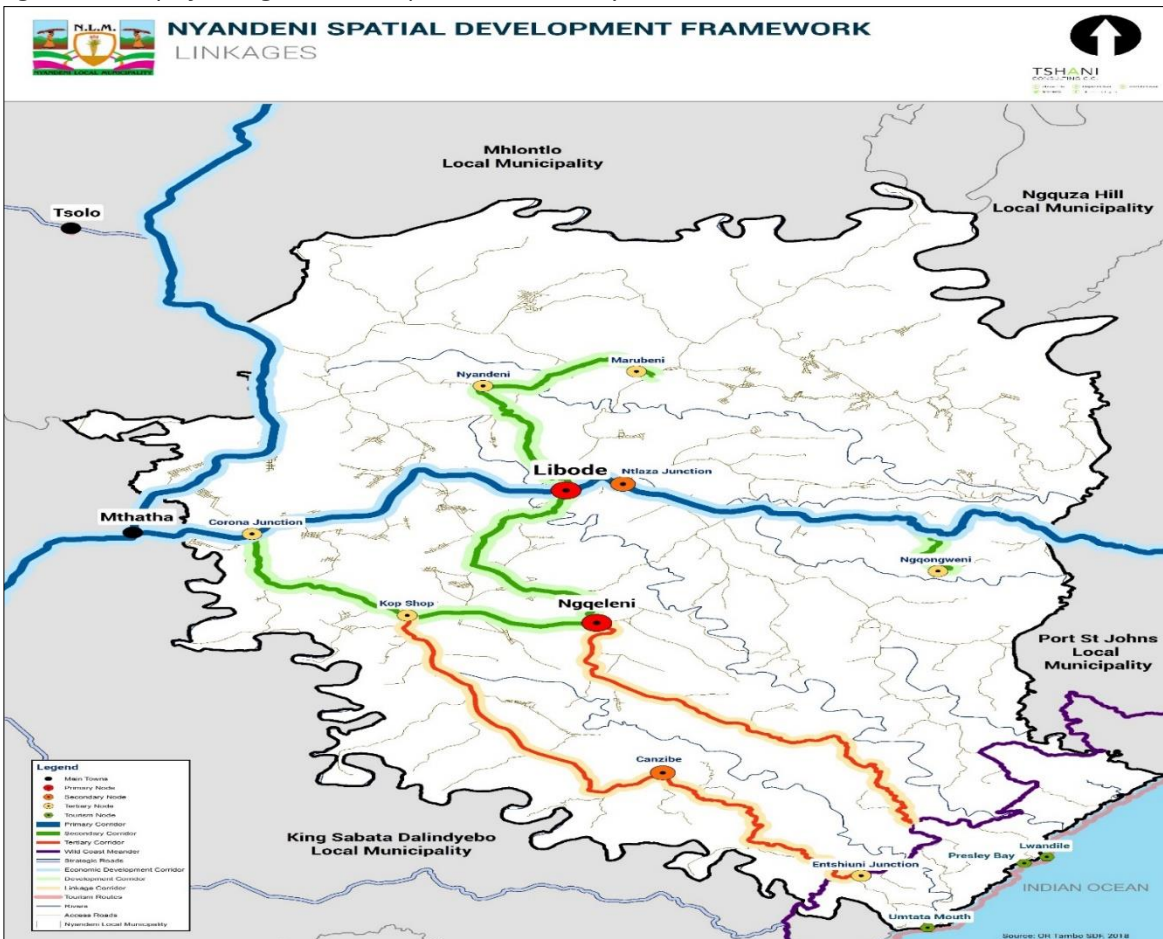
Corridor Type	Route Name
Primary Corridor Economic Corridor	East – West Corridor (R61/ Proposed N2 Toll Route) North - South Corridor (N2)
Secondary Corridor Development Corridor	North – South Linkage (Nyandeni to Ngqeleni) West – East Linkage (Nyandeni to Marubeni) North – South-East Linkage (Corona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

Figure xxx: Locational Map of NLM

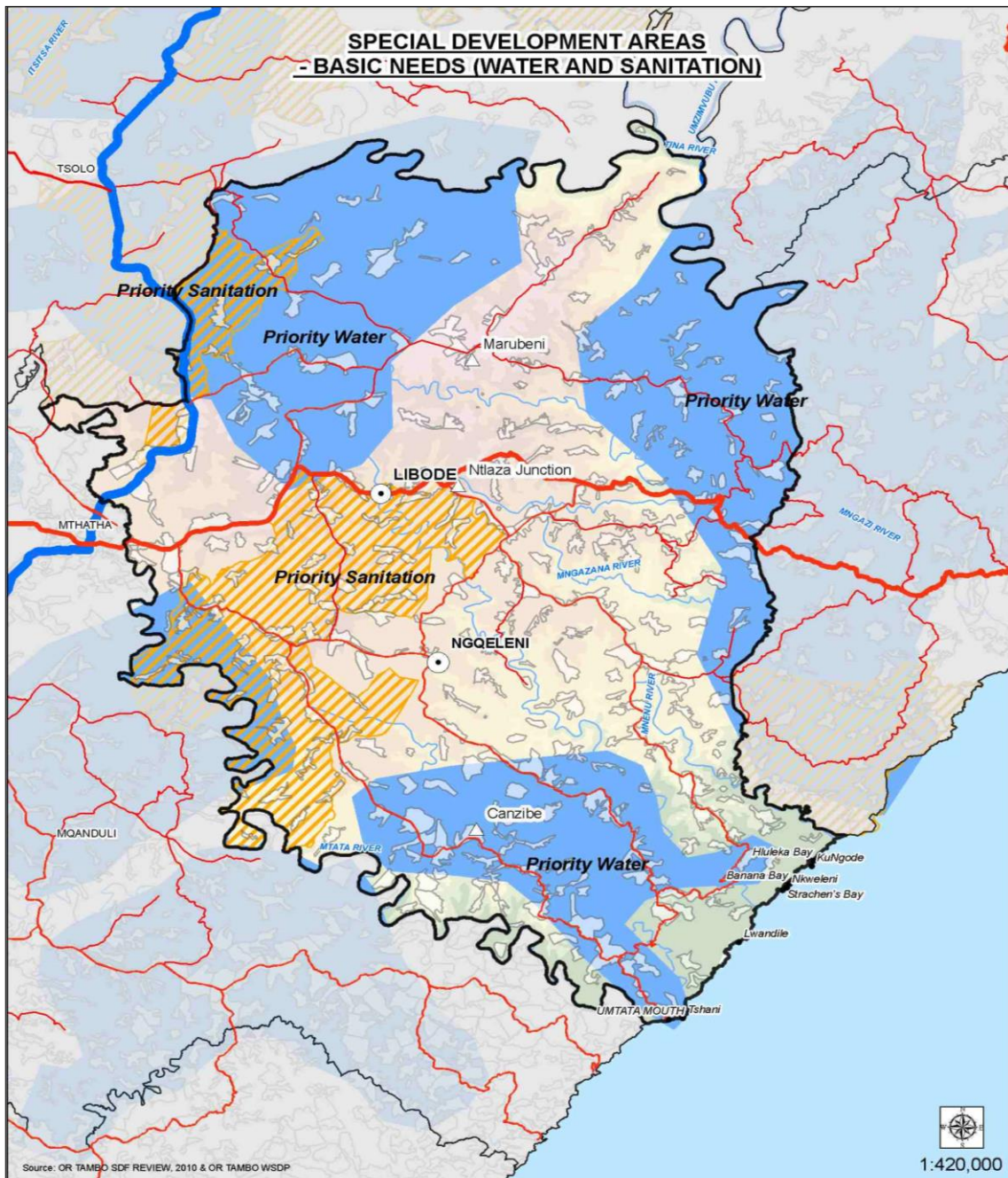


Source: NLM Spatial Development Framework (2020 – 2025)

Figure xxx: Map of Linkages and Transport Networks in Nyandeni



NLM Spatial Development Framework (2020 – 2025)

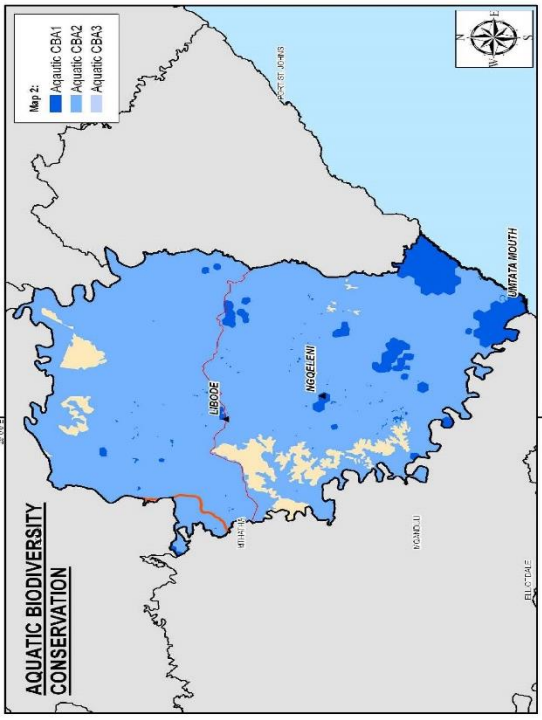
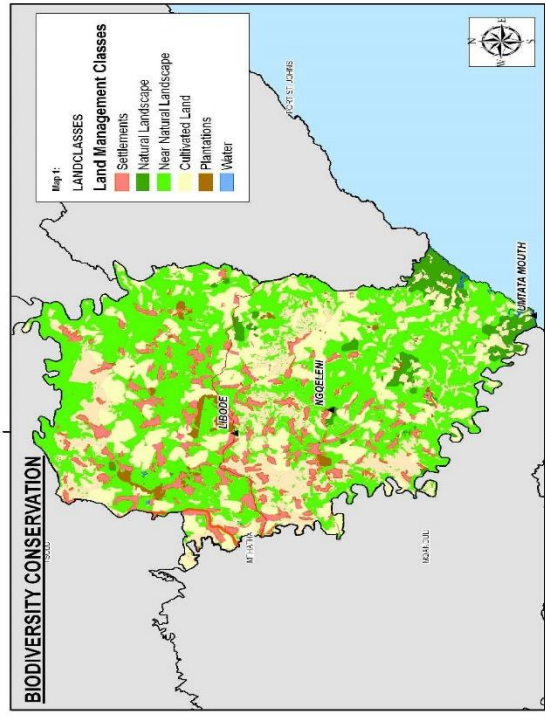


**Legend**

**PRIORITY AREAS**

- Sanitation
- Water





**BIOREGIONS**

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

**SUSTAINABILITY**

There is an obligation for government on the one hand to promote rural development, poverty alleviation and service delivery and on the other hand to ensure that the rich natural capital of the Province is sustainably used and conserved such 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 ECBCP developed two maps, one showing terrestrial (land-based) CBAs (see Map 1), and the other showing aquatic (freshwater) CBAs (Map 2). The map of terrestrial CBAs was compiled by undertaking a systematic biodiversity planning analysis and adding all biodiversity priority areas identified by other systematic biodiversity planning projects (such as 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
Conservation	Yes	Yes	Yes	Yes
Game farming	No	Yes	Yes	Yes
Communal livestock	No	Yes	Yes	Yes
Commercial livestock ranching	No	No	Yes	Yes
Dry land cropping	No	No	Conditional	Yes
Irrigated cropping	No	No	Conditional	Yes
Dairy farming	No	No	Conditional	Yes
Timber	No	No	Conditional	Yes
Settlement	No	No	Conditional	Yes

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

**Why conserve biodiversity.**

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

**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-Hays and written by Derek Balfour, Philip Coenraad and Richard Hayes, Department of Water Affairs and Forestry Project No. 2005-012. King William's Town, August 2007. ISBN 978-0-620-98423-5



### 3.1.8. Spatial Development Framework Implementation

3.1.8.1. Ngqeleni Nodal Precinct identifies the following development priorities

Construction of a Tourism Information Centre to cater for the needs of tourist travelling through the town

Tourism Sector Plans

Resources (Skilled Professional)

Preparation of Business Plans

Detail Urban design guidelines

Tourism and Direction Signage

Redevelopment of Taxi Rank with facilities

Upgrading of water supply

3.1.8.2. Development Priorities – Mthatha Mouth/Mdumbi

Detail Urban design guidelines

Application for funding for township establishment

Tourism and Direction Signage

Marketing and investment opportunities

Upgrading of the main access road

Upgrading of water supply

Upgrading of sanitation

Development of Hotel/Lodge

Development of Caravan Park'

Development of two resort areas

3.1.8.3. Development Priorities – Lwandile/Presley Bay Node

Upgrading of the main access road

Tourism signage and marketing

Township Establishment

Upgrade of water supply

Upgrade of sanitation

Development of Hotel/lodge

Development of two resort area

Development of Caravan Park

### 3.1.9.SWOT Analysis of the Nyandeni Spatial Framework

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

### 3.1.10. Upgrading of the R61

Interchange at the eastern access road into Libode

Overpass at the currently closed off access near the NLM offices, including pedestrian ramps and public transport bays

Relocation of the western intersection to Libode with the introduction of auxiliary turning lanes

Pedestrian bridge at the school along the R61- Libode

Central median island along the R61- Ntlaza junction

The introduction of a roundabout at the hospital with the relocation of the access to the hospital off the side road at Ntlaza junction

The formalization and redevelopment of the public transport facilities along the R61 in the vicinity of the Ntlaza junction

Rationalization of intersections at the Ntlaza junction

### 3.1.11. Public Transport Facility in Libode

Surfacing and demarcation of the rank

Formalization of the informal trading areas

Provision of adequate shelters for both informal traders and commuters

Dedicated wash bays

Ablution and office facilities

Adequate municipal services such as water, sewerage, electricity, refuse removal, etc.

### 3.1.12. Development Principles Underpinning the SDF in Nyandeni LM

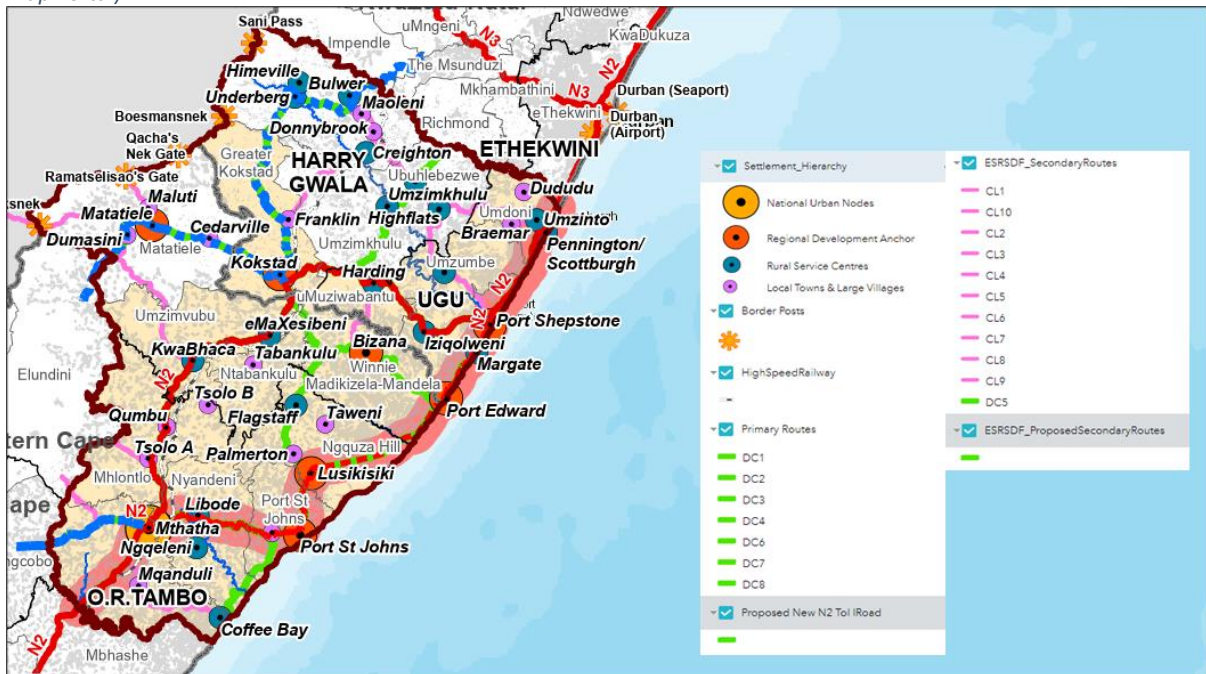
The SDF is implemented through ten Development Principles (and associated themes) as outlined below:

Development Principle		Definition
1	Environmental Management	To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial/ manufacturing, and mining activities, as well as urbanisation pressures in the area.
2	Agricultural Production	To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes, and to target agricultural holdings for innovative small-scale farming and agro processing.
3	Tourism Promotion	To promote tourism development through the active utilization of tourism resources available like the Ntlangano river, the Ridges Precincts, and the Nature Reserves in the area.
4	Corridor Development	To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R56.
5	Nodal Development	To facilitate the development of a hierarchy of sustainable Activity Nodes in partnership with stakeholders to ensure equitable access to social infrastructure, and to promote Local Economic Development in the urban and rural parts of the municipality.
6	Movement	To capitalise on the strategic location of the municipality by way of

Development Principle		Definition
	Network	regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
7	Industrial, Commercial, Mining Activity	To promote the development of a diverse range of industrial, commercial and mining activities in the Midvaal area through partnerships with the private sector, and with specific focus along the R56 Corridor and at the designated nodal points.
8	Human Settlement Development	To provide for a wide range of bonded and subsidised housing typologies and tenure alternatives within clearly defined Strategic Development Areas, and to continuously manage residential densification by way of the Midvaal Density Policy.
9	Compact City	To delineate an Urban Development Boundary to encourage consolidated urban development and to protect high potential agricultural land and sensitive environments
10	Targeted Engineering Infrastructure Investment:	To prioritise the bulk of short to medium term upgrading/provision of engineering services to nodal areas within the Urban Development Boundary.

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

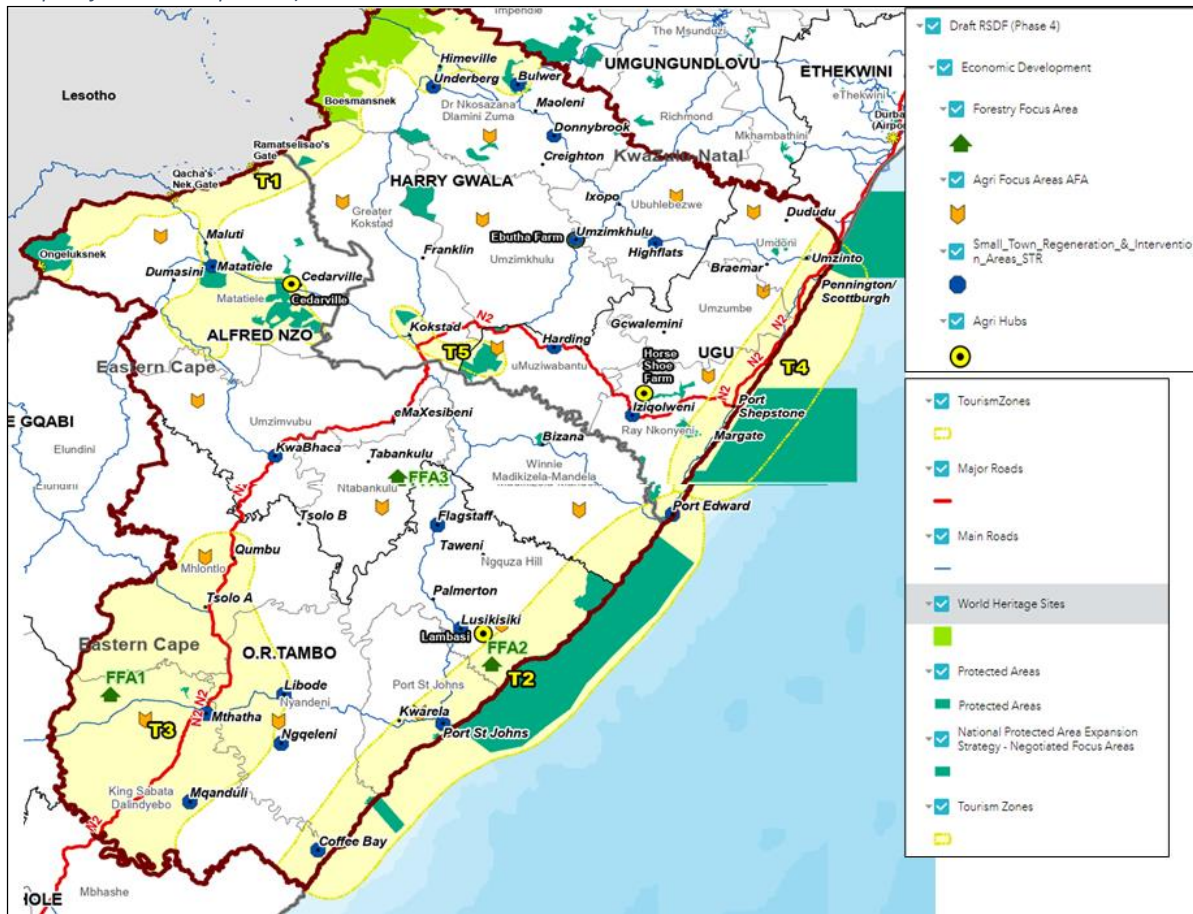
Figure xx: ESD Proposed Corridors, Nodes, as part of envisaged Phase 4 of the ESD (Source: ECSECC Adapted from ESD Map Portal)



The Spatial Planning earmarked for the ESD Region, of which Nyandeni is a regional development anchor, forming part of the gateway to the Wild Coast, via Mthatha. Similarly, NLM has a number

of nodal points within its boundaries, which are also informed by the current Wild Coast Environmental Management Plan (Gazetted in 2014). Key amongst these are the coastal nodes identified in the EMP, along the coast, which includes amongst others the Hluleka MPA.

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



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

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

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



## **CHAPTER 4: NYANDENI SITUATIONAL ANALYSIS PER KPA**

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

## SPATIAL PLANNING AND LANDUSE MANAGEMENT

The unit of spatial planning and land use management is comprised of four sections being, SPATIAL PLANNING, LANDUSE MANAGEMENT, GEOGRAPHIC 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 RESPONSIBLE FOR:

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

### ADOPTED POLICIES

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

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

### STRATEGIES AND PLANS DEVELOPED

The following strategies and plans are in place

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

### PROJECTS UNDER IMPLEMENTATION DURING 2024/2025 FINANCIAL YEAR

#### PROECT STATUS

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

#### PROECT STATUS

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

## PROEECT STATUS

Install built boards in both town for Building compliance Four builtboards have been installed in Ngqeleni and Libode for building compliance awareness.

Gazetting of LUMS The land use Management Scheme was gazetted in October 2024

Implement phase 2 coporate GIS The municipality will advertise for the project of phase GIS

## PROEECT DETAIL

Libode light industrial park The municipality has applied for funding for this project for National Treasury

Ngqeleni Urban expansion project The UDF plan has been completed

## PROEECT DETAIL

Retail Development The municipality has currently approved leasing of Erf 276 Libode for further extension of retail development

Property development

## CRITICAL CONSIDERATIONS FOR PLANNING PURPOSES

### LAND INVASION IN BOTH TOWNS

Land Invasion remains one of the major threat to the integrity and development of municipal commonage space.

In both towns there were land claims which were subsequently resolved through Settlements Agreements, however communities continue to invade the same land.

Internal administrative processes sometimes make it difficult to effectively deal with land invasion promptly which often in times exposes the municipality to litigation once such people have to be removed.

### CONSTRAINED FUTURE EXPANSION OF THE URBAN AREA

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

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

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

### FORMALIZING NTLAZA AS A COMMERCIAL NODE

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

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

### LIGHT INDUSTRIAL DEVELOPMENT

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

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

### CHALLENGES IMPACTING ON SPATIAL PLANNING AND LAND USE MANAGEMENT

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

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

## 2. HUMAN 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.

It also deals with

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

### ADOPTION OF HOUSING SECTOR PLAN

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

### HOUSING POLICIES IN PLACE

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

- a) Housing Allocation Policy

### HOUSING NEEDS REGISTER

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

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

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

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

- Accelerating the delivery of housing as a key strategy for poverty alleviation.
- Utilizing provision of housing as a major job creation strategy.
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment
- Leveraging growth in the economy
- Combating crime, promoting social cohesion and improving quality of life for the poor

- Supporting the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.

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

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

#### LAND CLAIMS AND LAND INVASION CONTROL MECHANISMS

Unresolved land claims remain one of the most significant barriers to socio-economic development in the Municipality, and it has its impact on the many catalyst projects for the municipality and the district at large.

There is an urgent need to address the issues of land ownership in the NLM, and the transference of ownership and title deeds to communities and individual landowners.

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

#### DEVELOPMENT STATUS ACCORDED TO THE MUNICIPALITY

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

- Nyandeni 370 units
- Gxulu 200 units, and
- Ngqeleni (Rectification) 120 units

#### CURRENT PROJECTS UNDER IMPLEMENTATION FOR 2024/2025 FINANCIAL YEAR

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

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

## SUMMARY OF KEY ISSUES/CHALLENGES

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

- The municipality is under capacitated and relies on the Province to carry out housing development - both human as well as financial resource capacity, to undertake housing projects
- Lack of training and skills development programs to ensure growth in housing delivery projects
- Inadequate/unavailability of bulk infrastructure
- The terrain challenges which result to double or sometimes triple handling of materials and is grossly affecting the production on site. The whole of the municipal area in Nyandeni is affected by terrain challenges.
- Scatteredness of sites affects mostly disaster projects such as Nyandeni 370.
- The housing demand is currently being handled on a reactive basis, especially in rural area.
- A housing waiting list system/database of potential beneficiaries and residents of informal settlements has to be established
- Lack of management tools for managing housing development and the eradication of backlogs.
- The bulk of the land identified for housing in the urban area is commonage land.
- Lack of clarity on the roles and responsibilities between the province and the municipality – need for MOU and decentralization of power.
- No clear housing vision or set objectives however strategic priorities were identified. There is a need for an implementation plan to ensure that all proposed programs are implemented
- Climate change badly affects households resulting to homeless people.
- Unavailability of immediate response to disasters or to people affected by disasters and left homeless.
- Vandalism of completed units and material theft.
- Incompetence of appointed service providers which leads to delays on people receiving houses.
- Delays on appointment of contractors and replacement contractors in the event of poor performance.
- Uniform housing quantum not considering terrain on the Municipality.

## STRATEGIC FRAMEWORK FOR THE PROVISION OF SUSTAINABLE HUMAN SETTLEMENTS

### STRATEGIC PRIORITIES

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

1. To determine expressed demand and to declare such demand
  - a) To undertake housing consumer education and increase awareness
  - b) To implement the housing needs register and to ensure on-going management thereof
  - c) Develop a data base of potential beneficiaries and residents of informal settlements
  - d) To engage the social welfare department and Special Programs Unit (SPU) in order to cater for the child headed households and orphans.
2. Scale up of the delivery of subsidized housing to meet the demand
  - a) Strategic planning for housing delivery
    - Conduct an annual environment analysis in order to review and revise annual housing sector plan
    - To develop localized policies to create a more enabling environment and to manage the mushrooming of inadequate housing

### Project pipeline

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

### Land and land packaging

- To undertake a land identification and land packaging programme
- To understand the land reform programme and to create a linkage with such a programme

- To undertake feasibility studies on the identified state land on offer from the Department of Public Works, to prepare a business plan for each parcel of land required in order to effect the transfer of such land.

#### b) Infrastructure

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

### CRITICAL CONSIDERATIONS FOR PLANNING PURPOSES

#### UPGRADING OF INFORMAL SETTLEMENTS

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

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

#### IMPLEMENTATION OF THE FLISP PROGRAMME

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

#### MIGRATION AND ITS IMPLICATIONS FOR DEVELOPMENT AND PROVISIONING OF HH INFRASTRUCTURE

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

It is in this context that the Integrated Urban Development Framework 2016 is set to change the state of housing in the Republic of South Africa, which is:

Housing demand is greater than the pace of formal housing delivery and land released. This is because of increased urbanisation and changing demographics (smaller households and migration patterns).

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

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

## **KPA 2: BASIC SERVICE DELIVERY**

# BASIC SERVICE DELIVERY- INFRASTRUCTURE DEVELOPMENT

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

FUNCTION	DEFINITION	RESPONSIBLE UNIT
<b>Street lighting</b>	Provision and maintenance of street lighting and high masts	RMU
<b>Municipal Public Facilities</b>	Provision of community facilities except schools and clinics	PMU
<b>Occupational Health &amp; Safety</b>	Monitor Compliance of Health and Safety amongst infrastructure projects	PMU

<b>Institutional Social Development (ISD)</b>	Coordinate social facilitation and community participation in the implementation of all infrastructure projects	PMU
<b>EPWP</b>	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 OUTRAGES

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
<b>Total</b>	<b>66,56</b>	<b>2097,84</b>	<b>2164,40</b>

#### 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.

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 M <sup>3</sup> ) 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
Biduzi-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 CONTYRUCTION
MZONYANE PROJECT	WARD 28	55 HH	UNDER CONTYRUCTION
ZINKUMBINI PROJECT	WARD 04	135 HH	ON OUTAGES
MAMOLWENI PROJECT	WARD 25	25 HH	UNDER CONTYRUCTION

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	PRO11JECT STATUS
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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 leeson from earlier initiatives such as the intergrated sustainable rural development program, district level planning and implementation management support centres and respectives local govenernment turnaround strategies. Collaboration with DDM office for the alternative energy (solar panels) in municipal office

### CHALLENGES

Non alignment of budget with maintenance backlog

Inadequate personnel Capacity to operate machinery versus available machines which is also caused by insufficient budget to beef up the organogram.

Dilapidated roads infrastructure within Ngqeleni and Libode Town.  
Heavy rains resulting on roads being washed away.  
Municipality not having an electricity distribution licence from NERSA.  
Inadequate capacity and insufficient budget for solar maintenance  
Municipality make use of a generaor as an alternative

## **WATER**

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

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

There is inadequacy of supplying potable water to Nyandeni community

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

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

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

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

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

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

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

## Situational Analysis

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

## Waste management

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

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

## Waste Management Strategies and Compliance

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

## Integrated Waste Management Plan (IWMP)

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

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

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

#### KEY IWMP PROJECTS

Project Name	Budget	Partner	Project Detail
Improve the status of our MRF and Ngqeleni Transfer Station	R4 ML	OR Tambo DM	Material Recovery Facility at Libode Landfill site needs to be expanded to be conducive (to be partitioned, improve internal roads for trucks going in and out, extend the facility to accommodate trucks going in and sorting space) for recovery operations.
Conduct three internal audits quarterly and one annual external audit	R130 000.00	Internal	External Audit has to be done by service provider and findings from audits need to be controlled through programmes and projects with financial implications.
Conduct Twenty-Four Environmental Awareness annually	R120 000.00	DEDEAT, OR Tambo DM	Conduct Environmental awareness on various aspects
Report on SAWIS monthly	R 0.00	DEFF and DEDEAT	
Annual Calibration of Weigh bridge at Landfill site	R 100 000.00		For accuracy of data and update of software used for the weighbridge, it has to be calibrated once yearly.
Conduct Quarterly ground water test at Libode Landfill site	R400 000.00		Two ground water wells were injected underground during construction for ground water testing as required in the license conditions.
Extend the waste management service to the two major health facilities.	R 200 000.00		Extend collection of general waste service to St Barnabas and Canzibe Hospital
Curbing and rehabilitation of illegal dumping sites through EPWP programme.	R 1700 000.00		Curbing of illegal dumping site through erection of signboards. Additionally procuring planting indigenous and decorative plants.

Project Name	Budget	Partner	Project Detail
Have enforceable Integrated Waste Management By-laws	R 100 000.00		Training of EIM and peace officers for enforcing the bylaw.
Have Community Services yellow-fleet for Libode landfill.	R 15 ML		Yellow- fleet for daily operations at the landfill site. Landfill Compactor Water tank truck TLB Dumper Truck
Yearly maintenance of the landfill site	R 100 000.00	OR Tambo DM	Rehabilitation of eroded areas, grass cutting and creation of fire belts. Provision of ablution facilities.
Extend waste collection service to peri-urban	R200 000.00		Waste collections at Ntlaza, Thabo Mbeki Township, Sibangweni, Corana, Misty Mount, Kop Shop, Ngqeleni Transfer Station
Supply of water and sanitation on waste facilities	R 200 000.00	OR Tambo DM	Provide water through reticulation or borehole water.
Supply of Electricity to Waste Facility	R1 300 000.00	OTP	Provision of electricity
Develop operational plans for the management of the Landfill site.	R500 000.00	OTP	Develop Operational Plans for waste facilities
Erect signage for the landfill site	R 300 000.00		Installation of Prohibition and information notices according to license standards.
Report to DEDEAT annually on IWMP Implementation progress.	R 2000.00	It's done internally	Waste Act NEM:WA requires that report must be furnished to Provincial authority annually about the progress of IWWMP implementation.
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.

Project Name	Budget	Partner	Project Detail
Roll-out colour coded Bins	R 50 000.00	Dept of Education	Distribute colour-coded bins to government institutions and schools in both Libode and Ngqeleni.
Construction of two flushing ablution facilities at Libode Landfill Site	R 150 000.00	Internal	Construction of two flushing ablutions at Libode landfill site.
Implement an in-house waste recycling programme by 2020/2021.	R 00.00	Internal	Placing colour coded bins for waste separation within the municipal premises to practice separation at source. Colour coded bins are already available.
Procurement of 6 Skip Bins.	R 400 000.00	Internal	Procurement and delivery 6 cubic metre skips bins at hotspot areas.

## WASTE MANAGEMENT FACILITIES

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

### Landfill site

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

### LANDFILL COMPLIANCE

Annually, there are three (03) internal audits and 01 external audits.

Annually, there are four (04) Ground Water Test

Operational plan is in place.

Landfill Site license is existing.

### Landfill site fleet

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

The following fleet is purchased:

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

The following plant is to be purchased:

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

### Material Recovery Facility

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

### Waste Transfer Station (WTS)

We were in a Memorandum of Understanding (MoU) with O.R Tambo District Municipality in terms of implementing activities in the transfer station, of which it has expired, as the result the Waste Transfer Station was vandalized,

therefore, the municipality is in the process of revitalization and renovation.

Status up to date,

1. Fencing is repaired
2. Guardroom and office is renovated
3. MRF warehouse is renovated

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

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

## THE MAIN WASTE MANAGEMENT FOCUS PROGRAMMES

### a. Greening and Beautification Programs

- identification of open spaces and areas to be beautified

#### - Areas to be beautified:

peri-urban skip-bin zones

Transport Hub entrance

Both town entrances

Libode and Ngqeleni Public Library

Sport fields

The main buildings (municipal offices)

- Beautification of Cemeteries

### b. Eradication of illegal dumping

The municipality has identified 64 hotspot illegal dump sites within its jurisdiction

The municipality is envisaging to convert illegal dumps to something else

Advocacy and Awareness Campaigns

### c. Street Littering Cleaning

Facilitate the street paving

Potholes registering

Weed and plant removal

Grass cutting

Tree felling

Eradication of alien plant

Clearing of open spaces

### d. Awareness and Advocacy Programs and Projects

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

### e. Waste Information System

In compliance with the NEMWA and National Waste Information Regulations of 2012 and in alignment with the IDP, the municipality is obliged to record and submit waste information on tons of waste disposed and recovered to recycling. The municipality is registered with SAWIS; in addition, recording and reporting on monthly bases. An average of 1000 tons of waste disposed is recorded annually.

#### **f. Recycling Program**

Recycling focuses on implementing the waste management hierarchy and with the ultimate aim of diverting waste from landfill.

Currently the municipality have registered 200 waste harvesters and they have been issued with recyclers identity cards and are registered with African Reclaimers Organization. The municipality has embarked on the project of registering new recycling cooperatives.

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

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

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

Two heavy-duty scales that are mobile for weighing recyclables in addition 60 bally sacks for packaging recyclables.

Department of Forestry Fisheries and Environment (DFFE) have donated four 1000 L colour coded recycle bins.

PATCO recyclers has donated 300 balling bags in 2023.

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

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

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

## Compliance Status

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

The municipality has a licensed landfill site.

The municipality has an approved IWMP.

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

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

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

The municipality has council approved Integrated Waste Management Bylaws.

Landfill and Transfer Station challenges

## WASTE MANAGEMENT RISK ANALYSIS

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

## WASTE MANAGEMENT PERSONNEL (see the attached institutional organogram)

Focus Area	Number of personnel	Type of recruitment	Vacancy
Street Cleaning	39	In-house	01

Landfill Site	07	In-house	00
Transfer Station	02	EPWP	08
Beautification & Illegal dumping	34	EPWP	00

### Operational Budget

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

<u>Projects</u>	<u>Actual Budget</u>	<u>F/Y</u>
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	R11 000 000.00	2024/2025
Fuel for purchased plant	R500 000.00	
Service for plant	R250 000.00	
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
TLB	R2 000 000.00	2024/2025
Excavator	R3.500 000.00	2024/2025
Tipper Truck	R2 000 000.00	2024/2025
Water Cutter	R1.500 000.00	2025/2026
Landfill Compactor	R8 000 000.00	2026/2027

Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Trainings	Well trained staff	R500 000.00	Landfill staff	Waste management staff			
Waste management fleet	Fleet	R15m	Bull Dozer	TLB and Dumper truck	Skip Loader Truck and Landfill compactor	Excavator	Water Cutter
MRF and Landfill site extension	Expanded landfill site air space	R4m	Negotiations to acquire more land.	Rehabilitation of old landfill site	EIA Application for Landfill Expansion	Construction of MRF And New fencing extensions	
External Environmental audits and ground water tests	Environmental compliant landfill site	R850 000.00	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 6m<sup>3</sup>) allocated in peri-urban areas and towns: Ntlaza (1), Thabo Mbeki (2), Libode Town (2), Misty Mount (1), Corana (3), Ngqeleni Town (2), Sibangweni (1), Canzibe (1)

#### Collection

Point of collection	Frequency
Libode and Ngqeleni (CBD)	Daily
Rate Payer Households	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
Personnel Protective Clothing (PPE)	R700 000,00
Refuse Bags	R500 000.00
Waste Removal trucks hiring	R600 000.00
EPWP casuals	R1, 700 000.00

### Challenges

Challenges	Root Cause	Recommendation
No change room for G.A	Shortage of Space	Establish change rooms
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)
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### 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 Mandate:

Improved coordination and collaboration between provincial and local government on library services.

Transformed and equitable library and information services delivered to all rural and urban communities.

Maintained library infrastructure and services that reflect the specific needs of the communities they serve.

Improved staff capacity at libraries to respond appropriately to community knowledge and information needs.

Improved culture of reading through establishment of book clubs.

## Legal mandate

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

	<p>- Provide for the determination of national policy and principles for public library and information services;</p> <p>Promote co-operative governance and the co-ordination of responsibilities for public library and information services;</p>
Department of Public Services (1996) Batho Pele: White Paper. Pretoria	To give good customer service to the users of government services. All public servants are required to practice Batho Pele.
National Archives of South Africa Act No. 43 of 1996	To provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith.

## The municipality has four types of libraries

### Main Public Libraries

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

### Modular Libraries

We have four modular libraries

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

### Mini Library for the Blind

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

### School / Community Libraries

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

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

Tutor Ndamase SSS	Operational
Gqirha JSS	Operational

### Calendar of Library Activities

Accordinging 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	01	02	DSRAC
Library Assistant (Delete)	01	01	0	Nyandeni LM
Library Assistant	02	01	01	DSRAC
Security (EPWP)	13	09	0	Nyandeni LM
G.As (EPWP)	02	03	0	Nyandeni LM

### Operational Budget

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

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

## Challenges

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

## Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Information centers in all wards	Established 24 information centers	R1 500 000.00	5 Information centers	5 information centers	5 information centers	5 information centers	4 information centers
Book Clubs	Established 40 book clubs	R300 000.00	8 book clubs	8 book clubs	8 book clubs	8 book clubs	8 book clubs
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.

The mandate:

Municipality is responsible for need analysis and assesment.

Ensuring access that all children, regardless of their socio-economic background, have access to early education.

Provision of support and conducive learning environment.

Facilitate the construction of Early Childhood Development Centers and approved building plans.

Cordinate the functionality of ECDC's

### Legislative Framework

- Constitution of the Republic of South Africa, 1996

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

- Children's Act, Act No. 38 of 2005

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

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

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

- Integrated Provincial Early Childhood Development Strategy, 2011-2016

- Local Government: Municipal Systems Act of 2000

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

### Status Qou

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

provide the indoor and the outdoor equipment”. The construction of ECDC’s per Ward is complete, now we have transcend to construct one ECD Centre, per village.

### The deliverables

Fencing 40m x 40m  
 80 m<sup>2</sup> building with:  
 60 m<sup>2</sup> playroom  
 Office (2m x 2m)  
 Kitchen (2m x 2m)  
 Sickbay (2m x 2m)  
 Storeroom (2m x 2m)  
 (02) Water tank (2 500 litres)  
 Ablution facility (for children & adults)  
 Outdoor equipment (slide, running step, swing) all combined  
 Installation of electricity  
[Budget Allocation per Centre](#)

Each centre is allocated an estimated amount of R1, 267 605.00.

### Human Capital

Assessment Team: The municipality established an assessment 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 40 young people are hired through the EPWP process.

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

### Constructed ECD Centres per Wards

Therefore, Community Services was mandated by the Council to be responsible for the child care facility.

Currently the municipality has constructed 32 ECDC within Nyandeni jurisdiction.

Ward	Name of the Centre	Village	Status	Number of Centre	Financial Year	Budget
01	Mahoyana Pre-School	Mahoyana	Completed	01	2017/2018	R218 753.92

02	Lukhuni Pre-School	Lukhuni	Completed	01	2011/12	R299 135.47
03	Makukhanye Pre-School	Gongo	Completed	01	2013/14	R325 663.82
	Nompucuko Pre-School	Luthubeni	Completed	01	2013/14	R325 663.82
04	Ikhwezi Pre-School	Mbobheleni	Completed	01	2021/22	R1 052 588.00
05	Mthombe Pre-School	Mthombe	Completed	01	2011/12	R299 135.47
06	Ntlambela	Ntlambela	Aborted	00	2017/2018	R218 753.92
07	Thabo Mbeki Pre-School	Thabo Mbeki	Completed		2008/2009	R1 500 000.00
08	Khanyisa Pre-School	Moyeni	Completed	01	2021/22	R1 052 588.00
09	Masiphumelele Pre-School	Dininkosi	Completed	01	2019/2020	R784 191.21
10	Sibangweni Pre-School	Sibangweni	Completed	01	2012/13	R325 663.82
11	Nkanini	Sibangweni	Completed	01	2013/14	R325 663. 82
12	Assemblies of God Pre-School	Corana	Completed	01	2020/2021	R1 052 588.00
13	Ntsaka Pre-School	Ntsaka	Completed	01	2017/19	R218 753.92
14	Kamvalethu Pre-School	Mqwangqweni	Completed	01	2022/2023	R 1 147 573.00
15	Mpondomiseni	Mampondomiseni	Completed	01	2022/2023	R 1 147 573.00
16						
17	Zanobuhle Pre-School	Mhlahlane	Under construction	01	2023/2024	R 1 208 394.00
18	Mthombo Wenceba Pre-School	Bukwini	Completed	01	2013/14	R325 663.82
19	Qanda	Qanda	Under construction	01	2023/2024	R1 208 394.00
20	Bucula Pre-School	Bucula	Completed	01	2020/21	R1 052 588,795
21	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	Under Construction	01	2023/2024	R1 208 394.00
24	Buthongweni Pre-School	Buthongweni	Completed	01	2017/18	R218 753.92
25	Mzonyana Pre-School	Mzonyana	Completed	01	2011/12	R299 135.47
26	Mankosi Pre-School	Mankosi	Completed	01	2011/12	R242 000.00

27	Nkonkoni Pre-School	Nkonkoni	Completed	01	2021/22	R1 052 588.00
28	Zizamele Pre-School	Qhokama	Completed	01	2011/12	R242 000.00
29	Botani pre-School	Bolotwa	Completed	01	2020/21	R2 352 573.63
29	Amyoli Pre-school	Gxulu	Under construction	01	2023/2024	R1 208 394.00
30	Gwebindlala Pre-School	Tshisabantu	Completed	01	2018/19	R1 093 769.60
31	Hlakaniphani Pre-School	Mthomde	Completed	01	2020/21	R784 191.21
32	Kum Pre-School	Lujizweni No.5	Completed	01	2020/21	R1 052 588,00

ECD Centre that are on tender stage:

WARD	VILLAGE
02	ZIBUNGU
09	MCHONCO
28	NTIBANE
30	KWAZULU

Wards that has more numbers due to Demarcation

Ward 03- has two ECD centers because has inherited Ward 05 Pre-School

Ward 20 – has inherited from Ward 19 Pre-School

Ward 27- has inherited from Ward 02

Ward 25 – has inherited from Ward 20

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

#### Challenges

Challenges	Root Cause	Recommendations
Duplication that caused backlog	Demarcation	The municipality must consider extending the scope
The 80 m <sup>2</sup> 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 Practitioners not registered	Improper planning Incapacity	Register to MIG Must be capacitated through skills development

**Project Prioritization Plan  
Five (5) Year plan**

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Planning and coordination	Well 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 Training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training	Establishment of ECDC committees and ECDC and Training
Construction	Construction of 20 ECDC's	R24 000 000.00	Construction of 4 ECDC's	Construction of 4 ECDC's	Construction of 4 ECDC's	Construction of 4 ECDC's	Construction of 4 ECDC's
Electrification					Installation of electricity on four ECDC's	R200 000 on ECDC'S	

## **PUBLIC SAFETY**

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

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

### **Traffic Control Services**

This unit is responsible for the following duties within its work description:

- Stop and check
- Attend to accidents and incidents
- Responsible for escorting duties
- Issuing summons
- Discontinuing notices
- Impound vehicles
- Attend to Courts
- Speed prosecution
- Execution of warrants

### **Law Enforcement**

- Integration of Security into Law Enforcement
- Enforcement of By-Laws
- Maintain peace and stability within Nyandeni jurisdiction
- Issuing of notices
- Access control
- Safe guarding of municipal facilities, assets and personnel
- Execution of warrants
- Visible patrols to prevent unlicensed businesses
- Attend to emergency and disaster incidents
- Conduct stop and check on suspicious vehicle
- Coastal Management Patrols
- Community Policing
- Community Engagements
- Coordination of Law Enforcements agents

### **Driving License Testing Center (DLTC)**

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

### **Motor Vehicle Registering Authority (RA)**

- Renewal of motor vehicle disc
- New registrations
- Discontinue of motor vehicle
- Deregistration of motor vehicle

Change of ownership  
 Handling and Processing for application of registration certificate

**VIP Protection Services**

Protection of principals

**Traffic Infrastructure and Administration**

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

**Legal framework**

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

**Community Safety Forum**

Social Cluster is sitting quarterly, and the Justice Forum.

**Public Safety Personnel**

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

Security Supervisor	06	06	00	Nyandeni LM
Security officer	53	53	00	Nyandeni LM
Total number of filled post is 87				

### Operational Budget

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

### FUTURE PROJECT PROJECTIONS PLANS

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

### Challenges

Challenges	Root Cause	Recommendation
Delays in uniform delivery	Poor delivery by the Service Provider	Alternative ways of acquiring uniform Increase budget
Shortage of staff	Expansion of the municipality facilities	Review of the municipal organogram

		Exploring other alternatives
Capacity building	Poor planning	Proper planning

## HIV/AIDS & HEALTH CARE SERVICES

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

### MANDATE:

To improve the healthcare system within the jurisdiction.

Capacity building of healthcare and community workers

Strengthen social and economic aspects

Establish partnership and collaboration with organizations in the space of healthcare

Promote a good governance in healthcare services

### LEGAL MANDATE

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

### Fora

Local Aids Council Sitting Quarterly

Support groups

The municipality have established 46 support groups.

WARD	NAME OF A SUPPORT GROUP	DELIVERABLES
02	Good Hope	Seedlings
04	Siyaphila	Seedlings, Medication and Feed for Poultry and piggery projects

06	Siyayinqoba	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
07	Siyazama &	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Vukasizwe	Seedlings
09	Masithuthuzelane	Seedlings and Garden equipment (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Edabini-Bafazi	Seedlings, garden equipment and nursery structure
10	Ncedolwethu	Seedlings
12	Kwakhanya	Seedlings
13	Masenze Drug Abuse	Seedlings
15	Nompilo	Seedlings and Garden equipments (rakes, wheel barrow, spades, hand-hoe, and watering cans)
	Phila Ubomi	Seedlings
16	Siyaziphilisa &	Seedlings
	Masibambisane	Seedling and sewing material
18	Kanana &	Seedlings, Garden equipment and sewing material
	Sinenceba	Seedlings, Garden equipment and sewing material
19	Ndzondelelo	Seedlings
	Sinothando	Seedlings and sewing material
	Sinendlovu	Seedlings
	Makhukhanye	Seedlings and sewing materials
	Siyazama	Seedlings
20	Masizakhe &	Seedlings, Garden equipment and sewing material
22	Kwasa	Seedlings
	Choose Life	Seedlings, and garden equipment
	Khuphukani	Seedling, garden equipment and sewing material

23	Siyakhanya	Seedlings
	Philisani	Seedlings and garden equipment
26	Tsweleni	Seedling and garden equipment
	Siphathise	Seedlings and garden equipment
32	Khanya	Seedlings and garden equipment
	Masinedane	Seedlings, nursery structure
	Masonwabe	Seedlings and garden equipment
	Siyakhula	Seedlings

### Awareness Campaigns

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

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

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

### Operational Budget

The operational Budget is R1 050 700.00.

Project	Actual Budget	Actual expenditure 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

### Challenges

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

### Project prioritization plan

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

### Five (5) year projection plan

Project	5 Year Target Goal	Estimate d budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Communicable and Non-Communicable disease	Reach out to 6000 people	R500 000.00	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)	Conduct 4 awareness campaigns (reach out 300 people)
Prevention and Life skills	20 000 young people on Life skills	R900 000.00	Conduct Inkciyo and Circumcision awareness program	Conduct Inkciyo and Circumcision awareness program	Conduct Inkciyo and Circumcision awareness programs(reach out	Conduct Inkciyo and Circumcision awareness program	Conduct Inkciyo and Circumcision awareness program

	program		s (reach out 4000 young people)	s (reach out 4000 young people)	4000 young people)	s (reach out 4000 young people)	s (reach out 4000 young people)
Social intervention Support	Establish 40 support group	R1 800 000.00	Provide fencing for one project	Provision of seedlings to 46 support groups	Provision of fencing support for one project	Provide support as per need assessment	Provide support as per need assessment

## LEGAL MANDATE

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

## MUNICIPAL ANIMAL POUND MANAGEMENT

### INTRODUCTION AND BACKGROUND

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

THE MANDATE:

#### **Animal Control and Impoundment:**

Impounding animals found without proper identification or that are stray.

Enforcing local animal control laws, including leash laws and licensing requirements.

**Care and Shelter:**

Providing shelter, food, water, and medical care to impounded animals.

Offering a safe waste for animals until they are reclaimed by their owners, adopted, or euthanized in extreme cases.

Promoting responsible domestic ownership and educating the public about animal care.

**Reuniting Lost Domestic Animals:**

Assisting in reuniting lost domestic with their owners by maintaining a registry of found and lost animals.

Providing microchipping services or other identification methods to help with reuniting domestic animal with their owners.

**Public Education and Outreach:**

Offering community education on topics such as responsible domestic animal ownership, the importance of spaying and neutering, and the humane treatment of animals.

Hosting events like adoption drives or domestic animal care workshops.

**Enforcing By- Laws:**

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

**Intake Documentation:**

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

**Auctioning Program:**

As per pound management policy animals that are in custody for more than 3 (three) months are subject to auction.

An auction would take place after a period of animal publication into a local newspaper.

Animals that were unable to go for auction due to unforeseen circumstances must be able to be adopt.

Objectives

To reduce the stray animal population.

**LEGAL FRAMEWORK**

Legislation	Objectives of the legislation	Summary

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

## STATUS QUO

### Pound Management Operations

#### Animal Impounding Process Flow

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

#### Work Schedules

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

#### Weekends and Public Holidays

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

#### POUND STAFF

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

### Pound Tariffs

Approved animal pound tariffs reviewed annually:

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

### Existing Infrastructure

Libode Pound  
Livestock Kraals  
Pound Keepers House  
Ablution facility  
Boundary wall

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

### Operational Budget

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

### Project prioritization plan

#### 5-year project plan

Project	5 Year Target Goal	Estimated budget			
			2024/2025	2025/2026	2026/2027
Animal welfare	Well maintained animals	R1 333 750.00	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	Finalise Construction		
Libode Pound Surface d Road	Improved Access to Libode Animal Pound Facility	R5 Million	Commenceme nt of road Construction	Continuation of road construction	Continuatio n of road constructio n
Libode Pound Building	Well construct ed animal pound facility	R 4 782 217,50	Commenceme nt of Animal Pound Construction	Continuation construction	Continuatio n constructio n
Ngqelen i Pound Building	Well construct ed animal pound facility	R 4 782 217,50	Commenceme nt of Animal Pound Construction	Continuation construction	Continuatio n constructio n
Veterinary services	Provided services	R500 000.00	Project completion and handing over	Operation of the services	Operation of the services
AnimalP ound transport	Purchase d transport	2 Million	Operation of the services	Operation of the services	Operation of the services

#### FUTURE PLANS

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

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

There is no access road at Libode

Lack of infrastructure like offices, storages, guardrooms and kraals

Lack of transport for day-to-day operations

Shortage of staff  
Lack of a truck for the transportation of animals  
Lack of strong security system  
Lack of reliable veterinary services

## MUNICIPAL CEMETERY MANAGEMENT

The mandate:

Provision of burial sites -

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

The Mandate:

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

### Burial Services

#### Municipal Burial Provision

There are two provision:

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

#### **Maintenance and Upkeep:**

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

Ensuring that headstones, monuments, and other memorials are properly maintained and kept in good condition.

Addressing issues like vandalism, weather damage, or wear over time

#### **Record Keeping:**

Maintaining accurate and up-to-date records of interments, grave locations, and ownership of burial plots.

Managing the cemetery's plot sales, ensuring proper documentation for the sale or transfer of burial rights.

Keeping track of any special requests, such as family plot arrangements or specific memorial wishes.

### LEGISLATIVE FRAMEWORK

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

### Work Schedules

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

### Weekends and Public Holidays

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

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

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

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

Certified copy of ID of the deceased person  
 Certified copy of a death certificate of the deceased  
 Certified copy of the applicant  
 A proof of payment in the municipal account as per cemetery tariffs  
 Proof of resident.

Allocation of the gravesite:

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

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

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

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

Size of the grave

The municipality provides the following grave size:

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

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

Care of graves

The municipality is responsible for keeping cemeteries clean.

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

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

### Cemetery tariffs

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

### Staff establishment

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

### Operational Budget

Project	Actual Budget
Pauper burial	R40 000.00
Maintanance	R159 000.00



### Challenges

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

Inadequate Kraals

Lack of budget

Confirmation of budget with MIG

### Project prioritization plan

#### 5-year project plan

Project	5 Year Target Goal	Estimated budget	2024/2025	2025/2026	2026/2027
			Security improvement	Well established security	R7 M

### FREE BASIC AND POVERTY ALLEVIATION

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

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

#### Objectives of Free Basic Services and Poverty Alleviation Unit

To ensure Municipality has a credible indigent register

To keep records of all qualified indigent people

Provision of free basic services to people in an indigent register

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

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

## LEGAL CONTEXT

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

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

Constitution of RSA (Act 108 of 1996)  
 Municipal Systems Act (Act 32 of 2000)  
 Municipal Structures Act (Act 117 of 1997 as amended)  
 Public Finance Management Act (Act 1 of 1999)  
 Municipal Finance Management Act (Act 1 of 2003)  
 Municipal Property Rates Act (Act 6 of 2004)  
 Intergovernmental Relations Framework Act (Act 13 of 2005)  
 Framework for a Municipal Indigent Policy  
 White Paper on Transforming of Public Service Delivery

## Status Quo

The Municipality is offering the following services:

Eskom electricity coupons: The municipality provides a monthly electric coupon at an amount of R99.34 that produces 50Kw.

Alternative Energy: Municipality supports non-grid households with a two burner automatic gas stove and size 9 kg gas cylinder once off and a refilling of gases.

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

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

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

Two-Roomed Flat: This special provision provides a 45m<sup>2</sup> two-roomed flat, to most extremely cases, while the beneficiary is waiting for (RDP) Human Settlement approval.

## Beneficiary Statistics

Project	Total Budget	Number of Beneficiaries	Ward	Time Frame
Eskom Electricity Coupons	R 1 554 425.40	960	All Wards	Monthly
<b>Alternative Energy</b>	R5 322 232	4864	All Wards	Once-Off

<b>SOCIAL RELIEF PROJECTS BUDGET R2.2 M</b>				
Is'dima		0	Five Wards	Annually
Fencing		0	All Wards	Once Off
Water Harvesting Projects		0	All Wards	Once-Off

#### FUTURE PROJECT PLANS

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

#### Project prioritization plan

##### Five (5) year projection plan

Project	5 Year Target Goal	Estimated budget	Timeframe				
				2023/2024	2024/2025	2025/2026	2026/2027
Indigent Management System	Functional system	3m		Integrating system to other sectors	Capturing and data analysis	Capturing and data analysis	Capturing and data analysis
TRAINING AND PUBLIC AWARENESSES	Trained system users and beneficiaries	1m		Training of Indigent Ward Steering Committee on FBS programme	Training and Procurement of working (laptops) for data collectors	Awareness campaign and trainings for all wards	Awareness campaign and trainings for all wards
EPWP	Hire 64 for Data capturing	4.5 M			Hire 32 EPWP	Hire 32 EPWP	Hire 32 EPWP

Electricity Coupons of 50KW	2000 HH provided with electricity coupons	1.8m		2000 beneficiaries	2000 beneficiaries	2000 beneficiaries	2000 beneficiaries
Isidima poverty alleviation project initiative	20x 2 roomed flat, Fencin, 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
Provision of Alternative Energy	Provision of alternative energy.	3.4m	420 beneficiaries	420 beneficiaries	420 beneficiaries	420 beneficiaries	420 beneficiaries

## CHALLENGES

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

## PERSONNEL

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

## Compliance matters

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

In the municipal pound register and has not been claimed over a period of 3 months.

Have been publicised by the municipality and their owners have not been found.

## ENVIRONMENTAL MANAGEMENT

The Mandate of the Municipality:

Is to control the environmental impact  
To mitigate adverse impacts on various environmental components  
Protect environmental resources where possible

### Strategic objectives

Environmental strategic objectives are long-term goals that the Municipality set to ensure their operations and policies contribute positively to environmental sustainability. These objectives are aligned with environmental control, the efficient use of resources, and the minimization of negative impacts on ecosystems.

Objectives are designed within the milieu of Municipal government objectives as set out in section 152(1) of the Constitution referring to the objective “To promote a safe and healthy environment” including the Principles of the National Environmental Management Act (NEMA) and the Bill of Rights as stated in the Constitution.

Effective management of the interdependencies between ecosystem health, social equity and economic growth will further require a significant change in current governance practices, in adopting an integrated and co-operative environmental management approach to governance that includes an accurate valuation of environmental goods and services.

Government’s commitment to long-term sustainable development is achieved, when explicit recognition is given in its policy-making processes that its economic systems are essentially products of and dependent on social systems, which in turn are products or, and dependent on, natural systems.

Environmental management is “a purposeful activity with the goal to maintain and improve the state of an environmental resource affected by human activities.

Environmental Management can be defined as “the management of the interaction and impact of human activities on the natural environment”.

