

# UMKHANDLU WAKWA - NONGOMA- MUNICIPALITY

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## DRAFT INTEGRATED DEVELOPMENT PLAN 2012/13 TO 2016/17

MARCH 2012

DRAFT IDP REVIEW 2012/13 to 2016/17

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# SECTION A: EXECUTIVE SUMMARY

## A EXECUTIVE SUMMARY

### A1. INTRODUCTION

This IDP document presents the third circle of **IDP for 2012/13 to 2016/17** in line with the inauguration of new councillors impacting from the election that was held in May 2011. This plan will be reviewed on annual basis as per the requirements of section 34 of the Municipal Systems Act no 27 of 2000.

### A2. THE STRUCTURE OF THE DOCUMENT

The document is structured according to the generic IDP format guide advocated by DPLGTA / COGTA prepared for all the municipalities that are located within the KwaZulu Natal. The document is structured as follows:

- Section A: provides an executive summary with overview of the Nongoma municipality and the participatory mechanism.
- Section B: provides the Situational Analysis, this section is the first step that is required for the preparation of the IDP and gives broad overview of the municipal issues
- Section C: provides Development Strategies that aim at addressing the issues identified during Section B, it comprises of the Municipal Vision, Mission and Strategies and this section can be regarded as the long term destination that Nongoma municipality is intending to reach.
- Section D: provides high level of the Municipal Spatial Development Framework, this is done in order to guide municipal decisions impacting from the location of the proposed and existing developments
- Section E: provides Sector Involvement, this section is done in order to ensure alignment is attained in order to evade any form of fragmentation.
- Section F: provides the details of the Municipal Three Year Implementation Plan / Capital Investment Framework
- Section G: provides a detailed One year Operational Plan with Projects, in this IDP it will reflect only the 2012/13 projects
- Section H: provides a detailed Financial Plan that will show the Medium Term Expenditure Framework (MTEF) for the municipality
- Section I: provides details on the Organisational Performance Management System (OPMS)
- Section J: provides details with regards to the status of the Sector Plan within the municipal institution (Annexures)
- Section K: provides appendices to the document

### **A3. LEGISLATIVE REQUIREMENT**

The preparation of Integrated Development Plan (IDP) is a legislative requirement as entailed in terms of Section 25 of the Municipal Systems Act (MSA) Act (No 32) of 2000. An IDP is one of the key tools for Local Government to cope with its new developmental role. Furthermore it seeks to facilitate strategic decisions on issues of Municipal budgets, Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to re-assess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

Section 25 (1) of the Municipal Systems Act (32 of 2000) requires each Council, within a prescribed period after the start of its elected term in office, to prepare and adopt a single and all-inclusive strategic plan for the development of the municipality which:

- Integrates, links and coordinates plans and takes into account proposals for the municipality's development;
- Aligns both resources and capacity within the municipality with the implementation plan;
- Forms the general basis and framework upon which the annual budget is based; and
- Ensures compatibility with both national and provincial development plans as well as planning requirements binding on the municipality in terms of legislation.

The municipality is guided by a number of pieces of legislation and policies when formulating its IDP. The following section summarises these important pieces of legislation.

#### **(i) THE MUNICIPAL STRUCTURES ACT**

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. Of importance in the context of this legislation is the following:

- A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other;

- A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent;
- A local municipality on request of a district municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that district municipality to the extent that that local municipality has the capacity to provide those support services;
- A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests; and
- The MEC for local government in a province must assist a district municipality to provide support services to a local municipality.

**(ii) THE MUNICIPAL SYSTEMS ACT**

The Municipal Systems Act (MSA), (Act no 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the IDP;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires the municipalities to review their IDPs annually.

**(iii) THE MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)**

Section 21 of the MFMA stipulates that the mayor of a municipality must:

- Coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget – related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

- (i) The preparation, tabling and approval of the annual budget;
- (ii) The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies;
- (iii) The tabling and adoption of any amendments to the integrated development plan and budget related policies; and

Any consultative processes forming part of the processes referred to in subparagraph (i), (ii) and (iii).

#### **A4. WHO ARE WE**

Nongoma is one of the five sister municipalities that make up Zululand District, it is approximately 2,184 km<sup>2</sup> in extent of the total KZN area of 92,417 km<sup>2</sup>. Nongoma is considered to be the largest populated municipality in Zululand and the second largest in terms of its area. Ingonyama Trust land makes up a major part of the municipality and includes three Tribal Authorities, namely Mandlakazi, Usuthu and Matheni. The area is made up of 21 wards. Located in the east of the Zululand District Municipality the municipality has two secondary corridors, which run from Ulundi to Pongola and from Hlabisa to Vryheid.

Zululand is a district municipality situated in the Northern region of KwaZulu-Natal province. It covers an area approximately 14 810 km<sup>2</sup> square kilometres. Approximately half of the area is under the jurisdiction of the Traditional Authorities while the remainder is divided between commercially owned farms and conservation areas. The district comprises of the five local municipality:

- eDumbe (KZ 261)
- uPhongolo (KZ 262)
- Abaqulusi (KZ 263)
- uLundi (KZ264)
- Nongoma (KZ 265)

#### **A5. CURRENT SITUATION**

- According to the census conducted in 2001 Nongoma had an estimates of 198 443 population consisting of 31 581 households, in 2007 it grew to 244 501, currently there are 35 293 households. This means that the municipality has experienced positive population growth with an annual average growth rate of 1.31%.
- The municipal area is 2184 km<sup>2</sup> in extent, it consists of 21 wards surrounded by the total number of 363 settlements.
- There is an overrepresentation of females in Nongoma LM, with females accounting for 55,46%, The female percentage is exceptionally high compared to the lower provincial figure of 53.36%.
- The unemployment rate for the municipality is also a staggering 63.23% which is above the 50.28% average for the ZDM, and the 37.53% average for the province.



#### **A6. WHAT ARE THE ISSUES WE FACE?**

The demographic analysis notes that 98.34% of the population is rural, and 60% are under the age of 20 years. The education levels in Nongoma are very poor with 36.2% of the population are functionally illiterate and 32.8% having no schooling at all. These levels of education impact drastically on the type of work opportunities that can be created within the municipality. The average HIV prevalence rate in the municipality between 1996 and 2007 is estimated at 13.57% of the population, although this is likely to be under-estimated. In Nongoma Town itself, the average HIV growth rate was estimated to be 8.20%.

There is high levels of unemployment in Nongoma it is estimated at 63.23% , this means that poverty is indeed one of the major challenges that are being experienced within the area of jurisdiction, only 38.37% of the population is economically active. Nongoma is the second highest population of all Zululand municipalities, only contributes 13.6 % to the District's economic output. The Nongoma economy is dependent on two sectors: On the government services and retail / commercial sector with these sectors contributing close to 75% of the GDP of the municipality. Considering the mining contributes 10% this suggests that the contribution of the agricultural and manufacturing sectors specifically are negligible.

#### **A7. WHAT OPPORTUNITIES DO WE OFFER?**

The Nongoma town is the only urban centre that provides social and commercial services and facilities within the predominantly rural landscape where the approximate 209 000 people of the Nongoma Municipality live. The general characteristic of Nongoma is that of large rural market town.

Nongoma has a very good potential as a tourist attraction because it offers tourists the opportunity to step back in time and experience a vibrant traditional market town together with traditional events and activities centred around the Zulu Royal Palaces. The access to Nongoma from Ulundi is via a good tarred road. Strategically Nongoma also links to the Emakhosini Heritage Park, the Ithala Game Reserve and associated private sector game farms in uPhongolo and the tourism initiatives around the Pongolapoort Dam. This provides the regional tourism context and strengthening these tourism attractions in the Zululand District Municipality will increase the marketability of Nongoma as a tourism destination. The economic base of the Nongoma municipality is agriculture, there is also a mixture of farming that takes place from small holders with cattle and goats being the most enterprises.

#### **A8. WHAT ARE WE DOING TO IMPROVE OURSELVES?**

Nongoma will continue in focussing on building capacity and putting appropriate systems in place for Local Government to deliver services to client communities. This will be achieved through ensuring institutional development, strengthening of Inter Governmental Relations and promote democracy

through implementing existing participation mechanisms. There are various programmes that are currently being planned and others are implemented in order to diversify economy.

#### **A9. WHAT COULD YOU EXPECT FROM US OVER THE NEXT FIVE YEARS?**

Through the implementation of the IDP the Municipality wants to:

- Diversify the economy of the Municipality through the implementation of groundbreaking projects;
- Continue working towards providing all its residents with access to a full range of basic services; and
- Build municipal capacity and continue to put appropriate systems in place for the effective management of the municipality.

The Municipality will continue to deliver directly those services it is mandated to deliver and as the level of government closest to the people, will ensure the coordinated delivery of infrastructure and services by all other line function departments.

#### **A10. HOW WILL OUR PROGRESS BE MEASURED?**

Ultimately the success (progress made) of the Municipality will be measured through the improvement in the quality of life and socio-economic conditions of the residents of the Municipality. As this can only be impacted on over the long term the next opportunity to measure this accurately will be through the 2011 Census.

Our progress will further be measured through:

- Regular monitoring of the implementation of the Capital Investment Framework attached to this document;
- The Performance Measurement tools put in place through the Performance Management Plan of the Nongoma Municipality; and
- Regular interaction with ratepayers and communities primarily through the Ward Committees of the Municipality and the Councillors.

## **A11. HOW WAS THIS PLAN (IDP) DEVELOPED?**

### **11.1. THE PROCESS PLAN**

Before starting the IDP Review process, a Process Plan was prepared and adopted by Council in accordance with the requirements of the Municipal Systems Act (32 of 2000). This process plan aligns the three processes of the IDP, the Budget and the Performance Management System. The Process Plan was adopted by Council.

### **11.2. THE ZULULAND DISTRICT'S FRAMEWORK PLAN**

The framework plan allows for alignment and coordination of activities between the DM and the LM's within the Zululand DM. Key areas of alignment include:

- Projects and programmes of cross-border significance;

#### **11.2.1. THE IDP ALIGNMENT PROCESS**

##### **(i) THE DISTRICT AND LM ALIGNMENT PROCESS / ZDM PLANNING & LED FORUM**

Alignment between the DM and its LM's takes place through the Zululand District IDP Alignment committee. This committee met at the following dates during the IDP review process:

- 23 September 2011
- 20 March 2012

##### **(ii) ALIGNMENT WITH SECTOR DEPARTMENTS**

Alignment with sector departments took place at the following dates:

- 22 February 2012

##### **(iii) IDP STEERING COMMITTEE MEETING**

- 22 February 2012

#### **11.2.3. COMMENTS ON THE IDP REVIEW DOCUMENT**

##### **(i) ADVERTISEMENT / PUBLISHING OF THE DRAFT IDP: 21 DAY ADVERTISING PERIOD**

The Draft IDP will be published for 21 days prior to the adoption for stakeholders consideration.

**(ii) IDP AND BUDGET ROAD SHOWS**

A series of ward committee meetings and community road shows were undertaken during the review process from 18 September, 19 & 20 December 2011, more meetings will still take place just after the assessment week to be conducted in eThekweni. Refer to **pages 26** for communities concerns raised during the public meetings.

## SECTION B: SITUATIONAL ANALYSIS

### B1. INTRODUCTION

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues are the focus areas for municipal, public (and private) investment for the next IDP cycle. Over the past five years the Nongoma Municipality has focused their operations, actions and interventions according to the following five Municipal Key Performance Areas, as a means of organising issues within the National Key Performance

- ☐ Basic Service Delivery and Infrastructure Investment
- ☐ Local Economic Development and Poverty Alleviation
- ☐ Municipal Transformation & Institutional Development
- ☐ Good Governance and Community participation
- ☐ Financial Viability and Financial Management

This section of the IDP will provide some contextual information pertaining to the municipality, consider the demographic situation in the municipality and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole. Where appropriate, a summary of achievements attained during the previous IDP cycle: as these have changed the situation, since the previous planning cycle.

### B2. LOCATION

Nongoma is situated in the northern part of the Kwa-Zulu Natal Province (KZN) within the Zululand District Municipality. Nongoma Local Municipality is located in the east of the Zululand District Municipality, the municipality has two secondary corridors, which run from Ulundi to Pongola and from Hlabisa to Vryheid. The Municipality covers 2,184 km<sup>2</sup> and is the largest populated municipality in Zululand and the second largest in terms of its area. Three Tribal Authorities comprise Nongoma, namely Mandlakazi, Usuthu and Matheni. The area is made up of 21 wards, with 42 councillors. Nongoma is popularly known as the seat of the Zulu monarch. It is the home of King Goodwill Zwelithini, the hereditary traditional leader of the Zulu nation, and his royal palaces are among the main tourist attractions in the region. Nongoma is predominantly a rural municipality. It encompasses 363 settlements, only one of which (Nongoma) has some urban characteristics whilst 98.34% of the population lives in rural areas.

### **B3. DATA SOURCES FOR THE 2012/13 TO 2016/17 IDP DOCUMENT**

This IDP document makes extensive use of the 2009 Global Insights Statistics, 2007 Community Survey data and Urban Econ Data (2009).

### **B4. DEMOGRAPHICS CHARACTERISTICS**

#### **4.1. Population and household statistics and distribution**

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The Nongoma Municipality (Demarcation Board Code KZ 265) is a B- type Municipality which had an estimated population of 244,501, in 2007. These figures are drawn from the 2007 community survey. During the same year, there were 35,293 households within the municipality, which demonstrated an increased figure from the 31, 581 households recorded in 2001. The numbers presented by the 2007 community survey are unlikely to have changed significantly as at 2011. The municipality contributes a mere 2.02% to the population of the Zululand District Municipality. The urban centre of Nongoma, however, contributes 1.08% (2 276) to the municipal population figure.

Over the past few years, it has become apparent that Nongoma town itself has experienced population outflow. From 1996 to 2007 the average annual population growth has been -2.97%. Nongoma as a local municipality has in contrast experienced stable, positive population growth with an annual average growth rate of 1.31%. It is noted that this percentage is slightly lower than the district and provincial figures, indicating that the population within this municipal area has grown at a rate considered “normal” for its geographical area. As is apparent, the population growth trend of Nongoma municipality is in line with the district and provincial trends.

#### **4.2. Gender statistics**

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The majority (55.46%) of citizens individuals within Nongoma Local Municipality are female, where this figure is even higher, at 57.73%, for those residing within Nongoma Town. These female percentages are exceptionally high compared to the lower provincial figure of 53.36% which possibly indicates that males have moved away to the bigger cities within the district or province because of a lack of job opportunities within the immediate area – the women and children are then left behind. The table below illustrates the ratio percentages between male and female citizens in Nongoma.

Gender	Total	Percentage of Total
Male	110913	45%
Female	133588	55%
Total	244501	100%

Source: Stats SA 2007

A comparative analysis of gender distribution in the District municipality reveals that Nongoma has the highest number of female citizens, over all other local municipalities. Notably, the percentage of female citizens has risen constantly in the District-as well as in Nongoma municipality. The rising trend is illustrated below.

Zululand population by gender from 2007 – 2010

	2007		2008		2009		2010	
Municipality	Male	Female	Male	Female	Male	Female	Male	Female
EDumbe	33722	42119	32964	41962	34013	43196	35815	43650
UPhongolo	62400	70091	63157	70833	65880	73269	67435	73047
Abaqulusi	110612	121686	113023	124503	118194	129296	120029	127726
Nongoma	104685	126188	106504	128288	111407	132697	112672	131599
Ulundi	90053	102761	90533	102633	94187	105554	96662	106501

Source: Quantec 2011

#### 4.3. Age distribution

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Concerning age distribution, approximately 60% (63% in 2001 compared to 60% in 2007) of the Nongoma population falls under the zero to twenty years age category. Three in every ten citizens in Nongoma are under ten years, and roughly the same number is aged between 11 and 20 years. Only 6% of Nongoma citizens are over 60 years. This picture is illustrated below.

#### Percentage of age distribution in Nongoma municipality

Age group	Total	Percentage of Total
0-10	74752	31%
11-20	71481	29%
21-30	32948	13%
31-40	19038	8%
41-50	17576	7%
51-60	12278	5%
61-70	8945	4%
71-80	5310	2%

Source: IDP 2010/2011

With the District age distribution in perspective, Nongoma has the highest number of the elderly people compared to all other municipalities. The disproportionate representation of the young and the old in Nongoma's population may have significant development implications. The population age distribution in the District is shown below.

#### Percentage of age distribution in the District

	0-4	5-9	10-14	15-19	20-4	25-29	30-34	50-54	70-74
EDumbe	12.9%	14.3%	14.4%	13.1%	8.9%	6.1%	5.6%	2.6%	1.1%
UPhongolo	13.1%	14.5%	11.9%	12.8%	10.9%	8.2%	7.5%	2.3%	0.8%
Abaqulusi	12.7%	12.7%	12.1%	12.4%	10.1%	8.3%	7.3%	2.9%	1.3%
Nongoma	12.7%	14.9%	15.2%	15.4%	9.7%	5.7%	4.7%	2.6%	1.4%
Ulundi	11.9%	14.6%	14.4%	13.4%	9.1%	7.2%	5.9%	2.9%	1.3%

Source: Quantec 2011



## B5. SOCIAL AND COMMUNITY DEVELOPMENT ANALYSIS

### 5.1. Access to community facilities

The **welfare provision** in Nongoma still bears the marks of inequalities, with people in many settlements having limited or no access to welfare services from the government. Only 6.6% of settlements fall within a 0-5km radius from a pension pay point. A further 19.0% of settlements fall in the 5-10km region.

According to the study conducted by Urban Econ the most general complaint made by the rural communities of Nongoma was that **schools** in the area were too far away from the households of children of school-going age. Road access to schools is a major problem. School children have to cover vast distances to go to school, and in most cases road conditions are poor. Only 35% of the schools have good road access, and 65% of the schools have no road access at all. This leads to low attendance rates that contribute to the poor educational standards in the rural areas. There are only three pre-primary schools in the whole Nongoma district. The development of educational facilities is a priority for the Nongoma district. Even though there has been an increase in the number of schools, the quality of the facilities (laboratories, libraries and sports fields etc.) and the education services provided still need urgent attention. It appears that schools serve the whole area if a standard of a five-kilometre radius around each school is used but, on closer investigation, it is noted that more than 50% of the primary schools have more than 40 pupils per class. More classrooms are needed at these schools to provide for the educational needs of the people. The standard usage for determining the accessibility of secondary schools is a ten-kilometre radius around the school. As in the case of the primary schools the whole area has access to secondary schools, however, there is also a shortage of classrooms and teachers at most of the secondary schools

In terms of the **health sector**, the Nongoma area is characterised by inadequate provision of social and physical infrastructure. The highest levels of infrastructural development are, centred in Nongoma Town. There is only one hospital situated in the Nongoma district, namely the Benedictine Hospital in Nongoma Town. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities.

Although there are 12 clinics that serve the three tribal authority areas, they are overpopulated with more than 19 222 people per clinic and a number of people still do not have access to these clinics due to poor road conditions and limited access to roads. There are three mobile clinic locations within the municipality. In some areas there are no clinics and thus the people within the

municipality are deprived of basic health care. The situation contributes to the poor health conditions in the Nongoma Municipality.

It is reported that 75.4% of population in Nongoma and 70.8% of settlements are within 25km of a Hospital. 86.8% of Settlements are within 10km of a Clinic. This translates into 28 settlements in Nongoma, which are not within reach of a clinic or a hospital.

Nongoma Municipality is still facing the shortage of health facilities; and communities residing in remote areas travel long distances for health services. The table below outlines the existing and planned health facilities:

Ward	Type of Health Service	Name of Health Service
Ward 16	Hospital	Benedictine
Ward 19	Clinic	Nongoma (Nolonolo) clinic
Ward 13	Mobile clinic (monthly)	Ekubuseni
Ward 14	Mobile clinic (monthly)	Evuna
Ward 9	Mobile clinic (monthly)	Holinyoka
	Clinic	Nkuzana Clinic
	Clinic	Mangumhlophe / Ngeku Clinic
	Clinic	Mahhashini Clinic
	Clinic	Usuthu Clinic
	Clinic	Hlengimpilo Clinic (Maphophoma)
	Clinic	Maphophoma Clinic
	Clinic	Buxedene Clinic
	Clinic	Dengeni Clinic
	Clinic	Sovane Clinic
	Clinic	Njoko Clinic
	Clinic	Ekubungazeleni Clinic
<b>Future Planned health facilities</b>		
Ward 13 (Kwa Minya)	Ekuseni Clinic	
Ward 21 (Kwa Mpunzana)	KwaMpunzana	

Access to **Community Facilities** has improved as there are a number of community halls, which have been provided by ZDM, though there is still a challenge to provide these in many of the wards in Nongoma.

Nongoma is in need of **sports, recreational and cultural facilities**. There are, however, some new sports facilities, which have been provided in some areas, like Lindizwe, Bhanganoma, Thokazi, and Matheni. These sports facilities have no dress facilities and lack a public entertainment area with adequate catering, medical, technical and club house facilities. The whole of the municipality areas are without swimming facilities.

**Safety and Security** of Nongoma requires some attention since Nongoma has a high crime rate. Poverty and high unemployment increase the risk of violence against women, and poorer women are often trapped in abusive relationships due to dependence on partners for food, shelter and money.

## 5.2. Impact of HIV/AIDS

Statistics quoted in Urban Econ (2009) reveal that the average HIV prevalence rate in the municipality between 1996 and 2007 was 28,705, or 13.57% of the population, although this is likely to be under-estimated. In Nongoma town, the average HIV growth rate was estimated to be 8.20% in 2008. The percentage of HIV population in Nongoma town is highest compared to the Nongoma municipality, the District and the province as illustrated below.

HIV rates in the province, district and local

	KZN	Zululand	Nongoma	Nongoma Town
<b>Number with HIV</b>	<b>166 4839</b>	<b>127389</b>	<b>28705</b>	<b>450</b>
<b>% of Population</b>	<b>15.91%</b>	<b>14.95%</b>	<b>13.57%</b>	<b>19.77%</b>
<b>Number of Aids Related deaths</b>	<b>127706</b>	<b>10045</b>	<b>2276</b>	<b>30</b>
<b>% of Population</b>	<b>1.22%</b>	<b>1.18%</b>	<b>1.08%</b>	<b>1.32%</b>

Source: Quantec database and urban –Econ calculations, 2008

In terms of health services, there is only one hospital situated in the Nongoma district, specifically in Nongoma town. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities. Although there are that serve the three tribal authority areas, intellectual and emotional. The effects of HIV/AIDS are to be the most significant factors determining health requirement in the country in the future.

The predicted effects of HIV/AIDS on social systems within the local municipality is that poorer households are more vulnerable and the epidemic is likely to deepen poverty and compromise

upward mobility; changing demand for housing, education and other community facilities; a greater demand for health care facilities; and a greater demand for financial support for orphans.

The likely effect of HIV/AIDS on the economic systems is:

- (a) a shift from savings to current expenditure, thus limiting fixed investment and economic growth;
- (b) Possibility of “technology deepening” of the economy as a result of higher absenteeism rates; withdrawal of healthy workers to care for affected family members;
- (c) Further erosion of household savings and skills shortage; and Increased spending on pharmaceuticals and funerals.

The effects of HIV/AIDS on Planning are:

- i. A slowing population growth and a higher mortality rate in 15-39 year are group;
- ii. A decline in school entrants;
- iii. An increase in health care needs;
- iv. An increased dependency ratio (elderly, orphans);
- v. A decline in housing needs, with an increased inability to pay due to changes in household income and expenditure patterns.

### **5.3. Poverty levels**

The minimum level of living (MLL) refers to the minimum capital needs to sustain its lifestyle at a predetermined standard. And, poverty gap is the total income shortfall (expressed in proportion to the poverty line) of families with income below the poverty threshold, multiplied by the total number of families. The poverty gap measures the difference between each poor household's income and the poverty line and sums these differences together.

Concerning the above, higher concentrations of persons living below the MLL are concentrated in the urban centre of Nongoma as well as along the major roads leading in and out of the settlement. Unfortunately, the poverty gap in the municipality has widened in the past decade.

#### Poverty gap in Zululand district (R mill) 2003-2008

Municipality	2003	2004	2005	2006	2007	2008
EDumbe	80	81	80	75	74	88
uPhongolo	101	99	95	89	90	106
Abaqulusi	172	174	172	161	162	191
Nongoma	303	333	358	383	420	461
Ulundi	222	224	224	209	203	229
Zululand	878	910	928	916	950	1076

Source: Global insight 2009

Although Abaqulusi has the greatest number of people living in poverty within the district, it does not have the highest poverty gap. Rather Nongoma, with a gap of R461 million, has the highest poverty gap. This implies that the depth of poverty in Nongoma is very high. In other words the impoverished population in Nongoma is substantially further below the poverty line than in Abaqulusi, and it will require a greater level of intervention to bring these people out of poverty.

