

NEWCASTLE MUNICIPALITY



DRAFT ANNUAL REPORT 2020/2021



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1. CHAPTER 1 MAYORS FOREWARD AND EXECUTIVE SUMMARY

1.1. COMPONENT A MAYORS FOREWARD

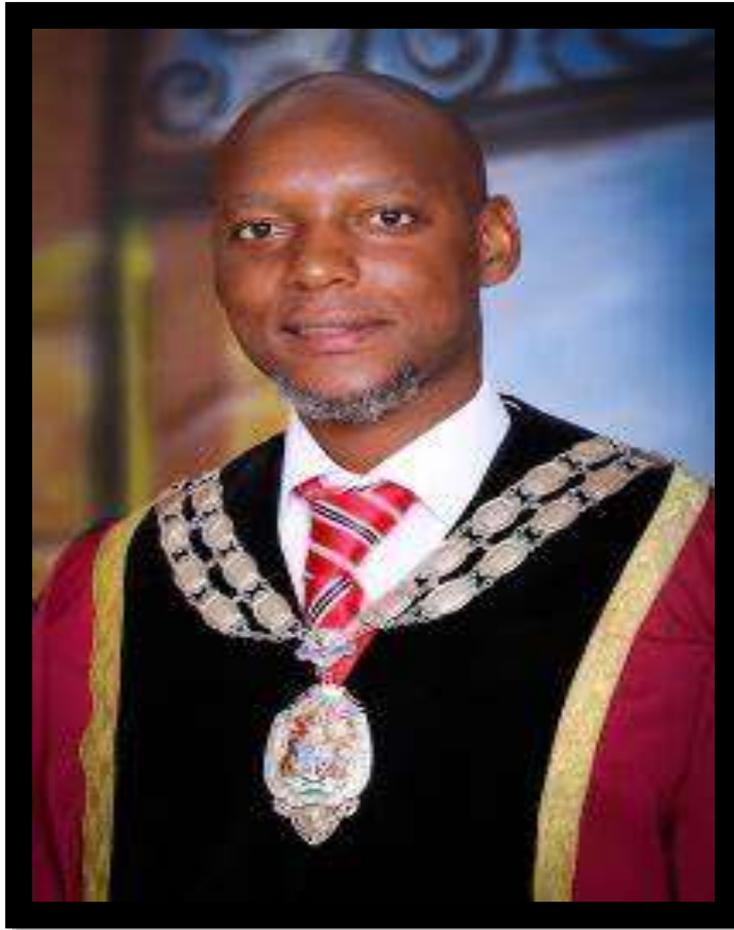


Figure 1 NEWCASTLE MAYOR - CLLR DR NNG MAHLABA

Fellow residents and stakeholders, I present to you the 2020/2021 Draft Annual Report for Newcastle Municipality. The purpose of the Annual Report is to provide the community with a credible, reliable, and accurate assessment of the municipality's progress towards achieving the municipality's vision that ***"BY 2035, NEWCASTLE WILL BE A RESILIENT AND ECONOMICALLY VIBRANT CITY, PROMOTING SERVICE EXCELLENCE TO ITS CITIZENS."***

Newcastle Municipality has developed a set of strategic objectives that are aligned to the national and provincial strategic focus areas and goals. This is intended to guide directorates within the municipality to develop departmental business plans with specific deliverables and targets to give effect to the strategic objectives of Council, which are:

- Sound Financial Management/Viability (incl. Debt collection and management).
- Improved access to basic service delivery (i.e., water, sanitation, electricity, housing, waste removal).
- Local Economic Development (eradication of poverty and unemployment).

- Improved quality of roads and storm-water infrastructure (including sidewalks).
- Environmental sustainability (environmental conservation/management).
- Accelerated Municipal Transformation and Corporate Development.
- Improved access to public facilities (including educational facilities – provincial mandate).
- Improved community safety.
- Improved access to basic health services (NB: provincial mandate); and
- Improved access to land (including Land Reform).

These strategic objectives are aligned to the Provincial Growth and Development Strategy, the National Development Plan, the National Spatial Development Perspective and the National Key Performance Areas. Newcastle Municipality's Integrated Development Plan (IDP) is designed to create a town that is inclusive, innovative and inspired.

Over the last financial year, we continued on our path of ensuring solid governance at Newcastle Municipality supported by a competent administration. Our governance structures function optimally, we have an independent audit committee and have institutionalised risk management at Newcastle Municipality. We have been decisive in fighting fraud and corruption at Newcastle Municipality and one of our key achievements was the opening of the fraud hotline that serves as a platform through which employees, suppliers, contractors and other third parties can report irregular activities, free from fear of victimization or repercussions.

The financial status of the municipality and the global Corona Virus pandemic continued to pose as a challenge to Newcastle Municipality, however the employees of Newcastle Municipality continued to work relentlessly in ensuring service delivery to the community. Through the management of the Acting Municipal Manager, the municipality established a task team to address all service delivery issues reported, thus ensuring that 100% of all potholes, water, sanitation, refuse removal, grass cutting, illegal refuse disposal and electricity complaints were addressed.

The municipality constructed 214 new houses with access to water, sanitation and refuse removal. In line with the Indigent Policy, 8287 households were provided with free basic water, electricity, sanitation and refuse removal. Access to water and sanitation is a basic human need as a municipality we were determined to provide basic water and sanitation facilities to our community and constructed 958 new VIP toilets in various wards in Newcastle East and installed 6 water standpipes in ward 12 and P46. We have been determined to ensure the provision and maintenance of safe roads and effective storm water infrastructure. Residents and stakeholders can visibly see that the municipality has resealed 3,42km of roads in various parts of Newcastle, re-graveled 1km of road at Mndozo Clinic, upgraded 0,78km of road from gravel to blacktop at MF55 and upgraded 0,801km of road from gravel to blacktop at MD35.

To stimulate economic growth in Newcastle and eradicate unemployment the municipality created 702 jobs through the Expanded Public Works Program and trained 60 small, medium and macro enterprises (SMME's). We believe that one income can change the lives and

opportunities for an entire household. As part of a stimulus to increase investment in Newcastle, the municipality is currently implementing major infrastructure projects that will unlock new property development and sustainable human settlements. The Medical Precinct and the Upgrade of the Human Resource Building for Unisa are projects that are implemented to achieve the same.

Newcastle Municipality values the inputs from the community and stakeholders in the decision making of the municipality. The community is consulted through the Integrated Development Planning Representative Forum (IDPRF), Budget/IDP/PMS roadshows, mayoral Imbizos, ward committees, special programmes, the municipal website and radio broadcasts.

National Government is currently coordinating the entirety of our country towards the implementation of the District Development Model (DDM). The DDM is a feasible Intergovernmental Relations (IGR) machinery to allow the government spheres to function collectively. This collective, will enable the government to work with stakeholders and communities in making sure that there is one plan and budgeting. Thus, increasing positive impact to the livelihoods of the people. Currently Newcastle Municipality is working with KZN Cooperative Governance and Traditional Affairs (COGTA) towards implementation of the DDM.

In terms of Section 56/57 of The Local Government Municipal Systems Act 32 of 2000, all Strategic Executive Directors (SED's) and the Acting Municipal Manager have signed performance agreements with Newcastle Municipality. The performance agreement includes an employment contract and a performance plan that is linked to the Top-Layer Service Delivery Budget Implementation Plan (TLSDBIP), budget and IDP. Consequence management and disciplinary action will be implemented for employees that cause the municipality to incur any irregular, fruitless and wasteful expenditure and fail to abide by the legislation and policies that are applicable to Newcastle Municipality.

The Annual Report is a method of providing accountability to the community and stakeholders regarding the work that has been done by municipality during the 2020/2021 financial year. Fellow residents and stakeholders, it gives me great pleasure to present the achievements noted in this report are all visible, verifiable and more importantly positively impacted lives of our people. We acknowledge that there were projects that were not completed but the municipality will develop a turnaround plan to ensure that those projects will be completed in the 2021/2022 financial year and that the municipality continue to work towards achieving the vision of 2030 that will be followed by the next term of Council.



Cllr DR NNG MAHLABA
MAYOR OF NEWCASTLE

21-01-2022

DATE:

1.2. COMPONENT B EXECUTIVE SUMMARY

1.3 MUNICIPAL MANAGERS OVERVIEW



Figure 2 ACTING MUNICIPAL MANAGER – MR VISH GOVENDER

In terms Section 55 of The Local Government Municipal Systems Act 32 of 2000, the Accounting Officer, as the Head of Administration, must oversee the execution and implementation of all council policies, plans and applicable legislation to local government, furthermore in terms of Section 121 of The Local Government: Municipal Finance Management Act 56 of 2003, the municipality is required to compile an Annual Report. The Annual Report provides the community with a credible, reliable, and accurate assessment of the municipality's progress in achieving its goals as set out in the Integrated Development Plan (IDP).

The mandate of Newcastle Municipality is to implement the Objectives and Strategies of the IDP and monitoring the implementation of the same through the Top-Layer Service Delivery Budget Implementation Plan (TLSDBIP). The 2020/2021 IDP for Newcastle Municipality has been noted by KZN COGTA as one the top ten most improved IDP's in the province. Furthermore, KZN COGTA has also noted 100% alignment of the IDP and Top-layer Service Delivery Budget Implementation Plan (TLSBDIP).

Newcastle Municipality has made massive strides towards achieving the objectives as specified in the IDP and aligned to the TLSDBIP. As at the end of June 2021 the municipality achieved 73% of all planned targets on the TLSDBIP. The municipality has improved performance by 27% since the 2019/2020 financial year. This is a clear indication that Newcastle Municipality is dedicated towards service delivery. The following performance achievements were made by the municipality:

- Council approved the Delegations Policy on the 31st of March 2021. All Section 56/57 employees signed the Delegations of Authority as per the approved Policy. This policy was not reviewed for the last 3 years.
- Change management – The municipality has developed a disciplined approach in financial management and performance information.
- Tender process in progress for the appointment of a forensic investigator for the investigation of 2017/2018, 2018/2019 and 2019/2020 UIFW expenditure.
- Forensic reports tabled at Council on financial mismanagement of projects.
- Financial recovery plan in place to reduce the financial deficit.
- Implementation of an action plan to address Material Irregularities raised by the Auditor-General.
- Task Team was established to ensure that all reported service delivery issues are addressed (potholes, water, sewer, electricity, refuse removal)
- Communications strategy approved.
- Council approved the Anti-fraud and Corruption Policy. The Municipality uses the National hotline for reporting of fraud.
- Weekly on-site visits by the Acting Municipal Manager to all infrastructure projects.
- The municipal has kept up with the Eskom payment plan and the current Eskom account.
- The municipality has developed and implemented an AG action plan to respond to AG findings.
- All performance agreements for section 56/57 employees were signed and submitted to the MEC's office.
- Functional Council Committees. MPAC and audit committees are operational.
- In-house internal audit and risk units are operational.
- More transparent reporting to Council and Council Committees on financial and performance information to enable better decision making.
- 100% compliance with Back to Basic reporting.
- Improved support and working relationship from intergovernmental reporting structures.
- Implementation of the strategic turnaround plan for performance information.
- Cost containment policy implemented
- 214 new households with access to water, sanitation and refuse removal were constructed through the housing programme
- As a caring municipality we've given 8287 indigent households free basic water, electricity, sanitation and refuse removal. This is yet another clear indication that this municipality understands the daily struggles faced by many of our residents, in particular the unemployed and previously disadvantaged.
- 26 residential sites have been advertised for sale this will increase property development in Newcastle

- 702 EPWP jobs were created to eradicate unemployment
- The municipality has done training for 60 SMMEs with the intention of providing small business owners with skills to efficiently run their businesses
- 111 title deeds have been transferred through the EEDBS program. A majority of these beneficiaries are first time homeowners.
- 3,42 km's of roads have been resealed within the jurisdiction of Newcastle Municipality.
- 1 km of road was light graded / gravelled at Mndozo Clinic
- 100% implementation of the water and electricity maintenance plan was implemented with the intention of maintaining the existing infrastructure and preventing unplanned electricity outages and reducing burst pipes
- The municipality purchased 10 recycle bins
- Constructed 70 speedhumps to ensure community access to safe roads
- Upgraded 0,78km of road from gravel to blacktop for MF55
- Upgraded 0,801km of road from gravel to blacktop for MD35
- Completed 0,75 Km's of the sub-base layer for MF18 & MF19
- Completed 0,714 Km's of the sub-base layer for MF69, 7,10
- Completed 0,375 Km's of the sub-base layer for MC13
- Completed 0,52 Km's of the sub-base layer for OA27
- Purchased 16,3885 Hectors of land for development
- Constructed 2,6km of water pipeline for Soul City
- Installed 6 standpipes in ward 12 and P46 completed.
- Processed 100% of all plans received by the municipality within the statutory timeframes
- Processed 100% of all business permits/informal trade permits within the statutory timeframe

The financial position of the municipality is challenging due to the low collection rate that is a result of the covid-19 pandemic, high unemployment rate in Newcastle and outstanding debt by consumers, businesses and other government departments. A Debt Collector has been appointed and the municipality with the support of COGTA is engaging all government departments that owe the municipality to establish the reasons for non-payment and mechanisms to be put in place to address these issues. We have started a process of engaging the schools for non-payment of services and have implemented water restriction should we not have feedback within a specified period of time.

Water-losses unfortunately remains high and has not reduced despite the implementation of projects that were intended to reduce water losses. Ageing infrastructure has resulted in a higher number of burst pipes that contributes to water loss. It must also be noted that the greater part of Newcastle East is still not billed for water.

Newcastle Municipality has a functional Internal Audit Unit and Audit Committee. All financial, Risk and Performance Reports are submitted every quarter to the Audit Committee and Municipal Public Accounts Committee (MPAC). The Auditor General opinion for the 2020/2021

financial year was unqualified with findings. The municipality will develop an AG action plan and continue to work towards achieving a clean audit.

As the Acting Accounting Officer, I acknowledge that there are planned targets on the TLSDBIP that were not achieved, each target not achieved has a recommended corrective action and the same will be monitored by the Monitoring and Evaluation Unit.

If we serious about service delivery, we all need to firstly have one common goal of service delivery and hold each other accountable into daily tasks and hold each other accountable into daily tasks. Furthermore, consequence management and basic work etiquette should be of the highest authority. The vision of Newcastle Municipality is: ***"By 2035, Newcastle will be a resilient and economically vibrant city, promoting service excellence to its citizens."*** this vision can only be achieved with appropriate planning, monitoring, implementation and evaluation.



MR V GOVENDER
ACTING MUNICIPAL MANAGER
NEWCASTLE MUNICIPALITY

DATE: 06-01-2022

1.4 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Newcastle ranks 2nd largest the local municipality with the highest number of people when compared to other local municipalities, with the highest being the Msunduzi Local Municipality. The population of Newcastle is spread unevenly over 34 wards as per the outcomes of the ward delimitation process by the Demarcation Board, marking a 3 wards increase.

Newcastle Local Municipality is one of the three local municipalities that make up Amajuba District Municipality, with the others being Dannhauser and eMadlangeni Local Municipalities. It is located on the North-Western part of the KwaZulu-Natal Province and borders onto Free State and Mpumalanga Provinces to the West and North respectively. The local municipalities of eMadlangeni and Dannhauser are located along the Eastern and Southern boundaries of Newcastle. Spatially Newcastle covers an area of approximately 1 854km² in extent. A high majority of the people (80%) within Newcastle reside within the Newcastle East area, which is predominantly township and semi-rural areas characterised by a general lack of adequate infrastructure.



Figure 3 Location of Newcastle in the Amajuba District

Over the last few years, Newcastle Municipality has gone through a process of fundamental transformation as an organisation with the intention of developing sufficient organisational capacity for an effective performance with respect to municipal functions.

There are huge backlogs in the delivery of basic services (electricity, water, sanitation) within the Newcastle-East area (Johnstown, Blauwbosch and Cavan), Madadeni and Osizweni townships as well as the surrounding rural settlements located within the vicinity of the Ubuhlebomzinyathi area. There are also challenges with the maintenance and development of basic road and storm-water infrastructure particularly within the Newcastle-East area. In order to address the backlogs in service delivery the municipality has rolled out specific capital projects towards basic service delivery particularly within the Madadeni, Osizweni and the JBC area including the surrounding rural settlements. To ensure that the current and future infrastructure is maintained within the municipality's intends on developing a Comprehensive

Infrastructure Master Plan. To address to demand for water consumption in relation to the growing population the municipality’s plans to Construction of a new raw water source in order to improve access to potable water. Newcastle Municipality is currently in the process of Upgrading the Wastewater Collection and Treatment Facility at Madadeni to increase the capacity for sanitation services.

As a Municipality, we are directing all our efforts towards achieving Newcastle Municipality’s vision *that “BY 2035, NEWCASTLE WILL BE A RESILIENT AND ECONOMICALLY VIBRANT CITY, PROMOTING SERVICE EXCELLENCE TO ITS CITIZENS.”* Our Mandate as Newcastle Municipality is guided by The Integrated Development Plan (IDP) which is informed by engagements with the community and stakeholders. Our resolve is based on servicing our communities in all areas of Newcastle with access to water.

Council has made tremendous strides towards achieving its objective in all six Key Performance Areas (KPA’s). The six Key Performance Areas (KPA’s) as specified in the IDP is as follows:

- Basic Services
- Cross Cutting
- Local Economic Development
- Good Government
- Financial viability
- Municipal Transformation and Institutional Development

The mandate for Newcastle Municipality is guided by The Constitution of South Africa, Local Government Municipal Legislation, the National Development Plan (NDP), the Provincial Growth and Development Strategy (PGDS), the IDP for Newcastle Municipality, policies and by-laws that govern Local Government.

The official government figures reflected in the 2011 census data, overlaid onto the 2016 boundaries to align with the recent ward delimitation by the Demarcation Board, estimates the total population of the Newcastle Local Municipality to be 363 236 people. This marks a population increase of 0.87% per annum between 2001 and 2011. A further look into historical data shows that the growth rate has decreased slightly when compared to that of the period 1996 to 2001 whereby the population increased by 2.93% per annum. The decrease is highly attributed to the global recession experienced in the year 2008 which resulted in a decrease in direct foreign investments hence implications on job security.

Table 1 Population Growth and Density

2016					
District	Population Size	% Share of KZN Population	% Share of Amajuba Population	Area in Square km	Population Density (ppl/km ²)
KwaZulu-Natal	11 065 240			93 378	118.5
Amajuba	531 327	4.8		6 921	76.8

Newcastle	389 117	3.6	73.3	1 689	235.7
Emadlangeni	36 869	0.3	6.9	3 714	9.9
Dannhauser	105 341	0.3	19.8	1 518	69.4

Community Survey 2016

This trend is a characteristic of the whole district with municipalities such as Dannhauser recording a negative growth rate between 2001 and 2011. However, even though there was a decrease in the growth rate within the period 2001 to 2011, the population growth rate in Newcastle remains higher than that of the district average which is 0.66%, hence making Newcastle the fastest growing municipality in the district in terms of population size. Newcastle accounts for 73% of the district population, 20% and 7% for Dannhauser and Emadlangeni Municipalities respectively.

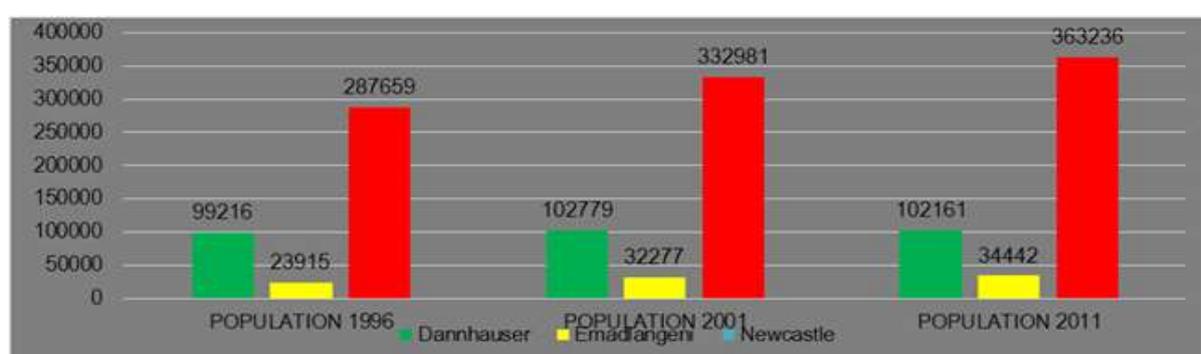


Figure 4 Population size

Household Size.

Similarly, Newcastle accounts for most of the households found within Amajuba District. This is consistent with the population distribution which suggests that most of the population within the district resides in the Newcastle Local Municipal area. The average household size is 4.3 people who suggest a slight decline in average household size from the one recorded in the year 2001.

Table 2 NUMBER OF HOUSEHOLDS IN NEWCASTLE

2016						
	Male	%	Female	%	Grand Total	% share of households in ADM
Amajuba	60 547	51.6	56 709	48.4	117 256	
Newcastle	46 824	51.8	43 523	48.2	90 347	77.0
Emadlangeni	3 648	54.7	3 019	45.3	6 667	5.5
Dannhauser	10 075	49.8	10 167	50.2	20 242	17.5

Source: 2016 Community Survey.

The number of households headed by women has increased from 45.1% in 2001 to 47.5% in 2011, and this is in line with the district average of 47.6%. This read together with the relative

decline in population growth rate suggests an increasing level of circular migration coupled with an increasing breakdown in extended and compounded households.

The location of the wards listed as being amongst the top 10 wards with the lowest concentration of the households is mainly within the Newcastle East Area.

Age Structure.

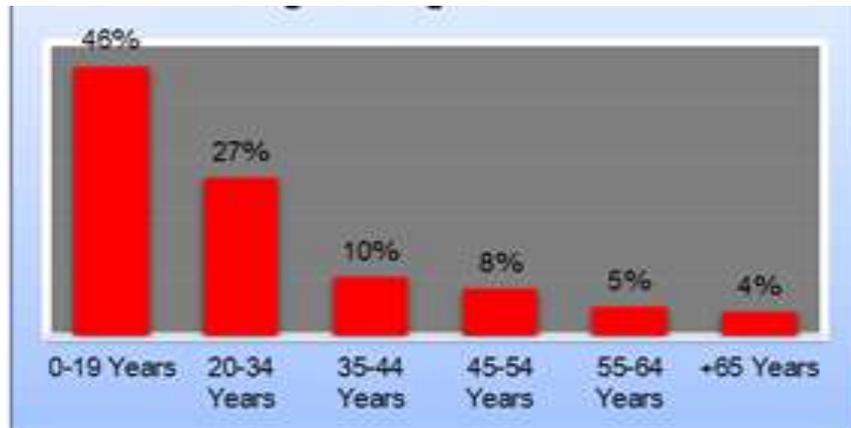


Figure 5 AGE STRUCTURE

Newcastle's population is relatively young with 46% of the total population being younger than 19 years of age, and the age group between 20- and 34-years accounting for 27% of the of the total population. Collectively the youth in Newcastle (0 – 34 years) makes up 71% of the total population, and this places immense pressure on the provision of educational facilities, social welfare, health services and the stimulation of the economy to provide job opportunities and economic development. Also implied by the young population is that there is still a relatively high dependency ratio. The emigration of the youth and economically active population implies an increasing need for both recreational and educational facilities (i.e., shopping malls and institutes of higher learning) locally, and places more pressure on the need for employment opportunities.

Gender Distribution.

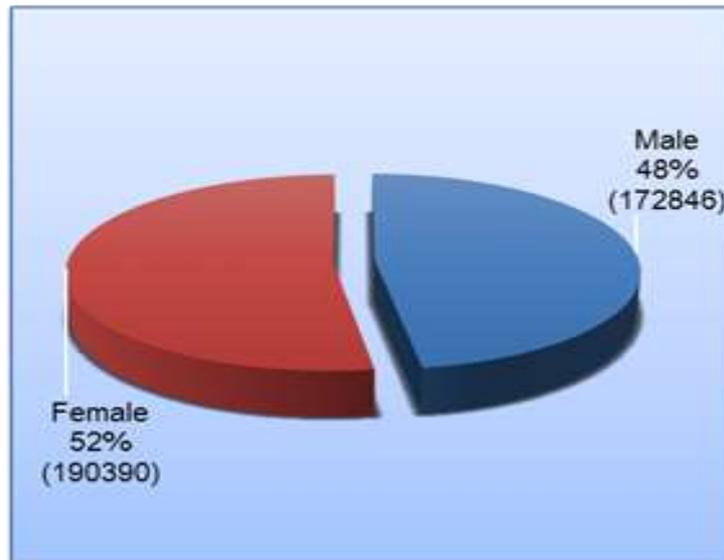


Figure 6 GENDER DISTRIBUTION

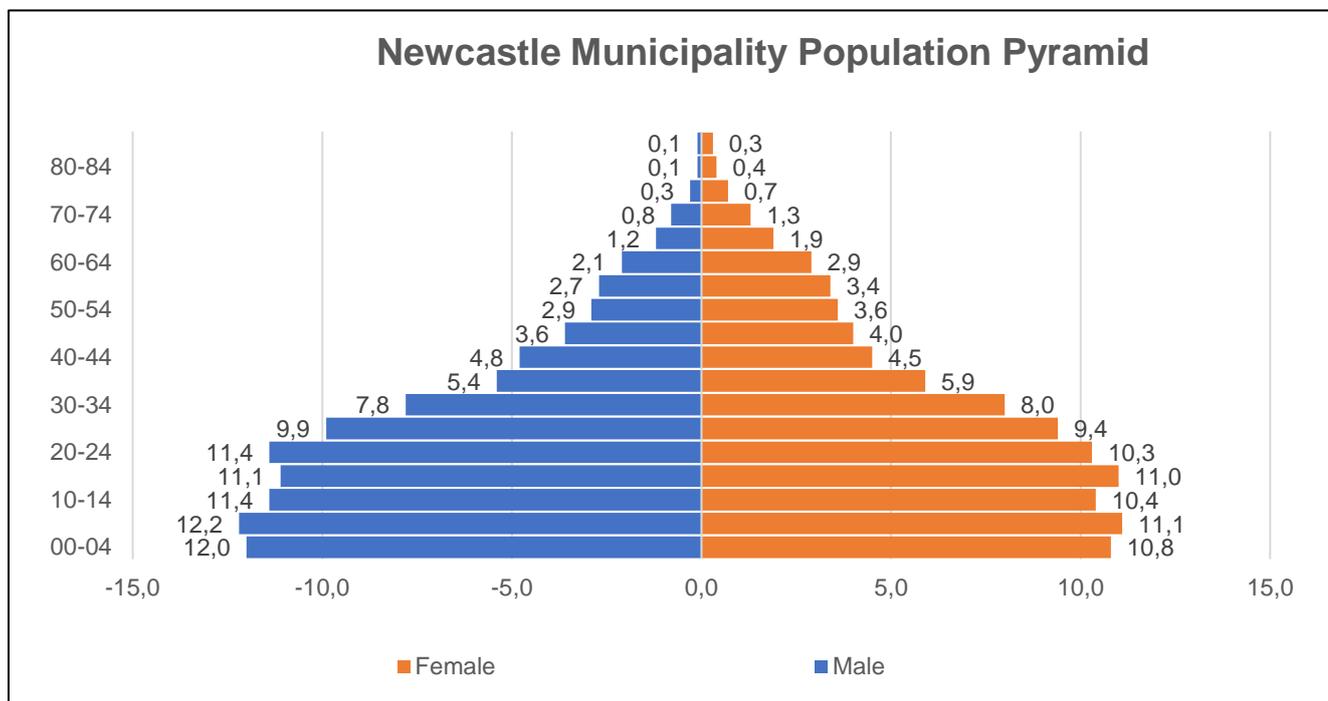
Regarding gender distribution within the Newcastle municipal area, 52% of the total population is female while males account for the remaining 48%. This observed trend in gender distribution conforms to the National norm. Due to such, there is a need for programmes specifically targeted towards gender equity. In response to this, Newcastle Municipality has prioritized gender issues as part of its Special Programmes. It is imperative that specific projects and programmes aligned to the National Program should be developed and rolled out in line with the municipal program of action.

HIV/Aids

The HIV and AIDS pandemic has had a profound impact on both the quality of life of communities and families and on the economy. Several initiatives have been implemented through the National Department of Health to combat the current epidemic; however major challenges remain. The number of AIDS related deaths is estimated to increase at an average annual growth rate of 8.7% per Annum. This highlights the severity of the current situation and the need for interventions that target and attempt to address these HIV/AIDS challenges.

Newcastle Municipality has established an HIV AIDS Forum in Osizweni, Madadeni, Blawbosch, Charlestown and the Inner-City zones. The chairperson of the Local HIV/Aids Council was the Mayor of Newcastle. The Forum has monthly meetings in all zones and annually hosts the Worlds Aids Campaign.

DEMOGRAPHICS AND SOCIO-ECONOMIC CHARACTERISTICS OF THE MUNICIPALITY



	Male	Female	Grand Total
00-04	22386	21889	44275
05-09	22776	22613	45389
10-14	21144	21056	42200
15-19	20748	22319	43067
20-24	21193	20818	42011
25-29	18498	19013	37511
30-34	14607	16298	30905
35-39	10130	12038	22168
40-44	8882	9205	18087
45-49	6795	8150	14944
50-54	5379	7384	12763
55-59	4945	6879	11824
60-64	3981	5796	9777
65-69	2277	3889	6166
70-74	1490	2720	4210
75-79	619	1519	2138
80-84	212	747	959
85+	184	538	722
Grand Total	186246	202871	389117

1.5 SERVICE DELIVERY OVERVIEW

Newcastle Municipality increased the number of households with access to water by 214 households during the 2020/2021 financial year. The total number of formal households with access to water is currently 50701. Newcastle Municipality installed 958 new VIP toilets for residents in Newcastle East and provided a further 214 new households with access to sanitation through Housing program. The total number of formal households with access to sanitation as at the end of June 2021 are 51659. There were no new households were connected to electricity for the 2020/2021 financial year. The energising of houses was not completed due to defects identified in the Normandien and Blauwbosch electrification projects. The municipality has already developed a rural electrification recovery plan to ensure that the planned households will be connected during the 2021/2022 financial year. The Municipality built a total of 214 new houses for the community and transferred 111 title-deeds to the community. Newcastle Municipality supplies residents with water by purchasing water from the municipal entity, Uthukela Water. Uthukela Water provided the municipality with a total of uninterrupted water supply for the 2020/2021 financial year. Newcastle Municipality provided free basic water, sanitation, refuse removal and electricity to 8287 households through the Indigent Policy.

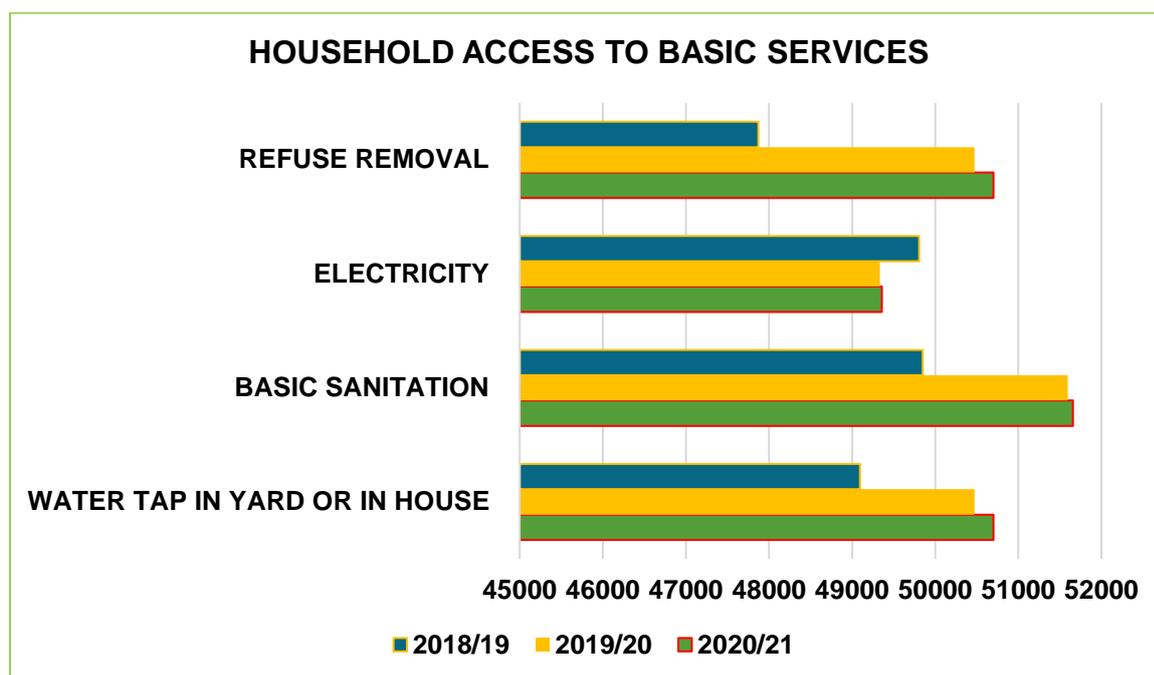


Figure 7 BASIC SERVICES TO FORMAL HOUSEHOLDS IN NEWCASTLE

Table 3 CHALLENGES AND RECOMMENDATIONS FOR SERVICE DELIVERY

DEVELOPMENT CHALLENGES	RECOMMENDATION
<p>There are huge backlogs in the delivery of basic services (electricity, water, sanitation) within the Newcastle-East area (Johnstown, Blauwbosch and Cavan), Madadeni and Osizweni townships as well as the surrounding rural settlements located within the *vicinity of the Ubuhlebomzinyathi area.</p>	<ul style="list-style-type: none"> - Improved roll-out of projects towards basic service delivery particularly within the Madadeni, Osizweni and the JBC area including the surrounding rural settlements. - To develop a Comprehensive Infrastructure Master Plan. - Construction of a new raw water source in order to improve access to potable water. - Upgrade Wastewater Collection and Treatment Facilities.
<p>Challenges with the maintenance and development of basic road and storm-water infrastructure particularly within the Newcastle-East area.</p>	<ul style="list-style-type: none"> - Roads and Stormwater Master Plan. - Improved roll-out of capital program towards basic road infrastructure particular within the Newcastle-East area.
<p>Poor condition of public facilities and a general lack of the required tools and equipment for effective delivery of the related services. i.e. schools, clinics, community halls, early childhood education centres, the library etc.</p>	<ul style="list-style-type: none"> - Improve access to public facilities through refurbishment of the related infrastructure. - Introduction of new technology in order to improve access i.e. outdoor gym equipment, ICT systems within libraries etc.
<p>A huge housing backlog due to a large number of people in Newcastle residing in informal settlements, backyard shacks and poorly developed traditional housing structures.</p>	<ul style="list-style-type: none"> - Improved roll-out of the housing program in order to meet the housing demand. - Introduction of Community Residential Units (CRUs). - Provision of affordable housing opportunities for middle income to address the gap in the market. - Servicing of sites for people to build their own homes.

