

NQUTHU LOCAL MUNICIPALITY

2013/14 IDP REVIEW

21 JUNE 2013

NQUTHU LM

2013

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**SECTION A:
EXECUTIVE SUMMARY**

1. EXECUTIVE SUMMARY

1.2 INTRODUCTION

In terms of Section 25 (1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.

This Integrated Development Plan is the second in the third five year cycle on Integrated Development Plans (IDP's) and reflects the priorities of Nquthu Council. An IDP is a growing document that changes according to challenges facing the municipality as well as through new information becoming available to the municipality. According to Municipal Systems Act, Chapter 5, all the municipalities must compile the IDP which must be reviewed annually.

This is the third five-year cycle of the IDP preparation for the Nquthu municipality, which will be reviewed on annual basis until 2017. It is therefore critical that a more outcome based and operational IDP is evident with this third generation IDP, with the intention of achieving the desired results.

1.2 NQUTHU LOCAL MUNICIPALITY

Nquthu is a Category B municipality established in 2000 as one of the four local municipalities that constitute the UMzinyathi District Municipality. It is located along the north eastern boundary of the district and is boarded by the following municipalities:

- eMadlangeni and Abaqulusi municipalities on the north;
- Ulundi Municipality on the east;
- Nkandla Municipality on the south; and
- Msinga and Endumeni Municipalities to the west.

It covers an area of approximately 1451km², and is predominantly rural in nature with expansive low-density rural settlements being one of the major features. Nquthu has a total

population of 165 307, with the community spread unevenly among the 17 municipal wards with the majority being resident within the 9 traditional authority areas.

Nquthu Town, and Nondweni to a limited extent, are the only notable urban centres within the municipality. Nquthu is composed of nine Traditional Council areas namely, Sizamile, Jama, Khiphinkunzi, Emandleni, Mbokodebomvu, Vulindlela, Mangwe-Buthanani, Molefe and KwaZondi. The area is divided into 17 municipal wards with 34 Councillors.

Primary access to Nquthu Municipality is through R68 linking Ulundi and Newcastle/Dundee. Another important Provincial road that runs through the municipality is the R33, passing through the northern areas, passing east of Nondweni before linking Vryheid with the R68.

The town of Nquthu is a small but stable urban area that has established itself as the primary commercial, administrative and service centre for the Municipality as a whole. The town is an old Japie Uys town established in terms of Proclamation 67 of 1983. The majority of the land in Nquthu is under Ingonyama Trust land and the municipality does not have any land registered under its own name. The municipality is about to conclude a process towards the transfer of state land under its name.

Nquthu town is strongly linked to the surrounding towns of Dundee, Melmoth, Vryheid and Newcastle. Nquthu serves as a provincial administrative centre, with offices of the Departments of Education, Agriculture and Environmental Affairs, Works, Health, Justice and Welfare, Department of Transport, Safety and Security (SAPS), Post Office, as well as a variety of social infrastructure. Nquthu is located in at the crossroad of provincial roads, this place the node at a strategic position as an economic powerhouse and has the potential of growing as a Service Support Hub. Additional potential lies in the development and improvement of the commercial and property sector.

Land use in Nquthu is primarily agriculture, mainly dryland subsistence, where people keep livestock and grow crops such as maize and beans.

The economy of Nquthu is diverse and is centred on agriculture, community services, trade and commerce as the major sectors. The agricultural sector's contribution to the economy is the largest of all sectors making up Nquthu economy. Nquthu's overall contribution to the economy is increasing gradually from 1990 to 2001. In 1990 Nquthu contributed R246 695 600, R264 544 900 in 1996 and R271 576 200 in 2001. Isandlwana, the site of the historic Anglo-Zulu war battle, which took place on the 22nd of January, 1879 is a well-known tourist destination worldwide, and is a major landmark within the municipality.

1.3 IDP REVIEW PROCESS

1.3.1 INSTITUTIONAL ARRANGEMENTS

The institutional arrangements for the review of the IDP were as follows:

-
- IDP Steering Committee comprising of the Municipal Manager, heads of departments and sectional (middle) managers.
 - IDP Representative Forum which provides for public participation in the planning process.
 - EXCO which advises council, *inter alia*, on matters related to the IDP.
 - Council which adopts the process plan and the final IDP.

The IDP Representative Forum (IDP RF) was constituted as part of the preparation phase of the IDP and continued its functions throughout the IDP development processes. The IDP RF adopted a Code of conduct framework that formalizes the forum and specifies the role and responsibility of each stakeholder. The IDP forum represents a range of interests including ward committees, faith based organisations, Non-Governmental Organisations, etc.