Considering deprivation, and based on the annual KZN Deprivation Index which ranks municipalities in terms of their comparative levels of deprivation. The index is a composite of several elements including:

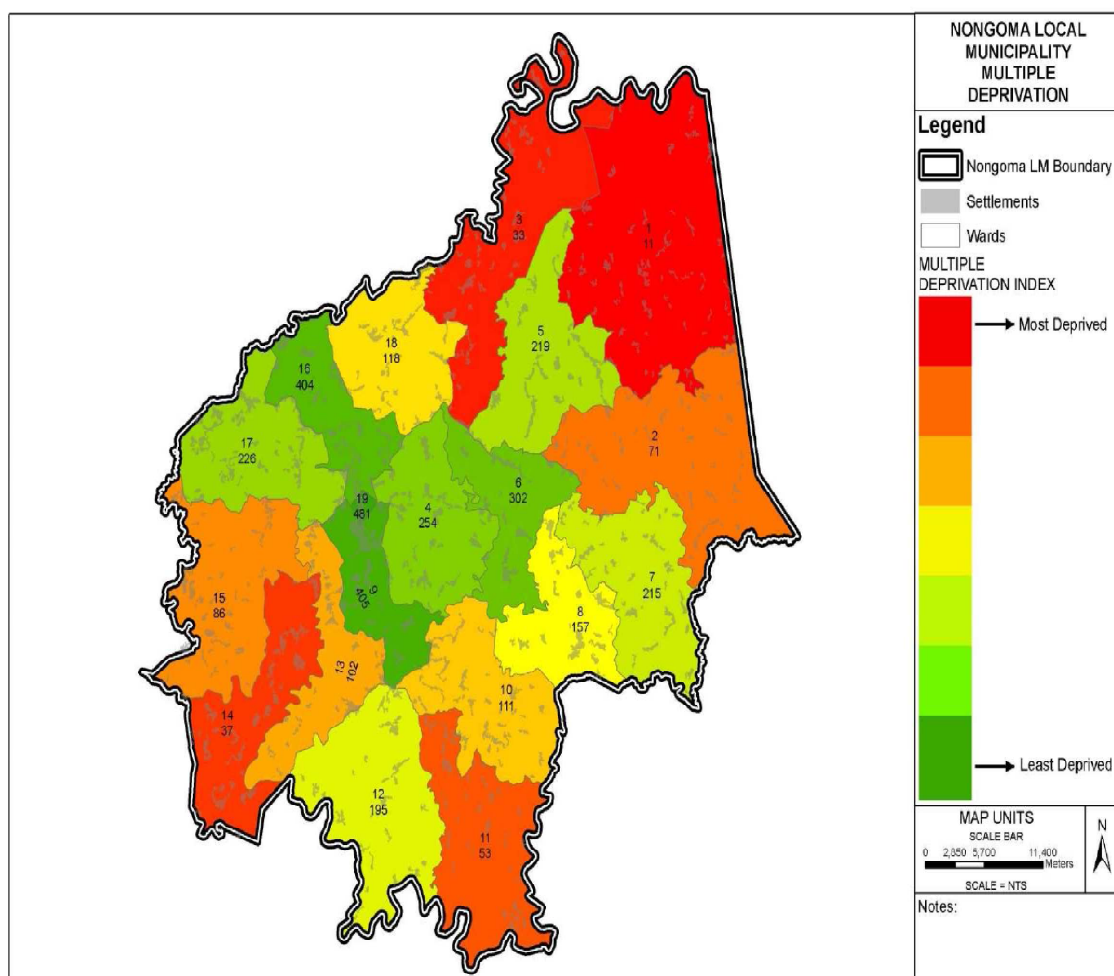
- Income Levels,
- Employment,
- Health,
- Education,
- The Living Environment, and
- Crime

The following table summarises the Nongoma municipality's scores for each of these categories out of the 52 local municipalities in the province. As can be seen from the table, the Nongoma municipality score comparatively poorly in terms of the *Living Environment*, *Income Levels*, *Employment*, and *Education*.

Category	Score
Income Levels	14/52
Employment	14/52
Health	52/52
Education	17/52
The Living Environment	08/52
Crime	42/52

In the overall ranking, which is a weighted composite of the above elements, the Nongoma municipality is placed 40th out of the 52 municipalities.

Accounting for ward level deprivations, yet using the above criteria, as can be seen from the composite and weighted map, wards 1 and 3 have the highest levels of multiple deprivation, followed by wards 14, 2, and 11.



Source: 2010/2011 IDP

It is clear that the Nongoma area is generally under- served and many communities, particularly those in rural areas, do not have access to basic services, infrastructure and facilities.

#### Number of people living in poverty in Zululand district municipality

	2003	2004	2005	2006	2007	2008
<b>KZN</b>	<b>5,679,784</b>	<b>5,643,720</b>	<b>5,505,145</b>	<b>5,300,269</b>	<b>5,184,450</b>	<b>5,247,998</b>
Zululand	636,480	624,376	615,105	601,065	596,734	602,895
eDumbe	72,701	73,112	73,974	73,971	73,820	75,786
uPhongolo	99,012	99,738	99,947	99,490	99,074	102,312
Abaqulusi	152,791	151,705	151,685	148,655	147,743	144,540
<b>Nongoma</b>	<b>162,117</b>	<b>154,983</b>	<b>149,580</b>	<b>143,750</b>	<b>141,781</b>	<b>144,202</b>
Ulundi	149,859	144,838	139,919	135,198	134,317	136,054

Source: Global insight 2009

More than 5.2 million people or 49% of the province's population is considered to be living in poverty. Zululand contributes 602,895 or 11.5% to that figure, and has a poverty rate of 65.8%. Poverty in Zululand and in the broader province was on a decreasing trend until 2008, when the recessionary global climate pushed the incidence of poverty back up again. The majority of Zululand's impoverished population can be found residing in Abaqulusi and Nongoma municipalities.

## 5.4. EDUCATIONAL FACILITIES

### 5.4.1. EDUCATION LEVELS

The Nongoma municipal area is characterised by high illiteracy numbers and no access to higher or formal training. As indicated in the table below, close to half of the population has below primary education. As a result the municipal area is faced with a lack of skills, especially on basic economic proficiency and managerial expertise. Nongoma's low education levels reinforces the need for investment in skills development. The high prevalence of HIV/AIDS within Nongoma can be seen as a serious threat to education levels as households take on care responsibilities in substitute for education.

Education level in Nongoma Local Municipality

Education level	Total	Percentage of Total
No Schooling	17105	18%
Some primary Education	25605	27%
Some Secondary education	36116	38%
Grade 12	8692	9%
Diploma/certificate with > Grade 12	2313	2%
Tertiary Education	5272	6%
Total	95103	100%

Source: 2010 LED Review

Nongoma has as 133 Primary Schools well as 60 Post Primary Schools. The majority of settlement areas within the District have access to schools, but the key issue with regards to education are:

- Congestion of classrooms, implying the need to construct more classrooms rather than more schools,
- Improving services such as sanitation, water, and access to electricity, and
- The quality of education.

The ZDM's 2009/10 IDP identifies the fact that there is a need for an additional 33 Primary Schools, and some 12 secondary schools.



All electrification projects provide the school in the project with a point of supply and ESKOM includes the schools already provided with point of supply into their schools electrification program. As a result of this all schools in already electrified areas have electricity. All schools in areas to be electrified in future will be provided with a point of supply and the information about the schools will be forwarded to the Eskom schools electrification program.

## **5.5. SOLID WASTE REMOVAL**

### **(i) STATUS QUO**

There are no formal refuse removal services or refuse dumps in the rural areas of Nongoma with only one landfill site in Nongoma Town that is in the process of being closed as it is full and no provisions have yet been made for a new site within the town. This reality is substantiated by the statistics as provided by the study conducted by Urban Econ in 2009, which states that 89.46% of the household have their own refuse dump with only 0.78 % of the household having a refuse removal service by the municipality at least once a week.

<b>Refuse disposal</b>	<b>Nongoma</b>
Removed by local authority/private company at least once a week	0.78%
Removed by local authority/private company less often	0.78%
Own refuse dump	89.47 %
No rubbish disposal	8.97 %

Considering the possibility of creating employment opportunities through the recycling projects, it is a matter for strategic consideration to develop plans on collecting the refuse from the household with an intention of recycling the waste thereby improving employment levels and also addressing the landfill space issues. This will in turn improve on the service delivery on waste disposal.

### **(ii) THE INTEGRATED WASTE MANAGEMENT PLAN (IWMP)**

The ZDM is responsible for preparing and reviewing its IWMP. An IWMP must review the existing solid waste management practices at a DM level and suggest better ways of waste disposal and recycling.

## **5.6. CEMETERIES**

Burial arrangements are closely bound with cultural and religious traditions. In most cases burial sites are needed in relatively close proximity to settlements. Accordingly to the Zululand Cemeteries Master Plan, approximately 700 ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time. The cemetery plan estimates that there will be 197 479 cumulative deaths by 2020 which will require 171 ha of land.

Even though **cemeteries** are primarily an issue of the ZDM, Nongoma is reported to have only two public cemeteries catering for needs of the area with around one year's availability of plots between them. However the ZDM has completed a Master Plan for cemeteries for the entire area which would need some funding for implementation.

## **5.7. HEALTHCARE FACILITIES**

There is only one hospital situated in the Nongoma district, namely the Benedictine Hospital in Nongoma Town. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities. There are 12 stationed clinics and three mobile that serve the three tribal authority areas. The ZDM's 2009/10 IDP identifies a need for an additional 33 clinics and 2 hospitals for the municipality.

## **5.8. LIBRARIES**

Nongoma is currently serviced by one library situated at 103 Main Street, opposite the Telkom offices in Nongoma. There are still some challenges in this regards, the current library is under equipped and serve various communities, therefore more libraries are still required in Nongoma municipality.

## **5.9. COMMUNITY HALLS**

The ZDM's 2009/10 IDP identifies the fact that 13% of the population of Nongoma are within 10 km's of a community hall. There are currently six community halls provided in the municipality. From their calculations, it is estimated that there is a need for an additional 26 community halls in the municipality which is by far the highest need for the municipalities in the ZDM.

## **5.10. POLICE STATIONS**

The standard that was applied to identify areas of need relates to households further than a distance of 20km from a police station. A typical catchment of a police station is such a facility with every

25000 cumulative people. The ZDM's 2009/10 IDP identifies that the municipality is serviced by one police station and that there is a need for an additional 49 stations which is again the highest need amongst the ZDM family of municipalities.

The SDF (2010) refines this assessment further and indicates that in terms of a distance factor, the municipality needs 3 additional police stations to serve the community further.

## **5.11. LAND TENURE**

### **(i) STATUS QUO**

Land ownership in the Nongoma municipality falls into four categories, namely:

- State land;
- Private freehold properties;
- The commonage area; and
- Ingonyama Trust land.

The land tenure arrangement in Ingonyama Trust areas is through permission to occupy (PTO's). This type of tenure has a major impact on land development initiatives for the following reasons:

- Lack of uniform and formal procedures, and guidelines to land allocation and development
- Lack of ownership in the form of Title Deed
- Competing land uses between agricultural practices and residential
- Illegal developments within municipal boundary

The municipality is also facing challenges of the properties that were purchased within Nongoma Town land (Erf 5000), but never transferred to owners. Some of the property owners are still to settle their outstanding debts with the municipality. This has resulted in a situation where the municipality fails to collect rates and services fees from property owners. This hinders the ability of the municipality to maximize its revenue base.

The growing population density within Nongoma Town compels a proper planning and enforcement of relevant legislations like KZN-PDA and by-laws. Amongst other things, the Nongoma Land Release Strategy has pointed that there is a need for leasing land to accommodate the growing population attracted to Nongoma Town.

Nongoma has completed the Land Use Management System, however it is important to note that the implementation is still the challenge, since more engagements with communities are required in order to ensure mutual understanding.

## 5.12. PROJECTS IDENTIFIED BY THE COMMUNITIES DURING THEIR MEETINGS:

<b>CHRECHES</b> Ciyane Egugu Nkanyezi Mduna Nsimbikazi Mchenene Emcibilindini Endlozane Magangenintungunye Mpuqwini
<b>COMMUNITY HALLS</b> Ebuhlenibenkosi Bombolo Sinkonkonko multipurpose
<b>HOUSING</b> Ebuhlenibenkosi Ndema Prince Sijiyiza zone B Bus stop shelter Mandlakazi phase 1 Usuthu phase 2 (Holinyoka) Matheni Maye / Dabhasi phase 2
<b>FENCING</b> Zihlakaniphele zone B Kwa- Cisho Zone B Ciyane zone B Egugu zone B Ngangayiphi zone B
<b>GARDENS</b> Mqubula herb garden Ngolotsha Kanyekanye (Emcibilindini) Bombolo zone A Mduna zone A Dwaleni/Sthangameni zone C
<b>MINING</b> Makhalameni (Ndoshe river) Block making project
<b>Poverty alleviation</b> Impangele widowers organisation block making project Youth baking project
<b>PARKS</b> Ndongande community mini park
<b>SCHOOLS</b> Emcibilindini

## B6. INFRASTRUCTURE ANALYSIS

### 6.1. WATER

#### (i) STATUS QUO

Water is life and without a proper supply of clean water the community is faced with danger of poor health and poor quality of life. Statistics provided by Urban Econ in the study conducted in 2009 reveals that only 2.64% of the households within Nongoma have access to piped water inside the dwelling whilst a majority of the households (49.27%) are still accessing water from the rivers.

Water access	Nongoma
Piped water inside the dwelling	2.64
Piped water inside the yard	5.76
Piped water from access point outside the yard	12.47
Borehole	8.49
Spring	6.53
Dam/pool	9.37
River/stream	49.27
water vendor	1.62
Rain water tank	3.37
Other	0.47

Source: Quantec data base and Urban Econ calculations, 2008

These statistics indicate a huge backlog that is facing the municipality regarding the water supply to the households. The backlog statistics presented in the municipality IDP reveals that the municipality accommodates 73% of the households that are without clean water in the rural parts of the municipality with 15.7% of the households without clean water in the urban parts of the municipality. This indicates a concentration of water supply services in the urban parts of the municipality whilst the rural parts remain unattended.

Furthermore, it is also important at this stage to look into the issues of the water supply infrastructure of the municipality with a view of assessing if it is adequate to service the backlogs as

identified in the foregoing passage of this section of the report. In the main the assessment of the infrastructure status quo was conducted by the Kwezi V3 Joint venture. According to them at this juncture water is supplied to the town of Nongoma from the Vuna Water Treatment Works. The Vuna Water Treatment Works is presently producing an average of 4.2 M/l per day. The current water loss is approximately 50%. Based on the population figures of the town, the town requires less than 2 M/l of water per day.

The Vuna dam supplies raw water to the treatment plant, however, the dam is severely silted up and it is estimated to have lost 75% of its storage capacity. The bulk raw water supply is thus very vulnerable to the seasonal rainfall and ongoing high maintenance and repair costs to the plant and the bulk and reticulation network. A second dam, the Vokwana dam, was constructed with the intention to augment the supply to the treatment works and to redress the siltation problem.

A second and much smaller water treatment works is situated at Mbili. This works is supplied with water from the Mbili dam, which is situated on a small catchment below the town. This works has a capacity less than 1 M/l per day and it also augments the water supply to the town and surrounding areas.

Kwezi V3/RAWS Joint venture has been appointed to do the Usuthu Regional Water Supply Scheme. The Usuthu RWSS includes the investigation and design of the bulk and reticulation of the water networks to Nongoma town and a new water treatment works at the Black Umfolozi River.

Worthy to note from these realities is the fact that whilst it is 73% of the rural communities that are without clean water, the available infrastructure for water provision is mainly set to service the urban part of the municipality which indicates a need for more attention to be paid to the rural parts of the area through the current investigation of the Usuthu Regional water supply scheme.

## **(ii) THE ZULULAND WATER SERVICES DEVELOPMENT PLAN (WSDP)**

The ZDM is the Water Services Authority for the Nongoma area and is responsible for water planning and provision in the municipality. The Zululand District Water Services Plan gives a clear indication as to where and when water infrastructure will be provided in the District. It provides a clear indication of what amount of water capital infrastructure will be provided when and at what cost and during which year. The ZDM is committing R 25,513,161 to the Usuthu scheme and R 18,480,077 to the Mandlakazi scheme in the 2010/11 financial year. The ZDM is also responsible for water quality testing. The role of the Nongoma municipality in the implementation of the WSDP is more on facilitation, this is done through the meetings that takes place in order to ensure water provision, Nongoma is always represented.

## 6.2. SANITATION

### (i) STATUS QUO

It is reported that there are no bulk sanitation treatment schemes in the areas of the Nongoma Municipality. Statistics provided by Urban Econ in the study conducted in 2009 reveals that only 1.16 % of the households within Nongoma have access to flush toilets connected to the sewerage system whilst only 0,5% have flush toilets connected to the septic tank. On the contrary a majority of the households (46.28%) are without toilet facilities whatsoever. On the other hand 47.55 percent of the households are using pit toilets with and without ventilation.

Sanitation access	Nongoma
Flush toilet (connected to sewerage system)	1.16
Flush toilet (with septic tank)	0.50
Dry toilet facility	4.51
Pit toilet with ventilation (VIP)	25.48
Pit toilet without ventilation	22.07
None	46.28

Source: Quantec data base and urban econ calculations, 2008

The status of backlogs in terms of sanitation reveals that the urban parts of the municipality enjoys a better sanitation service as opposed to the rural parts of the municipality. It is recorded that only 4.1% of the urban households are using pit toilets while 85% of such households are using the waterborne system. Only 10% of the households in the urban parts are reported to be without the sanitation service. On the contrary only 0.9% of the rural parts of the municipality have a waterborne system of sanitation as whilst 99.1% is shared by those using the pit toilets and those without the service at all.

A successful redress of the existing backlogs can only be executed through the existence of an appropriate sanitation infrastructure within the area of Nongoma. It is therefore important to understand the current conditions of the infrastructure with a view of maintaining or improving it to suit the needs of the communities it is supposed to serve. Kwezi V3 Joint venture has also conducted a status quo assessment of the sanitation infrastructure and reported that the town of Nongoma has

a waterborne sewer system which flows to the sewer treatment works. Currently no one operates the sewer treatment works, which results in that raw sewer eventually ending up in the rivers and streams below the treatment works, which is a serious health risk. The joint venture recommended that a detailed investigation be done of the sewer reticulation network to determine the true extent of the sewer network. However as part of the Usuthu Regional Water supply scheme, the investigation and design of the bulk and reticulation of the sewer networks to Nongoma town and a new water treatment works is also included.

It is an issue for strategic consideration that the current infrastructure for sanitation is attended and operated appropriately before it causes health hazard to the community. Furthermore it remains a concern that even on the sanitation service the rural parts of the municipality are underserved. This requires a strategic intervention that will bring some relief to the rural dwellers of the municipality.

## **(ii) THE ZULULAND WATER SERVICES DEVELOPMENT PLAN (WSDP)**

The ZDM is the Water Services Authority for the Nongoma area and is responsible for sanitation planning and provision in the municipality. The Zululand District Water Services Plan gives a clear indication as to where and when sanitation infrastructure will be provided in the District. It provides a clear indication of what amount of capital infrastructure will be provided when and at what cost and during which year. The ZDM is committing R7,986,250.06 to the Usuthu scheme and R5,231,803.92 to the Mandlakhazi scheme in the 2010/11 financial year.

The role of the Nongoma municipality in the implementation of the WSDP is more on facilitation, this is done through the meetings that takes place in order to ensure sanitation provision, Nongoma is always represented.

## **6.3. ELECTRICITY**

### **(i) STATUS QUO**

Nongoma Municipality is still facing a huge backlog of electricity supply. The backlog statistics reveals that 51% of the households in rural parts of the municipality are without electricity supply. It further reveals that in urban parts of the municipality, 4.2% households are without electricity supply. The municipality is dedicated to address this backlog using the funds made available through fiscal allocation, schedule 6 and 7 of grant allocation by energy department.

Studies conducted by Urban Econ in 2008 reveals that more than 51% of Nongoma households still depends on candles for lighting. These findings are summarized in the table below:



Source of Lighting	Nongoma
Electricity	43.81
Gas	0.49
Paraffin	1.77
Candles	51.79
Solar	0.84
Other	1.30

Source: Quantec data base and urban econ calculations, 2008

The Basic Services Publication (COGTA, 2009) indicates that the Department of Minerals and Energy (2008) estimated that 48.9% or 17212 households have access to the Grid, a figure that increased to 51.1% in 2008.

## (ii) ELECTRICAL SUPPLY DEVELOPMENT PLAN

The ZDM is responsible for the preparation of an ESDP. The purpose of an ESDP is to formulate a rational basis for the extension of grid and non- grid electricity service supply to the population of the district within as short a time as possible, within both the national and provincial electrification guidelines and budget available.

Currently the ESDP is being implemented in Nongoma through Integrated National Electrification Programme called schedule 6 (done by the municipality) and Schedule 7 (done through Eskom).

## 6.4. ROADS & STORMWATER

### (i) STATUS QUO

#### Roads and access to transport facilities

Very poor condition of access roads for the rural areas of Nongoma which requires some urgent attention and upgrading is reported. Primary to the concerns raised about the road networks is the fact that the overall accessibility of the Nongoma Town and its linkages with the rest of the municipality areas and the province in general is so poor in that the portion of important roads connecting Nongoma with other towns is gravel and inaccessible during the rainy seasons. It

suggests that if these access roads were to be improved the area will receive some economic development and growth. The development of the road networks in Nongoma could contribute significantly to the alleviation of poverty and underdevelopment within Nongoma. The improvement of roads is imperative for economic growth, which could simultaneously lead to an improvement in rural livelihoods.

There is only one formal taxi rank located in Nongoma Town. A new taxi rank is currently under construction. The main mode of transport used by the residents of Nongoma is public transport in the form of taxis, buses and bakkies. Inaccessibility is a major problem throughout Nongoma. Because of the poor condition of the roads, many areas are inaccessible when it rains. Public transport in the form of buses is scarce due to the poor condition of roads within the Municipality, which isolates the population of Nongoma even further from economic opportunities in the surrounding areas. Most rivers have low-lying bridges or no bridges at all. This suggests that during the summer months there are many areas that become inaccessible. As a result of these conditions it is reported that 92.50% of all individuals within the municipality do not have any form of transport, and thus have to walk to amenities.

To address the problems associated with the lack of access roads within Nongoma Municipality, Road master plan has been developed. This master plan highlights access road segments that are needed to link settlements with service places. The prioritisation model used for this master plan considered social, economic and environmental development factors into consideration. Segment access roads that need immediate intervention are coloured in red, and those that are important but not given first priority are coloured in purple, and the last priority ones are coloured in blue.

Although R66 is not indicated as a priority in the Master plan below, an immediate intervention is needed for this road since it is the main transport corridor that links Nongoma with Ulundi and Pongola. It has pointed out that the poor condition of this road hinders economic growth in the region.

This suggests an urgent need of looking into roads network with an intention of improving on what is currently available and developing new road networks to connect the rural parts of the area with its town where a large number of amenities is concentrated. This will contribute immensely in the economic development of the area as well as improvement of the transport facilities to be enjoyed by the communities.

## 6.5. STORMWATER

The **drainage and storm water** in Nongoma is poor, this reveals a serious backlog in the provision of these services. The existing drainage in Nongoma town needs maintenance, rehabilitation, and upgrading.

## 6.6. TELECOMMUNICATIONS

Whilst **communications** are in most cases not considered as part of the primary bundle of development services in most rural areas it is argued that they still provide the ever required access to information, employment opportunities, education and health facilities. These aspects have an immense role to play in the productivity and social networks, which in turn influence the ability of individuals and households to participate productively in the economic sphere.

The Urban Econ study reveals that, the telephone coverage in Nongoma is poor since approximately 56% of communities in Nongoma have no access to telephone network. Only 1% of households in Nongoma have telephones in dwelling. This indicates a need by Telkom to improve the telephone service provision to the rural parts of the Area. As part of an attempt to improve on the communication services, the South African Postal Services in Nongoma is aiming at a long-term scenario in which each postal outlet will offer a full range of services. This will specifically ensure that rural areas, where postal agencies are currently more prevalent, have access to a wide range of services.

