

NQUTHU LOCAL MUNICIPALITY



2022/23-2026/27 INTEGRATED DEVELOPMENT PLAN

FOREWORD BY THE MAYOR



His Worship the Mayor: Cllr IL Shabalala

The IDP of the first year in a term is very important since it is the one that determines the vision, mission, values and development priorities for the whole term. It is therefore necessary to ensure that this IDP is well compiled to set a good path going forward.

The Council of Nquthu Local Municipality did conduct a strategic planning session in order to form the framework upon which this IDP shall be developed. The strategic planning session resolved on the new municipal vision, mission, core values and development priorities for the next five years, among other things. I would also like to thank the people of Nquthu, AmaKhosi, Nquthu Rate Payers and all those who participated during our IDP and Budget consultations, the views, ideas and wisdom that was shared with us is greatly appreciated and will make do better. On behalf of the Council of Nquthu I wish to ensure all the people of Nquthu that all of us as elected Coouncillors take the electoral mandate that the voters of Nquthu bestowed on us very seriously and we shall serve this municipality and perform our functions with utmost dedication and honesty. We will do everything in our power to govern with integrity, honesty and transparency to render a responsive and accountable government. We promise to deliver services and develop infrastructure to all and for all our people without favour or prejudice.

We therefore call upon all stakeholders including but not limited to, traditional leadership, faith based organisations, government departments and agencies, business/private sector, non-profit organizations and all the people of Nquthu to partner with us in walking this development journey. We know it is not going to be easy we are ready for any challenge that lie ahead and ready and committed to serve you. Trust us!

YOURS IN COMMUNITY DEVELOPMENT

A handwritten signature in black ink, reading "IL Shabalala". The signature is written in a cursive style and is positioned above a horizontal line.

THE MAYOR

NQUTHU LOCAL MUNICIPALITY

MUNICIPAL MANAGER'S REMARKS



The Municipal Manager: Mr SB Mthembu

As we start the new financial year and a new electoral term, we required to turn the vision, mission and development priorities that has been set out by the new Council into reality which is a very big responsibility that rest in our shoulders as the administration.

Admittedly, the municipality has had a very serious financial system challenge in the previous term relating to the financial system and audit outcomes and we aim to address all those challenges and attain a clean audit outcome before the end of this term. However, inspite of those challenges; we are happy of the progress that the municipality made in terms of service delivery, roads were built and maintained, ECDs were built, community halls and LED projects, just to mention a few. We also aim to run an administration that will ensure that the service delivery potential of this municipality is fully realized. As a rural based and grant dependent municipality, it is very important that we initiate do everything in our power to expand our revenue base so that we can further accelerate service delivery and infrastructure development as directed to so by law and Council. This IDP is our blueprint that will guide us in ensuring that all the developmental goals and targets are met.

We looking forward to doing what of all of us as municipal officials were appointed to do and as the accounting officer I will make sure that all municipal officials combine their effort to ensure that the municipality perform its functions effectively and deliver services as required.

THANK YOU

A handwritten signature in black ink, appearing to read 'SB Mthembu', written over a horizontal line.

MR SB MTHEMBU

MUNICIPAL MANAGER

NQUTHU LOCAL MUNICIPALITY

Table of content

<i>A.1 Who we are?</i>	1 – 3
<i>A.2 Political structure</i>	3 – 5
<i>A.3 Administrative structure</i>	5
<i>A.4 Key challenges</i>	6
<i>A.5 Opportunities</i>	7
<i>A.6 Municipal vision, mission, core values and spatial vision</i>	7 - 8
<i>A.7 Development goals, objectives and strategies</i>	9 - 13
<i>A.8 How was this IDP developed?</i>	14 - 15
<i>A.9 How will municipal performance be measured?</i>	16 – 17
<i>B.1 Legislative provisions</i>	17 – 19
<i>B.2 Policy directives</i>	19 – 22
<i>B.3 Commonalities and relationship between policy directives</i>	23
<i>C.1 Spatial Analysis</i>	24
<i>C.1.2 Administrative entities</i>	25 – 28
<i>C.1.3 Land Ownership</i>	28 – 30
<i>C.1.4 Land Reform</i>	31
<i>C.1.5 Land Capability</i>	32 - 33
<i>C.1.6 Private sector Development</i>	34
<i>C.1.7 spatial Planning and Land Use Management</i>	34
<i>C.1.7.1 Spatial Development Framework (SDF)</i>	34 - 38
<i>C.1.7.2 Precinct Plans</i>	38 - 39
<i>C.1.7.3 Urban Design</i>	39
<i>C.1.7.4 Land Use Management Scheme</i>	39
<i>C.1.7.5 Spatial Planning and Land Use Management Challenges and SWOT Analysis</i>	39 - 40
<i>C.1.8 Environmental Analysis</i>	40
<i>C.1.8.1 Agricultural Potential</i>	41 - 42
<i>C.1.8.2 Biodiversity</i>	43 - 48
<i>C.1.8.3 Hydrology and Ground Water</i>	48 - 50
<i>C.1.8.4 Air Quality</i>	51 - 52
<i>C.1.8.5 Costal Management</i>	52
<i>C.1.8.6 Climate Change</i>	53 - 55
<i>C.1.8.7 Strategic Environmental Assessment</i>	55 - 56
<i>C.1.9 Agriculture and Environmental Trends and Analysis</i>	56 - 57
<i>C.1.10 Agriculture and Environmental: SWOT Analysis and Key Challenges</i>	57
<i>C.1.11 Disaster Management</i>	58
<i>C.1.11.1 Municipal Institutional Capacity</i>	58
<i>C.1.11.2 Risk Assessment</i>	59 - 67
<i>C.1.11.3 Risk Reduction and Prevention</i>	67 - 68
<i>C.1.11.4 Response and Recovery</i>	68 - 69
<i>C.1.11.5 Training and Awareness</i>	69
<i>C.1.11.6 Funding Arrangement</i>	69
<i>C.1.11.7 Ecosystem-based Disaster Risk Reduction (EcoDRR)</i>	69 – 70
<i>C.1.11.8 Disaster Management: SWOT Analysis and Key Challenge</i>	70
<i>C.2 Demographic Characteristic and Socio-Economic Conditions</i>	70

<i>C.2.1 Demographic Indicators</i>	71 – 79
<i>C.2.2 Socio-economic Conditions</i>	79 – 98
<i>C.2.3 Public Satisfaction Levels</i>	99 – 105
<i>C.2.4 Key Findings (Including trends)</i>	105
<i>C.3 Municipal Transformation and Organizational Development Analysis</i>	105
<i>C.3.1 Municipal Transformation and Organizational Development</i>	105
<i>C.3.2.1 Institutional Arrangement</i>	106 – 110
<i>C.3.2.2 Power and Functions of the Municipality</i>	110
<i>C.3.2.3 Approved Organizational Structure/ Organogram</i>	110
<i>C.3.2.4 Municipal Institutional Capacity and Status of Critical Post</i>	110 – 111
<i>C.3.2.1 Status and Implementation of Human Resource Development</i>	111 - 112
<i>C.3.2.2 ICT Policy Framework, Related ICT Policies and IT Steering Committee</i>	112 – 113
<i>C.3.3 Municipal Transformation and Organizational Development: SWOT Analysis and Key Challenges</i>	113 - 114
<i>C.4 Good Governance and Public Participation</i>	114
<i>C.4.1 Good Governance Analysis</i>	114 – 115
<i>C.4.1.1 Status of National and Provincial Programs Rolled-out at Municipal Level</i>	115 – 116
<i>C.4.1.2 IGR Status and Functionality</i>	116 – 117
<i>C.4.1.3 Functionality of Management Structure</i>	117 – 118
<i>C.4.1.4 Functionality of Municipal Structures</i>	118 – 119
<i>C.4.1.5 Functionality of Internal Audit Unit</i>	119
<i>C.4.1.6 Functionality of Audit committee</i>	119
<i>C.4.1.7 Functionality of Enterprise Risk Management (Policy and Strategy)</i>	119 – 120
<i>C.4.1.8 Functionality of Bid Committee</i>	120
<i>C.4.1.9 Adoption Status of Municipal Policies and Bylaws</i>	120 - 121
<i>C.4.2 Public Participation analysis</i>	121
<i>C.4.2.1 Ward Committee status and Functionality</i>	121
<i>C.4.2.2 Participation of Amakhosi in Council Meetings</i>	121 – 122
<i>C.4.2.3 Communication Plan for Public Participation</i>	122
<i>C.4.2.4 Status of Ward based Planning</i>	122 – 123
<i>C.4.3 Good Governance and Public Participation: SWOT Analysis and Key Challenges</i>	123 – 124
<i>C.5 Service Delivery and Infrastructure Development</i>	124
<i>C.5.1 Water and Sanitation</i>	124 – 130
<i>C.5.1.2 Sanitation</i>	130 – 131
<i>C.5.1.3 Water and Sanitation Projects and Budget for Nquthu</i>	132
<i>C.5.2 Solid Waste Management</i>	132 – 135
<i>C.5.3 Transportation Infrastructure</i>	135 – 139
<i>C.5.2 Energy/Electricity</i>	140 – 143
<i>C.5.3 Community Facilities</i>	143 – 146
<i>C.5.6 Human Settlements</i>	147 – 148
<i>C.5.7 Telecommunications</i>	148 -149
<i>C.5.8 Animal pound</i>	149
<i>C.5.9 Infrastructure Master Plan</i>	149
<i>C.5.10 Service Delivery and Infrastructure: SWOT Analysis and Key Challenges</i>	149
<i>C.6 Local Economic and social Development Analysis</i>	150

<i>C.6.1.1 Led Functionality and Capacity</i>	150 – 151
<i>C.6.1.2 Policy/ Regulatory Environment and Alignment</i>	151 – 152
<i>C.6.1.3 Strategic Economic Analysis</i>	152 – 156
<i>C.6.1.4 Strategic Programmes and Interventions</i>	156 – 158
<i>C.6.1.5 Ease of Doing Business/ Red Tape Reduction</i>	158 – 159
<i>C.6.1.6 Functioning and implementation</i>	159
<i>C.6.1.7 Potential Employment/Job Creation</i>	159 – 160
<i>C.6.1.8 LED Projects</i>	160
<i>C.6.1.9 Key Challenges and SWOT Analysis</i>	161
<i>C.6.2 Social Development</i>	161
<i>C.6.2.1 Health and Education</i>	162
<i>C.6.2.2 Safety and Security and nation Building and Social Cohesion</i>	162 – 164
<i>C.6.2.3 Youth Development</i>	164 – 174
<i>C.6.2.4 Early Childhood Development</i>	175 – 177
<i>C.6.2.5 Social Development: SWOT Analysis and Key Challenges</i>	178
<i>C.7 Municipal Financial Viability and Management Analysis</i>	179
<i>C.7.1.1 Grant Received, Capital Grant expenditure Performance and Capital Projects</i>	179
<i>C.7.1.2 Social and Economic Redress via Indigent Management</i>	180
<i>C.7.1.3 Revenue Raising strategies</i>	180 – 182
<i>C.7.1.4 Revenue Protection</i>	182
<i>C.7.1.5 Financial Management</i>	182 – 185
<i>C.7.1.6 Loans/ Borrowings and Grant Dependency</i>	185
<i>C.7.1.7 Investment</i>	185
<i>C.7.1.8 Auditor General Audit Report and AG Action Plan</i>	185
<i>C.7.2 Financial Viability and Management: SWOT Analysis and Key Challenges</i>	185 -186
<i>D.1 Municipal Vision, Mission, Core Values and Spatial Vision</i>	187 – 188
<i>D.2 Development Priorities</i>	188
<i>D.3 Goals, Objectives and Strategies</i>	188 -194
<i>H.1 How does the Municipality’s OPMS Work</i>	194 - 195
<i>H.2 OPMS Alignment to Municipal Goals, Objectives and Strategies</i>	195
<i>H.3 Cascading of Performance Management to Lower Levels</i>	195
<i>H.4 Individual Performance Management Systems</i>	195
<i>H.5 OPMS alignment to back to basics</i>	195 – 196
<i>H.6 Municipal Performance in the previous Year</i>	196 - 197

SECTION A: EXRCUTIVE SUMMARY

A.1 Who we are?

(a) Municipal category and geographic location

Nquthu LM is a category B municipality located north east of the province of the Province of KwaZulu-Natal and seats at the north eastern boundary of Umzinyathi DM and share borders with the following local municipalities:

- eMadlangeni and Abaqulusi local municipalities on the North. Abaqulusi LM is located within Zululand DM while eMadlangeni is located within Uthukela DM;
- Ulundi LM on the East which is also located within Zululand DM;
- Nkandla LM on the South which is located within King Cetshwayo DM; and
- Msinga LM and Endumeni LM to the West both of which are located within Umzinyathi DM.



FIGURE 01: Nquthu location in KZN and UDM

(b) Municipal powers and functions

Section 152 of the Constitution sets out the objects of municipalities and Section 153 determines the developmental duties of municipalities. In light of this constitutional mandate, the Municipal Structures Act assigns specific powers and functions to district and local municipalities in a matter that allows an effective system of local government. The Umzinyathi DM is responsible for water and sanitation while Nquthu LM has the following powers:

- Access roads and storm water construction and maintenance;
- Billboards and outdoor advertising regulation;
- Street cleaning;
- Local amenities;
- Local tourism;
- Public facilities and spaces;
- Municipal planning and building regulations, and
- Local economic development.

(c) Municipal wards and Ward Councilors

The municipality was demarcated into 17 wards after the Demarcation Board increased them from 15 wards in May 2011 before local government elections. From 01 November 2021 the municipality transitioned to 19 wards after the new demarcation processes. Ward delimitation is the responsibility of the Municipal Demarcation Board (MDB) which is identified by the Local Government: Municipal Structures Act, 1998 as an independent authority which performs its functions impartially, and without fear, favour or prejudice. The aim of ward delimitation is to ensure that all wards in the municipality have approximately the same number of voters. The process of ward delimitation occurs just before local government elections and involves rigorous consultation between the role players. The intention of the consultative process is to allow municipalities to show the people in their areas what the MDB is proposing with respect to wards in their Municipalities, these processes resulted in new wards and newly elected ward councillors as listed below.

Ward	Name and Surname	Gender
1	Z. Sithole	Male
2	C.S Thusini	Male
3	L. Mkhwanazi	Male
4	S.S Langa	Male
5	M.E Mnguni	Male
6	S.B Simelane	Male
7	N.M Buthelezi	Male
8	M.I Khoza	Male
9	S.D Masimula	Male
10	M.R Ngobese	Female
11	S.M Buthelezi	Male
12	Cllr. S. Radebe	Female
13	Z. Ndlovu	Female
14	Cllr. P.W.J Buthelezi	Female
15	J.N Khoza	Male
16	M.C Mnguni	Male
17	T.M Hadebe	Male
18	Cllr. T.A Dlamini	Male
19	Cllr. S.M C Zikode	Male

(d) Proportional/Party representative Councillors

Eighteen (18) Councillors are elected on a proportional basis through political party lists as they are listed in the table below:

	NAME OF COUNCILLOR	GENDER	PARTY
1.	<i>Cllr IL Shabalala</i>	<i>M</i>	<i>IFP</i>
2.	<i>CT Buthelezi</i>	<i>F</i>	<i>ANC</i>
3.	<i>LS Hoffman</i>	<i>F</i>	<i>ANC</i>
4	<i>CN Xulu</i>	<i>F</i>	<i>ANC</i>
5.	<i>MN Khanye</i>	<i>F</i>	<i>ANC</i>
6.	<i>NS Mkhize</i>	<i>F</i>	<i>ANC</i>
7.	<i>TJ Motloung</i>	<i>M</i>	<i>ANC</i>
8.	<i>Cllr BS Chambule</i>	<i>M</i>	<i>ANC</i>
9.	<i>Cllr S Ngcobo</i>	<i>F</i>	<i>ANC</i>
10.	<i>Cllr RA Ndlovu</i>		
11.	<i>Cllr SM Kunene</i>	<i>M</i>	<i>ABC</i>
12.	<i>Cllr KA Msimanga</i>	<i>M</i>	<i>ABC</i>
13.	<i>Cllr SH Ngobese</i>	<i>F</i>	<i>ABC</i>
14.	<i>Cllr NM Zungu</i>	<i>F</i>	<i>IFP</i>
15.	<i>Cllr CT Nyoka</i>		
16.	<i>Cllr GS Hlatshwayo</i>	<i>F</i>	<i>IFP</i>
17.	<i>Cllr RA Ndlovu</i>		
18.	<i>Cllr QM Ngobese</i>	<i>M</i>	<i>IFP</i>

TABLE 01: Ward councillors

(e) Traditional Councils in Nquthu

Nquthu LM has a good working relationship with traditional leadership and the vast majority of Nquthu falls under the control of traditional leaders. Nquthu has nine (9) Traditional Council areas; namely:

- Sizamile
- Jama
- Khiphinkunzi
- Emandleni
- Mbokodebomvu
- Vulindlela
- Mangwe-Buthanani
- Molefe
- KwaZondi

(f) AmaKhosi sitting in Nquthu LM Council

The following AmaKhosi were elected by their structure to sit in Nquthu LM Council:

- INkosi FP Hlatshwayo
- Iso leSilo SD Buthelezi

A.2 Political structure

The municipality’s highest decision making structure is Council which is presided over by the Speaker. The structure which looks into the day to day business of the municipality is the Executive Committee which is presided over by the Mayor and has subcommittees which are generally referred to as ‘portfolio committees’. All chairpersons of portfolio committees are EXCO members and report and/or make recommendations to EXCO which subsequently reports to Council through the Mayor. MPAC is the primary oversight arm of Council and play an oversight role over EXCO and reports directly to Council.

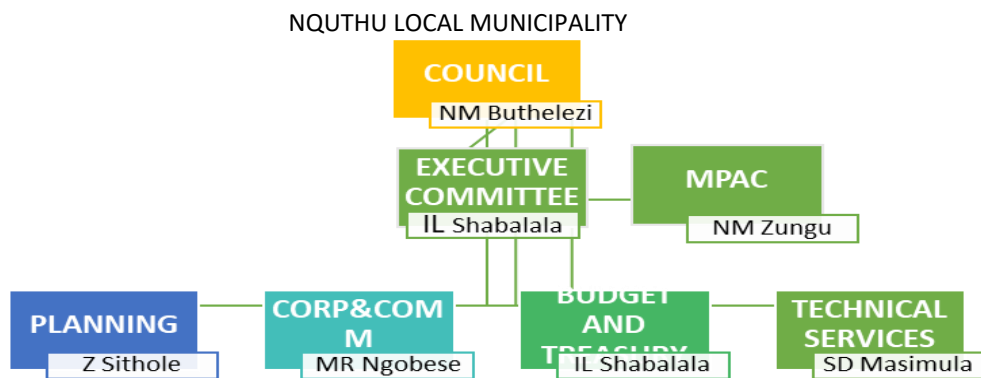


FIGURE 02: Political structure

(a) Municipal political office bearers/full-time councillors

MAYOR	SPEAKER	DEPUTY MAYOR
<ul style="list-style-type: none"> • Cllr IL Shabalala • PR Councillor 	<ul style="list-style-type: none"> • Cllr NM Buthelezi • Ward 	<ul style="list-style-type: none"> • Cllr MR Ngobese • Ward

FIGURE 03: Municipal office bearers

(b) Structures of the municipality and their functions

The legislative and the highest decision making body of Nquthu LM is Council which is made up of thirty-seven (37) Councillors and is chaired by the Speaker. Council has an Executive Committee which is a day to day committee and attends to the everyday business of the municipality and is directly accountable to Council; this committee is chaired by the Mayor who is the political face of the municipality. Council also has portfolio committees which are arranged in line with municipality’s own internal departments, these committees, except the MPAC, report to the Executive Committee. Municipal structures and their functions are explained in detail in the Municipal Transformation and Institutional Development section of this IDP.

(c) Members of the Executive Committee

Members of the Executive Committee of the municipality are shown below.

- Cllr IL Shabalala
- Cllr MR Ngobese
- Cllr Z Sithole
- Cllr SD Masimula
- Cllr Cllr BS Chambule
- Cllr TJ Motlounge
- Cllr. N.S Mkhize

(d) Members of MPAC

MPAC Members	
1.	Cllr NM Zungu (Chairperson)
2.	Cllr G.A. N. Buthelezi
3.	Cllr T.A Dlamini
4.	Cllr S.B Simelane
5.	Cllr J.N Khoza
6.	Cllr S.M.C Zikode
7.	Cllr T.M Hadebe
8.	Cllr K.A Msimango
9.	Cllr S.Y Nyoka
10.	Cllr S.S Langa

TABLE 02: MPAC members

(e) Members of portfolio committees

FINANCIAL SERVICES	PLANNING, LED AND HOUSING	CORPORATE AND COMMUNITY SERVICES	TECHNICAL SERVICES
1. Cllr. I.L Shabalala (Chairperson)	1. Cllr. Z. Sithole (Chairperson)	1. Cllr. M.R Ngobese (Chairperson)	1. Cllr. S.D Masimula (Chairperson)
2. Cllr. M.I Khoza	2. Cllr. S.G Hlatshwayo	2. Cllr. T.A Dlamini	2. Cllr. S.B Simelane
3. Cllr. M.C Mnguni	3. Cllr. G.A.N Buthelezi	3. Cllr. J.N Khoza	3. Cllr. M.E Mnguni
4. Cllr. S. Radebe	4. Cllr. Q.M Ngobese	4. Cllr. L. Mkhwanazi	4. Cllr. C.T Buthelezi
5. Cllr. Z. Ndlovu	5. Cllr. S.M Buthelezi	5. Cllr. T.J Motloung	5. Cllr. N.S Mkhize
6. Cllr. B.S Chambule	6. Cllr. C.T Buthelezi	6. Cllr. L.S Hoffman	6. Cllr. M.N Khanye
7. Cllr. R.A Ndlovu	7. Cllr. P.W.J Buthelezi	7. Cllr. C.S Thusini	7. Cllr. S.H Ngobese
8. Cllr. C.N Xulu	8. Cllr. S.M C Zikode	8. Cllr. S. Radebe	8. Cllr. S. Ngcobo
9. Cllr. S.M Kunene	9. Cllr. K.A Msimanga	9. Cllr. T.M Hadebe	

TABLE 03: Portfolio committee members

A.3 Administrative structure

All the municipality’s administrative powers are vested in the MM and duly delegated to all lower levels of administration which has different departments dealing with specific municipal functions and each headed its own HOD. The structure of municipal administration is structured as depicted below:

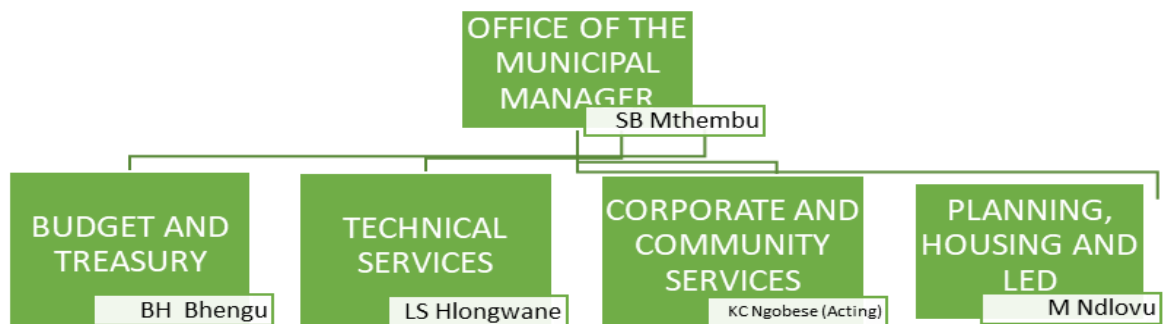


FIGURE 03: Administrative structure

Senior managers listed in the structure above constitute MANCO and sits regularly to attend to all administrative matters of the municipality. This committee is fully functional and execute all its responsibilities quite effectively.

A.4 Key challenges

KPA	KEY CHALLENGE	DESCRIPTION
Municipal Institutional Development and Transformation	<i>Insufficient internal capacity to perform some of the local government functions to the desired levels.</i>	<ul style="list-style-type: none"> • Unnecessary reliance on consultants which divert financial resources which should be ideally invested in service delivery. • Inability to reach the municipality’s true potential.
Service Delivery and Infrastructure Development	<i>Huge infrastructure and services backlog and insufficient financial resources.</i>	<ul style="list-style-type: none"> • Limited access to public facilities and/or services. • Poor telecommunications infrastructure and therefore poor network receptions/signal. • Poor road network drive up transportation costs and limits economic activity. • Huge capital investment negatively affects other development areas and limit resources available for maintaining existing infrastructure.
Local Economic Development and Social Development	<ul style="list-style-type: none"> ➢ <i>High unemployment rate and non-inclusive economic growth.</i> ➢ <i>High levels of social inequality</i> 	<ul style="list-style-type: none"> • High dependency ratio and indigence rate resulting in low revenue base for the municipality. • Youth unemployment may result in high levels of crime, drug abuse and unplanned pregnancy. • Inequality results in high social vulnerability for particular sections of society who are the bottom of the social ladder.
Good Governance and Public Participation	<i>Inability to reach real municipal potential in terms of good governance and public participation.</i>	<ul style="list-style-type: none"> • Failure to attain a clean audit outcome as a result of irregular expenditure and performance related issues. • Inadequate public participation may result in an unnecessary community unrest which may disrupt service delivery or vandalism.
Financial Management and Viability	<i>Lack of sufficient revenue base and grant dependency.</i>	<ul style="list-style-type: none"> • Limited financial resources available to invest in service delivery and infrastructure development. • Grant dependency.
Cross Cutting	<ul style="list-style-type: none"> • <i>Unplanned sprawling rural settlements which impacts on negatively on proper planning and cost-effective delivery of services.</i> • <i>Insufficient capacity to manage disasters within the municipality.</i> 	<ul style="list-style-type: none"> • Unplanned development undermines the economic viability of the municipality since such development does not align to economic opportunities and potential. • Service delivery also becomes unplanned and become intervention orientated. • Nquthu is disaster prone and the some out-flung areas cannot be reached on time in cases of disaster incidents.

A.5 Opportunities that Nquthu has

OPPORTUNITY	DESCRIPTION
<i>Rich heritage and tourism potential</i>	<i>Nquthu is very rich in heritage. As such, there is a lot of untapped into potential in the tourism sector despite the good work that the municipality has done in promoting tourism in Nquthu which is hampered by limited resources. Tourism is one of the economic sectors with the potential of becoming the economic drivers of Nquthu.</i>
<i>Underdeveloped agriculture</i>	<i>While Nquthu has a challenge of soil erosion and water shortage, it has some arable tracts of land that has an agricultural potential and can be utilized for food production for commercial purposes, especially in maize production and livestock farming. In most cases, communal land is freely available for use.</i>
<i>Controlled development</i>	<i>The municipality’s proper spatial planning, implementation and enforcement of laws can result in a more equitable development of all nodes which can results in more economic opportunities.</i>
<i>Positive entrepreneurial spirit</i>	<i>Nquthu has no local industries; most economic activity is centered on retail, services, taxis industry, informal sector and government procurement. The informal sector is a very important component of the local economy of Nquthu because of the positive entrepreneurial spirit of the locals. There are many people who thrive on participating in this sector of the economy to make living. The survival and self-reliance mindset of the people of Nquthu represents an opportunity for local economic growth if the informal sector is properly developed through training of informal traders and exposing them to variety of business capacity so that they can branch out other forms of trading other than buying and selling.</i>
<i>Labour supply</i>	<i>Due to high unemployment rate especially among the youth, there is a huge supply of low skill and semi-skilled labour suitable to work in the agriculture, services and manufacturing sectors.</i>
<i>Investor friendly environment and potential</i>	<i>Nquthu LM is open to investors and ready to work with them to establish a mutually beneficial relationship to unlock the economic potential of Nquthu. Densely populated areas like Nondweni have immense investment potential especially in the retail and services sector.</i>
<i>Suitable geographical position and accessibility</i>	<i>Nquthu is strategically located between Dundee and Vryheid with a road infrastructure which enhances its ability to supply neighboring areas like should it improve its production/manufacturing capacity. There is also sufficient road network to facilitate transportation of goods to and from Nquthu.</i>

A.6 Municipal vision, mission, core values and spatial vision

(a) Vision

“To govern with integrity through servant leadership, accountability and responsive governance in order to meet the developmental needs of the people of Nquthu”

(b) Mission

To fight underdevelopment by promoting a culture of self-help and self-reliance in our communities through skills development, infrastructure development, protecting the vulnerable groups, fighting drug abuse, promoting safer communities, building the local economy and working hand-in-hand with AmaKhosi and all other stakeholders.

(c) Core values

We subscribe to the value system inspired by and premised on the principles of Batho Pele and Ubuntu, which are:

- Solidarity
- Freedom
- Unity in diversity
- Accountability
- Responsiveness
- Customer focus
- Innovation
- Efficiency
- Transparency
- Self-help and self-reliance
- Integrity

(d) Spatial Vision

“By 2040 the Nquthu Municipality will have changed its spatial and socio-economic landscape through innovative spatial planning principles of justice, sustainability, efficiency, resilience and good administration that will position the municipality as a destination of choice for tourism and investment”.

(e) Spatial development principles

The development principles for Nquthu Municipality are informed by the SPLUMA principles as set out in the Act and apply to all stakeholders (government and private sector) responsible for the implementation of legislation regulating the use and development of land. The following table illustrates. These principles are detailed in the following page.

SPLUMA PRINCIPLES	APPLICATION TO THE MUNICIPALITY
Spatial justice	Integrate Low Income residential areas to high order centers and new economic opportunities in growth area and adjacent to major roads and redressing imbalances with improved infrastructure and new economic opportunities.
Spatial sustainability	Protecting environmentally sensitive areas, coherent and reinforcing infrastructure, protecting agriculture potential areas and upgrade residential areas with appropriate infrastructure.
Efficiency	Intensity of development on the periphery of CBD, adjacent major nodes, limited mixed-use activity spines between focus points, new and Infill development focused to create coherent system, mainly in urban and peri-urban areas of Nqutu, Nondweni and Ngolokodo
Spatial resilience	Planning of human settlements in such a manner that they are more resilient to climate change impacts.
Good administration	Alignment of programmes with sector departments, facilitating processes which deal with Development Applications from lodgment to decision making by MPTs and Authorized Officers and Appeal process within the legislated timeframes.

A.7 Development goals, objectives and strategies

National KPA 01: Municipal Institutional Development and Transformation

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Insufficient internal capacity to performance of some of the local government functions to desired levels.	National Development Plan: Goal 7 - Building a capable state. Provincial Growth and Development Strategy: Goal 2 – Build government capacity. Municipal Goal: Ensure human capital development and improve institutional capacity.	1.1 To improve municipal capability.	1.1.1 Implementation of WSP by ensuring the training of staff and councillors as per the WSP. 1.1.2 Ensure that appointments for advertised posts are finalized on time. 1.1.3 Ensuring that critical posts and all budgeted vacant posts are filled. 1.1.4 Provide in-service training to students who have completed their degrees/diplomas.
		1.2 To enhance institutional development.	1.2.1 Strive to attain demographic equity in municipal workforce.
		1.3 To ensure an effective municipal ICT system.	1.3.1 Monitor the ICT systems by ensuring a functional IT Steering Committee.
		1.4 To ensure effective management of municipal performance.	1.4.1 Table performance reports to enable Council to monitor performance.
		1.6 To ensure effective fleet management system.	1.6.1 Implementation of Fleet Management Policy.

National KPA 02: Service Delivery and Infrastructure Development

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Huge infrastructure and services backlog and insufficient financial resources.	National Development Plan: Goal 2 - Expanding infrastructure. Provincial Growth and Development Strategy: Goal 2 – Infrastructure development. Municipal Goal: Improved access to Basic services.	2.1 Ensure quality of municipal road network and expansion of access road network.	2.1.1 To ensure improved quality of municipal road network.
			2.1.2 To ensure improved quality of municipal road network.
			2.1.3 To ensure the expansion of access road network.
		2.2 Improvement of electricity services, affordability, access, connection, and energy sustainability.	2.2.1 Improved affordability of electricity.
			2.2.2 To ensure improved access to electricity.
			2.2.3 Improved energy sustainability.
		2.3 To improve access to network connectivity.	2.3.1 To improve access to network connectivity.
		2.4 Improve access to public facilities in terms of community halls, Sport fields, and ECDs.	2.4.1 Ensuring access to public facilities by construction of community halls.
			2.4.2 Expanding access to Early Childhood Development facilities.
			2.4.3 Expanding access to Sport field facilities.
			2.4.4 Improvement of residential development.

National KPA 03: Local Economic Development and Social Development

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
High unemployment rate and non-inclusive economic growth.	<p>National Development Plan: Goal 1 - Creating jobs and livelihoods.</p> <p>Provincial Growth and Development Strategy: Goal 2 – Inclusive economic growth.</p> <p>Municipal Goal: Achieve inclusive Economic growth and development to alleviate poverty.</p>	3.1 Ensure growing the local economy.	3.1.1 Development and implementation of Agricultural Strategy.
			3.1.2 Average time taken to process business license applications
			3.1.3 Promote the formalization of SMMEs.
			3.1.3 Build the capacity of local SMMEs to make them competitive and sustainable.
			3.1.4 Use local procurement and sub-contracting as an instrument to grow SMMEs.
			3.1.5 Support local youth enterprises to unleash their potential and innovation.
			3.2 To ensure growing the tourism sector in the municipality.
	3.3 Promotion of Social cohesion through Arts and Culture development programmes.	3.3.1 Facilitate and participate in all art, culture and heritage activities.	
	3.4 To ensure more effective poverty alleviation.	3.4.1 Creation of jobs to alleviate poverty by implementing EPWP, CWP, Waste Ambassadors.	
High levels of social inequality.	<p>National Development Plan:</p> <ul style="list-style-type: none"> • Goal 5 - Improving education and training. • Goal 9 - Transforming society and uniting the nation. <p>Provincial Growth and Development Strategy: Goal 3 – Human and community development.</p> <p>Municipal Goal: Ensure accelerated social development of the people of Nquthu.</p>	11.1 Promotion of all sports codes in the municipality.	11.1.1 Ensure the implementation of all sports development and plans.
		11.2 To ensure the welfare of vulnerable groups within the municipality.	11.2.1 Establish and ensure the functionality of representative forums for the targeted social groups.
		11.3 Ensuring Early Childhood Development in Nquthu.	11.3.1 Providing support to ECD centres.
		11.4 Ensuring youth development in Nquthu.	11.4.1 Initiating and implementing youth development initiatives.

National KPA 04: Good Governance and Public Participation

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Inability to reach real municipal potential in terms of good governance and public participation.	<p>National Development Plan: Goal 8 - Fighting corruption and enhancing accountability.</p> <p>Provincial Growth and Development Strategy: Goal 6 – Governance and policy.</p> <p>Municipal Goal: To attain a well governed and accessible municipality that is rooted in the will of the people.</p>	4.1 Improved municipal responsiveness.	4.1.1 Ensure that all complaints received are attended to on time.
			4.2.1 Ensure that all ward committees are functional.
		4.3 More effective municipal administration.	4.3.1 Prevent recurrence of AG findings.
			4.3.2 Ensure that councillors declare their interests.
		4.5 Improved council functionality.	4.5.1 Prevent disruption of council meetings to ensure smooth functioning of council.
		4.6 To ensure the municipality maintains a functional Back to Basics status.	4.6.1 Back to Basics programme implementation.
		4.7 To ensure improved communication with communities.	4.7.1 Engaging communities about all development or infrastructure projects.
		4.8 To ensure effective risk management.	4.8.2 Implement the municipality's risk management policy and strategy.
		4.9 Strive to attain a clean audit.	4.9.1 Ensure that the AG Action Plan is implemented and that Audit Committee sits and reports to Council.
		4.10 To ensure effective records management system.	4.10.1 Awareness of staff on the implementation of records management system.
		6.1 Ensure effective strategic planning by developing a credible IDP.	6.1.1 Ensure that the IDP is compliant and meet all prescribed timelines.

National KPA 05: Financial Management and Viability

KEY CHALLENGES	GOAL	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Lack of sufficient revenue base and grant dependency.	<p>National Development Plan:</p> <ul style="list-style-type: none"> Goal 8 - Fighting corruption and enhancing accountability. Goal 7 - Building a capable state. <p>Provincial Growth and Development Strategy: Goal 6 – Governance and policy.</p> <p>Municipal Goal: To attain a well governed and accessible municipality that is rooted in the will of the people. Improved and sound financial management and viability.</p>	5.1 To ensure effective expenditure management.	5.1.1 Ensuring that the municipality execute its procurement plan.
		5.2 Ensure municipal financial sustainability.	5.2.1 Maintain proper municipal financial sustainability.
		5.3 To ensure improved municipal liquidity position.	5.3.1 Ensure that the municipality is in a good position to meet its short-term liabilities by maintaining a set current ratio.
			5.3.2 Ensure municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.
			5.3.3 Prudent management of municipal finances to ensure sustainability Liquidity Ratio.
		5.4 To ensure improved debt management.	5.4.1 Improve debt collection by billing of all municipal debtors.
			5.4.2 Keep municipal assets in good state by efficient spending of maintenance budget.
			5.4.3 Invest optimally in infrastructure by spending budgeted capital expenditure.
		5.5 To ensure improved financial management.	5.5.1 Ensure proper budget implementation and that expenditure is incurred in acceptable standards.
			5.5.2 Ensure effective procurement management by adhering a set average turn-around time for awarding of bids.
			5.5.3 Ensure that electricity distribution losses does not exceed 10%.
			5.5.4 Ensure effective and consistent reporting.

National KPA 06: Cross Cutting

KEY CHALLENGES	GOAL	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME	
<p>Unplanned sprawling rural settlements which impacts negatively on proper planning and cost-effective delivery of services.</p> <p>Insufficient capacity to manage disasters within the municipality</p>	<p>National Development Plan: Goal 4 - Transforming urban and rural spaces.</p> <p>Provincial Growth and Development Strategy: Goal 7 – Spatial equity.</p> <p>Municipal Goal: Improved strategic planning and municipal spatial planning.</p>	6.1 To ensure effective land use management and development planning.	6.1.1 Reviewing of Urban Design Framework (UDF) and SDF to address spatial challenges in Nquthu Town.	
		6.2 To ensure provision of gathering, managing, and analysing spatially related data through GIS.	6.2.1 Implementation of GIS Policy.	
		6.3 Ensure compliance with National building Regulations Act and Building Standards and Bylaws.	6.3.1 Creating awareness to local community National Building Regulations Act and building standards.	
	<p>Provincial Growth and Development Strategy: Goal 5 – Environmental sustainability.</p> <p>Municipal Goal: Achieve improved response to disaster.</p>	7.1 Improve mitigation effects of emergencies and disasters.	7.1.1 Improve disaster response time and Alertness to the community.	
		<p>Provincial Growth and Development Strategy: Goal 3 – Human and community development.</p> <p>Municipal Goal: Safe municipal environment.</p>	8.1 Ensure a secure and safe internal municipal environment.	8.1.1 Implementation of municipal safety plan.
			8.1 To ensure safer local roads.	8.1.1 Maximum enforcement of road traffic laws and municipal bylaws.
	<p>Provincial Growth and Development Strategy: Goal 5 – Environmental sustainability.</p> <p>Municipal Goal: Sustainable development and environmental management.</p>	10.1 To ensure effective environmental protection.	10.1.2 Initiating and implementation of all municipal environmental management programmes.	

A.8 How was this IDP developed?

MEC comments

Municipal Systems Act requires that the IDP be sent to the Provincial MEC for assessment after which the MEC compile comments to assist the municipality to improve the credibility of its IDP. The IDP was duly submitted and the MEC made the following comments (summarized) in his MEC letter and the municipality has responded accordingly as outlined below:

No.	MEC Comments	Municipal response
1	Provide information on the implementation of the Human Resource Strategy and also detail Employment Equity targets.	The IDP provide this information as per the recommendations of the MEC.
2	<ul style="list-style-type: none"> Clearly state if the municipality’s landfill site is licensed and compliant and also mention the status and implementation of IWMP. No information on the housing budget. The municipality need to coordinate all its electricity projects with Eskom. 	<ul style="list-style-type: none"> These omissions have been addressed by clearly explaining the status of the landfill site and also the IWMP which has been reviewed. This information has been captured. The IDP now provide information on how it is working with Eskom on electricity projects.
3	<ul style="list-style-type: none"> The LED Strategy is outdated and requires a review. Unclear how AgriParks support agricultural production in rural areas. 	<ul style="list-style-type: none"> The LED Strategy has been reviewed and a second phase review will take place after the release of Census figures. More assessment and analysis will be made and the second phase of the LED Strategy review will provide accurate details.
4	The municipality was commended for a well detailed KPA.	The municipality now to ensure that it implements what the IDP stipulates in the KPA.
5	<ul style="list-style-type: none"> Include the Indigent Policy in the IDP. Attach the Procurement Plan aligned to SDBIP. SCM Policy to make provision for disabled persons. 	<ul style="list-style-type: none"> The Indigent Policy has been included. The Procurement Plan has been duly attached as recommended. The municipality currently rely on the PPPFA Regulations and will endeavor to address this matter in the next financial year.
6	The municipality encouraged to fully participate in all DDM structures and programmes.	The information regarding the participation of the municipality is contained.
7	Emphasis on the importance of ward based planning to ensure grass root democratic participation and ensuring that the IDP is informed by real needs of the people.	The municipality will compile WBPs for the following financial year due to challenges relating to change in ward boundaries and election of new ward committees.

Public consultations

The municipality has adopted a continuous consultation approach whereby WBPs are identified as strategic tool for a more effective public consultation process whereby Councillors use their meetings to gather the views of the public about their needs and priorities. WBPs then becomes the basis for the IDP review as it specifically identifies community needs, backlog and priorities at a ward level and then align and consolidate that information into the IDP. However, at the beginning of this term WBPs were not developed due to the fact that Ward Committees were not yet elected and the ward boundaries had dramatically changed which affected ward demographics and infrastructure backlog and access levels. To mitigate this challenge, the strategic planning session resolved that incoming councilors should submit their five-year project lists with the understanding that this will

be revisited after the publication of Census result after which all wards will be expected to develop WBPs with credible data. Furthermore, after the municipality approved its draft IDP, it was put on the municipal website and notices were published in newspaper and also communicated on the municipality's social page and an IDP Stakeholder Representative Forum was conducted on 12 April 2022 (since OSS that has been previously used is experiencing challenges) wherein ward committees, sector departments and other stakeholders engaged on the Draft 2022/23-2026/27 IDP and Draft Budget.

AmaKhosi and the Nquthu Ratepayers Association were engaged separately in different meetings because they have specific matters that they had to be engaged on. Ratepayers association meeting was held on the evening of 12 April 2022 due to the fact that most of them are working during the day. AmaKhosi meeting was held on 17 April 2022 at the Nquthu Council Chambers. Engagement with them was a great success and an agreement was reached that this approach (of bilateral meetings) should be used in future.

Input by Councillors

Councillors are the main representatives of the people and they understand the needs of the people better. Inputs are continuously received from Councilors during the process. However, councilors will have to ensure that their inputs do not deviate from approved WBPs unless those plans have been amended.

Strategic planning resolutions

The strategic planning made recommendations which eventually adopted by Council. Such recommendations provide a strategic direction and define the development trajectory for the municipality upon which the IDP is based.

IDP and Budget Steering Committee

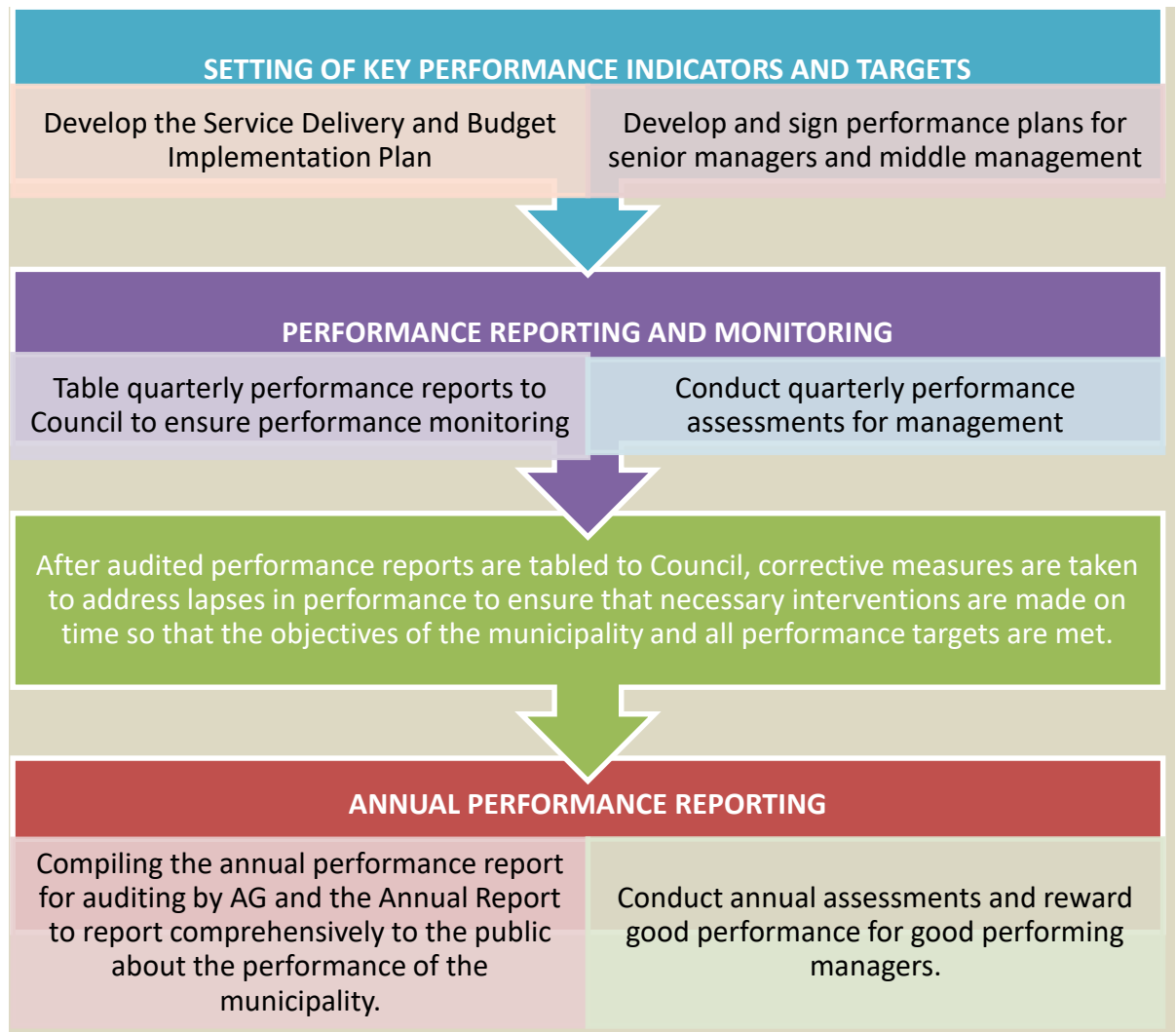
The municipality, as set out in the IDP and Budget Process Plan, did merge the IDP Steering Committee and the Budget Steering Committee into one committee to ensure proper coordination and alignment since there were challenges when these committees were constituted separately. The IDP and Budget Steering Committee sits frequently on scheduled dates and hold special meetings when the need arises. In most cases, scheduled dates are not entirely followed but all planned meetings are held and timelines are met even although dates may differ. The IDP and Budget Steering Committee is fully functional and the 2023/23 IDP and Budget Steering Committee will further tighten the provisions relating to the functions of this committee to further improve its functionality going forward.

Approval by Council

The IDP was duly approved by Council on 26 May 2022 together with the budget and a resolution to approve the IDP is incorporated as part of this IDP. The IDP was further advertised for public comments, sent to COGTA for assessment by the MEC and put on the municipal website.

A.9 How will performance be measured?

The diagram below briefly illustrates the performance management stages and processes in managing municipal performance. There have also been new developments brought about by the introduction of the new Municipal Staff Regulations which makes it mandatory to cascade performance management to all levels. The municipality has procured a new electronic performance management system that will hopefully allow it to cascade performance to lower levels.



SECTION B: LEGISLATIVE FRAMEWORK AND DEVELOPMENT PRINCIPLES AND STRATEGIES

The Constitution of the Republic of South Africa establishes three (3) spheres of government; the national, provincial and local sphere of government. The Constitution requires all these spheres to work in a cooperative and complementary manner. The local sphere of government is the most closest to the people and is at a coalface of service delivery. As such, the local sphere of government has to take into account national and provincial policy imperatives and programmes in the planning and implementation of all its projects and programmes while at the same time paying attention in pursuing the global and continental development agenda. This section outlines the principles that informed and guided Nquthu LM in compiling this IDP, the manner in which it determines its development priorities as well as the manner in which it conducts its business as it endeavors to develop Nquthu.

For purposes of compiling a well informed and aligned IDP, the municipality will be informed and guided by the following:

- Legislative provisions;
- Sustainable Development Goals;
- The African Union 2063 Agenda;
- The National Development Plan;
- The Medium Term Strategic Framework;
- The Provincial Growth Development Plan;
- The District Growth Development Plan;
- The State of the Nation Address;
- The State of the Province Address;
- The Integrated Urban Development Framework;
- The Back to Basics programme;
- The municipality's Spatial Development Framework;
- The Local Economic Development Strategy and,
- The municipality's Vision, Mission and Development Priorities.

Moreover, it is very important to keep a constant eye on all plans and/or programmes of government, private sector and non-profit sector that are aimed to support the development aspirations of municipalities and communities in general in a variety of ways. These plans or programmes should then be taken into account in municipal plans to identify areas of cooperation between the municipality and all stakeholders and also to prevent duplication.

B.1 Legislative provisions

Our mandate and our processes are governed by different pieces of legislation that give effect to Section 152 of the Constitution which establish the objects of local government and Section 153 which defines the exact functions of local government. Such legislative is listed and briefly explained in the table below, especially as it relates to integrated development planning:

Constitution of the Republic of South Africa (Act No. 108 of 1996)

The Constitution requires municipalities to undertake developmental orientated planning to ensure that it:

- *Strives to achieve the objectives of local government as indicated in Section 152;*
- *Gives effect to its developmental duties as required by Section 153, and*
- *Together with other organs of state it contributes to the progressive realization of fundamental rights contained in Section 24, 25, 26, 27 and 29.*

Municipal Structure Act (Act No. 117 of 1998)

The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the Metro, Districts and Local Municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.

Municipal Systems Act (Act No. 32 Of 2000)

According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated

development planning process to produce integrated development plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality. That:

- *Is based on up to date and accurate statistics and empirical data that can inform strategic decision making;*
- *Integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction;*
- *Forms the general basis on which annual budgets are developed;*
- *Aligns the resources and capacity of the municipality with the implementation of the plan;*
- *Assists a municipality in fulfilling its constitutional mandate as developmental local government; and*
- *Facilitates the processes of democratization and sustainability through vigorous public participation.*

Municipal Finance Management Act (Act No. 56 of 2003)

The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that at least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

- *The preparation, tabling and approval of the annual Budget;*
- *The annual review of the integrated development plan in terms of Section 34 of the Municipal Systems Act, and the Budget related policies*
- *The tabling and adoption of any amendments to the integrated development plan and budget related policies, and*
- *The consultative processes forming part of the processes referred above.*

Disaster Management Act (Act No. 53 of 2002)

The Disaster Management Act No 53 of 2002, Section 25 requires each municipality must, within the applicable municipal disaster management framework, to:

- *Prepare a disaster management plan for its area according to the circumstances prevailing in the area;*
- *Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;*
- *Regularly review and update its plan: and*
- *Through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.*

Municipal Planning and Performance Management Regulations, 2001

In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

Intergovernmental Relations Act

The Intergovernmental Relations Act is a very important piece of legislation because it establishes a legal obligation on all spheres and organs of government to work in a manner that is cooperative and complimentary.

Promotion of Access to Information Act (PAIA)

Section 32 of the Constitution provides for a right of everyone to have access to information that concerns him/her and/or he/she requires to exercise his/her rights. PAIA gives effect to this constitutional right and outline all procedures that should be put in place by government organs in giving effect to this right and also determine the extent or limits to which this right can be exercised.

Promotion of Administrative Justice Act (PAJA)

PAJA is a piece of legislation that ensures that the actions of all government organs are just and establishes a principle of consultation with affected parties. This is very important and relevant to a local municipality because laws, decisions and processes of the municipality should be open to the public and be subjected to a consultation process. The public is entitled to a just and fair administration.

Division of Revenue Act

This Act is a legal instrument to distribute and/or allocate revenue collected nationally to all spheres of government to fund different government programmes and outline the following:

- *Explain the formula used to allocate funds to different spheres of government, especially local government;*
- *Prescribe conditions upon which these funds shall be utilised and how they shall be accounted for;*
- *Determine intergovernmental principles and/or obligations applicable between different levels and organs of government in planning and spending of funds allocated;*
- *Determine the role of transferring and receiving officers especially national departments and municipalities, and*
- *Provide for any related matters.*

B.2 Policy directives

Sustainable Development Goals

On the 25th of September 2015, hundred and ninety-three (193) countries under the United Nations banner adopted Sustainable Development Goals (SDGs) with a shared goal of ending poverty, protect the planet and ensure prosperity for all.

While these goals are quite ambitious and a mammoth task to achieve, Nquthu LM believes that they can be achieved and are achievable if everyone put maximum effort in realizing them. These goals are:

1. End extreme poverty in all forms by 2030.
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3. Ensure healthy lives and promote well-being for all at all ages.
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Achieve gender equality and empower all women and girls.
6. Ensure availability and sustainable management of water and sanitation for all.
7. Ensure access to affordable, reliable, sustainable and modern energy for all.
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10. Reduce inequality within and among countries.
11. Make cities and human settlements inclusive, safe, resilient and sustainable.
12. Ensure sustainable consumption and production patterns.
13. Take urgent action to combat climate change and its impacts.
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

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.
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The African Union 2063 Agenda

This agenda is essentially an instrument to achieve the vision of the African Union which says “An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”. In pursuit of this noble vision, the AU set seven (7) aspirations that seek to define the kind of Africa we want, these are:

1. A prosperous Africa based on inclusive growth and sustainable development.
2. An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of African Renaissance.
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
4. A peaceful and secure Africa.
5. An Africa with a strong cultural identity, common heritage, values and ethics.
6. An Africa where development is people-driven, unleashing the potential of its women and youth.
7. Africa as a strong, united and influential global player and partner.

The National Development Plan (Vision 2030)

This is the blueprint for South Africa’s long term development vision. The NDP identifies and focuses on solutions and strategies to attain the following goals:

1. Creating jobs and livelihoods;
2. Expanding infrastructure;
3. Transitioning to a low carbon economy;
4. Transforming urban and rural spaces;
5. Improving education and training;
6. Providing quality health care;
7. Building a capable state;
8. Fighting corruption and enhancing accountability, and
9. Transforming society and uniting the nation.

The Medium Term Strategic Framework (MTSF)

This MTSF is a national strategic plan for the 2014-2019 national government electoral term that is inspired by and/or based on the vision of the NDP. The MTSF focuses on fourteen (14) priority outcomes, which are:

1. Quality basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all;
8. Sustainable human settlements and improved quality of household life;
9. Responsive, accountable, effective and efficient local government (Outcome 09);
10. Protect and enhance our environmental assets and natural resources;
11. Create a better South Africa and contribute to a better Africa and a better world;
12. An effective, efficient and development-orientated public service;
13. A comprehensive, responsive and sustainable social protection system, and
14. A diverse, socially cohesive society with a common national identity.

The Provincial Growth Development Plan (PGDP)

The KZN PGDP is inspired by the vision of the NDP and encapsulates all the principles and aspirations of the people of KwaZulu-Natal of which Nquthu is part.



The District Growth Development Plan (DGDP) and District Development Model (DDM)

The Umzinyathi DM is in the process of developing its plan together with local municipalities under it and while this plan was adopted, the DDM was introduced as a new model to promote a well-coordinated and integrated approach to development across all spheres of government as well the private and non-governmental sectors.

This IDP has tried to incorporate the plans and projects of sector departments and agencies as well as other social partners as part of the implementation of DDM. This is very important to avoid unnecessary duplication and ensure that all stakeholders involved in service delivery and infrastructure development complement each other for a maximum social and economic impact.

The State of the Nation Address (SONA)

The President of the Republic of South Africa, President Ramaphosa delivers his State of the Nation Address on an annual basis to take the nation into confidence regarding the affairs of the state and challenges and achievements of government and also government plans going forward.

The State of the Province Address (SOPA)

The Premier of the Province of KwaZulu-Natal, Honorable S Zikala, delivered the State of the Province Address in 24 February 2022 which is aimed at looking into the service delivery, social and economic conditions in the province and also determine the direction and approach of the provincial government to address those issues.

The Integrated Urban Development Framework (IUDF)

South Africa is faced by a serious challenge of rapid and uncontrolled urban migration as people move to urban areas in pursuit of economic opportunities. The IUDF's main objective is to ensure spatial transformation whereby development in our towns and cities is planned in a manner that gives effect to four (4) strategic goals, which are:

- **Spatial integration-** to forge new spatial forms in settlement, transport, social and economic areas;
- **Inclusion and access-** to ensure that people have access to social and economic services, opportunities and choices;
- **Growth-** to harness urban dynamism for inclusive, sustainable growth and development, and
- **Governance-** to enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The Back to Basics programmes (B2B)

The B2B is a national initiative aimed at promoting and ensuring good governance, public participation, sound financial management, accountability and delivery of services to communities at local government level. This initiative put emphasis on existing local government laws and programmes and put in place reporting requirements with a sole aim of monitoring and evaluating the actual performance of municipalities.

The Nquthu LM B2B implementation approach is herein outlined in the implementation plan section of this IDP.

The Spatial Development Framework (SDF)

The SDF is a very important planning instrument for the municipality because it outlines and analyses the challenges and opportunities of the municipality in terms of its environmental situation, water scarcity and access, agricultural potential, biodiversity, climate, socio-economic conditions, settlement patterns and other related information that is central to allow the municipality to develop proper plans and programmes.

Nquthu LM has reviewed its SDF in March 2017 and used it extensively in compiling this IDP as it provide a very important data and analysis for purposes of planning (*See Situational Analysis section*).

The Local Economic Development Strategy (LED Strategy)

Local economic development is one of the foremost developmental priorities of Nquthu LM. In this light, the LED strategy becomes a very strategic facts gathering and planning tool that guides the municipality to enable it to develop economic development projects and programmes that are economically feasible and sustainable.

Nquthu LM has a LED strategy that was adopted back in 2014 but could not be reviewed annually due to financial constraints. However, the existing strategy is a good base and framework that can be reviewed internally since the fundamental aspects of a credible LED strategy are already incorporated into that strategy.

The municipality's Vision, Mission and Development Priorities

Council, at its Strategic Planning Session, resolved to review vision, mission and development priorities of the municipality to give effect to the new electoral mandate of Council that was inaugurated in November 2021 after the elections..

The revised vision, mission and development priorities takes into account political direction of new Council and also take into account the new policy direction of government as a whole, especially with regard to the emphasis that is put in economic redistribution through procurement and local enterprise development. The revised vision also put emphasis on a dynamic and transformational political leadership that is conscious of the current political, social and economic environment and is capable of steering the municipality in a correct growth path.

B.3 Commonalities and relationship between policy directives

A careful analysis of these policy directives as expressed at a global, continental, national and provincial levels reveal a particular pattern by which there is a broad convergence of ideas and aspirations between all of them. Even though the wording may differ, but the principles, objectives and goals remain the same. In essence, there is a clear unity of purpose between all these policy directives which makes them inherently aligned in principle and in essence. Such unity of purpose is summarized below as follows:

- **Sustainable development:** emphasis that development should be planned and implemented in such a way that it can be sustained in the long term. This means that all development programmes must be financially feasible, cost effective, consistent and continuous for as long as they are necessary.
- **Fighting poverty:** there is broad consensus that every effort must be put in fighting and eliminating poverty. Poverty is a broad phenomenon that can take many forms, including; lack of income, hunger, lack of shelter, lack of access to proper health care, etc.
- **Inclusive growth and job creation:** while economic growth is a prerequisite for any society to prosper, economic growth that is not inclusive and which does not benefit the majority of citizens can never produce a prosperous nation. As such, emphasis is put on the need to ensure that all people, especially the previously disadvantaged or the former oppressed, do participate in the economy and reap the benefits of economic growth through employment opportunities and also through enterprise development and ownership.
- **Environmental protection and conservation:** development, especially infrastructure development and industrialization, can be a very resource intensive process that can endanger our environment either through natural resource depletion or environmental pollution. In light of this reality, government, the private sector and anyone else should be environmentally conscious and follow a prescribed protocol and also take all necessary measures to protect and preserve our environment for future generations, especially as we are faced with a challenge of climate change which result in terrible natural disasters like floods and drought.
- **Democracy, good governance, peace, justice, human rights and the rule of law:** these are the fundamental requirements for any nation to be economically, political and socially stable and prosperous, as such; all governments are expected to meet these requirements without fail.
- **Redress and social cohesion:** in order for any nation to attain social cohesion, there has to be a concerted effort to redress the imbalances of the past so that the former oppressed and the former oppressor have same access to opportunities and share equally in the wealth on the nation. Social cohesion shall always be a product of equality; it can never be an isolated phenomenon.
- **Social justice, equality and transformation:** undoing the social injustices and discriminatory practices of the past especially in respect of race and gender in order to effect a change of mindset and undo unjust social norms and practices.
- **Infrastructure development and access to basic services:** infrastructure development and access to services goes together since services are dispersed to the community through infrastructure that is a conduit for them to be delivered. Infrastructure and access to services is central in changing the daily lives of the people for the better.
- **Spatial planning and integration:** development that is unplanned can produce unintended and undesirable outcomes. Hence, emphasis is put on a well planned development that takes into account a variety of factors, including; environmental considerations, integrating settlements to critical public facilities, proximity to places of work, anticipated or potential future developments, eliminating racial and economic segregation and also take into account other related factors.

SECTION C: SITUATIONAL ANALYSIS

C.1. SPATIAL ANALYSIS

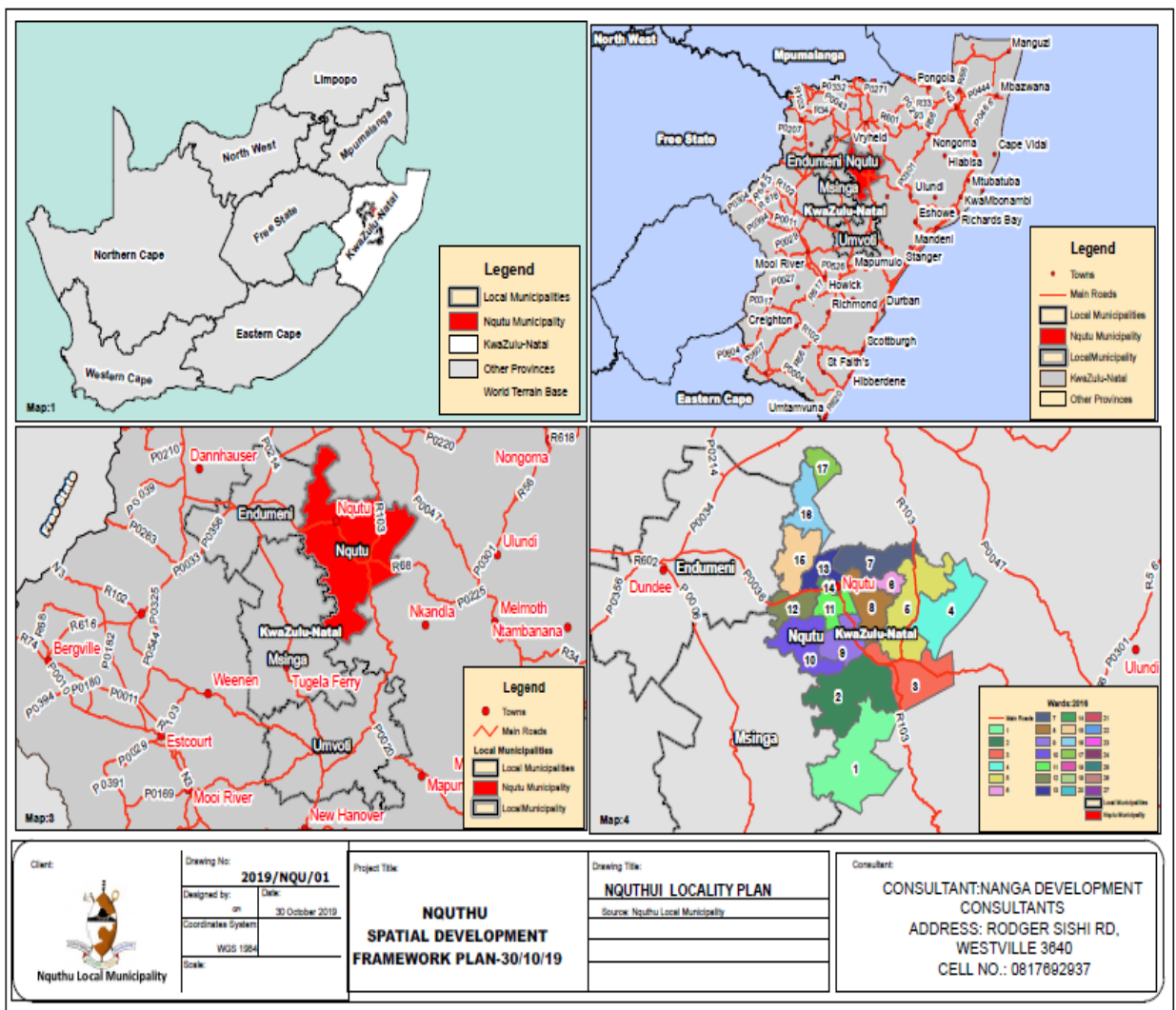
(a) Regional Context

Nquthu LM was established in terms of Section 155 (1) (b) of the Constitution of the Republic of South Africa. It is one of the four Category B Municipalities that falls within uMzinyathi District Municipality (UDM) located within central KwaZulu-Natal. The Municipality covers an area of approximately 1 962 km² and is predominantly rural in nature with expansive low-density rural settlements being one of its major features.

Nquthu LM is in the north east of the province of the Province of KwaZulu-Natal (KZN) and sits at the north eastern boundary of uMzinyathi DM and share borders with the following local municipalities:

- Emadlangeni LM and Abaqulusi LM on the North (Emadlangeni LM is located within Amajuba DM and Abaqulusi LM is located within Zululand DM);
- Ulundi LM on the East (Ulundi LM is located within Zululand DM);
- Nkandla LM on the South (Nkandla LM is located within King Cetshwayo DM); and
- Msinga LM and Endumeni LM to the West both of which are located within uMzinyathi DM and are sister municipalities of Nquthu LM.

The map below shows Nquthu LM in relation to other local municipalities within uMzinyathi DM.



MAP 01: Nquthu Locality Map (Nquthu GIS)

C.1.2 Administrative Entities

(a) Municipal wards

There are now 19 (previously 17) wards in Nquthu LM since the Demarcation Board introduced changes in Municipal ward boundaries, in terms of the Demarcation Act of 2008 as amended. Nquthu town is in Ward 9 and measures approximately 1453 Hectares (Ha) in extent. The rest of the wards, their extent and major settlements, as listed below.

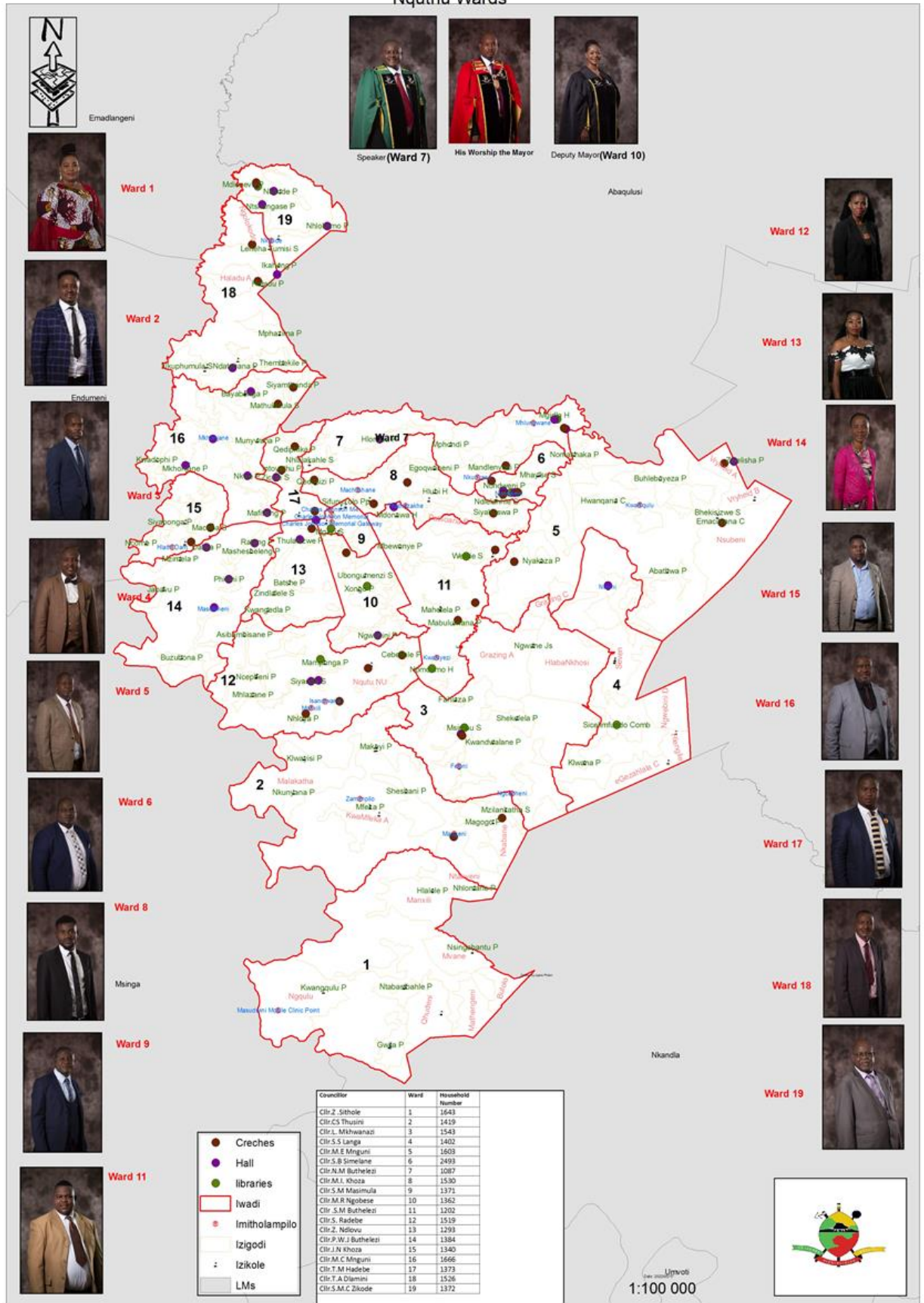
WARD	EXTENT	MAIN SETTLEMENTS
1	35 28 Ha	Manxili(1) Ntanyeni(2) Mvane(3) Bulolo(4) Nqulu(5) Mathangetshi(6) Qhudeni(7)
2	16 608 Ha	Malakatha(1) Kwa-Mfeka(2) Hlazakazi(3) Ntanyeni(4) Nkabane(5)
3	2 222 Ha	Silutshana(1) HlabaMkhosi(2) Fahlaza(3)
4	16 27 Ha	Ntinini(1) NhlabaMkhosi(2) Gezahlale(3)
5	15 13 Ha	Nyakaza(1) Nsubeni(2) Excelsior(3)
6	2 080 Ha	Nondweni(1)
7	11 798 Ha	Mhlungwane(1) Nkunyane(2)
8	9 890 Ha	Maduladula(1) Machitshane(2)
9	9 044 Ha	Nquthu Town(1) Cassino(2)
10	12 31 Ha	Ngwebini(1) Ntanyandlovu(2)
11	6 040 Ha	Patsoana(1) Kwanyezi(2) Mbewunye(3)
12	4 988 Ha	Isandlwana(1) Ncepheni(2)
13	6 336 Ha	Kwangedla(1)
14	1 453 Ha	Masotsheni(1) Jabavu(2)
15	11 227 Ha	Hlathi Dam(1)
16	9 107 Ha	Mkhonjane(1)
17	4 729 Ha	Luvisi(1) Ndindindi(2) Mafihleng(3)
18		Haladu(1) Ngolokodo(2)
19		Nkande(1)

TABLE 01: Wards and settlements

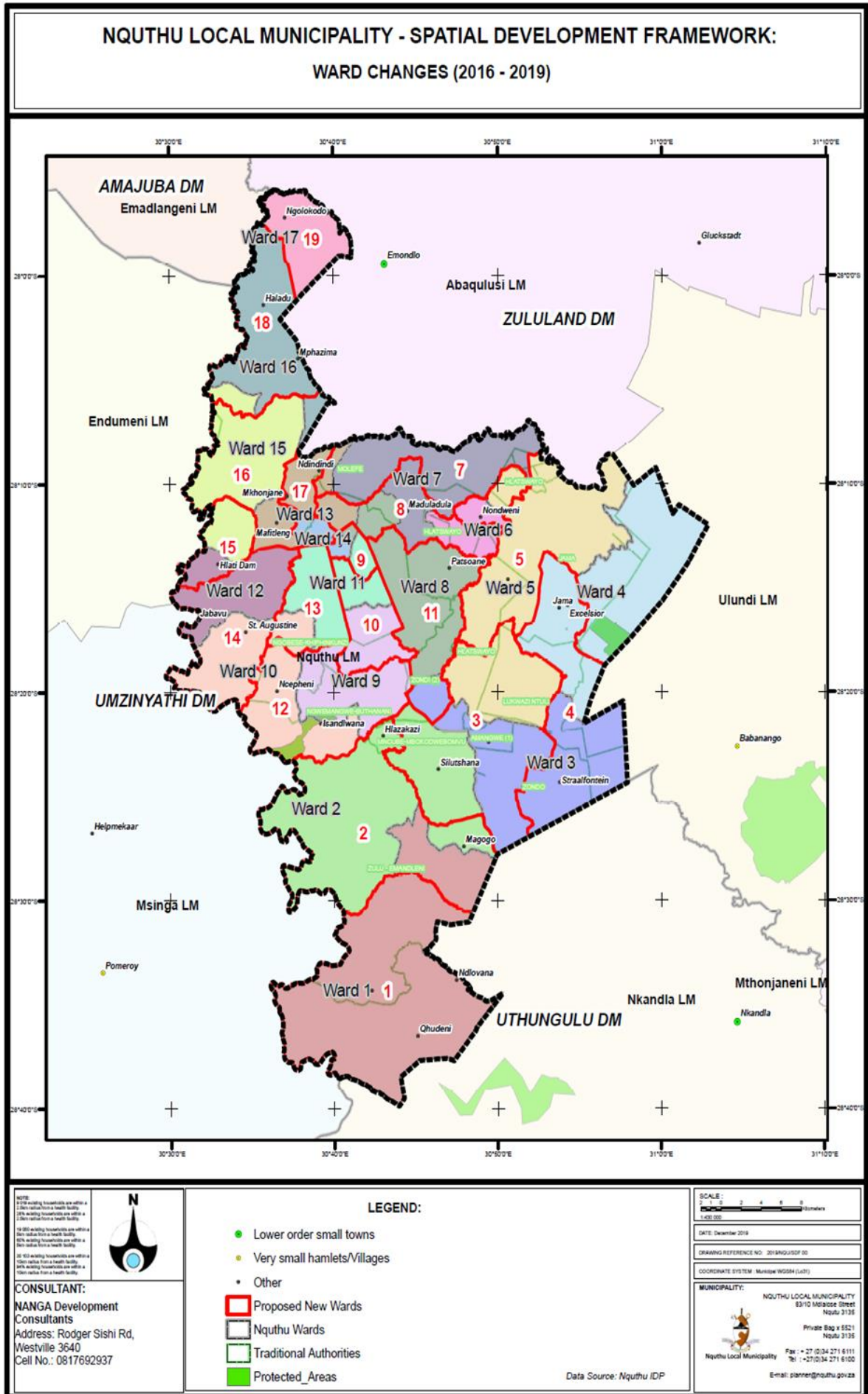
Ward delimitation is the responsibility of the Municipal Demarcation Board (MDB) which is identified by the Local Government: Municipal Structures Act, 1998 as an independent authority which performs its functions impartially, and without fear, favour or prejudice. The aim of ward delimitation is to ensure that all wards in the municipality have approximately the same number of voters. The process of ward delimitation occurs just before local government elections and involves rigorous consultation between the role players. The intention of the consultative process is to allow municipalities to show the people in their areas what the MDB is proposing with respect to wards in their Municipalities. Nquthu had 17 wards but were increased to 19 as shown in the maps below.

NQUTHU LOCAL MUNICIPALITY

Nquthu Wards



MAP 02: Nquthu wards and settlements (Nquthu GIS)

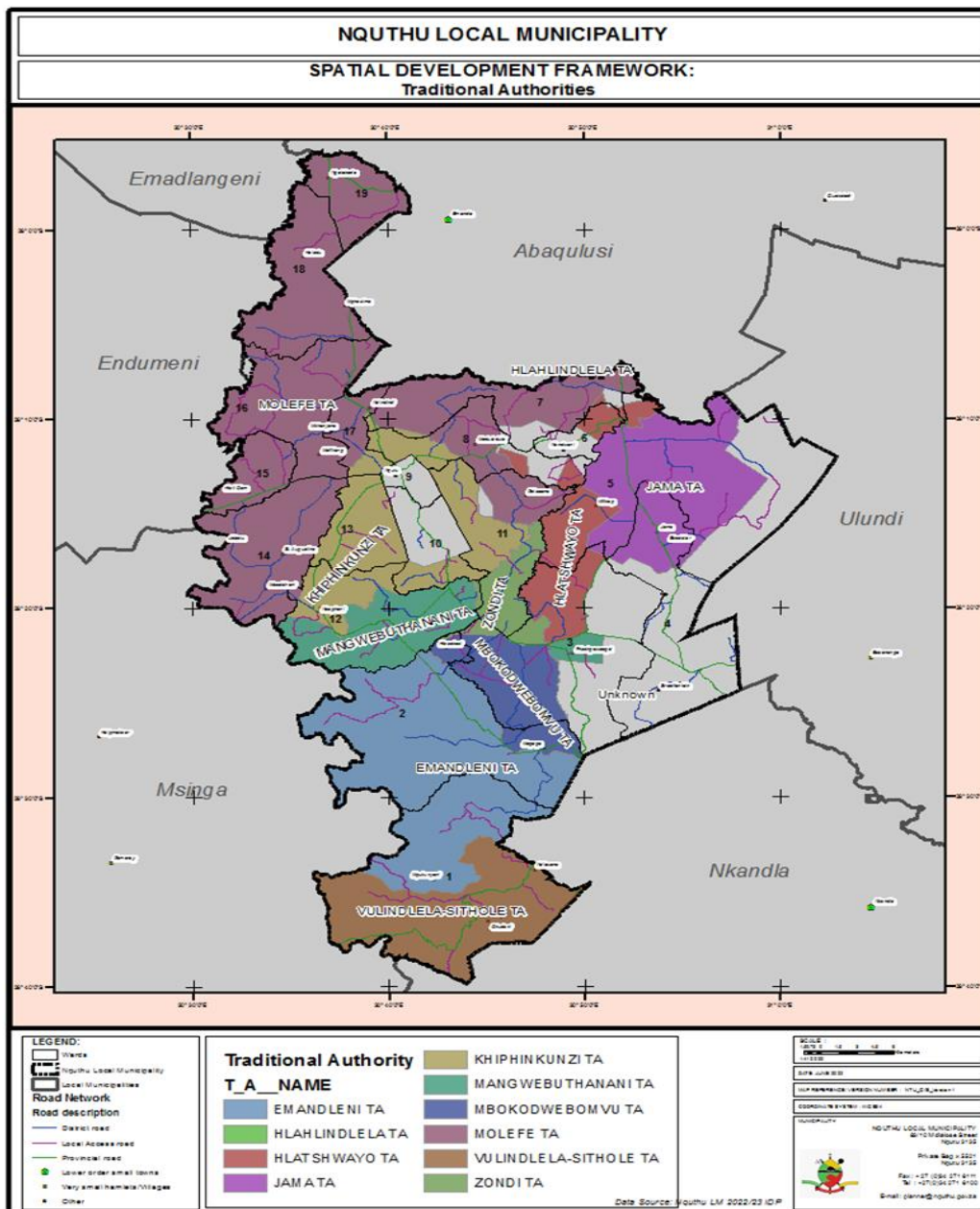


MAP 03: New wards / ward changes (Nquthu GIS)

(b) Traditional authorities

Most of the land in Nquthu LM falls under the jurisdiction of traditional leaders. The participation of and cooperation with Traditional Leaders is critical for the success of the Municipality’s development programs. Accordingly, Nquthu LM has a good working relationship with traditional leadership. Nquthu LM has nine (9) Traditional Council areas; namely:

- Sizamile
- Jama
- Khiphinkunzi
- Emandleni
- Mbokodebomvu
- Vulindlela
- Mangwe-Buthanani
- Molefe
- KwaZondi



MAP 04: Traditional authorities (Nquthu GIS)

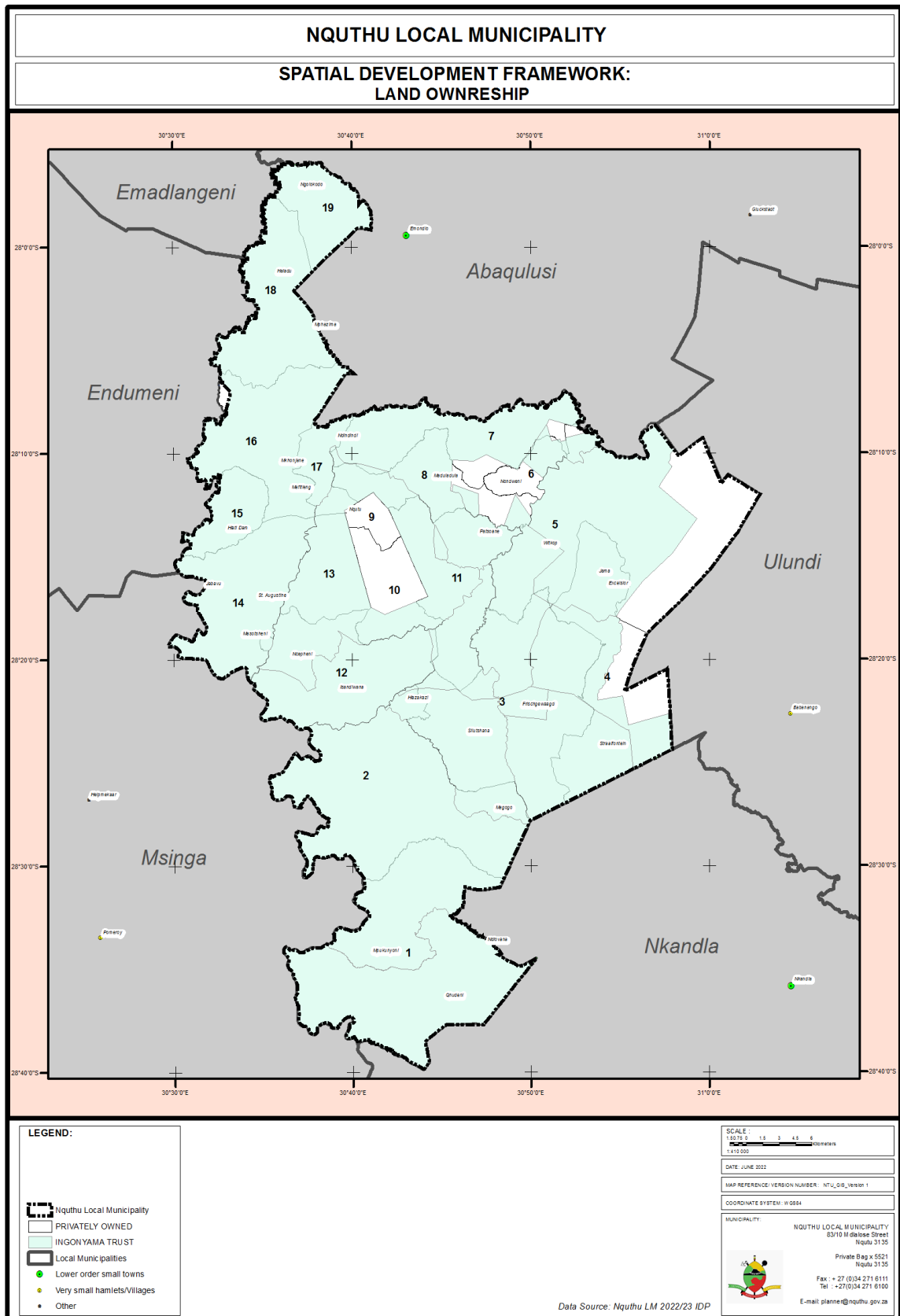
C.1.3 Land Ownership

NQUTHU LOCAL MUNICIPALITY

Most of the land (85.30%) is land owned by Ingonyama Trust apart from the towns of Nquthu and Nondweni, and selected farm portions on the eastern side of the municipality. Land under Ingonyama Trust is managed on a day-to-day basis by the respective traditional councils. Depending on existing communication structures between the local authority and the Traditional Authority, there is a need for careful, strategic and coordinated planning to ensure that proper and effective provision of services in the areas administered by the Traditional Authorities is done in harmony. The following table illustrates the extent and spatial distribution of tribal authority areas in the municipality. The table indicates that most tribal authority areas within uMzinyathi DM are located within Nquthu Municipality.

The underlying title of Erf 100 Nqutu and Erf 17144 Nondweni has been transferred to the municipality, and this will enable the municipality to transfer individual erfs to their respective owners. However, there are land invasions which have been reported within these erven which has a negative impact to urban form and consumes the space that may be effectively used for future developments.

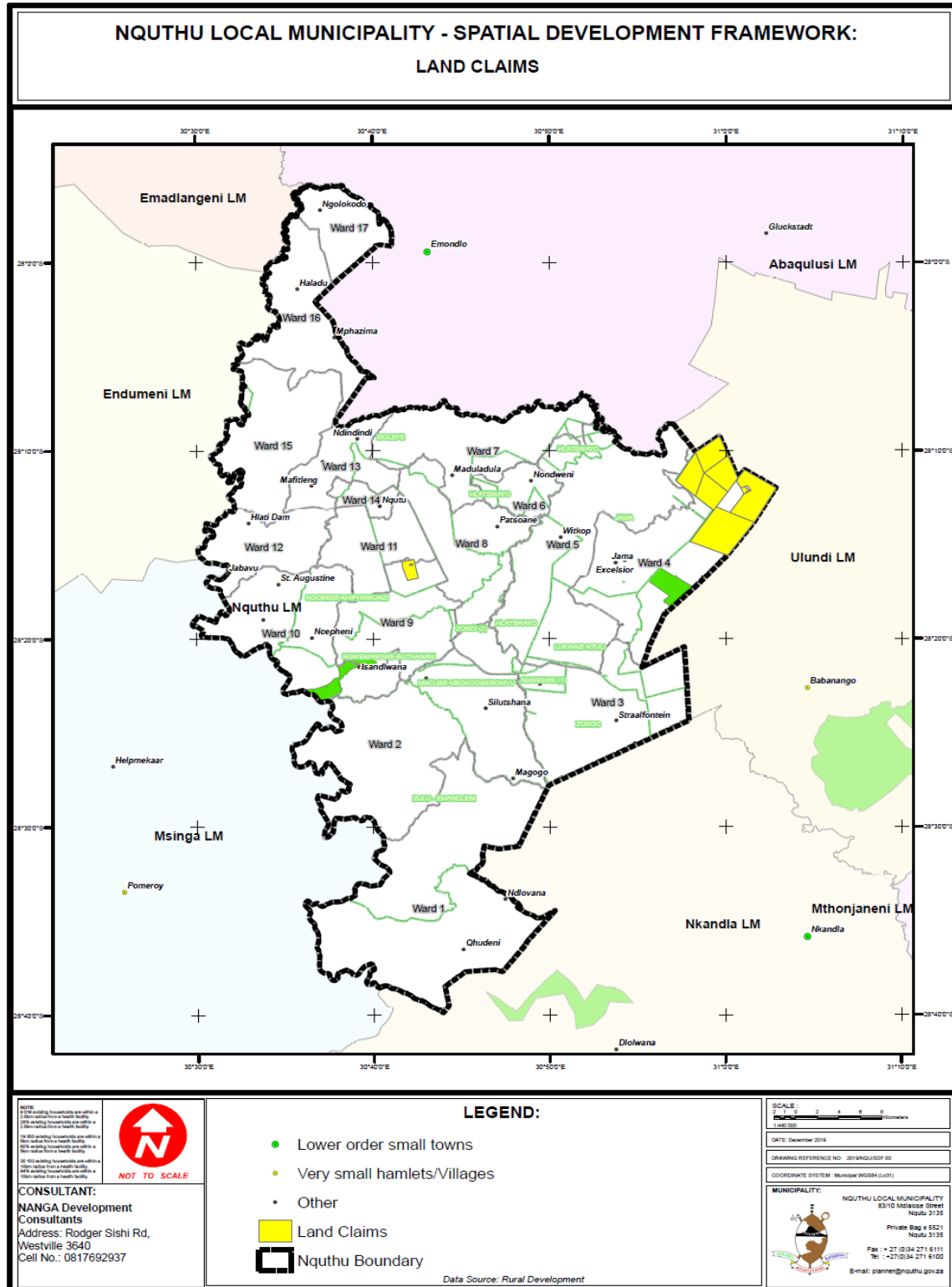
Municipality	Number of TAs	Total LM Area(ha)	Total TA Area (ha)	% of Municipality covered by TA
Nquthu Local Municipality	10	19 623	16 738	85.30%
uMzinyathi District Municipality	19	85 896	38 792.3	45.16%



MAP 05: Land ownership (Nquthu GIS)

C.1.4 Land Reform

The municipality is not substantially affected by the general land reform issues such as land restitution and land redistribution since most of the land within the area falls under Ingonyama Trust. However, there is a need to address the land tenure rights of people who occupy state land in Nondweni and Erf 100 Nquthu. Furthermore, there are some areas in the East and central sections of the Municipality that are subject to re-distributional land claims and gazette restitution land claims.



MAP 06: Land claims (Nquthu GIS)

C.1.5 Land Capability

Nquthu has vast land available for different uses, including crop and livestock farming, industries, settlements and other uses. While most land is under the custody of traditional authorities, access to such land is not necessarily an issue considering the fact that traditional leaders do want their communities to be developed as long as they are consulted and part of development processes as the custodians of the land.

(a) Land cover

The natural land cover is dominated by grassland (31.9% of Municipal land area) mostly prevalent in the central and northern parts of the study area and bushland (6.2%) dominant in the southern parts of the Municipality as indicated in the map below. A total of 26.6% of the Municipal land area comprises of agriculture and plantations. The most dominant sub-categories are subsistence agriculture (24.9% of Municipal land area) scattered across the entire Municipal area, while commercial farming only accounts for 1.4% of the area in isolated pockets. Land degradation is a particularly severe problem, covering a total of 20.3% of the district land area and with more than 111 km² classified as areas of severe erosion, mostly concentrated in the northern parts of the study area. These areas of land erosion are generally also associated with areas of subsistence agriculture. Most of the built-up footprint of the district (84.1%) comprises of low-density rural settlements.

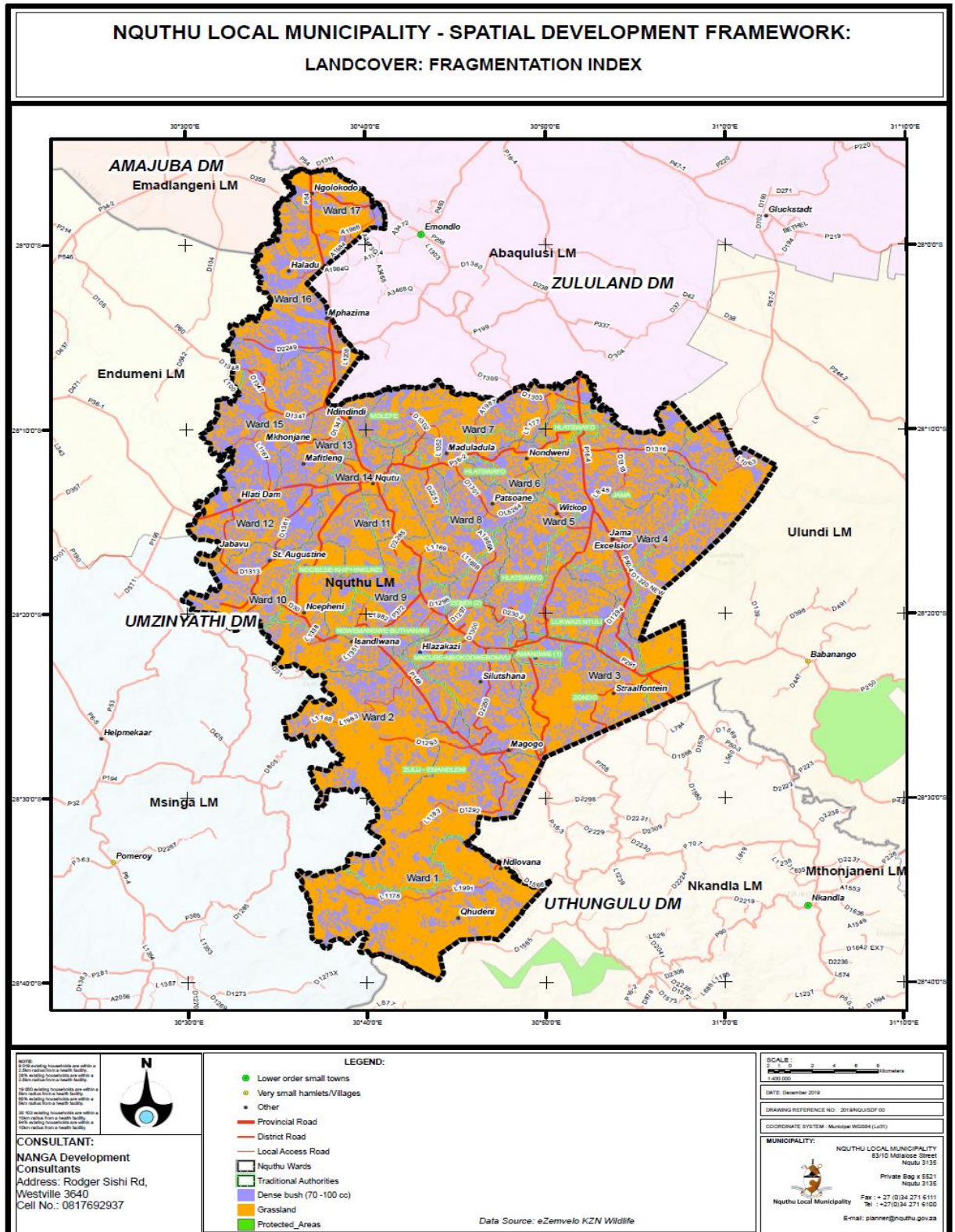
(b) Broad land uses

The total extent of the Municipality is approximately 1964 km². The dominant land cover within the district is natural land cover (45.8%), agricultural uses and plantations (26.6%), and 20.3% described as various categories of degraded land. The following table illustrates the broad land cover of Nquthu LM:

Description	Nquthu Local Municipality	
	Area km ²	%
Plantation	8.2	0.42%
Sugarcane – commercial	0.11	0.01%
Subsistence (rural)	483.6	24.85%
Annual commercial crops dryland	26.26	1.35%
Sub-Total	518.17	26.63%
Degraded forest	0.01	0.00%
Degraded bushland (all types)	20.19	1.04%
Degraded grassland	263.48	13.54%
Old cultivated fields - grassland	0.48	0.02%
Erosion	111.62	5.74%
Sub-Total	395.78	20.34%
Built up dense settlement	17.62	0.91%
Golf courses	0.02	0.00%
Low density settlement	93.98	4.83%
KZN main & district roads	17.67	0.91%
Sub-Total	129.29	6.64%
Water natural	6.46	0.33%
Wetlands	4.15	0.21%
Water dams	1.93	0.10%
Sub-Total	12.54	0.64%
Forest	0.1	0.01%
Dense bush (70-100 cc)	100.55	5.17%
Bushland (< 70cc)	119.68	6.15%
Woodland	8.98	0.46%
Grassland / bush clumps mix	36.05	1.85%
Grassland	621.07	31.91%

NQUTHU LOCAL MUNICIPALITY

Bare sand	2.15	0.11%
Bare rock	1.73	0.09%
Sub-Total	890.31	45.75%
Mines and quarries	0.02	0.00%
Sub-Total	0.02	0.00%
Total	1946.11	100.00%



MAP 07: Land cover (Nquthu GIS)

C.1.6 Private Sector Developments

At the moment, private development is confined to Nquthu Town which is the main economic hub in Nquthu. Almost all businesses here are privately owned. There is also a Residential Development projects that is currently under which aims to make available sites with bulk infrastructure for both residential and commercial purposes.

The table below summarizes all SPLUMA development applications that have been lodged with the municipality in the past five years. The table with detailed information is attached as an Annexure to the IDP.

NUMBER OF APPLICATIONS	YEAR
Four (4) applications	2018
Three (3) applications	2019
Six (6) applications	2020
Two (2) applications	2021
Two (2) applications	2022

The municipality has is also designing precinct plans for its nodes with hope that private investors will be attracted to and invest in these nodes. Below is a list of existing precinct plans and those being designed.

C.1.7 Spatial planning and land use management

Nquthu is a growing municipality that is categorized as a service town. Nquthu has huge development potential in terms of infrastructure and economy but this can only be realized if its development is well controlled and its land well managed. Poor planning results in many challenges that makes future development difficult and nearly impossible. This section deals with the plans that the municipality have that seek to ensure a well-planned and managed development going forward.

C.1.7.1 Spatial development framework (SDF)

(a) Purpose of the SDF

The role of the SDF is best described in the DRDLR SDF guidelines which indicate that the ultimate goal of the SDF “is to achieve the desired spatial form of the municipality.” This desired spatial form shall be premised from the following:

- Vision for the development of the municipality,
- The development principles set out in SPLUMA,
- Other relevant government policy,
- Available financial, environmental and land resources,
- Social economic and environmental context of the municipality.

The role of the SDF is therefore to guide all decision making of the municipality related to the development of land or planning for the future use and development of land within Nquthu LM.

(b) Review and adoption

The SDF was reviewed approved on 26 May 2026 together with the IDP to ensure that these two documents are aligned, updated and complement each other The SDF is a very important spatial planning document that if implemented can change transform Nquthu into a better place. The SDF must not be seen a merely a compliance document, but an important development tool.

(c) Spatial proposals

Alignment of municipal goals and objectives with SPLUMA Principles

PRINCIPLES	GOALS	OBJECTIVES	STRATEGIES/INTERVENTIONS
Principle of Spatial justice	Improved access to basic services	To facilitate the delivery of basic services in line with government norms and standards	1. Provision, upgrading and maintenance of key distribution routes and link roads to corridors. 2. Identify and promote alternative infrastructure solutions within landscape of municipality. 3. Development and implementation of Integrated Local Transport Plan (ILTP)
	Equitable access to public facilities	To facilitate equitable access to public facilities	4. Clustering of social and community facilities at more accessible points within rural service nodes.
	Inclusive economic growth and development	To create an environment conducive to economic growth to improve support to local economic development	5. Promotion of economic activities in closer proximity to the rural unemployed. 6. . Promotion of private sector investment in rural areas within diverse economies. 7. Spatial focus of resources to areas of greatest need to redress inequalities in services standards and quality of life.
Principle of Spatial sustainability	Sustainable development and environmental management	To ensure sustainable development and environmental management	8. Protection and use of natural hydrological systems. 9. Plan service standards in line with economic and environmental affordability. 10. Conservation and maintenance of infrastructure and resources are better than replacement. 11. Protect productive land for agricultural purposes. 12. Developing Agricultural Strategy and its implementation plan
Principle of efficiency	Improve strategic and municipal spatial planning	To ensure credible strategic and municipal spatial planning	13. Fragmented spatial structure causes rural sprawl and should be countered within parameters of rural culture. 14. Improved land management measures to control potential conflicts are required.
		To ensure effective land use management	15. Stimulation of Nquthu Town and Rural Service nodes to promote sufficient market thresholds.
		To facilitate the implementation of better human settlements	16. Promotion of economic opportunities in close proximity to residential functions (where sustainable). 17. Encourage mixed land use in interaction with each other at a scale and intensity

		To promote community based tourism	that will contribute to economic development. 18. Phased Planning around bulk capacities to ensure more cost-effective developments. 19. Development of Housing Sector Plan in line with KZN Master Spatial Plan, and also construction of housing unit. 20. Review, Adoption and implementation of Informal Economy Policy, Street Vender Regulating Policy, Investment Policy and LED Strategy. 21. Development of a Tourism Strategy
Principle of Spatial resilience	Achieve improved response to disasters	To ensure effective disaster management	22. Implementation of Disaster Management Plan by installation lightning conductors, creation of disaster risk reduction awareness campaigns and rapid disaster response
Principle of good administration	Uniform land use management across the municipality	To ensure effective land use management	23. Review and approval of Spatial Development framework 24. Formalisation of Erf 100 and Nondweni township 25. Finalisation of Wall to Wall Scheme 26. Purchase of Consumables, Equipment as well as maintenance of GIS software in order to ensure effective operation of GIS Unit 27. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning. 28. Equitable protection and support of rights to and in land. 29. Promote participatory and accountable spatial planning and land use management within all areas of Nquthu Municipality. 30. Planning alignment with surrounding municipalities and sector strategies.

(d) Densification

The municipality has made attempts to formalize some of the areas which are experiencing development pressures due to population thresholds. Nquthu Town and Nondweni have been identified as densification areas.

(e) Urban edge

The urban edge should follow the natural features of Nquthu town. Future expansion of the edge will consider settlements such as Luvisi and Magoloza. Settlement areas outside the urban edge are defined as rural, which implies lower density with basic infrastructure and social facilities. An urban edge should also be considered in Nondweni node.

(f) Development nodes

There are four types/level of nodes proposed within Nquthu Municipality. These are:

- **Primary node:** Nquthu,
- **Secondary node:** Nondweni,

- **Rural Service Centre:** Ngolokodo, Magogo, Hlati Dam and Isandlwana,
- **Rural Service Points:** Haladu, Hlazakazi, Jabavu, Jama, Maduladula, Mafitleng, Masotsheni, Mkhonjane, Mphazima, Mpukunyoni, Ncepheni, Ndindindi, Patsoane, Qhudeneni, Silutshane and St. Augustine.

