



FIFTH GENERATION

Integrated Development Plan

As prescribed by Section 34 of the Local

Government: Municipal Systems Act, 2000

(Act No. 32 of 2000)

5th GENERATION-IDP 2022 - 2026

FINAL 2025/26 IDP

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FOREWORD TO THE FINAL INTEGRATED DEVELOPMENT PLAN (IDP) 2025/26 FINANCIAL YEAR

KwaDukuza Council is proud to present the Integrated Development Plan for the year 2025/26, which represents a collaborative effort to shape the future of the KwaDukuza. This plan reflects a collective aspirations and priorities, as we strive to build a city that is not only a great place to live, work, and play, but also a model of sustainable and inclusive development, “By 2030, KwaDukuza shall be a vibrant city, competing in a global village socially, politically and in a sustainable manner”.

The Municipality has delivered on its mandate to provide service delivery to the residents. KwaDukuza Municipality has a proud record in delivering housing, much is still to be done to address the current backlogs. Sustainable Human Settlements still remains a priority for the municipality.

The IDP remains the strategic driver of both the Municipal budget, enterprise risk and its Performance Management System, which encourages our society to measure the municipal performance against targets detailed in IDP document.

The key pillars of this plan include:

- 1. Sustainable Development:** We are committed to promoting sustainable practices across all sectors of the municipality, from transportation and energy to waste management by prioritizing sustainability, we aim to protect the environment, enhance quality of life, and create an environment that can thrive for generations to come.
- 2. Social Inclusion:** We recognize the importance of ensuring that all members of our community have equal access to opportunities and resources. Through targeted initiatives and programs, we will work to address disparities, promote diversity, and foster a sense of belonging for all residents.
- 3. Economic Prosperity:** A strong economy is the foundation of a thriving community. Through supporting local businesses, attracting investment, and creating job opportunities, we aim to stimulate economic growth and improve the overall well-being of our residents.

I extend my best wishes to you as we embark on a refreshing new journey of progress.

Thank you!

Cllr Muzi Ngidi
(Mayor, KwaDukuza Local Municipality)

POLITICAL GOVERNANCE

KwaDukuza municipality has 30 Wards and 59 Councilors, who were directly elected to serve the Council. Membership of the Council is made up of the following:

TABLE 1: POLITICAL GOVERNANCE

POLITICAL PARTY	NUMBER OF WARD COUNCILLORS
ANC (AFRICAN NATIONAL PARTY)	29
IFP (INKATHA FREEDOM PARTY)	4
DA (DEMOCRATIC ALLIANCE)	9
EFF (ECONOMIC FREEDOM FIGHTERS)	4
IA (INDEPENDENT ALLIANCE)	5
ATM (AFRICAN TRANSFORMATION MOVEMENT)	1
ACDP (AFRICAN CHRISTIAN DEMOCRATIC PARTY)	1
AIC (AFRICAN INDEPENDENT CONGRESS)	1
MKP (MKHONTO WE SIZWE)	1
ACTIONS	5
TOTAL	59

The council meets monthly while the EXCO meets twice a month. Members of the public and media are also encouraged to attend some council meetings. **The KwaDukuza Municipality Councilors** are presented below:

THE EXECUTIVE

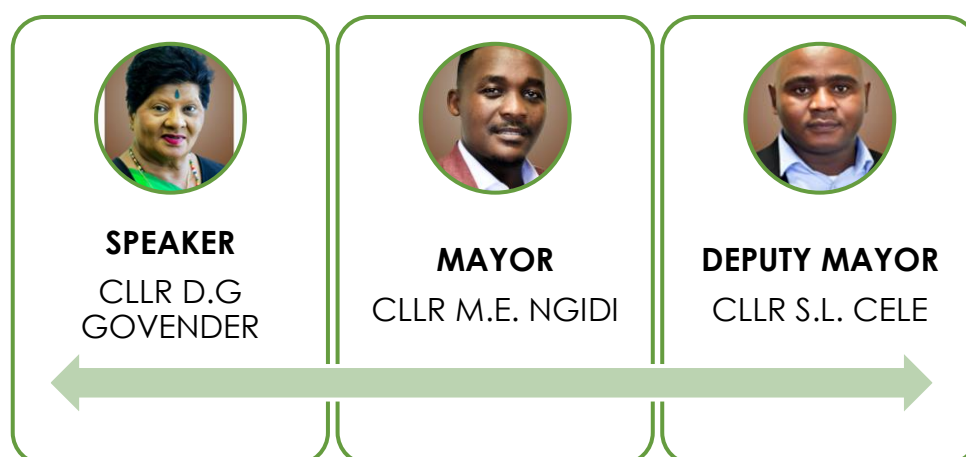


FIGURE 1: THE EXECUTIVE

KWADUKUZA MUNICIPALITY – WARD COUNCILLORS (2021-2026):

TABLE 2: LIST OF WARD COUNCILLORS

WARD NO.	NAME OF COUNCILLOR	POLITICAL PARTY
1	CLLR S.K. SHANDU	ANC
2	CLLR D.N. NGEMA	ANC
3	CLLR S.O. NXELE	ANC
4	CLLR J.M. BANDA	ANC
5	CLLR A.M. BAARDMAN	ANC
6	CLLR A.N. ZWANE	DA
7	CLLR B.C. FAKAZI	ANC
8	CLLR M.E. NGIDI (EXCO)	ANC
9	CLLR N.J. MPANZA	ANC
10	CLLR T.T. DUBE	ANC
11	CLLR S SITHOLE	ANC
12	CLLR H MBATHA (CHIEF WHIP)	ANC
13	CLLR N. QWABE	ANC
14	CLLR W.N. MNTAMBO	ANC
15	CLLR B.P NDLOVU	ANC
16	CLLR S.S MTHIYANE	ANC
17	CLLR C.M NAICKER	ANC
18	CLLR S.B NTULI	ANC
19	CLLR G. GOVENDER	ANC
20	CLLR N.S BHENGU	ANC
21	CLLR N.H SITHOLE	ANC
22	CLLR P. NAIDOO (EXCO)	DA
23	CLLR N. C MDLETSHI (EXCO)	ANC
24	CLLR. V. MWANDLA	ANC
25	CLLR S.P KHUZWAYO	ANC
26	CLLR T.C NXELE	ANC
27	CLLR S.G MCINEKA	ANC
28	CLLR GOVENDER	MKP
29	CLLR S.L. CELE (EXCO)	ANC
30	CLLR F. ABRAHAMS	DA

ADMINISTRATIVE GOVERNANCE

The municipal manager heads the administrative structure of KwaDukuza municipality and is assisted by 8 (eight) heads of Business Units who are known as executive directors. Each business unit is further divided into a particular number of units/divisions headed by directors and are tabulated as follows:

TABLE 3: BUSINESS UNITS WITHIN KDM

DIRECTORATE/ BUSINESS UNIT	RESPONSIBILITY	NAME
Cooperative Governance	Performance Management Systems (PMS), Integrated Development Planning (IDP), Internal Audit, Corporate Communications, and Public Participation. Special Projects and Programs. Operations Sukuma Sakhe	Mr. Mandla Manzini
Finance	Revenue management which comprises of Credit Control and Debt Collection, Property Rates Management Billing for electricity and refuse services. Municipal Budgets and compliance Reporting processes. Asset Management Processes compilation of Annual Financial Statements and attending to the external Audit processes. Expenditure management which comprises of Supply Chain Management processes Payroll Administration payment of creditors and suppliers.	Mr. Shamir Rajcoomar
Cooperative Services	Human Resources, IT, Council Administration and Municipal Properties.	Mrs Pamela Mntaka
Community Services	Waste Building and Management of Creches, Parks and Gardens, Community Halls, Libraries, and Beaches within KDM area of jurisdiction.	Mr. Siyabonga Khanyile
Electrical Engineering Services	Incorporates Electrical Engineering, Electrical Planning, Customer Centre and Fleet Management Services.	Mr. Sibusiso Jali
Civil Engineering	Roads and Storm Water Construction and Maintenance, provision of Public Transport Infrastructure, Development of Public Facilities,	Mr. Thembela Nxumalo
Economic Development, Planning and Human Settlements	Responsible for Town planning, Forward Planning, Building Control, Outdoor Advertisement, Environmental Management & Climate Change, Local Economic Development, Tourism, Heritage, Youth Development, Investment Facilitation and Business Licensing. Development of Human Settlements Projects	Mr. Sikhumbuzo Hlongwane
Community Safety	Traffic and Crime Prevention, Fire and Emergency Services, Motor Licensing and Disaster Management.	Mr. Cecil Viramuthu

INTRODUCTION

INTEGRATED DEVELOPMENT PLANNING

The local government: municipal systems act, 2000 (act no. 32 of 2000) (MSA) mandates South African municipalities to formulate a five-year Integrated Development Plan (IDP) plan to inform the municipal budget and guide all development within the municipal area. The IDP is considered as the municipality's principal strategic plan that deals with the most critical development needs of the municipal area as well as the most critical governance needs of the organisation. As the principal planning instrument that guides and informs the municipal budget, the planning process has to provide a forum for identifying, unpacking, and resolving the real issues that face the residents of KwaDukuza municipality. Clearly identifying these issues in consultation with communities, makes it possible for the municipality to propose realistic and workable solutions that can be budgeted for, implemented, and monitored in a controlled environment.

These issues may be over-arching issues that affect the whole municipality or may only affect specific communities. It is therefore crucially important that the IDP be developed after the completion of a public participation process in which community stakeholders were thoroughly consulted. The plan is also developed in partnership with the provincial and national government. At the heart of the IDP lies the improvement in the provision of basic municipal services and expanding livelihood opportunities for the people of the KwaDukuza municipality. The IDP also focusses on expanding and transforming municipal capacity, enterprise development and crucially, exploring new ways of working and living together. This is especially relevant in an ever-changing environment.

REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

Section 34 of the MSA prescribes that a municipality –

A) must review its integrated development plan-

- Annually in accordance with an assessment of its performance measurements in terms of section 41; and
- To the extent that changing circumstances so demand;

B) may amend its IDP in accordance with a prescribed process.

The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the previous year. It is not designed to interfere with the long-term strategic objectives of the municipality. The review process is a strategic process to ensure the institution remains in touch with their intentions, informed of the varying needs of residents and up to date with the changing environment within which it functions.

The priorities and actions identified in this IDP will seek to better inform the municipality's budget and streamline service delivery initiatives. This will ensure that the KwaDukuza municipality remains on course to attain its strategic objectives.

The IDP review outlines:

- Introduction;
- Executive summary;
- Planning and development principles & government policies and imperatives
- Situational analysis;

- Municipal vision, goals and objectives
- Implementation Plan
- Annual Operational Plan (SDBIP)
- Organisational and Individual Performance Management System
- Back to Basics

LEGAL STATUS OF THE IDP AND IDP REVIEW

In terms of section 35(1) of the MSA an IDP is adopted by the council of a municipality-

- Is the principal strategic planning instrument which guides and informs all planning and
- Development, and all decisions regarding planning, management and development, in the municipality;
- Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

In terms of the core components of IDPs, chapter 5 and section 26 of the MSA indicate that: an integrated development plan must reflect-

- The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land-use management system for the municipality;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of section 41.

The IDP is informed by a leadership agenda – as contained in national and provincial policy documents – as well as the needs of local citizens and public, private and community organisations.

It directs and is informed by different aspects of the municipality's work, including how the municipality is structured politically and administratively, the municipal budget, the sector plans and service delivery and budget implementation plans of different municipal services, and how the municipality manages its performance.

RELATIONSHIP BETWEEN THE IDP, BUDGET, PERFORMANCE MANAGEMENT AND RISK MANAGEMENT

THE IDP process, together with the performance management process, should be seamlessly Integrated, where the IDP ensures that the planning stage for performance management occurs, and performance management fulfils the implementation, monitoring and evaluation of the IDP process. This is prescribed according to the performance management guide for municipalities, DPLG, 2001.

The role of the budget is to attach money to the objectives that are contained in the IDP and the budget gets monitored through the service delivery budget implementation plan (SDBIP). The IDP therefore provides the strategic direction for the municipality, whereas the budget should ensure the implementation of the IDP.

Risk Management is one of management's core responsibilities according to section 62 of the local government: Municipal Finance Management Act, 2003 (act no. 56 of 2003) (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Stellenbosch municipality. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

THE IDP AND WARD BASED PLANS

The thirty (30) ward plans, include:

- the profile of the ward, as well as the strengths, weaknesses, opportunities, and threats facing
- the community;
- a consensus on priorities for the relevant ward(s);
- an implementation plan; and
- the capital budget available for the relevant wards, including the small capital budget.

Ward Plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. these plans provide ward committees with a systematic.

Planning and implementation tool to perform their roles and responsibilities. they form the basis for dialogue between the municipality and ward committees regarding the identification of priorities and budget requests and will also be used by ward committees for ongoing monitoring and evaluation throughout the year. the information is however on a detail level and not duplicated in the IDP, but a detailed ward plan is available on request.

THE IDP PLANNING PROCESS (FIVE-YEAR CYCLE)

According to the MSA, every new council that comes into office after the local government elections has to prepare its own IDP that will guide them for the five years that they are in office. The IDP is therefore linked to the five-year term of office of councillors. This does, however, not restrict all proposals in the IDP to five years. The strategic goals that are part of the municipality's strategy all have a longer than five-year horizon, similar to the Spatial Development Framework (SDF) of the municipality.

A clear distinction must also be made between the main IDP which is compiled every five years (or if a new council comes into office within the five-year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five-year IDP, and its purpose is not to interfere with the long-term strategic orientation of it. The annual review reflects and reports on progress made with respect to the five-year strategy (and strategic goals) and proposes adjustments to the strategy, if necessary, because of changing internal and external circumstances That impact on the appropriateness of the IDP.

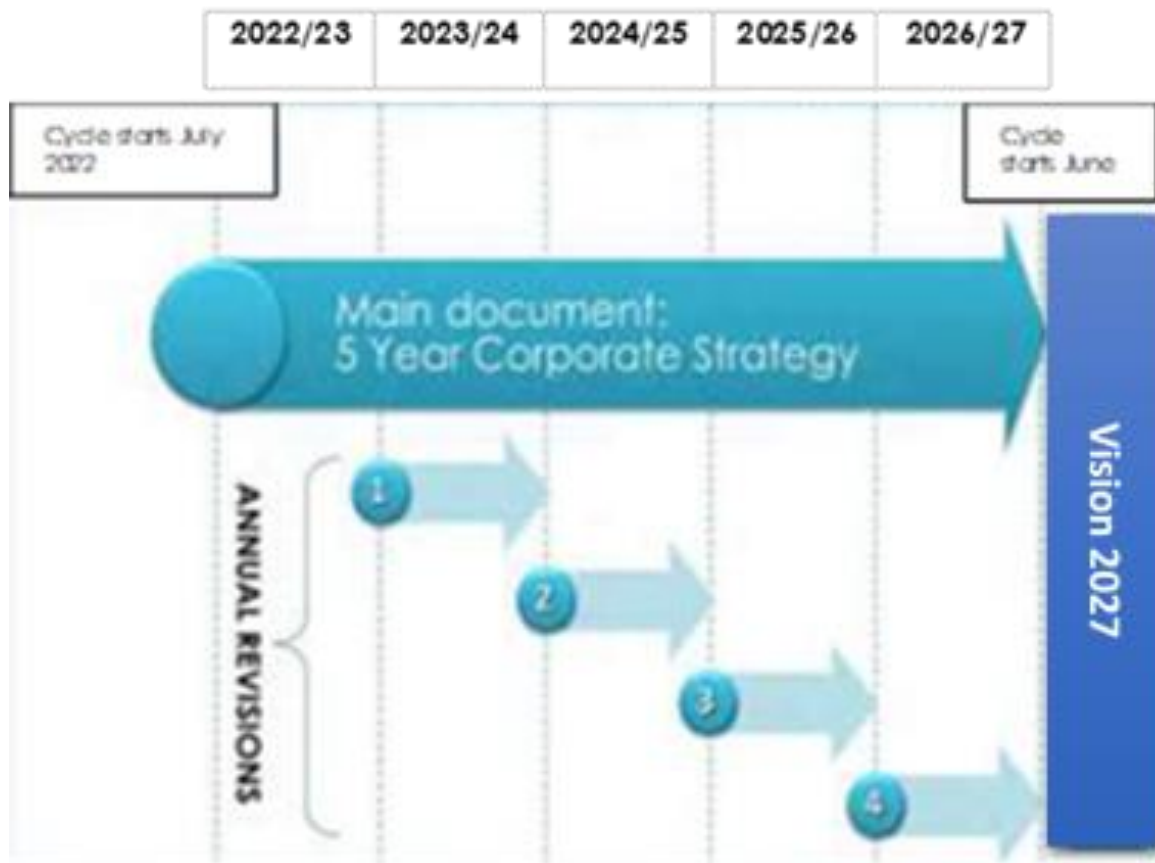


FIGURE 2: THE FIVE- YEAR PROCESS PLAN OF THE IDP

ROLES AND RESPONSIBILITIES

EXECUTIVE MAYOR

In terms of the MSA and the MFMA, the executive mayor must:

- Manage the drafting of the IDP;
- Assign responsibilities in this regard to the municipal manager;
- Submit the draft plan to the municipal council for adoption; and
- Co-ordinate the annual revision of the IDP and determine how the IDP is to be considered or revised for the purposes of the budget.

MUNICIPAL COUNCIL

The council is the ultimate decision-making authority. Decisions to approve or amend the Municipality's IDP may not be delegated and have to be taken by the full council.

PROPORTIONAL COUNCILLORS, WARD COUNCILLORS AND WARD COMMITTEE MEMBERS (WARD COMMITTEES)

- Assist with public participation process;
- Assist the ward councillor (who is the chairperson) in identifying challenges and needs of residents;

- Provide a mechanism for discussion and negotiation between different stakeholders in the ward;
- Interact with other forums and organisations on matters affecting the ward;
- Draw up a ward plan that offers suggestions on how to improve service delivery in the particular ward;
- Disseminate information in the ward; and
- Monitor the implementation process concerning its area.

MUNICIPAL MANAGER AND MANAGEMENT TEAM

- Provide technical/sector expertise and information;
- Provide inputs related to the various planning steps;
- Summarise/digest/process inputs from the participation process;
- Discuss/comment on inputs from specialists; and
- Address inputs from and give feedback to the community.

CHAPTER A

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

1. WHO ARE WE

KwaDukuza municipality is one of the most prosperous municipalities and is a category B municipality (KZN 292). It is one of the municipalities that fall under the iLembe district (category c, DC 29 municipality) in the KwaZulu-Natal province. Covering an area of approximately 740 square kilometres, the municipality stretches from the Zinkwazi river in the north to the UThongathi River in the south. KwaDukuza (previously known as Stanger) is the district node and dominant commercial center in the iLembe District.

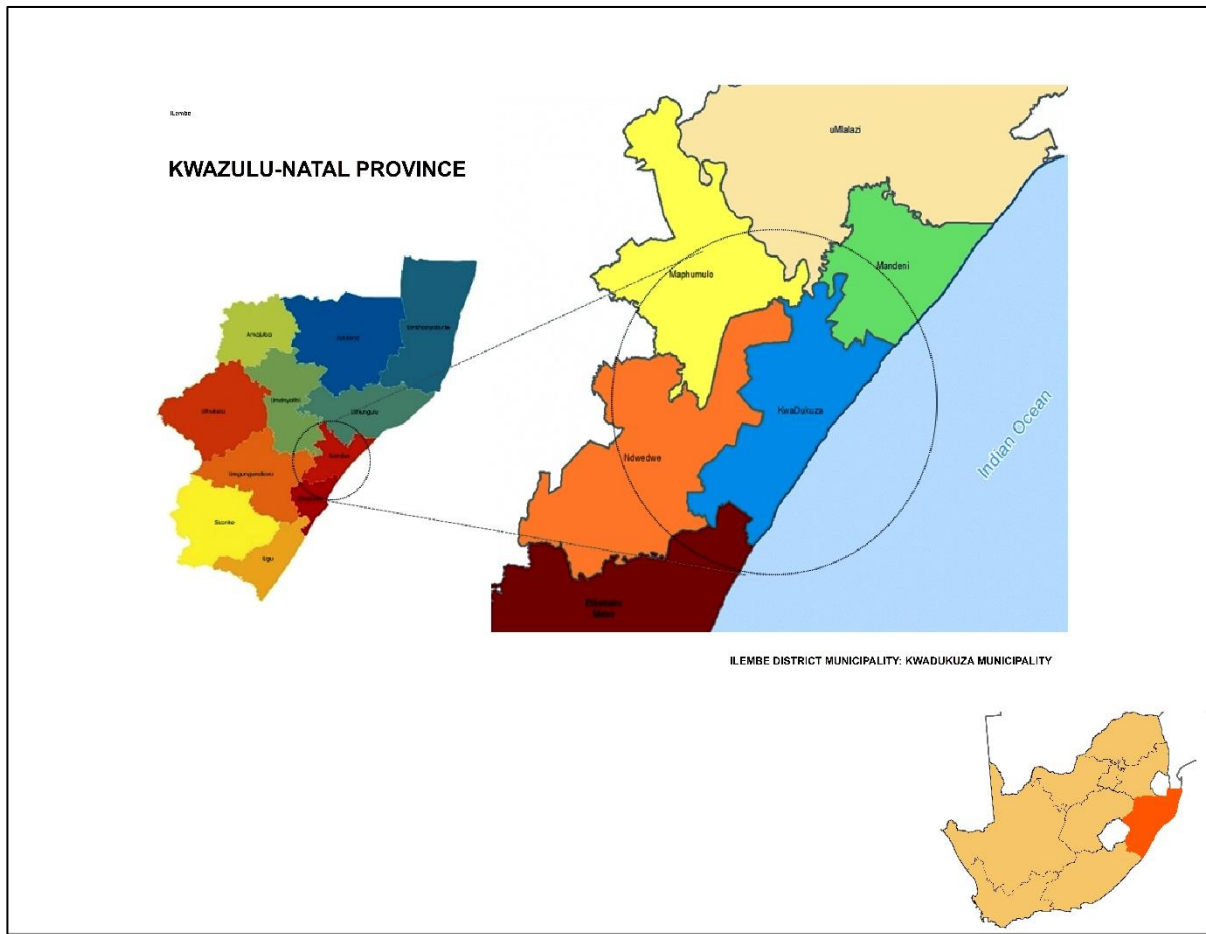


FIGURE 3: THE LOCALITY MAP OF KWADUKUZA

The KwaDukuza municipality occupies a coastal and inland stretch of approximately 50 kilometre in length and 14km in width, with a variety of clustered and ad hoc settlements and small towns. The defined borders of KwaDukuza municipality extend from the Thukela River in the north to the eThekweni metropolitan municipality and the UThongathi River in the south. The municipality is bordered by the Indian ocean in the east and extends to the Maphumulo and Ndwedwe local municipalities in the west. The municipality is linked with a well-developed network of roads and rail infrastructure. The key feature of KwaDukuza is the N2 development corridor.

The town of KwaDukuza takes its name from its early history, when it was the site of Dukuza, a settlement of King Shaka. KwaDukuza Municipality was established in December 2000 and is one of the four municipalities of the iLembe District Municipality the others being, Mandeni, Maphumulo and Ndwedwe.

The town KwaDukuza is built on the original site of iNkosi uShaka 's royal settlement called Dukuza. The KwaDukuza museum is situated opposite the site of iNkosi uShaka memorial.

The municipality governs the town of Stanger and surrounding areas. KwaDukuza is a category B municipality located within the iLembe District Municipality. It is divided into wards for administrative purposes, with each ward represented by a councillor. As a local government entity, KwaDukuza Local Municipality is responsible for providing essential services to its residents. These services include water supply, sanitation, waste management, roads and transportation, housing, and community development. The municipality also plays a role in promoting local economic development, environmental conservation, and social welfare programs to improve the quality of life for its residents.

SPATIAL LOCATION WITHIN THE PROVINCE OF KWAZULU-NATAL

KwaDukuza Municipality finds itself located between two port cities viz, Durban and Richards bay. This is a very fortunate scenario which has ensured that the municipality is strategically geographically located to exploit the targeted spill over from initiatives for eThekweni namely the due trade port, tourism initiatives premised on Durban's blue flag status beaches, inter alia, as well as the provincial economic growth initiatives. Beyond the areas of urban development, the bulk of KwaDukuza municipality, particularly the relatively flat coastal strip, forms a commercial farming hub and is mainly used for agricultural activities such as sugar cane farming. The municipality has two primary economic hubs namely the town of KwaDukuza and Ballito, the latter being a suburb situated slightly to the south of KwaDukuza.

The urbanized areas comprise KwaDukuza, Shakaskraal, Blythedale and Ballito, with high levels of infrastructural development, service development, and social facilities that support the local population. The concentration of industrial development is to be found in the KwaDukuza node including the Gledhow and Darnall sugar milling operations.

NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS DEPICTED ON THE MAP

KwaDukuza Municipality has seven (7) traditional councils in its area of jurisdiction of which such councils are directly serviced by KwaDukuza municipality whilst only two traditional leaders (amakhosi), have been declared by COGTA to sit in council meetings.

Hlomendlini traditional council under iNkosi Ngcobo, this chieftaincy is declared by COGTA to be under Mandeni local municipality, and it must be noted that Hlomendlini traditional council's jurisdiction cuts across ward 25 of KwaDukuza Municipality. The table and map below illustrate the traditional authority areas within KwaDukuza Municipality. Which are as follows;

TABLE 4: AMAKHOSI UNDER KDM

T/C NAME	INKOSI'S NAME	WARD
CELE/NHLANGWINI	INKOSI M.B. CELE	27
DUBE T/C	INKOSI H.K. DUBE	07,15, 26
MAGWAZA	INKOSI J.N MAGWAZA	20, 08
MATHONSI	INKOSI V. MATHONSI	01, 25
NODUNGA 1 T/C	INKOSI N. ZULU	27

QWABE-NKANINI	INKOSI D.Z. GUMEDE	07, 27
ABATHEMBU T/C	INKOSI VS. MTHEMBU	2,3,11

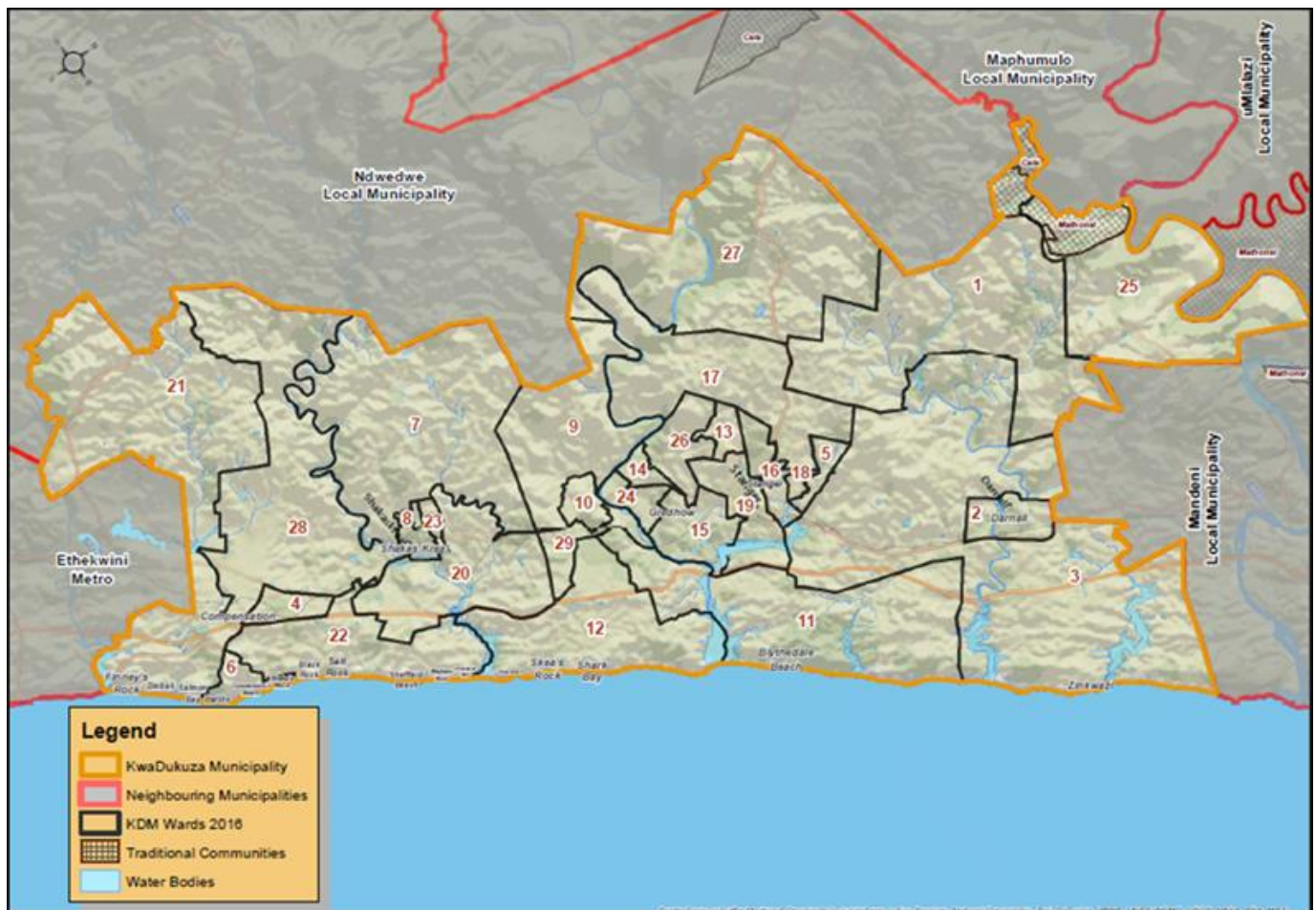


FIGURE 4: TRADITIONAL COUNCIL WITHIN KDM

ECONOMIC PROFILE

The economy of KwaDukuza Local Municipality is diverse, with sectors such as agriculture, tourism, manufacturing, and services playing significant roles. The main economic drivers include;

- **Agriculture:** The region's economy is significantly bolstered by agriculture, with sugar cane plantations being the predominant land use. The fertile lands support extensive sugar production, contributing notably to both local and national markets.
- **Manufacturing:** KwaDukuza hosts various industrial activities, particularly in the manufacturing sector. Key industries include sugar processing and paper milling, which are vital to the municipality's economic landscape.
- **Tourism:** The municipality's picturesque coastline, known as the Dolphin Coast, is a major attraction. Coastal towns such as Ballito, Salt Rock, and Zinkwazi Beach draw tourists with their pristine beaches and recreational facilities, making tourism a pivotal economic contributor. Tourism Highlights of the local municipality include;

- **Historical Significance:** KwaDukuza is rich in history, being the site of King Shaka's royal settlement, Dukuza. The area offers cultural and historical sites that provide insight into the Zulu heritage.
- **Natural Attractions:** The region boasts several nature reserves, including the Harold Johnson Nature Reserve, offering opportunities for wildlife viewing, hiking, and experiencing the area's biodiversity.
- **Recreational Activities:** The Dolphin Coast is renowned for its excellent fishing spots, surfing conditions, and annual events like the Ballito Pro surfing competition, attracting both locals and international visitors.

KWADUKUZA LOCAL MUNICIPALITY_FINAL IDP PROCESS PLAN 2025/26

2. HOW WAS KWADUKUZA MUNICIPALITY FINAL IDP (2025/26) DEVELOPED?

Section 28 of the Municipal Systems Act no 32 of 2000 states that the municipality must adopt a process plan that will guide the review of the IDP. Therefore, KwaDukuza Municipality developed 2025/26 IDP, PMS and budget process plan which was approved by the council in August 2024 in terms of the section 21(b) and it is laid out as follows;

ALIGNMENT OF IDP, BUDGET, IDP & RISK PROCESSES & DATES**TABLE 5: IDP/BUDGET/OPMS ACTION PLAN**

SCHEDULED DATE	IDP	BUDGET	PMS	RISK MANAGEMENT
Phase 1: Analysis JULY 2024	- Facilitate the Adoption of the Draft 2025/26 IDP Process Plan by the end of July 2024 - By last week of July 2024 Draft 2025/26 IDP Process Plan to be Advertised for public comment together with the request for the registration of stakeholders. - Internal engagements of the re-looking the Final 24/25 IDP for points of improvement leading the 25/26 IDP.	- IDP and Finance to discuss the 2025/26 Budget planning issues - Compile Section 71 Reports and present to the Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end).	- Performance Agreements submitted to Council for noting Section 53 (3)(b). - Q4 Strategy Implementation Performance Progress Report submitted to Audit. - Performance Agreements submitted to MEC (COGTA) Section 53 (3)(b).	Submission of Quarter 4 Risk Management close out reports to the Good Governance .
AUGUST 2024	- Lodging of external bodies to register on IDP Forum Database. - Facilitate and finalize the adoption of 2025/26 Final Process Plan by the 31st of	- Review external mechanisms affecting the medium-term budget forecasts. - Compile Section 71 Reports and present to the Mayor, Submit to National Treasury and Provincial Treasury. Submit to the	- Start the process of the Drafting Annual Report 2023/24 - PAC to consider Internal Audit Report with the Q4 PMS report. - Submit APR to Auditor General.	- Submission of Quarter 4 Risk Management close out reports to the RMC, Audit Committee, MPAC and Executive Committee and PC of the different BU's - Formal communication of the

KWADUKUZA LOCAL MUNICIPALITY_FINAL IDP PROCESS PLAN 2025/26

	August 2024 ▪ Expectation the Receipt of the MEC comments on previous year's 24/25 Final IDP as well as the submitted DRAFT PROCESS PLAN from COGTA. ▪ Submission of the final adopted 25/26 IDP, PMS and Budget Process Plan to COGTA. ▪ Continuation to re-look at the Final 24/25 IDP for points of improvement leading the 25/26 IDP.	communications office for publication on the municipal website within 10 working days after the month end).		reviewed and approved risk management policies to various role players: Council, MPAC, Audit Committee, Staff members ▪ Identify and schedule key Risk Management activities aligned to the budget process schedule ▪ Submission of the 2023/24 Risk Management Results for incorporation into the annual report for the 2023/24 financial year. ▪ Submission of end of year risk results to Council by RMC Chairperson.
SEPTEMBER 2024	▪ IDP Chapter on Situational Analysis Review: <i>Feedback to Senior Managers (IDPSC) on the Prioritization of projects of as well as for Budget inclusions on the 25/26 IDP.</i> ▪ IDP Steering Committee - Reviewing outcomes of the analysis phase as well as draft comments on the 24/25 from COGTA. ▪ Revise prioritization in terms of performance. This will be	▪ Assess Council's 2023/24 Financial Statements and current year's revised results and capacity, to determine the ▪ impact on future strategies and budgets ▪ Assess the funding policies including the tariff structures by the Revenue Section ▪ Compile Section 71 Reports and present to the Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end)	▪ Draft 2023/24 Annual Report Compiled for GG	▪ Consider various factors, including potential risks and challenges that may hinder progress towards vision and mission. ▪ Monitor implementation of the project prioritization model in line with the actions identified in the Strategic Risk

KWADUKUZA LOCAL MUNICIPALITY_FINAL IDP PROCESS PLAN 2025/26

	facilitated through the currently drafted Prioritization Framework ▪ <i>Finalisation of Mayoral Izimbizo schedule/dates in-conjunction with the district Municipality.</i>			

Phase 2: Develop Strategies OCTOBER 2024	- Integration of information from adopted Sector Plans into the IDP Review. Ensuring the alignment of Izimbizo dates between KDM and the District Municipality to be finalized and advertised. - Conducting the 1st round of IDP/Budget Mayoral Izimbizo to report back on the achievements against the captured community needs and in line with the adopted Budget. IDP Representative Forum by end of October 2024.	- Complete first Quarter Section 52 D Financial Performance Evaluation Report. - Discuss Findings and obtain input from management, BSC and Council. - Compile Section 71 Reports and present to the Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end.	- Draft Annual Report submitted to Auditor General - Q1 2024/2025 Strategy Implementation Performance Progress Report submitted to Audit.	Submission of Quarter 1 results on progress on implementation Strategic, Operational, Fraud risk ICT and Fraud risk register to GG
NOVEMBER 2024	Continuation on the Planning, facilitation of the sitting of Izimbizo sessions in alignment of	Compile Section 71 Reports and present to the Mayor, Submit to National Treasury and Provincial Treasury. Submit to the	- PAC to consider Internal Audit Report with the Q1 PMS report. - Prepare Final Draft of Annual Report 2023/24	Submission of Quarter 1 results on progress on implementation Strategic, Operational, Fraud risk ICT and Fraud risk register to GG,

	<i>approved Izimbizo dates between KDM and the District Municipality.</i> ▪ <i>Ensuring that the Izimbizo session traditional authorities session sits in terms as part of the approved schedule of Izimbizo</i> ▪ November 2024- Sector Alignment Workshop – COGTA	communications office for publication on the municipal website within 10 working days after the month end.		RMC, AUDCOM, EXCO & MPAC

Phase 3: Formulation of Projects DECEMBER 2024	▪ IDP Best Practise Conference with COGTA. ▪ Ilembe District Municipality Planner's Forum- first Thursday of December 2024. ▪ Alignment of Capital estimates to the IDP. ▪ Finalization of the Roadshows report (Lesson Learnt) minutes. And tabling to the IDPSC.	▪ Compile Section 71 Reports and present to Mayor. Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end.	▪ Printers Proof of Annual Report for AG ▪ Annual Performance assessments for 2024/25 financial year.	▪ Undertake Strategic risk assessments for the 2024/25 financial year. ▪ Alignment between IDP objectives and Risk Management objectives (Precede finalization of strategic choices)
JANUARY 2025	▪ 23-27 January 2025 requesting projects (with proposed budgets) ▪ IDP Review integration phase ▪ IDP improvement template request to be sent to all Business units by the end of January 2025. ▪ Analysis phase information included towards the facilitation of the DRAFT 25/26 IDP document.	▪ Submit the mid-year budget and performance assessment report to Council. Submit to National Treasury and Provincial Treasury electronically the mid-year budget and performance assessment (Section 72 of the MFMA). ▪ Compile Section 71 Reports and present to Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end. ▪ Commence consultation on the Adjustment Budget.	▪ Mayor tables annual report MFMA Sect 127 (2) ▪ Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 12a) ▪ Sect 56/57 Managers' quarterly assessments (for second quarter) ▪ Tabling of Midterm/Q2 Report to Council by the 25th of January. ▪ Q2 2024/25 Strategy Implementation Performance Progress Report submitted to Audit.	▪ Submission of Risk Management Quarter 2 results on progress on implementation Strategic, Operational, Fraud risk & ICT Risk registers to GG.

Phase 4: Integration FEBRUARY 2025	- Meeting with COGTA on the IDP submission and assessment expectations Draft IDP & Budget – Prioritization and Budget Allocation - Conclusion of Sector Plans initiated and integration into the IDP Review report - Finalise outstanding MEC assessment issues. - Continuation of facilitation of work towards the 2025/26 IDP.	- Compile Section 71 Reports and present to Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end. 2024/25 Adjustment budget to be considered, if necessary - Make public the adjustment budget and supporting documentation within 10 working days after being approved by Council (Section 28 of the MFMA). - Draft IDP & Budget – Prioritization and Budget Allocation - Review of the Mid-year visit / Report by National Treasury and implementation of any recommendations.	14 - day public viewing of annual report - Oversight process for the annual report and public participation. - Submit annual report to AG, Provincial & DTLGA (MFMA Sect 127). - Midyear Review of Section 56 and 57 employees. - PAC to consider Internal Audit Report with the Q2 PMS report. - Sect 56/57 Managers' quarterly assessments (for second quarter) - Annual Performance assessments for bonus – 2024/25	- Submission of Quarter 2 Risk Management results on progress on implementation Strategic, Operational, Fraud risk & ICT risk registers to RMC, AUDCOM, EXCO & MPAC - Finalize Strategic Risk assessments for 2025/2026 financial year. - Submission of 2025/2026 draft IDP and budget priorities from the Strategic Risk Assessments.

MARCH 2025	- Continuation of facilitation of work towards the 2025/26 IDP. 28 March 2025 Adoption of Draft IDP 2025/26 financial year by Council. As well as the finalization of draft Ward based plans. - Finalisation of Mayoral Izimbizo schedule/dates. amendment of WBP.	- Submit 2025/26 Draft Multi-year budget and IDP submitted to BSC and Council for consideration. - Submit 2025/26 Draft Multi-year budget electronically to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council. - Make public the tabled draft budget and supporting documentation within 10 working days after being approved by Council. - Compile Section 71 Reports and present to Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end.	- Council to consider and adopt an oversight report with the annual report [Due by 31 March 2023 MFMA Sec 129 (1)] - Set draft performance objectives for revenue for each budget vote (MFMA Sect 17) - Submit 2024/25 Draft Organisational scorecard as an attachment to the Draft Budget. - Adjustment of the Organizational Scorecard targets tabled to Council after Adjustment budget.	- Submission of Quarter 2 results on progress on implementation Strategic, Operational, Fraud risk ICT and Fraud risk register to PC'S. - Facilitate Operational Risk Assessments for 2025/2026 financial year. - Facilitate Fraud Risk Assessments for 2025/2026 financial year - Coordinate ICT risk assessment 2025/2026 - Submission of 2025/26 draft budget priorities from the Operational ,ICT and Fraud Risk Assessments.
Phase 5: Adoption APRIL 2025	- Notice to publicize the draft IDP (21 days) - Incorporate COGTA comments –adjust the IDP & Budget where necessary Ensuring the alignment of Izimbizo dates between KDM and the District Municipality to be finalized and advertised.. IDP Representative Forum on/by the 15th of April 2025. Ensuring that the Izimbizo	- Revision of the budget and IDP from inputs received from the community, Government departments and National Treasury, if required - Compile Section 71 Reports and present to Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end.	- Publicise Oversight Report [within 7 days of Council approval MFMA Sec 129 (3)] - Submit Annual Report to Provincial Legislature/MEC Local Government (Within 7 days of council approval. MFMA Sec 132 (2) - Q3 2024/2025 Strategy Implementation Performance Progress Report submitted to Audit. - Drafting of coming year organisational and departmental	- Submission of Quarter 3 results on progress on implementation Strategic, Operational, Fraud risk ICT and Fraud risk register to GG, RMC, & EXCO. - Evaluate the municipality risk maturity level in preparation for the 2025/26 financial year and submission of Maturity Assessment evaluation outcome to GG for consideration.

	<i>session traditional authorities session sits in terms as part of the approved schedule of Izimbizo</i> ▪ Report back on the results of Assessment Feedback to IDPSC. ▪ Submit 2025/26 Draft Multi-year budget, IDP and Service Delivery and Budget implementation plan in both printed and electronic format forwarded to Provincial COGTA, within 10 working days	▪ Submit to Council the Third Quarter Section 52 Financial Performance and Evaluation Report. Submit to National Treasury and Provincial Treasury electronically. ▪	scorecards.	

MAY 2025	▪ Adjustment and finalization of the Draft IDP from the 1st – 15th May 2025 ▪ Adoption of the FINAL 2025/26 IDP by Council on/by the 31st of May 2025.	▪ Compile Section 71 Reports and present to Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end. ▪ Final Alignment sessions between IDP, PMS and Budget. ▪ Presentation of final Budget for adoption to Council.	▪ Review annual organizational performance targets (MPPR Reg) ▪ Drafting of coming year organisational and departmental scorecards.	▪ Submission of Quarter 3 risk management results on progress on implementation Strategic, Operational, Fraud ,ICT and Fraud risk register to AUDCOM ▪ Submission of 2025/2026 ,Strategic Operational ,Fraud and ICT risk registers to RCM for approval. ▪ Tabling of 2025/2026 ,Strategic Operational ,Fraud and ICT risk registers to Council for approval. ▪ Review of ERM Governance documents for 2025/2026 and submission to RMC for recommendation for approval by Council.

JUNE 2025	▪ Submit the 2025/26 IDP to Cogta on or before 10 days after adoption. ▪ Publish Council's adopted FINAL IDP 2025/26 on the Municipal website, local Newspapers and distribution to all municipal buildings.	▪ Compile Section 71 Reports and present to Mayor, Submit to National Treasury and Provincial Treasury. Submit to the communications office for publication on the municipal website within 10 working days after the month end. ▪ Approved 2025/26 Multi-year budget electronically format forwarded to National Treasury within 10 working days after being approved by council ▪ Make public the approved budget and supporting documentation within 10 working days after being approved by Council. ▪ Publish Council's budget on the website and local Newspapers	▪ Submission of draft SDBIP to the mayor within 14 days of approval of the budget ▪ Submit draft performance agreements of Section 56/57 employees to Mayor within 14 of the approval of the budget. ▪ Approval of the Final Top Layer of the SDBIP within 28 days after approval of the budget ▪ Make public the performance agreements of the Section 56/57 Employees 14 days after the approval of the Top Layer of the SDBIP. ▪ Make public the Top layer of the SDBIP within 10 working days after being approved by Council ▪ The Top layer of the Service Delivery and budget implementation plan to be forwarded to national Treasury within 10 working days after being approved by Council.	▪ Submission of Risk Management Governance documents (Policies, Strategy, Framework and Terms of Reference) for adoption by Council.

IDP PUBLIC PARTICIPATION PROCESS

(A) public participation context

In terms of the provisions of chapter 4 of the municipal systems act (act 32 of 2000) a municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation, and review of its integrated development plan. Accordingly, KwaDukuza municipality has maintained its commitment to a participatory process of IDP review whereby the community would play a meaningful role.

There are four major functions that can be aligned with the public participation process vis-à-vis:

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

(B) MECHANISMS FOR PARTICIPATION

THE FOLLOWING MECHANISMS FOR PARTICIPATION WERE UTILIZED:

IDP STEERING COMMITTEE

The steering committee is a technical working team consisting of departmental heads within the municipality. These are all the representatives who are involved in the preparation of technical reports and information, formulation of recommendations as well as to prepare any other pertinent documents during the compilation of the IDP processes. The main aim of the IDPSC is to form a supporting structure on the review of the IDP document on an annual basis. It is noted that the IDP represents all municipal developmental plans and therefore its review is a collaborative process. The good governance committee (GG) or Extended MANCO meetings officially serves as the integrated development planning steering committee (IDPSC) of the KwaDukuza Local Municipality as it not only serves as a platform to table IDP elements but also other KPA good governance items which fall under the office of the municipal manager.

- Municipal Manager
- Executive Directors and COO
- Directors

This then means it should be noted that monthly MANCO/GG meeting will also be a driver in terms of submission of IDP review elements that needs input from management.

IDP REPRESENTATIVE FORUM (IDPRF) AND WARD COMMITTEE MEETINGS:

The IDP representative forum is representative of all stakeholders and endeavors to be as inclusive as it possibly could. Concerted efforts are constantly made to bring additional organizations as well as the relevant personnel representing the different sector departments with a view to ensuring their continued participation throughout the process.

The purpose of these meetings was to allow the sector department who are to present and to communicate their programs and future projects impacting on the overall development of KwaDukuza local area. Out of the 14 invited sector departments not all do come through to the session. Nonetheless, the IDP unit will continue to send invitations to future IDPRF meetings set to take place from 2025/26 Financial year onwards. This especially to motivate all the sector department which did not make it to November 2024 and April 2025 held sessions.

Through the office of the speaker ward committee sittings are encouraged whereby service delivery issues touching the ward committees and ward councilors are discussed and these meetings are also used as platform of the IDP review process. It must be noted that in terms of the IDPRF (as part of reviewing the IDP) brought down to only consist of only ward councilors, ward committee secretaries, approximately other 3 members of Wards committees per Ward registered stakeholders, sector departments and municipal officials. The ward committee meetings as well as IDPRF has taken place thus far as follows;

DATE	TYPE OF MEETING	VENUE	TIME
09 MAY 2024	Ward Committee/IDP Representative Forum (IDPRF)	KWADUKUZA TOWN HALL	09:00
27 NOVEMBER 2024	Ward Committee/IDP Representative Forum (IDPRF)	KWADUKUZA TOWN HALL	09:00

TABLE 6: IDPRF SITTINGS

IDPRF INVITED PARTICIPANTS:

IDPRF sessions are inclusive of internal KDM Business Units, Ward Committee members from all 30 wards of KwaDukuza Municipality, Special Groups (Interested and Affected Parties) and Sector Departments. It must be noted that because Imbizo sessions went Ward to Ward for the Draft 2025/26 which it required that Sector Departments are invited to the Traditional authorities Imbizo session which took place on the 10th of April 2025. The below table indicates the participants who were invited to the IDPRF session of the 27th of November 2024 (with invitations sent from 11 November 2024) as well as 10th of April 2025.

TABLE 7: INVITED SECTOR DEPARTMENTS

SECTOR DEPARTMENT INVITED (27/11/24 IDPRF)	REPRESENTED AT THE MEETING	SECTOR DEPARTMENT INVITED (10/04/25 IDPRF)	REPRESENTED AT THE MEETING
SAPS - KwaDukuza	NO REPRESENTATION	SAPS - KwaDukuza	NO REPRESENTATION
iLembe DM	REPRESENTED	iLembe DM	NO REPRESENTATION
COGTA	NO REPRESENTATION	COGTA	NO REPRESENTATION
Dept. of Health	REPRESENTED	Dept. of Health	NO REPRESENTATION

Dept of Home Affairs	NO REPRESENTATION	Dept of Home Affairs	NO REPRESENTATION
Dept of Education	NO REPRESENTATION	Dept of Education	REPRESENTED
Dept of Environment Affairs	REPRESENTED	Dept of Environment Affairs	NO REPRESENTATION WITH APOLOGY
Dept of Public Works	NO REPRESENTATION	Dept of Public Works	NO REPRESENTATION
Dept. Sports and Recreational	NO REPRESENTATION	Dept. Sports and Recreational	NO REPRESENTATION
Dept of Human Settlement	REPRESENTED	Dept of Human Settlement	NO REPRESENTATION WITH APOLOGY
Dept of Transport	NO REPRESENTATION	Dept of Transport	NO REPRESENTATION
Dept of Sports & Recreation	NO REPRESENTATION	Dept of Sports & Recreation	NO REPRESENTATION
Dept of Water Affairs	NO REPRESENTATION	Dept of Water Affairs	NO REPRESENTATION
STATSSA	NO REPRESENTATION	STATSSA	NO REPRESENTATION

PLEASE SEE ANNEXURE 1: IDPRF ATTENDANCE REGISTER

THE PRINT MEDIA (NEWSPAPERS)

Local newspapers (i.e. North coast courier, Stanger Weekly, Express Times, Dolphin Coast Mail) were used interchangeably to publish and/or inform the local community of the progress on the IDP, PMS and Budget processes. The table below represents the print media/newspapers, activities and dates **PUBLISHED**:

TABLE 8: ADVERTISING USED IN PUBLISHING THE IDP/BUDGET AND PMS ACTIVITIES

HEADING	DATE	ADVERTISING PLATFORM
KwaDukuza draft IDP, PMS and Budget Process Plan 2025/26	July-24	Municipal website, social media platforms and local newspaper
Final IDP, PMS & Budget Process Plan 2025/26	August-24	Municipal website, social media platforms and local newspaper
'Mayoral Izimbizo/Roadshow for the presentation on the Final Budget and IDP for the 2024/25 Financial Year.	November -24	Municipal website, social media platforms and local newspaper

Adoption of the Draft 2025/26 Integrated Development Plan and comments	April - 25	Municipal website, social media platforms and local newspaper
'Mayoral Izimbizo/Roadshow for the presentation on the Draft Budget and IDP for the 2025/26 Financial Year.	April - 25	Municipal website, social media platforms and local newspaper
Adoption of the final 2025/26 Integrated Development Plan	May-25	Municipal website, social media platforms and local newspaper

OTHER MUNICIPAL DOCUMENTS ON THE MUNICIPAL WEBSITE

The KwaDukuza Municipality website was utilized for uploading public information regarding the IDP and general municipal information which ordinarily entails the IDP and budget adverts. The following documents were uploaded on the municipal website;

DOCUMENTS UPLOADED ON MUNICIPAL WEBSITE

- Draft and Final Annual Reports 2023/24 Financial Year
- Final and Draft IDP/PMS/Budget Process Plan 2025/26 Financial Year
- Draft and Final IDPs for 2025/26 Financial year
- PMS Framework, Organizational Scorecard, and the draft top-layer of the SDBIP 2025/26 Financial Year

MUNICIPAL NOTICE BOARDS

The municipal notice boards are placed at various municipal buildings. The municipal notice boards were used to inform the stakeholders about critical IDP meetings to be attended as well as important notices.

COMMUNITY ROADSHOWS AND IZIMBIZO

In Compliance with Chapter 4, Section 16(1) Of The Municipal System Act 32 Of 2000, KwaDukuza Municipality In Collaboration With iLembe District Municipality Conducted The Final 2024/25 Budget Roadshows Which Were Scheduled As Follows:

TABLE 9: MAYORAL IZIMBIZO SESSIONS

NO	CLUSTER	VENUE	DATE	TIME
1.	CLUSTER E2 (W11,12)	THANDANANI C HALL	SAT 16/11/2024	09H00
2.	CLUSTER E3 (W9,10,29)	DUBE VILLAGE HALL	SAT 16/11/2024	09:00
3.	CLUSTER G2 (W1,25)	VULINQONDO C HALL	SUN 17/11/2024	09H00
4.	CLUSTER B (W14,15,24,26)	LLOYD C HALL	SUN 17/11/2024	09H00
5.	CLUSTER G3 (W2,3)	NYATHIKAZI C HALL	TUE 19/11/2024	09H00
6.	CLUSTER D (W16,17,19) AND RATEPAYERS' ASSOCIATIONS OF THE NORTH	KWADUKUZA TOWN HALL	TUE 19/11/2024	18H00
7.	W13 AND PART OF W26 (D-SECTION)	GLENHILLS MULTI-PURPOSE CENTRE	WEDNESDAY 20/11/2024	18H00
8.	CLUSTER F (W6,22,30) AND RATEPAYERS' ASSOCIATIONS OF THE SOUTH	PROPOSED VENUE: UMHLALI PREP SCHOOL	THURS 21/11/2024	18H00
9.	CLUSTER C (W4, 21)	SHAKASHEAD C HALL	SUN 24/11/2024	09H00
10.	CLUSTER A (W23,28,8,7,20)	SNYMAN HALL	SUN 24/11/2024	09H00
11.	CLUSTER G1(W27)	DENDETHU AREA	SUN 24/11/2024	14H00
12.	CLUSTER D1 (W5,18)	SHAKAVILLE C HALL	SUN 24/11/2024	14H00
13.	AMAKHOSI ASENDLUNKULU	SUPPER ROOM	TUE 26/11/2024	10H00
14.	ILEMBE CHAMBER	ILEMBE CHAMBER	TUE 26/11/2024	15H00
15.	WARD COMMITTEES/IDPRF	KWADUKUZA TOWN HALL	WED 27/11/2024	09H00

A second round on the Imbizo sessions were held to communicate to the public the contents of the Draft 25/26 FY IDP and Budget Izimbizo sessions and were mostly held per ward;

NO	WARD	VENUE	DATE	TIME
1.	WARD 19, WARD 16 AND WARD 17	Stanger Manor Hall	Wed 16/04/2025	18h00
2.	WARD 6 /WARD 22/ WARD 30 & RATEPAYERS ASSOCIATIONS & iLembe Chamber	UMhlali Preparatory School	Thu 24/04/2025	18h00
3.	WARD 21	Driefontein Community Hall	Fri 25/04/2025	09h00
4.	WARD 4	Shakashead Community Hall	Fri 25/04/2025	09h00
5.	WARD 15	Chris Hani Community Hall	Fri 25/04/2025	14h00
6.	WARD 24	Melville Sportsground	Fri 25/04/2025	14h00
7.	WARD 12	Thembeni Community Hall	Sat 03/05/2025	09:00
8.	WARD 13	Stanger Training Centre	Sat 03/05/2025	09h00
9.	WARD 2	Zamani Community Hall	Sat 03/05/2025	14:00
10.	WARD 20	Symann Community Hall	Sat 03/05/2025	14h00
11.	WARD 1	St Christopher Sportsground	Tue 06/05/2025	09h00
12.	WARD 25	Mdlebeni Community Hall	Tue 06/05/2025	14h00
13.	WARD 27	Madundube Community Hall	Wed 07/05/2025	15h00
14.	WARD 9	Hangoes Community Hall	Thu 08/05/2025	15h00
15.	WARD 23	Shayamoya Community Hall	Fri 09/05/2025	09h00

16	WARD 29	Dube Village Community Hall	Fri 09/05/2025	14h00
17	WARD 8	Nkobongo Hall	Sat 10/05/2025	09h00
18	WARD 28	Mellowood Community Hall	Sat 10/05/2025	14h00
19	WARD 26	Ntshawini Community Hall (Nevas)	Sun 11/05/2025	09:00
20	WARD 10	eDiphini Sportsground	Sun 11/05/2025	14h00

3. COMMENTS ON 2024/25 IDP:

KwaDukuza municipality acknowledges the comments that the MEC for KZN COGTA made pertaining to the 2024/25 IDP review. The comments play a pivotal role in enriching the process towards the compilation and content of this 2025/26 IDP. The following points were highlighted by the MEC for KZN COGTA that the KwaDukuza municipality as fundamental points needing to be reviewed;

SUMMARISED COMMENTS AND AREAS OF IMPROVEMENT RAISED BY COGTA ON THE 2024/25 IDP TO ASSIST WITH IN PREPARATION FOR THE DRAFT 2025/26 IDP:

TABLE 10: MEC COMMENTS ON THE 2024/25 IDP

KEY PERFORMANCE AREA	ISSUES RAISED AND THAT NEED TO BE CONSIDERED IN THE REVIEW OF THE 2024/25 IDP	RESPONSIBLE BUSINESS UNIT
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	<i>The need to Review of all Human Resources Strategies (2016), Employment Equity Plan and give an indication of scarce Skills and Critical Skills Retention Policy adoption date.</i> - There is also a need to highlight if the 2024 Work Skills Plan has been submitted to the LFF or LGSETA.	CORPORATE SERVICES
LOCAL ECONOMIC DEVELOPMENT	<i>Encouragement is given regarding plans towards the LED Strategy needed for the Municipality.</i>	ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTLEMENTS

BASIC SERVICES DELIVERY	Water and Sanitation Section needs to be linked to the infrastructure management system.	IDP UNIT & ILEMBE DM
	Commanded on the finalization and adoption of the Housing Sector,	ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTLEMENTS
	The effort of the delivery of electricity through the Energy Plan and O&M Plan is commanded.	ELECTRICAL ENGINEERING
FINANCIAL VAIBILITY AND MANAGEMENT	<i>The functionality of the SCM unit especially basing them on procurement plan implementation needs to be sufficiently covered.</i> <i>Challenges to data cleansing, write-offs and impairments needs to be highlighted by the IDP.</i>	FINANCE BU
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	The section needs to cover and reflect the following; - Implementation of the Batho Pele and adoption of the draft policy is needed basing them on the Batho Pele requirements. - Status, progress on OSS, War Rooms functionality, other OSS structures, OSS stakeholders, challenges as well as implementation according to DDM implementation. - IGR structures functionality merged with DDM structures (sector department participation etc) outstanding and strongly need to be showcased by the Municipality.	OMM
CROSS CUTTING ISSUES	<u>BASED ON THE SPATIAL DEVELOPMENT FRAMEWORK (SDF) THE FOLLOWING NEED TO BE HIGHLIGHTED;</u> - A supporting Spatial Development Plan (SDP) to showcase as an implementation plan of the Spatial Developmental Framework (SDF) is outstanding and needs to be covered. - CIF detailing both private and public investments within the Municipal area is required. - Mapping of the Municipal Priority interventions Areas is also outstanding. <u>Environmental Management:</u>	ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTLEMENTS

	• Commended on dealing with Climate Change Agenda. • However, the Municipality is advised to develop a mandatory Alien Invasive Control plan as a requirement of NEMA and biodiversity Act.	
	<u>Disaster Management Sector Plan</u> • The integrated Disaster management needs to be aligned to the IDP, SDBIP and SDF. There is a need to increase of budget for disaster management overall.	MUNICIPAL SAFETY
STRATEGIC THRUSTS OF THE 6 KPAs	• The implementation plan needs to be properly aligned to the IDP framework guide, • SDBIP is not fully aligned with Goals, Objectives and strategies contained in the IDP.	OMM

CONCLUDING REMARKS:

- The MEC comments stressed about the need to contribute towards the formulation of the its' implementation.
- All meaningful engagement of Amakhosi nezinduna with the Municipality have been sufficiently covered and are encouraged on the next review.

2023/24 AUDITOR GENERAL'S FINDINGS AND KDM ACTION PLAN:

KwaDukuza Municipality further acknowledges the findings and recommendations of the auditor general's that were made in respect of the 2023/24 financial year. The comments were indeed pivotal and served to enrich the process towards the compilation and content of this IDP. The AG action plan has thus have been developed with a view to address all the issues that were raised in the audit outcomes report. **THE KDM AUDITOR-GENERAL'S REPORT FOR 2023/24 AND ACTION PLAN IS ANNEXED HERETO FOR EASE OF REFERENCE AS AN ANNEXURE 2** as it reflects that the municipality received an unqualified with emphasis of matter and other findings;

4. MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS**TABLE 11: MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS**

NO.	CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA -1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
1.1	Lack of skills required by the municipality and local economy.	• expedite efficient operational and relevant courses as offered by chief albert Luthuli skills centre and Umfolozi FET College; • emphasis on scarce skills development utilizing both KDM's external and internal bursaries programs; • co-ordinate and facilitate the placements of learners who are partaking in learnerships with various host employers; • implement KDM's internship programme by ensuring that each business unit essentially hosts a minimum of five (5) graduates per annum; • facilitate and co-manage various government skills development initiatives such as tourism safety monitor etc.; and • see to the implementation of council retention programme.
1.2	Low Figures of Women Appointed into Managerial Positions And Non-Compliance With Equity Targets.	• adhere to the implementation of gazette employment equity plan; • embark on target recruitment to accomplish equity targets for less represented groups within council including those from the Coloured and white communities; • provide a dedicated programme to develop and benefit women talent.
1.3	An abundance of overtime worked unproductivity and unsupervised municipal staff.	• Introduce and implement shift systems with a view to curb overtime and enhance productivity; • Fast-track the filling of vacant, new and/or attrition posts. • Ensure compliance with the overtime management plan per BU as well as adherence to the basic conditions of employment act (BCEA); and • Cascade performance management to lower positions of council.

1.4	Poor ICT Network, Support and Continuous Use of Manual Systems To Process Certain Applications By BU.	• Invest in the ICT network and off-site disaster recovery facility; • Strengthen the capacity of the ICT unit by ensuring that critical posts are filled as well as improve general governance issues; • Ensure full implementation of EDP EDRMS and planning tracking system; • Support the introduction of electricity application system and SCADA system, • Establish panels to ensure that ICT equipment's and software are provided.
KPA-2: FINANCIAL VIABILITY AND MANAGEMENT		
2.1	Limited revenue sources and poor collection of debts, which in turn leads to budgetary constraints that adversely impact the financing of various interventions.	• fast-track and ensure tight implementation of council credit policy; • concentrate on revenue enhancement projects led by various BU; • curb electrical/energy loss through implementing disconnections and continuous meter audits; • embark on accounts data cleansing project; • implement approved KwaDukuza reserve policy, • ensure that the debt and revenue enhancement committee functions to its maximum; and • implement debt incentive scheme.
2.3	Failure to deal with irregular expenditure and abuse of section 36 of the MFMA.	• fast-track the completion of award of section 78 (PPP) project for waste-collection; • implement and enforce compliance with applicable legislation to avert irregular expenditure; • reduce section 36 appointments through the establishment of a panel of service providers to attend to emergencies; and • ensure that there is implementation of consequential management for non-compliance with council policies and legislation.
KPA-3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		

3.1	Poor Public Street Lighting.	• Roll-out maintenance of streetlights using the panel of service providers and internal staff; • Roll-out retrofitting of existing streetlights with energy efficiency streetlights; • Installation of new energy-efficiency streetlights within the boundaries of the municipality; and; • Implement ongoing installation of high mast lights (apollo lights).
3.2	Poorly Maintained Roads.	• Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; • Engage in and expedite the rehabilitation of roads by both iLembe dm and fibre optic contractors, through signed moa and wayleave applications; • Upgrade roads from gravel to black-top; and • Utilization of internal capacity to re-gravel the gravel roads.
3.3	Shortage of low-cost and Affordable Housing.	• Bring to completion all houses that are under construction and continue to mobilize the increment of housing development grant; • Unclog the blocked projects for implementation i.e. Rocky Park, Driefontein; • Fast-track the appointment of social housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds.
3.4	Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	• Finalize and implement the recommendations of section 78 study (ppp); • Provide additional skips; • Promote community waste management initiatives using utilizing programs i.e. CWP and good green deeds; • Ensure public education on waste management and impact of illegal dumping; and

		• Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
3.5	Poor Capital Expenditure and negative impact on communities.	• Establish and use a panel of contractors to implement capital expenditure; and • Increase capacity to monitor performance of contractors. • Curb red tape and delays on SCM processes through forward planning,
KPA-4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
4.1	Dysfunctional ward committees and lack of public meetings.	• Provide on-going support to ward committees to improve their performance through training and ward committee meetings, • Ensure that all ward councilors conduct their quarterly meetings with the members of the public; • Ensure that stakeholder forums i.e. (IDP Rep Forum, LED Forum, OSS/ War Rooms, Youth Forums, Gender and Disability, HIV-AIDS Local Council etc.) Are functioning properly and report to council on quarterly basis; and • Strengthen the use of communication platforms (e.g. Websites, social media and municipal publications) to communicate and receiving of feedback from the community.
4.2	Deal with the perception of corruption and stagnant audit outcomes.	• Build capacity of internal audit to provide on-going assurance services to council; • Ensure that anti-fraud hotline is working and known by the public; • Conduct ongoing staff and community awareness on fraud and corruption policies of council; • Implement consequential management against those who breach council policies and laws of the republic of South Africa; and • Encourage the public to attend council meetings and participate in annual oversight report processes.
KPA-5: LOCAL ECONOMIC DEVELOPMENT		

5.1	High unemployment rates amongst youth and women in KwaDukuza. Propensity of local businesses to employ people from outside KwaDukuza.	• Expedite the establishment of NYDA District office; • Expedite the establishment of yes office within KwaDukuza; • Expedite and enter into social compact agreements with investors/developers to priorities appointment of KwaDukuza residents when there are job opportunities; and • Ensure that all projects adhere to EPWP principles and the implementation thereof.
5.2	Untransformed economy and few business opportunities made available to local emerging businesses. This challenge has led to the formation of business forums which violently demand work opportunities.	• Focus on the promotion of direct investment through minimizing development approval red-tape and provision of incentive (rates rebate); • Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector; • Implement Nokukhanya Luthuli Tourism Prescript Business Plan; • Implement emerging contractor's development programme; • Promote and support SMMES that are involved in the innovation and technology business; • Promote green economy; • Implement target procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and • Review and adopt KwaDukuza led plan.
5.3	INCREASED CRIME WHICH THREATENS COMMUNITY SAFETY AND INVESTMENT TO THE AREA.	• Partner with private sector and community-based organizations for the installation of vehicle identification cameras; • Partner with private security companies and saps to fight crime by undertaking joint enforcement blitz and sharing crime intelligence; • Develop and adopt KwaDukuza crime strategy; • Strengthen the functioning of community policing forums; • Focus targeting school crime awareness programs;

		• Ensure the implementation of council by-laws; and • Improvement on the functioning of council CCTV camera's project.
KPA-6: CROSS CUTTING INTERVENTIONS		
6.1	Delay in approving building plans and town planning applications.	• Finalize the implementation of development and building plans application reforms with assistance of World Bank/Vuthela led programme; • Enter into SLA with all BUs ED who have a responsibility to comment on applications; • Ensure proper functioning of the development assessment committee; • Attend to all public complaints regarding delays within 7 days of receiving such complaints. • Hasten the implementation of all EDRMS modules and the introduction of plan tracking system; and • Continue to have sessions with professionals /agents on a quarterly basis to deal with issues of common interest.
6.2	Poor enforcement of environmental laws and inadequate knowledge on climate change effects to our communities.	• Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; • Provide on-going community awareness programmes on climate change and environmental management; • Implement approved KwaDukuza Green buildings guidelines and KwaDukuza Low Carbon Emission Strategy; and • Identify and implement community resilience projects; • Partner with Green Scorpions/ Department of Minerals Resources to enforce against illegal sand miners along Umvoti River; • Encourage mainstreaming of green/climate proof projects by all municipal business units; and

		• Provide support and guidance to internal departments to comply with applicable legislation when implementing their projects.

5. WHAT TO EXPECT FROM KWADUKUZA MUNICIPALITY IN THE WITHIN 5 YEARS TERM OF OFFICE

TABLE 12: IMPLEMENTATION OF KDM GOALS

KEY PERFORMANCE AREAS	KWADUKUZA MUNICIPALITY GOALS
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services,
	Create and promote a culture of enhanced service delivery, innovation, and excellence through capable cadres of local government
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Expand and maintain the provision of quality basic services and the integrated human settlements
GOOD GOVERNANCE & PUBLIC PARTICIPATION	Improve good governance, audit outcomes and consequence management,
	Strengthen public participation, complaints management system and accountability
	Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes
	Create a safer and crime free municipal area through community-public-private partnerships.
FINANCIAL VIABILITY AND MANAGEMENT	Enhance municipal financial sustainability,
LOCAL ECONOMIC DEVELOPMENT	Promote radical socio-economic transformation agenda to address inequality, unemployment, and poverty

CROSS-CUTTING INTERVENTIONS

Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability,

6. HOW WILL PROGRESS IN KWADUKUZA MUNICIPALITY BE MEASURED?

Immediately after beginning of the new term of office for councillors, Councils were required to develop a programme for their term of office. This is done through holding strategic sessions (Lekgotla). During the Lekgotla, council analyse the programmes and projects that were identified and implemented by the previous council and then adopt or develop new programmes and projects. It must be noted that both the portfolio based strategic planning sessions and council Lekgotla session which followed were used to influence the Five-year IDP 22/26 and the 22/26 Budget for the term of Office.

KDM 2022/26 Lekgotla was organised under the theme: Refresh. Renew. Refocus. The theme simply directs KDM Councillors and officials to change their mindset on serving the people of KwaDukuza, renew their social compact with the communities.

REFRESH – The terms refresh of for Council to refresh its focus on all aspects of service delivery.

RENEW - The Council to review and renew its values through implementation of various policies core to its functions in order to meet to the changing environment and landscape of local government operations.

REFOCUS – the KwaDukuza Municipal to refocus and implement an all-encompassing vision in order to meet various trends which require administrative input to achieve value added service delivery mechanisms

The following were being identified as the key issues for discussions:

- District Development Model (One Plan for the District);
- Agreeing on the procedure to be used in prioritising capital projects and review of MTEF priorities;
- Confirmation of strategies special projects of council;
- City Development Strategy;
- Energy Loss and its threats to the financial viability of the municipality;
- Cascading of the performance management system municipal workers in line with 2021 Municipal Staff regulations;
- Confirmation of Wards Clustering (after new wards demarcation/2021 elections)
- Process plan towards the implementation of the Municipal Staff Regulations (effective from the 1st of July 2022)
- State of water suppliers, reticulations, and other related matters (District)

The process of formulating the KwaDukuza Municipality Strategic Plan for the Five years and its action plan was held via the following set of segments:

Segment 1: Portfolio Committee/Business Unit Mini Lekgotla which started on the 24th of February to 07th of March 2022.

TABLE 12: MINI LEKGOTLA SCHEDULE

PORTFOLIO	FOCUS GROUP/KPA	DATES	PARTICIPANTS
Office of the Municipal Manager	Good Governance and Compliance.	22-23 Feb 2022	EXCO, MPAC, Executive Directors and all officials dealing with compliance
Finance and Corporate Services	Finance Viability and Municipal Transformation	08 – 09 Mar 2022	FINANCE AND CORPORATE Services Portfolio Councillors, TROIKA, Executive Directors, and all relevant officials.
Infrastructure and Technical	Basic Services Delivery focusing on Human Settlements, Civil Engineering, PMU, Electrical Engineering and Fleet management	28 Feb 2022 To 01 Mar 2022	Infrastructure and Technical Portfolio Councillors, TROIKA, Executive Directors, and all relevant officials.
Economic Development and Planning (EDP)	Cross-cutting and LED: Environmental, Town Planning, LED, GIS, Youth, Special Programs etc.	02 – 03 Mar 2022	EDP Portfolio Councillors, TROIKA, Executive Directors, and all relevant officials.
Municipal Services	Municipal Safety and Municipal Services and Public amenities	04- 07 Mar 2022	EDP Portfolio Councillors, TROIKA, Executive Directors, and all relevant officials.

Segment 2: Council Lekgotla which was scheduled for the 11th to 12 of March 2022 and ended up taking place from the 2nd To the 3rd of June 2022.

Segment 3: a third session was held from the 19th – 20th of October 2022 which formed a culmination of the Mini Lekgotla which were held at the first quarter of year 2022. The objective of this session was to align the provisioned focus areas that will ensure that Council enhances service delivery in an equitable manner through discharging of the various Council roles and responsibilities in line with its powers and functions.

Segment 4: The Draft Lekgotla resolutions were formulated as part of Special Council agenda of the 16th of February 2023 for adoption but unfortunately this ended not taking place. The Municipal remains with Draft Lekgotla resolutions which haven't been adopted by Council which are part of the FINAL 2024/25 IDP annexures.

Segment 5: Fast-forward to 2025, a formal engagement in a form of a Mid-term lekgotla, was the interactive session held in Underberg in between the 20th and 24th of January 2025. It was essentially a mid- term lekgotla to oversee how much projects, programmes and other institutional developments are in relation to the set 2022 lekgotla resolutions. Important presentations were facilitated by senior officials to Councillors.

Four planner commissions were facilitated to review improvements needed to take place toward their end of term in 2026. This also included SWOT analysis and key focus based on the 6 KPAs. In the end all made their inputs and timeframes set to achieve new resolutions . ***Please see the attachment on this resolutions.***

CHAPTER B

Planning and Development Principles & Government Policies and Imperatives

1. PLANNING AND DEVELOPMENT PRINCIPLES

This section identifies the relationship between the KwaDukuza Integrated Development Plan and the other key planning and policy instruments from the international, national, provincial as well as the district government levels. The instruments aligned to the IDP are those perceived to be crucial, they also have a cross cutting effect at the other levels of government. The planning and policy instruments occupy the centre stage at their respective spheres of government. One of the key objectives of IDPs is to ensure alignment between national and provincial priorities, policies and strategies (as listed herein-below):

- Sustainable Development Goals;

- National Development Plan (Vision 2030);
- National Spatial Development Perspective;
- National Key Performance Areas;
- National Outcomes;
- Provincial Growth and Development Strategy 2035 and
- District Growth and Development Plan.
- District Development Model (DDM)
- Back to Basics

The Integrated development plan serves as the core instrument within the new system of developmental local government in South Africa and invariably represents the driving force for rendering municipalities to be more strategic, inclusive and responsive and performance driven in its nature.

The IDP is therefore the principal strategic planning instrument which guides and informs all planning in respect of budgeting, decision-making, management processes and all other development within the municipal area. Once adopted, the IDP becomes the single plan than surpasses all others within a particular municipality as it is a direct reflection of a municipality. The purpose of the IDP is to integrate and balance the economic, ecological and social pillars of sustainability within the KwaDukuza municipal area without compromising the institutional capacity that is necessary for the implementation and co-ordination of efforts needed across sectors and relevant spheres of government.

To this end, the IDP is also the strategic planning apparatus of the municipality which must be prepared within the first year subsequent to the newly elected Council taking office. The IDP is then reviewed on an annual basis for the entire Council's 5-Year term of office. The priorities and actions in the IDP are pivotal as they serve to give direction for the benefit of the municipality, structure, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality. In a nutshell, municipalities operate within the realm of a broad legislative and policy framework that afford the necessary prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions.

2. LEGISLATIVE FRAMEWORK TOWARDS ACHIEVING IDP OBJECTIVES

Against the above background, it follows therefore, that KwaDukuza Municipality takes into cognisance that for growth and development to be achieved then the budget, programmes and projects must be aligned with development and institutional policy directives.

The Constitution of the Republic of South Africa (Act 108 of 1996) provides the basic outline of the type of local government the country must have. Section 152 and 153 thereof stipulate respectively what the objects of local government are as well as the developmental duties of municipalities:

Section 152

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner,
- To promote social and economic development;
- To promote a safe and a healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

Section 153 – A Municipality must:

Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; and to promote the social and economic development of the community and participate in national and provincial development programs.

The Municipal Systems Act (MSA) Act 32 Of 2000 requires municipalities to develop Integrated Development Plans which should be single yet inclusive and strategic in nature. Once adopted, the municipality's IDP will guide development within the Council 's area of jurisdiction and it must be reviewed on an annual basis. The Act also stipulates further the precise IDP process as well as the components to be included.

Whereas the Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

- Regulation 2 (1) states that the municipality 's IDP must at least identify:
- The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality;
- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- All known projects, plans and programs to be implemented within the municipality by any organ of the state; and
- The key performance indicators set by the municipality.
- Regulation 2 (2) states that an IDP may:
- Have attached to it maps, statistics and other appropriate documents;
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.
- Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:
- Consider the Municipality 's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Consider the national budget, the relevant provincial budget, the national government 's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;

- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and
- Subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

3. INTERNATIONAL POLICY DIRECTIVES:

SUSTAINABLE DEVELOPMENT GOALS

The SDGs were adopted by the United Nations General Assembly in September 2015 and look to 2030 offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans). The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in a sustainable manner.

KwaDukuza Local Municipality and a number of other municipalities from other provinces have been chosen to be part of project set to localise the Sustainable Development Goals for Municipalities. This is a program facilitated done by Zutari, COGTA and the Development Bank of South Africa (DBSA). KwaDukuza Municipality's involvement in the localization of the Sustainable Development Goals process as initiated by the Department of the Cooperative Governance and Traditional Affairs (COGTA) as part of IUDF – Intermediate Cities Support programme. An inception meeting took place mid-2022 and the most important step which followed was of June 2022 whereby a two-day workshop was held with different internal business units as part of localising the Sustainable Development Goals as part of information sharing and understanding better what alignment procedures are needed for the Municipality to align their development plans with SDG below.



FIGURE 5: SUSTAINABLE DEVELOPMENT GOALS

KwaDukuza Local Municipality and a number of other municipalities who are referred as Intermediary /Secondary Cities from other provinces have been chosen to be part of project set to localise the Sustainable Development Goals for Municipalities. The other cities or municipalities that are part of this pilot project include, Mogale City, Mbombela, Merafong, Sol Plaatjie, and Steve Tshwete Municipality. KwaDukuza Municipality has been an active member and beneficiary of the Intermediary Cities Network, which is part of the implementation of the Integrated Urban Development Framework (IUDF).

The SDG Localisation Project it is meant to enable the municipalities to measure the SDG impact at Municipal local level. This will assist in municipalities being able measure all developmental projects, programs, strategies and plans against the 17 SDGs which in turn will impact South Africa as a whole being better enabled to report on them. The SDG Localisation Project will also enable and recognise all local efforts made to global goals and contribute to international SDGs.

The SDGs Localization Project is aimed at ensuring that our Integrated Development Plan (IDP), Spatial Development Framework Plan, and all other plans consider the SDGs, as the development imperative, policy requirements, and commitment to sustainable development by KwaDukuza Municipality. Every municipal development plan must indicate how it is going to contributes towards achieving SDGS, which assists the country to achieve its international commitment. It must be noted that our IDP does mention SDGs, but it does not attempt to localise them, hence this intervention from COGTA. It is envisaged that the localization process will make it practical and easy for all our stakeholders to work with the SDGs.

This pilot project is critical in that all our stakeholders internalise and localise the SDGs as the key policy imperative of the country, and the municipality. SDGs must be taken as a key guiding principle of any service delivery and development projects implemented by all spheres of government, private sector, and civil society within our area. Below is the outline of the status quo of the project, its envisaged benefits, and other key issues to be considered, to ensure that SDGs are institutionalised, and mainstreamed by all business units within the municipality.

INITIATION PHASE OF SDGs LOCALIZATION

As part of the initiation phase, there has been an introductory and induction session of the technical champions and the service providers about the project and general understanding of the SDGs. This process led to an agreement of the first technical workshop, where all business units were invited to participate. KwaDukuza Local Municipality has already facilitated an important step whereby a two-day interactive workshop was held with different internal business units as part of localising the Sustainable Development Goals. The workshop was held on the 27th and 28th of June 2022. The workshop was attended by National COGTA and facilitated by their service provider and was successful in unpacking service delivery development issues across all business units towards localising the Sustainable Development Goals for KwaDukuza Local Municipality. Further work in localizing the SDG will be reported through to COGTA and EXCO accordingly.

It must be noted that the following were the outcome of the Initiation Workshop held in the month of June 2022.

KwaDukuza Municipality officials representing various BUs attended the session of introducing the localisation of Sustainable Development Goals, as the key policy imperative which KDM is expected to align and contributes towards meeting country obligations. Mostly officials attended were on managerial level.

It was noted that the Sustainable Development Goals (SDGs), affects every sector of our society and the municipality as the arm of government must use its planning authority to ensure that all development projects and service delivery within its area of jurisdiction are geared toward achieving the SDGs.

That SDGs awareness is lacking amongst municipalities hence few municipalities are actively working towards achieving set targets by 2030.

That our development plans which has been developed and approved since the adoption of SDGs, as the replacement of Millennium Development Goals (MDGS) in 2015, failed to take into account the importance of these goals.

KwaDukuza Municipality has in the minimal scale included SDGs in the IDP and other environmental/climate plans.

Most of our development projects, services and even operational functions already geared towards achieving these goals, but unfortunately, they are not mentioned as part of the municipality contribution to SDGs.

There is a need to make it mandatory that all new municipality development plans, policies and projects should be aligned with achieving these SDGs. This will ensure mainstreaming and institutionalisation of the SDGs.

That SDGs must be made part of the development and public participation engagement, in order to ensure that the municipality achieve its strategic objective of mainstreaming SDGs in our day-to-day operations. This also will ensure that various sectors of the society play their part in contributing towards the achievement of SDGs.

The attendees of this workshop were able to interact and begin to work on aligning what their business units does every day with the SDGs. There is a need to keep momentum of this team by ensuring that the localisation continues until SDGs forms part of the municipality plans, service delivery and project implementation. Hence, the proposal that the attendees must form part of the proposed KDM SDGs Technical Team.

It was also agreed that both the Office of the MM, Office of the Mayor together with EDP should play a leading role as the champions of the localisation of the SDGs in KwaDukuza.

IMPORTANCE, RELEVANCE AND BENEFITS OF SDGs TO KWADUKUZA MUNICIPALITY

The Sustainable Development Goals (SDGs) are relevant and applicable to government, private sector, community and civil society organisation.

All countries in the world (193 countries) have adopted the SDGs as part of their contribution on the sustainable development agenda, which is most critical in protecting the current environment for future generations.

It is important that all policy and plans of KwaDukuza Municipality addresses a big question, on how it is contributing towards the achievement of agenda 2030, known as SDGs.

National COGTA, has decided to take a measured approach by piloting the localisation of the SDGs with few municipalities, who are secondary cities. Already, metropolitan municipalities and secondary city like UMhlatuze has been implementing this in the last three years. There are already emerging lessons from the localisation of the SDGs in these municipalities.

The mainstreaming and inclusion of SDGs in all our plans, will ensure that the municipality is able to refocus and ensure all service delivery interventions and projects contribute to the sustainable development of the area.

The inclusion of SDGs will further ensure that the municipality is able to tap into number of funding instruments both national and international, which are prioritising projects that are aligned to Sustainable Development Goals.

Our Integrated Development Plan (IDP) will be further enhanced to ensure that it is aligned to the SDGs and also direct all stakeholders to contribute to achieving these goals.

If all Business Units that have plans to be reviewed or developed in this current term add alignment with SDGs, it will ensure that all business units own the process, and they are able to ensure that all projects are sustainable.

The municipality will further use the SDGs to enhance that all businesses operating within our area makes sustainable development part of their bottom line.

The implementation of the SDGs will further enhance the stature of the municipality as one of the leading cities in protecting environment and also implementing measures that try to minimise the impact of climate change.

MAINSTREAMING OF SDGs

- That the Municipality Political leadership (EXCO), and MANCO members signed the pledge of Localizing SDGs in KwaDukuza.
- That the signed pledge by the leadership be placed in all buildings, on our website, and any other communication platform, as part of the efforts to popularise the SDGs aligned interventions by the municipality.
- That all municipal development plans, strategies, and policies which are due for review or development must clearly indicate how they are responding and facilitating the achievement of SDGs within our context.
- That as part of the IDP review, localization of the SDGs must be phased in.
- That a proper internal and external communication of SDGs be done to ensure awareness and importance of fulfilling these goals by KDM.

KEY STEPS FOR THE LOCALIZATION OF THE PROJECT AS AGREED WITH COGTA.

- That a follow-up workshop for the finalization of the SDGs localization needs to take place.
- Signing of the pledge for localizing SDGs by key municipal decision makers.
- Prioritise IDP review processes, as the first step towards mainstreaming and localizing SDGs in municipal planning.
- Ensure that all municipal plans and policies are aligned to achieve goals of the SDGs.
- That KDM Council support the proposed governance structure of the localization of the programme.

KWADUKUZA LM'S LOCALISED SDGs SUPPORT

TABLE 13: KDM'S LOCALISED SDGS SUPPORT

ACTION	GOAL
• Indigent Support • Indigent customers qualify for 100kWh of free basic electricity (as at the 01st July 2023). • Child headed households qualify for 250kWh of free basic electricity (100kWh plus extra 150kWh). • Total beneficiaries for both electricity and waste collection is 10028 (2023/24FY). • No. of households currently supported by KDM – • 10 306 for free basic electricity • 13 456 for free refuse removal	• Goal 1- End poverty in all its forms everywhere
	• Goal 2- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
• Mayor's program: Disability Support';	• Goal4 - Ensure healthy lives and promote well-being for all at all ages
• Adhere to the implementation of gazette Employment Equity Plan; Embark on target recruitment so as to accomplish equity targets for less represented groups within Council including those from the coloured and white communities; Provide a dedicated programme to develop and benefit women talent • Madam Mayor's program: 16 days of activism	• Goal 5- Gender Equality
• Focus on the promotion of direct investment through minimizing development approval red-tape and provision of incentive (rates rebate); • Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector;	• Goal 8- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

• implement Nokukhanya Luthuli tourism prescript business plan; • Implement emerging contractor's development programme; • Promote and support SMMEs that are involved in the innovation and technology business; • Promote green economy; • Implement Target Procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and • Review and adopt KwaDukuza LED Plan. • Bursaries Awarded To Internal Staff The aim of the KDM Staff Bursary Policy is to assist staff members to obtain academic qualifications that are relevant to the objectives of the municipality to improve their level of contribution towards service delivery. • Work Integrated Learning / Inservice Training / Internships • a number of learners and graduates are placed on work integrated learning and internship programmes for different business units	
• Ease of Doing Business Systems and Tools Project involves the digitization of applications for building plans, town planning, outdoor advertisement, electricity connections, informal trading, and business license. • The SCADA System aims to connect KDM's main sub-stations and lines with its control room. This will enable remote monitoring of the electricity grid to help reduce the impact of load shedding and	• Goal 9- build resilient infrastructure, promote sustainable industrialization and foster innovation.
• Peer Learning Exchange • Participated in the Germany-South African Peer Learning Network Programme for Integrated and Safer neighbourhoods.	• Goal 10- Reduce inequality within and among countries

• Bring to completion all houses that are under construction and continue to mobilize the increment of Housing Development Grant; • Unclog the blocked projects for implementation i.e., Rocky Park, Driefontein; • Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds	• Goal 11- Make cities and human settlements inclusive, safe, resilient, and sustainable
• Increase staff members who are trained and designated as Environmental Management Inspectors by the MEC; • Provide on-going community awareness programmes on climate change and environmental management; • Implement approved KwaDukuza Green buildings guidelines and KwaDukuza Low Carbon Emission Strategy; and • Identify and implement community resilience projects; • Partner with Green Scorpions/ Department of Minerals Resources to enforce against illegal sand miners along Umvoti River; • Encourage mainstreaming of green/climate proof projects by all municipal business units; and • Provide support and guidance to internal departments to c	• Goal 13 - Take urgent action to combat climate change and its impacts
	• Goal 14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	• Goal 15- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
• Peer Learning Exchange • Participated in the Germany-South African Peer Learning Network Programme for Integrated and Safer neighbourhoods.	• Goal 17 - Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

PARIS AGREEMENT

The Paris Agreement was adopted on 12 December 2015 when 196 Parties to the UN Framework Convention on Climate Change (UNFCCC). The Paris Agreement serves as a legally binding framework for an internationally coordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations that took under the auspices of the UNFCCC and was reached under extreme international pressure to avert a repeat failure attributable to the Copenhagen Conference that was held in 2009.

The 28th Session of the Conference of Parties to the United Nations Framework Convention on Climate Change (COP28) came to an end on 13th December 2023. Parties made a ruling on the Global Stock Take acknowledging the necessity of significant, quick, and continuous decreases in Greenhouse Gas emissions in accordance with 1.5°C trajectories. It urges parties to aim for ambitious emission reduction targets in all sectors and categories in their next nationally determined contributions, aligned with keeping global warming below 1.5°C. In addition, the decision also urges parties to participate in global efforts in a way determined by each country.:

- Increasing global renewable energy capacity threefold and doubling the annual rate of energy efficiency improvements worldwide by 2030.
- increasing endeavors to transition away from unmitigated coal power.
- increasing worldwide initiatives to move towards energy systems with net zero emissions, utilizing zero- and low-carbon fuels well before or by approximately the middle of this century;
- Shifting from fossil fuels to renewable energy sources in a fair, organized, and fair way, speeding up efforts in this important decade to reach carbon neutrality by 2050 as advised by scientific research.
- advancing technologies that produce zero and low emissions, like renewables, nuclear power, carbon capture and storage, and low-carbon hydrogen production, especially in industries that are difficult to decarbonize.
- speeding up and significantly decreasing non-carbon-dioxide emissions worldwide, specifically methane emissions, by 2030;
- speeding up the decrease of emissions from transportation on various routes by improving infrastructure and quickly introducing vehicles with low or zero emissions.
- Gradually eliminating ineffective fossil fuel subsidies that do not address energy poverty or ensure smooth transitions, as quickly as feasible.

AGENDA 2063 (THE AFRICA WE WANT)

Africans of diverse social formations including those in the Diaspora affirmed the AU Vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” as the overarching guide for the future of the African continent. They further reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration. The converging voices of Africans of different backgrounds, including those in the Diaspora, have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;

- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa; and
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
- An Africa as a strong, united, resilient and influential global player and partner.
- National Development Planning and Policy Directives
- National Outcome Delivery Agreements

The South African government has agreed on 14 outcomes as a key focus of work from 2014 to 2019. Each outcome has a limited number of measurable outputs with clearly defined targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 14 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities. Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome and are as follow;

TABLE 14: NATIONAL OUTCOMES

○ National Outcomes		
	DETAIL	MUNICIPAL INTERVENTION
1.	Improved quality of education	• Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, • Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
2.	A longer and healthy life for all South Africans.	• Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
3.	All people in South Africa are and feel safe.	• Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes • Create a safer and crime free municipal area through community- public-private partnerships.
4.	Decent employment through inclusive economic growth.	• Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
5.	A skilled and capable workforce to support an inclusive growth path.	• Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, • Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government

6.	An efficient, competitive and responsive economic infrastructure network.	• Expand and maintain the provision of quality basic services and the integrated human settlements • Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, • Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government
7.	Vibrant, equitable and sustainable rural communities with food security for all.	• Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.
8.	Sustainable human settlements and improved quality of household life.	• Expand and maintain the provision of quality basic services and the integrated human settlements.
9.	A responsive, accountable, effective and efficient local government system.	• Improve good governance, audit outcomes and consequence management, • Strengthen public participation, complaints management system and accountability.
10.	Environmental assets and natural resources, those are well protected and continually enhanced.	• Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
11.	Create a better South Africa and contribute to a better and safer Africa and World.	• Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes • Create a safer and crime free municipal area through community- public-private partnerships,
12.	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	• Improve good governance, audit outcomes and consequence management, • Strengthen public participation, complaints management system and accountability • Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes • Create a safer and crime free municipal area through community- public-private partnerships.
13.	Inclusive and responsive social system	• Improve good governance, audit outcomes and consequence management, • Strengthen public participation, complaints management system and accountability

		• Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes • Create a safer and crime free municipal area through community- public-private partnerships.
14	Nation building and social cohesion	• Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty. • Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability. • Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes • Create a safer and crime free municipal area through community- public-private partnerships.

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery;
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation;
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance;
- Through the service delivery agreement; CoGTA and municipalities commit to the following:
- The extension of basic services which include water, sanitation, electricity and waste;
- Systems for improved service Management;
- Creation of job opportunities through the Community Works Programme;
- Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- The filling of critical positions;
- That all municipalities in the province will achieve clean audits by 2014;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management delivery and accountability to the communities;

Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist. These talk to the five (5) National Key Performance Areas (KPA's) and should consequently form the

basis for all municipality's strategic objectives. Through the service delivery agreement; the Mayors of all municipalities commit themselves to the following:

- That they will play their respective roles as outlined in the Municipal Finance Management Act (MFMA) by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate for, and actively work towards, corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is prevented;
- That, working with traditional leaders amongst their respective municipalities, they will work tirelessly in restoring the confidence of the people in the system of local government.

The Programme of Action (POA) measures the implementation of the National Development Plan (NDP) through the Medium-Term Strategic Framework (MTSF). The MTSF is the five-year implementation phase of the NDP in which the Department of Planning, Monitoring and Evaluation has issued the 2019-2024 MTSF to unpack the steps towards achieving the vision of the NDP through the POA.

4. NATIONAL PRIORITIES

NATIONAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives. Vision 2030 (originally done in 2011 and currently under review) and it is facilitated by the NPC.

Firstly, done and adopted in 2012 with 7 strategic objectives translated to 30 strategy objectives and classified as the regional SDF. The following are important points about the NDP;

- Providing overarching goals for what we want to achieve by 2030.
- Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

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

TABLE 15: NATIONAL PLAN'S PRIORITIES

NO.	National Plan Priorities	Alignment Thereof
1	Create jobs	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
2	Expand infrastructure	Expand and maintain the provision of quality basic services and the integrated human settlements
3	Use resources properly	Improve good governance, audit outcomes and consequence management, Strengthen public participation, complaints management system and accountability.
4	Inclusive Planning	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
5	Quality Education	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.
6	Quality Healthcare	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
7	Build a capable State	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government; Improve good governance, audit outcomes and consequence management; Strengthen public participation, complaints management system and accountability; Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes;

8	Fight corruption	Create a safer and crime free municipal area through community- public-private partnerships. Improve good governance, audit outcomes and consequence management; Strengthen public participation, complaints management system and accountability; Enhance municipal financial sustainability
9	Unite the nation	Promote radical socio-economic transformation to address inequality, unemployment and poverty. Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked inter alia with the formulation of a long-term strategic plan for South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programs and guide spatial transformation.

In the meantime, the national government has adopted various sector-based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view of the mixed rural-urban nature of KwaDukuza Municipality, the following are considered:

- The New Growth Path;
- The 2004 Comprehensive Plan for the Development of Sustainable Human Settlements;
- Breaking New Grounds; and
- Comprehensive Rural Development Strategy (CRDP) and the associated programme.

IMPLEMENTATION PHASE

Critical steps to be taken in 2013 to unlock implementation. The following actions will be undertaken during 2013:

- Implement programmes that do not require additional resources and long lead times
- Identify critical first steps to unlock implementation
- Preparation of the 2014-19 MTSF as the first five-year building block of the NDP
- Focus on areas where implementation of existing policies needs to improve
- Focused dialogues to overcome obstacles to implementation.
- 2014-2019 planning cycle. The 2014-2019 planning cycle should be viewed as the first in a series of five-year planning cycles that will advance the goals of the NDP. The equivalent planning cycle at local government level will be equally important.

- 2019-2024 and 2024-2029 planning cycles. This phase of the NDP will be used to initiate the remaining activities. It will build on previous cycles and be informed by the review of performance.

THE NEW GROWTH PATH

There is growing consensus that creating decent work, reducing inequality and defeating poverty is not a pipedream. However, this can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally. Developing a policy package to facilitate employment creation. The jobs drivers identified are:
- Substantial public investment in infrastructure both to create employment directly, in construction, operations and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies.
- Leveraging social capital in the social economy and the public services; and
- Fostering rural development and regional integration.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

- Active industrial policy;
- Rural development policy;
- Competition policy;
- Stepping up education and skills development;
- Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape;
- Broad-based Black Economic Empowerment (BBBEE);
- Labour policies;
- Technology policy;
- Developmental trade policies; and
- Policies for African development.
- KwaZulu-Natal DHS-Master Spatial Plan for Human Settlements

PURPOSE OF THE MASTER SPATIAL PLAN FOR HUMAN SETTLEMENTS

- Create a spatial framework to guide investment by all state departments and state- owned companies and specifically the Human Settlements Sector;
- Provide a framework for investment by various private sector actors in the human settlements environment;

- Achieve a creative balance between spatial equity, economic competitiveness, and environmental sustainability so as to overcome the legacy of apartheid spatial planning;
- Support the process and guide spatial planning for local and provincial authorities;
- Provide guidance to the implementation of all MTSF targets in alignment with a spatial plan and approval of projects; and
- Provide guidance to the Implementation of strategically chosen catalytic interventions to achieve spatial transformation.
- Consistent interpretation and application of the following principles and objectives across various scales is of importance as a way forward linking KwaDukuza Housing sector plan with the Master spatial Plan for the Province;

TABLE 16: PRINCIPLE AND CRITERIA FOR PRIORITIZATION OF HUMAN SETTLEMENT

HUMAN SETTLEMENTS MASTER SPATIAL PLAN PRINCIPLES	HUMAN SETTLEMENTS MASTER SPATIAL PLAN OBJECTIVES
Principle 1: Guide and align all investment in Human Settlements	Objective 1: Spatial Transformation
Principle 2: Creation of balanced settlements reflecting spatial equity, economic potential, and competitiveness & environmental sustainability.	Objective 2: Compact settlements and settlements patterns
Principle 3: Spatial targeting and spatial concentration	Objective 3: Connected settlements and settlement patterns
Principle 4: Accessibility and Choice	Objective 4: Integrated settlements and settlements patterns
Principle 5: Value creation and capture	Objective 5: Functional residential property markets in urban and rural areas
Principle 6: Effective governance	Objective 6: Consistent application of principles and objectives across various scales (provincial, regional, local, precinct)
Principle 7: Responsiveness to demographic and economic context	Objective 7: Institutional capacity for effective planning and implementation

The Master Spatial Plan confirms and indicates the following:

- Principles of spatial targeting;
- Criteria for investment;
- Identification and mapping of broad investment areas as per the criteria;
- Identification of land available in most suitable locations, both public and private;

A list of projects which will form part of catalytic projects. – Mining towns can form part of the catalytic projects which are defined as projects which generate further investment and sustainability of the areas in which they are situated.

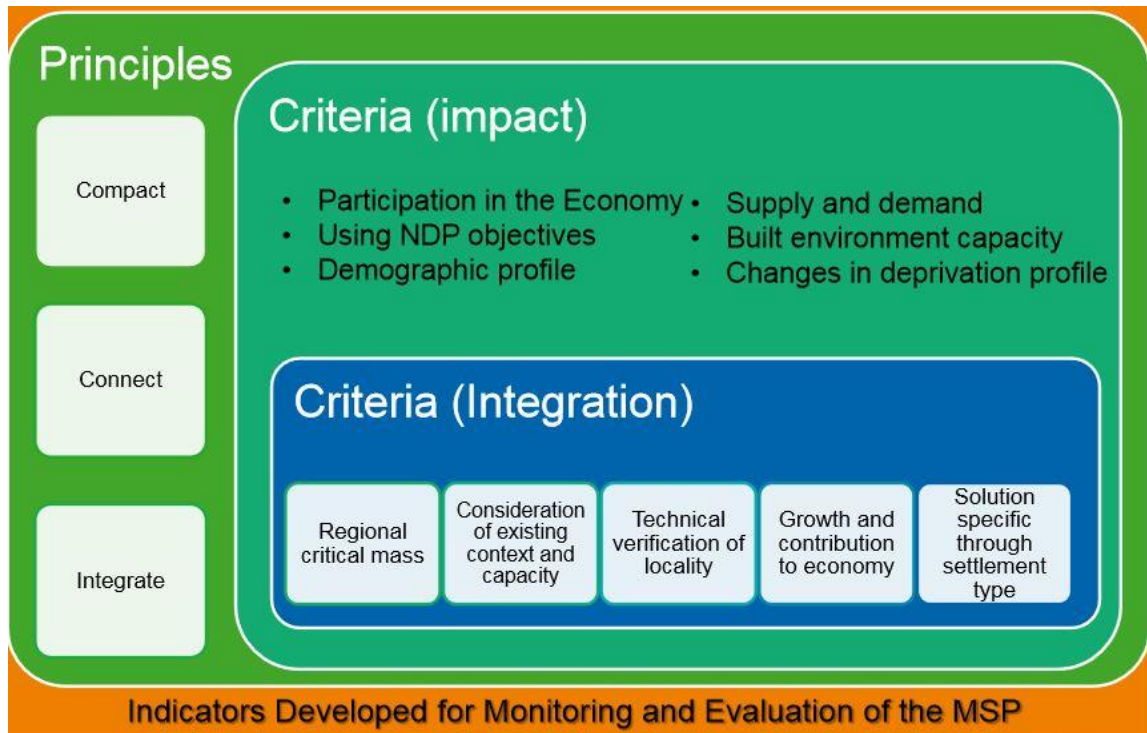


FIGURE 6: THE MASTER SPATIAL PLAN

MEDIUM TERM DEVELOPMENT PLAN (MTDP) 2024-2029

In KwaDukuza, the Integrated Development Plan (IDP) is the key strategic document for municipal development, while the Medium-Term Development Plan (MTDP) provides a broader national framework. The IDP focuses on local needs and priorities, informing municipal budgets and service delivery. The MTDP, on the other hand, guides South Africa's development priorities over the next five years, integrating national and provincial plans. The KDM IDP aligns with the broader national framework of the MTDP, ensuring that local development priorities contribute to national goals. The MTDP provides a broader context for the IDP, guiding KDM in their strategic planning and resource allocation.

- The MTDP 2024–2029 has been developed to align with a broader sustainable development agenda, specifically the NDP and the GNU Statement of Intent.
- MTDP 2024–2029 will direct initiatives designed to address South Africa's economic and socio-economic challenges, focusing on issues of poverty, inequality, and unemployment, particularly among the most vulnerable and impoverished. It also outlines strategies and interventions to achieve South Africa's developmental goals over the medium term.
- The country must adapt to the shifting balance of power from the West to the East while maintaining and establishing new ties. Political instability is rising across the continent, including instances of unconstitutional changes in government. However, the AfCFTA (Africa Continent Free Trade Area) presents promising economic opportunities for both Africa and South Africa to achieve their developmental goals. Domestically, increasing population pressures are driving the demand for more basic services and economic opportunities.