1.6 FINANCIAL HEALTH OVERVIEW

DEVELOPMENT CHALLENGES	RECOMMENDATION
Inadequate revenue collection systems within the municipality.	<ul style="list-style-type: none"> - Introduction of new technology towards improving revenue collection .i.e. water smart meters, prepaid electricity. - Strategic support and assistance to industry.
Low recovery of amounts owed for rendering of municipal services from consumer debtors.	<ul style="list-style-type: none"> - Outstanding accounts with no queries to be forwarded to the respective consumers for making the necessary payment arrangements. - Indigent verification. - Capacitation of staff and field workers.
Lack of procedures to enforce recovery of debts or follow-up on outstanding amounts.	<ul style="list-style-type: none"> - Appointment of field workers. - Investigate the possible use of a service provider for meter reading as compared to performing the function in-house.
Lack of advice to Council on revenue enhancement mechanisms.	<ul style="list-style-type: none"> - Updated financial plan. - Capacity building towards revenue enhancement and the related mechanisms.

1.7 AUDITOR GENERAL REPORT FOR THE 2020'21 FINANCIAL YEAR

FINANCIAL YEAR	AUDITOR GENERAL OPINION
2020/2021	Unqualified with findings
2019/2020	Unqualified with findings
2018/2019	Unqualified with Findings
2017/2018	Unqualified with Findings

STRATEGIES TO ADDRESS AUDIT ISSUES

- ▶ Budget funding plan – deficit eliminated by Financial Year 2023/2024
- ▶ Cost containment measures
- ▶ Strategy to curb unauthorized, irregular, wasteful and fruitless expenditure

- ▶ Debt collection - service provider appointed to collect old debts
- ▶ WCDM Plan – to reduce water losses
- ▶ Restructuring and additional reviews

1.8 STATUTORY ANNUAL REPORT PROCESS

The Statutory Annual Report process for 2020/21 is aligned to the National Treasury Municipal Finance Management Act 56, of 2003, Circular 32

Table 4 STATUTORY ANNUAL REPORT PROCESS

PRESCRIBED DATES	ACTIONS	MFMA (MSA)	RESPONSIBILITY OF
31 August	Submit municipality's AFS to Auditor-General	S126(1)(a)	Municipal Manager
31 August	Submit municipal entity AFS to parent municipality and to Auditor-General	S126(2)	Municipal Entity Accounting Officer
30 September	Submit consolidated AFS to Auditor-General (municipalities and entities)	S126(1)(b)	Municipal Manager
31 October and quarterly thereafter	Auditor-General submits to Parliament and the provincial legislature names of any municipalities, which have failed or continue to fail to submit AFS.	S133(2)	Auditor-General
Within three months of receiving AFS (30 November or 31 December)	Audit report returned to Municipal Manager	S126(3)	Auditor-General
On receipt of audit report	Municipality must address any issues raised by the Auditor-General and prepare action plans to address issues and include these in annual report. Provide copy of report to Audit Committee.	S131(1)	Municipal Manager. Mayor must ensure compliance by municipality
31 December	Entity submits annual report to Municipal Manager	S127(1)	Municipal Entity Accounting Officer

PRESCRIBED DATES	ACTIONS	MFMA (MSA)	RESPONSIBILITY OF
31 January	Annual Reports of municipality and entities tabled in Council	S127(2)	Mayor
Immediately after annual report is tabled	Annual report made public and local community invited to submit representations	S127(5)(a) (MSA) - S21A and B	Municipal Manager
Immediately after annual report is tabled	Annual report submitted to Auditor-General, relevant provincial treasury and provincial department responsible for local government in the province.	S127(5)(b)	Municipal Manager
When meetings held to discuss the annual report	Attend meetings to respond to questions concerning the report	S129(2)(a)	Accounting Officer of municipality and entity
Following meetings to discuss the annual report	Submit copies of minutes of the meetings to the Auditor-General, provincial treasury and provincial department responsible for local government	S129(2)(b)	Accounting Officer of municipality and entity
Within two months of report being tabled (31 March)	Council to have considered the annual report and adopted an oversight report	S129(1)	Council
Within seven days of adoption of oversight report	Make public the oversight report	S129(3) S21A-MSA	Accounting Officer
Within seven days of adoption of oversight report	Submit to the provincial legislature, the annual report of municipality and entities and the oversight reports on those annual reports.	S132(1) & (2)	Accounting Officer
As necessary	Monitor compliance with submission of reports to provincial legislature	S132(3)	MEC for local government in the province

PRESCRIBED DATES	ACTIONS	MFMA (MSA)	RESPONSIBILITY OF
Within 60 days of receiving annual reports	Report to provincial legislature any omissions by municipalities in addressing issues raised by the Auditor-General.	S131(2)	MEC for local government in the province
Annually	Report to Parliament on actions taken by MEC's for local government to address issues raised by Auditor-General on municipal and entity AFS	S134	Cabinet member responsible for local government

2. CHAPTER 2 GOVERNANCE

INTRODUCTION

Newcastle Municipality is a developmental local government structure that is committed to working with its citizens and organised interest groups to find sustainable ways to meet their social, economic and material needs in order to improve the quality of their lives. This assertion complements the right of communities to participate in the decisions that affect development in their respective areas, and a corresponding duty on the municipality to encourage community participation in matters of local governance. The Municipality achieves this goal mainly through Ward Committee structures and a variety of other measures designed to foster open, transparent and consultative municipal governance.

To a certain degree, the functionality and effectiveness of the ward committees remains a challenge. Some of these are not unique to Newcastle Municipality as they relate to the design of the ward committee system as well as the procedures for their operation, report back mechanism from the municipality, including the payment of out-of-pocket expenses. As such, they are systemic in nature and should be addressed as part of government programmes to deepen democracy. Synergistic relations should also be strengthened with the business community, farmers associations, organised labour and other stakeholders

2.1. COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community. The Local Government Municipal Systems Act section 53 to 56 stipulates roles and responsibilities of political structures, political office bearers and the Municipal Manager, as well as the appointment of Municipal Manager and Managers accountable directly to Municipal Managers.

2.2. POLITICAL GOVERNANCE

2.3 POLITICAL GOVERNANCE

The Newcastle Municipality is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998.

The Local Government Municipal Finance Management Act 56 of 2000, Section 52 (a) states, the mayor must provide general political guidance over the fiscal and financial affairs of the municipality. The municipality functions under the Collective Executive system, consisting of 9 members. The mayor is elected from the Executive Committee. The Council has five Portfolio Standing Committees, with members of the Executive Committee serving as Chairpersons and Deputy Chairpersons.

There is an Audit Committee that provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee on the Annual Report. There is also a Municipal Public Accounts Committee (MPAC) which is an Oversight Committee comprised of 12 non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report.

THE STATUTORY FUNCTIONS OF THE EXECUTIVE COMMITTEE ARE AS FOLLOWS: -

- a) Reviews the performance of the municipality to improve:
 - i) The economy, efficiency, and effectiveness of the municipality.
 - ii) The efficiency of credit control and revenue and debt collection services; and
 - iii) The implementation of the municipalities by laws
- b) Monitors the management of the municipality's administration in accordance with the policy directions of the municipal council (output monitoring).
- c) oversees the provision of services to communities in the municipality in a sustainable manner.
- d) Reports on the involvement of communities and community organizations in the affairs of the municipality.
- e) Considers recommendations on the alignment of the IDP and the budget received from the relevant councillors.

f) Ensures that regard is given to public views and reports on the effect of consultation on the decisions of the council

g) Makes recommendations to council regarding:

i) The adoption of the estimates of revenue and expenditure, as well as capital budgets and other imposition of rates and other taxes, levies, and duties.

ii) The passing of by-laws; and policies

iii) The raising of loans

iv) Approval or amendment of IDP

v) Appointment and conditions of services of Municipal Manager and heads of departments

h) Deals with any other matters referred to it by council and submits recommendations thereon for consideration by council.

i) Attends to and deals with all matters delegated to it by council in terms of the Systems Act.

j) appoints a chairperson/s from the members of the Executive Committee, for any committee established by council in terms of section 80 of the Structures Act to assist the Executive Committee.

k) Delegates to any powers and duties of the Executive Committee to any Section 80 committee.

l) Varies or revokes any decisions taken by section 80 committee subject to vested rights.

m) Develop strategies, programmes, and services to address priority needs of the municipality through the IDP and estimates of revenue and expenditure, taking into account any applicable national and provincial plans and submits a report to, and recommendations thereon, to the council.

n) Subject to applicable legislation, recommends or determines the best methods, including partnerships and other approaches to deliver services, programmes, and projects to the maximum benefit of the community.

o) Identifies and develop criteria in terms of which progress in the implementation of services, programmes, and objectives to address the priority needs of the municipality can be evaluated, which includes key performance indicators which are specific to the municipality and common to local government in general.

p) Manages the development of the performance management system, assigns responsibilities in this regard to the Municipal Manger and submit the proposed performance management system to council for consideration.

q) Monitors progress against the said key performance indicators

r) Receives and considers reports from committees in accordance with the directives as stipulated by the executive Committee.

s) Elects a chairperson to preside at meetings if both the Mayor and Deputy Mayor are absent from a meeting in the event of there being a quorum present at such a meeting if the mayor failed to designate a member of executive Committee (EXCO) in writing to act as Mayor.

t) Considers appeals from a person whose rights are affected by decision of the municipal manager in terms of delegated powers, provided that the decision reached by this committee may not retract any rights that may have accrued because of the original decision.

u) Reports, in writing, to the municipal council on all decisions taken by EXCO at the next ordinary council meeting.

Portfolio committees are established in terms Section 80 of The Local Government Municipal Structures Act no 117 of 1998. The portfolio committees are aligned to the macro structure of the municipality as follows:

- Portfolio Standing Committee: Budget and Treasury Office
- Portfolio Standing Committee: Community Services
- Portfolio Standing Committee: Corporate Services
- Portfolio Standing Committee: Development Planning and Human Settlements
- Portfolio Standing Committee: Technical Services

EXECUTIVE COMMITTEE FOR NEWCASTLE MUNICIPALITY

Councillor Dr	N	N	G	Mahlaba
Councillor	E	J	C	Cronje

Councillor	R	M	Molelekoa
Councillor	S	E	Shabangu
Councillor	M		Shunmugam
Councillor	V	V	Bam
Councillor	S	B	Buthelezi
Councillor	R	N	Mdluli
Councillor	T	M	Nzuza

**Refer to the pictures below.*

2.4 COUNCILORS

The Council consists of 67 councillors of which 10 are full-time councillors. Of the 67 councillors, 34 are ward elected councillors with the remaining 33 elected as proportional representation councillors. Refer to table below with a full list of Councillors including committee allocations and attendance at council meetings. Refer to Appendix A which sets out committees and committee purposes.

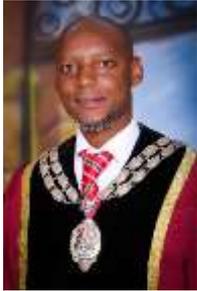
Political Party	W A R D	Portfolio Standing Committee	E X C O	SURNAME	NAME
IFP 8/2016	PR	Corporate Services Deputy Chairperson	E X C O	BAM (MS) 	Vuselwa Veronica
VFP 8/201	PR	Finance		BOSMAN 	Lourens Lemmer

Political Party	W A R D	Portfolio Standing Committee	E X C O	SURNAME	NAME
AZAPO 8/2016	PR	Finance		BUHALI 	Mduuzi Victor
EFF 3/2017	PR	Community Services		BUTHELEZI (MS) 	Sombu Bellinah
DA 8/2016	2	Community Services Deputy Chairperson	E X C O	CRONJE (Ms) 	Elizabeth Johanna Cecelia
ANC 8/2016	31	Corporate Services		DANISA 	Thembinkosi Johan Christopher

Political Party	WARD	Portfolio Standing Committee	EXCO	SURNAME	NAME
ANC 8/2016	1	Corporate Services		DLADLA 	Xolani Nkosinathi Mike
ANC 8/2016	26	MPAC Chairperson		DLAMINI 	Bongumusa Schriener
EFF 6/2019	PR	MPAC		DLAMINI 	Theminkosi Nkosinathi
IFP 8/2016	PR	Technical Services		DUBE 	David Xolni
ANC	PR	Corporate Services		DUKASHE (Ms) 	Nokuthula Possia

Political Party	W A R D	Portfolio Standing Committee	E X C O	SURNAME	NAME
9/2019					
ANC 8/2016	32	Development and Planning		GAMA (Ms) 	Fikile Phamela
EFF 8/2016	PR	Corporate Services		HADEBE (Ms) 	Victoria Fikile
ANC 8/2016	28	Community Services		KHOZA 	Ally
ANC 8/2016	7	Technical Services		KHUMALO (MS) 	Bawinile Vierah

Political Party	WARD	Portfolio Standing Committee	EXCO	SURNAME	NAME
ANC 4/2019	PR	Finance		KHUMALO (MS) 	Phindile Joyce
ANC 8/2016	8	Technical Services		KUBEKA 	Vukile Derick
IFP 8/2016	PR	Development and Planning		LIU 	Chuan-Yi

Political Party	WARD	Portfolio Standing Committee	EXCO	SURNAME	NAME
ANC	PR	Finance Chairperson	EXCO	MAHLABA MAYOR 	Nkululeko Ntuthuko Godfrey
ANC	11	Technical Services		MAJOZI (MS) 	Nokuthula Kheslina
IFP	PR	Corporate Services		MALINGA (MS) 	Fikile Angel

Political Party	WARD	Portfolio Standing Committee	EXCO	SURNAME	NAME
DA 8/2016	PR	Technical Services		MBULI 	Albert Mfana
ANC 8/2016	13	Corporate Services Chairperson	EXCO	MDLULI (MS) 	Racheal Ncini
DA 8/2016	4	MPAC		MEIRI 	Albertus Pieter

ANC 8/2016	19	MPAC		MIYA (MS) 	Simphiwe Goodness
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ANC	30	Finance		MKHWANAZI (MS) 	Happiness Nosiphiwo
8/2016					
ANC	34	Finance		MKHWANAZI (MS) 	Thabisile Princess
8/2016					
IFP	PR	MPAC		MLANGENI 	Mkhulu Samuel
8/2016					
ANC	22	Development and Planning		MNGOMEZULU 	Sizwe William
3/2019					

ANC 8/2016	18	Technical Services		MNGUNI (MS)  CHIEF WHIP	Nomusa Grace
DA 5/2019	PR	Development and Planning		MOKOENA 	Andrew Sizwe
ANC 8/2016	21	Development and Planning		MOLEFE (MS) 	Mildred Vangile
ANC 8/2016	12	Technical Services Chairperson	E X C O	MOLELEKOA DEPUTY MAYOR 	Reuben Moses
PRM 9/2019	PR	Technical Services		MSEZANE (Ms)	Xoli Membry

ANC	29	Development and Planning		MTHEMBU (MS) 	Mirriam Vangile
8/2016					
Indep	23	Corporate Services		MWALI 	Prince Blessing
5/2017					
ANC	PR	Development and Planning		MZIMA (MS) 	Vuyiswa Persinia
8/2016					
ANC	15	Community Services		NDABA 	Thobani Mphumuzi
8/2016					

IFP 8/2016	PR	Community Services	NDIMA 	Reginald Bhekumndeni
ANC 8/2016	27	Development and Planning	NDLANGAMANDLA 	Stanley Sibusiso
DA 8/2016	PR	Finance	NDLOVU 	Muziwensizwa Stanley
EFF 8/2016	PR	Development and Planning	NDLOVU (MS) 	Pertunia Fundiswa
ANC 8/2016	25	Finance	NGCOBO 	Mqapheleni Epharaim
ANC	9	MPAC	NGEMA 	Bhekuyise Cyril

8/2016					
ANC	PR	Community Services		NGEMA (MS)	Dudu Renete
8/2016					
ANC	16	MPAC		NGWENYA	David
8/2016					

IFP	PR	Development and Planning		NHLAPHO (Ms)	Christine Lahliwe
8/2016					
ANC	10	Technical Services		NHLAPHO	S'khumbuzo Julius
8/2016					

DA 8/2016	PR	Corporate Services		NKWANAZI 	Jacob Bongani
IFP 8/2016	PR	Finance	E X C O	NZUZA 	Thamsanqo Maxwell
ANC 8/2016	24	Community Services Chairperson	E X C O	SHABANGU 	Skhumbuzo Emmanuel
ANC 8/2016	3	Development and Planning Chairperson	E X C O	SHUNMUGAM 	Matthew
ANC 8/2016	17	MPAC		SIBILWANE (MS) 	Deanah Maria

ANC 8/2016	20	MPAC		SIKHOSANE (MS) 	Lamlile Truelove
ANC 9/2019	PR	Corporate Services		SITHOLE (MS) 	Jabulile Sarah
ANC 8/2016	33	Community Services		THWALA 	Greaterman Mbongiseni Bhekithemba
ANC 8/2016	5	MPAC		THWALA (MS) 	Lindiwe Goodness

EEF 8/2016	PR	Technical Services Deputy Chairperson	E X C O	THWALA 	Shedrack Musanwenkosi
IFP 8/2016	PR	Finance		VORSTER 	(Dr) Jacobus Adriaan
ANC 8/2016	PR			YENDE (Ms) SPEAKER 	Samukelisiwe Anette
ANC 8/2016	14	Corporate Services		ZIKHALI 	Mandla Flep
ANC 10/2018	PR	MPAC		ZONDO 	Vuyani Gift

IFP 8/2016	PR	Community Services		ZULU (Ms) 	Nanazi Saraphina
RLP 8/2016	PR	Community Services		ZULU 	Simbini Joseph
ANC 12/2016	6	Finance		ZULU 	Siphosakhe Zithulele
IFP 8/2016	PR	MPAC		ZULU 	Thengi Moses
ANC 8/2016	PR	Community Services		ZWANE 	Nkosinathi Aubrey
		Traditional Leader		KUBHEKA	Cosmos Sowela

		Traditional Leader		RADEBE	Balungile Salgracia
		Traditional Leader		KHUMALO 	Bantu David

POLITICAL DECISION-MAKING

To maximise administrative and operational efficiency, all powers subject to section 32 of the Local Government: Municipal Structures Act 1998, not otherwise delegated, have been delegated to the Executive Committee excluding the following: -

- Approval of an Integrated Development Plan
- Passing of by-laws
- Approval of budgets
- Imposition of rates and other taxes, levies, and duties
- Raising of loans

Portfolio committees are established in terms of S80 of Structure Act. The portfolio committees are aligned to the macro structure of the municipality as follows:

- Portfolio Standing Committee: Budget and Treasury Office
- Portfolio Standing Committee: Community Services
- Portfolio Standing Committee: Corporate Services
- Portfolio Standing Committee: Development Planning and Human Settlements
- Portfolio Standing Committee: Technical Services

2.5 ADMINISTRATIVE GOVERNANCE

The Local Government Municipal Finance Management Act 56 of 2000, Section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality. Newcastle Municipality consists of six departments, each department is headed by a Strategic Executive Directors (SED) and each SED reports directly to the Acting Municipal Manager. Newcastle Municipality has an in-house Internal Audit Unit that is headed by the Chief Audit Executive, that reports to the Municipal Manager and the Audit Committee Chairperson, The Chief Audit Executive, and all Strategic Executive Directors (SED's) are Section 57 employees, and the Accounting Officer is a Section 56 Employee. The Accounting Officer of Newcastle Municipality reports to the Mayor of Newcastle. The Administrative Structure and Political Structure of Newcastle Municipality work together however the administrative structure is under the responsibility and control of the Municipal Manager, the two structures do not interfere with their respective functions.

The six departments at Newcastle Municipality are:

- Office of The Municipal Manager
- The Budget and Treasury Office
- Community Services Department
- Corporate Services Department
- Development Planning and Human Settlements
- Technical Services



All Section 57 Employees report directly to the Municipal Manager/Accounting Officer. In terms of Section 79 of The Local Government Municipal Finance Management Act 56 of 2003 the Municipal Manager delegates responsibilities to the Section 57 Employees to maximize administrative and operational efficiency and provide adequate checks and balances in the municipality's financial administration. The municipality has an Internal Audit Unit, Communications Unit and Executive Support Unit that is managed directly by the Municipal Manager

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Council meetings	6	10	10	8	11
Special Council meetings	7	5	11	6	7
Executive Committee meetings	9	11	10	9	11
Special Exco meetings	21	23	22	22	22
N°. of reports considered by Exco	301	339	290	234	273
N°. of resolutions formulated	243	252	200	70	175
N°. of recommendations to Council	69	87	90	164	98

ANALYSIS OF MEETINGS

2.6 COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.7 INTERGOVERNMENTAL RELATIONS

It is critical to note that ward committees are the members of the war room. There are three structures in Operation Sukuma Sakhe (OSS) namely:

- ✓ War room (Ward Councillor is the Champion, the chairperson is elected)
- ✓ Local Task Team (The Local Mayor is the Champion; the chairperson is elected)
- ✓ District Task Team (The District Mayor is the Champion; the chairperson is elected)

The DDM is a feasible Intergovernmental Relations (IGR) machinery to allow the government spheres to function collectively. This collective, will enable the government to work with stakeholders and communities in making sure that there is one plan and budgeting. Thus, increasing positive impact to the livelihoods of the people.

THE OBJECTIVES OF THE DISTRICT DEVELOPMENT MODEL:

- ✓ Implement a feasible intergovernmental relations machinery to collectively strategize, budget and execute. The motto is “One District, One Plan and One Budget”.
- ✓ Establish rapport between government and citizens through strengthened coordination at ward, local and district levels.
- ✓ Coordinate integrated service delivery response to tripartite challenges predominantly amongst target groups namely women, people with

- disabilities, youth, children, senior citizens, people with HIV/AIDS and men.
- ✓ Reinforce monitoring and evaluation at all levels of government.
 - ✓ Strengthen government capacity to strategically support municipalities.
 - ✓ Ensure that there is equilibrium on interventions for rural and urban areas.
 - ✓ Execute unbiased oversight over projects and budgets in an ethical manner.
 - ✓ Ensure gender budget sensitivity, based on the ward need analysis.

Based on these objectives, it is clear that the DDM is crafted to improve Cooperative Governance to ensure a Developmental State. It embraces the shift from compliance to impact-oriented zone. This will enforce professional ethics as enshrined in Section 195 of the South African Constitution, Act 106 of 1996.

THE INSTITUTIONALISATION OF THE DISTRICT DEVELOPMENT MODEL

The Political Hub is championed by the Mayor, whereas the Technical Hub is led by the Municipal Manager. There are four clusters namely Social, Governance, Justice and Economic.

Each municipality in the District is responsible for a different cluster as follows:

- ✓ Newcastle Municipality : Social Cluster
- ✓ Emalangeneni Local Municipality : Governance Cluster
- ✓ Dannhauser Local Municipality : Justice Cluster
- ✓ Amajuba District Municipality : Economic Cluster

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

The Local Government Municipal Systems Act 32 of 2003, Section 17 (2): requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (1): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18 (a) - (d): requires a municipality to supply its community with information concerning municipal governance, management, and development.

Newcastle municipality has established a Municipal Public Accounts Committee (MPAC) to oversee the expenditure and accountability for public funds entrusted to the municipality. The 12 members of MPAC are as follows:

- | | | | | | |
|---|------------|---|-----|---------|-------------|
| 1 | Councillor | : | B S | Dlamini | Chairperson |
| 2 | Councillor | : | T N | Dlamini | |
| 3 | Councillor | : | A P | Meiring | |

4	Councillor	:	S G	Miya
5	Councillor	:	M S	Mlangeni
6	Councillor	:	B C	Ngema
7	Councillor	:	D	Ngwenya
8	Councillor	:	D M	Sibilwane
9	Councillor	:	L T	Sikhosane
10	Councillor	:	L G	Thwala
11	Councillor	:	V G	Zondo
12	Councillor	:	T M	Zulu

2.8 PUBLIC MEETING

Newcastle Municipality has established ward committees for each ward within the jurisdiction of Newcastle Municipality. The ward committee members and ward councillors represent the interests of the community and monthly ward committee meetings are convened to ensure that the needs and concerns of the community are communicated to the municipality and addressed timeously and efficiently. The ward committee structure is guided by 2 (two) policy documents, namely: Ward Committee Establishment and Operational Policy and the Ward Committee Operational Plan.

There are ten (10) ward members per ward with a ward Councillor as the 11th member and leader of the structure. Each ward committee selects a secretary to assist the committee with admin who also gets to sit on the Secretaries Forum monthly, for the purpose of receiving administrative support with public participation. Furthermore, the rest of the ward members are part of numerous Portfolio Committees namely, Infrastructure and Services, Local Economic Development and Social Development. This serves to assist the ward members with interacting with relevant departments on service delivery issues.

Chapter 5, Section 25 (1) of The Local Government Municipal Systems Act No. 32 of 2000 indicates that: *“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which: -*

- a) *Links integrates and coordinates plans and considers proposals for the development of the municipality.*

- b) *Aligns the resources and capacity of the municipality with the implementation of the plan.*
- c) *Complies with the provisions of this Chapter; and*
- d) *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”*

The IDP informs the budget and Service Delivery Budget Implementation Plans (SDBIP's). The IDP is informed by the community's needs and infrastructure demands and refurbishment. The Mayor Newcastle Municipality consults each ward for input and comments on the IDP, budget and Performance Management Reporting. In addition to the above the other functional public participation structures of the municipality are:

- IDP Representative Forum
- Planning Co-ordination committee
- AFLED and Sub-structure (Agriculture, Tourism, Industry)
- ICT Co-ordination Forum
- GIS Co-ordination Forum
- District wide Sector Plans
- Traditional Leaders
- Landowners – JBC Steering Committee
- Ward Committee Structures - 34 wards
- Transport Forum
- Civic Structures
- District Public Participation Forum

WARD COMMITTEES

The key purpose of Ward Committees is to be a formal communication channel between the community and the council, they serve as the communication for the entire ward and giving the community a channel to lodge their complaints. The major issues that the ward committee system has dealt with during the year assisting internal and external departments with services delivery during this pandemic period.

WARD COMMITTEE MEETINGS FOR 2020/21

Table 5 PUBLIC MEETINGS

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
1	Cllr. X.N. Dladla	Public meeting	1	3	300	Water, electricity, Road, RDP house, toilets, infrastructure, service delivery.
2	Cllr. E.J. Cronje	Public meeting	1	1	20	Indigents, service delivery, rates
3	Cllr. M. Shunmugam	Public meeting	1	2	60	Indigents, service delivery, rates
4	Cllr. A.P. Meiring	Public meeting	1	1	16	Indigents, service delivery, rates
5	Cllr. L.G. Thwala	Public meeting	1	3	120	Water, electricity, Road, RDP house, toilets, service delivery, crime.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
6	Cllr. S.Z. Zulu	Public meeting	1	3	300	Water, electricity, Road, RDP house, toilets, service delivery.
7	Cllr. B.V. Khumalo	Public meeting	1	3	180	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
8	Cllr. V.D. Kubheka	Public meeting	1	3	220	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
9	Cllr. B.C. Ngema	Public meeting	1	3	300	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
10	Cllr. S.J. Nhlapho	Public meeting	1	3	250	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
11	Cllr. N.K. Majози	Public meeting	1	3	250	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
12	Cllr. R.M. Molelekoa	Public meeting	1	3	260	Water, electricity, Road, RDP house, toilets, service delivery, crime.
13	Cllr. R.N. Mdluli	Public meeting	1	3	180	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
14	Cllr. M.F. Zikhali	Public meeting	1	3	200	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
15	Cllr. T.M. Ndaba	Public meeting	1	3	230	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
16	Cllr. D. Ngwenya	Public meeting	1	3	160	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
17	Cllr. D.M. Sibiloane	Public meeting	1	3	190	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
18	Cllr. N.G. Mnguni	Public meeting	1	3	200	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
19	Cllr. S.G. Miya	Public meeting	1	3	200	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
20	Cllr. L.T. Sikhosane	Public meeting	1	3	300	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
21	Cllr. M.V. Molefe	Public meeting	1	3	200	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
22	Cllr. S.W. Mngomezulu	Public meeting	1	3	240	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
23	Cllr. P.B. Mwali	Public meeting	1	3	250	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
24	Cllr. S.E. Shabangu	Public meeting	1	3	280	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
25	Cllr. M.E. Ngcobo	Public meeting	1	3	120	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
26	Cllr. B.S. Dlamini	Public meeting	1	3	250	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
27	Cllr. S.S. Ndlangamandla	Public meeting	1	3	220	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
28	Cllr. A. Khoza	Public meeting	1	3	280	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
29	Cllr. M.V. Mthembu	Public meeting	1	3	260	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
30	Cllr. H.N. Mkhwanazi	Public meeting	1	3	300	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
31	Cllr. T.J.C. Danisa	Public meeting	1	3	260	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.
32	Cllr. F.P. Gama	Public meeting	1	3	280	Water, electricity, Road, RDP house, toilets, service delivery, crime.
33	Cllr. G.M.B. Thwala	Public meeting	1	3	220	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

Ward No.	Ward Councilors	Nature and purpose of meeting	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)
34	Cllr. T.P. Mkhwanazi	Public meeting	1	3	260	Water, electricity, Road, RDP house, toilets, service delivery, crime, indigents.

ADMINISTRATIVE SUPPORT TO THE FUNCTIONALITY OF WARD COMMITTEES

Table 6 WARD COMMITTEE SUPPORT

PROGRAMME	INTENDED OUTCOME	YEAR
District Public Participation Forum (DPPF)	It's part of Intergovernmental relation among the Local municipality district and COGTA aimed at discussing the Public Participation programs.	Quarterly
Rapid Response meeting	Is to ensure that the protest level is minimized as possible, also to address the issues that arises from the community which might lead to disruption of services.	31 August 2020 01 June 2021
Provincial Public Participation Steering Committee (PPPSC)	Is coordinated by CoGTA where all local municipalities throughout the KZN province meet to discuss the Public Participation matters.	23 November 2020
Zonal Meetings	It is a Public Participation program which aims at giving all municipality departments an opportunity to report back on their service delivery activities to 340 ward committee members.	19-22 October 2020 21-28 June 2021
CoCGA verification process	It is a tool that is aimed at ensuring that ward committee structure is functional and effective as per legislative requirement.	Quarterly

PROGRAMME	INTENDED OUTCOME	YEAR
Ward Committee Policy Induction	It's part of skills development aim at strengthening democracy as well as functionality of ward committees.	24-06 September 2020
Public Participation Portfolio Committee	Intended to give a specific ward committee member an opportunity to meet with the relative departments with the municipality with the aim of accelerating services delivery issues and attended to issues that has been raised by the community.	07-10 June 2021
Constituency meetings	Are coordinated by the office of the Speaker with the aim of consulting, involving, partnering, and informing the public on all municipality programs that relates to the service delivery.	09 June 2021
Ward Committee meetings	Meet on the monthly basis to discuss the ward governance matters.	Every month
Secretaries Forum meetings	It's a structure that meets on the monthly basis for submitting the sectoral reports as well as to obtain the relevant information and Public Participation programs.	02 October 2020 05 March 2021
Annual meetings "Imbizo" Event	340 ward committee members meet on an annual basis where the mayor deliver a Municipal Annual Report the ward committee structure.	26-27 November 2020

PROGRAMME	INTENDED OUTCOME	YEAR
Ward Councilors quarterly meetings	Coordinated by the Speaker with the intention to assist the ward councilors in addressing challenges that they encounter in their ward.	30 October 2020 09 April 2021

2.9 IDP PARTICIPATION AND ALIGNMENT

Table 7 IDP PARTICIPATION AND ALIGNMENT CRITERIA

IDP Participation and Alignment Criteria	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes

IDP Participation and Alignment Criteria	Yes/No
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

2.10 RISK MANAGEMENT

Section 62 (1) (c) (i) of The Local Government Municipal Finance Management Act 56 of 2000 assigns an extensive responsibility to the Accounting Officer/Municipal Manager to take all reasonable steps to ensure that the Municipality has and maintains effective, efficient, and transparent systems of risk management and internal controls. Risk management policy of Newcastle Municipality as approved by the council further extends responsibility to all Municipal officials to implement effective systems of risk management within their areas of responsibility. Accordingly, the Risk Management Unit is established in the Office of the Municipal Manager.

In accordance with the requirements of The Local Government Municipal FMA, the annual risk assessment was conducted during the June 2020 through intensive door-to-door departmental sessions and risk assessment workshops. The annual risk assessment covered both strategic and operational risks of the Municipality, fraud and corruption risks were also identified in both strategic and operational levels.

