



# Nongoma Local Municipality



**FINAL INTEGRATED Development PLAN**

**2017/2018**

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APPENDICES	
I.1	Nongoma Draft SDF

## LIST OF ABBREVIATIONS

BBBEE	:	Broad Based Black Economic Empowerment
BP	:	Business Plan
DBSA	:	Development Bank of Southern Africa
DPLG	:	Department of Provincial and Local Government
DMP	:	Disaster Management Plan
DM	:	District Municipality
DWA	:	Department of Water Affairs
EE	:	Employment Equity
EEP	:	Employment Equity Plan
EMP	:	Environmental Management Plan
EXCO	:	Executive Committee
FMG	:	Finance Management Grant
GAAP	:	General Acceptable Accounting Practice
HH	:	Households



IDP	:	Integrated Development Plan
ITP	:	Integrated Transport Plan
KPA	:	Key Performance Area
KPI	:	Key Performance Indicator
LED	:	Local Economic Development
LUMS	:	Land Use Management System
LM	:	Local Municipality
MIG	:	Municipal Infrastructure Grant
MFMA	:	Municipal Finance Management Act
MPAC	:	Municipal Public Accounts Committee
MANCO :		Management Committee
NEMA	:	National Environmental Management Act
NPA	:	National Prosecuting Authority
OHS	:	Occupational Health and Safety
PMS	:	Performance Management System
PGDS	:	Provincial Growth and Development Strategy
RDP	:	Reconstruction and Development Plan
SDBIP	:	Service Delivery and Budget Implementation Plan
SDF	:	Spatial Development Framework
SMMEs	:	Small Medium and Micro Enterprises
SCM	:	Supply Chain Management
SALGA	:	South African Local Government Association
WSDP	:	Water Services Development Plan
ZDM	:	Zululand District Municipality

### 1.1 SPATIAL LOCATION WITHIN ZULULAND

## 1.2 DEMOGRAPHIC PROFILE

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There are more females than males (56: 44) within the Municipal area. This is likely the result of males seeking work elsewhere. Some 60.5% of households in 2011 were headed by women.

The Municipality has a very young population, i.e. some 56% of the population is less than 20 years of age. Dependency ratios are still very high, but have declined from 103.8 in 2001 to 88 in 2011.

Lowest household income levels are around the town of Nongoma and in the northern parts of the municipality. Whilst it would appear that there has been a reduction in the unemployment rate from 71.1% in 2001 to 49.3% in 2011, this does not reflect those persons who are employable but are discouraged in their seeking for work. Some 52% of all households within the Nongoma Municipal Area earned less than R1,600 per month in 2011. This means that they qualify as indigents.

Maps and graph

### **1.3 SOCIO ECONOMIC PROFILE**

The rate of unemployment in Nongoma decreased from 71.7% (2001) to 49.3% (2011) over the years though still very high but indicative that improvements are being made however figures remain unsatisfactory.

The income levels are low with about 75% of households earning below R38 200 per annum, i.e. about R3 000 per month

## 1. HOW WAS THIS (IDP) DEVELOPED?

The following process, as reflected in the Nongoma IDP 2016/2017 Process Plan, was followed:

The development of the IDP involved engagement of various stakeholders. This is well documented in the Process Plan, which is annexed in the IDP. The following is a summary of key activities of the process:

- The Strategic Review of the contents of the 2016/17o IDP;
- Addressing MEC Comments;
- The identification of sector plans;
- Alignment of IDP/PMS and Budget process;
- Alignment with sector departments and service providers;
- Integrating IDP and Sector Plans with the resource framework;
- The review of Spatial Development Framework;
- The review of three year financial plan to develop five year strategic financial plan;
- The development of Service Delivery and Budget Implementation Plan; and
- The preparation of the IDP.

### 2017/18 IDP, PMS and budget process dates

It should be noted that the dates tabled hereunder are target dates by which an activity must have been conducted, monthly plans shall be developed in the beginning of every month specifying the dates on which specific activities shall take place.

Month	Activities	Target Dates
	(1) IDP Review Process Plan Drafted and submitted	29 July 2017
	(2) Signing of new performance contracts for Section 57 Managers and submission to EXCO	
	(3) Prepare Departmental Business Plans	
	(4) Final S57 Managers' Performance Assessments	

<b>July 2016</b>	(5) Approve and announce new budget schedule and set up committees and forums.	
	(6) Consultation on budget performance and changing needs.	
<b>August 2016</b>	(7) IDP Review Process Plan tabled at EXCO and Council for approval.	29 August 2017
	(8) IDP preparation process initiated.	
	(9) Review of comments received on the previous financial year IDP Review document.	
	(10) Self-assessment to identify gaps in the IDP process.	
	(11) Integration of information from adopted Sector Plans into the IDP Review document.	
	(12) Initiation of new sector plans into the IDP.	
	(13) Review and updating of the IDP Vision, Mission and Objectives.	
	(14) Updating and review of the strategic elements of the IDP in light of the new focus of Council.	
	(15) Quarterly Project Implementation Report	
	(16) Quarterly Audit Committee meeting	
	(17) Special Audit Committee meeting for evaluation of Sect 57 Managers final assessments	
	(18) Consultation on performance and changing needs.	
	(19) Review performance and financial position.	
<b>September 2016</b>	(20) Review external mechanisms.	30 September 2017
	(21) Start Planning for next three years.	
	(22) Integration of information from adopted Sector Plans into the IDP Review document.	
	(23) Review of Spatial Development Framework.	
	(24) Auditor General audit of performance measures	
<b>October 2016</b>	(25) Update policies, priorities and objectives.	28 October 2017
	(26) Determine revenue projections and policies.	
	(27) Integration of information from adopted Sector Plans into the IDP Review document.	
	(28) Review of Spatial Development Framework.	
	(29) Appointment of Internal Auditors	
	(30) Appointment of the Audit Committee	
	(31) Sect 57 Managers' quarterly assessments for the first quarter	
	(32) Engagement with sector departments, share and evaluate plans, national policies, MTBPS.	
	(33) Draft initial allocations to functions.	
	(34) Draft initial budgetary changes to IDP.	
	(35) Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.	



<b>November 2016</b>	(36)	Identification of priority IDP projects internally.	28 November 2017
	(37)	Project alignment between the DM and LM's.	
	(38)	Quarterly Project Implementation Report for the first quarter	
	(39)	Quarterly Audit Committee meeting for the first quarter	
	(40)	Consolidation of budgets and plans.	
	(41)	Executive determines strategic choices for next three years.	
<b>December 2016</b>	(42)	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.	20 December 2017
	(43)	Identification of priority IDP projects.	
	(44)	Compile annual report	
	(45)	Finalise tariff policies.	
<b>January 2017</b>	(46)	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.	30 January 2018
	(47)	Identification of priority IDP projects with ward committees.	
	(48)	Annual Customer Satisfaction survey	
	(49)	Mayor tables annual report	
	(50)	Make public annual report and invite community inputs into report	
	(51)	Sect 57 Managers' quarterly assessments for the second quarter	
	(52)	Prepare detailed budgets and plans for the next three years.	
<b>February 2017</b>	(53)	Consolidation of Municipal Strategies, Objectives, KPA's, and KPI's and targets.	24 February 2018
	(54)	Consolidation of priority IDP projects.	
	(55)	Quarterly Project Implementation Report for the second quarter	
	(56)	Quarterly Audit Committee meeting for the second quarter.	
	(57)	Submit annual report to AG, Provincial & Cogta	
	(58)	Complete the detailed budgets and plans for the next three years.	
	(59)	Executive adopts budget and plans and changes to IDP.	
<b>March 2017</b>	(60)	Initiate preparation of Financial Plan.	30 March 2018
	(61)	Conclusion of Sector Plans initiated for the previous financial year and integration into the IDP Review report.	
	(62)	Council to consider and adopt an oversight report	

	(63) Set performance objectives for revenue for each budget vote	
	(64) Mayor tables budget, resolutions, plans and changes to IDP.	
<b>April 2017</b>	(65) Finalise Preparation of Financial Plan.	28 April 2018
	(66) Final conclusion of Sector Plans initiated for the previous financial year and integration into the IDP Review report.	
	(67) Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into IDP Review report.	
	(68) S57 Managers' Quarterly Performance Assessments	
	(69) Publicise Annual Report	
	(70) Submit Annual Report to Provincial Cogta	
	(71) Consultation with National and Provincial Treasuries	
	(72) Council Debate on Budget and Plans and Public participation process launched through series of public hearings on the IDP and Budget	
<b>May 2017</b>	(73) Public participation process launched through series of public hearings on the IDP and Budget.	29 May 2018
	(74) Quarterly Project Implementation Report for the third quarter.	
	(75) Quarterly Audit Committee meeting for the third quarter	
	(76) Annual review of organisational KPIs	
	(77) Review annual organisational performance targets and community inputs into KPI's and targets	
	(78) Public hearings on the Budget	
	(79) Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.	
<b>June 2017</b>	(80) IDP RF meeting to consider the amendments to the IDP.	30 June 2018
	(81) EXCO recommends adoption of the IDP to Council.	
	(82) Council workshop on the IDP.	
	(83) Adoption of the IDP by Council.	
	(84) Budget for expenses of audit committee	
	(85) Publish budget and plans.	
	(86) Finalise performance contracts and delegation.	
	(87)	

### 3. MEC COMMENTS INTERVENTIONS

KEY PERFORMANCE AREA	COMMENTS	PERSON RESPONSIBLE
<p><b><u>Municipal Transformation and institutional Development</u></b></p> <ul style="list-style-type: none"> <li>➤ Ensure that key human resource policies are in place and are being implemented (Employment Equity Plan and Workplace Skills Plan).</li> <li>➤ Indicate how these Plans are aligned with the strategic objectives and directives of the municipality.</li> <li>➤ Human Resource Policies are being referred to as the Human Resource Strategy (this needs clarification).</li> <li>➤ The position for Corporate Services Manager should be filled.</li> <li>➤ Adopt the ICT Strategy and develop an ICT Policy Framework.</li> </ul>	<p>It is implemented</p> <p>They give effect to the five year strategic objectives and are reviewed annually.</p> <p>Human Resource strategy still to be reviewed and implemented</p> <p>Incumbent to resume after MEC's comments</p> <p>Adopted and implemented.</p>	<p>Director Corporate Services</p> <p>Director Corporate Services</p> <p>Director Corporate Services</p> <p>Director Corporate Services</p> <p>Director Corporate Services</p>
<p><b><u>Local Economic Development</u></b></p> <ul style="list-style-type: none"> <li>➤ Develop a new LED Strategy to inform the 4<sup>th</sup> Generation IDP in line with the goals and objectives set in the latest reviewed KZN Provincial Growth and Development Plan (Vision 2030).</li> <li>➤ Fully pursue the PGDP –DGDP – IDP alignment beyond just a general definition of the goal,</li> </ul>	<p>It will be reviewed in the next financial year.</p> <p>It will be tabled on the final IDP 2017/18 financial year.</p>	<p>Acting Director Development and Planning (Mr. SB Zulu)</p> <p>Acting Director Development and Planning</p>

<p>objective and strategies, but to include key intervention areas, indicators targets Catalytic projects programme, budget and timeframes</p> <ul style="list-style-type: none"> <li>➤ Always update the information on the performance of the key Economic Drivers in the region over time.</li> <li>➤ Prioritize building the LED capacity to respond to the pressures for economic development and job creation and sustainable livelihood in both developed and rural areas.</li> <li>➤ Address the Capacity Gap (Agriculture, Tourism, Industrial, Logistics, etc.) of the Municipality in response to vision 2030 priorities in the IDP – LED Strategy.</li> <li>➤ Develop a monitoring and evaluation mechanism for the implementation of all LED programmers and target set and also address the issues identified for redress by either MEC, or the Auditor General</li> </ul>	<p>cartelistic projects and timelines noted</p> <p>It is currently happening since there is capacity interventions done to enhance job creation</p> <p>There is capacity interventions don't to respond on the comment.</p> <p>There is an institutional arrangements (LED and Tourism Forum) and Agri-business Forum and also the PMS to measure performance</p>	<p>(Mr. SB Zulu)</p> <p>Acting Director Development and Planning (Mr. SB Zulu)</p> <p>Acting Director Development and Planning (Mr. SB Zulu)</p> <p>Acting Director Development and Planning (Mr. SB Zulu)</p> <p>Acting Director Development and Planning (Mr. SB Zulu)</p>
<p><b><u>Basic service delivery</u></b></p> <ul style="list-style-type: none"> <li>➤ Update the information on access to water and sanitation using the most recent version of the Zululand Water Service Development Plan (WSDP)</li> <li>➤ Improve the legibility of the maps and also include maps showing access to solid waste removal.</li> <li>➤ Prepare an IWMP, adopt and implement this Plan.</li> <li>➤ Coordinate with the KwaZulu-Natal (KZN)</li> </ul>	<p>The Information is updated</p> <p>Noted</p>	

<p>Department of Transport (DoT) to obtain the latest information on transportation infrastructure and update this section.</p> <ul style="list-style-type: none"> <li>➤ Develop a detailed operations and Maintenance (O&amp;M) Plan for transformation infrastructure.</li> <li>➤ Include mapping showing access to electricity and the energy information provided at the IDP Alignment Session of April 2016.</li> <li>➤ Improve the legibility of the maps for the access to community facilities.</li> <li>➤ Provide the list of the housing projects in the housing chapter of the IDP and the Housing Sector Plan.</li> <li>➤ Develop a mechanism for monitoring the implementation of housing projects.</li> <li>➤ Include the spatial mapping of backlogs for telecommunication in the future IDP.</li> </ul>	<p>Noted</p> <p>It was budgeted for the current financial year but due due to the cut of budget it may shift to the next financial year.</p> <p>One of the maps is attached and we are working on getting the rest of the maps.</p> <p>The list is attached</p>	
<p><b><u>Financial viability and management</u></b></p> <p>Shortcomings in the assessment of the financial viability KPA:</p> <ul style="list-style-type: none"> <li>➤ An annual review of the indigent register isn't mentioned.</li> <li>➤ The Financial Plan and Budget does not make provision for the cost of providing Free Basic Service to registered Indigents, the costs of free basic services (indigents) to the Municipality in the last three years are not indicated, and whether the indigent levels are growing year on year</li> </ul>	<p>Busy compiling the indigent register</p>	<p>Acting Chif Financial Officer</p>



<ul style="list-style-type: none"> <li>➤ The Municipal's consumer debt position for the last three years isn't mentioned – This should be shown by customer group and age analysis</li> <li>➤ The grant dependency percentage, evidence of a coherent plan to preserve the useful life of Municipal infrastructure assets, including the acquisition of new service delivery assets, the percentage of repairs and maintenance that has been budgeted for against the total non-current assets (PPE &amp; Investment Property where the norm is 8%), the level of skills transfers from service providers to staff is not comprehensively described.</li> <li>➤ The amount that has been allocated for Operations and Maintenance Costs of Municipal fixed assets is not mentioned.</li> <li>➤</li> </ul>		
<p><b><u>Good governance and public participation</u></b></p> <ul style="list-style-type: none"> <li>➤ Continue participating in the IGR structures. Fast-track the finalisation, adoption and implementation of the Communication Strategy. Please report progress in the next IDP.</li> <li>➤ Report in more detail on the functionality of the MPAC to identify actions to address the functionality challenges experienced with the Bid committees. Please report progress in this regard in the next IDP.</li> <li>➤ to include a comprehensive list of your adopted By-laws in the IDP</li> </ul>	<p>Participating in district IGR structure</p> <p>MPAC is fully functional</p> <p>Has been adopted by council</p>	<p>Director Cooperate Services</p> <p>Director Cooperate Services</p> <p>Director Cooperate Services</p>

<p><b><u>Cross cutting interventions</u></b></p> <ul style="list-style-type: none"> <li>➤ The SDF is required to be in compliance with Section 2(4) of the Local Government Planning and Performance Management Regulations, 2001 (Reg. 796 of 2001) and the provisions of section 21 of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).</li> <li>➤ The SDF should be fully compliant with the MSA regulations and the SLUMA provisions.</li> <li>➤ Improve further on the attempt of a capital Investment Framework.</li> <li>➤ Clearly indicate on how public participation was undertaken as part of the SDF preparation progress.</li> <li>➤ Indicate areas or buildings of heritage significance.</li> <li>➤ Consider applicable Strategic Integrated Projects (SIPs) of 2013 are carefully considered in your next SDF review.</li> </ul>	<p>The SDF review has been budgeted for the 2017/2018 Financial year where the comments will be adequately addressed.</p> <p>As per above response</p> <p>There will be a detailed CIF accompanied by the SDF Review</p> <p>We will address the comment adequately</p> <p>It will be included in the 2017/2018 F/Y Review</p> <p>Well Noted</p> <p>Well noted</p>	<p>Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)</p> <p>Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)</p> <p>Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)</p> <p>Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)</p> <p>Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)</p> <p>Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)</p>

➤ Consider the duty to assess and conserve the worthy elements of the built environment.	Well Noted	Management and Strategic Planning
➤ The strategic assessment of the SDF proposals needs to be undertaken.	Well noted	
➤ Include the rural development Programme (CRDP).	Will be addresses in the 2017/2018 F/Y Review	(Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)Miss PN Zulu)
➤ The alignment of the IDP and CRDP should be filtered through to the SDF, which is the actual informant to the IDP with regards to spatial planning of the Municipality.	Noted	Manager: Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)
➤ Land reform projects spatially should be included in the SDF.	Noted	
➤ The land reform and human settlement projects should be mapped in relation to agricultural potential, planned and existing bulk infrastructure and services.	Noted	Manager: Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)
➤ The Housing Sector Plan (HSP) looking at the current and planned projects should be included in the IDP housing chapter or the SDF.	Noted	Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)
➤ Future settlements and projects are to be outlined in SDF and depicted spatially in line with the existing and planned bulk infrastructure and services.	Noted	
➤ An Agricultural Sector Plan must be developed, in collaboration with KZN DARD, with a vision for agriculture in the municipality, in which high value agricultural land is identified, prioritized and protected from non-productive land uses.	Noted	Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)
➤ The Sector Plan must contain goals; develop guidelines for current and desired agricultural development and land use management,		Manager:Spatial Planning ,Environmental Management and Strategic Planning (Miss PN Zulu)

<p>optimization strategies, value-adding opportunities and improved production systems or interventions for prioritized areas which will unleash agricultural potential.</p> <p>➤ Urgently develop the Disaster Management Sector Plan.</p>	<p>It is in process of being developed in this financial year</p>	<p>Acting Director Social Services (Mr. M Sithole)</p>
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## 1. WHAT IS OUR LONG TERM VISION AND MISSION?

The vision for the Nongoma Municipality is as follows:

### **VISION:**

**“NONGOMA TO BE A CARING AND RESPONSIVE  
MUNICIPALITY”**

The Nongoma Municipal Mission is as follow:

**“WE WILL PROVIDE TIMEOUS AND SUSTAINABLE SERVICES GUIDED BY THE  
PRINCIPLES OF UBUNTU.**

### **Values/ Imigomo**

**Z = Zeal / ugqozi**

**U = unity / ubunye**

**L = love / uthando**

**U = Ubuntu**

**C = communication / ukuxhumana**

**R = respect / inhlonipho**

**O = openness / ukuvuleleka**

**W = wellness / inhlalakahle**

**N = nobility / ubukhosi**

The Performance Management Areas, Development Strategies and Objectives, and Projects forthcoming from the IDP should support the vision and its elements, while the spatial development framework should be a spatial reflection of the vision and should give effect to the elements of the vision by guiding spatial development in the area.



## 2. WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS OUR KEY CHALLENGES

### DEVELOPMENT STRATEGIES AND OBJECTIVES 2017/18

KEY PERFORMANCE AREA	DEVELOPMENT GOALS	STRATEGIC OBJECTIVES
Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> <li>Improved human resource development</li> </ul>	<ul style="list-style-type: none"> <li>To have a conducive work environment</li> <li>To enhance team culture</li> <li>To enhance skills development and life-long learning</li> <li>To promote employment equity</li> </ul>
Financial viability and Financial management	<ul style="list-style-type: none"> <li>To be a financially viable and sustainable municipality</li> </ul>	<ul style="list-style-type: none"> <li>To improve revenue enhancement</li> <li>To improve the ratio of employee related cost versus operating income</li> <li>To improve cost effectiveness and efficiency of SCM</li> <li>To improve financial position</li> <li>To improve asset management</li> <li>To improve budget and reporting</li> </ul>
Good governance and public participation	<ul style="list-style-type: none"> <li>Improved governance and policy</li> </ul>	<ul style="list-style-type: none"> <li>To comply with all applicable legislations and policies</li> <li>To ensure good governance, openness, transparency and accountability</li> <li>To promote ICT development</li> </ul>

		<ul style="list-style-type: none"> <li>• To ensure communication with the public community</li> <li>• To ensure public participation in the affairs of the municipality</li> </ul>
<b>Basic service delivery and infrastructure development</b>	<ul style="list-style-type: none"> <li>• Improved infrastructure, facilities and community development</li> </ul>	<ul style="list-style-type: none"> <li>• To promote physical infrastructure</li> <li>• To promote sustainable human settlements</li> <li>• To promote access to basic service delivery</li> </ul>
<b>Economic and social development</b>	<ul style="list-style-type: none"> <li>• Improved inclusive economic growth and community development</li> </ul>	<ul style="list-style-type: none"> <li>• To promote agriculture development</li> <li>• To promote job creation through government programmes</li> <li>• To promote tourism development</li> <li>• To promote Nongoma as ihlalankosi brand/image awareness</li> <li>• To promote and support SMME's and cooperatives</li> <li>• To support skills development for economic growth</li> <li>• To attend to poverty associated issues</li> <li>• To ensure healthy and safe living environment</li> <li>• To ensure efficient use and management of community facilities</li> </ul>

## 1.1 CORPORATE SERVICES

### Departmental Functions

#### Council and Auxiliary Services:

- Human Resources Management and Administration
- Registry and Record keeping
- Fleet Management
- Policy Development and Review
- Legal Matters
- Labour Relations
- Committee Services
- Management and Utilization of Municipal Facilities
- Corporate Image of the Municipality
- Fleet Management
- Information Technology
- Council Support (Committees)
- Reception and Cleaning Services

### Departmental Strategies

Provision of strong and decisive leadership by ensuring the following:

- A sustainable working environment
- The promotion of human development
- The promotion of good governance, accountability and transparency
- The administration of the affairs of the municipality in accordance with relevant legislation and policies

CHALLENGES		
	CHALLENGES	PROPOSED INTERVENTION
2	Review and implementation of communication strategy	Has been Adopted by council
3	Functionality of ward committees	They are fully mfunctional

**1.1 LOCAL ECONOMIC DEVELOPMENT (LED)****Departmental Priorities**

- Job creation
- Poverty alleviation
- SMME/Cooperatives Programmes
- Capacity Building Programmes
- Infrastructural Development
- Manufacturing rehabilitation
- Unleashing Tourism and Agricultural Potential

NO	CHALLENGE	PROPOSED INTEVENTION
1	Outdated LED Sector Plan not in line with PGDS	Currently reviewing the LED strategy
2	Lack of big impact LED programmes	Appointed a service provider to source funds for big projects
3	Lack of plans to develop local agriculture	Currently have agri-business forum to deal with programmes
4	Tedious process for land acquisition by potential investors	Currently building good working relationship with tribal councils and Ingonyama Trust Board.
5	Lack of recreational facilities	Currently funding one of our recreation facilities in this financial year.

### 1.3 SOCIAL SERVICES

#### Departmental Functions

- Waste Management
- Public Safety and Traffic Management
- Library Services
- Municipal Amenities Management
- Cemetery Management
- Parks and Gardens
- Public Participation
- Fire, Rescue and Disaster Management
- Animal Pounds

#### Departmental Priorities

- To ensure that all people of Nongoma equally receive waste collection services
- To provide an improved access to community/ public facilities to minimum standards
- To ensure that all people of Nongoma have access to community facilities and services
- To promote road safety
- To promote good governance, accountability and transparency
- To promote coordinated disaster ready communities

No.	Challenges	Proposed intervention
1.	Outdated LED Sector Plan not in line with PGDS	Currently reviewing the LED strategy
2.	Lack of big impact LED programmes	Appointed a service provider to source funds for big projects
3.	Lack of plans to develop local agriculture	Currently have agri-business forum to deal with programmes
4.	Tedious process for land acquisition by potential investors	Currently building good working relationship with tribal councils and Ingonyama Trust Board.
5.	Lack of recreational facilities	Currently funding one of our recreation facilities in this financial year.

## 1.2 Technical Service

### Departmental Functions

- Construction of roads and associated storm water structures
- Construction of social facilities i.e. community halls, crèches and sporting facilities
- Provision of new electricity house connections and hand over to Eskom
- Maintenance of roads, social facilities and municipal buildings
- Facilitation of EPWP within the municipality
- 

No.	Challenges	Proposed intervention
1.	Lack of Risk Assessment and Disaster Management Plan	
2.	Completion and commissioning of testing ground	
3.	Shortage of plant and equipment	In progress. Currently there is a TLB and a Truck
4.	Lack of comprehensive maintenance plan	It was budgeted for the current financial year but due to the cut of budget it may be in the next financial year.
5.	Lack of mixed use housing development	
6.	Lack of implementation of bylaws.	
7.	Lack of town beautification programmes (outdoor advertising)	The by-laws have been gazzeted and we are busy strategizing ways of implementing them.
8.	Lack of comprehensive waste management plan	
9.	Unavailability of land for key social amenities (i.e. cemeteries, landfill site, etc)	Busy trying to create a good working relationship with the tribal councils and Ingonyama Trust Board.
10.	Inadequate parking bays in the municipality	Busy trying to identify a central parking area in town.

## 1.5 Finance

### Departmental Functions

- Budgeting: ensure an IDP aligned budget and implementation
- Revenue management: ensure increase in revenue base, debt recovery and cash management
- Expenditure management: Ensure effective and efficient management of municipal expenditure
- SCM: Procurement of goods or services in terms of SCM Regulation and asset management.
- Financial reporting: Ensure constant and accurate financial reporting.

No.	Challenges	Proposed intervention
1.	Inability to generate own revenue	Busy trying to identifying our source of revenue
2.	Lack of indigent register	Busy capturing application forms

## 1.6 OFFICE OF THE MUNICIPAL MANAGER

### Departmental Functions.

#### Performance Management System (PMS)

- Facilitate of performance management system for the whole organization.
- Developing objectives and strategies for the organization.
- Development of performance plans and setting of performance targets
- Compiling monthly, quarterly and annual performance report.
- Conduct performance monitoring and evaluation.
- Conduct performance reviews.

#### Internal Auditing Compliance and Risk

- Prepare a Strategic Internal Audit Plan
- Assess the operational procedure and monitoring mechanisms over all transfers made and received, including transfers in terms of the annual Division of Revenue Act;
- Co-ordinate with other internal and external providers of assurance to ensure proper coverage and to minimise duplication of effort.
- Assist the Accounting Officer in maintaining efficient and effective controls.
- The controls subject to evaluation should encompass the following:
  - the information systems environment;
  - the reliability and integrity of financial and operational information;
  - safeguarding of assets; and
  - compliance with laws, regulations and controls
- Evaluate and develop recommendations for the enhancement
- Risk management process.

- Conducting assessments and reporting on the organisation's risk management process.

#### **Communication & Executive support**

- Managing communications between the municipality's administration and its political structures and political office bearers
- Developing and maintaining a system whereby community satisfaction with municipal services is assessed
- Provide support to the Executive
- Co-ordinate all activities in the Office of the Mayor.
- Co-ordinate municipality responses to community requests by liaising with both political and administrative components of the municipality.
- Co-ordinate all Special Programs.

No.	Challenges	Proposed intervention
1.	Lack of Procedure Manuals in key functional areas	
2.	Poor network infrastructure	
3.	Lack of alignment between WSP and strategic objectives	
4.	Poor ICT Management	
5.	Inadequate office space	

## **1.7 CROSS CUTTING INTERVENTIONS**

### **DEPARTMENTAL FUNCTIONS**

#### **SPATIAL PLANNING**

##### **Integrated Development Planning**

- Development of IDP Process plan
- Facilitate community development through service delivery programmes.
- Ensure participation in community development
- Actively involved in community development structures
- Ensure alignment in the IDP related documents
- IDP development procedures and policies



Conduct community research that will inform IDP Alignment with other departments and sector department

### **GEOGRAPHIC INFORMATION SYSTEMS**

- Communicating with external service providers in respect of software enhancements
- Participating in technical analysis and review sessions with specialists, discussing specifications and system development procedures with due consideration given to the regions geographic and spatial data requirements.
- Monitoring the database design process involving translating spatial information requirements into programming specifications using data definition languages to define and describe the logical and physical structure of databases and relationships amongst data.
- Establishing and arranging information requirements to facilitate the determination of programming and procedural requirements to produce graphic user interfaces (GUI's).
- Implementing metadata maintenance and/ or conversion applications to manage data imported from operational systems and data providers and, transformed into information.

### **BUILDING INSPECTORATE**

- Monitoring the plans receipting, comments, evaluation and approval process, addressing complex enquiries related to specific conditions and regulations.
- Evaluating the issue of compliance orders to developers, validating the outcomes investigational observations warrants the issue of specific orders where by-laws and regulations are contravened.
- Assessing and commenting on variations approved by the Building Inspectorate functionality, engaging and discussing the impact with a view to correcting specific instances where environmental and built environment regulations and laws could be infringed upon.

### **ENVIRONMENTAL MANAGEMENT**

- Developing and implementing environmental strategies and action plans that ensure corporate sustainable development
- Have the ability to enforce and interpret legislation
- Ability to communicate information by oral and written methods
- Coordinating all aspects of pollution control, waste management, recycling, environmental health and conservation
- Leading the implementation of environmental policies and practices;
- Ensuring compliance with environmental legislation and keeping up to date with Provincial and National regulation and legislation
- Auditing, analyzing and reporting environmental performance to internal and external clients and regulatory bodies
- Carrying out environmental impact assessments to comment on applications submitted by agents
- Promoting and raising awareness, locally about clean and safe environment
- Developing and implementing environmental management systems to continually improve the impact of the organization on the environment;

### **HOUSING**

- Facilitate the implementation of housing delivery service

- Facilitate the sitting if housing forum meetings
- Assist Implementing agents with requested

### SPATIAL PLANNING

- Analyzing and interpreting submitted documents to make sure that the application is complete
- Conducting site investigations to enable accurate assessment of the extent of suitability/ constraints in respect of the Town Planning requirements
- In order to ensure key variables and the complex interacting dimensions are adequately addressed and co - ordinate in the design providing the professional personnel with accurate details/specifications for consideration.
- Participating in various meetings , internally
- Municipal Authorized officer
- Schedules and prepares MPT meeting agendas, prepares supporting materials for MPT members, and supervises the posting of meetings and public hearing notices in conformance with applicable statutes.
- Determines relevant background materials and matters of interest for inclusion in packets. Coordinates the submission of required documents and the participation of interested parties in meetings and public hearings. Attends meetings and provides technical assistance as required. Takes minutes, prepares draft minutes for MPT to review and approval, and prepares final minutes.

No.	Challenges	Proposed intervention
1.	SDF not fully compliant with MSA and SPLUMA	The SDF review for 2017/2018 has been budgeted for to address the issue of non compliant
2.	Lack of strategic allocation of MIG budget	Workshop the councilors on the SDF
3.	Unserviced strategic places of land for development	Ensure there is a plan for strategic pieces of land and motivate for servicing thereof
4.	Neglected townships	Present to councilors on benefits of maintaining of Townships
5.	Lack of detailed environmental analysis	The ZDM is embarking on doing a district wide EMF
6	Lack of developable land in town	The Development Planning Unit has started to have negotiations and built relationship for the LM to purchase land from their ITB
7	Congested primary node (town)	There is a Urban Development Framework that had addresses the issue of the congestion in town

#### 4. WILL OUR PROGRESS BE MEASURED?

Performance management is a strategic approach to management, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the Municipal Systems Act, which requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based indicators linked to their integrated development plan (IDP);
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have their annual performance report audited by the Auditor-General; and,
- Involve the community in setting indicators and targets and in reviewing municipal performance.

Basic principles of the Nongoma Municipality Performance Management System:

- It is Council's responsibility to adopt the PMS.
- The Executive Committee is responsible for the development of the system. However, the Executive Committee may assign responsibilities to the Municipal Manager in this regard, but remains accountable for the development of the PMS.
- The process of developing the system must be inclusive, participatory and transparent.
- The PMS must be simple, realistic, fair and objective, developmental and non-punitive.
- The IDP process and the PMS process should appear to be seamlessly integrated.

## **SECTION B.1: PLANNING AND DEVELOPMENT PRINCIPLES**

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMB)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMB, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMB)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMB)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMB).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behavior must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

## 1.2 SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals:

No.	Sustainable Development Goals	Municipal Strategic Objectives
Goal 1	No Poverty	<ul style="list-style-type: none"> <li>End Poverty in all its forms everywhere</li> <li>Poverty is more than lack of income or resources its includes lack of basic services such as education, hunger, social discrimination and lack of participation in decision making</li> </ul>
Goal 2	Zero Hunger	<ul style="list-style-type: none"> <li>End hunger ,achieve food security and improved nutrition and promote sustainable agriculture</li> <li>Poor nutrition causes nearly half (45 per cent ) of deaths in children under five 3.1 million children each year</li> </ul>
Goal 3	Good Health and Well being	<ul style="list-style-type: none"> <li>Ensure healthy lives and promote well-being for all at all ages</li> <li>Significantly strides have been made in increasing life expectancy and reducing some some of the common killers associated with child and mortality ,and major progress has been made on in dressing access to clean water and sanitation ,reducing malaria, tuberculosis ,polio and the spread of HIV/AIDS</li> </ul>
Goal 4	Quality Education	<ul style="list-style-type: none"> <li>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</li> <li>Major progress has been made for education access, specifically at primary school level, for both boys and girls</li> </ul>
Goal 5	Gender Equity	<ul style="list-style-type: none"> <li>Achieve gender equality and empower all women and girls</li> <li>Providing women and girls with equal access to education ,health care ,decent work and representation in political and economical and benefit societies and human at large</li> </ul>
Goal 6	Clean Water and Sanitation	<ul style="list-style-type: none"> <li>Ensure availability and sustainability management of water and sanitation for all</li> </ul>
Goal 7	Affordable and clean energy	<ul style="list-style-type: none"> <li>Ensure access to affordable ,reliable, sustainable modern energy for all</li> </ul>

Goal 8	Decent work and economic growth	<ul style="list-style-type: none"> <li>Promote sustained ,inclusive and sustainable economic growth ,full and productive employment and decent work for all</li> </ul>
Goal 9	Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> <li>Build resilient infrastructure ,promote inclusive and sustainable industrialization and foster innovation</li> </ul>
Goal 10	Reducing Inequalities	<ul style="list-style-type: none"> <li>Reduce income inequality within and among countries</li> </ul>
Goal 11	Sustainable cities and communities	Make cities and human settlement inclusive, safe, resilient and sustainable
Goal 12	Responsible consumption and Production	<ul style="list-style-type: none"> <li>Ensure sustainable and production patterns</li> </ul>
Goal 13	Climate action	<ul style="list-style-type: none"> <li>Take urgent action to combat climate change and its impacts by regulating emissions and promoting development in renewable energy</li> </ul>
Goal 14	Life Below Water	<ul style="list-style-type: none"> <li>Conserve and sustainably use the ocean ,seas and marine resource for sustainable development</li> </ul>
Goal 15	Life on Land	<ul style="list-style-type: none"> <li>Protect ,restore and promote sustainability use of terrestrial ecosystems ,sustainably manage forests, combat desertification, and halt and reserve land degradation and halt biodiversity loss</li> </ul>
Goal 16	Peace ,Justice and Strong institutions	<ul style="list-style-type: none"> <li>Promote peaceful and inclusive societies for sustainable developments, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</li> </ul>
Goal 17	Partnerships for the Goals	<ul style="list-style-type: none"> <li>Strengthen the means of implementation and revitalize the global partnership for sustainable developments</li> </ul>

### 1.3 NATIONAL PLAN PRIORITIES

The National Planning Commission issued the first draft of the National Development Plan in November 2011 for consideration – its priorities are summarised in the table below:

No. (in no specific order)	National Plan Priorities	Municipal Strategic Objectives
1	Inclusive economic Growth	<ul style="list-style-type: none"> <li>To achieve a holistic human development and capacitation</li> <li>To have skilled and employable workforce</li> <li>To create employment opportunities for all employable people of Nongoma</li> </ul>
2	Expand infrastructure	<ul style="list-style-type: none"> <li>To facilitate a progressive, equitable and sustainable provision of a cost effective, reliable water service for the eradication of water provision backlogs</li> <li>To facilitate a progressive, equitable and sustainable provision of a cost effective, reliable sanitation service for the eradication of sanitation provision backlogs</li> <li>To facilitate the electrification of all Nongoma households</li> <li>To ensure that all people of Nongoma equally receive the waste collection and management services</li> <li>To eradicate the backlogs in road infrastructure</li> <li>To ensure that all people of Nongoma have access to community facilities and services</li> </ul>
3	Use resources properly	<ul style="list-style-type: none"> <li>To have a completely protected environment</li> <li>To promote integrated and aligned planning</li> </ul>
4	Inclusive planning	<ul style="list-style-type: none"> <li>To promote integrated and aligned planning</li> <li>To promote good governance, accountability and transparency</li> </ul>
5	Quality education	<ul style="list-style-type: none"> <li>Dept of Education</li> </ul>
6	Quality healthcare	Dept of Health
7	Build a capable state	<p>To promote good governance, accountability and transparency</p> <p>To have a sustainable working environment</p> <p>To be a financially viable and sustainable municipality</p>
8	Fight corruption	To have a crime free Nongoma Municipal area
9	Unite the nation	To ensure that all people of Nongoma have access to

		community facilities and services To have fully equipped arts, culture and heritage celebration, playing and recreational spaces
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## 1.4: 14 NATIONAL OUTCOMES

The 14 National Outcomes that all provincial governments must align to are:

No.	National Outcome	Municipal Strategic Objectives
1	Quality basic education	Dept of Education
2	A long and healthy life for all South Africans	Dept of Health
3	All people in South Africa are and feel safe	SAPS To have a crime free Nongoma Municipal area
4	Decent employment through inclusive economic growth	To achieve a holistic human development and capacitation To create employment opportunities for all employable people of Nongoma
5	Skilled and capable workforce to support an inclusive growth path	To have skilled and employable workforce
6	An efficient, competitive and responsive infrastructure network	To facilitate a progressive, equitable and sustainable provision of a cost effective, reliable water service for the eradication of water provision backlogs To facilitate a progressive, equitable and sustainable provision of a cost effective, reliable sanitation service for the eradication of sanitation provision backlogs To facilitate the electrification of all Nongoma households To ensure that all people of Nongoma equally receive the waste collection and management services To eradicate the backlogs in road infrastructure
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	To promote integrated and aligned planning To achieve a holistic human development and capacitation
8	Sustainable human settlements and improved quality of household life	To promote integrated and aligned planning To facilitate the provision of quality housing to all households of Nongoma
9	Responsive, accountable, effective and efficient local government system	To promote good governance, accountability and transparency To have a sustainable working environment To be a financially viable and sustainable municipality
10	Protect and enhance our environmental	To have a completely protected environment



No.	National Outcome	Municipal Strategic Objectives
	assets and natural resources	To promote integrated and aligned planning
11	Create a better South Africa, a better Africa, and a better world	All
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	To promote good governance, accountability and transparency
13	Social protection	All
14	Nation building and Social Cohesion	All

## 1.5: 5 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

No.	Five National (Including 6th Provincial) Priorities	Municipal Strategic Objectives
1	Inclusive economic growth (Decent work and Economic growth)	To achieve a holistic human development and capacitation To have skilled and employable workforce To create employment opportunities for all employable people of Nongoma
2	Education	Dept of Education
3	Health	Dept of Health
4	Rural development, food security and land reform	To achieve a holistic human development and capacitation
5	Fighting crime and corruption	To have a crime free Nongoma Municipal area

## 1.6: KZN PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

No.	PGDS Strategic Goal	Municipal Strategic Objectives
1	Inclusive economic Growth	To achieve a holistic human development and capacitation To have skilled and employable workforce To create employment opportunities for all employable people of Nongoma
2	Human Resource Development	To have a sustainable working environment
3	Human and Community Development	To have fully equipped arts, culture and heritage celebration, playing and recreational spaces To achieve a holistic human development and capacitation
4	Strategic Infrastructure	To facilitate a progressive, equitable and sustainable provision of a cost effective, reliable water service for the eradication of water provision backlogs To facilitate a progressive, equitable and sustainable provision of a cost effective, reliable sanitation service for the eradication of sanitation provision backlogs To facilitate the electrification of all Nongoma households To ensure that all people of Nongoma equally receive the waste collection and management services To eradicate the backlogs in road infrastructure
5	Environmental Sustainability	To promote integrated and aligned planning To facilitate the creation of a disaster ready community
6	Governance and Policy	To promote good governance, accountability and transparency
7	Spatial Equity	To promote integrated and aligned planning

## 1.7: Nine-Point Plan

1. Resolving the energy challenge
2. Revitalizing agriculture and the agro-processing value chain
3. Advancing beneficiation or adding value to the mineral wealth
4. More effective implementation of a higher impact Industrial Action Policy Action Plan (IPAP)
5. Encouraging private-sector investment
6. Moderating workplace conflict
7. Unlocking the potential of SMMEs, cooperatives, townships and rural enterprises
8. Boosting the role of state-owned companies, information and communication technology infrastructure and broadband roll-out, water, sanitation and transport infrastructure
9. Operation Phakisa, which is aimed at growing the ocean economy and other sectors

**1.8: Zululand District growth and development plan**

2016 PGDS STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
<b>1</b> <b>INCLUSIVE ECONOMIC GROWTH</b>	1.1	<b>Develop and promote</b> the agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and <b>business retention</b>
	1.3	<b>Enhance spatial economic development</b>
	1.4	Improve the efficiency, <b>innovation and variety</b> of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
<b>2</b> <b>HUMAN RESOURCE DEVELOPMENT</b>	2.1	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
<b>3</b> <b>HUMAN AND COMMUNITY DEVELOPMENT</b>	3.1	<b>Eradicate</b> poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	<b>Safeguard and</b> enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance <b>social cohesion</b> and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women

2016 PGDS STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
<b>4 STRATEGIC INFRASTRUCTURE</b>	<b>4.1</b>	<b>Development of seaports and airports</b>
	<b>4.2</b>	<b>Develop road and rail networks</b>
	<b>4.3</b>	<b>Develop ICT infrastructure</b>
	<b>4.4</b>	<b>Ensure availability and sustainable management of water and sanitation for all</b>
	<b>4.5</b>	<b>Ensure access to affordable, reliable, sustainable and modern energy for all</b>
	<b>4.6</b>	<b>Enhance KZN waste management capacity</b>
<b>5 ENVIRONMENTAL SUSTAINABILITY</b>	<b>5.1</b>	<b>Enhance resilience of ecosystem services</b>
	<b>5.2</b>	<b>Expand the application of green technologies</b>
	<b>5.3</b>	<b>Adapt and respond climate change</b>
<b>6 GOVERNANCE AND POLICY</b>	<b>6.1</b>	<b>Strengthen policy, strategy coordination and IGR</b>
	<b>6.2</b>	<b>Build government capacity</b>
	<b>6.3</b>	<b>Eradicate fraud and corruption</b>
	<b>6.4</b>	<b>Promote participative, facilitative and accountable governance</b>
<b>7 SPATIAL EQUITY</b>	<b>7.1</b>	<b>Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities</b>
	<b>7.2</b>	<b>Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment</b>

## 1.9: STATE OF THE NATION ADDRESS STATE OF THE NATION

**State of the Nation Address by Jacob G Zuma, President of the Republic of South Africa on the occasion of the Joint Sitting of Parliament  
Cape Town,  
9 February 2017**

While the global economic environment remains uncertain, indications are that we have entered a period of recovery. We anticipate an economic growth rate of 1.3 per cent in 2017 following an estimated 0.5 per cent in 2016. However, the economy is still not growing fast enough to create the jobs we need. There are some of our people, including youth, who have not worked for years.

It is for this reason that we decided to focus on a few key areas packaged as the Nine Point Plan to reignite growth so that the economy can create much-needed jobs.

The focus areas include:

- Industrialization
- mining and beneficiation,
- Agriculture and agro Processing,
- energy,
- SMMEs, managing work place conflict,
- attracting investments,
- growing the oceans economy and tourism.
- science and technology;
- Water and sanitation Infrastructure;
- Transport Infrastructure; and
- Broadband Rollout.

I would like to provide a report back on the work done in some of these areas in the past year.

The interaction that we started last year between government, business and labour, known as the CEO Initiative, has been most helpful. We were able to address some domestic challenges together. We successfully avoided credit ratings downgrades which would have had significant impact on our economy.

Our labour market environment is also showing signs of stability, due to cooperation by social partners. The manner in which parties conducted and carried themselves during the wage negotiations in the platinum sector in particular, must be applauded.

Unity in action was also demonstrated again this week with the conclusion of the agreement on the National Minimum Wage and on measures to stabilise labour relations. This follows a call I had made in the State of the Nation Address on 14 June 2014. We congratulate the Deputy President and the team at NEDLAC for this milestone and wish them well for work that still needs to be done.

The extension of basic services to the people continued in the past year as we pursued a better life for all. To date nearly 7 million households have been connected to the grid and now have electricity. The successful execution of the Eskom's build and maintenance programmes helped ensure stability and an end to load-shedding.

Work is continuing to ensure energy security. Renewable energy forms an important part of our energy mix, which also includes electricity generation from gas, nuclear, solar, wind, hydro and coal. Government is committed to the overall Independent Power Producers Programme and we are expanding the programme to other sources of energy including coal and gas, in addition to renewable energy. Eskom will sign the outstanding power purchase agreements for renewable energy in line with the procured rounds.

Government is working hard to ensure reliable bulk water supply in the various areas of the country to support economic growth whilst increasing access to vulnerable and rural municipalities. In an effort to curb the high water

losses which in some municipalities far exceeds the national average which is currently at 37%; about ten thousand unemployed youth are being trained as plumbers, artisans and water agents. More will be recruited this year to reach the total of fifteen thousand. We call upon municipalities to support the War on Leaks programme.

We continue to build modern schools replacing mud structures and other inappropriate buildings through the Accelerated Schools Infrastructure delivery Initiative, (ASIDI). This gives our children dignity. A total of one hundred and seventy three inappropriate structures have been eradicated since 2011. In total, 895 new schools now provide a conducive learning environment for our children.

On Investment promotion, Government has established InvestSA, an investment One Stop Shop nationally and will open provincial centres in KwaZulu-Natal, Gauteng and the Western Cape. The message is clear to the affected government departments. There must be no undue delays and no unnecessary red tape. From issuing licences to visas, we should make it easy to do business in South Africa.

President OR Tambo was a maths and science teacher. Government will thus prioritise maths and science more than ever before this year, in his memory. We are encouraged by recent international test results. The results in the Trends in International Mathematics and Science Study and the Southern and East African Consortium for Monitoring Educational Quality show that the performance of South African learners is improving. Amongst the participating countries, South Africa has shown the largest improvement of 87 points in Mathematics and 90 points in Science. This is very encouraging as we don't want our children to be left behind.

Our investment in science and technology is yielding results.

Since South Africa, supported by its eight African partners, won the bid to host the Square Kilometre Array telescope, significant progress has been made in building this mega science project and reaping its benefits. Together with its precursor, the MeerKAT telescope, the SKA project continues to make important contributions to socio-economic development in South Africa. Working closely with the industry, the Department of Science and Technology is implementing a technology localization strategy. This has ensured that the two billion rand MeerKAT telescope is constructed with seventy five percent local content.

This has led to job creation in the Northern Cape and diversification of the economy through the creation of artisan and maintenance jobs, and the promotion of science as a career of choice.

On road infrastructure, Sanral has started with the planning phase of the 4.5 billion rand project to upgrade the current Moloto road.

During 2016, South Africa also signed a co-operation agreement with the People's Republic of China to build the Moloto Rail Development Corridor.

In 2014 we launched the operation Phakisa Big Fast results methodology in the ocean economy, health, education and mining sectors. The purpose was to find a few key projects where we could unlock growth in implementing the NDP. All projects are proceeding well.

The South African Navy also participates in the Phakisa project and is preparing to host the government garage concept for all state-owned vessels in Simon's Town, including the maintenance and repair of government-owned vessels, through the newly established South African Navy/ARMSCOR/Denel partnership.

We had identified tourism as a key job driver. We are thus pleased that our tourist arrival numbers for the period January to November 2016 increased to nine million, an increase of just over one million arrivals from 2015. This represents a thirteen percent growth in tourist arrivals.

Government runs effective poverty alleviation programmes such as the Expanded Public Works Programme. In addition, social grants now reach close to 17 million people, mainly older persons and children. Many families would not be able to put food on the table if it were not for social grants.

The Expanded Public Works Programme has since 2014, created more than two million work opportunities towards the attainment of the target of six million work opportunities by the end of March 2019. Of the work opportunities created, more than one million have been taken up by the youth.

During 2015/2016, more than sixty one thousand work opportunities were created through the Environmental Programmes such as Working for Water, Working for Wetlands, Working on Fire and Working for Ecosystems. More than 60% of the beneficiaries were young people.

Government working with society is fighting social ills that are tearing communities apart such as drugs and substance abuse. From Soshanguve to Rosettenville or KwaMashu to the Cape Flats, communities are in difficulty because of the drugs.

Other than law enforcement, the provision of treatment and prevention services is also critical.

The Department of Social Development is building new public treatment centres in provinces where there are no such facilities, in the Northern Cape, North West, Limpopo, Free State and the Eastern Cape.

Working together we will save our youth from drugs.

On health matters, the National Health Insurance is our flagship project that is aimed at moving South Africa towards Universal Health Coverage. The NHI will be implemented in a 14 year period in three phases. We are in the midst of the first phase which is the preparatory phase, which started in 2012.

Compatriots

We are deeply distressed by the death of so many psychiatric patients in Gauteng.

Mentally ill patients are some of the most vulnerable members of society, who need protection from the state itself and society as a whole. I have instructed the Minister of Health to ensure that the Health Ombudsperson's recommendations are wholly and speedily implemented without any reservations.

We welcome the recommendation of the Health Ombudsperson that there is an urgent need to review the National Health Act 2003 and the Mental Health Act 2002 with a view that certain powers and functions revert back to the National Minister of Health. Once more, we extend our heartfelt condolences to all families and relatives of the deceased.

Government will provide support so that families do not face this burden alone. The Premier of Gauteng and the Minister of Health have already provided this assurance.

A lot more work has been done in the past year in implementing the Nine Point Plan and all our programmes. Ministers will report further on the programmes during the budget votes.

Honourable Members,

I would now like to speak on our **priorities** for the year ahead.

Political freedom alone is incomplete without economic emancipation.

Oliver Tambo spoke clearly about this mission at an SACP anniversary meeting in London in 1981.

He said:

*"The objective of our struggle in South Africa, as set out in the Freedom Charter, encompasses economic emancipation. It is inconceivable for liberation to have meaning without a return of the wealth of the country to the people as a whole. "To allow the existing economic forces to retain their interests intact is to feed the roots of racial supremacy and exploitation, and does not represent even the shadow of liberation. "It is therefore a fundamental feature of our strategy that victory must embrace more than formal political democracy; and our drive towards national emancipation must include economic emancipation."*



What do we mean by radical socio-economic transformation?

We mean fundamental change in the structure, systems, institutions and patterns of ownership, management and control of the economy in favour of all South Africans, especially the poor, the majority of whom are African and female, as defined by the governing party which makes policy for the democratic government. Twenty two years into our freedom and democracy, the majority of black people are still economically disempowered. They are dissatisfied with the economic gains from liberation.

The gap between the annual average household incomes of African-headed households and their white counterparts remains shockingly huge. White households earn at least five times more than black households, according to Statistics SA. The situation with regards to the ownership of the economy also mirrors that of household incomes.

Only ten percent of the top one hundred companies on the Johannesburg Stock Exchange are owned by black South Africans, directly-achieved principally, through the black empowerment codes, according to the National Empowerment Fund. The pace of transformation in the workplace, the implementation of affirmative action policies as required by the Employment Equity Act, also remains very slow.

In terms of the 2015/16 information submitted to the Employment Equity Commission, the representation of whites at top management level amounted to 72 percent whilst African representation was at 10 percent. The representation of Coloureds stood at 4.5% and Indians 8.7%. The report further provides that white South Africans, in particular males, are afforded higher levels of recruitment, promotion and training opportunities as compared, to the designated groups. At the level of gender at senior management level, males remain dominant at 67.6% and females at 32.4% percent.

The skewed nature of ownership and leadership patterns needs to be corrected. There can be no sustainability in any economy if the majority is excluded in this manner. In my discussions with the business community, they accepted these transformation imperatives. Today we are starting a new chapter of radical socio-economic transformation. We are saying that we should move beyond words, to practical programmes.

The state will play a role in the economy to drive that transformation. In this regard, Government will utilise to the maximum, the strategic levers that are available to the state. This includes legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment Charters to influence the behaviour of the private sector and drive transformation.

The State spends five hundred billion rand a year buying goods and services. Added to this is the nine hundred billion rand infrastructure budget. Those budgets must be used to achieve economic transformation. As a start, the new regulations making it compulsory for big contractors to subcontract 30 percent of business to black owned enterprises have been finalised and were gazetted on the 20<sup>th</sup> of January.

Through such regulations and programmes, government will be able to use the state buying power to empower small enterprises, rural and township enterprises, designated groups and to promote local industrial development.

Two key challenges we face is the high levels of concentration in the economy as well as the collusion and cartels, which squeeze out small players and hamper the entry of young entrepreneurs and black industrialists.

The competition authorities have done excellent work to uncover the cartels and punish them for breaking the law. Last year I signed into law a provision to criminalize the cartels and collusion and it came into effect on 1 May. It carries jail sentences of up to 10 years. We are now stepping up our actions to deal with the other challenge, namely economic concentration, where a small grouping controls most of a market.

During this year, the Department of Economic Development will bring legislation to Cabinet that will seek to amend the Competition Act. It will among others address the need to have a more inclusive economy and to de-concentrate the high levels of ownership and control we see in many sectors. We will then table the legislation for consideration by parliament.

In this way, we seek to open up the economy to new players, give black South Africans opportunities in the economy and indeed help to make the economy more dynamic, competitive and inclusive. This is our vision of



radical economic transformation. Government is actively involved in the property sector, having provided more than four million houses since 1994.

This sector in our country is valued at approximately seven trillion rand, with the subsidised sector being valued at one point five trillion rand.

However, less than five percent of the sector is owned or managed by Black people and Africans in particular. A draft Property Practitioners Bill will be published by the Department of Human Settlements for public comment with the purpose of establishing a more inclusive, representative sector, towards radical economic transformation.

Among key priorities this year, Government will also address the increasing delays and backlogs in registration and issuing of title deeds to beneficiaries of housing projects funded by the capital subsidy.

We reiterate that radical economic transformation should mean moving beyond share ownership schemes only.

We would like to see black people involved directly in business, owning factories. The development of the Black Industrialists programme is thus critical.

The programme has from inception supported more than 22 entrepreneurs.

Government has further opportunities in the property maintenance projects of the Department of Public Works.

The Department will invest approximately one hundred million rand this year on critical capital and maintenance programmes to modernise harbours. They will also continue generating revenue from letting state owned harbours and coastline properties, which will benefit black owned SMMEs.

Government will also continue to pursue policies that seek to broaden the participation of black people and SMMEs, including those owned by women and the youth, in the Information and Communication Technologies (ICT) sector.

We assure the youth that the lowering of the cost of data is uppermost in our policies and plans.

Compatriots,

Mining has always been the backbone of our economy and an important foreign exchange earner.

We welcome the recovery in commodity prices which has resulted in an upswing in mining output. This augurs well for the industry.

The Mining Charter is currently being reviewed. The Charter seeks to recognise the internationally accepted right of the state to exercise sovereignty over all the mineral and petroleum resources within the Republic.

It is also aimed at helping the country to de-racialise the ownership of the mining industry. This will help ensure the sustainability of this industry.

We trust that discussions between government and business on the Charter will yield results so that the process can be finalised.

We will continue to pursue direct state involvement in mining. The Mining Company of South Africa Bill will be presented to Cabinet and Parliament during the year.

The Minerals and Petroleum Resources Development Amendment Bill was sent back to Parliament so that issues relating to the public consultation process undertaken by Provincial legislatures can be addressed.

We trust that it shall be processed and returned for finalization without much delay so that the concerns relating to uncertainty raised by business can be resolved.

Government continues to work with other stakeholders to combat illegal mining to save lives and to prevent the trafficking of precious metals and diamonds.

We also continue to place great emphasis on the health and safety of mineworkers which is so crucial to the sustainability of the mining sector. Working with the mining companies we can ensure that lives are protected at all times.

The tragic accident that occurred at Lily Mine outside in Mpumalanga earlier in 2015 is the first of its kind that we have experienced since the dawn of democracy.

The families are going through immense pain and frustration.

It will be difficult if not impossible, to achieve true reconciliation until the land question is resolved.

Only eight million hectares of arable land have been transferred to black people, which is only 9.8 percent of the 82 million hectares of arable land in South Africa.

There has also been a 19 percent decline in households involved in agriculture from 2,9million in 2011 to 2,3 million households in 2016.

We had stated our intention of using the Expropriation Act to pursue land reform and land redistribution, in line with the Constitution. I have now decided to refer the Bill back to Parliament for reconsideration on the basis that the Bill might not pass constitutional muster. This is due to inadequate public participation during its processing.

We trust that Parliament will be able to move with speed in meeting the requirements so that the law can be finalised to effect transformation.

The reopening of land claims is also still on hold because the Restitution of Land Rights Amendment Act, 2014 was declared invalid by the Constitutional Court.

The Constitutional Court found that the public consultation process facilitated by the National Council of Provinces and some Provincial Legislatures, did not meet the standard set in the Constitution.

Going forward, government will continue to implement other programmes such as the Strengthening of Relatives Rights programme, also known as the 50-50 programme.

In this programme, the farm workers join together into a legal entity and together with the farm owner a new company is established and the workers and the owner become joint owners.

To date 13 proposals have already been approved benefiting 921 farm dweller households at a value of R631 million. We applaud farmers and farm workers for this innovation.

Most importantly, we appeal to land claimants to accept land instead of financial compensation. Over 90% of claims are currently settled through financial compensation which does not help the process at all. It perpetuates dispossession. It also undermines economic empowerment.

Government has committed itself to support black smallholder farmers.

I received a memorandum from the African Farmers Association of South Africa who say the year 2017 must be the year of the commercialisation of the black small holder farmers.

Indeed, Government will implement a commercialisation support programme for 450 black smallholder farmers.

We encourage more women to consider farming. I have as a special guest today, the 2016 Female Farmer of the Year, Ms Vanecia Janse from Koukamma municipality in the Eastern Cape.

Compatriots,

Our farmers went through a difficult period last year because of the drought.

To date, an estimated amount of 2.5 billion rand was made available for the provision of livestock feed, water infrastructure, drilling, equipping and refurbishment of boreholes, auction sales and other interventions.

Furthermore, the Industrial Development Corporation and the Land Bank availed funding of about five hundred million rand to distressed farmers to manage their credit facilities and support with soft loans.

Compatriots,

President OR Tambo was a champion of women's rights.

We will continue to mainstream the empowerment of women in all government programmes.

Government will continue to prioritise women's access to economic opportunities and, in particular, to business financing and credit.

This is the freedom that heroines of the struggle such as the late Dora Tamana of Gugulethu here in Cape Town fought for. I am pleased to have her son Mongezi Tamana as a guest today.

Compatriots,

In December 2015 university students voiced their concerns about the cost of higher education.

They correctly pointed out that accumulated debt and fast rising fees were making it harder and harder for those who come from less-privileged households to enter and stay within the education system until they complete their studies.

It is for this reason that when university students expressed genuine concerns about being excluded from universities, our caring government responded appropriately by taking over the responsibility to pay the fee increase for the 2016 academic year.

Government also settled all debt owed by NSFAS students and extended the coverage to larger numbers of students than ever before.

At the time of tabling the 2016 Medium Term Budget Policy Statement, our government announced additional measures aimed at making higher education accessible to more students from working class families.

Government has provided funds to ensure that no student whose combined family income is up to six hundred thousand rand per annum will face fee increases at universities and TVET colleges for 2017.

All students who qualify for NSFAS and who have been accepted by universities and TVET colleges will be funded. The university debt of NSFAS qualifying students for 2013, 2014 and 2015 academic years has been

addressed. In total, government has reprioritised thirty two billion rand within government baselines to support higher education.

We are ensuring that our deserving students can study without fearing that past debts will prevent them from finishing their studies.

In the remaining years of this administration, our policies will respond directly to the following concerns that the students have placed firmly on the table:

Firstly, the students have expressed concern that the NSFAS threshold of one hundred and twenty two thousand rand is too low. We will have to look into this matter with the view to raising the threshold on a phased basis in the period ahead.

Secondly, the students have pointed out that the full cost of study at some universities is higher than the subsidy that NSFAS provides.

As a result, NSFAS students who study at some universities that charge higher fees end up accumulating debt. Our government-initiated processes are already looking at this issue too.

Honourable Members and Fellow South Africans, students and their parents should understand that the needs for services like water, sanitation, early childhood development and good public transport have to also be addressed, alongside access to quality higher education and training.

But our commitment to finding sustainable solutions to the funding of the social wage in general, and education, in particular, is unwavering.

As the processes that we have set in motion draw to a close, such as the Heher Commission, the Ministerial Task Team, broader engagements with students, university and TVETS leadership and civil society, we will find resources to give expression to our policies.

I invite all stakeholders to participate in the processes that are under way so that no view is not heard.

No great idea should be excluded. As soon as the broadest sections of our society agree on what to do, our government will take steps to reprioritise resources to implement it on a phased basis.

Let us engage to identify the most pressing needs, and allocate our limited resources accordingly. Let us build our self-reliance and move forward in the spirit of unity.

Compatriots,

The fight against crime is an apex priority. The police will increase visible policing, building on the successful pattern of deployments utilised during the Safer Festive Season Campaign.

They will also utilise certain specialized capabilities, such as the Tactical Response Teams and National Intervention Units, to assist in addressing problematic high-crime areas.

We received a message from Soshanguve last week that crime is rife in Block L and that hijackings and robberies are high. It is such communities that need to build stronger partnerships with the police to ensure that criminals do not prey on residents.

Other measures to fight crime nationally will include the establishment of Specialised Units, focusing on drug-related crime, taxi violence and firearms and the enhanced utilisation of investigative aids such as forensic leads.

The Police will also enhance the utilisation of the DNA Database in the identification of suspects.

We urge the public to work with the police to ensure safer communities.

Compatriots

We welcome the decline in Rhino poaching incidents since October 2015 which is for the first time in a decade. This arises from intensive joint operations by law enforcement agencies.

Compatriots,

One of the strategies of fighting crime is to ensure that those who are released from prison do not commit crime again.

The Department of Correctional Services continues to work hard to turn prisons into correctional centres through offering various services. As a result, compliance levels with parole and probation conditions have improved to reach a historic mark of 98 percent.

The country has also made good progress in reducing the numbers of children in correctional centres.

Compatriots,

The promotion of access to justice was given added meaning last year when the High Court Division in Limpopo was opened in November.

The Mpumalanga High Court will be completed during this financial year. The coming into operation of these two high courts means that we have now realised the goal of a High Court in every province of the country.

Compatriots

The fight against corruption continues. Within the National Prosecuting Authority, the Asset Forfeiture Unit completed three hundred and eighty nine forfeiture cases to the value of three hundred and forty nine million rand.

They obtained three hundred and twenty six freezing orders to the value of seven hundred and seventy nine million rand.

A total of 13 million rand was recovered in cases where government officials were involved in corruption and other related offences in the past year.

Compatriots

Oliver Tambo set the tone for the country's foreign policy as early as 1977 when addressing the first Congress of the Angolan ruling party MPLA that:

*"We seek to live in peace with our neighbours and the peoples of the world in conditions of equality, mutual respect and equal advantage".*

South Africa is honoured to chair the Southern African Development Community (SADC) starting from August 2017. We will utilise our tenure to fast-track the implementation of the SADC Industrial Strategy.

We are accelerating the integration agenda through the implementation of SADC-COMESA-East African Community Free Trade Area.

We will continue with our involvement in our mediation efforts, peacekeeping operations, and peace-making initiatives in Lesotho, Democratic Republic of Congo, Burundi, Mozambique, South Sudan, Somalia and Libya. The SANDF represents the country well in the peacekeeping missions.

Furthermore, trade with our traditional partners in the west remains a significant contributor to our economy.

We will continue to partner with the United States and work together on issues of mutual interest such as the full renewal of AGOA.

We value our relationship with the People's Republic of China. China is one of South Africa's most important and key strategic partners. We recognise the PRC 'as the sole Government and Authority representing the whole of China'.

South Africa reiterates its position and commitment to the 'One China Policy' and we consider Taiwan as an integral part of the PRC.

At continental partnership level, the Joint Africa-EU Strategy remains an important long-term framework for continued cooperation.

The Economic Partnership agreement with the EU came into force in September 2016 thus providing new market access opportunities for South African products.

Almost all South African products, about 99% will have preferential market access in the EU.

About 96% of the products will enter the EU market without being subjected to customs duties or quantitative restrictions.

The Southern African Customs Union Mercosur Preferential Trade Agreement has also entered into force, providing preferential access to over one thousand tariff lines. This is an agreement that promotes South-South trade.

Our cooperative partnerships with other regions are bearing fruits. The BRICS New Development Bank has recorded encouraging progress.

We welcome the Goa BRICS Heads of State and Government decision to establish the BRICS Rating Agency so that we can assist each other in assessing our economic paths.

We are also pleased with agreements with our BRICS partners in the field of agriculture. We will implement off take agreements on the export of pulses, mangos and pork to India.

We will also export twenty thousand tons of beef to China per year for a period of 10 years.

We will continue to pursue the reform of the international system because the current configuration undermines the ability of developing countries to contribute and benefit meaningfully.

This year marks the 50<sup>th</sup> anniversary of the occupation of Palestine.

The expansion of Israeli settlements undermines global efforts aimed at realising the two state solution and the Oslo accord. We wish to reiterate our support for the Palestinian course.

Similarly, we hope that the readmission of Morocco to the AU should serve as a catalyst to resolve the Western Sahara issue.

Let me add that South Africa will use Armed Forces Day on 21 February, 2017, to mark the Centenary commemorations of the tragic sinking of the SS Mendi which left 646 soldiers dead in 1917.

Compatriots

The Constitution accords equal rights and dignity to all South Africans. The United Nations proclaimed 13 June as International Albinism Awareness Day. We should use this day to raise awareness and eliminate the discrimination or harm that compatriots with albinism are subjected to in some areas.

I have the pleasure to introduce Ms Nomasonto Mazibuko the executive director of the Albinism Society of South Africa, one of my special guests.

The sports fraternity tragically lost one of its favourite sons, Joost van der Westhuizen earlier this week. The music industry has lost popular gospel musicians recently Sifiso Ncwane and Lundi Tyamarha as well as maskanda musician Nganeziyamfisa.

We extend our condolences on the loss of these public figures who have contributed to the country's sports and arts.

Let us unite in driving radical economic transformation for the good of our country.

In the words of President Tambo;

*"Working together as fellow South Africans, we have it within our power to transform this country into the land of plenty for all, where the nightmare of apartheid will just be a faint memory of the past. "*  
*I thank you.*

## SECTION C: SITUATIONAL ANALYSIS

### C2: SPATIAL ANALYSIS

#### C 2.1 REGIONAL CONTEXT

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Nongoma is one of the five local municipalities that make up the Zululand District and is located in the east of the Zululand District Municipality (ZDM). The district comprises of five local municipalities:

eDumbe (KZ 261)

uPhongolo (KZ 262)

Abaqulusi (KZ 263)

uLundi (KZ264)

Nongoma (KZ 265)

The Nongoma Municipality covers an area of approximately 2,184 km<sup>2</sup> and is second largest in terms of area in the ZDM. The area is made up of 21 wards and has 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. The location of the Nongoma Municipality in relation to its neighbours is indicated in the following map inset.

#### C2.1 ADMINISTRATIVE ENTITIES

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As already noted the Nongoma Municipality is part of the Zululand District Municipality and has 21 municipal wards. The majority of the land is Ingonyama Trust land. There are three Traditional Authorities, namely Mandlakazi, Usuthu and Matheni in the municipal area.



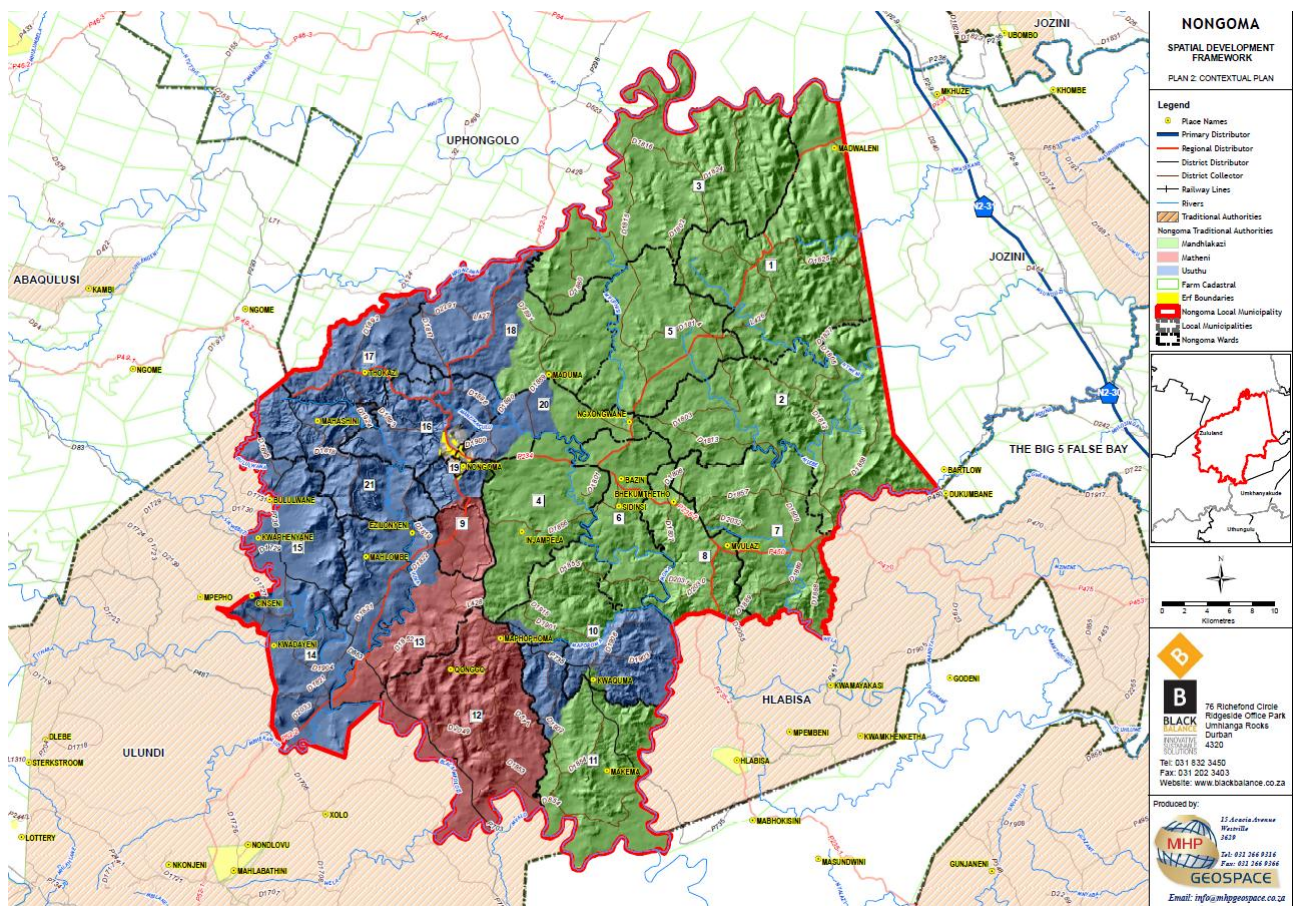
Map 1: Locality of Nongoma Municipality



Source : Nongoma SDF

Nongoma is located northern portion of kwa-Zulu Natal and is one of the five municipalities comprising of Zululand District Municipalities as illustrated by the above plan. The Municipality has an extent of 218,242 Ha and is abutted in the North by uPongola LM to the East by Jozini LM, Big Five fasle Bay and Hlabisa Local LM's and Ulundi and Abaqulusi LM's in the South. The municipality is dermacated into 21 wards .The majority of the land is Ingonyama Trust land, there are three Traditional Authorities, namely Mandlakazi, Usuthu and Matheni in the municipal area.

Map 1: Contextual Plan of Nongoma Municipality



## STRUCTURING ELEMENTS

The following Structuring Elements within the Municipal Area have been noted: Traditional Council Areas cover the majority of the land areas in the Nongoma Municipality. Only the land directly adjacent to the town of Nongoma is not Traditional Council area.

Areas that have the highest agricultural land potential are in the southern parts of the Municipality and in an east-west band just north of Nongoma town.



## All Main Road traverse on Nongoma Town.

The P52 Main Road from Ulundi to Nongoma traverses the area from the south west to the north.

The P49 Main Road links Nongoma to the Abaqulusi Local Municipality.

The P235 Main Road links Nongoma to the uMkhanyakude District Municipality.

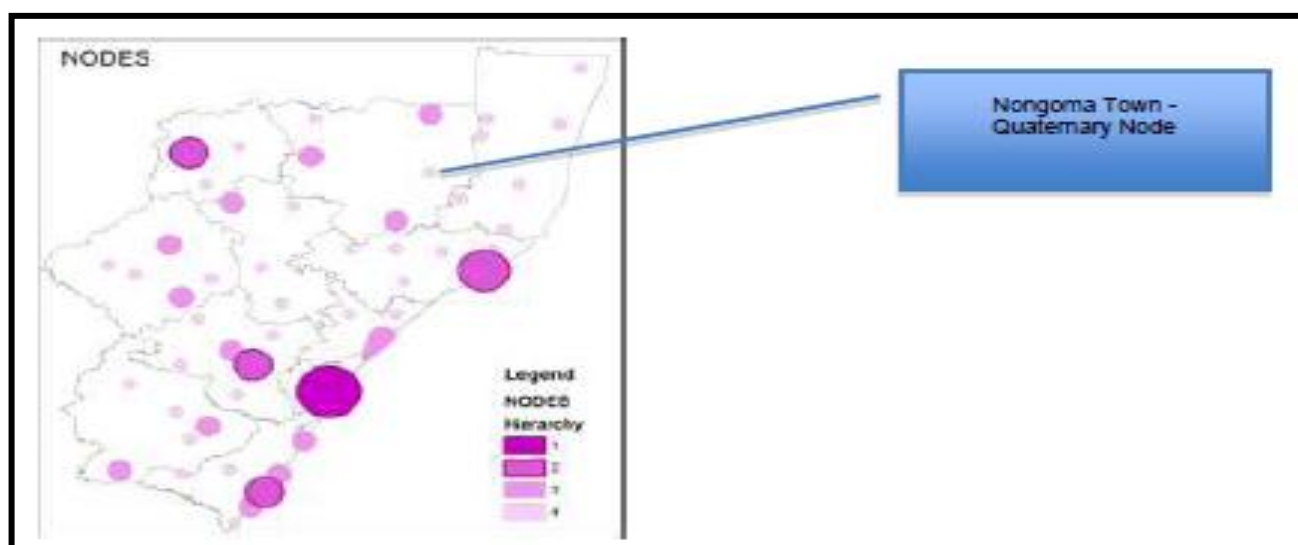
Water to the area is provided by the roll-out of the Coronation and Mandlakazi Regional Schemes by the ZDM.

An estimated 99% of the municipal population reside in rural areas, either in rural villages or scattered rural settlements. Very few people live in the formal town of Nongoma as indicated in the following table:

## C2.4 NODES AND CORRIDORS

Nodes and corridors have an important role to play in the development of areas. The importance of nodes and corridors are highlighted in the PSEDs (Provincial Spatial Economic Development Perspective) and in the SDF (Spatial Development Framework). Nongoma Town is identified as a quaternary node in the PSEDs and Primary Node in the SDF. By implication, the town provides services to the localized economy i.e. Ward 19 in which the town is situated, as well as the immediate surrounding areas.

Figure 1: Nongoma as a Quaternary Node in the PSEDs



### Nodes within Nongoma

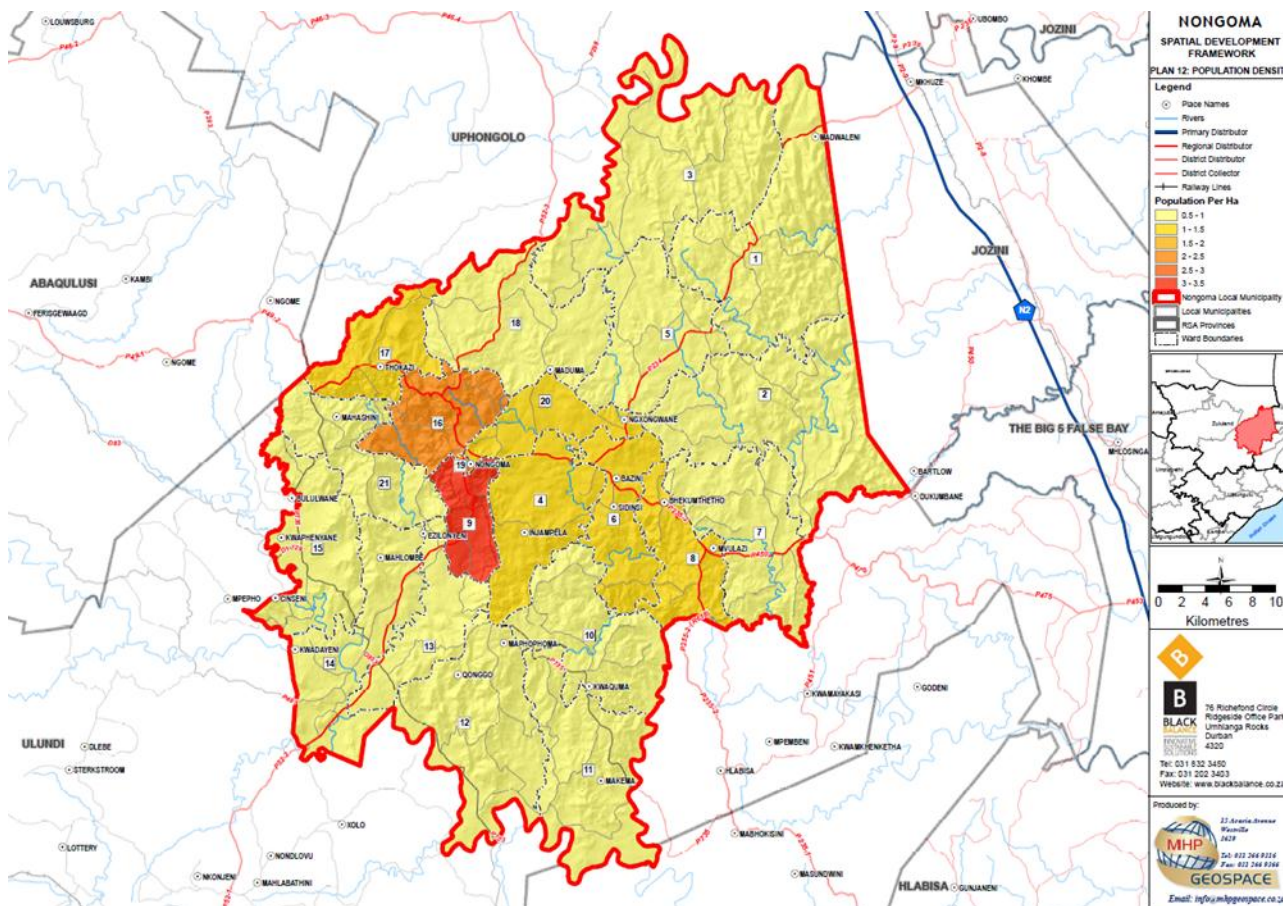
TERMINOLOGY	DESCRIPTION	Nodes
Primary Node (PN)	An urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.	Nongoma



<b>Secondary Node (SN)</b>	An urban centre with good existing economic development and the potential for growth. Services the regional economy	Kwaphenyane Buxedene Esiphambanweni
<b>Tertiary Node (TN)</b>	A centre which should provide service to the sub-regional economy	Mahashini, Maphophoma Ndimhlane

Table 2: Nodes in Nongoma

Source: Nongoma SDF



Map 4: nodes of Nongoma

The nodes within the Nongoma Municipal Area, as depicted on Map 3, are:

**Nongoma Town:** this is currently the only urban node servicing the whole population of Nongoma municipality which account for about 195 000 as per 2011 census

**Buxedene:** it's a vibrant rural activity node in ward 8, there is a big poultry project for the community SMME's, and there is also a proposed shopping complex with its application being processed

**Enyokeni rural node:** This node is in ward 15, it has a huge potential since there are lot of developments in this area, among these include 1-stop social development centre, under construction cultural hub to enhance umkhosi womhlanga ceremony, and the fact that His majesty, ISILO reside in this area offers many other investment opportunities

**Mona market:** It is in ward 4, this is an economic centre where all local SMME's, traditional leaders and stock keepers come and sell their product once a month. The potential of this node has resulted in some informal traders trading in the area full time

**Ekubungazeleni Coal mine:** this proposed mine will come with a lot of potential, it is in ward 20. If the application get approved, which is likely to happen; this area will have a huge potential in terms of economic and social development

**KwaNjoko shopping centre:** this is a communal proposed shopping centre in ward 5.

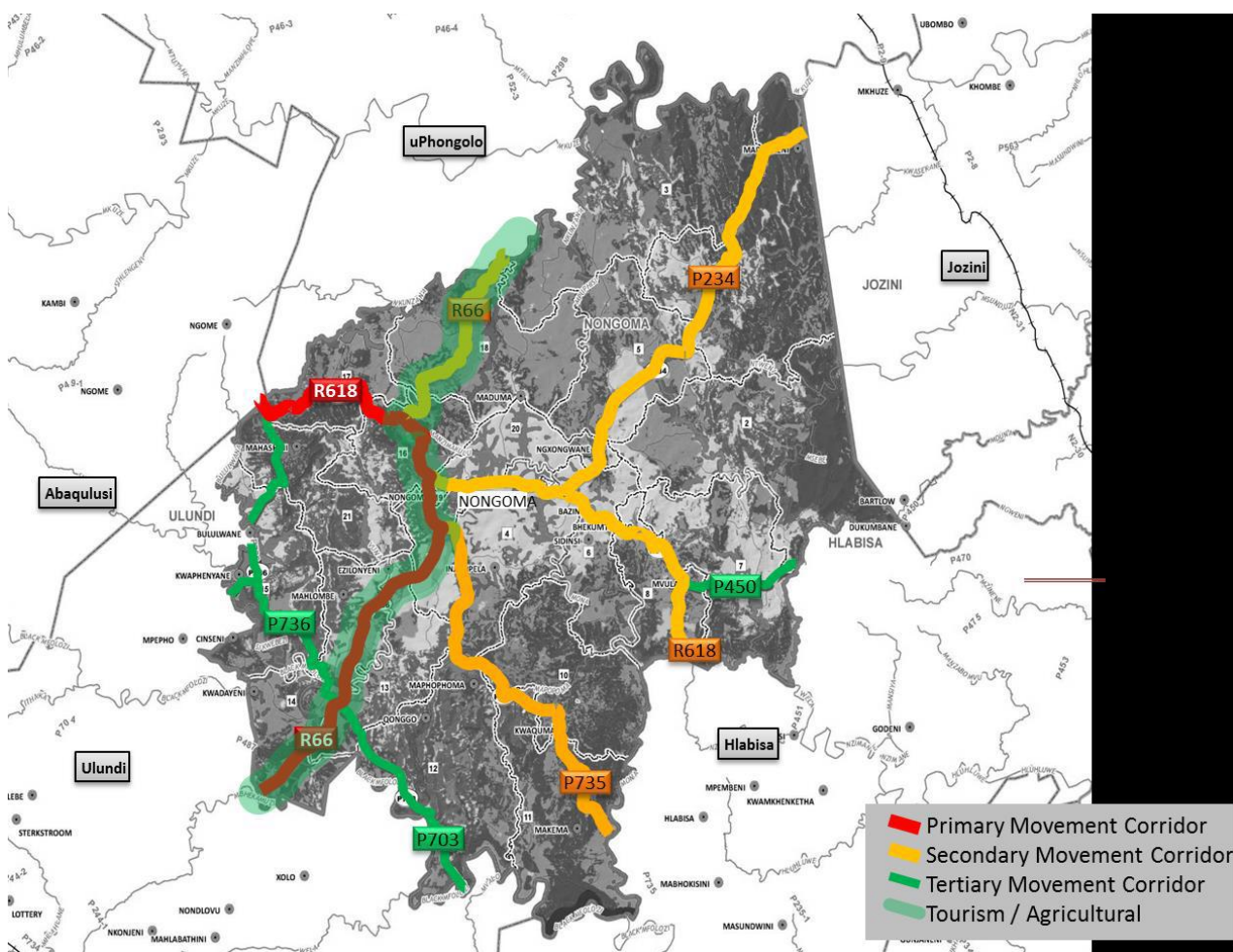
**Vukani shopping complex:** this is a communal proposed shopping complex in ward 7

**Thokazi rural service centre:** this is a social service centre in ward 17

**Phenyaneni rural development centre:** this is a social services centre in ward 15

**Maphophoma rural service centre:** this is a social service centre in ward 12

**KwaDenge shopping centre:** This is a proposed communal shopping centre



Map 5: Corridors in Nongoma

## Regional Development Corridor

The primary transport corridor for Nongoma Municipality, as Identified by the Zululand District Municipality, is the R66 which stretches through Nongoma and links Ulundi to Pongola. This 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 has to effect that most travellers choose not to use this route.

Public interventions envisaged in this area relate to:

- (i) Constant Inter Governmental communication and co-ordination relating to the development of the district primary corridor and its impacts on the Nongoma Area.
- (ii) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- (iii) Tarring of the road between Nongoma and Pongola (R66). According to Zululand District IDP this will open up the district to tourism sector. Tour buses enter the district at Golela on a daily basis but do not spend time and money in the district. The tarring of this road will strengthen the status of Ulundi and Nongoma as the main service centres in the Southern part of the Zululand District Municipality

## **Secondary Corridor**

The secondary Corridors identified serves 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)
- R66 linking Nongoma to uPhongolo LM in the North
- P234 linking Mona Market to Mkuse (North)
- P735 linking Nongoma to the southern parts of Hlabisa near the Hluhluwe Imfolozi Park.
- Nongoma - Mkhuze and N2 (North East)

**Public interventions envisaged in this area relate to:**

- a) Tarring of the road between Nongoma and Pongola (R66). According to Zululand District IDP this will open up the district to tourism sector. Tour buses enter the district at Golela on a daily basis but do not spend time and money in the district. The tarring of this road will strengthen the status of Ulundi and Nongoma as the main service centres in the Southern part of the Zululand District Municipality.
- b) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- c) Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- d) Ensure multimodal transport integration occur along these roads at key points.

## **Tertiary Movement Roads**

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

- P736 and P703 which provides additional accessibility from the R66 to the settlement clusters in the Southern parts of the Municipality.
- P450 which provides accessibility from Buxeden in an eastern direction.

- Public interventions envisaged in this area relate to the upgrading to black top surfaces of 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 co-ordinate the upgrading of these routes. The following roads have been identified for upgrading:
- Nongoma - uPhongolo link road: A section of this road between Nongoma and uPhongolo (about 35km) need to be upgraded to blacktop.
- Nongoma Vryheid link road: There is a portion of road between Nongoma and Vryheid, from Nongoma to Vryheid that need to be upgraded to blacktop standard.
- Ceza R66 road: 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

## **Agricultural Corridors**

The PSEDs identifies the R66 between Nongoma and Pongola Town as an agricultural Corridor. This route is identified by the PSEDs as a secondary Provincial Corridor. The agricultural production areas are situated partly on the boundary between Nongoma LM and uPhongolo, but the main arable production area is situated on the northern boundary of Nongoma. The agricultural corridor does not only refer to processing of arable agricultural product, as a large portion of the land is suitable for livestock grazing.

Public interventions envisaged in this area relate to:

### **1. Establishing / Expanding Agro-Processing facilities:**

Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market – in other words, beneficiation of primary agricultural commodities.

### **2. To involve communities in agro-processing the following option can be considered:**

Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.

### **3. Expansion of trade opportunities related to agricultural activities – formal and informal**

## **Tourism Corridors**

Nongoma Local Municipality is situated in the District municipality acting as the main entrance point into the Province from the Kingdom of Swaziland, and the Mpumalanga Province. There is subsequently a large number of tourist traffic traversing the district on a daily basis.

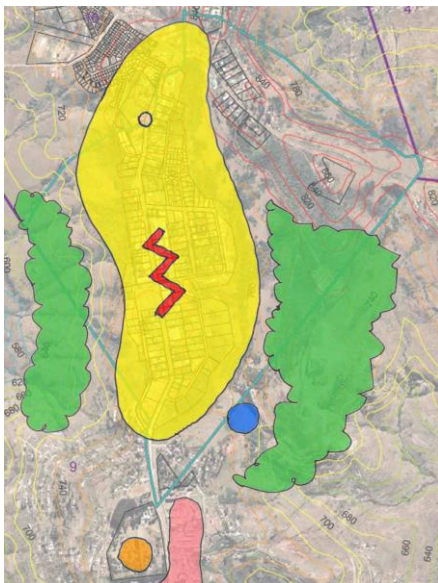
Nongoma unfortunately is not very accessible from the main entrance points to the District, but through development of the R66, and the completion of the tarred surface, a number of tourism development opportunities can be unlocked linked to the increase in tourism traffic through Nongoma.



## NONGOMA TOWN REGENERATION AND URBAN DEVELOPMENT STUDY

An urban design framework was prepared for the Nongoma Urban area in 2009 with the object of identifying strategies to revitalize the CBD and make it function optimally.

**Figure 2: Nongoma Town Land Use**



Nongoma represents the center of the Nongoma Municipality. As such it is expected to provide all higher order facilities supporting the population of the wider region. At the same time the Nongoma CBD will also function as a secondary and tertiary center for the surrounding areas.

From an urban design point of view in particular it is expected that the CBD provides a functional and attractive public environment which, while accommodating the various functions, represents the needs, traditions, and expectations etc of the surrounding community as well as representing the nature of a rural town.

In overall terms it is expected that growth requirements can be accommodated within the area if it is accepted that a redevelopment process will include presently un- and underdeveloped areas within and adjacent to the present CBD .

As indicated elsewhere, it should be ensured that the potential establishment of a second node in relative proximity of the Nongoma CBD, will not compete with or negatively influence the regeneration and further development of the CBD.