Environmental management further aims to ensure that ecosystem services and biodiversity are protected and maintained for equitable use by future human generations, and also, maintain ecosystem integrity as an end in itself by taking into consideration ethical, economic, and scientific (ecological) variables. Environmental management tries to identify the factors that have a stake in the conflicts that may rise between meeting the needs and protecting the environment.

The Nyandeni Local Municipality has established environmental unit with one Environmental Office, a legal obligation to ensure a safe; cleaner and healthier environment within a context of sustainable development in matters of environmental management and governance. It is of vital importance that the environmental matters must find an expression in to the Integrated Development Plan (IDP).

Therefore, the municipality has a Constitutional mandate to develop a mechanism that will encompass the following –

- (a) Waste Management
- b) Environmental quality, protection and promotion of environmental management
- c) Biodiversity, Conservation and Coastal Zone Management; and
- d) Assisting and collaborating to services rendered by wildlife services and parastatal.
- (e) Climate change adaptation strategies.
- (f) Environmental Impact Management (EIA process).
- (g) Environmental Compliance and Enforcement.

### KEY PERFORMANCE AREAS

- Environmental Education and Awareness Raising
- Climate Change
- Waste Management
- Integrated Coastal Management
- Biodiversity Management
- Air Quality Management
- Environmental Enforcement
- Land care management
- Environmental Impact Management (EIA)

### CLIMATE CHANGE

Climate Change refers to the long-term shift patterns. It may involve a change in the average weather patterns e.g. (more or less rainfall) or in the frequency and/ or intensity of events (e.g. more or few storms). Climate change can be caused by natural causes, such as volcanic eruptions, or human causes, such as greenhouse gas emissions from the burning of petrol. Global warming, which is the general increase in temperatures caused by human- related greenhouse gas emissions, is one type of climate change.

Climate change impacts are the consequences of climate change on human or natural system. For example, less rain in an area as a result drought, crop failure, famine, or more or frequent surge storms, as results floods, erosion, and destruction of infrastructure, bridges and houses and loss of lives.

Currently we have developed terms of references for the climate change so to be prepared to establish the climate adaptation policy.

### Status quo

The Nyandeni economy is dependent on primary sectors such as agriculture and Tourism. The relationship of such industrial opportunities, with climate-dependent resources, needs to be considered and integrated in development planning, as the resources define the production possibilities for the economy as a whole. As the municipality, we do not have climate change plan that cuts across all sectors to give effect to integrated climate change risks and opportunities identification to influence municipal planning.

The climate conditions of Nyandeni the Coastal area is receiving a lot of rain during summer and a lot of road infrastructure gets damaged easily from storm surges and flooding, in particular the low lying bridges and river crossings. On the northern side of Nyandeni area, its inland, during winter there is a long dry season that leads to droughts and veld fires eventually affecting directly

the farming practices. During the summer the Northern part faces climatic conditions with heavy storms with tornadoes leading to disastrous situations which damages infrastructure (electric lines and housing roofs)

More effort is needed to have a strategy or plan and integration of this into priority objectives of the IDP and sector Plans.

### Challenges

Weaknesses and Threats	Root cause	Recommendation
Lack of strategy for responding to climate change issues	Poor Institutional arrangements for climate change programme to be enrolled	Establishment of climate change and risk management committee and budget allocation for the function.
Lack of consultations, capacity building, and integration on climate change as a cut across phenomenon.	Lack of integration and capacity building on the phenomenon of climate change	Have a committee for climate change Prioritize climate change response activities as performance areas across all service delivery and planning departments
High carbon footprint	Environmentally unfriendly practices: High Energy usage, Too much usage of paper for administrative functions, improper housekeeping and poor archiving systems.	Commitment on energy efficiency. Have systems that using less paper by investing on electronic systems. Have electronic archives and improve on housekeeping.

Climate change mitigation refers to “human intervention to reduce the sources or enhance the sinks of greenhouse gases” (IPCC, 2014). Primary interventions to mitigate climate change include technological and behavioural changes that reduce reliance on fossil fuels and CO2 emissions, which support achieving South Africa’s Nationally Determined Contributions (NDCs). However, responses to climate change, such as large-scale tree planting or renewable energy projects, may have a positive impact on biodiversity in the Nyandeni LM

### DESIRED PROJECTS/ OPPORTUNITIES

- Develop Climate Change response strategy
- Climate change response vision and strategy workshop.
- Continuous awareness to the society -
- Introduction of systems on reducing of carbon foot print such.
- Administration with paper less approach.
- Strengthen usage of virtual meetings
- Strengthening of Archiving system within the institution.
- Usage of energy efficient electric system and appliances.
- Surfacing of roads to minimize dust pollution
- Planting of indigenous trees along the town streets and donate trees to well-paying rate payers to curb to reduce green-house gases.

### AIR QUALITY MANAGEMENT

In terms of Section 155(6)(a) and (7) of the Constitution, air pollution is regarded as a local government matter and therefore it has to be managed by municipalities. Air quality management in South Africa has undergone drastic changes since the implementation of the National Environmental: Air Quality Act (Act 39 of 2004). The new Act shifts the emphasis from point-source control to proactively protecting the receiving environment. In keeping with the new approach, it is a legal requirement that Municipalities must compile and implement air quality management plans (AQMPs) as part of their Integrated Development Plans (IDPs).

### Status quo

Lack of air quality management infrastructure and a shortage of experienced, qualified staff to develop, implement and maintain air quality management plans is still the main challenge across the South Africa; Nyandeni Local Municipality is not an exception to those challenges.

There are few point sources of air quality pollution at Nyandeni as the area is not industrious at all. Main economic activities are administration and agriculture at a non-commercial level.

The point sources of pollution are quarry mines, at very small scale and brick making individuals along Corana River.

Non point sources of air pollution are veld fires during the winter and autumn seasons; Dusty streets to far rural areas are contributing a lot to dust pollution. There is no designated Waste Officer yet.

### Challenges

Challenges/ Weaknesses	Root-Cause	Recommendation
Nonexistence of Air Quality Management Plan	Poor institutional arrangements	Funding allocation for Air Quality Management Plan
Nonexistence of air quality management programme and projects	Technical Air Quality Management Planning capacity is lacking amongst officers present, which triggers training needs.	Training and capacity building needed.
Non Compliance with National Environmental Management Air Quality Act NEMAQA	Lack of capacity on requirements of NEMAQA	Appointment and designation of air quality officer at middle to senior management position
No data capturing and data modelling and reporting on air quality pollution variables in the atmosphere.	Lack of infrastructure for data capturing, modelling and monitoring such as Air Quality Monitoring Station.	Integrated Planning for Air Quality Monitoring Stations to be prioritized as district air quality projects.

Air quality management capacity represents specific technically skilled human resources, a dedicated infrastructure as well as adequate financial resources to manage air quality properly.

### Desired Projects/ Opportunities

Designation of Air Quality Management Office at middle to senior management position no budget is required for designation.

Appointment of Air Quality Management Officer at officer level budget is required.

Develop Air Quality Management Plan budget is required.

Develop a chapter on air quality to be reflected on IDP no budget is required

## COASTAL MANAGEMENT

The Integrated Coastal Management Act assigns mandate in schedule 5b for local government to be a custodian of coastal resources, beaches and amusement facilities.

### Status quo

Nyandeni Local Municipality Wild Coast stretches over 20km of its wild coast with 6 active beaches Mthatha Mouth, Mdumbi, Mngcibe and Hluleka, Presley Bay, Lwandile. Nyandeni Coast is of biodiversity value; it has scenic beauty with beautiful natural landscape. The Mthatha Mouth area identified as a Special Economic Zone, furthermore with Mthatha Mouth proposed as a new small town and Mdumbi as a green destination by the department of Economic Development Environmental Affairs and Tourism.

The proposed Wild Coast Meander route relates to tourism destinations and provides links between tourism nodes and main mobility routes. Nyandeni forms part of the Integrated Wild Coast Development Plan and the Wild Coast Special Economic Zones.

Within the development Corridor stretching along R61 from Mthatha to Ntlaza with a potential to be developed as development corridor with a higher intensity of land use alongside it due to the proximity of three nodal elements of Ntlaza Junction, Libode and Mthatha (N2 Toll Road)

Available natural resources to complement the proposed infrastructure include natural indigenous forests, rocky hills, thatching grass, and rivers and estuaries.

The coast of Nyandeni has got a very high potential of economic development through eco-tourism.

## ACTIVITIES TAKING PLACE AT COASTAL MANAGEMENT

Coastal Cleanup Campaign

Identification of Wetlands

Two boat launch Centers

Coastal crime Prevention Awareness

### Coastal Committee

Coastal Committee is organized by the District Municipality and Nyandeni LM is participating in the Coastal Committee.

### Challenges

Challenges/ Weaknesses	Root-cause	Recommendations
Lack of Compliance with Integrated Coastal Management Act ICM Act	Lack of infrastructure to augment access to coastal assets as required by the ICM Act Lack of regulation of activities on our beaches	Construct beach amenities and walking decks, roads and parking's to coastal assets. Install notice boards regulating activities on the Nyandeni Coast.
Poor Development Planning Along the Coast	Lack of Coastal Management Plan and integration of Sector Plan into SDF	Regulate in our SDF activities or development that should be done in coast in compliance with plans and acts. Integrate all relevant spatial plans: National and Provincial ones into our SDF.

Poor Roads to coastal destinations	Rugged and sloppy terrain that is easily eroded after regular heavy storms.	Regular Maintenance of roads to coastal destination. Improve cooperation with provincial department of roads for considerations of tar surfacing.
Labsence of dedicated person		

### Opportunity programmes for Coastal Management

Awareness programmes on coastal management and environmental sensitivity  
Working for the coast programmes with activities of awareness waste picking and collection.

Lifeguards programme on Nyandeni beaches.  
EC - WFTC IP Nyandeni Coastal Facilities development.

### ENVIRONMENTAL IMPACT ASSESSMENT (EIA) PROCESS

NEMA Chapter 5 stipulate about the Integrated Environmental Management. The Integrated Environmental Management can be achieved through utilization of Integrated Environmental Management Tools. Environmental Impact Assessment EIA is one of those tools. EIA is the administrative or regulatory process by which the environmental impact of a proposed project, the development or extension to an existing project or development is determined. E.g. Construction of Landfill site, Garages, hosing schemes, bridges and their extensions. As a tool, EIAs are intended to facilitate informed and environmentally sound decision-making. The NLM is currently complying with requirements of EIA when undertaking development.

### Challenges

Challenges/ weaknesses	Root-cause	Recommendations
Lack of integration on development Planning of projects	Lack of -involvement and integration of environmental unit from planning stages of projects.	Clear lines of communication and for project planning must be developed.
Unlawful commencement of Activities or project without compliance with EIA requirements that could lead to S24G of NEMA	Poor integrated planning and lack of collaboration internally.  Lapsing of Environmental Authorizations	All spatial development projects must be represented before the environmental unit for screening for EIA requirements. A Dash-board of all Environmentally Authorized Projects must be developed.
Non Compliance with Environmental Authorization conditions that could result to S24G of NEMA	Lack of Follow-up and audits after obtaining an Environmental Authorization	In major construction projects, Independent Control Environmental Officers must be appointed.

		Internal Environmental Unit and Engineers have an obligation to monitor compliance in all projects.
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### Opportunities and programmes

Environmental Management unit must be involved all projects to advise the municipality and to improve the integrated planning

Dashboard developed for registering all project that are requiring EIA process and the projects that have obtained Environmental Authorizations.

Environmental Audit and follow up process after authorization must be done to avoid lapsing of Environmental Authorization and section 24G of NEMA.

All major projects must be appointed ECO on site. ECO appointments must be budgeted on projects.

### LIST OF PROJECTS REQUIRING ENVIRONMENTAL IMPACT ASSESSMENT

#### BIODIVERSITY MANAGEMENT

The National Environmental Management Biodiversity Act 10 of 2004 and regulations to provide for the management and conservation of South Africa’s biodiversity within the framework of the National Environmental Management Act, 1998; the protection of species and ecosystems that warrant national protection; the sustainable use of indigenous biological resources; Biodiversity Management function is a concurrent function in all spheres of governance as per schedule 4 of the Constitution of the Republic. Healthy ecosystems are recognized to underpin the 17 SDGs, by preventing climate catastrophe and mass extinction.

Biological diversity, often shortened to ‘biodiversity’, is the variety of life on earth. It takes into account the differences in structure, function, and genetic make-up between living organisms and the ecological complexes in which they occur (Wilson, 1988). This variability occurs at the genetic, species and ecosystem levels (Gaston and Spicer, 1998). Biodiversity is important in assessing the state of the environment, because:

Vegetation and environmental sensitivity

#### Status quo

Along the steep slopes of the periphery of Nyandeni Local Municipality, there is mainly Thicket (30.4%) with the exception of the coastal line where there is Coastal Bushveld and Grasslands (5.32%). The interior comprises mainly of the Eastern Thorn Bushveld (33.45%) with Moist Upland Grassland (28.12%) in the northern interior and approximately 30.40% being Valley Thicket.

Overview of the vegetation within Nyandeni Local Municipal area

Vegetation type	Area (Ha)	% of the total Area
Afromontane Forest	4.127.37	1.67%
Coastal Bushveld/Grassland	13.124.46	5.32%
Coastal Forest	2.475.55	1.00%
Coastal Grassland	92.43	0.04%
Dune Thicket	0.71	0.00%
Eastern Thorn Bushveld	82.523.02	33.45%
Moist Upland Grassland	69.369.32	28.12%
Valley Thicket	74.999.90	30.40%

Nyandeni has a huge potential for tourism along the 20km coastal belt which stretches from Mthatha Estuary in the south west to Mnenu Estuary in the north east. This high tourism potential area is very important for eco – tourism destination. The area already has a number of forests, areas designated for nature conservation, estuaries, wildlife etc. **Hluleka Game Reserve** as Protected Area, remains an area with high tourism potential and can be used to anchor tourism development especially if a cross – boundary nature reserve could be established between Nyandeni, Mhlontlo and Ngquza Hill Local Municipalities. The municipality would have to ensure that a good balance is managed between up scaling these areas with tourism potential into viable commercial tourism ventures and the environmental sensitive and marine protected areas. Rarely the municipal area provides access to coastal dune forests, which are rapidly being eroded by residential and commercial agricultural development in other areas. This group of vegetation is crucial due to its high species diversity, which may be home to medicinally useful plants, aesthetics, soil binding and soil erosion prevention characteristics. These types of vegetation also tend to be habitat for wildlife and serve a very important purpose of tourism and education. Included in the state of the municipal environment are its wetlands. There are two types of wetlands found within Nyandeni municipal area. These are Coastal Wetlands that are influenced by tides that contains water that shows appreciable salinity and there are Inland Wetlands including fresh water areas; these can be likened to a basin which is filled with soil that has impervious layer such that it retains water. Wetlands are an important part of the environment and thus key for long term development planning. They offer a multitude of advantages to the environment viz; (a) replenishes ground water levels, (b) controlling stream flow velocity thus flood control, (c) provide grazing land for livestock and wildlife, (d) serve as wildlife habitat and above all (e) provide fresh water.

Biodiversity Protected areas within Nyandeni.

## ACTIVITIES ON BIODIVERSITY

Wetlands Identification

Wetlands Awareness Campaigns

### Challenges

The Hluleka Nature Reserves is having a challenge of access due to a bridge that collapsed.

The Hluleka Beach does not have ablution facilities

Place	Status of Protection
Hluleka Nature Reserve	Provincial Protected Area as Per National Environmental Management Protected Areas Act 57 of 2003 (NEMPA).
Hluleka Marine Protected Area	National Marine Protected Area.
Ntlangano Conservancy Area	Proposed to be protected as a community Conservancy Area. Not yet proclaimed.

In Nyandeni Local Municipality the majority of land area is covered in unimproved grassland, this is a total of 50% of the total area. Cultivated: temporary - semi-commercial/subsistence dry land covers 17.6% of the total area in the Nyandeni Local Municipality, while 11.9% is degraded: unimproved grassland.

### Alien Plants Invasion

Alien invasive plants pose one of the biggest and most problematic threats to the environment of Nyandeni. Not only may their effects be latent and sometimes difficult to detect and assess in extent, but they may just as easily be explosive and overwhelming. Similarly, new areas have been

invaded that were previously considered “clean” and safe from immediate threat. Within the Nyandeni coastal terrain there is a high invasion currently at a tough and challenging pivot point as alien species are arriving and reproducing at an alarming and increased rate, the invasion of alien grasses has dramatically increased the frequency and intensity of fires in dry forests, a combination of natural and man-made factors (such as floods and inappropriate land use practices). The municipality has received funding from DEDEAT for Removal of Alien Invasive Plant project in 2016/2017 financial years.

The project on removal of Alien Invasive Plants is continuously implemented in Nyandeni town, along R61 and within the streets of the town through EPWP projects. Currently Nyandeni LM have two parks, the eco-park and mini park. Eco-park is operational and used for recreational purposes by anyone who want to use it and there are cost implications attached. The Libode Eco-park is landscaped by indigenous plant and it uses solar energy for lights within the park. Plant residues are used for generating bio-gas used for cooking stoves. The municipality is planning to develop mini parks in illegal dumping areas (as rehabilitation strategy) and in areas identified as a suitable area to develop mini parks for both towns of Nyandeni.

### Challenges

Challenge/ Weaknesses	Root-cause	Recommendation
Lack of Spatial Planning and integration of biodiversity management requirements and Enforcement.	Nonexistence of local Biodiversity Management Plan. Illegal Hunting and smuggling of protected plants	Development of Local Biodiversity Management Plan. Strengthen relations with District and Provincial government on Awareness and Enforcement
Alien Plan Invasion	Land degradation due to lack of control of alien plants, Overgrazing and poor management of land.	
Deforestation of Coastal Forests	Demand of land for human settlement along the coast	Awareness to traditional leaders about the sensitivity of coastal forests and need the need to conserve and regulate.
Illegal development in the rural areas along the coast within 1km from the high-water mark as per the Integrated Coastal Management Act 24 of 2008.	Demand of land along the coast	Integration of Integrated Coastal Management Act guiding special plans into our SDF and assist the other spheres in the enforcement processes.

### Opportunity Projects

Establish Ngqeleni Mini Eco Park by DFFE R5 000 000.00 by 2022/2023  
Benefits to Nature and People Project (planting fruit trees in schools and indigenous trees in our towns) by 2022/2023.  
Develop Biodiversity Management Plan by 2024/ 2025.  
Ntlangano Community Conservancy by 2022/2023.  
Maintenance and extension of Parks (Libode Eco Park and mini parks) by 2023/2024

Beautification and Landscaping of our town by 2023/2024.

## ENVIRONMENTAL MONITORING AND ENFORCEMENT

The primary arrangements for compliance monitoring and enforcement of environmental legislation such as the Waste Act are provided by an amendment to the National Environmental Management Act, 107 of 1998 (NEMA), which came into effect on 1 May 2005. Chapter 7 of NEMA provides for Environmental Management Inspectors (EMIs) to be designated by the Minister and MECs.

Since EMIs are situated at all three levels of government, the Department has drawn up a guideline to assist in the determination of the compliance monitoring and enforcement roles and responsibilities as set out in the Act.

In relation to compliance and enforcement activities relating to licensing of waste management activities (section 43), the following is the general principle:

- The national department has jurisdiction with respect to hazardous waste facilities.
- The provincial departments have jurisdiction with respect to general waste facilities.

Local EMIs will work in conjunction with provincial and national EMIs to execute compliance activities in respect to waste management licenses (reacting to complaints and conducting routine inspections). In accordance with the principal that an institution cannot police itself, local EMIs are not expected to monitor the municipalities' compliance.

The current situation at Nyandeni is that there is no Environmental Management Inspectorate. Integrated Waste Management By-Laws have been developed and have undergone all required procedure i.e. public consultation process, approval by council, and review and approval by the Chief Magistrate and NPA.

### Challenges

Challenges	Root-cause	Recommendations
Lack of enforcement of laws and by-laws	Lack of officers with capacity to do environmental monitoring and enforcement	Training of officials to have capacity to enforce (EMI). Develop Profoma records for enforcement.

### Opportunity Projects

Appointment of enforcement officers for enforcement by 2024/2025

Training on Environmental Management Inspectorate (EMI) by 2022/2023

Development of records for administrative enforcement by 2022/2023

### SPORT FIELD

The sport fields are residing under Community Services Directorate maintenance and in both towns of the Municipality. We are responsible to manage and maintain these facilities within the available budget. We also manage client services, access control, handle the reservations and ensure the execution of the Council's Policy on facilities.

Sport is any physical form of activity aimed at improving health in which both teams and individuals compete against each other.

Libode Sport field is a municipal facility that was built in 2017 and currently on the process of being handed over or officially opened for use to the community, public and the municipality after completion. The municipality is in the process of building new stadium on this financial in the next

financial year that is located at Ngqeleni. The sport ground entails different types of sport activities or grounds such as netball, soccer field, volley ball and gymnasium for exercising.

### ACTIVITIES FOR SPORTFIELD

Athletics and sport field activities  
School and community athletics/sport activities

### PERSONNEL

Position	Number	Filled	Vacant Post
Supervisor	01	01	00
Sport field Caretaker	01	01	00
EPWP	02	02	00

### Challenges

Challenge/ Weaknesses	Root-cause	Recommendation
Absence of electric energy supply	Sport field facility not connected to Eskom grid	Funds should be allocated for electrification of sport field facility
No portable water	Installed tanks have no brass taps due to theft. There running water was closed due to vandalism	Provision of security personnel for the facility. Installation of new brass taps and reconnection of running water.
Poor conditions of the facility	Poor conditions of the pitch, shortage of stand for fans, shortage driveway for disabled	Have a project to enhance the sport field conditions: driveway for disabled; improve the pitch, uprooting of alien vegetation.
Vandalism and theft	Poor security controls	Employ security guards for night shift

### Opportunity projects

Employment of Security Personnel for night shift.  
Develop grandstand cover for protecting the spectators from the sunrays and rainfall.  
Develop a running track  
Rehabilitation of the pitch  
Installation of sprinklers  
Removal of alien plants  
Fixing of damaged equipment within the facility

### ECO PARK

#### Introduction

The Libode Eco Park is a facility under the Nyandeni Local Municipality that renders services to the community and all surrounding areas. It functions under the rules and regulations of the

municipality whereby all functions and events that take place are first to go through the internal administration. Eco park is short for Ecological park where it is mostly situated in the interior of the population intended for lawns, gardens, play areas and indigenous trees serving as a place of leisure and recreation for citizens of surrounding areas.

The Libode Eco park was established in 2015, it started to function in the 2016/2017 financial year. As you enter the park you will find structures that are for employees responsible for the park, plants and trees that are indigenous, a playground for tennis and netball, a podium, a kiddies play area with swings and seesaws as well as a viewing deck.

Open spaces are free bare areas in and around the towns that are mostly protected and preserved by beautifying and keeping them clean. Most spaces are beautified as a way of decreasing illegal dumps in our towns and outside them. It has become a new norm to look out for open spaces that can be turned to areas for relaxation and new development through using plants and waste that can be reused again to make something unique.

This document will talk on future plans of parks, mini parks and open spaces. It will dwell on its future plans. operations.

### Status quo

The Libode Eco park is situated in the interior of the town, not far from the town entrance or the central of the town. The Libode Eco Park has the following features indigenous, plants and trees mostly *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.

### PERSONNEL

Position	Number	Filled	Vacant Post
Supervisor	01	01	00

General Workers	03	03	00
EPWP	01	01	00

### Challenges

Challenges/ Weaknesses	Root-cause	Recommendation
Damaged viewing deck, Concrete Pitch, lights and fencing.	Poor maintenance plan	Develop Maintenance Plan for the Eco Parks
Theft and vandalism	Poor security measures	Allocate security for night shift
Regular damage to the fence	Speeding cars	Place big rock boulders and install mini humps next to Eco park
Lack of office space	Poor planning	Develop or purchase prefab
Little revenue for Eco Park	Lack of marketing and strenuous processes to be followed to enter the park.	Install signage and rules board for eco parks. Innovate new systems for easy payment and authorization to enter Eco parks.

### Desired Projects

Maintenance of the open fencing  
 Extension of Eco park land  
 reinstallation of electricity box in the office  
 Provision of prefab for office space.  
 Maintenance of Viewing Deck.  
 Beautification and mini park establishment at Libode transport hub

### KEY ENVIRONMENTAL MANAGEMENT PROJECTS

Project	5 Year Target Goal	Estimated budget	Timeframe				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Climate Change response strategy	Climate change resilient communities	R500 000.00					
			-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 d Coastal managem ent and planning.		Regulate in our SDF activities or development that should be done in coast in compliance with plans and acts. Integrate all relevant spatial plans: National and Provincial ones into our SDF.	Contnous awareness programmes on coastal management and environmental sensitivity. EC - WFTC IP Nyandeni Coastal Facilities development.	Contnous awareness programmes on coastal management and environmental sensitivity. EC - WFTC IP Nyandeni Coastal Facilities development	Signage on Coastal Beaches.	
Implementat ion of Integrated Environment al Tools (EIA)	Environ,e ntal Quality Managem ent		Dashboard developed for registering all project that are requiring EIA process. improve the integrated planning		Integration of projects for screening for EIA.		
Biodiversity Managemen t		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
Environment al Monitoring	Improve complianc e 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
<b>ECDCs</b>					
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.

<b>FBS</b>					
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.

<b>LIBRARY</b>					
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.

<b>WASTE MANAGEMENT</b>					
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.  S – Complying with	T –  S – By-laws

S – Recycling programs.

S – Awareness campaigns.

### DLTC AND RA

P	E	S	T	E	L
T- Service delivery Protest S. Political By-in	<b>O-</b> Opening Vehicle Testing Centre <b>O-</b> Upgrading of testing center to Grade A <b>W.</b> Cash lapping	<b>S.</b> Provincial ENATIS user group. <b>W. Poor allocation of site</b> <b>T.</b> Poor Access control	<b>T.</b> Bad network, and load shedding. <b>O.</b> Oral testing <b>O.</b> Quick turn around time <b>W.</b> Limited space	<b>W.</b> Unsuitable site for public safety <b>O.</b> Allocation or relocation of Public Safety site (Vacant space)	<b>W.</b> No Policy and By-Laws in place <b>O.</b> Acts, Procedure manual from National and Provincial. <b>T.</b>

P	E	S	T	E	L
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### TRAFFIC SERVICES

T. Community unrest	<b>O-</b> Vehicle Pound Centre <b>O.</b> Ticket collection Bus <b>W.</b> Poor Road markings	<b>S.</b> Arrive Alive campaigns <b>S.</b> Road safety and School awareness campaigns <b>O.</b> Transport Forum <b>W.</b>	<b>S.</b> use of speed cameras. <b>W.</b> Lack of digitalization innovations	<b>T.</b> Prolonged extreme Weather conditions	<b>S.</b> Fire arm Policy
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### LAW ENFORCEMENT

P	E	S	T	E	L
T. Community unrest	<b>W.</b> Poor Road markings	<b>S,</b> Joint operation <b>O.</b> Community Safety Forum <b>O.</b> Transport Forum	<b>W.</b> Lack of digitalization innovations	<b>T.</b> Prolonged extreme Weather conditions	<b>S.</b> Fire arm Policy

### PROTECTION SERVICES

P	E	S	T	E	L
<b>T.</b> Community and Service delivery protest	<b>W.</b> Lack of tools of trade	<b>W.</b> High rate of crime <b>W.</b> Poor access control <b>S.</b> Capacitation initiatives for Personnel	<b>O.</b> New technological security systems	<b>W.</b> Poor fencing of Municipal Buildings	<b>S.</b> Security Management Plan <b>S.</b> Security Policy

### ECO PARK

P	E	S	T	E	L
S. Council buy in	<b>S.</b> Tourists attraction <b>S.</b> revenue generation	<b>S.</b> Public accessible <b>T.</b> Theft and vandalism	<b>S.</b> Advertisement on digital platforms.	<b>S.</b> Solar powered lights	<b>S.</b> Policy in place

O. Sourcing of funds for Ngqeleni Eco Park.

O. Security personnel.

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	S. Local transport forum			W. Lack of transport hub policy

to local economy  
 T. Taxi violence  
 O. Access to build transport hub stalls

**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 2024 expressly states that “municipal councils, mayors and municipal managers are responsible for ensuring that available revenues are collected, that resources are allocated appropriately, and that procurement and service delivery processes are economical, efficient, effective and equitable”.

### Financial Policies

Adoption process

The following financial policies were reviewed and adopted by Council as a draft on the 27<sup>th</sup> March 2025.

Sector Plan	Detail
Budget Management Policy and IDP Policy	This policy sets out the budgeting principles, which Nyandeni Local Municipality will follow in preparing each annual budget, as well as the Integrated Development Planning process through which the municipality will prepare a strategic development plan, for a five-year period.
Virement Policy	This policy aims to provide guidelines to senior management in the use of virements as a mechanism in their day-to-day management of their budgets and to allow flexibility in the use of budgeted funds to enable management to act on occasions such as disasters, unforeseen expenditure or savings, etc. as they arise to accelerate service delivery in a financially responsible manner.
Property Rates Policy	To ensure that property rating in Nyandeni Municipality is carried out in a fair, consistent, considerate and controlled manner, this rate policy is developed in accordance with the provisions of the Local Government: Municipal Property Rates Act, (Act 6 of 2004).
Supply Chain Management Policy	Ensure Supply Chain Management Policy that is fair, equitable, transparent, competitive and cost effective;  (c) complies with  (i) the Regulations; and  (ii) any minimum norm and standards that may be prescribed in terms of section 168 of the Act;

Sector Plan	Detail
	(d) is consistent with other applicable legislation;
Asset Management Policy	<p>This document is provided to assist management and employees of Nyandeni Municipality to implement and maintain consistent, effective and efficient asset management principles.</p> <p>The objective of this document is aimed at:</p> <ul style="list-style-type: none"> <li>☑ Safeguarding the assets of the Nyandeni Municipality to ensure effective use of existing resources</li> <li>☑ Emphasizing a culture of accountability over assets owned by the Nyandeni Municipality.</li> <li>☑ Ensuring that effective controls are communicated to management and staff through clear and comprehensive written documentation.</li> <li>☑ 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.</li> </ul>
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	<p>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</p> <p>To prescribe requirements relating to the utilization and maintenance of such transport by employees and political office bearers</p>
Tariff Policy on Property Rates	Guide setting and implementation of tariff
Tariff Policy on Service Charges	Guide setting and implementation of tariff

Sector Plan	Detail
Credit Control and Debt Collection Policy	Guide credit control implementation in line with the MFMA
Expenditure Management Policy	To have a standard payment system in place with clear objectives regarding appropriation of funds to expenditure, funding of expenditure, the payment policies and dates which objectives are measurable in terms of service delivery targets
Indigent Policy	Provision of basic 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.961 dated 22 July 2024.**

Section 14 of the Municipal Property Rates Act No.6 of 2004 prescribe that a rate is levied by a municipality by resolution passed by the municipal council which a supporting vote of a majority of its members

Notice is hereby given in terms of section 14(1) and (2) of the Local Government: Municipal Property Rates Act, 2004; at its meeting of 23 May 2024, the Council resolved by way of council resolution number 3143, To levy the rates on property reflected in the schedule below with effect from 1 July 2024

Category of property	Cent amount in the Rand rate determined for the relevant property category
Residential property	0.0115
Business and commercial property	0.0159
Agricultural	0.0026
Public Service Purposes	0.0162
Public service infrastructure	0.0159

Table A4 : Budget financial performance (revenue and expenditure)

EC155 Nyandeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		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
<b>Revenue</b>											
<b>Exchange Revenue</b>											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	441	413	591	413	413	413	431	498	-	633
Sale of Goods and Rendering of Services		608	465	432	710	710	710	317	745	779	494
Agency services		1,222	1,576	454	1,660	1,660	1,660	773	1,741	1,821	1,903
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		85	119	196	105	105	105	136	110	116	121
Interest earned from Current and Non Current Assets		22,378	15,694	30,552	18,082	40,000	40,000	29,979	45,264	47,346	49,477
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		112	143	117	200	200	200	-	210	219	219
Rental from Fixed Assets		(33)	40	75	20	20	20	24	21	22	23
Licence and permits		4,124	2,863	3,059	4,412	4,412	4,412	1,684	4,628	4,841	4,960
Operational Revenue		305	3,418	4,483	300	1,482	1,482	1,645	315	329	219
<b>Non-Exchange Revenue</b>											
Property rates	2	16,587	18,317	19,128	20,052	20,052	20,052	20,165	21,048	22,016	23,006
Surcharges and Taxes		-	10,624	12,391	-	-	-	7,391	-	-	-
Fines, penalties and forfeits		329	515	343	440	440	440	150	462	483	505
Licences or permits		-	41	31	126	126	126	73	132	138	144
Transfer and subsidies - Operational		341,674	355,660	382,073	339,234	372,308	372,308	300,880	376,601	363,907	349,928
Interest		1,789	1,846	3,211	1,162	1,552	1,552	2,177	1,628	1,703	1,780
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(943)	(122)	(8,049)	-	-	-	-	-	-	-
Other Gains		4,299	2,767	4,565	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>392,975</b>	<b>414,379</b>	<b>453,654</b>	<b>386,916</b>	<b>443,481</b>	<b>443,481</b>	<b>365,827</b>	<b>453,404</b>	<b>443,722</b>	<b>433,413</b>
<b>Expenditure</b>											
Employee related costs	2	148,709	154,135	156,674	197,707	198,737	198,737	108,474	195,600	204,046	213,161
Remuneration of councillors		23,444	24,464	24,526	29,153	29,153	29,153	17,910	30,581	31,988	18,049
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	6,782	5,481	4,927	10,732	12,668	12,668	4,100	10,842	11,460	11,972
Debt impairment	3	-	-	3,578	7,132	7,132	7,132	-	7,345	7,883	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		41,488	30,158	43,450	90,157	130,349	130,349	42,124	94,907	91,493	92,699
Transfers and subsidies		9,617	7,974	14,887	13,664	14,887	14,032	3,037	15,736	15,144	15,828
Irrecoverable debts written off		6,756	-	12,302	7,114	7,114	7,114	-	7,114	7,441	7,776
Operational costs		38,621	53,754	51,227	86,643	91,486	91,486	46,681	79,582	77,651	87,111
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>316,332</b>	<b>326,252</b>	<b>369,099</b>	<b>504,019</b>	<b>552,389</b>	<b>552,389</b>	<b>222,323</b>	<b>503,423</b>	<b>511,461</b>	<b>522,084</b>
<b>Surplus/(Deficit)</b>		<b>77,642</b>	<b>88,128</b>	<b>84,554</b>	<b>(117,102)</b>	<b>(108,908)</b>	<b>(108,908)</b>	<b>143,504</b>	<b>(50,020)</b>	<b>(67,738)</b>	<b>(88,671)</b>
Transfers and subsidies - capital (monetary allocations)	6	92,023	15,900	9,343	173,773	210,095	210,095	24,096	156,005	111,329	78,204
Transfers and subsidies - capital (in-kind)	6	-	-	2,430	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>169,666</b>	<b>104,028</b>	<b>96,327</b>	<b>56,670</b>	<b>101,187</b>	<b>101,187</b>	<b>167,601</b>	<b>105,985</b>	<b>43,590</b>	<b>(10,468)</b>
Income Tax		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after income tax</b>		<b>169,666</b>	<b>104,028</b>	<b>96,327</b>	<b>56,670</b>	<b>101,187</b>	<b>101,187</b>	<b>167,601</b>	<b>105,985</b>	<b>43,590</b>	<b>(10,468)</b>
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) attributable to municipality</b>		<b>169,666</b>	<b>104,028</b>	<b>96,327</b>	<b>56,670</b>	<b>101,187</b>	<b>101,187</b>	<b>167,601</b>	<b>105,985</b>	<b>43,590</b>	<b>(10,468)</b>
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>1</b>	<b>169,666</b>	<b>104,028</b>	<b>96,327</b>	<b>56,670</b>	<b>101,187</b>	<b>101,187</b>	<b>167,601</b>	<b>105,985</b>	<b>43,590</b>	<b>(10,468)</b>

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.



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		
		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
<b>R thousand</b>											
<b>ASSETS</b>											
<b>Current assets</b>											
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	33,586	11,589	11,750	11,750
Other current assets		-	(420)	19,257	(420)	(420)	(420)	(10)	(420)	(420)	(420)
<b>Total current assets</b>		<b>267,111</b>	<b>(250,740)</b>	<b>451,240</b>	<b>265,229</b>	<b>253,253</b>	<b>253,253</b>	<b>602,338</b>	<b>371,768</b>	<b>325,693</b>	<b>252,378</b>
<b>Non current assets</b>											
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	1,089	2,742	4,036	5,320
Trade and other receivables from exchange transactions		-	-	-	-	-	-	-	-	-	-
Non-current receivables from non-exchange transactions		-	-	-	-	-	-	-	-	-	-
Other non-current assets		-	-	-	-	-	-	-	-	-	-
<b>Total non current assets</b>		<b>722,733</b>	<b>786,431</b>	<b>850,507</b>	<b>977,763</b>	<b>1,034,256</b>	<b>1,034,256</b>	<b>935,516</b>	<b>927,652</b>	<b>1,017,807</b>	<b>1,073,213</b>
<b>TOTAL ASSETS</b>		<b>989,844</b>	<b>535,690</b>	<b>1,301,747</b>	<b>1,242,992</b>	<b>1,287,509</b>	<b>1,287,509</b>	<b>1,537,854</b>	<b>1,299,421</b>	<b>1,343,500</b>	<b>1,325,591</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
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		-	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>		<b>(443,246)</b>	<b>48,625</b>	<b>80,579</b>	<b>46,934</b>	<b>46,934</b>	<b>46,934</b>	<b>127,882</b>	<b>54,047</b>	<b>54,636</b>	<b>47,095</b>
<b>Non current liabilities</b>											
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	-	-	-	-	-	-	-	-	-
<b>Total non current liabilities</b>		<b>20,354</b>	<b>9,937</b>	<b>13,157</b>	<b>10,466</b>	<b>10,466</b>	<b>10,466</b>	<b>13,157</b>	<b>10,466</b>	<b>10,466</b>	<b>10,466</b>
<b>TOTAL LIABILITIES</b>		<b>(422,892)</b>	<b>58,562</b>	<b>93,736</b>	<b>57,400</b>	<b>57,400</b>	<b>57,400</b>	<b>141,040</b>	<b>64,513</b>	<b>65,002</b>	<b>57,561</b>
<b>NET ASSETS</b>		<b>1,412,735</b>	<b>477,129</b>	<b>1,208,011</b>	<b>1,185,593</b>	<b>1,230,109</b>	<b>1,230,109</b>	<b>1,396,814</b>	<b>1,234,908</b>	<b>1,278,498</b>	<b>1,268,030</b>
<b>COMMUNITY WEALTH/EQUITY</b>											
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		-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	10	<b>864,017</b>	<b>1,024,231</b>	<b>1,129,308</b>	<b>1,185,593</b>	<b>1,230,109</b>	<b>1,230,109</b>	<b>1,229,213</b>	<b>1,234,908</b>	<b>1,278,498</b>	<b>1,268,030</b>

Explanatory Notes:

Table A6 is consistent with international standards of good financial management practice, and improves understand ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).

The municipality cash flow shows a positive position for 2024/25 where current assets reflect an amount of R371,768 million.

Short-term call investments increased from R238,770 million in 2023/24 to R347,553 million in 2024/25. The total assets are R1,299,421 million in 2024/25, R1,43,500 million in 2025/26 and R1,325,591 million in 2026/27.

Table A7: Budgeted cash flows

EC155 Nyandeni - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework			
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25
<b>R thousand</b>												
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>												
<b>Receipts</b>												
Property rates		–	5,709	9,436	13,070	13,070	–	11,859	11,221	11,737	12,369	
Service charges		–	46	255	368	366	–	129	–	–	529	
Other revenue	58	–	8,951	131,080	7,869	9,051	604,798	4,461	31,622	31,050	32,615	
Transfers and Subsidies - Operational	1	0	90,385	217,905	339,143	372,217	–	308,188	374,626	362,230	345,256	
Transfers and Subsidies - Capital	1	–	13,055	53,700	173,773	210,065	–	74,452	156,005	111,329	78,204	
Interest		–	–	–	–	–	–	–	45,264	47,346	49,477	
Dividends		–	–	–	–	–	–	–	–	–	–	
<b>Payments</b>												
Suppliers and employees		(448,762)	(205,234)	(221,949)	(417,288)	(463,722)	(463,722)	(163,545)	(438,164)	(441,053)	(445,117)	
Interest		–	–	–	–	–	–	–	–	–	–	
Transfers and Subsidies	1	–	–	–	(10,732)	(12,668)	(12,668)	(4,092)	–	–	–	
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>(448,724)</b>	<b>(87,088)</b>	<b>190,425</b>	<b>106,200</b>	<b>128,408</b>	<b>128,408</b>	<b>231,452</b>	<b>181,373</b>	<b>122,639</b>	<b>73,332</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
<b>Receipts</b>												
Proceeds on disposal of PPE		–	–	1,731	79,569	78,538	–	–	–	–	–	
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–	
Decrease (increase) in non-current investments		–	–	–	–	–	–	–	–	–	–	
<b>Payments</b>												
Capital assets		(396)	(82,016)	(92,193)	(243,259)	(300,451)	–	(79,218)	(193,848)	(154,710)	(130,642)	
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(396)</b>	<b>(82,016)</b>	<b>(90,462)</b>	<b>(163,690)</b>	<b>(221,913)</b>	<b>–</b>	<b>(79,218)</b>	<b>(193,848)</b>	<b>(154,710)</b>	<b>(130,642)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
<b>Receipts</b>												
Short term loans		–	–	–	–	–	–	–	–	–	–	
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–	
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–	
<b>Payments</b>												
Repayment of borrowing		–	(308)	(454)	(308)	(308)	(308)	(454)	308	308	308	
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>–</b>	<b>(308)</b>	<b>(454)</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>(454)</b>	<b>308</b>	<b>308</b>	<b>308</b>	
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>(449,119)</b>	<b>(169,413)</b>	<b>99,509</b>	<b>(57,799)</b>	<b>(93,814)</b>	<b>128,099</b>	<b>151,780</b>	<b>(12,167)</b>	<b>(31,763)</b>	<b>(57,002)</b>	
Cash/cash equivalents at the year begin:	2	198,854	301,967	347,030	336,893	336,893	336,893	379,324	336,893	324,725	292,962	
Cash/cash equivalents at the year end:	2	(260,265)	132,555	446,540	279,094	243,079	464,992	531,104	324,725	292,962	236,960	

Explanatory Notes

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. The cash flow of the municipality shows that the municipality will be able to meet its obligations in 2024/25 financial year.

Table A8: Cash backed reserves / accumulated surplus reconciliation

EC155 Nyandeni - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework			
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25
<b>R thousand</b>												
<b>Cash and investments available</b>												
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	236,960	
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	–	–	–	–	–	–	–	–	–	–	
<b>Cash and investments available:</b>		<b>261,804</b>	<b>(264,765)</b>	<b>427,010</b>	<b>251,136</b>	<b>238,770</b>	<b>238,770</b>	<b>550,567</b>	<b>347,553</b>	<b>303,956</b>	<b>233,408</b>	
<b>Application of cash and investments</b>												
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	–	–	–	–	–	–	–	–	–	–	
<b>Total Application of cash and investments:</b>		<b>(441,645)</b>	<b>43,238</b>	<b>62,001</b>	<b>53,728</b>	<b>55,607</b>	<b>45,864</b>	<b>109,612</b>	<b>37,532</b>	<b>42,669</b>	<b>47,000</b>	
<b>Surplus(shortfall)</b>		<b>703,449</b>	<b>(308,003)</b>	<b>365,010</b>	<b>197,408</b>	<b>183,164</b>	<b>192,907</b>	<b>440,956</b>	<b>310,021</b>	<b>261,287</b>	<b>186,408</b>	

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
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		338,256	355,424	379,256	336,627	368,670	368,670	371,940	361,888	347,954
Energy Efficiency and Demand Side Management		5,150	5,569	-	-	21,313	21,313	-	-	8,943
Equitable Share		331,406	286,893	313,293	331,251	331,251	331,251	348,923	345,648	332,948
Expanded Public Works Programme Integrated Grant		-	-	-	-	-	-	-	-	-
Integrated National Electrification Programme Grant		-	-	-	-	-	-	17,850	10,900	-
Local Government Financial Management Grant		1,700	1,498	1,509	1,650	1,650	1,650	1,600	1,700	2,000
Municipal Disaster Response Grant		-	-	336	-	4,600	4,600	-	-	-
Municipal Infrastructure Grant		-	61,290	60,872	3,626	3,383	3,383	3,567	3,740	4,063
Municipal Systems Improvement Grant		-	-	-	-	-	-	-	-	-
Neighbourhood Development Partnership Grant		-	174	3,245	-	6,373	6,373	-	-	-
Other transfers/grants [insert description]										
<b>Provincial Government:</b>		700	692	836	700	700	700	1,619	1,619	1,674
DEAT - Revenue Allocation		-	-	332	-	-	-	-	-	-
Dept of Environment Grant		-	-	72	-	-	-	-	-	-
Human Settlement Grant		-	-	-	-	-	-	-	-	-
Library - Revenue		-	124	-	-	-	-	-	-	-
LIBRARY SERVICES		-	-	-	-	-	-	-	-	-
LIBRARY SUBSIDIES		700	568	433	700	700	700	1,619	1,619	1,674
Other transfers/grants [insert description]										
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Other grant providers:</b>		1,884	(456)	1,981	2,007	3,037	3,037	3,042	300	300
Construction, Education and Training SETA		185	262	122	300	300	300	300	300	300
Skill Development and Training		1,699	(738)	1,859	1,707	1,707	1,707	1,661	-	-
Social Housing Regulatory Authority		-	-	-	-	1,030	1,030	1,081	-	-
<b>Total Operating Transfers and Grants</b>	5	340,840	355,660	382,073	339,234	372,308	372,308	376,601	363,907	349,928
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		74,699	13,446	6,956	94,204	131,557	131,557	104,031	111,329	78,204
Integrated National Electrification Programme Grant		-	8,402	6,956	23,313	-	-	-	-	-
Municipal Disaster Response Grant		-	-	-	-	46,987	46,987	35,259	35,260	-
Municipal Infrastructure Grant		74,699	3,613	-	68,891	64,284	64,284	67,772	71,069	77,204
Neighbourhood Development Partnership Grant		-	1,431	-	2,000	20,286	20,286	1,000	5,000	1,000
Public Transport Network Grant		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		-	2,454	2,387	-	-	-	-	-	-
Cooperative Governance and Traditional Affairs- Revenue Allo		-	-	-	-	-	-	-	-	-
Expanded Public Works Programme- Revenue Alloc		-	2,454	-	-	-	-	-	-	-
Financial Management Grant VAT		-	-	-	-	-	-	-	-	-
Human Settlement Grant		-	-	2,075	-	-	-	-	-	-
Human Settlement Grant Vat Allocation		-	-	311	-	-	-	-	-	-
MEDIA LIASON PROGRAMMES GRANT- Rev Alloc		-	-	-	-	-	-	-	-	-
Office Of the Premier Grant- Revenue Allocation		-	-	-	-	-	-	-	-	-
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
[insert description]										
<b>Other grant providers:</b>		-	-	-	79,569	78,538	78,538	51,974	-	-
Social Housing Regulatory Authority		-	-	-	79,569	78,538	78,538	51,974	-	-
<b>Total Capital Transfers and Grants</b>	5	74,699	15,900	9,343	173,773	210,095	210,095	156,005	111,329	78,204
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		415,539	371,560	391,416	513,007	582,403	582,403	532,606	475,236	428,132

Explanatory notes:

The municipality has budgeted for both operating and capital grants as per the Division of Revenue Act. The municipality has budgeted for the following operating grants: - Equitable share; INEP; EPWP; FMG; MIG, Human Settlement grant and Library Subsidies.

Capital grants: - Municipal Infrastructure Grant and Disaster Relief Grant.

The municipality did not receive grant from the District Municipality in 2023/24 and there is no budget in 2024/25 and in the next coming two years.

### MUNICIPAL GRAP COMPLIANT ASSET REGISTER

Nyandeni Local Municipality have complied with GRAP 17 in compiling the GRAP Asset Register since 2013/14 financial year. All assets are barcoded and included in the Asset Register.

### FINANCIAL RECOVERY PLAN IN PLACE TO ADDRESS CASH FLOW PROBLEMS

Financial recovery has been developed and adopted by Council, inter alia, progress reports are compiled as part of MFMA S71, and 52(d) report

### BANK ACCOUNTS FOR CONDITIONAL GRANTS

The municipality has opened Call Accounts for all conditional grants.

All the reports for conditional grants submitted by regulated time to both National and Provincial Treasury and other relevant stakeholders.

### EXPENDITURES:

#### REPAIRS & MAINTENANCE

The municipality have a draft Integrated Repairs and Maintenance Plan in place and the budget is as follows for the two previous years:-

Year	Repairs & Maintenance	Percentage
2023/24	R49,285,817	8%
2024/25	R32,883,451	6%
2025/26		

The municipality note the 8% norm as per MFMA Circulars; however, 8% norm could not be met in 2024/25 due to budget constraints and some of projects that were to maintained were re-allocated to capital (rehabilitation) due to their nature or scope of works.

Capital Budget spending patterns for previous years:

Year	Capital Budget	Actual Spending	Percentage
2021/22	R120 963 000	R111 037 545	92%
2022/23	R145 895 700	R132 402 262	91%
2023/24	R225 508 813	R144 981 368	64%

For the projects that are funded by MIG, the municipality spent 100% in 2023/24 financial year of the overall budget.

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

Year	Operational Budget	Salaries Spending	Percentage
2021/22	R440 820 837	R183 891 372	42%
2022/23	R485 125 786	R186 350 902	38%
2023/24	R553 387 925	R196 185 841	35%

Percentage of repairs and maintenance on total budget operational budget

Year	Total Budget	Repairs and maintenance Spending	Percentage
2021/22	R440 820 837	R8 359 587	2%
2022/23	R485 125 786	R11 146 436	2.3%
2023/24	R553 387 925	R10 443 378	2%

Percentage on Grants usage

FMG

Year	Total Budget	Amount Spent	Percentage
2021/22	R1 700 000	R1 700 000	100%
2022/23	R1 650 000	R1 650 000	100%
2023/24	R1 650 000	R1 650 000	100%

INEP

Year	Total Budget	Amount spent	Percentage
2021/22	R16 067 000	R16 067 000	100%
2022/23	R 8 000 000	R 8 000 000	100%
2023/24	R21 313 000	R21 313 000	100%

MIG

Year	Total Budget	Amount spent	Percentage
2021/22	R73 270 000	R73 270 000	100%

2022/23	R69 440 000	R69 440 000	100%
2023/24	R67 667 000	R67 667 000	100%

#### DISASTER RELIEF GRANT

Year	Total Budget	Amount spent	Percentage
2022/23	R 7 293 000	R 2 578 454	35%
2023/24	R51 701 546	R10 931 982	21%

The municipality could not fully spend the grant because it was transferred towards the end of the financial year, however the roll-over was approved.

#### LIBRARY SUBSIDIES

Year	Total Budget	Amount spent	Percentage
2021/22	R700 000	R700 000	100%
2022/23	R700 000	R264 614	38%
2023/24	R964 614	R530 310	55%

#### EPWP

Year	Total Budget	Amount spent	Percentage
2021/22	R1 716 000	R1 716 000	100%
2022/23	R1 859 000	R1 859 000	100%
2023/24	R1 707 000	R1 707 000	100%

#### CREDITORS

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

#### FINANCIAL RATIOS (2022-23 Financial Statements)

##### Current Ratio

The municipality had a current ratio of 8,22%, which demonstrated that the municipality is in a healthy financial state, where its current assets were almost double the value of the current liabilities. The municipality had a favourable working capital.

##### Acid Test Ratio

The municipality had an acid test ratio of 8.1%, which demonstrated that the municipality had assets that could be quickly turned into cash to settle short term obligations. The municipality had an

inventory of R1 544 589 at year end which is not that much material hence the Acid Test Ratio is close to the Current Ratio.

#### **Working Capital Ratio**

The municipality had a favourable working capital of R393 063 315, however the rate of current assets to total assets was 35%, which means 65% of assets were long term in nature.

#### **Financing to Capital expenditure Ratio**

The municipality had a ratio of 0%, as there were no long term loans at year end.

#### **Gross Debtors to Annual Revenue Ratio**

The municipality had a ratio of -31%. The municipality had a balance of R 41,4 million of long outstanding debtors. The collection rate is low; the situation is expected to improve after the implementation of credit control policy and collection initiatives.

#### **Gross debtor days Ratio**

The average number of day the debtors are due was 128days. This demonstrates that the majority of municipal debtors are older than 365 days, thus are potentially bad.

#### **Net debtors to annual revenue Ratio**

The municipality had a ratio of -31%. The collection rate is low, so 35% of debtors were provided for impairment at year end. The situation is expected to improve after the implementation of credit control policy and collection initiatives.

#### **Net debtor days Ratio**

The average number of days the debtors after provision for impairment was 128 days; there has been an increase as compared to 53 days in previous year, was due to the fact that the municipality did not write off some of its debtors in the current year.

#### **Receivables turnover Ratio**

The municipality had a ratio of -31%. This means that the municipality is billing far more that what it is receiving from customers.

#### **Debts written off as a percentage of total expenditure Ratio:**

The municipality has written 35% of its debtors

#### **Debtors' impairment Ratio:**

The ratio was 84%. This demonstrates that a majority of debtors are not recoverable and as such have to be provided for impairments. The main contributing factor is the debt from both households and business accounts. The municipality is in the process of implementing and enforcing the credit control and debt collection policy which will reduce the instance of billing indigent debtors.

#### **Debt Ratio**

The debt ratio is 8.22%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

#### **Debt / net asset position ratio**

The debt ratio is 822%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

#### **Non-current liabilities to revenue Ratio**

The ratio is 2.8%. The long term liabilities of R13,1 million is far less than the revenue of R469,2 million, which means the municipality has sufficient funds to meet its long term liabilities.

#### **Total debt to annual operating revenue Ratio**

The ratio is 16.3%; this means the revenue sources are sufficient to cover the total debts.

#### **Debt to cash Ratio**

The ratio is 9.8%; this means the revenue sources are sufficient to cover the total debts.

#### **Total investments to total assets Ratio**

The ratio is 29% of total assets are investments, which symbolizes the favourable financial position of the municipality. This also demonstrates a moderate level of liquidity.

#### **Consultancy Ratio**

The total amount spent on consultants was R8 096 304 million which is 2.2 % of the total expenditure cost of R367 047 333. There's material change in terms of percentage when compared to the previous year. The municipality continued to generate its own internal capacity during the year. This is the indicator that the municipality is not overly reliant on consultants.

#### **Fruitless & Wasteful Expenditure Ratio**

The municipality incurred penalty interest on late payment of overdue accounts amounting to R5 646 and was not written-off by the Council. The amount of R272 442 was identified by AG during the audit.

#### **Irregular Expenditure Ratio**

The municipality incurred irregular expenditure amounting to R56 540 636 during the current year. This equated to 19% of the total expenditure balance of R306 300 383. The council write-off R39 243 155 and at the end of the financial year the balance was R17 297 481. The balance includes both current year expenditure as well as current year expenditure relating to previous years. Irregular expenditure was as a result of non-compliance with procurement requirements in current year and previous financial years. Irregular relates to the non-compliance on composure of the bid adjudication committee in line with the supply chain management regulation 29. The municipality investigated the irregular expenditure and it was recommended that it should be written off.

There were no disciplinary hearing steps taken during the current year.

#### **Unauthorized expenditure Ratio**

The municipality did not incur any unauthorised expenditure during the current year under review.

#### **Unspent grants Ratio**

The municipality did not fully spend Disaster Relief Grant due to the reason that it was transferred to the municipality towards the end of financial year in May 2023.

### **FINANCIAL RATIOS (2023-24 Financial Statements)**

#### **Current Ratio**

The municipality had a current ratio of 4%, which demonstrated that the municipality is in a healthy financial state, where its current assets were almost triple the value of the current liabilities. The municipality had a favourable working capital.

#### **Acid Test Ratio**

The municipality had an acid test ratio of 3.98%, which demonstrated that the municipality had assets that could be quickly turned into cash to settle short term obligations. The municipality had an inventory of R1 870 888 at year end which is not that much material hence the Acid Test Ratio is close to the Current Ratio.

#### **Working Capital Ratio**

The municipality had a favourable working capital of 4% with current assets amounting to R543 919 806 and current liabilities amounting to R136 117 176 and the normal ratio is between 1,5 and 2,0. Therefore, the municipality is not facing liquidity risk however an assessment needs to be done on whether assets are effectively used to generate future growth.

#### **Financing to Capital expenditure Ratio**

The municipality had a ratio of 0%, as there were no long term loans at year end.

#### **Gross Debtors to Annual Revenue Ratio**

The municipality had a ratio of 46%. The municipality had a balance of R 48,6 million of long outstanding debtors. The collection rate is low; the situation is expected to improve after the implementation of credit control policy and collection initiatives.

#### **Gross debtor days Ratio**

The average number of day the debtors are due was 140days. This demonstrates that the majority of municipal debtors are older than 365 days, thus are potentially bad.

#### **Net debtors to annual revenue Ratio**

The municipality had a ratio of 46%. The collection rate is low, so 85% of debtors were provided for impairment at year end. The situation is expected to improve after the implementation of credit control policy and collection initiatives.

#### **Net debtor days Ratio**

The average number of days the debtors after provision for impairment was 140 days; there has been an increase by 12 days when comparing with previous year, was due to the fact that the municipality did not write off some of its debtors in the current year.

**Debts written off as a percentage of total expenditure Ratio:**

The municipality did not write-off debtors in the current year, rather made a provision by calculating impairment.

**Debtors' impairment Ratio:**

The ratio was 85%. This demonstrates that a majority of debtors are not recoverable and as such have to be provided for impairments. The main contributing factor is the debt from both households and business accounts. The municipality is in the process of implementing and enforcing the credit control and debt collection policy which will reduce the instance of billing indigent debtors.

**Debt Ratio**

The debt ratio is 1,85%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

**Debt / net asset position ratio**

The debt ratio is 10,4%, which means the municipality's assets far exceed the liabilities. Therefore there are no going concern issues for the municipality.

**Non-current liabilities to revenue Ratio**

The ratio is 2,66%. The long term liabilities of R13,8 million is far less than the revenue of R519,3 million, which means the municipality has sufficient funds to meet its long term liabilities.

**Total debt to annual operating revenue Ratio**

The ratio is 29%; this means the revenue sources are sufficient to cover the total debts.

**Debt to cash Ratio**

The ratio is 29%; this means the revenue sources are sufficient to cover the total debts.

**Total investments to total assets Ratio**

The ratio is 36% of total assets are investments, which symbolizes the favourable financial position of the municipality. This also demonstrates a moderate level of liquidity.

**Consultancy Ratio**

The total amount spent on consultants was R5.2 million which is 0.01% of the total expenditure cost of R409,9 million. There's a decrease in terms of percentage when compared to the previous year. The municipality continued to generate its own internal capacity during the year. This is the indicator that the municipality is not overly reliant on consultants.

**Fruitless & Wasteful Expenditure Ratio**

The municipality incurred penalty interest on late payment of overdue accounts amounting to R5 646 and was not written-off by the Council in 2022/2023. The amount of R272 442 was identified by AG during 2022/2023 audit which was written-off by the council. As at 30<sup>th</sup> June 2024, the municipality disclosed an amount of R4 984 680 which compose of R2,7m identified as overpayment of DR301 road, R2,2m identified through fraudulent fuel transaction and interest on overdue accounts.