(g) Development corridors

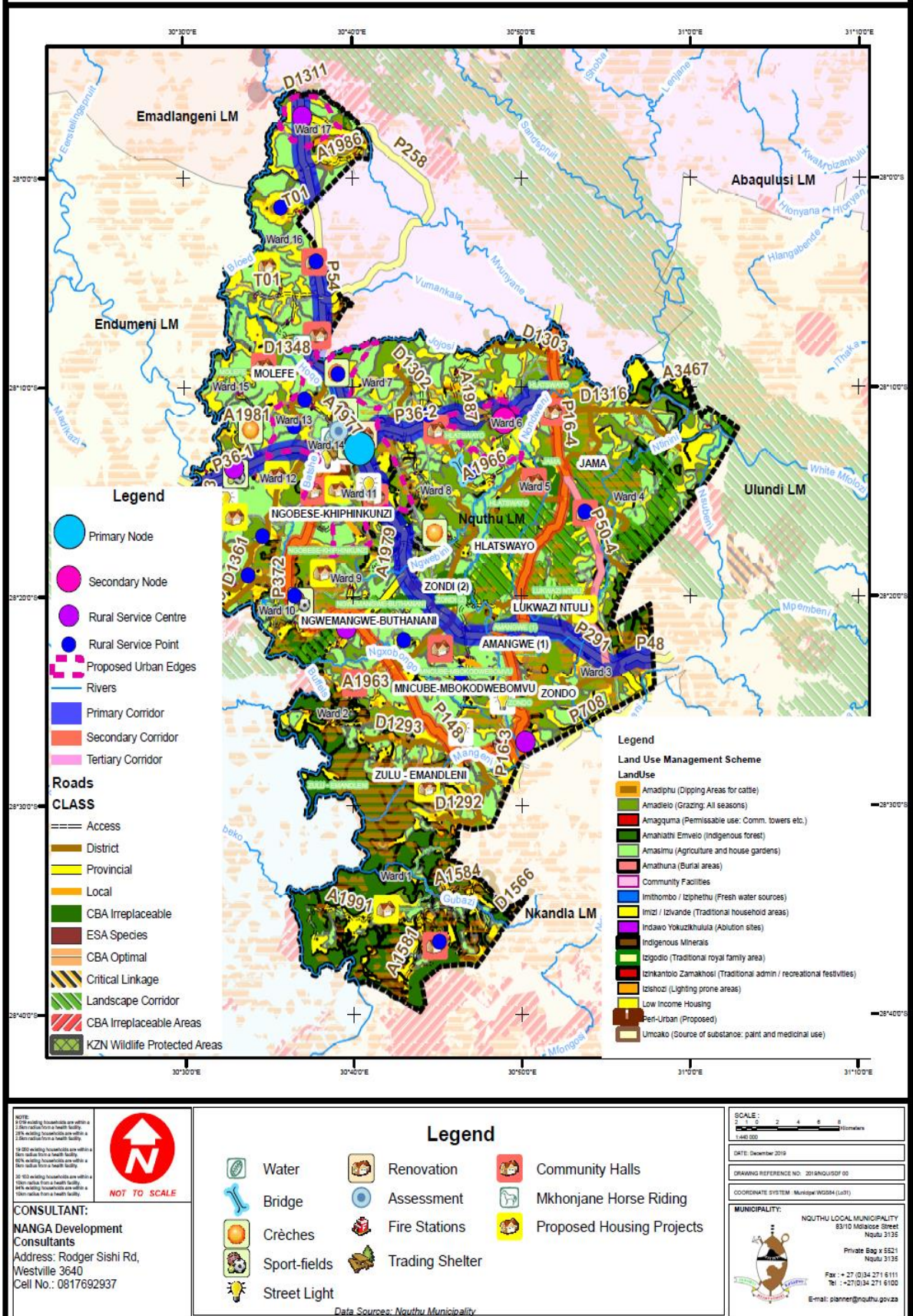
There are four levels of development corridors within the Nquthu. These are:

- Primary Corridor (P36-1).
- Secondary Corridor (P36-2, P54).
- Tertiary Corridor (P291, P16-4, P50-4).
- Lower order corridors.

(h) Social facilities

Whilst it is acknowledged that the municipality has proposed and allocated funding in the 2022/23 IDP to build 12 community halls, 4 sports fields, 2 crèche, 2 fire stations and 1 traffic police office, the need for social facilities and provision of additional facilities within Nquthu Local Municipality was assessed in terms of the CSIR Guidelines and proposals for more social facilities made.

**NQUTHU LOCAL MUNICIPALITY - SPATIAL DEVELOPMENT FRAMEWORK:
NQUTHU SPATIAL DEVELOPMENT FRAMEWORK PLAN**



MAP 08: Nquthu SDF map (Nquthu GIS)

C.1.7.2 Precinct plans

The municipality has the following precinct plans that are guiding document to develop municipal nodes and attracting investors:

- Zicole Precinct Plan;
- Silutshana Precinct Plan;
- Hlathi Dam Precinct Plan, and
- Isandlwana Precinct Plan (Developed by UDM).

There is still a room for improvement in as far as aligning municipal projects to the municipality's spatial vision so that all infrastructure projects are well planned and have maximum social and economic impact in communities.

C.1.7.3 Urban design

Section 21(k) of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) stipulates that the municipal spatial development framework (SDF) should identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable. The Nquthu Spatial Development Framework identifies the Nquthu Town as a primary node within the Nquthu municipal area of jurisdiction. The municipality developed an urban design framework (UDF) for the Nquthu town as one of the strategies to guide development within the Nquthu town.

The aim of the UDF is to ensure improved accessibility, linkages and convenience; reinforce town character; ensure the protection and enhancement of the economic core of the town; improve economic opportunity spaces and authenticity of the town. The municipality adopted the UDF together with SDF in February 2021 and is currently implementing it. There is a master plan which is part of the UDF, it proposes bypass roads to reduce traffic in town and it indicate areas where subdivisions should be done for further development of the town, including areas where discontinuity principle should be applicable.

C.1.7.4 Land use management scheme

Section 26 (e) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) stipulates that the municipality should prepare a spatial development framework which should include the provision of basic guidelines for land use management system for the municipality as a component of the Integrated Development Plan. In terms of Spatial Planning and Land Use Management Act, 2013 (Act No 16 of 2013), a municipality must after public consultation, adopt and approve a Single Land Use Scheme for its entire area. The Land Use Scheme gives effect to and is consistent with the Municipal Spatial Development Framework. It determines the use and development of land within the municipal area in order to promote: economic growth; social inclusion; efficient land development; and minimal impact on public health, the environment and natural resources.

Nquthu Municipality adopted its single land use scheme in December 2019 after public consultation which included meetings with traditional councils since about 95% of the municipal area belongs to Ingonyama Trust board. The municipality is currently implementing the scheme and noting areas that will need to be amended during its reviewal. Furthermore, areas where more detailed planning is required has been identified by the municipality. Local area plans are being developed for these areas where the scheme will also be reviewed to be detailed in order effectively control them.

C.1.7.5 Spatial planning and land use management challenges and SWOT analysis

Challenges

	Challenge	Description/development implications
Cross Cutting	<ul style="list-style-type: none"> • <i>Unplanned sprawling rural settlements which impacts on negatively on proper planning and cost-effective delivery of services.</i> • <i>Insufficient capacity to manage disasters within the municipality.</i> 	<ul style="list-style-type: none"> • Unplanned development undermines the economic viability of the municipality since such development does not align to economic opportunities and potential. • Service delivery also becomes unplanned and become intervention orientated. • Nquthu is disaster prone and the some out-flung areas cannot be reached on time in cases of disaster incidents.

SWOT analysis

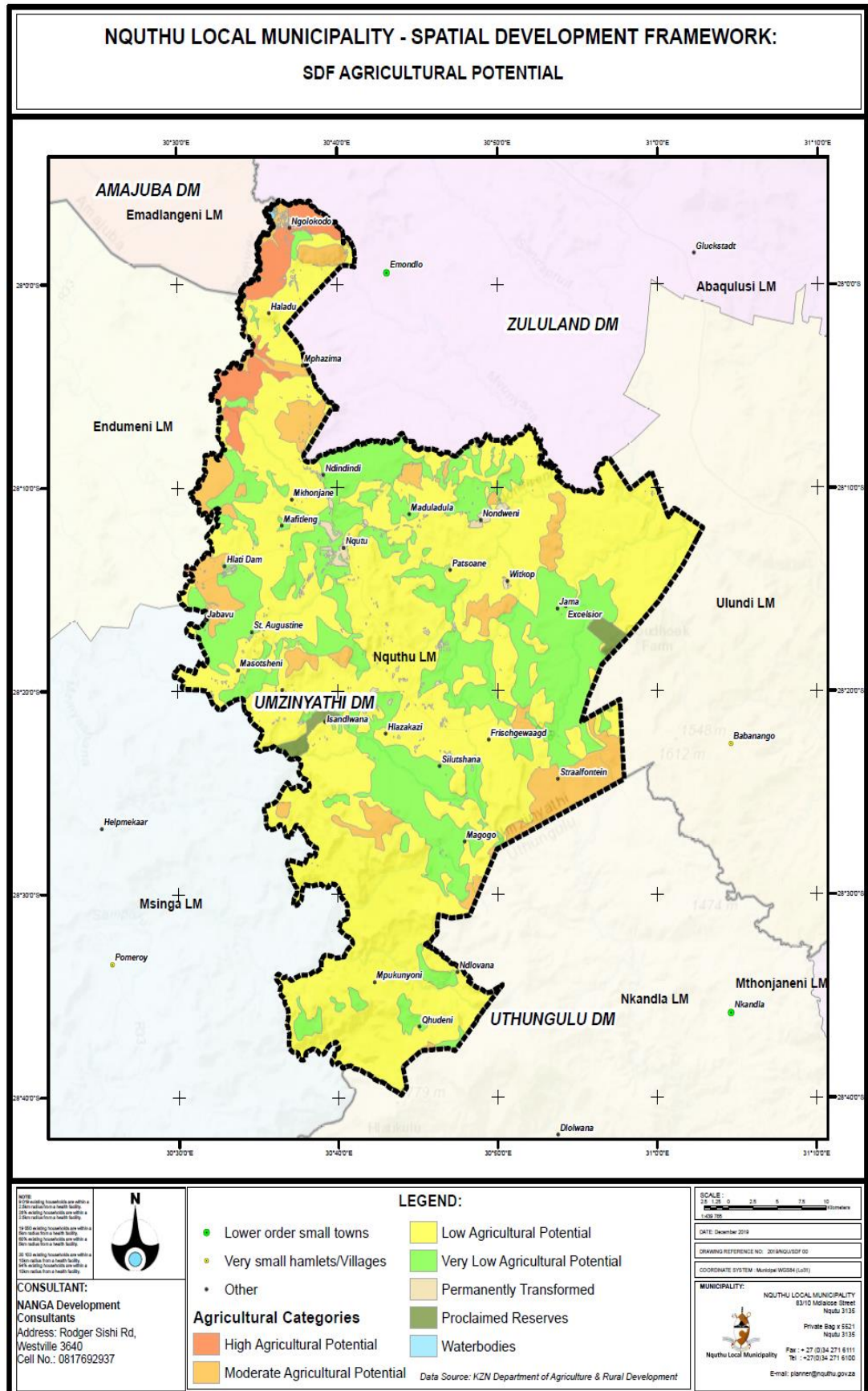
Strengths	Weaknesses
<ul style="list-style-type: none"> • Town Planning and GIS posts have been filled • Land use management systems in place • Functional JMPT • Availability of a planning compliant committee • Receive land use applications 	<ul style="list-style-type: none"> • Lack of good working relationship between the municipality and the traditional authority. • No single land use scheme • Scattered settlements, public facilities and services. • Lack of effective distribution routes and link roads to corridors. • Lack of effective economic investment in the rural service nodes. • Prevention of worthy and sensitive areas not done efficiently. • Reliance on external resource for environmental compliance (no internal capacity)
Opportunities	Threats
<ul style="list-style-type: none"> • Credible spatial development framework has been adopted. • The single land use scheme is almost complete. • Developments along the main road networks • Functional tourism attraction zones • Part of the land is owned by the municipality • There are chiefs who show interest in using municipal expertise to enhance development in their areas. 	<ul style="list-style-type: none"> • Poor infrastructure • Climate change • Dispersed settlements • Difficult terrains • Droughts • Migration • Disregard for spatial planning laws

C.1.8.1 Agriculture potential areas

Agricultural potential referred here mainly to the arability of a land which deals with ability of the land or soil to support the cultivation of crops. High arable lands are noted to be of high agricultural potential. This implies that the piece of land possesses the right nutrients and pH or acidity as well as permeability levels to support the growth of basic arable crops and hence could be cultivated. The portions of the land that are marked as low and very low potential rather usable for grazing, or afforestation activities, rather than growing of arable crops.

From the agricultural Potential Mapping of the municipal area, less than 20% of the municipal area is identified as of good agricultural potential. These small patches of land are dotted across the mid portions and along the northern western boundary of the municipality as shown in **the map in the following page**. The remaining 80% or more is noted to be of low agricultural potential.

Given that agriculture is key in sustaining local communities and livelihoods, the scarcity of good agricultural land may pose food security threats as production may be less. It is therefore critical that the areas marked as agricultural potential be reserved for agricultural production and excluded as much as possible from non-agricultural or non-cropping activities. Areas of low agricultural potential are recommended for commercial or other non-agricultural developments.



MAP 09: Agricultural potential (Nquthu SDF)

C.1.8.2 Biodiversity

The following text box contains the extract from Umzinyathi District Municipality Biodiversity Sector Plan compiled by Ezemvelo KZN Wildlife and explain the meaning and importance of biodiversity:

What is biodiversity and why is it important?

The National Environmental Management: Biodiversity Act (Act 10 of 2004) defines biodiversity as: “the variability among living organisms from all sources including, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and also includes diversity within species, between species, and of ecosystems.”

Thus the term biodiversity covers everything from the smallest organisms to biophysical landscapes, encompassing all species of plants and animals, ecosystems, landscapes, water and soil and the networks, links and ecological and evolutionary processes that makes life possible and sustainable.

Ecosystem Services

Maintaining intact and functioning biodiversity features is essential for the maintenance of the ecological infrastructure, which supply the ecosystem services upon which all life and industry depend.

Ecosystem services are direct and indirect benefits, and include:

- *maintenance of clean water and air.*
- *regulation and control of climate, streamflow, erosion, disease, floodwaters and carbon storage (limiting global warming).*
- *food, fuel and fibre and genetic resources.*
- *spiritual, recreational, aesthetic, inspirational, educational, and community.*

Biodiversity also provides an important basis for social and economic growth and development by providing the biophysical landscape and ecological processes essential for human socio-economic well-being, such as commercial and subsistence agriculture (food security), industrial materials, fishing, tourism, recreation and both commercial and indigenous medicinal use and development. Loss of biodiversity therefore places the economy and our quality of life at risk, particularly for those who are already living under adverse socioeconomic conditions, and relying heavily on the environment for daily subsistence. The loss of biodiversity also reduces the scope of possibilities for future generations to overcome socio-economic challenges.

Generally, biodiversity tends to receive no attention from municipalities because in most cases there are no qualified environmental personnel that can ensure that this aspect receive necessary attention. Municipality become preoccupied with infrastructure development and service delivery without paying attention to preserving the environment that support life. It is only now that Nquthu Municipality has created an environmental section which will be operative once the position is filled so that the municipality can try to play a meaningful role as described in the District Biodiversity Sector Plan.

The information relating to biodiversity at the municipality is currently limited to what has been extracted the District Biodiversity Sector Plan and Nquthu SDF this information is mostly in a district wide context. It will be better unpacked and simplified for all role players once relevant personnel resumes duties in the near future.

The UMzinyathi District Municipality Climate Change Response Plan (Page 12) summarizes the biodiversity situation in the district as follows and provide direction to what should be done as a response and mitigation measures:

Biodiversity

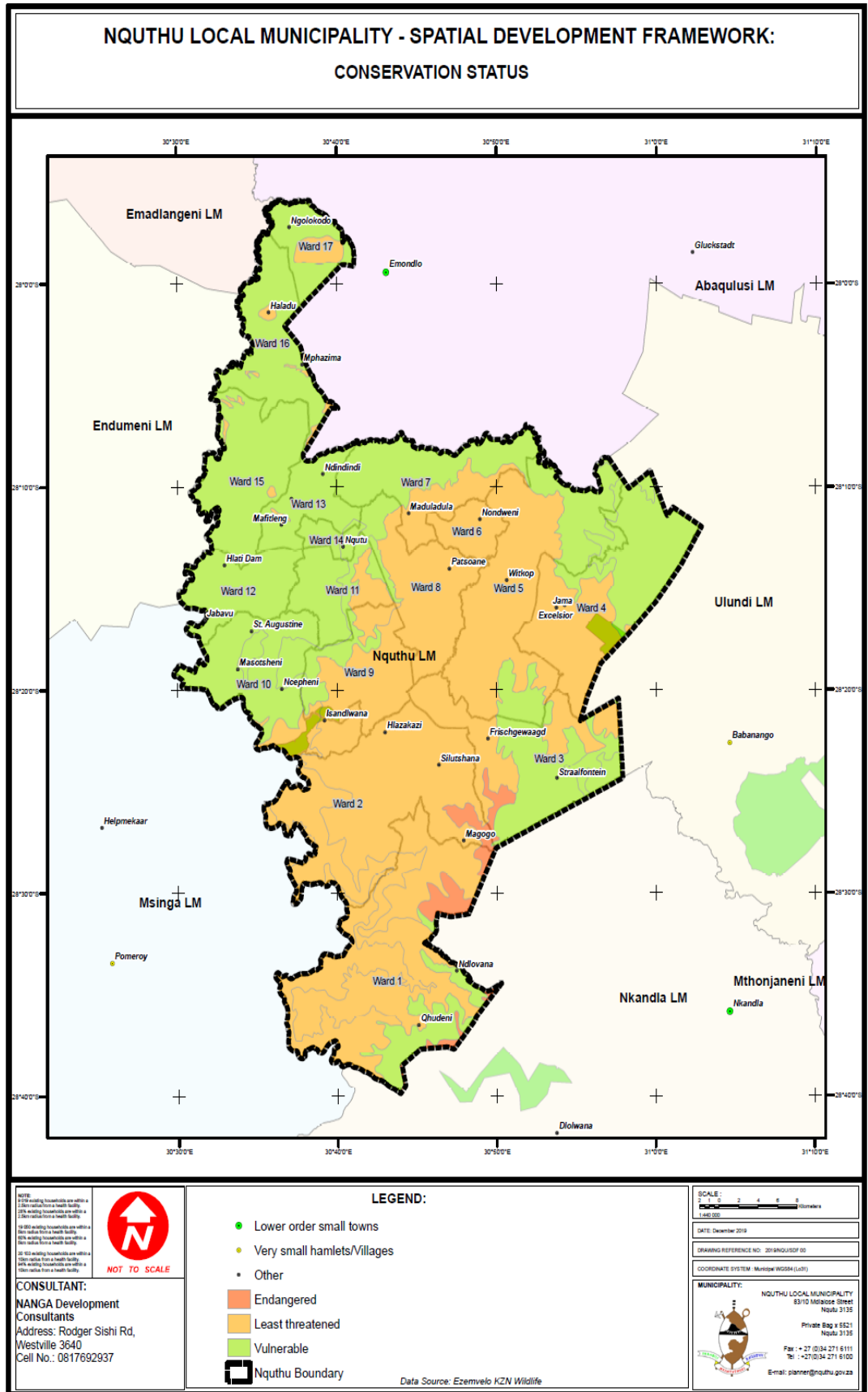
Changes in climate are predicted to result in the shifting of biomes across the District Municipality and many parts of the country. UMzinyathi District Municipal Area is dominated by the grassland and savanna biomes, it is forecast that the grassland biome will be replaced by the savanna biome under different climate scenarios. This change will place pressure on the natural ecosystems and impact both fauna and flora species' distribution.

The proposed priority adaptation projects and responses in the Biodiversity Sector are:

- *Manage Loss of High Priority Biomes*
- *Develop environmental units that deal with environmental management issues within the District and local municipalities.*
- *Prioritize projects identified in the district's Environmental Management Framework (EMF) that can be used to respond to the loss of priority biomes.*
- *Manage alien plants in water production areas to conserve water resources.*
- *Implement donga rehabilitation programmes.*

(a) Critical biodiversity areas (CBA)

The CBA describes or maps the status of the biodiversity requirements or needs of a given piece of land for sustained ecosystem balance. Areas that have irreplaceable status are critical for meeting the biodiversity targets of the province as they are the only known areas where specific biodiversity resources or species are located and hence are necessary to be kept intact to maintain the functionality of such ecosystems (Ezemvelo KZN Wildlife, 2017). Few patches or spots of irreplaceable biodiversity landmarks are scattered across the Nqutu Local Municipal Area, but mainly south of the mountains on the southern parts of Nkonisa Community and along the boundary line West of Thulani Settlement. A few patches also traverse the mid sections South of Nqutu town along R68. Map below shows the CBA and ESAs within the municipal boundary. Likewise, areas that are marked as optimal represent an area where the biodiversity needs can be met the most, without taking more land space from other uses. That is, in this case, the target can be met somewhere else, but at a greater cost, and which may not be the best option or may not be the optimal choice. These Optimal areas spread across the municipal area, mostly within areas with untransformed or indigenous vegetation.



MAP 10: Critical biodiversity areas (Nquthu SDF)

(b) Physiological Environment***Topography and slopes***

The general topography and altitude of the Municipal area varies, but consists of chains of undulating hills and gentle rolling hills on the northern and north-western regions, with the highest altitudes above sea level being 2 290m and the lowest points of about 1 154m.

Slopes within Nquthu municipal area also vary according to the topographical character of the area. More than 60 % of the municipal area has slope between 1:10 to 1; 100. These characterise mostly the western and southern portions of Wards 2, 3 and 5 though patches of gentle sloping areas are found sparsely across the municipal area. The mountainous areas are relatively steeper with slope of mostly between 1.5 and 1.17.5. Some other areas, mostly the sides of the mountains slope quite steeply, with slope of more than 1; 5. Naturally, areas with steeper slopes are quite susceptible to erosion activities if not properly managed, especially in developments involving removal of land cover, while areas that are much flatter also experience localised ponding or flooding. Areas that are flatter may require additional infrastructure such as pump stations to circulate water and transport sewer while areas that are hilly may require expensive procedures, such as cuts and fills, resulting in higher costs (NHBRC, 2014). Generally, in term of development, areas steeper than 1:8 or 12.5% are noted to be generally unsuitable for residential development. These areas within the municipal areas are noted to be on the side of the hills mostly, and are generally avoided. The ideal is to note where these steep areas occur in order to consider their impacts on land use planning.

Climate

As per the Department of Agriculture's climate classifications, Nqutu Municipal area consists mainly of relatively good to moderately good climate. Moderately good climates are defined as having moderately restricted growing season as a result of low temperatures and severe frost, or moisture stress. These can grow specific and suitable crops, but with some level of yield risk. Small areas classified as good climate exists on the eastern and northern eastern segments of the municipal area. These areas are defined as having slightly restricted growing seasons due to low temperatures and frost and have good yield potential for adopted crops. It is noted that no poor or very poor climates occur within the municipal area. Rainfall within the larger parts of the municipality, mostly on the south-western half ranges between 700 to 800mm.

Geology and soils

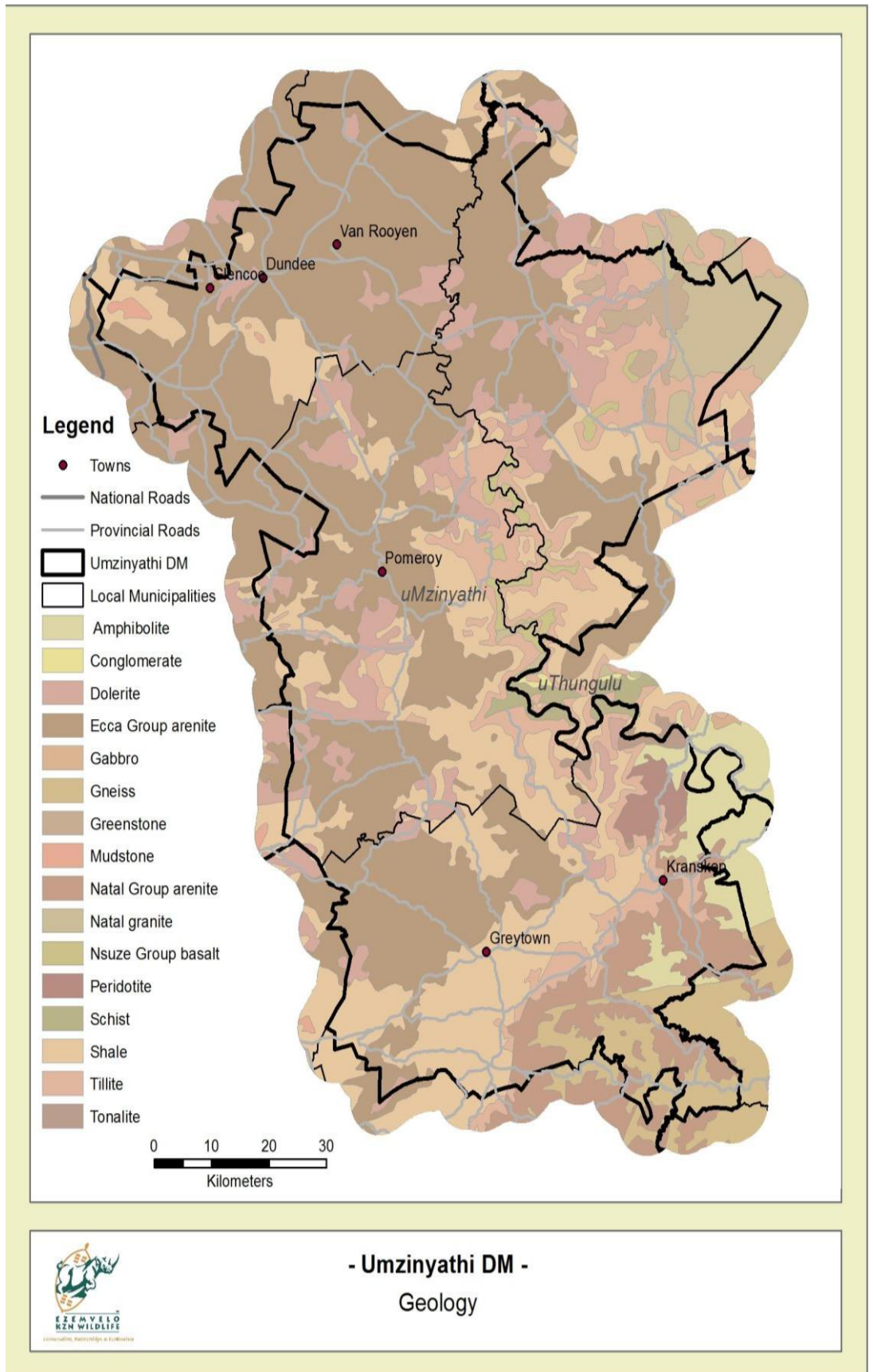
The geological composition of the municipal area is predominantly arenite, covering mostly the western and southern half of the municipal. This is interspersed by patches of Dolerite and Tilite formations. Patches of Basalt intrudes along the south western border lines towards Msinga, and also along the areas south of Ngwebini Rivers and its tributaries. Dolerite and Tilete formations dominate the eastern segment of the municipal area mostly east of Nqutu. The eastern corner along Ntinini River and where it meets the White Mfolozi is underlain by Granite. Areas characterised by Arenite are known usually for their low erosion potentials. Dolerite is also known for its rich coal reserves and could be a potential source for both revenue in coal mining, but adversely source of land degradation if such activities are not properly monitored. The map shows the geological composition of Nqutu Municipal area. Geological formations have significant influence on the types of soils and agricultural potential of an area. This also determines the stability of the land and potential to support infrastructure development and therefore should be carefully looked at in the

planning of developments and allocation of land uses within the municipality. (Nquthu SDF: Page 84)

The varied topography and geology has created a variety of soils within the District, and these are briefly described below per Municipal area:

- **Endumeni Municipality:** is characterised mostly by the sedimentary soils of the Ecca group arenite which is a dominant feature in the District and fragmented patches of Shale, mudstone and dolerite.
- **Nquthu Municipality:** is characterised mostly by Dolerite, Ecca group arenite and Shale
- **Umvoti Municipality:** the geological formation of Umvoti Municipality comprises of igneous, metamorphic and sedimentary rocks. It is characterised by Amphibolite, Dolerite, Peridotite, Schist, Shale, Tillite, Tonalite, Natal group arenite, Ecca group arenite, Gneiss.
- **Msinga Municipality:** consists of conglomerate, dolerite, schist, shale, tillite, nsuze group, basalt, tonalite, ecca group arenite, natal granite.

(Biodiversity Sector Plan - uMzinyathi District Municipality: Page 27))



MAP 11: UDM Geology (Ezemvelo Wildlife)

C.1.8.3 Hydrology and ground water

(a) Rivers and catchments

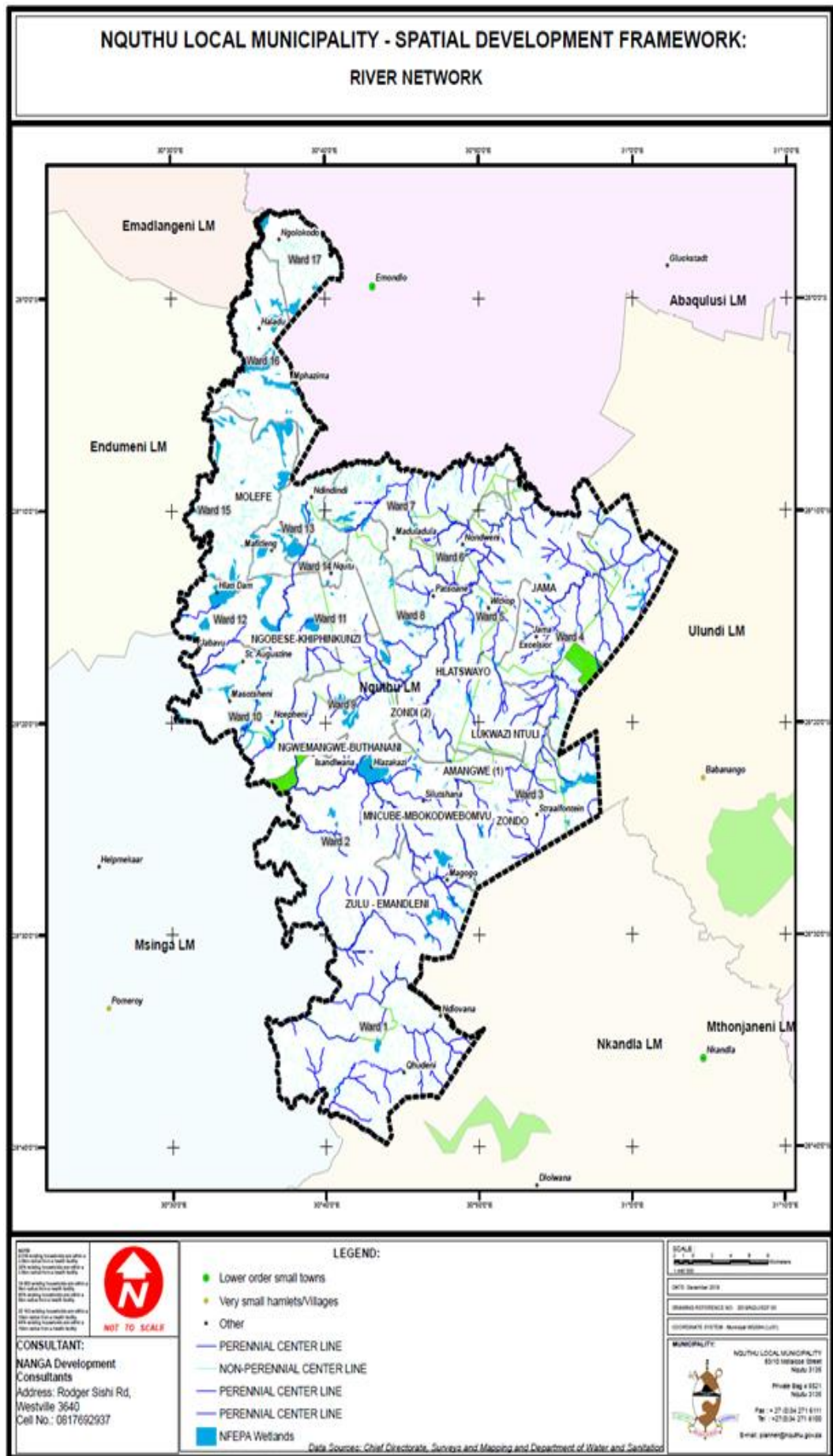
Several important rivers traverse the municipal area, contorted according to the topographical manifestation of the terrain. The main rivers that occur within the Nqutu Municipal area include the Blood and Mvunyane along the north western and northern boundaries respectively, with a little stretch of the Hoqo River also on the northern interior. Batshe River, which is a tributary extending from the Buffles River flows into the western parts of the municipality, west of Nqutu town. The eastern Segment of the municipality is crisscrossed by the Ngwebini River, The Vuwankala River, the Nondweni River, in the mid sections, and Ntinini, Nsubeni and piece of Nsongeni River all on the eastern boundary. The Southern segment of the municipal area is traversed by the Ngxobongo River, the Mangeni and Gubazi Rivers.

Catchment is referred to by the Ezemvelo guideline as an area of land from which the water runoff and water from smaller rivers flow in line with the slope into a main river system (Ezemvelo KZN Wildlife, 2017). According to the guideline, primary, quaternary or smaller catchment identification is most suitable and important for freshwater biodiversity spatial planning. Due to the numerous rivers within the municipal areas and immediate surroundings, several smaller catchments exist. Most of the northern parts fall within the smaller or quaternary catchments of the Nondweni and Buffalo River catchments. The western sections largely fall within the catchments of the White Mfolozi and its tributaries. The management of these catchments and the preservation of all wetlands within the catchment is essential to ensure the health of the rivers and riparian habitat maintenance.

(b) Wetlands

There are several wetland systems throughout the municipal area especially along the riverine systems and within the valley bottoms. Wetlands are critical ecosystems and habitat to many organisms. In addition, wetlands perform very important hydrological functions such as flood attenuation and the maintenance of water quantity and quality of river systems. These important ecological systems need to be protected and managed as effectively as possible. Wetland areas as well as areas within 100m of the river banks should be excluded from active development. In order to preserve the significant functionality of these hydrological bodies within the catchments, it is advisable to conserve these areas as open spaces in all spatial plans that may be developed.

It is important that prior to the planning of specific developments, development-specific impact assessments should be undertaken in order to determine the impacts of the development on these hydrologically sensitive areas. Development in close proximity to these areas may also require environmental authorisation in terms of NEMA Regulations December 2014 (Act 107 of 1998) as amended.



MAP 12: River network (Nquthu SDF)

C.1.8.4 Air Quality

Generally, the issue of air pollution, and mitigation thereof, is largely neglected or not even considered by local government, especially rural municipalities. This may be attributed to the fact that air quality challenges are seen as only affecting big cities with polluting industries and vehicle congestion which are known to be primary causes of air pollution. However; while it is true that rural areas currently contribute less to the air pollution problem, this means that they are even better position to be able to put in place policies and programmes to mitigate this problem before it happens as they grow in future so that they do not inflict the irreversible damage that big cities have inflicted on the environment in the past, therefore; this matter deserves attention of rural municipalities just like any other environmental or development issue. The municipality relies heavily on the KwaZulu-Natal Environment Outlook Report (2017) guidance and understanding on the matter, as show below.

(a) Legislative framework

YEAR	LEGISLATION	TYPE
1965	The Atmospheric Pollution Prevention Act (repealed)	Act
1996	The Constitution of the Republic of South Africa	Act
1998	The National Environmental Management Act (NEMA)	Act
2000	The White Paper on Integrated Pollution and Waste Management for South Africa	Policy
2004/2005	The National Environmental Management: Air Quality Act	Act
2007 and 2012	The National Framework for Air Quality Management in South Africa	Policy
2010, 2012 and 2013	<i>“Minimum emission standards”</i>	Regulation
2009 and 2012	<i>“National Ambient Air Quality Standards”</i>	Regulation
2013	<i>“Dust control regulations”</i>	Regulation

(b) Drivers/causes of air pollutants

- **Transport/motor vehicles:** Our transport system is overwhelmingly dominated by motor vehicles that are contribute to emissions that are not good for our air quality. While Nquthu car population is smaller compared to those of big cities, but fewer cars it has still has a very negative impact and cannot be disregarded.
- **Industrial and commercial sectors:** Nquthu is an unindustrialized small rural town that is not directly affected or does not contribute to air pollution caused by industries. However, Nquthu is hoping to introduce at least light manufacturing industries in future which means when dream is realized in future, adequate control to regulate emissions should be in place.
- **Biomass burning:** Biomass is norm in rural communities especially closer to summer season which is done to “rejuvenate” grazing fields. While this happens occasionally or seasonally, but it has its contribution no matter how negligible it may be.
- **Domestic fuel burning:** Households that are not connected to the grid and high electricity costs make most low income households to rely on air polluting sources for heating and cooking, including burning wood or animal dung or paraffin stoves.

(c) Air pollution indicators

INDICATOR	DESCRIPTION
The number of approved AQMPs	
Ambient particulate matter (PM10) concentrations.	Ambient PM10 measurements from monitoring data.
Ambient sulphur dioxide (SO2) concentrations.	Ambient SO2 measurements from monitoring data.
Ambient nitrogen dioxide (NO2) concentrations.	Ambient NO2 measurements from monitoring data.
The number of people with respiratory problems	Emissions from transport and burning of waste negatively affect air quality and consequently the respiration ability of people.
The number of functional monitoring stations	The monitoring stations are important sources for data collection on air quality.

(d) Air pollution impact

Air pollution has a negative ecological impact which affects human health. The KwaZulu-Natal Environment Outlook Report outlines this impact in the table below:

HUMAN HEALTH	ENVIRONMENT
Upper and lower respiratory tract infections	Increased temperatures
Asthma and increased airway resistance	Acidification
Nausea and headaches	Eutrophication
Skin allergies	Photochemical smog
Neurological and renal impairment	Deposition on foliage
Tissue hypoxia	Soiling of buildings
Cancer	Oxidation of materials and structures
Ischemic heart disease	
Death	

(e) Municipal capacity to monitor air pollution

The KwaZulu-Natal Environment Outlook Report (2017) makes the following recommendations in order to deal properly with air quality challenges within KZN:

- AQMPs should be developed for all district municipalities and for the EDTEA;
- Oversight of AQMP implementation should be undertaken by national and provincial environmental authorities;
- Data coverage and reporting for ambient air quality concentrations across the Province should be improved; and
- Technical training on and financial assistance for ambient air quality monitoring should be provided.

The municipality currently has no mechanisms to monitor air quality within its area of jurisdiction. It is only now that the municipality has created a position of an Environmental Officer who shall, among other things; work with an Umzinyathi District based Air Quality Officer to monitor air quality at a local level.

C.1.8.5 Coastal Management

Nquthu is an inland municipality and far away from the coast. However, it has a role to play to protect its rivers from contamination because they empty to the Indian Ocean. Therefore, while Nquthu is an inland located area, its actions may have implications for coastal areas where its rivers empty to.

C.1.8.6 Climate Change

As the dominant driver of biodiversity loss by the end of the 21st century (Millennium Ecosystem Assessment, 2005), climate change impacts, such as increased severity and unpredictability of droughts, storms, and floods, and altered rainfall patterns, higher temperatures and higher evaporation and transpiration will place more pressure on biodiversity assets and ecosystems. Increased spread of diseases, increased fire risk and spread of exotic species are amongst the secondary impacts of climate change placing increased pressure on biodiversity. As a result, biodiversity and ecosystem support areas need to be managed in such a way that their resilience to extreme events is maintained and enhanced. Resilience enables ecosystems to absorb both expected and unforeseen change, in order to retain ecological functioning (Cadman, Petersen, Driver, Sekhran, Maze, & Munzhedzi, 2010). The healthier and more biodiverse an ecosystem, and the better the maintenance of biodiversity patterns, connectivity and ecosystem processes, the more resilient the biodiversity and ecological support areas will be to climate change impacts. As a result, biodiversity planning and management needs to take account of the findings of climate change risk assessments (Laros & Jones, 2010). Ecological corridors and habitat buffer areas are important mechanisms for maintaining ecological networks, allowing plants and animals to migrate, disperse and adapt to the pressures of changing habitat conditions and climate (Cadman, Petersen, Driver, Sekhran, Maze, & Munzhedzi, 2010).

Impacts of climate change on biodiversity and ecosystem services The White Paper on the National Climate Change Response (DEA, 2011a) details the following findings regarding the impacts of climate change on biodiversity and ecosystem services in South Africa:

Biodiversity: impacts of climate change

- Up to 30% of endemic species may be at an increasingly high risk of extinction by the latter half of this century if climate change is unmitigated.
- Marine ecosystems and species are at risk from changes in water temperature, ocean acidification and changes in ocean current.
- Changes in rainfall patterns and temperatures, and rising atmospheric carbon dioxide levels could shift the distribution of terrestrial biomes with many implications for species diversity, ecosystem processes such as wildfires, and critical ecosystem services such as water yield and grazing biomass.
- Increasing frequency of extreme rainfall events will influence runoff quality and quantity in complex ways, significantly affecting the marine and estuarine environment. Reduced water flow will increase the salinity of estuaries, affecting the breeding grounds and nursery areas of many marine species. Coastal estuaries will also be vulnerable to long-term sea-level rise.
- Rising atmospheric carbon dioxide has poorly known direct effects on ecosystems. It may be increasing the cover of shrubs and trees in Grassland and Savannah Biomes, with mixed effects on biodiversity and possible positive implications for carbon sequestration.
- Additional stresses to biodiversity resulting from climate change include wildfire frequency (which appears to already show climate change-related increases in the Fynbos Biome), and the prevalence of invasive alien species. These stresses combined with reduced and fragmented habitats will further increase the vulnerability of biodiversity to climate change.

Water resources: impacts of climate change

- Based on current projections South Africa will exceed the limits of economically viable land-based water resources by 2050. The adequate supply of water for many areas can be sustained only if immediate actions are taken to stave off imminent shortages. The water sector must balance the allocation of limited water resources amongst major users (agriculture, domestic urban use and industry), whilst addressing the need to ensure fair access to water for all South Africa's people as well as a sufficient ecological allocation to maintain the integrity of ecosystems and thereby the services they provide.

- Rainfall is expected to become more variable, with an increase of extreme events such as flooding and droughts resulting in a much more variable runoff regime.
- Increased rainfall intensity will exacerbate scouring in rivers and sedimentation in dams, potentially impacting on water supply and treatment infrastructure.
- Higher temperatures, combined with higher carbon dioxide levels, will contribute to increased growth of algae as well as faster evaporation rates negatively impacting water resources.

Mitigation of climate change impacts on biodiversity and ecosystem services

The climate change impact mitigation strategies proposed in the White Paper on the National Climate Change Response (DEA, 2011a) and which have relevance to activities at a municipal level, include the following:

- **Biodiversity:** mitigation of climate change impacts
 - Conserve, rehabilitate and restore natural systems that improve resilience to climate change impacts or that reduce impacts. For example, mangrove forests reduce storm surge impacts and riparian vegetation and wetland ecosystems reduce the potential impact of floods.
 - Opportunities to conserve biodiversity and extend the conservation estate through the development of carbon off-set programmes to be actively developed.
 - Expand the protected area network (in line with the National Protected Area Expansion Strategy) where it improves climate change resilience, and manage threatened biomes, ecosystems, and species in ways that will minimise the risks of species extinction.
 - Encourage partnerships for effective management of areas not under formal protection, especially freshwater ecosystem priority areas, critical biodiversity areas, ecological support areas and threatened ecosystems.
 - Enhance existing programmes to combat the spread of terrestrial and marine alien and invasive species, especially in cases where such infestations worsen the impacts of climate change.
- **Water resources:** mitigation of climate change impacts
 - Integrating climate change considerations in the short, medium and long term water planning processes across relevant sectors such as agriculture, industry, economic development, health, science and technology.
 - Ensuring that water adaptation measures are managed from a regional perspective given the transboundary nature of our major rivers.
 - Implementing best catchment and water management practices to ensure the greatest degree of water security and resource protection under changing climatic conditions and, in particular, investment in water conservation and water demand management.
 - Exploring new and unused resources, particularly groundwater, re-use of effluent, and desalination.
 - Reducing the vulnerability and enhancement of the resilience to water-related impacts of climate change in communities and sectors at greatest risk.

Behavioral and attitude factors

There are other causes that are not given enough attention but if they continue to be unaddressed they have a potential of derailing all the efforts that are aimed at reversing climate change or at least slow it down. These factors include the following, among others:

- Lack of effective education in the general public about the importance of changing of behavior in our daily lives which leads to a misconception that mitigating climate change is solely the function of government, or; thinking that minor actions that anyone can take is too small to make a difference;
- Complacency by government departments and municipalities in ensuring that they lead the way when it comes to taking real and tangible action against climate change (e.g. most government buildings can operate on solar energy but they chose to rely on the grid);

- Lack of political will to strictly regulate and enforce laws on the private sector to curtail the damage this sector inflicts on the environment, and
- Abdicating the responsibility to mitigate climate change to non-governmental organizations and national government.

Nquthu is an unindustrialized rural area and therefore its contribution to carbon emissions is limited to cars, livestock, coal/wood cooking or heating and overreliance on the grid for energy, however; notwithstanding these facts, Nquthu has a very important contribution to make, and currently it not making a meaningful contribution at all and that should change.

Climate changes trends

In the past 5-6 years Nquthu was severely affected by drought which left a trail of damage. While there have been lot of rain in the recent past, there is always a risk that drought might strike at any time. The figures below show trends at the provincial level and also areas that are vulnerable to drought in Nquthu.

Similarly, unpredictable weather conditions mean that there is also a risk of flooding in instances of heavy rains. The municipality need to stand ready and to identify areas that are vulnerable to flooding so that that information can be known and communicated to affected communities when necessary.

C.1.8.7 Strategic Environmental Assessment

The SDF makes findings as outlined below to describe the overall environmental assessment of Nquthu.

Based on this synoptic environmental overview, the following significant environmental characteristics need to be considered.

- The municipal area is characterised by undulating terrain in most parts. Generally, steep areas are limited to the edge of the riverine systems and the sides of the mountains. Stable soils dominate most parts of the lands. Specific development area-geotechnical studies may be required for the planning of such developments, in order to confirm the suitability of the particular area chosen.
- The municipal area accommodates rivers and wetlands which are of hydrological and ecological significance. All wetland areas and the other hydrological and ecological sensitive areas should be incorporated into the conserved open spaces in the area. It would be necessary to undertake wetland assessments and delineation for the planning of specific developments that may be in close proximity to these wetland corridors (500m in terms of Section 21 of the National Water Act, Act 36 of 1998 and within 32m in terms of Listing Notice 1 of NEMA, December 2014 (Act 107 of 1998). Generally, a minimum of 20m to as much as 100m buffers should be accorded all rivers and minimum of 30m for wetlands within the various catchments within which no activities should be undertaken.
- Portions of the area also known to be of primary agricultural potential in terms of cultivation are regarded as reserved areas for agriculture for the provincial agriculture hub initiative. These areas need to be taken into consideration in the allocation of land uses in the planning scheme.
- Development of areas within or close to lands identified as sensitive zones may be subject to an environmental impact assessment. The key environmental issues may be:
 - Removal of vegetation or agricultural land if the transformation or the size of the development is more than the threshold in hectares (1ha).
 - Degradation of wetland vegetation and subsequent reduction in its functionality.

Overall, the municipal area has some very important biodiversity corridors. It is important to protect the connectivity of natural habitats within the threatened eco systems within the area. The level of transformation occurring requires that little patches of natural forms of the vegetation types remaining be conserved. Developments should be restricted to the already transformed areas as much as possible.

C.1.9 Agriculture and Environmental Trends & Analysis

The UMzinyathi District Municipality Climate Change Response Plan describes the agricultural situation within the entire district as follows:

“Climate change is predicted to negatively impact on the agricultural sector in uMzinyathi District Municipality. Increased temperatures, variability in rainfall patterns and the associated drought seasons are projected to have a major impact on the agriculture sector as water availability will be compromised. Maize and Soybean are the most common crops currently grown, whilst cattle, sheep and goats are the main livestock kept. A high percentage of households are involved in agricultural activities at a subsistence level that currently do not have the capacity to respond to the changes in climate that are projected”.

Certainly, what is explained above also applies to Nquthu which is among the lowest agriculturally active municipality together with Umsinga in as far as commercial agriculture is concerned. Declining activity and output can be attributed to four main factors which are discussed below, namely, decreasing subsistence farming, environmental factors, lack of adequate support and inadequate value chain information. All the issues discussed below should be addressed by developing a clear, simple and realistic agricultural development plan that should form part of the LED Strategy. The municipality’s LED Strategy is undergoing a review and the agricultural development plan will be incorporated in to this review and form the annexure of the LED Strategy instead of developing a separate agricultural strategy that will end up not being fully implemented due to capacity constraints.

(a) Decreasing subsistence farming

There is obvious decrease in agricultural activity as far as subsistence farming is concerned which is due various factors including, but not limited to, unfavourable weather conditions and behavioural patterns or attitude (seeing agriculture as the practice of the past). There is also the issue of inadequate systems to balance between crop farming and livestock farming which cannot coexist in cases where there is no proper fencing this discourage subsistence farmers.

(b) Environmental/climate factors

Our environment, especially weather conditions, is becoming very unpredictable. This makes it very difficult for farmers because the potential to lose all their investments is too high. In some seasons there is drought while in some there is too much rain. Climate is a serious impediment to framing activity.

(c) Inadequate government support

While government is investing in agricultural support, such investment is negatively affected by hugely uneconomical procurement processes and inadequate controls to identify suitable and/or more deserving beneficiaries. Moreover, support that is provided is not accompanied by adequate monitoring and mentoring. In the case of municipalities, including Nquthu Municipality, agricultural support programmes are launched and focus is put more on the “launch” and “handover” aspect while there is little or no effort that is put on continuous support and monitoring.

(d) Inadequate value chain information

Agriculture, except subsistence farming, is a business and those involved in this business should have enough market information especially with regard to the value chain side of things. This is unfortunately not the case, there is even no fresh produce market in Nquthu. There is also no agro processing facility in Nquthu or at least contracts that are made available to local farmers where they can supply their products. The municipality needs to develop a programme that supply adequate value chain

information and link local farmers to markets so that they can commercialize their agricultural activities and move beyond subsistence farming mentality, especially because unemployment is so high.

C.1.10 Agriculture and Environmental: SWOT Analysis and Key Challenges

Challenges

- Lack of proper agricultural development planning.
- Water scarcity and insufficient land suitable for agriculture.
- Lack of sufficient funding to initiate and implement viable agricultural projects.
- Inadequate capacity building for agricultural businesses.
- No environmental management capacity because there is no environment unit.
- Lack of credible environmental data to enable the municipality to initiate environmental management and/or protection programmes/projects.
- Lack of public consciousness about the importance of protecting the environment.

SWOT analysis

Strength	Weaknesses
<ul style="list-style-type: none"> • Lack of industries results in less environmental pollution. • Good air quality levels. 	<ul style="list-style-type: none"> • No environmental management capacity in the municipality. • No regarding environmental protection as an opportunity. • Established but ineffective recycling model.
Opportunities	Threats
<ul style="list-style-type: none"> • Establishing environmental management capacity within the municipality. • Tapping into environmental management capacity at a national, provincial and district level. • Investing in and fully unleashing the potential of green economy, especially recycling. • Designing agriculture development plan 	<ul style="list-style-type: none"> • Continued lack of environmental consciousness within municipal officials, traditional leadership and community in general. • Increasing extreme weather conditions that may results in floods and drought which will negatively affect food security and public safety.

C.1.11 DISASTER MANAGEMENT

Disaster management is one of the critical functions of local government and the recent floods that left unimaginable damage to parts of the KwaZulu-Natal province clearly shows that disaster management should be one of the priorities for all municipalities.

The legislation outlined below establishes the role and responsibilities of municipalities in relation to disaster management which makes to be not just a service delivery and humanitarian matter, but also a compliance matter:

- **Section 26 (g) of Municipal Systems Act No. 32 of 2000** requires the municipal Integrated Development Plan (IDP) to reflect an applicable Disaster Management Sector Plan (DMSP).
- Furthermore, **Section 53 (2) (a) of Disaster Management Act No. 57 of 2002** stipulates that a disaster management sector plan for a municipal area must form an integral part of the municipality's IDP.
- The Disaster Management Sector Plan (DMSP) is a core component of the Integrated Development Plan (IDP). In addition, **Section 34 of the Municipal Systems Act No. 32 of 2000** requires an annual review to be conducted by the municipality, in accordance with an assessment of its performance measurement and to the extent that changing circumstances so demand.

C.1.11.1 Municipal Institutional Capacity

(a) Disaster Management Sector Plan

The Disaster Management plan for Nquthu Municipality has been reviewed for 2022/23 financial year and is attached in the addendum of annexures. The review focused mostly on the following issues:

- Aligning of the maps with new ward boundaries which were altered when the number of wards increased from 17 to 19.
- Seeking to define the working relationship between the municipality and Traditional Councils so that there are clear channels of communication and engagement to ensure swift response in the event of disaster incidents as well as working together to prevent mushrooming of settlements in risky areas.
- Outline the available budget as well as projects/programmes for 2022/23 financial year.
- Define the role of the Environmental Officer that will be appointed by the municipality so that such an office can make a contribution in relation to disaster management and/or planning so that the municipality can be in a better position to adopt the Ecosystem-based Disaster Risk Reduction (EcoDRR) adopt approach as part of its disaster management and planning practices.

(b) Municipal disaster management centre

Nquthu Disaster Management Centre was established in January 2013. The centre uses 24/7 system and respond to all disastrous incidents. Even though there the structure is not yet built to accommodate disaster management function, the park homes are used to accommodate such function. However, the municipality has planned for the construction of a fully-fledged fire station from which the disaster management unit will operate from. The municipality designated 034 271 6102 as

the call centre number. The number has been disseminated to communities through disaster awareness campaigns and through Councillors, Ward Committees, CDWs and Traditional Leadership. A new Fire Station has been constructed but not yet operation due to some shoddy workmanship by the contractors (who were terminated) and the municipality has to fix some few defects before the stations operates.

(c) Staffing

The municipality appointed Disaster Management Manager to implement its disaster management plan. Fourteen qualified fire-fighters are serving the Municipality on a permanent basis. There are no volunteers recruited currently. The Disaster Management staffing is outlined in the table below:

POSITION	NUMBER	FILLED	VACANT
Manager	01	01	0
Fire Station Officer	01	01	0
Leading Fire Fighter	03	02	01
Fire Fighter	16	15	01
Disaster Management Officer	01	01	0
Fire Prevention Officer	01	0	01
TOTAL	23	20	03

(d) Vehicles

Nquthu Disaster Management Centre has six specialized vehicles allocated to it. Three of these vehicles fall under specialized categories which are 1 Fire Engine, 1 Fire Tanker and 1 Rapid Intervention Vehicle. The other three are skid unit bakkies which specialize in wild fire fighting and disaster response.

(e) Other equipment

The municipality has also procured a life-saver boat since Nquthu has a lot of water catchment areas and our disaster unit is required to respond to drowning cases quite often.

C.1.11.2 Risk Assessment

Nquthu faces increasing levels of disaster risk. It is exposed to a wide range of weather hazards, including lightning, thunderstorms; strong winds, hailstorms, veld fires, structural fires, land degradation, drought, and heavy rains that result in flooding that can trigger widespread hardship and devastation. In addition to these natural and human-induced threats and despite ongoing progress to extend essential services to poor urban and rural communities, large numbers of people live in conditions of chronic disaster vulnerability in underserved, ecologically fragile or marginal areas where they face recurrent natural and other threats.

(a) Risk profile

The risk profile is shown in the tables below. The municipality assessed the disaster risk with ward committees and used public participation programmes to engage on how each ward is affected in terms of the risk profile.

TYPE OF HAZARDS	POTENTIAL CONSEQUENCE		
	Moderate	Major	Extreme
<i>Thunderstorm and Lightning</i>			All wards
<i>Heavy rain and floods</i>		Ward 10, 2, 1,5,8,3,14,16, 17	
<i>Structural fires</i>		All wards	
<i>Veld fires</i>			Ward 1-17 (except Ward 14)
<i>Drought</i>	All Wards		
<i>Epidemics</i>			All wards
<i>Hailstorm and strong winds</i>		Ward 1,2, 3,10, 4, 12	
<i>Land degradation</i>		All wards	

EVENT	LIKELIHOOD	CONSEQUENCE	OVERALL RISK RATING COMMENTS	CONTROLS	MITIGATIONS
Thunderstorm & Lightning	Almost certain	Major	Very High	Educational awareness.	Installation of lightning prevention devices.
				Issue warning orders.	Nquthu Ready Summer Campaign.
Heavy rain & Floods	Almost certain	Moderate	High	Educational awareness.	Relocation to safer sites
				Issue warning orders.	Weather forecast
				Floods awareness maps	
Road network floods	Almost certain	Moderate	High	Flood awareness maps	Flood education
				Signage	Operational preparedness and response
				Educational awareness	
Veld-fires	Almost certain	Major	Very high	Bushfire hazard risk map.	Resourced and trained fire staff.
				Pre-burning.	Community and stakeholder engagement.
					Fire-fighting vehicles.
					Fire breaks maintained.
Structural fires	Possible	Major	Very high	Issue warning orders.	Awareness creation.
				Continuous inspections.	Fire-fighting equipment and vehicles.
Major transport accidents	Possible	Major	Medium	Issue warning orders.	Planning in effect.
				Network Coordination Centre.	

(b) Hazard maps

The maps is the following pages indicate the risks per ward in to its level of risk in terms of the following risks:

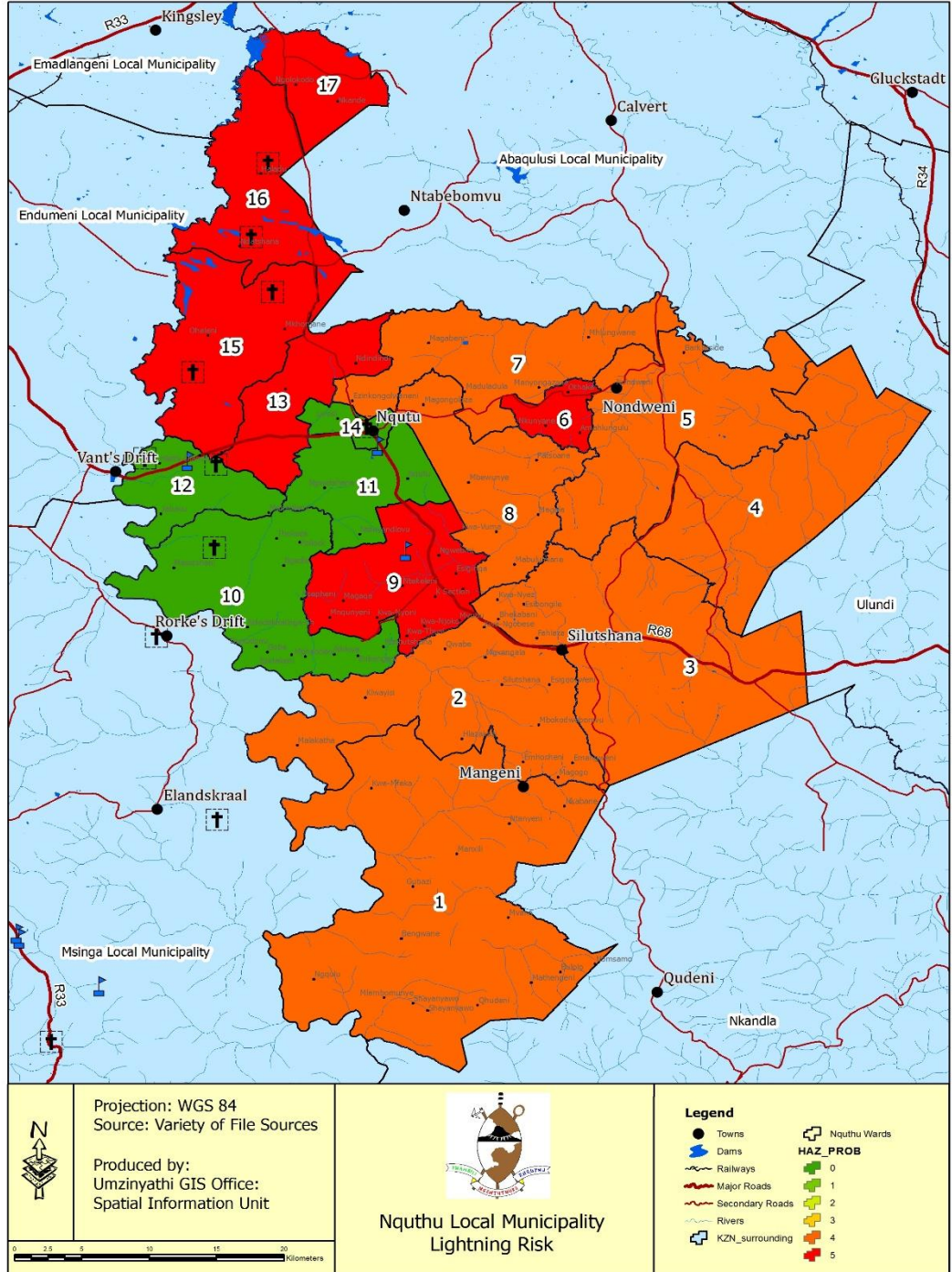
- Lightning
- Drought
- Floods
- Strong winds

NQUTHU LOCAL MUNICIPALITY

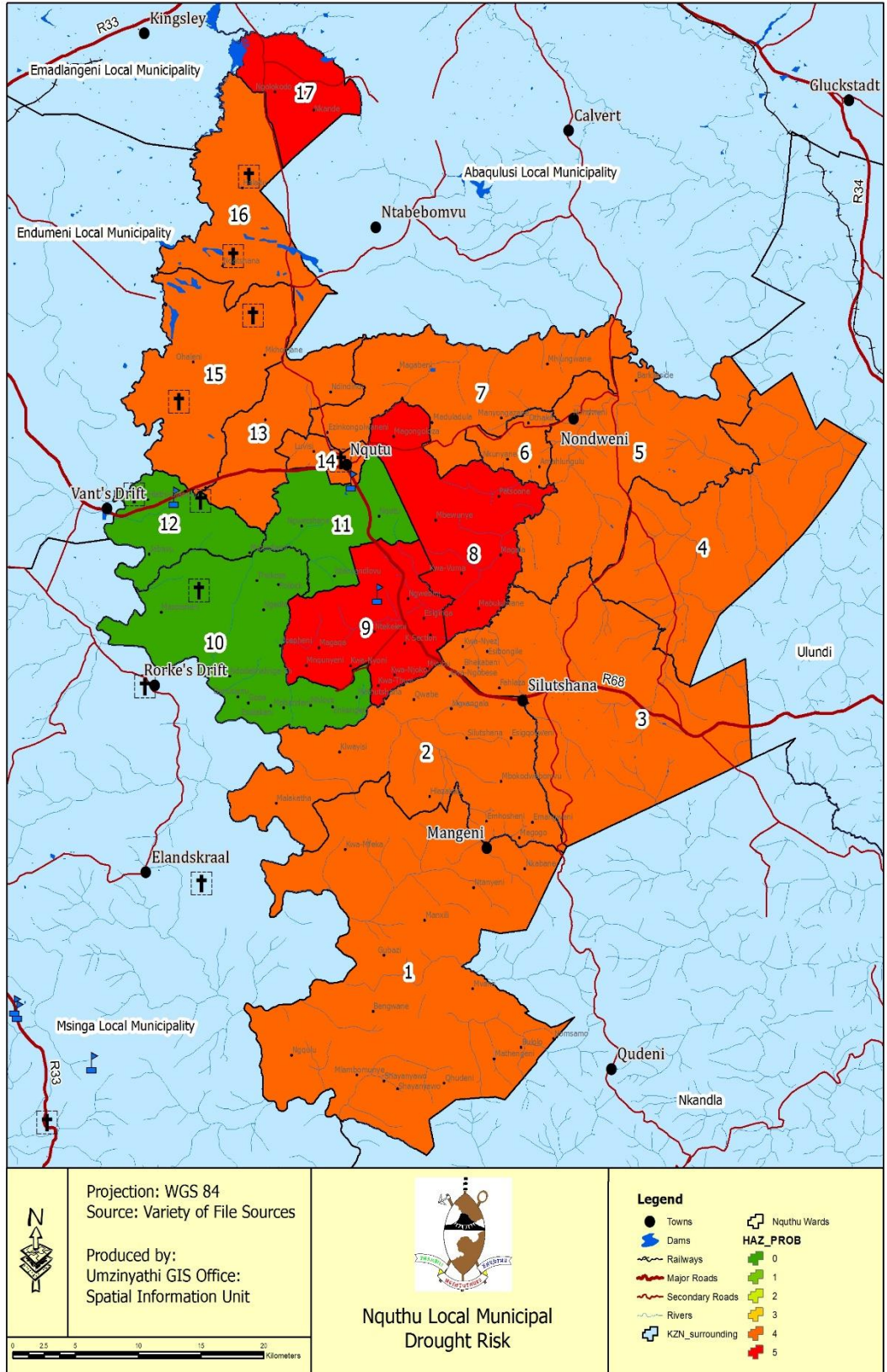
- Structural fires
- Veld fire
- Human Diseases

(NB: The boundaries of Wards have changed from 17 to 19. The municipality will put updated Risk Maps on the municipal website and also put on Ward Based Plans)

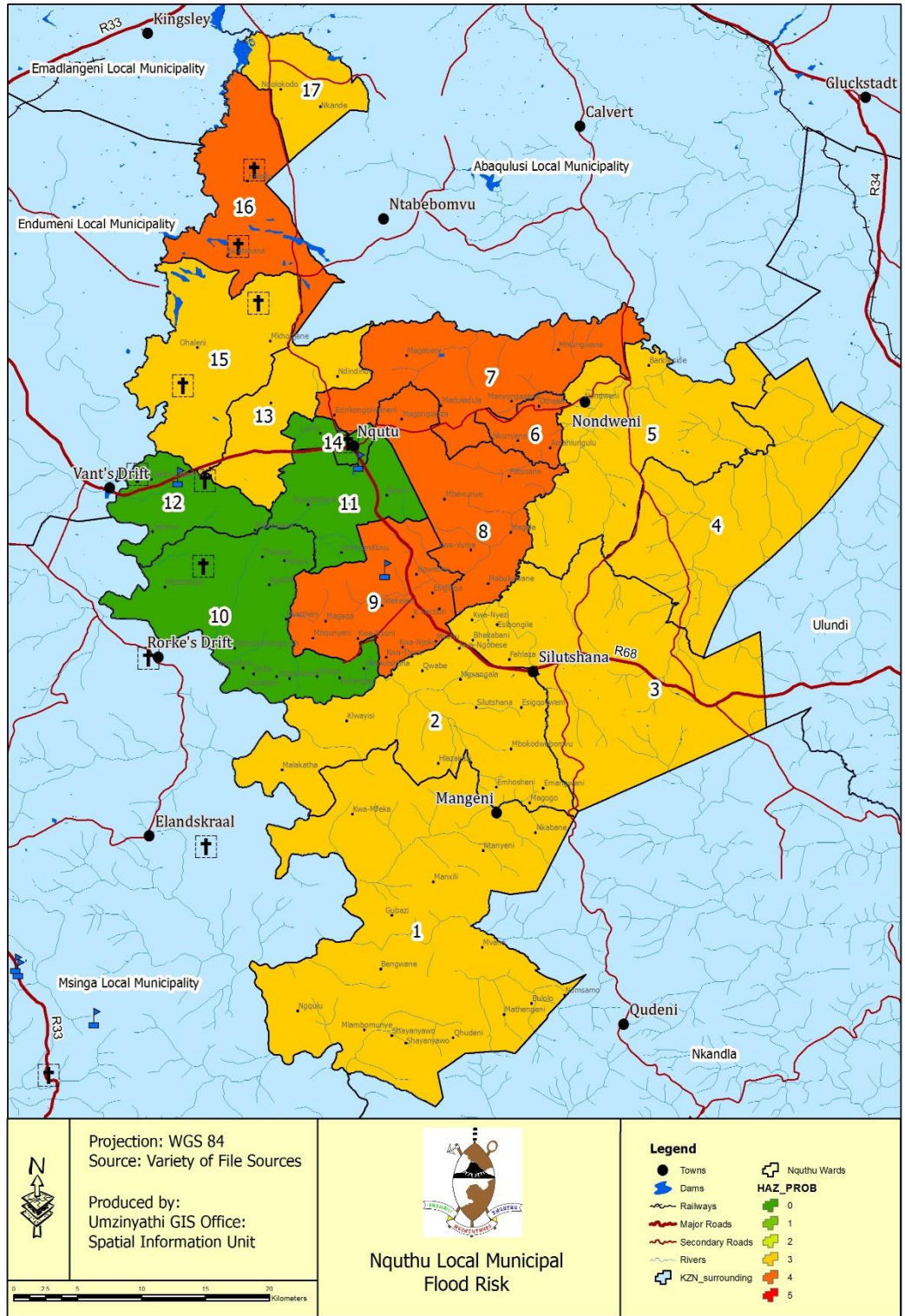
Lightning risk



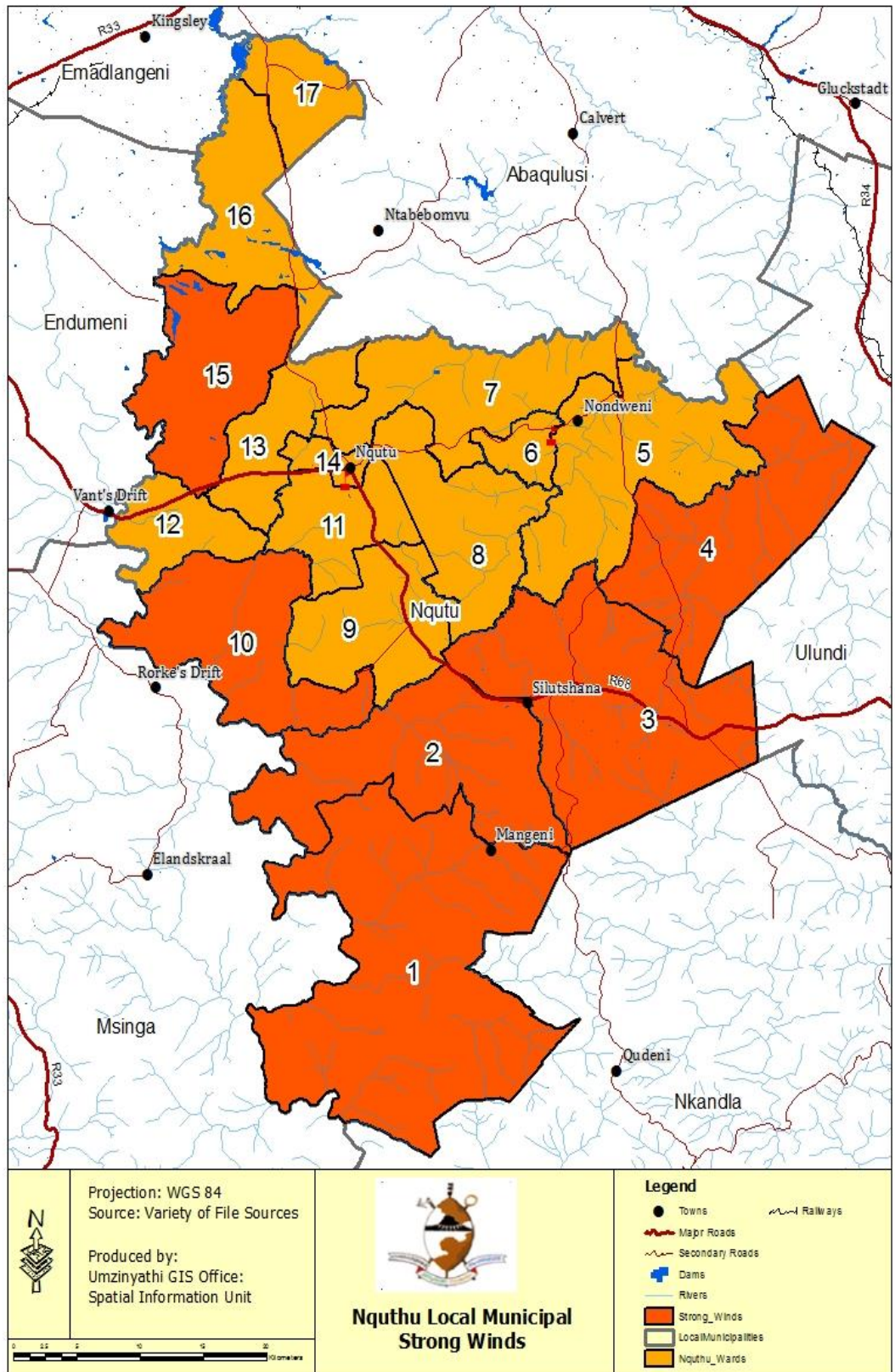
Drought risk



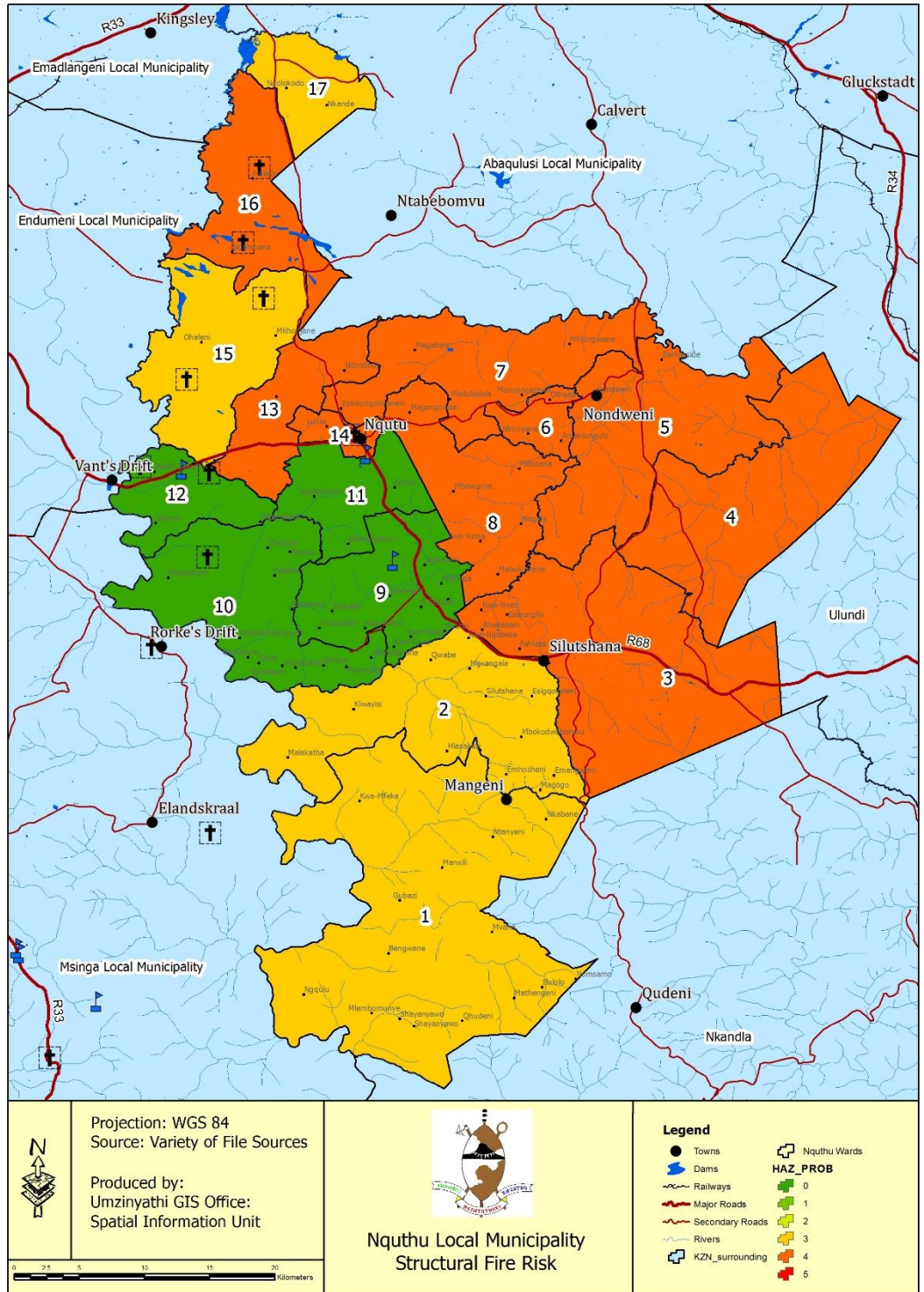
Flood risk



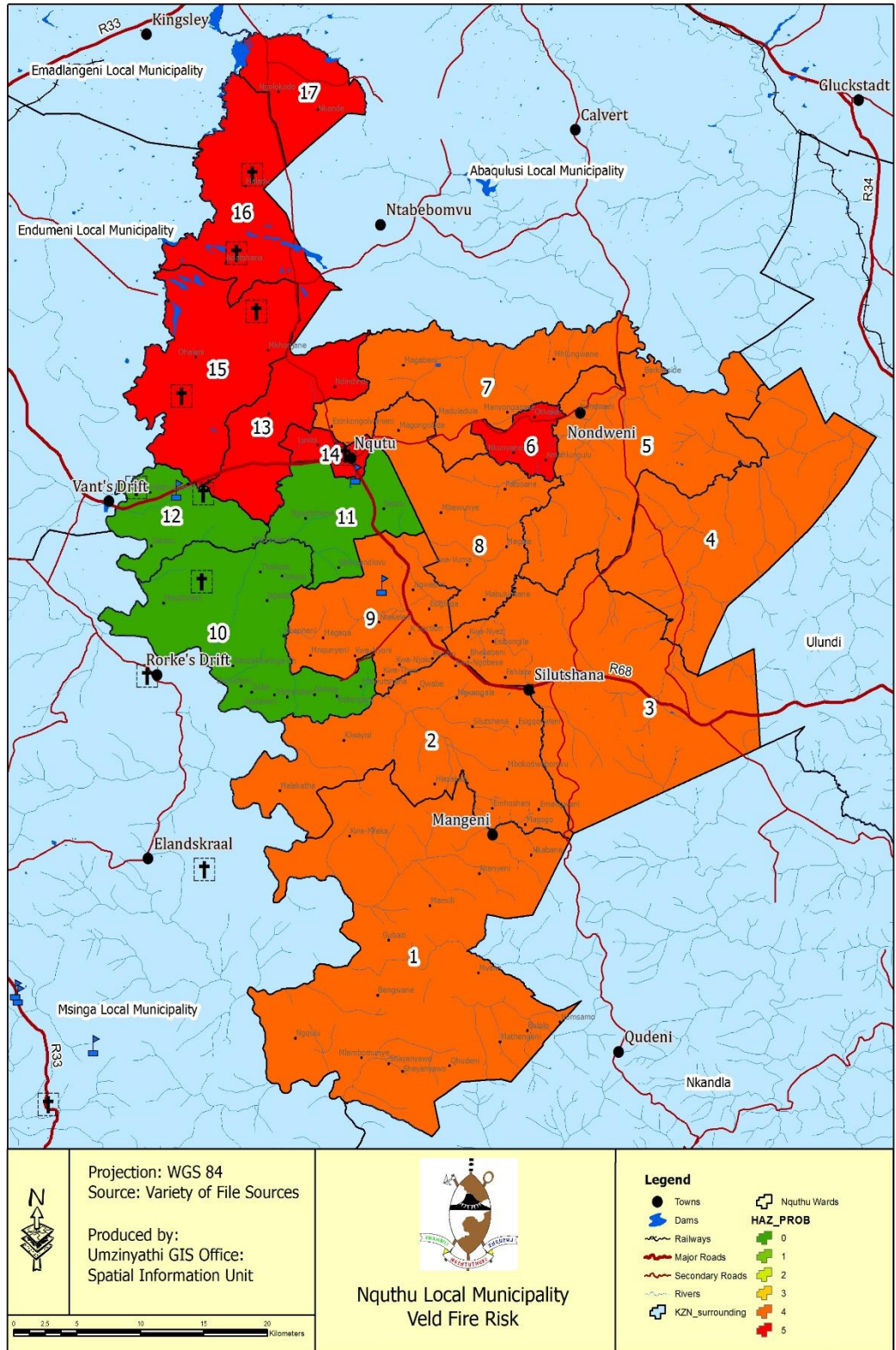
Strong winds



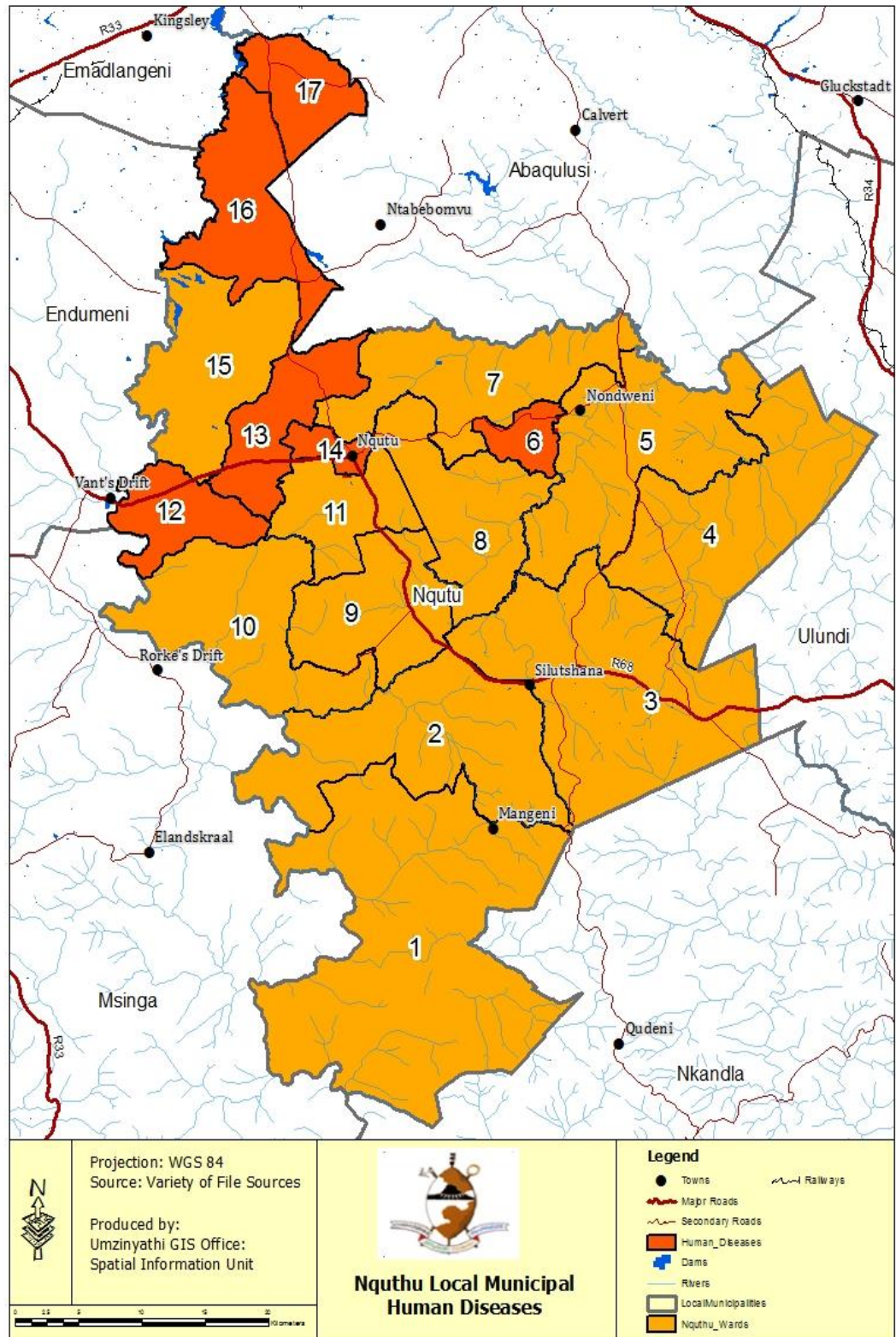
Structural fire



Veld fire



Human diseases



C.1.11.3 Risk reduction and prevention

The municipality has put in place programmes aimed at reducing as well as preventing disaster related incidents, as set out in the table below.

NAME OF THE PROJECT	TARGETED AREAS	DATE
Installation of lightning conductors	All 17 wards	
Roll out of awareness campaigns	All 17 wards	30-Jun-23
Fire and rescue	To serve the whole community	30-Jun-23
Disaster response, and post disaster recovery	All disaster victims in all 17 wards	30-Jun-23

C.1.11.4 Response and recovery

Municipal capacity in terms of response and recovery

The municipality makes budget provision every financial year to procure disaster relief stock in a form of food parcels, blankets, plastic sheets, salvage sheets, and sponges. The relief stock gets distributed to victims when assessments and needs are identified. The municipality responds to all disastrous incidents in partnership with relevant stakeholders.

List of response and recovery stakeholders

STAKEHOLDER	CONTACT DETAILS	MANDATE
Dept. of Social Development	034 271 1924	Provide food hampers and psychosocial support.
Dept. of Education	034 271 0021	Attend to all related quires.
Dept. of Health	034 271 6400	Assistance to injured victims and cater for mass casualties.
SASSA	034 271 1911	Provide grants to qualifying applicants
EMRS	034 219 1018	Emergency medical rescue
Nquthu Fire Brigade Services	034 271 6102	Fire control,
Mr M.A Zulu	072 948 6678	Search and rescue
SAPS Nquthu	034 271 6000	Maintain order and peace
Lt Col Shezi		Search and rescue
RTI	034 271 0287	Traffic control
Mr P. Mthembu	082 969 3999	Road safety
Al-Imdaad Foundation	082 587 8602	Provide emergency relief to victims.
Abed Karim	082 587 8602	
Umzinyathi District Disaster Management centre	034 212 2222	Support Nquthu disaster management centre.
Mr Mbatha	082 717 2069	
Director Corporate Services	034 271 6100	Supervise and support disaster management unit
Mrs. KC Shabalala	076 140 5374	

Nquthu Technical Services	034 271 6161	Provision of plant (e.g. TLB)
Mr L Hlongwane		Repairs to infrastructure
Nquthu Municipal Manager	034 271 6100 / 6103	Authorise emergency expenditure.
Nquthu Municipal Disaster Management Manager	034 271 6100	Assigned to develop, review, and implement disaster management plan for the municipality.
Mr. M.A Zulu	072 948 6678	

C.1.11.5 Training and awareness

Capacity building programme

The municipality aims to train Ward Committees and other community structures on disaster management programmes 2 to 3 times a year.

Public awareness campaigns

The municipality aims to conduct more than 45 disaster risk reduction awareness campaigns every year. Through war rooms, public events, shopping centre visits. Clinics visits, schools visit, the municipality shares disaster risk reduction messages with attendees. Firefighters transfers basic firefighting skills to the audience of the time.

Research

The municipality has not yet conducted any research study on disaster risk management. However, due to financial constraints, the municipality is planning to approach government departments for funding and also to approach academic institutions that may assist the municipality with disaster management research so that all its plans can response accurately to existing challenges.

C.1.11.6 Funding arrangements

Disaster management unit budget table

The table below list Disaster Management Unit projects/programmes budgeted for in the financial year. These figures exclude operational costs like labour, fuel, vehicle and equipment maintenance, etc.

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Installation of lightning conductors	R 2 260 435.00	All 19 wards	30 June 2023
Roll out of awareness campaigns	R285,024.00	All 19 wards	30 June 2023
Fire and rescue	Operational budget	To serve the whole community	30 June 2023
Disaster response, and post disaster recovery	R434,783.00	All disaster victims in all 19 wards	30 June 2023
Wendy houses	R 285,024.00	All 19 wards	30 June 2023

C.1.11.7 Ecosystem-based Disaster Risk Reduction (EcoDRR)

The Strategic Framework and Overarching Implementation for Ecosystems-Based Adaptation in South Africa defines EcoDRR as follows: *“managing the environment (through sustainable management, conservation and restoration of ecosystems) in such a way that risk to communities is reduced.”*

Currently, the municipality has not yet been able to implement EcoDRR as one of its ways to mitigate risks. However, the as soon as the environment unit is established, the municipality will align all its environmental activities to disaster risk planning and management.

C.1.11.8 Disaster Management: SWOT Analysis and Key Challenges

Key challenges

- Lack of satellite stations disable the municipality from responding to disasters, especially fire incidents.
- The working relationship with Traditional Councils has not reached a point where the Disaster Management Unit can be able to provide advice to prevent settlement in disaster prone areas like flood lines or areas susceptible to soil erosion.

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Fully functional disaster management unit • Disaster management sector plan • Fire station budgeted being finalized • Support from district and provincial government • Big budget for lightning conductors • Consistent disaster awareness campaigns • Committed disaster management personnel 	<ul style="list-style-type: none"> • Lack of satellite stations for far flung areas • Insufficient funding for disaster management unit • Insufficient research information on disaster management related matters
Opportunities	Threats
<ul style="list-style-type: none"> • Establishing satellite stations for far flung areas • Recruiting disaster management volunteers from communities to assist the municipality • Improving response times • Conducting research to collect enough information and knowledge to better plan and implement disaster management related programmes • Improving working relationship with Traditional Councils to ensure that they prevent continued settlement in disaster prone areas like flood lines, etc. 	<ul style="list-style-type: none"> • Nquthu is vulnerable to lightning strikes • Climate change make natural disasters more unpredictable • Drought potential which may worsen water scarcity and diseases • Unplanned settlement patterns which do not take into account risk prone areas

C.2.1 Demographic Indicators

(a) Population

Population size

MUNICIPALITY	CENSUS 2011			CS 2016		
Endumeni	64 862	12.7	16,852	76639	13.8	21 134
Nqutu	165 307	32.4	31,613	171325	30.9	32 622
Msinga	177 577	34.8	37,723	184494	33.3	38 372
Umvoti	103 093	20.2	27,282	122423	22.1	34 664
Umzinyathi	510 838	100	113,470	554 882	100	12 6791

Source: StatsSA

Key findings and developmental implications:

- The population of Nquthu is growing as it grew by around 6000 people between 2011 and 2016, meaning that the fertility rate is more than the mortality rate, therefore; every development plans made must take population growth factor into account. These figures must be read with population estimates to get a better picture.
- While population growth has a positive effect on equitable share allocation, such growth is undermined by the persistent economic dependency ratio of the growing population, especially the youth.

Population by gender

MUNICIPALITIES	MALE	FEMALE	TOTAL
DC24: Umzinyathi	255 669	299 213	554 882
KZN241: Endumeni	38 278	38 361	76 639
KZN242: Nqutu	79 524	91 801	171 325
KZN244: Msinga	82 399	102 095	184 494
KZN245: Umvoti	55 468	66955	122 423

Source: StatsSA

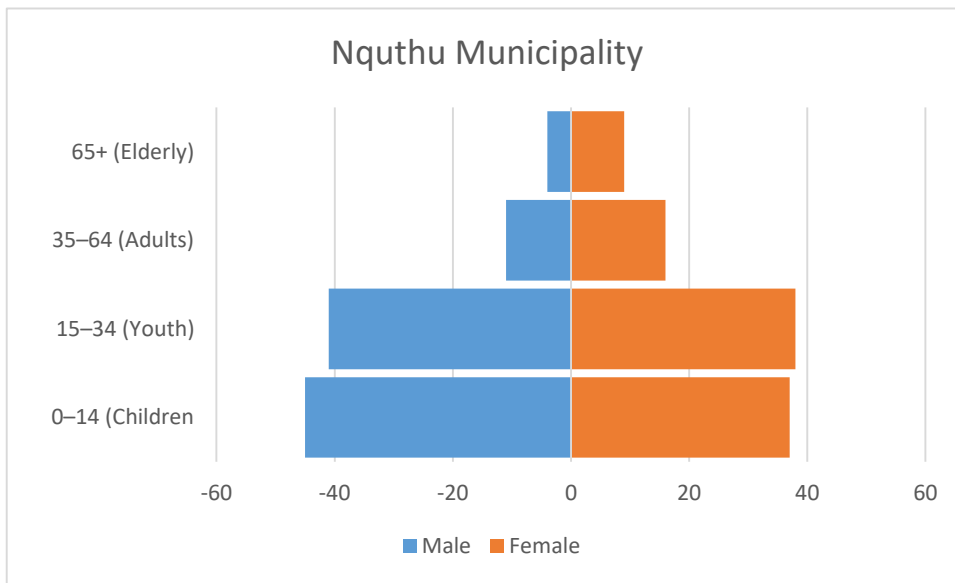
Key findings and developmental implications:

- Women population is more than that of man in Nquthu by a sizeable margin in the municipality.
- Births are given to more males than women, therefore; there are more males than women from 0 to 24 years. From 24 to 34 years there is equilibrium in numbers between males and females, but from 35 years upwards male numbers decreases dramatically which means that the mortality rate of males is higher than that of females.
- Generally, single parents are single mothers, and even in co-parenting situations; men pass away first. This means there are many women headed households and that women generally have more dependents than men.
- Moreover, women are mostly behind men in terms of income levels and social status, therefore; the inevitable implication of this reality is that women should become the priority in terms of empowerment in every respect, that is; educationally, socially and economically. This is so because improving the social and economic conditions will trickle down to most households and directly result in improved living conditions in society.

Population by age

MUNICIPALITY	0–14 (CHILDREN)	15–34 (YOUTH)	35–64 (ADULTS)	65+ (ELDERLY)	TOTAL
DC24: Umzinyathi	210 990	223 208	82 246	38 439	554 882
KZN241: Endumeni	22 859	34 585	14 152	5 044	76 639
KZN242: Nqutu	69 358	67 636	22 616	11 715	171 325
KZN244: Msinga	77 338	69 460	25 151	12 545	184 494
KZN245: Umvoti	41 435	51 526	20 328	9 135	122 423

Source: StatsSA



Source: StatsSA

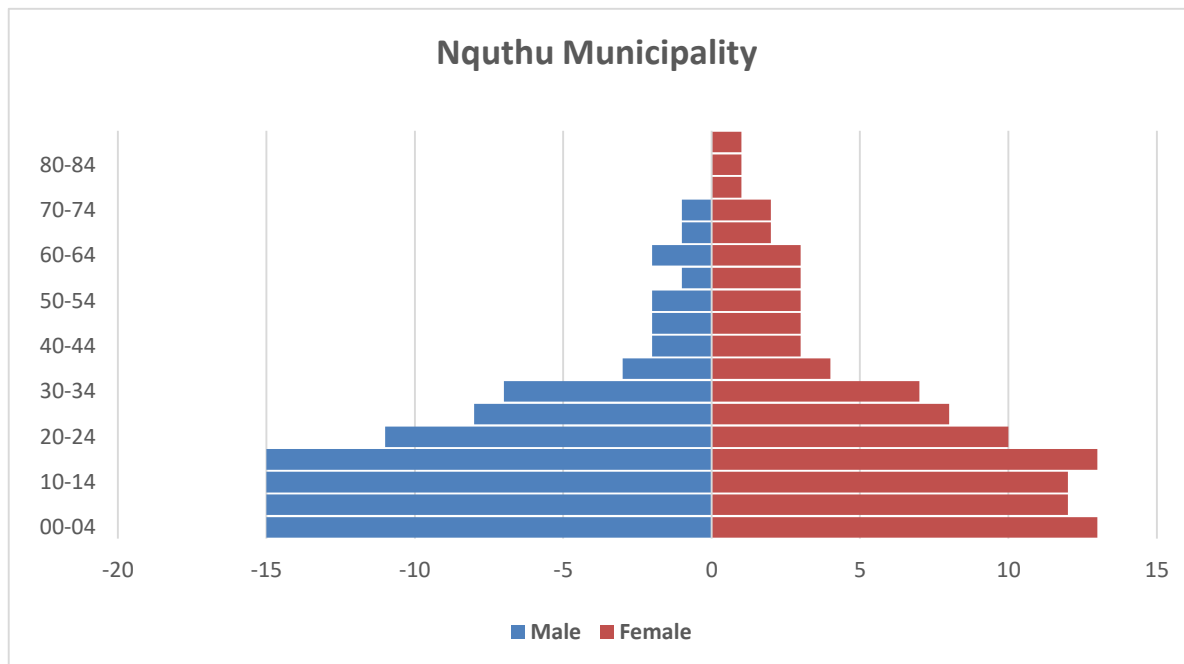
Key findings and developmental implications:

- The youth constitute the largest majority in terms of population size.
- This has direct development implications for the municipality in terms of development strategies and programmes that it has to initiate and implement.
- Working with all other stakeholders and social partners, the municipality must ensure that there are youth development programmes addressing issues of education and training, skills development, social ills, sports and recreation, arts and culture, unemployment/job creation, enterprise development and all other related issues that affect our youth.

Population by 5-year age groups

AGE GROUP	DC24: UMZINYATHI	KZN241: ENDUMENI	KZN242: NQUTHU	KZN244: MSINGA	KZN245: UMVOTI
00-04	70 973	8006	23 307	25756	13904
05-09	70965	7274	22 960	26851	13880
10-14	69052	7578	23 092	24732	13650
15-19	76493	9209	24 124	25975	17184
20-24	59746	9127	17 690	19366	13563
25-29	48123	8879	13 773	13756	11714
30-34	38846	7370	12 049	10363	9065
35-39	21022	3674	6 184	6094	5070
40-44	17881	3259	4 634	5667	4322
45-49	15846	2711	4 324	4751	4060
50-54	14980	2570	3 941	4804	3665
55-59	12517	1938	3 533	3835	3211
60-64	12003	1508	3 620	3784	3091
65-69	10376	1464	2 996	3441	2476
70-74	7543	1114	2 504	2170	1755
75-79	3716	549	1 128	1312	727
80-84	2065	251	742	631	442
85+	2736	158	725	1207	645
Total	554882	76639	171 325	184494	122423

Source: StatsSA



Source: StatsSA

Key findings and developmental implications:

- The largest portion that makes up the population in terms of 5-year age groups is a 0 – 4 years which a group that is supposed to attend Early Childhood Development centres.
- This indicates a serious need to invest and also coordinate efforts to improve early childhood development in Nquthu. ECD centres backlog in Nquthu stands at +/- 90% which is unacceptably high.
-

MID-YEAR POPULATION ESTIMATES

Estimated population size

MUNICIPALITY	2021 ESTIMATES		2022 ESTIMATES	
	NUMBER	%	NUMBER	%
Endumeni	83 810	14.7	85 913	15
Nquthu	177 255	31.1	178 392	31.1
UMsinga	185 224	32.6	187 305	32.6
Umvoti	121 621	21.4	122 513	21.3
UMzinyathi	567 910	100	574 123	100

Source: StatsSA

Estimate population by age

NQUTHU	2021		2022	
	MALE	FEMALE	MALE	FEMALE
0-4	12 673	12 102	12 761	12 173
5-9	12 330	11 729	12 375	11 771
10-14	11 598	11 263	11 587	11 224
15-19	9 762	9 289	9 767	9 362
20-24	7 084	8 541	7 089	8 420
25-29	7 091	8 393	7 008	8 305
30-34	6 381	7 705	6 556	7 870
35-39	4 514	5 304	4 870	5 553
40-44	2 471	3 810	2 707	4 018
45-49	1 609	3 280	1 676	3 293
50-54	1 137	3 165	1 155	3 143
55-59	1 137	3 104	1 108	3 066
60-64	905	2 252	878	2 255
65-69	724	2 160	689	2 094
70-74	535	2 117	525	2 110
75-79	345	1 396	314	1 403
80+	318	1 032	292	973
TOTAL	80613	96642	81359	97033

Source: StatsSA

Households and population estimates per ward

Stats SA Census project was not finalised by the time the municipality was compiling its 5-year IDP and this reality presented a serious challenge because of the following reasons:

- The existing figures with ward figures are over 11-years old and are therefore very outdated. Moreover, the number of wards increased from 17 to 19 wards which changed the boundaries for the almost all the wards which these figures are no longer applicable.
- Developing a 5-year IDP without at least ward estimates would mean there is no reasonable basis and/or guidance for such planning.

To address the challenges mentioned above, the municipality’s IDP and GIS units utilised Eskom electricity connection data as well as municipal meter list data to estimate the number of households and population per ward. The only ward that had an electricity backlog was Ward 01 and the number of planned connections by both the municipality and Eskom in that ward was also taken into account. Obviously these are just estimates and therefore not accurate, but they provide reasonably basis to plan on. When Stats SA releases Census report the municipality will then use those official figures.

WARD HOUSEHOLDS AND POPULATION ESTIMATES		
Ward	Households	Ward population
1	1 021	3 196
2	963	5 104
3	2 143	11 358
4	2 089	11 072
5	1 979	10 489
6	2 389	12 662
7	1 478	7 832
8	2 377	12 597
9	3 335	17 675
10	1 105	5 856
11	1 118	5 924
12	2 110	11 183
13	2 124	11 256
14	1 885	9 990
15	1 687	8 940
16	2 413	12 789
17	2 142	11 353
18	1 186	6 286
19	1 437	7 615
	34 981	183 186

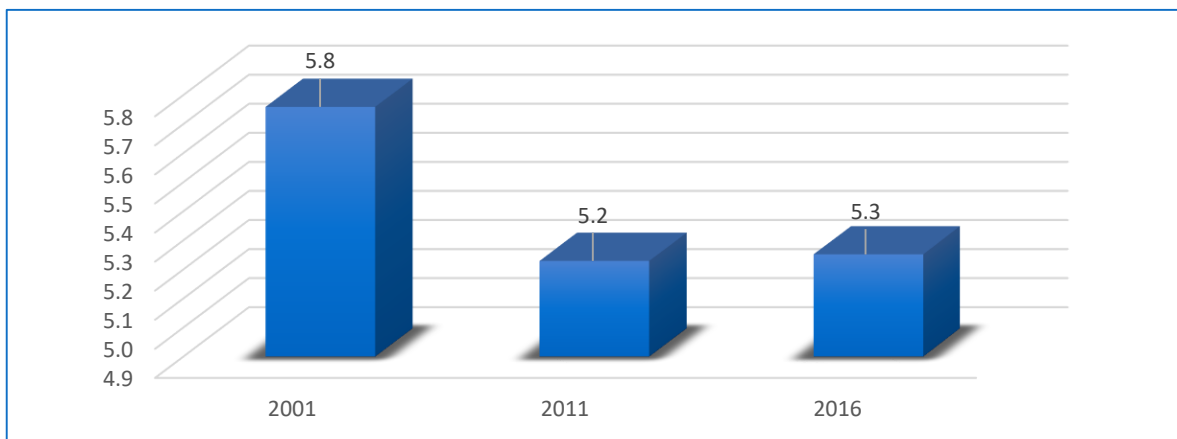
Source: Nquthu LM estimates/calculations

Households (Geo Type)

MUNICIPALITY	URBAN	TRADITIONAL	FARMS	TOTAL
DC24: Umzinyathi	30 153	80 992	15 646	126 791
KZN241: Endumeni	17 605	784	2 745	21 134
KZN242: Nqutu	3 493	29 030	100	32 622
KZN244: Msinga	427	36 640	1 305	38 372
KZN245: Umvoti	8 629	14 538	11 497	34 664

Source: StatsSA

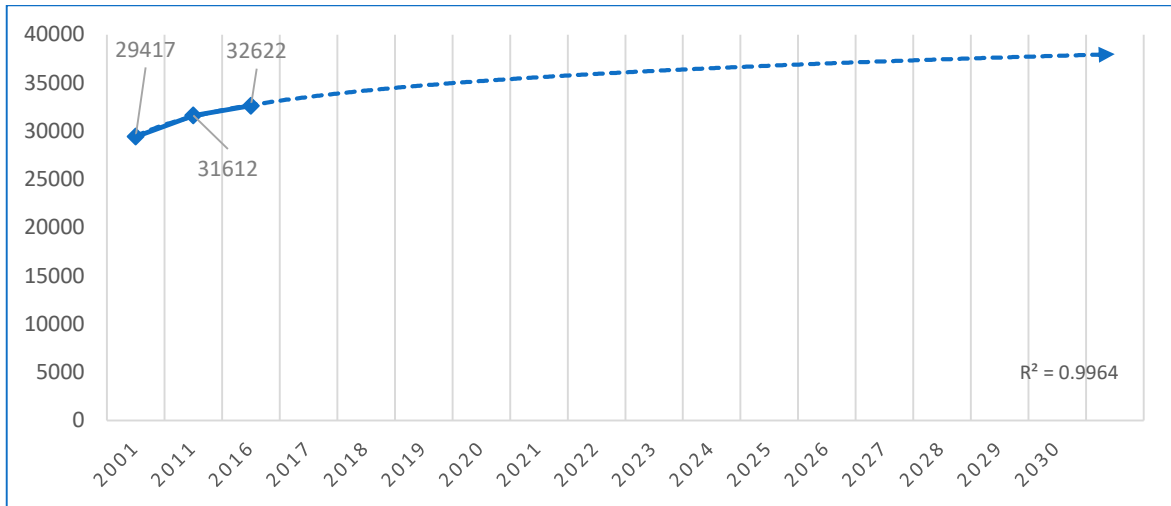
Average household size



Source: Nquthu SDF estimates

Projected household growth

NQUTHU LOCAL MUNICIPALITY



Source: Nquthu SDF estimates

Main dwelling

	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Formal dwelling/house or brick/concrete block structure on a	49774	13864	12 811	9472	13627
Traditional dwelling/hut/structure made of traditional mater	62476	3223	14 179	28224	16850
Flat or apartment in a block of flats	1510	673	256	126	455
Cluster house in complex	150	30	46	74	-
Townhouse (semi-detached house in a complex)	362	141	196	-	25
Semi-detached house	76	12	21	25	18
Formal dwelling/house/flat/room in backyard	6440	1354	4 442	141	503
Informal dwelling/shack in backyard	2261	1032	180	32	1017
Informal dwelling/shack not in backyard (e.g. in an informal	2161	269	96	52	1744
Room/flatlet on a property or larger dwelling/servants quart	1245	516	284	90	355
Caravan/tent	21	-	-	21	-
Other	314	20	111	114	69
Unspecified	-	-	-	-	-
Total	126791	21134	32 622	38372	34664

Source: StatsSA

Tenure status

NQUTHU LOCAL MUNICIPALITY

	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Rented from private individual	8824	4501	1 023	268	3032
Rented from other (incl. municipality and social housing ins)	1548	1242	12	58	235
Owned; but not yet paid off	24090	967	5 282	9738	8104
Owned and fully paid off	69657	9023	21 237	23252	16146
Occupied rent-free	10504	1388	2 395	4794	1928
Other	11062	3429	2 475	111	5047
Do not know	963	583	178	82	119
Unspecified	144	-	21	70	54
Total	126791	21134	32 622	38372	34664

Source: StatsSA

RDP dwelling

	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Yes	15836	4658	3 363	2751	5064
No	110371	16000	29 220	35606	29544
Do not know	568	475	23	14	56
Unspecified	16	-	16	-	-
Total	126791	21134	32 622	38372	34664

Source: StatsSA

Household head by age

AGE	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
10 - 14	327	38	113	103	110
15 - 19	3711	404	1 266	1059	1432
20 - 24	8606	1444	1 943	2534	2685
25 - 29	12584	2735	2 825	3168	3856
30 - 34	17856	3923	3 999	4492	5442
35 - 39	10352	1836	2 636	3037	2842
40 - 44	11430	2271	2 596	3760	2803
45 - 49	11744	1896	2 988	3507	3355
50 - 54	9563	1449	2 586	3088	2441
55 - 59	8759	1246	2 487	2766	2261
60 - 64	8270	1087	2 489	2634	2061
65 - 69	8546	1079	2 390	3050	2027
70 - 74	5713	870	1 881	1633	1329
75 - 79	4140	477	1 250	1571	843
80 - 84	2185	205	844	643	492
85 +	3006	174	817	1328	686

Source: StatsSA

Key findings and developmental implications:

- While the number of child headed households has decreased by 40 households in the category of 10 to 14 years between 2011 and 2016, it has increased by a whopping 594 households in the category of 15 to 19 years in the same period, resulting in a combined increase of 554 child headed households between 2011 and 2016.