1.3.2 IDP AND BUDGET ALIGNMENT PROCESS

Integrated Development Plan plays a major role in addressing the programmes and projects to be undertaken by the spheres of government and sector departments. The participation of the internal and the external bodies were scheduled and held as follows:

TABLE 1: IDP STEERING COMMITTEE MEETING

Date	Venue
11 October 2012	Indaba room Nquthu Municipality
30 January 2013	Indaba Room Nquthu Municipality
11 March 2013	Natal Spa

TABLE 2: IDP REPRESENTATIVE FORUM MEETING

Date	Venue
17 October 2012	Nquthu Municipality Council Chamber
04 March 2013	Nquthu Municipality Council Chamber

The above dates of the IDP were adopted by the council during the adoption of the Process Plan. It must be noted that the IDP RF that was scheduled for the 27 February 2013 did not take place on that day but was rescheduled to the 04 March. This was due to the Community Based Plan which took place on the 27 February where it also played a vital role in identifying challenges in a ward level.

The Nquthu Municipality has been in partnership with UMzinyathi District Municipality in conducting the community public engagement.

The UMzinyathi Growth and Development Summit was held on the 06-07 November where the economic status and economic potential alignment at the District level was analyzed for future developments.

1.4 KEY DEVELOPMENT CHALLENGES

Although Nquthu Municipality with the assistance of UMzinyathi District, Provincial Government and the National Government has made major progress to improve the living conditions and addressing massive poverty, the area is still characterised by a number of challenges. These include the following:

- High rate of unemployment.
- Service backlogs, particularly water and sanitation.
- Poverty which occurs in the form of income, relative and absolute poverty.
- Lack of economic investment and the associated infrastructure.
- Unplanned settlements with some occurring in land that is not suitable for human settlement.
- Congestion in Nquthu Town.
- Poor access to public facilities such schools, clinics, and other government services.
- Dependence on grant funding as the area has a small rates base.
- Inability to attract and retain skilled and experienced staff (high staff turn-over rate).

However, there are opportunities for development. Economic development opportunities are mainly in the areas of tourism and agriculture:

- Nquthu is located within the battlefields route with one of the landmarks or world acclaimed destinations – Isandlwana located within the municipal area. Community based tourism remains untapped.
- Nquthu has large portions of land with relatively good agricultural production potential which are lying fallow. The land can be assembled and packaged for both dryland and irrigated agriculture. There is also potential for livestock farming.
- Further commercial development in Nquthu Town.

1.4 LONG-TERM VISION

Nquthu Local Municipality's objective is to make real the principles of the Constitution, National Development Plan and the Provincial Growth and Development Strategy through integrated development planning. As such, through the IDP and its processes, the Municipality seeks to:

- Actively engage with citizens of the Municipality and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the area;
- Continuously develop and improve the quality of life of all its citizens;
- Effectively and efficiently utilize resources allocated to it; and
- Improve the opportunities and quality of life in the communities it serve.

In line with the general objects of local government and the objectives outlined above, Nquthu Municipality aspires:

“To be the champions of sustainable local economic and community development, through good governance”

Realisation of this vision requires the municipality to adopt a clearly defined organisational philosophy including commitment to serving the public, accountability, sustainable development.

1.5 STRATEGIC FOCUS

The Municipality will ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

1.5.1 BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The strategy focuses on facilitating the provision of new infrastructure and also the maintenance of existing infrastructure to ensure harmonious and sustainable service delivery to the communities.

The provision of access roads, water and sanitation, is inadequate within the Municipal area and huge backlogs exists which can only be eradicated at a minimum standard level.

1.5.2 SOCIO-ECONOMIC DEVELOPMENT

The strategy aims to identify potential and feasible initiatives that will contribute to the alleviation of poverty within the District Municipality.

The Municipality has amongst the highest unemployment rates in KwaZulu-Natal and a very high rate of adult illiteracy. The impact of HIV/Aids is also recognized as affecting businesses in terms of labour productivity and declining demand. It also has huge social cost factors in terms of the provision of effective education, health and social services.

1.5.3 MUNICIPAL FINANCIAL VIABILITY

The strategy focuses on ensuring sound financial management and responsible budgeting as per the requirements of the MFMA that will ensure proper alignment with the Municipality's IDP. The implementation of the IDP is reliant of an effective financial management system, and a strategy to enhance this capacity is necessary.