#### **Irregular Expenditure Ratio**

The municipality incurred irregular expenditure amounting to R56 540 636 in 2022/2023. . The council write-off R39 243 155 and at the end of 2022/2023 financial year the balance was R17 297 481. In 2023/2024 there was Irregular identified relating to prior years and current year which resulted to an amount of R185 812 012 disclosed as closing balance in 2023/2024 AFS. Irregular expenditure was as a result of non-compliance with procurement requirements and functionality criteria used by the municipality when evaluating tenders and non-compliance on composure of the bid adjudication committee in line with the supply chain management regulation 29.

There were no disciplinary hearing steps taken during the current year.

#### **Unauthorized expenditure Ratio**

The municipality did not incur any unauthorised expenditure during the current year under review.

#### **Unspent grants Ratio**

The municipality did not fully spend Disaster Relief Grant due to the reason that it was transferred to the municipality towards the end of financial year, also Animal Feed Processing Plant grant was not fully spent due to challenges that were faced during procurement processes.

## **REVENUE MANAGEMENT**

### **LOANS**

The municipality does not have loans and did not have for past three years.

The municipality has adopted an integrated revenue enhancement strategy and that is under implementation.

### **BILLING**

The municipality does have effective and efficient billing system in place and is billing its customers monthly using Promun System. Customers are billed on the 7<sup>th</sup> day of each month.

### **ALIGNMENT**

The SDBIP is aligned with the Goals and associated Objectives, and the Municipal Budget. (See attached SDBIP as Annexure 1)

## **SYSTEMS OF INTERNAL CONTROLS**

Systems of Internal Controls are in place and includes the following:

1. Financial management system
2. Segregation of duties
3. Payables
4. Procurement Section
5. Stores
6. Disposal of Assets
7. Debtors
8. Property rates
9. Banking and Receipting
10. Petty cash
11. Safes and strong rooms
12. Inventory
13. Pay Roll
14. Investment Register
15. Bank Reconciliation
16. Leave Management
17. Information, Communication Technology
18. Unauthorised, irregular, fruitless and wasteful expenditure

## **SUPPLY CHAIN MANAGEMENT SYSTEM**

### **Supply Chain Management Policy**

Section 112 of the MFMA prescribes that each municipality must have a supply chain management policy is fair, equitable, transparent, competitive and cost effective and complies with a prescribed regulatory framework for municipal supply chain management

Nyandeni Municipality has adopted a Supply Chain Management Policy as contemplated in the aforementioned legislative provisions and its regulations. The SCM System is responsible for the following key components

Demand management, acquisition management, Logistics management and disposal management

### **The Supply Chain Management Unit**

Nyandeni Local Municipality has a functional Supply Chain Management Unit which is directly accountable to the Chief Financial Officer as prescribed by the MFMA and supported by the approved SCM Policy. The Unit is composed of the following staff compliment

SCM Manager, two SCM Officers, two SCM Practitioners and Stores Clerk

### **Supply Chain Management Bid Committees**

The municipality has a functional Bid Committees which are appointed by the Accounting Officer Annually and have been trained on SCM regulations.

Bid Specification Committee

Bid Evaluation Committee

Bid Adjudication Committee

### **Training of SCM Staff on Competency levels**

SCM Staff is trained to ensure that they meet Competency levels. Bid Committee are trained once a year to familiarise them with the reforms introduced by National Treasury.

### **SUPPLY CHAIN MANAGEMENT TURNAROUND TIME**

In line with the SCM policy the average turnaround time for projects above R300 000 is 45 working days while the 7 days quotation is 10 working days.

### **Contract Management**

Contract Management System is in place and composed of the Contract Management Register which encapsulate the following features

Date of the goods and services advertised

Appointed details of appointed service providers

Contract price and related details

Payment incurred versus awarded prices

Service Level Agreement signed between the municipality and agencies appointed

### **IMPLEMENTATION OF THE GENERAL VALUATION ROLL**

The Municipality approved the implementation of the General Valuation Roll in the Council that was held on the 28 August 2023. That General Valuation Roll was due for implementation on the 1st of July 2024, which indeed it was implemented.

The Municipality have the Valuation Roll and updated supplementary valuation roll, which was implemented in 2024/2025. Valuer for development of a Valuation Roll was appointed which was effective from 1 July 2024 as determined by the Minister by Notice in the Gazette for submission of project plan to MEC by municipality: Date of submission 02/09/2022 Section 81 (1B) (a).

Project plan for conducting valuation roll in terms of section 81 (1b) (a) of the local government: municipal property rates amendment act, 2014. (act no. 29 of 2014) adopted by the Council on the 28 February 2023, Council Resolution No. 3098/28-02-2023.

The municipality does promulgate the notice in terms of section 49 for public inspection of valuation roll and was gazetted with Gazette no. 5055

The municipality published the valuation roll in the website and advertised on the newsletter for people to invite all interested property owners to come to the offices for inspection of the hard of the valuation roll.

The municipality budgeted as follows for compilation of the General Valuation Roll and Supplementary Valuation Rolls:-

YEAR	BUDGETED AMOUNT
2025/2026	R1 598 835
2026/2027	R1 670 783
2027/2028	R1 670 783

## FINANCIAL REPORTING

### mSCOA

The Council adopted SCOA Gazette on the 02 July 2014 with Council Resolution No. 2081/02-07-2014.

The implementation plan adopted by the Council on the 11th December 2014 with Council Resolution No. 2223/11-12-2014.

### MSCOA Governance

SCOA Steering Committee; Implementation Team, Project Sponsor, Project Manager and Project Champion appointment was approved by the Council on the 25th January 2016 with Council Resolution No. 2380/25-01-2016.

Budget, IDP, AFS, Monthly and quarterly data strings are extracted directly from the financial system and uploaded successfully to LG data portal.

## MFMA PRESCRIPTS

The municipality compiled and submitted the following reports by regulated time: -

Section 71

Section 52(d)

Section 72 and

Annual Reports

### FREE BASIC SERVICES

The municipality review the indigent register annually and the process of review has started.

Nyandeni Local Municipality has a functional Free Basic Services Unit, which is directly accountable to the Strategic Manager.

The Unit is composed of the following staff compliment:-

Free Basic Services Officer, FBS clerks and 2 Field Workers.

### Governance of Free Basic Services

The municipality has established Indigent Steering Committees in 32 Wards, which serves as advisory bodies in decision-making process as well as dispute resolution platforms. The Indigent Steering Committees are chaired by Ward Councillors and convened quarterly. The council is the ultimate decision making body. **The Indigent Policy has been reviewed and adopted as a draft by Council on 27 March 2025.**

The municipality is in the process of reviewing an indigent register using a system which is linked to SASSA system to ensure that our data is credible.

### FINANCIAL SERVICES

#### INTRODUCTION FINANCIAL SERVICES

#### **What we have achieved?**

Monitoring payment of supplies within legislative framework.

Cash flow monitoring and at the end of the financial year the municipality had a positive bank balance and the liquidity ratio indicated a going concern capacity of the municipality.

#### **Budget Preparation**

Nyandeni Local Municipality prepared and submitted a cash funded budget to National Treasury and complied within the legislative framework.

Nyandeni Local Municipality complied with mSCOA regulations.

#### **Preparation of Annual Financial Statements**

Nyandeni Local Municipality prepared Annual Financial Statements in-house and submitted to Auditor General by 31 August 2024.

*T 3.25.1*

Debt Recovery R' 000							
Details of the types of account raised and recovered	Year -1		Year 0			Year 1	
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Property Rates	20 165	67%	21 319	17 521	37%	22 063	80%
Electricity - B							
Electricity - C							
Water - B							
Water - C							
Sanitation							
Refuse	591	27%	433	352	89%	453	89%
Other							

*B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.*

*T 3.25.2*

Nyandeni Local Municipality appointed Amanquhe Debt Collectors to assist in collecting area debt from households and businesses and their contract expired in 30 June 2024. The municipality is in the process of appointing a new Debt Collector through transversal tender which has been approved by National Treasury.

*T 3.25.2.*

Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1		Year 2	Year 3		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
<b>Service Objective xxx</b>									
To increase own revenue by 20% in 2027	Increased own Revenue Base by 20%	Review Integrated Revenue Enhancement Strategy by 30 June 2022	Reviewed Integrated Revenue Enhancement Strategy by 30 June 2022	Review Integrated Revenue Enhancement Strategy by 30 June 2023	Annual report on the implementation Integrated Revenue Enhancement Strategy by 30 June 2024	Report on revenue collection prepared reflecting an amount of R 70 508 169 collected in this financial year. Rates R13 583 013 Refuse Removal R661 260 Interest Received R46 423 740	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

						Rental Advertising R10 673 Tender Fees R410 775 Clearance Certificates R8 279 Rent Hall R43 684 Pound fees R21 448 Business Licences R108 557 DLTC R2 655 457 Registering Authority R1 053 316 Building Plans R59 273 Insurance Claim R1 392 189 Eco park R3 975 Traffic Fine R154 600			
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						Zoning certificate R1 887 Cemetery fees R11 944 Commission charged R255 053, Site Rental R20 420, Interest on Debtors(Property Rates and Refuse) R 3 628 627			
	Increase collection of municipal debt	Reduction of debtors book	Debtors book reduced by 5% by 30 June 2022	Reduce debtors book by 5% by 30 June 2023	Reduce debtors book by 5% by 30 June 2024	Debtors balance as at 30 June 2024 amounted to R49 312 557.98 and receipts in the whole	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

						year amounting to R14 244 273.00 translating 29% decrease on the debtors book.			
	Implementation of Municipal Property Rates Act by 30 June 2027	Compile General Valuation Roll by 30 June 2022	Compiled Supplementary Valuation Roll by 30 June 2022	Compile Supplementary Valuation Roll by 30 June 2023	Compile Supplementary Valuation Roll by 30 June 2024	General valuation Roll submitted to the Accounting Officer on the 31 January 2024	Compile Supplementary Valuation Roll by 30 June 2025	Compile Supplementary Valuation Roll by 30 June 2026	Compile Supplementary Valuation Roll by 30 June 2027
	Develop realistic and credible Budget by 30 June 2027	Approved Funded Annual Budget by Council by 30 June 2022	2021/2022 Funded Annual Budget adopted by the Council by 30 June 2022	Approved Funded Annual Budget by Council by 30 June 2023	Approved Funded Annual Budget by Council by 30 June 2024	2024/2025 Budget prepared and tabled and adopted by the Council by 30 June 2024	Approved Funded Annual Budget by Council by 30 June 2025	Approved Funded Annual Budget by Council by 30 June 2026	Approved Funded Annual Budget by Council by 30 June 2027

To ensure effective and efficient Budget and Expenditure management					June 2024	Council on the 23 May 2024			
	Adhere to budget reforms and Dora as per MFMA calendar by 30 June 2027	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2022	Prepared and submitted three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2022	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2023	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2024	C-Schedule and Section 71 reports for July-May 2024 prepared and submitted to National and Provincial Treasury as per the regulated time. June S71 reports are due on the 13th of August 2024. S52d report submitted and approved by the	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2025	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2026	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2027

						<p>council. Mid-year report (S72 Report) was prepared and adopted by the council on the 25 January 2024. Budget adjusted for August, December, February and June 2024 were submitted and adopted by the Council. B-schedule also submitted to National and Provincial Treasury</p>			
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		% of expenditure on EPWG	Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2022	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on EPWG by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R1 707 972,30.00 translating 100% of the allocation..	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
	% Expenditure on all grants received by the municipality	% of expenditure on FMG	Spend 100% on EPWG,MIG ,FMG,INEP by 30 June 2022	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on FMG by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R1 650 000 translating 100% of the allocation.	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027

		% of expenditure on MIG	Spend 100% on EPWP, MIG, FMG and INEP Grants by 30 June 2022	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on MIG Grant by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R67 657 509,57 translating 100% of the allocation.	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
		% of expenditure on INEP	Spend 100% on EPWP, MIG, FMG and INEP Grants by 30 June 2022.	Spend 100% on EPWG,MIG,FMG,INEP, by 30 June 2023	Spend 100% on INEP by 30 June 2024	The municipality in July 2023 to June 2024 expenditure amounted to R1 1 649 826,48 translating 100% of the allocation	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2025	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
Compliance with MFMA S65(2) by 30 June 2027	Payment of creditors within 30 days from receipt of invoice.	100% Payment of all compliant invoices received within 30	100% Payment of all compliant invoices received within 30 days	100% Payment of all compliant invoices received	100% Payment of all compliant invoices received	All compliant invoices have been paid within 30 days. Payments	100% Payment of all compliant invoices received within 30 days	100% Payment of all compliant invoices received within 30 days	100% Payment of all compliant invoices received within 30 days by 30 June 2027

			days by 30 June 2022	by 30 June 2023	within 30 days by 30 June 2024	submitted after June 2024 have been recorded as accruals	by 30 June 2025	by 30 June 2026	
<b>To ensure proper management of municipal assets</b>	Compile and update the GRAP compliant Asset Register	GRAP Compliant Asset Register by 30 June 2027	GRAP Compliant Asset Register by 30 June 2022	GRAP Compliant Asset Register by 30 June 2023	GRAP Compliant Asset Register by 30 June 2024	An asset register has been updated with the following asset additions: Capital assets R108,264,999.61 and Movable Asset R 8,665,366.45 Draft Compliant asset register has been prepared	GRAP Compliant Asset Register by 30 June 2025	GRAP Compliant Asset Register by 30 June 2026	GRAP Compliant Asset Register by 30 June 2027
	Safeguard the municipal assets through Insurance and	Municipal assets insured by 30 June 2027	Annual Report on monitoring of insured municipal assets by	Annual Report on monitoring of insured municipal assets by 30 June 2023	Annual Report on monitoring of insured municipal assets by	All new assets for 2023/2024 financial year insured	Annual Report on monitoring of insured municipal assets by 30 June 2025	Monitoring Report on number of Municipal assets insured by 30 June 2026	Monitoring Report on number of Municipal assets insured by 30 June 2027

	provision of adequate security		30 June 2022		30 June 2024	with the municipal insurer. Report prepared and signed by CFO for all new assets insured.			
	To enhance internal controls measures in terms of managing Municipal Fleet.	Fully functional and available municipal fleet to enable departments to function effectively by 30 June 2027		Monitor and report on fleet management by 30 June 2023	Monitor and report on fleet management by 30 June 2024	1.Fleet Register has been updated and maintained for the whole financial year. 2. Fuel and oil had been acquired from First Auto account at cost of R 5 445 390,15 3.Worn/damaged tyres	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

						<p>for municipal vehicles had been acquired or replaced at a cost of R 338 247 from First Auto Fleet account.</p> <p>4. A sum of R1 201 813,94 had been paid for maintenance and repairs of municipal vehicles.</p> <p>5. A sum of R 55 837,62 was paid for service fees from First Auto Fleet account.</p> <p>the</p>			
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						actual expenditure reflected from Wesbank( First Auto ) reports for this month is R 7 041 289,55 6. Vehicle licensing for this month R 309 387,50			
<b>To implement and maintain a fair, equitable and cost effective supply chain management system</b>	Comply with SCM Policy and regulations on procurement of goods and services	Complied with SCM Policy and Regulations by June 2027	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2022	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	Report for all the quarters on implementation of Procurement Plans for 2023/2024 prepared and signed by CFO. Reports and minutes of	Prepare four 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

						Bid Committee meetings form part of procurement reports and files..			
	Strengthen administration of contract management	Proper monitoring of contracts by June 2027	Four quarterly Reports on maintenance of contracts register by 30 June 2022	Four quarterly Reports on maintenance of contracts register by 30 June 2023	Four quarterly Reports on maintenance of contracts register by 30 June 2024	Contract register maintained and updated for capital assets	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	4 Quarterly Reports on implementation of Procurement plan by 30 June 2022	4 Quarterly Reports on implementation of Procurement plan by 30 June 2023	Implement Procurement plan for 2023 and develop procurement plan for 2023/2024 by 30	Report for Q1 to Q4 on implementation of Procurement Plans for 2023/2024 prepared and signed by CFO. Reports and minutes of	Implement Procurement plan for 2025 and develop procurement plan for 2025/2026 by 30 June 2025	Implement 80% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2026	Implement 90% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2027

					June 2024	Bid Committee meetings form part of procurement reports and files.			
<b>To comply with the provisions of MFMA , norms and standard of National Treasury</b>	Develop GRAP Compliant Annual Financial Statements (AFS) annually	Compliance with MFMA (S122) by 31 August after end of financial year	Prepare GRAP compliant 2020/2021 AFS and submit 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	Prepare GRAP compliant 2022/2023 AFS and submit to Auditor General, Provincial Treasury and National Treasury by 31 August 2023	Prepared GRAP compliant 2022/2023 AFS and submitted 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

								Prepare one Interim Financial Statements for 2025/26 Financial year and submit to Internal Audit and Provincial Treasury by 30 April 2026	Prepare one Interim Financial Statements for 2026/2027 Financial year and submit to Internal Audit and Provincial Treasury by 30 April 2027
	Implement integration of MSCOA into the system as per Treasury requirements	Compliance with MSCOA by 30 June 2027	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2022	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Submit mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2024	Monthly and Quarterly data strings for 2023/2024 financial year extracted from the system and successfully uploaded to LG data portal by regulated time.	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2027
<p><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></p>									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			Variance to Budget	
	Actual	Original Budget	Adjustment Budget	Actual		
<b>Total Operational Revenue</b>	326 097	373 620	394 097	404 501	8%	
Expenditure:						
Employees	21 791	19 818	26 576	20 283	2%	
Repairs and Maintenance	2 639	1 615	1 565	1 395	-16%	
Other	84 527	96 240	102 052	72 471	-33%	
<b>Total Operational Expenditure</b>	108 957	117 673	130 193	94 149	-25%	
<b>Net Operational Expenditure</b>	-217 140	-255 947	-263 904	-310 352	18%	

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.25.5

Capital Expenditure Year 0: Financial Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	135577	203744	144982	6%	
Land and Buildings	17068	17068	383		
Transport Assets	160	871	717		
Leased Assets	0	0	65		
Machinery and Equipment	10803	17249	4995		
Furniture and Office Equipment	3950	3950	759	-420%	280
Computer Equipment	0	1311	1921	100%	150
Construction work-in progress	101596	162295	135839	25%	320
Intangible assets	2000	1000	303	-560%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

T 3.25.6

**COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:**

Nyandeni Local Municipality depends on grants to fund Capital expenditure and the big portion of the grants are Municipal Infrastructure Grant, Disaster Response Grant and Animal Feed Processing Plant Grant. Largest Capital projects are road construction and Animal feed construction which are also the main priority of community at large. Projects are prioritized during public participation programmes and their implementation depends on the available budget.

Nyandeni Local Municipality spent 100% budget on MIG grant, however did not fully spend Disaster Response, Animal Feed Processing Plant grants and also projects funded by own revenue.

## **KPA 4: LOCAL ECONOMIC DEVELOPMENT**

## **MANDATE OF LOCAL ECONOMIC DEVELOPMENT**

LOCAL ECONOMIC DEVELOPMENT is a unit that falls under Planning and Development Department. The unit is comprised of three sub - units being, SMME DEVELOPMENT, TOURISM & AGRICULTURE. The cardinal priority for this section is to ensure the growth of the local economy by creating conducive environment for investment.

The main areas of focus for Local Economic Development are:-

- Agriculture development
- Forestry development
- Oceans Economy including aquaculture
- Tourism development
- Enterprise support, SMME and Cooperative development
- Enabling partnerships for growth and development

## **LOCAL ECONOMIC DEVELOPMENT IS MADE UP OF FOUR UNITS, BEING: -**

- I. Strategic institutional and infrastructure partnerships
- II. Agricultural support and Development
- III. Enterprise support and Small Business Development
- IV. Tourism promotion and Development

## **LOCAL ECONOMIC DEVELOPMENT FRAMEWORK**

Nyandeni Local Economic Development is underpinned by 6 Key Core Pillars for Economic Growth derived from the Revised National Local Economic Development Framework.

These are:-

- Building diverse & innovation-driven local economies
- Developing inclusive economies
- Developing learning and skilful economies
- Enterprise development and support
- Economic governance and infrastructure
- Strengthening local systems of innovation
- 

The operations of Nyandeni Local Municipality's Local Economic Development are informed by the following policy informants: -

- a) National Development Plan
- b) Eastern Cape Provincial Development Plan
- c) Provincial Economic Development Strategy
- d) Integrated Wild Coast Development Plan
- e) O. R. Tambo One Plan
- f) Nyandeni Vision 2030

- g) Nyandeni IDP
- h) Operations of the Department are underpinned by the following policy informants:-
- i) National Development Plan
- j) Eastern Cape Provincial Development Plan
- k) Provincial Economic Development Strategy
- l) Integrated Wild Coast Development Plan
- m) O. R. Tambo One Plan
- n) Nyandeni Vision 2030
- o) Nyandeni IDP

**LED SECTOR PLANS IN PLACE**

The following Local Economic Development Sector Plans are in place:-

1. SMME and Cooperative Development Strategy
2. Forestry Sector Plan
3. Agricultural Sector Plan
4. Retail Sector Development Strategy
5. Small Town Revitalization Strategy
6. Responsible Tourism Development Plan
7. Local Economic Development Strategy

The Local Economic Development Strategy of Nyandeni Local Municipality was last reviewed and adopted by the Council in 2018. The Municipality has set aside funds for the development of the new 5 year LED Strategy during 2025/2026 financial year

**NYANDENI'S LOCAL ECONOMIC DEVELOPMENT STRATEGY**

The Nyandeni LED Strategy is premised on the following four economic sectors to stimulate economic growth and map up economic trajectory of the Municipality:-



## **ADOPTED LED POLICIES**

The following Policies have been developed and adopted for Local Economic Development and are being implemented:-

- LED Project Support and Funding Policy
- Business Licensing Policy
- SMME Development Policy

## **ADOPTED BY – LAWS**

The Municipality has recently adopted the following By- law:-

By – Law on Rural, Urban and Township Economies

## **INTERVENTIONS BY EACH OF THE KEY ECONOMIC SECTORS OF THE LED STRATEGY**

### ***a) AGRICULTURE SUPPORT AND DEVELOPMENT***

*The following programmes have been implemented:-*

- Assisted farmers with provision of farming production inputs for 1500 hectares in partnership with the Department of Agriculture.
- Provided Food Security programme (vegetable inputs to 320 destitute households)
- Supported small scale farming projects (agriculture, tourism and small business projects)
- Participated in Oceans Economy programmes ( support to 5 cooperatives given fishing licences)
- Sourced and distributed rams for wool improvement as part of exchange programme as part of O.R. Tambo DM support
- O.R. Tambo also funded 3 cooperatives on Bee keeping, sewing and fashion design.
- Implementation of R59m funded Development of the Animal Feed Processing Plant. The Project is funded by National Treasury.

### ***b) ENTERPRISE SUPPORT, SMME AND COOPERATIVE DEVELOPMENT***

*The Municipality is involved in the following programmes*

- Facilitate business development programmes through trainings and capacity building programmes for SMMEs and Cooperatives
- Developed and maintained database for all SMME's and Cooperatives
- Facilitated access to market access for small businesses
- Involved in the registration of businesses as part of the call by Government (428 businesses have been registered)
- O.R. Tambo DM Provided funding for the training of Furniture Manufacturing Cooperative.

- O.R. Tambo DM also facilitated Automotive training of panel beaters.

### ***c) TOURISM PROMOTION AND DEVELOPMENT***

In term of its Competitive Advantage, Nyandeni Local Municipality is a place of natural beauty with scenic beauty and beautiful landscape with fauna and flora, a wonderful 20 km coastline, rich cultural heritage and friendly people.

Inland offers SS Mendi Memorial Site, Mlengane Hill, Dikela Hill with Bushman's paintings, the Urban Hubs of Libode and Ngqeleni with accommodation establishments. The Municipality boosts itself by being amaMpondo Nation and traditional crafts, including bead-work and basket weaving, dancing, fashion and music are part of amaMpondo culture.

#### ***The following are some of the programmes that the Municipality was involved in:-***

- Participated in tourism promotion and destination development programmes
- Supported Tourism product owners
- Promoted both coastal and inland tourist attractions

#### **Tourism products available within Nyandeni**

#### ***The following are some of tourism products available within the Municipality: -***

##### ***Accommodation and Hospitality:***

- Lummys Guest House
- Dan's Country Lodge
- Shirley's Guest House and Conference Centre
- Anchorage Hotel
- Hluleka Nature Reserve
- Mdumbi Backpackers
- Vukani Backpackers
- Swell Eco Lodge
- Mngcibe Lodge
- Freedom o'clock
- Buffalo Guest House

##### ***Coastal and inland tourist attractions***

- SS Mendi Heritage site
- Ntlangano Conservancy
- Hluleka Nature Reserve
- Mlengane Hill
- Dikela Hill with Khoisan rock paintings
- Wild Coast 6 day hiking trail

- g) Nyandeni Great Place
- h) Prominent Pondo Chief grave sites

**d) *STRATEGIC INSTITUTIONAL AND INFRASTRUCTURAL PARTNERSHIPS***

*The Municipality entered into a number of partnership for economic growth and provision of economic infrastructure. Here are some of the partnerships:-*

- Partnership with Tsolo Agriculture and Rural Development Institute (TARDI) on improving knowledge management and LED capacity building.
- Partnership with Moses Kotane Institute and South African Maritime Agency (SAMSA) on Maritime Development Programme.
- Partnership with SEDA on capacity building and training to SMME's and Cooperatives.
- MoU with Siyanda Bagkatla Platinum Mine on Nkanga Poultry/ Egg Production.
- Partnership with Sibanye Stillwater on funding and construction of 3 shearing sheds (Buntingville, Zixholosini and Mbhobeleni).
- SLA with Ntinga O.R. Tambo Development Agency on Business Plan Development for Animal Feed Plant.
- Partnership with NHBRC on training of artisans and local contractors.
- Partnership with WSU on Innovation Champions for LED and Community of Practice.
- Separate partnership with WSU on Incubation Programme for 12 farmers selected from 6 clusters to be feeders to Animal Feed Processing Plant.
- Partnership with ECDC on key strategic areas of intervention.
- Partnership with ECSECC on 5 year Agreement for Long – Medium and Short – Term Socio – Economic Development Coordination, Facilitation and Planning Support.

**LED PRIORITIES ALIGN WITH NATIONAL, PROVINCIAL AND DISTRICT OBJECTIVES**

The National, Provincial and District Objectives that align with LED priorities include the following:

- To strengthen intergovernmental coordination for planning of inclusive economic development between government and non-governmental sectors. The municipality ensures that its LED priorities are aligned with objectives of all spheres of government and develop strategies (LED Strategy, Tourism sector plan, Agricultural sector plan etc) that aim to boost economic growth while ensuring that the benefits are shared broadly across all segments of society.
  - LED focuses on reducing inequalities and ensuring that marginalized and disadvantaged groups have opportunities for economic participation and advancement by ensuring that their annual calls for funding are aimed at assisting small businesses that have potential but are struggling due to being led by disadvantaged individuals that previously did not have access to opportunities.
- To facilitate the adoption and adaptation of innovation systems and economies of technical change the municipality supports and is part of the development of a Smart Village in one of its villages. The Nyandeni Smart Village will add the potential frog-leaping developmental opportunities through the applications of the technologies, processes and devices of the Fourth Industrial Revolution, which is part of its planned approach.

- To launch a radical battle against poverty, inequality and unemployment - with a particular focus on the youth - and to enhance the quality of life for all citizens through the development of innovative, inclusive and competitive local economies. The municipality has taken several strategic 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

Listed below are the Catalytic Projects for Nyandeni that are lifted as part of District Development Model:-

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
New	Nyandeni Rural ICT	Infrastructure Development, ICT Development, Fashion Designer, Editing, Filming, Telenova, Publishing, Trainings and Development, Tour guiding, Heritage, music and film festivals	R60 million	Lobbying funding
New	Nyandeni Animal Feed Processing Plant	Planting and Ploughing, Processing, Infrastructure Development, Packaging and transportation, feed manufacturing, Production of Soya Beans, yellow maize, and sunflower, cannabis processing,	R60 million	Project funded by National Treasury and is currently on implementation

PROJECT TYPE	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT COST	COMMENT
Upgrade	Ntlangano Nature Reserve Development	Infrastructure Development (Upgrade of Roads, Hotels, Pedestrian Walkways, Street Lighting), Day visitors infrastructure, Chalets and residential development	R60 million	R15m was approved by DEFF for infrastructure, awaiting Implementing Agent
New	Nyandeni SMME Warehouse Development (Libode and Ngqeleni Warehouse)	Earthworks and embankment construction, Layerworks, excavations and foundations, structural construction, roofing	R45 Million	Lobbying funding
New	Nkanga project	Poultry/egg 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 Industrialization Finance Initiative	Agro Supply, Production and Agro processing, packaging and transportation.	R50 Million	Project commenced at Ndungunyeni (ward 30), harvesting done
NEW	Development of Parks and Open Spaces	Beautification and landscaping, Infrastructure Investment	R50 Million	Project require project preparation and packaging
New	Development of Light Industrial Park	Land Packaging and Development of Infrastructure	R500 Million	Requires projects packaging and funding

**MECHANISMS FOR BUSINESS EXPANSION AND RETENTION FOR EXISTING BUSINESSES AND ATTRACTION OF FURTHER INVESTMENT**

- **Investment summit**
- **Tourism Indaba**
- **Grahamstown National Arts festival**

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

Some of the economic spin – off derived from the Investment Summit as part of Business Retention, Attraction and Expansion include:-

- Commitments made by prospective developers for the Expansion of Bokleni Mall.
- Council resolved to offer Erf 276 (Town Hall) Libode for expansion.
- Currently implementing Investment Summit Resolutions.
- Set up Resource Mobilization Committee and is active
- Forged partnership with strategic partners like ECDC to advance some of the Summit Resolutions.

Key to the Investment summit was promoting Nyandeni local municipality as a tourism hub and business investment areas in property development.

The municipality has appointed 9 Resource mobilisation members which will be primarily responsible for

leveraging on their skills and expertise to drive public private partnership investment in Nyandeni.

Facilitate Trade and Investment platforms to stimulate Investor Appetite.

The municipality has developed a **Retail Sector Strategy** as well as the **Small Towns Revitalization Strategy** which prioritises CBD development, infrastructure development and rehabilitation, land development and property management, economic development initiative such commercial trading infrastructure and facilities such as malls, urban agriculture warehouses to allow for investment attraction. A Local Economic Development Strategy which identifies key economic sectors has just been reviewed (2018)

*Key other sector development strategies and plans that guide the development of the local economy have been developed, these include:*

Local Economic Development Strategy reviewed in 2018

Tourism Development sector Plan reviewed in 2017

Agriculture Development Plan

Forestry development Plan

SMME and Cooperative development Strategy

Programs implemented by the municipality are in line with objectives of the strategies and plans

### ***STAKEHOLDER AND COMMUNITY INVOLVEMENT IN LED ACTIVITIES (E.G. LED FORUM, BUSINESS CHAMBERS)***

An Economic and Infrastructure Cluster that has replaced LED Forum was established and is functional. It sits on a quarterly basis. It serves as “a Platform (institutional arrangement) where local residents (private organizations, government, state owned entities; Non-Governmental Organizations (NGO’s), Community Based Organizations (CBO’s) such as Cooperative Association, farmers Association, the Business Chamber, the Local Tourism Organisation, the Taxi Association, the Informal Traders Association, traditional authorities within a particular locality gather, with an aim to share information and experiences, pool resources and solve problems.”

The roles and responsibilities of the Economic and Infrastructure Cluster are to:-

- Promote and facilitate partnerships between government, private sector, civil society and organized labour, for overall economic growth;

- Improve Integrated Economic Planning, through broad participation and coordination of key economic role players (*government, business, labor, NGO's, CBO's, etc*);
- Assist to identify and capitalize on local competitive advantage for territorial and sectoral economic development;
- improve the economic performance of the municipality, with respect to all its key sectoral aspects (*Tourism, Agriculture, Retail etc*);

### **TARGETS FOR ENTERPRISE DEVELOPMENT SUPPORT E.G. SMME AND COOPERATIVES**

The SMME and Cooperatives Strategy identifies the following key area in support of the sectors:

- Creating a conducive regulatory and institutional environment for SMMEs development;
- Improving access to finance and business premises;
- Improving access to skills, markets and market exposure;
- Provision of bulk infrastructure to small businesses
- Municipality to facilitate access to all available sources of funds for SMMEs,
- Municipality to facilitate easy access to land and business premises for SMME development,
- to provide training to SMMEs via the existing training institutions and FET Colleges,
- To organise a small SMME fair such as SMME flea market once a year in the municipality where SMMEs can access market opportunities and meet with larger businesses to explore outsourcing opportunities; and
- To develop and roll out a mentorship programme in the Municipality.

*Current initiatives of the municipality includes:*

- A Capacity building, empowerment and training program funded on an annual basis which forms part of the municipal SDBIP
- SMME's and Cooperatives are being funded wherein sixteen (16) are supported annually.
- The municipality further assist by mobilizing funding from external funding sources to support small business development.

### **MECHANISMS TO SUPPORT THE IMPLEMENTATION OF PUBLIC EMPLOYMENT PROGRAMMES (CWP/EPWP/ANY OTHER)**

- Created 150 work opportunities through Public Employment Programmes Community works programme (CWP)and Expanded public works programme(EPWP)
- Provide training to 80 SMME's and Cooperatives members as part of capacity building

### ***SMALL TOWNS REVITALIZATION PROGRAM***

The municipality is currently implementing the following projects under the Small Towns Revitalization

- Developed Libode Investment Plan with great elements for Small Town Revitalization
- Installation of high must lights in the town of Libode and Ngqeleni
- Construction of sidewalks in both towns
- Conceptualization of Smart Village Development

#### **AVAILABLE ECONOMIC INFRASTRUCTURE**

*The municipality is implementing a number of development projects as a contribution to economic infrastructure. The following are some of the projects implemented:-*

- Construction of Chicken Farm building as part of Poultry/Egg Production – Funded by Siyanda Bakgatla Platinum Mine.
- Construction of 3 shearing sheds (Buntingville, Zixholosini and Mbhobeleni) – Funded by Sibanye Still Water
- Installation of high must lights in the town of Libode and Ngqeleni.
- Construction of sidewalks in both towns
- Development of ablution facilities in 2025/2026 in the coastline as part of tourism development and promotion.
- Currently developing Animal Feed Processing Plant – Funded by National Treasury.

#### **POLICIES TO PROMOTE ECONOMIC DEVELOPMENT E.G. INFORMAL TRADING POLICY ETC.**

- The development of the Retail sector strategy considered both formal and informal trading sectors
- The municipality has been able to provide street trading facilities for informal traders
- A licensing system is being used to ensure protection of Informal traders from illegal traders
- A Business Licencing Policy has been developed and adopted
- A Street Trading By - Law has also been developed to this effect

#### **SPATIAL CONSIDERATION TO SUPPORT THE IMPLEMENTATION OF LED PROGRAMMES**

- *There is land available in both towns for the implementation of LED Programmes.*
- *The Spatial Development Framework describes land uses (zoning) for all pockets of land with the Municipal jurisdiction.*
- *The Land Use Management Scheme has been developed to also give rise to this objective.*

#### **LED PROJECTS UNDER IMPLEMENTATION**

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

- a) Implementation of 2023 Investment Summit Resolutions
- b) Creation of work opportunities as part of Public Works Programme
- c) Support to Nyandeni farmers for crop production
- d) Implementation of the Animal Feed Processing Plant
- e) Maritime Career Exhibition as part of Oceans Economy
- f) Implementation of tourism development programme
- g) Provision of equipment and machinery to emerging entrepreneurs.
- h) SMME and cooperative support and development through training

- i) Manage and regulate business operations through licensing
- j) Foster partnership with strategic institutions to promote innovation driven local economies

### *ECONOMIC INFRASTRUCTURE AND LOGISTICS PROJECTS*

- i) N2 Toll Road and Mzimvubu Dam pronounced and have commenced.
- ii) The Wild Coast Special Economic Zone (SEZ) (approved as an industrial park).
- iii) Hluleka nature reserve Economic stimulus funding for tourism infrastructure.
- iv) The wild coast 6 day hiking trail & Mngcibe camp development.
- v) Rural roads network include R61 upgrades (as economic infrastructure e.g. Ntlaza to Hluleka and Kop – Shop to Canzibe .

### **OCEANS ECONOMY PROGRAMMES AND PROJECTS**

- i) Provincial Oceans Economy Master Plan was developed and launched in March 2020 with priority projects identified for investment
- ii) Department Forestry Fisheries and the Environment funded some aquaculture initiatives and awarded fishing rights licences to the following 5 cooperatives along Nyandeni coastline:-
  - a) Mathebani Primary Fishing Cooperative Limited in Mdzwina
  - b) Hluleka Primary Fishing Cooperative Limited in Hluleka
  - c) Presely Bay Primary Fishing Cooperative Limited in Mamolweni
  - d) Mngcibe Family Fishing Primary Cooperative Limited in Mngcibe/Lwandile
  - e) Tshani Fishing Primary Cooperative Limited in Tshani
- iii) The District Municipality procured and allocated 1 (12m X 2m) 3 Phase refrigerated container, 10 cooler boxes and 10 fishing rods and spinning reels to the 5 fishing cooperatives that received fishing licenses in March 2020.
- iv) South African Maritime Safety Authority (SAMSA) – The agency is conducting maritime awareness campaigns to communities along the coast.
- v) Nyandeni LM is hosting Maritime Career Exhibitions to coastal schools.
- vi) Plan to revamp Tshani-Mankosi aquaculture facility.
- vii) Provincial MEC for Economic Development has recently proclaimed 2 boat launch sites (Mdumbi and Lwandile) as a licence to facilitate sea access including fishing.

### **AREAS OF SUPPORT FROM OTHER SECTORS**

<b>INTERVENTION</b>	<b>DEPARTMENT</b>
Financial Support	All Relevant Departments

Strengthen partnerships Agreements	Relevant key Departments and institutions
Technical expertise	Per specific area of intervention
Project packaging and Business Plan development	ECSECC, ECDC, DDM Hub and identified Departments

## OTHER CRITICAL STRATEGIC AREAS FOR PLANNING PURPOSES

### SMART VILLAGE DEVELOPMENT

For the purposes of the Nyandeni smart village pilot project, a smart village includes culture, indigenous

knowledge and indigenous technologies in community development planning approaches.

Thus, smart

villages are context-sensitive, based on the assets, needs, and potential of a given territory and supported

by a new or existing territorial strategy that emphasize digital advancement and innovation.

Smart villages

in the context of pre-modern technology referred to communities that took the initiative to explore

practical solutions and influence change in a manner that meets their future needs (Holmes, 2017).

Holmes (2017) defines smart villages as active rural communities that perform modern and indigenous

cultural actions by utilization of indigenous technologies in line with the 4iR in their social, economic, and

environmental functions. Digital technologies are a powerful tool for smart villages; however, they are

not the only ones (Atkočiūnienė & 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 4<sup>th</sup> Industrial Revolution (4iR) binaries. The Nyandeni Smart Village project will certainly bring basic services closer to the rural citizenry. There is no doubt that the Indigenous Knowledge-based Smart Village will contribute significantly to the socio-economic development in the Nyandeni Municipality region and beyond.

The "Smart Village Through Indigenous Knowledge and Fourth Industrial Revolution in South Africa" was selected as the **Star of Discovery in the 2022 "Global Awards for World Heritage Education Innovative Cases"**.

As a key activity recommended by UNESCO to commemorate the 50th anniversary of the World Heritage Convention, the **2022 "Global Awards for World Heritage Education Innovative Cases" International Sharing Forum** was held on 13 December 2022 to announce the awards. The Forum was presided over by LI Xin, Deputy Secretary-General (WHITRAP). Nearly 50 representatives of international institutions, award winners, cooperative partners, and an expert panel from all over the world attended the Forum online. An audience of 8,008 also joined the Forum virtually. All winning cases will automatically enter into related cooperation networks and will be given priority to participate in relevant international cooperation and innovative pilot projects. The list of the Global Awards and relevant events will be published on UNESCO's websites worldwide (see <http://whitrap.org/index.php?classid=1461&newsid=3411&t=show>).

**The Star of Discovery Award** by WITHRAP under the auspices of UNESCO won by Prof M Sirayi and Prof M Kanyane supported by DSI, Nyandeni Local Municipality, Nyandeni Royal House, Nyandeni community, Project Steering Community and the project team is encouraging evidence that the DSI is committed to indigenous pieces of knowledge-driven innovation in South Africa.

- The concept of a Smart Village was introduced to Nyandeni Local Municipality by the Department of Science Technology and Innovation, who is the custodian of Indigenous Knowledge Act of 2019.
- Indigenous knowledge plays a vital role in fostering resilience and sustainable practices in communities by providing insights into local ecosystems, cultural heritage, and traditional practices that can inform innovative solutions.
- The Department of Science Technology and Innovation is piloting Smart Village Development in Mthombe, Ward 5 of Nyandeni.

Smart Village Deliverables:-

- A feasibility Study has been conducted
- A Development Master Plan has been developed
- Project Steering Committee is in place
- Land has been secured through community resolutions
- 10 hectares of land has been fenced
- A top standard International Conference has been held

## **CANNABIS DEVELOPMENT**

- Nyandeni local municipality because of its tropical climate has a huge potential for the production of Cannabis.
- Currently there are a number of Indigenous marijuana producers in Nyandeni that are not formalized nor have commercial licenses for the farming and processing of cannabis.
- The municipality is currently reviewing its LED strategy and the production of Cannabis within the region will definitely be one of the primal focal areas.
- The municipality must work to assist the current indigenous Cannabis Growers in obtaining medicinal cannabis licenses.

## **TOURISM DEVELOPMENT**

- Nyandeni Local Municipality is a place of natural beauty with scenic beauty and beautiful landscape with fauna and flora, a wonderful 20 km coastline.
- The Municipality is rich in tourism i.e. cultural, heritage and friendly people and offers a number of tourist attractions.
- However, tourism is growing at a very slow pace and a great contributor is poor infrastructure.

- A need for an integrated and concerted effort to grow and develop tourism as one of economic sectors is thus been identified.

## FORESTRY DEVELOPMENT

- A need to develop forestry sector to leverage economic growth has been identified.
- The Municipality is forging partnership with SAPPI for forestry development.
- Sites with huge potential has been identified and SAPPI initiated agreements with traditional authorities and communities of the sites.
- The Municipality need to support the development as means for job creation and poverty alleviation.

## REGISTRATION OF SPAZA SHOPS

- During the year 2024 a number of fatalities were recorded due to food substances sold from spaza shops.
- Nyandeni local municipality was never immune from this and also reported some cases of food contamination wherein kids were hospitalized due to food stuff sold in Spaza shops.
- The Government announced that all Spaza Shops should be registered within Municipalities.
- 428 spaza shops have been registered within Nyandeni Local Municipality area.
- A Standard By- Law regulating township (urban and rural) economies has been developed and adopted by the Council.
- Physical inspections and assessment of adherence to health standards to Spaza Shops for the issuing of Permits and Trading Licences will be conducted jointly by LED officials, Law Enforcement and Environmental Health Practitioners

## STATUS OF NYANDENI LAND CLAIMS

Project Name	Status	Option	Projected Settlement Date
Mdolozo/B. Van der Byl	Rapid Research	To be determined	-
Buthongweni Community	Valuation Update	Restoration	November 2012
Elurhasini	Valuation	Restoration	
Kenyon Family	Rapid Research	To be determined	
Manitshana Family	Valuation	To be determined	December 2012

Malungeni Community	Valuation	Restoration	June 2012
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Project Name	Status
Mdlankomo/Monyeni Community	Settled
Rozani Family	Settled
Phumelele Thwazi Family	To be researched
Maqanyeni Community	Settled
Hluleka Community	Settled

#### FINANCIAL COMPENSATION OF LAND CLAIMS

No	Project Name	Municipality	No. Of Households	Budget Allocated	Amount Paid	Amount Available	No. Of Ben Paid.
1.	Mdlankomo - Moyeni	Nyandeni	1980	79 967 704.82	72 395 366.36	7 572 338.46	2464
2.	Hluleka	Nyandeni	1126	31 809 620.94	30 078 439.00	1 731 181.94	826
3.	Rozani Family	Nyandeni	6	R347 225.48	R347 225.48	0	6
3.	Maqanyeni	Nyandeni	172	1 485 169.00	1 418 315.78	66 853.22	237

## 1. ECONOMY

The economic state of Nyandeni Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, O.R.Tambo District Municipality, Eastern Cape Province and South Africa.

The Nyandeni Local Municipality does not function in isolation from O.R.Tambo, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

### 1.1 GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

**Definition:** Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

**TABLE 1. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [R BILLIONS, CURRENT PRICES]**

	Nyanden i	O.R.Tambo	Eastern Cape	Nationa l Total	Nyandeni as % of district municipalit y	Nyanden i as % of province	Nyanden i as % of national
2013	3.0	30.8	309.6	3,868.6	9.8%	0.98%	0.08%
2014	3.2	33.1	330.8	4,133.9	9.8%	0.98%	0.08%
2015	3.5	35.7	354.1	4,420.8	9.7%	0.98%	0.08%
2016	3.7	38.7	379.0	4,759.6	9.6%	0.98%	0.08%
2017	4.0	41.7	403.4	5,078.2	9.5%	0.98%	0.08%
2018	4.1	44.1	420.9	5,363.2	9.4%	0.99%	0.08%
2019	4.3	46.8	437.2	5,625.2	9.3%	0.99%	0.08%
2020	4.3	46.9	427.0	5,562.8	9.1%	1.00%	0.08%
2021	4.8	53.2	474.8	6,220.2	9.0%	1.00%	0.08%
2022	5.0	57.1	501.1	6,655.5	8.8%	1.00%	0.08%
2023	5.4	62.4	537.4	7,024.0	8.6%	1.00%	0.08%

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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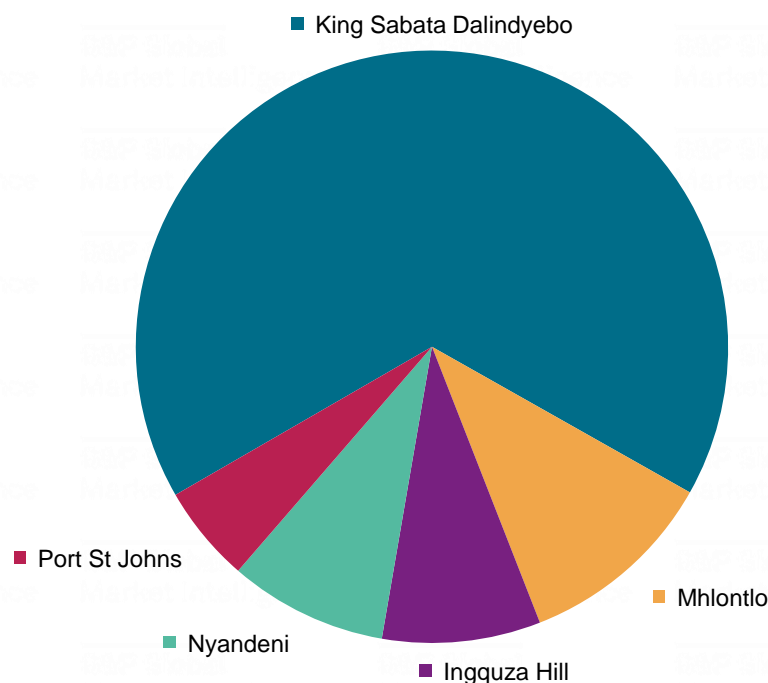
With a GDP of R 5.39 billion in 2023 (up from R 3.03 billion in 2013), the Nyandeni Local Municipality contributed 8.64% to the O.R.Tambo District Municipality GDP of R 62.4 billion in 2023 increasing in the share of the O.R.Tambo from 9.84% in 2013. The Nyandeni Local Municipality contributes 1.00% to the GDP of Eastern Cape Province and 0.08% the GDP of South Africa which had a total GDP of R 7.02 trillion in 2023 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2013 when it contributed 0.08% to South Africa, but it is lower than the peak of 0.08% in 2015.

**TABLE 2. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	0.0%	0.5%	1.4%	2.5%
2014	1.2%	1.7%	0.8%	1.4%
2015	1.3%	2.0%	0.9%	1.3%
2016	1.5%	2.2%	0.8%	0.7%
2017	0.9%	1.8%	0.5%	1.2%
2018	1.1%	2.7%	1.1%	1.6%
2019	0.5%	1.6%	0.1%	0.3%
2020	-5.7%	-3.4%	-6.0%	-6.2%
2021	5.8%	7.2%	5.3%	5.0%
2022	2.3%	3.4%	2.1%	1.9%
2023	2.5%	3.3%	0.8%	0.7%
<b>Average Annual growth 2013-2023</b>	<b>1.10%</b>	<b>2.22%</b>	<b>0.60%</b>	<b>0.74%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023, the Nyandeni Local Municipality achieved an annual growth rate of 2.51% which is a significantly higher GDP growth than the Eastern Cape Province's 0.80%, but is higher than that of South Africa, where the 2023 GDP growth rate was 0.70%. Contrary to the short-term growth rate of 2023, the longer-term average growth rate for Nyandeni (1.10%) is slightly higher than that of South Africa (0.74%). The economic growth in Nyandeni peaked in 2021 at 5.82%.



**CHART 1. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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The Nyandeni Local Municipality had a total GDP of R 5.39 billion and in terms of total contribution towards O.R.Tambo District Municipality the Nyandeni Local Municipality ranked fourth relative to all the regional economies to total O.R.Tambo District Municipality GDP. This ranking in terms of size compared to other regions of Nyandeni remained the same since 2013. In terms of its share, it was in 2023 (8.6%) significantly smaller compared to what it was in 2013 (9.8%). For the period 2013 to 2023, the average annual growth rate of 1.1% of Nyandeni was the second relative to its peers in terms of growth in constant 2010 prices.

**TABLE 3. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN O.R.TAMBO DISTRICT MUNICIPALITY, 2013 TO 2023, SHARE AND GROWTH**

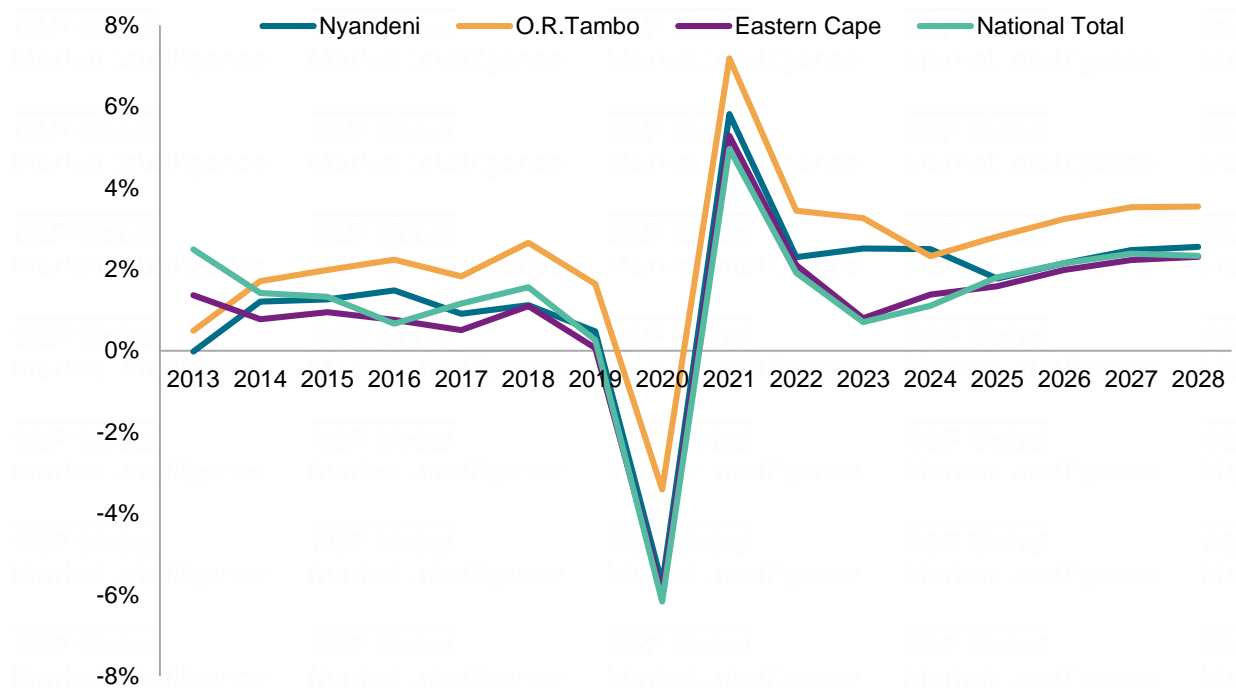
	2023 (Current prices)	Share of district municipality	2013 (Constant prices)	2023 (Constant prices)	Average Annual growth
Nyandeni	5.39	8.64%	3.37	3.76	<b>1.10%</b>
Ingquza Hill	5.39	8.65%	3.64	3.64	<b>-0.01%</b>
Port St Johns	3.31	5.31%	2.16	2.28	<b>0.56%</b>
Mhlontlo	6.79	10.88%	4.49	4.69	<b>0.44%</b>
King Sabata Dalindyebo	41.48	66.51%	20.62	28.33	<b>3.23%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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King Sabata Dalindyebo had the highest average annual economic growth, averaging 3.23% between 2013 and 2023, when compared to the rest of the regions within O.R.Tambo District Municipality. The Nyandeni Local Municipality had the second highest average annual growth rate of 1.10%. Ingquza Hill Local Municipality had the lowest average annual growth rate of -0.01% between 2013 and 2023.

**1.1.1 ECONOMIC GROWTH FORECAST**

It is expected that Nyandeni Local Municipality will grow at an average annual rate of 2.29% from 2023 to 2028. The average annual growth rate in the GDP of O.R.Tambo District Municipality and Eastern Cape Province is expected to be 3.08% and 1.89% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.95%, which is lower than that of the Nyandeni Local Municipality.



**CHART 2. GROSS DOMESTIC PRODUCT (GDP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2028 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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In 2028, Nyandeni's forecasted GDP will be an estimated R 4.21 billion (constant 2010 prices) or 8.5% of the total GDP of O.R.Tambo District Municipality. The ranking in terms of size of the Nyandeni Local Municipality will remain the same between 2023 and 2028, with a contribution to the O.R.Tambo District Municipality GDP of 8.5% in 2028 compared to the 8.8% in 2023. At a 2.29% average annual GDP growth rate between 2023 and 2028, Nyandeni ranked the second compared to the other regional economies.

**TABLE 4.** GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN O.R.TAMBO DISTRICT MUNICIPALITY, 2013 TO 2028, SHARE AND GROWTH

	2028 (Current prices)	Share of district municipality	2013 (Constant prices)	2028 (Constant prices)	Average Annual growth
Nyandeni	7.59	8.36%	3.37	4.21	<b>1.49%</b>
Ingquza Hill	7.21	7.95%	3.64	3.88	<b>0.42%</b>
Port St Johns	4.63	5.10%	2.16	2.52	<b>1.05%</b>
Mhlontlo	9.33	10.28%	4.49	5.09	<b>0.84%</b>
King Sabata Dalindyebo	61.98	68.30%	20.62	34.00	<b>3.39%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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## 1.2 Gross value added by region (GVA-R)

The Nyandeni Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

**Definition:** Gross value added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

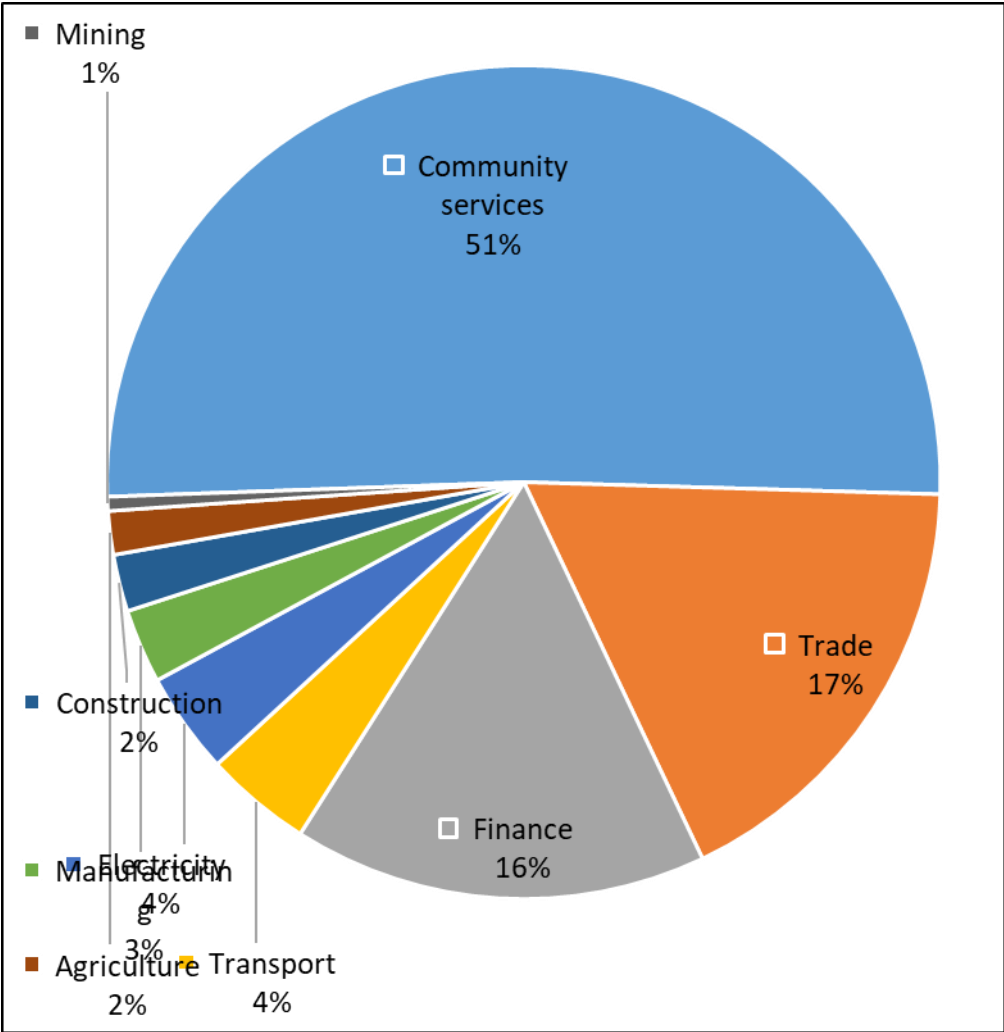
The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Nyandeni Local Municipality.