NQUTHU LOCAL MUNICIPALITY

- The numbers above indicate that the challenge of child headed households is growing which may be a result of coincidental misfortune, HIV/AIDS related deaths, or both.
- This requires a concerted effort by the municipality, government departments and all stakeholders to initiate clear interventions to provide consistent support to child headed households.

(b) Languages

LANGUAGES	DC24: UMZINYATHI		KZN241: ENDUMENI		KZN242: NQUTU		KZN244: MSINGA		KZN245: UMVOTI	
	N	%	N	%	N	%	N	%	N	%
Afrikaans	4705	1	3771	5	166	0	357	0	411	0
English	13609	2	8574	11	75	0	284	0	4675	4
Isindebele	53	0	-	-	30	0	11	0	12	0
Isixhosa	1780	0	268	0	233	0	373	0	905	1
Isizulu	511204	92	62175	81	156 793	92	178661	97	113574	93
Sepedi	191	0	-	-	47	0	104	0	40	0
Sesotho	9791	2	187	0	9 479	6	-	-	126	0
Setswana	66	0	21	0	41	0	4	0	-	-
Sign language	55	0	-	-	21	0	-	-	33	0
Siswati	72	0	2	0	55	0	-	-	16	0
Tshivenda	36	0	-	-	36	0	-	-	-	-
Xitsonga	27	0	7	0	21	0	-	-	-	-
Khoi; nama and san languages	-	-	-	-	-	-	-	-	-	-
Other	639	0	238	0	241	0	4	0	156	0
Not applicable	12638	2	1396	2	4 086	2	4695	3	2461	2
Not specified	14	0	-	-	-	-	-	-	14	0
Total	554882	100	76639	100	171 325	100	184494	100	122423	100

Source: StatsSA

(c) Migration by province of birth

Provinces	DC24: Umzinyathi		KZN241: Endumeni		KZN242: Nqutu		KZN244: Msinga		KZN245: Umvoti	
	N	%	N	%	N	%	N	%	N	%
Western cape	321	0	156	0	15	0	83	0	66	0
Eastern cape	505	0	149	0	35	0	203	0	118	0
Northern cape	71	0	29	0	38	0	4	0	-	-
Free state	801	0	338	0	200	0	76	0	187	0
Kwazulu-Natal	544986	98	73185	95	168 779	99	181865	99	121156	99
North west	370	0	180	0	88	0	65	0	37	0
Gauteng	5807	1	1594	2	1 718	1	2052	1	442	0
Mpumalanga	602	0	361	0	151	0	38	0	52	0
Limpopo	107	0	21	0	46	0	4	0	36	0
Outside south Africa	1074	0	468	1	255	0	65	0	286	0
Do not know	34	0	13	0	-	-	-	-	21	0
Unspecified	205	0	144	0	-	-	39	0	22	0
Total	554882	100	76639	100	171 325	100	184494	100	122423	100

Source: StatsSA

(d) Marital status

NQUTHU LOCAL MUNICIPALITY

	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Legally married (include customary; traditional; religious etc)	48199	8892	16 956	10884	11467
Living together like husband and wife/partners	46166	3354	7 786	24411	10616
Divorced	991	498	113	144	235
Separated; but still legally married	852	169	113	44	527
Widowed	19907	1808	4 320	9001	4778
Single; but have been living together with someone as husband/wife/partner before	21611	2842	5 410	8918	4441
Single; and have never lived together as husband/wife/partner	244968	40554	80 522	67653	56239
Not applicable	707	73	229	280	124
Unspecified	171481	18450	55878	63159	33995
Total	554882	76639	171325	184494	122423

Source: StatsSA

(e) Religious affiliation

	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Christianity	334340	54226	99 455	85895	94764
Islam	2866	1901	173	108	684
Traditional african religion (e.g. ancestral; tribal; animis;etc)	90510	420	32 247	47967	9875
Hinduism	4411	2680	17	125	1590
Buddism	39	-	16	23	-
Bahaism	12	-	-	12	-
Judaism	1	-	1	-	-
Atheism	19	-	-	-	19
Agnosticism	28	10	-	-	18
No religious affiliation/belief	93370	15754	18 620	45875	13121
Other	28370	1398	20 656	4282	2033
Do not know	916	249	140	207	319
Unspecified	-	-	-	-	-
Total	554882	76639	171 325	184494	122423

Source: StatsSA

C.2.2 Socio-economic conditions

Nquthu is a rural municipality that is hugely underdeveloped and not just in terms of infrastructure, but also in terms of other important economic and social aspects of development. Education levels are low, unemployment is high especially among the youth, dependency on social grants is high. The figures outlined below clearly indicate that the socio-economic conditions of Nquthu are far from ideals and a collective effort is required to work to turn this situation around.

(a) Education

Education (attendance)

	Yes	No	Do not know	Not applicable	Unspecified	Total
DC24: Umzinyathi	267175	287429	174	-	103	554882
KZN241: Endumeni	32330	44269	40	-	-	76639
KZN242: Nqutu	80 509	90 722	94	-	-	171 325
KZN244: Msinga	99809	84563	19	-	103	184494
KZN245: Umvoti	54527	67874	22	-	-	122423

Source: StatsSA

Levels of education

LEVEL OF EDUCATION	DC24: UMZINYATHI	KZN241: ENDUMENI	KZN242: NQUTU	KZN244: MSINGA	KZN245: UMVOTI
No schooling	126480	10003	34 849	55204	26424
Primary	175015	19615	59 340	58492	37568
Secondary	231347	40584	73 299	64542	52921
Tertiary	18346	5752	3 349	4690	4556
Other	1525	103	146	912	365
Do not know	679	317	74	183	104
Unspecified	1490	264	269	470	486
Total	554882	76639	171 325	184494	122423

Source: StatsSA

Public and private school attendance

	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Public (government)	260289	30479	79 247	98363	52199
Private (independent)	6713	1766	1 213	1425	2309
Do not know	173	84	49	20	19
Not applicable	287707	44309	90 816	84685	67896
Total	554882	76639	171 325	184494	122423

Source: StatsSA

Higher education by institution type

	Higher education institution (University/University of technology)	Tvet (formerly FET)/Private Colleges	Not applicable	Unspecified	Total
DC24: Umzinyathi	8329	4843	533148	8563	554882
KZN241: Endumeni	3176	1775	70419	1269	76639
KZN242: Nqutu	1 809	1 028	167 473	1 015	171 325
KZN244: Msinga	1124	664	178408	4299	184494
KZN245: Umvoti	2220	1375	116848	1981	122423

Source: StatsSA

Field of study (Higher education institutions)

NQUTHU LOCAL MUNICIPALITY

	DC24: Umzinyath	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Agriculture	160	59	41	-	59
Architecture and the built environment	65	23	-	1	41
Arts (Visual and performing arts)	82	36	26	-	19
Business	770	326	161	15	268
Communication	88	29	31	-	27
Computer and information sciences	182	68	45	-	69
Education	3268	905	972	564	826
Engineering	486	277	106	53	51
Health professions and related clinical sciences	905	412	159	160	174
Family ecology and consumer sciences	64	33	3	13	15
Languages	35	-	-	20	14
Law	231	103	39	-	88
Life sciences	34	34	-	-	-
Physical sciences	40	40	-	-	-
Mathematics and statistics	13	13	-	-	-
Philosophy	72	18	-	15	39
Psychology	43	43	-	-	-
Public management and services	346	151	56	19	119
Social sciences	190	75	-	33	82
Other	1207	481	168	230	328
Do not know	49	49	-	-	-
Not applicable	537990	72194	168 501	179072	118 223
Unspecified	8563	1269	1 015	4 299	1 981
Total	554882	76639	171 325	184 494	122 423

Source: StatsSA

Field of study (TVET Colleges)

	DC24: Umzinyath	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Management	564	164	77	129	194
Marketing	52	-	4	-	48
Information technology and computer science	156	41	-	59	55
Finance	202	73	81	21	26
Office administration	250	79	62	65	45
Electrical infrastructure construction	286	141	71	2	72
Civil engineering and building construction	241	17	121	26	77
Engineering	735	419	208	63	44
Primary agriculture	17	7	10	-	-
Hospitality	114	48	32	34	-
Tourism	83	28	16	-	39
Safety in society	80	26	19	-	34
Mechatronics	87	87	-	-	-
Education and development	330	97	91	55	87
Other	1647	547	235	210	654
Not applicable	541476	73595	169282	179531	119067
Unspecified	8563	1269	1015	4299	1981
Total	554882	76639	171325	184494	122423

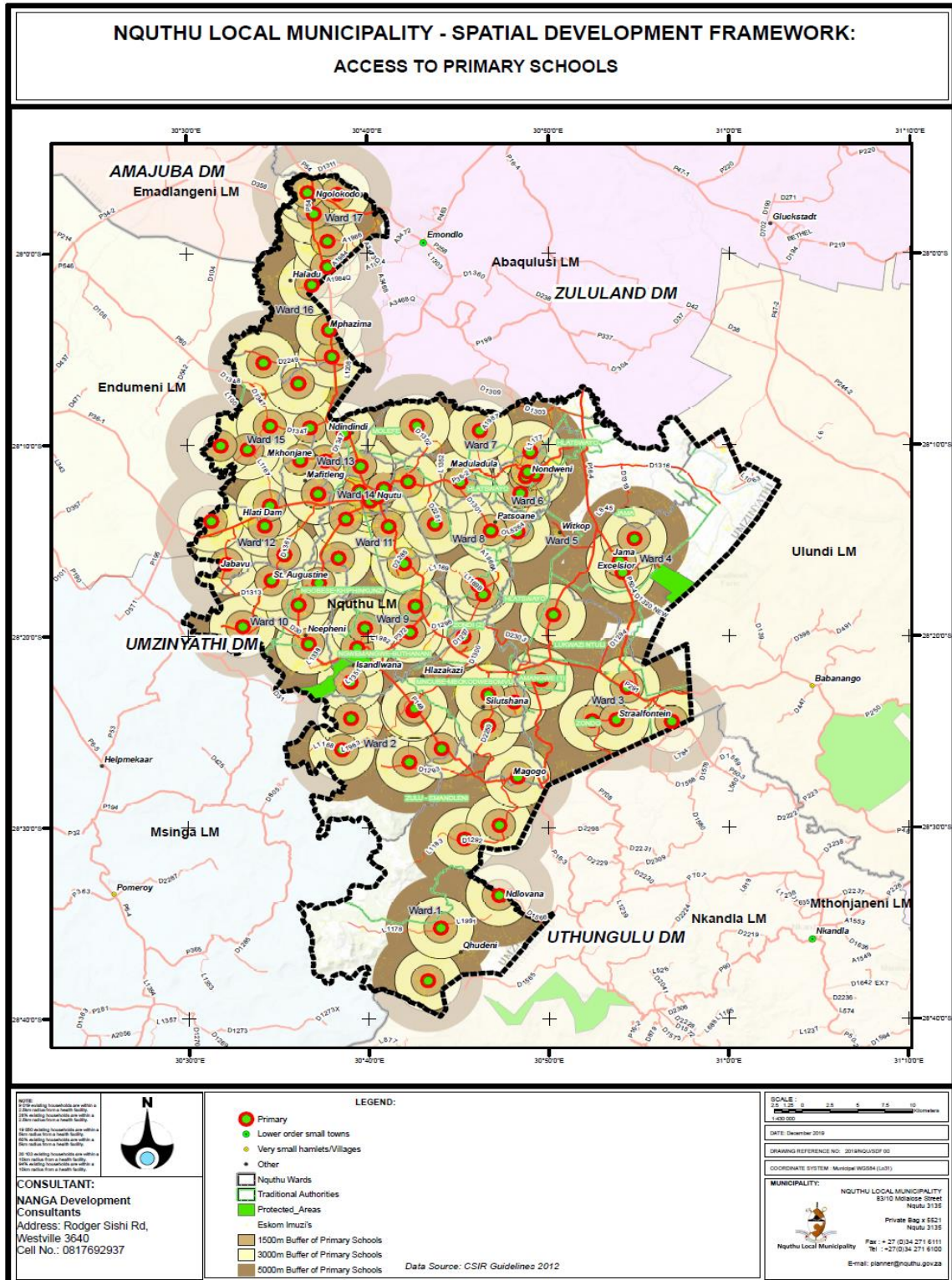
Source: StatsSA

Access to educational facilities

Primary schools

Radius	Household Structures within Buffer	Percentage of Household Structures within Buffer
1.5 KM	16 847	53%
3KM	27 058	85%
5KM	30 147	94%

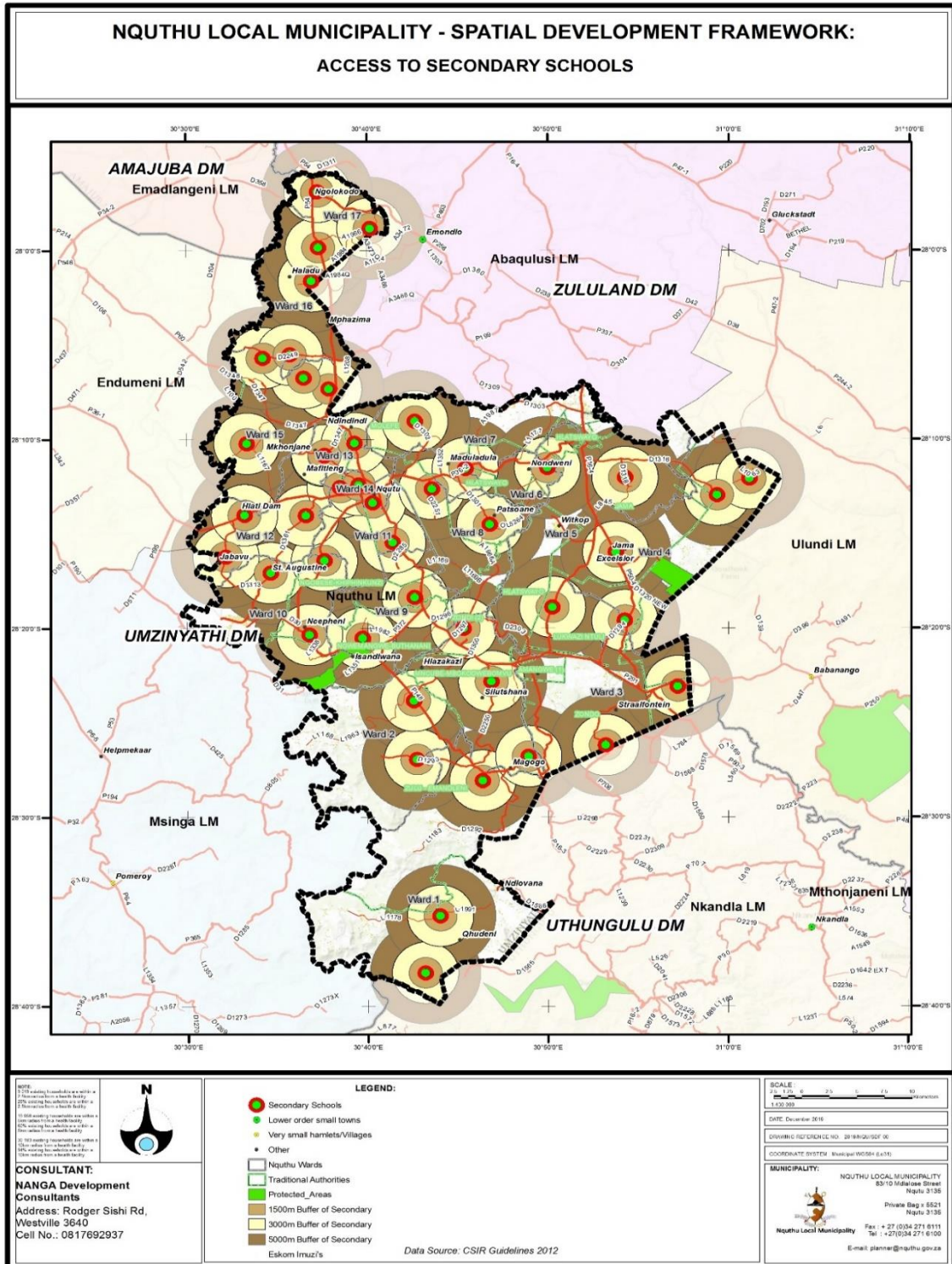
Source: Nquthu SDF



MAP 12: Access to primary schools (Nquthu SDF)

Secondary schools

Radius	Household Structures within Buffer	Percentage of Household Structures within Buffer
1.5 KM	11 010	34%
3KM	22 929	72%
5KM	29 493	92%



MAP 12: Access to primary schools (Nquthu SDF)

Key findings and developmental implications:

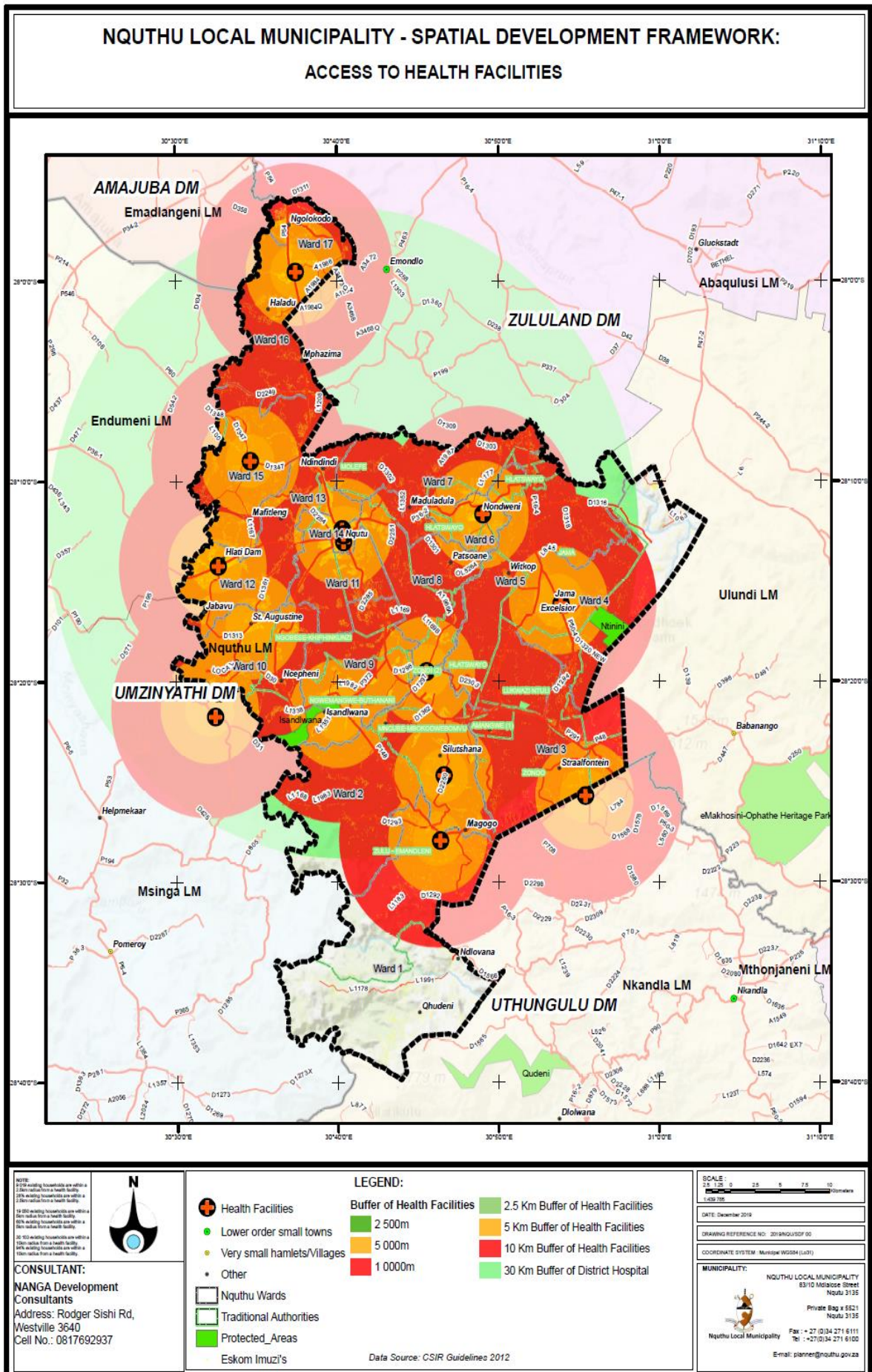
- Of the total population of 171 325 people, 34 849 have no schooling which represent a high illiteracy rate.
- The numbers show that most people have primary education and secondary education, which means most people do not have trading skills that can enhance their job finding opportunities.
- Only a tiny minority have tertiary qualifications which are quite low relative to the entire population which is a cause for concern.
- There is a strong need to improve access and also improve education levels in Nquthu especially with regard to post school education and skills development.
- Only a tiny minority attend private schools which is an indication that most families cannot afford private schools.
- There is a worrying trend of most people not choosing the field of study that is demanded by the labour market and also not very useful as a skill set that is required for self-employment or starting a business.
- ECD attendance among children is too low which may result in children missing a critical development stage that would have prepared them for school.
- Educational facilities are categorized as Primary and Secondary Schools. In terms of Primary schools, the CSIR guidelines estimate a 5km radius for the access distance that applies to primary schools. Approximately 94% of existing households have access to a primary school within a 5km radius. Unfortunately, a larger number of households in Wards 1, 4 and 5 do not have access to primary schools within a 5km radius.
- It should be noted that the access distance of a secondary school is 5km. As indicated in the table below, approximately 92% of existing households have access to a secondary school within a 5km radius.
- There are a number of households that do not have access to a secondary school within a 5km radius.

(b) Health facilities and health related information

Access to health facilities

Radius	Household Structures within Buffer	Percentage of Household Structures within Buffer
2.5 KM	9 019	28%
5KM	19 050	60%
10KM	30 103	94%

Source: Nquthu SDF



MAP 13: Nquthu SDF

Disability/health related difficulties

Difficulty in Communication

Difficult in Communication	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No difficulty	471602	66488	142 470	156110	106533
Some difficulty	8808	1424	3 836	1965	1583
A lot of difficulty	2514	575	1 176	438	325
Cannot do at all	648	-	460	125	64
Do not know	64	1	62	-	-
Unspecified	274	145	14	101	14
Not applicable	70973	8006	23 307	25756	13904
Total	554882	76639	171 325	184494	122423

SOURCE: StatsSA

Difficulty in hearing

Difficulty in Hearing	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No difficulty	461534	64906	140 518	152923	103187
Some difficulty	18450	2751	6 234	4875	4589
A lot of difficulty	3284	771	1 152	698	663
Cannot do at all	345	37	100	142	66
Do not know	22	22	-	-	-
Unspecified	274	145	14	101	14
Not applicable	70973	8006	23 307	25756	13904
Total	554882	76639	171 325	184494	122423

SOURCE: StatsSA

Difficulty in seeing

Difficulty in Seeing	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No difficulty	440557	60086	135 493	148799	96179
Some difficulty	34382	6213	9 546	8311	10311
A lot of difficulty	8435	2174	2 909	1388	1964
Cannot do at all	261	14	57	139	52
Do not know	-	-	-	-	-
Not applicable	70973	8006	23 307	25756	13904
Unspecified	274	145	14	101	14
Total	554882	76639	171 325	184494	122423

SOURCE: StatsSA

Difficulty in walking

Difficulty in Walking	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No difficulty	452589	63582	139 169	148930	100908
Some difficulty	20505	2866	6 145	6566	4927
A lot of difficulty	8952	1863	2 318	2496	2276
Cannot do at all	1476	145	355	600	376
Do not know	114	32	18	46	18
Unspecified	274	145	14	101	14
Not applicable	70973	8006	23 307	25756	13904
Total	554882	76639	171 325	184494	122423

SOURCE: StatsSA

Wheel chair use

	Yes	No	Do not know	Unspecified	Not applicable	Total
DC24: Umzinyathi	1550	481889	196	274	70973	554882
KZN241: Endumeni	319	68137	33	145	8006	76639
KZN242: Nqutu	381	147 623	-	14	23 307	171 325
KZN244: Msinga	428	158083	127	101	25756	184494
KZN245: Umvoti	423	108046	37	14	13904	122423

SOURCE: StatsSA

Difficulty in self care

Difficulty in Self care	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No difficulty	466080	65935	142 987	152726	104432
Some difficulty	12976	1748	3 949	4461	2817
A lot of difficulty	3601	713	866	1005	1017
Cannot do at all	944	91	203	412	238
Do not know	34	-	-	34	-
Unspecified	274	145	14	101	14
Not applicable	70973	8006	23 307	25756	13904
Total	554882	76639	171 325	184494	122423

SOURCE: StatsSA

HIV related information

HIV test 15 years and older (excl ANC)			
	2017/18	2018/19	2019/20
Endumeni LM: KZN241	21078	22087	29848
Msinga LM: KZN244	55239	59046	70823
Nquthu LM: KZN242	50 637	53 299	67 727
Umvoti LM: KZN245	34390	35082	46042
HIV test 5-14 years			
	2017/18	2018/19	2019/20
Endumeni LM: KZN241	1886	5215	2659
Msinga LM: KZN244	5988	9466	8420
Nquthu LM: KZN242	4 705	9 475	6 540
Umvoti LM: KZN245	2864	6249	4621
HIV test client 19 months to 14 years			
	2017/18	2018/19	
Endumeni LM: KZN241	2570	7223	
Msinga LM: KZN244	8751	13779	
Nquthu LM: KZN242	7 727	15 403	
Umvoti LM: KZN245	4805	8875	
HIV test positive 15 years and older (excl ANC)			
	2017/18	2018/19	2019/20
Endumeni LM: KZN241	1377	1084	837
Msinga LM: KZN244	2398	1937	1793
Nquthu LM: KZN242	2 170	1 928	1 671
Umvoti LM: KZN245	1723	1672	1324
HIV test positive 19 months to 14 years rate (%)			
	2017/18	2018/19	
Endumeni LM: KZN241	2.5	0.512	
Msinga LM: KZN244	1.2	0.551	
Nquthu LM: KZN242	1.4	0.538	
Umvoti LM: KZN245	1.3	0.585	
HIV test positive 19-59 months			
	2017/18	2018/19	
Endumeni LM: KZN241	684	2008	
Msinga LM: KZN244	2763	4313	
Nquthu LM: KZN242	3 022	5 928	
Umvoti LM: KZN245	1941	2626	
HIV test positive client 15 years and older rate (incl ANC)			
	2017/18	2018/19	2019/20
Endumeni LM: KZN241	6.6	4.907	2.8
Msinga LM: KZN244	4.3	3.28	2.5
Nquthu LM: KZN242	4.5	3.617	2.6
Umvoti LM: KZN245	5.1	4.765	3

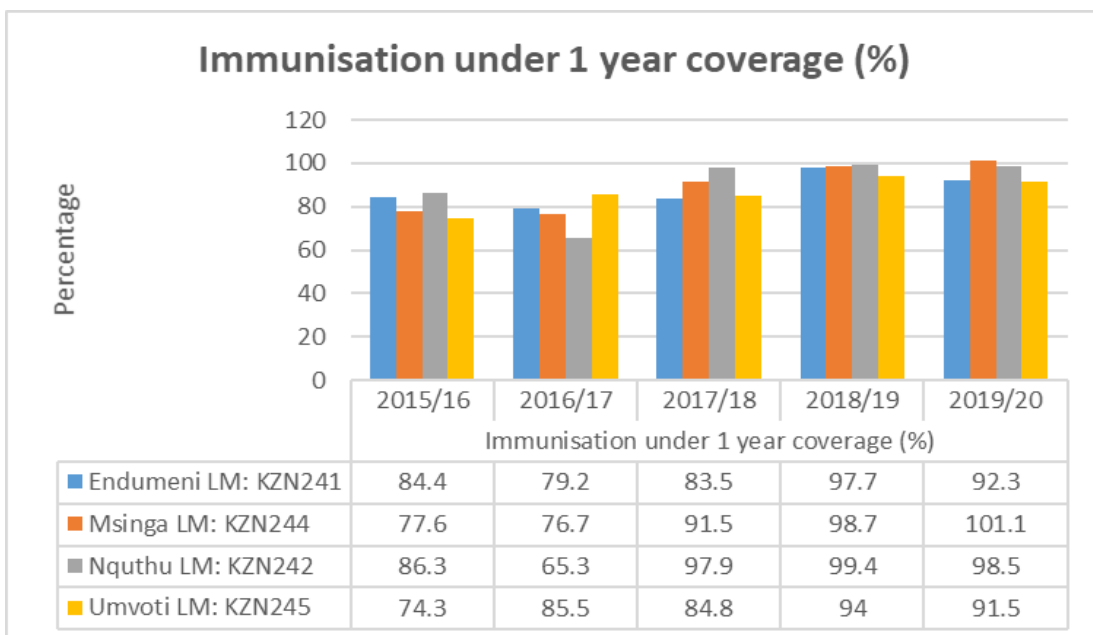
SOURCE: Health Systems Trust (DHB 2020)

Mortality

THE TEN LEADING UNDERLYING NATURAL CAUSES OF DEATH			
uMzinyathi		No	%
Other forms of heart disease	1	559	12,5
Tuberculosis	2	317	7,1
Cerebrovascular diseases			
	3	303	6,8
Diabetes mellitus	4	298	6,7
Hypertensive diseases	5	236	5,3
Human immunodeficiency virus [HIV] disease	6	203	4,5
Other viral diseases	7	175	3,9
Influenza and pneumonia	8	135	3,0
Intestinal infectious diseases			
	9	92	2,1
Other acute lower respiratory infections			
	10	85	1,9
Other Natural		1511	33,7
Non-natural		566	12,6
All causes		4480	100

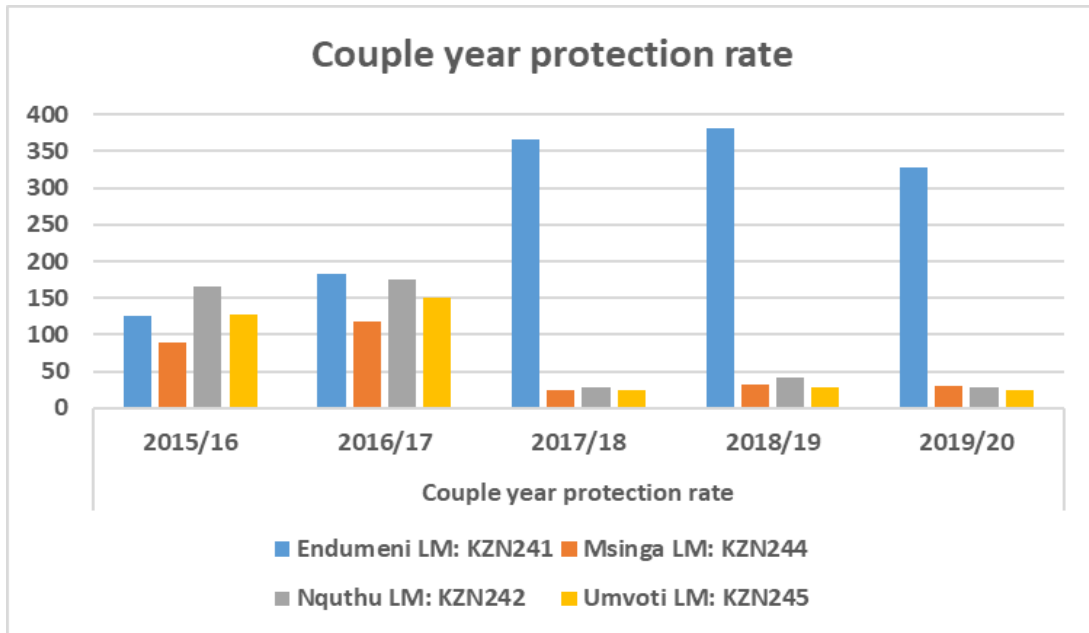
Source: KZN Socio Economic Review and Outlook (2021/22)

Child immunization



SOURCE: Health Systems Trust (DHB 2020)

Family planning



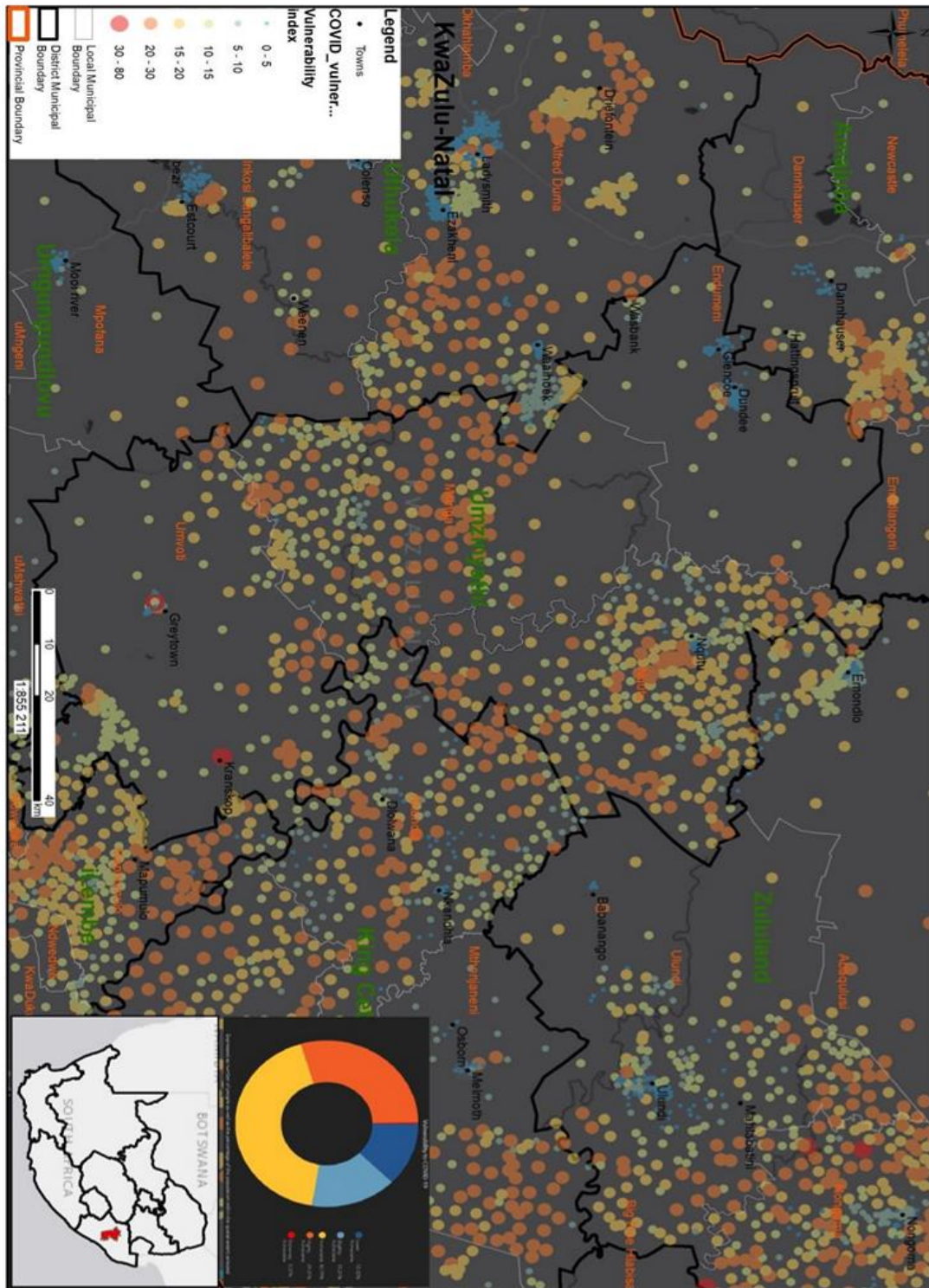
SOURCE: Health Systems Trust (DHB 2020)

COVID pandemic

Nquthu being an inland municipality with no frequent or many people travelling from abroad or other parts of the country, it took some time before COVID had an impact but once it gained traction it hit hard, although to a lesser extent to areas like Durban. The Nquthu COVID situation is analysed within as part of Umzinyathi District figures while it is noted that Nquthu was one of the local municipalities viewed as most vulnerable in terms of the KZN Department of Health vulnerability map. As at 22 May 2022, the Umzinyathi District Municipality had the following COVID figures:

- **CONFIRMED CASES:** 17 612
- **DEATHS:** 862
- **RECOVERIES:** 16 668

The Department of Health put in place Nquthu had 36 temporary vaccination sites and 19 permanent vaccination sites which was sufficient enough for all people to get vaccinations. The municipality also did receive funding injection in the past to deal with the COVID pandemic. Many interventions were conducted by the municipality, including sanitizing of all municipal offices and facilities, taxi ranks and other programmes like awareness campaigns and distribution of sanitizers.



Key findings and developmental implications:

- The health facilities are categorized as Clinics and hospitals. Accordingly, there is a total of 13 health facilities located within the Nquthu LM. These health facilities comprise of 12 clinics and 1 district hospital. In addition, there are 3 mobile clinics that operate from the Charles Johnson District Hospital.
- The attached map depicts clinics with an optimum distance of 2.5 km and a maximum distance of 10km. As per the “CSIR guidelines for the provision of social facilities in South African Settlements”, a primary health clinic needs to serve 90% of the population within a 5km radius. As indicated on the attached map and table below, the clinics in Nquthu only serve 60% of the existing households. The municipality obviously does not conform to this standard. Facilities

are fairly evenly spread throughout the municipality along main access routes and provide largely equal access and level of service to the municipality.

- As per the CSIR guidelines, a district hospital must be within a 30 km radius and serve approximately 300 000 – 900 000 people. As indicated on the map below, the district hospital serves approximately 90% of households within the Nquthu Municipality. As per the CSIR guidelines, a district hospital must be within a 30 km radius and serve approximately 300 000 – 900 000 people. As indicated on the map below, the district hospital serves approximately 90% of households within the Nquthu Municipality.
- Family planning seems to be decreasing which may be an indication of continued unplanned pregnancies which may put even more pressure on the social grant system since unemployment rate is too high.
- Child immunization levels are quite high which is good children health and their growth.

(c) Unemployment levels and trends

The unemployment is dire in Nquthu since it is an unindustrialized rural town. The current available unemployment figures for Nquthu are outdated and for this reason, the figures for Umzinyathi district which Nquthu falls under are used.

Unemployment rate		Youth unemployment rate		Unemployed Household Head
2001	2011	2001	2011	2011
81.6%	44.4%	87.9%	53.3%	66%

Source: StatsSA

I	Unemployment Rate - official definition		Unemployment Rate - extend definition	
	Male	Female	Male	Female
KwaZulu-Natal	25.0	25.1	37.2	40.7
eThekweni	16.8	17.9	24.7	27.4
Ugu	32.3	28.5	45.3	44.8
uMgungundlovu	25.8	24.0	37.0	38.2
uThukela	37.1	34.3	52.2	53.9
uMzinyathi	35.5	32.5	56.4	58.9
Amajuba	40.0	36.3	51.4	50.0
Zululand	37.9	36.4	56.0	58.6
uMkhanyakude	39.6	35.9	59.2	60.1
King Cetshwayo	29.6	31.8	43.6	49.5
iLembe	26.0	27.8	38.9	44.3
Harry Gwala	33.9	29.5	49.1	49.4

SOURCE: Health Systems Trust (DHB 2020)

NQUTHU LOCAL MUNICIPALITY

3	Formal Sector Employment			Informal Sector Employment			Total Employment		
	1996	2009	2019	1996	2009	2019	1996	2009	2019
eThekwini	774 874	1 045 308	1 145 359	73 924	201 821	232 582	848 797	1 247 128	1 377 941
Ugu	68 078	102 763	115 660	12 778	28 439	31 793	80 855	131 202	147 453
uMgungundlovu	176 935	230 800	259 268	24 312	49 061	55 652	201 246	279 861	314 919
uThukela	60 227	89 865	94 562	11 013	24 685	23 960	71 240	114 550	118 522
uMzinyathi	26 009	38 716	41 653	6 171	11 498	12 620	32 181	50 214	54 273
Amajuba	63 591	74 909	77 452	11 167	20 675	19 928	74 758	95 584	97 380
Zululand	47 544	71 114	74 808	10 581	21 396	22 608	58 125	92 511	97 416
uMkhanyakude	27 521	51 361	55 371	6 612	16 374	16 757	34 133	67 735	72 128
King Cetshwayo	87 317	145 202	156 106	13 067	32 440	35 121	100 384	177 641	191 228
iLembe	62 403	91 906	105 722	12 918	25 327	29 195	75 321	117 233	134 917
Harry Gwala	28 759	54 277	60 089	8 623	16 477	17 541	37 382	70 753	77 630

SOURCE: Health Systems Trust (DHB 2020)

4	eThekwini	Ugu	uMgungundlovu	uThukela	uMzinyathi	Amajuba	Zululand	uMkhanyakude	King Cetshwayo	iLembe	Harry Gwala
Primary sector	2.4	9.0	8.6	9.7	10.3	4.3	7.8	8.8	9.5	9.7	12.5
Agriculture	2.3	8.0	8.4	9.2	9.3	4.2	6.9	6.3	7.9	9.3	12.4
Mining	0.1	0.9	0.2	0.5	1.0	0.2	0.9	2.5	1.6	0.4	0.2
Secondary sector	20.6	17.7	17.9	19.1	16.4	19.9	15.3	13.9	20.7	29.2	16.8
Manufacturing	13.2	10.2	10.8	10.2	7.3	13.2	7.1	3.8	11.5	17.3	6.2
Electricity	0.3	0.3	0.3	0.8	0.3	0.2	0.3	0.4	0.3	0.3	0.2
Construction	7.1	7.2	6.8	8.1	8.8	6.5	7.9	9.8	8.9	11.7	10.3
Tertiary sector	68.2	63.9	64.1	65.0	64.7	68.9	69.6	69.2	63.0	53.0	61.4
Trade	23.0	23.6	19.9	22.9	20.8	25.7	21.2	21.3	20.2	20.5	21.0
Transport	7.1	5.3	5.0	4.6	4.6	7.0	5.7	4.5	6.9	4.6	4.5
Finance	16.7	11.5	13.3	10.8	11.0	14.6	13.7	9.8	13.2	11.5	8.6
Community services	21.4	23.5	26.0	26.7	28.4	21.7	28.9	33.6	22.7	16.4	27.3
Households	8.8	9.5	9.3	6.3	8.6	6.8	7.3	8.0	6.8	8.1	9.4

SOURCE: Health Systems Trust (DHB 2020)

NQUTHU LOCAL MUNICIPALITY

5	Unemployment rate trends										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
eThekwini	17.0	16.0	15.8	16.0	16.2	16.3	16.5	16.7	17.0	17.1	17.3
Ugu	26.0	24.9	24.8	25.4	25.9	25.9	26.0	27.4	28.7	28.9	30.6
uMgungundlovu	21.7	20.9	20.7	21.0	21.2	21.2	21.3	22.5	23.5	23.7	25.0
uThukela	29.8	28.8	28.9	29.7	30.4	30.4	30.6	32.1	33.6	33.9	35.8
uMzinyathi	29.7	27.6	26.5	27.4	28.1	28.4	28.9	30.7	32.2	32.4	34.0
Amajuba	30.9	29.9	29.8	30.7	31.6	31.9	32.8	34.8	36.3	36.6	38.2
Zululand	31.7	30.2	29.6	30.6	31.5	31.7	32.3	34.2	35.8	36.0	37.2
uMkhanyakude	29.9	29.4	30.0	30.9	31.5	31.6	32.0	33.9	35.5	36.0	37.8
King Cetshwayo	25.3	24.3	24.2	25.1	25.6	25.7	26.0	27.4	28.6	28.8	30.6
iLembe	22.2	21.3	21.3	22.0	22.5	22.4	22.5	23.9	25.0	25.1	26.8
Harry Gwala	27.2	25.9	25.5	26.4	26.9	26.9	26.9	28.3	29.7	30.2	31.9
KwaZulu-Natal	22.0	20.9	20.7	21.1	21.6	21.8	22.0	23.0	23.8	24.0	24.0

SOURCE: Health Systems Trust (DHB 2020)

6	Labour Force Participation Rate										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
eThekwini	42.2	40.1	39.8	39.9	40.1	40.3	40.4	40.4	40.5	40.5	40.6
Ugu	26.0	24.6	24.3	24.7	25.5	26.7	27.2	27.6	28.1	28.1	28.4
uMgungundlovu	36.4	34.4	33.6	33.9	34.8	36.0	36.6	36.8	37.2	37.1	37.4
uThukela	23.7	21.8	21.2	21.4	22.2	23.2	23.7	24.1	24.5	24.4	24.7
uMzinyathi	17.3	15.8	15.2	15.4	15.9	16.7	17.0	17.2	17.6	17.5	17.8
Amajuba	28.5	26.3	25.4	25.6	26.4	27.4	27.8	28.1	28.6	28.6	28.9
Zululand	18.6	17.0	16.5	16.7	17.3	18.2	18.6	18.9	19.3	19.3	19.6
uMkhanyakude	17.0	15.6	15.2	15.3	15.9	16.7	17.1	17.4	17.7	17.7	17.9
King Cetshwayo	26.2	24.5	24.0	24.4	25.2	26.4	26.9	27.3	27.7	27.8	28.1
iLembe	28.3	26.9	26.6	26.9	27.8	28.9	29.5	29.8	30.2	30.3	30.6
Harry Gwala	21.6	20.2	19.8	20.0	20.8	21.8	22.3	22.7	23.1	23.2	23.4
KwaZulu-Natal	30.9	29.1	28.7	28.9	29.5	30.3	30.6	30.8	31.2	31.2	31.4

SOURCE: Health Systems Trust (DHB 2020)

NQUTHU LOCAL MUNICIPALITY

7	Labour absorption rate										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
eThekwini	36.0	34.6	34.4	34.4	34.5	34.7	34.7	34.6	34.6	34.6	34.6
Ugu	19.0	18.2	18.0	18.2	18.7	19.5	19.9	19.8	19.8	19.8	19.5
uMgungundlovu	28.0	26.7	26.1	26.3	26.9	27.8	28.2	27.9	27.9	27.8	27.5
uThukela	17.0	16.0	15.4	15.5	15.9	16.6	16.9	16.8	16.7	16.6	16.4
uMzinyathi	9.9	9.3	9.0	9.1	9.3	9.7	9.9	9.7	9.7	9.7	9.6
Amajuba	19.2	17.9	17.4	17.3	17.6	18.2	18.2	17.9	17.8	17.7	17.5
Zululand	11.5	10.8	10.5	10.6	10.8	11.3	11.5	11.3	11.3	11.3	11.2
uMkhanyakude	11.0	10.2	9.8	9.9	10.2	10.7	10.8	10.7	10.6	10.5	10.4
King Cetshwayo	19.5	18.4	18.0	18.2	18.7	19.6	19.9	19.8	19.8	19.8	19.5
iLembe	19.6	18.9	18.7	18.8	19.2	20.0	20.3	20.2	20.2	20.2	19.9
Harry Gwala	15.1	14.3	14.1	14.2	14.6	15.3	15.7	15.6	15.6	15.6	15.4
KwaZulu-Natal	23.9	22.8	22.5	22.7	23.0	23.5	23.7	23.6	23.6	23.5	23.4

SOURCE: Health Systems Trust (DHB 2020)

8	Job Scarcity										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
eThekwini	14.7	13.8	13.7	13.8	13.9	13.9	14.0	14.3	14.6	14.7	15.0
Ugu	27.1	26.0	26.0	26.2	26.7	26.9	27.0	28.3	29.5	29.8	31.3
uMgungundlovu	23.3	22.4	22.3	22.4	22.7	22.8	23.0	24.1	25.1	25.3	26.5
uThukela	28.1	27.0	27.0	27.6	28.3	28.4	28.6	30.2	31.7	32.0	33.8
uMzinyathi	42.6	41.1	40.5	40.8	41.5	41.7	42.1	43.6	44.8	45.0	46.2
Amajuba	32.8	31.8	31.7	32.4	33.2	33.5	34.4	36.3	37.7	38.0	39.6
Zululand	37.8	36.5	36.2	36.7	37.4	37.7	38.2	39.9	41.4	41.6	42.7
uMkhanyakude	35.1	34.6	35.4	35.6	36.2	36.4	36.9	38.6	40.1	40.5	42.2
King Cetshwayo	25.7	24.8	25.1	25.2	25.7	25.8	26.1	27.5	28.6	28.8	30.6
iLembe	30.6	29.8	29.8	30.3	30.9	31.0	31.2	32.3	33.4	33.5	34.9
Harry Gwala	30.1	28.9	28.6	29.1	29.7	29.7	29.7	31.0	32.4	32.8	34.5
KwaZulu-Natal	22.6	21.5	21.4	21.6	22.1	22.3	22.5	23.5	24.3	24.5	25.5

SOURCE: Health Systems Trust (DHB 2020)

Unemployment is the biggest challenge that faces the people of Nquthu. Unemployment figures above paint a gloomy picture for people since all needs of people require money. Unemployment is even higher among the youth and women, which make matters even worse.

Key findings and developmental implications:

- There a high economic dependency rate which results in a high number of indigent households which negatively affect the municipality’s revenue raising capacity since most

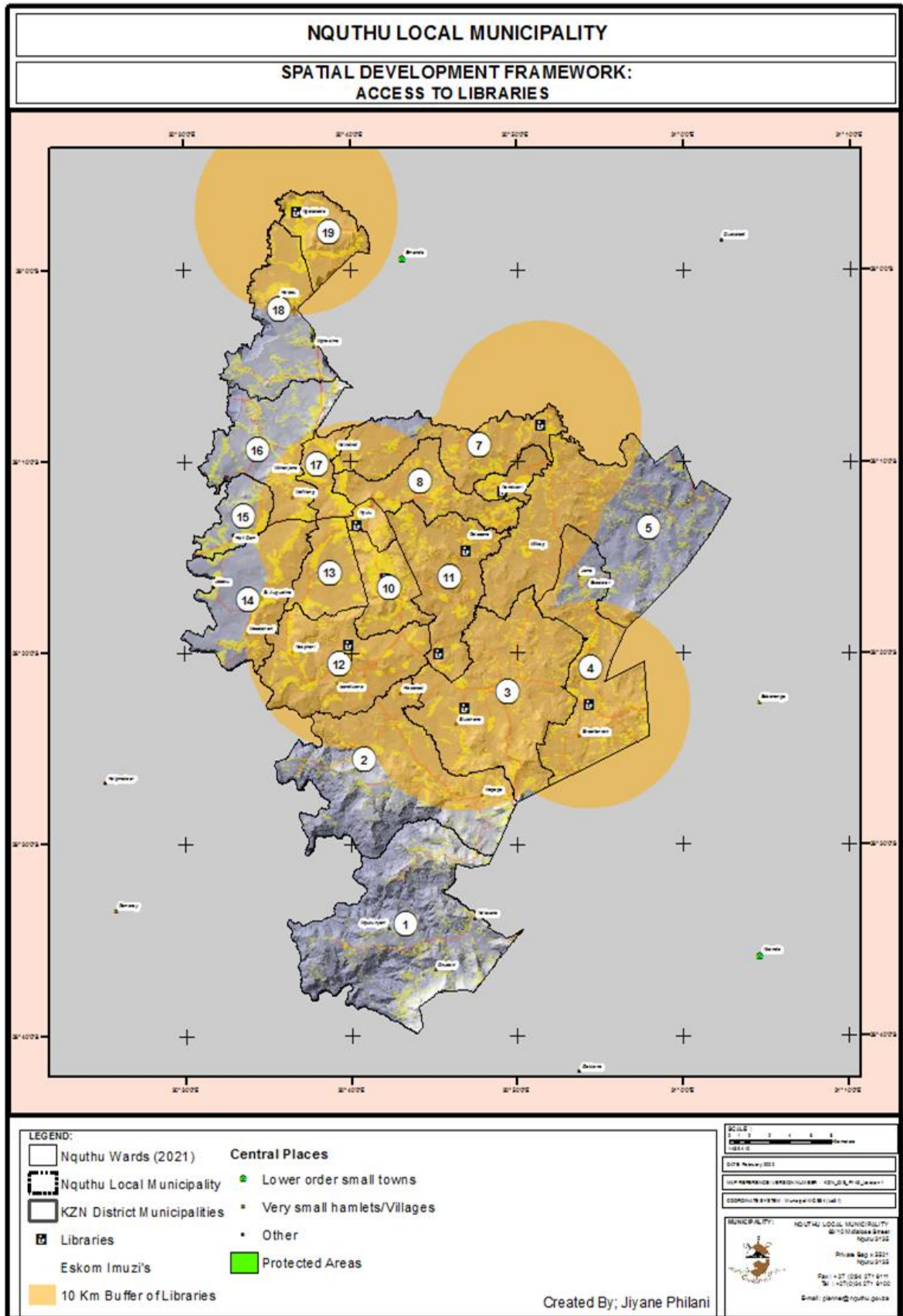
people can't pay for municipal services.

- Decreased buying power of the people which hampers economic development because businesses rely on selling products and services.
- Low income resulting in poor nutrition and lack of choice to education and private health services.
- Poor living conditions and increased criminality.
- There is a great need to invest more in employment creating programmes and also invest in enterprise development especially in the agricultural sector and tourism which have better potential in Nquthu.
- There is also a need to utilize municipal procurement of services and product to benefit most local people as revised PPPFA regulations allow ring-fencing.
- The formal sector is the main employer in the district and the employment numbers are slowly increasing but at a lowest pace to meet the job demand which is why unemployment levels continue to increase within the district because the labour absorption rate is stagnant.
- Job scarcity continue to increase which means job seekers cannot find work due to extremely low job opportunities.

(d) Access to police stations

Nquthu LM is serviced by three police stations, namely the Ekombe Police Station, Nondweni Police Station and the Nqutu Police Station. It should also be noted that the municipal area also falls within the service range of three other police stations. As per the CSIR guidelines, the access distance police stations are 8km for urban areas, 15km for peri-urban areas and 24km for rural areas. As indicated in the table below, 79%of households are within a 15km radius from the police stations.

Radius	Household Structures within Buffer	Percentage of Household Structures within Buffer
5 KM	10 161	32%
10KM	18 776	59%
15KM	25 205	79%
20KM	29 134	91%

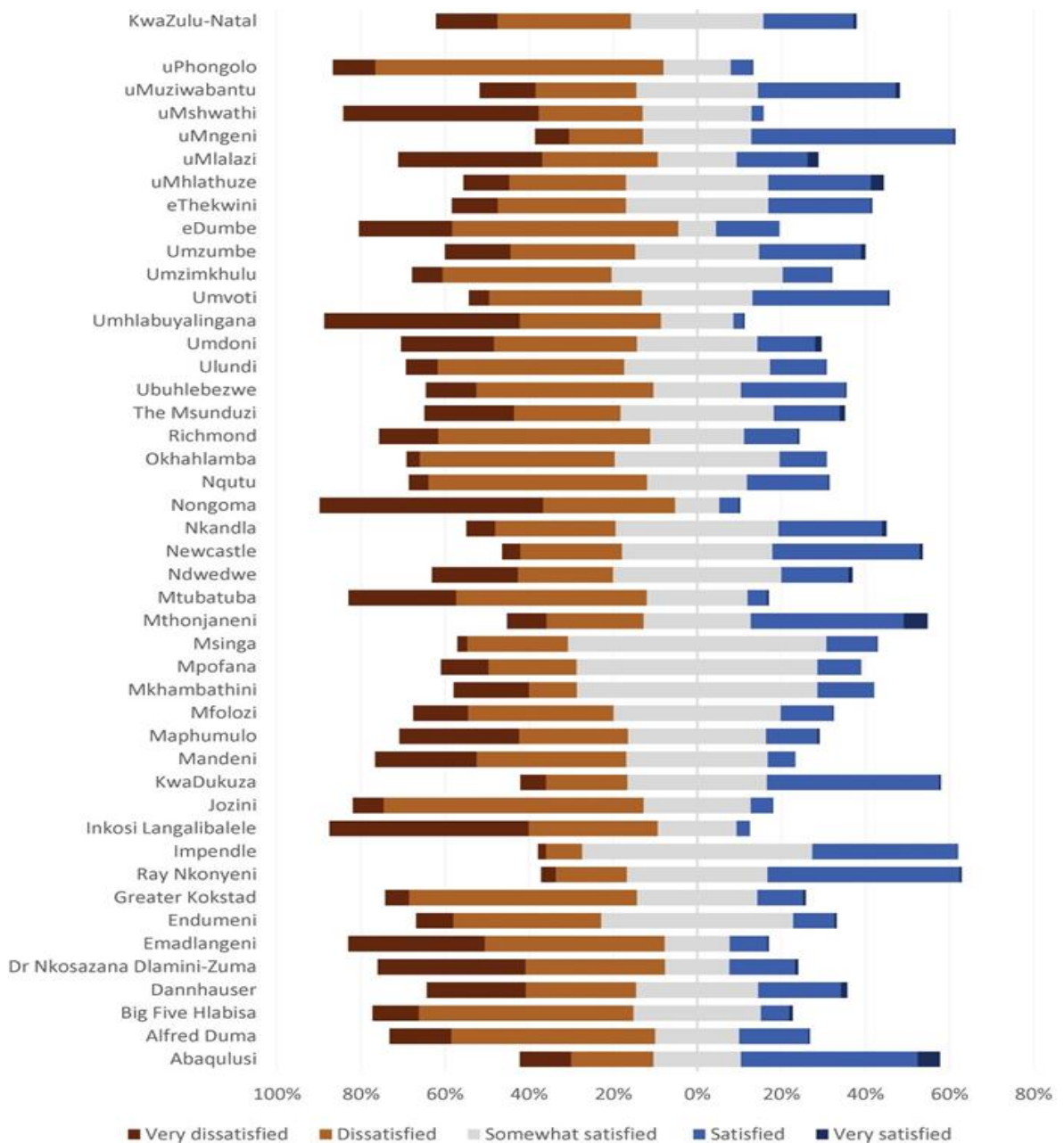


MAP 14: Nquthu SDF

C.2.3 Public satisfaction levels

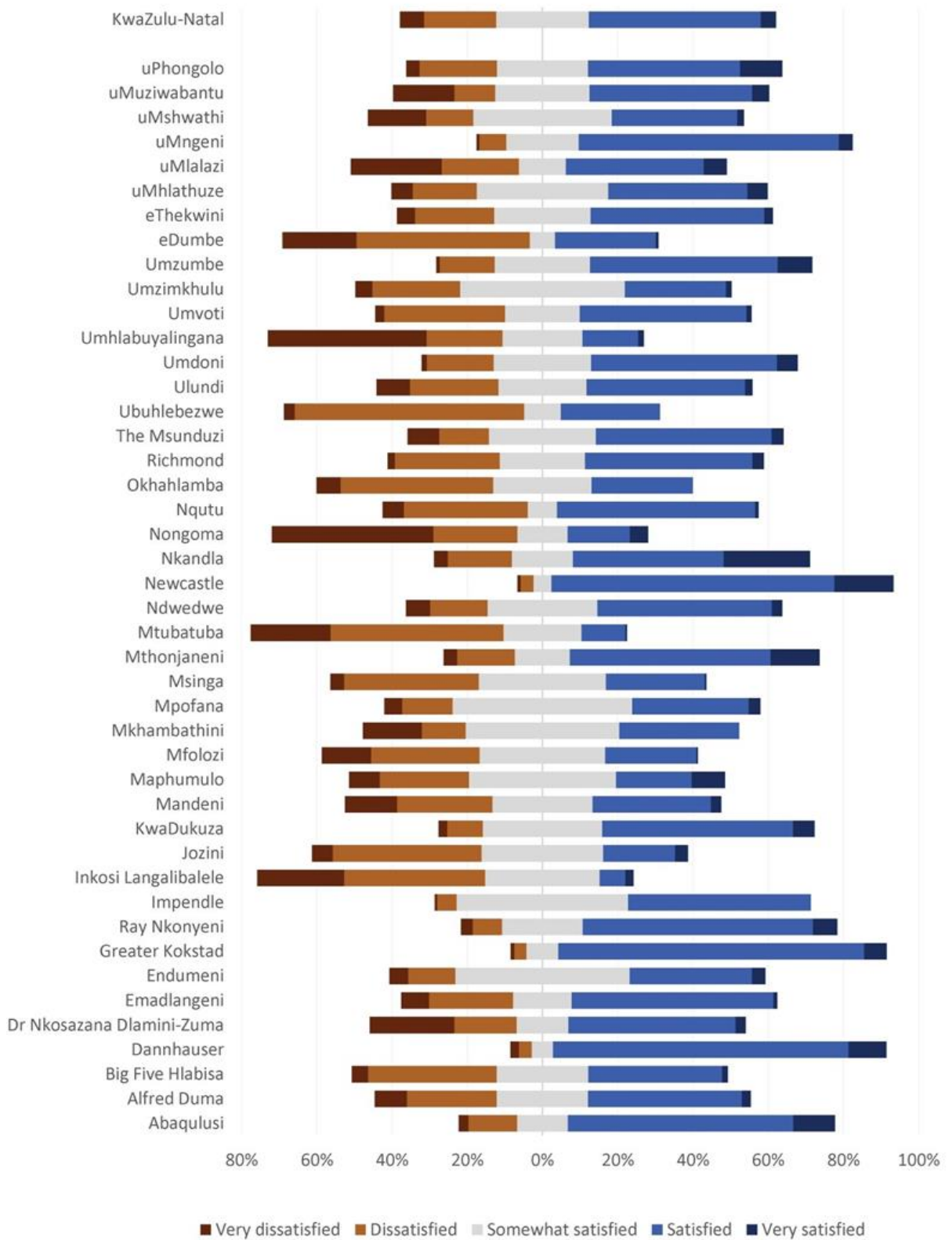
The municipality had planned to conduct a community satisfaction survey at the beginning of the previous term but was unable to do so due to financial constraints. However, the Provincial Government (KZN Office of the Premier) commissioned StatsSA to conduct a provincial wide citizen satisfaction survey and issued a report in 2018. Although the figures or findings of the survey are a bit old and there has been new development on certain aspect so which means some conditions have been addressed/improved while other conditions have got worse (e.g. unemployment conditions are becoming worse while road conditions are improving). In this regard, the municipality will consider the findings of the survey taking into account material changes in conditions when planning its development.

Percentage distribution of persons aged 15 years and older by local municipality and level of satisfaction with general performance of local municipality



SOURCE: StatsSA (KZN Satisfaction Survey-2018)

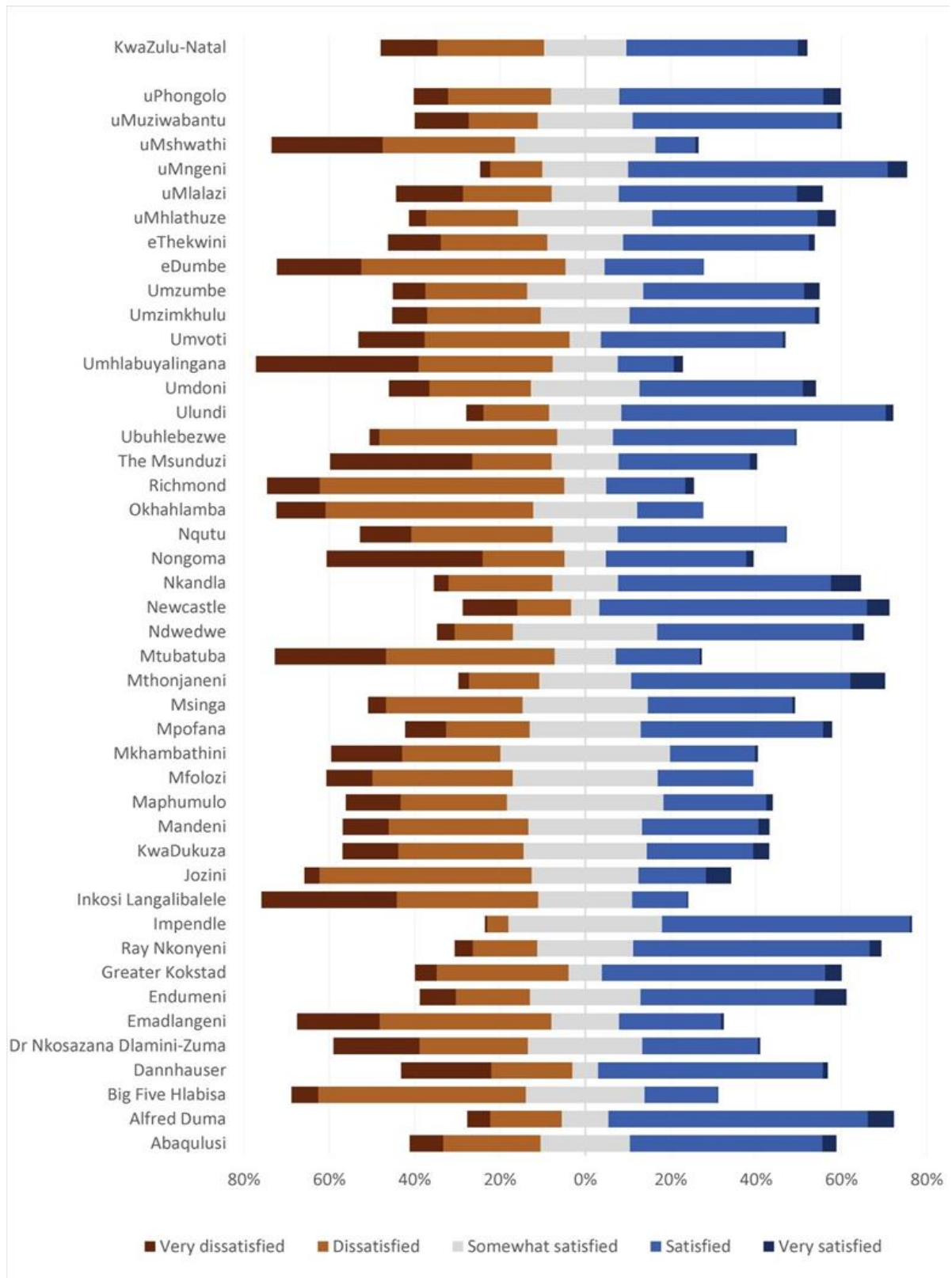
Percentage distribution of persons aged 15 years and older by local municipality and level of satisfaction with the quality of their main source of drinking water



SOURCE: StatsSA (KZN Satisfaction Survey-2018)

Percentage distribution of persons aged 15 years and older by local municipality and level of satisfaction with the overall quality of sanitation services used by their households

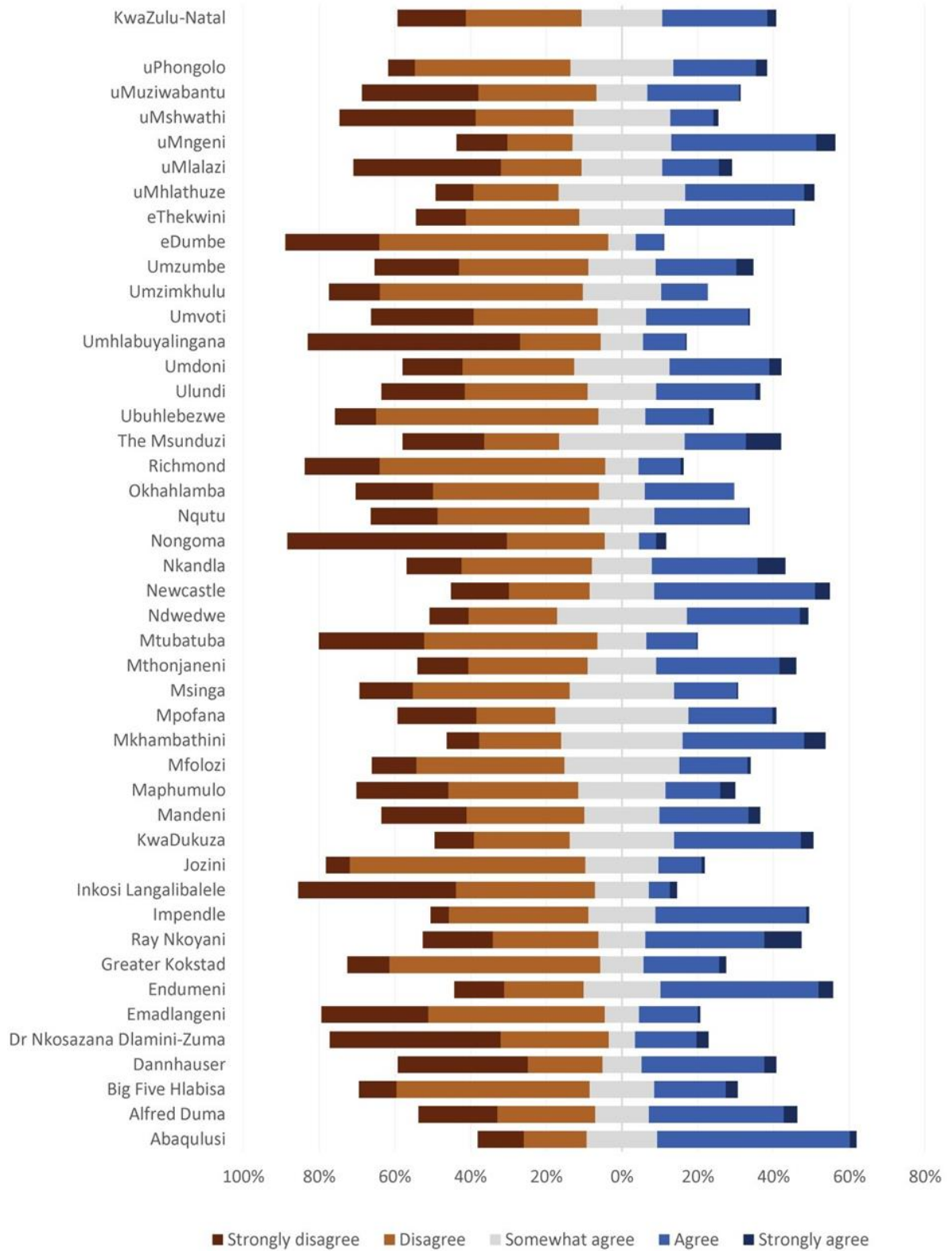
NQUTHU LOCAL MUNICIPALITY



SOURCE: StatsSA (KZN Satisfaction Survey-2018)

Percentage distribution of persons aged 15 years and older by local municipality and whether they are satisfied with the quality of the main dwelling they live in

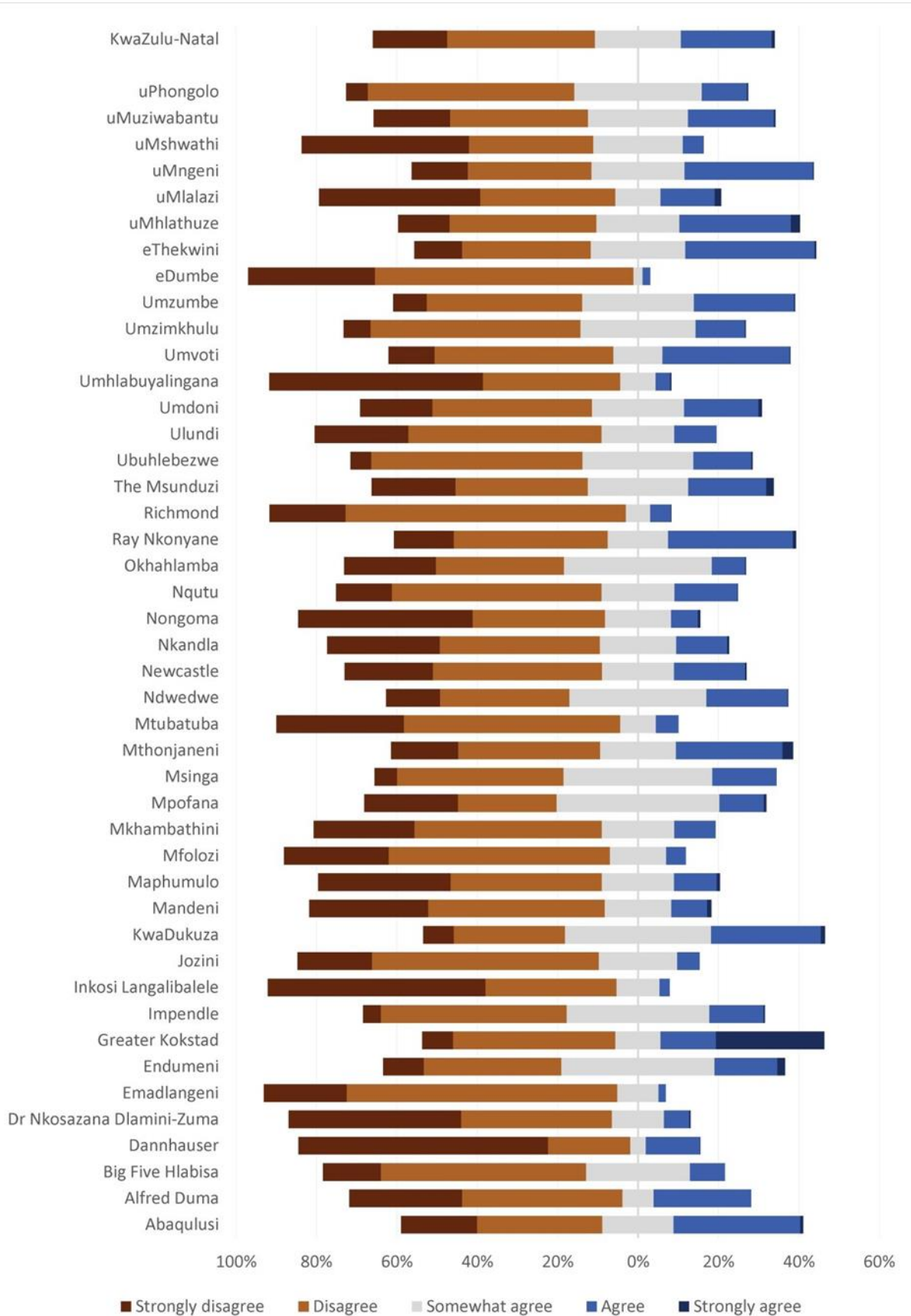
NQUTHU LOCAL MUNICIPALITY



SOURCE: StatsSA (KZN Satisfaction Survey-2018)

Percentage distribution of persons aged 15 years and older by local municipality and the level of satisfaction with the maintenance of roads used by their households

NQUTHU LOCAL MUNICIPALITY



SOURCE: StatsSA (KZN Satisfaction Survey-2018)

Proportion of persons from households that made service delivery complaints in the 12 months prior to the survey by local municipality and type of service complaint

NQUTHU LOCAL MUNICIPALITY

Municipality	Electricity Services	Housing	Refuse Disposal	Sanitation Services	Water Services
KwaZulu-Natal	29,1	33,9	19,1	23,9	40,7
Impendle	3,4	4,9	0,7	2,7	5,2
Greater Kokstad	23,2	41,0	14,5	31,7	17,3
Endumeni	33,7	21,0	9,0	15,7	20,1
Umdoni	15,4	15,3	4,4	6,6	21,9
uMngeni	14,5	8,2	4,5	5,5	22,7
Mthonjaneni	10,3	23,0	7,1	10,3	22,9
Emadlangeni	20,9	17,3	10,0	16,4	23,2
Newcastle	10,9	24,6	20,7	26,6	25,5
uMhlathuze	14,0	19,6	12,8	13,7	25,8
Dannhauser	5,7	12,1	8,2	7,5	25,9
eThekwini	22,8	20,1	15,4	14,6	26,2
Mkhambathini	11,5	27,4	8,4	12,2	29,2
Nkandla	19,0	24,9	14,1	13,6	34,1
Umvoti	27,2	32,1	8,2	19,7	36,7
Msunduzi	35,8	33,5	35,4	37,2	38,2
KwaDukuza	43,1	39,5	18,7	24,4	38,2
Ulundi	14,6	22,7	3,9	7,5	40,2
Umzumbe	33,2	49,8	6,9	32,5	41,2
Richmond	37,5	50,9	35,9	45,9	43,2
Ray Nkonyeni	23,7	30,3	12,4	20,5	43,7
Ndwedwe	34,7	46,6	16,8	12,8	46,1
uMshwathi	22,4	41,0	19,7	32,9	47,4
Mtubatuba	37,4	40,4	4,8	31,9	51,1
Mpofana	51,9	38,2	19,4	19,3	53,3
Nongoma	28,9	55,9	13,2	25,0	55,6
uPhongolo	18,3	47,8	34,6	40,6	57,7
Mfolozi	24,2	53,5	21,9	33,2	61,3
Mandeni	24,2	49,8	20,3	32,7	61,3
uMlalazi	20,2	60,5	27,1	27,1	61,5
Alfred Duma	34,9	37,5	16,0	17,1	62,1
Ubuhlebezwe	52,5	61,6	22,9	35,5	63,4
Dr Nkosazana Dlamini-Zuma	41,7	64,3	17,6	27,4	63,5
Msinga	31,6	49,3	13,2	22,1	65,5
Umzimkhulu	19,2	50,5	23,7	36,4	65,5
NQUTU	52,4	56,4	25,1	48,7	66,9
uMuziwabantu	43,0	57,6	23,9	39,4	68,3
Big Five Hlabisa	50,9	52,3	20,0	30,5	70,8
Okhahlamba	60,5	78,1	41,9	56,8	73,0
Umhlabuyalingana	69,9	66,0	13,5	52,5	73,6
Abaqulusi	36,9	41,3	18,6	26,5	75,3
eDumbe	47,3	76,4	62,7	69,1	78,5
Jozini	78,0	81,5	51,9	61,4	82,4
Maphumulo	70,1	72,9	32,3	33,9	83,4
Inkosi Langalibalele	83,5	88,0	59,0	79,2	88,0

SOURCE: StatsSA (KZN Satisfaction Survey-2018)

KZN Satisfaction Survey results analysis

Although the survey was conducted after the municipality had been disbanded resulting in disrupted service delivery, the findings need to be considered seriously and measures must be put in place to

improve in all areas. The municipality need to also analyze these findings within the context of public participation and consultation processes to ascertain those that remain relevant. All in all, the survey is an official document and cannot be ignored, so it must inform the decisions and the plans that the municipality makes to address all concerns raised by the findings because even those matters has been addressed in the previous years, but there is always room for improvement.

C.2.4 Key findings (including trends)

Given all the figures outlined above, the following main findings can be made:

- Unemployment is on the rise especially among the youth and women;
- Women are mainly the ones responsible for heading households so the municipality has got an obligation for invest more in the economic development of women in order to make a real impact of poverty;
- Nquthu has a young population of the working age which the supply of labour shall remain high in the coming decades, so it is very important to seriously prioritize job creation above everything;
- The biggest employer in Nquthu is government and that is not a sustainable model since government is not involved in the productive economy and is experiencing financial challenges;
- Nquthu is one of the minimal contributors in agriculture and in most productive sector of the Umzinyathi district economy, and
- While Nquthu is very vulnerable to diseases, the population seems to take health related matters like immunization seriously, which is a good trend.

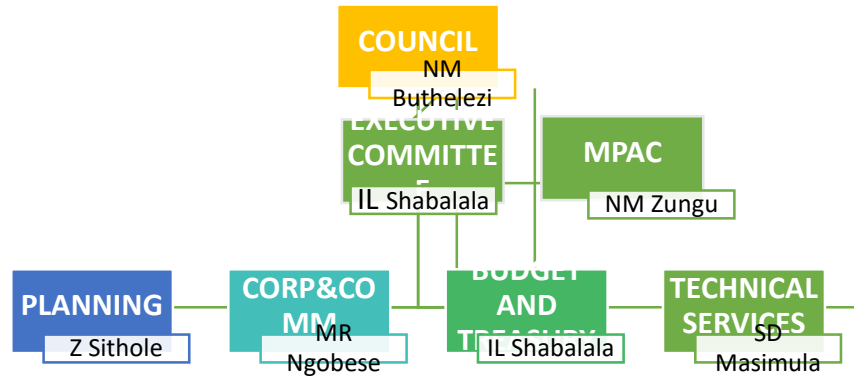
C.3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

1 C.3.1 Municipal Transformation and Organizational Development

C.3.2.1 Institutional Arrangements¹

(a) Political structure(s) and decision making

The municipality’s highest decision making structure is Council which is presided over by the Speaker. The structure which looks into the day to day business of the municipality is the Executive Committee which is presided over by the Mayor and has subcommittees which are generally referred to as ‘portfolio committees’. All chairpersons of portfolio committees are EXCO members and report and/or make recommendations to EXCO which subsequently reports to Council through the Mayor. MPAC is the primary oversight arm of Council and play an oversight role over EXCO and reports directly to Council.



(b) Full-time office bearers

MAYOR	SPEAKER	DEPUTY MAYOR
<ul style="list-style-type: none"> • Cllr IL Shabalala • PR Councillor 	<ul style="list-style-type: none"> • Cllr NM Buthelezi • Ward 	<ul style="list-style-type: none"> • Cllr MR Ngobese • Ward

(c) Municipal structures and their functions

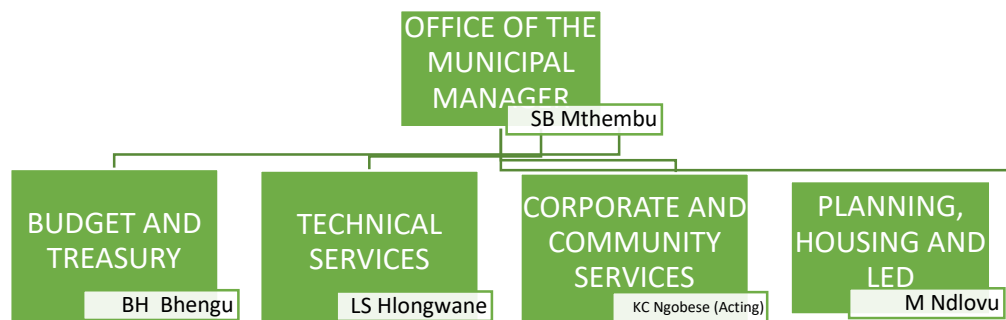
The legislative and the highest decision making body of Nquthu LM is Council which is made up of thirty-seven (37) Councillors and is chaired by the Speaker. Council has an Executive Committee which is a day to day committee and attends to the everyday business of the municipality and is directly accountable to Council; this committee is chaired by the Mayor who is the political face of the municipality. Council also has portfolio committees which are arranged in line with municipality’s own internal departments, these committees, except the MPAC, report to the Executive Committee.

STRUCTURE/COMM	FUNCTIONS
Municipal Council	<ul style="list-style-type: none"> • Highest decision making body of the municipality. • Pass by-laws and policies of the municipality. • Appoint the Municipal Manager and HODs. • Approve the IDP and Budget of the municipality. • Play an oversight role in the municipality. • Represent the views and aspirations of the public.
Executive Committee	<ul style="list-style-type: none"> • Supervise the work of Portfolio Committees. • Receive reports form Portfolio Committees and report to and/or make recommendations to Council. • Assist the Mayor in the performance of his/her duties.
Municipal Public Accounts Committee	<ul style="list-style-type: none"> • Play an oversight role on the Executive Committee and municipal administration and report directly to Council. • Make a draft oversight report and table it to Council. • Investigate matters referred to it by Council.
Financial Services Committee	<ul style="list-style-type: none"> • Play an oversight role on the management of the municipal finances.

	<ul style="list-style-type: none"> • <i>Make recommendations to the Executive Committee on financial matters.</i>
Technical Services Committee	<ul style="list-style-type: none"> • <i>Play an oversight role on all technical services matters, especially project implementation progress.</i> • <i>Make recommendation to the Executive Committee on matters related to technical services.</i>
Corporate and Community Services Committee	<ul style="list-style-type: none"> • <i>Play an oversight role on all matters pertaining corporate and community services in the municipality.</i> • <i>Make recommendations to the Executive Committee on all corporate and community services matters.</i>
Planning, Local Economic Development and Housing Committee	<ul style="list-style-type: none"> • <i>Play an oversight role on all matters concerning planning, local economic development and housing.</i> • <i>Report to and make recommendations to the Executive Committee on all matters relating to its sphere of operation.</i>

(d) Municipal administration

All the municipality’s administrative powers are vested in the MM and that power is duly delegated to all lower levels of administration which has different departments dealing with specific municipal functions and each headed its own HOD. The main function of administration is to give effect to and implement the decisions of Council which is the primary municipal structure of elected representative empowered by law and chosen by the electorate to pass by-laws, take decisions and approve the IDP and budget do ensure that the municipality functions and deliver services. The structure of municipal administration is structured as depicted below:



Senior managers listed in the structure above constitute MANCO and sits regularly to attend to all administrative matters of the municipality. This committee is fully functional and execute all its responsibilities quite effectively.

The Office of the Municipal Manager

SECTION	FUNCTIONS
Office of the Mayor	<ul style="list-style-type: none"> • Integration and coordination of the Mayor’s programs. • General administration of the Mayor’s office. • Mayor’s security. • Mayor’s protocol.
Youth Development	<ul style="list-style-type: none"> • Youth development (educational, skills development, economic and social aspect). • Early Childhood Development. • Advocacy and coordination of youth development programmes provided by government and other stakeholders.
IDP/PMS	<ul style="list-style-type: none"> • Manage all IDP related activities. • Compile the municipal IDP. • Compile the municipal Annual Report.

NQUTHU LOCAL MUNICIPALITY

	<ul style="list-style-type: none"> Ensuring compliance with PMS regulations.
Communications	<ul style="list-style-type: none"> Media and community liaison. Complaints management and promotion of Batho Pele principles. Intergovernmental relations. Event management.
Internal Audit	<ul style="list-style-type: none"> Monitor compliance with legislation. Identifying gaps in internal controls. Develop an audit plan and perform internal audit function.
Risk Management	<ul style="list-style-type: none"> Stimulate risk awareness. Conduct risk assessments. Risk mitigation. Produce risk management reports.

Finance Department (Budget and Treasury)

SECTION	FUNCTIONS
Supply Chain Management	<ul style="list-style-type: none"> Manages the procurement of products and services Ensure value for money for products and services procured Ensures the empowerment of local enterprises
Budget Planning and Statutory reporting	<ul style="list-style-type: none"> Ensure compliance with Municipal Budget and Reporting Regulations and other applicable laws Coordinate budgeting processes within the municipality
Revenue and Debt Management	<ul style="list-style-type: none"> Ensures that billable municipal services are paid for Issue bills to municipal debtors and coordinate the rate/bill collection activities of the municipality
Expenditure and Asset Management	<ul style="list-style-type: none"> Ensure adherence to procurement plans and/or budget. Keep record of municipal assets (number, type, condition and value of municipal assets).

Planning, Local Economic Development and Housing

SECTION	FUNCTIONS
Development Planning	<ul style="list-style-type: none"> Development Control- maintaining town planning scheme (wall to wall), Spluma by-laws, SDF, etc. Development Facilitation- processing of development applications. Land Use Management- enforcing of legislation and by-laws.
Local Economic Development and Tourism	<ul style="list-style-type: none"> LED project management. LED programmes- SMME development, Informal Traders development, agriculture and commercial activities. Tourism Promotion- arts and culture, heritage and community tourism.
Housing and Land Administration	<ul style="list-style-type: none"> Development and implementation of the Housing Sector Plan. Planning for housing projects. Implementation and/or management of housing project. Land Administration- implementation of land disposal policy.
Building Inspectorate	<ul style="list-style-type: none"> Submission and approval of building plans. Inspecting new and existing buildings. Enforcing building regulations and by-laws. Condemning and/or mitigating illegal developments.
Government Information Systems	<ul style="list-style-type: none"> Policy development and implementation. Data capturing, analysis, manipulation and integration. Provision of mapping services.

Corporate Services Department

SECTION	FUNCTIONS
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NQUTHU LOCAL MUNICIPALITY

Administration	<ul style="list-style-type: none"> • Promotion of service delivery through Back 2 Basics. • Ensuring effective Registry services (record management). • Council support services (minutes taking, bookings, etc.). • Management of municipal facilities. • Ensuring public participation and ensuring effective Ward Committees.
Human Resources	<ul style="list-style-type: none"> • Formulation and review of HR related policies. • Ensuring compliance with labour laws and collective agreements. • Recruitment and selection of staff. • Drafting of employment contracts for employees. • Employee benefits administration. • Occupational Health and Safety- ensuring a safe working environment. • Coordinate and facilitate employee training.
Information Technology	<ul style="list-style-type: none"> • Upgrading and maintenance of IT infrastructure for MSCOA purposes. • Develop and implement IT Disaster Recovery Plan. • Ensuring connectivity, data integrity and information security. • Ensure back-up power supply to IT systems. • Monitoring access control (through biometric finger print reader) in Server room, Registry and Cashier.

Community Services

SECTION	FUNCTIONS
Law Enforcement	<ul style="list-style-type: none"> • Traffic management- enforcement of traffic legislation and municipal by-laws. • Driver's License unit- eye tests, learner's application, driver's license renewals, professional driving permits, etc.
Library Services	<ul style="list-style-type: none"> • Provision of library services including, out-flung areas. • Free basic computer training. • Free computer and internet access. • Career guidance to learners.
Priority Programmes	<ul style="list-style-type: none"> • HIV/AIDS awareness campaigns and support. • Disability and albinism support programmes. • Gender programmes (women, men and widows). • Senior citizens programmes. • Sports and recreation (organizing SALGA games, etc.)
Disaster Management	<ul style="list-style-type: none"> • Disaster awareness and mitigation campaigns. • Disaster incident response. • Scuba diving (search and rescue). • Provision of fire-fighting services.

Technical Services

SECTION	FUNCTIONS
Infrastructure Development	<ul style="list-style-type: none"> • Planning and management of infrastructure development project as outlined in the municipality's IDP
Waste Management	<ul style="list-style-type: none"> • Conduct awareness campaigns to promote safe and responsible disposal of waste • Promotion of recycling • Maintenance of land fill site • Waste collection and disposal
Public convenience	<ul style="list-style-type: none"> • Monitoring and maintenance of public ablutions
Electricity	<ul style="list-style-type: none"> • Management of electrification projects • Maintenance of electricity reticulation networks • Household electrification • Street lights and high mast light installation and maintenance • Identification or monitoring of illegal connections

Parks, Gardens and Cemetery	<ul style="list-style-type: none"> • Administer or control the utilization by the public • Perform cleaning/maintenance work
Buildings and Maintenance	<ul style="list-style-type: none"> • Monitor the condition of municipal building • Maintain buildings where necessary
Roads and Strom water Management	<ul style="list-style-type: none"> • Installation and maintenance of storm water infrastructure • Maintaining municipal road infrastructure (closing potholes, fixing pavements, gravel road blading, etc.)

C.3.2.2 Powers and functions of the municipality

Section 152 of the Constitution sets out the objects of municipalities and Section 153 determines the developmental duties of municipalities. In light of this constitutional mandate, the Municipal Structures Act assigns specific powers and functions to district and local municipalities in a matter that allows an effective system of local government. The Umzinyathi District Municipality is responsible for water and sanitation while Nquthu Local Municipality has and exercises its powers and functions on the following matters:

- Access roads and storm water construction and maintenance;
- Billboards and outdoor advertising regulation;
- Street cleaning;
- Local amenities;
- Local tourism;
- Public facilities and spaces;
- Municipal planning and building regulations, and
- Local economic development.

However, the municipality performs other functions as part of its developmental agenda, even though those functions may not be actually assigned to the municipality in terms of law; the municipality intervenes wherever there is a need and is possible.

C.3.2.3 Approved Organizational Structure / Organogram²

The organizational structure has been reviewed and will be approved by Council on the 26 May 2022, as it is reviewed on an annual basis. The below structure has been considered appropriate for the Nquthu Municipality, to achieve its mandate assigned in terms of Municipal Structures Act. The Municipality’s organizational structure has five administrative components that are managed and headed by the Municipal Manager as follows:

- Office of the Municipal Manager
- Budget and Treasury
- Technical Services
- Corporate Services and Community Services
- Planning, Local Economic Development, Housing and Tourism

The diagram depicting this organizational structure per each department is attached as **ANNEXURE 01**.

C.3.2.4 Municipal institutional capacity and status of critical posts

(a) Filling of critical posts

With regards to Section 54 and 56 manager’s positions, there are 5 positions on the organogram since Corporate and Community Services departments is merged with a purpose of attaining a lean management structure. The vacant position for Director Corporate & Community Services is still on recruitment process. There is one post vacant and four filled positions. The vacant post is occupied by an acting incumbent to prevent a managerial leadership vacuum and recruitment processes are at an advanced stage since

Council did select a candidate and the municipality is now awaiting COGTA competency processes. The status of critical positions is as follows:

No	Position	Acting/Filled	Status
01.	Municipal Manager	Filled	N/A
02.	Chief Financial Officer	Filled	N/A
03.	Director Corporate & Community Services	Acting basis	Still in recruitment process
04.	Director Planning and LED	Filled	N/A
05.	Director Technical Services	Filled	N/A

(b) Vacancy rate

The vacancy rate is quite high but most vacancies affect positions that are not critical and the municipality is committed to rationalize its structure in the interest of efficiency.

DEPARTMENTS	Filled	Vacancies	Vacancy Rate
OFFICE OF THE MUNICIPAL MANAGER	17	04	23,53%
PLANNING, LED, HOUSING AND TOURISM	16	6	37,5%
CORPORATE SERVICES	29	10	34,48%
COMMUNITY SERVICES	58	24	41,37%
BUDGET AND TREASURY	33	20	60,61%
TECHNICAL SERVICES	96	16	16.67%
Overall vacancy rate as at May 2022			39,50%

(c) Institutional capacity

The municipality is fully capacitated to perform its functions despite the vacancy rate that seems to be a bit high. The vacancy rate is mostly made up of posts that are not critical so such vacancy rate would not necessarily have a material effect and, moreover; the municipality is working on a plan to restructure its staff establishment to avoid a bloated structure and also curtail labour related costs.

C.3.2 Status and implementation of Human Resource Development

C.3.2.1

(a) Human Resource Plan

The municipality does not have a stand-alone HR plan but it has an Implementation Plan designed to implement the HR Strategy. This Implementation Plan seeks to ensure that the HR Strategy objectives are realized.

(b) HR Strategy

There is a HR Strategy in place and it is being implemented and through its Implementation Plan. Its main purpose is to ensure that the municipality has human capital capacity so that it can perform all its functions effectively. The main implementation indication for the implementation of the HR Strategy assessing whether vacant positions are filled, especially critical positions.

(c) Employment Equity Plan

Employment Equity Plan was adopted by Council on the 29 March 2022 and the reviewed plan was submitted Department of Employment and Labour in 14 January 2022. Nquthu Municipality is an equitable employer with targeted groups represented in various layers of the municipal structure. However, there is still a lot to be achieved so that the municipality can fulfil the provisions of its Employment Equity Plan and also meet transformational requirements especially with regard to gender equity. On the positive, three disabled workers and one councillor in total, but disabled worker was employed during 2017/18 financial year and the municipality is committed to improving its equity status. The

municipality has not yet meet the racial demographic in terms of appointment of whites, coloureds and Indians because no interest of application have been shown on advertised vacancies. However, the municipality is committed in meeting racial demographic in terms its employment equity. The employment equity plan is attached on the IDP.

The Employment Equity report is attached as **ANNEXURE 02**, however; that report shows that the municipality is currently not doing well especially in terms of gender equity and this must be addressed going forward.

(d) Workplace Skill Plan

The municipality seeks to empower its staff by enhancing their skills in order that the services they render are effective, efficient and sustainable. To achieve this, the Municipality’s annual Workplace Skills Plan (WSP) is developed as per the LGSETA guidelines. The WSP and ATR have been submitted to LGSeta on the 31 April 2022 and it will be implemented vigorously and also report on its implementation to Council on a quarterly basis. The implementation of WSP is prescribed by Municipal Planning and Performance Management Regulations as one of general KPIs that has been prescribed and it is accordingly included in the municipality’s SDBIP for purposes of monitoring and evaluations. The municipality is committed in providing in-service training to students who have completed their degrees/diplomas in order for them to gain work experience.

Training is planned for a total of 164 employees consisting of 80 females and 84 males, subject to the availability of financial resources. Emphasis will be put on the areas which the municipality is seen to be struggling to ensure effective service delivery. A detailed WSP report is attached as **ANNEXURE 03**.

(e) Recruitment and Selection Policy

The selection and recruitment policy is in place and was approved by council on the 26 May 2022. And recruitment processes are conducted as per the provisions of this policy. The municipality fully adheres to and implements this policy. The vacancies outlined in the organizational structure will be filled according to the Recruitment and Selection Policy.

(f) Retention Policy

As part of its skills retention strategy, the municipality employs different strategies contained in other policies to ensure that people with skills are retained in the municipality. The retention policy is in place and approved by council on the 26 May 2022. The municipality does offer incentives benefits such as pension or provident fund, medical aid, car allowance, Cellphone allowance and staff development leave. Further to that, the municipality has implemented job evaluation and as from 01 July 2019. Performance management has been cascaded to middle management level with a view to reward good performers and promote a culture of outstanding performance. The municipality has the retention policy in place which is aiming to guide the municipality in implementing all of its strategies that has been put in place.

C.3.2.2 ICT Policy Framework, related ICT policies and IT Steering Committee

(a) ICT Framework and related ICT policies

The municipality has an ICT Framework in place and the municipality has also developed a number of policies and procedures to ensure that the municipality’s IT infrastructure and systems are constantly developed and adapted to new developments while also ensuring the effectiveness and security of the systems. Currently, the policies that are in place are as follows:

- Corporate Governance of Information and Communication Technology Policy;
- Information and Communication Technology Policy;
- Information Technology Security Policy;
- Information Technology Disaster Recovery Plan;

- Antivirus, Firewall and Patch Management Control Policy;
- Backup and Restore Policy;
- Activity Monitoring Policy and Procedures;
- Backup and Restore Procedures;
- Change Management Procedure;
- IT Asset Disposal Policy and Procedure;
- Information Technology Strategic Plan;
- Information Technology Charter, and
- Physical Environment Security Policy.

The IT Manager and the IT Steering Committee are responsible for the implementation and monitoring compliance with these policies.

(b) IT Steering Committee

The IT Steering Committee has also been established and functional to monitor the implementation of these policies and procedures and also attend to all IT related matters that arises. This committee is chaired by the Director Corporate and Community Services and the IT Manager is providing secretarial services to ensure that this committee is effective and represented at top management level.

The municipality has filled in all the vacancies in the IT unit to ensure that it is adequately capacitated to perform all its function optimally.

(c) Municipal ICT capacity

The municipality’s IT unit has two employees, an IT Manager and IT Officer who are responsible for all ICT related operations within the municipality. Moreover, the municipality procured contracts and licenses to manage ICT intensive functions, these include, among others:

- Financial systems;
- Payroll system;
- Traffic unit licensing systems;
- Communications systems, and
- Performance management systems.

(d) Challenges

The municipality is struggling with internet connection due to criminal activities targeted and network towers. There is also a challenge of resistance/skepticism in adopting new technologies to improve operations and save costs, both on the side of Councillors and municipal officials and also the general public.

C.3.3 Municipal Transformation and Organizational Development: SWOT Analysis and Key Challenges

Key Challenges

Key Challenge	Description
<i>Insufficient internal capacity to perform some of the local government functions to the desired levels.</i>	<ul style="list-style-type: none"> • Unnecessary reliance on consultants which divert financial resources which should be ideally invested in service delivery. • Inability to reach the municipality’s true potential.

SWOT analysis

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> • Policies and By-Laws in place. • Employment Equity Plan in place. • Human Resource Policies and Strategy in place and implemented. • Job Evaluation implemented. • OPMS Framework in place and filled positions in PMS unit. • Functional Local Labour Forum. • Continuous Councillors Capacity Development. 	<ul style="list-style-type: none"> • Poor achievement of set EEP targets, especially with regard to representation of women in senior management. • Insufficient Human Resources development budget/ resources. • Exposure to fraudulent practices on recruitment of staff (qualifications vetting)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Grading of the municipality to a higher grade. • Properly skilling the workforce to eliminate unnecessary reliance on consultants. • Investing more in internships and in-service training to build a skills base to recruit from. • Acquisition of SAQA services to eliminate fraudulent and complete vetting of applicants • Cascading performance management to all employees. • Linking PMS to Job Evaluation outcomes. 	<ul style="list-style-type: none"> • Escalating wage bill exceeding 40% due to bloated administration. • Insufficient WSP funding to properly train employees resulting in avoidable spending on consultants. • Industrial Actions due to Categorization and Wage Curves • Reputational damage due to fraudulent jobs for money scam that arises from time to time conducted by fraudsters masquerading as municipal officials.

C.4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

C.4.1 Good Governance Analysis

Local government is at a coal face of service delivery at viewed by citizens as the face of government which is why in most cases communities direct their service delivery grievances to municipalities.

Therefore, local government becomes very important in ensuring that it is responsive, accountable and transparent so that it can gain the confidence of the people and also deliver services as planned.

C.4.1.1 *Status of National and Provincial Programmes rolled-out at Municipal level:*

(a) Batho Pele and Procedure Manual

Batho Pele policy

The municipality has developed and adopted a Batho Pele policy as part of its commitment to putting people first and entrenching a culture of excellent service and accountability to the public. The reviewed policy was submitted to Council in 26 May 2022. The policy clearly stipulates the kind of conduct that is expected and required from municipal employees as servants of the people in line with the well-established Batho Pele principles of:

- Consultation;
- Service standards;
- Access;
- Courtesy;
- Information;
- Openness and transparency;
- Dealing with complaints;
- Best value for money;
- Encouraging innovation and recognizing excellence;
- Leadership and strategic direction, and
- Service delivery impact.

Since compliance with these principles has now been integrated into the municipality's operations through a policy instrument, acting contrary or in their violation by the municipality's employees shall constitute misconduct.

(a) Batho Pele procedure manual

The Batho Pele procedure has been reviewed and adopted by full council conducted on the 26 May 2022. Its main purpose is to inform and guide the municipality's employees in aligning their conduct, practices and operations to the principles of Batho Pele and implementing them fully.

