



# INTEGRATED DEVELOPMENT PLAN 2012 / 2013

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**ABBREVIATIONS**

<b>Action Plan</b>	:	Ndwedwe Municipality Action Plan in Response to Dube Trade Port
<b>ASGISA</b>	:	Accelerated Shared Growth Initiative of SA
<b>BEF</b>	:	Business Enabling Fund
<b>CDWs</b>	:	Community Development Workers
<b>CF</b>	:	Commercial Farmers
<b>DEAT</b>	:	Department of Environmental Affairs and Tourism
<b>DFA</b>	:	Development Facilitation Act
<b>DFID</b>	:	Department for International Development
<b>DLGTA</b>	:	Department of Local Government and Traditional Affairs
<b>DoH</b>	:	Department of Housing
<b>DoL</b>	:	Department of Labour
<b>DTI</b>	:	Department of Trade and Industry
<b>EMP</b>	:	Environmental Management Plan
<b>EPWP</b>	:	Expanded Public Works Programme
<b>EPWP PSC</b>	:	EPWP Provincial Steering Committee
<b>ESDP</b>	:	Electricity Sector Development Plan
<b>FBS</b>	:	Free Basic Services
<b>HH</b>	:	Households
<b>IDP</b>	:	Integrated Development Plan
<b>IDPRF</b>	:	IDP Representative Forum
<b>ISRDP</b>	:	Integrated Sustainable Rural Development Programme
<b>KPA</b>	:	Key Performance Area
<b>KZN</b>	:	KwaZulu-Natal
<b>LCF</b>	:	Local Competitiveness Fund
<b>LGTS</b>	:	Local Government Turn Around Strategy
<b>LUF</b>	:	Land Use Framework
<b>LUMS</b>	:	Land Use Management System
<b>LRAD</b>	:	Land Redistribution Programme
<b>MIG</b>	:	Municipal Improvement Grant
<b>MSIG</b>	:	Municipal Systems Improvement Grant
<b>MPA</b>	:	Municipal Plan of Action
<b>MDG</b>	:	Millennium Development Goals
<b>NDP</b>	:	National Development Plan
<b>NSDP</b>	:	National Spatial Development Perspective
<b>NGP</b>	:	New Growth Path
<b>PC</b>	:	Project Consolidate
<b>PCPMU</b>	:	Project Consolidate Project Management Unit
<b>PGDS</b>	:	Provincial Growth and Development Strategy
<b>PMS</b>	:	Performance Management System
<b>PSEDS</b>	:	Provincial Spatial Economic Development Strategy
<b>RDP</b>	:	Reconstruction and Development Programme
<b>Scheme</b>	:	LUMS Scheme
<b>SLA</b>	:	Sustainable Livelihood Approach
<b>SF</b>	:	Subsistence Farmers
<b>SDF</b>	:	Spatial Development Framework
<b>SEDA</b>	:	Small Enterprise Development Agency
<b>SMMEs</b>	:	Small Medium Micro-Enterprises
<b>SUMMIT</b>	:	District Growth and Development Summit
<b>TA</b>	:	Traditional Authority
<b>TKZN</b>	:	Tourism KwaZulu-Natal
<b>TORs</b>	:	Terms of Reference
<b>VM</b>	:	Vulamehlo Municipality
<b>UYF</b>	:	Umsobomvu Youth Fund

**ABBREVIATIONS OF LEGISLATIVE ENACTMENTS:**

<b>The Constitution</b>	:	South African Constitution Act 106 of 1996
<b>The MSA</b>	:	Municipal Systems Act No 32 of 2000
<b>The Structures Act</b>	:	Municipal Structures Act No 117 of 1998
<b>DFA</b>	:	Development Facilitation Act No of
<b>DMA</b>	:	Disaster Management Act No 57 of 2002
<b>MFMA</b>	:	Municipal Finance Management Act No of 2000
<b>NEMA</b>	:	National Environmental Management Act No 107 of 1998
<b>Conservation Act</b>	:	Environmental Conservation Act No 73 of 1989
<b>Water Act</b>	:	National Water Act No 36 of 1998
<b>Property Rates Act</b>	:	Property Rates Act No
<b>The Ordinance :</b>	:	Town Planning Ordinance No 27 of 1949
<b>KLAA</b>	:	KwaZulu Land Affairs Act No 112 of 1992

## SECTION A: EXECUTIVE SUMMARY

It is now a well-established legislative requirement that all municipalities should prepare and adopt an Integrated Development Plan (IDP). An IDP adopted by the Council of a municipality is the key strategic planning tool, which guides and informs all planning, budgeting, management, and decision making in a municipality. The drafting of the IDP is a lengthy planning process. It involves a wide range of role players from inside and outside the municipality. The IDP must be reviewed annually and a Process Plan to achieve this must be prepared. The Process Plan was approved in August 2011 and it includes the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process; and
- Framework for alignment at all levels as well as legislative framework.

### **The 2012-2013 IDP Review seeks to achieve the following:**

- To ensure that limited resources are channelled to critical projects that will leverage economic growth;
- To ensure that all programmes and projects are in line with the strategic vision of the municipality;
- To address internal and external circumstances that impact on the running of the business of the municipality; and
- To capture the impact of successes as well as corrective measures to address the challenges.

### **A1. NDWEDWE LOCAL MUNICIPALITY IN CONTEXT**

Ndwedwe Local Municipality is one of the four local authorities within the Ilembe District Municipality. It borders in the east onto the KwaDukuza Municipality and in the north on the Maphumulo Municipality. In the south Ndwedwe abuts the eThekweni Municipality and in the west the uMshwathi Municipality. In broad terms, the municipality is situated parallel with and approximately 20 Km inland from the KwaZulu-Natal Coast. While much of the north-eastern part of Ndwedwe forms part of the coastal flats mostly covered by KwaDukuza, the majority of the area consists of tribal authority land ranging from topographically fragmented to steep and dramatic.

Within the regional context, much of the Ndwedwe Municipality represents the former KwaZulu homeland consisting of traditional settlement areas which, while located in relative close proximity to major urban and economic developments (e.g. King Shaka International Airport and Dube Trade Port), have remained substantially underdeveloped, disadvantaged and poor.

The extent of the municipal area is 1153 Km<sup>2</sup> and accommodates a population in the region of 130 140 people. Overall settlement densities are approximately 145 people per Km<sup>2</sup>. 68% of Ndwedwe consists of traditional authority land and the remainder is made up of commercial farm lands located in the north-east of the municipality.

## A2. THE CHALLENGES FACING THE MUNICIPALITY

The main challenges facing the municipality can be summarised as follows:

- i. There are no manufacturing, commercial, tourism or tertiary services employment opportunities currently in the area;
- ii. Fast-tracking the process of unlocking key economic opportunities;
- iii. Overcoming difficulties in accessing tribal land for development opportunities;
- iv. There is high unemployment rate (66.3%) and 60.3% of the population is not economically active;
- v. The skills levels are restricted mainly to semi and unskilled labour;
- vi. HIV/AIDS pandemic and its impacts on health and related services;
- vii. Ensuring that opportunities for education, skills development; jobs, business, and amenities are created, especially for the youth.
- viii. There is a great need for the empowerment of both women and people with disabilities;
- ix. Inadequacy of community facilities;
- x. The backlog in the provision of basic services such as water, sanitation, electricity, and housing;
- xi. Inadequate road infrastructure has negative impact on the economy as well as on the general accessibility to certain sections of the Municipality; and
- xii. Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, cost-efficient housing, etc.

## A3. OPPORTUNITIES OFFERED BY THE MUNICIPALITY

The following opportunities have been identified through numerous studies that have been conducted before. These opportunities are part of a flagship programme and are being driven aggressively at various levels, including the marketing thereof.

- Ndwedwe is better situated to meet the demands of Dube Trade Port.
- Business cluster developments (manufacturing warehouses and distribution)

- Business Parks
- Agro-processing plant for processed food and semi-perishables
- Agricultural distribution warehouses
- Housing Estates at Mona Area (10km radius of Dube Trade Port) and at Ndwedwe Village
- Ndwedwe Town Development – offers new great opportunities for residential, commercial, and other services.
- Unique tourism attractions (Zulu Rural Cultural Trail)
- Nhlalakazi Holy Mountain – which represents a significant cultural and religious attraction
- Beautiful mountains: Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMkhalanga Mountain and Goqweni Mountain. These will accommodate activities such as 4x4 routes; hiking trails, horse trails; camping sites; caravan parks; and birding.
- Other attractions include Malangeni Game Reserve; and KwaLoshe Forests (Eco-tourism).
- High agricultural potential (e.g. sugar cane and traditional foods).

#### A4. STRATEGIES FOR IMPROVEMENT

The strategy of Ndwedwe Municipality is based on six pillars that distinguish the Municipality from other municipalities, namely:

- The accelerated and sustainable provision of infrastructure and basic services;
- The accelerated and sustainable development of local economy;
- The accelerated fight against poverty and HIV/AIDS;
- Building and sustaining service and performance driven municipality;
- Deepen the institutional democracy, accountability and human rights; and-
- Build and sustain unity, peace and reconciliation.

#### A5. NDWEDWE LOCAL MUNICIPALITY OVER THE NEXT 5 (FIVE) YEARS

The future development scenario of Ndwedwe Municipality is heavily dependent on the aggressive implementation of its flagship programme. The following projects are going to be given the highest status in terms of allocation of critical resources:

- a) **Nodal Development:** Ndwedwe Spatial Development Framework identifies important nodes, such Ndwedwe Village (Primary Node), Tafamasi, Montabello, Qinisani, Bhamshela, and Ashville (Secondary Nodes). Obviously, these nodes have different functions or roles in the development of Ndwedwe. The successful development of **Ndwedwe Town** would have many economic benefits for the people of Ndwedwe. In five years time, Ndwedwe would have made significant progress in terms of attracting investors to the town, thereby creating a platform for a sustainable revenue base for the municipality which is heavily dependent on equitable share and government grants.
- b) **Ndwedwe-Dube Trade Port Projects:** Ndwedwe is better situated to meet the demands of Dube Trade Port and King Shaka International Airport. Large portion of Ndwedwe falls within the 30km radius of the Dube Trade Port; the south eastern portion of Ndwedwe falls with

10km radius of Dube TradePort. The budgetary processes will continually create business towards these unique opportunities:

- Business cluster developments (manufacturing warehouses and distribution)
- Business Parks
- Agro-processing plant for processed food and semi-perishables
- Agricultural distribution warehouses
- Housing Estates at Mona Area (10km radius of Dube Trade Port) and at Ndwedwe Village

c) **Key tourism projects** as part of Zulu Rural Cultural Trail: the Municipality has a variety of opportunities for development of tourism and recreational activities, substantially relating to dramatic topographic conditions (and natural African landscape). The tourism development strategy, inter alia, looks at the following:

- To facilitate, transform and enhance Ndwedwe tourism product in line with the opportunities identified by Dube Trade Port;
- To increase tourist volumes and attract tourists from King Shaka International Airport to Ndwedwe;
- To improve tourist product and facilities in line with Dube Trade Port opportunities; and-
- Marketing of Ndwedwe as a tourist destination.

The key tourism projects:

- i. Nhlankakazi Holy Mountain – which represents a significant cultural and religious attraction
- ii. Picturesque mountains: Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMkhalanga Mountain and Goqweni Mountain. These will accommodate activities such as 4x4 routes; hiking trails, horse trails; camping sites; caravan parks; and birding.
- iii. Other attractions include Malangeni Game Reserve; and KwaLoshe Forests (Eco-tourism).

d) Focus on **key agricultural projects** to meet the demands of Dube Trade Port and fight poverty.

## A6. PERFORMANCE MEASUREMENT

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the

roles of the different role-players. The Municipality has developed 2011/2012 Performance Management Framework which details the above steps in the PMS process.

In line with the said legal requirement, this framework is a policy document that sets out:

- a) The requirements that the Ndwedwe Municipality's OPMS will need to full-fill;
- b) The principles that must inform its development and subsequent implementation;
- c) The preferred performance management model of the Municipality;
- d) The process by which the system will work;
- e) The delegation of responsibilities for different roles in the process; and
- f) A plan for the implementation of the system.

Ndwedwe Municipality has completed its PMS framework and scorecards. There is now an ongoing evaluation and monitoring of performance through quarterly reviews, one on one meeting, annual report and other relevant reports that are submitted to Treasury. The Municipality has also conducted the Annual Evaluation of 2010/ 2011 financial year.

## SECTION B: INTRODUCTION

### B1. THE IDP PREPARATION PROCESS

Chapter 5, Section 23(1) of the Municipal Systems Act (MSA) 32 of 2000 requires that a municipality undertakes a developmentally oriented planning so as to ensure that it:

- a) Strives to achieve the objects of local government set out in section 152 of the Constitution;
- b) Gives effect to its developmental duties as required by section 153 of the Constitution; and-
- c) Together with other organs of state, contribute to the progressive realisation of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

In terms of Section 25(1) of the Municipal Systems Act (Act No. 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter (Chapter 5); and

- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

Necessarily, after the start of its elected term the Ndwedwe Municipal Council undertook to prepare a five year plan (2011/2016) in line with the Municipal Systems Act. The plan that has been prepared is a single inclusive and strategic plan for the development of Ndwedwe Municipality.

As a strategic document, the IDP responds to the needs of the Ndwedwe residents being premised on the following international, national and provincial strategic imperatives:

- i. Millennium Development Goals;
- ii. National Development Plan – 2030
- iii. The New Growth Path Framework
- iv. National Spatial Development Perspective;
- v. Local Government Turnaround Strategy;
- vi. Provincial Growth and Development Strategy;
- vii. Provincial Action Plan (Priorities) for 2009-2014
- viii. Provincial Spatial Economic Development Strategy;
- ix. Ilembe District IDP, and
- x. Ilembe Growth and Development Summit Resolutions.

In order to ensure certain minimum quality standards of the IDP preparation process, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been done in line with the MSA. The preparation of a Process Plan requires adoption by the Council.

This Plan was approved in 2011 and it includes the following:

- i. A programme specifying the time frames for the different planning steps;
- ii. Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- iii. An indication of the organizational arrangements for the IDP process; and
- iv. Binding plans and planning requirements, i.e. policy and legislation; and mechanisms and procedures for vertical and horizontal alignment.

## B2. MUNICIPAL POWERS AND FUNCTIONS

In its preparation of the IDP, the Municipality considered the powers and functions assigned to it in terms of the legislation. In addition to listing the municipal powers and functions, this section indicates which functions are currently performed; whether the municipality has capacity to perform those functions, and actions needed where there is lack of capacity to perform certain functions:

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			yes	No	yes	No			
ECONOMIC DEVELOPMENT AND PLANNING AND COMMUNITY SERVICES (EDP & CS)	1.	Building Regulations	-	X	-	X	-	No alternative measures in place currently.	With the town development project and some housing projects starting to unfold, the municipality will, during 2010-2011 financial year, build capacity by establishing the Building Control Unit that will consist of professionals such as Building Controllers, Building Inspectors, and Plan Examiners.
	2.	Municipal Planning	X	-	X	-	Limited capacity to perform all planning functions, in particular, forward planning. There is currently one municipal planner.	-	To restructure the institution and tap into the internal staff relevant to planning functions. Also, the Planning Shared Services will assist in this regard

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			X	-	X	-			
	3	Local Tourism	X	-	X	-	Limited capacity to drive tourism development and market it aggressively.	-	The USAID/RTI/DPLG has deployed the LED Advisor to the municipality to assist with the implementation of the LED Strategy. This will strengthen the municipal capacity in this regard.
	4.	Trading Regulations	-	X	-	X	There are underutilised personnel within the institution that can best perform this function.	Case-by-case regulation. No trading regulations in place.	With the town development project starting to unfold, the municipality will, during 2010-2011 financial year, develop trading bye- laws.
	5.	Billboards and the display of advertisements in public places.	-	X	-	X	There are underutilised personnel within the institution that can be trained to perform this function.	Case-by-case regulation. No signage controls in place.	With the town development project starting to unfold, the municipality will, during 2010-2011 financial year, develop signage by-laws and tap into the underutilised personnel by training them into becoming Signage Control Officers.
	6.	Licensing and control of undertakings that sell food to the public	-	X	-	x	There are underutilised personnel within the institution that can be trained to perform this function.	No alternative measures in place currently.	The idea of employing the Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional, or due to an unexpected demand or pressure.
	7.	Local amenities	X	-	-	X	→	The function is being performed to a limited extent due to human and financial capacity constraints.	The Town Development Project and other projects cater for this function.

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			X	-	X	-			
	8.	Markets	X	-	X	-	→	The function is being performed to a limited extent due to human and financial capacity constraints	The Town Development Project and other projects cater for this function.
	9.	Child Care Facilities	-	X	X	-	-	This is currently a community initiative.	The Municipality is currently considering embarking on needs assessments exercise for these facilities.
	10.	Cemeteries, Funeral Parlours and Crematoria	-	X	-	X	-	The communities follow the traditional burial systems.	The municipality is currently considering raising funds for this function.
	11.	Cleansing	X	-	X	-	→	The function is being performed to a limited extent due to human and financial capacity constraints.	
	12.	Control of public nuisance	X	-	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent.	No action required as there is no pressing demand.
	13.	Control of undertakings that sell liquor to the public	-	X	-	X	-	Case-by-case intervention.	No action required as there is no pressing demand.

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			-	X	-	X			
	14.	Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used.	No action required as there is no pressing demand.
	15.	Licensing of dogs	-	X	-	X	-	-	No action required as there is no pressing demand.
	16.	Municipal abattoirs	-	X	-	X	-	-	No action required as there is no pressing demand.
	17.	Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand.
	18.	Pounds	-	X	-	X	-	-	No action required as there is no pressing demand.
TECHNICAL & INFRASTRUCTURAL SERVICES	19.	Storm water	X	-	-	X		Performed through outsourcing.	The grader has been purchased and will assist in performing this function.

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			X	-	X	-			
	20.	Local sports facilities	X	-	X	-	Limited capacity due to financial constraints.	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
	21.	Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM.	There is no planned action to perform this function in the near future.
	22.	Municipal roads	X	-	X	-	Limited capacity due to human and financial constraints.	Performed through outsourcing.	The grader has been purchased and will assist in performing this function.
	23.	Municipal parks and recreation	-	X	-	X	-	Communities use their means.	The Town Development Project caters for this function.
	24.	Fire Fighting	-	X	-	X	-	Ilembe District Municipality performs this function. The eThekweni Municipality provides assistance, where necessary.	No plans to perform this function in the near future.

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			-	X	-	X			
	25.	Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial capacity constraints	-	The Town Development Project caters for this function.
	26.	Fencing and fences	X	-	-	X	The function is being performed to a limited extent due to human and financial capacity constraints.	-	No action required as there is no pressing demand.

Table: 1: Powers and Functions

## SECTION C: SITUATIONAL ANALYSIS

### C1. SITUATIONAL ANALYSIS: NDWEDWE LOCAL MUNICIPALITY

#### *C1.1 NDWEDWE IN CONTEXT*

Ndwedwe Local Municipality is one of the four local authorities within the Ilembe District Municipality. It borders in the east onto the KwaDukuza Municipality and in the north on the Maphumulo Municipality. In the south Ndwedwe abuts the eThekweni Municipality and in the west the uMshwathi Municipality. In broad terms the municipality is situated parallel with and approximately 20 KM inland from the KwaZulu Natal coast. While much of the north – eastern part of Ndwedwe forms part of the coastal flats mostly covered by KwaDukuza, the majority of the area consists of tribal authority land ranging from topographically fragmented to steep and dramatic.

Within the regional context, much of the Ndwedwe Municipality represents the former KwaZulu homeland consisting of traditional settlement areas which, while located in relative close proximity to major urban and economic developments (e.g. King Shaka International Airport and Dube TradePort), have remained substantially underdeveloped, disadvantaged and poor. Ndwedwe Municipality is in the extent of 1153km<sup>2</sup> and accommodates a population of 134 326 people (2007 Community Survey). Overall settlement densities are approximately 145 people per km<sup>2</sup>. 68% of Ndwedwe consists of tribal authority land and the remainder is made up of commercial farm lands located in the north – east of the municipality.

#### **MAP 1: MAP OF NDWEDWE MUNICIPALITY**



## *C1.2 KEY FEATURES*

The key features that define Ndwedwe are basically the opportunities that have emerged at various levels. The following opportunities have been identified through numerous studies that have been conducted before. These opportunities are part of a flagship programme and are being driven aggressively at the various levels, including the marketing thereof.

- a) Ndwedwe is better situated to meet the demands of Dube Trade Port and King Shaka International Airport:
  - i. Business cluster developments (manufacturing warehouses and distribution)
  - ii. Business Parks
  - iii. Agro-processing plant for processed food and semi-perishables
  - iv. Agricultural distribution warehouses
  - v. Housing Estates at Mona Area (10km radius of Dube Trade Port) and at Ndwedwe Village
- b) Ndwedwe Town Development – offers new great opportunities for residential, commercial, and other services.
- c) Unique tourism attractions (Zulu Rural Cultural Trail):
  - i. Nhlankakazi Holy Mountain – which represents a significant cultural and religious attraction
  - ii. Beautiful mountains: Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMkhalanga Mountain and Goqweni Mountain. These will accommodate activities such as 4x4 routes; hiking trails, horse trails; camping sites; caravan parks; and birding.
  - iii. Other attractions include Malangeni Game Reserve; and KwaLoshe Forests (Eco-tourism).
- d) High agricultural potential (e.g. sugar cane and traditional foods).

### C1.3 MUNICIPAL PROFILE

Table 2: Ndwedwe Municipal Profile

<b>DESCRIPTION: NDWEDWE MUNICIPALITY (KZ 293) - LOCAL MUNICIPALITY FALLING WITHIN ILEMBE DISTRICT (DC 29)</b>		
<b>Extent of the Ndwedwe Municipal area (square kilometres)</b>	1154	
<b>Population (2007 Community Survey)</b>	134 326	
<b>Population Density (people/km<sup>2</sup>)</b>	115	
<b>Population Group (%)</b>		
<b>Black African</b>	133, 358	99%
<b>Coloured</b>	3	0%
<b>Indian/Asian</b>	7	0%
<b>White</b>	957	1%
<b>Male Population (%)</b>	67, 423	51%
<b>Female Population (%)</b>	66,903	49%
<b>Municipal Age profile</b>		
	0 – 5	12%
	6 – 17	29%
	18 – 35	31%
	36 – 50	13%
	51 – 64	8%8
	Over 65	7%
<b>Dependency Ratio (No. of people dependent on economically active group)</b>		56%
<b>HIV/AIDS status (% infected across District as per KZN Dept. of Health Statistics)</b>	Across District	34.7%
<b>Education Levels</b>	No Schooling	15%
	Grade 12	1%
<b>Unemployment (out of labour force)</b>	Unemployed	66%
<b>Income Levels (%) R0/HH</b>	Households with no income	33%
	R1 – R801/HH	Households 41%
	R801 – R1600/HH	Households 16%
<b>Financial Grant Dependency (as per DLGTA 2004)</b>		100%
<b>Number of Municipal Wards</b>	19	
<b>Number of Councillors</b>	37	
<b>Number of Traditional Authority Areas</b>	23	
<b>Service Backlogs (% Households with no access)</b>		
<b>Water</b>		46%
<b>Sanitation</b>		86.4%
<b>Electricity</b>		80%
<b>Refuse</b>		99.4%
<b>Housing</b>		70%

### C1.4 DEMOGRAPHIC IMPLICATIONS FOR DEVELOPMENT

The dominant age group in Ndwedwe is between the age of 15 and 34, which means that the majority of the population is young. This situation poses huge developmental challenges in relation to skills development and education, health, sports and recreation, employment opportunities and other social issues.

The Municipality is characterized by high levels of people with no schooling (39.3%), unemployment is at (66.3%), dependency ratio at (56%). Income levels also indicate the level of poverty in this area with 33% households with no income. Across the Ilembe District HIV/AIDS incidences stand at 34.7% which is an issue for development.

The Ndwedwe Municipality being rural and underdeveloped has no means of generating revenue. As such it is almost 100% dependent on grant funding and this is a huge challenge for development.

## C2. REALITIES FACING NDWEDWE MUNICIPALITY

### C2.1 SOCIO-ECONOMIC ISSUES

#### C2.1.1 Employment Profile

The Ndwedwe Municipality has 39.7% economically active people while 60.3% are not economically active. Furthermore, out of the economically active segment of the population only 33.7% have employment while 66.3% are unemployed.

The picture below depicts major challenges for the Ndwedwe Municipality. Strategies would have to be developed in order to ensure that the Municipality is able to meet the Millennium Development Goals and National targets of halving poverty by 2014.

Table 3: Employment Profile

	ILEMBE DISTRICT MUNICIPALI TY	MANDENI LM	KWADUKUZA LM	NDWEDWE LM	MAPHUMULO LM
Economically Active	49.6	56.9	63.9	39.7	28.9
Not Economically Active	50.4	43.1	36.1	60.3	71.1
Economically Active sub-division					
Employed	52.0	54.9	66.5	33.7	24.1
Unemployed	48.0	45.1	33.5	66.3	75.9

**Source:** Urban-Econ Estimations based on Quantec 2007 and Statistics South Africa, Census 2001

#### C2.1.2 Education

In terms of education, the 2007 Ilembe District Growth and Development Summit discussion report states that 39.3 of the population segment have no schooling, while only 10.6% have education level up to grade 12. The central role which education can fulfil in the social upliftment and economic growth of the area must be acknowledged.

Although the municipal area and its population have fair access to education facilities, the capacity and quality of these facilities remains an issue of concern.

Currently there is a provision being made through the FET College for alternative forms of education, specifically Adult Basic Education, basic skills training, business skills training, entrepreneurial

development and other forms of tertiary education. However, this is still too limited looking at the size of the Municipality.