## 6.7. HOUSING

Housing demand in Nongoma is still high, with 75% of residents living in semi-permanent dwellings(mud houses) or unsafe brick houses that need to be replaced. While Nongoma municipal council in partnership with the department of human settlement are dedicated to address housing backlogs, the settlement patterns within the municipality is a challenge. Most settlements are scattered and dispersed all over the places; this makes it hard to provide housing solutions that promote sustainable and integrated settlement. The municipality is mindful of the need to promote human settlement that:

- Discourages sprawling settlement patterns

- Generate social and economic opportunities for people and
- Promote easy accessibility to opportunities.

The requirements of human settlement that housing projects are placed in areas close to existing settlements with existing or planned infrastructure is also a challenge in a rural settlement set up and in these areas the development will create densities in the existing settlements. This provision seeks to promote sustainable basic services delivery.

### 6.7.1. HOUSING SECTOR PLAN

The municipality has prepared the Housing sector plan during the 2009/10 financial year, the sector plan intends to be a guiding document that will help the municipality to achieve the following objectives:

<b>Objective 1: Alignment</b>
<ul style="list-style-type: none"> <li>• Consolidating, confirming and instilling a shared housing vision between Nongoma Municipality and all role players by emphasising all national focus areas in terms of Housing Delivery within the municipality;</li> <li>• Ensure alignment with provincial and national housing policies as well planning directives;</li> <li>• Ensure sustainable and spatially integrated housing delivery</li> </ul>
<b>Objective 2: Interventions</b>
<ul style="list-style-type: none"> <li>• Establish a common understanding of housing of housing delivery challenges and constraints;</li> <li>• Ensure relevance and effectiveness of the various housing delivery programmes and products;</li> <li>• Explore and recommend tools to monitor and evaluate housing delivery.</li> </ul>
<b>Objective 3: Integration and Sustainable Implementation</b>
<ul style="list-style-type: none"> <li>• Ensure integration with Nongoma IDP, Spatial Development Framework and other local planning policies and guidelines;</li> <li>• Ensure integration of Housing Delivery Implementation plan with National and Provincial spheres.</li> <li>• In addition to the above generic objectives, Nongoma Municipality would also like to achieve the following by way of the Housing Sector Plan Review: <ul style="list-style-type: none"> <li>• To use the Housing Sector plan review process to inform prioritisation of projects within the IDP.</li> <li>• To use the Housing Sector Plan review process to capacitate Councillors on housing issues within the municipal area.</li> </ul> </li> </ul>

Therefore the main purpose of the 2009/10 Housing Plan is as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising housing projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross sector role players to aligning their development interventions in one plan;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across the municipality;
- To provide the IDP process with adequate information about the housing plan, its priorities, benefits as well as strategic and operational requirements.

The Housing plan has identified the following as the main objectives of the Nongoma Municipality regarding housing development within its jurisdiction:

- Reduction of the housing backlog;
- Development of institutional capacity to perform all functions related to housing within the municipality in line with accreditation requirements;
- Promote the involvement of the private sector in dealing with the backlog to respond to Breaking New Grounds; and
- Promotion of intergovernmental co-ordination in housing delivery

Housing in the municipality is largely problematic with most residences (an estimated 75%) being mud houses which are often unsafe during stormy weather. Households have largely been built along transportation routes leading to a linear settlement pattern which makes service provision problematic and expensive. The following table summarises the estimated housing backlog per ward:

Estimated Housing Backlog per Ward

WARD	ESTIMATED HOUSING BACKLOG
1	2073
2	1687
3	1109
4	855
5	1058
6	1054
7	1605
8	1616
9	1712
10	1946
11	1108
12	1 298
13	1 558
14	1 758
15	1 583
16	1 215
17	477
18	1 047

19	634
<b>TOTAL</b>	<b>25 393</b>

Housing is a critical asset for the poor, and can cushion them against the impact of poverty. Housing not only provides shelter and space for human development, but also may be used as a base for home enterprise. There is a need for a strategy aimed at giving all the Nongoma communities access to a permanent residential structure with secure tenure and adequate water, sanitation, waste disposal and electricity services.

## 6.8. SETTLEMENT PATTERNS:

SETTLEMENT TYPE	NUMBER OF SETTLEMENTS	%
Urban	1	0.4 %
Rural Scattered	72	19.8%
Rural Village	290	79,8%
Total	363	100 %

The distribution of types of settlements reveals that 79.8% of settlements fall into the rural village category while a further 19.8% are scattered rural" settlements. About 98,34 % of the population, which is the majority is said to be located in the rural parts of the study area whilst the smallest concentration of Nongoma's population lives in its formal, urban area(1,66%).

The Community Survey (2007) indicates that in 2007, 22.5% of households in the municipality were formal as compared to the 37.3% in 2001. This shows a real decline in formal households in the municipality. In terms of informal houses, the Community Survey indicates that in 2007 1.4% of households were informal which is up from the 1.2% in 2001.

The 2007 Community Survey figures indicate that 75.4% of households own and have fully paid off their dwellings which is up from the 62.4% in 2001 and which is above the DM's average of 67.8%

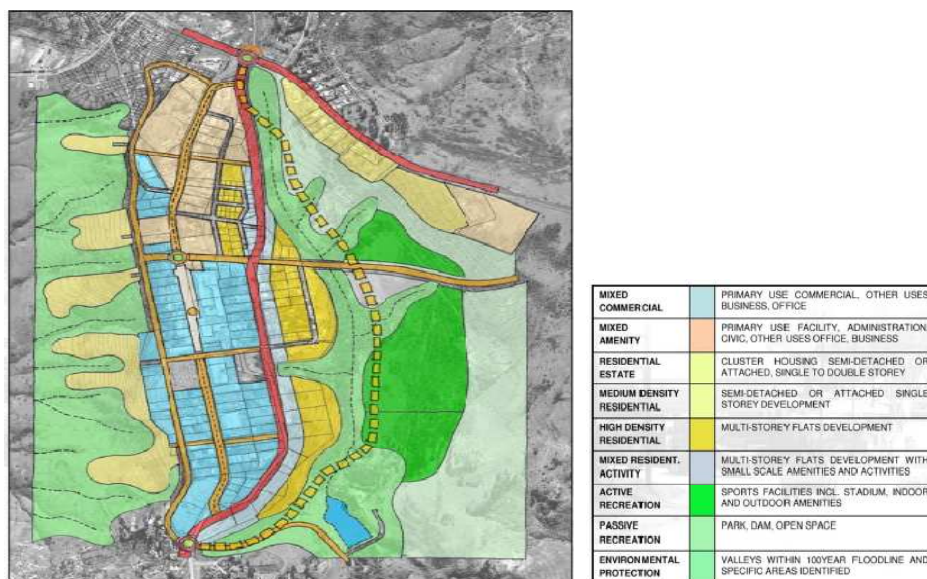
Nongoma Town is the only urban node within the municipality, with three district secondary corridors intersecting in this node. The lack of identification and development of rural nodes put strain to Nongoma Town since it services the population of more than 244 501 (stats SA survey, 2007). The lack of proper structural planning of Nongoma Town, and the aforementioned high

volume of people getting their services from this node, result Nongoma town being very dense and congested.

Although there is an upcoming by-pass road that is anticipated to ease the traffic in Nongoma town, the current traffic congestion imposes a challenge to town users and business owners. Figure below shows Nongoma Town Regeneration Strategy, and this strategy is underway to ensure effective infill planning and proper restructuring of the town.

Nongoma Spatial Development Framework (SDF) indicates that the secondary routes should influence the identification of investment nodes within Nongoma Municipality. It also indicates that communities that are closer to transport corridors are standing better chances to access limited services. This points that where possible, future developments should be encouraged along transport corridors.

#### Nongoma Urban Development Framework



Source: Nongoma Urban Development Framework

The yellow dotted line designate the new upcoming by-pass road that is anticipated to ease traffic on R66 road. There are other projects undertaken by the municipality to mitigate congestion in Nongoma CBD, and these include the underway taxi-rank. Through the financial support from NDPG for upgrading of the Nongoma town infrastructure and other resources available, the municipality is dedicated to change the poor current state of Nongoma Town.

Although the municipality is dedicated to implement the above mentioned projects to improve current conditions, shortage of developable land, unclear and contested urban boundary impose a

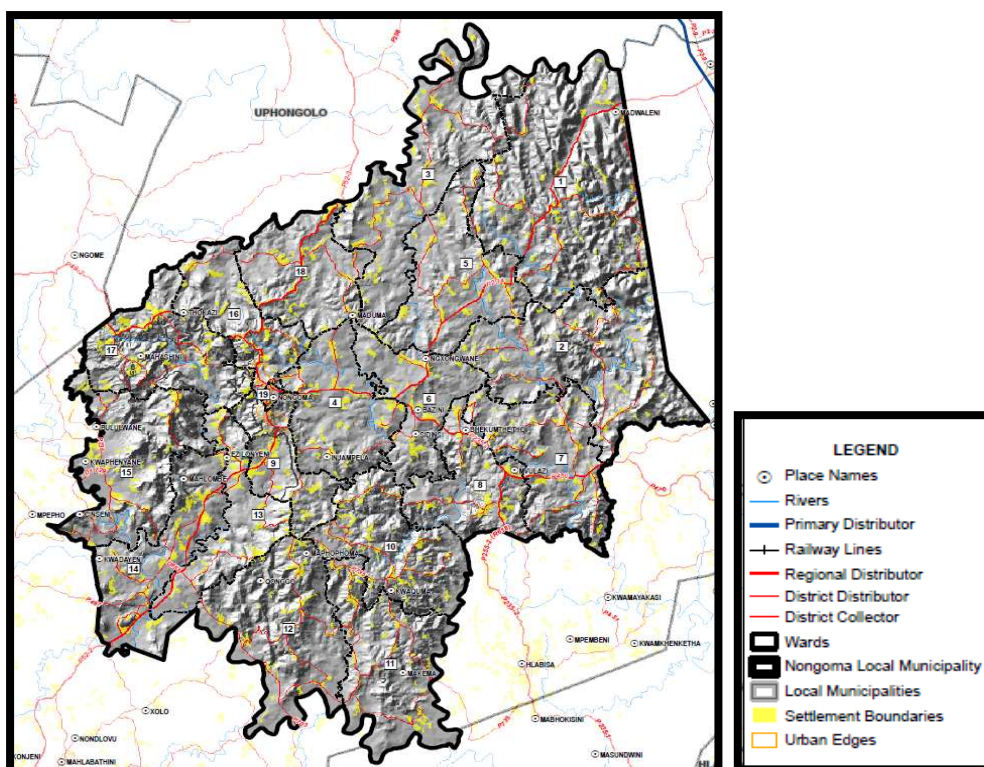
big challenge to the municipal council. The first report on Nongoma Land Release Strategy and Land availability Assessment Framework points that; Nongoma is facing a lot of challenges around the availability of developable land for the growth expansion of the Town. While there are initiatives to negotiate the release of suitable land for the growth of Nongoma Town, the contestation of land within Nongoma urban boundary exacerbate the situation. Nongoma Municipal Council, Traditional Authorities, and Ingonyama Trust still have to resolve issues of land falling within municipal boundary.

Municipal Council has considered engaging all stakeholders involved which include the three Traditional Authorities, Ingonyama Trust, and the Provincial Department of Rural Development and Land Affairs to resolve land ownership issues. Once urban boundary is clearly defined, municipality will be able to fully control land use and developments taking place within its boundary.

Introduction of KZN Planning and Development Act, 2008 (PDA) will also assist the municipality to control land utilisation and developments. Although Nongoma has its Scheme as part of Land Use Management Systems in place, implementation is still delayed by the land ownership issues as mentioned above.

Nongoma Town is the only formal urban area with a higher concentration of people. The remaining area of the municipality has a severely scattered settlement pattern with very low densities of population. This exacerbates the challenge of scarce resources in the quest of sustainable service delivery. Although keeping rural character of traditional settlements can not be overlooked, where possible densification need to be considered for future developments. This will assist with cost reduction on service delivery. Figure 1.3 below shows Nongoma Municipality's settlement patterns





Source: Nongoma Spatial Development Framework

## 6.9. SWOT ANALYSIS: INFRASTRUCTURE

	WEAKNESSES
<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>Available natural resources e.g. borrow pits, sand, and water.</li> <li>Road networks exist.</li> <li>Availability of the plant / machinery for Road construction.</li> <li>Land for infrastructure development is available.</li> <li>Availability of emerging contractors.</li> <li>Availability of general &amp; semi-skilled labour.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>There is a mining project that consumes electricity.</li> <li>More than 50% of Nongoma areas have electricity.</li> <li>Nongoma Development Node – The Nongoma Local Municipality is a development node, which brings about an opportunity for electricity connections through integration processes.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>Water is available.</li> <li>Skilled Labour</li> <li>Emerging contractors.</li> </ul>	<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>Commercial sources outside district.</li> <li>Lack of communication between the government department responsible for infrastructure development and the Municipal Planning &amp; - Engineering department.</li> <li>Inadequate resources of upgrading the existing infrastructure.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>Lack of education in electricity related matters including dangers.</li> <li>Veld &amp; Forest fires are burning electricity poles.</li> <li>Stealing because of unemployment e.g. copper wire stealing.</li> <li>Lack of competent staff within Nongoma municipality.</li> <li>Lack of Energy plan</li> <li>Some people do not buy electricity because they depend on wood for fire.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>Lack of funds.</li> <li>Lack of awareness about health issues.</li> </ul>

<p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Sufficient areas for sport-fields.</li> <li>• Youth participation.</li> <li>• Income generating activities.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Planning is too long</li> </ul> <p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Absence of maintenance tools.</li> <li>• Poor grass (water).</li> </ul>
<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>• Availability of funds, grants from government departments is an opportunity.</li> <li>• Restructuring program of the government will improve the infrastructure.</li> <li>• The establishment of the Road Master Plan</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>• More training will create more job opportunities.</li> <li>• Reduced air pollution.</li> <li>• Easy access to information from the Computers &amp; TV's at schools &amp; homes.</li> <li>• Reducing of influx to urban areas.</li> <li>• There is an opportunity for Nongoma to sell electricity if there is capacity.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>• MIG funds to supply water to communities.</li> <li>• Location of the Umfolozi River within the area of Municipal jurisdiction.</li> <li>• Payment of this service by community when provided is an opportunity.</li> </ul> <p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Youth involvement.</li> <li>• Skill achievements.</li> <li>• Income generation.</li> </ul>	<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>• Disaster.</li> <li>• Theft of materials (wheel barrows, spades, crush stones etc.).</li> <li>• Lack of trust from the community. Public expects so much so soon yet planning and tendering procedures are a long processes.</li> <li>• Infrastructure maintenance plan is not in place.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>• Vandalism.</li> <li>• Stealing the electricity (illegal connections).</li> <li>• Culture of non-payment of electricity.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>• Vandalism.</li> <li>• Stealing the water (illegal connections).</li> <li>• Culture of non-payment of water.</li> <li>• Huge Backlog</li> </ul> <p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Lack of interest.</li> <li>• Lack of support from parents.</li> <li>• Maintenance problems.</li> </ul>

## **B7. THE ENVIRONMENTAL ANALYSIS**

### **7.1. INTRODUCTION**

The rugged mountainous terrain and the contrasting grasslands of Nongoma provide a scenic quality. The area has unexploited natural resources and it is the rural communities that mostly utilise these resources for their daily survival. If well managed, natural resources could contribute to the economic development of Nongoma. This could involve the development of special management areas with community conservation and private game farm options, as well as for the development of community run lodges and accommodation facilities.

Important river systems in Nongoma are the Ivuna River, Black Mfolozi River and Mona River. These rivers do not only contribute to the scenic beauty of the area, but are also important resources for the survival of most of the communities in the area.

Due to neglect and ignorance the natural environment of Nongoma is in a state of degradation. Environment management and conservation activities need to be introduced to the community to prevent further degradation of the environment, with particular attention being given to erosion and the pollution of rivers and streams. The development of tourism opportunities also needs to be considered and attended to.

### **7.2. VEGETATION AND SOIL CLASSIFICATIONS**

Specific veld types relating to Bio-resource groups (BRGs) have been identified in the municipality. The BRG's are identified through a number of characteristics such as climate and soil type which then have an effect on both the natural vegetation that is or would have been found on site and the potential for agricultural production. These are determined at a provincial scale and therefore do not take landscape micro-climate into account. They do, however, give a broad over view of the conditions, limits and opportunities in the study area.

BRG 15 exists between an altitude of 50 and 900m with mean annual rainfall range of 800m- 1000m and a mean annual temperature of 19.5<sup>0</sup>C. The summers are warm with mild winter with moderate frosts. The vegetation is dominated by grassland with bushed grassland in the traditional to Dry Tall Grassland. Isolated patches occur in the Hluhluwe Game Reserve. The mean annual rainfall ranges between 700m and 800m and a mean annual temperature of 19.4<sup>0</sup>C. Summers are warm to hot and winter are mild with occasional moderate frost. The major vegetation pattern is grassland dominated by *hyparrhenia hirta* with *Sporobolus pyramidalis* an important species which indicates overgrazed areas. A secondary pattern of bushed grassland is the result of invading *Acacia* species which include: *Acacia karoo*, *A. nilotica*, *A. tortilis* and *A. seberana*. A major problem species involved in the bush encroachment process is *Dichrostachys cinerea* which formed thickets in some areas with *Acacia* species.

### **7.3. TOPOGRAPHY**

The terrain of the area is dominated by deeply incised river valleys, ridges and steep lands. Nongoma provides an aesthetic quality with its contrasting mountainous terrain and grasslands. The mean elevation (m above sea level) ranges from 257m to 1 135m above sea level. The municipality is very hilly, with the highest areas situated in the central and north- western areas of the municipality. The towns of Nongoma and Mahashini are situated within the high- lying areas. The undulating topography has resulted in a scattered settlement pattern.

Overgrazing and incorrect cultivation methodologies have been a result of poor land management which has consequently resulted in the erosion and degradation of fields across Nongoma.

### **7.4. SLOPE ANALYSIS**

A slope analysis of the municipality undertaken as part of the SDF (2010) indicates that more even plains are situated in the northern parts of the municipality. It also indicates that the incline of the land has not adversely affected the settlement pattern within the municipality as the populace has settled all over the municipal area. Slope does, however, affect the affordability of service provision.

### **7.5. HYDROLOGY**

Important river systems in Nongoma include the Ivuna River and Black Mfolozi River, and Mona River. These rivers are important features within Nongoma as they contribute scenic beauty and provide resources for the survival for most of the communities. These rivers are utilised for a multitude of purposes (such as washing clothes, animal feed, human consumption) which often leads to water pollution.

The catchment management area and its border are environmentally sensitive and provide additional natural scenic beauty to the area. Opportunities exist, however, for the establishment of community conservation and private game farm options within these zones, as well as for the development of community- run lodges and accommodation facilities.

### **7.6. AGRICULTURAL POTENTIAL**

The land of the highest agricultural potential is situated on the western boundary of the municipality between Thokazi and Mahashini. A further area between Maphophoma, Injampela, KwaQuma and Qongco contains areas of high agricultural potential. It is noted that the current cultivation pattern does not correspond to the potential of the land. The SDF (2010) indicates that according to the land

potential, the largest part of the municipality is not suitable for agriculture as the input costs will be very high, and might be more than the returns received from the land.

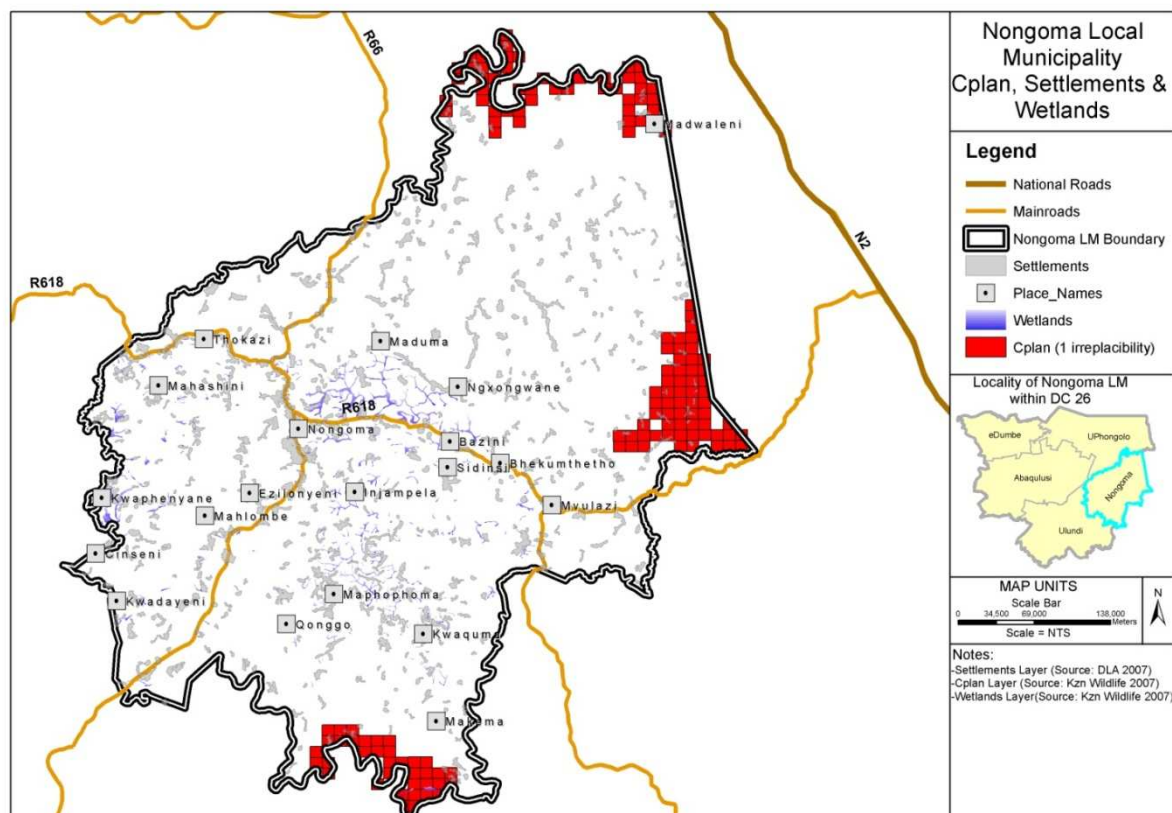
## 7.7. AREAS OF ENVIRONMENTAL SENSITIVITY

The following table summarises the areas of environmental sensitivity identified by the community (Urban Econ, 2009), namely:

Community Identified Environmentally Sensitive Areas

ITEM	AREA	WARD	IMPORTANCE	POTENTIALS
1	KwaNdunu	19	Historical and heritage site (Battlefield)	Tourism
	Mbili Dam	18	Chalets, lodge, 4x4 trails River rafting on the Ivuna River and camping	Tourism
2	Sinkonkonko	7	Rare rock formations	Tourism
3	Wela	7	Nature tourism, indigenous forests and adventure tourism	Tourism
4	Msebe	5	Historical and heritage site (Battlefield)	Tourism
5	Diabe	9	Historical and heritage site	Tourism
	Vungama and throughout the whole Nongoma, but needs to be developed	1	Eco-tourism, nature and game reserve	Tourism
6	Bhanganoma	1	Historical and heritage site	Tourism

Source: Ward meetings, Nongoma IDP



## **7.8. LAND USE PATTERN**

The rural areas of Nongoma suffer from a legacy of inappropriate production and investment decisions by both government and the rural population. For many people in Nongoma, economic and social decisions remain conditioned by their unequal and distorted access to markets, services and opportunities.

Less than 20% of Nongoma is considered high potential agricultural land and as such, farmers often farm on marginal lands of poor with limited water supplies which often leads to degradation and soil erosion.

## B8. THE ECONOMIC ANALYSIS

### 8.1. ECONOMICALLY ACTIVE POPULATION AND UNEMPLOYMENT

Nongoma, which has the second highest population of all the Zululand municipalities, only contributes 13.6% to the District's economic output. This further suggests that employment levels are low in the local municipality. As illustrated in the table below, there are less economically active people in Nongoma than both the DM and provincial averages, and there are also far fewer employed people in Nongoma municipality than the DM and provincial averages. The unemployment rate for the municipality is also a staggering 63.23%, above the 50.28% average for the ZDM, and the 37.53% average for the province. The employed population is a paltry 14% in Nongoma, less than half of the provincial employment rate (35.5%).