(b) Service Delivery Improvement Plan and Service Delivery Charter and Standards.

The municipality have the approved Service Delivery Charter and Standards in place and it will continue to be implemented accordingly. The Service Delivery Improvement Plan been reviewed and be approved by Council on 26 May 2022. The municipality is committed to address all key challenges identified in the SDIP to be improved in order to ensure proper service delivery. In accordance with Public Service Regulation, the municipality is expected to provide a report on the implementation of Service Standards as well as Service Delivery Improvement Plan.

Below are key challenges that was identified on the SDIP for previous financial year have been addressed:

- Branding of municipal vehicles;
- Installation of CCTV Camera in the municipal building;
- Metal detector be installed, and
- Signage.

The charter reflects the belief of Nquthu Local Municipality in its implementation of Batho Pele; a better life for all Nquthu Citizens by putting people firsts. It is our commitment to our

customers that we will do our utmost to help you and provide you with the quality of service you deserve

Upon compilation of Service Delivery Improvement Plan, the municipality has identified the following services to be improved:

MANDATE	KEY SERVICE	PROBLEM STATEMENT	PROCESS FOR TECHNICAL SUPPORT
Provision of fleet services	<ul style="list-style-type: none"> ➤ Monitoring and reporting on vehicle usage 	<ul style="list-style-type: none"> ➤ Misuse of vehicles ➤ Unauthorized trips ➤ High fuel consumption ➤ Management of vehicles ➤ Asset disposal Policy 	<ul style="list-style-type: none"> ➤ Implement the trip authorization system. ➤ Enforcement of vehicle policy ➤ Review of Fleet Policy
Assist community to easily identify location of municipal buildings and municipal assets	<ul style="list-style-type: none"> ➤ Identification ➤ Provide directions to internal / external structure of municipality. ➤ Prevent abuse of municipal assets 	<ul style="list-style-type: none"> ➤ Confusion ➤ Misuse/abuse of municipal Assets 	<ul style="list-style-type: none"> ➤ Provide proper signage ➤ To install barcodes in all municipal assets and monitor the assets. ➤ Ensure the proper branding of all municipal buildings and assets.
Provision of solid waste manage services	<ul style="list-style-type: none"> ➤ Provision of effective waste management 	<ul style="list-style-type: none"> ➤ Insufficient waste bins ➤ Community unawareness of By Law. 	<ul style="list-style-type: none"> ➤ Installation of waste bins on strategic areas ➤ Conduct awareness on bylaws

C.4.1.2 IGR status and functionality

Intergovernmental relations is very important in the course of service delivery and/or community development to ensure that all organs of government engage and plan together to prevent duplication, fragmentation and also ensure that all government projects and programmes compliments each other. DDM has become the main strategic programme to ensure that intergovernmental relations produce the results that development planning and execution is well integrated, effective and complimentary across all organs of government. With regard to the above, the municipality must ensure that it participate fully in all IGR structures and initiatives relevant to its functions and/or area of jurisdiction.

(a) Relevant IGR structures

Umzinyathi district level

There is an existing Umzinyathi District Intergovernmental Forum that is functional even though its sittings were affected by COVID 19 regulations in the past and would have to be resuscitated going forward. Below is the list of District Municipality Forum that Nquthu local municipality participate on:

- Mayor’s Forum
- Speaker’s Forum

- Municipal Manager’s Forum
- Planning Forum
- Corporate Services Forum
- Infrastructure Forum [Technical]
- Disaster Management Forum
- Communicator’s Forum
- General and Social Services Forum
- Chief Financial Officer’s Forum

This structure discusses all pronouncements from provincial and national level. The municipality ensures that it table report emanating from this structure to council. However, there are challenges of miscommunication and non-attendance by some stakeholders. It is the belief of the municipality that this structure and other forums can and should be strengthened and well-coordinated for the betterment of every stakeholder and for better communication and better working relationship of all stakeholders.

Provincial level

At the Provincial level, there are a number of IGR structures that create a linkage between the provincial sphere of government and local government:

- **Provincial IDP Forums:** These forums take different forms and mainly deal with IDP and SPLUMA issues and such forums are directly responsible for improving IDP credibility ratings in KZN because they allow municipalities and government departments to share information and best practices.
- **MINMEC:** This forum is generally composed of the National Minister and MECs of the same portfolio and in most cases Mayors and Municipal Managers are invited. This is a very important forum especially because if certain decisions have to be taken the seniority of those in attendance make decision making easier.
- **Premiers Coordinating Forum:** This is where the Premier gets the opportunity to engage municipalities on a variety of matters that need collective wisdom and also allow the Premier to set the tone in terms of the policy direction of government.

Operation Sukuma Sakhe (OSS)

At a local level, OSS forums are made up of Local Task Team (local municipality level) and War Room at a ward level and convene almost all stakeholder both government and non-governmental stakeholders. The main function of OSS is to identify service delivery gaps especially those relating to social or urgent issues so that an intervention can be made by relevant stakeholders.

District Development Model (DDM) platforms

The DDM is thriving at Umzinyathi District and is championed at district level. The municipality participate fully although there is still room for improvement. This approach is very useful to ensure a well planned development and in promoting a long terms approach to development as opposed focusing on the short term investment and deferring all developmental challenges to future generations.

(b) Municipal role and participation in IGR structures

Nquthu Local Municipality is fully committed to support and participate in all intergovernmental forums because it is the only way that different government role players can work in a well-coordinated and complementary manner. There are no established forums specifically for Nquthu Municipality but we participate at all district level forums with full commitment. And the sector departments attend all IGR forum meetings at a district level.

C.4.1.3 Functionality of Management Structures

(a) Management Committee (MANCO)

MANCO is fully functional and meets on a weekly basis to attend to municipal work that requires its attention. There are also other committees reporting to MANCO like the Development Compliance Committee which attend to the enforcement of by-laws.

(b) Development Compliance Committee

This committee attend to development compliance matters and also the enforcement of municipal by-laws. The main specific areas that this committee focuses is land-invasion and illegal structures, unauthorized bill-boards, stray animals, littering, illegal connections, etc.

(c) Local Organizing Committee

This is a standing event management committee which ensure compliance and preparations for all municipal events like public participation, sword turnings and projects hand-overs.

C.4.1.4 Functionality of Municipal Structures

(a) Council

Council is fully functional and always quorate and there no instances of disruption on Council meetings due harmony and mutual respect that exist among Council members across all political parties.

(b) Executive committee (EXCO)

EXCO is fully functional and exercise powers delegated to it by Council and report to Council frequently.

(c) Portfolio Committees

These committees are chaired by EXCO members and report to EXCO. These committees sit regularly and some of them go out to municipal projects for purposes of playing an oversight role and report back to EXCO for intervention.

(d) Municipal Public Accounts Committee (MPAC)

MPAC play an oversight role on behalf of Council, especially investigating and making recommendations on how to treat irregular, unauthorized, fruitless and wasteful expenditure. MPAC is fully functional and work hand in hand with the Municipal Disciplinary Board.

(e) Municipal Disciplinary Board

This committee is established in terms of Financial Misconduct Regulations promulgated in terms of the MFMA. This committee plays a technical role in conducting informed investigations and is chaired by an independent legal person.

(f) Rules Committee

This committee is properly constituted but is mostly convened when there is a matter for it to deliberate on because on the nature of its work.

(g) Rapid Response Team

This committee is chaired by the Speaker and also include external stakeholders like SAPS. The main function of this committee is to intervene resolve complaints from the public and make necessary preparations if there are strikes. This committee is fully functional and have had success in preventing strikes by engaging everyone concerned.

(h) IDP Stakeholder Representative Forum

Nquthu has been using Operation Sukuma Sakhe (LTT) in the past but has resolved to use a properly constituted IDP Stakeholder Representative Forum due to the fact that the LTT has

experienced some challenges. A meeting was held during consultation and there seems to be satisfactory cooperation by stakeholders, especially sector departments.

C.4.1.5 Functionality of Internal Audit Unit

(a) Internal capacity

The Internal Audit unit is staffed by one employee (Senior Internal Auditor) and the rest of the internal audit function is outsourced to a competent auditing company.

(b) Implementation of Internal Audit Plan

An internal audit plan is developed annually and reports are submitted to the Audit Committee which monitors that implementation of this plan. The plan is implemented fully but there is room for improvement in implementing recommendations of audit reports.

C.4.1.6 Functionality of Audit Committee

(a) Composition

The audit committee is properly constituted with members having expertise in different fields including, legal and accounting/finance. The audit committee member responsible for performance management passed away and the municipality is working on filling the vacancy. Risk Management chairperson also sits on the audit committee.

(b) Functionality

The Audit Committee is fully functional and sits regularly and engage audit reports, financial reports and performance reports. During Auditor-General audit, the Audit Committee meet even more often to assist the municipality.

(c) Reporting to Council

The Audit Committee report to Council twice every financial year, one report for the Chairperson and also one for the Chairperson of Risk Management Committee who is also an Audit Committee member.

C.4.1.7 Functionality of Enterprise Risk Management (Policy and strategy)

(a) Internal capacity

Risk management has a Risk Officer who works with the support of risk champions who coordinate risk management in their respective internal departments.

(b) Risk Management Committee

There is risk management committee which is responsible for compiling and approval of risk registers and monitor risk action plans implementation on a regular basis.

(c) Reporting to audit committee and council

The Risk Management chairperson reports to the Audit Committee and also report to Council once a year as as part of the Audit Committee reporting to Council.

(d) Risk Champions

Every department has a risk management champion who is responsible for coordinating all risk management work within the department to ensure that all risk action plans designed to mitigate and manage identified risk are implemented.

(e) Risk registers

There are four risk registers, which are; operational risk register, strategic risk register, IT risk register and fraud risk register. This registers contain risks, root causes, existing controls and action plans.

(f) Risk awareness workshops

Risk management workshops are conducted every year for employees so that they clearly understand the risk prevalent in their line of work to equip them to be able to identify and manage such irks.

(g) Anti-Fraud and Corruption Strategy

The municipality also have a Anti-Fraud and Corruption Strategy which is a framework for managing all risk that are of a corrupt nature and also clearly determine the kind of practices that are prohibited or amount to fraudulent practices.

C.4.1.8 Functionality of Bid Committees

Bid Committees are a very important structures in ensure that the municipality procures goods and services in the most effective, efficient and economical manner to ensure that the municipality operates optimally, build infrastructure and deliver services to the people of Nquthu. In this regard, it must be ensured that municipal bid committees are properly constituted and function optimally. Further to that, continuous training must be provided to members to ensure that they understand their responsibilities and are always updated about new or upcoming legislative provisions (including circulars) so that compliant processes are always adhered to. All bid committees are trained after their appointment and also get ongoing training to ensure that they are always up to the task.

The table below list bid committees and their members (and their positions/titles) as duly appointed by the Municipal Manager:

BID SPECIFICATION COMMITTEE	
1)	Mr. M Shabalala - Chairperson - Assistant Accountant SCM
2)	Ms. BP Biyela - Assistant Accountant Revenue
3)	Ms. S Shoba - Communications Officer
4)	Mr. AD Sithole - Assistant Accountant SCM
5)	Mr. M Ngcobo - IDP/PMS Manager
6)	Mr. T Hadebe - Town Planner
7)	Mr. BB Sokhulu - Building Inspector
BID EVALUATION COMMITTEE	
1)	Mrs NZ Mbongwa - Deputy CFO - Chairperson
2)	Mr. TA Dlamini - Technical Infrastructure Development
3)	Mr. MS Memela - Technician
4)	Ms. MB Khanyi - Accountant SCM
BID ADJUDICATION COMMITTEE	
1)	Mr BH Bhengu - CFO - Chairperson
2)	Mr. TA Dlamini - Technical Infrastructure Development
3)	Ms. SS Zulu - SCM Manager
4)	Mr. M Ndhlovu - Director of Planning, LED and Development
5)	Mr. L Hlongwane - Director Technical Services
6)	Mrs KC Shabalala – Acting Director Corporate and Community Services
SECRETARY	
	Ms. BN Buthelezi - Data Capturer

C.4.1.9 Adoption status of Municipal Policies and Bylaws

The municipality has developed and approve a variety of policies and by-laws aimed at giving effect to different legislative provisions and also regulate municipal processes and also set out parameters for the public to ensure compliance.

Municipal policies

Municipal policies mostly relate to human resources, finance, ICT, performance management, fleet management, businesses and records management.

Municipal by-laws

Municipal by-laws were developed and gazetted after being issued to the public for comments, as required by law. The list of by-laws outlined below were gazetted in the previous term and remain in force.

BY-LAWS
Municipal Public Transport-by laws
Out-door advertisement – by laws
Electricity supply- by laws
Property encroachment – by laws
Street trading- by-laws
Standing rules of order- by-laws
Tariff policy for indigent persons- by-laws

C.4.2 Public Participation Analysis

C.4.2.1 Ward Committees status and functionality

Nquthu LM has established ward committees in all its nineteen (19) wards soon after the local government elections that took place on the 01 of November 2021. All these ward committees will be trained and hold meetings on a monthly. The municipality submit reports, minutes of meetings and attendance registers to KZN COGTA for assessment in order to determine functionality of ward committees. Ward Committees sits on a monthly basis to discuss community challenges and development interventions and submits report. However, there is still more work to be done to improve the overall capacity and ensure better functioning of ward committees through training and better information dissemination to ward committees through its chairpersons who are ward councillors.

Ward Committees will undergo trainings related to their functions on Local Government. The municipality is committed to providing Ward Committees with all relevant accredited trainings. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery and deepen democracy. Ward Committees represents a wide range of community interest through the IDP Representative Forum meetings and Ward Based Planning Meetings, and their inputs are always considered. They are also being used to disseminate the information about the developmental agenda of the municipality.

The functionality of Ward Committees is monitored through the submission of ward reports regarding Ward Committee Performance, which basically assesses the performance of Ward Committees within Nquthu. The performance is measured in terms of the following indicators: -

- Number of Ward Committee Meeting held – 1 per month;
- Number of Ward Committee Meetings chaired by the Councillor – 1 per month;
- Percentage of attendance – 50 plus 1;
- Number of community meetings held – 1 per quarter;
- Number of sectoral reports – 10 per month; and
- Number of reports submitted to the municipality – 1 per quarter

C.4.2.2 Participation of AmaKhosi in Council meetings

Municipal Structures Act, Section 81 require Traditional Leaders to be represented in municipal councils. In line with this law and in pursuance of a better communication and working relationship with traditional leadership and also to ensure that they are part of the local authority which has jurisdiction in their areas. There are two AmaKhosi that sit in council and all the committees of the municipality. While there are some very few challenges on issues of land ownership or control between the municipality and AmaKhosi, the fact that they sit in council provide for a very suitable platform to deal with and resolve any differences. Nquthu Local Municipality respects and is committed to working with AmaKhosi in Nquthu appreciating the importance of indigenous leadership and understanding their role both historically and currently as custodians of African culture and customs and vanguards of communal and/or collective land ownership of the people.

During the 2022/23 – 2026/27 Draft IDP and Budget processes, the Mayor invited all AmaKhosi in Nquthu to engage them specifically. While this engagement was meant to specifically deal with development planning and budgeting issues, a number of issues were raised by AmaKhosi and an agreement was reached that these will be attended to. These are the issues that were raised and the municipality and AmaKhosi reached an agreement on:

- That there should be a clear protocol that regulates the communication between the municipality and traditional councils to ensure that all the plans and projects that the municipality has is communicated to affected traditional councils on time so that all challenges that may arise can be resolved collectively, and
- Workshopping traditional councils about the functions and processes of the municipality and also provide them with relevant information that relates to spatial planning, disaster prone areas and land use management to avoid a situation where people are given land that is prone to disasters or is suitable for economic activities (e.g. agriculture).

C.4.2.3 Communication plan for public participation

The municipality does have a public participation plan but it is currently focused on Ward Committees and does not address the role of all internal and external stakeholders. In the 2022/23 financial year, the municipality will develop a communication plan for public participation that will go beyond the functioning of Ward Committees and ensure that public participation is inclusive of all stakeholders is linked to DDM processes.

C.4.2.4 Status of ward based planning

In the previous Council term, WBPs were reviewed annually. In the new Council term, it became difficult to develop new WBPs due to the following factors:

- There were new councilors and ward committee members who were not yet familiar with ward based planning and had to be inducted first so that credible WBPs can be produced.
- Ward boundaries were changed which resulted in some areas being transferred to new wards and also a change in demographic status since StatsSA had not yet released the Census report and, further to that, certain infrastructure and/or backlog affecting one ward is also transferred to another ward.

It was also noted in the past that ward based planning was seen as a processes that is separate from IDP processes and therefore ward priorities were not aligned to the IDP due to councilors submitting different priorities for IDP and budget prioritization. This challenge has been addressed by leaving ward based planning to ward committees as led or chaired by councilors so that they can take full ownership of their WBPs.

The following approach was adopted to develop WBPs:

- New ward maps depicting new ward boundary with population estimates were provided to ward councilors;
- Simplified templates were provided to councilors so that it can be populated at a ward level by the ward committee (detailed templates will be issued once Census report has been issued by StatsSA), and
- Populated templates returned to the municipality so that they can be incorporated in the summarized version of the IDP.

Ward Based Plans summary

Ward based plan summary table is attached as a component of the Summarized IDP version which seeks to simplify the IDP to the public so that they can be able to break the IDP down to see how their wards are affected.

C.4.3 Good Governance and Public Participation: SWOT Analysis and Key Challenges

Key challenges

Key challenge	Development implications
<i>Inability to reach real municipal potential in terms of good governance and public participation.</i>	<ul style="list-style-type: none"> • Failure to attain a clean audit outcome as a result of irregular expenditure and performance related issues. • Inadequate public participation may result in an unnecessary community unrest which may disrupt service delivery or vandalism.

SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Council structures in place and functional • Representation of traditional authority. • Functional Local Labour Forum. • Functional Audit Committee. • Ward Committees established and mostly functional. • Public community meetings regularly conducted • Social sector groups forums in place (<i>Men’s Forum, Disability Forum, Disability Forum, Senior Citizens Forum, HIV Council, Sports Council</i>) • Communication Strategy 	<ul style="list-style-type: none"> • Children’s Forum not established. • Non-attendance of government departments on Operation Sukuma Sakhe due to insufficient coordination. • Public Participation not entirely effective. • Intergovernmental Relations Forums not entirely effective.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Enforce monitoring and evaluation. • Proper reporting. • Community involvement and public participation. 	<ul style="list-style-type: none"> • Non sitting of IGR Forum affect organization at large. • Non enforcement of by-laws leading to dysfunctionality of the organization and lead to the loss of revenue and litigation.

C.5. SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

C.5.1 Water and Sanitation

C.5.1.1 Water

(a) Water Services Authority (WSA)

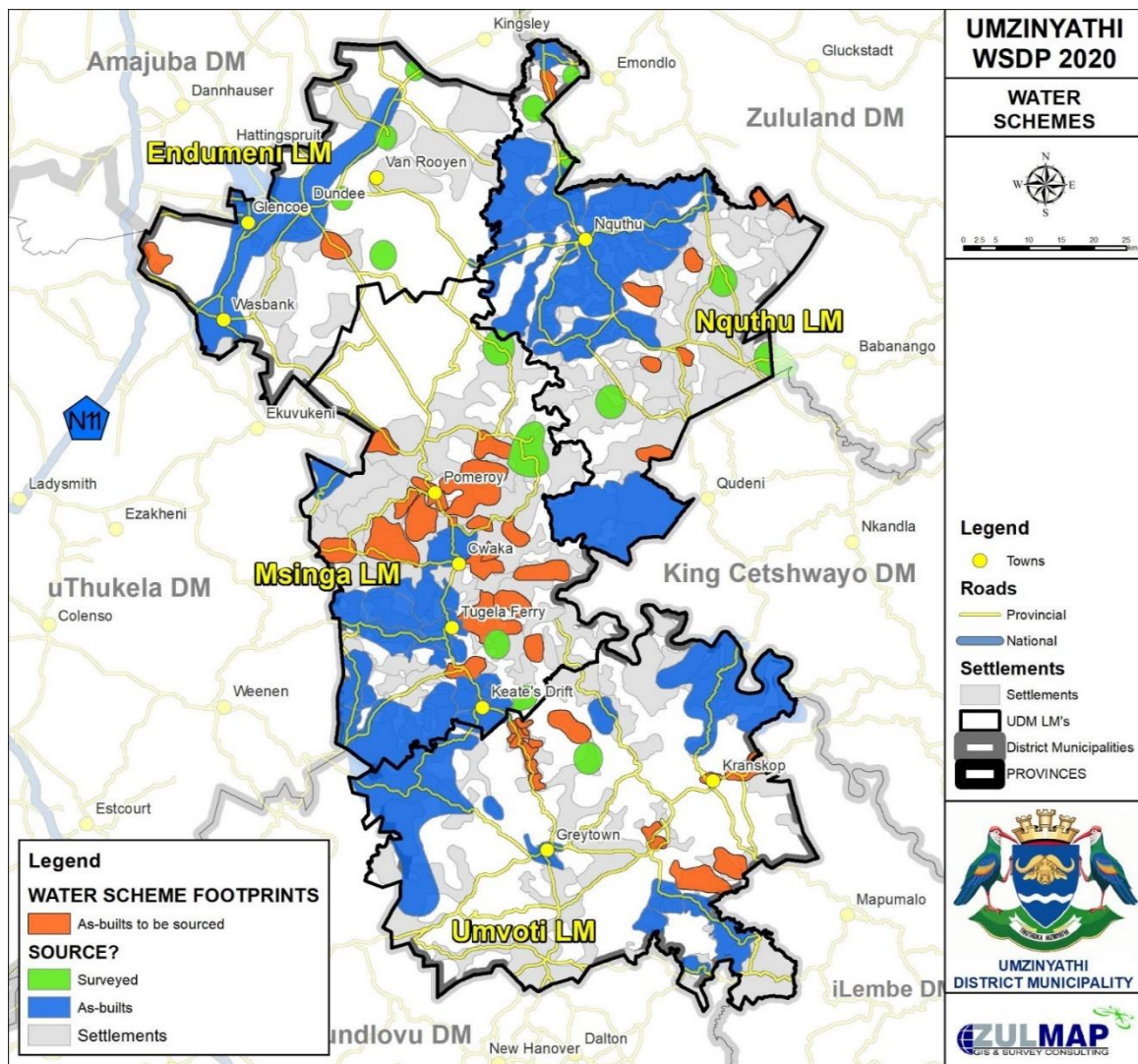
Nquthu Municipality is not a WSA municipality but the Umzinyathi DM that is the WSA in the municipality and is responsible for water provision and sanitation within its area of jurisdiction under which Nquthu LM falls. All water and sanitation related services are the function of Umzinyathi DM. However, Nquthu LM also plays a critical role in terms of intergovernmental planning and providing feedback on the services provided by UDM within Nquthu.

(b) Water Services Development Plan (WSDP)

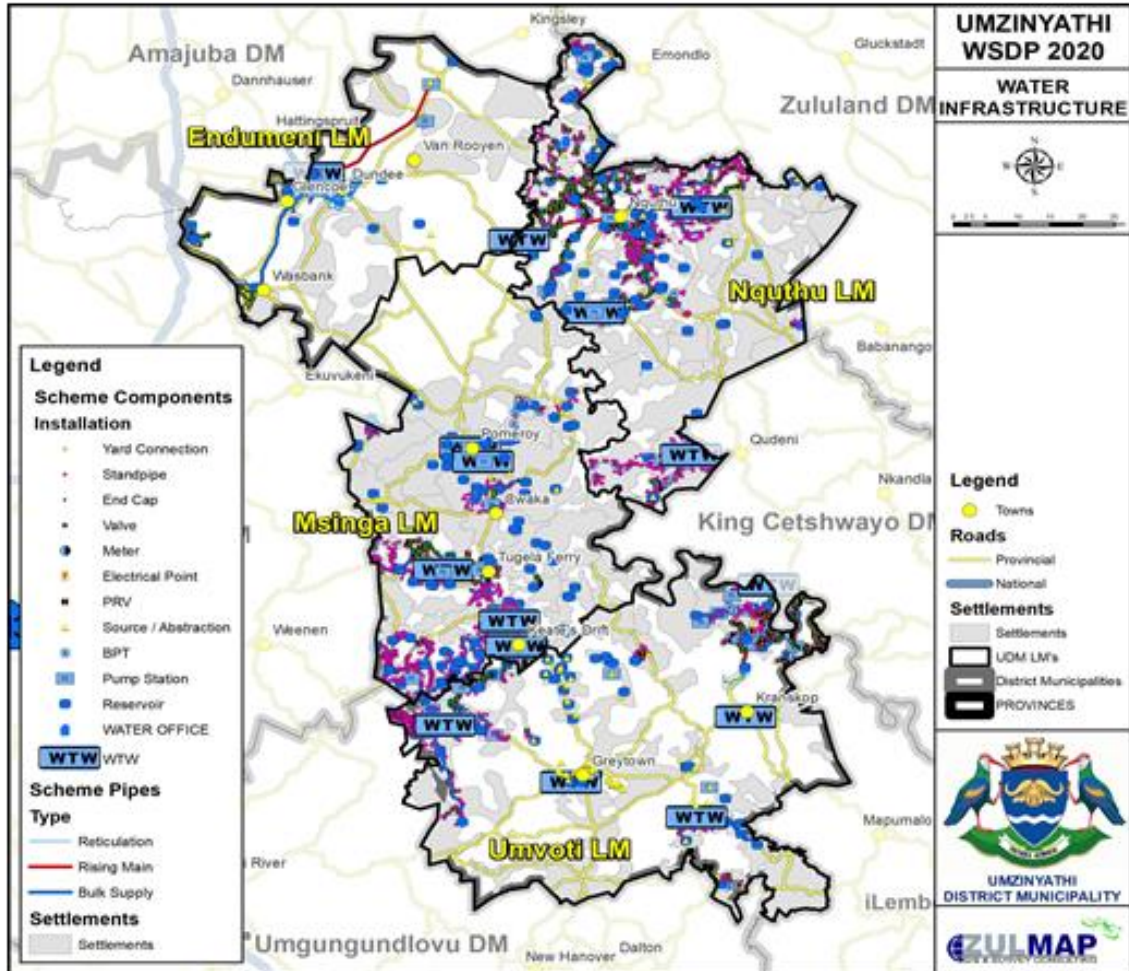
Umzinyathi DM has developed a WSDP for the whole district. This WSJP is found on the website of the Umzinyathi DM.

(c) Existing water infrastructure

Umzinyathi DM has in the past put water supply infrastructure in Nquthu in the form of water schemes. But this infrastructure is, in some areas; either decaying or poorly maintained resulting in huge water loss or complete dysfunctionality. There seems to be no clear plan to maintain existing water infrastructure which results in high levels of water shortage in Nquthu. The maps in the following pages show water and sanitation infrastructure, including existing water schemes.

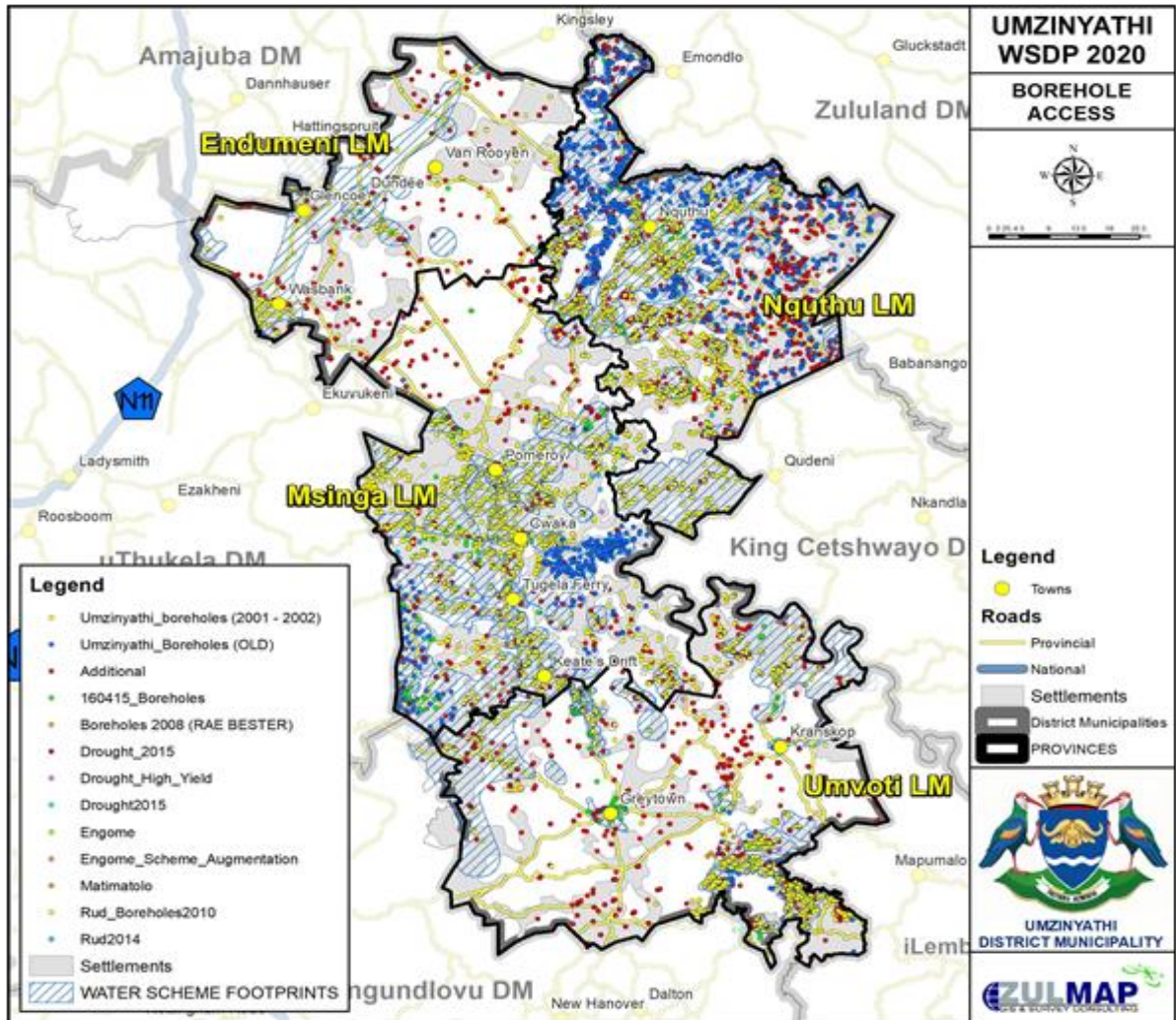


WSDP extract: The rudimentary services figures provided in this document are based on borehole data sets on the UDM GIS. These data sets were handed over by uThukela Water when UDM became the WSA, and are old and outdated. It would require a full hydrocensus to determine where households do get rudimentary water from boreholes and spring protections, and where maintenance is required. The figures for Rudimentary level services and No Services can therefore change significantly once a full hydrocensus has been completed.



SOURCE: UDM WSDP

WSDP extract: Although much progress has been made with the verification process, there are still areas where no as-built drawings could be obtained for existing water infrastructure. In the following figure the existing water schemes can be reviewed, as well as areas where as-builts still need to be obtained.



SOURCE: UDM WSDP

(d) Water access and backlog

Nquthu has a serious water supply problem due to a variety of factors, including; lack of adequate water supply infrastructure, poor water infrastructure maintenance, insufficient water tankers areas without water infrastructure, poor water usage practices or lack of water conservation and lack of funding. Even where there is water supply infrastructure, the reliable water supply remains a very big challenge. There are areas where there is a water supply infrastructure but there is no water. The map and pictures below clearly illustrate this challenge. And due to unreliable water provision and decayed or neglected infrastructure, it is very difficult to accurately assess the levels of water backlog but, if water related complaints and dissatisfaction is to be considered, the water delivery backlog is alarmingly serious.

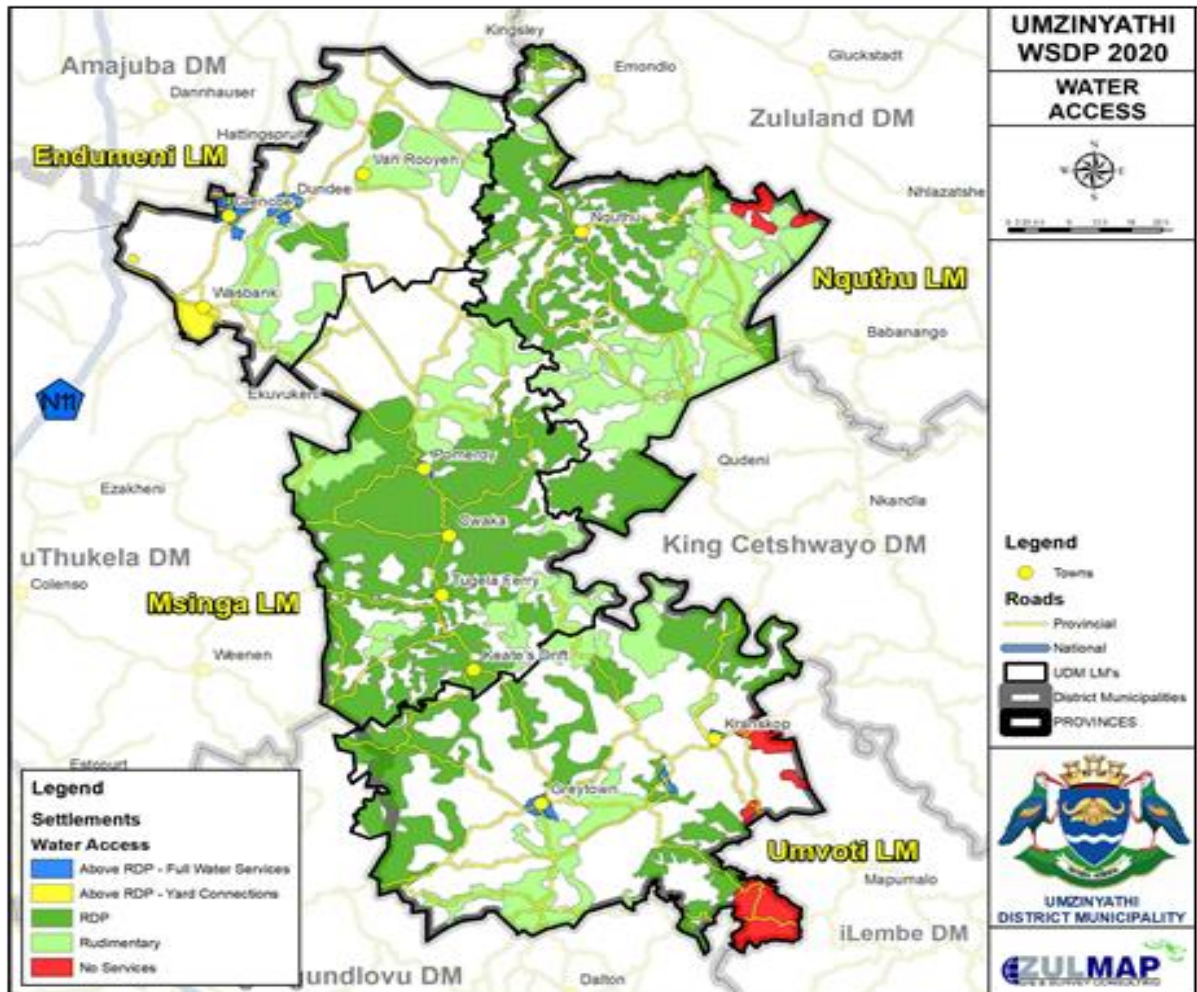
WATER SERVICES BACKLOGS				
			% Backlogs	% Backlogs
LM	HH 2020	Backlogs	(Within LM)	(Within UDM)
Endumeni	22 779	2 929	12.9%	8.1%
Msinga	47 818	13 842	28.9%	38.3%
Nquthu	48 867	11 011	22.5%	30.5%
Umvoti	36 491	8 376	23.0%	23.2%
Grand Total	155 954	36 159	23.2%	100%

SOURCE: UDM WSDP

medium and long-term objectives of the district in terms of addressing water and sanitation backlog. This strategy has the following objectives:

- Develop a Bulk Water Master Plan and Regional Schemes for water supply planning that will ensure sustainable water service delivery throughout the district;
- Reduce water backlogs to 7 350 households by 2022;
- Eradicate sanitation backlog by 2018, and
- Revise the planning and design approach which is based on an unsustainable and inefficient local stand-alone schemes.

Nquthu LM continues to work with Umzinyathi DM as the WSA to address the water supply challenge in Nquthu.



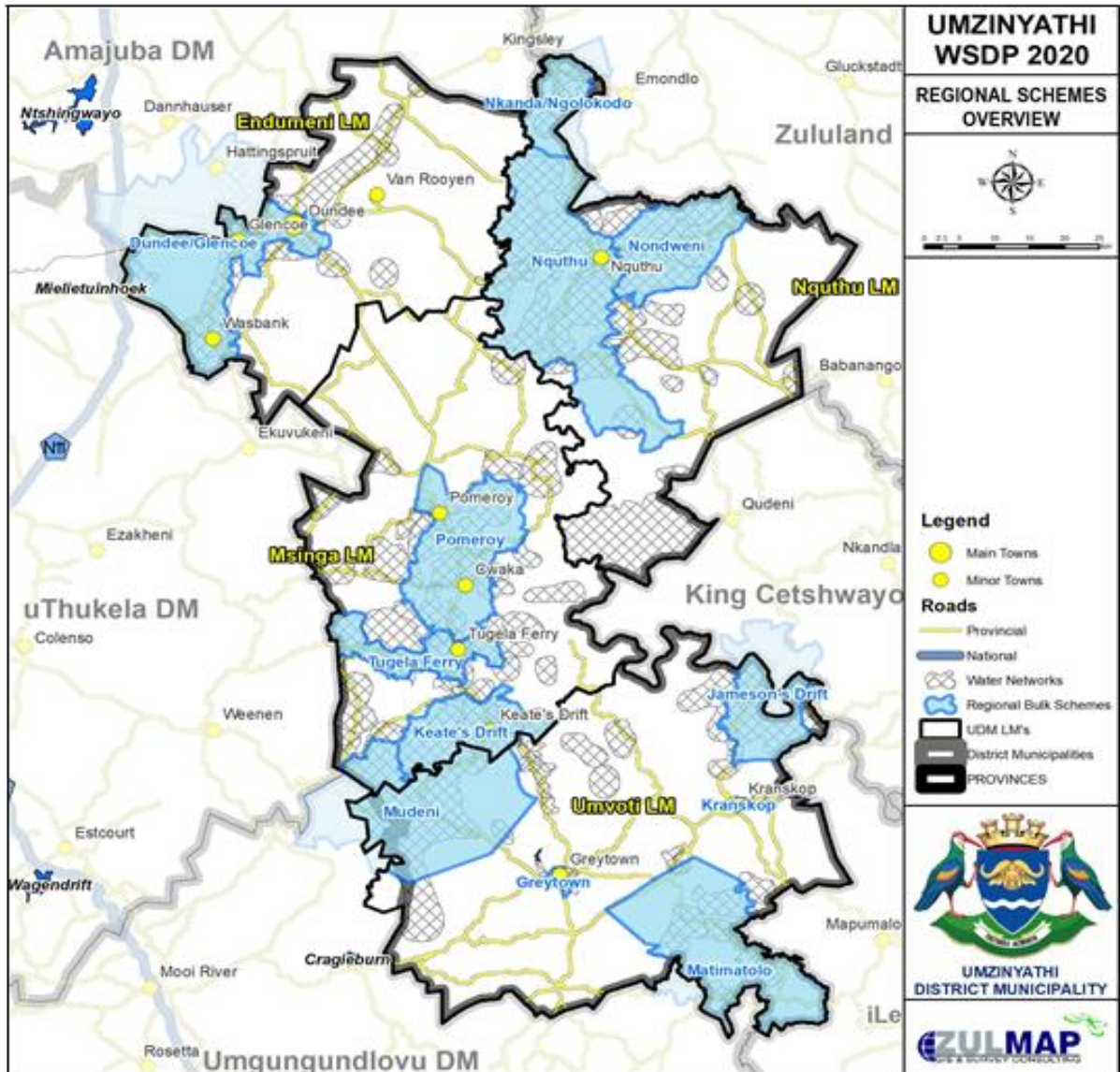
SOURCE: UDM WSDP

(e) Water schemes

Nquthu have three regional water schemes that supply it with water as they are show in the map below. The Nquthu WSS comprises of the following sub schemes:

- Nquthu Scheme Area 2 is supplied via a 160mm \varnothing pipeline from the Vants Drift WTP to the command reservoir at Ekucabangeni. The current area demand is 15.21 M ℓ /day including areas such as Jabavu Hlathi Dlamini, Rorke’s Drift, Nquthu Town, Masotsheni, Luvisi and Ngwebeni. The pipeline sizes to this area ranges from 63mm \varnothing to 200mm;
- Nquthu Scheme Area 5 is also supplied via the Vants Drift pipeline from the Command Reservoir near Nquthu Town. The current demand for this area is 4.3 M ℓ /day including the Isandlwana scheme area. The pipeline sizes to this area vary from 63mm \varnothing to 200mm ;

- *Nquthu Scheme Area 4 is close to the Zululand DM border. This area is an extension of the Nquthu Scheme Area 5. The pipe sizes in scheme area 4 is unknown but the current demand is 1.48 Mℓ/day. The reservoirs will be sized as per the proposed inventions below.*



(f) Nquthu scheme gap analysis

SCHEME GAP ANALYSIS

The maximum capacity of the raw water abstraction works from the Buffalo River system is 9.32 Mℓ/day. The current utilisation of the bulk water supply infrastructure is approximately 107%. The existing bulk water supply infrastructure does not have sufficient capacity to meet the current water requirements of Nquthu Water Supply Scheme on a sustainable basis and does not have sufficient capacity to meet future water requirements on a long-term sustainable basis.

In the UAP Phase II study a proposed intervention to extend the Dundee Bulk Supply was investigated to abstract raw water from the Ntshingwayo Dam to feed the Biggarsburg WTP. The Biggarsburg WTP will then be able to supply raw water to the Vants Drift WTP. The details of the proposed intervention are as follows:

- A proposed 40 km, 600mm ø raw water pipeline from the Ntshingwayo Dam on the Buffalo River to the Biggarsberg WTP to supply Glencoe and Dundee;

- Upgrade of Biggarsberg WTP to 65 Mℓ/day; and
- A proposed 47 km, 450mm ø raw water pipeline from Biggarsberg to Vants Drift to supply Nquthu LM.

Criteria	Existing Capacity	Planned Additional	Total	Desired 2050	Additional Requirements
Water Treatment (Mℓ/d)	10	2.56	12.56	31.0	18.44
Storage (Mℓ)	20.98	2.56	23.54	31.0	6.87
Bulk conveyance - Raw Water (Mℓ/d)	-	-	-	31.0	31.0
Bulk conveyance - Clear Water (Mℓ/d)	10	2.56	12.56	31.0	18.44

(g) Proposed Interventions

The following infrastructure upgrades will be required in order to adequately supply the Nquthu WSIA: In the UAP Phase II Study a dam was proposed downstream on the Buffalo River (-28.2591 S;

30.5048 E) as a long-term intervention. The dam was proposed to supply the entire Nquthu LM. A feasibility study for this dam should be undertaken to determine if it could yield 50.35 Mℓ/day. Only then, the following interventions should be considered:

- A water resource assessment needs to be undertaken to determine if the dam can yield the 2050 demand.
- A proposed 20 km, 600mm ø raw water steel pipeline from the proposed dam to Vants Drift WTP will be required.
- The rising main from Vants Drift WTP (1 096m) to the command reservoir (1 336m) at Ekucabangeni should be upgraded from a 160mm to 1000mm ø pipeline.
- The pipeline to Rorke's Drift should be upgraded from 110mm to 200mm .
- The Isandlwana WTP will be supplied via a 110mm ø pipeline from an off take on the Vants Drift to Rorkes Drift pipeline.
- A proposed 110mm ø pipeline rising main from Isandlwana WTP to Ncepheni Reservoir (1 250m). The Isandlwana WTP will require a 14kW pump to be installed at the WTP.
- The Ncepheni reservoir should be upgraded to 500 kℓ. The Ncepheni reservoir will also supply the Ngedla, Ncepheni and Masotsheni areas.
- Rising mains after the command reservoir at Ekucabangeni should be upgraded to a 900mm pipeline to Nquthu service reservoir 1 and 2.
- The pipeline that supplies the Ntanyandlovu reservoir 1 (1 263m) at Luvisi needs be upgraded from a 200mm to 315mm ø pipeline and additional storage of 5 Mℓ will be required.
- Nquthu Reservoir 1 (1 385m) needs to be upgraded to 40 Mℓ and Reservoir 2 (1 500m) to 36 Mℓ.
- The existing Thelezini reservoir (1 412m) needs to be upgraded to 3 Mℓ.
- Thelezeni Reservoir (1 412m) will be supplied via a proposed 300mm ø rising main pipeline from Ekucabangeni Command (1 336m).
- The supply to Bloed River will be via a proposed 110mm pipeline that offtakes from the pipeline that supplies Mkhonjane Reservoir (1 289m). The existing Bloed River reservoir (1 128m) needs to be upgraded to a 200 kℓ reservoir.
- The proposed pipeline supplying Ngolokodo has a 110mm ø offtake that supplies

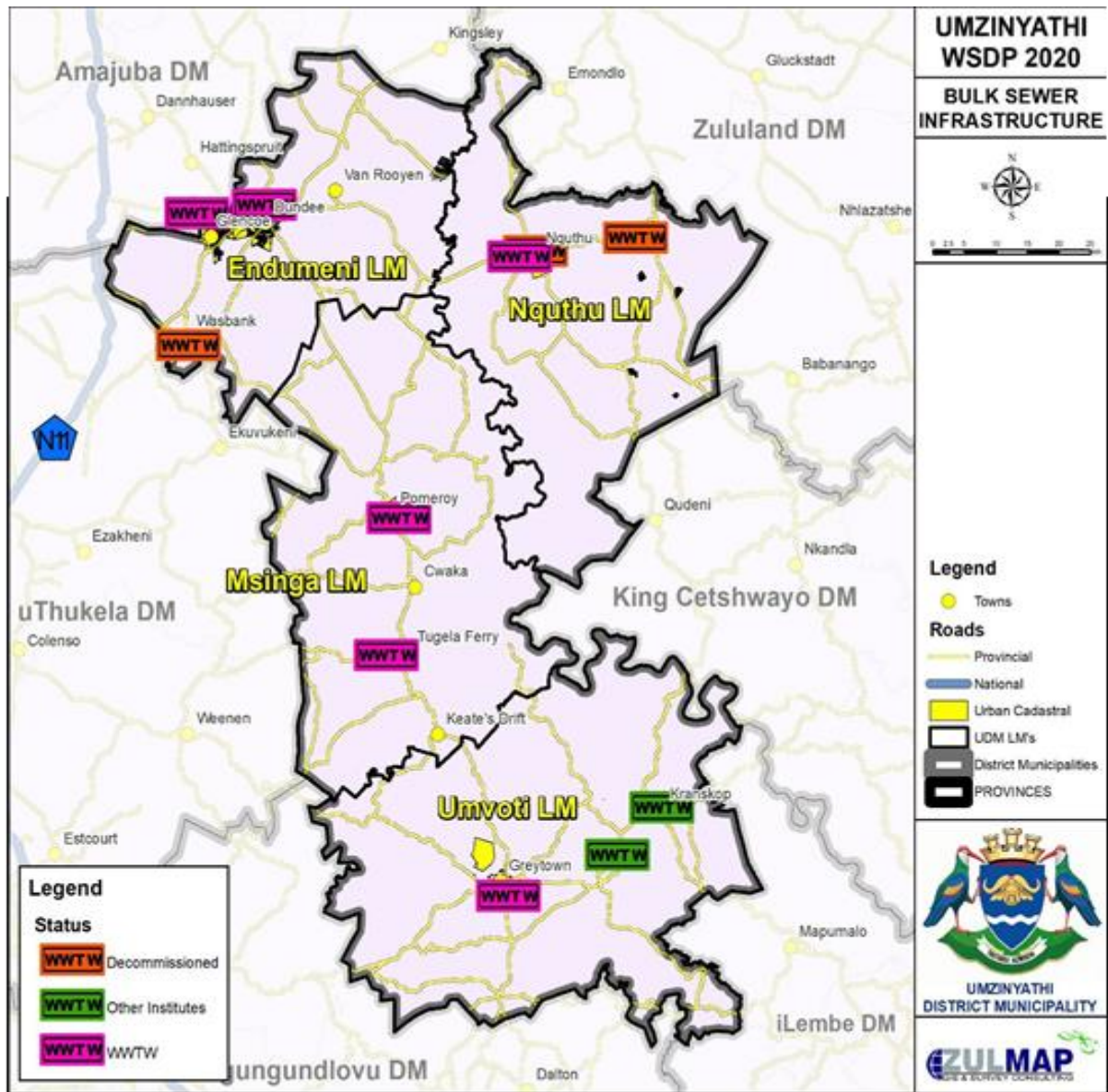
Ndatshana. An existing reservoir at Ndatshana (1 112m), capacity unknown, needs an additional capacity of 200kℓ.

- In the UAP Phase II Study there was a proposal to supply Zone 21 via the Msinga Bulk system which was found to be not feasible. In this study a 2.5 Mℓ reservoir at Rorke’s Drift (Zone 23) was proposed to supply Zone 21 via a 110mm ø pipeline to a proposed 1 Mℓ at Elanskraal.
- Another option to supply Zone 21 via the St Augustine reservoir in Zone 26 was also proposed within the Phase II study.

C.5.1.2 Sanitation

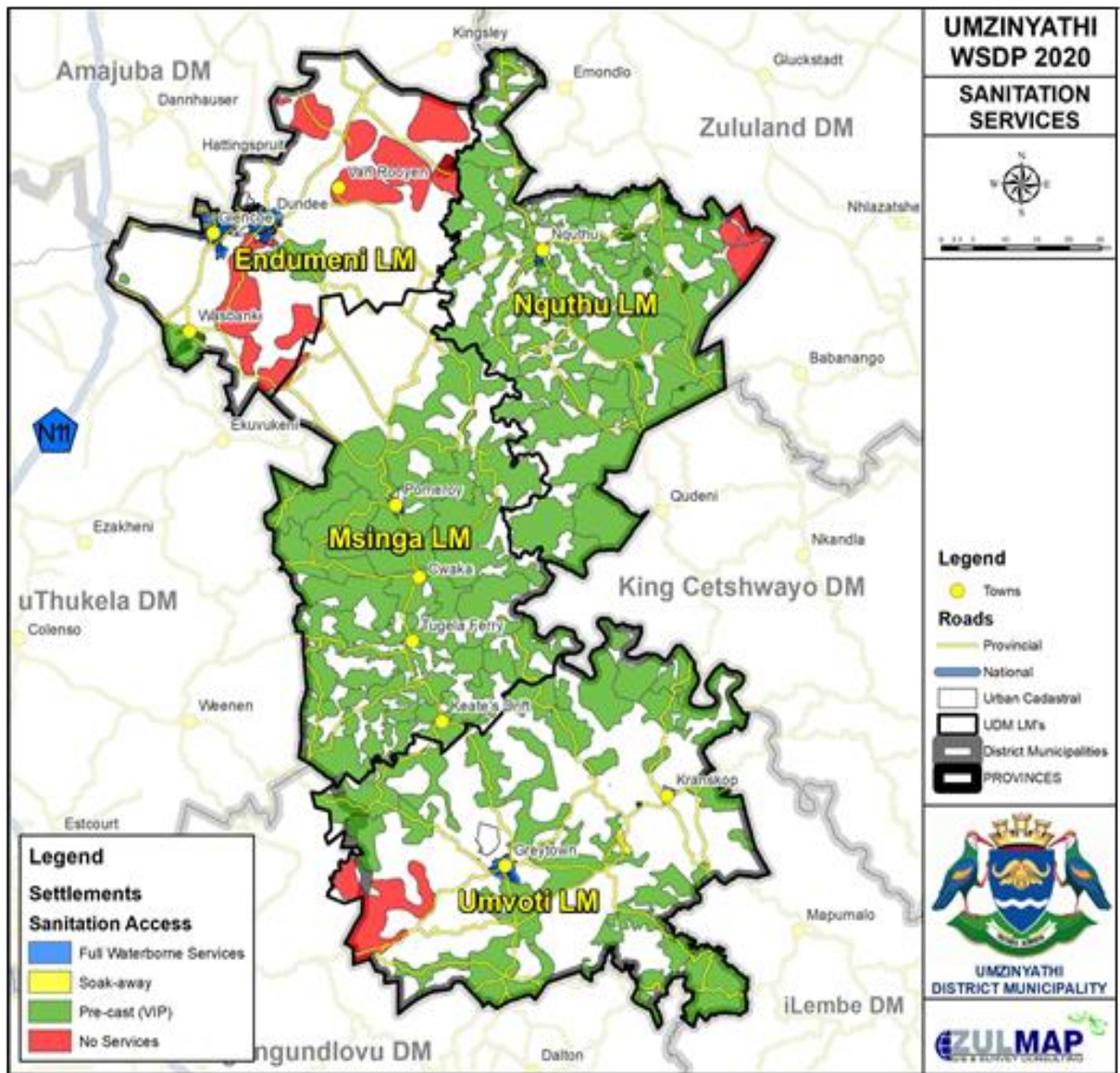
(a) Infrastructure

Although Nquthu does have a sanitation backlog, it is less severe than the water backlog. But there is a huge backlog in terms of flush toilet system, mainly due to lack of sewerage infrastructure and water scarcity. In actual fact, the increasing shortage of water requires that an alternative and sustainable sanitation model be investigated for long term purposes because the water guzzling flush toilets will unavoidably put more pressure on the already scarce water supply.



(b) Sanitation access and backlog

Access to sanitation in rural areas is dependent on VIP units which target each household. While good progress is being made in servicing the backlog, the number of households is also growing and the nature of VIP is that it become filled at some stage. The map in the following page shows access to different forms of sanitation services.



Sanitation Services Backlogs				
LM	HH 2020	Backlogs	% Backlogs (Within LM)	% Backlogs (Within UDM)
Endumeni	22 779	2 811	12.3%	47.9%
Msinga	47 818	362	0.8%	6.2%
Nquthu	48 867	831	1.7%	14.2%
Umvoti	36 491	1 869	5.1%	31.8%
Grand Total	155 954	5 875	3.8%	100%

C.5.1.3 Water and sanitation projects and budget for Nquthu

As the Water Service Authority, Umzinyathi DM is responsible for planning and implementation water and sanitation projects in Nquthu and most water projects are multi-year in nature. The list below outline all water and sanitation projects that are under construction and those that are planned.

MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES			
PROJECT NAME	2022/2023	2023/2024	2024/2025
Hlazakazi Water Scheme Phase 1 - Isandlwana	R3,000,000	R10,000,000	R15,000,000
Ntinini Water Project Geohydrological Survey	R20,000,000	R15,000,000	R10,000,000
Upgrade of Nquthu -Thelezini Water Supply Scheme	R15,000,000	R16,000,000	R16,000,000
Nquthu Regional Water Supply Scheme	R30,000,000	R30,000,000	R35,000,000
Nquthu Ward 5 (Ntababovu, Vuyizwa,Mayicentele) Water Supply	R15,000,000	R10,000,000	R10,000,000
Nqulu Ward1 Surrounding Water Supply Scheme	R5,000,000	R2,000,000	R1,000,000
Eradication of Sanitation Backlogs in Nquthu LM	R3,000,000	R3,000,000	R3,000,000
Mtshongweni & Nondweni Waste Water	R0	R0	R10,000,000
	R91,000,000	R86,000,000	R100,000,000

C.5.2 Solid Waste Management

The last few years have seen South Africa taking significant steps towards improved waste management at a policy, legislation and planning level; most significantly with the promulgation of the National Environmental Management: Waste Act 59 of 2008 (hereafter Waste Act), the revised National Waste Management Strategy GN 344 of 2011 (NWMS) and a number of guidelines which have been published. In terms of Schedule 5B of the Constitution of South Africa, 1996 Constitution (Act 108 of 1996) (the Constitution) waste management is a local government competency that must be executed to protect human and environmental health. Hence it is largely at the local authority level where waste policies and plans are physically implemented and hence it is vital that waste planning at this level receives the attention it deserves.

(a) Waste management unit capacity

The municipality has a dedicated waste management unit located in the Technical Services department. However, the municipality does not have enough capacity to deal with waste management as best as it wishes due to financial constraints. On the meager funding that it has, the municipality’s waste management unit is resourced as follows:

Funding

Waste management is funded mostly from equitable share grant. But in addition to own funding, the municipality has a partnership with a Belgian Bornem Municipality which funded the municipality of which a portion was used for the municipality’s recycling programme.

Personnel

Waste management unit has a staff compliment of forty-four employees. Temporal employees are hired to accommodate the December rush. Furthermore, a Waste Management Manager has been appointed to improve planning, implementation and monitoring capacity within this unit.

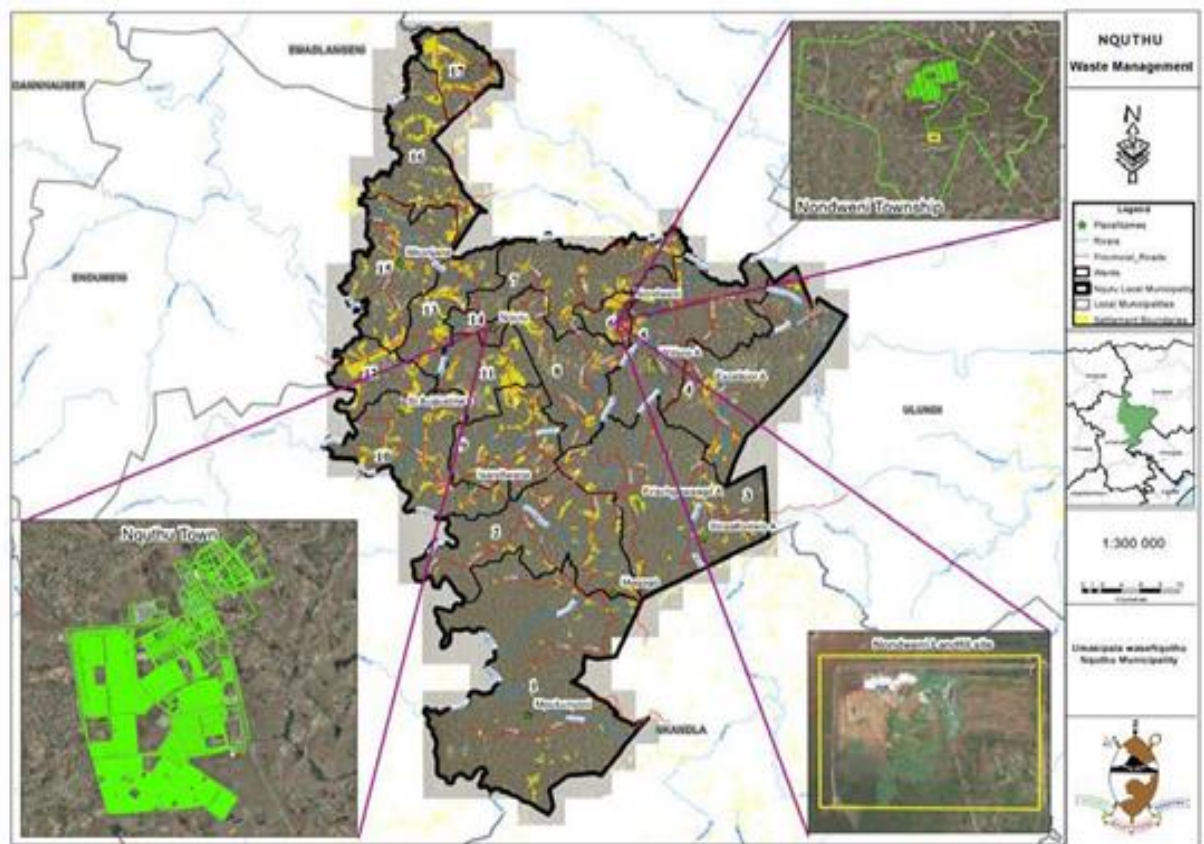
Equipment

There are three waste collection trucks but is in poor condition and therefore not in a working order and is due for disposal. There is also one bakkie used for administrative purposes. The municipality procured a new refuse truck which was delivered in December 2018 with a capacity of 15 tons in order to further improve waste collection services.

(b) Integrated Waste Management Plan (IWMP)

The municipality has developed an Integrated Waste Management Plan (IWMP) and it was adopted by the council on June 2015, and this plan will be reviewed during 2021/22 financial year and remains the municipality’s waste management blueprint until the revised plan is developed to ensure that the municipality is compliant and better manages its waste. The plan will address the following:

- An environmental impact assessment of waste management options;
- An evaluation of environmentally friendly practices for re-cycling and land fill sites; and
- The identification of economic opportunities associated with recycling.



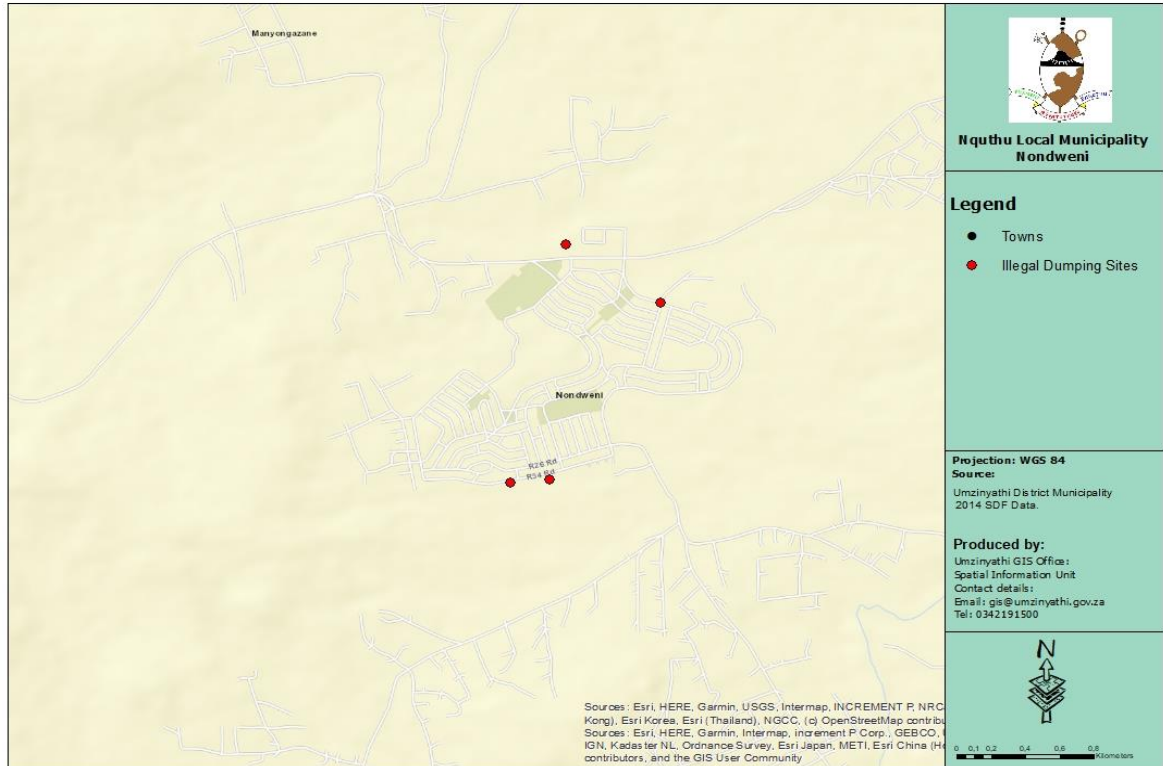
(c) Landfill site

The municipality has a formal landfill site situated at Nondweni in Ward 05. This site is approved and licensed by the Department Economic Development, Tourism and Environmental Affairs (EDTEA) and is audited on an annual basis. This is the main waste disposal site in Nquthu LM which also feeds the recyclable waste to the Buy Back Centre in order to reduce waste accumulation at the site and also extract economic benefits from that waste recycling processes.

(d) Refuse collection levels

Only 8.2% of the surveyed households and 8.5% total municipal households receive a formal refuse removal service while 16.3% of households in 2001 received the same service. The proportion of households that make use of their own refuse increased drastically from 59.1% in 2001 to 81.9% in 2011.

Nondweni



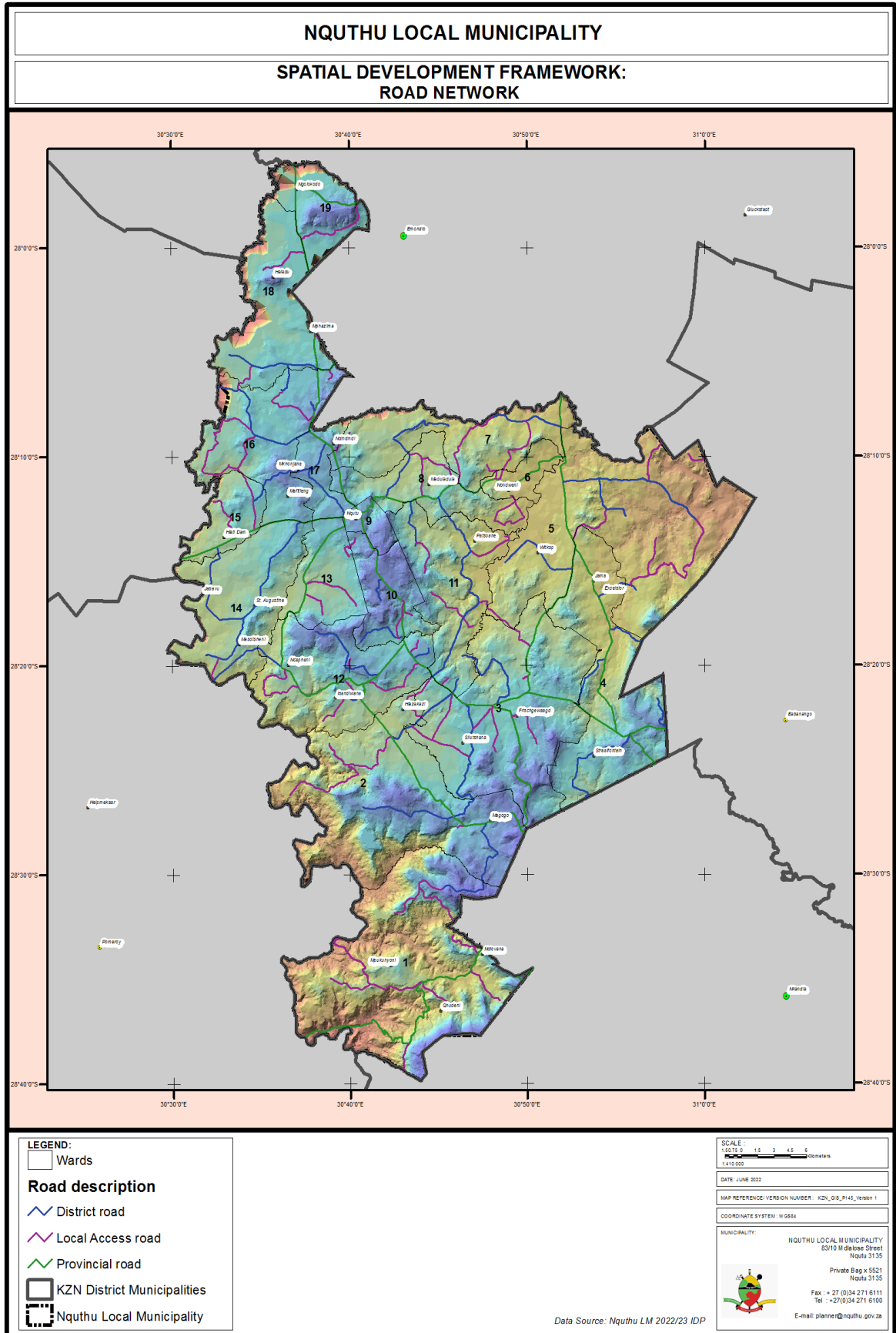
C.5.3 Transportation Infrastructure

The role of function of the municipality as far as transport is concerned is currently limited to issuing of operating permits and approval of routes to taxi operators and also the maintenance of taxi ranks in terms of ablution facilities and refuse collection and also transport planning.

(a) Road network

Nquthu is strongly linked to the surrounding town of Dundee, Melmoth, Vryheid and Newcastle. Dundee is linked to Nquthu via a tarred road R68, and provides most of the administrative and institutional needs. It serves as the commercial core for Nquthu residents particularly those in the southern portion of the Municipality. The main transportation route through Nquthu Local Municipality is R68 linking Ulundi and Newcastle/Dundee. Other important roads in the area are the R33 passing through the northern part of the Municipality, the road passing east of Nondweni linking Vryheid with the R68 and the gravel road linking Nquthu with Kranskop road. Due to these routes passing through the Municipality, Nquthu is fairly accessible, with the route from Dundee to Melmoth being the shortest route from Newcastle/Ladysmith and Ulundi and the KwaZulu Natal north coast.

A link road that would pass through Nkandla is nearing its completion and is fully funded and constructed by the Provincial Department of Transport and Road. In addition to this, the National Department of Roads commissioned the upgrade of D1566, which forms one of the potential economic links to the development a nature conservation, multi-purpose center as well as grape farming at Qhudeni. Nquthu in general has great potential for growth and development in terms of agricultural produce and tourism at has the heritage sites i.e. Isandlwana and Ncome that are annually visited and only require a good infrastructure and strategy to unlock this untapped potential. Nquthu has improved the accessibility of roads within the jurisdiction. The area has five taxi ranks of which four are well established and one is an informal ranks. This taxi rank connects and distributes to different places of the area. This has made good connectivity from Nquthu to various neighboring town. The Nquthu Municipality is slowly improving its infrastructure, due to its high volume of rural area which is scattered in the mountainous areas, it is difficult to undertake all infrastructure projects and be completed at a given timeframe. The municipality thus has a number of projects to address the road infrastructure. There are no railways in Nquthu but they exist within the District.



(b) Road construction

Municipality

Roads network is constantly growing as a direct result of a continuous road construction by both the Department of Transport and the municipality. The municipality is responsible for the construction of access roads and has set aside R 28 756 043 644.00 to construct new roads and finalize construction of those that are already under construction, as set out below. Road construction is divided into two, i.e. (1) roads that are started from scratch and (2) converting informal roads into proper roads that are registered as municipal assets.

No.	PROJECT NAME	WARD	PROJECT STATUS (planning stage / new/ ongoing)	PROGRESS (%)	FUNDING SOURCE	2022/23
1	NSUBENI ROAD	4	Ongoing	75.0%	MIG	R3,217,391.00
2	Ophindo road-ward-3	3	Ongoing	80.0%	MIG	R347,826.00
3	Hwanqana road -ward-5	5	Ongoing	80.0%	MIG	R1,478,261.00
4	Slonjani road	16	Ongoing	70.0%	MIG	R1,217,391.00
5	NTUZUMA ROAD	7	Ongoing	40.0%	MIG	R7,130,435.00
6	Gubazi Road	13	Ongoing	60.0%	MIG	R8,434,783.00
9	Mbilane gravel road		Ongoing	85.0%	MIG	R408,217.00
10	Mphunyuka gravel road		Ongoing	90.0%	INHOUSE	
12	CBD TAR	9	Planning stage	0.0%	INHOUSE	R6,521,739.00
						R28,756,043.00

Department of Transport (DOT)

DOT is also responsible for the construction and maintenance of district and provincial roads within Nquthu Municipality. DOT plans and projects that are underway are listed in detail in the Financial Plan of this IDP.

(c) Road maintenance

The municipality has a Road and Stormwater Maintenance Plan that is reviewed annually to align with available capacity and determine maintenance priorities. This plan is attached as annexure to the IDP. Nquthu Town The municipality through its Technical Services department does conduct maintenance work in all roads of Nquthu Town, especially with regard to fixing potholes, storm-water cleaning/unblocking, fixing faulty traffic signals and keeping pavements in a good state. Access roads maintenance The municipality has the following equipment/plant that it depends on as the backbone of its access roads maintenance and the municipality has added its road maintenance equipment to increase its capacity.

The municipality has the following equipment:

- Two graders: used to blade gravel roads to keep them in a usable state.
- Five tipper trucks: used to transport gravel used to maintain roads.
- One compactor roll: used to compact the roads that has been bladed.
- One excavator: used to do heavy duty digging or removing big rocks.
- Low-bed truck: used to transport all the plant to working sites.
- Tow water tankers: used to ensure proper compacting of roads.

All the plant mentioned above is used by the municipality to continuously maintain all the roads that are under the control of the municipality in all wards. The Technical Services department has a maintenance plan that informs how this plant is deployed to different wards to keep roads in a usable state. The municipality is not a transport authority as that is the function of the provincial government. However, the municipality is responsible for the construction and maintenance of access roads within its area of jurisdiction and also conducts road maintenance in Nquthu Town. Furthermore, the

municipality works hand in hand with the Department of Transport in identifying road infrastructure gaps and planning through IGR structures.

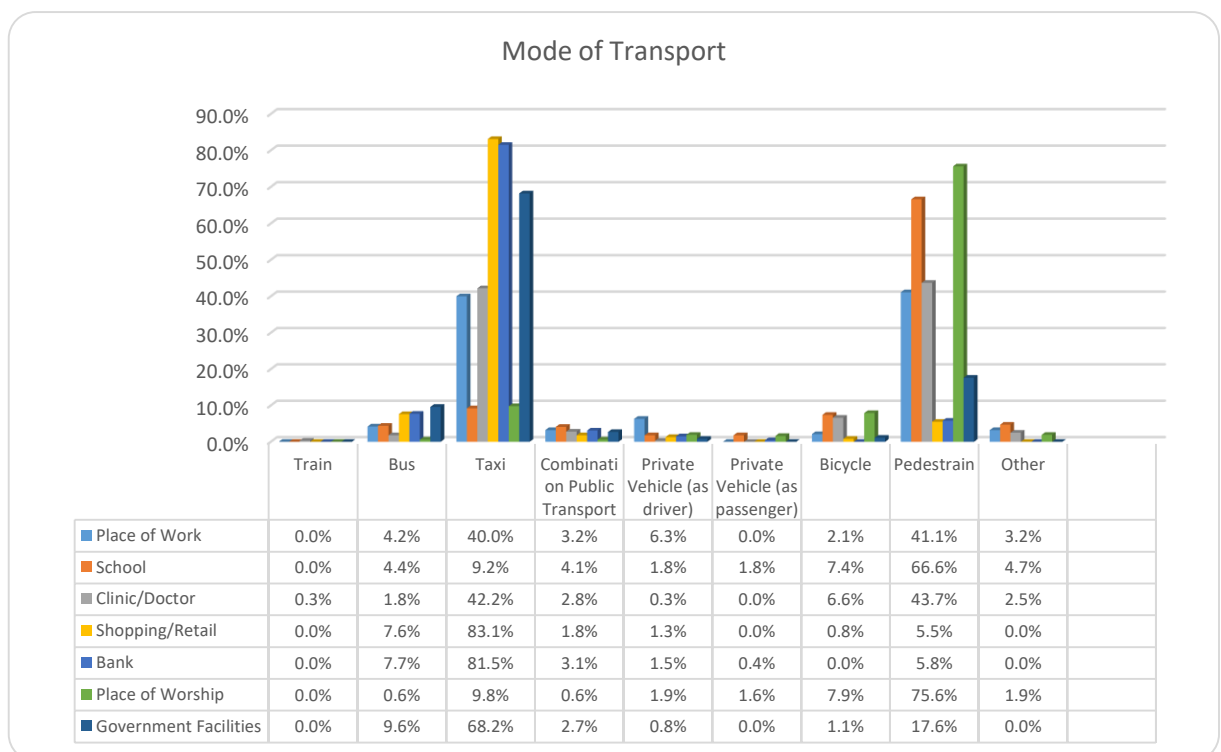
(d) Transportation matters

Coordination with other stakeholders (Transport Committee)

In addition to Operation Sukuma Sakhe programme where all developmental matters are discussed, there is a Nquthu Transport Committee where all stakeholders including, but not limited to; Department of Transport, Taxi associations, Ward Transport representatives, the municipality and all other stakeholders meet regularly to discuss road maintenance needs and other transport related matters.

Integrated Local Transport Plan (ILTP)

The municipality has developed the ILTP internally due to the lack of financial resources. This plan will be further developed and reviewed annually with the support of the Department of Transport and other relevant role-players. This plan will be approved before the end of 2020/21 financial year. Transport mode The public transport of Nquthu is dominated by the taxi industry which is mainly made up of 15 seater mini buses and few 22 seater mini buses. These taxis are categorized into many routes, local and away, which makes it easier for travelers to reach their destinations. This kind of transport is meant for passengers and their light luggage, larger loads like building material and other heavy goods are transported through pickups/bakkies which deals specifically with heavy or bulky loads which cannot be transported by taxis. The taxi industry in Nquthu is fairly stable and free from violence, which is a good thing. The Nquthu Socio-Economic and Housing Survey conducted in 2018 shows that transport mode usage is as follows:

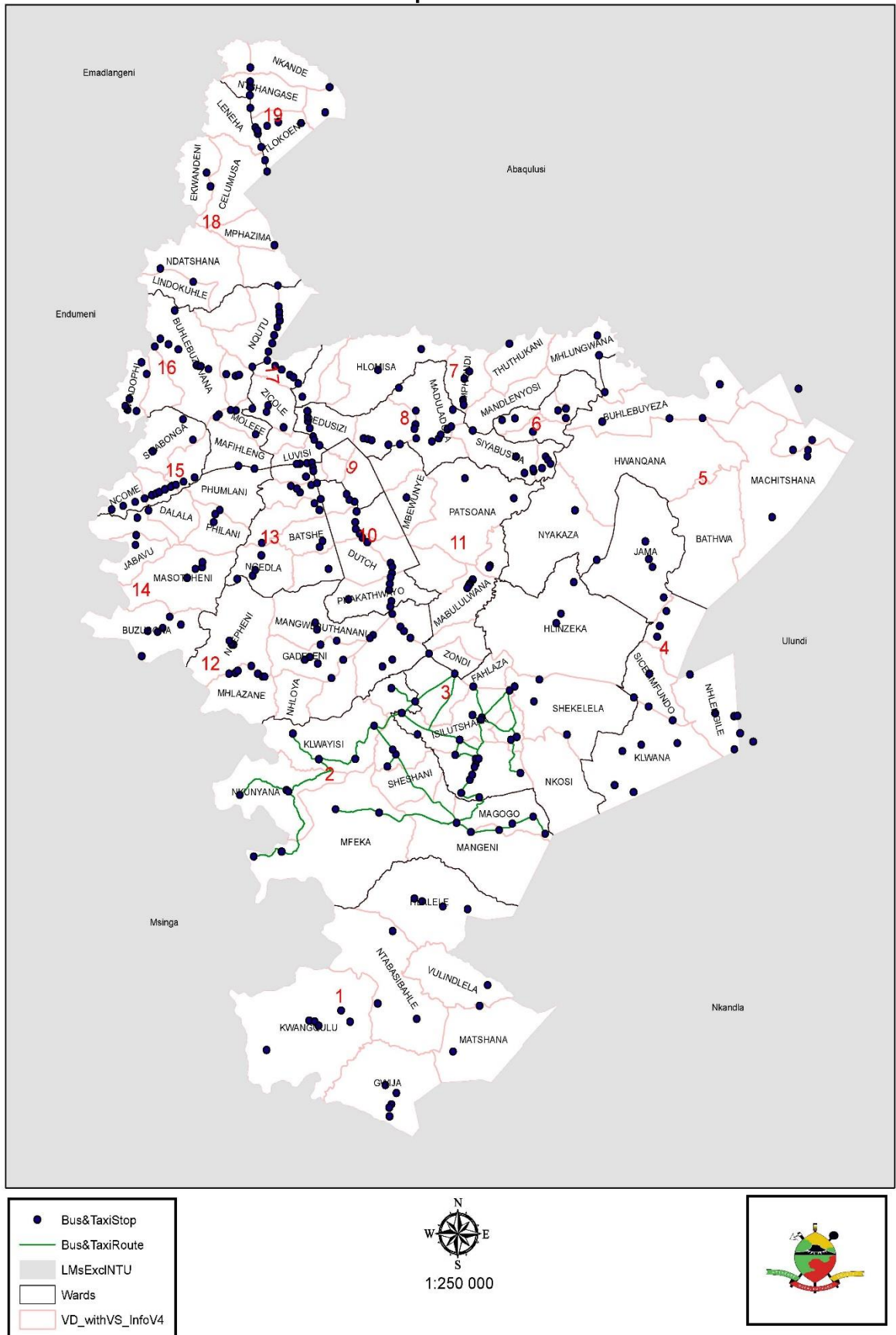


Taxi ranks

Nquthu has two main taxi ranks. One taxi rank is positioned next to the Nquthu Plaza which is the main retail hub of Nquthu and is viewed by many as a one stop shopping complex. This makes it easier for community members to ferry their shopping luggage to the taxis. The second taxi rank is also conveniently located nearby government departments and another smaller shopping complex and it is also easily accessible. Both taxi ranks have trading shelters and/or huts that are rented by local informal traders to do their different businesses and make a living while also providing convenience to taxi users. There are ablution facilities in both these ranks that are maintained by municipal personnel, but they

do require further improvements to ensure tidiness and ease of use. Taxi and bus routes are illustrated in the map below.

BusTaxistop & TaxiRoute



C.5.2 Energy/electricity

The municipality is doing a sterling work when it comes to connecting households to the grid and, in this regard; attaining a status of universal connection in the next term is not a far-fetched target.

(a) Electricity unit capacity

The electricity unit is one of the most under resourced in the municipality in terms of personnel. However, the municipality has added few more positions in this unit, including a manager, but these positions are yet to be filled. Moreover, a study that was conducted found that the existing personnel do not have the requisite skills to perform their functions optimally. As a response to that finding, the municipality has prioritized all electricity personnel for training through the municipality's Worker Skills Programme (WSP). In terms of tools and equipment, the municipality would require just over R 17 million which is currently not available.

(b) Role of municipality and Eskom Municipal licensed area

The municipality is responsible for the electricity in Ward 14/Nquthu Town. The municipality buys electricity in bulk from Eskom as the power utility and distributes it to all connected households through the municipality infrastructure. The municipality is also responsible for the maintenance of electricity infrastructure in Ward 14. Eskom areas All areas outside of Ward 14 are the responsibility of Eskom, working in partnership with the municipality with regard to the identification of electricity needs and determination of electricity projects. The maintenance of infrastructure in these areas is the responsibility of Eskom.

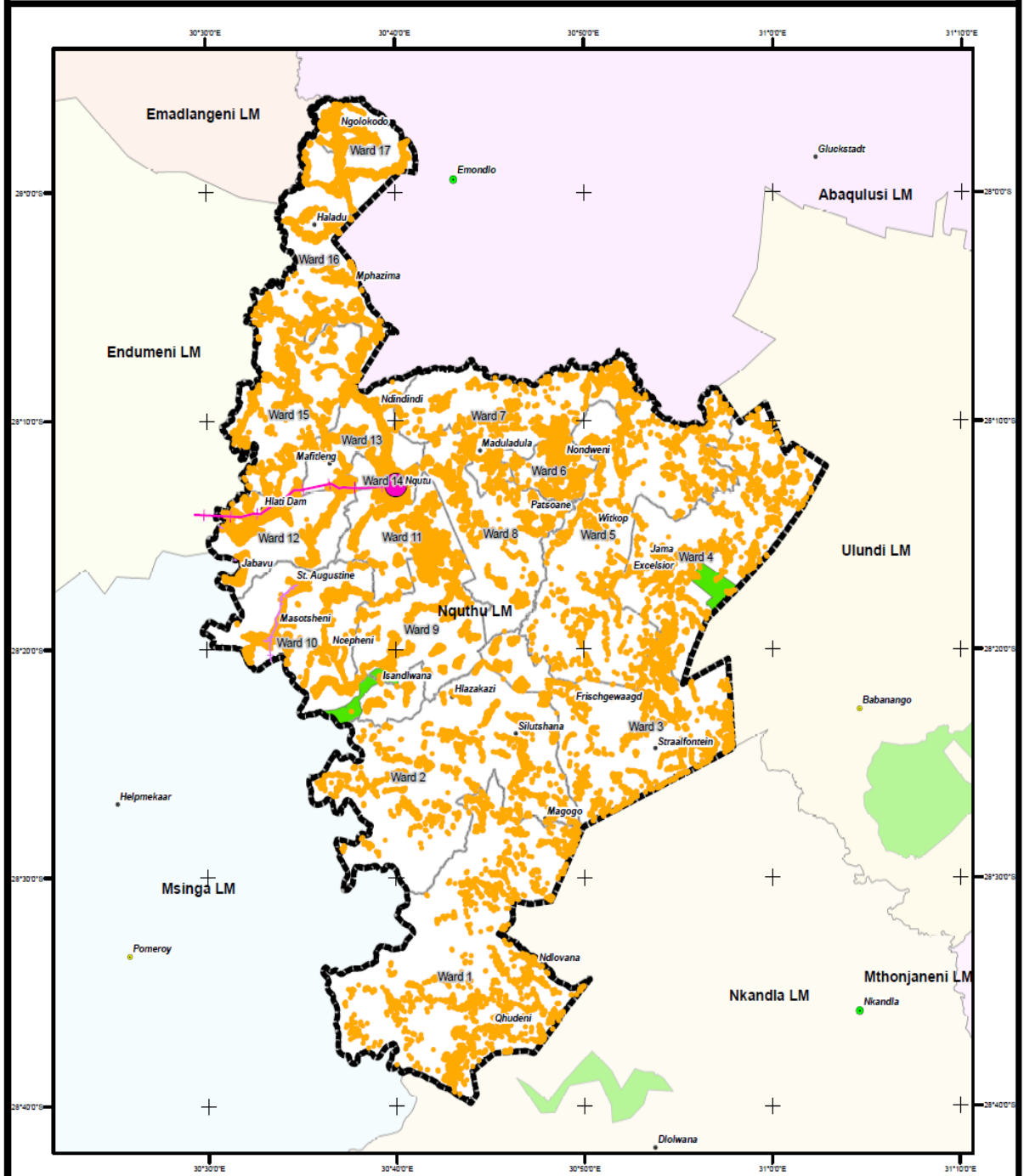
(c) Free basic electricity (FBE)

The municipality directly provides FBE to all customers in the municipal licensed area and also provides FBE to the rest of Nquthu through Eskom which submit invoices accompanied by a list of beneficiaries every month.

(d) Electricity infrastructure

Electricity infrastructure in Nquthu is divided to municipal infrastructure (Nquthu Town) and Eskom infrastructure which constitutes the majority of electricity infrastructure in Nquthu since Eskom is responsible for 16 out of seventeen wards in Nquthu. The municipality has a serious challenge of ageing infrastructure that requires an upgrade. The municipality appointed a service provider who did an extensive technical assessment of this infrastructure and made necessary recommendations in this regard. The purpose was to identify upgrades that are required and also to determine the causes of electricity losses. The recommendations are already being implemented, subject to available financial resources. The map in the following page shows electricity infrastructure in Nquthu.

**NQUTHU LOCAL MUNICIPALITY - SPATIAL DEVELOPMENT FRAMEWORK:
ELECTRICITY INFRASTRUCTURE**



NOT TO SCALE

CONSULTANT:
NANGA Development Consultants
Address: Rodger Sishi Rd,
Westville 3640
Cell No.: 0817692937

LEGEND:

- Sub Transmission Network
- Powerlines
- St James 88kV Substation
- Eskom-Imizi
- Lower order small towns
- Very small hamlets/Villages
- Other
- Nquthu Boundary

Data Source: Umzimyathi District and Eskom

SCALE:
1:440 000

DATE: December 2019

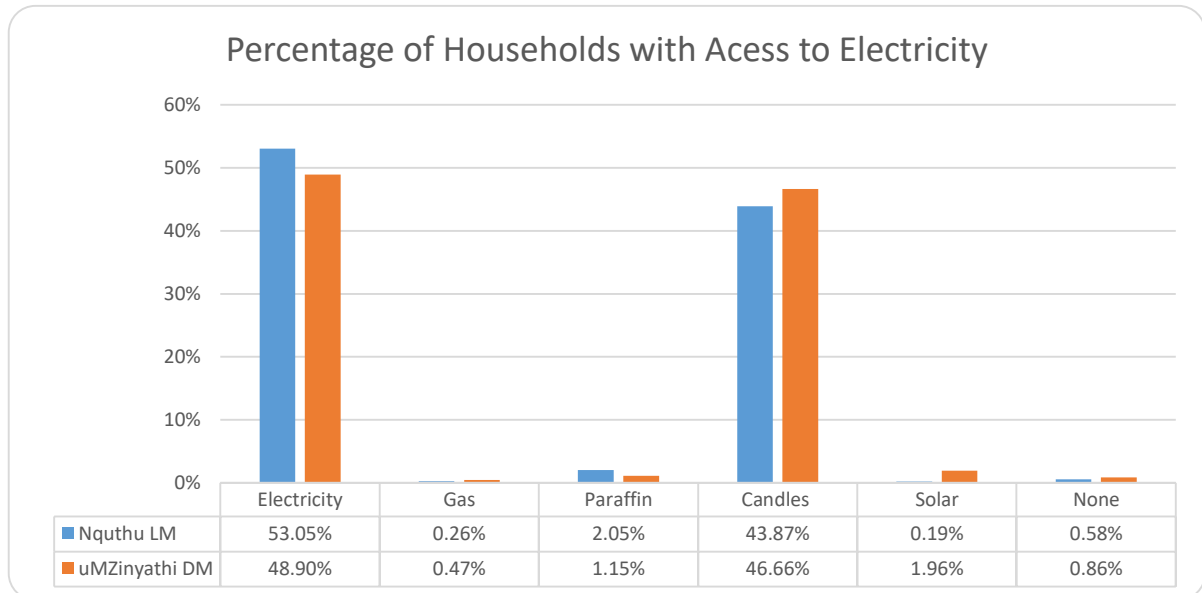
DRAWING REFERENCE NO.: 2019NGUSDF 00

COORDINATE SYSTEM: Munisipal WGS84 (LCS1)

MUNICIPALITY:
NQUTHU LOCAL MUNICIPALITY
63110 Mladence Street
Nquthu 3135
Private Bag 5 5521
Nquthu 3135
Fax: +27 (0)34 271 6111
Tel: +27(0)34 271 6100
Email: planner@nquthu.gov.za

(e) Access to electricity and energy sources

Nquthu has made serious strides when it comes to connecting households to the grid. The chart below shows official figures, although there have been a number of electrification projects since these figures and, despite growing number of households; the electricity is declining rapidly through a continuous “in-fills” programme. The chart shows electricity access levels and energy sources as per the 2016 Community Survey:



SOURCE: StatsSA

(f) Electricity projects (Implementation of Schedule 5 funding) Municipal licensed area

The municipality did connect all Low Cost houses built in Ward 09 in the two previous financial years and any other household make an application to the municipality and the municipality make the connection within 14 days after the approval of the connection. Eskom areas The Department of Energy does provide grants to municipalities on an annual basis through the Integrated National Electrification Programme (INEP) of which the smaller portion goes the municipality and the rest goes to Eskom which implement projects in all Eskom areas in consultation with the municipality. This financial year, the municipality has prioritized Qhudeni area in Ward 01 to because that is the only ward which still has huge electricity backlog.

(g) Electricity Master Plan

The municipality developed and approved an Electricity Master Plan that will be reviewed annually and serve the following purposes:

- Annually assess the municipality’s electricity grid connection levels especially with regards to backlogs and need analysis and make projections in this regard;
- Determine the municipality’s electricity projects, and
- Determine electricity infrastructure operations and maintenance needs.

This plan shall be reviewed annually to ensure that it is always up to date and respond properly to electricity needs. Furthermore, this plan shall be improved on an annual basis to ensure that it covers all technical factors as is practically possible. The Electricity Master Plan is attached as an annexure.

(h) Operations and maintenance

The Operations and Maintenance Plan is in place but limited only applicable to Ward 09 which is the municipal licensed area. All other wards in the municipality are Eskom areas and reticulation and maintenance of electricity in those areas is the responsibility of Eskom. When the consulting engineer was appointed to help the municipality to deal with electricity losses, all operations and maintenance requirements were identified and the municipality is attending to those matters, subject to available budget. The municipality has set aside a budget of R 3 263 280 for operations and maintenance of electricity infrastructure and this amount exclude operational costs like vehicles, fuel and labour.

(i) Electricity losses

Electricity losses remain a serious challenge although they have been reduced in the previous years. The audited electricity losses for 2020/21 financial year was 27.5% which is much high than the prescribed norm of 10% or less. The municipality will continue to implement the recommendations of the electricity losses report compiled by an expert who was appointed to investigate electricity losses. The municipality will also seek to reduce its own consumption by, among other things, investigating the use of renewable energy and installing low consumption streets lights. In the previous year, the municipality utilised the Energy Efficiency grant to install LED street light which will also contribute to reducing own consumption.

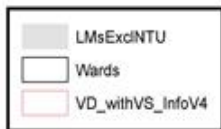
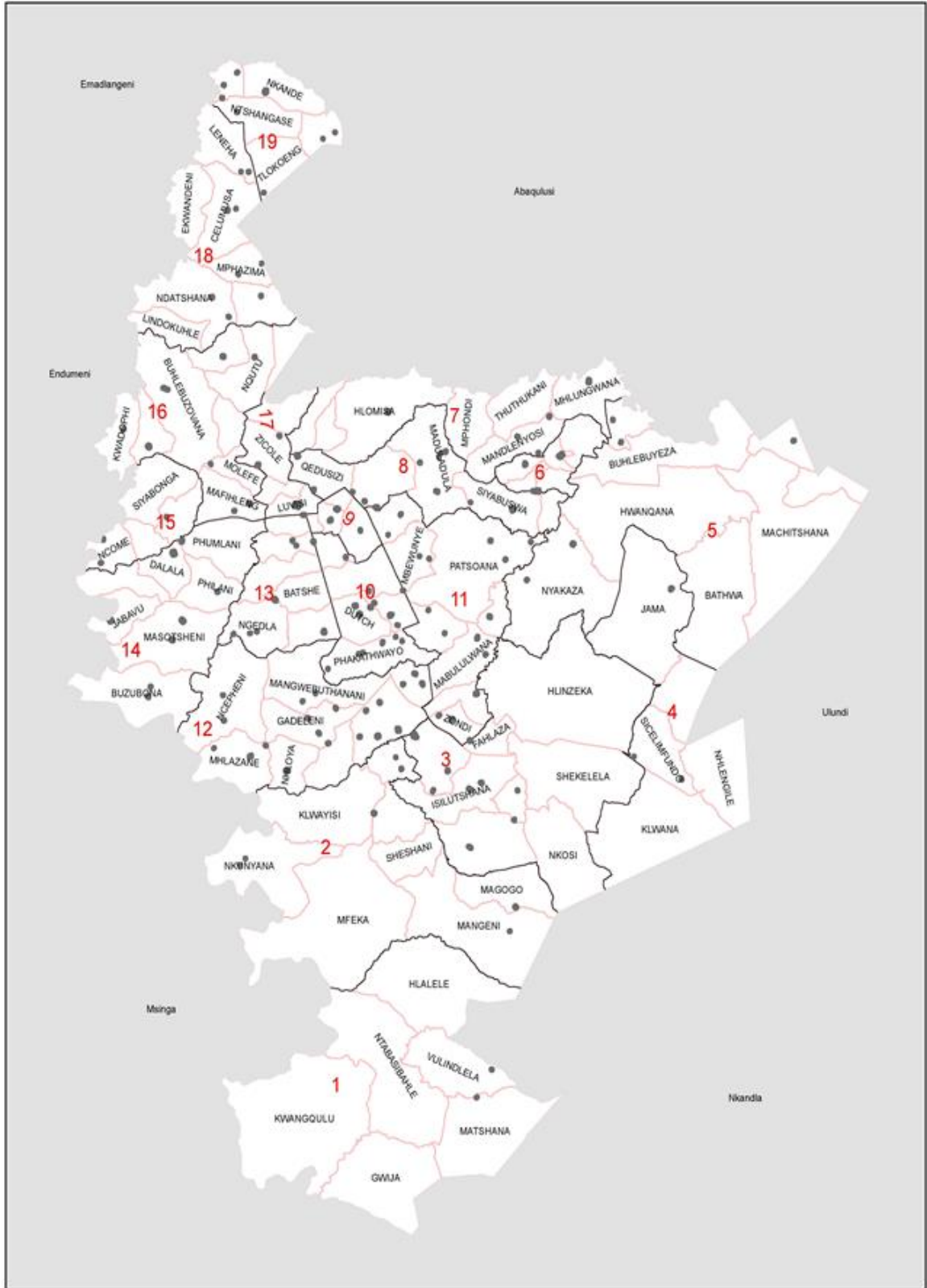
(j) Coordination with other departments

Eskom makes a presentation to the district alignment sessions organized by KZN COGTA whereby it presents all plans within the district. Moreover, Eskom and Nquthu LM hold bilateral meetings to specifically engage and agree on all electrification needs and priority projects. The municipality has a good working relationship with Eskom. But there is a room for improvement especially with regard to how Eskom its INEP portion which, in principle, belongs to the municipality.

C.5.3 Community facilities**(a) Cemeteries**

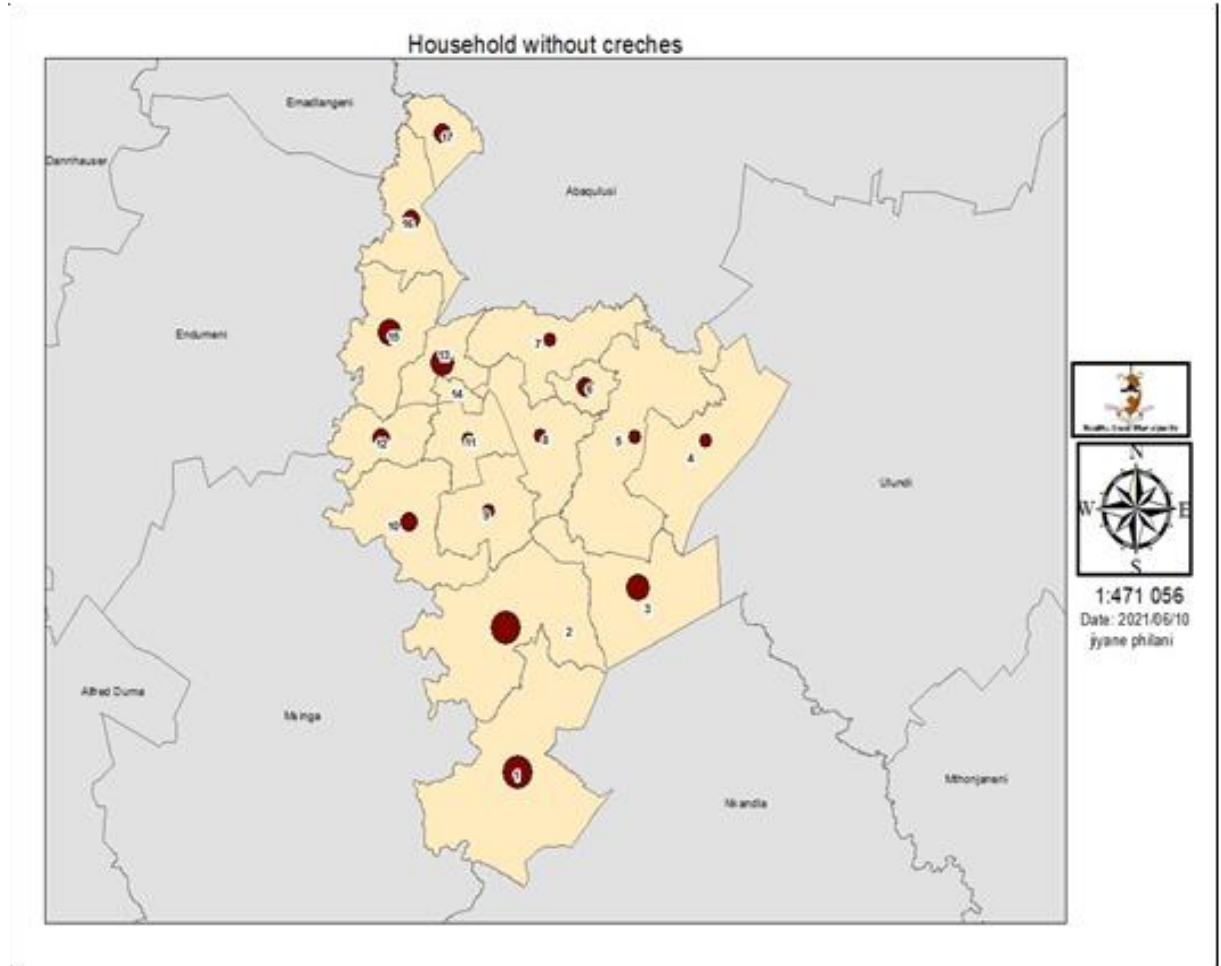
The municipality does have an authorized cemetery site in Ward 09 on the outskirts on Nquthu Town but this cemetery is running out of space due to a rocky surface that is quite difficult to excavate for burial purposes. In this regard, burial space for households who are using this cemetery will run out if the municipality does not find alternative land for this purpose. However, in almost all wards/areas in Ingonyama Trust land there is land specifically allocated for burial, so burial is actually not a challenge for the largest part of Nquthu. But there are indeed challenges in that most such places are not fenced and some are located in potential flood areas or in areas that are vulnerable to soil erosion. But be that as it may, there is no ward with no access to burial space. The table shows the levels of access to cemeteries in terms of CSIR norms of 25km.

Cemeteries



(b) Early Childhood Development centers (crèches)

In terms of CSIR norms, ECDs should cover communities within a 2km radius, which is expected given the fact that are not expected to travel or be transported for long distances. The chart and map below clearly shows that there is a serious lack of access to ECDs in Nquthu because almost all wards have a very high number of households without an ECD facility within a 2km radius. Over 92% of households do not have an ECD facility within 2km.

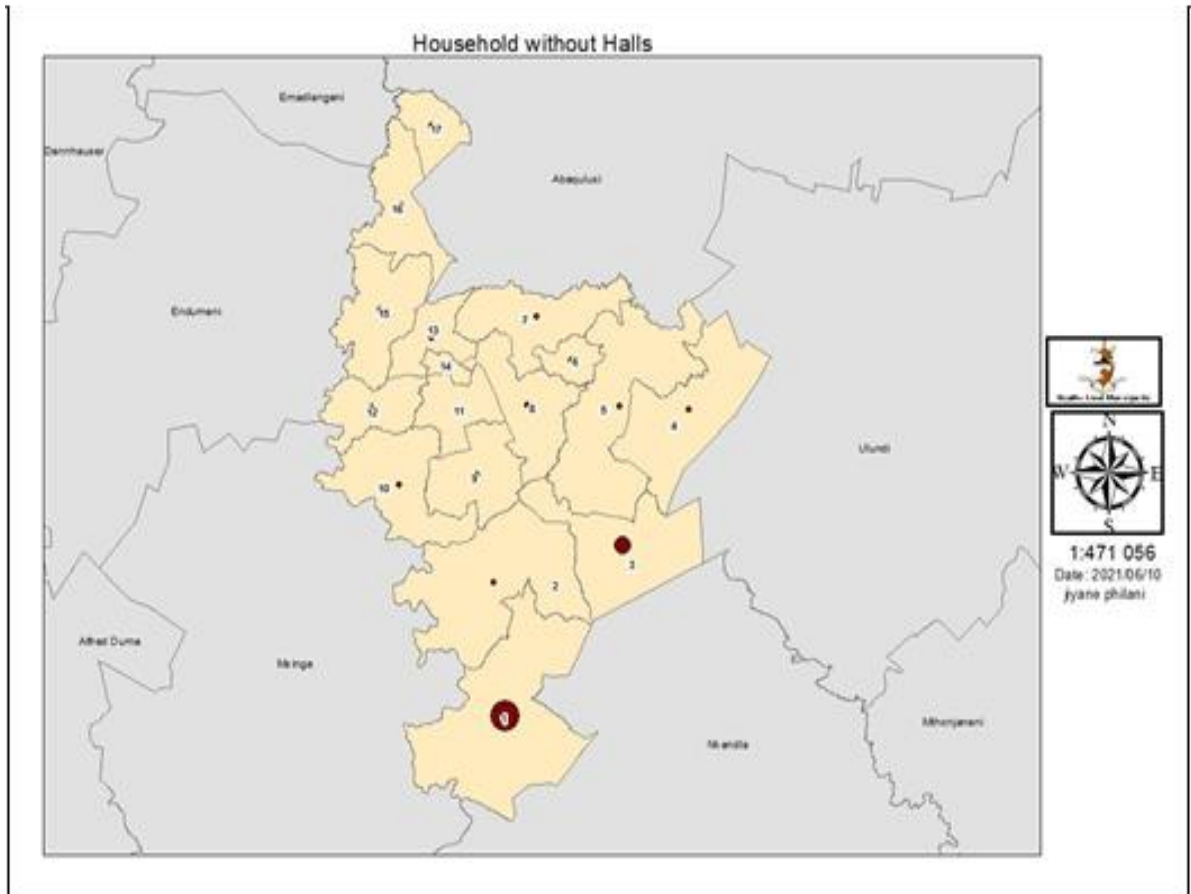


The municipality has one (1) ECD currently under construction and two (2) planned for 2023/24 financial year (as outlined in the table below). In addition to that, ASSUPOL has will be constructing eight (8) ECD centers in the current financial year, the full details of ASSUPOL ECD programmes are outlined in the Financial Plan of this IDP.