### C2.1.3 Health

#### Major causes of death

Table 4: Major causes of death

ILembe District	Ndwedwe
Tuberculosis	Cerebral Vascular Accident
Retroviral Disease	Pulmonary Tuberculosis
Cerebral Vascular Accident	Meningitis
Meningitis	Gastro enteritis
Gastro enteritis	Retroviral Disease
Pneumonia	Congestive Cardiac Failure
Congestive cardiac failure	Pneumonia
Lower respiratory Infection	Lower respiratory Infections
Renal Failure	Diabetes
Diabetes	Renal Failure

#### Mortality rates: Infant, Child and Maternal

Table 5: Mortality rates

	ILembe District		Ndwedwe
Infant Mortality per 1000 population Proportion of inpatient deaths under 1 that died during their stay in the facility	2009	114	223
	2010	124	90
Child mortality per 1000 population Proportion of inpatient deaths under 5 that died during their stay in the facility	2009	109	121
	2010	85	71
Maternal Mortality per 100 000 live births Maternal deaths occurring within 42 days of delivery or TOP per 100 000 live births	2009	346	0
	2010	131	0

#### Infant Mortality

In 2009 appears highest in Ndwedwe due to the low numerator (15 under 1 year old deaths/67 separation). Performance to have improved in 2010 due to the calculation (122, under 1 year old deaths/221 separation), however there was an 87% increase in total infant deaths in this sub district.

Pneumonia under 5 years and Diarrhoea under 5 years with dehydration have been increased from 2008/9 (11,107&3,360) to 2009/10 (15,133&4,475) which would impact on mortality.

### Child Mortality

Ndwedwe Sub district had 8 child deaths/ 66/100 000 live births and 2009 and in 2010, had 11 child deaths/153 which is a 27% increase. In 2010 Ndwedwe was 0/100 000 live births and in 2009, 0/100 000. Actual figures revealed that in 2010 there were 0 maternal deaths/1832 live births and in 2009, 4 maternal deaths/ 1075 live births which is a 400% increase in actual number of maternal deaths.

Table 4: Health Facilities

TYPE OF FACILITY	AREA	NAME	TYPE
<b>HOSPITAL</b>	Montebello	Montebello	Provincial
<b>CLINICS</b>	Chibini	Chibini clinic	Provincial
	Esidumbini	Esidumbini clinic	Provincial
	Kearsney	Kearsney clinic	Provincial
	Kwa Nyuswa	Kwa Nyuswa clinic	Provincial
	Mholokohlo	Mholokohlo clinic	Provincial
	Ndwedwe Central	Ndwedwe central clinic	Provincial
	Thafamasi	Thafamasi clinic	Provincial
	Wosiyane	Wosiyane clinic	Provincial

The Health Related Services can be summarised as follows:

	DISTRIC T HOSPITA LS	REGIONA L HOSPITA LS	CHCS	CLINICS	MOBILE CLINIC	EMRS BASES	STATE AIDED FACILITI ES	NIP SITES
<b>Ndwedwe</b>	1	0	1	6	0	4	1	1

**Source:** Ilembe District Municipality, 2007

In terms of the Department of Health (District Office) future plans six clinics have been identified to be built in the area of Ndwedwe. These clinics should be operational by 2014.

<b>Ndwedwe Municipality</b>	<b>Jikeni clinic by 2014 – to operate 8 hours/ 7 days</b>	<b>Mthebeni clinic by 2014 – to operate 8 hours / 7 days</b>	<b>Nsuze clinic by 2014 – to operate 8 hours / 7days</b>	<b>Gawula clinic by 2014 – to operate 8 hours /7days</b>
	<b>Smamane clinic by 2014 – to operate 8 hours / 7days</b>	<b>Ndwedwe mission clinic by 2014 – to operate 8 hours / 7 days</b>		

### C2.1.4 Dependency on Social Grants

Generally, pensioners lack appropriate access to pension payment points. People still travel long distances to collect grants. Adding to this is the fact that no commercial banking facilities exists within Ndwedwe and pensioners are dependent on services outside of the area in the Durban Metro. Limited provision is made for welfare facilities in the form of care for the old aged, orphanages, and care for AIDS victims and special facilities for the disabled etc.

Department of Social Social Development through South African Social Security Agency (SASSA) reports that as at April 2009 the number of grant beneficiaries located within Ndwedwe Municipality was distributed as follows:

Table 6: Dependency of Social Grants

CATEGORY	NUMBER
Old Age	7836
Disability Grant	4098
War Veteran	2
Foster Care Grant	807
Care Dependence Grant	287
Other	10
Grant in Aid	78
Child Support Grant	12651
<b>TOTAL</b>	<b>25769</b>

## C2.2 ECONOMIC SECTORS

### C2.2.1 Agricultural Sector

According to the Action Plan (Ndwedwe-Dube Trade Port), Ndwedwe has two major characteristics that exist within the agricultural sector i.e. the **abundance of land** which is suitable for different cropping and enterprise practices. Secondly, the **subtropical climate** which has an annual rainfall of 1133mm per annum (Department of Agriculture: 2007). There is also a dam called Hazelmere Dam to the south east direction of the municipality which contributes a lot in the irrigational plans of the Ndwedwe Municipality. Hazelmere Dam has an estimated capacity of 25000 cubic meters and constitutes a major potential source of water for agriculture. These are two essential components for successful agricultural development. The Department of Agriculture has identified 250 community gardens in Ndwedwe. The focus of these gardens is on vegetable and crop production. In additions there are 50 poultry projects which are also aimed at growing the agricultural sector.

### C 2.2.2 Tourism Sector

The municipality has a very poorly developed tourism sector. The area has excellent tourist potential but is hindered by fragmented topographic conditions and lack on funding. The serene natural environment is in urgent need of attention, rehabilitation, protection and management. The major tourist opportunities are listed below:

- Nhlangakazi Mountain Development, which represent a significant cultural and religious attraction. Currently, the business plan for this area has been drawn up to inform the future development of the area.

- There are a range of mountains located in the municipal area which are endowed with natural beauty i.e. Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMakalanga Mountain and Goqweni Mountain
- An Elevation Tourism Centre which depicts the natural scenic beauty of Ndwedwe has been identified at Ndwedwe Village.

### C 2.2.3 Commercial and Manufacturing Sector

There are initiatives that are underway that may address the issue of unemployment, such as a planned new King Shaka Airport envisaged replacing the present airport. The new airport will be located adjacent to Tongaat between the R102 and the N2. The King Shaka Airport as well as the associated Dube Trade Port will be located approximately 10 km from the South Western boundary of the Ndwedwe Municipality.

There are two opportunity areas that have been identified in the Spatial Development Framework for Ndwedwe local economic development. They consist of Ndwedwe Village on the one hand and the area furthest to the east along the P100 in the vicinity of Ezindlovini.

Ndwedwe Village is the principle envisaged potential area for development because it is centrally located. It is a primary node within the area from an administrative, social and economic point of view. Ndwedwe Village is located approximately 10km from its south-western boundary and is easily accessible from Durban Metropolitan Area via P100 and it is easily accessible from the entire municipality. It is located 20km away from the planned airport. The village can accommodate a range of activities such as local manufacturing, beneficiation of agricultural products, administrative and business functions.

The area around Ezindlovini is located on the eastern boundary of the municipality, abutting directly onto the Metro. It is linked to the Durban Metropolitan Area and the R102 via the same P100. It is located about 10km distance from the planned King Shaka Airport. This suggests significant development opportunities. This includes both beneficiation of local products, collection and distribution point for local manufacturing, local business, commercial and market activities.

Both these areas therefore are envisaged to provide outstanding opportunities for the local economic development of the Ndwedwe Municipality and for appropriate external investment. There are several projects that are presently investigated. These projects include the following:

- a) The Industrial Estates within Ndwedwe Local Municipality, which would service the Dube Trade Port and the King Shaka International Airport, had been discussed and the studies are underway to identify the suitable land. This will allow for job opportunities to arise from the new service industries and provide income to Ndwedwe Local Municipality.
- b) Recent studies by the Provincial Department of Economic Development have indicated that through construction and manufacturing alone approximately 170 000 jobs could be created, with additional 100 000 direct and indirect operating jobs from the airport site. Construction of an agri-processing centre/facility, which will stimulate the growth of class three products for hot, and cold processing to the export market. Ilembe District Municipality and the Department of Economic Development have completed an initial study which shows that an amount of R142 million is required to complete the project and organize outgrowing programmes within the rural environment. Ndwedwe has excellent agricultural potential and a range of existing smaller producers. There are also active medium and large producers therefore has the capacity to host a processing centre because it is proposed to offer the following processing options:

- i. Drying

- ii. Pureeing of spices and vegetables
- iii. Washing of fruits, vegetables, medical plants
- iv. Distilling of essential oils
- v. Cooking and pickling of vegetables and spices
- vi. Packaging and labeling
- vii. Packhouses
- viii. Organics.

### *C2.3 AREAS IN COMPETITION WITH NDWEDWE MUNICIPALITY*

Dube Trade Port is a long term project which is envisaged to impact on the immediate area and well as surrounding areas. The areas that will be competing with Ndwedwe for accessing opportunities are KwaDukuza Local Municipality and Northern areas of eThekweni (Newlands; KwaMashu; Ntuzuma; Phoenix; Durban North and Umhlanga CBD).

KwaDukuza is one of the fastest growing municipalities in South Africa. The development is concentrated along the coastal areas and urban development is rapidly growing. The commercial, industrial and tourism sectors are well positioned. Due to the high income levels in KwaDukuza, there is a rich supply of highly skilled and specialist skills people in the area that can provide the necessary skills for Dube Trade Port.

The northern areas of eThekweni are rapidly developing and fall within the 20km radius of Dube Trade Port. The positioning of these areas allows for easy access to Dube Trade Port. These areas have well developed commercial, industrial and tourism sectors, and can provide Dube Trade Port with the necessary semi and unskilled labour.

### *C2.4 COMPETITIVE AND COMPARATIVE ADVANTAGE*

Ndwedwe is an area that is abundant in opportunity, but tapping on these opportunities is a challenge. Ndwedwe has abundant land which approximately 68% fall under Ingonyama Trust. The challenge is that the municipality will need to access this land for the development of agriculture, commercial, tourism, manufacturing etc.

The land is flat in the east and north east parts of Ndwedwe. The excellent linkages that the area presents to surrounding towns such as Verulam through the P100, R614 from Tongaat and R74 from Stanger all allow easy access to essential services and facilities. These form part of the primary corridors and essentially provide the economic opportunities for the area. Ndwedwe is one of the four local municipalities that fall within iLembe District. KwaDukuza is the strongest municipality within the district with a good strong economic base however Ndwedwe has the ability to compete with KwaDukuza. Ndwedwe is better situated to meet the demands of Dube Trade Port as compared to Maphumulo Local Municipality and Mandeni Local Municipality. Ndwedwe is closer to Dube Trade Port which gives Ndwedwe a competitive advantage over these municipalities.

The comparative analysis of Ndwedwe and other local municipalities (within Ilembe District in terms of competitive and comparative advantage) is summarized in Table 6 below.

*Table 7: Comparative and Competitive Advantages*

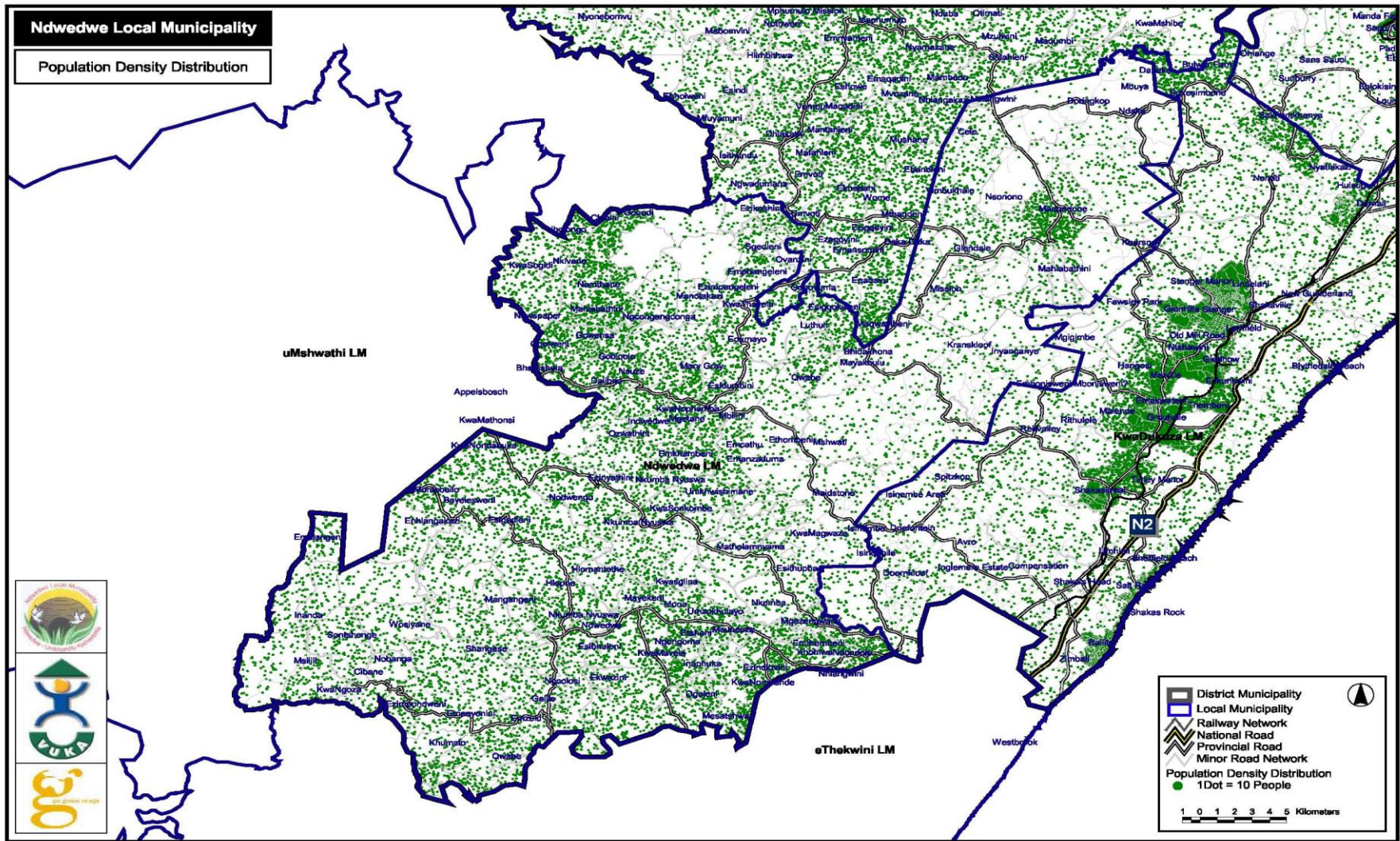
<b>DUBE-TRADEPORT OPPORTUNITIES</b>	<b>KWADUKUZA LM &amp; NORTHERN AREAS OF ETHEKWINI</b>	<b>NDWEDWE LM</b>
<b>Construction</b>	-high levels of skills -strong construction sector	-underdeveloped construction sector -strong informal construction sector -high level of semi and unskilled labour

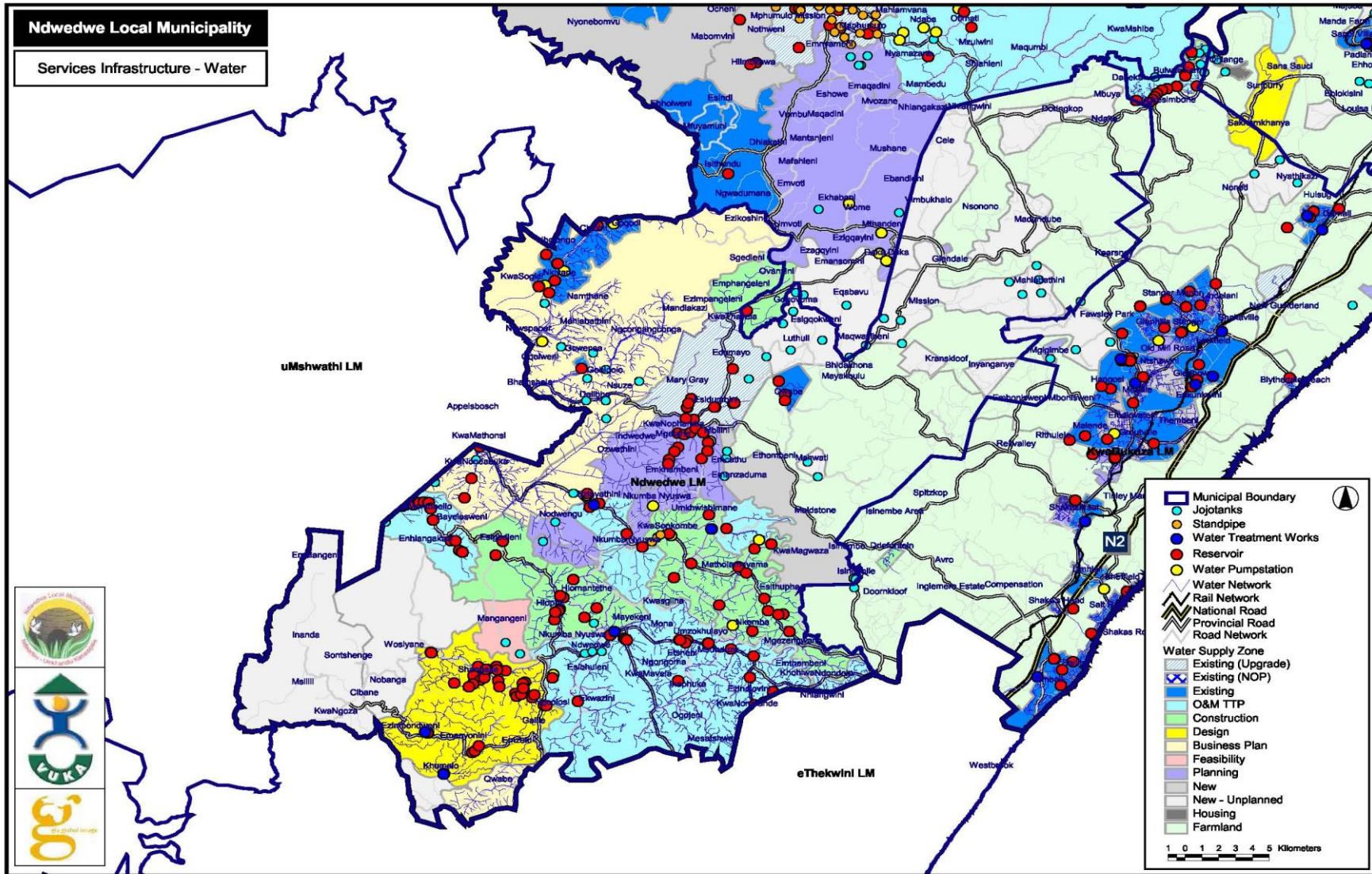
<b>Infrastructure</b>	-excellent roads -access to water, sanitation and electricity	-P100, R614 and R74 major linkages -the Ndwedwe and Maputo corridor
<b>Transport and logistics</b>	-well-developed forward and backward linkages -well designed transport systems -excellent transport systems	Close to the two largest ports
<b>Business services</b>	-strong commercial agricultural sector -sugar mills	Strong informal sector
<b>Agriculture</b>		-underutilized land -available land -strong agricultural sector
<b>Tourism</b>	-strong tourism sector-coastal areas -well developed tourism facilities	Underdeveloped tourism sector -strong Zulu culture and heritage
<b>Manufacturing for export</b>	-strong manufacturing sector -close to ports -close to airport	Not well developed formal manufacturing sector; however a well developed informal sector.
<b>Urban Development/housing</b>	-Rapid urbanization -Property boom	Limited development

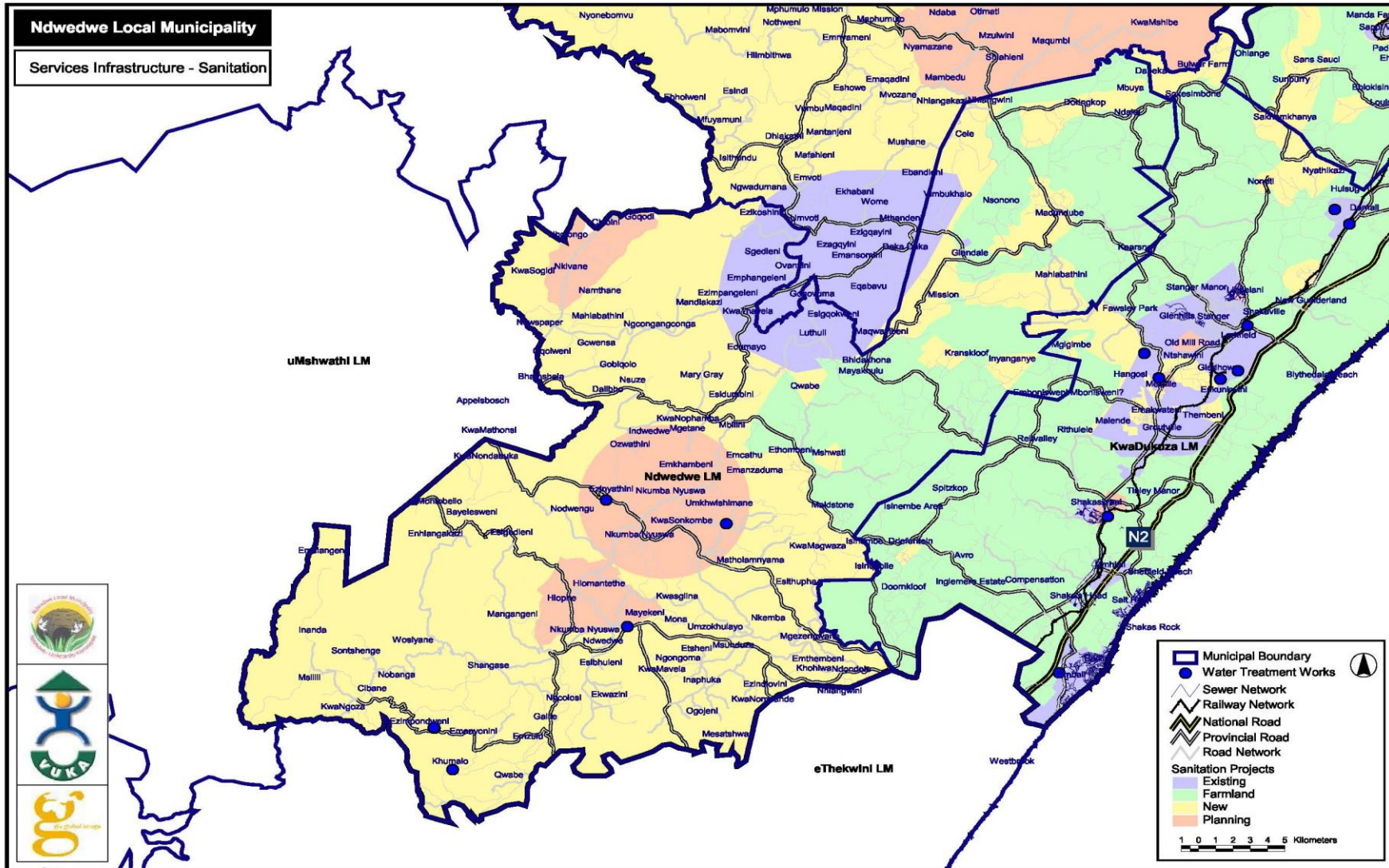
### *C2.5 EMPOWERMENT OF YOUTH, WOMEN AND PEOPLE WITH DISABILITIES*

The statistical information indicates that the dominant age group in the Municipality is between the ages of 15 and 34. Clearly this is a challenge for the Municipality in terms of ensuring that opportunities for education, skills development, jobs, business, and amenities are created. Equally, the Municipality has to ensure that empowerment opportunities are created for women and people with disabilities.

The Municipality is currently preparing its Integrated Youth Development Strategy which provides guidance regarding the youth development matters. These youth Programmes are integrated in the IDP for 2012/2013.







## C2.6 SPATIAL REALITIES

Existing topographic conditions have a major influence on the present and future development of the municipality. Much of the area consists of a steep and fragmented landscape rendering internal and external linkage difficult, rendering servicing of the area relatively costly and being only conditionally suitable for a series of land uses and activities including commercial agriculture, cost-efficient housing etc.

In broad terms, the topography of the municipality is structured as follows:

- a) In the east and north-east a band of flat to undulating low-lying topography forming part of the coastal flats;
- b) In the western half of the area mostly steep, fragmented and elevated topographic conditions, interspersed with some undulating high-lying areas;
- c) Very steep and dramatic topographic conditions in the form of cliff faces and escarpments in the western and south-western part of Ndwedwe; and-
- d) A series of incisive river valleys running largely in an east-westerly direction bisecting in particular the western part of the municipality into a series of spurs and valleys.

**In overall terms, it is estimated that approximately:**

- i. 20 % of the municipal area consists of flat to softly undulating land;
- ii. 40 % of the municipal area consists of undulating land;
- iii. 30 % of the municipal area consists of steep and fragmented land; and-
- iv. 10 % of the municipal area contains over-steep and dramatic topographic conditions.

Elevation in the area ranges from low points in the eastern part of the river valleys of the Umdloti, Umhlali and Umvoti Rivers in the region of 85m above sea level to high points in the west ranging to approximately 990m above sea level.

Linked to the change in altitude and topography is also a change in soil and climatic conditions which are described in other sections of this report.

### C2.6.1 Spatial Realities and their Development Implications

The following is an overview of the development implications emanating from the prevailing topographic conditions of the Ndwedwe Municipality:

- a) Because of, *inter alia*, local topographic conditions much of the existing road linkages are in an east-westerly direction rendering north-south communication difficult. This has affected available threshold levels within the municipality regarding facilities and economic development;
- b) While the eastern and north-eastern parts of the area appear to be more suitable for larger scale agricultural activities, there exist opportunities for linking the existing development to smaller scale and diversify agricultural activities in the west;
- c) While topographic conditions in the west have created highly sensitive environments, they have also facilitated the retention of significant areas of natural vegetation. This creates opportunities for rehabilitation and upgrading of the natural environment, the consequent

improvement of local living conditions and opportunities for recreational and tourism development; and

- d) The future development of the Ndwedwe area must be sensitive to the particular topographic and landscape conditions of the area, identifying appropriate growth and development areas while retaining and building on the unique environments of the area.