Economically active population

	KZN	Zululand	Nongoma
Economically active	56.82%	44.15%	38.37%
Employed	35.50%	21.95%	14.11%
Unemployed	21.32%	22.20%	24.26%
Not economically active	43.18%	55.85%	61.63%
Unemployment rate	37.53%	50.28%	63.23%

Source: Quantec database and urban –Econ calculations, 2008

The 2008 Urban Econ's Household Survey indicates that a large majority (61.58%) of the formally employed individuals are based in the *Community, social and other personal services sectors*, which suggests that the general service sector is the main economic engine from employment perspective. About one in every ten (12.17%) work within the *Finance and Business services sectors* and a further 10.60% of the employed labor force are found in the *Wholesale and retail trade, catering and accommodation sectors*. The *agriculture sector* employs a comparatively low percentage (1.49%) of individuals, in contrast to the high DM figure of 13.16%.

Even though Nongoma has a relatively small economically active population, the employed labor force is well skilled. On average, the percentage of unskilled yet employed laborforce is higher in the province and the District, compared to Nongoma Local municipality. This is illustrated below.



Employed and skilled population in the province, District and Nongoma Local municipality

Skill level	KZN		Zululand		Nongoma	
	Number	% of formerly employed	Number	% of formerly employed	Number	% of formerly employed
Total-Formally employed	1618260		65301		6982	
Highly skilled	203776	12.59%	78880	12.07%	1007	14.42%
Skilled	710117	43.88%	27282	41.78%	3202	45.86%
Semi and unskilled	704367	43.53%	30139	46.15%	2773	39.72%

Source: Quantec database 2011

The rural areas of Nongoma suffer from the legacy of inappropriate production and investment decisions by government and the rural population. For many people in the Nongoma area, economic and social decisions remain conditioned by their unequal and distorted access to market, service and opportunities. In contrary , asset ownership and distribution patterns remain those formed by apartheid and of popular significance are landlessness and overcrowding that still persist within the area.

A huge backlog in the provision of rural infrastructure persists. The high cost of delivering services to rural communities with limited economic potential results in the tension between fiscal discipline objectives and those of decreasing poverty and inequality. 98.34% of the Nongoma population live in rural areas. While poverty is not primarily a rural issue, the risk of becoming and remaining poor remains significantly higher in rural than in urban areas.

The Nongoma town is the only urban centre that provides social and commercial services and facilities within the predominantly rural landscape where the approximate 209 000 people of the Nongoma Municipality live. The population of the town itself is only approximately 4 000 people and the surrounding rural areas are characterised by rural settlements, traditional settlements, homesteads and village of various densities. It is home to a range of public sector and formal and informal commercial sector activities.

The general characteristic of Nongoma is that of large rural market town. However, Nongoma's economy is weak, due to its low literacy rate, low education levels of its population and its low number and proportion of skilled and professional people. In order for Nongoma to grow economically, it needs to diversity its economic base and strength its existing profitable sectors that have a high GGP, such as community service, trade and agriculture.



## 8.2. Tourism development

Nongoma is located on the proposed Zulu Heritage & Cultural Trail which has been identified as a priority. Importantly, the Nongoma Municipality, or at least parts of the Nongoma Municipality links to both the heritage and eco-tourism product offered by the Province.

Since the time of King Dinizulu the residence of Zulu kings has been at Nongoma. Nongoma therefore has good potential as a tourist attraction because it offers tourists the opportunity to step back in time and experience a vibrant traditional market town together with traditional events and activities centred around the Zulu Royal Palaces. The access to Nongoma from Ulundi is via a good tarred road. Strategically Nongoma also links to the Emakhosini Heritage Park, the Ithala Game Reserve and associated private sector game farms in uPhongolo and the tourism initiatives around the Pongolapoort Dam. This provides the regional tourism context and strengthening these tourism attractions in the Zululand District Municipality will increase the marketability of Nongoma as a tourism destination. In the past it has been indicated that Nongoma should build tourism around events connected to the Royal Palaces, the vibrant traditional African markets and the developing accommodation sector. This Municipality offers a unique slice of Africa in the raw and can be positioned to attract international tourists as there is a burgeoning tourism sector including two good accommodation facilities and a locally owned tour company offering excursions in and around Nongoma.

Tourism in and around Nongoma can benefit tremendously from the R66 Route branding and attractions that are highlighted in the Nongoma area are:

- (a) Annual Royal Reed Dance: uMkhosi woMhlanga;
- (b) Ceza Mountain: The stronghold of King Dinuzulu and his supporters during the uSuthu Rebellion of 1888;
- (c) Ngome Marian Shrine: A Catholic nun based at Benedictine Hospital in Nongoma claimed to have 10 visions of Mother Mary between 1955 – 1971 and on visiting Ngome believed that this was the holy site referred to in the visions;
- (d) Ntendeka Wilderness Area in the Ngome State Forest: The forest is a 5 230 ha reserve of indigenous high forest, exceptionally rich in plant life that exhibits strong tropical elements unusual for an area far from the sea;

- (e) Mona Market: A unique monthly market with a focus on traditional medicine and Nguni cattle sale;
- (f) Nongoma Town: Viewed as the Royal capital of Zululand due to the fact that the Zulu King resides here and today one of the busiest towns in rural KwaZulu-Natal;
- (g) Thangami Hot Springs: Offering accommodation, a restaurant, can conference facilities which overlook the Black Mfolozi River.

### **8.3. Agricultural Development**

According to the IDP (2010) the economic base of the Nongoma Municipality is agriculture. There is an evident need therefore to develop this sector from a household livelihood point of view and from an economic/commercial agricultural point of view. The need to establish and develop small-scale agricultural projects in the municipal area is also important and is noted as one of the priorities of the KZN Dept of Agriculture and Environmental Affairs as well as the National Department of Land Affairs and Agriculture. The housing programme in collaboration with the Expanded Public Works Programme could also make an important contribution to the expansion and broadening of the economy.

A key current constraint in future planning for the agricultural sector in Nongoma is the lack of information relating to this sector in Nongoma. The primary reason for this is that agricultural activity in Nongoma is primarily of a subsistence or small-holder nature and formal production activities and markets do not exist. The entire municipality consists of communal settlement and a mixture of farming takes place by small holders with cattle and goats being the most important enterprises. The region consists mainly of valley bushveld, so the agricultural potential is low unless irrigation is available. The results of a GIS assessment of agricultural potential undertaken as part of the Zululand District Municipality Siyaphambili LED Programme are reflected in the map overleaf. The GIS assessment aimed to identify the most appropriate areas for agricultural activity considering a number of factors including:

- Distance from markets: Specifically considering the short shelf life of crops and therefore distances from markets.
- Frost risk areas: Areas where crops may be susceptible to frost. Environmental Buffers: Generally strips of land surrounding key nature conservation areas.

- This can be used for grazing, but large scale mono-cropping is not recommended. River Irrigation Potential: Areas on low lying land bordering on major rivers that are easily irrigated.
- Potential Forestry (based on BRU MAP): Areas with rainfall greater than 800mm p.a.
- Dry land Cropping: Areas with rainfall of greater than 800mm p.a are good for most crops and grazing lands.
- Small scale cropping: Areas where the rainfall is between 700 to 800 mm p.a. Good cropping potential and grazing.
- Severe Limitations to cropping: Areas covered by thick bush, high cost of clearing the land.
- Major Limitations to cropping: Limited Rainfall / areas of low rainfall – may not sustain dry cropping.

Some of the key challenges for agricultural development in the Nongoma Municipality include:

- (i) Lack of access to finance for the establishment of new projects;
- (ii) Lack of access to resources for the establishment of effective farming units (i.e. the provision of basic infrastructure);
- (iii) The absence of appropriate marketing support and the inability to market produce locally;
- (iv) The move from a subsistence orientation for agriculture to a commercial orientation;
- (v) The level of extension support provided to small farmers by the various government institutions involved;
- (vi) Access to land remains a challenge in traditional settlement areas with no forward plan having been done to conserve high value agricultural land.

#### **8.4. Business sector development**

Nongoma town is the only urban centre within the Nongoma Municipality and offers the approximately 230,000 residents of Nongoma access to a wide range of commercial, retail, government and social services. As a result of the substantial population catchment of Nongoma town the businesses in the town has over the past two to three decades continued to expand with the newest addition to the town being the Checkers Centre that became operational in 2009.

The town, being located on a ridge, is now “bursting at its seams” and requires urgent intervention in terms of traffic and user management, as well as the provision of infrastructure. Without the necessary intervention growth of the town will be severely constrained. The Neighbourhood

Development Grant has made funding available for such a process and implementation of the plan is currently receiving attention.

The rural landscape of the Nongoma Municipality is characterised by rural settlements of various densities. Nongoma town is, however, home to a range of public sector and formal and informal commercial sector activities accessed by the residents of rural areas. Limited commercial facilities are available outside of Nongoma town, requiring residents to travel substantial distances to access retail centres, commercial activities and social services.

Based on Stratplan 2010 survey, there are roughly 114 formal businesses in Nongoma. The following table categorises these businesses on the basis of the Standard Industrial Classification codes.

Number of businesses in Nongoma

SIC Code Level One Classification	Number of businesses	Percentage of business
Wholesale and retail Trade; Repair of Motor Vehicles, Motor Cycles and personal & household goods, Hotels and Restaurants.	62	54%
Financial intermediation, insurance, Real Estate and Business Service	35	31%
Community, Social and personal services	14	12%
Construction	2	2%
Transport, Storage and Communication	1	1%
Total	114	100%

Source: Strat Plan 2010

From the above categorisation it is evident that there are no businesses listed with a focus on manufacturing and agriculture. This does not, however, imply that such businesses does not exist, but rather that they are of a more informal nature. The majority of businesses in Nongoma can however be described as tertiary sector businesses that sell goods or services to the vast population of the Municipality. The table below provide a more detailed breakdown of this business activity confirming the overwhelming dominance of the retail sector businesses.

### Breakdown of businesses in Nongoma

SIC Code Level Two Classification	Number of businesses	Percentage of business
General retail	47	41%
Other Business Activities	17	15%
Financial Institutions	13	11%
Health and Social Work	9	8%
Motor Vehicles related	7	6%
Hotels and Restaurants	5	4%
Wholesale	3	3%
Personal Services	3	3%
Computer and related services	3	3%
Property related	2	2%
Construction	2	2%
Post and Telecoms	1	1%
Entertainment	1	1%
Membership organizations	1	1%
Total	114	100%

Source: Strat Plan 2010

### 8.5. Business Development Opportunities

Based on the assessment of economic activity undertaken, and based on the fact that the upgrading of the Nongoma CBD is now underway, it is suggested that the key opportunity that exists relating to the business sector is the decentralisation of business sector activity in an attempt to establish commercial services closer to the people residing in rural settlements. Key to this activity will also be to improve local income circulation in the Nongoma Municipality in general, but the rural areas specifically. In this regard the spatial development framework of the Nongoma Municipality is aimed at facilitating equitable spatial development. The implementation of the guidelines as reflected in the Spatial Development Framework is, therefore, key to the identification and prioritisation of investment opportunities. In terms of the Spatial Development Framework the focus of Nongoma Municipality is on an “urban regeneration strategy” focussing on the nodes as reflected in the Table below.

### Investment Nodes in Nongoma

Category of Node	Area	Ward
Primary investment Nodes	Nongoma	Ward 19
Secondary Investment Nodes	Vulamlomo	Ward 1
	Njobo Njobo	Ward 5
	Lindizwe	Ward 9
	Kwa Musi	Ward 14
Tertiary Investment Nodes	Esiphambeneni	Ward 6
	Mvulazi	Ward 8
	Kwelibomvu	Ward 10
	Buxedene	Ward 8
	Majomela	Ward 17

Source: 2010 LED review

### 8.6. Investment initiatives

Nongoma municipality has established an investment strategy which intends to provide a basic tool to facilitate increased investment flows to the Municipality. This should include increased investment flows from the public, private and nongovernmental sector.

Specific goals that the Investment Strategy then aims to achieve are to:

- (a) Raise the awareness of stakeholders of Nongoma as an investment destination;
- (b) Increase the levels of public and private sector investment in social, infrastructure and economic development initiatives; and
- (c) Guide the investment in Nongoma to align to the strategic planning of the municipality.

In line with the above objective and goals the Nongoma Municipality has identified specific strategies to be adopted for facilitating investment. The investment promotion strategies include:

- (i) Compiling relevant investment information and distributing this to stakeholders;
- (ii) Creating an institutional environment conducive to attracting new investment;
- (iii) Infrastructure development to facilitate investment;
- (iv) Pro-actively marketing the Nongoma Municipality with potential investors; and
- (v) Developing clear strategies for the development of each development sector.

## 8.7. SWOT ANALYSIS: NONGOMA ECONOMY

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Cultural diversity and heritage</li> <li>• Low industrial base means that the natural environment has not been damaged</li> <li>• Availability of demand thus businesses can easily thrive</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Poor infrastructure and quality,</li> <li>• Limited skills level</li> <li>• Limited industrial base to harness benefits of value added production for sale outside of the town</li> <li>• Lack of investment incentives</li> <li>• Poor stakeholder coordination</li> <li>• Inability to create jobs</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Job creation, direct and through complimentary tourism services</li> <li>• Opportunity to align new industrial opportunities with other labour intensive employment schemes</li> <li>• Possibilities for organic farming</li> <li>• Road infrastructure upgrade planned, potential to engage a waste management and recycling facility.</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Skills shortage, underdevelopment agglomeration economic in complimentary/ support services for tourism.</li> <li>• Low incentives for investment, limited local natural input resources</li> <li>• Global competition, informal traders not catered for.</li> <li>• Water scarcity, land ownership farming skills shortage</li> <li>• Land invasion and illegal development</li> <li>• Threat of HIV/ Aids</li> </ul>

## 8.8. LED PLAN

In 2006 Nongoma municipality prepared the LED plan and was then reviewed during the 2010/11, this was effected for in order to update local economic strategies and projects thereon. The municipality has prepared an LED plan for 2010/11 although it is still in the draft format. Greater alignment has occurred between this plan and the 2010/11 IDP than had occurred in previous IDP's. However the municipality will soon be finalising its 2010 LED plan review which will also be aligned with the 2010/2011 IDP.

Reports focusing on economic development in Nongoma provide a fairly comprehensive overview on the structure of the Nongoma economy. These discussions essentially illustrate three characteristics of the Nongoma economy, viz.

- High dependence on two sectors: The Nongoma economy is nearly totally dependent on the government services and retail / commercial sector with these sectors contributing close to 75% of the GDP of the municipality (see Figure 5.1). Considering the mining contributes 10% this suggests that the contribution of the agricultural and manufacturing sectors specifically are negligible.
- Limited contribution to regional economy: The Nongoma economy makes a limited contribution to the KwaZulu-Natal and Zululand District economies (see Table 5.1).

- Limited extent of the Nongoma economy: The economy of Nongoma is small and indicators and trends are therefore of limited value (see Table 5.1).

The strategy is intended to kick-start the development of the Nongoma economy with a specific view to enhance income circulation, through a series of strategic interventions. It therefore provides an overview of more recent policies and strategies impacting on economic development and presents an update of the economic development status quo in the municipality. Based on this a strategy for the implementation of local economic development in Nongoma is presented.

The 2010/11 LED is guided by the following approaches:

**Approach 1:** Obtaining information that will add to the practical nature of the LED Review

**Approach 2:** Attempting to be strategic in the approach instead of comprehensive

**Approach 3:** Working towards reducing the focus on projects located in Nongoma town

**Approach 4:** Focussing on detailing specific projects

**Approach 5:** Placing less emphasis on institutional development, but working towards the development of a system supporting local economic development throughout the Municipality

The LED strategy carefully assessed the key economic sectors of the area including, tourism, agriculture, business sector, informal trading sector, mining sector, manufacturing sector, infrastructure and housing as well as social and government services.

#### (i) Nongoma LED strategies

The following strategies are therefore identified in the LED plan to include;

<b>STRATEGY 1:</b> FACILITATE AND MONITOR THE IMPLEMENTATION OF KEY INFRASTRUCTURE PROJECTS.
<b>STRATEGY 2:</b> IDENTIFY AND PROMOTE THE NONGOMA TOURISM PRODUCT THROUGH COOPERATION WITH THE PRIVATE SECTOR.
<b>STRATEGY 3:</b> PREPARE AND IMPLEMENT AN AGRICULTURAL STRATEGY
<b>STRATEGY 4:</b> IMPLEMENT THE CBD REVITALISATION PROGRAMME OF THE NONGOMA MUNICIPALITY
<b>STRATEGY 5:</b> ASSESS AND SUPPORT THE INFORMAL (MANUFACTURING) SECTOR.
<b>STRATEGY 6:</b> DEVELOP AND IMPLEMENT A COMPREHENSIVE SETTLEMENT SERVICE SYSTEM.

#### (ii) LED Projects

- The section of the R66 between Nongoma and Phongolo;
- The section of the R618 between Nongoma and Vryheid;
- The bypass road for Nongoma Town; and
- Potential linkages from Nongoma to the south to link with the P700 Corridor.
- Identifying, documenting, assessing and promoting the various tourism products on offer in the Municipality (Tourism plan);
- Effective training of municipal staff in supporting tourists and promoting the various products;



- Prioritising interventions and accessing funding for implementation relating to the various tourism products
- Re-establish effective cooperation between the municipality and the private sector in developing the tourism sector in the municipality.
- Feasibility study on the construction of the museum linked to the KwaNdunu battlefield.
- Through the development and implementation of the agricultural plan the following should be addressed:
  - Production opportunities in Nongoma;
  - Institutional capacity requirements for supporting the development of the agricultural sector;
  - Opportunities for the distribution and marketing of local produce;
  - Agricultural infrastructure requirements; and
  - Opportunities for agri-processing.
- Develop and implement the SMME development plan.
- Developing industrial space and infrastructure from where small businesses can operate, establishing an industrial incubator, providing business development support, reviewing government procurement processes in Nongoma and others.

## B9. INSTITUTIONAL ANALYSIS

### 9.1. INTRODUCTION

Nongoma is just like all other local government sphere, it has two types of management that is assigned to ensure service delivery and strengthening of democracy i.e. the Administrative (led by the Municipal Manager) and Political (led by the Mayor).

### 9.2. ADMINISTRATIVE / STAFF COMPONENT

The Nongoma municipality has a total staff component of 196 employees who are employed, and about 20 employees are on contract.

The following table indicates the administrative departments within Nongoma municipality and also highlights the responsibilities thereof.

**Table : Municipal Directorates**

DIRECTORATE	DIRECTOR RESPONSIBLE	RESPONSIBILITIES
Office of the MM	Municipal Manager	IDP, PMS, Monitoring & Evaluation, Co operate governance
Corporate Services	HOD Corporate Services	Administration, Human Resources & Registry
Financial Services	Chief Financial Officer	Budget, Income, Expenditure & Supply Chain Management
Technical Services	HOD Technical Services	Water, Sanitation, Roads & Electricity (Infrastructural Development)
Community Services	HOD Community Services	Solid waste, Social Welfare, HIV Aids, Youth, Sports, Communications & Housing
Planning & Development	HOD Planning & Development	Land Use Management, LED & Tourism & Environmental Management
Protection Services	HOD Protection Services	Traffic Management, Safety (Disaster Management) & Security

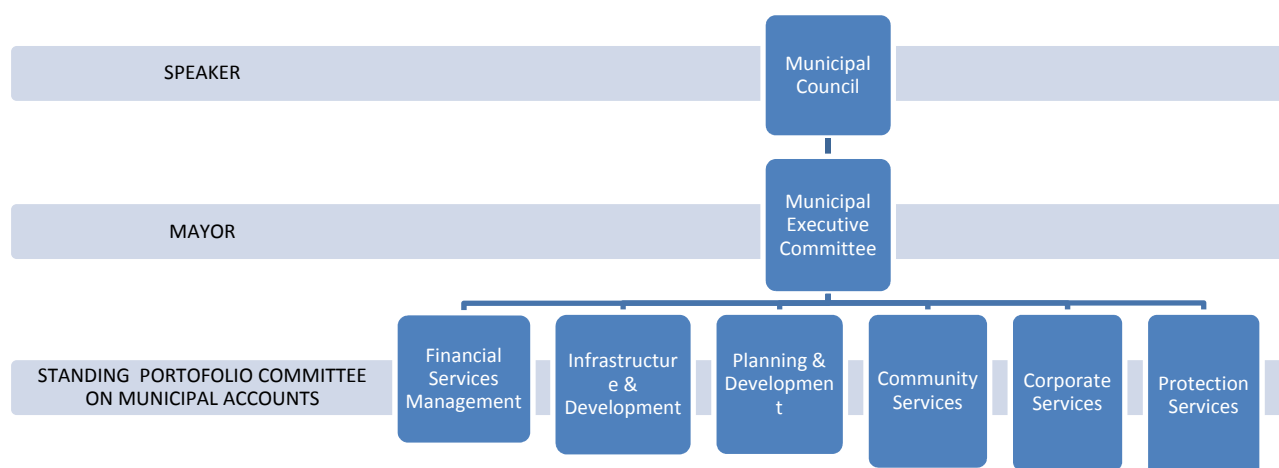
The Nongoma municipality recognises the need for the Organogram, however it must be noted that the municipal departments are currently finalising the Organogram that will be in line with the MEC's concerns i.e. it will indicate the vacancy rate. The Organogram will be contained in Section K and therefore be included in the final IDP document.

### 9.3. NONGOMA COMMITTEES

Nongoma has developed the various committees with the intension to address the challenges as identified through the key performance areas. The other reason for the establishment of the committees is to ensure that good governance and participation is achieved in a way that promotes the implementation of democracy in South Africa.

## (i) PORTFOLIO COMMITTEES

The following structure will represent how the hierarchy and reporting of the Portfolio committees is like in Nongoma municipality.



Portfolio Committee Name	Functions / Responsibilities
Financial Services Management	Budget, Income, Expenditure & Supply Chain Management
Infrastructure Development	Infrastructural Reports (Electricity, Water & etc)
Planning & Development	Land Use Management, LED & Tourism, Environmental management
Community Services	Special Groups Programmes & Community Services
Corporate Services	Institutional Issues (WSP, EEP & Etc)
Protection Services	Traffic Management, Safety (Disaster Management) & Security

The Portfolio committee chairpersons are the Councillors whom directly represent the interests of the constituents. The above portfolio committees are functional.

## (ii) WARD COMMITTEES

Ward Committees have also been established and are indeed functional, currently they have undergone the induction workshop and in the following financial year more workshops are set for the committee members. There have been a couple of meetings that have taken place in order to ensure that there is communication between the ward committees, communities and the municipality during September and December 2011. It can be mentioned without hesitation that communities participated effectively in the formulation of the municipal 5 year strategic document for the 2012/13 to 2016/17 IDP. The Chairpersons for ward committees are the ward councillor

**(iii) PERFORMANCE AUDIT COMMITTEE**

Nongoma municipality has established the Performance Audit Committee and it is functional. The committee is responsible for ensuring that legal mandate is attained, it also oversee all issues that are pertaining to performance auditing.

**(iv) INTERNAL AUDIT COMMITTEE**

The Internal Audit Committee is in place and is functional. This committee is responsible for the assessment and auditing of municipal performance and budget expenditure and income.

**9.4. EMPLOYMENT EQUITY**

In accordance with the Employment Equity Act (55 of 1998), the municipality has developed and implemented an Employment Equity Plan. The following table summarises the demographic profile of employees.

Demographic Profile of Employees

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	28	0	0	01	09	0	0	0	0	0	38
Senior management	06	0	0	0	1	0	0	0	0	0	07

Professionally qualified and experienced specialists and mid-management	06	0	0	0	04	0	0	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	08	0	0	0	05	0	0	0	0	0	13
Semi-skilled and discretionary decision making	14	0	0	0	09	0	0	0	0	0	23
Unskilled and defined decision making	15	0	0	0	24	0	0	0	0	0	39
<b>TOTAL PERMANENT</b>	77	0	0	1	52	0	0	0	0	0	130
Temporary employees	22	0	0	0	12	0	0	0	0	0	34
<b>GRAND TOTAL</b>	99	0	0	1	64	0	0	0	0	0	164

## 9.5. SKILLS DEVELOPMENT

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The municipality annually reviews its Workplace Skills Development Plan. The municipality is registered with the Local Government Sector Education Training Authority (LGSETA) and skills training relating to the municipality's core business has been carried out

## 9.6. MUNICIPAL HUMAN RESOURCE STRATEGIES

The municipality has developed a number of policies that deal with human resources (HR) which are summarised below:

1. Recruitment and selection
2. Promotion of employees
3. Employment of family members
4. Employment of ex-municipal employees
5. Demotion of employment
6. Private work
7. Vacation leave
8. Dress code
9. Payment of subscriptions to professional institutions

10. Long service
11. Confidentiality of information
12. Declaration of interest
13. Compensation from non municipal source
14. Provision of cellular phones
15. Remuneration/ salary
16. Annual bonus
17. Overtime
18. Allowances and reimbursive tariffs
19. Personnel accommodation scheme
20. HIV/AIDS
21. Performance appraisal
22. Educational assistance
23. Training
24. Sexual harassment
25. Disciplinary procedure
26. Grievance procedure
27. Performance management

## **9.7. INTERGOVERNMENTAL RELATIONS STRUCTURES**

### **(i) THE ZDM'S IGR FORUM**

In accordance with the Intergovernmental Relations Framework Act (13 of 2005), the ZDM has established an IGR Forum in which the Nongoma municipality participates.