**REGIONAL ACCESSIBILITY** In order to fulfill the function of a regional center, accessibility from that region is of prime importance. In the case of the Nongoma CBD the functioning of the R66 as regional linkage, also within the CBD, needs to be substantially improved. Various short and long term solutions may have to be considered

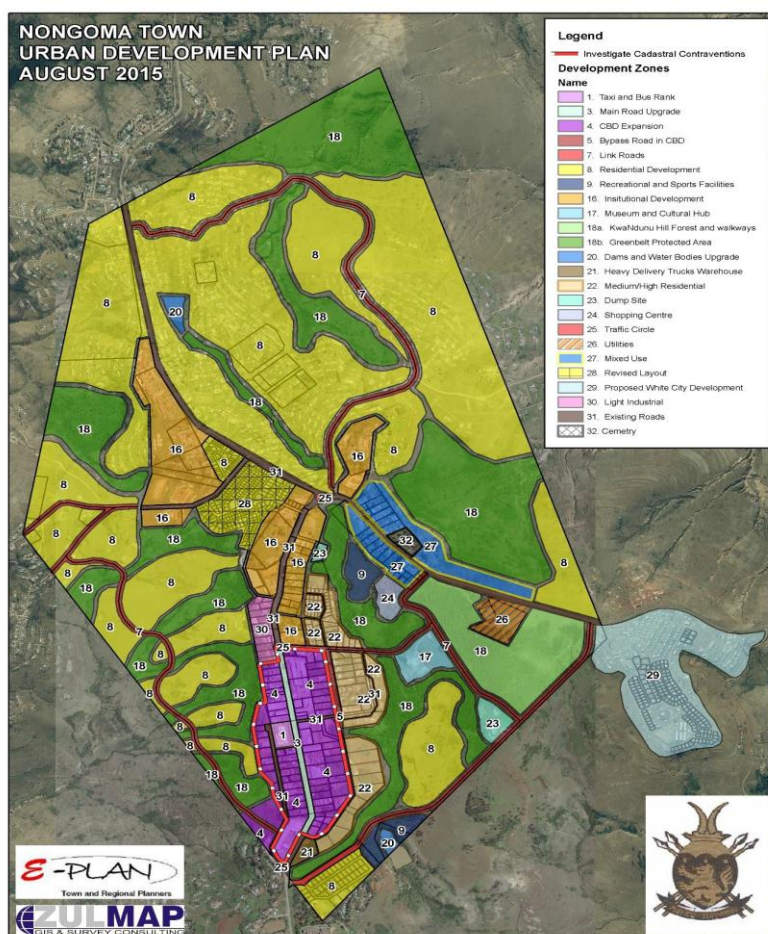
**COMMERCIAL / BUSINESS DEVELOPMENT** In terms of commercial and business development the Nongoma CBD also functions as the center for a wider region. Relevant economic investigations are expected to guide potential growth requirements. Again, it is expected that additional development will be accommodated within the CBD area

**MARKET FACILITY** While the CBD accommodates important market facilities, other regional markets are understood to exist in proximity. Appropriate space needs to be established to create a more substantial and functional market.. More traditional market arrangements, accommodating animals ,may have to be created elsewhere.

**FACILITIES, AMENITIES AND CIVIC FUNCTIONS** Forming the primary center of the municipality, as well as a potential node for surrounding tourism activities etc, the Nongoma CBD is expected to accommodate a range of facilities, amenities, administrative functions, tourism amenities etc. It is expected these can be appropriately accommodated within the CBD regeneration.

**RECREATIONAL DEVELOPMENT** The above is also relevant to higher order recreational facilities which, to the extent possible, should be located adjacent to and visible from the CBD.

Figure 6: Nongoma Town Urban Design Concept



This is the final Nongoma Urban Development plan, which will also be used as “scheme map “ this map includes;

- 1) The by-pass road: runs from the south end of the CBD towards the east and connects with the R618 in White City. The aim of the by-pass is to ease pedestrian-motor conflict in the CBD of Nongoma. Traffic that is only passing can use this road. The road will also unlock development towards the east of the CBD across the valley.
- 2) Recreational facilities around the dam: the dam is located south east of the CBD. This is planned to be developed into a recreational area with possibly braai facilities and public furniture.
- 3) Truck workshop: the workshop is proposed to be south of the CBD. It is to be used for deliveries by heavy load trucks. The proposal is to have smaller delivery vehicles collect goods from the workshop to certain shops that will be

participating. This will remove the need for trucks to enter town and there it will reduce traffic congestion. On the other side the workshop will open new transportation business opportunities unprecedented in Nongoma town.

4) The KwaNdunu forest/hill: The forest is located between White City and Nongoma town CBD. The forest is proposed to have walk/cycling-ways and along those, the information boards that tells the history of the forest. This project can be linked to the already proposed museum next to it. At the end this will form a cultural hub for tourism.

5) Sports facility: The sports facility will be located next to the proposed shopping centre. Its idea includes outdoor and indoor recreational activities.

6) Middle-class residential area: The site for this proposal is south of the proposed museum site. The development will be surrounded by a system of green open spaces and it will be next to the proposed by-pass road.

7) High rise residential apartments: on the western side of the CBD there are steep sloped which hinder development. However there are small spurs that can be used for high rise rental apartments to provide residence for people that work and live in Nongoma.

8) Road upgrades: All the roads within the CBD and the surrounding areas will have to be improved and maintained to better the accessibility to town and attract investors.

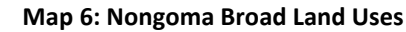
9) Green space system: The open space system will contain recreational spaces, natural open spaces and water bodies including the 2 dams situated north and south of the CBD.

## **BROAD LAND USES**

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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. As already noted, the majority of the land is in Traditional Council control with significant Scattered Rural and Rural Villages in the municipal area. Agriculture is of a more subsistence nature. The following map inset provides more details.









**NONGOMA**  
Land Tenure

Legend:  
 Nongoma Local Municipality  
 Primary Contributor  
 Place Names  
 Ward Boundaries  
 Local Municipality  
 Urban Centres  
 Gated Residential Clans  
 Farm Portals

Scale: 0 5 10 Km

North Arrow

Contact Information:  
 NONGOMA  
 DEPARTMENT OF PLANNING & DEVELOPMENT  
 101-102-103  
 031 261 1111  
 Email: nongomacouncil@nongoma.gov.za

DISCLAIMER:  
 The accuracy of the information on this map is not guaranteed nor is it intended. It is provided as a guide only and is not to be used for any other purpose.

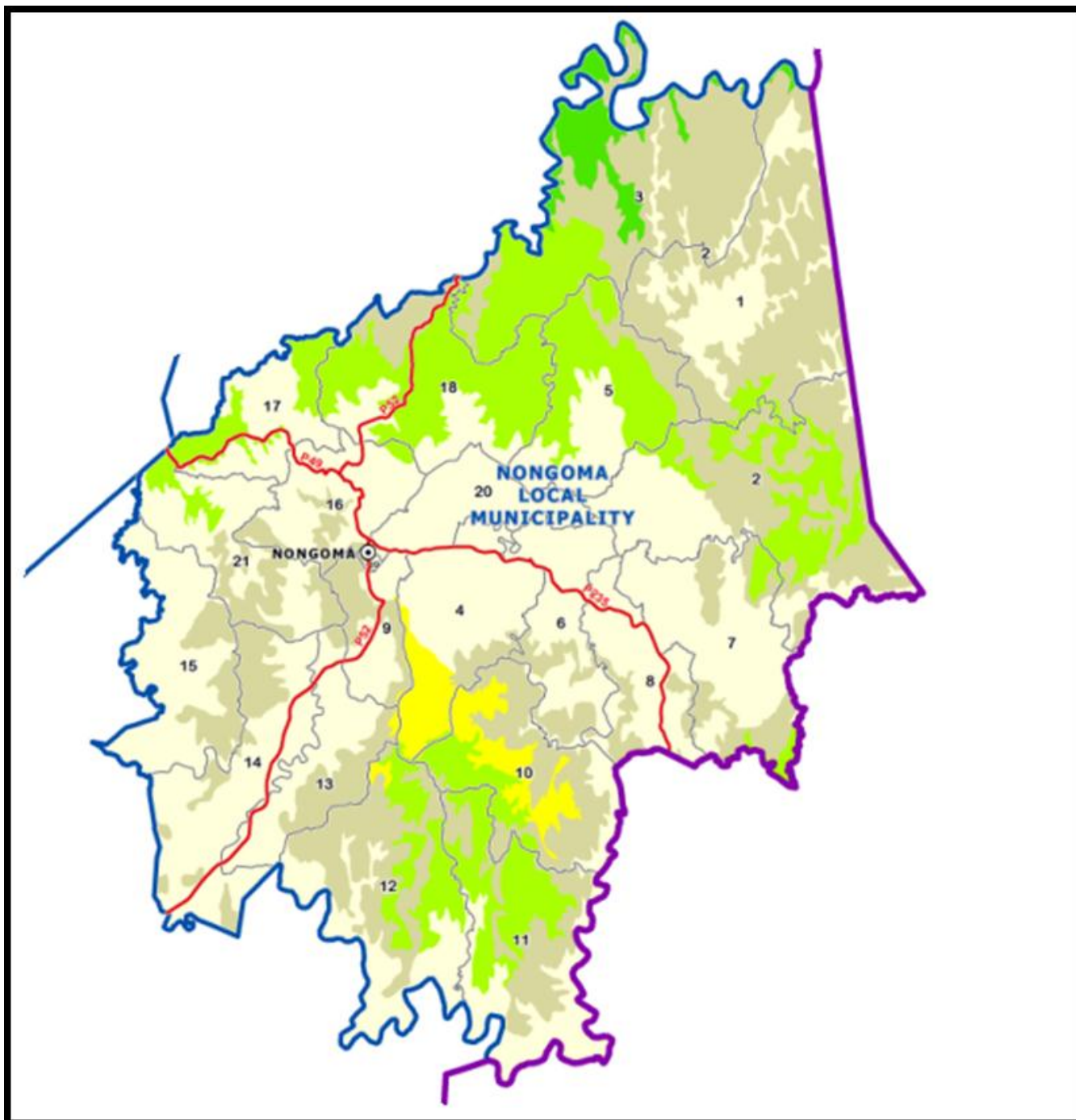
### Map8: Land Tenure



## LAND CLAIMS

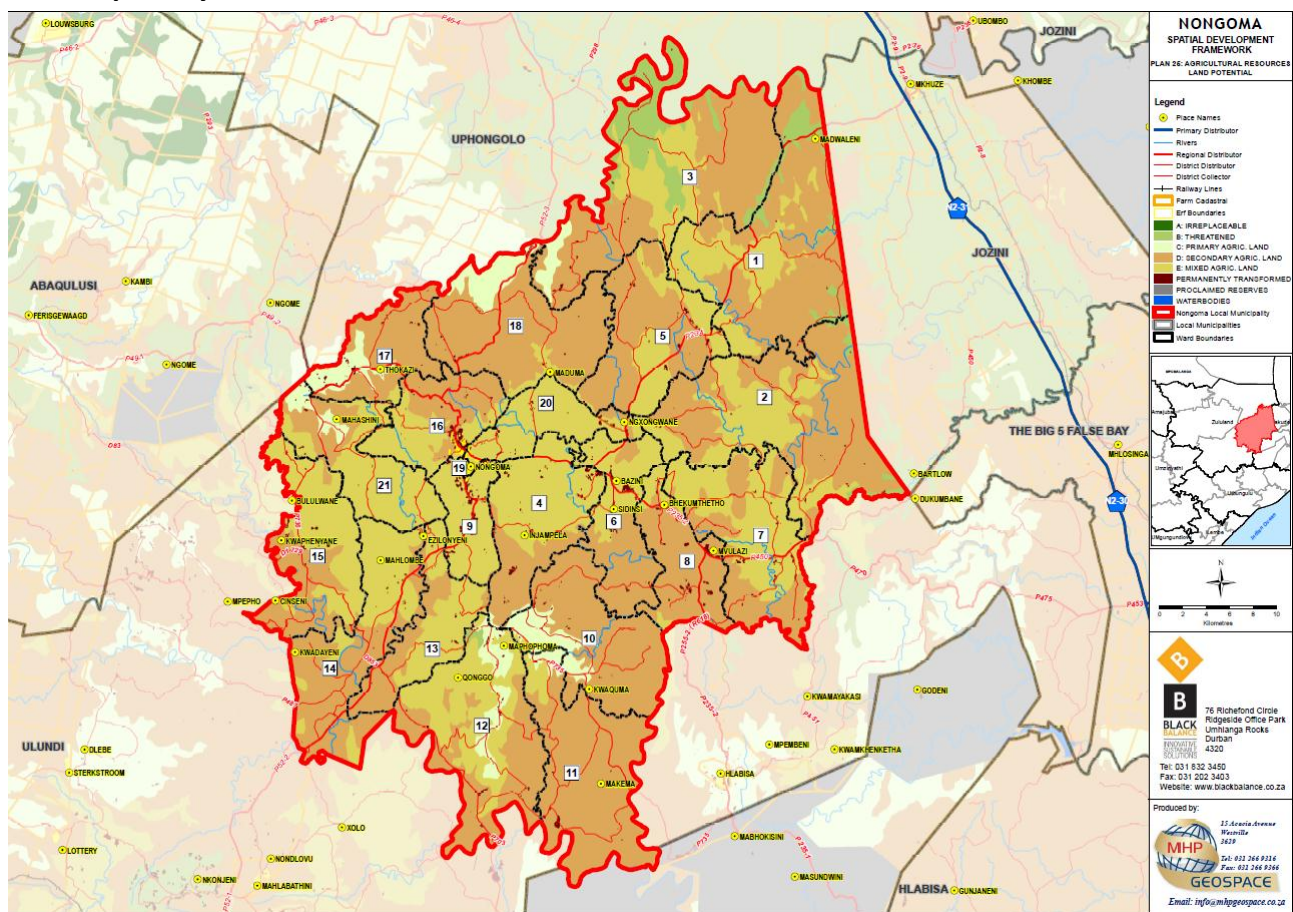
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There are no land claims within the Nongoma Municipal Area.



Map 9:Nongoma Land Claims

## Land Capability



**Map 10: Nongoma Land Capability**

Nongoma Town is the main Economic Centre and formally developed economic node within the municipality. Most of the retail activities are situated within the Nongoma municipality. Retail and government services provide for 75% of the municipal GDP.

GDP contribution by other sectors is summarized below:

- Mining = 10% GDP
- Wholesale and Trade = 54% GDP
- Financial services = 31% GDP
- Community services = 12% GDP
- Construction, Transport, storage and communication 3% GDP

### Agriculture

The above plan depicts the higher potential land is situated on the Northern boundary with uPhongolo LM, around Maphophoma. The lowest category seems to follow the movement routes of the R66 and R618, and was transformed due to human activity along these routes.



## ENVIRONMENTAL ANALYSIS

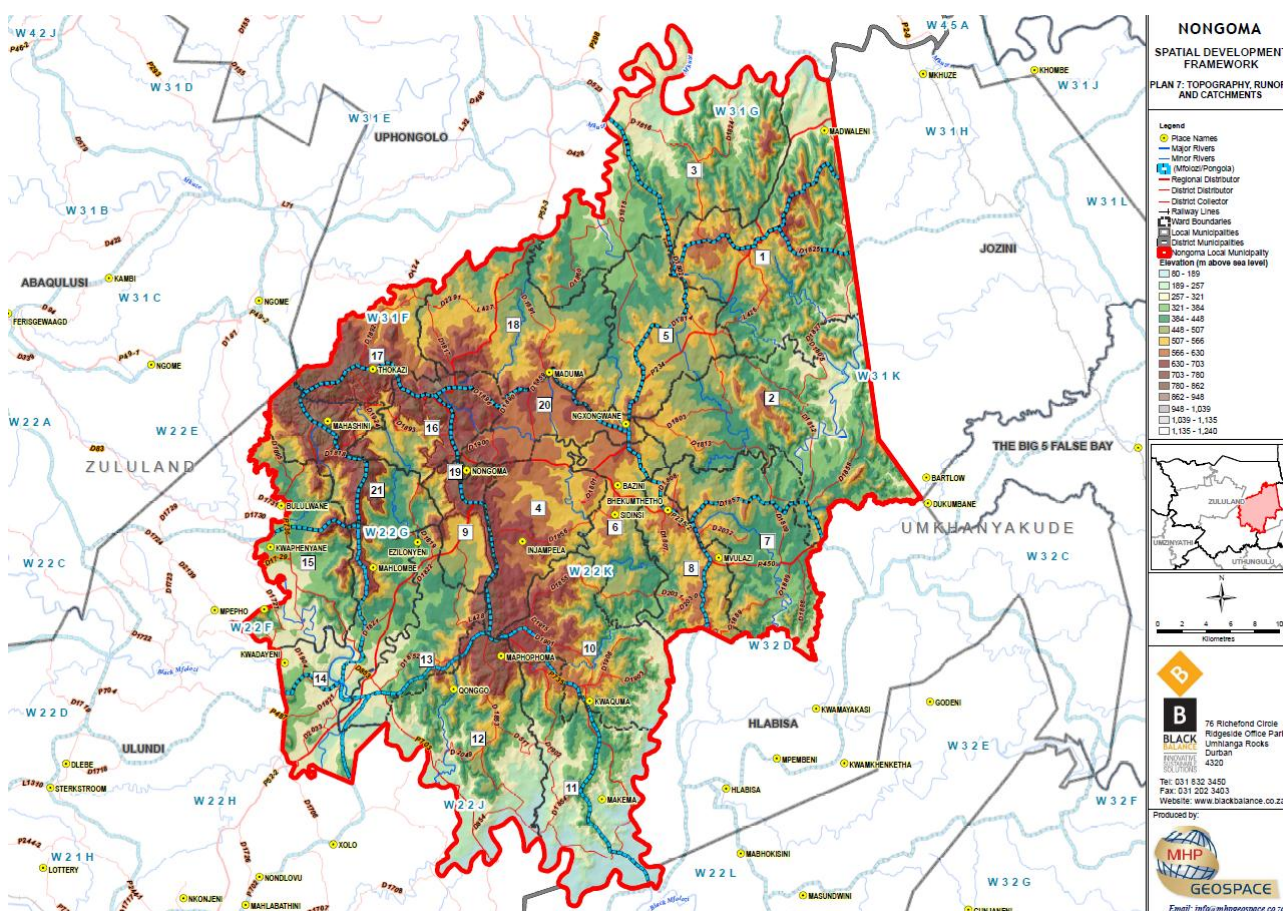
### Physical environment and Ecological Factors for Nongoma Local Municipality

#### Relief

The altitude of Nongoma is 120 to 868 meters above sea level. Its geological formation rests upon the Basement Complex which comprises the most highly mineralized ancient rocks of the geological series, including granites some of which are highly erodible when exposed to the elements. The granite landscape is characterized by immense relief (Thorrington-Smith, 1978).

Nongoma is split into two topographic areas by a ridge running in an east-west line. The stony terrain is undulating to hilly. It is dissected by a number of streams and rivers, and is characterized by numerous Bad Lands. As a result the arable area is confined to the flatter parts of the plateau or in the wider river valleys. The plains and valleys are commonly used for settlements and crop cultivation. The town of Nongoma is situated on a ridge approximately 750 meters above sea level slightly West of the Centre of the Municipality.

**Source: SDF**



**Map 11: Topography, Runoff and Catchment map**

### **Soils**

Kant (1980) states that Nongoma's chief soil component is 75% basalt. The granite soils, which constitute the major soil group in the South Coast Sugar Belt, are highly productive gritty loams. The soils of the upland areas in the west are generally deep with good structure and aeration. Due to the good permeability and drainage of these soils, they have a high degree acid saturation with associated aluminum toxicity and low nutrient status.

The soils in the drier lower areas in the North West are derived from Ecca shales and Cape sandstones and as a result are more heavily textured and have a much lower potential. There are, however, some large pockets of high potential alluvial soils in the northern areas adjacent to Mkuze River. The soils of the rest of Nongoma Municipality are a mixture of moderate to low potential dark malonic clays and poor highly erodible duplex soils, although there are some isolated patches of higher potential red clays. The potential of many of these soils is limited by slope.

Most parts of Nongoma Municipality contain soils with moderate agricultural potential. A very small proportion of the land surface consists of soil with high agricultural potential. The majority of the soils in the area are unsuitable for dry land cropping. As a general observation it can be said that because of lack of soil depth in most parts of the area, the district does not have a great potential for dry land crop production. Depletion of soil fertility in the area of study is one of the major causes of poor harvest. In the study area soils are predominantly shallow. Rockiness and wetness of the soils are some of the problems in the survey area.

### **Rainfall**

The mean annual rainfall in the study area ranges from under 600 millimeters in the drier northern pans to 800 millimeters in the south although it rises to over 1 000 millimeters in the higher parts of Bululwane river in the west. The mean monthly rainfall values (Fig. 2.4) of the town of Nongoma show that the rainy season is between September and April. The period suitable for the cultivation of crops, referred to as the moisture growing season by Schutte(1982), starts in September and ends at the end of January and its length is approximately 150 to 600 days. It is the time when the amount of precipitation is enough to meet the water requirements of the established crop (Schutte, 1982). It is therefore important for agriculturalists to plant their crops in time for this season. Those agriculturalists who plant late in September are more vulnerable to mid-season drought period.

### **Drainage**

Nongoma Municipality is drained by three major rivers. The Mkuze River flows in an easterly direction dropping from approximately 300m to 150m, and draining the northern pan of the district. It also forms part of the northern boundary of the district. The western part of the district is drained by the Bululwane River, which rises in the north and flows south draining into the easterly flowing Black Umfolozi river. The Black Umfolozi River is the southern district boundary. The easterly flowing Msunduzi River drains the west and the centre of the district.

Although there are a few strong boreholes in the area, ground water conditions are somewhat unreliable in Nongoma district. The water is generally of moderate quality in the high lying areas but is poorer in the drier low lying areas, especially those in the north.

#### **Water resources.**

Nongoma district is situated in a semi-arid part of KwaZulu-Natal, and is not well endowed with water resources. Very few of the rivers draining it are perennial. The area is characterized by under-developed primary and secondary water resources. Even water supplies for domestic use are still inadequate in most parts of the area. This has a negative effect on agricultural production.

Mandlakazi ward is the hardest hit in terms of the shortage of water resources. Since this is the largest ward in the district, it gives the whole district the appearance of a semi desert. Compared with the other two wards, namely Usuthu and Matheni agricultural produce in Mandlakazi ward is low. This is related to the lower population density in the ward. Due to shortage of capital, the potential for development and distribution of water resources in the area has still not been explored, and the supply of water remains one of the biggest obstacles to rural land use and development in the district.

#### **Vegetation.**

Much of the natural vegetation in Nongoma has either been cleared for purposes of cultivation and/or residential development or disturbed due to overgrazing. Four main natural vegetation types are found in the area. These are Zululand Thornveld, Arid Low veld, Northern Tall Grassland and the Low veld.

#### **Zululand Thornveld.**

This vegetation type forms a broad band running through the centre of the district on the high ridges forming a transition between the Northern Tall Grassland on the highest ridges and the lowveld in the drier valley bottoms. In good condition it consists of reasonably open thornveld with a strong presence of Euphorbia species and bushveld species' as well as a strong sward of grasses dominated by *Themeda triandra* and *Panicum maximum*. It is however almost entirely dominated by bushveld species such as *Dichrostachys cinerea*. The grass sward has also weakened considerably and is dominated by *Cynodon dactylon*.

#### **Arid Low veld**

The Arid Low veld occurs in the dry low-lying valleys of the Mkuze, Black Umfolozi and Msunduzi rivers to the north and south of the higher ridges running through the centre of the district. The veld is disseminated by a mixture of Acacias and Bushveld trees forming a reasonably open canopy. The grass sward is poor as it has generally been seriously overstocked and as a result is dominated by broad leaved perennials and annual grasses such as *Eleusine indica*, *Aristida adnionis* and *Rhynchelastrum repens*.

### **Northern Tall Grassland**

This vegetation types occupied the high lying ridges in the West of the district and is a transition between the Lowveld in the South Zululand Thornveld to the North and the high lying Highveld Sourveld to the West. This veld is dominated by *Hyparrhenia hirta* and *Sporobolus pyramidalis* as the better species such as *Themeda triandra* have been lost due to chronic overgrazing. The woody component is dominated by *Acacia Sieberana*.

### **Woody Vegetation**

This vegetation type occurs along the Mkuze River valley. It is very similar to the Valley Bushveld with much of its grass component destroyed by overgrazing. The Woody Vegetation is dominated by *Dichrostachys Cinerea*, *Acacia nigrescence* and *Ziziphus mucronate*.

### **Natural hazards related to low Agricultural Production**

Hazards are threats to humans and what they value (Perry, 1981). Hazards have been also defined by Gardiner (1977) as events, objects, processes and substances that are perceived to cause more damage to society than the benefit they give. The more frequent natural hazards in Nongoma are drought, floods, hailstorms and frost.

#### **Drought**

Drought is a serious problem in the area of study. Its effects are felt in both stock losses and a decrease in agricultural production. The rainy season usually begins so late that it is of little value for the crops. Severe stock mortality is experienced in Nongoma because the grazing lands are virtually stripped bare of grass as a result of continued drought. Drought also has an important effect on the economy in that the extended period water shortage retards the economic progress of the area.

#### **Floods and Hailstorm**

Floods and hailstorm also affect agricultural productivity in the study area. Heavy downpours and floods are frequently reported to have eroded the topsoil and to have devastated crops. Very poor harvest was obtained in most parts of Nongoma in 1994 due to these natural hazards, especially the floods. Almost all parts of the district experienced extraordinarily heavy rains and floods during that year.

#### **Frost**

Frost and snow occur mostly in winter but frequently constitute a hazard when they occur during the latter part of spring when they can cause severe damage to growing crops. In the area of study frost is reported to affect fields along the river valleys. Tomato gardens are also vulnerable to frost in the area.

### **Land Capability**

Land in the Nongoma District has been divided into four Orders, namely, A,B,C and D.

Out of a total area of 219 455 hectares 9 085 hectares of the land has been classified as high potential land with few limitations. This land has been classified as Order A. A further 13 779 hectares was classified as arable land with



a moderate potential and/or with moderate to severe limitations (Order B). The third Order comprising 193 506 hectares (the bulk of the land) is made up of the shallow to very shallow soils on steep slopes. This order (Order C) has been identified as suitable only for forestry and grazing of livestock. The rest of hectares fall under the fourth Order (Order D) and is of the land occupied by high density settlement areas and of land that is so steep and so shallow that it is completely unsuitable for agricultural use (order D). In terms of this classification, only about 10 per cent of the land is suitable for the cultivation of crops, which is a serious limitation in a predominantly rural area with high population densities.

## Conclusion

There is a very close interrelationship among the different ecological factors in Nongoma. The nett result of this interrelationship is a lack of adequate water resources for domestic, agricultural and industrial use. Due to lack of capital, no attempt has to date been made to remedy this harsh living condition. It is thus one of the factors contributing to the low agricultural production and lack of industrial development, unemployment and general poverty in Nongoma. Soil erosion, rockiness and steep slopes present other major physical constraints to cropping systems in the study area. Due to the shortage of arable land, even steep slopes are used for the cultivation of crops, leading to the acceleration of the erosion process. Furthermore, the lack of natural vegetation and perennial crops increases the severity of soil erosion in the area of study.

## AREAS OF ENVIRONMENTAL SENSITIVITY

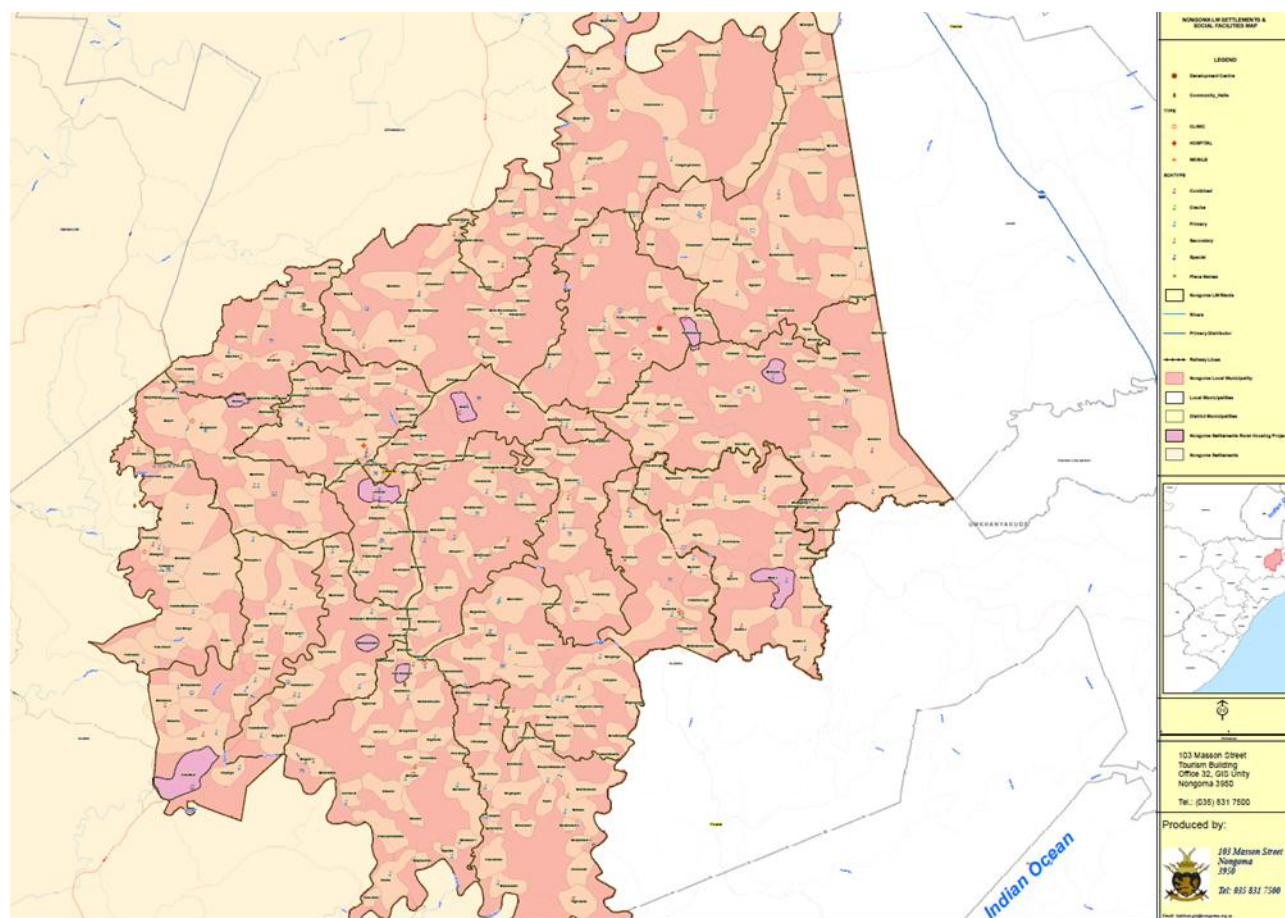
The following table summarizes the areas of environmental sensitivity identified by the community (Urban Econ, 2009), namely:

**Table 3: Community identified Environmentally Sensitive Areas**

Item	Area	Ward	Importance	Potentials
1	KwaNdunu	19	Historical and heritage site (Battlefield)	Tourism
2	Mbili Dam	16	Chalets, lodge, 4x4 trails, River rafting on the Invuna River, Camping	Tourism
3	Sinkonkonko	7	Rare rock formations	Tourism
4	Wela	7	Nature tourism, indigenous forests and adventure tourism	Tourism
5	Msebe	5	Historical and heritage site (Battlefield)	Tourism
6	Diabe	9	Historical and heritage site	Tourism
7	Vungana and throughout the whole Nongoma, but needs to be developed	1	Eco-tourism, nature and game reserve	Tourism
8	Bhanganoma	1	Historical and heritage site	Tourism

Source: Ward Meetings, Nongoma IDP

## SETTLEMENT PATTERNS IN KWANONGOMA



Map12 : Nongoma Settlement Plan

Table 4: Settlement Type and Number

Settlement Type	Number of settlements	%
Urban	1	0.4 %
Rural Scattered	72	19.8%
Rural Village	290	79,8%
Total	363	100 %

Source: Nongoma IDP 2012/2017

This table depicts the densities of household and concentrations thereof throughout the municipality

WARD	KM <sup>2</sup>	POPULATION	POP/KM <sup>2</sup>
1	192	10600	55
2	197	10518	53
3	211	10886	52
4	95	12255	129
5	1079	448	88
6	72	7569	105
7	121	9943	82
8	65	8275	128
9	42	13121	309
10	111	8926	80
11	130	10021	77
12	146	10164	69
13	706	546	93
14	117	7521	96
15	99	11267	76
16	69	15340	222
17	65	8454	130
18	132	10476	79
19	2	402	227
20	525	807	112
21	84	7369	88

**Table 5 : Household concentration**

Nongoma area vastly dispersed out which makes it challenging to deliver infrastructural services.

### STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The Nongoma Municipality current SEA is outdated; however it will be covered in the Zululand District Municipality Environmental Management Framework and there are portions of it that were updated in house in the 2016/2017 Financial year due to a lack of funds. Furthermore, the Zululand District Municipality has undertaken one, and the issues relevant to the Nongoma Municipal area are depicted below:

**Table 6: SEA Key Issues as extracted from the ZDM SEA and as applicable to the Nongoma Municipality**

Key Issue	Brief Description
Wetland Degradation	Wetland degradation is especially evident near urban or built up areas and occurs mainly as a result of inappropriate formal and informal development.
Soil Erosion	Soil erosion occurs throughout the region, but especially in the rural areas and in association with roads, pathways and subsistence agriculture.
Low Cost Housing Problems	Typical low cost housing related problems are subsidence, sewage problems and collapsing of houses.
Poor Sewage System Maintenance/Infrastructure	Instances of overflowing sewage treatment plants or emergency overflows as a result of failed, incorrectly installed, or vandalised pump

Key Issue	Brief Description
	houses.
Over Utilization of Soils	Over utilisation of soils in some areas (no crop rotation) results in reduced agricultural potential, and eventually soil erosion and subsidence.
Sand Winning	Illegal sand winning without permits.
Alien Invasive Weeds	Proliferation of alien invasive plants throughout the region in rural and urban areas, in watercourses, wetlands, and especially around or on the edges of forests and afforested areas.
Family Planning and Poverty	While the national population growth rate is currently estimated at around 0%, with possible increases only resulting from influxes of immigrants, the impact of poor family planning on the families involved and their surrounding environment is considerable.
Management of Water Resources	Incorrect citing of high-impact developments (such as low cost housing with poor sewage, wastewater and storm water management) in close proximity to wetlands, drainage lines, rivers and dams is resulting in water pollution. There is a need to protect water resources as a means to prevent waterborne diseases and ensure adequate supply of quality water for household consumption.
Threat from Forestry to the Natural Environment	The municipality is located in an area well suited to commercial forestry, but a forestry threat to the natural environment is evident – especially in terms of encouraging unchecked alien invasive plant growth within or on the borders of afforested areas, and in the utilisation of high priority ecological / biodiversity and tourism areas for forestry.
Veld Fires	The veld is currently considerably over-burnt and this is resulting in soil erosion, damage to soil conditions and nutrients and the proliferation of: alien invasive plants; undesirable, less-palatable grass species; and woody species, which in turn create impenetrable thickets and further soil erosion.
Requirement for a Municipal Open Space System	A clearly defined municipal open space system (for the entire municipal area, but especially in the ‘urban’ areas of Nongoma) is required for the protection of wetlands, associated rivers, streams and catchments and areas of natural beauty.
Amenity and Shelter Planting	Amenity and shelter planting (in all built up areas) is required to improve the residential and commercial centres and the general ‘feel’ or amenity of the area. This will improve the quality of life for all residents, as well as enhancing the natural environment, and could even attract tourists and business.
Solid Waste Management	Address waste disposal issues - solid waste management is a critical issue for the District Municipality. Almost all the landfill sites within Zululand need upgrading in order to comply with the legal requirements related to waste management.
Environmental Accounting	Environmental issues and impacts are often not addressed in developments and projects. Environmental accounting needs to be become more integrated into the development planning process and must be considered in the very initial phases of planning any new development or upgrade, prior to any costly mistakes being made.
High Tourism Potential	The region has a high tourism potential, which has not been properly

Key Issue	Brief Description
	exploited, environmentally or otherwise. Numerous sites of tourism significance are being ignored or insufficiently marketed.
Unsustainable Agricultural Practices/Management	Loss of agricultural land due to development pressure, in which hard surfaced developments use up agricultural land is a serious issue, as this land is usually permanently lost to agriculture once covered over. Only land with low agricultural potential should be utilised for these types of developments.
Loss of Indigenous Vegetation Communities	Loss of indigenous vegetation communities and habitats due to: Afforestation Poor farming practices Alien plant invasion Poor catchment management Informal housing
Conservation of Biodiversity	Active protection of valuable environmental resources is regarded as critical (wetlands, indigenous forests, grasslands, and bush veld). Community involvement in viable tourism enterprises, which conserve the environment while providing employment and /or income, should be fostered and encouraged.
Rehabilitation of Damages and Degraded Areas	Rehabilitation of damaged and degraded areas does not ordinarily occur, as there was not previously any legislation to enforce it, (this has now changed), and the municipality could begin to enforce this legislation.
Management of Cemeteries	Upgrade and institute proper management of cemeteries (according to National Legislation guidelines).
Management of Biodiversity outside Protected Areas	Critical pieces of land (as identified by Ezemvelo KZN Wildlife) are required to sustain the natural resource base outside Protected Areas; these should be managed under appropriate protection measures.
Community Benefits from the Environment	Communities who value biodiversity should be able to share in the benefits of natural resources and community-based tourism initiatives. Environmental management plans should incorporate social issues in order to get 'buy in' from affected communities, including decision makers.

Source: ZDM IDP

## C.2.5 SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

The Nongoma Municipality's SDF, dated June 2015, identified the following spatial issues, effects and strategies:

SPATIAL VARIETY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> <li>► Nongoma Community aims to preserve the Zulu culture and rural nature of the municipality as key distinguishing factor.</li> <li>► The current predominant rural character often perpetuates a monogamous economic land scape.</li> </ul>	<ul style="list-style-type: none"> <li>► A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa.</li> <li>► The lack of spatial diversity negatively effects living quality, economic opportunity as well as a justification for public investment.</li> </ul>	<ol style="list-style-type: none"> <li>1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning.</li> <li>2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development.</li> </ol>
SPATIAL EQUITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> <li>► Many communities in especially Ward 1 and 15 do not have easy <b>access to service and economic opportunities</b> found in Nongoma and other nodes.</li> <li>► Clear and <b>uneven distribution of employment opportunities</b> exist especially between Nongoma Town and most of the rural areas.</li> <li>► <b>Public facilities and services are being scattered</b> across community areas rather that grouped together at access points, although this is emerging in some areas such as Maphophoma.</li> <li>► While economic integration occur to some</li> </ul>	<ul style="list-style-type: none"> <li>► It is expensive and time consuming for poor rural families to move to places of employment and social facilities.</li> <li>► Limited employment opportunities result in high levels of commuter traffic, experienced in especially the Nongoma Town Centre.</li> <li>► If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities is decreased.</li> <li>► High degrees of segregation between places of work and home and uneven</li> </ul>	<ol style="list-style-type: none"> <li>1. Provision, upgrading and maintenance of <b>key distribution routes and link roads to corridors</b>.</li> <li>2. Promotion of economic activities in <b>closer proximity to the rural unemployed</b>.</li> <li>3. <b>Clustering of social and community facilities</b> at more accessible points within rural service nodes.</li> <li>4. Promotion of private sector <b>investment in rural areas within diverse economies</b>.</li> <li>5. <b>Spatial focus of resources</b> to areas of greatest need to redress inequalities in services standards and quality of life.</li> <li>6. Equitable <b>protection and support of rights</b> to and in land.</li> <li>7. Promote participatory and</li> </ol>



extent in the Nongoma Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas of Ward 1 and 15)	access to social and economic activities within the total Nongoma area.	<b>accountable spatial planning and land use management</b> within all areas of Nongoma Municipality.
<b>SPATIAL EFFICIENCY</b>		
<b>ISSUES</b>	<b>EFFECTS</b>	<b>STRATEGIES</b>
<ul style="list-style-type: none"> <li>► Historic and current rural land use patterns outside of Nongoma Town do not support principle of efficiency.</li> <li>► Economic investment mainly in western and south western segments of the municipality along the R66 route between Nongoma and Ulundi.</li> <li>► General lack of clear nodal clustering is contributing to inefficient spatial structure.</li> <li>► Lack of structured spatial economic strategy and/or co-ordination to guide private investment.</li> </ul>	<ul style="list-style-type: none"> <li>► The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money.</li> <li>► Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the rural poor.</li> <li>► The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Nongoma and an evident poverty trap.</li> <li>► The location of housing options mainly in rural areas means long and expensive journeys to work and social facilities.</li> <li>► Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities.</li> </ul>	<ol style="list-style-type: none"> <li>1. Provision, upgrading and maintenance of <b>key distribution routes</b>.</li> <li>2. <b>Rural Infill planning and Settlement Restructuring</b> is required to make the delivery of services more cost effective.</li> <li>3. <b>Stimulation of Nongoma Town and Rural Service nodes</b> to promote sufficient market thresholds.</li> <li>4. <b>Phased Planning around bulk capacities</b> to ensure more cost effective developments.</li> <li>5. Promotion of <b>economic opportunities in close proximity to residential functions</b> (where sustainable).</li> <li>6. <b>Planning alignment</b> with surrounding municipalities and sector strategies.</li> </ol>
<b>SPATIAL SUSTAINABILITY</b>		
<b>SPATIAL ISSUES</b>	<b>EFFECTS</b>	<b>SPATIAL STRATEGIES</b>
<ul style="list-style-type: none"> <li>► Insufficient maintenance of existing physical infrastructure.</li> <li>► Conservation worthy and sensitive areas are being lost to other competing land uses in the majority of rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>► The people in outlying rural areas have low per capita income, which often means that full services are unaffordable and this leads to non-payment which is financially unsustainable for the municipality and the rural poor.</li> </ul>	<ol style="list-style-type: none"> <li>1. Protection and use of natural hydrological systems.</li> <li>2. Plan service standards in line with <b>economic and environmental affordability</b>.</li> <li>3. <b>Conservation and maintenance</b> of infrastructure and resources are better than replacement.</li> <li>4. <b>Fragmented spatial structure</b></li> </ol>

<ul style="list-style-type: none"> <li>► Daily rural living activities are contributing to localised water pollution.</li> <li>► Current lack of land management in rural settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation actions, e.g. damage to roads and houses after heavy rains.</li> </ul>	<ul style="list-style-type: none"> <li>► Once disrepair reaches a critical point complete reconstruction is required at a greater cost.</li> <li>► Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential, with implications for export competitiveness, and health costs.</li> </ul>	<p><b>causes rural sprawl</b> and should be countered within parameters of rural and Zulu culture.</p> <ol style="list-style-type: none"> <li>5. Improved <b>land management measures</b> to control potential conflicts are required.</li> <li>7. Protect productive land for agricultural purposes.</li> <li>8. Identify and promote alternative infrastructure solutions within landscape of municipality.</li> </ol>
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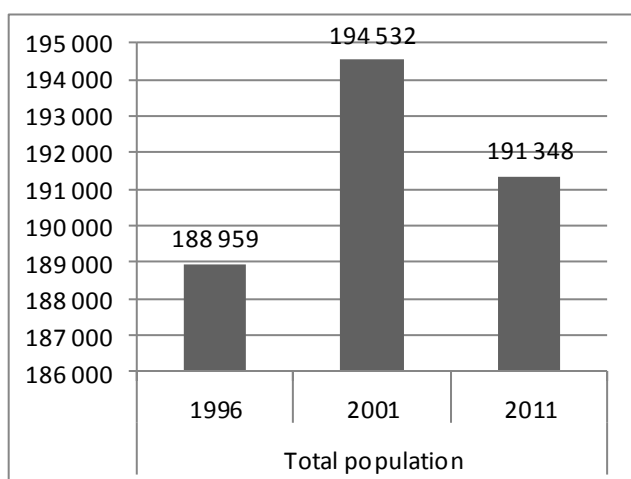
Table 7: Nongoma Spatial Issues

## C2.6 DISASTER MANAGEMENT

### C1 DEMOGRAPHIC CHARACTERISTICS

#### C1.2 POPULATION AND HOUSEHOLD SIZE

Figure 3: Nongoma Population

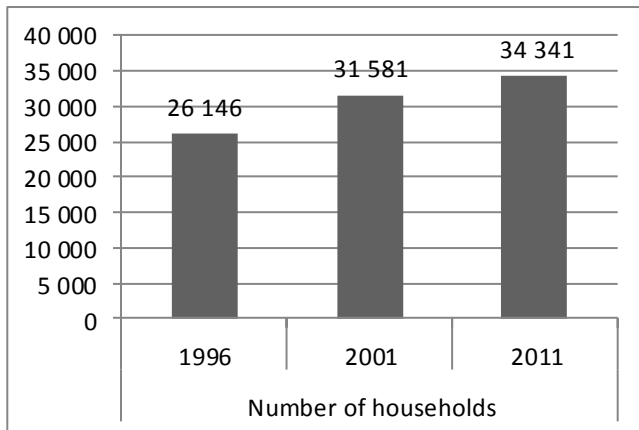


The population of Nongoma increased from 1996 to 2001 and 2016 by 2,9% but between 2001 and 2011 there was a slight population increase to the current total of 194 348 in the 2016

Source: STATSSA

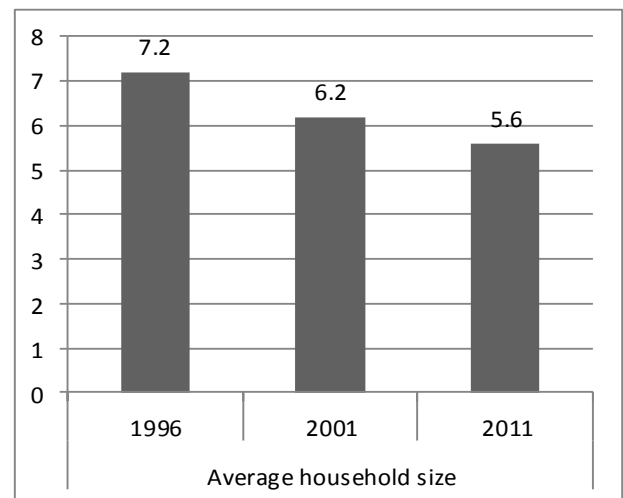


Figure 4: Number of Households



Source: STATSSA

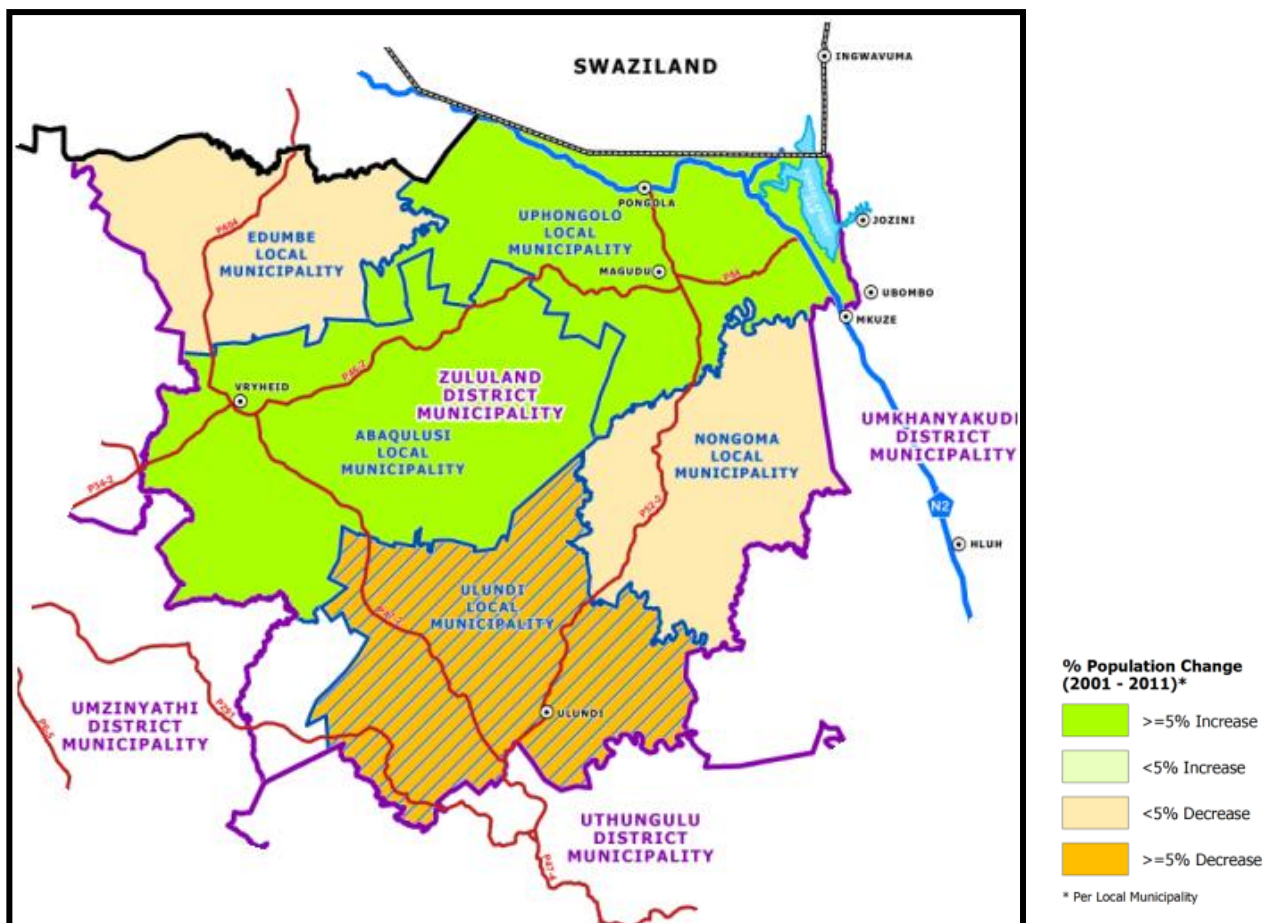
Figure 5: Average Household Size



Source: STATSSA

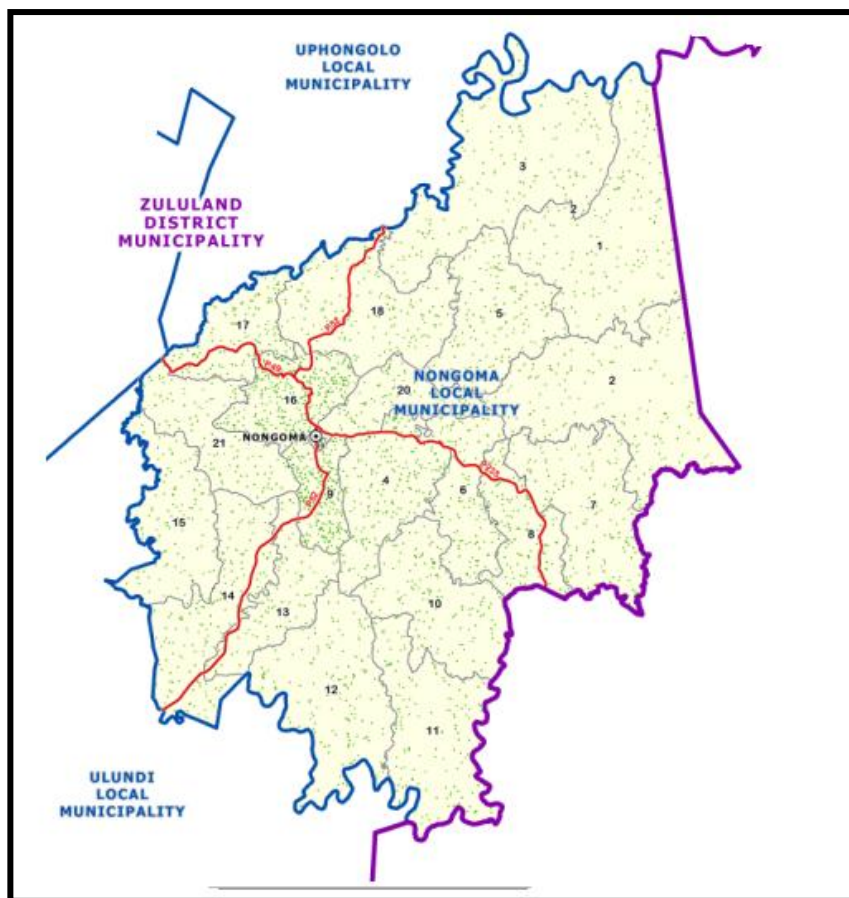
The number of households in the Nongoma Municipality steadily increased from just over 26 000 in 1996 to 34 341 in 2011. The average household size has shown a steady decrease from 7.2 in 1996, 6.2 in 2001 to 5.6 in 2011.

Map 13: Population Change 2001 - 2011



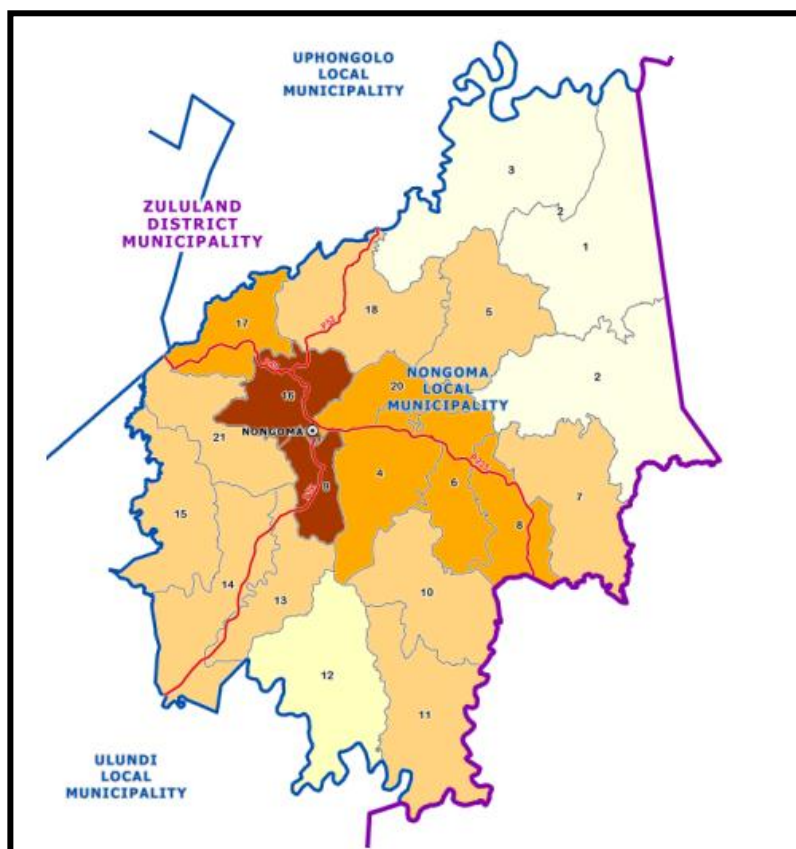
From the above map it can be seen that Nongoma and eDumbe LMs have experienced population decline between 2001 and 2011. At the district level, the most significant population increase was experienced in Abaqulusi and uPhongolo LMs.

Map 13: Nongoma Household Distribution



In this map, 1 dot represents 10 households. It is clear that there is a concentration of households at the intersection of main transport routes and toward the main economic centre of the municipality, i.e. Nongoma town.

Map 2: Population Density



This map of population density correlates with the household distribution in the previous figure.

### 1.2.2 AGE AND GENDER

The following table indicates the comparative male and female numbers for the Nongoma Municipality in 1996, 2001 and 2011. Over the years, females have constantly accounted for 55% of the population, a figure that is in keeping with provincial and national trends.

The composite population age pyramid indicates the following (typical and expected) population characteristics:

From 0 – 20 years, there are similar numbers of males and females

At the age between 20 – 24 the females numbers do not decline as sharply as the male figures.

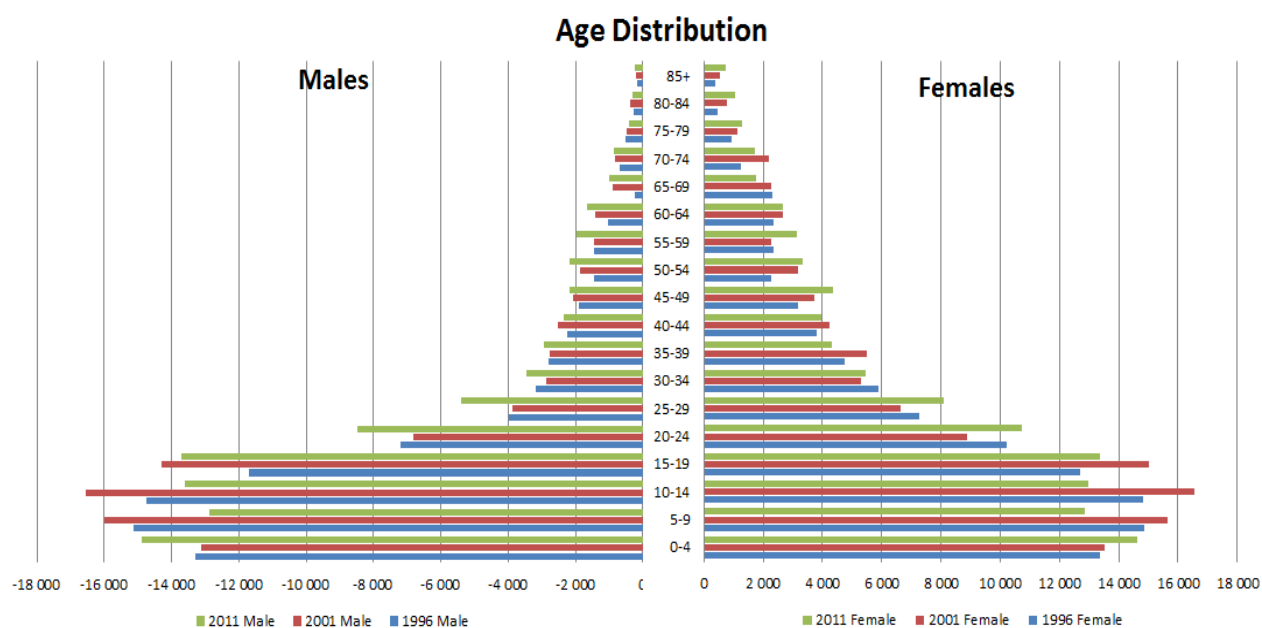
There are indications that the base of the pyramid may be narrowing in future years, if natural population trends are observed. However, it is possible that the base of the Nongoma population pyramid has been increased in the age cohort above 0 – 4 years due to small children staying with or taken to family/elderly relatives while parents are looking for employment in the larger urban centres.

Table 9: Male and Female per Age

Age Cohort	1996		2001		2011	
	Male	Female	Male	Female	Male	Female
0-4	13 311	13 382	13 108	13 534	14 885	14 623
5-9	15 127	14 878	15 987	15 645	12 893	12 860
10-14	14 764	14 833	16 559	16 556	13 613	12 987
15-19	11 713	12 708	14 296	15 010	13 708	13 361
20-24	7 198	10 238	6 815	8 891	8 467	10 714
25-29	3 985	7 279	3 865	6 630	5 393	8 103
30-34	3 178	5 875	2 871	5 299	3 442	5 458
35-39	2 803	4 767	2 756	5 504	2 922	4 316
40-44	2 235	3 791	2 528	4 260	2 360	3 947
45-49	1 908	3 183	2 081	3 736	2 182	4 350
50-54	1 449	2 287	1 873	3 182	2 167	3 318
55-59	1 464	2 366	1 444	2 285	1 979	3 138
60-64	1 050	2 344	1 410	2 649	1 664	2 684
65-69	227	2 323	887	2 290	1 008	1 765
70-74	697	1 267	819	2 204	851	1 718
75-79	515	931	464	1 121	416	1 273
80-84	261	479	365	775	301	1 067
85+	177	372	211	534	239	737
<b>Total</b>	<b>82 062</b>	<b>103 303</b>	<b>88 339</b>	<b>110 105</b>	<b>88 490</b>	<b>106 419</b>

Source: STATSSA

Figure 6: Population Age Pyramid



Source: STATSSA

### 1.2.3 FUNCTIONAL ECONOMIC POPULATION

The comparative functional economic population (ranging between above 14 years), over the respective census years, is indicated in the table and figure herewith. When comparing the 0-14 and the 15-64 cohort it is noted that:

Male and female numbers are very similar in the lower age cohort

There is significantly more females in the higher age cohort than males.

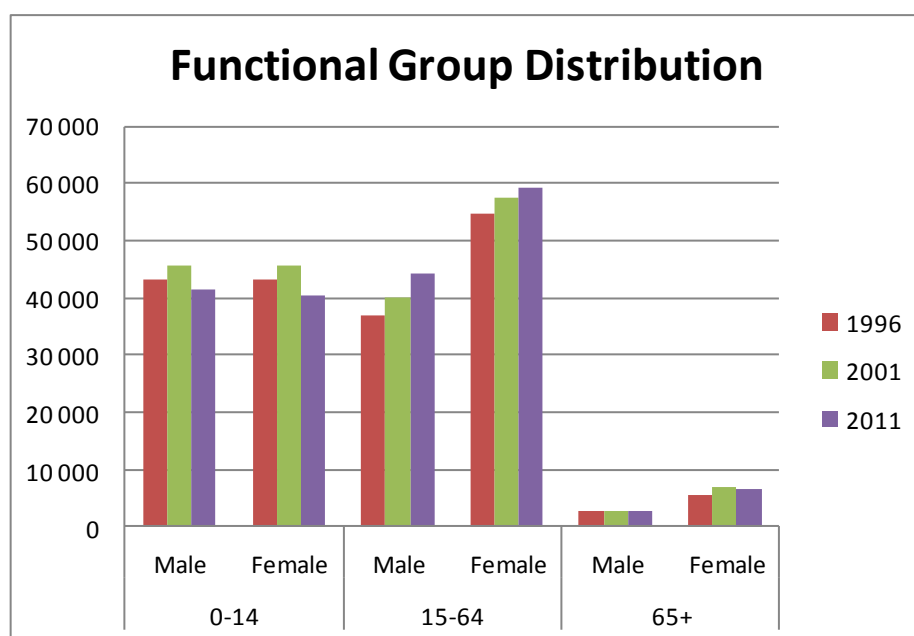
It is possible that comparatively more males leave the area in search of employment after completion of their secondary education.

**Table 10: Functional Economic Population**

Age Cohort	1996		2001		2011	
	Male	Female	Male	Female	Male	Female
<b>0-14</b>	43,201	43,093	45,655	45,735	41,391	40,470
<b>15-64</b>	36,985	54,839	39,938	57,447	44,285	59,388
<b>65+</b>	2,877	5,371	2,746	6,922	2,814	6,560
<b>Total</b>	<b>83,063</b>	<b>103,303</b>	<b>88,339</b>	<b>110,105</b>	<b>88,490</b>	<b>106,418</b>

Source: STATSSA

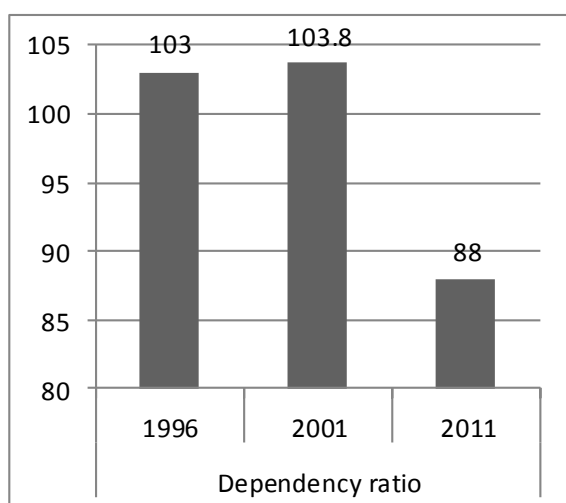
**Figure 7: Functional Economic Population**



Source: STATSSA

A very concerning statistic to the Nongoma Municipality is the very high dependency ratio as indicated in the figure hereunder:

**Figure 8: Dependency Ratio**



Although the dependency ratio has decreased between 2001 and 2011, the number remains very high, there is 88 people not employed (i.e. dependent) to every one person employed in Nongoma Municipality. The comparatively low income levels place a further burden on the employed in the municipal area.

Source: STATSSA

#### 1.2.4 EDUCATION LEVELS

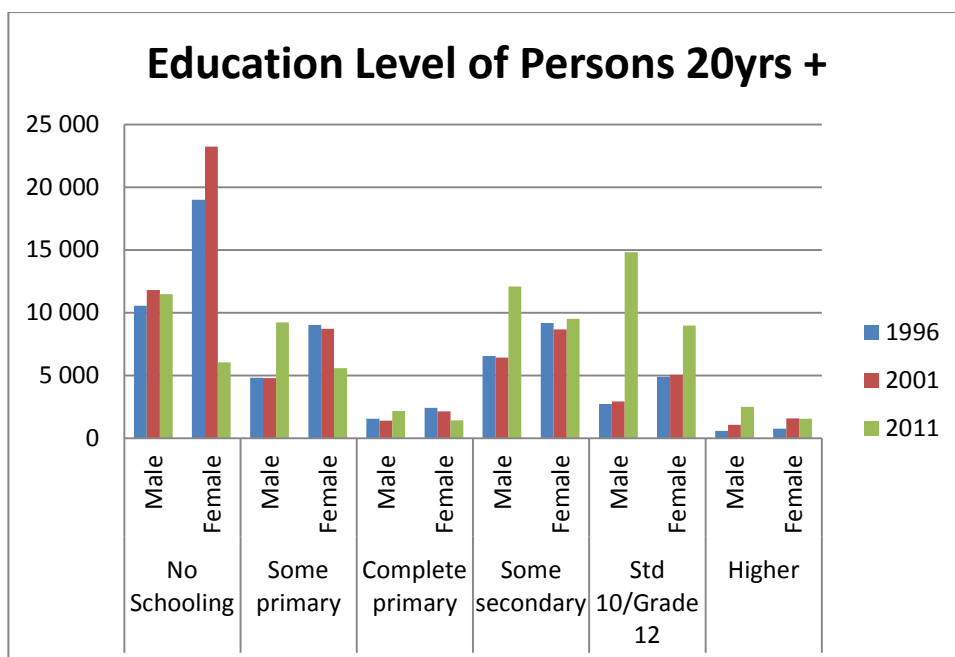
The following table and graph indicate the education levels of persons older than 20 years in the Nongoma Municipality.

**Table 13: Education Levels**

	Gender	1996	2001	2011
<b>No Schooling</b>	Male	10 542	11 803	11 465
	Female	19 007	23 226	6 025
<b>Some primary</b>	Male	4 820	4 781	9 216
	Female	9 016	8 707	5 579
<b>Complete primary</b>	Male	1 536	1 390	2 166
	Female	2 423	2 145	1 425
<b>Some secondary</b>	Male	6 536	6 423	12 081
	Female	9 163	8 653	9 505
<b>Std 10/Grade 12</b>	Male	2 716	2 927	14 819
	Female	4 895	5 049	8 976
<b>Higher</b>	Male	575	1 064	2 500
	Female	758	1 579	1 556

Source: STATSSA

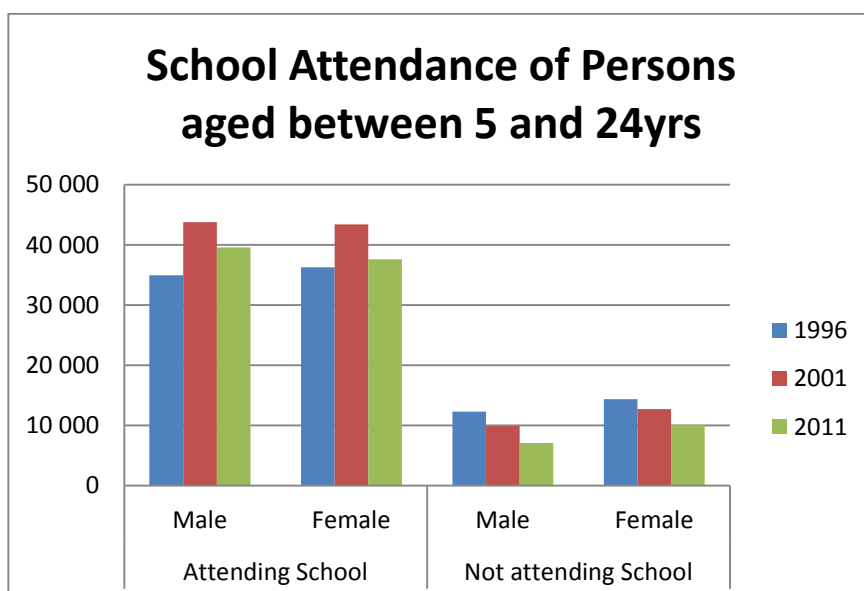
Figure 9: Education Levels



Source: STATSSA

From the above it is apparent that the levels of education are generally improving over the reflected census years. A significant increase is observed in the number of both males and females with some secondary and Grade 12 education. Irrespective, the following graph indicates the concerning factor that there are still many children that are not attending school. As long as this situation remains, the education levels as reflected above will not continue to increase significantly.

Figure 14: School Attendance



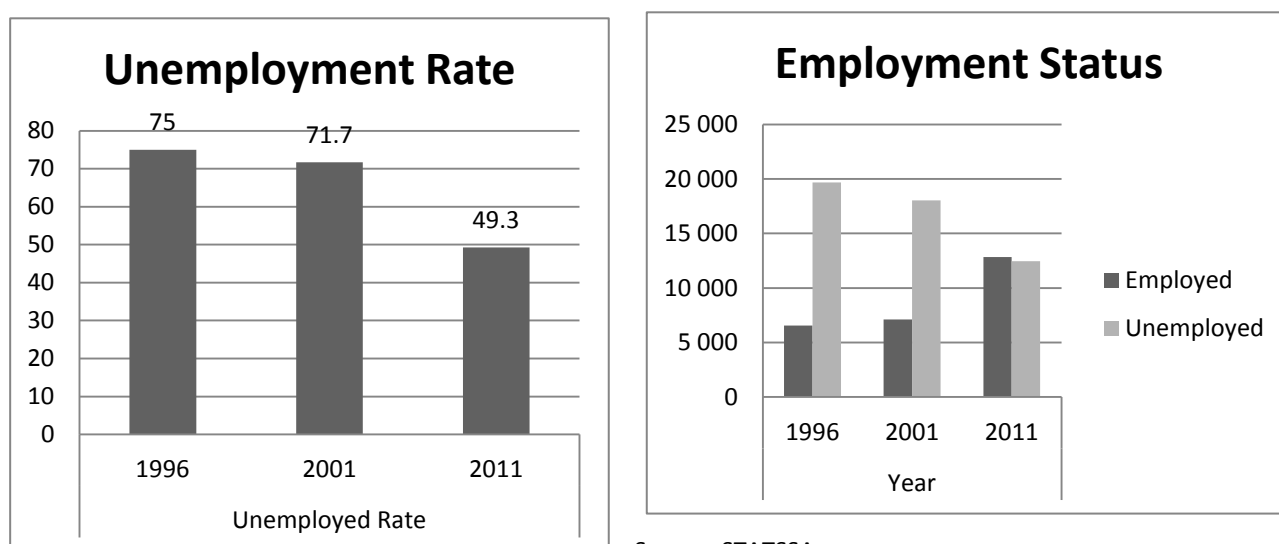
Source: STATSSA

### 1.2.5 EMPLOYMENT LEVELS

The following figures indicate that the level of employment has increased in the Nongoma Municipality and the unemployment level has been gradually declining since 1996. Irrespective, the unemployment level remains very high at 49.3%.

The following graphs indicate that there has been a reduction in the unemployment rate in the municipality. It has come down from 71.7% to 49.3%. Coupled with a significant increase has been observed in the employment status of persons. The figures remain unsatisfactory but are indicative that improvements are being made. It is possible that LED strategies are rolling out successfully and that more people are confident to enter the economic market.

Figure 10: Employment and Unemployment



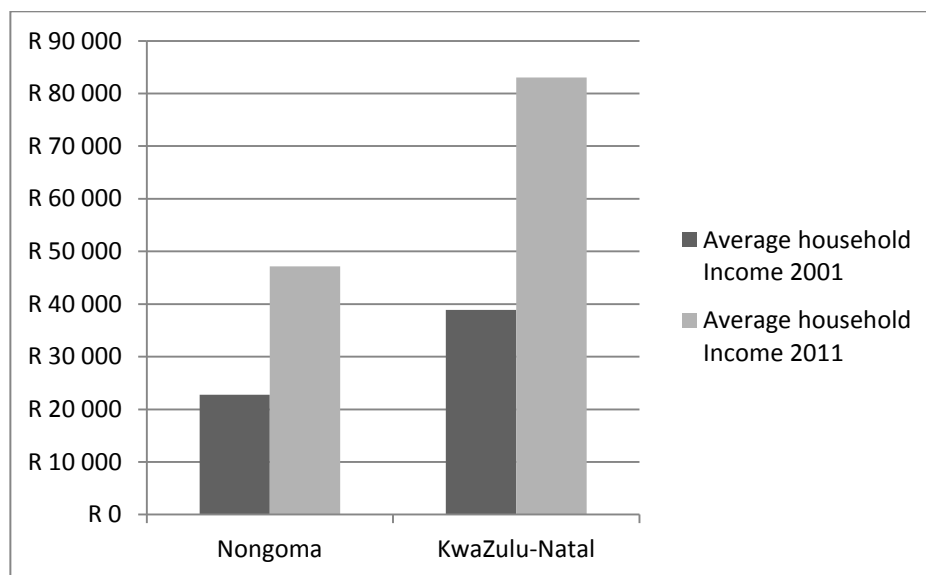
### Local municipalities by MIIF classification, proportionate share of government Grants and poverty headcount, 2011 versus 2016

Province/District/Local municipality	Municipal sub-category	2015 Grants and subsidies received as a % of Total income	Poverty		Poverty	
			2011	2016	2011	2016
			Poverty headcount	Intensity Of poverty	Poverty headcount	Intensity Of poverty
580 KZN265: Nongoma	B4	86,1%	15,3%	41,7%	9,2%	43,4%

### 1.2.6 HOUSEHOLD INCOME

Figure 11: Annual Nongoma Household Income





Household income has improved from 2001 although the cost of living (inflation) has also increased significantly. It is a concern that the average household income in Nongoma is significantly lower than the KZN average.

	Average household Income	
	2001	2011
<b>Nongoma</b>	R 22 751	R 47 171
<b>KwaZulu-Natal</b>	R 38 905	R 83 050

Source: STATSSA

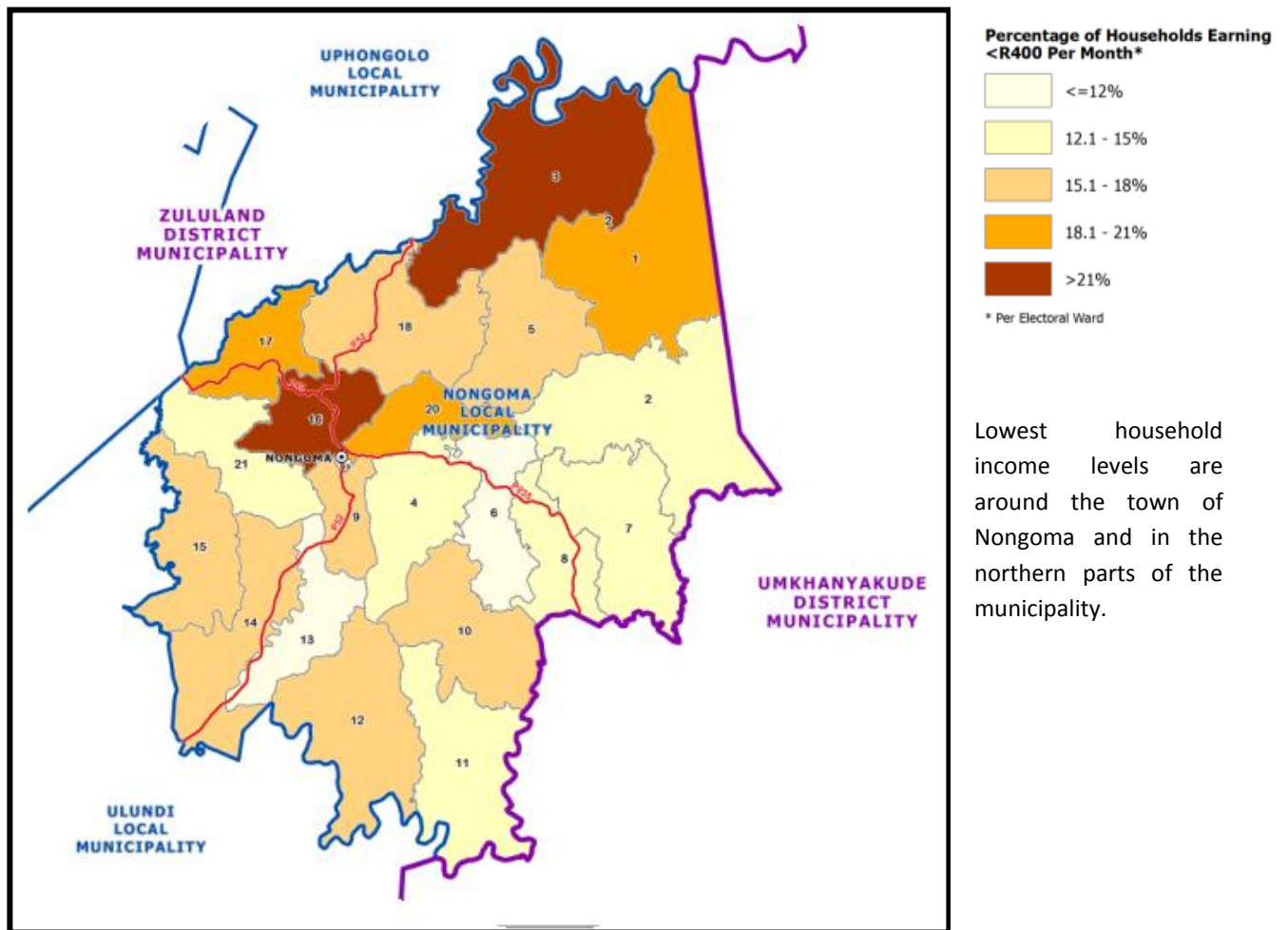
Table 1: Income cohorts

RANDS PER ANNUM	NO	%
No income	3616	10.53%
R1 - R4 800	2044	5.95%
R4 801 - R 9 600	4064	11.83%
R9 601 - R 19 600	7978	23.23%
R 19 601 - R 38 200	9258	26.96%
R 38 201 - R 76 400	3940	11.47%
R 76 401 - R 153 800	1924	5.60%
R 153 801 - R 307 600	966	2.81%
R 307 601 - R 614 400	378	1.10%
R 614 001 - R 1 228 800	72	0.21%
R 1 228 801 - R 2 457 600	43	0.13%
R 2 457 601 or more	59	0.17%
<b>TOTAL</b>	<b>34342</b>	<b>100.00%</b>

From this figure it is clear that income levels are low with about 75% of households earning below R38 200 per annum, i.e. about R3 000 per month.

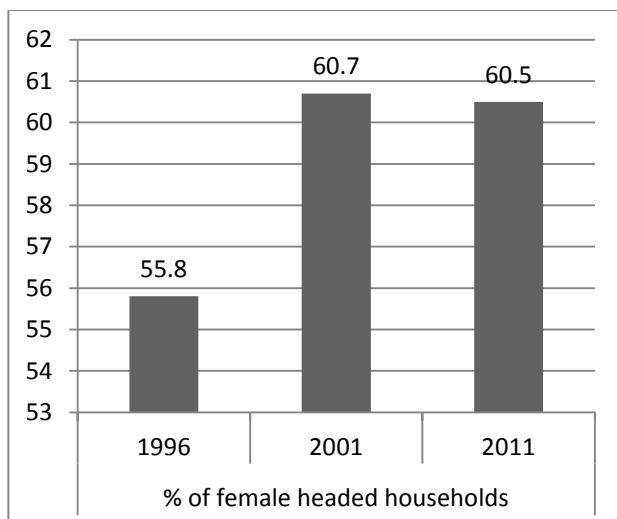
Source: STATSSA

Map 16: Low Income Households



### 1.2.7 FEMALE HEADED HOUSEHOLDS

Figure 12: Female Headed Households



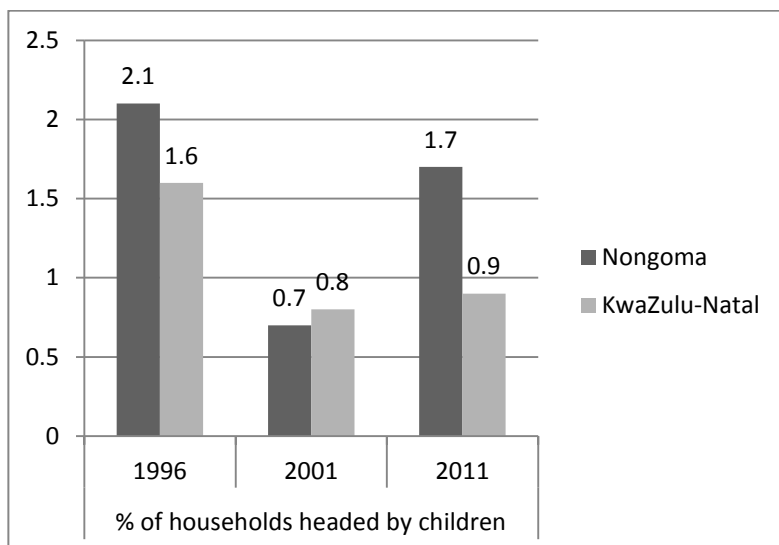
The number of households in Nongoma that are headed by females is higher than the provincial average. This is likely the result of males leaving their families in search of employment opportunities elsewhere.

No. of household headed by women		
1996	2001	2011
14 602	19 160	20 782

Source: STATSSA

### 1.2.8 CHILD HEADED HOUSEHOLDS

Figure 13: Nongoma Child Headed Households



The number of households in Nongoma that are headed by children is higher than the provincial average. This is likely the result of parents leaving their families in search of employment opportunities elsewhere. The incidence of HIV/Aids is likely to have an impact in this regard as well.

	% of households headed by children		
	1996	2001	2011
Nongoma	2.1	0.7	1.7
KwaZulu-Natal	1.6	0.8	0.9

Source: STATSSA

### 1.2.9 INCIDENT 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.

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. 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 shift from savings to current expenditure, thus limiting fixed investment and economic growth;

Possibility of “technology deepening” of the economy as a result of higher absenteeism rates;

withdrawal of healthy workers to care for affected family members;

Further erosion of household savings and skills shortage; and

Increased spending on pharmaceuticals and funerals.

The effects of HIV/AIDS on Planning are:

A slowing population growth and a higher mortality rate in 15-39 year age group;

A decline in school entrants;

An increase in health care needs;

An increased dependency ratio (elderly, orphans);

A decline in housing needs, with an increased inability to pay due to changes in household income and expenditure patterns.

## **1.4 KEY FINDINGS**

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There has been a decline in population figures within the Nongoma Municipal Area from 2001 to 2011, i.e. from 194,532 people in 1996 to 191,348 in 2011 (StatsSA). This can be as a result of out-migration of people – particularly men – to Empangeni/Richards Bay, Durban and mining areas in Gauteng and elsewhere.

There has been a significant decrease in Average Household Sizes between 1996 and 2001, i.e. from an average of 7.2 persons per household to 6.2 persons. This trend continued and average household sizes decreased to 5.6 persons per household in 2011.

There are more females than males (56 : 44) within the Municipal area. This is likely the result of males seeking work elsewhere.

Some 60.5% of households in 2011 were headed by women.

The Municipality has a very young population, i.e. some 56% of the population is less than 20 years of age.

Dependency ratios are still very high, but have declined from 103.8 in 2001 to 88 in 2011.

There is a steady increase in the number of people per age category from 20 years and older. This means that the pyramid structure is indicating a broadening trend from people aged 20 years and older. The population is becoming older. It is typical of developing countries. Further, the age distribution also indicates a reduction in the age categories of 5 yrs to 19yrs. What is however interesting to note is the number of persons in the age category 0 to 4 yrs (or from 2007 to 2011) has increased significantly. The expectation would have been that this category should also have shrunk. The reason for a “baby boom” from 2007 to 2011 is not fully known – however this period coincides with the global economic recession.

Lowest household income levels are around the town of Nongoma and in the northern parts of the municipality.

Whilst it would appear that there has been a reduction in the unemployment rate from 71.1% in 2001 to 49.3% in 2011, this does not reflect those persons who are employable but are discouraged in their seeking for work.

Some 52% of all households within the Nongoma Municipal Area earned less than R1,600 per month in 2011. This means that they qualify as indigents.

## SECTION C: 3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

### C3. MUNICIPAL TRANSFORMATION

#### EMPLOYMENT EQUITY

In accordance with the Employment Equity Act (55 of 1998), the municipality has developed and implemented an Employment Equity Plan (EEP) the newly update equity plan will be adopted by June 2017. In accordance with this, the following table summarises the demographic profile of employees.

Table 2: Demographic Profile of Employees

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	M	F	
Top Management	5	1	0	1	9	0	0	0	0	0	6
Senior Management	4	0	0	0	3	0	0	0	0	0	7
Professionally Qualified	3	0	0	0	6	0	0	0	0	0	9
Skilled	25	0	0	0	27	1	0	0	0	0	53
Semi-skilled	42	0	0	0	32	0	0	0	0	0	74
Unskilled	30	0	0	0	39	0	0	0	0	0	69
<b>GRAND TOTAL</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>164</b>

## **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 (WSDP). The municipality is registered with the Local Government Sector Education Training Authority (LGSETA) and skills training relating to the municipality's core business are carried out.

## **MUNICIPAL HUMAN RESOURCE STRATEGIES**

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

- Recruitment and selection
- Promotion of employees
- Employment of family members
- Employment of ex-municipal employees
- Demotion of employment
- Private work
- Vacation leave
- Dress code
- Payment of subscriptions to professional institutions
- Long service
- Confidentiality of information
- Declaration of interest
- Compensation from non-municipal source
- Provision of cellular phones
- Remuneration/ salary
- Annual bonus
- Overtime
- Allowances and reimbursive tariffs
- Personnel accommodation scheme
- HIV/AIDS
- Performance appraisal
- Educational assistance
- Training
- Sexual harassment
- Disciplinary procedure
- Grievance procedure
- Performance management

## **ORGANISATIONAL DEVELOPMENT**

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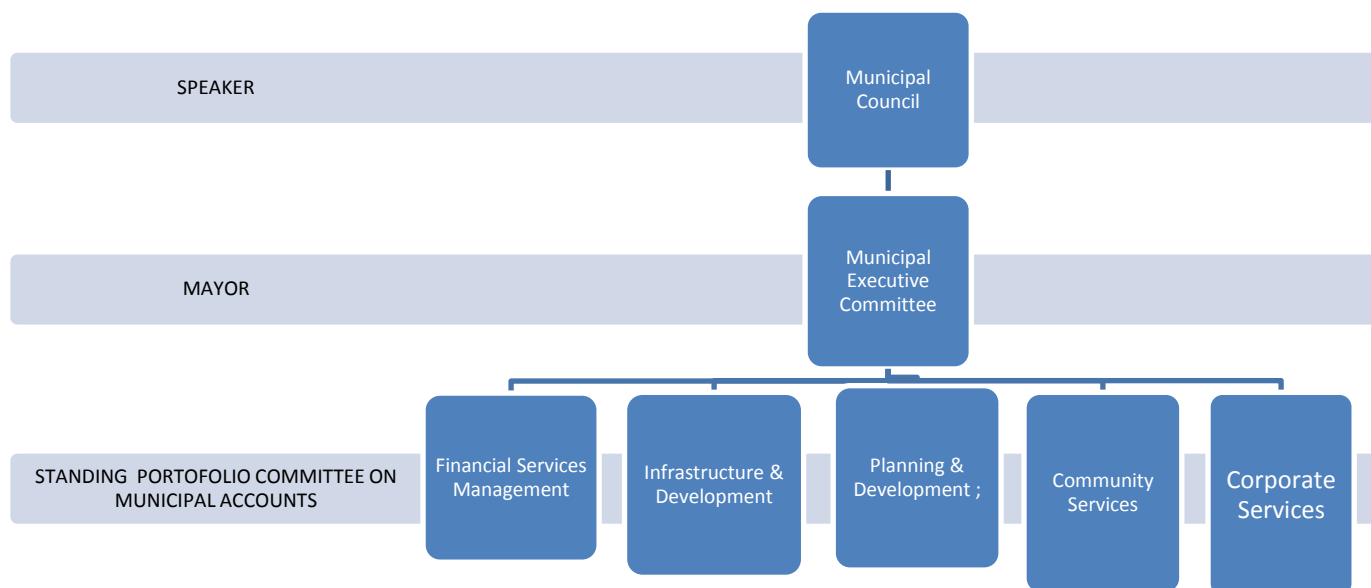
### **INSTITUTIONAL ARRANGEMENTS**

Nongoma has developed the various committees structures to assist with the management and functioning of the Municipality. Also, the committee structure ensures that good governance and participation is achieved in a way that promotes the implementation of democracy in South Africa.

#### **Portfolio Committees**



The following structure represents how the hierarchy and reporting of the Portfolio committees functions in the Nongoma municipality.



**Table 3: Nongoma Portfolio Committee Structure**

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)

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

### **Ward Committees**

Ward Committees have also been established and are functional. Ward committee members undergo induction training. Ward committees are chaired by the respective ward councilors and partake in the IDP preparation process.

### **Performance Audit Committee**

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

### **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.

## **INTERGOVERNMENTAL RELATIONS STRUCTURES**

### **ZDM 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.

### **Service Providers Forum**

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

### **ZDM 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, IDP-related and planning matters issues thereby ensuring alignment.