- Driving inclusive growth and job creation is the Apex Priority of the 7th Administration and is key to eradicating poverty, reducing inequality and unemployment, and the wider transformation of society.
- The primary developmental focus of the 7th Administration will be on increasing economic growth and reducing inequality. However, it is crucial to promote social transformation in economic participation to ensure a more inclusive economy
- emphasises the importance of a professional public service combined with strong leadership and strategic reforms to advance South Africa's developmental agenda
- The approach outlined in the MTDP 2024-2029 marks a significant departure from previous MTSF strategies. It focuses on a limited set of strategic priorities and outcomes instead of trying to address a broad range of departmental activities.

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

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

On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all. The NSDP puts forward a set of five normative principles:

- Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key;
- Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside;
- Principle 3: Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities;
- Principle 4: Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing Labour-market intelligence to give people better information, opportunities and capabilities, to enable them

to gravitate if they choose localities that are more likely to provide sustainable employment and economic opportunities;

- Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.). From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

THE STATE OF THE NATION ADDRESS 2025

President Cyril Ramaphosa presented the State of the Nation Address (SONA) on the 06th February 2025.

The theme for the 2025 SoNA is a “A nation that works- Key takeaway:

- Economic Growth & Investment – Government aims to lift economic growth above 3%, with over R940 billion allocated for infrastructure investment over the next three years. A second wave of SOE reform will drive efficiency and attract private sector participation.
- Energy & Water Infrastructure – The Electricity Regulation Amendment Act came into effect on 1 January, marking the transition to a competitive electricity market. To tackle the water crisis, the government has secured R23 billion for seven major water infrastructure projects and will soon establish the National Water Resource Infrastructure Agency to unlock further investment in water security.
- Public Sector Reform – A graduate recruitment scheme will attract top talent to public service, while digital transformation efforts will improve government efficiency through a revamped gov.za platform and a national digital identity system.
- Business & Trade – A modernised industrial policy will focus on localisation, diversification, digitisation, and de-carbonisation. The visa system will also be streamlined with the launch of an Electronic Travel Authorisation System to boost tourism and foreign investment.
- Social Development & Housing – The Social Relief of Distress Grant will serve as a foundation for a more sustainable income support system. Housing policies will be redesigned to encourage affordable inner-city housing and the repurposing of underutilised state properties.
- Justice & Anti-Corruption – Reforms to South Africa’s anti-corruption framework will enhance whistleblower protections and strengthen enforcement against money laundering and financial crimes.
- Medium-Term Development Plan (MTDP) – Establishing an ambitious program for the next five years to drive inclusive growth, job creation, and build a capable, ethical state.

THE STATE OF THE PROVINCE ADDRESS 2025

The 2025 State of the Province Address (SOPA) for KwaZulu-Natal, delivered by Premier Thamsanqa Mtshali on the 28th of February 2025. The KZN SOPA outlined the province's priorities for the year ahead, focusing on economic recovery, job creation, infrastructure, and social welfare programs. The address also highlighted commitments to improve healthcare and education while addressing unemployment and crime, with a significant portion of the discussion centred on supporting small businesses and local industries.

Key Themes and Commitments:

1. **Economic Growth and Recovery:** The SOPA emphasized the government's commitment to stimulating economic growth and recovery, particularly through supporting small businesses, attracting investment, and strengthening local industries.
2. **Job Creation:** A major focus of the address was on creating jobs and reducing unemployment, a key concern for the province.
3. **Infrastructure Development:** The SOPA included plans for infrastructure development projects to improve service delivery and support economic growth.
4. **Service Delivery:** The government outlined plans to enhance service delivery in areas like healthcare, education, and social welfare.
5. **Social Welfare Programs:** The address included a commitment to strengthen social welfare programs to support vulnerable populations and address social challenges.
6. **Tackling Crime:** The SOPA addressed the issue of crime and outlined strategies to improve public safety.
7. **Improving Healthcare and Education:** The government outlined commitments to improve access to quality healthcare and education for all citizens.

5. PROVINCIAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES

PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has the purpose for the provision of strategic direction for development and planning in the province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery;
- Integrating investments in community infrastructure;
- Sustainable economic development and job creation; developing human capability;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society

The Provincial Administration of KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is “By 2035, the Province of KwaZulu-Natal should have maximised its position as a gateway to Southern

Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment”.

The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

TABLE 17: KZN'S 7 STRATEGIC GOALS

NO.	PGDS STRATEGIES GOAL	ALIGNMENT THEREOF
1	Inclusive economic growth	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty
2	Human Resources Development	
3	Human and Community Development	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services. Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.
4	Strategic Infrastructure	Expand and maintain the provision of quality basic services and the integrated human settlements.
5	Responses to Climate Change	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability.
6	Governance and policy	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services; Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government; Improve good governance, audit outcomes and consequence management; Strengthen public participation, complaints management system and accountability; Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. Youth, women, disabled people) in all developmental programmes;
7	Spatial Equity	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability. Expand and maintain the provision of quality basic services and the integrated human settlements.

SPATIAL DEVELOPMENT FRAMEWORKS (PROVINCIAL AND MUNICIPAL)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government is optimistic that it shall strike a sound balance between progressive community growth and the environmental preservation of the communities. The KwaDukuza Spatial Development Framework (SDF) which is an overarching document in the municipal IDP must be a mirrored expression of the

development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSEDs.

The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities; and
- Influence investment decisions of the private sector;
- The principles of development and growth underpinning the PSEDs:

Government has a constitutional obligation to provide basic services to all citizens which Basic services include health, education, housing and transport;

All areas of the province require development;

Certain areas of the province will drive economic growth; and

The PSEDs attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth.

The Provincial Spatial Economic Development Strategy (PSEDs) recognizes that social and economic development do not ever enjoy even distribution and that spatial disparities shall always exist owing to the spatial distribution of natural resources, historical imperatives and cultural factors. It is common cause that these spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture in respect of where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population should be addressed for the purposes of poverty and inequality reduction as well as ensuring shared growth. The following are seen as the provincial economic sectors identified as the drivers of growth to address unemployment and poverty namely:

- The Agricultural sector (including agri-processing and land reform);
- The Industrial sector (Including Manufacturing);
- The Tourism sector;
- The Service sector (including government services);
- The logistics and transport sector (including rail) underpin growth in all four sectors and.
- Sustainable and affordable water and energy provision is crucial to Economic Growth; and Development.

The PSEDs intends to base on the concept of developing a comprehensive network of centers throughout the province which would support the delivery of services. In identifying the hierarchy of places existing service centers are strengthened and new or emerging service centers are developed. The PSEDs bases itself on the concept of developing a comprehensive network of centers throughout the province which would support the delivery of services. For this purpose, existing service centers shall be strengthened and new and/or emerging ones developed.

THE CABINET LEKGOTLA

The last held Lekgotla for the KwaZulu-Natal Executive Council was held on the 27/28 February 2024 was attended by the leadership structures representing all spheres of government. They included Ministers, Deputy Ministers, Premiers, Directors-General and leadership of the South African Local Government Association. The main emphasis was at follows;

The President underscored the centrality of Vision 2030 of the National Development Plan and the Economic Reconstruction and Recovery Plan to accelerate efforts to improve the conditions of South Africans. In addition to the state of the economy and structural reforms, the Cabinet Lekgotla also discussed infrastructure development, energy security, localisation and industrialisation, land reforms and agriculture, and reform of state-owned enterprises. Efforts to reduce unemployment and poverty will include a blend of increased private sector employment, publicly funded employment and expanded social protection for unemployed people.

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7. **Improving Healthcare and Education:** The government outlined commitments to improve access to quality healthcare and education for all citizens.

6. DISTRICT DEVELOPMENT PLANNING AND POLICY DIRECTIVES

iLembe District Growth and Development Plan and Integrated Development Plan. Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

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

Horizontal alignment is pursued through inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region. The DGDP translates the Provincial Growth and Development Strategy and a detailed implementation plan at a district level, inclusive of a detailed activity-level framework with targets and responsibilities assigned to each of the appropriate local municipality and government departments.

The plan will enable KwaDukuza Municipality to measure its progress against the set objectives and targets as agreed upon by all participants in the DGDP consultation sessions. In aligning with the District focus areas on the interventions identified in the document should propose specific timeframes that will have to be achieved in priority sectors within the municipal area. iLembe 2018 District Summit Resolutions: The 2018 iLembe District Growth and Development Summit was held in June 2018. The principal objective of the summit was to take stock of progress in implementing the 2014 summit resolutions as well as the 2015 iLembe DGDP. It is thereafter envisaged that this will inform the revision of the DGDP through the Vuthela iLembe LED programme.

THE DISTRICT DEVELOPMENT MODEL (DDM):

DDM is a process and a plan to improve the coordination between 3 spheres of government. It is a one plan linked to the DGDP, GDS and PGDS with one vision = Operation Khawuleza. This model is set to achieve this coherent governance, the President announced: -

- A coordinated District level approach to business by all 3 spheres- “we are going to do away with this fragmented approach to development.”
- 44 Districts and 8 Metros will be the high impact zones for the country;
- Redirect and confirm Co-operative governance & integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
- Institutionalized Long-term co-planning in one plan per district towards Sustainable Development and Spatial Transformation & Equity whilst addressing ‘burning’ short term issues.
- DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE’s to work jointly and to plan and act in unison
- Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

It is essential a new plan with all 3 tiers of Government with Profiles of a living document situational analysis. Moving forward and as part of the next generation IDP the DDM element will form a great part of the IDP. It will include Spatial Budget referencing and whatever information received will influence changes to DSGS, Provincial catalytic Projects and MTEF.

The District Development Model requires joint planning at local, district and metropolitan levels by all three spheres of governance. This will result in a single strategically focussed One Plan for each Municipality to implement. The DDM is a practical inter-governmental mechanism that enables all three spheres of government to work together - and to work with communities and stakeholders - to plan, budget and implement the One Plan for each municipality.

The DDM One Plan is a long-term strategic framework that provides a common understanding of the state of development in the district, a shared vision for development over the next 25-30 years and agreed strategies to realise the vision, with agreed implementation commitments. The One Plan aims to bring transformational development in these six key areas:

- 1. People Development**
- 2. Economic Positioning**
- 3. Spatial Restructuring and Environmental Sustainability**
- 4. Infrastructure Engineering**
- 5. Integrated Service Provisioning**
- 6. Governance and Financial Management**

For each of these six focus areas, the One Plan provides details of:

- an assessment of the current situation;
- the vision for the future;
- strategies and interventions needed to move from the current situation and achieve the desired vision; and implementation commitments by all three spheres of government and key stakeholders required to implement the One Plan.

**** Please see Chapter C: Situational Analysis, No. 9.5. ILembe District Developmental Model**

THE KWADUKUZA LEKGOTLA

**** Please refer to Chapter A: No.7 HOW WILL PROGRESS IN KWADUKUZA MUNICIPALITY BE MEASURED?**

8. KWADUKUZA MUNICIPALITY DEVELOPMENT PLANNING AND POLICY DIRECTIVES INTEGRATED DEVELOPMENT PLANNING IN KWADUKUZA MUNICIPALITY

KwaDukuza Municipality IDP serves as a strategic guide during the term of office of the current councillors. It is based on the issues articulated by the stakeholders and is aligned with the national

and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

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

INTEGRATED ALIGNMENT WITH GOVERNMENT PRIORITIES

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

TABLE 18: INTERSPHERE ALIGNMENT OF GOALS

GOAL NO.	KDM GOALS	DGDS-GOALS	PGDS-GOALS	NDP GOALS -	SDG GOALS -
Goal 1	Improve good governance, audit outcomes and consequence management.	6	6	3, 8	16
Goal 2	Strengthen public participation, complaint management system and accountability.		3	4	16
Goal 3	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty.	1, 3, 5,	1, 7	1, 2,3, 4	1, 2, 5, 6, 7, 8, 9, 10,11
Goal 4	Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government.		2, 3, 4	3, 4, 7	4, 5, 6, 9
Goal 5	Enhance municipal financial sustainability.			3, 8	
Goal 6	Develop comprehensive response to rapid urbanization, low carbon development and environment sustainability.	4	5	2	13, 14, 15

Goal 7	Expand and maintain the provision of quality basic services and the integrated human settlements.	5		2, 3, 4, 7	6, 7, 11
Goal 8	Ensure mainstreaming and meaningful participation of vulnerable groups (i.e. youth, women, and disabled people) in all development programs.		3	4, 5	4, 5, 8, 10, 16
Goal 9	Create a safer and crime free municipal area through community-public private partnerships.	5		7	11, 16
Goal 10	Build the capacity and systems for the 4th Industrial Revolution and the integrated E-government services.		2, 3, 4	5, 7	4

CITY DEVELOPMENT STRATEGY (CDS) AND INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) is a policy initiative of the South African government, coordinated by the Department of Cooperative Governance and Traditional Affairs. The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve the goals of:

- Infrastructure Development;
- Economic Development;
- Job Creation; and
- Improved Living Conditions in South African Cities.

The KwaDukuza Municipality being a secondary city seeks to improve its spatial footprint taking cognizance of the importance of infrastructure in achieving sustainable development. The municipality is attractive to development but there are a few aspects that would need to be considered mainly the aspect of balancing the required engineering services infrastructure, efficient land use planning, and the ratio of a growing population to human resources available to the local authority to effectively encourage and continue with the development experience.

To implement and realize the vision of the municipality, the IUDF policy is integral in achieving this goal. Compared to Category A municipalities, it is difficult for secondary cities largely being Category B municipalities to leverage grant funding to respond to the demands of urbanization. It is for this reason that the KwaDukuza Municipality will be working towards soliciting the necessary support from CoGTA to implement the IUDF policy.

As part of responding to this policy, the KwaDukuza Municipality intends to take advantage of this policy and to improve in responding to the rapid urbanization that it is experiencing. The municipality being a secondary city is likely to experience further urbanization and therefore the need to respond

to planning from all aspects related to infrastructure requirements, land use planning, and the relevant administrative skills to be able to respond effectively to its continued growth. The municipality is currently in the process of seeking technical support provided through the policy to better position itself in the implementation of the policy. It must be noted that the municipality had in 2017 adopted its City Development Strategy to realize its development vision of 2030. Coupled with this, in the same year the municipality undertook a Spatial Development Framework gap analysis to respond effectively to the implementation of the IUDF, SPLUMA, infrastructure development and most importantly to transform the spatial footprint of the municipality.

At present, the municipality is seeking to implement an evidence based Spatial Development Framework to implement the various recommendations as identified in its SDF gap analysis. The crux of the implementation largely will be evident in the KwaDukuza SDF which currently is reviewed and in which the final document will form part of the Final IDP.

LOW EMISSION DEVELOPMENT STRATEGIC FRAMEWORK AND ACTION PLAN

In a response to climate change, KwaDukuza Municipality adopted its Low Carbon Emission Development Strategy in 2016 and this strategy aligns with National Development Plan which advocates that by 2030, our economy should have transited to low carbon by 30 percent. Attached as **ANNEXURE 3: THE LOW EMISSION DEVELOPMENT STRATEGIC FRAMEWORK AND ACTION PLAN.**

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO.16 OF 2013 (SPLUMA)

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

CHAPTER C

Situational Analysis

Spatial Management

1. DEMOGRAPHICS

This chapter aims to quantify the economic, demographic and socio- economic environment of KwaDukuza LM in context of its neighbouring regions, the province and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform decision makers and stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive environment.

As of the 2022 Census, KwaDukuza Local Municipality in KwaZulu-Natal has experienced significant demographic shifts that have implications for its development planning.

	2022	2016	2011
Population	324 912	276 719	231 125
Age structure - Population under 15	24.7%	27.7%	29.0%
- Population 15 to 64	68.9%	67.4%	66.7%
- Population over 65	6.4%	4.9%	4.3%
Dependency Ratio Per 100 (15-64)	45.2	48.4	50.0
Sex Ratio Males per 100 females	93.1	97.5	97.5
Population Growth Per annum	3.31%	4.09%	n/a

TABLE 19: KWADUKUZA KEY DEMOGRAPHIC INFORMATION, STATS SA 2022

The total population of the Municipality increased from 231,125 in 2011 to 324,912 in 2022, marking a substantial growth rate of approximately 3.31% per annum.

i. GENDER DISTRIBUTION

Female: 51.8%

Male: 48.2%

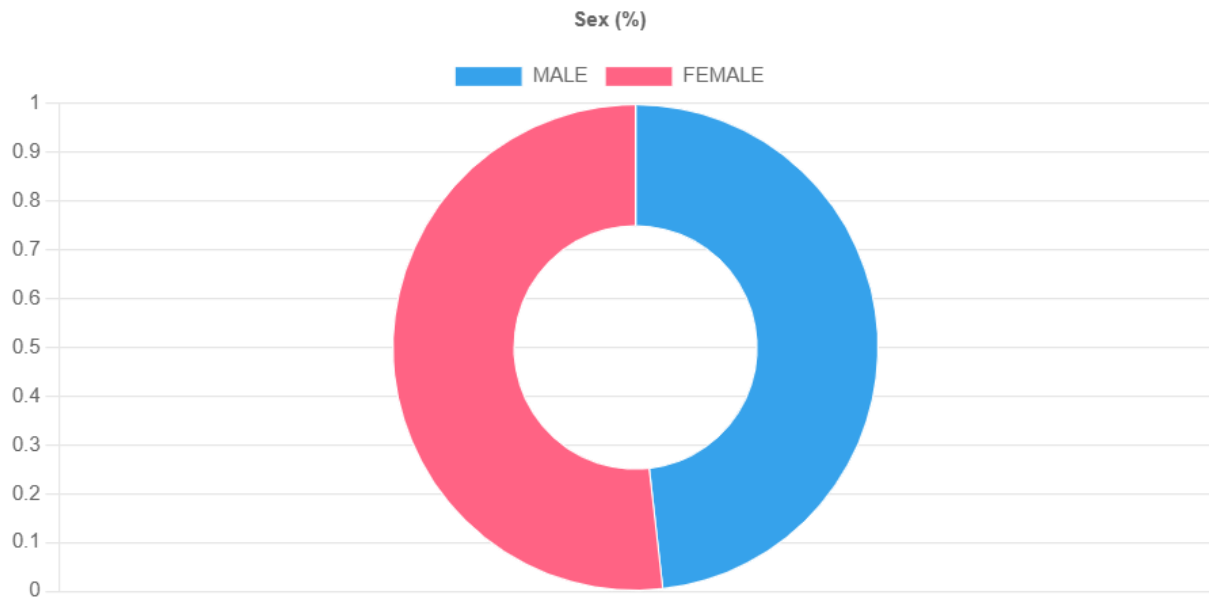


FIGURE 7: GENDER DISTRIBUTION, STATS SA 2022

The number of females in KwaDukuza LM is slightly higher than males by 3%. Out of the population of 324 912, there are 156,627 males and 168,285 females. In terms of the sex ratio Sex Ratio, there are approximately 93.1 males for every 100 females, indicating a higher female population.

ii. AGE STRUCTURE

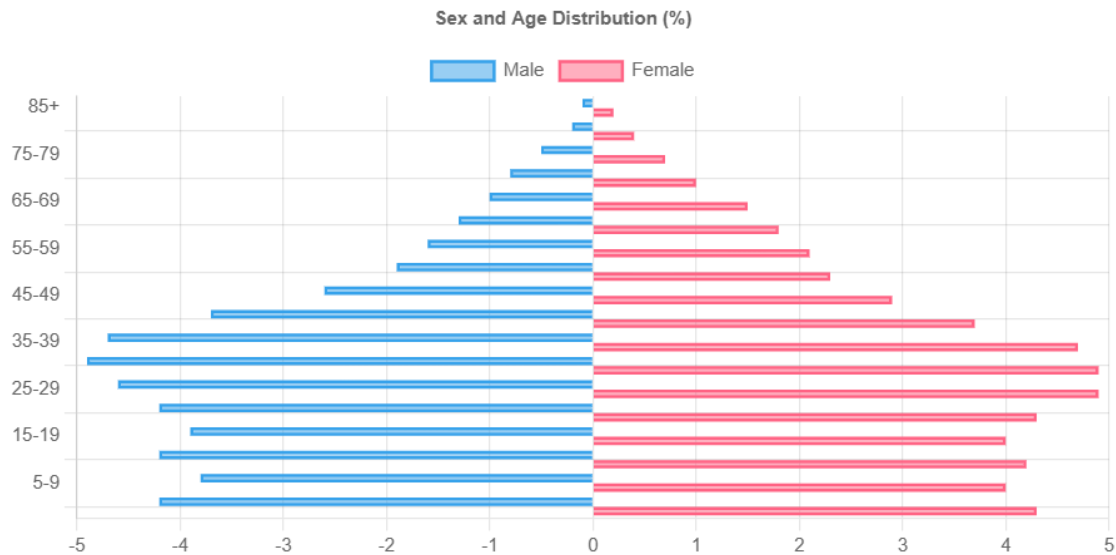


FIGURE 8: AGE DISTRIBUTION, STATS SA 2022

KwaDukuza has a predominantly youthful population with the ages 0 -14 constituting 24% of the total population and 68.9 % of the population falling within the bracket of 15 to 64. People in this age group are predominantly economically active, whilst some are still at school. Those falling within the ages

65 and above are much lower, standing at 6.4%. The KwaDukuza data indicates a moderate dependency ratio. For every 100 working-age individuals (15-64 years), there are 45.2 dependents, signifying a moderate dependency burden.

iii. *EDUCATIONAL ATTAINMENT (AGE 20 AND ABOVE)*

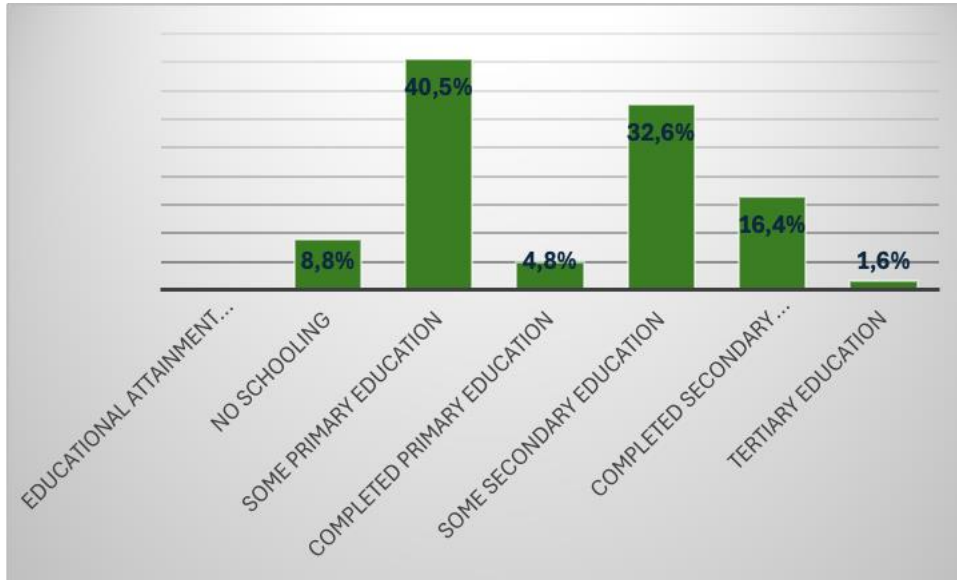


FIGURE 9: EDUCATIONAL ATTAINMENT, STATS SA 2022

The educational attainment status for KwaDukuza indicates an increase in schooling levels. The percentage of individuals with no schooling has decreased from 9.8% in 2011 to 8.8% in 2022, while those with higher education have increased from 8.4% to 16.1% in the same period.

iv. *ANALYSIS*

KwaDukuza's evolving demographics present both challenges and opportunities. Strategic planning and targeted investments are essential to ensure sustainable development that meets the needs of its diverse and growing population. Detailed below is a summary of development implications;

- **Infrastructure and Services:** The rapid population growth necessitates the expansion of infrastructure, including housing, transportation, and utilities, to accommodate the increasing number of residents.
- **Economic Opportunities:** With a significant portion of the population in the working-age bracket, there is potential for economic growth. However, this requires the creation of employment opportunities to harness the available labor force effectively.
- **Educational Facilities:** The improvement in educational attainment suggests progress, yet the municipality must continue investing in educational infrastructure and programs to further reduce the percentage of uneducated individuals and enhance higher education rates.
- **Social Services:** The higher number of dependents, particularly the elderly, indicates a need for robust social support systems, including healthcare services and age-appropriate recreational facilities.

ACCESS TO BASIC SERVICES

The 2022 Census data for KwaDukuza Local Municipality in KwaZulu-Natal reveals significant progress in the provision of basic services, yet certain areas still require attention to ensure equitable access for all residents.

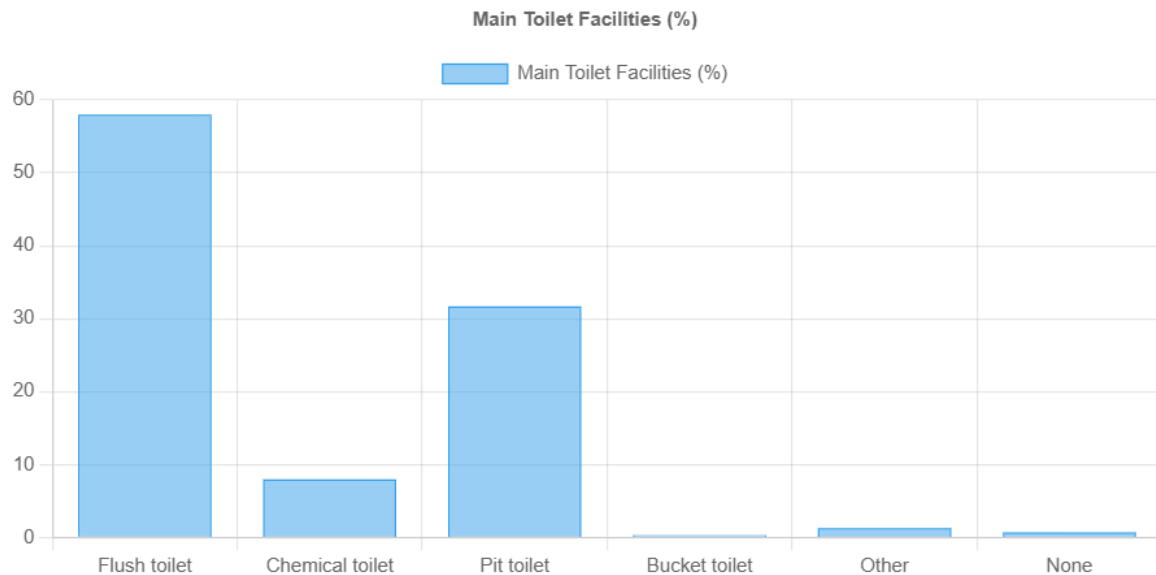


FIGURE 10: STATUS OF HOUSEHOLD SERVICES, STATS SA 2022

i. ACCESS TO PIPED WATER

As of 2022, 52.6% of households in KwaDukuza have piped water inside their dwellings, a notable increase from 33.6% in 2011. While the improvement is commendable, nearly half of the households still lack direct in-house water access. This necessitates continued investment in water infrastructure to achieve universal access, which is essential for public health and quality of life.

ii. MAIN TOILET FACILITY

The percentage of households with flush toilets connected to the sewerage system has risen to 58.0% in 2022, up from 38.9% in 2011. Despite progress, over 40% of households still rely on alternative sanitation facilities. Enhancing sewerage infrastructure and expanding connections are critical to improving sanitation standards and preventing health hazards.

iii. REFUSE DISPOSAL

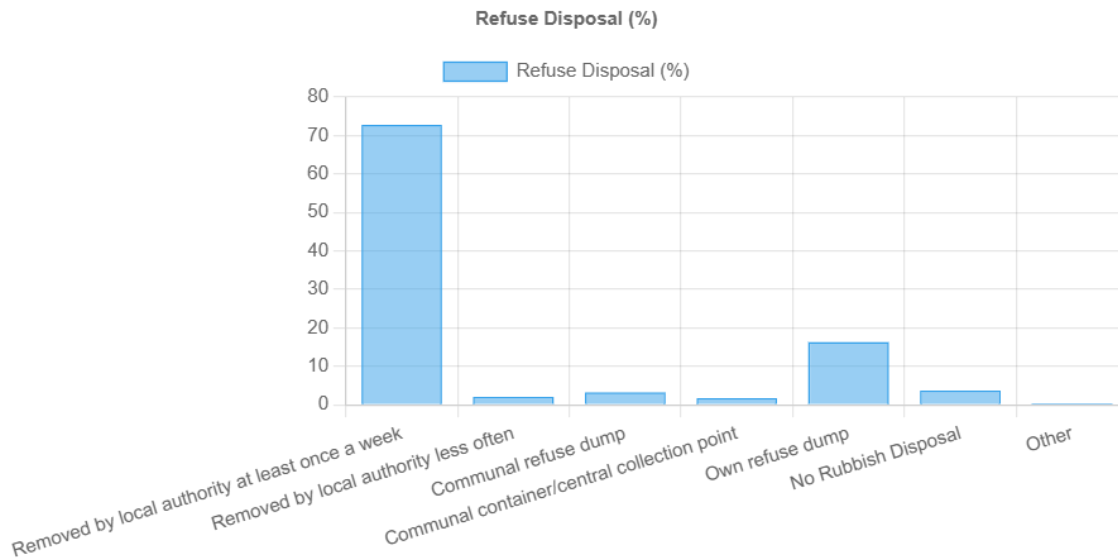


FIGURE 11 : REFUSE DISPOSAL, STATS SA 2022

Weekly refuse removal services now reach 72.8% of households, an increase from 60.8% in 2011. The expansion of waste management services indicates positive development; however, efforts must continue to ensure that the remaining 27.2% of households receive regular refuse removal to maintain environmental cleanliness and public health.

iv. ENERGY FOR LIGHTING

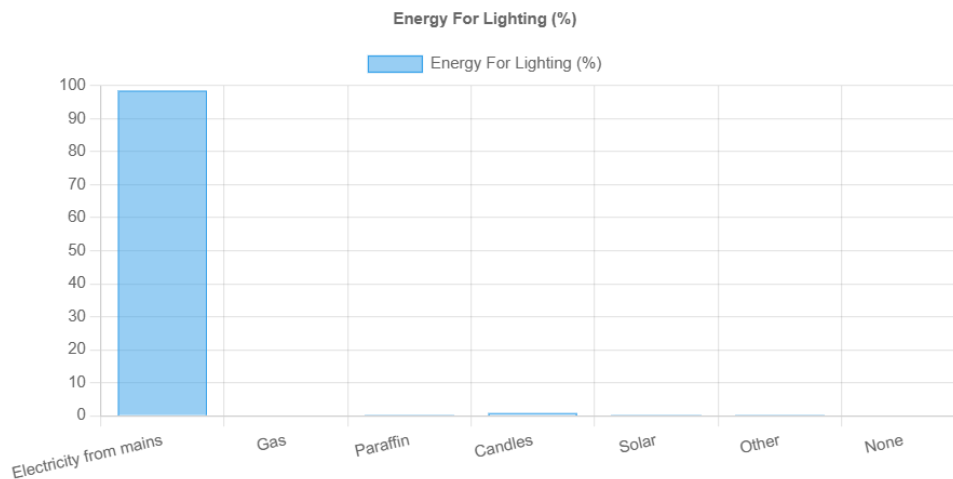


FIGURE 12: ENERGY FOR LIGHTING, STATS SA 2022

Access to electricity for lighting purposes has reached 98.5% of households in 2022, up from 90.2% in 2011. The near-universal electrification reflects successful infrastructure development. Maintaining

and upgrading the electrical grid will be essential to support this high level of service and accommodate future growth.

v. ENERGY FOR COOKING

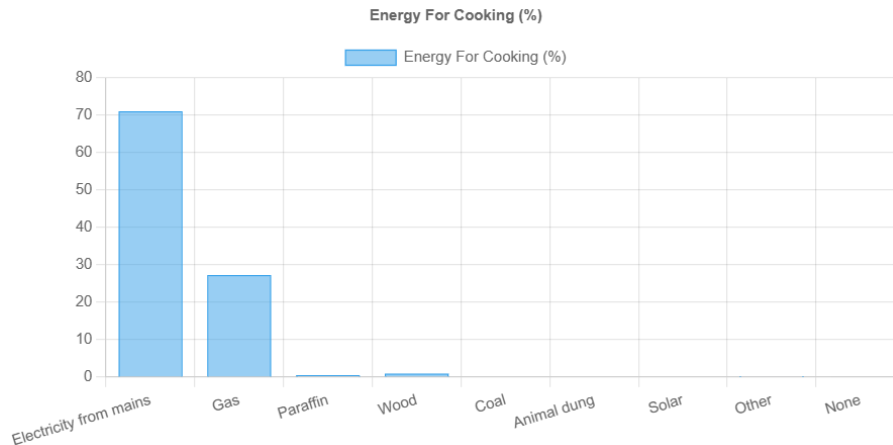


FIGURE 13: ENERGY FOR COOKING, STATS SA 2022

Specific data on energy sources for cooking in 2022 is not provided in the available sources.

- **Development Implications:** Understanding the primary energy sources for cooking is vital for assessing energy needs and planning. Promoting cleaner and more efficient energy sources for cooking can have significant health and environmental benefits.

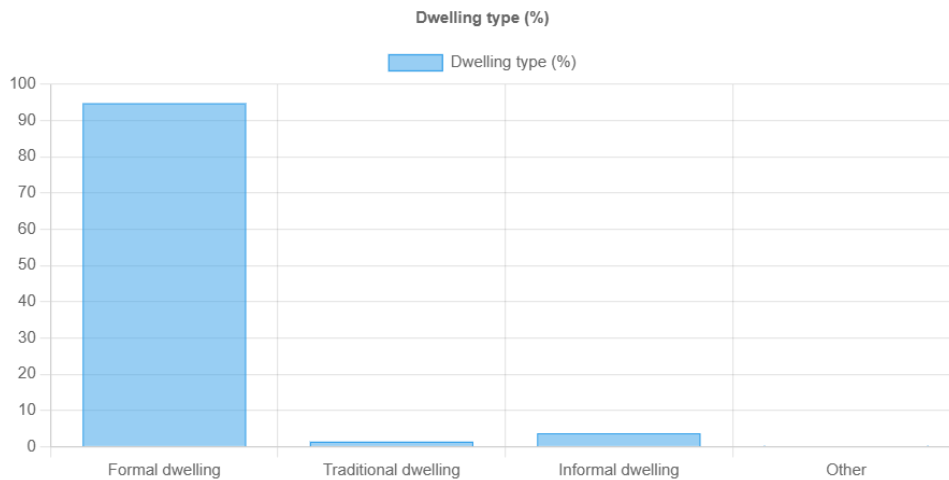
vi. BASIC SERVICES ANALYSIS

The advancements in basic service delivery within KwaDukuza Municipality are indicative of effective policy implementation and infrastructure investment. However, to achieve comprehensive service coverage, the municipality should:

- **Prioritize Resource Allocation:** Focus on areas with the most significant service delivery gaps to ensure equitable access for all residents.
- **Enhance Infrastructure Development:** Invest in expanding and upgrading water, sanitation, and waste management systems to meet the growing demand.
- **Promote Sustainable Practices:** Encourage the use of renewable energy sources and environmentally friendly waste disposal methods to support long-term sustainability.

By addressing these areas, KwaDukuza Municipality can continue to improve the quality of life for its residents and foster sustainable development.

vii. HOUSING SITUATION



(Statistics South Africa, 2022)

FIGURE 14: SETTLEMENT TYPE

The housing landscape in KwaDukuza Local Municipality has undergone significant changes, influenced by population growth and urban development. An analysis of the 2022 Census data and other pertinent sources provides insights into the current housing situation, focusing on dwelling types, government-subsidized housing, and the existing housing backlog.

TYPE OF DWELLING

- **Formal Dwellings:** A substantial majority of households in KwaDukuza reside in formal structures. The proportion of formal dwellings has seen a notable increase from 80.9% in 2011 to 94.8% in 2022. This upward trend indicates progress in housing development and urban planning within the municipality.
- **Informal Dwellings:** Conversely, the percentage of households living in informal dwellings has decreased, reflecting efforts to reduce informal settlements and improve living conditions. Although not implicitly stated, the decline is likely to be attributed to the increase in formal housing.

GOVERNMENT SUBSIDISED DWELLING

- **Provision of Low-Cost Housing:** The KwaDukuza Municipality has been actively involved in delivering low-cost housing to address the needs of low-income residents. Initiatives under the Reconstruction and Development Programme (RDP) have facilitated the construction of numerous housing units. However, challenges persist in meeting the growing demand, partly due to rapid urbanization and population growth.
- **Institutional Subsidies:** To diversify housing options, the municipality has explored institutional subsidies aimed at supporting entities that provide rental and cooperative housing. This approach seeks to offer alternative tenure arrangements, catering to various community needs.

HOUSING NEEDS BACKLOG

Despite ongoing housing projects, KwaDukuza faces a significant housing backlog. As of the latest reports, the backlog is estimated at approximately 68,000 units. This shortfall is attributed to factors such as population influx, limited land availability, and financial constraints impacting housing delivery.

SPATIAL ANALYSIS

Regional Context

The KwaDukuza Municipality incorporates an area of approximately 633km² between the Tongati and Tugela Rivers in Northern KwaZulu-Natal. The boundary of KwaDukuza extends from the vicinity of the Tugela River and the Endondakusuka/ Mandeni Municipality in the north, through to the eThekweni Metropolitan Municipality and the Tongati River in the south, and from the Maphumulo and Ndwedwe Local Municipality boundaries in the west to the coastline in the east. The municipality is made up of 30 wards. The municipal boundary is in the process of being extended and this will have bearing on the number of wards within the Municipality.

The KwaDukuza study area includes a 50km stretch of coastline incorporating a range of sensitive coastal environments, a great number of unique river mouths and lagoons, and significant urban developments in the southern sections. North-south movement and accessibility is provided by the N2, M4 and the R102 respectively, and the main east-west linkages include the R74 to Kranskop and the R614 to Wartburg. The urban areas within the municipality include KwaDukuza (formerly known as Stanger), Shakaskraal, Blythdale and Ballito. These urban centres house high levels of infrastructural development, service development and social facilities to support the local population.

Establishing greater north south and east west access across the region will be central to unlocking much of the future development potential of the region. This lattice needs to be supported by an efficient public transport system as an essential ingredient towards improved urban performance. A substantial opportunity for public transport exists in the primary corridors, where the existing rail system closely parallels the main higher order road systems, especially in the KwaDukuza area.

From a regional structural and economic development perspective the N2 corridor signifies a linear pattern of growth with KwaDukuza Municipality located on the north-south corridor system roughly midway between the eThekweni growth area and the growing Richards Bay area. The N2 corridor links the municipality with the King Shaka International Airport and the Aerotropolis development thus further linking the municipality to national and international markets. The regional significance of KwaDukuza relative to the economic importance of these two harbours emphasizes the role of the north south corridor that forms the key development axis around which development within the study area has grown over time. It is this axis, and the related elements that make up this corridor (The road & rail links) that currently exists, that is likely to form the basis for structuring future growth and development, and providing the vital opportunities for a growing, and rapidly urbanizing population.

The following fast facts provide the municipalities dynamics at a glance:

- The Local Municipality has an extent of approximately 633 square kilometres (m2) and the municipality only owns 2.3% of the land.

- The municipality population is projected to increase by 3% annually. The 2016 population was estimated at 276 719 and with a 3% growth increase in 2050 the population is estimated to be 732 175.
- In terms of governance the Municipality has proved its credibility and accountability over the years and was awarded the title of third best performing municipality in KZN in 2018 as well as 2024.
- The municipality's economy is projected to grow by 3-5% annually to 2050.
- KwaDukuza Municipality is home to pristine beaches and numerous pockets of it.

The SDF document [ANNEXURE 3: SDF DOCUMENT \(AND OTHER RELATED DEVELOPMENT TOWN PLANNING DOCUMENTATION/INFORMATION\)](#) - provides an overview of the Status Quo/ Situational Analysis, detailing a range of issues pertaining to the current and likely future development context of the geographic nature of KwaDukuza Municipality

ADMINISTRATIVE ENTITIES

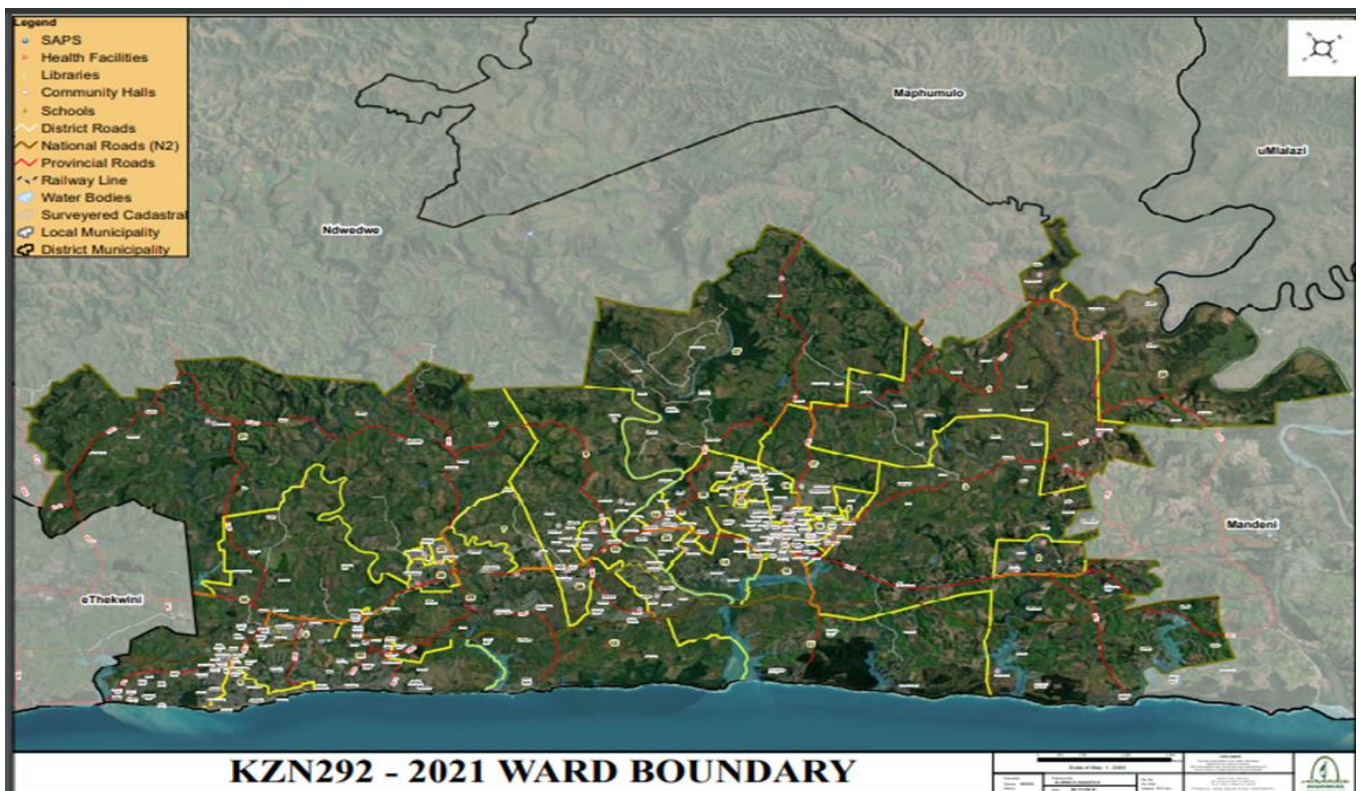
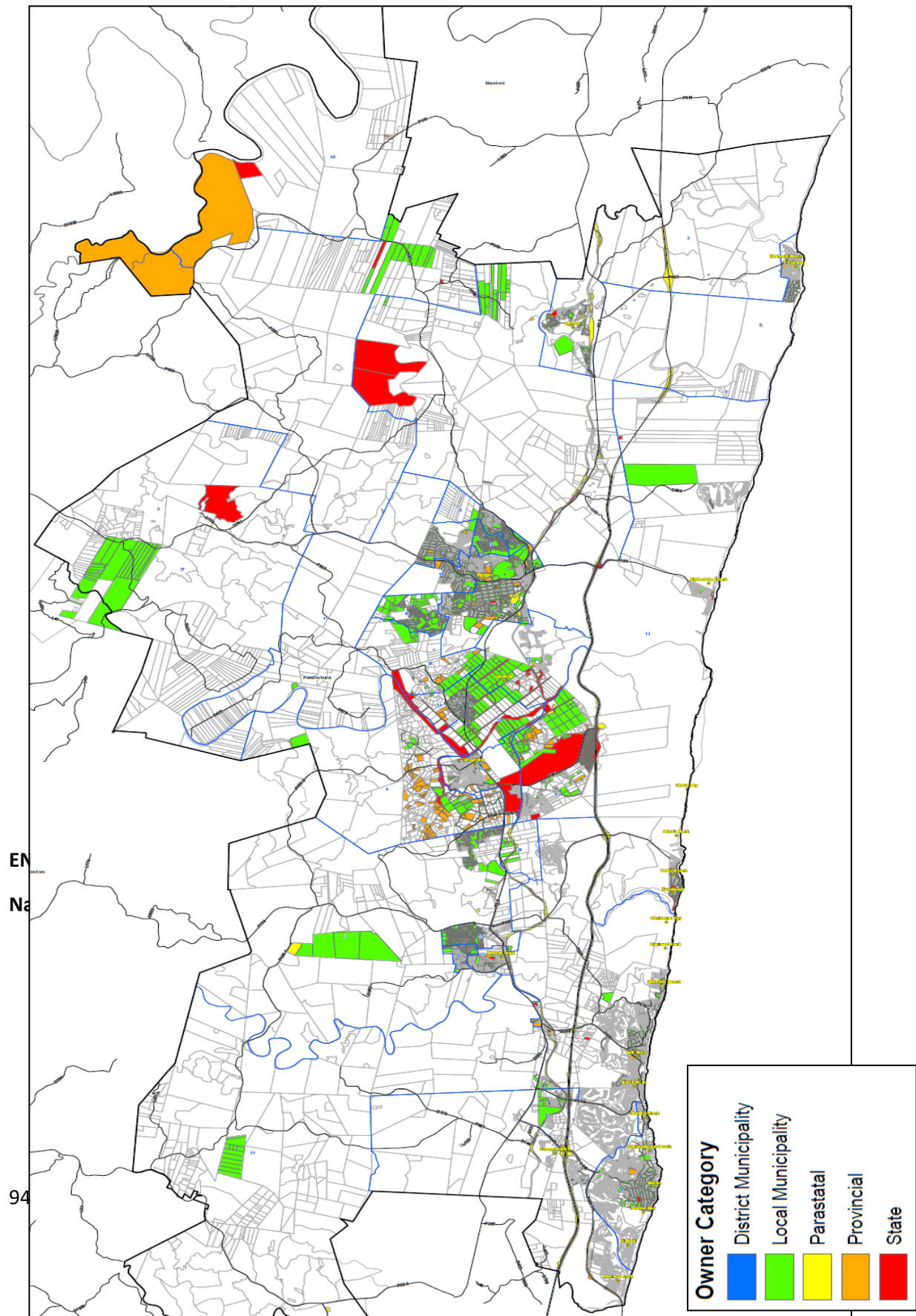


FIGURE 15: WARDS AND TRADITIONAL COUNCILS WITHIN KDM

LAND OWNERSHIP:

Much of the land in KwaDukuza is privately owned land. There are very few properties that are under public ownership. A large amount of land is used for agriculture of which the dominant agricultural use is the cultivation of sugar cane though it is disappearing as there is a high number of new developments coming up in these areas.

FIGURE 16: LANDOWNERSHIP PROFILE



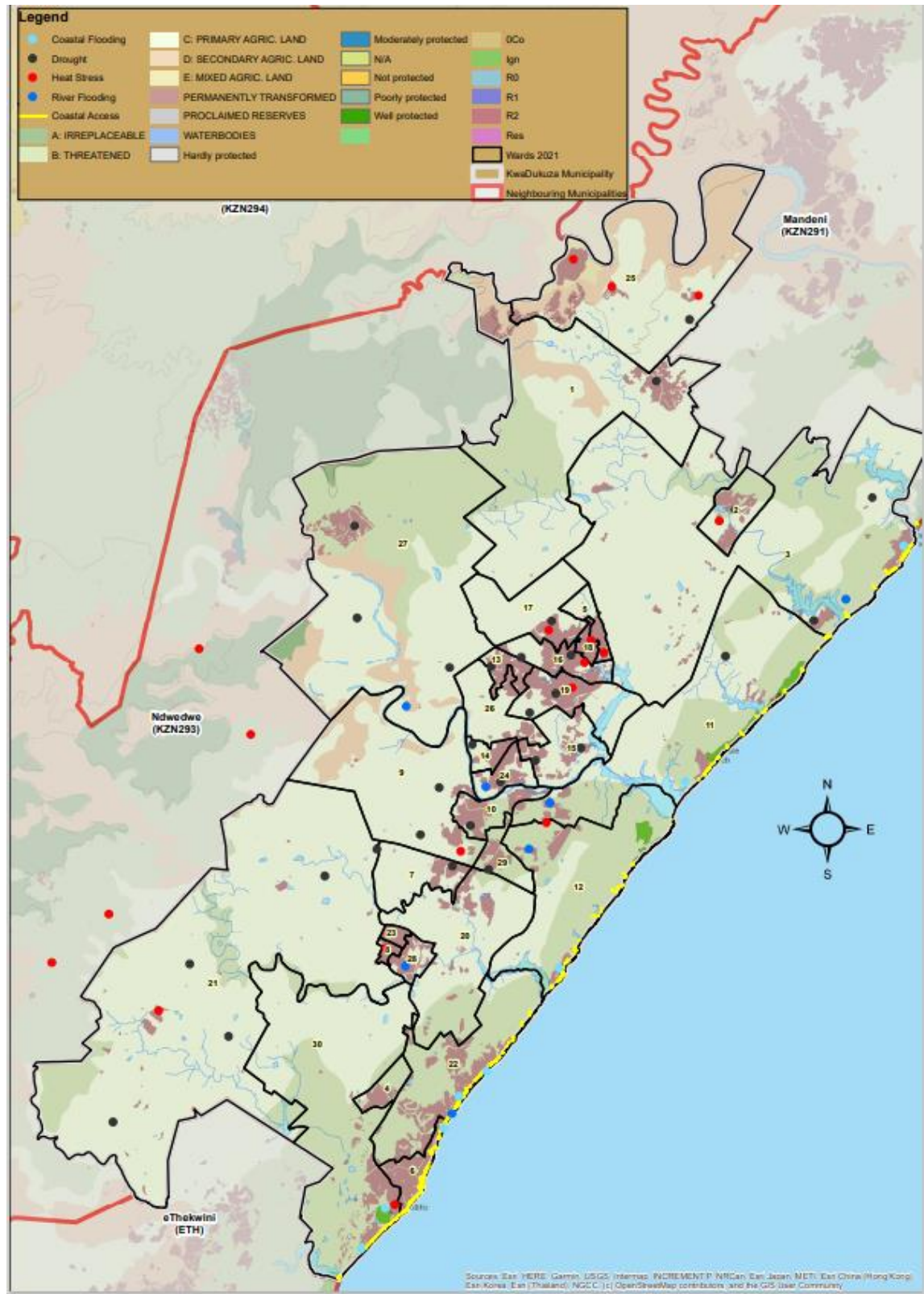


FIGURE 17: ENVIRONMENTAL SENSITIVE AREAS

The undulating nature of the KDM is defined and characterised by a very high number of watercourses, i.e. rivers / streams / wetlands, with the majority being within the valley floors as shown in figure 13. The many ridges and steep slopes further provide pockets of indigenous woody vegetation as these areas are not suitable for agriculture or development. Thus, KDM has various small natural biodiverse areas upon the steep hillslopes that are connected in the landscape through the many valley floors rivers and streams.

There are numerous high value environmental resources within the study area that must be protected as the area grows and develops over time. These include the rivers and appropriate buffer areas, the related estuaries and wetland systems, the coastline as well as endangered forests and other areas with high biodiversity value. Whilst the KwaDukuza area has a range of valuable resources, these resources tend to be spatially fragmented, limiting their potential role in the broader environment, and also making them more difficult to manage.

Rivers:

There are sixteen (16) major rivers located within KDM (from south to north). Rivers in this municipality are classified into Class C (moderately modified), Class D (largely modified), Class Z (not intact) and lastly some rivers are tributaries. The bulk of the major rivers within the municipality are considered to be moderately modified. This present ecological status is predominantly as a result of high impact activities being undertaken alongside and within rivers. Some of the existing threats to river systems in the municipality include:

Pollution;

- Modification of watercourses resulting from development;
- Streamflow reduction (damming and abstraction), and;
- Invasive alien plant species

Wetlands

Wetlands play a key role in the functioning of hydrological systems within the KDM. They retain water, contribute to perennial flows, aid in erosion control and most importantly remove silt and other pollutants from hydrological systems.

Estuaries

There are eight (8) estuaries located within KDM (from south to north), classified as Class B (good/ largely natural with few modifications), Class C (moderately modified), Class D (poor/ largely modified), Class E (seriously modified). None of the estuaries within the municipality are formally protected. Of concern are the three (3) estuaries (i.e. the Umvoti, uThongathi and Zinkwazi), which are considered to be in a poor and highly degraded condition, particularly since these estuaries constitute the majority of estuarine area within the municipality.

THE COASTLINE

The municipality has pristine coastline and tourism, Tourism demand in KwaDukuza municipality is centered on the coastline and the beach in particular. Opportunities KwaDukuza's Coastline is also known for the best fishing spots and competitive angling. KwaDukuza Local Municipality has identified a Coastal Protection Zone. Vegetated areas within this zone are considered critical for coastal protection. There are some risks that have been identified in respect of the coast as a result of tourism activities and increasing development pressure along the coast:

- Fast paced development pressure and land transformation, particularly along the coast;
- Degradation of coastlines from tourism activities.
- Inadequate public coastal access

The management and protection of the natural resource base becomes a pertinent issue when one considers the impacts of development and climate change on these systems. The following interventions in table 15 have been identified for the **PROTECTION OF THE KDM NATURAL RESOURCE BASE**:

TABLE 20: STRATEGIES TO ACHIEVE INTERVENTIONS AND BENCHMARK TARGETS

NO	STRATEGIES TO ACHIEVE INTERVENTION	BENCHMARK TARGETS
	Avoid development in BOSMAP areas and have a clear mitigation hierarchy underpinning avoidance policy;	By 2040 75% of BOSMAP areas must be undeveloped
	Utilise the Strategic Environmental Assessment as an enforcing tool to protect environmentally sensitive areas and zones;	By 2025 the SEA must be used 100% of development applications
	Improve environmental performance of major watercourses (Mhlali, Mvoti and Nonoti) and the coastline through rehabilitation and higher setbacks	Develop policy by 2025 that will enforce the rehabilitation of catchment and preservation of the water courses By 2030 an audit must be conducted to determine localities of illegal sand mining and re-evaluate rehabilitation measures.
	Aligning the Strategic Environmental Assessment with the SDF	By 2030, the SEA must be implemented according to the zones promoted in the SDF
	Increase formal protection of BOSMAP areas to 15% by 2030 with a stronger focus on "Priority 1 Areas"	By 2030 formal protection must increase by 15%
	Enhance urban agriculture and food security	By 2040, 100% of development must incorporate elements of urban agriculture into design. By 2030 KDM must develop a strategy to promote and enhance urban agriculture within its jurisdiction.
	Utilise areas with BOSMap for recreational uses	Increase recreational uses within BOSMAP by 5% by 2040.
	Increase public coastal access	Develop a coastal access bylaw by 2030

SETTLEMENT STRUCTURE

The municipality has rapidly developed since 1994, with pockets of settlements forming along the R102 and the uprising of the Ballito node. The Municipality has been the cradle of development over the past decade and continues to experience high levels of demand for new residential, commercial and retail development opportunities. The PGDS identified KwaDukuza Municipality (KDM) as a tertiary node which adds economic value to the province as KwaDukuza provides services to the sub-regional economy.

The two major town centres, Ballito and KwaDukuza, offer mixed uses and walkability potential, however Ballito outperforms KwaDukuza in terms of it being an attractive 'destination venue' to live, work and play. KwaDukuza and other towns in the municipality have potential to thrive through infrastructure investment and urban design interventions. The areas that are defined as urban areas within the municipality include KwaDukuza (Stanger), Shakaskraal, Blythdale and Ballito. These urban centres house high levels of infrastructural development, service development and social facilities to support the local population.

Both Ballito and KwaDukuza has over the past decade received major investments in the form of retail centre developments. Other than the different markets served, the further differentiation between the two key centres are then the extent of the administrative components. KwaDukuza town is viewed as an administrative centre with a full range of government and other social services. The administrative / service function is viewed as underdeveloped in Ballito (unfortunately statistics to confirm this are not available).

Key smaller commercial and services nodes in the Municipality then include:

Compensation: Approximately 13 kilometres from Tongaat (in eThekweni Municipality) the Compensation Station also serves a commuter population, primarily people working in Ballito. It includes a small commercial development precinct on the south side and accommodates some SMMEs in mini-factories. There is also a number of tourism / leisure facilities located in the node.

Shaka's Head: Shaka's Head is accessed from the N2. It occupies a small strip, approximately 2 kilometres in length accommodating several business parks on either side of R102. Business Parks include, including Imbonini, Canton Park, Oyster Park, Driftwood Park, Brooklands, Power Park, Acacia Park, Coconut Grove, Shaka's Industrial Park. The business parks include (caters for warehousing and small manufacturing, as well as kitchen shops, auto businesses and caterers.)

Umdlali: Umdlali is a sizeable town with excellent linkages to major upmarket developments in Salt Rock and Umdlali Beach. The development of Ballito has allegedly contributed to the decline of the area with reportedly affluent families moving out. There is a larger shopping centre, the Lali Business Park, accommodating several businesses including Umdlali Autospray, Dunlop Tyres. A number of commercial facilities are also located on northern area outside of "town". A strong commercial node has developed to the east of N2 intersection around Tiffanies over the past decade, specifically with the establishment of the retail centre.

Shakaskraal: The town has grown due to industrial and middle and low-income housing being established in the area. It has a bustling, but underdeveloped, commercial centre that can only be

described as unmaintained. The centre accommodates both formal and informal traders. Significant developments in the area includes Woodlands and upmarket developments such Royal Palm.

Groutville: Groutville is located approximately 5 kilometres south of KwaDukuza and 26 kilometres from Tongaat on the R102. Specific facilities in the node include the rail station, a Stadium, Albert Luthuli Centre, Luthuli Museum and others. On the coast there are smaller, limited commercial nodes located at Zinkwazi, Blythedale, Tinley Beach and Salt Rock.

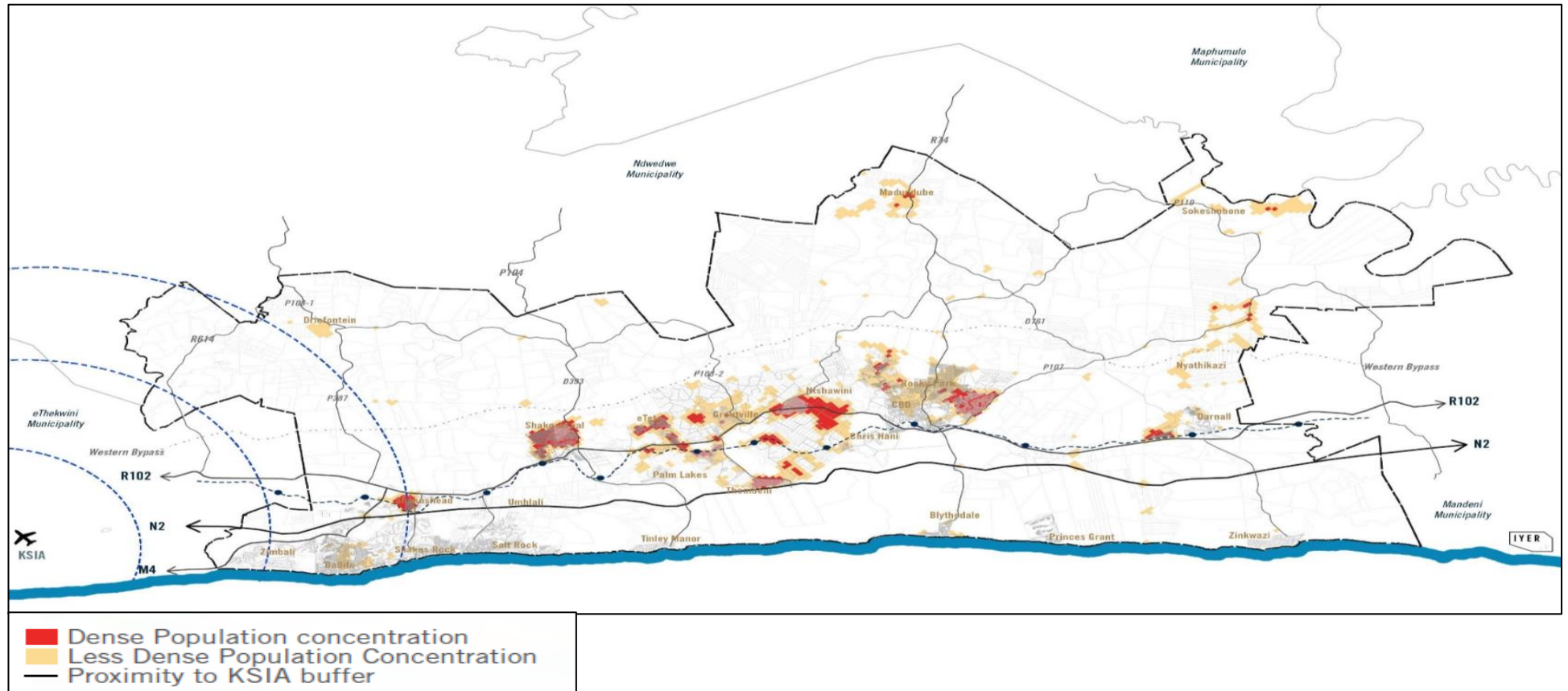


FIGURE 18: POPULATION CONCENTRATION DENSITIES

The longer-term sustainability of urban growth within the KwaDukuza Municipality is dependent to a large extent on the ability of settlement patterns to support and sustain a range of social economic opportunities. A key component to this pillar is how to prepare and develop compact, integrated communities that are well connected to all services. This would require the following approaches:

- Promoting density within the KDM context
- Sustainable urban environments are dense and have a strong public transport backbone
- Densification along activity corridors
- Addressing housing needs – creating equitable housing provision
- Relocation and re-development of informal settlements
- Accommodating housing needs for the growing population
- Providing housing opportunities for the varying income groups
- Managing growth – spatial projections

The amount of land that KwaDukuza requires to accommodate the anticipated growth in population and economy is central to long term sustainability of the region, specifically in terms of capital investment required. The anticipated growth must accommodate residential growth, agriculture, demand for commercial and industrial land as well as the accommodation of social facilities to service the growing population. Such opportunities must be accessible to the entire Municipal population in an equitable manner.

- Strategic release and containment – urban growth boundary
- Regulate and limit outward expansion of new developments
- Creating compact cities that facilitate the provision of efficient infrastructure and transportation
- Creating opportunities for sustainable development
- Raising densities in new and existing areas

The above-mentioned interventions are further in line with Section 7 of the Spatial Planning and Land Use Management Act NO. 16 of 2013 (SPLUMA Principles).

MOVEMENT & CONNECTIVITY

The movement and connectivity available to the KwaDukuza Municipality include road connectivity (at a national, regional and local level), rail connectivity as well as air-travel.

ROADS NETWORK

The north-south road elements, specifically the N2 and R102, define and facilitate a broader development corridor that runs as an axis through the centre of KwaDukuza. The network provides local, regional, national, and even international connectivity to the study area, and the location of the system in conjunction with the N2 and R102 systems has an extremely high strategic value. The N2 corridor also known as a primary distributor (Class 1) parallel to the east coast serves as the highest level of connectivity spanning the full length of the KwaDukuza Municipality from Durban in the south to Richards Bay in the north, linking 7 interchanges up to national/district latticed transport routes and onwards towards Gauteng, via Mpumalanga.

The provincial R102 route is a 2-lane single carriageway. This route and the N2 both run through the King Shaka International and Dube Trade Port. Along the R102 route lies the junction of the 2-lane single carriageway R74, which leads to Greytown, closer to the KwaDukuza main town. Not only does the R102 serve as a development corridor, but also serves as a major link to major nodes such as Shakaskraal and Groutville. There are proposals to provide secondary north south links west of the R102 to further enhance accessibility and mobility.

RAIL NETWORK

The rail network in KwaDukuza forms part of a broader regional system that ties the area into Richards Bay to the north, and eThekweni to the south. The topography of northern KwaZulu Natal has prevented the development of rail infrastructure inland from the KwaDukuza area, a reality that is unlikely to change in the future. The current passenger and freight, 51km rail network alignment in KwaDukuza creeps alongside the R102 in a north south direction, with 11 stations. Low passenger loading occurs between Stanger and Durban (16 trains/day, CPTR 2014), with an underutilization/non-utilization of passenger rail north of Stanger. Freight is the only component transported via rail north of Stanger. It has been noted by PRASA that once Dube Trade Port and the initiation of the Aerotropolis kicks off the upgrades of these lines will tend to be even more critical. The rail network provides a critically important, albeit vastly underutilized, resource in KwaDukuza.

AIRTRAVEL NETWORK

The King Shaka International Airport (KSIA), which serves as the closest link to air travel for the KwaDukuza Municipality, has several domestic routes in and out of Durban. These routes are served by 7 different airline operators ensuring domestic travel within South Africa. The scheduled flights service 9 domestic airports from the KSIA with 46,500 domestic flights and over 5 million passengers handled at the airport in 2018.

In responding to the development needs of the municipality with the use of existing infrastructure, the municipality must increase air, sea, rail and road travel as well as global connectivity. The municipality is currently in the process of developing a Roads Master Plan (Ballito to Sheffield) for areas that are currently experiencing the highest development pressure. This will allow the municipality to adequately plan for infrastructure to accommodate the growing population. Infrastructure development is the backbone of any region and with proper planning can be used to create development opportunities. In planning ahead, the following interventions must be considered:

For the N2 to achieve optimum regional connectivity, additional lanes should be considered allowing for ease of movement as the route has a dual function (regional connectivity and local access), for both freight/logistics and vehicular movement;

- Dedicate appropriate land uses in close proximity to the N2;
- Upgrading of railway stations and the maintenance of rail infrastructure;
- Increase ICT and network connection

THE SPATIAL ECONOMY

Although the agricultural sector contributes only 8% to the economy of the Municipality this contribution is significantly higher than the contribution of the sector to the national economy. The nearly 30% contribution of the manufacturing sector also confirms that a strong secondary sector already exists, providing a base to build on. The tertiary sector contributes more than 50% to the economic production in the Municipality. Trade and the financial services sector jointly contributes nearly 40% of GDP. This substantial contribution of the tertiary sector confirms the role of the municipality, and its core centres, as regional commercial and administration nodes.

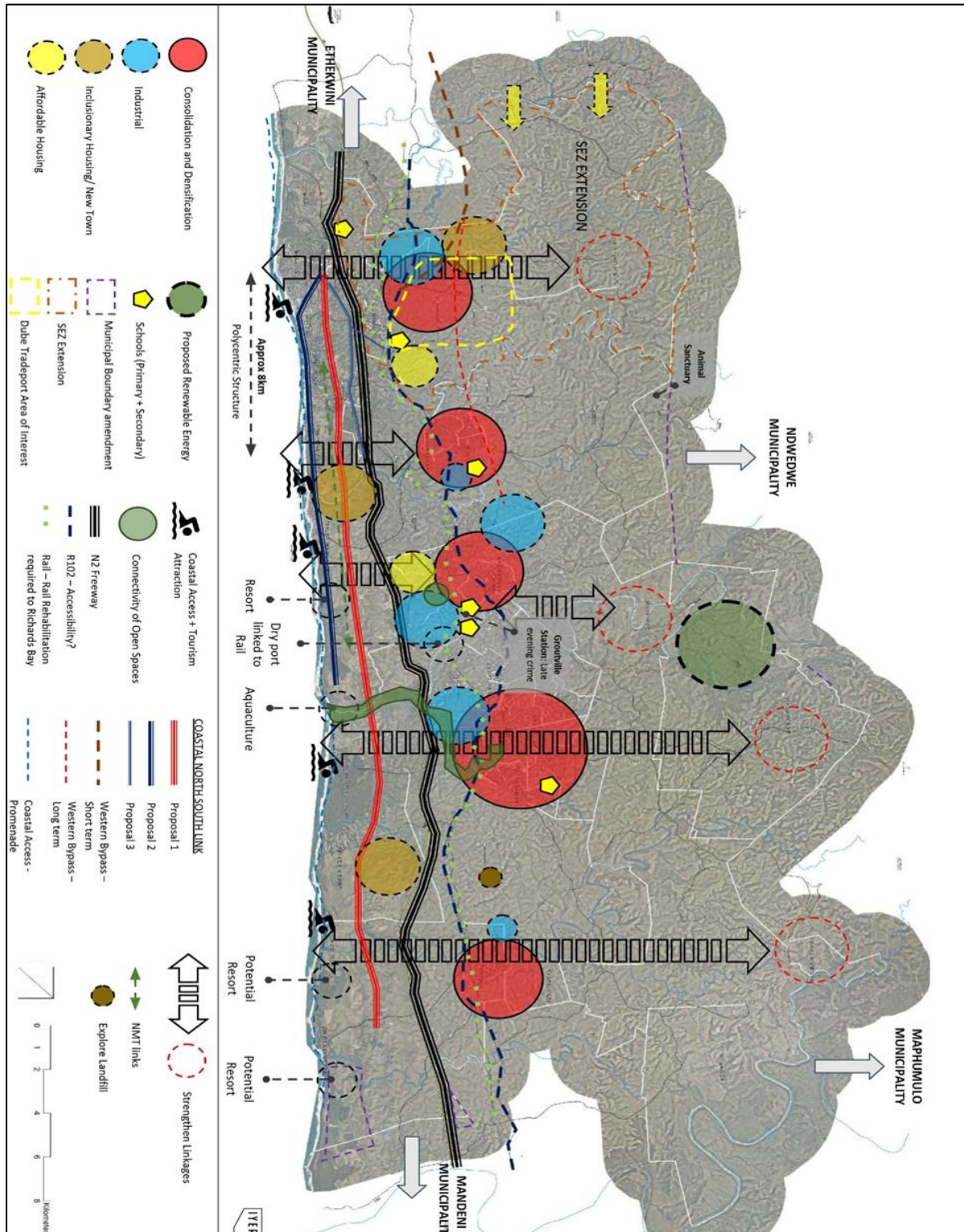


FIGURE 19: EXISTING NODES AND CORRIDORS

EXISTING NODES AND CORRIDORS

- Darnall Node: includes areas of Zinkwazi, Darnall, Nyathikazi, Sakhamkhanya, Doringkop, San Sauci, Nonoti Mouth, Princess Grant, New Guilderland, etc. The above areas include planned human settlement projects which are earmarked for the areas of Nyathikazi, Nonoti Mouth and San Sauci.
- KwaDukuza Node: includes areas of Blythedale Beach, Shakaville, Lindelani, Stanger Manor, Stanger Heights, Doctorskop, Glenhills, Shayamoya, Rocky Park, KwaDukuza Central, Madundube, etc.
- Groutville Node: includes areas of Ntshawini, Groutville, eTete, Thembeni, Addington Farm, etc. This node is identified as a primarily retail orientated node at the intersection of the R102.
- Southern, Driefontein, Ballito Node: includes areas of Driefontein, Shakaskraal, Salt Rock, Tinley manor, Woodmead, Shayamoya, etc.
- Regional Mobility Corridor: The N2 freeway provides the highest level of regional (and national) connectivity to the Municipality, and the interchange points along this route provide numerous opportunities.
- Regional Accessibility Corridor: The R102 provides a high degree of regional connectivity by virtue of its historic role as the main north-south link. In addition to this role the R102 provides higher level accessibility to main development areas and structures intensive growth responses within the Municipality.
- Urban Arterial: The R614 and R74 are described as higher order distributor routes that link together different elements within the corridor, most notably the regional Mobility and Regional Accessibility routes. These routes provide higher level accessibility to main development areas, are characterized by higher intensity development and consist of concentrations of activity at interchanges.
- Rural Arterial: The R74 and R614 are also identified as key movement routes that link the future growth and development opportunities of the corridor structure to the traditional rural settlements.
- Local Collector: The P103 and other P routes provide access to more localized settlements, tying them into the broader urban system. Lower intensity non-residential developments are presented with access along these routes and higher density residential clusters at key points.

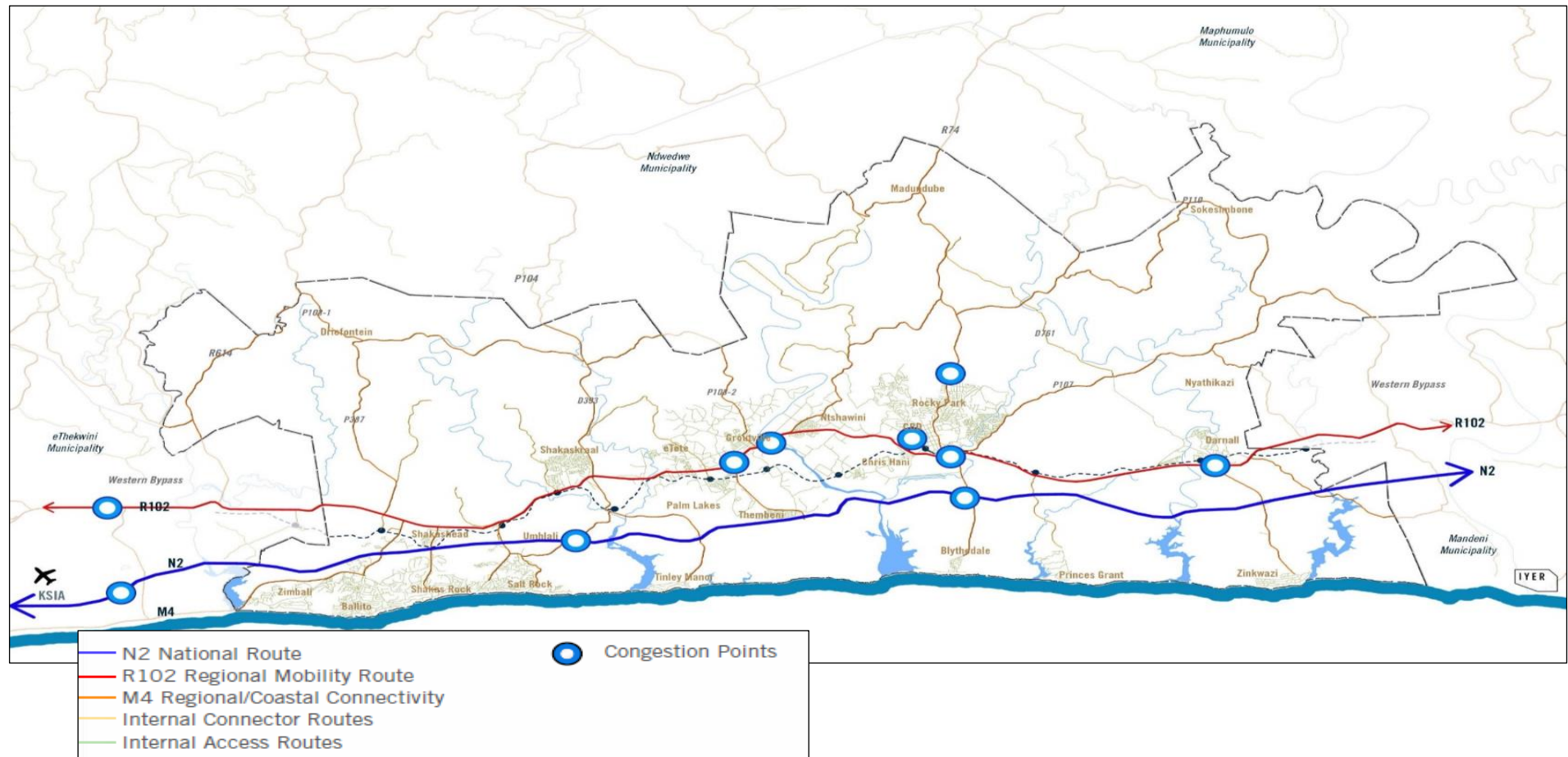


FIGURE 20: NATIONAL, REGIONAL AND LOCAL ROUTES

For the structuring of capital investment, the KwaDukuza SDF identifies that the distribution of services within KwaDukuza must be oriented towards meeting a range of related performance dimensions where these include nodes, corridors, and urban arterial, rural arterial and local collectors.

THESE INCLUDE THE FOLLOWING:

Increasing densities and promoting compactness in order to improve thresholds of support, and subsequently the range and overlap of facilities and opportunities;

- The spatial distribution of services should target the highest levels of equity, and ease of access, across a range of scales;
- The provision of services should seek to bring together different elements of capital investment in a mutually supportive structure to stimulate a greater response over time;
- Investment should allow for the integration of services to encourage multiple and shared use of facilities to maximise the use of limited resources;
- The clustering of facilities and services should be promoted as a means of fostering choice and identity within identified urban nodal points;

In areas of higher densities, such as in established urban areas, the twinning of similarly scaled facilities across sectors

In areas of lower settlement density, the distribution of investment across a number of accessible points, as a means of promoting broader opportunity, should be explored. (Balance between accessibility and viability)

Notwithstanding areas of service specialisation, space standards that guide the delivery of services should seek to accommodate higher levels of integration and overlap, where the principle of mixed use should drive space utilisation and layout;

Facilities and services should respond to public transportation elements and related installations, rather than being imbedded in local areas.

BROAD LAND USES

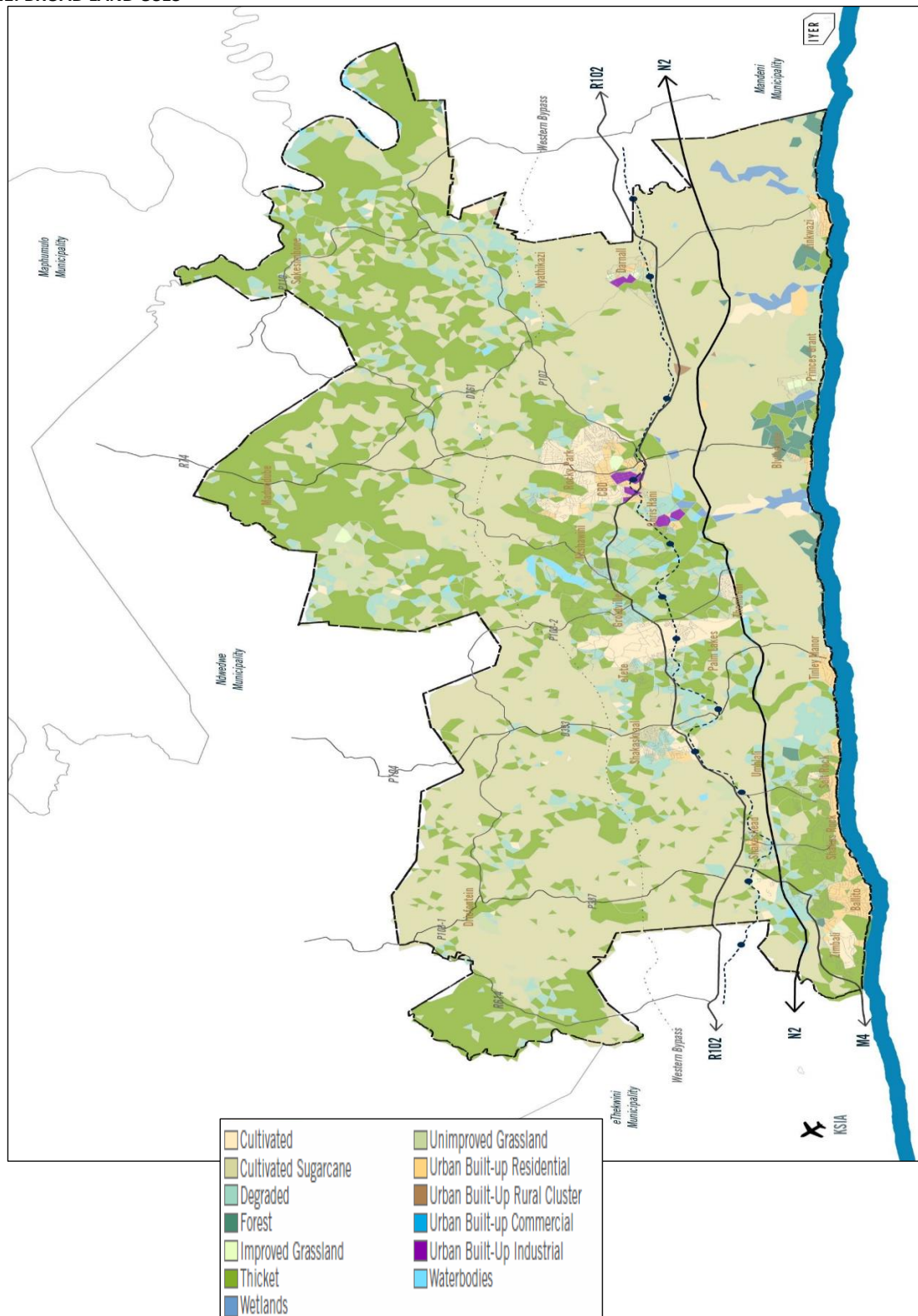
The broad land use pattern that characterizes KwaDukuza is dominated by agricultural activity, in this case sugar cane cultivation, which comprises over 84% of the total land area. Urban related development within KwaDukuza, both formal and informal, constitutes less than 5% of the total land area. The remaining land portions, after urban and agricultural activities have been taken into account, comprise a range of underdeveloped patterns, with recognized ecological or environmental resources. Although this is the case, the municipality is receiving a high number of development applications for the development of agricultural land.

The Spatial Development Framework found the following:

- New Urban Centres, comprising relatively recent higher intensity developments, predominantly retail centres, in growing settlements;
- Suburban settlement, mainly within established urban centres such as KwaDukuza Town;
- Old “Township”, low to medium density, lower income residential areas, generally dislocated from main urban opportunity;
- New “Township”, recently developed low to medium density, lower income residential areas, often as deposit to existing settlements, and often with the same degree of dislocation from urban opportunities;
- Urban Core, representing the business and mixed-use fabric of larger towns and settlements within KwaDukuza, such as KwaDukuza Town;

- Agricultural Settlement, generally around main roads and service centres serving extensive agricultural areas, characterized by very low residential densities;
- Higher density suburbia, comprising mainly cluster or townhouse types of development, in growing areas;
- Informal settlement, generally close to existing employment and/or activity centres;
- Lifestyle residential developments, such as those in and around Zimbali, characterized by low density, high cost development, often associated with environmental or recreation resources;
- Traditional rural, a less formal pattern of settlement generally some distance from the main urban settlement areas, governed by tribal tradition and tenure, with a strong subsistence base (Livestock and crops); and
- Traditional peripheral, a less formal pattern of settlement closer to urban settlements, characterized by higher densities, and higher growth patterns, but still governed by tribal tradition and tenure.

FIGURE 21: BROAD LAND USES



KWADUKUZA CBD REGENERATION PROJECT *(Adopted by Council, 2021)*

FORMS PART OF ANNEXURE 3: SDF DOCUMENT (AND OTHER RELATED DEVELOPMENT TOWN PLANNING DOCUMENTATION/INFORMATION)

URBAN DESIGN FRAMEWORK

4.0 Framework Plan

01 Movement + Circulation

With the high amount of regular pedestrian traffic, optimising this flow is a main priority for upgrading the CBD core. This includes dedicating more space to pedestrians, providing ease of access, and a public shuttle for common destinations.

Public Realm

02

Providing a range of public open spaces is also key for a vibrant town center. With no public plazas or green spaces, KwaDukuza Municipality has a prime opportunity for a variety of parks and public placemaking throughout the core.

Activity Structure

03

With a slight redistribution of program, the town center can create a civic precinct that holds a variety of functions. Revitalising program along main corridors can also provide a new means of public space and activity.

Built Form

04

Along newly designed streets existing buildings can be upgraded to a new green standard for building efficiency and user comfort. New development can also introduce new means of building design and street interface.

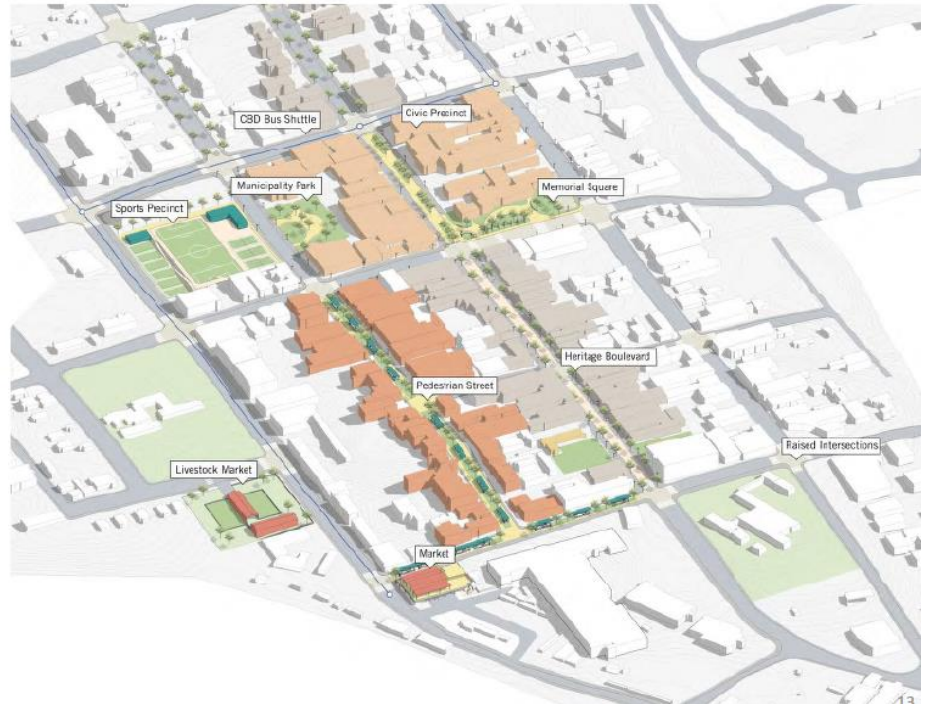


FIGURE 22: KWADUKUZA CBD REGENERATION PROJECT

NEXT STEPS:

- Implementation by relevant BU's – Annual Budget Allocations
- Source Funding Request from Agencies/ Sector Depts.
- Detail designs
- Develop Strategies to encourage Private sector investment

2024/2025 KEY PROJECTS (BUDGET ALLOCATIONS):

- Spatial Development Frame (SDF) Review (R270k)
- Mavivane River NRM Project (R2m)
- Ballito Village Precinct Plan Review (R150k)
- Coastal Management Plan Review (R550k)
- Street (Re)Naming Implementation (R50k)
- Ethembeni- Charlottsdale Precinct Plan (R450k)
- Shakaskraal-Umhlali CBD Regenerations Detail Planning (R380k)
- Rapid Urbanisation Area Precinct Plans (R200k)
- Traffic & Transportation Plans (R350k)

- KDM Library Green Building Proj (R700k)

TABLE 20: LAND USE MANAGEMENT CHALLENGES AND INTERVENTIONS

CHALLENGES	INTERVENTIONS
• Availability of MPT members in order to have the correct composition to adequately assess an application. (i.e. Traffic Engineers and Land Surveyors); • Delivery of MPT agendas; • The costs for the operation of the MPT have proven to be high.	• The MPT may appoint the services of a Technical Advisor as well as request the review of studies by the competent officials. This may delay the process however it assists in ensuring that the decisions made by the MPT are well informed. • The Department (Development Planning) has had assistance from Administrative Interns who assist with the delivery of agendas. • The MPT sittings and sites inspections are held on the same day to reduce the costs of compensating MPT members. The Municipality has also acquired printers and copiers for the printing of MPT agendas which was a high cost when outsourced.

SPATIAL MANAGEMENT SWOT ANALYSIS

TABLE 21: SPATIAL MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Each cluster of areas is linked via transport networks to form a coastal town (Ballito) and an inland town (KwaDukuza); • Linear development links the towns to each other so that all residents are within walking distance of a major road and public transportation; • The major linear system is along the R102 that connects the various nuclei to each other, i.e. the commercial nodes and the employment (industrial) nodes; • There is an implicit Urban Growth Boundary (UGB) that will manage and constrain development to support the underlying concept • Strong global, national and regional connectivity via roads, rail and strong links to ports (King Shaka International Airport/Dube Trade port, Richards Bay port and Durban Harbour).	• The remaining nodes are demarcated, although the form/ size / role that they take is not clear; The area west of Compensation is located some distance away from the transport corridor, limited accessibility; • The areas identified for potential densification include areas of existing residential development and industrial development; areas on both sides of the railway line; and implies significant redevelopment, which may not be appropriate in some areas, feasibility will need to be proven per identified area considering dynamics of particular localities. • Some existing social/ administrative facilities (police stations, health facilities, administrative facilities, education, etc.); are not located at the best locations to be easily accessible to relevant communities; and • There are only two police stations in municipality • In some cases, areas identified for industrial development have been identified across existing residential development.

• Certain sectors of the economy place the municipality at a competitive advantage when compared to municipalities nationally. The leading sectors in the municipal area being: Wholesale and retail, Manufacturing, Agricultural/ forestry/fisheries, Construction and Quarrying (in descending order). • There are established nodes of mixed economic activities, land uses and zoning, meaning that the economy is diversified, resilient and able to provide all orders of goods and services to people within the municipal area and beyond. • Services are located in close proximity to most residents and are accessible. • Natural beauty, scenic routes and beautiful sea views. • Excellent warm climate throughout the year and warm seas. • Two growing town centres (KwaDukuza and Ballito) supported by surrounding lower order nodes. • The close proximity to the Aerotropolis.	• No organised public transport network or intermodal transport facilities. • The rail system is underutilised. • Lack of employment opportunities in close proximity to local communities. • Settlement sprawl further away from transportation corridors and main economic centres. • Gated estates are a growing development trend in the area, with some of the negative features being limitation of access to public spaces such as the coast and polarisation of an already unequal South African society in terms of class and race. • Inadequate housing and basic service provision for the poor. • Limited tertiary institutions in the area. • No proclaimed protected environmentally sensitive areas. • There is a lack of vibrant public spaces throughout the municipality • The N2 and the R102, whilst being the main connecting roads within the District and beyond, are also physical barriers separating the population of KwaDukuza according to class and income.
OPPORTUNITIES	THREATS
• There is still vast areas of privately owned vacant land along the coast which can be used effectively to bolster coastal tourism and coastal-related economic activities. • The high growth rate taking place in the southern parts of the municipal area must be used to boost infrastructure upgrading and new infrastructure development. • The municipality has a high percentage youth population. • The municipality can leverage private sector driven development by developing Conceptual Infrastructure Framework Plans to reduce backlogs and improve infrastructure capacity. • Review of a Disaster Management Framework/Plan to attract investment towards disaster resilient infrastructure.	• Inadequate and aging infrastructure. • Doing business in iLembe is not necessarily costly but is lengthy compared to other emerging economies. • Spatial integration of racial and income groups is still considered low 20 years after democracy. • Few development opportunities are granted to areas in the hinterland. • On the Western boundary of the municipality are informal settlements that are spreading sporadically. • Ballito is developing at a fast rate however the concept of densification and compactness is not as prevalent as it should be. Not viewing density (and therefore efficiency) as a first option/priority for development means there is a risk of unnecessary sprawl, wasted land & resources. Besides Ballito, many town centres are considered untidy and appear neglected (particularly Stanger which has low vibrancy and is in major need of renewal).

• Opportunities for employment exist within newly approved and developed service industrial parks, residential and mixed-use developments (gated estates). • With the rapid growth currently taking place, the municipality is well positioned to drive and influence sustainable approaches to the management of the environment and associated open spaces. • To create vibrant public open spaces through the Biodiversity and Open Space Management Plan (BosMap), and waste management (recycling or adequate bins). • Increased economic and residential developments attract diverse skilled labour and boosts the municipality's competitiveness in skills transfer. • Investment in the Knowledge Economy through the creation of technological hubs which will prioritise capacity building and skills development in sectors of the local economy. • Concept of Inclusionary Housing is gaining momentum – opportunity to develop a policy that will guide the implementation of the strategy.	• Investors are put off by uncertainties with bulk service capacities and provision by the municipality. • The municipality owns only 2.3% of the total land area within its boundaries. This is a major constraint as it can hamper municipal-led development initiatives. • Climate change related threats to agricultural production (changing rainfall patterns), tourism (heat & discomfort) and infrastructure (storms, floods) and coastal properties (storms, tides & sea level rise combined). • Encroachment of development upon critical biodiversity areas, and areas of ecosystem service provision importance. • Vast developments proposed on high potential agricultural land. • Spatial integration of racial and income groups is still considered low 20 years after democracy • A rise in smaller farm portions in the hinterland

2. ENVIRONMENTAL ANALYSIS:

KwaDukuza Municipality ensures alignment to the National Environmental Management Act 107 of 1998 and all the Specific Environmental Management Acts and other related legislation which drive sound environmental management and protection of natural ecosystems. The municipality aligns itself with the 14 Delivery Agreements of the National Development Plan. The Municipality strives to use its environmental assets in a sustainable manner, whilst furthermore maintaining the on-going functioning ecosystem services, and responds to the Outcome 10 of the Delivery Agreements relating to the environmental management.

This chapter specifically addresses the following main issues:

- Biodiversity
- Habitats
- Rivers
- Wetlands
- Coastal areas
- Conservancy areas
- Air Quality
- Climate Change
- Greenhouse Gas Inventory
- Climate and Environmental Reporting

The municipality ensures and plans accordingly to meet the following sub-outcomes:

- Ecosystems are sustained and natural resources are used efficiently,
- An effective climate change mitigation and adaptation response is implemented,
- An environmentally sustainable, low-carbon economy resulting from a well-managed transition,
- Enhancing governance systems and capacity; and
- Establishing sustainable human communities.

KwaDukuza Municipality has experienced changes in its natural environment; this is due to economic development that led to the change in land cover. Various other factors related to economic development of the municipality has led to habitat destruction, natural resource degradation, illegal activities and pollution negatively impacted on the natural environment. In order to address the challenges mentioned above, KwaDukuza Municipality has developed the Biodiversity Open Space Management Plan (BOSMaP). In addition, the KwaDukuza Municipality also has other environmental plans i.e. Climate Change Response Strategy, Strategic Environmental Assessment (SEA), and Estuary Management Plan for the Zinkwazi River.

BIODIVERSITY

The KwaDukuza Biodiversity Open Space Management Plan (BOSMaP) was developed in 2013 and was aimed at highlighting and providing information about open space areas which are important from a biodiversity and ecosystem service perspective within the boundaries of KwaDukuza Local Municipality. As such, the BOSMaP is a tool within the planning framework of the municipality which allows for areas of biodiversity and ecosystem importance to be better managed and protected. The natural biodiversity of KwaDukuza Municipality is strongly linked to two main vegetation biomes, namely the Forest Biome and the Indian Ocean Coastal Belt Biome which is greatly aligned to the mean annual precipitation, geographical location, hydrology and the topography of the municipality. The municipality has a mix of agricultural land (sugarcane) and high-density settlements which have played a role in the modification of the biodiversity services provision as highlighted in figure 21.

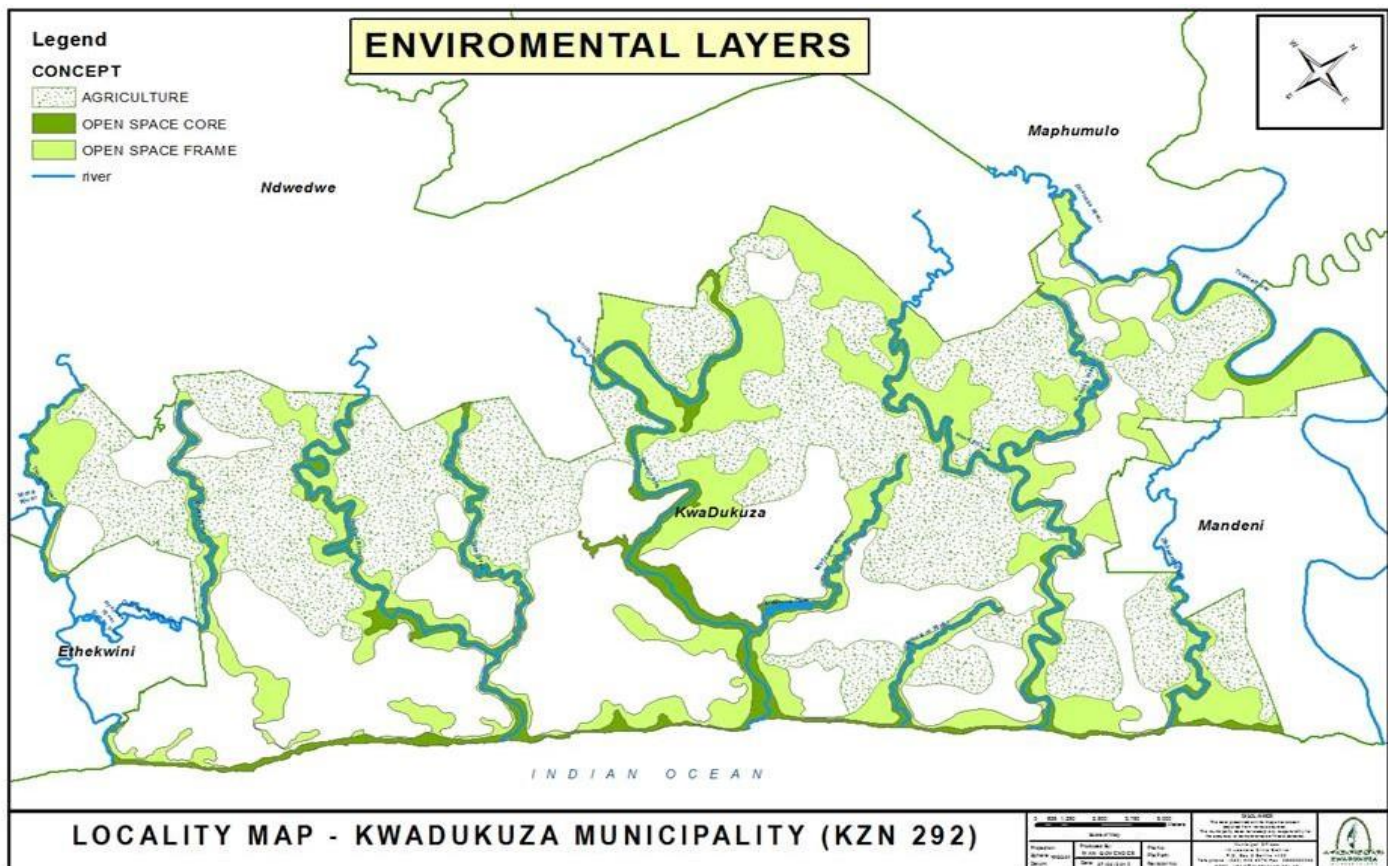
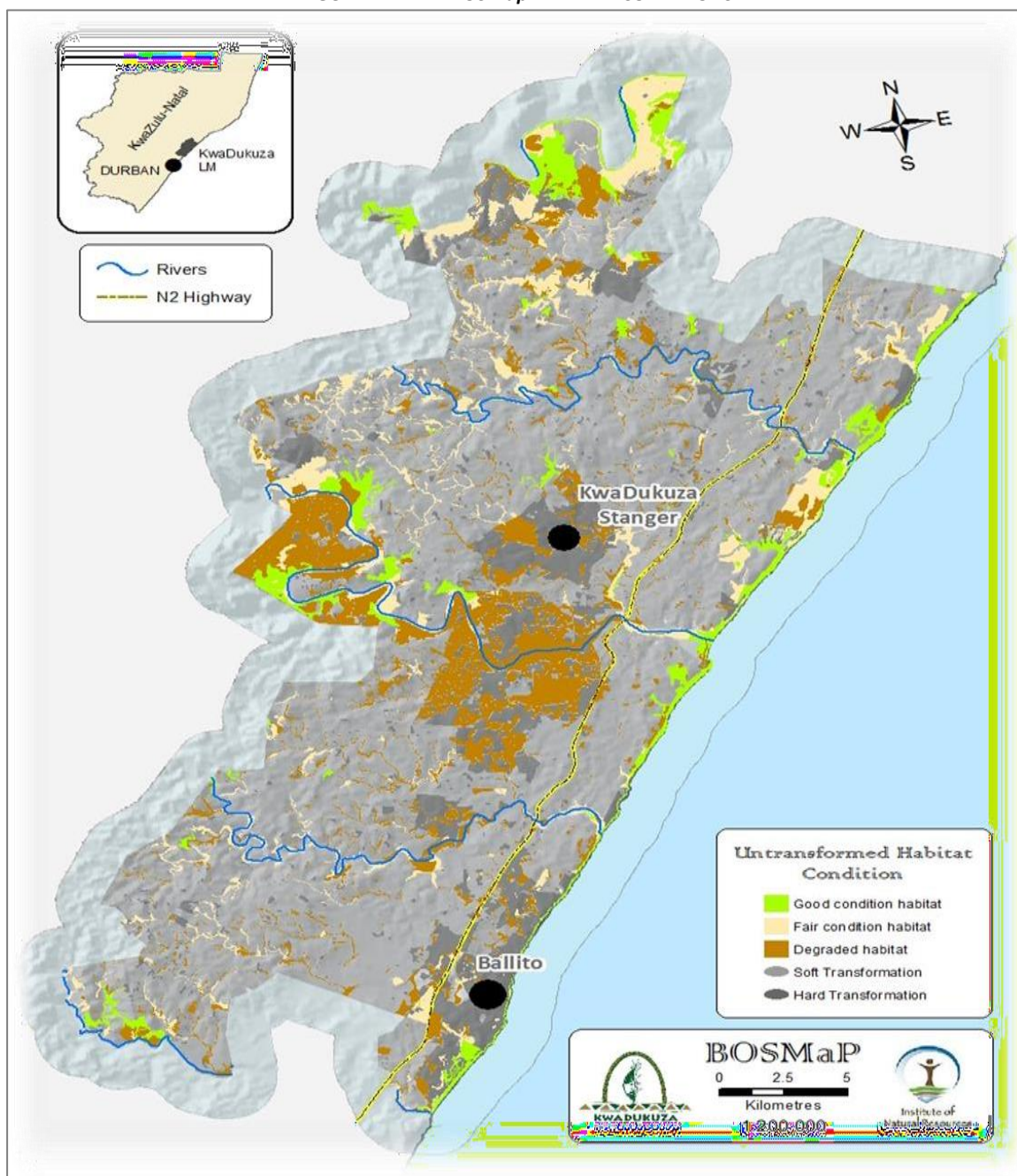


FIGURE 23: BIODIVERSITY SERVICES LAYERS

HABITATS

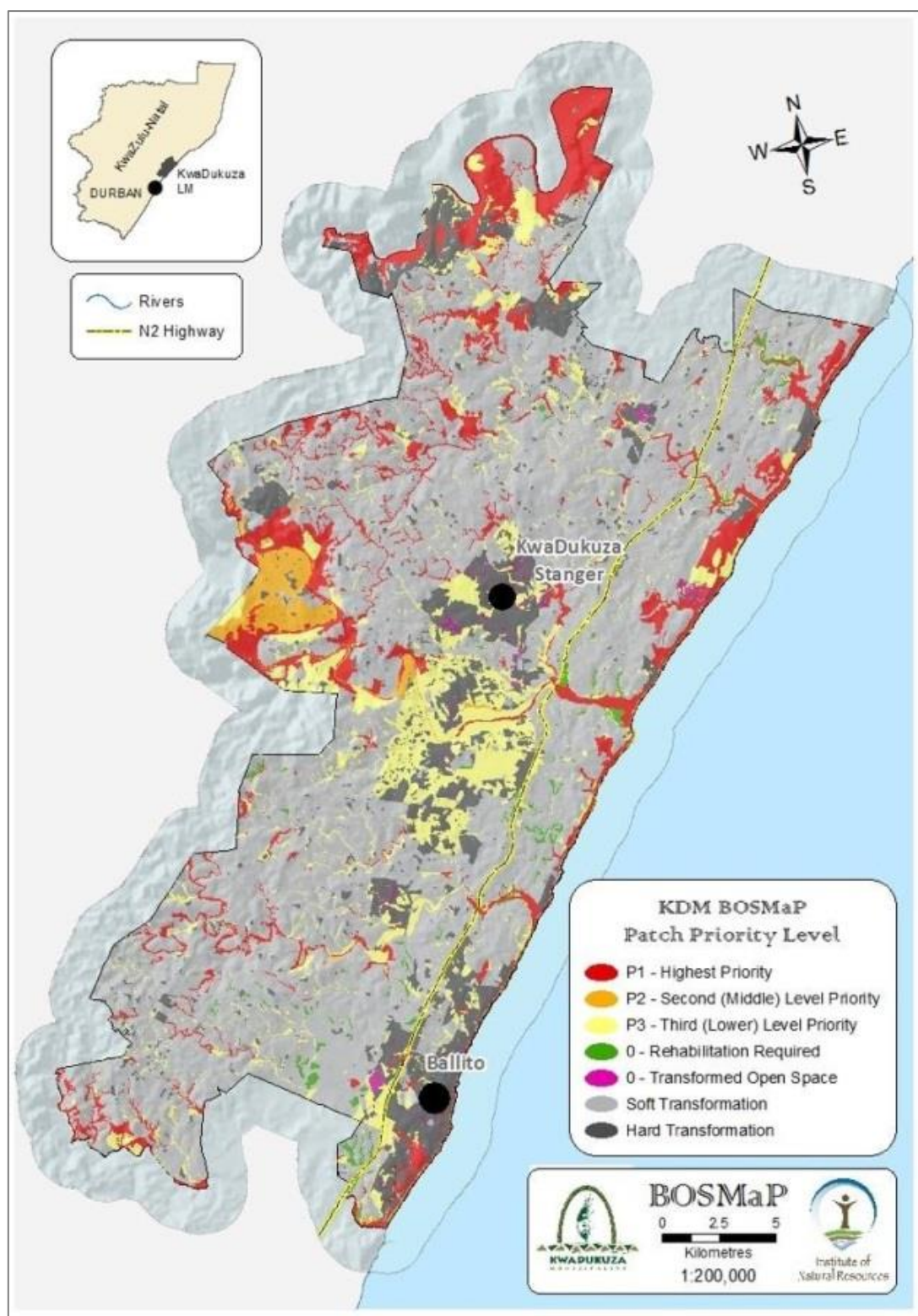
KwaDukuza Municipality has a total of 73 497.2 Ha, of which only 17 949.6 is untransformed (24.4%). The level of transformation by cultivation has left great concern on the municipality to conserve what remnant habitats that may remain the municipal area (BOSMaP ,2013). Transformation in the municipal area has resulted in major habitat loss and in order to attempt to conserve the remaining habitats and improve biodiversity in the region, known habitats in the region were identified and special features of similar character were used to define habitats in KwaDukuza based on importance in terms of biodiversity and high conservation value. With natural vegetation being converted to other land uses at a high rate, the protection and efficient use of habitats is vital to avoid further irreversible degradation to the municipality's biodiversity, as highlighted in figure 22. The BOSMaP identifies priority areas; it is crucial to use maps of biodiversity priority areas to guide decisions about planned developments.