A detailed risk register was developed comprised of both strategic and operational risks with the top 15 risks being prioritized by management. All identified risks were grouped into specific risk categories to get a more manageable risk register with greater possibility to overview risks, followed by the rating of the risks and controls. Intervention measures were incorporated into the Risk Register through actions plans with clear time frames and assigning of responsibilities to relevant process owners and risk owners.

THE TOP FIVE RISKS IDENTIFIED FOR 2020/21 WERE:

1. Lack of Financial Viability of the municipality due to increase in debtor collection days, high percentage of debt impairment and water losses.
2. Non adoption of funded budget (budget deficit) due to cash flow problems

3. Low collection rates due to faulty and unmetered stands and areas in which services are not billed.
4. High frequency of infrastructural failure.
5. Poor economic outlook due to lack of funding and closure of the industries.

PURPOSE OF RISK MANAGEMENT PLAN

The purpose of this document is to outline the enterprise risk management implementation plan.

OBJECTIVE OF THE RISK MANAGEMENT PLAN

The objective of the enterprise risk management implementation plan for the Newcastle Municipality is to give effect towards the implementation of the risk management policy and strategy by setting out all risk management activities planned for the 2020/21 financial year.

APPROACH

The development of the enterprise risk management implementation plan has taken into consideration:

- The enterprise risk management policy.
- The enterprise risk management strategy.
- Anti-Corruption strategy and Fraud Prevention Plan.
- Reports of the Auditor-General.
- Internal Audit reports.
- Compliance with applicable legislations.
- Available resources.
- Quick wins and sustainability.

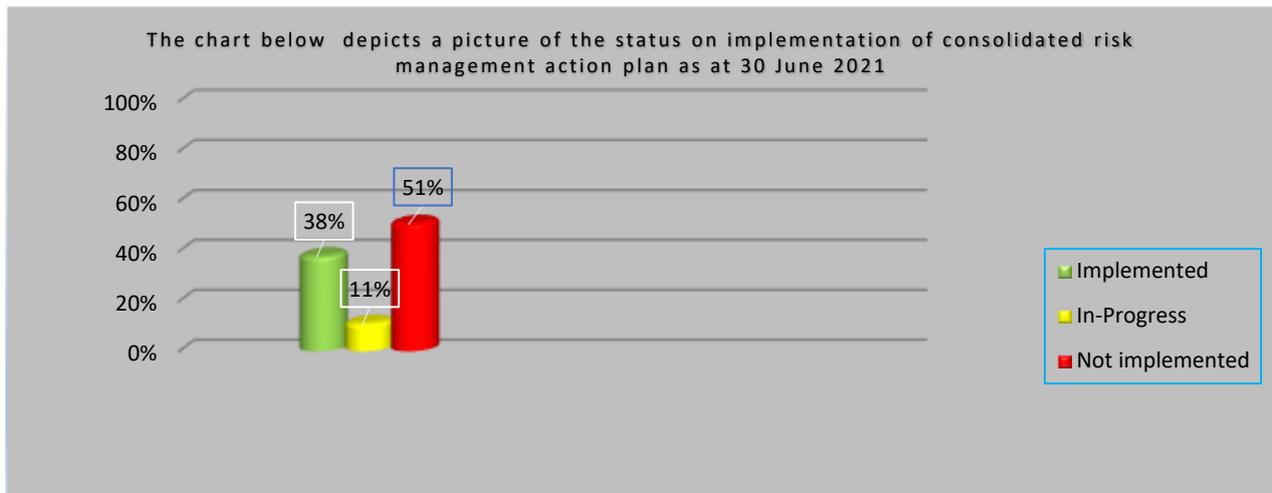


Figure 8 RISK MANAGEMENT PLAN

A National State of Disaster was declared owing to the Coronavirus (COVID-19) pandemic by the President of the republic of South Africa on the 15th of March 2020 as cases of COVID-19 continued to escalate across all provinces in the country. Most of our operations and risk management plan were affected by National lockdown, particularly quarter three and four. Some activities will be done in the next financial year 2021/2022. The Internal Audit Activity was assigned by the Audit committee to provide assurance in the residual risk post implementation. Internal Audit has included the risk management in their annual plan for the following year 2021/2022.

2.11 FRAUD AND CORRUPTION

STATEMENT OF ATTITUDE TO FRAUD

Fraud represents a significant potential risk to the Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets. The Municipality will not tolerate corrupt or fraudulent activities whether internal or external to the organizations, and will vigorously pursue and prosecute any parties, by all legal means available that engage in such practices or attempt to do so.

NEWCASTLE MUNICIPALITY'S ANTI-FRAUD AND CORRUPTION STRATEGY

The Anti-Corruption Strategy has been developed because of the expressed commitment of Government to fight corruption. The following are some of the Mechanisms in place to prevent, combat, detect and react to fraud and corruption: -

- Anti-corruption strategy and fraud prevention plan
- Fraud risk assessment,

- Fraud risk management plan,
- Supply chain Management policy
- Ethics policy

Newcastle Municipality has an established and functional Audit Committee that is independent and has added value to the organization since the appointment of the audit committee members. The Audit Committee for Newcastle Municipality has been fully functional in terms of The Local Government Municipal Systems Act 56 of 2000, Section 166 (2) an audit committee is an independent advisory body which must—

(a) Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer, and the management staff of the municipal entity, on matters relating to—

- (i) Internal financial control and internal audits.
- (ii) Risk management.
- (iii) Accounting policies.
- (iv) The adequacy, reliability and accuracy of financial reporting and information.
- (v) Performance management.
- (vi) Effective governance.
- (vii) Compliance with this Act, the annual Division of Revenue Act, and any other applicable legislation.
- (viii) Performance evaluation; and
- (ix) Any other issues referred to it by the municipality or municipal entity.

2.12 SUPPLY CHAIN MANAGEMENT

All officials and other role players in the supply chain management system of the Newcastle Municipality must implement the Supply Chain Management Policy in a way that gives effect to – Section 217 of the Constitution of the Republic of South Africa; and Part 1 of Chapter 11 of the Local Government Municipal Finance Management Act 56 of 2003 and other applicable provisions of the Act; which require procurement to be implemented through the system which is fair, equitable, transparent, competitive and cost effective; complies with – the Regulations; and any minimum norms and standards that may be prescribed in terms of Section 168 of the Local Government Municipal Finance Management Act 56 of 2003; is consistent with other applicable legislation; does not undermine the objective for uniformity in Supply Chain Management Systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

The SCM Policy applies when the Newcastle Municipality procures goods or services; disposes goods no longer needed; selects contractors to aid in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of Municipal Systems Act.

The Supply Chain Management Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Local Government Municipal Finance Management Act 56 of 2003, including – water from the Department of Water Affairs or a public entity, another municipality or a municipal entity, and electricity from Eskom or another public entity, another municipality, or a municipal entity.

AMENDMENT OF THE SUPPLY CHAIN MANAGEMENT POLICY

The Accounting Officer must – at least annually review the implementation of the Supply Chain Management Policy; and when the accounting officer considers it necessary, submit proposals for the amendment of the Supply Chain Management Policy to the Newcastle Municipal Council.

If the accounting officer submits proposed amendments to the Newcastle Municipal Council that differs from the model policy issued by the National Treasury, the accounting officer must ensure that such proposed amendments comply with the Regulations; and report any deviation from the model policy to the National Treasury and the KwaZulu-Natal Provincial Treasury.

DELEGATION OF SUPPLY CHAIN MANAGEMENT POWERS AND DUTIES

The Newcastle Municipal Council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer – to discharge the Supply Chain Management responsibilities conferred on Accounting Officers in terms of – Chapter 8 or 10 of the Act; and this Policy designed; to maximize administrative and operational efficiency in the implementation of this Policy; to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favoritism, unfair and irregular practices in the implementation of this Policy; and to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.

Sections 79 and 106 of the Local Government Municipal Management Act apply to the sub-delegation of powers and duties delegated to an Accounting Officer in terms of subparagraph (a)

(i). The Accounting Officer may not sub-delegate any Supply Chain Management powers or duties to a person who is not an official of the Newcastle Municipality or to a committee which is not exclusively composed of officials of the Newcastle Municipality.

SUB-DELEGATIONS

The Accounting Officer may in terms of section 79 or 106 of the Local Government Municipal Management Act sub-delegate any Supply Chain Management powers and duties, including those delegated to the Accounting Officer in terms of the Supply Chain Management Policy, but any such sub-delegation must be consistent with subparagraph (2) of this paragraph and paragraph 9 of the Supply Chain Management Policy. The power to make a final award: above R2 million (VAT included) may not be sub-delegated by the accounting officer; above R200 000 (VAT included), but not exceeding R2 million (VAT included), may be sub-delegated but only to a bid adjudication committee of which the Chief Financial Officer and Senior Management are members.

The Bid Adjudication Committee must within five (5) days of the end of each month submit to the Accounting Officer a written report containing particulars of each final award made by the bid adjudication committee during that month, including: the amount of the award; the name of the person to whom the award was made; and the reason why the award was made to that person.

RESPONSIBILITIES

Role of the Accounting Officer ensures strict adherence to the guidelines provided in the Supply Chain Management Policy, Implementation of the Supply Chain Management Policy and submission of quarterly reports, Annual review of targets and the Supply Chain Management Policy, according to statutory requirements and appoints the members of the bid committees

ROLE OF DIRECTORS

Each Director shall be responsible and accountable for: exercising the powers, performing the functions and discharging the duties conferred or assigned to him/her in terms of the Supply Chain Management Policy; implementing the Supply Chain Management Policy and any procedural and other prescripts issued in terms of the Supply Chain Management Policy within his/her area of responsibility; ensuring compliance with the Supply Chain Management Policy and any procedural and other prescripts issued in terms of the Supply Chain Management policy within his area of responsibility; developing, or causing to be developed, draft specifications for the procurements by

his directorate exceeding an amount of R 500 (VAT inclusive); properly planning for and, as far as possible, accurately estimating the costs of the provision of services, works or goods for which offers are to be solicited; selecting the appropriate preference point goals to be utilized in the evaluation of offers; achieving any objectives and targets set with regard to procurements and disposals.

THE ROLE OF THE CHIEF FINANCIAL OFFICER

Is the custodian of the Supply Chain Management Policy and report on progress regarding its implementation. Has overall management of the quotation and competitive bidding process from solicitation to processing of invoice payments. Promotes corporate approach by encouraging standardization of items purchased within the Municipality to realize economies of scale. Ensures that procurements and disposals are affected through practices that demonstrate compliance to all relevant legislation(s). Is responsible for managing procurements and disposals to ensure that the Supply Chain Management System of the Municipality is adhered to. Ensures that the procurements and disposal process followed adheres to preference targets without compromising price, quality, service delivery and developmental objectives. Is responsible for ensuring that all employees involved in the supply chain management process receive the necessary training to support implementation of the Supply Chain Management Policy. Is responsible for establishing the amount to be paid by prospective service providers as a non-refundable deposit for enquiry documents issued by the Municipality.

The Chief Financial Officer shall submit regular reports to the Accounting Officer, who will in turn submit to the Finance Portfolio Committee; regarding progress and any matters of importance relating to the Supply Chain Management Policy.

THE ROLE OF ADVISORS

The Accounting Officer may procure the services of advisors to assist in the execution of the Supply Chain Management function. These advisors must be obtained through a competitive bidding process. No advisor may however form part of the final decision-making process regarding the awarding of bids, as this will counter the principle of vesting accountability with the Accounting Officer. The Accounting Officer may not delegate decision-making authority to a person other than an official of the Municipality.

OVERSIGHT ROLE OF COUNCIL

The Newcastle Municipal Council reserves its right to maintain oversight over the implementation of the Supply Chain Management Policy for the purposes of such oversight the Accounting Officer must: within 30 days of the end of each financial year, submit a report on the implementation of Supply Chain Management Policy and of any municipal entity under sole or shared control of the municipality to the council; and whenever there are serious and material problems in the implementation of the Supply Chain Management Policy, immediately submit a report to the Newcastle Municipal Council. The Accounting Officer must, within 10 days of the end of each quarter, submit a report on the implementation of the Supply Chain Management policy to the Mayor of the Newcastle Municipality. The reports must be made public in accordance with Section 21 (a) of The Local Government Municipal Systems Act 32 of 2000.

Table 8 SUPPLY CHAIN IMPLEMENTATION CHECKLIST

IMPLEMENTATION CHECKLIST		
Supply Chain Management		
Municipality or Entity Details		Answers
Name of Municipality (select from drop down list)		KZ252 Newcastle
	In the case of a <i>Municipal Entity</i> please type the name here:	
Contact Person (name):		M Mdlalose
	Email address:	mukelani.mdlalose@newcastle.gov.za
	Phone:	034 328 7821
Name of the Head of the SCM Unit (if different to above):		
Question		Answer
1	Has the Council/Board of Directors adopted a SCM policy in terms of SCM regulation 3?	Yes
2	How many staff are employed by the SCM Unit? (Show full time staff equivalent, a person shared with another function or working part-time on SCM is shown as a fraction)	37

IMPLEMENTATION CHECKLIST

Supply Chain Management

	2,1	How many positions are unfilled, i.e., waiting for an appointment? (Full time equivalent)	18
	2,2	Has a job description been developed for each position within the SCM Unit?	Yes
3		Has a detailed implementation plan for SCM been developed?	Yes
	3,1	If "YES", is progress regularly measured against the implementation plan?	Yes
4		Is a report on the implementation of the SCM Policy provided to the mayor (or the board of directors for an entity) within 10 days of the end of each quarter (reg 6(3))	Yes
5		<i>SCM Processes:</i>	
	5,1	Is the necessary needs assessment undertaken before each acquisition?	Yes
	5,2	Are preferential policy objectives identified to be met through each contract?	Yes
	5,3	Is the performance of vendors regularly monitored?	Yes
	5,4	Are SCM processes independently monitored to ensure the SCM policy is followed, and desired objectives achieved?	Yes
6		Are the threshold values contained in the SCM Policy aligned with the values stipulated in regulation 12?	Yes
	6,1	If "NO" are the values contained in the SCM Policy higher than that stipulated in regulation 12?	No
7		Do municipal bid documents comply with MFMA Circular No 25?	Yes
8		Do municipal bid documents include evaluation criteria for use by the bid evaluation and adjudication committees?	Yes

IMPLEMENTATION CHECKLIST

Supply Chain Management

9	<i>Regulation 46 requires the SCM Policy to establish a code of conduct.</i>		
	9,1	Is the Code of Conduct issued by NT in MFMA Circular No 22 utilised?	Yes
	9,2	Are measures in place to ensure all SCM practitioners are aware of the SCM code of conduct?	Yes
10	Are all delegations in terms of SCM roles and responsibilities in writing (other than delegations contained in the SCM Policy)?		Yes
11	Prior to making an award above R30 000 the municipality or municipal entity must check with SARS whether that person's tax matters are in order (reg 43 and MFMA Circular No 29). Is this being complied with?		Yes
12	<i>Please confirm if records are kept of the following:</i>		
	12,1	Petty cash purchases?	Yes
	12,2	Written or verbal quotations received, and awards made?	Yes
	12,3	Tenders and all other bids received, and awards made?	Yes
13	Are all invitations for bids above R30 000 advertised for at least 7 days on the website and official notice board? (Reg 18(a))		Yes
	13,1	In addition, are all invitations for competitive bids publicly advertised in newspapers commonly circulating locally? (Reg 22(1))	Yes
14	Is the "list of accredited prospective providers" required by regulation 14 updated at least quarterly?		N/A
15	Is there a database established to record redundant and obsolete store items?		N/A

IMPLEMENTATION CHECKLIST

Supply Chain Management

16	Are debriefing sessions held with unsuccessful bidders?	No
17	<i>Training SCM practitioners</i>	
17,1	Has a training strategy for SCM practitioners been developed?	Yes
17,2	What is the 2006/07 budget for the training of SCM practitioners?	N/A
17,3	Has the municipality or entity used an outsourced training provider for SCM, other than SAMDI?	No
17,4	If "yes" to 17.3 please list below the names of training provider(s) used to date (<i>expand this box if necessary</i>)	N/A
	N/A	N/A
17,5	Indicate the number of officials who have attended the SCM training conducted by SAMDI?	28
17,6	Indicate the number of officials who have attended SCM training conducted by training providers other than SAMDI?	
18	Has as SCM procedure manual been developed to assist officials implement the SCM policy, consistent with the MFMA, regulations, circulars, and the Accounting Officers Guidelines?	Yes
19	<i>Bid Committee membership:</i>	
19,1	Does the Bid Specification Committee membership comply with regulation 27?	Yes
19,2	Does the Bid Evaluation Committee membership comply with regulation 28?	Yes
19,3	Does the Bid Adjudication Committee membership comply with regulation 29?	Yes
19,4	Has regulation 29(4), which stipulates that a member of a bid evaluation committee or an	Yes

IMPLEMENTATION CHECKLIST			
Supply Chain Management			
		advisor may not be a member of a bid adjudication committee, been breached?	
20	<i>Procurement of IT related goods and services:</i>		
	20,1	Are you aware that SITA can assist with the procurement of IT related goods and services (regulation 31)	Yes
	20,2	Have you utilised this facility before?	No
21	Does the SCM Policy provide for an effective system of risk management for the identification, consideration, and avoidance of potential risks in the SCM system? (Reg 41(1))		Yes

2.13 FINANCIAL BY-LAWS/ POLICIES INTRODUCED IN THE 2020/21 FINANCIAL YEAR

Table 9 REVISED/NEW POLICIES FOR 2020/21

REVISED	PUBLIC PARTICIPTION CONDUCTED PRIOR TO ADOPTION OF BY-LAW (YES/NO)	DATE OF PUBLICATION	BY-LAW GAZETTED (YES/NO)
1. Provision for double debt and debtors write-off policy.	Yes	June 2020	Yes
2. Tariff policy	Yes	June 2020	Yes
3. Rates policy	Yes	June 2020	Yes
4. Indigent policy	Yes	June 2020	Yes
5. Customer care, Credit control, and Debt collection policy	Yes Yes	June 2020	Yes Yes
6. Budget policy	Yes	June 2020	Yes
7. Virement policy	Yes	June 2020	Yes
8. Petty cash policy	Yes	June 2020	Yes
9. Short Term insurance	Yes	June 2020	Yes

10. Fund & Reserve policy	Yes	June 2020	Yes
11. Cash management and Investment policy	Yes	June 2020	Yes
	Yes		Yes
12. Borrowing policy		June 2020	
13. Loss control policy	Yes	June 2020	Yes
14. Asset management policy	Yes	June 2020	Yes
	Yes		Yes
15. SCM Policy		June 2020	
16. Cost containment policy	Yes	June 2020	Yes
			Yes

COMMENTS FROM THE PUBLIC ON THE FINANCIAL POLICIES AND BY-LAWS

The draft financial policies and by-laws for the 2020/2021 financial year was approved by council on the 27th of May 2020. Thereafter a public notice was published in the Local Newspaper on the 12th of June 2020 for the community to provide input on the draft policies and by-laws. The public comments period closed on the 17th of June 2020. Council thereafter approved the financial policies and by-laws on the 29th of June 2020.

2.14 WEBSITES

In terms of the Local Government Municipal Finance Management Act 56 of 2000, Section 75 (1)

The accounting officer of a municipality must place on the website referred to in section 21A of The Local Government Municipal Systems Act 32 of 2003 the following documents of the municipality:

- (a) The annual and adjustments budgets and all budget-related documents.
- (b) All budget-related policies.
- (c) The annual report.
- (d) All performance agreements required in terms of section 57(1) (b) of the Municipal Systems Act.
- (e) All service delivery agreements.
- (f) All long-term borrowing contracts.
- (g) All supply chain management contracts above a prescribed value.
- (h) An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during the previous quarter.
- (i) Contracts to which subsection (1) of section 33 apply, subject to subsection (3) of that section.
- (j) public-private partnership agreements referred to in section 120.

- (k) All quarterly reports tabled in the council in terms of section 52(d); and
 (l) Any other documents that must be placed on the website in terms of this Act or any other applicable legislation, or as may be prescribed.

(2) A document referred to in subsection (1) must be placed on the website not later than five days after its tabling in the council or on the date on which it must be made public, whichever occurs first.

Table 10 DOCUMENTS REQUIRED TO BE ON THE MUNICIPAL WEBSITE AND UTHUKELA WATERS WEBSITE

Documents published on Newcastle Municipality and Uthukela Water's Website	Yes/No	DATE PUBLISHED ON WEBSITE
Current annual adjustments budgets and all budget-related documents	Yes	28 February 2021
All current budget related policies	Yes	
The Previous annual report 2019/20	Yes	31 May 2021
The annual report 2020/21 to be published	Yes	31 January 2022
All current performance agreements required in terms of section 57 (1) (b) of the Municipal Systems Act (2020/21) and resulting scorecards	Yes	31 July 2020
All service delivery agreements (2020/21)	Yes	31 July 2020
All quarterly reports tabled in the council in terms of section 52 (d) during (2020/21)	Yes	

2.15 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Newcastle Municipality did not conduct a community survey for the 2020/21 financial year. However, through the customer care call centre and the Department of Communications, customer service officer, the municipality has endeavoured to ensure that all queries for the following departments were addressed:

- Water
- Sanitation
- Electricity
- Waste management
- Grass cutting and
- Billing

Communications Unit compiled a Communications Strategy and the same was approved by council as at the end of June 2021.

2.16 SECTOR PLANS

Table 11 STATUS OF SECTOR PLANS FOR 2020/21

Ref	Name of Sector Plan	Date of last review	Date of next review	Comments
1.	Disaster Management Plan/ Contingency Plan	03 August 2016	30 June 2021	Review of Disaster Management Plan
2.	Winter Contingency Plan	N/A	December 2021	Review of Winter Contingency Plan (In line with 2021/22 SDBIP targets)
3.	Summer Contingency Plan	N/A	June 2022	Review of Summer Contingency Plan (In line with 2021/22 SDBIP targets)
4.	Performance Management System (PMS)	June 2020	May 2021	-
5.	Skills Development Plan	30 April 2021	30 April 22	-
6.	Financial Management Plan	-	-	The municipality currently does not have a stand-alone financial management plan. The municipality treats the MTREF budget for each financial years as its financial plan. This covers a period of 3 years for each time of approval
7.	Capital Investment Framework (CIP)	June 2020	May 2021	-
8.	Environmental Management Framework	June 2015	2022/23	-
9.	Local Economic Development (LED)	Internal Amendment - 05/March/2021	2023	2018 to 2023 The LED Strategy is implemented. There can be amendments but not reviews in this period.
11.	Revenue Enhancement Strategy	01 July 2020	01 July 2021	This Strategy is revised on an annual basis.

Ref	Name of Sector Plan	Date of last review	Date of next review	Comments
12.	Housing Sector Plan	June 2020	2021/22	-
13.	Water Services Development Plan (WSDP)	-	-	-
15.	Waste Management Plan (IWMP)	05 May 2021	2021/2022	SENT to MEC for endorsement
16.	Roads and Storm water Master Plan	-	-	
17.	Integrated Traffic and Transport Plan	February 2016	2021/22	-
18.	Electrification Plan	-	-	
19.	Tourism Strategy	2020	2024	-
20.	Town Planning Scheme	October 2016	June 2021	
21.	Spatial Development Framework	June 2020	May 2021	-
22.	Gender Employment Equity Plan	01 September 2016	01 July 2021	-
23.	Communication Strategy			
24.	IT Communications Policy			
25.	IT Policy	05 March 2021	TBD	The IT Policy is only reviewed pending a need to do so.
26.	IT Strategy	31 March 2021	2023/2024	The IT Strategy is reviewed on a 3-year basis.
27.	Asset Management Policy	March 2021	March 2022	The policy is reviewed on an annual basis.
28.	Fraud and Corruption Prevention Strategy	27 January 2021	30 June 2021	-

Ref	Name of Sector Plan	Date of last review	Date of next review	Comments
29.	Cemetery Plan	-	-	The plan has not yet been established
30.	Ward Committee Policy	12 August 2020	2021/22	The next review will take place after the local elections
31.	Ward Committee Operational Plan	14 May 2021	2021/22	Document was sent to COGTA for approval on the 14 th of May 2021. The next review will take place after the local elections
32.	Public Participation Policy	July 2020	2021/22	The next review will take place after the local elections
33.	Public Participation Strategy	July 2020	2021/22	The next review will take place after the local elections
34.	Business Retention and Expansion Strategy	2020	2024	-
35.	Capital Expenditure Framework	March 2021	June 2022	-

3. CHAPTER 3 SERVICE DELIVERY PERFORMANCE

INTRODUCTION

Newcastle Municipality set out measurable, achievable, and realistic targets in the Service Delivery Budget Implementation Plan for 2020/21 that were informed by the Integrated Development Plan, Capital Investment Plan, and the Approved Budget for 2020/21. The performance of the municipality towards achieving its goals was monitored quarterly through the Service Delivery Budget Implementation Plan (SDBIP) for the 2020/21 financial year. It is important to note that Newcastle Municipality encountered various challenges during the 2020/21 financial year, from financial constraints to late payments of grant funding from funding agents to the global crisis of the Corona Virus. Despite the challenges encountered by the Municipality the dedicated staff of Newcastle Municipality worked together towards achieving the goals as set out in the IDP to ensure that as public servants we serve our community with improved access to basic services such as water, sanitation, housing, access to roads etc.

COMPONENT A: BASIC SERVICES

3.1 WATER PROVISION

The Newcastle Local Municipality is currently structured into 34 wards. The region has counted approximately 90347 households served with overall metered water connections at approximately 39891 addresses, with the average household size remaining constant at 4.3 people per dwelling unit and consisting of 37371 metered Domestic units and 2520 metered non-domestic units. In areas without metered connections, the provision of water is ensured by means of Water tankers and standpipes, which is on average 602 662 kl/Month.

Major water sources

Pumps to package plant to tanks to network (combined yard connection, standpipes level of service)-
Charlestown

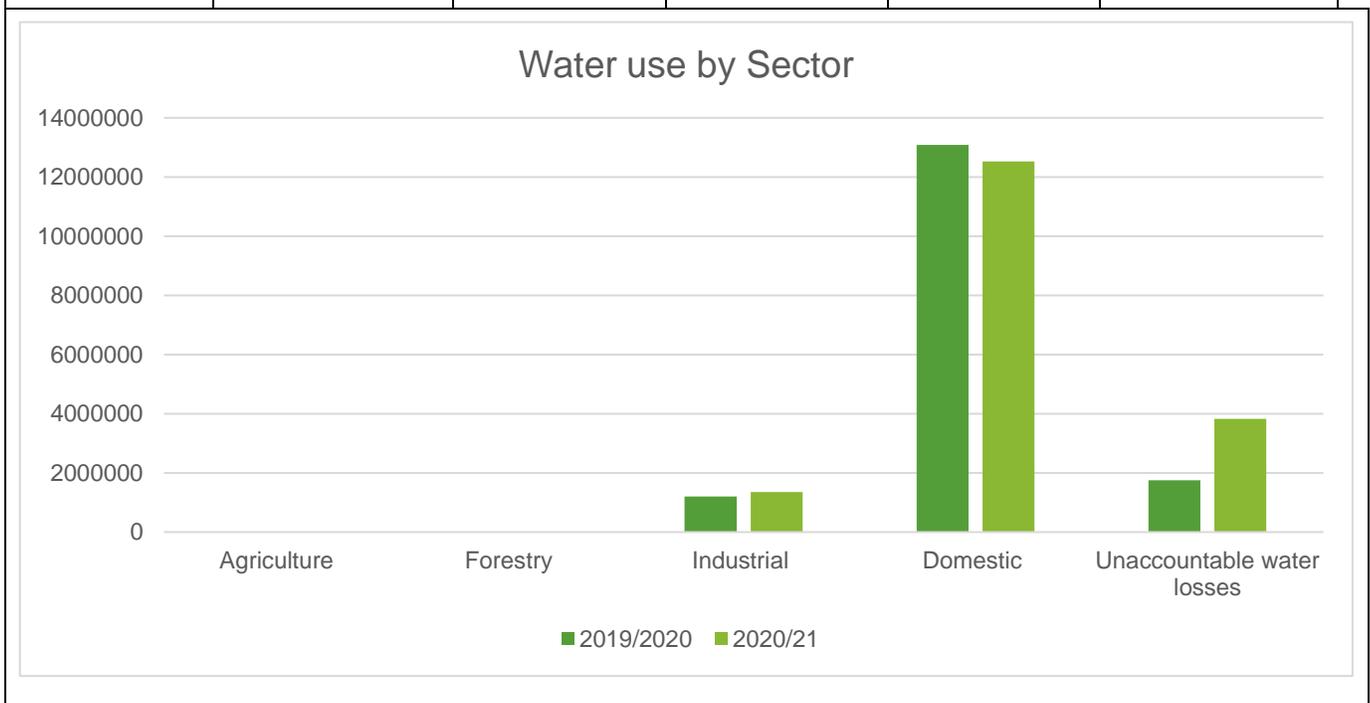
Raw Water for Ngagane Scheme is abstracted from:

- Ntshingwayo Dam (80 MI/day)
- Buffalo River (20 MI/day)
- Ngagane River (20 MI/day)

There are also various borehole and spring systems providing water to various areas of the 34 Wards of the Municipality. Within the Newcastle Municipality's Jurisdiction, there are approximately 49993 formal households with access to water. While the process of increasing this provision is ongoing, in the 2020/2021 financial year, a Water mains extension project was carried out in various wards of Newcastle east, allowing for the provision of water to be increased by approximately 300 more residents, and another water mains extension project scheduled for the 2021/2022 FY will increase the provision of water by a further 400 residents.

A huge focus on Water Conservation and Demand Management has been placed on the rare resource. In the 2020-2021 FY, there was a water loss of 34%, a significant decrease compared that of the previous financial year of 39,3%. WCDM projects have been carried out to minimize the loss of water in Rural and informal settlements. Through these on-going projects the Newcastle Municipality will thus be able to decrease the loss of water, increase the water provision and maintain Water Conservation efforts in the future.

Total use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2019/20	0	0	1 203 616	13 080 996	1 746 079
2020/21	0	0	1 353 690	12 528 044	3 831 224



	Water Service Delivery Levels		
Description	2018-19	2019-20	2020-21

	Actual No.	Actual No.	Actual No.
Water: (above minimum level)			
Piped water inside dwelling	37377	37936	38300
Piped water inside yard (but not in dwelling)	47398	47194	47104
Using public tap (within 200m from dwelling)	4283	3904	3630
Other water supply (within 200m)	1289	1313	1313
Minimum Service Level and Above sub-total	90347	90347	90347
Minimum Service Level and Above Percentage	100%	100%	100%
Water: (below minimum level)			
Using public tap (more than 200m from dwelling)	0	0	0
Other water supply (more than 200m from dwelling)	0	0	0
No Water supply	0	0	0
Below minimum service level sub-total	0	0	0
Below minimum service level sub-total	0	0	0

Below minimum service level percentage	0	0	0
Total number of households	90347	90347	90347
Description	2018/2019	2019/2020	2020/2021
	Actual No.	Actual No.	Actual No.
Formal Settlements			
Total households	80473	80473	80473
Households below minimum service level	0	0	0
Percentage of households below minimum service level	0	0	0
Informal Settlement			
Total households	9874	9874	9874
Households below minimum service level	0	0	0
Percentage of households below minimum service level	0	0	0

According to the recent Community Survey (2016) conducted by Statistics SA, Newcastle Local Municipality (KZN252) remains the highest contributor in terms of population growth within Amajuba District Municipality. As of 2016, the population of Newcastle is recorded at 389 117 people, thus marking a 7,1 % increase (25 881 people) over a 5-year period from the year 2011 (363 236 people). This means that on average, Newcastle has experienced a 1,42% annual growth rate, which translates to 5 176 people per year.

Newcastle has also experienced a significant increase in the total youth proportion of the population. In terms of the wider KwaZulu-Natal Province, Newcastle ranks 2nd as the local municipality with the highest number of people when compared to other local municipalities, with the highest being the Msunduzi Local Municipality.

Water Services Overview

The Newcastle Local Municipality is currently structured into 34 Wards. The region has counted approximately 90 347 households served with overall metered water connections at approximately 39 894 addresses, with the average household size remaining constant at 4.3 people per dwelling unit and consisting of 37 377 metered domestic connections

Major water sources

Pumps to package plant to tanks to network (combined yard connection, standpipes level of service)-
Charlestown

Raw Water for Ngagane Scheme is abstracted from:

- Ntshingwayo Dam (80 MI/day)
- Buffalo River (20 MI/day)
- Ngagane River (20 MI/day)

PERFORMANCE HIGHLIGHTS 2020/21

Table 12 PERFORMANCE HIGHLIGHTS FOR SANITATION PROJECTS

PROJECT NAME	WARD	BENEFICIARIES	STATUS QUO	JOBS CREATED
Osizweni E and F Waterborne Sewerage Scheme Phase 4	9, 11	290 toilets.	In progress	29
Staffordhill waterborne sewerage refurbishment	14, 19, 27, 29 & 31	220 toilets.	Complete	26
Upgrade of Madadeni wastewater treatment	31	Capacity increase from 12ML/day to 36ML/day	In progress	6
Blaauwbosch bulk water	15, 16	Construction of DN450 continuous welded steel pipeline and refurbishment of the existing reservoir.	In progress	0

Viljoenpark bulk water & sanitation	25	The upgrade of the Hilldrop pipeline.	In progress	18
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OSIZWENI E AND F WATERBORNE SEWORAGE SCHEME PHASE 4



STAFFORDHILL WATERBORNE SEWORAGE REFURBISHMENT



UPGRADE OF MADADENI WASTEWATER TREATMENT



VILIOENPARK BULK WATER & SANITATION

3.2 Water Services -WCDM, RW Management, Leak Programs and Pressure Management

To ensure that all areas of Newcastle have access to clean drinkable water, and that the quality of water meets the Department of Water and Sanitations criteria for blue drop quality of water it has been imperative that some critical treatment plants and pump-stations were refurbished.