### C2.6.2 Settlement Pattern and their development implications

Two different settlement patterns prevail in the Ndwedwe Municipality relating to the historical background of the area. While settlement in the north-eastern part of the area is largely confined to few specific settlements, the remainder of Ndwedwe is settled in a dispersed traditional settlement pattern.

In overall terms, the Ndwedwe Municipality accommodates a population in the region of 130 140 people on 1153km<sup>2</sup>, resulting consequently in an average settlement density of approximately 145 people / km<sup>2</sup>.

The development implications emanating from the prevailing settlement pattern is that, while the existing dispersed settlement pattern in traditional areas needs to be accepted as existing, it is necessary to guide and control future growth in terms of accessibility, levels of service, proximity to economic development, agricultural potential, environmental and tourism-related issues. In this regard, the Municipality must be guided by its LUMS – even though it has not been adopted – is already a clear indication of how the municipality intends to deal with land use matters within its jurisdiction.

## C2.7 SERVICE DELIVERY BACKLOGS

### C2.7.1 Water and sanitation

#### Water

From the above table it should be evident that major inroads have been made since 2006 in eradicating water backlogs in Ndwedwe. A total of 8620 households within Ndwedwe have been provided with potable water representing 54% of the backlogs recorded since 2006. Currently the backlog for water provision in Ndwedwe is estimated at 7298 households.

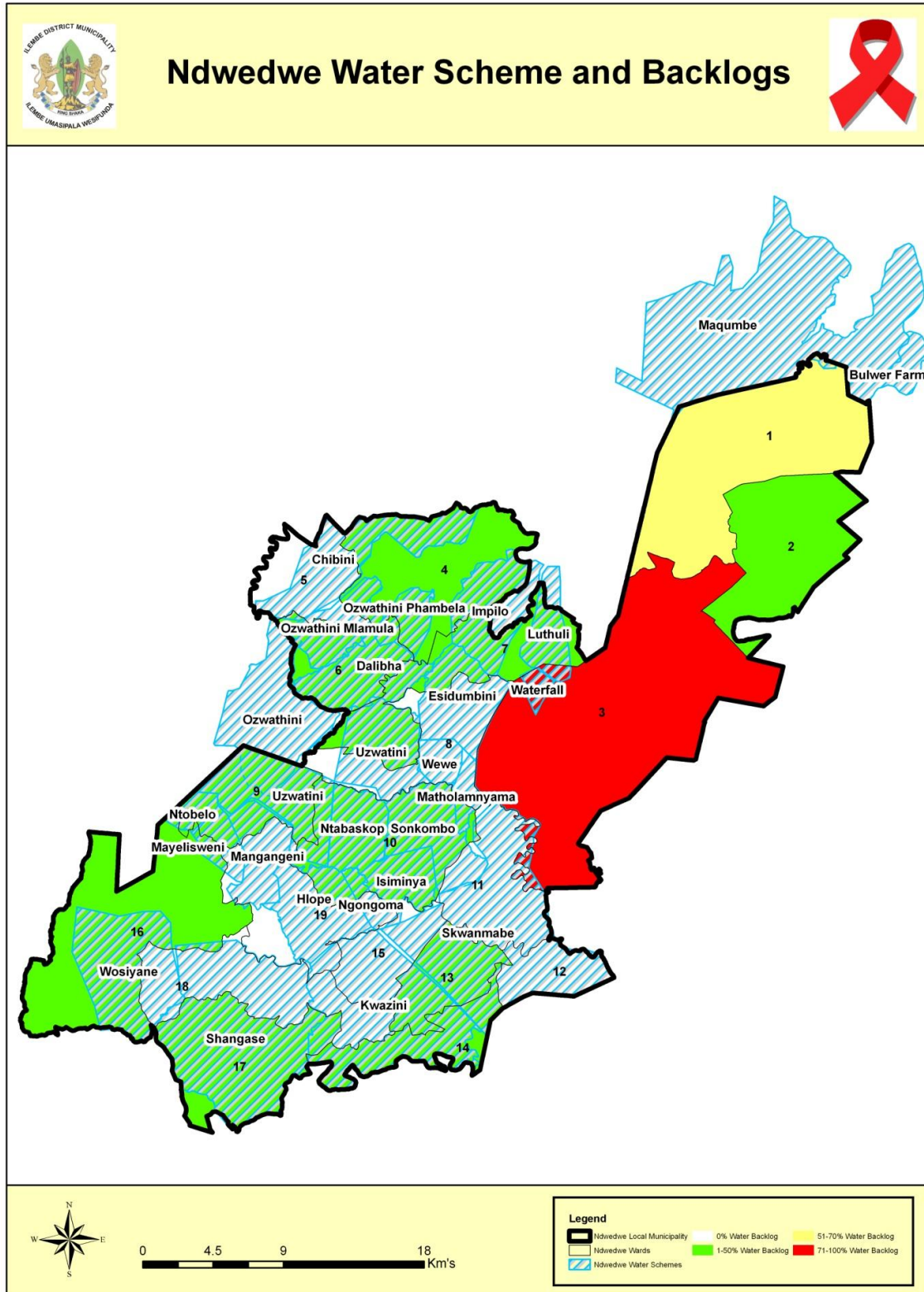
**Backlog Assessment per Ward with the respective Local Municipalities**

Ndwedwe Local Municipality											
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	2011/2012	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
1	1,681	1,054							1,054	-	63%
2	1,154	516							516	-	45%
3	1,040	1,040							1,040	-	100%
4	2,856	1,500		200	395				906	595	32%
5	2,100	1,507		306	1,201				1	1,507	0%
6	2,112	1,108		106	806				197	912	9%
7	3,298	2,373		141	923				1,309	1,064	40%
8	1,269	900		141		759			0	900	0%

9	2,199	700		141					559	141	25%
10	774	171							171	-	22%
11	1,726	-							-	-	0%
12	2,078	-							-	-	0%
13	1,814	91							91	-	5%
14	1,088	19							19	-	2%
15	1,435	49		49					-	49	0%
16	2,135	2,135			1,300				835	1,300	39%
17	1,843	600							600	-	33%
18	1,300	1,300			1,300				-	1,300	0%
19	1,557	854		598	256				-	854	0%
<b>Total</b>	<b>33,459</b>	<b>15,917</b>	<b>-</b>	<b>1,681</b>	<b>6,180</b>	<b>759</b>	<b>-</b>	<b>-</b>	<b>7,298</b>	<b>8,620</b>	
									<b>54%</b>		

TABLE 8: Water Backlog Assessment per Ward with the respective Local Municipalities- Ndwedwe Local Municipality

The current water schemes and water backlogs within Ndwedwe is spatially illustrated by the plan below.



MAP : Ndwedwe Water Scheme and Backlogs

### Sanitation

From the below table it should be evident that a total of 11,825 households were provided with acceptable sanitation services representing a 48% of the backlogs record in 2006 (24 602 hh) being eradicated. Currently the backlog for sanitation provision in Ndwedwe is estimated at 12,777 households. Ward 7 recorded the highest current backlog at 2000 households.

The backlogs and achievements in sanitation provision for Ndwedwe are illustrated below:

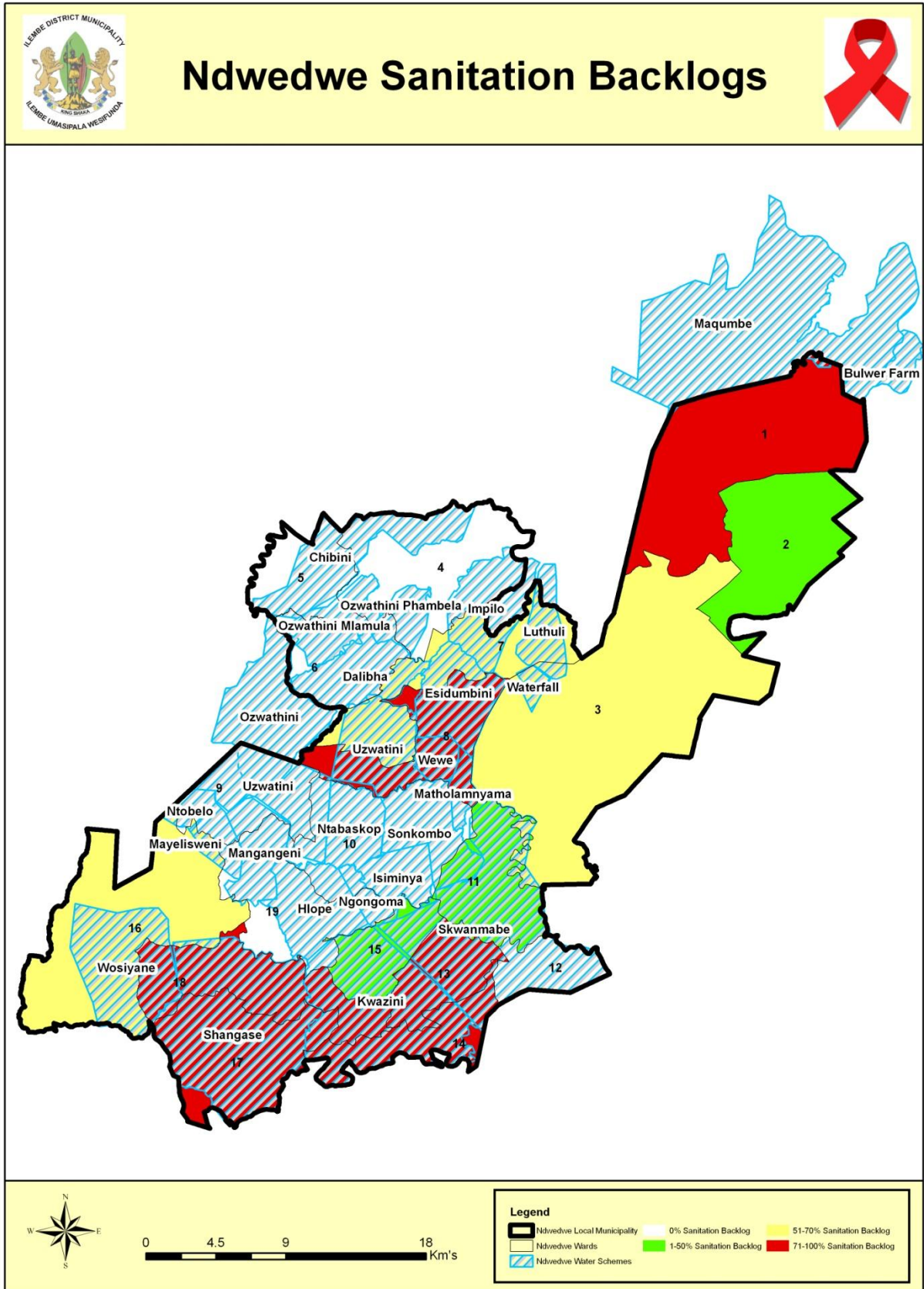
<b>Backlog Assessment per Ward with the respective Local Municipalities</b>											
		<b>Ndwedwe Local Municipality</b>									
<b>Ward</b>	<b>NO H/H</b>	<b>2006/07</b>		<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/2012</b>	<b>Consolidation</b>		<b>% Blog</b>
		<b>Backlog</b>	<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>	<b>Backlog</b>	
1	1,681	1,681							1,681	-	100%
2	1,154	510					495		15	495	1%
3	1,040	1,040				160	170		710	330	68%
4	2,856	954		54		900	10	27	(37)	991	-1%
5	2,100	1,211		1,113	98				-	1,211	0%
6	2,112	1,833		1,687	146				-	1,833	0%
7	3,298	2,000							2,000	-	61%
8	1,269	1,269							1,269	-	100%
9	2,199	1,340	1,340						-	1,340	0%
10	827	160				213	4		(53)	213	-6%
11	1,726	864				409	101	278	76	788	4%
12	2,078	2,078		1,316	339	423	293	46	(339)	2,417	-16%
13	1,814	1,814				412			1,402	412	77%
14	1,088	1,088							1,088	-	100%
15	1,435	620							620	-	43%
16	2,135	2,135					715		1,420	715	67%
17	1,843	1,843						45	1,798	45	98%
18	1,300	1,131							1,131	-	87%
19	1,557	1,031	1,031						-	1,031	0%
20									-	-	
<b>Total</b>	<b>33,512</b>	<b>24,602</b>	<b>2,371</b>	<b>4,170</b>	<b>583</b>	<b>2,517</b>	<b>1,703</b>	<b>396</b>	<b>12,777</b>	<b>11,825</b>	
										<b>48%</b>	

Below is the consolidated Water and Sanitation achievements 2006-2010.

<b>Backlog</b>	<b>Achieved</b>
<b>20,075</b>	<b>20,445</b>

TABLE 9: Sanitation Backlog Assessment per Ward with the respective Local Municipalities- Ndwedwe Local Municipality

The current sanitation backlogs is spatially illustrated by the plan below.



MAP : Ndwedwe Sanitation Backlogs

### Future Water and Sanitation Needs

In addition to the existing backlogs in terms of the existing households, the proposed Ndwedwe town centre will require additional supply of water as there are housing and commercial developments envisaged to take place. This area has been prioritized by the Ndwedwe Municipality; the same is expected of the Water Services Authority (Ilembe Municipality).

The Municipality has major backlogs in terms of water and sanitation with water standing at 42% and sanitation at 63% respectively. The District Municipality as the Water Services Authority in terms of Powers and Functions has indicated that the major constraint to reducing these backlogs is lack of adequate funding. In addition, it has been indicated that availability of bulk water supply is another constraint. However, the District is investigating various options such as the construction of a Dam on Umvoti River.

### C2.7.2 Electricity

In terms of National Targets and Goals, all households must be connected to national grid by 2014.

Access to electricity remains one of the major challenges facing the Municipality. Dispersed settlement patterns, broken topography and lack of bulk infrastructure pose a challenge in terms electricity provision. Nevertheless, there are areas that have been identified for other sources of energy such as non – grid electricity. Some of these areas have benefited from this initiative but this kind of electricity is not popular because of its limitations.

Eskom has completed the substation in Sonkombo. This project should be able reduce the current backlogs by 50% in 2015.

The current backlogs according to ESKOM statistics (2011) are as follows:

*Table 10: Current backlogs: Electricity*

	Total no. of Households	Households electrified	Households not electrified	Total no. of Schools	No. of Schools not electrified	No. of schools electrified
<b>Ndwedwe</b>	27, 576	6,378	21, 198	144	19	125

Key interventions to address electricity backlogs

- Areas where there is no infrastructure the Municipality is providing alternative sources of energy such as non-grid. Investigations are being conducted on other forms of energy (other than non-grid) that could be provided in these areas
- A task team has been formed consisting of officials from Ndwedwe Municipality, eThekweni Municipality, Department of Minerals and Energy and ESKOM to investigate the possible interventions to speed up the provision of grid electricity.
- In areas where studies have shown that it is feasible to provide grid electricity the Municipality will proceed with installing such electricity to individual households.

### Future Needs

Ndwedwe Town Centre is being formalized. The ROD from Dept of Agriculture and Environmental Affairs has been issued. The electricity challenge has been sorted. The construction of the substation

has been started. This will yield more positive results in the development of the town. Other development nodes within Ndwedwe such as Bhamshela will require more electricity as they grow. However, these nodes will benefit significantly from the substation project.

Future developments around the proposed Dube Trade Port and King Shaka Airport such as small industries and commercial zones will require reliable supply of electricity

In several consultations with ESKOM officials it has been indicated that the current electricity backlogs and unreliability of electricity supply in Ndwedwe Municipality will to a large extent be resolved by construction of a substation which is currently underway at ward 11.

### Free Basic Electricity

The implementation of a free basic electricity policy remains a challenge to the Municipality because there is no infrastructure. According to ESKOM records only 124 households are receiving free basic electricity.

### Key interventions to address FBE

- Free Basic Electricity to be extended to all indigent households that have been installed with electricity to date.
- All indigent households installed with non-grid electricity to date, to be provided with FBE.
- All indigent households that receive neither grid nor non-grid to be provided with other means of energy.

### C2.7.3 Housing

According to Statistics SA (2007) Community Survey, housing backlogs in Ndwedwe Municipality is at 60%. Current housing type throughout the Municipality comprises largely of traditional rural dwellings, occurring in dispersed and sparse pockets on traditional authority land. There are no well developed urban centres in Ndwedwe. As such the Municipality is in the process of establishing a town centre which should provide for a range of housing stock such as middle income to low income housing.

With the current rural housing projects, the housing backlog of 60% will be reduced to a greater extent. Table 11 below list the projects that are currently implemented and those that are at planning stage.

Project Number	Project Title	Subsidy Type	Classification Status	Number of sites	Total Project Value
K04110016	<b>Qwabe</b>	Rural	Insitu	700	R 43 858 815.00
K04110017	<b>Mavela</b>	Rural	Insitu	1000	R 62 655 450.00
K04120008	<b>Nkumbanyuswa Ph 1</b>	Rural	Insitu	1000	R 64 914 110.00

K05100007	<b>Nodwengu</b>	Rural	Insitu	1000	R 66 552 600.00
K05110009	<b>Hlophe</b>	Rural	Insitu	500	R 32 402 241.31
K05120004	<b>Cele Nhlangwini</b>	Rural	Insitu	1250	R 80 108 450.00
K9010002	<b>KwaShangase</b>	Rural	Insitu	1000	R 57 092 350.00
K04110009	<b>Matholamyama Ph 1</b>	Rural	Insitu	1000	R 14 273 087.50
K	<b>Gcwensa</b>	Rural	Insitu	1000	R 0.00
K	<b>Mlamula</b>	Rural	Insitu	1000	R 0.00
K	<b>Emalangeneni Cibane Hosiyane</b>	Rural	Insitu	1000	R 0.00

Source: Dept of Human Settlement

#### C2.7.4 Road Infrastructure

There is huge backlog in terms of construction and upgrade of Municipal roads. The Municipality has very limited capacity to perform this function. However, the purchased Grader and TLB has contributed significantly in reducing backlogs in terms of road maintenance. In this 2011/2012 financial year, the Municipality set aside budget for Grader hiring. The Graders are responsible for maintaining roads in all Municipality wards.

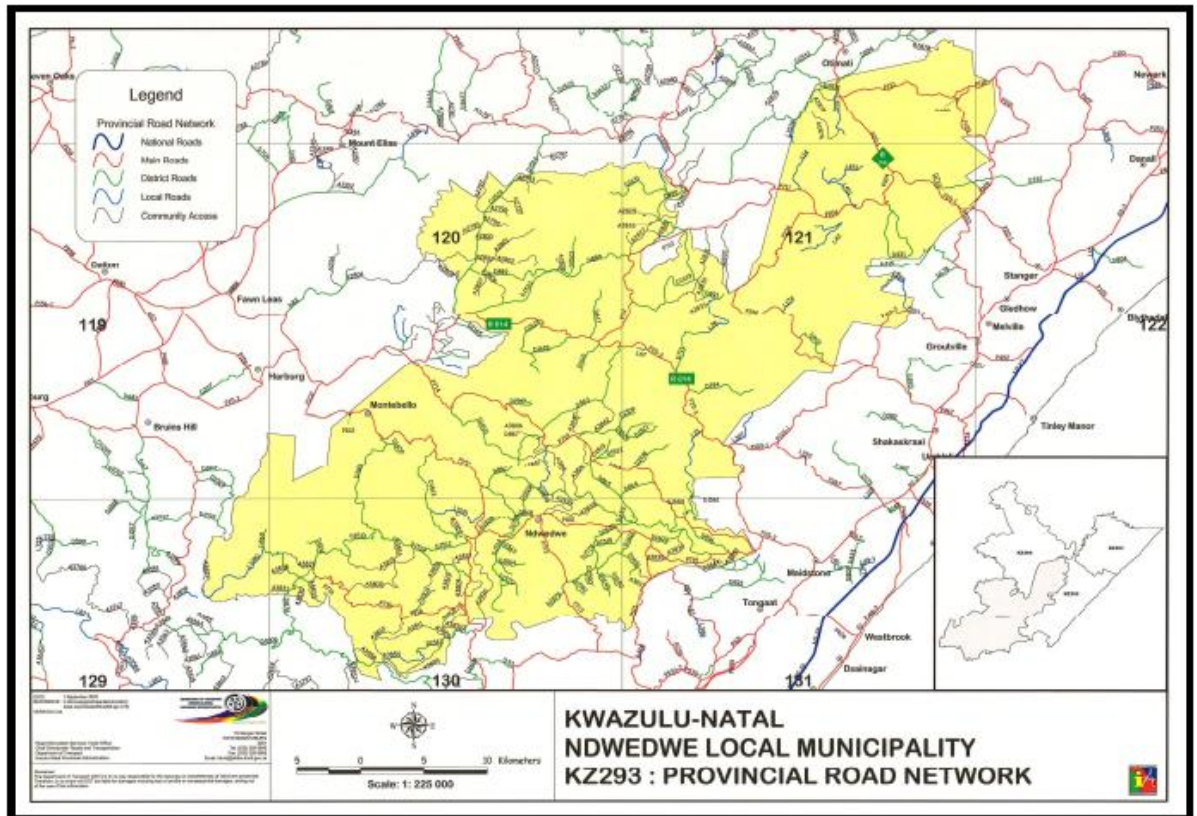
There is no up-to-date record of all municipal roads. The study has been conducted to classify all roads within the Municipality. The classification was successful in determining the Municipal roads and Provincial roads. Even though there is no up-to-date data on municipal roads backlogs, roads within the Municipality are generally in very bad condition. A major constraint to upgrading these roads is lack of funding and technical skills.

The main roads in Ndwedwe are R614, R74 and P100. To expand road networks, the municipal SDF identifies a south - north link as an important corridor between Ndwedwe and Maphumulo which

requires investment. Funding in the amount of R360 Million has been budgeted and construction work is underway. Once upgraded, opportunities can be created in Ndwedwe Municipality and the rest of the District. This will have resultant spin-offs in respect of the economy and job creation.

The Department of Transport has invested R100 million in upgrading P100 road which is one of the primary corridors within the Municipality. Additional funding will continue to be budgeted for this road.

Below is the map showing the Provincial Road Network within the municipal boundaries.



**Source:** [www.kzntransport.gov.za](http://www.kzntransport.gov.za)

### Key interventions to address roads backlogs

- i. The Spatial Development Framework identifies primary, secondary and tertiary corridors that require upgrading.
- ii. Timely preparation of solid Business Plans MIG funding, and appropriate spending thereof.
- iii. To meet Ilembe and Provincial Department of Transport in order to develop a strategic plan for roads upgrade.
- iv. The municipality has purchased a grader to assist in this regard.

### C2.7.5 Refuse Removal

In terms of National Targets and Goals, all households must have access to at least once a week refuse removal service by 2014.

There are major backlogs (95.4%) in terms of refuse removal within the Municipality. The Municipality has initiated a more organized waste management system. The system focuses primarily on all major

nodes i.e Ndwedwe Central, Bhamshela and Glendale. The Municipality installed skipbins and once they are full they are collected by the appointed service provider since the Municipality does not have the capacity to deal with waste. In most areas of the however, the most common waste disposal methods practiced are:

- i. Burning of waste;
- ii. Burying of waste; and-
- iii. Dumping waste in the back yards or surroundings.

### **Key interventions to address refuse removal backlogs**

The Ndwedwe Municipality is largely rural with scattered settlements pattern; as such it would be very difficult to provide refuse removal service in the same manner as in well developed urban areas. Furthermore, these areas are not generating a huge volume of waste.

In areas which have been identified as activity nodes such as Ndwedwe Village and Bhamshela, where noticeable volumes of waste are being generated, the refuse removal service has prove to be viable.

To ensure that this function is provided, the Municipality has prepared a Waste Management Plan that is providing guidance in the provision of this service.

### **C2.7.6 Telecommunication**

There is major backlog in the provision of telecommunication infrastructure. This situation hinders service delivery. However there has been a considerable number of Cell Masts that have been erected in the area. This has improved the situation in some areas. The Municipality has engaged network operators to consider other areas that have no network coverage. Other forms of communication are currently being investigated.

### **C2.7.7 Community Facilities**

Provision of libraries, halls, crèches, clinics and pension pay-point shelters remains one of the major challenges for the Municipality. The Municipality has provided some community halls and sports fields, but funding is always not adequate. The Public Library in Ndwedwe Village has been constructed and is now fully functional. There are plans to provide Mobile Library Service in remote areas.

### **C2.7.8 Infrastructure Development Plan**

Ndwedwe Municipality recognizes the importance of long-range capital investment planning to maintain growth and vitality of the community. As a result, it is has prepared the Infrastructure Investment Plan that seeks to guide it in terms of infrastructure planning and delivery. The Plan matches the municipal priority capital needs with a financing schedule. This Plan is discussed in detail under Section L of the document.

### **C2.7.9 Expanded Public Works Programme**

Municipal officials have undergone EPWP training in order to be able to implement projects in compliance with the EPWP criteria. There is a continuous effort to ensure that the principles of EPWP

are adhered to. Projects such as the upgrade of the P100 road met the EPWP criteria, and there has been some transfer of skills to local contractors and labourers.

## *C2.8 COMMUNITY SERVICES*

### **C2.8.1 Introduction**

One of the major challenges facing Ndwedwe Municipality is the scarcity of community facilities such as public libraries, well located community halls, sheltered pension pay points, etc. The Draft Customer Satisfaction Survey Report suggests that 89% of the interviewees had no access to Municipal Library. To address this challenge the Municipality is working in partnerships with Sector Departments to provide such services. The focus is on providing high order facilities at Primary and Secondary development nodes.