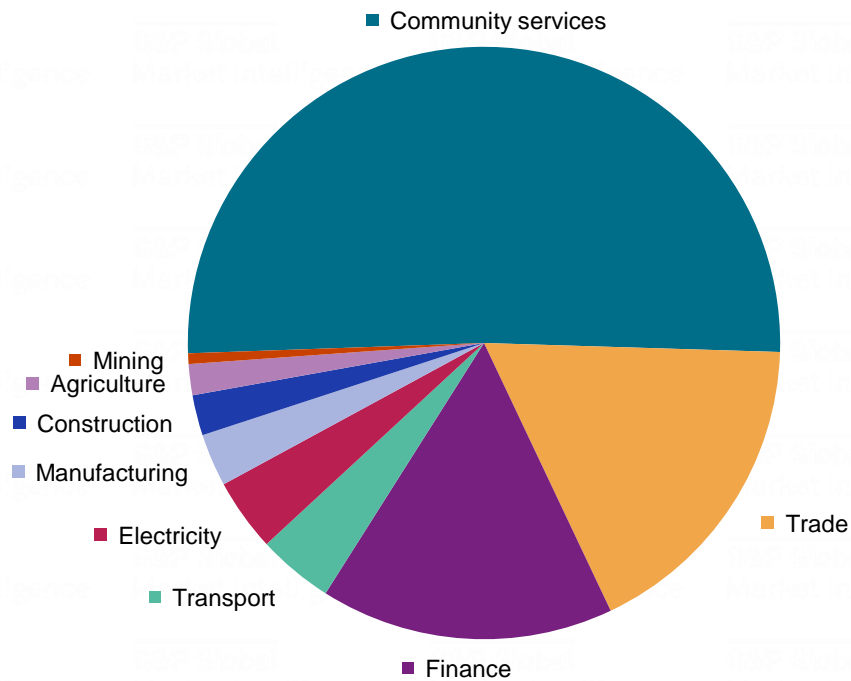
**TABLE 5. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [R BILLIONS, CURRENT PRICES]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
Agriculture	0.1	0.8	11.6	183.8	10.2%	0.72%	0.04%
Mining	0.0	0.2	1.3	444.2	17.6%	2.17%	0.01%
Manufacturing	0.1	2.6	71.4	910.5	5.5%	0.20%	0.02%
Electricity	0.2	3.4	11.0	219.4	5.6%	1.75%	0.09%
Construction	0.1	1.1	12.3	155.2	10.0%	0.87%	0.07%
Trade	0.9	10.8	79.3	877.7	7.9%	1.08%	0.10%
Transport	0.2	2.0	26.9	495.0	10.2%	0.75%	0.04%
Finance	0.8	10.6	87.6	1,471.8	7.4%	0.89%	0.05%
Community services	2.5	26.2	181.3	1,553.2	9.5%	1.38%	0.16%
<b>Total Industries</b>	<b>4.9</b>	<b>57.6</b>	<b>482.8</b>	<b>6,310.8</b>	<b>8.5%</b>	<b>1.01%</b>	<b>0.08%</b>

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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In 2023, the community services sector is the largest within Nyandeni Local Municipality accounting for R 2.49 billion or 51.0% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Nyandeni Local Municipality is the trade sector at 17.5%, followed by the finance sector with 16.0%. The sector that contributes the least to the economy of Nyandeni Local Municipality is the mining sector with a contribution of R 28.3 million or 0.58% of the total GVA.

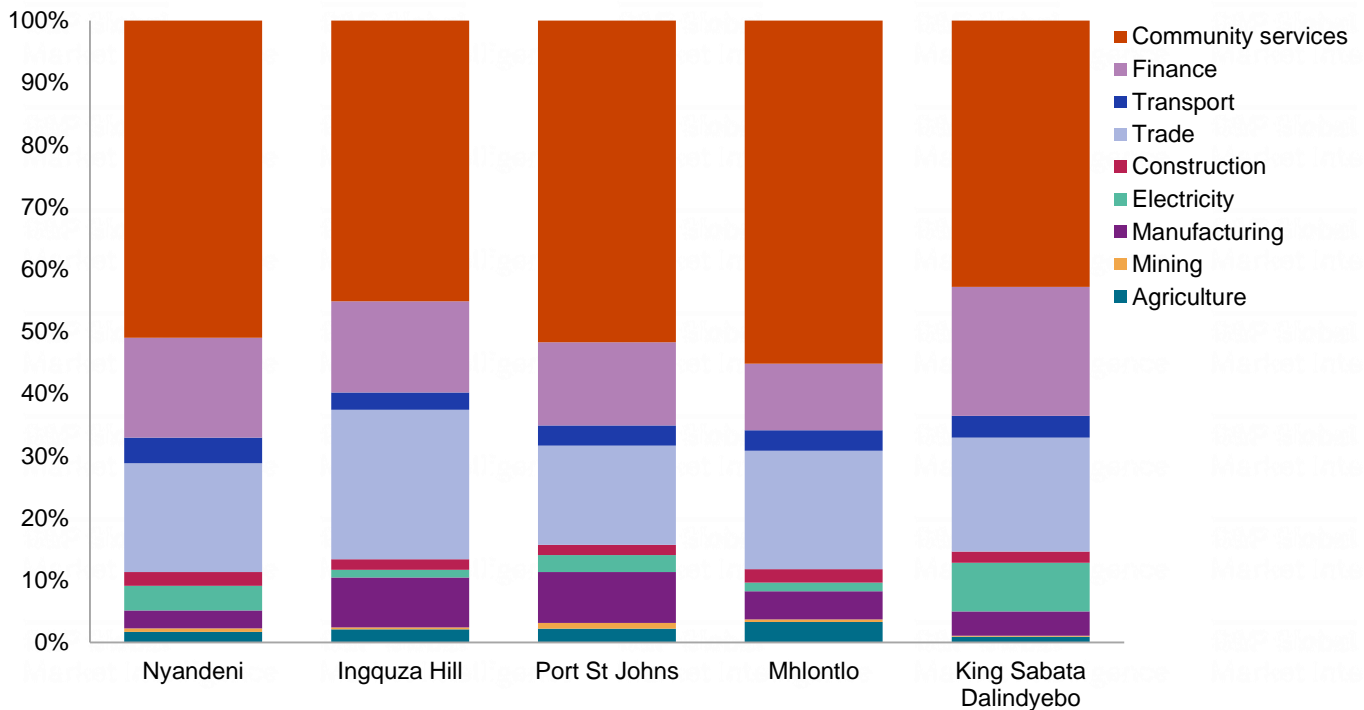




**CHART 3. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE COMPOSITION]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the O.R.Tambo District Municipality, it is clear that the King Sabata Dalindyebo contributes the most community services towards its own GVA, with 63.09%, relative to the other regions within O.R.Tambo District Municipality. The King Sabata Dalindyebo contributed R 38.6 billion or 67.05% to the GVA of O.R.Tambo District Municipality. The King Sabata Dalindyebo also contributes the most the overall GVA of O.R.Tambo District Municipality.



**CHART 4. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI, INGQUZA HILL, PORT ST JOHNS, MHLONTLO AND KING SABATA DALINDYEBO, 2023 [PERCENTAGE COMPOSITION]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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### 1.2.1 Historical economic growth

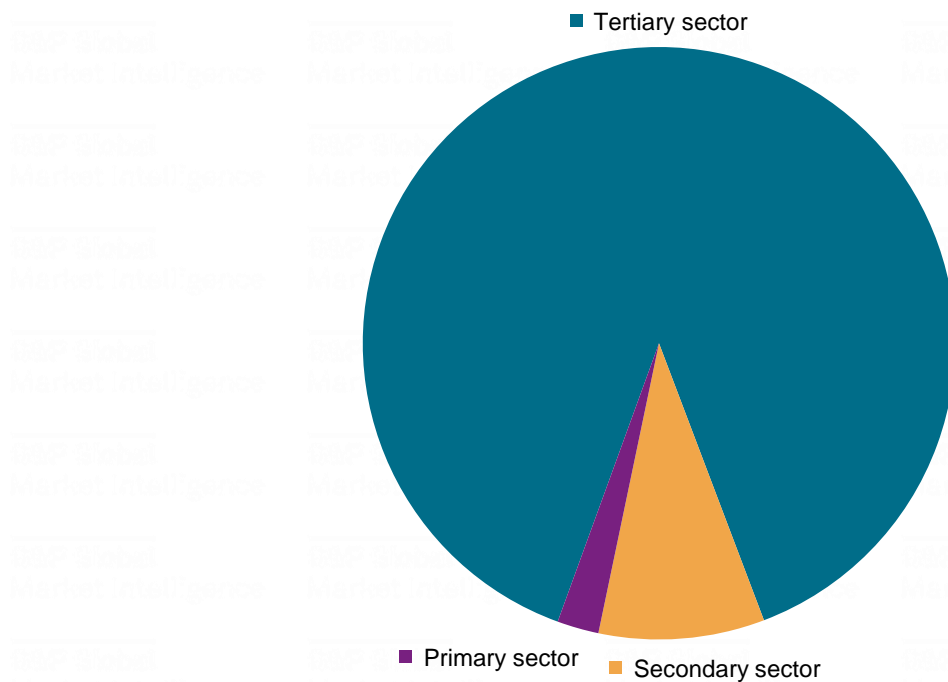
For the period 2023 and 2013, the GVA in the finance sector had the highest average annual growth rate in Nyandeni at 2.04%. The industry with the second highest average annual growth rate is the transport sector averaging at 1.79% per year. The electricity sector had an average annual growth rate of -2.75%, while the construction sector had the lowest average annual growth of -3.08%. Overall a positive growth existed for all the industries in 2023 with an annual growth rate of 2.03% since 2022.

**TABLE 6. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2013, 2018 AND 2023 [R MILLIONS, 2010 CONSTANT PRICES]**

	2013	2018	2023	Average Annual growth
Agriculture	40.0	39.4	44.2	<b>1.00%</b>
Mining	16.3	18.2	13.0	<b>-2.23%</b>
Manufacturing	85.6	86.2	83.7	<b>-0.23%</b>
Electricity	101.9	87.2	77.1	<b>-2.75%</b>
Construction	102.8	97.9	75.2	<b>-3.08%</b>
Trade	559.2	577.6	586.1	<b>0.47%</b>
Transport	135.0	148.3	161.2	<b>1.79%</b>
Finance	467.5	552.1	571.8	<b>2.04%</b>
Community services	1,581.8	1,649.4	1,810.3	<b>1.36%</b>
<b>Total Industries</b>	<b>3,089.9</b>	<b>3,256.3</b>	<b>3,422.5</b>	<b>1.03%</b>

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The tertiary sector contributes the most to the Gross Value Added within the Nyandeni Local Municipality at 88.7%. This is significantly higher than the national economy (69.7%). The secondary sector contributed a total of 9.1% (ranking second), while the primary sector contributed the least at 2.3%.



**CHART 5. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR -**

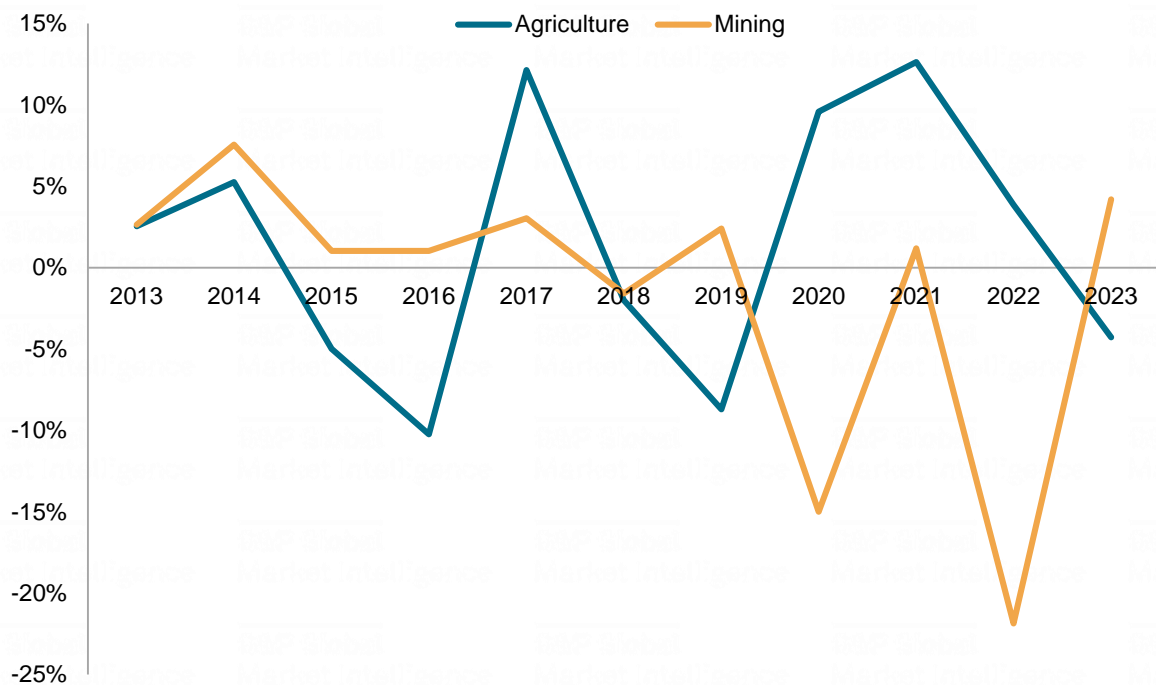
**NYANDENI LOCAL MUNICIPALITY, 2023  
[PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

**1.2.1.1 Primary sector**

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Nyandeni Local Municipality from 2013 to 2023.



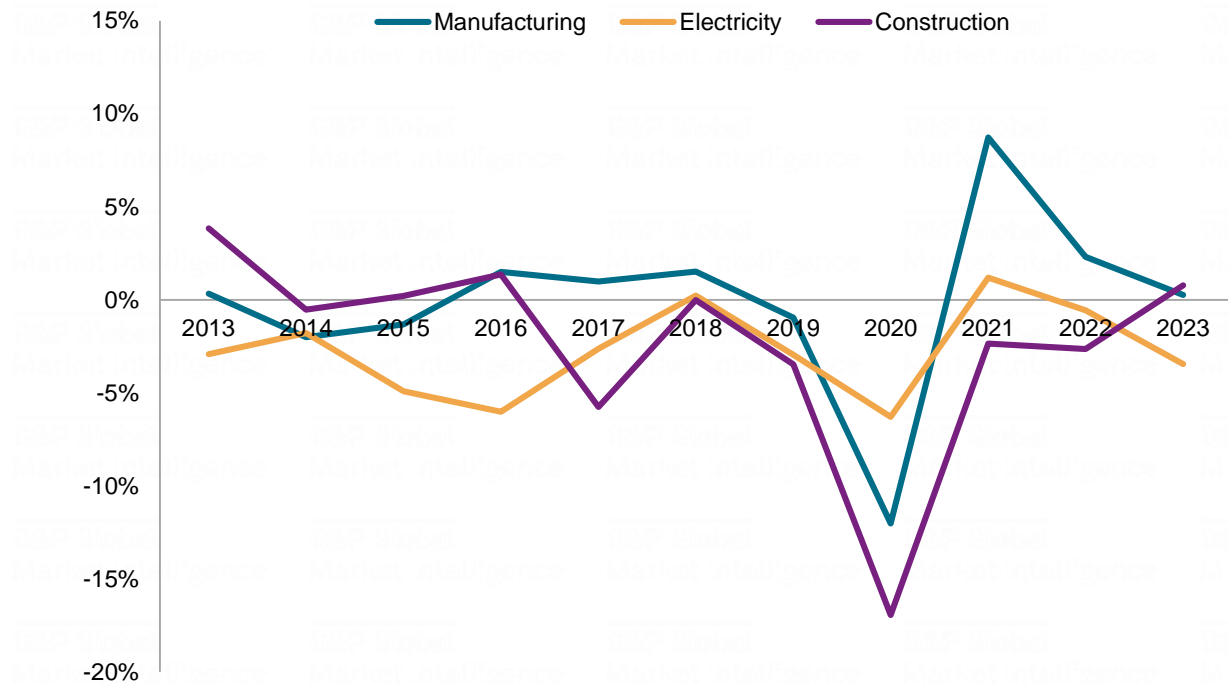
**CHART 6. GROSS VALUE ADDED (GVA) BY  
PRIMARY SECTOR - NYANDENI, 2013-  
2023 [ANNUAL PERCENTAGE CHANGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Between 2013 and 2023, the agriculture sector experienced the highest positive growth in 2021 with an average growth rate of 12.6%. The mining sector reached its highest point of growth of 7.6% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -10.2%, while the mining sector reaching its lowest point of growth in 2022 at -21.9%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

### 1.2.1.2 SECONDARY SECTOR

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Nyandeni Local Municipality from 2013 to 2023.



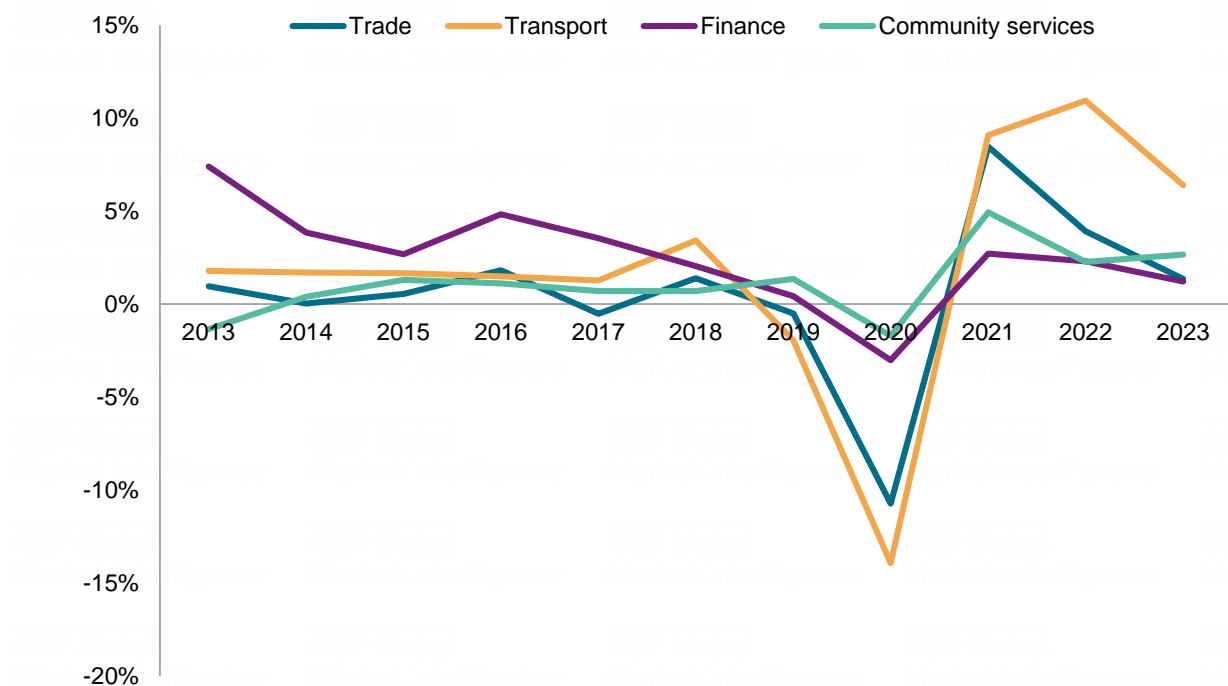
**CHART 7. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - NYANDENI, 2013-2023 [ANNUAL PERCENTAGE CHANGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Between 2013 and 2023, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 8.7%. The construction sector reached its highest growth in 2013 at 3.8%. The manufacturing sector experienced its lowest growth in 2020 of -12.0%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -16.9% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2021 at 1.2%, while it recorded the lowest growth of -6.3% in 2020.

### 1.2.1.3 Tertiary sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Nyandeni Local Municipality from 2013 to 2023.



**CHART 8. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - NYANDENI, 2013-2023 [ANNUAL PERCENTAGE CHANGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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The trade sector experienced the highest positive growth in 2021 with a growth rate of 8.5%. The transport sector reached its highest point of growth in 2022 at 10.9%. The finance sector experienced the highest growth rate in 2013 when it grew by 7.4% and recorded the lowest growth rate in 2020 at -3.0%. The Trade sector also had the lowest growth rate in 2020 at -10.7%. The community services sector, which largely consists of government, experienced its highest positive growth in 2021 with 4.9% and the lowest growth rate in 2020 with -1.7%.

### 1.2.2 SECTOR GROWTH FORECAST

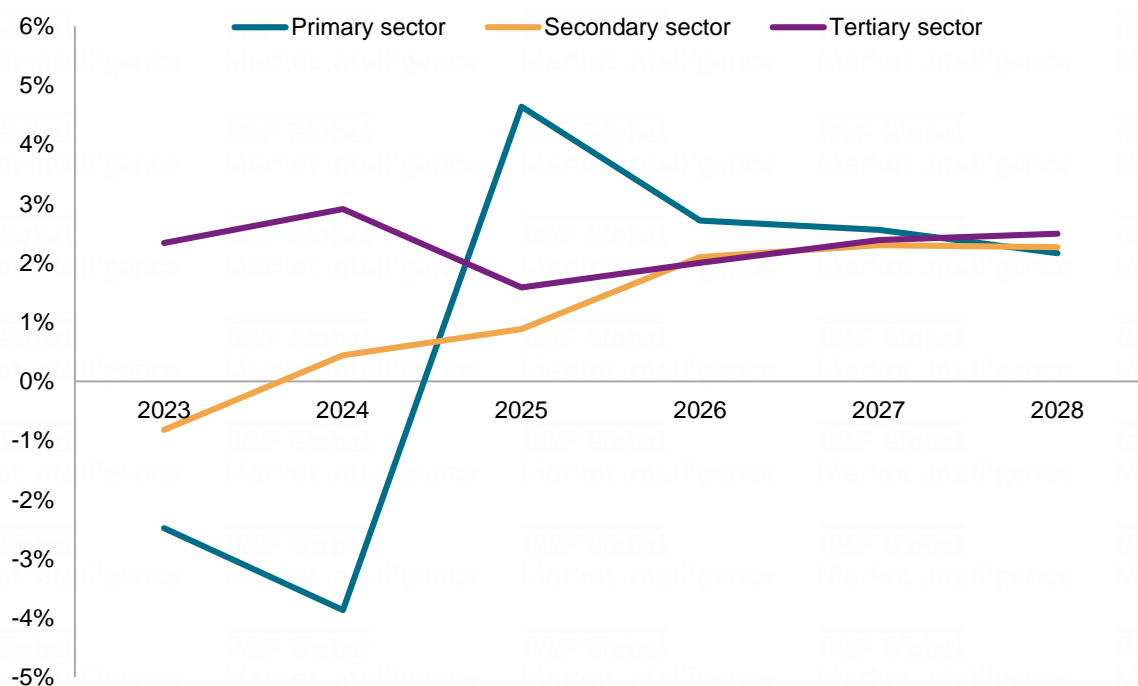
The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

**TABLE 7. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023-2028 [R MILLIONS, CONSTANT 2010 PRICES]**

	2023	2024	2025	2026	2027	2028	Average Annual growth
Agriculture	44.2	41.9	44.5	45.9	47.2	48.2	<b>1.79%</b>
Mining	13.0	13.1	13.0	13.2	13.4	13.7	<b>0.94%</b>
Manufacturing	83.7	87.4	89.2	91.0	92.8	94.9	<b>2.53%</b>
Electricity	77.1	77.3	75.1	76.2	77.7	79.1	<b>0.52%</b>
Construction	75.2	72.3	74.8	77.0	79.2	81.4	<b>1.61%</b>
Trade	586.1	587.8	606.9	619.6	633.8	653.3	<b>2.19%</b>
Transport	161.2	169.5	174.1	179.5	185.0	190.3	<b>3.38%</b>
Finance	571.8	588.1	597.4	611.8	628.7	645.8	<b>2.46%</b>
Community services	1,810.3	1,875.0	1,893.2	1,926.1	1,969.3	2,012.5	<b>2.14%</b>
<b>Total Industries</b>	<b>3,422.5</b>	<b>3,512.4</b>	<b>3,568.2</b>	<b>3,640.3</b>	<b>3,727.1</b>	<b>3,819.2</b>	<b>2.22%</b>

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The transport sector is expected to grow fastest at an average of 3.38% annually from R 161 million in Nyandeni Local Municipality to R 190 million in 2028. The community services sector is estimated to be the largest sector within the Nyandeni Local Municipality in 2028, with a total share of 52.7% of the total GVA (as measured in current prices), growing at an average annual rate of 2.1%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of 0.52%.



**CHART 9. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023-2028 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]**

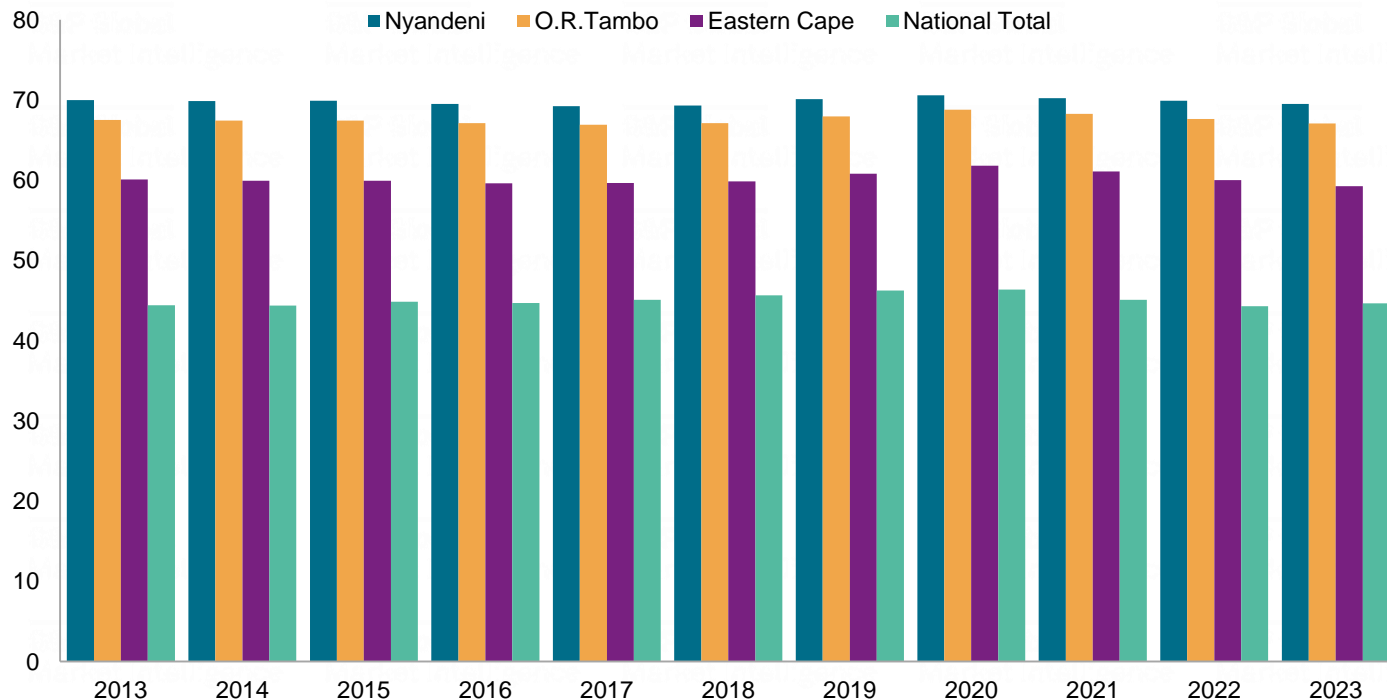
Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The Primary sector is expected to grow at an average annual rate of 1.60% between 2023 and 2028, with the Secondary sector growing at 1.60% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.27% for the same period.

*Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.*

### 1.3 Tress index

**Definition:** The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.



**CHART 10. TRESS INDEX - NYANDENI,  
O.R.TAMBO, EASTERN CAPE AND  
NATIONAL TOTAL, 2013-2023 [NUMBER]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023, Nyandeni's Tress Index was estimated at 69.5 which are higher than the 67.1 of the district municipality and higher than the 67.1 of the province. This implies that - on average - Nyandeni Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

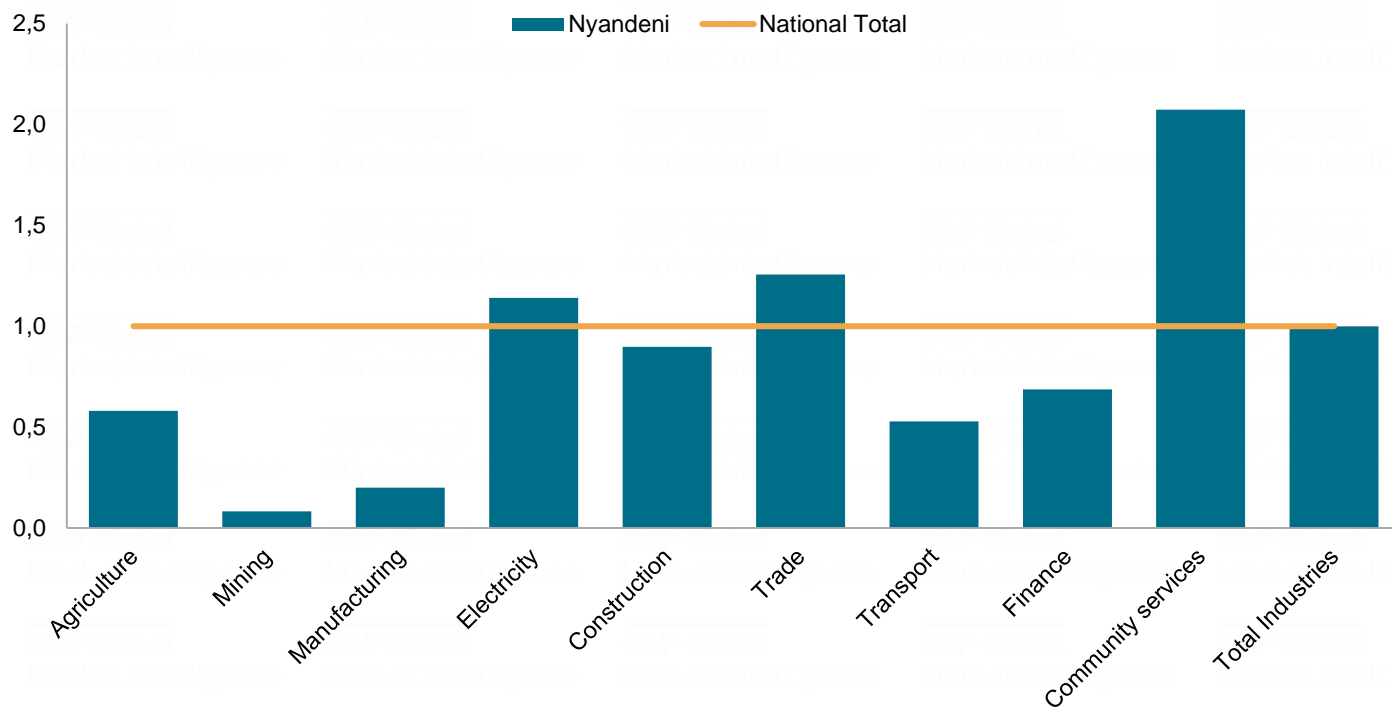
The Nyandeni Local Municipality has a concentrated community services sector.

*The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).*

#### 1.4 LOCATION QUOTIENT

**Definition:** A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.



**CHART 11. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - NYANDENI LOCAL MUNICIPALITY AND SOUTH AFRICA, 2023 [NUMBER]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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For 2023 Nyandeni Local Municipality has a very large comparative advantage in the community services sector. The trade sector has a comparative advantage. The electricity also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Nyandeni Local Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately the Nyandeni Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0823.

## 2. LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

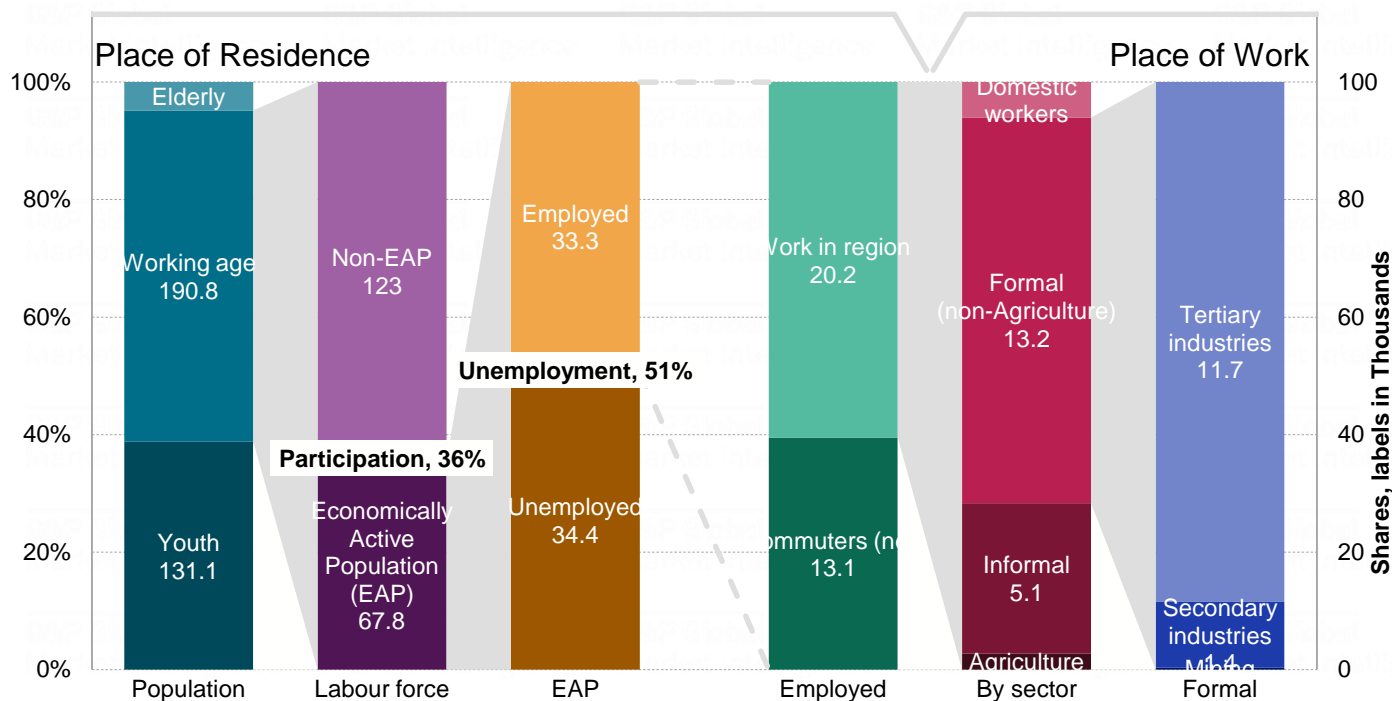
**TABLE 8.** WORKING AGE POPULATION IN NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013 AND 2023 [NUMBER]

	Nyandeni		O.R.Tambo		Eastern Cape		National Total	
	2013	2023	2013	2023	2013	2023	2013	2023
15-19	31,300	44,000	144,000	202,000	553,000	698,000	4,800,000	5,620,000
20-24	31,200	24,900	150,000	122,000	674,000	516,000	5,540,000	4,750,000
25-29	27,400	21,100	134,000	107,000	676,000	488,000	5,490,000	4,990,000
30-34	18,200	28,100	89,300	135,000	481,000	609,000	4,480,000	5,730,000
35-39	11,800	26,600	57,900	127,000	340,000	622,000	3,660,000	5,500,000
40-44	8,990	15,700	44,800	76,500	286,000	445,000	3,120,000	4,340,000
45-49	8,510	9,840	41,200	47,200	274,000	314,000	2,710,000	3,450,000
50-54	8,360	7,680	40,800	35,800	268,000	263,000	2,320,000	2,880,000
55-59	6,940	7,010	35,100	33,600	237,000	249,000	1,910,000	2,450,000
60-64	6,130	5,890	30,600	33,100	195,000	236,000	1,510,000	2,040,000
<b>Tota</b>	<b>159,000</b>	<b>191,000</b>	<b>767,000</b>	<b>920,000</b>	<b>3,980,000</b>	<b>4,440,000</b>	<b>35,500,000</b>	<b>41,800,000</b>
<b>l</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>00</b>	<b>00</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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The working age population in Nyandeni in 2023 was 191 000, increasing at an average annual rate of 1.86% since 2013. For the same period the working age population for O.R.Tambo District Municipality increased at 1.83% annually, while that of Eastern Cape Province increased at 1.09% annually. South Africa's working age population has increased annually by 1.62% from 35.5 million in 2013 to 41.8 million in 2023.

The graph below combines all the facets of the labour force in the Nyandeni Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.



**CHART 12. LABOUR GLIMPSE - NYANDENI LOCAL MUNICIPALITY, 2023**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Reading the chart from the left-most bar, breaking down the total population of the Nyandeni Local Municipality (338 000) into working age and non-working age, the number of people that are of working age is about 191 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 35.5% are participating in the labour force, meaning 67 800 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 123 000 people. Out of the economically active population, there are 34 400 that are unemployed, or when expressed as a percentage, an unemployment rate of 50.8%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Nyandeni, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 11 700 jobs. When including the informal, agricultural and domestic workers, we have a total number of 20 200 jobs in the area. Formal jobs make up 65.6% of all jobs in the Nyandeni Local Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that work outside of the local municipality.

*In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense*

*concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.*

## **2.1 Economically active population (EAP)**

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

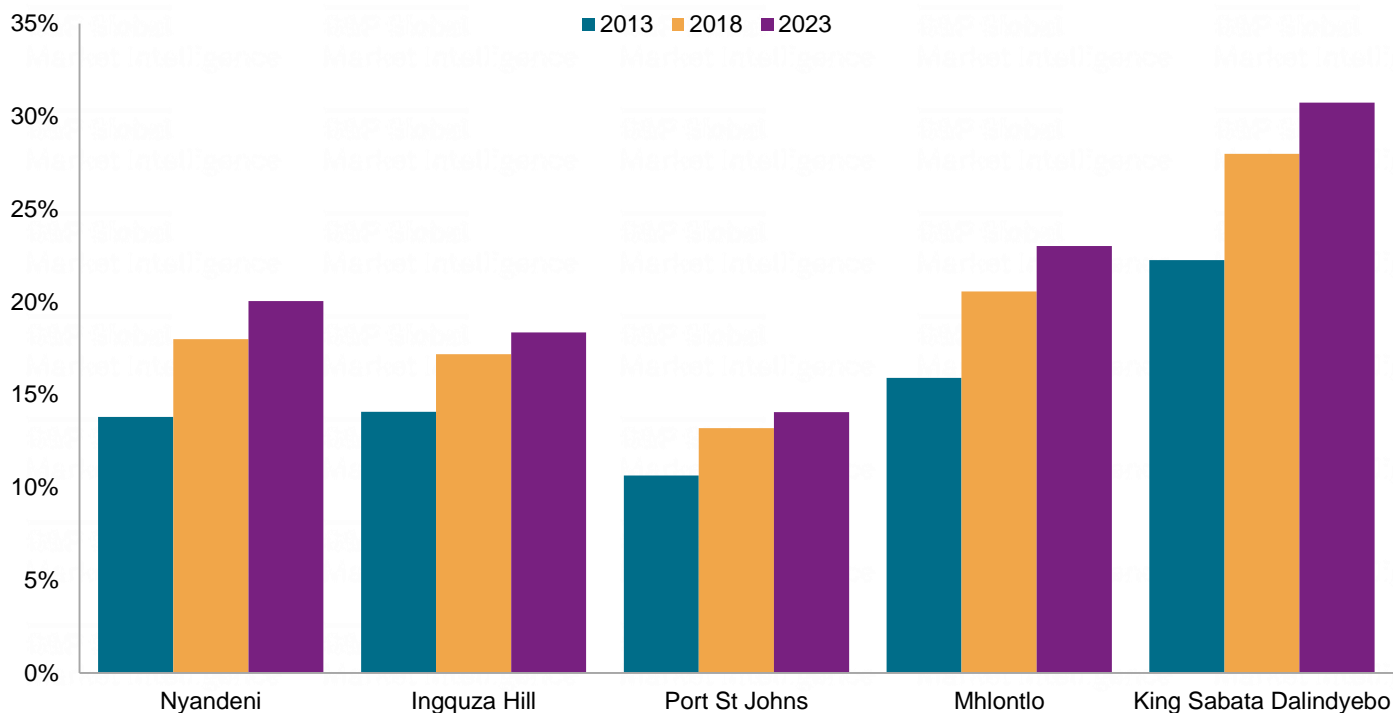
**Definition:** The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

**TABLE 9. ECONOMICALLY ACTIVE POPULATION (EAP) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER, PERCENTAGE ]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2013	40,000	227,000	1,740,000	19,600,000	17.7%	2.3%	0.20%
2014	43,600	244,000	1,820,000	20,500,000	17.8%	2.4%	0.21%
2015	46,400	259,000	1,890,000	21,200,000	17.9%	2.5%	0.22%
2016	49,700	276,000	1,970,000	21,900,000	18.0%	2.5%	0.23%
2017	53,800	296,000	2,050,000	22,500,000	18.2%	2.6%	0.24%
2018	56,300	308,000	2,100,000	22,800,000	18.3%	2.7%	0.25%
2019	60,500	329,000	2,180,000	23,200,000	18.4%	2.8%	0.26%
2020	60,400	328,000	2,170,000	22,700,000	18.4%	2.8%	0.27%
2021	63,600	343,000	2,230,000	22,800,000	18.5%	2.9%	0.28%
2022	66,300	356,000	2,290,000	23,700,000	18.6%	2.9%	0.28%
2023	67,800	364,000	2,320,000	24,800,000	18.6%	2.9%	0.27%
<b>Average Annual growth</b>							
2013-2023	<b>5.41%</b>	<b>4.86%</b>	<b>2.95%</b>	<b>2.39%</b>			

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Nyandeni Local Municipality's EAP was 67 800 in 2023, which is 20.04% of its total population of 338 000, and roughly 18.62% of the total EAP of the O.R.Tambo District Municipality. From 2013 to 2023, the average annual increase in the EAP in the Nyandeni Local Municipality was 5.41%, which is 0.546 percentage points higher than the growth in the EAP of O.R.Tambo's for the same period.



**CHART 13. EAP AS % OF TOTAL POPULATION  
- NYANDENI AND THE REST OF  
O.R.TAMBO, 2013, 2018, 2023  
[PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2013, 13.8% of the total population in Nyandeni Local Municipality were classified as economically active which increased to 20.0% in 2023. Compared to the other regions in O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Port St Johns Local Municipality had the lowest EAP with 14.1% people classified as economically active population in 2023.

### 2.1.1 LABOUR FORCE PARTICIPATION RATE

**Definition:** The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

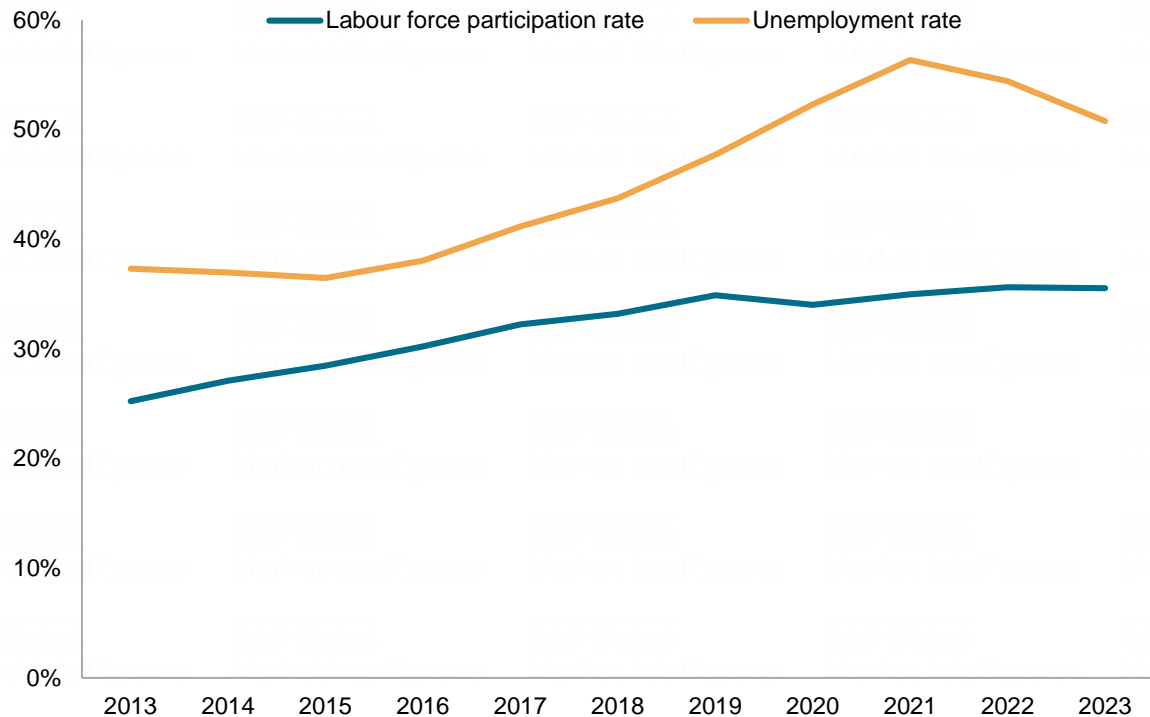
The following is the labour participation rate of the Nyandeni, O.R.Tambo, Eastern Cape and National Total as a whole.

**TABLE 10. THE LABOUR FORCE PARTICIPATION RATE - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [PERCENTAGE]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	25.2%	29.5%	43.6%	55.2%
2014	27.1%	31.4%	45.4%	56.6%
2015	28.5%	32.8%	46.7%	57.7%
2016	30.2%	34.7%	48.2%	58.8%
2017	32.2%	36.7%	49.9%	59.5%
2018	33.2%	37.5%	50.5%	59.4%
2019	34.9%	39.2%	51.8%	59.4%
2020	34.0%	38.2%	51.0%	57.0%
2021	35.0%	39.1%	51.7%	56.5%
2022	35.6%	39.7%	52.3%	57.8%
2023	35.5%	39.6%	52.3%	59.5%

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The Nyandeni Local Municipality's labour force participation rate increased from 25.22% to 35.53% which is an increase of 10 percentage points. The O.R.Tambo District Municipality increased from 29.53% to 39.60%, Eastern Cape Province increased from 43.59% to 52.29% and South Africa increased from 55.20% to 59.52% from 2013 to 2023. The Nyandeni Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2013 to 2023. The Nyandeni Local Municipality had a lower labour force participation rate when compared to South Africa in 2023.

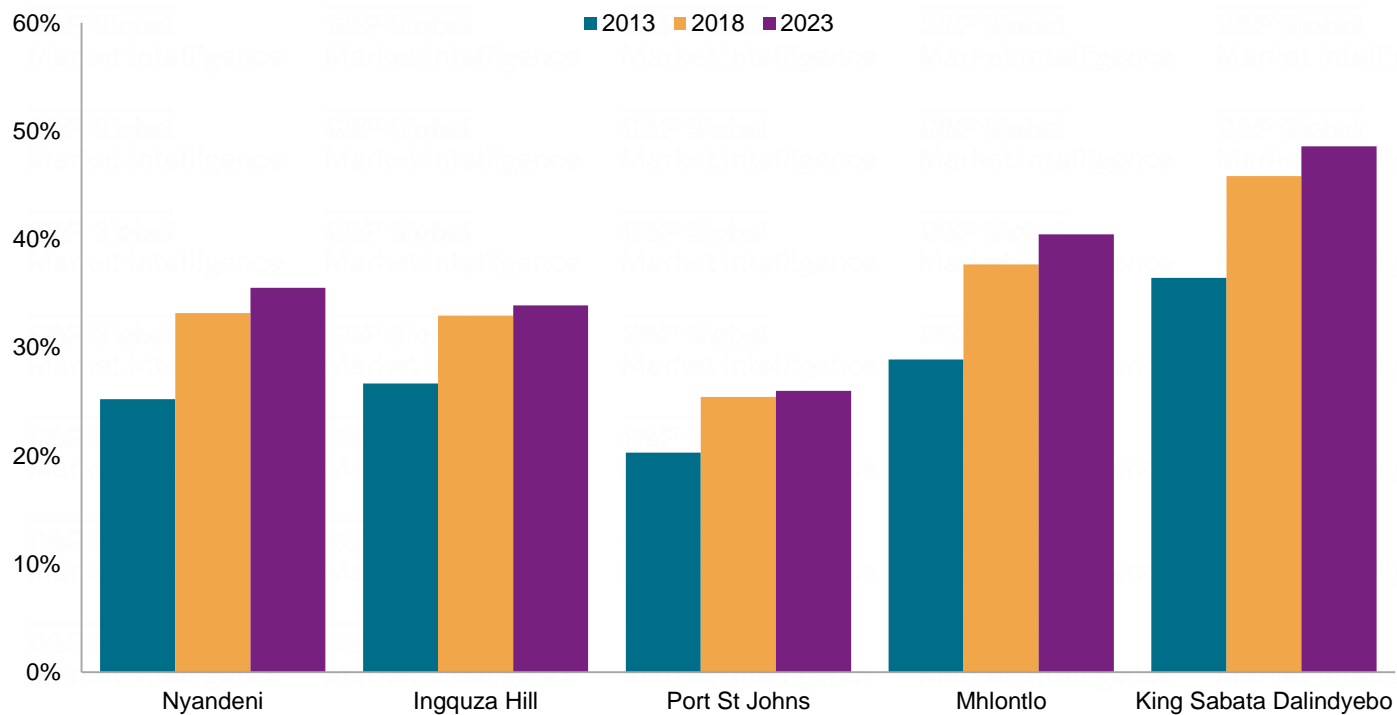


**CHART 14. THE LABOUR FORCE PARTICIPATION AND UNEMPLOYMENT**

**RATES - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023 the labour force participation rate for Nyandeni was at 35.5% which is significantly higher when compared to the 25.2% in 2013. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2013, the unemployment rate for Nyandeni was 37.3% and increased overtime to 50.8% in 2023. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Nyandeni Local Municipality.



**CHART 15. THE LABOUR FORCE PARTICIPATION RATE - NYANDENI AND THE REST OF O.R.TAMBO, 2018 AND 2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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King Sabata Dalindyebo Local Municipality had the highest labour force participation rate with 48.6% in 2023 increasing from 36.4% in 2013. Port St Johns Local Municipality had the lowest labour force participation rate of 26.0% in 2023, this increased from 20.3% in 2013.

## 2.2 Total employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

**Definition:** Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

**TABLE 11.** TOTAL EMPLOYMENT - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBERS]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	15,600	143,000	1,210,000	14,700,000
2014	17,000	156,000	1,270,000	15,300,000
2015	18,200	166,000	1,330,000	15,800,000
2016	19,000	173,000	1,350,000	16,100,000
2017	19,400	177,000	1,360,000	16,400,000
2018	19,400	177,000	1,350,000	16,600,000
2019	19,400	177,000	1,340,000	16,600,000
2020	17,700	163,000	1,260,000	15,800,000
2021	17,000	157,000	1,220,000	15,100,000
2022	18,400	170,000	1,280,000	15,700,000
2023	20,200	186,000	1,360,000	16,700,000
<b>Average Annual growth</b>				
2013-2023	<b>2.60%</b>	<b>2.62%</b>	<b>1.15%</b>	<b>1.31%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023, Nyandeni employed 20 200 people which is 10.87% of the total employment in O.R.Tambo District Municipality (186 000), 1.49% of total employment in Eastern Cape Province (1.36 million), and 0.12% of the total employment of 16.7 million in South Africa. Employment within Nyandeni increased annually at an average rate of 2.60% from 2013 to 2023.

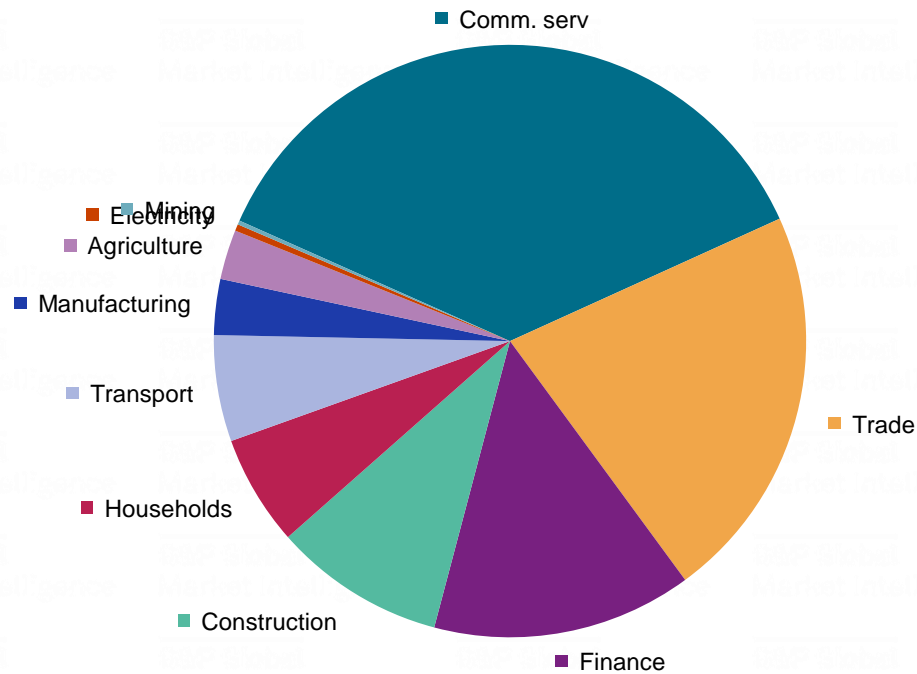
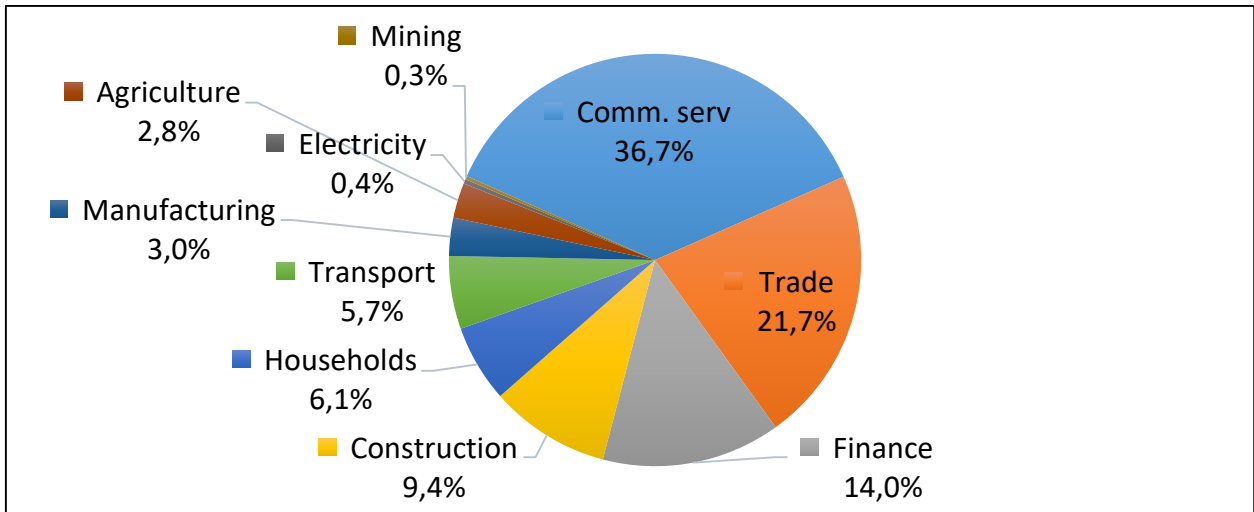
**TABLE 12. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - NYANDENI AND THE REST OF O.R.TAMBO, 2023 [NUMBERS]**

	Nyandeni	Ingquza Hill	Port St Johns	Mhlontlo	King Sabata Dalindyebo	Total O.R.Tambo
Agriculture	548	1,230	756	1,750	3,120	7,401
Mining	44	52	34	20	76	225
Manufacturing	615	825	559	1,060	3,240	6,300
Electricity	74	59	31	66	200	431
Construction	1,890	2,620	1,620	2,260	8,740	17,132
Trade	4,380	4,950	3,200	4,300	25,700	42,564
Transport	1,170	883	624	1,320	5,530	9,520
Finance	2,870	2,400	1,440	2,320	14,400	23,405
Community services	7,380	8,720	5,700	7,870	37,800	67,456
Households	1,220	1,420	817	1,320	6,580	11,352
<b>Total</b>	<b>20,200</b>	<b>23,200</b>	<b>14,800</b>	<b>22,300</b>	<b>105,000</b>	<b>185,787</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Nyandeni Local Municipality employs a total number of 20 200 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within O.R.Tambo District Municipality is King Sabata Dalindyebo local municipality with a total number of 105 000. The local municipality that employs the lowest number of people relative to the other regions within O.R.Tambo District Municipality is Port St Johns local municipality with a total number of 14 800 employed people.

In Nyandeni Local Municipality the economic sectors that recorded the largest number of employment in 2023 were the community services sector with a total of 7 380 employed people or 36.6% of total employment in the local municipality. The trade sector with a total of 4 380 (21.7%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 44 (0.2%) is the sector that employs the least number of people in Nyandeni Local Municipality, followed by the electricity sector with 73.9 (0.4%) people employed.



**CHART 16. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]**

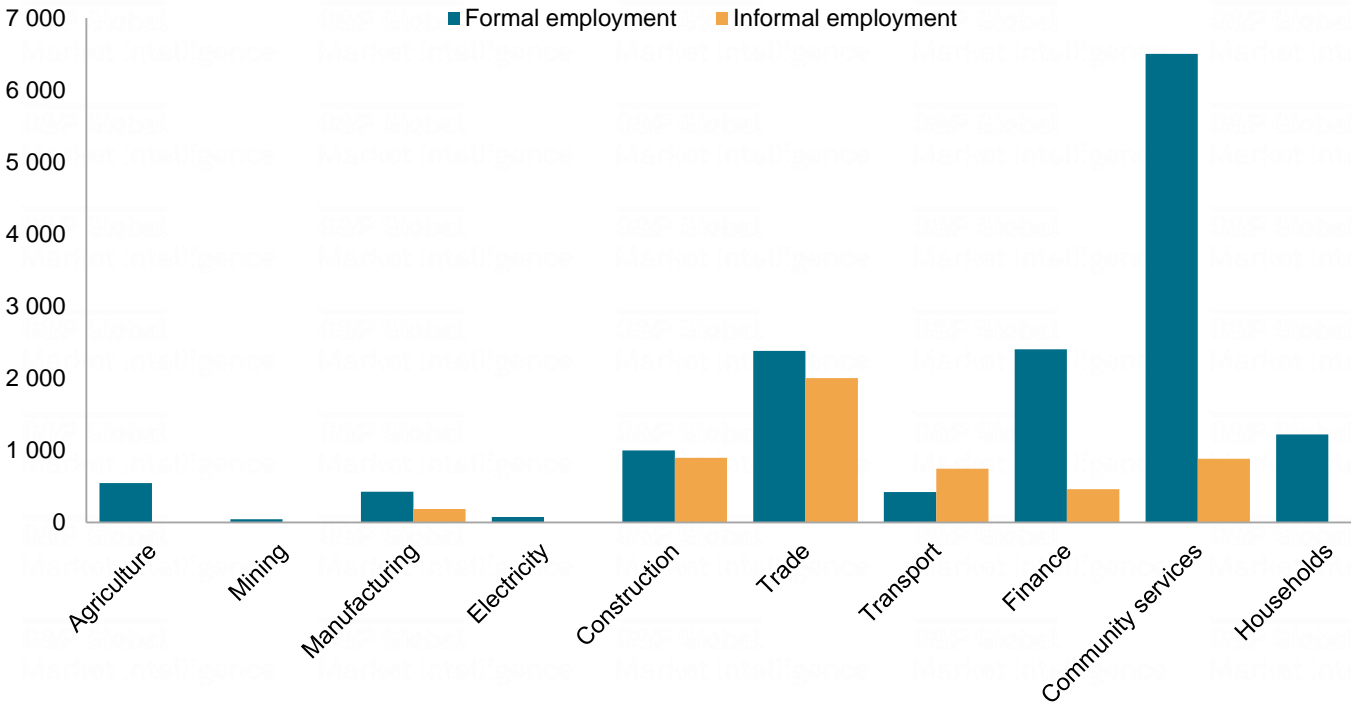
Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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### 2.3 Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Nyandeni Local Municipality counted 15 000 in 2023, which is about 74.36% of total employment, while the number of people employed in the informal sector counted 5 180 or 25.64% of the total employment. Informal employment in Nyandeni increased from 3 830 in 2013 to an estimated 5 180 in 2023.



**CHART 17. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [NUMBERS]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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*Some of the economic sectors have little or no informal employment:*

*Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.*

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 2 000 employees or 38.66% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 188 and only contributes 3.64% to total informal employment.

