" The City of Heritage "

ULUNDI MUNICIPALITY

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DRAFT

WARD OPERATIONAL PLAN

WARD 00

2025/2026

1. INTRODUCTION

The government is committed to a form of participation which is empowering, and this includes the creation of democratic representative structures such as ward committees to assist in planning, implementation and monitoring of service delivery at local/ward level. In addition, this framework seeks to deepen the involvement of local communities in Local Governance matters by incorporating ward committees and community at large in consultation around key municipal process such as the IDP, budget process, performance management system and service delivery.

There is a need to improve the accountability of ward (committees) and municipal structures to community they serve.

This will further assist municipalities with the practical implementation of a well-planned, resourced and a more structured participation programme, so that communities can actively contribute to the decision-making process within the council and to become agents of change and development. Ward committees should be given powers the necessary powers and

Resources to develop and implement a Ward Operational and Development plan thus extending the impact of ward committees in the community and within the council.

In order to further strengthen the impact of ward committees in Councils as well as in communities they serve, there is a need for a framework to make provision for specific functions to be performed by ward committees. This may assist to clarify the roles and responsibilities as uniform minimum requirements for ward committees.

The current ward committee functions are not specific in the current legislation to assist in determining the functionality of each ward committees and that will l eventually lead to municipalities and ward committees having difficulties in developing their annual ward operational plans.

This Framework seeks to provide guidance and clear and specific indicators in terms of the functions of ward committees and to also assist in the determination of a functional ward committee.

2. BACKGROUND

The local Government Structures Act 117 of 1998 in Chapter 2 paragraph (2-6) as amended outlines the object of the national framework in terms of the role and support for ward committees in particular around payment of out of pocket. Further it charts the functionality of ward committees by linking the payment of out of pocket to key functional indicators, amongst these:

- Number of ward committee management meetings held
- Submission and tabling of ward reports and plans to Council
- Number of door to door campaigns and/or interactions with substructures
- Number of complaints, queries and requests registered from the community and attended to
- Participation in plans and programmes of municipalities

In light of these indicators the EMM is committed through various supporting policies to ensure that ward committees' function as intended and are able to enhance participatory governance in a manner that would encourage maximum community involvement.

3. PROBLEM STATEMENT

Understanding the role of the ward committees as well as ensuring that ward committee members represent the views of the community there is a need to devise Key Performance Areas (KPA) for ward committees in order to strengthen their functionality. This would entail that ward committee representatives must establish sector-subcommittees as a support mechanism for the purpose of:

- Creating a platform for sector engagement on relevant or issues of common interest establishing a formalized management substructure
- Keeping record of meetings
- Strengthen local development through focusing on local issues
- Developing and supporting sector programmes and
- Sustaining the spirit of volunteerism

4. GUIDELINES OF WARD OPERATIONAL PLANS

FRAMEWORK: GUIDELINES FOR WARD OPERATIONAL PLANS

Objective : To strengthen and enhance the functionality and effectiveness of ward committees

Indicator	Operational Activity	Portfolio of Evidence
Facilitate Communication between the communities	• Receive queries and complains from ward residents on service delivery • Conduct regular meetings with communities • Participate in open council meetings as required	• Report complaints • Minutes of the meetings • Disseminated information
Ward Committee Management	Attend Ward Committee management meetings (50% attendance i. Develop annual schedule of meetings ii. Develop Annual operational plan iii. Code of Conduct iv. Allocate portfolios and receive regular feedback from portfolios v. Meeting between portfolio members from all wards with relevant Municipal Departments	Minutes of ward committee management meetings Annual operational schedule of meetings Number of specific portfolio meetings held

	and Portfolio committees to discuss issues related to the portfolio	
Monitor and Report on service delivery	• Identify Indigent households and inform the Municipality accordingly then communicate feedback • Ensure that households receive municipal services (water ,sanitation, electricity, refuse removal) and that indigent households receive free basic services • Make recommendations on service delivery matters affecting the ward • Play an oversight role on behalf of communities over service provisions in their locality. • Participate in projects steering committees for projects implemented within their wards • Involvement of ward committees in activities of other sector Departments within the ward (Social Development, Human Settlements, DWA, etc.	Database of Indigent Households
Ward Committee involvement in service delivery	• Undertake door to door service delivery satisfaction surveys as and when determined by the Municipality • Water savings Campaigns • Electricity savings and usage campaign • Service levels for Free Basic Electricity	Service delivery surveys
Serve as mobilizing agents for community action within the ward	• Be a link between the Municipality and communities on service payment campaigns /payment systems • Ensure that community services (functional street lighting, roads, functional storm water drains, maintained graveyards, parks, sports facilities, etc) are maintained by reporting service blockages to relevant departments in the Municipalities	Report on service delivery blockages reported by ward committees
Facilitate ward inputs into the Municipal IDP	• Organize and conduct community meetings to identify community needs (Ward Based Planning)	

	• Participate in the IDP representatives Forum • Mobilize communities to participate in the IDP process • Involvement of Ward Committees in Municipal performance Management System	