No.	PROJECT NAME	WARD	PROJECT STATUS (planning stage / new/ ongoing)	PROGRESS (%)	FUNDING SOURCE	2022/23	2023/24
1	Msawethu Creche	16	Ongoing	60.0%	INHOUSE	R869,565.00	
2	Khulani creche		New	0.0%	INHOUSE	R278,261.00	
3	Mntanyandlovu Creche	13	New	N/A	MIG		R2,608,696.00
4	Zwelisha Creche		New	N/A	MIG		R2,608,696.00
5	Elihlehaya Creche	1	New	N/A	MIG		R2,695,652.00
						R1,147,826.00	R7,913,044.00

(c) Community halls

The municipality has invested immensely in constructing community halls due to relentless demand by communities. However, an overwhelming majority of households meet, and actually exceed the CSIR norm of 25km radius. A GIS analysis was conducted for the previous IDP and it was discovered that Nquthu met and actually exceeded the CSIR standards in almost 90% of municipal wards and this assessment excluded community halls were under construction. Given the fact that the number of wards decrease and also the fact that new community halls have been built, it is safe to assume that the levels of community halls have exceeded set standards in almost all wards.



C.5.6 Human Settlements

(a) Settlement patterns

Current settlement patterns Nquthu is composed largely of rural areas whereby people use land communally and own it collectively through Ingonyama Trust. The Housing Sector Plan summarises the settlement patterns of Nquthu as follows “Nquthu is a rural municipality with people’s homes built along the road. This linear pattern makes it easier for provision of water and other bulk infrastructure services. The residents have enough space to build or further subdivide the land for their sons and grandchildren. However, there are other residents who still have homes built on the hilltop, which might be difficult for the contractor to move his material during construction.”

(b) Housing backlog

In terms of the Housing Sector Plan, the initial backlog was 12 464 and has been reduce to 3 593 if housing projects that are under implementation and those that has been approved for implementation are regarded as having a backlog reducing effect.

(c) Funding

Funding for planning and implementation of housing projects is provided by the Department of Human Settlements. However, the municipality has a fulltime official dedicated to the all administrative, coordination and facilitation of all housing related programmes and projects.

(d) Bulk infrastructure

Bulk infrastructure is not, in the main, a direct responsibility of the municipality in terms of funding and implementation. However, through integrated planning and intergovernmental systems and structures; the municipality play a key role in identifying bulk infrastructure needs together with relevant authorities like sector departments, district municipality, power utility Eskom and other relevant stakeholders.

(e) Housing Sector Plan

The municipality is classified as the housing developer for human settlements and it has adopted a Housing Sector Plan in 2012 (and it was reviewed in 2020) which form the basis upon which the municipality plans and execute all its housing projects. The Housing Social Survey was conducted to inform the review of the Housing Sector Plan to be aligned to the KZN Master Spatial Plan as recommended by successive MEC IDP Assessment letters and also update housing backlog figures and update all statistical figures. As mentioned above, the Housing Sector Plan was reviewed and approved by Council back in 2020.

(f) Housing projects status

The KZN Department of Settlement did provide a detailed presentation on the status of housing projects in Nquthu as detailed below.

NDATSHANA RURAL HOUSING PROJECT

1.PROJECT DETAILS

Project Name : Ndatshana Rural Housing Project

Ward No. : 15 & 16

Project Type : Rural

Project No. : K16010003

Implementing Agent: Z.D Project Management

Project Yield : 1 000 units

Project Value (Planning Stage): R3 086 740.00

Project Expenditure: R 2 498 909.00

Financial Year Budget: R200 000.00 (2022/23)

The appointed I.A is concluding and consolidating all outstanding stage 1/detailed planning milestones which are at an advanced stage of implementation.

Additional information

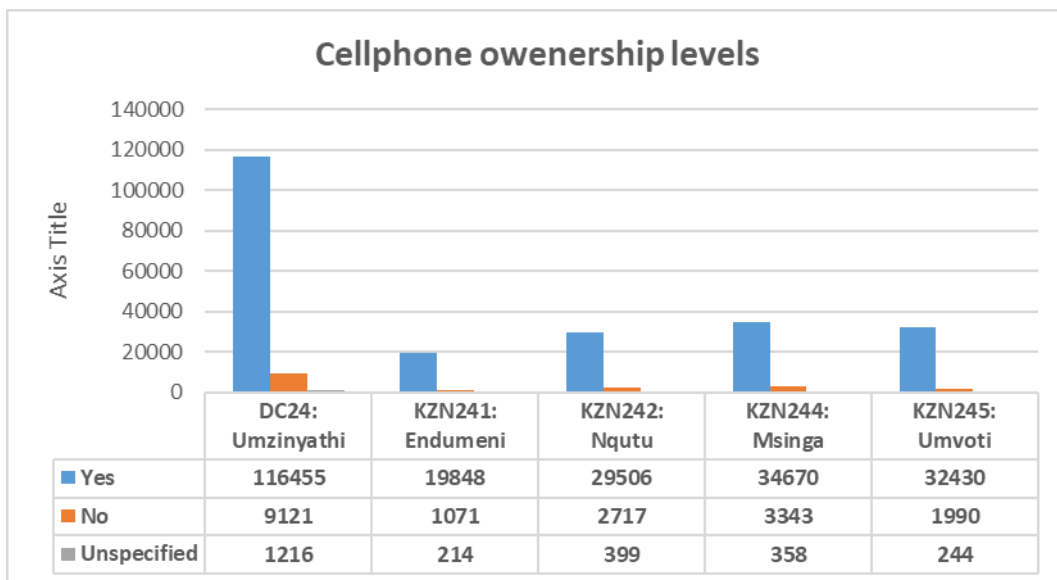
- Nquthu Housing Project; There is going to be an exercise to search for missing beneficiaries, after which the unclaimed houses will be re-allocated. Title deeds for the houses that were claimed are with DoHS.
- Nondweni Housing Project: The DoHS is about to facilitate the consolidation of farms that make up the area where RDP houses were built.
- Two projects, Jama and Qhudeneni, have stage one which is Planning completed. There are an internal processes to request funding for construction which is phase 2. For the construction process there will be phases of the construction of 300 houses.
- Ndatshana is awaiting SPLUMA approval while Ndatshana has ESKOM issues. Some households have built within ESKOM reserves.
- 50 of 163 temporal units are going to be built after the floods earlier this year. The 50 houses are where there was total collapse of houses.

C.5.7 Telecommunications

Telecommunications has become one of the most important needs in modern society and to the economy. Most services that were previously rendered manually and/or directly can now be performed digitally in a self-service fashion using communication gadgets and devices. Communication has become very easy and seamless. In Nquthu, network signal remains a challenge which makes communication a bit of a challenge. The issue of network signal was sharply The statistics figures below show the level of telecommunications accessibility in Nquthu. It is quite clear from the figures below that the cellphone remains the most accessible and used communication tool. But overall, Nquthu remains challenge with a very poor signal and the municipality is engaging relevant authorities to address this challenge. raised by the community during IDP consultations.

(a) Cellphone ownership

A Cellphone has become an essential gadget that almost all adults do have cellphones. Those who do not have cellphones are mostly kids. The table below shows the levels of cellphone ownership per household weight.



(b) Network challenges

Nquthu is struggling with a poor signal especially in remote areas. This is a serious challenge since cellphones have become primary tools of communication. The municipality did engage one of the mobile operators who undertook to intervene in areas that are identified to having serious challenges. The municipality also have a partnership with an independent network tower operators and two network towers have been installed through that partnership.

C.5.8 Animal pound

In the past, Nquthu has had a serious problem of stray animals obstructing traffic and causing problems in the road and Nquthu Town. To address this challenge, an animal pound was constructed to safely keep pounded animals. There are by-laws regulating animal pounding and stray animals are pounded and fines are imposed to owners. Initially, there was a serious push back by members of the community but that misunderstanding was eventually resolved. This has made a huge improvement although there is still room for improvement. Where necessary or if there is resistance, the municipality’s Traffic Unit intervenes to enforce pounding by-laws, but the service provider is utilized to physically capture stray animals on the road.

C.5.9 Infrastructure masterplan

The infrastructure plan is attached as an annexure and provide details about the municipality’s future infrastructure development plans.

C. 5.10 Service Delivery and Infrastructure: SWOT Analysis and Key Challenges

Key challenges

KEY CHALLENGE	DESCRIPTION
<i>Huge infrastructure and services backlog and insufficient financial resources.</i>	<ul style="list-style-type: none"> • Limited access to public facilities and/or services. • Poor telecommunications infrastructure and therefore poor network receptions/signal. • Poor road network drive up transportation costs and limits economic activity. • Huge capital investment negatively affects other development areas and limit resources available for maintaining existing infrastructure.

SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Provincial road R68 running through Nquthu improves accessibility • Existing working equipment/plant • Job Creation: EPWP, CWP, Food for Waste, EPIP • Integrated Waste Management Plan • Licensed Landfill Site • Big majority of households connected to the grid 	<ul style="list-style-type: none"> • Unreliable water sources and supply • Maintenance of existing infrastructure/ Plan • Electrical: illegal connections and ageing infrastructure and electricity losses • Limited Infrastructure funding not meeting high infrastructure backlog • Poor spending of capital expenditure • Overreliance on consultants/outsourcing
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improved internal capacity at Technical Services department to prevent unnecessary outsourcing • Properly skilling of maintenance personnel to improve maintenance • Improved contract management to improve project implementation 	<ul style="list-style-type: none"> • High cost implications on projects due to poor terrain • Low level of Connectivity (transport and telecommunications) • High investment in infrastructure development and less investment in maintenance

C.6. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

C.6.1 Local Economic Development Analysis

C.6.1.1 LED Functionality and Capacity

(a) LED Strategy

Adoption

The LED Strategy was originally adopted in 2014 and is being reviewed in phases. It has been reviewed at the end of 2021/22 financial year to align with current developments and the National LED Framework but will be further reviewed after the publication of Census results by Stats SA to ensure that all the plans are properly informed by correct population figures and prevailing socio-economic conditions. The LED Strategy is older than five (5) years and has been reviewed and will be further refined in the following financial year. Therefore, the LED will be reviewed in two phases to ensure that it is realistic, responds to the economic situation of Nquthu and is implementable.

LED Strategy implementation plan

The existence of the LED Strategy would not add value and address the economic challenges of Nquthu if it is not properly implemented. In this regard, the LED Strategy implementation plan has been reviewed to align with existing plans, programmes as well as available budget.

MEC comments

The MEC has consistently raised a number of issues regarding the gaps that needed to be closed in the LED Strategy. One of the main points the MEC raised was the fact that the LED Strategy was over five years old and therefore outdated and not aligned to the current government policy direction, priorities and programmes. Maximum effort has been put into addressing all the issues raised by the MEC on the LED Strategy to ensure that it meets set standards and is effective as a blueprint for economic development in Nquthu.

(b) LED unit capacity

Staffing

The municipality's LED unit is located within the department of Planning, Local Economic Development and Housing. To ensure effective implementation of LED programmes, this unit is staffed by a team of four (4) suitably qualified personnel who consist of an LED Manager, LED Practitioner, Projects Management Officer, Tourism Practitioner and SMME Officer who was appointed in the third quarter of the 2021/22 financial year to further enhance the capacity of the LED unit.

LED related policies

By-law/Policy	Objectives
<i>Informal Economy Policy</i>	<ul style="list-style-type: none"> • Promote co-operation between all departments of the municipality; between private sector and public sector and between informal economy actors and local government officials; • Develop guiding principles that can be applied in supporting and developing the informal economy, and • Create support mechanisms or an enabling environment for the informal economy since
<i>Informal Traders Policy</i>	This policy is meant to regulate the informal trading by prescribing
<i>Investor Policy</i>	To facilitate an enabling environment for investment by eliminating

(c) Existence and functioning of LED forums

LED forums

There are established different LED forums in Nquthu as they are listed below. The formation of these forums were facilitated by the municipality but they operate autonomously from the municipality, however; the municipality does support and work together in the course of promoting local economic development in Nquthu.

- *Nquthu Business Chamber (needs resuscitation)*
- *Informal Traders Association (functional)*
- *Community Tourism Board (functional)*
- *Arts and Culture Association (functional)*
- *Small Business Association (functional)*

Functionality

All these forums as listed above are fully functional and active although there is ample room for improvement especially with regard to research and information management or dissemination.

District LED related forums

There a District LED Forum and Nquthu has been participating fully but there has been some lack of proper functioning in the recent past, which has to be addressed.

C.6.1.2 Policy / Regulatory environment and Alignment

Local economic development is regulated and supported by national and provincial legislative or policy provisions that municipalities must align with to ensure that the local economies grow and contribute to the economy of the country to address the critical challenges of unemployment and poverty. **(Refer to the table below)**

<p>National:</p> <ul style="list-style-type: none"> • <i>National Framework for Local Economic Development in South Africa (2018)</i> • <i>National Development Plan</i> • <i>New Growth Path</i> • <i>National Tourism Sector Strategy, 2011.</i> • <i>Regional Industrial Development Strategy</i> • <i>Industrial Policy Action Plan</i> • <i>Micro-Economic Reform Strategy</i> • <i>Micro-Economic Reform Strategy</i> • <i>Economic Strategy for South Africa</i> • <i>Khawuleza</i>
<p>Provincial:</p> <ul style="list-style-type: none"> • <i>Provincial Growth and Development Strategy</i> • <i>Kwazulu-Natal Industrial Development Strategy (IDS)</i> • <i>KZN Investment Strategy</i> • <i>KZN Export Strategy</i> • <i>KZN Small Enterprise Development Strategy</i> • <i>KZN Tourism Master Plan, 2013</i> • <i>Radical Agrarian Socio-Economic Transformation (RASET)</i> • <i>Provincial Spatial Economic Development Strategy 2016 (PSEDS)</i>
<p>District:</p> <ul style="list-style-type: none"> • <i>Umzinyathi Integrated Development Plan (IDP)</i> • <i>District Growth and Development Plan (DGDP)</i>

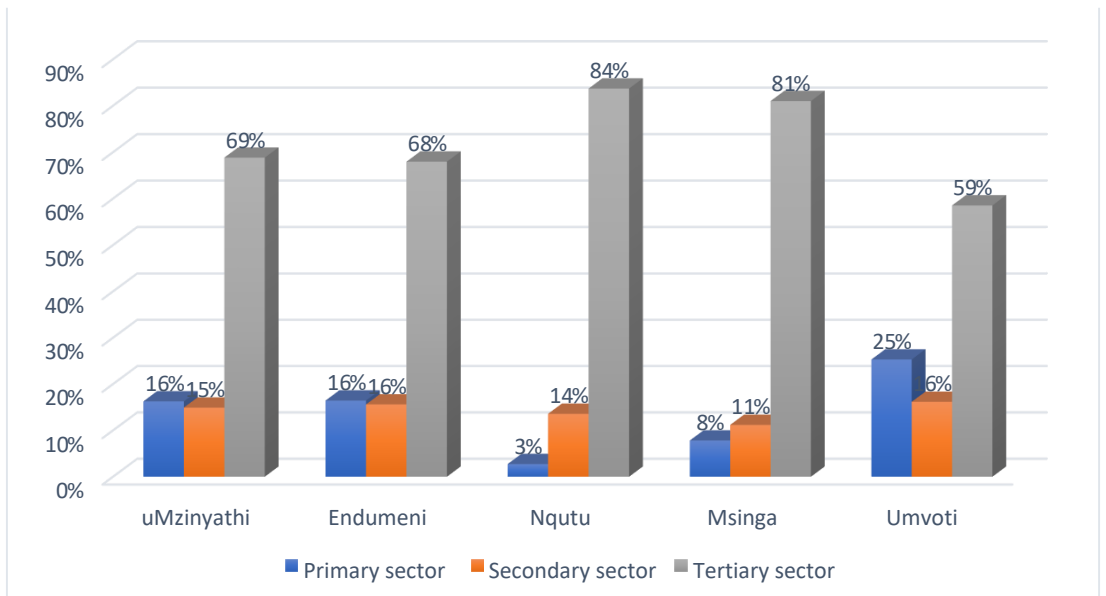
- *Umzinyathi Spatial Development Framework*
- *Umzinyathi District Investment Promotion and Facilitation Strategy*
- *Agri-Parks Master Plan*
- *Umzinyathi District Rural Development Plan (DRDP)*
- *Environmental Management Framework (EMF)2016*

C.6.1.3 Strategic Economic Analysis

(a) Broad economic sector analysis

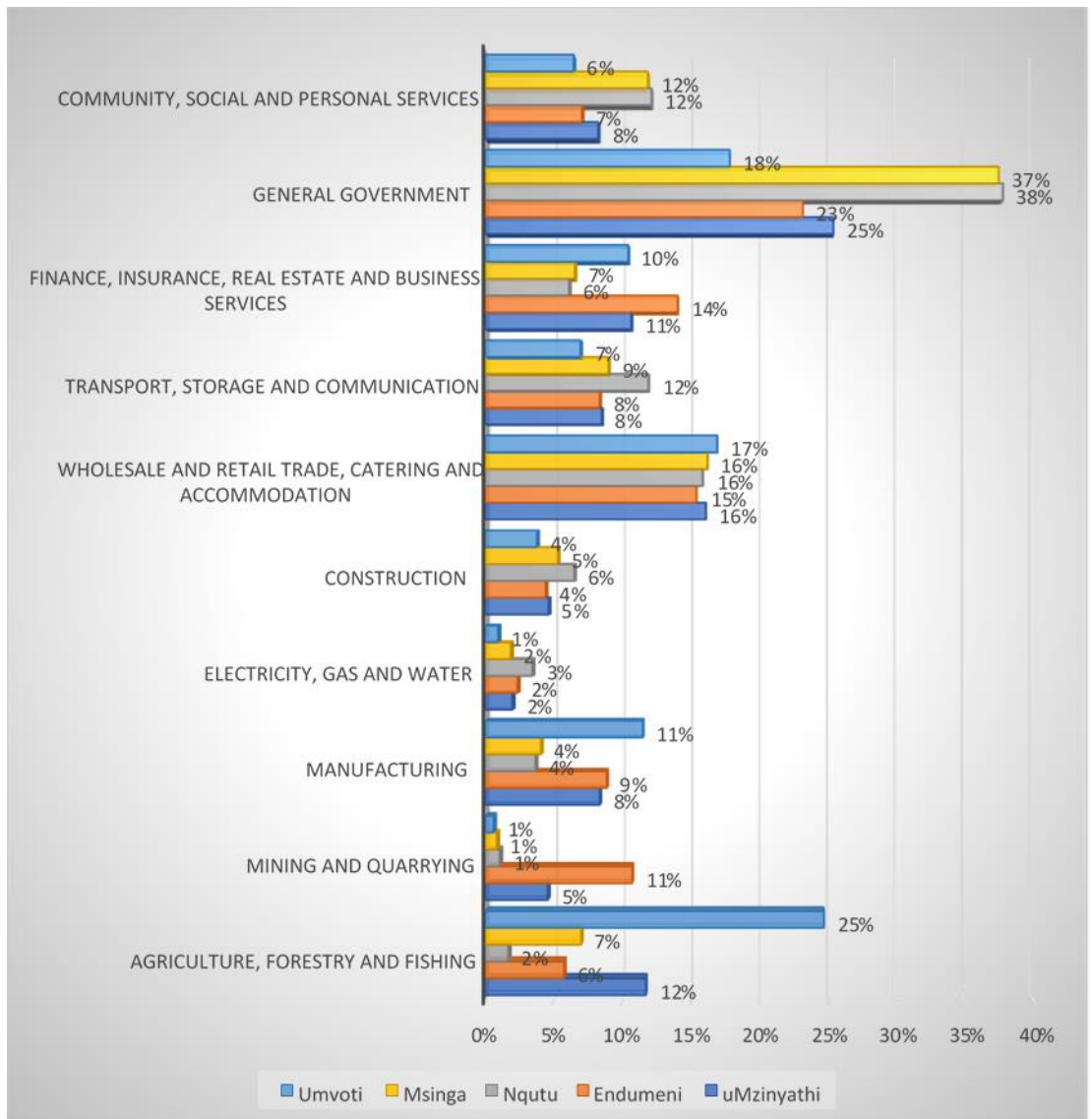
Tertiary sector	<ul style="list-style-type: none"> • Trade • Catering and accommodation • Transport • Storage • Communication • Finance and insurance • Real estate • Business Services • General government services • Personal services
Secondary sector	<ul style="list-style-type: none"> • Manufacturing • Electricity water and gas • Construction
Primary sector	<ul style="list-style-type: none"> • Agriculture • Forestry • Fishing • Mining and quarrying

The local economy of Nquthu is dominated by the tertiary sector with general government services, trade (retail), transport, catering and accommodation and personal services being the most active sectors, as shown in the graphs below.



(b) Sub-sector analysis

NQUTHU LOCAL MUNICIPALITY



Nquthu is primarily a consumerist economy with a very little (almost nil) contribution in terms of producing for the local or district consumption or participating in the provincial, national or even export markets. The economy of Nquthu is largely confined to government sector (which merely provide public services and not production), retail sector which is dominated by big chain stores and emigrant entrepreneurs and little services sector and a vibrant but disorganized informal sector. A brief analysis of each sub-sectors is made below.

Transport, storage and communication/ICT (GVA: 12%)

The transport sector is dominated by the taxi industry which is a hybrid formal/informal sector due to the fact that its operating and route system is regulated while its employment practices are informal in nature and devoid of any benefits.

Storage is a virtually inactive sub-sector. There is just one storage facility which was previously a wholesaler but is now used by Spar as a storage facility. Nquthu is not suitable for big trucks due to its inherently poor planning that cannot be addressed, therefore; there is potential for warehousing at the outskirts of Nquthu Town to prevent big delivery trucks from entering the town with only medium size trucks conducting deliveries from warehouses into town, which would also result in spin-offs for the transport sector.

ICT sector, very inactive. There are some mobile phone outlets which also render some services in terms of mobile phone fixing like changing screens, and that's it. No applications produced locally to address or solve certain problems or improve access to certain services like digital proof address linked to coordinates, reporting water leaks or disasters, directing emergency services response personnel, etc. Local youth have no access to ICT related training which would be easy to coordinate and deliver due to the fact that it requires no

bulk and expensive infrastructure but just exposure and expertise guidance that is required. The only benefits the local community derive from ICT is limited to just calls, emails, social networks, mobile banking and entertainment. Transactions (especially in the informal sector) remain hard cash even though there are readily available and affordable speed point services, they are not used. An unemployed single mother has to waste R20 or R100 to go to Nquthu Town withdraw a social grant because she cannot use her card to purchase at a local spaza shop and even if that spaza shop did had a speed-point device, it would probably not offer the products the community require at the right price (which is another challenge). The bottom line is, ICT has not been taken advantage of and utilized to the fullest for various purposes including communication, registering or applying, sourcing and paying for goods and services, working remotely, education and training, transactions, etc. Indeed, network is not as fast in Nquthu but still, its workable and it can be improved.

Agriculture, forestry and fishing (GVA: 2%)

Agriculture is overwhelmingly dominated by subsistence farming and the conditions currently militates against good prospects for commercial agriculture because the value chain information is not readily available, there is no local market, there are no organized auctions, no agro-processing facilities or abattoirs, no sufficient infrastructure like fencing and irrigation systems and inadequate training. Forestry is obviously a very inactive sub-sector and there is almost no fishing industry to speak of and it is not clear whether Umzinyathi and Blood River are sufficient for a viable fishing industry, a study need to be conducted in this regards and also include the possibilities regarding fish farming since barren countries like Israel have a very vibrant inland fish farming activities using ponds.

Mining and quarrying (GVA: 1%)

On the side of mining, nothing much; there are just pockets of small scale sand mining and one bigger project at Umzinyathi river where SABS approved building materials are produced. There was a quarry that was active few years back but eventually closed down. No adequate study has been conducted to determine the level of potential that Nquthu has in this sub-sector.

Manufacturing (GVA: 4%)

Manufacturing, close to nil. There is manufacturing potential, especially light manufacturing which has readily available and affordable machinery and not required sophisticated set of skills (Shoemaking, textile, furniture making, fencing material, roofing material, aluminium doors and windows, etc.).

Community, social and personal services (GVA: 12%)

Services, not adequate business activity. There is one two-star hotel and a number of BnBs and even a lodge at around Isandlwana heritage vicinity. Personal services like salons is a thriving business but it can still be improved and move upmarket. Niche lifestyle services like spa services, wedding/event venues, gymnasiums are not well established. There is a lot of lifestyle niche services since our communities seem to be attracted to such services.

Wholesale and retail, catering and accommodation (GVA: 16%)

This sector is dominated by chain stores, emigrant run retail shops and the informal traders who trade. There is currently one big wholesaler and semi wholesalers and none of those are run by local entrepreneurs. There are a few fast food outlets and also informal traders trading mainly in traditional dishes and fruit and vegetables. The accommodation industry is represented by one hotel and a number of BnBs. The accommodation sector can grow if local tourism is improved. Nquthu is very rich in heritage but it has not yet reached its full potential. Nquthu is even more unique in that it where a historically significant battles of Isandlwana and Blood River were fought but nothing has been made out of that except annual events, not even stage plays or television drama/movie has been commissioned to tell the story about these battles. A lot still needs to be done.

Green economy (GVA unknown)

The green economy. The municipality does have a buy back center based on an overwhelmingly cost ineffective lease model that does not result in any beneficiation and is remain ineffective in controlling waste accumulation and/or addressing illegal dumping. Currently this facility is merely seen as just an extension of the municipality's waste collecting practice, not a waste collection model capable of generating income while protecting the environment.

Electricity, gas/fuel and water (GVA: 3%)

Energy sector is one containing untapped potential. There are two garages and almost every household is dependent on the grid for energy and few solar based energy reliant households. Nquthu has adequate sunlight and therefore immense solar energy potential and a vast vacant land to erect solar projects. Even the municipality has to contend with high electricity bills despite the fact that it has vast roof area at its offices.

Finance, insurance, real estate and business services (GVA: 6%)

As expected, nationally established big banks and insurance companies dominate the finance sector in Nquthu just like most places in South Africa. There are also few formalized lending outlets as well informal loan sharks. There are opportunities especially in the area of addressing the challenges associated with distributing social grants because beneficiaries have to incur costs travelling long distances to collect their grants since the Post Office and ATMs are concentrated in Nquthu Town. One of the major causes of this situation is the fact that Nquthu Town is also a retail center so grant collection is aligned to purchasing of household goods, therefore; this challenge cannot be addressed without developing the nodes identified by the SDF through implementing the deliverables outlined in the precinct plans. Real estate is not as developed in Nquthu. This sector is dominated by Nquthu Plaza and Nquthu Town buildings most of which are rented out to businesses. There is an ongoing services sites municipal projects whereby residential and commercial sites will be sold to the public. Not much information is available about business services and it is fair to assume that this sector is really not vibrant.

General government (GVA: 38%)

This is the biggest contributor to GVA since it is the biggest employer. There are many government departments and also the municipality. Government has a potential of turning around and transforming the economy of Nquthu because of the massive procurement budgets. However, for as long as the production capacity of Nquthu is not addressed, local businesses will continue to act as intermediaries between producers of goods and services. Government can become a stimulant for local production if enough effort is put on training and skills development as well finding of emerging local producers especially for goods like furniture, textile products, fresh produce, etc. EPWP also remains an underutilized programmes is seen as being limited to waste picking or related programmes. EPWP can lift many households out of poverty if this programme is planned and implemented correctly. For example, unemployed graduates can be used assist in the formalization of small businesses most of which are not registered and not tax compliant.

Construction (GVA: 6%)

Nquthu is still largely underdeveloped and extensive infrastructure projects will have to be implemented for a long time. The 6% this sector contributes is not enough but this may be due to the fact that there are not enough contractors with requisite grades to qualify for big projects. The municipality does have a subcontracting programmes to develop emerging contractors but it will take more time before a good supply of contractors with requisite grades is available.

(c) Entrepreneurial spirit

Nquthu is blessed with a thriving entrepreneurial spirit within its communities. What is lacking is exposure/information, requisite skills, innovation and capital. Further to that,

mentorship and coaching is also absent. This entrepreneurial spirit mentioned above means there is immense economic potential in Nquthu to enable to play a meaningful role in the economy and address the challenge of unemployment and poverty that is pervasive. The biggest obligation on the part of the municipality is to unlock the economic potential of Nquthu by making necessary intervention and providing real support to its SMMEs.

(d) Radical economic transformation (inclusive growth)

Unfortunately, but inevitably; radical economic transformation has been given a political meaning and reduced to a political term as opposed to an economic obligation of every government institution to champion to change the apartheid patterns of ownership. This has resulted in a serious skepticism around this concept and subscribing to this concept comes with a particular political tag which is seriously undesirable for some government leaders and officials and business people. Further to that, radical economic transformation is seen as being limited to public procurement and less focus is put on innovation and productive side of the economy. Of course, public procurement is a very powerful and important instrument of economic redistribution, however; more focus must be put on local economies to become more self-reliant by producing locally for both local and outside markets. This can only be realized if there is a change of mindset in government leaders, employees and the general public, that is; (1) first and foremost, radical economic transformation should be viewed more as a phase for the former oppressed to rediscover their entrepreneurial spirit and a struggle to participate in and share the economy of the country in pursuit of economic equality (2) government need to be brave enough to give the former oppressed groups real opportunities while also demanding quality service from them and never hesitate to punish underperformance (3) the former oppressed groupings need to begin to support one another and believe in themselves so that they can grow economically and stop being mere consumers without participating meaningfully.

Nquthu has got immense potential it is just open mindedness, determination, information management and dissemination and commitment that is needed. The municipality has an obligation to turn things around and take the first steps. Nothing is impossible and the local economic situation of Nquthu can be turned around but commitment and effort is needed because it won't happen spontaneously. The municipality's reviewed LED Strategy seeks to address this as outlined in the following section below.

C.6.1.4 Strategic programmes and intervention

The LED Strategy has put in place different economic development strategies with each strategy broken down into different programmes and also outlines a clear implementation plan to implement this strategy.

Economic development strategies are outlined below without intent to imply priority:

Strategy 1: Unleash and diversify the agriculture sector

Strategy	Strategic Programmes
1. Unleash and diversify Agriculture Sector	1) Promote other farming practices; 2) Promote agro-processing; 3) Improve water supply; 4) Facilitate training / skills capacity to farmers; 5) Facilitate farming facilities; 6) Strengthen farmers associations

Strategy 2: Develop and support the tourism sector

Strategy	Strategic Programmes
2. Develop & Support the Tourism Sector	1) Undertake road names & improve tourism signage; 2) Improve road conditions to tourism products; 3) Packaging of the Tourism Products; 4) Marketing and Promotion; 5) Promote Community Based Tourism; 6) Increase Tourism Budget;
	7) Develop a Tourism Strategy / Plan

Strategy 3: Develop and support the commercial sector

Strategy	Strategic Programmes
3. Develop and Support the Commercial Sector	1) Unlock land parcels; 2) Improve property rates; 3) Communicate to Investors when there will be interruption of Services

Strategy 4: SMME Development and support to the informal economy

Strategy	Strategic Programmes
4. SMME Development and Support to the Informal Economy	1) Provision of SMME / Informal Traders Infrastructure 2) Facilitation of Business Support 3) Business Retention and Expansion 4) Enhance Local Procurement

Strategy 5: Facilitate investment attraction to Nquthu

Strategy	Strategic Programmes
5. Facilitate Investment Attraction to Nquthu	1) Develop an Investment Attraction Strategy

Strategy 6: Promote young enterprise / entrepreneurs

Strategy	Strategic Programmes
6. Promote Young Enterprise / Entrepreneurs	1) Sector-Specific Youth Catalytic Projects; 2) Nquthu Youth Service programme; 3) Young person to work programme; 4) Youth Entrepreneurship Competition Awards

Strategy 7: Improve the institutional capacity

The organizational structure of the LED unit restructuring process was effected gradually and has been ultimately finalized with the establishment of the SMME Officer. The Project Management Officer is responsible for all agricultural development programmes.

Strategy 8: Improve strategic economic infrastructure

Strategy	Strategic Programmes
8. Promote Education, Skills and Capacity Development	1) Skills training and development; 2) Development of relationships between industry and tertiary / training institutions; 3) Retention of skilled residents

Strategy 9: Promote education, skills and capacity development

Strategy	Strategic Programmes
9. Improve Local Economic Governance	1) Forward planning development frameworks 2) Effective bylaws and other regulations that impacts on business performance; 3) Settlement plans; 4) Review of supply chain management systems;

Strategy 10: Improve local economic governance

Strategy	Strategic Programmes
10. Improve Strategic Economic Infrastructure	1) Water and sanitation; 2) Roads and transportation infrastructure; 3) Electricity; 4) Solid Waste Management;

Strategy 11: Initiate anchor projects

Strategy	Strategic Programmes
11. Initiate Anchor Projects	Undertake Business Plans / Feasibility Studies on the following: <ul style="list-style-type: none"> ▪ Qhudeni tourism attraction ▪ St Augustine Spring Water Project; ▪ Further Education & Training Centre; ▪ Stones Crushing Plants, and ▪ Commissioning of a drama to narrate the history of Isandlwana and Ncome battles.

All strategies outlined above are meaningless and not worth the paper they are written on unless and until there is a commitment and effort to implement them. In this regard, Strategy 7 need a serious focus and has been partly achieved because the municipality's LED unit has been adequately staffed, what is expected now is to take action by aligning available financial resources with these strategies and ultimately, implement them. And, in the course of implementation, there must be a constant monitoring and evaluation of all the interventions to ensure that the desired impact is made and is permanent.

C.6.1.5 Ease of Doing Business / Red Tape Reduction

What is Red Tape?

The COGTA Guideline for Reducing Municipal Red Tape defines it as *“Rules, regulations, and/or bureaucratic procedures and processes that are excessively complex and which impose unnecessary delay(s), inaction and/or costs that exceed their benefits, and/or is no longer effective in achieving the purpose for which they were originally created. Red Tape results in undesirable economic, business and/or social impacts or outcomes. Red Tape involves excessive, or unevenly enforced, regulation or rigid conformity to formal rules that is considered redundant or bureaucratic and hinders or prevents effective action or decision-making.”*

Addressing and preventing Red Tape

Nquthu is seriously in need of economic growth so that job opportunities can be created and that can only be achieved by growing the number of businesses. In this regard, it is important that regulatory requirements are made to be as cost effective, swift and user friendly as is practically possible without compromising set standards and requirements.

The municipality has put in place the following measures in place to ensure that the municipality attract investors and promote the establishment of new businesses:

- 30-day business license application turn-around time;
- Developing a simplified business process compliance guide for businesses, and
- Have a dedicated business support function within the LED unit.

C.6.1.6 Funding and Implementation

The funding and implementation table is attached as an IDP annexure and the LED unit will monitor its implementation.

C.6.1.7 Potential employment/job creation

Expanded Public Works Programme (EPWP)

EPWP is a poverty mitigating intervention as opposed to being a real/decent job programme due to the fact that it is temporal in nature and salaries are at the bottom of the scale. However, this programme is very important and can have a significant impact in addressing poverty, skills development and infrastructure development if planned and implemented properly. In actual fact, the potential of EPWP has not yet been unleashed and realized. What has prevented EPWP from realizing its potential in the past have been confining it to unproductive practices like cleaning of public facilities or spaces. Further to that, it has become a norm to be viewed only in monetary terms and pay no attention to skills development. The municipality has got a responsibility to turn things around and derive maximum benefit from EPWP by developing innovative ways to plan and implement this programme.

In respect of the above, the LED unit will seek to attain maximum benefit from EPWP by adopting the following approaches:

- Linking agricultural cooperatives to EPWP programmes so that that there can be an incentive for members to put in their labour while they are waiting for their first harvest in order to promote food production, cultivate the culture of working and enable agricultural cooperatives to get off their feet. This approach should be implemented only if it is linked with adequate support and skills development and if it is accompanied by stringent enforcement of discipline to instill good work ethic by members.
- Investigating the possibility of utilizing EPWP model to address service delivery challenges like fixing potholes, paving, landscaping/beautification and other related activities. To ensure the quality of the output, professionals should be hired to train, impart skills and also supervise all the work that is done to ensure that it meet set standards.

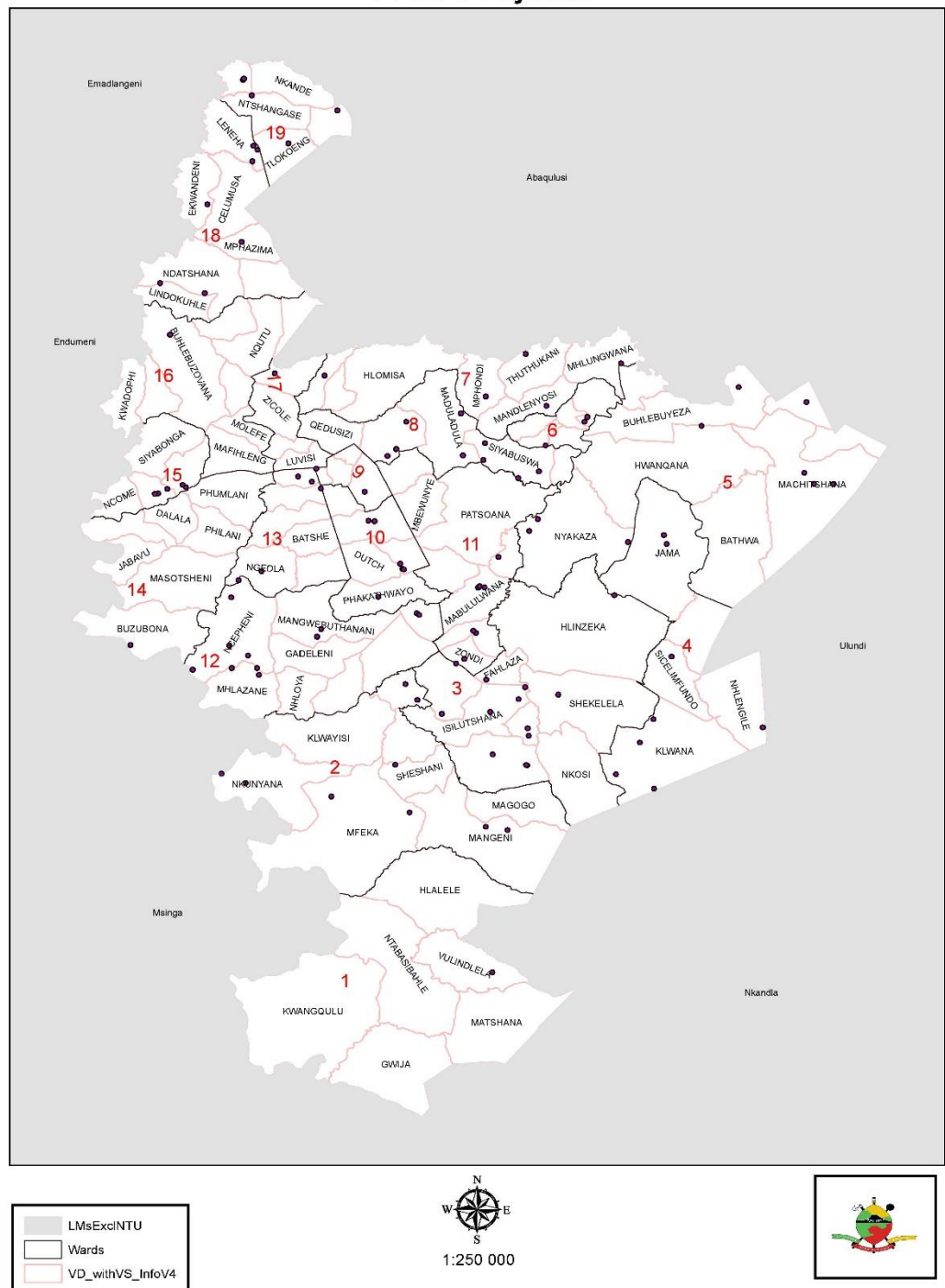
Attracting investment and stimulating SMME growth

The private sector has the biggest employment creation potential, what is required to unleash that potential is to attract investors to establish businesses in Nquthu and also support local SMMEs to grow. Investment is mainly in the retail sector and not enough investment has been made in the tourism and manufacturing sectors.

C.6.1.8 LED projects

The municipality undertook a study and visited all LED projects to spatially reference them and assess its viability and sustainability. It was then discovered that some project remain active while some have become dysfunctional which means the LED unit will have to improve its monitoring to ensure that the investment made yield required results and economic impact.

LED Projects



C.6.1.9 Key challenges and SWOT analysis

Key Challenges

KEY CHALLENGE	DESCRIPTION
<ul style="list-style-type: none"> ➤ <i>High unemployment rate and non-inclusive economic growth.</i> ➤ <i>High levels of social inequality</i> 	<ul style="list-style-type: none"> • High dependency ratio and indigence rate resulting in low revenue base for the municipality. • Youth unemployment may result in high levels of crime, drug abuse and unplanned pregnancy. • Inequality results in high social vulnerability for particular sections of society who are the bottom of the social ladder.

SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Youth Policy • Staff capacity (youth department) • Men’s Forum • Disability Forum • Senior Citizen’s • Support Group • Sport Council • 98 CD centres surveyed of which 90% are formal buildings 	<ul style="list-style-type: none"> • Budget Constraints • Children’s Forum • Inadequate fundraising and overreliance of municipal budget.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Development of youth within the area. • Investing more in skills development for women and the youth. • Donor support for ECD infrastructure improvements and building new ECDs. 	<ul style="list-style-type: none"> • Poor public awareness about the importance of early childhood development. • Escalating unemployment rate.

C.6.2 Social Development

C.6.2.1 Health and Education

Detailed information dealing with health and education, including access levels and other related information is outlined in C.2.2 section of this IDP.

C.6.2.2 Safety and Security³ and Nation Building and Social Cohesion⁴

(a) Disaster management

The municipality has a Disaster Management unit which is responsible for firefighting and responding to natural disasters like floods, lightning strikes, etc. In order to improve the capacity of this function, a Fire Station where the whole Disaster Management unit will operate from has been constructed and is being finalized pending the few defects so that this station can commence its operations since the Technical Services from which the Disaster Management unit is operating from currently is overwhelmingly unsuitable for this function. There is also a Disaster Management Plan that is reviewed annually which is used as the municipality's guide in planning and implementing all disaster management related programmes and projects.

Capacity

The Disaster Management unit is equipped with a 15000L Water Tanker, 8 Ton firefighting trucks,

Fire incident response time

The municipality strives to respond immediately to all fire incidents but the challenges of vast distances and lack of fire hydrants remains.

The Disaster Management section has the following programmes planned for the coming financial year.

(b) Public safety

Traffic management

The municipality has a Traffic Management unit responsible for the enforcement of Traffic by-laws and other municipal by-laws and also renders licensing services including, learners license, driver's license renewals, permits renewals, etc. The municipality has also constructed a new Traffic Station to enable the municipality to expand its services to include driving license testing. This station was completed only few DOT design and compliance requirements are outstanding for the Traffic Management unit to relocate all operations to this station.

Municipal safety plan

The municipality did develop a draft Municipal Safety Plan but has not yet consulted it with all relevant stakeholders. In the 2022/23 financial year, all relevant stakeholders will be consulted and the plan will be duly approved.

(c) Nation building and social cohesion

Nation building and social cohesion is very important for any developing democracy because its future prospects is always dependent on how its citizens are tolerant to and can rise above their historical, cultural, political, social and economic differences and work together for mutual benefit and greater good. The municipality has a variety of programmes aimed at realizing this ideal by initiating different programmes that are championed by the municipality in cooperation with other sector departments and Traditional Authorities, where applicable. It is also very important to appreciate the fact that Nquthu is a diverse municipality with both Zulu and Sotho speaking communities which is not usual in KwaZulu-

Natal municipalities. What is even more pleasing is the unprecedented levels of cooperation and spirit of coexistence between these two tribes.

Among the programmes that the municipality is implementing on an annual basis are the following:

No.	Programme	Budget
1	Umkhosi womhlanga	R634,779.00
2	Umkhosi wesivivane	R243,568.00
3	Umkhosi weLembe	R147,823.00
4	Umgubho waseSandlwana	R347,826.00
5	Ingoma yomama (Ingoma yomama, SeSotho and general/mainstream)	R421,615.00
6	Maskandi festival	R482,606.00
7	Nquthu June (Horse racing and fashion)	R416,516.00
8	Isicathamiya/cothoza	R241,735.00

(d) Senior citizens programmes

The municipality is committed in ensuring that the vulnerable groups within society are included in developmental programmes. There is a dedicated Senior Citizens Forum which represents the interests of all senior citizens of Nquthu in a coordinated way and this forum is supported and funded by municipality and play a meaningful role in the planning and implementation of senior citizens programmes. A number of programmes targeting senior citizens has been developed and budgeted for, these include, among others; Senior Citizens Christmas and Mandela Day. During these programmes senior citizens are provided with food vouchers since in most cases they are the one supporting their households due to high unemployment levels. A budget of R 1 514 771 has been set aside to implement all Senior Citizens Programmes.

(e) HIV/AIDS programmes

Nquthu, like the whole of South Africa, is also affected by the prevalence of HIV/AIDS and the municipality is playing a meaningful role in ensuring that those affected have a voice and are supported. The municipality have an HIV/AIDS Council that is chaired by the Mayor and have support groups in each ward to ensure solidarity and mutual support for affected parties. A budget of R 525 883 has been set aside to drive all HIV/AIDS programmes which is done with support of and in cooperation with NGOs and sector departments, especially the Department of Health.

(f) People living with disabilities

People living with disabilities constitute part of the vulnerable groups in our society and have special needs that need to be catered for. There are specific forums that is established to represent the interests of all people living with disabilities in Nquthu to ensure that they are an integrated part of society. Programmes for people living with disabilities include, among others; disability festival and disability parliament and the municipality ensure participation in all provincial programmes. A budget of R 375 281 has been set aside for people living with disabilities, excluding sports programmes designed specifically for them.

(g) Gender based programmes

Gender based programmes takes many shapes and form and the following forums are established as gender representative bodies, that is; women’s forum, men’s forum and widower’s forum. Among other activities that will be conducted as part of gender programmes, are the following:

- Sixteen (16) days of activism activities culminating into an event on the last day of the 16 days;
- Women’s Day celebration;

- Men’s Day celebration, and
- Funding set aside for women, widowers and men projects poverty alleviation projects.

A budget of R 1 104 041 has been set aside to implement all gender related programmes in the municipality.

(h) Sports

Sports development is a very important instrument for promoting social cohesion, healthy lifestyles and fighting crime. And further to that, sports can be a very viable career for people, especially the youth, with extraordinary talents and have highest levels of commitment, as long as opportunities are presented to them and they receive necessary support. Sports is one area where the municipality invest a lot in and has been doing well in over the years. The municipality has also invested a lot in sportsfields and plans to expand its sports infrastructure going into the future which will include Ngonini Sportsfield and Mkhonjane Horseriding field.

Among others, the following sports programmes and/or activities planned are the following:

- Nquthu Mayoral Cup;
- Golden games;
- Indigenous games;
- Horse riding (local and district);
- SALGA games; and
- Accommodation for Comrades Marathon participants.

A budget of R 3 973 332 has been set aside for the implementation of all sports and related programmes for the 2022/23 financial year.

C.6.2.3 Youth development

The future prospect of any nation is solely dependent on its ability to protect and develop its young people and also instill in them good values and principles. Young people represent the future of the nation and it is within the upon which leaders, business people, public servants, scientists and other societal role players emerge and move the nation forward.

It is for this reason that Nquthu LM has put youth development at the top of its development agenda and has developed a comprehensive and a wide ranging intervention programmes to ensure that the youth of Nquthu have access to a variety of opportunities that will enable them to develop themselves, pursue their dreams and realize potential.

(a) Legislative provisions

(i) National Youth Policy 2015-2020 (NYP 2020)

Government has developed the National Youth Policy 2015-2020 that defines, informs and guides the approach that government and all stakeholders should take in advancing the interests and ensuring the wellbeing and development of our youth. The essence of this policy is summarized in the table below.

Policy objectives	Identified youth challenges	Proposed policy interventions
<ul style="list-style-type: none"> Integrating and mainstreaming youth development into all government policies, programmes and budget. Capacity building and strengthening of youth development institutions. Empowering young people to enable to develop themselves and realize their potential. Inculcate the culture of good citizenry and patriotism to grow to be good and caring family and community members. Foster social cohesion, unity in diversity, patriotism and active citizenry. 	<ul style="list-style-type: none"> Unemployment and joblessness High drop-out rate and inadequate skills development Inadequate framework for youth employment Poor health, high HIV/AIDS prevalence, and high rates of violence and substance abuse Lack of access to sporting and cultural opportunities Lack of social cohesion and volunteerism Disability and exclusion Policy priorities 	<ul style="list-style-type: none"> Economic participation and transformation Education, skills and second chances Health care and combating substance abuse Nation building and social cohesion Effective and responsive youth development institutions

(ii) Integrated Youth Development Strategy 2020

The Integrated Youth Development Strategy (IYDS), adopted in December 2017, is a policy implementation tool that seeks to translate the policy proposals of the National Youth Policy 2020 into specific youth development programmes and activities that shall ensure that the youth development objectives are realized. This strategy sets out clear strategic objectives, sub-outcomes, actions to be taken, responsible implementing agents, indicators and targets.

(iii) National Youth Development Agency Act

The National Youth Development Agency Act establishes the National Youth Development Agency which is the primary youth development institutions in South Africa.

(iv) Youth Employment Accord

This accord is an agreement between organized labour, government, business community, youth organizations and other NEDLAC constituency representatives. It is a commitment by all stakeholders to contribute to realizing the objectives of the youth employment strategy which is aimed at accelerating the absorption of young people into employment. The strategy focuses on the following areas:

- Training, internships and apprenticeship;
- Private sector commitments and programmes, and
- Youth brigades to give youth a chance to serve their communities, provide some work experience and training, integrate youth into a social movement, build social cohesion and earn a stipend.

(v) Broad Based Black Economic Empowerment Act (BBBEE)

This law is a primary instrument by which government seeks to undo the economic imbalances of the past, and present, especially with regard to ownership of the means of productions and ownership of big enterprises so that the black majority is absorbed into the economy.

(vi) Preferential Procurement Policy Framework Act and Regulations

This law is the main instrument that government seeks to drive the redistribution of wealth and transform the economy through public procurement. BBBEE compliance is a central criterion upon which this law is applied. Black Africans, the **youth**, women and people with disabilities are the main targeted beneficiaries of this law.

(b) Youth development institutions

(j) South African Youth Council

The South African Youth Council (SAYC) is a voluntary council that is constituted of and also represents the interests of different youth organizations that are affiliated to it. Its main function is to mobilize the youth to participate in all aspects of life and in nation building. The affiliates of SAYC are drawn from youth political organizations and also issue-specific youth organizations.

(ii) National Youth Development Agency

The National Youth Development Agency (NYDA) was established through an act of parliament by merging the National Youth Commission and the Umsobomvu Youth Fund into a single youth development institution. The National Youth Policy describes the aims of NYDA as follows:

- Initiate, design, coordinate, evaluate and monitor all programmes working to integrate into the economy and society in general.
- Promote a uniform approach by all organs of state, private sector and NGOs to youth development.
- Establish annual national priority programmes for youth development.
- Promote the interest of the youth, particularly young people with disabilities.

- Guide efforts and facilitate economic participation and empowerment, and the achievement of excellence in education and training.

(c) Nquthu LM youth development unit and youth representative structures

(i) Youth development unit

Nquthu LM has a fully-fledged youth development unit which is strategically located within the office of the Municipal Manager. This unit consists of three full time officials consisting of a manager and two officers. It is responsible for initiating and implementation of youth development programmes in Nquthu and also responsible for coordinating and complimenting youth development programmes by other government agencies, private sector, communities and any other organizations. The matters of early childhood development are also managed and coordinated by this office in cooperation with other internal units like the special programmes unit and all other relevant external stakeholders like the Department of Social Development and all organizations involved in early childhood development.

(ii) Nquthu LM youth council

Nquthu LM has established a youth council which is the representative body of young people in Nquthu and is constituted by representatives of political youth organizations in line with political representation of Council. The youth council is a platform for youth engagement and debate and also plays an advocacy role on all youth matters and lobby Council to influence its policy direction in advancing the interests of young people of Nquthu.

(d) Current state of youth development in Nquthu

(i) Unemployment rate

Unemployment rate in Nquthu is extremely high and the youth is the most affected by such high levels of unemployment. The municipality has an obligation to do anything and everything in its power to address this situation because unemployed, poverty stricken and frustrated youth contribute to social ills like crime, teenage pregnancy, drug and alcohol abuse.

(j) Education and skills development

Of the entire population of Nquthu, 27.29% have primary education; 30.20% have secondary education; 20.46% have matric, and a tiny 3.76% have tertiary education. Almost all people attend school or post school education at a young age, therefore; this low education levels represent a poor education levels in our youth. This also indicate a relatively high dropout rate and a low pass rate (but the pass rate is improving) at a school level. The low percentage of people with tertiary education represent both lack of access to education and also low number of people who qualify for bursaries/scholarships and also represent lack of access to career guidance and education support (e.g. bursaries) information.

There are also no adequate opportunities and programmes as far as skills development is concerned, especially the kind of trade skills that can allow the youth to open their own businesses or provide certain services to the market. This is one of the areas that require serious attention of the municipality with the assistance of other role-players.

(iii) Working experience opportunities

In most cases, internships and in-service opportunities are provided by government and, to a lesser extent, by the private sector. Availability of opportunities to attain working experience is very important for the youth because working experience remain one of the central criteria in recruitment, which is a big disadvantage to our youth. In Nquthu it is even more difficult because there are no local industries, which leave most of the responsibility to provide these opportunities in the hands of government departments and the municipality.

(iv) Exposure and access to information

Access to self-development opportunities is mostly dependent on the availability of information concerning those opportunities. There is no well-coordinated and effective model currently in place to ensure the dissemination of development information to the youth. This is one of the aspects that the municipality needs to address as part of its youth development interventions.

(v) Talent development and opportunities

One critical aspect of youth development is creating a platform to showcase and develop talent so that young people can realize their potential, especially in the field of sports, arts and recreation. The municipality has done serious work in this area but there is still ample room for improvement so that the young people of Nquthu receive maximum support in this area.

(vi) Economic development

The municipality through its LED unit is doing a lot in the area of enterprise development, including youth enterprises. However, youth participation in the economy in the area of public sector procurement and also business ownership and control remain very low.

(vii) Social ills

High unemployment rate, lack of economic opportunities, lack of skills, inadequate platforms or opportunities to nurture and develop talent, and other related factors; have a very negative impact on the social conduct to young people. Young people are frustrated by the redundancy that defines their daily lives and, because of this; negative energy find space in their lives which leads to unhealthy and irresponsible lifestyles and behavior.

The most prevalent social ills engulfing the youth of Nquthu are teenage/unplanned pregnancy and/or impregnation, unprotected sexual activities, alcohol and drug abuse, and also crime. The municipality and government departments like DSD do have programmes to address this challenge, however; more needs to be done in this area to scale up and improve the impact of these programmes which in most cases take a form of awareness campaigns.

(viii) Social cohesion

Social cohesion is one of the critical elements of nation building. The youth in general do understand and appreciate the importance of social cohesion, but this has to be broadened and deepened so that we build a strong and stable society that is not hindered by issues of race, political affiliation, tribe, rural-urban divide, class or socio-economic status.

Moreover; the question of social cohesion should be addressed in relation to access to economic opportunities and redistribution of wealth in order to reduce pervasive inequalities and ensure improved living conditions for the majority. Therefore; youth

development, especially with regard to skills development and economic participation, is of paramount importance if we are to achieve social cohesion that is both genuine and sustainable.

(e) Programmes

Nquthu LM municipality has developed specific programmes to drive and coordinate all youth development interventions in Nquthu. These programmes are detailed below.

(i) Youth development index

The municipality shall establish a voluntary database whereby by all young people shall upload their information to create a personal profile so that they can be accurately identified. This database shall capture per each person the following information; initials and surname, date of birth, gender, matric status/highest school grade, qualifications, employment status, email address, mobile number, ward and voting station.

The municipality will design forms that will enable the municipality to collect important data to assist the municipality to accurately identify young people who require assistance and determine a better approach to assist them. Each ward shall compile its own database and the municipal youth development unit shall use those databases to compile a consolidated municipal database that includes all wards. Young people will participate in this programme on a voluntary basis and the programme will be designed in such a way that it is economical and cost effective. Also, an agreement should be reached with all government departments so that they provide the data of all the young people that have benefited from their programmes.

(ii) Economic participation and development

Economic participation and development programmes shall be two fold; (1) the enterprise development aspect and (2), the employment opportunity aspect. These two are related because, in most cases, small businesses create employment opportunities and both result in income to individuals which take the form of either a profit or a salary.

The enterprise development part will be implemented in conjunction with the municipality's LED unit which has programmes and a budget for this purpose. The specific role of the youth development unit will be, in this regard, the following, to:

- First and foremost, gather information about all enterprise development programmes and/or initiatives from all role-players, including but not limited to; government departments and/or agencies, NGOs and private sector. This information shall then be disseminated to young people so that they can take position themselves to benefit from those programmes.
- Lobby the municipality, government departments and private sector to procure some of their products and services from youth owned enterprises.
- Work with the municipality's LED unit and all relevant stakeholders to develop programmes that will foster youth economic participation and development.
- Identify funding sources for youth start-up (active or aspirant) and compile a comprehensive database of these funding sources, including application and qualification criteria.

- Ensure that existing or start-up youth enterprises receive business management training to provide them with basic skills that they require to successfully run their businesses.

With regard to employment opportunities, the municipality's youth development unit role shall be the following, to:

- Working with the municipality's human resources section to mobilize internships, learnerships, apprenticeship and public works opportunities for the youth in both the public and private sector.
- Gather all the information in respect of the above; and also any available job opportunities and disseminate that information to young people so that those who meet the set criteria lodge their applications.

(iii) Education and skills development

Education and skills development forms a fundamental foundation of any society to sustain itself politically, socially and economically. Inevitably, the future prospects of any young person and, by extension, of any nation, is primarily dependent on whether young people receive the necessary education and training so that they become productive, support themselves and their families and; participate and contribute to the economy.

In relation to education and skills development, the following initiatives shall be implemented:

- **Career guidance:** the youth need to be exposed to different career disciplines so that they can make informed choices about academic and/or vocational path they take. In this regard, the municipality shall work with all stakeholders to ensure that information is disseminated to all young people. Different measures shall be undertaken by the municipality to ensure consistent dissemination of information including, but not limited to; (1) distributing career guides produced by SETAs and other organs of government and professional bodies to all secondary schools and libraries and, (2) career guidance workshops or exhibitions.
- **Bursary opportunity information and financial support:** gathering of all information relating to bursaries and scholarships from either government or the private sector. This information shall then be disseminated to the youth and application assistance workshops shall be conducted to ensure that as many as possible number of young people who meets the qualification criteria do apply. Those who comes from poor families and have not received any educational support, the municipality shall intervene by providing registration assistance to those persons. However, this will depend on whether the government successfully implements no-fee education for the poor or not.
- **Academic Excellence Awards:** the municipality shall introduce Academic Excellence Awards at a secondary education level whereby annual performance wards shall be conferred to best performing learners per every grade and per every subject.
- **Skills development initiatives:** in addition to learnerships and other related skills development programmes that are mobilized through the HR section's WSP unit, the municipality organize or fund training for young people every year to provide them with skills that is required by the local economy which include, among others; agriculture, light manufacturing and the services sector.

- **Former learner mobilization:** almost all schools in Nquthu are grappling with a serious challenge of lack of educational facilities and resources. At the same time, almost all schools in Nquthu have produced learners who has went become successful in life and occupy important positions in a variety of sectors; in business, academia, leadership or in different careers. Similarly, almost all people have a deep connection with the schools that molded them to become successful in life, most are willing and committed to make a meaningful contribution to their former schools in order to improve the quality of education in those schools. It is for this reason that the municipality shall establish an initiative to mobilize former learners for every school to create a platform for them to make a contribution in a variety of ways including, but not limited to; resources mobilization, motivational programmes, providing any required expertise or assistance, etc.

(iv) Social cohesion and nation building

Social cohesion and nation building is a very important aspect of youth development. However, there is normally no single or specific activity that constitutes nation building or is an act of fostering social cohesion. However, there are activities or practices that an effect of fostering social cohesion, and by extension, therefore; is an act of nation building.

As an approach to social cohesion and nation building, the municipal youth development unit and municipal youth structures shall mobilize the youth to participate in municipal programmes and programmes of other organs of government and also any other organization that have an effect of fostering social cohesion and/or are an act of nation building. The municipality hosts a lot of events which include, among others; youth day celebration, Mandela Day, cultural events, and others; the youth should participate fully in all these events and other related programmes.

(v) War on social ills

The youth development unit is responsible for Operation Sukuma Sakhe coordination in the municipality, therefore; it is part of coordinating different social interventions initiated by other organs of government and other stakeholders. This put the youth development unit in a strategic position to influence and work with other stakeholders in streamlining youth development and improving the impact of all interventions made. However, the youth development unit, working with all stakeholders, shall intensify all awareness campaigns both in terms of frequency and reach for maximum effect and impact.

Also, more focus will be put on the preventive part of fighting social ills, whereby more arts, sports and recreational activities shall be organized as it is believed that it is a deterrent to most social ills. When young people are occupied with activities which they enjoy and which allows them to express their talents and prowess, they are likely to have hope and positive outlook on life. It shall be ensured that such programmes are cascaded to all wards to extend their reach.

(vi) Talent development

Talent can take many forms, depending on a particular discipline in question. In almost all disciplines including, among many; arts, sports, science and others, there are people who have extraordinary natural capabilities. It is very important that these capabilities are identified, promoted and nurtured so that success can be made out of them.

The youth development unit, working with other relevant stakeholders, shall embark in the following programmes either through direct implementation or by playing a supportive role:

- **Sports:** the sports unit of Nquthu local municipality is quite an effective one, however; the youth development unit shall work hand in hand with it to expand its scope in terms of catering for different sports codes which were previously perceived as white sport or as sport for the privileged.
- **Arts and culture:** first and foremost, schools should be lobbied and encouraged to take extramural activities at a school level, even more so because they are part of the curriculum. More importantly, the municipality should mobilize all relevant stakeholders, especially the department of sports, art and culture and non-governmental organization in this field to work with the municipality in identifying challenges, areas of improvement and provide support. Secondly, the youth shall be encouraged to participate in all arts and cultural activities organized by the municipality and other stakeholders. And finally, arts and cultural talent showcasing events and/or competitions shall be organized and be timed in such a manner that those selected shall qualify to be assisted by the municipality to attend other major national talent showcase competitions or, alternatively, when talent showcasing events or competitions are held, the municipality shall invite recruiting agents or other players in the field to identify those that believe are capable to be further developed.
- One other effective way of enabling showcasing of talent is holding of recreational events and, alternatively, utilize municipal events whereby people are invited to deliver performances and entertain the crowds through performing arts, including but not limited to; poetry, comedy, music, etc.
- **Science:** it is without doubt that there are many young people who are immensely innovative and talented in the field of science, but they do not receive encouragement and guidance in order for them to further develop their knowledge and showcase their capabilities. This shall be achieved by making sure that all the information about innovation and/or invention exhibitions and competitions is correctly disseminated to schools and the youth in general so that those interested can register with the youth office so that those with new innovative concepts can be assisted to participate.

(vii) Environmental matters

Environmental protection and conservation is one critical aspect of youth development and development in general. We are living in an era of global warming whereby our climate is becoming more unpredictable and hostile, resulting in droughts, floods and tornados. We are now more obligated to ensure an environmentally responsible generation is build in order to preserve our environment for future generations. The municipality should, in regard, ensure that it develops awareness and related activities programme and link it to the national calendar so that the environmental conscience of our youth is properly developed. These programmes should focus mainly on awareness about global warming, water conservation and tree planting.

(viii) Information dissemination platform

The youth development shall develop a communication system that is both efficient and cost effective. This system must be based on the most commonly used cost effective and accessible social networking system to curtail communication cost to both the municipality and the end user. Social network group shall be created in all seventeen wards and be

administered by a youth representative in each wards and/or the wards councillor, depending on circumstances.

(ix) Children’s parliament

The municipality will host a Children’s Parliament session whereby children under the age of fourteen will be debating topics that concern their wellbeing and nation building. A criterion to select children that will participate will be set by the youth development unit.

(x) Taking a girl and a boy child to work

During the take a girl child to work day, the municipality should honour this day but also include a boy child so that our boys are not neglected. During this day, the youth office shall ensure that each section in the municipality host one boy and one girl and provide lunch for them and also allow them to be addressed by councillors and management before they start their day.

(xi) Young men and women development

The municipality has men’s and women’s forums. These forums are not discriminatory in terms of age. So it is important that the youth do not isolate themselves from these forums and participate in them fully to enable the older generation to impart knowledge and wisdom to them. Indeed, the challenges and needs of the younger generation are different, so it would be important that these forums should be organized in such a manner that they take such facts into account. However, ensure integration and avoid duplication and incurring unnecessary costs, the youth should not formulate their own separate gender based forums and programmes, but rather participate in brother gender based programmes of the municipality.

(xii) Youth day commemoration

The municipality should on an annual basis host a youth day to commemorate the heroic sacrifice of the generation of 1976 and also to this platform to define the mission of the youth of today.

(f) The strategic approach

(i) Review of Nquthu Youth Development Policy

The Nquthu Youth Development Policy is undergoing a review. The review of this policy focuses on aligning it to the vision of the NYP and IYDS and, also takes into account changing political, economic and social environment.

(ii) Registering the Nquthu Youth Council as a non-profit organization

The Nquthu Youth Council is the main youth representative body in Nquthu. While it is a structure of the municipality, it is semi-autonomous in terms of decision making and also its operations. The youth development unit shall investigate the feasibility and implications of registering it as a non-profit body so that it can be able to raise funds for its programmes.

(iii) Youth development streamlining and coordination

The municipality recognizes its capacity constraints as far as financial resources are concerned. It is therefore important that youth development is seen as a collective responsibility of all stakeholders; especially other internal municipal sections (e.g. LED unit, sports unit, etc), other organs of government, non-governmental sector and the private sector. For youth development to have an impact, all stakeholders should combine their

efforts, communicate continuously and work in a complementary manner to avoid duplication while at the same time ensuring coordination.

(iv) Strategic assets

The youth development unit does have access to operational resources and/or equipment like cars, banners, printing facilities, gazebos, communication tools, etc. However, some envisaged initiatives and interventions require that some strategic assets like a sound system, projectors, portable printers and portable photo printers and other related strategic assets need to be procured. This would help to eliminate procurement processes and costs, especially considering the fact that service providers tend to inflate their prices when dealing with government entities.

(v) National calendar

It is very important that the youth development activities coincide with specific timelines in terms of the national calendar for purposes of alignment and to improve the impact of the message being delivered or an activity that is conducted.

(vi) Cost effectiveness

With the South African economy not doing well and the municipality being largely grant dependent, it is very important that available financial resources are used in the most cost effective manner and that wastage is avoided at all costs. Among ways to pursue cost effectiveness, the following strategies shall be employed:

- Avoid using consultants by benchmarking with other municipalities in developing plans and strategies for youth development.
- Promoting and effectively utilization of social networking to disseminate information by using these platforms in an innovative manner, and
- Creating a youth development desk/section in all municipal libraries so that all youth development information/documentation can be packaged into that section for convenience purposes.

(vii) Networking, partnerships and information sharing

The municipality's youth development unit should always network with and strive to create partnerships with all relevant stakeholders in youth development by inviting them in their activities and attending their activities wherever possible. Also, a common platform should be created where youth development information can be shared between different municipalities, other organs of government and all other stakeholders. For example, common communication group can be created for all Umzinyathi youth officials for them to be able to share information and support each other where applicable.

(g) Youth development budget

The municipality has set aside a budget of R 3 981 681 to drive all youth development programmes, including early childhood development which is located in the Youth Development unit in the municipality. In this budget, other developmental activities in which the youth are main participants (e.g. sports) are excluded and budgeted for separately and this goes show how serious the municipality considers youth development to be.

C.6.2.4 Early childhood development

(a) Legal and developmental framework

Protecting the rights of children and safeguarding their welfare is the priority of all global and continental bodies as well as all governments. Listed below is a host of different pieces of legal and/or developmental provisions from an international to national perspectives; these are:

- The UN Convention on the Rights of the Child (ratified by South Africa in 1995)
- The African Charter on the Rights and Welfare of the Child (ratified by South Africa in 2000)
- The UN Sustainable Development Goals (adopted in 2015)
- The UNESCO Dakar Framework of Action for Attaining Education for all (adopted in 2000)
- The UN World Fit for Children (adopted in 2002)
- The National Integrated Early Childhood Development Policy (approved by Cabinet on 09 December 2015)

For purposes of early childhood development planning by the municipality, emphasis is put on the National Integrated Early Childhood Development Policy. The policy clearly prescribes the role of local government in ECD development. Section 6.2.3 of this policy says:

“Local and metropolitan municipalities must participate in the planning of early childhood development services. They are responsible for supporting child care facilities to meet minimum infrastructural health and safety standards; registration of child-minding services ; development of new early childhood development service provision infrastructure; and audit and identification of available infrastructure that may be used for the expansion of early learning services and programmes in areas of need. Where capacity exists, responsibility for the provision (registration, regulation and delivery) of early childhood development programmes and services may be assigned to municipalities by the provincial Department of Social Development, as provided for by the Children’s Act No. 38 of 2005. As such, it is responsible for the equitable provision of play and recreation facilities for young children”.

(b) Current state of ECD in Nquthu

The survey of ECD centres (2018) conducted by Project Preparation Trust (PPT) revealed the following situation (**NB:** the situation may have improved by now and hopefully the Census results will shed some light when they are released):

ECD centres surveyed	Registered (NPOs)	DSD subsidy recipients	Infrastructure deficits	No. of children in centres
98	95	59	86	3 938

Summary of findings:

- A whopping 79% of children in Nquthu do not receive ECD services.
- Almost all ECD centres have governance structures and 99% of these have constitutions.
- ECD practitioners lack skills and capacity. 15% of ECD centres do not have trained practitioners, 36% of ECD training have no ECD training while 16% of ECD principals have no ECD training.
- 60% of ECD centres have no financial support from DSD.
- 64% of ECD centres have been in operation for more than 10years and 15.3% were established in the last 5years.
- 69% of ECD centres are registered with DSD as partial care centres.

Recommendations:

- **NPO registration and funding:** that DSD assist identified ECD centres that are not registered to register so that they become formal entities that are eligible to receive support, especially funding
- **Training and skills development:** training should be organized and provided to ECD principals who play a management role and also governing committees. All staff members especially those who teach kids and use educational toys. Kitchen staff and cooks are properly trained on nutrition. It is also recommended that parents or guardians are properly orientated or inducted on matters of ECD for school preparedness, nutrition and safety.
- **Health, safety and hygiene:** DSD and municipal Environmental Health Practitioners must organize workshops on health, safety that compulsory for every role-players to attend. It must also be ensured that first aid kits and fire extinguishers are provided to ECD centres and that staff are trained on their use.
- **ECD centres-government relations:** DSD and municipalities should visit all ECD centres to identify their needs and required support.
- **Children-practitioner ratio:** ECD centres that have children over 30 should be given specific attention.
- **Nutrition and food gardens:** DSD and DoH should organize workshops on proper menu planning. Enroll the help of NGOs providing nutrition meals and/or services. The Department of Agriculture and NGOs like LIMA should assist ECD centres to establish food gardens.
- **Infrastructure:** municipalities should capture ECD infrastructure needs in their IDPs and budgeted for, especially with regard to buildings and also ensure that water and sanitation services are provided to ECDs. Special attention should also be given that ECD centres have proper windows, are fenced, sickbays, separate kitchens, playrooms and also ensure that during construction buildings meet all required standards.
- **Indoor and outdoor equipment:** standard kits should be provided to ECD centres to ensure that all of them have necessary educational toys and outdoor equipment including jungle gyms and other playground equipment.
- **Refuse management and removal:** ECD centres should be given wheelly bins that can be closed to safely manage their refuse. EHPs must also provided guidance on how best can disposable nappies be disposed in a safe and responsible manner.

(c) Current municipal ECD programmes

The municipality is currently supporting care centers which provide nutrition services to poor children to combat hunger and malnutrition. A total of six care centers have been provided with catering equipment and more equipment has been procured to be provided to another six care centers this financial year. The municipality also hosts a learn-and-play programmes that is led by the municipality's libraries section with the financial support received through a City to City partnership with Bornem.

Nquthu LM is committed to and takes early childhood development very serious will build two ECD centres are currently under construction and two are planned for the next financial year (2023/24). In terms of infrastructure development, social partners. Assupol Community Trust has also made an extensive contribution and has committed to build eight (8) new ECDs in the current financial year (more details are contained in the Financial Plan).

(d) Capacity constraints

The municipality has serious capacity constraints when it comes to infrastructure development due to lack of adequate financial resources. The MIG funding allocation to the municipality is not sufficient to cater for all municipal infrastructure development needs. However, the municipality regards early childhood development as one of the foremost

developmental priorities and is committed in devising strategies to ensure improved early childhood development in Nquthu.

Proposed municipal early childhood development model

The municipality is committed to safeguarding the rights and welfare of all children of Nquthu because children are the most vulnerable group in society. The municipality shall implement the following measures to enhance and strengthen early childhood development within Nquthu as a whole:

- **ECD Policy:** the municipality will develop an ECD Policy that will constitute a clear legal framework to determine the municipality's functions and outline how the municipality plan and implement its ECD programmes. This policy shall be adopted as part of municipal policy review that accompanies IDP review processes.
- **Incorporating ECD into the IDP:** the municipality will ensure that ECD developmental needs; especially infrastructure like buildings, child friendly toilets, water provision and fencing are reflected in IDP priorities.
- **Stakeholder mobilization:** ECD is a developmental obligation of almost every sector in society. Government, the private sector, nongovernmental organizations and private individuals have an interest in early childhood development and the municipality shall mobilize them and create a platform for them to make a contribution wherever possible.
- **ECD register and donor database:** working together with the Department of Social Development and other stakeholders, the municipality will compile a database of all ECD centres and their developmental needs and, compile a list of all potential donors that can fund ECDs.

C.6.2.5 Social Development: SWOT Analysis and Key Challenges

Key challenges

KEY CHALLENGE	DESCRIPTION
<ul style="list-style-type: none"> ➤ <i>High unemployment rate and non-inclusive economic growth.</i> ➤ <i>High levels of social inequality</i> 	<ul style="list-style-type: none"> • High dependency ratio and indigence rate resulting in low revenue base for the municipality. • Youth unemployment may result in high levels of crime, drug abuse and unplanned pregnancy. • Inequality results in high social vulnerability for particular sections of society who are the bottom of the social ladder.

SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Youth Development Policy • Staff capacity (youth department) • Men’s Forum • Disability Forum • Senior Citizen’s • Support Group • Sport Council 	<ul style="list-style-type: none"> • Budget Constraints • Children’s Forum • Inadequate fundraising and overreliance of municipal budget.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Development of youth within the area. • Investing more in skills development for women and the youth. • Donor support for ECD infrastructure improvements and building new ECDs. 	<ul style="list-style-type: none"> • Poor public awareness about the importance of early childhood development. • Escalating unemployment rate.

C.7. MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

C.7.1 Financial Viability & Management Analysis

The financial state of a municipality is very important and a determining factor as whether the municipality is able to meet the service delivery needs of the people. In this regard, proper financial planning and putting in place proper controls is necessary.

C.7.1.1 Grants received, capital grants expenditure performance and capital projects

Grants received

	2021	2020
Equitable Share	R173 764 000	R137 328 000
Bornem Grant	-	R617 302
Cybercadet grant	R452 000	R423 734
EPWP grant	R1 088 000	R1 109 140
Finance Management Grant	R1 809 000	R1 760 001
Library Modular	R1 722 531	R1 342 007
Government grant (operating) 7	R71 833	R19 000
Capacity building	-	R40 882
MFMA	-	R2 602
Municipal Government grant	-	R23 974
Finance Management Grant	R1 900 000	R1 900 000
TOTAL	R180 807 364	R144 566 642
Capital grants		
Municipal Infrastructure grant	R30 628 000	R28 083 292
Massification grant	-	R31 879
Sportfield grant	-	R20 331
Incubator grant	-	R17 986
TOTAL	R30 628 000	R28 153 488
GRAND TOTAL	R211 435 364	R172 720 130

Capital grants performance

	2021	2020
Unspent conditional grants and receipts		
MIG grant	-	-
Bernem grant	821 759	
Disaster relief grant	2	804 000
Library Volunteer	241 941	176 889
Library modular	-	448 532
Sportsfield maintenance grant	128 893	169 778
INEP grant	358 285	
	1 550 880	1 599 201
<i>Movement during the year</i>		
Balance at the beginning of the year	1 599 201	1 049 612
Additions during the year	45 081 370	59 615 306
Income recognition during the year	(45 129 691)	(59 065 717)
	1 550 880	1 599 201

Capital projects

Detailed capital projects are attached as an annexure to the IDP and include new, ongoing and projects planned for future implementation.

C.7.1.2 Social and economic redress via indigent management***Indigent policy***

The municipality has an indigent policy that regulates how the municipality assists its poorest residents. The indigents receive free basic services that are rendered by the municipality, which is electricity (municipal licensed area) and refuse removal. Eskom provides free basic electricity to all areas outside the municipal licensed area and provides a schedule of beneficiaries to the municipality on a monthly basis together with invoices for the municipality to make payments.

Indigent register and number of indigent beneficiaries

The municipality has had challenges in the past in producing a credible indigent register which has resulted in persistent audit findings by Auditor-General regarding this matter. To address this challenge, the municipality has appointed a specific official to drive the process of compiling the indigent register. At present, the municipality's indigent register has 1 950 people which is obviously far less than potentially qualifying households given the levels of poverty.

Indigent budget

The municipality has budgeted an amount of R 2 763 000 to provide free basic services to indigent household. Free basic services are mostly FBE and refuse collection which households are grouped and waste is collected from a central point.

Free basic service allocation

The Equitable Share grant formula takes into account current statistics to determine the applicable free basic service component amount for each year. This allocation is meant to, preferably, provide free basic services to qualifying households. However, to the grant dependent nature of the municipality, most of this allocation is used for operational and capital requirements of the municipality. For 2021/22 DORA allocation, free basic service allocation is as outlined in the table below:

Free basic services projections

FBS projections are outlined in the 2022/23 Annual Budget which a simplified version is attached as part of IDP annexures.

Indigent spending in the past three years

Explanation of indigent spending in the past three years are outlined in the 2022/23 Annual Budget which a simplified version is attached as part of IDP annexures.

Budget for people with disabilities

Outlined in the 2022/23 Annual Budget simplified version which is attached as part of IDP annexures contained in the addendum

C.7.1.3 Revenue Raising Strategies

The municipality does have the revenue protection and enhancement strategy that focuses on how better the municipality can be financially sustainable and avoid being grant-dependent. This is attached for the ease of reference.

Core elements of the revenue raising strategy:

- **Electricity** - the electricity if all the loss causing issues are addressed can improve the revenue of the municipality, there are strategies being investigated by the Technical Department to reduce these losses and will be finalized in the current financial year. Also the electrification of all the houses built by Human Settlement to increase the base. In any case, electricity serves as a useful instrument to address

households whose rates are not paid as their electricity is switched off at some point.

- **Property Rates** - there is a huge undeveloped land that the municipality must first develop and install services so that this can be disposed and be rated. There is an ongoing residential development project with 300 sites which is currently underway. These sites include both residential and commercial. After its completion, the municipality will sell these sites to the public which will greatly increase the municipality's revenue in property rates and service charges.
- **Revenue raising services** – the municipality appreciate the importance investing in revenue generating infrastructure or functions. That is why the municipality has invested in the vehicle testing ground offices so that while an important service is rendered to the people, the municipality is generating revenue at the same time.

Revenue received in the past two financial years

REVENUE FROM EXCHANGE TRANSACTIONS	2021	2020
Service charges	23 332 053	17 452 287
Rental of facilities and equipment	921 279	849 677
Interest received (trading)	756 933	337 671
Commissions received	184 848	431 684
Other income	475 558	526 510
Interest received - investment	10 134 751	19 269 960
Total revenue from exchange transactions	35 805 422	38 867 789
REVENUE FROM NON-EXCHANGE TRANSACTIONS		
Taxation revenue		
Property rates	31 559 772	42 623 617
Property rates - penalties imposed	4 142 372	3 216 574
Licenses and Permits (Non-exchange)	971 957	973 573
Transfer revenue		
Government grants & subsidies	211 435 364	184 420 057
Fines, Penalties and Forfeits	671 460	448 500
Total revenue from non-exchange transactions	248 780 925	231 682 321
TOTAL REVENUE	284 586 347	270 550 110

Revenue projections

Tariff related policies, guiding principles and tariff structure

The municipality's tariff policy is reviewed and approved by Council on an annual basis together with the annual budget to ensure that it remains relevant and credible.

In terms of the above mentioned tariff policy, the municipal tariffs are guided by the following principles:

- Service tariffs imposed by the local municipality shall be viewed as user charges and shall not be viewed as taxes, and therefore the ability of the relevant consumer or user of the services to which such tariffs relate, shall not be considered as a relevant criterion (except in the case of the indigent relief measures approved by the municipality from time to time).
- The municipality shall develop, approve and at least annually review an indigent support programme for the municipal area. This programme shall set out clearly the municipality's cost recovery policy in respect of the tariffs which it levies on registered indigents, and the implications of such policy for the tariffs which it imposes on other users and consumers in the municipal region.
- The municipality also undertakes to render its services cost effectively in order to ensure the best possible cost of service delivery.
- In considering the costing of its electricity service, the municipality shall take due cognizance of the high capital cost of establishing and expanding such service, and

of the resultant high fixed costs, as opposed to variable costs of operating these services. The municipality therefore undertakes to plan the management and expansion of the services carefully in order to ensure that both current and reasonably expected future demands are adequately catered for, and that demand levels which fluctuate significantly over shorter periods are also met. This may mean that the services operate at less than full capacity at various periods, and the costs of such surplus capacity must also be covered in the tariffs which are annually levied.

Tariffs are approved together with the budget and be incorporated into the IDP once the has been tabled to Council. Notice was to the public to inform the public about changes in municipal tariffs in the 2022/23 financial year which can be summarized as follows:

- Rates will be payable monthly in ten (10) equal installments.
- Any arrear rates will be subject to legal action as per the municipality's Debt Collection and Credit Control Policy.
- Any rates that are not paid on the due date will be subject to interest at the rate of 8% per month or part thereof.
- The date on which the notice was first displayed on the Municipal Notice 26 June 2022.
- Pensioners rebate of R320 000.00 will be granted to qualifying applicants.
- Residential properties rebate of R220 000.00 will be granted to residential category.
- Indigent customers and child headed household customers 100% rebate on rates and services charges.

C.7.1.4 Revenue protection (Debt Management)

The municipality raise the majority of its revenue from grants. It is therefore very important that municipal services and rates owed to the municipality are paid for. The municipality is having a serious challenge due to the following factors:

- Culture of non-payment of municipal services and rates;
- The municipality consists mainly of rural areas;
- The unemployment rate is very high, and
- High number of indigent consumers.

However, the municipality is doing very well under the circumstances and has a collection rate of 85.7% which closer to the norm. The municipality has also developed strategies aimed at dealing with debt collection, these include:

- Entering into paying arrangements with consumers, and
- Establishment of the Debt Collection Steering Committee.

Debtors age analysis

The debtors age analysis is attached as an annexure and clearly illustrate the culture of non-payment that need to be attended to.

C.7.1.5 Financial management

(a) Supply chain management (SCM)

SCM Policy

There is SCM Policy and it was duly reviewed on 26 June 2022 as part of an annual policy review process and will also be subjected to a review process before the beginning of the 2022/23 financial year to address any policy issues that may be there.

SCM unit capacity

The municipality's SCM unit is functional and adequately capacitated with a current staff complement of 8 employee

SCM policy implementation

The SCM policy is being implemented to procure goods and services cost effectively, effectively and efficiently. However, there is ample room for improvement in the implementation of the SCM policy.

Functionality of Bid Committees

The municipality has functional bid committees that sits as required and are adequately trained by either private institutions or by Provincial Treasury, however; it has been observed that the training provided by Provincial Treasury is the most effective. In the past, there was a finding that was raised by AG regarding the constitution or composition of the Bid Adjudication Committee and the municipality was taken to the provincial tribunal to object to one of the awards on the basis of wrong decisions or processes of bid committees. All the issues have been resolved successfully and no objections are foreseen going forward.

COMMITTEE	FUNCTIONS
Bid specification committee	Determines the exact requirements, qualities, quantities or specifications of the product or service to be procured to ensure that it shall correctly serve the purpose for which it was procured for.
Bid evaluation committee	Evaluate all received bids to determine the one that meet or exceed the set requirements in term of functionality, price and empowerment requirements in order to determine the highest scorer to be recommended to the bid adjudication committee.
Bid adjudication committee	Receive recommendations from bid evaluation committee and recommends to the accounting officer to make an appointment having satisfied itself that the bid was correctly evaluated in terms of applicable laws and set criteria and standards.

Alignment of SDBIP and procurement plan

The procurement plan has been aligned to the SDBIP to ensure that all service delivery targets of the municipality are achieved in prescribed timelines (refer to the table below).

SCM appeals

There was one appeal lodged relating to the supply and installation of lighting conductors. Except for this bid mentioned above, appeals are quite a rare occurrence.

SCM challenges

The municipality’s SCM processes have not experienced insurmountable challenges to date, the municipality’s SCM systems and structures are up to the task. However, there are occasional challenges with service providers who sometimes fail to deliver on set timeframes and also deviations from procurement plans by internal departments which have an unfavorable effect on SCM planning processes. The municipality is constantly strengthening its ability to implement its procurement plans except in exceptional cases where deviating cannot be avoided.

(b) Financial viability/sustainability

The table below expresses the position of the municipality in relation to financial ratios that are prescribed to measure the municipality’s financial viability and sustainability. These ratios are analyzed in terms of the provisions of MFMA Circular 71 which sets out norms and applicability of these ratios. The ratios are calculated as at 30 June 2021 figures as well as 30

April 2022 (the current financial year) to assess as to whether the municipality remain financial viable and sustainable going into the new financial year.

INDICATOR	PURPOSE/ USE OF THE RATIO	NORM	30 June 2021	30 April 2022
Collection rate	The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration.	95%	97%	112%
Cash / Cost Coverage Ratio	The Ratio indicates the Municipality's or Municipal Entity's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.	1-3 Months	9 months	6 months
Electricity Distribution Losses (Percentage)	The purpose is to measure the percentage loss of potential revenue from Electricity Services through electricity units purchased and generated but not sold as a result of losses incurred through theft (illegal connections), non or inaccurate metering or wastage. It is expected that implementation of the free basic service policy is included in the calculation for sale of electricity.	10%	24%	
Revenue Growth (%)	This Ratio measures the overall revenue growth. In addition, this ratio will assist in determining if the increase in Expenditure will be funded by an increase in Revenue base or by some other means.	CPI rate	-0.92	
Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure)	The ratio measures the extent of Remuneration to Total Operating Expenditure: If the ratio exceed the norm it could indicate inefficiencies, overstaffing or even the incorrect focus due to misdirected expenditure to non-essentials or non-service delivery related expenditure.	25% to 40%	1.12	
Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value)	The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery. Repairs and maintenance of municipal assets is required to ensure the continued provision of services.	8%	0.148	2.3%

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C.7.1.6 Loans / borrowings and grant dependency

(a) Borrowing

The municipality is committed to being debt free which eliminates the costs associated with servicing debt which would put the municipality in a vulnerable financial position. The municipality not borrowed any money and intends to remain debt free going forward.

(b) Grant dependency

The municipality is largely grant dependent since most of its operational and capital budgets are funded from equitable share and conditional grants. With the declining levels of cash reserves the income generated by investments is likely to decrease further as this would result on an even high degree of grant dependency. While grant dependency is difficult to prevent in rural municipality with a limited revenue base, the municipality must do everything in its power to minimize such dependency.

C.7.1.7 Investments

Few years back the municipality was generating a sizeable revenue from investment due to huge reserves which has now been invested in infrastructure development to address high infrastructure backlog. As a result, the municipality is now not doing well in terms of generating revenue from investments. The investment register and a detailed analysis is contained as an annexure as part financial annexures.

C.7.1.8 Auditor General Audit Report and AG Action Plan

The municipality has been struggling with poor audit outcomes in the past two years but is working hard to overcome this situation which was caused in part by the challenges that the municipality experience with the financial system.

C.7.2 Financial Viability and Management: SWOT Analysis and Key Challenges

Key challenges

KEY CHALLENGE	DESCRIPTION
<i>Lack of sufficient revenue base and grant dependency.</i>	<ul style="list-style-type: none"> Limited financial resources available to invest in service delivery and infrastructure development. Grant dependency.

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Full-time Chief Financial Officer • Staff meet minimum competence requirements • Low staff turnover resulting in adequate institutional memory • Grants and reserves are cash backed • MPRA fully implemented • GRAP compliant • MSCOA implementation • Strong internal controls • Good liquidity ratio • Well-functioning SCM unit 	<ul style="list-style-type: none"> • Disclaimer opinion • Funding of unsustainable projects • Irregular expenditure • MSCOA compliance by user departments • Insufficient adherence to procurement plans by user departments • Decreasing financial reserves • Declining revenue collection • Indigent register not in line with the municipality's indigent policy
Opportunities	Threats
<ul style="list-style-type: none"> • Fully implementing revenue enhancement strategy • Clean audit potential • Dealing with irregular expenditure by implementing consequence management measures • Embracing of MSCOA by all user departments • Compiling a credible indigent register 	<ul style="list-style-type: none"> • High number of indigent consumers • Audit opinion: Inadequate consequence management • Culture of non-payment of debt by consumers • Electricity distribution losses • Depletion of financial reserves • Large infrastructure investment not accompanied by adequate investment in repairs and maintenance which may lead to decaying infrastructure in future.

SECTION D: DEVELOPMENT STRATEGIES

D.1 Municipal vision, mission, core values and spatial vision

(a) Vision

“To govern with integrity through servant leadership, accountability and responsive governance in order to meet the developmental needs of the people of Nquthu”

(b) Mission

To fight underdevelopment by promoting a culture of self-help and self-reliance in our communities through skills development, infrastructure development, protecting the vulnerable groups, fighting drug abuse, promoting safer communities, building the local economy and working hand-in-hand with AmaKhosi and all other stakeholders.

(c) Core values

We subscribe to the value system inspired by and premised on the principles of Batho Pele and Ubuntu, which are:

- Solidarity
- Freedom
- Unity in diversity
- Accountability
- Responsiveness
- Customer focus
- Innovation
- Efficiency
- Transparency
- Self-help and self-reliance
- Integrity

(d) Spatial Vision

“By 2040 the Nquthu Municipality will have changed its spatial and socio-economic landscape through innovative spatial planning principles of justice, sustainability, efficiency, resilience and good administration that will position the municipality as a destination of choice for tourism and investment”.

(e) Spatial development principles

The development principles for Nquthu Municipality are informed by the SPLUMA principles as set out in the Act and apply to all stakeholders (government and private sector) responsible for the implementation of legislation regulating the use and development of land. The following table illustrates. These principles are detailed in the following page.

SPLUMA PRINCIPLES	APPLICATION TO THE MUNICIPALITY
Spatial justice	Integrate Low Income residential areas to high order centers and new economic opportunities in growth area and adjacent to major roads and redressing imbalances with improved infrastructure and new economic opportunities.
Spatial sustainability	Protecting environmentally sensitive areas, coherent and reinforcing infrastructure, protecting agriculture potential areas and upgrade residential areas with appropriate infrastructure.
Efficiency	Intensity of development on the periphery of CBD, adjacent major nodes, limited mixed-use activity spines between focus points, new and Infill development focused to create coherent system, mainly in urban and peri-urban areas of Nqutu, Nondweni and Ngolokodo
Spatial resilience	Planning of human settlements in such a manner that they are more resilient to climate change impacts.
Good administration	Alignment of programmes with sector departments, facilitating processes which deal with Development Applications from lodgment to

	decision making by MPTs and Authorized Officers and Appeal process within the legislated timeframes.
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D.2 Development priorities

Nquthu LM, as part of its developmental mandate to realize the vision of the NDP, has identified the following development priorities as the foremost developmental needs of Nquthu:

- Providing a dynamic and transformational political leadership and a clean and efficient municipal administration;
- Growing the local economy and creating jobs through the skilling of local businesspeople and empowering local enterprises;
- Infrastructure development and expansion of Nquthu Town;
- Accelerating the delivery of basic services;
- Working with all stakeholders to protect the rights and ensure the well-fare of our communities especially the vulnerable groups; elderly, disabled, women and children;
- Exploiting our heritage to further improve the image of Nquthu as a tourist destination;
- Creating a platform for the people of Nquthu nurture their talents and realise their potential in arts, sports and other disciplines;
- Strengthen our disaster management unit to improve our prevention measures and also improve our response during disaster incidents, and
- Ensure a vibrant and effective non-profit sector, especially those dealing with women empowerment, youth development and early childhood development.

D.3 Goals, objectives and strategies

In order for the municipality to achieve the development priorities it has set for itself and also to work towards realizing the long term vision of the NDP which is also espoused and expressed in different government policy directives and programmes; it must set clear goals, objectives and strategies which will inform and guide all its processes and programmes.

The tables below outline the municipality’s goals, objectives and strategies which are linked to relevant standard key performance areas.

National KPA 01: Municipal Institutional Development and Transformation

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Insufficient internal capacity to performance of some of the local government functions to desired levels.	National Development Plan: Goal 7 - Building a capable state. Provincial Growth and Development Strategy: Goal 2 – Build government capacity. Municipal Goal: Ensure human capital development and improve institutional capacity.	1.1 To improve municipal capability.	1.1.1 Implementation of WSP by ensuring the training of staff and councillors as per the WSP.
			1.1.2 Ensure that appointments for advertised posts are finalized on time.
			1.1.3 Ensuring that critical posts and all budgeted vacant posts are filled.
			1.1.4 Provide in-service training to students who have completed their degrees/diplomas.
		1.2 To enhance institutional development.	1.2.1 Strive to attain demographic equity in municipal workforce.
		1.3 To ensure an effective municipal ICT system.	1.3.1 Monitor the ICT systems by ensuring a functional IT Steering Committee.
	1.4 To ensure effective management of municipal performance.	1.4.1 Table performance reports to enable Council to monitor performance.	
	1.6 To ensure effective fleet management system.	1.6.1 Implementation of Fleet Management Policy.	

National KPA 02: Service Delivery and Infrastructure Development

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Huge infrastructure and services backlog and insufficient financial resources.	National Development Plan: Goal 2 - Expanding infrastructure. Provincial Growth and Development Strategy: Goal 2 – Infrastructure development. Municipal Goal: Improved access to Basic services.	2.1 Ensure quality of municipal road network and expansion of access road network.	2.1.1 To ensure improved quality of municipal road network.
			2.1.2 To ensure improved quality of municipal road network.
			2.1.3 To ensure the expansion of access road network.
		2.2 Improvement of electricity services, affordability, access, connection, and energy sustainability.	2.2.1 Improved affordability of electricity.
			2.2.2 To ensure improved access to electricity.
			2.2.3 Improved energy sustainability.
		2.3 To improve access to network connectivity.	2.3.1 To improve access to network connectivity.
		2.4 Improve access to public facilities in terms of community halls, Sport fields, and ECDs.	2.4.1 Ensuring access to public facilities by construction of community halls.
			2.4.2 Expanding access to Early Childhood Development facilities.
			2.4.3 Expanding access to Sport field facilities.
			2.4.4 Improvement of residential development.

National KPA 03: Local Economic Development and Social Development

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
High unemployment rate and non-inclusive economic growth.	<p>National Development Plan: Goal 1 - Creating jobs and livelihoods.</p> <p>Provincial Growth and Development Strategy: Goal 2 – Inclusive economic growth.</p> <p>Municipal Goal: Achieve inclusive Economic growth and development to alleviate poverty.</p>	3.1 Ensure growing the local economy.	3.1.1 Development and implementation of Agricultural Strategy.
			3.1.2 Average time taken to process business license applications
			3.1.3 Promote the formalization of SMMEs.
			3.1.3 Build the capacity of local SMMEs to make them competitive and sustainable.
			3.1.4 Use local procurement and sub-contracting as an instrument to grow SMMEs.
			3.1.5 Support local youth enterprises to unleash their potential and innovation.
			3.2 To ensure growing the tourism sector in the municipality.
3.3 Promotion of Social cohesion through Arts and Culture development programmes.	3.3.1 Facilitate and participate in all art, culture and heritage activities.		
3.4 To ensure more effective poverty alleviation.	3.4.1 Creation of jobs to alleviate poverty by implementing EPWP, CWP, Waste Ambassadors.		
High levels of social inequality.	<p>National Development Plan:</p> <ul style="list-style-type: none"> • Goal 5 - Improving education and training. • Goal 9 - Transforming society and uniting the nation. <p>Provincial Growth and Development Strategy: Goal 3 – Human and community development.</p> <p>Municipal Goal: Ensure accelerated social development of the people of Nquthu.</p>	11.1 Promotion of all sports codes in the municipality.	11.1.1 Ensure the implementation of all sports development and plans.
		11.2 To ensure the welfare of vulnerable groups within the municipality.	12.2.1 Establish and ensure the functionality of representative forums for the targeted social groups.
		11.3 Ensuring Early Childhood Development in Nquthu.	11.3.1 Providing support to ECD centres.
		11.4 Ensuring youth development in Nquthu.	11.4.1 Initiating and implementing youth development initiatives.

National KPA 04: Good Governance and Public Participation

KEY CHALLENGES	GOALS	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
Inability to reach real municipal potential in terms of good governance and public participation.	<p>National Development Plan: Goal 8 - Fighting corruption and enhancing accountability.</p> <p>Provincial Growth and Development Strategy: Goal 6 – Governance and policy.</p> <p>Municipal Goal: To attain a well governed and accessible municipality that is rooted in the will of the people.</p>	4.1 Improved municipal responsiveness.	4.1.1 Ensure that all complaints received are attended to on time.
			4.2.1 Ensure that all ward committees are functional.
		4.3 More effective municipal administration.	4.3.1 Prevent recurrence of AG findings.
			4.3.2 Ensure that councillors declare their interests.
		4.5 Improved council functionality.	4.5.1 Prevent disruption of council meetings to ensure smooth functioning of council.
		4.6 To ensure the municipality maintains a functional Back to Basics status.	4.6.1 Back to Basics programme implementation.
		4.7 To ensure improved communication with communities.	4.7.1 Engaging communities about all development or infrastructure projects.
		4.8 To ensure effective risk management.	4.8.2 Implement the municipality's risk management policy and strategy.
		4.9 Strive to attain a clean audit.	4.9.1 Ensure that the AG Action Plan is implemented and that Audit Committee sits and reports to Council.
		4.10 To ensure effective records management system.	4.10.1 Awareness of staff on the implementation of records management system.
		6.1 Ensure effective strategic planning by developing a credible IDP.	6.1.1 Ensure that the IDP is compliant and meet all prescribed timelines.

National KPA 05: Financial Management and Viability

KEY CHALLENGES	GOAL	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
<p>Lack of sufficient revenue base and grant dependency.</p>	<p>National Development Plan:</p> <ul style="list-style-type: none"> • Goal 8 - Fighting corruption and enhancing accountability. • Goal 7 - Building a capable state. <p>Provincial Growth and Development Strategy: Goal 6 – Governance and policy.</p> <p>Municipal Goal: To attain a well governed and accessible municipality that is rooted in the will of the people. Improved and sound financial management and viability.</p>	5.1 To ensure effective expenditure management.	5.1.1 Ensuring that the municipality execute its procurement plan.
		5.2 Ensure municipal financial sustainability.	5.2.1 Maintain proper municipal financial sustainability.
		5.3 To ensure improved municipal liquidity position.	5.3.1 Ensure that the municipality is in a good position to meet its short-term liabilities by maintaining a set current ratio.
		5.3.2 Ensure municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.	
		5.3.3 Prudent management of municipal finances to ensure sustainability Liquidity Ratio.	
		5.4 To ensure improved debt management.	5.4.1 Improve debt collection by billing of all municipal debtors.
		5.4.2 Keep municipal assets in good state by efficient spending of maintenance budget.	
		5.4.3 Invest optimally in infrastructure by spending budgeted capital expenditure.	
		5.5 To ensure improved financial management.	5.5.1 Ensure proper budget implementation and that expenditure is incurred in acceptable standards.
		5.5.2 Ensure effective procurement management by adhering a set average turn-around time for awarding of bids.	
		5.5.3 Ensure that electricity distribution losses does not exceed 10%.	
		5.5.4 Ensure effective and consistent reporting.	

National KPA 06: Cross Cutting

KEY CHALLENGES	GOAL	IDP OBJECTIVE	IDP STRATEGY / IDP PROGRAMME
<p>Unplanned sprawling rural settlements which impacts on negatively on proper planning and cost-effective delivery of services.</p> <p>Insufficient capacity to manage disasters within the municipality</p>	<p>National Development Plan: Goal 4 - Transforming urban and rural spaces.</p>	<p>6.1 To ensure effective land use management and development planning.</p>	<p>6.1.1 Reviewing of Urban Design Framework (UDF) and SDF to address spatial challenges in Nquthu Town.</p>
	<p>Provincial Growth and Development Strategy: Goal 7 – Spatial equity.</p>	<p>6.2 To ensure provision of gathering, managing, and analysing spatially related data through GIS.</p>	<p>6.2.1 Implementation of GIS Policy.</p>
	<p>Municipal Goal: Improved strategic planning and municipal spatial planning.</p>	<p>6.3 Ensure compliance with National building Regulations Act and Building Standards and Bylaws.</p>	<p>6.3.1 Creating awareness to local community National Building Regulations Act and building standards.</p>
	<p>Provincial Growth and Development Strategy: Goal 5 – Environmental sustainability. Municipal Goal: Achieve improved response to disaster.</p>	<p>7.1 Improve mitigation effects of emergencies and disasters.</p>	<p>7.1.1 Improve disaster response time and Alertness to the community.</p>
	<p>Provincial Growth and Development Strategy: Goal 3 – Human and community development. Municipal Goal: Safe municipal environment.</p>	<p>8.1 Ensure a secure and safe internal municipal environment.</p>	<p>8.1.1 Implementation of municipal safety plan.</p>
		<p>8.1 To ensure safer local roads.</p>	<p>8.1.1 Maximum enforcement of road traffic laws and municipal bylaws.</p>
	<p>Provincial Growth and Development Strategy: Goal 5 – Environmental sustainability. Municipal Goal: Sustainable development and environmental management.</p>	<p>10.1 To ensure effective environmental protection.</p>	<p>10.1.2 Initiating and implementation of all municipal environmental management programmes.</p>

SECTION E: IMPLEMENTATION PLAN

This section outlines the municipality's vision, mission, core values, goals and development priorities over the next four years and the municipality's developmental goals that are aligned to the standard key performance areas. The implementation plan shall be assessed every year to ascertain whether the municipality is make sufficient progress on the priorities set out at the beginning of the Council term. There is a temptation to change development priorities every year with every IDP review, this plan is also a tool to detect that tendency so that the municipality can self-correct. The implementation plan is attached as an annexure to this IDP.