FIGURE 24: KDM BOSMap - HABITATCONDITIONS



These biomes are comprised of different vegetation types, differentiated by their typical botanical characteristics and structure. Important natural vegetation remnants within the KwaDukuza Municipality with respect to ecosystem services have been identified in the KwaDukuza Biodiversity Open Space Management Plan which provides a matrix of vegetation types, a wide variety of species are encountered from plants through insects to birds and mammals. Each of these species forms an integral component of the biodiversity of the area. The biodiversity priority areas for the municipality were assessed by determining habitat patch irreplaceability ('importance') and the summed irreplaceability ('priority areas') of all patches through the use of C-Plan conservation planning software as highlighted

FIGURE 25 :KDM BOSMaP: PRIORITY MAP



WETLANDS

Wetlands are a vital component of the water resources system of the catchments, which occur in KwaDukuza and fulfill a critical role in the correct hydrological functioning of the drainage systems by retaining water and contributing to perennial flows, controlling erosion, removing silt load and other potential pollutants from the hydrological system. Currently there is very little information available on wetlands within the municipality, making it difficult to manage these important natural resources. To improve the understanding of where wetlands are located within the municipality, as well as confirm their current state, extensive study is required. KwaDukuza's wetlands are characterized as unchanneled valley bottom type of wetlands consisting of Indian Ocean coastal biodiversity type of vegetation.

The KwaDukuza Municipality consists of five major river systems uMvoti, uThongathi, uMhlali, Zinkwazi, Nonothi Rivers and uThukela. All six of these rivers flow eastwards through towards the Indian Ocean and have numerous wetlands of high ecological value associated with them. The biggest threats to wetlands in KwaDukuza are sugar cane cultivation, development encroachment, as well as invasive aliens, as this affects wetland hydrology and functioning followed by fragmentation/transformation due to developments. This loss of biodiversity is a direct result of deliberate draining of wetlands, development and expansion (both urban and agricultural) and pollution. Damage to wetlands results in increasingly limited functionality and subsequently a decrease in the ability to provide valuable ecosystem services (ILembe District, Local Action Biodiversity 2017). As a mitigation factor the BOSMaP provided a strategic layer showing all major wetlands, their classification, connectivity, functional level and ecosystem service provided as shown in figure 27 and 28. The BOSMaP is a living document to be updated regularly as new detailed data becomes available e.g. new wetlands identified through Environmental Impact Assessments

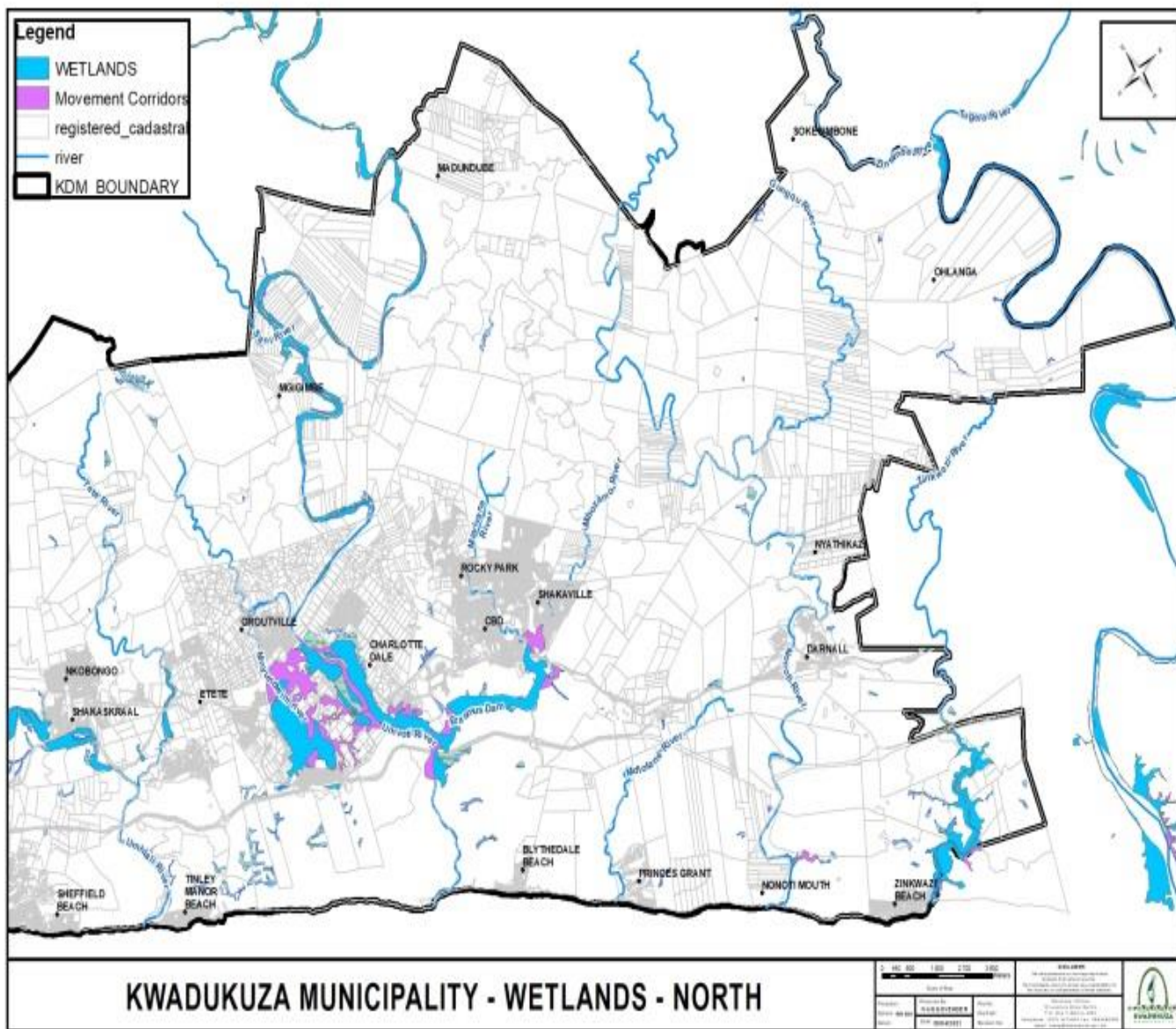


FIGURE 27: KDM-WETLANDS-NORTH

RIVERS

Several rivers flow through the area in a west-east direction into the Indian Ocean, these include, from the south to the north, the Tongati, the Mhlali, the Mvoti, the Nonoti, Zinkwazi which are quaternary catchments and on the northern boundary the Tugela (uThukela) which is the largest river in KwaZulu Natal. The rivers form part of the Mvoti to Umzimkulu water management area which lies along the eastern coast of South Africa. It is situated in a humid part of the country with mean annual precipitation of 800 mm to 1500 mm.

Major rivers in KwaDukuza are moderately modified by high impact activities occurring along them and within them and as a result have been assigned the status of ‘vulnerable’ in terms of the National Spatial Biodiversity Assessment. Other challenges within KwaDukuza Rivers include pollution, modification of watercourses by development (especially urban development), reduction in stream flow and invasion of riparian areas by invasive alien vegetation. The KwaDukuza Biodiversity and Open Space Management Plan (BOSMaP), highlights connectivity of these major rivers and thus helps to improve biodiversity planning in the area.

The BOSMaP also provided the municipality with a water services assessment in terms of water supply (the actual features which supply water – rivers etc) and water regulation (the regulation of supply by the storage of water by features in the catchment – the sponge effect) . By assessing both supplies over demand, KwaDukuza can focus on certain areas within the municipal area which must be prioritized for their ability to supply water in the area, as shown in figure 24.

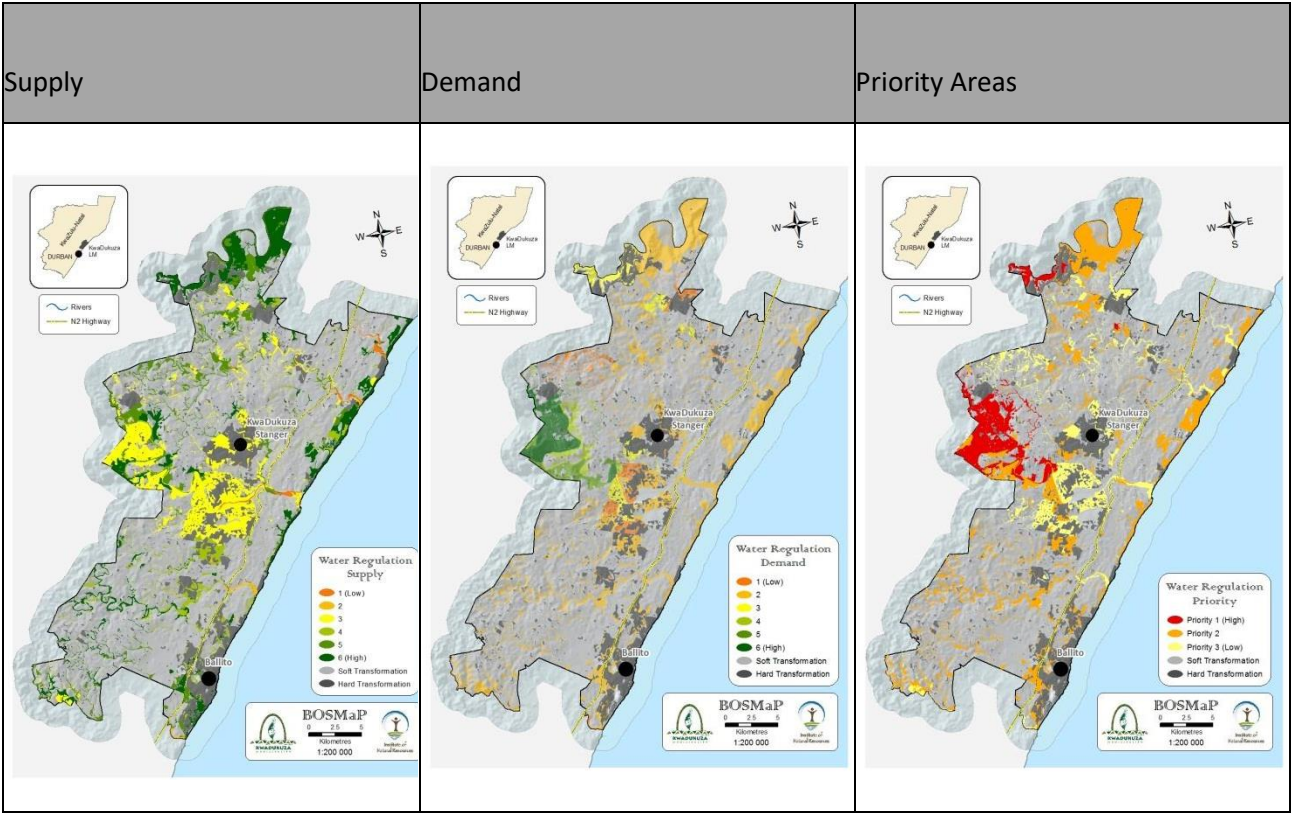


FIGURE 28: KDM BOSMaP: SUPPLY, DEMAND AND PRIORITY AREA

POTENTIAL BIODIVERSITY INTERVENTIONS:

- Implementation of the ILembe District Local Action Biodiversity Plan
- Review of the KwaDukuza Biodiversity Open Space Management Plan
- Continuation of implementation of the Invasive Alien Species Programme,
- Implement the transformative riverine management programme starting with the pilot project of Mavivane River.

INVASIVE ALIEN SPECIES FRAMEWORK STRATEGY AND ACTION PLAN

The South African government has implemented legislation (the National Environmental Management: Biodiversity Act or NEM:BA, Act 10 of 2004) and associated regulations, to; reduce the risk of importing alien species that could become invasive and harmful; reduce the number of alien species becoming invasive; limit the extent of invasions; and reduce the impacts caused by these invasions. Chapter 5 of the Act deals with the management of invasive alien species. The NEM:BA regulations for invasive species were promulgated and published in August of 2014. These regulations list four different categories of invasive alien species and provide instructions on how these species should be managed, controlled and eradicated from areas where they may cause harm to the environment. As per NEM:BA requirements, all state entities (including Municipalities) must develop a strategy and management plan for the monitoring, control and eradication of IAS on land they own. In order to meet this requirement KwaDukuza Municipality has been sent through a letter to the Department of Forestry Fisheries and the Environment of request for the extension on compliance to Section 76 of the National Environmental Management: Biodiversity Act, 2004 whilst mobilising internal resources and planning for the development of this plan. The plan should be aligned with municipal financial year 2024/2025. Outside of the plan the municipality is undertaking ongoing alien clearance projects and programmes of which the plan would assist in streamlining these activities.

TRANSFORMATIVE RIVERINE MANAGEMENT PROGRAMME

The municipality has developed a transformative riverine management programme that focuses on addressing negative impacts on rivers, specifically those that run within the vicinity of human settlements. The programme aims to enhance a community driven approach in addressing waste, invasive alien species, effluent, stormwater and sewer management interventions within catchment areas, starting with Mavivane Transformative Riverine project as a pilot project.

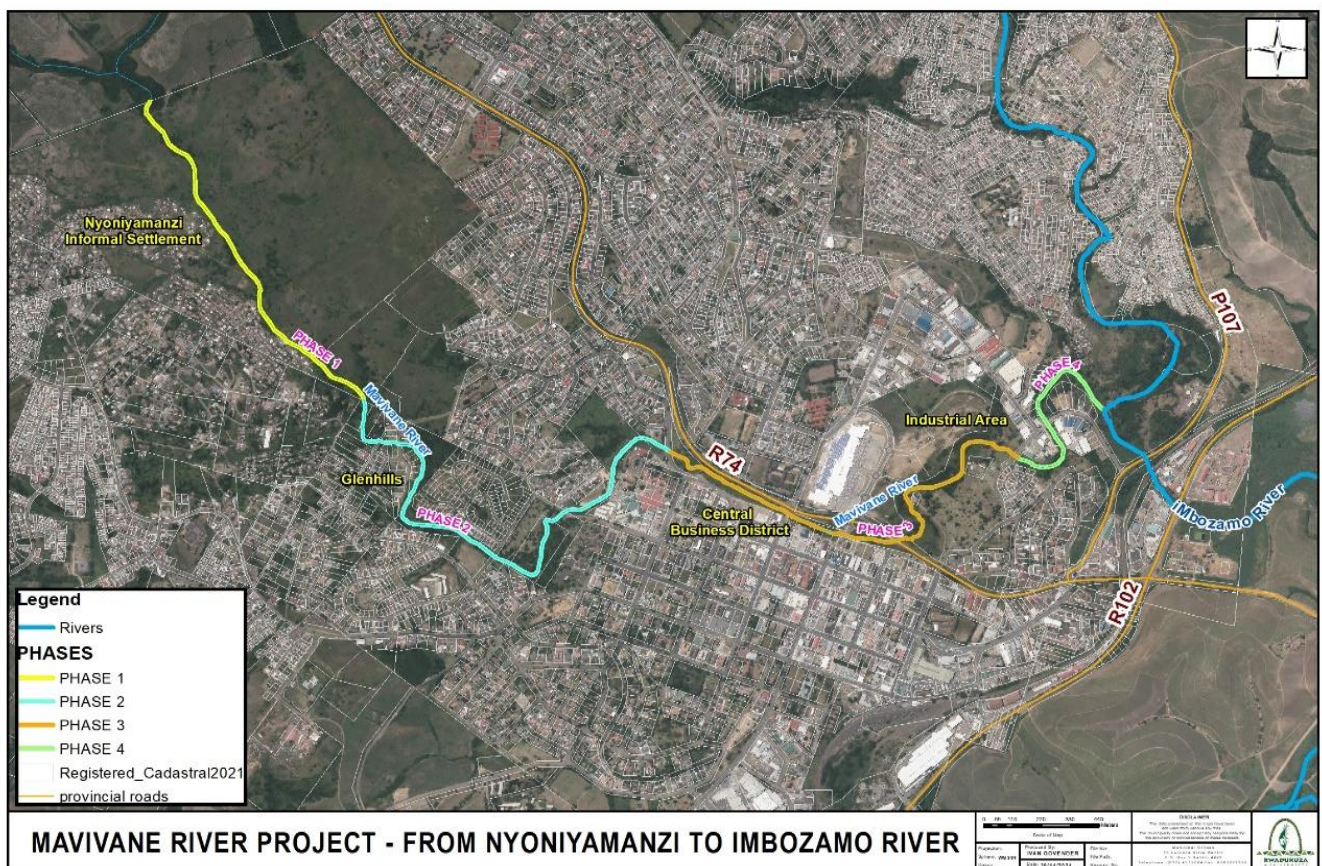


FIGURE 29: MAVIVANE RIVER PROJECT

The municipality received grants from the Department of Economic Development Tourism and Environmental Affairs 2021/22 and 2023/24 under the Natural Resource Management Municipality Competition to implement Mavivane Transformative Riverine Management Programme (TRMP) Phase 1 (R1, 700 000.00) and Phase 2 (R 1,500,000.00) with the focus of waste and invasive alien species clearance in Ward 16 and Ward 19 as shown in figure 25. A total of 32 hectares of alien species was cleared and 13 000 kilograms of waste removed for Phase 1 and 19.43 hectares of alien species was cleared and a total of 10 940 kilograms waste was removed for Phase 2.

Due to the success of Mavivane TRMP Phase 1 & 2 it unlocked additional funding and support whereby EDTEA has awarded the municipality a grant of R1 200 000.00 for Phase 3 implementation of Transformative Riverine Management Programme (2024/2025) which will focus on the Ntshawini river for Ward 26 and 15, as shown in figure 26. The project implementation is a community driven addressing waste, invasive alien plant species, effluent, stormwater and sewer management interventions within catchment areas, therefore strengthen the communities' resilience to the effects of climate change. KDM aim to adopt similar activities onto the major rivers located within the Municipality.

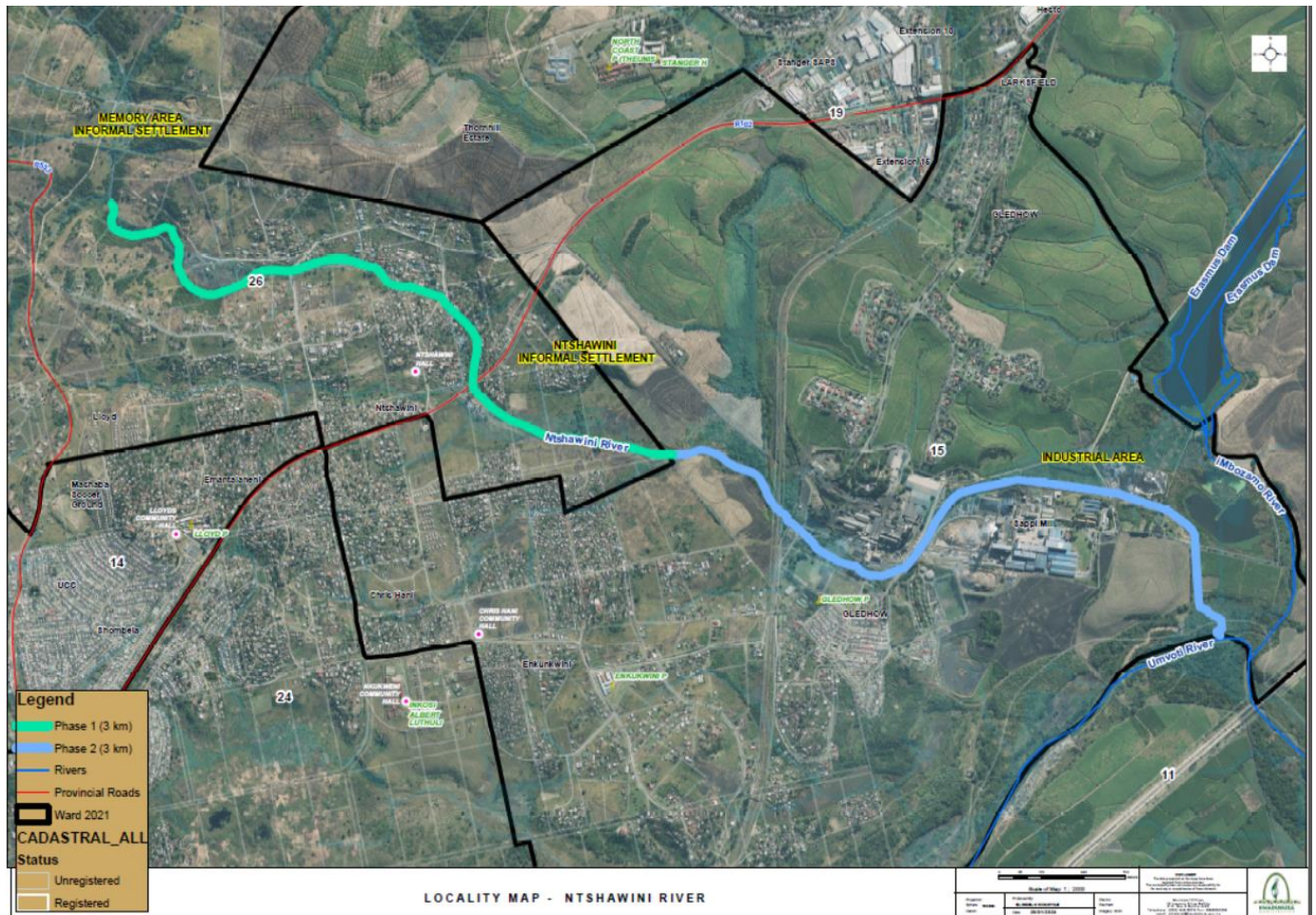


FIGURE 30: NTSHAWINI RIVER PROJECT

COASTAL AREAS

The coastal area of KwaDukuza contributes an enormous amount of tangible and intangible benefits to residents and visitors. These benefits cannot be measured in purely economic terms, and the protection, conservation and continued ecological function of the KwaDukuza coastal environment is an asset to the municipality and the country beyond measure. It is thus critically important that the natural functioning of the KwaDukuza coastal system can continue with minimum anthropogenic (human) interference and that its coastal environmental assets are preserved and protected at all costs. The coastline of KwaDukuza comprises of sandy beaches, dune forests and rocky headlands. The demand for sandy beaches and the pressure to provide space, adjacent to bathing beaches and other amenities, both for recreational activities and parking is growing. Degradation of the coastline has negative connotations to the tourism industry, which is considered crucial for economic development in KwaDukuza. The KwaDukuza Coastal Management Plan Overlay has been prepared to facilitate the inclusion of relevant aspects into the statutory land use management framework, thus providing a statutory basis for the protection of coastal resources and Coastal Protection Zone (CPZ) by the KwaDukuza Planning Scheme.

KwaDukuza Municipality has eight (8) estuaries with varying conditions and this is in evidence with only one relatively small Mdlotane estuary (3 ha) being considered to currently exist in a B category (largely natural with few modifications) or good condition, as shown in table 23.

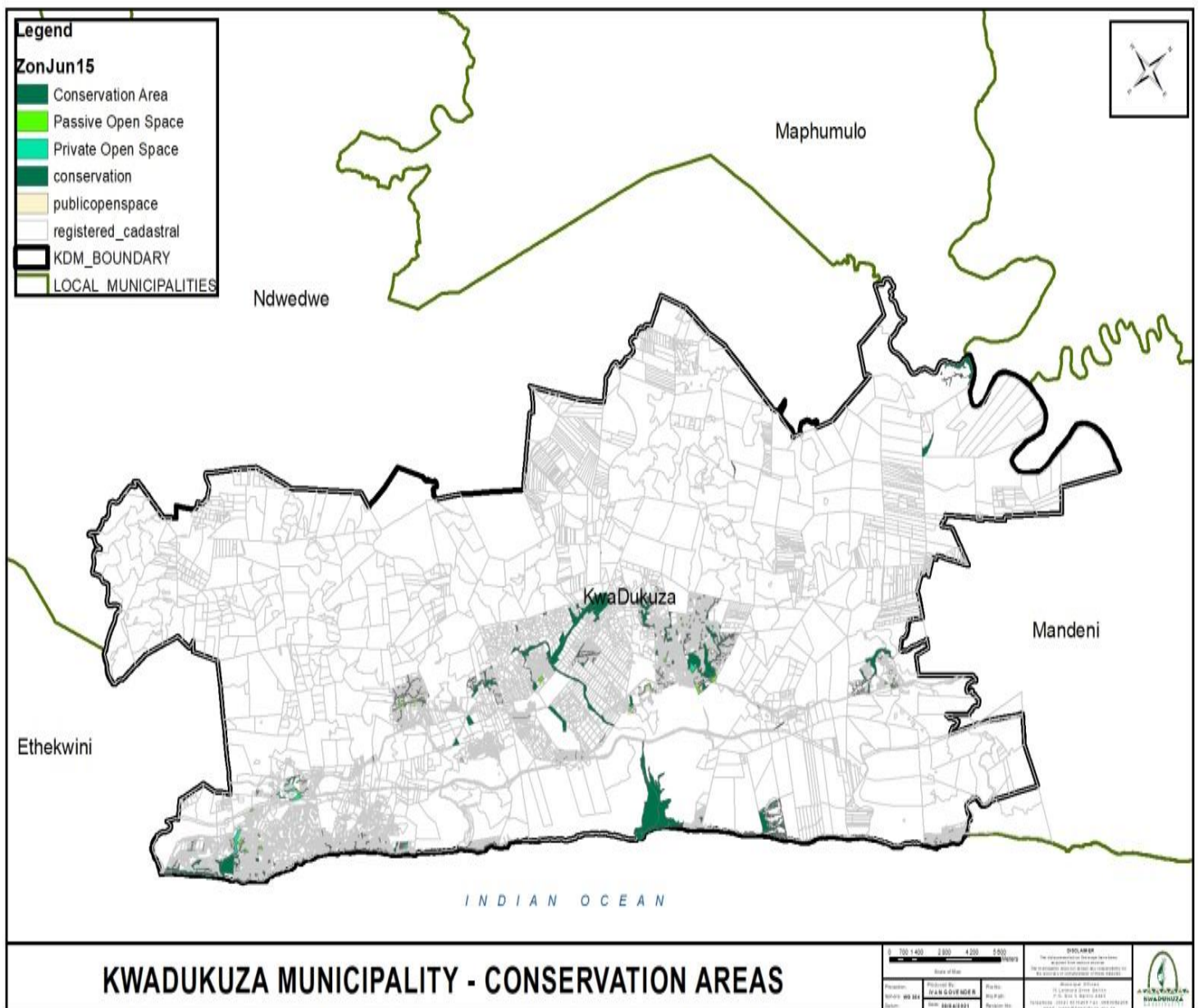
Estuary	Category	Size	Estuary Area (ha)	% area	Catchment Area (ha)	DWA Determination level and date	Reserve Management Plan	PES
uThongathi	Temporarily open estuary	M	155	17.5	40 864	Intermediate level RDM conducted 2007	Partial	E
uMhlali	Temporarily open estuary	L	134	15.1	24 939	-	N	C
Bob's Stream	Temporarily open estuary	S	3	0.3	309	-	N	C
Seteni	Temporarily open estuary	S	5	0.6	787	-	N	C
uMvoti	River mouth	L	230	26.0	273 887	-	N	D
uMdlotane	Temporarily open estuary	S	3	0.4	3 368	-	N	B
Nonoti	Temporarily open estuary	M	145	16.4	17 531	-	N	C
Zinkwazi	Temporarily open estuary	L	211	23.8	7 790	-	N	C/D

TABLE 22: ESTUARINE CATEGORY, DWA RESERVE DETERMINATION STATUS PRESENT ECOLOGICAL ESTUARIES WITHIN KWADUKUZA

CONSERVANCY AREAS

A number of conservancy areas exist within the KwaDukuza Local Municipality, including the Addington Conservancy; natural areas occurring between Rodger Stewart and Prince's Grant Golf Estate; Mbozambo wetland (created by Sappi) and Sibhudu caves zoning application made to be regarded as a Conservation site (MPT item_ 15008/23 MPT 19/2023).

FIGURE 31: CONSERVATION AREAS WITHIN KWADUKUZA MUNICIPALITY



AIR QUALITY

The National Environmental Management Act: Air Quality Act (AQA, Act No.39 of 2004) was enacted in 2005. The Act assigns the responsibility of air quality management to Metropolitan councils and District Municipalities. This responsibility includes the management sources of pollution and managing an average environmental or ambient concentration for a range of pollutants which affect human health. In order to achieve this the District municipalities should develop an Air Quality Management Plan (AQMP). The plan seeks to identify sources of air pollution generated in sectors such as residential, agricultural and industrial areas. KwaDukuza Municipality seeks to identify the main air pollution emitters within the different existing sectors working jointly with iLembe District Municipality with the aim of providing mitigation measures/solutions for such industries.

At present KwaDukuza has mapped out a detailed Green House Gas Emissions Inventory which was conducted in 2024 using the 2022 data set. An analysis of the main energy uses and sources of energy consumption within the municipal jurisdiction was performed and is the baseline year for the inventory. Due to limited resources, data constraints and KDLM's mandate, direct emissions from Agriculture, Forestry and Other Land-Use (AFOLU) and Industrial Processes and Product Use (IPPU) were not included. Data was collected for the activities that drive emissions for the stationary, transport and waste sectors; namely fossil fuel production, transport fuel consumption, waste and wastewater production and treatment. Detailed discussion is outlined within the environmental chapter under section 2.6.

CLIMATE CHANGE

Climate change continues to cause several challenges for KwaDukuza Municipality, linked to impacts such as increased temperatures, extreme weather conditions (flooding and drought), sea level rise and climate inconsistency. Following from the 21st session of the UNFCCC Conference of Parties (COP21) outcome: Paris Agreement and the Compact of Mayors, local governments are recognized as essential actors in fast tracking transformative action in the urban world, hence KwaDukuza Municipality is one of the first local municipality in South African who have declared their intent to comply to the Compact of Mayors which serves as a re-affirmation of our commitment in the fight against climate change. Moreover, to respond to climate challenges, KwaDukuza Municipality developed and adopted a Climate Change Response Strategy (CCRS) in July 2013. The strategy incorporates Climate Change Adaptation and Mitigation responses around four themes: Natural system; Built system; Socio-Economic system; and Governance.

Within iLembe District, KwaDukuza Municipality is one of two coastal local municipalities and coastal vulnerability index findings indicated that KwaDukuza Municipality has many high-risk areas (43%) such as KwaDukuza's coastline. This strategy continues to highlight climatic changes expected within KwaDukuza region through using the climate change scenario modelling assessment that considered impacts associated with five key climate variables (precipitation; potential evaporation; hydrological systems; agricultural systems; and human settlements) which are expected to change over time as a result of climate change. From present into the next 40 years or so, the projected increases in rainfall for the KwaDukuza area bode well from a water resources availability perspective and from that of potentially increased crop yields, especially in drier

years and in the drier months. On the negative side are possible increases in flooding and sediment yield as well as inundation of agricultural lands adjacent to rivers.

Hence, KwaDukuza Municipality built on the CCRS and developed mitigation strategies in collaboration with ICLEI Africa and partners since 2012 as part of the global initiative of Promoting Urban Low Emissions Development Strategies (Urban LEDS) in emerging economy countries and integrates this into municipal planning and delivery. Urban LEDS defines a pathway to transition a community to a low-emission, green and inclusive urban economy, through its integration into city development plans and processes.

GREENHOUSE GAS EMISSIONS INVENTORY

The emissions inventory for KwaDukuza Local Municipality has been compiled in alignment with an international standard for GHG inventories in cities, namely the Global Protocol for Community-scale Greenhouse Gas Emission Inventories (GPC): An Accounting and Reporting Standard for Cities (Greenhouse Gas Protocol, 2015). The Municipality has developed three emissions inventories to-date and the results of the three emissions inventories is summarized below in Table 16 as referenced in the report. The population in each inventory year is also given to compare the change in emissions with the growth in population.

Total emissions for KDM decreased between 2012 and 2014 but increased between 2014 and 2022. The emissions per capita follow the same trend, as do the stationary energy and transportation sectoral emissions. In the waste sector, emissions increased across both time periods. It should be noted that differences in the results of the three inventories may also arise from methodological and data availability differences.

Indicator	Total GHGs (tonnes CO ₂ e)				
	2012	2012-2014	2014	2014-2022	2022
Population	231 189	+ 10%	254 101	+ 28%	324 912
Total emissions	1 008 657	- 23%	772 048	+ 47%	1 136 414
Emissions per capita	4.4	- 30%	3.0	+ 15%	3.5
Stationary energy sector	778 322	- 32%	526 949	+ 55%	817 845
Transportation sector	220 652	- 13%	191 983	+ 10%	211 933
Waste sector	9 675	+ 449%	53 116	+ 101%	106 636

TABLE 23: SUMMARY OF KDM'S GHG EMISSIONS INVENTORY RESULTS FOR 2012, 2014 AND 2022

The total GHG emissions for KDM in 2022 were 1 136 414 tCO₂e. This is equivalent to 3.5 tCO₂e per capita, or 0.3% of South Africa's total emissions for 2022 (for the same sectors). The stationary energy sector was the largest emitting sector, responsible for 817 845 tCO₂e (72% of total emissions). This is followed by the transport sector which emitted 211 933 tCO₂e (19%), and finally the waste sector which emitted 106 636 tCO₂e (9%).

Emissions inventories must be produced consistently so that it can be used to track how emissions evolve over time and to identify future appropriate mitigation interventions and low-emission targets. Total emissions for

KDM decreased by 23% between 2012 and 2014 but increased by 47% between 2014 and 2022. The emissions per capita decreased by 30% between 2012 and 2014 but increased by 15% between 2014 and 2022. These results highlight the importance of low-emissions development pathways as a means to allow for economic and population growth while mitigating GHG emissions.

CLIMATE AND ENVIRONMENTAL REPORTING

For the past years, as part of Global Covenant of Mayors for Climate & Energy compliance (GCoM), cities (including KwaDukuza Municipality) have been obligated to report their climate commitments, actions and inventories on reporting platforms. From 2019, local and regional governments have started reporting climate action data through one unified reporting system for the first time. CDP-ICLEI unified reporting provides for data-driven decision-making, which guides to set informed emissions reduction targets and meet the requirements of the Paris Agreement. Leveraging data for making climate-smart decisions is crucial for city governments to enhance resilience and reduce emissions over the coming decades.

Simultaneously, cities committing to GCoM agree to advance climate action in three key areas: (a) reducing greenhouse gas emissions, (b) identifying – and adapting to – the risks associated with climate change, and (c) increasing access to clean and affordable energy. Likewise, as KwaDukuza implements its climate commitments, GCoM recognizes progress by a system of badges shared with the global community:

Mitigation		Inventory	Target	Plan
Badge				
Awarded as soon as		GHG baseline emissions inventory submitted and validated (including all mandatory criteria)	GHG emissions reduction/low emissions development target set and validated	Separate or integrated climate action plan for climate change mitigation submitted and validated
one of the steps (i.e.				
Inventory, Target, or Plan) is accomplished				
Adaptation Badge		Assessment	Goal	Plan
Awarded as soon as				
one of the steps (i.e.		Climate risk & vulnerability assessment (RVA) submitted and validated	Goal(s) for climate change adaptation goal(s) submitted and validated	Separate or integrated climate action plan for climate change adaptation submitted and validated
Assessment, Goal, or				
Plan) is accomplished				

Compliance Badge		The 'Compliance' badge is awarded to cities that have accomplished all steps under all three pillars: mitigation, adaptation, and access to energy*. They will keep the badge as long as they keep submitting progress monitoring reports within the required timeframe, validated for meeting GCoM requirements. *Please note: GCoM has not yet formalized the energy access pillar. Until its requirements have been adopted, full badge compliance is already achieved once all requirements under the mitigation and the adaptation pillars have been fulfilled.

FIGURE 24: GCOM COMPLIANCE BADGES

CDP analysed KwaDukuza's local government publicly reported data and provided the following feedback in relations to compliance achievements in 2024:

Badge	Phase	Compliance status	Improvement suggestions
Mitigation	Inventory	Compliant	
	Target	Compliant	
	Mitigation Plan	Compliant	
Adaptation	RVA	Compliant	
	Goal	Compliant	
	Adaptation plan	Compliant	
Energy access and poverty	Energy access/poverty assessment	Not compliant	[Question 4.1] The EAPP 'Assessment' badge requires you to report an energy poverty and access assessment considering sustainable, affordable, or secure energy, and provide evidence through a link, explanation, or attachment. You have not provided evidence through a link, explanation, or attachment.
	Energy target	Not compliant	[Question 7.1] The EAPP 'Target' badge requires that you report all details of your general target so that it can be evaluated. One or more mandatory data points (identified by "Λ" symbol) are missing/not compliant:

			-Metric used to measure target (Target shall be reported as a percentage (%) in relation to base year) -Base year -Metric value in base year -Target year (2030) -Metric value in target year [Question 7.1] The EAPP 'Target' badge requires that you report all details of your specific target so that it can be evaluated. One or more mandatory data points (identified by “^” symbol) are missing/not compliant: -Base year (different than reporting year) -Metric used to measure target ((Target shall be reported as a percentage (%) in relation to base year) -Metric value in base year -Target year -Metric value in target year
	Energy plan	Not compliant	[Question 9.1 & 9.2] The EAPP 'Plan' badge requires that you report the following aspects for your energy actions in question 9.1 or 9.2. One or more mandatory data points (identified by “^” symbol) are missing/not compliant: -Inclusion in climate action plan and/or jurisdiction development/master plan -Indication that the action contributes to the jurisdiction's energy access and energy poverty objectives -Select the related energy access and/or poverty indicator(s) for the actions, and indicate how they are impacted by the action (i.e. value increased or decreased)

TABLE 24: KWADUKUZA’S COMPLIANCE STATUS PER BADGE PILLAR

The table above highlights KwaDukuza’s compliance status per badge pillar and phase with the following results:

- **Compliant:** The report to this badge is compliant with the CRF requirement. GCoM regional covenants will award the badge at the beginning of 2025.
- **Not compliant:** The report is not compliant with the CRF requirement. You can use the question-specific feedback to identify improvement opportunities for the 2025 cycle.

ENVIRONMENTAL EDUCATION AND AWARENESS

The Municipality strives to be an environmentally sustainable municipality that anticipates and reduces its vulnerability to potential global and local environmental shocks. Furthermore, the environmental management function is to ensure that there is environmental sustainability within the municipality through providing administrative control, co-operation & liaison with other components within the municipality as well as with other external stakeholders. In the quest of achieving the 2030 municipal vision, the municipality recognises the importance of fostering partnerships and collaborations with local organisations who are in same field/ space to enable proactive service delivery. In addition, raising environmental awareness within KwaDukuza community forms a crucial responsibility of environmental management unit and this is achieved through the implementation of various environmental education and awareness programmes throughout the year focusing on the following environmental issues:

- Annual education events such as Open Street
- Wetlands and biodiversity
- Career expo
- Exhibitions
- Cleanups
- Climate change and weather
- Marine ecosystems
- Riverine management
- Marine Safety

KwaDukuza Municipality commemorates all the South African Environmental Calendar Days to promote environmental awareness and education, the municipality has prioritized a school based environmental education programme by supporting the eco-schools and Schools Environmental Education Programme (SEEP) in partnership with the Department of Economic Development, Tourism and Environmental Affairs. In addition, community based environmental awareness programmes are conducted through the municipality's environmental management forum members from the 30 wards within the municipality.

SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

KwaDukuza Local Municipality's Low Carbon and Environmental Management Journey 2013- to date.

Staff capacity has increased within the Environmental Management unit:

- 2x Senior Environmental Officers
- 1x Climate Change Officer
- 1x Environmental Management Intern
- Technical Champion for Climate Change (Executive Director: Economic Development & Planning)
- ACTIVE MEMBER OF CENTRAL KZN CLIMATE CHANGE COMPACT (CKZNCCC)
- ACTIVE MEMBER OF ICLEI LOCAL GOVERNMENT FOR SUSTAINABILITY
- ACTIVE MEMBER OF GLOBAL COVENANT OF MAYORS FOR CLIMATE & ENERGY
- Institutionalisation Of Climate Change Within Line Functions:

SCM POLICY REVIEWED TO INCLUDE GREEN PROCUREMENT

Development Control: Standard condition in the Record of Decision (RoD) stating that the Developer must adhere to the adopted KwaDukuza Green Building Guidelines (GBG) and must submit a report to the municipality detailing how they have incorporated the GBG during implementation.

Electrical Services: Energy Master Plan was reviewed to incorporate Energy Efficiency chapter and ensuring that all new streets lights are energy efficient.

STATUS OF SECTOR PLANS FOR ENVIRONMENTAL MANAGEMENT

TABLE 25: SECTOR PLANS STATUS

SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	STATUS QUO
KwaDukuza Municipality Strategic Environmental Assessment (SEA)	Yes	Yes	KwaDukuza Municipality identified the need for a SEA in order to assess the environmental implications of the KwaDukuza IDP, to determine the ability of the environment to sustain the development currently taking place in the Municipality and to identify the environmental opportunities and constraints within the Municipality. The SEA has been reviewed in conjunction with the SDF review.
KwaDukuza Coastal Management Plan (CMP)	Yes	Yes 2011	As prescribed in the Integrated Coastal Management Act, No 24 of 2008 (ICM Act) KwaDukuza Municipality became the first municipality in the country to comply with the requirements which were; the development and adoption of a Coastal Management Programme (CMP). The second phase of the CPM was the development of the Coastal Development Management Tool. This tool will act as a guide for the Municipality and for stakeholders to determine and implement certain coastal planning with specific zoning, associated land use, setback lines and development controls, the inclusion of the Development Management Tool has acknowledged the change in the NEMA Environmental Impact Assessment 2014 regulations, but has also allowed leverage for future amendments. This is awaiting adoption by KwaDukuza and the final leg of public/stakeholder engagements to have the document finally complete.

KwaDukuza Climate Change Response Change (CCRS)	Yes	Yes 2013	In line with Climate Change COP17 conference held in Durban in 2011, KwaDukuza Municipality undertook to make its commitment in fighting the impacts of climate change bearing in mind that as a growing municipality under immense development pressure; KwaDukuza must aim at creating a climate-resilient and low-carbon economy and society by building resilience to the effects of climate Change through the reduction of greenhouse gases.
KwaDukuza Urban Low Emissions Development Strategic Framework and Action Plan (Urban LEDS)	Yes	Yes 2016	The Urban Low Emissions Development Strategy (Urban LEDS) builds from the CCRS strengthening it with strategic vision statement linked with the IDP. The main objective of the Urban LEDS is to enhance the transition to low-emission urban development in municipalities in emerging economy countries. KwaDukuza Low Emissions Development Strategic Framework and Action Plan was adopted in 2016. The action Plan will feed into the municipal IDP, SDBIP, and Departmental performance management system. The Urban LEDS was fully funded by European Union through ICLEI Africa. The strategic framework and action plan is currently being reviewed.

SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	STATUS QUO
KwaDukuza Biodiversity and Open Space Management Plan (BOSMaP)	Yes	Yes 2013	The plan is done by identifying, mapping and classifying untransformed land in the municipality at a fine scale. This plan is an element of the Municipality's IDP and located at a level between the SDF and LUMS. The plan assists the municipality in classifying and managing areas important for biodiversity conservation and provision of ecosystem services. This plan is a decision-making tool that informs the decisions regarding development and conservation in KwaDukuza Municipality.

KwaDukuza Greenhouse Gas Inventory (GHGI)	Yes	Yes 2024	Greenhouse Gas (GHG) Inventory 2024 provides an account of greenhouse gases emitted to the atmosphere. The KwaDukuza's third GHG Inventory is compliant with the international accounting protocols, techniques and methodologies listed in the Global Protocol for Community- Scale Greenhouse Gas Emissions (GPC). Data sources, assumptions and gaps are outlined within the detailed report in Greenhouse Gas Inventory Methodology- Data sources section.
Green Building Guidelines for KwaDukuza	Yes	Yes 2015	The aim of this document is to provide an easy-to-use reference document for the municipality and building professional and users. It is not intended to be exhaustive, but rather address the key issues generating the most widespread benefits in terms of operating costs, user amenity and the environment. Ultimately, this set of Green Building Guidelines is one of the tools needed and available to achieve better buildings and better spaces for people to live, work and play- to restore and enhance our environment, our people and our economy.

PERTAINING MORE INFORMATION ON THE ABOVE POLICIES AND PLANS, SEE ANNEXURE 4 - KDM ENVIRONMENTAL PLANS

ENVIRONMENTAL MANAGEMENT SWOT ANALYSIS

TABLE 26: ENVIRONMENTAL MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• “Green” wedges separate the towns and maintain environmental integrity. • BOSMaP, CCRS, EMF, draft CMP and GHGI are used for the management of environmental assets. • Cooperative governance between spheres of government. • Environmental plans/programmes are mainstreamed into the spatial planning tools such as the SDF.	• The schematic edges of potential future development do not appear to be well aligned with existing development areas or with river/ flood line/ service catchment demarcations. • Inadequate financial resources to speedily implement recommendations of environmental sector plans. • Few remaining natural areas. • Non-management of sensitive natural assets.
OPPORTUNITIES	THREATS
• Urban Low Emission Development Strategy. • Preserve sense of place. • Stable climate. • Unexploited heritage market. • Increase the number of protected areas. • Green Building Guidelines Policy. • KwaDukuza Climate Risk & Vulnerability Assessment. • Disaster management planning, rehabilitation of natural defense mechanisms.	• Greenhouse Gas Emissions, Climate change. • Biodiversity loss and in invasive alien species. • Waste management and effluent into water resources. • Loss of natural assets such as coastal dunes, natural grassland and sugar cane, to development. • Changes in Habitat and vegetation destruction. • Development and pressures may promote environmental degradation if not properly facilitated, • Wetlands Degradation. • Illegal sand mining activities and environmental non-compliances. • Sea level rise

3. DISASTER MANAGEMENT

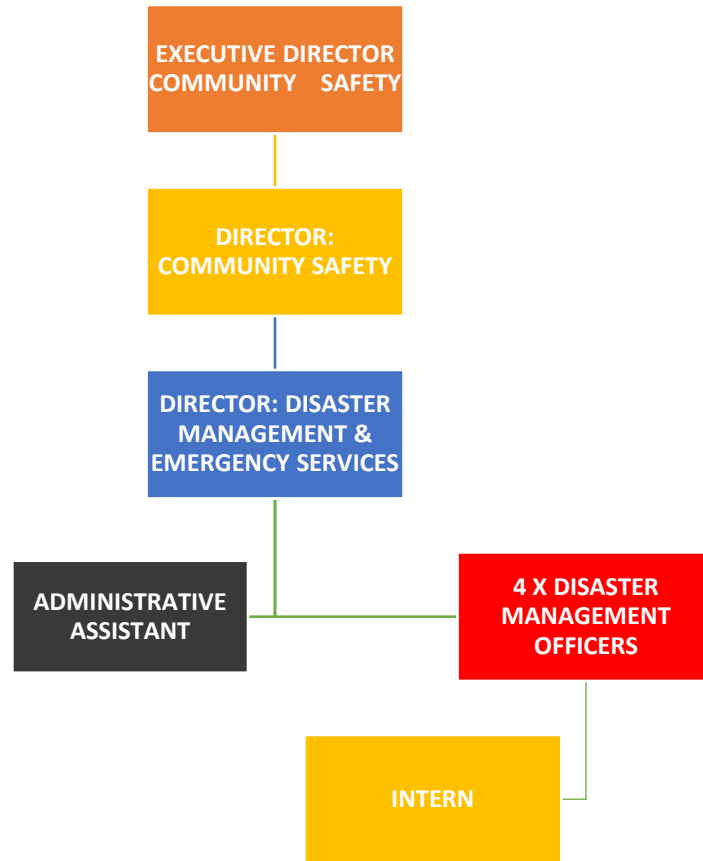
The KwaDukuza Local Municipality is primarily responsible for the implementation of the Disaster Management Act, 2002 (Act 57 of 2002) within its area of jurisdiction, with a specific focus on ensuring effective and focused disaster risk reduction planning. The outcomes of a comprehensive disaster risk assessment can ensure that all developmental initiatives as well as contingency planning and practice of the municipality are informed by accurate knowledge of disaster risk, enabling various stakeholders to contribute to the reduction of disaster risk within the KwaDukuza Local Municipality.

MUNICIPAL LEGISLATIVE MANDATE (DISASTER MANAGEMENT, FIRE & RESCUE SERVICES)

- Constitution of the Republic of South Africa Act 108 of 1996
- Municipal Systems Act (Act No. 32 of 2000)
- The National Disaster Management Framework (Notice 57 of 2005)
- Disaster Management Act (Act No. 57 of 2002)
- Disaster Management Amendment Act (Act No. 16 of 2015)
- Municipal Structures Act (Act 117 of 1998)
- Fire Brigade Services Act 99 of 1987
- National Veld and Forest Act 101 of 1998

INSTITUTIONAL CAPACITY FOR DISASTER MANAGEMENT AND FIRE EMERGENCY SERVICES

KwaDukuza Local Municipality has established a functional Disaster Management Unit. To ensure an effective implementation of the Disaster Management Act, KwaDukuza Local Municipality has also allocated physical and financial resources to make sure that there is an effective smooth running of the Disaster Management Unit.



FIGUR 33: KWADUKUZA DISASTER MANAGEMENT UNIT ORANOGRAM

INSTITUTIONAL MEASURES	REMARKS
Disaster Management Centre	Has not been established but a benchmarking exercise to establish a fully functional disaster management centre has been initiated.
Human Resources (Personnel)	1 x Director, 1 x Administrative assistant, 4 x Disaster Management Officers and 1 x Disaster Intern. As per approved staff establishment, there are vacant positions of 1 x Senior officer: operations and 1 x Disaster Manager. Critical posts
Physical Resources (vehicles and storage containers)	2 x vehicles are available, but specialized (4x4) vehicles are required to be driven on rural terrain. 3 x storage containers for immediate relief items such as (food parcels, sponges, blankets, cosmetic packs and plastic sheeting)
Disaster Management Framework Policy	Draft available and aligned to District, Provincial and National Frameworks, policy-making process needs to be initiated so it can be approved by Council.

Disaster Management Plan	Adopted by Council in 2016. Funding to review the disaster management plan has been secured.
Disaster Management Advisory Forum	It is fully functional and meets on a quarterly basis

TABLE 27: INSTITUTIONAL MEASURES**DISASTER MANAGEMENT PLAN**

Section 53 of the Disaster Management Act (Act No. 57 of 2002) states that each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area. The KwaDukuza Disaster Management Plan was developed and adopted by the Council in May 2016. The plan is overdue for review to ensure that it is still relevant and suitable for the disaster management needs of KwaDukuza Local Municipality. During the 202 financial year, the KwaDukuza Disaster Management Unit secured funding to outsource the reviewing of the disaster management plan by a service provider. In the 2024-2025 financial year, the KwaDukuza Disaster Management Unit plans to review and update the Disaster Management Plan.

DISASTER RISK MANAGEMENT SECTOR PLAN

- Forms an integral part of the Municipal's IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives
- Anticipates the likely types of disasters that might occur in the Municipal's area and their possible effects
- Identify the communities at risk
- Provides for appropriate prevention, risk reduction and mitigation strategies
- Identify and address weaknesses in capacity to deal with possible disasters
- Facilitate maximum emergency preparedness

TOP LIST OF RISKS (HAZARDS)

Risk priorities have been allocated a numerical value from one to ten (with ten being the highest); these risks have been identified through incident data from the past five years. The disaster risk assessment was reviewed through a desktop exercise.

TABLE 28: TOP LIST OF HAZARDOUS RISKS

Hazard		
	Relative Risk	Relative Risk Priority
Heavy Rainfall	10	Extreme
Flooding	9	High
Structural Fires	8	High
Strong Winds	6	Medium
Lightning	5	Moderate
Structural Collapse	5	Moderate
Veld Fires	3	Low

FIRE AND EMERGENCY SERVICES

Fire & Emergency Services Comprises Of Three Divisions, Namely:

- **RE ACTIVE SERVICES**

Operations

- **PRO ACTIVE SERVICES**

Fire Prevention

Public Education, Information & Training

EMERGENCY CALL CENTRE

Call receiving and despatching of resources

FIRE PREVENTION ACTIVITIES:

Robust Fire Prevention activities were conducted to ensure safety of citizens and enforcement measures were affected by officials who were seconded to Fire Prevention. Two hundred and sixty-eight (268) Building Plans were processed by the Fire Prevention team with fifty-eight (58) premises being inspected for compliance with the National Building Regulations and Building Standards Act and relevant National Standards.

FIRE SAFETY PROGRAM:

14 Wards visited for Fire Safety Awareness Talks (school visits and special programs). The department was also involved in the Child Protection Campaign which was coordinated by Department of Education and iLembe District Municipality.

TABLE 29 : PROJECTS FOR THE 2024/25 FINANCIAL YEAR (FIRE AND EMERGENCY)

PROJECT	BUDGET 2024/2025
Battery Operated Telescopic Lucas Extension Ram with spare Lithium Battery & 12Volt Charger (Jaws Of Live)	R300 000
Emergency Equipment	R150 000
Fire Station Bay Doors to accommodate new fire engine (Ballito)	R300 000
6M Shipping Container (Fire Prevention & Emergency Control Room)	R150 000
Upgrade of Glendale Repeater Site	R250 000
Renovation of Change Room & Showers at Fire Stations	R150 000
Car Ports – (House New Fleet)	R150 000
Signage – KwaDukuza Fire Station	R150 000
Emergency Lights & Siren (For New Vehicles)	R120 000
2 x Weber Charging Tables for Weber Rescue Tools	R200 000
Total	R1 920 000.00

FIGURE 34: HAZARDS AND THEIR HOTSPOTS IN KWADUKUZA MUNICIPALITY

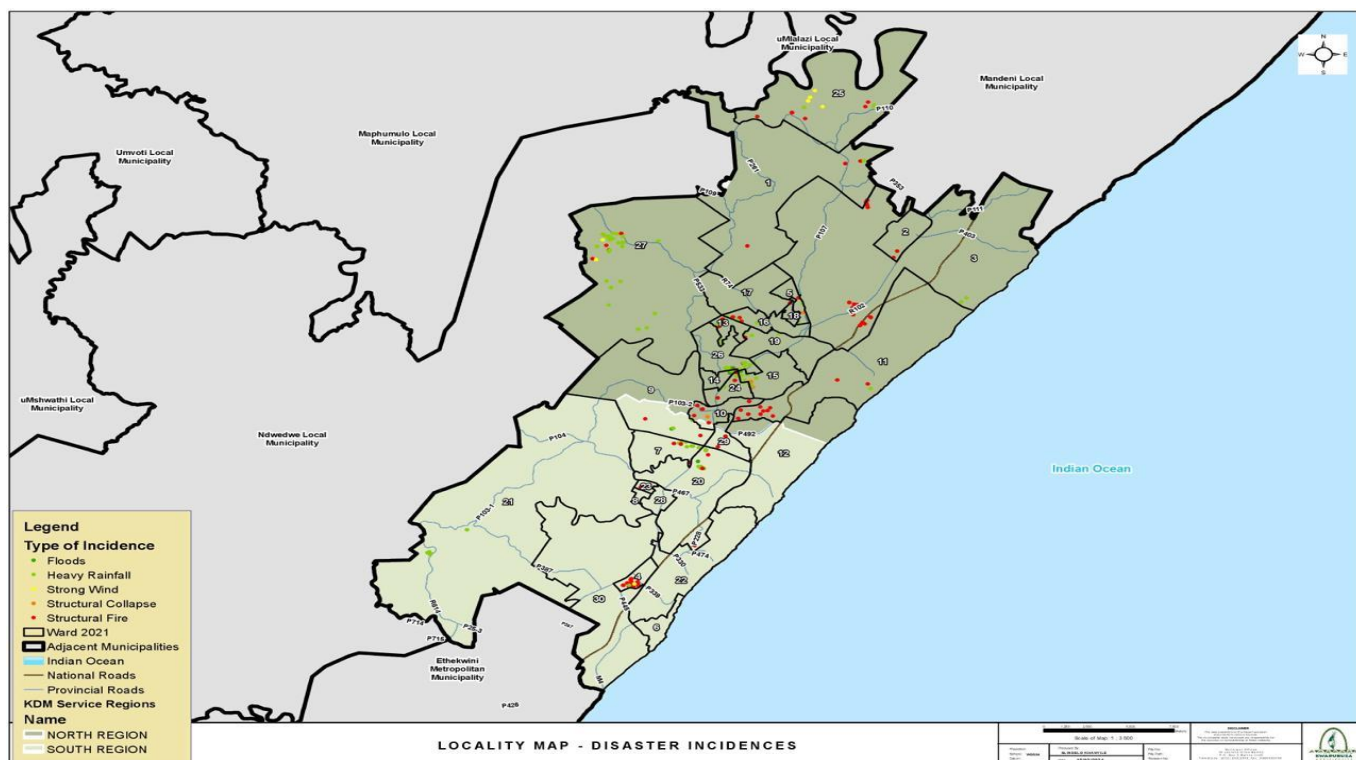
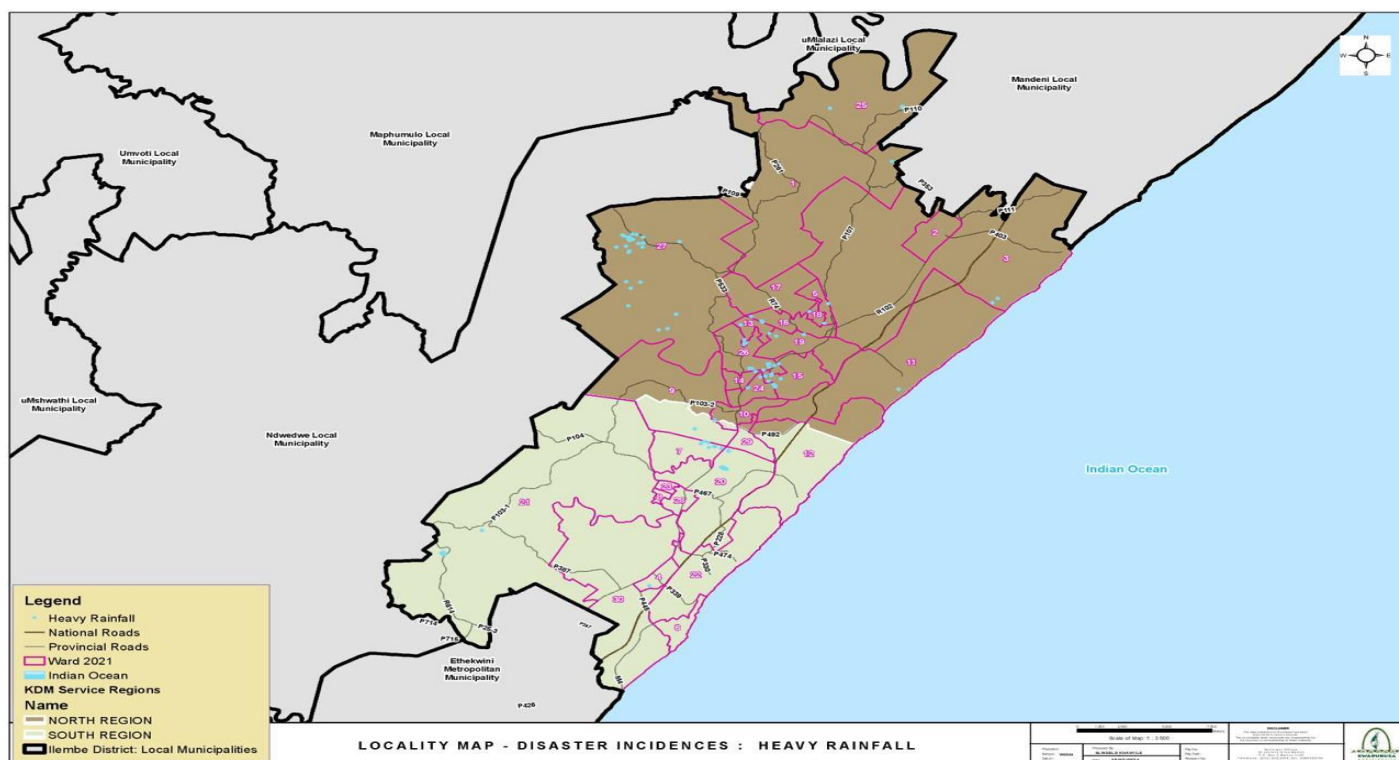


FIGURE 35: DISTRIBUTION OF HEAVY RAINFALL IN KWADUKUZA MUNICIPALITY



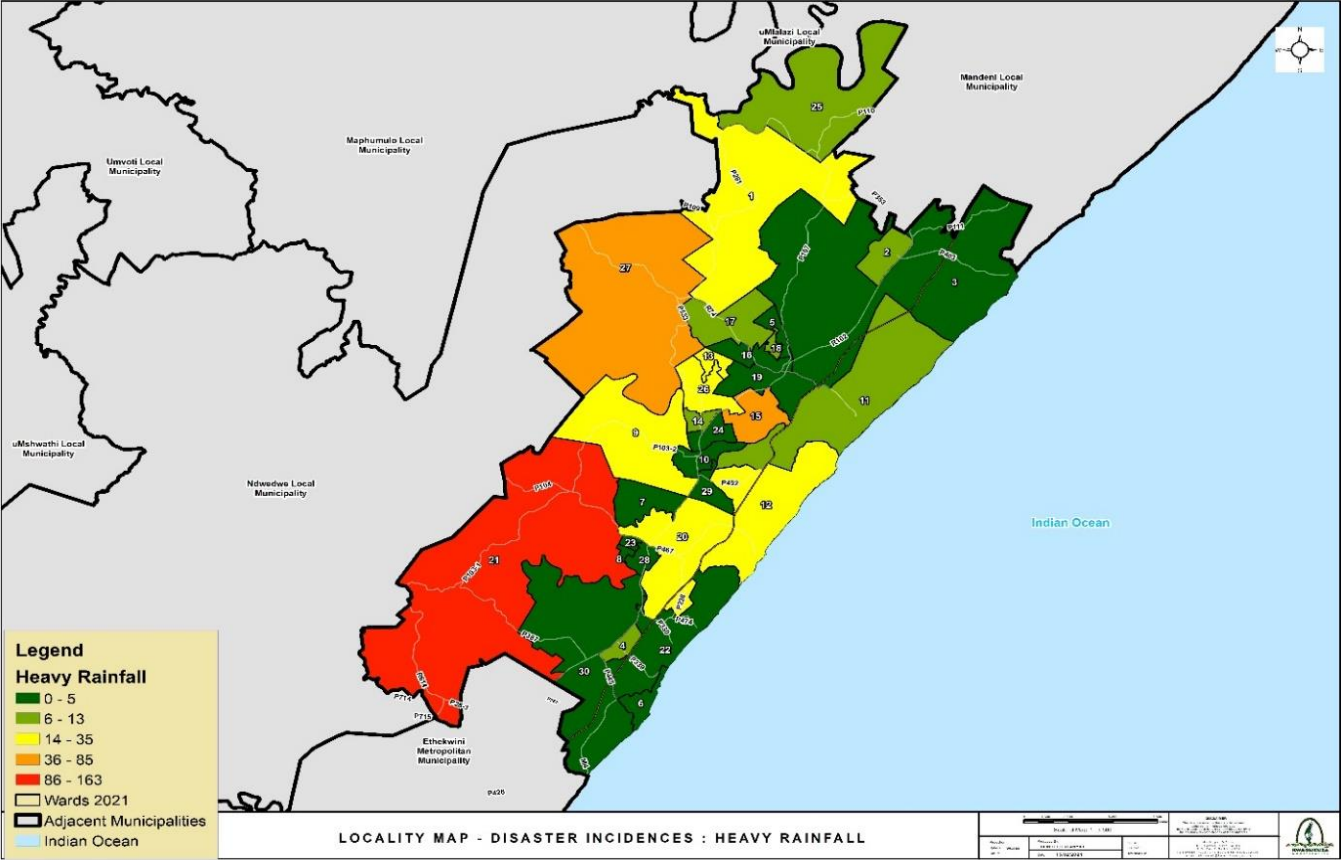


FIGURE 36: DISTRIBUTION OF FLOODING IN KWADUKUZA MUNICIPALITY

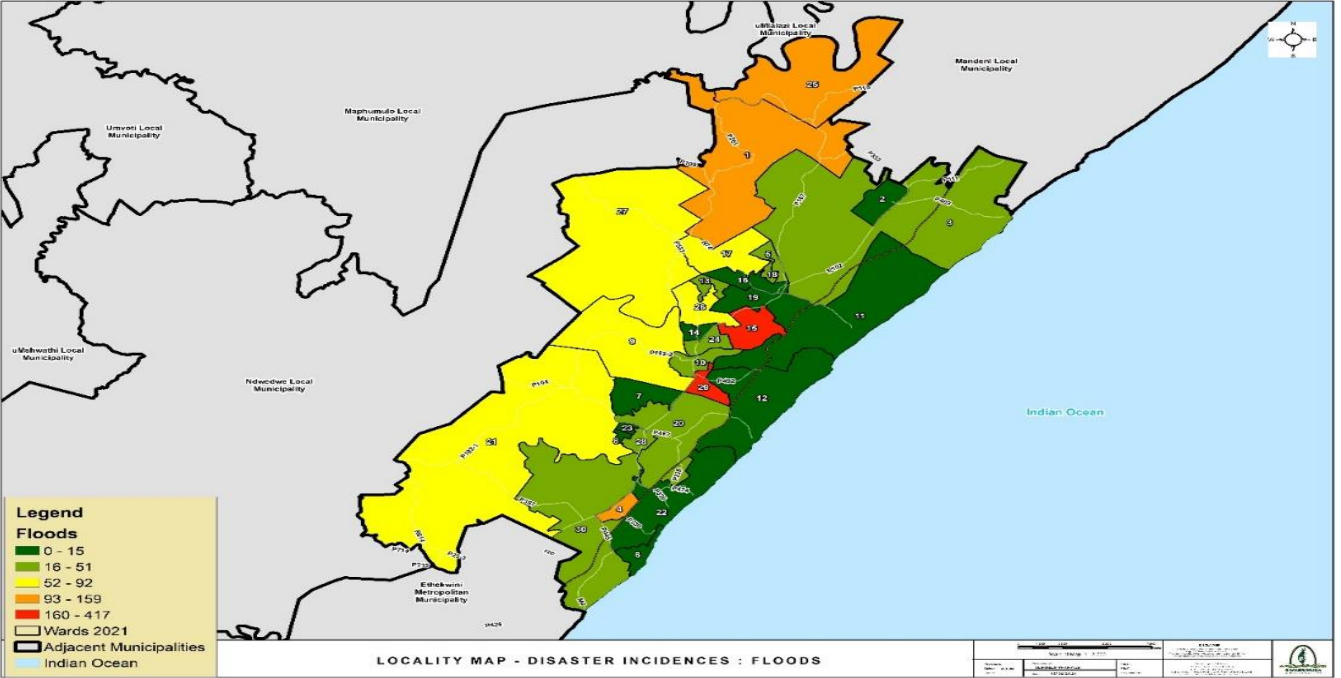
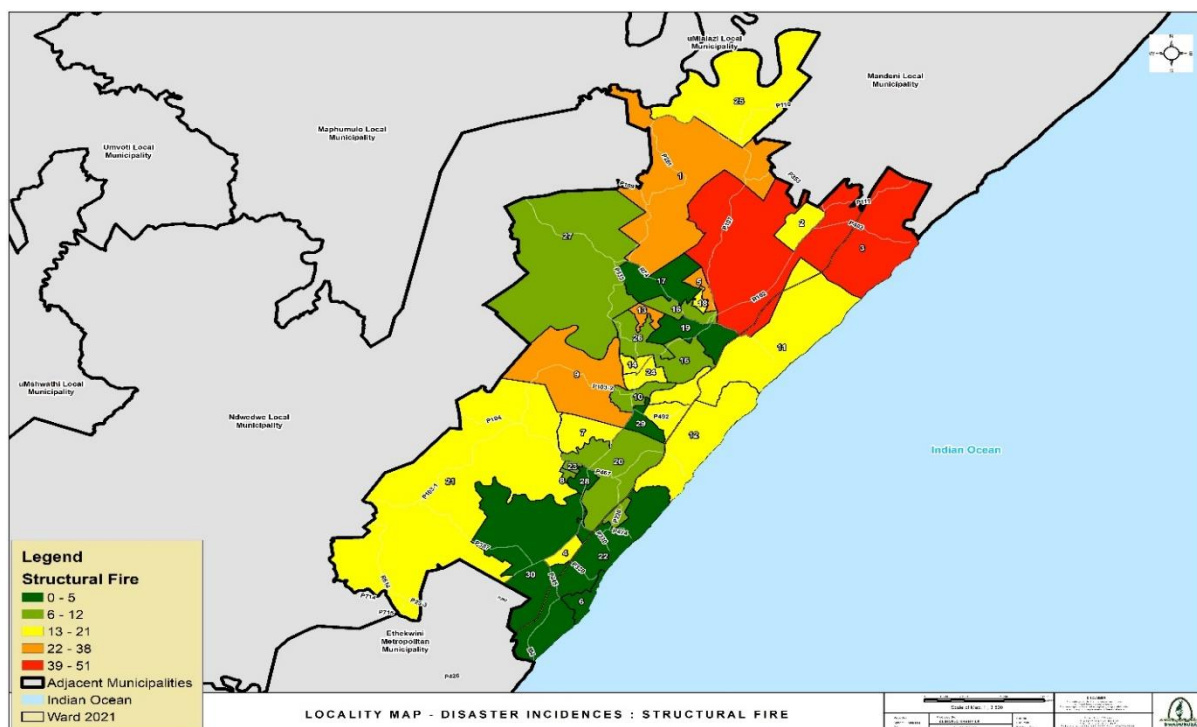
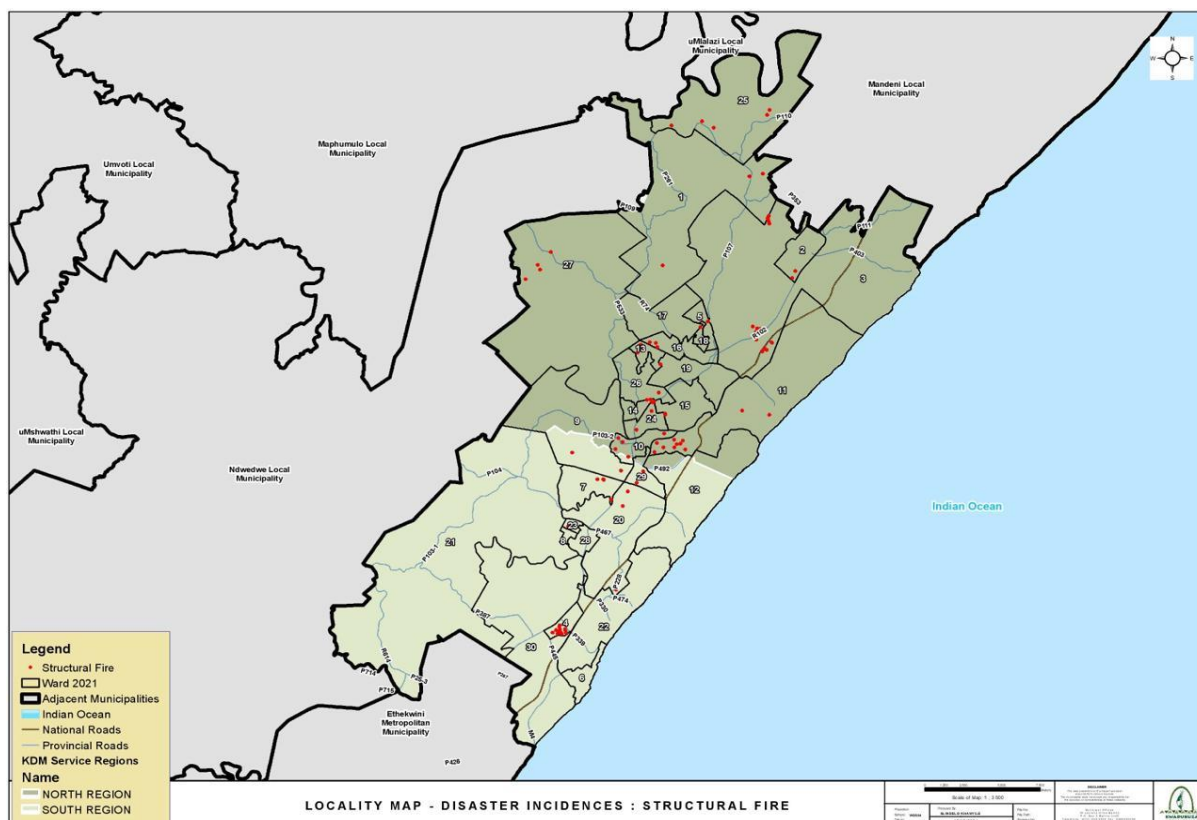


FIGURE 37: DISTRIBUTION OF STRUCTURAL FIRES IN KWADUKUZA MUNICIPALITY



IDENTIFIED HAZARDS AND DISASTER RISK REDUCTION STRATEGIES

WARD	HAZARD	AREA/ INFRASTRUCTURE	MITIGATION MEASURES/ INTERVENTION
1	Heavy Rainfall	- Sakhamkhanya Area - KwaMlilo Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions.
	Strong Winds	Sakhamkhanya Area	- Issuing early weather warnings - Implementation of community awareness programmes in partnership with relevant stakeholders. - Planting of crops that are resistant to winds - Usage of local indigenous knowledge. - Initiating a Parks & Gardens Standby Team
3	Heavy Rainfall	- Nonoti Area - Nyathikazi Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions - Implementation of community awareness programmes in partnership with KDM Fire & Emergency Services Unit - Optimal utilization of all existing structures and Ward-based forum in all interventions
	Structural Fire	New Guilderland Area	
4	Heavy Rainfall	Shakashead Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions
5	Heavy Rainfall	Lindelani Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures

		Doesberg Bridge	- Evacuation of community members living within the floodplain - Optimal utilization of all existing structures and Ward-based forum in all interventions - Initiating Civil Engineering Standby team
7	Structural Fire	- Etete Area - Stone City Area	- Implementation of community awareness programmes in partnership with KDM Fire & Emergency Services Unit - Optimal utilization of all existing structures and Ward-based forum in all interventions
9	Heavy Rainfall	- Mnyundwini Area - Hangoes Area - Cranbrook Road	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions - Initiating Civil Engineering Standby team
	Lightning		- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures
	Heavy Rainfall	- Mgigimbe Area - Hangoes Area	- Usage of local indigenous knowledge. - Installation of lightning conductors - Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions - Evacuation of community members living within the floodplain - Initiating Civil Engineering Standby team
10		- Glebe Area - Groutville Area - Malende Area - Malende Bridge	
11	Structural Fire	- Njekane Area - Etsheni Area	- Implementation of community awareness programmes in partnership with KDM Fire & Emergency Services Unit - Optimal utilization of all existing structures and Ward-based forum in all interventions
13	Heavy Rainfall	- Glenhills Area - Lot 14 Area	Issuing early weather warnings

		• Murugan Road • Glenhills Drive • Virgo's Close • Steve Biko Road • Happy Valley Area	• Ongoing community awareness campaigns that focus on safety precautions and measures • Initiating Civil Engineering Standby team • Optimal utilization of all existing structures and Ward-based forum in all interventions
	Structural Fire	• Training Centre / Empongomponweni Area • Shayamoya Area	• Implementation of community awareness programmes in partnership with KDM Fire & Emergency Services Unit • Optimal utilization of all existing structures and Ward-based forum in all interventions
15	Heavy Rainfall	• Chris Hani Area • Equba Area	• Issuing early weather warnings • Ongoing community awareness campaigns that focus on safety precautions and measures • Optimal utilization of all existing structures and Ward-based forum in all interventions • Initiating Civil Engineering Standby team
16	Heavy Rainfall	• Nyoniyamanzi Area • Kenya Area •	• Issuing early weather warnings • Ongoing community awareness campaigns that focus on safety precautions and measures • Optimal utilization of all existing structures and Ward-based forum in all interventions • Initiating Civil Engineering Standby team
17	Heavy Rainfall	• Stanger Manor Area • Warrenton Road • Ebrahim Drive	• Issuing early weather warnings • Ongoing community awareness campaigns that focus on safety precautions and measures • Optimal utilization of all existing structures and Ward-based forum in all interventions • Initiating Civil Engineering Standby team
19	Heavy Rainfall	• KwaDukuza CBD • Balcomb Street • Haysom Rd • Van Der Wagen Drive	• Issuing early weather warnings • Ongoing community awareness campaigns that focus on safety precautions and measures • Optimal utilization of all existing structures and Ward-based forum in all interventions • Initiating Civil Engineering Standby team

		Chief Albert Luthuli Street	
20	Heavy Rainfall	- Ezikhafukwe Area - Snyman Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions
21	Heavy Rainfall	- Driefontein Area - Sinqobile Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions
24	Heavy Rainfall	- Melville Area - KwaMoya Area - KwaMbambo Area - Emphithiza Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions - Initiating Civil Engineering Standby team
25	Heavy Rainfall	- Doringkop Area - San-Soucis Area - Sokesimbone Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions
26	Heavy Rainfall	- Eynsimbini Area - Dumbamehlo Area - Ediphini Bridge	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions - Evacuation of community members living within the floodplain - Initiating Civil Engineering Standby team
27	Heavy Rainfall	- Madundube Area - Bhobhoni Area - KwaNyongo Area	- Issuing early weather warnings - Ongoing community awareness campaigns that focus on safety precautions and measures - Optimal utilization of all existing structures and Ward-based forum in all interventions

TABLE 30: IDENTIFIED HAZARDS AND DISASTER RISK REDUCTION STRATEGIES

DISASTER MANAGEMENT AND FIRE SERVICES CHALLENGES IN LINE WITH SWOT ANALYSIS AND RECOMMENDATIONS

TABLE 31: DISASTER MANAGEMENT AND FIRE CHALLENGES AND RECOMMENDATIONS

CHALLENGES FOR DISASTER MANAGEMENT	RECOMMENDATIONS	CHALLENGES FOR FIRE SERVICES	RECOMMENDATIONS
Lack of disaster management centre	Construction of functional Disaster Management Centre	Appointment of incompetent service providers	Fire and Emergency services specific service provider
Lack of disaster management budget	Establishing Disaster funding arrangements in a manner that ensures that disaster risk management activities are funded adequately and in a sustainable way.	Lack of Manpower and Resources	Allocation of human and physical resources for Emergency Control in Line with recommended Standards for efficient service delivery.
Lack of integrated response by municipal business units during disaster incidents	Training and capacity building workshops for the different disaster management stakeholders	Turn-around time for the repair of emergency fleet	Prioritizing Emergency fleet and outlining estimated turn-around for in-house repairs
Lack of Manpower and Resources	Appointment of disaster management personnel to carry out disaster risk management duties and allocation of resources	Lack of Technical tools in Control Centre	Risk assessment be conducted for Technical tools and resource capability suitable for Emergency Control Centre

DISASTER MANAGEMENT AND FIRE SERVICES SWOT ANALYSIS

TABLE 32: DISASTER MANAGEMENT AND FIRE SERVICES SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Good institutional arrangements • Integration of disaster risk management issues with other municipal programmes • Sharing of best disaster management practices with other stakeholders such as other local municipalities, the district disaster management centre and the provincial disaster management centre • Establishment of ward-based consultative forum • Establishing Fire Prevention Section to do the enforcement of Bylaws in respect of premises storing flammable liquids and substances	• Disaster Management Centre has not been established • Disaster Management Plan is outdated • Insufficient physical resources to provide effective service delivery • Lack of manpower • Lack of integrated response by municipal business units during disaster incidents • Disaster Management Unit has no budget allocated, only relies on equitable share, which is utilized for relief.
OPPORTUNITIES	THREATS
• Establishment of a functional disaster management centre • Reviewing of disaster risk management plans • Capacity building programmes for disaster management stakeholders • Appointment of Chief Fire Officer • Raise charges for Fire Safety Compliance Inspections • Raise charges for all events as a measure of cost-recovery exercise	• Lack of cooperation from other sectors. • Climate change impact. • Lack of budgeting for disaster management • Recommended Maintenance Standards not being conformed with and disposal thereof • Inadequate budget to repair Emergency and none Emergency fleet

4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Corporate Services is a Business Unit which champions the municipal transformation and institutional development through structured initiatives and avenues that are facilitated for the respective internal user business units as well as community stakeholders. Corporate Services is headed by an Executive Directive made up of three departments/directorates vi-a-vis: ICT, HR and Administration/Council/Property Management with each department is headed by a Director. Corporate Services Business Unit has for every five years been reviewing its long-term strategic programme of action seeking to realize the strategic mandate and priorities of Council. The aim of KwaDukuza Municipality's Institutional Development Transformation Programme is to change the institutional arrangements, processes, managerial practices, corporate culture and developing a renewed cadre of local government. The ultimate aim of all of this is the enhancement of organizational performance and service delivery.

INSTITUTIONAL ARRANGEMENTS

HUMAN RESOURCES

KwaDukuza Municipality has a Council approved **Human Resources Management and Development Strategy and its Implementation Plan**. The plan was last reviewed and adopted by Council in June 2016 (a copy of the plan is attached as an **ANNEXURE 6: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS** hereto for ease of reference. The Human Resource Strategy and implementation Plans are currently in review and will be finalised during the course 2025 in line with the finalization and adoption of the 2022/26 organogram.

Both the HR strategy and it's implementation plan will continue to be aligned to the long-term plans of the Municipality which are further listed hereunder. The planned goal and objective of the strategy is to build and strengthen the administrative and institutional capability of the Municipality by implementing the goals listed herein-below:

- **Goal One:** Promote and enhance our competitive total rewards package to recruit and retain top talent.
- **Goal Two:** Support the talent development of our employees through professional development, career development, and improved performance management.
- **Goal Three:** Promote the achievement of work-life balance and wellness in our employees:
- **Goal Four:** Deliver services, programs, and communications which are highly valued by our prospective employees, current employees, and retirees.
- **Goal Five:** Foster a diverse and inclusive municipality with a positive work environment.
- **Goal Six:** Compete for top talent with effective recruitment strategies and efficient recruitment processes.

In summing up, the diverse facets or aspects of the Human Resources Strategy find expression in the daily operations of the HR Department which ultimately get accounted for at the local public administration portfolio committee on a monthly basis.

MUNICIPAL POWERS AND FUNCTIONS

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, contains provides that the objects of local government vests the powers and functions in a local municipality. Municipal transformation and institutional development relate to essential and important change pertaining to the way that municipalities perform their functions, allocation of resources and institutional strategies whose implementation is geared to ensure best results with regards to service delivery to the communities. It is common because that transformation and institutional development are seen to take place at the point when the following is addressed as part of the Municipality's strategic planning and direction.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

In line with the above described functions and powers in a local community, the following are the powers and functions assigned to KwaDukuza Municipality.

TABLE 33: MUNICIPAL POWERS AND FUNCTIONS

ILEMBE DISTRICT MUNICIPALITY AND LOCAL MUNICIPALITIES			
DISTRICT FUNCTIONS	MUNICIPAL FUNCTIONS	SHARED FUNCTIONS DISTRICT AND LOCAL	LOCAL MUNICIPAL FUNCTIONS
• Potable Water Supply • Sanitation Services • Municipal Health Services • Regional Airport • Environmental Health Services		• Fire Fighting services • Local Tourism • Municipal Airports • Municipal Planning • Municipal Public Transport • Funeral Parlours • Municipal Abattoirs	• Air Pollution • Building regulations (National Building Regulations) • Child Care Facilities • Pontoons, Ferries, Jetties, Piers and Harbours • Storm Water Management System In Built up areas • Trading regulations and Liquor • Beaches and Amusement Facilities • Billboards and the Display of advertisement in Public places • Cleaning • Control of Public Nuisances

		• Facilities for the Accommodation, Care and Burial of Animals • Fencing and Fences • Licensing of Dogs • Local amenities • Local Sport Facilities • Municipal Parks and Recreation • Noise Pollution • Pounds • Municipal Roads • Public Places • Street Trading • Street Lighting • Electricity distribution /reticulation, • Municipal Planning • Local Tourism • Traffic and Parking • Refuse Removal, Refuse Disposal and Solid Waste • Cemeteries and Crematoria. • Fire Fighting Services

EMPLOYMENT EQUITY PLAN

KwaDukuza Municipality currently has a Council adopted Employment Equity Plan per Term of Office. The Municipality has commenced A review plan per financial year in currently in place. Its review will be done in line with this current Council term of Office and comes in as part of the alignment with the IDP processes. What has been taking place all long is reviewing it annually and reporting on the progress to the department of Labour electronically on its progress and every January of each year. A copy of the plan is attached as an ***ANNEXURE 6: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS*** herewith for ease of reference. In order to achieve equity within the context of KwaDukuza Municipality, affirmative action shall be defined as implementing immediate positive remedial actions, programmes and procedures to address both historical and existing inequalities and imbalances in the work place within the present staff profile.

The objectives of Employment Equity Act as stated in section 2 of the Act are to achieve equity in the workplace by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination;
- Implementing affirmative action measures to redress the disadvantaged in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce;

- To have an equitable representation of the designated groups in terms of their Economically Active Population (EAP) in the workforce.

The EAP from 15 to 64 years of age who are either employed or unemployed and seeking employment;

- Identified Barriers and Previous Resolved Barriers to Employment Equity Implementation
- Legislative Compliance
- Management Engagement
- Stakeholder Engagement
- Good Political Oversight
- Less Fragmentation of Policies

The Municipality developed and approved a comprehensive Human Resource Development Strategy which assists the entity ensuring maximum human resources maturity levels, staff retention and succession planning. KwaDukuza Municipality's Recruitment and Selection process is used to attract applicants for jobs to determine their suitability, including short listing, scoring, interviews, assessment and Recruitment and Selection Policy. The Municipality has other important policies that contribute to the enhancement of employment equity such as the induction policy, acting in senior positions, remuneration policy and rapid advancement policy.

Work Environment and Facilities In most cases, access into buildings does not accommodate persons with disabilities. Most ablution facilities are not user-friendly for persons with disabilities. Most municipal buildings provide minimal parking space. However, few parking bays are marked and designated for exclusive use by persons with disabilities. Occupational health and safety is a serious matter and the municipality there is a policy in place which was developed to OHS in KDM is institutionalized in a form a decentralized strategic function whereby each business unit has got OHS representatives who constantly monitor advice and engage the management of the business unit on OHS matters. Secondly KDM has also established the OHS committee is made up of OHS reps. OHS officer and HR director which meets quarterly to keep track of the implementation of the OHS program. Thirdly, KDM has also established strategic relations with the Dept. of Labour and Employment in adhering to and promoting safe workplace environment. Lastly, KDM developed the annual action plan which seeks to give rise to solutions identified during the annual OHS assessment exercise. Health and Safety Committee meetings are held and safety reports and accident reports are discussed at the meetings.

WORKPLACE SKILLS PLAN (WSP)

The Municipality has a Workplace Skills Plan in place which is subject to review on an annual basis and submitted to the Local Government Sector Education and Training (LGSETA) for thorough evaluation process. Human Resource Development report on training and Skills Development Plan for is submitted as part of **ANNEXURE 6: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS**. The plans are being implemented with the following learning programmes.

TABLE 34: PRIORITISED TRAINING PROGRAMMES

NAME OF THE LEARNING PROGRAMME	BENEFICIARIES
Skills programmes	Managers and all other KwaDukuza Municipality officials
Learnerships	KwaDukuza Municipality staff at lower levels and external youth from the local community
Bursaries	KwaDukuza Municipality employees and youth from local communities
Internships	Unemployed youth from local communities
In-service training	Local youth attending tertiary institutions
Short courses	KwaDukuza Municipality internal Staff and Councillors

A detailed training plan (Work Skills Plan) 2024 beneficiaries is attached **AS ANNEXURE 6: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS**. Apart from the aforesaid formal human resource development initiatives internal workshops are being conducted by KwaDukuza Municipality expert officials who specialise in various fields. These are done to ensure that information is infused to all sections within the Municipality with a view to empower all KwaDukuza Municipality officials. Coaching and mentorship programmes are undertaken, yet it should be mentioned that these still need to be formalised and refined, owing to funding constraints (LGSETA for Learnerships).

RECRUITMENT AND SELECTION POLICY

KwaDukuza Municipality has a Council approved Recruitment and Selection Policy (a copy of which is attached as an **ANNEXURE 6: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS** for ease of reference). This policy is being implemented and reviewed annually. The reviewed policy was presented at the Council Workshop of the 15 March 2023 as part of the process and it is subject and was formally adopted in 2023. It is the objective of the policy that the Municipality recognises that its employment policies, practices and procedures must comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Municipality, its political structures and political office bearers as well as its employees, to comply at all times and without exception with the relevant legal provisions governing the situation concerned. The policy applies to all permanent and contract employees, interns, learners and temporary employees who are appointed to complete a specific task “specialised” contract workers as determined by the Municipal Manager and seasonal employees.

SCARCE AND CRITICAL SKILLS RETENTION POLICY

KwaDukuza Municipality has a Council approved and adopted the Scarce and Critical Skills Retention Policy in place (a copy of which is attached for ease of reference as part of **ANNEXURE 6 HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS**). The policy

was last adopted in 2018 and will be amended by end of 2025. The policy applies to all employees within the Municipality with the exception of the Section 54 and Section 56 employees in terms of the Municipal Systems Act of 2000 as amended.

The objective of the policy is to identify those categories of posts where the Municipality has a high turnover of staff also to;

- To attract and retain competent staff.
- To retain scarce and critical within the Municipality.
- To identify strategy to ensure the retainment and recruitment of staff by innovative means within the confines of the collective bargaining process.

THESE POLICIES WILL BE REVIEWED IN THE 2025/26 FINANCIAL YEAR AS THERE IS A SIGNIFICANT DELAY IN THE APPROVAL OF COUNCIL FIVE YEAR HR STRATEGY and FINAL ORGANOGRAM.

PROGRESS ON IMPLEMENTATION OF WORKPLACE SKILLS PLAN, EEP, RECRUITMENT & SELECTION, SCARCE AND CRITICAL SKILLS RETENTION POLICY

Job Descriptions are currently under review and will subsequently assist in the identification of the required competencies. Measures to improve and lower vacancy rate have been employed by prioritising the recruitment and selection section. Reporting on the plans and policies is inherent in the implementation processes. Progress on implementation is reported to all relevant forums and portfolio committees within the Municipality. All the below policies are included as ***ANNEXURE 6: KDM_HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGY AND IMPLEMENTATION PLANS***

TABLE 35: HR SECTOR PLANS/POLICY

NAME OF SECTOR PLAN / POLICY / BYLAW	ADOPTION DATE	UPCOMING REVIEW
Employment Equity Plan	2024	A reviewed plan per financial year in currently in place
Human Resources Plan	2016	Plans to review are currently in place and will finalise during the course.
Human Resource Development Strategy	2016	Plans to review are currently in place (draft strategy available) and will finalize during the course of 2025)
Workplace Skill Plan	2024	

Recruitment And Selection Policy	2023	
KDM Staff Excellence Awards	14/03/2018	There are plans to review by end of 25/26 FY.
Recognition of prior learning & procedure	30/05/2018	There are plans to review by end of 25/26 FY. A draft is currently in place.
Retention Plan	2016	There are plans to review by end of 25/26 FY. A draft is currently in place.
KDM Bursary Policy	2023	
Staff Conditions of service (Policy Manual)	30/05/2018	
KDM Staff Succession Planning Policy and KDM Review Succession Plan	2023	
Scarce and Critical Skills Retention Policy	2018	To be reviewed end of 2025

INFORMATION COMMUNICATIONS TECHNOLOGIES:

KwaDukuza Municipality has policies that recognise the importance of information communications technologies, fully integrated into a digital nervous system, providing it with the knowledge necessary to act and deliver efficient and cost-effective services as described in the IDP. KDM has aligned the IT function strategy function to its overall strategic outlook despite some IT shortcomings which have negatively affected organisational performance as manifested by regular AG's report on IT (unqualified IT matters). This has caused Council to consider beefing up IT from strategic human capital point of view and thus resulting in the appointment of the Director for IT in July 2019. Furthermore, the Director ICT based on his skills and competencies developed **THE KDM IT TURN-AROUND PLAN (ANNEXURE 7) done INTERNALLY** which looks at all integrated facets of IT mainly people, systems, infrastructure policies/products/procedures. Council is currently identifying the required financial support towards the implementation, review and re-enforcement of the different of facets of IT (people, system and procedure and infrastructure). The policy outlines the direction, scope and approach to secure management of Information Assets and Information System within the Municipality. It seeks to protect the information assets, and any ICT assets which create, process, store and view or transmit information against unauthorised use or accidental modification, loss or release. The municipality has the ICT Security Policy which incorporates all the ICT domains listed below:

- ICT Risk Management;
- Access Control;
- Intrusion, Detection and Reporting;
- Operating Systems Security Controls;
- Systems Acquisitions and Development;
- Operations Procedures;

- Server Room Controls;
- Privacy and Data Protection;
- Firewall ;
- E-Mail/Internet; and
- Back-Up and Recovery.

An IT Steering Committee was appointed to addresses IT governance issues in terms of King 1V and Corbit. KwaDukuza Municipality is currently developing the organisational readiness to usher in the fourth industrial revolution agenda. A copy of the **ICT SECURITY POLICY IS ATTACHED PART OF AS ANNEXURE 7 TO THE IDP**. Other IT related policies existing in the municipality are as follows: IT Turnaround Strategy with IT Strategy Plan 2022-2026 adopted by Council IN 20 October 2023.

POLICY	COMPILATION YEAR	LAST REVIEWED
ICT POLICY FRAMEWORK 2020/21	1/7/2020	13 April 2021
ICT SECURITY POLICY	1/7/2020	26 October 2023
ICT CHARTER	1/7/2020	13 April 2021
ICT DISASTER RECOVERY PLAN	2019	13 April 2021
ICT TURNAROUND STRATEGY 2022/26	2022	20 October 2023
IT STRATEGY PLAN 2022/26	2022	20 October 2023
ICT ASSET MANAGEMENT POLICY	04/2022	26 January 2023
ICT SECURITY POLICY: contains the following ; Firewall Policy Backup and Retention Policy Performance Monitoring User Access Management Policy System/Applications sign off, handover and discontinuation policy`		

TABLE 36: KDM IT TURN-AROUND STRATEGIES, PLANS AND POLIES

ADMINISTRATION/COUNCIL/PROPERTY MANAGEMENT:

The simplest performance of an organization depends on among other things, the strength and capacity of its administration missionary hence the department responsible for Council administration and Council property management comes as important. Effective leadership oversight is nurtured through one of cornerstones of council which is the rules of order of Council as adopted when the new Council is elected into office.

Secondly, both leadership, welfare needs and affairs of Councilors also become critical in deepening Good Governance and Public Participation and accountability hence the synergy that exists between the Office of the Speaker, KDM public participation and IDP Departments as well as the department responsible for Council affairs. Namely, the myriad of relevant standard operating procedures is there to guide the operations of Council and administration, auxiliary support services policy, Councilor welfare and protection policy, the land acquisition management and disposal of Municipal land policies etc.

Major Function for this department is the management of Council as a statutory body. In this regard, this includes management of meetings of all statutory committees and forums. In addition, the department is also responsible for records management and auxiliary services and Council estates.

MUNICIPAL PROPERTY MANAGEMENT:

During the 2011/12 financial year, Council took a resolution to put a moratorium of the disposal of council property until the Municipality adopted the **IMMOVABLE PROPERTY DISPOSAL POLICY (ANNEXURE 8)** which was adopted in 2014/15 fy. The Municipality uses it to dispose its assets. It must be noted that prior and after to its adoption a number of people came forward with the information that they were granted rights to purchase or lease Council land parcels in which it was not finalized. This was done whilst Council was losing money either for occupational rental of land sales. It is against this background that further research was undertaken to finalize this matter of all properties with Council resolutions taken prior to the uplifting of the moratorium in 2014/15 financial year. Various opinions on the validity of council resolution taken, signed and unsigned sale agreements were solicited from council's appointed attorneys and COGTA. Legal opinion solicited was then submitted to Council in August 2019. The legal opinion dealt with a number of issues ie. The validity of sale agreements signed prior to 2005, whether the old purchase price was still applicable, occupational rental and rates payments etc.

A formal notice was publicized in newspapers inviting all interested and affected person(s) to come forward in order to perform their obligations in terms of the contract within a reasonable period. This process is currently underway and administered by the Property management unit.

During the 2020/2021, financial year the municipality has approved the sale of Remainder of ERF 5462 STANGER to HESTO Harness (PTY) LTD as part of its factory expansion, that will contribute to the local economy. Council has further leased some of its properties to cooperatives as part of LED support programme. KwaDukuza Municipality strive to keep the strategic land parcels for service delivery and disposed others to unlock economic development. There are number of council properties which has been acquired and kept for service delivery i.e. housing, sports facilities and other social amenities. One of the major challenges faced by council is the protection of the same land against illegal use and invasion. There is an integrated process and operations undertaken by various business units within the municipality to protect the land against invasion.

The following policies falling under the **ADMINISTRATION/COUNCIL/PROPERTY MANAGEMENT:**

TABLE 37: POLICIES-ADMISNISTRATION/COUNCIL/PROPERTY MANAGEMENT

NAME OF THE POLICY	ADOPTED	REVIEW
KDM Records Management Policy	04/07/2019	3 years/As and when required
KDM Auxiliary and Support Service Policy	04/07/2019	3 years/As and when required
KDM Immoveable Property Disposal Policy	04/07/2019	3 years/As and when required

ANNEXURE 8: KDM RECORDS POLICY & KDM AUXILIARY SUPPORT SERVICE POLICY

ORGANIZATIONAL STRUCTURE

A 5-Year organogram as required by the 2014 Regulations on the Employment of Conditions of Service of Senior Managers (Chapter 3), provides that the Municipal Council must adopt a 5-Year Organogram aligned to the IDP. The KDM Organogram, which was adopted on the 10th of August 2017, is herewith attached as **ANNEXURE 9: COUNCIL APPROVED ORGANOGRAM 2016-2021** AND is currently being reviewed for this current term of office. 2016/17 adopted organogram was not interfered with it until the inaugural strategic planning sessions which took place in 2022 (i.e., after 2021 local government elections). One of the main elements Council resolved was that all attrition posts which are still required operationally and strategical must be filled while the subjected/proposed new posts identified on the current attached as **ANNEXURE 10 DRAFT ORGANOGRAM 2022-2026**.