OBJECTIVE	KEY PERFORMANCE INDICATORS	PERFORMANCE TARGET	DELIVERABLES	OUTPUT
Establishment of sector sub-committees	Adoption of guidelines on ward committee sector development	Guidelines to be adopted and implemented within a specified timeframe	Putting in place functioning sub-committees	Ensuring effective and efficient sub-committees are in place
	Formation of partnerships with relevant interest groups within a ward	Identification and engagement of interest groups and various stakeholders	Creation of a database of relevant interest groups and stakeholders	Updated and reliable database
	Development of an implementation plan	Implementation strategy to be in place within a specified timeframe	Develop consultation mechanism for extensive stakeholder inputs and comments	Finalized and implementable Program-of-Action
	Monitoring and Evaluation	Regular submission of reports at ward committee level to determine progress	Tackling challenges as and when they are identified	Comprehensive annual summary report on sector activities
Intensification of ward committee's role as intermediaries between local residents and Municipality	Provision of necessary advice, assistance and report back on issues raised at ward level, ward committee and sector sub-committee level	Issues raised to be reported and addressed within an acceptable and/or specified timeframe	Active involvement in ward committee activities Fair representation of relevant sector interests Dissemination of relevant information to stakeholders	Mutually beneficial interaction between local residents, interest groups and municipality

5. WARD COMMITTEE ACTION PLAN

In order to ensure compliance with the legislative requirements on the roles and responsibilities of ward committees, all municipalities are encouraged to review Ward Operational Plans (WOPs) to incorporate the following action plan, which provides specific activities to be performed by ward committees and relevant sectors, in order to ascertain the effectiveness of ward committees in enhancing participatory democracy in local government

Action Plan (to be included in the Ward Operational Plan)

KEY PERFOMANCE AREA	KEY PERFOMANCE INDICATOR	ANNUAL TARGET	QUARTERLY ACTIVITIES				RESPONSIBILITY
			Q1	Q2	Q 3	Q 4	
Ensuring Participation of local residents in municipal decision making processes	Number of reports on the participation of local residents in decision making processes	4 reports (1 per quarter)	Participate in IDP representative forum Develop/ review Community Based Plans	Participate in IDP representative forum Mobilise communities to attend IDP& budget consultative meetings	Participate in IDP representative forum monitor alignment of CBP with municipal IDP Mobilise communities to attend IDP& budget consultative meetings	Participate in IDP representative forum Attend council meetings to adopt budget & IDP	Ward committee (*Municipal Manager to create environment for participation of ward committees*)
Play Oversight role over performance of municipality	Number of reports on the monitoring of municipal performance	4 reports (1 per quarter)	Attendance of quarterly performance reviews	Attendance of quarterly performance reviews	Attendance of quarterly performance reviews Consultation with municipality on annual report	Attendance of quarterly performance reviews Participation in the annual performance	Ward Committee (*Municipal Manager to create environment for participation of ward*

						assessment	*committees*)
Support community awareness campaigns	Percentage of community awareness campaigns supported	100% campaigns supported	100% campaigns supported	100% campaigns supported	100% campaigns supported	100% campaigns supported	Ward committee
Provide feedback to community	Number of community feedback meetings convened	4 meetings (1 per quarter)	1 community meeting convened	1 community meeting convened	1 community meeting convened	1 community meeting convened	Ward committee
Tabling of reports on service delivery issues	Number of ward committee meetings held	12 meetings	3 ward committee meetings held	3 ward committee meetings held	3 ward committee meetings held	3 ward committee meetings held	Ward committee
	Percentage of sectoral reports submitted	100% reports	100% reports	100% reports	100% reports	100% reports	Ward committee
	Number of reports on implementation of WOPs	4 reports	1 report on implementation of WOPs	1 report on implementation of WOPs	1 report on implementation of WOPs	1 report on implementation of WOPs	Ward councillor
Processing of community issues on service delivery	Percentage of community issues processed	100% community issues processed	100% community issues processed	100% community issues processed	100% community issues processed	100% community issues processed	Office of the Speaker
Payment of ward committee out of pocket expenses	Percentage of ward committee members paid out of pocket expenses	100 % members paid according to policy requirements	Monitor payment of out of pocket expenses to ward committees	Monitor payment of out pocket expenses to ward committees	Monitor payment of out of pocket expenses to ward committees	Monitor payment of out of pocket expenses to ward committees	Office of the Speaker

6. PERFORMANCE MEASUREMENT

In order to improve ward committee functionality by ensuring that ward committee members are active and able to effectively support ward Councillors to serve the community it is imperative therefore, that there should be measurement of their performance in terms of the following:

KPA	KPI	MPT	PORTFOLIO OF EVIDENCE (POE)
Attendance of Meetings	Ward committee meeting	Once a month	Attendance register
	Public meetings	Monthly	Attendance register
Community Engagement	Manage grievances and complaints	As and when required	Report back during the ward committee meeting.
	Door-to-door work in community	As and when required	Program-of Action
	Engaging stakeholder Structures i.e. Street Committees	As and when required	Sector Program-of Action and report back during ward committee meeting
Establishment and development of Sectors	Established sector sub-committee	Within 3 months in office	Report back during the ward committee meeting
	Submit program-of –Action	After commencement of sector meetings	• Official launch • Attendance register
	Regular sector meetings	Once a month	• Attendance register • Verbal/written reports
Active Participation in the Outreach Programes	Active involvement in EMM, Provincial and National Imbizo	As and when required	Report during ward committee meetings or Invitations received and where applicable attendance register
	Mobilizing community to participate	As and when required	Attendance registers and/or report back during ward committee meetings
	Assisting with coordination of	As and when required	Attendance registers and/or report back during ward committee meetings

	programme in the ward		
	Outreach meetings	As and when required	Report back during ward committee meeting
Active Participation in IDP and CBP	Submit and prioritize IDP needs in conjunction with the ward Councillor	Attending to Review Meetings	Progress report for IDP to be given during ward committee meeting
	Monitoring of SDBIP Projects	Monthly	Report back during ward committee meeting
	Attending CBP Plenary Meetings	As soon as date is announced	Attendance register
	Oversee development of CBP Project	From planning to completion stage of project	Progress report for CBP projects to be given during ward committee meeting

The point allocation system is important in ensuring that the ward committee work is not limited to attending ward committee meetings. The implication as expressed in the legislation that "ward committees are expected to be much more active in undertaking voluntary community representation" wherein recognition for excellent performance would be judged and awarded in terms of the following initiatives:

- Award for best performing ward committee and sector sub-committee through
- Participation in EMM and government campaigns and
- Mobilizing the community to partake in government events and activities.

7. ANNUAL PLAN FOR ULUNDI LM

To ensure that communities are effectively informed, involved and consulted, the ward committee will focus on the following activities:

PROGRAMME	DESCRIPTION	TIMELINE	SOURCE
Ward Committee Training	Attend Training	2025/2026	Agenda, Attendance register & minutes

Attending of meetings	Ward committee meetings Community meetings Sector meetings (including Traditional Leadership Sector)	Monthly One per quarter Monthly	Agenda, Attendance register & minutes
Participation in Community Outreach Programme	Submission and prioritize of IDP needs Monitoring of SDBIP/draft budget and municipal projects	Attending IDP Budget review and Budget meetings	Photos
Submission of Sectoral Reports	Attend meetings	Monthly	Agenda, Attendance register & minutes
Community engagements	Working with community stakeholders (e.g. war room, policing forum, Farm committee &Church	As when required	Report
Wards Sports Day	Working with all sport managers	March 2026	Photos
Ward Cultural activities	Assisting with co-ordinators in cultural activities within a ward	June 2026	Photos
Celebration and closing function/commemoration of AIDS day	Holding events within a ward	December 2026	Photos
Awareness campaigns	Active participation in Government Department campaigns	June 2026	Photos

8. MONITORING AND EVALUATION

The work of the ward committee will be assessed through the submission of sectoral reports in line with the Provincial Ward Committee Functionality Framework and through citizen satisfaction surveys which will be conducted periodically. Each ward committee member will be required to submit their sectoral reports at the ward committee meetings scheduled as follows:

BELOW IS THE SCHEDULE OF WARD COMMITTEE MEETINGS AND COMMUNITY MEETINGS i.e.:

WARD COMMITTEE MEETINGS

DATE	VENUE	TIME
01/07/2025	Mantungwini Hall	10H00
01/08/2025	Mantungwini Hall	10H00
01/09/2025	Mantungwini Hall	10H00
01/10/2025	Mantungwini Hall	10H00
03/11/2025	Mantungwini Hall	10H00
01/12/2025	Mantungwini Hall	10H00
01/01/2026	Mantungwini Hall	10H00
02/02/2026	Mantungwini Hall	10H00
02/03/2026	Mantungwini Hall	10H00
01/04/2026	Mantungwini Hall	10H00
01/05/2026	Mantungwini Hall	10H00
01/06/2026	Mantungwini Hall	10H00

WARD COMMUNITY MEETINGS

DATE	VENUE	TIME
05/07/2025	Sizani	10H00
15/07/2025	Ombimbini	10H00
31/07/2025	Ningizimu	10H00
25/08/2025	Mantungweni	10H00
18/09/2025	Kwamdundo	10H00
07/10/2025	eMpambukweni	10H00
17/10/2025	KwaMagquma	10H00
08/11/2025	KwaCencethu	10H00
09/11/2025	Skhwebezane	10H00
13/11/2025	Mtshikini	10H00
09/12/2025	Ngogelana	10H00
10/12/2025	Zidwadweni	10H00
08/01/2026	Sibomvu	10H00
25/02/2026	eMbizeni	10H00
18/03/2026	Stanford	10H00
12/04/2026	eMantungweni	10H00
23/05/2026	eGabazi	10H00
15/06/2026	eNkunge	10H00

NAME : Mr S.M Khomo **SIGNATURE:** _____

POSITION : MUNICIPAL MANAGER **DATE:** _____