### **Traditional Councils**

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

## **POWERS AND FUNCTIONS**

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

**Table 4: Municipal Powers and Functions**

<b>Function</b>	<b>Responsible Body<sup>1</sup></b>
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

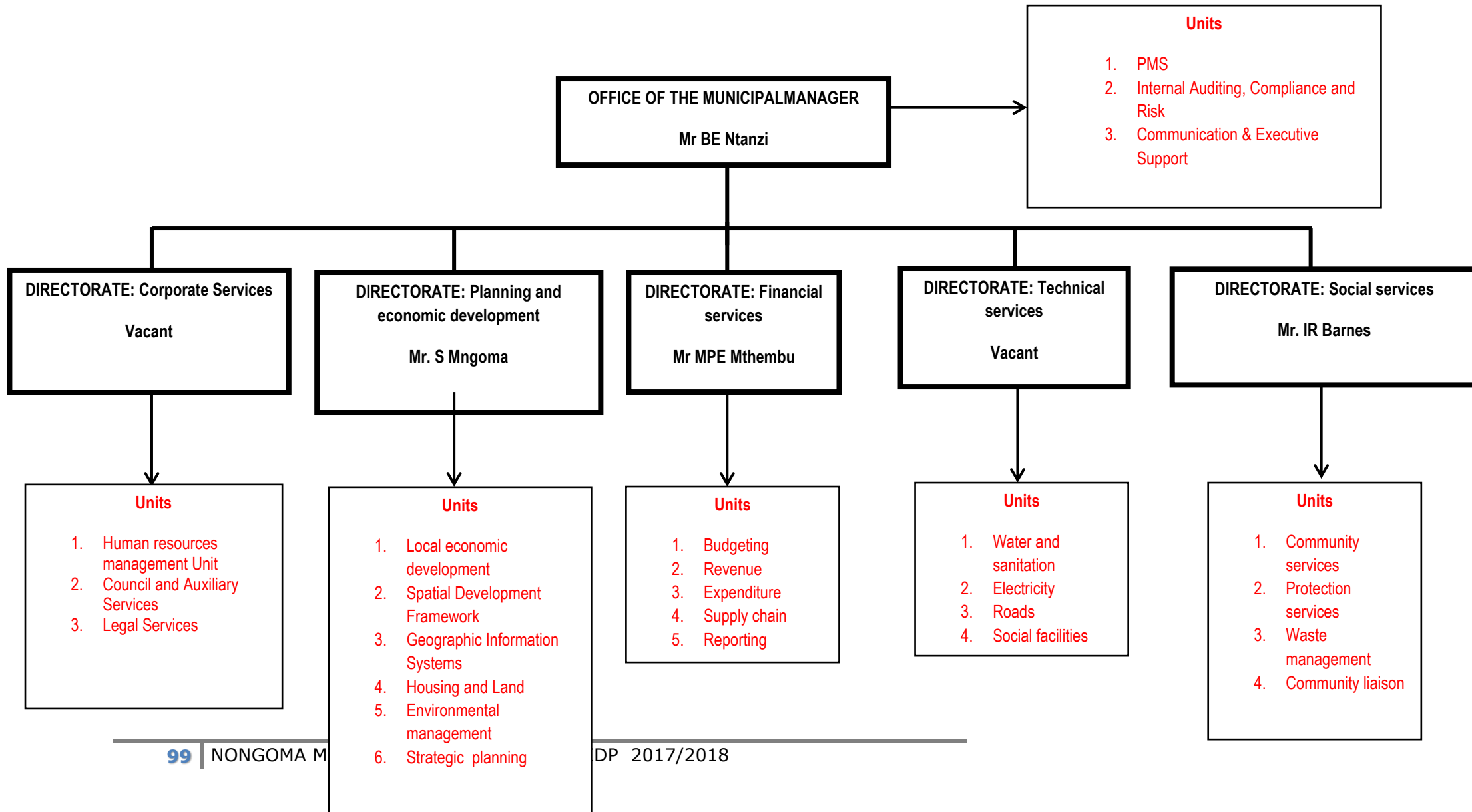
<b>Function</b>	<b>Responsible Body<sup>1</sup></b>
Municipal Planning	District Municipality/ Local Municipality
Municipal Health	District Municipality
Municipal Public Transport	Local Municipality
Stormwater management	Local Municipality
Trading Regulation (Formal & Informal)	Local Municipality
Water 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
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

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

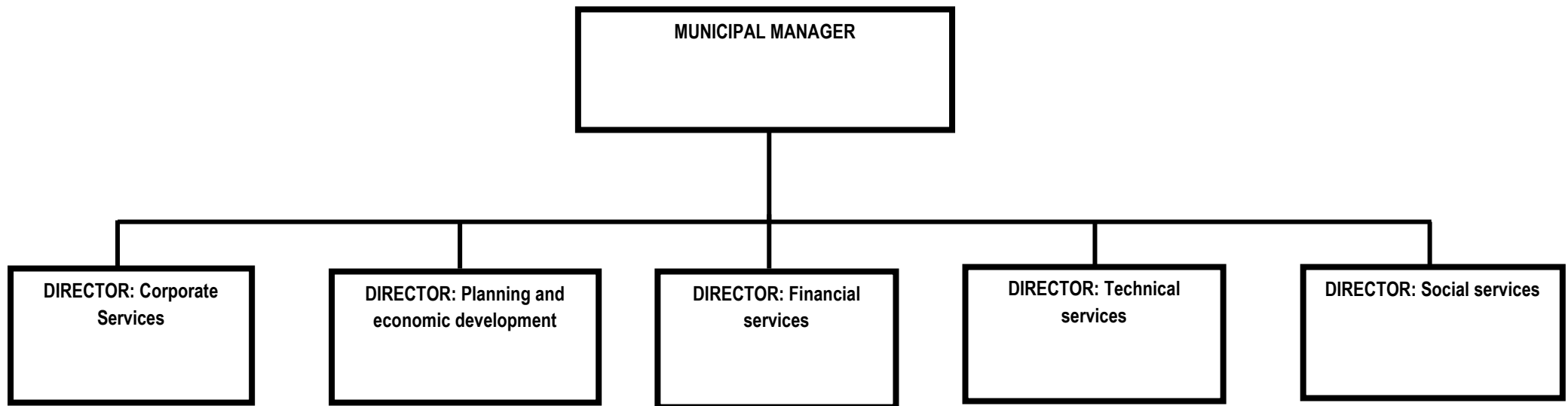
Table 5: Municipal Directorates

DIRECTORATE	DIRECTOR RESPONSIBLE	RESPONSIBILITIES
Office of the MM	Municipal Manager	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 and IDP

## ORGANISATIONAL STRUCTURE

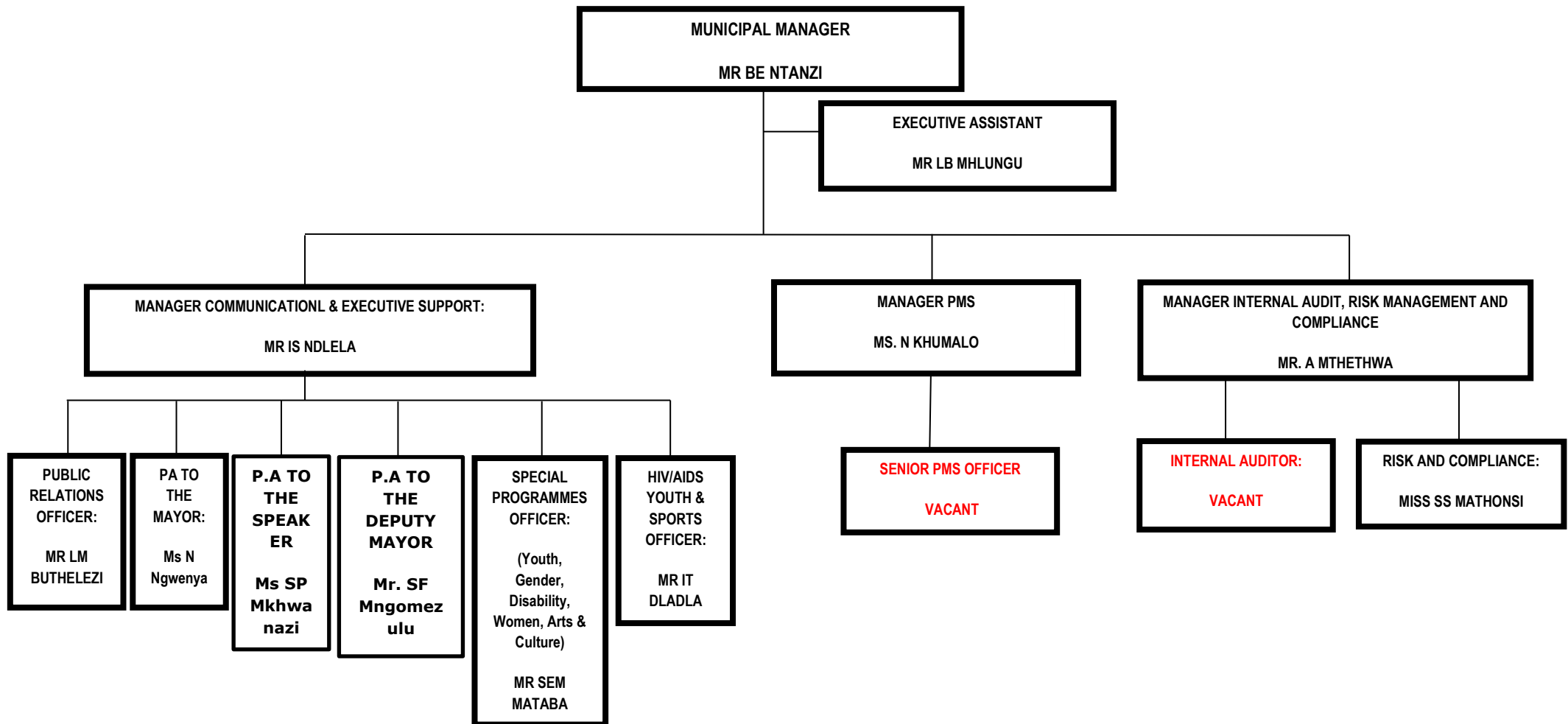


## TOP MANAGEMENT STRUCTURE

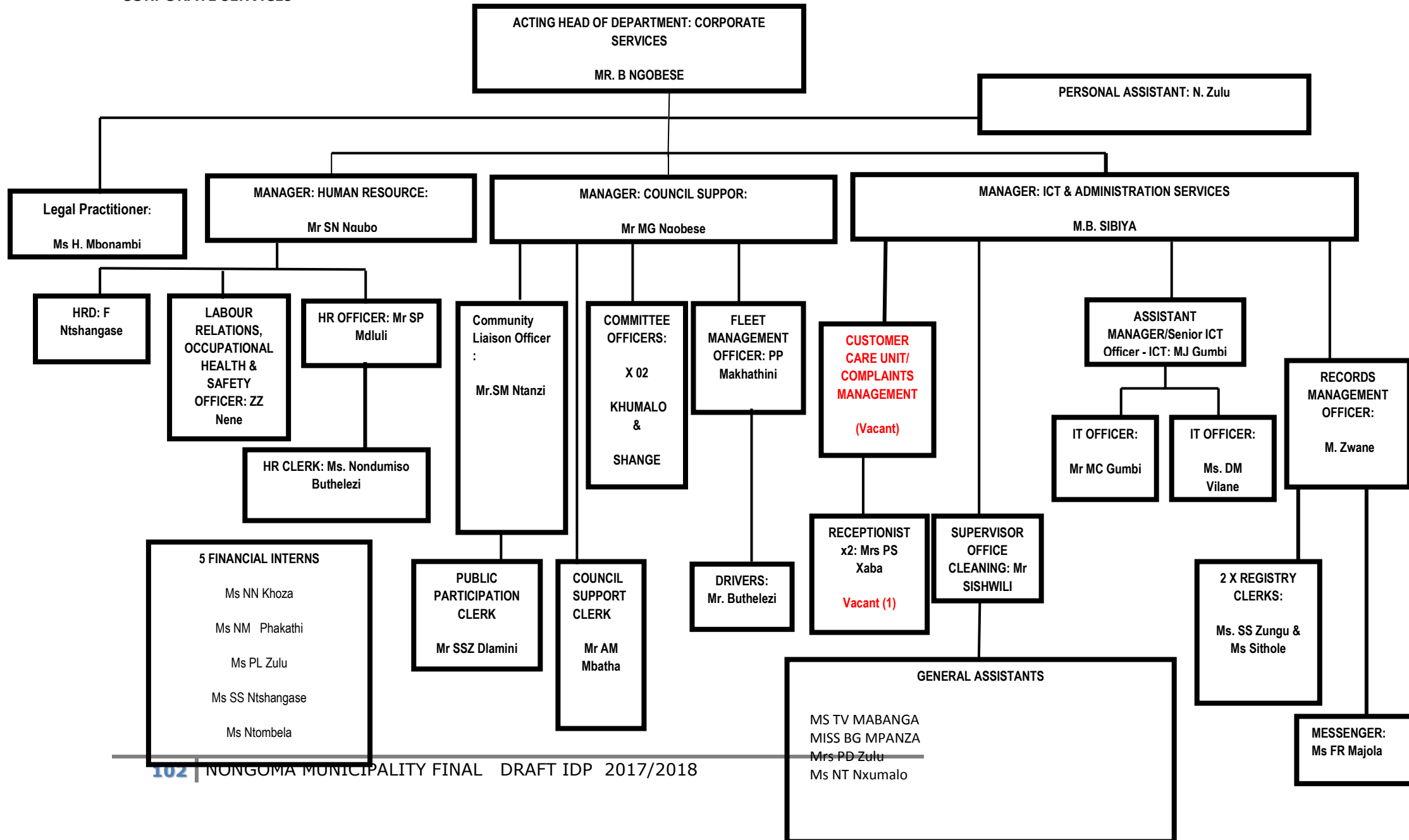




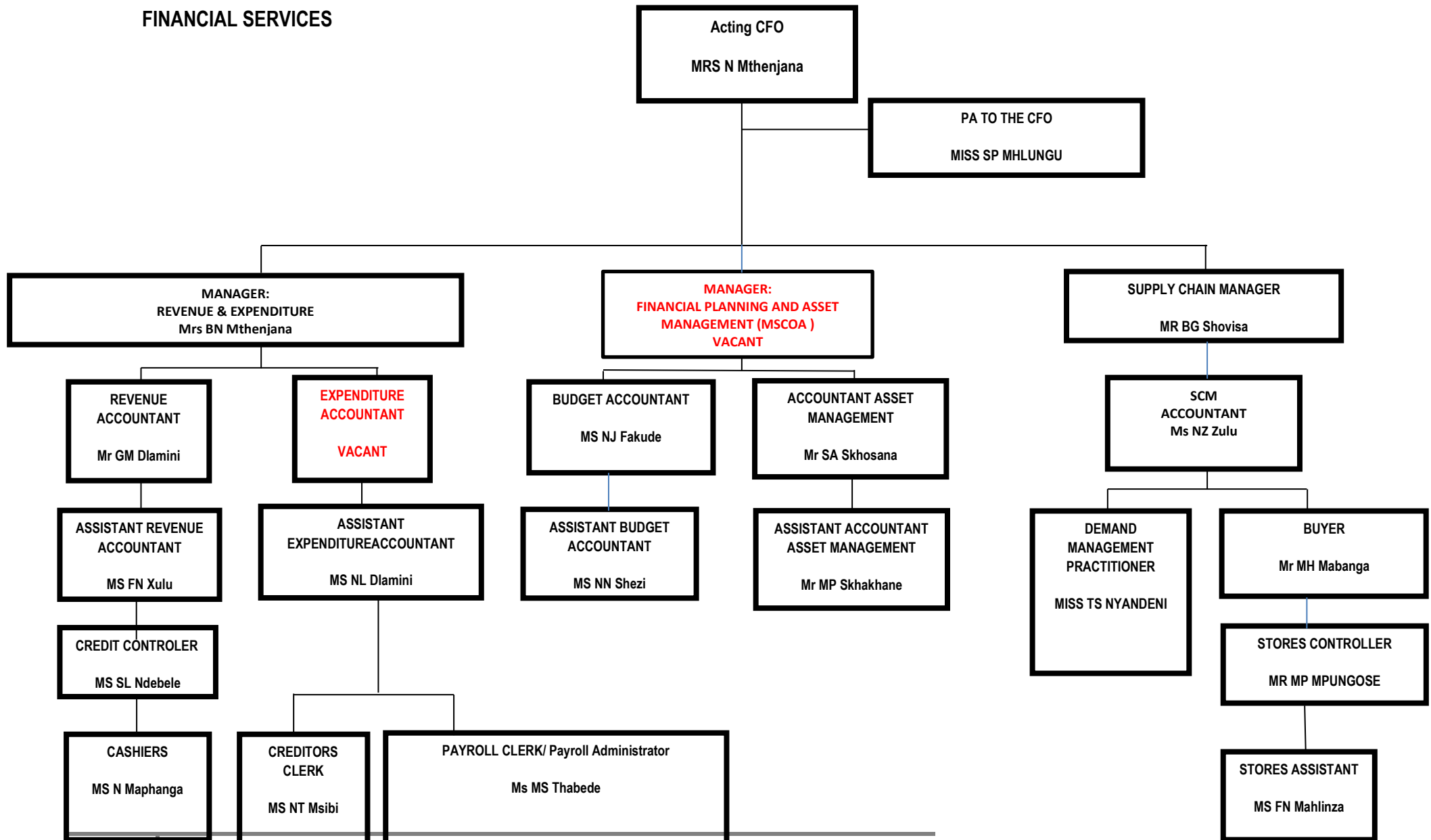
## OFFICE OF THE MUNICIPAL MANAGER



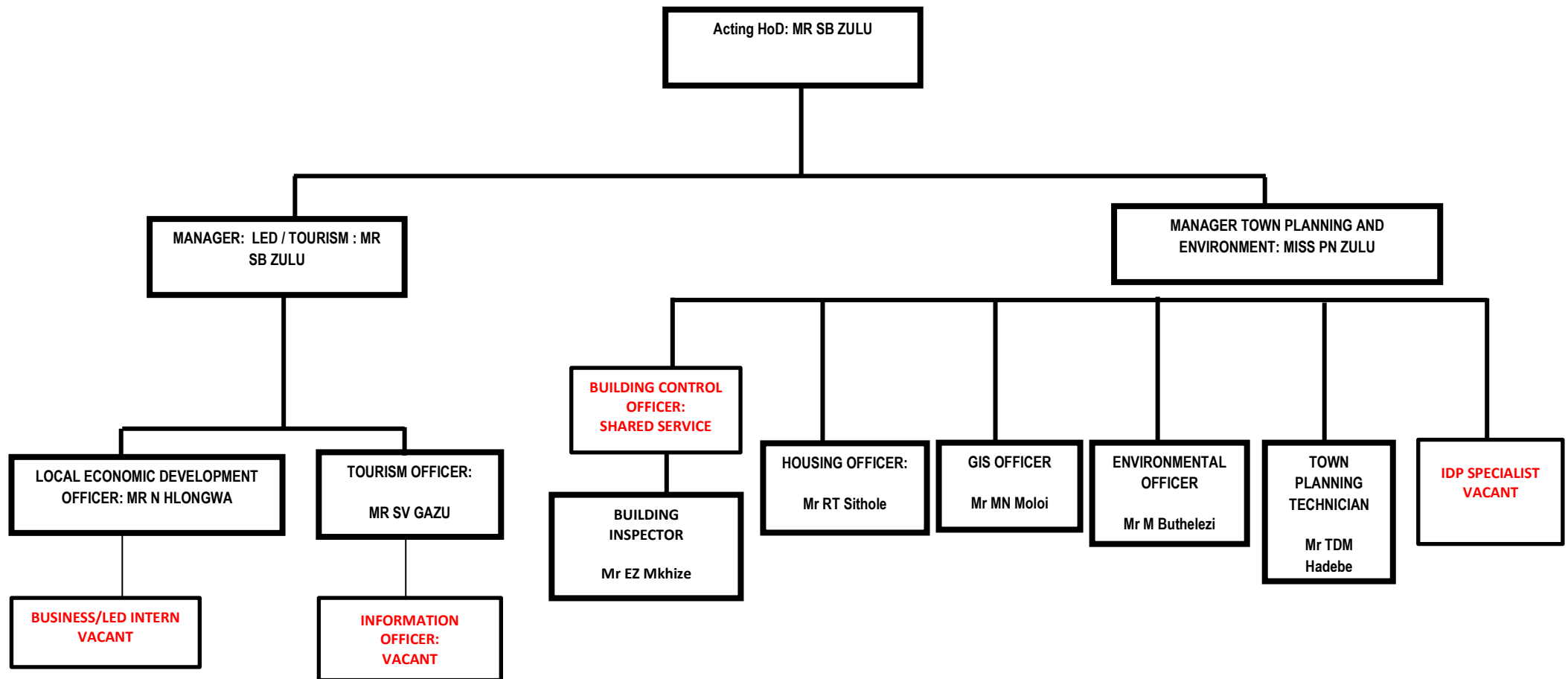
**CORPORATE SERVICES**



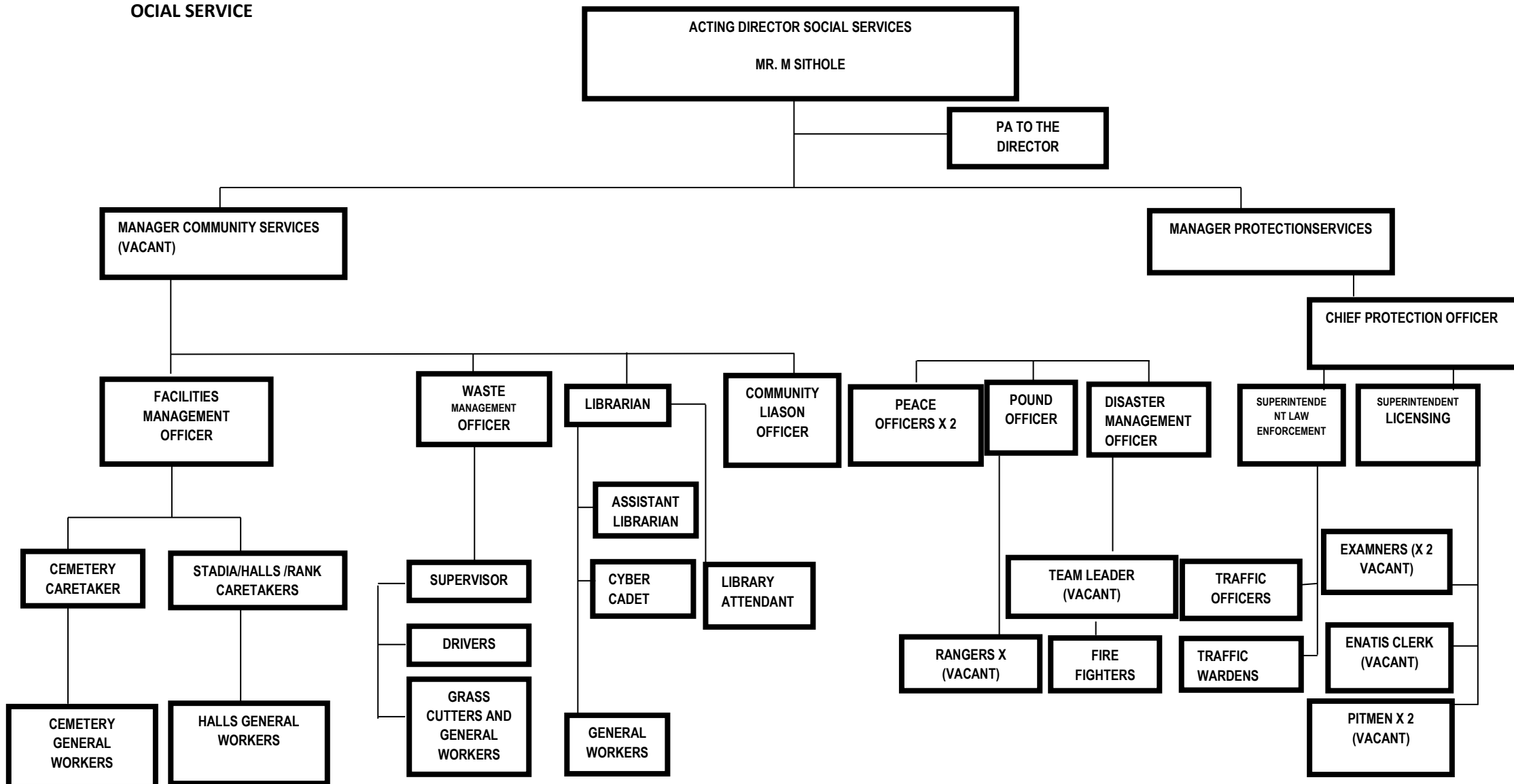
## FINANCIAL SERVICES



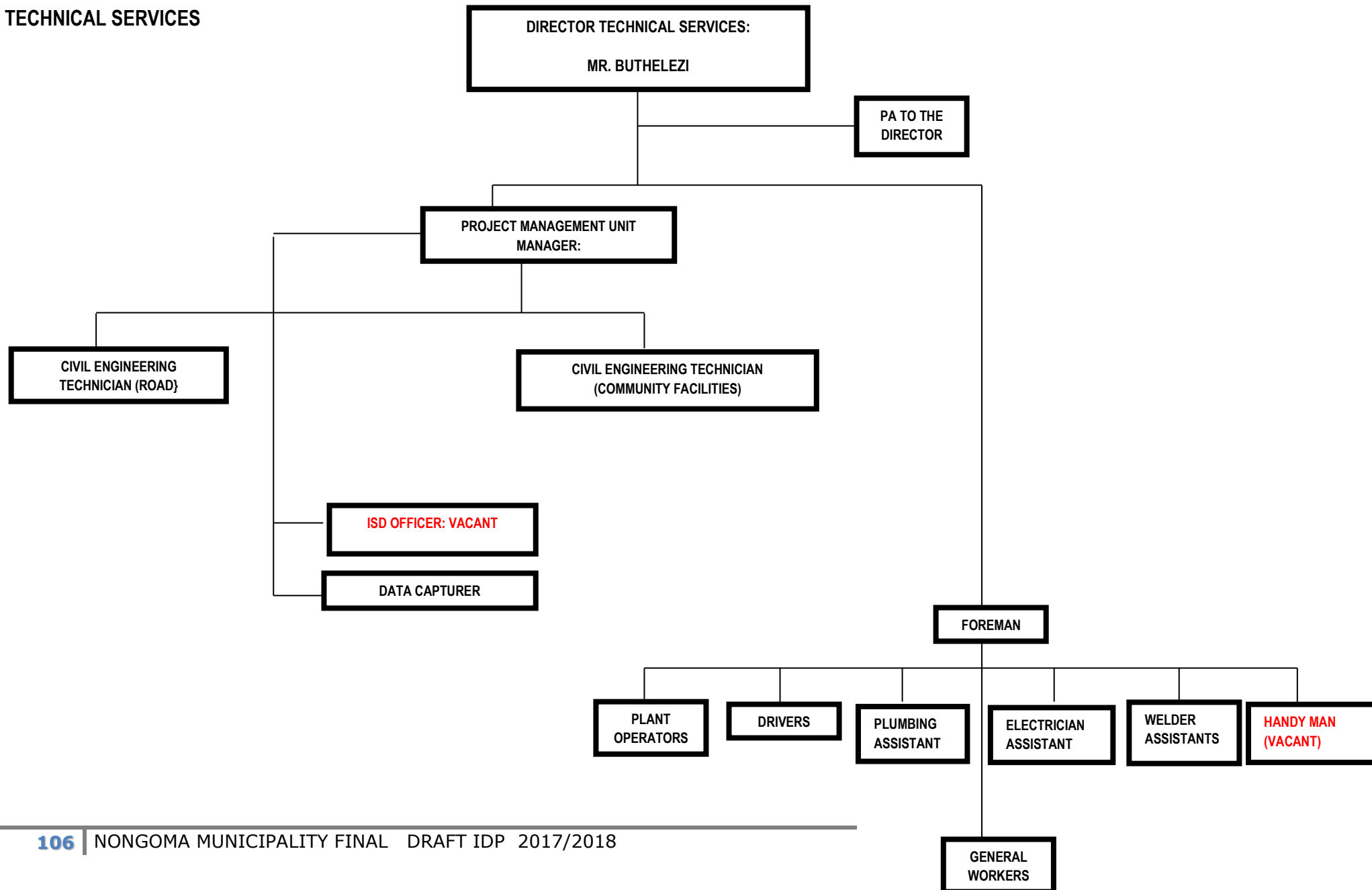
## ECONOMIC DEVELOPMENT PLANNING



SOCIAL SERVICE



## TECHNICAL SERVICES



## **MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS**

<b>Municipal Transformation and Institutional Development</b>	
<b>Strengths</b> All HR policies are in place Workplace skills plan in place ICT strategy and ICT policy framework in place Existence of local labor forum	<b>Weaknesses</b> Vacancy in strategic positions and some managers are new in their positions Instability of organizational structure and lack of uniformity in naming of positions. Lack of procedure manuals in key functional areas. Absence of employee assistance programme (EAP) Limited office space Poor network infrastructure Lack of procedure manuals in critical operational areas Lack of alignment between skills plan and strategic objectives (MEC) HR policies referred to as HR strategies (MEC) Lack of tools of trade for communication
<b>Opportunities</b> Availability of support from sister departments and other stakeholders e.g. LGSETA, SALGA, department of labour, COGTA and etc. Close proximity of TVET colleges. Restructuring through organizational redesign	<b>Threats</b> Delays in implementing job evaluation and task grading programme



## SECTION C: 4 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### C4.1.1 WATER & SANITATION

#### BACKLOGS

As already noted, water and sanitation is provided to the Nongoma Local Municipality by the Zululand District Municipality as the area's Water Services Providers. The ZDM annually reviews its WSDP (Water Services Development Plan) and confirms backlogs as well the programme for the roll-out of water and sanitation investment/infrastructure. 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 take place in order to ensure water provision, and Nongoma is always represented.

The following table provides details (extracted from the 2012 ZMD WSDP Review regarding backlogs in water and sanitation in Nongoma LM.

**Table 6: Water and Sanitation Backlogs CHALLENGES**

<b>WATER</b>	<b>TOTAL HOUSEHOLDS</b>	<b>BACKLOGS</b>	<b>%BACKLOG</b>	<b>%OF TOTAL BACKLOG</b>
Nongoma	45670	25717	56.31%	44.84%
<b>Abaqulusi</b>	<b>45918</b>	<b>11712</b>	<b>25.51%</b>	
EDumbe	16671	3420	20.51%	
<b>Phongola</b>	<b>28468</b>	<b>5723</b>	<b>20.10%</b>	
<b>Ulundi</b>	<b>46450</b>	<b>10786</b>	<b>23.22%</b>	

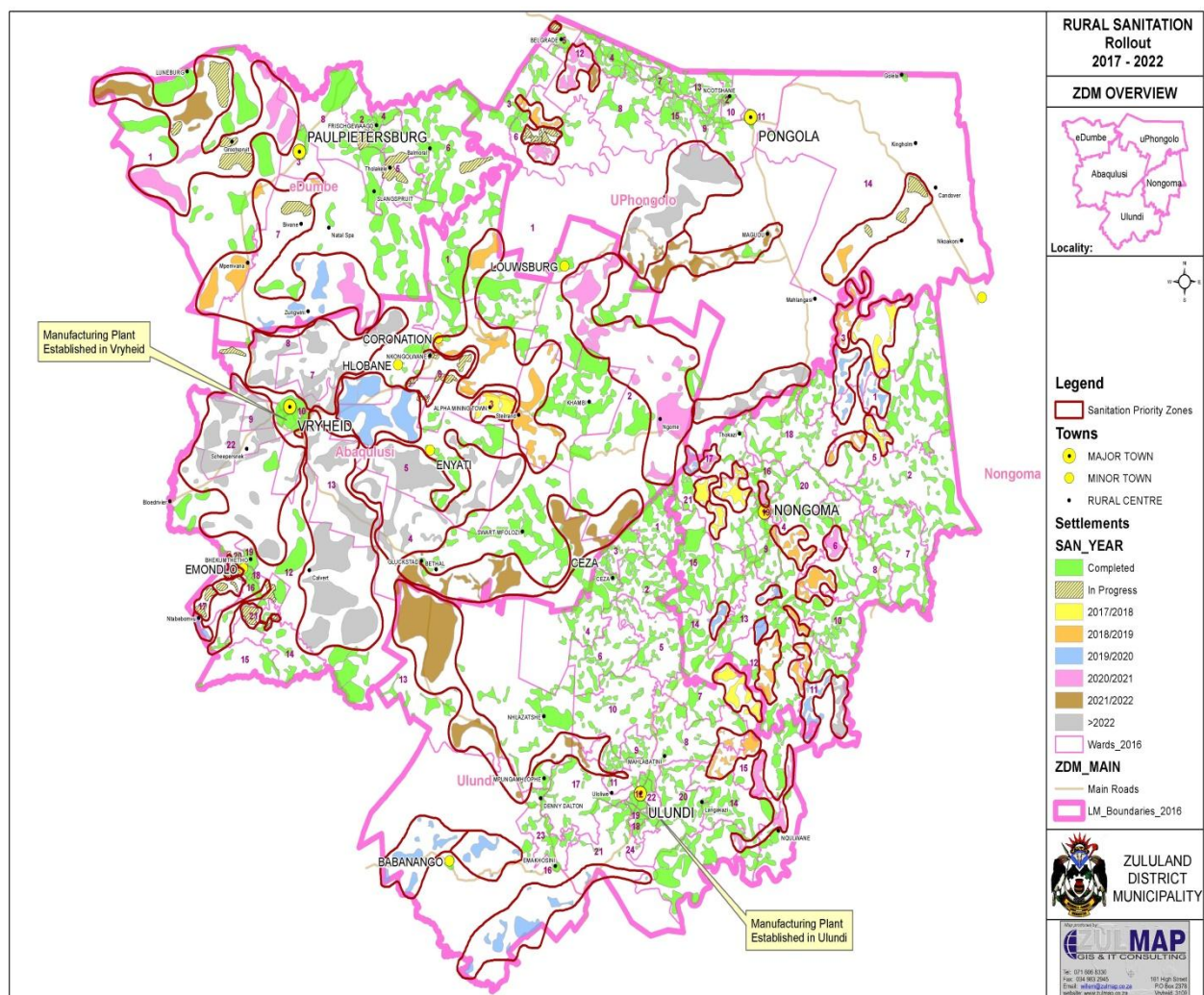
Source: ZDM WSDP 2012

**Table 7: Percentage Water and Sanitation Backlogs**

Source: ZDM WSDP 2012

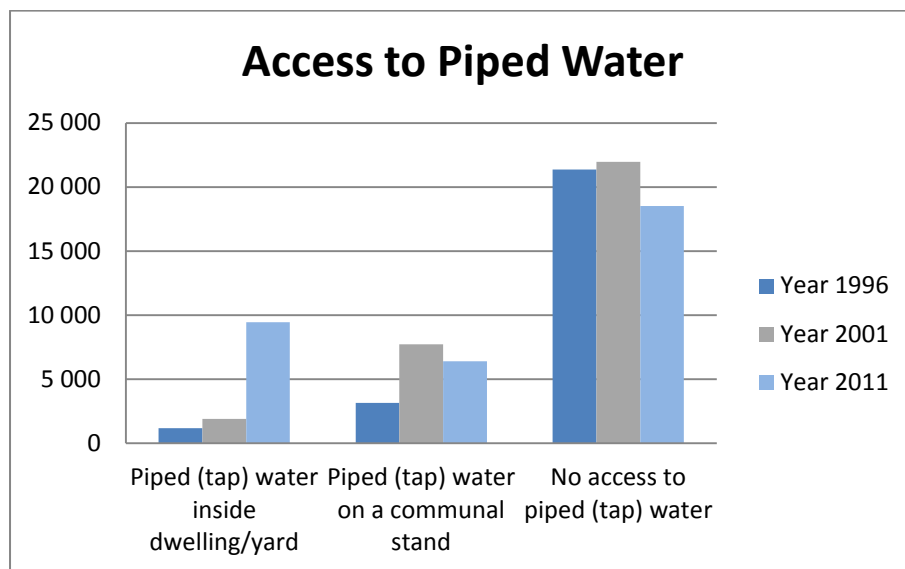
The above figures can be compared to the official 2011 Census information as provided in the following table and graph.

MAP: SERVICES BACKLOG



SOURCE: ZDM SERVICE DELIVERY PLAN

Figure 14: Access to Piped Water



Source: STATSSA

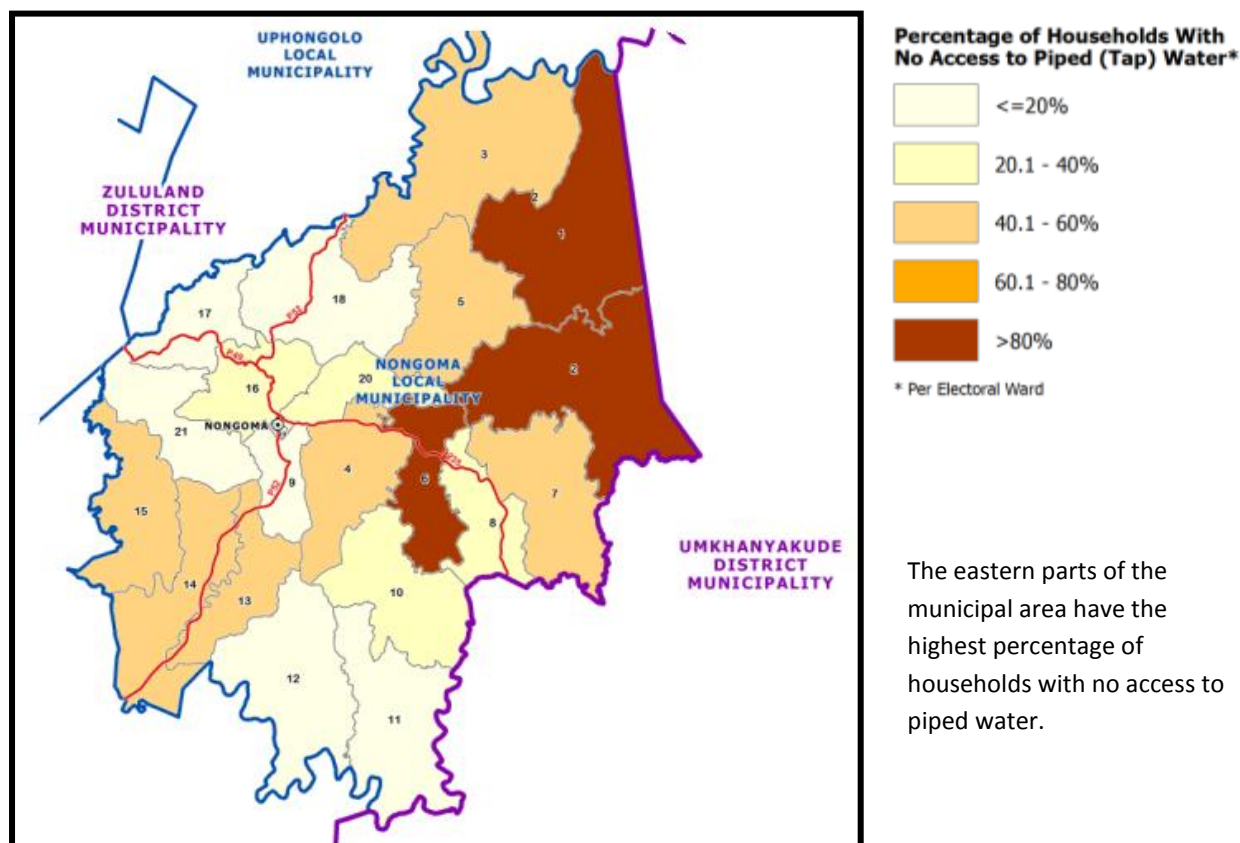
The above figure is represented in figures in the following table:

Table 8: Access to Piped Water

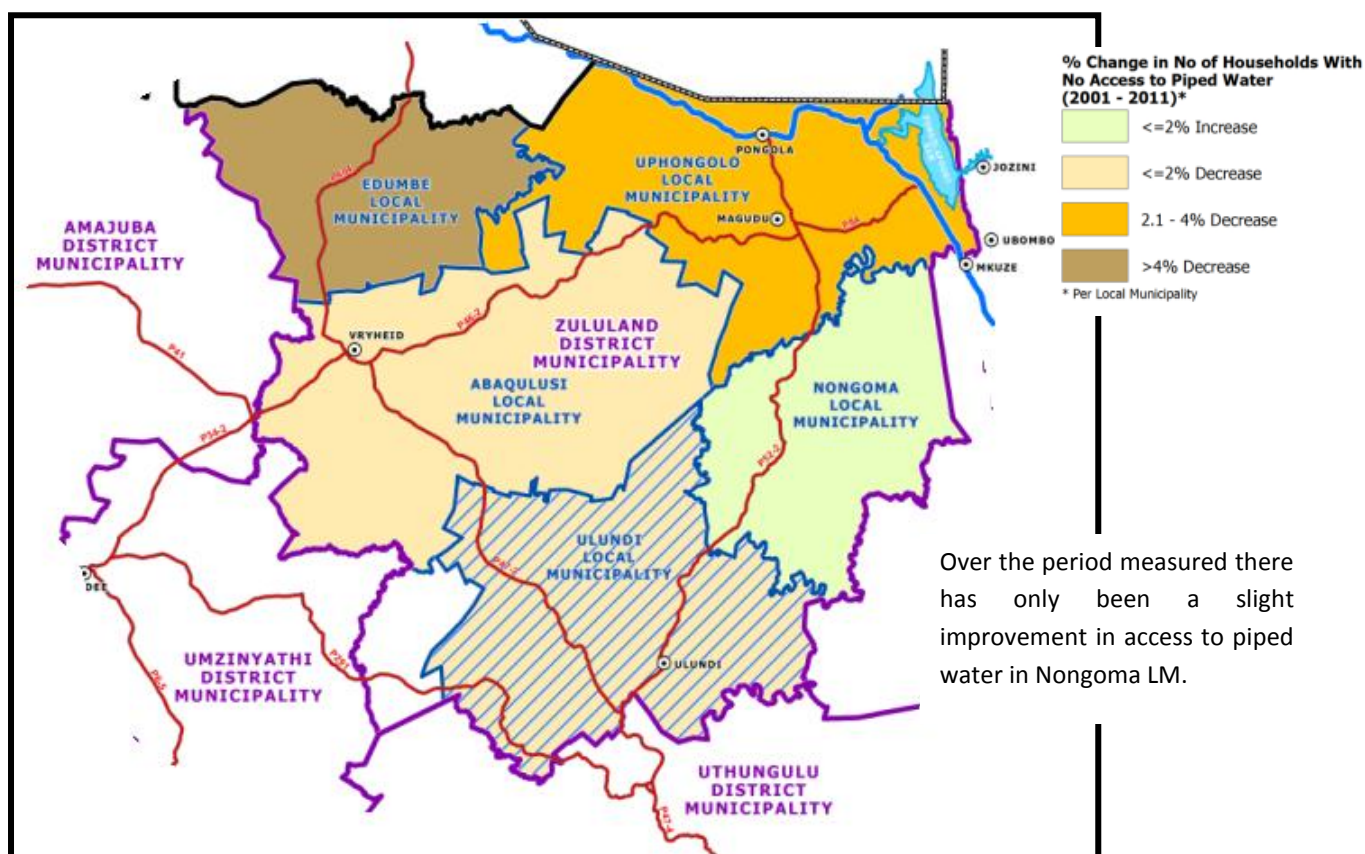
	Year		
	1996	2001	2011
Piped (tap) water inside dwelling/yard	1 179	1 898	9 435
Piped (tap) water on a communal stand	3 136	7 712	6 396
No access to piped (tap) water	21 377	21 971	18 511

Source: STATSSA

Map 3: Access to Piped Water



Map 4: Changes in Access to Piped Water 2001 - 2011



Apart from access to piped water, the following provides a summary of access to all types of water in the Nongoma LM.

**Table 9: Access to Water Types**

<b>WATER SOURCE</b>	<b>NO</b>	<b>%</b>
Regional/local water scheme	8301	24.17%
Borehole	4680	13.63%
Spring	2114	6.16%
Rain water tank	842	2.45%
Dam/pool/stagnant water	3615	10.53%
River/stream	12289	35.79%
Water vendor	393	1.14%
Water tanker	1095	3.19%
Other	1012	2.95%
<b>TOTAL</b>	<b>34341</b>	<b>100.00%</b>

Source: STATSSA

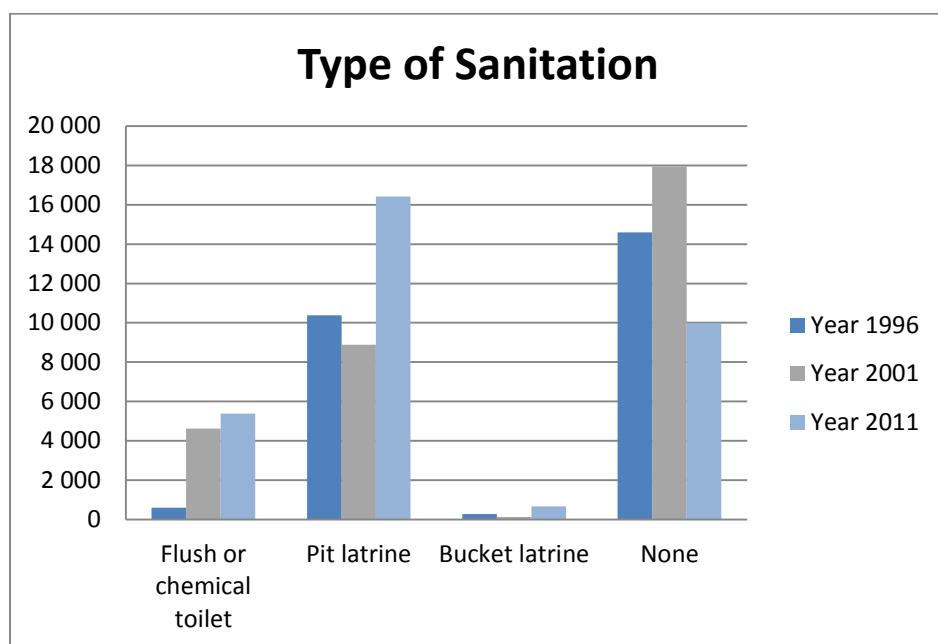
From the above statistics it can be seen that significant backlogs are facing the municipality in respect of water and sanitation. The water and sanitation backlogs are 62% and 64% respectively in the Nongoma Municipality that are mainly concentrated in the rural areas of the municipality.

Water supply to Nongoma town is via the Vuna Water Treatment Works. The Vuna Water Treatment Works is presently producing an average of 4.2 M/l per day with water losses estimated to be 50%. The actual consumption requirements for the town are less than 2 M/l of water per day.

The Vuna dam supplies raw water to the treatment plant, but is 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 and is situated at Mbili.

The Usuthu RWSS (Regional Water Supply Scheme) entails bulk and reticulation of water to Nongoma town and a new water treatment works at the Black Umfolozi River.

Figure 15: Access to Sanitation



Source: STATSSA

The above figure is represented in figures in the following table:

Table 10: Access to Sanitation

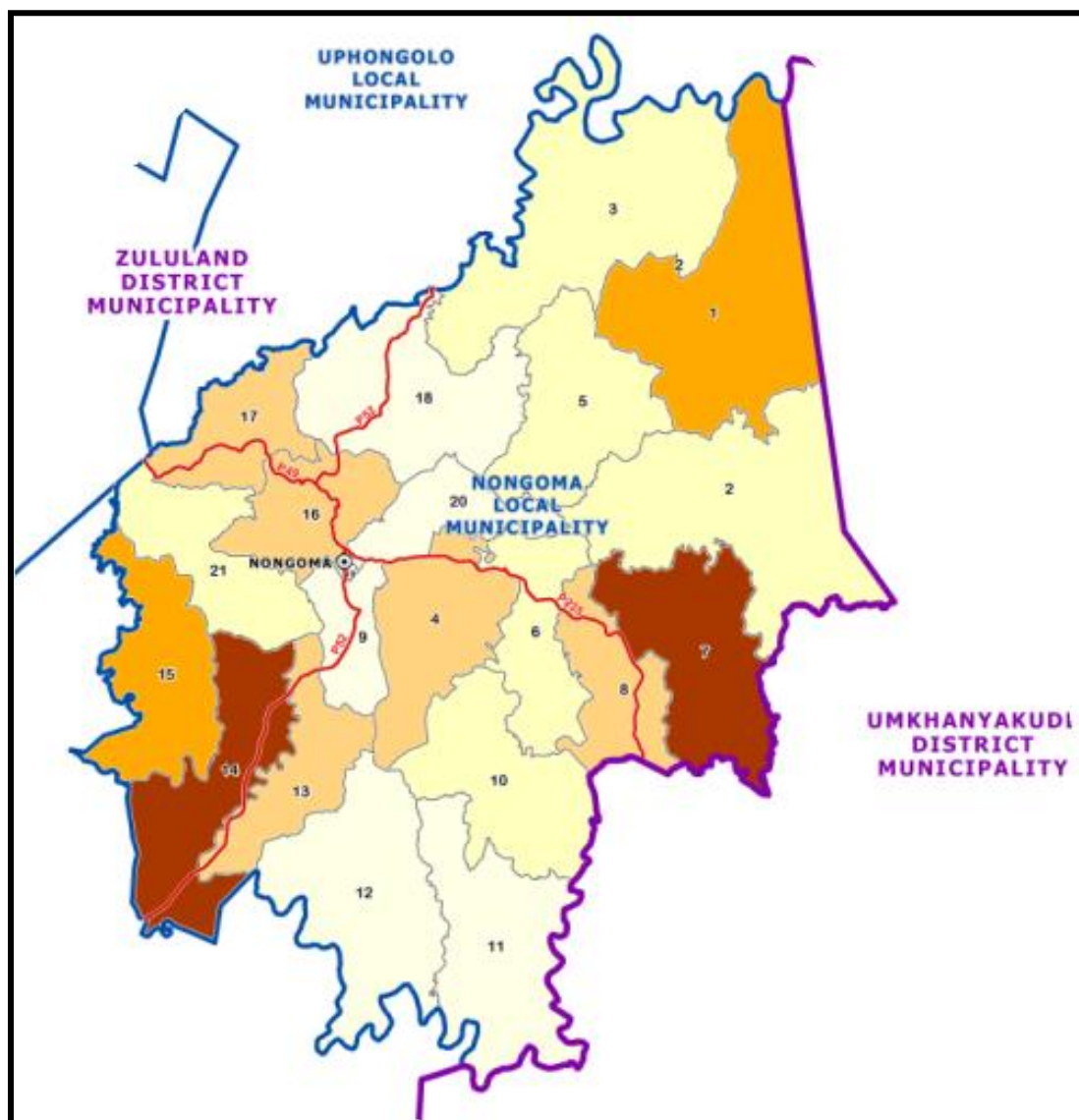
	Year		
	1996	2001	2011
<b>Flush or chemical</b>	605	4 621	5 396
<b>Pit latrine</b>	10 382	8 880	16 408
<b>Bucket latrine</b>	281	133	678
<b>None</b>	14 590	17 947	9 992

Source: STATSSA

Apart from access to sanitation, the following provides a summary of access to all types of sanitation in the Nongoma LM.

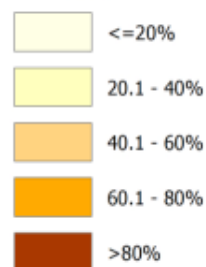


Map 5: Access to Toilets



The areas of the municipality that have the highest percentage of households without access to toilets are in the southern and southwestern areas.

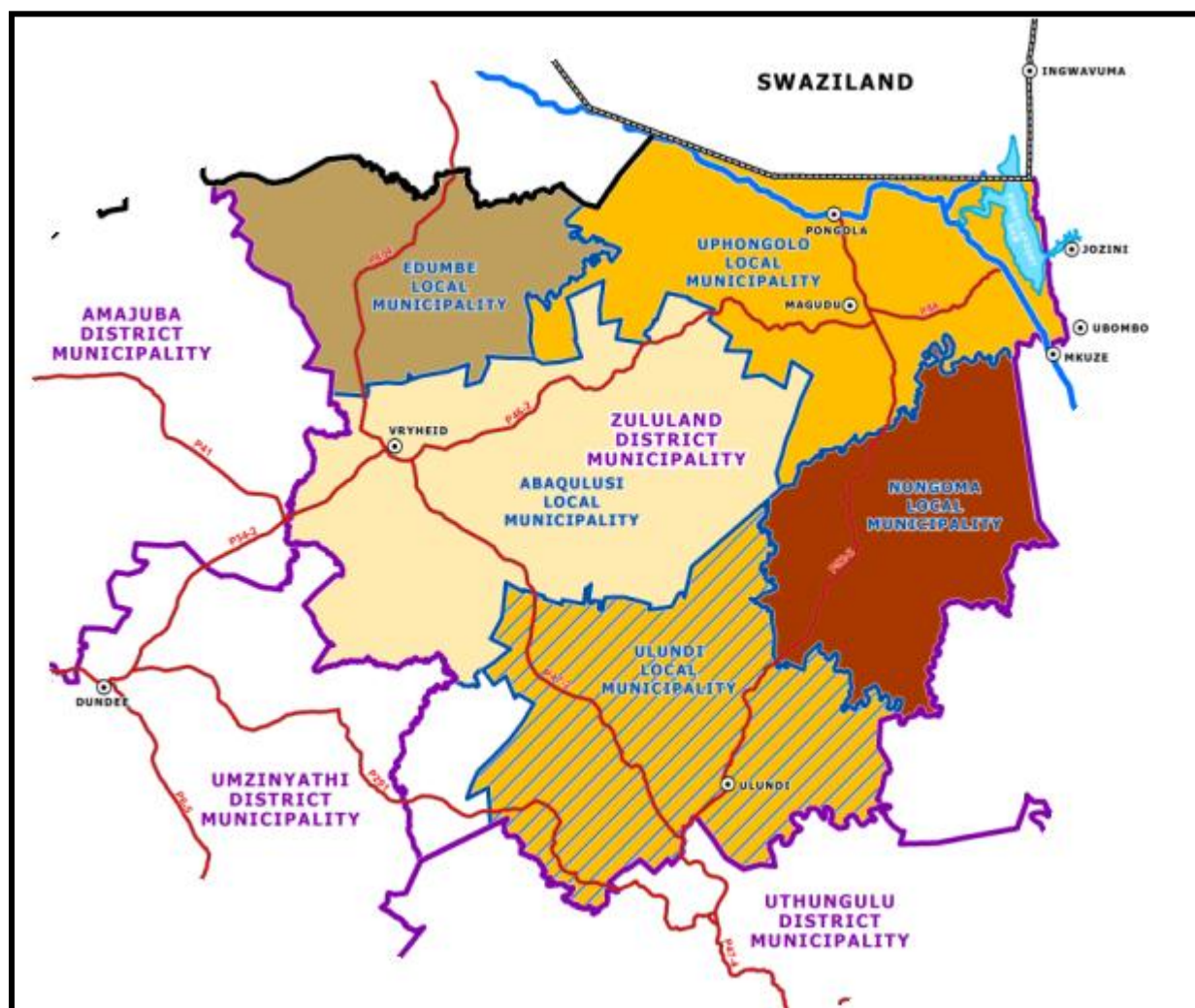
**Percentage of Households With No Toilets\***



\* Per Electoral Ward

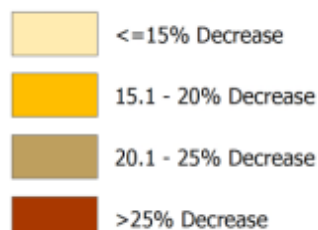


Map 6: Changes in Access to Toilets 2001 - 2011



From the above it can be seen that the Nongoma Municipality has experienced the largest improvement in access to toilets in the ZDM. There has been a larger than 25% decrease in the number of households without toilet facilities.

**% Change in No of Households With No Toilet Facilities (2001 - 2011)\***



\* Per Local Municipality

Table 11: Access to Type of Toilet Facilities

TOILET FACILITIES	NO	%
None	9992	29.10%
Flush toilet (connected to sewerage system)	1545	4.50%
Flush toilet (with septic tank)	549	1.60%
Chemical toilet	3302	9.62%
Pit toilet with ventilation (VIP)	6693	19.49%
Pit toilet without ventilation	9715	28.29%
Bucket toilet	678	1.97%
Other	1868	5.44%
<b>TOTAL</b>	<b>34342</b>	<b>100.00%</b>

Source: STATSSA

There are no bulk sanitation treatment schemes in the areas of the Nongoma Municipality. As with water, the urban parts of the municipality enjoy a better sanitation service as opposed to the rural parts of the municipality.

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. A status quo assessment of the sanitation infrastructure in Nongoma was undertaken and reported that the town of Nongoma has a waterborne sewer system which flows to the sewer treatment works. The assessment 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 RWSS, the investigation and design of the bulk and reticulation of the sewer networks to Nongoma town and a new water treatment works is included.

## APPROACH TO WATER AND SANITATION PROVISION

Water provision is a key development issue in the Zululand District Municipality. The Zululand District Municipality, in terms of the Water Services Act, is the Water Services Authority (WSA) in respect of its area of jurisdiction. A Water Services Plan has been developed and is reviewed on an annual basis. The RDP standard for water supply (and the ultimate goal for water provision) is 25l/person/day within 200m walking distance. However, a rudimentary water supply process is currently underway to expedite the supply of water to all by ensuring that every settlement has access to a minimum of 5 l/person/day within 800 m of the home.

Zululand District Municipality has adopted a Free Basic Water Services policy, as part of the WSDP, as follows:

All households will receive six kiloliters of potable water free of charge for domestic use.

Industrial, commercial and institutional consumers do not qualify for free basic services.

All water supplied from standpipes and rudimentary systems will be free.

The consumption in rural areas is steadily increasing. To measure consumption in unmetered zones, the municipality uses the water balance to determine consumption. Although the free basic water policy is implemented and no metering is intended in these zones immediately, the financial viability threshold (based on consumption and costs) will determine whether and when metering and/or billing may be introduced.

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.

There are two main programmes that are utilized for the implementation of water and sanitation services. The Department of Water Affairs and Forestry provides funding for specifically water and sanitation infrastructure development. The Municipal Infrastructural Grant funds various infrastructure projects, not only limited to water and sanitation, but will exclusively be utilized by the ZDM for water and sanitation infrastructure provision during the next 5 years.

The Mandlakazi and Usuthu Regional Schemes provide water to the Nongoma LM. Each regional scheme footprint as a sustainable water source from where infrastructure is progressively being rolled out to all households within the supply area. The supply footprints have been identified such that water can be provided to all households within the area in a sustainable manner and at the lowest possible cost (R/kl).

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets and the strategy is to implement these simultaneously with the roll-out of water services. This ensures a more effective impact with health and hygiene awareness training.

The following should be noted:

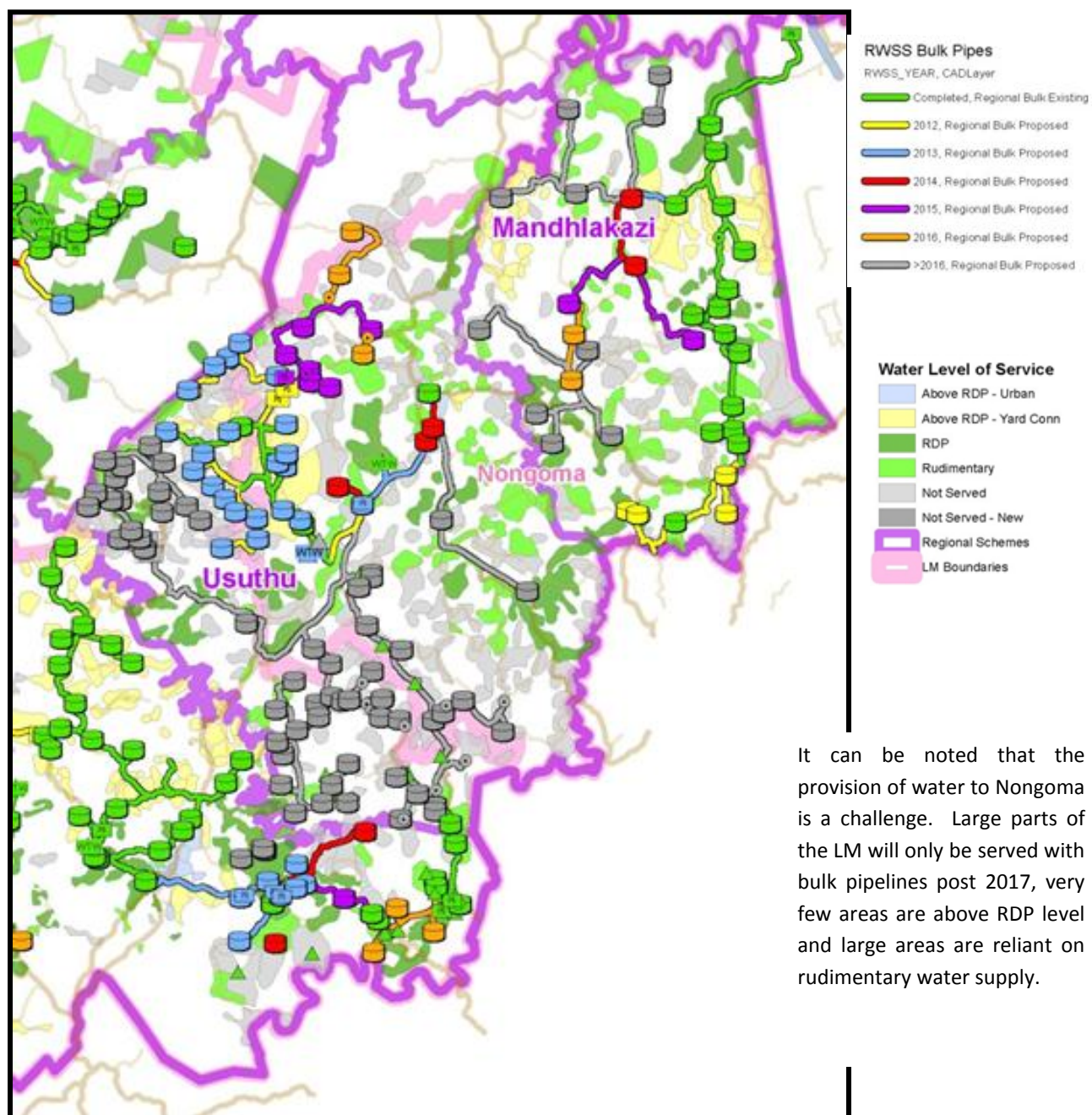
Rudimentary water supply provides 5l per capita per day within a distance of 800m.

RDP water supply roll-out (Regional Water Supply). Provides for 25l per capita per day within a distance of 200m.

Rural Sanitation to the RDP standard of 1 dry-pit VIP per household.

The footprint of the Mandlakazi and Usuthu Regional Schemes in respect of Nongoma LM is provided in the inset herewith:

Map 7: RWSS in Nongoma



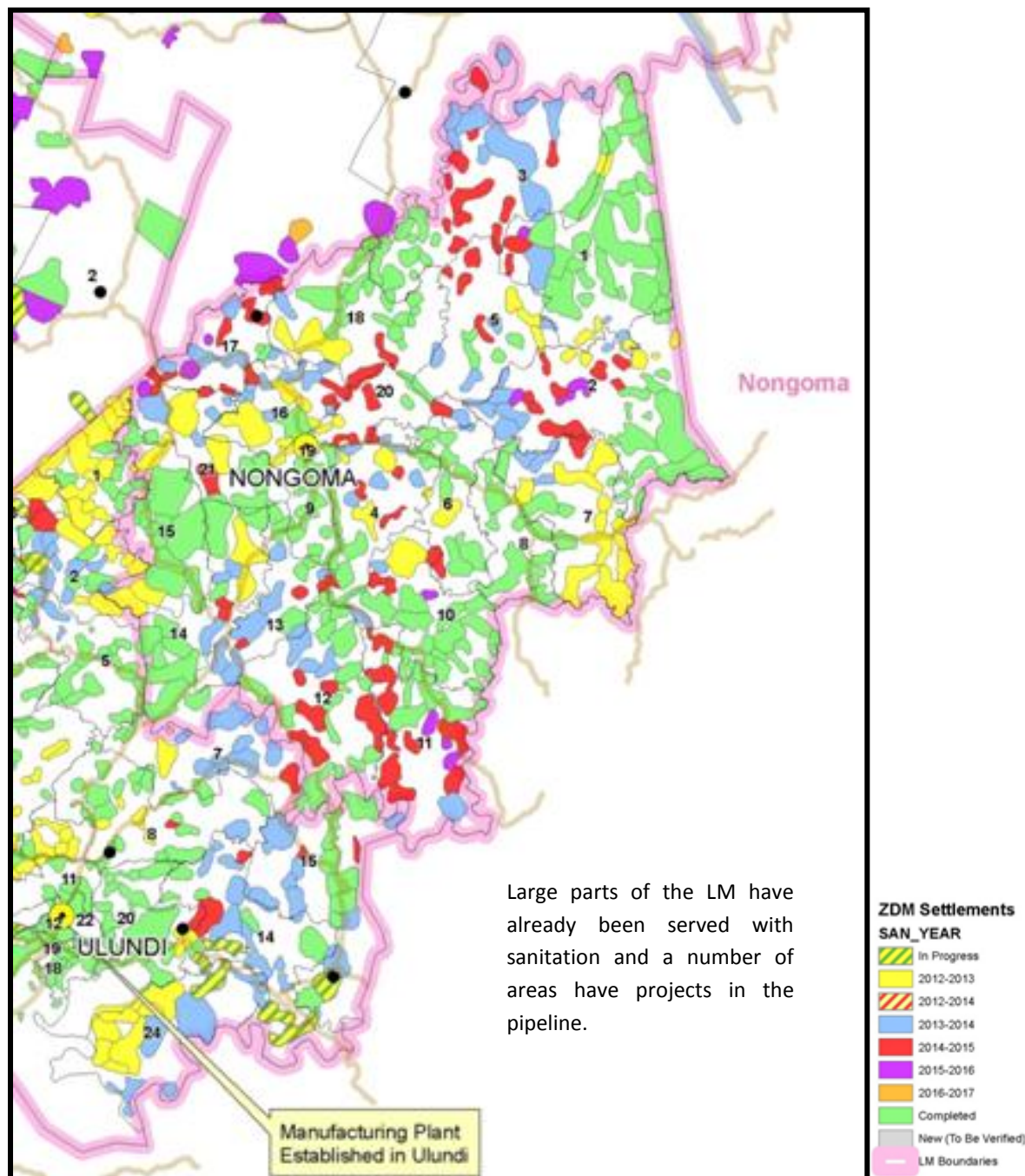
It can be noted that the provision of water to Nongoma is a challenge. Large parts of the LM will only be served with bulk pipelines post 2017, very few areas are above RDP level and large areas are reliant on rudimentary water supply.

Source: ZDM WSDP 2012

The following map inset provides details of the roll-out of sanitation projects in the Nongoma LM.

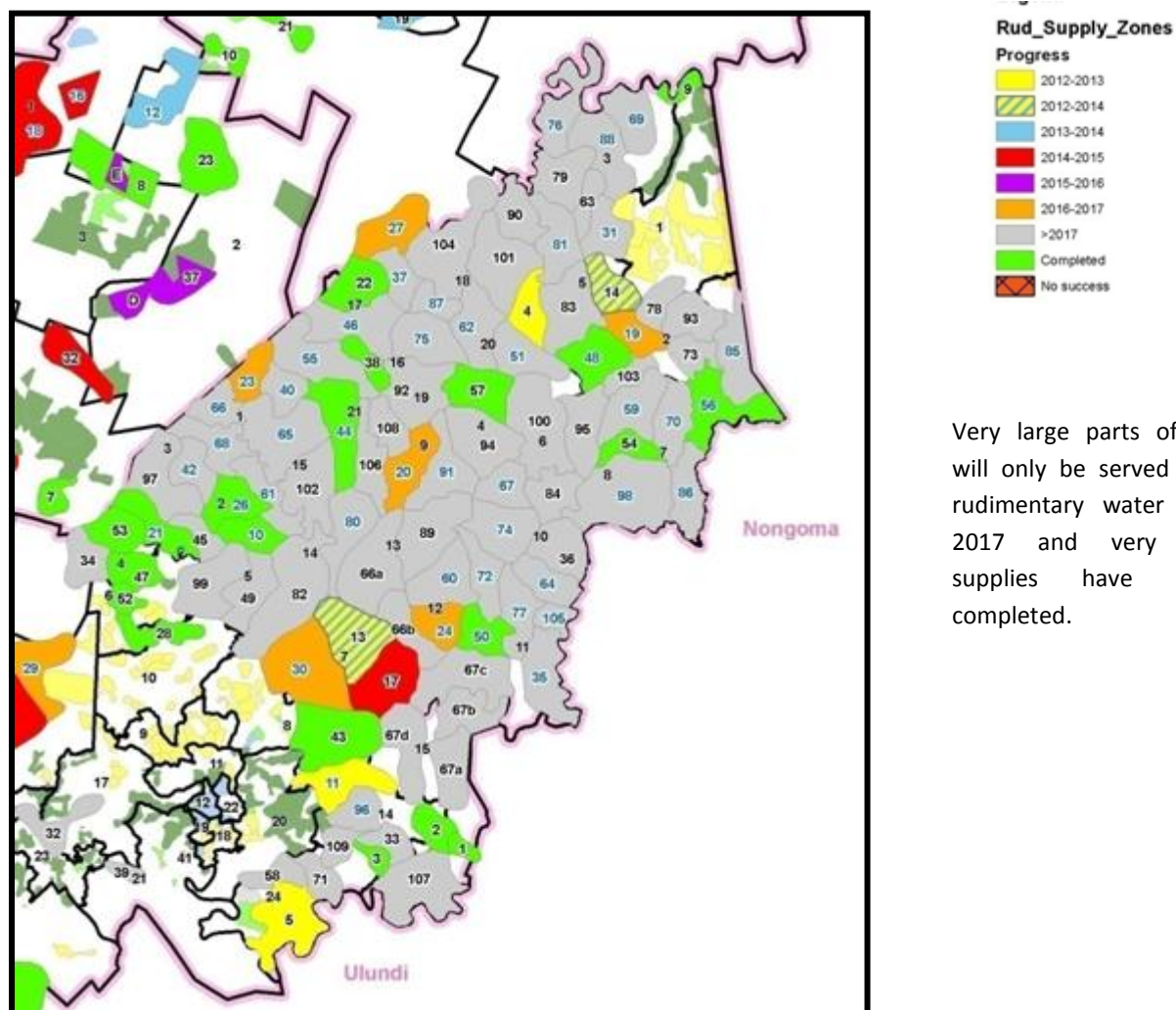


Map 8: Sanitation Roll-Out in Nongoma



Source: ZDM WSDP 2012

Map 9: Rudimentary Water



Very large parts of the will only be served with rudimentary water post 2017 and very few supplies have been completed.

Source: ZDM WSDP 2012

## C4.2 SOLID WASTE MANAGEMENT

The results of the 2011 Census indicate that there has been an overall reduction in the number of households without waste disposal from 9417 in 1996 to 5852 in 2011. It is possible that the above is the result of an increase in the use of communal or own refuse disposal dump sites. There has also been a steady increase in the number of households that benefit from local authority or private company refuse removal. The latter could be as a result of the increased number of households in the Nongoma town. The Integrated Waste Management Plan has been adopted by council and is ready for implementation (please see the attached budget).

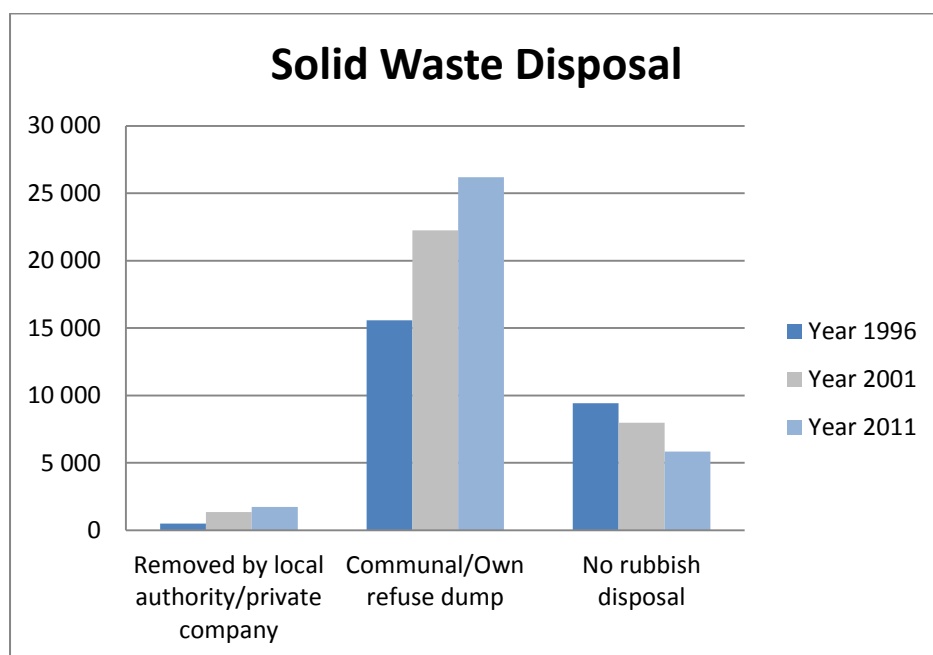
**Table 12: Solid Waste Disposal**

	Year		
	1996	2001	2011
Removed by local authority/private company	504	1 349	1 732
Communal/Own refuse dump	15 590	22 258	26 192
No rubbish disposal	9 417	7 974	5 852

Source: 2011 Census

The above is depicted in the following graph.

**Figure 16: Solid Waste Disposal**



Source: 2011 Census

Currently waste is collected twice a week in the following areas White City, Dilini, Khenana and Redhill. In Nongoma town waste is collected on daily basis, this is done in order to ensure that proper mechanisms are in place to address environmental related issues.



Although the census figures indicate an improvement in the situation, a concern is raised by the fact that 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. It is therefore likely that, although collection and disposal is taking place, the facility does not necessarily comply to regulations.

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.

The ZDM has prepared a Waste Management Strategy for its area of jurisdiction. Amongst others, new facilities were proposed and the following issues addressed:

Positioning of facilities

Sizing of facilities (numbers and land requirement)

Timing and priorities

Tariffs

Management: Local Municipalities or District Municipality

Legal Responsibilities (Environmental and Water Acts)

Rural - Cultural Practices

Groundwater Pollution control

Health Aspects

Cost estimates were done on the CAPEX for infrastructure as well as the operational and maintenance cost of facilities.

Recommendations were made on the following:

Procedures to be followed for the development of new Waste Disposal

Site facilities and how to maintain the service at a satisfactory level at all times in line with the Minimum Requirements of DWAF (1998).

Additional services required, e.g. geotechnical investigation, environmental impact assessment, etc.

Cost recovery.

Operational Control - local or district. Both alternatives to be evaluated and discussed.

## 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 table below shows the breakdown of the land requirements per Municipality for cemetery requirements:

**Table 13: Estimated Cemetery Land Requirements (2020)**

<b>Municipality</b>	<b>Projected Population</b>	<b>Cumulative Deaths up to 2020</b>	<b>Recommended Land Required (ha)</b>
EDumbe (KZ 261)	67 583	52 723	46
UPongolo (KZ 262)	113 149	88 274	78
Abaqulusi (KZ 263)	230 191	179 558	156
Nongoma (KZ 265)	253 114	197 479	171
Ulundi (KZ 266)	366 677	286 044	249
<b>ZDM</b>	<b>1 030 714</b>	<b>804 078</b>	<b>700</b>

Source: Cemetery Master Plan

The Districts Cemetery Plan (2003) provides the following information:

In the urban centres, cemeteries are provided by the Municipalities, who provide gravesites at specified tariffs and keep records of burials.

Cemeteries are provided and maintained by some religious congregations like the Anglican Church, Catholic Church and Lutheran Church.

Where land is set aside for cemeteries on tribal land, the cost of burial sites are included in the general fees payable to the tribal authority.

In selected rural areas with a low population density, burials are allowed near family homesteads.

On some commercial farms, burial sites are provided for staff, but these provisions are now resisted by farmers as a result of the promulgation of the Extension of Security of Tenure Act.

Because of the low demand for cremations, there are at present no crematoria in the Zululand District. The nearest crematoria are situated in Newcastle and Eshowe.

### C.4.3.1 TRANSPORTATION INFRASTRUCTURE

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Transport infrastructure includes road, rail, and air. Transport infrastructure in the District has an urban bias, such that the urban areas are accessible whilst the rural areas face problems of inaccessibility and poor infrastructure maintenance.

#### ROAD INFRASTRUCTURE

The very poor conditions of access roads for the rural areas of Nongoma require some urgent attention and upgrading. 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.

There is only one formal taxi rank located in Nongoma Town and one bus rank that have been budgeted for the 2017/2018 financial year. A new taxi rank has been constructed. The main mode of transport used by the residents of Nongoma is public transport in the form of taxis, buses and bakkies although 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. 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.

To address the problems associated with the lack of access roads within Nongoma Municipality, the Municipality is in the process of developing a Comprehensive Rural and Urban Road Master Plan and Maintenance Plan to be completed March 2016

The drainage and storm water in Nongoma town needs maintenance, rehabilitation, and upgrading.

The ZDM has identified a number of roads of strategic importance to the overall development of the district three of them are located in the Nongoma LM, i.e.:

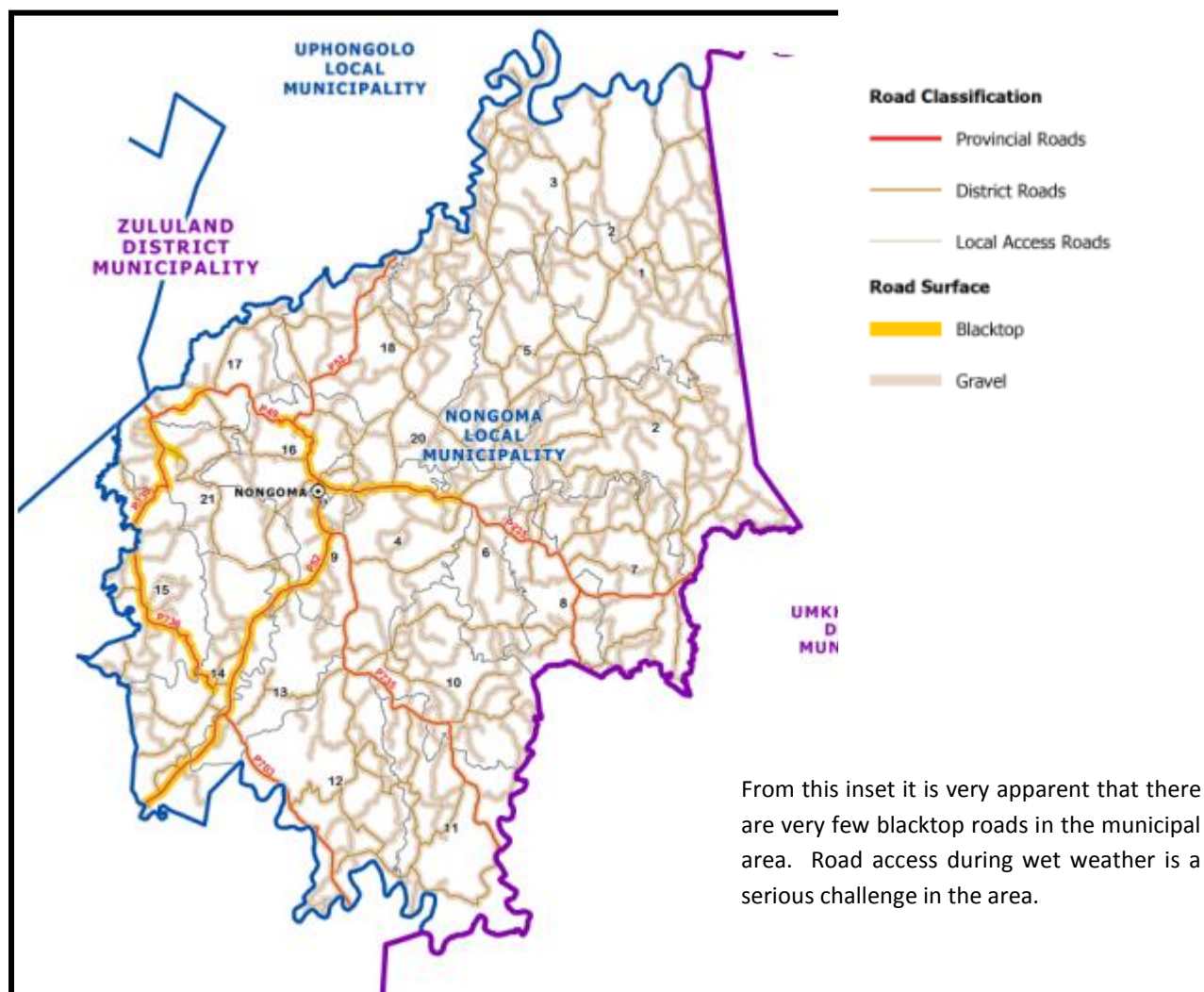
Nongoma uPhongola link road: A section of this road between Nongoma and uPhongola needs to be upgraded to blacktop.

Nongoma Vryheid link road: There is a portion of road between Nongoma and Vryheid, from Nongoma to Vryheid that need to be upgraded to blacktop standard.

Ceza R66 road: A section of the road need to be upgraded to blacktop.

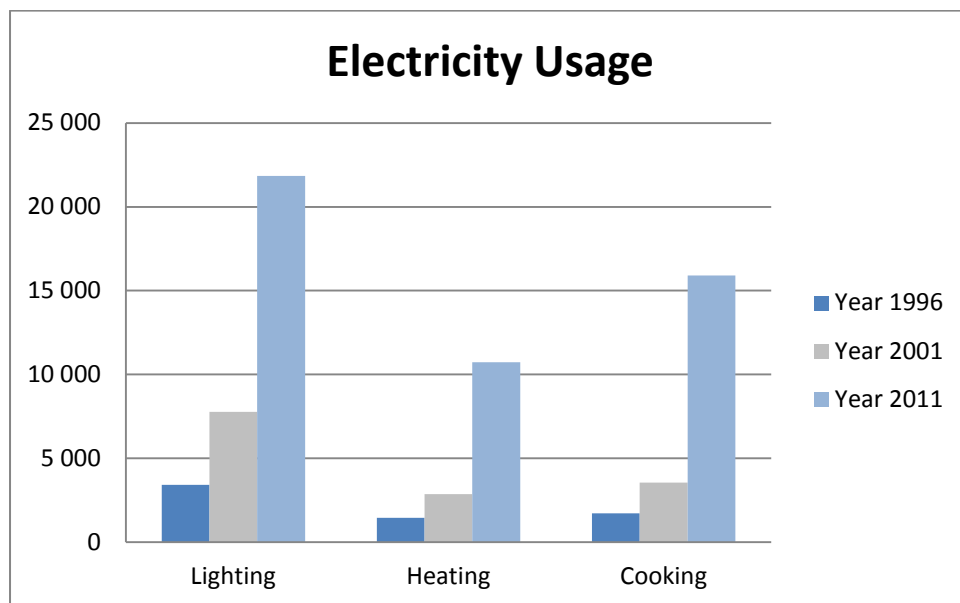
The ZDM has also compiled a Public Transport Plan (PTP). The PTP has as its primary objective to provide an appraisal of the public transport system (based on the results of the CPTR) that should assist decision makers in their efforts to improve the public transport system. In addition, the ZDM has determined backlogs in respect of roads in its area to inform strategic transportation planning.

Map 10: Road Infrastructure



#### C.4.4.1 ENERGY

The electricity backlogs in the Nongoma Municipality are steadily being addressed as can be seen from the following 2011 census results. The use of electricity for lighting, heating and cooking has increased significantly from 1996 and 2001 to 2011.

**Figure 21: Electricity Usage in Nongoma**

Source: 2011 Census

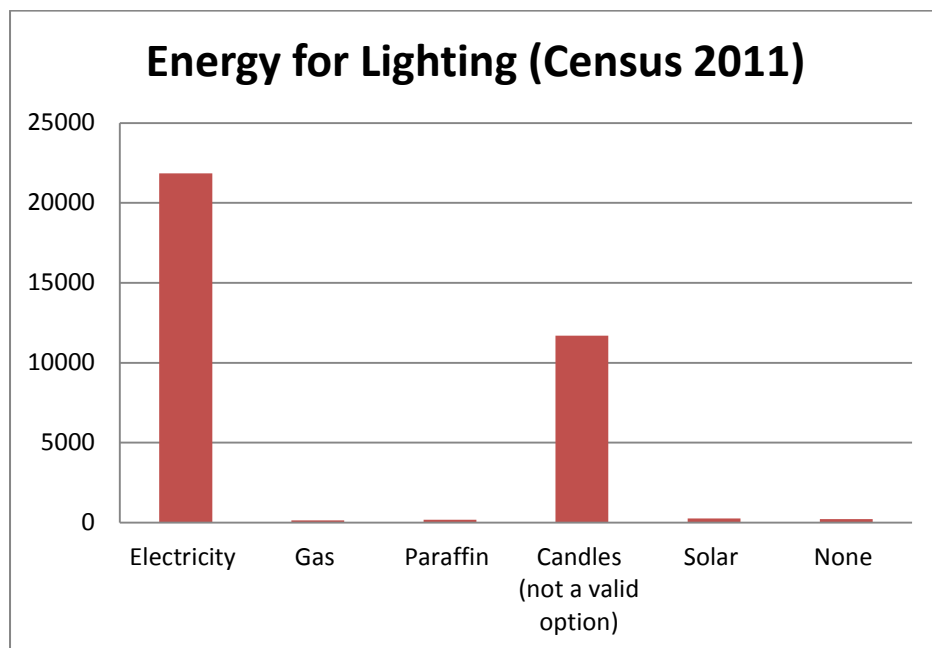
**Table 14: Electricity Usage in Nongoma**

	Year		
	1996	2001	2011
<b>Lighting</b>	3 413	7 767	21 851
<b>Heating</b>	1 459	2 856	10 734
<b>Cooking</b>	1 711	3 556	15 902

Source: 2011 Census

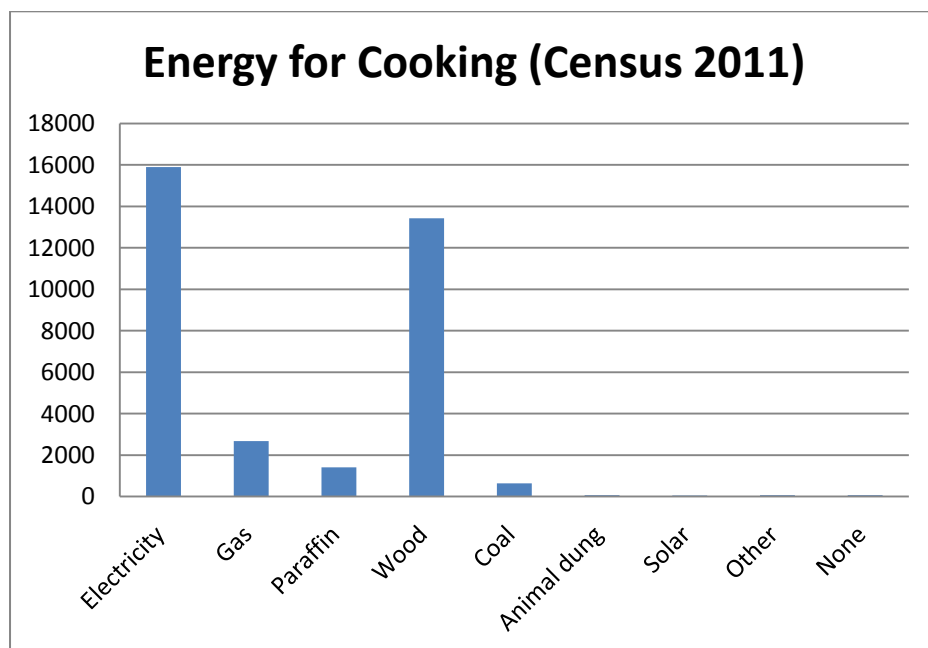
From the above it can be seen that the use of electricity for lighting has increased about 7 fold, for heating about 10 fold and for cooking more than 10 fold. The following series of graphs depict the above.

Figure 17: Energy for Lighting



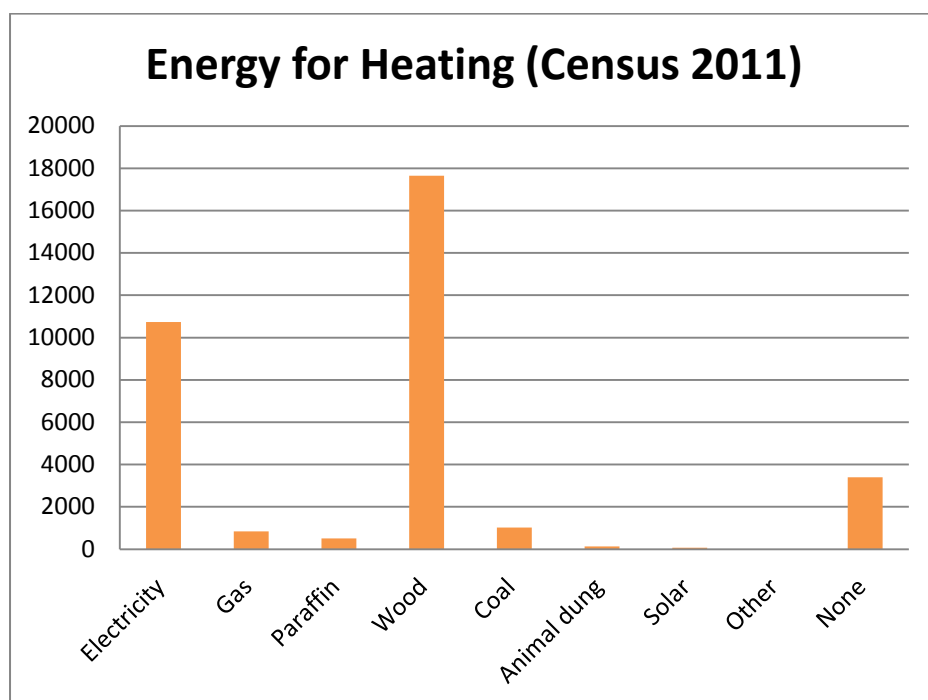
Source: 2011 Census

Figure 18: Energy for Cooking



Source: 2011 Census

Figure 19: Energy for Heating



Source: 2011 Census

The above indicates a very high dependency on wood for cooking and heating in addition to the increased reliance on electricity for such purposes.

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).

The Municipality is in the process of developing an Energy plan addressing provision of alternative energy. The plan is to be finalized by 30 June 2015.