### **(ii) SERVICE PROVIDER'S FORUM**

The Nongoma municipality participates in the ZDM's Service Provider's Forum which offers a platform for municipalities to engage service providers with regards to service provision matters.

### **(iii) ZDM'S PLANNING COORDINATION FORUM**

The ZDM has established a planning forum where planners from the ZDM and the LM's in the ZDM can engage each other on IDP and IDP- related issues thereby ensuring alignment.

## 9.8. POWERS AND FUNCTIONS

The powers and functions of the Nongoma municipality are summarised in the following table below as prescribed in the Municipal Structures Act:

Function	Responsible Body <sup>1</sup>
Air Pollution	Local Municipality/ External Service Provider
Building Regulations	Local Municipality
Child Care Facilities	Local Municipality
Electricity reticulation	District Municipality
Fire Fighting	District Municipality/ Local Municipality
Local Tourism	District Municipality/ Local Municipality
Municipal Airports	District Municipality/ Local Municipality
Municipal Planning	District Municipality/ Local Municipality
Municipal Health	District Municipality
Municipal Public Transport	Local Municipality
Stormwater management	Local Municipality
Trading Regulation (Formal & Informal)	Local Municipality
Water and Sanitation	District Municipality
Beaches and amenities	N/A
Billboards, display of advertisements in public places	Local Municipality
Cemeteries; funeral parlours and crematorium	Local Municipality
Control of public nuisance	Local Municipality
Control of undertakings selling liquor to public	Local Municipality
Facilities for accommodation, care and burial of animals	Local Municipality
Fencing and fences	Local Municipality
Licensing of dogs	Local Municipality
Licensing and control of undertakings that sell food to the public	N/A

<sup>1</sup> [http://www.demarcation.org.za/powers\\_functions2005](http://www.demarcation.org.za/powers_functions2005)

Function	Responsible Body <sup>1</sup>
Local amenities	Local Municipality
Markets	Local Municipality
Municipal abattoirs	District Municipality
Municipal Parks and Recreation	Local Municipality
Municipal Roads	Local Municipality
Noise Pollution	Local Municipality
Pounds	Local Municipality
Public Places	Local Municipality
Refuse removal, refuse dump and solid waste disposal	District Municipality/ Local Municipality
Street Trading	Local Municipality
Traffic and Parking	Local Municipality

## 9.9. TRADITIONAL AUTHORITIES

The Nongoma municipality has a good relationship with the Tribal Authorities within its boundaries. Amakhosi participate in the IDP RF and there are regular meetings with them as and when the need arises.



## SECTION C: STRATEGIES & OBJECTIVES

### C1. INTRODUCTION:

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the International, National and Provincial guidelines.

### C2. THE MILLENNIUM DEVELOPMENT GOALS

The Nongoma is in full support of the Millennium goals, all the service delivery tasks that have been delivered and will continue to be delivered by Nongoma in order to meet the international goals. It is now clear that even though the municipal programmes are in place, it's currently not possible to reach or attain the millennium goals set for 2015.

The Millennium Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The Millennium Development Goals, to be achieved between 1990 and 2015, are:

**Millennium Development Goals**

MILLENNIUM DEVELOPMENT GOALS	TARGETS
Halving extreme poverty and hunger	Target for 2015: Halve the proportion of people living on less than a dollar a day and those who suffer from hunger.
Achieving universal primary education	Target for 2015: Ensure that all boys and girls complete primary school.
Promoting gender equality	Targets for 2005 and 2015: Eliminate gender disparities in primary and secondary education preferably by 2005, and at all levels by 2015. Two-thirds of illiterates are women, and the rate of employment among women is two-thirds that of men. The proportion of seats in parliaments held by women is increasing, reaching about one third in Argentina, Mozambique and South Africa.
Reducing under-five mortality by two-thirds	Target for 2015: Reduce by two thirds the mortality rate among children under five. Every year nearly 11 million young children die before their fifth birthday, mainly from preventable illnesses, but that number is down from 15 million in

	1980.
Reducing maternal mortality by three-quarters	Target for 2015: Reduce by three-quarters the ratio of women dying in childbirth.  In the developing world, the risk of dying in childbirth is one in 48, but virtually all countries now have safe motherhood programmes
Reversing the spread of HIV/AIDS, malaria and TB	Target for 2015: Halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases. In order to meet this goal, the municipality is addressing the issue through social policies.
Ensuring environmental sustainability	<ul style="list-style-type: none"> <li>Target for 2015: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.</li> <li>By 2015, reduce by half the proportion of people without access to safe drinking water.</li> <li>By 2020 achieve significant improvement in the lives of at least 100 million slum dwellers.</li> </ul>

### C3. NATIONAL AND PROVINCIAL GUIDELINES

#### 3.1. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

In endeavouring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

The National Spatial Development Perspective (NSDP) describes the national spatial development vision of government and the normative principles that underpin this vision. The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions.

Government's national spatial development vision is:

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

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

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS) and are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition.

### **3.2. THE KWAZULU NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)**

The PGDS has been developed to enhance service delivery. The PGDS is currently under review and is being coordinated through the KZN office of the Premier and nationally, each province is undertaking a similar review. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, District and local municipalities).

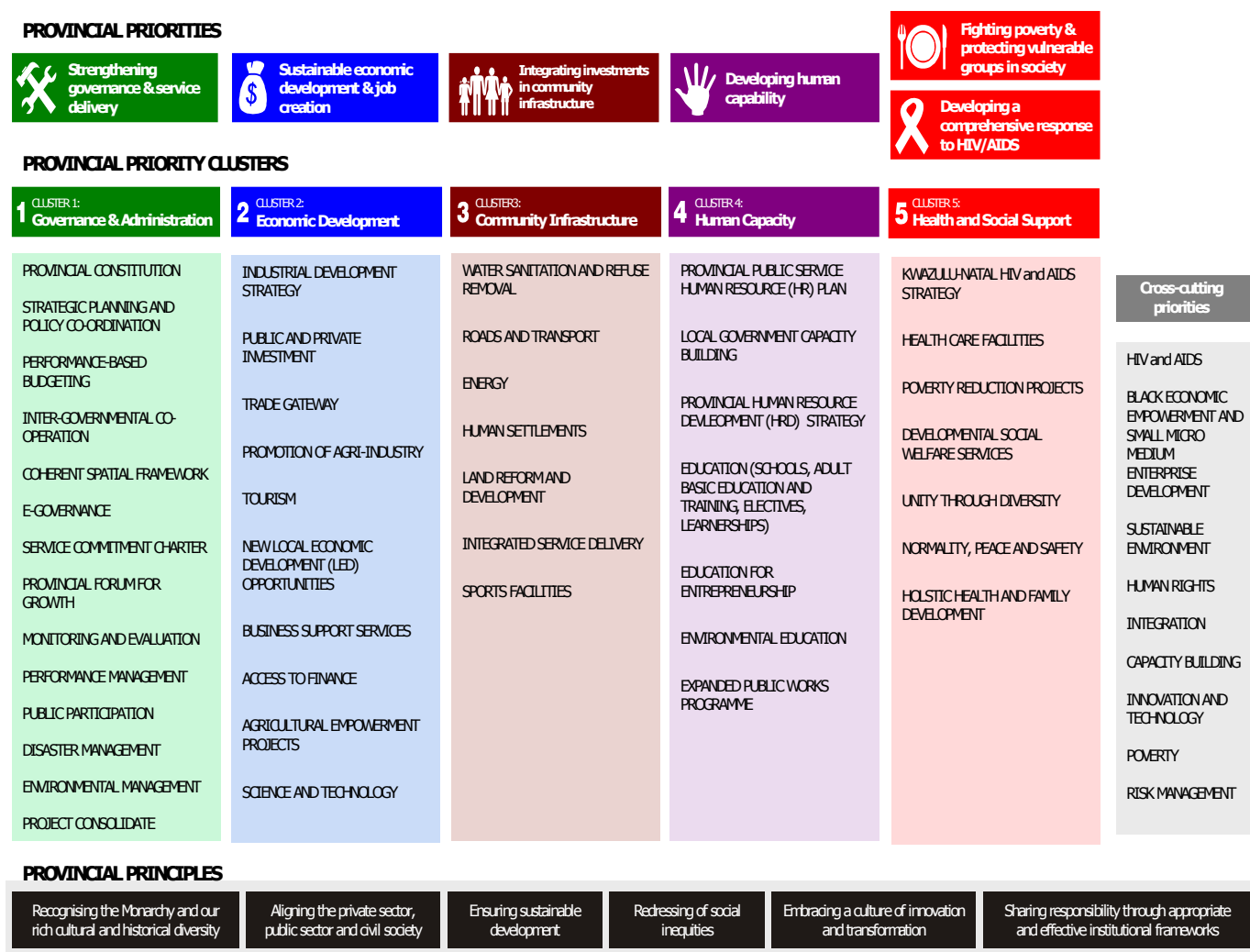
Like the IDP process, the PGDS develops a Vision, Mission and strategies. Of key importance to the Municipal IDPs, however, are Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province.

The provincial priorities are as follows:

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

The Provincial Priorities and Priority Clusters are summarised below:

**Figure 8:** Summary of the Provincial Growth and Development Strategy.



### 3.3. OUTCOME 9

Outcome 9 relates to local government and is defined as: “A Responsive, accountable, effective and efficient local government system”. There are 7 outputs that need to be reported on in order to meet the requirements of Outcome 9. The 7 outputs are as follows:

- Output 1: Implement a Differentiated Approach to Municipal Financing, Planning and Support
- Output 2: Improve Access to Basic Services
- Output 3: Implement the Community Work Programme and Cooperatives Supported
- Output 4: Actions Supportive of Human Settlement Outcomes

- Output 5: Deepen Democracy through a Refined Ward Committee Model
- Output 6: Improve Municipal Financial and Administrative Capability
- Output 7: Single Window of Coordination

The strategies and projects for the municipality have been aligned with the key national and provincial documents: the Seven Outputs found in the Outcome 9. The Nongoma (local) Key Performance areas are aiming at ensuring that both the International goals and National goals are aligned into the IDP in order to ensure that the point of departure and destination are the same and aligned.

## **C4. VISION, MISSION, VALUES, OBJECTIVES & STRATEGIES**

### **4.1. VISION**

Nongoma Local Municipality envisages being a responsive, effective and efficient municipality that provides best and sustainable services as needed by its community.

### **4.2. MISSION**

Nongoma Local Municipality exists to create a conducive organisational and institutional environment that is able to provide sustainable basic services, economic development and social welfare in partnership with its communities.

### **4.3. VALUES**

“As the Nongoma Municipality councillors, we have a passion for Excellence. We strive to anticipate, meet, and exceed the needs of our Community and stakeholders. The Municipality recognizes that it is the *Batho Pele* (People First) that makes things happen, and the Council would strive to work towards others’ growth and development. It will also always strive for relevance, finding solutions to real needs, and making a difference.

The Council believes that the Nongoma Municipality has the capacity to contribute to economic growth, development, and activity and to positively touch the lives of its entire people.

These values are thus to re-formulate the Nongoma Local Municipality to modify the way it does service delivery. We believe that the actual actions to achieve this will result in total formulation of the development strategy”.

#### 4.4. DEVELOPMENT STRATEGIES

##### 4.4.1. IDP OBJECTIVES & STRATEGIES

This year's IDP Objectives & Strategies have been aligned with the five national KPA's as follows:

KPA	OBJECTIVE	STRATEGY
INFRASTRUCTURE & SERVICE DEVELOPMENT	1.To reduce infrastructural backlogs	1.1.To construct & maintain local municipal access roads
		1.2.To facilitate the provision of infrastructural services such as water, sanitation, housing & electricity
	2.To facilitate the provision of electricity to Nongoma Households	2.1.To fast track the provision of basic level of electricity
		2.2.To provide communities with free basis electricity (FBE)
	3.To increase the number of communities with access to formal housing	3.1.To review and implement the municipal housing sector plan as and when necessary
	4.To expand the provision of municipal services to all households in Nongoma in terms of national standards	4.1.To maintain roads as per maintenance budget within the financial year
		4.2. To ensure that waste is collected from the household within Nongoma Town
	5.To promote access to community facilities	5.1.To provide, manage and maintain Council facilities i.e. halls, waste landfill, cemetery, creche, sport & recreational
		5.2.To deliver effective, efficient and sustainable library service in accordance with the needs of the community
	6.To provide efficient and effective building control services	6.1.To maintain all Council buildings within budget
		6.2.To protect property and life against fire damage

<b>MUNICIPAL TRANSFORMATION &amp; INSTITUTIONAL DEVELOPMENT</b>	7.To create a viable and sustainable work environment	7.1.To develop, manage, review and implement the Human Resource Strategies
		7.2.To implement the Employment Equity Plan of the municipality
		7.3.To annually prepare and implement the Nongoma Works Skills Plan (WSP)
		7.4.To develop, review and implement municipal Organogram (fill key vacant posts)
		7.5.To develop, Review & Implement Performance Management System (PMS)
<b>FINANCIAL VIABILITY &amp; FINANCIAL MANAGEMENT</b>	8.To be financially viable by increasing revenue and reducing debts	8.1.To manage finances in line with the required legislation(MFMA)
		8.2.To develop, review and implement municipal Financial Strategies
		8.3.To ensure regular update of indigent register
		8.4.To annually prepare the municipal Budget, SDBIP & Annual Financial Statements within the prescribed timeframes

GOOD GOVERNANCE & COMMUNITY PARTICIPATION	9.Promote sound external and internal communication	9.1.The preparation of an IDP within the prescribed legal guidelines.
		9.2.To develop & implement municipal communication strategy
		9.3.To facilitate effective community participation as promulgated in terms of chapter 4 of the MSA no27 of 2000
		9.4.To facilitate and participate in the Intergovernmental Relations Forum (IGRF)
		9.5.To ensure that the interests / programme of the special groups are facilitated and supported by the Community Services Portfolio Committee
		9.6.To ensure effective Municipal structures i.e. Council, EXCO , Portfolio , Ward & Performance Audit Committees
	10.To reduce the occurrence & impact of HIV to communities	10.1.To implement the HIV / AIDS programmes
	11.To promote access to information and accountability	11.1.To ensure regular update of the municipal website
		11.2.To ensure annual report is in place
LOCAL ECONOMIC DEVELOPMENT	12.To promote LED in the Municipality and create economic opportunities	12.1.To implement municipal LED strategy
		12.2.To facilitate poverty alleviation programmes
		12.3.To implement strategies in line with the development of local SMME's
		12.4.To promote investment attraction through the review & implementation of the municipal Spatial Development Framework
		12.5.To establish partnership with LED institutions
	13.To ensure environmental sustainability and proper land use management	13.1 To ensure that SDF & LUMS are in place



## SECTION D: HIGH LEVEL SDF

### D. THE SPATIAL DEVELOPMENT FRAMEWORK

#### 1. THE PROVINCIAL CONTEXT

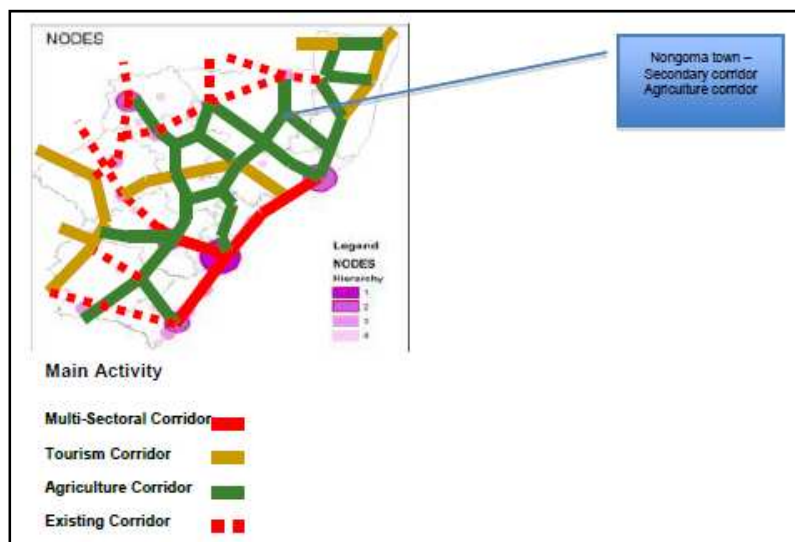
The PSEDP then identifies nodes and corridors that:

- Facilitates increased growth of existing centres & corridors of economic development.
- Ensures that the economic development potential in areas of high poverty levels and densities are realised

The corridors are defined as follows:

- **Primary Corridor (PC):** A corridor with very high economic growth potential within all three sectors which serves areas of high poverty densities; and
- **Secondary Corridor (SC):** A corridor serving areas of high poverty levels with good economic development potential within one or two sectors.

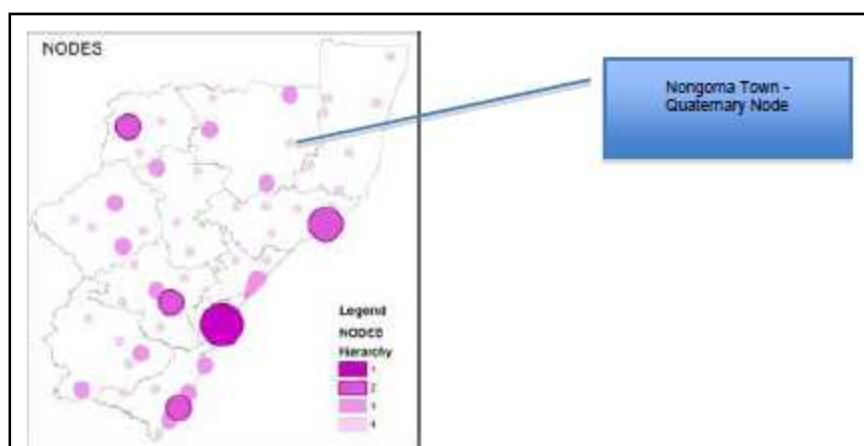
**FIGURE 10:** Nongoma in Relation to PSEDS Corridors



(Source: Urban Econ, 2009)

As can be seen from the figure above depicting the corridors of KZN that the town of Nongoma is situated on one of the Secondary corridors – in fact it is the point at which three separate secondary corridors meet. The main economic activity taking place along these three corridors is Agriculture. This figure capitulates to the notion that the town is situated in an area of high poverty with development potential in the agriculture sector.

**FIGURE 11:** Nongoma in Relation to PSEDs Nodes



According to the PSEDs map above Nongoma town is defined as a Quaternary node. This implies that this town provides services to the localised economy i.e. Ward 19 in which the town is situated, as well as the immediate surrounding areas. Those areas further away will make use of the Tertiary nodes within the Zululand District.

## **B2. BACKGROUND AND PURPOSE OF THE SDF**

### **2.1. BACKGROUND**

The Nongoma SDF was reviewed during 2010 with funding from the Department of Rural Development and Land Reform. This section reflects a high level summary of the SDF document and should be read in conjunction with the full SDF.

### **2.2. PURPOSE**

The purpose of a Spatial Development Framework is to guide and inform land development, and is strategic in nature and it takes the compatibility of different land uses into account. The SDF, as a Land Use Management Instrument, is to plan, direct and control development and does not provide Statutory Land Use or Zoning Rights. The SDF is also a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality, in order to give effect to the vision of the municipal IDP.

The SDF should form part of the existing Land Use Management and Control Processes of the municipality as it will provide the necessary policies in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and

good governance in order to create, amongst others, quality of living, investor confidence and more specifically also orderly development.

### 2.3. THE SDF APPROACH

The SDF was guided by the following key principles:

- **Rural Specific:** Considering promoting and developing the rural character of the municipality, while ensuring a coordination between the urban- rural continuum and the interdependencies of the rural economies and the urban and peri- urban centres.
- **Integration:** Using the spatial basis of the study for:
  - The integration of development intention between the municipality and surrounding municipalities including the district;
  - The physical integration of fragmented areas within the municipality towards improved economic inputs and service delivery; and
  - Sectoral integration of various public and private contributors and departments towards coordinated development of individual projects.
- **Strategic Direction:** Providing strategic analysis and direction to the effective utilization of land within the municipality towards social, economic and environmental development while addressing current and historic deficiencies and providing future spatial direction within the context of the unique spatial structure of the municipality.
- **Land Use Management:** Ensuring that the SDF serves as an effective intermediate between the development intentions within the municipality and the practical and responsible management of land uses. Thus providing sufficient intended land use direction to the further development of the land use management system and future planning schemes within the municipality.

### 2.4. DEVELOPMENT CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nongoma Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the R66 route.

#### 2.4.1. REGIONAL DEVELOPMENT CORRIDOR

The primary transport corridor for Nongoma, as identified by the ZDM, is the R66 which stretches through Nongoma and links Ulundi to Pongola. The primary corridor has a very high economic growth potential within all three sectors, and serves areas of high poverty. This road is only partly surfaced which results in most travelers choosing not to use this route. Public interventions envisaged include:

- Constant inter-governmental communication and coordination relating to the development of the district primary corridor and its impacts on the Nongoma area.
- Developing a localized Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Tarring of the road between Pongola and Nongoma (R66).

#### 2.4.2. SECONDARY CORRIDOR

The secondary corridors identified serve areas of high poverty levels with good economic development potential within one or two sectors. The following secondary transport corridors in the area are:

- R618 linking Nongoma to Vryheid (west);
- R618 linking Nongoma to Hlabisa and the N2 (South- east); and
- Nongoma- Mkhuze and N2 (North- east).

Public interventions envisaged in the area relate to:

- Tarring of roads which will provide transport services access to remote regions, and open up additional economic opportunities. Accessibility is of key importance.
- Developing a localized Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Ensure multi- modal transport integration occurs along these roads at key points.

### **2.4.3. LINK ROADS**

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:

- **Nongoma- uPhongolo link road:** A section of this road between Nongoma and uPhongolo (about 35 km) needs to be upgraded to blacktop.
- **Nongoma Vryheid link road:** There is a portion of road between Nongoma and Vryheid that requires upgrading to blacktop standard.
- **Ceza R66:** A section of the road needs to be upgraded to blacktop.
- **Nongoma/ Mkuze road:** A section of the road needs to be upgraded to blacktop standard.
- **Nongoma- Ulundi road:** The portion of road between the two towns is tarred, but certain sections of the road need to be upgraded and refurbished.

Public interventions envisaged in this area relate to the upgrading to black- top surfaces of all the link roads to perform the distribution function intended. As these roads are provincial roads, this will imply that the municipality engage with the Department of Transport in order to coordinate the upgrading of these routes.

## **2.5. STANDARDS OF PROVISION OF FACILITIES**

The SDF undertook a very thorough analysis of minimum levels of services standards and applied this assessment to the existing levels of services within the municipality. The analysis examined all desirable facilities to be present in urban and rural areas and is based on the guidelines provided by the KZN Provincial Government as published in the “Guidelines for Planning Facilities in KwaZulu- Natal”.

## **2.6. SERVICE CENTRES AND ACTIVITY POINTS**

### **2.6.1. PRIMARY NODE**

The conceptual boundaries of the primary node have been defined within the Nongoma Urban Nodal Regeneration Project funded by the National Treasury through the Neighbourhood Development Partnership Grant (NDPG). The project aims to improve the quality of life while stimulating economic regeneration within the Nongoma node where most commercial activity and social functions are located.

The SDF includes a detailed assessment of the existing facilities in the node as well as those that are planned and proposed.

### **2.6.2. RURAL ACTIVITY POINTS**

Rural activity points identified within Nongoma include the following settlements:

- KwaPhenyane;
- Maphophoma;
- Mahashini; and
- Ngxongwane.

These rural activity points are identified by the existing and (potential future) clustering of primary services and are often located at key intersections of access routes in especially the Traditional Authority Areas. These points serve as the first entry point to service delivery in the rural areas and provide a plausible threshold for the clustering of groups of small and localized businesses thus providing the starting points for the emergence of mixed use activity nodes.