**TABLE 13. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - NYANDENI LOCAL MUNICIPALITY, 2023 [NUMBERS]**

	Formal employment	Informal employment
Agriculture	548	N/A
Mining	44	N/A
Manufacturing	426	188
Electricity	74	N/A
Construction	998	896
Trade	2,380	2,000
Transport	424	747
Finance	2,400	463
Community services	6,500	884
Households	1,220	N/A

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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*The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.*

## 2.4 UNEMPLOYMENT

**Definition:** The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment;
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

**TABLE 14. UNEMPLOYMENT (OFFICIAL DEFINITION) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER PERCENTAGE]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
2013	14,900	80,300	514,000	4,940,000	18.6%	2.9%	0.30%
2014	16,100	85,800	537,000	5,150,000	18.8%	3.0%	0.31%
2015	16,900	89,400	553,000	5,410,000	18.9%	3.1%	0.31%
2016	18,900	100,000	601,000	5,800,000	18.9%	3.1%	0.33%
2017	22,100	116,000	676,000	6,130,000	19.1%	3.3%	0.36%
2018	24,600	128,000	735,000	6,240,000	19.2%	3.4%	0.39%
2019	28,900	149,000	829,000	6,600,000	19.4%	3.5%	0.44%
2020	31,600	163,000	901,000	6,880,000	19.4%	3.5%	0.46%
2021	35,800	183,000	999,000	7,660,000	19.5%	3.6%	0.47%
2022	36,100	184,000	996,000	8,000,000	19.7%	3.6%	0.45%
2023	34,400	174,000	953,000	8,120,000	19.7%	3.6%	0.42%
<b>Average Annual growth</b>							
2013-2023	<b>8.71%</b>	<b>8.06%</b>	<b>6.36%</b>	<b>5.11%</b>			

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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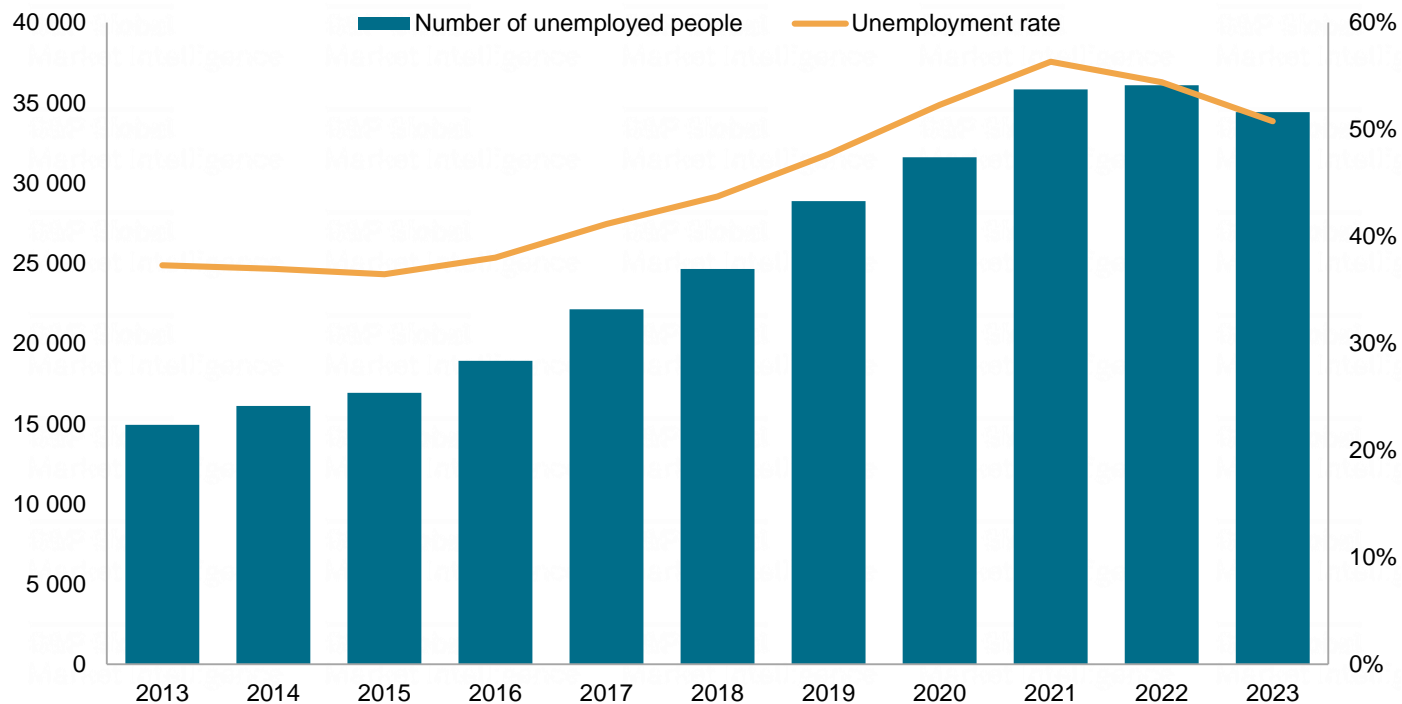
In 2023, there were a total number of 34 400 people unemployed in Nyandeni, which is an increase of 19 500 from 14 900 in 2013. The total number of unemployed people within Nyandeni constitutes 19.74% of the total number of unemployed people in O.R.Tambo District Municipality. The Nyandeni Local Municipality experienced an average annual increase of 8.71% in the number of unemployed people, which is worse than that of the O.R.Tambo District Municipality which had an average annual increase in unemployment of 8.06%.

**TABLE 15. UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [PERCENTAGE]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	37.3%	35.4%	29.6%	25.2%
2014	37.0%	35.1%	29.5%	25.2%
2015	36.5%	34.6%	29.3%	25.5%
2016	38.0%	36.2%	30.6%	26.4%
2017	41.2%	39.2%	33.0%	27.2%
2018	43.7%	41.6%	35.0%	27.4%
2019	47.7%	45.3%	38.1%	28.4%
2020	52.3%	49.6%	41.5%	30.3%
2021	56.3%	53.4%	44.8%	33.6%
2022	54.4%	51.5%	43.5%	33.7%
2023	50.8%	47.9%	41.0%	32.7%

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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In 2023, the unemployment rate in Nyandeni Local Municipality (based on the official definition of unemployment) was 50.75%, which is an increase of 13.5 percentage points. The unemployment rate in Nyandeni Local Municipality is higher than that of O.R.Tambo. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Nyandeni Local Municipality was higher than that of Eastern Cape which was 41.04%. The unemployment rate for South Africa was 32.70% in 2023, which is a increase of -7.54 percentage points from 25.15% in 2013.

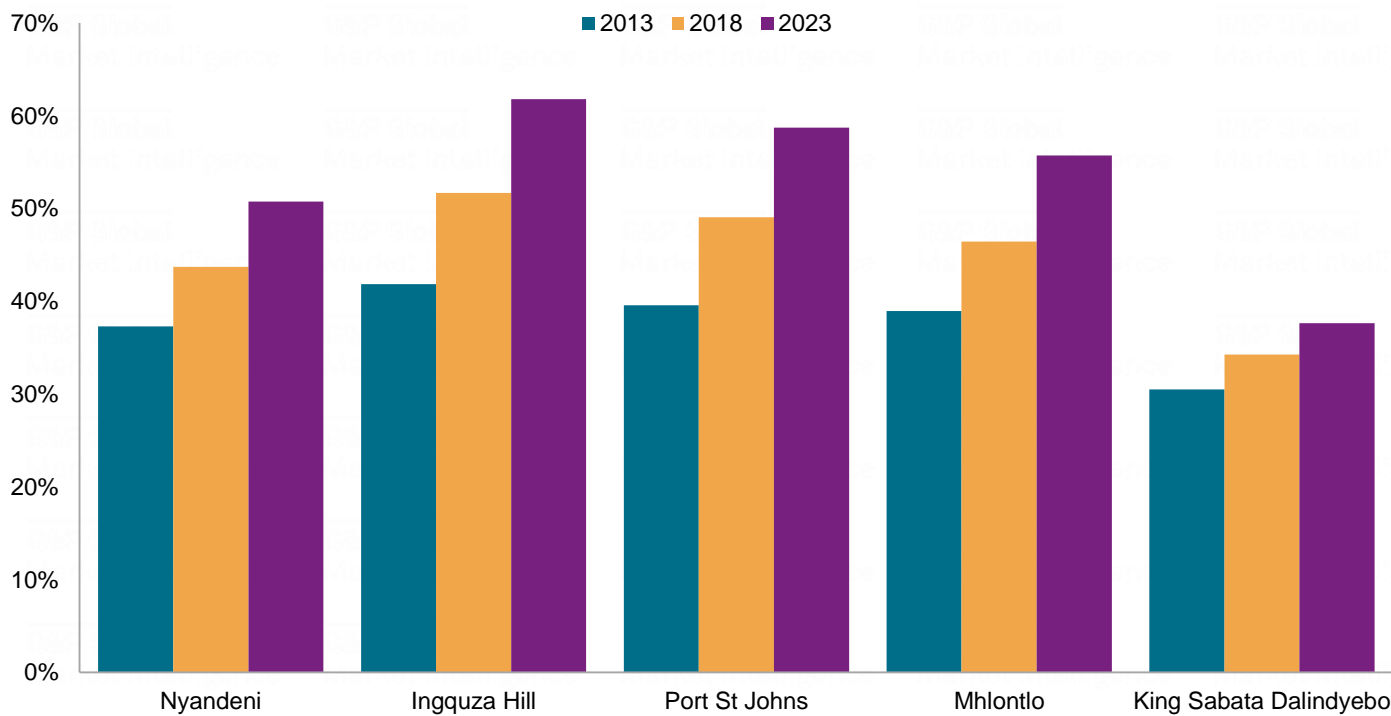


**CHART 18. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL)**

**DEFINITION) - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER PERCENTAGE]**

Source: South Africa Regional eXplorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global.

When comparing unemployment rates among regions within O.R.Tambo District Municipality, Ingquza Hill Local Municipality has indicated the highest unemployment rate of 61.8%, which has increased from 41.8% in 2013. It can be seen that the King Sabata Dalindyebo Local Municipality had the lowest unemployment rate of 37.7% in 2023, this increased from 30.5% in 2013.



**CHART 19. UNEMPLOYMENT RATE - NYANDENI AND THE REST OF O.R.TAMBO, 2013, 2018 AND 2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global.

### 3. *Income and expenditure*

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

#### 3.1 *Number of households by income category*

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

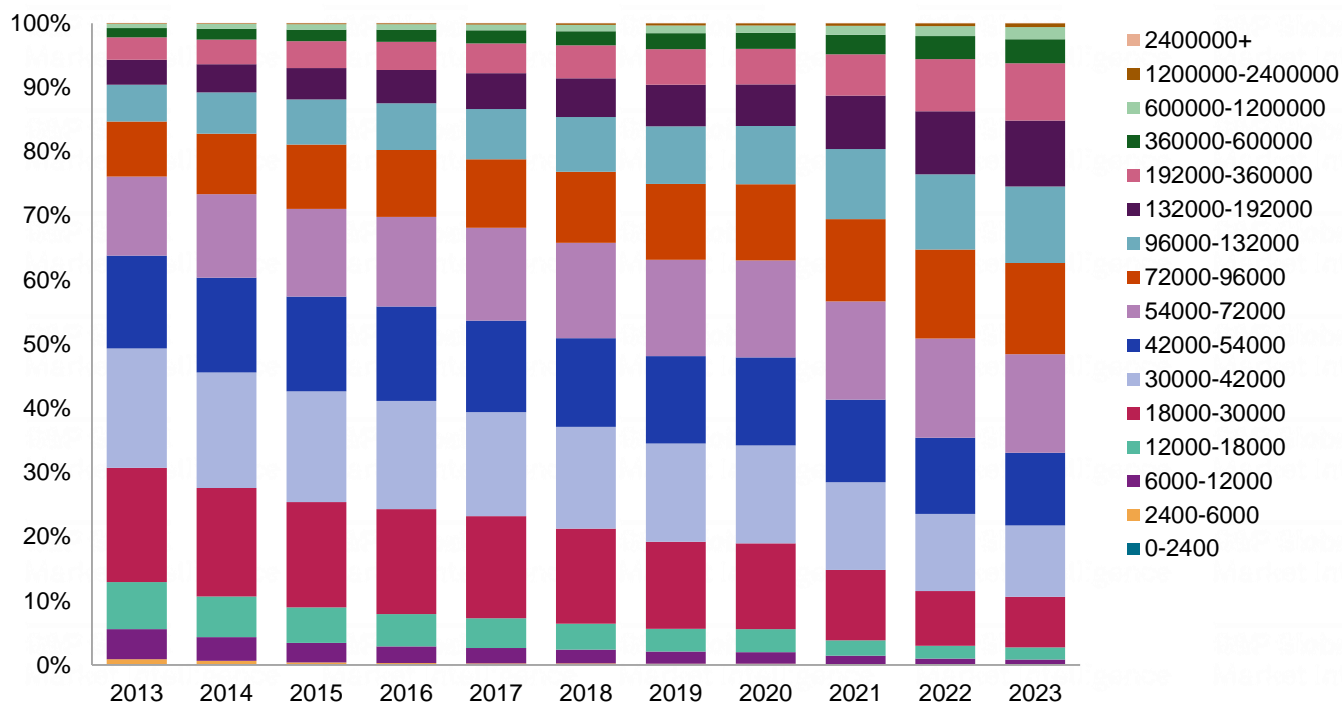
Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

**TABLE 16. HOUSEHOLDS BY INCOME CATEGORY - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023 [NUMBER PERCENTAGE]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total	Nyandeni as % of district municipality	Nyandeni as % of province	Nyandeni as % of national
0-2400	5	27	114	1,200	18.4%	4.4%	0.42%
2400-6000	66	357	1,560	14,500	18.6%	4.2%	0.46%
6000-12000	534	2,790	12,000	104,000	19.2%	4.4%	0.51%
12000-18000	1,340	6,920	29,500	249,000	19.4%	4.5%	0.54%
18000-30000	5,580	27,300	116,000	911,000	20.4%	4.8%	0.61%
30000-42000	7,900	38,300	167,000	1,280,000	20.7%	4.7%	0.62%
42000-54000	8,040	38,300	168,000	1,280,000	21.0%	4.8%	0.63%
54000-72000	10,900	52,300	243,000	1,850,000	20.8%	4.5%	0.59%
72000-96000	10,100	48,600	241,000	1,960,000	20.7%	4.2%	0.51%
96000-132000	8,470	41,400	218,000	1,920,000	20.5%	3.9%	0.44%
132000-192000	7,280	37,000	208,000	1,990,000	19.7%	3.5%	0.37%
192000-360000	6,340	35,300	230,000	2,470,000	17.9%	2.8%	0.26%
360000-600000	2,670	16,700	131,000	1,590,000	16.0%	2.0%	0.17%
600000-1200000	1,360	9,430	101,000	1,380,000	14.5%	1.4%	0.10%
1200000-2400000	395	2,960	43,600	646,000	13.3%	0.9%	0.06%
2400000+	31	238	8,180	134,000	13.2%	0.4%	0.02%
<b>Total</b>	<b>71,000</b>	<b>358,000</b>	<b>1,920,000</b>	<b>17,800,000</b>	<b>19.8%</b>	<b>3.7%</b>	<b>0.40%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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It was estimated that in 2023 10.60% of all the households in the Nyandeni Local Municipality, were living on R30,000 or less per annum. In comparison with 2013's 30.72%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 10 900, followed by the 72000-96000 income category with 10 100 households. Only 5 households fall within the 0-2400 income category.



**CHART 20. HOUSEHOLDS BY INCOME BRACKET - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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For the period 2013 to 2023 the number of households earning more than R30,000 per annum has increased from 69.28% to 89.40%.

### 3.2 Annual total personal income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

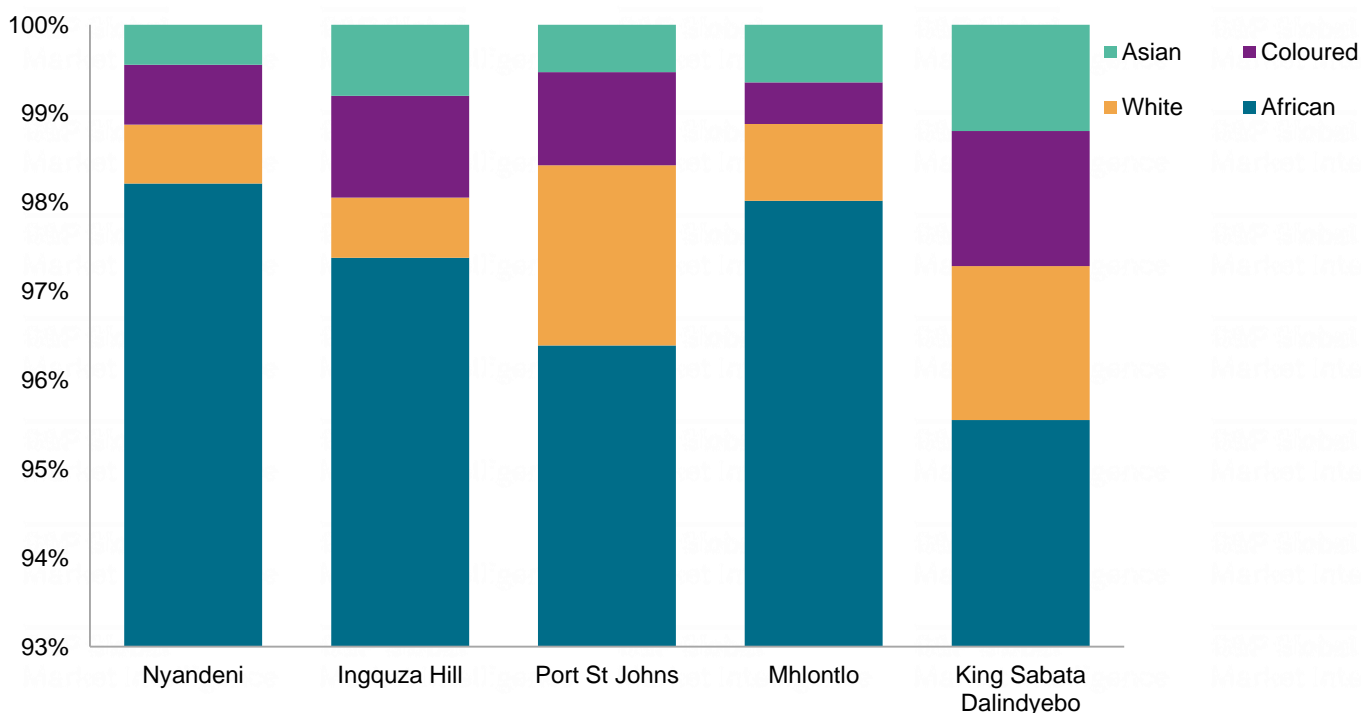
**Definition:** Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

**TABLE 17. ANNUAL TOTAL PERSONAL INCOME - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL[CURRENT PRICES, R BILLIONS]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	4.2	25.1	213.8	2,729.4
2014	4.6	27.2	231.8	2,938.2
2015	4.9	29.5	250.8	3,180.0
2016	5.2	31.6	268.4	3,413.6
2017	5.7	34.1	290.0	3,662.1
2018	6.2	36.7	310.7	3,913.0
2019	6.5	38.4	326.6	4,111.6
2020	6.4	37.5	319.3	4,015.2
2021	7.4	42.9	357.0	4,435.7
2022	8.6	49.0	395.3	4,823.2
2023	9.3	52.9	423.8	5,133.6
<b>Average Annual growth</b>				
2013-2023	<b>8.15%</b>	<b>7.76%</b>	<b>7.08%</b>	<b>6.52%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Nyandeni Local Municipality recorded an average annual growth rate of 8.15% (from R 4.25 billion to R 9.3 billion) from 2013 to 2023, which is more than both O.R.Tambo's (7.76%) as well as Eastern Cape Province's (7.08%) average annual growth rates. South Africa had an average annual growth rate of 6.52% (from R 2.73 trillion to R 5.13 trillion) which is less than the growth rate in Nyandeni Local Municipality.



**CHART 21. ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - NYANDENI AND THE REST OF O.R.TAMBO [CURRENT PRICES, R BILLIONS]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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The total personal income of Nyandeni Local Municipality amounted to approximately R 9.3 billion in 2023. The African population group earned R 9.13 billion, or 98.21% of total personal income, while the White population group earned R 61.8 million, or 0.67% of the total personal income. The White and the Asian population groups only had a share of 0.66% and 0.45% of total personal income respectively.

**TABLE 18. ANNUAL TOTAL PERSONAL INCOME - [CURRENT PRICES, R BILLIONS]**

	Nyandeni	Ingquza Hill	Port St Johns	Mhlontlo	King Sabata Dalindyebo
2013	4.25	4.24	2.06	3.24	11.30
2014	4.57	4.53	2.21	3.49	12.39
2015	4.92	4.82	2.37	3.75	13.65
2016	5.22	5.05	2.52	3.97	14.80
2017	5.68	5.46	2.74	4.32	15.91
2018	6.16	5.88	2.97	4.68	17.02
2019	6.49	6.14	3.13	4.92	17.75
2020	6.37	6.03	3.07	4.83	17.16
2021	7.38	6.99	3.58	5.56	19.36
2022	8.55	8.10	4.18	6.39	21.75
2023	9.30	8.76	4.56	6.94	23.38
<b>Average Annual growth</b>					
2013-2023	<b>8.15%</b>	<b>7.53%</b>	<b>8.27%</b>	<b>7.93%</b>	<b>7.54%</b>

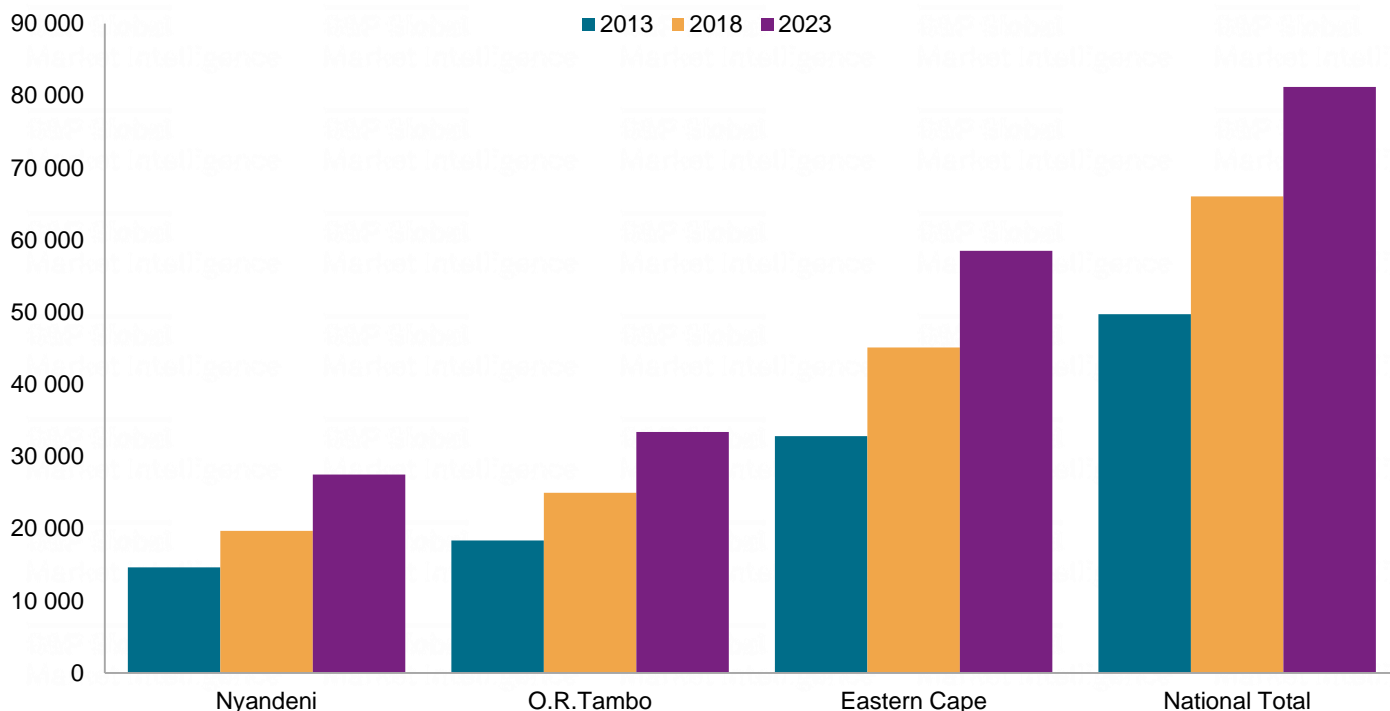
Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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When looking at the annual total personal income for the regions within O.R.Tambo District Municipality it can be seen that the King Sabata Dalindyebo Local Municipality had the highest total personal income with R 23.4 billion which increased from R 11.3 billion recorded in 2013. It can be seen that the Port St Johns Local Municipality had the lowest total personal income of R 4.56 billion in 2023, this increased from R 2.06 billion in 2013.

### 3.3 Annual per capita income

**Definition:** Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.



**CHART 22. PER CAPITA INCOME - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023 [RAND, CURRENT PRICES]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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The per capita income in Nyandeni Local Municipality is R 27,500 and is lower than both the Eastern Cape (R 58,500) and of the O.R.Tambo District Municipality (R 33,400) per capita income. The per capita income for Nyandeni Local Municipality (R 27,500) is lower than that of the South Africa as a whole which is R 81,200.

**TABLE 19. PER CAPITA INCOME BY POPULATION GROUP - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2023 [RAND, CURRENT PRICES]**

	African	Coloured
Nyandeni	27,200	62,300
Ingquza Hill	25,900	N/A
Port St Johns	24,400	N/A
Mhlontlo	34,500	N/A
King Sabata Dalindyebo	42,400	86,300

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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King Sabata Dalindyebo Local Municipality has the highest per capita income with a total of R 43,700. Mhlontlo Local Municipality had the second highest per capita income at R 35,000, whereas Port St Johns Local Municipality had the lowest per capita income at

R 25,100. In Nyandeni Local Municipality, the Coloured population group has the highest per capita income, with R 62,300, relative to the other population groups. The population group with the second highest per capita income within Nyandeni Local Municipality is the African population group (R 27,200). Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

### 3.4 Index of buying power

**Definition:** The index of buying power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

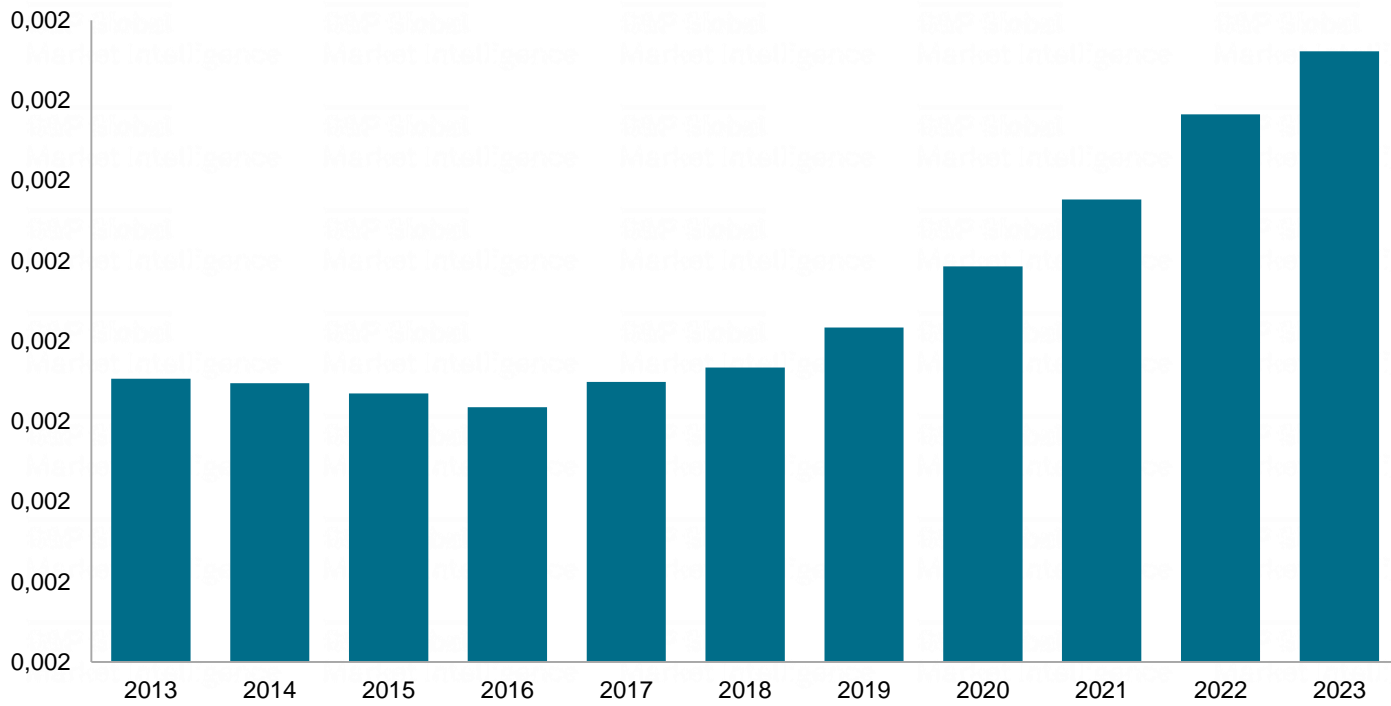
**TABLE 20.** INDEX OF BUYING POWER - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2023 [NUMBER]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
Population	338,286	1,584,718	7,245,056	63,228,158
Population - share of national total	0.5%	2.5%	11.5%	100.0%
Income	9,301	52,933	423,752	5,133,618
Income - share of national total	0.2%	1.0%	8.3%	100.0%
Retail	2,069,538	17,152,924	117,870,586	1,354,274,000
Retail - share of national total	0.2%	1.3%	8.7%	100.0%
Index	0.00	0.01	0.09	1.00

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Nyandeni Local Municipality has a 0.5% share of the national population, 0.2% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0021 relative to South Africa as a whole. O.R.Tambo has an IBP of 0.012, were Eastern Cape Province has and IBP index value of 0.087 and South Africa a value of 1 relative to South Africa as a whole. .

The considerable low index of buying power of the Nyandeni Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the O.R.Tambo District Municipality. Its residents are most likely spending some of their income in neighbouring areas.



**CHART 23. INDEX OF BUYING POWER  
NYANDENI LOCAL MUNICIPALITY, 2013-  
2023 [INDEX VALUE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Between 2013 and 2023, the index of buying power within Nyandeni Local Municipality increased to its highest level in 2023 (0.002081) from its lowest in 2016 (0.001590). Although the buying power within Nyandeni Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 1.04%.

#### 4. DEVELOPMENT

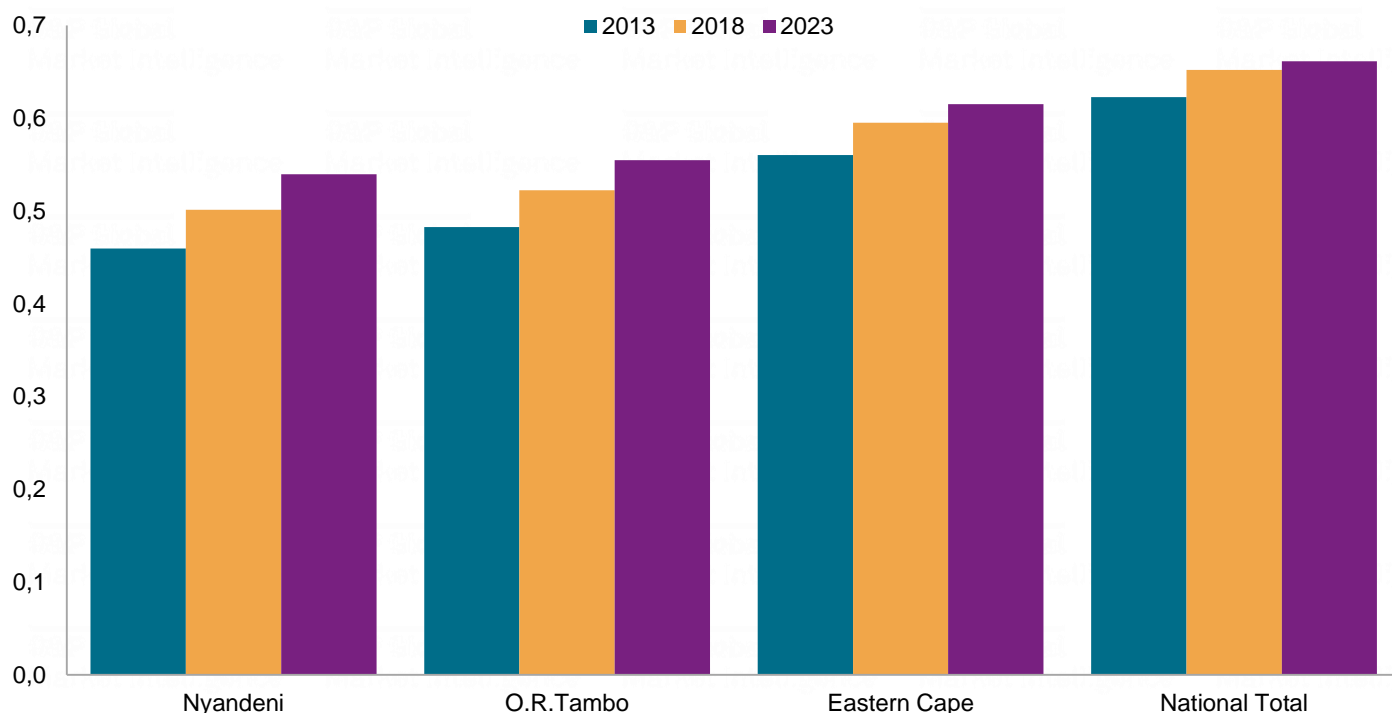
Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

##### 4.1 *Human development index (HDI)*

**Definition:** The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

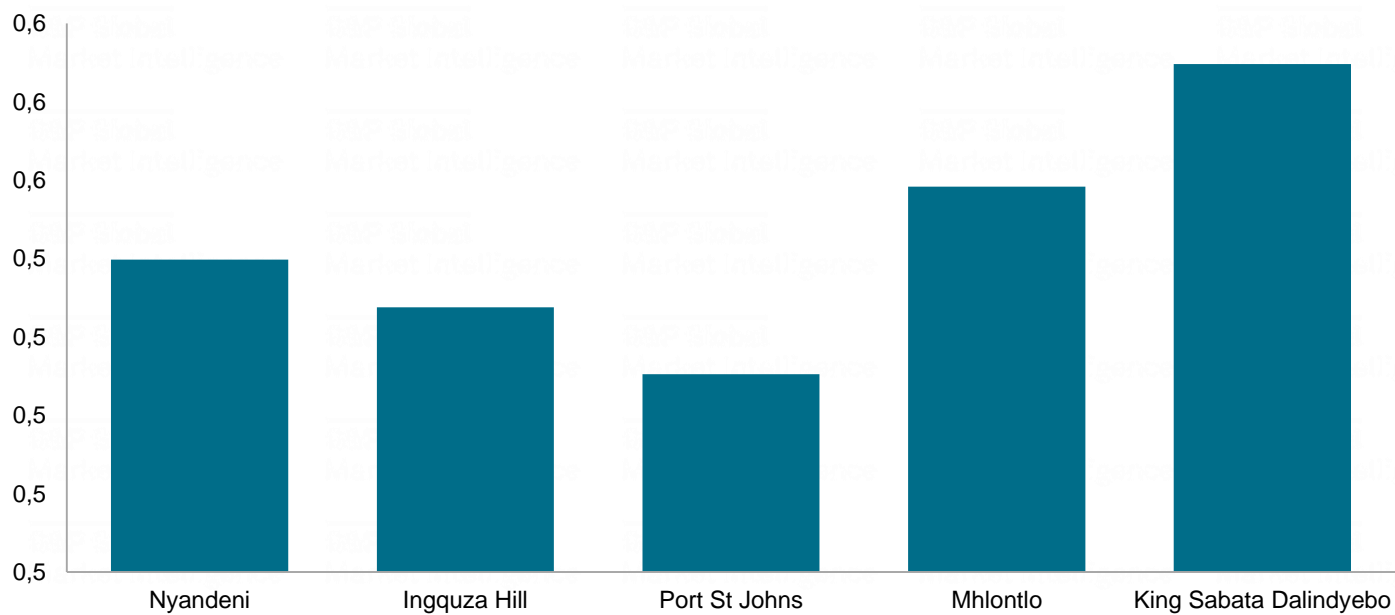


**CHART 24. HUMAN DEVELOPMENT INDEX (HDI) - NYANDENI, O.R.TAMBO, EASTERN**

**CAPE AND NATIONAL TOTAL, 2013, 2018, 2023 [NUMBER]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023 Nyandeni Local Municipality had an HDI of 0.54 compared to the O.R.Tambo with a HDI of 0.555, 0.615 of Eastern Cape and 0.661 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2023 when compared to Nyandeni Local Municipality which translates to worse human development for Nyandeni Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.60% and this increase is lower than that of Nyandeni Local Municipality (1.62%).



**CHART 25. HUMAN DEVELOPMENT INDEX (HDI) - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2023 [NUMBER]**

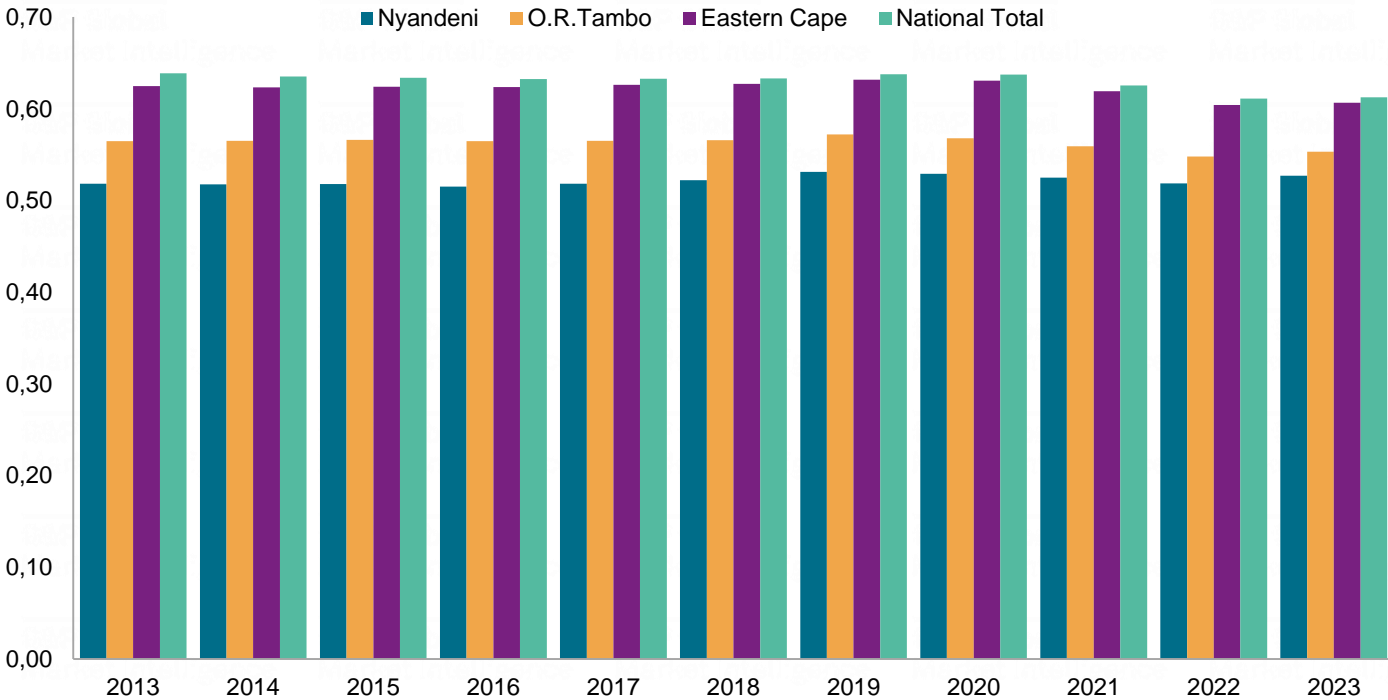
Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In terms of the HDI for each the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest HDI, with an index value of 0.59. The lowest can be observed in the Port St Johns Local Municipality with an index value of 0.511.

**4.2 Gini coefficient**

**Definition:** The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

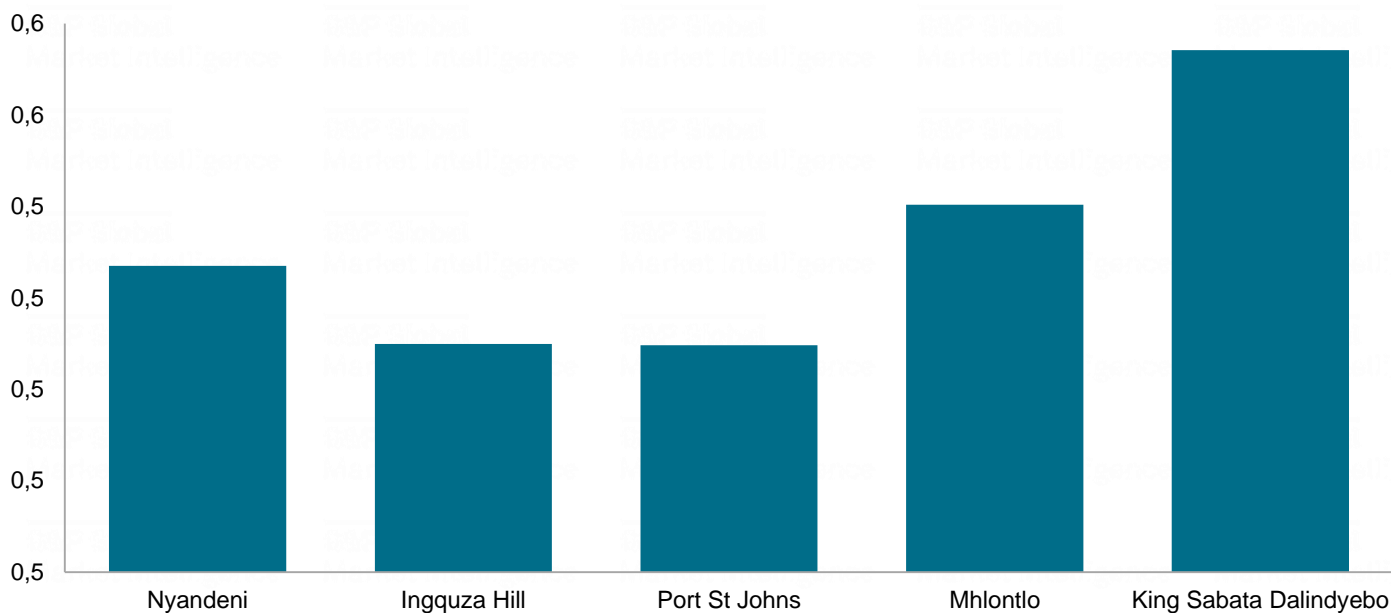
If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.



**CHART 26. GINI COEFFICIENT - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [NUMBER]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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In 2023, the Gini coefficient in Nyandeni Local Municipality was at 0.527, which reflects a marginal increase in the number over the ten-year period from 2013 to 2023. The O.R.Tambo District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.553 and 0.606 respectively) when compared to Nyandeni Local Municipality.



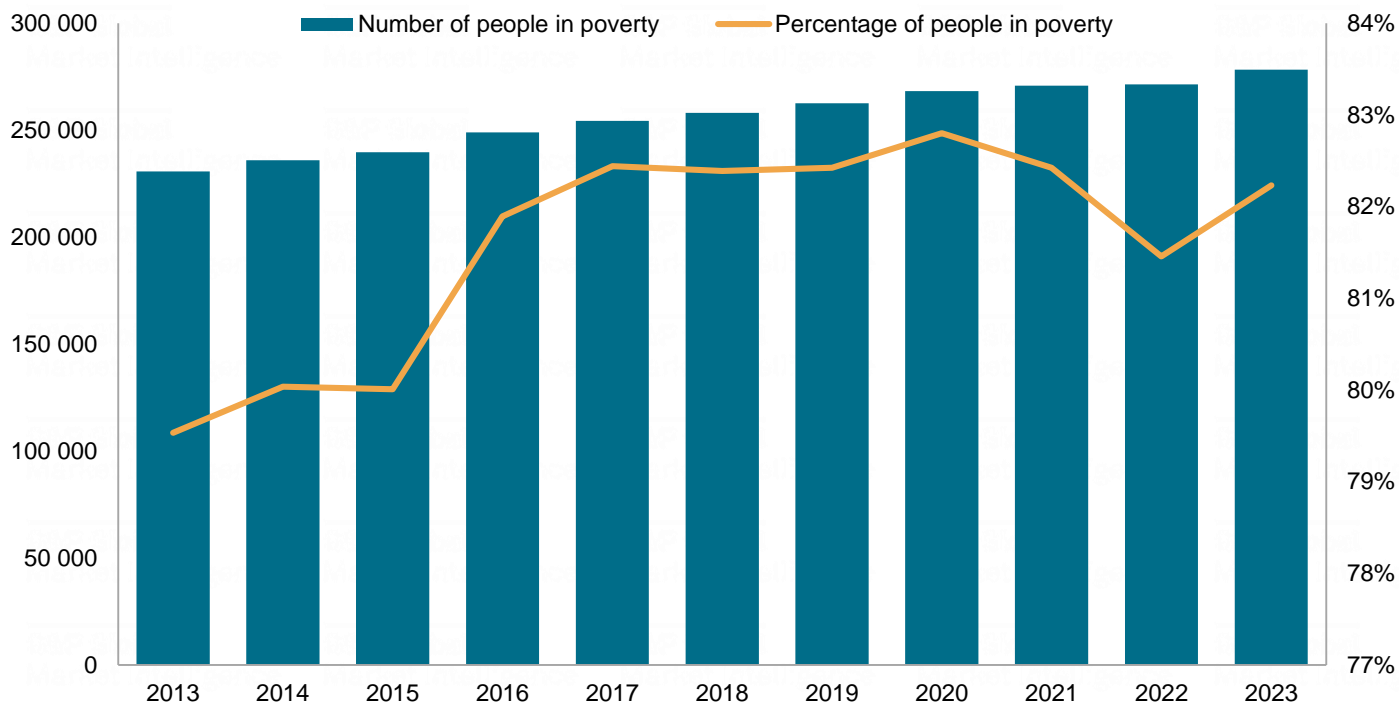
**CHART 27. GINI COEFFICIENT - NYANDENI AND THE REST OF O.R.TAMBO DISTRICT MUNICIPALITY, 2023 [NUMBER]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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In terms of the Gini coefficient for each of the regions within the O.R.Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest Gini coefficient, with an index value of 0.574. The lowest Gini coefficient can be observed in the Port St Johns Local Municipality with an index value of 0.51.

### 4.3 Poverty

**Definition:** The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.



**CHART 28. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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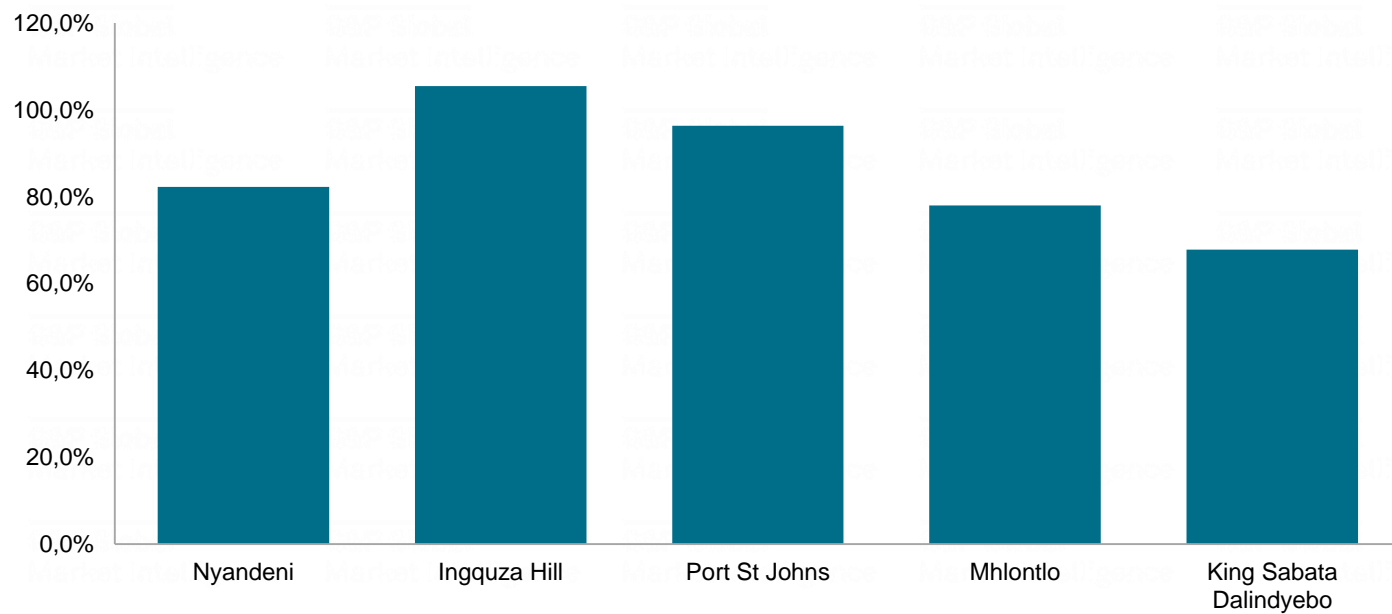
In 2023, there were 278 000 people living in poverty, using the upper poverty line definition, across Nyandeni Local Municipality - this is 20.57% higher than the 231 000 in 2013. The percentage of people living in poverty has increased from 79.53% in 2013 to 82.23% in 2023, which indicates a increase of 2.7 percentage points.

**TABLE 21. PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - NYANDENI, 2013-2023 [PERCENTAGE]**

	African	Coloured
2013	79.7%	56.7%
2014	80.3%	57.8%
2015	80.2%	58.3%
2016	82.1%	59.4%
2017	82.7%	59.7%
2018	82.6%	58.5%
2019	82.7%	57.6%
2020	83.1%	58.7%
2021	82.7%	56.7%
2022	81.7%	55.5%
2023	82.5%	57.7%

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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In 2023, the population group with the highest percentage of people living in poverty was the African population group with a total of 82.5% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group, living in poverty, decreased by -0.936 percentage points, as can be seen by the change from 56.74% in 2013 to 57.68% in 2023. In 2023 82.52% of the African population group lived in poverty, as compared to the 79.74% in 2013.



**CHART 29. PERCENTAGE OF PEOPLE LIVING IN POVERTY - NYANDENI AND THE REST**

**OF O.R.TAMBO DISTRICT  
MUNICIPALITY,2023 [PERCENTAGE]**

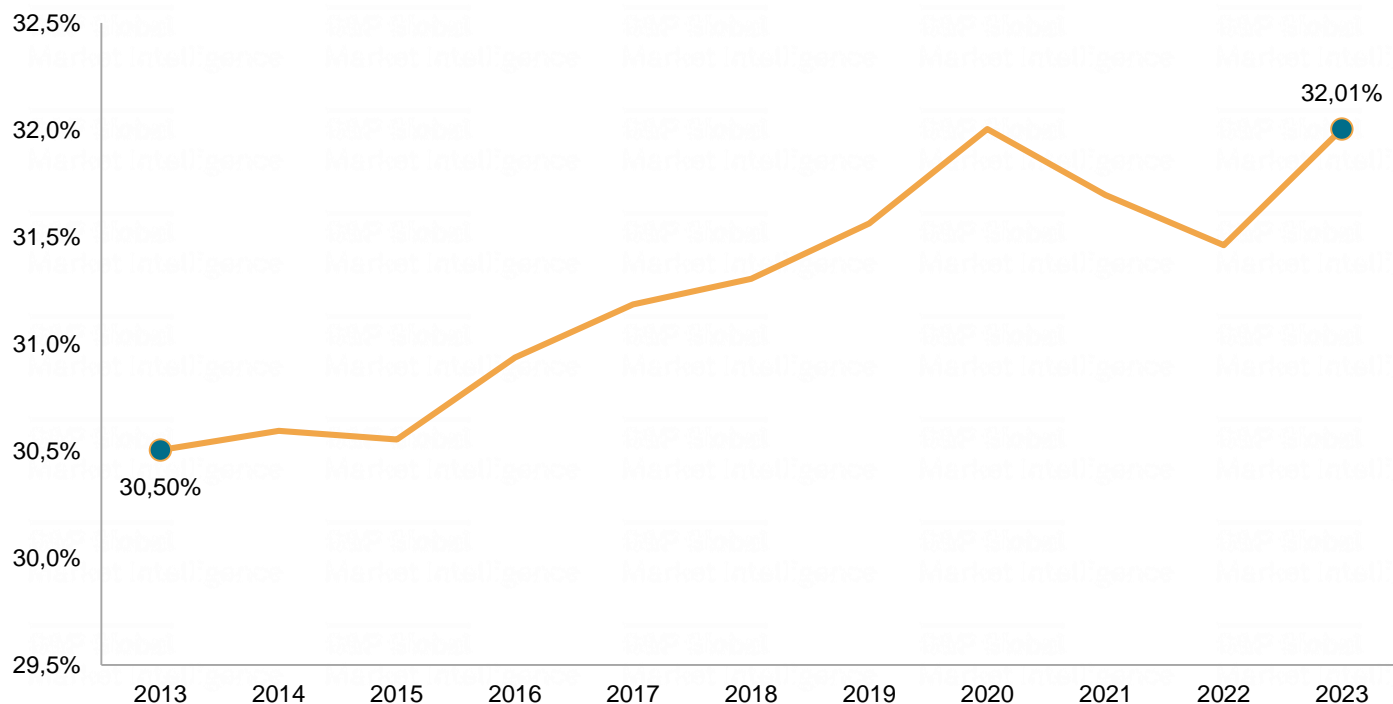
Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In terms of the percentage of people living in poverty for each of the regions within the O.R.Tambo District Municipality, Ingquza Hill Local Municipality has the highest percentage of people living in poverty, with a total of 105.5%. The lowest percentage of people living in poverty can be observed in the King Sabata Dalindyebo Local Municipality with a total of 67.8% living in poverty, using the upper poverty line definition.

### 4.3.1 Poverty gap rate

**Definition:** The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

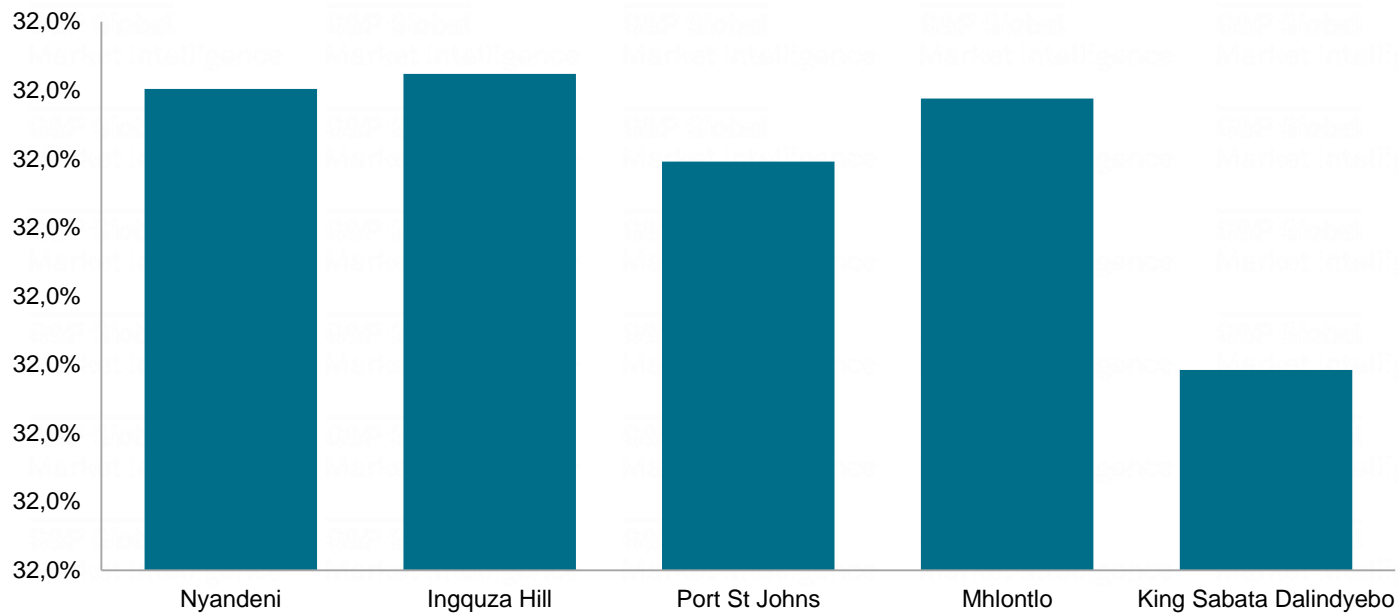
It is estimated that the poverty gap rate in Nyandeni Local Municipality amounted to 32.0% in 2023 - the rate needed to bring all poor households up to the poverty line and out of poverty.



**CHART 30. POVERTY GAP RATE BY POPULATION GROUP - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023, the poverty gap rate was 32.0% and in 2013 the poverty gap rate was 30.5%, it can be seen that the poverty gap rate increased from 2013 to 2023, which means that there were no improvements in terms of the depth of the poverty within Nyandeni Local Municipality.



**CHART 31. POVERTY GAP RATE - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In terms of the poverty gap rate for each of the regions within the O.R.Tambo District Municipality, Ingquza Hill Local Municipality had the highest poverty gap rate, with a rate of 32.0%. The lowest poverty gap rate can be observed in the King Sabata Dalindyebo Local Municipality with a total of 32.0%.