It must be noted that the draft organogram item was last submitted to Council was recently submitted for adoption on the 22nd of May 2024 and the reason behind the delay are as follows;

- That a Workshops needed to be held on the item in order to allow Councilors an opportunity to caucus the item and thereafter report on their final input.
- Response delay from COGTA on the draft 2022/26 organogram.
- BUs are still required and are expected to made amendments based on the received COGTA comments.
- This needs to happen all before re-submission to COGTA again.
- Finalization on the below processes are proposed be completed by the end of 2025

FILLING OF CRITICAL POSTS

The Municipality is trying by all means in managing and ensuring that all critical posts are duly filled in line with the organogram. The Municipal Manager's position was filled during the course of 2022. The current status Section 54 and 56 posts is as follows;

- **Municipal Manager** *position is filled*
- **Chief Financial Officer** *position is filled;*
- **Chief Operations Officer** *position is filled;*
- **Executive Director: Corporate Services;** *position is filled;*
- **Executive Director: Electrical Engineering Services** *position is filled;*
- **Executive Director: Community Safety** *position is filled;*
- **Executive Director: Community Services & Public Amenities** *position is filled;*
- **Executive Director: Civil Engineering & Human Settlements** *position is filled;*
- **Executive Director: Economic Development, Planning and Human Settlements** *position is filled.*

MUNICIPAL PERSONNEL WORKFORCE

EMPLOYEE TOTALS/STAFFING INFORMATION: The municipality seems to have a high number of vacancies; it should be noted that most of the vacant positions are occupied by staff members employed on a temporary basis. Most of the Senior Management Level (Section 56 Managers) positions are filled. The KwaDukuza

Municipal Council reviewed its staff organogram on February 2020 in line with CoGTA Regulations, 2014. The outcomes of the 2020 council mid-term retreat session have also assisted in the identification and filling of the posts from 20/21 FY based the adopted 2016/2017 organogram. Measures to improve and lower vacancy rate have been employed by prioritising the Recruitment and Selection Section/Unit by appointing an additional Personnel Officer and interns, as well as streamlining and selection panels. **ALL HUMAN RESOURCES POLICIES/STRATEGIES – ANNEXURE 11: HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGIES AND OTHER SUPPORTING IMPLEMENTATION PLANS ENCOURAGES** internal staff mobility, meaning that whenever the vacancies are filled, the internal staff are encouraged to apply and get appointed when deemed appropriate.

In an effort to improve operational efficiency and productivity within the organization - at this point in time it must be noted that all Business units have made various submissions to the Corporate Services unit which were followed by a number of sessions/workshops on the actual reconfiguration of the functions within the respective business units, which included amongst others;

- Identification of new positions
- Consolidation of existing staff functions
- Abolishing of some posts

This is done in line with the Municipal Staff Establishment Regulations and was facilitated by HR department as part of the revision of the organization wide organizational structure which was targeted to be completed by end of mid-May 2024. The final draft organogram was workshopped to Municipal Council and organised labour before submission to the Municipal Council for adoption in 2023 and 2024. The draft organogram has noted to be in line with the Municipal Staff Regulations. It must be noted that the organogram was once again last considered for Council approval/adoption in February 2024 and the item was deferred with follow up sessions needed before Council adoption. With the expected Council adoption expected thereafter the organogram will be submitted to the MEC for Cooperative Governance and Traditional Affairs. Upon the receipt of the comments on the submitted staff establishment from the MEC of Cooperative Governance and Traditional Affairs the organogram will be reviewed to incorporate the MEC comments before final submission to Council for approval.

STAFF COMPLEMENT	ACTUAL	VACANCIES	TEMPORARY STAFF
Section 54 & 56 Managers	9		1
DEPARTMENTS/BUSINESS UNITS	ACTUAL NUMBER OF STAFF		NUMBER OF VACANCIES
Municipal Manager's Office	4		0
Chief Operations Office	58		0

Corporate services	75	3
Finance	104	35
EDP	96	27
Community Services	297	27
Community Safety	232	28
Civil Engineering	103	16
Electrical Engineering	129	83
Youth	Under EDP	
Total	1098	219

TABLE 38: STAFF COMPLEMENT

The current record reflect 0.27% of the people with disabilities within the Municipality. The municipality is embarking on collecting information about those staff members who got disabled after appointment date.

CHALLENGES AND PROPOSED INTERVENTIONS: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

TABLE 39: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT - CHALLENGES AND INTERVENTIONS

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA -1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
Lack of skills required by the municipality and local economy.	Expedite efficient operational and relevant courses as offered by Chief Albert Luthuli Skills Centre and uMfolozi FET college; Emphasis on scarce skills development utilizing both KDM's External and Internal Bursaries programs; Co-ordinate and facilitate the placements of learners who are partaking in learnerships with various host employers;

	Facilitate and co-manage various government skills development initiatives such as tourism safety monitor etc.; and See to the implementation of Council retention programme.
Lack of integrated KDM workplace Women empowerment program.	Adhere to the implementation of 162 gazette Employment Equity Plan; Embark on target recruitment so as to accomplish equity targets for less represented groups within Council including those from the coloured and white communities; Provide a dedicated programme to develop and benefit women talent.
An abundance of overtime worked, unproductivity and unsupervised municipal staff.	Introduce and implement shift systems with a view to curb overtime and enhance productivity; Fast-track the filing of vacant, new and/or attrition posts. Ensure compliance with the overtime management plan per BU as well as adherence to the Basic Conditions of Employment Act (BCEA); and Cascade performance management to lower positions of Council.
Poor ICT network, support and continuous use of manual systems to process certain applications by BU.	Invest in the ICT network and off-site disaster recovery facility; Strengthen the capacity of the ICT Unit by ensuring that critical posts are filled as well as improve general governance issues; Ensure full implementation of EDP EDRMS and Planning Tracking System; Support the introduction of electricity application system and SCADA System, Establish panels to ensure that ICT equipment's and software are provided.
Lack of coordinated approach to land invasion on Municipal owned land parcels	KDM will need to formalize the land invasion function and institutionalize it within appropriate business unit with clear powers and function.

TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS:**TABLE 40: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENTS SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
• High rate of MFMP compliant amongst senior managers and Finance staff, • Sound labour relations – functional Local Labour Forum, • Integrated workers’ empowerment forums, • Employment Equity Plan – lodged and gazetted by Department of Labour, • Internship and learnerships programme implementation, • Skills development support – bursaries for external and internal, • Strong collaboration with private sector on local employment and skills development, • Chief Albert Luthuli Skills Centre, • Job preparedness programmes,	• Shortage of critical skills required by employers within the district including government, • Inadequate budget for employment, • Weak employee assistance programs, • Slow filling of positions by council, • Poor representation of women in senior managerial, • Poor ICT infrastructure within the municipality, • No external ICT Disaster Recovery Plan, • Poor functioning customer call centre, • Lack of adequate skilled personnel within the ICT sub-unit, • Poor representation of people living with disabilities,
OPPORTUNITIES	THREATS
• Radical implementation of the approved retention and scarce skills policy, • Focus women management development programmes, • Prioritisation of local skilled personnel when there are opportunities, • Implementation of employment equity plan, • Prioritising the retention of interns when there are opportunities within the municipality, • iLembe Broadband Project, • Youth Employment Services pilot project, • Chief Albert Luthuli Skills Centre. • Host employer’s partnership with private sector through iLembe Chamber of business, • Establishment of ICT Hub, • Public Wi-Fi.	• Poorly managed EPWP and short-term contracts which put the municipality at risk, • Community impatience in relation to job opportunities offered by both public and private sector, • High rate of people immigrating to KwaDukuza for job opportunities which threatens social stability, • Weak management of ICT infrastructure and its security, • Use of vigilante groups/ business forums to recruit for private sector development.

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

Good Governance in general is widely recognized as providing the framework and tools required in ensuring that organizations are progressive and can operate in an effective and accountable manner. From a local government perspective, the Good Governance framework reinforces the statutory authority and responsibility of a corporate body and assists the elected representatives and management in the delivery of quality and sustainable services.

It ought to always be borne in mind that one of the critical components in the formulation of a credible IDP is the level of participation by all three spheres of government. This is imperative as it ensures co-operative governance which is proving to be the core in our democratic society. It is imperative to acknowledge that the communities that are served by the public sector, view government as a single uniform structure. There is little regard for jurisdiction and the autonomous nature of these spheres. For this reason, the establishment of effective inter-governmental relations plays a pivotal role in servicing the public. In fact, good governance is easily the most critical component of achieving the desired efficient and effective service delivery. To this end, KwaDukuza Municipality has, over the years, advocated for greater synergy between all spheres of government providing services within its municipal area. The Municipality has held successful engagements with provincial departments in an endeavour to align municipal and provincial strategies in a manner that is responsive to the needs of the community.

BATHO PELE POLICY AND PROCEDURE MANUAL

The White Paper on the Transformation of Public Service Delivery (1997) sets out eleven Batho Pele (people first) principles, whose objectives include to transform public service delivery. This document, referred to as the Batho Pele (people first) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements. The Batho Pele principles remain central to this document, promoting service excellence in the public sector and more specifically in local government.

BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA MUNICIPALITY

ANNEXURE 12: BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA It was adopted by Council, rolled out to positively impact on service delivery for the communities of KwaDukuza. It is aimed at introducing an approach to service delivery, which puts people at the centre of planning when delivering services. It also meant to improve the image of the municipality (how the ratepayers, customers view the service rendered by the municipality. This will be achieved by the following.

- Through continues awareness programmes aimed at addressing social ill.
- Creating an environment where children feel safe
- Having fully functional OSS war rooms in all the wards of KwaDukuza
- To have fully inducted war rooms which took place end of June 2022. Having operational structures People with Disabilities in all 30 wards of KwaDukuza
- Having Fully functional senior citizens' forums.
- Developing and maintaining relationships with sector departments.
- Linking OSS initiative with Councils indigent policy
- Establishing Ward Aids Committees in all 30 Wards as a matter of priority.

- To fast track, the way that the Municipal responses towards issues involving vulnerable groups.
- Establish Local Drug Action Committees in all Wards starting with 7 clusters.
- Developing a policy to set up programme of Action on how the municipality deals with vulnerable groups across the board.

OPERATION SUKUMA SAKHE

NATIONAL AND PROVINCIAL PROGRAMMES ROLLED OUT AT MUNICIPAL LEVEL

Operation Sukuma Sakhe brought profound success on improving the lives of the people of KwaDukuza Municipality. KwaDukuza Municipality has attempted to set up all OSS war rooms for 30 Wards immediately after the ward committee elections had taken place. These war rooms sole mandate is to create a platform where the ward councillors, PR Councillors, ward committee members, community based structures, civil society as well as the Municipality through its delegated officials and sector departments can meet to deal with community issues. Officials from the Special Programmes have successfully launched at war rooms in 30 wards.

Operation Sukuma Sakhe is the programme which was conceptualized by the KwaZulu Natal government to mobilized government and non-government resources to address problems Inflicting various households, vulnerable groups and communities. OSS is a call for the people of KwaZulu Natal to stand up to overcome the issues that have destroyed communities such as HIV and AIDS ,TB, poverty, unemployment ,crime ,substance abuse ,and other social ills. It's about communities working together to rebuild the fabric of society, in partnership with multiple stakeholders through a multi sectoral, integrated service delivery model.

FIGURE 38: BENEFICIARIES OF OPERATION SUKUMA SAKHE

All stakeholders work together to find solutions to the challenges identified through household profiling. This means that, at all levels of authority and community, there is an understanding of issues within a community. The Mayor, the Councillors, the local conveners and all other role-players get to work with authentic information and real-time data.

OPERATION SUKUMA SAKHE ORGANOGRAM AND FOCUS AREAS:

Focus areas are as follows:

- Children, to give effect to their Rights as contained in the institution of RSA
- People with disabilities
- Gender Equality and Women Empowerment
- Senior citizens
- Men empowerment of anger management
- People infected and affected by HIV/AIDS
- LGBTQIA+

Partnering with Government Departments and Private Sector in addressing Alcohol and Substance Abuse Rehabilitation Centre in KwaDukuza.

RECONFIGURING OSS SOP.

The OSS, Special Programs and Local Aids Council aim to promote, facilitate, coordinate monitor, evaluate and report the realization of the rights of women, Men, Youth, children, senior citizens and people with disabilities.

To ensure that they benefit maximally from all the Governments Programs, through constantly engaging with various stakeholders. This is done all in the name of Fast-tracking interventions to the triple challenges that the Community of KwaDukuza is faced with. In terms of Function the OSS team has following in place.

- OSS Operation Mbo schedule (last Thursday of each month.)
- Action plan for all programs has been drafted.
- Schedule for the deployment of senior management to OSS ward rooms has been tabled to Council was done February 2022.
- The war-room is an integrated service delivery structure that:
- Supports data collection to identify needs through household profiling by Fieldworkers.
- Supports department/service provider interventions.
- Follow up on service delivered to households
- Identifies resources within the ward for use by OSS to respond to community needs and
- Stores documentation relating to households profiled, interventions provided or required and War room administration.

The key indicators of a fully Functional war room

- (1) Venue well known and fully branded and fully resourced
- (2) War room structure fully operational with ALL field workers coordinated and ALL government departments accounted for in war room, departments send their officials for the meetings and interventions and civil society fairly represented
- (3) Meeting schedules and reporting timeous tools /registers ALL used, interventions/referrals report up to date.
- (4) Issues emanating from a community profiling or household, available, discussed and are attended to: interventions /referrals closed within a greed turnaround times.
- (5) OSS integrated Flagship Campaigns have footprints: once home one Garden, HCT, Behavioural change, community stakeholders Engagement
- (6) There is a group of integrated fieldworkers; CHW's; CDW's & Eos.
- (7) Oss Activities /Campaigns/programmes of government departments/OTP systematically coordinated, integrated (vertical /horizontally) All Districts distributed spatially in identified wards.

1. War room Functionality

- (a) Oss Consists of five integrative areas, namely community partnerships, behaviour change, integration of government services, economic activities and environment care .
- (b) Non incorporation and recognition of these five integrative areas have led to disintegration and non-functionality of OSS as a programme.
- (c) The OSS Programme has been characterised by the following shortcomings
 - Non sitting and dysfunctionality of OSS War Rooms resulting to OSS War rooms resulting to
 - Household Profiling not being conducted

- Absence of credible ward profiles
- Lack of consistent participation of some government department and other key stakeholders in War Rooms
- Neglect of community and households needs
- Lack of enforcement of accountability
- Non -coordination and integration of fieldworkers to the work of the war rooms
- Incapacity and lack of resources at some war rooms
- Non delivery and implementation of service delivery interventions to households and communities.

Focus Area have been identified for the revitalization of OSS

- (a) Capacity Building
- (b) Full integration of OSS and DDM
- (c) Households and Ward Profiling
- (d) Coordination and integration of Field workers
- (e) Follow ups implementation of service delivery interventions through a central Digital and information Hub

OSS stakeholders

- Traditional leaders: in some other wards there is a participation of the traditional council more special izinduna.
- FBO's and NGO's ;have not yet understood their role within War Rooms and therefore their participation is lacking, hence in the LTT meetings their participation is optimal.
- Business, some business sectors is very involved with poverty alleviations initiatives though most of it is done outside or parallel to OSS structures.
- Donors, UN agencies
- Government field worker (chw, community safety volunteers, extension officers ,cdws ,community health practioners, sports volunteers, chaplains
- Councillors: champions of the War Rooms the challenge remained the same in terms of the poor attendance of the war councillor to champion and provide guidance to the war rooms, to be functional
- Celebrities, through the LTT programmes we can be able to do the Marketing of the Operation Sukuma Sakhe as well as the war rooms programmes.
- School Governing bodies',
- Ward committee's/district forum,
- Ward. Local, Provincial Aids Councils, SANAC

OSS STRUCTURES

Challenges as well as implementation according to DDM implantation

- Follow -up services delivery engagements are going to be standardised following service delivery engagements like OSS -DDM Cabinet Days, Izimbizo.
- Reconsideration of the initial approach of OSS Cabinet Days led by MEC Champions and HOD Champions in their own Districts Monthly, as this will shorten the turn -around time in revisiting the district.
- The integrated Operational Plan from this workshop will be crucial in identifying areas of joint monitoring and reporting of the Revitalization Strategy.
- The Digital information and Innovation Hub will be the main stakeholder in respect of tools for information gathering, tracking cases, monitoring interventions and a central reporting repository.
- Additional now on DDM, lead and provide oversight, communication, buy-in on DDM and implementation
- DDM oversight on technical hub.
- Lead provides guidance and ultimately approve the one budget and one Plan; and
- Ensure integration of DDM and OSS in districts.
- DDM and OSS are both service delivery approaches that promote full integration in planning, budgeting, identification of service delivery interventions, implementation.
- The recently gazetted DDM Regulations have ensured that the DDM will now be a legislated service delivery and development model.
- The planned Provincial DDM-OSS indaba is aimed at realization of full integration of DDM and OSS in terms of single IGR structures, synergized roles and responsibilities for DDM-OSS MEC/Mayor/HOD Champions (and all other role-players), one synchronized calendar of activities,
- Capacity Building and Resourcing will focus on
- Reorientation of all the DDM -OSS Stakeholders on the OSS Operations Handbook, the OSS Guidelines for Coordination-OSS Planning, Implementation, Monitoring and Reporting tools
- Targeted Training of War Room Committees and Stakeholders on their specific roles and responsibilities
- Analysis of war room infrastructure and ensuring provision of minimum resources to each war room to become functional,

KWADUKUZA MUNICIPALITY'S SERVICE STANDARDS AND CHARTER

IMPLEMENTATION OF THE BATHO PELE POLICY

The municipality established a Service Delivery Committee which identifies and address issues on customer relations and service delivery. The committee is made up of representatives from each department within the municipality. The implementation of the Batho Pele Policy and its principles are monitored under this auspice. A launch to the entire municipality was undertaken in the previous term of Council. Each business directorate has a Batho Pele Champion that serves in the committee particularly for ensuring that information is shared at the Batho Pele Forum and across with other employees. However, the programme still has to be further cascaded down to broader levels of the organisation in order to comprehensively make impact to the communities the municipality serves.

ANNEXURE 12: BATHO PELE POLICY AND PROCEDURE MANUAL OF KWADUKUZA. This Charter sets out procedures to be followed by members of the public in registering or reporting their complaints for services not received as per agreed standards of the Municipality. KwaDukuza Municipality's Service Standards and Charter are in place, it is reviewed annually after which the residents, ratepayers and the public shall be placed at the centre of receiving the required services as per the acceptable standards. The Service Delivery Charter and Standards for KwaDukuza Municipality reads as follows:

KWADUKUZA MUNICIPALITY INSPIRED BY: -

- The long-term strategic plan of a country to better the lives of the people, called Vision 2030 National Development Plan.
- The creation of a developmental and capable local government which is responsive to the needs of the communities.
- The long-term strategic plan of the municipality called Vision 2030.
- The unwavering commitment to mobilize municipal service delivery opportunity to continuously provide quality and sustainable services to all the people of KwaDukuza.
- A co-operative partnership with other spheres of government to accelerate the roll out of socio-economic transformation programme for the benefit of KwaDukuza community.
- A drive to realize the outcomes of government approach especially outcome number 9 which speaks to a responsive, accountable, effective and efficient local government system; and
- The unwavering commitment by KDM to optimally implement the customized back to basics LG programme which clearly sets out KDM performance benchmarks that will ensure that the basic

KDM responsibilities are performed without fail. Hereby commit to the following service standards:

TABLE 41: KDM SERVICE STANDARD

SERVICE	STANDARD
OFFICE OF THE MUNICIPAL MANAGER	
Communicate with public	Weekly
Access to information (PAIA)	48 hours
Community satisfaction survey	Once in every two years
Mobilization of communities for meetings	48 hours
Mayoral Izimbizo/ Councillor's report back meetings	Quarterly
Regular sitting of ward committee	Monthly
Complaints received	Acknowledged within 48 hours
Proof of residence	Same time
Approval and advertisement of the annual performance agreements for senior managers (MM and EDs)	Within 28 days of the approval of the SDBIP (Service Delivery Budget Implementation Plan)
CORPORATE SERVICES	

SMS rate payers about the planned interruption of service	24 hours
SMS ratepayers about unplanned interruption of service	Within an hour
Telephones	Within 3 ringtones
Enquiries	Acknowledge within 48 hours
	90 days
	30 days after interviews
	Once a week
Hold council meetings	At least once a quarter
Hold the employer and organized labour meetings	At least monthly
Maintenance / repairs to old age homes/ municipal buildings	Within 72 hours
FINANCE	
Enquires	Acknowledge within 48 hours
Meter reading	Once in every two months
Reconnection of services	Within 24 hours
Activation of new service	Within 24 hours
Rates transfers/registrations	Acknowledge within 48 hours
General valuation roll	Every four years
Supplementary valuation roll	Twice a year
Registrations/renew of indigents	Monthly
Issuing of statements of accounts	Monthly
payments of service providers/suppliers accounts	Weekly/Monthly
Submission and capturing of KDM database forms (SCM)	Acknowledge within 48 hours
Notification of the successful and unsuccessful bidder/s including appeals	14 days
Debt acknowledgement arrangements	Acknowledge the request same time

COMMUNITY SERVICES AND PUBLIC AMENITIES	
Removal of waste	Twice a week
Clean of illegal dumping	Clean within a week after reporting
Street cleaning	Daily
Removal of dead stray animals	Within 24 hours (after systemic processes are in place)
Traffic response time to accidents	10- 15 minutes
Traffic/Crime /Fire / library/ Youth outreach programmes to communities	Quarterly
Verge maintenance	Monthly
Garden refuse tree falling removal	Once a week
Sports field maintenance	Once a month
Maintenance of public halls/ ablution facilities	Daily
Issuing of burial permit	Same day
Application renewal of membership for access to libraries (KDM)	Same day
Access to library internet (free)	1 hour per person
Hall bookings	Same day
Collection of hall refunds	7 working days
COMMUNITY SAFETY	
Registration of vehicles (with all supporting documentation)	Within 30 minutes
Registration of vehicles (without all necessary document)	2-3 weeks
Handling of licenses	15 – 20 minutes per case
Testing of vehicles/ trucks	30 – 60 minutes per case
ECONOMIC DEVELOPMENT AND PLANNING	
Plans applications and approval	30 days

The

Finalization of SPLUMA processes (rezoning, subdivisions etc.)	6 – 8 months
Applications for outdoor advertising	Acknowledge within 24 hours
GIS printout maps	Same time
Removal of illegal buildings	Acknowledge within 48 hours
Facilitate the registration of informal traders	Acknowledge within 48 hours
Plans applications and approval	30 days
CIVIL ENGINEERING AND HUMAN SETTLEMENTS	
Maintenance of potholes/storm water	Monthly
Maintenance of reported pathless/storm water	Within a week
Grading of gravel roads	Quarterly
ELECTRICAL ENGINEERING	
Maintenance of streetlights	Monthly
Attending to outages	Within 24 hours
Testing of a meter	Within a week
Reporting illegal connection	Within 24 hours
Scheduled maintenance	Inform public 5 days before
Maintenance of reported streetlights	Within a week
Applications and terminations of services in general	In line with NRA

above-mentioned Charter is for the KwaDukuza Municipality Council as well as its' administration. Therefore, KDM commit themselves in delivering quality and sustainable services to the entire KwaDukuza Municipality community irrespective of race, colour, creed, religion and geographical area. Against which the Municipality humbly request its community to hold the Municipality accountable of its governance performance. 'Through this KDM Service Standards Charter the Municipality is committed towards moving KDM community forward'. The Departmental Service Delivery Improvement Plan (SDIBP) is in place and the SDIP Committee has been established with representative (Champions) from the respective departments. The table below indicates a list of SDIP departmental champions in KwaDukuza Municipality.

KWADUKUZA MUNICIPALITY OSS WAR ROOMS CHAMPIONS– 2022/ 2026

1.	ED CIVIL AND HUMAN SETTLEMENT	WARD CLUSTER 01
2.	MR KHANYILE S. – MUNICIPAL SERVICES	WARD CLUSTER 02
3.	MR M. MANZINI - COO	WARD CLUSTER 03
4.	MR HLONGWANE S. – EDP	WARD CLUSTER 04
5.	VACANT	WARD CLUSTER 05
6.	MR S RAJCOOMAR - CFO	WARD CLUSTER 06
7.	MR S. JALI - ELECTRICITY	WARD CLUSTER 07
8.	MR C. VIRAMUTHU	WARD CLUSTER 08
09.	MR M NGCAMU- DIRECTOR CS	WARD CLUSTER 09
10.	MRS NGUBANE Z. – DIRECTOR IDP	WARD CLUSTER 10
11.	MR S. BUTHELEZI	WARD CLUSTER 11
12.	MR Y PILLAY- DIRECTOR INTERNAL AUDIT	WARD CLUSTER 12
13.	MR A NUNKUMAR-DIRECTOR BUDGET	WARD CLUSTER 13
14.	MR S.S. ZULU	WARD CLUSTER 14
15.	MRS MEISIE NGUBANE- DIRECTOR ADMIN	WARD CLUSTER 15
16.	MR M NTANTA-DIRECTOR DEV PLANNING	WARD CLUSTER 16
17.	MR D. DUMA MHAULE - DIRECTOR	WARD CLUSTER 17
18.	MR C PEREIRA – DIRECTOR SPECIAL PROJECTS	WARD CLUSTER 18
19.	MR CHONGUENE – DIRECTOR EXPENDITURE	WARD CLUSTER 19
20.	MR F MHLONGO- DIRECTOR CIVIL	WARD CLUSTER 20
21.	DR D. RAMPERSAD	WARD CLUSTER 21
22.	MR CELE SANDILE - DIRECTOR	WARD CLUSTER 22
23.	MR M. I. ZUMA – DIRECTOR DISASTER	WARD CLUSTER 23
24.	MR FARLAN NAIDOO	WARD CLUSTER 24
25.	MRS P. GOVENDER	WARD CLUSTER 25
26.	MR N NGWANE-DIRECTOR	WARD CLUSTER 26
27.	MR M. FAYA	WARD CLUSTER 27
28.	MR M. MBILI	WARD CLUSTER 28
29.	MS N. GUMBI	WARD CLUSTER 29
30.	MR T. YENGWA	WARD CLUSTER 30

TABLE 42: SERVICE DELIVERY IMPROVEMENT PLANS'S CHAMPIONS

KwaDukuza Municipality has identified the following services for improvement vis-a-vis:

- The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:
- Jobs/employment and business opportunities,
- Access to low cost, affordable and rental housing stock,
- Access to water and sanitation,
- Access to electricity,

- Street lighting,
- Crime being too high.

Please see the attached captured community needs which were collected in all 30 Wards in the year 2022. These top 3 community needs are meant to be achieved and actually worked on by the different Business Unit on or by 2026. Please see **ANNEXURE 13: 2022 WARD SPECIFIC WARD BASED COMMUNITY NEEDS** and also forms part of each Ward Based Plans. In the quest to improve on service delivery the Municipality has formed what can be labelled as an accelerated Service delivery Program for this Quarter, See **ANNEXURE 14: ACCELERATED DELIVERY PROGRAM FOR QUARTER 4** this can be regarded as Service Delivery Plan of the Municipality at this point in time. This program was tabled at Council in April 2024.

DISTRICT DEVELOPMENTAL MODEL:

The District Development Model is an operational model for Improved Cooperative Governance. Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The One Plan is defined as a long-term strategic framework for each of the 52 district and metro spaces which will be implemented by different planning instruments across the spheres of government. In the context of local government, the principal instrument to implement the One Plan is the IDP. As the 6th Administration, as government: “we are going to do away with this fragmented approach to development.” The District Service Delivery Model is not a fairly new concept, it is however a process to redirect government on what it’s supposed to be doing (Chapter 3 of the Constitution and the Intergovernmental Relations Framework Act).

Review of DDM One Plan, is informed by amendments to **Intergovernmental Relations Framework Act of 2005**, specifically S 47(1)(b) (c), and the promulgation of the DDM Regulations on 15 April 2024. The newly promulgated regulations, Circular 1 (dated 17 October 2024) and Circular 2 (dated 3 January 2025), issued by the COGTA, require all municipalities to review and update their One Plans by **21 March 2025**. Furthermore, the DDM One Plan seeks to implement the objectives of the **National Development Plan (NDP)** and harness a strategic country approach across all three spheres of government and society where there is a shared understanding, a common vision and maximum socio-economic developmental impact focus on the lives of people at a regional level. Therefore, it can be argued that the review process seeks to ensure compliance with **latest legal tools**, while also aligning the developments and interventions with the principles and objectives of the DDM. It can be noted also that previously the **preparation and review** of the DDM One Plan were developed in the absence of a formal regulatory framework, relying solely on DDM guidelines for direction.

The DDM also seeks to highlight the following;

- **COMMON VISION FOR DEVELOPMENT** of the country and broken down according to needs and opportunities of each district and metro geographic space (52 spaces).
- **VISION AND PRIORITIES** supported by well researched, credible and technically sound long-term, implementation plans.
- Multi-year long-term and predictable objectives, targets and resource commitments to agreed programmes and projects extending beyond electoral cycles.
- **AN ACCOUNTABILITY FRAMEWORK AND RESPONSIBILITIES** for tracking

The catalytic projects identified as part Annexure 17 have been identified from local and provincial sector plans. They were updated within the district and have been presented and submitted to both the Technical and Political Hubs DDM meetings. Some of the projects are only in conception phase and no feasibility studies have been undertaken yet, whereas others are already in the initial stages of implementation. While the complete list of programmes is extensive and cannot be reproduced in full here, they are included as **Annexure 17** to this IDP and covers the whole District Municipality. The catalytic projects details the status of the programmes for each of the Key Areas described in the One Plan. Ultimately, the success of the One Plan will depend on the successful implementation of as many of these programmes as possible.

The development of One Plans across all district and metro spaces marked a critical milestone in the institutionalisation of the DDM as a government approach to enabling joint planning, implementation and budgeting. The integral role of provinces in the DDM One Plan processes remain significant in the review and updating of the One Plans. Provinces are expected to provide the overall oversight and management of the One Plan review and updating process. In this regard, the coordination role played by the provincial departments responsible for local government and the Offices of the Premier working with all stakeholders remain critical. The roles and responsibilities are outlined in the One Plan process guidelines issued by DCOG

THE REVIEW PROCESS OF THE ILEMBE DDM ONE PLAN, ONE BUDGET UNDER THE ILEMBE DISTRICT DEVELOPMENT MODEL

The preparation of the iLembe DDM One Plan commenced in March 2022 and completed in November 2022 and was launched in the same year. The plan was adopted in December 2022 by the Political Hub. The iLembe One Plan is a visionary and transformative plan addressing the following interrelated key **Transformation Focus Areas**, which are:

- Demographic Change/People Development.
- Economic Positioning.
- Spatial Restructuring and Environmental Sustainability.
- Infrastructure Engineering.
- Integrated Service Provisioning.
- Governance and Financial Management.

In relation to each of the above listed Transformation Focus Area, the One Plan must provide an analysis of the following:

- The current situation or diagnostic assessment.
- The desired future or vision.
- The strategies and interventions.
- The implementation commitments by all three spheres of government and key stakeholders.

Also embedded in the Plan is the compilation of Catalytic projects as key drivers to promote a One-Plan, One-Budget Intergovernmental approach.

PURPOSE FOR THE REVIEW OF THE ONE PLAN:

- To try and understand whether information collected for each of the Six Transformation Focus Areas

is still relevant (not outdated) for the successful implementation and achieving the desired outcomes.

- To verify whether the strategies and interventions are still relevant in achieving the desired outcome.
- To look into the Catalytic Projects, which are embedded in the One Plan, One Budget and One Approach and decides whether such projects still carry the status of being catalytic project.
- the Catalytic Projects will also be developed and included in the reviewed One Plan

For the review of the One Plan the following processes are to be undertaken and include:

- Preparation of the Process Plan,
- Consultation with critical stakeholders such as Amakhosi, businesses and civic societies
- Sourcing of approval from the Political Hub
- Placement of notice on newspaper

It is the view of the Municipality that the DDM process should be aligned with the IDP processes, as currently is underway. The table below provides a list of stakeholders to be consulted and proposed consultation dates. These dates are informed by the availability of the stakeholder.

TABLE 43: LIST OF STAKEHOLDERS TO BE CONSULTED AND PROPOSED CONSULTATION DATES

STEPS	DELIVERABLES AS PER DDM REGS	DATES
1	Review of the One Plan	3-11 March 2025
2	Revised One Plan presented at Technical, Economic Cluster and Political DDM Hubs for endorsement	ECONOMIC CLUSTER: 21 February 2025 TECHNICAL HUB: 06 MARCH 2025 POLITICAL HUB: 14 March 2025
3	Draft Revised One Plan published for public comments ; civil society; private sector	March 2025
	Draft Revised One Plan presented to Traditional Leaders for inputs	in March 2025
4	Revised One Plan submitted to iLembe District Municipal Council for endorsement	March 2025
	Revised One Plan submitted to Mandeni Municipal Council for endorsement	March 2025
	Revised One Plan submitted to Ndwedwe Municipal Council for endorsement	in March 2025
	Revised One Plan submitted to KwaDukuza Municipal Council for endorsement	in March 2025

5	Revised One Plan presented to Provincial DDM / IGR Forums	05 March 2025
6	Revised One Plan Endorsed by PEC	31 March 2025
7	Revised One Plan approved by Minister of DCOG	
8	One Plan adopted by the national Cabinet	

IT SHOULD BE NOTED THAT ALTHOUGH A REQUEST HAS BEEN RECEIVED FROM COGTA ON THE REQUIRED NEED FOR KWADUKUZA LM COUNCIL TO ENDORSE THE ANNEXED PLAN, THE MUNICIPALITY REQUIRES/EXPECTED THE ILEMBE DM TO OFFICIALLY SUBMIT THE PLAN TO THE MUNICIPALITY SO THAT NECESSARY WORKSHOPPING OF BOTH MANCO AND COUNCIL CAN BE FACILITATED BEFORE ENDORSEMENT. NO DDM PLAN HAS BEEN RECEIVED BY THE MUNICIPALITY.

CHALLENGES ON THE REVIEW OF THE DDM ONE PLAN

- Consultation with Amakhosi as critical stakeholders
- Developing an implementation plan
- Addressing the findings of the Assessment Report as prepared by COGTA in May 2022

GAINS IN IGR AS PART OF ADVANTAGE:

- Review of the remuneration of councillors and senior managers
- Review of the 1998 white paper on local government
- Review of the funding model for local government
- Organised body presenting the interest of the municipality establishing working relationship with legislature.

INTER-GOVERNMENTAL RELATIONS (IGR)

KwaDukuza Municipality engages in strategic policy and communications, coordinating activities with the ILembe District Municipality, other neighbouring local municipality as well as relevant Sector departments. This enables KwaDukuza Municipality to keep up with developments in other jurisdictions.

ESTABLISHMENT OF IGR

The National Development Plan, Vision 2030, has strongly recommended an enhancement of relations between the three spheres of government. Intergovernmental Fora, therefore, have a key role to play in disseminating the resolutions and policy intent of government across the spheres. The National Intergovernmental Fora (Presidents Coordinating Council) and Ministerial Consulting Forums (MINMECS) are

established to raise and decide on matters of national interest. The Provincial Intergovernmental forum popularly known as the Premier's Coordinating Forum (PCF) is structured to discuss matters of national, provincial and local interest. They are also meant to discuss issues raised by the PCC and broader areas of policy, legislation, implementation, co-ordination and alignment, while the District Intergovernmental Forum (DCF) are intended to promote and facilitate collaboration between the district municipality and its local municipalities which may include matters of effective provision of service delivery, shared services and management of powers and functions. KwaDukuza Municipality has gone a little further by appointing a person as Head IGR & Protocol as well as IGR Manager.

IGR STRUCTURES

KwaDukuza Municipality actively participates in the iLembe District IGR Forums, which are politically and technically structured. The basic functions of the various structures are summarised below:

- **Political Structures** – discuss and monitor the fulfilment of the legislative mandates of government. KwaDukuza Municipality, as part of iLembe District family, is an active member of iLembe Mayor's and Speaker's Forums.
- **Technical Structures** – act as the data and information agencies of the national, provincial and district areas to support the co-ordination of targeted support, development efforts and resources.

The schedule of the IGR sub-forum meetings is prepared such that all sub-forum meetings are held quarterly. The Technical Support Forum feeds into the District Inter-Governmental Relations Forum. Any matter that would go to the District Inter-Governmental Forum needs to first have been considered by the Technical Support Forum. If there are urgent matters in the District Inter-Governmental Forum and there is no time to convene a Technical Support Forum, then Municipal Managers are invited to attend the meetings together with the relevant senior managers. Mayoral and MMs forum. Speakers Forum and other meetings as per the below.

TABLE 44: IGR SUB-FORUM MEETINGS

CLUSTER
CFOS
INTERNAL AUDIT
MAYORS
PMS
TECHNICAL MUNIMEC
POLITICAL MUNIMEC
LOCAL GOVERNMENT INDABA
DISTRICT COMMAND COUNCIL
DISTRICT COMMUNICATIONS AND PUBLIC PARTICIPATION CLUSTER

PLANNERS FORUM

At the District level, the District Intergovernmental Forums plays a monitoring and oversight role over the family of municipalities. The forum constituted by the Mayors of the District family, the Municipal Managers and chairpersons of technical sub-fora; meets quarterly to discuss issues of mutual interests, explore possible areas of joint ventures as well as monitor progress on compliance issues such as Auditor General related queries, compliance with all finance related legislations and financial management including revenue generation, quality of services delivered to the communities, Municipal Capacitation and so forth.

All Municipalities are represented to ensure that all resolutions taken are implemented respectively. Furthermore, the District plays a coordinating role at the request of the Local Municipalities to source assistance and interventions to mitigate challenges experienced by Local Municipalities. Municipal functioning, challenges and best practices are discussed at technical sub-fora and escalated to the Technical Support Forum which is made up of Municipal Managers and the Chairpersons of technical sub-fora. Once the Technical Support Forum has discussed the reports from the sub-fora a consolidated report with recommendations and/or resolutions is then escalated to the District Intergovernmental Forum for further consideration.

(A) THE ROLE OF KWADUKUZA MUNICIPALITY IGR

The role of KwaDukuza Municipality's IGR is to ensure a co-ordinated and integrated approach to service delivery by actively participating in the following District/Provincial IGR activities:

- Meetings.
- Planning consultations.
- Information sharing sessions; and
- Dispute resolutions and reporting.

KwaDukuza Municipality Inter-Governmental Relations (IGR) and Protocol Unit plays an important function in the Office of the Mayor. The IGR and protocol Unit in the Office of the Mayor provides co-ordination in Co-operative Governance, Protocol and Government International engagements. Activities include the following:

- Provide strategic advice and analysis on matters of intergovernmental relations, international affairs and protocol.
- Work to enhance inter-sphere collaboration and play a key role in the advancement of KwaDukuza intergovernmental priorities.
- Support the Mayor in providing leadership within KwaDukuza municipality and enhance KwaDukuza's national and international image and profile; and
- Lead the development of KwaDukuza's overall intergovernmental strategy to support the three spheres of government, intergovernmental departments and the advancement of the intergovernmental elements of key policy initiatives.
- The IGR Unit in the Office of the Mayor is a Unit and comprises of the following three, dedicated, Sub-Directorates:

CO-OPERATIVE GOVERNANCE, INTERNATIONAL RELATIONS AND PROVINCIAL GOVERNMENT PROTOCOL

CORE RESPONSIBILITIES:

Handle matters of etiquette and protocol for the Office of the Mayor • Manage and attend events, such as ceremonies and official functions, hosted by the mayor • Liaise with stakeholders on provincial, national and international government levels to ensure compliance with protocol standards • Advise and ensure education on matters of protocol • Conduct research on cultural norms, values and customs and ensure adherence • Perform administrative functions.

KEY PERFORMANCE AREAS

Unit (protocol) Co-ordinate and manage all council events and related protocol services, e.g., Mayoral Receptions, significant national days, senior citizens events clinic opening etc. This excludes council and special council meetings. These events will be the responsibility of council committees. Co-ordinate, manage and network all municipal events organized by the municipal entities such as the Council meeting, IDP Road Shows. This co-ordination role includes events organized in collaboration with National and Provincial government departments and ministries. Participate and support the rationalization and consolidation of all the city entities to ensure effective integration and effective utilization of municipal staff and resources.

Special focus will also be given to events such as the annual “Musical Festival” month. Logistics co-ordination for all events hosted in the municipality. This includes providing the city’s political and administrative leadership with a weekly spreadsheet of all events in the municipality and the arrival of any dignitaries from government and abroad to the city. Provide 365 days logistics co-ordination service to all relevant stakeholders within the municipality.

THE IGR UNIT FOCUSES ON THE FOLLOWING PRIORITY PROGRAMME AREAS:

- Coordinating and managing all municipal relationships with other spheres of government.
- To ensure that there is a strong link between departments internally and the two spheres of government (National and Provincial).
- To facilitate information and knowledge sharing through inter-municipal cooperation.
- To build managerial and technical capacity (through study tours, exchange programmes, seminars and conferences).
- To develop project partnerships with other government departments for mutual benefit.
- To create employment through the public works programmes.
- To focus on supporting the successful implementation of the strategic priorities of the city by mobilizing ongoing support from other spheres of government.
- To ensure a consistently positive image of the city to all other spheres of government.
- To ensure that there is monitoring and alignment of municipal budgets and IDP implementation with provincial and national government departments.
- Coordinating and aligning all events that involve other spheres of government – e.g., national days, Imbizos’, etc.
- Promoting efficient lines of communication and between the municipality and other spheres of government.

- Ensure efficient relations and sharing models of good practice with other municipalities.
- In place to co-coordinate political office bearers and to co-ordinate administration where necessary

MUNICIPAL IGR STRUCTURES

- District IDP & District LED Forums
- District Interdepartmental CDW Forums
- District Public Participation Forums
- Speakers Forums
- Municipal Managers Forums
- Forum of Chief Financial Officers
- Corporate Services Forum
- Health and Safety Forum.

KwaDukuza Municipality does ensure continued reporting and tabling of all information received from all IGR structures. This is done in all MANCO, EXCO, Portfolios sitting as well as Council sittings.

(B) THE ILEMBE DISTRICT IGR CALENDAR

The iLembe District IGR Annual Calendar is circulated to all municipalities under the district for input within set timelines for all IGR structures and it is finalised by the 1st of July each year. Meanwhile, special meetings are scheduled as-and-when the need arises. KwaDukuza Municipality has dedicated IGR officials who are responsible for coordinating communication between KwaDukuza Municipality and other government spheres. It shall be noted that all Heads of Department attend various district technical forums i.e., Infrastructure Forum, CFOs Forum, LED Forum, and Cooperative Services Directors Forum. The Municipal Manager attends the District MMs Forum.

PARTICIPATION IN PROVINCIAL FORA (MUNIMEC)

The Mayor of KwaDukuza Municipality participates in MUNIMEC. From time to time the mayor interacts with other MECs on a bilateral basis in order to address KwaDukuza Municipality's related issues as per their mandates.

WARD COMMITTEES

The Status and Functionality of Ward Committees

KwaDukuza Municipality has complied with the provisions of Chapter 4 of Municipal Systems Act by establishing ward committees in all thirty (30) wards. In electing the new ward committee members, the applicable provisions of the Municipal Structures Act of 1998 were taken into cognisance. KwaDukuza Municipality WARD COMMITTEES EXIST and they increase the participation of local residents in municipal decision making, as they are a direct and unique link with the council. They are representative of the local ward, and are not politically aligned, as well as should be involved in matters such as the Integrated Development Planning Process, municipal performance management, the annual budget, council projects and

other key activities and programmes. These impact on local people and can identify, initiate projects to improve the lives of people in the ward as well as can support the councillor in dispute resolutions, providing information about municipal operations. They serve to monitor the performance of the municipality and raise issues of concern to the local ward councillor can help with community awareness campaigns e.g. waste, water and sewage, payment of fees and charges, as members know their local communities and their needs.

Furthermore, the Municipality has set resources aside to assist with the operational costs of the Ward Committee to enrich public participation. The main operational costs relate to monthly stipends/out of pockets of the ward committee members. The IDP systems have also been put in place to efficiently and cost-effectively deal with Ward Committee issues. The Speaker's Office is responsible for conducting bi-monthly Ward Committee meetings that provide augmented support and ensure that issues that are deliberated upon at such meetings are service delivery based and that Council addresses the issues raised at such meetings.

KwaDukuza finished with the process of electing Ward Committees in all 30 wards in April 2022. The process started on the 4th of February 2022 and was completed accordingly. The status of how the election process unfolded and has been noted by Council on the 26th of May 2022.

COMPOSITION OF WARD COMMITTEES

A ward committee consists of the Councillor representing a particular ward in council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee, we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee. There are currently some wards with vacancies for Ward Committee and elections to fill in vacancies is administered regularly through Ward Councillors by following the right procedure from the Council adopted ***FINAL_KDM_WARD COMMITTEE ELECTION PROGRAMME 2022*** forms part of the IDP.

FUNCTIONS OF WARD COMMITTEES

The following are the functions and powers of KwaDukuza Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act: To serve as an official specialized participatory structure in the municipality. They are also expected to create formal unbiased communication channels as well as cooperative partnerships between the community and the council.

FUNCTIONS OF WARD COMMITTEES

The following are the functions and powers of KwaDukuza Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act: To serve as an official specialized participatory structure in the municipality. They are also expected to create formal unbiased communication channels as well as cooperative partnerships between the community and the council.

WARD COMMITTEES' ASSESSMENT FUNCTIONALITY:

Assessments on ward committee functionality status are conducted on quarterly basis. COGTA evaluates evidence presented per ward in order to declare the status of functionality. COGTA compiles district and provincial reports on the status of ward committee functionality (based on evidence) and present the results

to municipalities through IGR structures such as: DPPFs, PPPSCs and Communication and Public Participation Cluster. Remedial action plans are implemented to non-compliant municipalities to address challenges. The following challenges contribute to the non-functionality of ward committees:

- Incorrect composition of ward committee by municipalities i.e., election of members who lack interest on development issues.
- Lack of access to municipal information by ward committees
- Physical constraints such as size of some wards
- Poor working relationship between ward committees, OSS structures, CDWs and ward councillor.
- Inadequate administrative and financial support to ward committees by municipalities.
- Poor oversight and accountability.
- Politicisation of ward committee programme
- Ordinary members of the society elected to the committee and assigned to various sectors where they have no interest in.

Latest status of Ward Committee Functionality administered through COGTA Public Participation Section for **Date verified: 13 to 28 March 2025** as follows;

NO OF WARDS	NO & % OF FUNCTIONAL WARD COMMITTEES	FUNCTIONAL WARDS	NO & % OF NON-FUNCTIONAL WARD COMMITTEE	NON-FUNCTIONAL WARDS	REASONS FOR NON-FUNCTIONALITY
30	15(50%)	1, 2, 3, 4, 5, 6, 7, 8, 10, 15, 21, 24, 25, 29 & 30	15 (50%)	9,11,12,13,14,16,17,19,20,22,23,26,27,28	Ward 9, 20 – 2WC meetings held Ward 11, 26 – No community meetings Ward 12, 13, 14, 18 – No community meetings & ward report Ward 16 – 1WC meeting held, no community meetings, sectoral reports not signed by Cllr & no ward report Ward 17 – No community meetings & ward report incomplete Ward 19 – No attendance register for community meeting held Ward 22 – 1WC meeting held, no minutes for community meeting held, sectoral reports

					not signed by Cllr & ward report incomplete Ward 23 – 1WC meeting held Ward 27 – Cllr attended 1 WC meeting, no community meetings & ward report incomplete Ward 28 – 1WC meeting held, no community meetings & no ward report

Community feedback meetings convened by councillors in each ward.

No of wards	No of community feedback held	No of wards where community meetings were held	Wards where councillors convened community feedback meetings	Percentage of wards which convened community meetings
30	20	18	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 15, 20, 21, 23, 24, 25, 29 & 30	60%

TABLE 45: WARD COMMITTEE ASSESSMENT FUNCTIONALITY

PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

Section 81 of the Municipal Structures /Act prescribed that 20% of Council is the number of the traditional leaders that should form part of the Council. Section 62 (2) of the Traditional and Khoi-san Leadership Act No. 3 of 2019 with the Municipal Structures Act enjoins the MEC of COGTA to submit to Municipalities the names of the Traditional Leaders to participate in councils from the Local house of Traditional Leaders. This has been done by the MEC and the names of Makhosi who sit KwaDukuza have been provided to the Municipality. A formal item to the first Council meeting for 2022 was tabled which formalised the appointment of Amakhosi to participate in council of KwaDukuza Municipality. The Municipality is set to bear the costs of allocating the tools of trade to Amakhosi as well as the out-of- pocket expenses. The following Amakhosi are noted to sit as part of Council Committees;

TABLE 46: APPOINTED AMAKHOSI PARTICIPATING IN KDM COUNCIL

INKOSI	TRADITIONAL AUTHORITY
Inkosi Victor Mathonsi	Mathonsi Traditional Council
Inkosi Vusumuzi Samson Mthembu	Abathembu Traditional Council

KwaDukuza Municipality acknowledges the critical role of Amakhosi' s knowledge and relationship with communities which are integral to the efficient implementation of service delivery. Amakhosi/Traditional Leaders are also promoted to meet with the Mayor through the IDP engagement sessions as part of the review

process. A session with Amakhosi AseNdlunkulu and Izinduna was held on 10th April 2025 at KwaDukuza Local Municipality's Supper Room. This session was attended by both Amakhosi AseNdlunkulu and Izinduna.

FUNCTIONALITY OF MANAGEMENT STRUCTURES

Management structures such as MANCO and Extended MANCO are in place. The structures are all functional and meet on a monthly basis. The IDP Steering Committee is essentially existing as part MANCO is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding.
- Support the IDP department in the management and co-ordination of the IDP.
- Discussion of input and information for the IDP review.
- Ensuring the monitoring and evaluation of the gathered information; and
- Attending to MEC's comments.

There is also the reviving of the Good Governance Portfolio meetings which overlooks the functioning and deliberation on all the elements/functions that fall under the office of the Municipal Manager i.e., Risk Register, Performance Management, IDP and internal audit functions of the municipality. This came about as a result of the fact that MANCO are strictly for the Municipal Manager and the Executive Directors only. MANCO also serves as the Integrated Development Planning Steering Committee (IDPSC) of the KwaDukuza Local Municipality as it not only serves as a platform to table IDP elements but also other KPA Good Governance items which fall under the Office of the Municipal Manager overall.

COUNCIL ADOPTED COMMUNICATION PLANS/STRATEGIES:

A communication policy and strategy were adopted during the previous administration, to cater for communication elements in KwaDukuza Municipality. Therefore, the Municipality is in the process of reviewing the communication policy and has adopted the public participation policy (**ANNEXURE 16) COMMUNICATION POLICY AND PUBLIC PARTICIPATION POLICY**) KwaDukuza Municipality has a fully-fledged communication unit who are responsible for the media liaison, webmaster/social media graphic designs and communication. The municipality have a clear programme of communicating with its citizen, this includes the following:

- Radio Slots – the mayor attends media interviews with commercial and community radio per month.
- The municipality has a formal social media page, which are updated on daily basis
- The website is managed internal.
- The Municipality has started in publishing its quarterly bulletin /newsletter to enhance its communication with the public.

The communications Directorate seeks to achieve the following:

- Enhance understanding of municipal services, communicate opportunities for participation programs and share the municipality's position on emerging issues and community needs.
- Communicate how the actions of the municipal administration are driven by and connected to Office Bearers, municipal priorities and how they are addressing community needs. Link municipal priorities

- and community vision.
- Ensure the delivery of accurate, understandable messages to the community, stakeholders and staff.
- Make the best possible use of municipal communications resources and align the resources with the activities and expertise of the organization.
- Create a climate to promote broader and more effective civic engagement.
- There is also the existence of the communications and marketing strategy which designed to provide immediate and longer-term strategies to address the following objectives.
- Enhance understanding of municipal services, communicate opportunities for participation programs and share the municipality's position on emerging issues and community needs.
- Communicate how the actions of the municipal administration are driven by and connected to the and Council's directions, municipal priorities and how they are addressing community needs.
- Link municipal priorities and community vision.
- Ensure the delivery of accurate, understandable messages to the community stakeholders and staff.
- Make the nest possible use of municipal communications resources and align the resources with the activities and expertise of the organisation. Create a climate to promote broader and more effective civic engagement.
- Increase internal employee communities, support readiness for external communications and build resources to support enhanced communications.

INTERNAL AUDIT, AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE

FUNCTIONALITY OF INTERNAL AUDIT UNIT IN KWADUKUZA MUNICIPALITY

ANNEXURE 2: KDM AUDITOR-GENERAL'S REPORT 2023/24 AND ACTION PLAN

The Municipality has an Internal Audit Unit which operates under the Office of the Municipal Manager. This is an independent unit as per S 165 of the MFMA. The objective of the unit is to provide assurance and consulting activities designed to add value and improve on municipal operations and internal control systems through systematic audits as per the approved Audit Plan. It helps the Municipality to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Head/Director of the Unit administratively reports to the Municipal Manager and functionally to the Audit Committee. The scope of work of the Internal Audit Unit entails, inter alia, monitoring whether KwaDukuza Municipality's risk management, control and governance processes as designed by Management are adequate.

The internal audit activity evaluates and contribute to the improvement of risk management, control and governance systems of the municipality. The Internal Audit Activity assist management in achieving the goals of the Municipality by evaluating the process through which:

- Goals and values are established and communicated.
- The accomplishment of goals is monitored.
- Accountability is ensured, and corporate values are preserved.

Internal Audit evaluate whether controls which management relies on to manage risks to acceptable levels, are appropriate and functioning as intended (i.e., are they effective yet efficient) and propose recommendations for enhancement or improvement. The Internal Audit unit conduct audits in accordance

with the “Code of Ethics” and “Standards for the Professional Practice of Internal Auditing- of The Institute of Internal Auditors, as well as other corporate governance regulations.

Internal Audit is not authorized to:

- Perform any operational duties for the Municipality.
- Initiate or approve accounting transactions external to the Internal Audit Activity.

Members of Audit Committee are as follows.

- N. Mchunu (Chairperson)
- C. Meyiwa (Chair PAC)
- S. Mthembu
- W. Oelofse
- K. Kooverjee
- All MANCO members

ESTABLISHMENT AND FUNCTIONALITY OF PERFORMANCE AUDIT COMMITTEE, PERFORMANCE ACCOUNTS COMMITTEE AND Municipal PUBLIC ACCOUNTS COMMITTEE

The Municipality has a fully functional Internal Section under the Office of the Municipal Manager. The Municipality has also appointed its own External Audit Committee consisting of members all of whom are appointed from outside of the political and administrative structure of the Municipality. The Chairperson and the other members of the External Audit Committee are all suitably qualified and function in accordance with the Audit Committee Charter. The Internal Audit Committee reports to the external auditor on quarterly basis or as required. The Audit Committees is responsible for the following;

- Section 79 of the Municipal Structures Act provides for:
- Council to establish an oversight committee.
- These committees, (Such as MPAC) report directly to council
- Are in accordance with specific terms of reference.
- Are best suited to do oversight within the municipality.
- Oversight over both the administrative and executive arms of the municipality
- Management generates various reports for the Committee to play its oversight role
- MPAC may refer back to management for further interrogation and or investigation

MEMBERS OF THE MPAC.

- C. Meyiwa (Chairperson)
- Ms. N. Mchunu
- S. Mthembu
- W. Oelofse
- K. Kooverjee

MEMBERS OF THE PAC.

- T Mkhize (Chairperson)
- C. Meyiwa
- Ms. N. Mchunu
- S. Mthembu
- W. Oelofse
- K. Kooverjee

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. In order for the MPAC to fulfil this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive. **The MPAC must interrogate the following financial aspects addressed in the Municipal Finance Management Act:**

- Unforeseen and unavoidable expenditure (Section 29)
- Unauthorized, irregular or fruitless and wasteful expenditure (Section 32)
- Monthly budget statements (Section 71)
- Mid-year budget and performance assessment (Section 72)
- Mid-year budget and performance assessment of municipal entities (Section 88)
- Submission and auditing of annual financial statements (Section 126)
- Submission of the annual report (Section 127)
- Oversight report on the annual report (Section 129)

Issues raised by the Auditor-General in audit reports (Section 131)

THE MPAC MUST PREPARE AN ANNUAL WORK PLAN FOR APPROVAL BY THE MUNICIPAL COUNCIL PRIOR TO START OF THE FINANCIAL YEAR.

The Audit Committee meets at least four times a year as per the MFMA and the Performance Audit Committee meets at least twice a year, other adhoc meetings are called from time to time to discuss specific reports and other legislated matters. The Committee prepares two reports that are submitted to Council, which in essence outline the work carried out over the year. They also make various recommendations to Council for implementation.

The PAC is a committee is to strengthen in the Municipality and to ensure efficient and effective use of municipality resource. The Municipal Public Accounts Committee is established in terms of section 79 of the Municipal Structures Act.

ENTERPRISE RISK MANAGEMENT

KwaDukuza Municipality has a functional Enterprise Risk Management. This is in line with the MFMA requirement, wherein municipalities are to have and maintain effective, efficient and transparent systems for risk management. The focus of risk management in KwaDukuza Municipality is on identifying, assessing, managing and monitoring all known forms of risks across the Municipality. While an operating risk cannot be

fully eliminated, the Municipality endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within pre-determined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments. However, every employee is responsible for risk management. Risk Assessment workshops with management are conducted with an aim of ensuring that management understands the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and develop specific mitigating strategies, plans or actions should the need arise; and also, records monitor and review risks continuously. The last workshop was held in May 2024 with the Management towards the review on the existing risk and working toward the 2024/25 Risk register.

THE RISK based audit plan:

There is a risk register in place which is monitored on a monthly basis, and reporting to the Risk Management Committee, Audit Committee, and Executive Committee as well or Council is done on a quarterly basis. Below are some of the elements of the annual Risk plan 2023/24 that were identified within the organisation:

- Electricity: Service Connections
- Electricity: Fleet Management
- All Business Units: Lack of monitoring/supervision by supervisors within section/unit.
- Human Resources-Recruitment & selection
- All Business Units: Abuse of overtime.
- Finance- Loss Control
- Finance- SCM

All Business Units: Inferior quality of goods and services supplied by Vendors

- Finance Valuation
- Finance – Revenue
- Finance – Expenditure
- Finance – Payroll

Community safety – Testing and Law Enforcement

- Economic Planning and Development: Business Vendors use of vendor stalls and shops and pre-scheme businesses without Trading licence
- Community Safety: on Law enforcement and Testing
- Corporate Unit: ICT and Corporate Governance-ICT

Most of the above noted risks indicate a lot of fraudulent activities which relates internal staff members (Municipal Councillors) as well as internal structures/local communities towards the Municipality.

ENTERPRISE RISK MANAGEMENT:

Each organisation be in the public or private sector are faced with internal and external factors that make it uncertain whether they will achieve their objectives and maximise the value of its stakeholders such as communities, etc. The effect this uncertainty has on an organization's objectives is called "**risk**".

Risk is unavoidable and we spend our entire lives managing risks, driving in traffic, managing your personal financial budgets, protecting your personal reputation (image). The definition of risk varies with the context in which it is posed. Generally speaking, a risk is the **uncertainty** of any **threat or event** currently occurring or that has a reasonable chance of occurring in the future that could have a **negative impact** on the achievement of your **objectives**. Risk is measured in terms of impact and likelihood. At organizational level the management of risk can be described as a systematic on-going process of identifying, assessing, managing and monitoring potential events (risks) that may affect the achievement of organization's objectives and value realisation.

Risk management should be (is) applied throughout the entire organization and is termed **Enterprise-wide Risk Management (ERM)**. This process of coordinated risk management places emphasis on cooperation and coordination among departments or divisions to manage the organization's full range of risk as a whole.

RISK REGISTER AND MONITORING ACTIVITIES:

PROCESS	LEGISLATIVE FRAMEWORK	TIMEFRAME	BUDGET
ENTERPRISE RISK AMANGEMENT ACTIVITIES			
Identify and schedule key Risk Management activities aligned to the budget process schedule. (Review Enterprise Risk Management Implementation Plan)	Section 25 (2)(b)(iii) of public sector risk management framework.	August	Not applicable
Strategic risk identification to identify risks emanating from the strategic choices made by the Institution. Alignment between IDP objectives and Risk Management objectives	Section 15(a)(i)(ii) & 14 of public sector risk management framework.	January - March	R20 000
Strategic risk assessment workshop (Finalization of register)		March	R20 000
Operational risk identification to identify risks concerned with the Institution's operations (Link risk to SDBIP) Coordinate departmental sessions (review of operational risk registers for all 9 Business Units)	Section 15(b)(i)(ii) & 14 of public sector risk management framework.	March	Not Applicable
Operational risk assessment workshop		March-April	Not Applicable
Review Enterprise Risk Management frame works incorporating risk management policy and strategy	Section 25 (2)(b)(ii) of public sector risk management framework.	April	Not applicable
Submit all risk registers, ERM Framework, Policy and Strategy to Risk Management	Section 24 (5)(a) of public sector risk management framework	May	R10 000

Committee for review and recommendation			
Workshop Council on Enterprise Risk management Framework, Policy and Strategy	Best practice	April	R20 000
Submit risk registers, policy, strategy and implementation plan to Council for adoption	Section 24 (5)(a) of public sector risk management framework	June	Not Applicable
Capacitate Executive Management on Risk Management including workshop on Enterprise Risk management Framework, Policy and Strategy	Best practice	July	R30 000
Capacitate Risk Champions on Risk Management activities	Section 28(4) of public sector risk management framework	July	R20 000
Monitoring and reporting to various Council structures	Section 19 & 20 of public sector risk management framework	Quarterly	Not applicable
ANTI-FRAUD AND CORRUPTION ACTIVITIES			
Identify fraud risks which will priorities the fraud and corruption risks.	Treasury regulation 3.2.1. Section 8 of public sector risk management framework	November	Not Applicable
Ethics & Fraud risk assessment workshop		December	R20 000
Submit ethics & fraud risk registers to Risk Management Committee for review and recommendation	Section 8 of public sector risk management framework	December	R10 000
Submit ethics & fraud risk register, and implementation plan to Council for adoption	Section 8 of public sector risk management framework	December	Not Applicable
Monitoring and reporting to various Council structures	Section 19 & 20 of public sector risk management framework	Quarterly	Not applicable

TABLE 47: RISK REGISTER AND MONITORING**(a) Risk Management Policy**

A Risk Management Policy has been adopted by the Executive Committee. It enables management to proactively identify and respond appropriately to all significant risks that could impact on municipal objectives. **ANNEXURE 17: RISK MANAGEMENT POLICY AND ANTI-FRAUD AND ANTI- FRAUD PREVENTION STRATEGY**

(b) Anti-Fraud and Anti-Prevention Strategy

The fraud and prevention policy are under review. It is presented at the relevant Council committees to ensure input from members before it gets adopted by Council. **ANNEXURE 17: RISK MANAGEMENT POLICY AND ANTI-FRAUD AND ANTI-PREVENTION STRATEGY.**

ESTABLISHMENT AND FUNCTIONALITY OF RISK MANAGEMENT COMMITTEE /COMBINED COMMITTEE

Risk Management Committee

- Ethics, Fraud and Risk Management Committee for KwaDukuza Municipality is responsible for the following: -
- Assist Municipal Manager and Council discharge their responsibilities for risk management
- Review risk management policy, framework and strategy and recommend for approval
- Evaluate effectiveness of strategies to mitigate the top strategic, tactical and operational risks
- Review risk appetite and tolerance levels
- Monitor the design and implementation of ethics, business continuity, anti-fraud and corruption, compliance and loss control programs
- Monitor effective functioning of the risk management unit
- Report to Audit Committee and Council

The MANCO Risk Committee, in terms of its authority delegated by Council, facilitates the development of a formal Risk Management Framework and Strategy. The results of the risk assessments are used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks. The risk Committee meets once a quarter where discussion takes place on progress made in respect of the risks for a particular quarter. KwaDukuza Municipality has appointed an independent chairperson of the Risk Management Committee. The risk Management Committee is made up of MANCO members whose names are listed herein-below:

TABLE 48: MANCO RISK COMMITTEE MEMBERS

MANCO RISK COMMITTEE	MEMBER
Mrs. Khanyile	Chairperson (Independent)
N. Mdakane	Member
M. Manzini	Member
S. Hlongwane	Member
S Rajcommar	Member
S. Khanyile	Member
C. Viramuthu	Member
S. Jali	Member
P. Mtaka	Member
T. Nxumalo	Member
S. Ngiba	Member Risk Management and Member
P. Yogan	Internal Unit and Member

COMPREHENSIVE LIST OF COUNCIL ADOPTED POLICIES**TABLE 50: MUNICIPAL POLICIES**

POLICY	STATUS
CORPORATE SERVICES	
Learnerships Procedures & Guidelines Policy	The policy is in place and adopted by Council
Overtime Policy	The policy is in place and adopted by Council
Human Resource Policy	The policy is in place and adopted by Council
Risk Assessment Plan	The policy is in place and adopted by Council
Fraud and prevention policy	The policy is in place and adopted by Council
Employment Equity Plan	The policy is in place and adopted by Council
Skills Development Plan	The policy is in place and adopted by Council
Recruitment and Selection Policy & Procedure	The policy is in place and adopted by Council
Employment Equity Plan	The policy is in place and adopted by Council
Housing Allocation Policy	The policy is in place and adopted by Council
Communication Plan	The policy is in place and adopted by Council
HIV & AIDS Policy	The policy is in place and adopted by Council
Ward Committee Policy & Procedure	The policy is in place and adopted by Council
Operation and Use of Municipal Vehicles	The policy is in place and adopted by Council
FINANCE	
Rates Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Credit Control and Debt Collection Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Indigent Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Tariffs	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.

Cash Management and Investment	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Borrowing Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Virement Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Budget Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Funding and Reserves Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Asset Management Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Long Term Financial Planning	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Policy on Infrastructure, Investment and Capital Projects	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
Supply Chain Management Policy	Draft submitted for Council attention in March 2025. FINAL policy proposed to be adopted by Council in May 2025.
EDP	
Business License Policy	
Informal Business Policy	
CPO Policy	

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The key budget related policies are listed under Council Adopted and Promulgated Bylaws.

COUNCIL ADOPTED AND PROMULGATED BY-LAWS

The municipality has developed and adopted a number of policies. These are reviewed on a yearly basis, before the start of the new financial year. Below is the list of policies that have been adopted by Council. Bylaws: The Council has developed a set of by-laws in line with the proclamation of standard by-laws by the provincial MEC for Local Government.

TABLE 50: COUNCIL APPROVED/ADOPTED BYLAWS

BY-LAWS	STATUS
Spluma By-Laws	Adopted by Council and Gazetted
Building Regulations By-Laws	Adopted by Council and Gazetted
Alternative and Renewal Energy By- Law	Adopted by Council and Gazetted
Building Control By- Law	Adopted by Council and Gazetted
Waste Management By-Laws	Adopted by Council and Gazetted

TABLE 51: COUNCIL APPROVED/ADOPTED COMMUNITY SERVICES BYLAWS

SECTION	POLICY / BY-LAW	STATUS	PROMULGATION / ADOPTION	COMMENTS
KwaDukuza Solid Waste Management	Integrated Waste Management Plan	Endorsed by MEC	Adopted by Council	Five year plan that needs to be reviewed
	Refuse Removal By-laws	Under review	Repealed on the 19 September 2000	Draft has been produced.
Parks, Gardens and Recreation	Garden Refuse Removal By-laws	Implementation	Repealed on the 19 September 2000	Draft has been produced.
	KwaDukuza Parks By-laws	Drafting stage	To be adopted by Council	Draft has been produced.
Sports and Recreation	KwaDukuza Municipality Sports and Recreational Facilities By-laws	Drafting stage	To be adopted by Council	Draft has been produced.

COUNCIL ADOPTED STRATEGIES AND PLANS

TABLE 52: COUNCIL ADOPTED SECTOR PLANS

SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N
City Development Strategy	Yes	Yes
Spatial Development Framework	Yes	Yes
Disaster Management Plan (2016/17)	No	No
LED Strategy	No	No
Housing Sector Plan Review	Yes	Yes
Financial Plan	Yes	Yes
Roads and Storm water Master Plans	No	No
Storm Water Policy	No	No
Building Asset Maintenance Plan	Yes	Yes
Electricity Master Plan	Yes	Yes

PORTFOLIO COMMITTEES

PORTFOLIO COMMITTEES

The portfolio committees are structured as per the national guidelines. Each Portfolio is properly constituted and meets once per month. Each business unit has a portfolio that it reports to which is chaired by a member of the Executive Committee. Their core function is to look at specific issues that relate to each portfolio committee, research relevant issues and find all the necessary facts before these issues are discussed by Councillors that sit in each of the portfolio committees. The portfolio committees deliberate issues and then make recommendations to EXCO and the full Council, for the latter to take decisions

TABLE 53: PORTFOLIO COMMITTEES MEMBERS

PORTFOLIO COMMITTEE/S	MEMBER/S
FINANCE AND LPA/HR Portfolio	Cllr. ME Ngidi (Mayor and Chairperson)
	Cllr. V Mwandla
	Cllr. S Mthiyane
	Cllr T Naicker
	Cllr N.S. Bhengu
	Cllr NJ Mbonambi
	Cllr. S.P. Ashworth

	Cllr. T.T. Sithole
	Cllr. R. Pooran
	1 Vacancy
INFRASTRUCTURE AND TECHNICAL PORTFOLIO	Cllr. SL Cele (Chair and Deputy Mayor)
	Cllr TT Dube
	Cllr B. Fakazi
	Cllr S. Mcineka
	Cllr T. Nxele
	Cllr IS Mdletshe
	Cllr N. P. Dube
	Cllr N. A. Singh
	Cllr P. Naidoo
	2 Vacancies
ECONOMIC DEVELOPMENT PLANNING, SPECIAL PROGRAMMES AND YOUTH AFFAIRS PORTFOLIO	2 Vacancies
	Cllr J. Banda
	Cllr S Kheswa
	Cllr S. Ntuli
	Cllr B. Ndlovu
	Cllr P Shezi
	Cllr Z.P. Dumakude
	Cllr PF Masuku
	Cllr S. Zungu
	Cllr B Mvulana
	Cllr NP Ntuli
	SP Khuzwayo
MUNICIPAL SERVICES PORTFOLIO	Cllr C. Mdletshe (Chairperson)

	Cllr S Sithole
	Cllr S. Shandu
	Cllr W Mtambo
	Cllr V. Govender
	CLLR S. Nxele
	Cllr SP Khuzwayo
	Cllr. F Abrahams
	Cllr PL Zungu
	Cllr AA Singh
EXCO	ME Ngidi (Mayor), SL Cele (Deputy Mayor), CN Mdletshe, D Mthembu, P Makhan, C Nhleko, M. Mthiyane, C Nhleko, NS Sewaraj, OL Nhaca and M Sibisi
Municipal BID committees	Municipal Bid Committees are established and functional. Members indicated of all bid Committees are included as part of the Finance Section (under SCM).

LEGAL DEPARTMENT:

Function: The Municipality, in particular the Office of the Municipal Manager led by the COO also consists of the Legal Unit. The main purpose of this wing of the Municipality is to ensure that whatever contractual agreements the Municipality enters into are sound and fair to all parties concerned. This includes contracts crafted by the Municipality towards an entity/ body to procure services, land contractual obligations are followed accordingly. Their role is also highlighted when it comes to past contracts that need to review and future contracts are followed accordingly by the Municipality. The unit is to provide assurance and consulting activities designed to add value and improve on municipal operations and legal control through systematic functions. Implement consequential management against those who breach Council policies and laws of the Republic of the country.

Legal services provide support to the municipality in many ways, focusing on resources in ensuring sustainable governance systems and processes to strengthen compliance to applicable legislation and regulations, enabling oversight, accountability and enhancing governance processes. This is attained by focus on all legal matters by:

- Managing the provision of a comprehensive efficient and effective legal service to the Municipality.
- Safeguarding Municipalities interest in all legally related matters and to ensure that the Municipality conducts itself within the parameters of the law.
- Strengthening the capacity of the Municipality to fulfil its mandate as stipulated in terms of Section 152 and Section 153 of the Constitution of South Africa 1996 and other applicable legislation.
- Providing a supportive and advisory role to the municipality in order to fulfil its objectives.

- Enhancing organisational efficiency by promoting an environment that complies with corporate governance.
- All these components contribute directly to the effective corporate governance towards capacitating the municipality in becoming a city

6. LAND USE MANAGEMENT

SPLUMA IMPLEMENTATION

The KwaDukuza Municipality has implemented its administrative systems related to the implementation of SPLUMA. At present the KwaDukuza Municipality has undertaken following in compliance with the Spatial Planning and Land Use Management Act No. 16 of 2013:

- gazetting of the SPLUMA bylaws
- Processing of development application in terms of SPLUMA
- Drafting of spatial plans in terms of SPLUMA
- Development of a wall-to-wall scheme (covering the entire jurisdiction of the Municipality).

Establishment of decision-making authorities/structures in terms of SPLUMA. These include the following:

- The Municipal Planning Tribunal
- Municipal Planning Appeal Authority
- Municipal Planning Authorised Officer
- Municipal Planning Registrars

The KwaDukuza Municipality is fully compliant with the provisions and requirements of SPLUMA.

KwaDukuza Municipality has established a stand-alone Municipal Planning Tribunal (MPT) which was gazetted on the 12th November 2020. The term of office for the MPT was further extended for an additional two years making the total term of office a period of 5 years as prescribed by the Spatial Planning and Land Use Management Act (No. 16 of 2013). The MPT has been functional since October 2015 with MPT meetings scheduled for the last Thursday of every month. The term of office The MPT further meet outside of the normal schedule depending on the influx of applications. The Municipality has fully complied with Regulation 14 of SPLUMA as follows:

- The Municipality has an adopted SPLUMA By-law (By-law No. 2002) which outlines the application types, processes to be followed, public consultation as well as site inspections.
- The application forms made available to applicants provides details with regards to the place of submission.
- The Council adopted Tariff of Charges provides for the development charges that apply to each application type.

The following documentation has been used a guideline for the functioning of the MPT.

- Spatial Planning Land-Use Management Act, 2020 (Act No. 16 of 2013) and
- SPLUMA Regulations (2015);

- KwaDukuza Spatial Planning Land-Use Management By-Law, (September 2018);
- KwaDukuza Land-Use Management Scheme (September 2018);

MPT Terms of Reference (November 2020).

The following KDM SPLUMA bylaw No. 2002 (Attached as an annexure of the FINAL IDP) extracts highlights the important and Chapters and specific schedules pertaining the land use applications as well as the functioning of the MPT procedures;

- To provide for the establishment and support of the Municipal Planning Tribunal; (Chapter 2)
- To provide for the categorisation of applications; (Chapter 2, Schedule 2)
- To provide for the adoption and amendment of the Municipality's land use scheme, (Chapter 3)
- To provide a framework for municipal planning approval; (Chapter 4)
- To provide for application processes; (Schedule 4)
- To provide for amending and/ or cancelling a decision; (Schedule 6)
- To outline matters that MPT must consider when it decides on an application for municipal planning approval; (Schedule 8)
- To provide for information to be included in the MPT Record of Decision; (Schedule 9).

MPT is functional and set to sit once on a monthly basis and has an appeals authority in place. Regulation 14 is in place and the Municipality has appointed 3 Authorised officers which are as follows;

- Mr. Lunga Mhlongo - The Chief Planner
- Mr. Mava Ntanta - Director Development Planning and
- Ms. Dhevia Sewdular - Manager Development Control.

ANNEXURE 3 SDF DOCUMENT (AND OTHER RELATED DEVELOPMENT TOWN PLANNING DOCUMENTATION/INFORMATION)

7. 2023/24 ANNUAL REPORT

The IDP has provided **ANNEXURE 18: ANNUAL REPORT 2023/24** Chapter 3 of the Annual Report contains a service delivery performance report indicating targets achieved, targets not met and measures to improve performance. A copy of the Annual Report indicating service delivery performance as well as the corrective measures to address target that were not met. The annual report was tabled at Council on the 30th of January 2024.

The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Organisational Scorecard. This incorporates 19 priority measures selected from the IDP. These were agreed by Council Resolution. The targets were reviewed and updated at Council meeting in line with Section 72 of MFMA regulating adjustment budget and performance assessment of a municipality within the first 6 months of the financial year via a resolution. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications.

In relation to the 2023/24 -year end performance results, the final position shows that:

QUARTERS	2021/22 ACTUAL PERFORMANCE	2022/23 ACTUAL PERFORMANCE	2023/24 ACTUAL PERFORMANCE	VARIANCE
Q1	63%	58%	63	-5
Q2	55%	59%	55	4
MID-TERM	55%	59%	55	4
Q3	63%	66%	61	3
Q4	60%	78%	70	18
ANNUAL ACTUAL	57%	77%	77	20

TABLE 54: 2023/24-YEAR END PERFORMANCE RESULTS

GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

TABLE 55: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRENGTHS	WEAKNESSES
- Effective IGR forums - Regular Mayoral public meetings - Communications Department - Bulk SMS system as a means of communicating with stakeholders - The existence of the Risk Management Committee - Regular meetings of the Committee on Good Governance - MPAC's existence and that it is a functional structure	- Poor level of Service delivery by some contractors. - Service Delivery riots. - Call-Centre not fully functional - calls at times go unanswered - NB: The Khuluma Maspala has not been publishing for a long time due to a lack of budget. The tender was reversed. We still need to pursue same via the SCM.
OPPORTUNITIES	THREATS
CDWs and Ward Committees to assist with communicating municipal information with the stakeholders.	- Deviations being a norm for Corp Government- vetting, change of scope etc. - Poor planning & nonexistence of SALGA games business plan.

▪ Bi-Monthly ward committee municipal meetings to dispatch service delivery information. ▪ Municipality's newspaper (Khuluma Maspala for communicating municipality's news to the communities.	▪ Lack of understanding of the SCM policy and processes. ▪ Lack cooperative approach to public participation.

CHALLENGES AND PROPOSED INTERVENTIONS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

TABLE 56: DESCRIPTIVE OF CHALLENGE AND INTERVENTION

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
Dysfunctional Ward Committees and lack of public meetings.	▪ Provide on-going support to Ward Committees to improve their performance through training and ward committee meetings, ▪ Ensure that all Ward Councillors conduct their quarterly meetings with the members of the public. ▪ Ensure that stakeholder forums i.e. (IDP Rep Forum, LED Forum, OSS/ War Rooms, Youth Forums, Gender and Disability, HIV-Aids Local Council etc.) are functioning properly and report to Council on quarterly basis; and ▪ Strengthen the use of communication platforms (e.g., websites, social media and municipal publications) to communicate and receiving of feedback from the community.
Deal with the perception of corruption and stagnant audit outcomes.	▪ Build capacity of Internal Audit to provide on-going assurance services to Council. ▪ Ensure that Anti-fraud hotline is working and known by the public. ▪ Conduct ongoing staff and community awareness on fraud and corruption policies of Council. ▪ Implement consequential management against those who breach Council policies and laws of the Republic of South Africa; and ▪ Encourage the public to attend Council meetings and participate in Annual Oversight report processes.

8. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

INTRODUCTION

This KPA comprised of Civil Engineering Services Unit, Human Settlements Business Unit, Electrical Engineering Services Unit, District Water and Sanitation developments, Community Services and Public Amenities Business Unit as well as Local Economic Development. These business units play a pivotal role in fulfilling the objectives of Local Government as envisaged in Chapter 7, Section 152 and 153 of the Constitution of South Africa Act No. 108 of 1996. The Council has entrusted these business units with the authority, roles, responsibilities and key performance areas in order to carry out the aforesaid constitutional mandate and a five-year strategic agenda for the Council.

Civil Engineering Services Business Unit is responsible for ensuring basic service delivery as well as the provision of quality houses in the following areas:

- Civil Engineering Services (Roads and storm water; Sidewalks; Commuter Shelters; Traffic calming etc.)
- Municipal Building Maintenance Services
- Infrastructure Planning, Construction & Routine Maintenance
- Project Management Unit (MIG, EPWP etc.)
- Electrical Services Directorate is responsible for the following;
- Electrical planning
- Customer services center and
- Fleet management services.
- Community Services and Public amenities business Unit is responsible for;
- Parks and gardens
- Community halls maintenance
- Cemeteries and crematoria
- Beach cleaning/cleansing
- Street sweeping
- Refuse removal
- Sports facility maintenance and recreation
- Economic Development and Planning:
- Human Settlements (housing infrastructure and slumps clearance) - Development of human settlements for different income earners as well as maintenance of Council buildings.
- Local Economic Development
- Town planning and development control

WATER AND SANITATION

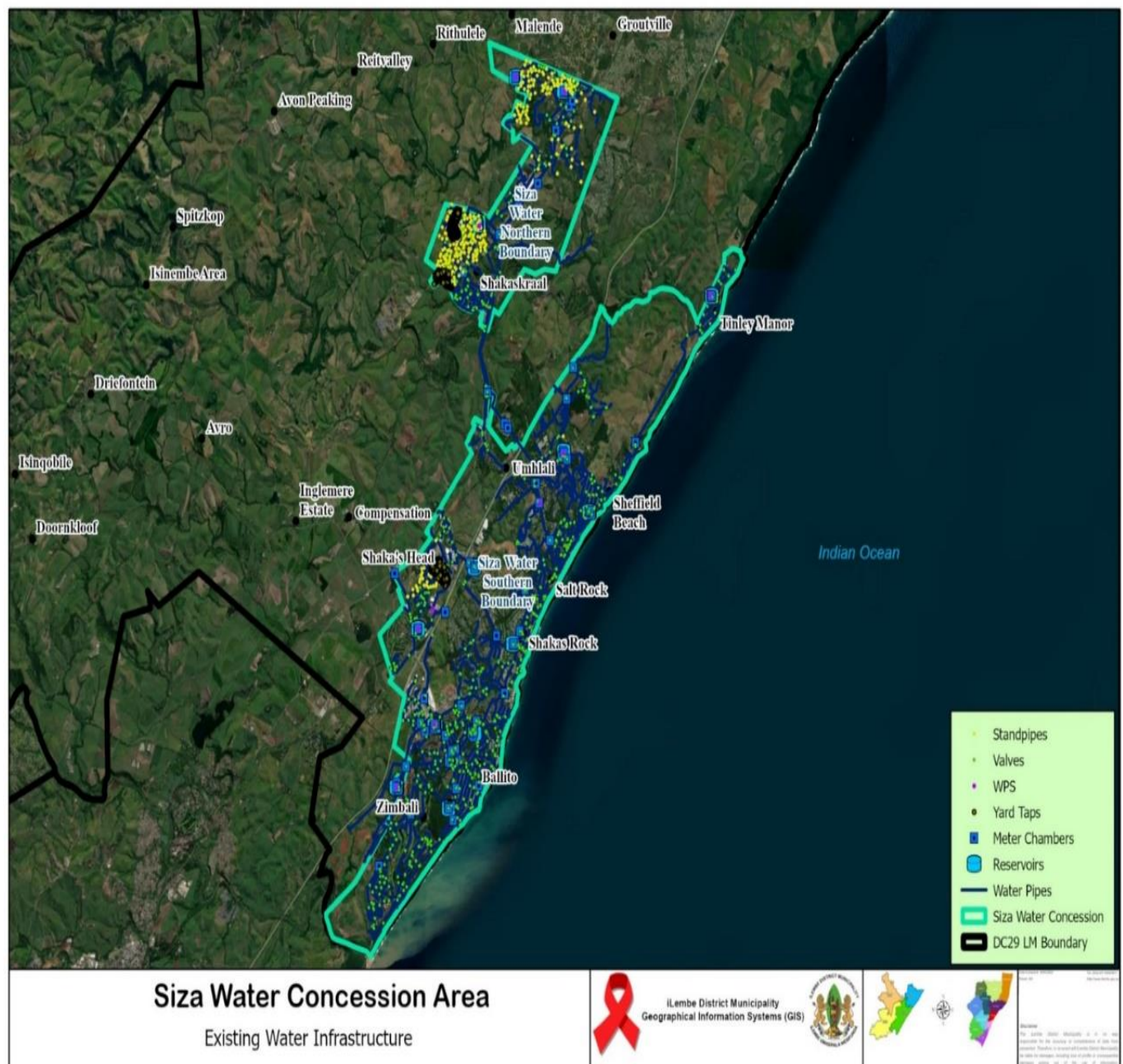
Whereas iLembe District Municipality is responsible for water and sanitation.

WATER SERVICE AUTHORITY

KwaDukuza Municipality is one of the local municipalities under the iLembe District Municipality and therefore, not a Water Services Authority. Rather, the iLembe District Municipality is the entity that holds the mandate in providing water and sanitation services.

ILEMBE DISTRICT MUNICIPALITY WATER SERVICES DEVELOPMENT PLAN

Ilembe DM is a Water Service Authority since 2003 and Core Business of the district is Provision of Water & Sanitation. It Constitutional Mandate to play a coordinating role in planning and development of the District through Provision of water and sanitation service to the residents of four local municipalities i.e. approx. 650 000 RESIDENTS, and SEMBCORP/SIZA Water – services the southern part of KwaDukuza Municipality. The below map showcases the Siza Water existing water and sanitation infrastructure. C E



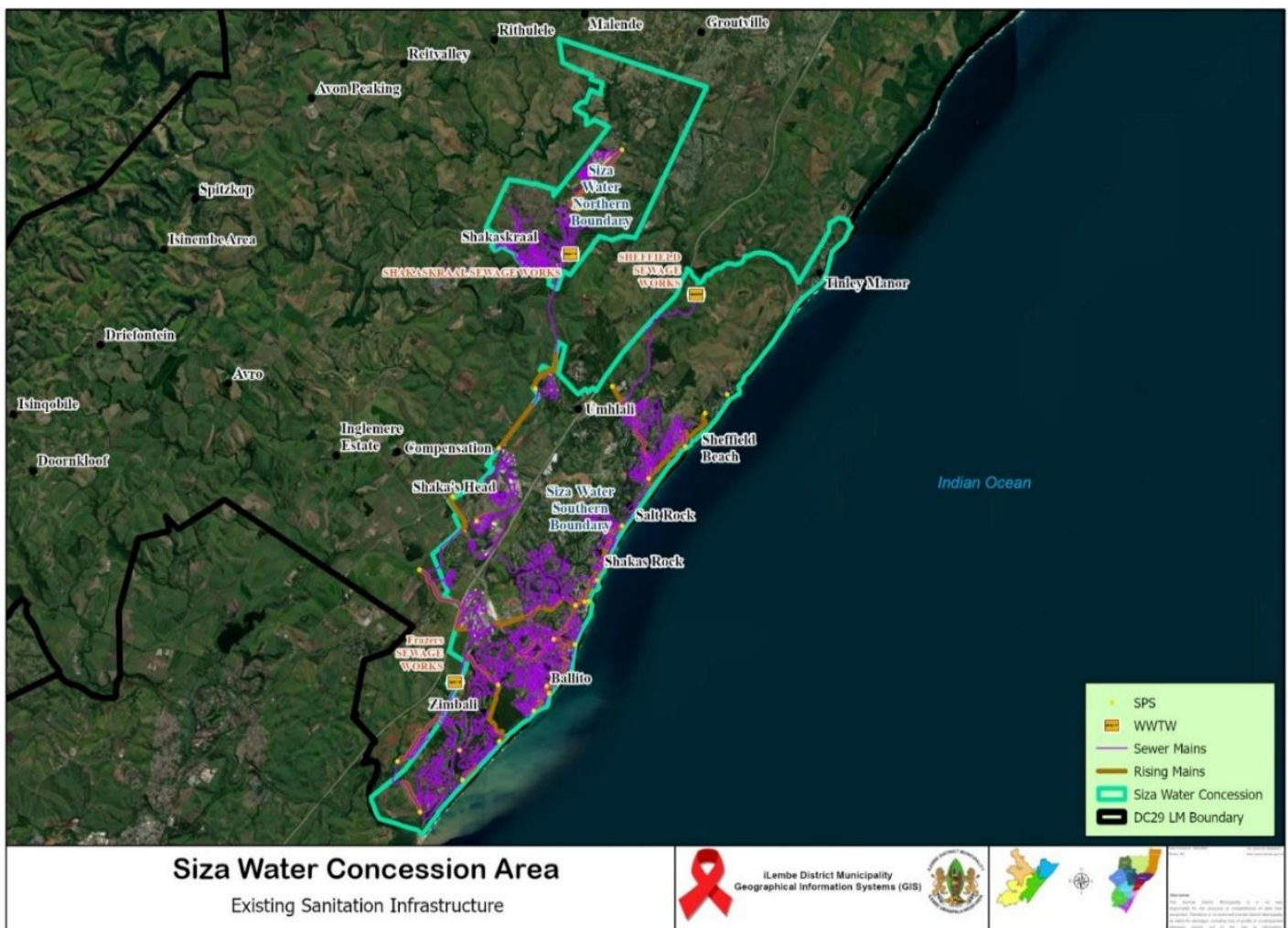


FIGURE 39 : EXISTING WATER AND SANITATION INFRASTRUCTURE

ILEMBE WATER SERVICES DEVELOPMENT PLAN

The District has been experiencing rapid growth over the past years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial Greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. The WSDP is primarily informed by the iLembe District Municipality' Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The District has also taken note of a Ward based head count in order to have a true reflection of the Demographics; It should also be mentioned as well that STATS SA has made public the new census results which will greatly influence the outcome of future developmental plans for the District.

ILembe District Municipality developed their WATER AND SANITATION MASTER PLAN (ANNEXURE 19: ILEMBE WATER AND SANITATION PLANS) which was originally adopted by Council in 2017 and reviewed in 21/22 FY. The plan essentially is an extension of the SDF and focuses on reducing service backlogs and ensuring that future demands for water and sanitation are met. The Masterplan is for a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The Master Plan forms the basis of the implementation of projects in subsequent years.

ILEMBE DISTRICT MUNICIPALITY WATER AND SANITATION OPERATIONS AND MAINTENANCE PLAN (WHICH FORMS PART OF ANNEXURE 19) is aimed at highlighting the methodologies and calculations used in deriving a renewal, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. 'This plan also serves the following purposes';

- Caters for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal and operations and maintenance strategies for this subset of municipal infrastructure.
- It highlights the Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan.
- Through this plan the maintenance of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality.

It must be noted that the operations and maintenance plan is based on information gathered to date and the iLembe District Municipality performs ongoing detailed investigations of the data pertaining to water and sanitation infrastructure.

TABLE 57: STATUS OF DEVELOPMENT PLANS/POLICIES

NAME OF SECTOR PLAN / POLICY / BYLAW	ADOPTION YEAR
Water and Sanitation MasterPlan	2021/2022
ILembe District Municipality Water and Sanitation Management Plan	2023/24
Water services development Plan	2023/24
Infrastructure Procurement Strategy for Water and Sanitation	2023/24
Asset Management Plan	2023/24
Infrastructure Programme Management Plan	2023/24

End of the Year Report for Water and Sanitation	Draft stage
Operations and Maintenance Review Report for Water and Sanitation	Drafting stage

ANNEXURE 19 ALSO INCLUDES: ILEMBE DISTRICT MUNICIPALITY_ASSET MANAGEMENT PLAN AND WSDP

REGIONAL WATER AND SANITATION MASTER PLAN:

The scope of the project was to develop a regional water and sanitation master plan for the entire ILembe District Municipality area in 2016/17. The Master Plan will develop strategies at three levels, aimed at achieving the project objectives, namely:

- Short Term Action Plan (SAP) for addressing the provision of reliable water and sanitation services within a 5-year horizon;
- Medium Term Action Plan (MAP) for addressing the provision of reliable water and sanitation services within a 5 to 10-year horizon;
- Long Term Action Plan (LAP) for a 10 to 20-year horizon aimed at creating and delivering viable and sustainable water and wastewater infrastructure services. The Master Plan includes planning for rehabilitation and upgrading of existing water and wastewater infrastructure, as well as proposals for new infrastructure.

OPERATIONS AND MAINTENANCE PLAN FOR WATER & SANITATION

The iLembe District Municipality's Operations and Maintenance Plan for Water and Sanitation which is utilised in fulfilment of the Municipality's core functions is in place. The plan entails, amongst others, but not limited to, the following:

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

The responsibilities and monitoring thereof are clearly defined.

The plan allows for easy diagnosis and reporting of challenges and/or problems so as to ensure that those problems that have to do with Operations and Maintenance might be discovered timeously so as to avert a negative impact. The Operations and Maintenance Plan for Water & Sanitation shall be implemented from the 2022/23 financial year. Operations and Maintenance Plan for Existing and New Roads, and Public Transport Facilities The Operations and Maintenance Plan is under development, however, the Municipality is currently using a Roads Master Plan.

TABLE 58: INFRASTURE BACKLOG FIGURES

Sector	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Water	20.20%	18.60%	15.56%	15.29%	Waiting Stats SA to submit info		
Sanitation	20.10%	19.40%	14.47%	13.32%			

TABLE 59: INFRASTRUCTURE TARGETS

Sector	HH with access	% with access	HH without access	% without access	Total HH
Water	134 514	70.3%	56 855	29.7%	191 369
Sanitation	132 214	69.1%	59 155	30.9%	191 369

TABLE 60: SANITATION DEMAND PROJECTIONS

SANITATION					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17

TABLE 61: SUMMARY OF TOTAL COSTS OF WATER

Description	Short Term (Year 1-5)	Medium Term (Year 6-10)	Long Term (Year 11-20)	TOTAL
KwaDukuza	R 131,711,215	R 34,309,583	R 192,163,806	R 358,184,604

ILEMBE DISTRICT MUNICIPALITY AS A WATER SERVICES AUTHORITY:

The iLembe District Municipality Water Services Master Plan is in place and was adopted in the 2023/24 FY.

OPERATIONS AND MAINTENANCE PLAN FOR WATER & SANITATION

The iLembe District Water and Sanitation Operations and Maintenance Plan was adopted in the 2023/24 FY whilst THE ILEMBE DISTRICT WATER AND SANITATION MASTER PLAN ATTACHED AS PART OF ANNEXURE 19 WHICH was adopted by Council during the 2017/2018 financial year.

The purpose of the iLembe District Water and Sanitation Operations and Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewal, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The Operations and Maintenance plan is currently being implemented and Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan.

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

STATUS OF THE WSA OPERATIONS AND MAINTENANCE PLAN FOR WATER AND SANITATION

KwaDukuza experiences water disruptions on a regular basis. There is a huge disparity in provision of services. There is also a major service backlog and a lack of maintenance of existing infrastructure. A considerable number of people amongst the population does not have access running water. Reliance on ground water can lead to health impacts amongst the most vulnerable sections of the population, where ground water has become polluted through poor land use and/or burials near water courses. There is severe water shortage in the area which is exacerbated by new development applications. Umgeni Water, KwaDukuza and iLembe cannot meet the current water requirements of existing users. The water shortage needs to be addressed at a strategic level and various bulk water options are being considered including desalination treatment plants, ways of reducing inefficiencies, waste and water loss need to be explored.

There is a lack of maintenance of existing infrastructure. Infrastructure is often poorly sited and has the potential to impact on the environment when it is not operating properly. There is one major sewer treatment works at KwaDukuza that pumps sewerage from other smaller sewer pumps across the Municipality. There is no bulk Municipal waterborne sewerage reticulation system available in areas including Blythdale and surrounds. Septic tank systems are used in many areas for disposal of liquid waste. Due to extensive housing developments, especially along the coast, treatment works requires upgrading, however the iLembe District

Municipality had indicated that it is not currently in a position to provide a bulk service supply to upcoming developments.

THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR WATER AND SANITATION

TABLE 62: STATUS ON MAIN SOURCES OF DRINKING WATER

Indicator	Sub-indicator	Population	Population%
Main Source of drinking water	Piped (tap) water inside dwelling	26 012	28.5%
	Piped (tap) water inside yard	18 196	19.9%
	Piped water on communal stand	37 676	41.3%
	Borehole in yard	437	0.5%
	Rain-water tank in yard	180	0.2%
	Neighbour's tap	737	0.8%
	Public/communal tap	3 443	3.8%
	Water-carrier/tanker	2 595	2.8%
	Borehole outside yard	278	0.3%
	Flowing water/stream/river	904	1.0%
	Well	39	0.0%
	Spring	31	0.0%
	Other	755	0.8%

TABLE 63: STATUS ON MAIN TYPE OF TOILET USED

Indicator	Sub-indicator	Population	Population%
Main Type toilet facility used	Flush toilet (Sewage system/sceptic tank)	33 843	39.2%
	Chemical toilet	14 843	17.2%
	Pit latrine (with/without) ventilation	37 351	43.2%
	Ecological toilet (e.g. urine diversion, enviroloo)	260	0.3%
	Bucket toilet (collected by municipality/Emptied by household)	88	0.1%

In 2003 the District Municipality became the Water Services Authority and Water Services Provider for the iLembe region and the Municipality's Water Services Development Plan (WSDP) was adopted in 2016. It is the role of the Technical Services Department is to provide water and sanitation services throughout the district thereby eliminating backlogs. Below is a graph portraying the level of access to quality piped water within iLembe, as per the data collected by Stats SA through the Census of 2011 compared with the 2016 Community Survey.

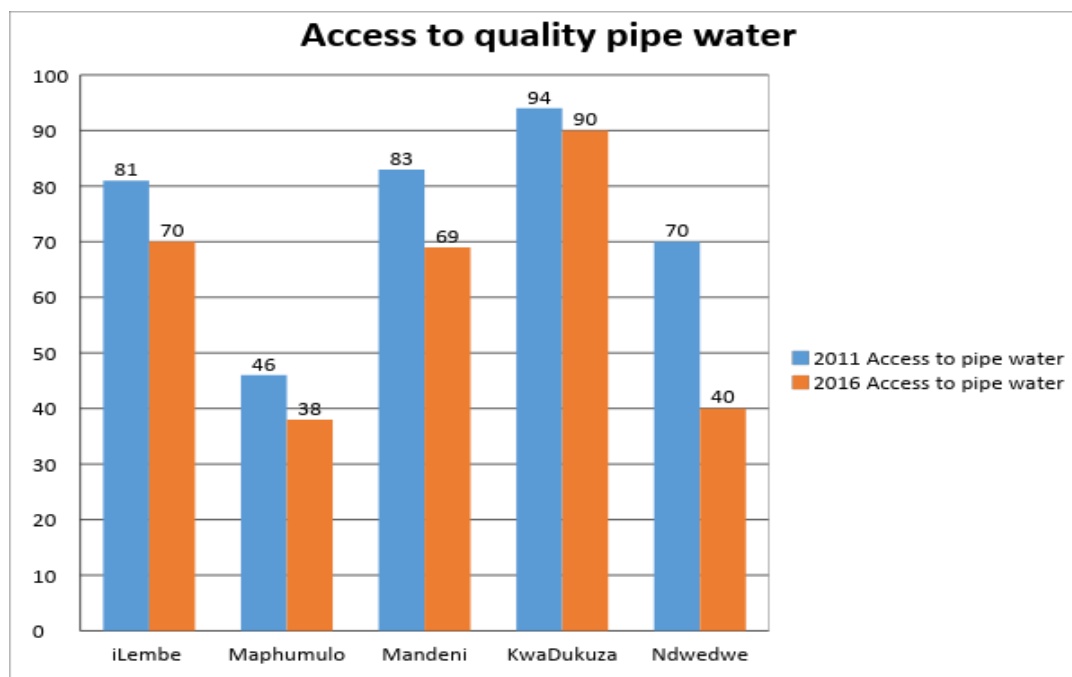
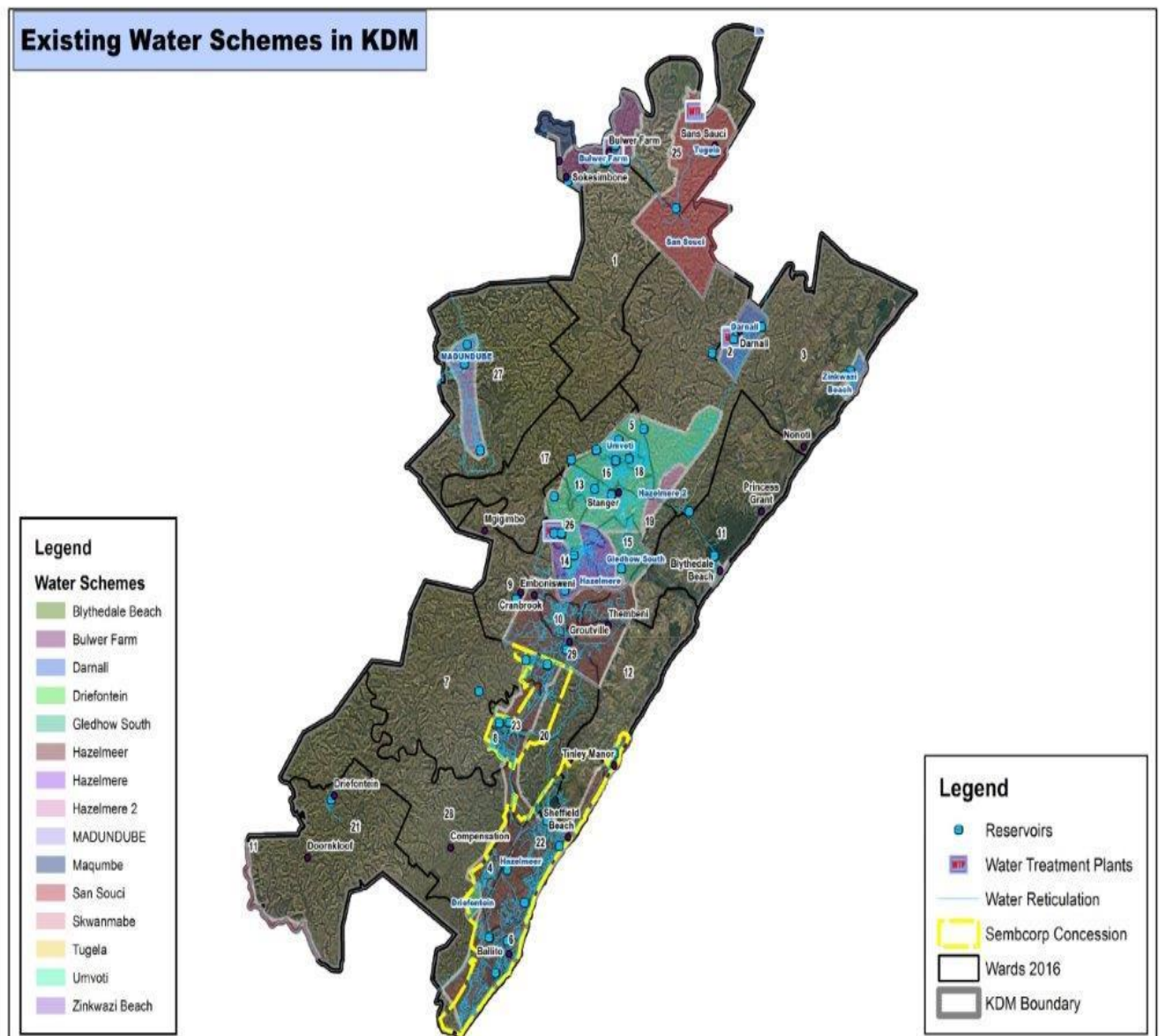


FIGURE 40: PERCENTAGE OF PEOPLE WITH QUALITY PIPED WATER

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

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas need upgrading and maintenance, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that affects the entire District and in urgent need of attention.
- 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 19% of the population still do not have access to basic sanitation.
- The urban areas have proper waterborne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- iLembe has been severely hampered by drought which has diminished the Municipality's ability to provide water to all inhabitant.