#### C.4.5.1 ACCESS TO SOCIAL AND COMMUNITY FACILITIES

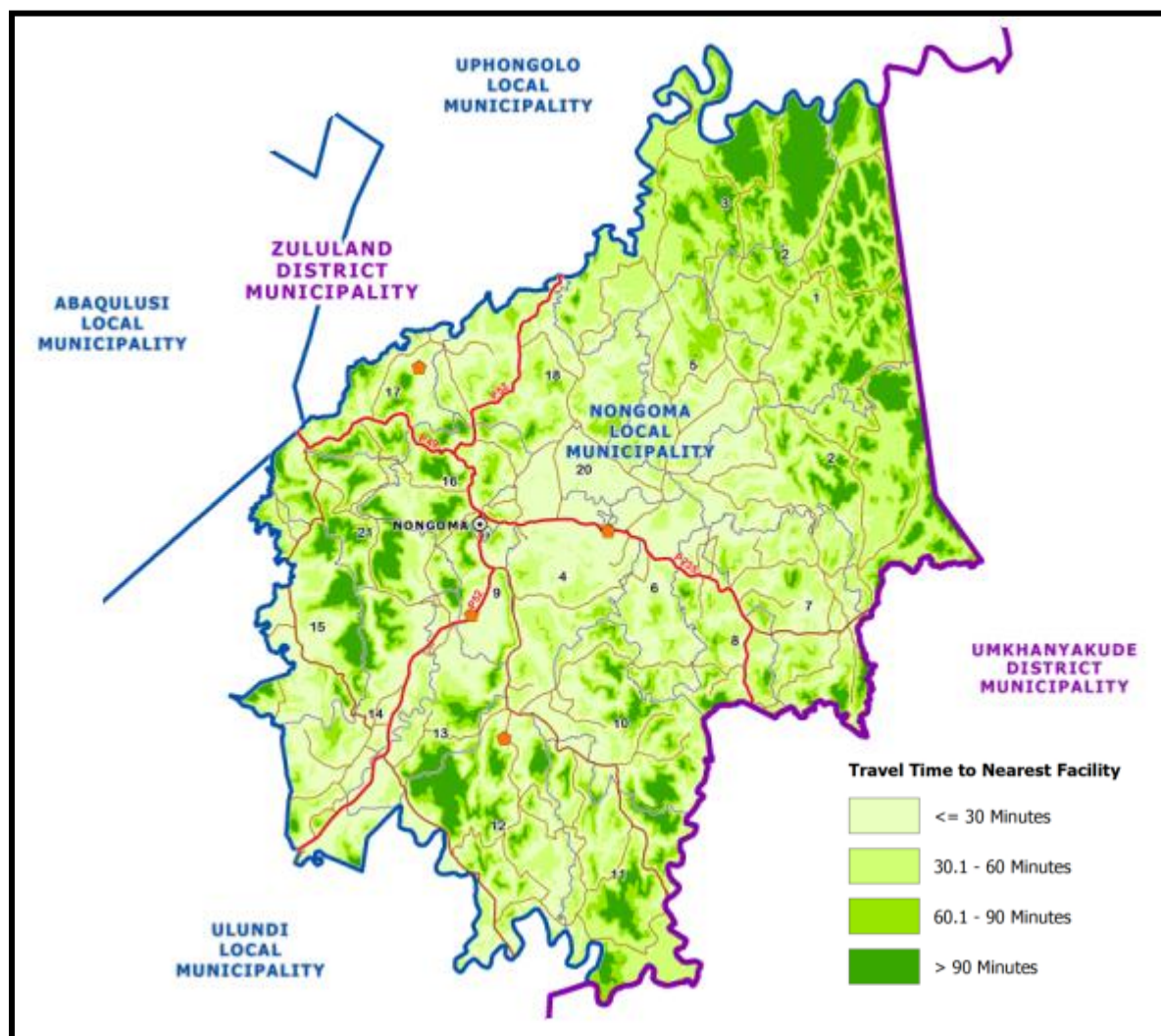
The ZDM undertook at a backlog determination for access to education, health and community halls/centres. The results of the above and information relevant to the Nongoma Municipality is discussed in more detail herewith.



**COMMUNITY HALLS AND FACILITIES**

NAME	WARD	STATUS
MANYONI HALL	1	COMPLETE
SIBONEBO ZONE B HALL	2	COMPLETE
OGEDLENI HALL	3	COMPLETE
SOVANA HALL	3	COMPLETE
MANGQWASHU HALL	4	COMPLETE
NJAMPELA HALL	4	COMPLETE
KWATOYISA HALL	5	COMPLETE
KHENANI HALL	6	COMPLETE
EMANGQOMFINI HALL	7	COMPLETE
ENKONJENI HALL	8	COMPLETE
HOLINYOKA HALL	9	COMPLETE
VUNA HALL	9	COMPLETE
NKOSIKHONA HALL	10	COMPLETE
EKUVUKENI HALL	10	COMPLETE
NZOBO HALL	10	COMPLETE
NZAMANGAMANDLA HALL	12	COMPLETE
MPUNZANA HALL	13	COMPLETE
BADLANENI HALL	14	COMPLETE
WARD 15 HALL	15	COMPLETE
GWABHELA HALL	16	COMPLETE
KWANOZINTEBE HALL	17	COMPLETE
BANGAMAYE HALL	18	COMPLETE
KWAZIBUSELE HALL	18	COMPLETE
MANGQESHANENI HALL	20	COMPLETE

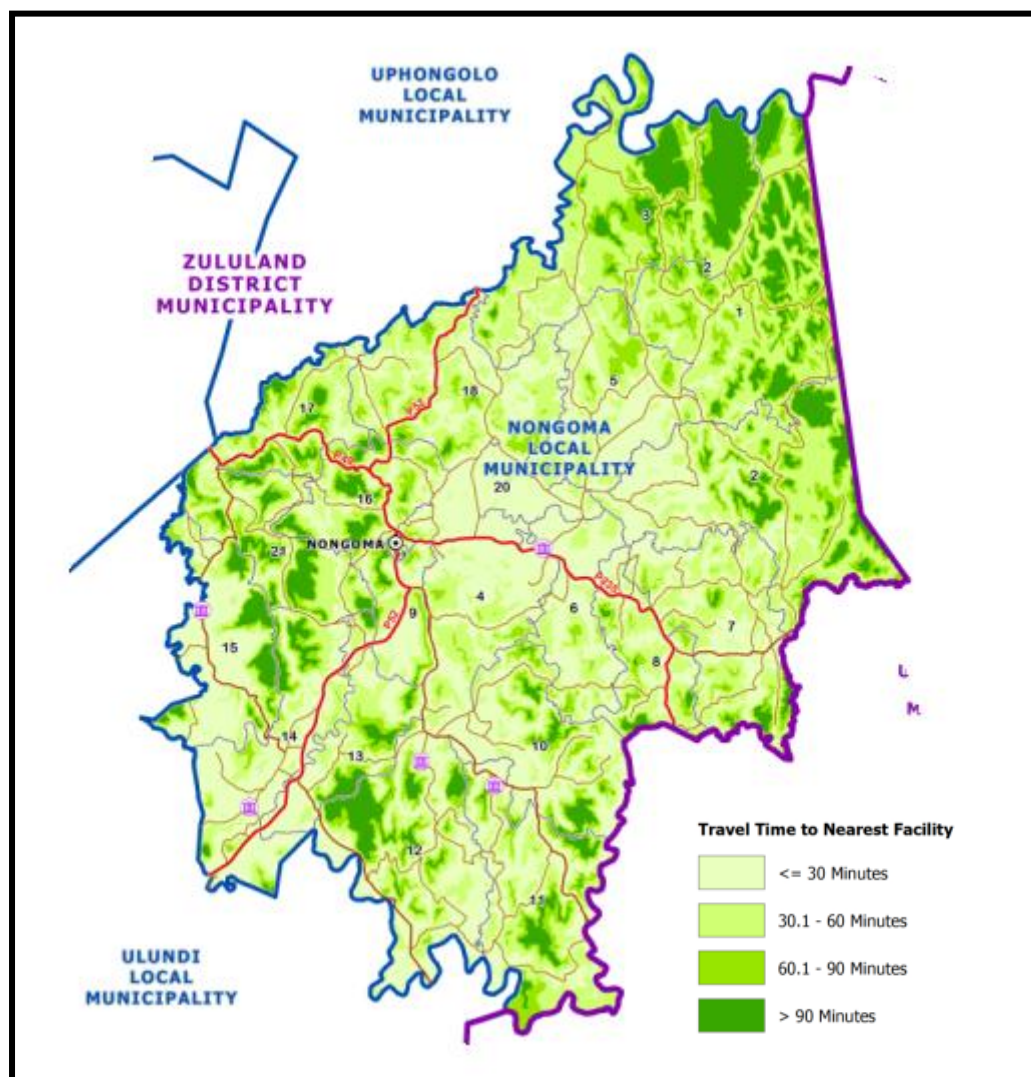
Map 11: Access to Community Halls



From the above it is clear that accessibility to community halls in Nongoma is similar to accessibility to clinics. The areas that are least accessible to community halls in the Nongoma LM are in the northern parts of the municipality and also along the western boundary of the municipality, i.e. those areas further than 90 minutes travelling time.

The following inset provides details of accessibility to Traditional Courts. It is clear that there are similarities between accessibility to community halls and traditional courts.

Map 12: Access to Traditional Courts



Nongoma is further 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 change room 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.

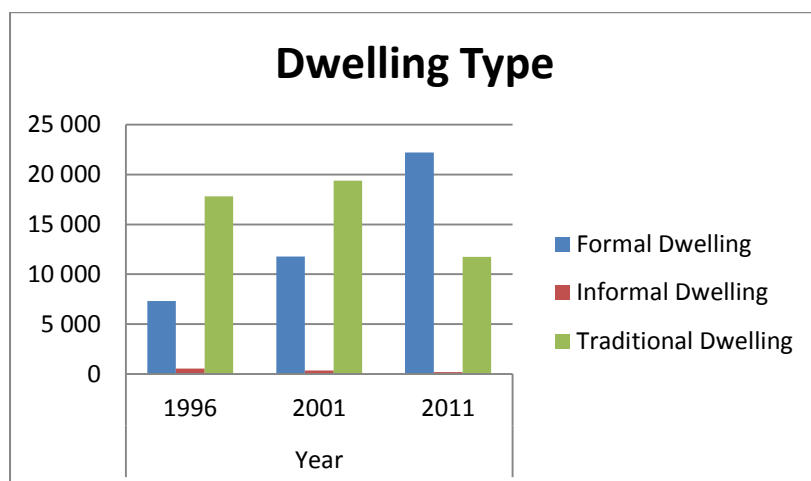
There is only 1 police station in the Nongoma Municipality. If the standard were to be applied that each households should be within a distance of 20km and every 25 000 people for each police station, 49 additional police stations would be required in the municipal area.

## C4.6. HUMAN SETTLEMENTS

### C.4.6.1 DWELLING TYPE AND OWNERSHIP

There has been a steady increase in the number of households that occupy formal dwellings from 1996, 2001 to 2011. The number of informal dwellings has remained very low with no apparent pressure to increase such as indicated herewith.

**Figure 20: Dwelling Type**



Source: STATSSA

The following table indicates that there are an increasing number of people that occupy dwelling/structures that they do not own and also do not pay rent for.

**Table 15: Dwelling Ownership**

	Year	
	2001	2011
<b>Owned and fully paid off</b>	19,710	16,921
<b>Owned but not yet paid off</b>	2,376	4,656
<b>Rented</b>	910	2,765
<b>Occupied rent-free</b>	8,585	9,188

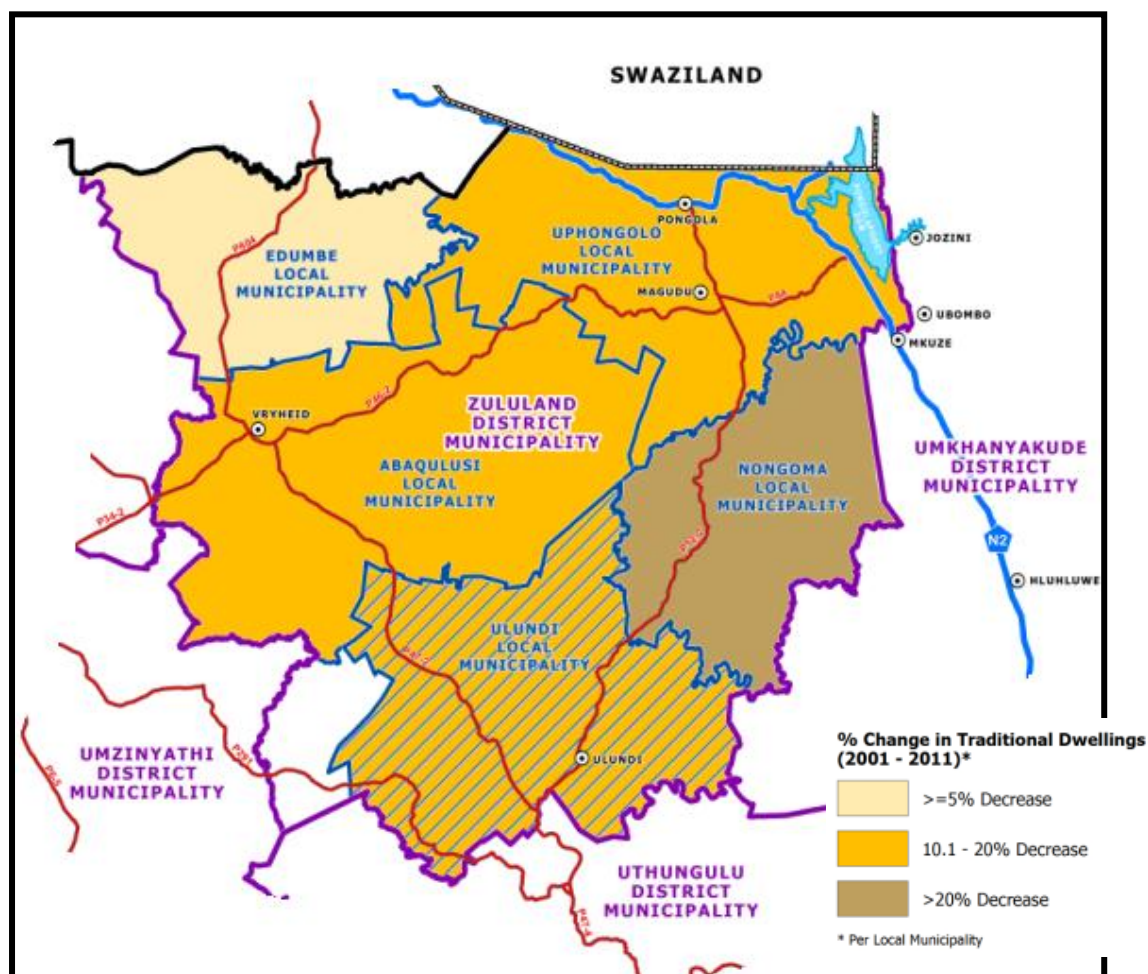
Source: STATSSA

From the above it is apparent that a very high percentage of households in the Municipality live in traditional structures. The Nongoma Municipality, in partnership with the Department of Human Settlement is dedicated to address housing backlogs but the scattered settlement patterns within the municipality are a challenge. 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 requirement of the Department of Human Settlements that housing projects are placed in areas close to existing settlements with existing or planned infrastructure is also a challenge in a rural settlement context of Nongoma.

**Map 13: Changes in Traditional Dwellings 2001 - 2011**



From the above it is clear that Nongoma LM has the largest decrease (>20%) in the number of traditional dwellings in the whole ZDM.



### C.4.6.2 HOUSING SECTOR PLAN

The municipality has prepared the Housing sector plan during the 2012 financial year, however there is a budget to update the housing sector plan for the 2017/2018 financial year sector plan intends to be a guiding document that will help the municipality to achieve the following objectives:

**Table 16: Objectives of Housing Sector Plan**

<b>Objective 1: Alignment</b>
Consolidating, confirming and instilling a shared housing vision between Nongoma Municipality and all role players by emphasizing all national focus areas in terms of Housing Delivery within the municipality; Ensure alignment with provincial and national housing policies as well planning directives; Ensure sustainable and spatially integrated housing delivery
<b>Objective 2: Interventions</b>
To compile a detailed and accurate housing demand database in order to determine the housing demand in line with the various housing needs within the municipal area. In accordance with Chapter 13 of the National Housing Code; to prioritise the upgrading existing (slums) informal settlements and to ensure that a decrease in the future formation of informal settlements. Promoting Densification and Integration including planning guidelines, property taxation, zoning, and subdivision. Encouraging Social (Medium-Density) Housing - this housing intervention may make a strong contribution to urban renewal and integration. It may also be used to facilitate the acquisition, rehabilitation and conversion of vacant/dilapidated buildings as part of a broader urban renewal strategy. To promote rural housing development by formalising the rural dwellings identified.
<b>Objective 3: Integration and Sustainable Implementation</b>
Ensure integration with Nongoma IDP, Spatial Development Framework and other local planning policies and guidelines; Ensure integration of Housing Delivery Implementation plan with National and Provincial spheres. In addition to the above generic objectives, Nongoma Municipality would also like to achieve the following by way of the Housing Sector Plan Review: Provision of adequate bulk infrastructure to support housing delivery. To use the Housing Sector plan review process to inform prioritization of projects within the IDP. To use the Housing Sector Plan review process to capacitate Councillors on housing issues within the municipal area.

Therefore the main objective for Nongoma 2012 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 prioritizing 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.

Speed up the housing delivery process by using the appropriate subsidy schemes such as the (EHP) Enhanced Peoples Housing Process.

Supporting Urban Renewal by resuscitating declining urban areas. Housing plays an important role in a range of urban renewal interventions

Ensure that housing development foster job creation to reduce the levels of poverty.

Enabling the Nongoma Municipality to plan housing development within its area of jurisdiction strategically

The plan must set housing delivery goals.

Ensure that sustainable housing projects are implemented accordingly

The Housing plan has identified the following as the main objectives of the Nongoma Municipality.

**Table 17: Estimated Housing Backlog per Ward**

WARD	POPULATION	ESTIMATED HOUSING BACKLOG
1	10 598	1073
2	10 518	287
3	10 886	1109
4	12 255	855
5	9 448	1058
6	7 569	54
7	9 943	1605
8	8 275	616
9	13 121	1712
10	8 926	1946
11	10 021	1108
12	10 164	1298
13	6 546	1558
14	11 264	1758
15	7 521	1583
16	15 340	1215
17	8 454	477
18	10 476	1047
19	402	34
20	5 808	1100
21	7 370	1100
<b>TOTAL</b>	<b>194 908</b>	<b>22593</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.

**Please note the Housing Sector Plan has been budgeted for Review in 2017/2018 Financial year.**

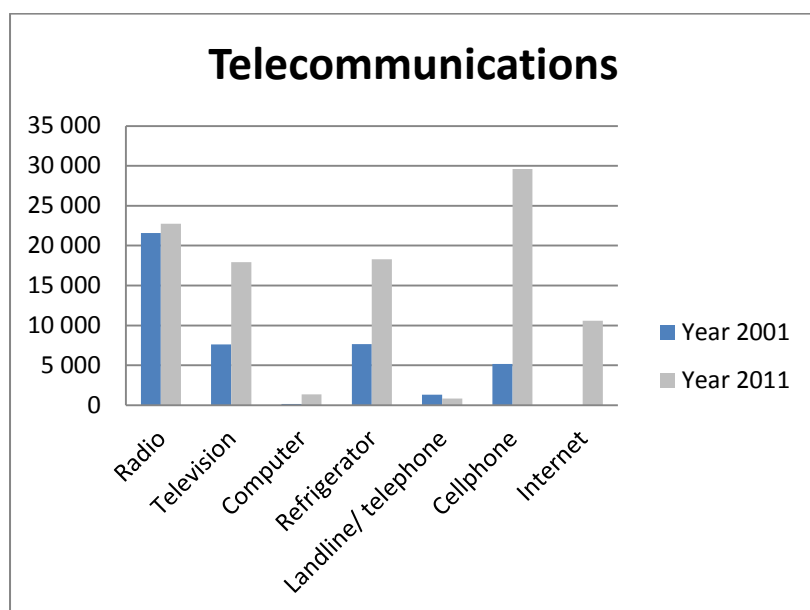
## TELECOMMUNICATIONS

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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, and 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 following information has been extracted from the 2011 census results in respect of Telecommunications in the Nongoma Municipality.

Figure 21: Telecommunications



Source: 2011 Census

Table 18: Telecommunications in Nongoma

	Year	
	2001	2011
<b>Radio</b>	21 582	22 745
<b>Television</b>	7 621	17 942
<b>Computer</b>	153	1 371
<b>Refrigerator</b>	7 660	18 308
<b>Landline/ telephone</b>	1 335	830
<b>Cellphone</b>	5 176	29 591
<b>Internet</b>	0	10 593

Source: 2011 Census

There has been an improvement in the access to all surveyed telecommunication media in the Nongoma Municipality between the 2001 and 2011 census years. A very significant increase is noted in the cellphone and internet accessibility.

4.9

Basic Service Delivery and Infrastructure Development	
<b>Strengths</b> Availability of Road Master Plan with priority projects Ability to acquire new plant from our own revenue (tractors) IWMP draft is in place	<b>Weaknesses</b> Lack of tools of trade (i.e. There is only one grader that is over-utilized and no fleet for other operations) Inability to use current consultants for engineering issues in town, only focused on MIG Failure to prioritize projects based on the SDF and other plans like road master plan Lack of comprehensive maintenance plan and dedicated budget for halls, stadiums and other municipal infrastructure Lack of updated baseline information on the access to water and sanitation (MEC) Lack of mapping for infrastructure (MEC)
<b>Opportunities</b> Availability of MIG, and other grants through submission of business plans	<b>Threats</b> Current drought and water shortage

**SECTION C: 5 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS****C.5.1 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS****5.1 BACKGROUND****TAPING ON CRAFT AND ARTS TO LEVERAGE LOCAL ECONOMY**

Nongoma Local Economic Development (LED) is framed by the broader understanding of the competitive advantage of the area. Although in terms of the PGDP and the Provincial Spatial Development Framework, the area is classified as a social development zone if you look at its sector contribution to the provincial economy; there are good chances of tourism development using our Zulu Heritage and culture. The municipality is the home to His Majesty, King Zwelithini. The existence of His Majesty, his four Royal Palaces and the initiatives of celebrating Zulu Culture and Heritage through the annual events like the Reed dance, Umkhosi Woselwa and many others gives us a competitive advantage.

Our approach in developing LED is informed by the five KZN- strategic objectives in Job creation as per the Provincial Growth and Development Plan (PGDP), which are as follows:

Unleashing agricultural potential

Enhancing industrial development through trade, investment and exports

Expanding government-led job creation programmes

Promoting SMME, Entrepreneurial and youth development, and

Enhancing the knowledge Economy

In line with the Provincial Growth and Development Plan (PGDP), the Zululand District Municipality and its family of municipalities have developed the District Growth and Development Plan (DGDP). This plan provides the Districts' direction in terms of development and its contribution towards the provincial targets in meeting the set goals. Nongoma Municipality is a strategic partner in the district to create jobs through expanding government led jobs, and tourism development.



**(b) Vegetation types** –There are four vegetation types in Nongoma, namely, the Ithala quartzite Sourveld, the Northern Zululand Sourveld, the Scarp forest and the Zululand low veld. The spatial sizes of each of these vegetation types are presented below.

**Table 19: Vegetation types in Nongoma**

Name	Size	% of Municipal land area
Ithala Quartzite Sourveld	624.2ha	0.29%
Northern Zululand Sourveld	86248.3ha	39.53%
Scarp Forest	268.9ha	0.12%
Zululand Lowveld	131068.9ha	60.07%

**Source: The National Biodiversity Institute (2014)**

While there are no critically endangered (or endangered) terrestrial Eco systems, there are at least three vulnerable terrestrial eco-systems. These are the black rhino range (10,138 hectares, or 4.65% of the municipal land area); the Eastern Scarp forest (267 hectares or 0.12% of the municipal land area and Imfolosi Savanna and Sourveld (3851.8 hectares or 6.5% of the municipal land area).

**Freshwater Eco systems** -There is only one water management area in Nongoma municipality. There is also, a single wetland area which covers 3246.9ha (1.5%) of the municipal land area. Nongoma municipality hosts a total of 11 rivers as listed below.

**Table 20: Rivers in Nongoma Area**

Rivers in Nongoma Municipal area	
1. Black Mfolozi	7. Msebe
2. Manzimakulu	8. Msunduzi
3. Mapopoma	9. Sikwebezi
4. Mbhekamuzi	10. Vuna
5. Mkuze	11. Wela
6. Mona	

**Source: The National Biodiversity Institute (2014)**

The availability of the aforementioned bio-diversity on Nongoma Municipality's eco-system is important especially for the agricultural as well as the tourism sector. The presence of 11 rivers for example, suggests the irrigation potential of the municipal area. The Savanna character on its part points to wildlife potential, which would go a long way to boost the tourism sector. The biodiversity make up also shapes settlement patterns.

## **TRENDS IN NONGOMA MUNICIPALITY'S ECONOMIC AND SECTORAL PERFORMANCE**

This section will examine the performance of the Nongoma municipal economy over time. This is useful in determining the challenges, the comparative advantage, opportunities as well as vulnerabilities of the economy. In this section we cluster Nongoma municipality's economy into nine sectors, effectively analysing their performance in both comparative as well as proportional frameworks. The adopted definition of each of the sectors is as follows:

### **Nongoma Overall Economic Performance**

#### **Municipal Vulnerability Index**

Going by the Municipal Productivity Index, (which gauges the most productive areas or regions to work, live and invest), in 2008, Nongoma ranked the worst in the country, in terms of productivity of areas, and suitability to work, live and invest. Other poor KZN performers include Msinga, Vulamehlo, Ndwendwe, Umhlabuyalingana and Nkandla. By 2013, Nongoma municipality's position on the same index had not improved, and therefore to date it remains among the least productive municipalities in the country. The municipality has also been ranked among the ten most vulnerable municipalities in the country, by CoGTA's 2008/9 report, in terms of functionality, socio-economic profile and backlog status. None of the other local municipalities in the District feature in the top 20 most vulnerable, in the 2008/9 report.

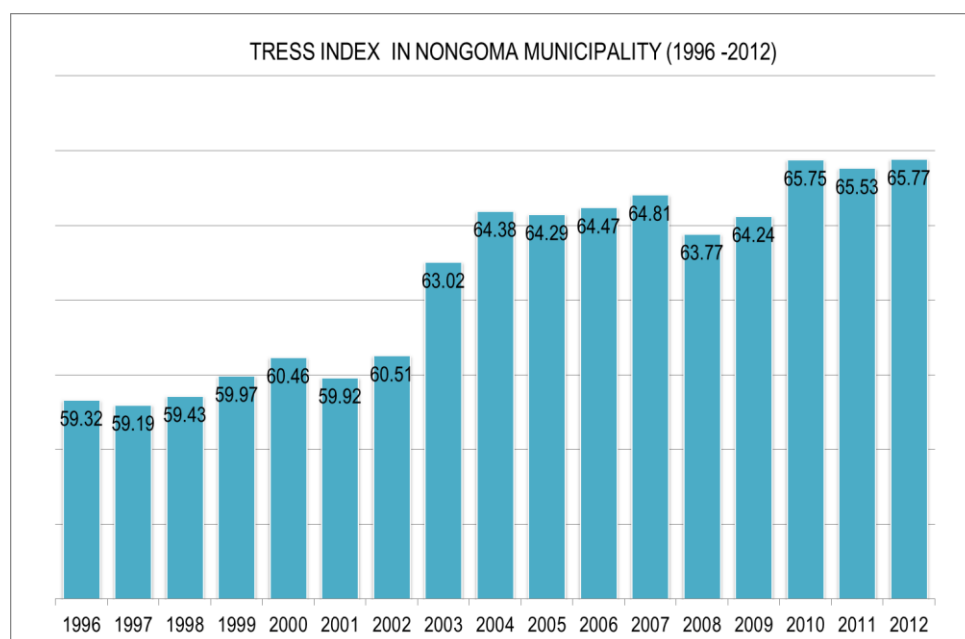
#### **Nongoma Tress Index**

An examination of the municipality's tress index confirms CoGTA's findings. Tress index indicates the level of concentration or diversification in an economy. It is computed by ranking sectors according to their contributions to GVA or employment, adding the values cumulatively and indexing them. A tress index of zero represents a totally diversified economy, while a number closer to 100 indicates a high level of concentration or vulnerability.

In this light, the following table illustrates an increasing concentration of the sectors. That is to say, reliance on government services, finance, and trade has progressively become dense overtime, making the municipality's economy highly vulnerable. As at 2012, this vulnerability was highest in a decade. The implication is that, diversification of the municipal economy to decrease vulnerability is required.



Figure 22: Tress Index



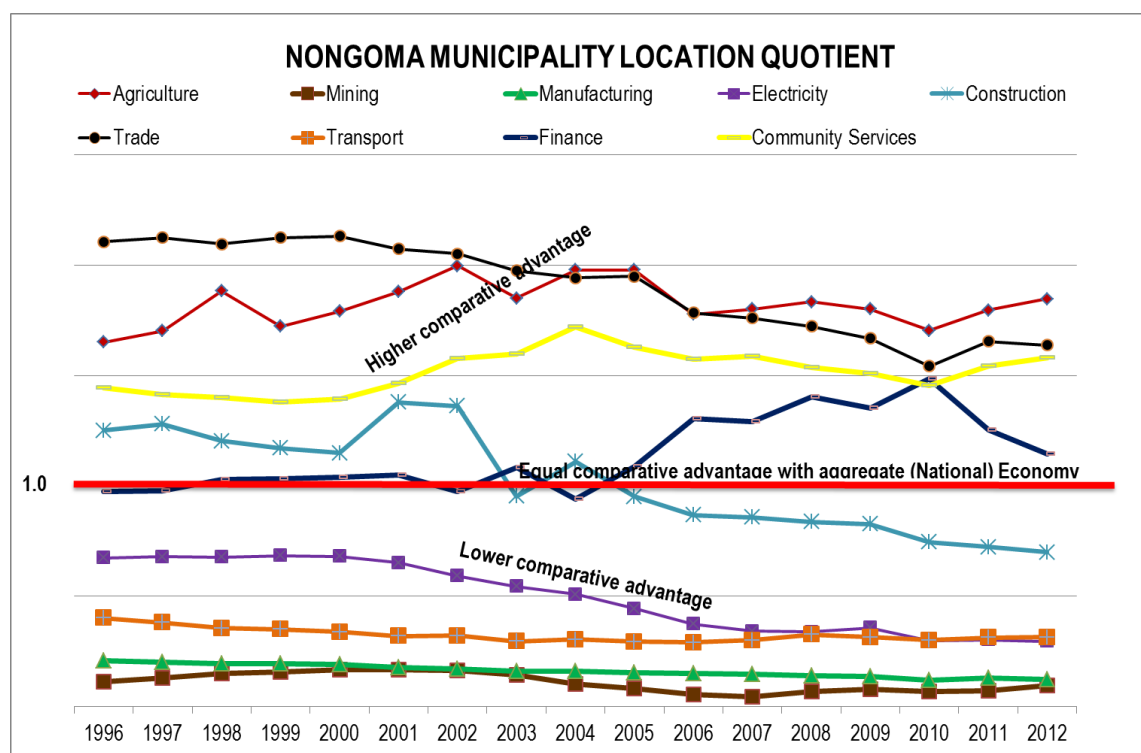
Source: Calculations from Global Insight (2012)

#### Nongoma Location Quotient

It is also important to determine the *comparative advantage* of Nongoma Municipality's economy. Comparative advantage is concerned with the efficiency of a given economy. The difference with competitive advantage is that, competitive advantage considers the availability of unique resources in a given locality and not (or in less quantities) in other localities. Location quotient is the most popular index used to measure comparative advantage. If a given economic sector in a given economy (in this case Nongoma municipality) has a location quotient smaller than 1, then its share of the local economy is lower than the share of the sector on a national scale. The reverse is also true. Sectors with location quotient higher than one tend to be export oriented, and often employ high numbers of the population. The location quotient is computed by taking the percentage share of the sector in the regional (in this case municipal) economy divided by the percentage share of that same sector in the national economy.

Thus said, as shown in the following graph, as at 2012, at least four sectors contribute a larger share of Nongoma municipality's economy, than they do on the aggregate National economy. These are trade, agriculture, community services and finance. What this means is that, these sectors reveal a comparative advantage of Nongoma's economy (except for government services) and therefore interventions into these sectors would be a noble and productive option. This is not to say that the sectors with less than one location quotient should be ignored. There are possibilities that these sectors possess latent potential which has not been exploited yet.

Figure 23: Location Quotient



Source: Calculations from Global Insight (2012)

#### Nongoma Sector Distribution and Economic Contribution

The question of economic vulnerability is not whether there are any economic activities in Nongoma municipality. In fact, there are *at least* 27 detailed subsectors in Nongoma Municipality, all of which make an important contribution to the municipal economy. The question is whether these subsectors are performing optimally. Below we show the distribution of the subsectors, which are in turn categorised into nine main sectors. We also present the total output of each subsector. Evidently, other than community services subsectors, the best performing subsector in 2012 was the retail and trade subsector, contributing more than 10% of the total municipal output. Worth noting is the contribution of the mining sector, which is significantly below its potential.

Table 21: Sub-Sector Contribution to Nongoma Municipal Economy

BROAD SECTORS	DETAILED SECTORS	ECONOMIC CONTRIBUTION (IN RANDS) IN 2012
<b>Agriculture</b>	Agriculture and hunting	14 369 000
	Forestry and logging	2 724 000
<b>Mining</b>	Mining of coal and lignite	1 685 000
<b>Manufacturing</b>	Food, beverages and tobacco products	1 526 000
	Textiles, clothing and leather goods	90 000

BROAD SECTORS	DETAILED SECTORS	ECONOMIC CONTRIBUTION (IN RANDES) IN 2012
	Wood and wood products	1 626 000
	Fuel, petroleum, chemical and rubber products	6 000
	Other non-metallic mineral products	1 000
	Metal products, machinery and household appliances	15 000
	Transport equipment	1 000
	Furniture, and recycling	5 458 000
<b>Electricity</b>	Electricity, gas, steam and hot water supply	3 620 000
	Collection, purification and distribution of water	3000
<b>Construction</b>	Construction	13 710 000
<b>Trade</b>	Wholesale and commission trade	924 000
	Retail trade and repairs of goods	56 762 000
	Other business activities	7 545 000
<b>Transport</b>	Sale and repairs of motor vehicles, sale of fuel	5 450 000
	Land and Water transport	16 257 000
	Air transport and transport supporting activities	34 000
<b>Finance</b>	Finance and Insurance	13 474 000
	Real estate activities	7 927 000
<b>Government and Community services</b>	Public administration	88 791 000
	Education	224 548 000
	Health and social work	78 033 000
	Hotels and restaurants	1 739 000
	Post and telecommunication	18 000
	Other service activities	4 332 000
<b>Total Industries</b>		550 666 000

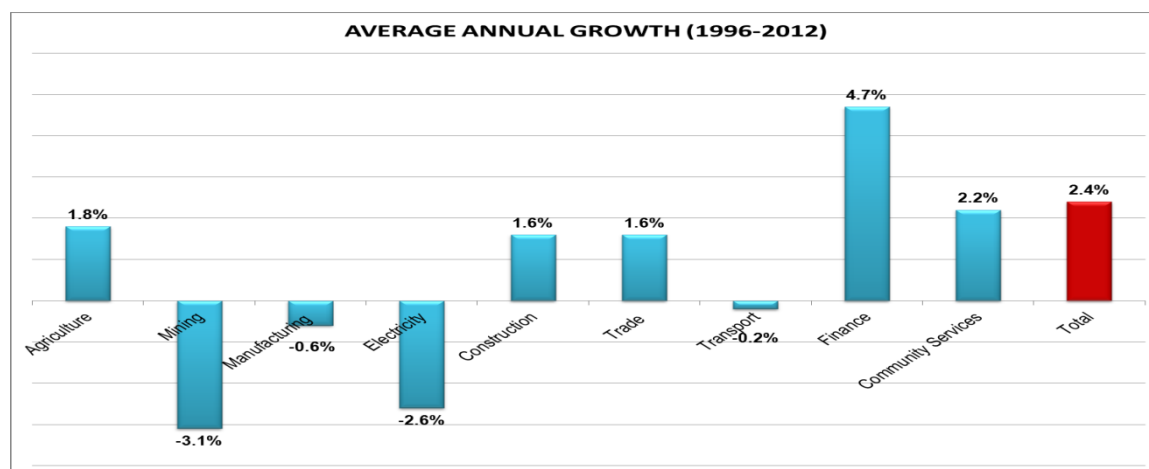
Source: Calculations from Global Insight (2012)

#### Nongoma Average Sector Growth

On the broad sector category, between 1996 and 2012, reveals that finance recorded the highest growth in Nongoma Municipality. Rural finance mainly reveals a higher growth than urban, due to the presence of micro facilities, mainly informal. The presence of Ithala bank and Capitec in Nongoma adds to the informal financial lending, as do all the commercial banks which are based in Nongoma town. The conditions for credit access from commercial banks are not suitable for majority of otherwise informal rural communities such as Nongoma.

Consultation with community representative stakeholders concludes that awareness of Ithala bank as a micro credit facility is extremely poor, and therefore underutilised. And, those who are aware are sceptical of the possibilities for Ithala bank to provide credit to the ordinary informal trader. As a result of poor awareness and limited services, informal trade is heavily reliant on the municipality for support in terms of trading structures and in part, market access. The market access here means that the majority of buyers of informal traders goods are recipients of government grants and pensioners.

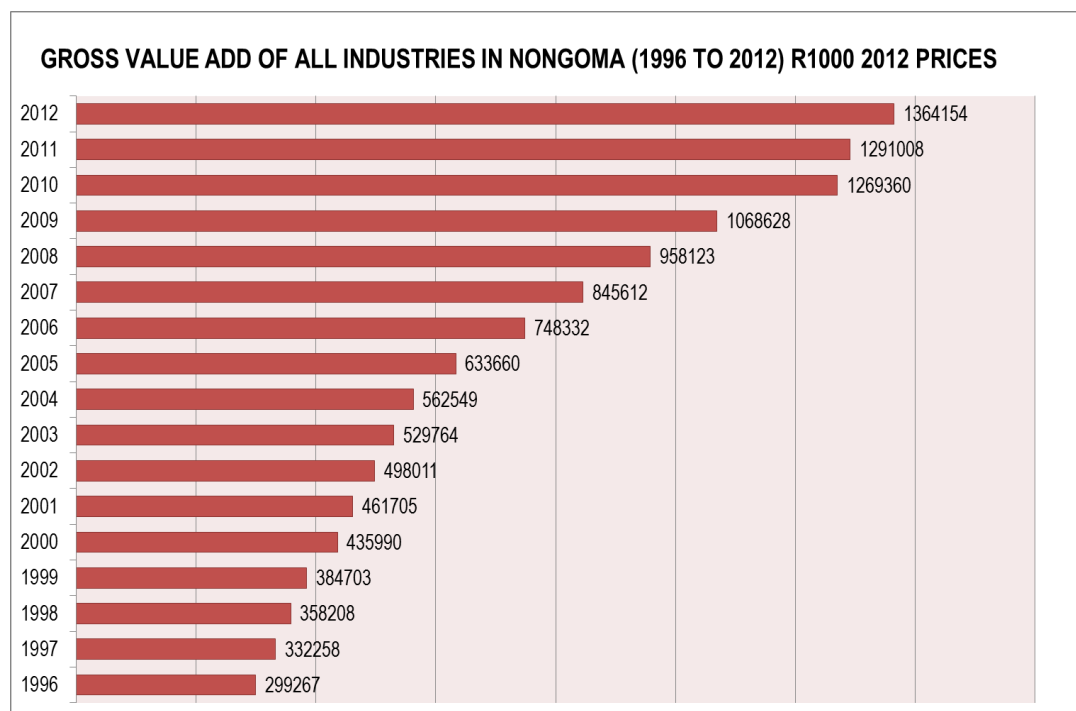
The presence and efficient functioning of commercial banks lowers transaction costs, and therefore provides opportunities for economic growth. Second to finance are community services, which are almost exclusively government funded. In Nongoma's context, this involves government grants, of which the overwhelming majority of the population are dependent on them. Between 1996 and 2012, the average annual growth of the community services sector was 2.2%, slightly below the overall economic performance of 2.4%. Agriculture, construction and trade grew at an annual average of 1.7% over the same period. Roughly half of the nine main sectors -mining, manufacturing, transport and electricity- recorded negative growth between 1996 and 2012. This in part suggests declining employment in the negative growth sectors. The sectors which register positive growth are essentially sustained by grants and remittances. Thus, finance, trade and agriculture thrive under support of family members who have moved out of the area, while construction is attributable mainly to government infrastructure spending.

**Figure 24: Average Annual Growth (1996-2012)**

Source: Calculations from Global Insight (2012)

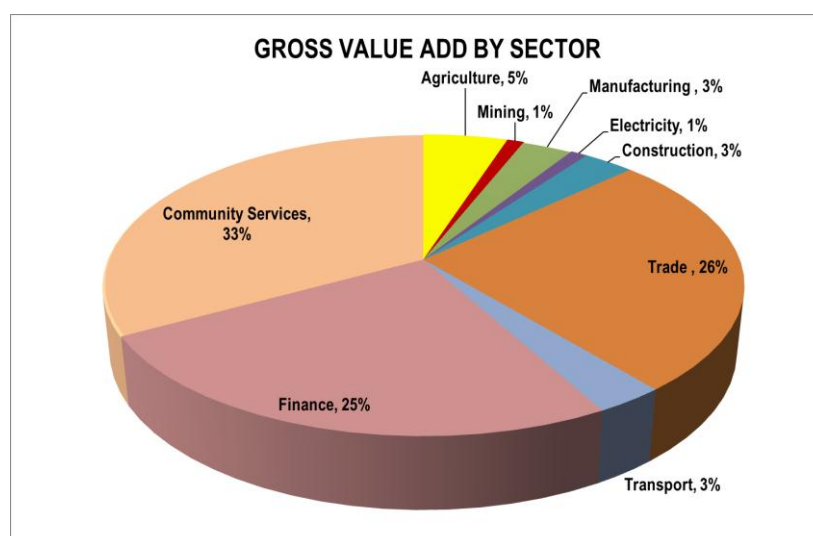
#### Nongoma Gross Value Added

Considering the total value of goods and services (Gross Value Added or GVA) produced in Nongoma, the GVA more than quadrupled from R299 million in 1996 to R1.3 billion in 2012. This is in spite of an outward migration of 3184 residents between 2001 and 2011. What this means is that, per capita production has increased significantly. The informal trade has most likely contributed to this production in a significant way. It is important, however, to keep in mind the performance of the Zululand District GVA, which according to CoGTA's 2010 report ranks among the poorest performers in the country. Even more important, Nongoma municipality's total Gross value Add (GVA) is extremely low, when expressed as a percentage of the province and National government, considering that the municipality's GVA is mere 0.4% of the KZN economy; the GDP per capita measure, is 6 times lower than the national average, and 5 times lower than that of KZN; and Nongoma has a low working age population, made up mostly of people younger than 20, supported by retired grandparents, who rely on remittances and public grants for income.

**Figure 25: Value Addition**

**Source: Calculations from Global Insight (2012)**

On sector contribution to the municipal gross Value Added, community services performed the highest in the period between 1996 and 2012, at 33%, with trade (26%) and finance (25%) trailing closely behind. Regardless of the potential for agriculture, this sector contributed paltry 5% over the period under attention. Yet value addition in agriculture has the potential to boost employment. The percentage contribution of each sector is illustrated below.

**Figure 26: Gross value Add by Sector**

**Source: Calculations from Global Insight (2012)**

### Nongoma Gross Operating Surplus

The annual average of Nongoma Municipality's Gross Operating Surplus between 1996 and 2012 was R 424 585 000, while the total over the same period was roughly 7.2 billion. Gross Operating Surplus (GOS) is an indicator used to measure general profits which are calculated as the total outputs minus labor costs. Stated differently, this is the surplus liquid capital available after deducting labor wages. Over the 1996-2012 period, the financial sector recorded the highest GOS in Nongoma municipality, followed closely by Trade. Community services occupied third position with agriculture trailing closely behind. The sectors which made negligible contribution to the municipal GOS were mining (1%) manufacturing (3%) Electricity (1%) and Construction (3%). This is illustrated below.

### THE PERFORMANCE OF TOURISM DEVELOPMENT

Breakdown of the number of trips by purpose of trip shows that leisure or holiday visits in Nongoma municipality are the lowest in all 'purpose of visit' categories. Less than 500 tourists visited Nongoma municipality in 2012, with the express purpose for leisure. This is less than during the economic crisis which span from 2008 through 2011. Worth noting is that the numbers of leisure tourists in Nongoma gradually but steadily increased from 2001 through 2005, before a steady decline. The annual average of leisure tourists between 2001 and 2012 was 805. The trend is illustrated below.

**Figure 27: Number of Trips: Leisure**



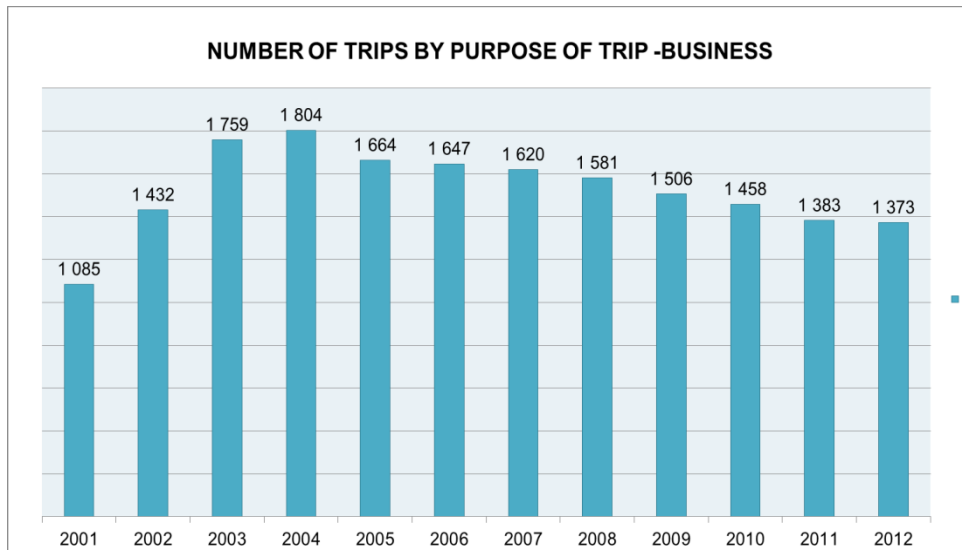
**Source: Calculations from Global Insight (2012)**

Those who visited Nongoma for businesses purposes were roughly double the number of leisure tourists. In 2001, a total of 1085 business tourists were reported in Nongoma municipality. Since then, business tourists progressively increased before stabilising in 2004, where a gentle decline is visible. Although there is an on-going decline on the number of business tourists, commendably, the 2012 numbers have not declined below



the 2001 level. The annual average numbers in this category were 1526 between 2001 and 2012. The following graph illustrates the foregoing.

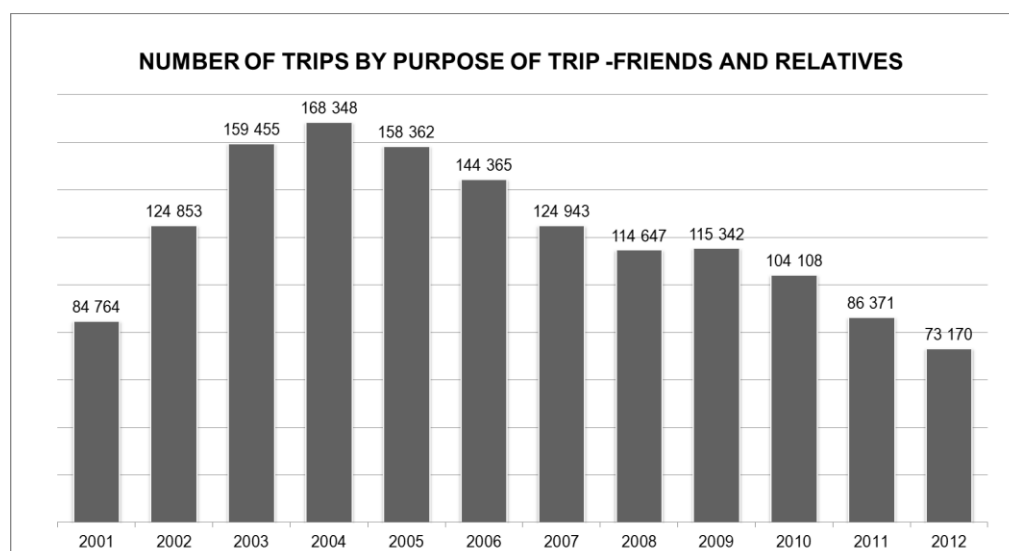
**Figure 28: Number of Trips: Business**



**Source: Calculations from Global Insight (2012)**

The highest numbers of tourists in any category are those who visit friends and relatives. This category accounts for relatives who have immigrated out of Nongoma municipal area, as well as friends who come from outside the area. Between 2001 and 2012, a total of 1 458 728 friends and relatives of Nongoma residents visited Nongoma Municipality. This averages 121,561 a year. Similar to the leisure category, 2004 marked the highest peak, while 2012 had the lowest levels of friends and relatives tourists (73 170).

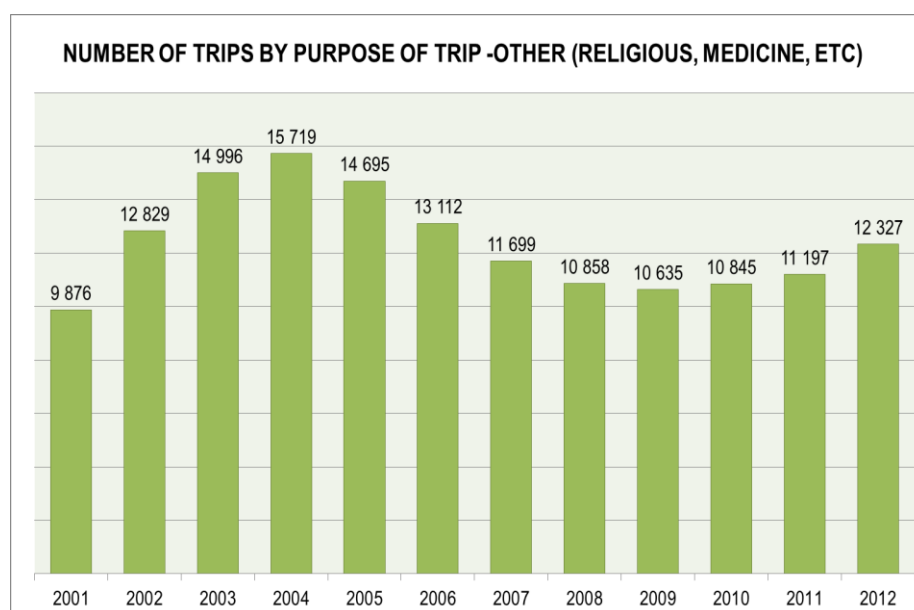
**Figure 29: Number of Trips: Friends and Relatives**



**Source: Calculations from Global Insight (2012)**

Being the home of the Zulu King, Nongoma municipality has attracted relatively high numbers of religious as well as medicine<sup>2</sup> tourists. The numbers of religious and medical tourists have fluctuated over the past decade, from 9,876 in 2001, to 15,719 in 2005 before settling in at 12,327 in 2012. A total of 148,790 religious/medical tourists visited Nongoma municipality over the 2001-2012 decade. This averaged to 12,399 visitors annually in this category. Importantly, this is the only category which shows a gradual increase from 2009 to date. This is to say that the number of religious tourists is on an upward trend, currently –as per the graph below.

**Figure 30: Number of Trips: Religious and Medicine**



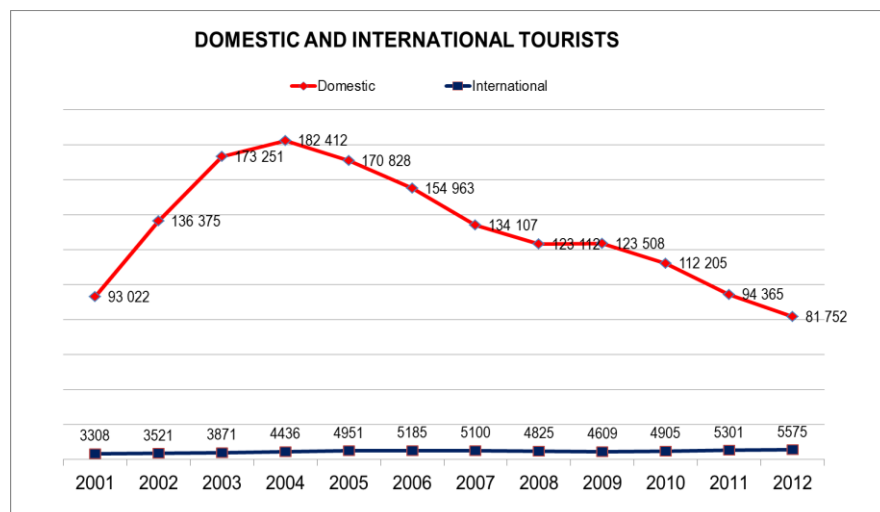
**Source: Calculations from Global Insight (2012)**

<sup>2</sup> Medicine tourists are those who visited Nongoma in search of traditional medicine.

### Tourists Origin

On tourists' origin, as expected, there are more domestic tourists than international. Except that the levels of domestic tourists has declined consistently since 2004, levelling between 2008 and 2009 before another steady decline between 2009 and 2012. There were 1,579,900 domestic tourists in Nongoma municipality over the past decade, an average of 131 658 tourists annually, or 10,972 tourists per month –or even more detailed, roughly 366 domestic tourists per day. This is more than double the number of international tourists, which amounted to 55, 588 between 2001 and 2012 –or an average of 4632 per year. This translates to 386 monthly visits, or about 13 international tourists per day. This is 1/28 of domestic tourists in Nongoma municipality over the same period. The number of international tourists has been fairly constant –neither increasing nor decreasing throughout the decade.

**Figure 31: Domestic and International Tourists**



Source: Calculations from Global Insight (2012)

### Tourism Expenditure

Considering the expenditure on tourism, as demonstrated below, tourism expenditure in 2001 (measured in terms of how much tourists expended in Nongoma Municipality) R56.3 million. In 2012, a total of R134.4 million in 2012. This is 2.8 times more than the expenditure recorded in 2001. Predictably, 2010 recorded the highest expenditure in the decade, at R170 million. Although the expenditure has been on a downward trend since 2010, the levels of total tourists has not declined to the 2005 levels.

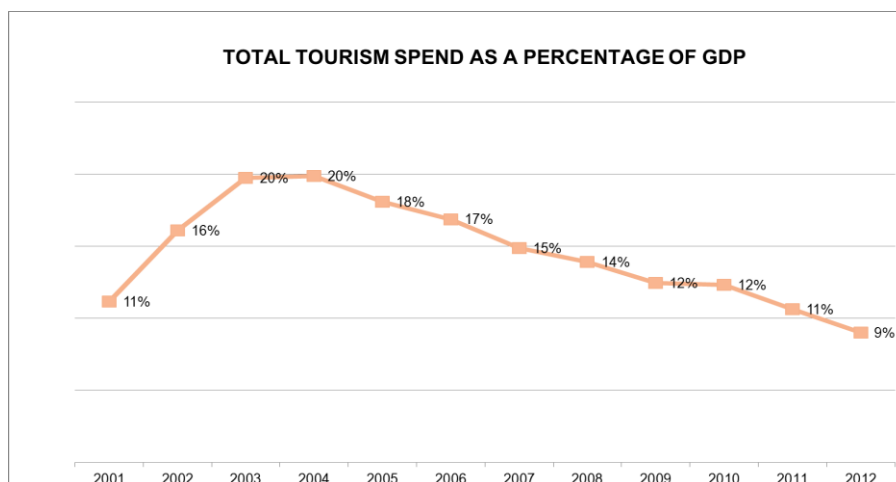
**Figure 32: Total Tourism Spend**



Source: Calculations from Global Insight (2012)

Calculated as a percentage of the municipal GDP, 2012 recorded 9%, down from 20% in 2004. This suggests that in terms of GDP contribution, tourism has been underperforming since 2004, allowing other sectors such as community services, trade and finance to dominate GDP. What this also suggests is that more could be done to improve the tourism proportion of GDP.

**Figure 33: Total Tourism Spend as % of GDP**



Source: Calculations from Global Insight (2012)

## **Tourism Products**

### **(a) Route 66**

Route 66 takes one along a parallel route, slightly further north east, that links Nongoma with Gingindlovu, Eshowe, Melmoth, Ulundi, and Pongola. The route traces one of the oldest trade routes through Zululand, once ridden by horse and ox wagons by early settlers to the then Port Natal. **Zululand's Route 66**, traces the path of transport riders, missionaries, soldiers, settlers and farmers as they made their way inland. It also explores the incredible clashes that took place here - the tribal wars of the early 1800s, the Voortrekker-Zulu War of 1838, the Anglo-Zulu War of 1878 and the Bhambatha Rebellion of 1906.

### **(b) History of the Town and Zulu King Palace**

Derived from the Zulu word, Ngome - the mother of songs - Nongoma was originally established in 1888 as a buffer between two warring Zulu factions to try to establish peace in the area. Today, the hereditary leader of Zululand has his royal palaces here and has opened these to the public. The area has four royal palaces belonging to the current Zulu King Goodwill Zwelithini:

Khethomthandayo Royal Palace — One of his wives lives here.

Kwakhangamelamkengane Royal Palace — His third wife, Princess Queen Mantfombi Dlamini-Zulu lives here.

Linduzulu Royal Palace — His first wife, Queen MaNdlovu, lives here.

Enyokeni Royal Palace — Queen MaMchiza lives here, and it is the King's only 'traditional' palace.

### **(c) Royal Reed dance Festival**

Nongoma hosts the four days long Royal Reed dance every September, where young Zulu Maidens participate in a cultural festival (referred to as Umkhosi woMhlanga in Zulu). This occasion combines cultural festival with the beautiful landscape as well as the Royal leadership. It also provides an experience of the Zulu Nation, as the King presides over the Reed dance. The festival takes its name after riverbed reeds, which explains why the maidens carry reed-sticks in a procession. It is estimated that over 10 000 maidens, from various communities throughout the Zulu region participate in the event.

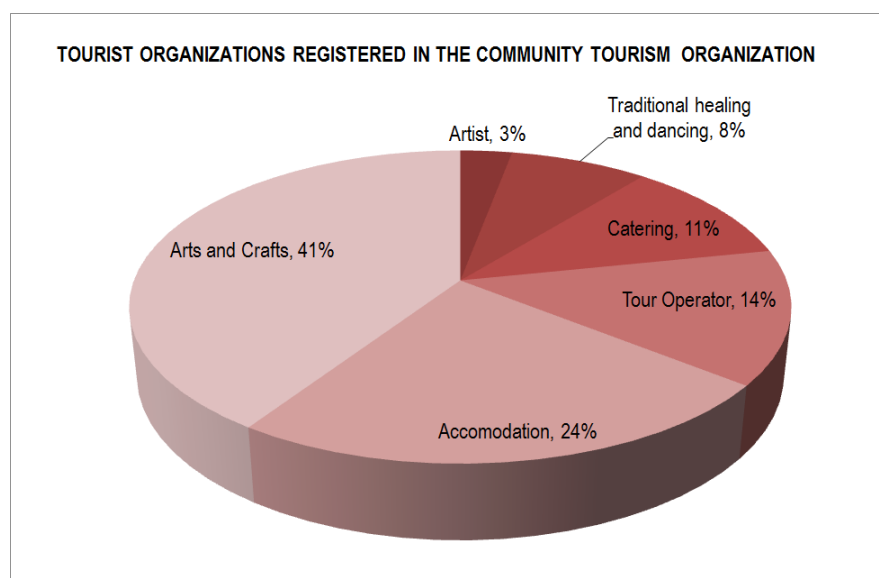
### **(d) Proximity to Ntendeka Wilderness**

Proximity to the Ntendeka Wilderness, just outside of town and about 70km east of Vryheid. This 'place of precipitous heights' is 5 250 ha of wilderness within the indigenous Ngome forest and, although South Africa's smallest wilderness area, perhaps one of its most beautiful. It is easily explored on foot and has over 45 km of footpaths, most of them deep beneath the forest canopy. The Zulu Highway, one of these footpaths, was originally a traditional route established by some of the earliest inhabitants of the area and still in existence.

The wilderness has been protected since 1905, after initial woodcutters' saw pits ravaged the area with uncontrolled logging and today is a rare combination of coastal and inland tropical forest not found in any other conservation area in KwaZulu Natal. Ntendeka is home to nearly 200 species of bird, 180 species of trees and shrubs, including terrestrial and tree orchids, some magnificent waterfalls, precipitous cliffs and a variety of animals including: baboon, samango monkey, vervet monkey, duiker, bushbuck, bushpig and porcupine.

In addition to the above tourism products, the Nongoma Municipality has a strong Community Tourism Organization, which represents over 30 organizations. Of the total registered tourism organizations, majority (41%) are arts and crafts, followed by accommodation (24%). Tour operators and catering form 14% and 11% respectively, while traditional healing and dancing as well as Artists are the minorities in the CTO. This distribution is shown below.

**Figure 34: Tourism Organizations Registered in the Community Tourism Organization**



Source: Calculations from Nongoma Community Tourism Organization

The list of organizations in each category is mapped out below.

**Table 22: List of Organizations in Various Tourism Categories**

Organization	Tourism Category
Khula Guest House	Accommodation
Kwamdolo Sewing	Accommodation
Nongoma Tourism Association	Accommodation
Nomzamo Club	Accommodation
Isidwaba Sabafazi	Accommodation
Ekubuseni Horn made	Accommodation

<b>Organization</b>	<b>Tourism Category</b>
Ngenangesihle	Accommodation
Khulani	Accommodation
Uzimele	Accommodation
Fundukuphila	Artist
Nongoma Inn	Arts and Crafts
Zimisele	Arts and Crafts
Nongoma Lodge	Arts and Crafts
Nkosimbeke Coop	Arts and Crafts
Sivusamasiko	Arts and Crafts
Hlalakahle B&B	Arts and Crafts
Umcebokazulu Lodge	Arts and Crafts
Qabuleka B&B	Arts and Crafts
Nhlophenkulu Lodge	Arts and Crafts
Glovers B&B	Arts and Crafts
Thengamehlo Tours	Arts and Crafts
Chico Tours	Arts and Crafts
Madudula Tours	Arts and Crafts
Ncwane Travel and Tours	Arts and Crafts
Imbokodo Catering	Catering
Nongoma metre taxi	Catering
Senzakabusha	Catering and Décor
Matoswana	Catering and Décor
Udlukula Coop	Craft and Sewing
Sunrise Guest House	Tour Operator
S.J. Sibisi	Tour Operator
Lindizwe Healing Organization	Tour Operator
Sobho Zulu Dance	Tour Operator
Hlanganisa	Tour Operator
Ivuna Arts and Crafts	Traditional Dance
Kinos	Traditional Healer
Mankulu	Traditional Healer

**Source: Nongoma Community Tourism Organization**



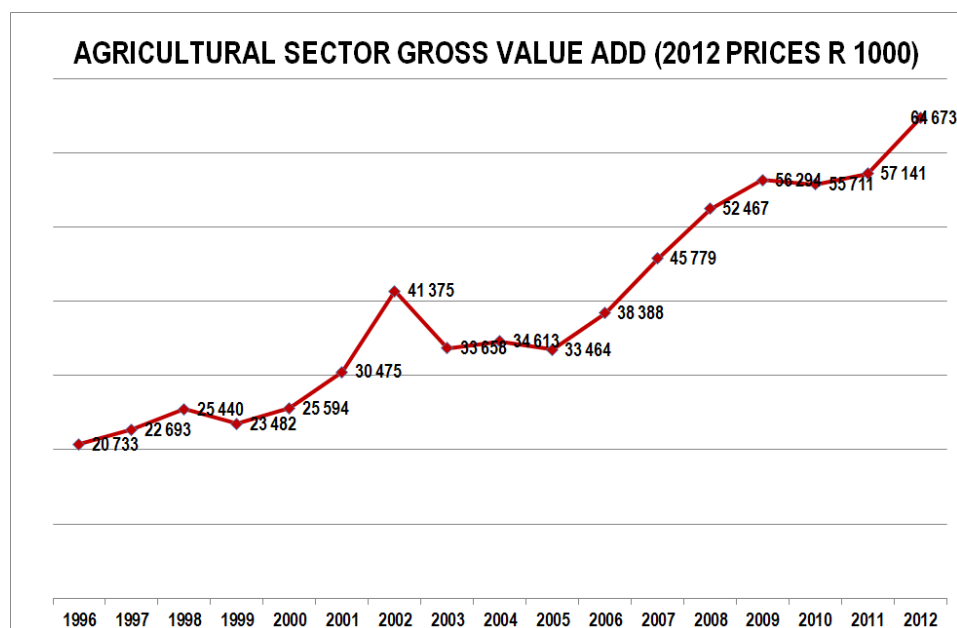
## THE PERFORMANCE OF AGRICULTURE DEVELOPMENT

Although various policy documents have recorded the importance of the agricultural sector in Nongoma Municipality, there is hardly any available detailed information on the sector. This constrains the extent of interventions which could be recommended for the municipality's agricultural sector. On its part, CoGTA notes agriculture as the main economic base, further advising the need to develop the sector through establishing small-scale agricultural projects in the municipal area. Below we assess the performance of the sector.

### Gross Value Added

The Gross Value Add (GVA) of the agricultural sector in Nongoma municipality has grown steadily since 1996, apart from a short dip between 2003 and 2004. The highest recorded GVA over the period under discussion was in 2012. The annual GVA average for this sector between 1996 and 2012 was 38.9billion, while the overall total of GVA between 1996 and 2012 was roughly R661 billion.

**Figure 35: Agricultural Sector Gross Value Add**

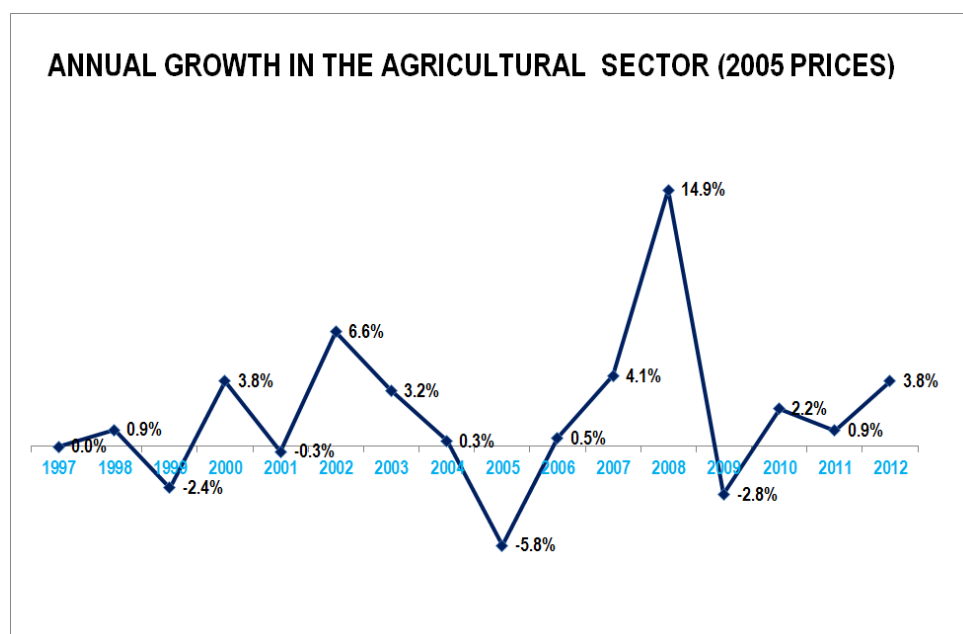


Source: Calculations from Global Insight (2012)

### Sector Growth Trend

The growth of the sector has not been as steady as the Gross Value Add. Infact, as visible in the following graph, it has been anything but stable in terms of the annual growth. Ironically, the highest growth between 1997 and 2012 was during the start of the global crisis, at 14.9%. Three out of the 17 years record a negative growth. As at 2012, the sector was growing at 3.8%. The average growth over the years under scrutiny was 1.9%.

Figure 36: Annual Growth in the Agricultural Sector

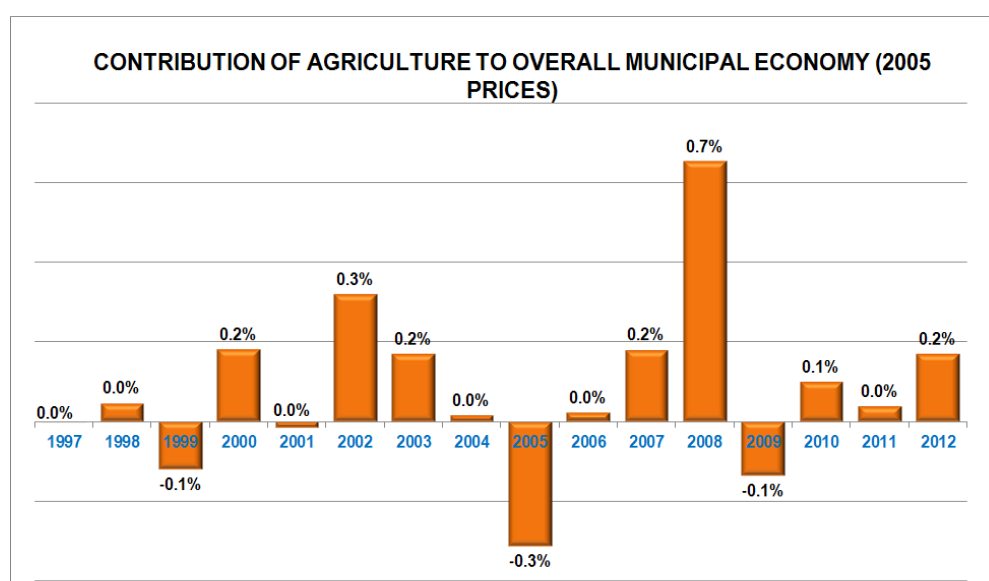


Source: Calculations from Global Insight (2012)

#### Sector Contribution to Municipal Economy

In proportional terms, data suggests that the sector contributes negligible percentage to the overall municipal economy, as shown below. Between 1997 and 2012, the average contribution of the sector to the overall economy was paltry 0.1%, suggesting the underutilization of its potential. Much effort needs to be made to enhance the contribution of the sector to the overall economy.

Figure 37: Agricultural Contribution to Municipal Economy

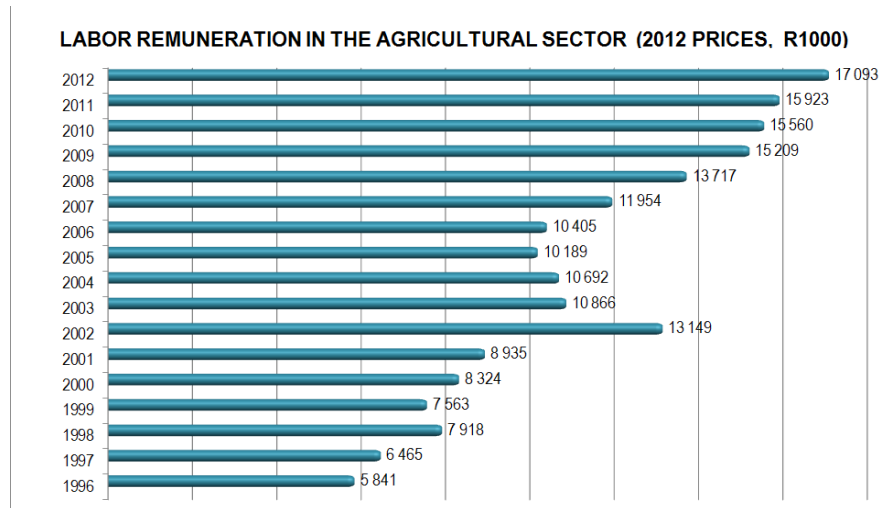


Source: Calculations from Global Insight (2012)

### Labor Remuneration in the Agricultural Sector

The sector has however made useful contribution to labor remuneration. In 2012, the sector contributed approximately R17billion towards labor remuneration. This in part suggests an important aspect of LED.

**Figure 38: Labor Remuneration in the Agricultural Sector**

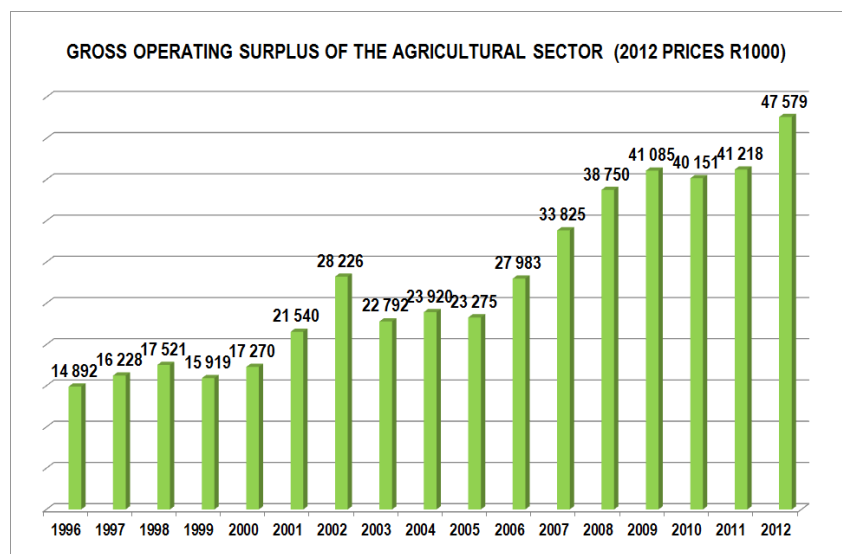


Source: Calculations from Global Insight (2012)

### Gross operating Surplus in Agriculture

The Gross Operating Surplus of the agricultural sector is also commendable, having grown steadily from 1996 to 2012. The highest GOS was in 2012, capping at R47 billion. The profits of the sector are therefore a good indication that the potential for further development of the sector exists.

**Figure 39: Gross Operating Surplus – Agricultural Sector**

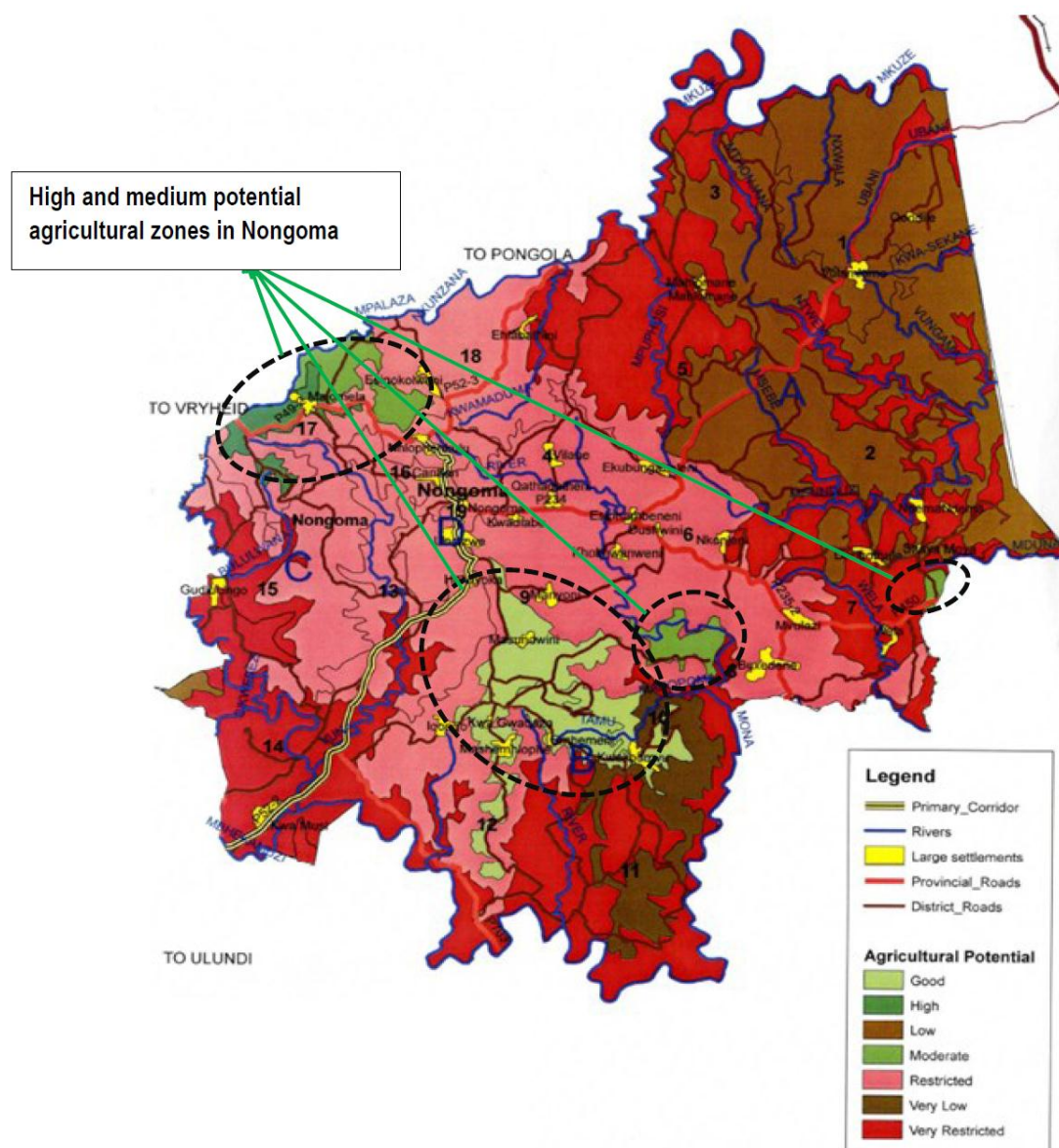


Source: Calculations from Global Insight (2012)

### Agricultural Potential Areas

Although in general the above trends are not satisfactory as far as the agricultural sector in Nongoma is concerned, worth noting is that agriculture is concentrated around South West and North Western parts of Nongoma Municipality. The specific areas are Thokazi, Mahashini, Maphophoma, Inhampela, Kwaquma and Nqongco. These are also the most productive areas as far as agriculture in Nongoma is concerned-although they have not been optimised. They are highlighted in red in the following map. The cultivated land is fragmented and scattered across the municipality, consistent to the fragmented settlements in Nongoma.

**Map 14: Agricultural Potential Areas in Nongoma**



Source: Cwaninga Development Consulting (2014)

### **Household based Agricultural Activities**

There are numerous pockets of subsistence farming especially in the settlement areas. There are small scale brick making activities, crop farming as well as livestock (small scale) production based in households. The following image taken along the stretch between Mona Market and Buxeden is an example of small scale agricultural activities.

### **The Buxeden Development Cluster**

Still on agriculture, the Department of Trade and Industry in partnership with the department of rural development, department of agriculture, Zululand District and Nongoma Municipality is in the process of completing the infrastructure for a poultry project in Buxedene, roughly 30km from Nongoma town. The DTI has already contributed 6.42 million as part of this project. The initial conceptualization of the project started in 2006 and although slow in progress, it is now in the final stages of commissioning. The project is located in a 6 Ha site. The project has been adopted by the KZN office of the Premier, but will be managed by the Ibhodwe and Inyosi central secondary cooperative. The project consists of 20 poultry houses, with a capacity of 50,000 broiler chicken. Each of the poultry house in turn will be managed by a cooperative, and therefore 20 cooperatives will be involved in the project. The project is expected to provide a needed boost of the Nongoma Economic base.

In terms of the state of the surrounding infrastructure, access roads to the site still need to be constructed. The grass in the site is also overgrown, and, water infrastructure and electricity reticulation still needs to be done. yet. There are also no signages to the area, and, the facility still needs office furniture and fittings.

Linked to the above, there are plans to construct a meat processing plant near Buxedene, which would process approximately 4000 chickens per hour. This plant is intended to service the Buxedene poultry production. Discussions on this initiative are under way.

## **The Informal Trade and Small & Medium Enterprises**

### **Informal Trade in Nongoma Town**

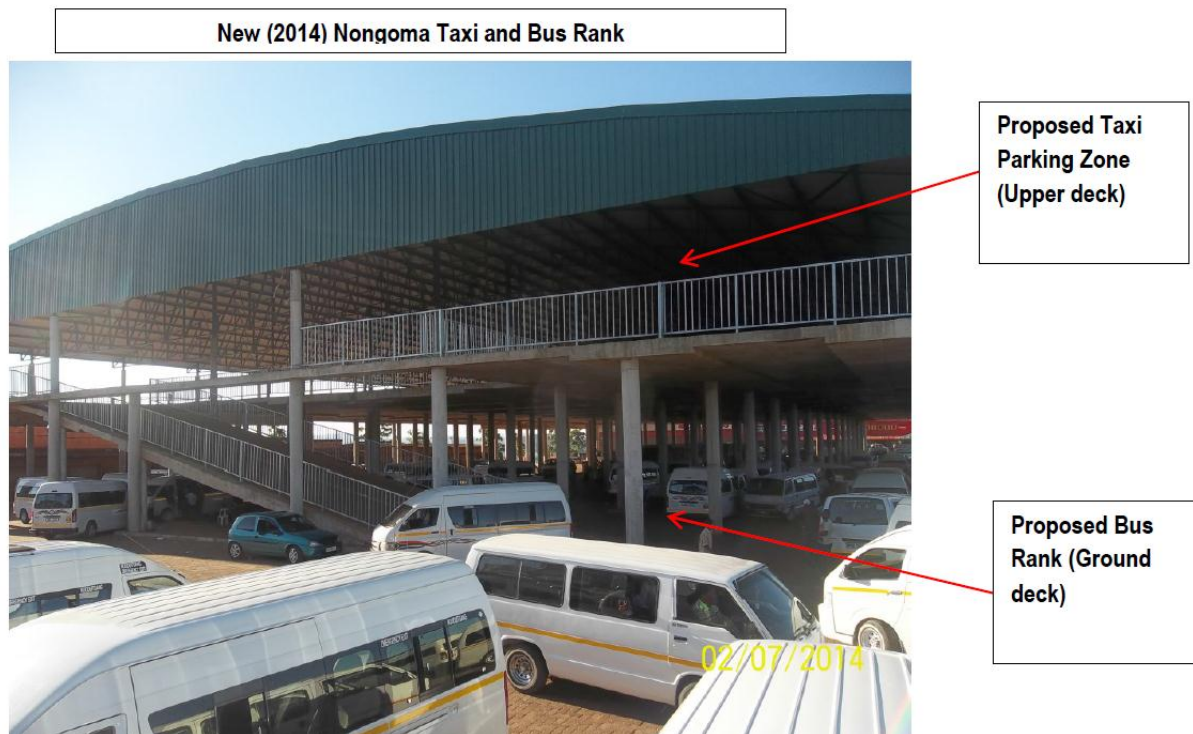
Although community services employs the largest number of Nongoma municipality residents, informal trade is a thriving industry especially in Nongoma town and Mona Market. The informal trade market in Nongoma town is supported by commercial Banks, of which all the main ones are located in town. Ithala Bank as well as Capitec, both of which provide micro finance services are also available in Nongoma town. As at 2014, there are estimated 950 informal traders in Nongoma town, discounting those operating in the nearby Mona market. Interviews with informal traders in Nongoma town suggest that lack of capital is the greatest challenge for growth and expansion. That is to say, majority of them are locked into a subsistence cycle with little if any surplus profit margins, which can hardly be used for further investment. Informal traders in Nongoma market are involved in trading of fruits, clothing, electronics, etc. Below is an example of an informal trader based at the stalls in the taxi rank area.

The traders in the 'old' concrete stalls in the taxi rank complex do not have trading licenses, and, they rely on the municipality to maintain these stalls. Importantly though, majority of them (such as the above example) are neat, relatively clean and well utilised.

The municipality has made progress in regulating the informal trade, through establishment of a trade policy, as well as constructing at least 86 stores (see below) in the CBD. This has not, however, fully congested the CBD. Current development of a Taxi and Bus Rank (see below) provides a major market for informal traders, as well as a chance to further decongest the CBD.

It needs to be noted that the current stalls located in the Taxi/bus rank complex have served to cluster informal trade in one area, reducing the complexity of their regulation. There are plans to construct another 96 stalls in the following (open) space. There pillars (see below) are preserved for Taxi loading zone, while the corridor between P66 route and the pillars will accommodate the informal trader stalls. The municipality recognises that this will not fully resolve all informal trade challenges in Nongoma, but will go a long way in creating better trading conditions.

The Taxis are expected to park in the upper deck of the complex while the buses will ferry passengers from the ground deck. This complex is expected to be fully operational by the end of March 2014.



### Informal Trade in Mona Market

As already indicated, a second thriving cluster of informal trade is based in Mona Market. A business plan for development of this market has already been completed. Importantly, this is a self-regulating initiative, which started over 50 years ago, and continues to date. The market is located roughly 20km from Nongoma town, with a number of settlements living in close proximity, and operates optimally every third week of the month-although there are daily trade activities, seven days a week. Some traders have constructed temporary shelters within the market zone, where they spend over and continue trading the following day. The municipality has provided some masts for lighting, although other basic services such as water and sanitation do not exist. These of course pose a major challenge to traders in the market. Activities within the market are separated, so that on one corner specialises on medicinal products, another on food, the third on hand made mats while the fourth corner mainly trades carvings. The market also has Nguni cattle auctioning facility with a capacity of holding more than 500 cattle. This facility has been proposed as a tourism activity, although in our view any tourism potential requires bundling with all the other activities in the market, as well as the surrounding geographic landscape.





### **Other Local Economic Development Initiatives in Nongoma**

#### **Njoko Trading Centre**

This is an initiative by the KwaZulu Natal DEDT, aimed at providing trade opportunities to local communities, considering the high level of congestion in Nongoma Town. The trade centre project will be established in Ingonyama Trust owned Njoko area, roughly 30 kilometres from Nongoma town. The area is considered as central to the otherwise fragmented settlements. Other services around the proposed centre include educational institutions, clinics, places of worship as well as a taxi rank. The project is expected to service residents within 10km radius.

#### **The Usuthu Traditional Council Development Trust Initiatives**

These Usuthu Traditional Council Development trust has made available a piece of land for node development of a number of LED projects aimed at supporting small businesses and job creation. The bundle of projects to be initiated in the availed land are expected to create at least 3000 jobs, empower farmers, provide food security, as well as mentor cooperatives. The location of the planned centre is in Bululwane, and, the projects to be initiated in this place are the following.

**(a) SME Training** mainly in woodwork, brick laying, painting and plumbing. There is also a Bululwane business centre, which will provide support services of businesses within and outside the area.

**(b) A Shopping complex** which will be referred to as Enyokeni Shopping Centre –discussions with an investor are at an advanced stage.

**(c) Agricultural hub** –which will consist of aquaponics and hydroponic projects. An irrigation scheme is also planned in this area, as is fortification of animal pasture. The fortification of pastures is part of broader livestock production initiative which will include dairy cattle farming, chicken, goat, pig as well as sheep farming.

#### **The Maphophoma Milling Project**

The Agri-Processing Development Agency (ADA) has purchased a milling facility (worth R8 million) for processing of Millies, Soya and Beans, and is currently constructing a structure which would house the facility. ADA plans to avail the project management budget in the first half of 2014. The project is located in Ward 11. The purchase of the facility as well as the on-going construction of the mentioned structure is based on a feasibility exercise (also commissioned by ADA, and undertaken by Adamopix) which determined the following:

(a) there are already two cooperatives in Maphophona (Ibhodwe and Maphophoma) both of which could be trained and equipped to manage the project.

(b) Zululand District has a ready market for processed maize, soya and beans

(c) the project will develop SMMEs, especially in terms of suppliers of raw materials for processing, transportation as well as branding. These opportunities will potentially yield jobs for the local and regional community.

If implemented effectively, this project has the potential to address food security, as well as incentivise other enterprises (mainly informal) to move into the centre.

#### **The Aloe Processing Plant**

The department of Economic Development has identified agro-processing as a critical economic boost for Nongoma municipality. In this regard, the department is in the process of commissioning a feasibility exercise to determine the potential of such a facility.

#### **Community Works and Expanded Works Programmes**

There are 11 Expanded Public Works Programme projects in Nongoma municipality, employing over 110 workers. All of these projects, however, are expected to complete in June 2014. LIMA has also initiated a Community Works Programme (funded by CoGTA) in Ward 2 section 1. The project targets 22 villages, and employs upwards of 1050 people. Each of the participants is paid R500 a day, and the project cycle is expected to end in 2020. The second LIMA initiative under the Community works Programme supports farming cooperatives in terms of training.

#### **Kwamjomela Manufacturing and Services Centre**

Located in Ward 17, the Kwamjomela area (Mahashini) which is a high agricultural zone, has been identified as a site for a small scale manufacturing and value add services. The Kwamjomela community approached DEDT to support this

initiative in 2013. In response, the DEDT has noted the need, and plans to commission feasibility exercise which will seek to understand the potential of such an initiative in Kwamjomela. If successful, this project is expected to provide support to cooperatives and SMMEs in Kwamjomela.

#### **The Ehlalankosis Sowing Project**

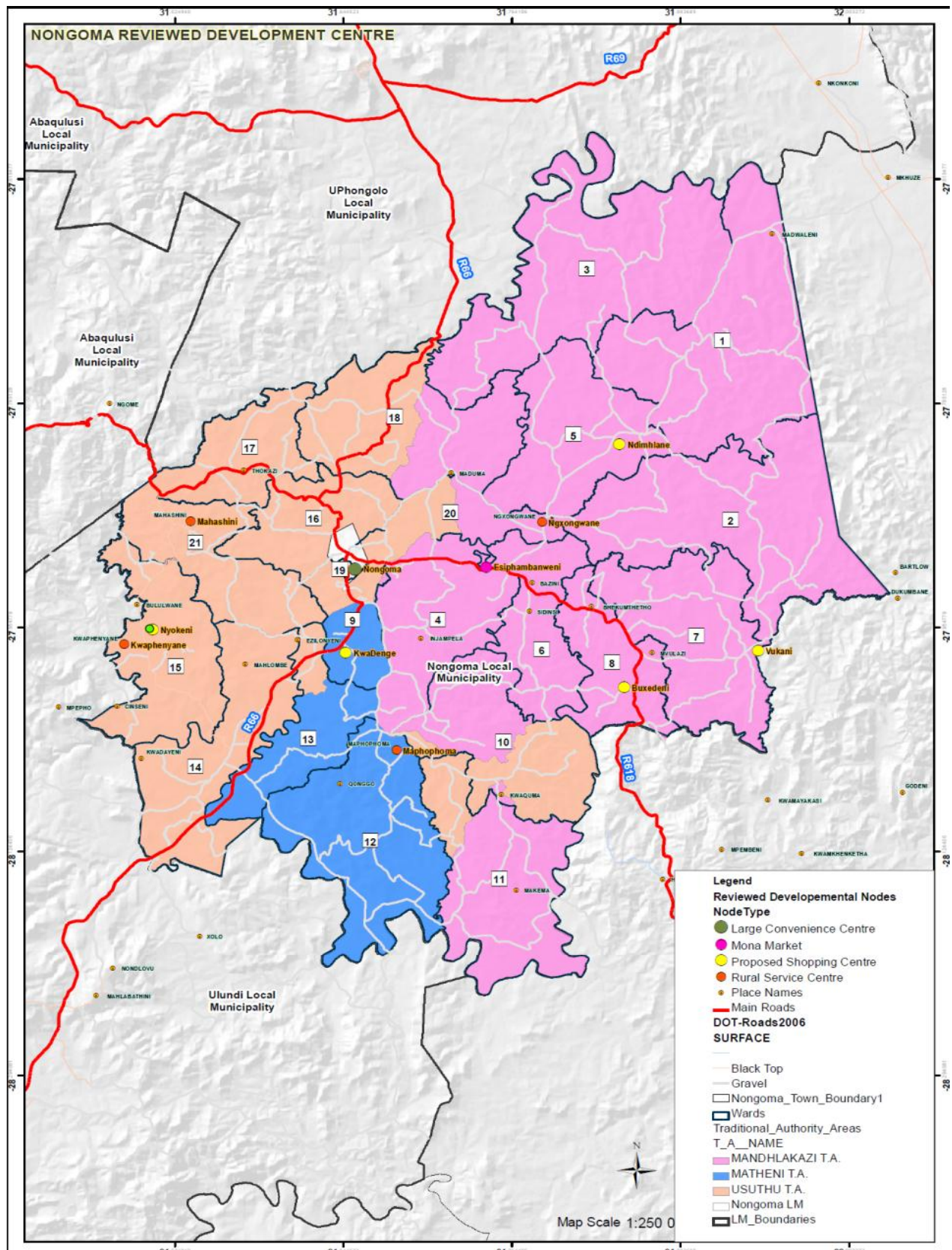
This is a small manufacturing workshop where cooperatives or individual small business people are going to be accommodated by the municipality to do their job. The municipality has put 14 industrial sowing machines, and one big toilet paper making machine. This equipment is leased to local SMME's or cooperatives free of charge, with a condition that they can sustain themselves. The municipality is in the plan of converting the whole area to be a small industrial area.