1.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The strategy focuses mainly on accountability to the communities on developmental issues and also introducing systems, procedures and processes to allow maximum participation. Constant interaction of the Municipality with other spheres of government is required since municipalities depend on financial and institutional support and petition on rate levies from these tiers of government and community and also hold izimbizo to communicate the programmes to be undertaken by the Municipality to the respective communities.

1.5.5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

This area focuses on promoting comprehensive administration which is proficient and operative that will enable the municipality to meet its development needs.

1.6 PLANNED INTERVENTIONS

In terms of improving Nquthu Local Municipality, various initiatives are being undertaken which will benefit the staff as well as the community. This is done through the LED implementation within the community in order to create competitive and effective communities with the empowerment of SMME's. This reduces the rate of poverty and unemployment within Nquthu area. Internally, the staffs are continually being trained in various facets of local government management to improve their efficiency and effectiveness.

Nquthu Municipality has Property Rates Act which is being implemented, this uplift the revenue of the municipality. Even though the other parts of Nquthu are rural and fall under Ingonyama Trust, the municipality is able to collect up to 70% of rates in the areas which are owned by the municipality. The Municipality has prioritized with the basic services in order to reduce the backlog in the area. Local access roads are being constructed to elevate the ratio of poor roads condition and make it more accessible to the communities. Nquthu town has an existing Town Planning Scheme which guides development within the jurisdiction which falls in the scheme. This will benefit both Nquthu Municipality and residents as it allows the municipality to levy rates within the town and to plan more effectively for this area.

1.7 PERFORMANCE MEASUREMENT

The Municipal Systems Act (Act 32 of 2000) as well as the Municipal Planning and Performance Management Regulations prescribe that all municipalities shall establish and implement an Organizational Performance Management System (PMS). Such a system is aimed at measuring the performance of a municipality in terms of targets and objectives set out in the IDP. Legislation places an obligation on the municipality to involve the

community when developing the PMS as well as setting of Key Performance Indicators (KPI's) and performance targets.

Nquthu Municipality adopted the Organizational Performance Management Framework (OPMS) in 21 March 2009. The framework is legally binding and all municipal employees abide by it, however at present it applies to S57 managers. Council still, set annual objectives with related KPI's in line with the development objectives in the IDP as well as its Vision. These are measured regularly and corrective action is taken when necessary.

PMS monitors and measures the performance where the Service Delivery Budget and Implementations is used to facilitate the tracking of progress in terms of expenditure in relation to the objectives set in the IDP. The SDBIP will be compiled thirty days after the final Budget has been adopted by the council in accordance with the legislation.

SECTION B

PLANNING AND DEVELOPMENT PRINCIPLES

2. PLANNING AND DEVELOPMENT PRINCIPLES

2.1 PRINCIPLES

2.1.1 DFA PRINCIPLES

The following principles are derived from the Development and facilitation Act:

- 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, CRDP, National Strategy on Sustainable Development).

2.1.2 NATIONAL SPATIAL DEVELOPMENT PLAN

The following principles are derived from the Development and facilitation Act:

- Development/investment must only happen in locations that are sustainable (NSDP)
- 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).

2.1.3 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

The following principles are derived from the Comprehensive Development programme

(CRDP):

- Land development procedures must include provisions that accommodate access to secure tenure (CRDP)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised
- 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.

2.1.4 BREAKING NEW GROUND

The following principles are derived from the Breaking New Ground:

- 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)
- Densification:
- Mixed land use developments:
- 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)

2.1.5 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The following principles are derived from the Provincial Growth and Development Strategy:

- Environmentally responsible behaviour 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)

2.2 GOVERNMENT POLICIES AND IMPERATIVES

2.2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) lists the local government objectives as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

As such, these are the primary objectives of Nquthu Municipality as a local government structure. As stipulated in Section 152 (2) the municipality will strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1). The powers and functions allocated to the municipality as opposed to the other spheres of government in

this regard are stipulated in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution.

2.2.2 NATIONAL DEVELOPMENT VISION

The national development vision is outlined in various national government policy documents, and been consolidated into a National Development Plan (NDP) under the stewardship of the National Planning Commission (NPC). Principal among these is the New

Growth Path which seeks to create five million jobs by 2020, through focusing on areas that have potential for creating employment on a large scale, referred to as 'job drivers', that is:

- infrastructure;
- main economic sectors (agricultural and mining value chains, manufacturing and services);
- new opportunities in the knowledge and green economies;
- social capital and public service; and
- spatial development that foster rural development and regional integration.

The New Growth Path provides the Nquthu Municipality with a framework to set own targets in terms of poverty alleviation, inequality and employment creation. These targets will be the beginning of a process towards social and economic development and making a meaningful contribution to the improvement of the quality of life for those living and or working in the area.