## 5. CRIME

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

### 5.1 Composite crime index

The composite crime index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. S&P Global uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

#### 5.1.1 Overall crime index

**Definition:** The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

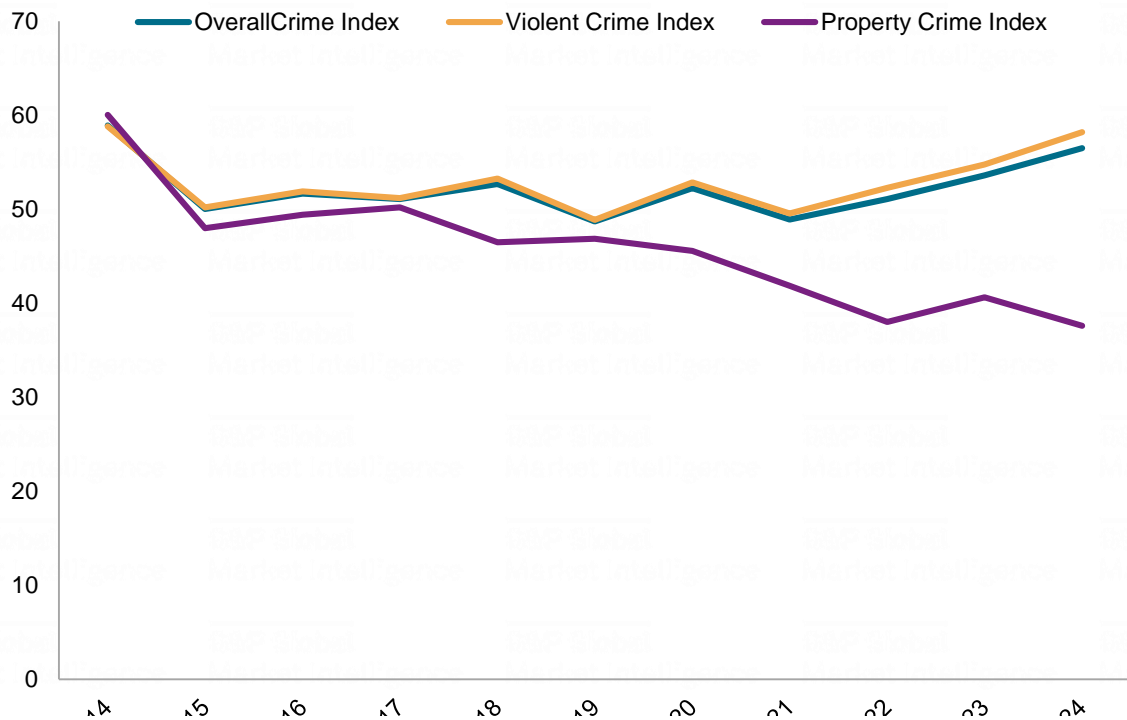


CHART 32. CRIME INDEX - CALENDER YEARS  
(WEIGHTED AVG / 100,000 PEOPLE) -

**NYANDENI LOCAL MUNICIPALITY,  
2013/2014-2023/2024 [INDEX VALUE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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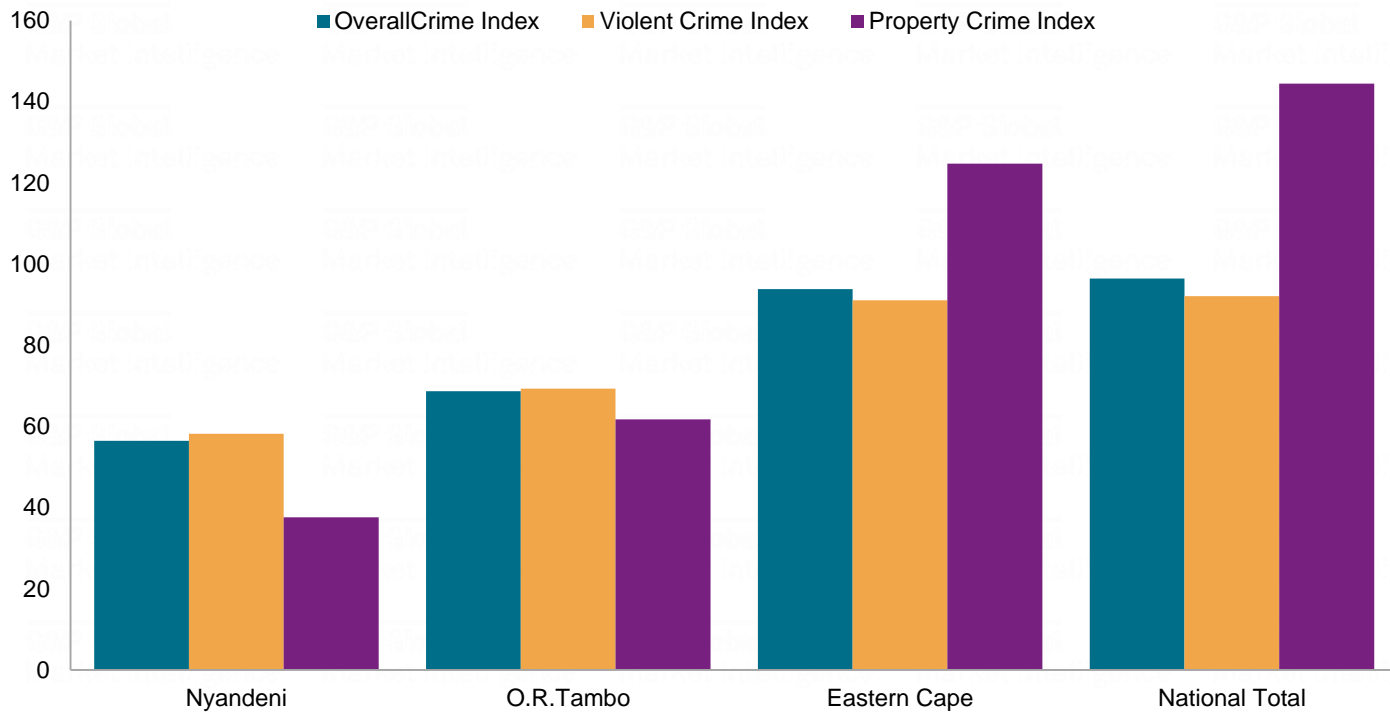
For the period 2013/2014 to 2023/2024 overall crime has decrease at an average annual rate of 0.42% within the Nyandeni Local Municipality. Violent crime decreased by 0.10% since 2013/2014, while property crimes decreased by 4.57% between the 2013/2014 and 2023/2024 financial years.

**TABLE 22. OVERALL CRIME INDEX - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2013/2014-2023/2024 [INDEX VALUE]**

	Nyandeni	Ingquza Hill	Port St Johns	Mhlontlo	King Sabata Dalindyebo
2013/2014	58.92	50.36	61.29	64.19	92.83
2014/2015	50.03	42.34	53.17	64.16	76.69
2015/2016	51.68	36.79	49.23	62.77	72.58
2016/2017	51.09	31.91	46.86	61.55	75.14
2017/2018	52.69	33.27	44.70	68.09	78.98
2018/2019	48.70	40.91	51.80	73.26	87.07
2019/2020	52.25	38.98	47.41	72.20	84.64
2020/2021	48.92	39.43	46.63	60.72	73.94
2021/2022	51.08	43.34	51.27	67.38	87.67
2022/2023	53.60	50.01	61.02	67.98	90.24
2023/2024	56.49	45.45	57.16	76.59	91.72
<b>Average Annual growth</b>					
2013/2014-2023/2024	<b>-0.42%</b>	<b>-1.02%</b>	<b>-0.69%</b>	<b>1.78%</b>	<b>-0.12%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023/2024, the King Sabata Dalindyebo Local Municipality has the highest overall crime rate of the sub-regions within the overall O.R.Tambo District Municipality with an index value of 91.7. Mhlontlo Local Municipality has the second highest overall crime index at 76.6, with Port St Johns Local Municipality having the third highest overall crime index of 57.2. Nyandeni Local Municipality has the second lowest overall crime index of 56.5 and the Ingquza Hill Local Municipality has the lowest overall crime rate of 45.5. The region that decreased the most in overall crime since 2013/2014 was Ingquza Hill Local Municipality with an average annual decrease of 1.0% followed by Port St Johns Local Municipality with an average annual decrease of 0.7%.



**CHART 33. CRIME INDEX - CALENDER YEARS  
(WEIGHTED AVG / 100,000 PEOPLE) -  
NYANDENI, O.R.TAMBO, EASTERN CAPE  
AND NATIONAL TOTAL, 2023/2024  
[INDEX VALUE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

## 6. TOURISM

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

### 6.1 *Trips by purpose of trips*

**Definition:** As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

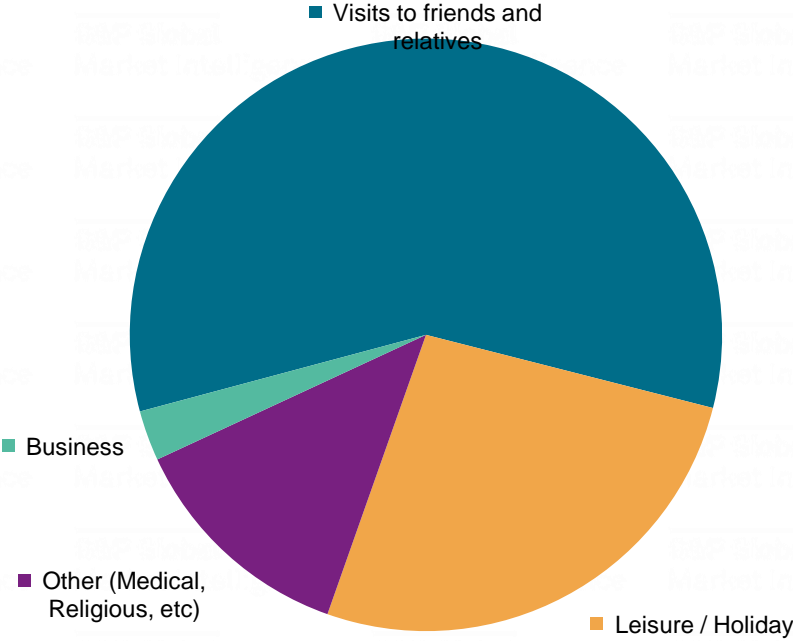
- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

**TABLE 23.** NUMBER OF TRIPS BY PURPOSE OF TRIPS - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2013	5,260	1,450	64,000	11,200	81,900
2014	4,730	1,390	59,400	11,700	77,300
2015	4,380	1,350	55,800	11,500	73,000
2016	4,320	1,470	56,000	12,400	74,200
2017	5,840	1,460	57,900	13,200	78,400
2018	7,580	1,450	60,400	13,400	82,900
2019	8,870	1,380	57,000	12,700	79,900
2020	8,880	1,100	46,400	10,300	66,700
2021	10,700	1,170	39,500	9,070	60,400
2022	16,600	1,860	44,900	10,900	74,300
2023	24,100	2,500	52,900	11,600	91,100
<b>Average Annual growth</b>					
2013-2023	<b>16.43%</b>	<b>5.61%</b>	<b>-1.88%</b>	<b>0.29%</b>	<b>1.06%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In Nyandeni Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2013 (5 260) to 2023 (24 100) at 16.43%. Visits to friends and relatives recorded the highest number of visits in 2023 at 52 900, with an average annual growth rate of -1.88%. The tourism type that recorded the lowest growth was Visits to friends and relatives tourism with an average annual growth rate of -1.88% from 2013 (64 000) to 2023 (52 900).



**CHART 34. TRIPS BY PURPOSE OF TRIP - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The Visits to friends and relatives at 58.14% has largest share the total tourism within Nyandeni Local Municipality. Leisure / Holiday tourism had the second highest share at 26.43%, followed by Other (Medical, Religious, etc) tourism at 12.69% and the Business tourism with the smallest share of 2.74% of the total tourism within Nyandeni Local Municipality.

**6.2 ORIGIN OF TOURISTS**

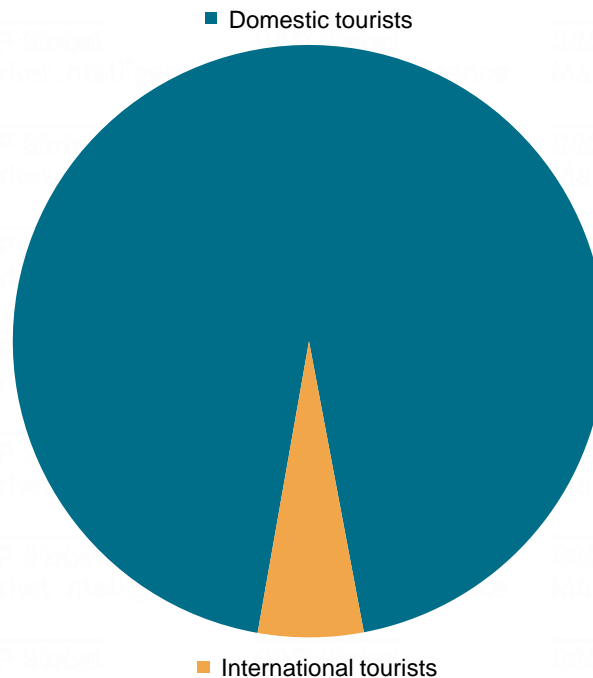
In the following table, the number of tourists that visited Nyandeni Local Municipality from both domestic origins, as well as those coming from international places, are listed.

**TABLE 24. TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER]**

	Domestic tourists	International tourists	Total tourists
2013	77,500	4,370	81,900
2014	72,400	4,900	77,300
2015	68,100	4,930	73,000
2016	68,200	5,980	74,200
2017	72,200	6,230	78,400
2018	76,600	6,300	82,900
2019	73,800	6,120	79,900
2020	64,600	2,060	66,700
2021	58,900	1,530	60,400
2022	70,800	3,540	74,300
2023	85,800	5,230	91,100
<b>Average Annual growth</b>			
2013-2023	<b>1.02%</b>	<b>1.81%</b>	<b>1.06%</b>

Source: South Africa Regional eXplorer v2571.  
 Data compiled on 13 Dec 2024.  
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The number of trips by tourists visiting Nyandeni Local Municipality from other regions in South Africa has increased at an average annual rate of 1.02% from 2013 (77 600) to 2023 (85 800). The tourists visiting from other countries increased at an average annual growth rate of 1.81% (from 4 370 in 2013 to 5 230). International tourists constitute 5.75% of the total number of trips, with domestic tourism representing the balance of 94.25%.



**CHART 35. TOURISTS BY ORIGIN - NYANDENI LOCAL MUNICIPALITY, 2023 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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**6.2.1 Bednights by origin of tourist**

**Definition:** A bed night is the tourism industry measurement of one night away from home on a single person trip.

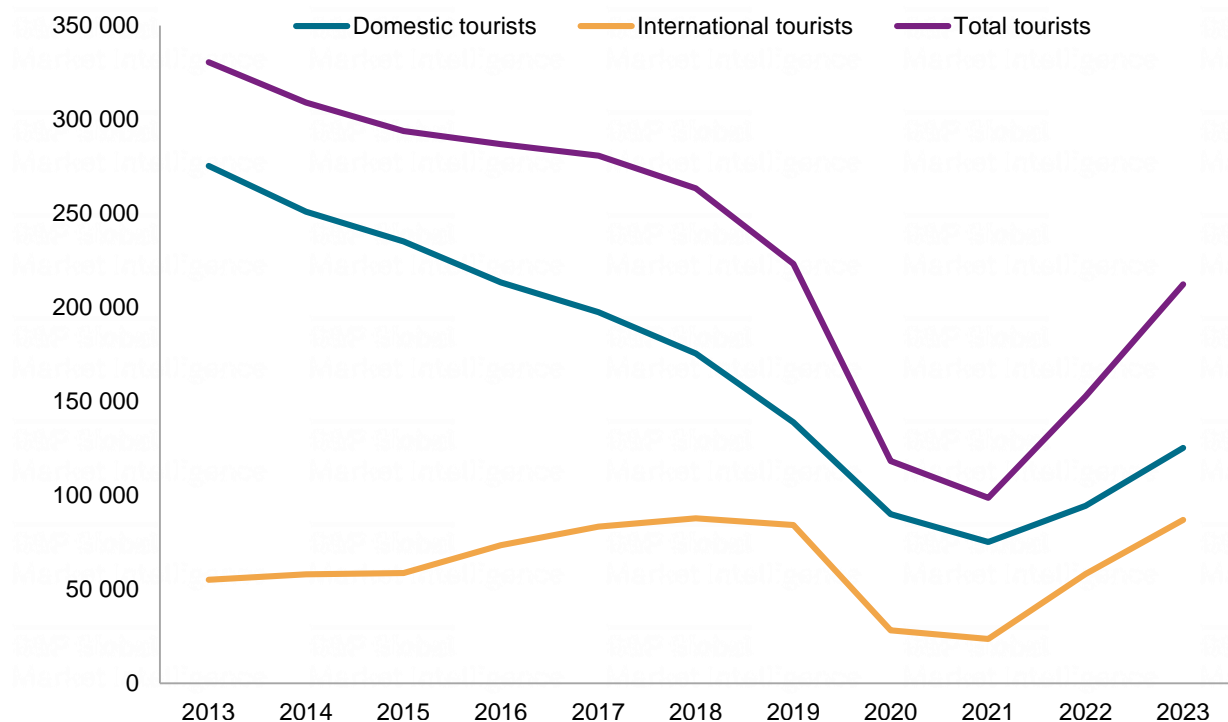
The following is a summary of the number of bed nights spent by domestic and international tourist within Nyandeni Local Municipality between 2013 and 2023.

**TABLE 25. BEDNIGHTS BY ORIGIN OF TOURIST - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER]**

	Domestic tourists	International tourists	Total tourists
2013	275,000	55,100	330,000
2014	251,000	58,000	309,000
2015	235,000	58,700	294,000
2016	213,000	73,500	287,000
2017	197,000	83,400	281,000
2018	176,000	87,900	263,000
2019	139,000	84,200	223,000
2020	90,000	28,200	118,000
2021	75,200	23,600	98,800
2022	94,500	58,200	153,000
2023	125,000	87,000	212,000
<b>Average Annual growth</b>			
2013-2023	<b>-7.57%</b>	<b>4.68%</b>	<b>-4.33%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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From 2013 to 2023, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -7.57%, while in the same period the international tourists had an average annual increase of 4.68%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -4.33% from 330 000 in 2013 to 212 000 in 2023.



**CHART 36. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - NYANDENI LOCAL MUNICIPALITY, 2013-2023 [NUMBER]**

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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### 6.3 Tourism spending

**Definition:** In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

**TABLE 26. TOTAL TOURISM SPENDING - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [R BILLIONS, CURRENT PRICES]**

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	0.2	1.5	18.0	253.3
2014	0.2	1.6	19.5	275.4
2015	0.2	1.4	17.6	253.9
2016	0.2	1.6	19.5	277.6
2017	0.2	1.5	18.6	264.0
2018	0.2	1.8	21.3	293.2
2019	0.4	2.9	35.9	411.3
2020	0.2	1.8	23.8	241.2
2021	0.3	2.3	31.9	291.2
2022	0.5	3.8	49.3	455.3
2023	0.5	4.1	51.8	480.2
<b>Average Annual growth</b>				
2013-2023	<b>12.25%</b>	<b>10.83%</b>	<b>11.16%</b>	<b>6.60%</b>

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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Nyandeni Local Municipality had a total tourism spending of R 522 million in 2023 with an average annual growth rate of 12.2% since 2013 (R 164 million). O.R.Tambo District Municipality had a total tourism spending of R 4.12 billion in 2023 and an average annual growth rate of 10.8% over the period. Total spending in Eastern Cape Province increased from R 18 billion in 2013 to R 51.8 billion in 2023 at an average annual rate of 11.2%. South Africa as whole had an average annual rate of 6.6% and increased from R 253 billion in 2013 to R 480 billion in 2023.

### 6.3.1 Tourism spend per resident capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

**TABLE 27. TOURISM SPEND PER RESIDENT CAPITA - NYANDENI LOCAL MUNICIPALITY AND THE REST OF O.R.TAMBO, 2013,2018 AND 2023 [R THOUSANDS]**

	2013	2018	2023
Nyandeni	R 567	R 653	R 1,542
Ingquza Hill	R 581	R 764	R 1,755
Port St Johns	R 1,030	R 1,162	R 2,749
Mhlontlo	R 779	R 806	R 1,577
King Sabata Dalindyebo	R 1,856	R 2,054	R 4,127

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In 2023, Nyandeni Local Municipality had a tourism spend per capita of R 1,540 and an average annual growth rate of 10.53%, Nyandeni Local Municipality ranked lowest amongst all the regions within O.R.Tambo in terms of tourism spend per capita. The region within O.R.Tambo District Municipality that ranked first in terms of tourism spend per capita is King Sabata Dalindyebo Local Municipality with a total per capita spending of R 4,130 which reflects an average annual increase of 8.32% from 2013.

### 6.3.2 Tourism spend as a share of GDP

**Definition:** This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

**TABLE 28.** TOTAL SPENDING AS % SHARE OF GDP - NYANDENI, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2013-2023 [PERCENTAGE]

	Nyandeni	O.R.Tambo	Eastern Cape	National Total
2013	5.4%	4.8%	5.8%	6.5%
2014	5.6%	4.8%	5.9%	6.7%
2015	4.6%	4.0%	5.0%	5.7%
2016	4.8%	4.2%	5.1%	5.8%
2017	4.3%	3.7%	4.6%	5.2%
2018	4.9%	4.1%	5.1%	5.5%
2019	8.4%	6.3%	8.2%	7.3%
2020	5.5%	3.8%	5.6%	4.3%
2021	6.6%	4.4%	6.7%	4.7%
2022	9.9%	6.7%	9.8%	6.8%
2023	9.7%	6.6%	9.6%	6.8%

Source: South Africa Regional eXplorer v2571.  
Data compiled on 13 Dec 2024.  
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In Nyandeni Local Municipality the tourism spending as a percentage of GDP in 2023 was 9.68%. Tourism spending as a percentage of GDP for 2023 was 6.61% in O.R.Tambo District Municipality, 9.64% in Eastern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.84%.

## 7. *International trade*

The Nyandeni Local Municipality is a very closed economy in terms on international trade, with very little imports and exports. The various breakdowns that you would typically find under this heading for larger areas, is of limited value, and one should be careful to base any decisions on such small numbers. Therefor the details of this section have been omitted.

## 8. CHALLENGES FACING LOCAL ECONOMIC DEVELOPMENT

Listed hereunder are some of the challenges making effective implementation of Local Economic Development difficult:-

- Insufficient Human and Financial Resources to implement LED Programmes and Projects.
- Lack of Bulk infrastructure for smooth running of Local Economic Development e.g. Nkanga Poultry Project, tourism attraction areas and coastline development.
- Project Feasibility studies and Business Plan Development.
- Delays in the transfer of funds by transferring authorities.
- Outdated LED Sector Plans including LED Strategy.
- Lack of strategies associated with Investment Summit e.g. Investment Promotion and Facilitation Strategy.
- Non - compliance by local businesses with Trading Regulations.
- Lack of Formal partnership with Department of Basic Education to advance Maritime studies as a curriculum.
- High Crime rate along the Coast

# **KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

## MANDATE OF GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The department' mandate is:

- To promote good governance, accountability and transparency
- Placing the primary focus on addressing the needs of communities within the Municipality
- Promotion of integrated and coordinated development within the Municipality

### Departmental functions

Good governance performs the following focus areas:

Communication

Legal Services

Internal Audit

Council Affairs

Municipal Planning

Monitoring and Evaluation

Risk Management

Intergovernmental Relations

Special Programs and Social Services

Public Participation

#### a) Communication

The Internal Communication Unit is headed by Manager Communications and is supported by the Communication Officer and Clerk. The unit has played an important role in the branding of the work performed by Nyandeni Local Municipality. The branding is an important vehicle to create awareness about Nyandeni Local Municipality amongst the communities. In addition, the core function of the Unit is to ensure effective communication to all stakeholders.

Key Functions:

Responsible for developing communications strategy

Municipal branding

Media liaison

Presidential Hotline and complaints management system

Public Participation

#### b) Legal Services

This unit provides critical support in the management and administration of legal matters that affects the municipality. It is also responsible for contract management, development, and review of municipal bylaws. Furthermore, the unit is responsible for the development and review of effective systems of delegation.

#### c) Council Affairs

Council Affairs provides administrative support to the Standing Committees, Section 79 Committees, Executive Committee and Council play a pivotal role in ensuring that these structures achieve their mandate.

#### d) Municipal Planning

Responsible for coordination of Integrated Development Planning, Annual Budget process plan, and Intergovernmental Relations.

#### **e) Monitoring and Evaluation**

The Monitoring and Evaluation Unit is responsible for monitoring and tracking the institutional performance and evaluate it against the planned targets.

#### **f) Risk Management**

Under the supervision of the Internal Audit Unit, the Risk Management Unit is responsible for the overall institutional risk identification and mitigation from planning to implementation phase.

#### **g) Intergovernmental Relations**

In line with the Intergovernmental Relations Framework Act, No. 13 of 2005, Nyandeni Local Municipality is responsible for overall coordination of IGR Structures, which are clustered into three. The 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	Compassion 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 2024-25 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
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### 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 ( <b>not revamped to our satisfactory</b> ) 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 Plans 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 been identified and 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 which 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 have 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
<b>CIVIC EDUCATION</b>	There is ongoing CIVIC Education	CIVIC Education Syllabus is not advanced	Community Participation is weak	There is a greater chance of improving community satisfaction
<b>WAR ROOMS</b>	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
<b>COMPLAINTS AND PETITIONS</b>	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
<b>WARD COMMITTEES</b>	Ward Committees have been elected	Politicization of the Ward Committees  Lack of training for Wed Committees Ward Committees do not sit	Growing disjuncture between the Ward Committee, the Community and the Council Malfunction Misrepresentation of facts	With functioning Ward Committees, there would be little incidence of community unrest Well trained (capacitated) Ward Committee will increase active community participation Need to constantly monitor the meetings closely
<b>COMMUNITY MEETINGS</b>	Community Meetings Sitting	Community Meetings barely sit regularly	Community Meetings are held with Headmen	Consistent Community Meetings held regularly would cause less community dissatisfaction
<b>IDP AND BUDGET HEARINGS</b>	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
<b>MAYORAL IMBIZOS</b>	Mayoral Imbizos take place regularly	Mayoral Imbizos barely find their way into Municipal Planning	Personalization o f Mayoral Imbizos	Enhanced interaction with political leadership

## UNIT 4: COUNCIL SUPPORT

### KEY FUNCTIONS

To provide strategic and administrative support to the Council and its Committees in order to enable them to:

- Perform their Oversight Responsibilities
- Equip members of the Council through a battery of training methods to better understand their roles and responsibilities
- Co-ordinate the sitting of Council Meetings and Council Committees
- Ensure proper recording of Council and Committee Resolutions
- Development of Municipal By-Laws in line with existing Legislation
- Ensure appropriate resource allocation to achieve the aspirations of the community
- Achieve growth and management that would enable the realization of the Vision 2030
- Redress the wrongs of the past and work towards building a united, non-racial and non-sexist society
- Achieve clean, ethical governance and build a society premised on the best in human civilization
- Ensure resource allocation to ease the gap caused by centuries of dispossession
- Build an adaptable institution that is capable of implementing its strategic goals but also responsive to the ever changing society as articulated in the SONA & SOPA

#### Responsibilities Include:

- Co-ordinating Meetings of the Council
- Co-ordinating Meetings of the Executive Committee
- Co-ordinating Meetings of Section 80 Committees
- Co-ordinating Meetings of Section 79 Committees
- Proper record-keeping of the Council and its Committees
- Co-ordinating training of Council Committees
- Ensuring that institutions of Participatory Democracy such as Ward Committees are properly co-ordinated

Nyandeni Local Municipality is a Collective Executive System combined with a ward participatory system and has Eight Standing Committees which are chaired by Political Heads. The Political and administrative seat is situated at Libode

Council meetings are opened to the public

Ordinary Council meetings are convened as per the Council Adopted Calendar. In terms of the Good Governance Framework Council Speaker.

Special Council meetings are convened only when important issues arise that require urgent and immediate attention

Council has 32 wards as per the demarcation.

#### Government structures

Structure	Function
Council	Develop and monitor implementation of policies, Adopt Annual budget, IDP and tariffs
Executive Committee	To identify the needs of the community Review and evaluate those needs in order of priority Recommend to the municipal council strategies, programs and services to address priority needs

	Recommend or determine best methods, including partnership and other approaches to deliver those strategies, programs and services
Standing Committees	Defined in terms of section. 80 of the Structures Act as Committees to assist Executive Committee and the Mayor
Sec 79 Committees	Defined in terms of section 79 of the Structures Act as Committees of Council
Audit Committee	It is appointed in terms of section 166 of the MFMA

### Council committees

Structure	Delegated Function	Executive Committee Member Responsible
<b>SECTION 80 COMMITTEES</b>		
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. Mketso
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	<ul style="list-style-type: none"> <li>Council Meetings pay little attention to Constituency matters</li> </ul>	<ul style="list-style-type: none"> <li>Councils Meetings tend to function as a rubber-stamp of pre-determined decisions</li> </ul>	With greater Council Oversight, the Municipality would perform better
SEATING OF EXCO	EXCO Meetings sit regularly	<ul style="list-style-type: none"> <li>EXCO is fairly new and is finding its feet</li> </ul>	<ul style="list-style-type: none"> <li>EXCO Meetings tend to rubber-stamp pre-determined decisions</li> </ul>	With a cohesive EXCO there is an opportunity for Municipal Growth
SEATING OF SECTION 79 COMMITTEES	Section 79 Committee Sit regularly	<ul style="list-style-type: none"> <li>Inability to perform their delegated functions sufficiently</li> </ul>	<ul style="list-style-type: none"> <li>Inability to provide overarching oversight</li> <li>Committees veer off their delegated Mandate</li> </ul>	Capacity building of Cllrs
SEATING OF SECTION 80 COMMITTEES	Section 80 Committee Meetings sit according to the Council Calendar	<ul style="list-style-type: none"> <li>Inability to perform their delegated functions sufficiently</li> </ul>	<ul style="list-style-type: none"> <li>Inability to provide strategic oversight</li> <li>Committees veer off their delegated mandate</li> <li>Little attention is paid to the minutiae aspects of Committee Work</li> </ul>	Capacity building of Cllrs
COUNCIL SUPPORT	<ul style="list-style-type: none"> <li>File Plan in Place</li> <li>Administrative Support to Portfolio Heads Available</li> <li>Personal Assistance Provided to</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate and poor use of the EDMS</li> <li>Lack of Amendment of File Plan as it has gaps</li> </ul>	<ul style="list-style-type: none"> <li>Unavailability of space to conduct Meetings</li> </ul> <p>Lack of Resources to conduct constituency work</p>	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

	<p>key Portfolio Heads</p> <ul style="list-style-type: none"> <li>• Committee Clerks Allocated to Standing Committees</li> </ul> <p>Provision of Transport to key Portfolio Heads for Office Use</p>	<ul style="list-style-type: none"> <li>• Lack of Synergy within Executive Support</li> <li>• Under-employment of existing personnel</li> <li>• Insufficient Training of existing personnel</li> </ul> <p>Over-utilization of existing transport instruments beyond the allocated function</p>		
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**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	Non Institutionalization of performance Management	Clean Governance	Submission of inaccurate Information
Alignment of oversight structures	Non adherence to report submission timeframes	Quality of services provided by the municipality	Absence of reliable document management system
Audit Committee	Non submission of audit evidence	Quality and resilient infrastructure	Non submission of reports for Audit and oversight purposes
Internal Audit	Non recording of Audit evidence	Responsive economy	Non alignment of report with work done
Functional Management oversight committee	Reliance to ward councillors to submit audit evidence in some instance	Value for money	Un-acceptable Audit Performance
Approved IDP	Negative attitude on Audit and responding in identified gaps	Improved level of trust between the municipality and the community	
Service Delivery and Budget Implementation plan	Submission of inaccurate information	Accountability	
Compilation of compliance reports (quarterly, Mid and Annually)	Non verification of information before submission		
Business continuity for Monitoring and evaluation developed	Inadequate implimentation of contract management system		

## 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	<ul style="list-style-type: none"> <li>- Production increased</li> <li>- Project need training on using overlock and industrial machine.</li> <li>- The project need fencing and structure</li> </ul>
SIBAHLE ALBANISM SOUTH AFRICA	<ul style="list-style-type: none"> <li>- Five project members</li> <li>- Three active members</li> <li>- Two care givers</li> </ul>	INDUSTRIAL MACHINE, SINGLE ELECTRIC MACHINE , OVERLOCKER MACHINE, SEWING MATERIAL	12	<ul style="list-style-type: none"> <li>- Production increased</li> <li>- Project need training on using industrial machine</li> </ul>
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	<ul style="list-style-type: none"> <li>- Project well fenced</li> <li>- Project need assistance on irrigation scheme</li> </ul>

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	<ul style="list-style-type: none"> <li>- Project is well fenced</li> <li>- Project need funding</li> </ul>
GREENVINES AGRICULTURAL PRIMARY COOPERATIVE	Five project members	GREENVINES AGRICULTURAL PRIMARY COOPERATIVE	09	<ul style="list-style-type: none"> <li>- Project is well fenced</li> <li>- Project need Irrigation scheme to cover the whole project and funding</li> </ul>
LIKAMVALETHU CLOTHING LTD	Five project members	Industrial Overlocker Sewing Machine Industrial machine 3 door Robe Walnut + Silver	09	<ul style="list-style-type: none"> <li>- Production increased</li> <li>- Project need funding to buy sewing material</li> </ul>
SEEDDOTS SERVICES	Two project members	Engine power gasoline tiller 2 inch diesel powered pump Yellow flexible PVC hose ( suction)	31	<ul style="list-style-type: none"> <li>- Installation of underground pipe</li> <li>- The</li> </ul>
Platex Multi Purpose Youth Project	Youth Project with 10 members	Project supported with 5 computers, 2 printers, 2 uncapped data cards	09	<ul style="list-style-type: none"> <li>- Assist on application drive ( student assistance)</li> <li>- Registration of project</li> </ul>
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	<ul style="list-style-type: none"> <li>- Project production increase</li> <li>- More support needed</li> </ul>
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	<ul style="list-style-type: none"> <li>- Project production increased</li> <li>- Centre is functioning very-well</li> <li>- The project not well fenced</li> <li>- Project in need of industrial machines</li> </ul>

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) <ul style="list-style-type: none"> <li>• -Difficulty with everyday tasks and mobility. ...</li> <li>• -Finding the right care provision. ...</li> </ul> -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) <ul style="list-style-type: none"> <li>- developing of new talents</li> <li>- Private sponsors</li> </ul>
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.

<b>By laws</b>	<ol style="list-style-type: none"> <li>1. By- law for the Hire and use of community, arts and cultural facilities</li> <li>2. Refuse removal bylaw</li> <li>3. Waste Management By-law</li> <li>4. Public health</li> <li>5. Street Trading By-law</li> <li>6. Public Space By-law</li> <li>7. Parking Ground By-law</li> <li>8. Encroachment on property bylaw</li> <li>9. Funeral undertakers by-law</li> <li>10. Library and Information services by-law</li> <li>11. Credit Control and debt collection by Law</li> <li>12. Advertising signs</li> <li>13. Credit management By -Law</li> <li>14. Cemetery bylaw</li> <li>15. Bylaw relating to nuisances</li> </ol>
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	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
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### 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.

#### **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 Responsibilities
	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](mailto: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 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;li
- 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	Licensing and controlling of undertakings that sell food to the public
Municipal public transport	Local amenities
Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping	Local sport facilities
Municipal public works only in respect of the needs of the municipalities	Markets
Storm water management system	Municipal abattoirs
Trading regulations	Municipal parks and recreation
Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	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	Cemeteries, funeral parlours and crematoria – including the DM function
Municipal planning	

Part B of Schedule 4	Part B of Schedule 5
Storm water management system Municipal public transport Trading regulations Local Tourism Building regulations Electricity reticulation(agency) Child Care Facilities	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: -

<b>FUNCTIONS</b>	<b>DEPARTMENT</b>
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 3: Snapshot of workforce profile for all employees, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	4	0	0	0	1	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	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 conducte 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 exit the municipality;

To ensure that all employees and unemployed have the required competency levels

To create an Environment that promotes employee health and wellbeing

Approach and methodology

The following approach has been used:-

Overview of the municipality and its strategic direction;

Scanning of both internal and external environments in as far as they affect human resource provisioning;

Profiling of the current workforce;

Identification of gaps in all our HR functions; and

Development of an action plan to close the identified gaps

### Human Resource Policies

The below policies were last reviewed and adopted by Council on 30 June 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
<b>Total</b>	<b>118</b>

### 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 Tikum 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%**.

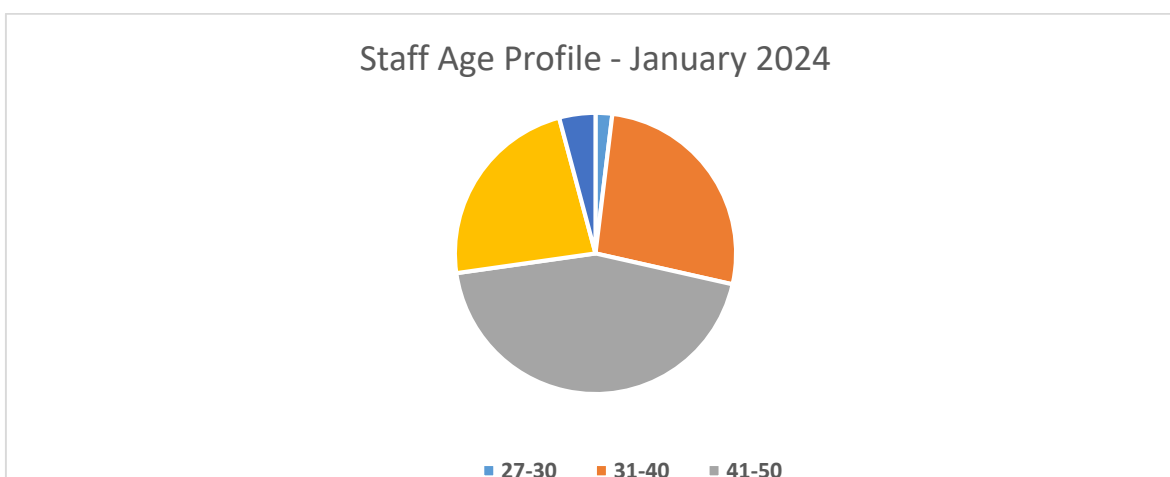
The table below depicts the employee statistics according to departments:

#### 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
<b>Total</b>	<b>341</b>	<b>312</b>	<b>25</b>		<b>4</b>

### 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						Grand Total
	Afr.	Col	Ind	White	Disabled	Total	Afr	Col	Ind	White	Disabled	Total	
<b>Dismissals</b>	0	0	0	0	0	<b>0</b>	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>Death</b>	1	0	0	0	0	<b>1</b>	2	0	0	0	0	<b>2</b>	<b>3</b>
<b>Resignation</b>	2	0	0	0	0	<b>2</b>	2	0	0	0	0	<b>2</b>	<b>4</b>
<b>Retirements</b>	0	0	0	0	0	<b>0</b>	3	0	0	0	0	<b>3</b>	<b>3</b>
<b>Other</b>	1	0	0	0	0	<b>1</b>	0	0	0	0	0	<b>0</b>	<b>1</b>

### 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

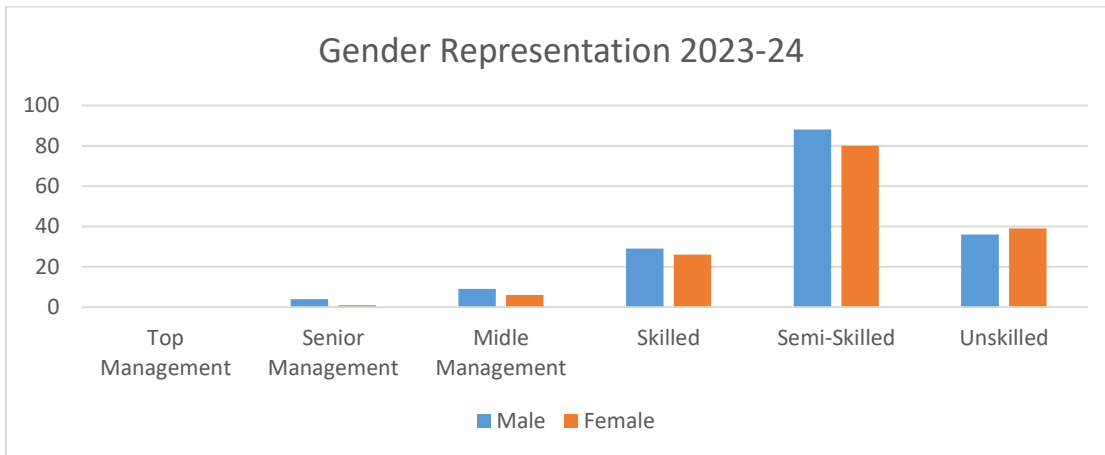
OCCUPATIONAL LEVEL											
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	4	0	0	0	1	0	0	0	0	0	5
Professional qualified and experienced specialist and mid management	9	0	0	0	6	0	0	0	0	0	15
Skilled technical and academically qualified workers, junior management, 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

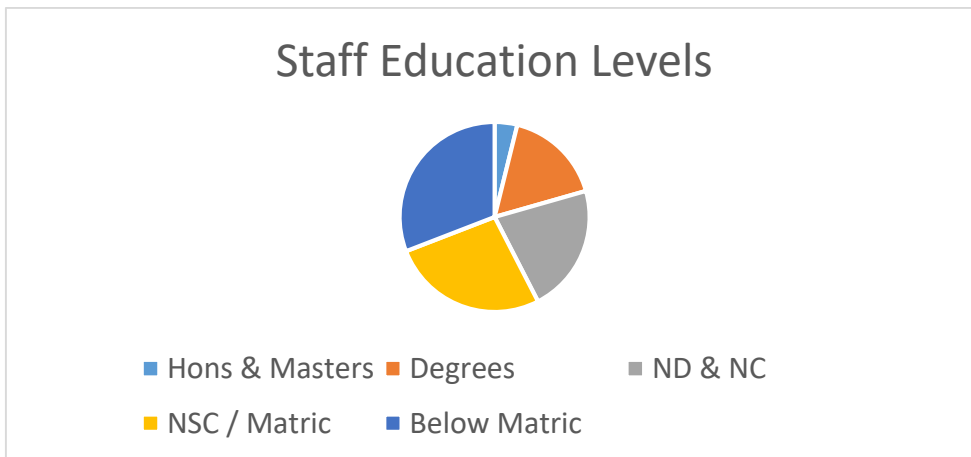
**EMPLOYMENT EQUITY REPORT- DISABILITY AS AT OCT( 2022-SEPT 2023)**

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.

### **MAINTANANCE 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

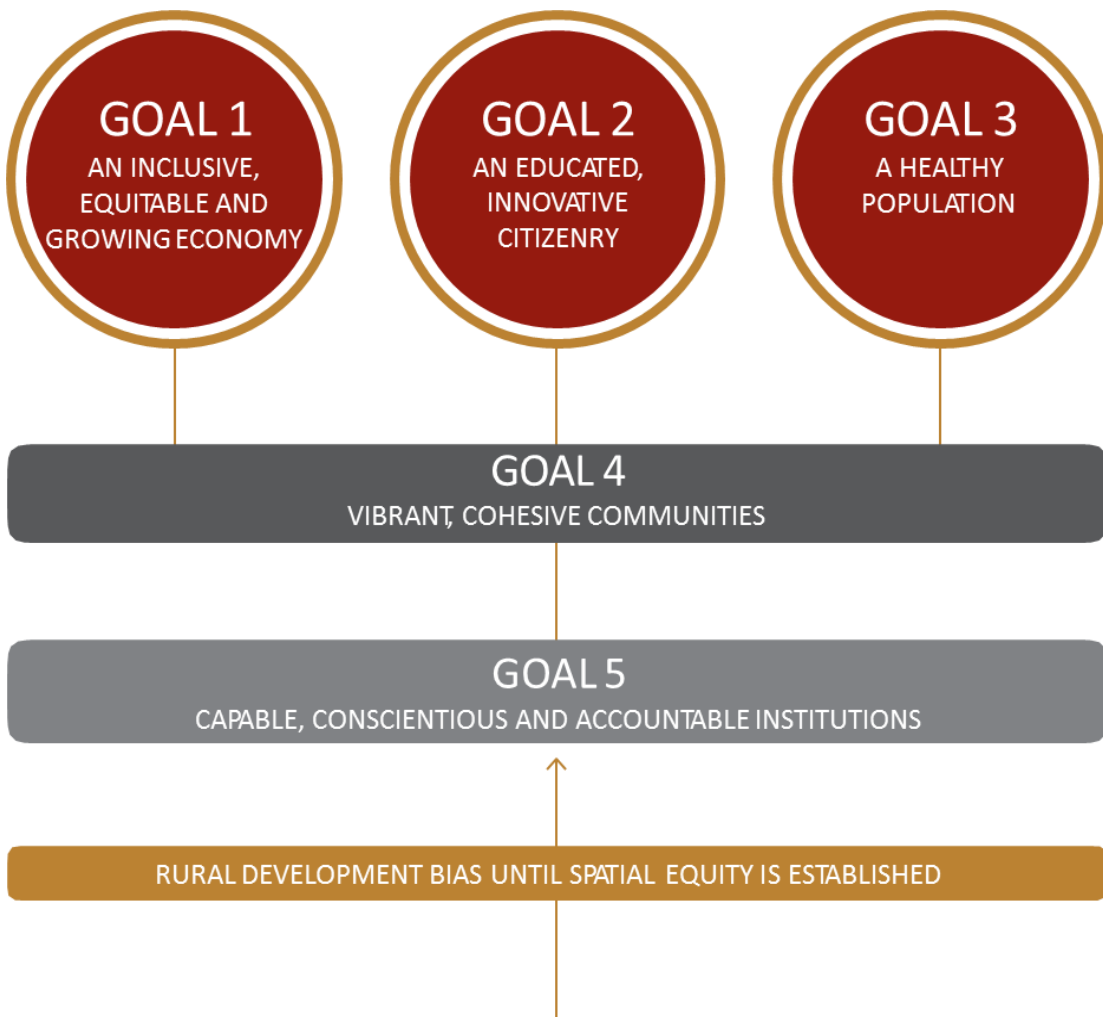
# THE FUTURE OF NYANDENI

## 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).

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### **Social infrastructure:**

Future priorities are:

- Complete VIP toilet provision programme
- Eskom to complete household electrification programme
- Maintenance of existing and new stand-alone village water schemes
- Reticulation from two new Mthatha bulk water corridors into the new NLM urban development zone
- Municipal waste services to be delivered in new zone and other tourism and transport nodes.

## Health:

Future priorities are:

- Programmes to improve child nutrition (early childhood development)
- Implementation of NHI upgrading.

## Education and training:

Future priorities are:

- Improve the quality of education in NLM and reduce classroom backlogs.
- KSD TVET campus at Libode to provide skills, particularly for infrastructure, construction and maintenance and modern farming practices (**Itsiya Youth Farming Initiative**). Ideally the Libode campus should be extended and a full range of relevant curricula should be offered (in view of the very youthful population of NLM)
- Development partnerships between Libode TVET campus and, for example, SANRAL, War on Leaks, Youth Farming Initiatives, etc
- Mobilise resources for Libode TVET expansion and upgrading through relevant SETAs, mining companies etc
- NARYSEC should also be scaled-up in NLM
- Focus on improving the skills pipeline for growth sectors and major projects and specifically SETA resource mobilization and curriculum development.

## Pillar Two: A well-managed urban development process in which urban nodes are linked by a good quality road and transport network

NLM is urbanizing in an unplanned and haphazard way. Socio-economic development will be enhanced through the creation of competitive towns. These must be well connected by good roads to each other and the rest of SA.

Future priorities are:

- Strong urban planning of Libode-Ngqeleni-Mthatha “urban development zone” is required. This requires joined up planning by NLM, KSD and ORTDM.
- Continued focus of public investment in this area, and ensuring that it becomes a competitive and investment attractive area.
- Municipality must acquire more well-located land that can be made available for investors (see section below on property development).

## Road and transport network:

Future priorities are:

- Construction of two main planned roads (R61/N2 and Meander)
- Ensure that the Meander road links to coastal resorts (such as Hluleka)
- Upgrade roads in the new emerging urbanization zone.
- Maintain priority road network (preventative)
- Use employment-intensive methods as much as possible
- Use transport nodes to develop commercial precincts (taxi ranks, hawkers facilities, shops etc)
- Recognise the potential of Mthatha Airport cargo facilities for future NLM development.

## Pillar Three: Well protected environmental assets

Various environmental issues threaten socio-economic development, and in particular tourism development and agricultural development.

The environmental issues to be addressed include:

- Land degradation<sup>1</sup> caused by livestock over-grazing (estimated at 30% in NLM), indicating the need for land rehabilitation projects (and fencing)
- Human settlement encroachment on agricultural land.
- Untreated sewage flowing into rivers (such as Mthatha river)
- Illegal building on the Wild Coast. DEDEAT’s Wild Coast Nature Conservation Plan and the nodal development approach need to be strictly enforced.
- Absence of solid waste disposal and recycling systems

## Pillar Four: A growing, innovative/responsive and inclusive economy (increasing value-added from ICT/knowledge services, smallholder agriculture, tourism, property development and SMME's/co-ops etc)

The public sector cannot develop NLM by itself. There is a need to grow the enterprise (SMME) sector. All the other strategic objectives are enablers of business growth. There is also a need for specific interventions to grow particular business sectors.

### Agriculture:

NLM has the potential to grow the value of production by the farming sector. This is for a number of reasons:

- Good rainfall (700 mm/year), sufficient for rain-fed arable farming.
- 160,000 ha of communal grazing land (unimproved and 30% degraded) and large existing herds of cattle, sheep and goats. There is potential for growth based on more intensive systems, managed pastures and feedlots.
- 40,000 ha of communal arable land.
- Estimated 21,000 ha of *isitiya*.
- 70% of NLM households engage in unpaid farming activity: at Itsiya and on communal lands. Food production (meat, maize, vegs, fruit etc) is happening, but with low productivity. There is potential to grow high-value crops on itsiya (such as berries) with irrigation from roof-water tanks. Logistics systems would need to be devised for aggregation into large-scale supplies.
- A significant proportion of households grow and sell (illegal) cannabis. Household income from this source could increase by many times with controlled legalisation and international market access.
- High potential cultivation zones, such as at Mhlanga (west of Marubeni) and Malungeni (west of Ngqeleni) are well-located for access to large Mthatha food markets and future business opportunities associated with the Wild Coast SEZ and air cargo facilities at Mthatha airport.
- Future partnerships between NLM farmers and commercial entities being planned by DRDAR.
- Opportunities for local production to supply school nutrition programme.
- Niche opportunities, such as indigenous medicinal plants at Hluleka and essential oils.

However, the farming sector faces a number of challenges, such as:

- Past interventions by DRDAR, AsgiSA, Ntinga etc have not created sustainable and profitable agricultural production.
- Large-scale irrigation from river water is limited by small areas of arable land next to perennial rivers.
- Communal land tenure hinders investment by private capital.
- Small farmers have inadequate access to farming knowledge and skills; water infrastructure; fencing; mechanization; inputs (such as seedlings); finance and markets

The future priority is therefore to realise the potentials of the municipality through addressing the various challenges.

A detailed prospectus for partners and investors should be prepared around agricultural development opportunities in NLM, including Isitiya Youth Development Programme. This should be a broad-based programme to unlock the potentials listed and involve a wide-range of partners.

NLM needs better agricultural interventions that can create and support profitable smallholder enterprises (through, for example, CPPP's, contract farming arrangements/outgrower schemes, and collection/aggregation systems).

### Forestry:

Large areas of NLM have moderate and good potential for forestry. There is already 7000 ha of indigenous forest and 3000 ha of plantation forest

Community forestry initiatives are being pursued by Hans Merensky near Qumbu and near Lusikisiki (by Sappi). ECRDA is involved. These companies could be interested in similar projects in NLM.

There are two main issues with community forestry. Firstly, the economic return to communities are fairly small (long-term and small, particularly when there are hundreds of household beneficiaries). Secondly, afforestation takes land away from other land uses (such as grazing and arable farming) that may offer better economic returns.

Future community forestry projects should therefore be approached with due caution.

Community forestry projects demonstrate that CPPP's can work. CPPP's should be more prevalent in more employment-intensive sectors.

## Commerce and manufacturing:

NLM has a commercial sector, with shops in the two towns, six rural service centres/transport nodes and some villages. The manufacturing sector is extremely small. Future priorities are:

- Commercial property developments (see section below)
- Upgrade of Transido complexes
- Attraction of new incubators
- Explore potential of light industry development (e.g. on new N2 Libode-Mthatha corridor).

## Tourism:

NLM has considerable tourism development potential based on the eastern coastal escarpment and 20 km of Wild Coast. Priority for tourism development include:

- Wild Coast Meander linked to new N2 at PSJ
- Access roads from Meander to tourism nodes (Hluleka NR and Mdumbi etc)
- Investment attraction to tourism nodes
- Mdumbi hotel project
- Mlengana Mountain ecotourism project
- Ntlangano Conservancy project
- Possible new hiking trail from Mlengana Mountain to Ntlangano

## Property development:

There are many opportunities for private property development in NLM.

Future priorities are:

- Resolve land claims speedily (with assistance from the Land Claims Commission)
- NLM to do a state land audit and get access to state land for property development.
- NLM to acquire communal land for development. DRDLR can assist with this.
- Identify and prioritise land to be titled for private investment (such as coastal tourism nodes; transport nodes; along development corridors and possibly high-potential agricultural zones). This will be in preparation for the proposed ORTD Land and Economic Investment Summit planned for early 2018.

## Start-ups, small/micro enterprises and co-operatives (SMME's):

Small enterprises are found in all the sectors reviewed above, with great variation in incomes and formality.

Future priorities are:

- Use e-connecting and e-learning to form local groups of people that share development interests, and are experimenting with the possible.
- Techniques of ABCD should be more widely known and practised
- Virtual and physical (combined) enterprise incubators should be more ubiquitous than at present.

## Pillar Five: An efficient and effective public sector with improved ability to give economic governance leadership

Public sector institutions need to be strengthened to support the achievement of the other strategic objectives.

To achieve its developmental mandate the public sector must have strong leadership and much improved management capabilities. NDP and ECPDP have proposals on how this can be achieved.

Economic governance leadership in NLM should have:

- A well-informed about the economic issues facing NLM
- A good understanding of the needs of stakeholders
- A clear development vision and agenda
- An ability to communicate these persuasively to relevant stakeholders.
- An ability to leverage resources from state sector departments and state-owned entities (such as IDC and PIC).

The strategy hinges on three dialectically inextricable intertwined components. These are:

- a) Consolidate institutional stability and robustness
- b) Accelerated quality and sustainable service delivery
- c) Local economic growth and quality of life

These key components should, and do overlap, in terms of timing. However there is also some sequence in terms of focus. The initial focus being on building a formidable municipal organisation; thus consolidate institutional stability and robustness which will, as it is being consolidated, be able to contribute towards improving living environments. The municipality will commit resources to ensure such institutional efficacy leads to sound financial management, effective revenue generation and ultimately financial viability. In terms of governance, although the municipality has managed to establish a functional intergovernmental relations cluster system at both political and administrative levels, its impact in terms ensuring effective integrated development planning and management and establishment institutional cohesion between the municipality and all other critical role partners is still to be realised. The aim is to lobby all other local municipalities within the OR Tambo District to institutionalize an intergovernmental regime that emphasized a district – wide municipal support system.