#### **Future Development Plans**

Additional to the above interventions, and summarising some of the previously noted future plans, the Nongoma municipality seeks to establish at least two of its potential development centres – The Buxedene shopping Centre, Enyokeni cultural hub. These as well as the proposed shopping centre nodes are shown below.



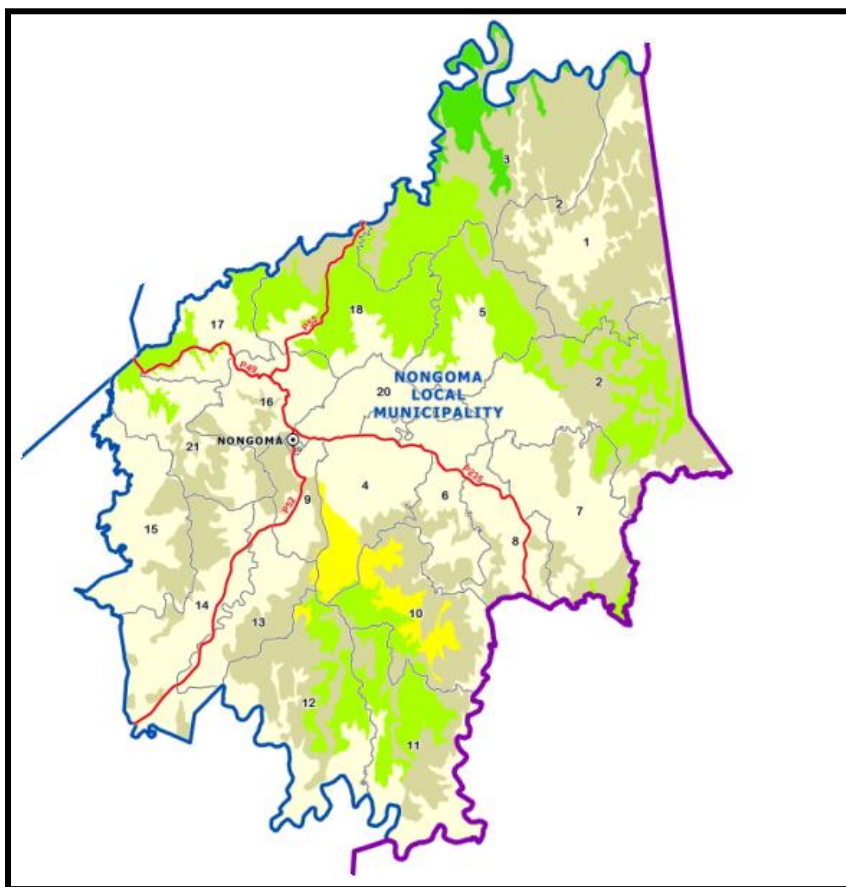
Figure 40: Development Areas in Nongoma



Source: Nongoma Municipality GIS Office (2014)

## AGRICULTURE

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 map has already been discussed.



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.

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. A 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:

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

## **TOURISM SECTOR PLAN IS ATTACHED AS AN ANNEXURE**

### **SECTOR STRATEGY AND IMPLEMENTATION PLAN FOR THE NONGOMA LOCAL MUNICIPALITY 3**

#### **1. INTRODUCTION**

Nongoma Municipality is located in the centre of Northern KwaZulu-Natal. Nongoma Municipality is one of the five local municipalities of the Zululand District Municipality and has three traditional authorities, named Mandlakazi, Usuthu and Matheni. Nongoma is strategically located on the R66 between Ulundi (55Km) and Pongola, and the R618 between Hlabisa at the Hluhluwe-Imfolozi Park and Hlobane, near Vryheid. Durban is 300km south. The Black Umfolozi River flows about 15km south of town. The town serves as a marketplace for the surrounding rural areas. Nongoma is surrounded by international tourism attractions such as the iSimangaliso Wetland Park to the east, and by natural tourism attractions such as the Hluhluwe-Imfolozi Game Reserve to the south. In addition to this, the current King of the Zulu nation resides in Nongoma, and therefore the municipality is considered the royal seat of the Zulu nation. Nongoma's unique role in the Zulu nation as a kingdom is a key competitive advantage in the tourism of the province. Despite this, Nongoma is still characterised by what are common features of rural municipalities in the province; underdevelopment, infrastructure backlogs, and unrealised opportunity in its economic sectors. The tourism sector in Nongoma is no different, and is largely underdeveloped. All existing tourism in Nongoma is the result of spin offs of cultural activity, or business activity (Reed Dance, Nongoma's growing economy, role as service node to surrounding rural areas, government interventions). There is no planned, formal and deliberate tourism in Nongoma, and this tourism strategy serves as the first overarching strategy by the Municipality aimed at structuring, planning for, and enabling of tourism in the local area.

As will be explained in the below, this report forms a key component of this process of developing an overarching tourism plan for the Municipality.

The process of the development of the tourism strategy has been divided into five work phases. The phases are as follows:

#### **Work Phase One: Project Orientation and Inception**

In this phase, the tourism industry of Nongoma is initially reviewed, and the work plan for strategy formulation is developed and detailed.

#### **Work Phase Two: Contextual Analysis**

In this work phase, the current tourism status quo of the Local Municipality are reviewed. Key policy and legislation relevant to tourism in Nongoma are also addressed. This phase includes:

- o Situational Analysis (including policy and programme review)
- o Destination Situational Analysis

SWOT and Gap Analysis.



### **Work Phase Three: Tourism Strategy**

This report deals with this phase of the project:

In this work phase, strategies to plan for the development the tourism sector both to contribute to the local economy, and to contribute to the overall socio-economic status of the local municipality are suggested. These are packaged in draft project suggestions, which will be solidified after feedback is received from stakeholders at the stakeholder workshop scheduled for the 13th February 2014.

### **Work Phase Four: Project Design Phase (Current)**

This work phase is where project designs are developed for the 5 prioritised projects which were identified using the prioritisation rating in the workshop with the PSC and that with tourism stakeholders.

### **Work Phase Five: Implementation Plan (Current)**

This phase addresses the projects earlier identified and unpacks an action plan in terms of actions, timeframes, roles, and responsibilities, and monitoring and evaluation.

### **Work Phase Six: Close Out Report**

This work phase is administrative in nature, and closes off the entire planning process which, hereafter, will be launched into implementation.

#### **1.1. PURPOSE OF THE REPORT**

The current report forms the fourth and fifth of six work phases as listed above. It is the implementation plan, with project designs for priority projects included, and its purpose is to provide the framework within which tourism in the municipality will be developed. The purpose of this phase is also to provide a motivation and implementation steps for each of the priority projects. The following points list the main purposes of this document:

Assist the tourism practitioner in implementing the findings and plans of the tourism strategy

Assist the tourism practitioner to source funding for projects, with particular focus on priority projects

Provide a point of reference for tourism investors

#### **1.2. STRUCTURE OF THE REPORT**

The report is structured as follows:

##### **Section One: Introduction (current section)**

This section provides the direction and purpose of the report.

##### **Section Two: Steps in Implementation**

This section provides an explanation of the approach to implementation planning to assist the practitioner to understand the implementation phase of the project, and its requirements. It also provides a guide to the practitioner on how to implement, by giving practical guidance on key institutions, funding sources, how to handle private sector projects, etc.

##### **Section Three: Priority Projects**

This phase focuses on the five selected priority projects, by providing details on how they should be implemented, and by providing a rationale on why they are important in the development of tourism in the municipality.



#### **Section Four: Implementation Plan**

This section provides a tabulated overview of the projects and key considerations for their implementation (e.g. financial, key partners, timeframes, etc).

#### **Section Six: Conclusion**

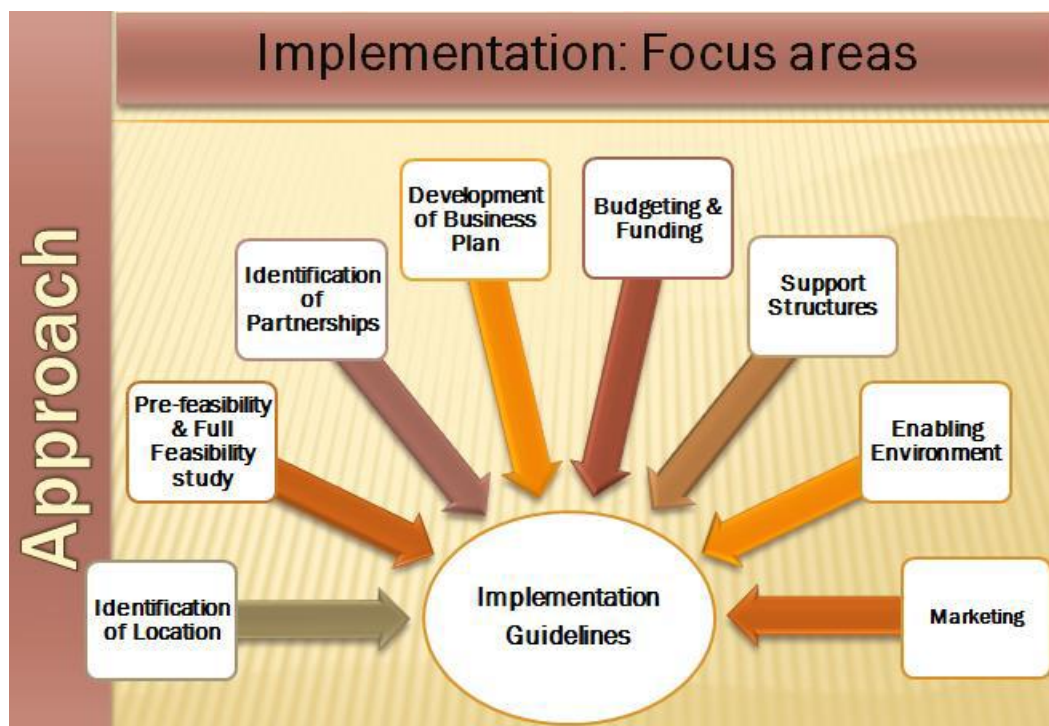
This section concludes the report.

### **THE PROCESS OF IMPLEMENTATION**

The projects which were identified in the strategy all require implementation. As a result, it is important that the Nongoma tourism practitioner has a solid understanding of how to successfully undertake the implementation process. The following section is designed to assist the Nongoma tourism practitioner to implement the identified projects, by going through the key implementation steps and processes, from start to finish. Areas covered include but are not limited to the following:

- ✓ Identification of location
- ✓ Pre-feasibility and full feasibility study
- ✓ Identification of Partnerships
- ✓ Development of Business Plan
- ✓ Budgeting and Funding
- ✓ Support Structures
- ✓ Enabling Environment

It must be noted that not all projects will follow this exact implementation process, and not all projects have these specific requirements. In addition to this, in some cases, Nongoma Municipality is not the primary implementer, and should therefore play a support, or facilitation of implementation role; whereas in other cases, the steps to implementation are short and quick because projects are not capital intensive, or site specific, and require no additional skills or infrastructure. Nonetheless, an understanding of all key implementation steps is necessary.



## 2.1. IDENTIFICATION OF LOCATION

Once the project to be implemented has been identified, the next step is to identify where it will be located. Thereafter, it is important to see whether there is any land available. It should be noted that in Nongoma, a significant amount of land belongs to traditional authorities. Such land cannot be sold to investors or to the municipality. For this reason, where sites for projects (e.g. community home stays) are on traditional land, effective communication and consultation with traditional authorities must be undertaken.

The location choice is made by considering:

1. What is the cost of the land?
2. Where is the target market?
3. Where are the inputs sourced from?
4. What resources are available in that area e.g. water, labour-force?
5. Is transport available?
6. Is there a network of access routes?
7. What is the already-existing activity in that area?
8. Is there a possibility of aligning or complementing already-existing programmes?

If the answers to the above questions complement the project, then the location choice is a good one. Sometimes, investors choose a location that may not at face-value, have any benefits. This is because there will be an advantage that outweighs all the negative factors. Therefore, in the end, the choice of location is completely up to the investor or project members.

### 2.1.1. Cross-District Projects

For projects that cross into another municipality, it is advisable that an external agency such as the district or the Zululand Tourism, or the particular external funder of the project co-ordinate functions that cross municipalities. Initial workshops should be held in order to clarify processes and functions. This also allows for the identification of appropriate skills and for budgets and time lines to be set. Thereafter bi-monthly workshops should be initiated in

order to inform the other municipality on the progress that has been made. This provides ideal opportunities to exchange information and identify gaps and opportunities.

## PRE-FEASIBILITY AND DETAILED FEASIBILITY STUDIES

A **pre-feasibility study** may be conducted first to help sort out relevant alternatives. It is a preliminary assessment of the technical and economic viability of a proposed project. Alternative approaches to various elements of the project are compared, and the most suitable alternative for each element is recommended for further analysis. Costs of development and operations are

estimated. Anticipated benefits are assessed so that some preliminary economic criteria for evaluation can be calculated. In some cases the municipality may have the capacity to perform the pre - feasibility study by itself.

The specific tasks of a pre-feasibility study should be spelt out in clear terms of reference. In general terms, the main tasks of a prefeasibility study may include the following steps.

1. Undertake a detailed analysis of the development situation and constraints the tourism activity is to address, based on the collection of sound, objective data
2. Identify partner government policies, programmes and activities designed to address the constraints
3. Identify and define the linkages between the tourism initiative and poverty reduction, taking into account the findings of a poverty analysis
4. Define possible design options or concepts, including different forms of aid, that may merit analysis
5. Make a preliminary assessment of the viability of alternative approaches, and contrast and compare their likely feasibility and benefits
6. Make a preliminary identification of likely risks to feasibility and benefits (including risks to sustainability) and assess the importance of these risks,
7. Define achievable outcomes for the activity, and prepare (or further refine) an activity proposal (or proposals), including a logical framework matrix (or matrices), if appropriate
8. Prepare terms of reference for a further design step (possibly a feasibility design study), if further design is considered warranted.

A **feasibility study** is designed to provide an overview of the primary issues related to a business idea. The purpose is to identify any 'make or break' issues that would prevent the project from being successful. In other words, a feasibility study determines whether the business idea makes sense. A thorough feasibility analysis provides a lot of information necessary for the business plan. For example, a good market analysis is necessary in order to determine the project's feasibility. This information provides the basis for the market section of the business plan.

Because putting together a business plan is a significant investment of time and money, it has to be made certain that there are no major roadblocks facing the proposed project before investments are made. Identifying such roadblocks is the purpose of a feasibility study. A feasibility study looks at three major areas:

- a. Market issues
- b. Organisational/technical issues
- c. Financial issues

A feasibility study should not do in-depth long-term financial projections, but it should do a basic break-even analysis to see how much revenue would be necessary to meet the operating expenses

A feasibility study may examine alternative methods of reaching objectives or be used to define or redefine the proposed project. The information gathered must be sufficient to make a decision on whether to go ahead with the project, or to enable an investor to decide whether to commit finances to it. This will normally require analysis of technical, financial, and market issues, including an estimate of resources required in terms of materials, time,

personnel, and finance, and the expected return on investment. Conducting a feasibility study is a good business practice. Below are other reasons to conduct a feasibility study.

Gives focus to the project and outline alternatives

Narrows business alternatives

Surfaces new opportunities through the investigative process Identifies reasons not to proceed

Enhances the probability of success by addressing and mitigating factors early on that could affect the project

Provides quality information for decision making

Provides documentation that the venture was thoroughly investigated

*Helps in securing funding from lending institutions and other sources*

## **2.2. PARTNERSHIP IDENTIFICATION AND PROJECT MATCHMAKING**

The purpose of this step will be to identify possible partnerships that can be formed. It will also identify the parties that will be involved with implementing projects. The correct stakeholders, beneficiaries and project leaders need to be identified. The following activities can be undertaken in order to identify suitable partners.

1. Hosting an Opportunities Awareness Campaign. This campaign will assist the LED agency to find interested parties, who will be willing to run with the project by bringing various quotas of the municipal and district population into contact with each other.
2. Project-specific workshops can follow the initial one to ensure that the interested parties identified understand the project. At this stage the training requirements, if any, are identified.
3. The campaigns will also assist to match investors to projects that are already running in the municipality and district and also to the identified but not yet implemented projects.

## **2.3. DEVELOPMENT OF A BUSINESS PLAN**

If the feasibility study indicates that the project idea is sound, the next step is a business plan. The business plan continues the analysis at a deeper and more complex level, building on the foundation created by the feasibility study. Business plans are drawn up firstly to map out how a project will be executed and secondly they are required when applying for funding. The purpose of the business plan is to minimise the risk associated with a new business and maximise the chances of success through research and planning. A business plan should have the following components:

1. Description of the Proposed Development Project
2. Development of an operational plan – to give a concise, clear and understandable description of the input and capital requirements, production, operational and logistical strategies and systems that will be applied by the proposed development.
3. Impact assessment – to assess the project's impact on levels of economic activity, the increase in production (GGP) in Rand terms, how the general market will be affected and to analyse potential risks.
4. Development of an organisational, management and staffing plan – This will show how many people are required to run the project/business. It will also clarify at what levels they will work, e.g. managerial, administrative, or operational.
5. Development of a financial plan – Analyses envisaged income and expenditure of the project
6. Draw up Implementation Action Plan - to provide clear, functional guidelines with respect to implementing the preferred development concept
7. Monitoring, Evaluation and Mitigation framework – This highlights Key Performance Indicators and remedial actions to take should KPI's fail to be achieved.

Business plans provide details about the project that give funders the liberty to decide whether or not they want to invest their money in the project.

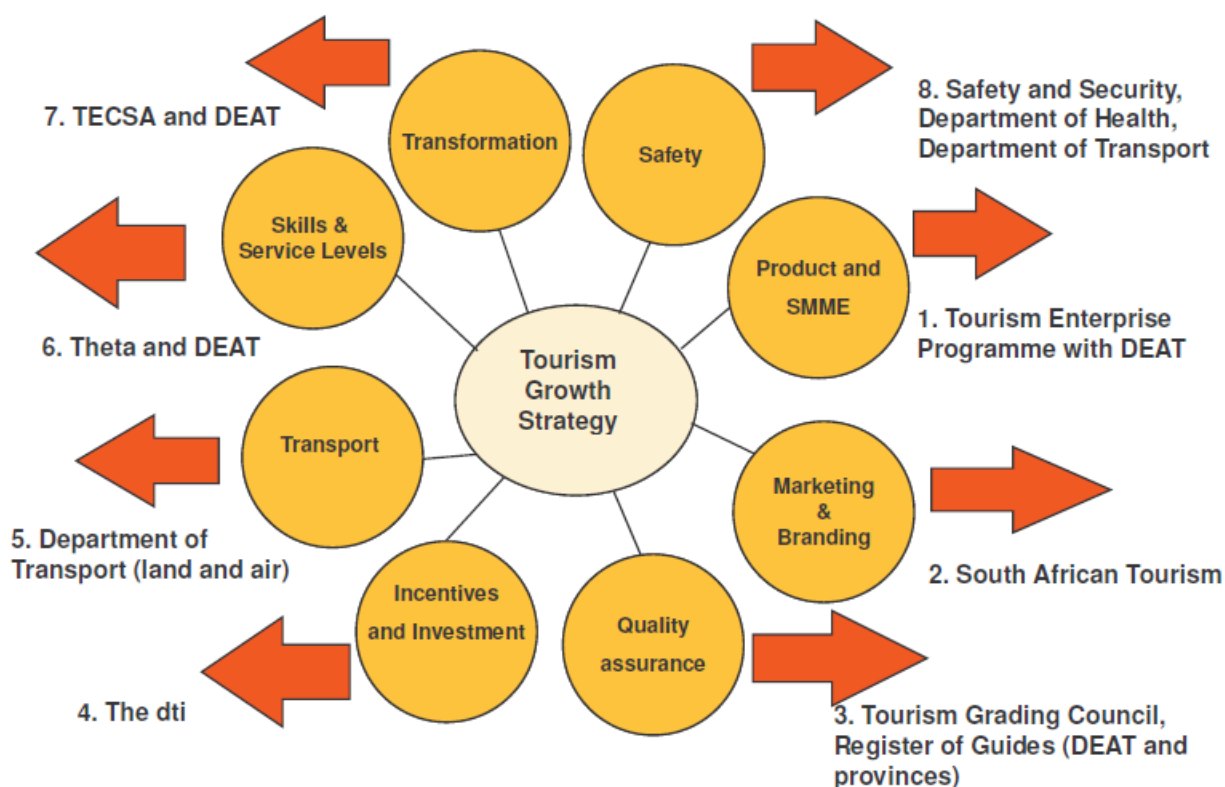
## 2.4. MUNICIPALITY BUDGETING AND FUNDING

The relationship between the Nongoma Local Municipality and Zululand District becomes crucial here. There should be constant dialogue between the LM and the DM to ensure that all economic development related issues at local level are communicated upwards. This will enable the District Municipality to draw up informed budgets for economic development in the District. However since local municipalities in Zululand have undertaken to be responsible for tourism, the primary budgets for tourism should be sourced by the local municipality, with the District playing a support role. The financial information from the feasibility and business plan stages will be used to draw up municipal budgets.

It is also important that procedures are followed in developing tourism products at the local level, which the District, local municipality, and other key stakeholders are made aware of. It is important that a set of procedures is developed by all parties.

## 2.5. SUPPORT STRUCTURES

The District and Local Municipality have available to them various support structures. These provide various cross-cutting functions that are necessary for the implementation of tourism projects. Support structures that are available in Nongoma and Zululand District are discussed below. Initially, a number of aspects concerning financial assistance are discussed.



### 2.5.1. FINANCIAL ASSISTANCE

One of the most common challenges faced by entrepreneurs and government departments alike is the access to funding. There are various institutions that have funds allocated specifically to support economic development initiatives, including tourism development.

In obtaining capital from mainstream banks, there are many requirements such credit-worthiness, entrepreneur's assets, time of operation, viability of the business and so on. Further, banks charge the prime rate plus a margin. These margins vary from bank to bank and they also depend on the entrepreneur's relationship with their bank. Therefore, many new entrepreneurs are not able to source funding from mainstream financial institutions. In this section, we look at possible funding options available for businesses in the formal sector, as well as SMMEs, besides those offered by commercial banks and merchant banks.

Initially, when considering funding sources, the municipality or the entrepreneur needs to look at the project focus. Funding available is normally allocated to strategic industries which assist government to attain goals such as economic development, job-creation, skills enhancement etc.

Secondly, the project leader or municipality should determine how much funding is already available for the project, and the shortfall they require. The business plan should convince funders that the project is in fact viable, and not a "fly-by-night" venture. Business plans give details about the project that give funders the liberty to decide whether or not they want to put their money in the

project. The entrepreneur should have some equity in order to give evidence of their commitment to the project. This can be in the form of personal funds, savings, or capital equipment.

Organisations that may be able to assist entrepreneurs and project leaders in Nongoma Municipality are:

### THE ZULULAND DISTRICT MUNICIPALITY

Municipalities are the biggest stakeholders in development projects because the more economic activity, the higher the revenue to be earned by the municipality. This revenue, in turn, is used to ensure that the enabling environment remains conducive. Therefore, it is important to budget for projects in which there will be partnerships with the District, and ensure that the District is aware, through platforms such as the tourism forum, of all initiatives which they are able to partner with Nongoma Municipality. If the municipality is able to fund most projects, thus being self-sufficient, projects can be implemented faster. Other funding sources require time to:

1. Understand the District.
2. Understand and also see the opportunity presented
3. To decide whether they will fund the project or not
4. To allocate funds within their budgets
5. To disburse funds to the project

The IDP is the most effective tool of ensuring that all projects are captured and thus budgeted for in the Integrated Development Plan for the District.

### B. ENTERPRISE INVESTMENT PROGRAMME

This programme is targeted at manufacturing and tourism businesses which are BEE compliant. Foreign businesses will also be able to obtain funding for relocation of capital equipment in the manufacturing sector. This will be useful for implementation of the manufacturing and tourism projects in District Municipality. It is calculated as follows:

1. Total Qualifying Investment less than R5 million: benefit calculated at 30% of the qualifying investment, over a three year period

2. Total Qualifying Investment between R5 million and R200 million: benefit calculated on a regressive scale of 30% to 15% of the total qualifying investment, over a two year period
3. The total benefit is limited to a maximum of R30 million over the period of the Incentive term

### **C. TRADE AND INVESTMENT KWAZULU-NATAL (TIKZN)**

Trade and Investment KwaZulu-Natal is a trade and investment promotion agency, developed to promote the province of KwaZulu-Natal as an investment destination, and promote trade by assisting local companies to identify markets and export their products. Services that TIKZN offers investors:

The facilitation of joint ventures and business linkages between small and big business.

The provision of relevant, reliable information to investors and traders.

Assistance with applications for investment incentives and export marketing incentives.

Assistance to foreign investors with applications for business permits.

Provision of project support and aftercare services.

Assistance to merging international traders and with international trade enquiries.

Assisting investors to locate suitable premises and to secure project and operational financing.

Programmes offered by TIKZN:

Small and medium enterprise development programme (smedp)

Skills support programme (ssp)

Trade point.

### **D. DEVELOPMENT BANK OF SOUTHERN AFRICA (DBSA)**

The bank is a development finance institution whose purpose is to accelerate sustainable socio-economic development by funding physical, social and economic infrastructure (DBSA website, 2008). DBSA Development Fund is a section 21 company which supports municipalities in service delivery and local economic development. The Siyenza Manje initiative which provides hands-on support to municipalities by facilitating and fast-tracking infrastructure development and service delivery is supported by the DBSA Development Fund (DBSA website, 2011). This funding should be sought for public sector projects implementation. The DBSA provides finance for tourism investments through various financial instruments. Project preparation assistance can be provided as part of such finance. To meet the financing requirements of private sector infrastructure projects (including tourism), the DBSA created the Private Sector Investment Unit.

The type of tourism investment supported by the DBSA includes the following categories:

Attractions (natural, cultural or man-made)

Facilities and services (e.g. Accommodation)

Transport (air, road, water, rail)

Supportive services (e.g. Safety, information)

Enabling infrastructure (e.g. Transportation, telecommunication, water)

Institutional infrastructure (e.g. Education and training, capacity building).

### **E. DEPARTMENT OF ARTS AND CULTURE**

The department is responsible for the management of the arts and craft sector on local and district government levels, mandated through both national and provincial legislation and other policy directives. To grow the economy and to narrow the gap between the first and second economies, the Department of Arts and Culture has invested 31, 5% (of available funds) in cultural projects in nodal municipalities to



support the Integrated Sustainable Rural Development and Urban Renewal programmes. The department also offers the following programmes:

Arts and Craft Development Programmes

Skills programmes

Arts and Culture Business Training Programme

Arts and culture aftercare programme for emerging artists

Arts and culture learnerships.

#### **F. ARTS AND CULTURE TRUST (ACT)**

ACT is the oldest funding agency in South Africa. It was established to secure financial and other resources for arts, culture and heritage and to project the needs and role of the sector into the public domain. The ACT development has been designed to enhance the continued development of arts and culture in South Africa and provides support for artistic excellence in creative production, professional development and training for the youth in the form of once-off grants up to a maximum of R60, 000, or three year grants of up to R30, 000 per annum. Grants for creative practitioners, arts managers or professional arts organisations for training in any of the following:

Technical skills related to creative production (especially in new technologies)

Arts administration and management (including financial and strategic management, office administration and organisational management)

Arts marketing, publicity and public relations

Arts fundraising & financial management

Short-term internships (at professional arts organisations in South Africa).

Grants for training young people under the age of 25 in any of the following:

Craft

Dance

Music

Theatre

Literature

Visual art.

#### **G NATIONAL TREASURY**

The National Treasury provides funding for infrastructure projects; these should be budgeted for by the Local Municipality and forwarded to Provincial Government for final delivery to National Treasury, which ensures that such projects are captured for the National Budget.

#### **H. TOURISM KWAZULU-NATAL (TKZN)**

The activities of TKZN are directed and guided by the KwaZulu-Natal Tourism Act of 1996 (amended in 2002). This Act vests responsibility for the development, promotion and marketing of tourism in the province to TKZN. The workings of the public entity are therefore outlined in the sections below when the KZN Tourism Act that established the entity is discussed. Furthermore, it is important here to note that the majority of policy and institutional directives for tourism in the province emanates from TKZN, and most of this section of the report will therefore focus on TKZN policies and strategies. Some of the functions of TKZN are as follows:

Ensure responsible tourism development, marketing and promotion of tourism products within the province and in municipal areas

Ensure the implementation of National and Provincial tourism policies

Promote the integration of marketing and development of the tourism industry within the province  
Ensure that tourism operators and tourism establishments are adhering to the provincial policies and legislation.

### **SECTOR EDUCATION AND TRAINING AUTHORITIES (SETA)-**

Sector Education and Training Authorities have been established to ensure that the skill needs for every sector of the South African economy are identified and that training is available to provide for these skill needs. A SETA's main function is to contribute to the raising of skills - to bring skills to the employed, or those wanting to be employed, in their sector. They have to do this by ensuring that people learn skills that are needed by employers and communities. There is no value in training people if they cannot use the skills they have learnt. Training must be to agreed standards, within a national framework wherever possible. All training, wherever it is provided, should be subject to quality control and where appropriate be compared to the best international standards.

CATHSSETA, the Culture, Art, Tourism, Hospitality and Sport Education and Training Authority, is the Sector Education and Training Authority established under the Skills Development Act (No 97 of 1998) for the Tourism, Hospitality, Sports and Arts and Culture economic sectors. In terms of its constitution, it aims to:

- Develop the skills of workers in the sector
- Increase the levels of investment in education and training in the tourism and hospitality sector (aiming directly at tourism)
- Encourage employers in the sector to train their employees, provide opportunities for work experience and employ new staff
- Encourage workers to participate in learnership and other training programmes
- Improve the employment prospects of disadvantaged people
- Ensure the quality of education and training in and for the sector workplaces
- Assist work seekers to find work and employers to find qualified employees
- Encourage providers to deliver education and training in and for the sector workplaces
- Cooperate with the South African qualifications authority.

### **J. DEPARTMENT OF TRANSPORT (DoT)**

An efficient and effective transport system is considered a necessary condition for economic growth and development. It is common cause that a major legacy of the apartheid and separate development era is that our democratic Government inherited a situation in which the majority of rural communities, as well as some urban and peri-urban communities did not have adequate access to transport facilities. The department has initiated a number of programmes to address these imbalances. One such programme is the African Renaissance Road Upgrading Programme (ARRUP) where communities actively participate in the planning and implementation of the programme through their Project Liaison Committee (PLC). These represent stakeholders including Abantwana

Abakhulu1 (Traditional leaders), local government, local business and other community interest groups. The African Renaissance Roads Upgrading Programme creates opportunities for emerging contractors to become involved in higher order road construction. This is done by teaming emerging contractors with established firms, thus bringing huge opportunities for skills development and growth to Contractors. Increasingly, ARRUP "development corridors" are resulting in a wide range of government Departments co-operating in planning and pooling their resources in the best interests of beneficiary communities. The introduction of "development corridors", through ARRUP, promotes a more integrated response to the multi-dimensional and complex nature of poverty.

Thus the African Renaissance Roads Upgrading Programme will:

Promote cultural and eco-tourism and a diversified local economy  
Develop a competitive transportation market  
Act as a catalyst for future investment decisions  
Improve access to markets and open new markets  
Diversify and create new types of employment  
Enhance access to health, education, extension services, banks, etc.  
Raise the standard of living in rural areas to a more equitable level  
Change consumer patterns  
Reduce rural/urban migration.

#### **K. KWAZULU-NATAL DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM (KZNDEDT)**

Tourism within the province previously fell under the Provincial Department of Arts, Culture and Tourism (DACT). Since 2008, tourism now falls under the Department of Economic Development and Tourism (DEDT). The application of tourism legislation and policies within the province has been mostly been delegated by DACT to the KwaZulu-Natal Tourism Authority. The objective is the development and transformation of the Tourism Sector, and packaging of KwaZulu-Natal as the choice destination. Programmes that are running include:

Tourism Safety Awareness Programme  
Tourism Graduate Programme  
Tourism Mentorship Programme  
Local Government Programme  
Tourism Educators Empowerment Programme  
Service Excellence  
Tourist Buddies  
Tourism BEE Awareness.

The registration of tourism business as legal tourism activity also falls with the DEDT mandate.

#### **L. INDUSTRIAL DEVELOPMENT COOPERATION (IDC)**

The IDC's Tourism Business Unit finances capital expenditure in tourism businesses. This finance is focused towards businesses offering accommodation to bona fide tourist but also extends to other capital-intensive tourism projects with the potential to significantly impact on the growth of the tourism industry.

The main criteria for selection are:

- Projects must be economically viable
- The IDC loan amount must be larger than R1 million
- An owner's contribution of at least 40% of the total project value is needed. This can be reduced to 20% for empowerment projects.

The type of projects that would qualify for funding include:

Accommodation facilities

Buildings

Furniture, fittings and equipment

Renovations

Refurbishments

## **M. DEPARTMENT OF ENVIRONMENTAL AFFAIRS**

The department's objectives revolve around the promotion, conservation and sustainable utilisation of the country's natural resources to enhance economic growth, protecting and improving the quality and safety of the environment., promoting a global sustainable development agenda and finally, transformation. It has initiated a number of programmes, such as the following:

### **National Environmental Education Programme (NEEP)**

The National Environmental Education Programme is a collaborative project coordinated by the Department of Education. Its purpose is to support teachers in implementing environmental education at schools, and integrate it with the outcomes-based curriculum. The supports NEEP with resource materials on contemporary environmental issues.

### **Social Responsibility Programme**

The purpose of the Social Responsibility Programme is the creation of temporary employment and skills development opportunities in the sphere of environment and tourism for unemployed people through the implementation of labour intensive projects under the auspices of the Expanded Public Works Programme (EPWP).

### **Coast Care**

The CoastCare programme consists of projects and products that contribute to the goals and objectives of the department's coastal policy.

## **N. WILDLANDS CONSERVATION TRUST**

The Wildlands Conservation Trust is a non-profit organisation working to conserve bio-diversity. The Trust aims to achieve this through the development and facilitation of innovative solutions which take into account the unique biodiversity and socio-economic needs in South Africa today. These initiatives are centred around four core programmes namely Conservation SPACE, Indigenous Trees for Life, Biodiversity Management Support and Green Leaders, which are making a significant contribution to the consolidation and growth of the regional biodiversity conservation footprint. The Trust works closely with Ezemvelo KZN Wildlife and other leading conservation NGO's and partners.

### **Conservation SPACE**

The Conservation SPACE programme is dedicated to consolidating and extending the conservation landscape by working with communities. In particular, the Trust contributes to the sustainable management of communal areas through training and management assistance. New areas are also being actively brought under formal conservation

thus contributing to the conservation of critical habitats and the many threatened and endemic species they house. Wildlands is currently working with 7 communities in Zululand and the KwaZulu-Natal Midlands including the Gumbi, Mandlakazi, Mathenjwa, Mdletshe, Myeni, Ngome and Tembe communities, towards the consolidation of over 75 000 ha of land.

### **Indigenous Trees For Life**

Indigenous Trees For Life is a livelihoods programme that helps poor and vulnerable members of our township and rural communities to grow a future for themselves. The Trust facilitators teach individuals in these communities how to grow indigenous trees from seed and care for the plants until they reach a certain height. These individuals are referred to as 'treepreneurs'. The trees are then traded back to Wildlands for food, clothes, bicycles, agricultural goods and tools, school and university fees. The trees are then either planted back into the communities or planted out in Wildlands' forest restoration projects. The programme was started in 2004 in KwaJobe in northern Zululand with just 300 treepreneurs.

### **Biodiversity Management Support**

Biodiversity Management Support is a programme dedicated to supporting formal conservation initiatives. Wildlands Conservation Trust works closely with Ezemvelo KZN Wildlife to support their ability to manage KwaZulu-Natal's spectacular network of conservation areas and the species residing there. Within this context, the bulk of our support goes towards the research and monitoring of threatened and endangered species with a total grant of R4,400,000 which runs until June 2010.

### **Green Leaders**

Green Leaders is focused on nurturing environmental awareness and leadership amongst partners, including our treepreneurs and community and business leaders. Projects involve direct hands-on learning experiences, exposure to the region's spectacular biodiversity as well as volunteer working weekends and summer camps for Unilever and Lufthansa staff. The formal extension of Green Leaders into Indigenous Trees For Life includes an environmental education rewards programme for facilitators.

### **2.5.2 SMME SUPPORT**

Small to medium enterprises are known for their potential to generate job opportunities. Therefore, the Nongoma municipality LED and Tourism department needs to be in a position to give mentorship to such enterprises or at least to direct them to where they can receive assistance.

☐ **KZNDEDT:** The KZN Department of Economic Development and Tourism's Enterprise Development programme comprises two components: the Small Business Development and the Co-operatives Development. The Small Business Development and the Co-operatives Development components provide integrated business support services to small enterprises, both existing and start-ups, to improve their capacity to contribute to economic growth in the province.

**One Stop Shop Business Support Centres:** The district offices are scientifically called One Stop Shop Business Support Centres as they provide an integrated information service to communities in which they are located. This ranges from details relating to how to start a business to how to access funds for the establishment of an SMME or co-operative and general information on the Department's activities. Initially, the focus was SMMEs and co-operatives, but the composition of information services would include other functions such as consumer education, liquor licensing, advice on specific economic sectors that could be considered when establishing a business as well as details on

opportunities relating to partnerships and investments. The One Stop Shop Support Centres provide the following services to the SMMEs and cooperative, in particular, in the region:

General business advice

Training, in the form of business management and technical skills training

Tender advice

Access to finance and referrals to funding and finance institutions

Business incubation and mentoring

Access to government grants for community and business projects

Institutional capacity building for SMMEs

Access to markets

Business registration, in the case of cooperatives

A client advisory service.

The DEDT has secured the buy-in, support and partnership of the key stakeholders in small enterprise development in the province. These include the Small Enterprise Development Agency (seda), district and local municipalities, the National Youth Commission Youth Fund, the Ithala Development Finance Corporation, the KZN Department of Education and FET Colleges and various government departments under the economic cluster. While the support centres play a pivotal role in the development of SMMEs and other small entrepreneurial enterprises, the role also extends to the benefit of established businesses in the region. The centres will prove to be the ideal point of

contact for big businesses seeking to invest in small start-ups or those established companies seeking to conclude BEE deals and enter into joint ventures with BEE companies.

The **Small Enterprise Development Agency (SEDA)** was established in December 2004 in terms of the National Small Business Amendment Act. A key function of SEDA is to provide information to small enterprises and prospective entrepreneurs that will help and encourage them to start and build sustainable businesses. Information is provided online on the SEDA webpage, on a daily radio show on Ikwekwezi FM (0830 – 0845 hours) and by way of brochures and newsletters. There is also a National Information Centre contactable by telephone on 0860 103 703. The SEDA Technology Programme provides support services and incubation facilities to small technology enterprises. The Lejweleputswa SEDA office is located in Welkom.

The **Department of Labour** also provides support to employers including SMMEs through legislature that guides employment conditions (Department of Labour website, 2009).

**Business Partners** is a specialist investment company which provides debt and equity investment, mentorship and property management services to SMEs in South Africa (Business Partners website, 2009).

**Independent Development Trust (IDT)** is a development agency which supports government in managing the implementation of development programmes that are directed at poverty reduction, employment creation, and local economic development. The IDT also acts as a link between poor communities and government in meeting resource needs and invests in enhancing institutional capacity for programme delivery and for sustainable development.

**The NAMAC Trust** is an SMME support agency within the DTI which provides advisory and information services to new and existing SMMEs in line with best practices globally.

**Business Referral and Information Network (BRAIN)** gives up-to-date information for business owners on everything from guidelines on starting a small business, to where to find finance. They locate news on tenders and advise on how to find out about drawing up a business plan.

**Council for Scientific and Industrial Research (CSIR):** Assists business owners who want to improve on or develop a product with market-related research and product testing.

**The National African Federated Chamber of Commerce (Nafcoc):** Represents the interests of black business and provides networking and lobbying for small business members.

**The SA Bureau of Standards (SABS):** Assists small business with accreditation of products and services with a 50% subsidy.

**National Youth Development Agency:** The national youth development agency is a result of the merger between the National Youth Commission (NYC) and Umsobomvu Youth Fund (UYF). The agency was created with the view to consolidate the work of the National Youth Commission and Umsobomvu Youth Fund and maximise and accelerate high-impact new and existing youth development programmes. The strategic objectives of the agency include the following:

Advance youth development through guidance and support to initiatives across sectors of society and spheres of government.

Embark on initiatives that seek to advance the economic development of young people.

Develop and coordinate the implementation of the Integrated Youth Development Plan and Strategy for the country.

**Enterprise Finance: SME Funding** - Enterprise Finance aims to promote entrepreneurship among young people, so it provides funding to the youth (18-35 years old) to help them start a new business or grow an existing one. To achieve this Enterprise Finance provides finance ranging from R100 000 to R5 000 000 to expand, buy into or buy out existing businesses or start new businesses which allow significant economic benefits to youth. Finance is provided directly and through intermediaries, the SME Fund, the UYF-FNB Progress Fund and the Masisizane Women's Enterprise Fund. The following criteria apply:

Youth (35 and younger) must hold greater than 26% of the shares in the company

Must be a previously disadvantaged South African youth

The youth must be operationally involved in the business

Must demonstrate commitment to the venture

The venture must be economically viable.

### 2.5.3 Establishment of a One-Stop Shop in Nongoma

Small tourism start-ups and existing businesses have a major role to play in the growth of the tourism sector in terms of employment creation, income generation and output growth. An SMME Support desk should be set up in the municipality to bring the support services they may need closer to local entrepreneurs. It should serve as a one-stop information centre to all tourism start-ups in the municipality. The table below lists some of the services that it may offer.

#### C.5.1.9 LED PLAN, SMME PLAN, SKILLS DEVELOPMENT PLAN

Nongoma municipality has reviewed the LED plan and also done the SMME Development Plan and Skills Development Plan during the 2013/14, and it was affected in order to update local economic strategies and projects thereon. The municipality had last reviewed its LED plan in 2010/11.



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. 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.

### C.5.1.6 SWOT ANALYSIS

Economic and Social Development	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>LED/Tourism forum in place</li> <li>Agri-Business forum in place</li> <li>CWP Reference Committee in place</li> <li>LED Strategy is in place</li> <li>Nongoma Chamber of Commerce and Industries in place</li> <li>Initiatives for revenue enhancement are in place</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>LED strategy not in line with the Goals and objectives of KZN PGDP (MEC)</li> <li>Lack of supporting infrastructure in areas with business potential</li> <li>Lack of updated information on the key economic sectors within the municipality and the region (MEC)</li> <li>Lack of big impact LED programmes</li> <li>Inadequate parking space, perpetuating traffic congestion</li> <li>Lack of plans to develop local agriculture</li> <li>Tedious process for land acquisition by potential investors</li> <li>Lack of recreational facilities e.g. open space or park</li> <li>Lack of compliant and effective tourism information office</li> <li>Non-completion of testing centre</li> <li>Inadequate provision of essential services (waste collection)</li> <li>Lack of library service infrastructure</li> <li>Unavailability of skills development centre</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Nongoma being the seat of the Zulu Kingdom</li> <li>Enyokeni cultural hub development</li> <li>Bulk water in town being installed</li> <li>Good working relations with Traditional leaders</li> <li>Availability of government grants for LED related programmes</li> <li>1200 new houses to be constructed in 2016/17 (EPWP)</li> <li>Existence of EPWP grants and other programmes of job creation</li> <li>Existence of HIV/AIDS plan</li> <li>Strategic location of the municipality for export opportunity.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>High rate of unemployment and poverty</li> <li>Congested town centre &amp; lack of parking space</li> <li>trembling economy</li> <li>shortage of skills and high level of illiteracy</li> <li>Poor investor confidence ( e.g. failure to get investors for offices)</li> <li>Poor participation of youth and women in development programmes</li> <li>Theft of livestock at pound.</li> <li>Youth substance abuse</li> <li>Lack of reasonably strong infrastructure linking uPhongolo and Richards Bay</li> </ul>

Strategic Clusters	Programmes	Projects	Estimated Budget	Responsible Party	Timelines				
					2014	2015	2016	2017	2018
<b>Strategic Cluster One: Accelerated Nodal Development</b>	1.1. Mixed Use Nodal centres	Buxeden Node: Acceleration of the Buxedene Poultry project	R1 Million	NLM; ZDM; DTI; DAEA					
		Buxedene Node: Establishment of a shopping mall next to the Buxeden Poultry project	R 5 Million	NLM; Private investors; ZDM; TIKZN					
		Buxeden Node: Establishh an Hydroponic project within the Buxeden Node	R 400,000	NLM; ZDM; DAEA					
		Buxeden Node: Commission a feasibility study for an ICT Centre	R 300,000	NLM; ZDM; DEDT; TIKZN					
		Mona Node: Resolve the land ownership issue in the Mona Market area	Municipal and DRDLR function	NLM; TA; ZDM					
		Mona Node: Provide basic services (water, adequate lighting, toilets, waste removal as well as grass cutting) in Mona Market	R 600,000	NLM;ZDM					
		Mona Node: Construct market stalls in Mona Market	R 2 million (100 Stalls)	NLM; CoGTA					
		Mona Node: Commission feasibility for a fresh produce market in Mona market complex	R 300,000	DEDT; NLM; ZDM					
		Njoko Node: Accelerate the development of the shopping mall	R 5 million	Private investors; NLM; ZDM; TIKZN					
		Njoko Node: Establish informal trade stalls	R 2 million (100 Stalls)	NLM; CoGTA					

		Bululwane Node: Set up a business incubation centre	R 4 million	NLM; CoGTA; DEDT					
		Bululwane Node: Establish a shopping complex	R 5 million	Private Investors; TIKZN; NLM; ZDM					
		Bululwane Node: Set up an Aquaponic Project	R 500,000	NLM; ZDM; Private Investors; CoGTA; DAEA					
		Bululwane Node: Initiate an Hydroponic Project	R 400,000	NLM; ZDM; Private Investors; CoGTA; DAEA					
		Bululwane Node: Establish a Livestock production cluster with each enterprise managed by a cooperative	R 200,000 per enterprise	NLM; ZDM; Private Investors; CoGTA; DAEA					
		Bululwane Node; Commission an ICT centre feasibility study	R 300,000	NLM; CoGTA; ZDM; DEDT; TIKZN					
		Conduct a Grain Value chain assessment in the agricultural areas (Thokazi, Mahashini, Maphophoma, Inhampela, Kwaquma and Nqongco) and recommend interventions	R 250,000	NLM; ZDM; ADA; DAEA; CoGTA					
		Establish household based irrigation scheme in settlements based in Thokazi, Mahashini, Maphophoma, Inhampela, Kwaquma and Nqongco.	R 2 million	NLM; ZDM; ADA; DAEA; CoGTA					
		Establish a livestock impounding facility around the Mona Market Area	R 400,000	NLM; ZDM; DAEA; CoGTA					
		Conduct a bi-annual SMME exhibition in each Node	Internal municipal function	NLM; SEDA; ZDM,					
	1.2. Business Support	Set up an SMME Desk in each Nodal area	R 150,000	NLM; SEDA; ZDM					

		Establish a Business Service Centre in Nongoma Town	R 200,000	NLM; SEDA; ZDM; CoGTA					
	1.3. Infrastructure Development	Establish an Arts and Craft centre opposite Mona Market	R 3 million	NLM; DEDT; CoGTA; TIKZN					
		Commission a precinct plan for Nongoma CBD regeneration prior to their development	R 400,000	NLM; DPW; CoGTA					
		The municipality should prioritize utilities roll out in all Nodal areas	Municipal function	NLM; ZDM					
		Relocate the Elhalankosis sowing project to Nongoma Town	R 800,000	NLM; ZDM; DoL					
	1.4. Nodal Marketing	Facilitate the acquisition or use of an old building in Nongoma town, to be used as a storage facility by informal traders	R 300,000	NLM; Informal Trade Chamber					
		Renovation of the old market stalls in Nongoma Town, at the New Taxi/Bus Rank	R 1.2 million	NLM; ZDM; CoGTA					
		Negotiate for municipal acquisition of the land within Nongoma town CBD, and at least within 1.5km radius	Municipal function	NLM; TA					
		Initiate aggressive marketing of Mona Market	R 200,000 a year	NLM; ZDM					
	<b>Strategic Cluster Two: Economic Diversification</b>	2.1. Agro-Processing	Start a skin processing project in Mona Market	R 800,000	NLM; ZDM; DEDT; DoL				
		Facilitate establishment of an Aloe Processing Plant (feasibility study to determine location)	R 6 million	NLM; ZDM; CoGTA; DEDT					
		Facilitate establishment of white and Red meat abattoirs in Mona Market	R 1.2 million per abattoir	NLM; ZDM; CoGTA; DEDT					
		Establish a Milling and packaging project in Maphophona	R 4 million	NLM; ZDM; CoGTA; DEDT					

<b>Strategic Cluster Three: Research and Marketing</b>	2.3. Labor skilling	Organize household based businesses into three cooperatives: Crop production, Livestock production and Manufacturing.	Municipal function	NLM; ZDM; CoGTA					
		Provide Training for the household based economic activity dealers (after organizing them into coops)	R 250,000	NLM; ZDM; CoGTA					
	3.1. LED Research	Conduct quarterly customer satisfaction surveys in Nongoma	R 350,000 per quarter	NLM; ZDM; CoGTA					
		Conduct a bi-annual census of informal traders in Nongoma	R 300,000 per census	NLM; ZDM; CoGTA					
		Prepare an SMME Development Plan	Under process	NLM					
	3.2..Critical sectors research	Commission an annual study on the performance of the financial sector (remittances, banking and micro financing)	R 300,000	NLM; ZDM; TIKZN;					
		Commission an Agricultural Development Strategy for the municipality	R 300,000	NLM; ZDM; CoGTA					
		Commission a Marketing and Investment Strategy for Nongoma Municipality	R 400,000	NLM; ZDM; TIKZN; CoGTA					
		Commission a manufacturing growth strategy	R 300,000	NLM; ZDM; CoGTA					
	3.3. Local Area Marketing	Put up signages along Route 66 advertising the Royal Reed Dance	R 10,000 per signage	NLM; ZDM; CoGTA					
		Establish a one stop Tourism Desk in Nongoma Town	R 60,000	NLM; ZDM					
		Develop a Tourism guide book for Nongoma	R 200,000	NLM; DEDT; TIKZN					
		Commission a Mona Market guide documenting the tourism products as well as the over 50 year history of the market	R 50,000	NLM; ZDM; DEDT; TIKZN; CoGTA					

<b>Strategic Cluster Four: Institutional Development</b>	4.1. Capacity Building	Establish a monthly forum made up Traditional Leaders and the Municipality with focus on land access	R 5,000 monthly refreshments costs	NLM; ZDM; TA					
		Establish a monthly inter-departmental forum	R 5,000 monthly refreshments costs	NLM					
		Establish a quarterly inter-governmental forum	R 5,000 monthly refreshments costs	NLM; ZDM; DEDT; DAEA; CoGTA; TIKZN					
	4.2. Resource Mobilization	The planning department to embark on resource mobilization for LED projects through PPP models	Municipal function	NLM; ZDM					
	4.3. Land for Development	Facilitate training on agricultural land use	R 200,000 per set of training	NLM; ZDM; CoGTA; DAEA					
		Facilitate mentorship arrangements between commercial farmers and small scale farmers	Municipal function	NLM; ZDM; DAEA					
<b>Strategic Cluster Five: Green Economy Mainstreaming</b>	5.1. Land Greening	Establish a Tree Planting week in Nongoma Municipality	Municipal function	NLM; ZDM; DAEA					
		Create flower gardens in Nongoma Town	R 100,000	NLM; ZDM; DAEA					
	5.2. Renewable Energy	Lease out land for recycling activities	Municipal facilitative function	NLM; TA; ZDM					
	5.2. Renewable Energy	Lease out land for Wind energy generation	Municipal facilitative	NLM; TA; ZDM					



			function						
		Facilitate a roll out Solar Water Heaters in all formal and semi-formal residences.	Municipal facilitative function	NLM; ZDM; DAEA					
		Initiate a Biomass energy production project in every ward	R 200,000 per ward	NLM; ZDM; DAEA					
	5.3. Forest Management	Facilitate regular awareness campaigns on the need for biomass energy production	R 150,000	NLM; ZDM; DAEA					
	6.1. Informal Trade mainstreaming in nodal development	Establish location and stalls for informal traders in all nodal areas	Municipal function (already quantified)	NLM; ZDM; Private investors					
<b>Strategic Cluster Six: Business Retention, Attraction and Development</b>	6.2. Mentorship and Skills Training	Initiate a quarterly cooperatives Training Programme	R 200,000 per training	NLM; ZDM; SEDA; CoGTA					
		Start a quarterly SMME summit, which would bring together investors, Banks and SMMEs.	R 30,000 for refreshment costs	NLM; ZDM; SEDA					
		Recruit and train cooperatives and SMMEs on waste recycling	R 200,000 per training	NLM; ZDM; SEDA; CoGTA					

**SUMMARY OF CATALYTIC PROJECTS WITHIN NONGOMA AREA**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>RESPONSIBLE AUTHORITY</b>	<b>BUDGET ESTIMATE</b>
ENyokeni Cultural Hub	Enyokeni Royal Palace (ward ....)	National Department of Arts and Culture	R300 million
Buxedene poultry project	Buxedene area (ward....)	Private cooperatives, funded by EDTEA	About R2 million
Surfacing of R66 road	uLundi, Nongoma to uPongolo	Department of Transport	No figures

## **SOCIAL DEVELOPMENT ANALYSIS**

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### **BACKGROUND**

Nongoma Municipality is a vastly rural characterized by scattered settlements depicting the typical rural set up. Social development through educational programmes and poverty alleviation is one of the top priorities of the municipality

### **EDUCATION FACILITIES**

Backlog determination for education purposes is informed by the following:

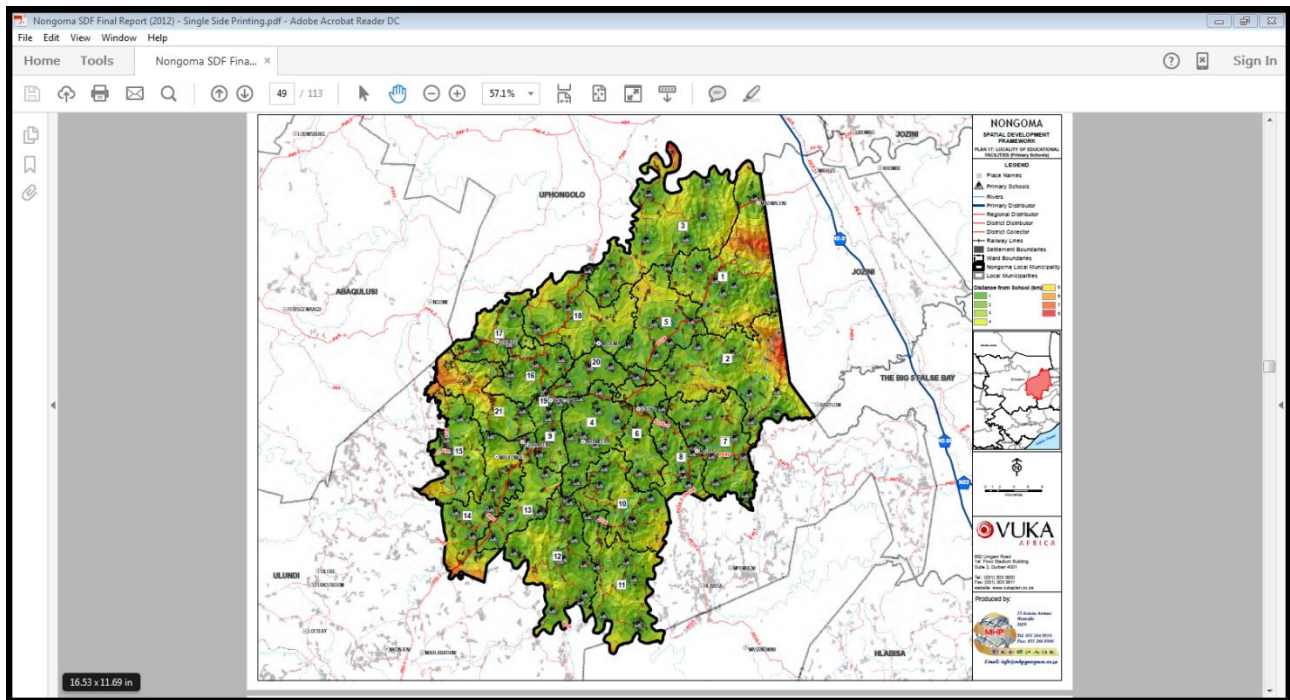
The Department of Education applied a travelling distance of 7 km to the nearest school

The teacher: learner ratio is acceptable at 35

The backlog analysis (households at a distance further than 5km from a primary school were considered to be a backlog and every 3500 people constituting the need for a another primary school) was undertaken. The results indicated that there are 98 primary schools in the Nongoma LM area and the need for a further 33. Regarding the accessibility of schools, 50% of the Nongoma population of school going age is within 0-2.5km from a primary school, 30% between 2.5km – 5km and 20% more than 5km from a primary school.

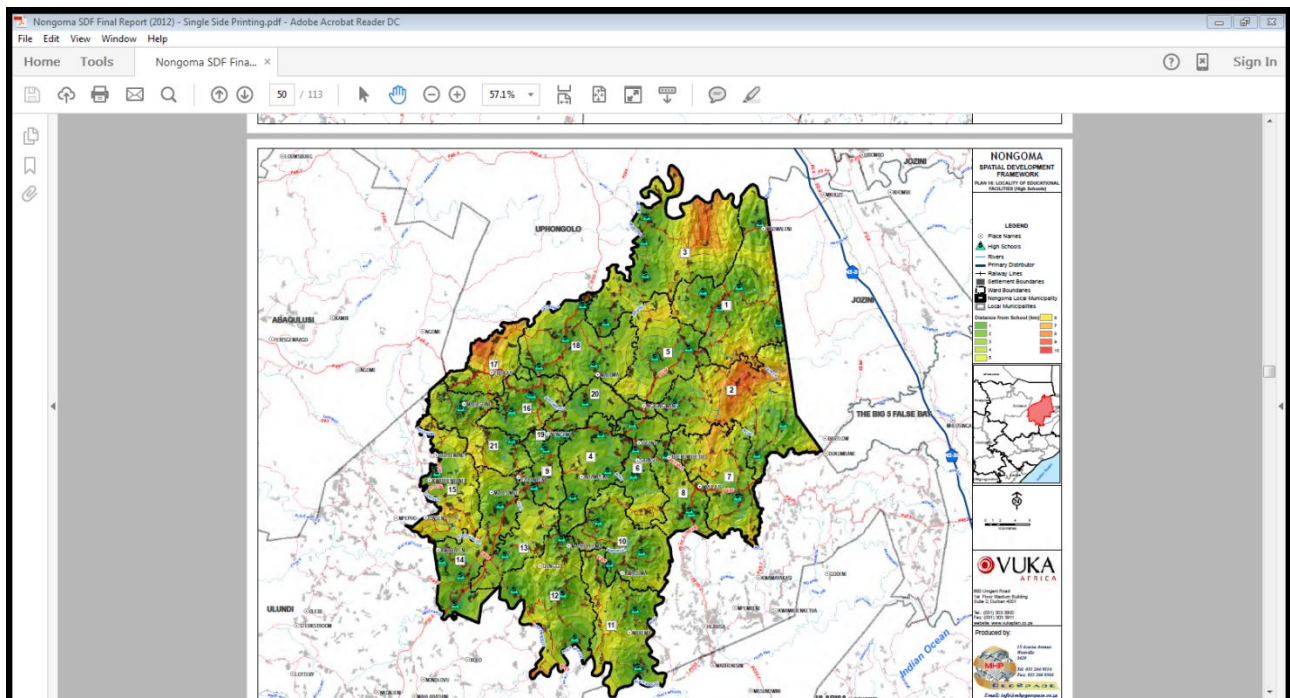
The map below indicates the distribution of primary and secondary schools, it also shows the areas where learners have to travel long distances to schools

## Map: Distribution of primary schools



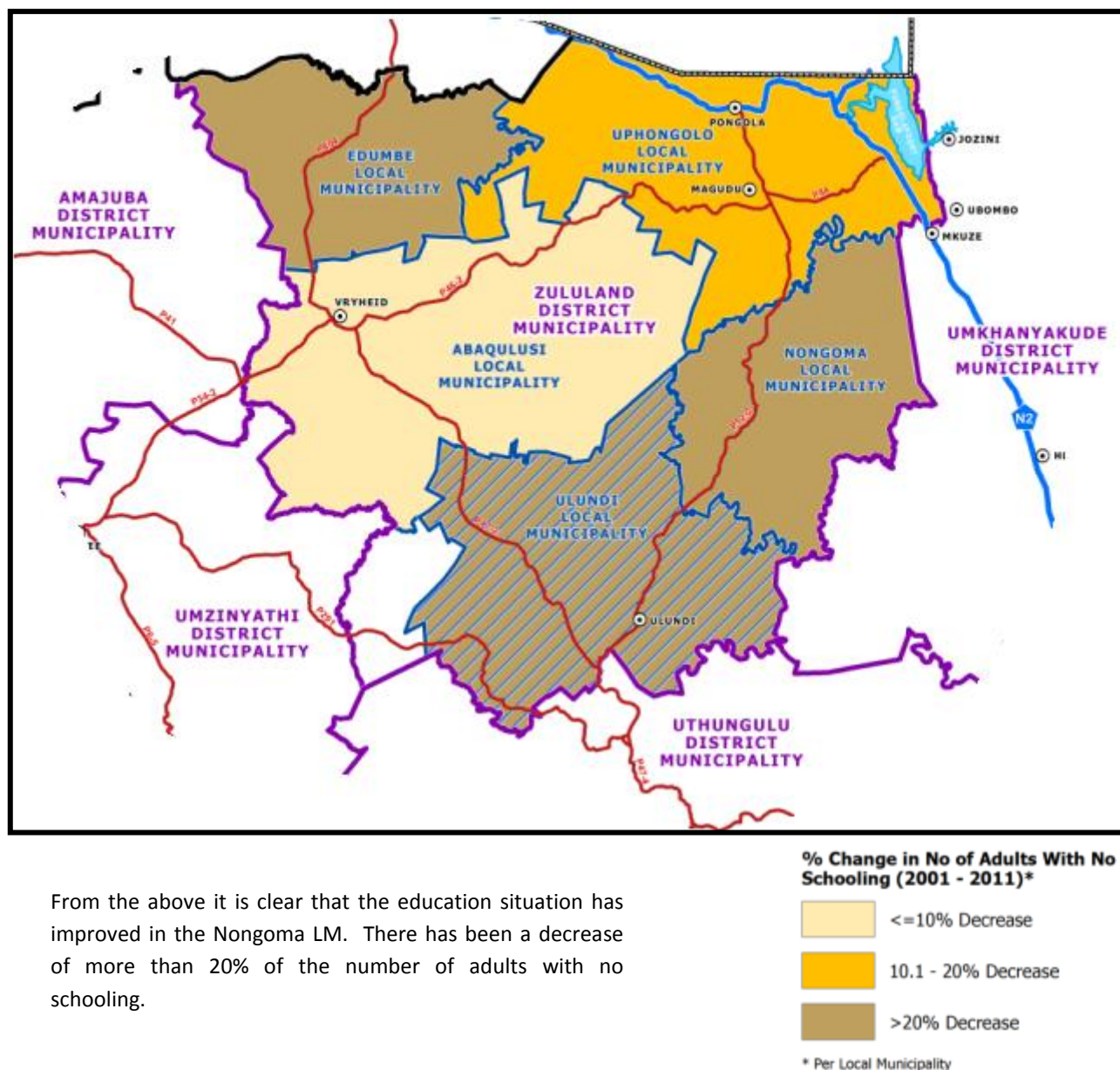
Source: Nongoma SDF

## Map: Distribution of secondary schools



Source: Nongoma SDF

Map 15: Changes in Education Levels 2001 - 2011



From the above it is clear that the education situation has improved in the Nongoma LM. There has been a decrease of more than 20% of the number of adults with no schooling.

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 provided with a point of supply and the information about the schools will be forwarded to the Eskom schools electrification program.

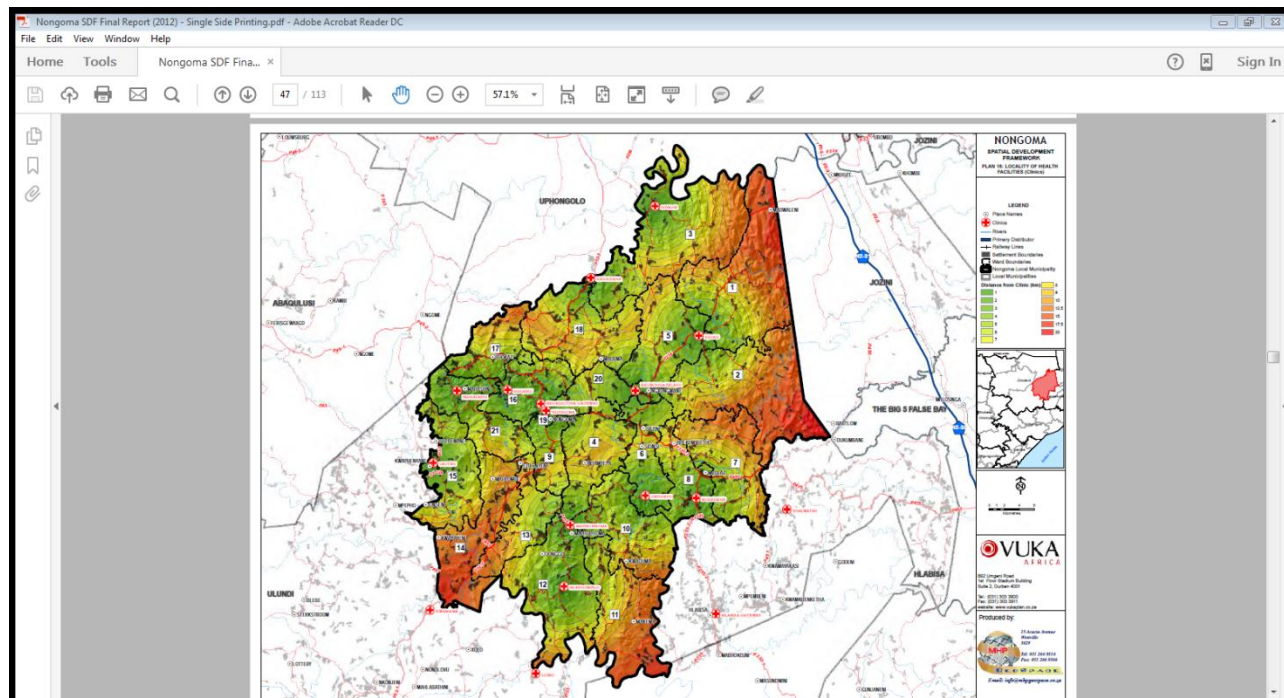
Nongoma is currently serviced by one library situated at 103 Main Street, opposite the Telkom offices in Nongoma. There are still some challenges in this regards, the current library is under equipped and serves various communities, therefore more libraries are still required in Nongoma municipality.



## HEALTH FACILITIES

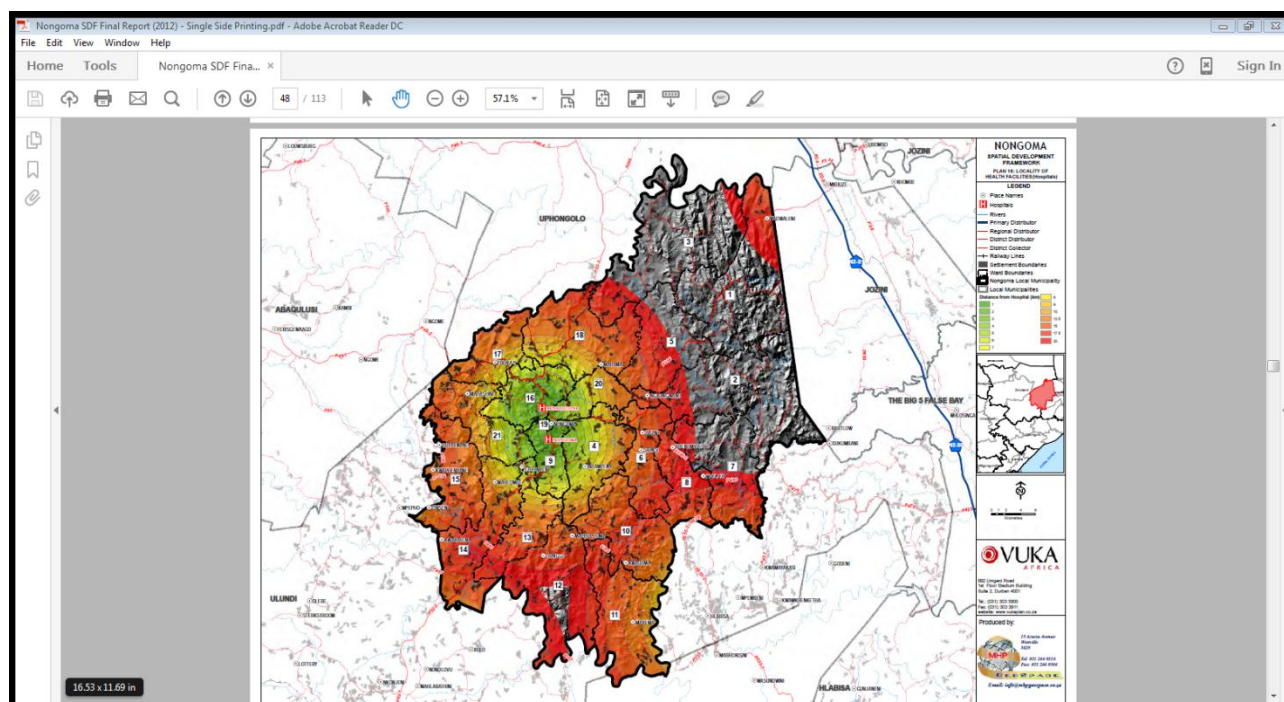
The maps below indicates the distribution of health facilities in the area

### Map: Stationed and mobile clinics in the area



Source: Nongoma SDF

### Map: Hospitals in Nongoma area



Source: Nongoma SDF:

The only two hospitals in the municipal area are close of the town of Nongoma. Large parts of the municipal area are more than 90 minutes travel time from a hospital facility.

In terms of the **health sector**, the Nongoma area is characterized by inadequate provision of social and physical infrastructure. The highest levels of infrastructural development are, centered in Nongoma Town. There are 2 hospitals situated in the Nongoma town, namely the Benedictine Hospital and Philani Privately owned Hospital. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities.

As part of the backlog determination exercise by the ZDM, a distance further than 5km from a clinic was considered as a backlog while the standards of 1 hospital for every 100 000 people was used as a standard for determining backlogs.

There are a total of 18 clinics and the backlog has been determined to be 33. The area has a 1 public hospitals , 1 privately owned and an additional 2 are required.

The table below outlines the location of existing health facilities:

**Table 23: Location of Health Facilities**

Ward	Type of Health Service	Name of Health Service
Ward 16	Hospital	Benedictine
Ward 19	Clinic	Queen Nolonolo clinic
Ward 13	Mobile clinic (monthly)	Ekubuseni
Ward 14	Mobile clinic (monthly)	Evuna
Ward 9	Mobile clinic (monthly)	Holinyoka
Ward 18	Clinic	Nkunuzana Clinic
Ward 16	Clinic	Mangumhlophe / Nqeku Clinic
Ward 21	Clinic	Mahhashini Clinic
Ward 15	Clinic	Usuthu Clinic
Ward 12	Clinic	Hlengimpilo Clinic (Maphophoma)
Ward 10	Clinic	Nhlekeseni Clinic
Ward 08	Clinic	Buxedene Clinic
Ward 6	Clinic	Dengeni Clinic
Ward 3	Clinic	Sovane Clinic
Ward 5	Clinic	Njoko Clinic
Ward 20	Clinic	Ekubungazeleni Clinic
Ward 13 (KwaMinya)	Clinic	Ekuseni Clinic
Ward 21 (KwaMpunzana)	Clinic	KwaMpunzana Clinic
Ward 19	Hospital	Philani Private Hospital



## **SAFETY & SECURITY**

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.

## **Nation Building & Social Cohesion**

The following activities within the Nongoma Municipal Area contribute towards nation building and social cohesion:

Sports Activities :

Local Mayoral Cup

District Championship

Local Marathon

Nongoma League Championship

Women's Dialogue

Youth and Sports Indaba

Disability Indaba

## **COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS**

### **YOUTH DEVELOPMENT**

**The municipality sees the following challenges as the priority for attending to youth development:**

Illiteracy among youth especially young males

Lack of career guidance

Lack of skills and training

Absence of a database of unemployed youth and their skills profile

Unavailability or inaccessibility of financial support to skills development

Shortage of schools for youth with disabilities

Alarming spread of HIV/AIDS spread and teenage pregnancy

Continued inaccessibility of higher education to youth

Unavailability of exchange programmes

The continuous high drop – out rate

The municipal local economic development (LED) intervention on youth development shall be informed by the following challenges:

Out- of school graduates and semi-literate youth are involved in crime because of exclusion and discrimination from the local economy

There are no youth economic support centres focusing on such services as tender advice and accessing capital

Young people generally lack skills which make them unemployable

Lack of resources for promoting economic development amongst youth

The municipal procurement policy is not biased towards the youth

Youth are not yet benefiting from all current municipal and local business opportunities

There is no bias towards disabled youth and young women in economic development

These challenges are a result of non-integration and lack of targeting of youth in economic development within the municipality. Amongst the youth the following groups are the most affected by these challenges:

Unemployed youth  
Disabled youth  
Unskilled youth  
Illiterate youth  
Commercial sex workers

### **Objectives**

To develop skills 3% of unemployed and unemployable youth each year until 2015 through an integrated skills development programme.

To increase the active participation of youth in the local economy by 5% every year until 2011-2015 through a sustainable youth economic empowerment programme.

To increase the incidence of HIV/AIDS amongst youth by 4% each year until 2015 through a participatory, multifaceted, integrated and well-resourced intensive HIV/AIDS programme

To mainstream youth development in the affairs and structures of the municipality through annualised planning, implementation, monitoring and evaluation of youth programmes utilising an escalating budget of at least 5% of the total municipal budget.

### **Youth Development Programmes**

#### **Youth Skills Development programme:**

Nongoma Municipality shall implement an integrated youth skills development programme.

The components of the programme are the following:

Developing and maintaining a skills profile of the youth of the municipality.

Producing and implementing a municipal youth skills development plan annually. This shall be reviewed quarterly.

Provision of an adult basic education and training (ABET) service to illiterate youth.

Facilitate training relevant to the economic trends of the Siyanda district economy.

Facilitate mentorship, internship and learner ship opportunities for unemployed youth both within and outside the municipality.

Facilitate financial support for marginalised youth seeking participation in higher education.

There shall be integrated delivery of these components, with annual reporting by the municipality.

#### **Youth Economic Empowerment Programme:**

Youth participation in the district economy is a priority of the Nongoma Municipality. This shall be achieved through a youth economic empowerment programme (YEEP). The YEEP shall have the following components:

The municipality shall set aside at least 25% of all jobs created by the municipality, other public sector agencies and private sector, more especially those doing business with the municipality, for unemployed youth in the mining and farming area.

Facilitate at least 25% participation of young entrepreneurs in business opportunities created by the municipality and within the municipality.

Avail at least 30% suitable land for rural agriculture in the districts mining and farming areas to youth.

Facilitate and support the formation of youth co-operatives that will be linked to production processes across sectors such as tourism, manufacturing and information technology.

Facilitate at least 70% of the youth enterprises that are doing business with the municipality or having business facilitated by the municipality through the provision of institutional and technical support to young entrepreneurs.

Facilitate the preparation of youth in and out of schools for the exploitation of economic opportunities available through mechanisms such as career guidance and life- skills.

Implementation of the YEEP must be simultaneous with the other programmes of this strategy as they are closely related.

#### **Youth and HIV/AIDS:**

HIV/AIDS is seen as a serious challenge and the municipality shall implement an integrated yet robust youth programme against HIV/AIDS. The programme shall entail:

Implementation of a vigorous HIV/AIDS education and awareness project through the schools, extra- educational social clubs, community institutions and public media with youth as the audience.

Consolidating and expanding the voluntary counseling and testing (VCT project).

Training youth on peer counseling skills

Facilitating a life-style and treatment management project for the youth living with HIV.

Empower families living with HIV/AIDS in order to provide the required support

Facilitate the empowerment of health institutions and personnel in order to be youth sensitive and supportive

Support a project aimed at protecting victims of rape against HIV/AIDS

Set up and support facilities aimed preventing mother to child transmission of HIV targeting young woman

Support and promote the campaign of tuberculosis treatment in HIV cases and youth in generally

Provide a social safety – net for those affected and infected by HIV/AIDS

This multi- faceted intervention shall be implemented within the context of the provincial and national policy and strategy with administrative ease.

The municipality shall set up a municipals youth unit that shall oversee and advise the municipality with the implementation of this strategy

The youth organisations of the municipality shall form a district youth council and locally local youth forums that will serve as a broad consultative youth embodiment throughout the region and localised in all municipalities for youth development

The council shall have standing sectoral clusters for LED, HIV/AIDS, HRD and institutional arrangements, which shall continually discuss policy, programmes and strategies for youth development.

A district youth council shall be convened from time to time for purposes of contributing in the IDP and budgeting processes resulting in a youth sector plan based on this strategy.

Nongoma Municipality Youth shall report annually to the youth of the municipality on the progress made in the implementation of the youth sector plan

The Nongoma Municipality Youth shall ensure that each municipal department includes youth programmes in its plans and account for their implementation as part of continuous performance management.

The Nongoma Municipality Youth shall continuously investigate and explore innovative mechanisms for advancing youth development fund) without any bureaucratic inertia the map shall be informed by national and provincial NYDA strategies.

**Table 24: Existing Tourism Youth Empowerment Programme**

Programme	Period	Number of learners a programme in 2017	Benefits to learners
Tourism Youth Ambassador Programme ( Tourism World )	A year Programme	35	Certificate – NQF LEVEL 4 Monthly Stipend – R2450.00
Tourism N6 Work skills Programme ( Insika Foundation	18 Months	3	Monthly Stipend-R1500.00
EDTEA Tourism Graduate Programme	Internship-12 Months	1	Intern-R 4200.00
	Inservice Training-6 Months	1	Inserve-R2000.00

## DEVELOPMENT OF WOMEN

### The broad objectives of the Nongoma Municipality Gender Policy are:

To ensure that the rights of women and men are equally upheld and women are enabled to exercise their rights over their bodies and are protected from violence.

To ensure that gender needs, priorities and differences are considered and institutionalized into the Municipality business, policies and practices including Integrated Development Plan (IDP).

To confront the social and ideological barriers to women's participation and encourage initiatives to improve their Kstatus including basic rights.

To develop positive action that will promote the full participation and empowerment of women in existing and future programmes so as to ensure that Municipality's programmes and projects benefit men and women equally.

To promote access by women to key resources (e.g. employment opportunities especially in decision-making positions and start-up capital for business), services and facilities.

### Strategies for achieving gender equality:

Gender should be mainstreamed into the main business of the Municipality:

To strengthen the issue of gender equality, the Municipality would establish a Women's Forum (WF) consisting of women representatives from various sectors, e.g. Civil Society Organisations (CSO's), private sector, Trade Unions, Institutions of higher learning, political parties, Faith-based Organisations, Municipal Women Business Unit Managers, etc. Amongst its roles, the WF will oversee and monitor implementation of gender and women empowerment initiatives, in the Nongoma Municipality.

Amongst the Municipality programmes and projects there should be an on-going action research focusing on gender equality. There is clear plan of action and resources for empowering women official, women councillors and women ward committee members - the main aim is to strive for 50/50 gender representation in the council, decision –making structures such as mayoral committee and senior management and ward committees. Over and above women's caucus, there should be a structure within the council that will continuously assess and identify women's needs;

monitor and assess performance of each Ward Councillor, portfolio Committee and Business Unit in as far its performance towards women's and girl-children's empowerment.

There should be a structure within the Municipality (Women's Forum – chaired by the gender co-ordinator)) that will look after women's gender needs, e.g. monitor and assess impact of affirmative action programmes, women's practical and strategic gender needs, etc. and make recommendations to the Gender Co-ordinator. As a way of promoting gender sensitivity and awareness, there should be resources allocated, and programme for capacity building for all councillors, officials and ward committees.

Gender sensitivity and equality should be included in the tool used to evaluate councillor's, BUM's and all other officials' performance Each standing committee's report should have clear gender key performance indicators.

## EARLY CHILDHOOD DEVELOPMENT

There is currently no programme in place for early childhood development.

## INDICATORS OF POVERTY

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.

**Table 25: 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  
 Crime

The following table summarizes 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 scores comparatively poorly in terms of the *Living Environment*, *Income Levels*, *Employment*, and *Education*.

**Table 26: Nongoma Deprivation Index**

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

Source: Global insight 2009

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, wards 1 and 3 have the highest levels of multiple deprivation, followed by wards 14, 2, and 11.

Map 16: Nongoma Multiple Deprivation

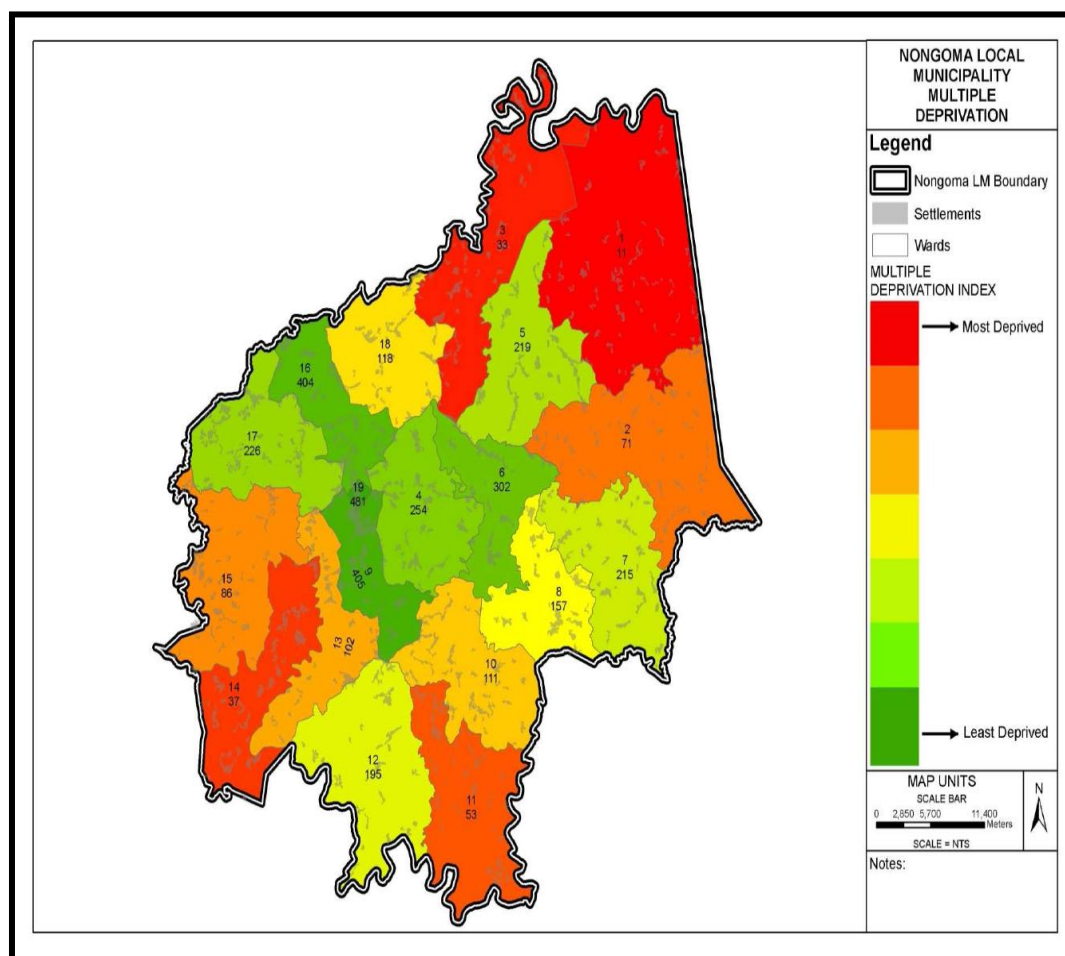


Table 27: Number of people living in poverty in Zululand district municipality

	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
Nongoma	162,117	154,983	149,580	143,750	141,781	144,202
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.