FIGURE 41: EXISTING WATER SCHEME IN KDM



WATER QUALITY MANAGEMENT

ILembe District Municipality (IDM) monitors the water quality it supplies to consumers and residents as well as monitoring the waste water effluent it discharges into the environment. This monitoring occurs on a daily, weekly, monthly and annually on a variety of parameters as per the Blue drop (water) and Green drop (waste water) as required by the Department of Water and Sanitation (DWS). Unfortunately, independent audits by DWS in terms of Blue Drop and Green Drop have not been carried out by DWS in recent years so no results have been published. However, IDM captures quality results onto the Blue and Green drop systems as

developed by DWS. IDM utilizes the services of an independent, accredited laboratory to sample the various samples

GREEN DROP

The green drop system has been designed by DWS to specifically to monitor the performance of waste water treatment works. Currently IDM has 12 facilities that it monitors including two (2) that are operated by Siza Water (Fraser's and Shakaskraal). The wastewater works have been under-performing in recent years due to a variety of factors including but not limited to:

- Ageing infrastructure
- Lack of process knowledge by process controllers
- Lack of laboratory equipment on sites

The above challenges can be addressed through proper training of staff and investment in the treatment works to repair, replace and /or refurbish malfunctioning process units. Plans are afoot currently to construct a regional waste water scheme (in planning phase) in KwaDukuza to address the limitations of the current infrastructure limitations of the area as well as to upgrade the Sundumbili waste water works in the foreseeable future.

BLUE DROP

The blue drop system regulates the management of water quality at both treatment works and reticulation sites including reservoirs and other critical sampling points that may affect water quality. IDM has 38 water supply systems (ranging from boreholes to fully functional water treatment works) as per blue drop system supplying most of the residents and consumers within the district. In addition to such supplies residents are also supplied via water tankers with water sourced from IDM or Umgeni Water treated water. This is due to lack of suitable raw water sources close to where the communities reside.

Between the year 2017 TO 2019 period, 2 major water projects, Lower Tugela water Project and the Mvotshane water Project (managed by Umgeni Water) have come more fully into operation and thus has provided relief to consumers obtaining water from these sources. The water quality is of a high standard and complies with SANS 241:2015 water quality standards. The challenges faced with regard to water quality include:

- Low chlorine dosages affecting the microbiological quality of water
- Incorrect dosing that affects the turbidity of final water
- Inability of some treatment plants to adequately remove iron and manganese
- Limited process knowledge of the process controllers
- Malfunctioning process units that inhibit correct water quality standards

These challenges can be overcome by investing in upgrading some treatment works to deal with the water quality standards as well as training process controllers to better manage the water quality at these facilities.

IDM has gone out to tender for water treatment chemicals and has successfully appointed two companies to supply water treatment chemicals to IDM sites. The appointed companies will assist IDM with the challenges faced with regard to water quality issues and ensure that acceptable water quality is achieved at all sites. The lack of laboratory equipment on sites poses a serious challenge as the process controllers are unable to monitor the water quality on a daily basis.

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

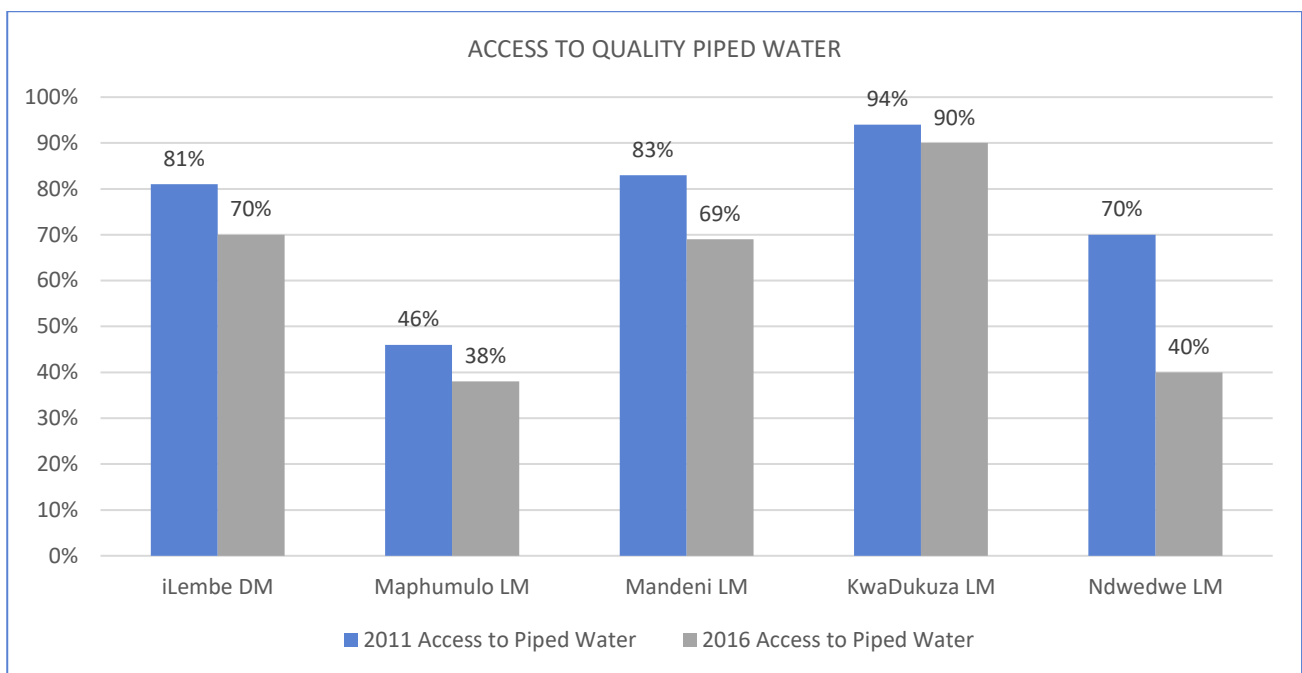


FIGURE 42: PERCENTAGE OF PEOPLE WITH ACCESS TO QUALITY PIPED WATER

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

FIGURE 43: ACCESS TO WATER IN ILEMBE DISTRICT

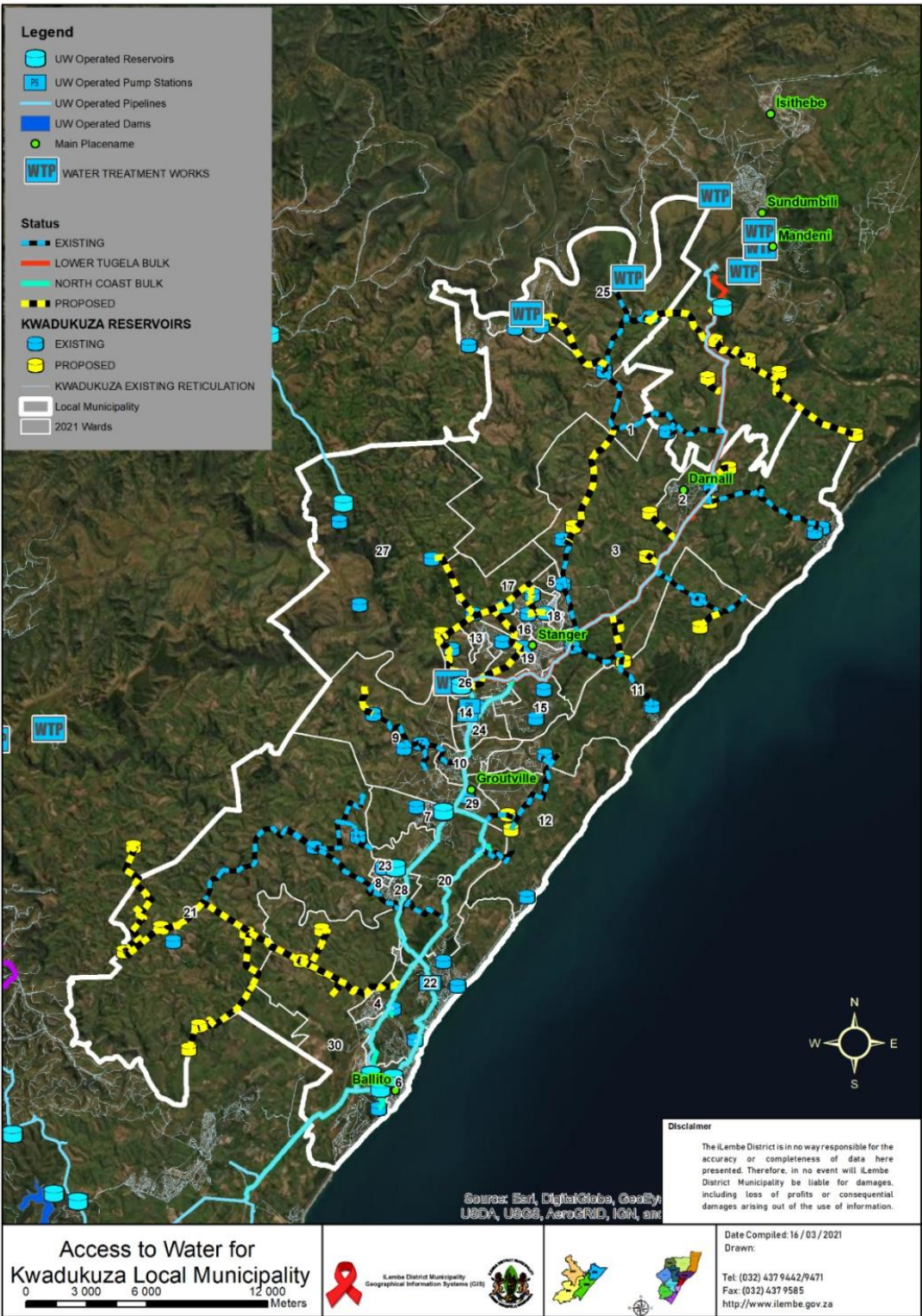
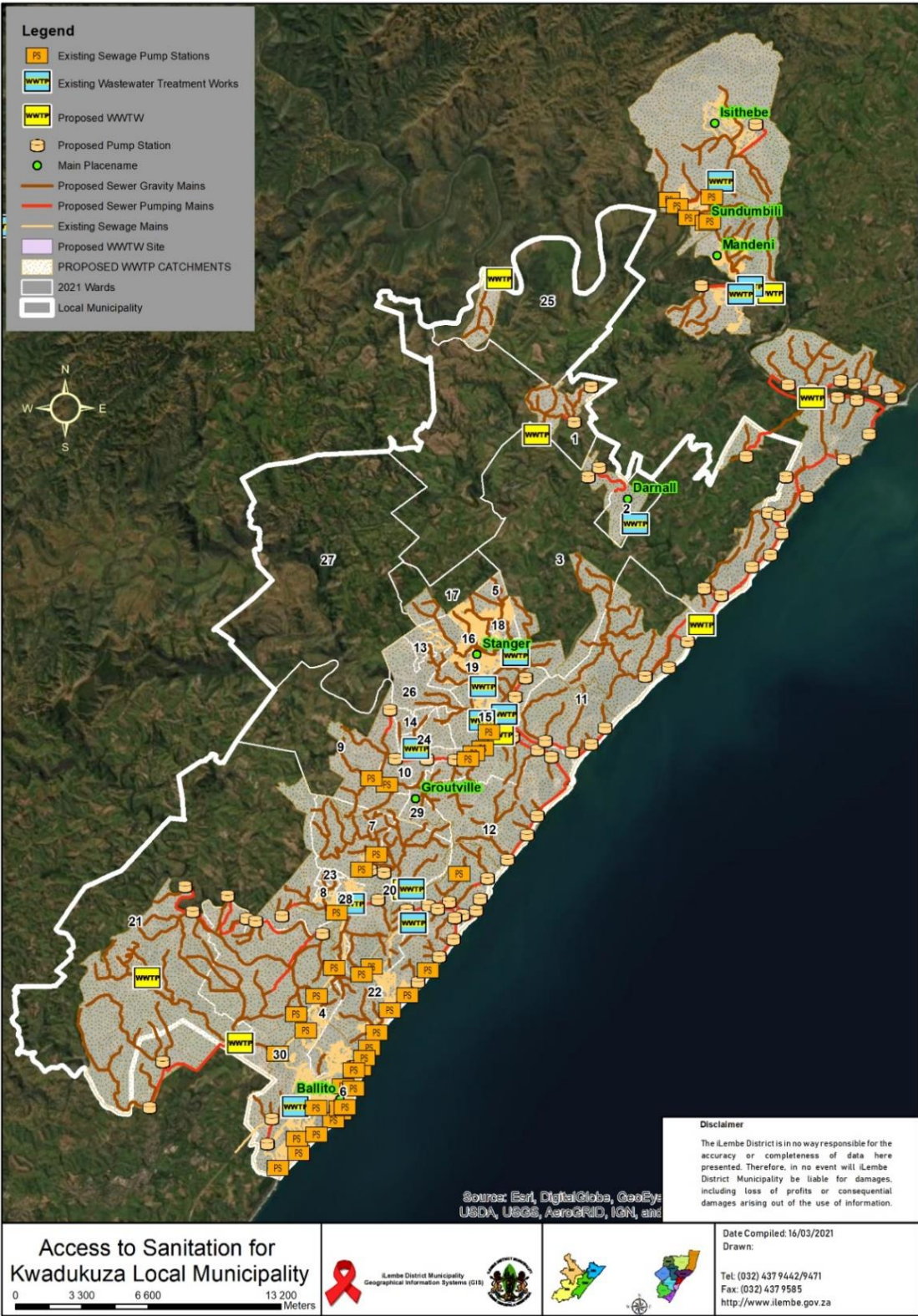


FIGURE
44:
ACCESS
TO



SANITATION

SANITATION IN ILEMBE DISTRICT

The “Access to Sanitation Map” depicts the Ventilated Improved Pit (VIP) Latrines that are provided by the District to areas where no bulk sewer infrastructure has been laid, this is depicted in the western and northern rural areas of the District; the map further depicts the existing sewer bulk infrastructure and the proposed Wastewater Treatment Plants in Ndwedwe, Mandeni, Maphumulo and various parts of KwaDukuza. Both these maps portray the state of the District in terms of water and sanitation infrastructure, they also depict some of the future plans of the District to ultimately provide all citizens of iLembe with access to quality water and sanitation services.

Map showing the proposed water projects within the municipality is not available, however, the proposed projects for Bulk Water Scheme for KwaDukuza Municipality are listed at the end of the IDP for overall water and sanitation projects. The Lower Thukela Regional Bulk Water Scheme is intended to serve the area of KwaDukuza with potable water supply. The demand for water on the coastal area of KwaDukuza has increased and the currently supply from the UMdloti and Umvoti river systems are insufficient to meet the projected water demand. The project is implemented jointly by iLembe District Municipality and Umgeni Water and will cater for the following:

- current demand,
- future private developments of commercial, industrial and residential nature,
- low income housing developments,
- rural areas currently served as stand-alone schemes, and
- Rural areas that are currently un-served.
- The scheme will serve a total of 64,239 bulk connections to commercial and private units, 28,567 low income housing units, the augmentation of bulk to 3,349 rural households and bulk and reticulation to 3,083 rural households without services.

The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality. The planning for the provision of waterborne sanitation to the Greater Groutville area is at inception stage. The purpose of this study is to check the feasibility of servicing the entire Groutville with waterborne sewer and to connect all the settlements in Groutville into the system. Should this plan be feasible and affordable, it will also unlock bulk sewer connections for all the housing projects that are being planned for implementation in Groutville.

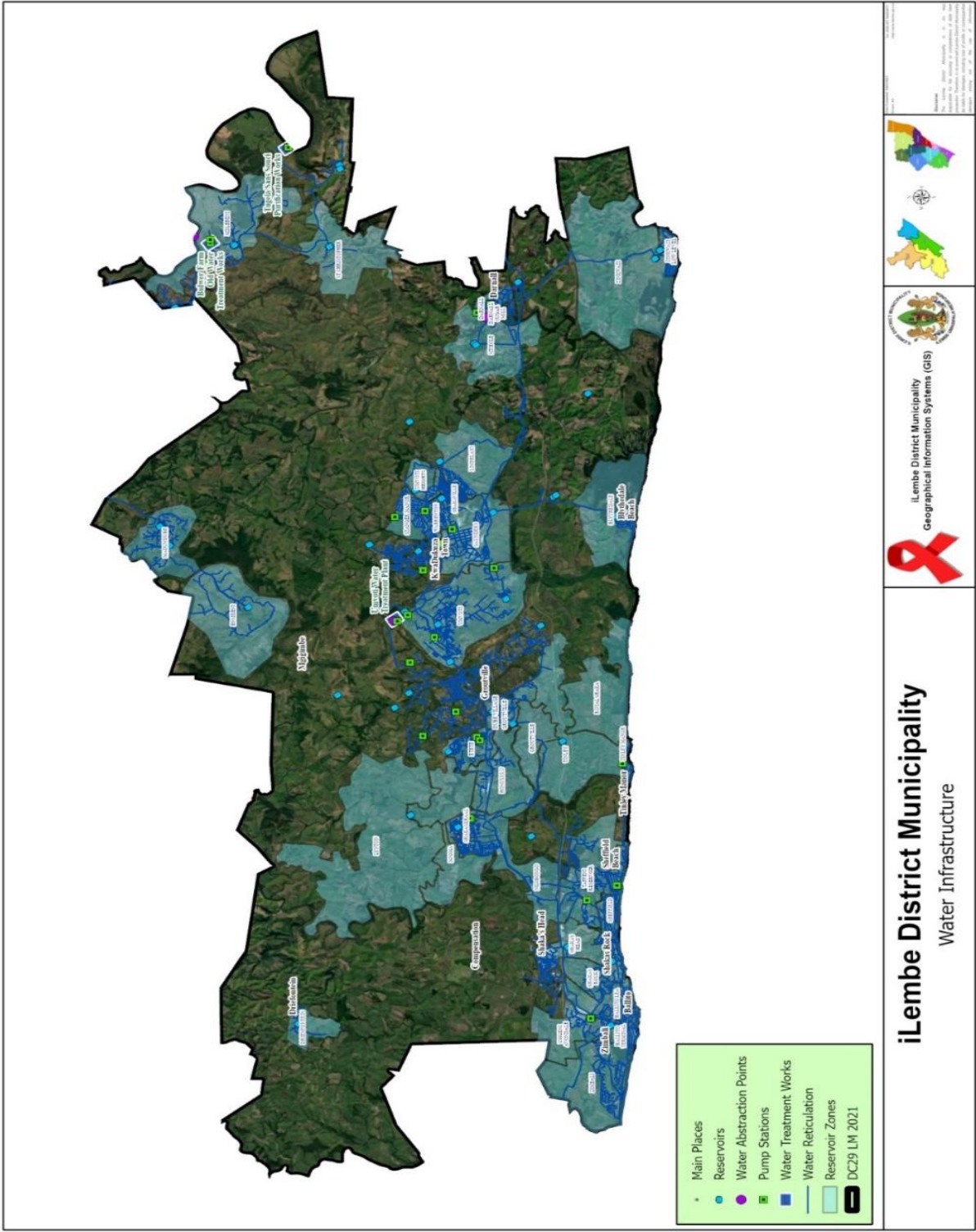


FIGURE 45: IDM WATER INFRASTRUCTURE

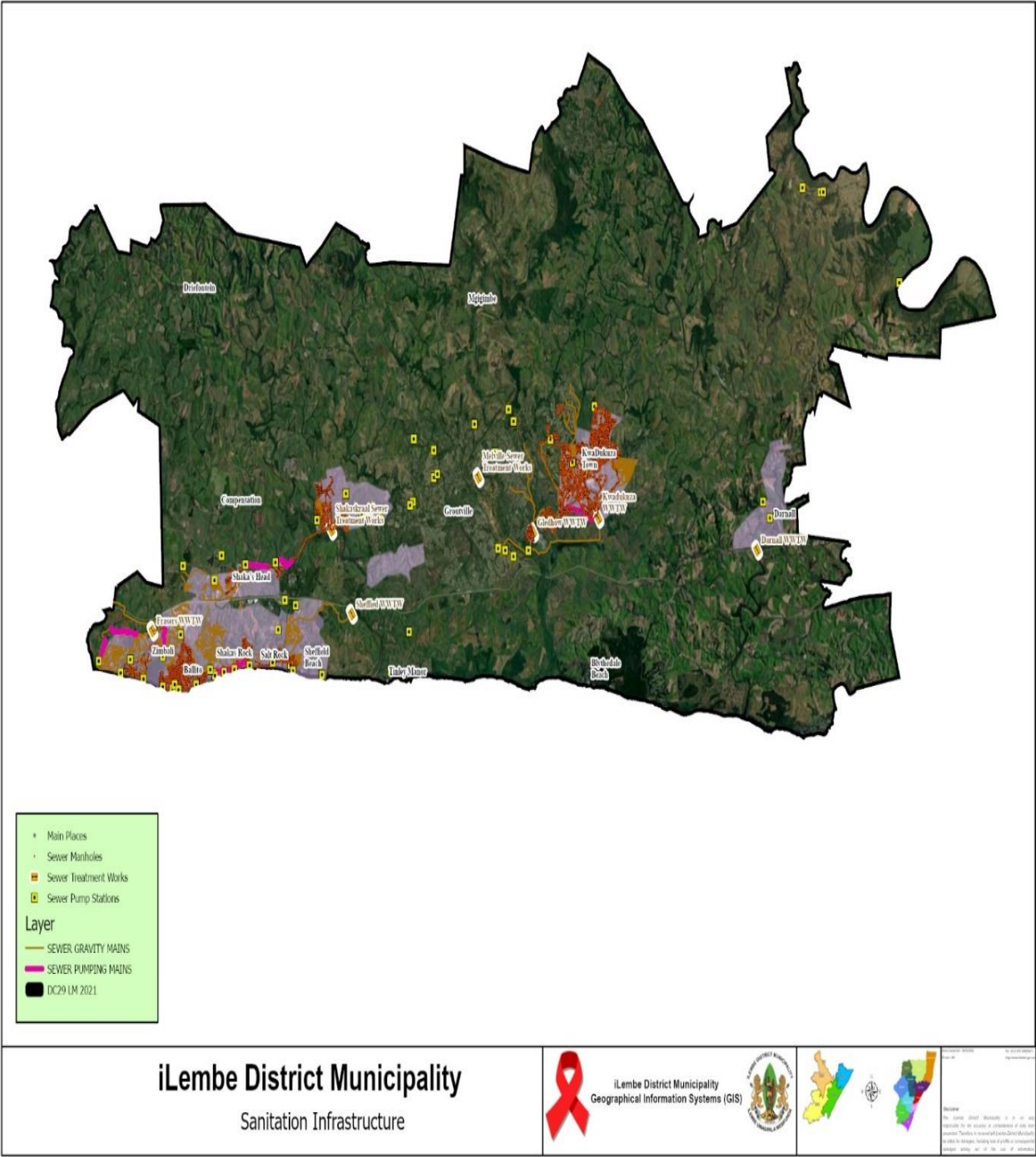
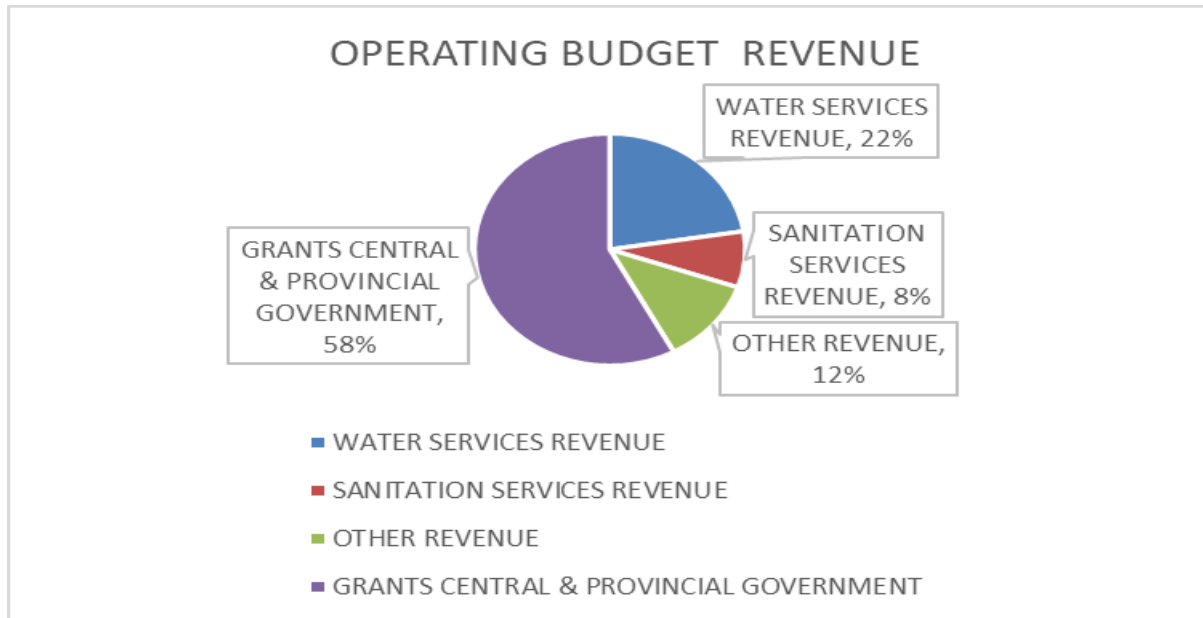


FIGURE 46 : IDM SANITATION INFRASTRUCTURE

TARIFF STRUCTURE:**2025/2026 BUDGET & TARRIF****OPERATIONAL REVENUE BUDGET - TOTAL REVENUE BUDGET = R 1 545 378 000****FIGURE 47: IDM 25/26 OPERATIONAL VALUE****OPERATIONAL EXPENDITURE BUDGET****TOTAL OPEX BUDGET = R 1 560 187 000**

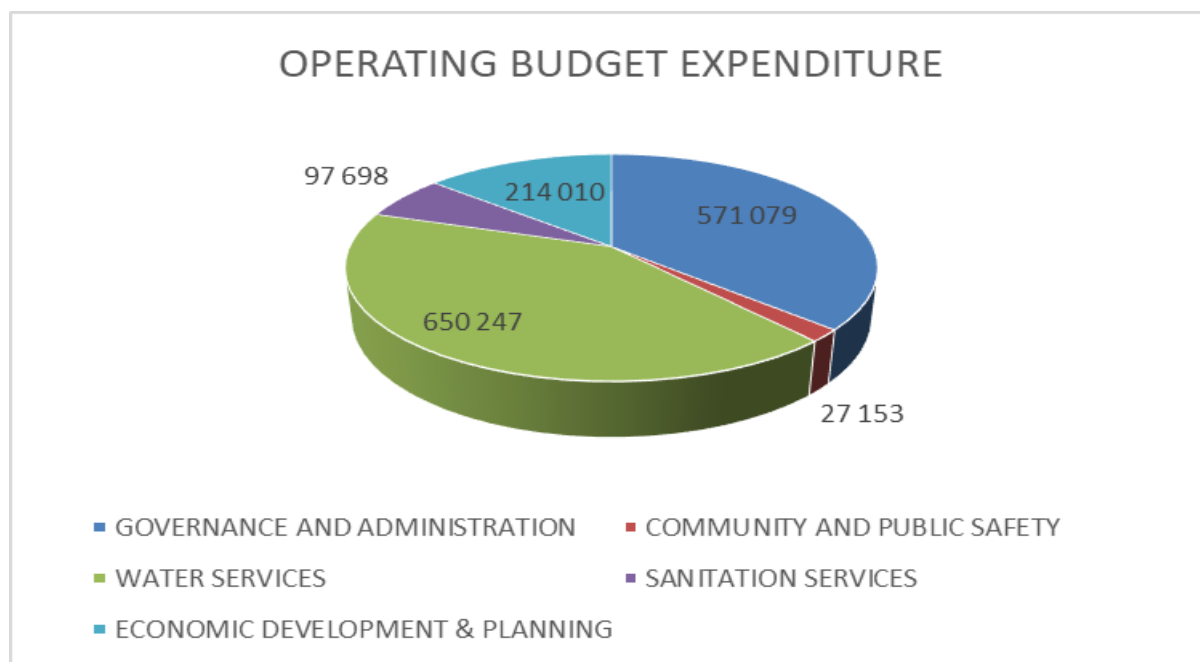


FIGURE 48: IDM OPERATIONAL EXPENDITURE BUDGET

PREPAID TARRIF STRUCTURE:

B.1 WATER CONSUMPTION TARIFF (PREPAID)	2024/25 WATER TARIFF		2025/26 WATER TARIFF	
	PREPAID - DOMESTIC		PREPAID - DOMESTIC	
	TARIFF	BASIC MONTHLY CHARGE	TARIFF	BASIC MONTHLY CHARGE
0 – 10 kl	21,33	0	24,21	0
11-30 kl	30,70	0	34,85	0
> 30 kl	50,93	0	57,80	0

B.1 WATER CONSUMPTION TARIFF (PREPAID)	2024/25 WATER TARIFF		2025/26 WATER TARIFF	
REGISTERED INDIGENT CONSUMERS ONLY	PREPAID - DOMESTIC		PREPAID - DOMESTIC	
	TARIFF	BASIC MONTHLY CHARGE	TARIFF	BASIC MONTHLY CHARGE
0 – 10 kl Free basic water	-	-	-	-
11-30 kl	30,70	-	34,85	-
> 30 kl	50,93	-	57,80	-

TABLE 64: WATER CONSUMPTION TARRIFFS

CONVENTIONAL WATER TARRIF

B. WATER CONSUMPTION TARIFF	2024/25 WATER TARIFF		2025/26 WATER TARIFF	
	CONVENTIONAL - DOMESTIC		CONVENTIONAL - DOMESTIC	
	TARIFF	BASIC MONTHLY CHARGE	TARIFF	BASIC MONTHLY CHARGE
0 – 10 kl	-	213,33	-	242,13
11-30 kl	30,70	-	34,85	-
> 30 kl	50,93	-	57,80	-

TABLE 65: CONVENTIONAL WATER TARRIFF**SEWER TARRIF**

2025/2026 - DRAFT SEWER TARIFF OF CHARGES		
Sewer Tariff to be calculated on the market value of the property reflected in the KwaDukuza, Mandeni, Ndwedwe & Maphumulo Municipality's valuation roll as follows:		
2024/25	2025/26	Type of Property
0.0009660298 cents in the rand on the market value	0.001096443823 cents in the rand on the market value	In respect of agricultural properties.
0.00776697187 cents in the rand on the market value	0.00881551307245 cents in the rand on the market value	In respect of residential properties including sectional title units.
0.0321481050 cents in the rand on the market value	0.036488099175 cents in the rand on the market value	In respect of schools and properties used for worship or by welfare organisations. Religious entities with a max of R 880.09
0.0321481050 cents in the rand on the market value	0.036488099175 cents in the rand on the market value	In respect of vacant properties.
0.4811846538 cents in the rand on the market value	0.546144582063 cents in the rand on the market value	In respect of state owned properties and public service infrastructure properties.
0.4811846538 cents in the rand on the market value	0.546144582063 cents in the rand on the market value	In respect of any other property not mentioned above.
TO CALCULATE THE SEWER TARIFFS THE VALUE IN THE VALUATION ROLL AS AT 30 JUNE EACH YEAR WILL BE USED. IN THE EVENT OF CHANGES TO THE VALUATION FROM THE LM, AN ADJUSTMENT WILL BE MADE DURING THE FINANCIAL YEAR. THE ADJUSTMENTS WILL AFFECT THE SURCHARGE ACCORDINGLY FOLLOWING THE ADJUSTMENT.		
2024/25	2025/26	Type of Property
Previous 12 months average (billed) consumption	Previous 12 months average (billed) consumption	Domestic Sewered properties above R5 million in the valuation rolls.
Previous 12 months average (billed) consumption	Previous 12 months average (billed) consumption	In respect of industrial, business and commercial properties.
R248.86	R282.46	Sewered Properties not included in the Valuation rolls. Charge availability charge till a valuation is obtained. Back charge from valuation date.
Included in the Tariff Policy		
Note: All amounts above are excluding VAT		

TABLE 66: SEWER TARIFFS

WATER AND SANITATION MAINS PROJECTS FOR THE TERM OF OFFICE:

The Lower Thukela Regional Bulk Water Scheme is currently serving the area of KwaDukuza with potable water supply. The scheme is implemented to provide bulk water to cater for Private, Commercial and Residential developments including Social housing in KwaDukuza. The scheme is implemented jointly by Umgeni Water and iLembe District Municipality. Wards 1, 3, 5, 9, 11, 13, 14, 15, 24, 25, 26, 17, 18, 19 and 21. Designed at 110 ML, current capacity of 55ML/day but IDM demand is currently at 30 ML/day and all abovementioned wards are now receiving adequate pressures and volumes. The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality. The entire total project cost is R 254,888,000.00 and will be funded between iLembe District Municipality and KwaDukuza Local Municipality. The project is implemented to provide bulk sanitation to cater for housing project in Priority 2 & 5 including Njekane, Lloyds and Ntshawini. Wards 9, 11, 14, 15, 24 & 26.

The Southern Regional Bulk Water and Sanitation Project is aimed at upgrading the existing bulk water and construction of new sanitation bulk infrastructure to Nkobongo, Shayamoya, Shaka's Head and Etete townships. These areas are currently served through VIP toilets and communal water standpipes however; the VIPs are failing due to the high-water table in the area. The proposed water and sanitation project will accommodate flows from the above-mentioned townships in KwaDukuza Local Municipality into the Sheffield Waste Water Works, and also upgrade the water supply from communal standpipes to individual yard connections. A total number of 7,557 households including the new proposed Etete Phase 4 housing project. The total estimated cost of the project is R 371,000,000.00 and Phase 1 of the project is complete. Phase 2 Nkobongo and Shayamoya townships. Wards 7, 8 & 23, project implemented in phases due to budgetary constraints. KwaDukuza Regional Waste Water Treatment Works- The new waste water works is planned to replace the existing WWTW that is nearing its full capacity. This will cater for existing and future demand of KwaDukuza. The project is at feasibility study.

Projects based on the 9 strategic Objectives till end of current term of office 2025/26:

- Commissioning of Umshwati Water Scheme -2024
- Macambini Water Scheme Phase 1 to 6 -70% commissioned -2026
- Southern Bulks Phase 2 – 50% Implementation – 2026
- Commissioning Upgrade of KwaDukuza bulk sewer 2024
- Reduction of Non-Revenue Water – 2% per year.
- Eradicate Water and Sanitation Backlogs
- Commissioning of Groutville D 2024 and 30% implementation of greater Groutville – 2026
- Readiness and ability to take over Siza water Concession 60%
- Commissioning of Sheffield WTW to 12 ML, 10% Implementing KDM WWTW in modular Phases – 2026.

KWADUKUZA PROJECTS UNDER CONSTRUCTION - WATER AND SANITATION

WARDS	GRANT	NAME OF PROJECT	STATUS	ESTIMATED PROJECT COST	ANTICIPATED COMMENCEMENT DATE
KDM	MIG	Construction of new regional sewer treatment works on the banks of uMvoti river – along the N2	Planning	R300 000 000	N/A
21	MIG	Driefontein Housing Bulk Sewer	Planning	R120 000 000.00	N/A
	WSIG	Old Main replacement Ndwedwe and KwaDukuza	Business Plan is complete	R61 500 000.00	N/A
7 & 20	MIG	Southern Bulks water and sanitation	Bid Evaluation	R130 000 000.00	July 2024

TABLE 67: WATER AND SANITATION PROJECTS UNDER CONSTRUCTION**TABLE 68: PROJECTS CURRENTLY AT PLANNING STAGE- KWADUKUZA**

WARDS	GRANT	NAME OF PROJECT	STATUS	ESTIMATED PROJECT COST	ANTICIPATED COMMENCEMENT DATE
KDM	MIG	Construction of new regional sewer treatment works on the banks of uMvoti river – along the N2	Planning	R300 000 000	N/A
21	MIG	Driefontein Housing Bulk Sewer	Planning	R120 000 000.00	N/A
	WSIG	Old Main replacement Ndwedwe and KwaDukuza	Business Plan is complete	R61 500 000.00	N/A
7 & 20	MIG	Southern Bulks water and sanitation	Bid Evaluation	R130 000 000.00	July 2024

2&3	WSIG	Darnall Old Mains Replacement	Planning	R50 000 000.00	September 2024
15, 18 & 19	WSIG	KwaDukuza Old Mains Replacement (Gledhow, Mbozamo& Larkfield)	Planning	R51 000 000.00	September 2024
15	WSIG	Gledhow Old Mains Refurbishment	Planning	R20 000 000.00	July 2025
9	WSIG	Malende Old Mains replacement	Planning	R46 500 000.00	July 2025
13	WSIG	Glenhills Old Mains Replacement Ph 2	Planning	R15 000 000.00	July 2025
9	MIG	Groutville D Sanitation Phase 2 – Mnyndwini	Bid Evaluation Stage	R20 000 000.00	May 2024

WATER AND SANITATION FUNDING SHORTFALL IN THE SHORT TERM (1- 5 years)

FUNDING REQUIRED	R2 126 405 073,00	Water
	R1 246 229 862,00	Sanitation
TOTAL REQUIRED	R3 372 634 935,00	
FUNDING Available	MIG	WSIG
YEAR 1 (2021/22)	R204 109 000,00	R55 000 000,00
YEAR 2 (2022/23)	R221 474 000,00	R80 000 000,00
YEAR 3 (2023/24)	R231 850 000,00	R80 000 000,00
YEAR 4 (2024/25)	R245 000 000,00	R80 000 000,00
YEAR 5 (2025/26)	R265 000 000,00	R80 000 000,00
Total (5 years)	R1 167 433 000,00	R375 000 000,00
Total Available	R1 542 433 000,00	
Shortfall	R1 830 201 935,00	

TABLE 69: FUNDING SHORTFALL

CHALLENGES ON CAPITAL PROJECTS:**TABLE 70: CHALLENGES ON WATER AND SANITATION PROJECTS**

WARDS	AREAS	ISSUES	SOLUTIONS
5	Lindelani	Manholes along river are blocked/silted Meters removed and bypassed Numerous pipe burst on off supply line to reservoir	Unblocking sewer infrastructure is ongoing Replacement of the damaged sewer bulk infrastructure, underway Water Conservation and Water Demand Management program which is dealing with leaks, pressure management, meter replacement and pipes replacement Pipe repairs as & when they occur
6	Ballito (SIZA WATER)	Vandalism by scholars at year end parties	Increase security by SEMBCORP
7	Ethethe, Nkobongo, Shaka'shead and Sasko Bakery	Consumers requesting yard connections.	Feasibility, Planning and Implementation, upon securing of budget
		Standpipes damaged and water leakage.	Repairs to infrastructure
		Full VIP toilets	Desludging was done in progress. Southern Bulks Water & Sewer project underway to help with conversion into waterborne
		Vandalism and copper theft. SCM cant keep up with theft rate	Increase security

WARDS	AREAS	ISSUES	SOLUTIONS
8	Nkobongo	Consumers request household connection. Vandalism to standpipes Illegal washing of cars at standpipes which causes damages to the roads VIPs need desludging	Feasibility, Budget, Planning and Implementation Increase monitoring and sealing of manholes Desludging of VIPs in progress. Southern Bulks Water & Sewer scheme planned for conversion into waterborne done in phases
9	Malende Hangoes and Mgigimbe	Power supply interruptions No adequate water supply due to additional growth Illegal connections VIP toilets full at Rural housing project area Sabotage at some infrastructure like at Malende pumpstation Low pressures at Hangoes and most parts of the ward Influx of additional households have a negative bearing on current infrastructure. Demand is outstripping supply.	New pipeline and reservoir supplying Mgigimbe has been commissioned and operational. Commissioned a pipeline to augment a supply to the New Grout and Malende area Phase 2 of sewer infrastructure project has commenced and currently under construction, which is sitting at 80%. Preparation of a Water Conservation and Water Demand Management program Business Plan to be submitted to DWS which will dealing water supply issues in ward 9, 10, 14, 15, 26 and 29

WARDS	AREAS	ISSUES	SOLUTIONS

10	Aldinville	Consumers bypassing meter and illegal connections	Finance to compile a schedule of consumers not purchasing tokens. Meter readers to investigate site in regard to tampering/bypass. Preparation of a Water Conservation and Water Demand Management program Business Plan to be submitted to DWS which will dealing water supply issues in ward 9, 10, 14, 15, 26 and 29 Municipality working on the program to regularise the connection
11	Tinley Manor Blythedale	Low pressure at peak times	Leak detection /volume logging Addington reservoir supply now operational. Municipality working on the program to regularise the connection
12	Groutville, Thembeni and Sheffield	Low pressure during peak hours	Leak detection internal team . Commissioning of Addington reservoir completed, and pressures have improved.
		Seepage from septic tanks	Roll out sewer reticulation programme Service Provider busy with design.
		High demand at Etsheni and Njekane housing project -existing main water infrastructure inadequate.	Upgrade of water reticulation infrastructure, under way first phase. Second phase sewer reticulation project is at planning stage.
		Desludging service interrupted by the constant breakdown of trucks.	Desludging of VIPs is in progress.
		Theft and vandalism of air valves and fittings at rising main to Addington reservoir.	Constant repairs as and when theft occurs.

		Theft and vandalism of infrastructure (Pumps and cables at Sheffield Works	Increase security

WARDS	AREAS	ISSUES	SOLUTIONS
13	Glen Hills and Lot 14	Leaking reticulation infrastructure	Phase 1 of the Mains replacement project completed and currently on 12 months maintenance with the Constructor
		Vandalism	Municipality working on the program to regularise the connection
		Illegal connections	Municipality working on the program to regularise the connection
14	Lloyds and Memory	Not receiving water supply due additional demands in the system Connection to the recently completed housing project was done illegal by the KwaDukuza and resulted other housed not receiving water	Remove the connection and connect accordingly. Preparation of a Water Conservation and Water Demand Management program Business Plan to be submitted to DWS which will dealing water supply issues in ward 9, 10, 14, 15, 26 and 29
		VIP toilets are full	Desludging is in progress
15	Larkfield and Gledhow	Illegal connections and ageing infrastructure resulting to leaks and water outages	Finance to improve data cleansing exercise. IDM is currently disconnecting all tampering/bypass, and nonpaying consumers. Provision is made to connect the new applicants at Gledhow station.
		Standpipe leaks	Repairs in progress.

		VIP toilets are full Vandalism at Gledhow South res	Awaiting order for the desludging. Community security policing Security personnel deployed at both Gledhow pump stations.

WARDS	AREAS	ISSUES	SOLUTIONS
16	Stanger Heights, eNyoniyamanzi, Doctorskop, Indian Village, Sunny Park, Northlands Park, Ocean View and Warrenton	Persistent breaks on the Umgeni water Lower Thukela line	Umgeni Water is currently refurbishing the lower Tugela pipeline which is Phase 1. Phase 2 will commence after June 2025
		Bulk Sewer line washed away during 2022-23 Floods	KwaDukuza sewer mains replacements Phase1 B Project is underway to replace the damaged pipes, and the progress at 91%
		Sewer blockages caused by ingress of storm water	KDM to implement stormwater management plan, constantly unblocking sewers through use of jetting and manual rodding.

TABLE 70: CHALLENGES ON WATER AND SANITATION PROJECTS

WATER AND SANITATION MAINS PROJECTS FOR THE TERM OF OFFICE:

The Lower Thukela Regional Bulk Water Scheme is currently serving the area of KwaDukuza with potable water supply. The scheme is implemented to provide bulk water to cater for Private, Commercial and Residential developments including Social housing in KwaDukuza. The scheme is implemented jointly by Umgeni Water and iLembe District Municipality. Wards 1, 3, 5, 9, 11, 13, 14, 15, 24, 25, 26, 17, 18, 19 and 21. Designed at 110 ML, current capacity of 55ML/day but IDM demand is currently at 30 ML/day and all abovementioned wards are now receiving adequate pressures and volumes. The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality. The entire total project cost is R 254,888,000.00 and will be funded between iLembe District Municipality and KwaDukuza Local Municipality. The project is implemented to provide bulk sanitation to cater for housing project in Priority 2 & 5 including Njekane, Lloyds and Ntshawini. Wards 9, 11, 14, 15, 24 & 26.

The Southern Regional Bulk Water and Sanitation Project is aimed at upgrading the existing bulk water and construction of new sanitation bulk infrastructure to Nkobongo, Shayamoya, Shaka's Head and Etete townships. These areas are currently served through VIP toilets and communal water standpipes however; the VIPs are failing due to the high-water table in the area. The proposed water and sanitation project will accommodate flows from the above-mentioned townships in KwaDukuza Local Municipality into the Sheffield Waste Water Works, and also upgrade the water supply from communal standpipes to individual yard connections. A total number of 7,557 households including the new proposed Etete Phase 4 housing project. The total estimated cost of the project is R 371,000,000.00 and Phase 1 of the project is complete. Phase 2 Nkobongo and Shayamoya townships. Wards 7, 8 & 23, project implemented in phases due to budgetary constraints. KwaDukuza Regional Waste Water Treatment Works- The new waste water works is planned to replace the existing WWTW that is nearing its full capacity. This will cater for existing and future demand of KwaDukuza. The project is at feasibility study.

- **Projects based on the 9 strategic Objectives till end of current term of office 2025/26:**
- **Commissioning of Umshwati Water Scheme -2024**
- **Macambini Water Scheme Phase 1 to 6 -70% commissioned -2026**
- **Southern Bulks Phase 2 – 50% Implementation – 2026**
- **Commissioning Upgrade of KwaDukuza bulk sewer 2024**
- **Reduction of Non-Revenue Water – 2% per year.**
- **Eradicate Water and Sanitation Backlogs**
- **Commissioning of Groutville D 2024 and 30% implementation of greater Groutville – 2026**
- **Readiness and ability to take over Siza water Concession 60%**
- **Commissioning of Sheffield WTW to 12 ML, 10% Implementing KDM WWTW in modular Phases – 2026.**

SIZA WATER (SOUTH AFRICAN WATER WORKS – SAWW):

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

PROCESS FOR BULK WATER PROVISION - UMGENI WATER & SIZA WATER (SAWW) PARTNERSHIP

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

SAWW reservoir and reticulation zones. Umgeni Water is responsible for the management and operation of the Avondale reservoir and the bulk supply pipeline between Avondale and Honolulu reservoir. All the reservoirs and reticulation systems within Ballito and surrounding areas are managed and operated by the SAWW on behalf of the ILembe District Municipality under a ---30-year concession agreement. The Avondale reservoir serves a dual purpose, both as a balancing storage reservoir to Umgeni Water for onward conveyance of water into the bulk supply system downstream of Avondale reservoir, and as a service storage reservoir to SAWW for the reticulation zone feed directly from Avondale Reservoir. The Avondale reservoir is owned by Umgeni Water and an agreement is in place allowing SAWW for use of the storage. The Concession area currently serves a population of approximately 65, 000 (Sixty-Five Thousand) households. The table below presents the Siza Water Provision Areas.

SIZA WATER (SAWW) PROVISION AREAS	
INLAND AREAS	WARD
Shakashead	4
Umhlali	22
Shakaskraal	28
Woodmead (Phase 1)	20
COASTAL AREAS	WARD
Sheffield Beach	22
Salt Rock	22
Shakas Rock	6
Simbithi	22
Ballito	6
Compensation	30
Zimbali and Seaward estates	30
Zimbali West & South AND Zimbali Lakes	30

TABLE 71: SIZA WATER SERVICE AREAS

SIZA WATER SANITATION CAPITAL PROJECTS ON PLANNING STAGE

Tabulated below are sanitation projects over the five-planning horizon for all the water service institutions and water service providers operating within the municipality.

SOLID WASTE MANAGEMENT:

Community Services and Public Amenities is one of the service delivery Business Units in KDM, typical drives the planning and implementation of all duties that should benefit municipal area in terms of the following strategic divisions:

- Street Cleansing & Solid Waste Management
- Cemeteries and Crematoria
- Beach Amenities
- Library Services & Community Halls
- Parks, Gardens and Recreation Facilities

SOLID WASTE MANAGEMENT - RESPONSIBILITY FOR WASTE COLLECTION

KDM SOLID WASTE MANAGEMENT OPERATIONS

KDM Solid Waste Management unit offers the following broad solid waste management services which have applicable tariff of charges as approved by Council;

- Collection and transportation of domestic & commercial solid waste services
- Provision and management of wheelie bins as well as providing curb-side pick-up system
- Street cleaning and litter removal in CBD's
- Recycling and minimisation of waste
- Management of illegal dumping
- Community waste management awareness and education program
- Research and development of new waste management processes.

REVENUE	REFUSE	AVERAGE 7.3% INCREASE

TABLE 72: REFUSE REVENUE 25/26 TARRIFFS

It is always communicated to the public that Street cleaning and litter picking in the CBD is essential municipal services that is required Monday to Sunday three hundred and sixty-five days of the year. However, most of the employees have been appointed as five days' workers, meaning Monday to Friday are official operating hours ranging from 07:15am to 16:15pm. The KwaDukuza Municipality has developed the required integrated waste management plan (IWMP) as per the requirements of the National Environmental Management Waste Act the municipal area. The Integrated Waste Management Planning forms a crucial part of the framework for local government and it must be undertaken in accordance with the roles and responsibilities as per the provisions of the Constitution of the Republic of South Africa in respect of local government. The National

Environmental Management: Waste Act 2008 (as amended by Act 26 of 2014) further prescribes the legal requirements for local government authorities to put in place Integrated Waste Management Plans so as to inform planning and budgeting in relation to waste management within a particular municipality, in this case, KwaDukuza Municipality.

The over-arching purpose hereof is to ensure that planning within the local municipalities is aligned with National Policy and Standards. Furthermore, it must be sustainable, practically implementable and acceptable to all key role players and/or parties expected to implement the plan and that appropriate management frameworks and capacity are in place for the local municipality when dispensing its responsibilities for the delivery of waste management services. KwaDukuza Municipality is, therefore, responsible for solid waste management.

THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL

According to Section 11 of the National Environmental Management Act (NEMA) institutions responsible for waste management are compelled to develop a tool to manage their waste, which is known as the **Integrated Waste Management Plan (IWMP)**. Whereas Section 10 (3) thereof stipulates that for the National Department, Provinces and Municipalities to designate waste management officers (WMOs), such should be done in writing, it must be ensured that there is constant communication amongst all three spheres of government with regards the implementation of the Waste Act. All local municipalities have designated WMOs. Subsequently the designations must then be formally communicated to the MEC or Minister, as per the Act.

THE STATUS OF KWADUKUZA MUNICIPALITY SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL AS WELL AS STATUS OF THE MUNICIPAL IWMP

The Southern Area is currently being serviced by a private company vis-à-vis Dolphin Coast Waste Management and this service is only for the formal/developed areas. Once the section 78 has been concluded the Municipality will be branching to PPP arrangement and on month-to-month contract basis. As part of the contractual obligations, the service provider has a dump site which is also used by KwaDukuza Municipality for its disposal at a fee. The above notwithstanding, there is one small town namely Shakaskraal which also receives the service from a private company. In all the semi-formal developments as well as low-cost developments the Municipality the Removal of Skip bins from Townships and Rural areas has been enforced with over 100 skip bins removed as they were causing disposing of litter outside the skips as well as becomes full excessively. The Municipality then decided to curb-side pickup system except for Businesses as well as rural areas without proper access roads.

The KwaDukuza Municipality Waste Management section has currently employed *83 waste management* employees which are servicing the northern area. It needs to be borne in mind that the population is growing at an alarming rate and the current staff compliment cannot cope with the demand. Out of the 83 employees there is only one person who is in the middle management and who is, therefore, in a position to take responsibility for the entire operational duties. It needs to be taken into cognisance that the service is out-

sourced in the southern area. KwaDukuza Municipality runs the waste management unit with a fleet that is a combination of an aging vehicles as well as new additions.

KDM SOLID WASTE MANAGEMENT OPERATIONS

Solid Waste management service is an essential service and therefore this service becomes one of the most important functions of the Municipality. KDM Solid Waste Management provides waste collection services to 32245 approximately formal and informal households and commercial customers. Operating with a fleet of 8 compactor waste trucks, 4 Skip loader trucks, 1 four-ton cage truck, 1 tipper truck, 1 TLB and 2 vehicles. A pre-determined refuse collection schedule has been developed and it is general adhered to with the exception when we have truck breakdowns. At any given time for successful execution of our daily refuse collection operations we need five refuse compactor trucks. The standard services level offered by KwaDukuza Municipality to domestic customers is twice per week services for the removal of at least two refuse bags and once a week for government subsidize settlements. Non-residential or commercial customers a provided with a minimum of three times a week collection and up to seven days a week. Our areas of service is divided into two operational areas namely Southern and Northern. The Southern area is outsourced to private service provider Dolphin Coast Waste Management through a PPP agreement. This is standard across all domestic customers in both northern and southern areas, it is therefore presumed that we have the accurate and updated records of all customers.

THE STATUS OF LANDFILL AND EQUIPMENT

- KwaDukuza Municipality decommissioned Shakaville Disposal Site however there is a waste license;
- Waste is disposed at one site currently used and a disposal which is known as Dolphin Waste Management Transfer station located at UMhlali;
- KwaDukuza Municipality is responsible for waste management in the Municipality.
- Taking into account that waste collection that is currently done in certain areas once a week, some areas twice a week, commercial collection is done 3 times week, 5 times week and 7 times a week depending on the area.
- The Municipality renders an indigent build refuse collection at applicable households where indigent applications were approved by the Municipality.

STATUS ON REFUSE REMOVAL WITHIN KWADUKUZA

Indicator	Sub-indicator	Population	Population%
Refuse Removal	Local authority/Private/community members at least once a week	50 728	55.6%
	Local authority/Private/community members less often than once a week	3 552	3.9%
	Communal refuse dump	12 148	13.3%
	Own refuse dump	20 325	22.3%

	Dump or leave rubbish anywhere (no rubbish disposal)	2 682	2.9%
	Other	1 850	2.0%

TABLE 73: STATUS OF REFUSE REMOVAL WITHIN KDM

OWNERSHIP OF WASTE DISPOSAL SITE

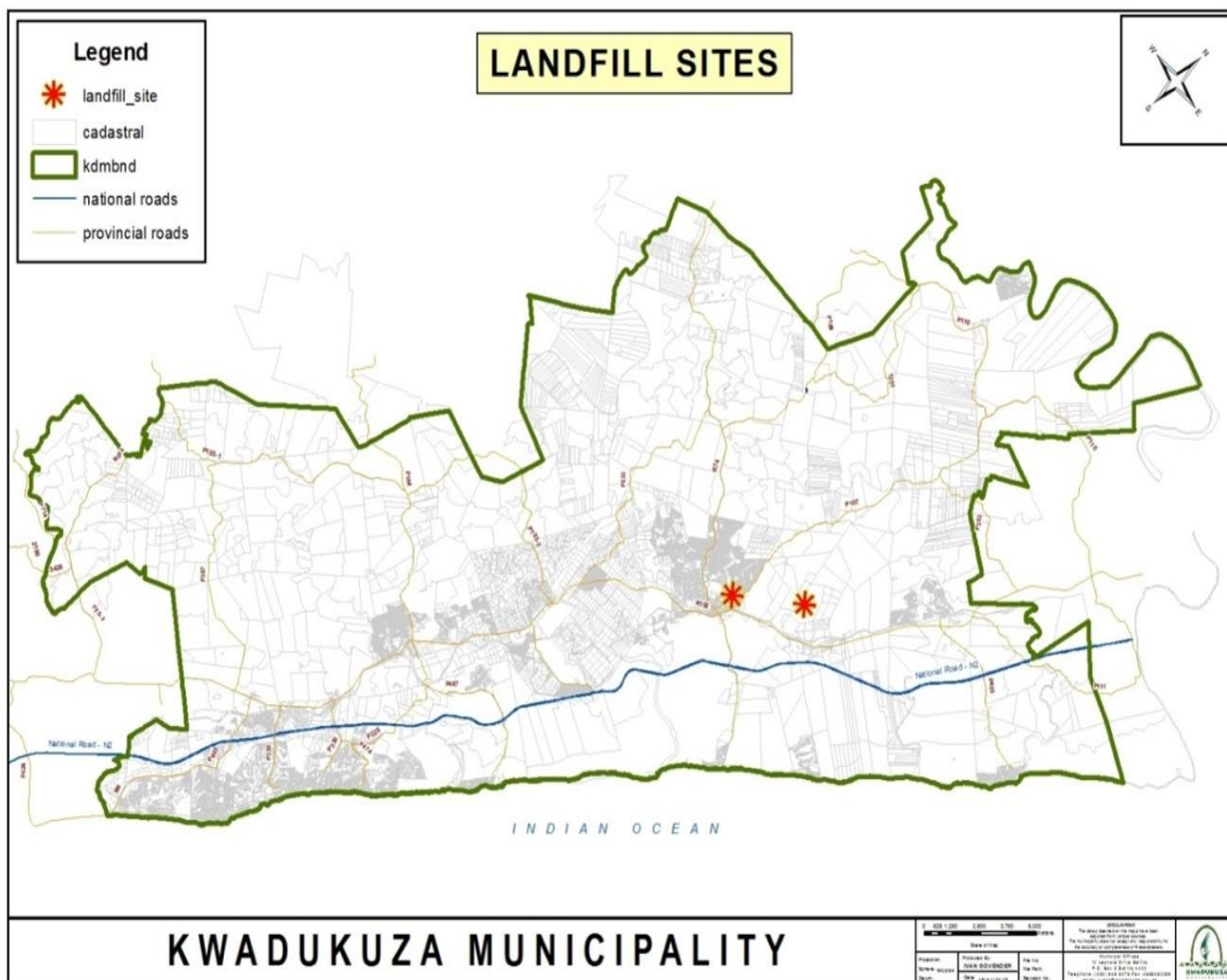
In as far as the KwaDukuza Municipality waste management is concerned, the Municipality has a Parks and Gardens Department which renders service to the community. In the north the garden waste is disposed at the landfill site which is owned and operated by the private sector. In the South, however, approximately 2000m³ of garden waste is handled a month by a privately-owned transfer station, processed and sends to a composting facility in a mulch form. The Municipality's Waste Management currently has the responsibility for clearing illegal dumping in the north while the private sector is responsible for the south side. There is virtual evidence of illegal dumping in both private and public land around the municipal area especially in the north.

STATE OF WASTE DISPOSAL SITE

The Municipality does provide and transfer in its jurisdiction, yet is responsible for collection and transport of waste to the landfill. KDM has a waste transfer station located at extension 25 yellowwood drive at Ward 16 and is currently under construction but towards finalization. Nonetheless, within the area of jurisdiction there is one transfer station in the South, handling approximately 6 400 tons of mixed waste streams excluding hazardous waste per month, approximately 2000m³ per month of garden waste as well as approximately 450 ton per month of recyclables. The facility is owned and operated by Dolphin Coast Waste Management of behalf of KDM.

In terms Municipality owning an Environmental compliant disposal site, the Municipality currently owns a site which currently is leased by the Dolphin Coast Waste Management company and it is used as transfer site. This mainly assists the South Municipal area such as the Ballito area and will be handed over to the Municipality once the contract comes to an end. The Waste landfill disposal site is located at KwaDukuza town area and is owned by the Ilembe district Municipality as a Environmental Complaint Waste Disposal Site.

FIGURE 49: LANDFILL SITES



PROGRESS REGARDING THE IMPLEMENTATION OF THE IWMP

The IWMP was adopted by Council in 2021 and has a supporting implementation plan **ANNEXURE 20: THE INTEGRATED WASTE MANAGEMENT PLAN AND IMPLEMENTATION PLAN**. The below serves as just the snippet of the whole implementation plan of the IWMP.

Actions	Priority Rating	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Funding Cost	Funding Source	Progress
ective 1: Financial Management and Tariff Structure										
Undertake a full cost accounting exercise to determine the true cost of the waste management function, by the end of the 2021/22 financial year. The Municipality to use the Asset Management Plan (AMP) and to determine a ring-fenced cost for all waste management and collection activities undertaken in the Municipality.	High	X	X				X	To be determined according to project scope. Approx. R100 000 once off.	Internal budget	Not yet done due to budgetary constraints.
The waste management budget is to be reviewed, and all costs associated with the implementation of this IWMP, and the Asset Management Plan (AMP) are to be specified so as to determine the funding shortfall and ensure funding and budget over the next five to ten years.	High		X	X	X	X	X	To be determined according to project scope.	Internal budget	Completed and on-going.
Undertake reconciliation of tariffs charged and collections services delivered to businesses to ensure that	High		X		X			R100.000	Internal budget	Completed and on-going.

FIGURE 50: A SNIPET OF THE IMPLEMENTATION PLAN FOR IWMP (COMPLETED DOCUMENT FORMS PART OF ANNEXURE 20)

A SYSTEM TO DIVERT WASTE FROM LANDFILL SITE FOR RECYCLING

MUNICIPAL RECYCLING INITIATIVES

The Municipality has made effort to support some local recycling businesses. Currently the Municipality is investigating the option of establishing a Material Recovery Facility (MRF) at the Yellowwood Drive Transfer Station in Stanger. The Municipality is also currently running a program which is planned to involve a private contractor to collect waste from residential and business areas and to use municipal employees to sort waste at the MRF. The sorted recyclable waste would be sold to larger recycling factories and the non-recyclable waste disposed to landfills. A private contractor may also be used to handle the re-sale of recyclables from the MRF. This initiative is in line with several of the targets listed under the KZN's seven strategic goals (job creation, waste recycling, and minimizing waste to landfill). One of the targets which are addressed is listed as "The implementation of waste management services such as waste to energy and recycling projects that should be done in a way as to encourage the creation of sustainable jobs, local economic development and empowerment of local entrepreneurs particularly those that have been historically disadvantaged."

KwaDukuza Municipality provides waste removal services to all its citizens, however the standard of services and the frequency of providing basic waste removal services differs (Weekly curbside pick-up, Community Skips where there is no decent access roads in Rural Areas. Illegal dumping leads to environmental pollution,

exposes communities to an unhealthy environment, unhealthy odors and most often the decomposed material, toxic waste is carried to water streams by heavy rains thus polluting rivers and streams. Most informal pickers reclaim recyclable waste from business waste and the Central Business District (CBD) street bins in order to sell the recyclables to small recycling businesses operating in the KwaDukuza Municipality. The profiles of some of the main recycling companies operating in KwaDukuza Municipality is provided below and this information below was given during interviews with the facility managers.

TABLE 74: PROFILES OF LOCAL RECYCLING BUSINESSES

COMPANY NAME	LOCATION OF FACILITY	TYPES OF WASTE ACCEPTED	WASTE HANDLING ACTIVITIES	CATCHMENT AND DISTRIBUTION	CHALLENGES
Dermatrans	Ballito	Domestic waste	Waste sorting, storage and bailing	Collecting domestic waste from the Southern region of KwaDukuza. Supplying to a larger recycling company in Durban.	Lack of supporting municipal programmes or infrastructure such as a 3-bag system and Drop-off centres for separation at source.
Dash Car Wash and Recycling	Stanger	Paper, cardboard, glass, metal, plastic.	Waste sorting, storage and bailing	Collecting from KLM. Supplying a larger recycling company in Mandeni.	Low prices for waste and theft
HK Scrap Metals	Stanger	All types of ferrous and non-ferrous scrap metal.	Collection, sorting and storage of scrap metal.	Collecting from Stanger and surrounds. Distribution was not disclosed.	Limited communication and support from the waste department.

OTHER RECYCLING CENTERS OPERATING IN STANGER ARE AS FOLLOWS;

- Swan Metal Recycling
- Stanger Waste Center
- Re-Nu Recyclers
- PJ Plastics

CAPITAL PROJECTS 2024/25 FINANCIAL YEAR

Projects expected to be facilitated within the 2025/26 financial year include;

PROJECT NAME	WARD NUMBER	BUDGET	STATUS
RECYCLING AND WASTE BUYBACK CENTER	26	R425 800	Advertised and closing on the within the 4 th Quarter of 2024/25 FY.

TABLE 75: 24/25 and 25/26 CAPITAL PROJECT

STRATEGIC FOCUS AREAS:**IMPLEMENTATION PLAM OF THE IWMP:*****Annexure 20: The Integrated Waste Management Plan***

- The **“Program for change”** is a multi-pronged strategy underpinned by five key focus areas that will derive the change agenda when it comes to waste management.
- As a rapid response (short-term) KDM needs to establish Illegal Dumping Team constituted of the TLB Operator, Tipper Truck Driver and Five General Workers.
- Tabling of a feasibility report before Council regarding the extension of road side refuse removal service to high populated areas that are currently serviced via skip.
- Establishment of the education and awareness sub-directorate to drive a rigorous/massive awareness campaign (Change Management).
- Establishment of Municipal bylaws enforcement unit that will ramp up the enforcement thereby harshly and decisively deal with those responsible for illegal dumping and litter. (Community Safety)
- Establishment of a collaborative efforts with the stakeholders’ citizens, KDM EDP, KDM Civil Engineering, Ilembe District Municipality. NPO’s, Business, KZN Department of EDTEA, Taxi Association, Informal Traders, Chamber of Business, Ratepayers Associations & Waste Recyclers.

STATUS OF MUNICIPAL BY-LAWS AN POLICIES:

SECTION	POLICY / BY-LAW	STATUS	PROMULGATION / ADOPTION	COMMENTS
KwaDukuza Solid Waste Management	Integrated Waste Management Plan	Endorsed by MEC	Adopted by Council in 2021	Five year plan that needs to be reviewed
	Waste Management Refuse By-law	In place and Gazzeted	2023	
	KDM Waste Management Removal &KDM Admission of Guilt		2023	
Parks, Gardens and Recreation	Garden Refuse Removal By-laws	Gazerded and Forms part of the Waste Management Removal Bylaw		Currently in place

	KwaDukuza Parks By-laws	Drafting stage	To be adopted by Council	
	KwaDukuza Municipality Sports and Recreational Facilities By-laws	Drafting stage	To be adopted by Council	.

TABLE 76: STATUS OF COMMUNITY SERVICES MUNICIPAL BY-LAWS AND PLANS**WASTE MANAGEMENT CHALLENGES AND POSSIBLE SOLUTIONS:****TABLE 77: WASTE MANAGEMENT CHALLENGES AND POSSIBLE SOLUTIONS**

CHALLENGES	POSSIBLE SOLUTIONS
Illegal dumping	Review of Municipal by-laws to increase fines. Community education and awareness campaign.
Unaesthetically appeal of communal sites due to lack of education and awareness in terms of proper waste management practices	Intensified waste education and awareness campaigning in the whole of KwaDukuza municipal jurisdiction
Illegal landfilling of waste within KwaDukuza Municipal jurisdiction.	EDTEA pollution and waste section to enforce legislation around these historical sites.
Illegal disposal of Construction and Demolition waste	Implementation of internal controls by building control Unit in terms of the disposal of waste by building contractors during the building process.

9. TRANSPORT AND INFRASTRUCTURE:**EXISTING AND FUTURE TRANSPORT INFRASTRUCTURE**

The infrastructure development and service delivery are derived as per the following legislation:

The Constitution of the Republic of South Africa of 1996, MFMA 56 of 2003, PFMA 1 of 1999, MSA 32 of 2000, Spatial Planning and Land Use Management Act 16 of 2013, Rental Housing Act 50 of 1999 and amendment, Prevention of Illegal Eviction from and Unlawful Occupation of Land Act 19 of 2007, Social Housing Act 16 of 2008, Housing Consumer Protection Measures Act 95 of 1998, Home Loan and Mortgage Disclosure Act 2000, National Building Regulations and Building Standards Act 103 of 1977, Preferential Procurement Policy Framework Act 2000, National Environmental Management Act 1998, Communal Property Association Act 1996, Housing Development Schemes for retired persons Act 65 of 1988.

This section deals with whether or not there are existing and future transport infrastructure, including status of repairs, such as roads, railways, airfields/airports indicated on legible maps (including municipal, provincial and national road maps). Internal at KwaDukuza Local Municipality it is the Civil Engineering Business Unit that

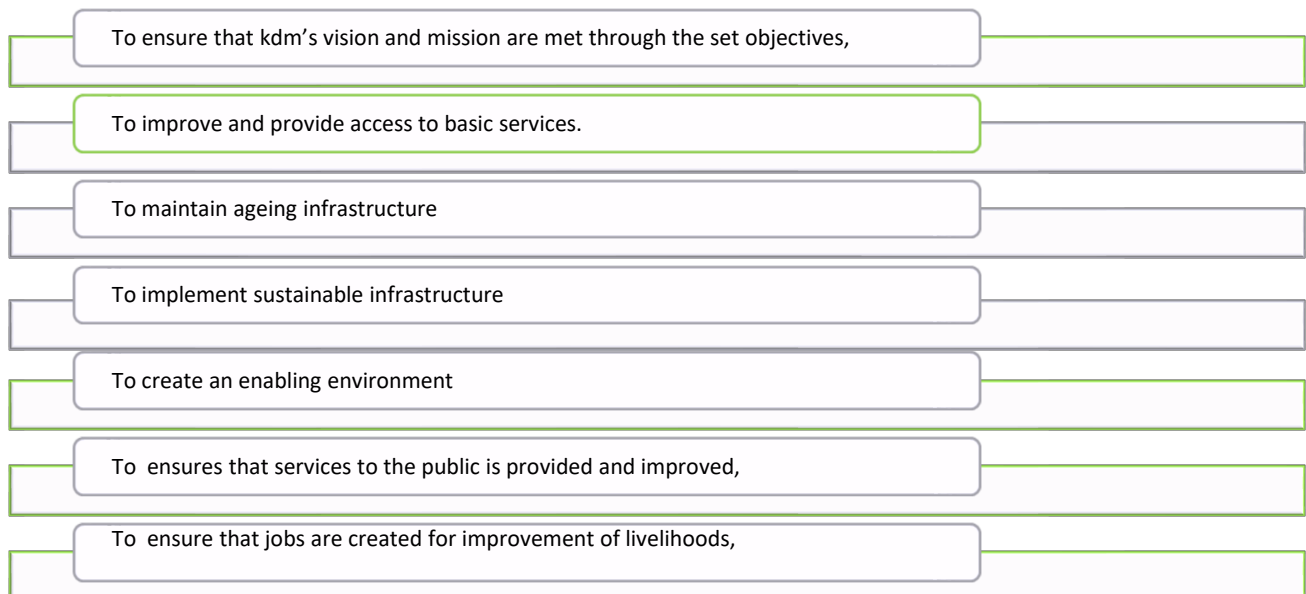
is responsible for all road infrastructure. Overall, the Business Unit was responsible for both road infrastructure developments and human settlement. The Human Settlements has recently moved to be under EDP unit. All for ensuring basic service delivery and performance areas:

- **Civil Engineering Department:** Roads and stormwater; Sidewalks; Commuter Shelters; Traffic calming; wooden bridges etc. Municipal Building Maintenance Services, Infrastructure Planning, Construction & Routine Maintenance.
- **Project Management Unit Department:** focuses on the MIG administration and compliance with Division of Revenue Act (DORA) and MIG framework; ensures alignment of bulk infrastructure provision with other Departments/ Sectors i.e. KZN-DOT, iLembe (IGR)etc.; EPWP and Infrastructure Planning.
- **Grant Expenditure Performance**
MIG – there were difficulties with the implementation and expenditure of the MIG Funding in the past however that has become history.
EPWP – targets are set considers 3 sectors (Infrastructure, Environment, and Culture, Social)

It should be noted that there are also Council owned Civil Engineering Projects as well as other projects implemented through receiving grants.

OBJECTIVES OF CIVIL ENGINEERING AND PMU BUSINESS UNIT :

FIGURE 51 OBJECTIVES OF THE CIVIL ENGINEERING BUSINESS UNIT



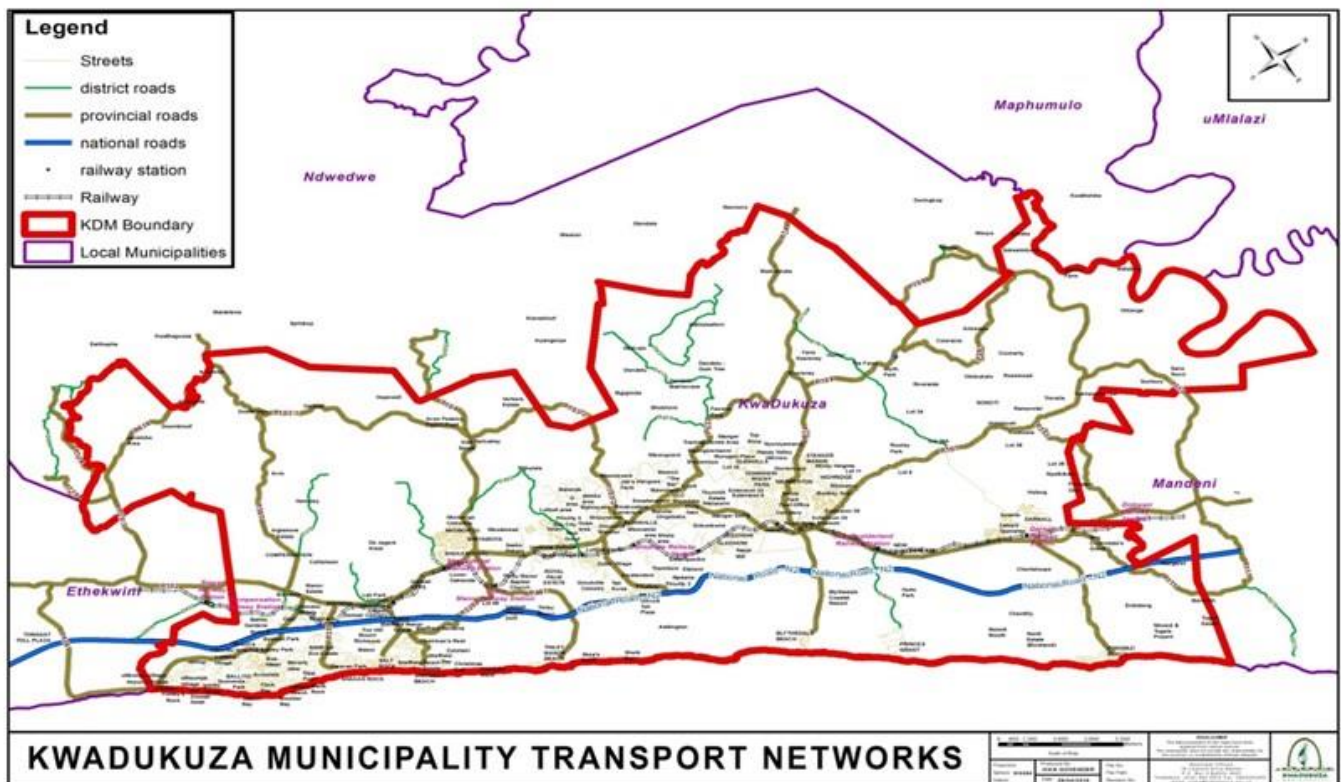


FIGURE 52: KDM TRANSPORT NETWORK

KING SHAKA INTERNATIONAL AIRPORT: Aptly named after the great legendary King Shaka Zulu, *King Shaka International Airport* is situated approximately 35km from the City of Durban. It is situated very close to the coastal town of La Mercy, Ballito and KwaDukuza. The facility serves as the primary airport catering for Durban and surroundings. The aerotropolis being the geographical location of the airport is designated as prime land in line with the Dube Aerotropolis Development Framework, 2011. The main roads used to access the airport include the N2, M4, R102, R74 and R614.

It is common cause that tourism has been impacted positively by the aerotropolis and geographically three areas stand out as having the highest concentration of tourist attraction points being KwaDukuza, Ballito and Zinkwazi. These three areas have been awarded a buffer of 200m as an indication of being ideal and strategic land for the purposes of future expansion. Inevitably, during the expansion phase the consequence there was a densification while simultaneously accommodating likely growth of the three hot spot areas. Ballito and Stanger/KwaDukuza have been given the same rating, a development which augurs very well for the KwaDukuza Municipality with respect to the attainment of unprecedented growth especially in tourism, a sector which happens to be the number one job-creation industry in South Africa currently.

PORT MOVEMENT: KwaDukuza Municipality is strategically located between two important ports namely Richards Bay and Durban wherein the alone serves in excess of 60% of import goods that arrive from overseas in the South Africa (New Trends in the KwaZulu-Natal economy / Global Africa Network). Together with the

port of Durban, the port of Richards Bay also plays a pivotal role in the development of the economy of KwaZulu-Natal and South Africa at large. The beauty of it all is that KwaDukuza finds itself at the centre of both ports which augurs very well for the Municipality to benefit immensely from the spin-offs.

RAILROAD INFRASTRUCTURE: KwaDukuza Municipality does boast a fair railroad infrastructure operated by PRASA. The trains offer commuters who travel between Stanger and Durban (in the main) a much cheaper mode of transport in comparison to buses and taxis. Furthermore, the goods trains also utilize the same infrastructure. The main challenge that the railroad has to endure at the moment is vandalism and other forms of crime where train drivers are attacked by criminals and infrastructure destroyed willy-nilly. The Municipality realizes that it must take advantage of the railroad infrastructure by exploring ways in which it can utilize the same quite extensively in an endeavor to boost economic growth. Metrorail is the backbone of public transport in KwaDukuza with approximately half (49%) of the population (mainly inland).

ROAD INFRASTRUCTURE: The Department of transport embarked on a maintenance programme to maintain the major corridor roads towards KwaDukuza and through KwaDukuza Municipal area. Roads affected and now currently in the process of rehabilitation are the R74 and R102 which are the main carriers within the jurisdiction of KwaDukuza. Funds were set aside to deal with the roads and contracts have been awarded to contractors to rehabilitate the roads.

KwaDukuza Municipality has strong North-South linkages via the N2 and Provincial Road R102. These roads provide a basis for linking the main coastal nodes and the main Provincial Economic hubs (eThekweni and uMhlatuze). There are also distinct East-West linkages via the R74 and R614, these serve as a basis for connection of inland and coastal nodes, as well as other municipalities within the iLembe District.

An integrated transportation plan has been developed by the KwaDukuza Municipality. Poor condition of roads due to poor standard of storm-water management and lack of maintenance are some of the Municipality's concerns. An important component of the structuring of future development of the area focuses on locating activities in areas of accessibility, within the various corridors, where higher accessibility exists.

INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE

The institutional responsibility for transport infrastructure is categorised as national, provincial and local on the maps. The KwaDukuza Local Municipality has the responsibility to provide planning of public transport infrastructure. The responsibility between Local and District Municipalities as well as the provincial Department of Transport (DoT) for road provision and maintenance still needs to be finalised and has been flagged as a key development issue.

MUNICIPAL RESPONSIBILITY FOR THE PROVISION OF NEW ROADS AND RELATED FACILITIES

KwaDukuza does have a plan in place that will see through the provision of new roads and related facilities. The Municipality also has an Operational and Maintenance Plan for both existing, new roads and public transport facilities which includes taxi ranks, bus stops and storm water management. ***(THE OPERATIONAL AND MAINTENANCE PLAN IS HEREWITH ATTACHED FOR EASE OF REFERENCE AS PART OF ANNEXURE 21).*** Civil Engineering Services & PMU Business Unit is the Municipal BU which plays a pivotal role in fulfilling the

objectives of Local Government as envisaged in Chapter 7, Section 152 & 153 of the Constitution of RSA Act no.108 of 1996. The Council has entrusted this Business Unit with the following authority, roles, responsibilities and key performance areas in order to carry out the aforesaid constitutional mandate and a five-year strategic agenda for the current Council. The 2022- 2026 Lekgotla key service delivery commitments will be undertaken for the people of the KwaDukuza Municipality to continue realizing their lives for the better.

OPERATIONS AND MAINTENANCE PLAN FOR EXISTING AND NEW ROADS, AND PUBLIC TRANSPORT FACILITIES

The IDP does indicate that there is a plan in place for the provision of new roads and facilities. The Operations and Maintenance Plan is under development; however, the Municipality is currently using a Roads Master Plan. The Civil Engineering Services Business Unit is one of the strategic Business Unit responsible for infrastructure development for ensuring basic service delivery as well as provision of quality houses in these performance areas:

- Civil Engineering Services (Roads and storm water; Sidewalks; Commuter Shelters; Traffic calming etc.)
- Municipal Building Maintenance Services
- Infrastructure Planning, Construction & Routine Maintenance
- Project Management Unit (MIG, EPWP etc.)

INTEGRATED TRANSPORT PLAN (ITP) AND OTHER CIVIL ENGINEERING POLICIES:

KwaDukuza Municipality is responsible for the Integrated Transport Plan (ITP) for its communities. The relevant stakeholders were being consulted as a funding source/s will be sought for the implementation of public transport facilities. All policies from this business unit, **(forms as part of ANNEXURE 21: ALL CIVIL ENGINEERING POLICIES** and are as follows;

TABLE 78: CIVIL ENGINEERING POLICIES

PLAN/POLICY	ADOPTION BY COUNCIL	STATUS	CURRENT STATUS
PUBLIC LOCAL TRANSPORT PLAN -	Adopted in 2021	Finalized	approved for implementation
PAVEMENT MAINTENANCE SYSTEM (PMS)	Adopted	Finalized in June 2019	approved for implementation
ROADS MASTER PLAN	Adopted in 2021	approved for implementation	Approved for implementation. Covers road network and future plans for integrated development alignment.

STORMWATER MASTER PLAN	Not yet adopted	incomplete	Royal Haskoning DHV was appointed, due to COVID-19 there has been a delay in finalization of the plan. Covering stormwater and accommodating current and future demands (40% complete). The specialist on the development is revisiting the approach of the plan development due to the area being prone to severe storms.
RESTRUCTURED ZONES	Adopted in 2020	approved & implementation	
CLUSTER PLANS X 7	Not yet adopted	In progress	The municipality was affected by storm between 2019 and 2023 which resulted to the priority being given to the affected areas. Assessments were conducted and submitted enabling the municipality to apply for disaster fund.

KwaDukuza Municipality status of Roads and Streets. The Pavement Management System (PMS) was developed for the assessment of roads consisting of: Flexible Roads (Paved / Blacktop), Gravel Roads (Unpaved), Block Paved and Concrete Paved. The purpose of a Pavement Management System (PMS) is the process of planning the maintenance and repair of a road network in order to optimize pavement conditions over the entire road network. The total road network in KwaDukuza Municipality totals to **575.54 kilometres** made up of: Blacktop Roads= 421. 11 km, Block= 1.81 km, Concrete= 2.56 km and Gravel = 150. 06km.

STATUS OF ROADS/ STREETS OF KWADUKUZA:

KwaDukuza Municipality has a challenge of ageing roads and stormwater infrastructure which needs rehabilitation and upgrade.

The Pavement Management System (PMS) was developed assessing of roads/streets consisting of:

- Flexible Roads (Paved / Blacktop)
- Gravel Roads (Unpaved)
- Block Paved
- Concrete Paved

SITUATIONAL ANALYSIS REFLECTING MAPS

Currently, a Situational Analysis Reflecting Maps at KwaDukuza Municipality is not available.

TABLE 79: STATUS OF ROADS/STREETS OF KWADUKUZA

CONDITION	BLACKTOP	GRAVEL	BLOCK	CONCRETE	TOTAL
Very Poor	26.39	50.87		0.50	77.76
Poor	63.62	48.42			112.04
Moderate	107.85	31.31	0.03		139.19
Good	125.73	13.67	0.01		139.41
Very Good	97.52	5.79	1.77	2.06	107.14
	421.11	150.06	1.81	2.56	575.54

TABLE 80: ROAD NETWORK AND STATUS WITH THE KDM IN %

CONDITION	BLACKTOP	GRAVEL	BLOCK	CONCRETE	TOTAL
<u>Very Poor</u>	<u>6%</u>	<u>34%</u>	<u>0%</u>	<u>19%</u>	<u>14%</u>
<u>Poor</u>	<u>15%</u>	<u>32%</u>	<u>0%</u>	<u>0%</u>	<u>19%</u>
<u>Moderate</u>	<u>26%</u>	<u>21%</u>	<u>2%</u>	<u>0%</u>	<u>24%</u>
Good	30%	9%	0%	0%	24%
Very Good	23%	4%	98%	81%	19%
	100%	100%	100%	100%	100%

KWADUKUZA MUNICIPALITY CIVIL ENGINEERING AND PMU BUDGET ALLOCATION FOR 2024/25 and 25/26 FY

The **Municipal Infrastructure Grant (MIG)** is a conditional Grant to Municipalities and thus the management of the Grant at Municipal Level occur within the Planning, Budgeting, Financial Management and Operational arrangements in this sphere of Government (Local). Effective Management and utilization of capital funding falls within the responsibility of the Municipal Manager. In order to receive the first tranche, municipalities must have followed the process for approval of specific projects and have been confirmed by April each year. The submission to the Department of Cooperative Governance needs to include their programme, project planning and implementation readiness in the form of an approved implementation plan that includes cash flow projections.

The process mentioned above includes approval of PMU Business Plan by COGTA. The attached KwaDukuza Municipality PMU business plan is presented at the Municipal Business Plan Appraisal Committee (MBPAC). The KwaDukuza Municipality's PMU Business Plan for the 2025/26 Financial year

is as follows;

SUMMARY OF MIG PROJECTS EXPENDITURE AND EXPENDITURE PERCENTAGE		
FUNDING SOURCE	ALLOCATION (Incl. VAT)	EXPENDITURE %
MIG (2024/2025)	R51 625 000,00	R20 656 798,21(40%) 01 March 2025
MIG (2025/2026)	R63 825 000,00	n/a

TABLE 81: 24/25 and 25/26 FY MIG IMPLEMENTATION BUDGET

PROJECT NAMES	AMOUNT	STATUS
Melville Hall (Ward 24)	R6 188 709,68	Construction
Nsiken Community Hall (Ward 27)	R6 420 310,85	Construction
The Construction of Sports & Recreational Facility in Isnembe - Ward 21	R8 819 879,86	Design and Tender
Rehabilitation of Newtown Roads-Jones Street, Jones Link Road, Blaine Road & Gizenga Road (Ward 19)	R14 454 083,56	Construction
Groutville Internal Roads Upgrade Ward 10	R12 826 766,05	Design and Tender
Groutville Surface Roads and Stormwater (Ward 12)	R8 000 000,00	Construction
Nonoti Beach Road Access (Ward 3)	R3 924 000,00	Construction

TABLE 82: SUMMARY OF MIG PROJECTS STATUS 2024 2025 FY

MUNICIPAL FUNDED PROJECTS

TABLE 83: SUMMARY OF MUNICIPAL COUNCIL FUNDED PROJECTS EXPENDITURE AND STATUS 2024 2025 and 25/26 F.Y

SUMMARY OF MUNICIPAL COUNCIL FUNDED GRANT PROJECTS EXPENDITURE AND EXPENDITURE PERCENTAGE		
FUNDING SOURCE	2024/2025 ALLOCATION (Excl. VAT)	2025/2026 ALLOCATION (Excl. VAT)
COUNCIL (CAPITAL PROJECTS)	R 38 500 000,00	R 12 808 903,00
COUNCIL (OPERATIONAL)	R 31 066 374,0	R 19 689 110,8

PROJECT NAMES	2024/2025	2025/2026
Melville Hall - WIP	0	2 080 064
REINSTATING SALT ROCK BRIEDGE	0	3 799 355
Woodmead Taxi Rank	4 000 000	0
Chris Hani Sport field - WIP	0	3 000 000
Rehabilitation of Newtown Roads - Jones Street	8 500 000	0
Rehabilitation of Newtown Roads - Fifth Street	6 000 000	0
Ballito Office Parking	1 000 000	0
Ohlanga Hall	1 043 681	0
Charlotdale Community Hall - WIP	721 768	0
NV Roads Stormwater Traffic Calming Measures 170461528 WIP	1 000 000	0
Reinstating Salt Rock Bridge Ward 2	4 000 000	0
Ward 3 Nonoti Beach Road Access - WIP	2 190 354	2 190 354
Lindelani Creche 170461933 Council Funds	0	1 739 130

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

TABLE 84: BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
- Availability of qualified personnel in relevant technical fields of study - Ability to implement projects in-house - Provision of technical expertise to other departments - Institutional memory and experience - Improved expenditure on Municipal Infrastructure Grant,	- Inadequate bulk infrastructure funding for electricity, water and sanitation, - Ageing infrastructure - Ageing of iLembe infrastructure that impact negatively on to the municipal infrastructure - Shortage of budget towards operation and maintenance issues - Sourcing of workforce - Workforce reaching retirement age without proper skills transfer - Delaying in filling of vacant posts and attrition posts - Workforce Health and wellness challenges - Archive and filing system - Delay on vehicle repairs - No council landfill site
OPPORTUNITIES	THREATS
- Promotion of growth - Rapid developing municipal area with new infrastructure - Locality of the municipal area - Intermediary Cities Support Programme, - Popular geographic area and environment for development. - Magnitude and nature of current developments. (Airport, residential, commercial and industrial) – increased customers – Electricity and Rates incomes - Vuthela LED Programme – Infrastructure projects, - Implementation of scarce skills and retention policy,	- Ageing infrastructure - Ageing workforce - Acts of violence - Safety of workforce - Non-compliance of municipal buildings to safety regulations - Existing infrastructure not sufficient to accommodate current demands - Damages to municipal infrastructure due to services underneath it - Delay in fixing of water and sewer damaged infrastructure - Non-effective co-ordination with other government spheres, e.g., KZN-DOT, iLembe/ Siza water - In-adequate stormwater management system

MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

TABLE 85: CHALLENGES AND PROPOSED INTERVENTIONS FOR BASIC SERVICE DELIVERY AND INFRASTRUCTURE

• CHALLENGES/COMMUNITY NEEDS IDENTIFIED	• IDP INTERVENTIONS
• BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
• Poor public street lighting.	• Roll-out maintenance of streetlights using the panel of service providers and internal staff; • Roll-out retrofitting of existing street lights with energy efficiency streetlights; • Installation of new energy efficiency streetlights within the boundaries of the municipality; and; • Implement ongoing Installation of high mast lights (Apollo lights).
• Poorly maintained roads.	• Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; • Engage in and expedite the rehabilitation of roads by both ILembe DM and Fibre optic contractors, through signed MOA and wayleave applications; • Upgrade roads from gravel to black-top; and • Utilisation of internal capacity to re-gravel the gravel roads.
• Shortage of low-cost and affordable housing.	• Bring to completion all houses that are under construction and continue to mobilise the increment of Housing Development Grant; • Unclog the blocked projects for implementation i.e. rocky park, Driefontein; • Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and • Expedite the closure of old projects and issue of title deeds.
• Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	• Finalise and implement the recommendations of section 78 study (PPP); • Provide additional skips;

	- Promote community waste management initiatives using utilising programmes i.e. CWP and Good Green Deeds; - Ensure public education on waste management and impact of illegal dumping; and - Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
Poor capital expenditure and negative impact on communities.	- Establish and use a panel of contractors to implement capital expenditure; and - Increase capacity to monitor performance of contractors. - Curb red tape and delays on SCM processes through forward planning,

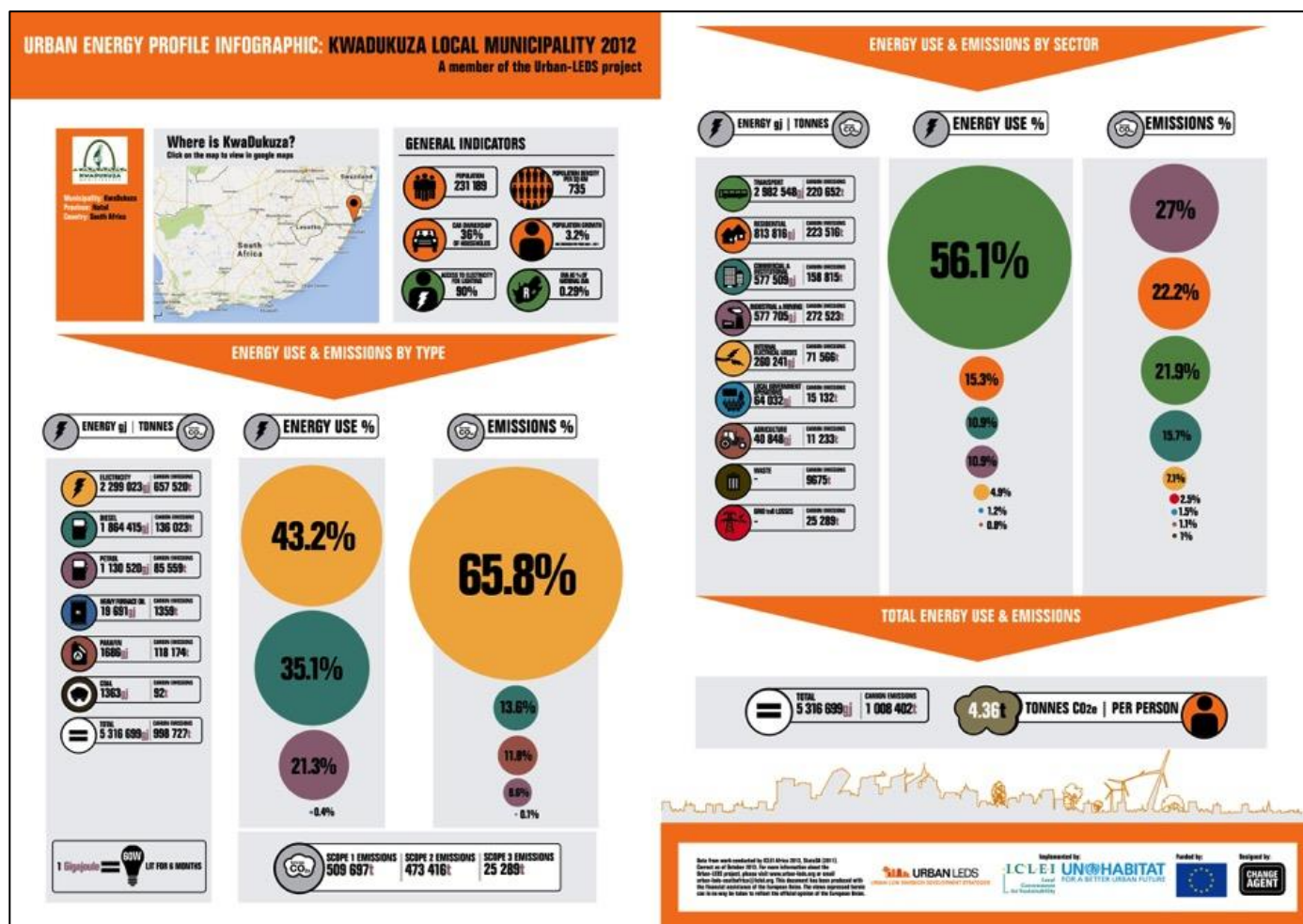
10. ENERGY

RESULTS OF THE FIRST GREENHOUSE GAS INVENTORY FOR KWADUKUZA:

This section provides a high-level summary of the energy usage and associated greenhouse gas emissions for KwaDukuza Municipality. In view of these results, recommendations can be made to simultaneously address energy security and poverty, while increasing energy efficiency and reduce the energy requirements and resultant greenhouse gas emissions intensity in the area.

Electricity is the dominant energy type used in KwaDukuza (43% of total 5.3 million GJ of energy consumption), a pattern that is consistent with other municipalities in South Africa. Petrol (35%) and diesel (21%) are respectively the second and third most dominant fuel types used in KwaDukuza. Nationally, electricity is mostly generated from fossil fuels, which means that the emissions produced as a result of electricity consumption in the KwaDukuza area is 65%. The sectors consuming the greater proportion of energy in the area are transportation (56%), residential (15%), industrial (11%), and commercial (11%). Combined, these sectors are also responsible for 87% of the total 1.008 million tonnes of carbon dioxide equivalent (tCO₂e) emissions accounted for in the year 2012. 91.2% was emitted by the community and 8.8% emitted directly by the local authority (with the inclusion of electrical losses). The first pair of pie charts below shows the percentage of energy use (left hand graph) and associated emissions for each of the main fuel types used in KwaDukuza.

FIGURE 53: URBAN ENERGY PROFILE INFOGRAPHIC



The carbon and energy intensity in KwaDukuza is similar to that of like-sized municipalities, with similar economic activities and demographics. Energy consumption is 23 gigajoules (GJ) per person per annum. The per capita emissions amount to 4.36 tCO₂e per person per annum. Every million Rand of Gross Value Added in the local economy requires 685.8 GJ of energy to produce and therefore emits 130.1 tCO₂e. More detailed statistics on the energy use and carbon emissions can be found in the detailed Greenhouse Gas Inventory Report, with high-level summary statistics in the info graphic below.

KEY IMPLICATIONS OF THE GREENHOUSE GAS INVENTORY

FIGURE 63: INFOGRAPHIC OF KDM'S URBAN ENERGY EMISSIONS PROFILE

Setting ambitious but achievable targets to reduce greenhouse gas emissions can achieve multiple co-benefits at the level of the community and for KwaDukuza Municipality. Examples include improved energy security, reduced energy consumption, a greener and more inclusive economy at community level. Reduced operational costs for the Municipality through improved energy efficiency, reduced internal losses, and

increased reliability of municipal infrastructure, as well as increased access to international carbon finance. KwaDukuza Municipality is committed to working together with communities and business to contribute towards a low carbon future. A series of actions to reduce emissions are included in a brand-new low emission development strategic framework and action plan that was recently adopted, the actions and recommendations of which will be integrated into this and subsequent IDPs.

ACTION PLAN TO MONITOR ENERGY LOSSES REDUCTION STRATEGY

- On a quest to monitor the energy losses the following strategies have been decided upon;
- Reduce the budget allocation for bulk purchases by R100m.
- Increase the energy revenue projections by R50m.
- Develop action plan to monitor energy losses reduction strategy.

The Action Plan to monitor the Energy losses is part of the **ANNEXURE 22: ELECTRICAL ENGINEERING POLICIES AND PLANS**.

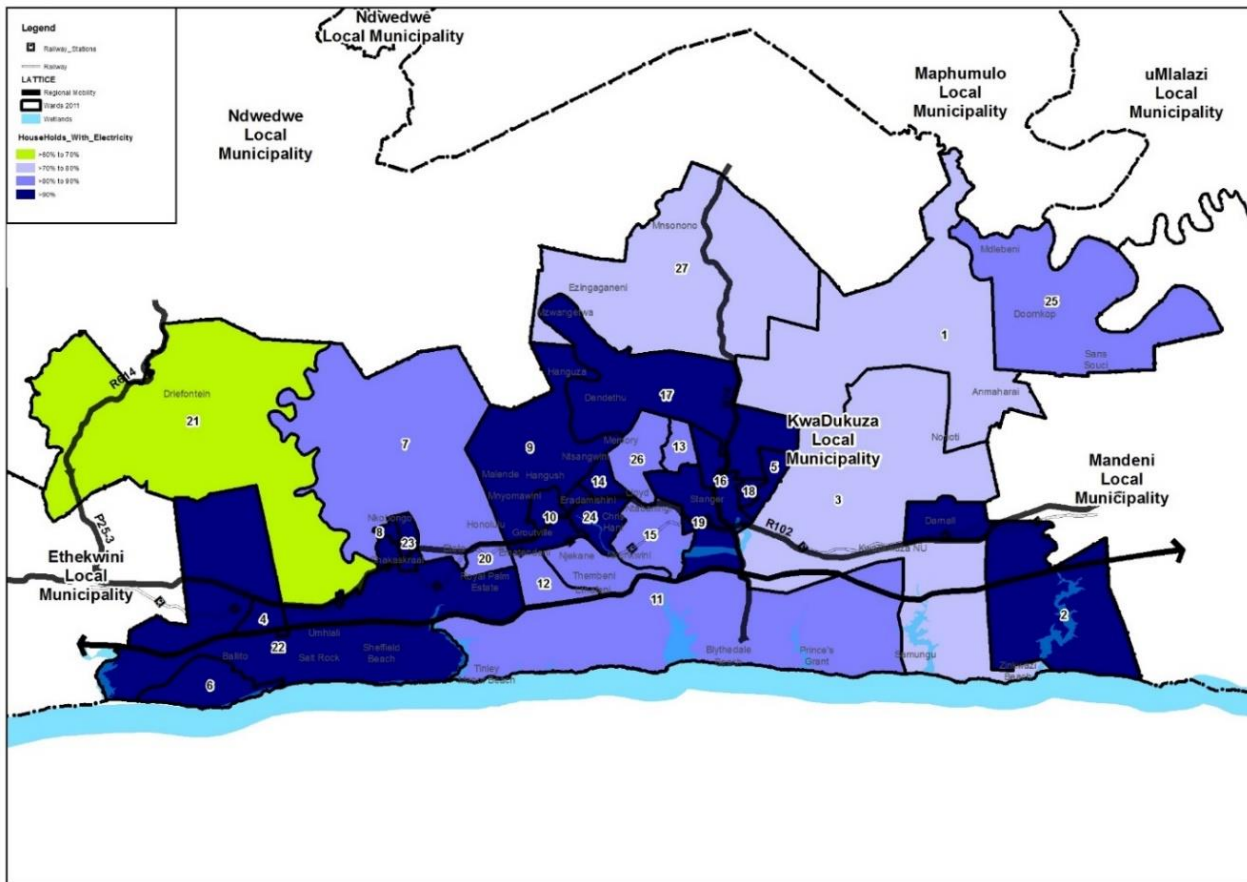
ENERGY/ ELECTRICITY PROVIDER

The KwaDukuza Municipality has two licensed electricity distributors, namely Eskom and KwaDukuza. KwaDukuza Municipality is a licensed electricity provider. Whereas ESKOM supplies electricity directly to the following Wards: 1, 2, 3, 21, 25 and 27 the rest of the Wards are supplied by the Municipality. Nonetheless, all street lighting in all Wards, except for Ezinkwazi, is provided electricity by the Municipality. However, in some rural areas' electricity is still supplied by ESKOM.

KWADUKUZA LOCAL MUNICIPAL ELECTRICAL ENGINEERING BUSINESS UNITS' ROLES AND RESPONSIBILITIES:

Planning, Customer Services and Fleet management	Operations (North and South)
• Network planning • New service connections • SPLUMA applications comments and recommendations for approvals • Capital projects execution • Fleet vehicles procurement and maintenance • Asset management	• Purchasing of bulk electricity from Eskom • Operating, maintaining and repairing the electrical infrastructure equipment and public lighting • Power outages management and execution • Maintenance / refurbishment projects execution • Control room

TABLE 86: KDM ELECTRICAL BUSINESS UNIT-ROLES AND REPONSIBILITY

FIGURE 54: HOUSEHOLDS WITH ELECTRICITY

DEPARTMENT OF MINERAL RESOURCES AND ENERGY

Source energy from IPPs “KwaDukuza Low Emission Development Strategic Framework and Action Plan” and Control and play an active SSEGs (Solar PV) introduction (Tariff). The Department also plays an active role and offer customer SSEGs option as well as assist in Investigating a way of controlling GAS energy within municipality. Other benefits from the department include.