The Newcastle Municipality has undertaken various projects targeted at certain aspects of water losses and demand management, as well as revenue enhancement and improved billing strategies.

Newcastle East Mains Extensions

The Newcastle Municipality has acquired funding from WSIG to embark on Main's extensions projects in Newcastle East. These projects were undertaken in wards 6,12,14,15,21,23 and 33 and have benefitted approximately 1250 residents. Approximately 8 Km of mains was extended in Newcastle East wards 6,12,14,15,23 and 33, and in ward 21 there was an extension of 2,6 km of Mains.

Osizweni Pressure Management

The main objective of this project was to improve the water supply pressure from the Reticulation networks. The Water Pressure for the affected wards was very low and all existing elevated storage tanks were no longer operational. The affected wards for this project were 6, 7, 8, 9, 10, 11, 13, 17 & 32.

Newcastle Meter Replacement Projects

There were 2 Meter replacement Projects in the 2020/21 FY, which will be carried over to the 2021/22 FY.

a) Newcastle West Meter replacement Project

The implementation of advanced Smart Metering systems has been introduced as a pilot to check the Viability of its use to the municipality. This Project incorporates the installation of Smart water and Electrical Meters and has the benefits of improved revenue collection, improved and accurate billing system and allows for the accountability of Water and Electricity Usage. This project has been limited in its pilot phase to Signal hill.

b) Newcastle Bulk Metering Project

The Implementation of Advanced Bulk metering systems has been introduced to the NLM to ensure the accuracy of the quantities of water measured and billed from the Reservoirs to the Take-offs in the Newcastle Municipality. This Project will benefit all 34 wards in the municipality.

Madadeni WCDM NRW loss reduction Project

The scope of this project was to conduct internal leak auditing and implementation of repairs through the Audit findings. This project ensures the leaks and loss of non-revenue water is prevented and minimized to ensure the conservation of water for the Municipality as well as to decrease the cost of

non-revenue water. This project Targets the 500 high consumption houses in Madadeni wards 8,9,10,11,30 and 32.

PROJECT NAME	WARD	BENEFICIARIES	STATUS QUO	JOBS CREATED
Osizweni Pressure Management	6, 7, 8, 9, 10, 11, 13, 17 & 32	5400	Completed	63
Newcastle West Meter Replacement	All 34 Wards	89 157	Implementation	20
Newcastle East Water Supply (Soul-City Long Connection)	21	700	Completed	20
Newcastle Bulk Meter replacement	All 34 wards	89 157	Implementation	0
Madadeni WCDM NRW Loss reduction	8,9,10,11,30 & 32	6 000	Implementation	38
Newcastle East Mains Extension	6; 12;14;15;23 and 33	550	Completed	47



Figure 9 OSIZWENI PRESSURE MANAGEMENT



Newcastle West Meter replacement



30/06/2021 Newcastle Bulk meter replacement



30/06/2021 Madadeni WCDM NRW loss reduction





03/06/2021 Newcastle East Mains Extension

Storm water infrastructure				Kilometers
Year	Total storm water measures	New storm water measures	Storm water measures upgraded	Storm water measures maintained
2019'20	625 km	8 km	0	250 km
2018'19	620 km	5 km	0	210 km

Newcastle Municipality also has been refurbishing the existing VIP toilets to Water Bourne Sewer toilets and fixing leaking toilets in the Newcastle East area, the purpose of doing this is reduce water losses and upgrade the level of basic sanitation services to the community, and ultimately cut down maintenance costs of desludging VIP toilets. The municipality has 5 wastewater treatment plants to ensure that the municipality complies with Green Drop Quality for water. The 5 Wastewater Treatment Plants are:

- Kilbarchen Wastewater Treatment Plant
- Newcastle Wastewater Treatment Plant
- Osizweni Wastewater Treatment Plant
- Madadeni Wastewater Treatment Plant and
- Roypoint Wastewater Treatment Plant

The Green Drop Water Compliance is 90%, however Newcastle Municipality has not complied for the 2019/20 financial year and only achieved 84, 25%. The reason for non-compliance is the malfunctioning

of the return activated sludge (RAS) pumps is resulting into poor nitrification process, negatively affecting the treatment works ammonia count compliance. A service provider has been appointed to into the matter (Madadeni WWTW). The treatment plant is still struggling with the nitrate count compliance due to the poor denitrification reaction of a biological filtration process technology, especially during cooler climatic conditions (Newcastle WWTW). The poor state of the maturation ponds is giving rise to the reduced compliance at this treatment works especially the ammonia count. Attention is being given for proper maintenance at these ponds (Osizweni WWTW). Breakdown on the sewer reticulation network has resulted in no flow of raw sewage reaching the treatment works. This affected the compliance negatively, especially ammonia and chemical oxygen demand counts. The breakdown has since been repaired by the maintenance team.

Three-year capital plan for addressing infrastructure backlogs in water and sanitation in terms of the Municipal Infrastructure Grant (MIG) framework

Table 13 THREE MIG PLAN

Project Title (as per MIG 1 form)	Total Projected 2018/19	Total Projected 2019/20	Total Projected 2020/21	Total Projected 2021/22
MADADENI URBAN ACCESS ROADS PHASE II	4,946,070.00	19,395,000.00	15,793,956.00	13,512,532.00
MF55	2,249,200.00	11,995,000.00	4,132,508.00	0
MD35	2,696,870.00	7,400,000.00	2,661,448.00	0
MF18 & MF19	-	-	3,000,000.00	3,895,470.00
CONSRUCTION OF MF 69, 7,10	-	-	3,000,000.00	6,008,417.00
CONSTRUCTION OF MC13 ROADS	-	-	3,000,000.00	0
MA23, MA26, MA25	-	-	-	3,608,645.00
OSIZWENI URBAN ACCESS ROADS PHASE IV	1,438,398.00	11,500,000.00	15,239,039.00	13,899,328.00
OA103	1,438,398.00	11,500,000.00	2,739,039.00	0
CONSTRUCTION OF OB 1 LINK ROAD	-	-	4,000,000.00	5,145,670.00
CONSTRUCTION OF H39 BUS ROAD & STREETLIGHTS	-	-	6,000,000.00	5,153,658.00
CONSTRUCTION OA27	-	-	2,500,000.00	0
OC22 & OC44	-	-	-	3,600,000.00
WATER PROJECTS				
UPGRADE OF MADADENI WASTEWATER TREATMENT	92,129.00	-	16,000,000.00	

				26,000,000.00
BLAAUWBOSCH BULK WATER	-	10,000,000.00	9,000,000.00	18,000,000.00
PIPE REPLACEMENT AND UPGRADE PROJECT	6,780,218.00	6,480,000.00	10,000,000.00	10,000,000.00
VILIOENPARK BULK WATER & SANITATION	-	-	8,000,000.00	14,706,540.00
REPLACEMENT OF THE DN150 BULK OUTFALL SEWER CLAY PIPELINE IN	-	-	-	8,608,600.00
UPGRADE, REFURBISHMENT OF BULK SEWER PIPELINE FROM SIYAHLALA	-	-	-	1,500,000.00

Water Service Delivery Challenges and Interventions

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
Late payments	BTO had to prioritize the grant funded projects as this would have a negative effect on the completion of projects.
Cash-flow problems	Contractors were assisted through cession agreements.
Covid-19	Some projects had to be rolled over in the following financial year
In our Non-Revenue Project consumers have stolen galvanized pipes, which were installed in ward 30, and Ward 10 in the 2018 / 2019 Financial year.	Consumer / Community awareness and education
Council investing on logging and analysis of minimum night flows to assist water losses reduction in our entire water system input of Newcastle local municipality	<ul style="list-style-type: none"> ✓ Installing Data loggers through the entire water supply area. ✓ Dedicating Teams for visual leak inspections. ✓ Proper monitoring of our entire systems unusual high pressures
The reluctance of consumers / residents staying in Newcastle East (Madadeni / Osizweni) to pay for water consumption and	<ul style="list-style-type: none"> ✓ Improved Revenue Enhancement strategies / collection system.

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
sanitation services remains a serious problem	<ul style="list-style-type: none"> ✓ Consumer / Community awareness and education. ✓ Political support to enforce payment and issue of non-payment by enforcing our water services by-laws for consumers and must ensure that the bylaws have supporting statements in the Municipality's bylaws to enforce legal restrictions. ✓ Customer incentive for consumers who use water efficiently and effectively. ✓ Water use charges can be used as a means of encouraging reduction in water wastages/losses and/or inefficient water use.
Lack of Smart meters in our entire water supply area of entire Newcastle jurisdiction	Council has prioritized the Replacement / Installation of Smart metering in Newcastle jurisdiction
Inter Departmental Staff relationship	Improve management strategies i.e., Prioritizing the Wates losses Demand management
War on Leaks	A Decision was taken by our Council to start fixing leaks inside the customers yard since that is where most of our water is being wasted after the meter consumption in the Newcastle east areas.
<ul style="list-style-type: none"> ✓ The Water Services Managers / the technical managers who are responsible for the supply of water to all customers have little control over the billing of the water sold to the customers, or the use of the funds recovered to sustain the water supply system. ✓ In Newcastle, there has been under-investment in many water-supply systems that even 2% of the replacement cost may not be sufficient to adequately maintain the water supply systems due to the backlog 	<ul style="list-style-type: none"> ✓ Prioritizing the water collected revenue for water & sanitation related issues / infrastructure development. ✓ 2% of the replacement cost of the water-supply system annually is required to maintain a 50-year replacement cycle.

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
<ul style="list-style-type: none"> ✓ To improve the security of water supply by ✓ creating +48 hours storage time at all supply systems 	<p>Ensuring that all projects identified within the Water Service Development Plan are implemented within a turn-around period of Five years i.e., 2025 Target Ongoing</p>
<p>To automate, monitor and control infrastructure as efficient as possible</p>	<p>Expanding on the existing automation, remote monitoring, and control systems in the water reticulation network i.e., Continue prioritizing the Water Infrastructure Grant Programme since it focuses on water supply initiative</p>
<p>Supply a secondary raw water source come 2035 water balance Targets</p>	<p>Implementing the Master Plan strategy</p>
<p>Eliminating unauthorised use or correcting under registration of consumer flow meters, per litre / kilolitre</p>	<p>Improved Data Checking strategies i.e., Running the IQMS system (Information Quality Measurement System)</p>
<p>The Municipality needs to build institutional capacity that would ensure successful implementation of aspects/components of WC/WDM.</p>	<ul style="list-style-type: none"> ✓ Filling of Critical Positions i.e., Water Services Director and WSA Manager permanently. ✓ The priority is that the water services manager or water services director or whoever who has overall responsibility, understands the integrated concept and what he/she is trying to achieve by way of optimising water operations and efficiency. ✓ The Water Services Manager and senior water and sanitation staff need to be suitably qualified as ensuring the following and conducts a proper assessment of the following: - <ul style="list-style-type: none"> ❖ understand the Water/Wastewater Infrastructure System. ❖ Undertaking information and data checking. ❖ Raw water sources and infrastructure. ❖ Portable water treatment plants. ❖ Bulk water imports/purchases. ❖ Treated water storage facilities. ❖ Treated water transmission mains. ❖ Bulk system metering.

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
	<ul style="list-style-type: none"> ❖ Water and sewerage networks. ❖ Pumping stations. (Water and wastewater) ✓ Municipality having specialist teams, with team leaders, e.g., a leakage reduction unit or a consumer use or Water Conservation Demand Management Unit

3.3 ELECTRICITY PROVISION

VISION

Our vision is to provide electricity services for Newcastle residents and businesses, by delivering electricity services that are sustainable and can accommodate future commercial investment and property development in Newcastle whilst maintaining the existing infrastructure.

MISSION

Our mission is to provide the best possible electrical services to our consumers by ensuring that they are getting the best electrical services and to ensure that every community in Newcastle has access to electricity.

OVERVIEW OF FUNCTIONS

- To reduce electrification backlog
- Improve quality of lives in our communities.
- Create job opportunities.
- Boost skills development
- To provide visibility at night thus, helping in the reduction of crime and accidents.
- To improve efficiency in a most cost-effective and least polluting manner
- To limit the inconvenience that is caused by load shedding
- To provide constant and effective electricity supply to our customers

CORE FUNCTIONS

The core functions of this department include the following: To provide power and light for domestic and industrial purposes. The electrical department is made up of the following sections:

- Safety Section
- Distribution Section
- Planning Section
- Public Lighting Section
- Test and Control Section

ANNUAL PERFORMANCE OF EACH SECTION FOR 2020/21

SAFETY SECTION

Horse farm Transformer enclosure was damaged by the horses, and it was replaced with a steel palisade enclosure to ensure public safety and to comply with Electrical machinery regulations.

REPAIRS TO NOORDOWN SUBSTATION

There were a lot of break-ins into our Substations and the wooden doors were damaged during those break-ins and as a result wooden door were replaced with galvanized doors.



Figure 10 REPAIRS TO NORTHDOWN SUB-STATION

DISTRIBUTION SECTION

Replacing burned T3 at Blesbok for distribution of electrical supply.



Figure 11 REPLACEMENT OF T3 AT BLESBOK FOR THE DISTRIBUTION OF ELECTRICITY

PLANNING SECTION

Installing the Service connection in the Newcastle East



Figure 12 SERVICE CONNECTION IN NEWCASTLE EAST

Public Lighting Section

Repairing and Maintaining 385 high mast lights in the Newcastle East and West.



Figure 13 INSTALLATION OF A HIGH MAST LIGHT

SERVICE DELIVERY CHALLENGES AND INTERVENTIONS

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
Electrical Staff shortage	Interacting with the HR Department
Electrical Network Constrains	Upgrading and Refurbishing Network
Un-cooperative Customers	Liaise with Communication Department
Structured training for students and Interns	Liaise with HRD for appointment of Mentor
Stuff training	Interacting with the HR Department
Educating our customers about electricity	Liaise with the Communications Department
Communicating outages to our customers	Liaise with the Communication Department
In-availability of a Proper Maintenance Plan	Liaise with Budget and Treasury Department

3.4 HOUSING

Sustainable human settlements defines and conditions the relationship between where people live, play and work within the confines of the natural environment. Therefore, human settlements are not only about building houses but creating homes and an alternative way of living and in most cases a change of lifestyle.

Newcastle Municipality, as a housing accredited Municipality: Level 2; and as such has responsibility towards its inhabitants by providing adequate housing or provide other avenues for them to provide their own haven.

In 2012/2013 financial year, the Newcastle Municipality was accredited as an L2 Municipality our responsibilities are guided by **the Implantation Protocol**. This agreement is between the Municipality and KZN Human Settlements over a period of three years (3); this agreement has been successfully reviewed over the years. The currently review period is 1 April 2020 – 31 March 2023, which is due to be signed shortly by relevant stakeholders. During the 2020/2021 financial year the municipality built 214 new houses for the community.

OBJECTIVES TO THE HUMAN SETTLEMENTS PLAN:

- To facilitate the creation of sustainable human settlements and provide a range of housing products in safe, accessible, and affordable locations.
- To reduce housing backlog in line with the with the national and provincial norms and standards
- Meet National targets for housing.
- Promote a variety of housing typologies and densities in and around nodal points.
- Development of new residential stands
- To accelerate development and consolidate human settlement development in line with the national policy directives and the IDP of the Municipality.
- To contribute towards spatial transformation and creation of an efficient settlement and spatial pattern
- To facilitate rapid and cost-effective release of land for human settlement development purposes
- To build capacity for effective human settlement development

HUMAN SETTLEMENT ACHIEVEMENTS: AWARDS NEWCASTLE MUNICIPALITY: PROJECT ACHIEVEMENTS:

In 2013, Newcastle Municipality won both Provincial and National Goven Mbeki Award for the BEST LEVEL 2 ACCREDITED MUNICIPALITY. In October 2017, Newcastle Municipality won both Provincial and National Goven Mbeki Award for BEST PERFORMING LEVEL 2 ACCREDITED MUNICIPALITY.

In October 2018, Newcastle Municipality received first runner up at the Provincial Goven Mbeki Award

Siyahlala-la Housing Project awarded the informal settlement Upgrade Project at Provincial Level and National Level the first runner up.

SIYAPHLALA-LA HOUSING PROJECT: (PROJECT YIELD: 1205)



Figure 14 SIYAPHLALA HOUSING PROJECT

Table 14 SIYAPHLALA HOUSING PROJECT EXPENDITURE

PROJECT NAME	WARD	NO OF UNITS	BUDGET 19/20
SIYAPHLALA HOUSING	25	170	R20,060 000.00

MAINTENANCE TO NEWCASTLE MUNICIPAL FLATS

Suryaville and Fairleigh Municipal

These two flats were built under the previous dispensation, these units house together 120 units. They are home to many pensioners, single parents, and grant recipients. The Fairleigh (48 units) Municipal Flat resident received their title deeds after some have lived in these flats for some 25 years and now can officially call their units home, after signing for their title deeds. Suryaville (72 units) 65 title deeds registered and 5 lodged during 2020/21 financial year, waiting for the process of establishment of the body corporate to be completed.



Figure 15 FAIRLEIGH FLATS



Figure 16 SURAYAVILLE FLATS

TITLE DEED RESTORATION PROGRAMME

The Human Settlements, after much hard work have starting to transfer properties in the former R293 Townships known as Madadeni and Osizweni using the Enhanced Extended Discount Benefit Scheme (EEDBS) policy, where National Government passed a policy that allowed beneficiaries living in their houses to become homeowners/security of tenure. The Human Settlements embarked on various title deed drives to hand over title deeds in Madadeni and Osizweni at several events **total title deeds handed over is 230 during 2020/21 financial year.** This covers the following wards: 8,9,10,11,13,14,17,198,19,20,21,22,23,24,26,27,29,30,31,32.

ESTABLISHMENT OF A NATIONAL HOUSING NEEDS REGISTER:

This vital tool is used to determine the housing demand and replaces the housing list, The Provincial Department of Human Settlements have assisted the municipality to transfer all the 34,000 names from

the old list to the National Housing Needs Register. The staff and councillors were trained on the basics: what is the National Housing Needs Register, who needs to apply. The staff were trained to capture all walk-in applicants, updating of existing information of the applicant and able to check on the application. The NHNR will ensure that the information about the housing demand in Newcastle.

The following were highlighted as key human settlements priorities in the human settlement development for the municipality:

National and Catalytic and Spatial Transformative Projects – In July 2014: Minister Sisulu announced a national shift from small-scale, infill to **mega housing projects**. The aim of this shift is to fast-track delivery in human settlements and to accelerate spatial transformation. Implementing of large-scale human settlements development program that ensures access to housing and related household level infrastructure, services and socio-economic opportunities within projects that achieve spatial and economic transformation and developmental objectives. A total of 101 catalytic projects have been identified throughout the country, of which 8 are in KZN and Newcastle JBC Mega Housing project is one of them.

Release and Development of State and Publicly Owned Land for Human Settlements Development and Spatial Transformation. The implementation of a once-off priority land release program to be prioritized. The priority land must be identified for release through HDA.

Improving Access to Affordable Housing Finance through establishment of Human Settlements Development Bank. To mobilize private sector financial institution and employers. Aimed at increasing access to gap housing at large scale and defeat asset poverty among low-income workers

Upgrading of Informal Settlements: As part of South Africa's contribution to New Urban Agenda, eradication of slum clearance remains a key priority in government. Informal settlement upgrading is the incremental, in-situ and community led process of securing basic services and improving settlement layouts. It creates an alternative to evictions, contributes to securing tenure and prepares a community for housing development. In Newcastle Municipality, slum clearance program is also a priority and most of our housing projects under construction stage are part of Informal Settlement Upgrading (ISU) program.

Targeted Applications of the Housing Subsidies: Aimed at meeting the needs of the most vulnerable households (orphans, the aged and disabled); to enable self-reliance through incremental self-build housing initiatives; and to increase the supply of affordable urban rental accommodation and support low-income earners to access housing finance.

Employer Assisted Housing Schemes: Implementation of measures to unleash the large-scale impact, relevance, and sustainability of employer-assisted housing schemes – including the government employees housing scheme.

Military Veterans Housing: It aims to assist all the Military Veterans with the provision of adequate houses. All applicants need to be approved by the National Department of Military Veterans before they are beneficiaries. The Newcastle Municipality has identified approximately 25 Military Veterans to National Department of Military Veterans for verification.

Title Deed Restoration Program: The title deed restoration program is national program aimed at promoting land and building tenure. The program focusses at the pre-1994 in the main and partly post-1994. Pre-1994 are houses that were built during apartheid period and current government seek to redress the past by providing beneficiaries with title deeds. The municipality has transferred a total of 111 title deeds.

Affordable rental housing opportunities: This is one of the housing instruments that the current government is providing to its citizens. This housing typology seek to assist to fill the gap between beneficiaries who earns above R3 501 but not above R7 500. Banking institutions are also part of the program where qualifying beneficiaries are being assisted with the part of funding.

Social Housing and Community Residential Units (CRUs): are also part of affordable rental housing opportunities. Provincial Human Settlements has approved and gazette three erven (restructuring zones), namely Arbor Park N11; Newcastle Central (Hospital Street) and Erf 14144 Fernwood.

Table 25 SOCIAL HOUSING AND COMMUNITY RESIDENTIAL UNITS

SETTLEMENT NAME	WARD NO.	PROPOSED UNITS
Roy Point / Vezukuhle Informal Settlement	21	900
Bosworth Informal Settlement	21	2500

Siyahlalala Informal Settlement (Fairleigh)	25/21	1205
Soul City Madadeni Section 3	20	100
Soul City: Madadeni Stafford Hill	31	3500
Dry Cut Informal Settlement	16	1000
Ingogo Informal Settlement	1	1500
JBC Informal Settlement	12/15/16/18	10 000
Normandien	25	300
Amajuba Forest	1	1000
Wyekom	1	200

Percentage of household with access to basic housing			
Year	Total household (including informal settlements)	Household in formal settlements	Percentage of HHs in formal settlements
Newcastle	84272	22205	26.3 %

EMPLOYEES: HOUSING SERVICES

Table 15 EMPLOYEE HOUSING SERVICES

JOB LEVEL	EMPLOYEES NO	POSTS NO	EMPLOYEES NO	VACANCIES (FULL TIME)	VACANCIES (AS A % OF TOTAL POSTS)
0-3	0	0	0	0	0
4-6	1	15	1	14	14
7-9	11	22	11	11	100%
10-12	9	20	9	11	122%
13-15	2	9	2	7	350%

16-18	2	6	6	4	0.66%
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CAPTIAL EXPENDITURE

Capital Projects	Budget	Adjustment budget	Actual expenditure	Variance from original budget	Total project value
Furniture/Equipment	120,000	0	0	0	120,000
Furniture	133,911	0	110,878.15	23,032.85	
Purchase of Land	500,000	0	0	0	500,000
Lenville	1,500,000	0	1,301,967.00	198033.00	1301967.00

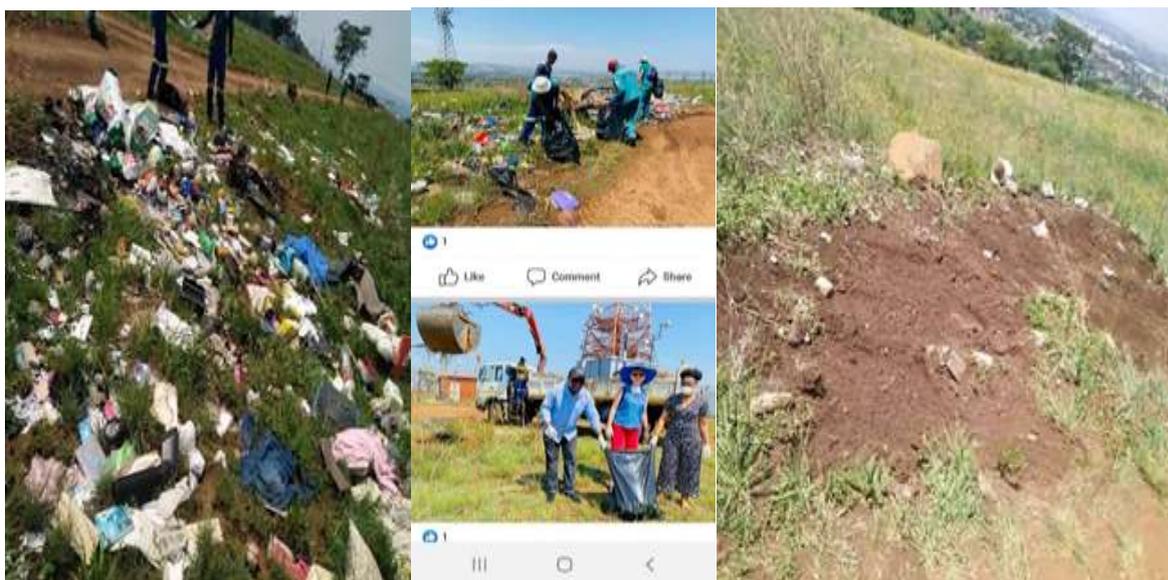
3.5 WASTE

The waste management section is currently rendering an in house once a week curb side collection servicing all our formalised areas including Newcastle Madadeni, Osizweni, Killbarchan, Ingagane and Kwamathukuza and Charlestown. A plan to service the informal areas such as JCB was included in the IDP utilising Community Based contractors, this would also allow for much needed job creation. However, the major challenge is financial, due to the severe financial constraints of the Municipality it was not possible to expand the operations in this year. Free basic refuse removal service is rendered to all residents who are on the indigent register. The municipality currently services 50700 formal households with refuse removal by the refuse been picked up from outside the residence. Rural areas and some areas in Newcastle East have access to Skips for Refuse Removal and the Skips are cleaned weekly.

The waste section has tried to visit one ward per month whenever possible. The schools have been out of reach for us; hence the communities were mainly participating in the clean-up campaigns. The few campaigns we held were a huge success and we hope to continue impacting different communities.

Signal Hill Tower Ward 02 Clean-up campaign held on 28/10/2020

- 300 refuse bags were used throughout the clean-up campaign
- 6 loads of 2 grab trucks (each grab truck loaded 3 loads of refuse)
- 1 ton full of recyclables by Chama-Cha recycling company



EDUCATION AND AWARENESS & #THUMA MINA GREEN GOOD DEEDS

PROGRAMME

Due to COVID 19 and lockdown we have resorted to cleaning campaigns only in the various wards with the Thuma Mina beneficiaries.

WARD 19 MADADENI SECTION 6 AT MUZIKAYISE OPEN SPACES ON 24/03/2021

- The illegal dumping hotspot was cleared, and 200 refuse bags were used throughout the clean-up campaign
- 3 loads of Skips were filled up and we filled 3 loads of Grab truck

BEFORE



AFTER



WARD 9- OSIZWENI HIGH SCHOOL OPEN SPACE 10/03/2021

The illegal dumping hotspot was cleared, and 300 refuse bags were used throughout the clean-up campaign:

- 4 loads of Skips were filled up
- 3 loads of Grab truck

BEFORE



AFTER

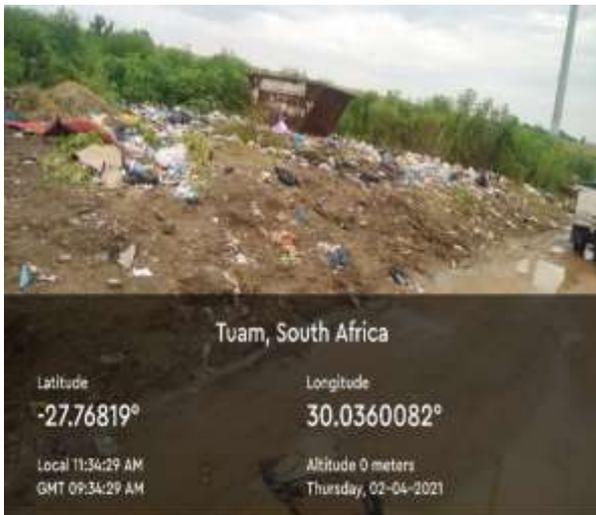


➤ NEWCASTLE TAXI & BUS RANK CLEAN-UP CAMPAIGN-06/10/2020



➤ **CLEAN-UP CAMPAIGN AT KWAMATHUKUZA**
BEFORE

DURING



Program), The Green Good Deeds Beneficiaries and EPWP. These stakeholders collected rubble around a number of skips in KwaMathukuza.

The municipality is urging residents to make use of bins and avoid throwing waste around the skips, instead of inside the skips.



AFTER



PRIZE GIVING CEREMONY ECO BRICKS COMPETITION AT OSIZWENI HALL ON 25/05/2021

Having been on hold for more than a year, the event finally took place in May 2021. The seven schools which had participated were in attendance to show case their achievements.

Cebelihle got away with more than the other schools owing to their piece of work and presentation. The event was attended by the mayor's office, Deputy Mayor, Acting Municipal Manager/ Acting SED Community Services, Portfolio head, and many other dignitaries including the Director of Education for the Amajuba district.

Above all, the company that sponsored the event Moteko, was represented by its director Mr G. Mazibuko, who promised they will continue to sponsor this cause annually.



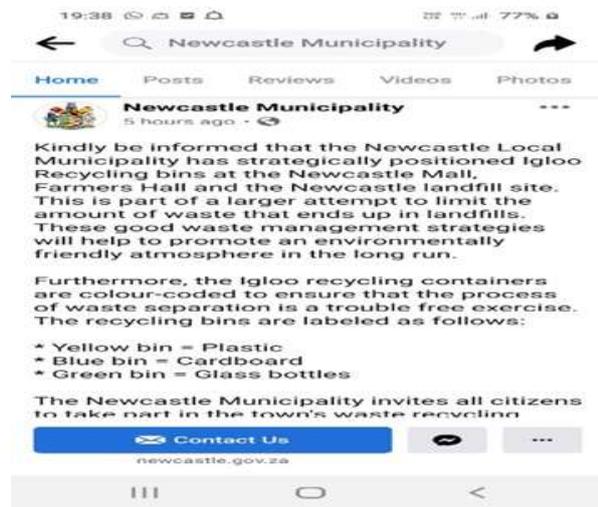
➤ **SEPARATION OF WASTE AT SOURCE PROJECT SET TO BE A GAME CHANGER FOR NEWCASTLE**

The Newcastle Municipality together with the National Department of Environmental Affairs, Forestry and Fisheries and United Nations Environment Program, implemented a pilot initiative to introduce the separation of waste at source project in Newcastle. The main aim of this project is to contribute towards the Municipality's waste minimization plan, by diverting at least 93% of waste away from landfill sites, to create employment, to save natural resources and energy. The supreme anticipated result is to prolong the longevity and lifespan of landfill sites across Newcastle and surrounding areas



RECYCLING CONTAINERS

In a bid to encourage the Community of Newcastle to continue recycling and keeping the town clean, the waste management section has purchased and placed different colour bins at the mall, the farmers hall and at the landfill site



➤ **GMC GRANT FUNDING:** R150 000 was received from Greenest Municipality Competition and the department purchased 10 recycling bins to promote recycling in Newcastle.



Newcastle was placed 3rd in the Provincial Leg of the Greenest Municipality competition winning an amount of R 400 000. A Business plan was submitted to the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) and the funds will be used to purchase much needed bulk refuse containers which are income generating.

SERVICE DELIVERY CHALLENGES

Long Turnaround for repairs to waste management vehicles and specialized plant which impact negatively on overtime budget and service delivery

A 142 staff were dismissed because of industrial action on 25 September 2019. Parks staff and EPWP staff were used as a stopgap measure to fill these positions. Of the 142 staff that were dismissed only 42 positions were filled in June 2021. EPWP are being used to augment the section

The existing landfill site is fast reaching the end of its life span

3.6 FREE BASIC SERVICE AND INDIGENT SUPPORT

Newcastle Municipality provides free basic electricity, water, sanitation and refuse removal to all households that qualify to be on indigent support. In terms of the Indigent Policy (see attached as Annexure), the monthly household earnings of an indigent application are limited to R3, 500 for old, aged pensioners and poor households. The onus lies with the applicant to come forward and register for indigent support in line with the Council approved indigent policy. The Free Basic Services is funded through the equitable share which is received from National Government.

Newcastle Municipality appointed a service provider in April 2019 to verify the indigent applications and indigent register. Since the appointment of the service provider the number of qualifying indigent applicants has reduced by 6, 72%. As at the end of June 2018 the municipality was providing free basic services to 19487 households and as at the end of June 2019 the number of households reduced to 7484. The number of indigent households had increased by the end of June 2020 to 8952 which is equivalent to 18. 14 % of the total valuation roll. The increase of indigent households from 2018/19 to 2019/20 is 2, 86%. The indigent audits are resulting in fewer indigent approvals, the online verification system is assisting to ensure that only valid indigents are approved, increase in residential properties, this figure is not constant, and it changes according to the number of properties that have been registered at that point in time therefore there was an increase in the number of properties registered at the deeds office. Furthermore, during the 2019/20 financial year the National Covid-19 Pandemic caused many retrenchments and workers being paid short-time therefore there were more applicants that qualified for the indigent support.