### **2.6.3. RURAL SETTLEMENT CLUSTERS**

A total of 12 rural settlement clusters have been identified through the use of population density data. Public interventions envisaged in these areas relate to:

- Focusing priority rural water and sanitation projects on these areas centres on servicing these communities.
- Maintaining access roads to these areas to at least the current standard (mainly gravel road surfaces).

### **2.6.4. TOURISM NODES**

The SDF identifies the fact that the municipality currently only has one formal tourist destination, namely the Zulu Cultural Learning Centre. Public intervention envisaged in this area relates to:

- The development of an aggressive marketing strategy of tourist attractions in the municipality;

- Marketing and exploitation of traditional Zulu activities including the Zulu Royal Palace, the Mona Market, the Royal Reed Dance, the uMuzi Project including an 18 hole golf course, the Nongoma Lodge, and the Nguni Cattle.
- Making Nongoma more accessible to tourists through road upgrading and tarring.
- Coordination of a regional marketing effort of the District Tourism attractions.

A tourism investment strategy has been drafted and contains a concept framework for the development of the tourism node at the Enyokeni Palace adjacent to the KwaPhenyane Rural Activity Point.

## **B2.7. NONGOMA TOWN REGENERATION AND URBAN DEVELOPMENT STUDY**

### **2.7.1. BACKGROUND**

An urban design framework was prepared for the Nongoma Urban area in 2009. This study seeks to identify strategies to revitalise the CBD and make it function optimally.

**FIGURE 12:** The Nongoma CBd

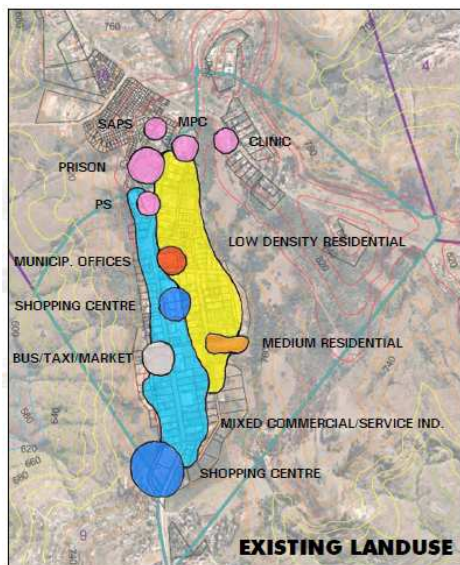


This study was identified through the SDF and seeks to improve the functioning of the major commercial and administrative centre in the municipality.

The following map summarises the

key land uses in the municipality

**FIGURE 13:** Land Use



The land use along the main street consists largely of a mixture of various commercial, market and service industry activities interspersed with some administrative functions and few facilities.

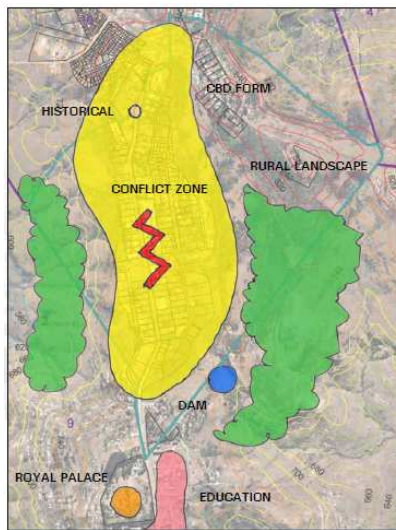
The eastern slope of the built-up area consists largely of various forms of substantially low intensity residential development. Areas to the north of the CBD accommodate a mixture of residential, local facilities and service industry, while areas along the main street to the south accommodate major education facilities and Royal facilities.

With the exception of the new shopping centre, the Ithala, Centre, the municipal offices and a new multi-purpose hall, much of the existing development along the main street is of older date and dilapidated. The Nongoma Prison contains some historical buildings.

The residential development on the eastern slopes of the CBD is largely of average quality except for some new apartment development. It is suggested that additional space is required for additional community facilities and other activities to be located within the CBD, that the present main street development needs severe re-planning, upgrading and management and that significant more public and pedestrian space need to be provided.



**FIGURE14:** Unique Development Analysis

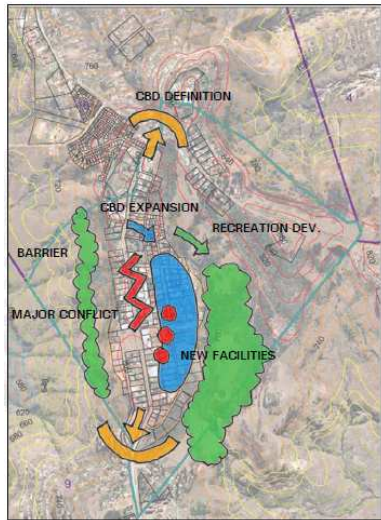


The most memorable aspect of the Nongoma CBD is its location within a very specific topographic condition, i.e. its hilltop location and development. This includes both the visual perception of the CBD from surrounding areas as well as along the length of the main street.

A close second aspect is the high level of activity taking place along central portions of the main street, and the related lack of structure and conflict between competing activities. Nongoma is primarily known as the residence of the Zulu King and, while the Royal Residence is located outside the CBD, it is assumed that its relative proximity should have some influence on the town and CBD. The CBD contains some few “historical” buildings and these should be appropriately upgraded, maintained and integrated into the urban development. In overall terms Nongoma is a rural town and the potential redevelopment of the CBD should reflect this.



**FIGURE 15:** Urban Design Concept



This figure summarises the overall design concept for the Nongoma CBD.

## **2.8. SDF IMPLEMENTATION**

Refer to the detailed SDF for the SDF Implementation plan.

## **2.9. THE NONGOMA LAND USE MANAGEMENT SYSTEM**

### **2.9.1. BACKGROUND**

The Nongoma municipality has prepared a Land Use Management System (LUMS) in 2007 for the municipal area which covers the town land areas. The LUMS will be adopted by Council once the enabling legislation in the form of the Planning and Development Act takes effect in April 2010.

The municipality has developed the LUMS for the year 2010/2011 and it is currently a draft document for discussion and adoption by relevant stakeholders. The draft is therefore attached as an annexure to this IDP document. However the following are the summarized contents of the LUMS.

The purpose of this Scheme is to promote the co-ordinated and harmonious development of the Nongoma municipal area in such a way as will most effectively tend to promote health, safety, order, amenity convenience and general welfare, as well as efficiency and economy in the process of development, and the improvement of communications. In furtherance of

this purpose, the Nongoma Local Municipality desires to achieve a pattern and distribution of land uses which generally:

- Retain and enhance established residential neighbourhoods, industrial districts, open space and amenities.
- Allow for flexibility and the introduction of compatible uses in residential neighbourhoods. This could be linked to the promotion of tourism in the sub-region by the development of Guesthouses, B&B establishments and other tourist accommodation.
- Allow for flexibility in the commercial zone by permitting a combination of service industrial and commercial uses and retaining existing residential uses. This would serve to diversify the local economy and allow flexibility in the establishment of business, retail and wholesale trade.
- Take cognisance of the nature of the activities in relation to Nongoma's at the heart of the Zulu Kingdom.
- Promote the development and expansion of the varied tourism potential of the area.
- Establish Nongoma as an area with varied opportunities and activities, a stable environment for residences and commercial enterprises, expansion of the job market and enhancement of tourism and the environment.

The legal provisions of the Scheme comprise two main components which operate in tandem, namely:

- A Scheme map depicting "land use zoning", and
- The Scheme Clauses or text containing regulations.

## **2.9.2. IDENTIFIED LAND USE ZONES**

### **(i) AGRICULTURE**

The identification, protection and reservation of land which has agricultural value and that should be optimally utilised in accordance with national and provincial legislation, policy and guidelines related to sustainable development, agricultural production and use or protection of natural resources.

### **(ii) CIVIC AND SOCIAL ZONES**

Provides for buildings to be erected and used for National, Provincial and Municipal administration and services.

### **(iii) ENVIRONMENTAL SERVICES ZONES**

This zone provides for environmental and recreational services that are essential to the sustainable development of the towns and settlements. These include areas requiring

preservation and conservation because they provide ecosystem services, are unique natural landscapes, viewpoints, areas of ecological, historical and/or cultural importance, biodiversity and/or have unique, rare or endangered habitats or species.

**(iv) INDUSTRIAL ZONES**

This represents a general zone to accommodate different industrial uses.

**(v) MIXED USE ZONES**

A zone that allows the development of a range of complementary land uses with varying degrees of mix: retail/commercial/business, services, industrial, administrative, community, educational, environmental and residential opportunities which may include informal trading which, within the use zone, are compatible, and generally do not breach the level of amenity contemplated by the zone.

**(vi) RESIDENTIAL ZONES**

Provides for land and buildings for a variety of housing types, ranging from areas that are almost entirely residential to those areas having a mix of other compatible land uses, where the predominant land use is residential.

**(vii) TRANSPORTATION AND ACCESS**

This zone makes provision for developments and buildings associated with public and private transportation in all its forms, e.g. air, land and sea access into and out of the provincial and national boundaries and includes customs and border control. This zone would include Mode transfer stations/bus and taxi termini, railway stations, airports, and cycle pedestrian ways if these are not accommodated in an open space system. (In some instances it will be necessary to split these into separate zones depending on the need to differentiate controls).

**(viii) OTHER PROVISIONS OF THE LUMS**

The LUMS also provides for the conditions of erecting and using buildings and general use of land as well as the development and use of standards and regulations. It further provides for the off street parking and loading standards.

## SECTION E: SECTOR INVOLVEMENT

### E1. INTRODUCTION

Ideally this section of the report provides an outline of the key issues to be addressed by each sector department, which operates within the Nongoma Municipal Area, its strategies to address these issues and what the expected are within the 5-year IDP term.

Despite the fact that sector department have been invited for the purposes of engagement in the IDP process via District Representative Forum meetings, as well as a Local Representative Forum meeting. Difficulties are continually experienced in accessing sector department spending in the Nongoma Municipality. It is recommended that COGTA intervenes and compels departments to make this information available to municipalities soon after the tabling of the provincial budget in March of each year.

A further Local Representative Forum meeting will be held just before the final IDP is presented to Council for adoption, this will be done in order to ensure that sector departments participate in the IDP processes. Prior to this meeting, sector departments will again be requested to provide its respective 3 to 5-year Development Programmes in order that it may be included in the final IDP Review.

### E2. DEPARTMENT OF MINERALS AND ENERGY (DME) AND ESKOM

#### 2.1. Electrification Projects in Nongoma Municipality

The Integrated National Electrification Programme is done through schedule 6 (done by the municipality with the funding received from DME) and Schedule 7 (done through Eskom). At the moment Nongoma Municipality is delivering schedule 6 programme through Sibgem Engineering and Management cc. Current and proposed electrification projects in Nongoma Municipality are as follows:

Nongoma Electricity Supply through Schedule 6 (Intergrated National Electricity programme[DME])

Ward	Project Name	No of Connections	Year	Status	Budget
Ward 6	KwaMememe phase 1	150	2012/2013	The project has been approved but still at design stage. Construction phase will take place by July 2012	3 million
	Ngqungqu	1449	2014/2015	Proposed	24 million
Ward 12	Sgubudu & Manhlanhla			Proposed	

Nongoma Electricity Supply through Schedule 7 programme (Eskom Projects)

Ward	Project Name	No of Connections	Year	Status	Budget
Ward	Nyokeni/ KwaNsele	835	2012/2013		12,525 000
	SiNkonkonko	854	2012/2013		12,810 000
9	Lindizwe		2012/2013		
2	Ndeme / Kweme		2012/2013		
6	Kwamememe phase 1		2012/2013		
Ward 7	Sinkonko phase 1	1000	2012/2013	The project has been approved but still at design stage. Construction phase will take place by July 2012	17 million
	Jabu		2014/2015	Proposed	13 million
	Nyokeni		2014/2015		
	Sinkonkonko Phase 2		2014/2015	Proposed	
	Ngqungqu	1449	2014/2015	Proposed	24 million

## **E3. AGRICULTURE, ENVIRONMENTAL AFFAIRS, AND RURAL DEVELOPMENT**

### **3.1. VISION**

A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods

### **3.2. MISSION**

The Department of Agriculture, Environmental Affairs & Rural Development will provide quality agricultural, veterinary, environmental and conservation services together with our partners and our communities

The Vision and Mission recognizes the Province's huge agricultural and natural resource potential and the Department's commitment to sustainable development. The Department will pursue strategic partnerships to achieve its Vision and Mission and will harness the potential of partnership to facilitate growth, development and prosperity in the Province.

Agricultural development and environmental management are key components of KwaZulu-Natal's growth and development strategy. The Department of Agriculture, Environmental Affairs & Rural Development is charged with the responsibility to harness the massive potential for agricultural growth and development within the province. The combined challenges of poverty, unemployment and HIV/AIDS have created increased demand for the DAEA to sharpen its strategic focus and deliver tangible results.

The essence of the DAEA's Strategy is how to utilise agricultural potential and environmental stability as key vehicles in building a prosperous community. The notion of prosperous transcends the current challenges of poverty and unemployment and instead focuses on self-reliance, entrepreneurship, empowerment and continuous growth and development.

Projects: Agriculture, Environmental Affairs & Rural Development

<b>Project Name</b>	<b>Ward</b>	<b>Year</b>	<b>Budget</b>
Bulelwane irrigation scheme			
Maphophoma irrigation scheme			
Broiler abattoir			
Fruit production in Swart Mfolozi area			
Barley production			

Dairy project at Bullulwane			
Chicken hatchery			
Livestock improvement			
Irrigation project at Enyokeni Dam			
Addressing shortage of tractors and agricultural projects			
Identification and testing of new agricultural products			
Aquaculture			
Cutflower project			
Small charcoal production plant			
Shebeleza & Nqobuzulu: 100 ha Beans & Maize			
Esiphambanweni : 100 ha Beans & Maize			
kwaNqokotho :100 ha Beans and Maize			

## **E4. ARTS AND CULTURE**

### **4.1. VISION**

"Empowerment through Culture and Tourism."

### **4.2. MISSION**

"To provide and promote innovative and vibrant cultural and tourism services which address the diverse needs of our people in order to enhance their quality of life."

### **4.3. VALUES**

- Professionalism
- Caring
- Empathy
- Honesty
- Integrity
- Fairness

## **E5. DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM**

### **5.1. VISION**

For KwaZulu-Natal to become a competitive economy that improves the lives of its people.

## **5.2. MISSION**

To develop and implement strategies that encourage participatory sustainable economic development

## **5.3. VALUES**

The Department commits to providing a conducive environment for its employees. We believe and promote the culture of Ubuntu and subscribe to the following values:

- Caring & Supportive
- Ethics & Integrity
- Accountability
- Transparency
- Innovation
- Commitment

## **E6. DEPARTMENT OF EDUCATION**

### **6.1. VISION**

Our vision is that of a literate and skilled 21st century society capable of benefiting from participating in all democratic processes and contributing to the development and growth of the people of KwaZulu-Natal.

### **6.2. MISSION**

To provide opportunities for all our people to access quality education which will improve their position and contribute to the advancement of democratic values in KwaZulu-Natal.

## **E7. DEPARTMENT OF HEALTH**

### **7.1. VISION**

Optimal health status for all persons in KwaZulu-Natal.



## 7.2. MISSION

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system.

## 7.3. VALUES

- Trust built on truth, integrity and reconciliation
- Open communication, transparency and consultation
- Commitment to performance
- Courage to learn, change and innovate

Project Name	Ward	Year	Budget
<b>Clinic section maintenance</b>			
Sovane clinic			400 000.00
Nkunzana clinic			400 000.00
Buxedeni clinic			300 000.00
Usuthu clinic			300 000.00
Ekubungazeleni clinic			650 000.00
Nkojo clinic			350 000.00
<b>Benedictine hospital maintenance</b>			4800.00

## E8. DEPARTMENT OF HUMAN SETTLEMENT

### 8.1. VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

### 8.2. MISSION

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

### 8.3. OBJECTIVES

- Eradication for slums in KwaZulu-Natal by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostels redevelopment and upgrade programme;
- creating rental / social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ AIDS;
- Ensuring the provision of incremental housing; and
- Implementation of Financial Services Market Programme .

### 8.4. Department of Human Settlement Projects

Project Name	Ward	Year	Budget
Construction of 1000 units at Mpuqwini ward 7	7		
Construction of 1000 units at Kwanjoko ward 5	5		
Construction of 1000 units at KwaKhangela ward 18	18		
Construction of 1000 units at Njampela ward 4	4		
Construction of 1000 units at Nhlophenkulu ward 16	16		

PROJECT NAME	TYPE	NUMBER OF UNITS
Baxedene	Rural	1 400
Holinyoka	Rural	1 000
Maye/ Dabhasi	Rural	1 000
Siyazama	Rural	1 000

## E9. DEPARTMENT OF COMMUNITY SAFETY AND LIAISON

### 9.1. VISION

The vision for the Department is to see:

**‘The people of KwaZulu-Natal live in a safe and secure environment.’**

### 9.3. MISSION

The Mission set for the Department is to:

**'Be the lead agency in driving the integration of community safety initiatives, towards a crime-free KwaZulu-Natal.'**

### 9.4. VALUES

In the fulfillment of its Mission and towards the attainment of its Vision, the Department intends achieving performance excellence through adherence to the following operational values:-

**The full implementation of the Batho Pele principles, namely:-**

1. **Consultation** - Asking our clients how the Department can improve its services to meet their needs;
2. **Service Standards** - Meeting service standards that reflect the level and quality of service that is important to its clients;
3. **Access** - Making sure that our services are accessible to all who have a right to use them;
4. **Courtesy** - Always being courteous and helpful and treating everyone with dignity and respect;
5. **Information** - Giving our clients all the information they need to assist them in making the best use of our services;
6. **Openness and Transparency** - Being open and transparent about how we use our resources and spend our money;
7. **Redress** - Making it easy for our clients to say when they are unhappy with the service they have received, apologizing immediately and trying to resolve the problem as soon as possible;
8. **Value for Money** - Making sure that we make the best use of all the Department's resources.
9. **Integration of effort** - between agencies, local authorities, Government Departments and other stakeholders;
10. **Teamwork** – working together and building a spirit of co-operation;
11. **Knowledge Application** - courage to learn, change and innovate; and Professionalism, honesty and integrity.

## E10. DEPARTMENT OF SOCIAL DEVELOPMENT

### 10.1. VISION

The vision of the Department of Social Development is to: 'Enhance the quality of life through an integrated system of Social Development Services

## **10.2. MISSION**

The Department is committed to the promotion of Developmental Social Welfare Services and Community Development to people of KwaZulu-Natal in partnership with stakeholders

## **E11. DEPARTMENT OF SPORTS AND RECREATION**

### **11.1. VISION**

United and healthy communities through Sport and Recreation.

### **11.2. MISSION**

We will maximize opportunities through the promotion, development and transformation of sport and recreation to create cohesive and sustainable communities and enhance the quality of life of the citizens of KwaZulu-Natal.

### **11.3. VALUES**

The department is committed to the following values:

- Honesty
- Integrity
- Loyalty
- Professionalism
- Respect

## **E12. DEPARTMENT OF TRANSPORT**

### **12.1. VISION**

The KwaZulu-Natal Department of Transport's vision is:  
***"PROSPERITY THROUGH MOBILITY"***

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

## 12.2. MISSION

The mission statement of the KwaZulu-Natal Department of Transport reads:

We will provide the public with a safe, intergrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province

A N D

We will promote a transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting.

## 12.3. OBJECTIVES

- Teamwork
- Integrity
- Transparency
- Equity and fairness
- Mutual Trust and respect
- Customer service
- Courtesy and commitment

Department of Transport Projects

Project Name	Ward	Year	Budget
Magangeni causeway			
Vuna road			
Dumdum			
A4846			
Regraveling: D 1827			
Regraveling: D 1819			
Regravelling: A 3254			
Regravelling: A 3256			
Regravelling: D 1890			

## **E13. DEPARTMENT OF PUBLIC WORKS**

### **13.1. VISION**

"A thriving economy through infrastructure development and property management"

### **13.2. MISSION**

"We will lead in infrastructure development and property management in KwaZulu-Natal"

#### **Department of Transport Projects**

<b>Project Name</b>	<b>Ward</b>	<b>Year</b>	<b>Budget</b>
Esweni Primary School: Repairs and renovations			
Mgabhanyongo Primary School: Repairs and renovations			
Queen kaMathabela Primary School: Fencing			

## SECTION F: THREE YEAR IMPLEMENTATION PLAN

### F1. INTRODUCTION

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This implementation plan reflects the priority projects / initiatives identified by the Nongoma Municipality focussed on the next three year period. The projects / initiatives identified have been aligned to the focus areas for the municipality as reflected in the IDP of the Municipality.

### F.2 THE FOCUS AREAS OF THE NONGOMA MUNICIPALITY

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The focus areas for the Nongoma Municipality (Local KPA's) relate to the Five National Key Performance Areas as reflected below:

#### NATIONAL KPA'S VERSUS LOCAL KPA'S

NATIONAL KPA	NONGOMA LOCAL KPA
Infrastructure & Service Development	Water, Sanitation, Electricity, Roads, Waste Disposal, Housing, Cemetery, Repairs & Maintenance
Good Governance & Community Participation	IDP, Ward Committee, EXCO, Council, Annual Report, Public participation, HIV /AIDS, Youth Development
Local Economic Development	LED Implementation, Poverty Alleviation, Tourism & Spatial Development Framework (SDF)
Municipal Transformation & Institutional Development	Organogram, PMS & WSP
Financial Viability & Financial Management	Budget, SDBIP & Indigent Register

### F.3 THE IMPLEMENTATION APPROACH OF THE NONGOMA MUNICIPALITY

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The Nongoma Municipality will fulfil both an implementation and a monitoring role in ensuring the goals and objectives as set out in this Integrated Development Plan are achieved. The Municipality will take direct responsibility for those projects relating to its mandated function and will further ensure that the commitments of other sector services providers, as reflected in this IDP is met.

The Nongoma Municipality acknowledges that for a large number of projects as identified in the current Capital Investment Framework funding have not been secured as yet. It is not envisaged

that projects for which funding has as yet not been committed will be implemented in the 2012/13 financial year. The Municipality will therefore during the next financial year continue its attempts to attract funding to these projects.

#### **F.4. THE IMPLEMENTATION PLAN / CAPITAL INVESTMENT FRAMEWORK**

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The implementation plan of the Municipality, as reflected in the Table below. The implementation plan reflects the following information relating to the projects / initiatives identified and prioritised by the Municipality:

- Project Name: Provides a descriptive name for the project.
- Ward No: provides the spatial location of the project / development and intends at aligning and update SDF
- Objective No: provides for the alignment between the objectives & strategies set in terms of section c of this IDP
- Status: Indicates what the current status of the project is. Distinction is made between preparation, planning, awaiting funding and implementation.
- Project Type: Determines whether the a particular project is a Capital or Operational
- Funding Source: Indicates the institution that will or will in all likelihood fund the project.
- Implementing Agent: Identifies who will take responsibility for the implementation of the project.
- Responsible Directorate: refers to the Nongoma Section 57 Managers
- Budget 2012 – 2015: Reflects the proposed multi-year (if applicable) budget for the project.
- Funding Committed: Indicates whether the project is already underway or whether funding has been committed to the project or not.