## C5.2 SOCIAL DEVELOPMENT: SWOT ANALYSIS

### SOCIAL DEVELOPMENT TOP PRIORITIES

Poverty Alleviation  
 Addressing the impact of HIV/ AIDS  
 Youth Development  
 Local Economic Development (LED)  
 Good Governance  
 Financial Viability  
 Capacity Building;  
 Infrastructure Service delivery  
 Land Use and Housing Development  
 Public Safety and Security

### C5.2.3LOCAL ECONOMIC DEVELOPMENT AND SOCIAL SWOT ANALYSIS

Economic and Social Development	
<b>Strengths</b> LED/Tourism forum in place Agri-Business forum in place CWP Reference Committee in place LED Strategy is in place Nongoma Chamber of Commerce and Industries in place Initiatives for revenue enhancement are in place	<b>Weaknesses</b> LED strategy not in line with the Goals and objectives of KZN PGDP (MEC) Lack of supporting infrastructure in areas with business potential Lack of updated information on the key economic sectors within the municipality and the region (MEC) Lack of big impact LED programmes Inadequate parking space, perpetuating traffic congestion Lack of plans to develop local agriculture Tedious process for land acquisition by potential investors Lack of recreational facilities e.g. open space or park Lack of compliant and effective tourism information office Non-completion of testing centre Inadequate provision of essential services (waste collection) Lack of library service infrastructure Unavailability of skills development centre
<b>Opportunities</b> Nongoma being the seat of the Zulu Kingdom Enyokeni cultural hub development Bulk water in town being installed Good working relations with Traditional leaders	<b>Threats</b> High rate of unemployment and poverty Congested town centre & lack of parking space trembling economy shortage of skills and high level of illiteracy

<p>Availability of government grants for LED related programmes</p> <p>1200 new houses to be constructed in 2016/17 (EPWP)</p> <p>Existence of EPWP grants and other programmes of job creation</p> <p>Existence of HIV/AIDS plan</p> <p>Strategic location of the municipality for export opportunity.</p>	<p>Poor investor confidence ( e.g. failure to get investors for offices)</p> <p>Poor participation of youth and women in development programmes</p> <p>Theft of livestock at pound.</p> <p>Youth substance abuse</p> <p>Lack of reasonably strong infrastructure linking uPhongolo and Richards Bay</p>
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## NEW PROJECTS APPROVED FOR 2017/2018 AND 2018/2019

No	Project Name	Description	Project Cost	Financial Year	Consultant	Project ID	Ward No
<b>LOCAL ROADS</b>							
1	Qondile to Kwajuba	6,8 km Local Road		2017/2018	B I Infrastructure	263933	3
2	Mcakwini to Manyoni	3,6 km Local Road		2017/2018	B I Infrastructure	263894	1
3	Nzondwana to Ndongande	3,8 km Local Road		2017/2018	B I Infrastructure	263903	7
4	Foma Road	2 km Local Road		2018/2019	Minathi	264963	15
5	Mankulumane Road	1,6 km Local Road with 2x c/ways		2018/2019	Minathi	264971	15
6	Nkolweni Road	1,6km Local Road		2017/2018	Minathi	264963	10
<b>COMMUNITY HALLS</b>							
1	Masundwini Community Hall	Hall and Crèche		2017/2018	B I Infrastructure	264044	4
2	Ophaphasi Community Hall	Hall and Crèche		2017/2018	UWP	265026	5
3	Emaye Community Hall	Hall and Crèche		2017/2018	Minathi	264783	11
4	Sgubudu Community Hall	Hall and Crèche		2017/2018	B I Infrastructure	264044	12
5	Emzweni Community Hall	Hall and Crèche		2017/2018	Minathi	264812	18
<b>PROJECTS TO BE PRESENTED ON THE 08/06/2017</b>							
1	Buxedene to Mission	1,8 km Local Road		2017/2018	UWP	264389	8
2	Kwamatsheketshe Road				UWP		2
3	Ekubuseni Crèche	Crèche only		2017/2018	B I Infrastructure	264110	5
4	Ndema AFA	Hall and Crèche		2016/2017	Minathi		2
5	Dengeni AFA	Hall and Crèche		2016/2017	UWP		6
6	Zwide AFA	Hall and Crèche		2016/2017	B I Infrastructure		21

WATER	TOTAL HOUSEHOLD	BACKLOGS	%BACKLOGS	% OF TOTAL BACKLOGS
Abaqulusi LM	45 918	11 712	25.51%	20.42%
Edumbe LM	16 671	3 420	20.51%	5.96%
Nongoma LM	45 670	25 717	56.31%	44.84%
Ulundi LM	46 450	10 786	23.22%	18.80%
uPhongolo LM	28 468	5 723	20.10%	9.98%
<b>Total</b>	<b>183 177</b>	<b>57 358</b>	<b>31.31%</b>	<b>100.00%</b>
SANITATION	TOTAL HOUSEHOLD	BACKLOGS	%BACKLOGS	% OF TOTAL BACKLOGS
Abaqulusi LM	46 529	11 718	25.18%	30.83%
Edumbe LM	16 405	4 584	27.94%	12.06%
Nongoma LM	45 713	11 086	24.25%	29.17%
Ulundi LM	46 398	3 420	7.37%	9.00%
uPhongolo LM	28 132	7 199	25.59%	18.94%
<b>Total</b>	<b>183 177</b>	<b>38 007</b>	<b>20.75%</b>	<b>100.00%</b>

## 5.2.2 COMMUNITY PRIORITIES PER WARD

**WARD BASED COMMUNITY NEEDS ON IDP 2017/2022 FINANCIAL YEAR**

<b>WARD 1</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Maphundu	Nkukwini	Nkukwini	Emadwaleni	Nkukwini & Qondile Clinics
Mcakwini	Ncengisekhona	Ngwedleni	Qondile	Mcakweni wellness park
Ncengisekhona	Ezimbabaleni	IJuba hall	Ezimbabaleni	Kwasilima Dam
Ntshangase	Guqu		Sambonyaneni	Kwaqondile Dam
Ezimbabaleni	Nyakanyaka		Vungama	Nkalakthaba Dam
Hlanganani	Emcakwini		Manyoni	Ncengisekhona Dam
Emlaza	Emadwaleni			Kwasiwela Dam
	Qondile			Manyoni Dam
				Ntabeni yezulu Dam
				Ezimbabaleni Dam
				Emlaza Dam
				Computer training
				Wifi
				Cell Phone network
				Electricity in Manyoni
<b>WARD 2</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
KwaMatsheketshe to KwaGagasa	Emduna	EBuhleni	Emduna	Makhaleni fencing vegetable patche
KwaNkweme to Kwabhidi	KwaBhidi	EMduna	EGugu	Cow pasture
Road infrastructure upgrade(to be tarred road) D1857-D1813-D1858-L1141	KwaNgangayiphi	Mcenene and Maphondwane	Kwabithi	<b>KwaBhidi:</b> <ul style="list-style-type: none"> <li>➤ Dipu</li> <li>➤ Fencing agricultural land</li> <li>➤ School</li> <li>➤ Isigayo</li> <li>➤ Pension Shelter</li> </ul>
	Bombolo			Sesfikile Maphondwane Pourty project and abattoir
	Sixeni Creche			Fencing of vegetable patche at Mchenene,uMduna,Maphondwane,Matsh eketshe and Nsibhakazi

				24 Hour clinic Maphondwane
				Maphondwane dam to be scooped
				Borehole at Maphondwane to be equipped and Mchenene borehole need to be drilled
				Ebuhleni yeyeza feedlot project
<b>WARD 3</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Qondile to kwaJuba	Dlakuse	Esikhuthwaneni	Ogedleni	Ohiyeni fencing of vegetable patche
Mlazi to Magqebeni	KwaDomba	Mduda	Sovane	<b>KwaDlakuse:</b> <ul style="list-style-type: none"> <li>➤ Toilets</li> <li>➤ RDP Houses</li> <li>➤ Water</li> <li>➤ Ukulungiswa kwesigayo</li> <li>➤ Scholar Transport</li> <li>➤ Shelter for ogo abenza umsebenzi wezandla</li> </ul>
Mduda and Weimer to Ezinhlabeni	Macijo	Maphambeni	Kombuzi	<b>EMaphambeni:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ Toilets</li> <li>➤ Dams for livestock</li> <li>➤</li> </ul>
Hlushwaneni to Ogedleni	Kolubomvu	Kombuzi	Ohiyeni	
KwaZimele to Bhanganoma	KwaZimele	KwaDomba	Macijo	
Mduda to ohiyeni	Magqebeni	Ohiyeni	KwaZimele	
Mlazi to Mpakama	Sgodiphola		KwaQondile	
KwaDomba to Magqebeni & Nkuzana	Kwadlakuse		Dlakuse	
Vumbuka to Mangayini			Emaphambeni	
Hlushwaneni to Mngamunde				
Ezingcingweni & Ezikleleni to Mpuphusi				
Access roads eMaphambeni				
<b>WARD 4</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>

Masundwini to Njampela	EMakhandeni	Masundwini	Jabulani	<b>Mona:</b> <ul style="list-style-type: none"> <li>➤ Shelters for traders</li> <li>➤ Removal of people living in shacks inside</li> </ul>
EMakhandeni to Sindaba	Embonjeni		Nkalaneni	
	Manqeleni			
	Nkalaneni			
<b>WARD 5</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
KwaJuba to Kombuzi	Khethankomo	Mthimcongo	Khethankomo	Ndimhlane renovation of access roads
eMsebe causeway	New Town	Ophaphasi		Toilets
		Ndimhlane		Water
		KwaSnqanda		RDP Houses
				Dams
				Lightning conductor
<b>WARD 6</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Manqeleni to Thandanani	Cwayisa	Esdinsi	Odushwini	<b>Sidinsi:</b> <ul style="list-style-type: none"> <li>➤ Ukubulawela ubhici</li> <li>➤ Electric metre boxes are now old</li> <li>➤ Roofing of the wareroom</li> <li>➤ Clinic</li> </ul>
Phumanyova to Cabowakhe	Cabololwane		Edengeni	<b>Esiphambanweni:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ 8 house without electricity</li> <li>➤ Assistance from disaster (kwandlela and kwaMchunu)</li> </ul>
Mandlakazi to Esdakeni	Endololwane		Cwayisa	
Odushwini to Bazini School	Manqeshane ni			
Cannan around the households	esdinsi			
Esdinsi to Edengeni Clinic causeway				
Esiphambanweni				
<b>WARD 7</b>				



ROADS	CRECHES	COMMUNITY HALLS	SPORT FIELDS	GENERAL
Gwebu and Bhuqwini Bridge	Bhuqwini	Ndongande	Ndongande	Fencing of agricultural land
Nzondwane to Nqongande	Emanqomfani	Mpunqwini	Indoor Sports	Agricultural activities
Bhidi Causeway	Kwabhidi	Kwantunguye	Mpuqwini	<b>Empuqwini:</b> <ul style="list-style-type: none"> <li>➤ Fencing of a cemetery</li> <li>➤ RDP houses</li> <li>➤ Water</li> <li>➤ Ukulungiswa kwezigayo</li> <li>➤ Bursaries</li> <li>➤ Dam for livestock</li> </ul>
Access roads Emanqomfani	Emanqomfani (43 kids currently)	Amagangane ni		<b>Emanqomfani:</b> <ul style="list-style-type: none"> <li>➤ Amanzi</li> <li>➤ water for dip</li> <li>➤ Fencing of the dip</li> <li>➤ Fencing of agricultural land</li> <li>➤ Dams for livestock</li> <li>➤ Clinic</li> <li>➤ Creche work material including finisher</li> </ul>
Kwabhidi	Assistance to open a crèche in kwaGwebu			<b>Kwabhidi:</b> <ul style="list-style-type: none"> <li>➤ Dam</li> <li>➤ A school</li> <li>➤ A Dip</li> </ul>
Access roads Kwagwebu	Amagangane ni			<b>Kwagwebu:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ RDP houses</li> <li>➤ Food for livestock</li> <li>➤ Dam for livestock</li> <li>➤ Renovation of the clinic</li> </ul>
Mpongo bridge and road	Dongothule			<b>KwaNtunguye:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ RDP houses</li> <li>➤ There are houses without Electricity</li> <li>➤ School</li> <li>➤ Dam</li> <li>➤ 3 tanks</li> </ul>
Access road to kwaSimelane tuck shop				<b>ESinkonkonko:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ RDP Houses</li> </ul>
				<b>Ndongange:</b> <ul style="list-style-type: none"> <li>➤ Fencing agricultural land</li> <li>➤ Gardens</li> <li>➤ Chicks</li> <li>➤ Water</li> </ul>
				<b>Amaganganeni:</b> <ul style="list-style-type: none"> <li>➤ Cooking pots</li> <li>➤ Stove</li> </ul>

				<ul style="list-style-type: none"> <li>➤ Dam</li> <li>➤ Ukufakelwa isigayo</li> <li>➤ There are houses without electricity</li> <li>➤ Water</li> <li>➤ Community garden</li> <li>➤ Tent</li> </ul>
				<b>Vukani &amp; Wela:</b> <ul style="list-style-type: none"> <li>➤ RDP Houses</li> <li>➤ Water</li> <li>➤ Clinic</li> <li>➤ Formation of cooperatives:                             <ul style="list-style-type: none"> <li>○ Chicken or</li> <li>○ Gardens</li> </ul> </li> <li>➤ Training for cooking including the material and the grocery.</li> <li>➤ Ukugenca ubhici</li> <li>➤ Sports equipment</li> </ul>

## WARD 8

ROADS	CRECHES	COMMUNIT Y HALLS	SPORT FIELDS	GENERAL
Buxedene Mission	Tshonono	Bhekumthetho	Ncemaneni	LED Street Light (Apollo) in Buxedene
Buxedene Ezimpisini	Hawini	Mvulazi	Nkungwini	Market Store in Bhekumthetho & Mvulazi
Bhekumthetho to Nkonjeni			Buxedene	<b>Buxedene:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ Dams for livestock</li> <li>➤ Toilets</li> </ul>
Access roads for schools				<b>Ekhamangweni:</b> <ul style="list-style-type: none"> <li>➤ Velenkosini requests a wheelchair</li> <li>➤ RDP Houses</li> <li>➤ Renovation of water wells</li> </ul>
				<b>ENkungwini:</b> <ul style="list-style-type: none"> <li>➤ Dams</li> <li>➤ RDP Houses</li> <li>➤ Electricity in some houses</li> <li>➤ Water</li> <li>➤ Sawing machine</li> <li>➤ Chickens</li> <li>➤ School</li> </ul>

## WARD 9

ROADS	CRECHES	COMMUNIT Y HALLS	SPORT FIELDS	GENERAL
Lindizwe around the households	Lindizwe	Lindizwe	Holinyoka	
	Holinyoka	Ezinhlabeni	KwaDenge	

	Ezinhlabeni	KwaDenge		
	Emkhondo			
	KwaDenge			
<b>WARD 10</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNIT Y HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Ekhweni	Ngongoma	Klolweni	Duma	Satallite police station
Mangongo to Helibheshu	Shumeka			
<b>WARD 11</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNIT Y HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Ebungwini	Hlatheliduma yo	Emcibilindini	Emaye	Satallite police station
Ntuthukweni	Ntuthukweni	Emaye		
Mhlabaneni				
Oyengweni				
<b>WARD 12</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNIT Y HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
				Creche
				Hall
				Plunge dip
				Water
				Roads
<b>WARD 13</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNIT Y HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Mahhayoyo	Ekubuseni	Ekubuseni	Ekubuseni	Water
KwaZungu	Gobamagagu	Gobamagagu	Eqongqo	Cow dip
Gobamagagu	Eqongqo		Mahhayoyo	High School
Ehlabanyathi	KwaZungu			Clinic
A Bridge				RDP Houses
Eqongqo				Electricity
KwaNodela				Road
KwaNkulu				Fencing of Vegetable garden
<b>Ezimpisini:</b> A grater to grate the road				Clinic

to the cemetery.				
				Hall
				<b>Eqongo:</b> ➤ Scholar transport ➤ Dip
				<b>KwaMfemfeni:</b> ➤ Dam
				<b>KwaNkulu:</b> ➤ Water ➤ Electrification of the new houses ➤ Dams
				<b>Ezimpisini:</b> ➤ The dam for livestock ➤ Water ➤ Garden fence
<b>WARD 14</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNIT Y HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Esgangeni to Phangode	Kwansele	Esgangeni		LED Street light (Apollo) in Vuna Station
Mbilane to Entshodo	Vuna	Kwamusi		LED Street light (Apollo) in Esgangeni Station
Onyango	Ndasi	Zimpakane		LED Street light (Apollo) in New police station
Nsimbini to Macemane	Esgangeni	Zola		LED Street light (Apollo) in KwaMusistation
Onyango	Nsimbini	Onyango		LED Street light (Apollo) in Zola
	Zimpakane			Public toilets
	Dayeni			Water pump
	KwaMusi			<b>Kwansele:</b> ➤ High School ➤ Scholar transport from kwansele to Vuna
	Onyango			<b>Zola:</b> ➤ Dam for livestock
	Zola			<b>KwaDayeni:</b> ➤ Request to know the date when they will be able to use the electricity.
	Shisuthi			<b>Onyango:</b> ➤ Increase the number electric metre boxes ➤ Tend to assist during funerals ➤ Tractors for ploughing
<b>WARD 15</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNIT Y HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>

KwaBhengu	Maja	Ntanzu	Ntenjane	Schools
Kohlolo	Gudlucingo	Ngoqongo		Dams for cows
Ngoqongo	Ntsonyane			Any assistance for traditional healers.
Ncede	Matsheni			Water
				RDP Houses
				Fencing of the grazing land and agricultural land (there is no grazing land)
<b>WARD 16</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Ophalule	Moyeni	Nqokotho	Ziphethe	LED Street Light (Apollo) in Ophalule
		Emdonini		LED Street Light (Apollo) in Deleni
		Nhophenkulu		Assist Orphans
				Water
				Toilets
				Fencing of agricultural land
				Fencing of vegetable patches
				Shelters in taxi stops
				There is one house that does not have electricity
				<b>Eholowa:</b> ➤ There is a wall in the middle of the road
<b>WARD 17</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
				Roads
				Humps
				The EPWP programme is not operational (road construction)
				Water for agricultural activities
<b>WARD 18</b>				
<b>ROADS</b>	<b>CRECHES</b>	<b>COMMUNITY HALLS</b>	<b>SPORT FIELDS</b>	<b>GENERAL</b>
Ezihlabathini to Nkunzana	KwaMagedlane	Emzweni	Koludumayo	➤ <b>Ogedleni:</b> ○ Toilets ○ Water ○ RDP houses
Mzweni causeway to Maduma	Gqogqoda	Nkunzana		➤ <b>KwaMagomba:</b> ○ water

Mememe to Magedlane	Maduma			<ul style="list-style-type: none"> <li>➤ <b>Esiqokolweni</b> <ul style="list-style-type: none"> <li>○ Water</li> </ul> </li> </ul>
KwaMagomba	Mshanelo/okhalweni			<b>Endineni uDlame:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ RDP Houses</li> <li>➤ Electricity</li> <li>➤ Access road</li> <li>➤ Tent and Chairs</li> <li>➤ Mobile clinic</li> </ul>
Esiqokolweni	KwaMagomba			<b>Ezondwane:</b> <ul style="list-style-type: none"> <li>➤ Water</li> <li>➤ Mobile clinic</li> <li>➤ Izigayo</li> <li>➤ Fence</li> <li>➤ RDP Houses</li> <li>➤ Dip</li> </ul>

### WARD 19

ROADS	CRECHES	COMMUNITY HALLS	SPORT FIELDS	GENERAL
	In town			Demarcate vehicle parking bays
				Street Painting
				Noise Pollution
				Bigger dust bins
				Street light
				Recycling centre
				Allocation of industrial area
				Inadequate of ablution facilities
				Painting of roads
				Rates
				Dust bins are small
				Noise pollution by laws
				Street lights are not working

### WARD 20

ROADS	CRECHES	COMMUNITY HALLS	SPORT FIELDS	GENERAL
Esigangeni	Uniform			LED Street Light (Apollo) in White city
Emanzimakhulu				LED Street Light (Apollo) in Esigangeni
White City				LED Street Light (apollo) in KwaNtanzi
Kwankabana				Water
Ekubungazeni				Tar road
Emanzimakhulu causeway				

WARD 21				
ROADS	CRECHES	COMMUNITY HALLS	SPORT FIELDS	GENERAL
Siyondlo	Gqikithi	Mpuzane	Mahhashini	Thembisa Gym
Holoba causeway	Minya	Bangamhlop ha	Mponzana	<b>Kwaminyanya:</b> <ul style="list-style-type: none"> <li>➤ There is no network</li> <li>➤ There is no radio and television signal</li> </ul>
Mahhashini to Dlamandla stocktank	Thuvana	Mahhashini		
		Kwampunzi		



#### C.5.2.9 SOCIAL DEVELOPMENT ANALYSIS

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##### EDUCATION

Backlog determination for education purposes is informed by the following:

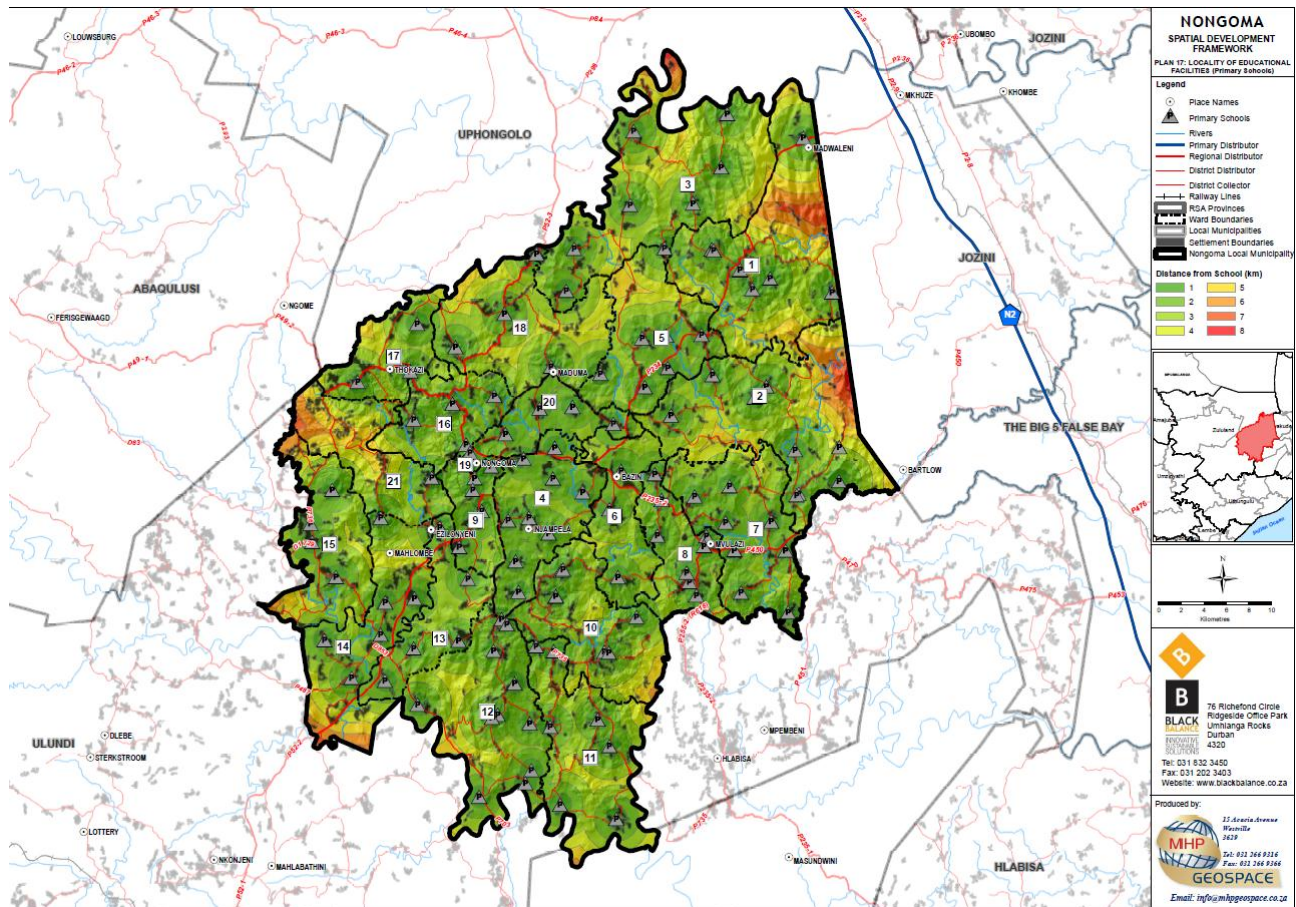
The Department of Education applied a travelling distance of 7 km to the nearest school

The teacher: learner ratio is acceptable at 35

The backlog analysis (households at a distance further than 5km from a primary school were considered to be a backlog and every 3500 people constituting the need for a another primary school) was undertaken. The results indicated that there are 98 primary schools in the Nongoma LM area and the need for a further 33. Regarding the accessibility of schools, 50% of the Nongoma population of school going age is within 0-2.5km from a primary school, 30% between 2.5km – 5km and 20% more than 5km from a primary school.

The following inset outlines the accessibility of primary schools in the Nongoma LM.

Map 17: Accessibility to Primary Schools In Nongoma LM



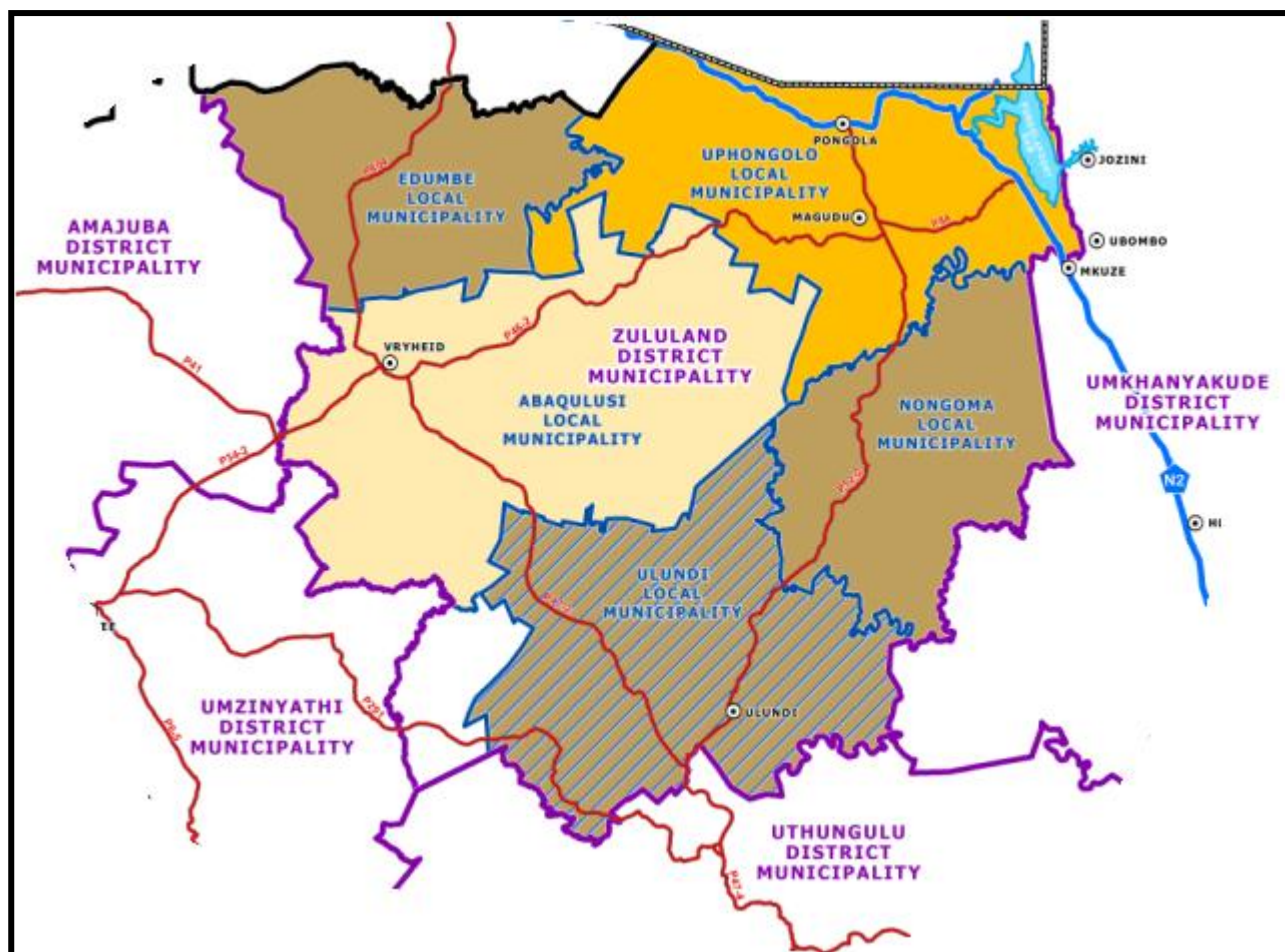
Source: Nongoma Municipality SDF

A backlog analysis (households at a distance further than 5km from a secondary school were considered to be a backlog and every 8000 people constituting the need for another secondary school) was undertaken. It was found that there are 29 secondary schools in the area and a required 12. It was further determined that 31% are located at a distance between 0 – 2.5km, 29% at a distance between 2.5km – 5km and 40% at a distance further than 5km.

The location of schools on close proximity to households in itself is not a determining factor. The conditions to roads remain a problem. The inaccessibility of schools leads to low attendance rates that contribute to the poor educational standards in the rural areas. A further important factor is the quality of the facilities (laboratories, libraries and sports fields etc.).

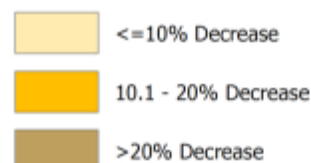
There are four areas in the Nongoma LM that have very poor accessibility to primary schools as indicated on the map. The most problematic areas are directly to the west of Nongoma town and along the northern boundary of the municipality.

Map 18: Changes in Education Levels 2001 - 2011



From the above it is clear that the education situation has improved in the Nongoma LM. There has been a decrease of more than 20% of the number of adults with no schooling.

% Change in No of Adults With No Schooling (2001 - 2011)\*



\* Per Local Municipality

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.

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 serves various communities, therefore more libraries are still required in Nongoma municipality.

## HEALTH

In terms of the **health sector**, the Nongoma area is characterized by inadequate provision of social and physical infrastructure. The highest levels of infrastructural development are, centered in Nongoma Town. There are 2 hospitals situated in the Nongoma town, namely the Benedictine Hospital and Philani Privately owned Hospital. In

addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities.

As part of the backlog determination exercise by the ZDM, a distance further than 5km from a clinic was considered as a backlog while the standards of 1 hospital for every 100 000 people was used as a standard for determining backlogs.

There are a total of 18 clinics and the backlog has been determined to be 33. The area has a 1 public hospitals , 1 privately owned and an additional 2 are required.

The table below outlines the location of existing health facilities:

**Table 28: Location of Health Facilities**

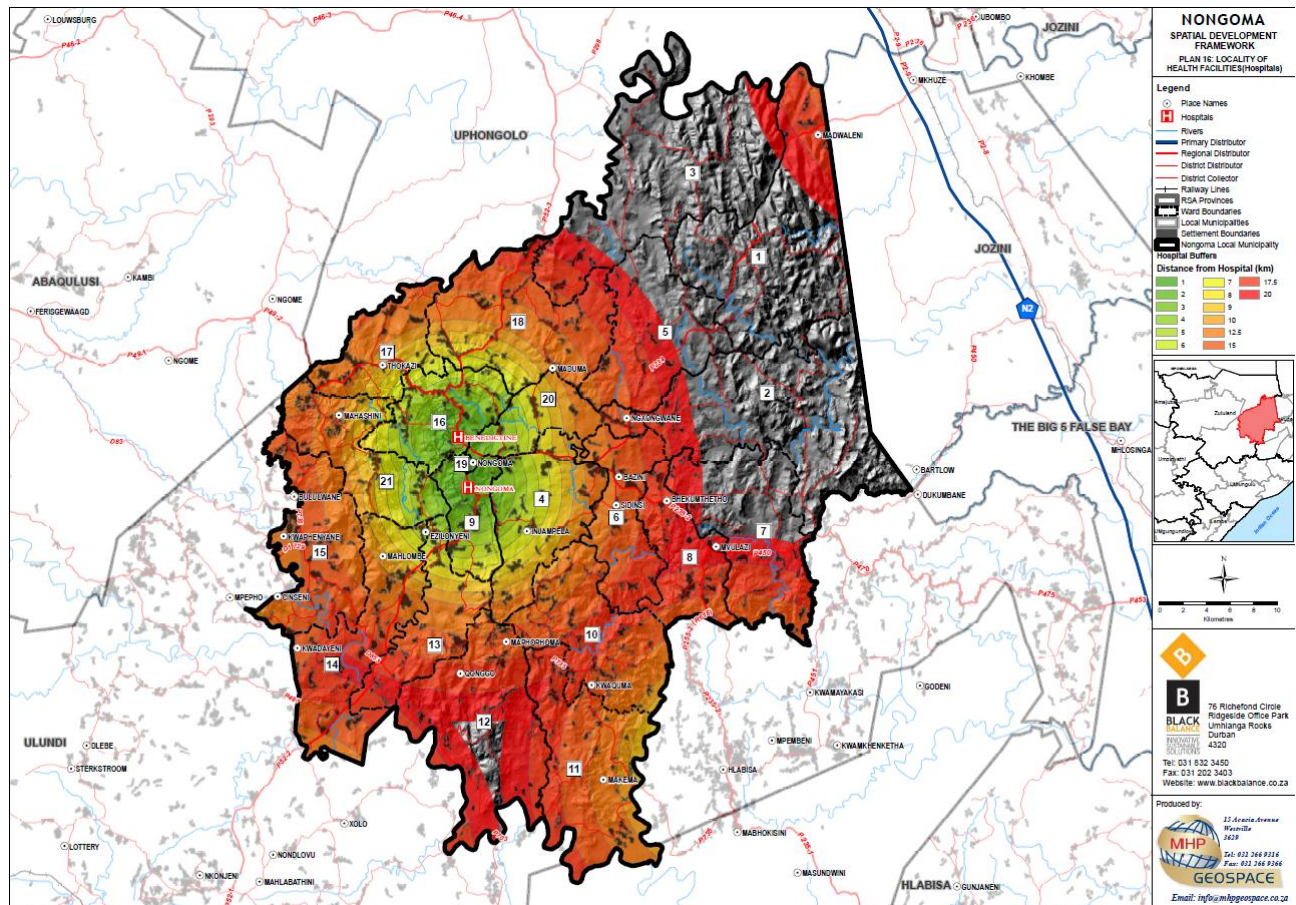
Ward	Type of Health Service	Name of Health Service
Ward 16	Hospital	Benedictine
Ward 19	Clinic	Queen Nolonolo clinic
Ward 13	Mobile clinic (monthly)	Ekubuseni
Ward 14	Mobile clinic (monthly)	Evuna
Ward 9	Mobile clinic (monthly)	Holinyoka
Ward 18	Clinic	Nkunzana Clinic
Ward 16	Clinic	Mangumhlophe / Nqeku Clinic
Ward 21	Clinic	Mahhashini Clinic
Ward 15	Clinic	Usuthu Clinic
Ward 12	Clinic	Hlengimpilo Clinic (Maphophoma)
Ward 10	Clinic	Nhlekeseni Clinic
Ward 08	Clinic	Buxedene Clinic
Ward 6	Clinic	Dengeni Clinic
Ward 3	Clinic	Sovane Clinic
Ward 5	Clinic	Njoko Clinic
Ward 20	Clinic	Ekubungazeleni Clinic
Ward 13 (KwaMinya)	Clinic	Ekuseni Clinic
Ward 21 (KwaMpunzana)	Clinic	KwaMpunzana Clinic
Ward 19	Hospital	Philani Private Hospital





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Map 20: Access to Hospital Facilities



Source: Nongoma Municipality SDF

## SAFETY & SECURITY

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 only two hospitals in the municipal area are close of the town of Nongoma. Large parts of the municipal area are more than 90 minutes travel time from a hospital facility.

### 5.5.4 Nation Building & Social Cohesion

The following activities within the Nongoma Municipal Area contribute towards nation building and social cohesion:

Sports Activities :

Local Mayoral Cup

District Championship

Local Marathon

Nongoma League Championship

Women's Dialogue

Youth and Sports Indaba

Disability Indaba

## COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

### YOUTH DEVELOPMENT

**The municipality sees the following challenges as the priority for attending to youth development.**

Illiteracy among youth especially young males  
Lack of career guidance  
Lack of skills and training  
Absence of a database of unemployed youth and their skills profile  
Unavailability or inaccessibility of financial support to skills development  
Shortage of schools for youth with disabilities  
Alarming spread of HIV/AIDS spread and teenage pregnancy  
Continued inaccessibility of higher education to youth  
Unavailability of exchange programmes  
The continuous high drop – out rate

The municipal local economic development (LED) intervention on youth development shall be informed by the following challenges:

Out- of school graduates and semi-literate youth are involved in crime because of exclusion and discrimination from the local economy  
There are no youth economic support centres focusing on such services as tender advise and accessing capital  
Young people generally lack skills which make them unemployable  
Lack of resources for promoting economic development amongst youth  
The municipal procurement policy is not biased towards the youth  
Youth are not yet benefiting from all current municipal and local business opportunities  
There is no bias towards disabled youth and young women in economic development  
These challenges are a result of non-integration and lack of targeting of youth in economic development within the municipality. Amongst the youth the following groups are the most affected by these challenges:  
Unemployed youth  
Disabled youth  
Unskilled youth  
Illiterate youth  
Commercial sex workers

### Objectives

To develop skills 3% of unemployed and unemployable youth each year until 2015 through an integrated skills development programme.  
To increase the active participation of youth in the local economy by 5% every year until 2011-2015 through a sustainable youth economic empowerment programme.  
To increase the incidence of HIV/AIDS amongst youth by 4% each year until 2015 through a participatory, multifaceted, integrated and well-resourced intensive HIV/AIDS programme  
To mainstream youth development in the affairs and structures of the municipality through annualised planning, implementation, monitoring and evaluation of youth programmes utilising an escalating budget of at least 5% of the total municipal budget.



### **Youth Development Programmes**

#### **Youth Skills Development programme:**

Nongoma Municipality shall implement an integrated youth skills development programme.

The components of the programme are the following:

Developing and maintaining a skills profile of the youth of the municipality.

Producing and implementing a municipal youth skills development plan annually. This shall be reviewed quarterly.

Provision of an adult basic education and training (ABET) service to illiterate youth.

Facilitate training relevant to the economic trends of the Siyanda district economy.

Facilitate mentorship, internship and learner ship opportunities for unemployed youth both within and outside the municipality.

Facilitate financial support for marginalised youth seeking participation in higher education.

There shall be integrated delivery of these components, with annual reporting by the municipality.

#### **Youth Economic Empowerment Programme:**

Youth participation in the district economy is a priority of the Nongoma Municipality. This shall be achieved through a youth economic empowerment programme (YEEP). The YEEP shall have the following components:

The municipality shall set aside at least 25% of all jobs created by the municipality, other public sector agencies and private sector, more especially those doing business with the municipality, for unemployed youth in the mining and farming area.

Facilitate at least 25% participation of young entrepreneurs in business opportunities created by the municipality and within the municipality.

Avail at least 30% suitable land for rural agriculture in the districts mining and farming areas to youth.

Facilitate and support the formation of youth co-operatives that will be linked to production processes across sectors such as tourism, manufacturing and information technology.

Facilitate at least 70% of the youth enterprises that are doing business with the municipality or having business facilitated by the municipality through the provision of institutional and technical support to young entrepreneurs.

Facilitate the preparation of youth in and out of schools for the exploitation of economic opportunities available through mechanisms such as career guidance and life- skills.

Implementation of the YEEP must be simultaneous with the other programmes of this strategy as they are closely related.

#### **Youth and HIV/AIDS:**

HIV/AIDS is seen as a serious challenge and the municipality shall implement an integrated yet robust youth programme against HIV/AIDS. The programme shall entail:

Implementation of a vigorous HIV/AIDS education and awareness project through the schools, extra- educational social clubs, community institutions and public media with youth as the audience.

Consolidating and expanding the voluntary counseling and testing (VCT project).

Training youth on peer counseling skills

Facilitating a life-style and treatment management project for the youth living with HIV.

Empower families living with HIV/AIDS in order to provide the required support

Facilitate the empowerment of health institutions and personnel in order to be youth sensitive and supportive

Support a project aimed at protecting victims of rape against HIV/AIDS

Set up and support facilities aimed preventing mother to child transmission of HIV targeting young woman

Support and promote the campaign of tuberculosis treatment in HIV cases and youth in generally

Provide a social safety – net for those affected and infected by HIV/AIDS

This multi- faceted intervention shall be implemented within the context of the provincial and national policy and strategy with administrative ease.

The municipality shall set up a municipals youth unit that shall oversee and advise the municipality with the implementation of this strategy

The youth organisations of the municipality shall form a district youth council and locally local youth forums that will serve as a broad consultative youth embodiment throughout the region and localised in all municipalities for youth development

The council shall have standing sectoral clusters for LED, HIV/AIDS, HRD and institutional arrangements, which shall continually discuss policy, programmes and strategies for youth development.

A district youth council shall be convened from time to time for purposes of contributing in the IDP and budgeting processes resulting in a youth sector plan based on this strategy.

Nongoma Municipality Youth shall report annually to the youth of the municipality on the progress made in the implementation of the youth sector plan

The Nongoma Municipality Youth shall ensure that each municipal department includes youth programmes in its plans and account for their implementation as part of continuous performance management.

The Nongoma Municipality Youth shall continuously investigate and explore innovative mechanisms for advancing youth development fund) without any bureaucratic inertia the map shall be informed by national and provincial NYDA strategies.

**Table 29: Existing Tourism Youth Empowerment Programme**

PROGRAMME	PERIOD	NUMBER OF LEARNERS IN PROGRAMME IN 2016/2017	BENEFITS TO LEARNERS
Tourism Youth Ambassador Programme	A year Programme	35	Certificate – NQF LEVEL 4 Monthly Stipend – R1600
Tourism Youth N6Tourism Programme	18 Months	3	Work Place experience to obtain their Diploma in related field of study. Monthly Stipend –R1500.00
Tourism Graduate Intake for Tourism Internship and In-service training	Internship-12 Months In-service -6 Months	1 Intern 1 In-serve	Intern –R2400.00 In-serve –R

**DEVELOPMENT OF WOMEN****The broad objectives of the Nongoma Municipality Gender Policy are:**

To ensure that the rights of women and men are equally upheld and women are enabled to exercise their rights over their bodies and are protected from violence.

To ensure that gender needs, priorities and differences are considered and institutionalized into the Municipality business, policies and practices including Integrated Development Plan (IDP).

To confront the social and ideological barriers to women's participation and encourage initiatives to improve their status including basic rights.

To develop positive action that will promote the full participation and empowerment of women in existing and future programmes so as to ensure that Municipality's programmes and projects benefit men and women equally.

To promote access by women to key resources (e.g. employment opportunities especially in decision-making positions and start-up capital for business), services and facilities.

**Strategies for achieving gender equality:**

Gender should be mainstreamed into the main business of the Municipality:

To strengthen the issue of gender equality, the Municipality would establish a Women's Forum (WF) consisting of women representatives from various sectors, e.g. Civil Society Organisations (CSO's), private sector, Trade Unions, Institutions of higher learning, political parties, Faith-based Organisations, Municipal Women Business Unit Managers, etc. Amongst its roles, the WF will oversee and monitor implementation of gender and women empowerment initiatives, in the Nongoma Municipality.

Amongst the Municipality programmes and projects there should be an on-going action research focusing on gender equality. There is clear plan of action and resources for empowering women official, women councillors and women ward committee members - the main aim is to strive for 50/50 gender representation in the council, decision –making

structures such as mayoral committee and senior management and ward committees. Over and above women's caucus, there should be a structure within the council that will continuously assess and identify women's needs; monitor and assess performance of each Ward Councillor, portfolio Committee and Business Unit in as far as its performance towards women's and girl-children's empowerment.

There should be a structure within the Municipality (Women's Forum – chaired by the gender co-ordinator)) that will look after women's gender needs, e.g. monitor and assess impact of affirmative action programmes, women's practical and strategic gender needs, etc. and make recommendations to the Gender Co-ordinator. As a way of promoting gender sensitivity and awareness, there should be resources allocated, and programme for capacity building for all councillors, officials and ward committees.

Gender sensitivity and equality should be included in the tool used to evaluate councillor's, BUM's and all other officials' performance. Each standing committee's report should have clear gender key performance indicators.

### EARLY CHILDHOOD DEVELOPMENT

There is currently no programme in place for early childhood development.

### INDICATORS OF POVERTY

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.

**Table 30: Poverty gap in Zululand district (R mill) 2003-2008**

<b>Municipality</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>EDumbe</b>	80	81	80	75	74	88
<b>UPhongolo</b>	101	99	95	89	90	106
<b>Abaqulusi</b>	172	174	172	161	162	191
<b>Nongoma</b>	303	333	358	383	420	461
<b>Ulundi</b>	222	224	224	209	203	229
<b>Zululand</b>	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  
 Crime

The following table summarizes 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 scores comparatively poorly in terms of the *Living Environment*, *Income Levels*, *Employment*, and *Education*.

**Table 31: Nongoma Deprivation Index**

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

Source: Global insight 2009

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, wards 1 and 3 have the highest levels of multiple deprivation, followed by wards 14, 2, and 11.

Map 21: Nongoma Multiple Deprivation

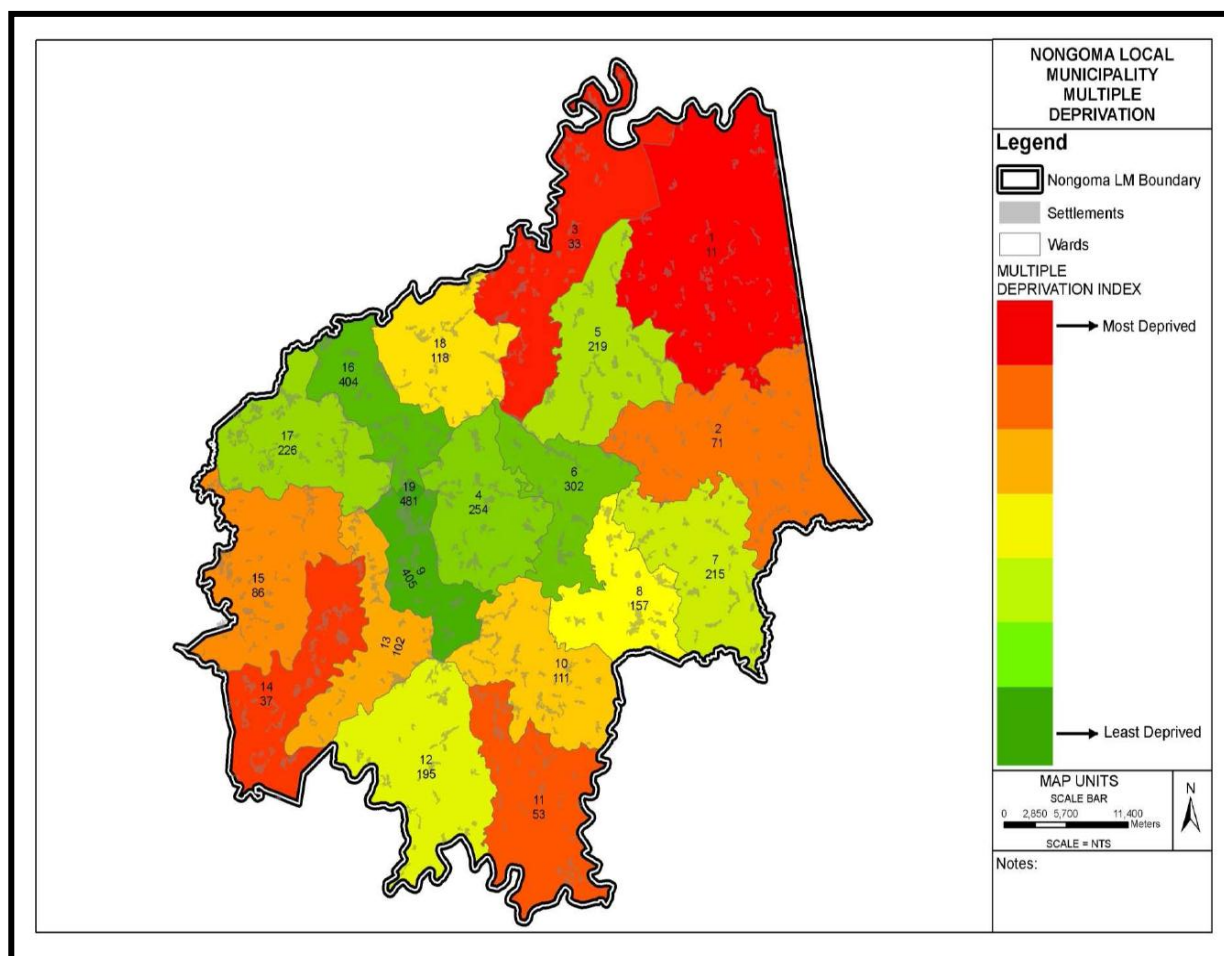


Table 32: Number of people living in poverty in Zululand district municipality

	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
Nongoma	162,117	154,983	149,580	143,750	141,781	144,202
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.

## SECTION C:6 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### C.6.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

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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.

It 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).

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.

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.

### C.6.2 FREE BASIC SERVICES

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

As part of Project Consolidate, the delivery of Free Basic Services to poor households is a priority.



### C.6.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

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The Nongoma Municipality has to develop and implement 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.

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.

Regarding investments it is noted 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 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. 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 recognized 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)

#### **C.6.4 MUNICIPAL CONSUMER DEBT POSITION**

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Nongoma Municipality has a Credit Control and Debt Control Policy in place. 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.

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.

In addition to the above, the development and implementation of a Customer Incentive Policy is proposed. 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

Furthermore, an improved payment strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month. It further aims to ensure that effective and efficient Customer Care and Prepayment procedures are implemented.

The customer care and repayment policy aims to ensure that effective and efficient Customer Care and Prepayment procedures are implemented.

### **C.6.5 GRANTS & SUBSIDIES**

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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 AND this has been demonstrated by the initiatives taken. The sum total of all investment progressing towards 2008, was in the region of some R 284 million. It is noteworthy that such an interest has been shown in Nongoma.

The development and implementation of a policy for accessing donor finance is important. 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.

### **MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)**

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Regarding asset management, the following initiatives are noted:

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. Adequate training is to be provided for the general upkeep of the system in terms of GAMAP requirements.

The development and implementation of a disaster recovery plan that 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.

### **C.6.6 CURRENT & PLANNED BORROWINGS**

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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.

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.

## **IMPROVED EFFICIENCIES**

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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.

## **C.6.5.6 MUNICIPALITY'S CREDIT RATING AND CASH LIQUIDITY**

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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.

### **C.6.5.6.2 FRAUD PREVENTION**

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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.

## **FRAUD PREVENTION RESPONSE PLAN**

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 the either the Executive Mayor or the Municipal Manager the appropriate course of action, which may include a full formal investigation.

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.

## **C.6.8 RISK MANAGEMENT**

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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.

### **C.6.7 EMPLOYEE RELATED COSTS**

The following table provides a summary of employee related costs (including Councilor allowances) for the coming MTREF in context of operating expenditure.

**Table 33: Employee Related Costs**

	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>
<b>Employee Related Costs</b>	56 680 739	60 166 604	63 686 350
<b>Remuneration of Councilors</b>	11 995 756	12 595 543	13 225 314

### **SUPPLY CHAIN MANAGEMENT (SCM)**

The Supply Chain Management Function resides in the Financial Management Department. The main objective of this function is to provide an effective, efficient and economic instrument of procuring goods and services, including the acquisition and disposal of municipal assets.

The section is responsible for the following functions:

Maintenance of the suppliers database  
 Price quotations, competitive bidding and tender documents  
 Implementation of the supply chain management policy  
 Issue of orders to prospective suppliers  
 Provision of support to all three bid committees  
 Stores management

**C.6.9 FINANCIAL VIABILITY SWOT ANALYSIS**

<b>FINANCIAL VIABILITY &amp; MANAGEMENT: SWOT ANALYSIS</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Ability to approve budget on time, with budget policies</li> <li>SCM policy and other critical policies in place</li> <li>Ability to spend MIG on time and get extra funding</li> <li>Dedicated and capable staff</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Over reliance on equitable share/inadequate funding.</li> <li>Poor condition of assets, resulting in failure to get long term finance against existing assets</li> <li>Poor petty cash management</li> <li>Poor revenue collection (72%)</li> <li>High salary bill calculated on operating expenditure</li> <li>Inaccurate debtors database</li> <li>Absence of consolidated procurement plan</li> <li>Asset disposal committee not in place.</li> <li>Failure to conduct costing before services and goods get budgeted for</li> <li>Annual review of indigent register is not incorporated in the strategy (MEC)</li> <li>Lack of indication of the cost for providing free basic services, and no trends showing whether indigent is growing or declining (MEC)</li> <li>Lack of compliance with the set standard of 8% of maintenance calculated on total value of non-current assets (MEC)</li> <li>Lack of ability to make sound and bankable business plans to source additional funding</li> <li>Ineffective contract management for service</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Existence of mSCOA</li> <li>Extra funding if MIG is spent well</li> <li>Availability of operational grant</li> <li>Availability of additional grants if business plans are submitted</li> <li>Usage of debt collectors</li> <li>Outsourcing the management of facility</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Non-cooperation of bus and taxi associations</li> <li>Non -payment culture by the community</li> <li>Indigent programme abused and over-utilized (free burial)</li> </ul>



## **C.7 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS**

### **C.7.1 GOOD GOVERNANCE ANALYSIS**

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#### **NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL**

##### **OPERATION SUKUMA SAKHE OR WAR POVERTY**

Operation Sukuma Sakhe Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes this programme that is headed by the office of the Premier of KwaZulu Natal. This programme involves all the Government departments and the local municipalities. There is local task and District task team that runs the programme.

There is Nongoma Local Task Team where all departments meet .the Nongoma Local Task Team is chaired by Mrs Bassie from Health Department.

Department of Health.

Department of Works.

Department Social Development.

Department of Agriculture.

Department of Home Affairs.

Department Transport.

COGTA. (Through CDW's).

they form the part of the structure in all 21 wards of Nongoma community .Through this programme the OSS Structure has managed to launched offices called the War Rooms where officials or fieldworkers from various departments work from e.g. Premier Youth Ambassadors ,Youth friendly service(Health ), NARYSEC( National Rural Youth Service Corps),Community Care Givers from Health Departments as well as Community Development Workers (COGTA).Ward Councillors are champions in all these offices and the community submit cases or issues to the war room and department and departments visit war rooms in all wards. The Government intervene in community issues and problems through Operation Mbo or Jamboree where all departments visit war room with service delivery (with programmes and projects for that ward.)

Traditional Councils and Izinduna are part of the War Room Task Team and there is also a committee from the ward that include the above mentioned .Community Development Workers are coordinators of the war room in all 21 wards, not all 21 Wards has Community Development Workers but they manage to work in all wards together with the assistance of field workers

A Nongoma Local Task Team meeting sits twice a month on the first and third week of each month.

War rooms meetings sits differently some take place on different days of the week which means war rooms meet once every week .Ward Councillors, Ward committees, Youth Ambassadors, Youth Friendly ,Community Care Givers Extension Officers ,Community Development, Traditional council and community members meets in these meetings to discuss issues raised in the office bearers during the week

Nongoma Local Task Team meets twice a month and other days are for Jamboree activities in the wards. There are no projects and programmes by OSS projects comes from government departments that they have for all 21 wards.

### **C.7.3.1 INTER GOVERNMENTAL RELATIONS**

#### **ZDM 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.

#### **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.

#### **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.

### **MUNICIPAL STRUCTURES**

The following Section 79 Committees are in place.

**Table 34: Section 79 Committees of Council**

Full Council
Executive Committee
Finance Portfolio
Community Services Portfolio
Corporate Services Portfolio
Technical Services Portfolio
MPAC

#### **7.1.3.1 Ward Committee System**

Ward Committees have been established as per section 73 of the Local Government: Municipal Structures Act 117 of 1998 in all nineteen wards of the municipality and they are functional. The ward committees meet on a monthly basis to discuss issues that affect the ward for onward submission to Council for consideration. This structure is developmental in nature and it serves as a vital communication link between the municipality and the community.

The following programmes and activities were concluded:

Nongoma Municipality has continued with public participation in the year under review. The Municipality held consultation meetings on the Integrated Development Plan (IDP) review. Further consultative meetings on the budget were held to ensure that the IDP was aligned to the budget.

The Municipality, through the Department of Cooperative Governance and Traditional Affairs, organised training of ward committee members. The training focused on the functioning of local government and the role of ward

committees in issues of service delivery.

The Municipality ensured that all 21 wards were fully functional by holding meetings on a regular basis. All wards were regularly visited by the Speaker. The Mayor also met with the members of the public as well as the business community at different central venues to obtain their views on the issues of services delivery and services provided by the Municipality to the community and also to sensitive and urge the community at large to pay for the services rendered by the Municipality.

#### **7.1.3.2 Community participation in the IDP processes**

The 2015/16 draft IDP being tabled before Council for approval on 27 March 2015 was made available at municipal offices and municipal library for public comments. In addition to that, consultation process which included invitation of the community to the IDP/Budget Road shows was initiated. The road shows were held at different places within:

Nongoma municipal area of jurisdiction as follow:

- Matheni Traditional Authority, Kwa Ngwabi on the 14th April 2015
- Osuthu Tradition Authority, Efele on the 15 April 2015
- Mandlakazi Traditional Authority, on the 16 April 2015
- Nongma Inn, Ward 19 with business community on the 17 April 2015

#### **7.1.3.3 Amakhosi participation in the council meetings**

All 3 traditional councils of Nongoma are now participating in the municipal Council meeting in line with Section 81 of Municipal Structures Act.

#### **7.1.3.4 Communication Strategy.**

The municipality is in a process of finalising its communication strategy to be adopted by June 2015

#### **AUDIT COMMITTEE**

The objective of the committee is to assist the Executive Committee with its responsibility of safeguarding, maintaining effective and efficient internal controls, reviewing financial information and overseeing the preparation of the annual financial statements. The committee operates in accordance with terms of reference authorized by the Council and the auditors have unrestricted access to the committee members. The committee is also responsible for risk management. The committee ensures that identified risks are monitored and appropriate measures are devised and implemented to manage such risks. The committee substantially performed all the functions assigned to it in terms of section 166(2) of the Municipal Finance Management Act) Act No. 56 of 2003).

The internal audit covered the following:

- Loss Control – Follow Up Review
- Receipting and Banking – Follow Up Review
- Human Resources and Payroll – Follow Up Review
- Asset Management – Follow Up Review
- Review of Revenue
- Review of Purchases and Payables
- Review of Division of Revenue Act (DoRA)
- Review of Tenders and Contracts

**LIST OF REVIEWED POLICIES**

<b>Name of Policy</b>
Protective Clothing Policy
Recruitment and Selection Policy
S&T Policy
Employee Assistance Policy
Occupational Health and Safety Policy
Disciplinary Policy
Training and Development Policy
Cell-phone and Telephone Policy
Fleet Management Policy
IT Policy
Municipal House Rental Policy
Overtime policy
Night shift policy
Emergency workers
SCM policy
Credit control and debt collection procedures/policies;
Asset management, infrastructure investment and funding policy
Tariff policies;
Property rates policy
Funding and Reserves Policy;
Borrowing Policy;
Budget Policy; and
Indigent Policy

**GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS**

<b>Good Governance and Public Participation</b>	
<b>Strengths</b> Functional municipal Council and all council committees Proactive participation in the District IGR structures Development of strong room for records.	<b>Weaknesses</b> Poor internal communication Communication strategy not incorporated in the IDP Inability to enforce bylaws, lack of capacity Poor ICT management
<b>Opportunities</b> Well established ICT unit.	<b>Threats</b> Culture of non-compliance with bylaws, and resistance

**KEY CHALLENGES**

Lack of water  
 Poor Land Use Management (land allocation for development)  
 Congestion in the CBD  
 Lack of accommodation to attract and house scarce skills  
 Proliferation of informal trading  
 Lack of proper condition between and among the municipality and the Traditional Leadership  
 Lack of infrastructure for development; i.e. water, sanitation, electricity, roads, ICT; etc.).  
 Review and implementation of communication strategy  
 Functionality of ward committees

**7.4 Combined SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Political stability Cordial and professional relationship between the office-bearers and management Financial stability The department is fully established and functional	Lack of land for development Limited income streams to finance further development The inability to fully implement the HIV/AIDS plan and youth development strategy due to budgetary constraints Poor participation of youth and women in programmes designed for development. Lack of Communication strategy
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Expansion of the Nongoma town Rebranding of the municipality Increase income streams through effective traffic	Uncoordinated land allocation and occupation Congested town Centre Limited financial resources

management Finalization of land transfers We have plans in place to guide us Web-enabled PMS	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
All critical positions are filled. Policies and procedure manual are in place HR Strategy in place	Review of HR Strategy and Policies Retention strategy ( Staff turnover) Inadequate office space IT software (not integrated) Lack of back-up system (off site) Unclear ICT roles and responsibilities
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Efficient and effective service delivery	High rate of staff turn over Poor Service Delivery ( too much time on training and development) Lack of back-up system (off site)
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Enforce credit control and debt collection policies Licensing and testing ground project to be completed Bus and taxi rank: rental of offices and market stalls SCM policy Approved budget Capital grant funding from National government Assets management policy in place Disposal will be appointed	72% collection rate Inaccurate debtors database Unreconciled traffic fines revenue Project is complete Segmented procurement plan. Unavailability of bid committee members inadequate funding of budget Poor performance of S/P Inability to obtain long-term finance Assets not in good condition especially movables. Vandalized/ stolen assets i.e. fences Assets not on ground i.e. buildings' and roads
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Explore use of Debt collectors Explore use of Debt collectors Relevant human capital available Outsource the management of the facility Price reasonableness of goods or services Operating grants allocations Submitting business plans for further grant funding Recovery of funds lost	Cash flow problems. Intervention by province Cash flow problems. Accounts sent to unintended clients Loss of potential revenue Non-cooperation between Bus and Taxi associations Delays in service delivery which could lead to protests Withholding of grants by NT due to non-compliance Recalling of grants by NT Overstatement of fixed asset register. Qualified audit opinion
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Approved departmental structure Critical technicians positions filled Available natural resources for road construction Nongoma has emerging contractors for implementation of projects Grant funding for implementation of roads, social facilities and electricity available	Not all posts in the organogram are filled due to lack of plant/machinery for road construction and maintenance Poor quality of service providers results in delays in completing projects There is currently no infrastructure maintenance plan Lack of proper planning to ensure timeous approval of projects. Not all wards have EPWP projects as yet.
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Availability of unskilled and semi-skilled labour for employment during the implementation of projects EPWP Incentive grant to increase employment	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Scheme adopted	Lack of strategic location of infrastructural projects

Functioning planning unit Development nodes identified SDF is being reviewed	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
MIG NDPG & other grants Land with agricultural potential Area with mining potential	Scheme is contested Contested land ownership Lack of developable land (topography) High encroachment rate Scattered settlements hinders equitable distribution of social facilities & infrastructure
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Political stability All senior management positions are filled Good working relations with all the three Traditional Councils	Not enough capacity to enforce and implement programmes on the ground Insufficient funds for LED and social development programmes Revenue Collection is still a challenge
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Nongoma being a seat of the Zulu Kingdom Reasonable strong infrastructure linkages with Pongola and Richards bay Subsistence farming which could be expanded to commercial Productive agriculture regions especially in the South and North West part of the municipality Thriving informal trade in Nongoma a town as well as Mona Market Decent tourism accommodation facilities Thriving Trade and Financial Sectors High resilient population	Changing climatic changes High poverty and unemployment levels Overdependence on Government Grants High services backlog Rural road infrastructure deficit Environmental degradation Fragmented settlement patterns
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Functional structures such as Ward Committee's and LAC	Capacitation of structures Non completion of infrastructure that can enhance revenue Inadequate provision of essential services such waste removal
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Strengthening public participation Revenue enhancements Providing basic services to communities	Non-cooperation on the affairs of the municipality Striking of disasters Ineffectual of planned targets



## SECTION D: VISION AND MISSION & GOALS AND OBJECTIVES

### STRATEGIC DEVELOPMENT RATIONALE: COMPARATIVE ADVANTAGE AREAS

The Strategic Development Rationale provides the overall approach to the Development of the Nongoma Municipal Area. This Rationale forms the premise for the Spatial Development Framework. The rationale has both physical and institutional components, i.e. it focuses on the structuring of the urban and rural form to overcome developmental problems and address key priorities and needs as well as the institutional requirements in terms of resourcing (human and financial) to attain the aforesaid.

The key aspect to the Strategic Development Rationale is to focus on those components, elements or areas that will provide the highest impact in terms of sustainable development contributing towards local economic development and in a substantial increase in the living standard of people residing in the municipal area, as well as the financial viability of the municipality itself. This cannot be attained without financial inputs while the effective use of such financial inputs cannot be done without a Council that is empowered to make efficient and effective use of scarce resources.

The Strategic Development Rationale for Nongoma is supported through the development of a **hierarchy of nodes**. These nodes will form the focal points for development and service provision, to ensure access to social and economic opportunities for the entire area. The concentration of activities in and around nodes will stimulate a higher order of activities and development. Access to social and economic opportunities at such nodal areas will have to be managed and supported to ensure its efficiency.

The Strategic Development Rationale puts forward an **incremental development approach**, where the upgrading of existing services and provision of new services is focused in specific areas according to settlement and nodal classification and according to areas where there is already economic growth or the potential for economic growth.

The Strategic Development Rationale also recognises the need for the Municipality to **build strong public – public (between local, district, provincial and national government) and public – private partnerships**. This component is essential to ensure that obstacles are identified and dealt with – procedural, human resource as well as financial.

<b>IDENTIFIED COMPARATIVE ADVANTAGES</b>
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The municipal area is rich in historical and cultural heritage assets;

The P52 Main Road between Ulundi – Nongoma and Pongola, traverses through the centre of the municipal area from south-central to east;

## MUNICIPAL VISION AND MISSION

### THE MUNICIPAL VISION

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The Vision is seen as the ultimate destination in terms of the IDP Process, with the Key Performance Areas, Development Strategies and Objectives, and projects being the steps required to reach the vision or destination. The vision is the overall developmental aim for the municipality for up to the year 2030, as this is also the vision period within the KZN PGDS.

The vision for the Nongoma Municipality is as follows:

#### **VISION:**

**“Nongoma to be a caring and responsive municipality ”**

Nongoma being the seat to the Zulu King shall have a noble living space depictive of the king’s equal provision of royal treatment to all of his subjects. By 2030 Nongoma should have adequate, **environmentally sustainable** and top quality **basic infrastructure and services** equally distributed to all citizens. **Human development** opportunities will be easily accessible and there shall be **job opportunities** for the employable. The people shall be **healthy, safe** and **celebrating their arts, culture and heritage**.

### THE MUNICIPAL MISSION

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#### Municipal Mission

**WE WILL PROVIDE TIMEOUS AND SUSTAINABLE SERVICES GUIDED BY THE PRINCIPLES OF UBUNTU.**

The Performance Management Areas, Development Strategies and Objectives, and Projects forthcoming from the IDP should support the vision and its elements, while the spatial development framework should be a spatial reflection of the vision and should give effect to the elements of the vision by guiding spatial development in the area.

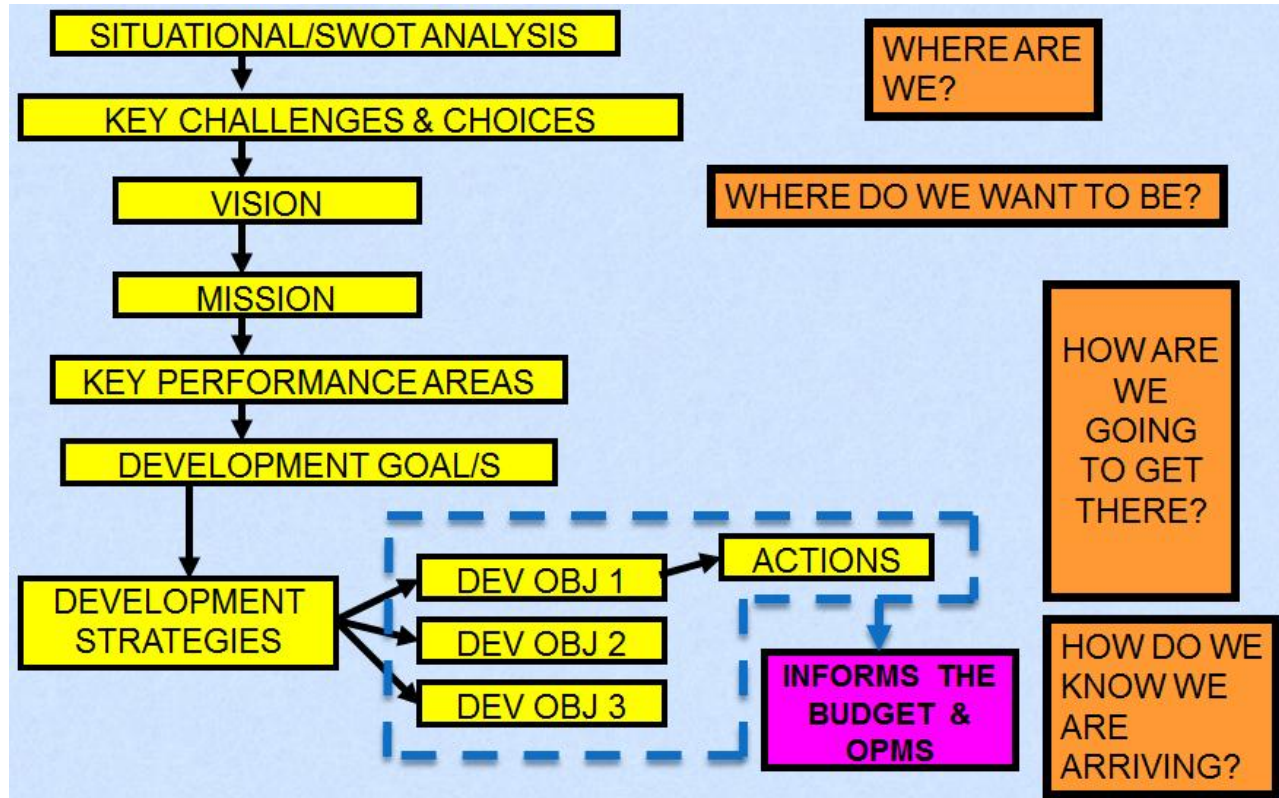
## KEY PERFORMANCE AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES

### EXPLANATION OF TERMINOLOGY

<b>Key Performance Area:</b>	A broad goal statement providing strategic and focused direction to the municipality, taking cognizance of the development mandate of the municipality and the need to use scarce resources (human, financial, equipment) effectively and efficiently. The municipality cannot be and do everything for everyone. It needs to be strategically focused and only do what it should be doing, within the context of its available resources, to deliver successfully on its development mandate.
<b>Development Goal:</b>	A statement of what the municipality is striving to achieve in the future. It provides more detail to the Strategic Focus Area Statement. A goal is generally not attainable nor measurable. In the IDP context, goal setting is informed by the Status Quo Analysis and the resultant key / priority issues.
<b>Development Strategy:</b>	The path or direction taken to strive towards achieving the goal/s and ultimately the Vision. Strategies establish broad themes for future actions and should reflect reasoned choices among alternative paths.
<b>Development Objective:</b>	<p>A clear “milepost” or “marker” along the strategically chosen path or direction (the Development Strategy) towards the strive to achieve the goal/s. Its purpose is hence to ensure that you are on the right path or that you have chosen the right direction to your goal/s.</p> <p>An Objective is specific, measurable, actionable (or attainable), realistic (do-able) and timely (achievable within a specified time frame), thus S.M.A.R.T.</p>

## STRATEGIC STRUCTURE

Figure 41: Strategic Structure



4.1 KEY PERFORMANCE AREAS, DEVELOPMENT GOALS, DEVELOPMENT STRATEGIES AND DEVELOPMENT OBJECTIVES

Table 37: To be attached

**C.7.19****LAND USE MANAGEMENT****SPATIAL PLANNING AND LAND USE MANAGEMENT**

The Nongoma Municipality has not yet established a Municipal Planning Tribunal (MPT) The planning unit is busy facilitating to establish the JMPT between Nongoma ,Unlundi,Phongola and eDumbe through the assistance of COGTA and MISA.

Regulation 14: The Municipality has fully complied with the reg 14 and has appointed the Municipal Planning Authorise officer ,categorised applications and the Delegations are advertised ,adopted and gazette.The core challenges of the Spatial Development Framework would be to ensure spatial equity, efficiency and sustainability. However, current practices do not always promote these concepts and it is therefore vital to identify the manner in which current trends do not impact on the achievement of these responsibilities and the eventual realization of the municipal vision.

**C.8 KEY CHALLENGES**

No.	KEY Challenges	Proposed intervention
1.	SDF not fully compliant with MSA and SPLUMA	The SDF review for 2017/2018 has been budgeted for to address the issue of non compliant
2.	Lack of strategic allocation of MIG budget	Workshop the councilors on the SDF
3.	Unserviced strategic places of land for development	Ensure there is a plan for strategic pieces of land and motivate for servicing thereof
4.	Neglected townships	Present to councilors on benefits of maintaining of Townships
5.	Lack of detailed environmental analysis	The ZDM is embarking on doing a district wide EMF
6	Lack of developable land in town	The Development Planning Unit has started to have negotiations and built relationship for the LM to purchase land from their ITB
7	Congested primary node (town)	There is a Urban Development Framework that had addresses the issue of the congestion in town



## 8.2 Existing Nodes

Nodes and corridors have an important role to play in the development of areas. Nongoma Town is identified as a quaternary node in the PSEDs. By implication, the town provides services to the localized economy i.e. Ward 19 in which the town is situated, as well as the immediate surrounding areas.

The relative importance of development nodes is also a reflection of an area's economic development potential and the range of service that should be provided. At the local SDF level, the identification and classification of nodes should follow a similar methodology as that of district but it must be influenced by the various centers in the local economy.

**Rural activity points** identified within Nongoma include the following settlements:

- KwaPhenyane
- Buxdene
- esiphambanweni
- Maphophoma
- Mahashini
- Ndimhlane

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 point for the emergence of mixed use activity nodes.

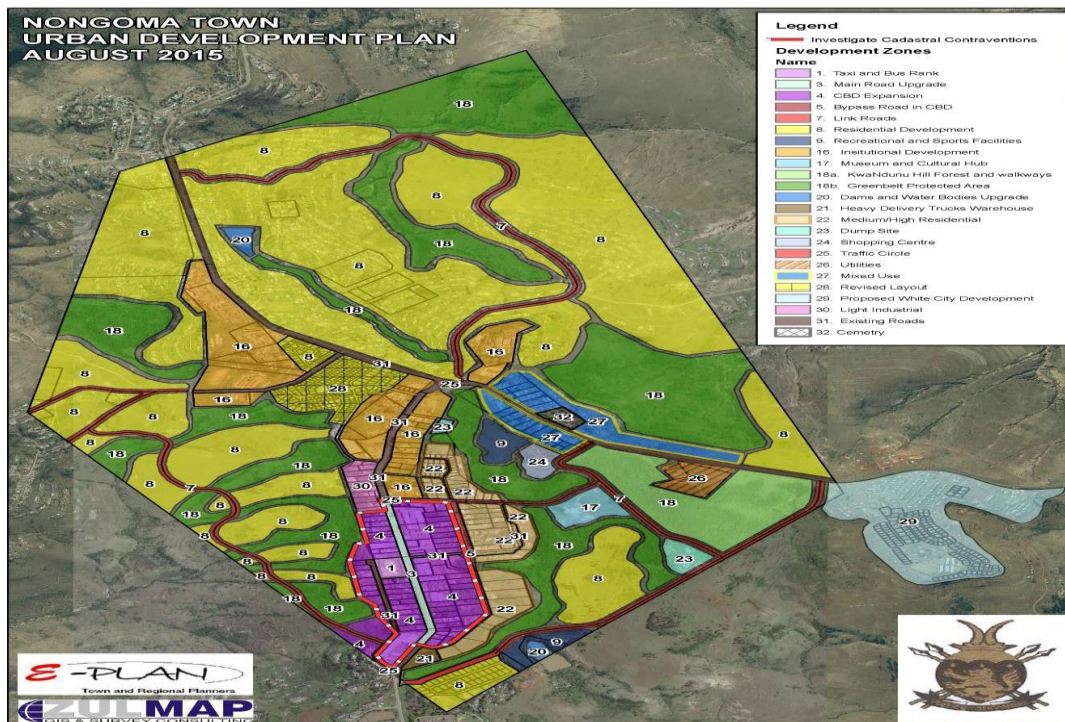
A total of 12 **rural settlement clusters** have been identified through the use of population density data. Public interventions envisaged in these areas relate to:

- 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).

### Primary Node

The Nongoma Business District has been identified as the primary service center within previous IDP 's of the municipality as well as the Zululand Spatial Development Framework. Due to the fact that Nongoma Municipality does not have a clear distinction and its rural services centers Nongoma town is seen to function both. As the heart of the immerging core urban complex encompassing Nongoma Town the Zulu Royal palace and other government function, this node performs a function of the surroundings regional settlement beyond the borders of Nongoma Municipality. The conceptual boundaries of the primary node have been defined within the Urban Nodal regeneration project.

#### 8.2.1 Primary node of Nongoma: UDF



The primary node and boundary are illustrated on the diagram above .

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, all the road networks are depicted in brown colour ,The land use guidelines identify the usages within the CBD;

	<b>RESIDENTIAL DEVELOPMENT</b>	<b>HOUSE/DWELLING UNIT</b>
	<b>INSTITUTIONAL DEVELOPMENT</b>	<b>ADMINISTRATION ,OFFICES OR CIVIC ETC</b>
	<b>ACTIVE RECREATION</b>	<b>SPORTS FACILITIES ,STADIUM INDOOR OUTDOOR AMENITIES</b>
	<b>PROTECTED GREEN AREAS</b>	<b>CONSERVE GREEN AREAS,HARITAGE</b>
	<b>PASSIVE RECREATION</b>	<b>PARK,DAMS ,OPEN SPACE</b>
	<b>DAMS AND WATER BODIES</b>	<b>RIVERS,AND STREAMS</b>

	COMMERCIAL DEVELOPMENT	BUSINESS,SHOPS,PETROL STATIONS,ETC
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## SECONDARY NODE

These rural centers (secondary Node) are identified by existing and (potential future ) clustering of primary services and often 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, localized business ,thus providing the starting points for the emergence of mixed use activity nodes .With very limited services and limited information available the presence of a clinic were utilized as the main criteria to identify Activity points/centres.High schools and primary schools are distributed quite evenly.

Secondary nodes identified within Nongoma include the following settlement areas:

- KwaPhenyane
- Buxdene (formalized )
- Esiphambanweni

**KwaPhenyane** is situated in the western region of the municipality .The nodal point is situated at the junction entrance to the Isibaya royal Palace.

**Buxdene** is situated in the southern part of the municipality along the R618 close to the boundary of Hlabisa Local Municipality.

**Esiphambanweni** node is situated east Nongoma Town at the intersection of the P234 and P 235-2.This Node is the gateway from Mkhuze in the north east of the Municipality and Hlabisa in the South. The Mona Market serves as the primary economic hub for this node.

## TERTIARY NODE

A tertiary node is rural settlement clusters as the distinction between one village to the next is not always definable. The tertiary nodes of Nongoma consist of ;

- Mahhashini
- Maphophoma
- Ndimhlane

**Mahhashini** node is situated to the South of the P49-2 road which links to Nongoma LM Ngome in the Abaqulusi LM in the North west as well as uPhongola LM in the North via Thokazi and the P52-3 .

**Maphophoma** node is situated at South Central region of Nongoma Local Municipality and serves settlement clusters within Qonggo, and KwaQuma regions. This Node is situated on the P735 road midway between Nongoma town and the border with Hlabisa LM .

**Ndimhlane** this node is situated to the south of the P49-2 road which links Nongoma LM to Ngome in the Abaqulusi LM in the North West, as well as the uPhongolo LM in the North via Thokazi and the P52-3.

## TRANSPORTATION NETWORK

The Municipality is served with an extensive road network, of which the equality varies drastically. The largest part of the Municipality is accessible via some hierarchy of roads. Nongoma has three separate district secondary Corridor meeting within the town. These corridors are ;

The **primary corridor** for Nongoma, at a local level (but also informed by the ZDM IDP), is the R66 (P52) which stretches through Nongoma and links Ulundi to Pongola. This primary corridor has a high economic growth potential and also serves areas of high poverty. This road is only partly surfaced which results in most travelers choosing not to use this route. It is proposed to develop a localized Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment along this route. The tarring of the road between Pongola and Nongoma (R66) remains a priority for the local and the district municipality.

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

- R618 linking Nongoma to Vryheid (west);
- Nongoma to Vryheid (Abaqulusi LM – R618)
- Nongoma to Hlabisa and N2 – R618
- Nongoma to Mkhuze and N2 – P234
- Mtubatuba – Nongoma Corridor

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.
- Mtubatuba – Nongoma Secondary Corridor priority corridors identified

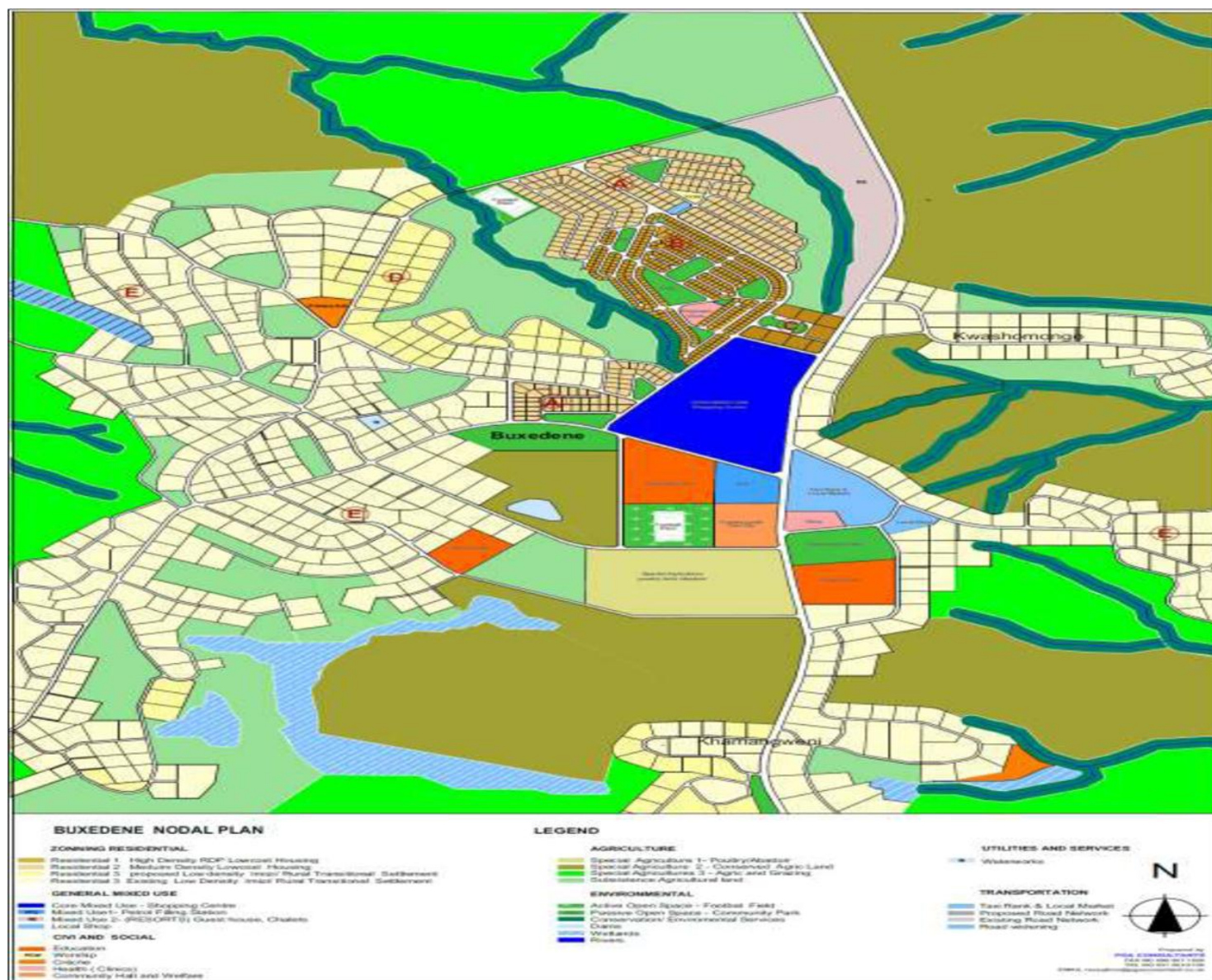
## **BUXEDENE AND WARD 8 DEVELOPMENT PLAN**

The Buxede is one of the secondary nodes within kwaNongoma as per the Spatial Developemnt Framework (SDF ).

The project is part of wall to wall scheme (single land use scheme) which is a requirement in terms of Spatial Planning and Land use management Act, 2013 (Act No 16 of 2013),Nongoma will be extending the scheme in phases due to minimum budget within the municipality.

This is the adopted Buxdene Scheme layout





It has a major commercial zone within the ward 8, it is an activity node with a taxi rank, commercial activities, and it has a direct access to the Nongoma Hlabisa corridor.

It occupies only of highly accessible intersection thhe other two are “wasted”.The north –westernquadrant has extensive strategically located vacant land.

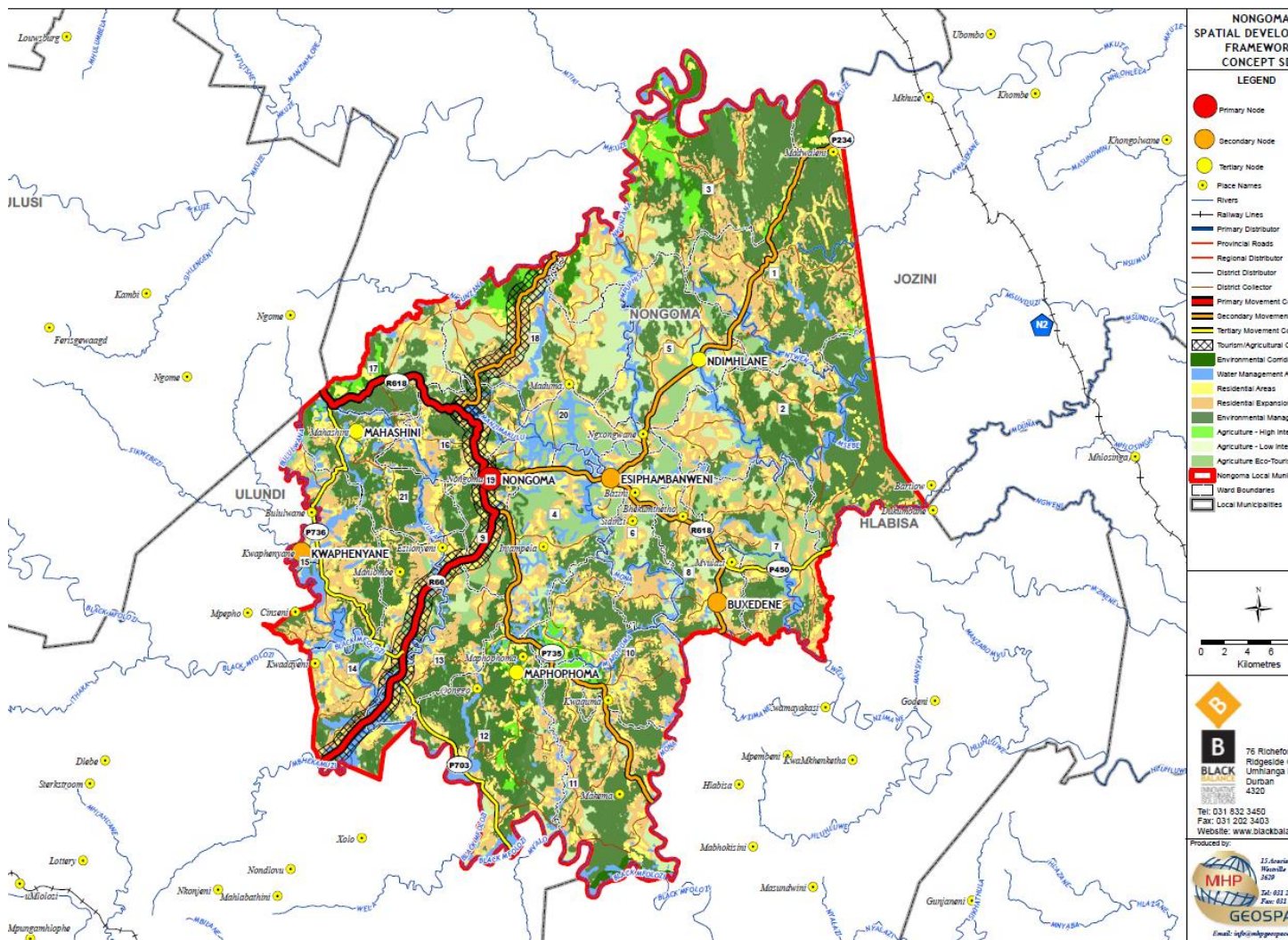
<b>E.1</b>	<b>STARTEGIC MAPPING</b>
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Nongoma is one of the five local municipalities that make up the Zululand District and is located in the east of the Zululand District Municipality (ZDM) as indicated in the following locality map.

On the above map of the SDF Concept map depicting and reflect the Municipality desired spatial outcomes, it also depicts elements to the spatial development strategies for the development of the Nongoma Local Municipality .

**Map : Spatial Development concept map**

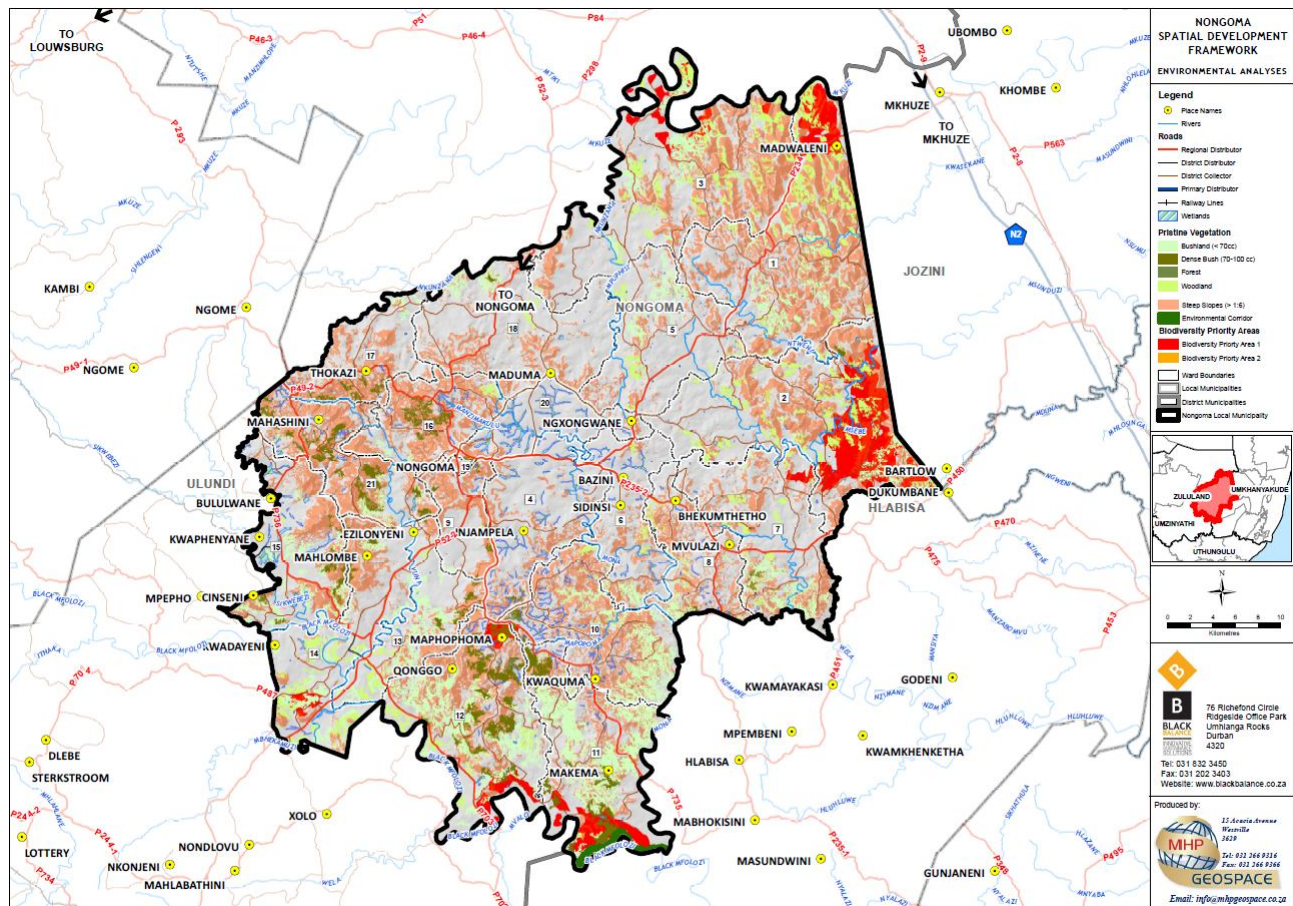




Source: Nongoma Municipality SDF

## E1.1 ENVIRONMENTAL MANAGEMENT

Map 34: Environmental analysis



Source: Nongoma Municipality SDF

Nongoma is in the process of updating the Strategic Environmental Assessment (SEA), we are currently relying on the District Environmental Management Framework (EMF).

### Water Management Areas

The Municipality has limited water resources, where implementation of water scheme will only be concluded by 2017 and where the population will be on the natural water source it is important to protect these water sources. To prevent contamination the water management areas consist of;

- Riverine Areas with buffer of 50m
- All river and stream areas, wetland & dams in excess of 1 Ha with a 30 m buffer around the boundary

### Agriculture –High Intensity

Consist of following areas:

- Categories B&C Agricultural land – High potential agricultural land.
- Initiate projects aimed at commercial farming due to availability of water and high potential soil s.

The municipality does not have a high potential of large portions of high agricultural land which can be ascribed to the topography of the municipality. The existing high potential land should therefore be protected and utilized to grow commercially oriented agricultural sector within the municipality.

### Agriculture Low -Intensity

This proposed land consist of “category D Agricultural land “which is seen as land within moderate potential .It will require a high input costs to make small portions of land economically viable .The intension is to have large portions that can be extensive agricultural activities such as grazing, or large tracks of crops to facilitate large volume of agricultural crops being grown. The intention is to allow for subsistence farming on these lands adjacent the rural

settlement, but to steer development away from the lands, unless it is for the improvement or the provision of agricultural infrastructure such as hydroponics to increase productivity of the land.

#### **Agriculture –Eco-Tourism**

This zone contains the lowest agricultural potential land, and it's not really environmentally sensitive. Although subsistence continues within this zone the focus will not only be within agriculture but on tourism relative development linked to the natural environment. It should therefore be rural based and should be of a small, labour orientation, and linked to the natural resource based.

Other projects can include rural housing projects to accommodate the rural poor will be allowed in appropriate locations land subdivision will not be supported if it will jeopardize the agricultural viability of the existing and/or potential future farming operations; and /or if subdivision will negatively impact upon the biodiversity and ecosystem service such as clean water production. Particular attention should be paid to the retention to the integrity of rural landscapes. Development footprint in such areas will be kept as low as possible.

#### **Waste management facilities**

The current Nongoma solid waste management facility has a limited lifespan and requires closure licensing for some sections and an Environmental Impact assessment for the extension of the facility.

#### **CAPITAL INVESTMENT FRAMEWORK**

The Capital Investment Framework has been developed please see attached in the Spatial Development Framework with CIF.