### **C2.8.2 Cemeteries and Crematoria**

The Strategic Objective of the Municipality is to provide appropriate access to cemeteries and mortuaries at Primary and Secondary Nodes. There is a need for feasibility studies to be conducted in order to determine suitable locations for cemeteries. The Municipality is currently raising funds for this function.

Except for some informal cemeteries situated within a few places of worship; e.g. Msunduze and Ndwedwe Mission, the situation currently is such that there is no formal cemetery throughout the Municipal area. Upon the completion of the envisaged study, the Municipality in conjunction with Ingonyama Trust will formalize areas found to be suitable to be demarcated as cemeteries.

### **C2.8.3 Public Libraries**

There is one public library located within Ndwedwe Village which has recently been constructed and is now fully functional. The funding for the establishment of this library was sourced from the Department of Arts, Culture and Tourism (KZN Library Services).

### **C2.8.4 Clinics and Crèches**

The strategic direction is to locate high order clinics and crèches in places of high potential and places with large numbers of people with no access to these services. The main clinic (CHC) is situated in the Ndwedwe Primary Node (Ndwedwe Village). The Department of Health also provide for mobile clinics in remote areas. While there are initiatives to improve access to these facilities, there are major backlogs in terms of provision of clinics and crèches in remote areas.

The Department of Health is planning to establish six clinics which would be operational by 2014. The following areas have been identified for the establishment of clinics: Jikeni, Mthebeni, Nsuze, Gawula, Simamane and Ndwedwe Mission.

### **C2.8.5 Community Halls and multi-purpose centers**

Over the past ten years the Municipality has provided halls to communities. However these have not been adequate, accessible and very small in size. Again the strategic direction is to provide these services to development nodes. There is one Tusong Centre located in Bhamshela and another one in Sonkombo area. These facilities are being utilized by departments for the purposes of satellite offices. It is therefore clear that the Municipality requires extra funding to provide these facilities.

Furthermore, funding is needed to maintain these facilities so that some revenue can be generated through their use.

### **C2.8.6 Local Sports Facilities**

High order sports facilities are provided at Primary and Secondary nodes. As such a Regional Sports Field is situated at the Ndwedwe Village. Some small sports fields are located in remote areas. The Municipality is proceeding with providing sports fields in strategic areas. However, adequate funding for these projects remains a major challenge. It is thus imperative that the Municipality work in partnership with the Department of Sports and Recreation and the Ilembe District to unlock some of the blockages in terms of sustainable delivery of these facilities.

### **C2.8.7 HIV/AIDS**

According to the Municipal Status Report at District level the HIV/AIDS prevalence rate stands at 30%. The Municipality is in a process of developing a comprehensive HIV/AIDS programme. The strategic objective of the Municipality focuses on integration and coordination of AIDS awareness and support programmes. As such the Municipality intends to coordinate the work that is currently being done by different NGO's, Department of Health and the District Municipality in relation to HIV/AIDS.

#### **C2.8.7.1 HIV/AIDS Policy**

Through the Municipal Assistance Programme, funding was made available for the development of an HIV/AIDS Policy. Service Providers were appointed to assist the Municipality in developing this policy and the policy is now in place. The Municipality is in the process of establishing wards aids councils. The Wards Aids Councils are part of War on Poverty Programme.

### **C2.8.8 Public Transport Issues**

The direction that the Municipality has taken with regard to Public Transport issues is that of establishing a Public Transport Forum. This forum will have representatives from all stakeholders having interest in the public transport sector. The intention is to address all challenges that face public transport in Ndwedwe Municipality such as reliability, safety, and access.

## ***C2.9 LOCAL ECONOMIC DEVELOPMENT***

The Municipality has developed and adopted its LED Strategy. This strategy proposes specific tourism, agricultural, and environmental projects, and would, if used appropriately, ensure the successful implementation of all proposed projects. It is critical that the Municipality positions itself in such a manner that there is economic growth and job creation in the area, as it currently lacks a solid revenue base.

There are some opportunities that have been identified in relation to the development of King Shaka International Airport and Dube Trade Port. What remains now is the implementation of the Strategy by packaging the tourism products and marketing them aggressively.

## *C2.10 MUNICIPAL FINANCE*

The Municipality is almost 100% grant dependent. It is therefore important that a strategy is put in place to ensure that the municipality is able to generate some revenue. To achieve this, the municipality is, among other things, The Municipality has undertaken an audit to its properties that can be used to generate revenue. Once Tariff of Charges is in place, properties such as community halls and market stalls are used to generate revenue.

The Municipality has compiled a Valuation Roll in terms of the Municipal Property Rates Act, and is implementing same. A Rates Clerk was appointed to ensure the collection of rates is effected.

## *C2.11 INSTITUTIONAL DEVELOPMENT*

### **C2.11.1 Human Resources**

#### **Organogram**

The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its strategic directives. 99% of the vacant posts have been filled.

It is always the Council's vision that the Organogram should always be aligned to its strategic directives. This approach ensures that the municipality, through the filling of strategic posts, is able to deliver on its strategic objectives. From 2007/2008 – 2011/2012 financial years, the municipality undertook to fill the following posts which are critical for the successful implementation of its IDP:

**Director Economic Development and Planning:** this directorate is responsible for the sustainable economic growth and development, and delivery of infrastructure and basic services, to a particular extent. These responsibilities include Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of this post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development, and Housing Sector Plan. Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such as Nhlankazi tourism project and KwaLoshe projects; there are food massification agricultural projects that are currently being implemented (e.g Makhuluseni Project); the municipality is currently building agri-processing mini-factories closer to the Ndwedwe town centre. Studies regarding the development of nodal areas are currently being conducted; there are housing projects that are currently being implemented and some are being packaged as per the Housing Sector Plan.

**Director Financial Services (CFO):** this directorate is responsible for financial management and viability of the municipality. Because of the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; develop Indigent register, attend to issues of financial control; take measure steps to address the concerns that have been raised by the Auditor-General, including those that would be raised by the Audit Committee from time to time when performing its functions. Issues regarding the raising of revenue are being attended to. E.g. the municipality is currently developing Tariffs that would enable it to get revenue from the utilization of municipal halls, market stalls, etc. In the execution of financial duties, the CFO is assisted by the **Manager Accountant.**

**IDP Officer:** The municipality has a dedicated In-house Official responsible for preparation, review, and monitoring of its IDP. This responsibility is important because the municipality is able to plan holistically to ensure that a number of community needs are met. Further, the Municipality is able to own its IDP because of this undertaking to ensure that the IDP continually remain relevant to its environment and the changing needs.

**Area Manager Tusong Centre (Bhamshela Area):** the municipality is now in a position to ensure that there is integrated service delivery by government departments. This will not only ensure integrated service delivery, but also a holistic development of Bhamshela as an important node within the municipality, hence the importance of this post in the Organogram.

**Manager Communications:** it is important that the municipality is able to communicate with the internal and external world to ensure great accountability and transparency in the affairs of the municipality. Good governance dictates that citizens are informed and consulted of various activities within the municipality. Since the filling of this post, the municipality has made significant impact in terms of the improvement of municipality-stakeholder relations, and municipal branding and marketing. The adopted Communication Strategy is providing guidance in terms of the functions for this post.

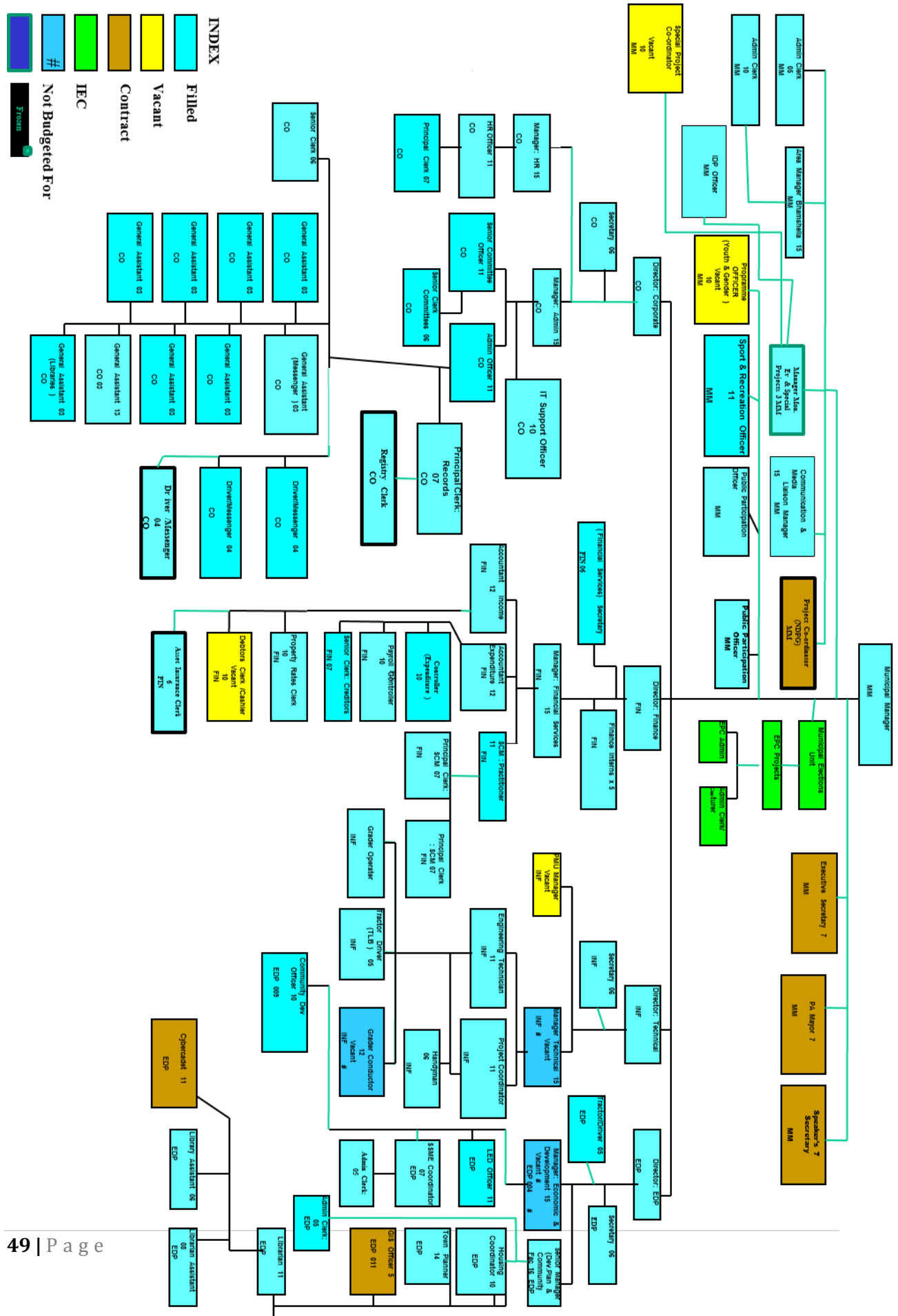
**Manager Human Resources:** the incumbent is responsible for Institutional and organization development and is assisting the **Director Corporate Services – who has recently been appointed.** Since the incumbent joined the municipality, one has seen the development of human resources tools such as Skills Plan and other tools. All these tools are important for the successful implementation of the IDP.

**Manager PMS:** this post has been filled. The incumbent responsibility is to ensure that there is functional performance Management System in the Municipality. The incumbent is responsible for preparation of PMS Framework, Development of SDBIP, Preparation of Quarterly Reports and Preparation of Annual Report.

**Director Technical Services:** the municipality has filled this post since is considered to be critical for effective service delivery. The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

**Municipal Manager:** this post was filled in March 2009. This post is critical for the functioning of the whole institution and the achievement of the strategic objectives of the Municipality.

# ORGANOGRAM 2011/2012



### **C2.11.2 Human resources Policy and Procedures**

The Municipality has a Human Resources Policy and Procedure Manual which provides a framework of rules and regulations, which are essential for the well-being of the employees and the successful achievements of the organisation's objectives as contained in the IDP. The HR Manual ensures that the rights of individual employees are upheld and the objectives of the organisation are achieved. It contains tools such as the Recruitment, Selection, Appointment, Staff Retention, Orientation and Induction Policy and Procedures; Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Smoking Policy; Termination of Employment Policy and Procedure. There are other policies that have recently been adopted.

### **C2.11.3 Employment Equity Plan**

The municipality has the Employment Equity Plan in place. Its objectives are as follows:

- Eliminate unfair discrimination in employment policies, practices and procedures of the municipality;
- Ensure the implementation of employment equity to redress the effects of discrimination;
- Achieve a diverse workplace which broadly represents the people of Ndwedwe;
- Promote economic development and efficiency in the workplace and give effect to the obligation of the Republic as a member of the International Labour Organization (ILO);
- To identify all barriers, which prevent or hinder in any way the advancement of the designated groups;
- To create a pool of skills and competencies to meet business objectives and challenges of the future;
- To make a special efforts to accommodate the people with disabilities, where possible;
- To respect the privacy of each individual and ensure that sexual harassment is not tolerated in any form whatsoever; and-
- To respect diversity and, at the same time, encourage teamwork, shared values, mutual acceptance and social interaction.

The Plan indicates the demographic representativity in respect of race, gender, disability, etc. While the municipality has made a significant impact in terms of gender representativity at non-managerial levels, there is still a great need to improve this at managerial level by employing more women. Currently, there are only two women (i.e. Municipal Manager and Manager Communications) at the managerial level. In future appointments, the municipality intends to employ more women in senior positions. Furthermore, the Municipality is addressing the issue of employing disabled people at both managerial and operational levels. The current workforce is African; however, it is hoped that a more racially balanced workforce would be established in future.

## C2.11.4 Training and Development

A Workplace Skills Plan has been submitted to SETA. The Training and development needs of all employees have been considered.

### *C2.12 ORGANISATION PERFORMANCE MANAGEMENT SYSTEMS (OPMS)*

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

In line with the said legal requirement, this framework should be seen as a policy document that sets out:

- The requirements that the Ndwedwe Municipality's OPMS will need to fulfill;
- The principles that must inform its development and subsequent implementation;
- The preferred performance management model of the Municipality;
- The process by which the system will work;
- The delegation of responsibilities for different roles in the process; and-
- A plan for the implementation of the system.

Ndwedwe Municipality has completed its PMS framework and scorecards. There is now a need to conduct constant evaluation and monitoring of performance.

The municipality has established its **Performance Audit Committee** to ensure that it delivers on its targets.

### *C2.13 ANNUAL REPORT*

The Annual Report [(for the year ended 30 June 2011) will covers, *inter alia*, the performance report, the reports of municipal directorates, financial information, and Auditor-General (AG) Report. In terms of the AG report, the Municipality has received the unqualified report with areas of emphasis.

The management committee has developed an Audit Matrix which will indicate how the municipality intends to respond to the AG Report.

### *C2.14 AUDIT COMMITTEE*

The municipality has a fully functional Audit Committee. This Committee is responsible for both finance and performance auditing. It has played a significant role in improving the municipal financial management and performance reporting.

## *C2.15 ADOPTED POLICIES/PROCEDURES*

In order ensure that the municipality functions to a standard that is expected for greater service delivery, it has adopted the following policies:

- a) Employment Policy
- b) Recruitment, selection, appointment and probation
- c) Working days and hours of work
- d) Staff Retention Strategy
- e) Leave policy
- f) Employment Assistance Programme
- g) Benefits and Allowances
- h) Salary Increments and Allowances
- i) Incapacity code and procedures
- j) Grievance Procedure
- k) Disciplinary procedures
- l) Employment Equity
- m) Skills Development
- n) Asset Management policy
- o) Fixed Asset Management policy
- p) Petty Cash procedure
- q) Indigent Support policy
- r) Creditor Payment procedure
- s) Risk Assessment
- t) Revenue Enhancement Strategy
- u) Burial Policy
- v) Cellphone Policy
- w) Records Management Policy
- x) Bereavement Policy

Additional policies will be developed during the course of the financial year.

## *C2.16 GOVERNANCE*

### **C2.16.1 Introduction**

In accordance with the Council's vision of deepening institutional democracy, observance of public participation processes and human rights is seen as being paramount in the manner the Municipality does its business.

The Municipality has developed a Public Participation Strategy. This strategy is founded on principles of the National Policy Framework on Public Participation (2007). Despite the inexistence of the Strategy, the municipality has, however, managed to establish the fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo are proving to be effective, etc. The Office of the Speaker is currently conducting Performance Audits of the Ward Committees to ensure that regular meetings are held as planned and that proper reporting is done.

### C2.16.2 Municipal Decision Making Structures

The full Council is made up of 37 Councillors. An Executive Committee (EXCO) and 5 Portfolio committees have been established, each is chaired by an EXCO member. The 5 committees are:

- a) Finance
- b) Infrastructural and Technical
- c) Local Public Administration and Human Resources
- d) Amenities, Safety and Security
- e) Economic Development, Planning, Community Development and Housing
- f) Scopa

In addition to these Committees there is the Youth and Gender Affairs Sub-Committee. The above committee system covers various issues identified in the IDP and are given the primary responsibility of monitoring the implementation of the IDP for the five year period.

### C2.16.3 Public Participation

The Municipality has now developed a Public Participation Strategy. It recognises the benefits of public participation in its activities. These benefits are:

- a) Increased level of information in communities
- b) Better need identification for communities
- c) Improved service delivery
- d) Community empowerment
- e) Greater accountability
- f) Better wealth distribution
- g) Greater community solidarity
- h) Greater tolerance of diversity

Currently, the municipality conducts its public participation through the following structures:

**IDP Representative Forum:** this Forum is constituted by Ward Councillors, Ward Committee Members, Traditional Leaders, Community Development Workers (CDWs), Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs); District Municipality, Sector Departments, State Owned Enterprises (SOEs), etc. This Forum is consulted in respect of the IDP, PMS, budget, and other strategic decisions by the municipality. The Forum is able to sit two or three times in a financial year. The attendance of the meetings of the Forum has increased considerably over the years. The challenge remains on the part of the government departments and SOEs to honour invitations.

**Mayoral Izimbizo:** the Izimbizo is one way of involving the communities to the activities of the municipality. The communities are normally consulted at this level when the Mayor tables the IDP and Budget. This financial year, the Izimbizo will be improved to include a systematic reporting to the communities in respect of IDP-Budget Implementation, etc. It is, however, important to note that the Izimbizo are not a replacement of IDP forums, but are complementary in their nature.

**District Forums:** Ilembe District Municipality has, on more than one occasion, held successful forums/Izimbizo. This is particularly important considering that the District is directly responsible for the delivery of water and sanitation functions.

**Ward Committees:** since the establishment of the Ward Committees by the Office of the Speaker, there has been a considerable improvement in the functioning of these structures. The Speaker's

Office is currently considering making a serious performance audit of these structures. This would ensure that planned meetings are held and that there is great interaction between the community members and the committee, and that Traditional Councils are effectively engaged for greater participation.

**Community Development Workers (CDWs):** the CDWs have proven to be very useful in terms of ensuring successful service delivery. These are responsible for community-based planning and Ward Plans. They are also assisting in information gathering for ward committees and providing a general support to ward committees in advising residents on how to solve their problems.

**Joint Co-ordinating Committee (JCC) (Synergising partnership between local government and traditional councils):** since the Department of Local Government and Traditional Affairs started this initiative; the municipality took the opportunity to ensure that there are systematic working relations between itself and traditional councils. The meetings of the JCC have proven to be successful since the inception of this partnership. There is, however, a need to ensure that both councillors and Amakhosi are trained to ensure that the partnership becomes a success. Such training is going to start at the level of clarifying roles and functions, i.e. ground rules for effective partnership.

**Municipal Staff (Public Participation Officers):** The Office of the Speaker is responsible for public participation. However, this Office cannot function effectively if it is not assisted by dedicated personnel. To that effect, the municipality has appointed two Public Participation Officers.

The development of the Public Participation Strategy would reinforce the current culture of participation by systemically channeling all the efforts to a much more effective participation.

#### **C2.16.4 Inter-governmental Relations**

The municipality has no IGR Policy in place. However, it is highly involved in IGR structures that are existing e.g. District Coordinating Committee, CFOs Forums (provincial and District level), Provincial Steering committee for MPRA Implementation.

#### **C2.16.5 Communication Strategy**

The Municipality has developed its Communication Strategy. The main purpose of the Strategy is to ensure effective communication between municipality and its stakeholders. Not only will the strategy look at external communication, but also at internal communication. It is envisaged that the Strategy will ensure great public participation and further strengthen the current IGR structures. The marketing and branding of the municipality vis-à-vis its interaction with its stakeholders is considered to be of monumental importance.

#### **C2.16.6 Community needs and 2012/2013 IDP Review**

In order to confirm the needs of the people of Ndwedwe, the Municipality has convened the IDP Representative Forums. Centred in the purpose was to look at all the Projects that have been prioritised by all 19 Ward Committees and assess whether these projects have been prioritised in line

with the Vision, Mission, and Strategic Objectives of Ndwedwe Municipality as contained in its IDP. Further, the Mayoral Izimbizo was also held at various sections of the municipality.

Table 12: The priority needs can be summarised as follows

PRIORITY NEEDS	REMARKS ON NEEDS
<b>Pubic Transport and Road Infrastructure</b>	<ul style="list-style-type: none"> <li>■ Construction of new roads i.e. linking to schools</li> <li>■ Construction of bridges/causeways; and pedestrian bridges, especially for access to schools</li> <li>■ Maintenance of access roads (i.e. during rainy days, roads not usable)</li> <li>■ Formalisation of Taxi Rank (especially Bhamshela Node)</li> </ul>
<b>Community Services and Infrastructure</b>	<ul style="list-style-type: none"> <li>■ Need for Community Development Centres (CDC)</li> <li>■ Need for sports facilities</li> <li>■ Need for clinics</li> <li>■ Pension Paypoints</li> <li>■ HIV/AIDS Centre and Orphanage Homes</li> <li>■ Crèches and High Schools</li> </ul>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>■ Need for employment creation</li> <li>■ Need for LED and Tourism projects</li> <li>■ Expanding agricultural sector through small-scale agricultural projects</li> <li>■ Formation and support of cooperatives</li> </ul>
<b>Water and Sanitation</b>	<ul style="list-style-type: none"> <li>■ Need for quality water at reasonable distances</li> <li>■ Lack of quality water impacts on fighting HIV/AIDS and other water-related diseases</li> <li>■ Unavailability of toilets</li> </ul>
<b>Electricity</b>	<ul style="list-style-type: none"> <li>■ Individual connection</li> <li>■ Electrification of schools</li> <li>■ Eskom's electric problems creates uncertainty on completion of housing projects and other community projects</li> </ul>
<b>Water and Sanitation</b>	<ul style="list-style-type: none"> <li>■ Need for quality water at reasonable distances</li> <li>■ Lack of quality water impacts on fighting HIV/AIDS and other water related diseases</li> <li>■ Unavailability of toilets</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>■ Clarity needed on rural housing programmes</li> <li>■ Impact of land reform programmes</li> <li>■ Need for speeding up housing delivery programmes</li> </ul>
<b>Skills Development</b>	<ul style="list-style-type: none"> <li>■ Concerns regarding high illiteracy levels</li> <li>■ Impact of illiteracy on job creation</li> </ul>

With the current financial situation, the Municipality will not be able to fund the majority of the projects identified by the Ward Committees.

### **C2.16.7 Progress on the 2011/2012 IDP Implementation**

The Annual Report (for the year ended 30 June 2011) covers the municipal report on the implementation of the IDP. Achievements and challenges are discussed. Where challenges are indicated, the report suggests remedial actions. The Annual Report is annexed herewith.

### *C2.17 IDP SWOT ANALYSIS*

The realities facing Ndwedwe Local Municipality are further summarised in the form of a SWOT analysis. These realities have informed the preparation of this IDP.

*Table 14: SWOT*

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>■ Proximity to Trade Ports</li> <li>■ Rich Cultural Heritage</li> <li>■ Pristine Environment</li> <li>■ High Agricultural Potential</li> <li>■ High Tourism potential</li> <li>■ Secured Land for Town/ Commercial Development</li> <li>■ Political Stability</li> </ul>	<ul style="list-style-type: none"> <li>■ Basic Services Backlogs</li> <li>■ Large Rural Areas</li> <li>■ Dispersed Traditional Settlement Pattern</li> <li>■ HIV/AIDS Impact</li> <li>■ High Employment Rate among Economically Active People</li> <li>■ High Poverty Levels</li> <li>■ Lack of Bulk Infrastructure</li> <li>■ Inexistence of Town/ Commercial centre</li> <li>■ Limited Road Networks</li> <li>■ Maintenance of Road Networks</li> <li>■ Environmental Conservation Management</li> <li>■ Resources Management</li> <li>■ Land Reform and Management</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>■ Productive Agricultural Sector</li> <li>■ Dube Trade Port and King Shaka International Airport</li> <li>■ Secured Land for Town/Commercial Development</li> <li>■ Corridor/Nodal Development</li> <li>■ Dominant Age Group of between 15 and 34</li> </ul>	<ul style="list-style-type: none"> <li>■ Basic Services Backlogs</li> <li>■ Dispersed Traditional Settlement Pattern</li> <li>■ HIV/AIDS Impact</li> <li>■ Large Rural Areas</li> <li>■ High Employment Rate among Economically Active People</li> <li>■ High Poverty Levels</li> <li>■ Lack of Bulk Infrastructure</li> </ul>

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>■ Partnership Arrangements</li> <li>■ 2010 Soccer World Cup</li> <li>■ Marketing of Newly Established Tourism Routes</li> <li>■ Environmental Resources</li> <li>■ Political Stability</li> </ul>	<ul style="list-style-type: none"> <li>■ Limited Road Networks</li> <li>■ Environmental Management</li> <li>■ Resources Management</li> </ul>

## SECTION D: STRATEGIC FRAMEWORK

### D1. NDWEDWE STRATEGIC FRAMEWORK

Our vision, mission and values are underpinned by Council vision to see Ndwedwe Municipality providing first class service delivery by year 2017.