NB: The Nongoma municipality recognises the need for the implementation plan, however it must be noted that a completed one will be incorporated in the Final IDP document, for now the **draft is attached in the table below**



### NONGOMA DRAFT CAPITAL / IMPLEMENTATION PLAN: 2012/13

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Sport fields</b>											
Mangumhlophe Sport field	16	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R5 341 356.00	R2 841 356.00	R0	Yes
Soccer field	15	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R1 300 000.00	R0	R0	Yes
Nongoma sports complex	19	5	Planning	Capital		Nongoma LM	Director Technical				
<b>Crèche / Halls</b>											
Mnqgangashaneni Community Hall	20	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 378 960.00	R0	R0	Yes
Kwampunzana crèche / Community Hall		5	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 976 776.00	R2 476 776.00	R0	Yes
Manyoni Community Hall	1	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R2 500 000.00	R0	No
Khekhane / Creche Community Hall	6	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R2 500 000.00	R0	No
Njampela Community Hall	4	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R 1800 000.00	No

Enkonjeni Community Hall	8	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R1 800 000.00	No
Zamangamandla Community Hall	12	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R1 800 000.00	No
KwaNozintebe Creche / Community Hall	17	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R2 500 000.00	No
Community Hall	18	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R1 800 000.00	No
Badlaneni Community Hall	14	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R1 800 000.00	No
Nongoma Community Hall	19	5	Awaiting Funding	Capital		Nongoma LM	Director Technical	R0	R0	R0	No
Nongoma Community Safety Centre	19	5	Awaiting Funding	Capital		Nongoma LM	Director Technical	R0	R0	R0	No
Nongoma Thusong Centre	19	5	Awaiting Funding	Capital		Nongoma LM	Director Technical	R0	R0	R0	No
Nongoma Skills Training Centre	19	5	Awaiting Funding	Capital		Nongoma LM	Director Technical	R0	R0	R0	No
Testing Ground											
Testing Ground	All wards	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R4 187 758.00	No
Offices											
Municipal Offices (Construction)	All wards	5	Planning	Capital		Nongoma LM	Director LM				

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Water</b>											
		1		Capital		Zululand DM	Director Technical				
		1		Capital		Zululand DM	Technical Director				
<b>Sanitation</b>											
		1									
<b>Waste Disposal</b>											
		4									

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Roads</b>											
Road Ezidwaneni	1	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 500 000.00	R0	R0	Yes
Road S'dinsi	6	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 850 000.00	R0	R0	Yes
Road Mfanela	18	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 850 000.00	R0	R0	Yes
Road Ekuvukeni	10	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 500 000.00	R0	R0	Yes
Road Msweli	16	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 850 000.00	R0	R0	Yes
Nongoma Road Master Plan	All wards	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R600 000	R0	R0	Yes
Manqeleni Road to Khukhwaneni	4	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R3 900 000.00	R0	No
Road Hlushwaneni to Mgxanyini	3	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R3 900 000.00	R0	No
Road Esixeni to Ebuhleni	2	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R3 900 000.00	R0	No
Road Phenyane to Obhazweni	15	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R3 900 000.00	No
Road Mphola	15	1	Planning	Capital	MIG	Nongoma LM	Director	R0	R0	R3 900 000.00	No

Nceleni Ndongande							Technical				
Road Entabeniyejala	15	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R3 900 000.00	No

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Housing</b>											
Construction of 1000 units at Mpuqwini ward 7		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Kwanjoko ward 5		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at KwaKhangela ward 18		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Njampela ward 4		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Nhlophenkulu ward 16		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Baxedene		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community	R0	R0	R0	No

							Services				
Holinyoka		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Maye/ Dabhasi		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Siyazama		3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Electricity</b>											
Free Basic Electricity		2	Implementation	Capital	Equitable Share	Nongoma LM	Director Community Services				
Construction of 1000 units at Kwanjoko ward 5		2	Planning	Capital	DME/Eskom	Nongoma LM	Director Community Services				
Construction of 1000 units at KwaKhangelana ward 18		2	Planning	Capital	DME/Eskom	Nongoma LM	Director Community Services				
Construction of 1000 units at		2	Planning	Capital	DME/Eskom	Nongoma LM	Director Community				

Njampela ward 4							Services				
Construction of 1000 units at Nhlophenkulu ward 16		2	Planning	Capital	DME/Eskom	Nongoma LM	Director Community Services				

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>											
Review the 2012-2017 IDP	All Wards	9	Draft IDP is being Reviewed	Operational	Equitable Share	Nongoma LM	Municipal Manager				
Ward Committees	All Wards	9	Ward Committees are Functional	Operational	Equitable Share	Nongoma LM	Director Community Services				
EXCO	All Wards	9	EXCO is Functional	Operational	Equitable Share	Nongoma LM	Director Community Services				
Council	All Wards	9	Council is Functional	Operational	Equitable Share	Nongoma LM	Director Community Services				
Annual Report	All wards	11	Implementation	Operational	Equitable Share	Nongoma LM	Municipal Manager				

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>LOCAL ECONOMIC DEVELOPMENT</b>											
Spatial Development Framework	All wards	13	Planning	Operational		Nongoma LM	Director Planning & LED				
LUMS	All wards	13	Planning	Capital		Nongoma LM	Director Planning & LED				
LED Projects		12				Nongoma LM	Director Planning & LED				



PROJECT NAME	Ward No:	Objective No	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>MUNICIPAL TRANSFORMATION &amp; INSTITUTIONAL DEVELOPMENT</b>											
Organogram	All wards	7	Implemented	Operational	N/A	Nongoma LM	Director Corporate Services	N/A	N/A	N/A	N/A
Performance Management System	All wards	7	PMS is being Reviewed	Operational		Nongoma LM	Municipal Manager				
Works Skills Plan / Staff Training	All wards	7	Planning	Operational		Nongoma LM	Director Corporate Services				

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>FINANCIAL VIABILITY &amp; FINANCIAL MANAGEMENT</b>											
Budget	All wards	8	Planning	Capital & Operational		Nongoma LM	Chief Financial Officer				
SDBIP	All wards	8	Planning	Operational		Nongoma LM	Chief Financial Officer	R 0	R 0	R 0	No
Indigent Register	All wards	8	Implementation	Operational		Nongoma LM	Chief Financial Officer	R 0	R 0	R 0	No

## SECTION G: PROJECTS

### G1. INTRODUCTION

This section provides details of the current municipal projects and planned projects for the period of one year, it only focuses on the projects budgeted for in 2012/13 financial year.

It is currently not possible to provide the completed table in this submitted Draft IDP regarding the projects that are budgeted for in the 2012/13 financial year, the reason for this is that budget processes are still under planning stage, however it must be noted that the completed table for one year period will be incorporated in the final IDP document.

#### 1.1. Capital Budget Funding

Capital Budget 2012/13

Project/ item	Source of funding	Amount
Mangumhlophe Sport field	MIG / Zululand	R5 341 356.00
Soccer field	MIG	R1 300 000.00
Mnqgangashaneni Community Hall	MIG	R3 378 960.00
Kwampunzana crèche / Community Hall	MIG	R3 976 776.00
Road Ezidwaneni	MIG	R3 500 000.00
Road S'dinsi	MIG	R3 850 000.00
Road Mfanela	MIG	R3 850 000.00
Road Ekuvukeni	MIG	R3 500 000.00
Road Msweli	MIG	R3 850 000.00
Nongoma Road Master Plan	MIG	R600 000
<b>Total</b>		

More projects on this section will be included in the final IDP document, when the municipal budget has been finished.

## SECTION H: FINANCIAL PLAN & SDBIP

### H1. FINANCIAL FRAMEWORK

#### 1.1. REVENUE ADEQUACY AND CERTAINTY

It is essential that Nongoma have access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2009/10 to 2011/12 financial years.

It is important to track the respective sources of revenue received by Nongoma as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate Nongoma's position more accurately, its ability to secure loans relative to its income streams and its borrowing capability.

### H2. CASH / LIQUIDITY POSITION

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Cash and cash management is vital for the short- and long-term survival and good management of any organisation. The appropriate benchmarks, which can assist in assessing the financial health of Nongoma, are:

The current ratio, expresses the current assets as a proportion to current liabilities. "Current" refers to those assets that could be converted into cash within 12 months and those liabilities that will be settled within 12 months. A current ratio in excess of 2:1 is considered to be healthy. Nongoma currently stands at a ratio of 1.67 and is seen as desirable in the medium term.

### H3. SUSTAINABILITY

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Nongoma needs to ensure that its actual income covers its actual expenditure, due to the fact that the revenues sources are limited. It is prudent to assume that the revenues from Provincial and National Government will be ongoing, however that which must be borne in mind is that these parastatals have expectancies in the turnaround of the sustainability of Nongoma.

In terms of the objects of local government, there is an obligation to ensure the provision of services to the community in a sustainable manner; hence the focus must be on affordable service delivery. Many experts have developed models for the delivery of affordable services, and it is onerous on Nongoma to select the model that is practicable and deliverable (the best fit).

Deliverables on infrastructure development come with great cost and time; therefore a practical forward plan is required in order that Nongoma delivers on its mandate. It is a factual scenario that Nongoma has been a city that has been overlooked during the apartheid years, and seriously lacks the financial muscle to overcome those barriers of the past in a few years. The IDP has provided the perfect platform for Nongoma, having had the research undertaken provides the city with a wealth of information in terms of the number of households that lack basic services. Strategies to target these poor households have been developed. Delivery on these strategies will see revenue filtering through to the municipality.

The IDP has also reflected on the economic profile of the city, and serious cognizance has to be taken of the type of service delivery necessary to sustain this economy of scale. Subsidization in the form of free basic electricity and free basic services will encourage these households to begin to appreciate the services and contribute towards the economic development of the city.

#### **H4. EFFECTIVE AND EFFICIENT USE OF RESOURCES**

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In an environment of limited resources, it is essential that Nongoma make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services.

#### **H5. ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE**

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Nongoma is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

#### **H6. EQUITY AND REDISTRIBUTION**

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It is a common cause that Nongoma lacked basic services, as can be seen from the statistics contained in the IDP, therefore a holistic view has to be taken of the entire town in phasing in the delivery. Equally important is the income from inter-governmental grants, as these should be seen as

a catalyst in making possible a number of realities. The IDP reflects very favourably in terms of the deliverables intended for Nongoma, these are conscientious efforts being made by all parties for a sustained Nongoma. Currently very little to no cross subsidization exists as the proportion of “haves” versus the “have-nots” is minimal.

## **H7. DEVELOPMENT AND INVESTMENT**

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In order to deal effectively with backlogs in services, there is a need for Nongoma to maximize its investment in municipal infrastructure. In restructuring the financial systems of Nongoma the underlying policies should encourage the maximum degree of private sector investment.

### **7.1. MACRO-ECONOMIC INVESTMENT**

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As Nongoma plays a significant role in the area, it is essential that it operate efficiently within the national macro-economic framework. Nongoma’s financial and developmental activities have been tailored to align itself with national fiscal policy.

Accordingly a huge sentiment has been expressed by the various Provincial institutions in recognizing the backlogs this has been demonstrated by the initiatives taken, to place Nongoma on the map.

The sum total of all investment progressing towards 2008, is in the region of some R 284 m. It is noteworthy that such an interest has been shown in Nongoma.

## **H8. BORROWING**

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The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA etc.) provides an additional instrument to access financial resources. However, it is clear that Nongoma cannot borrow to balance its budget and pay for overspending. Safeguards need to be put in place to ensure that Nongoma borrows in a responsible way. In order to have access to this market, Nongoma will need to have accurate and appropriate financial accounting and reporting systems. The manner in which Nongoma manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the council.

Currently there is no need to borrow, although these opportunities have been identified.

## **H9. STRATEGIES AND PROGRAMMES**

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With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of Nongoma. Time frames have been set for each of the projects that have been identified.

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

### **9.1. THE CREDIT CONTROL POLICY**

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This policy and the relevant procedures details all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc. In reaching the milestones, the application of this policy will go a long way in addressing the shortcomings within the accounting systems.

### **9.2. AN INDIGENT POLICY**

---

This policy defines the qualifying criteria for indigence, further elaborating on the level of free basic services that will be enjoyed by indigent households. Applications undergo a screening process prior to being classified as indigent.

### **9.3. A UNIFORM TARIFF POLICY**

This policy will ensure that fair tariffs are charged in a uniform manner throughout the Nongoma area. The local community pays a fixed rate for water, electricity is charged on consumption and valuations are based on a fixed tariff.

### **9.4. THE DEVELOPMENT AND IMPLEMENTATION OF A PROPERTY RATES AND VALUATION POLICY**

---

This will ensure that a fair rates policy and an updated valuation roll is applied to the entire Nongoma area and will aim to ensure that all properties are included in Nongoma's records. Furthermore the policy will ensure that valuations are systematically carried out on a regular basis for all properties.

## **9.5. THE DEVELOPMENT AND IMPLEMENTATION OF A CUSTOMER INCENTIVE POLICY**

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This policy will detail the incentives that will be made available to encourage customers to pay their accounts promptly. A study is to be undertaken in the area of financing municipal services and a draft sustainable funding and rating policy is to be developed

## **9.6. PROJECT CONSOLIDATE – FREE BASIC SERVICES, BILLING SYSTEMS AND MUNICIPAL SERVICES DEBT**

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This project aims to enhance the delivery of Free Basic Services to poor households, and assist Nongoma in developing innovative, reliable and integrated billing systems that would allow for improved delivery of services and an effective and efficient billing system for the debtors/consumers of the municipality.

## **9.7. IMPROVED PAYMENT STRATEGY**

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This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month. Ensure that effective and efficient Customer Care and Prepayment procedures are implemented.

## **9.8. CUSTOMER CARE AND PREPAYMENT**

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Ensure that effective and efficient Customer Care and Prepayment procedures are implemented.

## **9.9. ENSURING EFFECTIVE AND EFFICIENT CUSTOMER SERVICES/ RELATIONS**

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- Enhance communications with all consumers.
- Customer education and information campaigns.

## **9.10. ASSET MANAGEMENT STRATEGIES AND PROGRAMMES**

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

- The implementation of a fixed asset register and asset control policy as well as the maintenance thereof. This programme will involve the implementation of the policies regarding fixed assets.

KPMG, the supplier of our Assets Register system will ensure that adequate training is provided for the general upkeep of the system in terms of GAMAP requirements.

- The development and implementation of a disaster recovery plan this plan will detail the procedures to be followed with regard to the operations and administration of Nongoma in the event of a disaster, to ensure that there is the least possible disruption and loss. The plan will detail alternative locations, IT arrangements, back-up/start-up procedures etc.
- The establishment of a disaster recovery center, the building and/or equipping of an alternative site from which to manage Nongoma's operations in the event of a disaster rendering the existing centers not usable.
- The development and implementation of a repairs and maintenance policy. Such a policy will set out the details with regard to repairs and maintenance of all asset categories e.g. roads, buildings, motor vehicles etc.
- The development and implementation of a fleet management system. This system will ensure that Nongoma's fleet is managed in the most effective manner and that up-to-date and comprehensive information required for the fleet is readily available.

#### **9.11. FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES**

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

- The development and implementation of an integrated information technology plan. Such a plan will ensure that Nongoma's IT needs are met in the most effective manner and that the IT resources are well-managed and secure and that users are well-trained.
- Integration of all computerized systems and acquisition of hardware and software required The integration of computerised systems and acquisition of the required hardware and software within the Nongoma area to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of Nongoma ,
- Upgrading and staffing of the Accounting Office in line with the budget reform process initiated by National Treasury. This will result in better control of expenditure and improved reporting.

#### **9.12. CAPITAL FINANCING STRATEGIES AND PROGRAMMES**

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



- The development and implementation of a debt capacity policy. This policy will ensure that any borrowings taken by Nongoma will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
- The development and implementation of a large-scale economic policy. This policy will set out ways in which Nongoma can become more effective in attracting large-scale economic investment. It will be the framework to provide an environment that is investor friendly, efficient (with quick decision-making ability) and will detail any incentives, which may be given to attract large business.
- The development and implementation of a policy for accessing donor finance. This policy will create a framework for the accessing of funds from local and overseas donors. It will detail the type of projects for which funding will be sought, the procedures to be used, and donor conditions which are acceptable or unacceptable.

### **9.13. OPERATIONAL FINANCING STRATEGIES AND PROGRAMMES**

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The following programme has been identified:

- Investigation of service delivery options and public/private partnerships. This refers to the ongoing investigation into how Nongoma can service the community in the most efficient and effective manner, including an investigation of public/private partnerships for service delivery.

### **9.14. STRATEGIES TO ENHANCE COST-EFFECTIVENESS**

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

Establishment of benchmarks and performance indicators. This will include;

- Training and development of financial (and other) staff The aim of this project will be to constantly ensure that the Financial (and other) staff receive the training they require to ensure a cost-effective and efficient service to Nongoma.

Enhanced budgetary controls and timeliness of financial data

- The improvement of the Accounting Office with respect to producing financial information and monitoring/reporting on budget variances. Some of the more significant measures of acceptable performance in this area will be: Financial bottom line matched to forecasts to a 10% variance level.

Receipt of unqualified audit reports. Monthly financial statements produced within 10 days of month-end etc.

## **H10. FINANCIAL MANAGEMENT POLICIES**

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### **10.1. GENERAL FINANCIAL PHILOSOPHY**

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The financial policy of the Nongoma Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of The Nongoma Municipality. It is the goal of Nongoma to achieve a strong financial position with the ability to:

- Withstand local and regional economic impacts;
- Adjust efficiently to the community's changing service requirements;
- Effectively maintain, improve and expand Nongoma's infrastructure;
- Manage Nongoma's budget and cash flow to the maximum benefit of the community;
- Prudently plan, coordinate and implement responsible and sustainable community development and growth;
- Provide a high level of fire and other protective services to assure public health and safety.
- Nongoma's financial policies shall address the following fiscal goals: -
- Keep Nongoma in a fiscally sound position in both the long and short term;
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- Apply credit control policies which maximize collection while providing relief for the indigent;
- Credit control policies that recognize the basic policy of customer care and convenience;
- Maintain existing infrastructure and capital assets;
- Provide a framework for the prudent use of debt financing; and
- Direct Nongoma's financial resources toward meeting the goals of Nongoma's Integrated Development Plan.

### **10.2. OPERATING BUDGET POLICIES**

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The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It establishes the level of services to be provided by each department. The Chief Financial Officer shall incorporate The Nongoma Municipality's priorities in the formulation of the preliminary and final budget proposal. The budget will be subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review, which will result in a Revised Budget. Adequate maintenance and replacement of the City's capital plant and equipment will be provided for in the annual budget. The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have Revenue plans based on realistically expected income and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

### **10.3. CAPITAL INFRASTRUCTURE INVESTMENT POLICIES**

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The Nongoma Municipality has established and will implement a comprehensive five-year Draft Capital Investment Plan (CIP). This plan will be updated annually. An annual Capital Investment Budget will be developed and adopted by the Municipality as part of the annual budget. The Municipality will make all capital improvements in accordance with the CIP. Unexpended capital project budgets shall not be carried forward to future fiscal years unless the Project Expenditure is committed or funded from grant funding.

Routine capital needs will be financed from current revenues. The Municipality will maintain all assets at a level adequate to protect the capital investment and to minimize future maintenance and replacement costs. The management of assets will be in terms of the Municipality's Asset Control Policy.

### **10.4. REVENUE POLICIES**

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The Municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically expected income. The Chief Financial Officer will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges. A new valuation system based on market values of all properties within its boundary will be established as well as periodical reviews.

Fees and user charges will be set at a level that fully supports the recovery of the outlay. Tariffs will be set to reflect the Development and Social Policies. The Chief Financial Officer will continue to identify and pursue grants and appropriations from Province, Central Government and other agencies that are consistent with the IDP. The Chief Financial Officer will follow an aggressive policy of collecting revenues.

## **10.5. CREDIT CONTROL POLICIES AND PROCEDURES**

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The Municipality has adopted a Credit Control and Debt Recovery Policy. The Principles supported in this Policy are:

- The administrative integrity of the municipality must be maintained at all costs;
- The democratically elected councilors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an official application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager
- A copy of the application form, conditions of services and extracts of the relevant council's credit control and debt recovery policy and by-laws must be handed to every customer on request at such fees as may be prescribed by Council.
- Billing is to be accurate, timeous and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.
- Unauthorized consumption, connection and re-connection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- Incentives and disincentives may be used in collection procedures.
- The collection process must be cost-effective.
- The Municipal Manager and the Mayor will regularly and efficiently report operating results.
- Application forms will be used to, inter-alia, categorise customers according to credit risk and to determine relevant levels of services and deposits required.
- Targets for performance in both customer service and debt recovery will be set and pursued and remedies implemented for non-performance.

## **10.6. INDIGENT POLICY**

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This policy identifies the criteria that must be satisfied to be regarded as an indigent and the process to follow to apply for indigent status. The form of subsidy is identified, as is the process of auditing indigent applications. In addition, procedures, which will be followed in the event of a death of an indigent and a false indigent application is covered. Finally treatment of debt of a customer on becoming an indigent and interest on arrear charges are addressed.

## **10.7. INVESTMENT POLICIES**

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In terms of the Municipal Finance Management Act, Act 56 of 2003, and Section (13) (1):

***“s (13)( 1 ) The Minister, acting with the concurrence of the Cabinet member responsible for local government, may prescribe a framework within which municipalities must-***

***(a) Conduct their cash management and investments: and***

***(b) Invest money not immediately required.”***

Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.

The Chief Financial Officer will continue the current cash management and investment practices, which have been designed to emphasize safety of capital, sufficient liquidity to meet obligations, and the highest possible yield. Investment shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall Investment portfolio.

The Chief Financial Officer shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue. The Municipality’s financial information system will provide adequate information concerning the cash position and investment performance. The Chief Financial Officer will not invest more than 30% of available funds with a single institution. The Minister of Finance may identify by regulation in terms of Section 168 of the Municipal Finance Management Act instruments or investments other than those referred to below in which Municipality may invest:

- Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990);
- Securities issued by the National Government;
- Investments with the Public Investment Commissioners as contemplated by the Public Investment Commissions Act, 1984 ( Act No. 5 of 1984 );
- Listed corporate bonds with an investment grade rating from a nationally or internationally recognised credit rating agency;

- Deposits with the corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act 46 of 1984);
- Banker's acceptance certificates or negotiable certificates of deposits of banks registered in terms of the Banks Act, 1990 (Act 94 of 1990);
- Municipal Bonds issued by a Municipality;
- Guaranteed endowment policies with the intention of establishing a sinking fund; and
- Repurchase agreements with banks registered in terms of the Banks Act, 1990 (Act 94 of 1990)

## **10.8. DEBT MANAGEMENT POLICIES**

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The Municipality shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources. Long-term borrowing will be used to finance capital improvements as approved in the Capital Improvement Plan. Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project. The Municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialized types of equipment, or other capital improvements.

## **10.9. RISK MANAGEMENT FRAMEWORK**

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In terms of MFMA Act 56 of 2003 [section 62(1) (C) (I) "the accounting officer of a municipality is responsible for managing the financial administration of the Municipality, and must for this purpose take all reasonable steps to ensure the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control".

Risk Management is a term applied to the structured approach used to identify, measure, evaluate, treat, monitor and communicate risks associated with an activity. It enables the effects of the identified risks to an activity to be mitigated or reduced. It also provides the climate for additional opportunities for the activity once risks have been adequately counteracted. These risks have a negative impact on an entity, and if not controlled adequately, will prevent the municipality from achieving its objectives, aims and vision.

The implementation of a risk management framework will assist the municipality in the following ways:

- Improved risk awareness and culture;
- The identification of previously unrecognised risks, control gaps and excess controls;
- Leveraging competitive advantage by focusing on the key success factors;
- Improving operational efficiency;

- Enhancing stakeholder value by reducing the adverse impact of covering downside risk and maximising upside potential;
- More effective risk-based decision making; and
- Viewing risk as an opportunity rather than a threat to be avoided.

The objectives of a risk management framework are to:

- Align strategic objectives with supporting processes, risks and controls;
- Drive specific risk management and control processes to respond to the potential threats and opportunities;
- Provide a common understanding of how the municipality, its business processes and people, describe and prioritise objectives, risks and controls;
- Embed instinctive and consistent consideration of risk and reward in the day-to-day planning and achievement of objectives; and
- Provide clarity on the municipality's risk appetite - risks must be taken in the pursuit of opportunities.

### **H11. Fraud prevention plan**

Nongoma municipality is committed to protecting all its monetary, physical and human assets under its custodianship from attempts by any individual to gain a financial benefit or otherwise in an unlawful, dishonest or unethical manner.

The Fraud Prevention Committee which will be constituted as a special task team from time to time shall consist of the Mayor, Municipal Manager, Chief Financial Officer and the Head of Internal Audit will be convened on an ad hoc basis to deal with any matters that may require immediate action.

All instances of fraud, alleged fraud or similar irregularity, will be pursued by thorough investigations and if guilt is established,

- Appropriate disciplinary action will be taken against any perpetrator;
- Criminal prosecution will be initiated if appropriate;
- Civil action will be instituted if appropriate; and
- Any other appropriate legal action or remedy will be initiated.

#### **11.1. Nongoma Fraud prevention strategy pillars**

- Culture and Stance against Fraud and Corruption
- Roles and Responsibilities
- Raising Vigilance
- Dealing with Fraud Allegations

- Code of Business Ethics and Conduct
- Whistle-Blowing Services

## **11.2. Fraud prevention response plan**

### **• Formal Reporting Stage**

If the preliminary enquiry confirms the suspicion that a fraud has been attempted or perpetrated, management must ensure that all original documentation is preserved in a safe place for further investigation. This is to prevent the loss of evidence, which may be essential to support subsequent disciplinary action or prosecution. The facts should be reported immediately to the Manager Forensic Services. Where there is a risk of financial loss to the Municipality, the Chief Financial Officer

should also be notified.