- Active participation on new/future technology (relevance)
- Implementation of “KwaDukuza Climate Change Response Strategy (2013)”
- Implementation of “KwaDukuza Low Emission Development Strategic Framework and Action Plan (2015)”
- Honor the signature for “Global Covenant of Mayors for Climate & Energy”
- Meets national and international CO₂ requirements and prevent CO₂ tax.
- Increase revenue through IPP, SSEGs studies, installation, maintenance and operations. Avoid being fully dependent on Eskom supply.

ADOPTION AND IMPLEMENTATION OF ELECTRICITY PLAN

The Energy Master Plan was adopted by Council in 2016 and it remains under implementation. A copy of the Energy Master Plan is attached as **ANNEXURE 22: ELECTRICAL ENGINEERING POLICIES AND PLANS**. The plan has been reviewed in order to produce a new 10-year plan aligned to the updated spatial development framework for the municipal supply area. It also provides a medium-term plan to develop the electrical infrastructure that will be required to support the envisaged demand growth. The plan identifies areas where new infrastructures should be located and what components, either existing or new, will be required. The aims of the Electricity Master Plan are as follows:

- To ensure the best possible technical solution.
- To provide input to the bulk energy supplier on future bulk energy needs.
- To avoid unnecessary refurbishment costs on equipment which could be made redundant in the future; and
- To avoid constriction of economic growth in the region due to infrastructure constraints.
- Revenue leaks, protection and enhancement relates to bulk purchases, metering, migration of customers, holiday housing and increasing operational costs.

Energy master plan of 2019 is still valid and has not been updated. The plan was to replace it with yearly rolling Asset management plan. The asset management procedures were developed through Vuthela in 2021, these still need to be presented to Council but its late now, need to present updated ones, hence need to develop 10 asset management plan and have council approving it

To come up with a functional Asset Management Plan (AMP) there are documents that are to be in place before, these include following in sequence form (these are draft and attached hereto)

	PLAN/POLICY	RESULT/IMPLICATIONS
1	Balanced scorecard for electricity (attached)	Performance system
2	Service levels (electricity and fleet vehicles)	
3	AMS policy (one pager attached)	Plan
4	AMS objectives & strategy (attached)	
5	Portfolio of assets (14 portfolio of assets, these documents include maintenance activities to be done per each asset portfolio)	
6	AMP (10 year rolling plan)	Implementation
7	Business case – this is document for feasibility and sourcing funding to develop and implement AMS, note	

that Vuthela only assisted with development and implementation was not done because of NO funds

TABLE 87: SECTORPLANS/POLICY (Electricity)**ANNEXURE 26: ELECTRICAL ENGINEERING POLICIES AND PLANS****OPERATIONS AND MAINTENANCE PLAN FOR ELECTRICITY/ ENERGY**

ANNEXURE 22: ELECTRICAL ENGINEERING POLICIES AND PLANS - The Municipality has Operations and Maintenance Plan for electricity/energy in place. The plan was adopted by Council in 2021 for subsequent implementation. Where Repairs and Maintenance are concerned the following gaps have been noted.

Inadequate budget allocation - Budget allocation for repairs and maintenance is currently about 3% of operation budget, below the targeted 6-8%.

Mostly breakdown work is affected with limited scheduled planned maintenance

Less planned maintenance results in more unplanned/breakdown repairs. Such repairs cost few times more

Staff supervision

- Initiatives that have been put in place is as follows.
- Revenue enhancement – Energy Loss Task Team
- Digitization – EAMS and mobility implementation to monitor and measure productivity
- Implement SCADA System – Improve network management and performance
- Increase field supervision (new organogram)
- Filling of vacancies specifically artisan assistant – Budgeted post advertised

PLAN FOR SCHEDULE 5B PROJECTS

Once funding is secured from INEP, KwaDukuza Municipality shall appoint service providers for implementation purposes. A Memorandum of Understanding (MoU) has been signed between ESKOM and the Municipality.

THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR ELECTRICITY / ENERGY SERVICES

In an endeavour to rise to these challenges, KwaDukuza Municipality has embarked on a programme to upgrade its networks in order to stabilize and improve the quality and firmness of supply. The upgrades which have thus far been undertaken are in line with the findings of the Energy Master Plan Network Study conducted by the NET GROUP. Responding to the infrastructure challenges identified in the Master Plan, the Municipality has already accomplished the following upgrades:

For the Southern network KwaDukuza Municipality has upgraded the Shakaskraal/Hilltop/Business Park 33 kV Overhead line and associated network equipment from 19MVA capacity to 30MVA capacity. This will enable the Ballito and surrounding areas load to be transferred over to the Shakaskraal substation via the Hilltop/ Imbonini/ Shaka' s Rock supply circuit, when overload conditions prevail due to cable theft and/or storm damage occurring causing a loss of supply from the Driefontein feeder or Collisheen feeders each respectively.

KwaDukuza Municipality has secured a firm 30 MVA capacity (Premium Supply) from ESKOM via the ESKOM Driefontein substation. The Dual 33kV supply circuits from the Driefontein intake substation have been constructed and are connected to existing interconnected 33kV Networks which has reduced overload situations considerably. These circuits have also made it possible to relieve load on the Shakaskraal Intake substation, thus availing capacity for load growth in the Northeast and West sectors of the Southern networks.

It is the intention of the Municipality to transmit supply from Driefontein Sub-Station into Council's supply area to connect into the proposed NEW 33/11 kV substation which is to be constructed adjacent to the proposed new ESKOM 132/33 kV DUKUZA substation to be established in the vicinity of Compensation Traction Station.

The availability of this firm 30 MVA will provide sufficient bulk supply capacity leading to the medium term to provide for the degree of firmness of supply required as well as enable a host of alternative network switching configurations to satisfy contingency options under fault and load transfer conditions. The planning and design for the Municipality Dukuza Substation (33/11kV) is at an advanced stage, although delays in acquiring land rights for the substation servitude have had an adverse effect on progress. These issues are to be resolved shortly.

ELECTRIFICATION - INEP FUNDED

BUDGET R11 677 916 & 100% SPENT

Ward	Project	Planned Connections	Allocation	Comments
5	Lindelani	51	R1 407 175	51 completed
16	Nyoniyamanzi	219	R4 386 191	219 completed
15	Enkukhwini	108	R1 864 050	108 completed
11	Charlottedale	146	R4 020 500	146 completed
TOTAL		524	R11 677 916	524 COMPLETED

TABLE 88: INEP FUNDED PROJECTS

ELECTRICITY BACKLOGS

Challenges have been experienced in respect to overload situations at Shaka's Rock Substation due to the rampant load growth in the Shaka's Rock/Sheffield Beach areas of Supply. This has been overcome by the decision taken by the Municipality to establish the New Sheffield 33/11 kV substation which is central to the emerging growth node. This new substation is at a stage of completion; however, the full benefit will only be realized upon the 33kV Linking cables having been installed between Shakaskraal Major Intake substation and the new Sheffield substation.

Upon commissioning of Sheffield substation, it shall be possible to transfer at least 5mva of existing load from Shaka's Rock substation over to the new Sheffield substation which will also reinstate the firm 10 MVA capability at Shaka's Rock substation during peak seasons and also release load off the Shakaskraal, Hilltop, and Imbonini 33 kV distribution network. To fully utilize the available capacity and relieve load from Shaka's Rock substation as well as reinforce supply to the far end of Sheffield Beach, a suitably rated dedicated 11 kV feeder cable to connect between Sheffield Substation and Village Switch room has been installed.

SUBSTATIONS UPGRADE and REFURBISHMENT: Budget R52 452 247 & 70% spent

Ward	Project	Budget	Progress & Comments
30	Dukuza substation	5000000	Phase1: - Transformer 1 has been installed - Transformer 2 to be delivered - Construction of gate house, control room, fence completed Phase2: - Switchgear ordered,
15	SAPPI substation upgrade	24000000	Manufacturing of transformers, switchgear and containerized control room is in progress.
19	New Lavoipierre substation	5952247	Assessment, planning, design and tender document preparation is in progress. At detailed design stage
30	Ballito substation refurbishment	2000000	Transformer 1,2,3 completed NER 1,2,3 installed 33kV switchgear installed
30	Business Park substation refurbishment	1000000	
13	Glenhills substation refurbishment	2000000	
22	Shakasrock substation refurbishment	3000000	Refurbishment is in progress

20	Shakaskraal substation refurbishment	4000000	
20	Sheffield substation refurbishment	1000000	
15	Stanger substation refurbishment	4500000	

TABLE 89: SUBSTATIONS UPGRADE AND REFURBISHMENT PROJECTS

ELECTRICITY NEEDS AND PRIORITIES

The benefit to be derived from interconnecting the two firm 10 MVA substations (Shaka's Rock and Sheffield) will be the capability of transferring network load between major substations under emergency conditions, thus allowing for a greater security of supply. KwaDukuza Municipality has also resolved to establish the new ESKOM/KwaDukuza Municipality intake substation to be known as Dukuza 132/33 kV Substation within the next three years to cater for the future load growth. The high-level estimated cost provided by ESKOM for this substation is in excess of R100 million. The assessment of the infrastructure established that the age and condition of the majority of DC-Battery Charges and Batteries installed at major substations and switch rooms posed a great risk to the correct functioning of equipment protective devices. The DC-supply is used to energize the protection relays and control the tripping/closing coils on all the 33 and 11 kV breakers. Phase one of the programme to renew all such aged equipment has been completed and Phase two is beyond tender stage ready for installation. This project may carry forward to the new financial year.

CO-ORDINATION OF DEVELOPMENT ACTIVITIES

Prior to the finalization of a Service Level Agreement between the Municipality and a Developer's Engineers the designs and specifications are reviewed by the Municipality. The Municipality approves the Developers' Engineering Report in accordance with SPLUMA.

PROJECTED ENERGY LOSSES REDUCTION STRATEGIES IMPLEMENTATION:

The current status of energy losses as well progress on the implementation of strategies to reduce energy losses is envisaged to last for 5 years. The identified initiatives concentrate on meter-to-cash value chain that could reduce commercial losses improve the operational efficiency of the KwaDukuza municipality's revenue cycle and enhance service delivery to customers. Energy loss within KwaDukuza Municipality (KDM) has continued to increase at an alarming rate as reported during the 2021/22 financial year. These losses are not sustainable and as a result a solution is urgently required. The energy Regulator NERSA has requested a plan from the municipality on energy loss reduction. KwaDukuza Municipality appointed a service provider through the Vuthela Program to do root cause analysis and develop strategies to reduce the energy losses to be below 12%. The report on strategies developed and management plan is over a period of 5 years.

Among the plan THERE WERE PLANNED 16 DISTRIBUTION SUBSTATIONS BUT DUE TO FUNDING THERE CAN ONLY BE a total of 13 that could be accommodated. A total of 33 switching sustations. there was also 9 million funding which was applied from Vuthela as part of the projected energy and loss reduction strategies and

implementation which speaks to tariffs and community engagements will be done at Izimbizo, sozila media as part of public participation about this strategies.

PUBLIC LIGHTING: 22 HIGH MASTS

BUDGET R16 000 000 & 100% SPENT

Contractors from Panel were appointed and materials ordered, works completed.

WARD	PROJECT	COMMENTS	WARD	PROJECT	COMMENTS
4	Shakashead	Complete	16	Nyoniyamanzi	Complete
5	Lindelani	Complete	17	Stanger manor grounds	Complete
7	Etete Velani	Complete	17	Stanger manor grounds	Complete
8	Nkobongo	Complete	19	Rocky Park	Complete
9	Malende	Complete	20	Etete Synman	Complete
10	Grouteville Mission	Complete	23	Shayamoya	Complete
11	Thembeni Primary school	Complete	24	Melville	Complete
12	Thembeni	Complete	26	Ntshawini	Complete
13	Glenhills	Complete	27	Madundube	Complete
14	Mellivile Lyoid	Complete	28	Nkobongo C1	Complete
15	Nkukhwini	Complete	29	Dube Village	Complete

TABLE 90: LEDS IS FOR PUBLIC SAFETY ENERGY EFFICIENT

LV NETWORK UPGRADE – BUDGET R10 450 000 60% SPENT

WARDS)	BUDGET	COMMENTS & PROGRESS
Cluster A (1, 2, 3, 25)	1100000	
Cluster B (13, 19, 27)	1300000	Newtown - Removal of backyard kiosks and replace with cables and kiosks in front of properties
Cluster C (14, 15, 24, 26)	550000	
Cluster D (9, 10, 11, 12,29)	750000	
Cluster E(7,8,20,23,28)	750000	
Cluster F (4, 6, 21, 22, 30)	750000	
Cluster G (5, 16, 17, 18)	750000	Replacement of stainless steel kiosks in Shakaville Replacement of mid properties overhead lines with cables in Protea Heights and Warrenton
Electrical Building Services upgrades in municipal building	3000 000	- Lavoipierre completed - Electrical workshop offices completed - Mechanical workshop - completed - KDM library - completed - Licencing department building – completed
Energy efficiency on municipality Buildings	1500000	

TABLE 91: LV NETWORK UPGRADE**NETWORK CONTROL, AUTOMATION AND SOFTWARE****BUDGET R12 000 000 & 22% SPENT****TABLE 92: NETWORK CONTROL, AUTOMATION AND SOFTWARE**

WARD	PROJECT	BUDGET	PROGRESS & COMMENTS
ALL	Implementation of KDM SCADA	R10000000	Installation of radio network is 50% Ordering of relays is in progress

ALL	Network master planning software	R2000000	Tender is at appeals stage

REVENUE PROTECTION**BUDGET R9 420 300 & 2% SPENT**

WARD	PROJECT	BUDGET	PROGRESS & COMMENTS
ALL	Supply metering system for non revenue electricity	R3155000	Work in Progress
ALL	Energy saving Initiatives: VUTHELA PROJECT	R6265300	Work in Progress
Revenue protection - Amnesty	Ward	Number captured	Number paid and sent for rectification
ON-Going	ALL	3490	150

TABLE 93: REVENUE PROTECTION

REPAIR AND MAINTENANCE – R36 144 621

		2024/25	% spent
1	Electricity - Rural North (Dept 430)	R7 971 764,00	57%
2	Electricity - Rural South (Dept 490)	R5 330 478,00	70%
3	Electricity - SAPPI (Dept 440)	R1 001 782,00	58%
4	Electricity - Urban North (Dept 450)	R8 092 913,00	57%
5	Electricity - Urban South (Dept 420)	R7 497 701,00	55%
6	Street Lights (Dept 171)	R6 249 983,00	84%
	Total	R36 144 621,00	64%

TABLE 94: REPAIR AND MAINTENANCE

CAPITAL BUDGET 2025/26

ITEM DESCRIPTION	2025/26	2026/27
NV Street Lights Cluster A 100 SL 400452122 WIP	500 000	500000

NV Street Lights Cluster B 37SL 400452123 WIP	1 000 000	1000000
NV Street Lights Cluster C 100SL 400452124 WIP	1 250 000	1250000
NV Street Lights Cluster D 100SL 400452125 WIP	1 750 000	1750000
NV Street Lights Cluster E 100 SL 400452126 WIP	1 500 000	1500000
GRAND TOTAL	31 694 783	27475217

TABLE 95: CAPITAL BUDGET 2025/26

CHALLENGES ON ELECTRICAL INFRASTRUCTURE:

#	CHALLENGE	INTERVENTION
1	Capacity	Building of new Eskom intake substations Introducing independent power producers Controlled Small scale embedded generation Scada system Implementation
2	Small scale embedded generation	Policy development and implementation Development of SSEG tariff Installation of new sensitive meters that detects SSEG on network
3	Vandalism and theft	24/7 manned security at critical areas Installation and maintenance of electronic security systems Working together with SAPS
4	Energy losses	Energy audits and raids Smart metering system
5	Old infrastructure	Upgrades projects

TABLE 96: CHALLENGES ON ELECTRICAL INFRASTRUCTURE

.CHALLENGES CURRENTLY BEING ADDRESSED:

Energy losses energy losses - KwaDukuza purchases average 55GWh of energy from Eskom and sells average of 44GWh to consumers on monthly basis. 11GWh is taken as energy losses.

• *Non-technical losses are any consumed energy but not invoiced for electricity, caused by theft, fraud or malicious and illegal connections to the grid, installation errors, meters deficiency or tampering, lack or delay of payment by consumers, and errors in accounting, billing, and record-keeping).*

LIST OF ACTIVITIES DONE TO SUPPORT STRATEGIES DEVELOPED:

- Development and implementation of web based automatic meter reading (AMR) system
- Electricity resellers meter audits, AMR implementation and service level agreements reviews
- Weekly service connections raids
- Monthly inspections, repairs, replacements and backbilling for faulty meters
- Customer network link where all consumer details are captured

11.ACCESS TO COMMUNITY FACILITIES:

Community Services and Public Amenities is one of the service delivery Business Units in KDM, typical drives the planning and implementation of all duties that should benefit municipal area in terms of the following strategic divisions:

- Street Cleansing & Solid Waste Management
- Cemeteries and Crematoria
- Beach Amenities
- Library Services & Community Halls
- Parks, Gardens and Recreation Facilities

Community service and Public Amenities is largely responsibility for basic municipal services (Refuse removal, grass cutting, burial/cremation, cleansing of public ablution) that must be carried out routinely, consistently to the satisfaction of the citizens. Community Services and Public Amenities seek to make available to citizens KDM basic services built on a foundation of service excellence and superior customer services. Community Services and Public Amenities BU therefore becomes a primary point of delivery and is where most citizens interface with the Municipality as sphere of government.

CEMETERIES AND CREMATORIA

The Cemeteries and Crematoria section has the obligation to provide burial space to the community of KwaDukuza and ensure dignified burials as well as the provision of burial services to the destitute community of KwaDukuza including cremation services. The services provided are as follows:

- Provision of burial space in a form of cemeteries;
- Provision of Crematoria; and
- Provision of indigent burial services where assistance is given to the destitute families to bury their loved ones in a dignified manner.

TABLE 97: CHALLENGES AND INTERVENTIONS FOR CEMETERIES AND CREMATORIA

CEMETERIES AND CREMATORIA	
CHALLENGES	INTERVENTIONS

Shortage of burial space especially in the Northern section, even though land has been acquired. The establishment process is proving quite lengthy.	The burial space has been identified in the Northern section, including in the Groutville area, and a desktop study was undertaken on the two properties. The Municipality is in a process of engaging with the property owners in terms of signing the MoU to allow the Municipality to undertake feasibility studies in order to confirm the suitability of the land for the intended purpose prior to the commencement of the acquisition process.
There is a need for a Manager and Superintendent in this section to manage the operations, currently there is only a Supervisor who reports directly to the Deputy Director.	The Manager and Superintendent posts are already in the approved organogram of the Municipality, however, owing to financial constraints the Municipality has resolved to appoint the Superintendent in the interim and subsequently fill the Manager's post within the following financial year.

TABLE 98: LIST OF CEMETERIES AND CREMATORIA

Site	Status	Comments
KwaDukuza cemetery in Cato Str	Full	No burials are taking place except for reburials
Shakaville cemetery in Yellowwood Drive	Full	No burials are taking place except for reburials
Erf 301 cemetery	Full	No burials are taking place except for reburials
Groutville cemetery	Full	No burials are taking place except for reburials
Nkobongo cemetery	Full	No burials are taking place except for reburials
Shakaskraal cemetery	Full	No burials are taking place except for reburials
Umdlali cemetery	Full	No burials are taking place except for reburials
Darnal cemetery	Full	No burials are taking place except for reburials

Vlakspruit cemetery (South)	Operational	Still open for burials (New)
1 x KwaDukuza Crematorium	Operational	Operational

KwaDukuza Municipality only has one operational / opened cemetery; and that is Vlakspruit cemetery in the Southern region of the Municipal area of jurisdiction. Vlakspruit cemetery is a newly established cemetery that is about 20 hectares in extent. The number of graves that can be achieved in a readily available space is about 3 000. Out of 3000 available space for burial we have used 30% thus far of burial space. All other nine (9) cemeteries within KwaDukuza municipal jurisdiction have reach their capacity and as a result are closed. Reburials / second interments are allowed in closed cemeteries unless the first burial has more than 10 years since it was interred. It be noted that if a grave is less than 10 years old, no permission is granted for reburial. KDM has a responsibility of ensuring that there is more than enough burial space (cemeteries) for the community.

CAPITAL PROJECTS FOR 2024/25 FY

PROJECT NAMES	WARD NUMBER	BUDGET	STATUS
Refurbishment of changerooms in Vlakspruit Cemetery	21	R 1 000 000	Completed
Rehab of access road to Vlakspruit cemetery	21	R 857 903	The project is complete.
Rehab. Of parking area in Vlakspruit cemetery	21	R 1 100 000	The contractor for the project has been appointed.
Cemetery fencing	28 & 5	R 1 000 000	Completed

TABLE 99: LIST OF CEMETERIES AND CREMATORIA – 24/25 PROJECTS

CAPITAL PROJECTS FOR 2025/26 FY

PROJECT NAMES	WARD NUMBER	BUDGET
Rehab. Of parking area in Vlakspruit cemetery	21	R 5 330 000

TABLE 100: LIST OF CEMETERIES AND CREMATORIA – 25/26 PROJECTS

STATUS, BACKLOGS NEEDS AND PRIORITIES FOR COMMUNITY FACILITIES

LIBRARY SERVICES

The Municipal area has six operating libraries which are KwaDukuza, Stanger Manor, Ballito, Shakaskraal, Umhlali and Darnall. The facilities currently accommodate pre-school up to tertiary students (pensioners and other community members). The libraries currently provide the following programmes: -

- Internet cafes;
- basic computer classes;
- activities room;
- computer for blind people (Mini Library for the Blind);
- Reading Activity;
- Career Guidance; and
- Toy Project, gaming and eBooks. (KDM Library only, intends to roll out these services to other facilities)

The KwaDukuza libraries also undertake Outreach Awareness Programmes to all schools and the community Library promotion campaigns to improve education, undertake Library Week, Literacy Week, World Play day, World Book Day and undertake storytelling to young kids as well as attend Interest Group Forums. There is currently a need for the provision of library branches at disadvantaged areas with high population and education centres such as Groutville area, Nkobongo Area and Doringkop Area.

COMMUNITY HALLS

A list of community halls that belong to the KwaDukuza Municipality is furnished herein below:

TABLE 101: LIST OF COMMUNITY HALLS OWNED BY KDM

NO	NAME OF HALL	LOCATION	WARD	DISABLED FRIENDLY? Y/N
1	KwaDukuza Town Hall	KwaDukuza	19	Y
2	Supper Room Hall	KwaDukuza	19	N
3	R.A. Moodley Hall	KwaDukuza	19	Y
4	Sokesimbone Hall	Sokesimbone	01	Y
5	Zamani Hall	Zamani	02	Y
6	Nonoti Old Library Hall	Darnall	02	N
7	Nonoti Mouth Hall	Nonoti Mouth	03	N
8	Nyathikazi Hall	Nyathikazi	03	Y

9	Shakashead Hall	Shakashead	04	Y
10	Lindelani A Section Hall	Lindelani A Section	05	Y
11	Lindelani E Section Hall	Lindelani E Section	05	Y
12	Velani Hall	Velani Township	07	Y
13	Nkobongo Hall	Nkobongo	08	Y
14	Malende Hall	Malende	09	N
15	Hangu's	Hangus	09	Y
16	Mgigimbe Hall	Mgigimbe	09	N
17	Groutville	Groutville	10	Y
18	Thandanani	Thembeni	11	Y
19	Thembeni	Thembeni	12	Y
20	Glenhills MPCC	Glenhills	13	Y
21	Shayamoya Hall	Glenhills	13	Y
22	Lloyd Hall	Lloyd	14	Y
23	Chris Hani Hall	Chris Hani	15	Y
24	Mdoniville Hall	Mdoniville	16	Y
25	Stanger Manor Hall	Stanger Manor	17	Y
26	Shakaville Hall	Shakaville	18	N
27	Mbozamo Hall	Shakaville	18	Y
28	Etete Snyman Hall	Etete	20	Y
29	Driefontein Hall	Driefontein	21	N
30	Diefontein Old Hall	Driefontein	21	Y
31	Shayamoya Hall	Shayamoya	23	Y
32	Vulinqondo Hall	Doringkop	25	Y
33	Ohlange Hall	Doringkop	25	N
34	Mdlebeni Hall	Doringkop	25	Y
35	Ntshawini Nevas Hall	Ntshawini	26	N

36	Mellowood Park Hall	Shakaskraal	28	Y
37	Madundube Hall	Madundube	27	Y
38	Groutville Dube Village Hall	Dube Village Groutville	29	Y

PURPOSE OF COMMUNITY HALLS: Community Halls can be described as buildings that provide physical resources that are used for community development and community services activities, including:

- Meeting and function rooms for community activities;
- Specialist activity and performance spaces for particular groups of people; and
- Support facilities such as kitchen, toilet, and furniture.

THE STATUS OF COMMUNITY HALLS: The Community Services and Amenities Business Unit has created a database of all facilities, their current status and the estimate cost to remedy those identified structural damages concerning community halls. The Unit has since begun the process of maintenance of some halls depending on the availability of funds.

The Business Unit had to consider the fact that facilities are currently prone to vandalism and theft. If the Municipality repairs a facility there is a propensity to vandalize the same within twenty-four hours. The continuous vandalism removes the feasibility of repairing the facilities owing to lack of security, which is impacted by budgetary constraints within the unit. Nonetheless, the communities play a greater role in taking the ownership of the facilities and ensuring that undesirable elements are deterred. Furthermore, if members of the community are aware of an issue at the facility they speedily bring it to the department's attention so that it may be addressed. The Municipality does not have halls at the following wards:

- Ward 6
- Ward 22
- Ward 24
- Ward 30

TABLE 103: CAPITAL PROJECTS FOR 24/25 FY

PROJECT NAME	WARD NUMBER	BUDGET	STATUS
Community Halls Fencing	4, 15, 26, 8 & 12	R 600 000	Ward 4 Completed Ward 15 – 50% complete Ward 26 – Repairs of fencing complete Ward 8 – Repairs of fencing awarded Ward 12 – repairs of fencing awarded.
Upgrade Driefontien Sportsfield	21	R 109 000	Awaiting SCM to advertise the closed Quote.

CAPITAL PROJECTS FOR 25/26 FY

PROJECT NAME	WARD NUMBER	BUDGET
Refurbishment of KwaDukuza Town Hall	19	R 2 000 000

FIGURE 104: 2025/26 COMMUNITY HALLS PROJECTS**COMMUNITY HALLS CHALLENGES AND POSSIBLE SOLUTIONS:****TABLE 105: LIST OF CHALLENGES AND POSSIBLE SOLUTIONS (COMMUNITYU HALLS)**

CHALLENGES	POSSIBLE SOLLUTIONS
1. Vandalism of toilets, water pipes, windows, doors, electrical fittings, fencing, gates, ceiling boards etc.	Communities need to play a greater role in taking ownership of the facilities and ensuring that undesirables are deterred
	Construction of Halls Caretaker Quarters in each hall
2. Unauthorised use of halls	Booking procedure must be followed
3. Theft of halls furniture, cables, electrical meter box, etc.	Communities must stop buying stolen things and report the culprits
4. Poor house keeping	Always clean the hall after use

PARKS AND GARDENS, SOCCER FIELDS AND COMBO COURTS

PARKS AND GARDENS	WARDS	DISABLED FRIENDLY? Y/N
SOCCER FIELDS WITH COMBO COURTS		
Stanger Manor ground & a combo court & ablution facility	17	Y
Sakhuxolo ground & a combo court & ablution facility	25	N
Chief Luthuli sportsfield & ablution facility	11	N
Stanger high School	19	Y
COMBO COURTS		

Melville	24	Y
Shakaville courts	18	Y
Chris Hani	15	CIVILS TO PROVIDE INFO
Njakane	15	Y
Madendube	27	Y
Darnal	2	Y
Etete	7	CIVILS TO PROVIDE INFO
SOCCER FIELDS		
Shekumbula ground & ablution facility	25	Y
Darnall sportsfield & and ablution facility	2	Y
Soccer ground (lot 530) - Darnall & ablution facility	2	Y
Soweto ground – Zamani	2	Y
Driefontein ground & an ablution facility	21	N
Shakashead ground & ablution facility	4	Y
Melville soccer ground	24	Y
Nkobongo ground & an ablution facility	8	Y
Etete ground velani & ablution facility	7	CIVILS TO PROVIDE INFO
Snyman ground – Etete	20	Y
Groutville market ground & a combo court	10	CIVILS TO PROVIDE INFO
Ediphini ground (Malende)	9	N
Glenhills ground & ablution facility	13	Y
Rockypark ground & ablution facility	19	Y
Ward 10 and 13 Combo courts only left is toilets		Y

TABLE 106: PARKS AND GARDENS, SOCCERFIELDS AND COMBO COURTS

SOCCER FIELDS	WARD NUMBER	DISABLED FRIENDLY ? Y/N
Mashaba ground - llody & ablution facility	26	Y
Gledhow cricket ground & ablution facility	15	N
Gledhow soccer ground	15	Y
Gledhow hostel ground	15	Y
Shakaville soccer field & ablution facility	18	Y
Madundube ground & ablution facility	27	Y
Shayamoya ground	23	Y
Neva's ground ablution facility	26	Y
Lindelani soccer field & ablution facility	5	Y
Proposal of a Sportfield is needed as it is the only ward which does not one.	9	Y

TABLE 107: SOCCER FIELDS

CAPITAL PROJECTS FOR 24/25 FY

SOCCER FIELDS/SPORTSFIELD	WARD NUMBER	BUDGET	STATUS
Upgrade Driefontien Sportsfield	21	R 109 000	Awaiting SCM to advertise the closed Quote.
Renewal Stanger Manor Sportsfield	17	R 310 255	Awaiting for SCM to advertise the closed quote
Renewal Glenhills Sportsfield	26	R 300 396	Closed quote advertised. Awaiting the closing and SCM to appoint the service provider.
Upgrade Darnall Sportsfield	2	R 4 489 478	SCM Processes – Tender Adjudication Committee

TABLE 108: 24/25 COMMUNITY SERVICES PROJECTS

CAPITAL PROJECTS FOR 25/26 FY

PROJECT NAME	WARD NUMBER	BUDGET
Upgrade Darnall Sportsfield	2	R 4 490 522

TABLE 109: 25/26 COMMUNITY SERVICES PROJECTS**PARKS AND GARDENS**

The mandate of this section is to clean and green the KwaDukuza Municipality. This involves the maintenance of municipal verges, parks, open spaces, gardens, public ablutions, sports facilities and other recreational areas. Maintenance of these areas takes the form of:

- Grass cutting;
- Tree felling/pruning;
- Landscaping and beautification including maintenance;
- Parks development and maintenance;
- Recreational facilities maintenance and upkeep;
- Litter picking and emptying of municipal refuse bins;
- Herbicide/pesticide control;
- Alien vegetation control; and
- Garden refuse removal.

The section also formulated a comprehensive repairs and maintenance plan. The process entailed the physical verification of all the sports and recreation facilities; and recorded the status thereof. After the physical verification the required intervention was determined together with the associated costs.

TABLE 110: CHALLENGES AND INTERVENTIONS FOR PARKS AND GARDENS

CHALLENGES AND INTERVENTIONS FOR PARKS AND GARDENS	
CHALLENGES	INTERVENTION
Continuous vandalism and theft on the facilities. Consequently, it is not always feasible to continuously be repairing the facilities due to there being no form of security, which again is due to the budgetary constraints within the Municipality.	The Municipality has since urged the communities to play a greater role in taking ownership of the facilities and reporting any issues/problems that arise at these facilities; this is to ensure undesirables are deterred. The business unit has also come up with an inspection form which is signed by the Ward Councilor or his/her representative and the official after the inspection is conducted on the facilities in the ward.

Shortage of working equipment for trimming of trees. Tree felling process is only being done now.	Future organization needs to accommodate the element of tree felling as a component of the business unit.

BEACH AMENITIES

The function of this section is to ensure that the coast of KwaDukuza and the nearby recreational facilities including the ablution facilities are clean in order to ensure that they are in an acceptable standard always. The section covers the following beaches:

- Tinley Manor;
- Salt Rock;
- Thompsons Bay;
- Willards beach;
- Clark bay;
- Blythedale beach;
- Zinkwazi beach;
- Shakas Rock; and
- Salmon Bay.

TABLE 111: 25/26 FY CURRENT RELATED PROJECTS RELATED TO BEACH AMENITIES

PROJECT NAME	WARD NUMBER	BUDGET
Salt Rock Main Beach Reinstatement	22	R 9 100 000
Thompsons Bay Beach Reinstatement	6	R 6 730 936

TABLE 112: CHALLENGES AND INTERVENTIONS FOR PARKS AND GARDENS

CHALLENGES AND POSSIBLE SOLUTION FOR BEACH AMENITIES	
CHALLENGES	POSSIBLE SOLUTION
Required Overtime expense	Increase of OPEX overtime budget to meet the needs of such Increase of OPEX overtime budget to meet the needs of such facilities in terms of operational requirements like cleaning over strategic weekends and holidays.
Vandalism of Ablution Facilities	Intensified security and visibility after hours

Aging Infrastructure (Promenade)	Rehabilitation and strategic selection of building material during Construction. In terms of Durability.
Implementation of 6-day workers	This will reduce the overtime budget

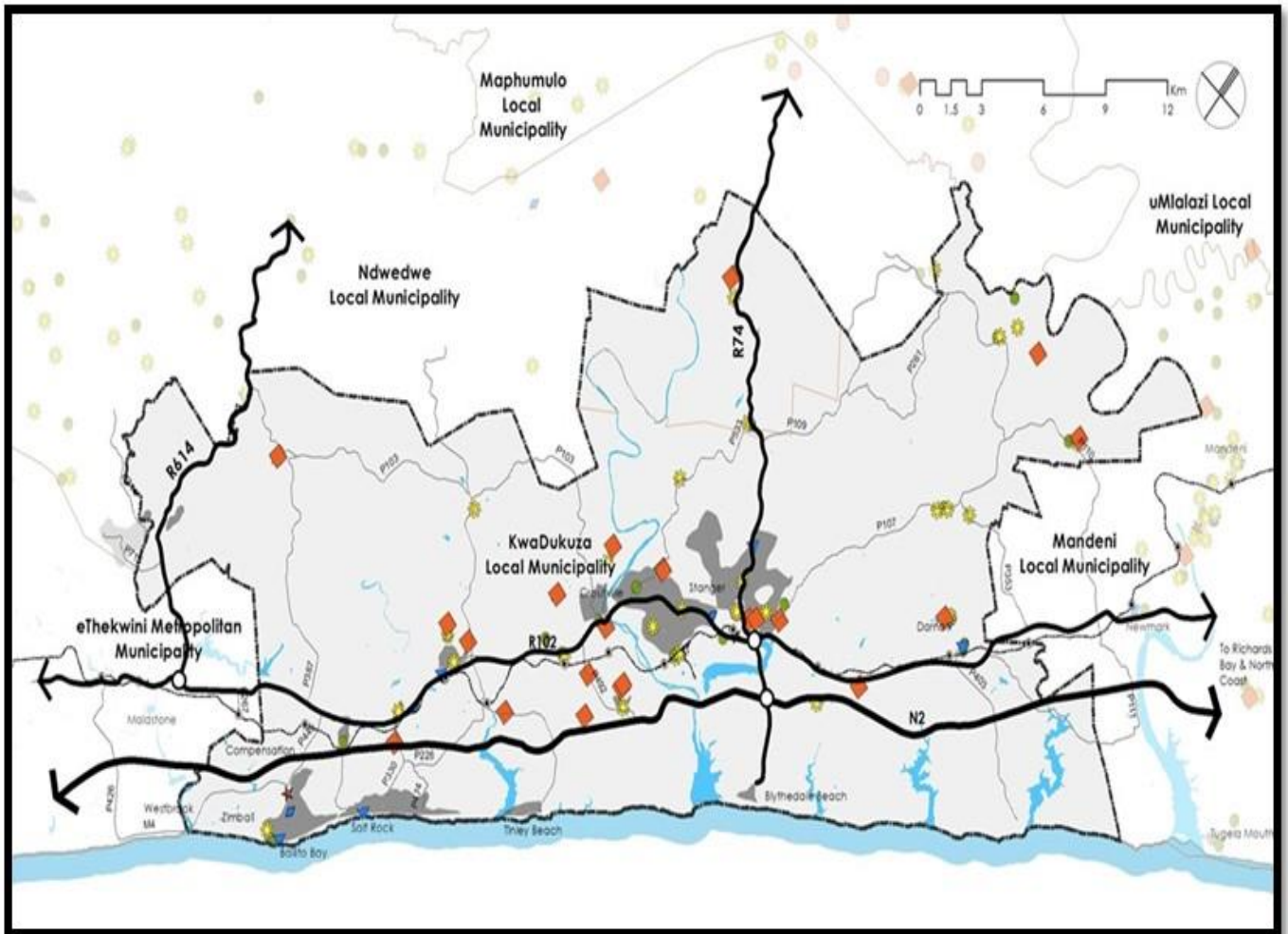


FIGURE 55: COMMUNITY AND SOCIAL FACILITIES WITHIN KDM

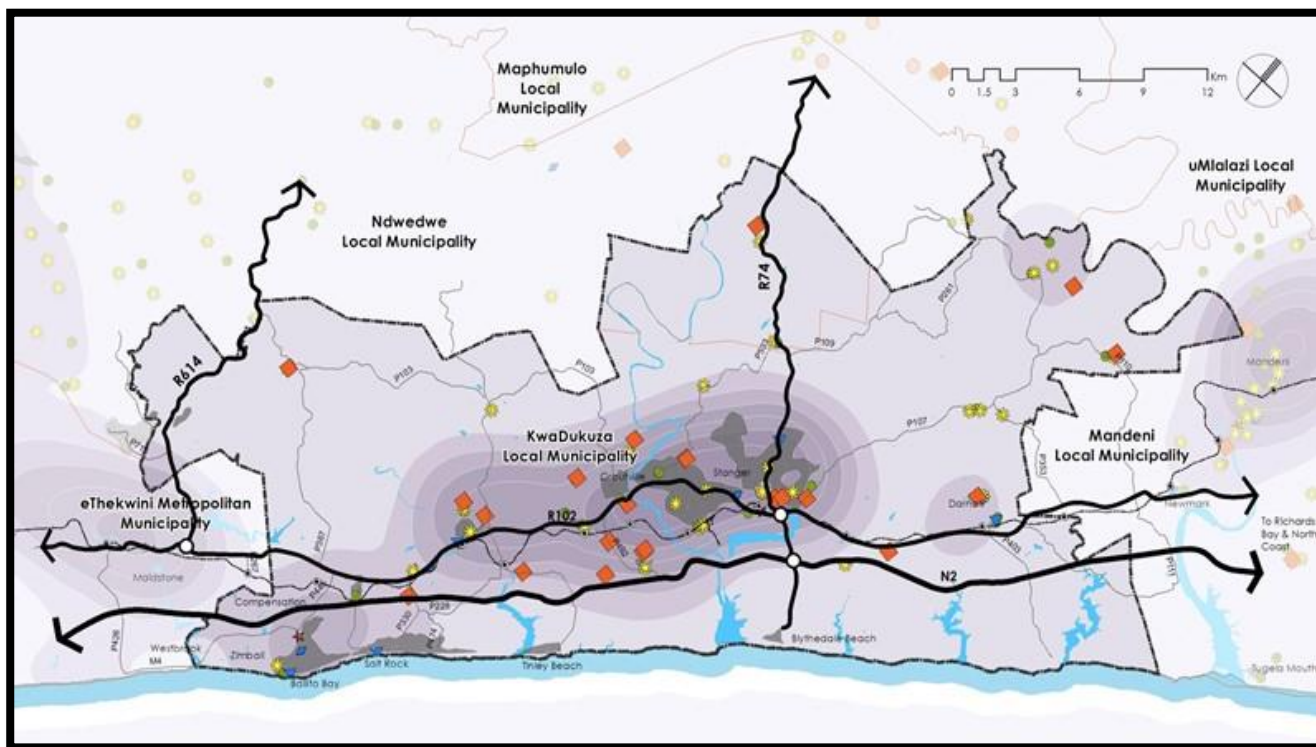


FIGURE 56: OTHER COMMUNITY AND SOCIAL FACILITIES IN THE CONTEXT OF ROAD POPULATION DENSITIES

TABLE 113: KDM'S NATIONAL BUILDING AND SOCIAL COHESION PROJECTS

PARKS AND GARDENS		
PROGRAMME	ACTIVITY	AREAS WHERE WORK IS UNDERWAY OR COMPLETED
Alien Plants Eradication Programme	Clearing of alien invasive plants	Pigeon wood swamp forest, water berry swamp forest, Gledhow south village, Blythdale, Zinkwazi
Resurfacing of netball/ tennis court	The tennis court was resurfaced	Stanger Heights(ward 16)
Refurbishment of a tennis court	Shakaville Tennis Court refurbished	Shakaville (ward 28)
Sports field upgrade	Upgrading of sports field	Lindelani (ward 5)
CRECHES / CHILD CARE FACILITIES		
Construction of three crèches	Crèches underway	Wards 14, 18, and 23

BEACH AMENITIES		
Upgrade of lifeguard towers and ablution facilities	Upgrade in various areas has been completed.	Zinkwazi beach completed, Tinley Manor completed, and Salt Rock is still underway.

STATUS OF MUNICIPAL BY-LAWS AN POLICIES

TABLE 114: STATUS OF MUNICIPAL BYLAWS AND POLICIES

SECTION	POLICY / BY-LAW	STATUS	PROMULGATION / ADOPTION	COMMENTS
Halls	Community Halls Management Policy	Operational	Adopted by Council in 2018	Enforcement
	By-laws relating to the hire (control) of public halls	Operational	Repealed in 2000	Need to review
Libraries	Libraries Norms and standards	Operational	To be adopted by Council	Draft has been produced.
	By-laws relating to the hire and control of libraries group activities room	Operational	Repealed in 2000	Need to review
Cemeteries and Crematorium	Indigent and Pauper Burial Policy	Drafting stage	To be adopted by Council	Draft has been produced.
Cemeteries and Crematorium	Cemeteries and Crematoria by-laws	Operational	Adopted by Council in 2000	Need to review
Beach Amenities	By-laws relating to the control and management of coastline and beach amenities	Drafting stage	To be adopted by Council	Draft has been produced.

THE STATUS OF EARLY CHILDHOOD DEVELOPMENT CENTRES (ECD'S) IN KWADUKUZA

The following legislative framework regulate and gives guidance on the establishment of Early Childhood Development Centres in South Africa:

- The Constitution of the Republic of South Africa, 1996 ;
- White Paper 1 on Education and Training (1995) and Interim Policy for Early Childhood Development (1996); and
- White Paper No.5 of 2001: Education White Paper 5 on Early Childhood Development

The powers and functions of a municipality are assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as indicated above in 6.18.10. KwaDukuza Municipality provides support to community needs on the provision of childcare facilities/creches.

Underdevelopment and poor resources are the two main fundamental issues when it comes to local ECDs. This is especially the case ever since ECD functions has moved from the Department of Social Development and over to the Department of Education. The Municipality has devised a plan to provide the necessary assistance to 25 unfunded ECD centers in KwaDukuza in which are certified as Non-profit organizations and some listed as partial care centers. These centers have minimal accreditation and the majority of them are within underprivileged communities and do not essentially receive any form of funding from government. This than means that these centers are self-funded and rely on monthly sees for its operation. The office of the Mayor has also saw this gap in order and proposed assistance to these facilities with the following objectives;

Recognition of children as key in the development agenda owing to the fact that children are the future in the building a prosperous society.

- Community development and empowerment for children about their rights and safety.
- Development of communicative with ECD centers as the cornerstone for realizing a thriving society and better future.
- Ensure effective promotion of children since they are one of the most vulnerable groups in society.
- Uplifting ECD centres that are struggling to raise funds and which are unable to acquire resources.

KwaDukuza Municipality has formalized a partnership with Amaqhawe Non-Profit organization for the purpose of the official distribution of equipment. This will include a total of 9 ECD centers to be identified by the Mayor as beneficiaries and Mayoral ceremonial handover will be facilitated. The resources will include the Education material and tools which will be in a form of a maximum of R10 000 for each 9 ECDs. Based on the below table, it relates to the Ward based captured needs specifically for ECDs as well as education department, also bear in mind that this needs to be fulfilled atleast before the end of 2026. There has been one Township establishment approved withinf the 2024/25 Financial yea, it was a private development which unfortunately it did not include the any educational facility or ECD sites.

Below includes the captured community needs from 2022 which are expected to be delivered by the Municipality by the end of term of office. The below only includes the Wards which had specific ECD and Education facilities requests. This information was submitted to the Department of education in 2022.

WARD BASED PRIORITISATION OF NEEDS AS OUTCOME OF THE - EXTERNAL ENTITIES/SECTOR DEPARTMENTS:

	DEPARTMENT/INTERNAL BUSINESS UNIT
Need for a school in the area	DOE
WARD 4	
Need for a High School within the ward	DOE
WARD 7	
Need for a High School within the ward	DOE
Provision Scholar Transportation	DOE
Ward 30	
Need for a public School from grade R to 12	DOE

TABLE 115: EDUCATIONAL RELATED COMMUNITY NEEDS

12. HUMAN SETTLEMENTS

HOUSING CHAPTER HIGHLIGHTING HOUSING NEEDS, EXISTING AND PLANNED PROJECTS

The guidelines that recommend the IDP processes and activities that are part of the analysis thereof are provided by the Housing Chapter and include the following:

- An analysis of service gaps and resource potentials;
- A participatory-based community and stakeholder level analysis;
- Cross-sectoral municipality-level analysis in respect of (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) socio-economic matters;
- The prioritisation of issues; and
- In-depth analysis of issues.

It is through the process alluded above that issues that impact on development at KwaDukuza Municipality can be identified and explored. It is prudent to accept that the IDP has incorporated the Housing Chapter as recommended and envisaged by Part 3 of the Housing Code. ***KwaDukuza Municipality is classified as a Housing Developer.*** KwaDukuza Municipality's has recently reviewed the Housing Sector Plan which has been adopted in February 2024 and attached as ***ANNEXURE 23: HOUSING SECTOR PLAN.***

HOUSING SPATIAL PLAN ALIGNED WITH KZN HUMAN SETTLEMENTS

Indeed the KwaDukuza Housing Sector Plan is aligned to the KZN Human Settlements Spatial Master Plan which takes into account the KZN Human Settlements Spatial Master Plan. Led by the KZN Department of Human Settlements, the Spatial Master Plan involves sector officials and practitioners who ensure coherence and an all-inclusive MSP approach, particularly tailored for the province of KwaZulu-Natal. The plan is proving to be the underpinning design for all human settlements endeavours in the region. The MSP has identified key focus

areas for prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

HOUSING PROFILE

TYPE OF DWELLING

The housing landscape in KwaDukuza Local Municipality has undergone significant changes, influenced by population growth and urban development. An analysis of the 2022 Census data and other pertinent sources provides insights into the current housing situation, focusing on dwelling types, government-subsidized housing, and the existing housing backlog.

Formal Dwellings: A substantial majority of households in KwaDukuza reside in formal structures. The proportion of formal dwellings has seen a notable increase from 80.9% in 2011 to 94.8% in 2022. This upward trend indicates progress in housing development and urban planning within the municipality.

Informal Dwellings: Conversely, the percentage of households living in informal dwellings has decreased, reflecting efforts to reduce informal settlements and improve living conditions. Although not implicitly stated, the decline is likely to be attributed to the increase in formal housing.

GOVERNMENT SUBSIDISED DWELLING

Several programmes have been introduced by the National Department of Human Settlements to eradicate the housing backlog. These include the introduction of the National Upgrade Support Programme and The Breaking New Ground (BNG) programme.

Provision of Low-Cost Housing: The KwaDukuza Municipality has been actively involved in delivering low-cost housing to address the needs of low-income residents. Initiatives under the Reconstruction and Development Programme (RDP) have facilitated the construction of numerous housing units. However, challenges persist in meeting the growing demand, partly due to rapid urbanization and population growth.

Institutional Subsidies: To diversify housing options, the municipality has explored institutional subsidies aimed at supporting entities that provide rental and cooperative housing. This approach seeks to offer alternative tenure arrangements, catering to various community needs.

CURRENT HOUSING PROJECTS (ACROSS PRODUCTS)

INFORMAL SETTLEMENT UPGRADING

The KwaDukuza IDP (2022/23) states that these informal settlements are mostly emerging on the Western boundary of the municipality. One of the contributing factors to the rise of informal settlements is urbanisation.

According to Stats SA Data Community Survey 2016 Informal settlements account for 11 628 structures in KwaDukuza Municipality. The KwaDukuza Municipality in the NUSP close-out reports that were concluded captured only the 16 informal Settlements identified at that time within the municipality, with a backlog of 6016 units. The Municipality further identified and categorised additional area with a backlog of 103 units, adding these structures, takes the total backlog to 6119.

Informal settlements upgrading programme provides for the structured in situ upgrading of informal settlements to address the social and economic exclusion of communities. It remains evident that informal settlements provide new migrants and the urban poor an affordable point of access into towns and cities, although they are also associated with high degrees of physical and social vulnerability.

The implementation of NUSP in the context of KwaDukuza Municipality seemingly is not highly prioritized than providing formal housing. The purpose of the National Upgrade Support Programme (NUSP) is to assist with improving the current approach to upgrading informal settlements. Its upgrading resource toolkit provides examples of implementation solutions and good practice, and a capacity building programme for provinces, municipalities and communities.

The table below shows informal settlements that has been categorised in KwaDukuza;

No	Informal Settlement Name	No. of Units	NUSP Category
1.1	San Souci	224	A/B1
1.2	Ohlange	1499	A/B1
2.2	Ntwashini	58	B1
3.1	Lindelani Extension	444	B1/B2
3.2	Shaka Springs	265	B2
3.3	Dump Site	144	B1/B2
3.4	Hillview	416	B1/B2
3.5	Nyoni ya Manzi	1068	B1/B2
3.6	Murugans Area, Ward 19	261	B1/B2
3.7	Mpongompongweni	293	B1/B2
3.8	Shayamoya	292	B1/B2
4.1	Mawowane	150	B1/B2
4.2	Emadanishini	123	B1
4.3	Hangoes	228	B1/B2
4.4	Umgababa	384	B1/B2
5.1	Sheffield	167	A/B1
Total		6016	

TABLE 116: KDM INFORMAL SETTLEMENTS CATEGORISATION

(Source, KDM IDP 2023/.24)

SOCIAL HOUSING

This programme provides for housing located in specific, defined localities (restructuring zones) which have been identified as areas of opportunity where the poor have limited or inadequate access to accommodation, and where the provision of social housing can contribute to redressing structural, economic, social and spatial dysfunctionalities. It is also aimed to improve and contribute to the overall functioning of the housing sector and in particular the rental sub-component thereof. Social Housing provide

affordable rental accommodation for those households whose total income is between R3501 and R22 000 per month.

COMMUNITY RESIDENTIAL UNITS (CRU)

This programme facilitates the provision of secure, stable rental tenure for the lowest income persons who are not able to be accommodated in the formal private rental and social housing market. It also provides a framework for dealing with the many different forms of existing public sector residential accommodation, including Hostels Redevelopment Projects. CRUs provide affordable rental accommodation for those households whose total income is between R800 and R3500 per month.

RURAL HOUSING

The rural housing programme is used to extend the benefits of the housing subsidy scheme to those individuals living in areas referred to as “rural” area where they enjoy functional security of tenure as opposed to legal security of tenure. There are a number of rural projects on the KwaDukuza project pipeline.

EMERGENCY HOUSING

KwaDukuza was one of the Municipalities that were severely affected by floods in April 2022. This incidence highlighted the importance of proper disaster planning and resource. A lot of lost lives were lost, homes and infrastructure damaged. Many households were left homeless This led to a state of disaster being declared in the province. These table below show number of homes that were to be built I response to this disaster.

Item	Progress on Transitional Residential Units in KDM
Wards Affected	01, 03, 05, 09, 10, 11, 15, 16, 17, 18, 20, 21, 24, 25 & 29
Displayed Disaster Victims	- Number of totally destroyed structures is 621. - Number of partially destroyed structures is 583.
Total number of completed units per ward	- Ward 03 = 01 Unit (Single Site); - Ward 05 = 15 Units (Bulk); - Ward 09 = 10 Units (Bulk); - Ward 10 = 12 Units (Bulk); - Ward 11 = 11 Units (Bulk); - Ward 13 = 27 Units (Bulk); - Ward 15 = 32 Units (Bulk) & 2 Units On Single Sites; - Ward 17 = 30 Units (Bulk); - Ward 18 = 9 Donated Park-Homes; - Ward 20 = 09 Units (Bulk); - Ward 21 = 60 Units (Bulk); Ward 23 = 05 Units (Bulk); - Ward 24 = 40 Units (Bulk).
Total	252 Completed Units (Excl. 9 Donated Park-Homes)

TABLE 117: KDM EMERGENCY HOUSING NEED

(Source: KDM IDP 2023/34)

BNG

The Breaking New Ground (BNG) Principles forms the basis for housing project prioritisation, through

- Supporting the entire residential property market
- Spatial restructuring and the establishment of sustainable human settlements
- Supplementing existing housing instruments with supplementary instruments to provide flexible solutions to demand side needs.
- The BNG approach puts greater emphases on the contribution of housing delivery towards the alleviating of income poverty and the creation of direct and indirect employment opportunities.
- The Municipality caters for BNG housing within IRDP projects. The current IRDP projects that include BNG fall within the Priority Human Settlements and Housing Development Areas.

GAP HOUSING

GAP housing programme provides for the creation of an inclusive and vibrant residential property market which can provide state assistance to households who are unable to independently access housing credit to become upwardly mobile and progress up the housing ladder. The municipality continues to assist people who fall in the gap market segment. The programme assists those who want to own properties but cannot benefit from the BNG houses as they earn above R3500.

HOUSING NEED/DEMAND BACKLOG

Despite ongoing housing projects, KwaDukuza faces a significant housing backlog. As of the latest reports, the backlog is estimated at approximately 68,000 units. This shortfall is attributed to factors such as population influx, limited land availability, and financial constraints impacting housing delivery.

According to KwaDukuza human settlements plan 2023/24, the income analysis depicts the following;

- Households that earn below R3 500 per month accounts for 56.8% and they qualify for low-cost housing, whereas t
- Households earning between R3 501 to R15 000 per month accounts for 23.8 % and qualify for social housing and
- Households earning R3 501 to R22 000 per month accounts for 33.9% and qualify for Finance Linked Individual Subsidy Programme (FLISP).
- Income brackets for FLISP and social housing overlap as both begin from R3501 pm and end on R22 000 income levels.

NATIONAL HOUSING NEEDS REGISTER

The demand as captured in the NHNR and HSS is as follows;

	NHNR Total
KwaZulu Natal	411 143
KWADUKUZA MUNICIPALITY	39 550
BALLITO	2 392
DARNALL	2 638
SALT ROCK	372
SHAKA'S ROCK	5
SHAKASKRAAL	9 161
STANGER	24 982
	39 550

FIGURE 118: NATIONAL HOUSING NEEDS REGISTER (NHNR) AND HSS

INFORMAL SETTLEMENT UPGRADING

BNG and informal settlements housing demand overlap. According to the income level analysis, households that earn below R3 500 per month accounts for 56.8% and they qualify for low-cost housing subsidies.

SOCIAL HOUSING

As indicated above, households earning between R3 501 to R15 000 per month accounts for 23.8 % and Households earning R3 501 to R22 000 per month accounts for 33.9% in KwaDukuza These income brackets combined add up to 57.7%, which is a total demand for both social and GAP housing in the Municipality.

COMMUNITY RESIDENTIAL UNITS (CRU)

CRU falls within the same demand category as BNG, except that it caters for households that prefer or qualify for leasehold or rental form of tenure. These are households that earns R3500 and below.

RURAL HOUSING

According to the 2016 Community Survey, the distribution of main dwelling types in KwaDukuza was as follows:

- Formal dwellings: 82.1% (74,936 households)
- Informal dwellings: 12.8% (11,674 households)
- Traditional dwellings: 4.2% (3,858 households)

Nationally, the 2022 Census reported that 88.5% of households resided in formal dwellings, 8.1% in informal dwellings, and 3.1% in traditional dwellings.

In the 2022/23 period, KwaZulu-Natal delivered 7,032 rural houses, with plans to deliver an additional 7,043 houses in rural areas in 2023/24 and 13,029 houses by 2025. A budget exceeding R1.2 billion has been allocated to this programme, with a focus on supporting farm dwellers

EMERGENCY HOUSING

This programme caters for homelessness as a result of a declared state of disaster or homelessness as a result of extra ordinary occurrences, that is, floods, strong winds, severe rainstorms / hail, snow, devastating fires, earthquakes, sinkholes or large disastrous industrial. The demand in this category cannot be quantified, yet it has to be adequately planned for so that the Municipality can respond accordingly should the need arise as it was the case in the storm disaster of 2022.

BNG

According to the income level analysis above, households that earn below R3 500 per month accounts for 56.8% and they qualify for low-cost housing subsidies.

GAP HOUSING

Social and gap housing demand overlap, households earning between R3 501 to R15 000 per month accounts for 23.8 % and Households earning R3 501 to R22 000 per month accounts for 33.9% in KwaDukuza. These income brackets combined add up to 57.7%, which is a total demand for both social and GAP housing in the Municipality.

MUNICIPAL PLANS TO ADDRESS HOUSING CHALLENGE

The KwaDukuza Municipality reviewed the Human settlements sector plan in the 2023- 2024 financial year, and it was approved and adopted for implementation on the 26 March 2024. The plan is being implemented from 2024 – 2028.

KwaDukuza Municipality is Accredited at Level 2, the Municipality has an Organisational Structure (macro and micro level) in place to carry out the Human Settlements mandate, some approved posts have been filled, and the relevant tasks are being carried out.

The Municipal Housing Programmes are aligned to those of national government and are informed by the Municipal Spatial Development Framework, as well as Outcome 12.

Housing programme as per the housing code:

Programme	Description
Breaking New Ground	Low-income earners 0 – 3500 Programmes that facilitate immediate access to land, site servicing and top structure
Informal Settlement Upgrade (ISU)	Upgrading of the existing informal settlements KDM identified 17 areas that falls within the programme

Programme	Description
Enhanced Extended Discount Benefit Scheme (EEDBS),	(pre-1994) housing stock that is being transferred to beneficiaries
Financed Linked Individual Subsidy Programme (FLISP) –.	Middle income households' between (R3501 – R22000).
Emergency Housing Programme	The Temporary Housing/ Housing that is being provided by National in case of the any disasters
Social And Community Residential Units (Cru's	Residential housing for rental only
Rural Interventions	Subsidy Scheme to those individuals living in areas referred to as "rural" areas where they enjoy functional security of tenure as opposed to legal security of tenure. Only individuals whose informal land rights are uncontested and who comply with the qualification criteria will be granted such Rural subsidies.
Rectification Programme	The programme rectifies the housing stock that was constructed by the old government and after 1994 to 2014
Title deeds restoration programme	Projects that are being replanned for the process of transfers

TABLE 119: ACCREDITED PROJECTS

There is a mega housing project that is implemented by the private sector. The project provides housing for middle income, higher income and gap market. The Municipal focus is to get projects out of the planning stage to the Implementation stage 2 (site servicing). Some construction of houses for the breaking new ground programme has commenced.

Below are projects identified for planning and implementation in KwaDukuza.

PROJECTS AT PLANNING STAGE

NO.	PROJECT	IMPLEMENTING AGENT	SITES	WARD
	Shakasprings (Monkey Town)	Mabune Consulting	453	17
	Driefontein Phase 1	Ilisu	1200	21
	Nonoti Mouth	SMA Group	500	3
	Hyde Park Country Estate	Vumesa Pty Ltd	4600	11/3
	Charlottedale	TP Ngcobo & Associates	1500	29
	Shakaville Integrated Development	SMA Group		18
	Rocky Ridge	Etilweni	3000	21
	Sheffield Integrated	Asande Projects		20

TABLE 120: KWADUKUZA PROJECT LIST

FIGURE 121: PROJECTS AT PACKAGING STAGE (Pre-Feasibility Studies)

NO.	PROJECT	IMPLEMENTING AGENT	WARD
	KwaTwele	Fezeka Business Enterprise	3
	Hangoes	Syamthanda	9
	Sansouci/Ohlange	Mandlethu Projects	25
	Greater Driefontein	AB Projects	21
	Mellowood Park	KZN DHS	2
	Sinqobile	KZN DHS	21
	Gledhow	Ngeja	15
	Vlakspruit	BVI	

FIGURE 122: PROJECTS AT IMPLEMENTATION STAGE

NO.	PROJECT	IMPLEMENTING AGENT	WARD	SITES
1	Rocky Park Integrated Development	KZN DHS	18	776
2	Sakhamkhanya	Map Africa	1	2224
3	Madundube	CHS Development	27	2400
4	Mgigimbe	Struwig Town Planners	9	534
5	Nyathikazi	Isiphethu Development	3	912
6	GP1 Ph. 2 Ntshawini	Mzansi Africa	26	1000
7	GP1 Ph. 2 Chris Hani	Map Africa	15	1000
8	GP1 Ph. 2 Lloyds	Etilweni	14	1000
9	GP1 Ph. 2 Sihle Phakathi	Metro Projects	24	1589
10	Etete Phase 4	Motheo Construction Group	20/7	1480
10.11	Steve Biko Phase 2	SBN Trust	13/16/26	881
10.12	Etsheni/Njekane (P2)	Gibb	11	1980
10.13	Mnyundwini P5	Gibb	9	900
10.14	Mbozamo (Rectification)	Delca	18	173
10.15	Aldenville	No IA	10	600
10.16	Ethafeni	Gibb	12	700
10.17	Sokesimbone	Ngcobo & Associates	1/25	1000
10.18	Gaza Strip	SMA/KDM	18	-
10.19	Chief Albert Luthuli	JG Africa/SMA	12/	-

FIGURE 123: TITLE DEEDS TRANSFER

NO.	PROJECT	WARD	Project Managers
12.1	Shakashead phase 2	4	Struwig Town Planners
12.2	Nkwazi Siyembezi Phase 1 & 2	2	S. Cele
12.3	Nkobongo Phase 1 and 2	8/22	G. Nicholson

12.4	Groutville P1	14	G. Bagwandas
12.5	Shayamoya	23	S. Mzobe
12.6	Groutville P2	11	Mzamisi Nzimande
12.7	Groutville P5	9	Mzamisi Nzimande
12.8	Lindelani 303 sites	5	G. Nicholson
12.9	Senzangakhona	18	G. Nicholson
12.10	Melville Village Township	24	Municipality

SPATIAL TARGETING FOR HUMAN SETTLEMENT INITIATIVES

The KwaDukuza Municipality adopted a Spatial Development Framework (SDF) which guides and manage spatial planning and land use within the municipality. It ensures sustainable development, coordinated infrastructure investment, and balanced economic growth while addressing social and environmental concerns. The KwaDukuza municipal SDF provides a long-term vision for spatial development and serves as a tool for decision-making on land use, zoning, and infrastructure projects.

The SDF helps KwaDukuza municipality to balance urban and rural development, ensure efficient land use, and promote economic, social integration and human settlements planning and delivery while addressing spatial inequalities from past policies.

SPATIAL PLANNING FOR HUMAN SETTLEMENTS PURPOSES

The KwaZulu-Natal Master Spatial Plan (MSP) for Human Settlements, which was finalised in March 2016, is a high-level plan set to become the underpinning design for all human settlements in the region thus becoming a key informant of the KwaDukuza Municipality (KDM) Spatial Development Framework (SDF). The MSP has identified key focus areas for prioritised investment based on housing needs and demands and further proposes a model for land identification and prioritisation. Furthermore, the plan stipulates that 70% of available discretionary resources will be targeted to human settlement projects located in the identified human settlement focus areas which align with the principles of the plan.

This plan has identified the following key issues and pertinent findings in KwaDukuza Municipality which have a bearing on the SDF:

- KwaDukuza Municipality is identified as Human Settlement Focus Area.
- KwaDukuza Municipality is identified as a tertiary node for Human settlement investment, in alignment with the Provincial Spatial Development Framework.
- KwaDukuza Municipality is the preferred destination area for in-migration into the province.

PRIORITY HUMAN SETTLEMENT and HOUSING DEVELOPMENT AREAS (PHSHDA)

The **Priority Housing Development Areas** are targeted and prioritised areas for integrated housing and human settlements development to ensure the delivery of housing for a broad range of income groups within an integrated mixed-use development. The following is considered as circumstances of priority:

- Areas of urgent housing need where there is an established high demand and low supply of housing opportunities.

- Areas requiring upgrading and/or redevelopment for purposes of delivering housing choices including subsidised housing; and
- Areas requiring improved access to infrastructure, amenities and services
- Areas that support the integration of different housing typologies, land uses and economic development
- The main Objectives of the Priority Housing Development Areas is to:
- Transform entrenched spatial patterns which have historically exacerbated social inequality and economic inefficiency
- Achieve a balance between spatial equity, economic competitiveness, and environmental sustainability
- Implement spatially targeted projects to achieve spatial transformation

Develop new post-apartheid cities and city patterns that ensure urban access

KwaDukuza Municipality has the approved areas as gazetted by National Minister of Human Settlements Water and Sanitation on 15 May 2020 as per Gazette Notice No 43316 No 56. Priority Human Settlements and Housing Development Areas (PHSHDAs) in South Africa as follows:

Development Area	Areas	Wards
Ballito/Shakaskraal	(Ballitoville, Charlotte Dale, Etete, Groutville, Nkobongo, Royal Palm Estates, Shakas Head, Shakas Rock, Shakaskraal, Shakaville, Sheffield Beach, Sheffield Manor, Simbithi, Tinley Beach, Tinley Manor Beach)	4, 7, 8, 12, 20, 21, 22, 23, 28,
KwaDukuza Town/Hyde Park-Nonoti Area	KwaDukuza (Charlotte Dale, Groutville, High Ridge, New Guilderland, Prince's Grant, Stanger, Town view, Warrenton)	3, 5, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18,19, 24, 26, 29

FIGURE 124: RESTRUCTURING ZONES

The Restructuring Zones are areas that are identified for the provision of affordable housing close to social, economic, and recreational opportunities. The area/zone identified are reflected in the Integrated sustainable human settlement plan of the Municipality, that is aligned with strategic planning documents. The HSSP is a chapter of the Municipal IDP.

Social Housing Institutions (SHI) and Other Development Agencies (ODA) are responsible for developing with the demarcated areas. The Municipality, together with the Provincial DHS) have appointed implementing agents who have started with the planning on the different areas in the identified zone. To date, 2 projects were approved and graduated to do detailed planning. The Municipality has received an influx of applications for partnerships with other development agencies to implement the social housing program that can only be implemented in the area demarcated for the programme which is restructured as per the policy.

The below are the areas that falls within the restructuring zones, Zone one was gazetted in 2016 and Zone 2 was gazetted in 2024

ZONE 1	PLACE NAME
KwaDukuza	KwaDukuza CBD Blythedale Beach Hyde Park Rocky Park Stanger Heights, Doctorskop
ZONE 2	PLACE NAME
SHAKASKRAAL	NKOBONGO
	SHAYAMOYA
	WOODMEAD
	LOWER OAKLANDS
	SHAKASKRAAL
GREATER DRIE FONTEIN	DRIEFONTEIN
	DOORNKLOOF
	AVRO
	HEMSLEY
	ISINEMBE AREA
	MANOR ESTATE
	INGLEMERE ESTATE
	COLLISHEEN
BALLITOVILLE	COMPENSATION
	SHAKA'S ROCK
	ELEPHANT ROCK
	BLACK ROCK
	SEAWARD ESTATE
	BEVERLY HILLS
	SIMBITHI ECO ESTATE
	FOX HILL
	DUNKIRK ESTATE
	BRETENWOOD
	WAKENSHAW ESTATE
	AVONDALE
	SHEFFIELD BEACH ESTATE
	SALT ROCK
	TOWNENDS PARK

FIGURE 125: DESIGNATED AREAS FOR INCLUSIONARY HOUSING

The municipality promotes the development of inclusionary housing within their IRDP projects and private developments.

LAND AVAILABILITY

The Municipality follows the following criteria in identifying suitable land for human settlements;

- a. Ownership of land.
- b. Land Use and Zoning.
- c. Proximity to nodes and access to economic opportunities as identified in the KwaDukuza SDF.
- d. Access to social facilities (such as education, health care, cemeteries, safety and recreational facilities).
- e. Availability and access to infrastructure services in line with the existing and proposed bulk infrastructure projects.
- f. Access to transport facilities and road infrastructure.
- g. Environmental considerations should be considered in terms of environmentally sensitive areas that are identified in the KwaDukuza BOSMAP and areas not suitable for human habitation.
- h. Identified areas of intensification should help guide the location of densification initiatives. The use of the land for housing purposes should follow IDP, SDF, and the associated sector plans.

The KwaDukuza Local Municipality has an extent of approximately 633 square kilometres (m2) and only 2.3% of the land is owned by the municipality (KDM Final IDP,2022/23:75). It may be advisable for KwaDukuza to venture into a private-public partnership with said landowners because of the land availability status.

ANALYSIS – HOUSING PROFILE

HOUSING NEED:

Some of the notable development implications are as per below;

Urban Planning Challenges: The increasing demand for housing necessitates comprehensive urban planning to ensure sustainable development. Strategies must include efficient land use, infrastructure expansion, and the integration of affordable housing into urban frameworks.

Resource Allocation: Addressing the housing backlog requires substantial financial investment. The municipality may need to seek additional funding sources, including public-private partnerships, to accelerate housing delivery and meet the needs of its growing population.

Social Integration: The rise of gated communities within KwaDukuza has been observed to contribute to social and spatial segregation. This trend poses challenges to cohesive community development and equitable service provision. Policies promoting inclusive housing development are essential to foster social integration and reduce disparities. The Municipality is working on the inclusionary housing policy so that a portion of land is allocated for affordable housing. Have's east of the N2 and Have nots west of the N2. Inclusionary housing policy will assist in dealing with this.

Residential/Business mix. This is still lacking. New developments are predominantly residential and are lacking on Business and other public facilities. The Municipality is starting to enforce that when they approve the new townships. The KwaDukuza City Development Strategy is starting to elevate these issues. However, implementation remains a challenge.

KwaDukuza has made strides in increasing formal housing; however, the substantial housing backlog and emerging social segregation underscore the need for strategic, inclusive, and well-resourced housing policies. Collaborative efforts between government entities, private developers, and the community are crucial to achieving sustainable and equitable housing solutions.

	KWADUKUZA
Formal (Built with concrete/bricks)	74 936
Traditional (Built with traditional materials, e.g. huts)	3 858
Informal (temporary structures)	11 628
Other	863

TABLE 126: TYPES OF MAIN DWELLING

The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds on the existing infrastructure. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services. Informal settlements with limited facilities occur on the periphery of the developed areas and within the towns of iLembe. A large portion of the land falls under the jurisdiction of the Ingonyama Trust.

FIGURE 57: PUBLIC AND PRIVATE SLA HOUSING PROJECT

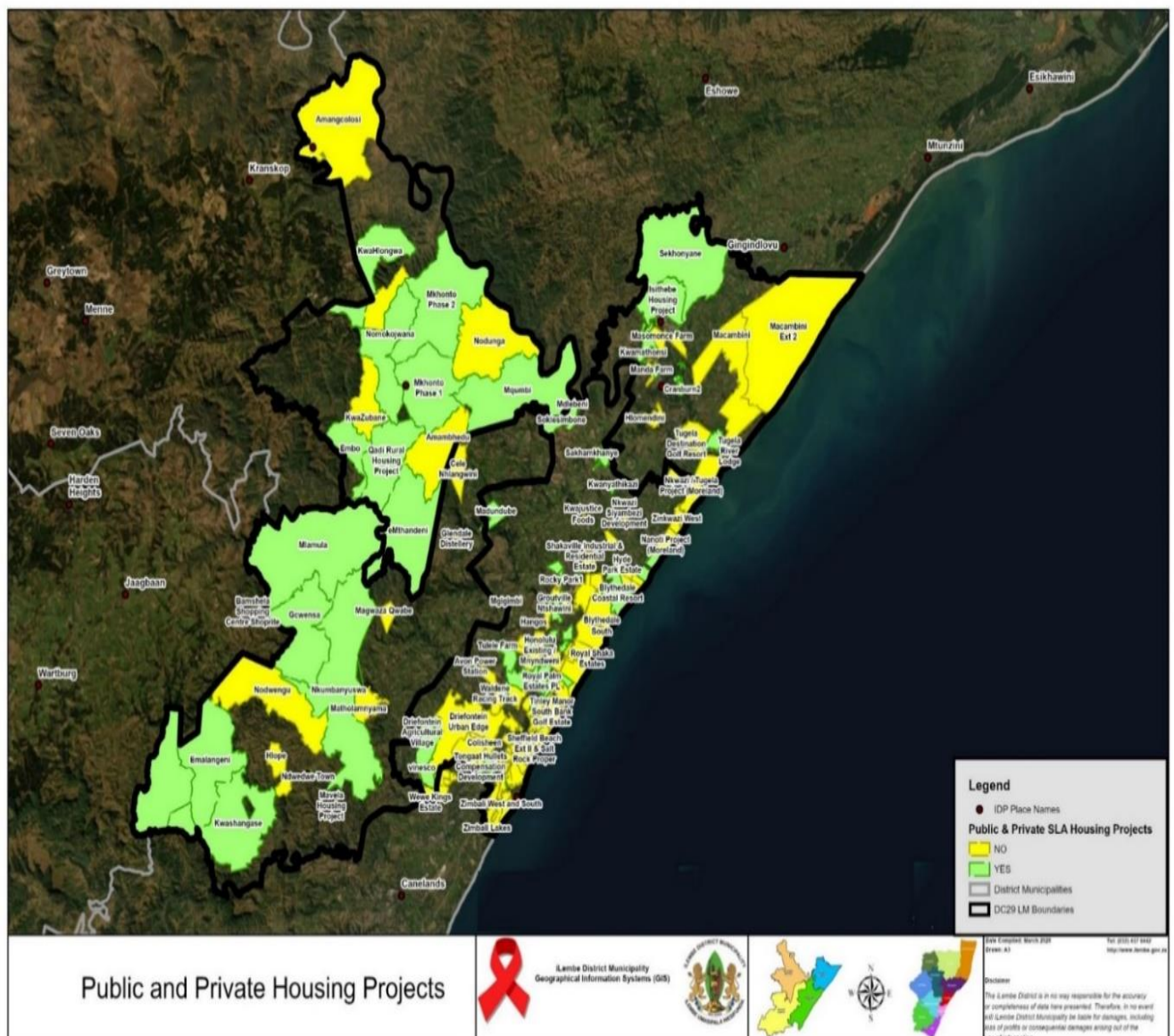


TABLE 127: WATER INFRASTRUCTURE IN RELATION TO ALL HUMAN SETTLEMENT PROJECTS

NO.	PROJECT	NO. OF UNITS	STANDPIPE S/	VIP/ WATERBORNE	DEVELOPMENT
KWADUKUZA LOCAL MUNICIPALITY					
1	Kwanyathikazi	1000	Standpipe	VIP	Low Middle Income Housing Development
2(a)	Groutville Ntshaweni	3000	ERF	Waterborne	Housing Development
2(b)	Groutville Lloyds	3000	ERF	Waterborne	Housing Development
2(c)	Groutville Chris Hani	3000	ERF	Waterborne	Housing Development
3	Nonoti Village	377	ERF	Waterborne	Low Income In-Situ Upgrade Project
4	Vulindlela	1000	ERF	Waterborne	Low Middle Income Housing Development
5	Woodmead - Phase 1	2400	ERF	Waterborne	Middle Income Housing / Mixed Use Development
6	Woodmead - Phase 2	572	ERF	Waterborne	Middle Income Housing / Mixed Use Development
7	Avon Peaking	1	ERF	Waterborne	Peaking Power Station
8	Blythedale Coastal Resort(Retirement	4444	ERF	Waterborne	Retirement Village
9(a)	Wewe/Driefontein	1091	ERF	Waterborne	Mixed Use Development
9(b)	Driefontein - Village	Nil	ERF	Waterborne	Rural Housing
10	Rocky Ridge	2003	ERF	Waterborne	GAP Housing Project - 2000 units
11	Rocky Park	752	ERF	Waterborne	Low to Middle Income Housing Development
12	Sakhamkhanye	2000	Standpipe	VIP	Low-income Housing Development
13	Etete Phase 4	1464	ERF	Waterborne	Mixed Use Development
14	Mgigimbe	1140	Standpipe	VIP	Rural Housing
15	Groutville Priority 5 - Mnyundwini	960	Standpipe	VIP	Residential Housing project
16	Groutville 2 -Njekane and Etsheni	2000	ERF	Waterborne	Residential Housing project
17	Compensation Industrial and Business		ERF	Waterborne	Mixed Use Development
18	Mbozamo Project	276	ERF	Waterborne	Residential Housing Project
19	Sokiesimbone	1000	Standpipe	VIP	Rural Housing

20	Le Cheval	116	ERF	Waterborne	Residential Housing Project
21	Hydepark	1000	ERF	Waterborne	Residential Housing Project
22	Stanger Private Hospital	120	ERF	Waterborne	Hospital Project
23	Steve Biko	1700	ERF	Waterborne	Urban Housing
24	Farmstead Reynolds	21	ERF	Waterborne	Private Housing
25	NUMZ Island	1	ERF	Waterborne	Theme Park (Waterworld)
26	Charlottedale	1730	ERF	Waterborne	Rural Housing
27	Dawn Songs	310	ERF	Waterborne	Retirement Village
28	Madundube	1000	ERF	Waterborne	Rural Housing
29	Groutville Shopping Centre	1	ERF	Waterborne	Shopping Centre
30	Monkey Town	1000	ERF	Waterborne	Urban Housing
31	King Shaka Mall and Mixed-Use Development	1	ERF	Waterborne	Mixed Use
33	Tinley Manor South Banks	1	ERF	Waterborne	Mixed Use
34	Waldene Racing Track	1	ERF	Waterborne	Mixed Use
35	Springvale Farm	130	ERF	Waterborne	Residential
36	Royal Shaka Estate	4490	ERF	Waterborne	Mixed Use
37	Windy Heights Phase 2	74	ERF	Waterborne	Housing Project
38	KwaJustice Foods	1	ERF	Waterborne	Abattoir
39	Mellowood Housing	242	ERF	Waterborne	Homes for War Veterans
40	Cranbrook	210	ERF	Waterborne	Retirement Village
41	Cartreff	1200	ERF	Waterborne	Mixed Use Residential
42	Seaton Delaval	40	ERF	Waterborne	Mixed Use
43	Gledhow Compound Housing	450	ERF	Waterborne	Housing Project
44	Vlakspruit Housing Project	7372	ERF	Waterborne	Housing Project
45	Blythedale Housing Project	749	ERF	Waterborne	Housing Project

46	Shakaville Housing Project (Old Mbozamo)	900	ERF	Waterborne	Housing Project
47	Tinley North Resort	1	ERF	Waterborne	Mixed Use
48	Palmview (Formerly Woodmead)	5500	ERF	Waterborne	Mixed Use Residential
49	Hesto Harness Phase 2	1	ERF	Waterborne	Industry
50	Pencarrow	53	ERF	Waterborne	Residential
51	Fairview Estates	26	ERF	Soakaway	Macadamia Nut Farming
52	Garland Triangle	1	ERF	Waterborne	Shopping Centre

ALLOCATION FOR HUMAN SETTLEMENTS 2024/2025 PROJECTS AT THE IMPLEMENTATION STAGE

NO.	WARD	PROJECT NAME	BUDGET	TARGET UNITS
1.	11	K03100011 Groutville Priority 2 (Etsheni And Njekane) - New Annexure D	R 905 860,00	5
2.	9	K03100012 Groutville Priority 5 (Mnyundwini) - New Annexure D	R 905 860,00	5
3.	13,16 & 26	K13090001 Steve Biko Phase 2 Housing Project - Phase 2 New Annexure D	R 4 742 163,75	23
4.	3	Nyathikazi Housing Projects - Phase 1	R1 913 039,30	10
5.	9	Mgigimbe Housing Project - Phase 1	R 932 140,80	5
6.	14	Lloyds	R 214 340,02	2

NO.	WARD	Sites	PROJECT NAME	APPROVED BUDGET	PROJECTS
1	1	2224	Sakhamkhanya	R 6 173 084	The project was transferred to KZNHS, awaiting the appointment of the professional team to carryout replanning
2	4	766	Shakashead Phase 2	R 1 833 162.21	The project received Planning Approval (SPLUMA) in September 2024 Land Survey and Town planner are working on the township registration and obtaining of section 53 certificate parallel to this the Municipality will start with social facilitation
3	9	895	Groutville (Mnyundwini) P5	R 2 226 160.35	Section 53 certificate was received in September 2021 for the project. But one property was never obtained by KDM which the

					conveyancer missed. Evaluations were concluded and expropriation was Requested by KDM to the MEC

TABLE 128: PROJECTS UNDER RE-PLANNING (TRP)

NO.	WARD	Sites	PROJECT NAME	BUDGET APPROVED	Project status
6	14/24		Melville	R 0	The projects do not have funding for transfers and social facilitation the Municipality will be including this project on the Municipality budget in the upcoming years
7	2		Nkwazi Siyembezi	R6,490,350.00	A conveyancer was appointed to proceed with expropriation then the land will be transferred to KDM so title deeds can be transferred to beneficiaries. Expropriation notice was gazette on the government gazette as well as advertised in the newspapers in June 2021 and again in July 2023. There were no objections, so the expropriation is proceeding
8	21		Driefontein (replanning)	R 3 363 996	The planning approval is in place the project is awaiting Ilembe to receive WULA approval after that they will employ a service provider who will install the Water Works treatment plan. KZNDHS can be able to approve funds for site servicing which will be followed by transfers

TABLE 129: TRANSFERS IN PROGRESS

TRANSFERS IN PROGRESS				
WARD NO	PROJECT NAME	REASON / CHALLENGE(S)	FUNDING AVAILABLE	WAY FORWARD
24/14	Groutville P1	Sites:45 Regularizing the unlawful occupation that happened through the illegal sale of properties to expropriate, deregister the 45 missing beneficiaries and registering new applicants.	R117 990,00	KDM has done a door to door and was able to allocate 22 beneficiaries the remainder was issued with letters to come to th Municipal offices
23	Shayamoya Phase 2	Sites: 175 The Conveyancer misplaced the 176 The sale agreements	R 297 000,00	DOHS appointed the service provider to facilitate the signing of the 176 sale agreements. The people did not co operate with the service provider the Municipality and DOHS will go back to the area for the resigning of sales agreements
5	Lindelani 303 sites	Sites:30 19 sales has been submitter to Deeds office. 3 sales are missing some documentation and 8 sites require expropriation	R 39 000,00	KDM await the transfers to be effected for 19 sites, 3 sites IA is collecting documentation and 8 sites will be advertised for expropriation. The IA to appoint the new conveyancer as the one that was appointed passed away.

WARD NO	PROJECT NAME	REASON / CHALLENGE(S)	Funding approved	WAY FORWARD
9/10/11/12/14/15/26	Chief Albert Luthuli Rural	Sites: 750 Properties that were left out by Department of Rural Development and Land Reform under their programme called CALLRUP to be transferred to those who were having PTOs.	R 1 687 000	DOHS appointed social facilitation team and engineers to conduct assessment of the site the assessments was completed and report was submitted to DOHS
18	Senzangakhona	Sites:18 2 title deeds are held by family members 1 there was a social challenge around correct ownership 1 unit was built for orphans and funded by KDM require clarity on who must take ownership 1 was a swap that requires extra documentation.	R 21 600,00	7 sales agreement are being processed, 8collecting documentation with AFZA the Conveyancer office they will be handed over to Riaz for checking.

MECHANISM AND INSTITUTIONAL CAPACITY FOR CO-ORDINATION, MONITORING AND IMPLEMENTATION OF HOUSING PROJECTS

KwaDukuza Municipality co-ordinates its human settlements activities with service providers and relevant authorities. The Housing Sector Plan has a mechanism and institutional capacity for co-ordination, monitoring and implementation of the Housing Projects with the service providers and relevant authorities.

HUMAN SETTLEMENTS SWOT ANALYSIS:

STRENGTHS	WEAKNESSES
• Level 2 Accreditation by Human Settlements, • Excellent record on housing delivery and winner of Govan Mbeki Awards, • Approved Human Settlements Plan aligned to SDF, • Fully fledged Human Settlements Unit, • Adequate land for human settlements, • Number of Approved Projects ready for implementation, • Approved Restructuring Zone,	• Lack of bulk infrastructure funding for water and sanitation, • Inadequate human settlements budget, • Slow progress on planning of some human settlements' projects, • Inconsistency performance by Human Settlements service providers, • Impatient community and beneficiaries, • Illegal occupation and building on land earmarked for human settlements, • Incomplete projects because of various reasons, • Slow pace in issuing of title deeds, • Lack of serviced sites, • Lack of well-located land for affordable and low-cost housing (Ballito, Salt Rock etc.) to redress Apartheid spatial planning, • Poorly managed housing lists, • Poor rent collection from hostels and CRUs, • Slow close out of projects by IAs,
OPPORTUNITIES	THREATS
• Social housing within the restructuring zones, • Public- Private Partnerships development, • Affordable housing markets within approved private sector residential development, • Implementation of Integrated Urban Development Framework programme, • Disposal of service sites for the first time house owners,	• Invasion of land earmarked for human settlements, • Non-funding of bulk infrastructure (water and sanitation), • Expiring of record of decisions (EIA and SPLUMA) due to lack of funding of human settlements projects, • Reduced budget for human settlements,

• Upgrading of land tenure status, • Issuing title deeds, • Upgrading of council owned flats, hostels and compounds,	• Lack of credible housing backlogs statistics, • Lack of correct market analysis for Affordable/Gap housing,

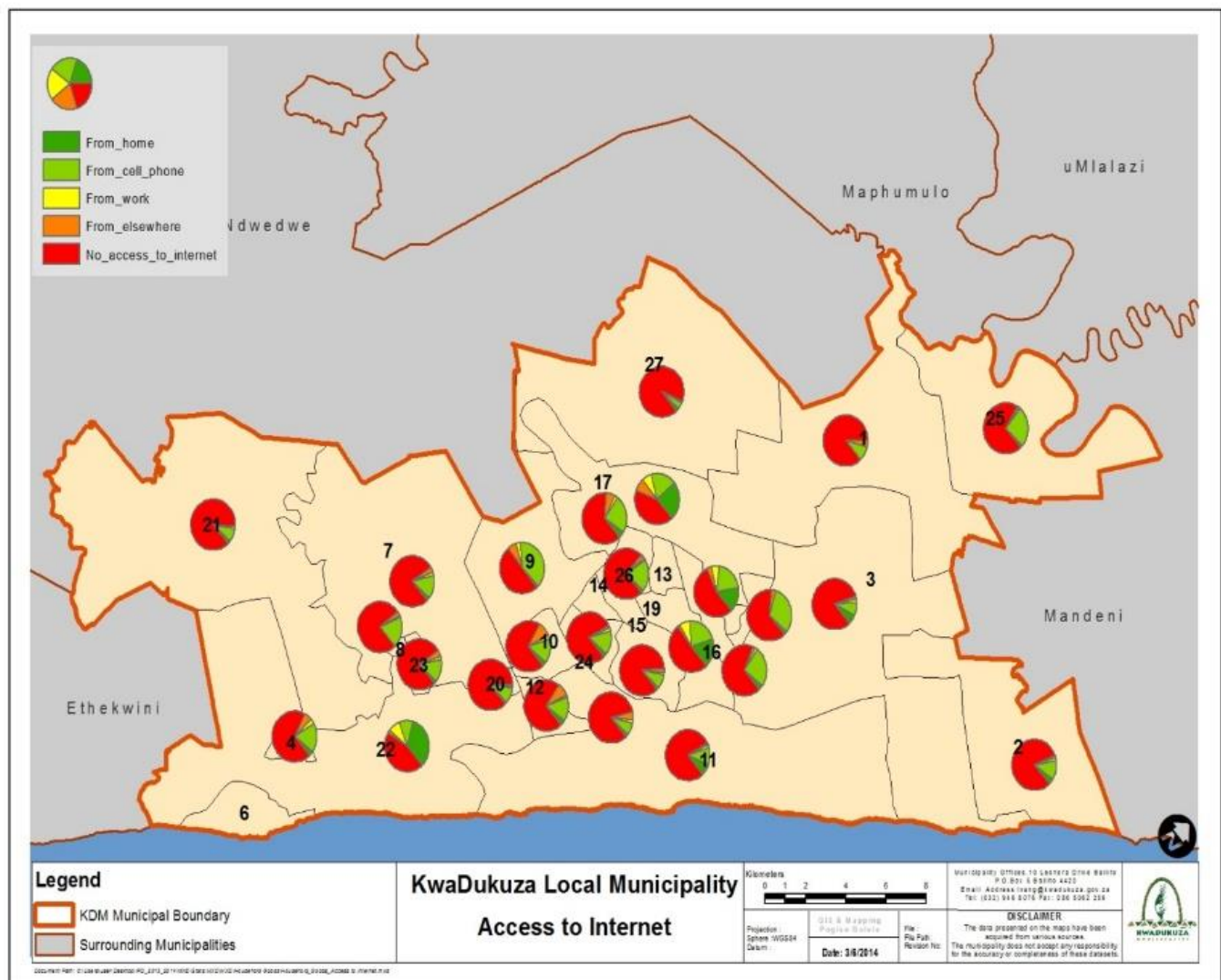
TABLE 130: HUMAN SETTLEMENT SWOT ANALYSIS

13. TELECOMMUNICATIONS

The term “digital divide” refers to the gap between individuals, households, businesses and geographic areas at different socio-economic levels with regard to both their opportunities to access information and communication technologies (ICTs) and to their use of the internet for a wide variety of activities (OECD 2011). KwaDukuza Municipality ranks 10th out of 51 municipalities in KZN in terms of broadband coverage. While this appears to be good, there is still a need for improved digital connectivity. Bridging the digital divide will ensure that the citizens of KwaDukuza have access to ICT and in turn to the globe. Interventions for bridging the digital divide are:

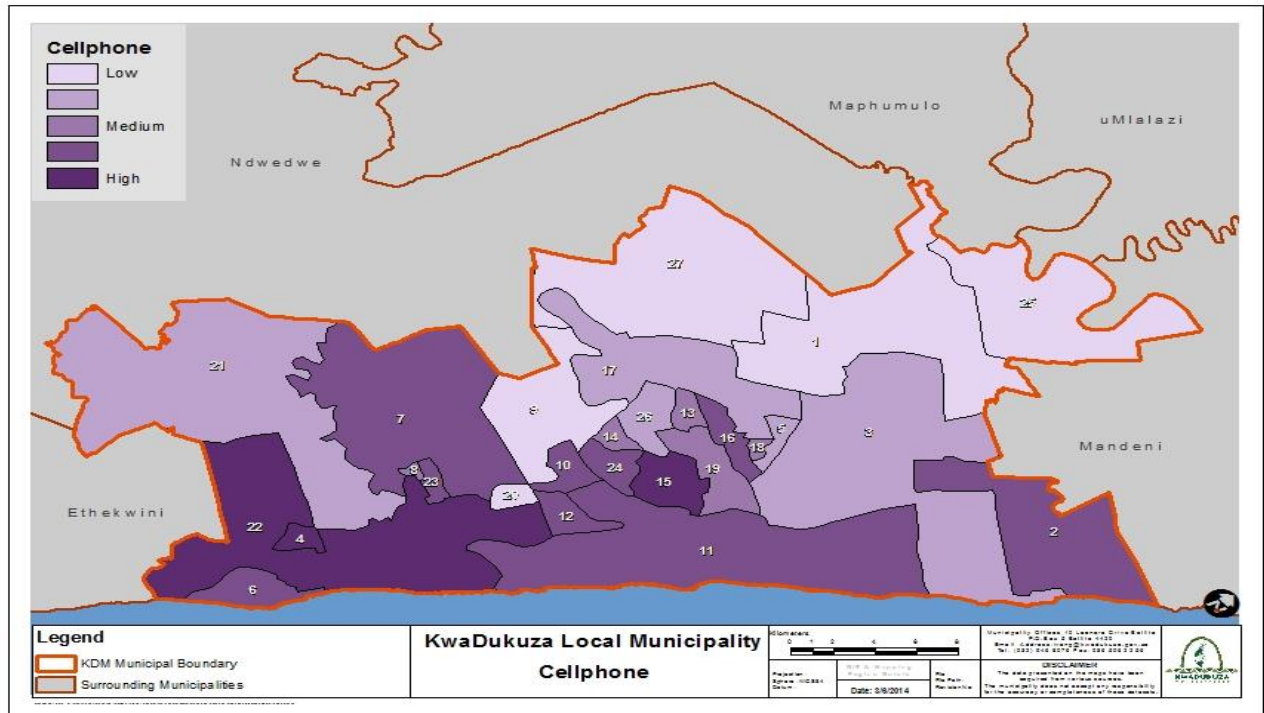
- Ensure that public spaces and facilities have free Wi-Fi; and
- Introduce fibre optic connectivity with KwaDukuza as well as increase broadband speed.

FIGURE 58: ACCESS TO INTERNET



ACCESS TO CELLPHONE

FIGURE 59: MAP SHOWING ACCESS TO CELLPHONE COVERAGE



BULK INFRASTRUCTURE | TELECOMMUNICATIONS Source: (Ilembe IDP Review, 2021/22) has indicated the following;

- The Ilembe District is underserved by telecommunication networks. • This situation has serious implications for the district particularly in rural areas.
- The majority of the population in KwaDukuza Municipality access internet from their cellphones.
- In terms of broadband coverage, KwaDukuza Municipality is still ranked number 10th out of 51 municipalities in KZN in terms of broadband coverage.
- The following are some of the interventions that need to be done to bridge the gap in digital divide: — Ensure that public spaces and facilities have free Wi-Fi; and, — Introduce fibre optic connectivity within KwaDukuza as well as increase — broadband speed.

PROVISION FOR INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT

ELECTIONS:

The Municipality has signed leases with the IEC for the utilisation of municipal halls during elections. The lease agreements also cover electricity usage. Usage of Municipal halls for elections – where the leases are in place in this regard. Lease Agreements are signed during an electoral event just for that period. eg if registration weekend is in November 2023 and the 2nd was in February 2024, with the 2024 South African general elections proclaimed to be on the 29th of May 2024 -the lease date will be for that period. KZN 292

have 86 voting stations and other municipal facilities that were used during elections eg. Libraries/Clinics that belong to KDM.

MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

TABLE 131: CHALLENGES AND PROPOSED INTERVENTIONS FOR BASIC SERVICE DELIVERY AND INFRASTRUCTURE

CHALLENGES/COMMUNITY NEEDS IDENTIFIED	IDP INTERVENTIONS
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
Poor public street lighting.	- Roll-out maintenance of streetlights using the panel of service providers and internal staff; - Roll-out retrofitting of existing street lights with energy efficiency streetlights; - Installation of new energy efficiency streetlights within the boundaries of the municipality; and; - Implement ongoing Installation of high mast lights (Apollo lights).
Poorly maintained roads.	- Hasten the implementation of pothole patching and road rehabilitation programme through panel of contractors servicing all clusters; - Engage in and expedite the rehabilitation of roads by both Ilembe DM and Fibre optic contractors, through signed MOA and wayleave applications; - Upgrade roads from gravel to black-top; and - Utilisation of internal capacity to re-gravel the gravel roads.
Shortage of low-cost and affordable housing.	- Bring to completion all houses that are under construction and continue to mobilise the increment of Housing Development Grant; - Unclog the blocked projects for implementation i.e. rocky park, Driefontein; - Fast-track the appointment of Social Housing companies to unlock social housing projects within the municipality; and - Expedite the closure of old projects and issue of title deeds.
Poor waste collection services in the semi-urban areas and northern area of KwaDukuza.	- Finalise and implement the recommendations of section 78 study (PPP); - Provide additional skips;

	- Promote community waste management initiatives using utilising programmes i.e. CWP and Good Green Deeds; - Ensure public education on waste management and impact of illegal dumping; and - Extend the roll-out of recycling bins in the municipal's area of jurisdiction.
Poor capital expenditure and negative impact on communities.	- Establish and use a panel of contractors to implement capital expenditure; and - Increase capacity to monitor performance of contractors. - Curb red tape and delays on SCM processes through forward planning,

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
- Improved expenditure on Municipal Infrastructure Grant, - Existing and functional Project Management Unit, - Financial position of KwaDukuza Municipality is sound thus ensuring access to loan funding. - Master plans developed (Energy Master plan) & (Roads Master Plan - PH1), in process of being developed (Roads Master plan phase two), - Private sector willing to pay developers contribution, - Policies and Procedures developed and implemented. - Emerging Contractors Development Programme, - Strong private public partnership i.e. Ballito Urban Improvement Precinct and Waste Removal Services,	- Inadequate bulk infrastructure funding for electricity, water and sanitation, - No electricity bulk infrastructure grant, - Poor turnaround on approval of access to Eskom infrastructure in order to service wards supplied by Eskom, - No capital infrastructure investment plan, - Constraints in the timeous execution of the Supply Chain Management procedure. - Poor expenditure on some infrastructure grants, - Lack of effective infrastructure planning, - No comprehensive organizational infrastructure maintenance plan, - Lack of efficient and functional control centre for electrical services, - Lack of capacity to assess technical tenders/quotes at the SCM Unit - Backlog on infrastructure maintenance. - Lack of integrated planning with SANRAL and, DOT, - Unserviced and unmaintained provincial roads,

	• Poor public transport system, • Lack of information about broadband infrastructure and tele density of the are
OPPORTUNITIES	THREATS
• Introduction of shift system for electrical business unit, • Participation in the Integrated Urban Development Grant, • 30% subcontracting to local businesses, • Developers Contribution Policy Implementation, • Green infrastructure funding, • Small Embedded Energy Generation, • Critical infrastructure Grant, • Intermediary Cities Support Programme, • Popular geographic area and environment for development. • Magnitude and nature of current developments. (Airport, residential, commercial and industrial) – increased customers – Electricity and Rates incomes • Vuthela LED Programme – Infrastructure projects, • Implementation of scarce skills and retention policy,	• Disruption of construction sites by members of business forums, • Declining internal reserves to fund capital infrastructure, • Reputational risk caused by recalling of grants by National Treasury, • Vandalism of infrastructure, • Illegal connections to electrical infrastructure, • Inability to provide infrastructure to planned high impact economic and residential development, • Poor workmanship and material used, • Failure of developers to comply with Conditions of establishment related to infrastructure provision, • Disruption of service delivery due to illegal work stoppages and meetings during working hours. • No succession plan or career path advancement policies in place

Table 132 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

14. LOCAL ECONOMIC DEVELOPMENT (LED)

INTRODUCTION TO LED

Local Economic Development is the constitutional mandate which local government has a responsibility to promote, develop and grow local economy for the benefit of its residents. LED is therefore, a funded mandate of local government. The LED function is also regarded as the shared responsibility amongst the different spheres of government. The roles of other department are defined by the Constitution and also by various pieces of legislation that enable the national departments and provinces to carry out their constitutional competences in various economic sectors that are found within KwaDukuza area of jurisdiction. KwaDukuza Municipality understands and appreciates its role in local economic development as follows:

- **FACILITATOR** – facilitates economic development and inclusive growth through various policies;
- **STIMULATOR** – uses its incentive policy and through policies to stimulate economic activities;
- **REGULATOR** – promulgates laws, bylaws and take decisions which support economic development;

- **PARTNER** – partner with community, public and private sector on various economic development projects;
- **INVESTOR** – the municipality will invest on public goods that support economic development; and
- **PROMOTER /MARKETER**– the municipality will promote or market the area as an investors’ and tourists’ destination of choice.

At KwaDukuza Municipality the aforesaid roles are led by the Economic Development and Planning Business Unit supported by other business units within the Municipality. The roles mentioned above also further guide the LED practitioners on their daily activities when they provide business counselling to aspirant and established entrepreneurs. LED is defined as an on-going process by which stakeholders and institutions from all spheres of society, and private sector as well as the civil society, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms (Trah et al, 2007)

Good practice indicates that local economic development should always be guided by a strategy. Ideally, an LED strategy will form a component of a broader strategic development plan that includes social and environmental components. The LED strategy provides a focus on strengthening the local economy and building local capacity. Municipality has planned to formulate a comprehensive Strategy during the course of 2024/25 financial year but other **RELEVANT LED DOCUMENTATIONS ARE ENCLOSED AS PART OF THE ANNEXURE 24** and it is envisioned that a new well-defined and current LED strategy will come fruition before the end of this term of office.

LED STRATEGY PLAN: PROVISION OF SUPPORT TO DEVELOP/REVIEW MUNICIPAL LOCAL ECONOMIC DEVELOPMENT STRATEGY

It is through a formal correspondence received by the Municipality in March 2024 from COGTA which highlighted that our Municipality has been selected to be assisted with developing the long-overdue LED strategies/plan. This will be done through the Municipal System Improvement grant (MSIG) in line with the District Development Model (DDM) approach. There would be an Memorandum of understanding entered into and the project will require co-creation. The Municipality confirmed acceptance of the support through a correspondence submitted in April 2024. (see ANNEXURE 24 labelled as LED documentation).

CAPACITY OF LED

KwaDukuza Municipality has a fully-fledged Local Economic Development Unit (LED). The LED Unit is responsible for the following functions:

- Local Economic Development,
- Investment Promotion,
- Tourism Promotion and Development,
- Heritage Development and Management,
- Museum Management.
- Informal Economy Management,
- Business licensing,

The LED Unit is part of the Economic Development and Planning Business Unit. There are capacity constraints but the unit is fully fledged with skilled and qualified staff. Refer to the LED Structure below, table

LED UNIT STRUCTURE

A total of 15 staff member of the LED team headed by the Executive Director : Mr S. Hlongwane.

The LED Unit is comprised of the following positions, which are all filled:

TABLE 133: LED UNIT STRUCTURE

POSITION	AREA OF FOCUS	POSITION
Manager: LED & Tourism	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to LED, Tourism, Heritage and Museum.	Filled
LED Officer: Agriculture	The incumbent is focusing on coordinating and facilitating agricultural development and support to emerging farmers.	Filled
LED Officer: General	The LED officer is responsible for SMME Development, Manufacturing Sector Support and general LED projects.	Filled
Enterprise Development Officer (1)	Responsible for the management of the informal economy and informal trade within our jurisdiction.	Filled
Museum Curator (1) A total 4 staff under museum	Management of KwaDukuza Museum. Reporting to the LED Manager.	Filled
Business Licensing Officer (1)	Responsible for business licensing function in terms of Business Act.	Filled
Tourism Information Officer X 2	Responsible for tourism information officers, marketing of the destination and tourism development.	Filled
LED Interns X 2 (one based at the LED office and another at the Museum)	Part of local graduate development in the field of LED and business licensing	Filled
General Workers X2	Responsible for general cleaning work of both Museum and LED Centre.	Filled
Administrative Officers/Administrative assistants		

FUNCTIONAL INSTITUTIONAL ARRANGEMENTS

The LED Unit works with various stakeholders to deliver on its mandate. Some of the key structural support for the LED work in KwaDukuza Municipality are the following district-based agencies. Vuthela iLembe LED Programme – Programme PC. The Vuthela iLembe LED programme has a fully-fledge Programme Coordinating (PCU) Unit staffed with experienced and technical specialists on various fields. The PCU has a five-year contract which started on the 1st of July 2017. This capacity is available to facilitate integrated local economic development in our area of jurisdiction. The Vuthela LED PCU contract came to an end, during the second quarter of 2023/2024 financial year.