#### *D1.1 OUR 2017 VISION*

**“NDWEDWE: A Municipality of hope, dignity and prosperity”**

#### *D1.2 OUR MISSION*

“Our mission is to promote a quality and sustainable delivery of municipal services by:

- Involving communities in the development;
- Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, Private Sector to ensure speedy and co-ordinated delivery”

#### *D1.3 OUR VALUES*

The operations of the Municipality will be underpinned by the following key values:

- Accessibility
- Good Governance
- People centre
- Transparency
- Customer satisfaction
- Accountability
- Courtesy

- Integrity
- Employee development
- Respect

## D2. THE INTERNATIONAL, NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC FRAMEWORK

### D2.1 INTERNATIONAL PERSPECTIVE

Table 16: Millennium Development Goals and Targets

GOAL		TARGET
<b>Goal 1</b>	Eradicate extreme poverty and hunger	<b>Target 1: Halve, between 1990 and 2015 the proportion of people whose income is less than 1\$ a day</b>  <b>Target 2: Halve, between 1990 and 2015, the proportion of people who suffer from hunger</b>
<b>Goal 2</b>	Achieve universal primary education	<b>Target 3: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course</b>
<b>Goal 3</b>	Promote gender equality and empower women	<b>Target 4: Eliminate gender disparity in primary and secondary education preferable by 2005 and in all levels of education no later than 2015</b>
<b>Goal 4</b>	Reduce child mortality	<b>Target 5: Reduce by two thirds, between 1990 and 2015, the under five mortality rate</b>
<b>Goal 5</b>	Improve maternal health	<b>Target 6: Reduce by three- quarters, between 1990 and 2015, the maternal mortality ratio</b>
<b>Goal 6</b>	Combat HIV/ AIDS, malaria, and other diseases	<b>Target 7: Have halted by 2015 and begun to reverse the spread of HIV/AIDS</b>  <b>Target 8: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases</b>
<b>Goal 7</b>	Ensure environmental sustainability	<b>Target 9: Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources</b>  <b>Target 10: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation</b>  <b>Target 11: Have achieved, by 2020, a significant in the lives of at least 100 million slum dwellers</b>
<b>Goal 8</b>	Develop a global partnership for development	<b>Target 12: Develop further an open, rule- based, predictable, non – discrimination trading and financial system (including a commitment to good governance, development, and poverty reduction – both nationally and internationally)</b>  <b>Target 13: Address the special needs of the least developed countries (includes tariff – and quota – free access for exports enhanced program of debt relief for HIPC and cancellation of official bilateral debt, and more</b>

GOAL	TARGET
	<p><b>generous ODA for countries committed to poverty reduction)</b></p> <p><b>Target 14: Address the special needs of landlocked countries and small Island Development states (through the program of action for the sustainable Development of Small Island Developing states and 22<sup>nd</sup> General Assembly provision)</b></p> <p><b>Target 15: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.</b></p> <p><b>Target 16: In cooperation with the developing countries, develop and implement strategies for decent and productive work for youth</b></p> <p><b>Target 17: In Cooperation with pharmaceutical companies, provide access to affordable, essential drugs in developing countries</b></p> <p><b>Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications.</b></p>

**Source:** United Nations General Assembly (2000)

## *D2.2 THE NATIONAL PERSPECTIVE*

One of the major challenges facing government in its quest to provide basic services to all its people, progressively improve the quality of life and life chances of all South Africans and eradicate the dualistic nature of the South African economy, has been the effective integration, co-ordination and alignment of the actions of its three constituting spheres. Over the last decade this intention has found expression in a range of Acts, policies, strategies, development planning instruments, integration mechanics and structures aimed at ensuring that intergovernmental priority setting, resources allocation and implementation take place in an integrated, effective, efficient and sustainable way.

Intergovernmental play and coordination still require improvement so that the desired developmental outcomes can be fully realized. Critical in this regard is to eliminate the inequalities, inefficiencies and wastage of the apartheid space economy. In implementing its development agenda, government proceeds from the premise that coordinated government priority setting, resource allocation and implementation requires.

Alignment of Strategic development priorities and approaches in all planning and budgeting processes. A shared agreement on the nature and characteristics of the space economy; and Strategic principles for infrastructure investment and development spending

It is against this backdrop that in the May 2004 State of the Nation Address, the President called for the harmonization of the National Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategy (PGDS) and the municipal Integrated Development Plans (IDPs). The President has also reiterated this call in the February 2006 State of the Nation Address when he said "integration of planning and implementation across the government spheres is therefore one of the prime areas of focus in our programme of the next term of local government. In this regard we will be guided by the Inter-Governmental Relations Framework Act."

The **NATIONAL SPATIAL VISION** as espoused in a report prepared by The Presidency – Policy Coordination & Advisory Services dated 10 December 2004 titled Harmonizing and Alignment: The National Spatial Development Perspective, Provincial Growth and Development Strategies and Municipal Integrated Development Plans is as follows:

“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- i. By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- ii. Supporting restructuring where feasible to ensure greater competitiveness;
- iii. Fostering development on the basis of local potential; and
- iv. Ensuring that development institutions are able to provide basic needs throughout the country

The following are the NSDP normative principles underpinning this vision:

- i. Economic growth is a pre-requisite for the achievement of other polity objectives, key amongst which would be poverty alleviation; Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to gear private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;
- ii. Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, Government spending, beyond basic services, should focus on providing social transfers, human resources development and labour market intelligence which would enable people to become more mobile and emigrate, if they chose to, to localities that are more likely to provide sustainable employment or other economic opportunities; and
- iii. In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South African and the SADC region to create regional gateways to the global economy.

### *D2.3 THE NATIONAL DEVELOPMENT PLAN – VISION 2030 AND BEYOND*

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated to the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc. The situation that the country finds itself has had an effect of leaving the majority of the population trapped in a vicious circle of poverty and a growing gap of the haves and those that have not. See the figure 1 below. To arrest this situation the NPC has developed a 20 year National Development Plan (NDP).



Figure 1: Poverty and Inequality

#### *D2.4 WHAT DOES THE NATIONAL DEVELOPMENT PLAN PROPOSE?*

The point of departure for the NDP is fighting poverty and inequality in South Africa. According to the NPC South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership and unity. The main goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty.

The plan helps to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. See figure 2 below.



Figure 2: Prosperity and Equity

The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This is how the plan proposes we achieve the goal of fighting poverty and reducing inequality:

#### CREATE JOBS

- Create 11 million more jobs by 2030:
  - Expand the public works programme

- Lower the cost of doing business and costs for households
- Help match unemployed workers to jobs
- Provide tax subsidy to businesses to reduce cost of hiring young people
- Help employers and unions agree on starting salaries
- Make it possible for very skilled immigrants to work in South Africa
- Make sure that probationary periods are managed properly
- Simplify dismissal procedures for performance or misconduct
- Take managers earning above R300 000 out of the CCMA process
- Reward the setting up of new businesses, including partnering with companies
- Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors
- Deal with confusion over policies to do with transport, water, energy, labour and communications

## **EXPAND INFRASTRUCTURE**

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central basin coal network
- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links, in these key areas:
  - Upgrade the Durban-Gauteng freight corridor and build a new port at the old Durban airport site
  - Expand the coal, iron ore and manganese lines. Build the N2 road through the Eastern Cape
  - Upgrade the Sishen to Saldanha iron ore line and expand capacity on the manganese line (including port capacity)
  - Improve and cut the cost of internet broadband by changing the regulatory framework

## **TRANSITION TO A LOW-CARBON ECONOMY**

- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards
- Set a target of 5 million solar water heaters by 2030
- Introduce a carbon tax
- Scale up investments and R&D for new technologies

## **TRANSFORM URBAN AND RURAL SPACES**

- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs
- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes
- Give communal farmers, especially women, security of tenure
- Put money into irrigation in Makatini Flats and Umzimvubu River Basin

## **EDUCATION AND TRAINING**

- Develop a nutrition programme for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people
- Increase teacher training output by expanding “Funza Lushaka” to attract learners into teaching, especially those with good passes in maths, science and languages
- Regularly test teachers in the subjects they teach to determine level of knowledge and competence. Link teacher pay to learner performance improvements
- Good schools should not be burdened with the paperwork that poor performing schools have to do to improve. Schools performing very poorly should receive the closest attention
- Change the process of appointment of principals and set minimum qualifications
- Gradually give principals more powers to run schools, including financial management, procurement of textbooks and other educational material, as well as hiring and firing educators
- Increase the number of university graduates and the number of people doing their doctorates
- Build two new universities in Mpumalanga and the Northern Cape
- Build a new medical school in Limpopo and a number of new academic hospitals
- Consider extending the length of first degrees to four years on a voluntary basis
- Provide full funding assistance covering tuition, books, accommodation and living allowance (in the form of loans and bursaries) to deserving students
- Grant seven-year work permits to all foreigners who graduate from a registered South African university

## **BUILD A CAPABLE STATE**

- Fix the relationship between political parties and government officials
- Make the public service a career of choice
- Improve relations between national, provincial and local government
- Boost state-owned enterprises to help build the country

- Professionalise the police and criminal justice system

### **FIGHT CORRUPTION**

- Centralise the awarding of large tenders or tenders that go for a long time
- Take political and legal steps to stop political interference in agencies fighting corruption
- Set up dedicated prosecution teams, specialist courts and judges
- Make it illegal for civil servants to run or benefit directly from certain types of business activity

### **PROVIDE QUALITY HEALTH CARE**

- Broaden coverage of antiretroviral treatment to all HIV-positive people
- Speed up training of community specialists in medicine, surgery including anaesthetics, obstetrics, paediatrics and psychiatry
- Recruit, train and deploy between 700 000 and 1.3 million community health workers to implement community-based health care
- Set minimum qualifications for hospital managers and ensure that all managers have the necessary qualifications
- Implement national health insurance in a phased manner
- Promote active lifestyles and balanced diets, control alcohol abuse and health awareness to reduce non-communicable diseases

### **TRANSFORMATION AND UNITY**

- The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularised and used as a pledge by all South Africans to live the values of the Constitution
- Encourage all South Africans to learn at least one African language
- Employment equity and other redress measures should continue and be made more effective

## ***D2.5 THE NEW GROWTH PATH FRAMEWORK***

Government recently adopted the New Growth Path (NGP) as the framework for economic policy and driver of the country's jobs strategy. There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through.

The Government is committed to forging such a consensus and leading the way by

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.

2. Developing a policy package to facilitate employment creation in these areas, above all through:
  - a) A comprehensive drive to enhance both social equity and competitiveness;
  - b) Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
  - c) Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth. The strategy sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that end, it combines macroeconomic and microeconomic interventions.

The New Growth Path identifies five key job drivers:

**Jobs Driver 1:** Infrastructure. Public investment can create 250 000 jobs a year in energy, transport, water and communications infrastructure and in housing, through to 2015. The jobs are in four activities: construction of new infrastructure; operation of the new facilities; expanded maintenance; and the manufacture of components for the infrastructure programme. In addition to these four activities, the impact of the massive infrastructure programme on job creation across the economy (the “multiplier effect”) will be substantial.

**Jobs Driver 2:** Main economic sectors. The New Growth Path targets opportunities for 300 000 households in agricultural smallholder schemes plus 145 000 jobs in agroprocessing by 2020, while there is potential to upgrade conditions for 660 000 farmworkers. Initial projections by the Industrial Development Corporation (IDC) suggest that mining can add 140 000 additional jobs by 2020, and 200 000 by 2030, not counting the downstream and sidestream effects. Much of manufacturing is included under other jobs drivers, but IPAP2 targets 350 000 jobs by 2020 in the industries not covered elsewhere. High level services can create over 250 000 jobs directly just in tourism and business services, with many more possible in the cultural industries.

**Jobs Driver 3:** Seizing the potential of new economies. Technological innovation opens the opportunity for substantial employment creation. The New Growth Path targets 300 000 additional direct jobs by 2020 to green the economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new environmentally friendly infrastructure. The potential for job creation rises to well over 400 000 by 2030. Additional jobs will be created by expanding the existing public employment schemes to protect the environment, as well as in production of biofuels.

**Jobs Driver 4:** Investing in social capital and public services. The social economy includes myriad not-for-profit institutions that provide goods and services, including coops, non-governmental organisations (NGOs) and stokvels. If the sector grew in South Africa closer to international norms, we can anticipate 260 000 new employment opportunities. The public service can also generate 100 000 jobs in health, education and policing by 2020 even if it grows by only 1% a year, as well as substantial opportunities through public employment schemes. Significant steps are being taken to address the challenge of HIV/AIDS and these will impact on the size and shape of the public health infrastructure as well as improve the welfare and productivity of the workforce.

**Jobs Driver 5:** Spatial development. While urbanisation will continue, a significant share of the population will remain in rural areas, engaged in the rural economy. Government will step up its efforts to provide public infrastructure and housing in rural areas, both to lower the costs of economic activity and to foster sustainable communities. Rural development programmes can achieve a

measurable improvement in livelihoods for 500 000 households, as well as stimulating employment in other sectors.

## *D2.6 LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)*

Due the challenges facing local government in the country the Minister of Cooperative Government and Traditional Affairs has developed a LGTAS to try and arrest this situation. The Strategy was developed after an extensive consultation process throughout the country which culminated in a State of Municipalities Report 2009. In terms of the State of Municipalities Report the NDWEDWE Municipality falls into the category of top 20 most vulnerable local municipalities in South Africa, hence the need for a focused special intervention to ameliorate the current state of the municipality.

The LGTS provides that an ideal municipality would among other things:

- i. Provide democratic and accountable government for local communities
- ii. Be responsive to the needs of the local community
- iii. Ensure the provision of services to communities in a sustainable manner
- iv. Promote social and economic development
- v. Promote a safe and healthy environment
- vi. Encourage the involvement of communities and community organizations in matters of local government
- vii. Facilitate a culture of public service and accountability amongst its staff
- viii. Assign clear responsibilities for the management and coordination of those administrative units and mechanisms.

The outcomes of meeting these objectives include:

- a) The provision of household infrastructure and services
- b) The creation of liveable, integrated and inclusive cities, towns and rural areas
- c) Local economic development
- d) Community empowerment and distribution

## *D2.7 NDWEDWE TURN AROUND STRATEGY*

On the basis of the above the NDWEDWE Municipality has respond to the LGTAS by developing its own Strategy is aligned to the Municipal IDP.

In line with National Department of Cooperative Government the Municipality has developed the 10 point plan aimed turning around the fortunes of the Municipality in terms of service delivery. The Municipality has developed its MTAS which focuses on key issues such as:

- a) Water
- b) Sanitation
- c) Waste
- d) Construction of CDC`s
- e) PMS
- f) Public Participation
- g) Ward Committees Development

- h) Construction of Sub-Station
- i) Road Maintenance Plan
- j) CDW Development Plan

The Municipal Turn-around Strategy Projects and Targets have been incorporated in Key Performance Indicators and Capital Infrastructure Investment Plan Section.

### *D2.9 THE KZN PROVINCIAL PLAN OF ACTION (PRIORITIES) 2010 – 2014*

The KZN Province has developed a Plan of Action which all Municipalities IDP's in the province must be aligned with. Hereunder are the priorities that are espoused in the Provincial Plan of Action and which were reinforced by the Premier during the State of the Province Address in February 2012:

- a) Rural Development, Agrarian Reform: (creating capacity for food security, income generation and export possibility)
- b) Fighting crime and creating safer communities
- c) Education and Skills for all (in support of government priority programme, building economy and creating jobs and nation building)
- d) Health for all (a comprehensive programme must be specified to focus on reducing morbidity and mortality (ill – health and deaths)
- e) Creating decent work and ensuring economic growth (first economy interventions, integration of second economy, building small business and cooperative movement etc.
- f) Nation building and good governance (creation of inclusive government and compassionate, non-racial and integrated society; efficient administration and elimination of fraud and corruption.
- g) Social and economic infrastructure
- h) Social cohesion and sustainable communities
- i) International co-operation
- j) Sustainable resource management

The Provincial Priorities listed above have been aligned to the NDWEDWE Municipal Objectives, Programme and Projects.

### *D2.10 IMPLICATIONS OF THE MDGs, NSDP, NDP - 2030, PROVINCIAL PRIORITIES ARE:*

Given the poverty and huge backlogs in basic services in the area the focus of development should be on provision of these services and poverty alleviation strategies:

- In order to attract government investment beyond the provision of basic services and poverty alleviation the economic competitive advantage of the area must be identified and exploited
- The primary effort should be on human resource development and labour market intelligence
- Growth should be encouraged in corridors and nodes that have good potential or actual access to the N2 that links NDWEDWE to markets and the proposed King Shaka International Airport
- It is therefore important that in developing the IDP these strategic frameworks are taken into consideration

## D3. STRATEGY OF NDWEDWE MUNICIPALITY

The strategy of NDWEDWE Municipality is based on six pillars that will distinguish the Municipality from other municipalities of similar size. These pillars are:

- i. The accelerated and sustainable provision of infrastructure and basic services
- ii. The accelerated and sustainable development of local economy
- iii. The accelerated fight for poverty and HIV/AIDS reduction
- iv. Building and sustaining service and performance driven municipality
- v. Deepen the institutional, democracy, accountability and human rights
- vi. Build and sustain unity, peace and reconciliation

## SECTION E: SPATIAL DEVELOPMENT FRAMEWORK

### E1. NATIONAL SPATIAL DEVELOPMENT VISION

“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring, where feasible, to ensure greater competitiveness;
- Fostering development on the basis of local potential; and-
- Ensuring that development institutions are able to provide basic needs throughout the country.”

## E2. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

Having had regard to the NSDP and ASGI-SA principles the Province of KZN has developed and adopted a PSEDS. PSEDS has been developed in order to achieve the objectives of ASGI-SA within the framework of the NSDP and PGDS. It therefore sets out to:

Focus where government directs its investment and development initiatives to ensure sustainable and maximum impact (Massification)

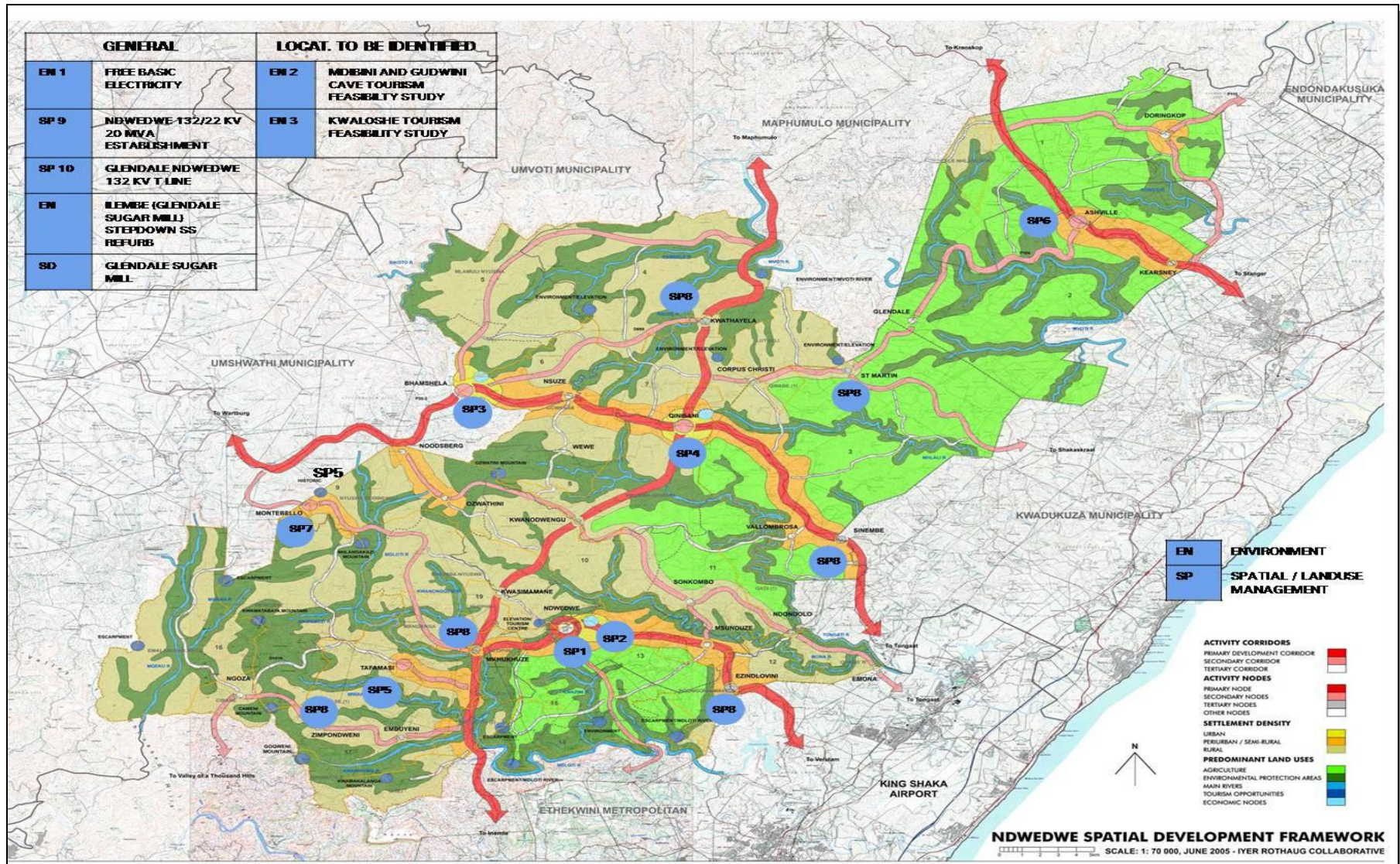
Capitalize on complementarities and facilities consistent and focused decision making

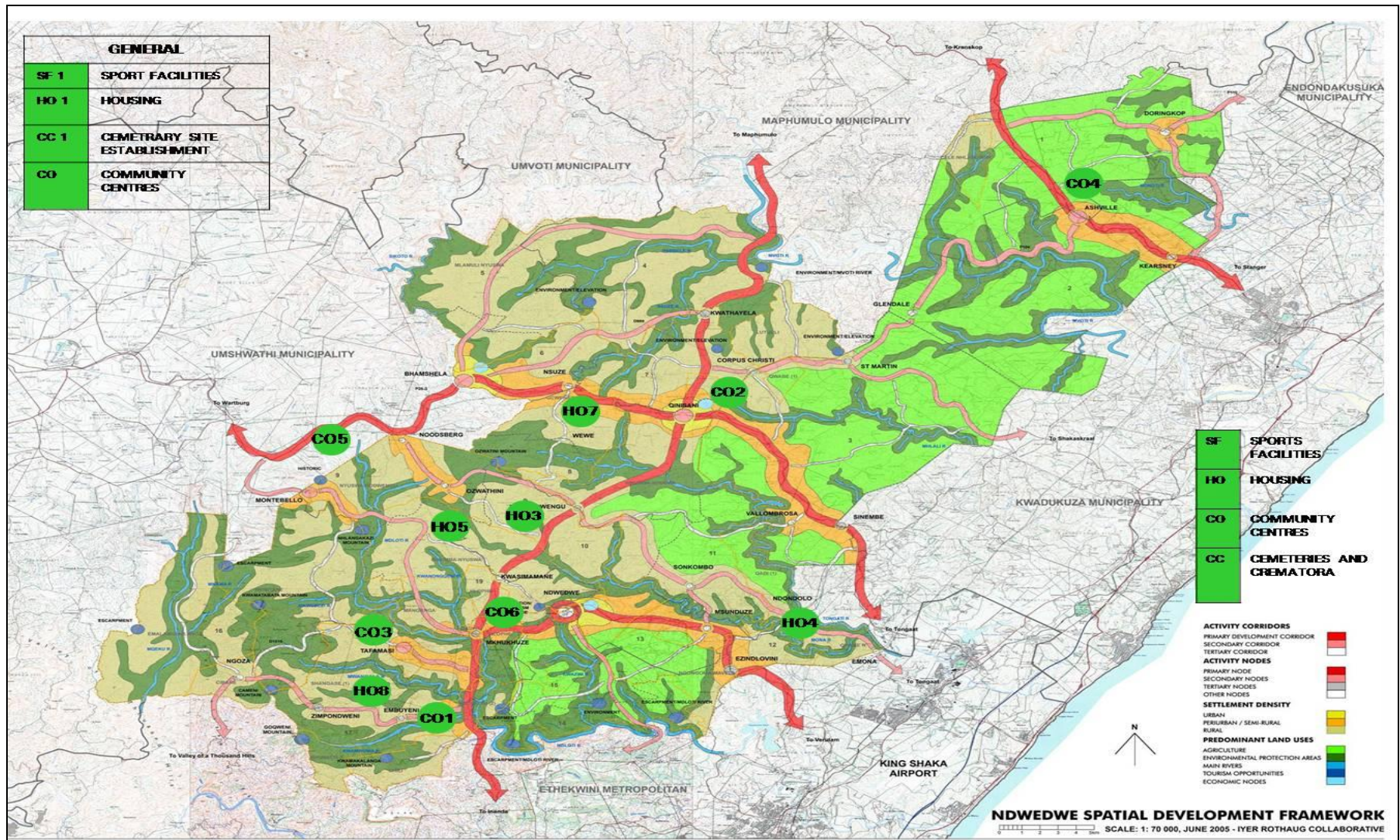
Act as a tool to help government to move beyond mere focusing on integration and coordination procedures to establishing processes and mechanisms to bring about strategic coordination, interaction and alignment

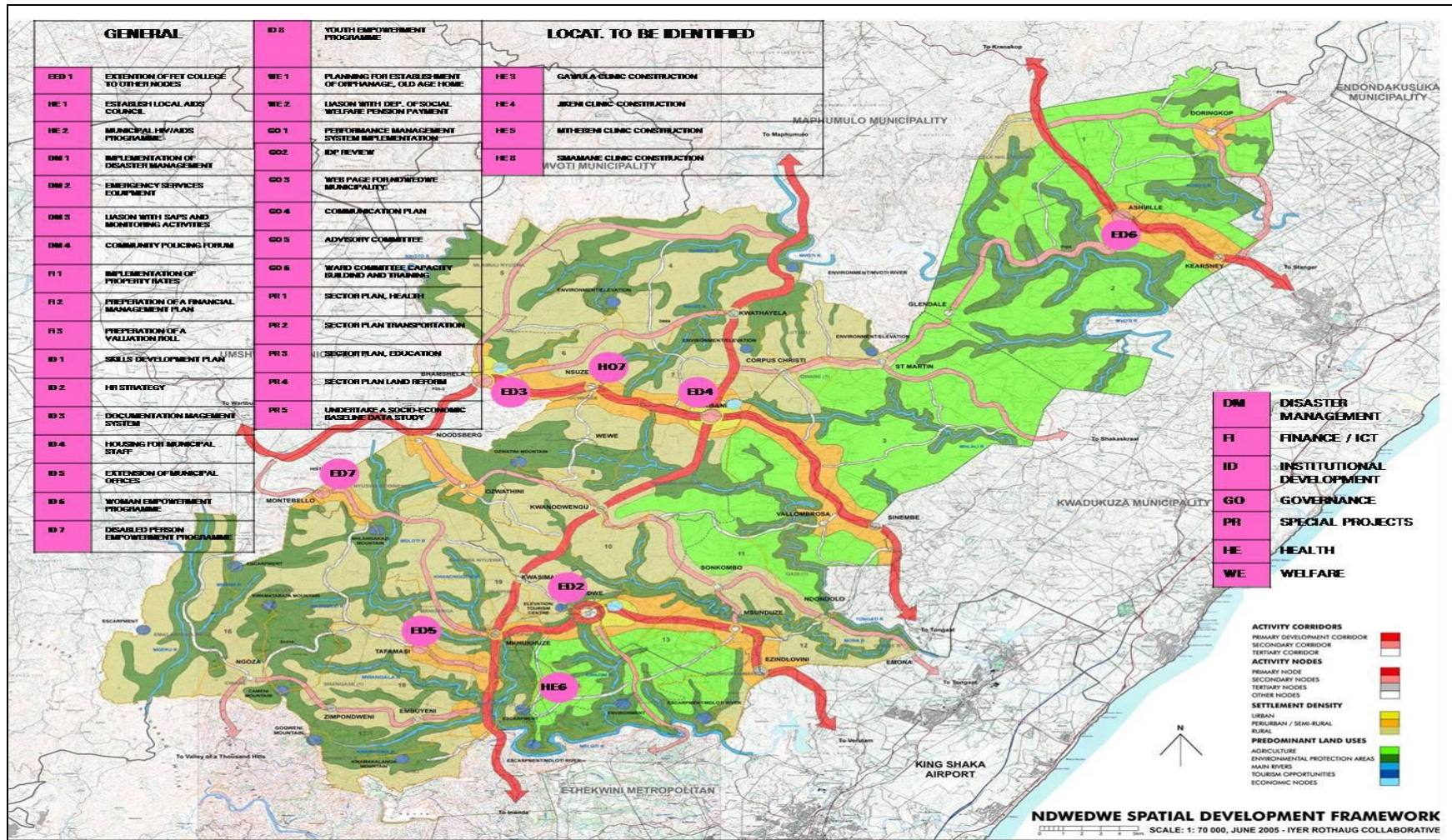
PSEDS focuses fixed infrastructure investments in areas of economic development potential (where realised or dormant) and prioritises areas of greatest need based on poverty densities.