COMPONENT B: ROAD TRANSPORT

3.7 ROADS

Newcastle Municipality has a backlog of roads in Newcastle East, and it is our mission as a municipality to ensure that every road and suburb in Newcastle East has tarred (Black-top) roads like that of Newcastle West. The municipality in 2012 submitted various business plans to Municipal Infrastructure Grant (MIG) for the funding of constructing new roads in Newcastle East to ensure that we as Newcastle Municipality create equality in the access of basic services throughout Newcastle. The MIG roads program is a multi-year project and for the 2020/21 financial year the municipality constructed 3 new roads in Newcastle East. The current performance achieved by the municipality for roads upgraded from gravel to blacktop is as follows:

PROJECT NAME	WARD	BENEFICIARIES (Km's)	STATUS QUO	JOBS CREATED
Upgrading of existing gravel roads MF55 Street in Madadeni Section F	19	0.78	Complete	11
Upgrade of existing roads to blacktop MD35 in Madadeni Ward 24	24	0.852	Complete	7
Upgrading of MF18 and MF19 to blacktop in Madadeni	29	0.757	In progress	12
Upgrade of MF7, MF10 and MF69 roads	27	0.714	In progress	11
Construction of road MC13	23	0.375	In progress	9
Upgrade of existing roads to blacktop in Osizweni Ward 30: OA103	30	0.902	Practically Complete	11
Construction of OB1 link road	12	1.149	In progress	9
Construction of road OA27	10, 11	0.52	In progress	11
Construction of H39 bus road and street lighting in Madadeni ward 19	19	1.2	In progress	11
Provision of infrastructure services to the medical precinct (Hastie Street extension)	25	0.819	In progress	8

Table 16 GRAVEL ROADS UPGRADED TO BLACK-TOP (TAR)



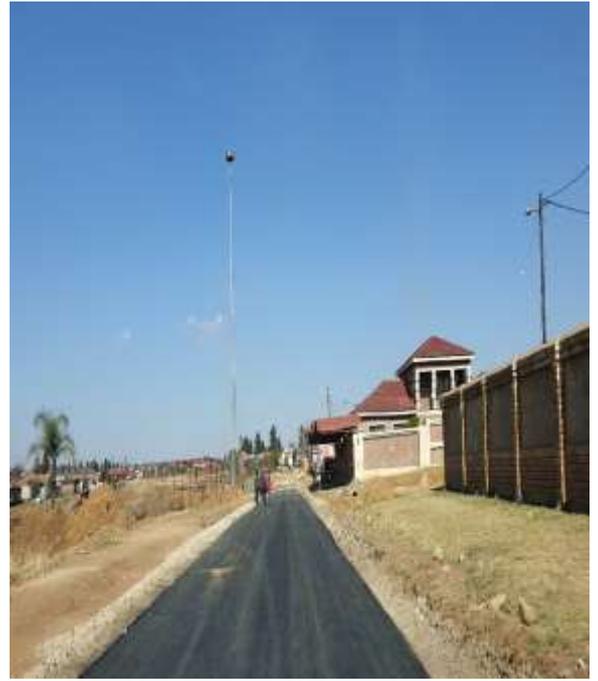
UPGRADING OF EXISTING GRAVEL ROADS MF55 STREET IN MADADENI SECTION F



UPGRADE OF EXISTING ROADS TO BLACKTOP MD35 IN MADADENI WARD 24



UPGRADING OF MF18 AND MF19 TO BLACKTOP IN MADADENI



UPGRADE OF MF7, MF10 AND MF69 ROADS



CONSTRUCTION OF ROAD MC13



UPGRADE OF EXISTING ROADS TO BLACKTOP IN OSIZWENI WARD 30: OA103



CONSTRUCTION OF OB1 LINK ROAD



CONSTRUCTION OF ROAD OA27



CONSTRUCTION OF H39 BUS ROAD AND STREET LIGHTING IN MADADENI WARD 19



3.8 RESEALING OF ROADS FOR 2020/21

Table 17 RESEALED ROADS IN NEWCASTLE

NAME OF ROAD	M
MAD 4	700
MAD	200
JR4	200
Panorama Drive	100
Drakensburg	900
Hendrieta	100
Memel Road	310
York Street	260
Voortrekker Street	180
Terminus Street	470
	3420

SERVICE DELIVERY CHALLENGES EXPERIENCED AND INTERVENTIONS IMPLEMENTED TO RESOLVE THESE CHALLENGES

Table 18 SERVICE DELIVERY CHALLENGES AND INTERVENTIONS

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
Cash-flow problems	Contractors were assisted through cession agreements.
Covid-19	Some projects had to be rolled over in the following financial year

3.9 THREE YEAR CAPITAL PLAN FOR ADDRESSING INFRASTRUCTURE BACKLOGS IN TERMS OF THE MUNICIPAL INFRASTRUCTURE GRANT (MIG) FRAMEWORK

Table 19 THREE CAPITAL BUDGET

Over the next three years, the municipality is planning to spend R391 million towards the capital programme. During the 2020/21-2021/2022 financial year, the municipality will be spending the bulk of its capital programme towards basic infrastructure, with R40.9 million towards roads, R33.8 million towards water, R51.5 million towards sanitation and R3.1 million on the electricity infrastructure. A further R3.1 million will be spent on new plant, R1.3 million of furniture and other tools of trade. The following tables reflects a detailed listing of projects that are planned to be implemented by the municipality over the MTREF period:

PROJECT DESCRIPTION	NEW / ONGOING	FUNDING SOURCES	BUDGET 2020/2021	BUDGET 2021/2022	BUDGET 2020/2023
COMMUNITY SERVICES					
Installation of Aircon at Mobile Office	New	Museum Grant	15 000	-	-
Construction of Admin Office at Fort Amiel	New	Museum Grant	300 000	-	-
Art Purchases	New	Museum Grant	50 000	-	-
Total Community Services			365 000	-	-
BTO					
IT Equipment	New	Internal Funding	600 000	600 000	600 000
Furniture and Office Equipment	New	Internal Funding	300 000	300 000	300 000
Machinery Equipment	New	Internal Funding	100 000	100 000	100 000
Total BTO			1 000 000	1 000 000	1 000 000
DPHS					

PROJECT DESCRIPTION	NEW / ONGOING	FUNDING SOURCES	BUDGET 2020/2021	BUDGET 2021/2022	BUDGET 2020/2023
Medical Precinct – Roads	New	Internal Funding	6 834 667	-	-
Medical Precinct – Storm Water	New	Internal Funding	3 884 667	-	-
Medical Precinct – Street Lights	New	Internal Funding	600 000	-	-
Medical Precinct – Water	New	Internal Funding	805 000	-	-
Medical Precinct – Sewer	New	Internal Funding	910 000	-	-
Medical Precinct – Substation	New	Internal Funding	2 070 000	-	-
Professional fees	New	Internal Funding	2 895 666	-	-
Total DPHS			18 000 000		
TECHNICAL SERVICES					
Construction of MF 18 & MF 19 Roads	New	MIG	4 000 000	-	-
Construction of MF 69, 7, 10 Roads	New	MIG	4 400 000	-	-
Construction of MC 13 Roads	New	MIG	3 100 000	-	-
Construction of Madadeni Urban Access Roads Phase 3	New	MIG	-	15 000 000	20 000 000
Construction of OB 1 Link Road	New	MIG	6 073 000	-	-
Construction of OA 27 Road	New	MIG	3 000 000	-	-

PROJECT DESCRIPTION	NEW / ONGOING	FUNDING SOURCES	BUDGET 2020/2021	BUDGET 2021/2022	BUDGET 2020/2023
Construction of Osizweni Urban Access Roads Phase 4	New	MIG	-	15 000 000	20 000 000
Construction of H39 BUS Road and Streetlighting	New	MIG	10 000 000	8 000 000	
Upgrade of Madadeni Wastewater Treatment Plant	Ongoing	MIG	20 731 000	17 414 000	9 727 000
Viljoenpark Bulk Water and Sanitation	New	MIG	10 000 000	12 000 000	19 000 000
Blaauwbosch Bulk Water Supply	Ongoing	MIG	10 000 000	18 401 000	15 000 000
Pipe Replacement and Upgrade	Ongoing	MIG	10 000 000	12 000 000	8 000 000
Furniture and Equipment	New	MIG	200 000	200 000	700 000
Osizweni Water Pressure System Management	Ongoing	MWIG	10 000 000	8 000 000	9 000 000
Provision of Basic Water Supply (P46, Ward16, 12, 24)	Ongoing	MWIG	6 000 000	6 000 000	4 400 000
Resealing of Roads Newcastle Residential Area	Ongoing	Internal Funding	2 500 000	2 000 000	4 000 000
Resealing of Roads – Newcastle West	Ongoing	Internal Funding	3 500 000	3 000 000	6 000 000
Resealing of Roads Madadeni	Ongoing	Internal Funding	2 000 000	1 500 000	3 000 000
Resealing of Roads Osizweni	Ongoing	Internal Funding	2 000 000	1 500 000	3 000 000
Construction of Speedhumps	Ongoing	Internal Funding	2 000 000	-	-

PROJECT DESCRIPTION	NEW / ONGOING	FUNDING SOURCES	BUDGET 2020/2021	BUDGET 2021/2022	BUDGET 2020/2023
Purchase of Vehicles	New	Internal Funding	2 500 000	2 000 000	2 000 000
Total Technical Services			112 004 000	122 015 000	123 827 000
TOTAL CAPITAL BUDGET			131 369 000	123 015 000	124 827 000

3.10 SECURITY SERVICES

➤ CCTV CAMERAS AND MONITORS

Proactive strategy to detect and deter crime within the Newcastle Municipal area in the main phase one within the Newcastle CBD. They serve as a tool to detect and investigate crime as and when it happens. They are also used as a proactive and reactive tool in the fight against crime and serves as a deterrent for crime and identification of criminals



➤ TASK TEAM HUNTS DOWN STREETLIGHT THIEF

The Chief Security Officer, Mr. Pieter Marais was among those who gave chase on foot as the first definitive breakthrough in the streetlight saga was made. Three people were subsequently arrested and will be charged for their blatant Crimes.





SERVICE DELIVERY CHALLENGES

We only acquired funds to deal with the first phase of the project in the amount of R1.4 mil yet the project tendered the value of R15.6mil. This mean that we cannot rollout the project to the residential areas in Madadeni and Osizweni to enable a full fleshed operational system. Renewal of old CCTV Cameras and internal CCTV system cannot be done and thereby impacting negatively on the reliability and functionality of the overall system. Faulty CCTV cameras cannot be replaced and capture footage of crime incidents as and when it occurs

INTERVENTIONS IMPLEMENTED

Council to approve adequate funding to continue with the roll out and the finalization of upgrading the entire project

3.11 TRAFFIC SERVICES

COVID -19 LOCKDOWN ROADBLOCK ON 26 AUGUST 2020

26 August 2020 / Covid -19 Lockdown Roadblock. With the Covid-19 Lockdown regulations, Traffic Officers conducted roadblocks to ensure that the public comply with the regulations, limit movement, thereby assisting with not spreading the virus.



TRUCK HANDOVER ON 02 SEPTEMBER 2020



SANTACO ROADSHOW ON 20 OCTOBER 2020



Roadshow Newcastle Municipality, partnered with the public transport industry to recognise good driver behaviour and render support for the festive season ahead



EASTER ROADBLOCK ON 01 APRIL 2021

The Principals of Newcastle Council partnered with law enforcement agencies and emergency services to convey road safety messages to motorists and passengers ahead of the Easter Weekend.



FILM SHOOT ON 18 APRIL 2021

An internationally recognised film company worked with Traffic Services in producing scenes of a series which included a gruesome accident. This partnership helped to market our beautiful Town



INTERFAITH AND AARTO INTRODUCTION ON 30 APRIL 2021

NEWCASTLE, as a forerunner in KZN AARTO rollout processes, joined the Road Traffic Infringement agency with educating Interfaith cultural leaders and the community on AARTO matters.



Details	2019'20 Financial Year
Number of road traffic accidents during the year	503
Number of traffic officers in the field on an average day	22
Number of traffic officers on duty on an average day	16

3.12 CEMETERIES

Access to burial facilities is one of the key challenges facing the Newcastle Municipality. There are 27 cemeteries (8 formal or registered and 19 informal burial sites). Registered cemeteries include 3 cemeteries in Charlestown, Roy Point cemetery, Cavan, (Drycut), Newcastle cemetery, Osizweni and Madadeni cemeteries. One of the unregistered cemeteries is Ngagane cemetery to the south of the Newcastle town. However, only two formal cemeteries are in operation, namely RoyPoint and Drycut cemeteries.

Although Drycut Cemetery was properly planned and laid out, it appears that the plan has not been followed. As a result, some graves are in environmentally sensitive areas, and the facility remains poorly developed. This facility is currently the main cemetery that services the eastern parts of the NLM.

Similarly, the Roy Point Cemetery which serves as a regional facility for the whole of Newcastle and beyond is also fast approaching capacity clearly indicating a need for the identification and development of anew cemetery for the area. Cemeteries in Madadeni and Osizweni have been closed due to unfavourable geological conditions (high water table), as a

result the municipality has undertaken the extension of the Roy Point cemetery through the relevant processes.

In response to the above cemetery challenges, the Newcastle Municipality commissioned an investigation of identifying new suitable sites for cemeteries. The project was initially set to be completed by September 2012 and the planning exercise was to begin with the implementation of the Environmental Impact Assessment (EIA), and other processes.

LIST OF CEMETERIES IN NEWCASTLE

CEMETERIES IN USE		
NAME OF CEMETERY	NUMBER OF GRAVES ISSUED (JULY 2020-JUNE 2021)	FREQUENCY OF GRASS CUTTING
Dry cut (Madadeni & Osizweni)	Madadeni 99 Osizweni 710	Twice a month
Rooi-point	951	Twice a month
NAME OF CEMETERY	NUMBER OF GRAVES ISSUED (JULY 2020-JUNE 2021)	FREQUENCY OF GRASS CUTTING
Muslim	52	Twice a month
Charlestown	17	Twice a month
CEMETERIES NOT IN USE		
Madadeni	Closed cemeteries only open for re-burials and reserved burials.	Twice a month
Osizweni/ 42 cemetery	Closed cemeteries only open for re-burials and reserved burials.	Twice a month
Old cemetery (CBD)	Closed cemeteries only open for re-burials and reserved burials.	Twice a month

Table 20 LIST OF CEMETERIES IN NEWCASTLE

The municipality appointed a specialist service provider in 2020 to mitigate against the infestation of phorid flies at Dry-cut cemetery. The service was launched in August 2020, and it is anticipated that this initiative will go a long way in addressing issues that have been raised by the community over the years with regards to the infestation of phorid flies in Dry-cut cemetery.



CHALLENGES AND INTERVENTIONS

CHALLENGES	INTERVENTIONS
<p>The Roy Point and Dry-cut Cemetery is rapidly reaching its capacity for burial space.</p>	<p>We have submitted items to Council regarding the current status quo of cemeteries. We have also constantly engaged the Department of Town Planning & Human Settlement to speed up the process for cemetery identification and budget for cemetery infrastructure</p>

Table 21 CHALLENGES AND INTERVENTIONS FOR CEMETERIES

GRASS CUTTING

Parks recreation and Cemeteries purchased 20 grass cutting machinery and this has assisted the department to complete the gras cutting cycle without delays that are related to breakdown of machinery.



SERVICE DELIVERY CHALLENGES

Inadequate budget for the maintenance of machinery & equipment which leads to poor service delivery in terms of grass cutting.

INTERVENTIONS IMPLEMENTED

The department had procured the grass cutting equipment in 2020/2021, although it is still not sufficient.

COMPONENT C: PLANNING AND DEVELOPMENT

3.13 PLANNING

MISSION:

To achieve a coherent spatial structure that facilitates consistent and sustainable growth and development.

OVERVIEW OF FUNCTIONS:

- **Spatial Planning:** The unit is responsible for maintaining and trendsetting forward planning of a town that is on a trajectory growth and aiming towards a smart city. It thrives on turning collective municipal dreams coming into fruition.
- **Urban Renewal:** The Urban renewal unit is focused on rejuvenating areas of urban decay and ensuring new appeal to development investors. They are responsible for replacing old infrastructure and laying out new infrastructure thus ensuring the integration of such areas to areas of ne interests.
- **Land Use Management:** This is the unit that is responsible for returning order and ambience to the municipality. It ensures that land is developed in a desirable and sustainable manner. It functions better when the municipality is focused on development markets and responds to development with certainty and confidence.
- **Geographic Information systems:** This unit is responsible for the management and maintenance of geo-spatial information and spatial information. This allows internal and external users to make informed decisions through the analysis provided by the system.
- **Building Inspectorate:** The building inspectorate ensures compliance with structural building requirements for all commercial, industrial, and human habitation structures build within the jurisdiction of the municipality. The unit also ensures uniformity to the visual aesthetics within the city.

PERFORMANCE HIGHLIGHTS 2020/21

EQUARAND MIXED USE NODE:

Equarand is in the Southern portion of Newcastle town along the main arterial road of the municipality with the direct link to the N11 south. It forms the area extending from the Blackrock

casino and Newcastle Mall and surrounded by the suburbs of Lennoxton with Siyahlala-la on the west and Arbor Park to the east and extending towards the CBD to the north.

The municipality formulated a strategic partnership with DBSA in the Equarand mixed use node formalization process with the establishment of the township register anticipated within the financial year 2020/21. The project is undertaking the following studies which will form the basis for the establishment of the township register:

- Traffic and Transportation Study.
- Market Valuation and release strategy.
- Engineering Services Report.
- Engineering designs.
- SPLUMA Application approved.
- SG Diagrams approved.

Ongoing Activities:

- Survey proposed properties.
- SPLUMA application to subdivide and zone properties.
- Property disposal



Figure 17 proposed Equarand Layout Plan

ARTERIAL ROUTES LINKING TO THE PROPOSED REALIGNMENT OF N11:

The Municipality in its Endeavour to provide effective transportations networks between economic hubs and residential neighborhoods undertook the exercise to look at the positive spin offs as well as well the knock-on effects the proposed realignment of N11 is likely to bring to town.

HASTIE STREET EXTENSION

Extensive planning is also underway within the Medical Precinct to prepare this study area for development to take off, having observed over time a concerted effort by various developers to access the vacant land next to the Medi-Clinic. At the end of 2018/19 financial year, the municipality had received the preliminary engineering designs for the construction of the road, this section of the road is to be considered as the extension of Hastie Street. Hastie Street has been developed from the vicinity of the motor dealership precinct and stops short in the vicinity of Bird Street. Its extension will now cover 747 m in length and will end at the intersection with Hospital Street between Medi-Clinic and the municipal offices. Across these offices, the municipality has recently approved the social housing development. The final design of the road is yet to be determined; however, the sense of place will resemble that of the medical suburbia. The image below depicts the single carriage way road described as Hastie Street extension.



Figure 18 HASTIE STREET EXTENSION



Hastie Street Site progress

NEWCASTLE AMAJUBA PRIVATE HOSPITAL

It is envisioned that within the Newcastle Medical Precinct the Amajuba Private Hospital is set for establishment. The SPLUMA application process has unfolded and was approved by the Newcastle MPT and the building plans have been submitted to the municipality.

The site is located at the corner of link and the proposed extension of Albert Wessel's drive on a vacant portion of Equarand. The proposal is worth over a billion rand and will provide additional healthcare, employment opportunities and additional investment into the Town.



Figure 19 EQUARAND DEVELOPMENT

TABS PROJECT:

The municipality, in a strategic partnership with DBSA has engaged in a project, Transaction Advisory Services and the Integration of the Financial and Billing System with the GIS (TABS). The project aims at revenue enhancement for the municipality through:

- Integrated information systems analysis
- Effectively and efficient municipal billing
- Up to date financial policies
- Identification and quantification of municipal infrastructure project and business plans
- Sourcing funding

PERFORMANCE HIGHLIGHTS 2021/22

EQUARAND MIXED USE NODE:

Equarand is in the Southern portion of Newcastle town along the main arterial road of the municipality with the direct link to the N11 south. It forms the area extending from the Blackrock casino and Newcastle Mall and surrounded by the suburbs of Lennoxton with

Siyahlala-la on the west and Arbor Park to the east and extending towards the CBD to the north.

The municipality formulated a strategic partnership with DBSA in the Equarand mixed use node formalization process with the establishment of the township register anticipated within the financial year 2019/2020. The project is undertaking the following studies which will form the basis for the establishment of the township register:

- Traffic and Transportation Study.
- Market Valuation and release strategy.
- Engineering Services Report.
- Engineering designs.
- SPLUMA Application approved.
- SG Diagrams approved.

Ongoing Activities:

- Pegging sites.
- Servicing properties.
- Property disposal.



Figure 20 PROPOSED EQUARAND LAYOUT PLAN

ARTERIAL ROUTES LINKING TO THE PROPOSED REALIGNMENT OF N11:

The Municipality in its Endeavour to provide effective transportations networks between economic hubs and residential neighborhoods undertook the exercise to look at the positive spin offs as well as well the knock-on effects the proposed realignment of N11 is likely to bring to town.

HASTIE STREET EXTENSION

Extensive planning is also underway within the Medical Precinct to prepare this study area for development to take off, having observed over time a concerted effort by various developers to access the vacant land next to the Medi-Clinic. At the end of 2018/19 financial year, the municipality had received the preliminary engineering designs for the construction of the road, this section of the road is to be considered as the extension of Hastie Street. Hastie Street has been developed from the vicinity of the motor dealership precinct and stops short in the vicinity of Bird Street. Its extension will now cover 747 m in length and will end at the intersection with Hospital Street between Medi-Clinic and the municipal offices. Across these offices, the municipality has recently approved the social housing development. The final design of the road is yet to be determined; however, the

sense of place will resemble that of the medical suburbia. The image below depicts the single carriage way road described as Hastie Street extension.

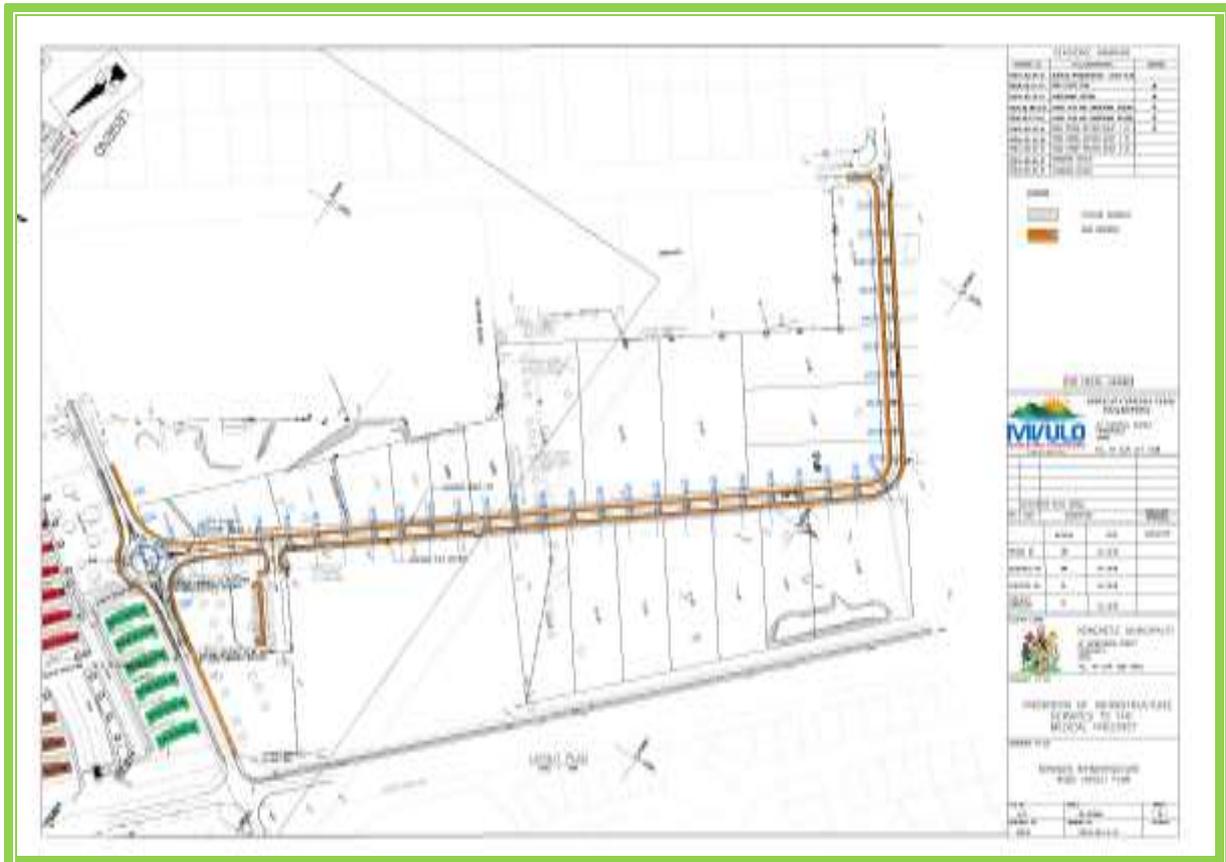


Figure 21 HASTIE STREET EXTENSION





Hastie Street Site progress

NEWCASTLE AMAJUBA PRIVATE HOSPITAL

It is envisioned that within the Newcastle Medical Precinct the Amajuba Private Hospital is set for establishment. The SPLUMA application process has unfolded and was approved by the Newcastle MPT and the building plans have been submitted to the municipality.

The site is located at the corner of link and the proposed extension of Albert Wessel's drive on a vacant portion of Equarand. The proposal is worth over a billion rand and will provide additional healthcare, employment opportunities and additional investment into the Town.



Figure 22 EQUARAND DEVELOPMENT

TABS PROJECT:

The municipality, in a strategic partnership with DBSA has engaged in a project, Transaction Advisory Services and the Integration of the Financial and Billing System with the GIS (TABS). The project aims at revenue enhancement for the municipality through:

- Integrated information systems analysis
- Effectively and efficient municipal billing
- Up to date financial policies
- Identification and quantification of municipal infrastructure project and business plans
- Sourcing funding

The TABS project identified areas of concern in the integration of systems of the municipality whereby there were issues around:

- Properties in the municipal system that did not have proper property description and thus impacted on the revenue of the municipality
- Properties that had issues with property ownership and thus impacted on the municipal systems and revenue
- Properties that form part of the EEDBS programme and properties that have more than one household, and properties with RDP houses. This only entails properties that

are occupied but the property ownership at Deed office has not yet been assigned to the beneficiary.

The municipality is thus engaged in ensuring revenue enhancement through the implementation of the TABS report with the points above being resolved. This will allow the municipality to collect revenue where it was unable to collect since property description or ownership was not properly assigned.

BUILDING PLANS APPROVED FOR THE MONTH OF JULY 2020 TO JUNE 2021 :

Building plans to the value of R427 060 800 approved for the financial year of 2020 to 2021. The figures below show the insufficient number of building plans approved in the Newcastle East.

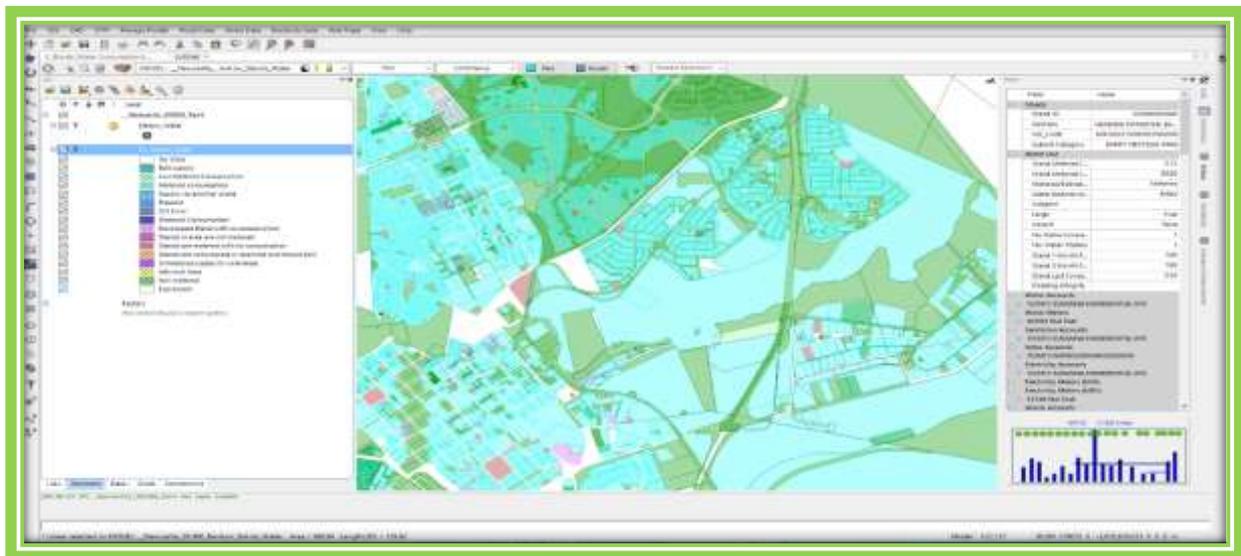


Figure 23 TABS PROJECT

PROPERTY DEVELOPMENT / BUILDING PLANS:

The municipality received submission for building plans to the value of: **R 767 416, 60** for the financial year 2020/21.

BREAKDOWN OF BUILDING PLANS

CATEGORY				
	Newcastle West	Madadeni	Osizweni/ Ingagane	Value
NEW DWELLINGS	36	10	3	125 445 000
TOWN HOUSES / FLATS	7	-	-	40 837 500

ADDITIONS AND ALTERATIONS TO DWELLINGS	147	26	4	122 058 300
NEW NON-RESIDENTIAL BUILDING	8	1	1	39 915 000
FACTORIES	1	-	-	14 932 500
WORKSHOP/WAREHOUSE	-	-	-	-
COMMERCIAL	1			555 000
RELIGIOUS/SCHOOL	-	-	1	1 042 500
ADDITIONS AND ALTERATIONS NON-RESIDENTIAL BUILDINGS	11	3	-	82 275 000
SUB – TOTAL	211	40	9	427 060 800
GOVERNMENT AND MUNICIPAL BUILDINGS:	-	-	-	-
GRAND TOTAL	211	40	9	427 060 800

3.14 URBAN RENEWAL AND SPECIAL PROJECTS

MISSION:

To uplift communities socially, economically, and environmentally through infrastructure development.

OVERVIEW OF FUNCTIONS:

This Unit mainly focuses on improving city areas through upgrading of old infrastructure or development of new infrastructure, these may include public buildings, parks, roadways, industrial areas, etc.; this is undertaken in accordance with existing municipal development plans.

PERFORMANCE HIGHLIGHTS 2020/21

During the 2020/21 Financial Year, this Unit dealt with the following projects:

A JBC Osizweni Secondary Road Link Phase 2

- Road construction is still under progress following the relocation of four families that were located within the road reserve; the old structures were demolished and the road construction on the remaining portion is underway.



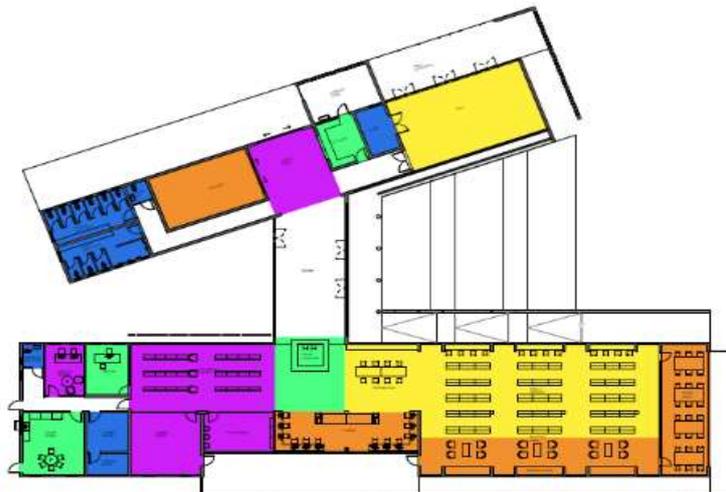
Construction of Blaauwbosch Library

The building plans for the Blaauwbosch Library have been evaluated and the procurement process for the appointment of the main contractor has commenced.



BLAUBOSCH LIBRARY
Newcastle, KZN
EXTERIOR RENDER 1

Project number : 0506
Client : Newcastle Municipality
Date : March 2020
Revision : 02



BLAUBOSCH LIBRARY
Newcastle, KZN
SPATIAL USE

Project number : 0506
Client : Newcastle Municipality
Date : March 2020
Revision : 02



ADHOC DELIVERABLES NOT COVERED IN SDBIP

Site Preparation

Relocation of four families that were located with the road servitude has been completed successfully.



INNOVATIVE SERVICE DELIVERY ACHIEVEMENTS TOWARDS MUNICIPAL EXCELLENCE

The designs of the proposed JBC Library have followed the green buildings concept for the operation and maintenance of the building to be cost effective as well as environmentally responsible.

SERVICE DELIVERY CHALLENGES EXPERIENCED AND INTERVENTIONS IMPLEMENTED TO RESOLVE THESE CHALLENGES

SERVICE DELIVERY CHALLENGES	INTERVENTIONS IMPLEMENTED
There has been delays experienced due to the National Lockdown and furthermore, there has been challenges when it related to consultation with affected families when it relates to the urban renewal projects.	Recovery Plans have been submitted on how the time that has been lost will be recovered and where necessary, there has been political intervention to address issues of concern from the affected families and such has yielded positive results.

3.15 LOCAL ECONOMIC DEVELOPMENT

The economic conditions in South Africa and in Newcastle have slightly changed since 2012. However, most of the recommendations presented in 2012 report were not fully implemented for a range of reasons, beyond the scope of this study. This strategy provides a framework for optimization of Local Economic Development (LED), and consequently requires multi-stakeholder support.

Among other objectives, the review examines the extent in which new developments took place within the municipal economy between 2012 and 2017. It was also part of the goals of this review to determine the extent in which activities, programs and projects proposed by the 2012 strategy were implemented. The review further looked at the budget or financial allocations that attempted to address socio-economic ills as there were outlined previously.

This report has no intentions of reinventing the wheel. It rather seeks to improve the approach and methodology of realizing broad based economic development goals for Newcastle municipality. The strategy would like to caution against the unguarded risk of adhering to compliance procedures without following through with implementation.

LOCAL JOB OPPORTUNITIES

Job opportunities has drastically declined due to the COVID-19 outbreak. It will take several months for our Economy to be stabilised. With the COVID-19 Pandemic, the economy has been in an unstable space due to the erratic. On the upside however some Industries have managed to stay afloat and not temporary lay off staff during this time.