To remove any threat of further fraud or loss, management should immediately change/strengthen procedures and if appropriate, suspend any further payments pending full investigation. The Manager Forensic Services will recommend to either the Executive Mayor or the Municipality Manager (dependant on the delegated authority required under the circumstances) the appropriate course of action, which may include a full formal investigation. The scope of the investigation should be determined by Forensic Services, in line with the System of Council Delegations. Should Forensic Services advise that further expertise is required, eg Attorneys, Forensic Accountants/Investigators, the Manager Forensic Services will engage the appropriate assistance together with the appropriate project management of same.

## **11.3. Responding Effectively to Fraud when it Occurs**

- Depending on the significance of the fraud, the fraud investigation process involves some or all of the following:
- Ensuring that the actions to take if fraud is discovered are clearly described in the organisation's Fraud Response Plan.
- The Manager Forensic Services providing the direction for any fraud investigation. This includes the decision to conduct an investigation whether in house or on a co-sourced basis.
- Establishing clear terms of reference for the investigation.
- Appointing a Forensic Practitioner to take charge of the investigation.
- Setting up a mechanism to report on progress of the investigation to appropriate senior levels of management as and when required to do so.



- Controlling the investigation and ensuring that it (complies and) meets its objectives.
- The overall investigation process involves:
  - o Maintaining confidentiality;
  - o Recovering assets;
  - o Forensic investigations and protection of evidence;
  - o Interviewing witnesses and dealing with employees under suspicion;
  - o Controlling police involvement;
  - o Managing civil proceedings in conjunction and under the auspices of the Legal Department;
  - o Liaising with experts and regulators;
  - o Preparing media statements; and
  - o Reporting progress and findings to senior management.
- Ensuring that effective controls are in place to preserve all forms of evidence. This *is* a key factor if the fraudsters to be prosecuted successfully as evidence must be legally admissible in court.
- Making recommendation at an early stage on the action to be taken with persons under suspicion and whether suspension or dismissal is necessary in consultation with the Industrial Relations Department. Arrangements for interviewing suspects must be made and if criminal proceedings are initiated the Police must be involved.
- Adhering to a "fair and reasonable" approach in interviews at all times.
- Setting up adequate measures to protect the business throughout the investigation process particularly when issuing statement to the media.
- Initiating a thorough review of all operating procedures in areas affected by the fraud. Comprehensive reports on the findings and recommendations must be presented to management on completion of the investigation.

- **Liaison with the South African Police Service**

The Manager Forensic Services should ensure that legal and/or police assistance is sought where necessary.

- **Post Event Action**

Where a fraud, or attempted fraud, has occurred, management must make any necessary changes to systems and procedures to ensure that similar frauds or attempted frauds will not recur. Internal Audit is available to offer advice and assistance on matters relating to internal control, if considered appropriate.

- **Communication**

The following communications may be observed:

- The Forensic Department may communicate in the appropriate media and/or forum, as determined by the Manager Forensic Services, the outcome of disciplinary, criminal and civil hearings resulting from a forensic investigations; and
- This Fraud Response Plan should be reviewed annually to determine whether it needs to be updated and if so, changes should be circulated throughout the organisation.

- **Reporting Arrangements**

The Municipality's Audit Committee should be kept informed on a quarterly basis of the developments of the prioritised investigations within the municipality.

## **CONCLUSION**

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A serious developmental need exists within the Nongoma Municipal area. The community and its leadership have worked tirelessly to ensure that these developmental needs have been recognised and prioritised within the IDP. Mandated Provincial Government, other National Departments have been equally cooperative in ensuring that The Nongoma Municipality will succeed in its efforts to uplift its community.

Officials and staff of The Nongoma Municipality will ensure that the elarmata of Nongoma will be held high, and that Nongoma and its community will benefit from the effort of all concerned.

## H12. DRAFT BUDGET

### 12.1. INCOME AND EXPENDITURE

The following table summarises the income and expenditure for the municipality for the next three years.

Summary of Operating and Capital Budget vs Expenditure

Description	Medium Term Revenue and Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
	Budget	Budget	Budget
TOTAL INCOME:	107 901 000	154 027 000	129 078 000
TOTAL EXPENDITURE	75 930 000	81 169 000	85 576 000
<b>Surplus / deficit</b>	<b>31 971 000</b>	<b>72 858 000</b>	<b>43 502 000</b>

### 12.2. INCOME

The following table summarises the revenue by source for the next three years and includes the current financial year.

Description			
	Budget year 2012/13	Budget year + 1 2013/14	Budget year + 2014/15
<b><u>Revenue By Source</u></b>			
Property rates	4 541 000	4 787 000	5 045 000
Service charges	1 004 000	1 063 000	1 063 000
Investment revenue	626 000	1 154 000	1 354 000
Transfers recognised – operational	66 026 000	72 237 000	77 422 000
Other revenue	3 539 000	3 733 000	3 997 000
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>75 736 000.00</b>	<b>81 169 000.00</b>	<b>85 576 000.00</b>

## Revenue Sources for the Next Three Years

Description	Medium Term Revenue and Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year + 2 2014/15
	Budget	Budget	
Municipal infrastructure grant	22 865 000	26 052 000	31 197 000
Neighborhood development partnership grant	9 000 000	9 000 000	9 000 000
Municipal infrastructure grant (once off)		36 000 000	
Other	6 669 500	1 300 000	790 000
<b>Total expenditure</b>	<b>38 534 500.00</b>	<b>72 352 000.00</b>	<b>40 987 000.00</b>

## 12.3. EXPENDITURE

### (i) TOTAL EXPENDITURE PER DEPARTMENT

The following table summarises the expenditure per department for the next three years.

#### Expenditure by Department

Description	Medium Term Revenue and Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year + 2 2014/15
	Budget	Budget	
Governance and Administration	14 655 000	15 529 000	16 459 000
Corporate services	15 328 000	16 193 000	17 125 000
Budget and treasury office	15 972 000	17 765 000	18 472 000
Planning and economic development	9 099 000	9 612 000	10 165 000
Sports recreation and community services	6 904 000	7 285 000	7 697 000
Traffic, safety and security	4 045 000	4 287 000	4 545 000
Roads	2 382 000	2 518 000	2 664 000
Environmental management and agriculture	7 544 000	7 980 000	8 448 000
<b>Total Expenditure for Departments</b>	<b>75 930 000</b>	<b>81 169 000</b>	<b>85 576 000</b>

**(ii) SALARIES, WAGES and MANTAINANCE**

The following table indicates the salaries and wages as well as council remuneration as a percentage of the total operating and capital budget.

2011/2012 Operating Budget and Capital Budget vs Total Budget

2012/13

Description	Current Year 2011/12	Budget Year 2012/13	% Increase/ Decrease
	Approved Budget	Budget	Budget
<b><u>EXPENDITURE</u></b>			
Salaries &Wages	19 302 870	26 761 541	<b>38.6%</b>
Council Remuneration	8 528 684	11 146 833	<b>30.6%</b>
Repairs and maintenance	4 881 121	6 303 157	<b>29.1%</b>
Other	22 951 505	23 882 040	<b>4%</b>
<b>Total Expenditure</b>	<b>59 098 108</b>	<b>75 929 571</b>	

### (iii) CAPITAL EXPENDITURE

The following table summarises the capital expenditure for the municipality for the next three years.

#### Capital Expenditure Implementation Plan

Description	Medium Term Revenue and Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
	Budget	Budget	Budget
Governance and administration	85 000	100 000	40 000
Finance services	153 000	450 000	250 000
Corporate services	1 636 000	750 000	500 000
Planning and economic development	32 230 000	71 052 000	40 197 000
Transport and roads	3 200 000		
Environmental management and agriculture	1 531 000		
<b>Total Capital Expenditure</b>	<b>38 835 000.00</b>	<b>72 352 000.00</b>	<b>40 987 000.00</b>

#### H13. SDBIP

Section 1 of the Municipal Finance Management Act (NO. 56 of 2003) defines the SDBIP as:

“a detailed plan approved by the mayor of the municipality in terms of section 53(1 (c)  
(ii) for implementing municipality’s Delivery of services and the execution of its annual budget and which must include (as a part of the Top-layer) the following:

#### (a) Projections for each month of-

- (i) Revenue to be collected, by source: and
- (ii) Operational and Capital expenditure, by vote

.

### **(b) Service delivery target and performance indicators for each quarter**

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipality manager should start the process to prepare the top-layer of the SDBIP no later than tabling of the budget (around March or earlier) and preferably submit draft SDBIP to the mayor by 1 May (for initial approval). Once the council approves the budget, the municipality manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and make the SDBIP and performance agreement of the municipality manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on output by clarity of service delivery expectations, expenditure and revenue requirements, and service delivery target and performance indicators.

The SDBIP provides the vital link between the mayor, council and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of



monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the community to the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the senior managers determined at the start of every financial year and approved by the mayor. It must also be with outsourced service delivery agreement such as municipal entities, public-private partnerships, service contracts and the like.

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers. Many municipal managers will already have some form of management plan and the challenge is to develop such management plans as SDBIP.

Whilst the budget sets yearly service delivery and budget target (revenue and expenditure) it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-year target must be based on quarterly and monthly targets, and municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start of the year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71(monthly reporting), section 72 (mid-year report) and of year annual reports.

The SDBIP is essentially the management and implementation tool which sets in year information, such as quarterly services delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resource to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreement of the municipal manager and senior managers, including the output and deadlines for which they held responsible. The SDBIP should also provide all expenditure information

(for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not policy proposal), the SDBIP is not required to be approved by the council-it is however tabled before council and made public information for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may ( at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be within the approval of council, following approval of an adjustment budget

(Section 54(1)(c) of MFMA), This council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

### **13.2. Timing and Methodology for the Preparation of the SDBIP.**

Section 69(3) (a) and (b) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts to the performance agreement as required in terms of section 57 (1) (b) of the Municipal System Act. The mayor in accordance with section 53(1)(c)(ii) of the MFMA.

These are the legal requirements and deadline limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIP in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget. Or soon after as supporting documentation to assist its budget hearing process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the least. If the draft SDBIP is to be provided for the budget hearing, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such department or draft SDBIP by mid-March, it should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-down for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP in less 7 days after the council approves the budget, legally to take account of possible revisions to the budget; the act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management implementation and monitoring tool, which provides operational content to the end of the service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, evaluated through the annual report process

## **SECTION I: OPMS**

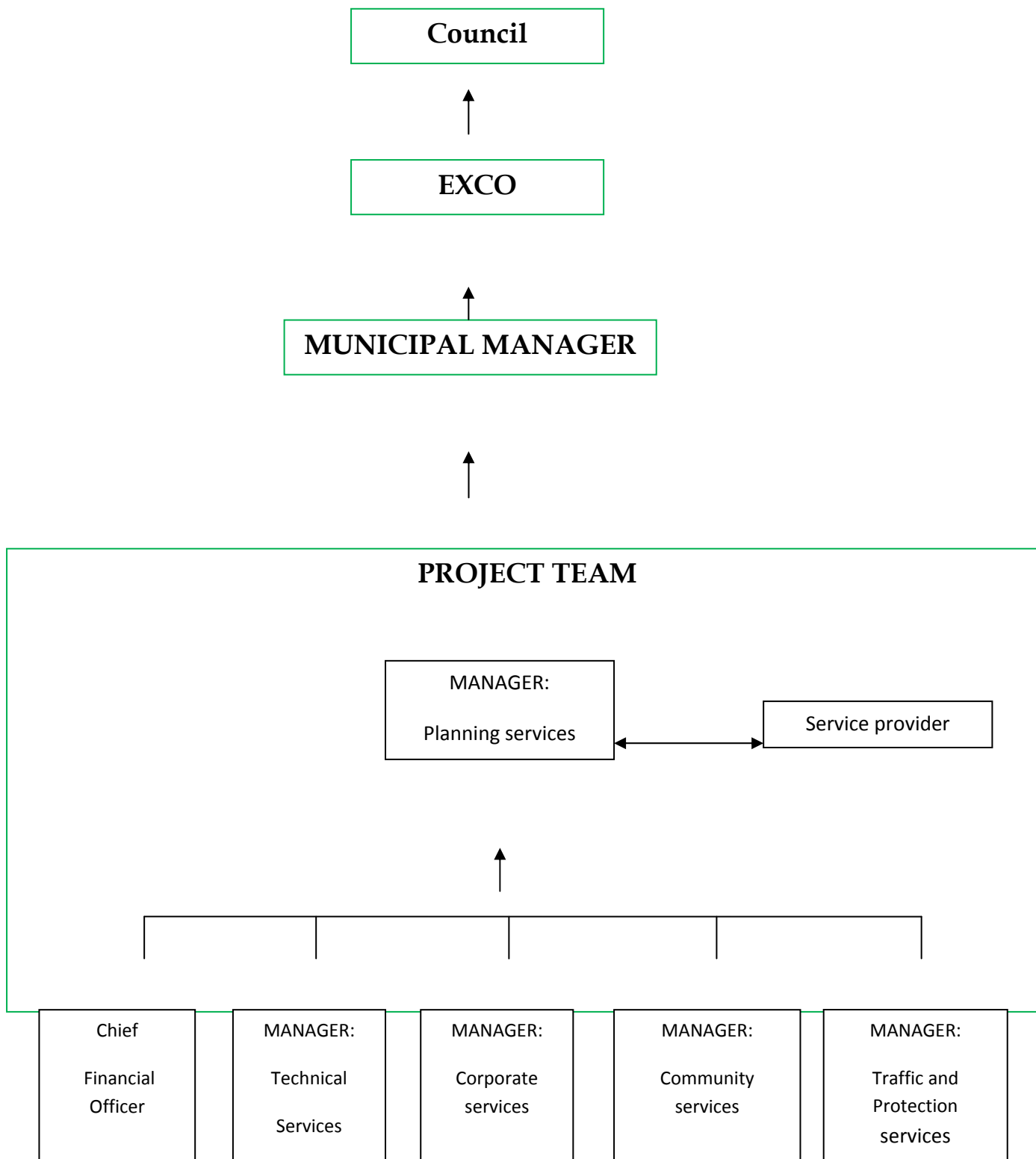
### **I.1. MUNICIPAL PMS STRUCTURES**

#### **1.1. DELEGATION OF PMS RESPONSIBILITY**

According to the Municipal systems Act, it is the executive committee of the municipality that must manage the development of the municipality's management performance system. This act however allows for the assigning of this responsibility to the municipal manager who will submit the proposed system to the council for adoption. In the case of NLM the mayor has duly delegated the municipal manager to manage the development of the council's PMS and submit the proposed PMS to council for adoption. The municipal has in turn appointed a service provider to review the IDP, develop the PMS and develop the SDBIP that is aligned to the municipal IDP and budget.

#### **1.2. INTERNAL PMS INSTITUTIONAL ARRANGEMENT**

The municipality has resolved on setting up a project team led by the municipality's IDP Manager. The team shall be composed of the CFO, manager corporate service and manager community services. The project team activities are facilitated by the appointed service provider who will draft the PMS in consultation with the project team and later present it to the municipal manager who will submit it to the executive committee for ratification and later to the council for adoption. The following is therefore a structural presentation of the NLM PMS institutional arrangement:



### 1.3. PMS stakeholder matrix

STAKEHOLDERS	ROLES AND RESPONSIBILITIES			
	PLANNING	IMPLEMENTATION	MONITORING	REVIEWING
<b>Citizens and Communities:</b> <ul style="list-style-type: none"> <li>• NGO's</li> <li>• CBO's</li> <li>• Businesses</li> <li>• Ward committees</li> </ul>	<ul style="list-style-type: none"> <li>• Be consulted on needs</li> <li>• Influence the identification of priorities</li> <li>• Influence the choice of indicators and setting of targets</li> </ul>		Be able to monitor and audit performance against commitments	Be given the opportunity to review municipal performance and suggest new indicators and targets.
<b>Councillors</b> <ul style="list-style-type: none"> <li>• Ward councillors</li> <li>• PR councillors</li> <li>• Portfolio committees</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the development of a long term vision</li> <li>• Develop strategies to achieve the vision</li> <li>• Identify priorities</li> <li>• Adopt indicators and set targets</li> </ul>		Monitor municipal performance from different areas	Review municipal performance and the performance of the executive committee
<b>Executive committee</b> <ul style="list-style-type: none"> <li>• Portfolio heads</li> <li>• Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Play a leading role in the provision of the strategic direction and policies for the organisation</li> <li>• Manage the development of the IDP</li> <li>• Identify indicators and set targets</li> <li>• Communicate the system to other stakeholders</li> </ul>		Monitor the performance of the municipality and commission audits of performance where necessary	Conduct the reviews of the municipal performance
<b>MANCO</b> <ul style="list-style-type: none"> <li>• Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Assist the executive committee in providing the direction of the municipality and developing strategies and policies.</li> <li>• Manage the development of the IDP</li> <li>• Ensure the integration of the plan</li> <li>• Identify indicators and set targets</li> <li>• Communicate the system to other stakeholders</li> </ul>	Manage the implementation of the IDP	Regularly monitor the implementation of the IDP  Intervene in performance problems	Conduct regular reviews of performance  Organise reviews at a political level  Ensure availability of information  Propose response strategies
<b>Sector managers</b> <ul style="list-style-type: none"> <li>• Heads of departments</li> </ul>	Develop sector plans for integration with other sectors within the strategy of the organisation.	Implement the IDP	Measure performance according to agreed indicators, analyse and report regularly	Conduct reviews of sectoral and team performance against plan before executive reviews.
<b>Employees</b>	Contribute ideas to the IDP Align personal goals and plans with those of the organisation.	Implement the IDP and fulfil personal plans	Monitor own performance continuously	Participate in the review of own performance

#### **1.4. PMS STAKEHOLDER PARTICIPATION STRUCTURE**

The municipal PMS participation structure shall be the **IDP Forum** which shall be composed as follows:

- Citizens and communities
- Councillors
- Management committee
- Provincial sector departments
- ZDM
- Service providers

#### **1.5. PERFORMANCE MANAGEMENT FRAMEWORK**

##### **1.5.1. INTRODUCTION**

The Municipal Systems Act requires all municipalities to develop a performance management system that is suitable for own dynamics. A performance management system refers to a framework that describes and represent how the municipality's cycle and processes of performance, planning, monitoring, measurement, review and reporting will happen and be organised and managed while determining the roles of different stakeholders.

According to the local government municipal planning and performance management regulation of 2001, the system of managing performance must of the following nature:

It must,

- Comply will all the requirements of the Act.
- Demonstrate how it is to operate and be managed from the planning stage up to the stages of review and reporting.
- Define the roles and responsibilities of each role player.
- Clarify the process of implementing the system within the framework of the IDP process.
- Determine the frequency of reporting and the lines of accountability for performance.
- Link the organisational performance to employee performance.
- Provide for the procedure by which the system is linked with the municipality's IDP process.
- Show how the prescribed general KPI's will be incorporated into the planning and monitoring processes.

### **1.5.2. PMS GUIDELINES**

1. Nongoma Local Municipality views Performance Management (PM) as an organisational process as it is an integral part of the municipality's process and it revolves around teamwork amongst management and employees in order to achieve the organisations goals.
2. The focus of performance management in Nongoma Local Municipality is on creating a correlation amongst its people and between them and the municipality as a whole, its vision, mission, strategic objectives and values. The organisation's managers are therefore required to support people to work together to achieve shared vision and strategic objects.
3. Nongoma Local municipality recognises the competencies and standards as the drivers of the process of achieving performance, results and development. As such managers and employees are required to identify and define the competencies and standards to steer the work unit, teams, and individuals to produce superior performance, and foster a learning climate conducive to continuous development.
4. It is the judgment of the municipality that will be the most important factor in determining competence and performance ratings as opposed mathematical calculations which cannot be a substitute for the use of good judgment and common sense when it comes to performance assessments
5. Nongoma local municipality mandates a clear, consistent, and visible involvement by EXCO and managers in performance measurement and management.
6. Effective and open communication of organisational goals by all levels of management and employees is mandatory for the sake of achieving them.
7. Nongoma local Municipality mandates that performance Measures must be linked to performance planning and assessment for all individuals
8. Nongoma Local municipality further mandates that Targets must be linked to appraisal and assessment.
9. In the Nongoma local Municipality the results, and progress toward achieving outputs and results, will be openly shared/communicated with employees, customers, and stakeholders by EXCO and managers.



10. In the Nongoma local municipality performance measurement results will be used to effect continuous performance change and improvement
11. Managers are to be trained to take responsibility to implement a formal performance management system.
12. Section 57 employees are mandated to sign a performance agreement within 30 days after the beginning of each financial year.

**NB: Nongoma Organisational score card will be included in the final IDP document**

## **1.6. PERFORMANCE MONITORING**

Nongoma Local Municipality resolves on utilising the monthly planning and reporting system as main monitoring system for the municipality. Each department will prepare its monthly plan that is aligned to a departmental year plan and performance targets as set in the PMS score card. At the end of each month each department will be expected to submit to the Monitoring and evaluation unit its performance report for the month. In this manner the municipality will be able to identify areas of underperformance as early as possible in order to provide corrective measures where they are due. The municipality shall therefore have monthly EXCO meetings where monthly plans and reports for each department are presented and approved upon alignment with the municipal yearly implementation plan. Upon approval, the monitoring and evaluation unit will then consolidate them into monthly plans and reports. Reports on municipal performance shall be presented by the monitoring and evaluation unit once a quarter to full council of the municipality.

## **1.7. PERFORMANCE MEASUREMENTS**

Nongoma local municipality shall execute its performance measurements once in every quarter. This responsibility is also entrusted with the monitoring and evaluation of the municipality. The performance measurement system shall look into areas of costs and resources used to produce the intended outputs and also the extent to which the activities of the municipality produced the intended outputs. It should also measure the improvement brought by the outputs within and outside the municipality. The performance management system will then look into the correctness of the strategy and indicators, the resources spent results on internal processes and impact on the society. At the completion of the performance measurements the monitoring and evaluation unit will then conduct an analysis of the measurements to determine whether performance targets are being met and the reasons for targets not being met. The municipality shall set up an internal performance management auditing committee which shall perform its audit duties once a quarter before the reporting to full council is done.

## **1.8. PERFORMANCE REPORTING**

The reporting on performance shall be conducted as follows:

<b>Reporting by</b>	<b>Reporting to</b>	<b>Frequency</b>
Employees	Line managers	Monthly
Line managers	M and E	Monthly
Line managers and M& E	EXCO	Monthly
Line managers	Portfolio committees	Bi monthly
M& E, EXCO	Full council	Quarterly
Municipality	Communities	Annually

## **1.9. PERFORMANCE REVIEW**

Performance review is the process where the organisation assesses whether it is doing the right thing, doing it right and better or not. According to the planning and performance management a regulation as adopted in 2001, each municipality is expected to review its key performance indicators annually as part of the performance review process. The performance review must identify the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators.

For the current financial year the municipality of Nongoma will utilise two processes in reviewing its PMS. The municipality will firstly compare this year's performance with that of the previous years. The second system will be that of looking at what the people that the municipality services think about the performance of the municipality across a range of services.

## **1.10. ANNUAL REPORT**

The Annual Report for the 2010/11 financial year has been prepared by the municipality using National Treasury guidelines. The AG comments and action plan in response to the AG comments. The action plan that aims at addressing the AG's comments will also be included in the final IDP document.

## SECTION J: ANNEXURES

This section provides details with regards to the status of the Sector Plan within the Nongoma municipality:

Annexures J	Status
J1: Spatial Development Framework	Is in place, currently it's being reviewed: Attached as an annexure
J2: Disaster Management Plan	The municipality is on process to prepare the DMP

## SECTION K: APPENDICES

### APENDICES K

K1	Land Use Management Framework	n/a
K2	Land Use Management System	Available on request
K3	Coastal Zone Management Plan	n/a
K4	Waste Management Plan	Available on request
K5	A. Water Service Development Plan (All WSA's)	District Plan available
	B. Water Resources Plan	n/a
	C. Forestry Plan	No
K6	Integrated Transport Plan (Reticulation)	District Plan available
K7	Housing Plan	Available on request
K8	Energy Master Plan (Reticulation)	No
K9	Local Economic Development Plan	Adopted plan & is attached as K9 document
K10	Infrastructure Investment Plan	The Draft Infrastructure Investment Plan is attached refer to <b>pages 70 – 78</b>
K11	Area Based Plans (Land Reform)	No
K12	Organisational PMS	Currently is being prepared, it will be attached in the final IDP document
K13	IDP Process Plan / IDP Framework Plan	Is in place and was submitted to COGTA in 2011
K14	Organogram	Currently the Organogram is being finalised, it'll be included in the final IDP document
K15	Annual Report	Available on request
K16		