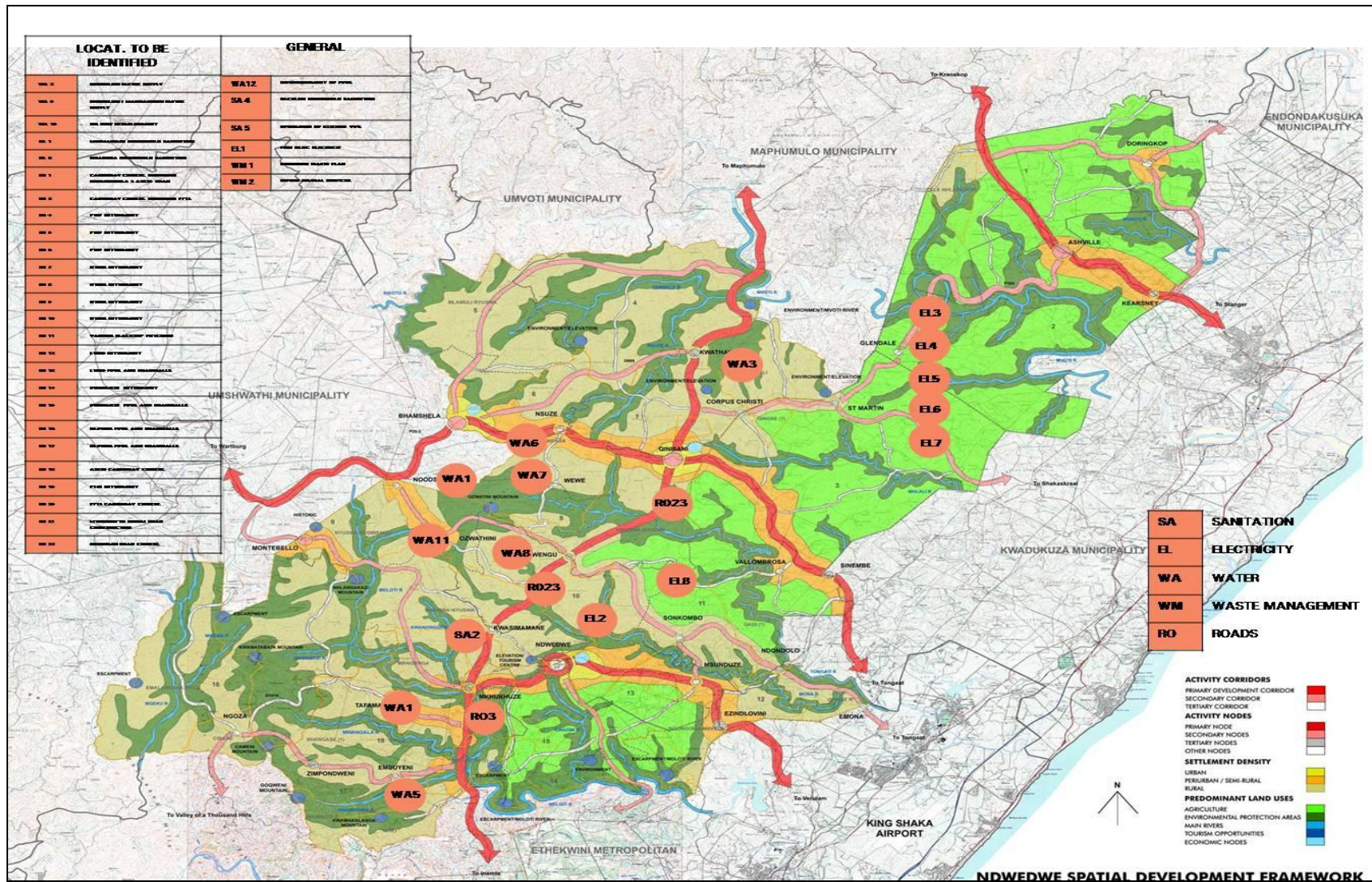
Based on the above, the PSEDS endeavours to identify main growth centres and related nodes and corridors. In the context of Ndwedwe, the PSEDS identifies and prioritise as a secondary corridor (from a Province perspective) **Maphumulo-Ndwedwe-Dube Trade Port Corridor**. In terms of the PSEDP this corridor has a huge potential for (a) production of labour intensive, mass produced goods i.e. agriculture; (b) tourism. In terms of the nodes, the PSEDS points to the fact that **Ndwedwe Village** must be strengthened as a service and agri-processing node linked to Dube Trade Port opportunities.

The sections that follows below clearly outlines the Ndwedwe SDF and how it responds to the challenges facing the Municipality on the basis of the NSDP, NDP, New Growth Path Framework, PGDS, PSEDS and the Ilembe District SDF and Growth and Development Summit Resolutions.









## E3. NDWEDWE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

### *E3.1 STATUS OF THE CURRENT SDF*

The reviewed SDF responds to DLGTA's Assessment Report. The municipality is in a process of conducting environmental studies to ensure that environmental resources are adequately identified and protected, and that there is a sustainable use of such limited resources. These studies would culminate to a consolidated Environmental Management Framework for the municipality where environmentally sensitive areas would be identified and mapped out accordingly. This Plan will show areas that are strictly protected from development, areas where development can be permitted to a particular minimum level depending on the intensity of development, and areas where development would be allowed subject to satisfaction of standard development conditions applicable within Ndwedwe Municipality.

Currently, LUMS only covers five (5) Wards which were originally earmarked as pilot project. These 5 Wards are those that are closer to where Ndwedwe town centre is located. Funds have been allocated for the development of LUMS to cover the whole of municipal area

### *E3.2 INTRODUCING NDWEDWE SDF*

The Ndwedwe SDF responds to the NSDP, the PGDS and the District SDF by focusing on localities of economic growth and economic potential in order to gear in private sector investment, stimulate sustainable economic activities, and create long-term employment opportunities. In this regard, the Spatial Development Framework provides overall location of the major existing and envisaged development components of the Ndwedwe Municipality.

As such, it locates a hierarchy of access, development and investment corridors, a hierarchy of activity and service nodes, a range of environmental protection areas, a variety of settlement densities and areas predominantly envisaged for economic development. Details are established in the following sections.

#### **E3.2.1 Movement**

The concepts of a hierarchy of movement corridors and the structuring of development guided by such corridors have been established earlier. Applying these concepts to the realities of the municipality suggests the following:

**PRIMARY CORRIDORS**, providing the major internal and external linkage, are proposed to consist of:

- The existing R74 from Stanger via Ashville to Kranskop
- The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg
- The P100 from Verulam to the NDWEDWE Village and back to Inanda
- A new north-south link road, although based substantially on a series of existing local roads, connecting to the P100 at Mkhukhuze in the south to the Maphumulo Village in the adjacent municipality, creating, inter alia, a new interceptor point at Qinisani

**SECONDARY CORRIDORS**, providing major internal interconnection between the various development areas and components, are proposed to consist of

- a) The NDWEDWE – Osindisweni Road
- b) The Mkhukhuze – Montebello Road
- c) Roads from the P100 to Tafamasi and Zimpondweni
- d) The Emona – Sonkombo – KwaNodwengu – Ozwathini Road linking in the north to the R614
- e) Roads from Bhamshela to KwaThayela and the D890 further to the north
- f) The road from the Qinisani area to Asherville,
- g) The road from St. Martin to Shakaskraal
- h) The road from the R74 to Doringkop

**TERTIARY CORRIDORS**, providing major local linkage and connecting local communities into the primary and secondary corridor system, the more significant roads are indicated in the SDF but are too numerous to mention here.

### E3.2.2 NODAL DEVELOPMENT

The concept of a hierarchy of activity and service nodes has been established earlier suggesting, inter alia, that interceptory points at primary, secondary and tertiary corridors would be the ideal location for the relevant nodes, providing services and opportunities at various levels including:

**PRIMARY ACTIVITY NODE**, being the major centre in the municipality providing services, facilities, amenities and economic opportunities for the entire municipality, functioning also as the administrative centre of Ndwedwe,

**SECONDARY ACTIVITY NODES**, other major interceptory point locations serving each portion of the municipality and providing services for such areas, are suggested to consist of:

- Tafamasi in the south;
- Montebello in the south-west,
- Qinisani at the intersection of the R614 and the north-south link road,
- Bhamshela at the western end of the R614 within the municipality
- Ashville along the R74 in the north of the municipality

**TERTIARY ACTIVITY NODES**, consisting of strictly local nodes serving individual communities and areas.

### E3.2.3 Natural Environment

The intention of utilizing the natural environment as one of the significant structuring elements of the development of Ndwedwe has been described earlier.

The appropriate maintenance of the natural environment, its rehabilitation where necessary, and its adequate protection and management has been suggested to be of major importance for both the

creation of decent living environments, the development of tourism and recreation activities and the further development of the agricultural potential of Ndwedwe.

The SDF identifies the major and minor river valleys, escarpments, mountains and other areas identified as being of environmental significance and suggest relevant environmental protection areas.

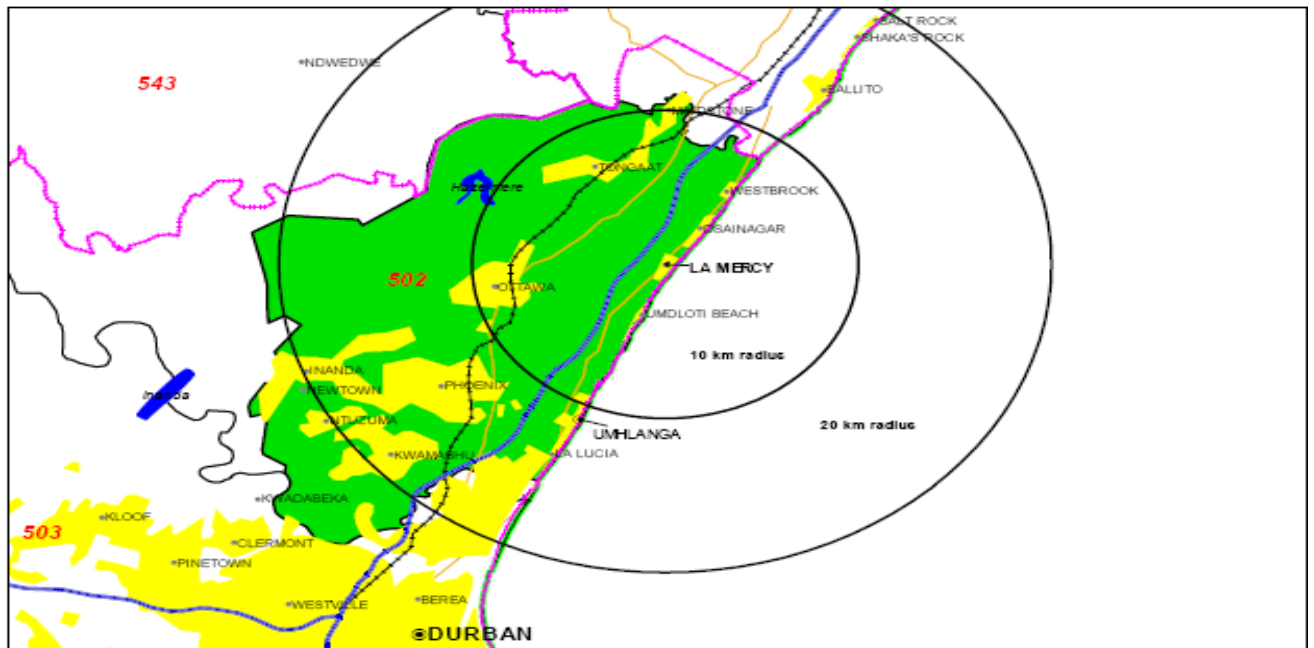
Further detail in terms of specific areas and resources will need to be established via an environmental management plan.

### E3.2.4 Economic Development

The economic development of Ndwedwe must be considered as one of the most important aspects of developing the municipality. In all of the economic activities identified, it appears of great importance to protect on the one hand the unique natural rural environment while on the other hand utilising the opportunities arising from the close proximity to the metropolitan development.

The location of the new King Shaka Airport within 10km of the boundary of the Ndwedwe Municipality presents significant opportunities for the economic development of the area.

The following diagram illustrates the proximity of Ndwedwe to Dube TradePort.



**Source:** EIA of Dube Trade Port 2007

The following economic opportunities have been identified in the SDF:

**AGRICULTURAL ACTIVITIES**, while the SDF locates in the first hand the existing commercial farming areas, consisting of in the region of 50% of the area of the municipality, the SDF suggests the appropriate extension of agricultural development.

Although it is understood that much of the remaining areas of Ndwedwe have a lower agricultural potential than existing farming areas, it is suggested that a range of smaller scale community-based

agricultural activities can be developed in most traditional settlement areas. This should also prevent, or at least limit, the growth of residential development in inappropriate areas.

An agricultural development plan is suggested to be an important sector plan envisaged to identify relevant soil conditions, access to water etc, preconditions required, range of potential agricultural products, necessary linkages to support and market mechanisms.

The future location of the King Shaka Airport, and the associated Trade port, should create opportunities for unique agricultural opportunities.

**TOURISM AND RECREATION**, another component of the important economic development of Ndwedwe. It has been indicated previously that the municipality has a variety of opportunities for the development of tourism and recreation activities, substantially relating to dramatic topographic conditions, natural African landscape.

**COMMERCIAL AND MANUFACTURING**, at this point in time much of the commercial development relates in the first hand to providing for the needs of the local population. Within this context, the provision of improved internal linkages and the creation of new internal interceptory points will be important. In general additional commercial activities should be located within the hierarchy of activity nodes, whereby the highest level of commercial activity is expected to be located in the Ndwedwe Village. Secondary and tertiary nodes should over time their particular level of commercial development, whereby the unique location of the individual nodes should be utilised in creating unique opportunities.

All nodes, in particular the higher order ones, should accommodate appropriate market amenities.

At present the municipality accommodates little to no manufacturing activities. It has been suggested that appropriate economic development zones be created in relevant locations, including the provision of appropriate business etc support, to generate new economic opportunities.

During this financial year, the municipality will embark on exploring new opportunities for small-scale manufacturing. Agri-processing mini-factories are going to be built in an area located closer to Ndwedwe town centre.

### **E3.2.5 Residential Development**

It has been discussed earlier that the present residential development is of low density and widely dispersed nature. Providing improved physical and social services, improved access and economic opportunities, requires a more structured approach to future residential development. While the existing development and its location has to be accepted, future growth should be guided into areas which have been identified to have a higher level of accessibility, allow for the provision of improved physical and social services, are able to provide a higher level of economic activity, and do not affect the protection and maintenance of unique agricultural, tourism and environmental resources.

The SDF suggests the location of three densities and types of residential development.

**URBAN RESIDENTIAL DEVELOPMENT**, i.e. minimum density of 30 residential units / ha, located within the primary and secondary nodes of the municipality, i.e. the Ndwedwe Village, Bhamshela and Qinisani, development in the latter would however depend on its interceptory function being developed, the highest priority is suggested to be in developing appropriate accommodation within the Ndwedwe Village.

**PERI-URBAN RESIDENTIAL DEVELOPMENT**, i.e. average densities of 10 residential units / ha, being primarily located around the denser development of the primary and secondary nodes, as well as in the vicinity of the primary access routes within the municipality, i.e. in the vicinity of the P100, R614, portions of the R74, as well in the vicinity of Tafamasi, Montebello and Ozwathini. Priorities are likely to be the areas around the Ndwedwe Village and Bhamshela and the most easterly portions of the P100. Some of the peri-urban development may over time be under pressure to develop higher densities; this should, however, be carefully monitored and guided.

**RURAL RESIDENTIAL DEVELOPMENT**, i.e. minimum density of 5 residential units / ha, covering most of the traditional settlement areas and allowing for on the one hand the maintenance of rural lifestyles and landscape, while on the other hand enabling the development of more efficient community-based agricultural activities in appropriate areas.

#### E4. STRATEGIC SDF DEVELOPMENT

The development of Ndwedwe, i.e. providing for the needs of its residents and utilising the opportunities of the area, requires a wide range of activities, not all of which can be accomplished at the same time. It is consequently necessary to identify priorities and a development process, while on the other hand structure development actions such as to benefit the largest number of residents as soon as possible.

In order to achieve this, appropriate answers need to be found for the following questions:

**WHAT DEVELOPMENT BENEFITS THE MAJORITY OF RESIDENTS**, this includes both question of what development and what location, excluding for the moment the issues of basic needs, institutional and community development, strategic development aspects are suggested to include accessibility, including both internal and external, nodal development including the provision of frameworks guiding its development, commercial, facilities, amenities etc, agricultural development.

**WHAT DEVELOPMENT ENABLES OTHER DEVELOPMENTS TO TAKE PLACE**, i.e. what development and in what location generates other additional developments, excluding for the moment again basic needs provision etc, this includes typically again the creation of improved internal and external access, the development of activity nodes, agricultural and tourism development, identification, protection and management of environmental and landscape resources etc.

**WHAT DEVELOPMENT NEEDS TO BE PROVIDED BY THE MUNICIPALITY (LM OR DC) TO ALLOW FOR OTHER ACTORS TO CONTRIBUTE TO DEVELOPMENT**, typical issues are suggested to include the provision of planning and regulatory guidelines, the provision of appropriate infrastructure as well as addressing the following three issues:

**BASIC NEEDS PROVISION**, although ordinarily not seen as a strategic issue, addressing the basic needs of the municipality's residents must be considered as one the most important development aspects. It is only the provision of basic needs which will allow the residents to look after themselves and their needs and to form part of the economic development of the municipality. Basic needs provision includes the development of appropriate physical and social infrastructure elements, including also access, education, health services, etc. The envisaged structuring of the future development of NDWEDWE suggests the provision of different levels of infrastructure encouraging future growth primarily to take place around activity nodes and development corridors.

## E5. SDF DEVELOPMENT PRIORITIES

The following provides a suggestion of the order of activities to be addressed to implement the directives contained in the SDF. The list of priorities addresses not only physical spatial issues, but includes institutional and social issues forming preconditions for appropriate and strategic development

**INSTITUTIONAL AND COMMUNITY DEVELOPMENT**, making the municipality function and providing development understanding in the community

**ACCESS**, both at regional, municipal and local level, providing internal and external linkage for residents, visitors, investors

**BASIC NEEDS PROVISION**, creating the basis for survival and for involvement of the community in economic development

### APPROPRIATE EDUCATION AND HEALTH FACILITIES

**LOCAL ECONOMIC DEVELOPMENT**, including promoting and supporting agricultural development, developing local tourism opportunities linked to established external systems, local commercial and manufacturing development, agricultural produce processing, enabling the local economy to benefit from the future airport proximity.

**PLANNING AND LUMS**, guiding spatial growth

**HOUSING**, range and appropriate location of housing

**ENVIRONMENT**, maintaining the environmental resource

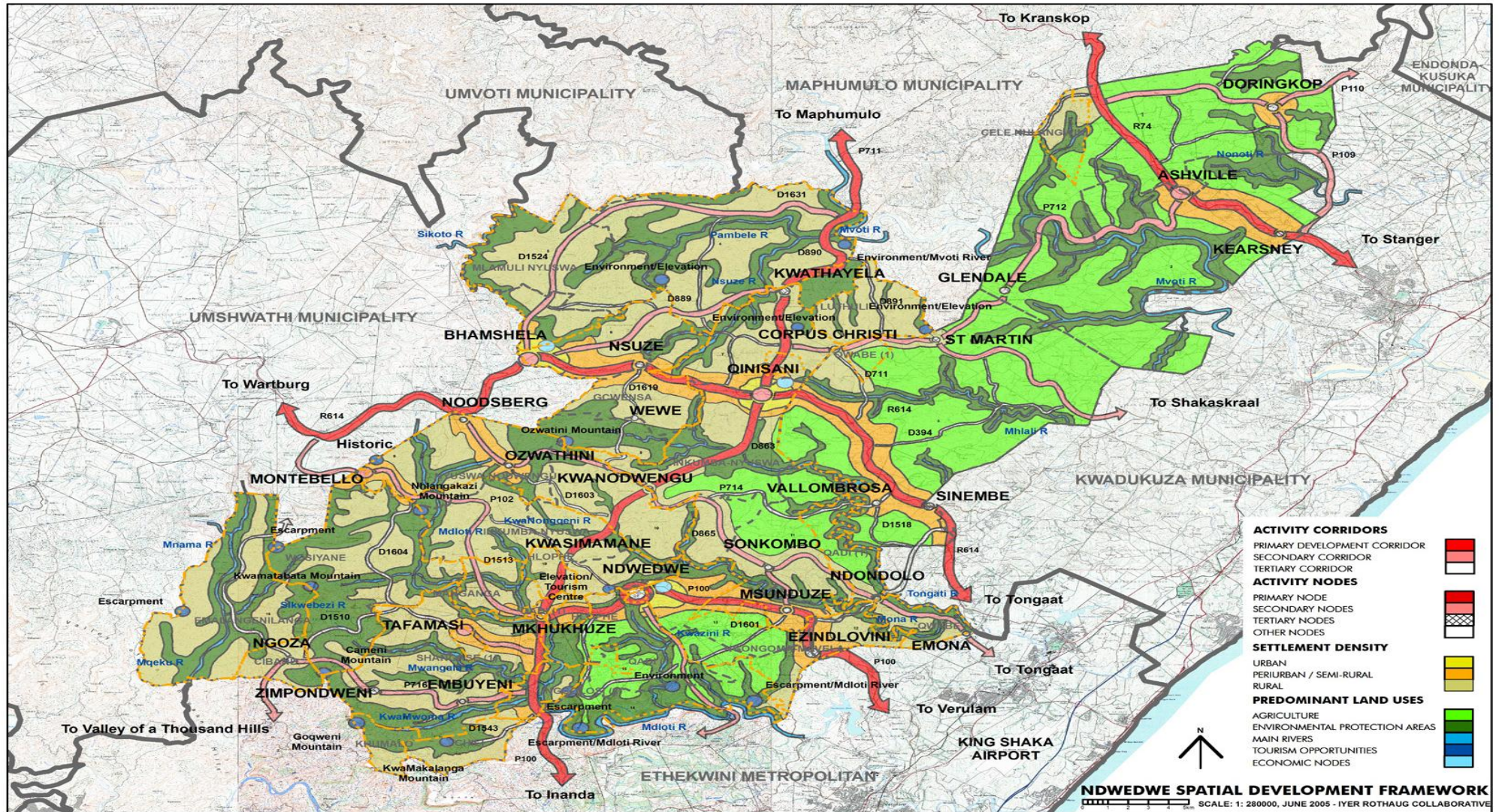
## E6. SUMMARY OF PRIORITY SPENDING AREAS

Table 17: Spending areas

DEVELOPMENT NODES	DEVELOPMENT CORRIDORS
<b>Primary Node :</b> <ul style="list-style-type: none"> <li>➤ <b>Ndwedwe Village</b></li> </ul>	<b>Primary Corridors:</b> <ul style="list-style-type: none"> <li>➤ <b>The existing R74 from Stanger via Ashville to Kranskop</b></li> <li>➤ <b>The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg</b></li> <li>➤ <b>The P100 from Verulam to the Ndwedwe Village</b></li> </ul>

	<p>and back to Inanda</p> <ul style="list-style-type: none"> <li>➤ A new north-south link road, although based substantially on a series of existing local roads, connecting to the P100 at Mkhukhuze in the south to the Maphumulo Village in the adjacent municipality, creating inter alia a new interceptory point at Qinisani</li> </ul>
<p><b>Secondary Nodes:</b></p> <ul style="list-style-type: none"> <li>➤ Bhamshela</li> <li>➤ Tafamasi</li> <li>➤ Montebello</li> <li>➤ Qinisani / Esidumbini</li> <li>➤ Ashville</li> </ul>	<p><b>Secondary Corridors:</b></p> <ul style="list-style-type: none"> <li>➤ The Ndwedwe – Osindisweni Road</li> <li>➤ The Mkhukhuze – Montebello Road</li> <li>➤ Roads from the P100 to Tafamasi and Zimpondweni</li> <li>➤ The Emona – Sonkombo – KwaNodwengu – Ozwathini Road linking in the north to the R614</li> <li>➤ Roads from Bhamshela to KwaThayela and the D890 further to the north</li> <li>➤ The road from the Qinisani area to Ashville,</li> <li>➤ The road from St. Martin to Shakaskraal</li> <li>➤ The road from the R74 to Doringkop.</li> </ul>
<p><b>Tertiary Nodes:</b></p> <p>Consists of strictly local nodes serving individual communities and areas. Refer to the (SDF) Map below</p>	<p><b>Tertiary Corridors:</b></p> <ul style="list-style-type: none"> <li>➤ Provides major local linkage and connecting local communities into the primary and secondary corridor system, the more significant roads are indicated in the SDF (Map below) but are too numerous to mention here.</li> </ul>

For full details on priority spending areas, the Infrastructure Investment Plan is a clear indication of how the municipality intends to spend its limited resources.