SECTION F: FINANCIAL PLAN

The municipality has a financial plan that is a municipal financial blueprint. This plan is reviewed annual as part of municipality's IDP and Budget processes. Ideally, the budget must be informed by the provisions or priorities of the financial plan. The financial plan is attached as an annexure to the IDP.

SECTION G: OPERATIONAL PLAN (SDBIP)

The SDBIP is the main instrument to link and implement the IDP and Budget and sets out indicators and targets to ensure that the objectives of the IDP are implemented. The SDBIP also forms the basis upon which the performance of the municipality can be monitored and managed. The SDBIP is also attached as an annexure to the IDP.

SECTION H: ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT

Organizational Performance Management System (OPMS) is one of the most important and indispensable instruments that municipalities must use to set performance targets, monitor, evaluate performance at an organizational and individual level. It is the actual instrument that is used to align the IDP and Budget and also to ensure that they are implemented. The municipality has an OPMS framework in place that is reviewed annually and has been reviewed as part of IDP review.

H.1 How does the municipality's OPMS work?

The IDP Priorities are aligned to the National Key Performance Areas. In terms of the IDP, Organizational objectives are incorporated into the Organizational PMS by developing applicable indicators for measuring of performance and then setting of targets. All is consolidated into an Organizational Scorecard to allow for measuring and reporting of performance at an Organizational/Strategic level. The Organizational Score-card is then unpacked at a departmental level and informs the development of Service Delivery Budget Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Ideally, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators and targets. The SDBIP is then cascaded into Section 57 Performance Agreements. All of these performance reports are then amalgamated into the Annual Performance Report that forms a component of the Annual Report as prescribed in the MFMA. Reporting is done quarterly, with supporting evidence being verified and audited.

Apart from the annual review of PMS Framework Policy; the review for the 2022/23 financial year continues to contain the following provisions that were introduced few years back, although there have been challenges in deriving value from such changes, they remain relevant:

- Departmental and individual scorecards is now required to include all the KPIs that relate to important municipal business processes including budgeting, auditing, risk management, procurement plan implementation, cost cutting measures, prevention of irregular expenditure and performance management. The rational is to ensure that all units play their role optimally in these business processes so that operations are better coordinated and implemented, so putting these as KPIs becomes a deterrent for non-performance and an incentive for performance;
- If one department or individual did not meet a set target due to the actions or inactions of another department or individual, the Performance Audit Committee will manage the outcomes of performance assessment in such a way that the department or individual is penalized for that by deducting certain points and transferring them to the other department. This is done to prevent a situation whereby the non-performing department or individual transfers the consequences of non-performance or underperformance to the other departments. Every department or individual shall take full responsibility for its own actions or inactions with regard to performance, and

- The policy now need to take into account the introduction of the new Municipal Staff Regulations that requires every employee’s performance to be measured. This is a very important and game changing piece of legislation since previously performance management has been seen as only applying to senior managers and/or an instrument to attain performance rewards.

H.2 OPMS alignment to municipal goals, objectives and strategies

The fundamental reason for performance management is to ensure that the goals and objectives of the IDP are given effect to and achieved. Therefore, the OPMS is aligned to the municipal goals, objectives and strategies as outlined in the IDP by incorporating the departmental and organizational performance indicators that will be utilized to monitor and measure the municipal performance. The detailed OPMS Scorecard in a tabular format is also aligned to the Service Delivery and Budget Implementation Plan (SDBIP) which directly informs individual Performance Plans.

H.3 Cascading of performance management to lower levels

The municipality’s Corporate Services Department developed a PMS Policy that forms the basis for cascading of performance management to lower levels. From 2019/20 financial year, performance management has been cascaded to middle management levels and there were plans to gradually include all employees as the municipality build capacity and develops and entrench the right performance culture in the municipality but this goal was not realized. Middle managers and section heads are now signing their own performance agreements and plans to ensure that the benefits of performance management is spread to middle management level. Now, as mentioned above, cascading performance to all employees is no longer an option but a compliance issue. The municipality is now seized with a mammoth task of developing systems, consulting employees and introducing the culture of performance management to very employee. The next IDP will have to paint a picture on the progress that would have been made on cascading performance to everyone.

H.4 Individual Performance Management Systems

The adoption of 2022/23 IDP and Budget Review undertaken in 26 May 2022 informed the preparation of Service Delivery Budget and Implementation Plan within 28 days after the adoption. The SDBIP will serve as a monitoring tool for the implementation of the IDP and Budget, and then prepare performance agreements for section 54 and 56 managers as required by the 2006 Performance Regulation, which will have to be concluded before the end of June 2023 because the audit will have to be finalized before Council can decide to approve performance bonuses where applicable. All middle managers and section heads are also now required to sign performance agreements and shall also be evaluated in this financial year as the municipality is progressively cascading performance management to lower levels. The municipality will also undertake the quarterly reviews during 2022/23 financial year to monitor performance as per following quarters

First quarter: July- September 2022

- **Second quarter:** October to December 2022
- **Third quarter:** January to March 2023
- **Fourth quarter:** April to June 2023

As have already been stated repeatedly, all employees will now form part of performance management processes and developing performance plans for every employee will be a necessary but difficult task since some employees have just one repeating task (e.g. cleaners). To achieve this task, all supervisors will have to be capacitated because they will be the ones managing the performance of employees under their supervision.

H.5 OPMS alignment to Back to Basics

Following the national government elections of 2014, the national Department of Cooperative Governance and Traditional Affairs (COGTA) embarked on a programme called “Back to basics – serving our communities better.” The programme acknowledges local government as the primary site for service delivery and the programme seeks to assist local government to enforce its mandate for service delivery.

The programme identified the following as challenges that need to be addressed:

Collapse of municipal infrastructure services;

- Inadequate and/or slow response to service delivery challenges;

- “Social distance” between the public representative and the communities reflects poor public participation in the processes of local government;
- Financial viability of some municipalities in particular low revenue collection;
- Mismatch and/or lack of skills of the personnel in local government, and
- Breakdown in values and good governance which is manifested by rent seeking and corruption.

To address the challenges above, the back-to-basics programme has identified a set of indicators on which municipalities report against on a continuous basis. These are discussed below and the Nquthu Municipality’s response to these is provided.

BACK TO BASICS	ALIGNMENT
Putting People first	<ul style="list-style-type: none"> • Achieve good and accountable governance and public participation and empowerment • Achieve inclusive economic growth and development
Delivering basic services	<ul style="list-style-type: none"> • Improved access to basic services
Good Governance	<ul style="list-style-type: none"> • Achieve good and accountable governance and public participation and empowerment
Sound Financial Management	<ul style="list-style-type: none"> • Improved and sound financial management and viability
Building Capable Local Government Institutions	<ul style="list-style-type: none"> • Ensure human capital development and improve institutional capacity

H.6 Municipal performance in the previous year

In terms of the Section 46 of the Municipal Systems Act (No. 32 of 2000) as amended, requires a municipality to prepare an annual performance report for the year under review, which becomes a component of the Annual Report. For the 2020/21 financial year, the municipality had a total of One Hundred (125) key performance indicators, and they have been evaluated against the targets and the summary is indicated in the table below.

NATIONAL KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS	TARGETS ACHIEVED	TARGETS PARTIALLY ACHIEVED	TARGETS NOT ACHIEVED
Municipal Transformation and Institutional Development	9	5	1	3
Basic Services Delivery	36	17	9	10
Local Economic Development	19	17	1	1
Good Governance and Public Participation	21	18	1	2
Municipal Financial Viability and Management	21	15	2	4
Cross Cutting	19	16	1	2
TOTAL	125	88	15	22
STATUS (%)	100%	70.4%	12.0%	17.6%

Each key performance indicator has set performance targets to ensure that IDP objectives under indicators fall are realized. As illustrated in the table above, **70.4%** of the targets were achieved for the key performance indicators which are on the organizational scorecard, **12.0%** were partially achieved and **17.6%** were not achieved.

A summarized multiyear comparison table shows that while performance improved from 2019/20 to 2020/21 financial year, it has decreased from the performance of 2018/19 financial year which is a sign of inconsistency that need to be addressed.

PERFORMANCE COMPARISON	2018/19	2019/20	2020/21
Target met	76%	60%	70,4%
Target partially met	18%	14%	12,0%
Target not achieved	6%	26%	17,6%

SECTION I: IDP ANNEXURES

This section contains annexures that support what has been stated in the IDP and provide more details and referenced to the IDP. This IDP has the following annexures:

1. ANNEXURE 01: FIANCIAL MANAGEMENT AND VIABILITY DOCUMENTS. 'h° 8-'
 - Financial Plan
 - Capital projects budget
 - Investment register
 - Debtors age analysis
 - 2020/21 Auditor General audit report and AG action plan
2. ANNEXURE 2: PERFORMANCE MANAGEMENT DOCUMENTS 'h° 8-'
 - 2022/23 Service Delivery and Budget Implementation Plan
 - IDP Implementation Plan
3. ANNEXURE 02: MUNICIPAL TRANSFROMATION AND INSTITUTIONAL DEVELOPMENT 'h° 8-'
 - Organizational structure/organiogram
 - Employment equity plan
 - Workers Skills Plan
 - Human Resources Strategy
4. ANNEXURE 03: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT DOCUMENTS 'h° 8-'
 - Infrastructure plan
 - Operations and maintenance plan
5. ANNEXURE 05: LOCAL ECONIMOC DEVELOPMENT DOCUMENTS 'h° 8-'
 - LED Implementation Plan
6. ANNEXURE 06: CROSS CUTTING/SPATIAL PLANNIG DOCUMENTS 'h° 8-'
 - List and status of development applications
 - Disaster Management Plan

ANNEXURE 01: FINANCIAL PLAN

The municipality has a financial plan that is a municipal financial blueprint that should inform all financial affairs of the municipality. This plan is reviewed annual as part of municipality's IDP and Budget processes. This plan speaks to the following issues:

- Municipal Budget Overview
- Three (3) year Municipal Budget
- Debt management
- Revenue generation
- Asset management
- Repairs and maintenance
- Auditor General Audit Report
- AG Action Plan and its implementation
- Municipal three-year project budget
- All projects to be implemented within the municipality by other government departs, NGOs or the private sector.

1. Auditor-General Audit Report for 2020/21 financial year

The municipality has experience unfavorable audit outcome for the past two financial which was mainly due to a challenge with the transition from FMS to EMS. Getting out of a disclaimer opinion is usually a difficult task because the previous year figures should be corrected first before those of the current year can be corrected. The municipality is doing everything in its power to reverse poor audit findings and restore normality. The only way to reverse the situation is to stick to prescribed laws and processes and enforce proper record keeping. The municipality has gone a step further and conduct weekly audit steering committee meetings with an objective to identify root causes and/or bottlenecks and address them collectively.

2. AG Action Plan

The municipality developed an AG Action Plan to deal with all the findings with the help of Internal Auditors and KZN COGTA financial specialist. All those with a role to play are expected to fully implement the AG Action Plan so that all the findings can be addressed and the root cause can also be identified to prevent recurring findings.

Auditor-General of South Africa

Nquthu Local Municipality

Audit report for the year ended
30 June 2021

Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and council on Nquthu Local Municipality

Report on the audit of the financial statements

Disclaimer of opinion

1. I was engaged to audit the financial statements of the Nquthu Local Municipality as set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. I do not express an opinion on the financial statements of the municipality. Because of the significance of the matters described in the basis for disclaimer of opinion section of this auditor's report, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

Basis for disclaimer of opinion

Investment property

3. I was unable to obtain sufficient appropriate audit evidence for investment property, due to the status of the accounting records. I was unable to confirm investment property by alternative means. Consequently, I was unable to determine whether any adjustments were necessary for investment property stated at R99,87 million in note 4 to the financial statements.

Property, plant and equipment

4. I was unable to obtain sufficient appropriate audit evidence for property, plant and equipment, due to the status of the accounting records. I was unable to confirm property, plant and equipment by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to property, plant and equipment stated at R545,57 million (2019-2020: R420,59 million) in note 5 to the financial statements.

Cash and cash equivalents

5. I was unable to obtain sufficient appropriate audit evidence for cash and cash equivalents, due to the status of the accounting records. I was unable to confirm cash and cash equivalents by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to cash and cash equivalents stated at R192,92 million in note 18 to the financial statements.

Receivables from exchange transactions

6. I was unable to obtain sufficient appropriate audit evidence for receivables from exchange transactions, as the underlying records could not be reconciled to the financial statements. I was unable to confirm receivables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to receivables from exchange transactions stated at R13,48 million (2019-2020: R682 000) in notes 12 and 17 to the financial statements.

Receivables from non-exchange transactions

7. I was unable to obtain sufficient appropriate audit evidence for receivables from non-exchange transactions, as the underlying records could not be reconciled to the financial statements. I was unable to confirm receivables from non-exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to receivables from non-exchange transactions stated at R65,58 million (2019-2020: R56,26 million) in notes 13 and 17 to the financial statements.

Payables from exchange transactions

8. I was unable to obtain sufficient appropriate audit evidence for payables from exchange transactions, as the underlying records could not be reconciled to the financial statements. I was unable to confirm payables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to payables from exchange transactions stated at R34,33 million (2019-2020: R44,97 million) in note 23 to the financial statements.

Employee benefit obligations

9. I was unable to obtain sufficient appropriate audit evidence for employee benefit obligations, as the underlying records could not be reconciled to the financial statements. I was unable to confirm employee benefit obligations by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the employee benefit obligations stated at R4,08 million (2019-2020: R2,96 million) in note 8 to the financial statements.

Provisions

10. I was unable to obtain sufficient appropriate audit evidence for provisions, as the underlying records could not be reconciled to the financial statements. I was unable to confirm the provisions amount by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to provisions stated at R37,91 million (2019-20: R8,07 million) in note 22 to the financial statements.

Revenue from exchange transactions

11. I was unable to obtain sufficient appropriate audit evidence for revenue from exchange transactions: service charges, as the underlying records could not be reconciled to the financial statements. I was unable to confirm revenue from exchange transactions: service charges amount by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to revenue from exchange transactions: service charges stated at R23,33 million (2019-20: R17,45 million) in note 26 to the financial statements.

12. I was unable to obtain sufficient appropriate audit evidence for revenue from exchange transactions: interest from investments, due to the status of accounting records. I was unable to confirm revenue from exchange transactions: interest received from investments by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to revenue from exchange transactions: interest received from investments stated at R10,13 million in the financial statements.

Revenue from non-exchange transactions

13. I was unable to obtain sufficient appropriate audit evidence for revenue from non-exchange transactions: property rates, as the underlying records could not be reconciled to the financial statements. I was unable to confirm the revenue from non-exchange transactions: property rates amount by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to revenue from non-exchange transactions: property rates stated at R31,56 million (2019-20: R42,62 million) in note 34 to the financial statements.
14. I was unable to obtain sufficient appropriate audit evidence for revenue from non-exchange transactions: government grants and subsidies, as the underlying records could not be reconciled to the financial statements. I was unable to confirm revenue from non-exchange transactions: government grants and subsidies by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to revenue from non-exchange transactions: government grants and subsidies corresponding figure stated at R184,42 million in note 36 to the financial statements.

Employee related costs

15. I was unable to obtain sufficient appropriate audit evidence for employee related costs, as the underlying records could not be reconciled to the financial statements. I could not confirm the employee related costs amount by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to employee related costs stated at R82,27 million (2019-2020: R68,99 million) in note 37 the financial statements.

Commitments

16. The municipality did not properly account for capital commitments as required by South African Standard of Generally Recognised Accounting Practice (SA Standard of GRAP) 17 *Property, plant and equipment*. Discrepancies were identified between amounts recorded in the underlying records and the financial statements. Consequently, capital commitments stated at R83,93 million (2019-20: R179,59 million) in note 50 the financial statements, were misstated by an amount of R5,81 million (2019-20: R5,72 million).

Contingencies

17. I was unable to obtain sufficient appropriate audit evidence for contingencies, as the municipality did not maintain accurate and complete records. I could not confirm contingencies by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to contingencies as stated in note 51 to the financial statements.

Related parties

18. The municipality did not disclose a related party relationships as required by SA Standard of GRAP 20, *Related party disclosures*. The appointment of an administrator at the municipality in terms of section 139(1) of the constitution was not disclosed in the financial statements. Consequently, I was unable to determine the full extent of the understatement of the related party disclosure in note 52 to the financial statements, as it was impracticable to do so.

Irregular expenditure

19. The municipality did not include the full extent of the irregular expenditure incurred in the financial statements, as required by section 125(2)(d) of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA). This was due to payments made in contravention of the supply chain management (SCM) requirements, which resulted in the irregular expenditure. In addition, I was unable to obtain sufficient appropriate audit evidence to confirm the irregular expenditure disclosed in the notes to the financial statements as the irregular expenditure could not be reconciled to the financial statements. I was unable to quantify the full extent of the understatement of irregular expenditure stated at R447,93 million (2019-20: R233,84 million) in note 57 to the financial statements as it was impracticable to do so.

Unauthorised expenditure

20. I was unable to obtain sufficient appropriate audit evidence for unauthorised expenditure due to the status of the accounting records. I was unable to confirm the unauthorised expenditure by alternative means. Consequently, I was unable to determine the full extent of the understatement of unauthorised expenditure as it was impracticable to do so.

Prior period errors

21. The municipality did not disclose prior period errors in the financial statements, as required by SA Standard of GRAP 3, *Accounting policies, changes in accounting estimates and errors*. The nature and the amount of the correction for each financial statement item affected, and the amount of the correction at the beginning of the earliest prior period were not disclosed, as identified by the auditors.

Statement of changes in net assets

22. The municipality did not prepare and disclose the statement of changes in net assets as required by SA Standard of GRAP 1, *Presentation of financial statements*. This was due to errors identified on the opening balance of the accumulated surplus as disclosed in the statement of changes in net assets. Consequently, I was unable to determine the full extent of the errors in the opening balance of the accumulated surplus, stated at R610,24 million in the statement of changes in net assets, as it was impracticable to do so.

Net cash flows from operating and investing activities

23. The municipality did not correctly prepare and disclose the net cash flows from operating and investing activities as required by SA Standard of GRAP 2, *Cash flow statements*. This was due to multiple errors in determining cash flows from operating and investing activities. I was unable to determine the full extent of the errors in the net cash flows from operating and investing activities as it was impracticable to do so. Consequently, I was unable to determine whether any adjustments to cash flows from operating activities stated at R67,68 million and investing activities as stated at R128,94 million in the cash flow statement.

Statement of comparison of budget and actual amounts

24. The municipality did not prepare the statement of comparison of budget and actual amounts in accordance with the requirements of SA Standard of GRAP 24, *Presentation of budget information in the financial statements*. Differences were identified between the budget amounts disclosed in the financial statements and the final approved budget. Consequently, the statement of comparison of budget and actual amounts was misstated. Additionally, an explanation of material differences between the budget and actual amounts was not disclosed in the notes to the financial statements.

Segment information

25. The municipality did not disclose segment information in accordance with the requirements of SA Standard of GRAP 18, *Segment reporting*. The disclosure in the financial statements did not include the following:

- Information about reported segment surplus or deficit, including specified revenues and expenses included in reported segment surplus or deficit, segment assets, segment liabilities and the basis of measurement.
- Reconciliations of the totals of segment revenues, reported segment surplus or deficit, segment assets, segment liabilities and other material segment items to corresponding entity amounts.
- Reconciliations of the amounts in the statement of financial position for reportable segments to the amounts in the entity's statement of financial position are required for each date at which a statement of financial position is presented.

I was unable to quantify the full extent of the misstatement to the segment information disclosure in note 61 to the financial statements as it was impracticable to do so

Accounting by principals and agents

26. The municipality did not correctly disclose the accounting by principals and agents in accordance with requirements of SA standard of GRAP 109, *Accounting by principals and agents*. The disclosure in the financial statements did not include the following:

- Significant terms, conditions of the arrangements and whether any changes occurred during the reporting period

- A description of risks that are transferred from the principal to the agent
- A description of any liabilities incurred on behalf of a principal that have been recognised by the entity

I was unable to quantify the full extent of the misstatement to the accounting by principals and agents disclosure, in note 62 to the financial statements as it was impracticable to do so.

Other matter

27. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure note

28. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

29. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and the Division of Revenue Act of South Africa, 2020 (Act No. 4 of 2020) (Dora), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
30. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

31. My responsibility is to conduct an audit of the financial statements in accordance with the International Standards on Auditing and to issue an auditor's report. However, because of the matters described in the basis for disclaimer of opinion section of this auditor's report, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.
32. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code), as well as the other ethical requirements that relevant to my audit of the in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

Report on the audit of the annual performance report

Introduction and scope

- 33. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected development priority presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
- 34. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality’s approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 35. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the basic service delivery and infrastructure development priority presented in the municipality’s annual performance report on pages x to x for the year ended 30 June 2021.
- 36. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 37. The material findings on the usefulness and reliability of the performance information of the selected development priority are as follows:

KPA 2: Basic service delivery and infrastructure development

Various indicators

- 38. The method of calculation for achieving the below planned indicators were not clearly defined.

Indicator as per the SDBIP	Target per the SDBIP	Reported achievement per the APR
Percentage of reported potholes fixed by year end	100%	97,87%
Percentage of total electricity losses	10%	27,5%
Number of new electricity connections (Wards: 1, 2, 3, 4, 5, 9, 10, 11, 12, 13 & 14) by year end	643	369

Various indicators

39. The method of calculation for measuring the planned indicators were not clearly defined and related systems and processes were not adequate to enable consistent measurement and reliable reporting of performance against the predetermined indicator definitions. I was also unable to obtain sufficient appropriate audit evidence for the reported achievements of three of the 36 indicators relating to this programme. This was due to the lack of accurate and complete records. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report for the indicators listed below:

Indicator description	Target per the SDBIP	Reported achievement per the APR
Number of dwellings provided with connections to mains electricity supply by the municipality	32 622	30 383
Percentage of new electricity connections completed within 14 day turn-around time for all approved applicants	100%	100%
Number of households with electricity connections receiving Free Basic Electricity	4 172	4 394

Nquthu Bulk Storm-water

40. I was unable to audit the usefulness and reliability of the reported indicator of “Nquthu Bulk Storm-water” and the reported achievement of 60%, since it was not pre-determined and not included in the approved service delivery and budget implementation plan for the year under review.

Other matters

41. I draw attention to the matter below.

Achievement of planned targets

42. The annual performance report on pages ... to ... sets out information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 38 to 40 of this report.

Adjustment of material misstatements

43. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of KPA 2: Basic service delivery and infrastructure development priority. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

Report on the audit of compliance with legislation

Introduction and scope

44. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
45. The material findings on compliance with specific matters in key legislation are as follows:

Financial statements

46. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion.

Expenditure management

47. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the irregular expenditure incurred as indicated in the basis for disclaimer of opinion paragraph. The majority of the disclosed irregular expenditure was caused by non-adherence to Supply chain management (SCM) regulations.
48. Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the unauthorised expenditure could not be quantified as indicated in the basis for disclaimer of opinion paragraph. The majority of the disclosed unauthorised expenditure was caused by overspending on expenditure and on grants.

Consequence management

49. Some of the irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.
50. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.

Strategic planning and performance management

51. The service delivery and budget implementation plan (SDBIP) for the year under review did not include monthly revenue projections by source of collection and/or the monthly operational and capital expenditure by vote for each quarter, as required by section 1 of the MFMA.
52. The local community was not afforded the opportunity to comment on the final draft of the Integrated Development Plan (IDP) before adoption, as required by section 42 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) and municipal planning and performance management regulation 15(3).

53. Amendments to the IDP were made without making the proposed amendments available for public comment, as required by section 34(b) of the MSA and municipal planning and performance management regulation 3(4)(b).

Revenue management

54. An adequate management, accounting and information system which accounts for revenue, debtors, receipt of revenue was not in place, as required by section 64(2)(e) of the MFMA.
55. An effective system of internal control for debtors and revenue was not in place, as required by section 64(2)(f) of the MFMA.

Asset management

45. An adequate management, accounting and information system which accounts for assets was not in place, as required by section 63(2)(a) of the MFMA.
56. Some of the investments were not made in accordance with the requirements of the investment policy. Three quotations were not obtained from financial institutions, as required by municipal investment regulation 3(3).

Procurement and contract management

57. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1).
58. Some of the construction contracts were awarded to contractors that did not qualify for the contract in accordance with Regulations 17 and 25(7A) issued in terms of the Construction Industry Development Board Act, 2000 (Act No. 38 of 2000).
59. Some of the invitations to tender for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2).
60. Sufficient appropriate audit evidence could not be obtained that the performance of contractors or providers was monitored on a monthly basis, as required by section 116(2) of the MFMA.
61. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management, as required by section 116(2)(c)(ii) of the MFMA.

Other information

62. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected development priority presented in the annual performance report that has been specifically reported in this auditor's report.

63. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
64. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objective presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
65. As a result of the disclaimer of opinion expressed on the financial statements, I do not conclude on material misstatements of the other information relating to the financial statements. If, based on the work I have performed relating to the audit of performance information and compliance with legislation, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Internal control deficiencies

66. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for disclaimer opinion and the findings on compliance with legislation included in this report.
67. Management did not adequately resolve the numerous material misstatements identified between the underlying records and the financial statements in the prior and current financial years, due to inadequate application of the financial reporting framework as well as the inability to provide the required supporting documentation.
68. Additionally, there was inadequate oversight and monitoring over the achievement of the audit action plans coupled with the slow response in addressing and implementing recommendations and transgressions reported.
69. Management did not adequately monitor and review the performance against predetermined objectives to ensure that reported performance information was useful and reliable.
70. Management did not perform adequate monitoring and review over compliance with applicable legislation.

Other reports

71. I draw attention to the following engagement conducted by various parties which had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

Investigation

72. The Department of Cooperative Governance and Traditional Affairs instituted an investigation into allegations of maladministration, fraud and corruption at the Nquthu Local Municipality in terms of section 106 of the Local Government: Municipal Systems Act 32 of 2000. The outcome of this investigation is still awaited at the date of this auditor's report.

Auditor General

Pietermaritzburg

28 February 2022



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

NQUTHU LOCAL MUNICIPALITY

Type of Opinion Current Year (2020/2021) : Disclaimer

Type of Opinion Previous Year (2019/2020) : Disclaimer

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
<p>1. Investment Property</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for investment property, due to the status of the Accounting records. They were unable to confirm investment property by alternative means. Consequently, they were unable to determine whether any adjustments were necessary for investment property stated at R99.87 million in note 4 to the financial statements.</p>	<p><u>Audit action</u> 1. Valuation of additional eight properties per expert report not justifiable.</p> <p>Response: The expert's report will be referred back to the expert to include valuations for these properties indivisually.</p> <p>2. Improvements of R77.6 million not verified and unbundled.</p> <p>Response: Physical verification of these improvements is underway and will be completed by 31st March 2022. The expert report will be referred back to include the unbundled value of improvements as well as impact on the depreciation and accumulated depreciation and impact on other AFS line items.</p>	<p><u>Audit action</u> Verification of properties and updates on the set of AFS for 2019/2020 and 2020/2021 are complete and Internal Auditors are conducting reviews</p>	<p><u>Audit action</u> Report Progress on action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on action at the end of 31 August 2022</p>

NQUTHU LOCAL MUNICIPALITY

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>3. Donated properties reflected as owned by Government.</p> <p>Response: Appointment of legal attorneys including conveyancers to facilitate the transfer of these properties to Nquthu Municipality.</p> <p>4. Note 47 of AFS incorrectly worded as “a correction was made relating to depreciation for prior year which was previously not disclosed”</p> <p>Response: Review of note 47 of AFS to provide recommended description “ Recording of previously unrecorded investment properties and depreciation thereon” Review of prior period error note for compliance with GRAP 3 requirements e.g. breakdown of net adjustment on investment property and other requirements.</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: Zinhle Ntuli Investment property Valuer, Assets Consultants and AFS Consultants.</p>			
<p>2. Property, Plant and Equipment</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for property, plant and equipment, due to the status of the accounting records. They were unable to confirm property, plant and equipment by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to property, plant and equipment stated at R545.57 million (2019-2020: R420.59 million) in note 5 to the financial statements.</p>	<p><u>Audit action</u></p> <p>1. Adjustments made on audited AFS 2020 for PPE line items not properly disclosed as only address recognition of assets not previously recognized and does not address recognition of depreciation and impairment, movements to prepayments and disposals, reversal of accruals and change in estimate of landfill site provision.</p> <p>Response: Review of note 47 of AFS to provide recommended corrections And compliance with GRAP 3 requirements.</p> <p>2. Differences between</p>	<p><u>Audit action</u></p> <p>Necessary reviews and updates were performed and Internal Auditors are busy with final reviews</p>	<p><u>Audit action</u></p> <p>Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u></p> <p>Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>FAR, AFS and GL on infrastructure roads and storm water, plant and machinery, furniture and fixtures.</p> <p>Response: The differences have been corrected. The AFS agrees with FAR and GL. Internal auditors to review the corrections made and reconciliation of AFS, FAR and GL and provide their conclusion on this.</p> <p>3. Land valuation understated by R2 479 435 (4 363 986 less 1 884 551) where expert report reflected increase in value of land of 4 363 986 but AFS only recognized 1 884 551.</p> <p>Response: The full amount of 4 363 986 was included, AGSA only looked at the net adjustment and not the breakdown of adjustment. Internal auditors to review the breakdown and provide their conclusion.</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>4. Adjustments on the AFS amounting to 5 035 713.81 was not supported by any evidence and process to identify these adjustments not clear.</p> <p>Response: The amount of 5 035 713 related to transactions that were erroneously omitted on the first set of AFS that was audited. The supporting evidence for these transactions will be filed and submitted to IA for review.</p> <p>5. Invalid journals processed and no supporting evidence for these journals provided.</p> <p>Response: The journals together with supporting evidence will be submitted to IA to review and make their own conclusion on these journals.</p> <p>6. Reconciliation between</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>audited set of AFS and opening balances for 2020/21 does not provide listing of transactions making adjustments and also the supporting evidence for these transactions.</p> <p>Response: The transaction listings making the adjustments will be compiled and also the supporting evidence for these transactions filed and submitted to internal audit for reviews.</p> <p>7. Land fill site provision not accounted for at present value in terms of GRAP 19.</p> <p>Response: The expert report that determined the provision for land fill site will be referred back to them to revise the provision amount to be at present value.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		Action owner:			
<p>3. Cash and cash Equivalents</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for cash and cash equivalents, due to the status of the Accounting records. They were unable to confirm cash equivalents by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to cash and cash equivalents stated at R192.92 million in note 18 to the financial statements</p>	<p>Audit action 1. Difference between the bank balance presented on the AFS and investment register balances against amounts as per the bank confirmation. Response: The bank reconciliation prepared reconciling the bank account balance on the AFS and grant register will be submitted to IA for review and IA would provide his opinion on the report. 2. Accounts not disclosed in cash and cash equivalents note and also not included on the investment register. Response: The bank</p>	<p>Audit action Necessary reconciliations and corrections were performed, Internal Auditors are busy with final reviews</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>accounts were closed and had no balances and therefore were not disclosed and on the cash and cash equivalents note and also on the investment register.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: Wandile Sibiya, AFS Consultants.</p>			
<p>4. Receivables from exchange transactions</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for receivables from exchange transactions, as the underlying records could not be reconciled to the financial statements. They were unable to receivables from exchange from exchange transactions by alternative means. Consequently, they were unable to determine whether any adjustment was necessary to receivables from exchange transactions stated at R13.48 million (2019-20202: R682 000) in notes 12 and 17 to the financial statements</p>	<p><u>Audit action</u> <u>Action</u> Support restated opening balance for Receivables with all movements documents i.e. journals and calculations. Ensure reconciliation between ledger and sub-modules are tying up and totaling to ledger figures. <u>AG Finding</u> Difference in Receivables from exchange transactions between debtors ageing and gross balance per the AFS. <u>Action</u></p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Finalise data from billing module timely for AFS preparation to allow all debtors information to be disclosed on AFS.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: Mzwandile Mahlangu</p>			
<p>5. Receivables from non-exchange transactions</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for receivables from non-exchange transactions, as the underlying records could not be reconciled to the financial statements. They were unable to confirm receivables from non-exchange transactions by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to receivables from non-exchange transactions stated at R55.58 million (2019-2020: R56.26 million) in notes 13 and 17 to the financial statements.</p>	<p>Audit action AG Finding Difference in Receivables from non-exchange transactions between current year AFS comparative figure and GL/TB (COMAF 12) Difference in Receivables from non-exchange transactions between debtors ageing and gross balance per the AFS (COMAF 12).</p> <p>Action Support all disclosed figures with relevant document, where</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>journals were finalized valid supporting will be attached. Reconcile ageing to TB/Ledger. Finalise billing information timely so that it can be disclosed correctly on AFS.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p>			
<p>6. Payables from exchange transactions</p>	<p>Auditors were unable to obtain sufficient appropriate audit for payables from exchange transactions, as the underlying records could not be reconciled to the financial statements. They were unable to confirm payables from exchange transactions by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to payables from exchange transactions stated at R34.33 million (2019-2020: R44.97 million) in note 23 to the financial statements.</p>	<p>Audit action 1. Balance of payables from exchange transactions for 2020 does not agree to the prior year audited Annual Financial Statements (AFS) and the opening balance as per the 2020-21 General Ledger (GL) and Trial Balance (TB)</p> <p>Response: Reconciliation of the 2020 audited AFS with opening balances for 2021 will be performed and any adjustments made disclosed as a prior period error.</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>2. Differences identified between the 2020 supporting schedules, comparative amount in 2021 AFS and opening balance of the TB for 2021.</p> <p>Response: supporting schedules prepared be reviewed thoroughly to ensure that it reconciles with figures presented on the AFS and also on the GL and TB.</p> <p>3. Journals to support the entire adjustment made not provided</p> <p>Response: The adjustment supporting evidence has been prepared and will be submitted to IA to review and provide their own conclusion.</p> <p>4. Accuracy and completeness of the payables from exchange transactions opening balance for 2021 cannot be confirmed</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Response: The reconciliation of the two systems will be performed to ensure completeness of transactions being transferred from the old system to the new system.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: Maso Mbatha, AFS Consultants.</p>			
<p>7. Employee benefits</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for employee benefit obligations as the underlying records could not be reconciled to the financial statements. They were unable to confirm employee benefit obligations by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to the employee benefit obligations stated at R4.08 million (2019-2020: R2.96 million) in note 8 to the financial statements</p>	<p>Audit action 1. Balance of the employee benefit obligations figures for 2020 does not agree to the prior year audited Annual Financial Statements (AFS) and the opening balance as per the 2020-21 General Ledger (GL) and Trial Balance (TB)</p> <p>Reconciliation of the 2020 audited AFS with opening balances for 2021 will be performed and any adjustments made disclosed as a prior period</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ↔ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ↔ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>error.</p> <p>2. Differences identified between the 2020 supporting reports, comparative amount in 2021 AFS and opening balance of the TB for 2021</p> <p>Response: supporting schedules prepared be reviewed thoroughly to ensure that it reconciles with figures presented on the AFS and also on the GL and TB.</p> <p>3. Accuracy and completeness of the employee benefit obligation opening balance for 2021 cannot be confirmed</p> <p>Response: The reconciliation of the two systems will be performed to ensure completeness of transactions being transferred from the old system to the new system.</p> <p>Responsible Official</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>CHIEF FINANCIAL OFFICER</p> <p>Action owner:</p>			
<p>8. Provisions</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for provisions, as the underlying records could not be reconciled to the financial statements. They were unable to confirm the provisions amount by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to provisions stated at R37.91 million (2019-2020: R8.07 million) in note 22 the financial statements</p>	<p><u>Audit action</u></p> <p>1. Balance of provisions for 2020 does not agree to the prior year audited Annual Financial Statements (AFS) and the opening balance as per the 2020-21 General Ledger (GL) and Trial Balance (TB)</p> <p>Response: Reconciliation of the 2020 audited AFS with opening balances for 2021 will be performed and any adjustments made disclosed as a prior period error.</p> <p>2. Difference identified between the 2020 supporting report, comparative amount in 2021 AFS and opening balance of the TB for 2021</p> <p>Response: supporting schedules prepared be</p>	<p><u>Audit action</u></p> <p>Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u></p> <p>Report Progress on ↩ action at the end of 30 July 2022</p>	<p><u>Audit action</u></p> <p>Report Progress on ↩ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>reviewed thoroughly to ensure that it reconciles with figures presented on the AFS and also on the GL and TB.</p> <p>3. Journals to support the adjustments made not provided</p> <p>Response: The adjustment supporting evidence has been prepared and will be submitted to IA to review and provide their own conclusion.</p> <p>4. Accuracy and completeness of the provisions opening balance for 2021 cannot be confirmed</p> <p>Response: The reconciliation of the two systems will be performed to ensure completeness of transactions being transferred from the old system to the new system.</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: Zinhle P Ntuli, Maso N Mbatha and AFS Consultant.</p>			
<p>9. Revenue from exchange transactions</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for revenue from exchange transactions: service charges, as the underlying records could not be reconciled to the financial statements. They were unable to confirm revenue from exchange transactions: service charges amount by the alternate means. Consequently, they were unable to determine whether any adjustments were necessary to revenue from exchange transactions: service charges stated at R23.33 million (2019-2020: R17.45 million) in note 26 to the financial statements.</p> <p>Auditors were unable to obtain sufficient appropriate audit evidence for revenue from exchange transactions: interest from investments, due to the status of accounting records. They were unable to confirm revenue from exchange transactions: interest received from investments by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to revenue from exchange transactions: interest received from investments stated at R10.13 million in the financial statements</p>	<p>Audit action AG Finding Difference between the billing report and AFS for Revenue from exchange transactions (Service charges) (COMAF 23) Difference between the investment register and the AFS for Revenue from exchange transactions (Interest received from investments) (COMAF 02) and (COMAF 42).</p> <p>Action Support restated opening balance for Receivables with all movements documents i.e. journals and calculations. Ensure reconciliation between ledger and sub-modules are tying up and totaling to ledger figures. AG Finding Difference in Receivables</p>	<p>Audit action Report Progress on ⇐ Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>from exchange transactions between debtors ageing and gross balance per the AFS.</p> <p><u>Action</u> Finalise data from billing module timely for AFS preparation to allow all debtors information to be disclosed on AFS.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner: Wandile Sibiya</p>			
<p>10. Revenue from non-exchange transactions</p>	<p>Auditors were unable to obtain sufficient appropriate audit evidence for revenue from non-exchange transactions: property rates, as the underlying records could not be reconciled to the financial statements. They were unable to confirm the revenue from non-exchange transactions: property rates amount by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to revenue from non-exchange transactions: property rates stated at R31.56 million (2019-2020: R42.62 million) in note 34 to the financial statements.</p> <p>Auditors were unable to obtain sufficient appropriate audit evidence for revenue from non-exchange transactions: government grants and subsidies, as the underlying records could not be reconciled to the financial</p>	<p><u>Audit action</u> <u>Action</u> Support all disclosed figures with relevant document, where journals were finalized valid supporting will be attached. Reconcile ageing to TB/Ledger. Finalise billing information timely so that it can be disclosed correctly on AFS.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on ⇄ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇄ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	statements. They were unable to confirm revenue from non-exchange transactions: government grants and subsidies by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to revenue from non-exchange transactions: government grants and subsidies corresponding figure stated at R184.42 million in note 36 to the financial statements.	Action owner: Mzwandile Mahlangu			
11. Employee related costs	Auditors were unable to obtain sufficient appropriate audit evidence for employee related costs, as the underlying records could not be reconciled to the financial statements. They could not confirm the employee related costs amount by alternative means. Consequently, they were unable to determine whether any further adjustments were necessary to employee related costs stated at R82.27 million (2019-2020: R68.99 million) in note 37 of the financial statements	<p>Audit action</p> <p>1. Differences between the amounts as presented on the face of the statement for financial performance and the amount as disclosed on note 37 of the AFS</p> <p>Response: The amounts disclosed on the face of the AFS has been reconciled with the note to the AFS and will be submitted to IA for review and to provide conclusion.</p> <p>2. Differences between the payroll system figures and the general ledger (GL)/ trial balance (TB) figures</p> <p>Response: The amounts disclosed on the face of the AFS has been</p>	Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews	Audit action Report Progress on ↺ action at the end of 30 July 2022	Audit action Report Progress on ↺ action at the end of 31 August 2022

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>reconciled with the note to the AFS and will be submitted to IA for review and to provide conclusion.</p> <p>3. Differences between the general ledger (GL)/ trial balance (TB) figures and the annual financial statement (AFS) figures 2021</p> <p>Response: The amounts disclosed on the face of the AFS has been reconciled with the note to the AFS and will be submitted to IA for review and to provide conclusion.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner:</p>			
<p>12. Commitments</p>	<p>The municipality did not properly account for capital commitments as required by South African Standard of Generally Recognised Accounting Practice (SA Standard of GRAPO 17 Property, plant and equipment. Discrepancies were identified between amounts recorded in the underlying records and the financial statements. Consequently, capital commitments stated at R83.93</p>	<p><u>Audit action</u> <u>AG Finding</u> Difference between the register and the AFS for capital commitments. Difference between the register and the AFS for</p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	million (2019-2020: R179.59 million) in note 50 of the financial statements, were misstated by an amount of R5.81 million (2019-2020: R5.72 million)	<p>operational commitments</p> <p><u>Action</u> Compile one version of register (operational and capital commitments, supported by voucher evidence. Finalise the registers monthly and submit to IA for review before disclosing information on the AFS.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner: Snikeziwe Zulu</p>			
13. Contingencies	They were unable to obtain sufficient appropriate audit evidence for contingencies, as the municipality did not maintain accurate and complete records. They could not confirm contingencies by alternative means. Consequently, they were unable to determine whether any adjustments were necessary to contingencies as stated in note 51 to the financial statements.	<p><u>Audit action</u> AG Finding Contingencies misstatement Contingencies disclosed in the notes to the AFS do not agree to cases per the report presented to audit committee and confirmations from attorneys.</p> <p>External confirmations for some cases included in the report presented to</p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>audit committee not obtained. <u>Action</u> Review litigation report, for finalized cases and disclose only valid and pending cases. IA to review litigation report for accuracy and validity. Engage with attorney to provide AG with legal confirmations. Source reasons from attorneys that did not furnish legal confirmations. <u>Responsible Official</u> <u>Responsible Official</u> CHIEF FINANCIAL OFFICER <u>Action owner:</u></p>			
<p>14. Related Parties</p>	<p>The municipality did not disclose a related party relationship as required by SA Standard o GRAP 20. Related party disclosures. The appointment of an administrator at the municipality in terms of section 139(1) of the constitution was not disclosed in the financial statements. Consequently, they were unable to determine the full extent of the understatement of the related party disclosure in note 52 to the financial statements, as it was impracticable to do so.</p>	<p><u>Audit action</u> 1. Intervention by Administrator not disclosed as a related party Response: The AFS has been amended to include the intervention by administrator as a related party. The AFS will be submitted to IA for review</p>	<p><u>Audit action</u> Necessary disclosures were performed in the 2019/20 and 2020/21 financial year AFS (Corrected version)</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

NQUTHU LOCAL MUNICIPALITY

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>and to provide their own conclusion.</p> <p>2. Accounting policy note on related party is generic and does not discuss parties in relation to municipality</p> <p>Response: The AFS has been amended to include the intervention by administrator as a related party, Councillors Remuneration as well as management.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner: CFO, AFS Consultants</p>			

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
<p>15. Irregular expenditure</p>	<p>The municipality did not include the full extent of the irregular expenditure incurred in the financial statements, as required by section 125(2)(d) of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA). This was due to payments made in contravention of the supply chain management (SCM) requirements, which resulted in the irregular expenditure. In addition, they were unable to obtain sufficient appropriate audit evidence to confirm the irregular expenditure disclosed in the notes to the financial statements as the irregular expenditure could not be reconciled to the financial statements. They were unable to quantify the full extent of the understatement of irregular expenditure stated at R447.93 million (2019-2020: R233.84 million) in note 57 to the financial statements as it was impracticable to do so.</p>	<p><u>Audit action</u> AG Finding Misstatements in irregular expenditure not corrected from prior year. Irregular expenditure register incomplete, duplicates included in the register resulting in the under- and over-statement of irregular expenditure. Adjustment made on the amended set were not valid, irregular expenditure was reduced with no corroborating evidence, the irregular expenditure disclosed as recoverable in the adjusted set could not be traced to the receivables. <u>Action</u> Review irregular expenditure register, consider council resolutions to write off expenditure as recommended and remove such from the register. Recover all monies that council resolved to recover from irregular expenditure.</p>	<p><u>Audit action</u> The matter has been referred to Council and investigation by Council committee</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Compile conclusive register to include all expenditures that are irregular, follow reporting procedures i.e. MPAC, Disciplinary board and council and implement all recommendations by the relevant structures.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner:</p>			
<p>16. Unauthorized Expenditure</p>	<p>They were unable to obtain sufficient appropriate audit evidence for unauthorised expenditure due to the status of the accounting records. They were unable to determine the full extent of the understatement of unauthorised expenditure as it was impracticable to do so.</p>	<p>Audit action Unauthorised, Irregular, Fruitless and wasteful expenditure not prevented.</p> <p>Response: An investigation of each case of UIFW will be investigated internally to identify the root causes of these UIFW amounts. Compliance checklist will be drawn up and include these root causes to ascertain it does not recur.</p>	<p>Audit action The matter has been referred to Council and investigation by Council committee</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Responsible Official CHIEF FINANCIAL OFFICER Action owner:</p>			
<p>17. Prior period errors</p>	<p>The municipality did not disclose prior period errors in the financial statements, as required by SA Standard of GRAP 3, Accounting policies, changes in accounting estimates and errors. The nature and the amount of the correction for each financial statement item affected, and amount of the correction at the beginning of the earliest prior period were not disclosed, as identified by the auditors.</p>	<p>Audit action Prior period errors not disclosed in the annual financial statements</p> <p>Response: The prior period error note has now been disclosed on the annual financial statements. The AFS will be submitted to IA for review and their own conclusion on the prior period error note disclosed.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: CFO and AFS Consultants</p>	<p>Audit action Necessary disclosures were performed and Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ↺ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ↺ action at the end of 31 August 2022</p>
<p>18. Statement of changes in net assets</p>	<p>The municipality did not prepare and disclose the statement of changes in net assets as required by SA Standards of GRAP 1, Presentation of financial statements. This was due to errors identified on the opening balance of the accumulated surplus as disclosed in the statement of changes in net assets. Consequently, they were unable to determine the full extent of the</p>	<p>Audit action Action Gather financial data timely and prepare AFS well in time to conclude all statements, review accumulated surplus</p>	<p>Audit action Necessary reviews were done and completed</p>	<p>Audit action Report Progress on ↺ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ↺ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	errors in the opening balance of the accumulated surplus, stated at R610.24 million in the statement of changes in net assets, as it was impracticable to do so.	<p>figures to ensure accurate are included in the statement of changes in net assets.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner:</p>			
<p>19. Net cash flows from operating and investing activities</p>	<p>The municipality did not correctly prepare and disclose the net cash flows from operating and investing activities as required by SA Standard of GRAP 2, Cash flow statements. This was due to multiple errors in determining cash flows from operating and investing activities. They were unable to determine the full extent of the errors in the net cash flows from operating and investing activities as it was impracticable to do so. Consequently, they were unable to determine whether any adjustments to cash flows from operating activities stated at R67.68 million and investing activities as stated at R128.94 million in the cash flow statement.</p>	<p><u>Audit action</u> The GRAP compliance checklist will be developed and ticked against to ensure the presentation and disclosure requirements relating to cash flow has been complied with.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner:</p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
<p>20. Statement of comparison of budget and actuals</p>	<p>The municipality did not prepare the statement of comparison of budget and actual amount in accordance with the requirements of SA Standard of GRAP 24, Presentation of budget information in the financial statements. Differences were identified between the budget amounts disclosed in the financial statements and the final approved budget. Consequently, the statement of comparison of budget and actual amounts was misstated. Additionally, an explanation of material differences between the budget and actual amounts was not disclosed in the notes to the financial statements.</p>	<p><u>Audit action</u> The AFS has been amended to correctly disclose the amount budgeted against the actual expenditure and also to include the explanations for all the variances. The amended set of AFS will be submitted to IA for review and expression of their own opinion</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p><u>Action owner:</u></p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on ⇄ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇄ action at the end of 31 August 2022</p>
<p>21. Segment information</p>	<p>The municipality did not disclose segment information in accordance with the requirement of SA Standard of GRAP 16, segment reporting. The disclosure in the financial statements did not include the following:</p> <ul style="list-style-type: none"> Information about reported segment surplus or deficit, including specified revenues and expenses included in reported segment surplus or deficit, segment assets, segments liabilities and the basis of measurement Reconciliations of the totals of segment revenues, reported segment surplus or deficit, segment assets, segment liabilities and other material segment items to corresponding entity amounts. 	<p><u>Audit action</u> The GRAP compliance checklist will be developed and ticked against to ensure the disclosure requirements relating to segment information has been complied with.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p><u>Action owner:</u></p>	<p><u>Audit action</u> GRAP compliance checklist has been developed</p>	<p><u>Audit action</u> Report Progress on ⇄ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇄ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	<ul style="list-style-type: none"> Reconciliations of the amounts in the statement of financial position for reportable segments to the amounts in the entity's statement of financial position are required for each date at which a statement of financial position is presented. <p>They were unable to quantify the full extent of the misstatement to the segment information disclosure in note 61 to the financial statements as it was impracticable to do so</p>				
<p>22. Accounting principals and agents</p>	<p>The municipality did not correctly disclose the accounting by principals and agents in accordance with requirements of SA Standards of GRAP 109, Accounting by principals and agents. The disclosure in the financial statements did not include the following:</p> <ul style="list-style-type: none"> Significant terms, conditions of the arrangements and whether any changes occurred during the reporting period. A description of risks that are transferred from the principal to the agent A description of any liabilities incurred on behalf of a principal that have been recognised by the entity <p>They were unable to quantify the full extent of the misstatement to the accounting by principals and agents' disclosure, in note 62 to the financial statements as it was impracticable to do so</p>	<p>Audit action The AFS were amended to disclose transactions where the municipality has been acting as an agent of the principal. The amended AFS will be submitted to IA for review and to provide their opinion on the amendments made.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner:</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ↺ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ↺ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)												
<p>23. Unaudited disclosure notes</p>	<p>In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars on non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it</p>	<p><u>Audit action</u> The AFS has been amended to disclose all particulars of non-compliance with MFMA. The amended set of AFS will be forwarded to internal auditors for review and their own conclusion</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner: CFO, AFS Consulta</p>	<p><u>Audit action</u> Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p><u>Audit action</u> Report Progress on action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on action at the end of 31 August 2022</p>												
<p><u>KPA 2: Basic service delivery and infrastructure development</u></p>																	
<p>24. Basic Service Delivery - Various indicators</p>	<p>The method of calculation for achieving the below planned indicators were not clearly defined.</p> <table border="1" data-bbox="427 975 1055 1342"> <thead> <tr> <th data-bbox="427 975 745 1070">Indicator as per the SDBIP</th> <th data-bbox="745 975 871 1070">Target per the SDBIP</th> <th data-bbox="871 975 1055 1070">Reported achievement per the APR</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 1070 745 1142">Percentage of reported potholes fixed by year end</td> <td data-bbox="745 1070 871 1142">100%</td> <td data-bbox="871 1070 1055 1142">97.87%</td> </tr> <tr> <td data-bbox="427 1142 745 1206">Percentage of total electricity losses</td> <td data-bbox="745 1142 871 1206">10%</td> <td data-bbox="871 1142 1055 1206">27.5%</td> </tr> <tr> <td data-bbox="427 1206 745 1342">Number of new electricity connections (Wards: 1, 2, 3, 4, 5, 9, 10, 11, 12, 13 & 14) by year end.</td> <td data-bbox="745 1206 871 1342">643</td> <td data-bbox="871 1206 1055 1342">369</td> </tr> </tbody> </table>	Indicator as per the SDBIP	Target per the SDBIP	Reported achievement per the APR	Percentage of reported potholes fixed by year end	100%	97.87%	Percentage of total electricity losses	10%	27.5%	Number of new electricity connections (Wards: 1, 2, 3, 4, 5, 9, 10, 11, 12, 13 & 14) by year end.	643	369	<p><u>Audit action</u> Prepare adjustments on 2021/22 SDBIP in line with MFMA Circulars 71 and 88 to ensure indicators adherence to SMART principle</p> <p>Submit adjusted 2021/22 SDBIP to Internal Auditors for review</p>	<p><u>Audit action</u> Adjustments on 2021/22 SDBIP were performed in February and March 2022 (Midyear review & 2nd SDBIP adjustment)</p> <p>2021/22 SDBIP was submitted to Internal Auditors and COGTA for review</p>	<p><u>Audit action</u> COMPLETED</p>	<p><u>Audit action</u> COMPLETED</p>
Indicator as per the SDBIP	Target per the SDBIP	Reported achievement per the APR															
Percentage of reported potholes fixed by year end	100%	97.87%															
Percentage of total electricity losses	10%	27.5%															
Number of new electricity connections (Wards: 1, 2, 3, 4, 5, 9, 10, 11, 12, 13 & 14) by year end.	643	369															

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Submit final SDBIP to Mayor for approval in terms of section 53(ii) of the MFMA</p> <p>Prepare 2022/23 Draft SDBIP</p> <p><u>Responsible Official</u> MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>	<p>Comments from COGTA and Internal Auditors were taken into account and the Final reviewed 2021/22 SDBIP taken to Mayor for approval</p> <p>Draft 2022/23 SDBIP was prepared</p>		
<p>25. Basic Service Delivery – Various Indicators</p>	<p>The method of calculation for measuring the planned indicators were not clearly defined and related systems and processes were not adequate to enable consistent measurement and relate reporting performance against the predetermined indicator definitions. They also unable to obtain sufficient appropriate audit evidence for the reported achievements of three of the 36 indicators relating to this programme. This was due to the lack of accurate and complete records. They were unable to determine whether any adjustments were required to the reported achievements in the annual performance report for the indicators listed below.</p>	<p><u>Audit action</u> Prepare adjustments on the 2021/22 SDBIP in line with MFMA Circular 88</p> <p>Submit adjusted 2021/22 SDBIP to Internal Auditors</p>	<p><u>Audit action</u> Adjustments on 2021/22 SDBIP were performed in February and March 2022 (Midyear review & 2nd SDBIP adjustment)</p> <p>2021/22 SDBIP was submitted to Internal</p>	<p><u>Audit action</u> COMPLETED</p>	<p><u>Audit action</u> COMPLETED</p>

Nature of Audit Query	Audit Query			Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)										
	<table border="1"> <thead> <tr> <th data-bbox="427 320 757 416">Indicator description</th> <th data-bbox="757 320 887 416">Target per the SDBIP</th> <th data-bbox="887 320 1055 416">Reported achievement per the APR</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 416 757 549">Number of dwellings provided with connections to mains electricity supply by the municipality</td> <td data-bbox="757 416 887 549">32622</td> <td data-bbox="887 416 1055 549">30 383</td> </tr> <tr> <td data-bbox="427 549 757 715">Percentage of new electricity connections completed within 14 day turn-around time for all approved applicants</td> <td data-bbox="757 549 887 715">100%</td> <td data-bbox="887 549 1055 715">100%</td> </tr> <tr> <td data-bbox="427 715 757 842">Number of households with electricity connections receiving Free Basic Electricity</td> <td data-bbox="757 715 887 842">4172</td> <td data-bbox="887 715 1055 842">4394</td> </tr> </tbody> </table>	Indicator description	Target per the SDBIP	Reported achievement per the APR	Number of dwellings provided with connections to mains electricity supply by the municipality	32622	30 383	Percentage of new electricity connections completed within 14 day turn-around time for all approved applicants	100%	100%	Number of households with electricity connections receiving Free Basic Electricity	4172	4394	<p>for review</p> <p>Request COGTA PMS unit to workshop stakeholders on appropriate audit evidence collection and records management</p> <p><u>Responsible Official</u> MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>	<p>Auditors and COGTA for review</p> <p>Request for a workshop with COGTA PMS Unit has been lodged</p>		
Indicator description	Target per the SDBIP	Reported achievement per the APR															
Number of dwellings provided with connections to mains electricity supply by the municipality	32622	30 383															
Percentage of new electricity connections completed within 14 day turn-around time for all approved applicants	100%	100%															
Number of households with electricity connections receiving Free Basic Electricity	4172	4394															
<p>26. Nquthu – Bulk Storm water</p>	<p>They were unable to audit the usefulness and reliability of the reported indicators of “Nquthu Bulk Storm-water” and the reported achievement of 60%, since it was not pre-determined and not included in the approved service delivery and budget implementation plan for the year under review.</p>	<p><u>Audit action</u> Incorporate Nquthu – Bulk storm water project during review of 2021/22 SDBIP</p> <p><u>Responsible Official</u> MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>	<p><u>Audit action</u> Nquthu – Bulk storm water project was incorporated on 2021/22 final review of the SDBIP</p>	<p><u>Audit action</u> COMPLETED</p>	<p><u>Audit action</u> COMPLETED</p>												

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
<p>27. Achievement of planned targets</p>	<p>The annual performance report on pages...to...sets out information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 38 to 40 of this report</p>	<p><u>Audit action</u> Consider recommendations of the Auditor General during review of 2021/22 SDBIP and 2022/23 SDBIP</p> <p><u>Responsible Official</u> MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>	<p><u>Audit action</u> Recommendations of the Auditor General were taken into account on the 2021/22 SDBIP review and draft 2022/23</p>	<p><u>Audit action</u> COMPLETED</p>	<p><u>Audit action</u> COMPLETED</p>
<p>28. Adjustment of material misstatement</p>	<p>They identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of KPA 2: Basic service delivery and infrastructure developments priority. As management subsequently corrected only some of the misstatements, they raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.</p>	<p><u>Audit action</u> Perform reviews to the 2021/22 SDBIP to avoid recurring audit findings</p> <p>Request internal audit to verify 2021/22 APR versus submitted POE's</p>	<p><u>Audit action</u> Adjustments on 2021/22 SDBIP were performed in February and March 2022 (Midyear review & 2nd SDBIP adjustment)</p>	<p><u>Audit action</u> COMPLETED</p>	<p><u>Audit action</u> COMPLETED</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Responsible Official MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>			
<p>Report on the audit of compliance with legislation</p>					
<p>29. Financial Statements</p>	<p>The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statement receiving a disclaimer audit opinion.</p>	<p>Audit action Annual Financial Statements not prepared in accordance with section 122(1) of the MFMA</p> <p>Response: AFS preparation plan will be drawn up with time lines to be able to monitor progress and will be submitted to IA and Audit Committee for review and their input. The plan will allow sufficient time for review by IA and Audit committee to ensure AFS produced are credible.</p> <p>National Treasury's AFS checklist will also be utilized to ensure that the AFS produced are credible.</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ↻ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ↻ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
		<p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: CFO and AFS Consultants.</p>			
<p>30. Expenditure management</p>	<p>Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the irregular expenditure incurred as indicated in the basis for disclaimer of opinion paragraph. The majority of the disclosed irregular expenditure was caused by non-adherence to Supply Chain management (SCM) regulations.</p> <p>Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the unauthorised expenditure could not be qualified as indicated in the basis for disclaimer of opinion paragraph. The majority of the disclosed unauthorised expenditure was caused by overspending on expenditure and on grants.</p>	<p>Audit action Unauthorized, Irregular, Fruitless and wasteful expenditure not prevented.</p> <p>Response: An investigation of each case of UIFW will be investigated internally to identify the root causes of these UIFW amounts. Compliance checklist will be drawn up and include these root causes to ascertain it does not recur.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: S Zulu (SCM Manager)</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>
<p>31. Consequence management</p>	<p>Some of the irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section</p>	<p>Audit action Unauthorized expenditure not</p>	<p>Audit action The matter has been referred to Council</p>	<p>Audit action Report Progress on ⇐ action at the end of 30</p>	<p>Audit action Report Progress on ⇐ action at the</p>

NQUTHU LOCAL MUNICIPALITY

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	<p>32(2)(b) of the MFMA.</p> <p>Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.</p>	<p>investigated and not disclosed on the AFS</p> <p>Response: An exercise where all payments made in the current year and past two years will be reviewed against scm compliance checklist to identify all transactions which should have been declared as UIFW and compile a register from this exercise. This register will inform amounts disclosed on the AFS and also it will be reported to Council and Council to appoint a committee to investigate.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner: S Zulu (SCM Manager)</p>	<p>and investigation by Council Committee <u>Date</u></p>	<p>July 2022</p>	<p>end of 31 August 2022</p>
<p>32. Strategic Planning and Performance management</p>	<p>The service delivery and budget implementation plan (SDBIP) for the year under review did not include monthly revenue projections by source of collection and/or the monthly operational and capital expenditure by vote for each quarter by section 1 of the MFMA.</p>	<p><u>Audit action</u> Review 2021/22 SDBIP to include monthly financial indicators</p>	<p><u>Audit action</u> Monthly financial indicators were included in the reviewed 2021/22 SDBIP</p>	<p><u>Audit action</u> COMPLETED</p>	<p><u>Audit action</u> COMPLETED</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	<p>The local community was not afforded the opportunity to comment on the final draft of the Integrated Development Plan (IDP) before adoption, as required by section 42 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) and municipal planning and performance management regulation 15(3)</p> <p>Amendments to the IDP were made without making the proposed amendments available for public comment, as required by section 34(b) of the MSA and municipal planning and performance management regulation 3(4)(b)</p>	<p>Consider including monthly financial indicators to 2022/23 SDBIP</p> <p>Responsible Official MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>	<p>Monthly financial indicators were included in the draft 2022/23 SDBIP</p>		
<p>33. Revenue Management</p>	<p>An adequate management, accounting and information system which accounts for revenue, debtors, receipts of revenue was not in place, as required by section 64(2)(e) of the MFMA.</p> <p>An effective system of internal control for debtors and revenue was not in place, as required by section 64(2)(f) of the MFMA</p>	<p>Audit action All transactions kept and captured in the system should reconcile to all input documents used, i.e. receipts reconcile to collected revenues. Reconcile billing module to general ledger.</p> <p>Responsible Official CHIEF FINANCIAL OFFICER</p> <p>Action owner: W Mahlangu (Acting Revenue Manager)</p>	<p>Audit action Reconciliations and corrections were performed, Internal Auditors are busy with reviews</p>	<p>Audit action Report Progress on ⇐ action at the end of 30 July 2022</p>	<p>Audit action Report Progress on ⇐ action at the end of 31 August 2022</p>
<p>34. Asset Management</p>	<p>An adequate management, accounting and information system which accounts for assets was not in place, as</p>	<p>Audit action Action</p>	<p>Audit action Reconciliations and</p>	<p>Audit action Report Progress on ⇐</p>	<p>Audit action Report Progress</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	<p>required by section 63(2)(a) of the MFMA.</p> <p>Some of the investments were not made in accordance with the requirements of the investment policy. Three quotations were not obtained from financial institutions, as required by municipal investment regulations 3(3).</p>	<p>Support all transactions captured in the SDM Asset management system. Reconcile all transactions to FAR.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p> <p>Action owner: Z Ntuli (Asset Accountant)</p>	<p>corrections were performed, Internal Auditors are busy with reviews</p>	<p>action at the end of 30 July 2022</p>	<p>on ⇐ action at the end of 31 August 2022</p>
<p>35. Procurement and contract management</p>	<p>Some of the goods and services of a transaction value above R200 000 were procured without inviting competition bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1)</p> <p>Some of the construction contracts were awarded to contractors that did not qualify for the contract in accordance with regulation 17 and 25 (7A) issued in terms of the construction industry Development Board Act, 2000 (Act No. 38 of 2000)</p> <p>Some of the invitations to tender for procurement of commodities designated for local content and prosecution, did not stipulate the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2)</p> <p>Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures were in place to ensure effective contract management, as required by section 116(2)(c)(ii) of the</p>	<p><u>Audit action</u> Action Appoint service providers on time to avoid deviations, report all deviations in line with SCM regulations. Appoint contractors in line with Regulation, request Treasury assistance with CIDB grading processes and scales. Report local content accordingly, attend to all adverts prior to publication to ensure local content threshold is stipulated.</p> <p><u>Responsible Official</u> CHIEF FINANCIAL OFFICER</p>	<p><u>Audit action</u> Management to monitor BID Committee work plan</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 30 July 2022</p>	<p><u>Audit action</u> Report Progress on ⇐ action at the end of 31 August 2022</p>

Nature of Audit Query	Audit Query	Audit Response (31 March 2022)	Audit Response (30 June 2022)	Audit Response Progress (31 July 2022)	Audit Response Progress (31 August 2022)
	MFMA	Action owner: S Zulu (SCM Manager)			
36. Internal control deficiencies	<p>Internal controls were considered relevant to the audit of the financial statements, reported performance information and compliance with applicable legislation, however the objective was not to express any form of assurance on it. The matters reported below are limited to the findings on compliance with legislation included in this report.</p> <p>Management did not adequately resolve the numerous material misstatements identified between the underlying records and the financial misstatements in the prior and current financial years, due to inadequate application of the financial reporting framework as well as the inability to provide the required supporting documentation.</p> <p>Additionally, there was inadequate oversight and monitoring over the achievement of the audit action plans occupied with the slow response in addressing and implanting recommendation and transgression reported.</p> <p>Management did not adequately monitor and review the performance against predetermined objectives to ensure that reported performance information was useful and reliable.</p> <p>Management did not perform adequate monitoring and review over compliance with applicable legislation.</p>	<p>Audit action Conduct quarterly PMS meetings with departments to report actuals and verify credibility and adequacy of POE's</p> <p>Responsible Official MANAGER: OFFICE OF THE MUNICIPAL MANAGER</p> <p>Action owner: IDP/PMS Manager</p>	<p>Audit action Meetings were conducted with Office of the Municipal Manager, Corporate and Community Service in April 2022.</p>	<p>Audit action In Progress</p>	<p>Audit action In Progress</p>

Total Number of Audit Findings: 36

% of resolved findings: 14%

% of unresolved findings: 86%

3. Three-year budget and budget analysis

The three-year budget indicates the financial direction that the municipality is taking and must be viewed as an indicator of the municipality's future financial prospects. The focus should always be on the future because every financial decision will determine the financial future of the municipality. In this regard, in the assessment of the municipality three-year budget, the following observations can be made, that:

- **Property rates:** there is a projected decline for property rates which is probably due the existing trends in the current financial year. Property rates are an important source of income for the municipality and the municipality must thoroughly investigate such decline. Experts have been appointed to investigate and assist the municipality to reverse this decline.
- **Service charges:** there is a projected increase in service charges and since the bulk of service charges is derived from electricity sales, it means the municipality must do everything the is practically possible to prevent and reverse electricity losses. In the past, an expert was appointed and the losses decreased from over 40% to below 30% which is significant but not enough considering the fact that a lot of money was invested to address electricity losses. At least, the municipality should know exactly where and how the losses occur.
- **Investments:** interest on investment is declining rapidly due to declining reserves and investment unfriendly cash flow management. Although the municipality main purpose is to deliver services, such services cannot be delivered consistently if the municipality is not financially viable and sustainable. Investment is one safe way to use available resource to generate revenue so that can be invested back into service delivery. Declining interest on investment means the municipality will have to dig into its reserve to finance service delivery.
- **Employee related costs:** this has risen dramatically due to an increase in the number of councilors and also an increase in staff establishment. Employee related cost is a permanent commitment that may cause financial challenges should the revenue collection and investment revenue continue to decline because salaries usually rise every year. In this regard, the municipality Human Resource Strategy should focus more on fixing operation gaps and improving efficiency by investing in training existing employees as opposed to increasing staff members.
- **Repairs and maintenance:** repairs and maintenance budget has decreased dramatically which means that the infrastructure and municipal assets may lose their value and decrease its lifespan faster, especially because the combined value of municipal assets has increase while asset renewal budget has been cut.
- **Borrowing:** the fact that the municipality is not borrowing is a good thing because there are no debt servicing costs incurred.

NQUTHU LOCAL MUNICIPALITY

Choose name from list - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousands										
Financial Performance										
Property rates	36 982	42 619	31 560	43 067	43 067	43 067	43 067	41 057	43 151	45 654
Service charges	15 207	17 440	23 332	26 449	26 449	26 449	27 121	43 970	48 430	55 608
Investment revenue	19 046	19 218	10 106	3 400	3 400	3 400	3 400	2 979	3 497	4 073
Transfers recognised - operational	126 657	144 567	180 807	158 178	161 000	161 000	161 000	177 042	184 963	195 356
Other own revenue	5 682	6 429	8 132	5 882	5 882	5 882	5 882	6 145	6 903	7 774
Total Revenue (excluding capital transfers and contributions)	203 574	230 273	253 938	236 977	239 799	239 799	240 470	271 192	286 945	308 464
Employee costs	61 145	70 244	82 775	107 371	97 460	97 460	97 460	116 779	124 761	125 705
Remuneration of councillors	10 233	12 163	12 014	12 997	14 286	14 286	14 286	19 861	14 562	14 562
Depreciation & asset impairment	12	22 887	31 033	22 472	21 993	21 993	21 993	23 372	23 890	23 890
Finance charges	-	20	-	0	0	0	0	-	0	0
Inventory consumed and bulk purchases	33 086	29 005	39 023	33 078	40 948	40 948	40 948	55 601	46 896	46 598
Transfers and grants	-	5 086	11 024	6 277	7 116	7 116	7 116	7 867	3 522	3 522
Other expenditure	20 928	49 940	68 266	51 568	102 393	102 393	102 393	87 205	52 058	50 381
Total Expenditure	125 404	189 344	244 136	233 762	284 196	284 196	284 196	310 685	265 690	264 658
Surplus/(Deficit)	78 170	40 928	9 802	3 215	(44 397)	(44 397)	(43 726)	(39 493)	21 255	43 806
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	31 114	39 853	30 628	42 806	61 606	61 606	61 606	44 780	50 680	52 220
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	109 284	80 782	-	46 021	17 209	17 209	17 880	5 287	71 935	96 026
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	109 284	80 782	-	46 021	17 209	17 209	17 880	5 287	71 935	96 026
Capital expenditure & funds sources										
Capital expenditure	70 694	153 984	37 814	92 505	134 112	134 112	134 112	44 321	57 599	56 071
Transfers recognised - capital	46 932	131 264	(21 170)	35 796	52 105	52 105	52 105	29 104	30 301	32 410
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	23 762	22 597	56 643	56 709	82 007	82 007	82 007	15 217	27 298	23 661
Total sources of capital funds	70 694	153 860	35 474	92 505	134 112	134 112	134 112	44 321	57 599	56 071
Financial position										
Total current assets	433 213	473 895	427 611	342 205	269 952	269 952	269 952	264 188	22 112	22 871
Total non current assets	371 227	395 631	648 590	665 656	707 263	707 263	707 263	668 198	35 920	34 392
Total current liabilities	688 494	173 508	200 362	41 462	62 715	62 715	62 715	86 992	14 603	14 516
Total non current liabilities	2 609	3 647	1 865	1 089	1 089	1 089	1 089	784	0	0
Community wealth/Equity	110 006	692 845	850 866	896 327	867 515	867 515	867 515	821 122	38 951	42 748
Cash flows										
Net cash from (used) operating	-	(77 548)	325 607	83 751	96 460	96 460	96 460	122 281	260 071	286 877
Net cash from (used) investing	-	-	-	(106 381)	(156 518)	(156 518)	(156 518)	(45 470)	(62 546)	(60 571)
Net cash from (used) financing	-	(135)	-	-	-	-	-	1 425	(352)	-
Cash/cash equivalents at the year end	246 631	189 187	617 798	192 212	132 858	132 858	132 858	246 729	443 902	670 207
Cash backing/surplus reconciliation										
Cash and investments available	250 982	292 694	192 441	203 431	101 848	101 848	101 848	126 226	(1 829)	(914)
Application of cash and investments	565 608	50 274	(1 463 114)	(69 207)	(83 007)	(83 007)	(81 807)	(74 817)	(3 731)	(4 638)
Balance - surplus (shortfall)	(314 626)	242 420	1 655 555	272 638	184 856	184 856	183 656	201 043	1 902	3 724
Asset management										
Asset register summary (WDV)	371 227	281 569	512 106	576 205	576 503	576 503	576 503	623 877	(21 678)	(21 678)
Depreciation	12	20 461	26 999	22 472	21 993	21 993	21 993	23 372	23 890	23 890
Renewal and Upgrading of Existing Assets	10 491	748	(726)	1 879	1 879	1 879	1 879	-	0	0
Repairs and Maintenance	2 735	5 266	3 916	3 152	30 118	30 118	30 118	8 471	3 057	3 107
Free services										
Cost of Free Basic Services provided	-	(55)	(59)	672	672	672	739	739	819	819
Revenue cost of free services provided	(4 246)	-	-	2 092	2 092	2 092	2 199	2 199	2 322	2 322
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

4. Financial strategies

- **Revenue generation:** the municipality need to continue to invest in projects that have the potential to generate revenue in future like the Residential Development project in Ward 09 which will increase the rate base on the municipality dramatically once it is completed. The municipality should also gradually replenish its reserves do that it can generate more investment revenue and enjoy financial security and certainty.
- **Preventing fruitless and wasteful expenditure:** consequence management measures, especially penalties and recoveries; should be implemented to discourage behavior that may result in fruitless and wasteful expenditure. Moreover, all invoices should be paid on time especially those that can attract interest like Eskom invoices and SALGA levies.
- **Electricity losses:** training at least one municipal official to be able to accurately identify and address or at least control electricity losses so that the municipality can make return on its electricity trading services.
- **Preventing overreliance on consultants:** the municipality should invest more on training of its employees in order to reduce its overreliance on consultants. Where consultants are used, skills transfer should be a standard provision for all contracts and penalties should be imposed for consultants who fail to meet that requirement.
- **Cost containment measures:** the municipality should implement stringent cost containment measures as prescribed by the regulations and avoid unnecessary deviations from the regulations.

5. Capital projects

Nquthu has a serious service delivery challenge and investing in infrastructure development is necessary and unavoidable. However, the municipality need to be extra careful in determining its project priorities to ensure that needs come first that wants. The municipality has invested a lot in community halls at the expense of other projects like ECD centers, skills development and economic development projects. Moreover, capital project should be properly planned so that all projects for which costs has been incurred in designs cannot be abandoned. The municipality should also embark on a vigorous fund-raising drive so that sector departments, private sector and non-governmental organizations can also assist in infrastructure development. In order to achieve this, the municipality must fully embrace DDM and use this platform to build relationships and partnerships which may benefit the municipality.

The table in the following page outlines the projects that have been planned for the next three years which will give the municipality sufficient time to plan for these projects and conduct social facilitations where necessary.

NQUTHU LOCAL MUNICIPALITY
 **CAPITAL PROJECTS** (Linked to Page 79 of the IDP)

No.	PROJECT NAME	WARD	PROJECT STATUS (planning stage / new/ ongoing)	PROGRESS(%)	FUNDING SOURCE	2022/23	2023/24	2024/25
1	NSUBENI ROAD	4	Ongoing	75%	MIG	R3,217,391.00		
2	Ophindo road-ward-3	3	Ongoing	80%	MIG	R347,826.00		
3	Hwanqana road -ward-5	5	Ongoing	80%	MIG	R1,478,261.00		
4	Slonjani road	16	Ongoing	70%	MIG	R1,217,391.00		
5	NTUZUMA ROAD	7	Ongoing	40%	MIG	R7,130,435.00		
6	Gubazi Road	13	Ongoing	60%	MIG	R8,434,783.00		
7	NOMKHOSI ROAD		Planning stage	N/A	MIG		R2,761,739.00	
8	PHILANI ROAD		Planning stage	N/A	MIG			R6,086,957.00
9	Ngonini Sport field	14	Planning stage	N/A	MIG	R347,826.00		
10	Mbilane gravel road		Ongoing	85%	MIG	R408,217.00		
11	Mkhonjane Horse Riding	16	New	N/A	MIG			R7,800,870.00
12	Nquthu Residential Phase-1	9	Ongoing	90%	INHOUSE	R186,957.00	R695,652.00	R695,652.00
13	Nquthu Residential phase-2 (Road & Stormwater)	9	Ongoing	60%	INHOUSE	R3,478,261.00	R8,695,652.00	R8,695,652.00
14	Mphunyuka gravel road		Ongoing	90%	INHOUSE		R521,739.00	
15	Sgubudu Community Hall		Ongoing	90%	INHOUSE	R1,173,913.00	R869,565.00	R434,783.00
16	Sizamile Hall	6	Ongoing	50%	INHOUSE	R869,565.00	R434,783.00	R260,870.00
17	Nkalankala Road		New	0%	INHOUSE	R0.00	R4,408,696.00	
18	Fire Station offices	9	Ongoing	50%	INHOUSE	R1,739,130.00		
19	Infrastructure Water & Sanitation	9	Ongoing	90%	INHOUSE		R695,652.00	R695,652.00
20	Msawethu Creche	16	Ongoing	60%	INHOUSE	R869,565.00		
21	CBD TAR	9	Planning stage	0%	INHOUSE	R6,521,739.00		
22	Khulani creche		New	0%	INHOUSE	R278,261.00		
23	Nquthu Taxi Rank	9	Planning stage	N/A	MIG		R8,695,652.00	R6,956,522.00

NQUTHU LOCAL MUNICIPALITY

No.	PROJECT NAME	WARD	PROJECT STATUS (planning stage / new/ ongoing)	PROGRESS(%)	FUNDING SOURCE	2022/23	2023/24	2024/25
24	Nquthu Bulk storm water phase 1	9	Ongoing	70%	INHOUSE	R521,739.00	R869,565.00	R869,565.00
25	Mntanyandlovu Creche	13	New	N/A	MIG		R2,608,696.00	
26	Zwelisha Creche		New	N/A	MIG		R2,608,696.00	
27	CBD TAR Road Phase 1	9	Planning stage	0%	MIG		R3,043,478.00	
28	Elihlekaya Creche	1	New	N/A	MIG		R2,695,652.00	
29	Nquthu Taxi Rank phase 1	9	Ongoing	N/A	MIG		R8,695,652.00	
30	southern road phase 3	9	New	N/A	INHOUSE		R3,478,261.00	
31	Southern Road phase 4	9	New	N/A	INHOUSE			R6,956,522.00
32	Nquthu Tax Rank phase 2	9	New	N/A	MIG			R10,434,783.00
33	Incubator Phase II	9	Ongoing		INHOUSE	R3,043,478.00	R3,210,870.00	R3,400,311.00
34	Mantuli Road		New	N/A	MIG			R1,130,435.00
TOTAL						R41,264,738.00	R54,990,000.00	R54,418,574.00

6. Project list of sector departments and other entities

All spheres of government have different functions and there are other entities that play a developmental role like non-governmental organizations and also the private sector. The municipality has an important coordinating and integrating role as the local planning authority. The list below detail the programmes and/projects of all sector departments and other entities whose information is available to the municipality. **(NB: the information presented below has not been altered and is as presented to the municipality)**

6.1. Department of Transport (DOT)

Projects under construction and planning

Project	Activity	Total km	Local Municipality	Location & Ward No	MTEF Budget	Total Cost Estimate	Project Duration	Status
P16-3 From Qudeni to Silutshana	Upgrade	44.8	Nquthu	3 (Nquthu) 2 & 8 (Nkandla)	R112 million	R182 million	9 Years	Phase 2 ZNT3656/15T from Km 28.200 to Km 33.800 was awarded to Clive's Transport cc T/A JCR Transport at the value of R76 103 020.20 and is currently 60% complete. The total Expenditure to date on the project is R158,524,962.93 with 158 job opportunities being created out of the planned 226 opportunities.
P752 from Qudeni to Msinga	Upgrade	12.13	Nquthu	5 & 6	R117 million	R275.69Million	6 Years	Bridge No 2: ZNT 3309/113T BUFFALO (uMzinyathi)RIVER BRIDGE 3378) at km 22.4 is to commence within the 2021-2022 financial year. The Buffalo river bridge draft tender ZNT3309/13T document has been submitted for approval. Expenditure to date is R 195,362,154.20 with 145 job opportunities being created of the planned 194 opportunities

Planned future projects

(NB: Only the construction of the Buffalo River Bridge is planned for Nquthu)

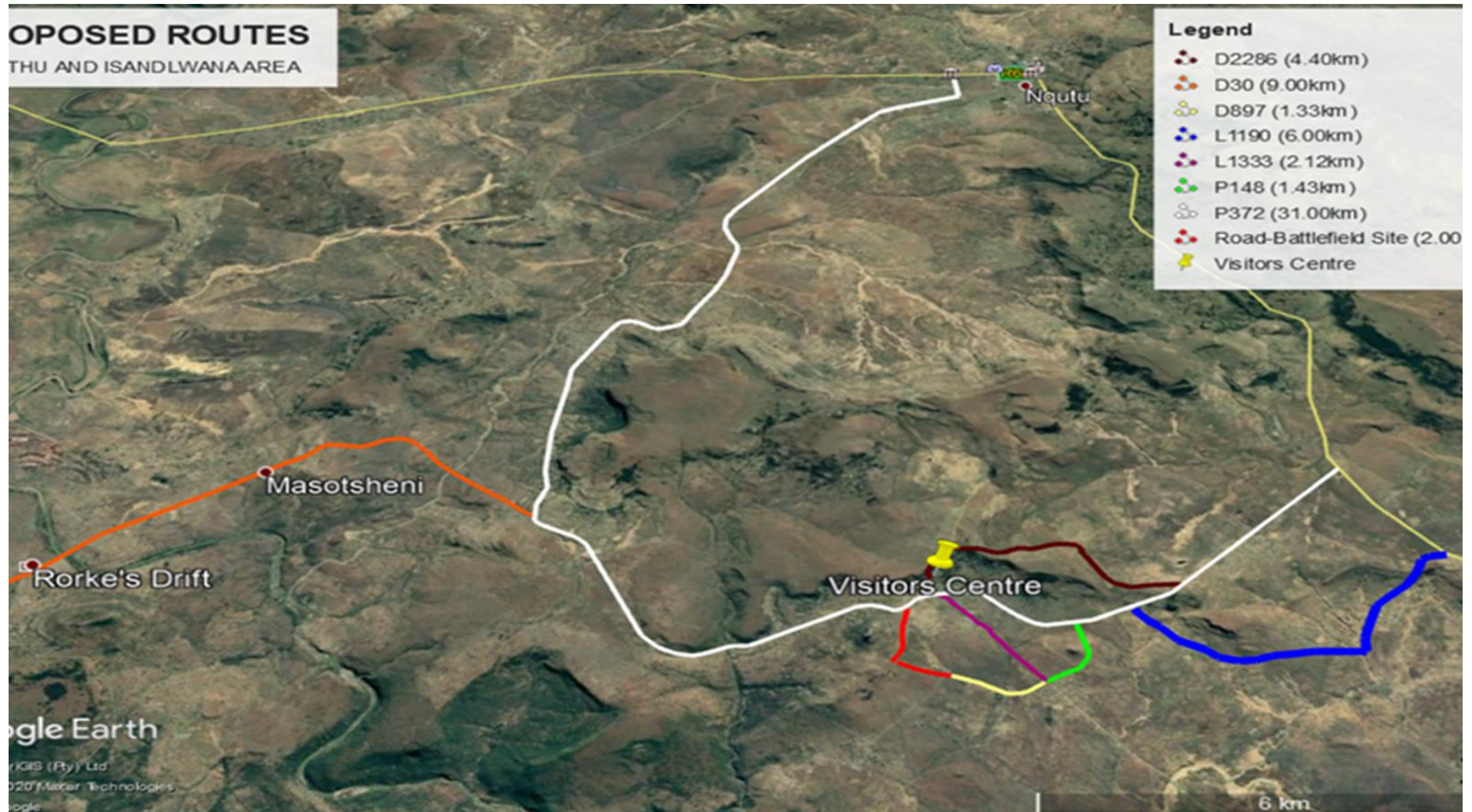
No.	Project	Local Municipality	Ward No.	Planned Outputs	Estimated Total Budget
1.	Upgrade of District Road D77	Umvoti	3 &13	4.6km	R277 million
2.	Upgrade Of District Road D1271	Msinga	14	18.9km	R54 million
3.	Upgrade of Provincial Road P321	Umvoti	5	7.5km	R96 million
4.	Upgrade Of Provincial Road P281	Msinga	2,3,4	45.31km	R655 million
5.	Upgrade of Provincial Road P16-2	Umvoti		27.3km	R457 million
6.	Construction of Buffalo River Bridge	Nquthu		1	R117 million
7.	Construction of Sampofu River Bridge	Msinga		1	R102 million
8.	Upgrade of Provincial Road P91	Endumeni		14.46km	
9.					

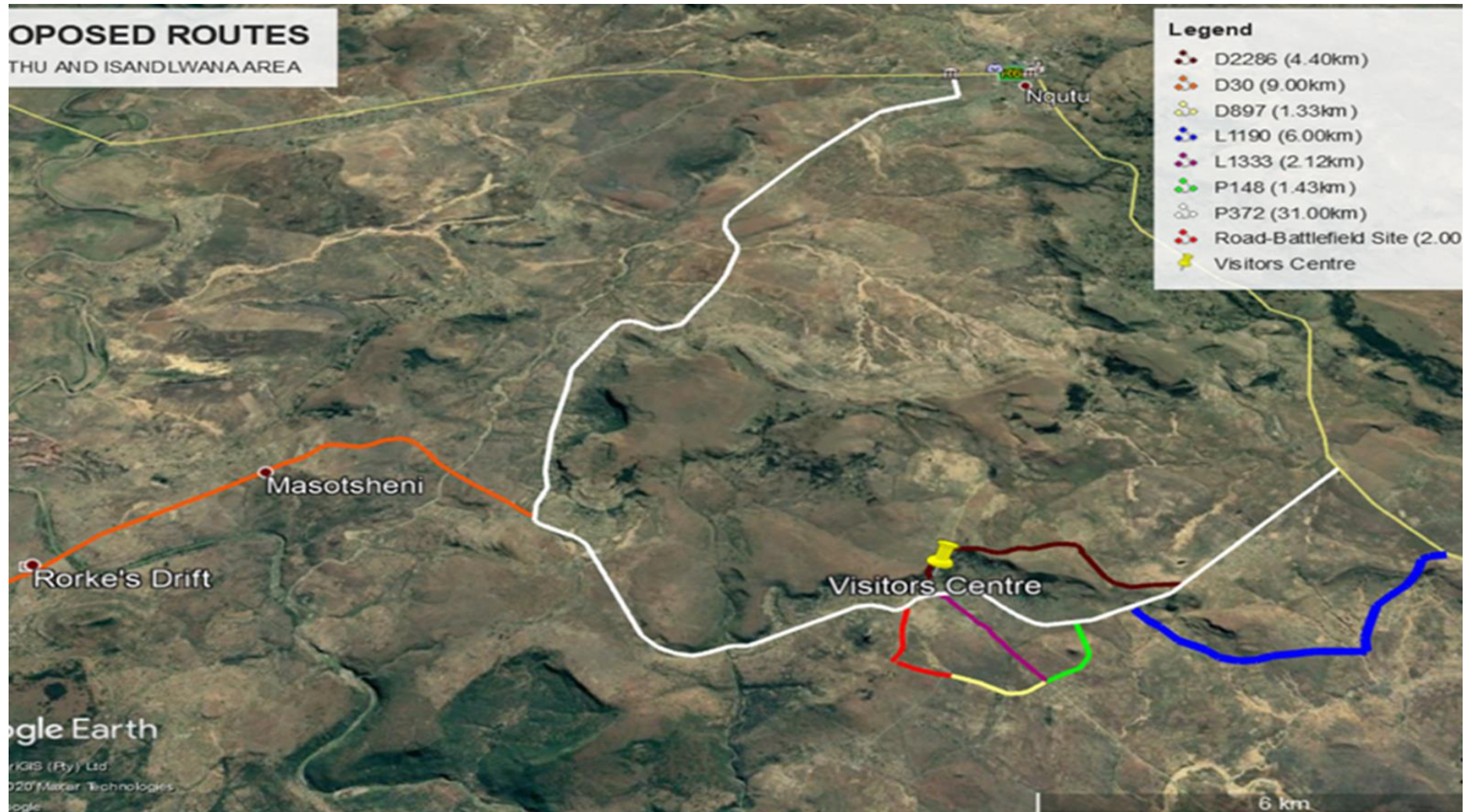
6.2. South African National Roads Agency SOC Ltd (SANRAL)

Project background and scope

- The project stems from the KZN Department of Transport demand management system. It is of significance in that it links the community of iSandlwana to the Nquthu Central Business District through the provincial routes identified.
 - This was **gazetted as a Stimulus Package** project – meaning there must be emphasis on Job Creation and Development of Small and Medium Enterprises.
 - SANRAL has already signed a Memorandum of Agreement with the KZN Department of Transport where the roles of each party were agreed to.
 - The project entails the upgrade of gravel roads P372, P148, D897, D30, P60, D1348, L1190, L1333 and D2286.
 - The project is located in iSandlwana which is within the jurisdiction of the Nquthu Local Municipality and uMzinyathi District Municipality in KwaZulu-Natal.
- Project has been split into two packages – aim is to open the market to more than one service provider (main contractor)
- **PHASE 1:** Route P372 – total length is 31km
- **PHASE 2:**
- | | |
|---------------------|---------|
| ▪ P148: | 1.43 km |
| ▪ D897: | 1.33 km |
| ▪ D30: | 9.00 km |
| ▪ Battlefield Site: | 2.00 km |
| ▪ L1190: | 6.00 km |
| ▪ L1333 | 2.12 km |
| ▪ D2286: | 4.40 km |
- Total Length: 26.28 km**
- Currently, all routes identified are gravel roads.
- These will be upgraded into all weather surfaced roads – the construction scope includes:
- Provision of a surfaced network**
 - Construction of walkways and Bus bays**
 - Rehabilitation / construction of waterways and structures**

Item	Description
1	Traffic Accommodation
2	Clearing and Grubbing
3	Loading and hauling
4	Drains,
5	Prefabricated Culverts
6	Kerbing
7	Mass Earthworks
8	Pavement Layers
9	Surfacing
10	Guardrails
11	Road Markings
12	Road Signage
13	Gabions, Pitching and Stonework
14	Finishing the road reserve
15	Services
16	Structures
17	Landscaping
18	Training and small contractor development





Appointment of service providers

	Project Stage	Status	Comment
1	Preliminary Design	Complete	<p>For Route P372 (Phase 1)</p> <ul style="list-style-type: none"> ▪ Project broad design, identifications of material sources ▪ Environmental screening complete
2	Detailed Design	Outstanding	<p>Phase 1:</p> <p>To be complete by 1 December 2021</p>
			<p>Phase 2:</p> <p>To be complete by 1 March 2021</p>
3	Procurement of Works Contractor	Outstanding	<p>Phase 1:</p> <p>Handover to Main Contractor by 1 March 2022</p>
			<p>Phase 2:</p> <p>Handover to Main Contractor by June/July 2022</p>

Outcomes (expectations)

- Project will accommodate:
 - CIDB Level 1 & 2
 - Provisional Sum amount
 - CIDB Level 3 / 4
 - CIDB Level 5 (and possible 6)
- Main target is EME companies, BEE Level 1 to 4 only
 - [Procured Consulting Engineer is a 100% black owned EME company – for design and supervision]
 - Overall Project Estimate
 - R150 million [Phase 1 & Phase 2]

6.3.ESKOM (Power utility)

A larger portion of the Integrated National Electrification Programme (INEP) grant allocated to the municipality is transferred to Eskom since it is the electricity service provider for the whole of Nquthu, except Ward 09 where the municipality has got a license to distribute electricity. The slides below show that Nquthu is the least beneficiary of Eskom projects, this is due to the fact that Nquthu is nearing universal connection to the grid because electrification is one of the areas the municipality has done well on. After the electrification of Qhudeni area, only infills will be left.

Current/ongoing projects

Municipality Code and Name	Project Name	Ward Number	Project Type	Estimated Connections	Actual Connections	Status
KZN242_Nquthu	Hlalele / Matshane #3	1	Household	336	150	Busy with outages ,Bush clearing is required

6.4. ASSUPOL Community Trust

The analysis conducted by the municipality in 2021 showed that Nquthu have ECD centre backlog of a whopping 92% if the CSIR standard is applied. Of course, the backlog may have improved due to new ECD centres that have been built from the time the analysis was conducted. However, the backlog remains high and a lot still has to be done. The ASSUPOL Community Trust identified and selected Umsinga Local Municipality and Nquthu Local Municipality within Umzinyathi District as the municipalities where early childhood development is far behind in terms of facilities, attendance and skills for ECD educators. A number of projects have been implemented including, but not limited to; construction of new ECD centres, renovation of existing ECD centres, construction of ablution facilities, training, food gardens, playing materials, etc. ASSUPOL Community Trust continues to improve early childhood development in Nquthu and the municipality is grateful for this contribution because it safeguards the future of the children.

Strategic objectives

- To improve access to children between 0-5 years in Nellmapius, uMsinga and Nquthu by 2025.
- To improve quality of ECD services in uMsinga and Nquthu by 2025.
- To train and develop practitioners to have the skills to provide a quality ECD experience.
- To provide practitioners with the skills to support children with disability.
- To provide parental support to empower them to play an active role in their children's education.
- Increase in the number of children learning in an environment of care, development, safety and security through the registration of compliant ECD centres.
- To mentor and train ECD centres become sustainable through good management of Trust practices and good governance.
- The prioritising of ECD through funded programmes, through collaboration and partnerships.
- Effective trained/skilled staff, Succession plan in place

2022-2023 Approved Operational Plan

- 3 playgroup facilitators will be paid with stipends of R780 per month for 12 months.
- 660 children will be fed nutritious food.
- 30 food gardens will be established and supported with seedlings, garden tools, garden chemicals and fertilisers.
- A toy libraries will be established.
- 15 practitioners will be trained to support children with disability.
- 150 practitioners will be trained on Classroom Practice, Good Governance, Fire and Safety, and Growth Monitoring.
- 50 parents will be identified to be supported to play an active role in their children's education.
- 8 ECD centres will be built/renovated.
- 30 ECD staff will be screened for security clearance.
- 6 unfunded ECD centres and playgroups will be provided with PPE material.
- 6 ECD and playgroups will be provided with playmats.

2022-2023 Approved Infrastructure Improvement

ECD CENTRE	IMPROVEMENT
1.Inkanyisweni ECD centre	New Structure
2.Hlanganani ECD centre	Renovation
3.Sinenhlanhla ECD centre	New Structure
4.Nqulu ECD centre	New Structure
5.Maphitha ECD centre	New Structure
6.Thandolwethu ECD centre	New Structure
7.Sunrise ECD centre	New Structure
8.Sakhile ECD centre	New Structure

Progress on current/ongoing programmes

Activity	Progress to-date
1. 3 playgroup facilitators will be paid with stipends	- 3 have started receiving stipend in the month of June 2022
2. 660 children fed with nutritious food	- The feeding will start in July when schools resume.
3. 30 food gardens established	- 30 food gardens identified, inputs have been procured will be delivered in July 2022.
4. One toy library established	- Discussions are in process with the service provider and DOH
5. 15 practitioners trained to support children with disability.	- Service provider has been appointed.
6. 150 practitioners will be trained on Classroom practice, Good Governance, Fire and Safety, and Growth Monitoring	- Trainings will start in July 2022.
7. 50 parents will be supported to play an active role in their children’s education	- Service provider has been appointed to support parents
8. 30 ECD staff will be screened	- Screening will be done in July.
9. 6 unfunded ECD centres and playgroups will be provided with PPE material	- PPE was distributed in June.
10. 11 ECD and playgroups will be provided with playmats	- Quotation has been sourced for this activity
11. 8 ECD centres will be built/renovated	-The Trust is in progress to appoint three service providers.

6.5. KwaZulu-Natal Department of Human Settlements

Background

The Umzinyathi District forms part of the four rural nodes, namely Ugu, Zululand, Umzinyathi and UMkhanyakude that were identified by the former President in his State of the Nation Address more than seven years ago as Rural Poverty Pockets. Since being declared as rural nodes, the Department of Human Settlements has taken bold steps to invest in the development of housing and Human Settlement-related infrastructure in this and the other three Rural Nodes.

Ndatshana Rural Housing Project

PROJECT DETAILS:

- Project Name : Ndatshana Rural Housing Project
- Ward No. : 15 & 16
- Project Type : Rural
- Project No. : K16010003
- Implementing Agent: Z.D Project Management
- Project Yield : 1 000 units
- Project Value (Planning Stage) : R3 086 740.00
- Project Expenditure: R 2 498 909.00
- Financial Year Budget: R200 000.00 (2022/23)

The appointed I.A is concluding and consolidating all outstanding stage 1/detailed planning milestones which are at an advanced stage of implementation.

Mzinyathi Operation Sukuma Sakhe:NQuthu Local Municipality

PROJECT DETAILS:

- Project Name : OSS for 100 Beneficiaries at Nquthu Municipality
- Project Type : Emergency Program
- Project No. : K14020017/92
- Ward:2&3
- Implementing Agent: Mabune Consulting
- Project Yield : 100
- Approved Beneficiaries : 92
- Project Value : R 12 785 350,00
- Project Expenditure: R 0
- 2022-23 Budget : R10 000 000,00
- No. Of Units Completed : 0
- The project commenced in April 2022
- No unit have been completed to date.

6.6. KZN Department of Education

The KZN Department of Education is responsible for building, upgrading and maintaining schools through agencies like the Department of Public Works. To keep schools in good shape and for suitable teaching and learning, they have to be continuously upgraded and maintained. All work that will be conducted in schools is outlined in the following page below.

New schools

One new school will be constructed at Ekucabangeni area and this will assist the learners and improve accessibility.

Municipality	Name	Allocation year	Estimated Total project cost
Msinga	Bhekabantu SS	From 2022/23	R 45 000,000
Endumeni	Dundee School	From 2022/23	R 53 723,751
Nquthu	Ekucabangeni SS	From 2022/23	R 64 534,019
Umvoti	Esokheni HS	From 2022/23	R 30 111,656
Msinga	Sinothando SS	From 2022/23	R 37 905,709

Upgrades and additions

A total of **eight (8)** schools will be upgraded or where additional facilities will be constructed in order to further improve teaching and learning conditions.

MUNICIPALITY	NO OF SCHOOLS
Endumeni	6
Msinga	11
Nquthu	8
Umvoti	3
Total	28

Refurbishment and rehabilitation

MUNICIPALITY	NO OF SCHOOLS
Endumeni	2
Msinga	1
Nquthu	4
Umvoti	1
TOTAL	8

6.7. Department of Economic Development, Tourism and Environmental Affairs

EDTEA Main Focus

- Project Funding
- Internal/external funding
- High Impact Projects
- Partnership based -Sector/Value chain Based
- Job creation
- Radical Economic Development/Transformation (RASET)
- Operation Vula/Mall/Local Procurement/bulk buying/township development
- Red Tape Reduction
- Institutionalization/Capacity Building
- Capacity Building (Internal/External/MoU)
- RLED Institutions/strategies/policies
- Business Regulations Initiative
- Project Packaging
- Technical Support
- Project Finance Support- Business Manual

EDTEA Operational Structure

- **Administration**
- **Integrated Economic Development Services (IEDS)**
 - Enterprise Development (SMME & Cooperative Support / Training)
 - Regional & Local Economic Development (RLED)
 - Economic Empowerment (BBBEE, Youth, Women, Disabled)
- **Trade & Industry Development**
 - Sector Development
 - Strategic Industrial Promotion (IEH's, Richards Bay IDZ, DTP)
 - Trade & Investment Promotion (TIKZN)
- **Business Regulation & Governance**
 - Regulation Services (Formal & Informal Trade & Licencing)
 - Policy & Legislation
 - Consumer Protection Services
- **Economic Planning**
 - Policy & Planning
 - Research & Development
 - Knowledge Management
 - Monitoring & Evaluation (M&E)
- **Tourism Development**
 - Tourism Planning
 - Tourism Growth & Development (Product Development)
 - Tourism Sector Transformation & Training
- **Environmental Management**
 - Policy Coordination & Environmental Planning,
 - Quality & Management
 - Compliance & Enforcement,
 - Biodiversity Management &
 - Environmental Empowerment Services

EDTEA Entities

- TIKZN
- Dube Trade Port (DTP)
- Tourism KZN (TKZN)
- Ithala
- KZN Growth Fund
- Sharks Board
- Liquor Authority
- Moses Kotane Inst.
- Richards Bay IDZ
- Film Commission

Funding and support to municipalities

Project	Description	Location	Status	Budget
Operation Vula Fund CFP Tiers: T1-3	Entrepreneurial Support	All Municipalities in KZN	T1,T2&3: Awarded and disbursed 54 projects funded	R17 400 000 in Total
Operation Vula Commodities (Ongoing project – roll over)	RASET, Bakeries, Toilet paper , Detergents, Clothing and textile	All Municipalities in KZN	Incubation and Mentorship Centres Access to raw materials Access to Markets	As per allocation
Online Business Registration Programme	Registration of Businesses Business licencing Informal Traders Permits	All municipalities	implementation	Personnel
Municipal Employment Creation Initiative (MEI)	Funding support to municipalities to assist small businesses that contribute to job creation	Umzinyathi District Development Agency	Inception phase	R1 000 000 2022/23 and R5 000 000 23/24 (R6 000 000 over 2 years)

6.8. Department of Agriculture, Land Reform and Rural Development

Programmes within Umzinyathi District

INTERVENTION	PROJECT DESCRIPTION	BUDGET ALLOCATION
Vegetable production	Mpofana Irrigation Scheme Secondary Cooperative in Umsinga Local Municipality. The project is supported with production inputs, training and access to market	R1 000 000
Vegetable production	Tugela Ferry FPSU Scheme Secondary Cooperative in uMsinga Local Municipality. The project is supported with production inputs, training, provision of personnel and access to market	R900 000
Grains Production	Support provided to 6 enterprises (Mayandiswe, Grimston Trust, Halifax, Sushara Trust, Battersea Park, Nhlunga Feedlot)	R2 993 750
Skills development to cooperative members	uMzinyathi Skills uMzinyathi Skills training for cooperative members from various enterprises.	R200 000

NQUTHU LOCAL MUNICIPALITY

NQUTHU MUNICIPALITY

INVESTMENT REGISTER-APRIL 2022

SUMMARY OF INVESTMENT REGISTER

2021/2022

INSTITUTION	BALANCE	INVESTED	INTEREST	WITHDRAWAL	BANK	BALANCE
	01/07/2021	IN CURRENT YEAR			CHARGES	
NEDBANK (3)	R47,478,563.99	R0.00	R1,077,437.26	R48,556,001.25		R0.00
ABSA CALL (5892)	R54,501.02	R0.00	R1,099.95	R0.00		R55,600.97
ABSA (7106)	R19,481,813.56	R0.00	R32,114.64	R19,481,813.56		R32,114.64
ABSA (1394) HOUSING A/C	R1,624,758.33	R0.00	R34,271.48	R0.00		R1,659,029.81
ABSA (4328)	R0.00	R19,481,813.56	R149,112.43	R19,608,939.84	R430.00	R21,556.15
ABSA (0646)	R0.00	R17,000,000.00	R59,919.18	R0.00		R17,059,919.18
ABSA (2142)	R0.00	R20,000,000.00	R77,287.67	R0.00		R20,077,287.67
ABSA(2765)	R0.00	R59,000,000.00	R183,869.86	R0.00	R0.00	R59,183,869.86
FNB (2554)	R8,280,253.12	R0.00	R374,954.37	R0.00		R8,655,207.49
FNB CALL (1408)	R8,478,712.40	R0.00	R231,475.87	R0.00	R640.00	R8,709,548.27
FNB (2166)	R13,554,747.41	R0.00	R490,623.52	R0.00		R14,045,370.93
FNB (0889)	R7,001,938.70	R0.00	R317,068.51	R0.00		R7,319,007.21
INVESTEC (500)	R56,717,492.11	R0.00	R1,523,057.91	R58,240,550.02		R0.00
STANDARD BANK (3)	R6,360.64	R0.00	R115.79	R0.00		R6,476.43
STANDARD BANK (6)	R20,947,167.68	R0.00	R721,896.44	R0.00		R21,669,064.12
TOTAL	R183,626,308.96	R115,481,813.56	R5,274,304.89	R145,887,304.67	R1,070.00	R158,494,052.74

APRIL 2022 AGE ANALYSIS

Totals per Service Type	Total Balance	Current Amount	30 Days Amount	60 Days Amount	90 Days Amount	120 Days Amount	150 Days Amount	180+ Days Amount
Advance Payment	(R9 088 930.48)	(R9 088 930.48)	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Clearance Fee	R 121.68	R 0.73	R 0.73	R 0.73	R 0.73	R 0.73	R 0.73	R 117.30
Desposit: Electricity	R 2 278.11	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 2 278.11
Desposit: Waste Disposal	R 2 000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 2 000.00
Electricity Basic	R 521 957.55	R 96 892.25	R 48 734.44	R 21 873.90	R 63 376.50	R 16 453.33	R 14 297.25	R 260 329.88
Electricity Metered	R3 696 506.71	R1 429 858.38	R 521 495.54	R 137 340.53	R 83 191.81	R 37 528.00	R 55 444.11	R1 431 648.34
IEC Office rental	R 129.65	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 129.65
Market stalls	R1 012 729.95	R 19 675.57	R 18 878.57	R 18 150.14	R 18 346.51	R 17 437.16	R 17 027.49	R 903 214.51
OFFICE RENTAL	R 53 406.38	R 341.01	R 4 505.11	R 4 477.17	R 4 449.22	R 4 421.27	R 4 393.33	R 30 819.27
Plaza Market Stalls	R 202 111.46	R 9 297.67	R 8 233.48	R 8 137.10	R 6 997.53	R 6 825.33	R 6 562.15	R 156 058.20
Property Rates	R52 679 543.04	R4 734 161.43	R4 302 909.20	R2 398 866.66	R2 069 012.03	R1 580 132.06	R1 543 250.72	R36 051 210.94
Rent (M001)	R 143 104.31	R 8 361.30	R 8 311.29	R 8 261.28	R 8 211.30	R 8 161.29	R 8 111.28	R 93 686.57
Repay: Waste Disposal	R 29 878.50	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 29 878.50
Signs (M001)	R 3 396.22	R 337.77	R 16.71	R 16.71	R 16.71	R 16.71	R 16.71	R 2 974.90
Stall rental	R 25 796.36	R 2 764.59	R 443.14	R 131.22	R 131.22	R 131.22	R 131.22	R 22 063.75
Sundries (VAT)	R 5 230.96	R 2 539.75	R 2 539.75	R 151.46	R 0.00	R 0.00	R 0.00	R 0.00
Traffic Fines	R1 692 460.00	R 25 000.00	R 149 650.00	R 0.00	R 37 200.00	R 0.00	R 57 800.00	R1 422 810.00
Traffic Fines (M001)	R2 340 391.78	R 0.00	R 80 200.00	R 0.00	R 0.00	R 0.00	R 0.00	R2 260 191.78
Waste Disposal	R6 236 048.79	R 161 326.83	R 135 882.73	R 87 864.32	R 82 097.79	R 78 594.20	R 75 316.19	R5 614 966.73
Total	R59 558 160.97	(R2 598 373.20)	R5 281 800.69	R2 685 271.22	R2 373 031.35	R1 749 701.30	R1 782 351.18	R48 284 378.43



**NQUTHU MUNICIPALITY
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**..... APPROVAL OF THE 202 /2 SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN (SDBIP)**

I, Cllr IL Shabalala, the undersigned, in my capacity as Mayor of Nquthu Local Municipality, hereby approves the changes made to the 202 /2 SDBIP following the a budget approved by Council on U 202 as required by Section 53(c)(ii) of the Municipal Finance Management Act No. 56 of 2003.