- a) To support all municipalities in **financial administration** in order for them to be financially sustainable.
- b) To support all municipalities on **human resources** related issues for the purposes of sound management systems and a stable environment in terms of their labour force.
- c) To support all municipalities in **administration** for the purpose of effective operations of Council activities.
- d) To support and assist all municipalities on **technical** issues in order for them to manage their projects and to handle the technical aspects thereof.
- e) To support and assist all municipalities in developing and reviewing their **Integrated Development Plans (IDPs)** and the establishment of **Performance Management Framework which embeds a district-wide 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

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 2027nmn	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

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 complaints and petition registers and submit report quarterly to Council (as part of section 52 (d) report) by 30 June 2023	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2025	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2025	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2026	Attend 100% of all complaints and petitions received and Update petition registers then submit report quarterly to Speakers Office by 30 June 2027
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
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

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
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 Buildings 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

Council Affairs	To strenghten effective and efficient performance of council by 30 June 2027	Provide political oversight on municipal functions and programs	Effective and efficeient oversight through improved reports by 30 June 2027	Number of Section 79 committee meetings convened by 30 June 2025	GG 02 KPI 13	Section 79 committees in place (women's cacaus, public participation and petitions management committee members'int erest, Municipal Public Accounts Committee)	All	Convene 16 section 79 committee meetings (in total) by 30 June 2023	Convene 16 section 79 committee meetings (in total) by 30 June 2024	Convene 16 section 79 committee meetings (in total) by 30 June 2025	Convene 16 section 79 committee meetings (in total) by 30 June 2026	Convene 16 section 79 committee meetings (in total) by 30 June 2027
Municipal Planning	To provide Intergrated municipal planning by 2027	Conduct community outreach, Imbizos and development of IDP	Approved and monitored implementati on of IDP by Council 30 June 2027	Approved IDP and budget by Council by May 2024 for 2024/2025 financial year b y 30 May 2025	GG 03 KPI 14	IDP for 2022/2023 was adopted by Council in May 2022	All	Conduct annual IDP and Budget review for 2022/23 Financial year 2023	Conduct annual IDP and Budget review for 2022/23 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 Intergrated municipal planning by 2027	Strategic Planning session for IDP Review	Approved and monitored implementation of IDP by Council 30 June 2027	Approved IDP by Council by 30 May 2024 (for 2024/20 25 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
	To provide Intergrated 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	Conduct 40 community satisfaction surveys	Conduct 40 community satisfaction surveys	Conduct 40 community satisfaction surveys
(one survey per ward and 8 survey for stakeholders by 30 June 2024)									(one survey per ward and 8 survey for stakeholders by 30 June 2025)	(one survey per ward and 8 survey for stakeholders by 30 June 2026)	(one survey per ward and 8 survey for stakeholders by 30 June 2027)	
	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of IGR Fora conducted by 30 June 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

	To provide Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of economic and infrastructure development Cluster meetings convened by 30 June 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 Intergrated municipal planning by 2027	Improve coordination and collaboration on service delivery by all 3 spheres of government through intergovernmental relations	Improved participation by all sector departments through integration of plans on IDP by June 2027	Number of Social transformation cluster meetings convened by 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
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	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

				November J 2024									
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	
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	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	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	

										2. Brand all municipal fleet and facilities inline with corporate identity by 30 June 2025		
						2 municipal fleet and facilities are branded with old logo						
communication, publicity and marketing.	To provide publicity, marketing and media coordination to citizens by 30 June 2027	Marketing and branding of municipality through print and electronic media	Community that has easy access to information and active involvement in the municipal affairs by 30 June 2027	Uploaded 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		

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

	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 gazzeted	All	Review twenty (20) Municipal By-laws by 30 June 2023	Review twenty (20) Municipal By-laws by 30 June 2024	Review twenty (20) Municipal By-laws by 30 June 2025	Review twenty (20) Municipal By-laws by 30 June 2026	Review twenty (20) Municipal By-laws by 30 June 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
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	Reviewed I 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.	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

			plan by June 2027							2.Develop risk based internal audit plan for 2024/25 FY and submit to management and Audit Committee for approval by June 2025.		
Internal Audit Services	To strenghten 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
Internal Audit Services	To strenghten 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	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

				30 June 2025								
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

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
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 committee management meeting 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 integration 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
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 integration by 30 June 2027	Number of children programmes supported by 30 June 2025	GG 010 KPI 043	Supported three children programs	All	Support two children programs by 30 June 2023 (Back to school & Christmas gifts)	Support two children programs by 30 June 2024 (Back to school & Educational Toys)	Support three children programs by 30 June 2025 (Back to school, National Children's day & Educational Toys)	Support three children programs by 30 June 2026 (Back to school & Educational Toys) and National Children's Day	Support three children programs 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 integration by 30 June 2027	Number of elderly programmes supported by 30 June 2025	GG 010 KPI 044	Supported elderly program (Christmas gifts) and hosted elderly program	All	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2023	Support two elderly programs (Golden Games & Christmas gifts) by 30 June 2024	Support three elderly programs (Golden Games, Elderly day & Christmas gifts) and by 30 June 2025	Support three elderly programs (Golden Games, Elderly Day & Christmas gifts) by 30 June 2026	Support three elderly programs (Golden Games, Elderly Day & Christmas gifts) 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 integration by 30 June 2027	Number of youth programs supported by 30 June 2025	GG 010 KPI 045	Supported five youth programs	All	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2023	Support two Youth programs (Miss Nyandeni & Youth Month commemoration) by 30 June 2024	Support 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 integration by 30 June 2027	Number of Disabled persons programs supported by 30 June 2025	GG 010 KPI 046	Provided support to two disabled projects (Vukathethe and Mayihlume Projects)	All	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2023	Support two disabled programs by 30 June 2021 (support one project & facilitate training) by 30 June 2024	Support 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
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 integration 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

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		Provided support to four sporting codes ( Horse racing, Mayor's cup, Human rigths Marathon/ and Ntlaza Rugby)		Support four sporting programs (Mayors' cup, marathon, Ntlaza Rugby developmen t and horse racing) and Cultural activities by 30 June 2023 (heritage month)	Support five sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby developmen t and horse racing) by 30 June 2024	Support four sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby developmen t and horse racing) by 30 June 2025	Support four sporting programs (Mayors' cup, 2 X marathons, Ntlaza Rugby developmen t 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
Moral regeration	To promote social cohesion by 2027	Provide support to moral regeneration	Promotion of social cohesion	Number of social cohesion awareness conducted by 30 June 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

FINANCIAL VIABILITY

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator( 5 year indicator)	Indicator Number	Output Indicator (2024/2025)	Baseline	Annual Target 2022/2023	Annual Target 2023/2024	Annual Target 2024/2025	Annual Target 2025/2026	Revised Annual Target 2025/2026	Annual Target 2026/2027
Revenue Management	To increase own revenue by 20% in 2027	FV01	Review and implement Intergrated Revenue enhancement strategy	Increased own Revenue Base by 20%	FV01-KP 1	Report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2025	Approved Intergrated Revenue Enhancement Strategy is in place	Annual report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2023	Annual report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2024	Annual report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2025	Annual report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2026	Annual report on the implementation of Integrated Revenue Enhancement Strategy by 30 June 2026	Annual report on the implementation of 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 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 conducted by 30 June 2026	Supplementary Valuation Roll by 30 June 2027
Expenditure management	To ensure effective and efficient Budget and Expenditure	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 2026/27 by Council by 31 May 2026	Approved Funded Budget for 2027/28 by Council by 31 May 2027

management												
		Adhere to budget reforms and Dora as per MFMA calendar by 30 June 2027	Budget returns, s 52(d) s71, s72 B schedule, and C schedule submitted to Council, Provincial Treasury and National Treasury as per MFMA calendar	FV01-KP 5	Submitted Budget returns, s 52(d) s71, s72 B schedule, and C schedule as per MFMA by 30 June 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	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2026	Prepare and submit three MFMA compliance report (4 x s 52(d), 12 x s71, 1x s72, 2 x B schedule, and 12 C schedule) by 30 June 2027
			% 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 2026	Spend 100% on EPWG,MIG,FMG,INEP by 30 June 2027
		Payment of creditors within 30 days from receipt of invoice.	Compliance with MFMA S65(2) by 30 June 2027	FV01-KP 7	% of all invoices paid within 30 days by 30 June 2025	Creditors are paid within 30 days	100% Payment of all compliant invoices received within 30 days by 30 June 2023	100% Payment of all compliant invoices received within 30 days by 30 June 2024	100% Payment of all compliant invoices received within 30 days by 30 June 2025	100% Payment of all compliant invoices received within 30 days by 30 June 2026	100% Payment of all compliant invoices received within 30 days by 30 June 2026	100% Payment of all compliant invoices received within 30 days by 30 June 2027

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 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 2026	Monitoring Report on number of Municipal assets insured by 30 June 2027
			To enhance internal controls measures in terms of managing Municipal Fleet.	Fully functional and available municipal fleet to enable departments to function effectively by 30 June 2023	FV01-KP 10	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 2026	Monitoring report on fleet management by 30 June 2027
Supply Chain Management	To implement and maintain a fair, equitable and cost effective supply chain	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	Reports on implementation of the SCM policy are submitted quarterly to Council, PT and NT		Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2023	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2024	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2025	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2026	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2026	Quarterly Reports on implementation of the SCM policy and regulations to Council, PT and NT by 30 June 2027

	management system				and NT by 30 June 2025							
		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 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	Implement 80% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2026	Implement 90% of the approved Procurement plan for 2025/2026 and develop procurement plan for 2026/2027 by 30 June 2026
Financial Reporting	To comply with the provisions of MFMA, norms and standard of National	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 <sup>st</sup> 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 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

Treasury											Prepare one Interim Financial Statements for 2025/26 Financial year and submit to Internal Audit and Provincial Treasury by 30 April 2026	Prepare one Interim Financial Statements for 2026/2027 Financial year and submit to Internal Audit and Provincial Treasury by 30 April 2027
		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 Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2023	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2024	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2025	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2026	Four Quaterly mSCOA reports to both Provincial Treasury and National Treasury as per MFMA calendar by 30 June 2027
		Implement integration of MSCOA into the system as per Treasury requirements										

INSTITUTIONAL DEVELOPMENT

Strategic Focus Area	5 Year Objective	Objective Number	Programmes/Projects/Strategies	Outcomes Indicator (5 years)	Output Indicator 2024/2025	Indicator Number	Baseline	Ward	2024/2025	2025/2026	2026/2027
Policy development and review	To provide standard procedures and norms for effective governance and decision making	ID 01	Council Policy Development and Review session	Improved sound governance through uniform systems and mechanism by 30 June 2027	Number of human resource management & ICT policies reviewed and adopted by Council by 30 June 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 2024	Review all 6 Infrastructure Services Policies by 30 June 2024	Review all 6 Infrastructure Services Policies by 30 June 2024
				Improved sound governance through uniform systems and mechanism by 30 June 2022	Number of planning & development policies reviewed by 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	Number of Council Policy development and review sessions held	ID KPI 03	Institutional policies are developed and		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

				and mechanism by 30 June 2022	by 30 June 2025		reviewed annually				
Organisational development	To develop and review an organogram that is aligned to powers, functions and Council priorities	ID-02	Review the Institutional Organogram	Human capital to fulfil IDP objectives 2017/18 to 2021/22	Reviewed Institutional Organogram by Council by 30 June 2025	ID 02 KPI 04	Orgnanogram Reviewed in 2020/21		Review organogram by 30 June 2025	Review organogram by 30 June 2026	Review organogram by 30 June 2027
			Develop and review Job Descriptions for all posts in the approved organogram	Human capital to fulfil IDP objectives 2017/18 to 2021/22	% of Developed job descriptions for all positions in the approved organogram by 30 December 2025	ID 02 KPI 05	All posts in the current Organogram (21/22) 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 6% ( 21 of 340 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
Skills Development	To build capacity to municipal employees and unemployed in order to have the required	ID-03	Implementation and monitoring of the Work Place Skills Plan (WSP) annually	Capacitate 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	58% (18 out of 31 trainings) 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

	competency levels				Number of qualifying employees provided with study assistance by 30 June 2025	ID 03 KPI 08	Provided 10 qualifying employees with study assistance		Provide qualifying employees with study assistance by 30 June 2025	Provide qualifying employees with study assistance by 30 June 2026	Provide qualifying employees with study assistance by 30 June 2027
Staff Provisioning	To attract and retain competent personnel	ID 04	Alignment of the institutional human capital with the IDP objectives	Human capital to fulfil IDP objectives 2017/18 to 2021/22	Reviewed HR plan by 30 June 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 Labour related Legislations and Collective Agreements	To comply with Labour related Legislation and SALGBC Main Collective Agreements	ID 05	Compliance with department of labour employer legislation	Compliance with department of labour employer legislation	% of targets achieved in the EE Plan by 30 June 2025	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

			Maintain sound Labour relations through functional local labour forum	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 2021/22 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
			Conduct regular Health and Safety inspections and(OHS) on municipal facilities and monitoring meetings as per OHS Act	Compliance with Health & Safety legislation by June 2022	Number of OHS committee meetings convened by 30 June 2025	ID 05 KPI 15	OHS policy in place, OHS committee in place and Four OHS meetings convened in 2021/22 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
Employee health and Wellness	To create an Environment that promotes employee health and wellbeing	ID 06	Implementation of Wellness Programmes by 30 June 2027	Motivated Workforce by 30 June 2022	% of wellness programmes report implemented on the approved wellness plan by 30 June 2025	ID 06 KPI 16	Implemented 72% Wellness Plan programs		implement wellness plan by 30 June 2025	implement wellness plan by 30 June 2026	implement wellness plan by 30 June 2027
Individual Performance Management	To provide a system for measuring institutional performance by 30 June 2027		By Implementing Performance Management System through formal assesment for S56 managers	Compliance with Local Government Municipal Sytems Act	Number of Section 56 Managers assesed for annual performance by 30 June 2025	ID 06 KPI HH	Annual Performance assesment was conducted for the year ending 30 June 2018		Conduct formal assesment of senior managers for annual performance 2023/2024 financial year by 30 June 2025	Conduct formal assesment of senior managers for annual performance 2024/2025 financial year by 30 June 2026	Conduct formal assesment of senior managers for annual performance 2025/2026 financial year by 30 June 2027

			By Implementing Performance Management System through formal assesment for all other municipal staff members	Compliance with Local Government: Municipal Staff Regulations by June 2027	Number of Municipal Staff Members assesed for annual performance by 30 June 2025		Performance in place		Conduct formal assesment of all Managers and Officers (TG 11 - 16) for annual performance 2023/2024 financial year by 30 June 2025	Conduct formal assesment of all Managers and Officers (TG 11 - 16) for annual performance 2024/2025 financial year by 30 June 2026	Conduct formal assesment of all municipal staff for annual performance 2025/2026 financial year by 30 June 2027
Information and Communication Technology	To provide sustainable ICT infrastructure and solutions that support business strategy		Monitor the implementantion of ICT Governance framework	Sustainable ICT that supports business strategy	Number of ICT Streering committee meetings convened by 30 June 2025	ID 06 KPI 17	ICT Governance framework ,Policies and ICT Steering Committee in place		Convene 4 ICT Streering committee meetings by 30 June 2025	Convene 4 ICT Streering committee meetings by 30 June 2026	Convene 4 ICT Streering 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	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
Records Management	To comply with National archives and records management	ID 07	Implementation of the Electronic document management system by 30 June 2027	Efficient and compliant institutional record management system by June 2027	Progress report on usage of the Electronic 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
Facilities and office Management	To maintain municipal facilities and office management	ID 08	Develop and implement the Facilities maintenance plan by 30 June 2027	NHBRC and OHS compliant facility by June 2027	% of facilities 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	To improve customer care services to communities	ID 09	Implementation of Municipal service standards by 30 June 2027	Customer care through realisation of Municipal service standards by 30 June 2027	Number of awareness workshops conducted on 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

			Monitoring of implementation of Municipal service standards	Customer care through realisation of Municipal service standards by 30 June 2027	Report on the implementation of Municipal service standards by 30 June 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
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COMMUNITY SERVICES

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	Clean environment by June 2027		Eradicating illegal dumps	cleaner open spaces by 2027	Number of illegal dumping sites cleared		5 Illegal dumps cleared					Clear 10 Illegal dumping sites 30 June 2026 (Extension 5, Kopshop, Dalaguba Junction, Libode showgrounds, River side, Dumas, Old Apostle church, Robin Island, Behind Correctional services, ERF 126 Extension 5, Sibangweni).	Clear 10 Illegal dumping sites 30 June 2027
Environmental and Waste Management	Clean environment by June 2027	BSD 01	Compliance with Environmental and Waste Management Legislative Framework	Improved street and open spaces cleaning	Number of streets and open spaces cleared weed and alien plants by June 2025.		18 streets and 10 open spaces					Clearing of 10 streets and 4 open spaces by end of 2025	Clearing of 10 streets and 4 open spaces by end of 2025

Environmental and Waste Management	Clean environment by June 2027	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	BSD01 KPI 3	600 households are serviced with waste collection services	in all wards	1000 tons of waste to landfill site	1200 tons of waste to Landfill site;	Collect 1000 tons of waste from 600 households by 30 June	Collect 1000 tons of waste from 600 households by 30 June	Collect 1000 tons of waste from 600 households by 30 June
Environmental and Waste Management	Clean environment by June 2027	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.	BSD01 KPI 4	Two-recycling facilities	Ward 7 and 21	60 tons diverted to recycling	60 tons diverted to recycling	60 tons diverted to recycling	60 tons diverted to recycling	60 tons diverted to recycling
Environmental and Waste Management	Clean environment by June 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
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	BSD01 KPI 3	Climate Change Chapter on IDP, No Approved Climate Change Strategy	All wards	Improve the IDP Environmental chapter climate change situational analysis	Budget for Climate Change Strategy	Develop Situational Analysis for Climate Change Adaptation Plan by 30 June 2025	Finalization of Climate Change Adaptation Plan	Approval of Climate Change Strategy

Libraries and Information Services	Promote and support access to libraries and information services by 2027.	BSD 04	Improved functionality of Libraries and Information services by 2027	Number of library activities conducted by 30 June 2027.	Established book clubs, Number of Information Centres,- established ,measure user access to municipal libraries,Library activities, Support local writers by 30 June 2025	BSD 01 KPI 8	50% of wards are having library and information services. Two main Libraries, 4 modular Libraries, 1 school/community library and 10 school libraries.		1. Conduct 5 library activities annually	1. Conduct 5 library activities annually	1. Conduct 5 library activities by 30 June 2025.	1. Conduct 5 library activities annually	1. Conduct 5 library activities annually
					Updated library user register by 30 June 2027				2.Establish 5 Book Clubs	2. Establish 5 Book Clubs	2.Establish 5 Book Clubs	2.Establish 5 Book Clubs	2.Establish 5 Book Clubs
				Number of Book clubs established by 30 June 2027					3. Establish 5 information centers	4. Assess functionality of the 5 information centers by 30 June 2025	4. Establish 5 information centers	4. Assess functionality of the information centers	4. Establish 5 information centers
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 2027.	BSD 01 KPI 8	32 constructed Early Childhood Development Centres (4 under construction)		Construction of 4 Early Childhood Development Centers in three wards	Construction of 4 Early Childhood Development Centers in three wards	Construction of 4 Early Childhood Development Centers in four wards ( 02, 28,09 & 30)	Construction of 4 Early Childhood Development Centers in three wards	Construction of 4 Early Childhood Development Centers in three wards

Pound	Reduce stray animals by 2027 within Nyandeni Jurisdiction .		Ensure Animal Pound By - laws	Compliance of law and order by June 2027	Number of Animal Pound By - laws enforced by 30 June 2025	BSD 04 KPI 62	Ensure Animal Pound By - laws enforced					Enforce Animal Pound By - laws 30 June 2026	Enforce Animal Pound By - laws 30 June 2027
Pound	Well maintained Pound by 2027		Improved pounds and revenue generation.	Number of pounds improved	Number of Pounds maintained by 30 June 2025		Two Pounds maintained by 30 June 2027					Maintainin g and Manaiging Pounds. (Ngqeleni & Libode) by June 2026	Maintainin g and Manaiging Pounds. (Ngqeleni & Libode) by June 2027
Cemetery	Well managed grave taggs and cemetery recording system by 2027		Improved grave tegging and improved cemetery recording system by 2027	Well managed grave tegging and improved cemetery recording system by 2027	Number of Improved tagged graves and managed cemetery recording system by 2025		Improved grave tegging and improved cemetery recording system in Two cemeteries by 2027					Improving grave tags and recording system by 30 June 2026	Improving grave tags and recording system by 30 June 2027

Cemetery	Well maintained cemeteries by 2027.		Effective management, maintenance, and growth of cemetery facilities.	Well maintained and managed cemeteries by 2027	Number of Cemeteries maintained by 30 June 2025		Two cemeteries maintained and managed 30 June 2027					Maintaining and Managing Cemeteries . (Ngqeleni & Libode) by June 2026	Maintaining and Managing Cemeteries . (Ngqeleni & Libode) June 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,	1. Establish 02 support groups 2. Support 50 active support groups 3. Quartely sittings of Local Aids Council	1. Establish 02 support groups 2. Assess functionality of the active support groups	1. Establish 02 support groups by 30 June 2025.	1. Establish 02 support groups 2. Assess functionality of the active support groups	1. Establish 02 support groups 2. Assess functionality of the active support groups	1. Establish 02 support groups 2. Assess functionality of the active support groups
							2.Non-communicable and communicable, 1 Inkciyo programme, 1 school awareness programme.		2. Assess functionality of the active support groups				
							3. 16 Initiation awareness campaigns						



										4. Quartely sittings of Local Aids Council		4. Quartely sittings of Local Aids Council	4. Quartely sittings of Local Aids Council.
Free Basic Services	Increase access to free basic services and improve quality of life of indigent by 2027.	BSD 02	Increase the percentage of credible indigent beneficiaries.	1. Percentage of new indigent beneficiaries . 2. Impementable electronic indigent register	1. Number of beneficiarie s provided with alternative energy by 30 June 2025.	BSD 02 KPI 9	1.	1.	1.	1. Implement ation of 4 Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy	1. Implement ation of 5 Isdima Projects 2. Provision of electricity coupons 3. Provide 1664 households with alternative energy Gas Combo by 30 June 2025	1. Implement ation of 4 Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy	1. Implement ation of 4 Isdima Projects 2. Provision of electricity coupons 3. Provision of alternative energy
					2.		One isidima project done at Ward 19		Planning of Isdima Projects				
					Implement ation of social relief service, 3 Implement ation of Isdima project.								
							2. 3840 beneficiaries of coupons.						
									2.				
							3.		Provision of electricity coupons				

							1664 Gas combo energy provided.						
							32 wards provided with 13 water tanks and 32 households fenced.		3.				
									Provision of alternative energy				
			Increase percentage of credible indigent beneficiaries.	Increased number of credible indigent beneficiaries. By 30 June 2027	Number of gas refilled for 3200 beneficiaries by 30 June 2025		3200 beneficiaries of 9kg Gas Refill				Refill 3200 Gas (9kg Gas ) by 30 June 2025		
Public Safety & Security	To Reduce Road accidents and fatalities within Nyandeni Jurisdiction. by 2027)	BSD 08	Improve Traffic flow and reduce congestion	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 overall crime rates by ( 5 - 10% by 2027)	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	10 Municipal By-laws were enforced		1. Develop appropriate systems and mechanisms for enforcement of Municipal By - Laws 2. Enforce 20 Municipal By - Laws	Enforce 20 Municipal By - Laws	Enforce 10 Municipal By – Laws by 30 June 2025	Enforce 10 Municipal By - Laws	Enforce 10 Municipal By - Laws
Public Safety & Security	To Reduce overall crime rates by a targeted percentage ( 5 - 10% by 2027)	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		BSD 10	Ensure road and Community safety	Compliance with National Road Traffic Act and regulations	Number of reports compiled on road accidents recorded by 30 June 2025		New target		Report Annually on number of accidents recorded	Report Annually on number of accidents recorded	Report Annually on number of accidents recorded by 30 June 2025	Report Annually on number of accidents recorded	Report Annually on number of accidents recorded

Public Safety & Security	infrastructure improvements and better regulation enforcement		1. upgrade outdated road signs and markings. 2. Establishment of Vehicle Impoundment Centre.	1. Compliance with road traffic signs and markings. 1. Safe vehicle impoundment center.	1. Upgraded road traffic signs and markings in both towns. 2. Safe vehicle impoundment center in both towns.		New target					1. Report annually on upgraded road traffic signs and markings in both towns. 2. Progress Report on the establishment of vehicle impoundment centre.	1. Report annually on upgraded road traffic signs and markings in both towns. 2. Report on well established vehicle impoundment centre.
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety		Issuing of ticket fines	Compliance with National Road Traffic Act and regulations	Number of ticket fines issued		3 Tickets per day per Officer					Issue 3600 ticket fines	Issue 3600 ticket fines
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety		Motor vehicle licensing and registration	Compliance with National Road Traffic Act and regulations	Number of licensed and registered vehicles		360 Motor vehicles licensed and registered					360 Motor vehicles licensed and registered	360 Motor vehicles licensed and registered

Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety		Application and Issuing of Learners License	Compliance with National Road Traffic Act and regulations	Number of learners license applications and issues		1,200 learners license applications are made and issued					1,200 learners license applications made and issued	1,200 learners license applications made and issued
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety		Application and Issuing of driving license cards	Compliance with National Road Traffic Act and regulations	Number of applications for driving license cards made and issued		1,200 driving license cards application are made and issued						
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety		Application of PrDP's	Compliance with National Road Traffic Act and regulations	Number of applications for PrDP's made and issued		360 PrDP applications and issues are done						
Public Safety & Security	Monitor the implementation of traffic, testing, licensing and road safety												

INFRASTRUCTURE

Strategic Focus Area	5 Year Objective	Strategic Risks	Mitigating Factors	Annual Target 2025/2026	Department Responsible	Indicator Number	Baseline	Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
INFRASTRUCTURE													
Transport and Roads	Provide integrated transport and Mobility	1. Sale of Borrow pit Material 2. Availability of Road Construction material 3. Machinery breakdown 4. Aged Machinery, 5. High Demand of Roads maintenance, 6. Outsourcing	Converne meeting with Local traditional Leaders, Social facilitation, Procurement of additional machinery. Shift Management of all Machinery to their main point of use, end user depart	Improved quality of municipal road network by 2027	Number of kms constructed Low Volume Surface Access Roads		63.71km	26,23,28,10,7,2,11,12	Tholeni Access Road ward 26, Ntshazini to Ncanzibe ward 23 &28, Sofia Access Road ward 10, Langakazi ward 2, Libode Internal Street Phase1 ward 7	Libode Internal Street Phase 2 Ward 7, Ngqeleni Internal Street Phase 2 ward 7, Ngolo to Corana ward 11 & 12, Bidiza to Sundwana AR Ward 13, Manqabeni to Mngwangweni Ward 23	New Rest to Mncane /Vgate ward 10, Libode Pound Surface Road, Ngolo New Extensions Low Volume AR,	New Rest to Mncane /Vgate AR	....

		<p>and not tracking of outsourced repairs. 7. Internal Management of machinery resources. Performance of Service Providers. Poor Internal controls (tracking system). Repairs of current Municipal Machinery repairs.</p>	<p>ment. Rotational approach to ensure proper management of Machinery. To has a meeting with RMU section with senior Management, portfolio head and Mayor. Formalise appointment of mechanical.</p>										
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		Poor Monitoring of Design from PSP's											
Transport and Roads	Provide integrated transport and Mobility			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 Mhlabe ni ward 9, Mngcibele Coastal Road ward 26, Nkumandeni ward 24, Khuleka ward 15, Manyoni to Nongxenga	Canzibe Access Road ward 22, Ngxangula to Lutsheko AR ward 30, Coastal AR Ward 26, Mabusini AR 27, Dokodela to Gongo ward 3, Gotsi	Mfundweni Internal Roads ward 28, Mahobeni to Coza ward 3, Mandlovini to Khubusi Ward 13, Zandukwana Main Road ward 1,Mtome AR

											ward 22, Mdumazulu to Ludakaward 17, Makhotyana Main Road ward 4	AR ward6, Mlwamli AR ward 26, Njimaza to Dangen i AR ward19, Zandukwana to Nqithen i Main Road Ward 1 &3	ward 31, Nodush e Access Road and Bridge ward 6, new Area to Magutyana Main Road ward2 ,Mhlongwana to Nomcamba ward 19
Transport and Roads	Provide intergrated transport and Mobility	Delays on EIA	Put forward EIA investigations on any projects.	Improved quality of municipal road network by 2027	Environmental Impact Assessment and Stormwater Management Plan , LITP		Storm water Management Plan and Local Intergrated Transport Plan	5		EIA for Mpindweni access road ward 5, Stormwater Mngement Plan, Local Roads	...	...	...
Transport and Roads	Provide intergrated transpo			Improved quality of municip	Number of kms for Non-Motoriz		6km	7 &21		Ngqeleni Non motorised ward 21,	...	...	...

	rt and Mobility			al road network by 2027	ed transport path					Libode Non Motorised ward 7			
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municipal road network by 2027	Numbe r 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, Magcakin iAR ward 21, Maqhing eni A/R ward 16, Mhlahlane Ward 17, Buthongweni AR ward 24, Ntsimbini AR ward 23	Ntsonyeni A/R ward 6, Mngcib e A/R ward 26, Vezama ndla A/R Ward 29,			...
										Makhwaleni A/R Ward 02	Ngolo to Nzuluka A/R Ward 05,		
										,Mbhob heleni to Bungu A/R Ward 27,	Dalagub a to Deep Level AR Ward 16, Lusizini to Cwele A/R.		

												Ward 19		
												Nkanini AR ward, ward 11		
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municip al road network by 2027	Function al Stormw ater Structures		Storm water Constr ucted at ward 21 and 07	7,21			Libode CBD ward 7	Ngqele ni ward CBD 21	Mainta in Stormw ater at ward 7 and 21	Mainta in Storm water at ward 7 and 21
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municip al road network by 2027	Numbe r of kilometers (gravel road of Routine Access road by 30 June 2025		50	7,19,3	( Bolotwa to Chunu A/R, Mpendle A/R, Mthomde A/R,Coza A/R,Rolini A/R,ThungwiniA /R,Mahahane A,R,Mcuku A/R ,Lusizini & Cwele A/R	(Bolotwa to Chunu A/R 5KM, Coza-Mlomo A/R 6,5 km, Thungwini A/R= 4km, Mcuku A/R 4,5 km, Lusizini and Cwele A/R 4,5 ,Noxojwa yo 5km, Belmont	Routine mainte nance of 34km of Access Roads	Routin e mainte nance of 60km of Access Roads	Routin e mainte nance of 60km of Access Roads	

										A/R 4,5KM)			
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municip al road networ k by 2027	Numbe r of kilomet ers (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 Kilometer s , Ndayeni A/R 4Kilometr es , Msintsini to Mgojweni A/R) 5.6 Kilometres , Maqanyeni to Great Place Clini ward	Periodi c Mainte nance 24.0km of gravel Road	Periodi c Mainte nance 30km of gravel Road	Periodi c Mainte nance 30km of gravel Road

										21 and 30, Mfabantu ward 30			
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municip al road networ k by 2027	Numbe r of km Mainta ned of Surface d Roads	11.63	7 , 21 , 14		Libode CBD and Ngqeleni CBD	Libode CBD ward 7 and Ngqeleni CBD 21 , Dontsa to Mangwan eniward 14	Libode CBD and Ngqe le ni CBD, Dontsa to Mangw aneni 14	Libode CBD and Ngqe le ni CBD, Dontsa to Mangw aneni	
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municip al road networ k by 2027	Numbe r of km Mainta ned of Surface d Roads	5.5km	2			...	Mantei nance of Langaka zi A/R	Mantei nance of Langaka zi A/R	Mantei nance of Langak azi A/R
Transport and Roads	Provide intergrated transport and mobility			Improv ed quality of municip al road networ k by 2027	Numbe r of km Mainta ned of Surface d Roads	7km	2			...	Mantei nance of Sofia A/R	Mantei nance of Sofia A/R	Mantei nance of Sofia A/R

Transport and Roads	Provide integrated transport and mobility			Improved quality of municipal road network by 2027	Number of km Maintained of Surface Roads		5.5km	2		...	...	Maintenance of Tholeni A/R	Maintenance of Tholeni A/R
Transport and Roads	Provide integrated transport and mobility			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			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			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			Improve 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 involvement in project implementation by 2023			Decentralised public relations through stakeholder participation	Annual ISD report developed by 30 June 2025		Annual report developed on ISD (institutional social development)	In all projects		Annual report developed on ISD (institutional social development)	Annual report developed on ISD (institutional social development)	Annual report developed on ISD (institutional social development)	Annual report developed on ISD (institutional social development)
Energy and Electricity	To provide access to energy infrastructure by 2027			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			Improved Public Safety and Crime Reduction by 2027	Upgrade of Street Lights in Libode Town ward 07 and Ngqeleni Town		Street Lights on R61	7,21		Libode CBD ward 7 Phase 1, Ngqeleni CBD ward 21 Phase 1	Libode CBD ward 7 Phase2 , Ngqeleni CBD ward 21 Phase 2	Libode CBD ward 7 Phase3 , Ngqeleni CBD ward 21 Phase 3	

					ward 21 by 30 June 2025									
Energy and Electricity	To provide access to energy infrastr ucture by 2027			Numbe r of dwellin gs with access to electrici ty by 2027	Numbe r of house holds connect ed into electrici ty Infrastr ucture 30 June 2023		1022 dwellin gs provide d with electric al infrastr ucture by June 2023	20,2,6,16,5,25,28,24		Number of house holds connected into electricity Infrastructure (Extensions) in Ward 20 Egoli, ward 2 Zele& Thungwini , ward 6 Mgwenyana ,ward 16 Siwela Mafini and Njova , by 30 June 2023	135 h/h Zinkumbi ni 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 Mzonyan e ward 25, 40h/h in Ntshilini ward 26, 78 h/h Sidanda ward 28, 69h/h in Sizindeni ward 28 , .24h/h Mankosin i Phase in ward 26, 24h/h in Ntsimbini ward 26,	61h/h Ngidini ward 18, 39h/h Mhlaty ana ward 18, 96h/h in Bhukwi ni in ward 18, 62h/h in Manxiw eni ward 18, 36h/h Bhakale ni ward 18, 90 h/h in Mbiza ward 18, 108 h/h in Ntibane ward28, 67h/h in Mngcib e Phase	137h/h in Universi ty ward 15, 80 Gxokwe ni 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 Mduma zulu Phase 3 ward 17 , 49 h/h Mthonj aneni ward 15	

											55 Zixambuzi in ward 26	2 ward 25,		
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HUMAN SETTLEMENTS

Strategic focus area	5 year objective	Objective no.	Municipal strategies	Outcome indicator 5years	Outcome indicator 2024/25	Indicator no.	baseline	ward	2022/23	2023/24	2024/25	2025/26	2026/26
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 as an implementing agent by 30 June 2026						Construction of 150 low cost housing units	Deliver 200 low cost housing units as an implementing agent by 30 June 2026	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 quarterly assessments conducted by 30 June 2026				Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2023	Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2024	Conduct quarterly assessment and inspection of current running human settlement projects by 30 June 2025	Conduct four quarterly assessment and inspection of current running human settlement projects by 30 June 2026	Conduct four quarterly assessment and inspection of current running human settlement projects by 30 June 2027

Provision of Human Settlement	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027	BSD 06	Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Number of housing consumer education awareness campaigns conducted by 30 June 2026				Conduct four housing consumer education awareness campaigns by 30 June 2023	Conduct four housing consumer education awareness campaigns by 30 June 2024	Conduct four housing consumer education awareness campaigns by 30 June 2025	Conduct twelve (12) housing consumer education awareness campaigns by 30 June 2026	Conduct twelve (12) housing consumer education awareness campaigns by 30 June 2027
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 2023	Conduct two Capacity Building Workshops for Councillors on Disaster Management and Housing Policies by 30 June 2023		

	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027		Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Reviewed Housing Sector Plan by 30 June 2026								Review Housing Sector Plan by 30 June 2026	
	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027		Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Developed Housing Chapter in the 2025/26 IDP by 30 June 2026								Develop Housing Chapter in the 2026/2027 IDP by 30 June 2026	

	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027		Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Number of SMMEs capacitated on Human Settlements programs by 30 June 2026							Capacitate 60 SMME on Human Settlements programs by 30 June 2026	Capacitate 60 SMME on Human Settlements programs by 30 June 2027
	To coordinate the provision of sustainable rural and urban human settlements in partnership with department of Human settlements by 2027		Provide access to decent human settlements	Developed sustainable human settlements by 30 June 2027	Deregistered and Reregistered site owners in both towns by 30 June 2026							Deregistration and Registration of 15 Site owners in both towns by 30 June 2026	Deregistration and Registration of 15 Site owners in both towns by 30 June 2027

SPATIAL PLANNING

Strategic focus are	5 year objective	Obective no.	Municipal strategies	Outcome indicator 5years	Outcome indicator 2024/25	Indicat or no.	baselin e	ward	2022/23	2023/24	2024/25	2025/26	2026/26
Spatial Planning and Land use Managemen t	To provide Intergrated spatial planning, land use managemen t and built environme nt by 2027.		Property Developmen t of Vacant Sites	Formalized township by 30 June 2026	Approved township establishme nt application by 30 June 2026							Develop township establishme nt application, EIA and Geotech of Libode pilot area by 30 June 2026	Opening of township register by 30 June 2027
Spatial Planning and Land use Managemen t	To provide Intergrated spatial planning, land use managemen t and built environme nt by 2027.		Property Developmen t of Vacant Sites	Formalized township by 30 June 2026	Approved township establishme nt application by 30 June 2026							Develop township establishme nt application, EIA and Geotech of Ngqeleni pilot area by 30 June 2026	Opening of township register by 30 June 2027
Spatial Planning and Land use Managemen t	Spatial Planning and Land use Managemen t by 2027	BSD 12	Efficient land use managemen t and improved functionality of towns	Urban developme nt of nodal towns	Implemente d Phase one (Bulk Infrastructu re report) of Ngqeleni Urban Design Framework by 30 June 2026							Implpement Phase one of Ngqeleni Urban Design Framework by 30 June 2026	Implpement Phase two of Ngqeleni Urban Design Framework by 30 June 2027

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							Land survey of 400 sites in Libode and Ngqeleni by 30 June 2026	Redetermination of pegs in both towns by June 2027
Spatial Planning and Land use Management	Spatial Planning and Land use Management by 2027		Improved Geo-referencing	Ease of navigation and accessing of Nyandeni towns and settlement areas	Installation of street name poles with street numbers by 30 June 2026						Public consultation for street name inventory by 30 June 2025	Install street name poles with street numbers by 30 June 2026	Geo referencing of street names by June 2027
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 2026						Approved township establishment application of Ngqeleni 100 middle Township income Township establishment by 30 June 2025	Preparation and Submission of general plan to S.G for approval by 30 June 2026	Opening of township register by 30 June 2027
Spatial Planning and Land use Management	To provide Intergrated spatial planning, land use management and built	BSD 12	Spatial Planning and efficient utility of land	Coordinated and cohrenr land-use by 30 June 2027	Approved reviewed Spatial Development Framework							Preparation of Spatial Development Framework	

	environment by 2027.				by 30 June 2026							by 30 June 2026	
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	Monitoring 100% building structures constructed in compliance with building regulations and standards by 30 June 2027

												standards by 30 June 2026		
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
Spatial Planning and Land use Management	To provide integrated spatial planning, land use management and built environment by 2028.		Property Development of Vacant Sites	Property Development of Vacant Sites	Number of sites disposed at Libode Extension 6							Dispose off 31 (30 residential and 1 business) sites at Libode extension 6		

## INTERGOVERNMENTAL PROJECTS

The intergovernmental projects were presented to Nyandeni by the departments during:

IGR forum meetings that the Municipality conducts quarterly with sector departments, to consult each other and discuss matters of mutual interest- including the provision of services and coherent planning and development.

Council Strategic planning that the municipality held on 04-06 March 2025 to link, integrate and co-ordinate plans and proposals for the development of the municipality.

#### **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
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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
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Ward-1	Sanitaion: VIP	R1 500 000	Under Construction	October 2023
Ward-5	Sanitation : VIP	R3000 000		
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
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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

Nggeleni CMC	35	30	01	All sites due to non payment, poor quality of work,	4
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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
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

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
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

- a. Hluleka

- b. Mamolweni
- c. Lwandile
- d. Mngcibe
- e. Tshani-Mankosi

### NYANDENI STATUS OF THE EXISTING STAND ALONE SCHEMES

TYPE OF SCHEMES	TOTAL NUMBER OF SCHEMES	NO OF FUNCTIONAL SCHEMES	NO NON-FUNCTIONAL SCHEMES	% FUNCTIONAL
WTW	7	4	3	57.14%
BOREHOLES SCHEMES	41	28	13	68.29%
HANDPUMP	11	8	3	72.73%
SPRINGS	10	9	1	90%
WEIR	1	0	1	0%
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 eletrical 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),Bhaka 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 functional	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
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

NO	NAME OF SCHEME	VILLAGES	WARD	STATUS	CHALLENGE	ACTION PLAN	TIME FRAME
13	Magcakini hand pump	Magcakini	08	Non functional	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)	KSDLM	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	KSDLM	Eskom	R 21,181,250	24 months	Scope not costed yet.	Identified project. Currently at conceptual design stage
12	Qunu substation extensions	KSDLM	Eskom	R 74,663,882	24 months	35 jobs	Design, going to Level 1 Investment Committee
13	Qumbu Substation Extensions	KSDLM	Eskom	R 35,802,694	18 months	50 jobs	Design, going to Level 1 Investment Committee
14	New Taweni Substation	KSDLM	Eskom	R 119,325,394	36 months	Jobs Sustained: 50. Mkhambathi and Coza areas 1600 future electrification connections	Completed
15	New Hombe Substation	KSDLM	Eskom	R 119,219,395	36 months	Jobs Sustained: 50. Refurbishment project to replace existing Magwa substation. Provide back up to Dumasi, Mfinizo & 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 Dangeni AR

Zandukwana to Nqitheni Main Road

Mfundweni Internal Roads

Mahobeni to Coza

Mandlovini to Khubusi

Zandukwana Main Roads

Mtomde Access Road

Nodushe Access Road and Bridge

New Area to Magutyana Main Roads

Mhlongwana to Nomcamba

Manzimahle to Gxaba AR and Bridge

Hamsini Main Roads

Mahahane Access Road

Mbhobheleni to Ndlov'ayiphathwa AR to Bridge

Mabheleni to Pitoli AR

Mposane to Upper Mbange JSS

Ngqongweni Bridge and AR

Khanyisa JSS AR

Lutwatweni AR

Jange to Vinishi AR

Nquba AR

Tyarha Main Roads

Ntilini to Mpindweni KSD

Siwela AR

Nomadolo Access Road

Dikela Springs Bridge and Road

Manangeni to Mtondela AR

Nxupheko to Mthombetsitsa AR

Misty Mount Main Roads

Matolweni Bridge

New Extensions Main Roads

Mkwetshubeni AR

Mcaphathi to Ncedana AR

Mnqane to Zixhotyeni AR

Msintsini to Dikeni AR

Ndindimeni and Ntilini Surface Roads

**ENERGY: IMPROVED SAFETY**

Installation of street lights and high masts

**CAPACITY UPGRADE**

Upgrade Capacity for electricity infrastructure and agriculture site

**ACCESS TO COMMUNITY FACILITIES: INCLUSIVE SOCI-ECONOMIC DEVELOPMENT**

Ward 30 Multipurpose Centre

Ward 09 Multipurpose Centre

Ward 01 Multipurpose Centre

Ward 14 Multipurpose Centre

Ward 13 Multipurpose Centre

Libode Multipurpose Centre

Ngqeleni Multipurpose Centre

## ANNEXTURE A: NYANDENI POLICIES

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### 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	<b>Review with amendments</b>
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	<b>Review with amendments</b>
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	<b>Review with amendments</b>
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

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**BUDGET AND TREASURY OFFICE**

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

**MUNICIPAL MANAGER**

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

5.	Communications and Social Media Policy	<b>Review with amendments</b>
6.	Internal Audit Charter	<b>Review with amendments</b>
7.	Audit Committee Charter	<b>Review with amendments</b>
8.	Risk Management Policy	Review without amendments
9.	Ethics and Integrity Policy	<b>Review with amendments</b>
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

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**INFRASTRUCTURE DEVELOPMENT SERVICES POLICY**

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

**COMMUNITY SERVICES POLICY  
NEW POLICIES**

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

**EXISTING POLICIES**

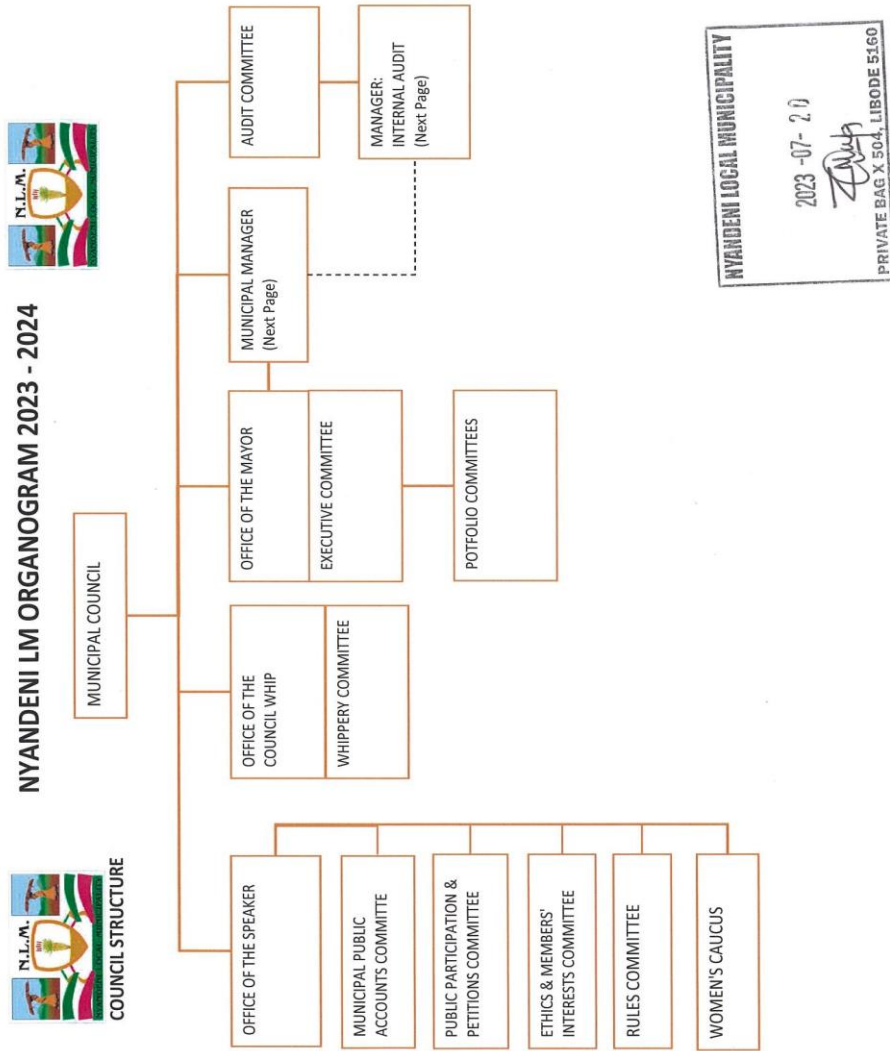
<b>NO</b>	<b>POLICIES</b>	<b>STATUS</b>
5.	HIV/AIDS Policy	Review with amendments
6.	Early Childhood Development Policy	Review with amendments
7.	Safety and Security Policy	Review with amendments
8.	Indigent and Poverty Alleviation Policy	Review with amendments
9.	Landscaping and Greening Policy	No amendments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

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**PLANNING AND DEVELOPMENT SERVICES POLICY**

<b>NO</b>	<b>POLICIES</b>	<b>STATUS</b>
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

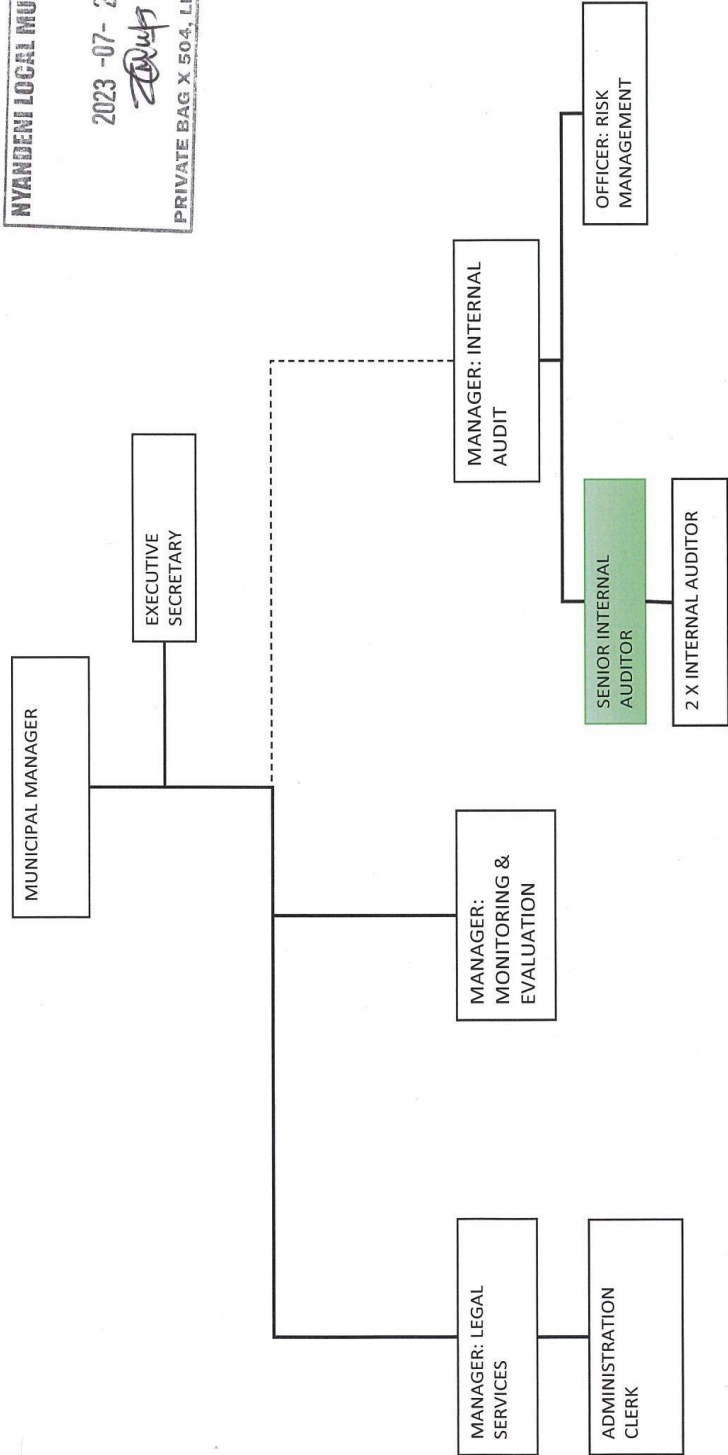
**DIVISIONAL HEAD: MANAGER: INTERNAL AUDIT**



# NYANDENI LM ORGANOGRAM 2023 - 2024



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 2023 -07- 20  
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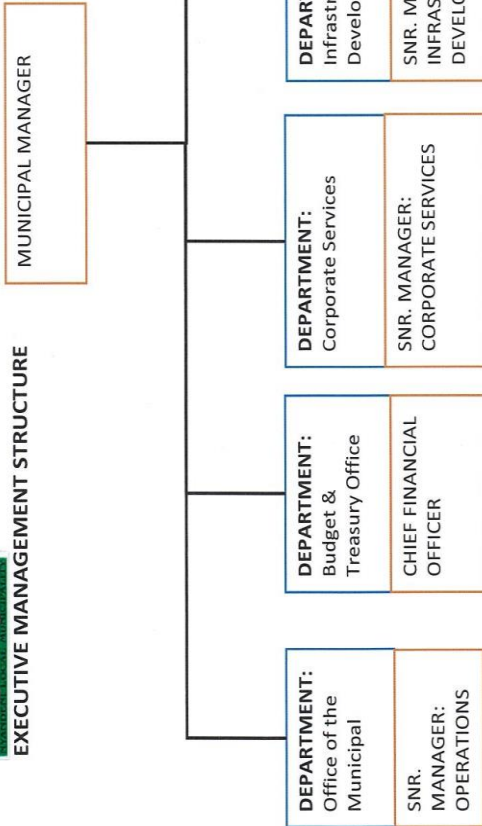




## NYANDENI LM ORGANOGRAM 2023 - 2024



### EXECUTIVE MANAGEMENT STRUCTURE



NYANDENI LOCAL MUNICIPALITY  
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**MM's OFFICE - FUNCTION**

## NYANDENI LM ORGANOGRAM 2023 - 2024

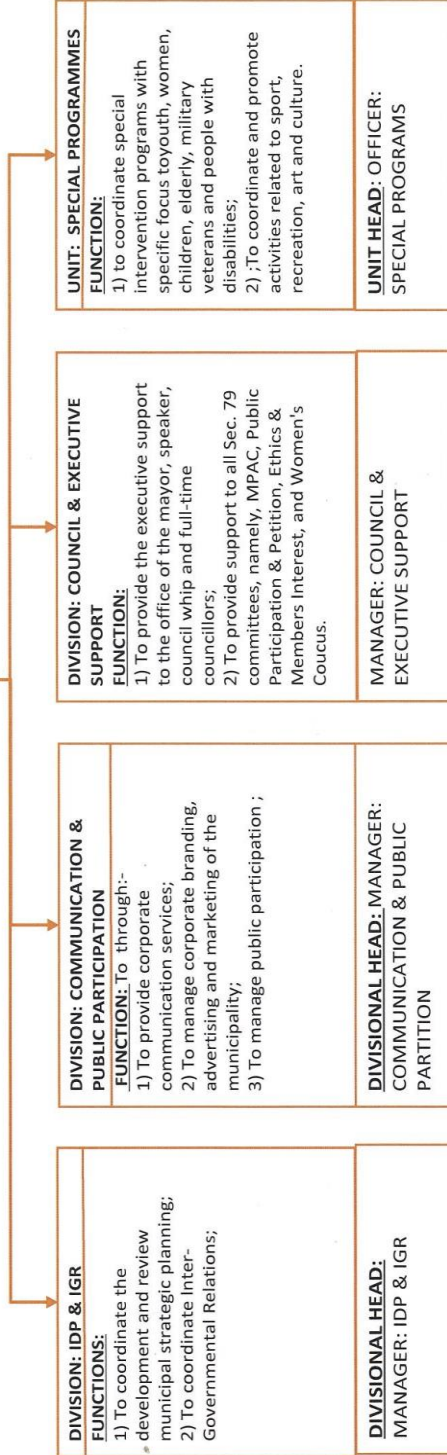


**NYANDENI LOCAL MUNICIPALITY**

2023 -07- 20

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<p><b>DEPARTMENTAL FUNCTION:</b> 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.</p>
<p><b>HOD: SNR. MANAGER: OPERATIONS</b></p>





# NYANDENI LM ORGANOGRAM 2023 - 2024



MUNICIPAL MANAGERS' OFFICE - 1

SENIOR MANAGER:  
OPERATIONS

EXECUTIVE  
SECRETARY

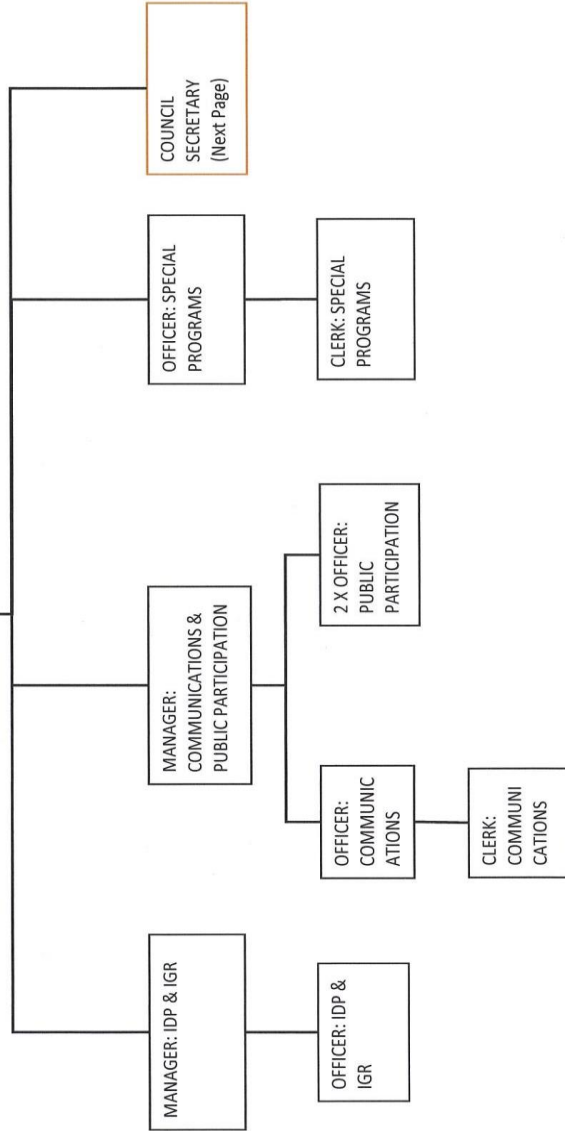
PERSONAL ASSISTANT: MAYOR

NYANDENI LOCAL MUNICIPALITY

2023 -07- 20

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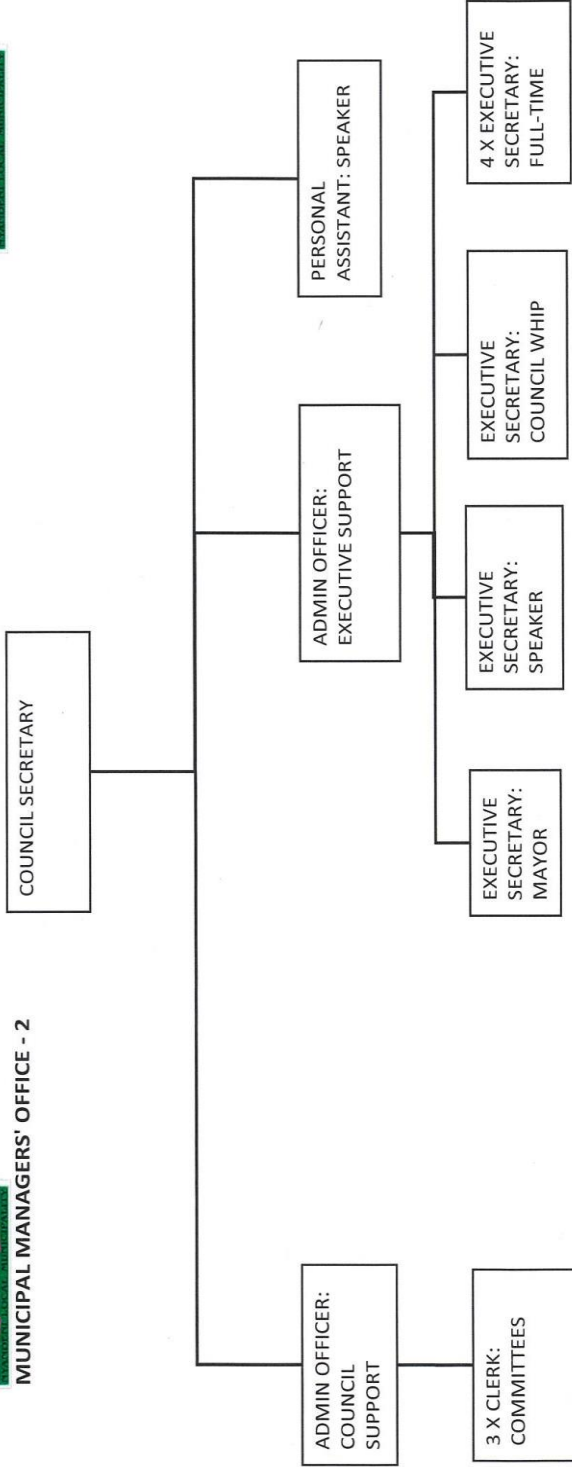




# NYANDENI LM ORGANOGRAM 2023 - 2024



## MUNICIPAL MANAGERS' OFFICE - 2



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 2023 -07- 20  
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# NYANDENI LM ORGANOGRAM 2023 - 2024



## BUDGET & TREASURY - FUNCTION

**DEPARTMENTAL FUNCTION:** To provide sound financial management through:-  
 1) development and implementation of municipal budget;  
 2) effective revenue management;  
 3) Effective maintenance of expenditure controls;  
 4) management of assets and liabilities;

**HOD: CHIEF FINANCIAL OFFICER**

**UNIT FUNCTION:** To provide sound financial management through:-  
 1) Monitoring municipal budget implementation  
 2) development of financial reports;  
 3) Effective billing and revenue collection;  
 4) Effective maintenance of expenditure controls;

**UNIT HEAD: MANAGER: BUDGET & FINANCIAL REPORTING**

**UNIT FUNCTION:** To provide sound financial management through:-  
 1) procurement of goods and services;  
 2) management of assets and liabilities;  
 3) manage the use and maintenance of municipal fleet.