## SECTION F: SECTOR INVOLVEMENT

The involvement of sector departments in the IDP process cannot be overemphasized as illustrated in figure 3 below. The Municipality in conjunction with Cogta has a coordinating role in as far as the functions of other departments are concerned. It is the sector departments that must deliver on their mandates. The tables below indicate the departments MTEF for Ndwedwe Municipality.

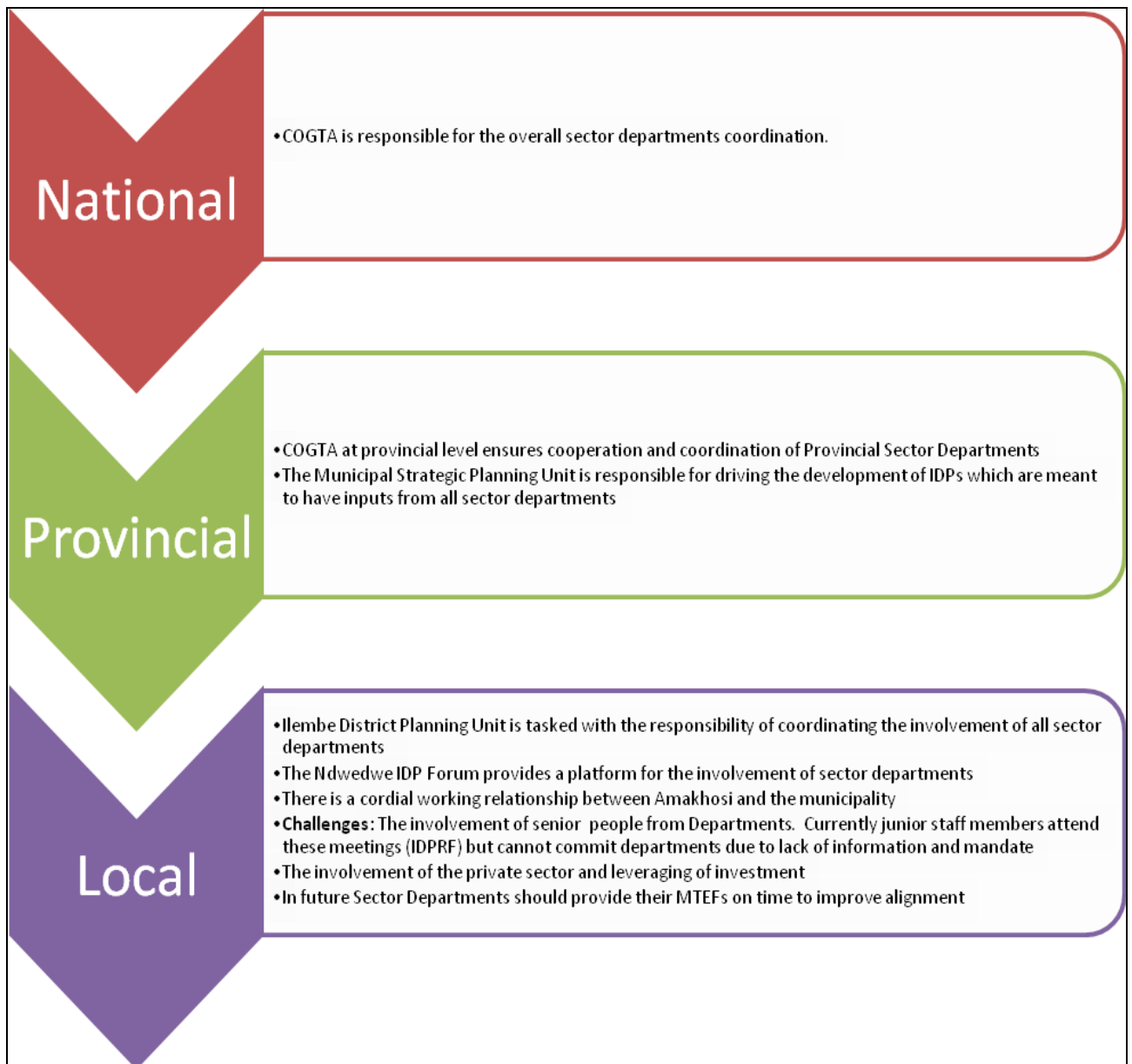


Figure 3: Sector Alignment

Name of the Project	Ward	Current Status of Project	MTEF		
			2012/13	2013/14	2014/15
<b>Chibini Clinic:</b> Upgrading, Repairs and Renovations Projected cost R3 000 000.00		Tender	2011/12		
<b>Wosiyane Clinic :</b> Demolition and upgrade : R 8 500 000.00		Construction	2011/12		
<b>Kwanyuswa Clinic:</b> Completion of additions and projected cost R 630,000.00		Construction	2011/12		
<b>Mwolokhohlo Clinic:</b> Additions And Upgrade projected cost R 11 000 000.00		Tender	x		
<b>Mwolohohlo Clinic :</b> Construction of the Nurses Home ( cost inclusive with above)		Tender	x		
<b>Ndwedwe CHC :</b> Construction of new TB clinic : R 9 000 000 .00		Design	x		
<b>Montebello Hospital :</b> Upgrade existing male, paediatric and maternity wards R 15 000 000.00		Design	x		
<b>Tafamasi Clinic :</b> Additions To Nurses Home and Security Guard House. Construction is at 75%, contractor failed to deliver. Project to be re-advertised R 2 400 00.00		Construction	2011/12		

Table 18: MTEF: Dept. of Health

Name of Project	WARD NO.	CURRENT STATUS OF PROJECT	MTEF 3 YEAR		
			2012/13	2013/14	2014/15
Qwabe (700 sites)	12	Construction	0	0	0
Mavela (1000 sites)	12,13,14,15	Construction	6 122 400	0	0
Nkumbanyuswa Ph 1 (1000 sites)	7,8,10,11	Construction	10 000 000	3 176 000	0
Nodwengu (1000 sites)	9,10	Construction	10 000 000	3 000 000	0
Hlophe (500 sites)	18,19	Construction	3 500 000		
Cele Nhangwini (1250 sites)	2	Construction	0	0	0
71 Storm Damage Houses in Ndwedwe (71 sites)	10,16,19,15,7,8	Construction	0	0	0
KwaShangase (1000 sites)	14	Planning	8 000 000	9 300 000	3 100 000
Matholamyama Ph 1 (250 sites)	11	Planning	3 100 000	4 000 000	0
Gcwensa (1000 sites)	6,7,8	Planning	3 100 000	6 200 000	6 200 000
Mlamula (1000 sites)	4,5,6	Planning	3 100 000	6 200 000	6 200 000
Emalangenani Cibane Wosiyane (1000 sites)	16,18	Planning	3 100 000	6 200 000	6 200 000
Qadi	11	Proposed in IDP / Preplanning	Municipality to clarify number of sites		
Nkumbanyuswa Phase 2	10,11	Proposed in IDP / Preplanning	Municipality to clarify number of sites		
Mavela Phase 2	12,13	Proposed in IDP / Preplanning	244 235	244 235	1 500 000
KwaShangase Phase 2	14	Proposed in IDP / Preplanning	Municipality to clarify number of sites		

Table 19: MTEF: Dept. Of Human Settlements

Name of Project	Ward No.	Current status of Project	MTEF 3 YEAR		
			2012/13	2013/14	2014/15
<b>IRRIGATION</b>					
Makhuluseni	19	Tender	850,000.00	857,000.00	915,000.00
Akhele	16	Tender	110,000.00	117,000.00	124,000.00
Mbalenhle	16	Tender	600,000.00	641,000.00	685,000.00
<b>FENCING</b>					
Akhele	16	Tender	100,000.00	107,000.00	114,000.00
Busani	17	Tender	50,000.00	53,000.00	57,000.00
Ezachwayini	6	Tender	17,000.00	18,000.00	19,000.00
<b>INFRASTRUCTURE</b>					
Msunduze Nursery	12	Tender	180,000.00		205,000.00

				192,000.00	
Siyeza Nursery	19	Tender	180,000.00	192,000.00	205,000.00
Busani	17	Tender	750,000.00	801,000.00	855,000.00
<b>MECHANIZATION</b>					
Mechanization Ploughing 100ha	1 to 20		90,000.00	96,000.00	103,000.00
Mechanization Liming 110ha	1 to 20	Tender	185,000.00	200,000.00	215,000.00
Mechanization - seeds & seedlings	1 to 20	Tender	140,000.00	150,000.00	160,000.00
Mechanization - Fertilizer	1 to 20	Tender	300,000.00	320,000.00	342,000.00
Mechanization - Agro chemicals	1 to 20	Tender	40,000.00	43,000.00	46,000.00

Table 20: MTEF: Dept. Of Agriculture

Name of the project	Ward No.	Current Status of the Project	MTEF		
			2012/13	2013/14	2014/15
Ubuhlebemfundo P		Design	R 4,039,200		
Ubuhlebembiza S	8	Design	R 1,795,200		
Sinenhlanhla S	3	Design	R 7,389,360		
Ikhusana C	8	Design	R 8,304,120		
Mzobanzi Js	1	Design	R 3,524,400		
Mthukutheli Lp	15	Design	R 3,775,200		
Sontshenge P	16	Design	R 3,775,200		
Zubane Lp	19	Design	R 4,039,200		
Qoqulwazi S	62	Design	R 6,341,280		
Gcinokuhle Js	17	Design	R 1,531,200		
Enkwambase P	12	Design	R 6,256,800		
Zuleka Paruk S	16	Design	R 3,384,480		
Isnembe S	3	Design	R 5,177,040		
Ubuhlebesizwe Js	17	Design	R 8,215,680		
Egweni P	16	Design	R 2,046,000		
Ensikeni P	2	Design	R 4,374,480		
Siyaphumula S	5	Design	R 9,705,960		
Ngcongcongga H	4	Design	R 6,473,280		

Khanyisa S	9	Design	R 4,719,000		
Guzana S	16	Design	R 6,527,400		
Unyazi P	7	Design	R 4,920,960		
Dulini P		Tender	R 4,920,960		
Hloniphani S	12	Design	R 6,969,600		
Nombika S	15	Design	R 6,342,600		
Dumane Comm H	10	Design	R 5,645,640		
Emkhambeni P	6	Design	R 5,979,600		
Ezindlovini P	14	Design	R 11,480,040		
Gcinimfundo S	16	Construction	R 7,444,800		
Lukhasa S	7	Design	R 5,016,000		
Manzini S	19	Tender	R 3,867,600		
Mshiyane H	17	Design	R 4,725,600		
Nqakathela S	13	Design	R 4,411,440		
Mcathu P	8	Design	R 5,464,800		
Indukwentsha S	6	Completed	R 4,910,400		
Mabayana S	18	Construction	R 3,762,000		
Magudwini Js	19	Completed	R 5,016,000		
Mahlube S	7	Completed	R 3,900,600		
Kwangoza S	16	Design	R 4,920,960		
Novimba Jp	18	Design	R 2,358,840		
Mtabakakhathaza P		Completed	R 3,948,120		
Itshelencwadi P		Completed	R 6,527,400		
Khethimfundo S	8	Construction	R 5,016,000		
Waterfall C	3	Tender	R 5,926,800		
Parukabad P	1	Design	R 6,684,480		
Sicelimfundo P	4	Completed	R 6,893,040		

Table 21: MTEF: Dept. Of Education

Name of the project	Ward No.	Current Status of the Project	MTEF		
			2012/13	2013/14	2014/15
Operation Vuselela (development of small-scale		Partnership	R14.8		

sugar farmers) Multi-year		between DEDT & Tongaat-Hulett. In 2nd year of implementation. Approx 300 hectares planted.	million		
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Table 22: MTEF: Dept. Of Economic Development

NAME OF LOCAL OFFICE	Old Age	Disability	W/V	FCG	CDG	Combined	GIA	CSG	Total number of beneficiaries	(C) FCG	(C) CDG	(C) CSG	Total number children in the system
NDWEDWE	6569	4663	1	1186	317		316	14661		1780	319	25233	35350
BHAMSHELA	3573	1937	0	768	145		176	8277		1143	152	14816	16111
<b>TOTAL</b>	<b>34933</b>	<b>26317</b>	<b>1</b>	<b>5757</b>	<b>2229</b>		<b>1668</b>	<b>88753</b>		<b>8651</b>	<b>2277</b>	<b>155337</b>	<b>174283</b>

Table 23: Social Grant Statistics

## SECTION G: IMPLEMENTATION PLAN

The SDBIP has been developed and is directly linked to the IDP, Budget, and PMS. There is also a clear linkage between the departmental scorecards, SDBIP, and daily staff activities.

## SECTION H: IDP PROJECTS

The IDP projects list is contained in the accompanying Annexures list. Please refer to the table of contents for details.

## SECTION I: FINANCIAL PLAN

### I1. INTRODUCTION

Ndwedwe municipality has recognized that to be successful the IDP must be linked to a workable Financial Plan, which includes a multi-year budget developed using financial modeling. Furthermore, it was recognized that without the Financial Plan, the IDP would be incomplete. The Municipal Finance Management Act No.56 of 2003 (MFMA) requires the municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections.

### I2. OPERATING AND CAPITAL BUDGET ESTIMATES

The Five Year Financial Plan includes Operating Budget and Capital Investment Programme per source of funding for the five years ending June 2016.

### I3. BUDGET ASSUMPTIONS

The selected key assumptions relating to this budget are as follows:

- Government grants for the years 2011/2012 to 2012/2013 are as per the Division of the Revenue Act.
- The inflation rate has been estimated at about 6% p.a.
- Salary and wage bill growth has been provided for in the budget at 8.5% p.a. and growth in the remaining expense item ranges from 0% - 7% p.a.

- The budget is based on current service levels and makes a provision for major expansion of services.
- Increase in the purchase of electricity has been estimated at 35% p.a.

## I4 OPERATING BUDGET ESTIMATES

### SUMMARY OF OPERATING AND CAPITAL BUDGET

2012/ 2013	2013/2014	2014/ 2015
R117 236 810	R129 358 638	R 139 358 638

Table 24

**NB: The full Municipal Final Budget is attached in the annexures list. Please refer to the table of contents.**

## I5. FINANCIAL STRATEGY

### I5.1 FINANCIAL FRAMEWORK

#### I5.1.2 Revenue Adequacy and Certainty

The major source of funding for Ndwedwe municipality is predominately grants from both National and Provincial. In order for any municipality to achieve the objectives as outlined on Section 152 (1) of The Constitution, the financial resources must be reasonably enough. Through the MPRA (Municipal Property Rates Act), the municipality will, at least, start building the income base. However, MPRA will not suddenly create huge revenue but if implemented properly the future spin-offs will be good in terms of revenue.

In view of the limited financial resources Council may explore the following revenue sources in order to realize certain capital and operational needs:

#### a) Capital expenditure

- Internal borrowing in the form of CDF
- External borrowings
- International non-repayable funding
- Twin City funding
- Public Private Partnership
- Disposal of un-utilized assets

#### b) Operational expenditure

Normal revenue streams:

Short term borrowings:

- Internal
- External

### **c) Cash/Liquidity Position**

Cash management is crucial for the short and long-term survival and good management of the organization. To assess the financial standing of the municipality, a current ratio will be used which expresses the current assets as a proportion to current liabilities. A current ratio of more than 2:1 is considered to be healthy. At the moment the municipality is currently sitting at 12:1 ratio better than prior year ratio of 5:1.

### **d) Sustainability**

Currently the municipality is not providing any service except refuse removal in nodal areas. Through the indigent policy that is adopted by Council the municipality will roll out free basic services to needy people but only to those that have been assessed. During the 2010/2011 and 2011/ 2012 financial year 50% of the wards were completed it would be necessary to complete the rest of the wards in order to ensure that everyone due for support receives such immediately.

### **e) Accountability, Transparency and Good Governance**

Whenever the budget and IDP is formulated stakeholders input is always sought. Also when the actual implementation takes place as the municipality we should ensure that reports are open to all stakeholders.

## **I5.1.3 Strategies and Programmes**

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the municipality's objectives.

### **I5.1.4 Revenue Raising Strategies and Programmes**

The following are some of the more significant programmes that have been identified.

#### **a) Credit Control Policy**

This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts that will be billed to customers, procedures for recovery of arrear accounts.

**b) Indigent Policy**

The criterion for benefits under this scheme is part of the credit control policy and poverty alleviation. An indigent is kept up to date on a monthly basis and a separate indigent policy will be developed in future.

**c) Revenue Enhancement Strategy**

This plan is aimed at developing the strategies that will assist the Municipality in collecting more revenue. Currently the Municipality is struggling to collect reasonable revenue.

**d) Tariff Policy**

The purpose of this policy is to ensure that a uniform tariff is applied to the municipal area of jurisdiction.

**e) Rates Policy**

This was implemented as from 1 July 2009 based on the Municipal Property Rates Act. The policy will be reviewed annually concurrent with the approval of the budget.

**f) Rates By-Laws**

Rates by-law have promulgated and approved by Council in order to ensure that all rates billed are informed and rates payers are duly responsible to ensure payment thereof.

**g) Free Basic Services**

The form of free basic assistance to be offered is yet to be decided on but it is important for the municipality to compile the indigent register. The information that already exists from iLembe District Municipality could be of high assistance if linked with the indigent register. Currently certain community members of Ndwedwe do receive support through payment to ESKOM on a monthly basis.

**h) Payment points**

There will be two pay points for rates and other charges at this stage, the first one being over the counter at main municipal offices and direct to FNB bank account being the second option. In due course there shall be consideration for the viability of opening other pay points in areas such as Glendale Mill and/or Bhamshela.

### **15.1.5 Asset Management Strategies and Programmes**

The following are some of the significant programmes that have been identified:

The Municipality is currently using the Promis system. But it remains a challenge to ensure that all assets are included on the Promis system. The Finance Department with the extensive involvement of Technical department should embark on an extensive exercise which involves the investigation, identification and coding of certain assets. The municipality has implemented GAMAP/GRAP from 01 July 2010.

### **15.1.6 Financial Management Strategies and Programmes**

The following are some of the more significant programmes that have been identified:

- a) Development and implementation of the budget and community consultation processes.
- b) Development and implementation of a uniform budget reporting Framework.
- c) Ensure that we have enough capacity for GRAP/ GAMAP
  - Training and development of financial and other staff (this will help staff obtain the required skills to ensure cost-effective and efficient service to the community)

### **15.1.7 Financial Management Policies**

#### GENERAL FINANCIAL PHILOSOPHY

The Financial Policy of the Ndwedwe Local Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Ndwedwe.

It is the goal of the municipality to achieve a strong financial position with the ability to:

- i. Withstand local and regional economic impacts;
- ii. Adjust efficiently to the community's changing service requirements;
- iii. Effectively maintain, improve and expand the municipality's infrastructure;
- iv. Manage the municipality's budget and cash flow to the maximum benefit of the community;
- v. Plan, coordinate and implement responsible and sustainable community development and growth;

Ndwedwe Local Municipality financial policies will address the following goals:

- i. To keep the municipality in a fiscally sound position in both the long and short term;

- ii. Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- iii. Apply credit control policies which maximize collection while providing relief for the indigent;
- iv. Credit control policies that recognize the basic policy of customer care and convenience;
- v. Maintaining existing infrastructure and capital assets.

### **15.1.8 Operating Budget Policies**

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer shall incorporate the municipality's priorities in the formulation of the draft and the final budget proposal.

The budget will be subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review.

Adequate maintenance and replacement of the municipality's capital plant and equipment will be provided for in the annual budget. The budget shall balance recurring operating expenses to recurring operating revenues.

The budget will have Revenue plans based on realistically expected income and expenditure figures.

### **15.1.9 Capital Infrastructure Investment Policies**

The municipality has developed the Infrastructure Investment Plan.

### **15.1.10 Indigent Customers**

The criteria to qualify as indigent household forms part of the Credit Control and Debt Control Policy. The survey forms to qualify for the indigent support must be completed annually. The Municipality may annually as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy but subject to principles of sustainability and affordability.

An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request de-registration. Over and above this support a reasonable discount is offered regarding rates to all pensioners provided they lodge an application and the property is registered on their name.

### **Investment Policies**

Every municipal council and its body is in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003, required to draft the Municipal's investment regulations.

The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an effective cash flow management program.

Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation.

The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

- a) Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
- b) Securities issued by the National Government; Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
- c) A Municipality's own stock or similar type of debt;
- d) Internal funds of a Municipality which have been established in terms of a law to pool money available to the Municipality and to employ such money for the granting of loans or advances to departments within a Municipality, to finance capital expenditure.
- e) Bankers, acceptance certificates or negotiable certificates of deposits of banks;
- f) Long term securities offered by insurance companies in order to meet the redemption fund requirements of Municipalities; and
- g) Any other instrument or investments in which a Municipality was under a law permitted to invest before the commencement of the Local Government Transition Act, 1996: Provided that such instruments shall not extend beyond the date of maturity or redemption thereof.

### **I5.1.11 Asset Management Policy**

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to property, plant and equipment (PPE), which are fixed assets of Ndwedwe Local Municipality.

A summary of principles supported in this policy are:

- a) A fixed asset is defined in GAMAP 17 as a tangible item of property, plant or equipment held by the municipality for use in the production or supply of goods or services and which is expected to be used during more than one reporting period (financial year). Thus a fixed asset is an asset either movable or immovable owned by or under the control of the municipality or from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond one financial year.
- b) The fixed asset register shall be maintained in the format determined by the chief financial officer, which format shall comply with the requirements of generally recognized accounting practice (GRAP) and generally accepted municipal accounting practice (GAMAP) and any other accounting requirements which may be prescribed e.g. IMFO standards.
- c) Fixed assets are classified under the following headings:

- i. Land (not held as investment assets)
  - ii. Infrastructure assets (assets which are part of a network of similar assets)
  - iii. Heritage assets (culturally significant resources)
  - iv. Community assets (resources contributing to the well being of the community)
  - v. Investment assets (resources held for operational or capital gain)
  - vi. Other assets (ordinary operational resources)
- d) Every head of department shall be directly responsible for the safekeeping of any fixed assets controlled by the department in question. In exercising this responsibility, every head of department shall adhere to any written directives issued by the chief financial officer to the department in question, or generally to all departments, in regard to the control of or safekeeping of the municipality's fixed assets.
- e) All fixed assets shall be carried in the fixed asset register, and appropriately recorded in the annual financial statements at their original cost or fair value less any accumulated depreciation.
- f) Heritage assets are not depreciated as they are regarded as having an infinite life.
- g) Every head of department shall at least once during every financial year, and in compliance with the relevant written directives issued by the chief financial officer, undertake a comprehensive verification of all fixed assets controlled or used by the department concerned.
- h) Assets are eliminated from the Statement of Financial Position on disposal or retirement. The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of the financial performance.

### 15.1.12 Accounting Policies

- The following are the main accounting principles adopted in the preparation of the financial statements:
  - Basis of presentation:
    - The annual financial statements are prepared to conform to the standards laid down by the Institute of Municipal Finance Officers in its Code of Practice (1997).
  - Going Concern Assumption:
    - The annual financial statements are prepared on the going concern basis.
  - Investments:
    - The accounting policies for investment include the financial instruments.
  - Inventories:
  - Accounts receivables:
    - They are carried at net realizable value.
  - Trade creditors:
    - They are stated at their nominal value.
  - i. Revenue recognition:

- ii. The municipality's revenue is recognized from the following:
  - iii. Property rates
  - iv. Property rates – penalties imposed and collection charges
  - v. Service charges
  - vi. Rental of facilities and equipment
  - vii. Interest earned on investments
  - viii. Government grants and subsidies
- Conditional grants and receipts:
    - They are recognized as revenue and the municipality must comply with the terms of the agreement.
  - Cash and cash equivalents:
    - Includes cash on hand and money with the registered banking institutions.
  - Unauthorized expenditure:
    - An expenditure that has not been budgeted for.
  - Irregular expenditure:
    - An expenditure that is in contravention with the requirements of the Municipal Finance Management Act no 56 of 2003, Municipal Systems Act, Public Bearers Act no 20 of 1998 and the supply chain management policy.
  - Fruitless and wasteful expenditure:
    - An expenditure that was made in vain and would have been avoided had reasonable care been exercised.
  - Comparative information:
    - Annual financial statements are prepared comparatively taking into account the current year and the prior year.
  - Value added tax:
    - The municipality is in the process of re-registering with SARS thereafter we shall be in a position complete VAT return. The returns will only be done on a monthly basis.
  - Unspent conditional grants:
    - They are reflected on the Statement of Financial Performance as Capital Employed as reserves & grants funds or alternatively be reflected as a creditor.
  - Intangible assets:
    - They are recorded at a cost price and amortized over their expected useful life.