**CLLR IL SHABALALA
MAYOR**

DATE

1. Introduction

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 budget was approved on 2 May 202 and the 202 /2 SDBIP has been prepared to give effect to the IDP and budget by setting out clear performance targets so that performance can be easily monitored, evaluated and managed to ensure realization of all developmental goals of the municipality.

The SDBIP is central to the municipality’s performance management system since it is the most critical tool to link and align the IDP and budget and also ensures that these are implemented. In this regard, the SDBIP shall be a central tool upon which Council, through its various structures and systems shall be able to play a meaningful oversight role by monitoring the implementation of set targets. And as such, the SDBIP shall be a standing item in all portfolio committees so that progress and/or performance can also be managed from the perspective of oversight.

2. Monthly revenue and expenditure projections

This section deals with monthly revenue projections by each source. The municipality ability to operate and deliver services is directly dependent on the financial resources that are available to it because almost all municipal processes are financially driven. It is for this reason that the municipality has to link its operations with the revenue that it receives to ensure that there are no disruptions in the municipality’s operations and service delivery and also to ensure that all set service delivery targets or timelines are met. Expenditure are also outlined in the following page as per the municipality’s spending patterns to ensure smooth operations and ensuring that the municipality realizes its service delivery mandate.

NQUTHU LOCAL MUNICIPALITY

Choose name from list - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2022/23											Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source																
Property rates		3,421	3,421	3,421	3,421	3,421	3,421	3,421	3,421	3,421	3,421	3,421	3,421	41,057	43,151	45,654
Service charges - electricity revenue		3,390	3,390	3,390	3,390	3,390	3,390	3,390	3,390	3,390	3,390	3,390	3,390	40,681	44,980	51,982
Service charges - water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		274	274	274	274	274	274	274	274	274	274	274	274	3,289	3,450	3,626
Rental of facilities and equipment		49	49	49	49	49	49	49	49	49	49	49	49	592	687	782
Interest earned - external investments		248	248	248	248	248	248	248	248	248	248	248	248	2,979	3,497	4,073
Interest earned - outstanding debtors		4	4	4	4	4	4	4	4	4	4	4	4	49	53	58
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		350	350	350	350	350	350	350	350	350	350	350	350	4,200	4,572	4,980
Licences and permits		74	74	74	74	74	74	74	74	74	74	74	74	884	1,079	1,328
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		14,754	14,754	14,754	14,754	14,754	14,754	14,754	14,754	14,754	14,754	14,754	14,754	177,042	184,963	195,356
Other revenue		35	35	35	35	35	35	35	35	35	35	35	35	420	512	625
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		22,599	22,599	22,599	22,599	22,599	22,599	22,599	22,599	22,599	22,599	22,599	22,599	271,192	286,945	308,464
Expenditure By Type																
Employee related costs		9,732	9,732	9,732	9,732	9,732	9,732	9,732	9,732	9,732	9,732	9,732	9,731	116,779	124,761	125,705
Remuneration of councillors		1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	19,861	14,562	14,562
Debt impairment		564	567	567	567	567	567	567	567	567	567	567	567	6,800	6,900	6,900
Depreciation & asset impairment		1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	23,372	23,890	23,890
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
Bulk purchases - electricity		2,711	2,711	2,711	2,711	2,711	2,711	2,711	2,711	2,711	2,711	2,711	2,711	32,528	37,499	37,499
Inventory consumed		1,924	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	23,073	9,397	9,099
Contracted services		3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	36,622	26,504	24,533
Transfers and subsidies		656	656	656	656	656	656	656	656	656	656	656	656	7,867	3,522	3,522
Other expenditure		3,650	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	43,782	18,654	18,948
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		25,890	25,890	25,890	25,890	25,890	25,890	25,890	25,890	25,890	25,890	25,890	25,890	310,685	265,690	264,658
Surplus/(Deficit)		(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(3,291)	(39,493)	21,255	43,806
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		3,732	3,732	3,732	3,732	3,732	3,732	3,732	3,732	3,732	3,732	3,732	3,732	44,780	50,680	52,220
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		441	441	441	441	441	441	441	441	441	441	441	441	5,287	71,935	96,026
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	441	441	441	441	441	441	441	441	441	441	441	441	5,287	71,935	96,026

3. Quarterly target and ward level service delivery information

MFMA Circular 13 requires that the SDBIP outline quarterly projections as measured by way of set key performance indicators. This Circular also requires that service delivery projects that shall take place at a ward level be clearly outlined. This section seeks to address both these requirements by incorporating them into the SDBIP scorecard for the entire municipality and also for each municipal department. In addition to that, the following points are made as far as service delivery projections and ward level projects are concerned:

(a) Service delivery projections

The scorecard in the following page outlines the service delivery projections of the municipality and also breaks them down into each municipal department. This scorecard also link the IDP and budget through specifying budget amounts and providing MSCOA references, where applicable. These projections are what the municipality is working towards and provide a basis for measuring organizational, departmental as well as individual performance.

(b) Ward level projects

Ward based projects should be understood within the following context, that:

- Due to financial constraints, not all wards are beneficiaries of infrastructure projects like community halls, access roads, etc. However, almost all wards shall be benefiting from infrastructure projects over the period of 3 years, depending on backlog and also subject to public participation;
- Some infrastructure projects implemented in ward (Nquthu Town) are actually centers of service delivery and are not meant for the residents of ward alone, but meant for the benefit of the community of Nquthu as a whole. This projects are located in ward primarily and solely for the purpose of accessibility and convenience. These projects are the k) h and Fire Station, and
- There are a lot of programmes, especially local economic development, sports, cultural, early childhood development, and other social development or intervention programmes that are actually meant for all wards; so every ward is a beneficiary of municipal services.

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
KPA 01: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																
PGDP GOAL 2: HUMAN RESOURCE DEVELOPMENT																
1.1	Ensure human capital development and improve institutional Capacity	To improve the municipality's human capital capacity	Implementation of WSP by ensuring the training of staff and councillors as per the WSP	Number of staff trained as per WSP[Accumulative]	Corp-01	Number of staff trained (NUMBER OF EMPLOYEES)	N/A	R 470 000	68	9	34	51	68	N/A	Report of employees trained as per the WSP.	Corporate Services (HR Section)
				No. of councillors trained as per WSP [accumulative]	Corp-02	Number of Councillors trained (NUMBER OF COUNCILLORS)	N/A		8	2	4	6	8	N/A	Report of employees trained as per the WSP.	Corporate Services (HR Section)
			Ensure that appointments for advertised posts are finalized on time.	Percentage of vacant posts filled within 3 months	Corp-03	Number of position filled/Number of advertised positions x 100 (PERCENTAGE OF ADVERTISED POSITIONS FILLED)	100%	Salary budget	100%	Not due for reporting	Not due for reporting	Not due for reporting	100%	N/A	Advertisement and appointment letter	Corporate Services (HR Section)
			Ensuring that critical (Section 54 & 56) posts and all budgeted for vacant and filled.	Number of Section 54 & 56 managers filled.	Corp-04	Number of Senior Management positions filled (NUMBER S54 & 56 FILLED)	4 (1 Acting)	Salary budget	5	4	5	Not due for reporting	5 (Annual Target)	N/A	Appointment letters	Corporate Services (HR Section)

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			Provide in-service training or internships to students or graduates	Number of inservice trainees/ interns appointed	Corp-05	Number of interns appointed (NUMBER OF INSERVS/INTERNS APPOINTED)	5	Salary budget	5	Not due for reporting	5	Not due for reporting	5 (Annual Target)	N/A	Appoinement Letters of Inservice Trainees or Interns	Corporate Services (HR Section)
1.3		To ensure an effective municipal ICT system	Regularly conduct IT Steering Committee meetings.	Number of IT Steering Committee meetings held	Corp-06	Number of meetings (NUMBER OF MEETINGS HELD)	4	N/A	4	1	2	3	4	N/A	IT Steering Committee minutes	Corporate Services (IT Section)
			Ensure that the ICT systems are capable of withstanding disaster incidents	Conduct IT disaster recovery testing	Corp-07	Issue ICT disaster recovery report at a prescribed date (DATE OF REPORT APPROVAL)			30-Jun-23	N/A	N/A	N/A	23-Jun-23	N/A	Approved ICT disaster recovery report	Corporate Services (IT Section)
1.4		To ensure effective management of municipal performance	Table performance reports to enable Council to monitor performance	Number of Performance reports tabled to Council	MM-01	Number of performance reports tabled to Council (NUMBER OF REPORTS TABLED)- accumulative	4	N/A	4	1	2	3	4	N/A	Council resolution	Office of the MM (IDP/PMS Section)
1.6		To ensure effective fleet management system	Implementation of Fleet Management Policy	To table monthly fleet management reconciliation report to MANCO.	Corp-21	Number of reports tabled (NUMBER OF REPORTS TABLED)			12	3	6	9	12	N/A	MANCO Minutes	Corporate Services (Fleet Management Section)

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
				Keep the fuel bill within the budgeted amount.	Corp-08	Rand value of budget spent (RANDS VALUE OF BUDGET SPENT)			≤R 2 400 000	≤R 600 000	≤R 600 000	≤R 600 000	≤R 600 000	N/A	Fleet Management reconciliation reports	Corporate Services (Fleet Management Section)
KPA 02: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																
PGDP GOAL 4: STRATEGIC INFRASTRUCTURE																
2.1	Improved access to Basic services	Ensure quality of municipal road network and expansion of access road network	To ensure improved quality of municipal road network	Percentage of unsurfaced road graded quarterly	Tech-01	(1) Kilometers of road graded / (2) Kilometers of unsurfaced road planned for maintenance X100 (PERCENTAGE OF UNSURFACED ROAD NETWORK, BY LENGHT)	100%	Operational budget	100%	100%	100%	100%	100%	All	Approved road maintenance report	Technical Services (Road and Stormwater unit)
				Percentage of pothole complaints resolved within standard municipal response time	Tech-02	((1) Number of potholes fixed within 14 working days / (2) Number of potholes reported) (PERCENTAGE OF POTHOLE FIXES)	100%	Operational budget	100%	100%	100%	100%	100%	9	Approved road maintenance report	Technical Services (Road and Stormwater unit)

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			To ensure the expansion of access road network	Construction of Gubazi Road in Ward 13	Tech-03	(1)Overall construction progress made (PERCENTAGE)	60%	R8,434,783.00	100%	60%	70%	80%	100%	13	Approved progress report or completion certificate	Technical
				Construction of Ntuzuma Road in Ward 07	Tech-04	(1)Overall construction progress made (PERCENTAGE)	40%	R7,130,435.00	100%	40%	50%	80%	100%	7	Approved progress report or completion certificate	Technical
				Construction of Nsubeni Road in Ward 4	Tech-10	(1)Overall construction progress made (PERCENTAGE)	75%	R3,217,391.00	100%	75%	90%	100%	100% (Annual Target)	4	Approved progress report or completion certificate	Technical
				Construction of Ophindo Road in Ward 03	Tech-12	(1)Overall construction progress made (PERCENTAGE)	80%	R347,826.00	100%	80%	100%	Not due for reporting	100% (Annual Target)	3	Approved progress report or completion certificate	Technical
				Construction of Nquthu CBD tar road Nquthu Town	Tech-16	(1)Overall construction progress made (PERCENTAGE)	New KPI	R6,521,739.00	100%	0%	30%	70%	100%	9	Approved progress report or completion certificate	Technical

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
				Construction of Slonjani Road in Ward 16	Tech-21	(1)Overall construction progress made (PERCENTAGE)	70%	R1,217,391.00	100%	70%	100%	Not due for reporting	100% (Annual Target)	16	Approved progress report or completion certificate	Technical
				Construction of Mbilane Gravel Road	Tech-15	(1)Overall construction progress made (PERCENTAGE)	85%	R408,217.00	100%	90%	100%	Not due for reporting	100% (Annual Target)	11	Approved progress report or completion certificate	Technical
				Construction of completion of Hanqwana Road in Ward 05	Tech-05	(1)Overall construction progress made (PERCENTAGE)	80%	R1,478,261.00	100%	80%	90%	100%	100%	5	Approved progress report or completion certificate	Technical
2.2		Improvement of electricity services, affordability, access, connection, and energy sustainability	Improved affordability of electricity	Number of FBE units (50kw/h) given to consumers	Corp-09	(1)Number of 50kw/h FBE units given to consumers	New KPI	R 2,000,000.00	48000	12000	24000	36000	48000	All	Approved Ontec report and Eskom beneficiary schedule	Corporate

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			To ensure improved access to electricity	Average number of days taken to process valid customer applications for new electricity connections	Tech-06	(1) Sum of the total of days per electricity connection application finalized (connected)/ (2) Number of electricity connections made (NUMBER)	14 days	No budget required	14 Days	Not due for reporting	Not due for reporting	Not due for reporting	14 Days	9	New electricity application register signed by applicants and a job cards signed by applicants	Technical
				Number of new households connected to the grid	Tech-07	(1)Number of new households connected to the grid	346	R 9 00 000,00	250	0 (Assessment stage)	0 (Ground work stage)	100	250	1	Approved progress report or completion certificate	Technical
				Improved energy sustainability	Approval of Electricity Master Plan by Council	Tech-08	(1)Date of approval of the Electricity Master Plan by Council	New KPI	No budget required	30/06/2023 (Approval of Electricity Master Plan by Council)	Not due for reporting	15 December 2022 (Approval of electricity data report by MANCO)	31 March 2023 (Approval of draft Electricity Master Plan by Council)	30/06/2023 (Annual Target)		Approved progress report or completion certificate
2.3	To improve access to network connectivity	To improve access to network connectivity	Compilation of the report of areas without network access	MM-20	(1) Date of approval of the report by MANCO	New KPI	No budget required	28-Feb-23	Not due for reporting	Not due for reporting	28-Feb-23	Not due for reporting	28 February 2023 (Annual Target)			

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
2.4		Improve access to public facilities including community halls, Sport fields, residential development and ECDS	Ensuring access to public facilities by construction of community halls	Construction of Incubator Facilities Phase 2 in Nquthu Town	Tech-22	(1)Overall construction progress made (PERCENTAGE)	TBD	R3,043,478.00	100%	Not due for reporting	Not due for reporting	50%	100%	9	Approved progress report or completion certificate	Technical
				Percentage of completion of Hlathidam community hall	Tech-09	(1)Overall construction progress made (PERCENTAGE)	75%	R869,565.00	100%	75%	90%	100%	100% (Annual Target)	15	Approved progress report or completion certificate	Technical
				Construction of Ezinkondwandle Community Hall	Tech-11	(1)Overall construction progress made (PERCENTAGE)	30%	R869,565.00	100%	30%	50%	75%	100%	9	Approved progress report or completion certificate	Technical
				Construction of Gobinsimbi Community Hall of Ward	Tech-13	(1)Overall construction progress made (PERCENTAGE)	50%	R869,565.00	100%	50%	70%	90%	100%		Approved progress report or completion certificate	Technical
				Construction of Sizamile Community Hall in Ward 06	Tech-14	(1)Overall construction progress made (PERCENTAGE)	50%	R869,565.00	100%	50%	70%	90%	100%	6	Approved progress report or completion certificate	Technical
				Construction of Sigubudu Community Hall in Ward	Tech-23	(1)Overall construction progress made (PERCENTAGE)	90%	R1,173,913.00	100%	90%	100%	Not due for reporting	100% (Annual Target)		Approved progress report or completion certificate	Technical

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			Expanding access to Early Childhood Development facilities	Construction of Msawethu Creche in Ward 16	Tech-17	(1)Overall construction progress made (PERCENTAGE)	60%	R869,565.00	100%	60%	70%	90%	100%	16	Approved progress report or completion certificate	Technical
			Expanding access to Sportfield facilities	Finalize planning processes for Ngonini Sportfield	Tech-18	(1)Date of approval of planning report by MANCO	Designs	R347,826.00	25-Jan-23	Not due for reporting	Not due for reporting	25-Jan-23	25 January 2023 (Annual Target)	14	MANCO Minutes	Technical
		Improvement of residential development		Construction of Nquthu Residential Phase-1 project (Preparation of land set aside for residential and commercial purposes)	Tech-20	(1)Overall construction progress made (PERCENTAGE)	90%	R186,957.00	100%	90%	100%	Not due for reporting	100% (Annual Target)	9	Approved progress report or completion certificate	Technical
				Construction of Nquthu Residential Development phase II (Preparation of land set aside for residential and commercial purposes)	Tech-19	(1)Overall construction progress made (PERCENTAGE)	60%	R3,478,261.00	100%	60%	70%	85%	100%	9	Approved progress report or completion certificate	Technical

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
KPA 03: LOCAL ECONOMIC DEVELOPMENT																
PGDP GOAL 1: INCLUSIVE ECONOMIC GROWTH																
3.1		Ensure growing the local economy	Promote the formalization of SMMEs	Average time taken to process business registrations	Plan-03	(1) Sum of the total working days per business registration finalized/ (2) Number of business applications finalised (NUMBER)	90 Days	No budget required	90 Days	Not due for reporting	Not due for reporting	Not due for reporting	90 Days	N/A	Cooperative Certificate and Register of processed applications	Planning
			Reduce regulatory redtape to promote suitable environment for businesses thrive and attract investment	Average time taken to process business license applications	Plan-04	(1) Sum of the total working days per business application finalised/ (2) Number of business applications finalised (NUMBER)	30 Days		30 Days	Not due for reporting	Not due for reporting	Not due for reporting	30 Days	N/A	Signed Register and Business Licence issued	Planning
			Build the capacity of local SMMEs to make them competitive and sustainable	Number of SMMEs trained	Plan-05	Number of SMMEs trained (NUMBER)	10		20	0	0	10	10	N/A	Attendance Register	Planning

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			Use local procurement and subcontracting as an instrument to support local economic growth	Number of construction projects (exceeding R1 million) utilising local contractors.	Plan-06	Number of sub-contractors appointed (NUMBER)			15	5	5	15	15	N/A	Subcontractors beneficiary list and Reports and Pictures and Contracts	Planning
			Support local youth enterprises to unleash their potential and innovation	Number of youth SMMEs supported	Plan-07	Number of youth SMMEs funded/trained/provided with working equipemtn/material	17	R5,457,545.00	19	0	0	19	19 (Annual Target)	N/A	Signed Report and Beneficiary list	Planning
3.2		To ensure growing the tourism sector in the municipality	Facilitate tourism initiatives and events	Number of tourism initiatives implemented	Plan-08	Number of programmes implemented (accumulative)	3	R704,342.00	3	0	1	2	3	N/A	Signed Reports and Pictures	Planning
3.3		Promotion of Social cohesion through Arts and Culture development programmes	Facilitate and participate in all art, culture and heritage activities	Number of Art, Culture and Heritage programmes implemented	Plan-09	Number of programmes implemented (accumulative)	7	R3,899,546.00	7	0	3	4	7	N/A	Signed Reports and Pictures	Planning

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
3.4		To ensure more effective poverty alleviation	Creation of jobs to alleviate poverty by implementing local, economic development initiatives including capital projects	Number of jobs created through municipality's local, economic development initiatives including capital projects [Tech-20	(1) Simple count of the number of work opportunities provided by the municipality for the period under review (accumulative)	221		250	30	200	250	250	N/A	EPWP Officer consolidated reports to the Department of Public Works	Technical
11.1	Ensure accelerated social development of the people of Nquthu	Promotion of all sports codes in the municipality	Ensure the implementation of all sports development and plans	Implementation of the municipality's sports annual plan	Corp-11	(1) Number of sports activity targets met/ (2) Number of planned activity targets x 100	100%	R3,973,332.00	100%	100%	100%	100%	100%	N/A	Approved sports unit report	Corporate
11.2		To ensure the welfare of vulnerable groups within the municipality	Establish and ensure the functionality of representative forums for the targeted social groups	Number of sector groups representative forum meetings conducted	Corp-12	Number of meetings conducted (accumulative)	20	R40,000.00	20	5	10	15	20	N/A	Attendance Registers	Corporate
11.3		Ensuring Early Childhood Development in Nquthu	Providing support to ECD centres	Number of early childhood development programmes implemented	MM-02	Number of programmes Implemented (accumulative)	4	R1,554,522.00	4	1	1	2	4	All	Approved Youth Office report	Municipal manager

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
11.4		Ensuring youth development in Nquthu	Initiating and implementing youth development initiatives	Number of youth development programmes implemented	MM-03	Number of programmes Implemented (accumulative)	5	R2,378,605.00	6	0	2	4	6	All	Approved Youth Office report	Municipal manager
KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION																
PGDP GOAL 3: HUMAN & COMMUNITY DEVELOPMENT and GOAL 6: GOVERNANCE AND POLICY																
6.1	To attain a well governed and accessible municipality that is rooted in the will of the people	Ensure effective strategic planning by developing a credible IDP	Ensure that the IDP is compliant and meet all prescribed timelines	Number of Ward Based Plans approved by Ward Councillors	MM-04	Number of Ward Based Plans approved	17	No budget required	19	Not due for reporting	Not due for reporting	19 (Approver by 17 March 2023)	19 (Approver by 17 March 2023)	N/A	Attendance Register	Municipal manager
				Tabling Draft 2023/24 IDP to the IDP Stakeholder Representative Forum	MM-05	Date of tabling the Draft 2023/24 IDP to the IDP Stakeholder Representative Forum	New KPI	No budget required	15 May 2023	Not due for reporting	Not due for reporting	Not due for reporting	15 May 2023	N/A	IDP Stakeholder Representative Forum meeting minutes	Municipal manager
				Submitting final 2023/24 IDP to KZN COGTA within 10 days after approval by Council	MM-06	Number of days taken to submit final 2023/24 IDP to KZN COGTA	10	No budget required	≤10 days	Not due for reporting	Not due for reporting	Not due for reporting	≤10 days	N/A	KZN COGTA confirmation of submission letter	Municipal manager
				Tabling of Strategic Planning Report to the IDP and Budget Steering Committee	MM-07	Date of tabling the Strategic Planning Session report to the IDP and Budget Steering Committee	N/A	No budget required	17 March 2023	Not due for reporting	Not due for reporting	17 March 2023	17 March 2023	N/A	IDP and Budget Steering Committee minutes	Municipal manager

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
4.1				Number of sector departments IDP Stakeholder Representative Forum reports submitted to KZN COGTA	MM-08	Number of reports submitted to KZN COGTA (accumulative)	New KPI	No budget required	4	1	2	3	4	N/A	Proof of submission	Municipal manager
				Invitation of public comments on the IDP, Budget and related documents	MM-09	Number of advert issued to invite public comments	New KPI		2	1 (Draft IDP and Budget Process Plan)	Not due for reporting	Not due for reporting	1 (Draft 2023/24 IDP and Budget)	N/A	Addertisement s (invitation of public comments)	Municipal manager
				Ensure that all complaints received are attended to on time	MM-10	(1) Percentage of complaints responded to within 14 days / (2) Total number of complaints received x 100	100%	No budget required	100%	100%	100%	100%	100%	100%	N/A	Updated Complaints Register
		Improved municipal responsiveness	Ensure that all ward committees are functional	Percentage of Ward Committee Functionality	Corp-13	((1)The number of ward committees with 6 or more members)/((2)Total number of wards)*100	17	No budget required	100%	100%	100%	100%	100%	N/A	Assessment Report from Cogta	Corporate

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
4.5		Improved council functionality	Prevent disruption of council meetings to ensure smooth functioning of council	Number of Council meetings disrupted	Corp-14	(1) Number of Council meeting disrupted	0	R1,967,627.00	0 (no meeting disrupted)	0 (no meeting disrupted)	0 (no meeting disrupted)	0 (no meeting disrupted)	0 (no meeting disrupted)	N/A	Minutes of Council meetings	Corporate
4.7		To ensure improved communication with communities	Engaging communities about all development or infrastructure projects	Number of sword turnings and handovers for infrastructure projects	MM-12	(1)Number of sword turnings and handovers conducted (accumulative). <i>NB: One event/meeting may be used for two or projects to save costs</i>	12	Budget from events vote	12	0	4	8	12	N/A	Sword turning and handover attendance registers	Municipal manager
4.8		To ensure effective risk management	Implement the municipality's risk management policy and strategy	Percentage of risk action plan implemented	MM-13	(1)Number of risk action plan implemented / Number of risk action plans x 100	83%	Not all action plans have budget implications	100%	100%	100%	100%	100%	N/A	Risk Management quarterly reports	Municipal manager
				Number of Risk Management Committee Meeting conducted	MM-14	(1)Number Risk Management Committee Meetings conducted (accumulative)	4	Risk Chairperson fees budgeted in the Audit Committee vote	4	1	2	3	4	N/A	Attendance Register	Municipal manager

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
4.9		Strive to attain a clean audit	Ensure that the AG Action Plan is implemented and that Audit Committee sits and reports to Council	Number of Audit Committee reports to Council	MM-15	(1)Number of AC reports tabled to Council	2	No budget required	2	Not due for reporting	1	Not due for reporting	1	N/A	Council minutes	Municipal manager
				Percentage of AG Action Plan for 2021/22 audit implemented	MM-16	(1)Number of AG findings resolved / Number of AG findings x 100	83%	No budget required	100%	Not due for reporting	Not due for reporting	50%	100%	N/A	Updated AG Action Plan	Municipal manager
				Number of audit committee meetings	MM-17	(1)Number of AC meeting conducted	6	6	6	2	1	2	1	N/A	Minutes of AC meetings	Municipal manager

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
4.1		To ensure effective records management system	Implementation of Records Procedure Manual	Number of Records Management Awareness's conducted	Corp-16	(1)Number of records management awareness workshop conducted to staff members	2	No budget required	1	Not due for reporting	1	Not due for reporting	1	N/A	Attendance Register	Corporate
KPA 05: FINANCIAL MANAGEMENT AND VIABILITY																
PGDP GOAL 6: GOVERNANCE AND POLICY																
5.1	Improved and sound Financial management and viability	To ensure effective expenditure management	Ensuring that the municipality execute its procurement plan	Percentage of Procurement Plan implemented	Fin-01	(1)Number of budgeted items procured on the prescribed date / (2)Number of budget items x 100	80%	Sum amount of items budget in the procurement plan	100%	100%	100%	100%	100%	N/A	Procurement Plan report	All

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
5.2		Ensure municipal financial sustainability	Maintain proper municipal financial sustainability	Percentage of Level of Cash Backed Reserves	Fin-02	(Cash and Cash Equivalents - Bank Overdraft + Short Term Investment + Long Term Investment - Unspent Conditional Grants) / (Net Assets - Accumulated Surplus – Non Controlling Interest – Share Premium – Share Capital – Fair Value Adjustment – Revaluation Reserve)		No budget required	100%	100%	100%	100%	100%	N/A	Circular 71 approved ratio template approved by the CFO	Budget & Treasury
5.3		To ensure improved municipal liquidity position	Ensure that the municipality is in a good position to meet its short-term liabilities by maintaining a set current ratio	Current Ratio	Fin-03	Current Assets / Current Liabilities			02:01	02:01	02:01	02:01	02:01	N/A	Circular 71 approved ratio template approved by the CFO	Budget & Treasury
			Prudent management of municipal finances to ensure sustainability	Liquidity Ratio	Fin-04				1.5-2:1	1.5-2:1	1.5-2:1	1.5-2:1	1.5-2:1	N/A	Circular 71 approved ratio template approved by the CFO	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			Ensure municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.	Number of months for municipality's ability to meet at least its monthly fixed operating commitments	Fin-05	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).			3 months	3 months	3 months	3 months	3 months	N/A	Circular 71 Template & Calculation Evidence	Budget & Treasury
5.4	To ensure improved debt management	Improve debt collection by billing of all municipal debtors	Net Debtors Days	Fin-06	((Gross Debtors - Bad Debt Provision) / Billed Revenue) × 365				30 Days				30 Days	N/A	Circular 71 Template & Calculation Evidence	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
				Collection Rate	Fin-07	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100			95%	95%	95%	95%	95%	N/A	Circular 71 Template & Calculation Evidence	Budget & Treasury
		Keep municipal assets in good state by efficient spending of maintenance budget		Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value)	Fin-08	Total Repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100			8%	8%	8%	8%	8%	N/A	Circular 71 Template & Calculation Evidence	All
		Invest optimally in infrastructure by spending budgeted capital expenditure		Capital Expenditure to Total Expenditure	Fin-09	Total Capital Expenditure / Total Expenditure (Total Operating Expenditure + Capital Expenditure) x 100			10%	10%	10%	10%	10%	N/A	Circular 71 Template & Calculation Evidence	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

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									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
5.5		To ensure improved financial management	Ensure proper budget implementation and that expenditure is incurred in acceptable standards	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Fin-10	TBD			100%	10%	50%	75%	100%	N/A	Expenditure Report	Budget & Treasury and Technical
				Percentage of operating budget spend	Fin-11				100%	10%	50%	75%	100%	N/A	Expenditure Report	Budget & Treasury
				Percentage of irregular expenditure incurred	Fin-12				0%	0%	0%	0%	0%	N/A	Expenditure Report	Budget & Treasury
				Number of days taken to pay trade creditors	Fin-13				30 days	30 days	30 days	30 days	30 days	N/A	Circular 71 Template & Calculation Evidence	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
				Number of Budget Steering Committee meetings convened	Fin-14				4	1	1	1	1	N/A	Attendance Register and Minutes	Budget & Treasury
				Submit 2023/24 Draft Annual Budget to the Council	Fin-15				30-Mar-23				30-Mar-23	N/A	Council Resolution Budget document	Budget & Treasury
				Submit 2023/24 Annual Budget to the Council	Fin-16				30-May-23				30/05/2023 (Annual Target)	N/A	Council Resolution Budget document	Budget & Treasury
			Ensure effective procurement management by adhering a set average turn-around time for awarding of bids	Average length of time from advertisement of a tender to the letter of award	Fin-17	TBD			3 months	3 months	3 months	3 months	3 months	N/A	Tender Register	Budget & Treasury
			Ensure that electricity distribution losses does not exceed 10%	Percentage of electricity Distribution Losses	Fin-18				10%	10%	10%	10%	10%	N/A	Circular 71 Template & Calculation Evidence	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
			Ensure effective and consistent reporting	Submission of 2021/22 AFS to AG on or before 31 August 2022	Fin-19	(1)Date of AFS submission to AG	31-Aug-21	No budget required	31-Aug-22	31-Aug-22	Not due for reporting	Not due for reporting	31 August 2022 (Annual Target)	N/A	Acknowledgement letter	Budget & Treasury
				Tabling Section 72 (mid-year assessment) Report to Council on or before the prescribed date	Fin-20	(1)Date of tabling Section 72 Report to Council	22-Jan-22	No budget required	25-Jan-23	Not due for reporting	Not due for reporting	25-Jan-23	25 January 2023 (Annual Target)	N/A	Council Resolution	Budget & Treasury
				Number of S52 reports tabled to Council	Fin-21	(1)Number of Section 52 Reports tabled to Council (accumulative)	4	No budget required	4	1	2	3	4	N/A	Council Resolution	Budget & Treasury
KPA 06: CROSS CUTTING																
PGDP GOAL 5: ENVIRONMENTAL SUSTAINABILITY, GOAL 6: GOVERNANCE AND POLICY and GOAL 7: SPATIAL EQUITY																
6.1	Improve strategic Planning and municipal spatial planning	To ensure effective land use management and development planning	Reviewing of Urban Design Framework (UDF) and SDF to address spatial challenges in Nquthu Town.	Table a reviewed SDF and UDF to Council for approval	Plan-10	(1)Date of SDF and UDF approval by Council	23-May-22	No budget required	30-Jun-23	Not due for reporting	Not due for reporting	Not due for reporting	30-Jun-23	N/A	Council Resolution	Planning
6.2		To ensure provision of gathering, managing, and analyzing spatially related data through GIS	Implementation of GIS Policy (Strategy)	Percentage of GIS services requests responded to within 30 days	Plan-11	(1) Number of GIS requests finalized with 30 days / (2) Number of GIS requests received x 100 (PERCENTAGE)	100%	R130,435.00	100%	100%	100%	100%	100%	N/A	GIS Request register signed by applicants	Planning (GIS Section)

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
				Percentage of implementation of GIS Action Plan	Plan-12	(1) Number of GIS Action Plan activities conducted / (2) Number of planned activities x 100 (PERCENTAGE)	N/A	R265,218.00	100%	100%	100%	100%	100%	N/A	GIS Action Plan and implementation report approved by Director Planning	Planning (GIS Section)
6.3		Ensure compliance with National Building Regulations Act and Building Standards and Bylaws	Creating awareness to local community National Building Regulations Act and building standards	Number of Building Regulations Act and building standards awarenesses conducted	Plan-13	(1) Number Building Awarenesses conducted (accumulative)	New KPI	No budget required	4	1	2	3	4	N/A	Attendance registers	Planning
7.1	Achieve improved response to disasters and crime management	Improve mitigation effects of emergencies and disasters	Improve disaster response time and Alertness to the community	Percentage (%) of callouts responded to within 2 hours for structural fire incidents	Corp-18	(1) Number of structural fire incidents where the attendance time was less than 3 hours / (2) Total number of calls for structural fire incidents received *100 (PERCENTAGE)	100%	R285,024.00	100%	100%	100%	100%	100%	All wards	Incident Report	Community Services (Disaster Management Section)

NQUTHU LOCAL MUNICIPALITY

IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	ANNUAL TARGETS	Quarter 1	Quarter 2	Quarter 3	Quarter 4	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE DEPARTMENT
									YEAR 1	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun			
2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (ANNUAL OPERATIONAL PLAN)																
8.1	Safe municipal environment	Ensure a secure and safe municipal environment	Implementation of municipal safety plan	Approval of Municipal Safety Plan by Council	Corp-19	Date of approval (DATE)	N/A	No budget required	30-Jun-23	Not due for reporting	Not due for reporting	Not due for reporting	30-Jun-23	N/A	Updated Safety Plan and Evidence	Corporate
8.1(2)		To ensure safer local roads	Maximum enforcement of road traffic laws and municipal bylaws	Number of road blocks conducted	Corp-20	(1)Number of road blocks (NUMBER) Accumulative	40	No budget required	45	10	25	35	45	Select ed wards	Road block report	Community Services (Traffic Management Section)
10.1	Sustainable development and environmental management	To ensure effective environmental protection	Initiating and implementation of all municipal environmental management programmes	Number of Tons diverted away from landfill site to Buyers	Tech-21	Number of tons (KILOGRAMS)	150		200	50	100	150	200	N/A	Signed Automated Weighbridge Report	Planning (LED Section)
				Number of Waste management Campaigns conducted	Tech-22	Number of campaigns (NUMBER): accumulative	3	Not budget required	4	1	2	3	4	6 & 9	Attendance register for participants	Technical Services (Waste Management Section)

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT	
										2022/23	2023/24	2024/25	2025/26	2026/27		
IDP IMPLEMENTATION PLAN																
KPA 01: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																
PGDP GOAL 2: HUMAN RESOURCE DEVELOPMENT																
Insufficient internal capacity to perform some of the local government functions to desired levels.	1.1	Ensure human capital development and improve institutional Capacity	To improve the municipality's human capital capacity	Implementation of WSP by ensuring the training of staff and councillors as per the WSP	Number of staff trained as per WSP[Accumulative]	Corp-01	Number of staff trained (NUMBER OF EMPLOYEES)	N/A	R 470 000	68	70	70	70	70	Corporate Services (HR Section)	
				No. of councillors trained as per WSP [accumulative]	Corp-02	Number of Councillors trained (NUMBER OF COUNCILLORS)	N/A	8		10	10	10	10	Corporate Services (HR Section)		
				Ensure that appointment for advertised posts are finalized on time.	Percentage of vacant posts filled within 3 months	Corp-03	Number of position filled/Number of advertised positions x 100 (PERCENTAGE OF ADVERTISED POSITIONS FILLED)	100%	Salary budget	100%	100%	100%	100%	100%	Corporate Services (HR Section)	
				Ensuring that critical (Section 54 & 56) posts and all budgeted for vacant and filled.	Number of Section 54 & 56 managers filled.	Corp-04	Number of Senior Management positions filled (NUMBER S54 & 56 FILLED)	4 (1 Acting)	Salary budget	5	5	5			5	Corporate Services (HR Section)
				Provide in-service training or internships to students or graduates	Number of inservice trainees/ interns appointed	Corp-05	Number of interns appointed (NUMBER OF INSERVS/INTERNS APPOINTED)	5	Salary budget	5	5	5	5	5	5	Corporate Services (HR Section)

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	1.3		To ensure an effective municipal ICT system	Regularly conduct IT Steering Committee meetings.	Number of IT Steering Committee meetings held	Corp-06	Number of meetings (NUMBER OF MEETINGS HELD)	4	N/A	4	4	4	4	4	Corporate Services (IT Section)
				Ensure that the ICT systems are capable of withstanding disaster incidents	Conduct IT disaster recovery testing	Corp-07	Issue ICT disaster recovery report at a prescribed date (DATE OF REPORT APPROVAL)			30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	23-Jun-27	Corporate Services (IT Section)
	1.4		To ensure effective management of municipal performance	Table performance reports to enable Council to monitor performance	Number of Performance reports tabled to Council	MM-01	Number of performance reports tabled to Council (NUMBER OF REPORTS TABLED)- accumulative	4	N/A	4	4	4	4	4	Office of the MM (IDP/PMS Section)
				1.6	To ensure effective fleet management system	Implementation of Fleet Management Policy	To table monthly fleet management reconciliation report to MANCO.	Corp-21	Number of reports tabled (NUMBER OF REPORTS TABLED)			12	12	12	12
	Keep the fuel bill within the budgeted amount.	Corp-08	Rand value of budget spent (RANDS VALUE OF BUDGET SPENT)				New KPI	R 2 400 000	≤R 2 400 000	≤R 2 500 000	≤R 2 600 000	≤R 2 700 000	≤R 2 800 000	Corporate Services (Fleet Management Section)	

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT		
										2022/23	2023/24	2024/25	2025/26	2026/27			
IDP IMPLEMENTATION PLAN																	
KPA 02: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																	
PGDP GOAL 4: STRATEGIC INFRASTRUCTURE																	
Huge infrastructure and services backlog and insufficient financial resources.	2.1	Improved access to Basic services	Ensure quality of municipal road network and expansion of access road network	To ensure improved quality of municipal road network	Percentage of unsurfaced road graded quarterly	Tech-01	(1) Kilometers of road graded / (2) Kilometers of unsurfaced road planned for maintenance X100 (PERCENTAGE OF UNSURFACED ROAD NETWORK, BY LENGTH)	100%	Operational budget	100%	100%	100%	100%	100%	Technical Services (Road and Stormwater unit)		
					Percentage of reported pothole complaints resolved within standard municipal response time	Tech-02	((1) Number of potholes fixed within 14 working days / (2) Number of potholes reported) (PERCENTAGE OF POTHOLES FIXED)	100%	Operational budget	100%	100%	100%	100%	100%	Technical Services (Road and Stormwater unit)		
				To ensure the expansion of access road network	Construction of Gubazi Road in Ward 13	Tech-03	(1)Overall construction progress made (PERCENTAGE)	60%	R8,434,783.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Ntuzuma Road in Ward 07	Tech-04	(1)Overall construction progress made (PERCENTAGE)	40%	R7,130,435.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Nsubeni Road in Ward 4	Tech-10	(1)Overall construction progress made (PERCENTAGE)	75%	R3,217,391.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
					Construction of Ophindo Road in Ward 03	Tech-12	(1)Overall construction progress made (PERCENTAGE)	80%	R347,826.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Nquthu CBD tar road Nquthu Town	Tech-16	(1)Overall construction progress made (PERCENTAGE)	New KPI	R6,521,739.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Slonjani Road in Ward 16	Tech-21	(1)Overall construction progress made (PERCENTAGE)	70%	R1,217,391.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Mbilane Gravel Road	Tech-15	(1)Overall construction progress made (PERCENTAGE)	85%	R408,217.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of completion of Hanqwana Road in Ward 05	Tech-05	(1)Overall construction progress made (PERCENTAGE)	80%	R1,478,261.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
	2.2		Improvement of electricity services, affordability, access, connection, and energy sustainability	Improved affordability of electricity	Number of FBE units (50kw/h) given to consumers	Corp-09	(1)Number of 50Kw/h FBE units given to consumers	New KPI	R 2,000,000.00	48000	48000	48000	48000	48000	Corporate

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
				To ensure improved access to electricity	Average number of days taken to process valid customer applications for new electricity connections	Tech-06	(1) Sum of the total of days per electricity connection application finalized (connected)/ (2) Number of electricity connections made (NUMBER)	14 days	No budget required	14 Days	14 Days	14 Days	14 Days	14 Days	Technical
					Number of new households connected to the grid	Tech-07	(1)Number of new households connected to the grid	346	R 9 00 000,00	250	250	250	250	250	Technical
					Improved energy sustainability	Tech-08	(1)Date of approval of the Electricity Master Plan by Council	New KPI	No budget required	30/06/2023 (Approval of Electricity Master Plan by Council)	Plan implementation	Plan implementation	Plan implementation	Plan implementation	Budget & Treasury (Budget Section)
	2.3	To improve access to network connectivity	To improve access to network connectivity	Compilation of the report of areas without network access	MM-20	(1) Date of approval of the report by MANCO	New KPI	No budget required	28-Feb-23	Submitting the report to relevant mobile operators	Monitor network connectivity	Monitor network connectivity	Monitor network connectivity	Office of the MM (IDP/PMS Section)	
	2.4	Improve access to public facilities including community	Ensuring access to public facilities by construction of	Construction of Incubator Facilities Phase 2 in Nquthu Town	Tech-22	(1)Overall construction progress made (PERCENTAGE)	TBD	R3,043,478.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical	

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
			halls, Sport fields, residential development and ECDS	community halls	Percentage of completion of Hlathidam community hall	Tech-09	(1)Overall construction progress made (PERCENTAGE)	75%	R869,565.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Ezinkondwandeni Community Hall	Tech-11	(1)Overall construction progress made (PERCENTAGE)	30%	R869,565.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Gobinsimbi Community Hall of Ward	Tech-13	(1)Overall construction progress made (PERCENTAGE)	50%	R869,565.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Sizamile Community Hall in Ward 06	Tech-14	(1)Overall construction progress made (PERCENTAGE)	50%	R869,565.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
					Construction of Sigubudu Community Hall in Ward	Tech-23	(1)Overall construction progress made (PERCENTAGE)	90%	R1,173,913.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical
				Expanding access to Early Childhood Development facilities	Construction of Msawethu Creche in Ward 16	Tech-17	(1)Overall construction progress made (PERCENTAGE)	60%	R869,565.00	100%	Assent maintenance	Assent maintenance	Assent maintenance	Assent maintenance	Technical

NQUTHU LOCAL MUNICIPALITY

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										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
				Expanding access to Sportfield facilities	Finalize planning processes for Ngonini Sportfield	Tech-18	(1)Date of approval of planning report by MANCO	Designs	R347,826.00	25-Jan-23	Construction of Ngonini Sportsfield	Assent maintenance	Assent maintenance	Assent maintenance	Technical
				Improvement of residential development	Construction of Nquthu Residential Phase-1 project (Preparation of land set aside for residential and commercial purposes)	Tech-20	(1)Overall construction progress made (PERCENTAGE)	90%	R186,957.00	100%	Selling residential and commercial sites to the public	Infrastructure maintenance and rate collection from properties	Infrastructure maintenance and rate collection from properties	Infrastructure maintenance and rate collection from properties	Technical

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
					Construction of Nquthu Residential Development phase II (Preparation of land set aside for residential and commercial purposes)	Tech-19	(1)Overall construction progress made (PERCENTAGE)	60%	R3,478,261.00	100%	Selling residential and commercial sites to the public	Infrastructure maintenance and rate collection from properties	Infrastructure maintenance and rate collection from properties	Infrastructure maintenance and rate collection from properties	Technical
KPA 03: LOCAL ECONOMIC DEVELOPMENT															
PGDP GOAL 1: INCLUSIVE ECONOMIC GROWTH															
High unemployment rate and noninclusive economic growth.	3.1		Ensure growing the local economy	Promote the formalization of SMMEs	Average time taken to process business registrations	Plan-03	(1) Sum of the total working days per business registration finalized/ (2) Number of business applications finalised (NUMBER)	90 Days	No budget required	90 Days	90 Days	90 Days	90 Days	90 Days	Planning

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
				Reduce regulatory redtape to promote suitable environment for businesses thrive and attract investment	Average time taken to process business license applications	Plan -04	(1) Sum of the total working days per business application finalised/ (2) Number of business applications finalised (NUMBER)	30 Days		30 Days	30 Days	30 Days	30 Days	30 Days	Planning
				Build the capacity of local SMMEs to make them competitive and sustainable	Number of SMMEs trained	Plan -05	Number of SMMEs trained (NUMBER)	10		20	25	30	35	40	Planning
				Use local procurement and subcontracting as an instrument to support local economic growth	Number of construction projects (exceeding R1 million) utilising local contractors.	Plan -06	Number of subcontractors appointed (NUMBER)			15	Equal to all capital projects over R1 million	Equal to all capital projects over R1 million	Equal to all capital projects over R1 million	Equal to all capital projects over R1 million	Planning
				Support local youth enterprises to unleash their potential and innovation	Number of youth SMMEs supported	Plan -07	Number of youth SMMEs funded/trained/provided with working equipment/material	17	R5,457,545.00	19	19	19	19	19	Planning

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	3.2		To ensure growing the tourism sector in the municipality	Facilitate tourism initiatives and events	Number of tourism initiatives implemented	Plan-08	Number of programmes implemented (accumulative)	3	R704,342.00	3	3	4	4	4	Planning
	3.3		Promotion of Social cohesion through Arts and Culture development programmes	Facilitate and participate in all art, culture and heritage activities	Number of Art, Culture and Heritage programmes implemented	Plan-09	Number of programmes implemented (accumulative)	7	R3,899,546.00	7	7	7	7	7	Planning
	3,4		To ensure more effective poverty alleviation	Creation of jobs to alleviate poverty by implementing local, economic development initiatives including capital projects	Number of jobs created through municipality's local, economic development initiatives including capital projects [Tech-20	(1) Simple count of the number of work opportunities provided by the municipality for the period under review (accumulative)	221		250	300	350	400	450	Technical
High levels of social inequality.	11.1	Ensure accelerated social development of the	Promotion of all sports codes in the municipality	Ensure the implementation of all sports development and plans	Implementation of the municipality's sports annual plan	Corp-11	(1) Number of sports activity targets met/ (2) Number of planned activity targets x 100	100%	R3,973,332.00	100%	100%	100%	100%	100%	Corporate

NQUTHU LOCAL MUNICIPALITY

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										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	11.2		To ensure the welfare of vulnerable groups within the municipality	Establish and ensure the functionality of representative forums for the targeted social groups	Number of sector groups representative forum meetings conducted	Corp-12	Number of meetings conducted (accumulative)	20	R40,000.00	20	20	20	20	20	Corporate
	11.3		Ensuring Early Childhood Development in Nquthu	Providing support to ECD centres	Number of early childhood development programmes implemented	MM-02	Number of programmes Implemented (accumulative)	4	R1,554,522.00	4	5	6	7	8	Municipal manager
	11.4		Ensuring youth development in Nquthu	Initiating and implementing youth development initiatives	Number of youth development programmes implemented	MM-03	Number of programmes Implemented (accumulative)	5	R2,378,605.00	6	6	7	8	9	Municipal manager
KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION															
PGDP GOAL 3: HUMAN & COMMUNITY DEVELOPMENT and GOAL 6: GOVERNANCE AND POLICY															
Inability to reach real municipal potential in terms of good governance and public participation	6.1	To attain a well governed and accessible municipality that is rooted in the will of the	Ensure effective strategic planning by developing a credible IDP	Ensure that the IDP is compliant and meet all prescribed timelines	Number of Ward Based Plans approved by Ward Councillors	MM-04	Number of Ward Based Plans approved	17	No budget required	19	19	19	19	19	Municipal manager
					Tabling Draft 2023/24 IDP to the IDP Stakeholder Representative Forum	MM-05	Date of tabling the Draft 2023/24 IDP to the IDP Stakeholder Representative Forum	New KPI	No budget required	15 May 2023	15 May 2024	15 May 2025	15 May 2026	15 May 2027	Municipal manager

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
					Submitting final 2023/24 IDP to KZN COGTA within 10 days after approval by Council	MM-06	Number of days taken to submit final 2023/24 IDP to KZN COGTA	10	No budget required	≤10 days	≤10 days	≤10 days	≤10 days	≤10 days	Municipal manager
					Tabling of Strategic Planning Report to the IDP and Budget Steering Committee	MM-07	Date of tabling the Strategic Planning Session report to the IDP and Budget Steering Committee	N/A	No budget required	17 March 2023	17 March 2023	17 March 2023	17 March 2023	17 March 2023	Municipal manager
					Number of sector departments IDP Stakeholder Representative Forum reports submitted to KZN COGTA	MM-08	Number of reports submitted to KZN COGTA (accumulative)	New KPI	No budget required	4	4	4	4	4	Municipal manager
					Invitation of public comments on the IDP, Budget and related documents	MM-09	Number of advert issued to invite public comments	New KPI		2	2	2	2	2	Municipal manager

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	4.1		Improved municipal responsiveness	Ensure that all complaints received are attended to on time	Percentage of received complaints responded to within 14 day	MM-10	(1) Percentage of complaints responded to within 14 days / (2) Total number of complaints received x 100	100%	No budget required	100%	100%	100%	100%	100%	Municipal Manager
				Ensure that all ward committees are functional	Percentage of Ward Committee Functionality	Corp-13	((1)The number of ward committees with 6 or more members)/((2)Total number of wards)*100	17	No budget required	100%	100%	100%	100%	100%	Corporate
	4.5		Improved council functionality	Prevent disruption of council meetings to ensure smooth functioning of council	Number of Council meetings disrupted	Corp-14	(1) Number of Council meeting disrupted	0	R1,967,627.00	0 (no meeting disrupted)	0 (no meeting disrupted)	0 (no meeting disrupted)	0 (no meeting disrupted)	0 (no meeting disrupted)	Corporate

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	4.7		To ensure improved communication with communities	Engaging communities about all development or infrastructure projects	Number of sword turnings and handovers for infrastructure projects	MM-12	(1)Number of sword turnings and handovers conducted (accumulative). <i>NB: One event/meeting may be used for two or projects to save costs</i>	12	Budget from events vote	12	12	12	12	12	Municipal manager
	4.8		To ensure effective risk management	Implement the municipality's risk management policy and strategy	Percentage of risk action plan implemented	MM-13	(1)Number of risk action plan implemented / Number of risk action plans x 100	83%	Not all action plans have budget implications	100%	100%	100%	100%	100%	Municipal manager
					Number of Risk Management Committee Meeting conducted	MM-14	(1)Number Risk Management Committee Meetings conducted (accumulative)	4	Risk Chairperson fees budgeted in the Audit Committee vote	4	4	4	4	4	Municipal manager
	4.9		Strive to attain a clean audit	Ensure that the AG Action Plan is implemented and that	Number of Audit Committee reports to Council	MM-15	(1)Number of AC reports tabled to Council	2	No budget required	2	2	2	2	2	Municipal manager

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
				Audit Committees and reports to Council	Percentage of AG Action Plan for 2021/22 audit implemented	MM-16	(1)Number of AG findings resolved / Number of AG findings x 100	83%	No budget required	100%	100%	100%	100%	100%	Municipal manager
					Number of audit committee meetings	MM-17	(1)Number of AC meeting conducted	6	6	6	6	6	6	6	Municipal manager
	4.1		To ensure effective records management system	Implementation of Records Procedure Manual	Number of Records Management Awarenesses conducted	Corp-16	(1)Number of records management awareness workshop conducted to staff members	2	No budget required	1	1	1	1	1	Corporate
KPA 05: FINANCIAL MANAGEMENT AND VIABILITY															
PGDP GOAL 6: GOVERNANCE AND POLICY															
Lack of sufficient revenue base and grant dependency.	5.1	Improved and sound financial management and viability	To ensure effective expenditure management	Ensuring that the municipality execute its procurement plan	Percentage of Procurement Plan implemented	Fin-01	(1)Number of budgeted items procured on the prescribed date / (2)Number of budget items x 100	80%	Sum amount of items budget in the procurement plan	100%	100%	100%	100%	100%	All

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	5.2		Ensure municipal financial sustainability	Maintain proper municipal financial sustainability	Percentage of Level of Cash Backed Reserves	Fin-02	(Cash and Cash Equivalents - Bank Overdraft + Short Term Investment + Long Term Investment - Unspent Conditional Grants) / (Net Assets - Accumulated Surplus – Non Controlling Interest – Share Premium – Share Capital – Fair Value Adjustment – Revaluation Reserve)		No budget required	100%	100%	100%	100%	100%	Budget & Treasury
	5.3		To ensure improved municipal liquidity position	Ensure that the municipality is in a good position to meet its short-term liabilities by maintaining a set current ratio	Current Ratio	Fin-03	Current Assets / Current Liabilities			02:01	02:01	02:01	02:01	02:01	Budget & Treasury
				Prudent management of municipal finances to ensure sustainability	Liquidity Ratio	Fin-04					1.5-2:1	1.5-2:1	1.5-2:1	1.5-2:1	1.5-2:1

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
				Ensure municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.	Number of months for municipality's ability to meet at least its monthly fixed operating commitments	Fin-05	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).			3 months	3 months	3 months	3 months	3 months	Budget & Treasury
	5.4		To ensure improved debt management	Improve debt collection by billing of all municipal debtors	Net Debtors Days	Fin-06	((Gross Debtors - Bad Debt Provision) / Billed Revenue) × 365			30 Days	30 Days	30 Days	30 Days	30 Days	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
					Collection Rate	Fin-07	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100			95%	95%	95%	95%	95%	Budget & Treasury
			Keep municipal assets in good state by efficient spending of maintenance budget	Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value)	Fin-08	Total Repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100			8%	8%	8%	8%	8%	8%	All
			Invest optimally in infrastructure by spending budgeted capital expenditure	Capital Expenditure to Total Expenditure	Fin-09	Total Capital Expenditure / Total Expenditure (Total Operating Expenditure + Capital Expenditure) x 100			10%	10%	10%	10%	10%	10%	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	5.5		To ensure improved financial management	Ensure proper budget implementation and that expenditure is incurred in acceptable standards	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Fin-10	TBD			100%	100%	100%	100%	100%	Budget & Treasury and Technical
Percentage of operating budget spend					Fin-11			100%	100%	100%	100%	100%	Budget & Treasury		
Percentage of irregular expenditure incurred					Fin-12			0%	0%	0%	0%	0%	Budget & Treasury		
Number of days taken to pay trade creditors					Fin-13			30 days	30 days	30 days	30 days	30 days	Budget & Treasury		

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
					Number of Budget Steering Committee meetings convened	Fin-14				4	4	4	4	4	Budget & Treasury
					Submit 2023/24 Draft Annual Budget to the Council	Fin-15				30-Mar-23	30-Mar-24	30-Mar-25	30-Mar-26	30-Mar-27	Budget & Treasury
					Submit 2023/24 Annual Budget to the Council	Fin-16				30-May-23	30-May-24	30-May-25	30-May-26	30-May-27	Budget & Treasury
				Ensure effective procurement management by adhering a set average turn-around time for awarding of bids	Average length of time from advertisement of a tender to the letter of award	Fin-17	TBD			3 months	3 months	3 months	3 months	3 months	Budget & Treasury
				Ensure that electricity distribution loses does not exceed 10%	Percentage of electricity Distribution Loses	Fin-18				10%	10%	10%	10%	10%	Budget & Treasury

NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
				Ensure effective and consistent reporting	Submission of 2021/22 AFS to AG on or before 31 August 2022	Fin-19	(1)Date of AFS submission to AG	31-Aug-21	No budget required	31-Aug-22	31-Aug-23	31-Aug-24	31-Aug-25	31-Aug-26	Budget & Treasury
					Tabling Section 72 (mid-year assessment) Report to Council on or before the prescribed date	Fin-20	(1)Date of tabling Section 72 Report to Council	22-Jan-22	No budget required	25-Jan-23	25 January 2024	25 January 2025	25 January 2026	25 January 2027	Budget & Treasury
					Number of S52 reports tabled to Council	Fin-21	(1)Number of Section 52 Reports tabled to Council (accumulative)	4	No budget required	4	4	4	4	4	Budget & Treasury
KPA 06: CROSS CUTTING															
PGDP GOAL 5: ENVIRONMENTAL SUSTAINABILITY, GOAL 6: GOVERNANCE AND POLICY and GOAL 7: SPATIAL EQUITY															
Unplanned sprawling rural settlements which impacts on negatively on proper planning and cost-effective delivery of services.	6.1	Improve strategic Planning and municipal spatial planning	To ensure effective land use management and development planning	Reviewing of Urban Design Framework (UDF) and SDF to address spatial challenges in Nquthu Town.	Table a reviewed SDF and UDF to Council for approval	Plan-10	(1)Date of SDF and UDF approval by Council	23-May-22	No budget required	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	Planning
	6.2		To ensure provision of gathering, managing, and analyzing spatially related data through GIS	Implementation of GIS Policy (Strategy)	Percentage of GIS services requests responded to within 30 days	Plan-11	(1) Number of GIS requests finalized with 30 days / (2) Number of GIS requests received x 100 (PERCENTAGE)	100%	R130,435.00	100%	100%	100%	100%	100%	100%

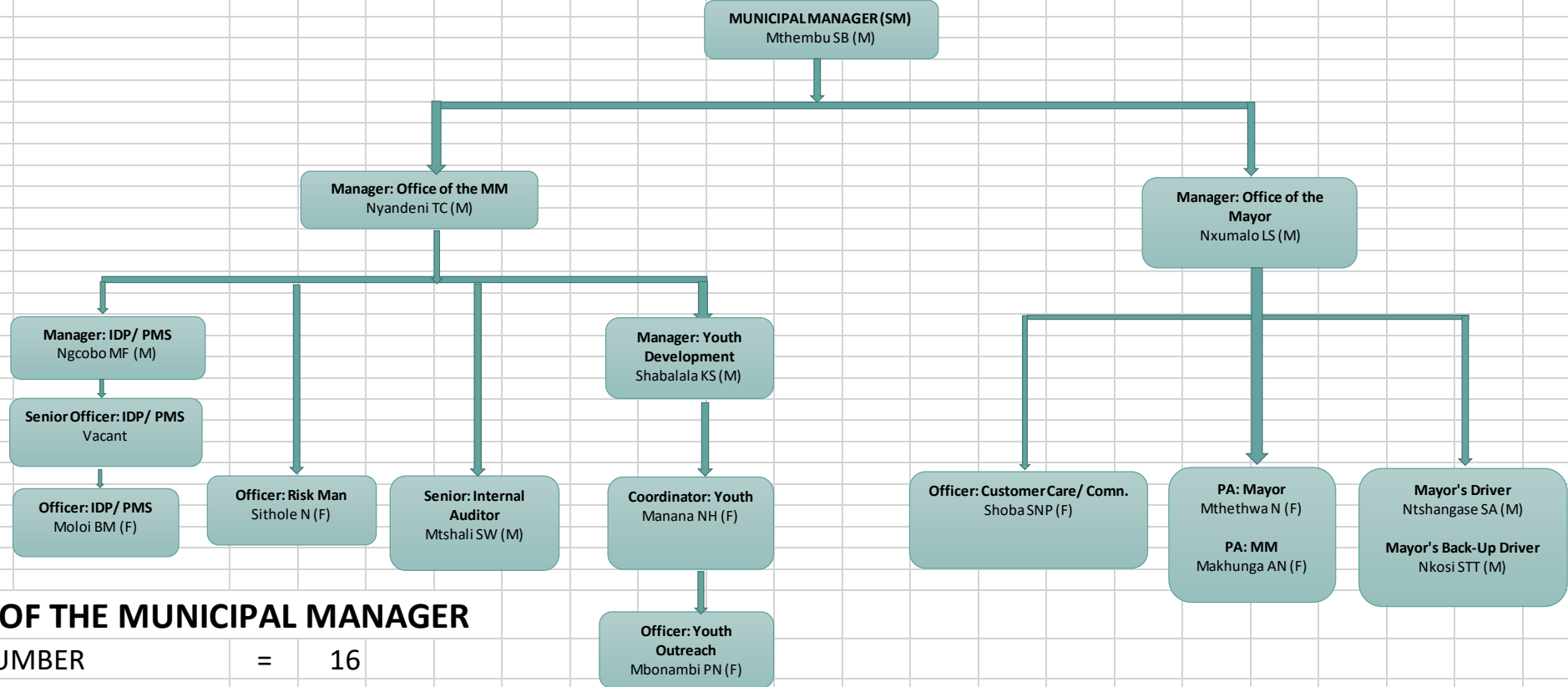
NQUTHU LOCAL MUNICIPALITY

KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
					Percentage of implementation of GIS Action Plan	Plan-12	(1) Number of GIS Action Plan activities conducted / (2) Number of planned activities x 100 (PERCENTAGE)	N/A	R265,218.00	100%	100%	100%	100%	100%	Planning (GIS Section)
	6.3		Ensure compliance with National building Regulations Act and Building Standards and Bylaws	Creating awareness to local community National Building Regulations Act and building standards	Number of Building Regulations Act and building standards awarenesses conducted	Plan-13	(1) Number Building Awarenesses conducted (accumulative)	New KPI	No budget required	4	4	4	4	4	Planning
Insufficient capacity to manage disasters within the municipality	7.1	Achieve improved response to disasters and crime management	Improve mitigation effects of emergencies and disasters	Improve disaster response time and Alertness to the community	Percentage (%) of callouts responded to within 2 hours for structural fire incidents	Corp-18	(1) Number of structural fire incidents where the attendance time was less than 3 hours / (2) Total number of calls for structural fire incidents received *100 (PERCENTAGE)	100%	R285,024.00	100%	100%	100%	100%	100%	Community Services (Disaster Management Section)

NQUTHU LOCAL MUNICIPALITY

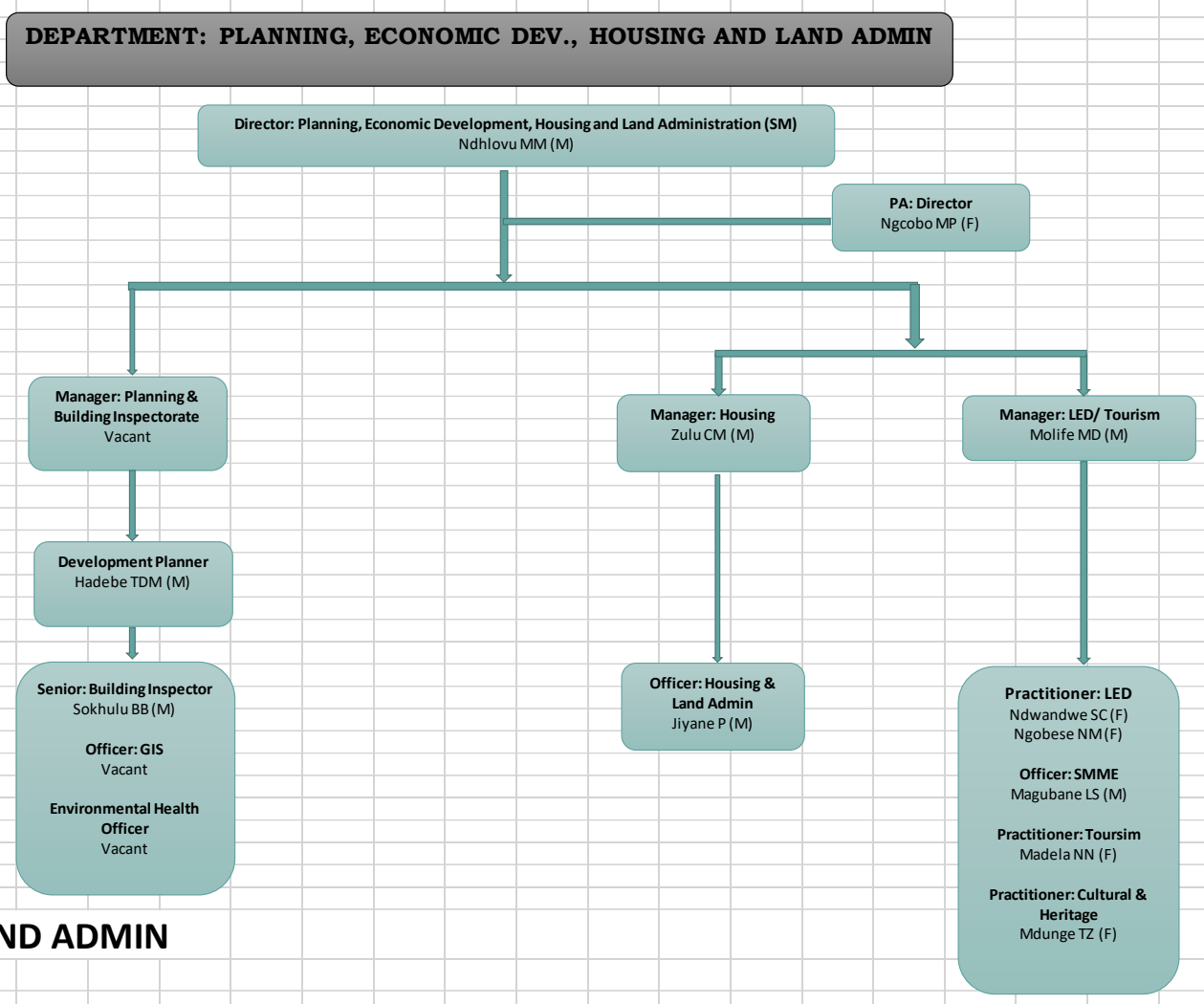
KEY CHALLENGE	IDP REFERENCE	GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	KPI REF NO.	FORMULA USED TO MEASURE PERFORMANCE (UNIT OF MEASURE)	BASELINE 2021/22	BUDGET 2022/23	5 YEAR TARGETS					RESPONSIBLE DEPARTMENT
										2022/23	2023/24	2024/25	2025/26	2026/27	
IDP IMPLEMENTATION PLAN															
	8.1	Safe municipal environment	Ensure a secure and safe municipal environment	Implementation of municipal safety plan	Approval of Municipal Safety Plan by Council	Corp-19	Date of approval (DATE)	N/A	No budget required	30-Jun-23	Annual review and implementation	Annual review and implementation	Annual review and implementation	Annual review and implementation	Corporate
	8.1(2)		To ensure safer local roads	Maximum enforcement of road traffic laws and municipal bylaws	Number of road blocks conducted	Corp-20	(1)Number of road blocks (NUMBER) Accumulative	40	No budget required	45	45	45	45	45	Community Services (Traffic Management Section)
	10.1	Sustainable development and environmental management	To ensure effective environmental protection	Initiating and implementation of all municipal environmental management programmes	Number of Tons diverted away from landfill site to Buyers	Tech-21	Number of tons (KILOGRAMS)	150	BBC Operational budget	200	250	300	350	400	Planning (LED Section)
					Number of Waste management Campaigns conducted	Tech-22	Number of campaigns (NUMBER): accumulative	3	Not budget required	4	5	6	7	8	Technical Services (Waste Management Section)

OFFICE OF THE MUNICIPAL MANAGER



OFFICE OF THE MUNICIPAL MANAGER

TOTAL NUMBER	=	16
POST FILLED	=	15
VACANT POSTS	=	1
NUMBER OF MALES	=	8
NUMBER OF FEMALES	=	7

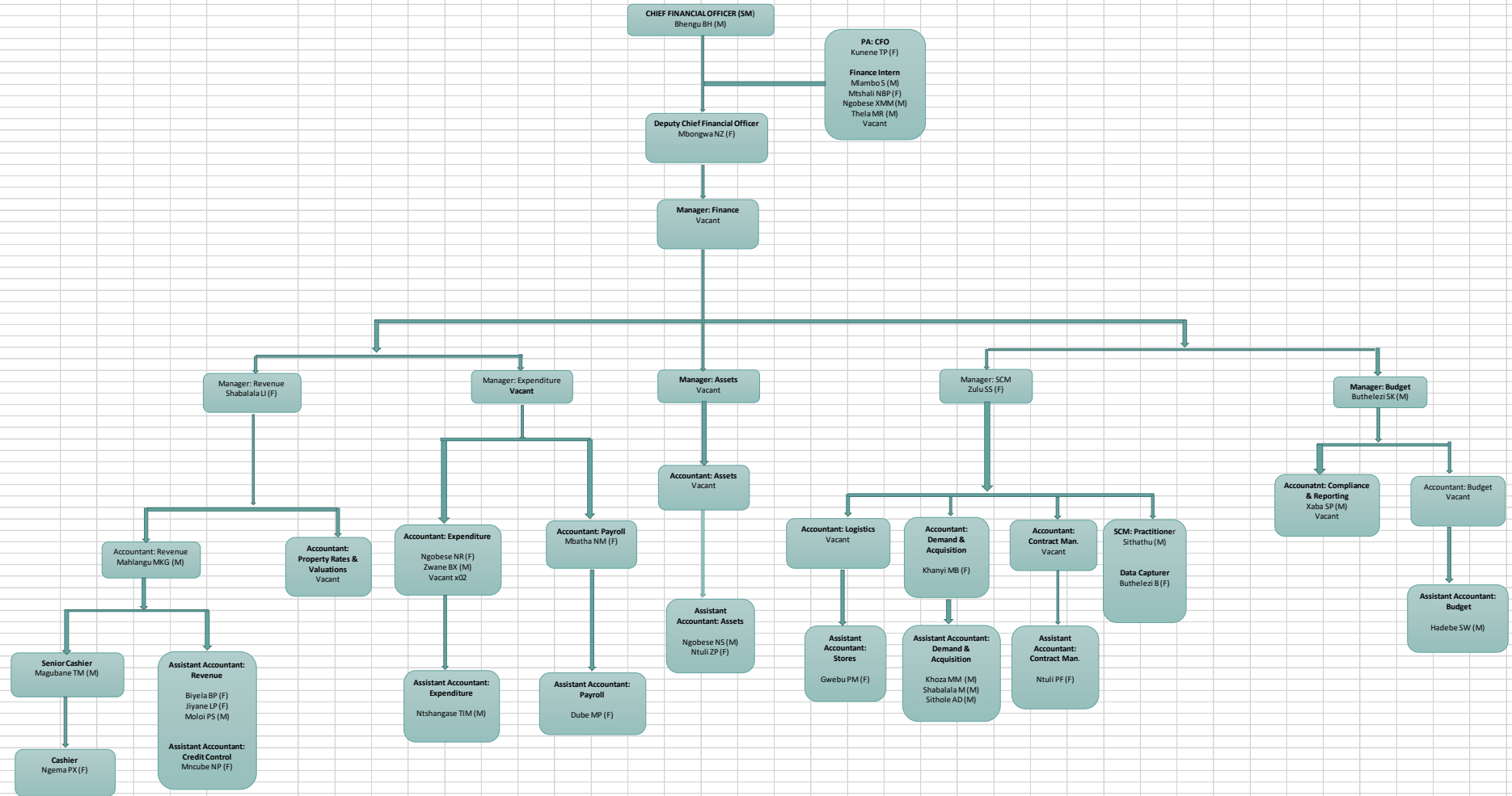


PLANNING, HOUSING & LAND ADMIN

TOTAL NUMBER	=	15
POST FILLED	=	12
VACANT POSTS	=	3
NUMBER OF MALES	=	7
NUMBER OF FEMALES	=	5

NQUTHU LOCAL MUNICIPALITY

BUDGET AND TREASURY OFFICE

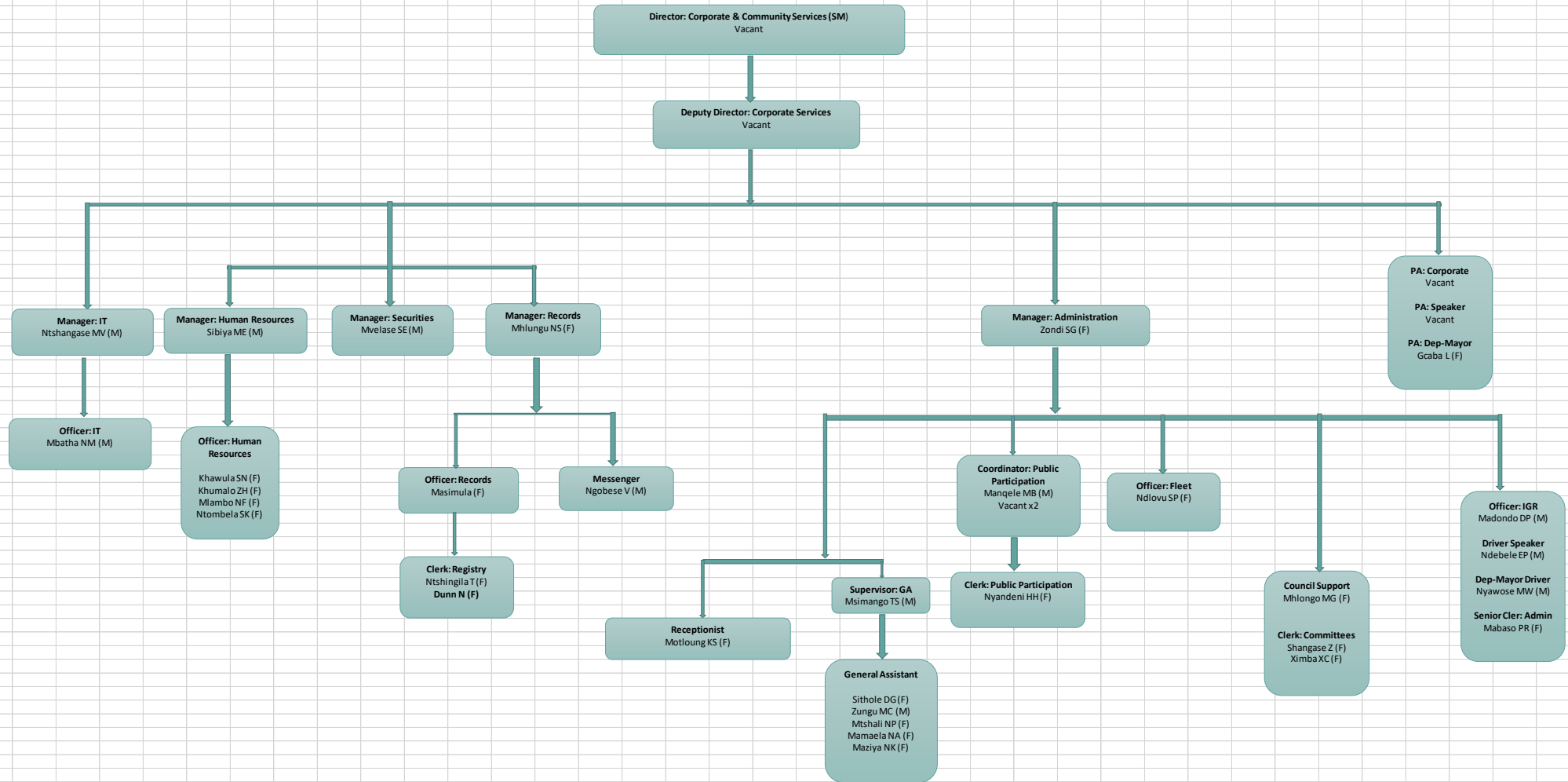


BUDGET & TREASURY OFFICE

TOTAL NUMBER	=	46
POST FILLED	=	34
VACANT POSTS	=	12
NUMBER OF MALES	=	17
NUMBER OF FEMALES	=	17

NQUTHU LOCAL MUNICIPALITY

DEPARTMENT: CORPORATE AND COMMUNITY SERVICES

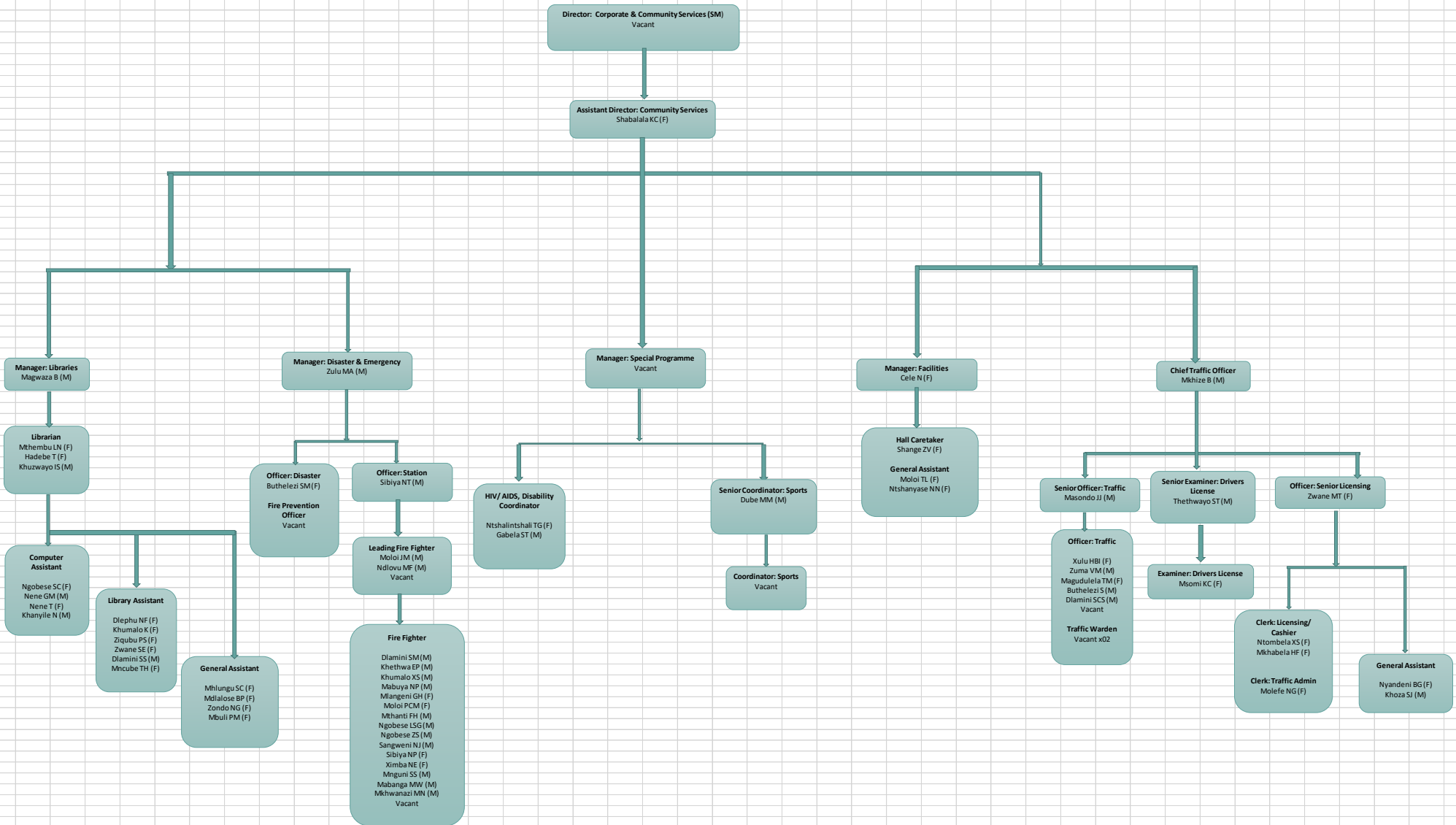


CORPORATE SERVICES

TOTAL NUMBER	=	37
FILLED POSTS	=	32
VACANT POSTS	=	5
NUMBER OF MALES	=	11
NUMBER OF FEMALES	=	21

NQUTHU LOCAL MUNICIPALITY

DEPARTMENT: CORPORATE AND COMMUNITY SERVICES

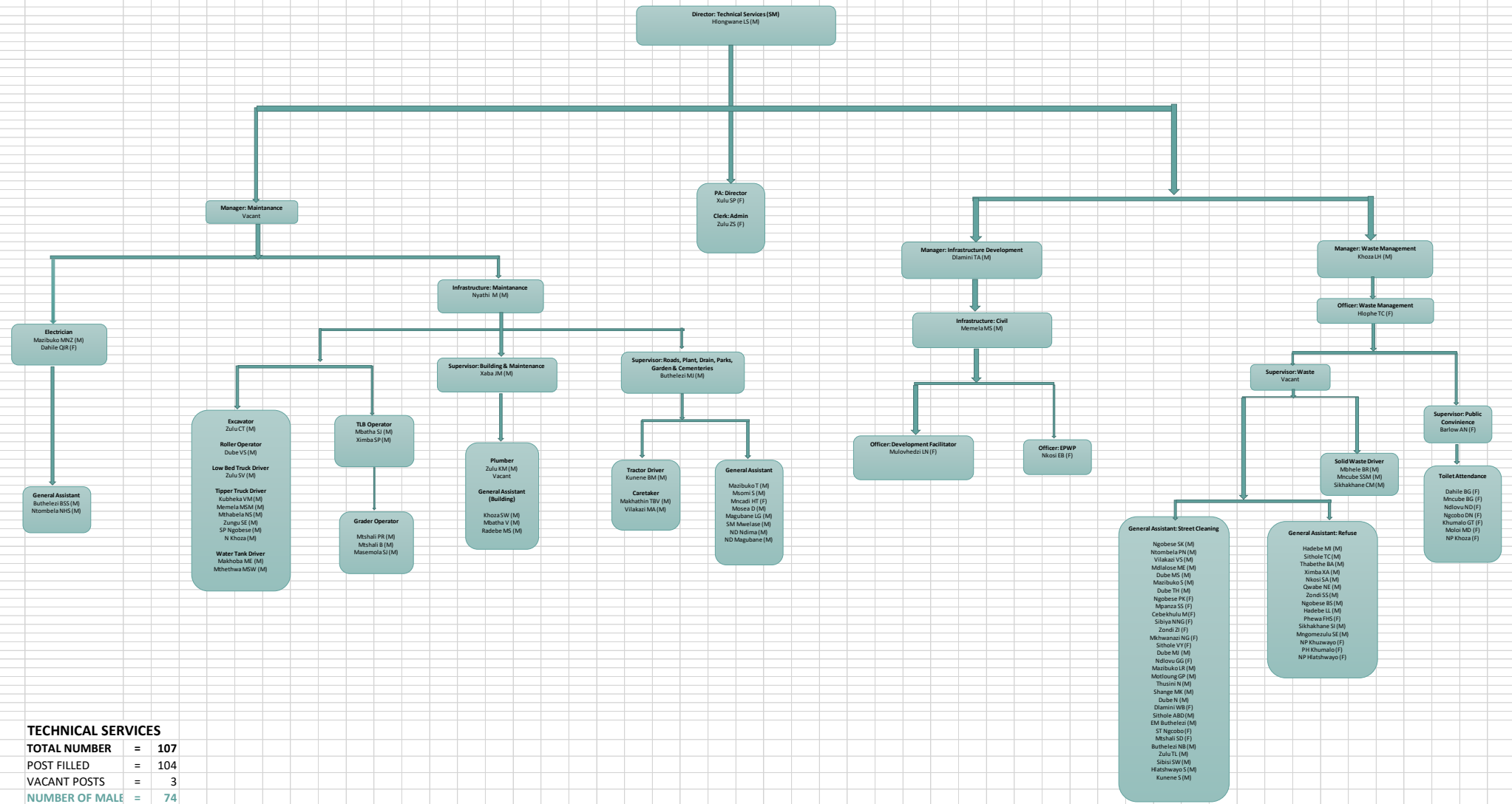


COMMUNITY SERVICES

TOTAL NUMBER	=	69
FILLED POSTS	=	60
VACANT POSTS	=	9
NUMBER OF MALES	=	29
NUMBER OF FEMALES	=	31

NQUTHU LOCAL MUNICIPALITY

DEPARTMENT: TECHNICAL SERVICES



TECHNICAL SERVICES

TOTAL NUMBER	=	107
POST FILLED	=	104
VACANT POSTS	=	3
NUMBER OF MALE	=	74
NUMBER OF FEMALE	=	30

SECTION C: WORKFORCE PROFILE AND TOTAL REMUNERATION

Please use the table below to indicate the number of employees, including people with disabilities, and the total remuneration in terms of population group and gender for each occupational level. In addition, please provide the total remuneration per occupational level in your organisation.

Occupational levels	Male						Female						FOREIGN NATIONALS		Total
	A	C	I	W	A	C	I	W	Male	Female					
Top Management	Number of employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Remuneration	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	Number of employees	5	0	0	0	0	0	0	0	0	0	0	0	0	5
	Total Remuneration	4415987	0	0	0	0	0	0	0	0	0	0	0	0	4415987
Professionally qualified and experienced specialists and mid-management	Number of employees	16	0	0	0	0	0	0	0	0	0	0	0	0	23
	Total Remuneration	9345664	0	0	0	4312655	0	0	0	0	0	0	0	0	13658319
Skilled technical and academically qualified workers, junior management supervisors, foremen and superintendents	Number of employees	47	0	0	0	24	0	0	0	0	0	0	0	0	71
	Total Remuneration	10788934	0	0	0	6624226	0	0	0	0	0	0	0	0	17413160
Semi-skilled and discretionary decision making	Number of employees	32	0	0	0	42	0	0	0	0	0	0	0	0	74
	Total Remuneration	5221282	0	0	0	7947761	0	0	0	0	0	0	0	0	13169043
Unskilled and defined decision making	Number of employees	40	0	0	0	32	0	0	0	0	0	0	0	0	72
	Total Remuneration	5505105	0	0	0	4365694	0	0	0	0	0	0	0	0	9870799
Total Permanent	Number of employees	140	0	0	0	105	0	0	0	0	0	0	0	0	245
	Total Remuneration	35216972	0	0	0	23250336	0	0	0	0	0	0	0	0	58527308
Temporary Employees	Number of employees	172	0	0	0	206	0	0	0	0	0	0	0	0	378
	Total Remuneration	7224000	0	0	0	8652000	0	0	0	0	0	0	0	0	15876000
TOTAL	Number of employees	312	0	0	0	311	0	0	0	0	0	0	0	0	623
	Total Remuneration	42500972	0	0	0	31902336	0	0	0	0	0	0	0	0	74403308

SECTION D: FIXED / GUARANTEED AND VARIABLE REMUNERATION

Please provide the remuneration of the employee with the highest total remuneration (i.e. fixed/guaranteed and variable remuneration) in terms of population group and gender for all the occupational levels, except for the lowest occupational level in your organisation. Please provide the remuneration of the employee with the lowest total remuneration in your organisation in terms of population group and gender. Where a choice has to be made between two employees with the same total remuneration, i.e. one employee having a higher fixed/guaranteed remuneration and the other employee having a higher variable remuneration, the employee with the higher variable remuneration, except at the lowest occupational level, wherein an employee with the lowest variable remuneration should be chosen when completing the form below.

Occupational levels		MALE				FEMALE				FOREIGN NATIONALS	
		A	C	I	W	A	C	I	W	M	F
Top Management	Fixed/Guaranteed	0	0	0	0	0	0	0	0	0	0
	Variable	0	0	0	0	0	0	0	0	0	0
	Total Remuneration	0	0	0	0	0	0	0	0	0	0
Senior Management	Fixed/Guaranteed	4415987	0	0	0	0	0	0	0	0	0
	Variable	539625	0	0	0	0	0	0	0	0	0
	Total Remuneration	4955612	0	0	0	0	0	0	0	0	0
Professionally qualified, experienced specialists and mid-management	Fixed/Guaranteed	9345664	0	0	0	4312655	0	0	0	0	0
	Variable	718977	0	0	0	368912	0	0	0	0	0
	Total Remuneration	10064641	0	0	0	4681567	0	0	0	0	0
skilled technically, academically qualified and, junior management	Fixed/Guaranteed	10788934	0	0	0	6624226	0	0	0	0	0
	Variable	1863049	0	0	0	748363	0	0	0	0	0
	Total Remuneration	12651983	0	0	0	7372589	0	0	0	0	0
Semi-skilled and discretionary decision making	Fixed/Guaranteed	5221283	0	0	0	7947761	0	0	0	0	0
	Variable	1062904	0	0	0	1072744	0	0	0	0	0
	Total Remuneration	6284187	0	0	0	9020505	0	0	0	0	0
Unskilled and defined decision making	Fixed/Guaranteed	5505105	0	0	0	4365694	0	0	0	0	0
	Variable	1042917	0	0	0	749440	0	0	0	0	0
	Total Remuneration	6548022	0	0	0	5115134	0	0	0	0	0

NQUTHU LOCAL MUNICIPALITY

SECTION E: AVERAGE AND MEDIAN PAY AND THE REMUNERATION GAP

Please note the average/ mean remuneration involves adding up a number of amounts in remuneration and dividing the total by the total number of employees included in the total. The 'median' is the "middle" value in a list of payments (i.e. remuneration) ranked from lowest to highest.

What is the average annual remuneration for the top 10% of your top earners?	Average Annual Remuneration	R 883197
What is the average annual remuneration for the bottom 10% of your bottom earners?	Average Annual Remuneration	R 137094
What is the median earners remuneration in your organisation?	Median Earners Remuneration	R 245256
Please indicate whether your organisation has a policy in place to address and close the vertical gap between the highest and lowest paid employees in your workforce?	YES	
How many times (e.g. 10x, 15x, 20x) is the vertical gap between the highest and lowest paid worker in your organisation in terms of the policy?	10	
Is the remuneration-gap between the highest and lowest paid employees in your organisation aligned to your policy?	YES	X
	NO	
Are AA measures to address the remuneration gap included in your EE Plan?	YES	
	NO	X
Please indicate a key reason for the Income Differentials that apply to your organisation.	a) seniority/ length of service	X
	b) Qualifications	
	c) Performance	
	d) Demotion	
	e) Experiential training	
	f) Short of skill	
	g) Transfer of busines	

NQUTHU LOCAL MUNICIPALITY

EEA4 Section F: Signature of the Chief Executive Officer/ Accounting Officer

Chief Executive Officer/Accounting Officer
<p>I Sithembiso Blessing Mthembu (full Name) CEO/Accounting Officer of NQUTHU MUNICIPALITY hereby declare that I have read, approved and authorized this information.</p> <p>Signed on this 14th day of January (month) year 2022</p> <p>At (place) : NQUTHU</p> <p>Chief Executive Officer/Accounting Officer</p>

E1. Planned Training Budget for 1 May 2022 - 30 April 2023

Planned Training Budget						
Funding Source	Planned Training Budget - Employed	Planned Training Budget - Unemployed	Actual Expenditure - Employed	Actual Expenditure - Unemployed	Committed Expenditure - Employed	Committed Expenditure - Unemployed
Mandatory Grant Funds	120000	0			0	0
Outstanding Mandatory Grant funds from previous year	0	0			0	0
Discretionary Grants funds	0	0			0	0
Additional funding (Municipality/entity, donor funds, other government funds etc)	350000	250000			0	0
Totals	470000	250000	0	0	0	0

E2. Total Planned Training Beneficiaries for 1 May 2022 - 30 April 2023

Total Planned Training Beneficiaries								
LGSETA Strategic Focus Area	Municipal Key Performance Area	Main IDP Priority Linked to Key Performance Area	Female - Employed	Male - Employed	Total	Female - Unemployed	Male - Unemployed	Total
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	1. More effective municipal administration. 2. Improved municipal responsiveness.	57	46	103	106	84	190
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	To ensure improved debt management	3	2	5	0	0	0
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	1. Ensure quality of municipal road network and expansion of access road network. 2. Improvement of electricity services, affordability, access, connection, and energy sustainability. 3. Improve access to facilities in terms of community halls, sport fields, and ECDs.	17	31	48	0	0	0
Enhancing Municipal Planning	Municipal Transformation and Institutional Development	None	0	0	0	0	0	0
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	1. Ensure growing the local economy. 2. To ensure more effective poverty alleviation.	3	5	8	0	0	0
Totals			80	84	164	106	84	190

Table of Contents

ABBREVIATIONS 2

1 INTRODUCTION **3**

2 PURPOSE **3**

3 LEGISLATIVE FRAMEWORK **4**

4 HUMAN RESOURCES STRATEGY **5**

 4.1 VISION 5

 4.2 MISSION 5

 4.3 VALUES 5

 4.4 OBJECTIVES 5

5 THE ROLE OF HUMAN RESOURCES **6**

6 HR MANAGEMENT STRATEGIC FOCUS **10**

 6.1 IDP STRATEGIC ALIGNMENT 10

 6.2 HR FOCUS AREAS 11

 6.3 HR STRATEGY IMPLEMENTATION PLAN 14

Abbreviations

HR	Human Resources
IDP	Integrated Development Plan
SDBIP	Service Delivery Budget Implementation

1 Introduction

Human resources are key to the functioning of the municipality. It is vital that the Nquthu municipality has the right number, right competencies and the appropriate organizational and functional spread of the of human resources. This needs to be supported by functioning systems and structures that enable human resources to be effective and efficient. Human resources needs change from time to time to cater to specific needs and changes of the municipality which may be influenced by factors such as shifts in priorities and the budget. The human resources strategy will be updated annually to ensure alignment between the municipality's priorities and needs.

2 Purpose

The purpose of the human resources strategy is to outline the interventions to be undertaken by the municipality in ensuring that it has the right number of people, the right composition with the right competences to enable the delivery of the mandate and achievement of strategic goals and objectives. A well-structured human resources strategy plays a crucial role in assisting the municipality attain its commitments and programme objectives which are set out in the Integrated Development Plan, Service Delivery Budget Implementation Plan and other key municipality documents.

This human resources strategy envisages the following desired outcomes:

- Competent and skilled workforce
- Highly performing and motivated staff
- Efficient systems and policies
- Diversified workforce

3 Legislative Framework

The human resources strategy must address the key requirements of a wide range of legislation. This strategy ensures alignment and compliance of the human resources department to its obligations. The current legislation governing human resources management within the local government sector is listed below:

- Basic Conditions of Employment Act, 1997
- Compensation for Occupational Injuries and Diseases Act, 1993
- Employment Equity Act, 1998
- Income Tax Act, 1962
- Labour Relations Act, 1995
- Medical Schemes Act, 1998
- Municipal Demarcation Act, 1998
- Municipal Finance Management Act, 1999
- Municipal Structures Act, 1998
- Occupational Health and Safety Act, 1993
- Pension Fund Act, 1956
- Skills Development Act, 1998
- Skills Development Levies Act, 1999
- South African Qualifications Authority Act, 1995
- The Constitution of the Republic of South Africa, 1996
- Unemployment Insurance Act 2001

Section 51 of the Municipality Systems Act of 2000 stipulates that municipal human resources department's must organise its administration in order to:

- Facilitate a culture of public and accountability among staff.
- Be performance orientated and focused on the objectives of local government.
- Ensure that the municipality's political structures, political office bearers, managers and staff members align roles and responsibilities with priorities and objectives that are indicated in the Integrated Development Plan.
- Assign clear responsibilities for management and coordination.
- Provide an equitable, fair, open and non-discriminatory working environment.

4 Human Resources Strategy

4.1 Vision

To make the municipality an employer of choice for skilled employees who will deliver sustainable and community orientated services.

4.2 Mission

To continually recognise staff as central in the achievements of the municipality's mandate and strategy and stimulate a workplace that is conducive to growth and optimal performance.

4.3 Values

The following values underpin the service delivery of the human resources department:

- **Professionalism** – to have a workforce that exhibits excellence and professionalism in delivering service to all stakeholders.
- **Integrity** - to maintain the highest integrity in dealing with staff information, concerns and queries.
- **Fairness** – ensure a fair and equal treatment in dealing with stakeholders at different levels.
- **Teamwork**- to inculcate a culture of teamwork among the diverse group of employees in order to ensure the delivery of quality services.
- **Quality Service** – ensure efficiency in terms of support and advice to stakeholders.

4.4 Objectives

- 1) Empowering employees towards maximizing their personal potential to deliver on and exceed organizational requirements
- 2) Continuously align the HR Strategy with the IDP and SDBIP
- 3) Promote and practice “People First Principles”, Equity, Fairness, Objectivity and Consistency
- 4) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR for the benefit of the municipality
- 5) Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

5 The Role of Human Resources

This human resources strategy outlines the intentions of the municipality in relation to how it should manage its human capital. It deals with the following:

- a) Planning the entire workforce in the municipality
- b) Identifying of critical skills shortages and concocting strategies to attract individuals that have the required skills and be able to retain those individuals once they have been employed.
- c) Development of a skilled workforce which is striving towards providing excellent service. This will ensure that employees are effective in achieving the objectives of the municipality.
- d) To provide high level support and advise to line management regarding organizational development and transformation issues.
- e) Facilitating of human resources interventions and support in respect of diverse groups to enhance the capability and performance of the municipality.

The above functions can be achieved if the human resources department ensures that the municipality has the following:

- a) The right number of competent employees, that are strategically positioned to deliver on the municipality's mandates and achieve its strategic goals and objectives.
- b) The ability to make best use of human resources and being able to manage shortages or surplus of staff.
- c) The suitable skilled and competent employees that add value in delivering solutions, advice and capacity building in key areas of human resources department directive within the municipality as indicated in the table 1 below:

The human resources department is a strategic partner of the municipality which continuously aims to improve the service level of its performance. Attainment of this improved service level performance is achieved through the transformation of human resource from an administrative function to a strategic business partner. This strategic and consultative mandate of human resources department is executed by means of the following roles in table 1:

Table 1: Strategic Role of Human Resources

Business Partner Role	
Purpose:	Activities
To strategically map and drive HR practices in line with municipality’s objectives	<ul style="list-style-type: none"> ▪ Drive the development and implementation of Human Resources Management Strategy ▪ Manage key HR Stakeholders ▪ Analyse trends and submit reports on HR information to all stakeholders ▪ Coordinate HR functional issues in line with business unit requirements ▪ Keep abreast of best practice within the sector ▪ Advise Executive Management on HR risks that affect service delivery and propose mitigation actions
Administrator Role	
Purpose:	Activities
To provide HR administrative support to the Municipality	<ul style="list-style-type: none"> ▪ HR administration ▪ Maintain Human Resources Information System ▪ Provide general support in coordinating key HR initiatives ▪ Coordinate and administer HR queries ▪ Provide ‘walk-in support’ for relevant HR services
Specialist Role	
Purpose:	Activities
To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees	<ul style="list-style-type: none"> ▪ Execution of the HR objectives ▪ Resource business units with the required employees ▪ Ensure compliance and foster sound HR legislation and corporate governance ▪ Design and implement training plans to develop organisational skills levels

Change Catalyst Role	
Purpose:	Activities
To provide high level support and advise to line management regarding organisational development and transformational issues	<ul style="list-style-type: none"> ▪ Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities ▪ Drive development of a culture and value system which best supports the municipal vision and objectives ▪ Establish formal change management programme and practices ▪ Develop change management capability at all levels of the municipality and embed changes in work practices and culture

The human resources department deals with various functions that are critical for the operations of the municipality. This strategy requires a properly and adequately resourced human resources department with required competencies and skills to deliver on the human resources functions. Figure 1 indicates the Nquthu Human Resources department’s structure and Table 2 below depicts the different operational functions of the human resources department.

Figure 1 HR Organogram



Table 2: Human Resources Functional Disciplines

HR OPERATIONS					
	Learning and Organizational Development Management	Industrial Relations Management	Recruitment and Placement Management	Remuneration, Rewards and Performance Management	Human Resource Administration Management
	Employee Development: Executive, Management and Staff	Grievance and Dispute Resolution	Organizational Structuring	Employee Performance Management	Employee Data and Records Administration
	Experiential Learning Programme	Misconduct Resolution	Resource Planning and Forecasting	Incentive and Reward Management	Compensation and benefits administration
	Career and Success Planning	Employment Equity Planning and Monitoring	Job Profiling	Remuneration Management	Leave Administration
	Employee Mentorship	Bargaining	Employee recruitment	Job Description, Analysis and Evaluations	Employee Appointments and Termination
			Employee Induction and Placement	Career Path Management	Injury on Duty Administration
			Employee satisfaction		Contract Administration Interns, contracts and permanent

6 HR Management Strategic Focus

The human resources strategic model is guided by the analysis of the internal and external factors influencing the municipality to ensure that it responds to operational needs. The human resources strategy is aligned to the IDP and integrates the strategic direction of the municipality into the focus and activities of the human resources department.

6.1 IDP Strategic Alignment

This strategy is guided by the priorities, plans and activities of the municipality's Integrated Development Plan.