Additionally, mass protest action took place in July 2021 and resulted in looting and damage to businesses throughout South Africa. The effect of the looting is evident on small and big businesses as well as the economy, **increasing unemployment and making it difficult for businesses to recover from their losses.**

Of great concern is the planned and ongoing retrenchments planned by Mittal SA, which has a direct impact on our Economies rates base.

THE NUMBER OF JOBS CREATED THROUGH MUNICIPALITY'S LOCAL ECONOMIC DEVELOPMENT INITIATIVES INCLUDING CAPITAL PROJECTS

THE NUMBER OF JOBS CREATED THROUGH MUNICIPALITY'S LOCAL ECONOMIC DEVELOPMENT INITIATIVES INCLUDING CAPITAL PROJECTS		
2020/2021	2019/2020	2018/2019
702	1070	1509

TOTAL OF NEW BUSINESSES OPENED FROM 1 JULY 2020 – 30 JUNE 2021

Rocco Mamas has provided employment for {22 people).

Sasol Garage [24 people) provided with employment)

Havel motors (20 staff employed)

Qualitas training (15 people employed)

Lanxess was taken over by BROCHEM (30 people employed)

Madadeni Spar (50 people employed)

Chinese and Taiwanese factories have indicated a 50% reduction in peak performance and staff retention. The sector which was severely affected during this COVID-19 was our Tourism sector which has come to a complete standstill. We were most fortunate that the Department of Health Amajuba District in partnership with Newcastle Municipality organised training for workers in the accommodation sector in Newcastle. The venue was also arranged by the Department of Health which took place on the 19th of June 2020. The training was well received and a total of 17 accommodation establishment staff members attended the workshop.

BUSINESS RETENTION & EXPANSION

Statistics South Africa has conducted a survey from 30 March 2020 to April 2020. A total number of 2182 businesses responded to this survey.

THE BREAKDOWN IS AS FOLLOWS:

89.6% businesses reported that turnover was below the normal range.

47.9% indicated temporary closure or paused trading activity.

8.6% have permanently ceased trading.

36.4% reported laying off staff for a short period of times.

45.6% expected their workforce size to decrease in the following months.

32.9% indicated a decrease to access financial resources.

30% of businesses have applied for financial assistance using Government relief schemes.

29.7% indicated that they can survive less than a month without turnover whilst 55.3% can survive between 1 and 3 months.

50.4% of the workforce were unable to meet business demands.

56.3% indicated that their businesses would be operating during level 4 lockdown period.

This study was commissioned by a national consortium of thirty Social Science Researchers from five South African Universities. The information was gathered using fifty call centre agents and a sub sample of seven thousand respondents were surveyed.

During Wave 1 of the pandemic from February 2020 to April 2020 17 million people were employed in February 2020.

In April 2020, 14 million people were employed thus showing a 3 million loss in employment or 18% decline.

A further 1 in 3 income earners in February 2020 did not earn an income in April 2020.

Most affected are the manual workers and lower income earners. Although a larger share of informal economy earners worked during this time the working hours and customer base reduced by 50 %.

In the Clothing and textile sector in Newcastle reports received from the sector indicate that even after the opening of the sector there is a 50% reduction in the peak performance of this sector due to the Pandemic.

Mittal Steel currently in Section 189 retrenchment process. This will also affect our economy negatively.

Urgent intervention by means of an Economic Recovery Plan will have to be commissioned by Newcastle Municipality to be able to curb the effect of the pandemic.

Table 22 INDUSTRIES IN NEWCASTLE

INDUSTRY	NUMBER EMPLOYED	AVERAGE ANNUAL GROWTH (2000 – 2010)	PERCENTAGE CONTRIBUTION
Food, beverages, and tobacco	435	-6.0%	3.8%
Textiles, clothing, and leather goods	4878	-6.7%	42.6%
Wood, paper, publishing, and printing	346	-5.2%	3.0%
Petroleum products, chemicals, rubber, and plastic	840	-3.5%	7.3%
Other non-metal mineral products	416	-6.1%	3.6%

INDUSTRY	NUMBER EMPLOYED	AVERAGE ANNUAL GROWTH (2000 – 2010)	PERCENTAGE CONTRIBUTION
Metals, metal products, machinery, and equipment	3173	-3.0%	27.7%
Electrical machinery and apparatus	130	-4.9%	1.1%
Radio, TV, instruments, watches, and clocks	74	-4.9%	0.6%
Transport equipment	169	-6.9%	1.5%
Furniture and other manufacturing	992	-3.4%	8.7%
Total / average	11454	-5.1%	100%

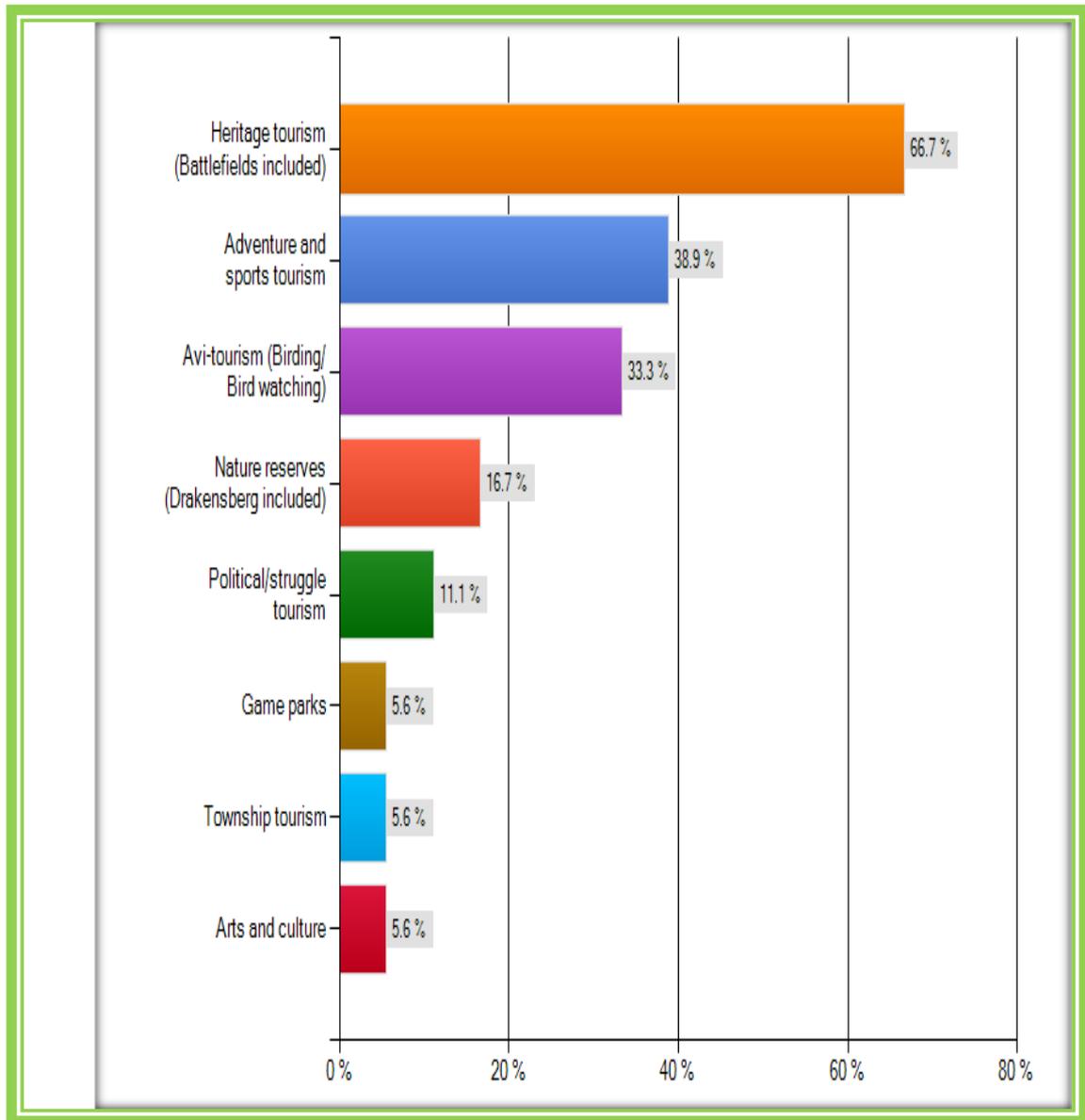


Figure 24 TOP TOURISM PRODUCTS AS PER THE SERVICE PROVIDERS

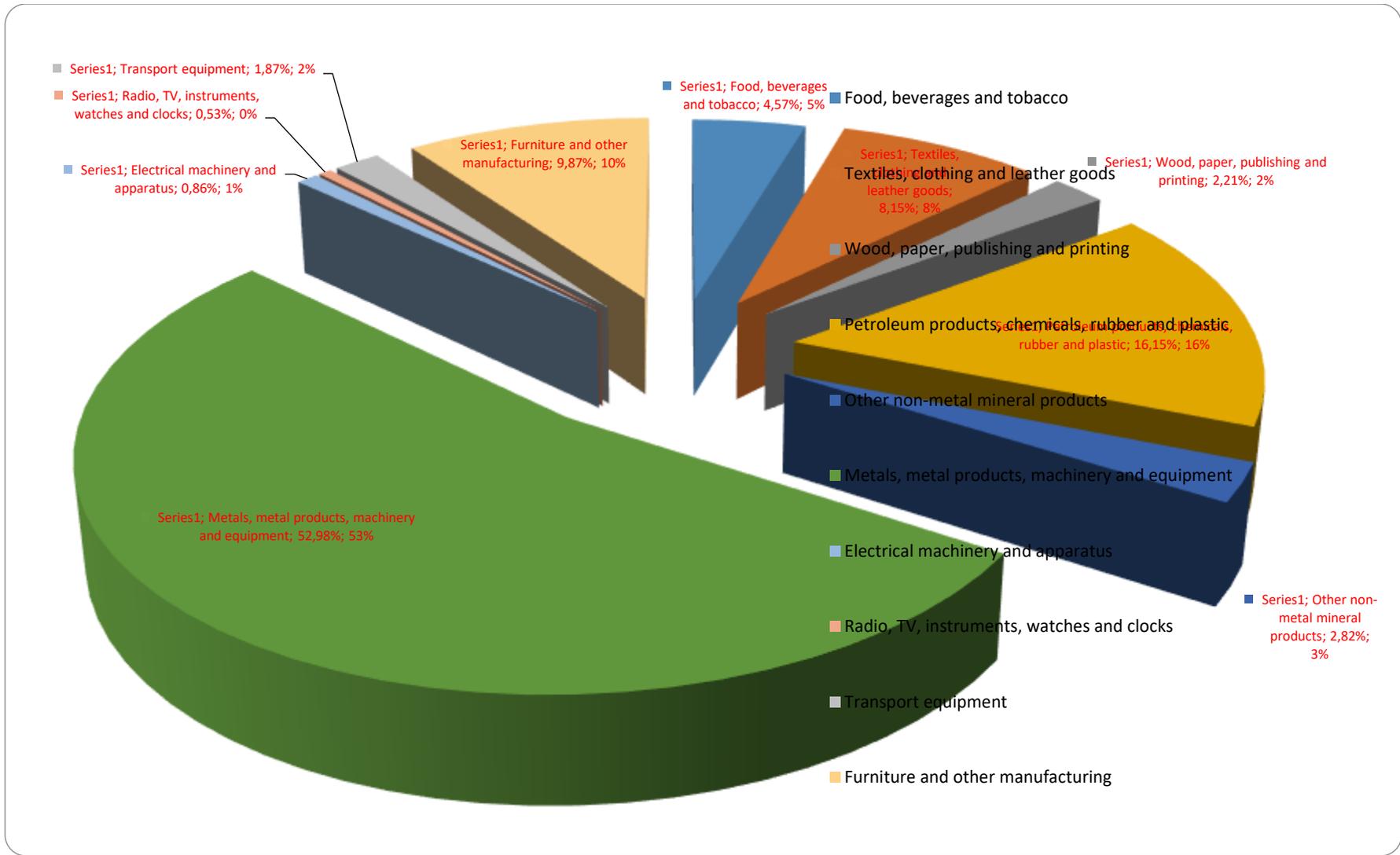


Figure 25 GRAPH OF MANUFACTURING GVA IN NEWCASTLE

OTHER DELIVERABLES BY LED UNIT

New Business licencing unit formed supported by Law enforcement unit of Community services.

Business Retention and Expansion Strategy approved by council.

Tourism Strategy Approved by council.

Incentive scheme currently available to attract investment however council need to make the scheme a Policy going forward.

Municipal Investment Directory developed and approved by Council which showcases the investment opportunities in Newcastle.

The Investment Promotion Policy has been developed and approved by Council.

An advert developed by SALGA which promotes Newcastle as an investment destination.

The LED Forum has been established which host by-monthly meeting with various stakeholders, business owners and members of chamber to better understand the current status quo of businesses in Newcastle.

Informal Economic Trade Forum has been established with informal traders' associations.

ESTABLISHMENT OF LOCAL ECONOMIC DEVELOPMENT FORUM (LED FORUM)

The LED Forum was established on the 16th of March 2021. The aim of the LED forum is to facilitate, co-ordinate, stimulate and activate the development of trade & industry across all sectors in accordance with the principles of sustainable development within Newcastle.

The establishment of the LED forum is aimed at encouraging partnerships and aligning trade and industry institutions and sectors.

The Forum has been divided into different sectors with nominated representation from relevant stakeholders. Participants of the Forum include the internal officials from various departments in the Newcastle Municipality, Economic Development, Tourism and Environmental Affairs (EDTEA), The Department of Labour, Home Affairs, SAPS, Chinese Chamber of Commerce, Sakerkamer, Taiwanese Chamber of Commerce, Trade, and Investment Kwa-Zulu Natal (TIKZN), KZN Growth Coalition, Newcastle Chamber of Commerce, various stakeholders from small businesses and industry within Newcastle.

The meeting takes place with various stakeholders on a by-monthly basis.

COCA-COLA BIZNIZ IN A BOX PROJECT

Coca-Cola has partnered with the Newcastle Municipality to allocate the Bizniz in a box project which is aimed at giving the youth the opportunity of starting or expanding existing businesses, to ensure youth and women are upskilled and to present working opportunities for them. The project started in 2018, where the youth of Amajuba district was invited to pitch their

businesses ideas, applications received which totaled to +350 applicants thereafter eliminations were conducted. There was a final selection of 50 beneficiaries.

Coca-Cola awarded the beneficiaries with containers for business operation, equipment/furniture, groceries/stock, and funding in the form of start-up cash.

A total of 50 containers has been awarded. 30 containers have been rolled out for phase 1 beneficiaries in the Madadeni, Osizweni and Blaauwbosch areas. A total of 39 permanent jobs have been created from the project.



SMME AND INFORMAL TRADERS

South Africa faces major developmental challenges which includes unemployment, rates of rural-urban migration and poverty. Informal trade has a pivotal role to play with addressing these challenges. Informal trade makes up a significant component of the economy and is the reason why national government has acknowledged that it is important that SMME and Informal Trade be given sufficient attention to allow growth and development of these businesses.

The SMME and Informal Traders unit actively participates with the informal trade and SMME business community to assist and improve business capacity to grow further. The following is a result of the efforts of the unit:

SMME AND INFORMAL TRADE TRAINING AND DEVELOPMENT

The training of informal traders and SMME's are aimed for the growth, knowledge and overall development of business owners who seek assistance to improve business operations. Every three months (quarterly) training is scheduled to take place.

A total number of 45 attendees has been trained for the period of 2020/2021 on By-Laws and regulation and 15 attendees has been trained for the period of 2020/2021 on hygiene requirements of food handling under strict lockdown protocols to ensure business continuity and economic recovery. Training was conducted by local economic development together with internal environmental health practitioner. The awarding of certificates of attendance were issued to all attendees. The certificate of attendance will be beneficial to smmes when applying for certificate of acceptability, as it is one of the requirements.



HANDOVER OF EQUIPMENT TO INFORMAL TRADERS THE led partnered with Department of Small businesses to embark on an initiative to assist smmes and informal traders with their business challenges which included the lack of equipment that resulted in the failure of operation and possible plans for growth and expansion. The initiative took place in October 2020 whereby 50 beneficiaries were allocated new equipment in the form of JoJo tanks, gas cylinders, deep fryers, deep freezers, generators, grinders, cooking equipment's, stoves and other operative equipment required for businesses.



ESTABLISHMENT OF THE INFORMAL ECONOMIC CHAMBER

The informal economic chamber was formulated on the 2nd of June 2021 to address challenges and potential avenues for growth of SMME's and Informal traders within Newcastle. Due to the high rate of informal traders that occupy space in Newcastle and contribute to the economy. It is pivotal that the chamber consists of representatives from the various informal traders' associations and committees to participate in quarterly meetings. The engagements allow representatives to have direct interaction with the local government to address challenges and possible ways for intervention.



LOCAL ECONOMIC DEVELOPMENT INVESTMENT PROMOTION AND SOURCE FUNDING

The LED department actively conducts exercising to keep abreast with the available grant funding and investment opportunities to bring into Newcastle for the beneficiation of the local economy. In the financial year of 2020/2021 the LED Department has sourced funding from province to the amount of three (3) million rand for the beneficiation of Informal Traders Hawker Shelters to the amount of R1 million and R2 million for the further beneficiation of the Newcastle Airport from the Department of Economic Development, Tourism and Environmental Affairs (EDTEA).

SALGA requested all municipalities to participate in formulating Municipal Investment Directories which showcased the chosen jurisdictional area for all the available opportunities for potential investors or visitors. The directory aims to improve the Newcastle area and bring growth to its town. The Directory has been approved by Council and has since been published on Trade Investment Kwa-Zulu Natal (TIKZN) platforms, SALGA and will shortly be published on Newcastle Website.

The departments host regular meetings with potentials investors to allow easy access to local municipal bodies which could aid in the ease of starting or expanding businesses within the town.

The department has engaged with approximately 12 potential investors who have shown interest in bringing their businesses to Newcastle and potential plans for expansions which vary from clothing and textile to heavy industrial.

The department has additionally met with approximately 20 SMME's that have developed business plans with the intention of starting or expanding business in Newcastle. The Department aims to facilitate relationships, improve business plans, and fast track the process of the start of operation for businesses.

TOURISM REVIVAL INTIATITIVES

Unfortunately, the covid-19 pandemic has plunged the tourism sector into an unprecedented crisis. this has made any service delivery programs not being implemented as even the tourism relief funds were put on hold until further notice.

the KZN film commission visited the Newcastle municipality on the 10th of March 2021 to try reviving and promote our local attractions virtually/digitally.

the KZN battlefields route had a meeting that took place on the 14th of May 2021 in Talana museum Dundee. the battlefield association discussed the workshop being organised for tourism office staff, whereby ideas about new ways to market tourism in our areas to tourist will be shared, the meeting was supposed to be held on the 14th of July 2021, unfortunately was cancelled due to the countries level 4 lockdown.

A trade engagement session was also held on the 27th of May 2021 its aim was to share the following: -

- Tourism Kwa-Zulu Natal team requested all Tourism stakeholders to upload on the Tourism webpage all business price specials for the promotion of businesses. The Tourism sector businesses was awarded the opportunity to showcase their businesses on a larger platform for greater awareness and potential business recovery.

- ✓ The performance of the token marketing campaign 2020
- ✓ Brand KZN performance tracker study presentation
- ✓ Collaboration for the new campaigns
- ✓ ongoing specials and deals to be loaded on TKZN (Tourism Kwa-Zulu Natal) website
- ✓ Involvement in activations
- ✓ involvement in agents and media hosting's

BUSINESS LICENSING

The Municipality has established a business licensing directorate, within local economic development. The Municipality's responsibilities will be to ensure connectivity with the system and provision of resources in the Business Licensing Unit. Hence it is imperative that the organogram for DP &HS be amended accordingly. The Business Licensing Unit is operating from Main Building of the Newcastle Municipality to allow easy access to the community which

was beneficial during the COVID-19 Regulatory lockdown where movement is very limited and social distancing is a norm.

The Department intended to launch the E-Licensing system on 06 September 2019, at the Newcastle Municipal Offices, However the launch has not taken place yet. The launch has not occurred; however, the system has successfully been implemented and fully operational within the Newcastle Municipality.

Since the introduction of the e-business licensing system by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA); the business licensing unit of the Newcastle Municipality has implemented the system and all business and permit registrations are now uploaded on the system and to **date 746 business licenses and 1273 trading permits have been uploaded. The municipality has embraced the electronic system and is now ranked top of all municipalities in Amajuba District as well as in the KwaZulu Natal Province.**

The business licence unit was fully functional from day one of lockdown. We opened a satellite office to minimise contact with other employees within the main building. We were not able to issue any permits or licences via the portal, but we were able to issue temporary business licenses/ permits as per COVID rules. This also enabled our unit to identify illegal or non-registered businesses as well, which now must re-apply for these permits.

As for the LED department we were also fully functional during all adjusted levels of COVID-19, within this time we researched all possible avenues for businesses to apply for relief/ grant funding to sustain themselves in the pandemic and this is an ongoing exercise. A complete comprehensive document was compiled and circulated through media and various chambers to be shared with their members. Some businesses were fortunate and received funding and other are still awaiting relief as the various portals were flooded with applicants.

Sadly, the hardest hit industry was the Tourism Industry and many businesses had to cut down on staff or even retrenched staff. This was truly a very bad time for industry, but we are hopeful that things will improve as the economy makes a comeback.

Additionally, mass protest action took place in July 2021 and resulted in looting and damage to businesses throughout South Africa. The effect of the looting had a massive impact on the Clothing and Textile and small, medium, and large businesses. This resulted in business closure, job losses (permanent and temporary) and relocation of businesses.

The Business Licensing Unit has been fully operational during all levels of National Lockdown, assisting businesses and informal traders to comply with lockdown regulations. Joint Inspections were conducted in the Newcastle Municipality area of jurisdiction, with law enforcement unit.

Some of the challenges that were identified during the inspections with potential ways for assistance:

Unlicensed businesses particularly in the Newcastle East

New businesses that have opened in the Newcastle West without proper licenses were encouraged to visit the business licencing office to apply for permits and licence for compliance.

Shops and tuckshops owned by foreign nationals with no legal documentation

The sale of expired food stuff in tuckshops in the Newcastle East areas

Unhygienic conditions of tuck-shops. Additionally, was utilized as overnight accommodation.

Mushrooming of shacks and illegal structures in the CBD that are used by informal traders as business premises. Notices were issued for removal.

It had been noted that there is a current shortage of demarcated areas allocated for trading because of illegal traders occupying the space as informal traders without permission from local authorities' bodies.

Businesses who were allocated space in the CBD were found to occupy the open walkways for which is Municipal owned to improve business space and overall profit earned.

The National Lockdown has also impacted negatively on the renewal of foreign documents as the Department of Home Affairs has not issues new documents to people who had their passports and asylum seekers expiring during lockdown, as a result most foreign nationals are trading illegally without updated documentation.

Businesses have not been able to update information on the e-business licensing system in relation to accessibility and job losses due to the COVID pandemic and the department can only update this information upon renewal of the business license

Table 23 INFORMAL TRADERS

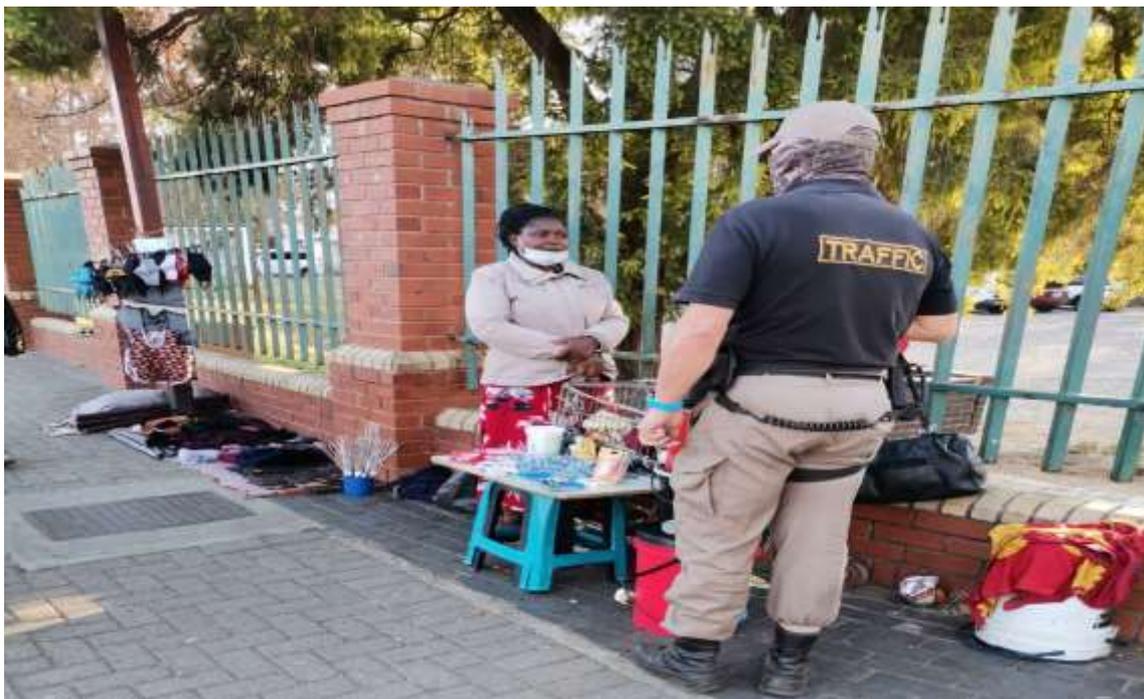




Figure 77 APPLICANTS FOR BUSINESS LICENSES



FIGURE 78 THEKU PLAZA

3.16 CULTURAL DEVELOPMENT

CULTURE PERFORMANCE HIGHLIGHTS

REED DANCE

Royal Reed is a cultural program that mainly focus on behavioral change and fighting social ills including teenage pregnancy and some diseases like HIV/AIDS and other STD's.



Figure 26 REED DANCING EVENT



3.17 LIBRARY PROGRAMMES

LIBRARIES PERFORMANCE HIGHLIGHT

➤ **CAPITAL PROJECTS - LIBRARIES** **Installation of new Alarms Systems – Libraries**

New alarm systems were installed at the Madadeni, Osizweni, Modular, Fairleigh and Lennoxton Libraries, as the previous systems were outdated and not functioning effectively.

To improve security and safeguard Council assets the new systems, as well as the existing systems at the Newcastle, Charlestown and Ingagane Libraries were also linked to the Security Control Room for monitoring purposes.

Installation of Book Security System at the Modular Library

A Radio-frequency Identification (**RFID**) system, which consists of book security gates and a staff station was installed at the Modular Library



The use of **RFID** reduces the amount of time required to perform circulation operations (Issuing and returning of library material), as information can be read from **RFID** tags much faster than from barcodes, thus providing a more efficient and effective service at the issue counter.

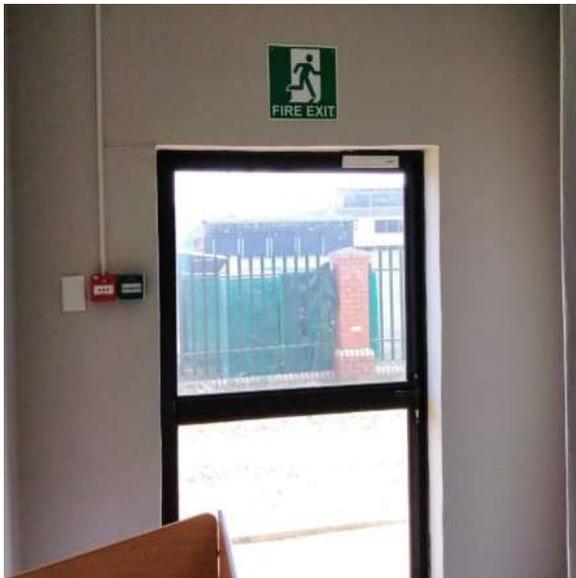
RFID tags include a built-in security feature which detects library material which have not been issued to patrons when passing through the security gates. Management and protection of the library collection is more effective, as loss of library material is decreased using this system. *RFID gates – Modular Library*

Installation of Bio-metric Access Control System at the Newcastle Library

A Bio-metric Access Control System was installed at the Newcastle Library to control access to the building and upgrade fire and security measures.

Benefits of the system include:

- ❖ Improved Health and Safety measures in case of emergencies and fire
- ❖ Automated emergency exit door release systems
- ❖ Effective access control and security precautions
- ❖ Effective staff control and monitoring of attendance



Emergency exit door – Newcastle Library



Staff entrance door – Newcastle Library

Installation of CCTV Cameras – Libraries

CCTV cameras were installed at the Madadeni, Osizweni, Newcastle and Fairleigh Libraries. The cameras were all linked to the Security Control Room for monitoring purposes. Outcomes of this project include the following:

- ❖ Improved proactive and reactive security measures
- ❖ Safeguarding of Council facilities and assets
- ❖ Provision of safe facilities to the community



3.18 ART GALLERY

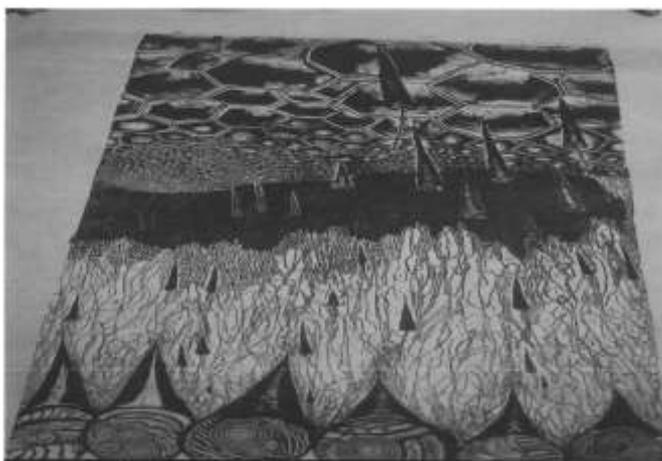
➤ ART PURCHASES

The Carnegie Art Gallery has inadequate print images and therefore purchased the following print images. These print images will enhance visitors at the Gallery.



This print image, which is a lantern, it makes one re-visit the past due to the load shedding that is currently being experienced in South Africa. This print image was done by the Artist, Tebogo Benjamin Hamnca.

The above three print images done by the Artist, Ben Nsusha and it is referred to as the KZN Dances. This print depicts the African Mask which is unique amongst the African cultures. In some cultures, it is worn in celebration of gods, e.g., gods of protection against evil and gods of harvest in celebration of good harvest.



This print image was done by the Artist, Lehlohonolo Mkhasebe and this print image depicts bees and honey. People from other countries came to South Africa looking for

this honey, only to find out that the honey was insufficient for the people in South African of which resulted in human conflict.

3.19 MUSEUMS

MUSEUMS PERFORMANCE HIGHLIGHTS

Fort Amiel museum is the cultural history Museum of the Newcastle Municipality who deals with the local culture and history of all communities, the surrounding battlefields, and monuments.

Through the museum's **Research** programs the history of the local communities are recorded through photographs, interviews, documents, cemeteries, and historic buildings. Through the answering of enquiries from the public, the museum provides information about local history. By publishing information on the internet and local newspapers more engagement with the community is stimulated. Poor communities, for instance Blaauwbosch, Ingogo and Charlestown are provided with information on their own history.



Figure 27 PHOTOGRAPHS AND MUSEUM ARTIFACTS ARE BEING DOCUMENTED AT THE MUSEUM



Figure 28 MR ANIL NAURIYA AN ATTORNEY OF THE HIGH COURT IN INDIA AND MEMBER OF THE GANDHI MUSEUM IN NEW DELHI VISITED THE MUSEUM TO CONSULT DICUMENTS ON CHARLESTOWN

LOCOMOTIVE STEAM TRAIN

The old **steam train** which was donated by Arcelor Mittal was sandblasted and provided with an anti-rust undercoat and painted by museum workers Siphon Myeni and Spho Madlala in green, red, and black colors. It is a popular attraction to both young and older visitors to the museum.



Figure 29 LOCOMOTIVE STEAM TRAIN

A promotional yellow frame signage board was put up at the museum by the KZN Provincial Department of Tourism in conjunction with the Amajuba District Municipality's Department of Economic Development and Tourism. It contains the name of the Town, the Museum, co-ordinates and the logos of the Province, Local Municipality, and the Battlefields Route.



Figure 30 PROMOTIONAL YELLOW FRAME SIGNAGE BY THE KZN PROVINCIAL DEPARTMENT OF TOURISM

The museum welcomed many educational school and tourism groups during the past year including Church conference groups, the Newcastle Herbal Society, the Memorable Order of the Tin Hats, the ambassador, and cultural contingent of the Russian Federation and further on a very successful local Tour group GREAT IDEAS consisting of 64 visitors visited the museum as well.

Besides formal educational activities many members of the public utilize the museum and the picnic area for recreational functions. During the past year 175 such activities were facilitated.



Figure 31 LEARNER PARTICIPATING IN RE-ANACTMENT AT THE MUSEUM



Figure 32 A LOCAL TOURIST GROUP VISITED THE MUSEUM



Figure 33 MEMBERS OF THE PUBLIC USES THE MUSEUMS OFTEN FOR RECREATIONAL PURPOSES

The museum participated in various **outreach projects** like the Battlefields Marathon by providing historical costumes, visiting Blaauwbosch with our new Director Thembi Mjilo. Discussions were also held with the Director of the Luthuli Museum regarding the Albert Luthuli Heritage Project in Blaauwbosch. The museum also facilitated with local cultural groups like choirs for historical venues of SABC productions. The curator also gave talks for instance at the St. Dominic's-Curro School on Human Rights Day.