IMPLEMENTATION PLAN 2017/2018 – 2021/2022																
									SDBIP							
KEY CHALLENGE	OBJECTIVE	OBJ . REF	STRATEGY	STRAT. REF	KPI	PROJECT NAME	BASELINE	5YR TARGET	YR 1 2017 /18	YR2 2018 / 19	YR3 2019 / 2020	YR4 2020 /202 1	YR5 2021/ 2022	BUDGET	FUNDING SOURCE	RESP. DEPT.
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																
Lack of Procedure Manuals in key functional areas	To promote institutional and organisational development	A 1	Filing of vacant positions	A 1.1	A.1.1.1: Number of positions filled by 30 June 2018	Filling of five vacant positions			5 positions filled						ES	Corp .
			Development of job descriptions	A.1.2	A.1.2.1 % completion of job descriptions by 30 June 2018	Job description dev.		100%	100%					R 100,000	ES	Corp .
			Review of the organogram	A 1.3	A.1.3.1 Date organogram reviewed and	Organogram		30-Apr	30-Apr		30-Apr		30-Apr	R 500,000	ES	Corp .

					submit ed to council for approv al											
			Comply with employ ment equity plan	<b>A 1.4</b>	<b>A.1.4. 1</b> submis sion of employ ment equity report to Depart ment of Labour by 31 Oct 2022	EEP		31 Oct	31 Oct 2017	31 Oct 2018	31 Oct 2019	31 Oct 2020	31 Oct 2021	R 50,00 0	ES	Corp .
					<b>A.1.4. 2</b> No. of staff from EE target groups iro. disabilit y employ ed by 30 Sep 2017			2	1		1					

					<b>A.1.4.3</b> No. of women employed in the Senior Management level by 30 Sep 2017			1	1							
			Implementation of wage curves results	<b>A 1.5</b>	<b>A 1.5.1</b> % implementation on salary by 30 June 2019	Wage curves results		100%		100%				R 1,000,000	ES	Corp .
<b>Poor ICT Management</b>	<b>To ensure an improved Information and communication technology development</b>	<b>A 2</b>	Network Cabling	<b>A 2.1</b>	<b>A 2.1.1</b> Date Network cabling of four sites completed	ICT Network cabling		30 Sep 2017	30 Sep 2017					R 500,000	ES	Corp .



			Acquisition of IT software by 30 Sep 2017	<b>A.2.2</b>	<b>A.2.2.1</b> No. of IT software acquired by 30 Sep 2017	IT software acquisition		Four IT software acquired by 30 Sep 2017	Four IT software acquired by 30 Sep 2017					R 500,000	ES	Corp
			Monthly website updates	<b>A.2.3</b>	<b>A.2.3.1</b> No. of monthly website updates conducted by 30 June 2022	Website update		60 website updates	12 website updates	12 website updates	12 website updates	12 website updates	12 website updates	R 2,000,000	ES	Corp
	<b>To promote employee wellness and a conducive work environment</b>	<b>A.3</b>	Implementation of EAP	<b>A.3.1</b>	<b>A.3.1.1</b> Launch of Employee Awareness Programme(EAP) undertaken by 31	Wellness service brochures		31-Oct-17	31-Oct-17					R 80,000	ES	Corp.

					Oct 2017											
					<b>A.3.1.2</b> No. of employee wellness sessions implemented by 30 June 2022	Employee wellness sessions		2	2	2	2	2	2	R 70,000	ES	Corp.
			Development of IT user manual	<b>A.3.2</b>	<b>A.3.2.1</b> Date IT user manual development completed and submitted to MANCO	IT user manual		31 Dec 2017	31 Dec 2017						ES	Corp.
					<b>A.3.2.2</b> Actual amount spent on skills development by	WSP Exp.		R 5,000,000	R 800 0000	R 1,000,000	R 1,000,000	R 1,000,000	R 1,000,000	R 5,000,000	ES	Corp.

					June 2022											
	<b>To enhance skills development and life-long learning</b>	<b>A4</b>	Training of unemployed youth and public participation structures	<b>A 4.1</b>	<b>A 4.1.1</b> No. of youth development programmes implemented by 30 June 2022	Youth development training programme		320	5	5	5	5	5		ES	MM
					<b>A 4.1.2</b> No. of deserving learners assisted with registration bursary by 31 March 2022	Bursary programme		R 2500	500	500	500	500	500	R 2,500 000	ES	Corp .
					<b>A 4.1.3</b> Number of ward committee trainings	Ward committee trainings		20	4	4	4	4	4		ES	

					tee training s coordin ated by 30 June 2022											
					<b>A.4.1.4</b> Actual amount spent on skills develo pment by 30 June 2022	WSP		R 4400 000	R 800 000	R 800 000	R 900 000	R 900 000	R 1000 000	R 4400 000	ES	
			Review and implem ent workpla ce skills plan	<b>A 4.2</b>	<b>A 4.2.1</b> Date of submis sion of WSP to LGSET A	WSP implem entatio n		30- Apr	30- Apr	30- Apr	30- Apr	30- Apr	30-Apr	R 50,00 0	ES	Corp .
					<b>A 4.2.2</b> Numbe r of staff trained in line with the	Staff Trainin g progra mmes		300	60	60	60	60	60	R 5,000 ,000	ES	Corp .

					WSP by 30 June 2018											
					<b>A 4.2.3.</b> Numbe r of Council training s conduc ted by 30 June 2022	Council training		20	4	4	4	4	4	R 2 650 000	ES	Corp .
	<b>To ensure implement ation of functional performan ce managem ent</b>	<b>A5</b>	Signing of perform ance agreem ents	<b>A 5.1</b>	<b>A 5.1.1</b> % of perfor mance agreem ents for filled sec 54/56 signed by 31 July 2022	Perfor mance agreem ents		100%	100%	100%	100 %	100%	100%	N/A	N/A	MM

			Review of PMS Framework	<b>A 5.2</b>	<b>A 5.2.1</b> Submission to Council for approval by 30 June 2022	PMS Framework			Council approved PMS Framework by 30 June 2018	Council approved PMS Framework by 30 June 2019	Council approved PMS Framework by 30 June 2020	Council approved PMS Framework by 30 June 2021	Council approved PMS Framework by 2022	N/A	N/A	MM
			Preparation of quarterly SDBIP reports	<b>A 5.3</b>	<b>A 5.3.1</b> No of quarterly SDBIP reports presented to council by June	Quarterly performance reporting		12	4	4	4	4	4	N/A	N/A	MM
			To conduct individual performance assessment	<b>A 5.4</b>	<b>A 5.4.1</b> Number of individual performance assessments conducted by 30 June	Individual performance assessment		10	2	2	2	2	2	R 200,000	ES	MM

					2022											
			Compila tion of annual report	<b>A5. 5</b>	<b>A5.5.1</b> Date of comple tion and submis sion to council for approv al 2022	Annual report Compil ation		31- Jan	31- Jan	31-Jan	31- Jan	31- Jan	31-Jan	R 600,0 00	ES	MM
			Coordin ation of PMS Training	<b>A5. 6</b>	<b>A5.6.1</b> No. of training coordin ated by 30 June 2018	PMS Trainin g		10	2	2	2	2	2	R 260 000	ES	MM
	<b>To ensure improved safety and security</b>	<b>A 6</b>	Provisio n of security services	<b>A 6.1</b>	<b>A 6.1.1</b> Install ation of CCV TV camera s, access control on munici	Securit y service s provisi on		31- Oct	31- Oct					R 128 000	ES	Corp



					pal office buildin g by 31 Oct 2017											
<b>BASIC SERVICE DELIVERY &amp; INFRASTRUCTURE DEVELOPMENT</b>																
Infrastru ctural Backlogs	<b>To promote access to basic service delivery and infrastruct ure developm ent</b>	<b>B1</b>	To facilitat e the provisio n of electricit y	<b>B1.1</b>	<b>B1.1.1</b> No. of househ old provide d with electrici ty connec tion by 30 June	Electric ity connec tion		1250	250	250	250	250	250	R 55 000 000	INEP	Tech .
					<b>B1.1.2</b> % Comple tion of 190 electrici ty connec tions by 31 Dec 2017	Electric ity connec tion			100%							
					<b>B1.1.3</b> Numbe r of househ old	Free basic electrici ty		3400	3400	3400	3400	3400	3400		ES	Tech .

					provide d with free basic electrici ty by 30 June											
			Constru ction of access roads	<b>B1. 2</b>	<b>B1.2.1</b> % comple tion of 32km gravel roads in the followin g wards 8,7,2,6 by 30 June 2019	Road constru ction		10km	5km	5km				R 11 90 0 000	MIG	Tech . Serv .
			Constru ction of a multi- disciplin ary sport complex		% comple tion by 30 June 2019	Multi- discipli nary sport comple x		100% compl etion	10% compl etion by 30 June 2018	100% compl etion by 31 Dec 2018				R 12 000 000	Sport & Recreat ion	Tech . Serv .
			Rehabili tation of white city tar roads		No. of km rehabi tated by 30 June 2021	Rehabil itation of access roads		5km			2.5k m	2.5k m		R 20 000 000	MIG	Tech . Serv .

					<b>B1.2.2</b> of 5km sidewalks by 30 June 2021	Sidewalks		5km sidewalks				5km sidewalks		R 5,000 ,000	MIG	Tech Serv
			<b>Provide access to Solid waste removal</b>	<b>B.1.3</b>	<b>B.1.3.1</b> Number of households with access to refuse removal at least once a week by 30 June 2021/22	Refuse Removal		1200	1200	1200	1200	1200	1200		ES	Social Serv
	<b>To ensure provision, maintenance and access to community facilities and services</b>	<b>B2</b>	Development of maintenance plan	<b>B2.1</b>	<b>B2.1.1</b> Date of completion and submission to council for approval	Maintenance Plan		30- Apr- 18	30- Apr- 18					R 500,000	MIG	Tech

			Implem entation of mainten ance plan	<b>B2. 2</b>	<b>B2.2.2</b> No. of km tar roads maintai ned by 30 June	Road mainte nance		25km	5km	5km	5km	5km	5km	R 19 20 0 000	MIG	Tech
			Constru ction of commu nity facilities	<b>B2. 3</b>	<b>B2.3.1</b> % comple tion of seven commu nity halls by 30 June 2018	Commu nity Halls		100%	100%					R94 9 00 000	MIG	Tech .
					<b>B2.3.2</b> % comple tion of five sportfie ld by 30 June 2018	Sportifi ed		100%	100%					R 1900 0 000	MIG	Tech
					<b>B2.3.3</b> % comple tion of one crèche (Ekubu seni)	Crèche		100%	80%	100%				R 960 000	MIG	Tech

					by 30 June 2018											
			Construction of Apollo lights	<b>B2.4</b>	<b>B2.4.2</b> No. of streetlights completed by 30 June 2021	Street lights		10				10		R 2,000,000	MIG	Tech.
			Construction of outdoor gym	<b>B2.5</b>	<b>B2.5.1</b> Number of gym facilities completed in twenty wards by 30 June 2020	Outdoor Gym		20			20			R 1,000,000	MIG	Tech.
			Fencing of ward outdoor gyms		Date ward outdoor gyms fenced	Outdoor Gym		31 March t-17	31 March t-17					R 800 000	ES	Tech
			Rehabilitation of white city access tarred	<b>B2.6</b>	<b>B2.6.1</b> % completion by 30 June	Road rehabilitation		100%				20%	100%	R 10 000 000	MIG	Tech.

			roads		2021											
			Resurfacing of public parking in ward 19	<b>B 2.7</b>	<b>B 2.7.1</b> % completion by 30 June 2019	Public parking resurfacing		100%			100%			R 5,000,000	MIG	Tech.
			Acquisition of the following plant and equipment: 1. One grader 2. One excavator 4. One tipper truck 5. One Roller		<b>B 2.7.2</b> No. of plant and equipment acquired by 30 June 2018	Plant acquisition		4		One excavator acquired by 31 Dec 2018	One tipper truck acquired by 31 Dec 2019	One Roller acquired by 31 Dec 2020	One grader acquired by 31 Dec 2022	R 4 800 000	ES	Tech
					<b>B2.3.1</b> 4% completion of Ekubuse ni crèche by June			100%	10%					R 555 680	MIG	Tech

					2018											
<b>SOCIAL AND LOCAL ECONOMIC DEVELOPMENT</b>																
	<b>To promote road safety</b>	<b>C1</b>	<b>Provision of protection services</b>	<b>C1.1</b>	<b>C1.1.1</b> No. of Drivers Screened for speed timing by 30 June	Law enforcement		400	80	80	80	80	80			Social Serv.
					<b>C1.1.2</b> 2 No. of Multi-Disciplinary Roadblocks held by June 2022	Law enforcement		20	4	4	4	4	4			Social Serv.
					<b>C1.1.3</b> Number of roadworthy vehicles suspended by 30 June 2022	Law enforcement		60	12	12	12	12	12			Social Serv.



					<b>C1.1.4</b> No. of Learner s License Examin ed by 30 June	Licensi ng		60	12	12	12	12	12			Soci al Serv .
					<b>C1.1.5</b> Numbe r of PDP Assess ed by 30 June 2022	Licensi ng		200	40	40	40	40	40			Soci al Serv .
					<b>C1.1.6</b> Numbe r of Drivers License Renew ed by 30 Jun202 2	Licensi ng		4000	800	800	800	800	800			Soci al Serv .
	<b>To enhance skills developm ent and life -long learning</b>	<b>C2</b>	<b>Promot ion of library service s</b>	<b>C2. 1</b>	<b>C2.2.1</b> Numbe r of library promot ions conduc ted by 30	Library promot ions		12	4	4	4	4	4	R 40,00 0	ES	MM

					June 2022											
					<b>C2.2.2</b> Number of books circulated by 30 June 2022	Library book circulation		12	4	4	4	4	4	R 0	ES	MM
					<b>C2.2.3</b> Number of users that have accessed to internet by June 2022	Library access to internet		4000	800	800	800	800	800	R 100 000	ES	MM
					<b>C2.2.4</b> Number of books exchanged by 30 June 2022	Library book exchange		12	4	4	4	4	4	R 20,000	ES	MM
					<b>C2.2.5</b> No of people trained	Library basic Computer		1050	150	200	200	250	250	R 20,000	ES	MM

					on basic computer training by 30 June 2022	training										
	<b>To enhance programmes for special groups, arts culture and heritage</b>	<b>C3</b>	<b>Implementation plan for empowerment of youth, women, children, senior citizens and disability</b>	<b>C3.1</b>	<b>C3.1.1</b> No. of youth programmes in terms of the approved special programmes groups plan implemented by 30 June 2022	Youth employment		5	1	1	1	1	1	R 360,000	ES	MM
					<b>C3.1.2</b> Number of youth council seminar conducted by	Youth employment		5	1	1	1	1	1	R 750,000	ES	MM

					31 March 2022												
					<b>C3.1.3</b> Numbe r of women comme morati on held by 30 Aug 2021	Women empow erment		5	1	1	1	1	1	R 1 250 000	ES	MM	
					<b>C3.1.4</b> Numbe r of child protecti on campai gn held by 30 June 2022	Campai gn		5	1	1	1	1	1	R 450,0 00	ES	MM	
					<b>C3.1.5</b> Numbe r of disabilit y forum quarter ly meetin gs held by 30	Disabili ty progra mme		20	4	4	4	4	4	R 480,0 00	ES	MM	

					June 2018											
					<b>C3.1.6</b> Number of youth expo coordinated by 30 Sep 2017	Youth Expo.		5	1	1	1	1	1	R 500 000	ES	MM
					<b>C3.1.7</b> Number of youth council meetings coordinated by 30 June	Youth council meetings		20	4	4	4	4	4	R 600 000	ES	MM
			<b>Implementation of heritage, arts and culture plan</b>	<b>C 3.2</b>	<b>C 3.2.1</b> Number of heritage events held by 31 Dec 2022	Arts & Culture events		6	2	2	2	2	2	R 4,500 ,000	ES	MM

			Coordination support to Reed Dance		Date Reed Dance coordination support provided	Reed dance		30-Sep-17	30-Sep-17	30-Sep-18	30-Sep-19	30-Sep-20	30-Sep-21	R 200 000		
	<b>To promote and market tourism, SMMEs and enhance agricultural development in Nongoma</b>	<b>C4</b>	<b>Coordination of tourism business activities</b>	<b>C4.1</b>	<b>C4.1.1</b> Number of business seminar and exhibitions hosted by 30 2022	Tourism development support		5	1	1	1	1	1	R 1335 000	ES	MM
		<b>C5</b>	<b>Review of the following sector plans: Tourism Sector Plan Review, LED Strategy Review</b>	<b>C5.1</b>	<b>E5.1.1</b> Number of sector plans developed and submitted to council for approval by 31 May 2019	Tourism Sector Plan Review, LED Strategy Review, Agricultural Sector Plan		3 Sector plans by 31 May 2019	2 Sector plans by 31 May 2018						ES	Planning & Dev.

			Agricul tural Sector Plan														
			Review of SMME Policy	C5. 3	E5.3.1 Date of comple tion and submis sion to Council for approv al	SMME Policy review		30- Sep- 17	30- Sep- 17						R 250,0 00	ES	Plan ning & Dev.
			Demar cate Inform al Econo my Sites	C5. 5	C5.5.1 Numbe r of informa l Econo my sites dermac ated by 31 March 2018	Inform al Econo my sites		50	10	10	10	10	10	N/A	ES	Plan ning and Dev.	

			Promotion of Job creation through CWP and EPWP	<b>C5.7</b>	<b>C5.7.1</b> No. of EPWP jobs created by 30 June 2022	EPWP		373	63	70	75	80	85	5800 000	EPWP	Planning and Dev.
					<b>C5.7.2</b> Number of CWP jobs created by 30 June 2022	CWP		5500	1100	1100	1100	1100	1100		CWP	Planning and Dev.
			<b>Implement the HIV/AIDS Plan</b>	<b>C5.8</b>	<b>C5.8.1</b> Number of LAC meetings held by June 2022	LAC Meetings		20	4	4	4	4	4	R 150,000	ES	MM
					<b>C5.8.2</b> Number of HIV/AIDS awareness campaigns conducted	HIV/AIDS Awareness campaign		5	1	1	1	1	1	R 3,450,000	ES	MM



					ted by June 2022											
					<b>C5.7.3</b> Number of ward based poverty alleviat ion progra mmes implem ented by June 2022	Ward Based Poverty Plans		105	21	21	21	21	21		ES	MM
			<b>Establi shment of Nongo ma Touris m inform ation centre</b>		Date informa tion centre comple ted	Touris m informa tion centre		31- Mar- 18	31- Mar- 18					R 410,0 00	EE	Plan ning & Dev.
<b>FINANCIAL VIABILITY AND MANAGEMENT</b>																

	<b>To improve revenue enhancement</b>	<b>D1</b>	<b>reconciliation debtors from the system</b>	<b>D1.1</b>	<b>D1.1.1</b> Number of debtors reconciliation performed by 30 June	Revenue enhancement		60	12	12	12	12	12	N/A	ES	Finance
			<b>Reconciling of evaluation roll</b>	<b>D1.2</b>	<b>D1.2.1</b> Number of valuation roll reconciliations conducted by 30 June 2022			60	12	12	12	12	12	N/A	ES	Finance
			<b>Reconciling of deposits</b>	<b>D1.3</b>	<b>D1.3.1</b> Number of deposits reconciliations conducted by 30 June 2022			60	12	12	12	12	12	N/A	ES	Finance

	To ensure a sound Asset Management System	D2	Reconciliation of municipal assets	D2.4	D2.4.1 Number of assets reconciliations performed by 30 June 2022	Asset management		10 (bi-annually)	2 - (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	2 (bi-annually)	N/A	ES	Finance
			Updating of fixed asset register	D2.5	D2.5.1 Number of fixed asset register update conducted by 30 June 2022			60	12	12	12	12	12	N/A	ES	Finance
			Verification of physical asset	D2.6	D2.6.3 Number of physical assets verification performed by 30 June 2022			20	4	4	4	4	4	N/A	ES	Finance

	<b>Ensure constant financial and timeous reporting</b>	<b>D3</b>	<b>Financial reporting</b>	<b>D3.1</b>	<b>D3.1.1</b> Number of monthly Section 71 reports compiled by 30 June 2022	Financial Reporting		60	12	12	12	12	12		ES	Finance
			<b>Financial reporting</b>	<b>D3.2</b>	<b>D4.2.1</b> Number of half-yearly S72 reports compiled by 25 Jan 2022	Financial Reporting		5	1	1	1	1	1	N/A	ES	Finance
			<b>Compilation of annual financial statements</b>	<b>D3.3</b>	<b>D3.3.1</b> Date annual financial statements compiled and submitted			31-Aug	31-Aug-18	31-Aug-19	31-Aug-20	31-Aug-21	31-Aug-22	R 4500 000	ES	Finance

	<b>To improve budget implementation in the municipality</b>	<b>D4</b>	<b>Implementation of operating budget on free basic service delivery</b>	<b>0.3</b>	<b>D4.1.1</b> Percent age spent of the municipality operating budget on free basic service delivery by 30 June 2022	Budget implementation		100%	100%	100%	100%	100%	100%	N/A	ES	Finance
					<b>D4.1.2</b> Percent age of the Annual Capital budget spent by 30 June 2022			100%	100%	100%	100%	100%	100%	N/A	ES	Finance
					<b>D4.1.3</b> % of expenditure of the annual operating budget			100%	100%	100%	100%	100%	100%	N/A	ES	Finance

					by 30 June 2022											
					<b>D4.1.4</b> Number of monthly creditors reconciliation by 30 June 2022			60-	12	12	12	12	12	N/A	ES	Finance
					<b>D4.1.5</b> Number of monthly suspense reconciliation conducted by 30 June 2022			60	12	12	12	12	12	N/A	ES	Finance
					<b>D4.1.6</b> Number of monthly VAT reconciliation			60	12	12	12	12	12	N/A	ES	Finance

					conducted by 30 June 2022											
<b>GOOD GOVERNANCE AND PARTICIPATION</b>																
	<b>To promote good governance, accountability and transparency</b>	<b>E1</b>	Implementation of Communication Strategy	<b>E 1.3</b>	<b>E1.3.1</b> Number of advertisement conducted through digital media by 30 June 2018	Promotion and publicity		60	12	12	12	12	12	R 2,760,000	ES	MM
					<b>E1.3.2</b> Number of advertisement conducted through print media by 30 June 2022	Promotion and publicity		40	8	8	8	8	8	R 1,050.00	ES	MM

					<b>E1.3.3</b> Number of issued newsletters by 30 June 2022	Promotion and publicity		20	4	4	4	4	4	R 12,000,000	ES	MM
					<b>E1.3.4</b> Number of promotional materials produced by 30 June 2022	Promotion and publicity		15	3	3	3	3	3	R 750,000	ES	MM
			Implementation of mayoral programmes	<b>E.1.4</b>	<b>E1.4.1</b> Number of programmes implemented by 30 June 2022	Mayoral programmes		20	4	4	4	4	4	R 750,000	ES	MM
			Preparation of Audit Committee Report	<b>E.1.5</b>	<b>E1.5.1</b> Number of Audit Committee	Audit Committee report		20	4	4	4	4	4		MM	MM



					report present ed to Council by June 2022											
			Preparat ion of Internal Plan	<b>E1. 6</b>	<b>E1.6.1</b> Submis sion of Intern al Audit Plan to Audit Comm tee for Appro val by 30 June 2018	Interna l Audit Plan		Appro ved Intern al Audit Plan by 30 June 2018	Appro ved Intern al Audit Plan by 30 June 2018						MM	MM
			Preparat ion and submiss ion of Internal Audit Reports	<b>E1. 7</b>	<b>E1.7.1</b> Numbe r of Intern al Audit Reports tabled to Audit Comm tee by 30 June 2022	Interna l Audit Reports		20	4	4	4	4	4	R 100,0 00	ES	MM

			Develop ment and Submiss ion of Fraud Preventi on Plan to Audit Commit tee by 30 June 2018	<b>E1. 8</b>	<b>E1.8.1</b> Date of comple tion and submis sion to council for approv al	Fraud Prevent ion Plan		30- Apr- 18	30- Apr- 18						N/A	N/A	MM
			Compila tion of annual report	<b>E1. 9</b>	<b>E1.9.1</b> Date of comple tion and submis sion to council for approv al	Annual Report			31- Jan- 18	31- Jan-19	31- Jan- 20	31- Jan- 21	31-Jan- 22	R 360,0 00	ES	MM	
			Develop ment of Oversig ht committ ee report	<b>E1. 10</b>	<b>E1.10. 1</b> Date of comple tion and submis sion to council for approv al	Oversig ht Committ ee Report		31- Mar	31- Mar- 18	31- Mar- 19	31- Mar- 20	31- Mar- 21	31- Mar-22	N/A	N/A	MM	

			Implement ation of community outreach programmes	<b>E1. 11</b>	<b>E1.11. 1</b> Number of Roadshows coordinated per cluster by 30 May	IDP Roadshows		30	6	6	6	6	6		R 500,0 00	ES	MM
			Develop ment of ward - based plans	<b>E1. 12</b>	<b>E1.12. 1</b> Number of ward - based plans developed by 30 April	Ward - based plans development		105	21	21	21	21	21			ES	MM
			Develop ment of Batho Pele Service Delivery Improvement Plan	<b>E1. 13</b>	<b>E1.13. 1</b> Date Batho Pele Service Delivery Improvement Plan developed and submitted	Batho Pele Service Delivery Improvement Plan		31- Mar- 18	31- Mar- 18								Corp. Ser

					ed to Council for approv al											
			Develop ment of Batho Pele Service Chatter	<b>E1. 14</b>	<b>E1.14. 1</b> Date Batho Pele Service Chatter develo ped and submitt ed to council for approv al	Batho Pele Service Chatter		30- Sep- 18	30- Sep- 18							Corp . Ser
			Develop ment of Batho Pele Policy	<b>E1. 15</b>	<b>E1.15. 1</b> Date Batho Pele Policy develo ped and submitt ed to Council for approv al	Batho Pele Policy		30- Nov- 17	30- Nov- 17							Corp . Ser

			Coordination of Council and management Committees	<b>E1.16</b>	<b>E1.16.1</b> Number of Portfolio committee meetings held by June 2022	Portfolio committee meetings		300	60	60	60	60	60			Corp. Ser
					<b>E1.16.2</b> Number of council meetings held by 30 June 2022	Council meetings		20	4	4	4	4	4			Corp. Ser
					<b>E1.16.3</b> Number of Exco. meetings held by 30 June 2018	Exco meetings		60	12	12	12	12	12			Corp. Ser
					<b>E1.16.4</b> Number of	MPAC meetings		12	4	4	4	4	4			Corp. Ser

					MPAC meetin gs held by 30 June 2017											
					<b>E1.16.5</b> Numbe r of ward commit tee meetin gs per ward held by June 2022	commit tee meetin gs		420	84	84	84	84	84	NA	NA	Cor p Serv .
				<b>E1.16.6</b>	<b>E1.16.6.1</b> No. of MANCO meetin gs held by 30 June 2018	MANCO		60	12	12	12	12	12	NA	NA	MM
					<b>E1.16.6.2</b> No. of Troika meetin gs held by 30 June 2018	Troika		12	4	4	4	4	4	NA	NA	MM

<b>CROSS CUTTING INTERVENTIONS</b>																
<b>Unserviced strategic places of land for development</b>	To promote integrated development, planning and environmental management aligned to spatial prescription	<b>F1</b>	Review of the Spatial Development Framework	<b>F.1.1</b>	<b>F.1.1.1</b> Date of submission to Council for approval	SDF Review		31-May	31-May-18				31-May-22	R 500,000	ES	Planning & Dev.
<b>Lack of detailed environmental analysis</b>			Review of Housing development plan	<b>F.1.2</b>	<b>F.1.2.1</b> Date of submission to Council for approval	Housing Sector Plan Review		31-May	31-May-18	31-May-19	31-May-20	31-May-21	31-May-22	R 200,000	ES	Planning & Dev.
			Annual Review of IDP 2017/18	<b>F.1.3</b>	<b>F.1.3.1</b> Submission of the IDP Review 2017/18 to council for	IDP Review 2017/18		Reviewed IDP 2017/18 by 31 May 2022	Reviewed IDP 2017/18 by 31 May 2018	Reviewed IDP 2017/18 by 31 May 2019	Reviewed IDP 2017/18 by 31 May 2020	Reviewed IDP 2017/18 by 31 May 2021	Reviewed IDP 2017/18 by 31 May 2022		ES	Planning & Dev.

					approval by 31 May 2022											
			Coordination of a Strategic planning session by 31 Dec 2017	<b>F1.4</b>	<b>F1.4.1</b> No. of strategic sessions coordinated by 31 Dec 2017	Strategic planning		Ten Strategic planning sessions by 31 March 2022	Two Strategic planning sessions by 31 March 2018	Two Strategic planning sessions by 31 March 2019	Two Strategic planning sessions by 31 March 2020	Two Strategic planning sessions by 31 March 2021	Two Strategic planning sessions by 31 March 2022	R 3000 000	ES	
			Extension of land use management scheme (wall to wall scheme)	<b>F1.5</b>	<b>F1.5.1</b> Date of submission to Council for approval for twenty wards	Land use scheme extension		31-May	31-May-18	31-May-19	31-May-20	31-May-21	31-May-22	R 900,000	ES	Planning & Dev.
			Survey, layout development and landscape design	<b>F1.6</b>	<b>F1.6.1</b> Date of submission to council for approval	iHlalan kosi development plan		30-Apr-18	30-Apr-18					R 500,000	ES	Planning & Dev.



			for iHlalonkosi Museum area.														
			promoti on of Nongom a as iHlalankosi Identity	F1.7	F1.7.1 Submis sion of reports to Plannin g and develo pment portfoli o commit tee by 31 March 2018	Nongo ma Identit y promot ion		31-Mar-18	31-Mar-18						R 400,000	ES	Plan ning & Dev.
			Resurve ying of Nongom a properti es (Erf 431 and 432)	F1.8	F1.8.1 Date of comple tion for the site surveyi ng and registra tion	Resurv eying of Nongo ma		31-May-18	31-May-18						R 308 456	ES	Plan ning & Dev.

			Formalisation of kwaMnqashu master plan	F1.9	<b>F1.9.1</b> Submission of kwaMnqashu master plan to council for approval by 30 June 2020	Kwa-Mnqashu master plan		Complete and council approved master plan			Land acquisition by 31 July 19 2017	Survey and registration of the land	Development of a master plan	R 1,000,000	ES	Planning & Dev.
			Promotion and awareness of environmental sustainability	F1.10	<b>F1.10.1</b> No. of environmental awareness campaigns conducted	Environmental awareness campaigns		5	1	1	1	1	1	R50 000	ES	Planning & Dev.
			To ensure, Promotion, and enforcement of Planning and development Compliance in	F1.11	<b>F1.11.1</b> No. of building control awareness conducted by 30 June	Building inspectorate		5	1	1	1	1	1	R50 000	ES	Planning & Dev.

			Nongoma		2022											
			Formalisation of Nongoma Bus rank	<b>F.1.13.</b>	<b>F.1.13.1</b> Date Bus rank formalized	Nongoma Bus rank		31-Mar-19		31-Mar-19				R 2,000,000	ES	
			To spatially and aerially map data for updating data on the ground	<b>F.1.14.</b>	<b>F.1.14.1</b> % completion by 30 April 2018			100%	100%					R400 000	ES	Planning & Dev.
			Mapping of underground infrastructural services by 31 March	<b>F.1.15.</b>	<b>F.1.15.1</b> % completion of mapping by 31 Dec 2018			100% completion of infrastructural services Mapping by 31 March 2018	100% completion of infrastructural services Mapping by 31 March 2018					R 500 000	ES	Tech Serv.
	To enhance a coordinated disaster services	<b>F2</b>	Establishment of disaster advisory	<b>F2.1</b>	<b>F2.1.1</b> Date of establishment	Disaster advisory commit		31-Dec-17	31-Dec-17							Planning & Dev.

			committ ee			tee										
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**1. PROJECTS FOR 2017/2018 FUNDED BY SECTOR DEPARTMENTS AND OTHERS WITHIN THE NONGOMA MUNICIPAL AREA**

Table 38: DEPARTMENT OF SOCIAL DEVELOPMENT

Item	Name of the NPO	NPO number	Funded/unfunded	Category	Local Municipality	Physical Address	Ward	Contact person	Contact number
1.	AIDS management project	097-687	Unfunded	HIV/AIDS	Nongoma	Osuthu Area	15	B.E. Zungu	0825146611
2.	Aids Victory's Project	099-018	Unfunded	HIV/AIDS	Nongoma	Ekuvukeni Area	10	SS Magwaza	0763770045
3.	Amazing Grace Adult And Child Care Centre	077-301	Funded	Victim Empowerment Program	Nongoma	D1482 Udlungwane street, Ulundi	15	E.T. Mabaso	0829369634
4.	Apostolic Gospel Church (Nongoma Branch)	037-443	Unfunded	Community Development project	Nongoma	Durban	N/A	ME Gumede	0344131223
5.	Bambelentulo creche	094-045	Funded	ECD	Nongoma	Bambelentulo Area	20	R. B Zulu	0745345263
6.	Bekezela Creche	041-052	Unfunded	Social Services	Nongoma	Emayeni Area	10	H.N Nsele	0218421821
7.	Bekezela Creche	045-330	Unfunded	Social Services	Nongoma	Ekuvukeni Area	10	LG Nsele	0734456684
8.	Bhekanani Care and support	059-719	Funded	HIV/AIDS	Nongoma	Mahhashini Area	21	T.H Majombozi	0768126798

	centre								
9.	Bhekisigodi Creche	066-344	Funded	ECD	Nongoma	Emagangeni Area	07	TE Nxumalo	0790886880
10.	Buhlebethu Community Project	057-361	Unfunded	community Development	Nongoma	Vilane Area	20	AH Vilane	0725040566
11.	Buhle-Bethu Creche	046-806	Funded	ECD	Nongoma	Mcebo area	04	B.M Mncwango	0723212702
12.	Buhlebethu crèche	046-806	Funded	ECD	Nongoma	Mcebo Area	04	B.M Mncwango	0723212702
13.	Buhlebuyeza Creche	040-181	Funded	ECD	Nongoma	Mvulazi Area	08	E Mafu	0761701732
14.	Buyisithemba Community Project	115-219	Unfunded	Social and community Development	Nongoma	Vuna Area	14	T Mdlalose	0844351879
15.	Cathulani Community Creche	071-314	Funded	ECD	Nongoma	Kwaholinyoka Area	09	P.C Mpanza	0732032675
16.	Christ the King	040-194	Unfunded	Religion	Nongoma	Kwa Dilini Area	21	J Nhlenyana	N/A
17.	Dlakuse Creche	159-001	Unfunded	Social Services	Nongoma	KwaDlakuse Area	03	NP Mntambo	0713214806
18.	Egugwini Creche and Pre School	065-202	Funded	ECD	Nongoma	Bhethani Area	19	AN Vilakazi	0840820970
19.	Ekubuseni community development	020-232	Funded	HIV/AIDS	Nongoma	Ekubuseni Area	13	T.H Buthelezi	0358310378

20.	Ekuthuleni Creche	063-864	Funded	ECD	Nongoma	Nzamangamandla Area	12	T.N Sibiya	0797462943
21.	Empilweni community Project	065-342	Unfunded	Social Services	Nongoma	Masundwini Area	04	RB Luthuli	0820641084
22.	Esiphambanweni Development Organisation	028-357	Unfunded	Social Services	Nongoma	Esiphambanweni Area	06	DJ Mkhwanazi	0358310333
23.	Feziphupho Foundation Organization	103-198	Unfunded	Community Development	Nongoma	Maphophoma Area	11	MN Ndlovu	0835518935
24.	Fundekhaya creche	049-343	Funded	ECD	Nongoma	Matshamhlophe Area	12	P.S Sibisi	0796043740
25.	Funulwazi Creche	040-184	Funded	ECD	Nongoma	Entweni Reserve		N.S Mthethwa	N/A
26.	Funulwazi Creche	041-951	Funded	ECD	Nongoma	Kwa Denge	13	S.E Matha	0736768816
27.	Gaqangezandla crèche	057-387	Funded	ECD	Nongoma	Manzimakhulu Area	16	W. Ndlela	0731107925
28.	God Never Fail Soup Kitchen	102-739	Unfunded	Community Development	Nongoma	Njoko Area	05	HE Shabalala	0791633205
29.	Halalisani Creche	100-486	Funded	ECD	Nongoma	Emoyeni Area	17	A Zulu	0715806795
30.	Hlokomani Creche	079-715	Funded	ECD	Nongoma	KwaQondile Area	03	NP Thabede	0733389621
31.	Ikusasaletu Creche	040-189	Funded	ECD	Nongoma	Mahlomane Area		B.S Luvuno	0738201657



32.	Ikusasaletu Creche	040-189	Funded	ECD	Nongoma	Mahlomane Area	05	BS Luvuno	0738201657
33.	Impumelelo Farmers	045-469	Unfunded	Business and professional Association	Nongoma	Ngolotshe Area	11	N Madela	0729107506
34.	Incathu Creche	024-707	Funded	ECD	Nongoma	Nongoma Rd to Esiqokolweni Area	18	N.G Zulu	0358314202
35.	Incathu Development Project	024-707	Funded	ECD	Nongoma	Esiqokololweni Area	18	NG Zulu	0358314202
36.	Inhlahla Yethu Garden	116-304	Unfunded	Income support and maintenance	Nongoma	Mngamunde Area	01	FP Mathe	0720515879
37.	Injabulo Creche	044-865	Unfunded	ECD	Nongoma	Nzondwane Area	03	G Ndimande	N/A
38.	Inkanyezi Health Development Trust	033-417	Unfunded	HIV/AIDS	Nongoma	Esikhaleni Area	09	BC Zulu	0358315413
39.	Inkanyeziyokusa Creche	040-190	Funded	ECD	Nongoma	Mngamunde Area	01	S Nkambule	0769743100
40.	Inkanyezi-yokusa Development Organization	115-903	Unfunded	Community Development	Nongoma	Lot no. 8Main street 1810	19	EM Ngema	0735596496
41.	Inkosephayo Development Organization	079-112	Unfunded	HIV/AIDS	Nongoma	Mngamunde Area	01	PP Gumede	N/A
42.	Isembulelo Youth Project	090-732	Funded	Youth Project	Nongoma	Odushwini Area	06	N.C Khanyile	0782741236

43.	Isibanisezwe creche	084-124	Funded	ECD	Nongoma	Henenende Area	04	Sibongile Buthelezi	0799160324
44.	Isiqalo Nesiphetho Luncheon Club	094-177	Unfunded	Service to elderly	Nongoma	Mvulazi Area	08	BR Zungu	0849701091
45.	Isisekelo Creche	066-521	Funded	ECD	Nongoma	Ophalule Area		S.M Nxumalo	0822610028
46.	Isizamile creche	058-672	Funded	ECD	Nongoma	Postal address	20	B.F. Dumisa	0732509087
47.	Jabulani Creche	066-356	Unfunded	ECD	Nongoma	KoMbuzi Area	03	B Mahlambi	0729719149
48.	Kancane Kancane Creche	070-014	Funded	ECD	Nongoma	Vryheid		Z Mbatha	0796639783
49.	Khayalempilo Creche	066-525	Funded	ECD	Nongoma	Dabhazi Area	10	Thembi A Khumalo	0765063228
50.	Khethankomo crèche	080-405	Funded	ECD	Nongoma	Khethanomo Arenext to Njoko Clinic	05	B. M Gumbi	0737639440
51.	Khulisabantu Creche	044-863	Funded	ECD	Nongoma	Hlushwaneni	03	JV Zwane	0837428924
52.	Khuthalani Farmers Association	037-068	Unfunded	Social Services	Nongoma	Maphophoma Area	11	S Mpanza	0834903955
53.	Kwafunulwazi creche	041-951	Funded	ECD	Nongoma	Kwadenge Area	09	S.E Mbatha	0736768816
54.	Kwaphumulefil e Home	100-840	Funded	Older person Service	Nongoma	Maphophoma Area	12	M.N Nyoka	0836814870

				Centres					
55.	Lethukukhanya Creche	057-358	Funded	ECD	Nongoma	KwaNhlebeli Area	05	T Buthelezi	0726413570
56.	Lethukukhanya Creche	057-358	Funded	ECD	Nongoma	KwaNhlebeli Area	05	T Buthelezi	0726413570
57.	Lethukuthula Multi-Purpose Centre	065-653	Unfunded	Community Development	Nongoma	Kohlolo Area	15	NP Ndwandwe	0767278189
58.	Lindelani Creche	117-549	Funded	ECD	Nongoma	Msebe Area	05	K.T Zulu	0842914723
59.	Little Flower Nongalaza Creche	046-681	Unfunded	ECD	Nongoma	Mcebo Area	20	JM Zwane	0358313190
60.	Madwaleni Club	071-460	Unfunded	Community Development	Nongoma	Vilane Area	20	E Duma	0735277576
61.	Mahhashini Royal Creche	087-404	Funded	ECD	Nongoma	Mahhashini Area	17	E Ximba	0765192385
62.	Masakhane Creche	079-938	Funded	ECD	Nongoma	Tholokuhle Area	01	T Mkhwanazi	0760866578
63.	Masakhane Creche	071-938	Funded	ECD	Nongoma	Mduna Area	02	S Majise	0766213870
64.	Masakhe Youth	094-249	Unfunded	Youth Services	Nongoma	Esinkonkonko Area	07	FB Jiyane	0721999019
65.	Masakhisane Women Club	019-300	Unfunded	Service to elderly	Nongoma	Mayeni Area (Osuthu)	15	B Madonsela	0834903955
66.	Masazane crèche	045-390	Funded	ECD	Nongoma	Kwavilane Area next to Nqabayembube high school	20	Vilane Sibahle	N/A

67.	Masiqhubeke Creche	040-176	Funded	ECD	Nongoma	Bhekumthetho Area	08	CC Khanyi	N/A
68.	Masivakashe Creche	095-630	Funded	ECD	Nongoma	Egudu Area	07	GS Buthelezi	0824299995
69.	Matheni Siyazama Creche	046-154	Funded	ECD	Nongoma	Macekaneni Area	12	T.P. Zondo	N/A
70.	Matshamhlophe Project	103-119	Unfunded	HIV/AIDS	Nongoma	Matshamhlophe Area	13	MK Zulu	0727432438
71.	Mavela Block Making	020-268	Unfunded	ECD	Nongoma	Msebe Area	05	A M Ndwandwe	0792877082
72.	Mbonomuhle Childrens Home	069-172	Funded	Child and youth care centre	Nongoma	Nkonkonko Area	7	B.I. Mabanga	0358313300
73.	Mbonomuhle Community Care Centre	015-675	Funded	Care Centre	Nongoma	Snkonkonko Area	07	G.F Biyela	0837427719
74.	Mbonomuhle Soup kitchen Project	090-666	Unfunded	Soup Kitchen	Nongoma	Snkonkonko Area	07	B.P Gazu	0794232129
75.	Mfishane Creche & Garden	032-370	Funded	ECD	Nongoma	Maphophoma Area next to Fundukhuphuke Primary School	11	Simphiwe Z Zungu	0358313190/ 0781274426
76.	Mkhephi Project	102-562	Unfunded	Community Development	Nongoma	Nengeni Area	16	LF Zwane	0846969820
77.	Mkhondo Creche	073-293	Unfunded	ECD	Nongoma	Mkhondo Area		SZ Zulu	070356712
78.	Mothers love	053-946			Nongoma				

	Care Centre								
79.	Mpucukweni Creche	066-526	Funded	ECD	Nongoma	Ebuhleni Area	02	SH Mpanza	0843235484
80.	Mpumalanga Creche & Garden	040-397	Funded	ECD	Nongoma	Maphophoma Area	12	A Sithole	0358313190
81.	Msasaneni Creche	040-533	Funded Creche	ECD	Nongoma	Msasaneni Area	18	J Ndwandwe	0715851839
82.	Msebe Community Care Centre	084-239	Funded	Care Centre	Nongoma	Msebe Area	05	GN Mcambi	0720762089
83.	Mseni creche	040-177	Funded	ECD	Nongoma	Njampela Area Next to Manzezulu School	04	Hlalisile T Mafuleka	0769682366
84.	Mthabeleni Day Care Creche	114-211	Funded	ECD	Nongoma	Thokazi Area	18	JF Kunene	0833587094
85.	Muzibulawa Creche	066-340	Funded	ECD	Nongoma	Mememe Area	18	A Mthembu	0768974494
86.	Muzibulawa Development Creche	066-340	Funded	ECD	Nongoma	Mememe Area	18	A Mthembu	0768974494
87.	Ncangithule Project	095-633	Unfunded	Food Production	Nongoma	Mgodi Area		HN Dlame	0764900764
88.	Ndimhlane Luncheon Club	084-237	Funded	Service to older persons	Nongoma	Ndimhlane Area	05	M Buthelezi	0785738693
89.	Ndololwane Farming Club	063-340		Farming services	Nongoma	Maphophoma Area	11	SM Nsele	0358313190
90.	Ndongande Creche	090-733	Funded	ECD	Nongoma	Ndongande Area	07	TZ Manqele	0791919298

91.	Nhlalanhle Soup Kitchen	081-081	Unfunded	Social services	Nongoma	Qonqo Arae		TM Ntombela	0723236218
92.	Nhlanhla Creche	040-179	Funded	ECD	Nongoma	Thokoza Area		I.S Maphumula	N/A
	Nikithemba Project	066-840	Unfunded	Community Development	Nongoma	Nongoma town next to Magistrate Sanca	19	MI Mdletshe	0783161360
93.	Nikithemba Project	066-840	Funded	Victim Empowerment Program	Nongoma	Nongoma Main Road next to SANCA Nongoma offices	19	N.I. Mdletshe	0783161360
94.	Njabulo Creche	106-178	Unfunded	ECD	Nongoma				
95.	Njoko creche	040-186	Funded	ECD	Nongoma	Njoko Area	05	Z Mwane	0713990195
96.	Nkalaneni Senior Citizen	033-522	Unfunded	Service to elderly	Nongoma	Nkalaneni Area		FM Makhoba	N/A
97.	Nkanyeziyokusa creche	040-190	Funded	ECD	Nongoma	Mngamunde Area	01	S Nkambule	0769743100
98.	Nkiyane Creche	122-074	Unfunded	ECD	Nongoma	Mshanelo Area	18	SN Zulu	0782931746
99.	Nkosephayo Creche	071-787	Unfunded	ECD	Nongoma	Ekubeseneni Area	13	TS Mthembu	0834808506
100.	Nkosinathi crèche	040-187	Funded	ECD	Nongoma	Masundwini Area	04	T Ngema	0727888522
101.	Nkosinathi Project	092-207	Unfunded	Community Development	Nongoma	Emanqeleni Area	06	ZD Mahlaba	0824894645

102.	Nkosingihlengi le Soup Kitchen	090-707	Unfunded	Home Base Care	Nongoma	Mememe Area	18	MS Zulu	0720501125
103.	Nkosiabantwa na Creche	046-510	Unfunded	ECD	Nongoma	Msebe Area	05	SS Nxumalo	0790932866
104.	Nkuzana Creche	115-122	Unfunded	ECD	Nongoma	Nkuzana Area	18	TM Nkosi	0769398426
105.	Nokusa Creche	090-782	Funded	ECD	Nongoma	Ndindindi Area	15	NS Ndebele	0849392031
106.	Nongoma AIDS Education	006-934	Unfunded	Social Services and self help	Nongoma	Benedictine Hospital	19	GJ Ndebele	035831700
107.	Nongoma Development Skills	123-934	Unfunded	Skills Developmen t	Nongoma	Lindizwe Area	09	BM Zondo	0834988660
108.	Nongoma Entertainment Association	129-648	Unfunded	Culture and recreation	Nongoma	KwaZiphethe Area	21	M.T Qwabe	0768866035
109.	Nongoma Good Foundation For The Blind	122-107	Unfunded	Community development	Nongoma	Delene Area	21	V Sithole	N/A
110.	Nongoma Peace Boys Clubs	021-964	Unfunded	Youth Developmen t	Nongoma	Ebhuqwini Area	17	T Thusi	0358310333
111.	Nongoma Reading Writing and Arts Organisation	129663	Unfunded	Culture and recreation	Nongoma	Nongoma Town	19	N.P Mpanza	0794256512
112.	Nongoma T.V	119-535	Unfunded	Community Developmen t project	Nongoma	Hlophenkulu Area	16	D.E Khoza	0824820858

113.	Nqobuzulu Day Care	057-276	Funded	ECD	Nongoma	Dinababo Area	12	Thembekile Florence Zulu	0834981753
114.	Ntobeko Creche	071-941	Unfunded	ECD	Nongoma	White City Location	19	T Khumalo	0764584823
115.	Ntokozweni Luncheons Club	081-545	Unfunded	Services to Elderly	Nongoma	Gomondo Area		T Mbatha	0730444154
116.	Ntokozweni Zamokuhle Creche	115-853	Unfunded	ECD	Nongoma	Ezimbabaleni Area		SS Myeni	0766052154
117.	Nzalabantu Luncheon Club	084-066	Funded	Older person Service Centres	Nongoma	Lindizwe Area	9	Thabisile J Kheswa	0823957076
118.	Othandweni Creche	105-339	Funded	ECD	Nongoma	Sbonelo Area	02	ZE Dlamini	0747082381
119.	Phakamani Creche	045-082	Funded	ECD	Nongoma	Njampela Area	04	Mrs Z Ngema	N/A
120.	Phaphamani Creche	040-188	Funded	ECD	Nongoma	Ncemaneni Area		BJ Zulu	0761057239
121.	Phembisizwe Creche & garden	053-803	Unfunded	ECD	Nongoma	Osizweni Area	15	PS Nene	0358313190
122.	Phezukomkhon o Luncheon Club	128-032	Unfunded	Service to elderly people	Nongoma	Esigangeni Area	20	VG Ngcobo	0739028928
123.	Phumulefile Luncheon Club		Funded	Luncheon club	Nongoma				
124.	Sakhimpilo Project	090-649	Unfunded	HIV/AIDS	Nongoma	Okhukhwaneni Area	04	S Zulu	0749784655



125.	Sakhisizwe Creche & Pre-School	069-440	Unfunded	ECD	Nongoma	Maye Area	11	NC Bhekiswayo	0794754105
126.	Sakhulwazi Creche	114-186	Funded	ECD	Nongoma	KwaBunga Area		TH Nyandeni	0762004998
127.	Samukelumusa Creche	066-444	Funded	ECD	Nongoma	Sinkonkonko Area	07	FG Magwaza	0795817879
128.	Samukelumusa Nongoma Club	029-819	Unfunded	HIV/AIDS	Nongoma	Snkonkonko Area	07	S.J Magwaza	0839559031
129.	Sanca Nongoma Alcohol And Drug Help Centre	021-809	Funded	Substance abuse prevention and rehabilitation	Nongoma	Nongoma Main Road next to Magistrate's office	19	S.V Mathe	0358310013/ 083476254
130.	Sbahle Creche	102-686	Funded	ECD	Nongoma	Nkunzana Area	18	SM Ntanzi	0723290138
131.	Sibongamandla Community Service Centre	020-285	Funded	ECD	Nongoma	KwaMsweli Area	17	DN Mncwango	0713292134
132.	Sibongamandla Creche	020-285	Funded	ECD	Nongoma	KwaMsweli Area	16	DN Mncwango	0713292134
133.	Sibonginhlahla Gardeners	090-747	Unfunded	Food Security	Nongoma	Sovane Area	03	SN Thabede	0723910108
134.	Sibonwayinkosi Luncheon Club	070-445	Funded	Older person Service Centres	Nongoma	Osuthu Area	15	Kulu Zulu	0711069148
135.	Sibusisiwe Creche	057-357	Unfunded	ECD	Nongoma	Ezulwini Area	01	BP Sibiya	N/A
136.	Sikhulasonke creche	040-097	Funded	ECD	Nongoma	Madwaleni Area	01	N.B Nkwanyana	0738998236

137.	Sikhululekile Home Based Care	090-765	Unfunded	Service Centre	Nongoma	Bethani Area	17	PPN Shembe	0736045112
138.	Silindokuhle Creche	043-267	Funded	ECD	Nongoma	Esidinsi Area	06	Z Mthembu	0847878006
139.	Sincengimpilo Creche	064-449	Funded	ECD	Nongoma	Esikweni Area next to Myayiza High	09	A Thusini	0722168637
140.	Sinenhlanhla Creche	040-098	Unfunded	ECD	Nongoma	Ekubungazeleni Area	05	NE Maduma	N/A
141.	Sinethemba Creche	094-022	Funded	ECD	Nongoma	Mvulazi Area	08	NR Buthelezi	0787426823
142.	Sinqobile Creche	103-158	Unfunded	ECD	Nongoma	Ekubuseni Area next to Mdlalose Store	13	N.C Gumede	0835433296
143.	Siphosethu Home Based Care	090-712	Unfunded	Home Based Care	Nongoma	Mememe Area	18	LN Simelane	0737473609
144.	Siqalokuhle Social Project	100-127	Unfunded	Community Development	Nongoma	Mehlomane Area		BS Nkosi	0761475141
145.	Sithokozile creche	057-576	Funded	ECD	Nongoma	Ekubungazeleni Area	20	L.B Masondo	0358312232/ 0731453690
146.	Sivikelisizwe Home Based Care	059-310	Unfunded	Health Services	Nongoma	Ekubuseni Area	13	M Mazibuko	0731964389
147.	Siyacathula Farmers & Arts Crafts	028-639	Unfunded	Community Development	Nongoma	Mcebo Area	20	HR Mathe	0358370333
148.	Siyajabula Creche	057-743	Unfunded	ECD	Nongoma	Ntunguye Area	07	Nkosingiphile Etheline	0735686203

149.	Siyakhula Community Creche	090-623	Funded	ECD	Nongoma	Buxedene Area	08	FF Zungu	0716110666
150.	Siyakhula Creche	114-344	Funded	ECD	Nongoma	Lindizwe Area	09	Sibongile Sylvia Mathejwa	0783314590
151.	Siyanakelela Project	102-998	Unfunded	Community Development	Nongoma	Bhekumthetho Area	08	NChiya	0827234258
152.	Siyanakekela Youth Organization	099-165	Unfunded	Youth Services	Nongoma	KwaMusi Area	14	MI Ndwandwe	0738893988
153.	Siyaphambili Creche	057-202	Unfunded	ECD	Nongoma	Manqomfini Area	07	DL Zulu	0737621937
154.	Siyaphambili Luncheon Club	082-310	Unfunded	Services to elderly	Nongoma	KwaMqanga Area	07	T Nene	0728113366
155.	Siyaphambili Ngxongwane Community Care Centre	026-669	Unfunded	Social services and self help	Nongoma	Ngxongwana Area	04	MP Zulu	0828177670
156.	Siyaphila Project	079-735	Unfunded	Food Security	Nongoma	Magedlane Area	18	SA Ndwandwe	0794650173
157.	Siyaphumelela Health Care Service	060-931	Unfunded		Nongoma				
158.	Siyathuthuka	040-093	Unfunded	Community Development	Nongoma	Osuthu Area	15	NS Sibiya	0358313190
159.	Siyathuthuka Creche	047-677	Funded	ECD	Nongoma	Osuthu Area	15	T Myeni	0722229842

160.	Siyathuthuka-Nsimbini Creche	106-687	Funded	ECD	Nongoma	Dayeni Area	14	S. Zungu	0764450253
161.	Siyawela Zenzele Creche	044-958	ECD	Home Base Care	Nongoma	Ophiyaneni Area	16	KM Ndwandwe	0724452114
162.	Siyazama Luncheon Club	084-245	Funded	Older person Service Centres	Nongoma	Sovane Area	3	S Msweli	0791092963
163.	Siyezama Creche	057-266	Funded	ECD	Nongoma	Kwageba Area	03	Mandla /zulu	0842550892
164.	Sizabantu Cleaning services	017-126	Unfunded	Community Development	Nongoma	Lot no. 7Main road	19	TM Zwane	0835135482
165.	Sizabantu Project	081-418	Unfunded	Services to children	Nongoma	Gomondo Area		CM Mkhize	07304444154
166.	Sizakancane Creche	098-399	Unfunded	ECD	Nongoma	Sigoqobeni Area	12	Mabuyi C. Buthelezi	0724239808
167.	Sizakancane Project	081-471	Unfunded	Community Development	Nongoma	Kwa Soshamase		T Nkosi	0735235848
168.	Skhulangemfun do crèche	066-762	Funded	ECD	Nongoma	Embilane Area	13	M.N Ndebele	0796444376
169.	Sozama Creche	044-860	Funded	ECD	Nongoma	Emachibini Reserve	03	MS Buthelezi	0727657340
170.	Sozama Creche	044-860	Funded	ECD	Nongoma	Emachibini Area Sovane	03	MS Buthelezi	0727657340
171.	Sukumam Creche	040-091	Unfunded	Social Service	Nongoma	Mngamunde Area	01	MC Mthethwa	0355958320

172.	Sukumani Creche	083-917	Funded	ECD	Nongoma	Buxedene Area Howin	08	NZ Ndwandwe	0832488263
173.	Sukumani Creche	083-917	Funded	ECD	Nongoma	Howin Area	08	N.Z Ndwandwe	0832488263
174.	Sukumani Luncheon Club	090-718	Unfunded	Service To Elder Persons	Nongoma	Vuna Area	14	BB Zulu	0733351317
175.	Sukumasenze Project	051-992	Unfunded	Community Development	Nongoma	Othinsangu Reserve	11	TA Mthethwa	0837708406
176.	Thandolwaba dala Luncheon Club	065-536	Unfunded	Service to elderly	Nongoma	Ezinkonyeni Area	13	BR Ndwandwe	0733052178
177.	Thandolwaba ntwana Creche	097-881	Unfunded	ECD	Nongoma	Emgodi Area	14	D Dludla	0839475784
178.	Thembaletu Club	065-824	Unfunded	Community Development	Nongoma	Nqokotho Area	18	C Khumalo	0787348547
179.	Thembaletu Luncheon Club	090-692	Funded	Older person Service Centres	Nongoma	Mememe Area	18	P Mthembu	0768974494
180.	Thembalihle Luncheon Club	073-002	Funded	Luncheon club	Nongoma	Bhanganoma Area	01	Nxumalo	0735796777
181.	Thembela Creche	066-343	Unfunded	ECD	Nongoma	Sphambanweni Area	04	NL Zulu	0843981822
182.	Thembelihle Luncheon Club	079-742	Funded	Older person Service	Nongoma	Bhanganoma Area	01	M. A Nxumalo	0728895048

				Centres					
183.	Thubalethu Day Care Creche	111-157	Unfunded	ECD	Nongoma	Mshanelo Area	18	S Zulu	N/A
184.	Thukela Youth	090-753	Unfunded	Luncheon club	Nongoma	Ezilonyeni Area	13	TO Nxumalo	0764881766
185.	Thusanang Creche	090-709	Funded	ECD	Nongoma	Ophalule Reserve	05	T Loate	0736094669
186.	Thuthukani Creche	043-265	Unfunded	ECD	Nongoma	Njampela Arae	04	H Zulu	0820502120
187.	Umsebe community care centre	084-239	Funded	HIV/AIDS	Nongoma	Umsebe Area, Ndimhlane	05	Goodness Nontando Mcambi	0720762089
188.	Unfolding Youths Talent Organization	115-574	Unfunded	Youth Services	Nongoma	Dabhasi Area	11	NS Sibiya	0799629716
189.	Ungangendlel a Educare Centre Pre-School	092-625	Unfunded	ECD	Nongoma	Qedumona Area	09	BR Zulu	0849442045
190.	Vukile Youth Club	102-684	Unfunded	Youth Services	Nongoma	Buxedene Area	08	SZ Khumalo	0820443108
191.	Vukukhanyise Creche	044-699	Funded	ECD	Nongoma	Buxedene Area	08	MS Idah	0823522787
192.	Vukuzenzele Creche	057-352	Funded	ECD	Nongoma	Odwaleni Area	02	C Mncwango	0764938020
193.	Vulingqondo Creche	102-374	Funded	ECD	Nongoma	Ziphethe Area	21	M Ntshangase	0793296638
194.	Wisdom Gate Centre	087-060	Funded	ECD	Nongoma	White City Location	09	RT Dlamini	0722563767

195.	Youth You Can	072-848	Unfunded	Rehabilitative medical services	Nongoma	Nongoma town	19	SB Mthethwa	0792777814
196.	Zabalaza Project	090-746	Unfunded	Youth Services	Nongoma	Lindizwe Area	09	SM Ndwandwe	0744051571
197.	Zakhele Creche	040-095	Funded	ECD	Nongoma	Dabhazi Area Next to Lethukukhanya Primary School	10	J. Ntombela	0723457740
198.	Zamokuhle Creche	084-104	Funded	ECD	Nongoma	Ndimhlane Area	5	Sthembiso Duze	0730063895
199.	Zihlakaniphele Creche	070-490	Funded	ECD	Nongoma	Sovane Area	03	MV Gumbi	0726538405
200.	Ziqokelele Club	090-644	Unfunded	Women's Club	Nongoma	Buxedene Area	08	VA Nzungane	0732821994
201.	Zithuthukise Creche	072-875	Funded	ECD	Nongoma	Sigubudu Area	11	ZS Mpanza	0734207953
202.	Zululand District Disabled Persons Project	068-291	Unfunded	Disability	Nongoma	Vuna Reserve	14	SS Mnguni	0796707742
203.	Zuza Womens Project	090-624	Unfunded	Food security	Nongoma	Ezilonyeni Area	13	BR Ndwandwe	0764881766
204.	Zuzulwazi Creche	090-717	Unfunded	ECD	Nongoma	Ezimpakaneni Area	02	LK Khumalo	0744026446
205.	Zwelisha Creche	070-122	Funded	ECD	Nongoma	Zwelisha Area	04	NH Nene	0829488188

Table 39: Department of Sports and Recreation

Project Name	Project Ref no.	Funding source	Project Budget	Status qou	Locality	DSR- Project Coordinator
Nongoma Indigenous Games	CR/ZUL/1718/04/01	Sport and rec	R 40 000.00	Project approved	All wards under Nongoma	Miss C Msomi
Lindizwe and Isidinsi InterHub Games	CR/ZUL/1718/09/09	Sport and rec	R 30 000.00	Project submitted at Head office	Lindizwe sport grounds	Miss C Msomi
Nongoma Big walk	CR/ZUL/1718/10/12	Sport and Rec	R30 000.00	To be submitted	Nongoma town to Lindizwe grounds	Miss C Msomi
Nongoma ECD Festival	CR/ZUL/1718/11/18	Sport and rec	R10909.00	To be submitted	Holinyoka	Miss C Msomi
Project Name	Project Ref no.	Funding source	Project Budget	Status qou	Locality	DSR- Project Coordinator
Nongoma Golden Games	OR/ZUL/1718/06/03	Sport and Rec	R 15 000.00	Project approved	Mona Stadium	Miss C Msomi
Nongoma work and play	OR/ZUL/1718/09/17		R 10 000.00		Mlokothwa Grounds	Miss C Msomi



Project Name	Project Ref no.	Funding source	Project Budget	Status qou	Locality	DSR- Project Coordinator
Purchase of attire for clubs- Netball	-	Sport and Rec	R 85 900.00	Project submitted to H/O	Nongoma areas participating in club development	Mr CTL Mavundla
Purchase of Equipment- Volleyball	-	Sport and rec	R 55 500.00	Project submitted to H/O	Nongoma areas participating in club development	
Purchase of Equipment- Soccer	-	Sport and Rec	R 51 080.00	project to be submitted	Nongoma areas participating in club development	
Project Name	Project Ref no.	Funding source	Project Budget	Status qou	Locality	DSR- Project Coordinator
Equipment for schools participating g in the Programme		Sport and Rec	R 71 138.00	Project submitted at HO	Selected schools participating in league	Ms C Msomi

	Project Ref no.	Funding source	Project Budget	Status qou	Locality	DSR-Project Coordinator
Nongoma youth run and ladies run	CSPD/ZUL/1718/05/03	Sport and Rec	R40 000.00	Project implemented	Mona grounds	Mr. CTL Mavundla

**Please note other codes are funded at District level , but we do develop them from Local level: codes are Athletics ,Basketball Boxing ,Dance, Football, Karate, Netball, Rugby , Swimming, Volleyball**

Table 40: KZN Department of Agriculture (2017/2018)

District Municipality	Local Municipality	Inkosi	Ward No.	PROJECT/FARM NAME	ADT Name	PROJECT TYPE (eg broiler, vegetable etc)	COMMODITY (eg crop, layer/broiler, maize, beans, vegetable etc)	PROJECT ACTIVITIES (e.g km of fencing erected; ha of irrigation etc)	Project Estimated Budget
Zululand	Nongoma	P.T Zulu	13	Emfemfeni		Borehole		New borehole, equipped with pump and reservoir	R250,000.00
Zululand	Nongoma	E.B Zulu	2	Nkweme		Borehole		New borehole, equipped with pump and reservoir	R250,000.00
Zululand	Nongoma	E.B Zulu	1	Ntweni		Borehole		New borehole, equipped with pump and reservoir	R250,000.00
Zululand	Nongoma	E.B Zulu	10	Ndololwane		Borehole		New borehole, equipped with pump and reservoir	R250,000.00
									R250,000.00
									R250,000.00
									R250,000.00
									R 1,750,000
									<b>R 1,750,000</b>
District Municipality	Local Municipality	GPS in Degrees Minutes and Seconds South	GPS in Degrees Minutes and Seconds East	PROJECT/FARM NAME					
Zululand	Nongoma	S28 05 17,2	E31 34 58,4	Emfemfeni	PP GUMEDE	Borehole		New borehole, equipped with pump and reservoir	
Zululand	Nongoma	S27 50 36,7	E31 54 27,6	Nkweme	J JIYANE	Borehole		New borehole, equipped with pump and reservoir	
Zululand	Nongoma	S27 55 49,5	E31 44 03,3	Ntweni	KB SHAMASE	Borehole		New borehole, equipped with pump and reservoir	
Zululand	Nongoma	S28.05 320	E31 68 540	Ndololwane	EB MAYISE	Borehole		New borehole, equipped with pump and reservoir	

LINE NO.	DESCRIPTION OR SPECIFICATION OF ITEM (Please be very specific and clear)	REQUIRED QUANTITY	UNIT PRICE EXCL. VAT		TOTAL PRICE	
			R	C	R	C
1	Supply and deliver garden tools and install Jojo tanks (water harvesting material) for Food Security Household gardens (10 x 10m) for thirteen (12) Households in Nongoma as per the attached list at Zululand District. AS FOLLOWS:	3 community gardens				
2.	2500L Plastic water storage tank (Jojo or equivalent)	3				
3.	6.0m PVC U-shape gutters with 6 x gutter brackets, 90mm downpipe and bends + tank fittings	3				
4.	4-prong digging fork with steel 0.7m long shaft (Lasher, Okapi or Gardena)	21				
5.	Steel Domestic Spade (rounded)	21				
6.	900g hoe head with wooden handle.	21				
7.	10L plastic watering can	21				
8.	Harvesting crate	21				
<b>TOTAL</b>					<b>R70 000-00</b>	

## **KZN Department of Education**

### **1. STORM DAMAGED SCHOOLS TO BE REPAIRED**

NO	NAME OF SCHOOLS	CURRENT STATUS	DATE TO BE COMPLETED
1.	BHOKWE HIGH SCHOOL	60%	2017
2.	EMAYENI PRIM SCHOOL	ON SITE DoPW	2017/18
3.	EMPUCUKWENI PRIM SCHOOL	ON SITE	2017/18
4.	LINDIZWE PRIM SCHOOL	ON SITE	2017
5.	MANZIMAKHULU PRIM SCHOOL	ON SITE	2017
6.	NONGOMA PRIM SCHOOL	ASSESSMENTS	2017
7.	NYONEBOMVU SEC SCHOOL	ASSESSMENTS	2017
8.	P/NDABUKO SEC SCHOOL	ON SITE	2017/18
9.	THULWANA HIGH SCHOOL	ON SITE	2017
10.	BHANGANOMO PRIM SCHOOL	ON SITE	2017/18
11.	VEZUKUKHANYA PRIM	ON SITE	2017/18
12.	MANYONI PRIM SCHOOL	ON SITE	2017/18
13.	ESIDINSI PRIM SCHOOL	ON SITE	2017/18
14.	EBUKHALINI PRIM SCHOOL	ON SITE	2017/18
15.	BAZINI PRIM	ON SITE	2017/18
16.	UBUMBANO PRIM	ON SITE	2017/18
17.	KWAMDOLO PRIM	ON SITE	2017/18
18.	EMANONO SEC SCHOOL	ON SITE	2017/18
19.	INTATHAKUSA PRIM	ON SITE	2017/18
20.	KWAZIHLAKANIPHELE PRIM	ON SITE	2017/18

### **2. CAPITAL PROJECTS**

NO	NAME OF SCHOOLS	DATE TO BE COMPLETED
3.	HOLINYOKA PRIM SCHOOL	2017/18
4.	PHUMANYOVA HIGH SCHOOL	2018
5.	BANGAMAYA PRIM SCHOOL	2018
6.	MUSA LSEN SCHOOL	2018
7.	KWANOGCOYI PRIM SCHOOL	2018
8.	EMPILWENI HIGH SCHOOL	2018
9.	NEW MONA PRIM SCHOOL	2018
10.	EBUHLENIBENKOSI SEC SCHOOL	2018
11.	NONGOMA FINISHING SCHOOL	2018
12.	KWADENGE HIGH SCHOOL	2018

### **3. TOILETS**

NO	NAME OF SCHOOLS	DATE TO BE COMPLETED
1.	NQABAYEMBUBE SEC SCHOOL	2017/18
2.	VEZUKUKHANYA PRIM SCHOOL	2017/18
3.	MSEBE PRIM	2017/18
4.	MTHOMBOWESIZWE HIGH	2017/18
5.	EKUTHOKOZENI PRIM	2017/18

6.	MANYONI PRIM SCHOOL	2017/18
7.	MAKHEME PRIM	2017/18
8.	NKALANENI PRIM SCHOOL	2017/18
9.	QALOKUSHA PRIM SCHOOL	2017/18
10.	INDABIKHULUNYWAYO PRIM	2017/18
11.	MANZIMAKHULU PRIM SCHOOL	2017/18
12.	ISIHLAHLASENKOSI SEC SCHOOL	2017/18
13.	THULWANA HIGH SCHOOL	2017/18

Table 42: Department of Human Settlement

**PROJECTS IN 2017/18 BUSINESS PLAN**

Project Name	Ward	No. of Units	Total Budget	2017/18 Cashflow	2017/17 Units
KOMBUZI	3	500	R54 309 705.00	R21 600 000.00	180
MATHENI B	10&13	650	R70 058 183.00	R19 200 000.00	160
NKUKHWINI	1	600	R64 901 741.00	R23 936 000.00	200
NKUNZANA	18	600	R61 451 442.00	R19 200 000.00	160
OSUTHU B	16,17&18	650	R69 495 728.00	R28 800 000.00	240
VUNA	14	600	R64 979 442.00	R21 600 000.00	180
OSS & DISASTER -ABT	Various wards	140	R16 520 000.00	R16 520 000.00	140
OSS & DISASTER -157	1,2&3	157	R14 915 000.00	R14 915 000.00	157

**PROJECTS IN PLANNING**

Municipality	Project Name	No. of Units	Total Budget	2017/18 Cashflow
NONGOMA	SIYAZAMA	1000	R 2 330 000.00	R500 000.00

**FUTURE PROJECTS**

Project Name	Ward	Status
MATHENI A	12	Awaiting Council Resolution
MANDLAKAZI A	6&8	Awaiting Council Resolution

MANDLAKAZI B	2,3,5&7	Awaiting Council Resolution
BHUQWINI	17	Awaiting project approval
KHOKHWANENI	4	Awaiting project approval
MPUNZANA	21	Awaiting Council Resolution
ZIDWADWENI	5	Approved ,drafting of the contract is underway
MHAMBUMA	15	Busy with Stage 2 submission
SIYAZAMA	15	Busy with Stage 2 submission
OSUTHU A	9&20	Busy with Stage 2 submission

**Table43: KZN Department of Economic Development and Agriculture**

Project Name	Project Description & Beneficiaries	Project Locality	Budget
SMME Training & Capacity Building	Skills development programme done by the specialist in the field to benefit small businesses. Current	Province wide	R 3,000,000.00
Local Competitiveness Fund 8 Agro-processing	Funding for implementation projects in Agro-processing from R1 000 000 to R5 000 000. Partnership based programme. Individual businesses to apply will advertise around June 2017. partnership based where the grant amount is 70% of the total project costs and the 30% is cash input from the applicant.	Province wide	Depends on projects
KwaMajomela Small Scale Manufacturing and Service Centre Engineering Designs	Designs and building plans for KwaMajomela Small Scale Manufacturing and Service Centre to implemented in the following year. The project will also come up with the bill of quantities to used for construction.	Nongoma	R500,000.00
Co-operative Training- Training of Trainers (Coastal FET)	Skills development programme that benefits co-ops in the province. This assists both the existing and the aspiring co-ops. Current	All Districts- Province wide	R 12,000,000.00
Project Name	Project Description & Beneficiaries	Project Locality	Budget

UKZN Post-graduate Diploma and Masters Programme (capacity building)	Capacity building programme in partnership with the university of KZN to benefit LED stakeholders in the province(LED practitioners, civil society and business). Current	Province wide	R3, 298, 889.00
Tourism Mentorship Programme	A mentorship programme for existing tourism small businesses. Current	Province wide	R 1,000,000.00
Various Incubation and Mentorship Programmes	Incubation and mentorship of SMME's, Cooperatives and women	Province wide	R5,000,000.00
KZN SMME Master-plan	Develop a KZN SMME Master-plan to manage the development of SMME's in KZN	Province wide	R1,000,000.00
Integrated Statistical Database	Database Development project. Current	Province wide	R 4,000,000.00
Project Name	Project Description & Beneficiaries	Project Locality	Budget
Radical Economic Transformation projects	Black Industrialists Programme. (Enterprise & Supplier Development- Secretariat)	Province wide	R15, 000, 000.00
	Revitalization of Township & Rural Economies (Bulk Buying & Warehousing)	Province wide	R15, 000, 000.00
	SME Academy (Training & Capacity Building)	Province wide	R15, 000, 000.00
	Radical Agrarian Soci-economic. Transformation (RASET)	Province wide	R20, 000, 000.00
	Black Industrialists- Scale Industries	Province wide	R10, 000, 000.00



## FUNDING OPPORTUNITIES AVAILABLE FROM DEPARTMENT

Name of Fund	Description of Fund	Window of Opportunity	Contact Person
LCF VII Local Competitiveness Fund	Funding the small business partnerships from R1 000 000.00 to R5 000 000.00 per project . 70% grant and 30 % own contribution	One window one for the full application on a specific sector (clothing and textile)	Bongani Mkhize 033-2642641 Mkhizebo@kznded.gov.za
EDTEA Public Entities	Soft loan funding from the public entities, e.g. Ithala , TIKZN, Growth Fund,	Depends on the entity, mostly done on project basis	Ntuthuko Myeza/Nokuthula Nxumalo 034-989 5100 NxumaloN@kznded.gov.za MyezaN@kznded.gov.za
EDTEA Own Funding	This is grant funding on both planning and implementation projects that create the enabling environment/ economic infrastructure	This is per financial year and depends on availability of funds	Bongani Mkhize /Ntuthuko Myeza/ Nokuthula Nxumalo 033-2642641/034 989 5100 Mkhizebo@kznded.gov.za NxumaloN@kznded.gov.za MyezaN@kznded.gov.za
Project Finance Assistance	Technical assistance and referrals to funding partners/ institutions	No window depends on project submissions	Fatima Osman 033 264 2541 osmanf@kznded.gov.za

Table 44: KZN Department of Transport

jLocation	Contract Description	Ward No	Activities	Unit of Measure	Target Output	Project Allocation
Off P234 - Mandlakazi	Indabekhulunywayo School Access Road (Quotation)	Ward 2	New Gravel Road	km	0.8	500,000
Off P736 - Usuthu	Mankulumane School Access Road (Quotation)	Ward 15	New Gravel Road	km	0.4	300,000
Ekuthokozeni	Nkweme Road	Ward 2	New Gravel Road	km	3.5	1,450,000
Ngcogoma	Ncogoma Road (L1534)	Ward 5	New Gravel Road	km	1.8	750,000
Ohiyeni	Isdudana Causeway	Ward 15	New Gravel Road	km	1.0	1,550,000
Off P234 - Njampela	D1899	Ward 4	Betterment & Regravelling	km	9.6	3,800,000
Off D1855 - Ekuvukeni	D1901	Ward 10	Betterment & Regravelling	km	6	2,500,000
Off P52/2 KwaMusi - KwaDayeni	D2300	Ward 14	Betterment & Regravelling	km	3.4	1,450,000
Off D1853 - D1902	A3262 (Contract 1)	Ward 11	Betterment & Regravelling	km	3.5	1,500,000
Off D1853 - D1902	A3262 (Contract 2)	Ward 11	Betterment & Regravelling	km	3.1	1,250,000
Off D1893 - D1818	D1924	Ward 16	Betterment & Regravelling	km	6	2,350,000
KwaTweyisa	L534	Ward 5	Betterment & Regravelling	km	4.1	1,400,000
Mandlakazi - Sovane	D1816	Ward 3	Betterment & Regravelling	km	7.5	2,300,000
Dongothuli	D1806 (Contract 1)	Ward 2	Betterment & Regravelling	km	3.5	1,450,000
Dongothuli	D1806 (Contract 2)	Ward 2	Betterment & Regravelling	km	3.2	1,450,000
Sigubudu	D2049 (Contract 1)	Ward 12	Betterment & Regravelling	km	4	1,600,000
Sigubudu	D2049 (Contract 2)	Ward 12	Betterment & Regravelling	km	4.1	1,650,000
Off D1855 Ngwemnyama - D1901	D1915	Ward 10	Betterment & Regravelling	km	3.2	1,300,000
	Construction Of Pedestrian Sidewalks - P52/2 (Contract 1)		EPWP	m	500	R 540,000.00
	Construction Of Pedestrian Sidewalks - P52/2 (Contract 2)		EPWP	m	500	R 540,000.00



		Construction Of Pedestrain Sidewalks - P52/2 Material cost			EPWP				R 920,000.00	
LM	Reg. Scheme	FIN. YEAR	Ward 201 6	Infrastruct ure Type	Size or Number of househol ds	LENG TH or SIZE	Z-Nr	Description or Settlement Name	Cost (Bulks)	Cost (Retics)
Nongo ma	Mandhlak azi	In progress		Treatmen t	10ML			Upgrade WTW for additional demand in MandI Phase5		
Nongo ma	Mandhlak azi	In progress	8	Settlemen t Reticulati on	101		Z175	Khamangweni		5,046,15 4
Nongo ma	Mandhlak azi	In Progress	8	Settlemen t Reticulati on	97		Z177	Kwashonongo		
Nongo ma	Mandhlak azi	In Progress	8	Settlemen t Reticulati on	66		ZBUK39	Esikhalenisowu wa		
Nongo ma	Mandhlak azi	In Progress	8	Settlemen t Reticulati on	118		Z185	Hawini		6,000,00 0
Nongo ma	Mandhlak azi	In Progress	8	Settlemen t Reticulati on	314		Z184	Mavulazi		
Nongo ma	Mandhlak azi South	2017/20 18	7	Settlemen t Reticulati on	152		Z178	Gwebu 2, Mphola & Wela 2 Reticulation (Mandhlakazi		12,000,0 00

								South Phase 3)			
Nongo ma	Mandhlak azi West	2017/20 18	1	Bulks	100	4,387		GM 1 - Res A (H) to Res B	70,000,0 00		
Nongo ma	Mandhlak azi West	2017/20 18	1	Bulks	100	5,006		GM 2 - Res B to Res H1			
Nongo ma	Mandhlak azi West	2017/20 18	1	Storage	300kl			Proposed 300Kl Elevated retic tank @ 660m (MSW)			
Nongo ma	Mandhlak azi West	2017/20 18	1	Storage	1ML			1MI Bulk RC Res B @ 653m			
Nongo ma	Mandhlak azi West	2017/20 18	1	Pump Station	648m			Pump station @ 648m			
Nongo ma	Mandhlak azi West	2017/20 18	3	Bulks		-		Zone Phase 5.1 Bulks	25,000,0 00		
Nongo ma	Mandhlak azi West	2018/20 19	3,5	Bulks		-		Zone Phase 5.2 Bulks	35,000,0 00		
Nongo ma	Mandhlak azi West	2018/20 19	3	Bulks		-		Zone Phase 5.3 Bulks	26,000,0 00		
Nongo ma	Mandhlak azi South	2018/20 19	1	Settleme nt Reticulati on	92		Z290	Zidwadweni	9,000,00 0		
Nongo ma	Mandhlak azi South	2018/20 19	1	Settleme nt Reticulati on	75		Z304	Ntweni 1			
Nongo ma	Mandhlak azi South	2018/20 19	1	Settleme nt Reticulati on	25		Z313	Mngamunde			

Nongo ma	Mandhlak azi South	2018/20 19	1	Settleme nt Reticulati on	52		Z291	Geqa			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	4		Z333	Esqelwini			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	25		ZBUK25	Magendene			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	105		Z303	Mthonjaneni			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	88		Z334	Esikuthwaneni			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	56		Z323	Okhalweni 2			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	33		Z328	Kolubomvu 2			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	113		Z320	Kwagongolozan e			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	108		Z317	Hlushwaneni			

Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	96		Z316	Mduda			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	111		Z321	Mgxanyini			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	63		Z322	Esigodiphola 1			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	120		Z336	Mapambeni			
Nongo ma	Mandhlak azi	2018/20 19	3	Settleme nt Reticulati on	57		Z387	Dlakuse			
Nongo ma	Mandhlak azi	2018/20 19	5	Settleme nt Reticulati on	174		Z280	Sinqanda			
Nongo ma	Mandhlak azi	2018/20 19	7	Settleme nt Reticulati on	81		Z181	Sinkonkonko 2			
Nongo ma	Mandhlak azi	2018/20 19	7	Settleme nt Reticulati on	125		Z179	Sinkonkonko 1			
Nongo ma	Mandhlak azi	2018/20 19	7	Settleme nt Reticulati on	80		Z182	Vukani 1			

Nongo ma	Mandhlak azi	2018/20 19	7	Settleme nt Reticulati on	36		Z952	Mbembe			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	16		ZBUK26	Maceneni			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	104		Z315	Number7			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	65		ZBUK27	Maqhineni			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	50		Z300	Gagasini			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	164		Z297	Qondile 1			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	43		Z298	Ezinhlaben			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	24		Z295	Ezingweni			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	79		Z299	Emagqebeni (Mlaza)			



Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	66		ZBUK29	Shalashala			
Nongo ma	Mandhlak azi	2019/20 20	3	Settleme nt Reticulati on	42		Z314	Emathlomane			
Nongo ma	Mandhlak azi	2019/20 20	5	Settleme nt Reticulati on	131		Z292	Kwajuba			
Nongo ma	Mandhlak azi	2019/20 20	5	Settleme nt Reticulati on	79		Z718	Mahlomane			
Nongo ma	Mandhlak azi	2019/20 20	5	Settleme nt Reticulati on	22		Z294	Kolubomvu 1			
Nongo ma	Mandhlak azi	2019/20 20	18	Settleme nt Reticulati on	21		Z276	Manqanyini			
Nongo ma	Mandhlak azi	2019/20 20	18	Settleme nt Reticulati on	180		Z664	eHlabathini 1			
Nongo ma	Mandhlak azi	2019/20 20	18	Settleme nt Reticulati on	328		Z661	Mememe			
Nongo ma	Mandhlak azi	2019/20 20	18	Settleme nt Reticulati on	56		Z657	Masimba- Ndawonye			

Nongo ma	Mandhlak azi	2019/20 20	18	Settlemen t Reticulati on	85		Z663	Kwadleka			
Nongo ma	Mandhlak azi	2019/20 20	18	Settlemen t Reticulati on	276		Z665	Kwakhangelela			
Nongo ma	Mandhlak azi West	2019/20 20	3	Bulks		-		Zone Phase 5.4 Bulks	16,000,0 00		
Nongo ma	Mandhlak azi West	>2022	3	Bulks		-		Zone Phase 5.5 Bulks	138,000, 000		
Nongo ma	Mandhlak azi	2019	All	Bulks Upgrade to 20ML	10ML			Bulks upgrade from 10ML to 20ML (year 2019)	207,000, 000		
Nongo ma	Mandhlak azi	2024	All	Bulks Upgrade to 30ML	10ML			Bulks upgrade from 20ML to 30ML (year 2024)	25,000,0 00		
Nongo ma	Mandhlak azi	>2022	2	Settlemen t Reticulati on	10		Z951	Mthwandlana 1			
Nongo ma	Mandhlak azi	>2022	2	Settlemen t Reticulati on	23		Z236	Esixeni			
Nongo ma	Mandhlak azi	>2022	2	Settlemen t Reticulati on	79		ZBUK11	Vusu Musi			
Nongo ma	Mandhlak azi	>2022	2	Settlemen t Reticulati on	41		ZMAP38	Ntenjane			

				on							
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	56		Z234	Kwankweme			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	55		ZBUK21	Enkanyezini			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	58		ZMAP39	Dungamanzi 1			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	134		Z251	Ovukneni			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	76		Z230	Ngangayiphi			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	117		Z229	Msebe			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	41		Z235	Maswazini			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	47		Z237	Cisho			
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati	165		Z228	Isibonela			

				on							
Nongo ma	Mandhlak azi	>2022	2	Settleme nt Reticulati on	81		Z238	Zikaniphela			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	62		Z277	Vumbuka			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	183		Z296	Domba			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	94		Z330	Sovana			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	78		Z332	Njonyomane			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	58		Z327	Macijo			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	45		Z329	Vesonweni			
Nongo ma	Mandhlak azi	>2022	3	Settleme nt Reticulati on	128		Z331	Machibini			
Nongo ma	Mandhlak azi	>2022	4	Settleme nt Reticulati	170		Z211	Khokhwaneni			

				on							
Nongo ma	Mandhlak azi	>2022	4	Settlemen t Reticulati on	410		Z210	Manqeleni			
Nongo ma	Mandhlak azi	>2022	4	Settlemen t Reticulati on	193		Z219	Esiphambeneni			
Nongo ma	Mandhlak azi	>2022	4	Settlemen t Reticulati on	126		Z219	Esiphambanwen i			
Nongo ma	Mandhlak azi	>2022	5	Settlemen t Reticulati on	137		Z247	Mpuphusi			
Nongo ma	Mandhlak azi	>2022	5	Settlemen t Reticulati on	262		Z239	Bambelentulo			
Nongo ma	Mandhlak azi	>2022	5	Settlemen t Reticulati on	127		Z248	Nhlebeli			
Nongo ma	Mandhlak azi	>2022	5	Settlemen t Reticulati on	164		Z249	Ophaphasi			
Nongo ma	Mandhlak azi	>2022	5	Settlemen t Reticulati on	108		Z250	Fakude			
Nongo ma	Mandhlak azi	>2022	5	Settlemen t Reticulati	138		Z268	Ndimhlana			

				on							
Nongo ma	Mandhlak azi	>2022	5	Settleme nt Reticulati on	157		Z269	Toyisa Langalesizwe			
Nongo ma	Mandhlak azi	>2022	5	Settleme nt Reticulati on	142		Z270	Esheshi			
Nongo ma	Mandhlak azi	>2022	5	Settleme nt Reticulati on	92		Z271	Emphilweni			
Nongo ma	Mandhlak azi	>2022	5	Settleme nt Reticulati on	190		Z266	Khethankomo			
Nongo ma	Mandhlak azi	>2022	5	Settleme nt Reticulati on	71		Z264	New Town			
Nongo ma	Mandhlak azi	>2022	5	Settleme nt Reticulati on	191		Z265	Mthincongo			
Nongo ma	Mandhlak azi	>2022	6	Settleme nt Reticulati on	18		Z222	Esigodiphola 2			
Nongo ma	Mandhlak azi	>2022	6	Settleme nt Reticulati on	589		Z194/Z195/Z 187	Esidinsi			
Nongo ma	Mandhlak azi	>2022	6	Settleme nt Reticulati	234		Z208	Khenani			

				on							
Nongo ma	Mandhlak azi	>2022	6	Settlemen t Reticulati on	214		Z209	Dushwini			
Nongo ma	Mandhlak azi	>2022	6	Settlemen t Reticulati on	63		Z220	Phumanyova			
Nongo ma	Mandhlak azi	>2022	6	Settlemen t Reticulati on	74		Z221	Cabokwakhe			
Nongo ma	Mandhlak azi	>2022	6	Settlemen t Reticulati on	191		Z172	Dengeni			
Nongo ma	Mandhlak azi	>2022	6	Settlemen t Reticulati on	118		Z173	Kwambongi			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	146		Z204	Sibanyaneni			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	57		Z955	Maganganeni			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	31		ZBUK23	Mgolokotho			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati	89		Z954	Bhidi			

				on							
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	161		Z956	Egudu			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	41		Z957	Nzondwane			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	207		Z197	Mpuqwini			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	45		Z205	Chinamorgan			
Nongo ma	Mandhlak azi	>2022	7	Settlemen t Reticulati on	74		Z206	Nkungwini			
Nongo ma	Mandhlak azi	>2022	8	Settlemen t Reticulati on	114		Z186	Ncemaneni			
Nongo ma	Mandhlak azi	>2022	8	Settlemen t Reticulati on	301		Z196	Bhekumthetho 2			
Nongo ma	Mandhlak azi	>2022	8	Settlemen t Reticulati on	189		Z207	Nkonjeni			
Nongo ma	Mandhlak azi	>2022	18	Settlemen t Reticulati	141		Z243	Zibusele			



				on							
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	14		ZBUK24	Meyame			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	98		Z240	Maduma			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	36		Z246	Magomba			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	27		ZBUK28	Emnzine			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	66		Z274	Mzini Enzondwane			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	59		Z272	Nanqanyini			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	38		Z273	Ezikleleni			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati on	133		Z275	Hlabathini 1			
Nongo ma	Mandhlak azi	>2022	18	Settleme nt Reticulati	68		Z278	Umlazi			

				on							
Nongo ma	Mandhlak azi	>2022	20	Settleme t Reticulati on	116		Z227	Manqashaneni			
Nongo ma	Mandhlak azi	>2022	20	Settleme t Reticulati on	75		Z225	Nkabane			
Nongo ma	Mandhlak azi	>2022	20	Settleme t Reticulati on	275		Z630	Vilane			
Nongo ma	Mandhlak azi	>2022	20	Settleme t Reticulati on	250		Z226	Ekubungazeleni			
uPhong olo	Mandhlak azi	2019/20 20	1	Settleme t Reticulati on	234		ZMAP31	Mpakama		-	
Nongo ma	Usuthu	In Progress	19	Storage				New bulks reservoir and retics within Nongoma town.	6,489,65 1		
Nongo ma	Usuthu	In Progress	9	Pump Station				Holinyoka PS at Ndikandika	996,785		
Nongo ma	Usuthu	In Progress	9	Pump Station				Lindizwe PS & Res G02 at Sikhleni			
Nongo ma	Usuthu	In progress	15	Upgrade exist WTW	7ML			WPW Upgrade PH1 & 2; Mechanical/Elec trical work	54,600,4 55		
Nongo ma	Usuthu	In progress	20	Storage	7ML			Bulk Res G-2 at Nongoma Town	19,335,0		

									00		
Nongo ma	Usuthu	2017/18	13	Source / Abstractio n				Vuna Dam Dredging	9,800,00 0		
Nongo ma	Usuthu	2017/18	15	Dam Geotech				Off-storage dam (Geotech)	1,500,00 0		
Nongo ma	Usuthu	2017/20 18	19	Bulks		-		Bulks from Nongoma town to surrounding settlements	16,600,0 00		
Nongo ma	Usuthu	2017/20 18	9	Settlemen t Reticulati on	141			Lindizwe Reservoir retics: Ndikandika, Zwelisha, Sikhkeni	32,000,0 00		
Nongo ma	Usuthu	2017/20 18	9	Settlemen t Reticulati on				Holinyoka Reservoir retics: Holinyoka, eBhungwe, eMkhondo, Kwasincengile, Kwadenge, Nqumbi, Mahayoyo, Gomondo, Ezilonyeni, Matshempunzi	24,680,0 00		
Nongo ma	Usuthu	2017/20 18	4	Settlemen t Reticulati on	97		ZMAP25	Mahlezane		1,270,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settlemen t Reticulati on	377		Z365	Kwa'Denge		4,070,00 0	

Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	225		Z369	Emkhondo		2,550,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	379		Z370	Holinyoka		4,090,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	167		Z371	Ndikandika		1,970,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	119		Z367	Kwasicengile		1,490,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	87		ZNew159	Sikheleni		1,170,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	127		Z592	Sikhleni		1,570,00 0	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	115		Z368	Ebhunge		-	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	115		Z591	Esikhaleni 1		-	
Nongo ma	Usuthu	2017/20 18	9	Settleme nt Reticulati on	514		Z593	Lindizwe		-	

Nongo ma	Usuthu	2017/20 18	13	Settleme nt Reticulati on	113		ZMAP27	Nqumbi		1,430,00 0	
Nongo ma	Usuthu	2017/20 18	13	Settleme nt Reticulati on	220		ZMAP28	Mahayoyo		2,500,00 0	
Nongo ma	Usuthu	2017/20 18	13	Settleme nt Reticulati on	185		Z580	Gomondo		-	
Nongo ma	Usuthu	2017/20 18	14	Settleme nt Reticulati on	193		Z581	Ezilonyeni		-	
Nongo ma	Usuthu	2017/20 18	16	Settleme nt Reticulati on	403		Z606	Ophiyaneni		4,330,00 0	
Nongo ma	Usuthu	2017/20 18	16	Settleme nt Reticulati on	198		Z605	Kwasabela		-	
Nongo ma	Usuthu	2017/20 18	16	Settleme nt Reticulati on	673		Z696	Ophalule		-	
Nongo ma	Usuthu	2017/20 18	16	Settleme nt Reticulati on	250		Z622	Nhlophenkulu		-	
Nongo ma	Usuthu	2017/20 18	16	Settleme nt Reticulati on	100		Z624	Mcwembe		-	

Nongo ma	Usuthu	2017/20 18	20	Settleme nt Reticulati on	147		Z604	Sgodiphola 2		-	
Nongo ma	Usuthu	2017/20 18	20	Settleme nt Reticulati on	87		Z603	Emvomveni		-	
Nongo ma	Usuthu	2017/20 18	21	Settleme nt Reticulati on	532		Z600	Ziphete		5,620,00 0	
Nongo ma	Usuthu	2017/20 18	21	Settleme nt Reticulati on	122		Z590	Matshempunzi		-	
Nongo ma	Usuthu	2017/20 18	21	Settleme nt Reticulati on	27		Z609	Eningeni		-	
Nongo ma	Usuthu	2017/20 18	21	Settleme nt Reticulati on	307		Z610	Emahashini		-	
Nongo ma	Usuthu	2018/20 19	9	Settleme nt Reticulati on				Nongoma South Retics: Lindizwe, Esikhaleni		28,800,0 00	
Nongo ma	Usuthu	2018/20 19	13	Source / Abstractio n				Vuna Dam Fish Ladder	2,500,00 0		
Nongo ma	Usuthu	2018/20 19	4	Bulks	350	9,653		Bulk gravity mains from Lindizwe PS to Bulk Res F at Emaqeleni & Sec. Bulks	57,000,0 00		

Nongo ma	Usuthu	2018/20 19	9,1 6	Settleme nt Reticulati on				Nongoma town surrounding retics		55,700,0 00	
Nongo ma	Usuthu	2019/20 20	16	Settleme nt Reticulati on	1,075		Z606	Canaan		25,000,0 00	
Nongo ma	Usuthu	2019/20 20	9,1 6	Settleme nt Reticulati on	194		Z601	Delene (KwaMinya)		10,600,0 00	
Nongo ma	Usuthu	2020/20 21	13	Settleme nt Reticulati on	118		Z579	Ekubuseni		1,480,00 0	
Nongo ma	Usuthu	2020/20 21	14	Settleme nt Reticulati on	131		Z564	Emahlombe		1,610,00 0	
Nongo ma	Usuthu	2020/20 21	14	Settleme nt Reticulati on	302		Z561	Esigangeni 1		3,320,00 0	
Nongo ma	Usuthu	2020/20 21	14	Settleme nt Reticulati on	52		Z560	Khalweni		820,000	
Nongo ma	Usuthu	2020/20 21	14	Settleme nt Reticulati on	151		Z554	Badlaneni		-	
Nongo ma	Usuthu	2020/20 21	14	Settleme nt Reticulati on	117		Z559	Newgoli		-	

Nongo ma	Usuthu	2020/20 21	14	Settlemen t Reticulati on	105		Z562	Itshodo		-	
Nongo ma	Usuthu	2020/20 21	14	Settlemen t Reticulati on	77		Z563	Kwandase		-	
Nongo ma	Usuthu	2020/20 21	14	Settlemen t Reticulati on	296		Z578	Ivuna		-	
Nongo ma	Usuthu	>2022	13	Storage	2ML			Bulk Res F at Emaqeleni	6,173,00 4		
Nongo ma	Usuthu	>2022	1	Secondar y Bulks	75	1,145		Secondary bulks from Mbengo to Res H7 at Ntshangase Trust	538,044		
Nongo ma	Usuthu	>2022	1	Secondar y Bulks	75	2,527		Secondary bulks from Mbengo to Res H7 at Ntshangase Trust	1,187,26 6		
Nongo ma	Usuthu	>2022	1	Bulks	300	5,765		Bulk gravity mains from Res D off-take to Res E off-take at Onyango	10,720,9 59		
Nongo ma	Usuthu	>2022	1	Storage	30KI			Res H7 at Ntshangase Trust	509,520		
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	7		Z362	Emaqeleni 2		370,000	



Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	30		Z362	Emaqeleni 3		600,000	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	41		Z826	Emanqomfini 2		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	79		Z826	Emanqomfini 1		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	286		Z189	Masundwini		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	102		Z215a	Mfankomo		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	77		Z214	Mhlwehlwe		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	245		Z190	Manyoni		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	71		Z192	Makholweni		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	92		Z193	Sindaba		-	

Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	96		Z213	Emakhandeni		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	38		Z823	Mbonjeni		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	295		Z218	Henenende		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	149		Z217	Edlabe		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	90		Z216	Ethokoza		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	135		Z167	Nkalaneni		-	
Nongo ma	Usuthu	>2022	4	Settlemen t Reticulati on	59		Z361	Mashenge		-	
Nongo ma	Usuthu	>2022	6	Settlemen t Reticulati on	201		Z170	Ekuvukeni		2,310,00 0	
Nongo ma	Usuthu	>2022	6	Settlemen t Reticulati on	80		Z171	Ndololwane		-	

Nongo ma	Usuthu	>2022	7	Bulks	200	7,871		Bulk gravity mains off-take to Bulk Res E	10,895,1 92		
Nongo ma	Usuthu	>2022	9	Settlemen t Reticulati on	57		Z364	Gomabagagu		-	
Nongo ma	Usuthu	>2022	9	Settlemen t Reticulati on	59		Z366	Ezinhlabeni		-	
Nongo ma	Usuthu	>2022	10	Bulks	200	11,44 6		Bulk gravity mains from Bulk Res F to Bulk Res J at Kwelibomvu	15,843,2 21		
Nongo ma	Usuthu	>2022	10	Storage	500KL			Bulk Res J at Kwelibomvu	2,347,18 9		
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	16		Z575	Kwahelibheshu		460,000	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	72		ZBUK56	Nombanjana		1,020,00 0	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	26		ZNN26	Engongoma		560,000	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	213		Z160	Nsawulani		2,430,00 0	
Nongo ma	Usuthu	>2022	10	Settlemen t	20		ZMAP18	Nokhesheni		500,000	

				Reticulati on							
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	181		Z163	Emakholweni 2		2,110,00 0	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	126		Z168	Magutshwa		1,560,00 0	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	26		Z572	Qule		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	43		Z574	Egedeni		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	48		Z576	Mangongo		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	109		ZNN25	Kwamshiki		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	31		ZNN24	Duma		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	100		ZMAP11	Dindela		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati	76		ZMAP10	Mpondo 1		-	

				on							
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	39		ZBUK58	Mgiqwane		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	42		ZBUK59	Entshoweni		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	166		Z573	Kwelibomvu		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	101		Z572	Ezombode		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	154		ZBUK57	Hobiyana		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	209		Z161	Klolweni		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	162		Z569	Kwandwandwe		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati on	120		Z356	Okhalweni 3		-	
Nongo ma	Usuthu	>2022	10	Settlemen t Reticulati	103		Z164	Esweni		-	

				on							
Nongo ma	Usuthu	>2022	10	Settleme t Reticulati on	158		Z165	Hlathi		-	
Nongo ma	Usuthu	>2022	10	Settleme t Reticulati on	159		Z356	Mission 1		-	
Nongo ma	Usuthu	>2022	11	Bulks	50	1,575		Gravity pipeline to BPT at Kwavumela	634,366		
Nongo ma	Usuthu	>2022	11	Bulks	50	2,144		Gravity pipeline from Res D7 to Res D8 at Masokaneni	863,396		
Nongo ma	Usuthu	>2022	11	BPT	30KI			BPT at Kwavumela	509,520		
Nongo ma	Usuthu	>2022	11	Storage	30KI			Res D8 at Masokaneni	509,520		
Nongo ma	Usuthu	>2022	11	Settleme t Reticulati on	341		Z147	Ngolotshe		3,710,00 0	
Nongo ma	Usuthu	>2022	11	Settleme t Reticulati on	65		ZMAP9	Doncaneni		950,000	
Nongo ma	Usuthu	>2022	11	Settleme t Reticulati on	128		Z155a	Eziqhumeni		1,580,00 0	
Nongo ma	Usuthu	>2022	11	Settleme t Reticulati on	57		Z156	Entwala		870,000	

Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	86		Z157	Nqala		1,160,00 0	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	76		ZBA1	Kwavumela		1,060,00 0	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	65		ZNN23	Emhemeni		950,000	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	42		Z154	Zampilo		720,000	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	142		Z158	Entuthukweni		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	182		Z159	Elanjeni/Msasan ani		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	29		ZBA4	Sidakeni 2		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	57		ZBA5	Khanjaneni		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	128		ZNN22	Ebungwini		-	

Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	188		Z570	Kwazungu		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	51		Z568	Mbamba		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	111		Z567	Othinsangu		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	78		ZNN27	Hlathidumayo		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	76		ZBA2	Singangeni		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	49		Z153	Mcibilindini		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	60		Z151	Mhlabaneni		-	
Nongo ma	Usuthu	>2022	11	Settlemen t Reticulati on	160		Z152	Masokaneni		-	
Nongo ma	Usuthu	>2022	12	Bulks	90	1,496		Off-take for Res D5 and D6 at Nzama	783,100		
Nongo ma	Usuthu	>2022	12	Bulks	90	1,164		Off-take for Res D4 at Isizinda B	609,373		



Nongo ma	Usuthu	>2022	12	Bulks	63	96		Off-take for Res D7 at Ngwabe	41,874		
Nongo ma	Usuthu	>2022	12	Bulks	63	3,506		Gravity pipeline from Res D6 to Res D7 at Ngwabe	1,525,10 2		
Nongo ma	Usuthu	>2022	12	Bulks	63	4,376		Gravity pipeline from Res D7 to Res D8 at Masokaneni	1,903,56 2		
Nongo ma	Usuthu	>2022	12	Bulks	160	1,234		Gravity pipeline from Res D4 to Res D5 at Nzama	1,758,19 9		
Nongo ma	Usuthu	>2022	12	Bulks	160	1,044		Gravity pipeline from Res D4 to Res D5 at Nzama	1,486,85 9		
Nongo ma	Usuthu	>2022	12	Bulks	160	5,648		Gravity pipeline from Res D3 to Res D4 at Isizinda B	8,044,61 6		
Nongo ma	Usuthu	>2022	12	Bulks	150	5,352		Gravity pipeline from Res D4 to Res D5 at Nzama	5,672,01 9		
Nongo ma	Usuthu	>2022	12	Bulks	75	441		Off-take for Res D3 at Emgodi 1	207,246		
Nongo ma	Usuthu	>2022	12	Storage	30KI			Res D3 at Emgodi1	509,520		
Nongo ma	Usuthu	>2022	12	Storage	80KI			Res D4 at Isizanda B	775,214		
Nongo ma	Usuthu	>2022	12	Storage	30KI			Res D5 at Nzama	509,520		
Nongo ma	Usuthu	>2022	12	Storage	100KI			Res D6 at Esigoqobeni	796,138		

Nongo ma	Usuthu	>2022	12	BPT	30KI			BPT at Esigoqobeni	509,520		
Nongo ma	Usuthu	>2022	12	Storage	30KI			Res D7 at Ngwabe	509,520		
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	38		ZMAP15	Dum-Dum		680,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	100		ZAM11	Nzama		1,300,00 0	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	135		ZMAP16	KwaLuphonjwan a		1,650,00 0	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	69		ZMAP14	Ndlazini		990,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	132		Z341	Isizinda B		1,620,00 0	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	11		Z373	Nhloyane		410,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	11		Z349	Isizinda A		410,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	31		ZAM12	Ezingolaneni		610,000	

Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	48		ZMAP13	Nqalu		780,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	5		Z346	Kwa'Ququ		350,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	61		ZMAP12	Nqobuzulu		910,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	105		Z374	Ngalonde		1,350,00 0	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	68		Z338	Esigoqobeni		980,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	81		Z339	Ngwabe		1,110,00 0	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	60		Z340	Esidakeni 1		900,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	61		ZKAY4	Emayeni 1		910,000	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	85		Z342	Emayeni 2		1,150,00 0	

Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	186		Z347	Manhlanhla		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	260		Z352	Mashemhlophe		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	97		Z375	Macekaneni		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	63		Z345	Kwelodaka		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	186		Z348	Sigubudu		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	105		Z355a	Kwa'Gwaqaza		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	67		Z357	Manzawayo		-	
Nongo ma	Usuthu	>2022	12	Settlemen t Reticulati on	142		Z358	Enkingeni		-	
Nongo ma	Usuthu	>2022	13	Bulks	160	677		Gravity mains to reservoir at Emgodi	964,138		
Nongo ma	Usuthu	>2022	13	Bulks	160	3,421		Gravity mains to reservoir at	4,873,00		

								Emgodi	2		
Nongo ma	Usuthu	>2022	13	Bulks	160	1,321		Gravity mains to Res D1 and reservoir at Emgodi	1,881,23 1		
Nongo ma	Usuthu	>2022	13	Bulks	150	3,712		Gravity mains off-take to Bulk Res D at Hlambanyathi	3,934,44 6		
Nongo ma	Usuthu	>2022	13	Bulks	160	194		Off-take to Res D2 at Kwankulu	276,742		
Nongo ma	Usuthu	>2022	13	Storage	500KI			Bulk Res D at Hlambanyathi	2,347,18 9		
Nongo ma	Usuthu	>2022	13	Storage	50KI			Res D1 at Hlambanyathi	684,075		
Nongo ma	Usuthu	>2022	13	Storage	30KI			Res D2 at Kwankulu	509,520		
Nongo ma	Usuthu	>2022	13	Settlemen t Reticulati on	33		Z360	Engwelezane		630,000	
Nongo ma	Usuthu	>2022	13	Settlemen t Reticulati on	82		Z359	Embokodweni		1,120,00 0	
Nongo ma	Usuthu	>2022	13	Settlemen t Reticulati on	93		ZMAP17	Emgodi 2		-	
Nongo ma	Usuthu	>2022	13	Settlemen t Reticulati on	128		Z350	Kwamfemfeni		-	
Nongo ma	Usuthu	>2022	13	Settlemen t	24		Z372	Ingundwane		-	

				Reticulation							
Nongoma	Usuthu	>2022	13	Settlement Reticulation	83		Z363	Ezimpisini (Entuthukweni)		-	
Nongoma	Usuthu	>2022	13	Settlement Reticulation	37		ZMAP23	Eqeleni		-	
Nongoma	Usuthu	>2022	13	Settlement Reticulation	99		Z351	Kwankulu		-	
Nongoma	Usuthu	>2022	13	Settlement Reticulation	101		Z353	Hlambanyathi 1		-	
Nongoma	Usuthu	>2022	13	Settlement Reticulation	209		Z354	Iqonqo		-	
Nongoma	Usuthu	>2022	14	Bulks	200	10,130		Bulk gravity mains from Res E off-take to Bulk Res C at Qhudebe	14,021,713		
Nongoma	Usuthu	>2022	14	Bulks	300	7,514		Bulk gravity mains from Ivuna to Hlambanyathi	13,974,688		
Nongoma	Usuthu	>2022	14	BPT (Sec Bulks)				BPT at Phenyane	84,920		
Nongoma	Usuthu	>2022	14	Storage	30KI			Sec Bulk Res at Onyango	509,520		
Nongoma	Usuthu	>2022	14	Settlement	71		ZJM2b	Kwazwede		1,010,00	

				Reticulation						0	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	50		ZJM2b	Phenyane 2		800,000	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	176		Z550	Onyango		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	333		Z549	Kwa'Musi		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	36		Z549	Kwa'Mahashi		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	21		Z551	Kwa'Boy 2		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	127		Z551	Dayeni		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	143		ZMAP29	Mbhukudu		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	185		Z555	Ezimpakaneni		-	
Nongoma	Usuthu	>2022	14	Settlement Reticulation	154		Z552	Shisuthu		-	

				on							
Nongo ma	Usuthu	>2022	14	Settlemen t Reticulati on	151		Z553	Nsimbini		-	
Nongo ma	Usuthu	>2022	15	Source / Abstractio n				Off-storage dam (Pending)	165,000, 000		
Nongo ma	Usuthu	>2022	15	Upgrade exist WTW	7ML			WTW, Extraction & PS Upgrade Stage 4(4x7ML/day upgrades)	40,000,0 00		
Nongo ma	Usuthu	>2022	15	Upgrade exist WTW	7ML			WTW, Extraction & PS Upgrade Stage 3 (4x7ML/day upgrades)	40,000,0 00		
Nongo ma	Usuthu	>2022	16	Secondar y Bulks	75	1,706		Secondary bulks from Res H-S4 to Res H-S5 at Mangomhlope	801,192		
Nongo ma	Usuthu	>2022	16	Secondar y Bulks	75	1,304		Secondary bulks from Res H-S4 to Res H-S5 at Mangomhlope	612,382		
Nongo ma	Usuthu	>2022	16	Storage	30KI			Res H-S5 at Mangomhlope	509,520		
Nongo ma	Usuthu	>2022	16	Storage	100KI			Res H-S4 at Emoyeni	796,138		
Nongo ma	Usuthu	>2022	16	BPT-Sec Bulks				BPT at Mangomhlope	84,920		
Nongo ma	Usuthu	>2022	16	BPT	30KL			BPT at Emancwangen	84,920		
Nongo ma	Usuthu	>2022	16	Settlemen t	54		Z652	Mshanelo 2		840,000	



				Reticulation							
Nongoma	Usuthu	>2022	16	Settlement Reticulation	55		Z626	Manzimkhulu		850,000	
Nongoma	Usuthu	>2022	16	Settlement Reticulation	189		Z632	Nqokotho		2,190,000	
Nongoma	Usuthu	>2022	16	Settlement Reticulation	230		Z635	Mthwathube		-	
Nongoma	Usuthu	>2022	16	Settlement Reticulation	45		Z653	Mfanele		-	
Nongoma	Usuthu	>2022	16	Settlement Reticulation	53		Z628	Duma 2		-	
Nongoma	Usuthu	>2022	17	Secondary Bulks	90	2,364		Secondary bulks from Majomela to Res H6 at Mbengo	1,237,600		
Nongoma	Usuthu	>2022	17	Secondary Bulks	75	4,703		Secondary bulks from Mbengo to Res H7 at Ntshangase Trust	2,209,141		
Nongoma	Usuthu	>2022	17	Secondary Bulks	90	869		Secondary bulks from Majomela to Res H6 at Mbengo	454,994		
Nongoma	Usuthu	>2022	17	Secondary Bulks	110	6,166		Secondary bulks from Res H-S3	6,073,48		

								to Res H-S4 at Emoyeni	8		
Nongoma	Usuthu	>2022	17	Secondary Bulks	160	3,276		Secondary bulks from Res H-S3 to Res H-S4 at Emoyeni	4,666,154		
Nongoma	Usuthu	>2022	17	Storage	300KI			Res H-S3 at Efele	6,173,004		
Nongoma	Usuthu	>2022	17	BPT	30KL			BPT at Mbengo	84,920		
Nongoma	Usuthu	>2022	17	Storage	100KI			Res H6 at Mbengo	796,138		
Nongoma	Usuthu	>2022	17	Settlement Reticulation	25		ZKAY1	Esiweni		550,000	
Nongoma	Usuthu	>2022	17	Settlement Reticulation	81		Z658	Mbengo		1,110,000	
Nongoma	Usuthu	>2022	17	Settlement Reticulation	151		Z644	Maqoma		1,810,000	
Nongoma	Usuthu	>2022	17	Settlement Reticulation	28		Z644	Kwanomehle		580,000	
Nongoma	Usuthu	>2022	17	Settlement Reticulation	23		Z646	Kwadlovunga		530,000	
Nongoma	Usuthu	>2022	17	Settlement Reticulation	94		Z647	Makhulu		1,240,000	

Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	31		Z648	Ngasela		610,000	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	14		ZKAY8	Echibini		440,000	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	220		Z640	Bhethani		2,500,00 0	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	37		ZKAY7	Msasaneni		670,000	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	147		Z659	Thokazi		-	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	20		ZMAP34	Phoqukhalo		-	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	160		Z660	Mjiza		-	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	392		Z645	Majomela		-	
Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	143		Z641	Efe		-	

Nongo ma	Usuthu	>2022	17	Settlemen t Reticulati on	126		Z642	Obhuqwini		-	
Nongo ma	Usuthu	>2022	18	Settlemen t Reticulati on	55		ZKAY6	Magedlana B		850,000	
Nongo ma	Usuthu	>2022	18	Settlemen t Reticulati on	206		Z650	Esiqokolweni		2,360,00 0	
Nongo ma	Usuthu	>2022	18	Settlemen t Reticulati on	53		Z656	Qoqoda		-	
Nongo ma	Usuthu	>2022	18	Settlemen t Reticulati on	259		Z654	Mshanelo 1		-	
Nongo ma	Usuthu	>2022	20	Settlemen t Reticulati on	123		Z224	Qathaqatheni		-	
Nongo ma	Usuthu	>2022	20	Settlemen t Reticulati on	54		Z223	Ebukhalini		-	
Nongo ma	Usuthu	>2022	20	Settlemen t Reticulati on	93		Z602	Sigangeni		-	
Nongo ma	Usuthu	>2022	20	Settlemen t Reticulati on	91		ZMAP24	Tshonono		-	

Nongo ma	Usuthu	>2022	21	Secondary y Bulks	160	5,398		Secondary bulks from Res H-S2 to Res H-S3 at Efefe	7,689,23 8		
Nongo ma	Usuthu	>2022	21	Secondary y Bulks	160	2,742		Secondary bulks from Res H to Res H-S2 at Mayini	3,905,72 7		
Nongo ma	Usuthu	>2022	21	Secondary y Bulks	110	2,127		Secondary bulks from Res H-S8 to Res H-S9 at Mphunzana	2,095,55 4		
Nongo ma	Usuthu	>2022	21	Secondary y Bulks	110	2,581		Secondary bulks from Res H to Res H-S8 at Eningeni	2,542,27 7		
Nongo ma	Usuthu	>2022	21	Secondary y Bulks	110	480		Secondary bulks from Res H to Res H-S8 at Eningeni	473,110		
Nongo ma	Usuthu	>2022	21	Storage	30KI			Res H-S8 at Eningeni	509,520		
Nongo ma	Usuthu	>2022	21	Storage	100KI			Res H-S9 at Mphunzana	796,138		
Nongo ma	Usuthu	>2022	21	Storage	150KI			Res H-S2 at Mayini	1,018,81 9		
Nongo ma	Usuthu	>2022	21	BPT	30KL			BPT at Res H	84,920		
Nongo ma	Usuthu	>2022	21	BPT (Sec Bulks)	30KL			BPT at Semangadini	84,920		
Nongo ma	Usuthu	>2022	21	Settleme nt Reticulati on	95		Z597	Semangadini		1,250,00 0	
Nongo ma	Usuthu	>2022	21	Settleme nt	189		Z598	Mpunzana		2,190,00	

				Reticulati on						0	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	208		Z614	Mayini / Ntonga		2,380,00 0	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	23		Z619	Zetheni		530,000	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	87		Z615	Hlabathini 2		1,170,00 0	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	46		Z617	Sevuna		760,000	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	211		Z639	Emoyeni		2,410,00 0	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	99		Z643	Mgiliji		1,290,00 0	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	29		Z638	Emancwangen		590,000	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	158		Z595	Kwaminya		-	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati	297		Z607	Mangomhlophe		-	

				on							
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	41		Z620	Sefamona		-	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	43		Z621	Mgogodi		-	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	68		ZMAP36	Qanda 1		-	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	73		Z616	Mpiyampiya		-	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	40		ZTAS20	Holoba		-	
Nongo ma	Usuthu	>2022	21	Settlemen t Reticulati on	29		Z618	Ntambakasi		-	

## **F.1 SECTION F: FINANCIAL PLAN**

### **2. NONGOMA FINAL 2017/2018 BUDGET**

#### **FINANCIAL PLAN**

##### **A. FINANCIAL FRAMEWORK**

##### **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 2017/18 to 2020/21 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.

##### **2. 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.

### 3. 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.

It 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 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.

#### **4. 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.

#### **5. 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.

#### **6. EQUITY AND REDISTRIBUTION**

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It is common cause that Nongoma lacked basic services, as can be seen from the 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.

#### **7. 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.

## 8. 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.

## 9. 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.

## B. 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.

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▪ **REVEUE RAISING STRATEGIES AND PROGRAMMES**

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

▪ ***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.

▪ ***AN INIGENT POLICY***

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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.

▪ **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.

▪ ***THE DEVELOPMENT AND IMPLEMENTATION OF A PROPERTY RATES AND VALUATION POLICY***

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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.

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▪ ***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

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▪ ***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.

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▪ ***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.

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▪ ***CUSTOMER CARE AND PREPAYMENT***

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

▪ ***ENSURING EFFECTIVE AND EFFICIENT CUSTOMER SERVICES/ RELATIONS***

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

▪ ***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.

• ***FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES***

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.

- *CAPITAL FINANCING STRATEGIES AND PROGRAMMES*

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.

- *OPERATIONAL FINANCING STRATEGIES AND PROGRAMMES*

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.

- *STRATEGIES TO ENHANCE COST-EFFECTIVENESS*

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.

- *8.2 FINANCIAL MANAGEMENT POLICIES*

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- **GENERAL FINANCIAL PHILOSOPHY**

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.

#### ▪ *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.

#### • *(c) CAPITAL INFRASTRUCTURE INVESTMENT POLICIES*

The Nongoma Municipality will establish and implement a comprehensive five-year 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.

#### ▪ *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.

#### ▪ *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.

#### ▪ *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.

#### ▪ *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)

- *(H) DEBT MANAGEMENT POLICIES*

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.

## *(I) 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.

#### **J. 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.

**(a) 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

**(b) 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

the 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

- **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 fraudster ;s 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**

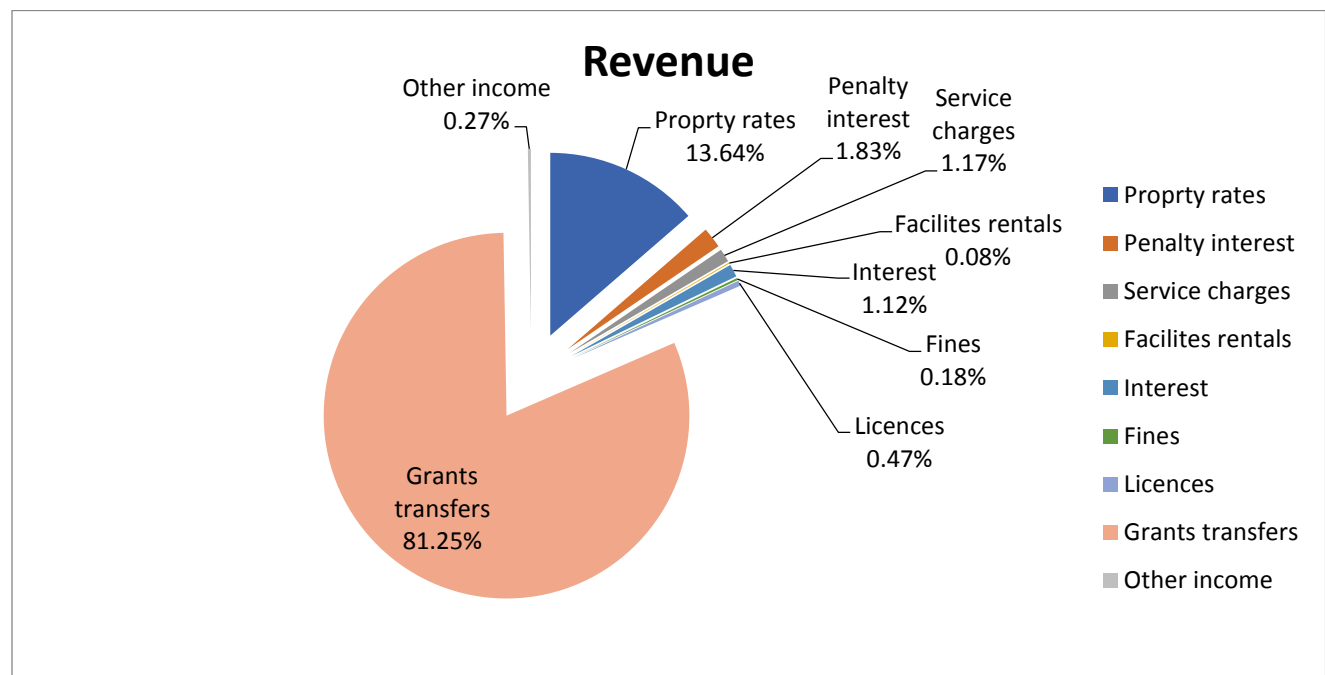
A serious developmental need exists within the Nongoma Municipal area. The community and its leadership have worked tirelessly to ensure that these developmental needs have been recognised and prioritised within the IDP. Mandated

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.

### a) Detailed operating revenue

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
<b>Revenue By Source</b>											
Property rates	2	-	-	-	-	-	-	-	21,858	23,257	24,746
Service charges - refuse revenue	2	-	-	-	-	-	-	-	1,904	2,013	2,125
Rental of facilities and equipment									234	249	265
Interest earned - external investments									1,831	1,948	2,072
Interest earned - outstanding debtors									2,979	3,169	3,372
Fines, penalties and forfeits									274	290	306
Licences and permits									838	891	949
Transfers and subsidies									131,847	139,908	143,598
Other revenue	2	-	-	-	-	-	-	-	1,198	1,269	1,343
<b>Total Revenue (excluding capital transfers and contributions)</b>		-	-	-	-	-	-	-	<b>162,963</b>	<b>172,994</b>	<b>178,776</b>



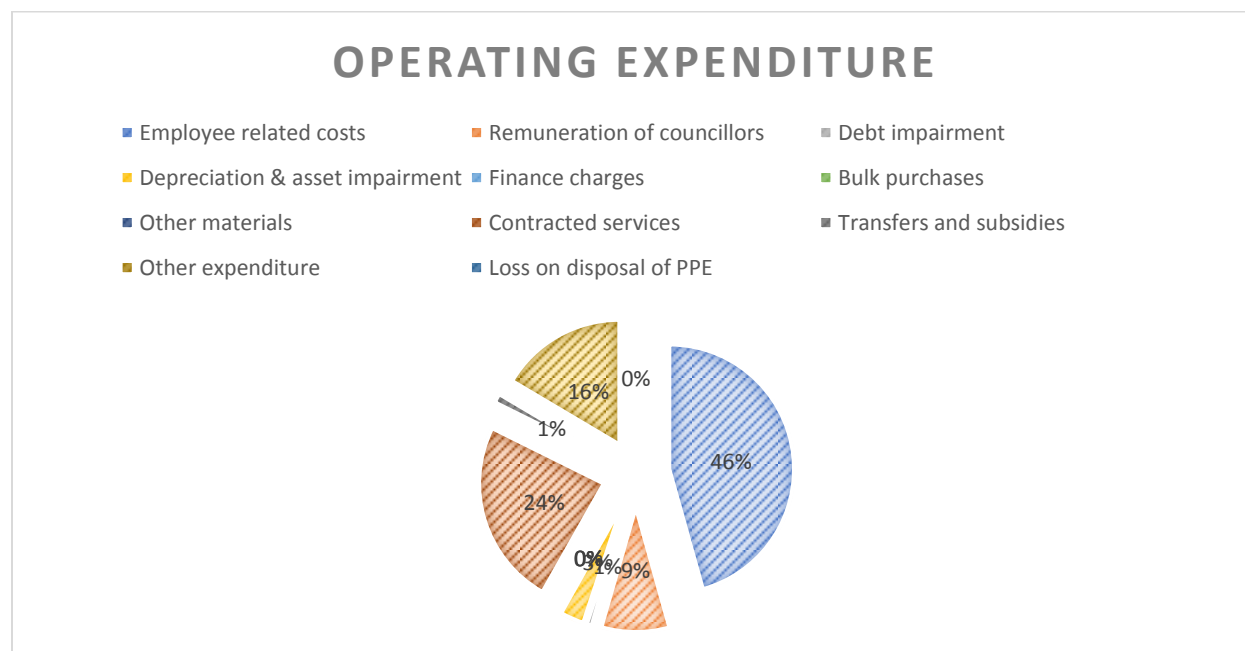
## b) Detailed operating expenditure

The municipality strengthened the human capital during the previous budgets through filling in critical positions. Hence there will be no new positions created and filled during the 2017/18 financial term. The management may consider reshuffling within the current organogram if vacancies arise.

The employee related cost plus councillors allowances budgeted has escalated to 54 per cent in the current 2017/18 budget

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Expenditure By Type											
Employee related costs	2	-	-	-	-	-	-	-	71,907	77,062	82,611
Remuneration of councillors									13,852	14,848	15,918
Debt impairment	3								1,000	1,057	1,116
Depreciation & asset impairment	2	-	-	-	-	-	-	-	4,023	4,252	4,490
Finance charges									52	55	58
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8								5,145	5,438	5,743
Contracted services		-	-	-	-	-	-	-	27,774	29,358	31,002
Transfers and subsidies		-	-	-	-	-	-	-	150	159	167
Other expenditure	4, 5	-	-	-	-	-	-	-	33,348	34,038	34,472
Loss on disposal of PPE											
Total Expenditure		-	-	-	-	-	-	-	157,252	166,267	175,578

The employee related cost plus councillors allowances budgeted has escalated to 54.4 per cent in the current 2017/18 budget.



## b) Capital Expenditure

Table 48: Capital Expenditure

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	58,378	44,075	45,866
Roads Infrastructure		-	-	-	-	-	-	43,378	34,075	35,866
Roads								43,378	34,075	35,866
Electrical Infrastructure		-	-	-	-	-	-	15,000	10,000	10,000
Capital Spares								15,000	10,000	10,000
<b>Community Assets</b>		-	-	-	-	-	-	4,487	-	-
Community Facilities		-	-	-	-	-	-	4,487	-	-
Halls								3,487		
Testing Stations								1,000		
<b>Intangible Assets</b>		-	-	-	-	-	-	-	6,728	3,198
Licences and Rights		-	-	-	-	-	-	-	6,728	3,198
Unspecified									6,728	3,198
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	989	-	-
Furniture and Office Equipment								989		
<b>Machinery and Equipment</b>		-	-	-	-	-	-	235	-	-
Machinery and Equipment								235		
<b>Total Capital Expenditure on new assets</b>	1	-	-	-	-	-	-	64,089	50,803	49,064

Capital projects to be undertaken over the medium-term includes, amongst others:

- Electrification projects to the value of R15 million
- MIG Projects 43.3million
- Furniture – (R378000)
- Computers equipment – (R235000)

The municipality will be implementing the expanded public works programme for an amount of R1.0million as per the National Treasury allocation.

### **Tariffs**

When revising tariffs and other charges, municipalities are urged to take into account the cost of rendering a service in order to ensure financial sustainability. In revising the tariffs we have taken into account the harsh economic realities of Nongoma. It is impossible to increase the tariffs beyond the inflation target of 6%. Municipalities are required to justify all increases in excess of the 6% upper boundary of the South African Reserve Bank's inflation target.

Municipal property rates tariffs has been increased by 6% while tariffs for other service charges have also been increased by the same 6% for the 2016/17 financial year and two outer years of the MTREF respectively. This is per the budget preparation guideline provided in the MFMA budget circulars.

We will continue to provide free basic service to poor and indigent households and therefore we urge those households which qualify for indigent and other support to come forward and register for a subsidy.

## **1.1 SUMMARY OF BUDGET POLICIES**

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The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and the following related policies:

- Credit Control and Debt Collection Procedures/Policies
- Asset Management, Infrastructure Investment and Funding Policy
- Tariff Policies
- Property Rates Policy
- Funding and Reserves Policy
- Borrowing Policy
- Budget Policy
- Indigent Policy

NONGOMA - MUNICIPALITY					
2016-2017 AUDIT ACTION PLAN		ANNEXURE A : MATTERS AFFECTING AUDITOR'S REPORT			
Finding	Department	Remedial action required	Status	Responsible person	Due date
<b>1. Audit of Predetermined Objectives</b> 1.1 During the audit, it was noted that there were inconsistencies between the planned and reported targets  1.2 During the audit, it was noted that the actual achievement recalculated does not agree with the reported actual achievement. This results in the reported information for the indicator not being reliable.  1.3 The 2015/16 adjustments budget did not contain an executive summary. The effect of the adjustments budget on the SDBIP of the municipality was not described. Management did not ensure strict compliance with the MFMA Municipal Budget and Reporting Regulations.	All	1.1 The quarterly reports are reviewed against the planned targets as per SDBIP to ensure consistencies between planned and reported targets.  1.2 Reported achievements are being validated against supporting documents to ensure accuracy and reliability of reported information.  1.3 The municipality has ensured that all adjustments budgets prepared meet the requirements of the MFMA Municipal Budget and Reporting Regulations	In progress          In progress          Completed	Municipal Manager and, Senior Managers and Line Managers          Municipal Manager and, Senior Managers and Line Managers          CFO and PMS	30 April 2017          30 April 2017          28 February 2017



<p><b>2. Presentation of Annual Financial Statements</b></p> <p>2.1 Material misstatements noted in the disclosure of Capital Commitments which were subsequently corrected, resulting in the financial statements receiving unqualified audit opinion.</p> <p>2.2 All the deviations were appropriately approved by the relevant Heads of the Department, Chief Financial Officer and the Municipal Manager. It was further noted that the deviation list as per the annual report does not tie up to the register disclosed in the annual financial statements.</p> <p>2.3 During the audit, it was identified that the unauthorised expenditure were not disclosed in the notes to the annual financial statements.</p>	Finance	<p>2.1. Adequate reviews of commitment register which include validation of disclosed commitments against source documents such contracts, invoices, project payments certificates. Adequate review of annual financial statements to ensure proper presentation of financial statements</p> <p>2.2. Deviations list will be reviewed against the register to be disclosed in the financial statements. Monthly reviews are being performed.</p> <p>2.3. All unauthorised expenditure will be reviewed to ensure completeness before being disclosed to the financial statements</p>	<p>In progress. Commitment schedule is monitored monthly.</p> <p>In progress</p> <p>In progress</p>	<p>CFO</p> <p>CFO</p> <p>CFO</p>	<p>30 April 2017</p> <p>31 May 2017</p> <p>31 May 2017</p>
<p><b>3. Compliance-Prevention of irregular, fruitless &amp; wasteful expenditure as well as unauthorised expenditure</b></p>	All	<p>3.1. All transgressions that led to the incurrence of irregular expenditure are</p>			

<p>3.1. During the audit, it was found that management had incurred irregular expenditure for the 2015/2016 financial year; Irregular, unauthorised, and fruitless and wasteful expenditure:</p> <ul style="list-style-type: none"> <li>• Occurred in the current and prior years</li> <li>• Related to the same transgression from the prior year</li> </ul>		<p>investigated and action plan in a form of compliance check list has been introduced to prevent transgressions from occurring again. Section 32 of the MFMA will be implemented.</p>	In progress	MM, CFO and HOD'S	30 April 2017
<p><b>4. Expenditure Management</b></p> <p>4.1. Fruitless and wasteful expenditure was charged on invoices as a result of late or non-consistence payment of invoices as well as of expenditure that could have been avoided such as fines and cancellation fees and it was not disclosed as such in the financial statements.</p>	Finance	<p>4.1. Enforce implementation of the SCM policy and regulations to ensure payment of invoices within stipulated time to avoid fruitless and wasteful expenditure. CFO to ensure payment are made on time. Appropriate disclosure will be made in the annual financial statements, in instances whereby fruitless and wasteful expenditure has been incurred.</p>	In progress	CFO and FM	30 April 2017

4.2. During the audit of procurement management the following was identified with regards to the appointment of Ntshidi & Associates: a) No cap is applied on the compensation payable to the service provider b) The service provider has been paid more than the agreed percentage of 9% of successful vatable recoveries	SCM	4.2. Service level agreement is enforced with all suppliers.	In progress	MM, CFO and HOD'S	30 April 2017
<b>5. Procurement and Contract Management</b> 5.1. During the audit of procurement and expenditure (goods and services), it was noted that a number of goods and/or services were procured through the use of deviation from supply chain management procedures/ regulations sighting reasons such as "an emergency" situation or that it was an "exceptional case where it was impractical or impossible to follow official procurement processes". The were instances noted where the procurement process was circumvented through the excessive use of deviation approvals amounting to R2 567 792.87	All	5.1. Improve proper planning to ensure that, goods and services are procured through normal procurement processes. Only deviatons that meet criteria as stipulated in the SCM Policy as well as the MMFA Regulations will be considered.	In progress	MM, CFO and HOD'S	30 April 2017
5.2. During the audit of the supply chain unit, it was identified that there were some	All	5.2. Enforce implentation of the SCM policy and regulations	In progress	CFO	30 April 2017

	quotations sourced from the same service provider using different company names.						
5.3.	During the audit of procurement management it was identified that some supplier did not submit a declaration of interest as required by MFMA 56 of 2003, SCM Regulations	SCM	5.3.	Enforce implementation of the SCM policy and regulations	In progress	CFO	30 April 2017
5.4.	During the audit of procurement management, it was noted that the supplier submitted copies not original of their tax clearance certificate	SCM	5.4.	Verification of suppliers' tax matters is on regular basis to establish whether suppliers tax matters are in order.	In progress	CFO	30 April 2017
5.5.	The municipality did not have contracts with some service providers		5.5.	Process of developing contracts with service providers still in progress	In progress	CFO and other HODs	30 April 2017
5.6.	During the audit of procurement management, it was noted that the SCM policy does not meet the requirements as per the SCM regulations of MMFA	SCM	5.6.	The SCM policy will be reviewed, amended to and tabled to council for approval.	In progress	CFO	31 May 2017
5.7.	It was identified that 307 of the suppliers listed on the supplier database do not have VAT reference numbers. The suppliers identified were matched against those suppliers selected for the audit of general expenditure and it was ascertained from this sample that 15 of the 307 suppliers were in fact VAT vendors	SCM	5.7.	Supplier database will be reviewed and incomplete information will added	In progress	CFO	30 April 2017

5.8. It was identified that 307 of the suppliers listed on the supplier database do not have VAT reference numbers. The suppliers identified were matched against those suppliers selected for the audit of general expenditure and it was ascertained from this sample that the some suppliers are not VAT vendors	SCM	5.8. Supplier database will be reviewed and incomplete information will added	In progress	CFO	31 May 2017
5.9. During the audit of SCM procedures, through enquiries with SCM practioner and inspection of invoices, it was confirmed that the SCM department does not have a goods received note nor do their suppliers provide.	All	5.9. All goods delivered are companied by good receipts notes	In progress	CFO and other HODs	30 April 2017
5.10. During the audit of Supply Chain Management certain CAAT's testing was performed. Through the use of our CAAT's testing, the supplier database from the municipality was tested against the "Active members" on the CIPRO website. The outcome was then tested to the expenditure per company through the municipality's general ledger. It was ascertained that the payments were made to suppliers whose members were in the service of the state.		5.10. Declaration of interest forms are completed by bidders and the Municipality will engage with Auditor-General on the use of CAATs to detect bidders that are doing business with the state. In addition a need to appoint service provider maybe considered if necessary.	In progress	CFO and MM	30 April 2017
5.11. During the audit of SCM processes it was identified through inspection and		5.11. Adequate segregation of duties exist for a person who approved purchase order forms, and a person who approve payments and	In progress	CFO and MM	30 April 2017

enquiry from the CFO, it was confirmed that the CFO performs incompatible duties as he is the one that approves the purchase order forms, approves the payment forms and releases payments relating to the finance department.		releasing payments			
<b>6. Information Technology</b>					
6.1. IT Projects on which IT Budget are being spent are not identifiable.		6.1. IT budgets will be identified and allocated to specific IT projects to improve management of budget.	In progress	Acting HOD Corporate Services	31,May 2017
6.2. The IT Systems Access Request Forms which are utilised for the creation of new user accounts did not require details on the levels and type of access to be granted to be specified on the form.		6.2. IT Systms Access Request Forms to be updated to require details of system access to be granted and specified on the form	In progress	Acting HOD Corporate Services	31,May 2017
6.3. IT continuity: No periodic reviews of of users' access (Pastel, Payday and Baud)	IT	6.3. Formlised policies and procedures to provide guidance on the user access rights review processes to be developed.	In progress	Acting HOD Corporate Services	31,May 2017
6.4. No independent reviews of system administrators activities ( Windows active directory, Pastel, Payday and Baud)		6.4. Formlised policies and procedures to provide guidance on the reviews of adiministrator activites to be developed.	In Progress	Acting HOD Corporate Services	31,May 2017
		6.5. User accounts and system			

6.5. User accounts and system access not appropriately restricted .		access be appropriately restricted.	In Progress	Acting HOD Corporate Services	31,May 2017
6.6. Backup and retention procedures do not contain sufficient information information, backup, backups not adequately monitored and no offsite storage of backup media.		6.6. Backup and retention procedures to be reviewed and updated to contain sufficient information such as time of when backup would be done. Backups will be performed as per procedures and backup media to be taken to the offsite an offsite storage.	In progress	Acting HOD Corporate Services	31,May 2017
6.7. Access to the server room not recorded		6.7. A server room access register will be established and all users who access server will complete a register.	In progress	Acting HOD Corporate Services	31,May 2017
<b>7. Compliance with legislations</b>					
7.1. During the audit we identified that back-pay and performance bonuses paid to senior managers were not reflected in the pay slips and were paid out off payday. Furthermore it was noted that no PAYE from back pay and performance bonuses was withhold and paid to SARS.	Finance	7.1. The EMP 201, EMP 501 as well as the IRP5 will be updated to ensure compliance with the Fourth Schedule to the Income Tax Act.	In progress	CFO	30 April 2017
<b>8. Interest received</b>					
8.1. During the audit of revenue-interest received from internal and external investments, the municipality charges its property rates account holders 1.5%	Finance	8.1. The interest percentage will be monitored monthly before revenue bills are raised on the debtors system and interest	In progress	CFO	30, April 2017

interest per month (effectively 18% per annum). According to the municipality's policy however, interest should be charged at 12.5% per annum.		percentage changed accordingly.			
<b>9. Consultants</b>  9.1. During the audit of use of consultants it was noted that the municipality did not implement measures to monitor transfer of skills according to the contract agreement with consultants. There is no evidence that skills transfer or training programs took place. There is an over dependency on the use of consultants resulting in shortcomings in key areas within the municipality.	All	9.1. Management will put measures in place to monitor transfer of skills to municipal employees by the consultants in terms of contract agreements. The skills transfer form will be used to monitor skills transfer thought signing of the form by both consultants and employees concerned.	In progress	CFO and MM	30 April 2017
<b>10. VAT</b> 10.1. During the audit of Licensing and permits, it was identified that the municipality collects monies on behalf of the Department of Transport together with its own revenue. The municipality then incorrectly accounts for VAT on the monies belonging to the Department of Transport. When the Department of Transport issues invoice to the municipality, there is no VAT charged against the invoice for the municipality to claim back the VAT previously declared.	Finance	10.1. VAT will not be accounted for on the monies collected on behalf of the Department of Transport.	In progress	CFO	30 April 2017



11. Revenue					
11.1. During the audit it was noted that the fines were recorded in an incorrect period. Fines that were issued in the 2015/2016 financial period were recorded in the current financial period.	Protection Services	11.1. A checklist should be implemented, that outlines the process to be followed from implementation to completion of documentation to ensure that fines are recorded in the correct period	In progress	HOD Social Services	30 April 2017
11.2. During the audit of the traffic fines, it was identified that a reconciliation of fines issued by the municipality to the amounts for fines received from the department of justice is not prepared. The municipality does not have accurate records of the amounts actually received and the amounts issued.		11.2. Management to ensure that a monthly reconciliation of fines issued and amount of fines received from department of Justice is in place.	In progress	HOD Social Services and The Manager: Protection Services	30 April 2017
11.3. During the audit of licensing and permits, it was identified that funds collected on behalf of Department of Transport are kept for longer and not transferred on at least a weekly basis as recommended by the Municipal Finance Management Act.		11.3. The funds to be collected and a weekly analysis prepared with funds transferred weekly to the department as per analysis.	In progress	HOD Social Services and The Manager: Protection Services	30 April 2017
12. Trade and other payables					
12.1. During our audit of trade and other payables, we identified that the following amounts in the trial balance do not agree to the annual financial statements	Finance	12.1. The chief financial officer to review the trial balance, annual financial statements and the asset register to ensure consistency and	In progress	CFO	31 May 2017

12.2. No reconciliation was done on invoices, this is in contravention with section 62 (1) (c) (i) of the Municipal Finance Management Act and could result in a misstatement of the creditor balance that is disclosed in the annual financial statement.	Finance	accuracy of financial information.  12.2. Creditors reconciliations to be performed on regular basis	In progress	CFO	30 April 2017
<b>13. Employee costs</b>					
13.1. Overtime working hours limit not adhered to.	HR	13.1. Overtime worked to be monitored to ensure that limits are not exceeded	In progress	HR Manager	31 May 2017
13.2. During the audit of employee related costs, it was noted that the clocking system is not working; confirmation through enquiry from H.R. Department revealed that clocking system has never been functional since it was brought into use.		13.2. To fast-track appointment of service provider and ensure that clocking system is implemented.	In progress	HR Manager	31 May 2017
13.3. During the audit of use of consultants SLA's or contracts were not made available for the consultants:		13.3. The SLA's development project is underway	In progress	CFO	31 May 2017
13.4. During the audit of employee related costs, it was noted that the Municipality Sick leave policy is not in line with the Local Government Municipality Act.		13.4. HR policy to be rectified and aligned with the Local Government Municipality Acts	In progress	CFO	31 May 2017
<b>14. Cash and Cash Equivalent</b>					
14.1. During the audit of cash and cash	Finance	14.1. The bank has been notified	In progress	CFO	30 April 2017

equivalents we obtained confirmation from the municipality's bankers, First National Bank, as at 30 June 2016, some ex-employee was noted as payment signatories to all the bank accounts:		of the change in signatories to all municipality bank accounts and the ex-director was removed.			
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## AG REPORT FOR THE YEAR ENDING JUNE 2016 & RESPONSES AND ACTIONS THERETO

Auditor-General of South Africa  
Nongoma Municipality  
Audit report 2015-16

### Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the council on Nongoma Municipality

#### Report on the financial statements

#### Introduction

- I audited the financial statements of the Nongoma Municipality set out on pages x to x, which comprise the statement of financial position as at 30 June 2016, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

## Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2015 (Act No. 1 of 2015) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Auditor-general's responsibility

3. My responsibility is to express an opinion on the financial statements based on my audit.  
I conducted my audit in accordance with the International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Nongoma Municipality as at 30 June 2016 and its financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

## Emphasis of matter

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.

### **Material impairment provision**

8. As disclosed in note 10 to the financial statements, the municipality provided for impairment of consumer debtors amounting to R11, 16 million (2015: R9,79 million) due to poor collection practices and a history of debtor non-payment.

### **Additional matters**

9. I draw attention to the matters below. My opinion is not modified in respect of these matters.

### **Unaudited supplementary schedules**

10. The supplementary information set out on pages x to x does not form part of the financial statements and is presented as additional information. I have not audited these schedules, and accordingly, I do not express an opinion thereon.

### **Unaudited disclosure notes**

11. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

### **Report on other legal and regulatory requirements**

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected development priority presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.  
Predetermined objectives

13. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the Basic service delivery and infrastructure development priority presented in the annual performance report of the municipality for the year ended 30 June 2016.

14. I evaluated the reported performance information against the overall criteria of usefulness and reliability.

15. I evaluated the usefulness of the reported performance information to determine whether it was consistent with the planned development priorities. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information.

16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

17. The material finding in respect of the selected development priority is as follows:

Basic service delivery and infrastructure development Usefulness of reported performance information Consistency of objectives, indicators and targets Reported targets not consistent with planned targets

18. A total of 25% of the reported targets were not consistent with those in the approved integrated development plan (IDP). Section 41(1)(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) requires the IDP to form the basis for the annual report, therefore requiring consistency of objectives, indicators and targets between planning and reporting documents.

Reliability of reported performance information

19. I did not identify any material findings on the reliability of the reported performance information for the selected development priority.

Additional matters

20. I draw attention to the following matters.

Achievement of planned targets

1.The annual performance report on pages x to x which includes information on the achievement of the planned targets for the year. This information should be considered

2.in the context of the material findings on the usefulness of the reported performance information for the selected development priority reported in paragraph 18 of this report.

Unaudited supplementary schedules

22. The supplementary information set out on pages x to x does not form part of the annual performance report and is presented as additional information. I have not audited this information, and accordingly, I do not report thereon.

#### Compliance with legislation

23. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

#### Strategic planning and performance management

24. There was no evidence provided that the municipality took steps to improve performance with regard to those development priorities where performance targets have not been achieved, as required by section 41(1)(d) of the MSA.

#### Annual financial statements

25. The annual financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements in the disclosure of capital commitments identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

#### Expenditure management

26. Reasonable steps were not taken to prevent unauthorised, irregular as well as fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA.

#### Consequence management

27. Unauthorised, irregular as well as fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for such expenditure, as required by section 32(2)(a)(ii) of the MFMA.

#### Internal control

28. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.

Financial and performance management

29. Officials responsible for the preparation of the financial statements and performance reports did not adequately apply the requirements of the accounting and performance management frameworks and legislation. Moreover, management did not implement an effective and proper system of record keeping to ensure that complete, relevant and accurate information is easily accessible and available to support expenditure as well as capital commitments.

### **Other report**

30. I draw attention to the following engagement that could potentially impact the municipality's financial, performance and compliance related matters. My opinion is not modified in respect of this engagement.

### **Investigation**

31. The department of Cooperative Governance and Traditional Affairs appointed an independent consulting firm to conduct an investigation covering the period 1 May 2011 to 30 June 2013. The investigation relates to allegations of misappropriation of municipal assets and cash, contravention of SCM policies and regulations, irregularities in human resources management, payments for goods and service not received as well as the abuse of subsistence and travel allowances and overtime payments. The investigation has been finalised and the municipality is awaiting the final report thereon from the department.

30 November 2016

AUDITOR-GENERAL  
SOUTH AFRICA

Auditing to build public confidence

## **SECTION G: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**



The Municipal Systems Act, enacted in November 2000, requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- Publish an annual report on performance for the councilors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

## **1. KEY PERFORMANCE AREAS**

Performance management is a strategic approach to management, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the Municipal Systems Act, which requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based indicators linked to their integrated development plan (IDP);
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have their annual performance report audited by the Auditor-General; and,
- Involve the community in setting indicators and targets and in reviewing municipal performance.

## **2. BASIC PRINCIPLES OF NONGOMA MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM**

- It is Council's responsibility to adopt the PMS.
- The Executive Committee is responsible for the development of the system. However, the Executive Committee may assign responsibilities to the Municipal Manager in this regard, but remains accountable for the development of the PMS.

- The process of developing the system must be inclusive, participatory and transparent. The PMS must be simple, realistic, fair and objective, developmental and non-punitive.
- The IDP process and the PMS process should appear to be seamlessly integrated.

### **3. MUNICIPAL INSTITUTIONAL ARRANGEMENTS**

#### **3.1 AUDIT AND RISK MANAGEMENT COMMITTEE**

The Risk Management Committee will, terms of its authority delegated by Council, facilitates the development of a formal Risk Management Framework and Strategy. The results of the risk assessments should be used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks.

Management has to form an Operational Risk Management Committee (Risk Sub Committee) chaired by the Chief Financial Officer. The aim of the Risk Sub Committee is to implement the risk management strategies and give feedback to the Audit and Risk Management Committee on a regular basis. The risk register will be updated regularly with identified and new emerging risks including the risk mitigating responses and action plans.

#### **3.2 PERFORMANCE/INTERNAL AUDIT**

The objective of the committee is to assist the Executive Committee with its responsibility of safeguarding, maintaining effective and efficient internal controls, reviewing financial information and overseeing the preparation of the annual financial statements. The committee operates in accordance with terms of reference authorized by the Council and the auditors have unrestricted access to the committee members. The committee is also responsible for risk management. The committee ensures that identified risks are monitored and appropriate measures are devised and implemented to manage such risks. The committee substantially performed all the functions assigned to it in terms of section 166(2) of the Municipal Finance Management Act) Act No. 56 of 2003).

The internal audit covered the following:

- 7 Loss Control – Follow Up Review
- 8 Receipting and Banking – Follow Up Review
- 9 Human Resources and Payroll – Follow Up Review
- 10 Asset Management – Follow Up Review
- 11 Review of Revenue
- 12 Review of Purchases and Payables

13 Review of Division of Revenue Act (DoRA)

14 Review of Tenders and Contracts

#### **4. THE NONGOMA PERFORMANCE MANAGEMENT FRAMEWORK**

Each municipality is required by legislation to develop a performance management framework. The framework should describe how the process of performance planning, monitoring, measurement, review and reporting will happen.

The framework also needs to indicate how the process will be organized and managed, by determining the functions of each role-player in the process.

In terms of Local Government Municipal Planning and Performance Regulations, a system must:

- (a) Comply with all requirements set out in the Municipal Systems Act;
- (b) Demonstrate how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- (c) Clarify the roles and responsibilities of each role player, including the local community, in the functioning of the system;
- (d) Clarify the processes of implementing the system within the framework of the integrated development planning process;
- (e) Determine the frequency of reporting and the lines for accountability for performance;
- (f) Relates to the Municipality's employee performance management process



**SECTION H: FINAL ANNUAL OPERATIONAL PLAN (SDBIP) 2017/18**

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN(SDBIP) 2017/18														
OBJECTIVE	OBJ. REF	STRATEGY	STR AT. REF	KPI	PROJECT NAME	ANNUAL TARGET 2017/18	ANNUAL BUDGET	FUNDIN G SOURCE	QUARTERLY PROJECTS				RESP. DEPT.	REG. ID
									Q1	Q2	Q3	Q4		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
To promote institutional and organisational development	A 1	Filing of vacant positions	A 1.1	A.1.1.1: Number of positions filled by 30 June 2018	Filling of five vacant positions	5 positions filled		ES	2	2	1	N/A	Corp.	Administration & satellite offices
		Development of job descriptions	A.1.2	A.1.2.1 % completion of job description by 30 June 2018	Job description dev.	100%	R 100,000	ES	N/A	100%	N/A	N/A	Corp.	
		Review of the organogram	A1.3	A.1.3.1 Date organogram reviewed and submitted to council for approval	Organogram	30-Apr	R 100,000	ES	N/A	N/A	N/A	30-Apr	Corp.	
		Comply with employment equity act	A 1.4	A.1.4. 1 submission of employment equity report to	EE	31 Oct 2017	R 50,000	ES	N/A	31 Oct 2017	N/A	30-Apr	Corp.	

				Department of Labour by 31 Oct 2017										
				<b>A.1.4.2</b> No. of staff from EE target groups iro. disability employed by 30 Sep 2017	EE	1			1				Corp.	
				<b>A.1.4.3</b> No. of women employed in the Senior Management level by 30 Sep 2017		1			1				Corp.	
<b>To ensure an improved Information and communication technology development</b>	<b>A 2</b>	Network Cabling	<b>A 2.1</b>	<b>A 2.1.1</b> Dates Network cabling of four sites completed by 30 Sep 2017	ICT Network cabling	30 Sept 2017	R 500,000	ES	30 Sep 2017				Corp.	Administration & satellite offices
		Acquisition of four IT software by 30 Sep 2017	<b>A 2.2</b>	<b>A 2.2.1</b> No. of IT software acquired by 30 Sep 2017	IT software acquisition	30 Sept 2017	R 500,000	ES	30 Sep 2017				Corp	

		Monthly website updates	<b>A.2.3</b>	<b>A.2.3.1</b> No. of monthly website updates conducted by 30 June 2018	Website update	12 website updates	R 2,000,000	ES	3	3	3	3	Corp	
<b>To promote employee wellness and a conducive work environment</b>	<b>A.3</b>	Implementati on of EAP	<b>A 3.1</b>	<b>A.3.1.1</b> Launch of Employee Awareness Programm e(EAP) undertaken by 31 Oct 2017	Wellness service brochures	31-Oct-17	R 80,000	ES		31-Oct-17			Corp.	
				<b>A.3.1.2</b> No. of employee wellness sessions implemente d by 30 June 2018	Employee wellness sessions	2	R 70,000	ES		1		1	Corp.	
		Development of IT user manual	<b>A.3.2</b>	<b>A.3.2.1</b> Date IT user manual developme nt completed and submitted to MANCO	IT user manual	31 Dec 2017				31 Dec 2017				

				<b>A.3.2.2</b> Actual amount spent on skills development by 30 June 2018	WSP Exp.	R 800 000	R 800 000	ES	R 150 000	R 250 000	R 200 000	R 200 000	Corp.	
<b>To enhance skills development and life-long learning</b>	<b>A4</b>	Training of unemployed youth and public participation structures	<b>A 4.1</b>	<b>A 4.1.1</b> No. of youth development programmes implemented by 30 June 2018	Youth development training programme	5	R 408 000	ES	1	2	1	1	MM	
				<b>A 4.1.1</b> .1No. of youth assisted with enrolment on learnership programmes i.e. plumbing, community house builder, community house builder and integrated learning by 30 June 2018	Youth development training programme	60	R 600 000	ES	15	30	45	60		



				<b>A 4.1.2</b> No. of deserving learners assisted with registration bursary by 31 March	Bursary programme	500	R 500 000	ES			500		Corp.	
				<b>A 4.1.3</b> Number of ward committee trainings coordinated by 30 June 2018	Ward committee trainings	4	R 800 000	ES	1	1	1	1	MM	Administration & satellite offices
		Review and implement workplace skills plan	<b>A 4.2</b>	<b>A 4.2.1</b> Date of submission of WSP to LGSETA	WSP implementation	30-Apr	R 50,000	ES				30-Apr	Corp.	
				<b>A 4.2.2</b> Number of staff trained in line with the WSP by 30 June 2018	Staff Training	60	R 1,000,000	ES	15	30	45	60	Corp.	
				<b>A 4.2.3.</b> Number of Council trainings conducted by 30 June		4	R 450 000	ES	1	1	1	1		

				<b>A 4.2.3.</b> Number of Council trainings conducted by 30 June 2018		4	R 450 000	ES	1	1	1	1		
<b>To ensure implementation of functional performance management</b>	<b>A5</b>	Signing of performance agreements	<b>A 5.1</b>	<b>A 5.1.1</b> % of performance agreements for filled sec 54/56 signed by 31 July	Performance agreements	100%	N/A	N/A	100%				MM	Administration & satellite offices
		Review of PMS Framework	<b>A 5.2</b>	<b>A 5.2.1</b> Submission to Council for approval by 30 June 2018	PMS Framework	Council approved PMS Framework by	N/A	N/A					MM	
		Preparation of performance reports	<b>A 5.3</b>	<b>A 5.3.2</b> No of quarterly SDBIP Performance reports presented to council by 30 June 2018	Quarterly performance reporting	4	N/A	N/A	1	1	1	1	MM	
		Coordination of PMS Workshop	<b>A 5.3.1</b>	<b>5.3.1</b> No. of PMS Workshops coordinated by 30 June 2018	PMS Workshop	2	R 30 000				1	1		

		To conduct individual performance assessment	<b>A 5.4</b>	<b>A 5.4.1</b> Number of individual performance assessments conducted by 30 June 2018	Individual performance assessment	2	R 200,000	ES	1		1		MM	
		Compilation of annual report	<b>A5.5</b>	<b>A5.5.1</b> Date of completion and submission to council for approval	Annual report Compilation	31-Jan 2018	R 120 000	ES	N/A	N/A	31-Jan 2018	N/A	MM	
		Coordination of PMS Training	<b>A5.6</b>	<b>A5.6.1</b> No. of training coordinated by 30 June 2018	PMS Training	2	R 30 000	ES			1	1		
		Provision of security services	<b>A 6.1</b>	<b>A 6.1.1</b> Date of Installation of CCV TV cameras, access control on municipal office building by 31 Oct 2017	Security services provision	31 Oct 2017	R 128 000	ES		31 Oct 2017				
<b>To ensure improved safety and security</b>														

<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>														
<b>To promote access to basic service delivery and infrastructure development</b>	<b>B1</b>	To facilitate the provision of electricity	<b>B1.1</b>	<b>B1.1.1</b> No. of households provided with electricity connection by 31 May 2018	Electricity connection	250	R15 000 000	INEP	N/A	N/A	N/A	250	Tech.	
				<b>B1.1.2</b> % Completion of 190 electricity connections by 31 Dec 2017		100%	R 7 189 189.19	INEP	50%	100%	N/A	N/A	N/A	
				<b>B1.1.3</b> No. of Household provided with electricity provides by 30 June 2018		3400		ESKOM						
		Construction of access roads	<b>B1.2</b>	<b>B1.2.1</b> % completion of 2.8km Qondile to kwaJuba Gravel access gravel roads by	Road Construction	100%	R 3400000	MIG	10%	40%	70%	100%	Tech. Serv	2

				30 June 2018										
				<b>B1.2.2%</b> completion of 3.8 km Nzondwane to Ndongande Gravel access gravel roads by 30 June 2018	Access Roads	100%	R 4300 000		10%	35%	60%	100%		7
				<b>B1.2.3 %</b> completion of 1.8 km Buxedene to Mission gravel access by 30 June 2018	Access Roads	100%	R 2 600 000	MIG	10%	35%	60%	100%		8
				<b>B1.2.4 %</b> completion of Kwamatsh eketshe gravel road 1,85km	Kwamatsh eketshe gravel road	10%	R 1555339.07	MIG	N/A	N/A	N/A	10%		

		To Provide access to Solid waste removal	<b>B.1.3</b>	<b>B.1.3.1</b> Number of households with access to refuse removal at least once a week by 30 June 2018	Refuse Removal	1200		ES	1200	1200	1200	1200	Social Serv.	19&18
<b>To ensure provision, maintenance and access to community facilities and services</b>	<b>B2</b>	Development of maintenance plan	<b>B2.1</b>	<b>B2.1.1</b> Date of completion and submission to council for approval	Maintenance Plan	30-Apr-18	R 500,000	MIG				30-Apr-18	Tech. Serv.	
		Implementation of maintenance plan	<b>B2.2</b>	<b>B2.2.1</b> No. of km tar roads maintained by 30 June 2018	Road maintenance	5km	R4793 147	MIG				5km	Tech. Serv	
		Construction of community facilities	<b>B.2.3</b>	<b>B2.3.1</b> % completion of Ophaphasi community hall by 30 June 201	Community facilities	100%	R 3400000	MIG	10%	20%	60%	100%		5
				<b>B2.3.2</b> % completion of Masundwin i community hall by 30 June 2018	Community facilities	10%	R 134 208	MIG	N/A	N/A	N/A	10%		4

				<b>B2.3.3</b> % completion of Sgubudu community hall by 30 June 2018	Community facilities	10%	R 55 451		N/A	N/A	N/A	10%		12
				<b>B2.3.4</b> % completion of Emaye community hall by 30 June 2018	Community facilities	10%	R 234 208	MIG	N/A	N/A	N/A	10%		11
				<b>B2.3.5</b> % completion of Ndema community hall & creche by 31 Dec 2017	Community facilities	100%	R 851 000	MIG	50%	100%	N/A	N/A		2
				<b>B2.3.6</b> % completion of Dengeni community hall & creche by 31 Dec 2017 (AFA)	Community facilities	100%	R 181 572	MIG	50%	100%	N/A	N/A		2
				<b>B2.3.7</b> % completion of Zwide community hall & creche by 31 Dec 2017 (AFA)	Community facilities	100%	R 1 000 000	MIG	50%	100%				21

				<b>B2.3.8</b> % completion of Qedumona sportfield by June 2018	Community facilities	100%	R 4 120 770	MIG	10%	35%	60%	100%	Tech Serv.	11,
				<b>B2.3.9</b> % completion of Kwa-Mangqwas hu Sport Complex by 30 June 2018	Community facilities	10%	R 10449888	N/A	N/A	N/A	N/A	10%	Tech Serv.	20
				<b>B2.3.9.10</b> % completion of Kwa-Maduma sportfield by 31 Dec. 2017	Community facilities	100%	R 1 803 127.14		70%	100%	N/A	N/A	Tech Serv.	18
				<b>B2.3.9.11</b> % completion of Kwa-Musi sportfield 31 Dec. 2017	Community facilities	100%	2142302.35		70%	100%	N/A	N/A	Tech Serv.	14
				<b>B2.3.12</b> % completion of Kwa-Musi sportfield 31 Dec 2017	Community facilities	100%	R 2 142 302.35	MIG	70%	100%	1	N/A	Tech Serv.	14



				<b>B2.3.13</b> % completion of Kwa-Vilane sportfield by 31 Dec 2017	Community facilities	100%	R 1 555 339.07	MIG	70%	100%	N/A	N/A	Tech Serv.	20
				<b>B2.3.14</b> % completion of Ekubuseni crèche by June 2018		10%	R 55 680	MIG	N/A	N/A	N/A	10%	Tech Serv.	13
		Fencing of ward outdoor gyms by 31 Oct 2017	<b>B2.4</b>	<b>B2.4.1</b> Date ward outdoor gyms fenced	Outdoor Gym	31 March 2017	R 800 000	ES	N/A		31 March 2017	N/A	Social Serv.	20

**SOCIAL AND LOCAL ECONOMIC DEVELOPMENT**

To promote road safety and disaster management	<b>C1</b>	Provision of protection and disaster management services	<b>C1.1</b>	<b>C1.1.1</b> No. of Drivers Screened for speed timing by 30 June 2018	Law enforcement	20	N/A	N/A	5	5	5	5	Social Serv.	
				<b>C1.1.2</b> No. of Multi-Disciplinary Roadblocks by 30 June 2018	Law enforcement	4	N/A	N/A	1	1	1	1	Social Serv.	
				<b>C1.1.3</b> Number of roadworthy vehicles suspended	Law enforcement	20	N/A	N/A	5	5	5	5	Social Serv.	Administration & satell

by 30 June 2018										ite office s
<b>C1.1.4</b> No. of Learners License Examined by June 2018	Licensing	800	N/A	N/A	200	200	200	200	Social Serv.	
<b>C1.1.5</b> Number of PDP Assessed by June 2018	Licensing	200	N/A	N/A	50	50	50	50	Social Serv.	
<b>C1.1.6</b> Number of Drivers License Renewed by June 2018	Licensing	800	N/A	250	200	200	200	200	Social Serv.	
<b>C1.1.7</b> No. of vehicles stopped and checked by 30 June 2018	Law Enforcement	1000	N/A		250	250	250	250		
<b>C1.1.8</b> No. of people charged for drunken driving	Law Enforcement	12	N/A		2	4	4	2		
<b>C1.1.9</b> Number of campaigns conducted by 30 June 2018	Awareness Campaigns	4			1	1	1	1		

				<b>C1.1.10</b> No. of fire drills conducted by 30 June 2018	Awareness Campaigns	8			2	2	2	2		
				<b>C1.1.11</b> Establishment of Disaster Advisory Forum by 31 Aug 2017	Disaster management	31 August 2017			31 August 2017					
				<b>C1.1.12</b> No. of Disaster Advisory Forum meetings convened by 30 June 2018	Disaster management	3			1	1	1	1		
				<b>C1.1.13</b> No. of animal pound awareness campaign conducted by 30 June 2018	Awareness Campaign	4			1	1	1	1		
<b>To enhance skills development and life - long learning</b>	<b>C2</b>	<b>Promotion of library services</b>	<b>C2.1</b>	<b>C2.2.1</b> Number of library promotions conducted by June 2018	Library promotions	4	R 40,000	ES	1	1	1	1	Social Services	Administration & satellite offices

				<b>C2.2.2</b> Number of books circulated by June 2018	Library book circulation	600	R 0	ES	150	150	150	150	Social Services	
				<b>C2.2.3</b> Number of users access to internet by 30 June 2018	Library access to internet	800	R 20,000	ES	200	200	200	200	Social Services	
				<b>C2.2.4</b> Number of books exchange undertaken by 30 June 2018	Library book exchange	4	R 20,000	ES	1	1	1	1	Social Services	
				<b>C2.2.5</b> No of people trained on basic computer skills by 30 June 2018	Library basic Computer training	150	R 20,000	ES	50	25	25	50	Social Services	
<b>To enhance programmes for special groups, arts culture and heritage</b>	<b>C3</b>	Implementation of the plan for empowerment of youth, women, children, senior citizens and disability	<b>C 3.1</b>	<b>C3.1.1</b> Percentage implementation of programmes in terms of the approved special programmes groups plan 30	Youth employment	100%	R 360,000	ES		25%	50%	100%	MM	

				June 2018										
				<b>C3.1.2</b> Number of youth council workshops conducted by 30 Sep 2017	Youth employment	1	R 250,000	ES	1					MM
				<b>C3.1.3</b> Number of women commemoration held by 30 Aug 2017	Women empowerment	1	R 300 000	ES	1					MM
				<b>C3.1.4</b> Number of child protection campaign held by 31 Dec 2017	Campaign	1	R 450,000	ES		1				MM
				<b>C3.1.5</b> Number of disability forum quarterly meetings held by 30 June 2018	Disability programme	4	R 40 000	ES	1	1	1	1		MM

				<b>C3.1.6</b> Number of youth expo coordinate d by 30 Sep 2017	Youth Expo.	1	R 500 000	ES	1	N/A	N/A	N/A	MM	
				<b>C3.1.7</b> Number of youth council meetings coordinate d by 30 June 2018	Youth council meetings	4	R 600 000	ES	1	1	1	1	MM	
		Implementati on of heritage, arts and culture plan	<b>C 3.2</b>	<b>C 3.2.1</b> Number of heritage events held by 31 Dec 2018	Arts & Culture events	2	R 543 000	ES	1	1			MM	
		Coordination support to Reed Dance		<b>C 3.2.2</b> Date Reed Dance coordinatio n support provided	Reed dance	30-Sep-17			30-Sep-17	N/A	N/A	N/A		
<b>To promote and market tourism, SMMEs and enhance agricultural developmen t in Nongoma</b>	<b>C4</b>	To Market Nongoma as a Tourism destination	<b>C4.1</b>	<b>C4.1.1</b> Number of business seminar and exhibitions hosted by 30 June 2018	Tourism development support	1	R 285 990	ES				One busines s seminar and exhibiti ons	Planning & Dev.	

	<b>C5</b>	Review of the following sector plans: Tourism Sector Plan Review, LED Strategy Review	<b>C5.1</b>	<b>E5.1.1</b> Number of sector plans developed by 31 May 2018	Tourism Sector Plan Review, LED Strategy Review	2 Sector plans by 31 May 2018	N/A	ES				2 Sector plans by 31 May 2018	Planning & Dev.	
		Implementation of ward based LED projects in 21 wards	<b>C5.2</b>	<b>C5.2.1</b> Number of projects supported by 30 June 2018	Ward Based LED projects	21	R 2700 000	ES				21	Planning and Dev.	1-21
		Development of SMME Policy	<b>C5.3</b>	<b>C5.3.1</b> Date for completion of the Nongoma SMME Policy by 31 December 2017	SMME Policy	31 Dec 2017	N/A	N/A		31 Dec 2017	N/A	N/A		
		Demarcate Informal Economy Sites	<b>C5.5</b>	<b>C5.5.1</b> Number of informal Economy sites demarcated by 31 March 2018	Informal Economy sites	10	N/A	N/A		Engaging with Informal Trader		10		
		Implementation of Sustainable LED Project	<b>C5.5</b>	<b>C5.5.3</b> Date for implementing the goat farming LED	Goat farming	30 June 2018 through	R 1000 000	ES		SCM Processing		Project Implementation 30 June 2018	Planning & Dev	

				sustainable Project by 30 June 2018									
		Promotion of Job creation through CWP and EPWP	<b>C5.7</b>	<b>C5.7.1</b> No. of EPWP jobs created by 31 Aug 2017	EPWP	63	R 1 039 000.00	EPWP	63	N/A	N/A	N/A	Planning and Dev.
				<b>C5.7.2</b> Number of jobs created through CWP by 30 June	CWP	1100		CWP				1100	Planning and Dev.
		Implement the HIV/AIDS Plan	<b>C5.8</b>	<b>C5.8.1</b> Number of LAC meetings held by 30 June 2018	LAC Meetings	4	R 40 000	ES	1	1	1	1	MM
				<b>C5.8.2</b> Number of HIV/AIDS awareness campaigns conducted by 31 Dec 2017	HIV/AIDS Awareness campaign	1	R 690 000	ES		1			MM
		Paving of vehicle informal trading base by 30	<b>C5.11.1</b>	<b>C5.11.1</b> Completion of paving informal trading base by 31									



				March 2017										
<b>FINANCIAL VIABILITY AND MANAGEMENT</b>														
<b>To improve revenue enhancement</b>	<b>D1</b>	Debtors reconciliation	<b>D.1.1</b>	<b>D1.1.1</b> Number of debtors' reconciliation performed by 30 June 2018	Revenue enhancement	12	N/A	ES	3	3	3	3	Finance	
		Reconciling of evaluation roll	<b>D1.2</b>	<b>D1.2.1</b> Number of valuation roll reconciliations conducted by 30 June 2018		12	N/A	ES	3	3	3	3	Finance	
		Reconciling of deposits	<b>D1.3</b>	<b>D1.3.1</b> Number of deposits reconciliations conducted by 30 June 2018		12	N/A	ES	3	3	3	3	Finance	
		Appointment of a debt collector	<b>D.1.4</b>	<b>D1.4.1</b> Date debt collector appointed		31 August 2017	R 500 000		31 August 2017					

		Increase of collection rate	<b>D.1.5</b>	<b>D1.5.1</b> % increase in collection rate by 30 June 2018		80%	N/A	ES	13%	50%	65%	80%		
<b>To ensure a sound Asset Management System</b>	<b>D2</b>	Reconciliation of municipal assets	<b>D2.1</b>	<b>D2.2.1</b> Number of assets reconciliations performed by 30 June 2018	Asset management	2 -(bi-annually)	N/A	ES		1		1	Finance	
		Updating of fixed asset register	<b>D2.2</b>	<b>D2.2.1</b> Number of fixed asset register update conducted by 30 June 2018	Asset management	12	N/A	ES	3	3	3	3	Finance	
		Verification of physical asset	<b>D2.3</b>	<b>D2.3.1</b> Number of physical assets verification performed by 30 June 2018	Budget implementation	2	N/A	ES		1		1	Finance	
		Disposal of redundant assets	<b>D2.4</b>	<b>D2.4.1</b> Date asset disposal undertaken	Budget implementation	31 May 2018	N/A					31 May 2018	Finance	
<b>Ensure constant financial and timeous reporting</b>	<b>D3</b>	Preparation of Financial reports	<b>D3.1</b>	<b>D3.1.1</b> Number of monthly Section 71 reports	Financial Reporting	12	N/A	ES	3	3	3	3	Finance	NA

				compiled and submitted to Provincial Treasury and National Treasury by 30 2018										
			<b>D3.2</b>	<b>D3.2.1</b> Number of half-yearly S72 reports compiled by 25 Jan 2018	Financial Reporting	1	N/A	ES			1		Finance	NA
		Compilation of annual financial statements	<b>D3.3</b>	<b>D3.3.1</b> Date annual financial statements compiled and submitted to AG	Annual Financial Statements	31-Aug-17	R500 0000	ES	31-Aug-17				Finance	Administration & satellite
<b>To improve budget implementation in the municipality</b>	<b>D4</b>	Implementation of effective and efficient expenditure management	<b>D4.1</b>	<b>D4.1.1</b> Percentage spent of the municipality operating budget on free basic service delivery by 30 June 2018	Budget implementation	100%	N/A	ES	25%	50%	75%	100%	Finance	Administration & satellite

<b>D4.1.2</b> Percentage of the Annual Capital budget spent by	Budget implementation	100%	N/A	ES	25%	50%	75%	100%	Tech. Serv.	
<b>D4.1.3</b> % of expenditure of the annual operating budget by 30 June 2018	Budget implementation	100%	N/A	ES	25%	50%	75%	100%	Finance	
<b>D4.1.4</b> Number of monthly creditors reconciliation by 30 June 2018	Budget implementation	12	N/A	ES	3	3	3	3	Finance	
<b>D4.1.5</b> Number of monthly suspense reconciliation conducted by 30 June 2018	Budget implementation	12	N/A	ES	3	3	3	3	Finance	
<b>D4.1.6</b> Number of monthly VAT reconciliation	Budget implementation	12	N/A	ES	3	3	3	3	Finance	Administration & satellite

			conducted by 30 June 2018									ite	
			<b>D4.1.7</b> Sub mission of procureme nt plan to MANCO for approval by 30 June 2018	Budget implementati on	30 June 2018	N/A	N/A	N/A	N/A	N/A	30 June 2018	Finance	Admi nistra tion& satell ite
			<b>D4.1.8</b> Submission of four SCM Quarterly Reports to Council for approval	Budget implementati on	4	N/A	N/A	1	1	1	1	Finance	Admi nistra tion& satell ite
			<b>D4.1.9</b> Submission of SCM Annual Report to Council for approval by 30 June 2018	Budget implementati on	30 June 2018	N/A	N/A	N/A	N/A	N/A	30 June 2018	Finance	Admi nistra tion& satell ite
			<b>D4.1.10</b> No. of contract register updates performed by 30 June 2018	Budget implementati on	12	N/A	N/A	3	6	9	12	Finance	Admi nistra tion& satell ite

	<b>D4.2</b>	Preparation of Annual Budget		<b>D4.2.1</b> Date of submission to Council for approval	Budget implementation	31 May 2018	N/A	N/A	N/A	N/A	N/A	31 May 2018		Administration & satellite
	<b>D4.3</b>	Preparation of Adjustment Budget		<b>D4.3.1</b> Submission of adjustment Budget to Council for approval by 28 Feb 2018	Budget implementation	28 Feb 2018	N/A	N/A	N/A	N/A	28 Feb 2018	N/A		
<b>To promote good governance, accountability and transparency</b>	<b>E1</b>	Implementation of Communication Strategy	<b>E 1.3</b>	<b>E1.3.1</b> Number of advertisement conducted through digital media by 30 June 2018	Promotion and publicity	12	R 2,760,000	ES	3	3	3	3	MM	Administration & satellite
				<b>E1.3.2</b> Number of advertisement conducted through print media by 30 June 2018	Promotion and publicity	8	R 1,050.00	ES	2	2	2	2	MM	Administration & satellite

				<b>E1.3.3</b> Number of newsletters issued by June 2018	Promotion and publicity	4	R 400 000	ES	1	1	1	1	MM	Administration & satellite
				<b>E1.3.4</b> Number of promotional materials produced by June 2018	Promotion and publicity	3	R 250,000	ES	N/A	1	1	1	MM	Administration & satellite
		Implementation of mayoral programmes	<b>E.1.4</b>	<b>E1.4.1</b> Number of programmes implemented by June 2018	Mayoral programmes	4	R 250,000	ES	1	1	1	1	MM	Administration & satellite
		Preparation of Audit Committee Report	<b>E.1.5</b>	<b>E1.5.1</b> Number of Audit Committee report presented to Council by 30 30 June 2018	Audit Committee report	4	N/A	N/A	1	1	1	1	MM	Administration & satellite
		Preparation of Internal Plan	<b>E1.6</b>	<b>E1.6.1</b> Submission of Internal Audit Plan to Audit Committee for Approval by 31 Jul	Internal Audit Plan	Approved Internal Audit Plan	N/A	N/A	Approved Internal Audit Plan	N/A	N/A	N/A	MM	Administration & satellite

				2017										
		Preparation and submission of Internal Audit Reports	E1.7	E1.7.1 Number of Internal Audit Reports tabled to Audit Committee by June 2018	Internal Audit Reports	4	R 100,000	ES	1	1	1	1	MM	Administration & satellite
		Development of Fraud Prevention Plan to Audit Committee	E1.8	E1.8.1 Submission to Council for approval by 30 April 2018	Fraud Prevention Plan	30 April 2018	N/A	N/A	N/A	N/A	N/A	30-Apr-18	MM	Administration & satellite
		Development of Oversight committee report	E1.10	E1.10.1 Date of completion and submission to council for approval	Oversight Committee Report	31-Mar-18	N/A	N/A	N/A	N/A	31-Mar-18	N/A	MM	Administration & satellite
		Coordination of IDP Roadshows	E1.11	E1.11.1 Number of Roadshows coordinated per cluster by	IDP Roadshows	2	R 139 2066	ES		1		1	MM	Administration & satellite



				30 May 2018										
		Development of Batho Pele Service Delivery Improvement Plan	<b>E1.13</b>	<b>E1.13.1</b> Date Batho Pele Service Delivery Improvement Plan developed and submitted to Council for approval	Batho Pele Service Delivery Improvement Plan	31-Mar-18	N/A	N/A	N/A	N/A	31-Mar-18	N/A	Corp Serv.	
		Development of Batho Pele Policy	<b>E1.15</b>	<b>E1.15.1</b> Date Batho Pele Policy developed and submitted to Council for approval	Batho Pele Policy	30-Nov-17	N/A	N/A	N/A	30-Nov-17	N/A	N/A	Corp Serv.	
<b>Administer the affairs of the municipality in accordance with relevant legislation</b>		Coordination of Council and management Committees	<b>E1.16</b>	<b>E1.16.1</b> Number of Portfolio committee meetings held by 30 June 2018	Portfolio committee meetings	60	N/A		3	3	3	3	Corp Serv, Tech. Serv, Finance, Planning and Social	

and policies			<b>E1.16.2</b> Number of council meetings held by 30 June 2018	Council meetings	4	R 558000		1	1	1	1	Corp. Serv.	Administration & satellite
			<b>E1.16.3</b> Number of Exco. meetings held by 30 June 2018	Exco meetings	12	N/A		3	3	3	3		
			<b>E1.16.4</b> Number of MPAC meetings held by 30 June 2017	MPAC meetings	4			1	1	1	1		
			<b>E1.16.5</b> Number of ward committee meetings per ward held by 30 June 2018	committee meetings	84	R 1600000		21	21	21	21	MM	
		<b>E1.16.6</b>	<b>E1.16.6.1</b> No. of MANCO meetings held by 30 June 2018		12	N/A		3	3	3	3		
			<b>E1.16.6.2</b> No. of Troika meetings held by 30 June 2018		4	N/A		1	1	1	1		

<b>CROSS CUTTING INTERVENTIONS</b>														
<b>To promote integrated development, planning and environmental management aligned to spatial prescription</b>	<b>F1</b>	Review of the Spatial Development Framework	<b>F.1.1</b>	<b>F.1.1.1</b> Submission of a reviewed SDF to Council for approval by 31 May 2018	SDF Review	Approved SDF by 31 May 2017	R 423 570	ES			Draft SDF in place and tabled to MANCO end of March 2018	Approved SDF by 31 May 2017	Planning & Dev.	
		Review and implementation of Housing Sector plan	<b>F.1.2</b>	<b>F1.2.1</b> submission of housing sector plan to Council for approval by 31 March 2018	Housing Sector Plan Review	Approved housing sector plan by 31 March 2018	R 200,000	ES	Draft Housing Sector Plan end of Jan 2018		Approved housing sector plan by 31 March 2018		Planning & Dev.	
		Annual Review of IDP 2017/18	<b>F1.3.</b>	<b>F1.3.1</b> Submission of the IDP review 2018/19 to council for approval by 31 May 2018	IDP Review 2018/19	Reviewed IDP 2018/19 by 31 May 2018			Process plan development, submitted to CoGTA and council approval end of Sep	Status quo report in place by 31 Oct 2017	Draft IDP Review 2018/19 end of 31 March 2018	Reviewed IDP by 31 May 2018	Planning & Dev.	

									2017					
		Coordination of a Strategic planning session by 31 Dec 2017	<b>F1.4</b>	<b>F1.4.1</b> No. of strategic sessions coordinated by 31 Dec 2017	Strategic planning	Two Strategic planning session by 31 March 2018	R 600 000			One Strategic planning session by 31 Dec 2017	One Strategic planning session by 31 March 2018		Planning & Dev.	
		Resurveying of Nongoma properties (Erf 431 and 432)	<b>F1.8</b>	<b>F1.8.1</b> Date of completion for the site surveying and registration by 31 March 2018	Resurveying of Nongoma	31-May-18	R 308 456	ES				31-May-18	Planning & Dev.	19
		Promotion and awareness of environmental sustainability	<b>F1.10</b>	<b>F1.10.1</b> No. of environmental awareness campaigns conducted 31 March 2018	Environmental and building inspectorate awareness campaigns	One Environmental and building inspectorate awareness campaigns	R 150 000	ES			One Environmental and building inspectorate awareness campaigns		Planning & Dev.	

		To ensure, Promotion, and enforcement of Planning and development Compliance in Nongoma	<b>F1.11</b>	<b>F1.11.1</b> No. of building control awareness conducted by 30 June 2018	Building Awareness Campaign	1	R 6500	ES				1	Planning & Dev.	
To enhance a coordinated disaster services	<b>F2</b>	Establishment of disaster advisory committee	<b>F2.1</b>	<b>F2.1.1</b> Date of establishment	Disaster advisory committee	31-Dec-17				31-Dec-17			Planning & Dev.	

<p><b>5. ORGANISATIONAL SCORECARD (2016/2017) (INCLUDING KEY PERFORMANCE INDICATORS AND TARGETS)</b></p>
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The Nongoma Organizational Scorecard for 2017/2018 to be attached in the final IDP

## ANNEXURES

APPENDICES	
1.1	Nongoma draft SDF
1.2	Tourism Sector Plan
1.3	Local Economic Development Plan
1.4	