### **15.1.13 Supply Chain Management Policy**

Section 111 of the Local Government Municipal Finance Management Act (MFMA) requires municipalities to develop and implement the supply chain management policy. The principle objective

of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.

Supply Chain Management (SCM) generally refers to the management of activities along the supply chain including the supplier, manufacturer, wholesaler, retailer and consumer.

The MFMA and its relevant regulations also identify processes which must be included in a SCM policy.

The supply chain management system is applicable for the:

- a) Procurement by Ndwedwe Local Municipality of all goods and services works.
- b) Selection of contractors to provide assistance in the provision of municipal services.
- c) Selection of external mechanisms for the provision of municipal services in circumstances contemplated in section 83 of the Local Government: Municipal Systems Act.
- d) Disposal of assets or goods no longer required.
- e) Letting or sale of Municipal property.

Ndwedwe Local Municipality approved its Supply Chain Management Policy in 2006 and amendments are effected whenever the need arises.

## SECTION J: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

### J1. INTRODUCTION AND POLICY CONTEXT

In South Africa, municipal performance management has its policy origins in the White Paper on Local Government. It proposed performance management together with the integrated development planning and public participation, as important tools central to the notion of developmental local government. The White Paper noted that, "Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritize the amount of time it takes a municipality to answer a query, others will prioritize the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is enhanced, and public trust in the local government system is enhanced".

### J2. LEGISLATIVE FRAMEWORK

In terms of Chapter 6, Section 38 of the Municipal Systems Act, of 2000, 'A municipality must (a) establish a performance management system that is:

- i) Commensurate with its resources;
- ii) Best suited to its circumstances; and
- iii) In line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan.

In 2001, the Minister for Provincial and Local Government published the Municipal Planning and Performance Management Regulations. These set out in more detail the requirements for municipal performance management systems.

### J3. NDWEDWE PMS

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

In line with the said legal requirement, this framework should be seen as a policy document that sets out:

- a) The requirements that the Ndwedwe Municipality's OPMS will need to fulfill;
- b) The principles that must inform its development and subsequent implementation;
- c) The preferred performance management model of the Municipality;
- d) The process by which the system will work;
- e) The delegation of responsibilities for different roles in the process; and-
- f) A plan for the implementation of the system.

Ndwedwe Municipality has completed its PMS framework and scorecards. There is now a need to conduct constant evaluation and monitoring of performance.

The municipality has established its **Performance Audit Committee** to ensure that it delivers on its targets.

## SECTION K: CONCLUSION

NDWEDWE Municipality has been successful to identify its major challenges, and how those challenges would be addressed in terms of strategic objectives. The financial resources are such that the municipality would not be able to address anytime soon all the challenges it faces. Consequently, the strategies are seen as having short to medium and long-term impact.

In order to ensure that the limited resources are directed to the areas where impact would be seen, the Municipality has identified key sectors of focus. Within these sectors, clear targets have been identified. The sectoral packaging that has been done by the municipality also guides sector departments in order to ensure proper alignment.

## SECTION L: APPENDICES

### L1. LAND USE MANAGEMENT SYSTEM

#### *L1.1 INTRODUCTION*

The land use management system refers to all the actions required by a Municipality to manage land and would include the Spatial Development Framework (SDF), Land Use Framework (LUF), Schemes, valuation and rating system, property registration, ownership and tenure, infrastructure and service provision, building regulations, health by-laws and building regulations.

The Ndwedwe Municipality has developed a land use management system in terms of the Municipal Systems Act, 32 of 2000. Due to capacity constraints within the Municipality, it was decided that a Pilot Scheme area be selected. As such five wards were identified for the implementation of the Scheme. The rest of the Municipality is covered by a LUF. A Land Use Framework is a mechanism to link the (SDF) referred to above to the Scheme. Its role is to guide the preparation of the Scheme and provide the Municipality with a tool to manage development whilst the detailed Scheme is being prepared. The overall objective of preparing the LUF is to provide a basis for preparing a Scheme.

#### *L1.2 LEGAL FRAMEWORK*

In terms of the Local Government Municipal Systems Act, (Act 32 of 2000), each Municipality must prepare an Integrated Development Plan (IDP) for their area of jurisdiction. A key component of an IDP is an SDF, which should include basic guidelines for a Land Use Management System.

#### *L1.4 PROGRESS WITH THE IMPLEMENTATION OF LUMS*

Currently, the draft LUMS only covers five 5 Wards which were originally earmarked as pilot project however, this draft was not approved. Funds are now available to prepare LUMS to cover the whole municipal area and the project to finalise LUMS is underway. For alignment purposes, the reviewed SDF already provides the sufficient basis for development of LUMS as well as alignment with EMF.

## L2. MUNICIPAL INFRASTRUCTURE INVESTMENT PLAN (MIIP)

### L2.1 PURPOSE OF MIIP

The MIIP aims to improve the municipality's infrastructure development. It has a role in guiding future development and management of the municipality in order to improve the efficient attainment of the municipality's goals.

The MIIP shows where Council should steer the budget for capital projects in the Ndwedwe Municipality over the short to medium term. As such, it is a catalogue of strategies and projects collated from the IDP and other departmental strategic initiatives within the municipality.

The purpose can be summarized as follows:

- i. To improve the municipality's service delivery through infrastructure and services that are planned, delivered, upgraded or managed in ways that support the municipality's vision and priorities;
- ii. Prioritization of projects and programmes;
- iii. To direct future public and private investment;
- iv. To bring about strategic alignment of capital projects;
- v. To make choices on service level options depending on settlement type and planning standards for facilities; and-
- vi. To cluster facilities so as to bring about the economies of scale

### L2.2 LEGISLATIVE AND POLICY FRAMEWORK

#### L2.2.1 NATIONAL SPATIAL DEVELOPMENT VISION

South Africa will become a nation in which investment in infrastructure and development programmes supports government's growth and development objectives by:

- i. Focusing economic growth and employment creation in areas where this is most effective and sustainable;
- ii. Supporting restructuring where possible to ensure greater competitiveness
- iii. Fostering development on the basis of local potential, and
- iv. Ensuring that development institutions are able to provide basic service needs throughout the country

The NSDP is clear in terms of outlining a principle based approach to public/infrastructure investment. The following principles espoused in the NSDP should guide the municipality's infrastructure decision-making processes:

- Government spending on fixed investment should be focused on places of economic growth and/or potential. This will attract private sector investment, stimulating sustainable economic activities, and creating employment opportunities

- Focus on people, not places in order to address past and current social inequalities. Places of high levels of poverty and development potential should receive fixed capital investment. In areas of low development potential and high levels of poverty, the development focus should be on providing social transfers, human resource development and labour market intelligence in order to capacitate people to access economic opportunities
- Future settlement and economic development opportunities should be channeled into activity corridors and nodes adjoining or linked to main growth centres. This will play a role in overcoming spatial distortions of apartheid

In simple terms this means that the focus of infrastructural development should be on places of economic potential. The SDF provides some guidelines in terms of the focal areas for fixed infrastructure development.

### **12.2.2 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)**

Having had regard to the NSDP and ASGI-SA principles, the Province of KZN has developed and adopted a PSEDS. PSEDS has been developed in order to achieve the objectives of ASGI-SA within the framework of the NSDP and PGDS. It therefore sets out to:

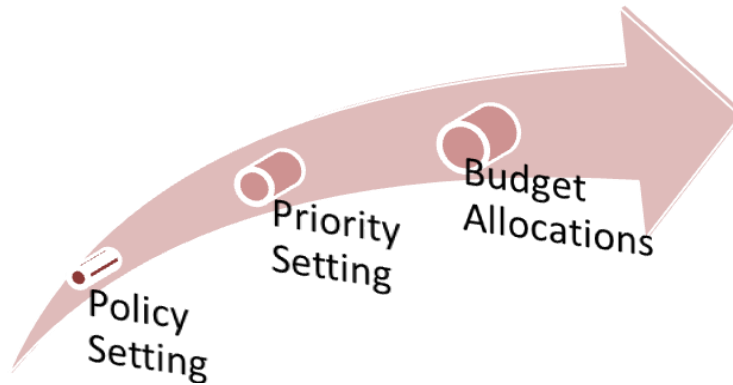
- Focus where government directs its investment and development initiatives to ensure sustainable and maximum impact (Massification)
- Capitalise on complementarities and facilities consistent and focused decision making
- Act as a tool to help government to move beyond mere focusing on integration and coordination procedures to establishing processes and mechanisms to bring about strategic coordination, interaction and alignment.

PSEDS focuses fixed infrastructure investments in areas of economic development potential (whether realised or dormant) and prioritises areas of greatest need based on poverty densities.

Based on the above, the PSEDS endeavours to identify main growth centres and related nodes and corridors. In the context of Ndwedwe the PSEDS identifies and prioritise as a secondary corridor (from a Province perspective) **Maphumulo-Ndwedwe-Dube Trade Port Corridor**. In terms of the PSEDP this corridor has a huge potential for (a) production of labour intensive, mass produced goods i.e. agriculture; (b) tourism. In terms of the nodes the PSEDS points to the fact that **Ndwedwe Village** must be strengthened as a service and agri-processing node linked to Dube Trade Port opportunities.

### ***L2.2.3 Capital Investment Framework (3 Year Plan)***

*THE 3 YEAR CAPITAL PLAN IS A CRITICAL COMPONENT OF THE INFRASTRUCTURE DEVELOPMENT PLAN AND IS FOUNDED ON THE FOLLOWING*



*LOGIC:*

The list of projects that were identified in the MIIP has now been incorporated into the attached Capital Investment Framework of the municipality. This confirms the fact that this plan should not only become relevant at some point in future, it should frame programmatic choices in the medium term to operational choices in the short term.

### L3. LOCAL ECONOMIC DEVELOPMENT

#### *L3.1 INTRODUCTION*

As a developmental approach, Local Economic Development (LED) is based on the central idea that local mobilization of actors and resources, building a convergence of interest around the competitive advantages of localities and building the capacity for economic actors to take up economic opportunities may arrest the damaging effects, and enable exploitation of the opportunities, created by new market conditions. The idea coincides with a global trend towards decentralization of powers from national to local government. It is also associated with the shift from interventionist to enabling forms of governance to promote development partnerships between local economic actors.

#### *L3.2 POLICY FRAMEWORK FOR LED*

National policy, as set out in the White Paper on Local Government, requires local government to pursue economic development mainly through the re – alignment of its core functions, mainly land use planning, service delivery, development and regulation. Its main economic role is to provide an enabling environment, rather than to take direct responsibility for economic growth and job creation.

➤ **Accelerated and Shared Growth Initiative for South Africa (ASGI-SA)**

To address the challenges of economic growth and poverty the National Government has adopted this framework which has emphasis on:

### **Increase investment**

This is to be promoted in the private sector through maintaining and improving the environment of investment growth (through moderate inflation, effective capital markets, revitalization of training institutions, technology incentives etc. Public sector investment will focus on public transport systems, ports and rail infrastructure and will involve private sector capacity through public private sector partnerships. Priority will also be given to health, education, road, housing, water and electricity infrastructure and services.

Critical success factors for such investment include improved alignment of local, regional and national investment plans and the streamlining of procedures for the registration of businesses.

### **Facilitating economic activity within the second economy**

There is a clear emphasis on increasing mobility between the formal and informal economy through measures such as skilling people in the informal sector, extending job creation and public services through the expanded public works programme, boosting micro-enterprise and providing more effective support programmes for land reform recipients and agriculturalists.

### **Social services income support and human development**

There is recognition that dependence on social security will not be diminished in the short term, prioritizing the need to improve delivery in these areas through improving the social grant system (in part through establishing a single Social Security Agency), the reorientation and overhaul of welfare services (and of partnerships with NGOs), the modernization of tertiary health services and the renewal of the primary school nutrition programme is critical.

### **Improving state capacity**

The above measures clearly depend on improved state capacity which is envisaged through:

- A support programme to improve municipal financial and economic planning;
- Measures to enable easier movement of civil servants between three spheres of government;
- Improve e-government capabilities and step up multi-purpose community centres and the use of community development workers;
- Extend M&E systems across government; and Reinforce Batho Pele principles;
- Improving remuneration of police and educators

## *L3.3 NDWEDWE LED*

### **L3.3.1 Description of Ndwedwe Economy**

There is no formally proclaimed town in Ndwedwe. The Municipality is currently working on formalizing Ndwedwe Village which is an area that is identified as a primary development node in the Spatial Development Framework as having potential to be developed as a town centre of the

Municipality. 68% of land is under the ownership of Ingonyama Trust and is characterized by subsistence farming and underdevelopment. The rest of the Municipal area is characterized by commercial agriculture mainly sugar cane farming.

The dominant sectors of the economy are: agriculture, tourism and services. There is a considerable amount of informal activities taking place in the area such as kaolin mining, subsistence agriculture and bead work.

### L3.3.2 Ndwedwe LED Strategy

The Municipality has developed and adopted the strategy. This strategy is aligned to the National, Provincial and District imperatives and targets in terms of economic development. In addition the strategy will respond to the developments taking place in the neighbouring municipalities, namely, eThekweni Municipality – Dube Trade Port and King Shaka International Airport.

The key objectives of the Ndwedwe strategy are to:

- Provide a detailed economic analysis with the specific aims of identifying key economic trends within the municipal area and to determine what sectors, commodities and stakeholders in the municipal area, are significant to its economic activity so as to enable identification of appropriate market interventions that will lead to economic development of the area;
- Provide an implementable LED Strategic Framework to guide the manner in which the Municipality in partnership with other local municipalities and various agencies, to promote and support sustainable economic development initiatives within its area of jurisdiction; and provide recommendations for the establishment and operationalisation of a structure within the municipality whose responsibility will be to drive LED initiatives.

**Below are specific strategic objectives for Ndwedwe LED:**

Table 25

STRATEGY	OBJECTIVES
<b>1. Capacity Building</b>	<ul style="list-style-type: none"> <li>■ To improve on the impact of government initiatives on local government of NDWEDWE Local Municipality</li> <li>■ To enhance Public-Private Partnerships in the development of the local economy</li> <li>■ To fully engage the local organizations in the process of economic development of NDWEDWE Local Municipality.</li> </ul>
<b>2. Development of BEE/SMME Strategy</b>	<ul style="list-style-type: none"> <li>■ To ensure engagement of BEE/SMME businesses in the local economic development process</li> <li>■ To facilitate information sharing between the BEE/SMME firms and the established businesses</li> <li>■ To fast track the development of small businesses in the banking sector</li> </ul>
<b>3. Development of tourism strategy</b>	<ul style="list-style-type: none"> <li>■ To ensure awareness of the tourism opportunities available at NDWEDWE Local Municipality</li> <li>■ To encourage both formal and informal</li> </ul>

STRATEGY	OBJECTIVES
	<p>investors in the tourism sector</p> <ul style="list-style-type: none"> <li>■ To exploit the existing tourism potential so as to attract tourists into NDWEDWE Local Municipality</li> </ul>
<b>4. Development of Agricultural Strategy</b>	<ul style="list-style-type: none"> <li>■ To link NDWEDWE Local producers to markets</li> <li>■ To increase agricultural productivity</li> <li>■ To diversity and increase agriculture and sound environmental management</li> </ul>
<b>5. Development of Commerce and Industrial Strategy</b>	<ul style="list-style-type: none"> <li>■ To facilitate the process of business establishment, maintenance and management of NDWEDWE Local Municipality</li> <li>■ To create local markets outlets</li> </ul>
<b>6. Development of Economic Strategy</b>	<ul style="list-style-type: none"> <li>■ To increase efficiency and accessibility</li> <li>■ To unlock communication channels</li> <li>■ To increase investment into NDWEDWE Local Municipality</li> <li>■ To retain income within the Local economy</li> </ul>
<b>7. Development of Information Availability Strategy</b>	<ul style="list-style-type: none"> <li>■ To monitor economic trends of NDWEDWE Local Municipality and produce up-to-date socio-economic information suitable for management and policy decisions for NDWEDWE Local Municipality</li> <li>■ To access information needs and set the priorities</li> <li>■ To ensure the availability of information systems</li> </ul>
<b>8. Development of HIV/AIDS and Poverty Alleviation Strategy</b>	<ul style="list-style-type: none"> <li>■ To identify the projects that are HIV/AIDS and poverty related</li> <li>■ To ensure the implementation of the NDWEDWE Local Municipality's poverty alleviation projects that would indirectly impact positively on HIV/AIDS and poverty alleviation projects</li> <li>■ To access funding for the implementation of the HIV/AIDS and poverty alleviation projects</li> </ul>
<b>9. To create institutional arrangements</b>	<ul style="list-style-type: none"> <li>■ To improve business service provision</li> <li>■ To monitor business service</li> <li>■ To improve accountability of the municipality</li> <li>■ To enforce Private-Public Partnerships</li> <li>■ To source enough funds for business establishment and operation.</li> </ul>

### L3.3.3 Current Initiatives

The Municipality is currently implementing the LED Strategy. Some LED Projects are indicated in the Capital Investment Framework attached herewith.

#### L3.3.3.1 Tourism Potential

In the recent Ilembe Growth and Development Summit which took place on 15 – 16 March 2007, it was resolved that tourism is one of the key sectors that the Municipality has to focus its attention to. During the development of the LED Strategy referred to above an investigation and analysis of the tourism opportunities that exist within the Municipality was conducted. These investigations indicated that there is potential for eco – tourism which has not been exploited yet which include cultural heritage and conservation.

In the next five years the Municipality will be focusing its attention on developing tourism potential of the following areas:

- i. Nhlankakazi Mountain
- ii. Loshe Indigenous Forest
- iii. Nsuze
- iv. Ndikimba Rock
- v. Mdibini and Gudwini

Dube Trade Port and King Shaka International Airport opportunities

There is an existing plan called “*Ndwedwe Action Plan in response to Dube TradePort*”. Some of the projects proposed in this Plan are currently being implemented e.g. KwaLoshe Tourism Project. There are further plans to source funding for other projects.

## L4. ENVIRONMENTAL MANAGEMENT

### L4.1 INTRODUCTION AND POLICY FRAMEWORK

Municipalities are the custodians of the environment of their area of jurisdiction. The environment provides many benefits to municipalities and their residents. A beautiful environment that provides recreational opportunities attract tourist to a municipality creating jobs for local residents and expanding opportunities for tourism businesses. A well – managed environment also provides a healthy and quality lifestyle for residents, protecting them from environmental health problems and increasing quality of life.

The policy framework that guides environmental management in South Africa is the White Paper on Environmental Management Policy (May 1998). The overarching goal of the policy is stated as “the intention is to move from the previous situation of unrestrained and environmental insensitive development to sustainable development with the aim of achieving an environmental sustainable economy in balance with ecological processes”.

#### *L4.2 LEGISLATIVE FRAMEWORK*

The National Environmental Management Act (NEMA), 107 of 1998 provides a framework for the integration of the environmental management activities of various spheres of government. In addition NEMA incorporates a principle requiring that decisions should be made taking into account the social, economic and environmental disadvantages.

#### *L4.3 DISTRICT INTEGRATED ENVIRONMENTAL PROGRAMME (IEP)*

The Ilembe District in partnership with the Department of Agriculture and Environmental Affairs has finalized the IEP for the District. The purpose of the IEP is to provide a Municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications.

#### *L4.3 NDWEDWE ENVIRONMENTAL MANAGEMENT FRAMEWORK*

The Municipality does not have a formal environmental management framework however the municipality has consolidated some strategies to inform the environmental element in the annexures list. Please refer to the table of contents. The Municipality is currently sourcing funds for EMF development .

#### *L4.4 CLIMATE CHANGE & COP 17*

Table 26 below highlights the energy used for lighting in Ilembe household and in its family of local municipalities. Suffice to emphasise those households in Ndwedwe and Maphumulo local municipalities significantly lag behind with only 28.8% and 34.8 having access to electricity.

*Table 26*

<b>Energy used for lighting (Source: Enterprise iLembe Economic Indicators, 2<sup>nd</sup> Quarter 2011 provided by Urban-Eco)</b>			
Percentage Contribution per household (for 2010)	Ilembe District Municipality	Ndwedwe Local Municipality	
Solar/other/unspecified	2.0%	7.8%	
Electricity access	63.1%	34.8%	
Gas usage	0.4%	0.4%	
Paraffin usage	2.0%	1.1%	
Candles usage	32.5	55.6	

Table 27: Environmental Project Matrix within the iLembe Region.

Key Impacts	Strategies	Focus Area	Projects	Ward No.	Budget (R)	Funding Source
Loss of indigenous, encroachment into IDM river system	Eradication of alien plants & planting of indigenous trees	Alien Clearance Wet Rehabilitation , Nursery Gardening	Lihlethemba wetland rehabilitation/Nursery	Ward 13	R367000	DAEAR D DEA
Loss of indigenous, encroachment into IDM river system	Eradication of alien plants	Alien Clearance	Sivuselela imvelo alien weed	Ward 2, 6 Ndwedwe	R5M	DEA
Loss of indigenous, encroachment into IDM river system	Eradication of alien plants	Alien Clearance	Mlamula Alien Clearance	Ward 4,5,6 Ndwedwe	R...	DAEAR D

## L5. DISASTER MANAGEMENT

### L5.1 INTRODUCTION

Almost every year hazards like floods, hailstorms, typhoons, snow, fires, drought, and disease hit parts of Ndwedwe Municipality. These disasters can kill and injure people, cause damage to their property and community facilities. It is against this background that it very important for Ndwedwe Municipality to have its arrangements in place for prevention, response and recovery. Discussions will be held with eThekweni Municipality for cooperation in this regard.

### L5.2 LEGISLATIVE FRAMEWORK

The main legislation relevant to disaster management is the Disaster Management Act, 57 of 2002. This Act is clear in terms of the responsibilities of District and Local Municipalities relating to Disaster Management.

The Act requires that:

- Each District Municipality / Metro establishes a policy framework for disaster management in consultation with the local municipalities, which is consistent with national frameworks;
- Each District Municipality must establish a disaster management centre; and
- Each Local Municipality must prepare and implement a disaster management plan.

The Act defines a disaster as a progressive or sudden, widespread or localized, natural or human – caused occurrence which:

a)	causes or threatens to cause:	
	i)	death, injury or disease
	ii)	damage to property, infrastructure or the environment; or
	iii)	disruption of the life of the community; and
b)	is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.	

### *L5.3 DISASTER MANAGEMENT PLAN*

In terms of sections 52 and 53 of Disaster Management Act, metro, district and local municipalities are each required to develop a plan. Furthermore section 26 of the Municipal Systems Act, 32 of 2000 requires that municipalities prepare a disaster management plan as part of their Integrated Development Plans.

The main focus of the plan includes the following:

- i. Collection of information of all possible disasters;
- ii. Identification/ classification of Risks / Hazards;
- iii. Identification of Primary Impacts;
- iv. Identification of Specific Vulnerable Communities
- v. Prioritization of Hazards/Risks;
- vi. Disaster Risk Preparedness Plans;
- vii. Disaster Risk Reduction Plans;
- viii. Training and Awareness for Key Stakeholders and Community;
- ix. And ways of Recovering from Disasters.

The Ndwedwe Municipality has finalised the development of the Disaster Management Plan. This Plan is linked to the Municipal IDP. It is going to be linked to the District Plan and Institutional Arrangements for disasters.

## **L6. HOUSING SECTOR PLAN**

### *L6.1 INTRODUCTION*

According to Statistics SA (2001), housing backlogs in Ndwedwe Municipality is at 70%. Current housing type throughout the Municipality comprises largely of traditional rural dwellings, occurring in dispersed and sparse pockets on traditional authority land. There are no well developed urban centres in Ndwedwe. As such the Municipality is in the process of establishing a town centre which should provide for a range of housing stock such as middle income to low income housing.

The Municipality has developed the Housing Development Plan. The purpose of the plan is to enable the Municipality to strategically plan housing development within its area of jurisdiction in order to

ensure that sustainable housing projects are implemented. The plan will also assist the Department of Housing in terms of distribution of funding. Necessarily, the Municipal plan will inform both the National and Provincial Housing Development Plans. The Plan focus on the following areas:

- i. Current Housing Situation;
- ii. Current Housing Demand;
- iii. Land Identification;
- iv. Planned Projects;
- v. Integration with other Sectors;
- vi. Spatial Development Framework;
- vii. Performance Measurement; and
- viii. Housing Institutional Framework

Whilst the housing delivery remains an important mission, the municipality is currently not geared to manage its own housing projects. The municipality has now a dedicated Housing Unit to manage housing matters.

## L6.2 CONCLUSION

The Draft Housing Sector has been finalised. The next step is to ensure that all the projects that are proposed are properly packaged.

## L7: STATUS OF SECTOR PLANS

Sector Plan	Status
1. Environmental Management Plan	➤ In Place
2. LED Plan	➤ In place
3. Disaster Management Plan	➤ In Place
4. Housing Plan	➤ In place
5. Transport Plan	➤ Not developed
6. LUMS	➤ Under review
7. SDF	➤ Under review
8. Infrastructure Development Plan	➤ In place
9. Tourism Plan	➤ In Place
10. Agriculture Development Plan	➤ In Place

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