The "In Conversation" museum exhibition at the Blaauwbosch School were visited. Left to right, Mr Gampu (Chairman of the local committee), Sanele Nkosi (Museum assistant), Mrs. Zwane (School Principal) and Thembi Mjilo (Director – Arts, Culture and Amenities & Community Safety).



Figure 34 BLAAUWBOSCH SCHOOL VISIT ON SAFETY



Figure 35 CHOIR FOR THE CHIEF ALBUTHULI WAS A LAY PREACHER



Figure 36 THE HISTORIC BLAAUBOSCH METHODIST CHURCH

3.20 SPECIAL PROGRAMMES

Special Programs hosted Senior Citizens: International Day of Older Persons on 16 October 2020

at Charlestown Ward 1. This day is celebrated by raising awareness about issues affecting the elderly, such as senescence and elder abuse. It is also a day to appreciate the contribution that older people make to society.



Figure 37 WARD 1: International Day of Older Persons

The Municipality held Women's Celebration Event on Older Persons at Town Hall (Newcastle) Ward 2. Women's Day marks the anniversary of the great women's march of 1956, where women marched to the Union Buildings to protest the carrying of pass books.



Figure 38 WOMENS DAY CELEBRATION WARD 2

A Men's Care Clean up and GBV Campaign was held on 31 July 2020 at Madadeni Ward 23 and on 05 August 2020 at Osizweni Ward 11; the program aimed at educating men about equitable, non-violent fatherhood and care giving practices, to create long term changes in the lines of men, woman and children.



Figure 71 Men's Care Clean up and GBV Campaign

Substance Abuse Rehabilitation program was hosted on 18 June 2021 at Madadeni Ward 26 to improve the lives of substance abuse patients. to help to regain independence, through men-to-men dialogues, mental health counselling, treatment plan and other substance abuse programs.



Figure 72 Substance Abuse Rehabilitation programme

The International Day of Disabled Persons was held on the 3rd of November 2020 at Osizweni Ward 11 to provide an opportunity to mobilize action to achieve the goal of full and equal enjoyment of human rights and participation in society by persons with disabilities. It also seeks to increase awareness of gains to be derived from the integration of persons with disabilities in every aspect of political, social, economic, and cultural life.



Figure 72 International Day of Disabled Persons

International Albinism Awareness Day was held on the 21st of June 2021 at Osizweni Ward 30, 22nd June 2021 at Osizweni Ward 33 and on the 23rd of June 2021 at Madadeni Ward 24, to show that people with albinism can defy all odds. Celebrate how people with albinism worldwide

meet and exceed expectations in all domains of life. It reflects the resilience, perseverance, and achievements of people with albinism in the face of pervasive misconceptions, discrimination, and violence. Despite these obstacles to well-being and security, the municipality and leaders of organizations representing persons with albinism continue to work hard to support the most vulnerable.



Figure 73 International Albinism and disability Awareness Ward 30



Figure 74 International Albinism Awareness Ward 24



Figure 74 International Albinism and disability Awareness Ward 33

Back To School was held on the following dates and venues to encourage education among children. We aim to break the cycle of violence against children through our specialized and focused programs. The Municipality has positioned itself as an advocate for children's right and equality, through working with strategic partners



26 February 2021 at Mlamleli Primary School Ward 28



26 February 2021 at Vukani Primary School Ward 20



1 March 2021 Inverness Primary School Ward 9



1 March 2021 Masihambisane High School Ward 32



07 June Morester children's home ward 34



2 March 2021 Mntimande Primary School Ward 16



07 June 2021 Lincoln Heights Secondary Ward 25



09 June 2021 St. Lewis Bertrand's High Ward 18



09 June 2021 Anthony's children's home Ward 18

3.21 FIRE AND DISASTER

FIRE AND DISASTER MANAGEMENT SERVICES PERFORMANCE HIGHLIGHTS

The Newcastle Fire and Disaster Management Services comprises of Fire Operations, i.e., those who responds to accidents, fires and hazardous material incidents; fire safety i.e., those who inspects premises for building safety compliance as well as providing public fire education; disaster risk management i.e., those who conducts disaster risk assessments, disaster risk reduction, response and recovery, disaster risk management in terms of policies relating to disaster management.

➤ **THE DEPARTMENT OF FIRE AND RESCUE RECEIVED NEW JAWS OF LIFE**

The Newcastle Municipality's Department of Fire and Rescue have on the 26th of November, unveiled the state-of-the-art Jaws of Life equipment that will serve as a fast tool to save the lives of the people of Newcastle during this busy time of the year (Festive season).



These tools are standard equipment in the firefighter's arsenal of equipment, and they are used to assist vehicle extrication of crash victims, as well as other rescues from small spaces.

Attending this prestigious event was Municipal Manager Mr. M. J Mayisela, Acting Strategic Executive Director for Community Services Vish Govender together with Community Services Portfolio Councilors.

RESPONSE ON THE DISASTERS REPORTED TO THE MUNICIPALITY

A storm destroyed the Asimthande Centre for the blind in Osizweni where the structure of their premises was destroyed by hail and 27 students were affected by the disaster which left them with no place to stay and sleep. Their premises was flooded with water from the storm and their beds got damaged. Students were taken to neighboring households for shelter.

Disaster management unit from Community Services provided relieve material for victims of the storm.



Provided relieve item in ward 07 to family whose home was destroyed by natural disaster



3.22 FIRE SERVICES

	Details	2019'20	2020'21
1.	Total fires attended to in the year	824	718
2.	Total of other incidents attended in the year	393	472
3.	Average turnout time- urban areas	5-7min	5-7min
4.	Average turnout time – rural areas	10	15 min
5.	Fire fighters in post at year end	26	26
6.	Total fire appliances at year end	16	16
7.	Average number of appliances off the road during the year	3	3

NATIONAL DISASTER OF CORONA VIRUS IN NEWCASTLE

On the 29th of April 2020 the Minister of the Department of Employment and Labour issued out Ministerial directives which have all the regulations which need to be carried out as per the Occupational Health and Safety Act as we face this global pandemic.

In the directives it is stated that every employer has the responsibility to ensure that the spread of Coronavirus is minimal to none as the workplace is slowly starting to open up.

REQUIREMENTS FROM THE EMPLOYER TO EMPLOYEE:

- The employer needs to ensure that there are adequate facilities for the washing of hands with soap and clean water.
- The employer needs to provide every employee with two cloth masks (free of charge) to wear at while at work.
- The employer needs to ensure that the employees are trained on the virus, its spread and their responsibility in ensuring safety at work.
- The employer needs to keep the workplace well ventilated by natural or mechanical means to reduce SARS-CoV-2 viral load
- The employer needs to ensure that every employee has necessary **PPE** while at work

Under each requirement are strict guidelines which have been followed and as a committee have tried to ensure that they are met. Please find attached Risk Assessment compiled by the committee which will assist the municipality in complying with the regulations. On the 4th of May 2020 the committee was trained by Department of Health who opened the scope of Coronavirus and explained the necessity of these Health requirements

1. **Social Distancing:** Markings have been made at the rates hall and parking lot which ensure a safe distance of 1.5meters between every individual. The phase in of employees to work will also assist with social distancing as currently offices are occupied by more than one employee and some open plans are crowded.
2. **Masks:** the procurement of surgical masks were done prior to the announcement of cloth masks. However 1000 cloth masks have been received which means a shortage of 1440 (there are 1220 employees in the municipality). Surgical masks can however be used while procurement is being processed.
3. **Screening tools:** screening tools have been allocated to departments to utilise on daily basis to ensure no employee enters the municipal premises with covid-19 symptoms. The use of thermometers is required to assist departments with temperature checks every start of shift. A temperature that is higher than 38 is regarded a sign of symptom and that employee should be isolated and testing be arranged. We therefore still awaiting distribution of thermometers as a matter of urgency
4. **Sanitizers:** sanitizers have been procured and departments who are currently working have been given for distribution to their staff.

5. **Cleaning:** cleaners have ensured that the municipal building is kept clean so to ensure that surfaces do not carry the virus. Cleaners from other departments have been requested to return on rotation to work so to keep a clean and hygienic environment
6. **Ventilation:** it has been requested that windows be open and air conditioning that has an out flow only be used so to minimize the spread of the virus within the building.
7. **Trainings:** internal trainings have been done to essential services as an educational tool, they were successful with some insight as the municipality is versatile and its departments are not the same. Departmental units trained:
 - Waste management,
 - Traffic officials,
 - Parks
 - Cleansing
 - Security
 - Traffic wardens
 - Fire Fighters
 - Cleaners
 - HRD
 - Waste Water
 - Water Services, Call centre
 - Electrical/Mechanical
 - Roads

OVERVIEW OF FUNCTIONS OF THE COVID-19 COMMITTEE

- Establishment of Covid-19 policy
- Establishment of Terms of Reference
- Conducting information Sessions
- Covid-19 committee meetings
- Procuring of Covid-19 PPE

NUMBER OF COVID-19 POSITIVE CASES REPORTED AT NEWCASTLE MUNICIPALITY

The following COVID-19 cases were reported between the 1st of July 2020 – 30 June 2020

Table 24 COVID CASES 1ST JULY 2020 - 30 JUNE 2021

COVID-19 CASES	
1. Reported positive cases	78
2. Deaths	4
3. Recoveries	71
4. Active cases	3

In the financial year 2020/2021, 78 people tested positive for Covid-19 virus. Out of the 78 people, 4 people died and 71 people recovered. As at the 30th of June 2021 there were 3 active covid-19 cases.

CHALLENGES AND INTERVENTIONS FOR COVID-19

- Lack of understanding of Covid-19
- Covid-19 was stigmatized
- Positive cases not reported
- Rotational shifts implemented but not effective
- Work environment not conducive to accommodate Covid-19 protocols
- Lack of cooperation and compliance
- Inconsistencies when dealing with positive Covid-19 cases

With the above mentioned it seems like our Municipality is well on its road to readiness for the return of employees to work. A large number of work still has to be placed in the Plants and Depos as they work on larger scales. However currently after assessment they have been provided with PPE and after some safety clarities Supervisors have been complying.

3.23 SPORTS AND RECREATION

Newcastle municipality has a total of 4 sports complexes, namely Paradise Playgrounds, Phelandaba Playgrounds, Fairleigh, and Amajuba Sports Complex. In addition, there is the K.R. Rumelin Stadium, 18 sports fields and the Newcastle Swimming Pool. Newcastle East, particularly JBC and the surrounding settlements are poorly provided with sports facilities. Urban renewal programme in the JBC, and infrastructure upgrading in the MBO areas should prioritise the provision of adequate sports facilities. Parks and play lots should also be prioritised in these areas. The age structure of the population and the dominance of the youth support this assertion.

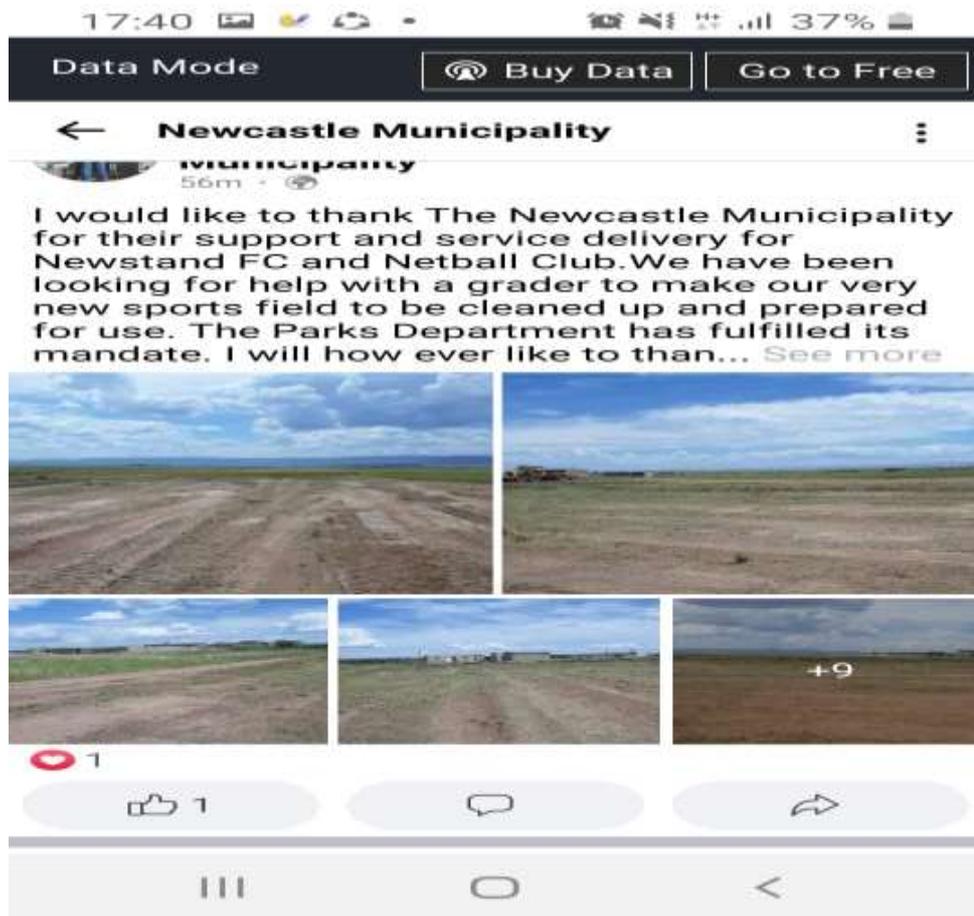
The municipality is in the process to revamp the Phelandaba sport field thereby providing a range of sporting codes including the soccer field, racetrack for athletics, volleyball, and netball. This project has begun with the development of a swimming pool which will cater for the residents of Madadeni and surrounding areas. The same project will be done in Osizweni in the future years. It is anticipated that these kinds of projects will assist in attracting the youth into the sport while building the healthy communities.

The Parks, Recreation and Cemeteries Section annually grades 2 grounds per ward. The grounds are usually inside or outside the school premises and in open spaces. The department has been able to render the service of grading informal grounds from 20th November 2020 to 20 June 2021 to 30 Wards, whereby 75 grounds were graded. Below are the few of the teams that uses the informal grounds for hosting tournaments.



➤ **GRADING OF INFORMAL GROUNDS**





LIST OF SPORTS FACILITIES IN NEWCASTLE

NAME OF AN AREA	NUMBER OF SPORTS FACILITIES	FREQUENCY FOR GRASS CUTTING
Osizweni	2	As and when required
Madadeni	1	As and when required
Ingagane	1	As and when required
Arbor Park	1	As and when required
Paradise	1	As and when required
Fernwood	1	As and when required

Table 25 LIST OF SPORTS FACILITIES IN NEWCASTLE

LIST OF POOLS IN NEWCASTLE

NAME OF THE POOL	MAINTENANCE	FREQUENCY OF GRASS CUTTING
Amcor Dam	<ul style="list-style-type: none"> - Twice a month, if need arises, we also cut as required. - Ablution block and litter picking is cleaned daily. - Gardens cleaned three times a week. - Filtration 	As and when required
Newcastle Pool	<ul style="list-style-type: none"> - Grass is cut weekly. - Ablution block and litter picking is cleaned daily. - Gardens cleaned three times a week. - Filtration 	As and when required
Non-Operational POOLS		
Arbor Pool		As and when required
Suryaville Pool		As and when required

Table 26 LIST OF POOLS IN NEWCASTLE

LIST OF PLAYPARKS IN NEWCASTLE

NAME OF AN AREA	NUMBER OF PLAY PARKS	FREQUENCY OF GRASS CUTTING
Arbor Park	4	Grass is cut as and when required
CBD	4	Grass is cut as and when required
Fairliegh	1	Grass is cut as and when required
Lennoxton	2	Grass is cut as and when required
Paradise	11	Grass is cut as and when required
Suryaville		Grass is cut as and when required
Amiel Park	1	Grass is cut as and when required
Height n heights		Grass is cut as and when required
Pioneer Park	2	Grass is cut as and when required
NAME OF AN AREA	NUMBER OF PLAY PARKS	FREQUENCY OF GRASS CUTTING
Sunny ridge	2	Grass is cut as and when required
Aviary Hills	5	Grass is cut as and when required
Schuinhooghte	2	Grass is cut as and when required
Amajuba Park	2	Grass is cut as and when required
Barry Hertzog Park	3	Grass is cut as and when required
Incandu	1	Grass is cut as and when required
Madadeni	2 (3 has been vandalised, not functional)	Grass is cut as and when required

Blaauwbosch	1	Grass is cut as and when required
Ingagane	1 (has been vandalised)	Grass is cut as and when required

Table 27 LIST OF PLAYPARKS IN NEWCASTLE

CHAPTER 4 ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCY

Table 28 EMPLOYEE TOTALS, TURNOVER AND VACANCY

Vacancy rate: (July - September 2020)

DEPARTMENTS	No. of Posts on Structure	Filled Posts	Vacant Posts	Percentage of Vacant Posts
MUNICIPAL MANAGER	126	77	49	38.88%
BUDGET AND TREASURY OFFICE	177	117	60	51.28%
CORPORATE SERVICES	160	97	63	39.37%
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	169	54	115	68.04%
COMMUNITY SERVICES	1550	437	1113	71.80%
TECHNICAL SERVICES	1051	353	698	66.41%
TOTAL	3233	1135	2098	64.89%

Vacancy Rate: October – December 2020

DEPARTMENTS	No. of Posts on Structure	Filled Posts	Vacant Posts	Percentage of Vacant Posts
MUNICIPAL MANAGER	126	77	48	38,88%
BUDGET AND TREASURY OFFICE	177	120	45	32,20%
CORPORATE SERVICES	160	97	42	39,37%
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	169	58	103	65,68%
COMMUNITY SERVICES	1550	437	1097	71,80%
TECHNICAL SERVICES	1051	354	506	66,31%
TOTAL	3233	1143	1843	64,64%

Vacancy Rate: April 2021 – June 2021

DEPARTMENTS	No. of Posts on Structure	Filled Posts	Vacant Posts	Percentage of Vacant Posts
MUNICIPAL MANAGER	130	53	77	59,23%
BUDGET AND TREASURY OFFICE	181	122	59	32.60%
CORPORATE SERVICES	163	120	43	26,38%
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	151	53	98	64,90%
COMMUNITY SERVICES	1832	452	1380	75,33%
TECHNICAL SERVICES	1031	368	663	64,31%
TOTAL	3488	1168	2320	66,51%

Table 29 OCCUOATIONAL LEVELS

OCCUPATIONAL LEVEL	MALES				FEMALES				TOTAL
	A	C	I	W	A	C	I	W	
Top Management	3	0	1	0	1	0	1	0	6
Senior Management	27	0	3	3	13	0	3	4	53
Professionally qualified and experienced specialist and mid-management	91 4 Foreign	4	6	4	70 4 Nationals	1	8	10	202
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	114	4	15	10	58	5	10	11	227
Semi-skilled and discretionary decisions making	356	7	17	3	165	0	13	10	571
Unskilled and defined decision making	240	1	0	0	165	2	0	0	408

OCCUPATIONAL LEVEL	MALES				FEMALES				TOTAL
	A	C	I	W	A	C	I	W	
TOTAL PERMANENT	835	16	42	20	476	8	35	35	1467
Temporary Employees	54	1	5	1	45	1	2	5	114
GRAND TOTAL	889	17	47	21	521	9	37	40	1581

OCCUPATIONAL LEVEL	POST LEVEL	NO. OF EMPLOYEES
Top Management	Section 56	6
Senior Management	17 – 15	53
Professionally qualified and experience specialist and mid-management	14 – 12	202
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	11 – 9	227
Semi-skilled and discretionary decision making	8 – 7	571
Unskilled and defined decision making	6 – 5	408

OCCUPATIONAL LEVEL	MALES				FEMALES				TOTAL
	A	C	I	W	A	C	I	W	
TOTAL PERMANENT	-				1467				
Temporary Employees	-				114				
GRAND TOTAL	-				1581				

NEW APPOINTMENTS: 1 JULY 2020 – 30 JUNE 2021

Table 30 NEW APPOINTMENT FOR 2020/2021

TASK GRADE	TOTAL EMPLOYEES APPOINTED
Task Grade 5	1
Task Grade 6	1
Task Grade 7	11
Task Grade 8	1
Task Grade 9	21
Task Grade 10	3
Task Grade 11	1
Task Grade 12	7
Task Grade 13	3
Task Grade 14	-
Task Grade 15	-
Task Grade 16	4
Task Grade 17	3
TOTAL EMPLOYEES APPOINTED	56

COMPONENT B MANAGING THE WORKFORCE

The Local Government Municipal Systems Act 32 of 2000, Section 67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998. Newcastle Municipality has adopted the following policies for implementation:

4.2 POLICIES

NAME OF POLICY	COMPLETED %	REVIEWED %	DATE ADOPTED BY COUNCIL OR COMMENT ON FAILURE TO ADOPT
Staff Movement and Leave policy	100	10	2020-10-28
Occupational Health and Safety Policy	100	10	2020-10-28
Post Retirement Policy	100	100	2020-10-28
Payroll policy	100	100	2020-10-28
IPMS policy	100	20	2020-10-28
EAP Policy	100	5	2020-10-28
Remuneration policy	100	100	2020-10-28

4.3 INJURIES, SICKNESS AND SUSPENSIONS

INJURIES ON DUTY 2020/21

DEPARTMENT	NUMBER OF INJURIES
MM's Office	0
Technical Services	5
Community Services	21
Corporate Services	1
DPHS	3
BTO	1
Mayor's Office	0
Total	31

SUSPENDED EMPLOYEES for 2020/21

DEPARTMENT	MISCONDUCT	SUSPENSION DATE
MM's Office	-	-

DEPARTMENT	MISCONDUCT	SUSPENSION DATE
Technical Services	Under the influence of alcohol and Gross negligence	6 april 2021
Community Services	Fraud and theft	29 May 2019 – 19 October 2020
Corporate Services	Gross misconduct	1 August 2020
DP&HS	-	-
BTO	Fraud and corruption	29 July 2021
Mayor's Office	Fraud and corruption	15 June 2020 – resigned on 3 July 2020

SICK LEAVE PER DEPARTMENT

DEPARTMENT	JULY	AUGUST 2020	SEPT 2020	OCT 2020	NOV 2020	DEC	JAN 2021	FEB	MARCH 2021	APRIL	MAY 2021	JUNE 2021
Corporate Services	5	19	15	25	83	33	81	119	61	69	58	122
Budget & Treasury	0	0	7	32	74	34	51	72	71	78	91	127
DPHS	0	0	6	10	11	25	58	69	78	79	25	62
MM	0	5	3	12	21	9	2	25	5	41	46	58
Technical Services	10	1	19	146	120	99	268	237	319	290	297	367
Community Services	0	23	30	63	148	150	225	380	330	288	332	428
TOTAL	15	48	80	288	457	350	685	902	864	845	849	1164

COMPONENT C SKILLS DEVELOPMENT

The Local Government Municipal Systems Act 32 of 2000 Section 68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way. Newcastle Municipality has developed the skills of its employees across all levels based on the approved work skills budget for the 2020/21 financial year. The table below reflects the training conducted for 2020/21

4.4 SKILLS DEVELOPMENT

Occupational level

Occupational category	Female				Male				Total				Total
	A	C	I	W	A	C	I	W	A	C	I	W	
Legislators	26	0	0	1	15	0	0	2	41	0	0	3	44
Managers	9	0	5	4	4	0	1	0	13	0	6	4	23
Professionals	10	0	1	0	7	0	0	0	17	0	1	0	18
Technicians and trade workers	22	0	2	0	10	0	2	0	32	0	4	0	36
Clerical and administrative workers	29	0	1	3	44	0	0	0	73	0	1	3	77
Service support workers	31	0	6	0	9	0	0	0	40	0	6	0	46

Machine operators and drives	10	0	0	0	10	0	0	0	20	0	0	0	20
Elementary workers	42	0	7	0	60	0	0	0	102	0	7	0	109
TOTAL	179	0	22	8	159	0	3	2	338	0	25	10	373

COMPONENT D MANAGING THE WORKFORCE EXPENDITURE

4.5 HUMAN RESOURCED DEVELOPMENT UNIT

VISION

Realising dreams through education, training and development.

Mission

We commit to empower employees and the community with first class education, training and development using available technology to achieve sustainable development, economic prosperity and tranquility.

4.6 KEY PRIORITIES OF THE HRD UNIT

The Human Resources Development unit is tasked to assist the Municipal Manager, SED: Corporate Services and the entire organization in the realization of key priority areas as founded on section 195 (1) (a) and (g) of the Constitution and section 67 and 68 of the Municipal Systems Act with the following responsibilities / functions: -

- Handle and account on all education, training, and development projects in the Newcastle Municipality.
- Monitoring and reporting on all education, training, and development matters.
- Identify human resources development needs and align with organisational objectives.

- Provide expert advice on education, training, and development.
- Promote and facilitate human resources development
- Deal with in-service training programmes
- Programming and scheduling of training
- Present training programmes and evaluate the state of training
- Implement the Skills Development Act No. 97 of 1998
- Give advice and assistance to supervisors on training functions
- Funding line function courses
- Advise management on training and development matters
- Render a succession planning and career pathing service
- Administer Adult Education and Training (AET)
- Administer learnership and Internship programmes
- Administer study assistance for employees
- Provide induction
- Administration of the bursary scheme

The Human Resources Development Unit draws its mandate from the Constitution, Municipal Systems Act, Skills Development Act, Skills Development Levies Act; National Skills Development Strategy and Integrated Development Plan (IDP) of the Municipality.

SKILLS PROGRAMMES & IN-HOUSE TRAINING

Skills Programmes

In line with the Skills Development Act and Skills Development Levies Act, HRD in the financial year 2020/21 rolled-out the following skills programmes as part of skills development and capacity building:

Skills Programme	Number of Beneficiaries
3 rd Annual Labour Law (Salga)	15

Conditions of Services (Salga)	8
IPMS	84
Peer Learning & Knowledge (Salga)	8
ICIP Phase 2 (Salga)	5
Reviewing financial statements for public sector	1
Combined assurance	2
Ethics at work and in the internal audit profession	1
Fraud investigations	1
Internal Audit guide to strategic thinking	1
King IV on ethics	1
Evaluating your ethical environment P3	1
Risk Management	1
Swimming Pool Supervisor	3
Performance Training	7

In-house training

Name of programme	Number of participants	Purpose of the programme
Refresher programme for Admin Staff	62	<p>To refresh and reorientate staff on:</p> <ul style="list-style-type: none"> • HR policies • Punctuality issues • Staff code of conduct • Disciplinary issues • Roles and responsibilities

<p>Refresher Programme for Library Staff</p>	<p>19</p>	<p>To refresh and reorientate staff on:</p> <ul style="list-style-type: none"> • HR policies • Punctuality issues • Staff code of conduct • Disciplinary issues <p>Roles and responsibilities</p>
<p>Refresher training for Drivers and operators</p>	<p>25</p>	<p>To re-orientate and alert drivers about the following:</p> <ul style="list-style-type: none"> • Rules of the road • Things to do when boarding the vehicle • How to take care of council fleet • Things to do when involved in an accident • Things to observe when the vehicle is in motion
<p>Induction</p>	<p>71</p>	<p>To welcome, introduce and orientate new employees on the Newcastle Municipality. Covers the following policies:</p> <ul style="list-style-type: none"> • HR policies • HRD policies

		<ul style="list-style-type: none"> • Finance policies and functions • IT policies • Security policy <p>It further looks at functions and activities of different departments, units, and sections in the municipality.</p>
Batho Pele Workshop	54	To orientate council employees on Batho Pele principles to improve levels of professionalism, customer service and service delivery.
Induction for Safety Representatives	29	To induct Safety representatives on the Occupational Health and Safety Act and on their roles on matters relating to Health and Safety in the workplace.
Workshop on the functioning of LLF (Organized Labour Component)	6	<p>To capacitate Organised Labour component of the LLF on the functioning of the Local Labour Forum.</p> <p>To familiarize members of the Organized Labour component with the Organizational Rights Agreement.</p> <p>To enable members to partake at LLF from an informed position.</p>

Study Assistance and Education

Course	Institution	Participants
PhD in Public Management and Governance	University of Johannesburg	2
Bachelor of Law	UNISA	2
Bachelor of Public Administration	ManCosa	1
Bachelor of Information Science	UNISA	2
Bachelor of Arts	UNISA	1
B-Tech HR Management	Durban University of Technology	2
Postgraduate Diploma in Management	Regent Business School NWU	2 1
Master of Business Administration	Regent Business School	2
Postgraduate Diploma in Business Administration	University of KwaZulu Natal	2
B. Com Law	Boston College	1
Public Procurement Management	UNISA	1

BA Honours in Public Administration	Mancosa	1
Certified Fraud Examiner	Association of Certified Fraud Examiners	1
Postgraduate Diploma in Tax	UNISA	1
Diploma in Management (Disaster Management)	Southern Business School	1
Bachelor of Commerce in Public Procurement Management	UNISA	1
Higher Certificate in Operations	Lyceum College	1
B. Compt: Management Accounting	UNISA	1
Master's in commerce in Leadership Studies	University of KwaZulu Natal	1
B. Tech: Town & Regional Planning	University of Johannesburg	1
B. Compt in Financial Accounting	UNISA	1
BA: Environmental Management	UNISA	1

Postgraduate Diploma in Occupational Health	University of KwaZulu Natal	1
Master's in commerce in Leadership Studies	University of KwaZulu Natal	1
Diploma: Office Management and Technology	UNISA	1
Business Management (N4-N6)	Majuba FET College	1
Master's in Public Administration	UNISA	1
Trade Test: Electrician	Newcastle Training Centre	1
Business Studies: Public Management (N6)	Majuba FET College	1
Basic Traffic Officer Course	Limpopo Department of Transport	7
Management Assistant (N4-N6)	Majuba FET College	1
Bachelor of Business Administration	Southern Business School	1

CHALLENGES

The following challenges are what restrain the Human Resources Development Unit to excel in its day-to-day operations:

1. Inadequate funds to finance the following projects

- Bursaries
 - Stipend for in-service learners
 - In-house funded learnership programmes
 - Artisan Development Programmes
2. Unavailability of training facilities following the relocation of HRD from the Old Civil Services Building
 3. Shortage of staff
 4. In the financial year 2020 - 21 HRD programmes were badly affected by COVID-19 and its regulations as physical training could not be conducted for the better part of the year to comply with COVID-19 regulation and to limit the spread of COVID-19.

WORK STUDY

Organisational Development (OD) Unit is located at Corporate Services Department and is situated within the Directorate: Organisational Development and Training (ODT) as per the approved structure of the Newcastle Municipality.

Core-functions of Organizational Development (OD) Unit:

- to enhance productivity
- to improve efficiency and effectiveness for the entire municipality
- workforce planning
- Custodian of Job Descriptions for the entire organization
- Review of Organisational Structure
- Conducting investigations
- Organizational business processes
- Advising management in terms of transport allowances
- Advising personnel in terms of the structure, job descriptions and qualification requirements.

ORGANISATIONAL DEVELOPMENT PERFORMANCE

CHALLENGES

1. Non appointments of Work-Study professionals
2. Non-implementation of work-study investigation findings
3. Non-finalization of placement processes
4. Organized Labour opposing Organisational Development (OD) activities
5. Delay in responses by departments/ sections under investigation on information requested by Organisational Development unit.

Solutions

1. Appointments of Work-Study professionals
2. Implementation of Work-Study findings (implementation plans)
3. Finalization of placement appeals
4. Continuous engagement with all stakeholders to understand the importance of Organisational Development (OD) Unit activities in the organization and its sustainability.

CHAPTER 5 ORGANISATIONAL PERFORMANCE 2020/2021

EXECUTIVE SUMMARY

The 2020/2021 Annual Performance Report represents the year-end performance results for the financial year under review. The Annual Performance Report is compiled by the Monitoring and Evaluation Unit after reviewing all Key Performance Indicators on the Top-Layer Service Delivery Budget Implementation Plan (TLSDBIP). The TLSDBIP comprises of the six National Key Performance Area's (NKPA's), these are: Basic Services, Cross Cutting, Good Governance, Financial Viability, Local Economic Development and Institutional Development. All NKPA's contain Key Performance Indicators (KPI's) and each KPI has a target that is measurable, specific, attainable, reliable and time bound. All Capital Projects have been linked to a KPI on the TLSDBIP. The TLSDBIP has been attached per each KPA as Annexures A - F. The Annual Performance Report is a summary of the performance achieved and not achieved for the municipality and provides a comparative of the performance information to prior years.