Table 3: Municipality strategic focus

Item	Description
1	<p>Basic Services Delivery and Infrastructure Development</p> <ul style="list-style-type: none"> ▪ Physical infrastructure ▪ Municipal services delivery ▪ Land use management ▪ Spatial planning ▪ Human settlements management ▪ Infrastructure master planning ▪ Environmental management ▪ Rural development planning
2	<p>Socio-Economic Development</p> <ul style="list-style-type: none"> ▪ Economic development ▪ Social development ▪ Rural development
3	<p>Municipal Financial Viability</p> <ul style="list-style-type: none"> ▪ Financial viability ▪ Financial management ▪ Asset management
4	<p>Good governance and Public Participation</p> <ul style="list-style-type: none"> ▪ Corporate governance ▪ Broaden local democracy ▪ Public participation ▪ Local government accountability

5	<p>Municipal Transformation and Institutional Development</p> <ul style="list-style-type: none"> ▪ Business management / leadership ▪ Strategic positioning (policies, strategic planning, operational planning) ▪ Organizational culture ▪ Stakeholder relations management / communication ▪ Business performance management ▪ Human resource management ▪ ICT management ▪ Record / knowledge management
----------	--

6.2 HR Focus Areas

The strategy model identifies focus areas for the human resources department with stated objectives that highlight the focus delivery area and outlines service delivery. The focus areas are aligned with the IDP development strategies to produce an implementation plan for the HR department. The focus areas are listed below:

6.2.1 Focus Area 1 - Recruitment, Selection and Placement Management

6.2.1.1 Objective

- a) To attract and retain a skilled workforce and reflect the South African and municipality's diversity
- b) Ensure timeous organisational design and staffing in line with the municipality's service delivery and operational requirements

6.2.1.2 Activities

- a) Organisational Structuring
- b) Job Profiling
- c) Human Resources planning and forecasting
- d) Employee recruitment
- e) Employee induction and placement
- f) Employment Equity planning and compliance

6.2.2 Remuneration, Reward and Performance Management

6.2.2.1 Objective

- a) To attract and retain a skilled workforce, with a view to drive a results oriented performance culture in order to ensure high motivation, job satisfaction and competence in our staff members.
- b) Ensure a structured performance and reward management system which recognises and rewards staff performance

6.2.2.2 Activities

- a) Performance Management and monitoring
- b) Incentive and reward management
- c) Remuneration management
- d) Job description analysis and evaluations
- e) Career path management

6.2.3 Learning and Organisational Development Management

6.2.3.1 Objective

- a) To attract and retain a skilled workforce in order to enhance learning and skills development to ensure skills and competency enhancement and substance of the municipality's skills sets.
- b) Ensure that staff is equipped with the requisite skills and competencies to perform optimally in their respective jobs to enhance service delivery.

6.2.3.2 Activities

- a) Workplace Skills Plan
- b) Education, Training and Development
- c) Council and management development
- d) Mentoring and Coaching
- e) Employee bursary programme
- f) Employee competency training
- g) Experiential learning and development
- h) Career and succession planning
- i) Organisational Development
- j) Skills Audit

6.2.4 Employee Relations Management

6.2.1.1 Objectives

- (a) To build a positive organisational culture in order to foster a sound employee relations climate promoting sound and fair labour relations climate and a workplace free of injustice.

6.2.1.2 Activities

- (a) Grievance, misconduct and dispute resolution
- (b) Diversity and transformation management
- (c) Bargaining forum facilitation
- (d) Legal compliance

6.2.5 Human Resources Administration, Systems and Data management

6.2.5.1 Objectives

- a) To develop and implement effective policies, procedures and systems that will ensure personnel data integrity, decision making, support and quality reporting.

6.2.5.2 Activities

- a) Employee data and records administration
- b) Compensation and benefits administration
- c) Leave administration
- d) Appointments and terminations administration
- e) Injury on duty administration
- f) Human resources systems administration
- g) Policies / Procedures / Systems development
- h) Employee contracts management

6.2.6 Employee Wellness

6.2.6.1 Objective

- a) Facilitate employee wellness interventions based on identified needs to promote physical, emotional and mental health of employees

6.2.6.2 Activities

- a) Occupational Health and Safety
- b) Employee Wellness Programme Management
- c) HIV/ AIDS programme management

6.3 HR Strategy Implementation Plan

The implementation plan indicates the desired outcomes for the HR department with key performance areas, performance indicators that are measurable with specific targets. Progress against the plan and the performance indicators will need to be monitored. The impact and effectiveness of each of the interventions must be measured and if necessary corrective action taken and interventions made to direct HR activities towards their objectives. The HR department will report progress monthly and quarterly to the Corporate Services Head of Department.

Table 4: HR strategy implementation plan

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development and implementation of the organogram			
Focus Area							
Recruitment, Selection and Placement Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1	To attract and retain a skilled workforce and reflect the South African and municipality's diversity	Recruit staff in line with the skills and competencies needs of the municipality	% vacancies filled against advertised positions				
		Develop and review the employment equity plan	Approved Employment Equity plan				
		Recruit targeted profiles in all job categories	% of overall Employment Equity targets				
		Recruit targeted gender profiles in all job categories	% of Male: Female Employment Equity targets				
		Conduct induction of new employees	% new employees inducted				
		Evaluate and monitor employee turnover	% staff turnover				

NQUTHU LOCAL MUNICIPALITY

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development and implementation of the organogram			
Focus Area							
Recruitment, Selection and Placement Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1 (contd.)		Conduct exit interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality	Documented proof of conducted exit interviews				
2	Ensure timeous organisational design and staffing in line with the municipality's service delivery and operational requirements	Review and finalise organogram	Final organogram				
		Conduct job evaluation	% completed TASK evaluated jobs				
		Review and develop job descriptions in line with the current and future needs of the municipality	% new and reviewed job descriptions				
		Develop standardised job profiles for all positions	% approved job profiles				

NQUTHU LOCAL MUNICIPALITY

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development and implementation of the organogram			
Focus Area							
Recruitment, Selection and Placement Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
2 (contd.)		Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture	Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture				
		Prepare and implement transition process that provide for continuity in the municipality's operations	Approves Succession Plan Policy				

IDP Strategic Objective					IDP Development Strategy		
To improve the quality and efficiency of the administration component of the municipality					Development and implementation of the organogram		
Focus Area							
Remuneration, Reward and Performance Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1	To attract and retain a skilled workforce, with a view to drive a results oriented performance culture in order to ensure high motivation, job satisfaction and competence in our staff members.	Develop Remuneration Strategy to address all aspects of remuneration	Approved remuneration strategy				
		Implementation and administration of the remuneration strategy	% implementation of remuneration strategy				
2	Ensure a structured performance and reward management system which recognises and rewards staff performance	Develop a performance management policy	Approved performance management policy				
		Implement a performance management system to ensure accountability and enhance organisational, team and individual performance.	Individual performance agreements and performance plans				

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development and implementation of the organogram			
Focus Area							
Learning and Organisational Development Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1	To attract and retain a skilled workforce in order to enhance learning and skills development to ensure skills and competency enhancement and substance of the municipality's skills sets	Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance	Annual Workplace Skills Plan (WSP) Annual Training Report (ATR)				
		Review the skills development plan	% skills development plan implementation				
		Introduce and implement learnership programme	Number of learners in learnership programme				
		Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership	% of trained supervisors, managers and executives				

NQUTHU LOCAL MUNICIPALITY

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development and implementation of the organogram			
Focus Area							
Learning and Organisational Development Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
2	Ensure that staff is equipped with the requisite skills and competencies to perform optimally in their respective jobs to enhance service delivery	Conduct a skills audit	Skills Audit Report				

NQUTHU LOCAL MUNICIPALITY

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development and implementation of the organogram			
Focus Area							
Employee Wellness							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1	Facilitate employee wellness interventions based on identified needs to promote physical, emotional and mental health of employees	Develop Employee Wellness Policy	Approved employee wellness policy				
		Facilitate wellness programmes	# of wellness campaigns facilitated				

NQUTHU LOCAL MUNICIPALITY

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development of Systems and Procedures			
Focus Area							
Human Resources Administration, Systems and Data management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1	To develop and implement effective policies, procedures and systems that will ensure personnel data integrity, decision making, support and quality reporting.	Review and Develop Human Resources Policies and Procedures	Approved Human Resources Policies and Procedures				
		Development of a Human Resources Strategy	Approved Human Resources Strategy				
		Maintain an up-to-date employee record system	% number of reviewed and updated employee files				

NQUTHU LOCAL MUNICIPALITY

IDP Strategic Objective				IDP Development Strategy			
To improve the quality and efficiency of the administration component of the municipality				Development of Systems and Procedures			
Focus Area							
Employee Relations Management							
No.	Objective	Key Activities	Measures	Baseline	Target		
					Year 1	Year 2	Year 3
1	To build a positive organisational culture in order to foster a sound employee relations climate promoting sound and fair labour relations climate and a workplace free of injustice.	Educate and capacitate employees through the Local Labour Forum on labour related matters	# of LLF meetings				
		Capacitate line management \supervisors on grievances and disciplinary matters	# of resolved grievances # of resolved disputes # of resolved misconduct cases				
		Monitor employee satisfaction with HR core values and services	% of employees satisfied with HR				

Three Year Infrastructure Plan: 2022/2023 To 2024/2025**Notes:**

This Plan has been compiled using data available from current sources obtained from sector departments, Stats SA, the Demarcation Board and District municipality.

Continuous consultation sessions will be scheduled with the District Municipality and the Provincial Departments officials to gather more information in terms of infrastructure developments. Also to encourage the linkage between the Local Municipality, Provincial Government and National Government in terms of this Planning.

Since this is the first cycle of the plan, the written contributions, comments and recommendations are welcomed.

TABLE OF CONTENT

No	DESCRIPTION	PAGE
1.	ACRONYMS	4
2.	EXECUTIVE SUMMARY	5
3.	AIM	6
4.	OBJECTIVE	7
5.	KEY ISSUES	8
6.	LOCATION OF NQUTHU LM	9
7.	WARD MAP	9
8.	DERMACATION MAP	10
9.	TRADITIONAL AUTHORITIES	12
10.	DERMOGRAPHICS	14
11.	PLANNED INTERVENTIONS	21

ACRONYMS

- MBD Municipal Demarcation Board
- IDP Integrated Development Plan
- IP Infrastructure Plan
- MIG Municipal Infrastructure Plan
- LM Local Municipality

Executive Summary

Background

The development of an Infrastructure Plan at a municipal level serves as a clear business model providing strategically focused actions for implementing the key initiatives identified in the Nquthu Municipality IDP, while addressing sustainability. This will be achieved by ensuring that the necessary infrastructure be provided to address services backlogs, that efficient operations and maintenance is performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

In the first cycle of Infrastructure Plan the emphasis is ***on infrastructure needs and backlogs***. Projects and initiatives are identified to address the critical shortages, which is then used to define funding requirements.

Finally, institutional challenges are identified that affects housing, water, sanitation and waste water, and roads. The other services will be addressed in future Infrastructure Plan.

This Plan is compiled for Nquthu Municipality using data available from sector departments, Stats SA, the Demarcation Board and data submitted by uMzinyathi District Municipality. It identifies the different challenges in the Municipality and the overall assessment of service delivery in the District Municipality, *the budgets, institutional issues, namely policies, processes and structure*, which have an impact on services delivery and the different needs for project implementation.

All of the above mentioned are taken into consideration to formulate an *intervention plan* for this municipality. The intervention plan is divided into an *immediate impact, medium term and longer term plans*. The intervention plan is guided by the Nquthu Municipality Strategic Plan resolutions and informed by the Nquthu Municipality IDP which reviewed every financial year.

Introduction to the Infrastructure Plan.

1.1 Aim of Infrastructure Plan

This Infrastructure Plan serves as the first cycle of Infrastructure Plan to consolidate and report on infrastructure needs, backlogs, planned, projects, initiatives, funding requirements and institutional challenges in terms of the following categories of information:

- Housing
- Water
- Sanitation and waste water
- Roads
- Institutional interventions

Later Infrastructure Plan, will expand this first version in subsequent years to also address the following additional functions:

- Solid waste
- Electricity, and
- Institutional development needs, and
- Financial sustainability.

1.2 Objectives of the Infrastructure Plan

To support the development of a planning culture within the municipality, to collect information on infrastructure related *needs* and *initiatives*, and to develop *intervention plans* towards achieving the Municipality and Government's stated goals of eradicating service backlogs in the country.

The municipality needs to compile an Integrated Development Plan that defines a framework for creating and sustaining integrated human settlements by providing the necessary infrastructure in a sustainable and coordinated manner.

The Infrastructure Plan have been formulated to enhance the preparation of the IDP, and consolidates the information from a wide range of planning instruments. It summarises the data at ward level by exploring the unique needs of communities, and then formulate plans for providing housing and infrastructure to service these needs.

It furthermore addresses the full life cycle management of those assets by considering the refurbishment and maintenance needs, and ensure that the necessary skills and financial resources are available to achieve the goal of sustainable service delivery is achieved in the medium to long term.

1.3 Key Issues

It is the municipality responsibility to provide all its communities with the necessary infrastructure services for Roads and stormwater, energy, and solid waste, sporting facilities, public amenities as well as to ensure that other key services e.g. Water, Sanitation, education, health, Agriculture and transportation are planned in collaboration with the relevant departments and other government parastatals. This calls for the following actions:

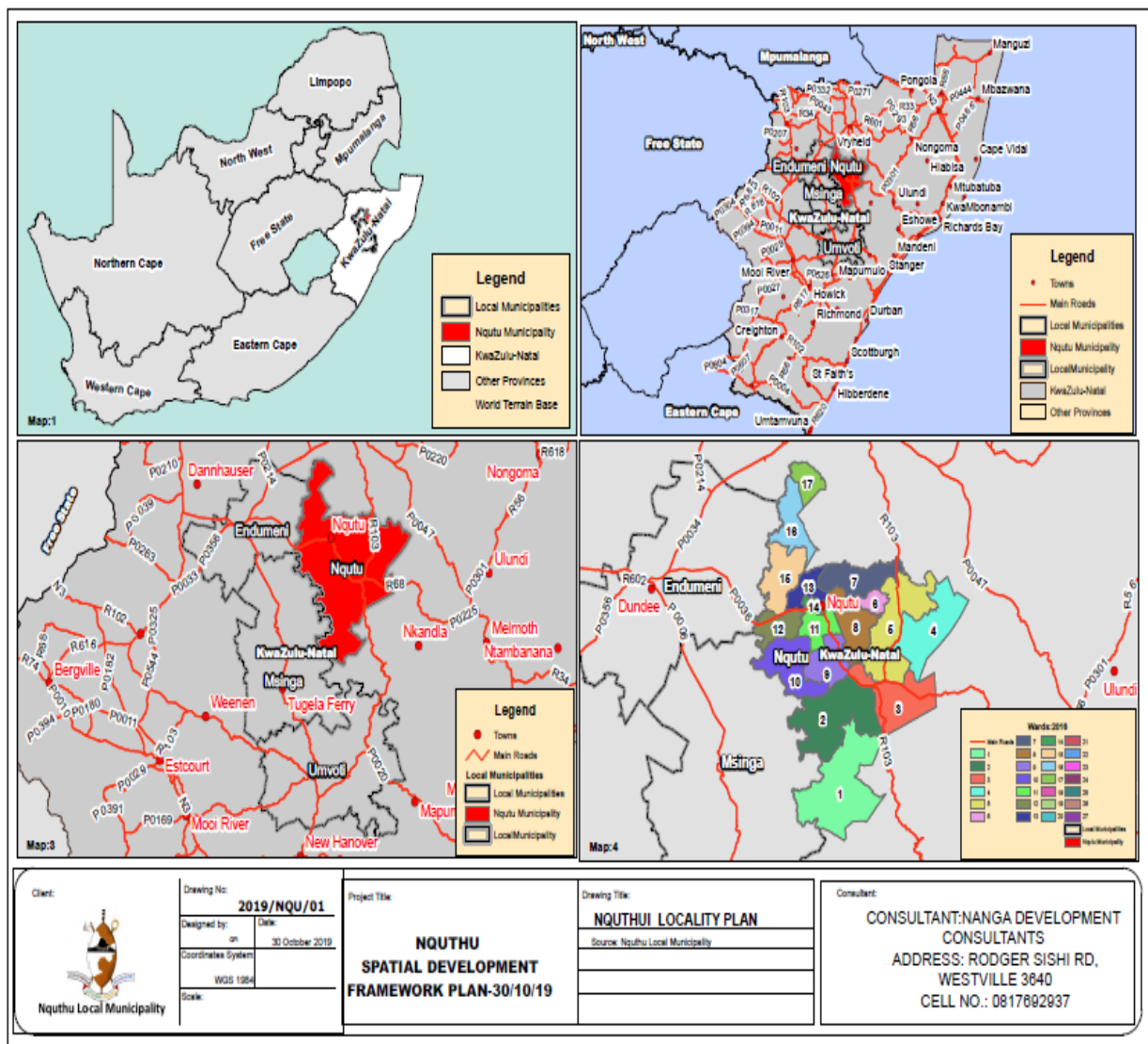
- Ensuring that the necessary infrastructure assets are provided, operated and maintained.
- Ensuring that the necessary funding is available for the total costs involved over the full extent of the life cycle of the assets, by collecting revenue from consumers and utilizing available grant funds, and providing the required operating and capital funds to achieve the goals.
- Ensuring that an institutional model exists for providing the necessary skills, processes and procedures to manage the assets.
- Ensuring that the necessary bulk supplies e.g. water and electricity, as well as waste water treatment capacity are available.
- Ensuring that the growth needs of the municipality are addressed by considering local economic development initiatives, and taking cognizance of changing needs of communities while involving them in planning the provision of the above mentioned services.
- This most recent development drives towards integrating a number of key initiatives aimed at achieving the provision of sustainable infrastructure services in municipality.

Locality of Nquthu Municipality

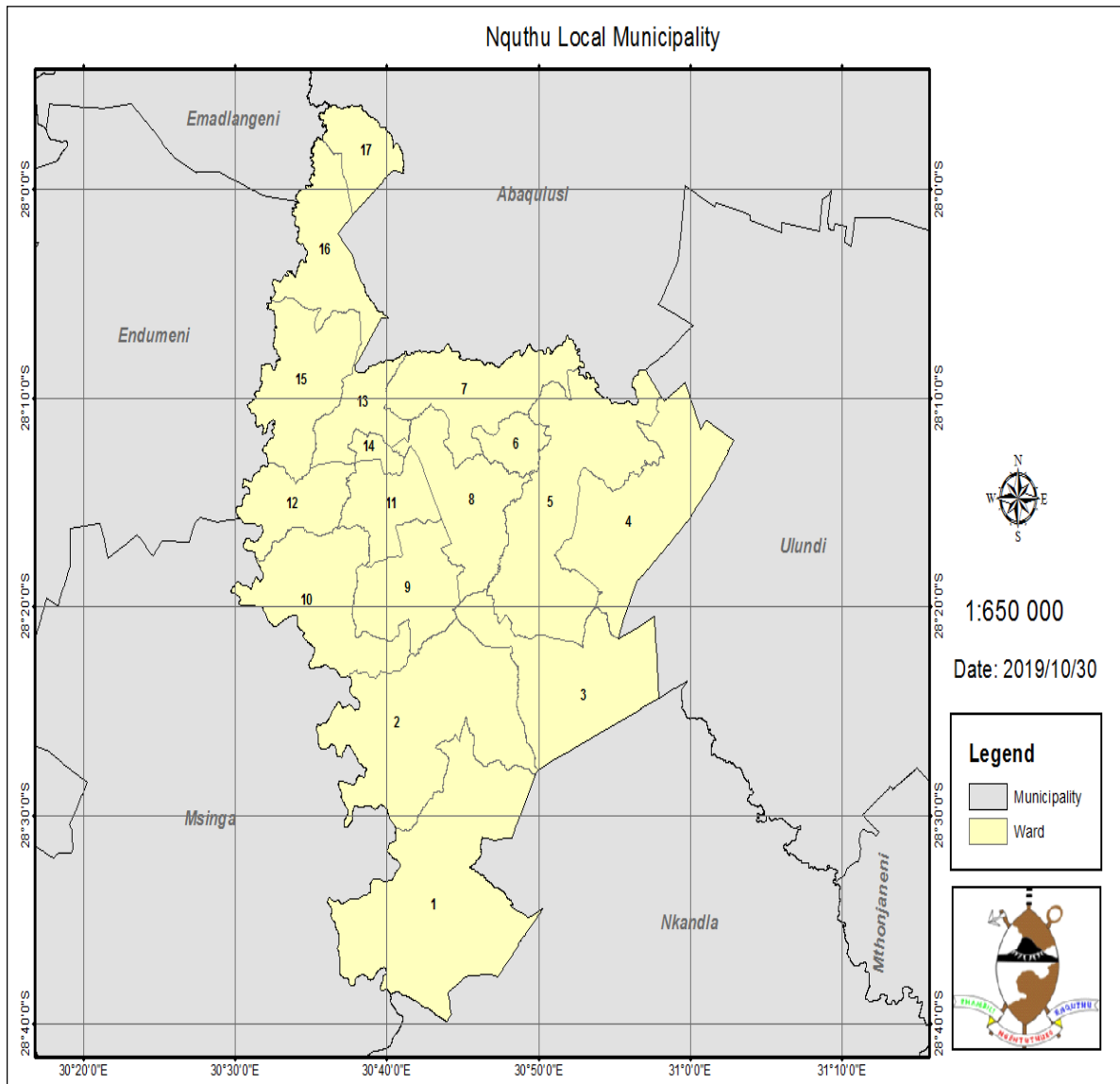
Municipal category and geographical location.

Nquthu LM is a category B municipality located north east of the Province of KwaZulu-Natal and seats at the north eastern boundary of UMzinyathi District Municipality and share borders with the following local municipalities:

- eMadlangeni and Abaqulusi local municipalities on the North. Abaqulusi LM is located within Zululand DM while eMadlangeni is located within UThukela DM;
- Ulundi LM on the East which is also located within Zululand DM;
- Nkandla LM on the South which is located within King Cetshwayo District Municipality; and Msinga LM and Endumeni LM to the West both of which are located within uMzinyathi DM.



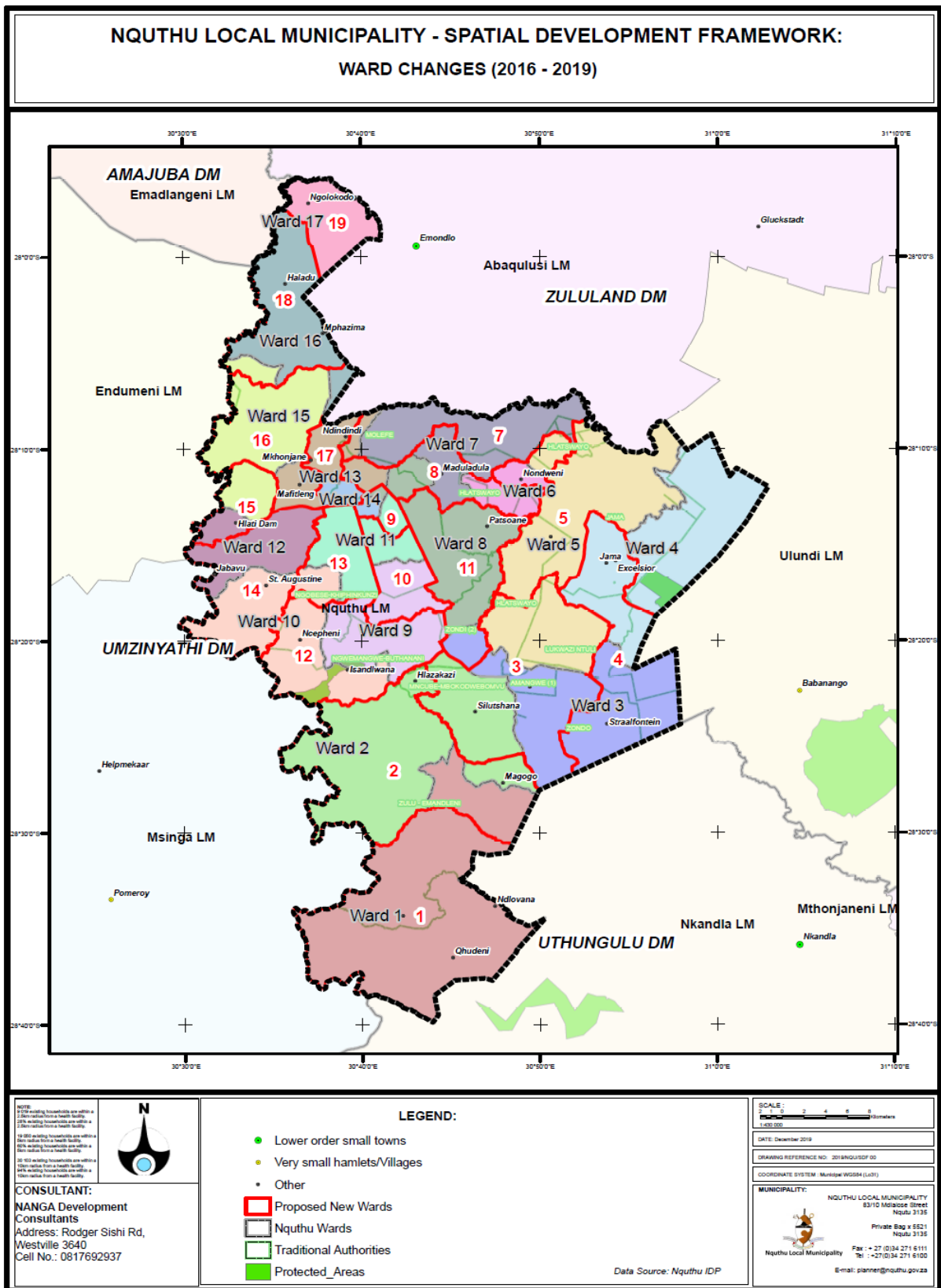
Nquthu Municipal Wards



The municipality is currently demarcated into 17 wards after the Demarcation Board increased them from 15 wards in May 2011 before local government elections. From 2021 the municipality will have 19 wards and processes for that increase are underway. Ward delimitation is the responsibility of the Municipal Demarcation Board (MDB) which is identified by the Local Government: Municipal Structures Act, 1998 as an independent authority which performs its functions impartially, and without fear, favour or prejudice.

The process of ward delimitation occurs just before local government elections and involves rigorous consultation between the role players. The intention of the consultative process is to allow municipalities to show the people in their areas what the MDB is proposing with respect to wards in their Municipalities. The proposed ward boundaries for Nquthu LM have been issued for consultation purposes. The proposed ward delimitation reveals that the

number of wards in Nquthu LM will increase from 17 to 19 wards. The Map in the following page shows the proposed ward changes under discussion in red lines and numbers.



Traditional Councils Within Nquthu Municipality Boundary

Nquthu LM has a good working relationship with traditional leadership and the vast majority of land falls under the control of traditional leaders and Ingonyama Trust Board. Nquthu Municipality has nine (9) Traditional Council areas; namely:

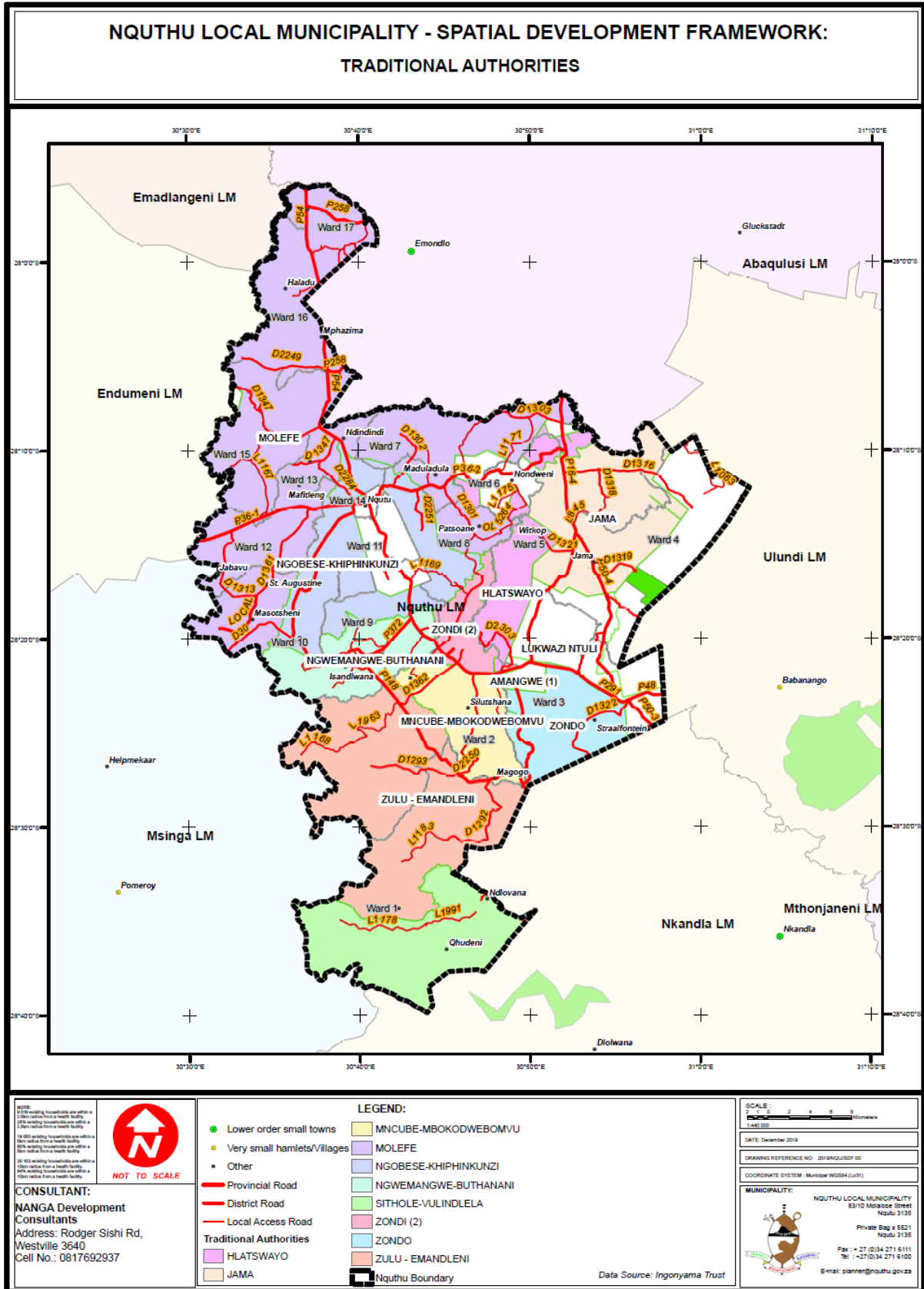
- Sizamile
- Jama
- Khiphinkunzi
- Emandleni
- Mbokodebomvu
- Vulindlela
- Mangwe-Buthanani
- Molefe
- KwaZondi

The Nquthu Municipal has also incorporated AmaKhosi to observe the sitting of its Council meetings to ensure that the local leadership represented and understand the processes, planning of infrastructure developments within their area of administration to avoid the delays in an implementation of service delivery.

The following AmaKhosi were elected by their structure to sit in Nquthu LM Council:

- INkosi FP Hlatshwayo
- INkosi JZ Ngobese
- INkosi MPM Mazibuko
- INkosi PBN Molefe
- INkosi SK Sithole
- INkosi ND Mncube (Deceased)

Spatial Development Framework

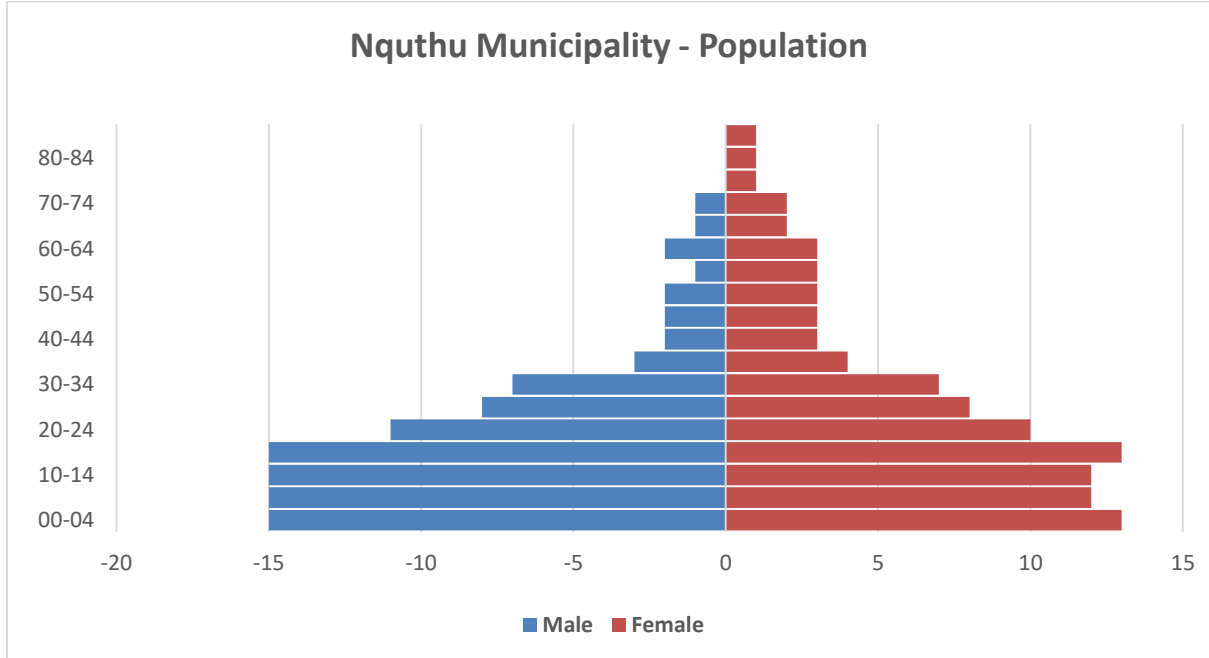


Demographics: Nquthu Municipality and uMzinyathi District Municipality

The next table reflects the population of district and local municipalities.

Municipality	Census 2011			CS 2016		
	N	%	Households	N	%	Households
Endumeni	64 862	12.7	16,852	76639	13.8	21134
Nqutu	165 307	32.4	31,613	171325	30.9	32622
Msinga	177 577	34.8	37,723	184494	33.3	38372
Umvoti	103 093	20.2	27,282	122423	22.1	34664
uMzinyathi	510 838	100	113,470	554 882	100	126791

Below reflect the population by Gender.



UMzinyathi population by Gender.

Municipalities	Male	Female	Total
DC24: Umzinyathi	255669	299213	554882
KZN241: Endumeni	38278	38361	76639
KZN242: Nqutu	79524	91801	171325
KZN244: Msinga	82399	102095	184494
KZN245: Umvoti	55468	66955	122423

CS 2016 (Stats SA)

Child Headed Household

Municipality	Census 2011			Community Survey 2016		
	Head of household by age 10 - 14	Head of household by age 15 - 19	Total	Head of household by age 10 - 14	Head of household by age 15 - 19	Total
DC24: Umzinyathi	504	2310	2814	658	5987	6645
KZN241: Endumeni	36	219	255	14	576	590
KZN242: Nqutu	153	672	825	113	1266	1379
KZN244: Msinga	213	846	1059	199	2255	2454
KZN245: Umvoti	102	573	675	331	1891	2222

CS 2016 (Stats SA)

uMzinyathi Geo Type

Municipality	Urban	Traditional	Farms	Total
DC24: Umzinyathi	30153	80992	15646	126791
KZN241: Endumeni	17605	784	2745	21134
KZN242: Nqutu	3493	29030	100	32622
KZN244: Msinga	427	36640	1305	38372
KZN245: Umvoti	8629	14538	11497	34664

CS 2016 (Stats SA)

Household Access to electricity

Municipality	Yes	No	Unspecified	Total
DC24: UMzinyathi	88020	32848	5923	126791
KZN241: Endumeni	18043	2357	734	21134
KZN242: Nquthu	25723	5428	1470	32622
KZN244: Msinga	19845	16711	1816	38372
KZN245: Umvoti	24410	8352	1902	34664

CS 2016 (Stats SA)

Main source of energy for cooking

Municipalities	Electricity from mains	Other source of electricity (e.g. generator; etc.)	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None	Total
DC24: Umzinyathi	71896	95	4468	5371	41725	1190	806	128	495	618	126791
KZN241: Endumeni	16392	19	982	1347	1511	187	16	57	283	341	21134
KZN242: Nqutu	23072	10	603	1421	6607	129	682	13	54	29	32622
KZN244: Msinga	14593	21	1059	842	20598	854	108	57	145	95	38372
KZN245: Umvoti	17839	44	1825	1761	13009	20	-	-	13	153	34664

CS 2016 (Stats SA)

Main source of energy for lighting

Municipalities	Electricity from mains	Other source of electricity (e.g. generator ; etc.)	Gas	Paraffin	Candles	Solar	Other	None	Unspecified	Total
DC24: Umzinyathi	88363	124	238	1284	34312	1895	268	205	103	126791
KZN241: Endumeni	18528	-	37	266	1845	222	160	75	-	21134
KZN242: Nqutu	26699	13	65	418	4871	475	61	9	11	32622
KZN244: Msinga	18375	13	89	403	18321	1145	14	13	-	38372
KZN245: Umvoti	24760	99	47	197	9274	53	33	108	92	34664

CS 2016 (Stats SA)

Main source of water

Source Water	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Piped (tap) water inside the dwelling/house	16917	10433	1401	669	4415
Piped (tap) water inside yard	30496	6440	13322	4024	6709
Piped water on community stand	24618	1617	8293	9252	5457
Borehole in the yard	2360	138	397	298	1527
Rain-water tank in yard	2843	257	117	1574	895
Neighbours tap	1094	61	442	131	459
Public/communal tap	6605	102	2180	1103	3220
Water-carrier/tanker	7322	1244	443	3057	2578
Borehole outside the yard	11364	506	2899	6496	1463
Flowing water/stream/river	17795	30	2157	9422	6186
Well	707	-	-	-	707
Spring	3613	78	614	2200	721
Other	1057	228	357	146	326
Total	126791	21134	32622	38372	34664

CS 2016 (Stats SA)

Access to safe drinking water source

Municipalities	Yes	No	Do not know	Unspecified	Total
DC24: Umzinyathi	80935	45390	369	96	126791
KZN241: Endumeni	16461	4563	110	-	21134
KZN242: Nqutu	24854	7669	60	39	32622
KZN244: Msinga	16271	21950	104	46	38372
KZN245: Umvoti	23348	11208	96	12	34664

Cs 2016 (Stats SA)

Refuse Removal

Municipalities	Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other	Total
DC24: Umzinyathi	23730	1844	5450	3802	76463	10140	5362	126791
KZN241: Endumeni	15579	402	377	15	3105	849	807	21134
KZN242: Nqutu	1867	456	1990	1496	20042	4923	1848	32622
KZN244: Msinga	113	47	2482	74	32839	484	2333	38372
KZN245: Umvoti	6171	939	601	2217	20478	3884	374	34664

Cs 2016 (Stats SA)

Main Toilet Facility

Toilet Facilities	DC24: UMzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
Flush toilet	26979	16701	1734	651	7892
Chemical toilet	15108	2804	4478	2261	5565
Pit latrine/toilet	70699	529	19489	33559	17121
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	3726	-	917	22	2787
Bucket toilet	3170	266	2276	92	535
Other	4173	321	3294	353	206
None	2937	512	434	1434	558
Total	126791	21134	32622	38372	34664

Challenges Facing Nquthu Municipality

Difficulties facing municipality	KZN242
Lack of safe and reliable water supply	65444
Cost of water	17826
Lack of reliable electricity supply	10369
Cost of electricity	3813
Inadequate sanitation/sewerage/toilet services	3191
Inadequate refuse/waste removal	379
Inadequate housing	15956
Inadequate roads	17083
Inadequate street lights	929
Lack of/inadequate employment opportunities	25096
Lack of/inadequate educational facilities	1295
Violence and crime	602
Drug abuse	94
Alcohol abuse	1226
Gangsterism	163
Lack of/inadequate parks and recreational area	389
Lack of/inadequate healthcare services	809
Lack of/inadequate public transport	912
Illegal Connections	1132
Other	3566
None	1053
Total	171325

Information Backlog

Planned Intervention/s

- Funding
- Immediate actions to ensure implementation.
- Institutional arrangements to support the processes.

The following key challenges were identified:

- Significant backlogs in services exist.
- There is an urgent need for refurbishment.
- Bulk services need additional investments.

These issues are briefly discussed below.

Funding

The total capital funding needs were estimated based upon the information provided by the Division Of Revenue Act on MIG allocation.

It allows for the following interventions:

- Backlogs for lack of services
- Need for refurbishment
- Bulk investments

These capital funding needs were then compared with current municipal budgets, which included own capital budgets, current MIG and other grants funding allocation.

The consolidated District Municipal budget for addressing backlogs, refurbishments and necessary bulk capacities will be incorporated to this plan in future.

The total capital funding therefore amounts to approximately R106 Million to address the backlogs. Relatively small amounts are provided by MIG, and the municipalities rely on own sources to fund their capital investments. However, current MIG and other grant fund allocations seem to be insufficient.

NQUTHU MUNICIPALITY: PROPOSED THREE YEARS FINANCIAL BUDGET & PROJECTS.

The Municipality anticipate to receive the grants and also have a counter funding for the next Three years to eradicate the Backlog:

FUNDER	YEAR 1 (22/23)	YEAR 2 (23/24)	YEAR3(25/26)
MIG	35.2mil	36.2 mil	36.8 mil
KZ242	14 mil	R 26.3mil	R 22 .5mil
INEP	9.0 mil	To be Confirmed	To be Confirmed
EPWP	1.5	To be Confirmed	To be Confirmed

The following table shows the list of projects to support the above budget.

PROJECT NAME	YEAR 1 (22/23)
OPHINDO	R400 000,00
NSUBENI	R3 700 000,00
SLONJANI	R1 400 000,00
NTUZUMA	R8 200 000,00
HWANQANA	R1 700 000,00
GUBAZI	R9 700 000,00
SECTION-4 - CRECHE	R400 000,00
MBILANE	R469 450,00
CBD TAR ROADS	R7 500 000,00
PMU SUPPORT	R1 761 550,00
	R35 231 000,00

The Following projects will be funded by Nquthu Municipality – 22/23 FY:

PROJECT NAME	YEAR 1 (22/23)	YEAR 2 (23/24)	YEAR 3(24/25)	TOTAL PROJECT
SGUBUDU COMMUNITY HALL	R1 350 000,00	R1 000 000,00	R500 000,00	R2 850 000,00
FIRE STATION	R2 000 000,00	R0,00	R0,00	R2 000 000,00
KWABIYA COMMUNITY HALL	R15 000,00	R0,00	R0,00	R15 000,00
NQUTHU RESIDENTIAL PH-1 (W&S)	R215 000,00	R800 000,00	R800 000,00	R1 815 000,00
EKUKHANYENI COMMUNITY HALL	R100 000,00	R0,00	R0,00	R100 000,00
KHULANI CRECHE	R320 000,00	R0,00	R0,00	R320 000,00
NGONINI SPORTFIELD	R400 000,00	R0,00	R0,00	R400 000,00
NQUTHU RESIDENTIAL PH -2 (ROAD & STORMWATER)	R4 000 000,00	R10 000 000,00	R10 000 000,00	R24 000 000,00

NQUTHU LOCAL MUNICIPALITY

MSAWETHU CRECHE	R1 000 000,00	R0,00	R0,00	R1 000 000,00
HLATHI DAM HALL	R1 000 000,00	R0,00	R300 000,00	R1 300 000,00
GOBINSIMBI HALL	R1 000 000,00	R800 000,00	R600 000,00	R2 400 000,00
EZINKONDLWANENI HALL	R1 000 000,00	R1 600 000,00	R1 000 000,00	R3 600 000,00
SIZAMILE HALL	R1 000 000,00	R500 000,00	R300 000,00	R1 800 000,00
Nquthu Taxi Rank	R0,00	R10 000 000,00	R8 000 000,00	R18 000 000,00
MPHUNYUKA	R0,00	R600 000,00	R0,00	R600 000,00
NQUTHU BULK STORM WATER PH-1	R600 000,00	R1 000 000,00	R1 000 000,00	R2 600 000,00
TOTALS	R14 000 000,00	R26 300 000,00	R22 500 000,00	R62 800 000,00



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ELECTRICITY DISTRIBUTION SYSTEM MAINTANANCE PLAN 2022/2023



MAINTANANCE PLAN

Planned Preventative Maintenance (PPM) and Regular equipment inspections conducted on infrastructure to constantly monitor its condition and identify opportunities to plan for replacement or refurbishment to avoid unplanned breakdowns. Legal compliance is critical as it covers the requirements as laid out in the Occupational Health and Safety Act 1993 (Act 85 of 1993) and most notably under Electrical Installation Regulations. Reliability of supply plays a critical role in terms of key performance indicators (KPIs) and quality of supply (QOS) as set out by NERSA. Revenue collection is also highly dependent on reliable supply as unexpected breakdowns can be costly both from a customer perspective and supplier’s point of view. It is also critical that equipment in service has strategic spares available in case of unexpected breakdowns, it is highly critical that out-dated equipment is phased out to prevent unnecessarily extended unplanned outages. Phasing out out-dated equipment assists to support shorter unplanned outage duration as equipment support is available from OEMs.

1. Substation

Item no	Description	Year 2022/2023	Unit measure	Estimated quantity	Estimated rate	Total
1.1	Substation fencing maintenance	Second quarter	Each	1	R200 000	R200 000
1.2	Earth Mat Test	Second quarter	Each	1	R300 000	R300 000

Total= R500 000

2. LV Overhead

Item no	Description	Year 2022/2023	Unit measure	Estimated quantity	Estimated rate	Total
2.1	7m poles replacement	Third quarter	Each	50	R2 100	R105 000
2.2	9m poles replacement	Third quarter	Each	50	R1 800	R90 000

Total=195 000

3. MV Transformer and switch gear

Item no	Description	Year 2022/2023	Unit measure	Estimated quantity	Estimated rate	Total
3.1	500Kva Standby mini sub type B	Second quarter	Each	1	R500 000	R500 000
3.2	RMU Plinths (Empumelelweni)	Second quarter	Each	2	R15 000	R30 000
3.3	RMU fence maintenance	Second quarter	Each	1	R10 000	R10 000

Total= R540 000

4. Tools

Item no	Description	Year 2022/2023	Unit measure	Estimated quantity	Estimated rate	Total
4.1	MV/LV Cable Tracer	First quarter	Each	1	R70 000	R70 000
4.2	Padlocks	First quarter	Each	50	R200	R10 000
4.3	Complete Toolbox (77 piece)	First quarter	Each	1	R20 000	R20 000
4.4	26 Pieces Tool bag	First quarter	Each	2	R4000	R8 000
4.5	Labelling Machine	First quarter	Each	1	R3000	R3 000
4.6	Danger signs and personal protective equipment requirements signs	Second quarter	Each	10	R500	R5 000
4.7	Pig skin gloves	First quarter	Each	8	R200	R1 600

Total= R117 600

5. Electricity Distribution System Emergencies

Item no	Description	Year 2022/2023	Unit measure	Estimated quantity	Estimated rate	Total
5.1	Underground cables	-	-	-		R220 000
5.2	Maintenance Electricity Emergency	-	-	-	-	R695 652

Total= 915 652

6. Infills Programme

Item no	Description	Year 2022/2023	Unit measure	Estimated quantity	Estimated rate	Total
6.1	Infills (Ward 9)	First quarter	Each	20	R3000	R60 000

Total= R60 000

TABLE OF CONTENTS

1. Definitions.....3

2. Introduction.....3

3. Objectives.....4

4. Methodology.....4

5. Background.....5

6. Scope.....6

7. Recommendations.....7

 7.1 legislative requirements.....7

 7.2 Operation Description.....8

 7.2.1 Inspections.....8

 7.2.2 Defect and Routine Maintenance Target Levels of Service...12

 7.2.3 Emergency Works.....12

 7.2.4 Road Maintenance Programme.....13

 7.2.5 Blading and Re- gravelling Response Maintenance.....17

 7.2.6 Proposed Three (3) Roads Maintenance Plan.....18

 7.2.7 Projected three (3) Road Maintenance Coast.....20

8. Rural Road Maintenance Programme.....21

9. Daily Complaint Register.....28

10. Road Inspection Form.....31

INFRASTRUCTURE ASSET MAINTENANCE PLAN

1. DEFINITIONS

Maintenance: all action necessary for retaining an asset in or restoring it to its original state or condition.

Maintenance provider: a service provider appointed by Municipal council to maintain on behalf of or with the municipality property, plant or equipment.

Maintenance standard: a measure of the condition that an asset is required to meet and be fully functional during its operation.

Criticality: a measure defining how critical the function of an asset in respect of delivery of the core functions of service delivery output.

Functionality: a measure of how well an asset fits with the operational or designed usage, intended purpose and meeting the requirements of institution's mandate obligations.

Life cycle cost: Total expense of maintaining an asset during its life time and including procurement, operating and maintaining an asset as well as disposal cost.

Minor new works: works/repairs that are required to enhance the assets/facilities to standard suitable for their intended function (including refurbishment)

Utilisation: a measure of determining an asset's relevance to its intended requirements by defining how intensively the asset is used.

2. INTRODUCTION

Road network that is properly looked after providing the foundations of good economy that sustains community livelihoods. This is said in the broadest terms includes meeting domestic and social critical needs of populace, supporting local economic activities required to reach economic growth objectives and maintain the environment. All this is intended to improve overall ability of municipal road in

accessing essential basic amenities and critical services for the population in all weather conditions.

To achieve this goal an objectives framework of roads network infrastructure asset and resources is required that will support the growth path and development within the municipality, there is a need to anticipate and plan for future population growth and effectively manage the increase traffic volumes, without compromising the various aspect of ecological sustainability such as borrow pits and water resources in meeting social and/ economical needs.

3. Objectives

The asset maintenance plan provides strategic on how to manage the maintenance and optimise the life cycle of the Municipality assets in accordance with the service delivery requirements:

The key objectives are:

- Assets are maintained to perform optimum levels during their life cycle, reduce service disruptions and losses due to failure.
- Critical areas are identified early and managed.
- Performance of assets is reviewed to suit service delivery and to ensure assets are fit for the purpose.
- The cost of maintaining the assets over their life cycle is quantified and justified.
- Information is gathered to assist future decision –making and budgeting.

4. Methodology

The methodology involves organising and maintaining the property, plant and equipment owned by the Municipality is a systematic process rather than ad-hoc response, monitoring of its service and reducing emergency corrective maintenance. It contains a daily response system detailing the responsible Municipal staff for urgent repairs during emergency corrective maintenance.

Maintenance has been categorised according to why and when it happens as:

(a) Backlog Maintenance

Maintenance that is necessary to prevent deterioration of the asset or its function, but which has not been carried out.

(b) Planned Maintenance

Maintenance works to prevent failure of the asset during its life cycle.

(c) Corrective Maintenance

Performed as a result of failure, to restore an item/asset to its original state or condition, as far as practicable. Corrective maintenance may or may not be programmed.

(d) Preventatives Maintenance

Performed to retain an item or asset to its original condition as far as practicable by providing systematic inspection, detection prevention of incipient failure.

(e) Emergency corrective Maintenance

Outside of routine maintenance and works programs that must be initiated immediately for health, safety, security, hazard reasons or that may result in the rapid deterioration of the plant or equipment if undertaken.

(f) Deferred Maintenance

Maintenance planned to be carried out in the current financial year, but due to shortage of funds and or unforeseen circumstances is not carried out and added to the backlog maintenance awaiting attention.

5. Background

The decline in the quality of our roads network infrastructure can be attributed to amongst other factors as a consequence of population growth resulting in high traffic volumes, increased economic activity as well as general improvement in lifestyle patterns as well as changing climate behaviours. The combination of such factors collectively has a negative impact on the life cycle and resources available that are entrusted with preserving the working life of such roads network infrastructure by imposing an added and undue pressure on an already strengthened and grossly overworked and ageing plant component entrusted with the responsibility of maintaining our roads. Substantial capital investments gradually phased into effect

periodically are required urgently to replace or upgrade our ageing roads network infrastructure; otherwise we will be faced with serious problems in the not so distanced future.

Climate change through rising mean surface temperature will as is already happening have negatively effects on the mean return period of roads maintenance interval and hence the life cycle of the road will be greatly reduced, as well a impact rainfall patterns and excessive rain water surface run-off. Droughts and floods increase in frequency with greater volatility in weather patterns also further speeds up the deterioration effect on the surface and increase the negative outcomes. This leads to increased wearing course erosion and storm water facility with more frequently require unblocking.

6. Scope

The asset Maintenance plan applies to the Municipal building assets and associated fixed plant and equipment. Its includes building and structures, fixed plant and equipment that are part of a building services, civil works (Roads, Paved areas, Fencing) and site services (electricity and storm water drainage systems)

The asset maintenance plan only applies to assets for which the Local Municipality has been assigned responsibility and ownership for. It does not apply to site services owned by the District Municipality (Water Service Authority), computers, telephones, vehicles or to specialist equipment under the control of the Budget and Treasury offices.

These assets are commonly described as “infrastructure assets”. While there is no universally accepted definition of infrastructure assets, these assets usually display some or all of the following characteristics:

- (a) They are part of system or network
- (b) They are specialised in nature and do not have alternative uses
- (c) They are immovable
- (d) They may be subject to constrains on disposal

This Maintenance Plan has been developed to cover the following functional areas:

- Road Maintenance – (urban and Rural)
- Storm Water Maintenance Plan.
- Sport field – levelling/blading

7. Recommendations

New approach to strengthen capacity in all spheres of operation is required to improve the proper implementation of strategies to offset the risks, threats and challenges to the roads network infrastructure assets and the availability thereof.

- (a) Integrated Planning – at all levels of development in the Municipality’s roads network infrastructure maintenance must be taken into account in all planning decisions. Make short term interventions where provision of basic services depends on completion of long term, large scale projects, where communities cannot be served by large scale infrastructure projects, small scale interventions may be implemented.
- (b) Resource Management – The Municipality may introduce and seek to enforce more structured monitoring and maintenance system with regards to plant preservation and usage management, with periodic inspections on the general mechanical and structural condition, as well as demand and supply analysis management system.
- (c) Future projections – Educating and providing general awareness to the public on the value and importance of preserving the road network infrastructure from vandalism and unscrupulous handling of assets is an essential and on-going exercise and responsibility that should be shared amongst the leadership of communities, so as to instil good value in communities of securing our needs across generations. In so doing public attitude behaviours and general perceptions towards infrastructure intended for public use will gradually be positively influenced to value and look after such assets. It is essential to establish partnership with all every stakeholders in the roads infrastructure maintenance fraternity and utilising such association on all possible avenues when they have to provide safe and trafficable roads network infrastructure in all weather conditions throughout the length and breadth of the Municipality.

7.1 Legislative Requirement

The Roads Management Act 2004 requires the council of the Municipality (the Roads Authority as per section 37 (1), (ii) – (iv)) to inspect, repair and maintain public Roads (section -40) for which it is a Roads Authority.

This applies to any of a public road which is:

- A roadway
- A pathway
- A road shoulder, or
- Road infrastructure, for which Council is the Road Authority.

The Municipality as a Road Authority in terms of:

- Section 41(1) determines the standard to which it will construct, inspect, maintain and repair its roads infrastructure. In relation to inspections, it may also determine the inspection intervals.
- Section 41 (2) c in relation to maintenance determine the programs of the maintenance work to be performed in the course of regular maintenance and the standard to which the maintenance is to be performed.
- Section 41 (2) (d) determine in relation to the repair of defects reported or found on inspection.
 - (i) The matters which are to be treated as defects which require repairs or warning
 - (ii) The circumstances in which intervention action is to be taken
 - (iii) The type of intervention to be taken.
 - (iv) The period within which intervention is to be taken
 - (v) The priorities to be given to the undertaking of the above action conduct repairs, erect warning signs or reduce or remove risk.

7.2 Operational Description

The routine road maintenance plan established key routine roads maintenance practices for Council managed roads including:

7.2.1 Inspection

The Municipality has developed a systematic inspection process, including unscheduled inspections in response to the community's advice these are either conducted routinely after heavy or consistent rains; on call from the public; emergency inspections. The

inspection will identify defects and key maintenance items such as storm water goods. Defects require attentions which will be treated in accordance with the defects table timeframes, following a risk assessment.

The maintenance items identified will be assessed, prioritised and added to maintenance works programs in order to ensure that the high risk maintenance items are attended in order of priority, taking into account road hierarch and traffic volumes.

The municipal road section staff will report any risk or maintenance issues that they may observe as they move around the municipality in the course of their duties. Municipality's inspectors will respond to urgent works generally within the most appropriate time upon receipt of a report.

Complaints and reports from the community will be recorded on the complaints register. A qualified or competent roads official will be assigned to conduct a visual inspection to determine the extent of damage or defect within 48 hours and then the findings or maintenance requirements will then be prioritised based on the severity and hazard to the road users and be included in the maintenance schedule.

Table – 1 - Roads Schedule of Inspection

Activity	Inspection Type	Urban Access Roads	Rural Access Roads	Bridges, Stream, Crossing, Minor, Structure	Track/ Other
<p><u>Inspections</u> Regular inspections of the road asset to be undertaken by a suitably qualified and experienced staff to determine condition, compliance with maintenance standards and risk.</p>	<p>(a) Condition Assessment Inspections – are undertaken to determine the condition of an asset, its relative life and where relevant, asset renewal requirement including asset register maintenance</p>	As per the Asset Management Policy			
	<p>(b) Condition Risk Inspections – are undertaken to identify defects against set standards. Defects are rectified in accordance with Table.2- Defect table in this document. Significant maintenance issues re also</p>	Quarterly	Once yearly & on receipt of complaint	Quarterly – within urban settlement Once yearly – within Rural settlement	On Request

	<p>identified as part of this inspection process.</p>				
	<p>(c) Routine Maintenance Inspections – are undertaken in conjunction with routine maintenance patrols to determine compliance with maintenance target intervention standards set out in, and programmed in accordance with the maintenance program.</p>	<p>As per the Maintenance Program</p>			
	<p>(d) Responsive Inspections – are undertaken in response to community complaints/ reports, office or municipal staff reports.</p> <p>Identified defect works are rectified in accordance with the defect table.</p>	<p>Within 72 hours on receipt of report or complaint</p>			

	<p>Identified maintenance works are programmed in accordance with the maintenance programme.</p>	
--	--	--

7.2.2. Defect and Routine Maintenance Target Levels of Service

The service levels have been developed taking into account consideration the current work, available resources and the service requirements in conjunction with the predetermined deliverables as per the Municipal Service Delivery and Budget Implementation Plan (SDBIP) and the objectives of the integrated Development Plans (IDP)

7.2.3. Emergency Works

Emergency works will among other things include traffic incidents management, floods, storms and potential spillages that may undermine and damage the surface layers.

The response to emergency work shall take precedence cover some of the activities planned on the Roads Maintenance Programme including inspections and may to some extent affect the timeframes set on the approved Roads Maintenance Programme. The level of response to the identified hazards shall be in accordance with the severity of the emergency and availability of Municipal resources.

Table. 2 – Defect Response Table

Defect Type	Description	Critical Limit - Emergency	Timeline of Response
Sealed Roads Potholes	These are defined as small breaks and depressions in the sealed surface where loss of pavement wearing surface has occurred.	D001 – When potholes > 300 mm in depth & > 100 mm wide or rapid deterioration is likely	72 hours

Surface Defects	Defined as rough surfaces caused by rutting, depressions or failure areas of pavement.	Rectify when the failed area reaches the following intervention levels. (a) D002 – Rutting & depressions > 10m ² (b) D003- Broken out pavement > 10m ² (c) D004 – Loose stones > 20 mm stones > 20m ² at intersection & other.	Repairs are prioritized under capital rehabilitation when the roads reached their expected useful life.
Edge Breaks	These are defined as fretting along the seal edge resulting in reduced seal width. Usually associated with eroded or weak shoulders in the vicinity of the bitumen edge.	D007 – When edge break exceeds 150 mm laterally, for a 20m length	Same response as per surface defects
Shoulder “Drop off”	These are defined as result of erosion of the unsealed road shoulder adjacent to the seal edge resulting in “ drop off” at the seal edge.	D008 – When the drop off from pavement exceed 100mm (vert) for a 20m length	Same response as per surface defects
Regulatory Signs	Covers the replacement of damaged or missing regulator signs	D009 – Missing or illegible regulatory signs	Report to community services within 36 hours from identification.

7.2.4. Road Maintenance Programme

The Municipality will through its proactive maintenance systems ensure that the target levels of service are achieved, within the constraints of available resources as planned on the table .3&4 below – Road Maintenance Programme.

Table.3 – Road Maintenance Programme - Pothole Patching

Township	Street Name	Comments	Type of Repairs	Estimated duration (days)	Projected start dates	Projected end dates
Quarter-1 – (01July 2022 to 30 September 2022)						
Nquthu town	Mangosuthu Road	Old Section Severity of potholes and road needs Refurbishment	Drains cleaning, signs and potholes fixing	2 weeks	04/07/2022	17/07/2022
Nquthu town	Hlube Road	Taxi route	Drains cleaning, signs and potholes fixing	1 week	18/07/2022	24/07/2022
Nquthu town	Manzolwandle Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	25/07/2022	31/07/2022
Nquthu town	Isandlwana Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	01/08/2022	07/08/2022
Nquthu town	Ntshangase Street	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	08/08/2022	14/08/2022
Nquthu town	Mdlalose Street	Old Section Severity of potholes and road needs to be reseal	Drains cleaning, signs and potholes fixing	1 week	15/08/2022	21/08/2022
Nquthu town	Dube Street	Old Section Severity of potholes and road needs to be reseal	Drains cleaning, signs and potholes fixing	1 week	22/08/2022	28/08/2022
Nquthu town	Road 84	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	3 days	29/08/2022	31/08/2022
Nquthu town	Dr Barker Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	01/09/2022	02/09/2022

NQUTHU LOCAL MUNICIPALITY

Nquthu town	Mkhize Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	03/09/2022	04/09/2022
Nquthu town	Sihayo street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	05/09/2022	05/09/2022
Nquthu town	Mazibuko street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	06/09/2022	06/09/2022
Nquthu town	Malamba Avenue	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	07/09/2022	07/09/2022
Nquthu town	Road 35	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	08/09/2022	08/09/2022
Nquthu town	Road 36	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	09/09/2022	09/09/2022
Nquthu town	Road 37	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	10/09/2022	10/09/2022
Nquthu town	Road 39	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	11/09/2022	11/09/2022
Nquthu town	Road 23 (phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	14/09/2022	14/09/2022
Nquthu town	Road 24 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	12/09/2022	12/09/2022

NQUTHU LOCAL MUNICIPALITY

Nquthu town	Road 25 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	13/09/2022	13/09/2022
Nquthu town	Road 26	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	14/09/2022	14/09/2022
Nquthu town	Road 27	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	15/09/2022	15/09/2022
Nquthu town	Road 28	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	16/09/2022	17/09/2022
Nquthu town	Road 29	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	18/09/2022	18/09/2022
Nquthu town	Road 30	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	19/09/2022	19/09/2022
Nquthu town	Road 31	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	3 days	20/09/2022	22/09/2022
Nquthu town	Rank road	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	3 days	23/09/2022	25/09/2022
Nquthu town	Mission road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	3 days	26/09/2022	28/09/2022
Nquthu town	Workshop road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	29/09/2022	30/09/2022

NQUTHU LOCAL MUNICIPALITY

Quarter-2 – (01 October 2022 to 31 December 2022)

Nquthu town	Mangosuthu Road	Old Section Severity of potholes/roads needs Refurbishment	Drains cleaning, signs and potholes fixing	1 weeks	03/10/2022	09/10/2022
Nquthu town	Hlube Road	Taxi route	Drains cleaning, signs and potholes fixing	1 week	10/10/2022	16/10/2022
Nquthu town	Manzolwandle Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	17/10/2022	23/10/2022
Nquthu town	Isandlwana Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	24/10/2022	30/10/2022
Nquthu town	Ntshangase Street	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	31/10/2022	06/11/2022
Nquthu town	Mdlalose Street	Old Section Severity of potholes	Drains cleaning, signs and potholes fixing	2 weeks	07/11/2022	20/11/2022
Nquthu town	Dube Street	Old Section Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	21/11/2022	27/11/2022
Nquthu town	Road 84	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	28/11/2022	29/11/2022
Nquthu town	Dr Barker Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 days	30/11/2022	30/11/2022
Nquthu town	Mkhize Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	01/12/2022	02/12/2022

NQUTHU LOCAL MUNICIPALITY

Nquthu town	Sihayo street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	03/12/2022	03/12/2022
Nquthu town	Mazibuko street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	06/12/2022	06/12/2022
Nquthu town	Malamba Avenue	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	07/12/2022	07/12/2022
Nquthu town	Road 35	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	08/12/2022	08/12/2022
Nquthu town	Road 36	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	09/12/2022	09/12/2022
Nquthu town	Road 37	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	10/12/2022	10/12/2022
Nquthu town	Road 39	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	13/12/2022	13/12/2022
Nquthu town	Road 23 (phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	14/12/2022	14/12/2022
Nquthu town	Road 24 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	15/12/2022	15/12/2021
Nquthu town	Road 25 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	17/12/2022	17/12/2021

NQUTHU LOCAL MUNICIPALITY

Nquthu town	Road 26	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	18/12/2022	18/12/2022
Nquthu town	Road 27	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	19/12/2022	19/12/2022
Nquthu town	Road 28	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	20/12/2022	20/12/2022
Nquthu town	Road 29	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	21/12/2022	21/12/2022
Nquthu town	Road 30	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	22/12/2022	22/12/2022
Nquthu town	Road 31	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	23/12/2022	23/12/2022
Nquthu town	Rank road	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	24/12/2022	24/12/2022
Nquthu town	Mission road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	29/12/2022	29/12/2022
Nquthu town	Workshop road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	30/12/2022	30/12/2022

Quarter-3 – (01 January 2023 to 31 March 2023)

Nquthu town	Mangosuthu Road	Old Section Severity of potholes/roads needs Refurbishment	Drains cleaning, signs and potholes fixing	1 weeks	02/01/2023	08/01/2022
Nquthu town	Hlube Road	Taxi route	Drains cleaning, signs and potholes fixing	1 week	09/01/2023	15/01/2023
Nquthu town	Manzolwandle Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	16/01/2023	22/01/2023
Nquthu town	Isandlwana Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	23/01/2023	29/01/2023
Nquthu town	Ntshangase Street	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	30/01/2023	04/02/2022
Nquthu town	Mdlalose Street	Old Section Severity of potholes	Drains cleaning, signs and potholes fixing	1 weeks	07/02/2023	11/02/2023
Nquthu town	Dube Street	Old Section Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	14/02/2023	18/02/2023
Nquthu town	Road 84	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	21/02/2023	22/02/2023
Nquthu town	Dr Barker Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	3 days	23/02/2023	25/02/2023
Nquthu town	Mkhize Street	Every fortnight Friday when necessary	Drains cleaning, signs and	1 day	28/02/2023	28/02/2023

NQUTHU LOCAL MUNICIPALITY

			potholes fixing			
Nquthu town	Sihayo street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	01/03/2023	01/03/2023
Nquthu town	Mazibuko street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	02/03/2023	02/03/2023
Nquthu town	Malamba Avenue	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	03/03/2023	03/03/2023
Nquthu town	Road 35	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	04/03/2023	04/03/2023
Nquthu town	Road 36	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	07/03/2023	07/03/2023
Nquthu town	Road 37	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	08/03/2023	08/03/2023
Nquthu town	Road 39	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	09/03/2023	09/03/2023
Nquthu town	Road 23 (phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	10/03/2023	10/03/2023
Nquthu town	Road 24 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 days	11/03/2023	11/03/2023
Nquthu town	Road 25 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and	1 day	14/03/2023	14/03/2023

NQUTHU LOCAL MUNICIPALITY

			potholes fixing			
Nquthu town	Road 26	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	15/03/2023	15/03/2023
Nquthu town	Road 27	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	16/03/2023	16/03/2023
Nquthu town	Road 28	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	17/03/2023	/03/2023
Nquthu town	Road 29	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	18/03/2023	/03/2023
Nquthu town	Road 30	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	2 days	21/03/2023	22/03/2023
Nquthu town	Road 31	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	3 days	23/03/2023	25/03/2023
Nquthu town	Road 84	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	28/03/2023	28/03/2023
Nquthu town	Rank road	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	29/03/2023	29/03/2023
Nquthu town	Mission road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	30/03/2023	30/03/2023
Nquthu town	Workshop road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and	1 day	31/03/2023	31/03/2023

			potholes fixing			
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Quarter-4 – (01 APRIL 2023 to 30 June 2023)						
Nquthu town	Mangosuthu Road	Old Section Severity of potholes/roads needs Refurbishment	Drains cleaning, signs and potholes fixing	3 weeks	04/04/2023	22/04/2023
Nquthu town	Hlube Road	Taxi route	Drains cleaning, signs and potholes fixing	1 week	25/04/2023	29/04/2023
Nquthu town	Manzolwandle Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	02/05/2023	06/05/2023
Nquthu town	Isandlwana Road	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	09/05/2023	13/05/2023
Nquthu town	Ntshangase Street	Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	16/05/2023	20/05/2022
Nquthu town	Mdlalose Street	Old Section Severity of potholes	Drains cleaning, signs and potholes fixing	1 weeks	23/05/2023	27/05/2022
Nquthu town	Dube Street	Old Section Severity of potholes	Drains cleaning, signs and potholes fixing	1 week	30/05/2023	03/06/2023
Nquthu town	Road 84	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 days	06/06/2023	06/06/2023
Nquthu town	Dr Barker Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 days	07/06/2023	07/06/2023

NQUTHU LOCAL MUNICIPALITY

Nquthu town	Mkhize Street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	08/06/2023	09/06/2023
Nquthu town	Sihayo street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	10/06/2023	10/06/2023
Nquthu town	Mazibuko street	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	13/06/2023	13/06/2022
Nquthu town	Malamba Avenue	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	14/06/2023	14/06/2023
Nquthu town	Road 35	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	15/06/2023	15/06/2023
Nquthu town	Road 36	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	17/06/2023	17/06/2023
Nquthu town	Road 37	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	20/06/2023	20/06/2023
Nquthu town	Road 39	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	21/06/2023	21/06/2023
Nquthu town	Road 23 (phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	22/06/2023	22/06/2023
Nquthu town	Road 24 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 days	23/06/2023	23/06/2023

NQUTHU LOCAL MUNICIPALITY

Nquthu town	Road 25 (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	24/06/2023	24/06/2023
Nquthu town	Road 26	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	25/06/2023	25/06/2023
Nquthu town	Road 27	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	1 day	26/06/2023	26/06/2023
Nquthu town	Road 28	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	Half day	27/06/2023	27/06/2023
Nquthu town	Road 29	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	Half day	27/06/2023	27/06/2023
Nquthu town	Road 30	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	Half day	28/06/2023	28/06/2023
Nquthu town	Road 31	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	Half day	28/06/2023	28/06/2023
Nquthu town	Rank road	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	Half day	29/06/2023	29/06/2023
Nquthu town	Mission road (Phase 1)	Every fortnight Friday when necessary	Drains cleaning, signs and potholes fixing	Half day	30/06/2023	30/06/2023
Nquthu town	Workshop road (Phase 1)	Every fortnight Friday when necessary	Pothole patching	Half day	30/06/2023	30/06/2023

Streets Current under design for new hard surface -Nquthu Southern Road network ph-3						
Township	Street Name	Comments	Type of Repairs	Estimated duration (days)	Projected start dates	Projected end dates
Nquthu township	Road 41	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Road 42	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Road 43	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Road 44	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Bishop Zulu street	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Ndzimande street	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Dr Motloug street	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Khuzwayo Street	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu township	Dr Mdluli street	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		

Nquthu town	Joiner Road	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu town	Second phase of Workshop Road	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu town	Bakery Road	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		
Nquthu town	Second Phase of Mission Road	Every quarter / request from ward councillor/ complaint	Blading and installation of road signs	2		

Rural Road and Sport Field Maintenance Target for 21/22 F/Y

Activity	Quarter-1		Quarter-2		Quarter-3		Quarter-4	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Roads	15 KM (7)		10 KM (9)		5 KM (5)		10 KM (5)	
Sport Fields	5 (42000m ²)		9 (76000m ²)		7 (58800m ²)		5 (42000m ²)	

Note: Normal Total size of Rural sport field is 120 m x 70 m = 8400m²

Normal/Minimum kilometre to be maintained for a rural gravel road is 3 km per day

INFRASTRUCTURE MAINTENANCE PLAN – Rural Roads and Sport Fields

(01 July 2022 to 30 September 2022)

Quarter-1					
Ward No	Month	Start Date	End Date	Number of Days	Status
	Jul-2022	01/07/2022	08/07/2022	6 Days	Plan
04		11/07/2022	15/07/2022	5 Days	Plan
01		18/07/2022	22/07/2022	5 Days	Plan
14		25/07/2022	29/07/2022	5 Days	Plan
07	Aug-2022	01/08/2022	05/08/2022	5 Days	Plan
02		08/08/2022	12/08/2022	5 Days	Plan
19		15/08/2022	03/09/2022	15 Days	Plan
17	Sep-2022	05/09/2022	09/09/2022	5 Days	Plan
11		12/09/2022	16/09/2022	5 Days	Plan
10		19/09/2022	23/09/2022	5 Days	Plan
15		26/09/2022	30/09/2022	5 Days	Plan

(01 October 2022 to 31 December 2022)

Quarter-2					
Ward No	Month	Start Date	End Date	Number of Days	Status
13	October 2022	03/10/2022	07/10/2022	5 Days	Plan
16		10/10/2022	14/10/2022	5 Days	Plan
09		17/10/2022	21/10/2022	5 Days	Plan
12		24/10/2022	28/10/2022	5 Days	Plan
18	November 2022	31/11/2022	04/11/2022	5 Days	Plan
05		07/11/2022	11/11/2022	5 Days	Plan
08		14/11/2022	18/11/2022	5 Days	Plan
06		21/11/2022	25/11/2022	5 Days	Plan
01		28/11/2022	09/12/2022	10 Days	Plan
11	December 2022	12/12/2022	16/12/2022	5 Days	Plan
07		19/12/2022	23/12/2022	5Days	Plan

(01 January 2023 to 31 March 2023)

Quarter-3					
Ward No	Month	Start Date	End Date	Number of Days	Status
15	January 2023	02/01/2023	06/01/2023	5 Days	Plan
13		09/01/2023	13/01/2023	5 Days	Plan
03		16/01/2023	27/01/2023	10 Days	Plan
02		30/01/2023	10/02/2023	10 Days	Plan
17	February 2023	13/02/2023	17/02/2023	5 Days	Plan
12		20/02/2023	24/02/2023	5 Days	Plan
09		27/02/2023	03/03/2023	5 Days	Plan
16	March 2023	06/03/2023	10/03/2023	5 Days	Plan
04		13/03/2023	17/03/2023	5 Days	Plan
05		20/03/2023	24/03/2023	5 Days	Plan
06		27/03/2023	31/03/2023	5 Days	Plan

(01 April 2023 to 30 June 2023)

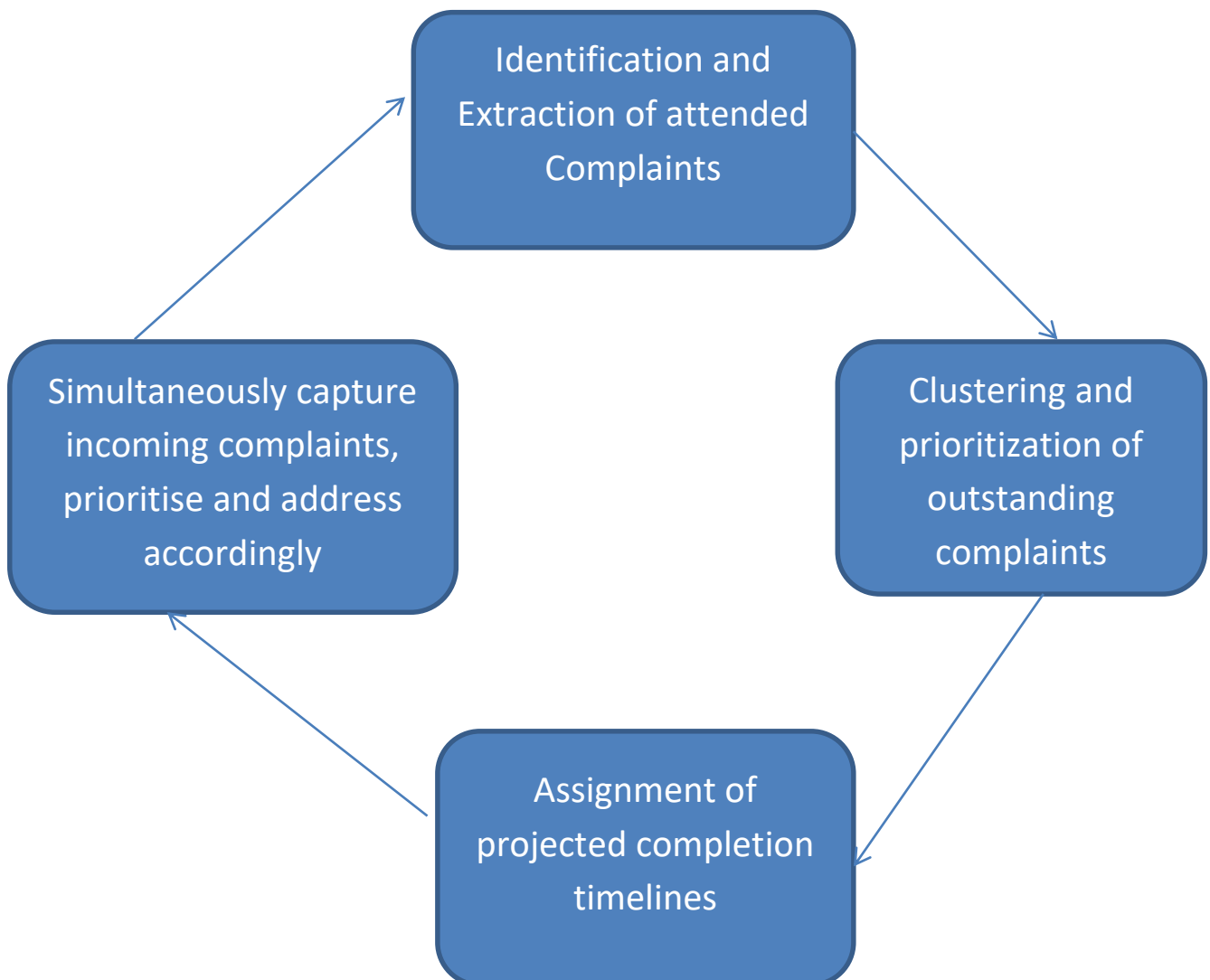
Quarter-4					
Ward No	Month	Start Date	End Date	Number of Days	Status
14	April 2023	03/04/2023	07/04/2023	5 Days	Plan
08		10/04/2023	14/04/2023	5 Days	Plan
19		17/04/2023	21/04/2023	5 Days	Plan
18		24/04/2023	28/04/2023	5 Days	Plan
11	May 2023	01/05/2023	05/05/2023	5 Days	Plan
05		08/05/2023	12/05/2023	5 Days	Plan
13		15/05/2023	19/05/2023	5 Days	Plan
12		22/05/2023	26/05/2023	5 Days	Plan
16		29/05/2023	02/06/2023	5 Days	Plan
09	June 2023	05/06/2023	09/06/2023	5 Days	Plan
17		12/06/2023	16/06/2023	5 Days	Plan
15		19/06/2023	23/06/2023	5 Days	Plan
06		26/06/2023	30/06/2023	5 Days	Plan

7.2.5 Blading & Re -gravelling Responsive Maintenance

Responsive maintenance is performed in response received from community Complaints through ward councillor, Municipal staff reports, and other. Identified defect works are treated in accordance with the defect table-2. The finding or maintenance requirements will then be prioritised based on the severity and hazard to the road users and be included in the responsive maintenance schedule.

Current the municipality has captured all community complaints received regarding Road & Storm water defect in a responsive Maintenance schedule (Routine Road Maintenance Schedule)

The following process is being implemented in an endeavour to address the maintenance backlog of complaints received taking the following sequence.



7.2.5. Proposed Three (3) year Roads Maintenance Plan.

Below is Table-4 which provides a list of surfaced roads identified as requiring a specific type of maintenance within a three year period. This table will only be populated and finalised upon completion of the GRAP complaint infrastructure asset register which will entail current condition of all roads under the authority of Nquthu Municipality.

Table -4 – proposed Surfaced Roads requiring Maintenance within a three (3) year period.

No.	Street / Road Name	Maintenance Type				
		Routine Maintenance	Periodic Maintenance	Special Maintenance	Rehabilitation	Reconstruction
		Pothole patching	(edge break repair, cutting repair, crocodile cracks) – slurry sealing & edge reconstruction – sunken kerb installation	Resurfacing		
1	e.g. Mdlalose street	X	X			

7.2.7 Projected Three (3) year Road Maintenance Cost

Below is Table 5 which provides associated Maintenance Costs within a three (3) year Capital Maintenance Plan of surfaced roads identified a requiring a specific type of maintenance within a three (3) year period. The implementation of the above maintenance plan and associated projected cost

Table-5 Projected Capital Maintenance Cost breakdown within a three (3) period

No.	Street/ Road Name	Projected Maintenance Coasts					Total Cost
		Routine Maintenance Cost	Periodic Maintenance Cost	Special Maintena nce Cost	Rehabili tation Cost	Reconstruc tion Cost	
1.	e.g. Mdlalose streel	R 30 000	R 50 000				R 80 000

8. Rural Road Maintenance Programme

The Municipality own the following Construction Plant:

- Three (3) Motor graders
- Five (5) tipper trucks
- Two (2) TLB
- One (1) Lowbed truck
- One (1) Excavator
- One (1) Compaction pad foot heavy roller

The Municipal equipment will be stationed in each ward for a period of two (2) weeks as per initial plan developed previous financial years. There will be two (2) teams attending to the maintenance of existing infrastructure i.e. each ward will receive a grader, TLB and tipper truck. Excavator will spend one (1) week in each ward. It will be the ward councillor's responsibility to identify a safe overnight parking. Should the Municipal Equipment be broken into or damaged while parked in the specific ward, the concerned ward councillor will be responsible for damages caused. Indemnity form will be signed by the ward councillor before dispatching the Municipal equipment to the ward in order to minimize loss damages of the equipment.

During months of November and December, the municipal equipment will maintain sport field for annual festive events. Municipal equipment will only deviate from the plan, should there be a disaster or a visit by Ministers or MEC in other wards.

Furthermore, The Municipal BAC awarded the following service providers to be registered as a panel for the provision of plant hire which are:

Ezekhethelo logistics (PTY) LTD/Multi Solution Trading (PTY)LTD, Asiziqalele Contractors, Aqua Transport & Plant Hire (PTY)LTD, Sure Boss Trading & Projects, Sele and Musa Trading & Tours, Londoloza, Mela Okuhle, Ourkingdom Engineering and Project, Zest Holdings, Sukuma Sakhe, Zingezethu, Shayshe Enterprise (PTY) LTD are current in place in order to speedy up/ provides service delivery to the community.

9. Daily Complaints Register

No	Date Received	Initial & Surname	Address	Complaint	Date & time issued	Assigned officials Names	Comment on Progress
1		Cllr Z Sithole	Ward 1			M Nyathi	
2		Cllr CS Thusini	Ward 2			M Nyathi	
3		Cllr L Mkhwanazi	Ward 3			M Nyathi	
4		Cllr SS Langa	Ward 4			M Nyathi	
5		Cllr ME Mnguni	Ward 5			M Nyathi	
6		Cllr SB Simelane	Ward 6			M Nyathi	
7		Cllr NM Buthelezi	Ward 7			M Nyathi	
8		Cllr MI Khoza	Ward 8			M Nyathi	
9		Cllr SD Masimula	Ward 9			M Nyathi	
10		Cllr MR Ngobese	Ward 10			M Nyathi	
11		Cllr SM Buthelezi	Ward 11			M Nyathi	
12		Cllr S Radebe	Ward 12			M Nyathi	
13		Cllr Z Ndlovu	Ward 13			M Nyathi	
14		Cllr PWJ Buthelezi	Ward 14			M Nyathi	

NQUTHU LOCAL MUNICIPALITY

15		ClIr JN Khoza	Ward 15			M Nyathi	
16		ClIr MC Mnguni	Ward 16			M Nyathi	
17		ClIr TM Hadebe	Ward 17			M Nyathi	
08		ClIr TA Dlamini	Ward 18			M Nyathi	
19		ClIr SMC Zikode	Ward 19			M Nyathi	
20							
21							
22							
23							
24							
25							
26							
27							
28							

10. Road Inspection Form

Assessor		Date		Ward	
Village		Street Name		Location Descript	
Type of Area	(formal/ informal/ urban/ village)	Road Type	(Surfaced/ un-surfaced/ track formation)	Length of Road (km)	
COMMENTS ON GENERAL DESCRIPTION OF THE ROAD					
Road Profile	Is it very good (<2%) or good (>2%) or flat or uneven or very uneven.			provide description	
Drainage from the Road	is the road above or level or below ground level				
Description of the problem					
Recommended Remedial Actions					
<p>PROPOSED MAINTENANCE CATEGORY:.....</p> <p>Backlog Maintenance: maintenance that is necessary to prevent the deterioration of the asset.</p> <p>Corrective Maintenance: the actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable.</p> <p>Planned Maintenance: maintenance work to prevent failure of the asset during or within its life cycle.</p> <p>Preventative Maintenance: the actions performed to retain an item or asset in its original as far as practicable by providing systematic inspection, detection and prevention of incipient failure.</p> <p>Emergency corrective Maintenance: is outside routine maintenance and works programs that must be initiated immediately for health, safety, security, hazard reasons or that may result in the rapid deterioration of the property plant or equipment if not undertaken.</p> <p>Deferred Maintenance: maintenance planned to be carried out in the current financial year but due to shortage of funds or unforeseen circumstances is not carried out and added to the backlog maintenance awaiting attention.</p>					

Projected timelines of Response:

.....
Signature by Assessor	Date	Signature by HOD	Date

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
1	Unleash and diversify the agriculture sector	Invite CEDARA and DARD to workshop local farmers about different farming practices.	Promote other farming practices	All wards	2022/23 onwards	R3,000,000.00	2608695.00	funded	DARD, UDM and Umzinyathi Development Agency	Nquthu Municipality	DARD, UDM, Cedara and Umzinyathi Development Agency	Planning stage
2		Distribute reading material about agro-processing and available opportunities.	Promote agro-processing	Ward 09	22/23, 23/24	not budgeted	no	not funded	Development Agency, DARD	Nquthu Municipality and UDM	DARD, UDM, Cedara and Umzinyathi Development Agency	Planning stage
3		Facilitate training for local farmers.	Facilitate training / improve skills capacity to farmers	All wards	22/23	not budgeted	none	not funded	DARD, UDM and Umzinyathi Development Agency	Nquthu LM	DARM	planning stage
4		Distribute fencing material to all wards.	Fencing of agricultural crop and grazing fields	All wards	22/23	R2,608,695.00	Yes	Funded	DARD, UDM and Umzinyathi Development Agency	Nquthu LM		To be implemented in the 2022/23 Financial year
5		Cultivate planting field to local farming cooperatives.	Soil cultivation support	All wards	22/23	R86,957.00	R 86,957.00	Funded	Nquthu LM	Nquthu LM	DARD, UDM, Cedara and Umzinyathi Development Agency	planning stage
6		Formalize Nquthu farming forum.	Strengthen farmers associations	All wards	22/23	no budget	none	not funded	DARD	Nquthu LM	DARD,	planning
7	Develop and support the tourism sector	Develop a plan for road naming and tourism signage and table to Strategic Planning Session.	Undertake road names and improve tourism signage	All wards	22/23	No budget required yet.	N/A	N/A	UDM, Nquthu LM	Nquthu LM	UDM, EDTEA	planning

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
8		Submit tourism routes roads to the municipality's road and stormwater maintenance unit, UDM and DOT.	Improve road conditions to tourism products	ward 09	22/23	Road maintenance budget		funded	Nquthu LM, UDM	Nquthu LM	UDM and DOT	List to be submitted in the 2022/23 financial year.
9		Submit maintenance requirements to the municipality's Facilities unit.	Rehabilitate the Tourism Information Centre	wards 09	22/23	R5,000.00	R 86,957	funded	Nquthu LM,UDM	Nquthu LM		Its a continuous task which has started around 15/16
10		Review Tourism Brochure for approval by MANCO.	Packaging of the Tourism Products	All wards	22/23	R6,000.00	R 86,957	funded	Nquthu LM	Nquthu LM	UDM, EDTEA	brochure is under reviewal
11		Participate in Africa Indaba and distribute Nquthu Tourism Brochures during Isandlwana events.	Marketing and Promotion	All wards	22/23	R566,516.00	R 270,866	funded	Nquthu LM	Nquthu LM	Battlefield Route association	ongoing
12		Fund NCTO activities.	Promote Community Based Tourism	All wards	22/23	R30,000.00	R 10,000	funded	Nquthu LM	Nquthu LM	UDM	ongoing
13		Write to sector departments, private sector and NGOs to apply for funding to supplement municipal budget.	Increase Tourism Budget	all wards	22/23	R2,000,000.00	R 586,000	Partial funded	Nquthu LM	Nquthu LM	UDM	ongoing
14		Write to tertiary institutions, EDTEA and Moses Kotane Institute to assist in conducting feasibility study.	Qhudeni tourism attraction feasibility study	Ward 01	2023/24	R1,000,000.00	R 0	Not funded	EDTEA	Nquthu LM and EDTEA	EDTEA	Coordination stage

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
15		Develop a Tourism Strategy internally (through policy development committee) and submit to COGTA and EDTEA for assessment and guidance.	Develop a Tourism Strategy / Plan	all wards	22/23	R350,000.00	R 4,347	Not funded	Nquthu LM	Nquthu LM	EDTEA and COGTA	To be developed in the 2022/23 financial year.
16	Develop and support the commercial sector	Implement Nquthu Town Master Plan.	Unlock land for commercial sector	Ward	2022/23 onwards	R 37 000 000	R 3 665 218	Funded.	Human Settlement	Nquthu LM	Currently none	Land already identified and zoned for commercial purposes and bulk services are being installed and the project is 60% complete.
17		Develop contact database for all businesses and inform them before water, refuse collection and electricity interruptions.	Develop communication plan on service interruption	Ward 09	2022/23	No budget required.	N/A	N/A	N/A	Nquthu LM	None	Planning stage (To be implemented in the 2022/23 financial year).
18	SMME Development and support to the informal economy	Conduct a benchmarking exercise in other towns to identify trading shelters suitable for Nquthu.	Provision of SMME / Informal Traders Infrastructure	Ward 09	22/23 23/24	R2,000,000.00	R 173,913	partial funded	Nquthu LM	Nquthu LM	Nquthu LM	Planning stage
19		Identify and provide equipment to local SMMEs.	Facilitation of Business Support	all wards	22/23	R5,000,000.00	R3,8 million	funded	Nquthu LM	Nquthu LM	UDM,EDTEA, Develop Agency and Cogta	Planning stage

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
20		Develop a Tourism Strategy internally (through policy development committee) and submit to COGTA and EDTEA for assessment and guidance.	Developing a Business Development & Retention Strategy	all wards	23/24	R500,000.00	None	Not funded	Nquthu LM, EDTEA, Trade and Investment	Nquthu LM	EDTEA, Trade and Investment	Planning stage (To be implemented in the 2022/23 financial).
21		Subcontracting for all projects above R1million in value.	Enhance Local Procurement	all wards	22/23	Equivalent of the value of all projects above R1million.	Capital budget	Not funded (No funding required)	No funding needed	SCM office and LED office	Nquthu Council	Implementation stage
22	Facilitate investment attraction to Nquthu	Develop a Tourism Strategy internally.	Develop and Investment Attraction Strategy	All wards	22/23	Not required	None	Not funded	Nquthu LM	LED Office	Nquthu Council	In progress
23	Promote young enterprise / entrepreneurs	ICT programme to train and equip the youth of mobile phone fixing.	Sector-Specific Youth Catalytic Projects	All wards	22/23	R 250 000	R86 957	Funded	NYDA, Umzinyathi Development Agency and MICT Seta	Nquthu LM (Youth office and LED)	NYDA, EDTEA and UDM	Planning stage
24		Identify the youth to participate in the programme.	Young person to work programme	All wards	2022/23	R8000	R8000	Funded	UDM and NYDA	Nquthu LM (Youth Office)	UDM and NYDA	Planning stage
25	Improve the institutional capacity	LED unit restructured.	Restructuring LED Unit / Organogram	N/A	2022/23	Salaries budget	Salaries budget	Funded	None	Nquthu LM	None	Finalized and all vacancies filled.
26	Promote Education, Skills and Capacity Development	Identification and training of beneficiaries.	Skills training and development		22/23	R500,000.00	None	not funded	SEDA, DARD and SETA	Nquthu LM	SEDA, DARD and SETA	Planning stage
27		Visit tertiary insitutions and invite them to establish working relationship.	Facilitate relationships between industry and tertiary / training institutions.	wards 09	22/23	not needed	none	not funded	Nquthu LM	LED Office (Business Chamber)	Dept of Education	planning stage

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
28	Improve Local Economic Governance	Continuous review of planning documents.	Establish clear and well-supported forward planning development frameworks	office	22/23	not needed	none	not funded	none	LED office	KZN COGTA Town Planning Unit	Ongoing
29		Conduct a review of by-laws to identify gaps.	Effective by-laws and other regulations that impact on business performance	N/A	22/23	Not needed	None	Not funded	EDTEA and Cogta	Nquthu LM	EDTEA and COGTA	Ongoing
30		Incorporate SDF, Precinct Plans, Local Frameworks Land Use Management Scheme provisions into Ward Based Plans.	Preparation of settlement plans	All wards	2022/23	Not needed	None	Not funded	EDTEA and COGTA	Nquthu LM	EDTEA and COGTA	Planning stage (To be implemented in the 2022/23 financial).
31		Consult Provincial Treasury to seek advise.	Review of Supply Chain Management Systems	N/A	2022.23	not needed	None	Not funded	EDTEA, COGTA and Provincial Treasury	Nquthu LM	EDTEA, COGTA and Provincial Treasury	Planning stage
32	Improve Strategic Economic Infrastructure	Bulk infrastructure installed in land set aside for commercial purposes. Afterwards water supply and sewerage system will be handled by UDM,	Water and Sanitation	Ward 09	2022/23 onwards	R 37 000 000	R 3 665 218	Funded	UDM and Human Settlements	Nquthu LM	UDM and Human Settlements	Ongoing (Phase 2)
33		Road construction underway.	Provision of Roads and Transportation Infrastructure	Wards 3, 4, 5, 7, 9, 11, 16	2022/23 onwards	R 80 000 000	R 28, 7 million	Funded	DOT and SANRAL	Nquthu LM, DOT and SANRAL	DOT and SANRAL	Ongoing (Nquthu building 8 roads, DOT to build Buffalo River Bridge and SANRAL upgrade Isandlwana route road) NB: See IDP Fiancial Plan.
34		Electricity projects underway.	Electricity Provision	Ward 1 and 9	2022/23 onwards	R 30 000 000	R 9 000 000	Funded	Dept of Energy	Nquthu LM	Dept of Energy	Ongoing

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
35		Buy Back Centre in operation and Landfil site licensed and audited annually.	Solid Waste Management	Ward 9	2022/23 onwards	R1 500 000	Buy Back Centre budget	Funded	EDTEA, UDM and KZN COGTA	Nquthu LM	EDTEA and DEFF	Ongoing
36	Initiate anchor projects	Initiate social facilitation to identify land ownership and invite potential investors to conduct a feasibility study.	St Augustine Spring Water Project	Ward 14	22/23, 23/24	To be determined.	None	Not funded	Department of Water affairs, IDC, Umzinyathi Development Agency and IDC	Water affairs and Nquthu LM	Water affairs and potential investors	Planning stage (To be implemented in the 2022/23 financial).
37		Initiate social facilitation to identify land ownership and invite potential investors to conduct a feasibility study.	Stones Crushing Plants	Ward 15	2022/23	To be determined.	None	Not funded	Potential investors	Nquthu LM	Minerals and Energy	Planning stage (To be implemented in the 2022/23 financial).
38		Finalize the construction of facilities.	Incubator (light manufacturing hub)	Wards 09	2022/23	R5,000,000.00	R 3,043,478	Funded	EDTEA, Umzinyathi Development Agency and IDC	Nquthu LM	EDTEA	Ongoing
39		Budgeted for next financial year. LED unit to make inputs before design s are finalized to ensure trading facilities are accomdated.	Taxi Rank	Ward 09	2023/24	R 18 000 000	R 8 000 000	Funded in the following financial year	Umzinyathi Developemnt Agency	Nquthu LM	Umzinyathi Development Agency	Planning stage
40		Approved by Council and implemented.	Master (Nquthu Town commercial and residential development)	Ward 09	2022/23	Refer to row 32	Refer to row 32	Funded	Umzinyathi Development Agency and Human Settlements	Nquthu LM	Human Settlement and COGTA Town Planning unit.	Master Plan being implemented.

NQUTHU LOCAL MUNICIPALITY

No.	Strategic Goal	Intervention/activities	Programme / Project	Location	Timeframe	Estimated Budget	Budget Availability	Funded / Not Funded	Funder/ Potential Funder	Lead Implementing Agent	Supporting Partners	Status of Project
41		Formalization processes ongoing	Formilization of Nondweni	Ward 06	2022/23	To be determined.	To be determined	Not funded	Umzinyathi Development Agency and Human Settlements	Nquthu LM	Human Settlement and COGTA Town Planning unit.	Ongoing
42		Precinct Plan finalized (Put them on municipal website and develop a plan to attract investors)	Hlathi Dam precinct plan	Ward 15	2022/23	To be determined.	To be determined	Not funded	Umzinyathi Development Agency and Human Settlements	Nquthu LM	Human Settlement and COGTA Town Planning unit.	Planning stage (To be implemented in the 2022/23 financial).
43		Precinct Plan finalized (Put them on municipal website and develop a plan to attract investors)	Sandlwana precinct plan	Ward 12	2022/23	To be determined.	To be determined	Not funded	Umzinyathi Development Agency and Human Settlements	Nquthu LM	Human Settlement and COGTA Town Planning unit.	Planning stage (To be implemented in the 2022/23 financial).
44		Precinct Plan finalized (Put them on municipal website and develop a plan to attract investors)	Silutshana prescinct plan	Ward 4	2022/23	To be determined.	To be determined	Not funded	Umzinyathi Development Agency and Human Settlements	Nquthu LM	Human Settlement and COGTA Town Planning unit.	Planning stage (To be implemented in the 2022/23 financial).
45		Precinct Plan finalized (Put them on municipal website and develop a plan to attract investors)	Zicole precent plan	Ward 17	2022/23	To be determined.	To be determined	Not funded	Umzinyathi Development Agency and Human Settlements	Nquthu LM	Human Settlement and COGTA Town Planning unit.	Planning stage (To be implemented in the 2022/23 financial).

NQUTHU LOCAL MUNICIPALITY

UMZINYATHI DISTRICT	TYPE OF APPLICATION	ACKNOWLEDGE RECEIPT	ACKNOWLEDGEMENT OF A COMPLETE APPLICATION	PUBLIC NOTICE	NOTICE PERIOD	COMMENTS TO APPLICATION	DATE APPLICATION REFERRED BY MPR TO MPT/AO/COUNCIL	MUNICIPAL DECISION	MUNICIPAL DECISION (Application approved)	REASON FOR NONCOMPLIANCE OF TIME FRAMES
File reference	Schedule 4, Section 2(1)	Schedule 4, Section 6(1) (a)	Schedule 4, Section 6(1) (b)	Schedule 4 Section 11 (1)	Schedule 4, Section 11 (3)	Schedule 4, Section 12(1)	Schedule 4, Section 13(4)	Schedule 4, Section 17(1)		
	Time Norm:	Time Norm: Date recorded and copy of correspondence	Time Norm: 30-60 days	Time Norm: 14 days	Time Norm: No less than 30 days. Copy of notice indicating date of publication	Time Norm: within 7 days	Time Norm: 60 days from receipt of complete application. Date recorded in register and copy of correspondence	Time Norm: Copy of Decision		
		DATE	DATE	DATE	DATE	DATE	DATE	DATE	YES/NO	
Erf 596 and 597 = Erf 4068	Consolidation	23/ 02/ 2018	26/02/2018	02/03/ 2018	09/04/ 2018	None	13/04/ 2018	02/05/2018	yes	28 13 15.41 S 30 39 53.88 E
Reserve NO. 18 of the farm NO. 15838	Development of land outside the a scheme area	20/03/2018	09/04/2018	13/04/ 2018	14/05/ 2018	None	23/05/2018	07/09/2018	No	28 13 19.30 S 30 40 14.78 E
Farm Ingonyama No. 17134 and Farm Reserve No. 11 on 15831	Development of land outside the a scheme area	02/ 08/ 2018	06/12/2018	13/12/ 2018	01/03/ 2019	None	05/02/2019	16/04/2019	Yes	28 16 44.53 S 30 51 38.42 E
Erf 12	A special consent	21/ 12/ 2018	21/01/2019	22/01/ 2019	04/03/ 2019	None	06/03/2019	14/03/2019	Yes	28 12 44.53 S 30 51 38.42 E
Erf 90/R	Road closure, Rezoning and Subdivision	08/ 04/ 2019	15/04/2019	22/05/ 2019	25/06/ 2019	None	03/07/2019	20/ 07/ 2019	No	28 12 39.89 S 30 40 35.90 E
Farm Nondweni No. 5 of No. 12413	Development of land outside the a scheme area	09/07/2019	11/09/2019	03/10/ 2019	35 days 07/11/ 2019	None	11/11/2020	20/11/2020	Yes	28 11 30.76 S 30 48 53.03 E
Erf 780	A special consent	05/09/2019	11/09/2019	03/10/ 2019	35 days 07/11/ 2019	None	13/ 11/ 2019	04/ 12/ 2019	Yes	28 13 00.35 S 30 40 08.98 E
Erf 4008	A special consent	26/02/2020	Pending comments from DOT		35 days 28/07/ 2020	none	03/08/2020	07/08/ 2020		28 12 44.54 S 30 40 15.92 E
Erf 12	Subdivision	23/03/2020	25/03/2020	28/05/ 2020	35 days 10/07/ 2020	None	17/07/2020	07/08/ 2020		28 12 44.53 S 30 51 38.42 E
Erf 90/R	Subdivision	07/08/2020	Documents outstanding							

NQUTHU LOCAL MUNICIPALITY

UMZINYATHI DISTRICT	TYPE OF APPLICATION	ACKNOWLEDGE RECEIPT	ACKNOWLEDGEMENT OF A COMPLETE APPLICATION	PUBLIC NOTICE	NOTICE PERIOD	COMMENTS TO APPLICATION	DATE APPLICATION REFERRED BY MPR TO MPT/AO/COUNCIL	MUNICIPAL DECISION	MUNICIPAL DECISION (Application approved)	REASON FOR NONCOMPLIANCE OF TIME FRAMES
File reference	Schedule 4, Section 2(1)	Schedule 4, Section 6(1) (a)	Schedule 4, Section 6(1) (b)	Schedule 4 Section 11 (1)	Schedule 4, Section 11 (3)	Schedule 4, Section 12(1)	Schedule 4, Section 13(4)	Schedule 4, Section 17(1)		
	Time Norm:	Time Norm: Date recorded and copy of correspondence	Time Norm: 30-60 days	Time Norm: 14 days	Time Norm: No less than 30 days. Copy of notice indicating date of publication	Time Norm: within 7 days	Time Norm: 60 days from receipt of complete application. Date recorded in register and copy of correspondence	Time Norm: Copy of Decision		
		DATE	DATE	DATE	DATE	DATE	DATE	DATE	YES/NO	
Erven 51 and 52	Consolidation and Rezoning	04/09/2020	15/09/2020	28/09/2020	35 days 12/11/2020	None	11/11/2020	20/11/2020	Pending documents	
Erf 37	subdivision	09/09/2020	23/09/2020	28/09/2020	35 days 12/11/2020	None	11/11/2020	20/11/2020	Yes	
Ndatshana Reserve No.18 of the Farm No. 15838	In-situ Upgrading Housing Project	15/09/2020	Documents outstanding							
Erf 4004	Rezoning	01/ 07/2021	Documents Outstanding							
Ezinkondlwaneni Community Hall	A special consent	15 November 2021	Documents Outstanding							
Erf 4004	Rezoning	16 May 2022	Documents Outstanding							
Ezinkondlwaneni Community Hall	A special consent	08 February 2022	08/02/2022	13/04/ 2022	38 days 20/05/2022	one				
Ndatshana Reserve No.18 of the Farm No. 15838	In-situ Upgrading Housing Project									