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

LED STRATEGY DEVELOPMENT PROJECT:

KwaDukuza Municipality LED Strategy development project came into a halt due to the COVID 19 Pandemic. The impact of the Covid 19 to the economic sectors in KwaDukuza made the work done on LED strategy in particular the situation analysis stage to change dramatically. Therefore, KwaDukuza Council could not adopt the strategy, which was not responsive to the economic reality and impact on livelihoods of all its inhabitants due to Covid 19. There was a lack of credible economic data sets to make correct conclusion and this required a separate exercise to be done to ensure that any economic planning is based on facts and correct data. The Vuthela LED PCU also assisted with conducting Covid 19 business impact focusing on the two lock-downs and this will then feed in the finalization of the LED strategy.

The municipality took a prudent and sensible decision to focus its efforts on developing the Covid Socio-Economic Recovery Plan, which was adopted on 9 June 2020, and its implementation became effective on 1 July 2021. The Economic Recovery Plan will be review as part of the LED strategy taking into account the impact of the implementation of the current plan provincial and national economic sector recovery plans.

From the 2020/2021 financial year, there has been an annual implementation plan of the local economic development interventions attached as part of this IDP document. ***There are programs and reporting to Portfolio every month over and above the implementation plans.*** In terms of the monitoring role of economic recovery plans for Municipalities, DCOG through the circular 1 of 2020 which directed municipalities to develop and implement Economic Recovery Plans as program of action against COVID 19. This plan needed to be aligned to the DDM One plan. It was expected that Municipalities submit reviewed Economic Recovery plans February 2023.

It must be noted that the Situational analysis report of the Draft LED strategy was formulated but it was noted to be lacking when it come to the Covid economic Statistics. Unfortunately, the service provider contract meant to develop the LED plan expired before the completion of the project. This then forced the Business unit to re-start the necessary SCM procedures of advertising for the project so as to avoid irregular expenditure for the appointment of a new service provider to handle the development of the KDM LED strategy. There are hopes that appointment will be done soon and that work on this project will start by the beginning of the 2024/25 financial year.

SELECTION OF LED PROGRAMME BENEFICIARIES AND SMME/COOPERATIVES DATABASE MANAGEMENT

Identification of beneficiaries for LED Projects - The municipality has developed a process and practice procedure for identifying project beneficiaries for the projects that are implemented by Council or by private sector. The key principle of identifying beneficiaries includes the following;

- Demographics and income status of the beneficiaries,
- Willingness to contribute with 'sweat "equity,
- Age – Youth is being prioritized,
- Women and disabled people,
- Years of business or cooperative operation,
- Level of participation and ownership by cooperatives members,
- Sector they operate from,
- Ward clusters,
- Bona-fide residents of KwaDukuza

DATABASE FOR ALL ACTIVE/REGISTERED SMMES AND CO-OPERATIVES:

In line with national government's endeavor of prioritizing the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD), KwaDukuza Municipality has resolved to encourage all active/registered SMMEs and Co-operatives within its locality to register into the municipal database which is updated regularly. The Municipality has a database for all active/registered SMMEs and Co-operatives. In order to stay abreast with new developments in this regard, the database is subject to regular updates so as to capture newly-registered SMMEs and co-operatives. The database serves as an operational working tool for the LED unit.

STAKEHOLDER ENGAGEMENT AND PARTICIPATION

KwaDukuza Municipality has a strong propensity in relation to stakeholder participation. The following are the stakeholders that have been identified and engaged for the purposes of KwaDukuza Municipality LED Strategy, programmes and projects. The LED stakeholders list includes:

- iLembe Chamber of Business, Tourism and Industry;
- KwaDukuza Informal Traders Chamber;
- Emerging Contractors;
- Trade and Investment KwaZulu-Natal;
- World Bank;
- Vuthela iLembe LED – Programme Coordinating Unit (PCU),
- Amakhosi;
- Major property developers e.g. Hulleys Development;
- Luthuli Museum;
- Umfolozi FET College;
- Sugar Mills;
- Farmers;
- Tourism Industry players; FF
- KwaDukuza SMME Forum;
- Dube Trade Port ;
- ILembe District Municipality ;
- Enterprise iLembe; and

- Government Departments.

Over and above the aforesaid, the Municipality has established forums and/or coordinating forums to ensure effective stakeholder participation, including:

- KwaDukuza Local Economic Development (LED) Forum
- KwaDukuza Municipality Special Project Task Team – It is a task team made of Heads of Departments (HoDs), who interact with investors/developers of high impact projects within the jurisdiction of KwaDukuza, and
- KwaDukuza Informal Business Chamber.

For all intents and purposes, it is expected that the Municipality shall undertake consultation with relevant stakeholders both internally and externally. A record of such engagements shall form part of the Stakeholder's Engagement Report which shall accompany the final document for approval.

The LED Unit shall present all the LED Strategy review phases to the LED structures, MANCO and Municipal Council. This will ensure that there is a buy-in- and support of the LED Strategy. A stand-alone stakeholder records report shall be presented as part of the close out report of the project. In an endeavour to address the MEC's comments from the 2023/ 24 IDP till to date; the LED unit is working towards the following which includes the Economic Recovery Plan is in place and has taken into cognisance the following:

- The goals, objectives, strategies and projects of the led strategy that must respond to the issues identified in the analysis; and
- Projects, programmes and initiatives that seek to transform local tourism, targeting emerging farmers and informal economy.
- Encouragement is given regarding plans towards the outstanding LED Strategy needed to be finalized for Council adoption.
- The LED Section needs to showcase annual LED programs, LED Projects, Strategic Economic Analysis, and the Red Tape/Ease of doing business more.

POLICY / REGULATORY ENVIRONMENT

KwaDukuza Municipality has an Informal Economy Policy which regulates the informal trading activities. It has been noted that informal trading activities augur well for KwaDukuza Municipality as they contribute towards positive development for the micro business sector through the creation of jobs and has the potential to excel in this regard. During the 2022/2023 the municipality has approved the Draft Policies and Bylaws, which are aimed in improving ease of doing businesses and amongst those policies it includes the following;

- Draft KwaDukuza Municipality Business Licensing Policy, workshop was done to Council process for adoption is underway
- Draft KwaDukuza Municipality Business License Bylaw,

KwaDukuza Municipality has Council approved investment policies which have since begun being implemented. The policies contribute immensely in positioning KwaDukuza Municipality as an investor and tourist destination of choice. Amongst the critical policies adopted are the following:

INVESTOR INCENTIVE FOR COMMERCIAL AND INDUSTRIAL DEVELOPMENT POLICY- in the form of a Five (5) Year Rates rebates and this is regulated through the approved Rates Policy.

DEVELOPER’S CONTRIBUTION POLICY – this policy focuses on ensuring that there is adequate economic infrastructure which supports the Municipality’s economy. The Municipality forms partnerships with investors to ensure that there is adequate infrastructure so that both the municipality and investors contribute towards bulk infrastructure.

EMERGING CONTRACTORS’ DEVELOPMENT APPROACH – the Municipality has adopted a policy that promotes the incubation of emerging contractors for the period of three (3) years. This programme has four (4) pillars (i) capacity building of SMMES through skills development, (ii) promotes maintenance of regulatory compliance by contractors (iii) access to project finance and (iv) access to markets both public and private.

SPECIAL RATING AREA POLICY – The Municipality also has adopted the special rating area policy in line with section 22 of Municipal Rates Policy. This policy is utilized as an instrument to implement Business Retention and Expansion Approach.

INFORMAL TRADERS’ POLICY – according to this policy the Municipality can appropriately attend to the management, development and support of informal traders within its area of jurisdiction to assist them with their infrastructural and regulatory needs.

EPWP 3 POLICY – according to the EPWP3 policy the Municipality is provided with the criteria to distinguish what work shall qualify to fall under the EPWP in respect the non-state sector EPWP. The policy also guides the Municipality to determine remuneration issues in this regard, taking into cognizance the expectation that workers must receive equitable remuneration for their labour.

DATABASE FOR ALL ACTIVE/REGISTERED SMMES AND CO-OPERATIVES: In line with the national government endeavor of prioritizing the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD). KwaDukuza Municipality has resolved to ensure that encourage all active/registered SMMES and Co-operatives within its locality to register into the municipal database which is updated regularly. The Municipality has a database for all active/registered SMMES and Co-operatives. In order to stay abreast with new developments in this regard, the database is subject to regular update so as capture newly-registered SMMES and Co-operatives. The database serves as an operational working tool for the LED unit.

LED KPA’S RESPONSE TO THE NDP, PGDP & DGDP

The Alignment of KwaDukuza Municipality’s Economic Development with National and Provincial Policies. The hierarchy of plans is illustrated in the graphic immediately below showing alignment of KwaDukuza Plans to the National and Provincial Plans:

FIGURE 59: HIERACHY OF PLANS

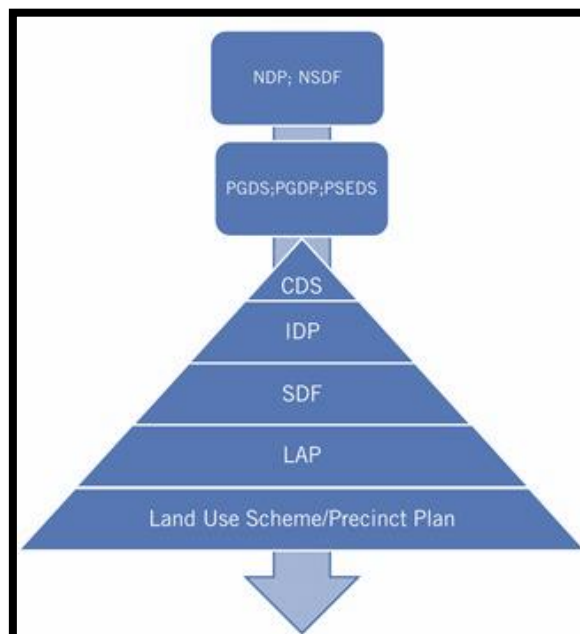


TABLE 134: RELEVANCE OF NATIONAL/PROVINCIAL POLICIES AND PLANS WITH KDM POLICIES & PLANS

NATIONAL/PROVINCIAL POLICY	RELEVANCE TO KWADUKUZA MUNICIPALITY
• South African Constitution, section 152 outlines one of the objects of local government as – • To promote social and economic development.	• KwaDukuza municipality is legally compelled to promote social and economic development in its area of jurisdiction.
• National Development Plan – promotes vision 2030 which the key outcomes of creating decent jobs, promote inclusive growth, reduction of inequality and eradicating poverty. The NDP further identified areas of focus in achieving this vision, which includes reduction cost of living for the people, provision of economic infrastructure, strengthen the state capacity to deliver and ensuring that our economy transit to low carbon by 30%.	• KwaDukuza Municipality has embarked on a programme of promoting inclusive growth and job creation through various partnerships with private sector. KwaDukuza has identified strategic infrastructure that supports local growth point i.e. three substations on key nodes with Dukuza Station as the one of the project that is being implemented. KDM continues to use its Green Building Guidelines and Low Carbon Emission Development Strategy in promoting and transiting to green economy by businesses.
• Industrial Policy Action Plan (IPAP II) – sets out a detail key actions and timeframes for the implementation of industrial policy. Twelve (12) key economic priority sector has been identified and prioritised for support by government to grow the economy. These sectors including the following; (i) Tourism (ii) Agro-processing (iii) business processing outsourcing (iv) advanced manufacturing (v) Green and Energy saving sector (vi) Metal fabrication (vii) minerals downstream beneficiation (viii) automobiles (ix) forestry (x) pulp, paper and forestry, furniture, (xi) Creative Industry, Film making and (xii) Biofuels.	• KwaDukuza continues to support the development and growth of key economic sectors as identified through IPAP. It does have key players in those sectors. Amongst key sector that are supported: • Tourism – KDM continues to support the development and transformation of the industry, i.e. IFA Hotels investment and Nokukhanya Luthuli Tourism Precinct. • Automobile – Hesto Harness is the major player and supply of car components in South Africa. KDM continue to provide support to this manufacturer. It is currently negotiating an industrial land disposal. • Pulp, paper, and furniture – KDM is the home of SAPPI Paper. It continues to provide support. The municipality has a clear programme to support emerging furniture manufacturers. • Green and energy saving – KDM is part of the renewable energy hub. • Agro-processing – KwaDukuza have a number of agro-processing key players which include

	two sugar mills (Darnall and Ushukela) and Pioneer Foods, • The above highlights indicate that there is alignment between the key sector that are being promoted by all spheres of government.
• KZN Provincial Growth and Development Strategy – PGDS has seven goals that are relevant to socio-economic transformation agenda. The PGDS calls for inclusive growth, human development and skills development as part of the levers of vision 2035.	• KwaDukuza Municipality has been responsive to PGDS by ensuring that there are programmes that promote inclusive growth, which include SMME and cooperative development. The municipality has also focused on Skills Development initiatives in particular targeting skills required by the economy. KwaDukuza continues to lead in the low carbon economy with support of ICLEI. Strategic economic infrastructure is being prioritised to ensure economic development.

COUNCIL APPROVED PROPOSALS

The LED Implementation Plan shall take into account the following plans: KwaDukuza CBD Regeneration plan, Ballito-Compensation, Woodmead Nodal Development Plan, KDM Spatial Development Plan and the Low Carbon Development Strategy (Local Action Plan – Economic Transition).

THE ECONOMIC DRIVERS IN KWADUKUZA MUNICIPALITY:

The economic drivers in KwaDukuza Municipality are clearly indicated with their current performances showing that manufacturing, tourism and farming are the highest performing drivers. The PGDS provides the Province of KwaZulu-Natal with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, the restoration of natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

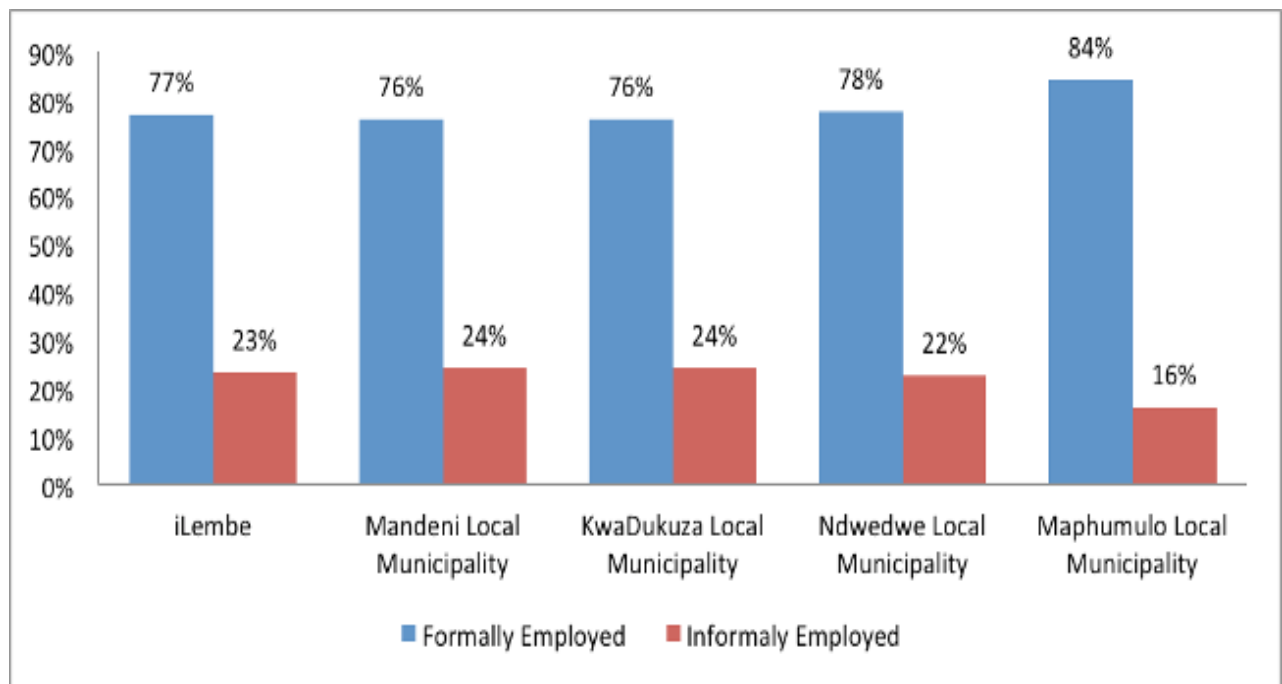
MAIN ECONOMIC CONTRIBUTORS

The following section presents the economic analysis which includes economic drivers in the Municipality reflecting its current performances to the local economic growth and development.

SMALL MEDIUM AND MICRO ENTERPRISES (SMME'S)

The iLembe District's SMMEs status below displays the distribution of formal and informally employed persons in each of the local municipalities. In iLembe about 23% of the working age population are informally employed, while approximately 77% are formally employed, with KwaDukuza Municipality being one of the local municipalities with the highest figure in the informal employment category which sits at 24%.

FIGURE 60: REGIONAL DATABASE



MAIN ECONOMIC SECTORS

KwaDukuza Local Municipal spaces showcases the fact that the Municipality is not dependent of a few economic drivers but many of them to a point that I is able to self-sustain itself whether economy is not favourable. Overall the region has a well-diversified economy which mainly depends business services as well as the manufacturing sector.

Agriculture

The agricultural sector of KwaDukuza Municipality is one of the dominant sectors of the iLembe District economy due to its wealth of natural resources and favourable climatic conditions. The agricultural land, more specifically land under cultivation, accounts for over 84% of the total land area of KwaDukuza Municipality. Sugarcane remains one of the key sectors of economy in KwaDukuza Municipality. The sector has been declining over the last few years due to various reasons including the change of land use from agriculture to property development, never fully recovered from 2016/2017 droughts, international competition and other factors.

KwaDukuza Land Use Management Scheme confirms a total of 548,474.892 m² is zoned for agricultural purposes – this is classified as high-potential land as well as good-potential land dominant with sugar-cane,

fruit and vegetables as well as forestry. The field has very high number of low-skilled employee personnel followed by semi-skilled employees as well as 376 skilled employees within this sector (Quantec, 2018). The sector overall has been declining recently due to interest of changing land uses to formal property developments and due to previous droughts mostly. The change of focus of Tongaat Hullets adds to the above status and with operation Vuselela – this highlights the results of doing away with African Farming Industry.

The LED Start-Up was initiated by the Municipality in order to assist business during their initial/start-up phase. The programme targets mostly cooperatives from the municipality dominant sectors including agriculture. This programme form part of KwaDukuza SMMEs and Co-operatives Development Strategy underpinned by the principles of Radical Economic Transformation. During the 2022/2023 financial year, KwaDukuza Municipality was awarded a grant of R1 million for the program known as Municipal Employment Initiative (MEI). KwaDukuza Council decided to add the grant to the LED star-up funding for 2022/2023 financial year.

The LED Start-Up funding assists the targeted SMMEs/Co-operatives with equipment and agriculture inputs to successful co-operatives from various wards. The Municipality advertised for the beneficiaries during the third quarter of 2022/2023 financial year, and is expected to handover equipment during the 1st Quarter of 2023/2024

November 2023 with the assist from EDTEA to 30 wards to those benefited approved via application. More is planned for this program in the 2024/25 Financial year. e are a total of 30 Beneries in total, that receiving support annually .

- Agriculture
- Manufacturing
- Service Industry
- service industry
- IT
- Food and hospitality
- Clothing and textile
- Recycling n re-use

Permit applications open annually by the LED office and this process is conducted once a year around September, LED and Finance section are facilitators in terms of administration and accepting the application fees. Dermation of these businesses are captured by the LED office in GIS and Property section. Whether its external from KWADUKUZA town the renewal process takes place every year, as it is only valid for 12 months.

In 2018, the agricultural sector in the KwaDukuza Municipality contributed 61% to the agricultural sector of the iLembe District economy. The products that dominate the area are sugar cane, fruit and vegetables and forestry. The iLembe District, through its economic development agency (Enterprise iLembe), initiated a programme to ensure access to public sector market by emerging farmers. This was piloted through the national school nutrition programme (NSP), whereby emerging farmers became suppliers to companies and co-operatives that are contracted by the Department of Education to supply to the school nutrition programme. The success of this programme has led to the Provincial government adopting the very

programme as a provincial wide radical economic programme (this led to the birth of Radical Agrarian Socio-Economic Transformation – RASET). In the circumstances, there are now a number of local farmers and suppliers that are participating in this programme.

MANUFACTURING

KwaDukuza is ideally situated along the Richards Bay corridor to benefit from manufacturing. The compensation/ Ballito area north of the new King Shaka International Airport has been identified as likely economic opportunity zone, for light industry due to its proximity to the Dube Trade Port and Durban. KwaDukuza town surrounds have been identified as a site for medium sized industry and Council owns few undeveloped sites.

KwaDukuza Municipality in the midst of economic downturn due to COVID 19 has been able to secure R1,6 billion investments in the manufacturing sector. HESTO Harness (PTY) LTD which is the biggest car harnesses supply a biggest private sector employer in iLembe District has completed its project started during 2020/2021 financial year. The new HESTO factory was opened by His Excellence President Ramaphosa, on the 9th of September 2022. The new factory has created additional 4000 new jobs. This new investment has attracted additional investors linked directly with HESTO. During this financial year, a new factory opposition HESTO Plant, has been built by HESTO sister company known as UNITRADE (PTY) LTD. This is an expansion of the existing factory with new 180 jobs created in this factory. HESTO has further leased in the Woodmead Industrial Area, a warehouse facility. The warehouse has been relocated from eThekweni Metro. This has been a good vote of confidence to KwaDukuza Municipality manufacturing sector.

The Woodmead Industrial Area continues to attract new investors, as they have recently attracted a cake baking manufacturer, which is complimentary to the existing SASKO Bakery facility. In the last few months, a new business park is being developed in KwaDukuza Municipality. This business park is known as North Point Ballito which is a 380 000 sqm business park featuring 58 fully serviced platforms within a secure estate. There are ample opportunities for new investment in the manufacturing sector within KwaDukuza. KwaDukuza Municipality in partnership with private sector as part of its economic recovery plan continues to support and promote the industrial zones. The Municipality continues to work with other government support institutions such as SEDA, the Innovation Hub, SABS and EDTEA to support the manufacturing sector.

(C) TOURISM

Tourism sector has been a hard hit by Covid 19 and 2022 floods. Most tourism establishment has been affected and some even close due to lack of businesses. As part of the recovery, KwaDukuza Municipality has seen some improvement in the tourism sector during the 2022/2023 financial year. The sector according to iLembe Business Confidence Report published in January 2022 and 2023, both indicates strong performance of the tourism sector within our boundaries. The growth has been attributed on the opening of borders, events hosted in KwaDukuza i.e. Ballito Pro, Ballito Big Week, Ballito Rage and Umkhosi WoMhlanga. These signature events have driven marketing and profiling of KwaDukuza as the destination of choice for cosmopolitan South Africa. Municipal initiatives in line with the tourism sector;

IMPLEMENTATION OF THE TOURISM SAFETY MONITORS PROGRAMME WITHIN KWADUKUZA MUNICIPALITY:

The Tourism Safety Monitors Programme is an initiative by the Department of Tourism to supplement safety and security measures by the South African Police Service to enhance tourism safety. The deployment of the Tourism Monitors is part of the broader tourism safety measures identified in the National Tourism Safety Strategy. The programme is implemented through the deployment of the Tourism Monitors, as part of the

broader tourism safety measures identified in the National Tourism Safety Strategy. The programme is also part of the Expanded Public Works (EPW), as it contributes to skills development and job creation elements.

KwaDukuza Municipality is amongst the ten (10) municipalities within the province of KwaZulu-Natal, whereby the national Department of Tourism has earmarked to implement the Tourism Safety Monitors programme during the period of 2024/25 financial year. All 24 beneficiaries are young people from various wards within KwaDukuza Municipality, the program will run from 2024 to February 2025). The selected beneficiaries will receive a stipend of R200 per day, which is calculated to an amount of R 4 600 per month.

MASTER CHEF SHISANYAMA PROGRAM:

Its essentially about exploring Township and rural program based resturants in Lodges, Shisanyama establishments etc, to be considered formally as part of the Tourism sector, the programs aims to target Lodges and resturants e.g Gidela and Groutiville area to be part of the Master Shisanyama program to be noted to have profession Chefs through the Master chef program.

THE IMPLEMENTATION OF BASIC QUALITY VERIFICATION (BQV) PROGRAMME IN KWADUKUZA MUNICIPALITY

Towards the end of 2022/23 financial year, the EDP-LED office hosted the virtual Quality Assurance Workshop held on the 29th of June 2023. The session was held as part of Business Development Session and support to SMMEs in the Tourism sector. The session was hosted in partnership with the Tourism Grading Council of South Africa (TGSA). The purpose of the session was to create awareness on tourism grading compliance benefits of having a graded establishment as well as funding opportunities available within the sector.

An implementing agency known as Thinking Pair Group Consultants, whom together with the KwaDukuza Tourism office selected the local emerging tourism establishments from the SMME database to participate in the Basic Quality Verification Programme. The BQV programme focuses specifically on providing support to homestays and other emerging tourism product in Villages, Towns and Townships. The programme provides a structured development to enable tourism accommodation products who do not meet the core requirements of grading to access trade with the support of the tourism sector. The BQV programme is an initiative of the National Department of Tourism. The total number of ten (10) emerging tourism establishments were therefore identified from the KwaDukuza Tourism database in July 2023, to participate in the BQV programme. Out of ten (10) KwaDukuza tourism establishments who participated in the BQV programme, nine (09) were successful and met the requirements of the programme. All successful establishments will now be encouraged to apply for a full star grading assessment.

The hospitality sector in particular accommodation, has seen also a good recovery after its closure. One of the biggest and five-star hotel, previously known as Fairmont Zimbali, which closed during the Covid and was under business rescue. The hotel was bought by Capital Hotel Group and open its doors under new ownership, on the 1st of December 2021. This was a huge vote of confidence to KwaDukuza and this has led to a number of establishment that were closed to public due to Covid 19 to open its doors.

KwaDukuza Municipality has also noted that the mega tourism investment i.e., Tinley Manor Resort, new KwaDukuza Museum development and Zimbali Lakes Hotel are continuing during this financial year and the next financial year. This indicates that the sector will remain one of the mainstay sectors in KwaDukuza in

the post –Covid 19 period. As part of the North Coast destination, the Municipality continues to attract a lot of domestic tourists who visit the area. The popular areas include Luthuli Museum, Zimbali Precinct, Ballito, Flag Animal Farm, King Shaka Grave, and many other attractions. The coastline, rich heritage and culture are the reason behind the increase in the number of tourists visiting the area. Culture, heritage and tourism have always coexisted, with tourism positioning itself as an instrument for the conservation of heritage and cultural products. Through the formation of the National Heritage and Cultural Tourism Strategy. Heritage and cultural tourism provide a unique opportunity for cultural exchange, and transmission of cultural knowledge, between local communities and tourists, as well as to increase the participation of local communities in the tourism industry – thus having a potential impact on the economy, development and empowerment of local communities in South Africa. KwaDukuza Tourism has been doing brand transformation from Dolphin Coast to KwaDukuza. KwaDukuza is known for its tagline ‘Heartbeat of the North Coast’.

KWADUKUZA TOURISM DESTINATION MARKETING AND E-MARKETING:

KWADUKUZA Municipality has a functional tourism office within Sangweni Tourism Centre. The tourism office focuses on tourism marketing, business referrals and bookings and handling of complaints. The tourism officers participate in various tourism destination shows around the country in partnership with Enterprise iLembe and Tourism KwaZulu-Natal. Amongst the shows that KwaDukuza Tourism attends include Tourism Indaba, World Travel Market – Africa and many other key shows.

KwaDukuza tourism recognizes the importance of electronic marketing. The Municipality has developed and maintains a tourism website www.tourismkwadukuza.co.za. In the current financial year, council has taken a decision to amend the tourism brochure contract and redirect all its resources toward e-marketing of the destination. The amendment contract will include website refreshing, developing of you-tube videos for the area and creating blogs that market the area. This will be done until the end of June 2024. Video clips are already available done from the previous quarters and what hasn't been done will be facilitated within the 24/25 financial year, all for inclusion as part of the brochures and marketing materials. The Municipality continues to develop other marketing collateral for the various destinations within the municipal area. It continues to produce the 50-page KwaDukuza Tourism Brochure. The Municipality is also planning to place adverts on in-flight and tourism magazines as part of its destination marketing.

KWADUKUZA TOURISM DEVELOPMENT APPROACH: KwaDukuza Municipality has identified a huge need to transform tourism product offerings and experience. A number of projects have been identified by the Municipality and also by the private sector. The Municipality has developed and adopted the KwaDukuza Beach Nodes Development Plan, which guides municipal investment on revamping of public infrastructure in all our beaches. There are a number of tourism opportunities identified for tourism development with the intention of remaining competitive such:

Redevelopment of KwaDukuza Museum and integration of King Shaka Memorial Interpretative Centre. – the construction of the state of the art is expected to be completed and handed over to KwaDukuza Municipality within the end of the 4th Quarter of 2023/2024 financial year specifically on the 18th of May 2024. The project is co-financed by KwaDukuza Municipality and Department of Arts, Culture and Sports. Awaiting official opening on Museum day international day.



FIGURE 61 POSTER FOR THE OFFICIAL OPENING OF THE MUSEUM

New tourism office in KwaDukuza CBD (North) – the new museum will also house the tourism office. This office will be the first tourism office in the northern part of the municipality and will contribute in marketing the museum, township tourism product and serve the establishments in the area of Blythedale and Zinkwazi.

There has been a huge announcement of a big commercially driven tourism project in KwaDukuza Municipality by credible investors which are the Kuwait owned IFA Hotels Group and also Hullet Developments. IFA Hotels group was granted approval by Municipal Planning Tribunal of the Zimbali Lakes Development. This is the multi-billion-rand development which consists of the Golf Course, Beach Club, Hotel, restaurants and other residential component.

Hullets/Collins Group has announced the signing of the biggest beach resort operator (Club Med) as their partner in the development of the coastal resort within the Municipal area. The earmarked area is Tinley Manor. A sod turning event was held during the current financial year for this project.

KWADUKUZA EVENTS TOURISM APPROACH: KwaDukuza Municipality focuses on the events tourism niche market as the one of the key drivers of its tourism sector. The Municipality has supported and hosted various tourism events in its area. The mega sport tourism event, Pro Ballito is hosted for the period of 7 days but over the years has grown to 10 days' event. The Pro Ballito is the only QS10000 (professional surfing event)

which takes place in the continent and is part of eight events of this level in the world. The event attracts more than 100 000 people over ten days and its live streaming reaches more than 3 million in the world. The return on investment in this event by KwaDukuza Municipality is very high in the long run. During the year under review, the municipality hosted and approved a number of tourism events within our area successful. The following events were held:

- Ballito Pro (Surf and lifestyle Festival) – will be held from the 25th of June 2024 to the 8th of July 2024
- Ballito Big Week – was last held on 17th of December to the 1st of January 2023.
- Ballito Rage
- Blythedale Beach Festival
- KwaDukuza 100% Local Festival
- Ballito Summer Festival – was last held from the 01st December until the 5th January 2023.

All these events took place with an intention to attract and entertain our visitors. The events were done as private-public partnership. The KwaDukuza area, in particular Fairmont Hotel and Ebandla Hotel, is associated with business tourism. These two facilities host a number of business and government conferences and this benefits the area. The Fairmont Hotel has become associated with government international conferences. KwaDukuza-based wedding venues are popular with people of South Africa. The area is becoming a destination of choice for weddings. The Municipality has continued to leverage on the events hosted by Chief Albert Luthuli ICC due to its close proximity to King Shaka Airport and also Chief Albert ICC. The accommodation industry has benefited a lot from these events. The Municipality also continues to support private sector driven events that have a potential to increase the number of tourists visiting and staying within the Municipal area of jurisdiction.

(D) RETAIL AND ICT

The retail sector is one of the major contributors in the economy of KwaDukuza including job creation. The strategic allocation of the Municipality and its proximity to Durban provides major opportunities as the retail hub. KwaDukuza CBD plays a pivotal role as government services center and retail hub for the hinterland areas hence there has been a concerted effort to improve and increase retail offerings. KwaDukuza Municipality has become a big attractor of the retail sector from household goods to luxury goods. KwaDukuza Municipality has seen the growth of the retail sector through the opening of four shopping complexes which are: KwaDukuza Mall, New Salt Rock Mall, Zimbali Wedge and Salt Rock Mall. The repositioned Ballito Lifestyle Centre new offerings also opened its doors for trade in 2018. These facilities offer approximately 42000 square metres of retail space. Approximately 1000 permanent jobs have been created. The main benefit of these retail shops is improved freedom of choice through offerings by these malls.

There is an effort to manage the impacts of these developments on spaza shops. Most owners of tuck-shops are out of business owing to various reasons. One of the critical retail issues that requires concerted efforts to manage is the business tension between local tuck-shop owners and foreign/international business owners. The Municipality has strengthened the implementation of the Business Act through its business licensing function. The MEC for Economic Development, Tourism and Environmental Affairs has designated KwaDukuza Municipality as a Business Licensing Authority. This became effective from 12 July 2018. There is on-going enforcement of the Business Act in particular with regards to all businesses that trade on foodstuff and related items as per schedule 2 of the Business Act.

The fourth industrial revolution requires a strong presence of the ICT infrastructure, skills, research and development. In order for it to be part of the 4th Industrial revolution, KwaDukuza Municipality requires to

work with both the public and private sectors to promote investment in ICT and related skills. There are a number of strategic infrastructure projects that present opportunities for KwaDukuza to grow its economy and make it ICT enabled. The SEACOM submarine telecoms cable systems connecting South Africa to the rest of Africa has two landing points in Mtunzini close to iLembe. The technology gives KwaDukuza access to high-speed internet and makes distribution viable. The cabling allows Ballito and the North Coast to become an information technology hub. The Municipality, having positioned itself as the destination for innovators as part of the fourth industrial revolution, is looking for private sector partners to roll-out public Wi-Fi and further through its Telecommunication Mast Policy pushed installation of this infrastructure in the peri-urban and rural areas. The connectivity shall thus expand to benefit even the rural entrepreneurs.

FLAGSHIP LED PROGRAMME: VUTHELA ILEMBE LED PROGRAMME: The iLembe District Municipality, including KwaDukuza and Mandeni Local Municipalities, were selected by the Swiss Government- State Secretariat for Economic Affairs (SECO) to participate in this initiative that adopts a programmatic approach towards infrastructure and Local Economic Development. The programme has been named Vuthela iLembe LED Programme. Vuthela is a Zulu word that means to 'ignite'. Vuthela LED Programme therefore responds to the urgent need to address unemployment, poverty and inequality in the iLembe District, by accelerating inclusive local economic development and growth in alignment with the National Development Plan 2030, the PGDS and District Growth and Development Strategy. It should be noted that this program or partnership will be coming to an end soon. The programme is split into five inter-related components, which are:

PUBLIC FINANCE MANAGEMENT COMPONENT: which aims to strengthen the financial management of the three municipalities through better capacity to plan, finance and manage infrastructure investments and the provision of public services resulting in the positive contribution to the business climate.

MUNICIPAL INFRASTRUCTURE COMPONENT: which aims to reduce infrastructure constraints through capacity building measures to plan for infrastructure investments and through specific infrastructure investments.

PRIVATE SECTOR DEVELOPMENT COMPONENT: which aims to address obstacles to doing business in KwaDukuza by addressing weak district/local and public/sector co-ordination for local economic development; strengthening local capacity to support entrepreneurial, business and technical skills development.

BUILDING INCLUSIVE GROWTH COMPONENT: which aims to support SMME development and inclusive job creation through interventions focused on the Green Economy and other identified growth sectors in the local economy; and

PARTNERSHIP AND CO-ORDINATION COMPONENT: which aims to develop the multi-sectoral stakeholder partnerships required for LED district wide co-operation and implementation. The indicative programme cost is 17.3 million Swiss Francs (approx. R250m). The Swiss Government has currently approved a budget of 8.4 Swiss Francs (approx. R121m).

The programme is being managed by the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA), as resolved by the Executive Committees of the participating municipalities. EDTEA is responsible for the procurement of the Programme Coordinating Unit that will deal with the day-to-day management of the programme as well as procurement of various services that may be required. The Vuthela LED Programme Coordinating Unit (PCU) has been established and became functional as at 1st of July 2017. The programme was officially launched by the Ambassador of Switzerland and MEC for Economic Development, Tourism and Environmental Affairs (EDTEA) and was aptly named Vuthela LED Programme. The programme is being implemented with the participation of all municipalities.

During the inception phase the Programme implementation focused on a number of projects covering all components of this programme as outlined above. There has been some progress and the Municipality's participation in this programme has been good. There is general sentiment of acceptance and ownership of the programme by all key officials deployed in various components of the programme. The Project Steering Committee and SECO approved the project to go to the implementation stage. During 2022/2023 various interventions has been made as part of supporting the beneficiary municipalities, which include KwaDukuza Municipality. The project is being implemented and it is expected to come to an end soon. Amongst key projects undertaken during this phase, include the following:

KwaDukuza Entrepreneurial Programme - is eight (8) weeks programme focusing on building capacity of twenty selected entrepreneurs with various skills and business support. The programme started in March 2023 and ended in June 2023.

- **KwaDukuza Municipality Revenue Enchantment Strategy.**
- **KwaDukuza Business Continuity Plan and Disaster recovery plans.**
- **KwaDukuza non-revenue electricity strategy,**
- **iLembe Integrated Indigent System**

The programme further hosted successful seminars, which dealt with important topics that are critical for the economic development and growth. Those topics were:

Assessment of the public partnership on water provision (alternative service delivery mechanism) – Siza Water case study.

The Developers Contribution Policy and the Draft Amendment bill on Municipal Fiscal Powers Act.

Initiate the review of District Growth and Development Strategy, taking into account the development aspirations of the municipalities.

(E) CATALYTIC/HIGH SOCIO-ECONOMIC IMPACT PROJECTS

KwaDukuza Municipality defines the catalytic projects as those project that are being implemented by both public and private sector which have a high socio-economic impact to the community of KwaDukuza. The catalytic projects comprise both hard and soft infrastructure projects.

INSTITUTIONAL ARRANGEMENTS TO FACILITATE CATALYTIC PROJECTS: The Municipality, as part of its efforts to facilitates the projects, has established strategic structures which are mandated to fast-track these projects and also to ensure the reduction of red-tape for these investment projects.

KWADUKUZA MUNICIPALITY STRATEGIC PROJECT TASK TEAM: The Task Team has been established through a Council resolution under the chairpersonship of the Chief Operations Officer and deputized by the Executive Director: Economic Development and Planning. All Heads of Department are part of this committee supported by Chief Town Planner, Director: Special Projects and Director: Development Planning. This task team's main tasks are to oversee and monitor the implementation of strategic /catalytic projects driven by Council through various business units. The task team further affords the private sector driven projects identified by Council to be shared with executive management of Council in order to ensure that they provide support when information, comments and supports are required during the lifespan of the projects. This approach has fast-tracked and provided solutions to a number of issues quickly through intervention by the committee.

KWADUKUZA DEVELOPMENT ASSESSMENT COMMITTEE: KwaDukuza Municipality has further established KwaDukuza Development Assessment Committee as a committee meant to support the private sector projects that have been declared by the Municipality as the high impact projects. The Development Assessment Committee is co-chaired by the Senior Manager: Building Control and Senior Manager: Development Control. The members of this committee are all representatives of Internal Business Units and external stakeholders i.e. iLembe District Municipality and Size Water. The members have authority to comment on building plans and development approvals. The committee acts as the one stop shop for consideration of building plans, occupation certificates and site development plans for bigger development. All departments provide comments during this meeting and later formally put them on record for inclusion in the final letter of approval / deferment or disapproval.

COUNCIL SUPPORTED CATALYTIC PROJECTS: The criterion used to determine the project that is deemed catalytic in KwaDukuza Municipal Area is as follows:

- Existing development rights;
- There is already SPLUMA pre-submission with KwaDukuza Municipality;
- It is within the key economic sectors identified by the Municipality nodal plans and also IPAP 2/KZN PGDS;
- Promotes low carbon economy;
- Potential to creates quality jobs for both skilled and unskilled labour; and
- Have existing budget from government/funder (if it is government led).
- Embraces economic transformation principles through inclusion of local based Black Owned businesses during its development and operation,

TABLE 135: CATALYTIC PROJECTS

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
WOODMEAD INDUSTRIAL PARK	The Woodmead Industrial Park forms part of the Neighborhood Development Grant Projects that the Municipality has implemented with a Standard Bank-owned entity called Sorter (Pty) Ltd. Standard Bank in 2016 decided to sell its entire industrial sites portfolio to Shree Properties (Pty). The industrial area during the year under review has secured new tenants in the form of HESTO Harness (PTY) LTD, who have taken over the vacant property which was previously occupied by INSA Pot Manufacturing. A new factory has been developed and occupied by the biscuits manufacturer within the precinct.	R800 million-infrastructure investment (excluding tenants' investment).
RE-BUILDING OF KWADUKUZA MUSEUM AND LINKING IT WITH KING SHAKA GRAVE/ INTERPRETATIVE SECTOR	KwaDukuza Municipality has received funding from the KZN Department of Arts and Culture for the re-building of the new KwaDukuza Museum. This project remains one of the catalytic projects of the Municipality which form part of the four anchor projects of KwaDukuza CBD Regeneration. The newly Museum that will preserve the rich history of KwaDukuza including King Shaka, the sugar industry, and people of KwaDukuza in general. The project is further aimed at connecting or linking the Museum with	R25million

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	King Shaka Grave and this will create a strong tourism product within the CBD. The construction of the new museum started in July 2021, and will be completed by end of June 2023. The building will become one of the iconic building within the CBD and its represent the renewal of the town.	
HESTO HARNESS (PTY) LTD - FACTORY EXPANSION PROJECT	HESTO HARNESS (PTY)LTD Is one of the biggest employer's in KwaDukuza Municipality. Currently, has 2100 employees. HESTO working with KwaDukuza Municipality has recently secured a new contract with Ford Manufacturing South Africa for the period of seven years. KwaDukuza Municipality has offered HESTO its industrial land and also rates rebates incentive for five years. Transnet Freight has leased its land to HESTO for period of 15 years. The project was completed in January 2022. The recruitment as per the agreement with council was initiated in July 2021 and the new employees were recruited from November 2021 until July 2022. There was an extensive training. Approximately 4000 new jobs were created by the new factory. The factory was official opened by the state President (Mr. Cyril Ramaphosa) on the 13 th of September 2022. This project has been a catalyst of creation of the cluster, which KwaDukuza Municipality has seen new component suppliers to HESTO expanding their factories and also relocating to KwaDukuza. Even HESTO has also relocated its warehouse from EtheKwini to KwaDukuza Woodmead Area.	R1,6 BILLION
CLUB MED COASTAL RESORT (TINLEY MANOR)	The international acclaimed resort developer and operator (Club Med), finally has its development rights approval to established one of the key tourism game changers identified by both provincial and national government. This development is done in partnership with Collins Group and will be at Tinley Manor Node. KwaDukuza Municipal Planning Tribunal did the development approval in the month of March 2020. The building plans has been approved by KDM during the 2020/2021 financial year. The service level agreement with Ilembe and KwaDukuza municipalities are being finalized with the expectation that the construction will start during 2021/2022 financial year. Sod turning event was held in July 2022.	R3,5 billion
KDM EASE OF DOING BUSINESS SYSTEMS & TOOLS PROJECT	The project is aimed at easing the way of doing businesses in the KwaDukuza Municipality thereby promoting local economic development. The	R23,125 000.00

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	focus is to implement reforms pertaining to business processing for development approvals, building plans approval, businesses licensing and informal trading permits. The project will document and review existing bylaws, policies and standard operating procedures on various elements. It will also be aimed in investing resources in capacity building of KwaDukuza staff members who are intimately involved in the value chain of applications assessments and implement change management for all stakeholders. The project also will assist with the transition from paper-based processes to automated processes, through the implementation of Electronic Document Management and Application Tracking Systems. KwaDukuza Municipality has received funding from Programme funded by European Union, administered by National Treasury, known as General Budget Support. The project is currently underway. It was official launched under the Senzalula Brand. The service provider started its work on the 1st of December 2021. The following has been achieved in the year under review: • Launching of the project as Senzalula. • change management strategy under implementation. • Draft Building Control Bylaw (done and ready for public participation and gazetting), • Draft Business Licensing Policy (approved by council and public participation is being conducted). • Draft Business License Bylaw Policy (approved by council and public participation is being conducted). • Draft Informal Business Bylaw, done and ready for public participation and gazetting), • Draft Informal Business Policy done and ready for public participation). • Electronic Filling and documenting of building plans housed at Salt Rock (completed), • Developing of application modules for various town planning, building control, business license and informal trading underway.	

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	• Electronic gadgets i.e. laptops, self-help kiosk, and other delivered. • Development Assessment Committee boardroom developed and equipped with the state of the art technology (100%) – operationally. • The project is expected to be completed during 2024/2025 financial year.	
IMPLEMENTATION OF SCADA PROJECT AND CONTROL CENTRE	The implementation of a Supervisory control and data acquisition system, commonly known as a SCADA system for the electrical services network which will allow for the remote monitoring of the electrical services infrastructure, control of the infrastructure and provide information on the system in real-time and through customised user reports. The system consists of hardware and software components installed on-site at identified points for monitoring and reporting to the designated control centre of the municipality. The project includes training of staff who will operate the SCADA to ensure optimal use of the system to ensure an enabling environment conducive to business confidence and growth. KwaDukuza Municipality has received funding from Programme funded by European Union, administered by National Treasury, known as General Budget Support. The funding is for two financial years, effective from 1 July 2020. The contractor was appointed last year in May 2022, and the project is currently underway. The equipment for SCADA was delivered during the month of April 2023, and the first installation has been done. it is undergoing testing. The installation of equipment will be completed by December 2023.	R22,703 145.75
SWISS SECRETARIAT FOR ECONOMIC CO-OPERATION (SECO) LED PROGRAMME FOR ILEMBE	KwaDukuza Municipality is one of the three municipalities that have partnership with SECO to develop an LED programme, which affects other Local Government KPAs other than LED. The programme also focuses on both Public Finance and Infrastructure Development. The other LED focus area is around private sector development and building inclusive growth. The programme implementation is under way since 1 July 2017 and is funded by Switzerland Government with approximately R100 million. This is a five (5) year programme which ends in 2023. KwaDukuza Municipality has benefited a lot from this program through various interventions in the form of	R125million

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	policy development, capacity building and systems development.	
DUKUZA STATION	KwaDukuza Municipality is planning to build a R150 million new 100MVA electrical sub-station to unlock the Compensation/Ballito Node. As part of this project the Municipality has acquired land from a private owner and is in the process of securing a loan for this facility. Private developers are expected to contribute through the developer's contribution. The development of Dukuza station will further unlock growth and development by ensuring that there is some spare capacity to have additional development taking place in our area. This project is expected to be implemented from the period of three years. Phase 1 of the project is currently being implemented through the Neighborhood Development Grant. The municipality continues to mobilize financial resource towards this project. The municipality will be going out on tender to secure loan funding for other phases of the project.	R200 million
ZIMBALI LAKES	Zimbali Lakes is a R3billion rand investment by Kuwait owned IFA Hotels and Resorts in our area. The projects town planning scheme amended was approved in 2018. The project was officially launched at the end of October 2018. The projects consist of developing a hotel, beach club, restaurants, retirement village and other type of residential units. The main contractor of this project has been appointed and the construction will be starting around May 2019. This is also a 15-year development project which its impact will be huge for both the municipality and the residents itself. Construction started in 2020 January and it is continuing. The current projects under construction are Hotel and Retirement village.	R3 billion
BALLITO HILLS	Ballito Hills is the mix-development investment project owned by the JSE Listed property development company called Balwin Properties. This is the estimated R2,5 billion investments. The first phase started in March 2018 and it consists of a private school and 80 residential units. The private school was delivered on time and the school started to operate in January 2019. The school is called Redham House. The residential units will be implemented over the period of 10 years by Balwin. The developer is working with the municipality/councilors from the Southern Areas in ensuring that unemployed people and	R2,5 billion

PROJECT NAME	BRIEF DESCRIPTION	PROPOSED AMOUNT
	contractors are given opportunities to be involved in this project. The project residential units are under construction and occupation of new units take place every moth. This project has implemented most of its phases and continues to provide homes to people of KwaDukuza.	

SPECIALISED KEY PROJECTS / PROGRAMMES

THE SIBHUDU CAVE SITE, KWADUKUZA

In 2015 the South African government submitted a proposal for six sites to be added to the list of the *United Nations Educational, Scientific and Cultural Organization* (UNESCO) Tentative World Heritage Sites as part of the serial nomination 'The Emergence of Modern Humans: The Pleistocene Occupation Sites of South Africa'. One of these sites is known as Sibhudu Cave Site located in Sinembe, overlooking UThongathi River in KwaDukuza Local Municipality.

This site is of significant value as it is one of South Africa's crucial archaeological sites, a foundation for understanding the behavioural origins of modern humans. It has a large collection of Middle Stone Age findings that are so well preserved organically and accurately dated. The criteria of selection for World Heritage List, states that the sites must be of outstanding universal value and meet at least one out of ten selection criteria. Sibhudu Cave Site happens to meet three of the ten criterion as listed below;

Criterion

- *Bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared*
- *Be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrate (a) significant stage(s) in human history.*
- *Be an outstating example of traditional human settlement, land-use which is represented of a culture, or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change*

The outcome of this process will follow the sequence of actions and timeframe in the table below;

TABLE 136: CRITERION FOR WORLD HERITAGE SITE

Item	Timeframe
South African Cabinet approved First Phase Nomination Dossier to be submitted to the World Heritage Centre as per UNESCO World Heritage Operational Guidelines	December 2021
Nominated Doccier submitted to the World Heritage Centre for completeness check	During the course of 2022

A complete Nomination Dossier was submitted to the World Heritage Centre and confirmation that the Dossier meets the requirements in terms of the Operational Guidelines was received.	01 February 2023
Since this is a cultural nomination, the International Council on Monuments and Sites (ICOMOS) was appointed to provide technical evaluation assessment	-
Pre Site Visits to be conducted	29 May- 02 June 2023
Visit from UNESCO advisory bodies	Expected: June 2023
Discussion at World Heritage Committee and possible inscription	Expected: June 2024

The Department of Arts and Culture, in partnership with other relevant stakeholders, is pioneering the development of Interpretation Centre that will ensure that the story of this Site is well captured. The proposed Interpretation Centre is envisaged to become tourism hub and contribute to economic growth. Sibhudu Cave Site is envisioned to have economic spin-off that will contribute to the socio-economic beneficiation for the local community and KwaDukuza Municipality as a whole.

LED FOCUS AREAS FROM THIS POINT ON-WARDS

- Facilitation and adoption of the LED strategy/policy
- Implement programmes/ projects aimed at Climate change & resilient communities
- Implementation of Ease of Doing Business Project
- Capacity Building & Awareness Campaigns
- Development of business licencing & informal sector bylaws;
- Improve development application business processes, etc.
- Operationalisation of the KwaDukuza Museum
- KwaDukuza CBD Regeneration Plan Implementation (e.g. NDPG funding, Reserve Parking Fund, detail planning)
- Tourism marketing of area: digital presence, develop brochure, website
- SMME support & informal traders
- Facilitation of access to economic recovery grant funding
- Address illegality related to 'development'
- Illegal construction/ activities; implementation of illegal rate coding, problem buildings bylaw
- Implement Revenue enhancement/protection projects – ensure every property owner complies & pay fair & equitable municipal tariffs
- Facilitate Post Covid & flood economic recovery - ensure access to all government support & restoration of all economic infrastructure i.e. damages strategic roads, electricity.
- Implementation of Traffic & Transportation Interventions – North/ South link, source funding, resolves on alternatives, capacity, etc.
- Planning for Rapid Urbanisation Management Areas - areas previously not within Land Use Schemes
- Complete & Finalise Vuthela ILembe LED Programme

LOCAL ECONOMIC DEVELOPMENT PROJECTS:**TABLE 137: LED PROJECTS FOR THE 24/25 FY**

PROJECT	BUDGET
LED STRATEGY	R350 000
Tourism Event Support	R500 000
Museum Artefacts	R300 000
Nokukhanya Luthuli Tourism (Luthuli Museum) Node Project	R250 000
Tourism Signage	R150 000
Informal Trading Facilities	R500 000
LED Start-up	R500 000
Small Business Week	R500 000
Community Agriculture Support	R400 000
KZN EDTEA Job Creation Fund	R1 000 000
CETA Funded Programme	R1 300 000

LED ALIGNMENT WITH THE DDM:

DCOG issued Circular No 1 of 2020 which directed districts and metropolitan municipalities to develop and implement Economic Recovery Plans as a programme of action to mitigate the effects of COVID-19 in the economy. Subsequently, district and metropolitan municipalities were requested to ensure that the Economic Recovery/Development Plans are incorporated into the DDM One Plans. In this regard, district and metropolitan municipalities are requested to report on the implementation of the Economic Recovery Plans. It is expected that districts and metros should submit reports on the implementation of Economic Recovery Plan done through the Submission of the final reports.

SPATIAL REFERENCING OF INTERVENTIONS AND PROGRAMMES/PROJECTS

Currently most of the interventions and programmes/projects have been spatially referenced. Only the new ones remain in the process. The Municipality is in the process of undertaking a detailed project of ensuring that GIS is being used as a project management, asset management and monitoring tool by Council. There is a multi-year project called KwaDukuza GIS Integration Study and Implementation that is being undertaken.

RED TAPE REDUCTION / EASE OF DOING BUSINESS

Red tape has become a 'buzz' word within the local economic development fraternity in South Africa. Red tape pertains to the inefficiencies and unnecessary administrative bureaucracy which impedes the development and growth of businesses it could be small or big businesses. KwaDukuza Municipality has

taken a different approach in addressing red-tape and ensuring that KwaDukuza remains a competitive investor destination whilst developing informal, formal, small and medium enterprises. This approach if it succeeds will be the model for future on dealing with ease of doing business in local government. In the last eighteen (18 months), KwaDukuza Municipality through funding received from European Union via National Treasury is implementing a project known as Ease of Doing Business Systems and Tools Project in KwaDukuza. Below, is the brief summary of the status of this project.

EASE OF DOING BUSINESS – TOOLS AND SYSTEMS

(In progress)

Project Charter

Draft Product Development Plan

PROJECT BACKGROUND

In 2015 a study was commissioned by the Swiss State Secretariat for Economic Affairs (SECO), through the World Bank Group, called “Ease of Doing Business iLembe”, the study revealed several challenges faced when submitting a building application within iLembe. Following this study, KwaDukuza Municipality undertook a review of their application process and the municipal Standard Operating Procedures (SOPs) to identify the bottlenecks and procedures. This review revealed further capacity limitations. Following this project, the Municipality then developed a business plan for National Treasury to acquire funding to fully transition into a capable and developmental municipality by converting all manual submission procedures of doing business to a fully digital system. The National Treasury supported the municipality’s proposal and the municipality was subsequently awarded the funding. The approval granted was aimed at implementing two projects, namely SCADA and Ease of Doing Business Tools and Systems Project.

EODB Tools & Systems Project: The objective of the project is to create an enabling environment for local economic development in the KwaDukuza Local Municipality through tools and systems interventions which make it easier to do business in the municipality. Through this project, developers, investors and businesses (both formal and informal) will find it easier to have building permits signed off, obtain town planning approvals, get electricity, and acquire business licenses and informal trading permits. A major output of this project is to digitalise submission of town planning, building plans, outdoor advertisement, business licenses, informal trading, rates clearance and electricity connection applications. This system will also assist the applicant to digitally track their application in the system. It is expected that the implementation of this system and the various key components of the project, i.e. amending SOPs, developing new policies and capacity building of staff, will improve turnaround time of considering applications submitted to the municipality

The municipality went through procurement processes and called for a multidisciplinary team to implement the KwaDukuza Ease of Doing Business, as a turnkey Implementation Project and the IYER consortium was awarded the project. The appointment was confirmed in December 2021 with the Service Level Agreement formally signed in February 2022. The consortium consists of IYER as the team leaders and town planners; HSG Attorneys as the Legal and Policy/Legislation Expert; ESRI South Africa as the Business Processing Re-engineering and Digitisation Expert; Sogen Moodley as the Learning and Development Expert and Sibusiso Dlamini as the Language Practitioner.

Project Branding: The adopted project tagline name for the Project is “**Senzalula**”, meaning ‘making it easy’. Thus, the whole tagline name proposed reads: “**SENZALULA: KwaDukuza - making business simpler, faster, smarter!**”.

EODB PROJECT WORKSTREAMS

Details of the project were submitted to Council previously for noting. As part of implementing the project, the approach taken is such that it has been broken down into different workstreams (i.e. 14workstreams) due to its complexity and in order to clearly track the progress on implementation. These workstreams are itemised in the following diagram below:



FIGURE 62: SENZALULA WORK-STREAMS

PROJECT PROGRESS:

Below is a summary of each work stream. It must be noted that for each workstream, there are details will be produced to inform the implementation of the workstream. As part of the implementation approach, there is a team that have been selected that will interrogate each workstream and its deliverables. These teams are/ will be led by a municipal official e.g. Director Enforcement: Policy & Bylaw Review workstream; Director ICT: Acquisition and Installation of ICT Infrastructure workstream, etc.

TABLE 138: SENZALULA WORKSTREAM PROJECT PROGRESS

NATURE OF WORKSTREAM	PROGRESS	WAY FPOWARD/ NEXT STEPS
WORKSTREAM: CHANGE MANAGEMENT AND BUILDING CAPACITY		
Change Management is focused on an organisation effectively implementing change and for the	A change management team has been established and two workshops were conducted.	Roadshows - undertake further road shows with departments to provide

change to be accepted by the end-users. For the EODB the Kotter Model has been used. It comprises 8 steps respectively that will unfold through the project process.	A change management plan has been developed and circulated. Branding of the project to SENZALULA – KwaDukuza, making business simpler, faster, smarter. An internal survey was commissioned on the 30th of June 2022 to ascertain staff morale and awareness of the EODB – results were packaged Aug 2022: respondents reflected general excitement about implementation of project. Survey outcomes (challenges being addressed as part of implementing the project). Roadshows (Friday, 1-hour session) to all internal and external departments were undertaken between Sep-Nov 2022 – this includes meeting all BU's, IDM Officials, DoT and SANRAL Officials, Proposed Project Tagline: SENZALULA: KwaDukuza - Making business simpler; faster; smarter Presentation of the laptops to as a part of change management done – all laptops allocated to relevant officials.	progress on implementation of project. Roadshows - focus on core departmental team (admin,
WORKSTREAM: POLICY AND BYLAW REVIEW AND DEVELOPMENT; SOPS AND TRANSLATION		
Focus on the legal and policy components of the project including review of policies and bylaws, developing new policies and bylaws and SOP's	After sessions with sister municipalities (knowledge exchange), SOP's, the Draft bylaws and policies have been developed. This includes the ff., amongst others: <i>Building Control Bylaw, DAC Policy; Business Licence Bylaw; Informal Business Policy and bylaw, notarial tie bylaw</i>	Submission of policies of bylaw's to ESY / Council for input and approval for public participation process (Mar-Apr 2023) Review of comments and submission for adoption.
WORKSTREAM: MAPPING AND DESIGN OF VARIOUS E-APPLICATIONS AND DOCUMENT MANAGEMENT/TRACKING SYSTEM		
The focus of this workstream is on developing the workflows and configuring the AFLA system with the modules.	System requirements finalised Draft review of business plan workflows has commenced and finalised (most) i.e. <i>building control, electrical applications, town planning, rates clearance certificate.</i>	Awaiting finalisation of policies and bylaws so that professional team can align workflow architecture of the AFLA system modules. which are approved by the KDM council the team will then

		begin the preparation of mapping the workflows.
WORKSTREAM: DEPLOYMENT OF SELF-HELP KIOSKS IN VARIOUS MUNICIPAL BUILDINGS		
The kiosks will be used by those without an internet connection to submit applications as part of the Economic Development and planning services. The kiosk will be used to track and submit applications. The kiosks will be located at 7 municipal buildings in KwaDukuza and Ballito.	All 9x kiosks purchased and delivered to municipality and stored safely. Same to be deployed to the following sites: Main Building, Ballito, Salt Rock Library, Shakaskraal Library, OK Mall, Lavoipierre Building, LED Centre, KwaDukuza Library. Site Inspections to assess the suitability of location of Kiosks (9 sites) and technical report complete itemising status of readiness for each site. Recommendations for each site being actioned e.g. installation of plug points, network points in progress (by internal BU's).	Awaiting finalisation of sites and completion of system so that Kiosks can be deployed to relevant sites.
WORKSTREAM: ACQUISITION AND INSTALLATION OF ICT INFRASTRUCTURE (BOTH HARDWARE, SOFTWARE AND RELEVANT LICENCES)		
The focus of this workstream is on purchasing the various hardware and software required for the project.	The team has purchased and delivered the following equipment the Municipality on the 13th of July 2022: x2 A0 Scanners, Magicard printer, 18 Laptops, 3 A4/A3 EPSON scanners All equipment tagged as municipal assets and stored in municipal buildings – awaiting for the finalisation of AFLA system prior to being deployed to relevant sites. It was agreed that a cloud-based system is preferred to host the AFLA system and therefore the need for a server is no longer required. Laptops have been allocated to relevant officials for use – same will be installed with AFLA system when module is finalised.	Awaiting to finalisation of AFLA system so that it can be installed in equipment prior to (re) allocation to officials and deployment to sites.
WORKSTREAM: CONVERTING OF NOKUKHANYA LUTHULI HOUSE BOARDROOM TO DEVELOPMENT ASSESSMENT COMMITTEE (DAC) ONE-STOP SHOP FACILITY COUNTER		
The focus of this workstream is to convert the existing boardroom at Nokukhanya Luthuli House into a Development Assessment Committee (DAC).	Fitment of DAC boardroom complete and handed over to municipality. Boardroom booking system developed and only being used for strategic meetings to protect furniture and equipment.	Awaiting training from Service provider on use of White board and video technology equipment installed.

WORKSTREAM: DIGITISATION/ELECTRONIC FILING OF EXISTING PROPERTY FILES		
This workstream will focus on digitising existing property information in the form of building plans and approvals. The workstream will additionally confirm a filing system that will link to the AFLA system.	The service provide has finalised the first phase of digitising building plan files – focus was on digitising building information in the Salt Rock building given the poor condition of the building. The scanning for Salt Rock will be undertaken to the value of the original quote. Municipality has submitted to national treasury a request for more funding in order to have all files digitised so that system can be maximised – awaiting NT’s response on deviation application IT department assisting with setting SharePoint list so that all images scanned can be indexed and linked with system – process in progress.	SharePoint training to be undertaken by metro file
WORKSTREAM: PUBLIC PARTICIPATION		
This workflow will form part of the change management at large and will involve undertaking the following public participation engagements: Public Awareness targeted at external users of the system; Awareness Targeted at municipal Councillors; Awareness targeted at the established structures and users from the informal trading sector; The general public who interfaces with the municipality on the different functions that are identified as part of this project.	A stakeholder forum meeting was conducted on the 20th June 2022:	Once the working group is established the informal economy and business licensing units will be engaged with.

ELECTRONIC APPLICATIONS SYSTEMS FOR BUSINESS LICENSE AND INFORMAL TRADERS PERMITS AS PART OF EASE OF DOING BUSINESS SYSTEM

KwaDukuza Municipality as part of the ease of doing business system and tools projects (Senzalula), is currently developing system and tools for electronic system. This project will develop policies, bylaws, standard operating procedures, e-application modules and electronic system which is backed by GIS system, which will assist in providing spatial references of businesses that operates with business licenses and those

who operates with informal business permits. The currently projects has developed the following tools to enable the developing of electronic system.

- Draft Informal Business Policy
- Draft Informal Business Bylaw
- Draft business licensing policy
- Draft business license bylaw.

The above policies once adopted by council after public participation process, will then inform the finalisation of the mapping of the electronic system for both informal businesses permits and business license. As part of the Senzalula Project, the municipality has already invested resources on its systems including acquiring self-help kiosk to assist those who might have challenges in accessing the e-application system.

The municipality has opted against the provincial deployed system, which is not backed by policies, bylaw and also standard operating procedures. The KwaDukuza systems has also considered that the context matters, when it comes to local economic development in general. The municipality has maintained a legal view that it's has constitutional mandate on informal trading and business licensing, and also legislative power to develop its own policies.

SUPPLY CHAIN MANAGEMENT REFORMS

Through its Supply Management Policy and practice KwaDukuza Municipality, has over the years tried to deal with issues that are barriers of entry by local entrepreneurs/enterprises in the public sector market.

As part of ensuring that emerging business people and SMMEs that have a turnover of less than R2 million benefit on its spending, the Municipality has introduced the following measures:

Differentiates and introduces the amount to be paid for the bid documents and this was done to deal with the flat rate that was used previously for all contracts, which was R550 per tender document irrespective of the value of the contract or type of contract;

- Waives the requirement of bidders for contracts less than R4,5 million to have performance guarantees; and waive the requirement of bidders for contracts less than R4,5million to provide an original bank rating letter.
- The Municipality has further identified services and products for which only bona-fide based businesses can bid amongst one another in line with the Targeted Procurement approach. The Municipality has been responsive to small business concerns in terms of eliminating barriers of entry for its procurement.

PROGRAMME TARGETING INFORMAL ECONOMY AND POVERTY REDUCTION

As part of its contribution to eradicating poverty and unemployment, KwaDukuza Municipality recognizes the importance of the informal sector and the expanded public works programme as drivers.

INFORMAL ECONOMY SECTOR INTERVENTIONS

KwaDukuza Municipality has a vibrant informal economy sector which involves people who are trading on streets, public spaces, beaches, business hives and from their homes. This sector is regulated through Council approved Informal Trading Bylaws, Tuck-shop and Tavern Policy, and Business Licensing Policy emanating from Business Act of 1991. KwaDukuza has approximately 211 licensed informal traders in its database renewed in November 2024. KwaDukuza Municipality works closely with organized informal traders through the KwaDukuza Informal Traders Chamber, which meets with the municipality once a quarter to deal with

issues affecting the sector. Even though One of the challenges faced by the informal sector is the perception that informal economy means illegal business; this restricts the focus on the economic and developmental impact of the sector in the Municipality and in the worst-case scenario leads to police officers harassing the informal traders. There is often little co-operation between the formal and informal businesses. The formal businesses consider informal traders as illegal and an obstruction to formal businesses, especially when informal traders are trading on the road, pavement or in front of formal businesses' entrances.

PROJECTS UNDERTAKEN AND PLANNED FOR THIS SECTOR

Informal Business Policy and Bylaw – the municipality is currently developing first of the kind policy of informal business, which goes beyond the traditional informal trading policy. This policy development draws lessons from the challenges that the local government sector and government general faced during the Covid 19 lockdown, when the National Minister will pronounce certain interventions to be done at local level. KwaDukuza Municipality did not implement most of the Minister's pronouncements as it did not have enabling policies and bylaws. It is against this background that during the next financial year the municipality will approve both the policy and bylaw for informal businesses. This project forms part of Senzalula Project. **Informal Trading Facilities** - The municipality is planning to build new informal structures at KwaDukuza Taxi Rank, as part of the taxi rank rehabilitation project.

COMMUNITY WORKS PROGRAMME

The Community Work Programme (CWP) is a South African government programme that provides an employment safety net. It supplements livelihood strategies by providing a basic level of income security through work. This programme is one of the national flagship poverty eradication programmes. KwaDukuza Municipality was approved for the participation in 2015. The programme focuses on beneficiaries doing community work for eight (8) days a month. The community works might involve cleaning of public facilities (e.g. schools/clinics), verges, drainage systems and any other item that might be identified in that particular ward. This programme does not replace the work of full-time employed people within government spheres.

CWP BENEFICIARIES

Only 22 wards were part of the programme. Post 2016 Local government, new wards were created and were added in this programme. Twenty-four (25) wards, out of thirty wards are currently benefiting from this programme in KwaDukuza.

TABLE 139: CWP BENEFICIARY WARDS AND NUMBERS OF PARTICIPANTS

WARD NUMBER	PARTICIPANTS APPROVED
01	25
02	25
03	25
04	25
05	25
07	25
08	25

WARD NUMBER	PARTICIPANTS APPROVED
09	25
10	25
11	25
12	25
13	25
14	25
15	25
18	25
20	25
21	25
23	25
24	25
25	25
26	25
27	25
28	25
29	25

This programme further employs twenty-five (supervisors) and sixteen (16) storekeepers. Therefore, this programme has 641 participants. The municipality has submitted a proposal for additional 25 beneficiaries per ward. This will double the number of people being assisted to move out of poverty.

CWP IMPLEMENTATION

Since the inception of the program in KwaDukuza Municipality, National Department of Cooperative Governance has been using Insika Foundation NPC as an implementing agent of this for KwaDukuza Municipality. There are responsible for managing the programme and also ensuring that the beneficiaries are developed through skills to start new income generation projects for themselves as part of the exit strategy. The municipality was formally informed that Insika Foundation contract has not been renewed and it ended on the 31st of March 2023. The National COGTA is implementing the project inhouse.

EXPANDED PUBLIC WORKS PROGRAMME

KwaDukuza Municipality as part of government implements the Expanded Public Works Programme (EPWP) within their areas of constitutional competence. This implementation is informed by the EPWP Guidelines and also KwaDukuza Council approved EPWP Policy. The EPWP Policy sets clear criteria of choosing

beneficiaries and how the programme should be run in it's of jurisdiction. The EPWP Coordination is within the Project Management Unit under the Civil Engineering as well as Human Settlements Business Unit. The unit is mainly responsible for the registering EPWP projects, reporting on the expenditure of EPWP incentive grant and general performance of the EPWP within the municipality. KwaDukuza Municipality has failed to implement EPWP in other sectors i.e. environment.

Below are the areas of focus whereby the EPWP recruiter's work:

- Clearing and removal of illegal dumping;
- Plot clearance;
- Maintenance of selected community facilities;
- Cleaning and removal of the dirt in the water streams;
- Clearing dirt of community pathways, pavements and causeway;
- Removing alien vegetables;
- Planting of Trees;
- Identifying and reporting all water leaks and illegal electricity connections to the relevant authorities;
- Gravel road edges maintenance; and
- Coastline clearance.
- Cleaning of Estuaries;
- Building of wooden bridges and causeways;
- Food for Waste;
- Working for Coast;
- Working for Water;
- Home-based care and ECD teachers' development; and

It shall be noted, that there is a working for coast project, implemented by the National Department of Environment Affairs which we do not have control on its implementation as the local municipalities. Currently, the municipality based on the incentive grants received can only create approximately 300 jobs. The municipality has failed to register a number of their programmes as EPWP thereafter reporting of these with the intention to increase the incentive grant allocated to the municipality. KwaDukuza Municipality is a beneficiary of other spheres of government EPWP Programmes. In the 2019/2020 the municipality has since benefitted with the following programmes. KZN Working for Coast – KwaDukuza Municipality R10 million applications for working for coast focusing on developing coastal infrastructure. The municipality working closely with the implementing agent appointed by the National Department of Environment Affairs will further increase the beneficiaries of the EPWP.

GREEN ECONOMY INITIATIVES

KwaDukuza Municipality adopted its Low Carbon Emission Development Strategy in 2016 and this strategy aligns with National Development Plan which advocates that by 2030, our economy should have transited to low carbon by 30 percent. KwaDukuza LCEDS summarises the low carbon emission development strategy as follows:

“An Urban Low Emission Development Strategy defines a pathway to transition a city to a low-emission, green and inclusive urban economy, through its integration into city development plans and processes.”

Low emission, or low carbon development, is about meeting the development needs of the municipality while minimising its contribution to climate change, and helping it prepare for its impacts. It is about

exploiting opportunities for green and clean economic growth, and creating strong local communities and businesses that can be resilient to resource and climate shocks.

The approach for KwaDukuza Municipality is premised on the internationally acceptable approaches on ensuring sustainable, green and inclusive growth. The adopted KwaDukuza LCEDS identified six transitions measures that need to be taken for the area to achieve a low carbon economy/green economy. One of the transitional measures focuses on the economy, it identified three economic sectors which this could be achieved which is tourism, agriculture (sugarcane) and manufacturing. The strategic goal for this transition is as follows;

“To position KwaDukuza as a green economic and tourism hub; underpinned by local skills and indigenous knowledge”

The LEDS identified the following interventions that will add value in Green Economy:

Implement the Green Building Guidelines – KwaDukuza Municipality adopted its Green Building Policy in 2016 and is being implemented. The municipality has identified a booming property development industry as the major contributor on its efforts to make KwaDukuza Municipality as a green economy investor destination. It also uses the property development for both climate change adaptation and mitigation approaches. The municipality also aimed to attract new players in the construction sector who will manufacture and supply the property developers with new technology and products built within our area.

- **Tourism sector** – has also been identified as the key sector to promote green economy through various initiatives of protecting the existing environment and ecosystem to energy and water saving facilities.
- **Urban Agriculture** – KwaDukuza Municipality in responding to the rapid urbanisation is promoting urban agriculture as one of the LED programmes. This includes promoting organic food supply.
- **Sugarcane** – KwaDukuza Municipality supports the on-going research and proposal from UShukela Mill to establish a co-generation facility and also generating of the renewable energy for the industry.
- The municipality continues to promote its industrialisation policy by advocating for investment in the renewable sector as the District was designated by the Province as Renewable Hub.
- **The Beach Nodes Development Plan** – advocates the development of the green jobs through tourism. The municipality working with iLembe Chamber of Businesses is involved in developing a Sea Rising Protection Plan to counteract any vulnerability that emanates from the projected sea rising due to climate change.
- **Vuthela iLembe LED Programme** – Resource Efficiency and Energy Efficiency studies are being conducted to identify opportunities for existing business to improve their efficiencies while creating business opportunities and jobs for local people.

The municipality is currently also working on developing Green Procurement Policy which is aimed at ensuring that its infrastructure is climate proof. This and many other initiatives will contribute in creating jobs in the green sector.

ALIGNMENT OF DIFFERENT ECONOMIC FORA

- KwaDukuza Municipality participates in various fora while its own fora are aligned with other external fora:
- KwaDukuza Municipality participates in the District LED Forum and Provincial LED Forum by invitation;

- KwaDukuza Municipality participates in the ILembe DDM Economic Cluster.
- KwaDukuza Municipality is part of Vuthela LED Programme Project Management Team (PMT) and Project Steering Committee (PSC).
- KwaDukuza Municipality supports and participates in the KwaDukuza Informal Traders Chamber's quarterly engagement;
- The Municipality participates in the iLembe Chamber of Business, Industry and Tourism Investment Committee upon invitation;

PLAN TO MOBILIZE PRIVATE SECTOR RESOURCES

The Municipality's approach to economic development has always centred on the understanding that it has a responsibility to create an enabling environment for the private sector to thrive. The private sector in KwaDukuza Municipality plays a critical role in supporting economic development through enterprise development programmes. The property developers in particular have committed and continue to work with the Municipality in supporting its LED initiatives and developing local businesses. Amongst the programmes that are in place and partnership with the private sector are the following:

Partnership with ABSA and Nedbank – this partnership focuses on financial support towards the SMME Development programme, support of the Annual Business Week and also provides access to finance to qualifying businesses;

Partnership with Hesto Harness (PTY) LTD - the partnership with Hullets Development which emanates from Property B-BBEE Transformation Charter.

Mining companies which are required to develop Social Labour Plans informed by the municipal IDP as per the provisions of the Minerals and Petroleum Resources Development Act. There are few companies within KwaDukuza Municipality that have engaged the Municipality and are supporting co-operatives and community development projects in various wards. The following mining companies has been identified as the key companies that need to be engaged to ensure alignment of their SLPs with KDM IDP. These companies include:

- **Lafarge (operating Stanger Quarry)**
- **UMhlali Quarry**
- **Ballito Crushers (PTY) LTD**
- **Mattioda Collabora Aggregate**
- **Spec Sand**
- **Avon Peaking Power Plant**

These companies has been engaging KwaDukuza Municipalities when they are in the process of applying for new mining permit or renew the existing permit. They tend to deal with ward councillors and traditional authority in identifying projects, which some of those are not part of the IDP or even ward base plans.

The LED unit is in the process of recommending to council for the establishment of the formal coordinating and oversight structure, for all Social Labour Plans which has been approved by DMRE. This will ensure that our communities are not short-changed by the companies. This approach is also supported by Magwaza Traditional Authority which most of the companies operates which its subjects resides.

MUNICIPAL CHALLENGES AND PROPOSED INTERVENTIONS: LOCAL ECONOMIC DEVELOPMENT**TABLE 140: DESCRIPTION OF CHALLENGES AND INTERVENTIONS (LED)**

CHALLENGES/COMMUNITY IDENTIFIED	NEEDS	IDP INTERVENTIONS
KPA: LOCAL ECONOMIC DEVELOPMENT		
High unemployment rates amongst youth and women in KwaDukuza. Propensity of Local businesses to employ people from outside KwaDukuza.		Promote technology based skills development and establishment of technology companies. Promote local graduates absorption in internship and graduates opportunities offered by both public and private sector. Popularize all supports and services offered by the NYDA District Office, Enterprise iLembe Incubator and SEDA Outlets. Priorities youth in funding opportunities and support offered by KwaDukuza LED unit. Expedite and enter into social compact agreements with Investors/Developers to priorities appointment of KwaDukuza residents when there are job opportunities; and Ensure that all projects adhere to EPWP principles and the implementation thereof.
Untransformed economy and few business opportunities made available to local emerging businesses. This challenge has led to the formation of business forums which violently demand work opportunities.		Focus on the promotion of direct investment through minimising development approval red-tape and provision of incentive (rates rebate); Provide start-up support to SMMES/Cooperatives involved in the manufacturing sector; Implement Nokukhanya Luthuli tourism prencipt business plan; Implement emerging contractor's development programme; Promote and support SMMES that are involved in the innovation and technology business; Promote green economy; Implement Target Procurement and enforce meaningful sub-contracting in all municipal contracts exceeding R4 million in value; and Review and adopt KwaDukuza LED Plan.

Increased crime which threatens community safety and investment to the area.	Partner with private sector and community-based organisations for the installation of vehicle identification cameras; Partner with private security companies and SAPS to fight crime by undertaking joint enforcement blitz and sharing crime intelligence; Develop and implement KwaDukuza Community Safety Plan. Radically implement rate coding on abandoned/ depleted buildings in the CBD Implement tourism ambassador programme during peak seasons. Develop and adopt KwaDukuza Crime Strategy; Strengthen the functioning of Community Policing Forums; Focus targeting school crime awareness programmes; Ensure the implementation of Council by-laws; and Improvement on the functioning of Council CCTV camera's project.

LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

TABLE 141: LED SWOT ANALYSIS

• STRENGTHS	• WEAKNESSES
- Enabling policies and plans for nodal developments, - Close Proximity to two harbours and Dube Trade Port, - Close proximity to Dube Trade Port IDZ, - Strong organized business, - Ballito Urban Improvement Precinct - Investor Incentives Scheme, i.e. rates rebates, - Existing public-private partnerships, - Stable municipal governance and financial viable, - Clear town planning and building control regime, - Well marketed property opportunities, - Heritage assets (Iconic leaders),	- High unemployment rate amongst the youth, - Lack of capacity to support all economic sectors by LED Unit, - Lack of entrepreneurship development organizations (e.g. SEDA). - Lack of skilled required by our local economy, - Poor access to business premises, - Uneven economic development between Southern and Northern areas of KDM, - Poor supports and alignment of government SMME & Cooperatives interventions, - Lack of approved LED Strategy, - Culture of entitlement by entrepreneurs of government opportunities,

• Beaches, • Abundantly labour, • International partnerships i.e. SECO LED programme, • Approved Urban Low Carbon Emission Development strategy, • Fully fledged LED Unit and supporting institutions. • The Municipality has been part of the Agri-Hubs Programme led by the Department of Rural Land Affairs.	• Poor business strategies to counteract foreign national's business, • Lack of agriculture land preservation policy for agriculture, • Lack of business-to-business linkages programme • No functional LED Forum. • The Municipality's Agricultural sector is declining due to marking of more land and urban development; changing focus of the Tongaat Hullets as well as Illovo sugar.

OPPORTUNITIES	THREATS
• Radical Economic Transformation policies, • Investigation within KwaDukuza as a result of changes in the sugar cane industry. • Implementation of Swiss Secretariat for Economic Corporation (SECO), -Vuthela LED programme, • Green Economy opportunities and Fourth Industrial Revolution • Expanding of Dube Trade Zone IDZ to KwaDukuza LM, • Industrial/Manufacturing development, • Business –business linkages as well as SMME Incubation, • Creative industries, • Branching into Urban Agriculture, • Property development and management, • Strategic allocation of municipal owned land to advance transformation, • Agri-processing, • Township/Inland and Cultural and Heritage Tourism, • Cargo and Warehousing opportunities, • Infrastructure development, • Logistics and transport sector, • Health tourism, • Supplier development programmes by private sector, • Operation Phakisa, • Skills development/graduate programmes, • Expanded Public Works Programmes,	• High level employment and demand for local employment, • Investor scarring tactics due to modus-operandi of business forums, • Uncontrolled change of agriculture land used, • No proper plan or strategy to manage Rapid Urbanization, • Lack of reskilling programme for unemployable youth and graduates, • No additional funding of bulk infrastructure (Electricity and Water), • Perceived high costs of development contribution costs, • Lack of mainstreaming of indigenous people and general HDI in the local economy, • Lack of local economy diversification, • Culture of entitlement to government markets by local entrepreneurs, • Red tape related to development approvals and access to electricity, • Increased employment of illegal immigrants, enforcement of laws against employment of illegal immigrants, • Crime and safety,

• Regional economy linkages, • Partnership with Amakhosi and Ingonyama Trust for rural economic development • Diversification of sugar farmers to branch into growing other markets e.g. tea tree oil, granadilla etc.	

15. YOUTH DEVELOPMENT

As a developmental local government, one of KwaDukuza Municipality's responsibilities is to play its part in addressing historical imbalances through developing a co-ordinated and integrated response to challenges facing young people within KwaDukuza. The Municipality has made significant achievements in developing its institutional capacity to make positive change in the lives of young people. Some of the targeted interventions include the formulation of youth programmes which are budgeted for each financial year.

KWADUKUZA MUNICIPALITY EXTERNAL – FINANCIAL ASSISTANCE PROGRAMME

As part of the municipality intervention, annually the municipality provides financial registration assistance to the youth of KwaDukuza, who want to pursue tertiary studies in the public education. During this council term, the financial assistance has been increased from R5000 per learner to R8000. This amount was implemented in the 2023/24 Financial year. Through this programme more than 100 KwaDukuza Youth benefited. The beneficiaries of this programme usually qualify for the National Financial Aid Scheme, and it is expected that they must apply when they are at their respective institutions.

CONSTRUCTION EDUCATION AND TRAINING AUTHORITY – FUNDED CANDIDACY PROGRAMME

KwaDukuza Municipality candidacy programme received a funding of R3million from Construction Education and Training Authority (CETA). The grant was for the programme that has been designed to provide an opportunity for 10 unemployed graduates, who have degree's to be placed in KwaDukuza Municipality for the period of three (3) years. There are parts of the candidacy programme, which is the programme aimed at assisting built environment graduates to register as professionals with their respective statutory professional councils. The ten graduates started their programme on the 28th of November 2022 and their programme ends on the 27th of November 2025. The graduates are divided and placed in the following units within the municipality.

TABLE 142: FUNDED CANDIDANCY PROGRAMME

Qualification	Number of Graduates	Host Business Unit
BTech/B-Degree Town and Regional Planning	5	Development Planning and Spatial Planning
BTech/B-Degree in Architecture	3	Building Control
BTech in Civil Engineering	2	Project Management Unit (PMU)

All the graduates are from KwaDukuza Municipal area.

KWADUKUZA MUNICIPALITY BACK- TO SCHOOL PROGRAMME:

The programme is official referred as Back to school – Dress a Child Campaign implemented is usual implemented during the third quarter of our financial year. During the year in review, six hundred beneficiaries from poor household has been provided with full sets of school uniforms. The selection of beneficiaries is done by ward councillors in consultation with schools and their ward committee members. This programme forms part of various interventions which addresses both the right of the child to go to school and as part of KwaDukuza poverty net assistance.

MASS SKILLS PROGRAMME

The Mass Skills Programme is a programme that is aimed in supporting unemployed youth with certain skills that might make them employable. Over the years, council has focused on supporting youth that with learners and drivers licences, which are one of the requirements in certain jobs and training fields i.e. Police Force. During the Year, under review council has decided to roll out the programme that will focus on the following areas and targeting 65 youth.

Code 8 /10 Learners and Driver’s license programme targeting 60 youth from 30 wards and 5 nominated through the office of the mayor. The graduated youth to go through the next phase of the programme and enrol on actual Drivers license training and testing programme. 30 Youth targeted to be enrolled on the Yellow Machine training programme. The programme at an procurement stage to appoint the competent service provider. This programme will be done from this financial year and completed in the next financial year.

NYDA DISTRICT OFFICE SERVICES

KwaDukuza Municipality is the host of NYDA iLembe District Office. The office was established in 2021 and has been operating for last two years, servicing the entire district. KwaDukuza Municipality and its youth have use the advantage that the office is based in KwaDukuza, to benefits from various service offerings. The following services are being offered by NYDA to KwaDukuza youth.

- Entrepreneurial development,
- Business vouchers.
- Career guidance and advice,
- Enlisting on the job portals.

KDM OUTREACH PROGRAMMES

KwaDukuza Municipality is duty bound to forge partnership with government departments and entities in order to facilitate provision of relevant information and available opportunities to KwaDukuza youth at the convenience of the areas/ wards . this is an integrated youth development outreach sessions (Slogan “ Taking services to the people) to educate young people on government mandates on youth development and strategic performance areas.

Youth Services Rendered at each session

- KDM Youth Services (CAO, NSFAS, Database registration, opportunities)
- Dept of Labour – Career Guidance, Database & Learnerships
- NYDA – Youth Development Programmes
- EDTEA – Economic development opportunities
- KZN CETC – Academic & Skills programme
- IEC – Voter Education
- KDM Social Crime Prevention Unit & SAPS – Crime awareness
- Dept of Health – Screenings and awareness
- uMfolozi TVET College – National Diploma & Skills Programmes

- Enterprise Ilembe – Youth agricultural sector opportunities
- KDM Disaster Management Unit – Disaster awareness campaigns
- KDM LED Unit – Economic opportunities & Programmes
- IDP Office – KDM IDP & Youth participation
- Dept of Social Development – Skills Development & Awareness

SCHOOL VISITS AND CAREER GUIDANCE/AWARENESS PROGRAMME

KwaDukuza Municipality Youth Office in partnership with the Department of Education and eighteen local public high schools annually conduct career awareness programme. The programme entails the municipality youth office staff visiting each school for half a day, where they provide on-site support to grade 12 learners for them to apply at Central Application Office for their chosen careers. In most cases, this covers high school in townships and has seen an increase in a number of grade 12 who apply on time with CAO. Council has provided financial support to only poor learners to register with CAO. Beside the registration, the team further run career advice on site. This programme has been a successful one.

Visited schools:

- Lethithemba Secondary school – 15 April 2024
- Shekembula Secondary School – 15 April 2024
- Qoqulwazi Secondary school - 16 April 2024
- Glenhills Secondary School, - 16 April 2024
- Banguni Secondary School – 16 April 2024
- Mbekamuzi Secondary School – 17 April 2024
- Stanger Manor Secondary School – 17 April 2024
- Nonhlevu Secondary School – 17 April 2024
- Darnall Secondary School – 18 April 2024
- Stanger High School – 19 April 2024
- Imbuyiselo Secondary School – 19 April 2024
- Groutville High School – 19 April 2024
- Stanger Secondary School – 22 April 2024
- North Agricultural College – 22 April 2024
- Stanger ML Sultan – 22 April 2024
- Guzana Secondary School – 23 April 2024
- Tshelenkosi Secondary School – 23 April 2024
- Inkosi Chief Albert Luthuli Secondary – 23 April 2024

SPORTS PROGRAMME

The KwaDukuza Youth Office through its Sports Unit, provide various supports to clubs and federations towards the development of sports. The units further initiate and implement various sports development programmes in our area.

The following sports clubs/associations has been supported by KwaDukuza Municipality Youth Office.

- Ethembeni Cycling club – the municipality has been supporting a local based club which is promoting cycling as the sport within our area.
- KwaDukuza Dance Association – supported with dance competition attire
- KwaDukuza Netball Association – to honour regional and provincial netball championships

- KwaDukuza Cricket Association – to honour and attend KZN Cricket Association league games held at Ethekwini (Pinetown)and Richardsbay club.
- KwaDukuza Boxing Club – to attend boxing development champs held at uPhongolo
- The municipality also implement the following programmes with federations and sector departments.
- KwaDukuza Mayoral Cup- targeting at least five codes and played from ward level.
- Intermunicipal Games (SALGA selection team competition) – the municipality selected teams participates in the inter-municipality competition which the district squad is selected. KwaDukuza athletes dominates selection to the district squads.
- Mass participation programme,

KWADUKUZA YOUTH DEVELOPMENT NEEDS

Below is the summary of the needs identified by youth, during various public engagements and also through the youth forums formed by the municipality.

- Employment opportunities which does not require experience.
- Skills development initiatives and opportunities
- Transparency on municipal recruitment of interns, in-service trainees and employees on entry levels.
- Priorities local youth on internships, in-service training and entry level positions.
- Access to information about all opportunities.
- Business opportunities and development of youth owned businesses.
- Drug abuse and rehabilitation initiatives.
- Establishment of drug rehabilitation centre.
- Crime fighting initiatives.
- Provision and development of sports and recreational facilities i.e. Gyms, sports fields etc.
- Development of youth development centres.
- Development and placement of Public Wi-Fi in the strategic areas
- Creating of local based employment database.
- Mainstreaming and measuring of youth development across all municipality departments.

KWADUKUZA YOUTH DEVELOPMENT UNIT

KwaDukuza Municipality is the pathfinder of youth development, as it was one of the first municipalities in this province to establish a youth office supported by the then Umsombomvu Youth Fund (now called NYDA). The municipality has appointed officials to perform various functions, in response to the youth needs.

TABLE 143: YOUTH DEVELOPMENT UNIT

POSITION	AREA OF FOCUS	POSITION
Manager: Sports Development	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to sports development.	Filled
Manager : Youth Development	Responsible for managing the unit's resources, directing the work of staff,	Vacant

	providing support and guidance to staff members on matters related to youth development.	The Manager Sports is also acting as the manager youth development. He previous managed the same unit.
Youth Officer	The incumbent is focusing on coordinating and facilitating youth development initiatives, including creative industries programmes.	Filled
Career Counsellor	The incumbent is responsible for facilitating career guidance, job preparedness initiative and entrepreneurship.	Filled
Outreach officers X 2	Responsible for coordinating and implementing outreach programmes to wards, targeting out of school youth.	Filled
Sports Facilitator	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to sports development.	Filled
Sports Administrator	Responsible for managing the unit's resources, directing the work of staff, providing support and guidance to staff members on matters related to sports development.	Filled
Cyber cadet	Responsible for managing and supporting users of KwaDukuza Youth computer centre, which is used by youth for free to apply for jobs or business opportunities. He also assists youth who want to print their CVs for free.	Filled
Administrative Officer	The incumbent is responsible for providing administrative support including initiating procurement process for the unit.	Filled

16. SAFETY AND SECURITY & NATIONAL BUILDING & SOCIAL COHESION

KwaDukuza Municipality currently does not have a safety and security plan. The Municipality considers the issue of safety and security of its inhabitants as paramount. It is for this reason that, working in conjunction with the Department of Community Safety and Liaison, the south African Police and ILembe District the Municipality has launched Ward Safety Committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A Community Safety Forum has been established by the Municipality and it is operational. The Forum comprises all municipal councilors, sector departments

(including SAPS), crime prevention structures, etc. Meanwhile, the aspects of nation building and social cohesion are provided for in the good governance and public participation situational analysis section herein.

IT should be also noted that there are other structures in order to deal with the element, safety, security and protection of inhabitants of KwaDukuza Local Municipality, these are as follows;

- Community Policing Forum
- Voting District Safety Forum
- Community Safety Forum
- KwaDukuza Natal CCPA

The most important element is ensuring the functionality of all these structures and ensuring the inter-departmental. Inter-governmental role that needs to be promoted with this structure. Another important element to note is that the above structures can't be a stand-alone to fight crime but it is noted that the involvement of community is crucial as well. It must be noted that crime not only in communities but also in public institutions such as schools etc., this then means that other sector department such as Department of Education (Schools), Department of Health (dealing with drug abuse etc.) and Department of Social Development need to be involved in the above-mentioned structures as it socially impacts in communities all the time.

COMMUNITY SAFETY BUSINESS UNIT

The internal KwaDukuza community Safety Unit is responsible for the below;

- Law enforcement –Traffic / Special Operations/Saturation Units
- Social Crime Prevention
- Motor Licensing and Testing
- Disaster Management
- Marine Safety
- Fire and Emergency Service

TABLE 144: CAPEX LAW ENFORCEMENT 2022- 2025

PROJECT	WARDS	BUDGET 2022/2023	BUDGET 2023/2024	BUDGET 2024/2025
Upgrade radios digital PTT	ALL	200 000	200 000	150 000
Law Enforcement Equipment	ALL	150 000	150 000	150 000
CCTV Upgrades	19	900 000	900 000	900 000
4 x Blue lights & Equipment	ALL	40 000	50 000	50 000
25 x Level 3 bulletproof	ALL	50 000	50 000	50 000
10 x Alco meters	ALL	20 000	50 000	70 000

Computers	ALL	100 000	100 000	100 000
Furniture & Equipment	ALL	60 000	100 000	100 000
Air conditioning unit		40 000	50 000	50 000
Motor Licensing/Testing Equipment	ALL	70 000	200 000	200 000
TOTAL		1 560 000	1 650 000	1 620 000

OPERATIONAL STAFFING

The Fire & Emergency Services has seen strategic improvements to staffing levels with the staffing compliment having been reached? With the current scale of operations, the Municipality's staffing compliment remains adequate. Additional staffing requirements form part a set of long-term objectives, including - though not limited to:

- Building a Fire & Emergency Services Head-quarters, located along the R102; and
- Commissioning satellite stations, aimed at servicing areas beyond 20-30 minutes' response time range.

TRAINING AND DEVELOPMENT

Cadet Fire-fighters have received basic training, orientation course. After 2-years of service, these corps of Cadets are expected to go through training to capacitate them with Fire-Fighter 1; Hazmat Awareness; Code C Driver's license and undergo departmental assessment. The Municipality's training program is part of the employers' over-all capacity development program which is led by the Human Resources Department. This is an ongoing operational matter, we have trained several wardens already and we have an item supporting the wardens be now trained as traffic Officers, but due to pandemic the KZN Traffic College has cancelled the training for 2021. We have been unable to recruit additional wardens due to the lack of budget provisions.

EQUIPMENT AND VEHICLES

The Business Unit is currently equipped with four (4) fire Engines at 2 stations, Ballito and KwaDukuza to augment the above, the Municipality has general utility vehicles which from part of the Fire & Emergency Services' fleet muscle.

EMERGENCY SERVICE COMMUNICATIONS SUPPORT

The current Emergency Call-Centre facility is housed at the Ballito Fire Station. Strategically, this remains a challenge for structural reasons. What is ideal would be to have this facility housed at a stand-alone facility preferably in KwaDukuza. The current call-center solution has become obsolete. The administrative capacity remains manual with **Occurrence Books** used as primary means of record keeping. Staffing for this facility remains inadequate for an ideal shift system of 4 x days on and 4 x rest day.

MUNICIPAL SAFETY PLAN

The Community Safety Business Unit is charged with the responsibility of ensuring that the Municipality provides for a safety environment to live, work and play. This Business Unit is at the forefront of delivering sustainable services in an integrated approach. The Community Safety Business Unit comprises the following Departments, Traffic and Technical Services, Crime Prevention, Social Crime Prevention, Motor Licensing and Testing Centre, Fire and Emergency, Marine Safety, Disaster Management and Law Enforcement Administration. The above notwithstanding, the Municipality does not have a Municipal Safety Plan in place currently.

As part of improving safety and security in respect of its citizens, in partnership with iLembe Chamber of Business, KwaDukuza Municipality has established the Ballito Urban Improving Precinct (UIP) with the main focus being security enhancement. The Ballito UIP provides twenty-four-hour precinct security. To this end, number plate identification cameras have been installed at the entrance/exit of Ballito CBD. A similar intervention has been undertaken in partnership with the Salt Rock Neighbourhood Watch, through the installation of number plate identification cameras at the entrance/exit of Salt Rock and Sheffield. There are ongoing joint operations between KwaDukuza Municipality, SAPS and various private security companies in KwaDukuza CBD focussing on crime busting, drugs eradication and enforcement of municipal by-laws. The Municipality has a joint partnership with IPSS Rescue Services focussing on sea rescue and emergency services during holidays. The Municipality, in partnership with the Department of Tourism, shall implement the Tourism Volunteer Safety Monitors which shall comprise a team of 37 members who shall be deployed at various tourism attractions along the coast. KwaDukuza Municipality, in partnership with eThekweni Municipality Safer City Programme, shall undertake the development of KwaDukuza Municipality Crime and Safety Strategy.

HIGHLIGHTS

The Drivers Licensing Testing Centre (DLTC) has since been upgraded from Grade D to Grade C. The Municipality's Vehicle Testing Station (VTS) is an A Grade testing facility in that all equipment has been calibrated and essential certificates obtained. Staff has been seconded to the Testing Station from the CCTV section to assist with Finger Printing and Eye Testing. Staff from CCTV has also been sent to be trained as Examiners of Driver's License Grade F, finger printing and eye tests. One of the Unit's permanent staff is also attending an Examiner of Vehicles Course, Grade A, after obtaining the relevant driver's license. What is more, all computer screens have been replaced with the new version from the company that maintains the computerised learner license systems. The learner licence classroom now can accommodate full capacity to 15 applicants per class. Due to the excessive backlog with learner license applicants, additional classes have been opened at 13h15.

Proposed sufficient lighting to deal with crime around the CBD: Whilst we note the importance of environmental conditions to deter crime, the function of provision of lightning rest with Electrical BU.

CHALLENGES:

- A major challenge that needs to be addressed is the POOR COMMUNICATION VIA INTERNET.
- Fibre Optic Cables need to be installed to overcome this persistent problem.
- Due to the poor speed of the internet all 3 LEU workstations cannot be used at the same time.
- The cell phones have weak signals and cannot be Answered inside the buildings. The above issue has been taken up with our I.T. Department.
- The roads and infrastructure leading to the test station are in a poor condition.
- The local driving school association had carried out a protest action demanding an "A Grade" Test Station and are complaining about the poor condition of roads riddled with potholes, poor road marking and no police visibility on the test routes.

- The Vehicle Testing Station is under-utilised by major transport companies due to the narrow roads and entrances to the testing station making it difficult for articulated trucks and trailers to gain entry.

THE STATUS OF KWADUKUZA MUNICIPALITY POUND FACILITIES

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vests the powers and functions in a local municipality. The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

In line with the above-described functions and powers in a local community, KwaDukuza Municipality is responsible for the provision of pound facilities and management within its jurisdiction area. The current situation is that, animal pound facility is outsourced on a contract basis with the SPCA. It is a much cheaper option and economically sound than building ours as it will needs millions. The Municipal budget to cater to this function is R250 000 annually.

BUSINESS UNIT PROJECTS FOR THE 24/25 FINANCIL YEAR:

LAW ENFORCEMENT 2024

PROJECT	BUDGET 2024/2025
Law Enforcement equipment	100 000
Steel canopy	120 000
4 x vehicles for Law Enforcement	2 400 000
New traffic vehicle	1 800 000
Air conditioning units	80 000
Law enforcement firearms	180 000
Law enforcement sirens blue lights	100 000
Speed camera	200 000
CCTV equipment	600 000
TOTAL	5 580 000

TABLE 145: 24/25 FY LAW ENFORCEMENT PROJECTS

MOTOR LICENSING AND TESTING CENTRE (DLTC):

PROJECT	BUDGET 2024/2025
Air conditioners	80 000

Build ramps to toilet for disabled people	80 000
CCTV equipment	250 000
TOTAL	410 000

FIGURE 146: MOTOR LICENSING 24/25 FY PROJECTS**MARINE SAFETY:**

PROJECT	BUDGET 2024/2025
2 x double cabs 4x4 Toyota Hilux	1 750 000
Rescue surfboards	216 000
6 x boat safety equipment kits	15 000
5 x PTT radios	25 000
5 x shark pods	25 000
1 x motor stand	5 000
10 x sets bathing beacons	50 000
Nonoti beach equipment	200 000
TOTAL	2 286 000

FIGURE 147: MARINE SAFETY 24/25 FY PROJECTS**17. FINANCIAL VIABILITY AND MANAGEMENT****THREE YEAR SYNOPSIS ON CAPITAL FUNDING AND EXPENDITURE**

This FINAL 2025/26 FY continued a three-year synopsis on capital funding and expenditure approach covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds.

IDP – ALIGNMENT WITH BUDGET

The 2025/2026 IDP review process has been completed. All comments made by the community and key stakeholders have been considered in revising of the IDP.

TOTAL EXPENDITURE

KDM's overall expenditure during the FINAL MTREF is estimated at:

TABLE 148: 2025/26 ESTIMATED TOTAL EXPENDITURE

Description	2025/2026	2025/2026	2026/2027
Total operating expenditure	R 3,011,642,182	R 3,253,351,766	R 3,484,236,634
Total capital expenditure	R 230,796,621	R 125,136,435	R 107,060,348

Total	R 3,242,438,803	R 3,378,488,201	R 3,591,296,982

CAPITAL PROJECTS SUMMARY:

Municipality's capital budget is indicated as per allocation per business unit and has been allocated in terms of the following Municipal Business Units;

TABLE 149: SUMMARY OF THE FINAL 2025/26 CAPITAL BUDGET OVER THE MTREF AND PER BUSINESS UNIT

BUSINESS UNIT	2024/25 APPROVED BUDGET	2024/25 ADJUSTMENT BUDGET	2025/26 FINAL BUDGET	2026/27 FINAL BUDGET	2027/28 FINAL BUDGET
OFFICE OF THE MUNICIPAL MANAGER	13,578,355	8,301,821	6,426,221	2,173,913	1,391,304
CORPORATE SERVICES	9,330,000	7,856,798	17,587,149	-	-
FINANCE	4,190,000	1,390,000	4,500,000	4,000,000	2,000,000
EDP	10,885,000	16,522,067	13,880,000	-	-
COMMUNITY SERVICES & PUBLIC AMENITIES	49,122,590	41,176,484	28,155,864	24,800,000	-
COMMUNITY SAFETY	19,676,000	19,635,203	9,721,558	-	-
CIVIL ENGINEERING	93,918,737	383,832,360	86,290,829	57,237,305	74,826,870
ELECTRICAL ENGINEERING	127,871,958	145,571,958	64,235,000	36,925,217	28,842,174
TOTAL	328,572,640	624,286,691	230,796,621	125,136,435	107,060,348

The total capital quantum is R462,993,404 over the MTREF. In light of a 2024/25 adjusted deficit budget, the Municipality utilised internal reserves to fund the operational deficit which led to a reduction in cash reserves. To preserve the Municipality's long term financial sustainability, significant reductions have been made to the use of internal funding for the capital budget in the Final Medium-Term Revenue and Expenditure Framework (MTREF). The increase in internal reserves from the tabled draft budget is primarily due to rollover allocations.