The Graph below represents a summary of the overall performance for 2020/2021 on the Top-Layer Service Delivery Budget Implementation Plan:

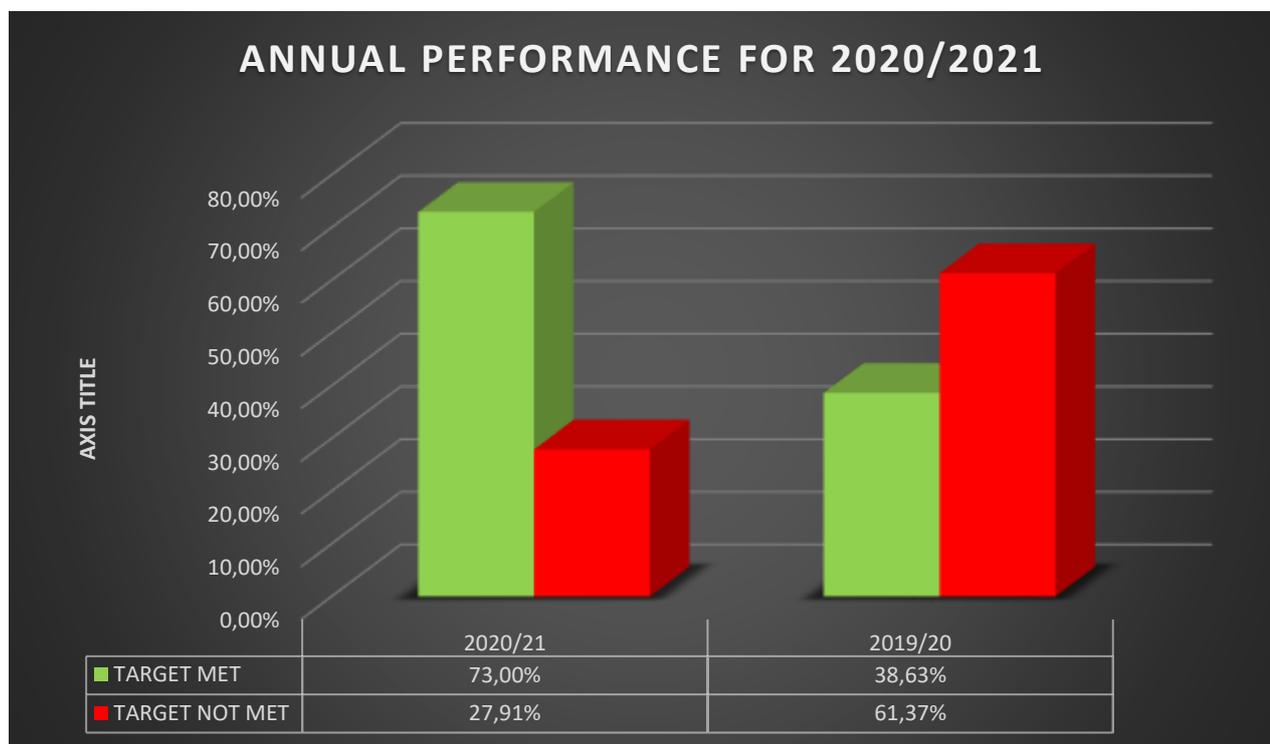


Figure 3 OVERAL ORGANISATION PERFORMANCE OF THE TLSDBIP FOR 2020/2021

The chart above demonstrates the overall organisational performance for the 2020/2021 financial year, based on the information above only 73 % of targets were achieved and 27 % of targets that

were set were not achieved. The Municipality has improved the overall performance of the municipality by 34%.

PERFORMANCE MANAGEMENT PROCESS

The M & E Unit from the 1st working day till the 10th working day of every quarter conducts a 100% review of the performance information as submitted from departments in terms of relevance, sufficiency, accuracy and reliability. The TLSDBIP is reviewed against the approved targets and KPI's. The capital projects are monitored and evaluated every month from the 1st working day of the month to the 5th working day of the month by evaluating the actual financial and non-financial performance based on the approved cash-flow projections per month and the Project Implementation Plans (PIP's). The M & E Unit uses a Performance Management Checklist (Annexure C) to review the performance information submitted by departments. The Performance Management (PMS) Checklist is based on Relevance, Sufficiency and Accuracy of the portfolio of evidence submitted to the M & E unit by departments. If a target as specified in the Top-layer SDBIP has not been achieved, a reason for variance with supporting evidence must be submitted together with a recommended corrective action that must be implemented in the next quarter. The PMS Checklist has prompting questions based on relevance, sufficiency and accuracy, with a drop-down list with specific answers to ensure that each M & E official reviews the performance information systematically. The purpose of the PMS Checklist is to ensure that actuals are fully supported by the evidence submitted.

The following table provides a description on the criteria that is used to assess performance information

Table 1 CRITERIOR TO ASSESS PERFORMANCE INFORMATION

Relevance	Closely connected or appropriate to what is being measured/ assessed
Sufficiency	Enough or adequate evidence to support the actual
Reliable	Evidence that is good in quality, credible and trustworthy.

The performance dashboard is used to score departments based on the actuals reported and the portfolio of evidence submitted to the M & E unit. Departments are required to submit sufficient

evidence to support the actual performance reported and if a reason for variance is reported, supporting evidence must be submitted.

The following table, based on the legislative framework for performance management and the PMS Framework provides a summary of the various performance reporting deadlines which apply to the Municipality:

Table 2 PERFORMANCE REPORTING

Report Frequency Submitted for consideration and/or review to Remarks	Report Frequency Submitted for consideration and/or review to Remarks	Report Frequency Submitted for consideration and/or review to Remarks	Report Frequency Submitted for consideration and/or review to Remarks
1. SDBIP's	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor (in consultation with The Executive Committee)	See sections 71 and 54 of the MFMA
3. Implementation of the budget and financial state of affairs of the Municipality	Quarterly	Council	See section 52 of the MFMA
4. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with The Executive Committee)	See sections 72 and 54 of the MFMA
5. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report

The M & E Unit submits quarterly reports to the Chief Audit Executive of the Internal Audit Unit every quarter on the 15th working day of month after the quarter under review is completed. The

quarterly report that is submitted to the Internal Audit is a 100% reviewed report of the TLSDBIP and the capital status report by the M & E Unit. The reports submitted to Internal Audit include a signed off hard copy of all the Excel reports for the TLSDBIP and the departmental capital status reports. The signed off hardcopy will be signed off by the relevant M & E Unit Officers, M & E Manager and the SED: DPHS. After the Internal Audit reviews, the PMS Report the draft Internal Audit report is circulated to the PMS unit to respond and address findings that are only relevant to the PMS unit. The PMS unit will take 2 days to respond to the findings raised and adjust the PMS reports were applicable based on the findings raised by the Internal Audit unit

PERFORMANCE AND SUPPORTING INFORMATION

Section 46 of The Local Government Municipal Systems Act 32 of 2000 requires municipalities to publish an annual performance report reflecting the performance of the Municipality and of each external service provider; a comparison of the performances with targets; and measures taken to improve performance.

BACKGROUND TO THE TOP-LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

The Top Layer Service Delivery Plan (SDBIP) has been adapted by Newcastle Municipality as the preferred performance management tool for measuring performance on key developmental areas that are relevant to municipal service delivery and the public sector. There are five KPA's that municipalities are required to align their strategic planning on, and these cut across every functional area of a municipality. The municipal Top-layer SDBIP measures a municipality's performance through these five perspective as listed below.:

- The Municipal Economic Development Perspective
- The Service Delivery Perspective
- The Institutional Development Perspective
- The Financial Management Perspective, and
- Governance Process Perspective

With recent developments through the adoption by the national cabinet of the 5-Year Local Government Strategic Agenda, that aligns local government with the national program of action, it

became imperative to review the above municipal Top-layer SDBIP model and to align it with the 5 Key Performance Areas (KPA's) for local government.

The Newcastle Municipality, having adopted the Top Layer SDBIP as the Performance management tool, will align this framework to the Top Layer SDBIP and its performance will be grouped accordingly. Furthermore, legislation required that the PMS also align to the IDP. The Newcastle Municipality IDP adopted 1 additional KPA's/ perspectives as follows:

- Cross-cutting (Special Programs, Municipal Planning, Community services etc.)

The perspectives that inform Newcastle Municipality's Top-Layer SDBIP are:

- The Local Economic Development Perspective
- The Basic Service Delivery Perspective
- The Municipal Transformation and Institutional Development Perspective
- The Financial Viability Perspective,
- Good Governance Perspective and
- Cross Cutting Perspective
- ***The Cross Cutting*** In this perspective the municipality will assess whether the desired development indicators around the performance area of municipal planning, disaster management and social development is achieved.
- ***The Basic Service Delivery Perspective*** This perspective will assess the municipality's performance in the overall delivery of basic and infrastructural services and products.
- ***The Financial Management Perspective*** This perspective will measure the municipality's performance with respect to the management of its finances.
- ***The Institutional Development Perspective*** This perspective relates to input indicators that measure the functioning of the municipality under areas such as human resources and all other indicators that seek to develop and manage the municipal institution.
- ***The Governance Process Perspective*** This perspective will measure the municipality's performance in relation to its engagement with its stakeholders in the process of governance, established and functioning governance structures, and good municipal governance processes, strategic planning and implementation and performance management.

- **Local Economic Development** This perspective will measure Newcastle Municipality's performance in developing the local economy, by ensuring that there is job creation, foreign investment opportunities within Newcastle, business retention, development of SMME's, marketing and tourism development in Newcastle.

Newcastle Municipality has linked each KPI on the TLSDBIP to the IDP Objectives and Strategies and each Capital Project is linked to a specific KPI on the TLSDBIP.

PERFORMANCE ANALYSIS

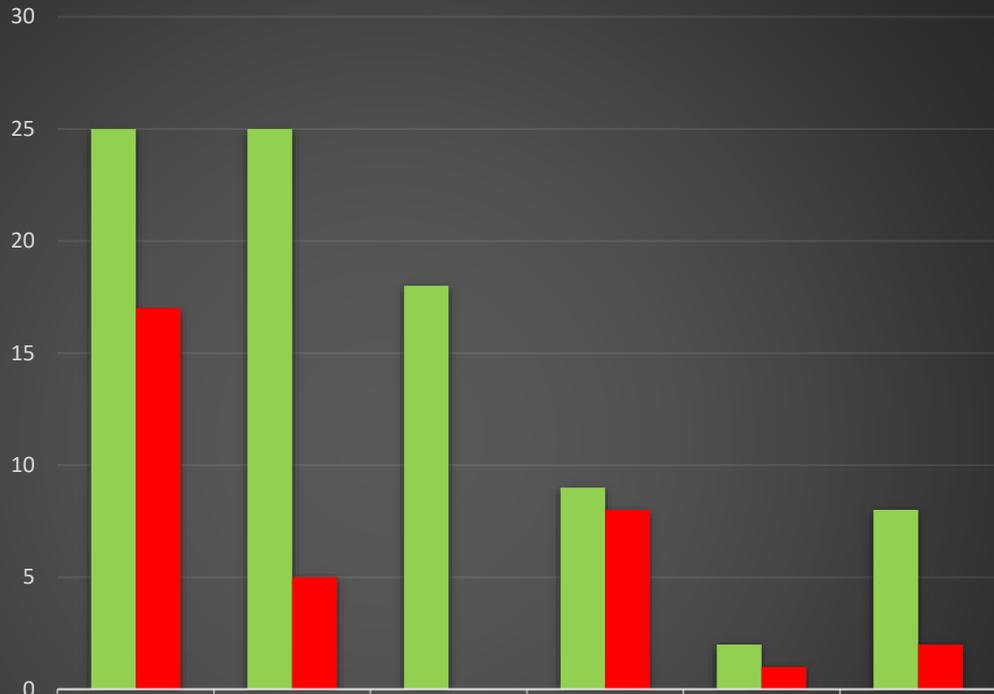
A performance dashboard is used to score departments based on the actuals reported and the portfolio of evidence submitted to the PMS unit. Departments are required to submit sufficient evidence to support the actual performance reported and if a reason for variance is reported, supporting evidence must be submitted. The diagram below is an illustration of how the M & E unit scores departments:

Table 3 PERFORMANCE DASHBOARD

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
4	Target Overachieved	A KPI is scored as a Target Overachieved, if the actual reported exceeds target and the evidence submitted to support the actual is relevant, sufficient and reliable. The actual reported must be: <ul style="list-style-type: none"> • Plausible • Factual • Results driven 	4
3	Target met	A KPI is scored as target met, if the target has been achieved and the evidence submitted supports the actual report and the evidence is relevant, sufficient and reliable.	3
1	Target not met and not supported	A KPI is scored as a target not met and not supported when the specified target has not been achieved or the department has not submitted sufficient, reliable or relevant evidence to support the actual or the reason for variance for why the target	1

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
		<p>was not achieved. A KPI is also scored as a target not met and not supported if there is non-submission of:</p> <ul style="list-style-type: none"> • a reason for variance for a target not achieved, or • if there is non-submission of an actual or • non-submission of evidence or • non-submission of a reason for variance or • non-submission of a recommended corrective action 	

2020/2021 ANNUAL PERFORMANCE PER KPA



	BASIC SERVICES	CROSS CUTTING	GOOD GOVERNANCE	FINANCIAL VIABILITY	LOCAL ECONOMIC DEVELOPMENT	INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT
TARGET MET	25	25	18	9	2	8
TARGET NOT MET	17	5	0	8	1	2

Figure 4 ANALYSIS OF THE TLSDBIP 2020/2021

PERFORMANCE PER KEY PERFORMANCE AREA

Table 4 PERFORMANCE OF THE TLSDBIP FOR 2020/2021

KEY PERFORMANCE AREA	TARGET MET	TARGET NOT MET	TOTAL NUMBER OF APPLICABLE KPI'S	PERCENTAGE
Basic Services	25	17	42	60%
Cross Cutting	25	5	30	85%
Financial Viability	9	8	17	53%
Good Governance	18	0	18	100%
Institutional Transformation & Development	8	2	10	80%
Local Economic Development	2	1	3	67%
Total	87	33	120	73%

Figure 4 and table indicates that the Basic Service National Performance Area has achieved 60% of all the planned targets. The total number of new households built for the 2020/2021 financial year was 214. 958 VIP toilets were installed in various parts of Newcastle East. Newcastle Municipality has resealed a total of 3,6km's.

Figure 4 and table 4 illustrates that only 85% of planned the targets for the Cross Cutting NKPA were achieved. The Municipality has finalised and submitted the Environmental Impact Assessment (EIA) for establishment of the Cemetery site.

Based on figure 4 and Table 4, 100% of the KPI's related to Good Governance were achieved. The municipality has an approved Delegations Policy, established an ICT Committee, addressed all SCM objections within 60 days, and ensured that all governance reports for Risk Management and Performance Management were approved within the statutory reporting time frames.

The performance of the Financial Viability KPA is not yet where the municipality intends however there has been a significant improvement in performance. The Budget and Treasury Office has a financial recovery plan that is implemented. The municipality has also appointed a debt collector which will improve the payment factor in the 2021/2022 financial year.

Local Economic Development achieved 66,6% of the planned targets. There has been a decrease in the achievement of planned targets for the 2020/2021 financial year in comparison to the 2019/2020 financial year.

There has been considerable improvement in performance for the Institutional Transformation and Development Key Performance Area. 80% of the planned targets were achieved during the 2020/2021 financial year.

DEPARTMENTAL PERFORMANCE ON THE TLSDBIP FOR 2020/2021

Table 5 DEPARTMENTAL ANNUAL PERFORMANCE ON THE TLSDBIP 2020/2021

DEPARTMENT	TARGET MET	TARGET NOT MET	TOTAL NUMBER OF APPLICABLE KPIS
OFFICE OF THE MUNICIPAL MANAGER	15	0	15
BUDGET AND TREASURY OFFICE	9	8	17
COMMUNITY SERVICES	24	6	30
CORPORATE SERVICES	8	2	18
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	15	3	1

TECHNICAL SERVICES	16	13	29
TOTAL	87	33	120

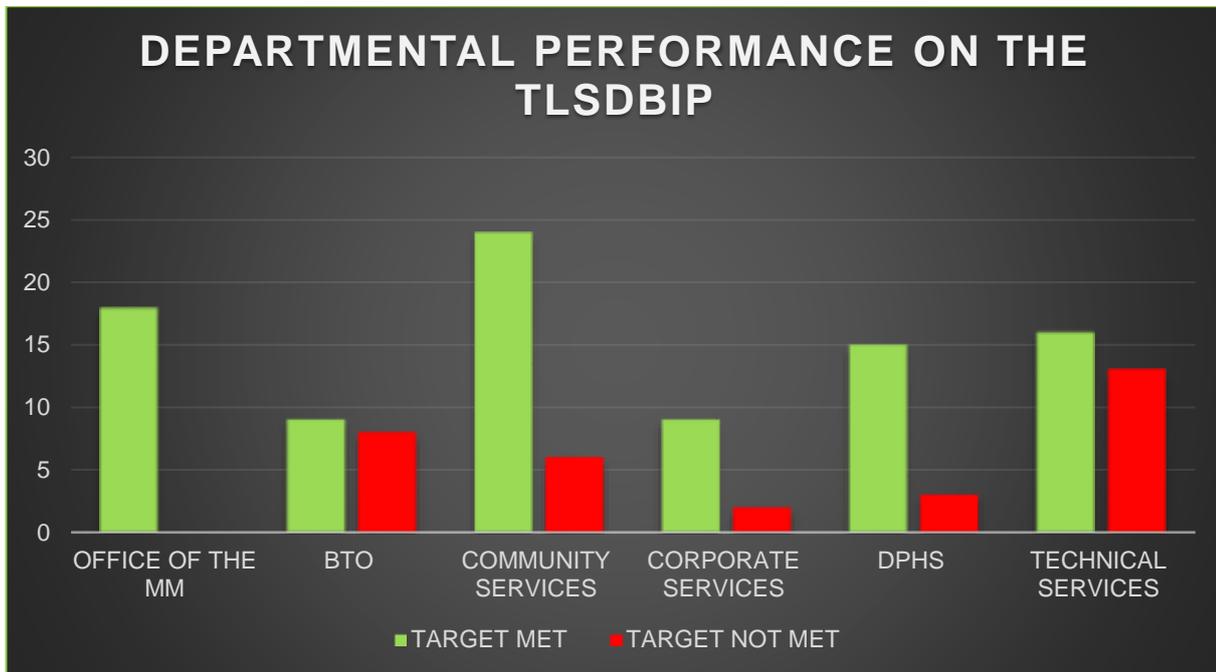


Figure 5 ANNUAL DEPARTMENTAL PERFORMANCE

PERFORMANCE ACHIEVEMENTS FOR 2020/2021

- The municipality has constructed 214 new households with access to water, sanitation and refuse removal.
- As a caring municipality we've given 8287 indigent households free basic water, electricity, sanitation and refuse removal. This is yet another clear indication that this municipality understands the daily struggles faced by many of our residents, in particular the unemployed and previously disadvantaged.
- 26 residential sites have been advertised for sale.
- 702 EPWP jobs were created to tackle the high amount of unemployment within this municipality.
- The municipality has done training for 60 SMMEs.
- 111 title deeds have been transferred through the EEDBS program. A majority of these beneficiaries are first time homeowners.
- 3,42 km's of roads have been resealed within the jurisdiction of Newcastle Municipality.
- 1 km of road was light graded / gravelled at Mndozo Clinic

- 100% implementation of the water and electricity maintenance plan was implemented with the intention of maintaining the existing infrastructure.
- The municipality purchased 10 recycle bins
- Constructed 70 speedhumps
- Upgrade of 0,78km of road upgraded from gravel to blacktop for MF55
- Upgrade of 0,801km of road upgraded from gravel to blacktop for MD35
- Completed 0,75 Km's of the sub-base layer for MF18 & MF19
- Completed 0,714 Km's of the sub-base layer for MF69, 7,10
- Completed 0,375 Km's of the sub-base layer for MC13
- Completed 0,52 Km's of the sub-base layer for OA27
- Purchased 16,3885 Hectors of land for development
- Constructed 2,6km of water pipeline for Soul
- Installed 6 standpipes in ward 12 and P46 completed.
- Processed 100% of all plans received by the municipality within the statutory timeframes

CHALLENGES

- The construction of new top-structures has been delayed due to social unrest at the H39 Housing Project and theft of building materials at the Charlestown Housing Project
- The rural electrification project has been delayed due to the number of defects identified on site, the contractor is currently rectifying the defects.
- The lease agreement and upgrades for Unisa was not finalised, due to Unisa changing the scope of work
- Water loss remains high due to ageing infrastructure and insufficient funding
- Vacant positions not yet filled
- Low payment factor
- The EPWP budget was reduced for the 2020/2021 financial year.

MEASURES TO IMPROVE PERFORMANCE IN 2020/21

- Implementation of Consequence Management
- Monitoring of recommended corrective actions as specified in Annexures A1-F1
- An Annual Recovery Action Plan be developed and monitored during the 2021/2022 financial year
- Filling of all critical vacant positions

COMPARISON OF TARGETS MET FOR THE LAST 3 FINANCIAL YEARS



Figure 6 COMPARISON OF PERFORMANCE FOR THE LAST 3 FINANCIAL YEARS

The graph above illustrates that performance in Basic Services has improved since the 2018/19 and 2019/2020 financial years. The municipality has prioritised service delivery and access to basic services. In the last two financial years the municipality failed to implement 50% of planned targets however as at the end of June 2021 the municipality achieved 60% of all planned targets. Unfortunately, the municipality did not complete the energizing phase of the rural electrification program for the 2020/2021 financial year due to there being specific defects on site. The 2020/2021 rural electrification program has been prioritised for completion by September 2021.

The Municipality has declined in performance for Cross Cutting Issues that were executed by the Community Services Department. The department of Community Services failed to submit proper specifications and implement project implementation plans for the procurement of goods that would have improved service delivery for Newcastle. However, it must be noted that the municipality managed to achieve all targets related to development planning.

Financial Viability's performance deteriorated even further than the performance achieved in 2018/19, the payment factor has been reduced due to the National Disaster of the Covid Pandemic, the municipality has spent less of the capital budget than 2018/19, also as a result of the National Disaster of the Covid Pandemic, the Department of Budget and Treasury has also failed to report on the Revenue Enhancement Strategy and implementation of the Procurement Plan due non-commitment from other departments.

Good Governance Reporting has also regressed, the Legal Unit has had many resignations and no posts have been advertised, the turnaround time for the legal section has been compromised due to staff shortages. The ICT Steering Committee did not sit to address any issues however only the ICT Working Committee had convened meetings. The Risk reports were not presented to MANCO in quarter 1 and Quarter 2-3 the Risk Reports were submitted to Audit Committee and discussed in committee and referred back to the Risk Unit.

Local Economic Development has remained stable since 2018/19 to 2020/2021, EPWP has created 1070 temporary jobs, trained 50 more SMME's, established a Business Licensing and Business Permits unit to ensure that businesses within the jurisdiction of Newcastle comply with Legal requirements of the Business Licensing Act.

There has been a minimal improvement in Institutional Transformation, many targets under this NKA were not met due to the non-sitting of LLF meetings, the municipality attempted to establish Safety Committees and has this far been unsuccessful, therefore the department for the 2020/2021 financial year reported on all Injury on Duty Incidents. The Work Skills Plan budget was not fully spent due to the National Disaster of the Corona Virus.

Table 7 COMPARISON OF THE PAST YEAR PERFORMANCE TO 2020/2021 PERFORMANCE

	TARGET MET			TARGET NOT MET			TOTAL NUMBER OF APPLICABLE KPI'S		
	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
BASIC SERVICES	3	11	25	11	10	17	14	21	42
CROSS CUTTING	7	9	25	4	20	5	11	29	30
FINANCIAL VIABILITY	8	2	9	7	13	8	15	15	17
GOOD GOVERNANCE	11	7	18	12	7	0	23	14	18
INSTITUTIONAL TRANSFORMATION	1	2	8	10	4	2	11	6	10
LED	1	3	2	3	0	1	4	3	3
TOTAL	31	34	87	47	54	33	78	88	120

DETAILED COMPARISON BETWEEN THE PERFORMANCE ACHIEVED FOR THE LAST 3 FINANCIAL YEARS (2018/19 – 2020/21)

Table 8 COMPARISON BETWEEN 2018/19 TO 2020/2021 SERVICE DELIVERY

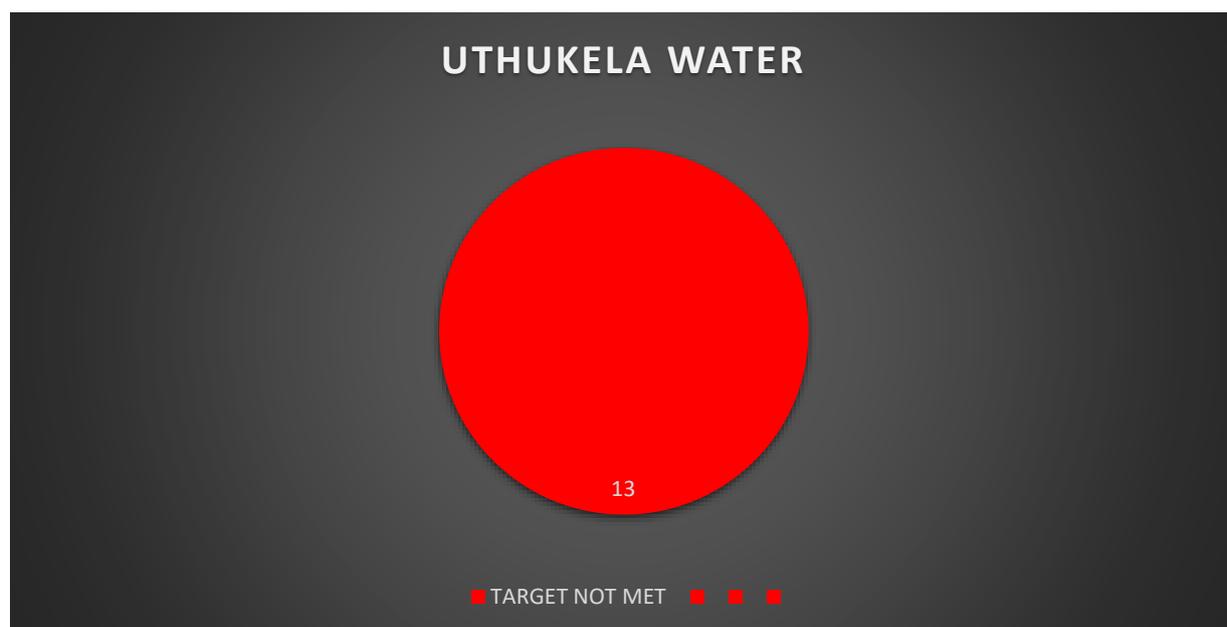
Performance Achievement	2020/2021	2019'2020	2018'1920
Number of houses built	214	376	133
Number of new households with access to water	214	376	133
Number of houses transferred through the enhanced Extended Discount Benefit	111	189	243
Number of households with Indigent Support	8287	8952	7484
Number of Properties release for sale to the public.	26	28	22
Number of households electrified	0	0	835
KMs of road re gravelled	1km	8,644km's	8,8km's
KMs of road resealed	3,42km	6,908km	14 306km's
Number of new households connected to sanitation	1172	1496	973
Number of new households connected to a minimum level of water.	214	376	120
Number of SMME's	60	74	86
The Number of jobs created through municipality's local economic development initiatives including capital projects	702	1 070	1 509

ASSESSMENT OF EXTERNAL SERVICE PROVIDER

In terms of Section 46 of The Local Government Municipal Systems Act 32 of 2000, a municipality must prepare for each financial year a performance report reflecting-

- (a) The performance of the municipality and of each external service provider during that financial year.

Currently UThukela Water (Pty) Ltd is the only External Service Provider of the Newcastle Municipality, for which bulk water services is being rendered. UThukela Water (Pty) Ltd is an Entity of Newcastle Municipality. Unfortunately, UThukela Water did not meet any of planned targets set in the 2020/2021 SDBIP. The main reason for not achieving the targets is that the information submitted from UThukela Water that some KPI's were linked to addressing the resolutions from meetings such as board meetings, maintenance etc. Uthukela Water also did not implement maintenance resolutions as per the meetings convened. The following chart represents the Draft Assessment of UThukela Water's SDBIP for 2020/2021:



CHAPTER 6 FINANCIAL PERFORMANCE

ATTACHED AS ANNEXURE A

CHAPTER 7 AUDITOR GENERAL'S REPORT

ATTACHED AS ANNEXURE C

**CHAPTER 8 2020/2021 DRAFT ANNUAL FINANCIAL STATEMENT FOR
UTHUKELA WATER**

ATTACHED AS ANNEXURE D

CHAPTER 9 2020/2021 DRAFT ANNUAL REPORT FOR UTHUKELA WATER

ATTACHED AS ANNEXURE E



ABBREVIATIONS

ABM	-	Area-Based Management
ABSA	-	Amalgamated Banks of South Africa
ADM	-	Amajuba District Municipality
AGSA		Auditor General of South Africa
AQMP	-	Air Quality Management Plan
ARVS	-	Anti-Retroviral Authorities
AWWG	-	Aquatic Weed Working Group
B&B	-	Bed and Breakfast
B-2-B	-	Business To Business
BBBEE	-	Broad-Based Black Economic Empowerment
BCM	-	Business Continuity Management
BEE	-	Black Economic Empowerment
BEPP	-	Built Environment Performance Plan
BNG	-	Breaking New Ground
BPM	-	Business Process Management
BPO	-	Business Process Outsourcing
BR&E	-	Business Retention and Expansion
BSP	-	Biodiversity Sector Plan
CBD	-	Central Business District
CBOS		Community-Based Organisations
CBP	-	Community Based Plan

CCTV		Closed Circuit Television
CDP	-	Cisco Discovery Protocol
CIDB		Construction Industry Development Board
CIS	-	Cluster Initiatives
CMP 11		11th Session of the Conference of the Parties
COGTA	-	Co-Operative Governance and Traditional Affairs
CPAS	-	Community Participation and Action Support
CPI	-	Consumer Price Index
CRM	-	Customer Relations Management
CRU	-	Community Residential Unit
CSIR	-	Council for Scientific and Industrial Research
CU	-	Consumer Unit
DAEA		Department Of Agriculture and Environmental Affairs
DAFF	-	Department Of Forestry and Fishery
DEA	-	Department of Environmental Affairs
DEAT	-	Department of Environmental Affairs and Tourism
DEPT	-	Department
DHA	-	Department Of Home Affairs
DM	-	Disaster Management
DOL	-	Department Of Labour
DOT	-	Department Of Transport
DPLG	-	Department Of Provincial and Local Government
DTI	-	Department Of Trade and Industry
DWS	-	Department Of Water and Sanitation

EDTEA	-	Economic Development, Tourism and Environmental Affairs
EDU	-	Economic Development Unit
EE	-	Employment Equity
EFA	-	Electricity For All
EIA	-	Environmental Impact Assessment
EPWP	-	Expanded Public Works Programme
EXCO	-	Executive Committee
FAP	-	Functional Area Plan
GDP	-	Gross Domestic Product
GIS	-	Geographic Information System
GVA	-	Gross Value Addition
HDA	-	Housing Development Agency
HHLD/HH	-	Household
HR	-	Human Resources
IAM	-	Infrastructure Asset Management
ICT	-	Information and Communication Technology
IDP	-	Integrated Development Plan
IEC	-	Independent Electoral Commission
IEP	-	Informal Economy Policy
IGR	-	International and Governance Relations
ILO	-	International Labour Organisation
IMESA	-	Institution of Municipal Engineering Of Southern Africa
IP	-	Internet Protocol
IRPTN	-	Integrated Rapid Public Transport Network

IT	-	Information Technology
IUDF	-	Integrated Urban Development Framework
JDMC	-	Joint Development Management Committee
KM	-	Knowledge Management
KPA	-	Key Performance Area
KPIS	-	Key Performance Indicators
KZN	-	KwaZulu-Natal
LAP	-	Local Area Plan
LBSCS	-	Local Business Service Centres
LED	-	Local Economic Development
LUMS	-	Land Use Management System
LUS	-	Land Use System
M	-	Million
MD	-	Managing Director
MDGS	-	Millennium Development Goals
MDP	-	Management Development Programme
MEC	-	Member of the Executive Council
MFMA	-	Municipal Finance Management Act 56 Of 2003
MICE	-	Meetings, Incentives, Conferences and Exhibitions
MIG	-	Municipal Infrastructure Grant
MM	-	Municipal Manager
MOA	-	Memorandum of Agreement
MOU	-	Memorandum of Understanding
MPRA	-	Municipal Property Rates Act 6 Of 2004

MSA, 1998	-	Municipal Structures Act, 1998 (Act No. 117 of 1998)
MSA, 2000	-	Municipal Systems Act, 2000 (Act No. 32 of 2000)
MSCOA	-	Municipal Standard Chart of Accounts
MSDF	-	Municipality's Spatial Development Framework
MTEF	-	Medium Term Expenditure Framework
NBR	-	National Building Regulations
NCOP	-	National Council of Provinces
NDP	-	Nodal/National Development Plan
NDPW	-	National Department of Public Works
NGO	-	Non-Government Organisation
NLM	-	Newcastle Local Municipality
NRTA	-	National Road Traffic Act
OSS	-	One Stop Shop
PDIS	-	Previously Disadvantaged Individuals
PGDS	-	Provincial Growth Development Strategy
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public Private Partnership
PRC	-	Parks, Recreation and Culture
QLS	-	Quality Living Standards
QOL	-	Quality Of Life
RFP	-	Request For Proposals
RMS	-	Revenue Management System
ROD	-	Record Of Decision

SACN	-	South African Cities Network
SAICE	-	South African Institute of Civil Engineers
SALGA	-	South African Local Government Association
SANRAL	-	South African National Roads Agency Limited
SAPI	-	South African Planning Institute
SAPS	-	South African Police Service
SCI	-	Sustainable Cities Initiative
SCM	-	Supply Chain Management
SDBIP	-	Service Delivery and Budget Implementation Plan
SDF	-	Spatial Development Framework
SDG'S	-	Sustainable Development Goals
SDP	-	Spatial Development Plan
SEDA	-	Small Enterprise Development Agency
SETA	-	Sectorial Education Training Authority
SFA	-	Strategic Focus Area
SLA	-	Service Level Agreement
SMME	-	Small Medium Micro-Sized Enterprises
SMS	-	Stormwater Management System
SOP	-	Standard Operating Procedure
SPLUMA	-	Spatial Planning and Land Use Management Act
SPU	-	Special Projects Unit
STATS SA	-	Statistics South Africa
TIKZN	-	Trade and Investment Kwazulu-Natal
TKZN	-	Tourism KwaZulu-Natal

UD	-	Urine Diversion
UNS	-	Urban Network Strategy
VCI	-	Visual Conditions Index
VIP	-	Ventilated Improved Pit Latrines
WAN	-	Wireless Area Network
WHO	-	World Health Organisation
WSA	-	Water Services Authority
WSP	-	Workplace Skills Plan