**UNIT HEAD: MANAGER: SUPPLY CHAIN & ASSETS**

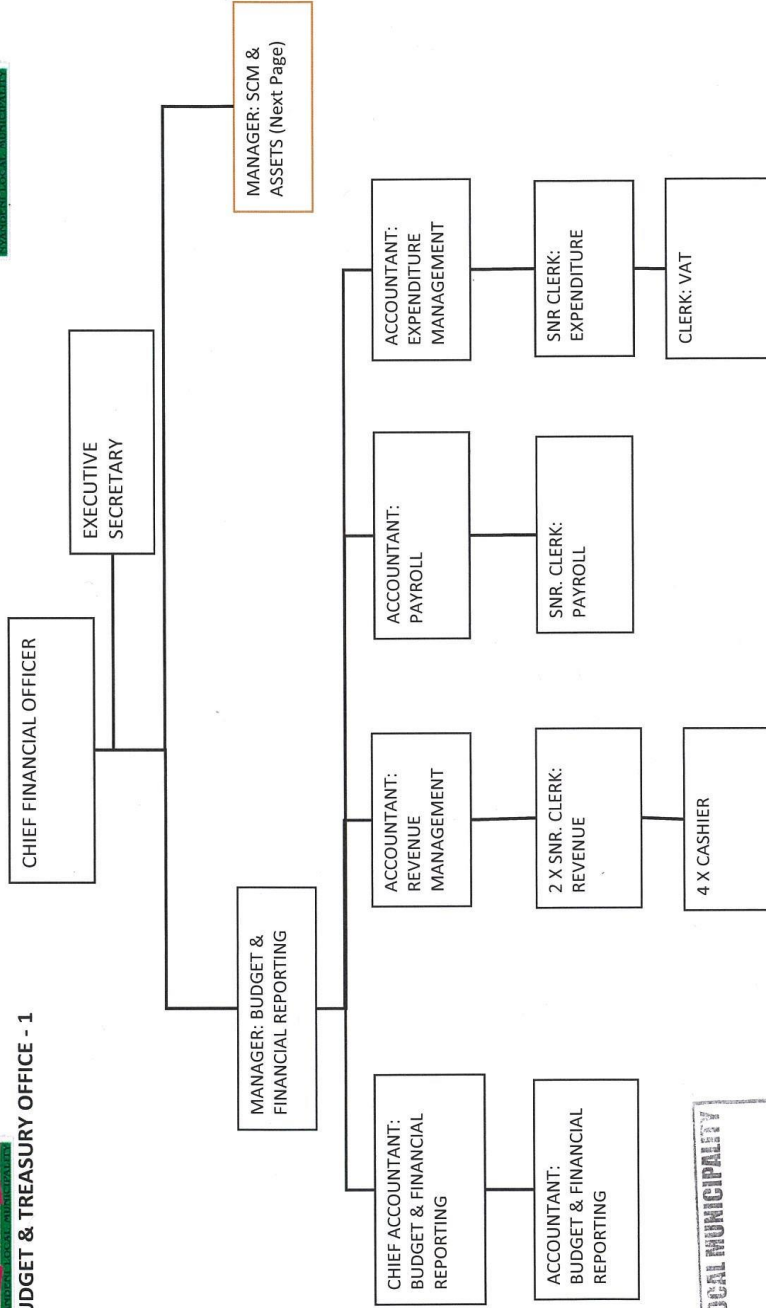
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# NYANDENI LM ORGANOGRAM 2023 - 2024



## BUDGET & TREASURY OFFICE - 1



MANAGER: SCM & ASSETS (Next Page)

NYANDENI LOCAL MUNICIPALITY  
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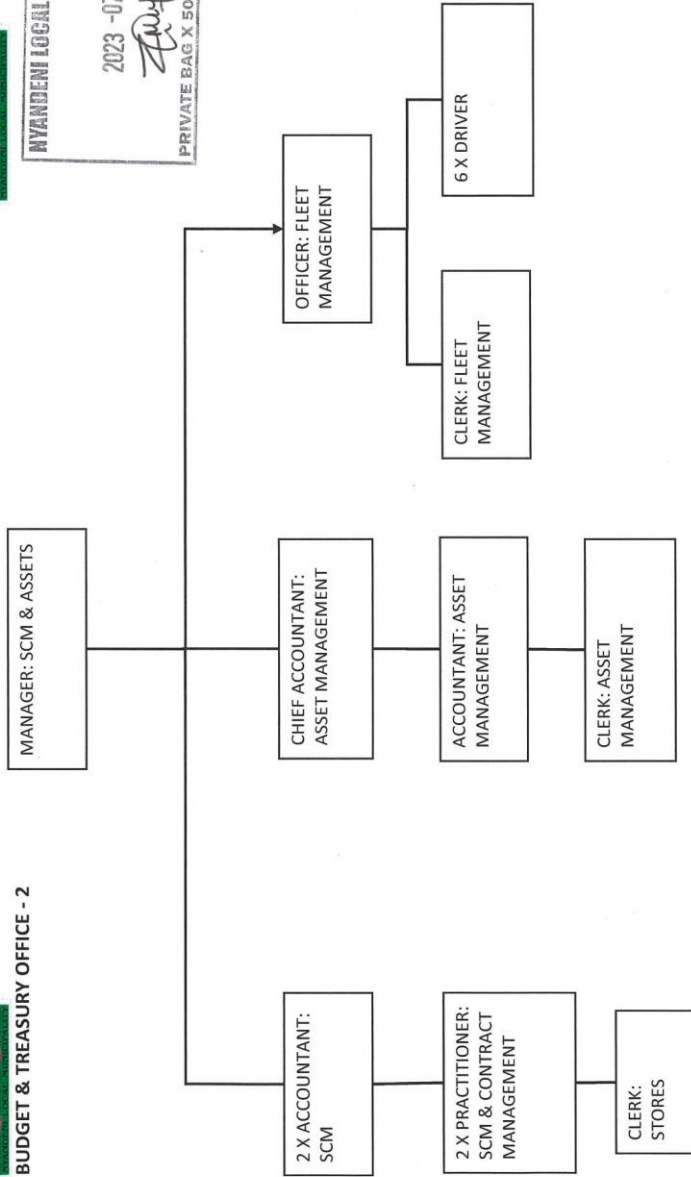


BUDGET & TREASURY OFFICE - 2

### NYANDENI LM ORGANOGRAM 2023 - 2024



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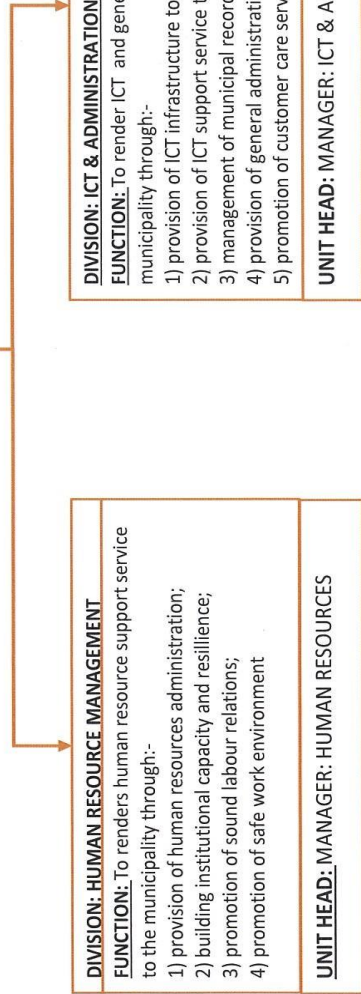




# NYANDENI LM ORGANOGRAM 2023 - 2024

## CORPORATE SERVICES - FUNCTION

<p><b>DEPARTMENTAL FUNCTION:</b> To renders support service to the core service delivery departments of the municipality through:-</p> <ol style="list-style-type: none"> <li>1) provision and management of human resources;</li> <li>2) building institutional capacity and resilience;</li> <li>3) promotion of sound labour relations;</li> <li>4) rendering IT support service and innovation; and</li> <li>5) provision of administration support;</li> </ol>
<p><b>HOD:</b> SNR. MANAGER: CORPORATE SERVICES</p>



<p><b>DIVISION: HUMAN RESOURCE MANAGEMENT</b></p> <p><b>FUNCTION:</b> To renders human resource support service to the municipality through:-</p> <ol style="list-style-type: none"> <li>1) provision of human resources administration;</li> <li>2) building institutional capacity and resilience;</li> <li>3) promotion of sound labour relations;</li> <li>4) promotion of safe work environment</li> </ol>
<p><b>UNIT HEAD:</b> MANAGER: HUMAN RESOURCES</p>

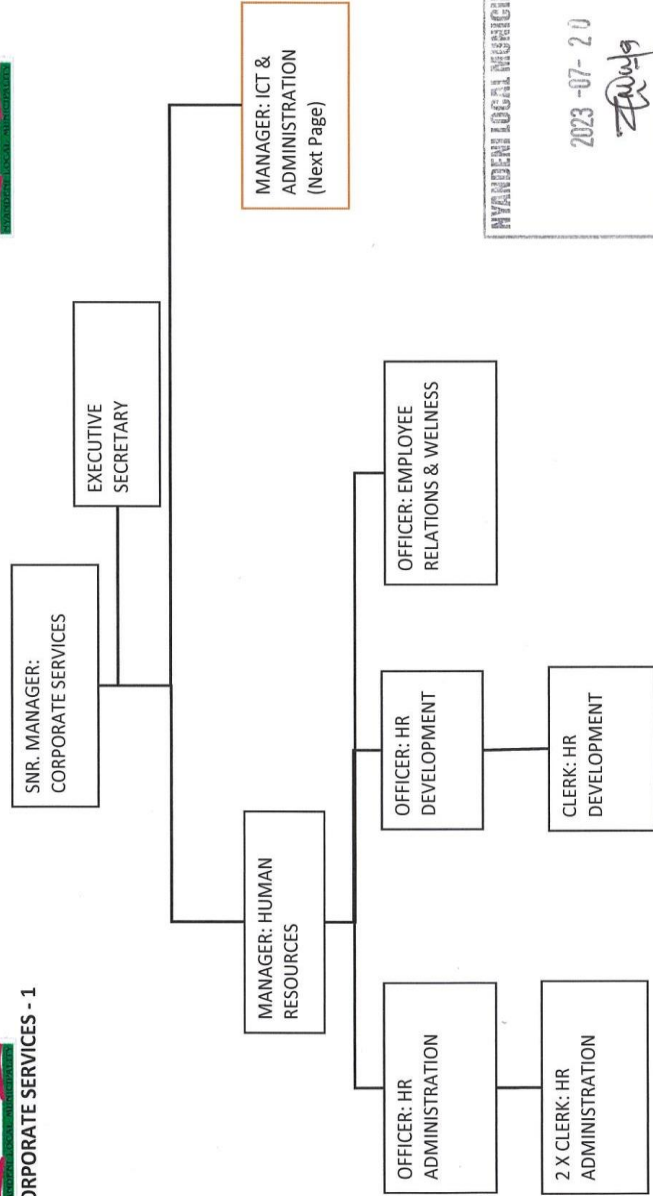
<p><b>DIVISION: ICT &amp; ADMINISTRATION</b></p> <p><b>FUNCTION:</b> To render ICT and general support service to the municipality through:-</p> <ol style="list-style-type: none"> <li>1) provision of ICT infrastructure to the municipality;</li> <li>2) provision of ICT support service to users;</li> <li>3) management of municipal records;</li> <li>4) provision of general administration and other auxiliary services;</li> <li>5) promotion of customer care services .</li> </ol>
<p><b>UNIT HEAD:</b> MANAGER: ICT &amp; ADMINISTRATION</p>



CORPORATE SERVICES - 1



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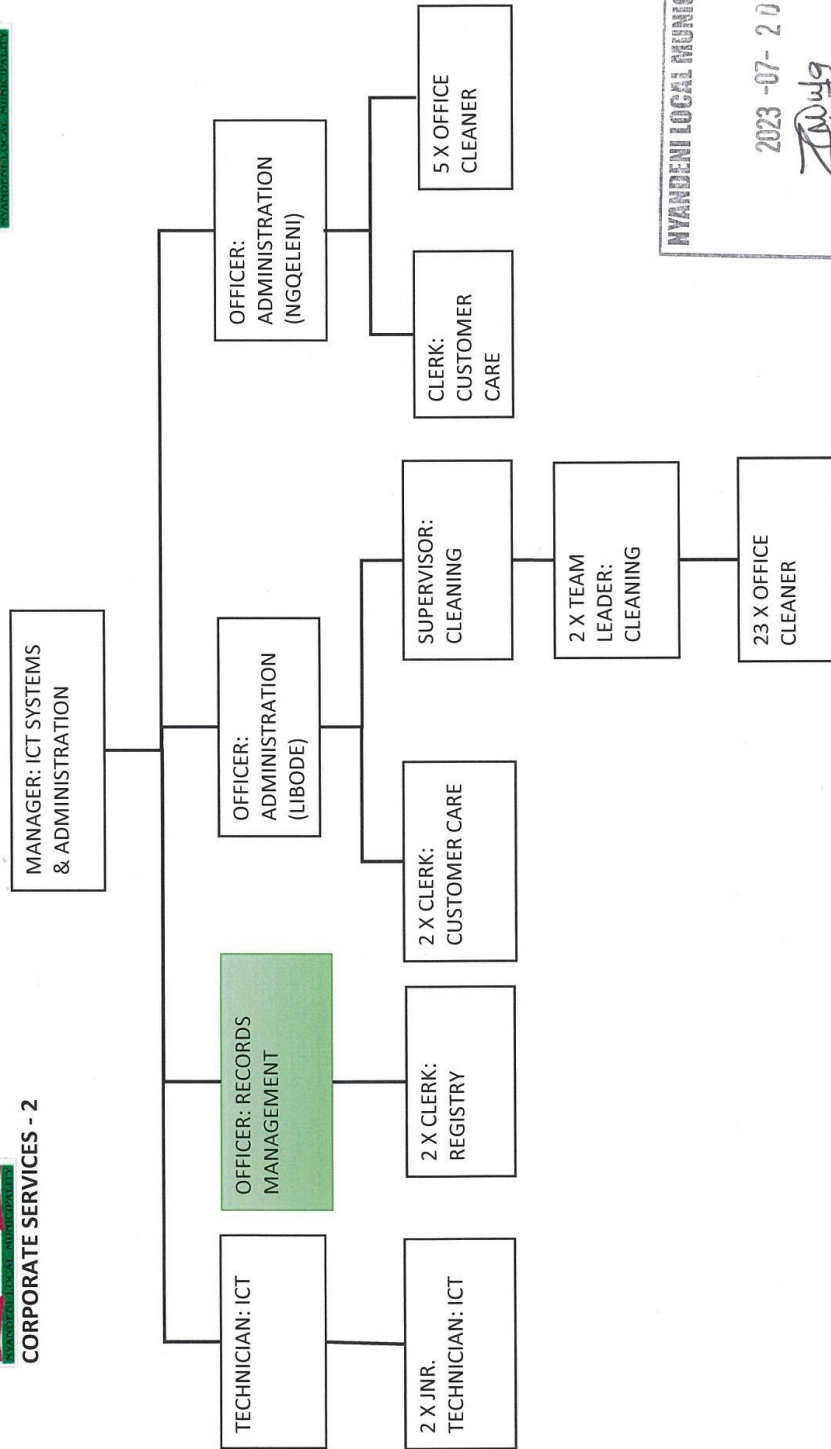


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CORPORATE SERVICES - 2

# NYANDENI LM ORGANOGRAM 2023 - 2024



NYANDENI LOCAL MUNICIPALITY  
 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**

**NYANDENI LOCAL MUNICIPALITY**

2023-07-20

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**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 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 construction fleet;
- 4) maintenance of municipal amenities;

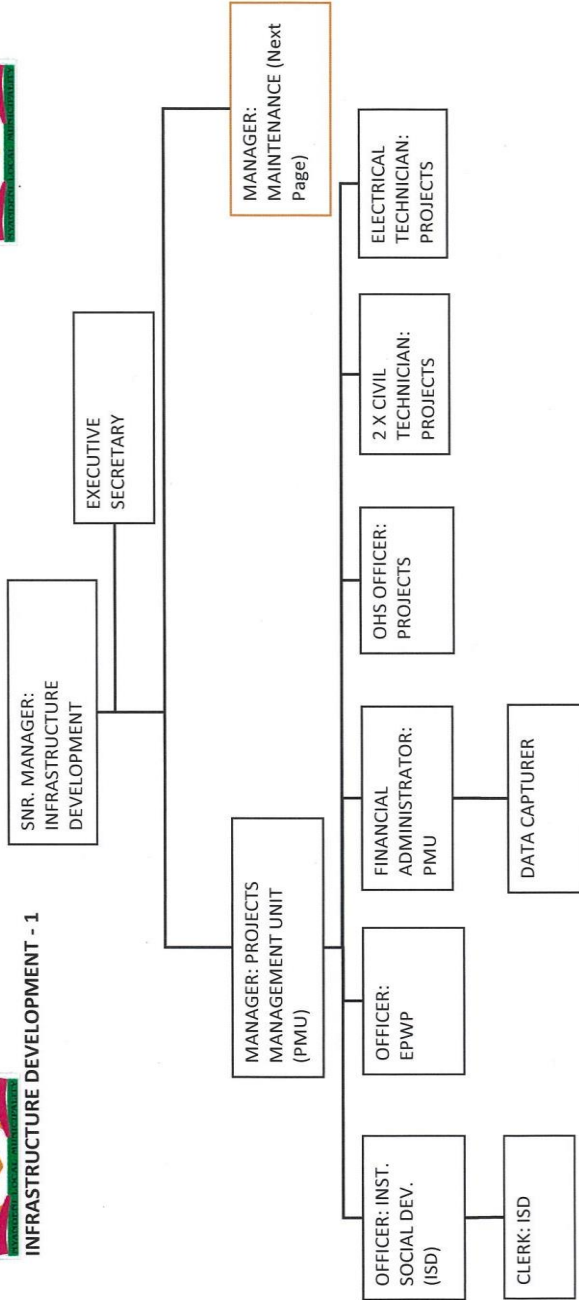
**UNIT HEAD: MANAGER: MAINTENANCE**



# NYANDENI LM ORGANOGRAM 2023 - 2024



## INFRASTRUCTURE DEVELOPMENT - 1



MANAGER: MAINTENANCE (Next Page)

NYANDENI LOCAL MUNICIPALITY

2023 -07- 20

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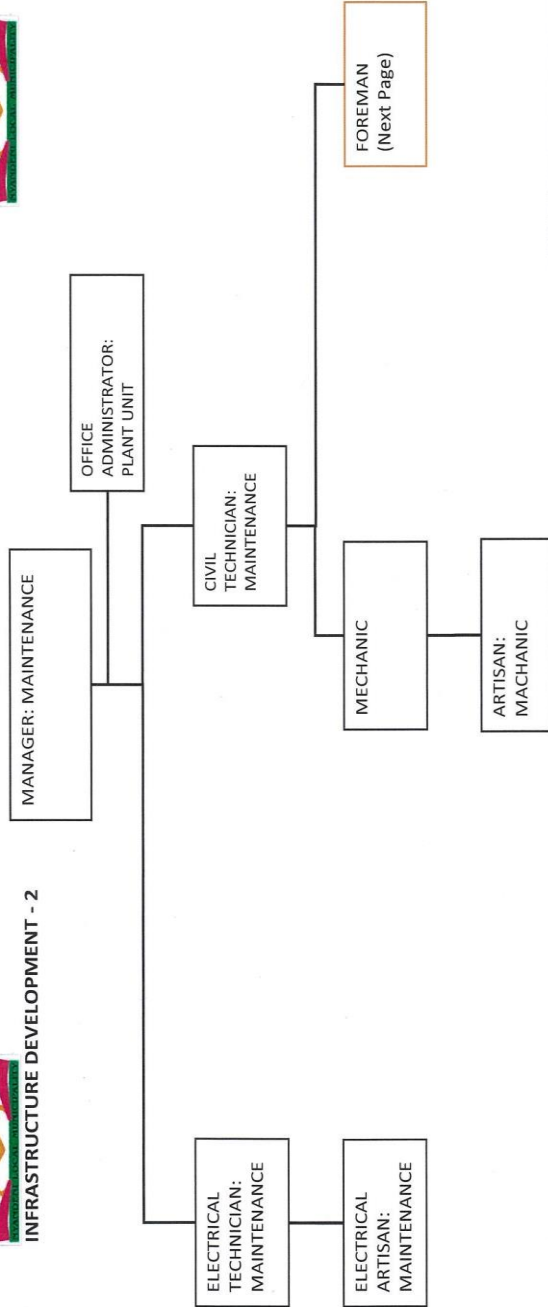
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# NYANDENI LM ORGANOGRAM 2023 - 2024



## INFRASTRUCTURE DEVELOPMENT - 2



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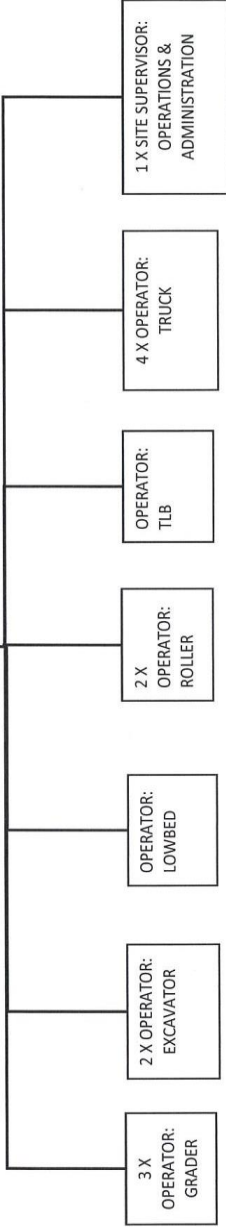


# NYANDENI LM ORGANOGRAM 2023 - 2024

## INFRASTRUCTURE DEVELOPMENT - 3

FOREMAN:  
ROAD MAINTENANCE

2 X GENERAL ASSISTANT



NYANDENI LOCAL MUNICIPALITY  
 2023 -07- 20  
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## NYANDENI LM ORGANOGRAM 2023 - 2024



### PLAN & DEVELOPMENT - FUNCTION

<p><b>DEPARTMENTAL FUNCTION:</b> To coordinate local economic development, human settlements development and provide spatial / town planning services for the municipality through:-</p> <ol style="list-style-type: none"> <li>1) provision planning and administering matters related to spatial planning;</li> <li>2) promotion of local economic development,</li> <li>3) coordination and implementation of human settlements projects ;</li> <li>4) provision of beach safety along the coast;</li> </ol> <p><b>HOD: SNR. MANAGER: PLANNING &amp; DEVELOPMENT</b></p>
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<p><b>DIVISION: SPATIAL PLANNING</b></p> <p><b>FUNCTIONS:</b></p> <ol style="list-style-type: none"> <li>1) to plan and administer matters related to spatial planning;</li> <li>2) To promote the implementation of SPLUMA and other related spatial laws;</li> <li>3) To ensure compliance with building regulations;</li> <li>4) To coordinate the provision of GIS system and solution</li> </ol> <p><b>DIVISIONAL HEAD: MANAGER: SPATIAL PLANNING</b></p>
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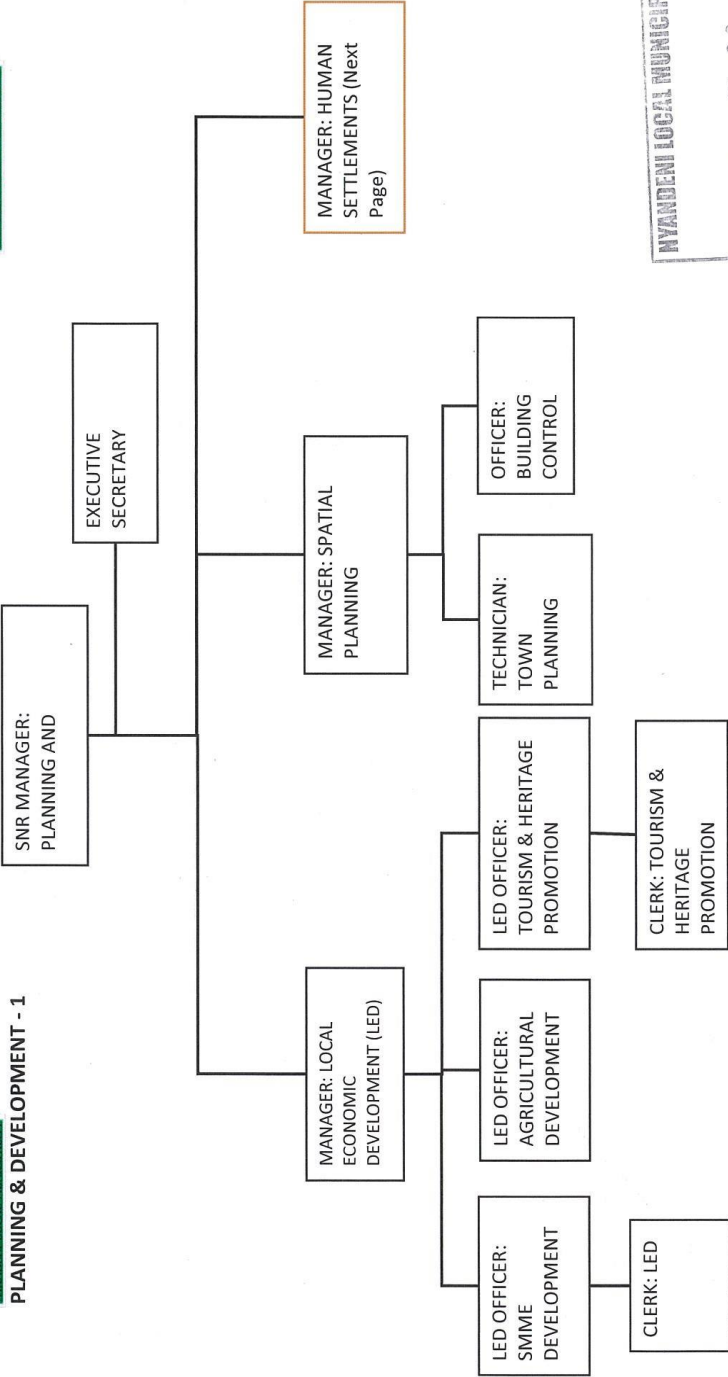
<p><b>DIVISION: LOCAL ECONOMIC DEVELOPMENT</b></p> <p><b>FUNCTION:</b> To promote local economic development through:-</p> <ol style="list-style-type: none"> <li>1) SMME development and Cooperative support;</li> <li>2) promote tourism development;</li> <li>3) provision of agri-business support to farmers;</li> <li>4) provision of general administration and other auxiliary services;</li> </ol> <p><b>DIVISIONAL HEAD: MANAGER: LOCAL ECONOMIC DEVELOPMENT</b></p>
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<p><b>DIVISION: HUMAN SETTLEMENTS</b></p> <p><b>FUNCTION:</b></p> <ol style="list-style-type: none"> <li>1) To render housing beneficiary administration to projects implemented by Department of Human Settlements;</li> <li>2) to implement housing projects as approved by the department of human settlement, on an agency basis;</li> </ol> <p><b>DIVISIONAL HEAD: MANAGER: HUMAN SETTLEMENTS</b></p>
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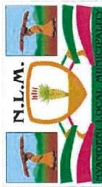


# NYANDENI LM ORGANOGRAM 2023 - 2024

## PLANNING & DEVELOPMENT - 1



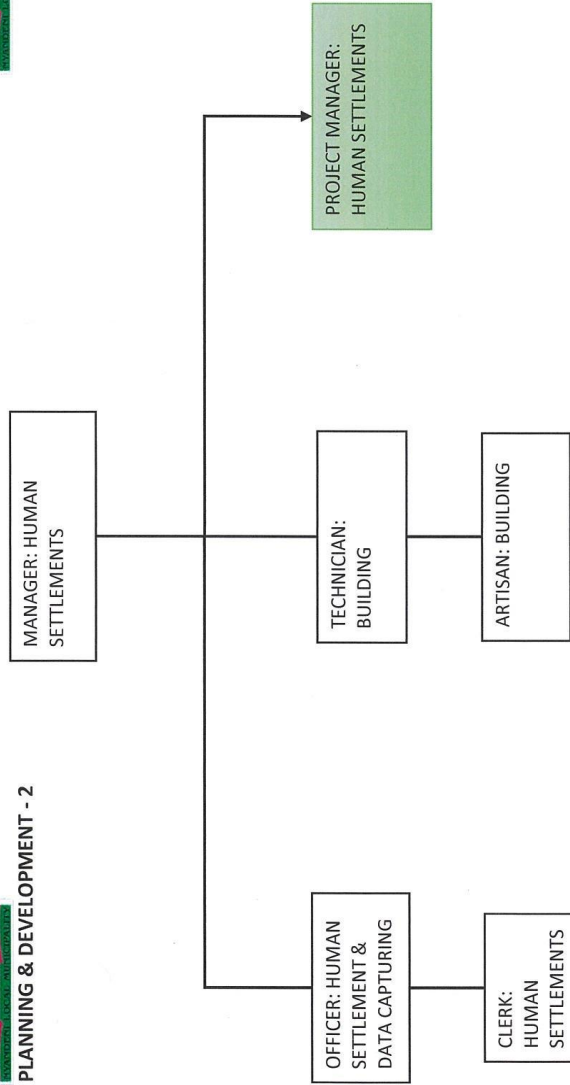
NYANDENI LOCAL MUNICIPALITY  
 2023 -07- 20  
 PRIVATE BAG X 504, LIBODE 5160



PLANNING & DEVELOPMENT - 2



### NYANDENI LM ORGANOGRAM 2023 - 2027



NYANDENI LOCAL MUNICIPALITY  
 2023 -07- 20  
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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**

**NYANDENI LOCAL MUNICIPALITY**

2023 -07- 20

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**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**

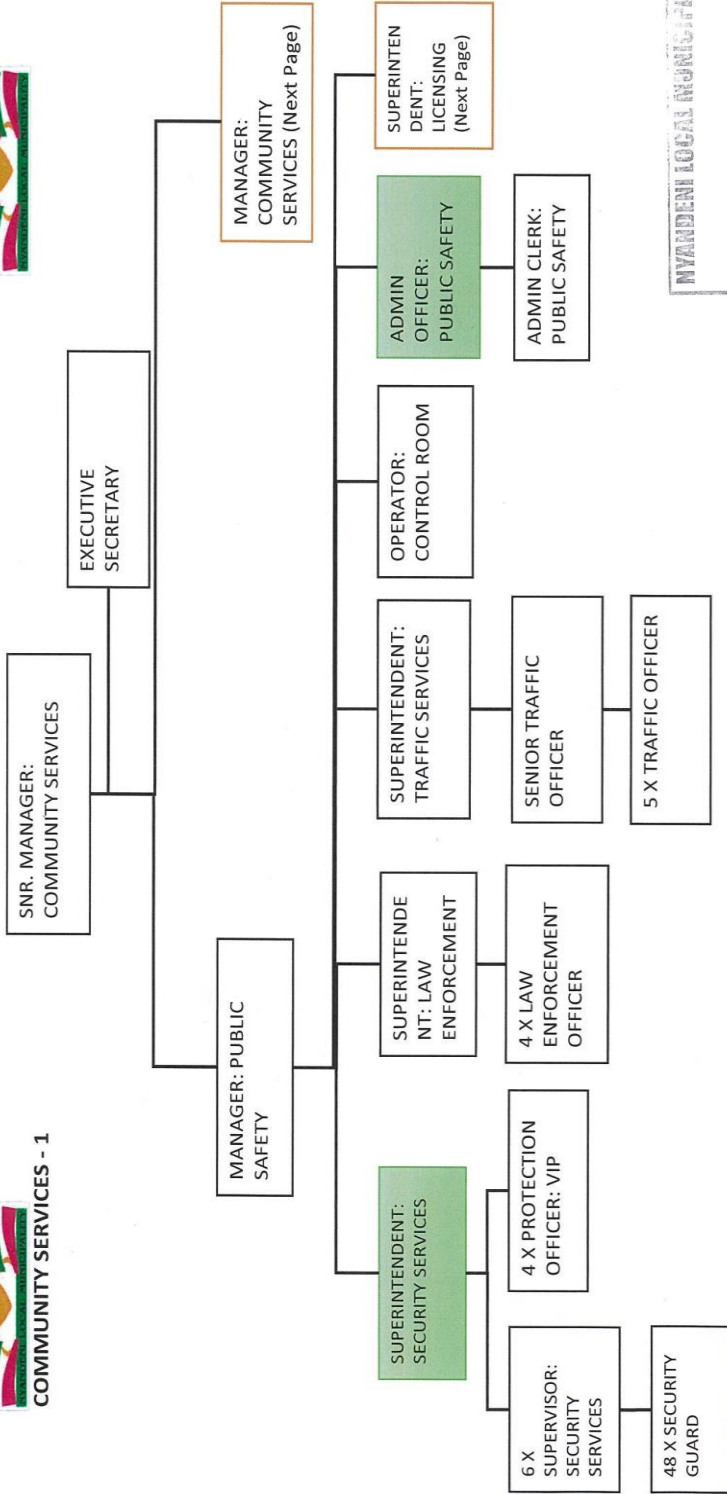
**FUNCTION:** To render community and environmental services by:-

- 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



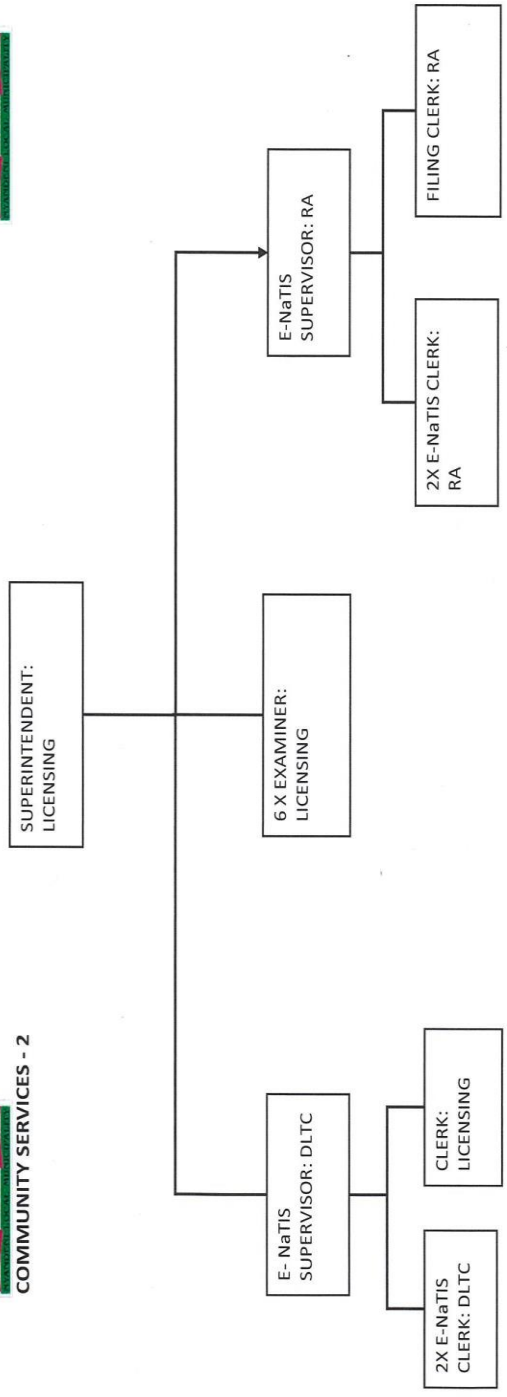
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# NYANDENI LM ORGANOGRAM 2023 - 2024



COMMUNITY SERVICES - 2

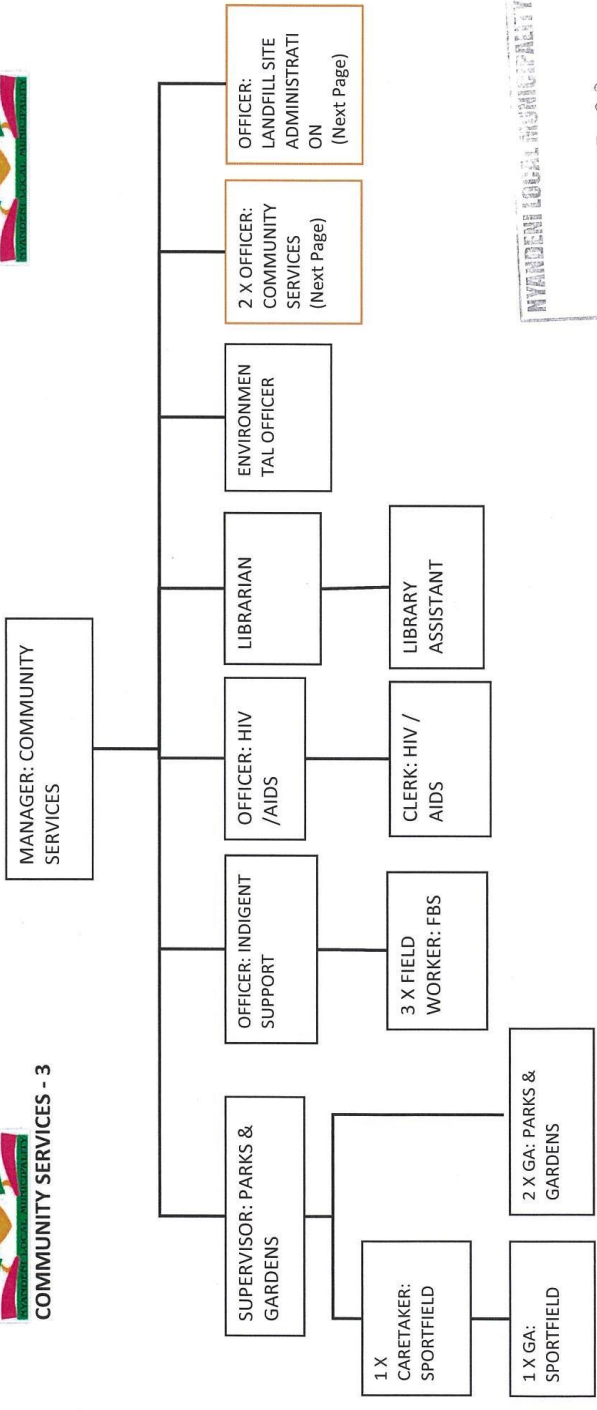


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COMMUNITY SERVICES - 3

### NYANDENI LM ORGANOGRAM 2023 - 2024



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 2023 -07- 20  
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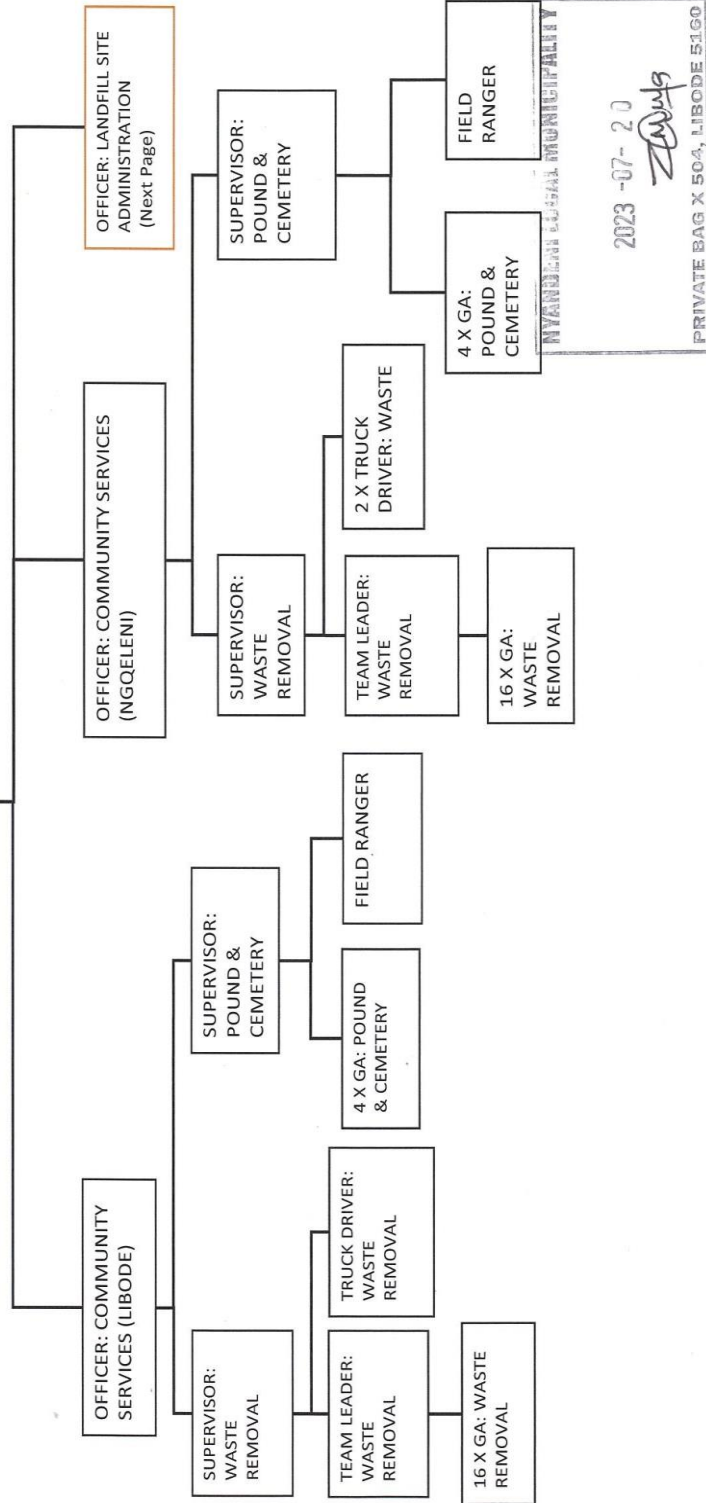


# NYANDENI LM ORGANOGRAM 2023 - 2024



MANAGER: COMMUNITY SERVICES (Previous Page)

COMMUNITY SERVICES - 4



NYANDENI LOCAL MUNICIPALITY  
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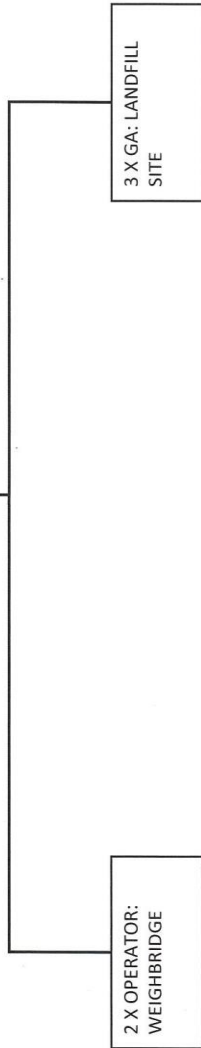


### NYANDENI LM ORGANOGRAM 2023 - 2024



COMMUNITY SERVICES - 5

OFFICER: LANDFILL SITE  
ADMINISTRATION



NYANDENI LOCAL MUNICIPALITY  
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ANNEXTURE C: ANNUAL FINANCIAL STATEMENTS

NYANDENI LOCAL MUNICIPALITY



**NYANDENI**

LOCAL MUNICIPALITY

*Building a better future with the people*

**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
<b>PART A</b>						
<b>1. BUDGET FOR 2023/2024 and 2024/2025</b>						
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	<ul style="list-style-type: none"> <li>Confirm/verify budget on System (ProMun) to budget approved by Council.</li> <li>Update any virements for preparation</li> </ul>	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 <sup>th</sup> June 2023 and

		<p>of the special budget adjustment and any unauthorized expenditure</p> <ul style="list-style-type: none"> <li>• Compiling the final special budget adjustment where necessary.</li> <li>• Obtain council resolution for the approval of final adjustment budget.</li> </ul>				will be tabled to the coming Council meeting.
1.5	MSCOA Budget 2024/2025	<ul style="list-style-type: none"> <li>• Finalise the approved budget and submit to the both Provincial and National Treasury with its data strings</li> </ul>	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	<ul style="list-style-type: none"> <li>• Determine cut-off date for placement of orders and ensure ALL departments are informed.</li> </ul>	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	<ul style="list-style-type: none"> <li>• Identify monthly vouchers where supply chain management processes have not complied</li> </ul>	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.

		<p>with the legislation.</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Compilation of the Contract Register (detailing all the awarded contracts with its status as at 30 June 2024.</li> <li>• Review of approved deviations to determine the reasonability of reasons provided for deviations.</li> <li>• Any deviations with improper reasons will be included in the irregular expenditure register.</li> </ul>	<p>Contract Register</p> <p>Deviations register</p>			<p>Contract register compiled and updated for the period ending May 2024</p> <p>Deviation register compiled and updated for the period ending May 2024</p>
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1.8	Prevention of unauthorized Expenditure	<ul style="list-style-type: none"> <li>• Identify all the overspent line items</li> <li>• Forward the report to the departments</li> <li>• Identify all the line items to fund the overspent votes</li> <li>• Compile a virement list for approval by the Accounting Officer</li> <li>• Compile a report on budget amendments for approval by the Council.</li> <li>• Process all the budget amendments approved by Council <b>(Minimising of the unauthorized expenditure</b> <ul style="list-style-type: none"> <li>• <b>Presentat ion of the Unauthori sed, Irregular Expenditu re, Fruitless &amp; Wasteful Expenditu re, and Deviation s (BTO Standing Committe</b></li> </ul> </li> </ul>	Council Resolution  Adjusted budget	10-28 June 2024	Chief Accountant Budget & Reporting / Accountant :Budget & Reporting/ Budget Manager/C FO	<p>Irregular, Fruitless and Wasteful Expenditure identified in the current year presented to the BTO standing on the 13 June 2024</p> <p>Deviation register updated up to the period ending May 2024 and was presented to the BTO standing committee on the 13 June 2024</p>
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		<p>e -13 June 2024)</p> <ul style="list-style-type: none"> <li>• Presentat ion of the Unauthori sed, Irregular Expenditu re, Fruitless &amp; Wasteful Expenditu re, and Deviation s (Executiv e Committe e -21 June 2024)</li> <li>• Presentat ion of the Unauthori sed, Irregular Expenditu re, Fruitless &amp; Wasteful Expenditu re, and Deviation s (Council -28 June 2024)</li> </ul>				
1.9	Accruals and payments	<ul style="list-style-type: none"> <li>• To inform all staff to submit overtime claims worked until 30 June 2024 by 05 July 2024.</li> </ul>	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

		<ul style="list-style-type: none"> <li>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.</li> </ul>				
1.10	Provision	<ul style="list-style-type: none"> <li>Human resource will prepare a reconciliation of leave taken against the leave forms, perform the audit of the personnel files.</li> <li>BTO will calculate provision for leave based on the leave captured onto the system</li> <li>HR will identify all the overtime relating to June for inclusion in the Salary Provisions</li> </ul>	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)	<ul style="list-style-type: none"> <li>Uploading of the current year budget (2024/2025) into ProMun</li> <li>Locking the budget and signing off the Budget Locking Certificate</li> </ul>	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.

		<ul style="list-style-type: none"> <li>Submission of the Budget Certificate to Provincial and National Treasury</li> </ul>				
<b>2. EXTERNAL CONFIRMATION</b>						
2.1	Confirmation from financial institutions	<ul style="list-style-type: none"> <li>Request bank confirmation certificates from all financial institutions for investments (FNB, NED and STD bank)</li> </ul>	Certificate on interest and Certificate of Balance	08 July 2024	Budget & Reporting Manager/CFO	Not yet due
2.2	Confirmation from legal services	<ul style="list-style-type: none"> <li>Request legal confirmation for contingent liabilities/assets from municipal attorneys</li> </ul>	Confirmation from Municipal Attorneys and Litigation Register	08 July 2024	Budget & Reporting Manager/Legal Manager/CFO	Not yet due
<b>3. INCOME STATEMENT</b>						
3.1	Revenue from Exchange Transactions	<ul style="list-style-type: none"> <li>Ensure revenue relating to sale of goods and operating revenue is recognized and correctly allocated.</li> <li>Ensure all revenue relating to conditional grants is recognized</li> <li>Ensure all revenue relating to rental of facilities and equipment is</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Reconciliation</li> <li>Reports from DLTC and RA that reconcile with the revenue collected</li> <li>Investment</li> </ul>	30 June 2024	Revenue accountant /Budget & Reporting Manager/Chief Traffic Officer/CFO	<p>Revenue reconciliation prepared for the period ending May 2024.</p> <p>DLTC receipts reconciled for the period ending May 2024.</p> <p>Investment reconciliation prepared for the period ending May 2024</p>

		<p>recognized and correctly allocated.</p> <ul style="list-style-type: none"> <li>• Recognize the revenue for traffic fines as per GRAP 108.</li> <li>• Reconcile the DLTC income with the DLTC supporting documentation and ensure that only agency fees are disclosed.</li> <li>• Reconcile investments and accrue the necessary interest provisions.</li> <li>• Prepare schedule to reconcile interest earned to that stated per bank confirmations</li> <li>• Review the investment reconciliations</li> <li>• Scrutinize all revenue accounts for foreign items and pass necessary journal entries.</li> </ul>	<p>Reconciliation and schedules</p> <ul style="list-style-type: none"> <li>• Journals</li> </ul>			
3.2	Revenue from Non Exchange Transactions	<ul style="list-style-type: none"> <li>• Ensure all revenue relating to</li> </ul>	Debtors Age analysis	15 July 2024	Revenue Accountant /	Debtors reconciliation prepared for the

		<p>Property Rates is recognized</p> <ul style="list-style-type: none"> <li>Review revenue if it is informed by valuation roll</li> <li>Calculate debt impairment</li> </ul>	Debt impairment calculation		Chief Accountant B&R/CFO/B TO Manager/R Data	period ending May 2024.
3.3	Transfer Revenue	<ul style="list-style-type: none"> <li>Reconcile grant revenue to expenditure incurred.</li> <li>Reconcile the revenue to DORA.</li> </ul>	<ul style="list-style-type: none"> <li>Grant Reconciliation</li> <li>Grant businesses or activity plans</li> <li>DORA and confirmation letter by treasury</li> </ul>	08 July 2024	Expenditure Accountant / Budget & Reporting Accountant / Chief Accountant Budget & Reporting/ B&R Manager	<p>Grants reconciliation prepared for the period ending May 2024.</p> <p>Proposed journals to address the issue of misallocation prepared</p>
3.2	<b>Expenditure :</b> Employee Related costs and Remuneration of Councilors	<ul style="list-style-type: none"> <li>Detail disclosure of salary for Section 57 employees, Political Principals i.e. Mayor, Speaker and Chief Whip</li> </ul>	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	<ul style="list-style-type: none"> <li>Scrutinise the repairs and maintenance account for capital expenditure and vice versa.</li> <li>Scrutinise all expenditure accounts to identify any</li> </ul>	Schedule of misallocations	10 July 2024	Senior Expenditure Clerk/Expenditure Accountant /B&R Manager	

		misallocations.				
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ITEM	SUBJECT	ACTIVITY	POE	TARGET DATE	RESPONSIBLE OFFICIAL	PROGRESS
<b>4. BALANCE SHEET</b>						
4.1	Trial balance - Opening balances	<ul style="list-style-type: none"> <li>Agree / verify opening balance for final trial balance as at 30 Jun 2023 to audited balance sheet.</li> </ul>	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	<ul style="list-style-type: none"> <li>Identify long term liabilities</li> <li>Reconcile long term liabilities and prepare schedule</li> <li>Determine short-term portion of long-term liabilities.</li> </ul>	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	<ul style="list-style-type: none"> <li>Ensure leave taken until 30 June 2023 is captured on leave report.</li> <li>Review the leave register and assist with the reconciliations.</li> <li>Calculate the leave pay accrual as at 30 June 2024 in terms of GRAP 19.</li> <li>Calculate the staff bonus provision as at 30 June 2023 in terms of GRAP 19.</li> </ul>	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	<ul style="list-style-type: none"> <li>Rehabilitation of the land fill site</li> </ul>	Draft report from	10 July 2024	Chief Accountant: Asset	Terms of reference presented to the Specification Committee on the

		<ul style="list-style-type: none"> <li>Provision for Landfill site disclosed</li> </ul>	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	<ul style="list-style-type: none"> <li>Reconcile Retention register and balance to the ledger.</li> </ul>	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	<p>Conditional grants:-</p> <ul style="list-style-type: none"> <li>Verify receipt of all grants to DORA</li> <li>Verify expenditure against specific grants</li> <li>Verify unspent grants as liabilities</li> <li>Application for Roll Over-Unspent Conditional Grant, and submission of application to both Provincial &amp; national Treasuries with AFS</li> </ul>	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:- <ul style="list-style-type: none"> <li>Animal Feed Processing Plant</li> <li>Library subsidies</li> <li>DEDEAT</li> <li>Disaster Relief Grant</li> </ul>
4.9	Property, plant and equipment	<p><b>Update Asset Register:-</b></p> <ul style="list-style-type: none"> <li>Physical verification of movable assets</li> <li>Identification of disposals for approval by Council</li> </ul>	<ul style="list-style-type: none"> <li>Assets verification report</li> <li>Council</li> </ul>	<b>19 July 2024</b>	Asset Manager/SCM Manager/CFO/PMU Manager/Road Technician/R-Data/Budget Manager/Chief	<ul style="list-style-type: none"> <li>A service provider to assist with the physical verification of assets was appointed in April and have done 100% verification on</li> </ul>

		<ul style="list-style-type: none"> <li>• Approved disposal listing for Auction</li> <li>• Print inventory listing per office</li> </ul>	<p>resolution on disposal of assets</p> <ul style="list-style-type: none"> <li>• Inventory listing</li> </ul>		Accountant:AM	<p>movable assets.</p> <ul style="list-style-type: none"> <li>• Verification of buildings and investment property completed.</li> <li>• They have started with the verification of access roads and are on 40%</li> <li>• Depreciation has been calculated and updated in the system</li> <li>• FAR updated and reconciled with the GL and TB</li> </ul>
		<ul style="list-style-type: none"> <li>• Unbundling of Infrastructure Assets i.e. current year additions (including physical verification)</li> <li>• Identify low life infrastructure assets &amp; determine impairment</li> <li>• Review useful life of infrastructure assets</li> <li>• Review the accumulated depreciation as at 30 June 2024 to ensure that such depreciation was accurately calculated</li> <li>• Consider recalculating the accumulated depreciation for any prior year adjustments</li> </ul>	<ul style="list-style-type: none"> <li>• Assets physical verification report</li> <li>• Review of useful life report</li> <li>• Depreciation re-performed report</li> </ul>	<p><b>19 July 2024</b></p> <p><b>19 July 2024</b></p> <p><b>31 July 2024</b></p>		

		<ul style="list-style-type: none"> <li>• Review useful life of movable assets</li> <li>• Calculate the current year depreciation for previous year assets</li> <li>• Include current year additions, and calculate depreciation</li> <li>• Review FAR from the service provider i.e.</li> <li>• Import and uploading the FAR into the system by RDATA</li> <li>• Review FAR after import</li> <li>• Reconcile FAR to the General Ledger, identify variances, process necessary journal entries</li> <li>• Agree FAR to the Trial Balance i.e. Cost, Acc Dep, Impairment &amp; Disposal, Current Year Dep, and Net Carrying Values.</li> <li>• Final Asset Register</li> </ul>	<ul style="list-style-type: none"> <li>• Accumulated depreciation re-performed report.</li> </ul> <p>Draft Fixed Asset Register</p> <p>FAR reconciliation Proposed journals</p> <p>Final Fixed Asset</p>	<b>31 July 2023</b>		
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			Register			
4.10	Intangible Assets & Lease Agreements	<ul style="list-style-type: none"> <li>Identify any intangible assets e.g. Financial Management Accounting system, Software etc</li> <li>Identify any lease agreements e.g. Photocopying Machine i.e. Nashua and Xerox contracts</li> </ul>	<ul style="list-style-type: none"> <li>Intangible assets register</li> <li>Lease agreements</li> <li>Lease calculation</li> </ul>	12 July 2024	Senior IT Administrator/ Chief Accountant: Asset Management/ Admin Officer/Budget Manager/CFO	<p>Intangible assets register compiled and updated up to the period ending May 2024</p> <p>Municipality has one lease agreement with Xerox for photocopying machines and the lease agreement was signed.</p>
4.11	Investments	<ul style="list-style-type: none"> <li>Reconcile investments and accrue the necessary interest provisions.</li> <li>Prepare schedule to reconcile interest earned to that stated</li> </ul>	<ul style="list-style-type: none"> <li>Investment Reconciliation</li> <li>Investment</li> </ul>	12 July 2024	Senior Revenue Clerk/Revenue Accountant/Chief Accountant: B&R/Budget Manager/CFO	<p>Investments reconciled up to the period ending May 2024.</p> <p>Investment schedule updated with deposits, interest, charges and withdrawals up</p>

		<p>per bank confirmations</p> <ul style="list-style-type: none"> <li>Review the investment reconciliations.</li> </ul>	schedules			to the period ending May 2024.
4.12	Long term receivables	<ul style="list-style-type: none"> <li>Reconcile other loans.</li> <li>Calculate short-term portion (Study bursaries where the staff member has not met the conditions)</li> </ul>	Long-term receivables schedule	15 July 2024	Revenue Accountant/HR Manager/Budget Manager/CFO	Not yet due
4.13	Inventory	<ul style="list-style-type: none"> <li>Carry out inventory verification</li> <li>Submit report to Council and obtain approval for shortages/surpluses</li> <li>Reconcile inventory counted to register</li> <li>Determine the balance at year end</li> </ul>	<ul style="list-style-type: none"> <li>Inventory verification report</li> <li>Report submitted to the council and Council resolution</li> <li>Inventory register</li> <li>Inventory issues</li> </ul>	<p>28 June 2024</p> <p>19 July 2024</p>	<p>Stores Clerk/Asset man</p> <p>Clerk/Asset Accountant/Chief Accountant:</p> <p>Asset Management/SCM Manager/CFO</p>	<p>Inventory verification has been scheduled for 26 to 28 June 2024.</p> <p>Inventory register updated with the purchases and issues</p>

			e for ms			
4.14	Debtors	<p>Consumer debtors: -</p> <ul style="list-style-type: none"> <li>• Ensure that balance reconciles to control list.</li> <li>• Ensure that debtors outstanding at year-end are accurately aged.</li> <li>• Calculate and discuss provision of doubtful debts with CFO.</li> </ul> <p>Sundry debtors (vote): -</p> <ul style="list-style-type: none"> <li>• Ensure that balances reconcile to control list.</li> <li>• Ensure that debtors outstanding at year-end are accurately aged.</li> <li>• Identify any credit balances and investigate them</li> <li>• Prepare the proposed journals to Debtors received in advance</li> <li>• Compile the discounting note with relevance to GRAP</li> </ul>	<ul style="list-style-type: none"> <li>• Debtors reconciliation</li> <li>• Debtors age analysis report</li> <li>• Provision of doubtful debts calculation.</li> <li>• Credit balance schedule</li> <li>• Proposed journals if there are any</li> </ul>	<p>05 July 2024</p> <p>12 July 2024</p> <p>22 July 2024</p>	<p>Senior Revenue Clerk/Revenue Accountant/Chief Accountant: B&amp;R/SCM Manger/CFO/B TO Manager/RData</p>	<p>Debtors reconciliation prepared up to the period ending May 2024.</p> <p>Debtors age analysis report extracted and disclosed in the interim AFS.</p>

4.15	Bank and Cash	<p>Bank reconciliation:-</p> <ul style="list-style-type: none"> <li>• Report on June 2023 Recon.</li> <li>• Complete bank reconciliation as at 30 June 2024.</li> <li>• Ensure that past 12 months Bank reconciliation have been signed and on file.</li> <li>• Receipt all outstanding deposits.</li> <li>• Reverse all outstanding cheques older than 6 months.</li> </ul>	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	<ul style="list-style-type: none"> <li>• Clear sundry suppliers, reverse the payments against accruals, against provision for future expenses (overtime).</li> <li>• Ensure that the Vat Registration Letter is on File</li> <li>• Reconcile VAT votes</li> </ul>	<p>Accruals reversal journal</p> <p>VAT reconciliation</p>	12 July 2024	Expenditure Accountant/Senior Expenditure Clerk/ Budget Manager/CFO/RD ATA	VAT reconciled for the period ending May 2024.

		<ul style="list-style-type: none"> <li>• Ensure that Vat Reconciliations are on file and signed by the Municipal Officials</li> </ul>				
		<ul style="list-style-type: none"> <li>• Clear Salaries control accounts.</li> <li>• Perform monthly reconciliation of payroll</li> <li>• Process necessary journal entries</li> </ul>	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
<b>5. YEAR-END TRANSFER JOURNALS</b>						
5.1	Preparation of journals	<ul style="list-style-type: none"> <li>• Identify all Year end journals</li> <li>• Journals to be prepared &amp; reconciled with Financial Statements.</li> </ul>	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.
<b>6. INCOME STATEMENT</b>						
6.1	Revenue	<ul style="list-style-type: none"> <li>• Scrutinise all revenue accounts for foreign items and pass necessary journal entries.</li> <li>• Ensure all revenue relating to conditional</li> </ul>	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.

		<p>grants is recognized.</p> <ul style="list-style-type: none"> <li>• Reconcile the income to the income register for all other direct income sources.</li> <li>• Recognize the revenue for traffic fines as per GRAP 108.</li> <li>• Reconcile the DLTC income with the DLTC supporting documentation and ensure that only agency fees are disclosed.</li> </ul>				
<b>7. COMPILATION OF FINANCIAL STATEMENTS</b>						
7.1	Template	<ul style="list-style-type: none"> <li>• Load Trial Balance as at 30 June 2024 and update the AFS Template .</li> </ul>	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	<ul style="list-style-type: none"> <li>• Budget summary.</li> <li>• Cash-flow statement</li> </ul>	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	<ul style="list-style-type: none"> <li>• Complete Accounting Policy.</li> <li>• Update notes to the annual financial statements</li> </ul>	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 disclosure requirements 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:- <ul style="list-style-type: none"> <li>• Councillor's remuneration.</li> <li>• Remuneration (Strategic Managers).</li> <li>• Statutory deductions</li> <li>• Arrear Councillors accounts</li> <li>• Property Rates</li> <li>• Other disclosures as specified by MFMA.</li> <li>• Irregular Expenditure, Fruitless &amp; Wasteful, Commitments</li> </ul>			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	<ul style="list-style-type: none"> <li>• Finalise draft Financial Statements.</li> </ul>	Draft AFS	12 Aug 2024	Chief Accountant Asset Management/BTO Manager/CFO/SCM Manager	Due in August
<b>8. REVIEW OF FINANCIAL STATEMENTS</b>						
8.1	Submission for Quality Review	<ul style="list-style-type: none"> <li>• Submission of Draft AFS (with Accounting File) to the Internal Audit and Audit Committee for review</li> <li>• Presentation of the Draft</li> </ul>	Review / coaching notes	12-31 Aug 2024  19 Aug – 31 Aug 2024	Chief Accountant:Asset /BTO Manager/SCM Manager/CFO/	Due in August

		<p>AFS to Audit Committee</p> <ul style="list-style-type: none"> <li>• Clearing Reviews and coaching notes, and update and prepare for final submission</li> </ul>				
8.2	Management Retreat to present Draft Annual Performance Information & Draft Annual Report	<ul style="list-style-type: none"> <li>• Convene management retreat to present Draft Annual Performance information as well as Draft Annual Report (sec 121)</li> </ul>	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)	<ul style="list-style-type: none"> <li>• Completeness and editing</li> </ul>	Draft Annual Report	16 Aug 2024	Manager IDP/Senior Manager Operations	Due in August
8.4	Submission to Standing Committee Budget & Treasury	<ul style="list-style-type: none"> <li>• Submission of AFS to Standing Committee Finance for Noting Bind and make copies.</li> </ul>	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	<ul style="list-style-type: none"> <li>• Tabling of AFS, Annual Performance Information &amp; Draft Annual Report</li> </ul>	AFS, APR and Draft Annual Report	26 Aug 2024	CFO/Accounting Officer	Due in August
8.6	Submission of AFS	<ul style="list-style-type: none"> <li>• Tabling of AFS, Annual</li> </ul>	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	<ul style="list-style-type: none"> <li>• Bind and make copies.</li> <li>• Submit copies to Office of the Auditor General and relevant authorities</li> </ul>	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		
<b>Councillor</b>		
<b>Municipal Manager</b>	Mr. S. Mvunelo (AMM)	
<b>Chief Financial Officer</b>	.....	
<b>Deputy MM and (Executive) Directors</b>	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)	
<b>Other S79 Officials</b>		

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## APPROVAL OF FINAL IDP

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**Mr. S.V. Poswa**  
**Acting Municipal Manager**