Best Practice requires Council to allocate 40% of the capital budget to renewal of existing assets. In the previous financial year, 45% was catered towards renewal of existing assets as a result of the direct impact that the recent weather patterns have had on the municipal infrastructure. Heavy rainfalls and storms to extreme heatwaves and cold snaps, have impacted the infrastructure of the Municipality. Although the capital budget has limited internal funding, 59% has been catered in the current year for renewal to existing projects.

RING FENCING AND ROLL OVER OF GRANTS:

All conditional grants are ring fenced into specific votes as per the mSCOA requirements. Grants are fully cash backed and maintained in a separate bank account to further strengthen the conditional nature of such. All grants are used within their terms and conditions and the necessary reporting to the grant funders, National and Provincial Treasury and Council is undertaken in compliance with the relevant grant agreements and Division of Revenue Act. All Roll-overs have been fully approved by Treasury. The municipality has plans in place to expedite expenditure on these grants. These expenditures are reviewed at a minimum of once a month by the necessary oversight structures.

CAPITAL FUNDING PER FUNDING SOURCE

- **Transfers Recognised**

The following table reflects the transfer recognized – operational and capital revenue:-

GRANT ALLOCATIONS		National / Provincial	2025/26 Final Budget	2026/27 Final Budget	2027/28 Final Budget
Operational					
Equitable Share	DORA	National	289,206,000	297,144,000	310,604,000
FMG	DORA	National	1,900,000	2,000,000	2,100,000
EPWP	DORA	National	1,957,000	-	-
MIG (PMU)	DORA	National	3,191,250	3,443,100	3,621,100
Community Library Services	DORA	Provincial	1,493,000	1,493,000	1,563,000
Housing Accreditation	DORA	Provincial	7,722,000	7,772,000	7,772,000
Museum Subsidy	DORA	Provincial	284,000	275,000	287,000
Provincialisation of Libraries	DORA	Provincial	4,624,000	4,831,000	5,057,000
EDTEA (NRMP)	rollover	Provincial	1,064,195		
			311,441,445	316,958,100	331,004,100
Capital					
MIG	DORA	National	60,633,750	65,822,900	68,800,900
INEP	DORA	National	-	9,344,000	9,766,000
NDPG	DORA	National	2,100,000	2,500,000	1,600,000
Housing Accreditation	DORA	Provincial	50,000		
EDTEA Prize Money	rollover	Provincial	250,000		
			63,033,750	77,666,900	80,166,900
Total Grant Expenditure			374,475,195	394,625,000	411,171,000

TABLE 150: SUMMARY OF THE CAPITAL ALLOCATION FOR THE FINAL 25/26 GRANT PER SOURCE

All allocations, excluding Equitable Share, are **conditional grants**, which means that they have been allocated to KDM for a specific purpose and may not be used to fund any other expenditure. Once all conditions are met, grants are transferred to the Statement of Financial Performance in order to match the expenditure incurred. This follows the relevant GRAP standards. These transfers on the Statement of Financial Performance are, therefore, accounting entries and do not actually represent cash on hand. Any analysis of the budget surplus/deficit must clearly distinguish these GRAP accounting entries from the true financial surpluses/deficits. The above allocations reflect direct grants only.

National Treasury is increasing utilising a system of indirect grants wherein Goods and Services are paid for directly by National Treasury. As a result, neither the income nor the expenditure is reflected in the financial records of the municipality. In accordance with the terms of the relevant agreements, the asset or expense will be recognized only at predetermined milestones.

LOAN/ BORROWINGS AND GRANT DEPENDENCY:

Borrowing are currently being considered for internal funding after assessing the timing of the project. Should sufficient internal reserves become available this will allow the municipality to save on interest and other loan costs.

KWADUKUZA MUNICIPALITY'S EXTERNAL LOANS REGISTER

The below mentioned loans have been specifically undertaken for the purposes of accelerating both civil and electrical infrastructure. The Municipality is in a position to meet all its repayment obligations as and when they fall due.

EXTERNAL LOANS

The long terms loans currently entered into are being repaid for capital projects previously undertaken by the municipality. R102m loan funding was previously requested by the Electrical Business unit for the Dukuza Substation Project, however in the current budget cycle no further written submission have been received. Therefore, both the capital redemption and the interest costs on the Dukuza Substation loan have not been accounted for in this budget.

The table below is indicative of KDM's long term liabilities: -

TABLE 151: KDM'S LONG TERM LIABILITIES

KZN292 KwaDukuza - Supporting Table SA17 Borrowing								
Borrowing - Categorized by type	2020/21	2021/22	2022/23	2023/24	ent Year 2024	2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Parent municipality								
Annuity and Bullet Loans								
Long-Term Loans (non-annuity)	200,327	188,689	176,096	162,407	147,674	131,391	115,791	98,691
Local registered stock								
Instalment Credit								
Financial Leases								
PPP liabilities								
Finance Granted By Cap Equipment Supplier								
Marketable Bonds								
Non-Marketable Bonds								
Bankers Acceptances								
Financial derivatives								
Other Securities								
Total Loans of Municipality	200,327	188,689	176,096	162,407	147,674	131,391	115,791	98,691

OPERATIONAL EXPENDITURE

Operational expenditure is R3,011,642,182 in the 2025/2026 budget. The operational budget has increased by R295,505,075 from the 2024/25 approved budget but by R25,821,180 from the adjusted budget passed in February 2025. A Deficit Adjustment Budget was passed in February; however, this approach is not sustainable for the long-term financial viability of the Municipality as it utilises cash reserves to fund the deficit. The main drivers for the deficit budget were increased allocations towards Repairs and Maintenance and higher bulk purchases costs.

SIGNIFICANT COMPONENTS OF THE OPERATING BUDGET ARE AS FOLLOWS:

- Although the NERSA approved increase is 11,32%, the Bulk Purchases budget allocation is approximately R1,432bn, which is a decrease of R12,518m compared to the 2024/25 adjusted budget. As mentioned previously, the budget was reduced by **R181,5m** from the initial budget of R1,613bn, which represented the NERSA 11.32% increase over the adjusted budget allocation. The decision to decrease the Bulk Purchases budget is part of the Municipality's ongoing efforts to intensify energy loss reduction initiatives as mentioned earlier in the report. Further assumptions regarding these adjustments are outlined in Section 2.5. Given these considerations and the cumulative effect of the deficit adjustment budget, the Municipality has been cautious in its use of internal reserves for the capital budget.
- Employee related costs and council remuneration account for 22% of the total operational budget.
 - Employee Costs R 668,516,711
 - Councillor Remuneration R 33,638,119.

The following table is the breakdown of other expenditure costs over the MTREF:-

OTHER EXPENDITURE				
	2024/25 Adjusted Budget	2025/26 Final Budget	2026/27 Final Budget	2027/28 Final Budget
Operating Leases	4,814,316	4,959,034	4,477,506	4,665,009
Community Assets	1,355,240	1,107,276	467,403	488,436
Furniture and Office Equipment	2,308,686	2,649,601	2,753,848	2,863,786
Machinery and Equipment	1,150,390	1,202,158	1,256,255	1,312,786
Operational Cost	158,607,813	156,588,093	159,734,974	159,378,606
Achievements and Awards	1,450,000	1,550,000	1,515,250	
Advertising; Publicity and Marketing	14,003,849	11,755,820	11,239,832	4,579,877
Bank Charges; Facility and Card Fees	5,243,385	6,371,000	7,007,120	7,706,808
Bursaries (Employees)	1,025,000	500,000	800,000	800,000
Commission	4,700,000	9,100,000	9,509,500	9,937,428
Communication	4,480,739	4,715,601	4,927,803	5,149,554
Contribution to Provisions	1,683,396	1,759,149	1,838,311	1,921,034
Entertainment	452,208	310,000	323,950	338,528
External Audit Fees	6,275,716	6,558,123	6,853,239	7,161,635
External Computer Service	13,734,956	14,218,888	14,858,738	15,527,381
Indigent Relief	5,303,656	5,101,785	5,401,196	5,720,365
Insurance Underwriting	10,124,291	11,098,720	12,170,592	13,349,651
Licences	69,702	72,839	76,116	79,542
Management Fee	15,835,778	15,835,778	16,627,567	17,458,945
Municipal Services	15,423,142	10,949,869	9,979,364	10,494,174
Printing; Publications and Books	4,836,967	4,501,771	4,825,243	5,042,379
Professional Bodies; Membership and Subscription	6,489,555	7,087,271	7,104,452	7,424,152
Registration Fees	5,649,817	3,045,903	3,099,794	3,239,284
Skills Development Fund Levy	4,539,174	4,760,728	5,122,912	5,353,443
Travel and Subsistence	5,435,901	3,067,722	3,169,541	3,312,170
Vehicle Tracking	600,518	627,541	655,781	685,291
Ward Committees	5,190,000	5,423,550	5,423,550	5,667,610
Wet Fuel	22,120,462	22,270,462	22,758,892	23,783,042
Workmen's Compensation Fund	3,939,601	5,905,573	4,446,234	4,646,314
TOTAL OTHER EXPENDITURE	163,422,129	161,547,128	164,212,480	164,043,614

TABLE 152: OTHER EXPENDITURE COSTS OVER THE MTREF

Total operating revenue is expected to grow by R257,783,381, which is a 9% growth, for the 2025/2026 financial year in comparison to the 2024/2025 Adjusted Budget. For the two outer years, operational revenue will increase by R 242,922,196 and R 231,436,815, respectively. The main driver of revenue generation is Electricity, Refuse and Rates. It is important to note Council has considered of a zero percent increase to the rating structure of the Municipality however, with a decreased rebate being budgeted for consideration. The current (2024/25) general rebate is 25%, the Municipality intends implementing a 20% rebate structure in the 2025/26 financial year. The Municipality has

also catered for 1% growth in residential vacant, developed and commercial properties. This, together with the decreased rebate will have the nett impact of increasing the rates revenue.

OPERATIONAL EXPENDITURE

Operational expenditure is R3,011,642,182 in the 2025/2026 budget. The operational budget has increased by R295,505,075 from the 2024/25 approved budget but by R25,821,180 from the adjusted budget passed in February 2025. A Deficit Adjustment Budget was passed in February; however, this approach is not sustainable for the long-term financial viability of the Municipality as it utilises cash reserves to fund the deficit. The main drivers for the deficit budget were increased allocations towards Repairs and Maintenance and higher bulk purchases costs.

SIGNIFICANT COMPONENTS OF THE OPERATING REVENUE BUDGET ARE AS FOLLOWS:

• CAPITAL TRANSFERS

In adherence with the prescribed formats issued by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statements. The inclusion of capital transfers would distort the calculation of the operating surplus/deficit.

• PROPERTY RATES:

The increase in property rates is due to the following factors: -

1. Reduced rebate structure from 25% to 20%
2. Building completions.
3. General Tarif increases.
4. Phasing in approach of previous land reform areas.

• SERVICE CHARGES (ELECTRICITY AND REFUSE)

Revenue generated from service charges for 2025/2026 financial year amounts to R1,701bn which indicates 56% of revenue is generated from service charges revenue.

Council has embarked on various processes which will enforce better revenue collections on service charges viz.

1. Revenue Enhancement Projects
2. Implementation of the Energy Losses Task Team which will assist in the reduction of energy losses.
3. A contractor has been appointed for the disconnection/reconnection of electricity as well as meter inspections.
4. Meter Replacement Programme with 13000 conventional meters to be reviewed and bypassed meters to be replaced immediately.
5. Municipal Data Cleansing Project *{this project is still work in progress and premature at this stage to consider any additional revenue from the exercise.}*

The repairs and maintenance are budgeted for against the total of non-current assets. Refer to the **ANNEXURE 25_ FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2025/26** hereto for ease of reference.

The following collection rates are anticipated for 2025/2026: -

- Electricity income minimum collection rate of 96%
- Property rates income minimum collection rate of 96%
- Refuse income minimum collection rate of 96%

The following table is the summary of other revenue over the MTREF.

OTHER REVENUE				
	2024/25 Adjusted Budget	2025/26 Final Budget	2026/27 Final Budget	2027/28 Final Budget
Operational Revenue	(28,744,413)	(24,807,342)	(27,426,257)	(28,141,124)
Administrative Handling Fees	(2,611,000)	(2,617,000)	(2,622,000)	(2,622,000)
Collection Charges	(8,299,996)	(8,500,000)	(9,000,000)	(9,000,000)
Commission	-	-	-	-
Development Charges	(16,000,000)	(13,000,000)	(15,080,000)	(15,758,600)
Incidental Cash Surpluses	(120,000)	(120,000)	(120,000)	(120,000)
Insurance Refund	(1,311,176)	(150,000)	(165,000)	(181,500)
Staff and Councillors Recoveries	(402,241)	(420,342)	(439,257)	(459,024)
Sales of Goods and Rendering of Services	(35,724,401)	(33,193,500)	(33,910,500)	(34,137,525)
Advertisements	(6,300,000)	(6,300,000)	(6,400,000)	(6,500,000)
Building Plan Approval	(12,500,000)	(12,500,000)	(13,000,000)	(13,000,000)
Cemetery and Burial	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)
Cleaning and Removal	(80,000)	(80,000)	(80,000)	(80,000)
Clearance Certificates	(750,000)	(800,000)	(850,000)	(900,000)
Computer Services	(20,000)	(20,000)	(20,000)	(20,000)
Construction Contract Revenue	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Encroachment Fees	(650,000)	(650,000)	(650,000)	(650,000)
Entrance Fees	(50,000)	(50,000)	(50,000)	(50,000)
Fire Services	(160,000)	(200,000)	(220,000)	(250,000)
Legal Fees	(4,013,392)	(1,283,500)	(1,328,500)	(1,375,525)
Library Fees	(50,000)	(50,000)	(50,000)	(50,000)
Management Fees	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Membership Fees	(2,500)	(2,000)	(2,000)	(2,000)
Parking Fees	(530,000)	(630,000)	(630,000)	(630,000)
Photo copies; Faxes and Telephone charges	(145,568)	(145,000)	(145,000)	(145,000)
Sale of Goods	(1,939,941)	(1,945,000)	(1,945,000)	(1,945,000)
Town Planning and Servitudes	(3,470,000)	(3,470,000)	(3,470,000)	(3,470,000)
Valuation Services	(13,000)	(18,000)	(20,000)	(20,000)
TOTAL OTHER REVENUE	(64,468,814)	(58,000,842)	(61,336,757)	(62,278,649)

TABLE 153: OTHER REVENUE OVER THE MTREF

INVESTMENT REGISTER

• INVESTMENTS

KDM has funds held in bank deposits, including the depositing of grant funding into ring fenced accounts in order to improve management of grant funding. The cash and investments of KDM currently amount to R581 million as at 3rd May 2025. It should be noted that these funds are committed as conditional grants or operating funds. These funds also consist of monies set aside to settle long-term debt and other commitments of Council. If KDM does not meet

its long-term debt requirements as and when they fall due, it will be liable for severe penalties. KDM is able to pay its commitments as and when due and there is currently no risk of default.

Below table is indicative of the 2025/2026 investment forecast: -

KZN292 KwaDukuza - Supporting Table SA15 Investment particulars by type								
Investment type	2020/21	2021/22	2022/23	2023/24	Current Year	2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
000'R thousand								
Parent municipality								
Securities - National Government								
Listed Corporate Bonds								
Deposits - Bank	643,151	755,806	603,251	656,813	701,695	657,249	702,303	750,770
Deposits - Public Investment Commissioners								
Deposits - Corporation for Public Deposits								
Bankers Acceptance Certificates								
Negotiable Certificates of Deposit - Banks								
Guaranteed Endowment Policies (sinking)								
Repurchase Agreements - Banks								
Municipal Bonds								
Total Investments of Municipality	643,151	755,806	603,251	656,813	701,695	657,249	702,303	750,770

TABLE 154: INVESTMENT TYPES PER FINANCIAL YEAR

CASH & CASH EQUIVALENTS & SHORT-TERM INVESTMENTS

The municipality maintains an investment register for all investments and is guided by a cash and investments policy. The details of these accounts may be in the Annual Financial Statements for that particular year.

REVENUE RAISING STRATEGIES

KwaDukuza Municipality has established a cross-cutting committee comprises of all Head of Departments focusing on revenue and debt management. The committee is known as Revenue and Debt Steering Committee, which monthly to drive the implementation of various revenue enhancement projects. The RDSC monitors the implementation of the projects. The following revenue enhancement projects has been identified and are as follows;

The Revenue Management Unit is essentially responsible for the Rates billing and Energy losses credit control but other functions include the following;

- This division is responsible for property rates levied by the municipality on a property as per section 7 of Municipal Property Rates Act (MPRA).
- Responsible for opening of the accounts via information(S78) received from municipal valuer.
- Property rates for maintaining and updating the valuation roll and financial system
- Responsible for issuing of Rates Clearance Certificates
- Responsible for providing figures to attorneys for transfer purposes
- Ensuring that valuations as per financial systems balanced to service provider Valuation Roll.
- Ensuring that the properties are rated correctly as per MPRA and Rates Policy
- Preparation of the draft, final and adjustments revenue budgets in respect of rates ,housing and other sundry revenue streams
- Internal reporting - Council and Business Units
- External reporting – preparation of budget c-schedules

Pensioners / Senior citizen Senior citizens may be granted a rebate on the primary property as determined by a resolution of Council at its annual budget meeting subject to the following:

a) The applicant must meet the following criteria:

- He/She must produce a bar coded identity document
- He/She must be the owner of the primary property. This includes co -owners who are married to each other, or property owned solely by either spouse,
- In the case of a usufruct, the usufruct must be registered over the whole property and the title deed must be produced.
- In the case of multiple ownership, all owners must meet the qualifying criteria listed above.
- In the case of a trust, a copy of the deed of trust indicating the owners of the trust and copies of their identity documents must be submitted with the application form
- The property must be registered in the name of a natural person and not a company or close corporation.
- The value of the rebate will be at the discretion of Council
- b) Applicants for such rebates must submit sworn affidavits concerning
- their income status to the Municipality
- He/She must permanently reside on the primary property, provided that the primary property is not used as a bed and breakfast or guest house establishment.

REVENUE BY SOURCE

SERVICE CHARGES – ELECTRICITY REVENUE

As outlined in the S72 Mid-Year Assessment report, electricity revenue collections have reflected negative variances from budgeted projections. During the Adjustment Budget process, the Revenue Billing Section conducted a comprehensive review of all electricity revenue line items reduced electricity revenue by R 13m. This is further analysed as follows; downward adjustments to the following categories: -

- *Contour Electricity Vendors* – R4m
- *Domestic Low Conventional* – R17m
- *SAPPI Sale* – R30m
- *Electricity: Private Consumers* – R13m

Additional revenue of R50m was considered for under the *Time of Use Tariff* and R3m for *Domestic High Conventional* categories.

FINANCIAL PERFORMANCE (REVENUE & EXPENDITURE)					
Expenditure By Type	2024/25 Final Budget	2024/25 Adjusted Budget	2025/26 Final Budget	2026/27 Final Budget	2027/28 Final Budget
Exchange Revenue	1,644,455,744	1,655,985,982	1,836,727,185	2,019,709,146	2,193,729,184
Service charges - electricity revenue	1,398,776,342	1,385,636,342	1,593,175,940	1,761,897,733	1,923,486,789
Service charges - refuse revenue	103,073,780	103,073,780	108,227,469	113,638,842	119,320,785
Agency Services	14,688,960	13,288,960	14,500,000	16,000,000	17,500,000
Interest earned - external investments	54,422,996	75,098,379	47,962,934	51,505,563	55,321,300
Interest earned - outstanding debtors	11,000,000	11,000,000	11,250,000	11,720,250	12,211,661
Rental of facilities and equipment	3,027,707	3,419,707	3,610,000	3,610,000	3,610,000
Other revenue	59,465,959	64,468,814	58,000,842	61,336,757	62,278,649
Non - Exchange Revenue	1,071,745,749	1,098,143,454	1,175,185,631	1,235,125,867	1,292,542,644
Property rates	731,911,715	746,797,585	812,465,186	865,606,517	908,886,843
Fines, penalties and forfeits	33,514,844	40,949,844	41,119,000	42,143,750	42,169,614
Interest earned - outstanding debtors (rates)	-	-	3,500,000	3,757,500	3,822,088
Licences and permits	976,440	1,501,440	1,660,000	1,660,000	1,660,000
Transfers and subsidies - Operational	300,342,750	303,894,585	311,441,445	316,958,100	331,004,100
Gains	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total Revenue (excluding capital transfers and contributions)	2,716,201,493	2,754,129,436	3,011,912,817	3,254,835,013	3,486,271,828
Expenditure By Type					
Employee related costs	597,944,347	606,819,899	668,516,711	728,738,275	783,170,213
Remuneration of councillors	37,823,274	31,734,074	33,638,119	35,656,406	37,795,791
Bulk purchases	1,238,435,507	1,449,435,507	1,432,007,391	1,612,315,896	1,760,057,774
Other materials	26,356,706	27,579,864	28,963,753	30,267,123	31,629,144
Debt impairment	27,848,232	27,848,232	29,240,644	25,775,000	27,063,750
Depreciation & asset impairment	170,888,318	170,888,318	179,432,742	186,612,110	195,070,024
Interest paid / finance charges	15,989,000	15,989,000	14,300,000	12,700,000	11,200,000
Contracted services	400,317,066	437,665,565	405,313,869	397,738,482	410,577,286
Transfers and Subsidies	27,350,882	20,092,791	17,520,577	14,261,882	14,261,882
Bad Debts Written Off	2,840,000	5,095,624	2,840,000	2,840,000	2,840,000
Other expenditure	147,966,775	163,422,128	161,547,125	164,212,481	164,043,623
Loss on Disposal of Assets	8,250,000	8,250,000	8,621,250	8,734,111	9,127,147
Other Losses	14,127,000	21,000,000	29,700,000	33,500,000	37,400,000
Total Expenditure	2,716,137,107	2,985,821,002	3,011,642,182	3,253,351,766	3,484,236,634
Operational Surplus / (Deficit)	64,386	(231,691,566)	270,635	1,483,247	2,035,194
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	79,299,550	438,066,323	63,033,750	77,666,900	80,166,900
Surplus / (Deficit)	79,363,936	206,374,757	63,304,385	79,150,147	82,202,094

TABLE 155: EXPENDITURE BY TYPE OVER THE FINANCIAL YEARS

EXEMPTIONS, REBATE AND REDUCTION STRUCTURE:

In terms of qualifying criteria set out in the rates policy of the Council, the 2025/2026 rates be subject to the following exemptions, rebates, and reductions:

- A general rebate, applicable in the 2025/2026 financial year only, in respect of all categories of properties, excluding properties in receipt of developers' rebates and unauthorised or illegal development or use and Abandoned Property Building: **20%**

The following by application only, shall apply after deduction of the general rebate and is only applicable to these in receipt of a pension :

- **Pensioners and Disability Grantees rebates:**
 - Applicants under the age of 65 years - 25%
 - Applicants between 65 and 75 years - 30%
 - Applicants older than 75 years - 35%
- Agricultural properties: 50%
- Rebate: child headed households: 100%
- Excluded Services Rebate: 15%
(Applicable only in respect of existing service level agreements)
- Places of worship: 100%
- Public benefit organizations: 100%
- Land reform beneficiaries: 100%
- State land: 100%
- Commercial Developers incentives:

100% rebate	Year 1
90% rebate	Year 2
80% rebate	Year 3
70% rebate	Year 4
60% rebate	Year 5
No Incentive	From year 6 onwards

Please note general rebate not applicable to commercial developers.

Residential Developers incentives, applicable only in respect of existing service level agreements:

100% rebate	Year 1
100% rebate	Year 2
90% rebate	Year 3
80% rebate	Year 4

70% rebate	Year 5
60% rebate	Year 6
50% rebate	Year 7
No Incentive	From year 8 onwards

Please note general rebate not applicable.

○ 100% rebate in respect of the following PSI properties (phasing out of rates):

- national, provincial, or other public roads on which goods, services or labour move across a municipal boundary.
- water or sewer pipes, ducts or other conduits, dams, water supply reservoirs, water treatment plants or water pumps forming part of a water or sewer; and
- Railway lines forming part of a national railway system.

MONTHLY ELECTRICITY - CREDIT METERS

Meter reading route lists are generated from the financial system immediately after the levy run (between the 7th and 10th of each month) these route lists are distributed to all meter readers to obtain and record readings over a fixed meter reading period. Estimated readings are recorded when meters are not read due to absenteeism or bad weather or any other reason. Readings recorded by meter readers are uploaded onto the financial system. Once all readings are uploaded on the financial system a deviation report is produced and analysed by the billing controllers, who would request meter readers to investigate huge variances (high or low), where after corrections where applicable are affected. A final meter reading report is then downloaded and checked and signed off by the controllers prior to the levy run. Meter movement documents are sent to Finance from the Electrical Department and the controllers make adjustments as documented.

ELECTRICITY - PREPAID METERS

Customers are registered onto the prepaid system by providing meter movement documents to the prepaid clerk. The prepaid meter number is captured on the financial system on the owner account and a register of prepaid registrations is maintained.

ENERGY LOSSES:

Energy losses in terms of kilowatt-hours (kWh) and revenue are determined by comparing KwaDukuza Municipality (KDM) energy purchases from Eskom to units sold by KDM to consumers in a specific period. Total energy losses are broken down into two categories namely:

TECHNICAL LOSSES

The main driver of service charges is the increases in the electricity tariffs, Draft electrical tariffs have been budgeted to increase between 5% to 10,5% subject to consultation and approval from NERSA. Bulk Purchase have been budgeted to increase by 12,72%.

Sappi to increase by 12,72 % aligned to bulk purchases.

6% increase electrical availability charges noting that these are non- regulated tariffs.

% increase to electricity basic charges in all Customer categories noting that these are non-regulated tariffs.

Reduction in Bulk Purchases Budget: The Bulk Purchases budget, which would have included between R410m to R440m in energy loss costs based on current Eskom billing, has been reduced by **R181,5m** for 2025/26. The Municipality will launch an immediate and aggressive drive to curb non-technical energy losses. The RT29/2024 transversal contract is secured by National Treasury (NT). The services offered under the contract are “Audit and Token Identifier (TID) Conversion of Existing Prepayment Meters and The Supply, Delivery, Installation, Management, And Maintenance of Smart Metering Solutions to The State Inclusive of Value-Added Services”

- KwaDukuza Municipality showed interest in the services offered by the RT29-2024 transversal contract, and applied to National Treasury to participate in this contract based on the Municipality’s urgent identified needs as follows:
 - a. Electrical Smart Metering
 - b. Large Power User (LPU) Reconstruction (VAS)
 - c. Vending Services (VAS)
- As a further measure to curb the energy losses of the Municipality which are increasing year on year, the solutions offered under this RT29/2024 contract, especially the value-added services, will enable KDM to achieve the following benefits:
 - Ability to manage and reduce Non- Technical Losses related to billable services.

OVERVIEW OF THE 2025/2026 MTREF

1. Tariff of charges

- That the Council approve the amendments to its Tariff of Charges (noting that the electricity tariffs are pending approval by NERSA) as depicted on the schedules annexed hereto, and that these tariffs come into operation on 1 July 2025.
- That Council note that all tariffs listed in the Tariff of Charges will be subject to the payment of value added tax, except for fines, refundable deposits, and interest charges, and where specifically indicated as inclusive of value added tax.

PROPOSED TARIFF STRUCTURE

It is proposed that Council’s tariff of charges be increased as follows towards implementation with effect from 1 July 2025:

- Refuse Removal charges - various as per tariff of charges, maximum of 7,3%
- Electricity charges - various as per tariff of charge
- Miscellaneous tariffs - various (see tariff of charges document)

SOLUTIONS:

- Prioritize the establishment of Revenue Protection Unit
- Massive inspection and disconnection drive targeting the entire KDM jurisdiction not just selected areas
- Appointment of Service Provider to conduct extensive meter audit

- Prioritize replacement of faulty meters
- Install check meters at supply intake points
- Inspection of pre-paid meters with zero purchases.

OTHER LOSSES

Additional request of R6,873m for post retirement benefits as reflected in the table below.

TABLE 156: OTHER LOSSES

Other Losses	Approved Budget	Adjustments	Adjusted Budget
Post Retirement Long Service Awards Losses (Electricity)	585 500,00	1 414 500,00	2 000 000,00
Post Retirement Long Service Awards Losses (Rates and General)	585 500,00	1 414 500,00	2 000 000,00
Post Retirement Medical Losses (Rates and General)	6 478 000,00	2 022 000,00	8 500 000,00
Post Retirement Medical Losses (Electricity)	6 478 000,00	2 022 000,00	8 500 000,00
	14 127 000,00	6 873 000,00	21 000 000,00

SERVICE CHARGES – ELECTRICITY REVENUE

As outlined in the S72 Mid-Year Assessment report, electricity revenue collections have reflected negative variances from budgeted projections. During the Adjustment Budget process, the Revenue Billing Section conducted a comprehensive review of all electricity revenue line items reduced electricity revenue by R 13m. This is further analysed as follows; downward adjustments to the following categories: -

- *Contour Electricity Vendors* – R4m
- *Domestic Low Conventional* – R17m
- *SAPPI Sale* – R30m
- *Electricity: Private Consumers* – R13m

Additional revenue of R50m was considered for under the *Time of Use Tariff* and R3m for *Domestic High Conventional* categories.

- **Electrical Contracts** – increase in repairs and maintenance of R14,050m as reflected in the table below.

Electrical Maintenance Contracts		
	Total Budget	Adjusted Budget
171235185 Traffic lights (Contractors)	572 936,00	2 072 936,00
430235480 Mains Repairs (Contractors)	4 289 928,00	6 789 928,00
450235480 Mains Repairs (Contractors)	5 066 084,00	8 066 084,00
490235480 Mains Repairs (Contractors)	3 971 560,00	4 821 560,00
420235480 Mains Repairs (Contractors)	4 633 136,00	7 633 136,00
400260540 Professional Services	3 478 029,00	6 678 029,00
	22 011 673,00	36 061 673,00
		14 050 000,00
		64%

TABLE 157: R AND M: ELECTRICAL BU

- **Road Maintenance Contracts** – increase of R10,350m for the maintenance of roads, stormwater, and grading as reflected in the table below. R18,130m has been spent on the R19,100m approved budget allocation.

Road Maintenance Contracts		
	Total Budget	Adjusted Budget
170235652 Storm-water Drains	6 500 000,00	7 850 000,00
170235653 Pothole Repairs	6 600 000,00	13 600 000,00
170235345 Grading of Roads	6 000 000,00	8 000 000,00
	19 100 000,00	29 450 000,00
		10 350 000,00
		54%

TABLE 158: R AND M: ROADS AND STORMWATER

Maintenance Plans and the use of Contracted Services: The Electrical and Civil Business Units will provide detailed maintenance plans that focus on planned and preventative maintenance, thus reducing the need for emergency after-hours work. These business units will review the use of contracted services for work that can be undertaken by appointed municipal staff. Also, all reporting is to correctly feature the full cost of repairs and maintenance, i.e. contractors, internal staff, materials, etc and not just outsourced repairs.

REFUSE REMOVAL CHARGES

Refuse removal charges are raised on receipt of meter movements, building completions, electricity connection completions and the MPRA S78 adjustments. The refuse removal service is done in-house in the North of the Municipality and outsourced in the southern area. Bi-annual statistics are obtained by the service provider in respect of commercial properties to ensure correct tariff application and units collected.

- **Refuse Maintenance Contract** – There is an increase for refuse collection. The additional request is mainly to fund the cost of providing the service to indigent/non-billed households, with the current cost to Council being over R3,8m per month. The Budget Steering Committee has emphasised the urgent need for the revenue section to develop and implement a strategy to address billing in these areas, with the goal of generating much-needed additional revenue for the Municipality.

CHALLENGES IDENTIFIED AND MEASURES TO ADDRESS INCONSISTENCIES - A serious challenge is Free Basic entitlement not claimed by Indigent households. This is of serious concern, as an indigent household should at the least claim their free basic electricity token monthly although they may not afford to purchase any further electricity. This seemingly appears that there could be issues with their meters – faulty, tampered, bypassed, directly connected, etc. which could be contributing to the escalating energy losses of the Municipality. As a measure, the SOP was revised to pre-screen applicants for previous purchase history and free token collection and where there is no record of such, the Customer can further appeal and a possible inspection to property would be undertaken.

Further, for unknown reasons, these households choose to register for indigent benefit yet not claim the free basic electricity. Other indigent support benefit includes refuse removal, burial and cremation fees and this could be the reason why they choose to apply for indigent support. We have an appointed Service Provider to conduct verification of indigent applications. The verification conducted is against, but not limited to, the following databases - Department of Home Affairs, SASSA, Deeds Office, Credit Bureaus.

PROPERTY RATES

The consolidated valuation roll from the municipal valuer is received on a quarterly basis and reconciled with the valuation roll generated from the financial system. Rates accounts are updated/adjusted by way of deeds returns and S78 reports.

Property rates income minimum collection rate of 96%

That this determination comes into operation on 01 July 2025. **Annual payment of rates**, the final date for the payment of annual rates be fixed at 30 September 2025. Interest and administration charges will be raised in terms of Council's Credit Control & Debt Collection Policy and Tariff of Charges. Any capital rates outstanding as at 30 November 2025 will be subject to an administration charge of 10% as stipulated in Council's Credit Control Policy and Tariff of Charges. **Monthly rates payments** may be paid in 11 (eleven) equal instalments with the first instalment payable on or before the last municipal working day of August 2025. Thereafter each monthly instalment must be paid on or before the last working day of each month and provided that interest will accrue at 10% per annum in terms of Council's Credit Control & Debt Collection Policy and Tariff of Charges if an instalment is not paid by the last working day of the month. Any capital rates outstanding as at 30 June 2026 will be subject to an administration charge of 10% as stipulated in Council's Credit Control & Debt Collection Policy and Tariff of Charges. Council will by special arrangement with individual property owners agree that rates be paid annually. Application to pay rates on an annual basis must be completed by 15 July 2025.

INDIGENT DEBTORS

Indigent debtors registered on the Municipality's indigent data base (the register) are entitled to benefits as approved by Council. Separate tariffs are allocated to reflect the indigent benefit. Quarterly reconciliations are done to the indigent register by referring to the prepaid system, billing reports and Eskom reports. Updated annually where people are allowed to come through and register and has to be approved by April annually. No. of households currently supported by KDM –

6348 for free basic electricity

12 853 for free refuse removal

FREE BASIC SERVICES

The municipality has a responsibility to ensure that indigent households are provided with the basic municipal services. Indigent households receive 100 kwh of electricity each month, at no charge to the consumer. The indigent refuse benefit is raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

INDIGENT POLICY

The indigent policy provides, inter alia, procedures and guidelines for the subsidisation of basic services and tariff charges to the indigent households. Indigent registration drives are conducted annually. The onus to re-apply for continued indigent support rests on the household. The criterion for benefits under this scheme is part of the Credit Control Policy read with the Indigent Policy

An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request de-registration.

PROVIDING FOR THE INDIGENTS

The “Equitable Share” grant enables municipalities to provide basic services to indigent households in an affordable manner. KDM has undertaken to ensure that indigent households are targeted effectively in the provision of basic municipal services. The Council of KDM has an indigent support database that is updated annually. It has been further identified that various direct and indirect services are provided to households in “indigent designated areas.” These households are provided certain benefits by virtue of residing in designated areas and as a result may not apply. The costs for these services have not been separately accounted for. The municipality has identified this challenge and will be embarking upon a process of accurately quantifying this benefit.

The portal also includes SMSs and MMS facility to look into having that as an alternative from posting and reminding consumer. A pilot will do a call centre. Under normal circumstances, indigent registration takes place in all Wards during the months Jan to May of each year for implementation on 01 July of that year. In addition, we also receive adhoc applications during the year. All applications are subject to further verification by our service provider who checks against various sources to determine if the household is indeed indigent. The way forward for registration is to allow individuals to come through to Municipal offices for registration if there are not part indigent list. Other ways to capture new individuals who qualify would be for Ward Councillors to hand out forms to local communities.

REVENUE PROTECTION (DEBT MANAGEMENT)

TABLE 159: OUTSTANDING DEBT PER CATEGORY

CATEGORY	OUTSTANDING AMOUNT		CATEGORY	OUTSTANDING AMOUNT		CATEGORY	OUTSTANDING AMOUNT
Organs of State	8,469,034		Organs of State	9,317,386		Organs of State	3,705,237
Commercial	28,881,643		Commercial	33,630,492		Commercial	37,153,131
Households	128,718,599		Households	164,344,916		Households	177,075,455
	166,069,276			207,292,794			217,933,824

In terms of a policy decisions of dealing with debt it must be noted that Council IS EXPECTED Credit Control and Debt Collection policy does address this and as part of the IDP a ***FINAL CREDIT CONTROL DEBT COLLECTION POLICY is ANNEXED AS PART OF ANNEXURE 26*** The reasoning behind the collection rate, implementation of the policy, tariff structure realism and reasons for poor or insufficient debt management including a plan to address this is not applicable to KwaDukuza Municipality.

Municipality to briefly inform on plans in place to improve debt collection.

PROPERTY RATES

- Deeds Returns to be completed timeously. Income generated sooner than later.
- Ensure Valuation Roll is balanced on a monthly basis
- Rating Category and Tariffs validation
- Ensure S78 Property Changes are captured timeously.

- Timeous submission of New connections, zoning changes, building completions and development updates to the Municipal Valuer
- Officials attending to Rates Clearances ensure that all source documents are provided such as, Trustee information, Companies, Meter information.

BILLING AND REVENUE COLLECTION

- Where meter information has not been captured on the billing system is identified and linked.
- Reports are periodically reviewed for purchase history on prepaid meters. Timely reviews would result in early detection of meter tampering.
- Standard Operating Procedures reviewed regularly and communicated with staff
- Customer details is verified on every interaction and kept up to date. To ensure POPI compliance we use the information to verify owner details and update where necessary.
- Data cleansing and meter audit primarily to ensure correct billing thereby reducing debtor queries and mitigating defended matters handed over to council attorneys for collection.
- Monthly SMS messages for all debtors over 30 days
- Credit Control utilises the debtors ageing report that is extracted from the financial billing system to identify monthly defaulters for follow up.
- Accounts that are in arrears, where an electricity meter is linked, will have their electricity supply disconnected.
- Accounts where a prepaid meter has been linked, that are outstanding for more than 30 days, are flagged automatically and instituted with a 40% partial block from purchasing prepaid electricity. Should the credit control department find that a total block is necessary, a special request is made to the Billing department for action.
- Indigent customers are flagged for a partial block where 40% of prepaid purchases are withheld for arrear debt.
- Where the customer cannot afford to settle the arrears, a payment arrangement in terms of the Credit Control Policy or Special arrangement is concluded with T&C's.
- Encouraging debtors to enrol on the ACB payment platform.
- Encouraging debtors to receive their invoices via emails rather than standard mail.
- Communications are sent through social media for notices, incentives etc.
- Where reasonable attempts to recovery the arrear debt has failed, accounts are handed over to Council's panel of attorneys.
- Consolidation of accounts in terms of Section 102 of the Municipal Systems Act
- Allocation of officials to call customers (Plans to introduce call centre operators). Calls to ratepayers to ensure correct contact details and awareness of debt.
- Public awareness campaigns educating and encouraging communities to pay for services at roadshows and ward committee meetings
- Periodically run Indemnity incentives in respect of voluntary disclosure of illegal connections which would result in increased purchases of electricity.
- Apply a council approved debtors incentive scheme to encourage settlement of arrears

BILLING SECTION

Successfully Implemented the electronic hand-held meter reading devices.

- minimizes the variance/exception reports

- increased accuracy and reliability of meter readings.
- Real time updates from device to office
- Ability to take pictures for records (prompted)
- GPS co-ordinates taken from meter location.
- Integration of the Prepaid management system

Interfaced the pre-paid management system and the financial billing system which enables automatic partial blocking of pre-paid meters should a debtors account be in arrears and thus a portion of the pre-paid

- Full blocking implemented on demand as and when required.
- Conventional Meters
- Meters disconnected for non-payment
- Hard disconnection and removal of cables where tampering occurs

TO INDICATE CHALLENGES IN DATA CLEANSING, WRITE-OFF AND IMPAIRMENTS.

The municipality is currently in a process of appointing a service provider to assist with data cleaning. We are experiencing few challenges in the following areas:

- Incorrect customer addresses
- Outdated customer information
- Incorrect property categories
- Misalignment of meter numbers and property addresses
- This tender process is anticipated to be finalized by no later than August 2024 due to appeals.

Data Cleansing Project – The R14m tender has been approved, with the budget adequately allocated for the project. The Director of Special Projects is leading the initiative and has indicated that revenue estimation is premature at this stage, as the project is still a work in progress. Potential revenue-generation benefits will be assessed in the 2025/26 financial year.

MEASURABLE PERFORMANCE INDICATORS FOR REVENUE

Property rates are deemed zero rated in the treatment of Value Added Tax (VAT). The following measurable performance indicators for revenue collections be set:

- Electricity income minimum collection rate of 96%
- Property rates income minimum collection rate of 96%
- Refuse income minimum collection rate of 96%

DEBT RECOVERY AND CREDIT CONTROL

The municipality budgets for the provision of debt impairment in accordance with the prescripts of GRAP. This is to impair the asset so as to reflect the collection probability. This effectively ensures that the debtors as indicated on the balance sheet are not overstated. Bad Debt is however only written off when all prospective debt recovery mechanisms are exhausted and where the possibility of recovery is remote. There may therefore be a timing difference between the impairment of the debt (provision for bad debt) and the actual “write-off” of this debt. Any bad debts written off are done so directly against the income statement by the gross value of the debt and not the impairment recognised in accordance with the Project Summary Document issued in relation to msCOA. This reduction of debtors

has a resultant effect of reducing the subsequent impairment calculated. The nett effect of this movement is recognised in the Statement of Financial Performance.

DEBT COLLECTION RATES

The municipality has undertaken a review of the applicability and accuracy of the collection percentages during the consultation period. A review will continue and should there be any amendments to these percentages, same will be adjusted in the adjustment budget. Council has embarked on various processes within the current year which will enforce better revenue collections on service charges viz.

1. Revenue Enhancement Project
2. Continuation of the Revenue and Debt Steering Committee to assist in the reduction of Energy Losses.
3. Meter Replacement Programme

DEBTORS:

In the compilation of the Final budget the municipality has applied a 96% collection rate. Collection rates for interest on outstanding debtors is budgeted for at 65% for all categories, except for interest on electricity with a collection rate of 100% being applied.

BAD DEBTS WRITTEN OFF

Additional R2,256m request by the revenue section to cater for debtors' incentive write off scheme which is effective till the 31st of May 2025.

FINANCIAL MANAGEMENT

SUPPLY CHAIN MANAGEMENT

KwaDukuza Municipality has a Supply Chain Management (SCM) Unit in place the objective of which is to address the demands, acquisitions, logistics, performance risks, and disposals to ensure that the SCM Policy together with the applicable legislations are fully complied with. A copy of the SCM Policy is attached as ***SUPPLY CHAIN MANAGEMENT POLICY FORMS PART OF – ANNEXURE 26 FINANCIAL STRATEGIES AND POLICIES***. There have been changes to the SCMP done and adopted in March 2024. This will be tabled with the other budget related policies as per usual. With regards to the procurement plan update, this is the responsibility of each ED for the respective Business Units. It is their responsibility to inform the Demand Manager or the Head: SCM of any changes made to their respective procurement plans after the adjustments budget process. With regards to timeframes of bid committee awards, the process usually runs for 90 days. The status update of all bids are reported to FLPA via the SCM processes report and the progress made on the procurement plan report. This is done by the Demand Manager. To this end, an annual schedule for the committee meetings is in place. The SCM Unit is fully functional, and the bid committees meet as per the schedules of meetings as follows:

- On Mondays immediately after MANCO/GG the Tender Adjudication Committee (TAC) and TSC as per procurement plan.
- On Tuesdays the Technical and Non-Technical Tender Evaluation Committee sits; and
- Thursdays Technical and Non-Technical Tender Specification Committees.

MONTHLY TENDER AWARDS FROM JULY 2022 TO JUNE 2023:

The total Capital Budget is R 510 264 877,00 The Adjusted Budget is R 605 084 879 The total amount awarded for the month R 72 815 666,99 The total amount awarded to date R 648 360 291,76 The total number of tenders awarded is 7.

THE TOTAL VALUE OF TENDERS AWARDED TO DATE The total value of awards includes tenders which were awarded based on rates which cannot be quantified in

KWADUKUZA MUNICIPALITY								
SUPPLY CHAIN MANAGEMENT SECTION								
TENDER AWARDS AS PER DISGNATED GROUPS REPORT								
PERIOD JULY 2023 UP TO JUNE 2024								
DESIGNATED GROUP	AMOUNTS	PERCENTAGE						
WHITES	578 991.65	0.002						
BLACKS	459 180 573.48	84%						
YOUTH	-	0%						
FEMALE	84 796 493.96	16%						
DISABLED	-	0%						
MILITARY VETERANS	-	0%						
CO OPERATIVES	-	0%						
GRAND TOTAL	544 556 059.09	100%						
MONTH	WHITES	BLACKS	YOUTH	FEMALE	DISABLED	MILITARY VETERANS	CO OPERATIVES	GRAND TOTAL
JULY	578 991.65	125 769 616.26		13 218 492.41				139 567 100.32
AUGUST		50 315 001.19		6 543 086.63				56 858 087.82
SEPTEMBER		70 313 069.88						70 313 069.88
OCTOBER		70 131 401.46		9 637 308.21				79 768 709.67
NOVEMBER		30 415 887.70						30 415 887.70
DECEMBER		31 352 130.51						31 352 130.51
JANUARY		16 822 366.34					-	16 822 366.34
FEBRUARY		2 576 199.26		7 390 667.12				9 966 866.38
MARCH		17 892 679.56						17 892 679.56
APRIL		38 380 753.82		36 904 507.23		-	-	75 285 261.05
MAY		3 618 024.00		402 962.12				4 020 986.12
JUNE		1 593 443.50		10 699 470.24				12 292 913.74
TOTAL	578 991.65	459 180 573.48	-	84 796 493.96	-	-	-	544 556 059.09
PERCENTAGE ANALYSIS								
MONTH	WHITES	BLACK MALE	YOUTH	BLACK FEMALE	DISABLED	MILITARY VETERANS	CO OPERATIVES	GRAND TOTAL
JULY	0%	90%		9%				100%
AUGUST	0%	88%	0%	12%	0%	0%	0%	100%
SEPTEMBER	0%	100%	0%	0%	0%	0%	0%	100%
OCTOBER		88%		12%				100%
NOVEMBER		100%		0%				100%
DECEMBER		100%		0%				100%
JANUARY		100%		0%				100%
FEBRUARY		26%		74%				100%
MARCH		100%		0%				100%
APRIL		51%		49%				100%
MAY		90%		10%				100%
JUNE		13%		87%				100%
TOTAL		79%		21.11%	-	-	-	100%

TABLE 160: 23/24 FY TOTAL VALUE OF AWARDS INCLUDES TENDERS AWARDED

KWADUKUZA MUNICIPALITY
SUPPLY CHAIN MANAGEMENT SECTION
TENDER AWARDS AS PER DISGNATED GROUPS REPORT
QUARTER 3

DESIGNATED GROUP	AMOUNTS	PERCENTAGE
WHITES	-	0%
BLACKS	-	0%
YOUTH	-	
FEMALE	6 053 964.40	100%
DISABLED	-	
MILITARY VETERANS	-	
CO OPERATIVES	-	
GRAND TOTAL	6 053 964.40	100%

MONTH	WHITES	BLACKS	YOUTH	FEMALE	DISABLED	MILITARY VETERANS	CO OPERATIVES	GRAND TOTAL
JULY								0.00
AUGUST								0.00
SEPTEMBER								0.00
OCTOBER								0.00
NOVEMBER								0.00
DECEMBER								0.00
JANUARY							-	0.00
FEBRUARY				6 053 964.40				6 053 964.40
MARCH								0.00
APRIL						-	-	0.00
MAY								0.00
JUNE								0.00
TOTAL	-	-	-	6 053 964.40	-	-	-	6 053 964.40

PERCENTAGE ANALYSIS

MONTH	WHITES	BLACK MALE	YOUTH	BLACK FEMALE	DISABLED	MILITARY VETERANS	CO OPERATIVES	GRAND TOTAL
JULY								0%
AUGUST								0%
SEPTEMBER								0%
OCTOBER								0%
NOVEMBER								0%
DECEMBER								0%
JANUARY								0%
FEBRUARY								0%
MARCH								0%
APRIL								0%
MAY								0%
JUNE								0%
TOTAL	0%							

TABLE 161: LATEST 2024/25 QUARTER 3 - TOTAL VALUE OF AWARDS INCLUDES TENDERS AWARDED

TABLE 162: BID COMMITTEE MEMBERS

TENDER SPECIFICATION COMMITTEE (TECHNICAL & HUMAN SETTLEMENTS)	MEMBERS
F. MHLONGO	CHAIRPERSON
SOMPERSADH	MEMBER
L. NTULI	MEMBER
N. NXUMALO	MEMBER (SCM)
VACANT (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE DISASTER 1 PROJECTS	MEMBERS
M. NTATHA	CHAIRPERSON
GOVENDER	MEMBER

S. MSWELI (SCM)	MEMBER
F, NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE (TECHNICAL)- DISASTER 2 PROJECTS	MEMBERS
S. CELE	CHAIRPERSON
L. TSHONAPHI (SCM)	MEMBER
S. MSWELI L. MHLONGO	MEMBER
S. MDADANE	
VACANT (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE (TECHNICAL)- DISASTER 3 PROJECTS	MEMBERS
S. BUTHELEZI	CHAIRPERSON
S. MSWELI (SCM)	MEMBER
N. KHAWULA	MEMBER
N. NGWANE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFICATION COMMITTEE (NON-TECHNICAL	MEMBERS
M. MBILI	CHAIRPERSON
L TSHONAPHI (SCM)	MEMBER
N. SIGN	MEMBER
S. MDADANE	
NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFIC COMMITTEE (ELECTRICAL_	MEMBERS
D MHAULE	CHAIRPERSON
P. MKHWANAZI	ALRTERNATE CHAIRPERSON)
S. CUDASAMY	MEMBER
SERUMULU	SCM

TENDER EVALUATION COMMITTEE (CIVIL AND TECHNICAL)	MEMBERS
M. NTATHA	CHAIRPERSON
GOVENDER	MEMBER
S. MSWELI (SCM)	MEMBER
S. BUTHELEZI (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE DISASTER 1 PROJECTS	MEMBERS
M. NTATHA	CHAIRPERSON
GOVENDER	MEMBER

S. MSWELI (SCM)	MEMBER
F, NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (TECHNICAL)- DISASTER 2 PROJECTS	MEMBERS
S. CELE	CHAIRPERSON
L. TSHONAPHI (SCM)	MEMBER
L. MHLONGO	MEMBER
S. MDADANE	
VACANT (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (TECHNICAL)- DISASTER 3 PROJECTS	MEMBERS
S. BUTHELEZI	CHAIRPERSON
S. MSWELI (SCM)	MEMBER
N. KHAWULA	MEMBER
N. NGWANE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUATION COMMITTEE (NON- TECHNICAL	MEMBERS
S. SKHUMBUZO	CHAIRPERSON
L TSHONAPHI (SCM)	MEMBER
N. SIGN	MEMBER
S. MDADANE	
N NGWANE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER EVALUTION COMMITTEE (ELECTRICAL_	MEMBERS
N. BIYELA	CHAIRPERSON
P. MTAKA	ALRTERNATE CHAIRPERSON)
NUNKUMAR	MEMBER
M. NAIDOO	SCM

TENDER ADJUDICATION COMMITTEE (TECHNICAL)- DISASTER 3 PROJECTS	MEMBERS
SM. RAJCOOMAR	CHAIRPERSON
S. CHONGEUNE	MEMBER
S. JALI	
L. MOOTHUSAMY	
SM. KHANYILE (ALTERNATE CHAIRPERSON)	MEMBER

TENDER APPEALS COMMITTEE (NON- TECHNICAL	MEMBERS
M. MBILI	CHAIRPERSON
L TSHONAPHI (SCM)	MEMBER

N. SIGN	MEMBER
S. MDADANE	
NAIDOO (ALTERNATE CHAIRPERSON)	MEMBER

TENDER SPECIFIC COMMITTEE COMMITTEE	MEMBERS
V. VIRAMUTHU	CHAIRPERSON
S. ZULU	ALRTERNATE CHAIRPERSON)
ADV T YENGWA	MEMBER
M. NENE	SCM

KwaDukuza Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avoid the potential of any fraudulent activities from occurring. The Municipality will ensure that business will not be conducted with entities owned by individuals that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.'

CHALLENGES AND SOLUTIONS FOR SCM DEPARTMENT:

CHALLENGES	SOLUTIONS
• ACQUISITIONS – R0 – R200K	
- Suppliers don't respond to requests for quotes - Under quoting resulting in withdrawals of CQs - CSD is an on going problem. Not functional - Requests for buying are received late for planned events - Lack of clear specifications - CSD does not identify specialist for a particular commodity reasons being service providers are permitted to register for all commodities - Incorrect votes used for procurement - All applicable websites e.g.. CSD and CIDB are extremely slow - Due to policy calling for 1 and 2 CIDB grading's, specialist service providers cannot be sourced - Load shedding resulting in a delay in capturing of orders and authorizations.	- IT system for SCM needs to be upgraded for example fibre optic cables - IT equipment for SCM must be upgraded and prioritised - Turnaround should be at least 2 days for below R30k procurements subject to the requests are received timeously. - Turnaround times for CQ's should be 10 days which includes time for advertising and evaluation and award - With Section 36's – all requests for 36's in terms of the deviations as outlined in the regulations must be approved within 7 days of incident to ensure compliance of the SOP. - Specifications must be drafted by a senior official of the BU - Service providers are to be called telephonically once requests are sent and orders are placed - For all capital procurement the budget office must sign off all requests to ensure that funds are available for such requests

	The SCM practitioner together with the Buyer must ensure that the vote recorded on the request for buying is legitimate before any procurement takes place.
• DEMAND MANAGEMENT – TENDERS	
- Tenders are being extended to many times. - Open ended extension of validity letters - No quorums for scheduled meetings - Late arrival of members (members require secretariats to constantly remind them of meetings despite emails and notices being circulated) - Items / reports submitted by departments are unclear and not credible; for example authors of the items do not consult with their superiors - Non-compliant with advert requirements (budget clearance certificate, minutes not being sent, signed tender advert not submitted) - Business units are not availing themselves to attend meetings although notice of meetings are sent - Items deferred - budget clearance certificate not submitted - Items are not signed off by the relevant ED / Directors - Items deferred for various reasons are not submitted on time to the various committees. - Tenders closed not being sent for evaluation within the validity period - Non-adherence of the procurement plan	- Validity to be extended only for 30 days - Scheduled meeting as follows: Monday TAC; Tuesday TEC & Thursday TSC - Communication to members is via e-mails only. After 15 minutes the attendance register will be ruled off. All apologies must go via the secretariat with reasons for non attendance. Before the attendance register is tabled at FPC the chairs will given an opportunity to vet the attendance. - All report must signed off by the EDs - It is mandatory that the BU attends the Bid committee meetings to present their items. Officials up to a Manager level are only to present to the committees - Bid Documents to be sold will only be the ones that are signed off by the members of TSC. - Before the item is tabled at TSC the BU must obtain a Budget Certificate from the Budget Office - items that are differed must be resubmitted in 3 days to the Admin Officers for tabling - Tenders must be tabled at the Committee within the validity period. - Invite the Demand Manager to BU Manco to address the PP

TABLE 163: SCM CHALLENGES AND SOLUTIONS

The way to deal with above challenges is to, on monthly basis, to tender the Monthly status tender reports on progress and challenges experienced to the finance committees. Checklists have been implemented and SOP's have been developed to address shortcomings and challenges in SCM. Quarterly reports on the turnaround times for the awarding of tenders are submitted to MANCO and the finance portfolio committee. The quarterly SCM Implementation report details the number of meetings held for bid committees, attendance as well as performance. KwaDukuza has developed its own Preferential Procurement Policy which feeds in to the SCM Policy.

ASSETS AND INFRASTRUCTURE

The various master plans are maintained and updated by the respective business units which touch on the element of infrastructure as well as assets. Operational and maintenance plans are developed to attempt preventative repairs and maintenance, based on the implementation of the master plans alluded to above. Unfortunately owing to the backlog of repairs and maintenance, it is cumbersome to adequately undertake preventative repairs and maintenance. Hence corrective maintenance is therefore undertaken. Each department has its own operations and maintenance plan. The asset renewal element included in the Asset management plan is reflective of the needs on the ground, however, funding is a challenge.

FINAL 2025/26 FINANCIAL MANAGEMENT POLICIES – ANNEXURE 26 FINANCIAL STRATEGIES AND PLANS

OVERVIEW OF BUDGET RELATED POLICIES

The budget process is guided and governed by relevant legislation and budget related policies. The following are key budget policies that are considered during the Final MTREF process. The policies were considered by Council via a separate item included in the May Council Agenda. Notwithstanding this, below is a summary of the reviewed policies.

1. RATES POLICY
2. CREDIT CONTROL & DEBT COLLECTION POLICY
3. INDIGENT POLICY
4. TARIFF POLICY
5. CASH MANAGEMENT & INVESTMENT POLICY
6. BORROWINGS POLICY
7. SUPPLY CHAIN MANAGEMENT POLICY
8. VIREMENTS POLICY
9. BUDGET POLICY
10. FUNDING & RESERVE'S POLICY
11. ASSET MANAGEMENT POLICY
12. LONG TERM FINANCIAL PLANNING
13. INFRASTRUCTURE, INVESTMENTS & CAPITAL PROJECTS POLICY
14. SUPPLY CHAIN MANAGEMENT POLICY FOR INFRASTRUCTURE PROCUREMENT AND DELIVERY MANAGEMENT
15. CONTRACTS MANAGEMENT POLICY
16. UNALLOCATED DEPOSITS POLICY

FINANCIAL PLAN WITH PROJECTS AND COMMITTED FUNDING

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial Plan include the allocations for sector departments with confirmed and/or committed projects with budget. ***PLEASE SEE ANNEXURE 25 FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2025/26***

CHALLENGES AND INTERVENTIONS:

- Sustained period of significant Staff Vacancies
- Staff capacity

- Critical staff members approaching retirement age within the next 5 years.
- An ever-changing compliance environment – constantly chasing a moving target.
- Low salary levels of key staff- job evaluation has been waited for over 6 years. Has resulted in high staff turnover, especially in the expenditure section.
- Inability to implement proper succession planning for key positions due to significant vacancy rates.
- A serious lack of municipal finance skills due to significant vacancies.
- Lack of proper segregation of duties.
- Delays being experienced in key processes due to capacity constraints

FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

TABLE 164: FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

• STRENGTHS	• WEAKNESSES
• GRAP Compliant Budget and AFS. • Developers' contribution towards infrastructure development, • Established and functional BSC, AMC and controls Committee. • Highly skilled finance officials in certain critical functional areas. • Finance Department is not reliant on consultants but maintains a high degree of compliance • A high revenue collection rate. • Significant amount of institutional knowledge amongst key staff members • Successful internship program • Long term financial plan, • Experienced Staff on some sections • Ability to meet obligations to staff, creditors, institutions and Councillors • Annual indigent drives replaced with indigent verification • Implemented Consumer portal • Electronic handheld meter reading devices • Setting of cost reflective and affordable tariffs • Automated blocking of pre-paid meters and debt recovery • Committed staff despite the key vacant posts • Policies reviewed by COGTA and Vuthela	• Poor organisational accounting/finance skills placing undue demands on those who have taken the initiative to understand and learn processes. • Lack of clear retention and succession plan in certain areas. • Limited budget for employment/staff vacancies. • Microsoft Office Skills require improvement. • Deadlines are met under extreme pressure due to officials not respecting deadlines. • Staff development and training • Change management • Lack of clear retention and succession plan for certain staff within Expenditure Unit (Salaries and Expenditure). • Limited budget employment/staff vacancies, • Billing data not submitted to finance on time or sat all e.g., new electrical connections etc.
• OPPORTUNITIES	• THREATS
• Automation of processes reduces resilience on officials and errors. • Independent Long term financial plan • Steady progress on MSCOA implementation and financial systems	• Non- sation of projects and programmes during budget stage. • Collapse of IT infrastructure and breach of security,

• Automation of some processes • Transfers of skills from experienced staff members. • With large number of vacancies, it is opportunity to inculcate best practice with new employees.	• Failure to address problems identified in a timely manner • The audit process is increasing to outcome-based approach vs. a direct regulatory audit. • High vacancy rate • Staff close to retirement • Non-priority spending on the municipal budget

18. AUDITOR – GENERAL’S OPINION:

A formal AUDIT REPORT for 2022/23 financial year was received by KwaDukuza Local Municipality. The Audit General Opinion is as follows;

UNQUALIFIED WITH MATTER OF EMPHASIS**CURRENT OPINION VS. THE PREVIOUS:**

- Current Opinion for 2022/23 Financial year: **UNQUALIFIED WITH MATTER OF EMPHASIS**
- Current Opinion for 2022/23 Financial year: **UNQUALIFIED WITH MATTER OF EMPHASIS**
- Previous Opinion for 2021/22 Financial year: **UNQUALIFIED WITH MATTER OF EMPHASIS**

PLANS TO IMPROVE POOR AUDIT OUTCOME:

The plans to work toward the improvement of the Audit Outcome are included as part of **ANNEXURE 2 - THE KDM AUDITOR-GENERAL’S 2023/24** this includes the AG Action Plan which in which its progress is reported at Council at a monthly bases as well as part of the AUDCOM agenda. The quarterly report on the findings also forms part of THE **ANNEXURE 2 - THE KDM AUDITOR-GENERAL’S 2023/24** as a tool to dealing improving on the received Audit outcome moving forward.

ANNUAL FINANCIAL STATEMENTS

The 2023/24 AFS are fully GRAP-compliant, and the 19th unqualified audit opinion was received from the Auditor-General. There were no material changes to the Annual Financial Statements during the audit process.

CHAPTER D

Municipal Vision, Goals and Objectives

1. MUNICIPAL VISION, MISSION AND CORE VALUES

VISION

“The vision of the KwaDukuza Municipality is to, by 2030, be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner.”

MISSION

- To achieve this vision, the KwaDukuza Municipality will:
- Drive local economic development;
- Deliver a high standard of essential services;
- Encourage public participation; and
- Overcome debt and achieve cost recovery on services provided.

CORE VALUES OF KWADUKUZA

Essentially the operations of KwaDukuza Municipality are informed by the *Batho-Pele* Principles which act as guidelines in respect of relations and interaction between the Municipality and its customers, the community of KwaDukuza Municipality and other stakeholders. Accordingly, the core values upon which the Municipality operates are as follows:

TABLE 165: CORE VALUES OF KWADUKUZA MUNICIPALITY

Ethical behaviour	Flexibility and cooperatives
Respect	Compliance with all set regulations
Honesty & Integrity	Loyalty
Accountability to each other and the public	Unity
Team work	Efficiency
Initiative and Innovation	Professionalism
Fiscal Responsibility	Cost Effectiveness
Excellent Customer Service	Discipline
Hard work and Timelines	Diligence
Care & protection of resources	Openness and Transparency
	Non-discriminatory

2. KWADUKUZA MUNICIPALITY GOALS AND OBJECTIVES

The Municipality has Goals, Objectives and Strategies set out in the IDP that are aligned with the KPAs. An annexure which forms part of this IDP indicates the alignment of KDM goals, objectives and strategies with the relevant policy framework.

DEFINING A GOAL, OBJECTIVE AND STRATEGIES

For all intents and purposes, the Municipality had to endeavour to clearly articulate the distinctions between Goals, Objectives and Strategies as follows:

GOAL: A goal can be defined as an observable and measurable end result or outcome which one may set to achieve in terms of a fixed time-frame. In the context of an IDP Strategic Planning for a Municipality goals should refer to specific targets which serve as major steps to achieve the vision of a Municipality, in other words the desired destination where the Municipality needs to be. In achieving a goal/s it is imperative that one must take the necessary *objective* step and apply a particular *strategy*.

OBJECTIVE: An objective plays the role of being the defined step that one must take in order to achieve not the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that it is intended to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to get to the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very different.

STRATEGY: Can be defined as a clever way or powerful tactic that one must apply in endeavor to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

FIGURE 63: GOALS, OBJECTIVE AND STRATEGY



GOALS AND OBJECTIVES ADDRESSING THE KEY CHALLENGES

KwaDukuza Municipality's goals and objectives address the Key Challenges. The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world.

KDM GOALS AND OBJECTIVES ALIGNED TO 6 KZN KPAS

Indeed, KwaDukuza Municipality has its goals and objectives aligned to the KZN PGDS. The goals and objectives of KwaDukuza Municipality are unpacked as per the 6 KZN KPAs as follows:

TABLE 166: ALIGNMENT OF KDM GOALS TO KZN-KPAS

KEY PERFORMANCE AREAS	KWADUKUZA MUNICIPALITY GOALS	STRATEGIC OBJECTIVES
Municipal Transformation & Institutional Development	Build the capacity and systems for the 4th Industrial Revolution and the integrated e-government services, Create and promote a culture of enhanced service delivery, innovation and excellence through capable cadres of local government	To invest in skills development To enhance organisational performance (2)
Basic Service Delivery and Infrastructure Development	Expand and maintain the provision of quality basic services and the integrated human settlements	To involve local communities in matters of local government To facilitate provision of formal housing through construction of high quality houses. To ensure fair, transparent and compliant housing beneficiary management system. To restore human dignity through asset ownership To ensure that all citizens have an electricity service connection To ensure that energy losses are reduced within legislated guidelines To maintain and upgrade existing municipal infrastructure To ensure that all households have access to roads To ensure safety to road users

		To ensure that the community has access to functional public amenities To provide access to basic municipal services to all citizens To provide access to basic solid waste services to all citizens To ensure that the community has access to licensed burial facilities (13)
Good Governance & Public Participation	Improve good governance, audit outcomes and consequence management, Strengthen public participation, complaints management system and accountability Ensure mainstreaming and meaningful participation of vulnerable groups (ie. Youth, women, disabled people) in all developmental programmes Create a safer and crime free municipal area through community- public-private partnerships,	To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government To involve local communities in matters of local government To ensure effective and efficient integrated legal and advisory Legal Services for Council To provide effective and efficient Internal Audit services for Council To ensure compliance with the laws and regulations To enhance organisational performance To identify, assess and manage key risks of which organisation is exposed to To perform follow-ups on implementation of action plans To address oversight requirements of risk management and institution's performance with regards to risk management To ensure coordinated effort for the implementation of positive impact towards behavior change. To streamline empowerment and development of vulnerable groups (10)
Financial Viability and Management	Enhance municipal financial sustainability,	To contribute to a safe and secure environment To ensure municipal budget complies with MFMA and Treasury regulations

		To improve expenditure on Municipal Infrastructure Grant (MIG) allocation To improve expenditure on Capital Budget To ensure that the revenue of the municipality is collected and accounted for by improving Credit Control and Debt Collection processes To ensure that the revenue of the municipality is collected and accounted for. To ensure proper Asset Management in line with prevailing accounting standards To ensure that at least of 45% of procurement is awarded to designated sectors i.e. Youth, Women and disabled. To ensure financial viability of the municipality (9)
Local Economic Development	Promote radical socio-economic transformation agenda to address inequality, unemployment and poverty	To use capital infrastructure and social investment to provide poverty and income relief through temporary work for the unemployed To develop a prosperous, inclusive, transformative and diverse local economy (2)
Cross-Cutting Interventions	Develop comprehensive response to rapid urbanisation, low carbon development and environment sustainability,	To contribute to a safe and secure environment To prevent and reduce the impact of disasters within KDM jurisdiction Developing and sustaining the spatial, natural and built environment Promote and support Low Carbon Development Path To promote economic growth by creating an enabling environment for SMME To provide educational guidance to local citizen's development To involve local communities in matters of local government (7)

CHAPTER E

IMPLEMENTATION PLAN

1. 5- YEAR IMPLEMENTATION PLAN

BACKGROUND

KwaDukuza Municipality revised its 5-year implementation plan template to align with MSCOA requirements as per the revised implementation plan for Treasury and CoGTA and contains the following:

- Key Challenge
- Objective
- Strategy
- Performance Indicator
- Baseline
- 5-Year Targets
- Confirmed Budget
- Funding Sources
- Responsibility

KwaDukuza Municipality IDP Implementation Plan for 2024/25 FY responded on the community needs that were identified during the formulation of the five-year IDP in within the 2022/23 Financial year as well as after the adoption of the 24/25 DRAFT IDP and Budget adoption. The community needs were sourced during the Mayoral Imbizo and Ward Committee Meetings and in-line with this current term of office. A report on ward-based community needs are attached, as part of the **ANNEXURE 27: FINAL 25/26 WARD BASED PLANS/COMMUNITY BASED PLANS . THE VERY SAME COMMUNITY RAISED AT THE BEGINNING OF THE TERM OF OFFICE GET TO BE REPORTED AT THE IDP/BUDGET MAYORAL IZIMBIZO SESSION as well capital community needs for mid-term of office i.e. 2024/25 FY**

THE SUMMARY OF COMMUNITY NEEDS AS IDENTIFIED DURING THE INCEPTION OF THIS TERM IDP which are being implemented by the municipality are as follows:

- Jobs/employment and business opportunities,
- Access to low cost, affordable and rental housing stock,
- Access to water and sanitation,
- Access to electricity,
- Street lighting,
- Public amenities i.e. sports and recreational facilities, community halls
- Black top roads, stormwater management,
- Maintenance of existing infrastructure,
- High youth unemployment,
- Skills development,
- Addressing of community safety, crime and drug abuse,
- Respond to climate change and disaster incidents,
- Prioritise needs of the vulnerable groups (women, disabled),

CHAPTER F

FINANCIAL PLAN DRAFT 2025/26

1. FINANCIAL PLAN

INTRODUCTION OF MSCOA, IMPLEMENTATION AND COMPLIANCE:

THE MINISTER OF Finance promulgated Government Gazette No. 37577, Municipal Regulations on Standard Chart of Accounts (mSCOA), on 22 April 2014. The mSCOA aims to provide a National Standard uniform recording and classification of municipal budget and financial information at a transactional level, improve compliance with budget regulations and accounting standards, better inform national policy coordination and reporting, benchmarking and performance measurement. All municipalities are required to transact and report directly in and from their core financial systems.

Only the mScoa data strings that are submitted to the Local Government Portal (LG) Upload Portal/Go Muni are used by the National and Provincial Reporting to analyse the Tabled, Adopted, Adjustment Budgets and In-year Reporting of the Municipality in terms of section 16,17 and 28 of the MFMA. This assists in ensuring that the credibility and accuracy of the data strings are of utmost importance.

Since mSCOA is a municipal business reform IT IMPACTS THE ENTIRE MUNICIPALITY AND NOT JUST FINANCE. IDP will be driven by projects which includes all capital and operational projects. Budget are prepared on the basis of projects identified on the system linking to the KPA and Strategic Objectives of the Municipality. This will pave the way for the performance management and a measure against the IDP.

Other benefits of the Reform are improved data quality and credibility; standardisation and alignment of the local government accountability cycle from the IDP to Budget, SDBIP, in year reporting, annual financial statements and annual report. Standardisation of key business processes and consistency in management of municipal finances; improved transparency, accountability and governance through uniform recording of transactions at a posting level. Enabling deeper data analysis and sector comparisons to improve financial performance. Lastly the standardisation of the account classification to facilitate mobility in financial skills within local government and between other spheres of government as well as the private sector and to enhance the ability of local government to attract and retain skilled personnel.

KwaDukuza Municipality's FINAL Financial/Budget Plan for 2023/24 is set to be adopted May 2023 and a copy will be attached.

2. OVERVIEW OF THE 3 YEAR MUNICIPAL BUDGET, ANALYSIS AND EXPLANATION

The financial plan provides an overview of the 3-year municipal budget, analysis and explanation thereof. The municipality's financial plan is prepared over MTERF, and its analysis and explanations are well documented on the executive summary submitted to treasury and CoGTA respectively.

MFMA Compliant Municipal Budgets as per Section 21(1) (a) of the MFMA must meet the following criteria

Credible:

The budget is funded in terms of the S18 of the MFMA – from realistically anticipated revenue. Adoption of a budget process with evidence of sufficient political oversight and adequate public participation. All budget assumptions made are realistic and indicative of year budgeting.

Relevant:

The budget is aligned to the reviewed IDP. Council priorities are aligned to national and provincial priorities.

Sustainable:

The budget give effect to the long-term financial and operation sustainability of the municipality. Adequate provision for repairs and maintenance.

3. FINANCIAL STRATEGIES/PLAN

Budgets are financial plans for the upcoming year that show the forecasted expenditure and income for the municipality. The budgets determine how public resources from the National Revenue Fund will be utilised to perform service delivery obligations and provide for the municipality's needs. In addition to this chapter all copies of financial strategies are provided ***as provided AS PART OF ANNEXURE 26-FINANCIAL STRATEGIES AND POLICIES*** for ease of reference. All finance policies are the supporting instruments to the Municipal Financial plan. The Budget/Financial Plan for KwaDukuza Municipality reflects sound financial strategies with regard to expenditure and in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies and are listed below:

POLICY ON LONG TERM FINANCIAL PLANNING

The purpose of the policy is to outline the comprehensive long-term financial planning that will ensure long term financial sustainability for the Municipality. A long-term financial planning is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the growing demands of service delivery and infrastructure requirements. A long-term financial planning is important by identifying and prioritization of expected needs based on the Municipality's Five-Year Integrated Development Plan and details estimated amounts of funding various sources.

4. FINANCIAL STRATEGY FRAMEWORK

The priority for the Municipality, from the financial perspective is to ensure viability and sustainability of the Municipality. The long-term financial planning and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

a) REVENUE ENHANCEMENT STRATEGY. The objectives of the strategy are:

- To seek alternative sources of funding.
- Expand Income base through implementation of new Valuation Roll.
- The ability of the Community to pay for services.
- Identification and pursuance of Government Grants.
- Tightening Credit Control measures and Debt Collection Targets.

- Improve customer relations and promote a culture of payment.
- Realistic Revenue estimates.
- The impact of inflation, the Municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

b) ASSET MANAGEMENT STRATEGY. The objectives of the strategy are as follows:

- The implementation of a GRAP compliant Asset Management System.
- Adequate budget provision for Asset Maintenance over their economic lifespan.
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and control except specific exclusions are covered by insurance.

c) FINANCIAL MANAGEMENT STRATEGIES. The objectives of the policy are:

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds.
- Prepare the risk register and application of risk control.
- Implement controls, procedures, policies and by-law to regulate fair, just and transparent transaction.
- Training and development of senior financial staff to comply with prescribed minimum competency level.
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for the past financial years.

d) OPERATIONAL FINANCING STRATEGIES: THE objectives of the policy are:

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position.
- Enhance budgetary controls and financial reporting.
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve supply chain management processes in line with the regulations.

e) CAPITAL FUNDING STRATEGIES: The objectives of the strategy are to:

- Ensure service delivery needs are in line with Long Term Financial Planning.
- Careful consideration/prioritization on utilizing resources in line with the IDP.
- Analyze feasibility and impact on operating budget before capital projects are approved.
- Determine affordable limits for borrowing.
- Source external funding in accordance with affordability.
- Improve capital budget spending; and
- Maximizing infrastructure development through the utilization of all available resources.

f) COST EFFECTIVE STRATEGY: The objectives of the strategy are

- Invest surplus cash not immediately required at the best available rates.
- Restrict capital and operating expenditure increase in relation to the inflation rate taking into consideration the macro growth limit guideline and Municipal cost increase.
- To remain as far as possible within the following selected key budget assumptions:
- Provision of bad debts of at least 2%
- Overall cost escalation to be linked to the average inflation rates.
- Tariff increase to be in line with inflation plus Municipal growth except when regulated.
- Utilisation of equitable share for indigent support through free basic services.
- Maintenance of assets of at least 6% of total operating expenditure; and
- Capital cost to be in line with the acceptable norm of 18%.

g) MEASURABLE PERFORMANCE OBJECTIVE FOR REVENUE. The objectives of the strategy are to:

- To maintain the debtors to revenue ratio below 10%.
- To maintain a debtors payment rate of above 90%.
- To ensure that the debtors return remain under 40days; and
- To keep the capital cost on the operating budget less than 18%.

FINANCIAL MANAGEMENT POLICIES

The purpose of the financial policies is to provide a sound environment to manage the financial affairs of the Municipality. The key budget related policies are listed below:

- Tariff Policy
- Rates Policy
- Indigent Support Policy
- Budget Policy
- Asset Management Policy
- Accounting Policy
- Supply Chain Management Policy
- Subsistence and Travel Policy
- Credit Control and Debt Collection
- Cash Management, Banking and Investment Policy

ANNEXURE 26 FINANCIAL STRATEGIES AND POLICIES

The 3-year OPEX is indicated in the Budget/Financial Plan for 2024/25 and has included an allocation of Operations and Maintenance costs for municipal Fixed Assets. Refer to the **ANNEXURE 26_FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25** hereto for ease of reference.

KWADUKUZA MUNICIPALITY ABILITY'S OPERATIONAL EXPENSES

The repairs and maintenance are budgeted for against the total of non-current assets. Refer to the ***ANNEXURE 27_FINANCIAL PLAN & IMPLEMENTATION PLAN FOR 2024/25*** hereto for ease of reference.

5. FINANCIAL PLAN WITH PROJECTS AND COMMITTED FUNDING

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial Plan include the allocations for ALL INTERNAL BUSINESS UNITS with confirmed and/or committed projects with budget is annexure as part of the document.

CHAPTER G

Annual Operational Plan

A COPY OF KWADUKUZA MUNICIPALITY FINAL/DRAFT SDBIP-2025/26 AND TOP LAYER SDBIP IS ATTACHED AS AN ANNEXURE

ANNEXURE 29: ANNUAL OPERATIONAL PLAN AND 2025/26 KDM FINAL/DRAFT SCORECARD AND SDBIP**1. ANNUAL OPERATIONAL PLAN/S****KWADUKUZA MUNICIPALITY FINAL ORGANISATIONAL SCORECARD AND SDBIP 2024/25**

KwaDukuza Municipality's Organisational Service Delivery and Budget Implementation Plan (SDBIP) and Top Layer SDBIP details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003). The SDBIP serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP which is inter-changeably referred to as a scorecard facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The Top Layer SDBIP and Organisational SDBIP is approved by Council by end of June. ***A COPY OF FINAL/DRAFT Top Layer SDBIP and SDBIP for 2025/2026 IS PROVIDED AS IT FORMS PART OF ANNEXURE 28*** - SDBIP reports on all the key performance indicators:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Good Governance and Public Participation;
- Municipal Financial Management Viability; and
- Cross-Cutting Interventions.

The process towards the development of the FINAL 2025/26 Scorecard/SDBIPs has taken into consideration the legislative requirement as per the MFMA. Further to the credibility of the information the following processes will be undertaken:

- Engagement with the departments on the current performance and proposed adjustments;
- Development of systems descriptions for each SDBIP indicator as per Auditor general's requirements;
- Signed off by the Heads of Departments for the adjusted budgets against the indicators and systems descriptions; and
- Presentation of the SDBIP to the Municipal Manager for input before its final adoption

In terms of Circular 13 of the MFMA, The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines and linking such targets to top management.

Once the top-layer targets are set, the top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager. Much of this lower layer detail will not be made public. nor tabled in council – whilst the municipal manager has access to such lower layer detail of the SDBIP, it will largely only be the senior manager in charge who will be using such detail. to hold middle-level and junior-level managers responsible for various components of the service delivery plan and targets of the municipality. Only the highest layer of information of the SDBIP will be made public or tabled in the council. Such high-level information should also include per ward information, particularly for key expenditure items on capital projects and service delivery – this will enable each ward councillor and ward committee to oversee. service delivery in their ward.

Components of the Top Layer SDBIP :

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section: 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

(a) projections for each month of-

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote;

(b) service delivery targets and performance indicators for each quarter”.

The top-layer must include the above information, which is the basic information required for the municipal manager to ensure performance. This document is compiled by KDM in a MS word format and the scorecard/SDBIP of the municipality is compiled in an MS Excel format. The information required on revenue, for example, is necessary, as if the municipality is clearly not collecting as much revenue as anticipated in the first or second quarter (for example), it should be taking steps to ensure that it lowers its expenditure targets (through an adjustments budget) or improve its revenue collection performance. Similarly, if expenditure is occurring more slowly than expected (e.g. through under spending), the municipality needs to improve its capacity to deliver services or ensure that it is making its payments sooner and on time. The information required on revenue and expenditure will allow the mayor to assess budget performance of the municipality in terms of section 54 of the MFMA, using the monthly and mid-year reports submitted by the municipal manager in terms of sections 71 and 72.

The Top Layer(MS Word Document) covers the following aspects.

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

CHAPTER H

Organisational PMS Policy/ Framework and Individual Performance Management Policy

**(A COPY OF ORGANISATIONAL PMS POLICY/FRAMEWORK IS ATTACHED AS
PART OF ANNEXURE 29)**

CHAPTER H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

1. ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

INTRODUCTION AND BACKGROUND

KwaDukuza Municipality adopted and approved a PMS Policy/Framework as well as procedure manual for S56/57 staff members in order to manage, monitor and evaluate their performance as indicated in the Performance Management Regulations. The Policy is reviewed annually if there are any changes in the Policy or in the IDP priorities as required by the Legislations. Development of key performance indicators as per Section 42 of the MSA is done in line with the IDP process during the annual IDP review as prescribed by the Act. Performance Monitoring underpins the Municipality's IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money.

Early investigation of variances enables remedial action to be taken where appropriate. Monthly Operational reports are submitted ten days after the end of the month, to MANCO, Portfolio Committees and ultimately to Council. The quarterly departmental reports are consolidated from the Organisational Scorecard and submitted on the 10th after the end of the quarter to Performance Monitoring and Evaluation section. Reports and the POEs are analysed then a consolidated report submitted to Internal Audit, PAC and ultimately to Council outlining the performance of the Business Units and the Organisation against the service delivery targets in the Organisational Scorecard as well as the Service Delivery Budget Implementation Plan, detailing incurred expenditure against what was planned for each quarter under review.

The Finance Budget Section also submits the in-year Section 72 reports to Council as prescribed by the MFMA and other relevant financial prescripts. Both Performance and Financial information is submitted to the Internal Audit by the 25th after the end of the quarter for auditing. The internal Audit then prepares an audited report and submit to the Audit Committee and Council. At the end of the financial year, the 4 quarterly reports are consolidated to form an Annual Report with both financial and non-financial performance information. The report is submitted to Internal Audit and PAC before it can be submitted together with Annual Financial Statements to the Auditor -General for Annual Auditing by the 31st of August of each financial year.

During the 4 quarters after each performance report has been audited and submitted to all the Council structures, Executive Directors are assessed by the Performance Evaluation Committee that was established by Council to monitor and evaluate their performance on quarterly basis. This process is concluded by an Annual Performance Appraisal, by Council Performance Evaluation Committee, which normally occurs after the report from the Auditor General has been received and the Annual Report adopted by Council.

This final performance evaluation is a tool that is used to assess if the S56/57 staff are legible to get performance bonuses of between 5% and 14% as prescribed by Performance Management Regulations. The Organisational Scorecard approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Organisational Scorecard. This incorporates 41 objectives from the IDP. These were agreed by a Council Resolution. The targets were reviewed and updated at Council meeting in line with Section 72 of MFMA regulating adjustment budget and performance assessment of a municipality within the first 6 months of the financial year via resolution. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications.

The traffic light system used to report performance is as follows by the Performance Management Electronic System :

- **Blue** - Performance target extremely well met.
- **Dark Green** - Performance target well met.
- **Light Green** - Performance target met.
- **Amber** - Performance target almost met.
- **Red** - Performance target not met, needs urgent intervention if above 5%.

The setup on the Performance Management Electronic System is reflected in terms of the above colour scheme and according to calculations and percentages as indicated below:-

Setup >> Global Defaults >> Results Setting

Ref	Default Name	Default Short Code	Default Limit	Color	Your Name	Your Short Code	Your Limit	Explanation
RS0	KPI Not Yet Measured	N/A	N/A		Not Yet Applicable	NA	N/A	KPIs with no targets or actuals in the selected period.
RS1	KPI Not Met	R	75%		Not Met	R	75%	0% <= Actual/Target <= 74.999%
RS2	KPI Almost Met	O			Almost Met	O		75.000% <= Actual/Target <= 99.999%
RS3	KPI Met	G	100%		Met	G	100%	Actual meets Target (Actual/Target = 100%)
RS4	KPI Well Met	G2	150%		Well Met	G2	150%	100.001% <= Actual/Target <= 149.999%
RS5	KPI Extremely Well Met	B			Extremely Well Met	B		150.000% <= Actual/Target
RS6*	Did Not Occur	DNO	%		Did Not Occur	DNO	N/A	KPIs with a target which did not materialise

FIGURE 64: A SNIPPET FROM THE PERFORMANCE MANAGEMENT ELECTRONIC SYSTEM

APPLICATION OF OPMS IN KDM

KwaDukuza Municipality has a Council approved Organisational PMS Framework and Individual PMS Policy, a copy of which is attached as an annexure for ease of reference. **SEE ANNEXURE 30** An explanation on how the OPMS is applied in the Municipality is contained in the PMS-Policy Framework referred herein. The PMS Policy Framework is being implemented.

ALIGNMENT WITH BACK-TO-BASICS PROGRAMME INCORPORATED INTO THE C88 TEMPLATE TO ALIGN MUNICIPALITIES.

KwaDukuza Municipal in terms of National Government, C88 reporting template recognises the municipality as an Inter-mediate City.

In line with the renewed mandate of the Presidential Priority, the back-to-basics programme is to be focused and driven towards giving differentiated support to municipalities. The back-to-basics programme was launched with the theme of serving communities better. The plan of action is to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner.

The back-to-basics transformational agenda recognizes that there are widely divergent levels of performance between different categories of municipalities in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centers of good governance. There is also a need to set the proper standards for municipal performance. KwaDukuza Municipality committed itself to implementing the Back-to-Basics Programme, as means to revitalize basic service delivery. The programme has five pillars, namely:

- Provision of basic services
- Good Governance
- Public Participation
- Financial Management
- Institutional Capacity

With regards to its implementation within the municipality, departments report on progress made on the set indicators and programmes that are implemented. On a quarterly basis KDM consolidates reports which are in return sent to Provincial and National CoGTA Departments. The reports indicate performance of the municipality in different aspects of the key performance areas (providing services to its communities, whether these are carried out on time and on a regular basis). KwaDukuza Municipality, however, continues to provide services while at the same time ensures good governance and consultation with its communities.

The organization Scorecard/SDBIP is aligned to the Back-to-Basics pillars in which now are classified and the C88 template. *Please see the attached **C88 REPORTING TEMPLATE (ANNEXURE 30)** which clarifies a clear alignment, prioritized and how it is implemented within the IDP.*

Attachments:-

1-Top Layer SDBIP

2-SDBIP/Scorecard

3-C88

4-PMS Framework for Municipal Managers and Managers Directly Accountable to the Municipal Manager

INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

In 2018 KwaDukuza Municipality after consultation with Organised Labour approved Performance Management System Policy aimed at planning, monitoring and evaluating the performance of employees below Section 56 managers. In 2021 the Minister responsible for COGTA issued the Local Government Municipal Staff Regulations, September 2021, which required that all employees employed in municipalities must participate in the performance management system. These regulations were effective from 01 July 2022. The existed KwaDukuza municipality Performance Management Policy had to be reviewed in consultation with the unions to align to the provisions of the COGTA Municipal Staff Regulations. The Individual Performance Management and Development Policy was approved by Council in April 2023 after lengthy deliberations on the amendments. It was agreed that it was impossible to implement the formal performance management system for the entire workforce simultaneously and a decision was taken that a phase in approached be adapted to start with employees at management level from Task Grade 14 to 19 during the 2022/23 financial year.

Previously PMS was only limited to section 56 and 57 but with the Regulation from COGTA it talks to the need of all Municipalities to implement PMD for staff. Due to the regulations, there was a need to appoint personnel under the organisational Development Section of the Municipality to deal with issues related to the staff structures, alignment, job evaluations and most of all implementation of PM&D. There have also been various capacity building sessions that were conducted during the reporting period in trying to cascade PMS from T19 to T14 during the 2022/23 and 2023/24 financial

years. The process of cascading Performance Management System from the senior management level to middle management and to other levels of management and until Task Grade 14 is most definably in motion. Progress on implementation is facilitated per quarter.

The total number of employees from Task Grade 19 to Task Grade 12 that have conducted their 2024/25 Mid-year Performance Reviews are 114 out of 129 across the municipality. The unavailability of the staff members and supervisors to conduct their Mid-Year Performance reviews is a pervasive challenge.

As detailed in the KDM Approved IPMDS Policy and the Municipal Staff Regulations, the performance of an employee needs to be reviewed on a mid-year and on an annual basis. The annual review needs to be conducted anytime between July and September. Thereafter, once the reviews are concluded, the performance assessment reports and outcomes shall be subjected to the Business Unit and Municipal Individual Performance Moderation Committee.

It is therefore important to highlight the aspect of budget for the payment of Individual Performance Bonuses. As mentioned in the KDM Approved IPMDS Policy, the Municipality shall limit its spend on staff member's performance rewards to 1.5% of the annual salary and wage bill. The OD and PMS Section have developed a process plan as follows detailing the steps that will be followed in order to ensure the effective cascading of PMS in KDM.

TABLE 167: IPMS PROCESS PLAN OF CASCADING TO KDM EMPLOYEES

IPMS PROCESS PLAN ON CASCADING OF PERFORMANCE MANAGEMENT FOR KDM EMPLOYEES				
NO.	ACTION	TARGET DATE	RESPONSIBILITY	STATUS
1.	Meeting with PME Department and OD & Performance Section relating to the inclusion of the IPMS Indicator on all ED's Scorecards	27-31 May 2024	Director: HR	Concluded
2.	Virtual Session on the Status Quo for officials on T19- T14 on the submission of 2023/24 Individual Performance Plans	29 May 2024	Director: HR	Concluded
3.	Commencement of submission of draft 2024/25 Performance Agreement and IPP for officials on T19-T14 for your subordinates to OD & PMS office	01-15 June 2024	ED's, Directors, Managers	Concluded
4.	Conducting workshops for officials on Task grade 12 and 13	13 June 2024	Director: HR	Concluded
5.	Crafting session of 2024/25 IPP and Performance Agreements for officials on T12 and T13 (Consultation)	June-July 2024	Director: HR	Concluded

6.	Submission of approved and signed Performance Agreement and IPP for officials on T19- T12 for your subordinates to OD & PMS office	31 July 2024	ED's, Directors, Managers	Concluded
7.	Virtual session with Management on Status QUO of 2023/24 & 2024/45 FY IPP Submission and Moderation Committee responsibilities	6 September 2024	Director: HR	Concluded
8.	Review of the Appointment of Moderation Committee	13 September 2024	Director: HR	Concluded
9.	Appointment of Service Provider for the Training of Moderation Committee	30 September 2024	Director: HR	COGTA conducted an awareness session/training for all ED's, Directors & Senior Managers on their role as an Individual Performance Moderation Committee Members on the 11 th November 2024
10.	Crafting Session for newly Appointed Employees from T19-T12	1-30 September 2024	Director: HR	Concluded
11.	Crafting Session for newly Appointed Employees from T19-T12	01-30 October 2024	Director: HR	Concluded
12.	Q1 informal reviews for T19-T12 by supervisor	October-November 2024	ED, Directors, Managers	Concluded
13.	Crafting Session for newly Appointed Employees from T19-T12	01-30 November 2024	Director: HR	Concluded
14.	Submission of Status Quo Report to Moderation Committee for Consideration	27 December 2024	Director; HR	Due to the fact that many officials went on leave during the December and January period, the report will be submitted during the sitting of the IPMDS Moderation Committee in Q4

15.	Crafting Session for newly Appointed Employees from T19-T12	01-31 December 2024	Director: HR	Concluded
16.	Conducting individual performance mid-year reviews for your subordinates	January/ February 2025	ED's, Directors, Managers	Concluded
17.	Crafting Session for newly Appointed Employees from T19-T12	01-31 January 2025	Director: HR	Concluded
18.	Submission of the Mid-Term Reviews Report to Moderation Committee	28 February 2024	Director: HR	Report will be submitted to the IPMDS Moderation committee during their sitting in Q4
19.	Crafting Session for newly Appointed Employees from T19-T12	February 2025	Director: HR	Concluded
20.	Adjusted IPP approved & submitted for your subordinates to OD & PMS office (T19-T12)	31 March 2025	ED's, Directors, Managers	OD & IPMS officers met with staff members who recognized changes needed to be made to their IPP's during the Mid-Year Individual Performance Reviews. Adjusted IPP's were submitted by the 31 st of March 2025.
21.	Crafting Session for newly Appointed Employees from T19-T12	01-31 March 2025	Director: HR	Concluded
22.	Submission of Status Quo Report to Moderation Committee for Consideration	26 April 2025	Director; HR	Pending
23.	Crafting Session for newly Appointed Employees from T19-T12	01-30 April 2025	Director: HR	Pending
24.	Conducting workshops for officials on Task grade 10 and 09	10 May 2025	Director: HR	Pending
25.	Crafting Session for newly Appointed Employees from T19-T12	01-31 May 2025	Director: HR	Pending
26.	Submission of draft 2025/26 Performance Agreement and IPP for officials on T19- T12 for your subordinates to OD & PMS office	June 2025	Director: HR	Pending

27.	Crafting Session for newly Appointed Employees from T19-T12	June 2025	Director: HR	Pending

Cascading of Performance Management and Development System serves to promote productivity and optimise service delivery while ensuring compliance with legislations.

SECTOR DEPARTMENTS PROJECTS (DOH, DOT, ESKOM & DOE) – ANNEXURE 31

DEPARTMENT OF EDUCATION:

 education Department: Education PROVINCE OF KWAZULU-NATAL					
PROJECT NAME	IMPLEMENTING AGENT	TOTAL PROJECT COST	2024/2025	2025/2026	2026/2027
ALDINVILLE SENIOR PRIMARY SCHOOL	IDT	R 5,200,000	R -	R -	200,000
ASHVILLE PRIMARY SCHOOL	KZND OE	R 8,000,000	R -	R 160,295	236,800
BANGUNI SECONDARY SCHOOL	PUBLIC WORKS	R 3,898,000	R -	R 1,776,744	712,978
BANGUNI SECONDARY SCHOOL	PUBLIC WORKS	R 1,150,000	R 134,000	R -	0
DARNALL PRIMARY SCHOOL	PUBLIC WORKS	R 3,906,000	R -	R 1,685,920	670,578
DARNALL SECONDARY SCHOOL	PUBLIC WORKS	R 13,222,676	R -	R 2,475,225	1,141,989
DR B W VILAKAZI PRIMARY SCHOOL (GROUTVILLE)	PUBLIC WORKS	R 6,784,388	R -	R 1,284,388	500,000
ETETE PRIMARY SCHOOL	COEGA	R 6,500,000	R -	R 442,767	1,875,084

GLEDHOW PRIMARY SCHOOL	PUBLIC WORKS	R 3,928,000	R -	R 1,726,555	697,887
HARRY BODASING PRIMARY SCHOOL	IDT	R 5,186,000	R -	R 55,549	782,278
HULSUG PRIMARY SCHOOL	DBSA	R 1,600,000	R -	R 401,062	468,508
IMBUYISELO SECONDARY SCHOOL	PUBLIC WORKS	R 3,940,000	R 2,844,502	R 1,684,537	670,178
IMFUNDUYET HU CRECHE	IDT	R 400,000	R -	R 300,000	300,000
INKOSI ALBERT LUTHULI SECONDARY SCHOOL	PUBLIC WORKS	R 2,400,000	R -	R 246,274	212,124
IZIPHUZETHU PRIMARY SCHOOL	PUBLIC WORKS	R 2,900,000	R -	R 1,602,477	595,578
KHUTHALANI INTERMEDIAT E SCHOOL (STANGER)	PUBLIC WORKS	R 3,948,000	R 1,883,613	R 1,731,947	717,978
KWADUKUZA PRIMARY SCHOOL (GRAMMAR ST)	PUBLIC WORKS	R 3,950,000	R -	R 1,717,977	700,578
LEE PRIMARY SCHOOL	IDT	R 4,000,000	R 750,000	R 94,994	663,678
LETHITHEMBA SECONDARY SCHOOL	PUBLIC WORKS	R 5,014,124	R 129,000	R -	0
LLOYD PRIMARY SCHOOL (PHASE ONE)	IDT	R 62,457,478	R 216,886	R -	0
LLOYD PRIMARY SCHOOL :PHASE TWO	IDT	R 78,650,000	R 3,208,214	R 2,822,326	2,595,336

LUBISANA PRIMARY SCHOOL	DBSA	R 4,250,000	R -	R 628,569	748,178
LUBISANA PRIMARY SCHOOL	DBSA	R 4,932,371	R 101,000	R -	0
M L SULTAN STANGER SECONDARY SCHOOL	PUBLIC WORKS	R 4,046,000	R -	R 1,738,987	682,507
MAGUYANA PRIMARY SCHOOL	PUBLIC WORKS	R 3,970,000	R -	R 1,731,177	712,578
MBEKAMUSI COMBINED SCHOOL	PUBLIC WORKS	R 3,982,000	R -	R 625,568	713,578
MGIGIMBE PRIMARY SCHOOL	IDT	R 4,111,857	R 1,472,115	R -	0
MGIGIMBE PRIMARY SCHOOL	PUBLIC WORKS	R 4,372,608	R -	R 437,261	0
MGQWABAG QWABA PRIMARY SCHOOL	PUBLIC WORKS	R 3,988,000	R 580,000	R 629,751	721,978
MGQWABAG QWABA PRIMARY SCHOOL	PUBLIC WORKS	R 5,851,412	R 102,000	R -	0
NEW GUELDERLAN D INTERMEDIAT E SCHOOL	PUBLIC WORKS	R 3,996,000	R 1,999,091	R 597,960	713,448
NYAKANA INTERMEDIAT E SCHOOL	IDT	R 4,012,000	R -	R 100,745	661,103
OSIZWENI PRIMARY SCHOOL	PUBLIC WORKS	R 4,016,000	R -	R 670,079	724,778
OSIZWENI PRIMARY SCHOOL	PUBLIC WORKS	R 1,900,000	R -	R 275,689	144,373
PROSPECT FARM	DBSA	R 4,020,000	R -	R 3,424,822	595,178

PRIMARY SCHOOL					
PROSPECT FARM PRIMARY SCHOOL	PUBLIC WORKS	R 6,164,241	R -	R 485,142	679,099
QOQULWAZI SECONDARY SCHOOL	PUBLIC WORKS	R 4,022,000	R -	R 630,813	717,578
RADHA ROOPSINGH PRIMARY SCHOOL	PUBLIC WORKS	R 4,026,000	R 1,402,600	R 885,177	717,978
RAMLAKAN PRIMARY SCHOOL	PUBLIC WORKS	R 4,028,000	R -	R 893,521	719,953
RICARDO MTHEMBU SECONDARY SCHOOL	KZNDOE	R 15,415,000	R -	R -	1,291,500
SHAKASKRAAL PRIMARY SCHOOL	PUBLIC WORKS	R 4,032,000	R -	R 630,708	718,578
SHAKASKRAAL PRIMARY SCHOOL	IDT	R 76,700,000	R -	R 221,569	2,955,514
SIBANISETHU PRIMARY SCHOOL	PUBLIC WORKS	R 37,143,375	R -	R 122,478	46,067
SIBANISETHU PRIMARY SCHOOL	PUBLIC WORKS	R 4,948,591	R 107,000	R -	0
SIFUNULWAZI CRECHE	IDT	R 9,440,000	R -	R 260,000	1,853,584
SINENHLANHLA SECONDARY SCHOOL	PUBLIC WORKS	R 4,144,000	R -	R 456,503	414,400
SIZANI INTERMEDIATE SCHOOL	IDT	R 4,038,000	R -	R 103,256	667,478
STANGER HIGH SCHOOL	PUBLIC WORKS	R 4,044,000	R 1,266,516	R 892,907	727,578
STANGER MANOR SECONDARY SCHOOL	COEGA	R 58,242,636	R -	R 351,280	1,963,582

STANGER SECONDARY SCHOOL	PUBLIC WORKS	R 59,088,075	R -	R 1,155,218	6,086,448
STANGER SOUTH SECONDARY SCHOOL	PUBLIC WORKS	R 2,000,000	R 852,394	R 741,753	523,178
STANGER TRAINING CENTRE	COEGA	R 88,637,410	R -	R 822,326	3,318,759
TINLEY MANOR PRIMARY SCHOOL (PHASE 2)	IDT	R 63,720,000	R 769,000	R 1,822,326	2,256,040
TSHELABANTU COMBINED PRIMARY SCHOOL	PUBLIC WORKS	R 5,033,514	R 107,000	R -	0
TSHELENKOSI SECONDARY SCHOOL	IDT	R 2,900,000	R -	R 778,147	553,678
UMHLALI PREPARATORY SCHOOL	PUBLIC WORKS	R 4,064,000	R -	R 643,170	729,578
ZILUNGISELE INTERMEDIATE SCHOOL	PUBLIC WORKS	R 4,072,000	R -	R 911,565	653,695

TABLE 168: DEPARTMENT OF EDUCATION PROJECTS

DEPARTMENT OF TRANSPORT

Local Municipality	Project End Date	MTEF Year 1 2024/25	MTEF Year 2 2025/26	MTEF Year 3 2026/27
KwaDukuza Local Municipality	10/25/2026	R 20,000,000.00	R 44,692,148.00	R 1,000,000.00
KwaDukuza Local Municipality	1/17/2029	R 400,000.00	R 100,000.00	R 6,728,412.00
KwaDukuza Local Municipality	8/2/2028	R 200,000.00	R 5,300,000.00	R 13,100,000.00
KwaDukuza Local Municipality	10/25/2026	R 6,054,977.00	R 16,069,898.88	R 1,250,000.00

TABLE 169: DEPARTMENT OF TRANSPORT PROJECTS