The NDP (Vision 2030), recognizes progress made by the state to address issues such as poverty, inequality and underdevelopment, and acknowledges that many people still live below or close to poverty datum line. While fixing these problems will take time, the Vision 2030 advocates for a shift from passive citizenry to an approach where government works effectively to develop people's capabilities to lead the lives they desire. It identifies drivers of change (both external and internal), and seeks to put the country on a development path that:

- Create jobs and support livelihoods.
- Expand infrastructure.
- Supports transition to a low carbon economy.
- Transforms urban and rural spaces and building integrated rural economies.
- Improves education and training.

- Builds a capable state.
- Fights corruption and enhances accountability.
- Transforms society and unites the nation.

Without overburdening Nquthu Municipality IDP, integration of programmes designed to address these issues into the municipal strategic planning and service delivery initiatives is critical.

2.2.3 PROVINCIAL DEVELOPMENT VISION

The KwaZulu-Natal Province development vision is outlined in the recently introduced Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011).

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. However, the achievement of these objectives and attainment of the goals hinges on the nature and extent of collaboration and partnership among the various social partners, in particular, business, organized labour, civil society and the different

spheres of government and state owned enterprises under the leadership of the KZN Government (PGDS).

2.2.4 LOCAL GOVERNMENT OUTCOME 9

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified. Outcome 9 deals with local government and affects Nquthu directly. It moves from a

premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. The government has identified the following outputs for Outcome 9:

- Output 1: Implement a differentiated approach to municipal financing, planning and support.
- Output 2: Improving access to basic services
- Output 3: Implementation of the Community Work Programme
- Output 4: Actions supportive of the human settlement outcome
- Output 5: Deepen democracy through a refined Ward Committee Model
- Output 6: Administrative and financial capability
- Output 7: Single window of coordination

2.2.5 LOCAL GOVERNMENT TURNAROUND STRATEGY

An evaluation of a range of issues impacting on the delivery of services at local government level was conducted by the department of Cooperative Government and Traditional Affairs towards the end of 2009. This process uncovered a range of areas where municipalities requires support in order to be able to perform their functions efficiently. The process

further noted that an ideal municipality will strive to contribute to building the Developmental State in South Africa and draw from the constitutional and legal framework established. It further noted that an ideal municipality would:

- Provide democratic and accountable government for local communities
- Be responsive to the needs of the local community
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development

- Promote a safe and healthy environment
- Encourage the involvement of communities and community organisations in the matters of local government
- Facilitate a culture of public service and accountability amongst its staff
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The outcomes of meeting these objectives include:

- The provision of household infrastructure and services
- The creation of liveable, integrated and inclusive, towns and rural areas
- Local economic development.
- Community empowerment and distribution.

These outcomes should create a healthy local environment in which vulnerable groups are supported and protected. It should also mitigate the growing social distance between government and communities. This sets the benchmark for the turnaround strategy. Municipalities must aspire to deliver on these outcomes. The rest of the state and society must ensure that there is an enabling environment and proper support for municipalities to deliver effectively.

2.2.6 MUNICIPAL STRUCTURES ACT

The Municipal Structures Act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality. The Act:

- introduces criteria for determining the category of municipality to be established in an area;
- defines the types of municipality that may be established within each category;
- provides for an appropriate division of functions and powers between categories of municipality;

- regulates the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and
- provide for matters in connection therewith. Of importance in the context of this legislation is the Co-operation between district and local municipalities.

2.2.7 MUNICIPAL SYSTEMS ACT

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

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

The Act also requires municipality's to review the IDP annually.

2.2.8 MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

Section 21 of the MFMA stipulates that the mayor of a municipality must coordinate the processes towards the preparation/review of the IDP and preparation of an annual budget so as to ensure that the tabled budget and the integrated development plan mutually consistent and credible. At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for :-

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies
- The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
- Any consultative processes forming part of the processes referred to above.

2.2.9 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT (IGR)

The Act was promulgated to establish a framework for the national government, provincial governments and local governments in order to ensure amongst other things:

- promotion and facilitation of intergovernmental relations;
- Provision for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- Provision for matters connected therewith.

The objective of the Act is based on the principle of co-operative governance as set out in Chapter 3 of the Constitution. The Act also aims to facilitate co-ordination in the implementation of policy and legislation including:

- Coherent government;

- Effective provision of services;
- Monitoring implementation of policy and legislation; and
- Realization of national priorities.

SECTION C

SITUATION ANALYSIS

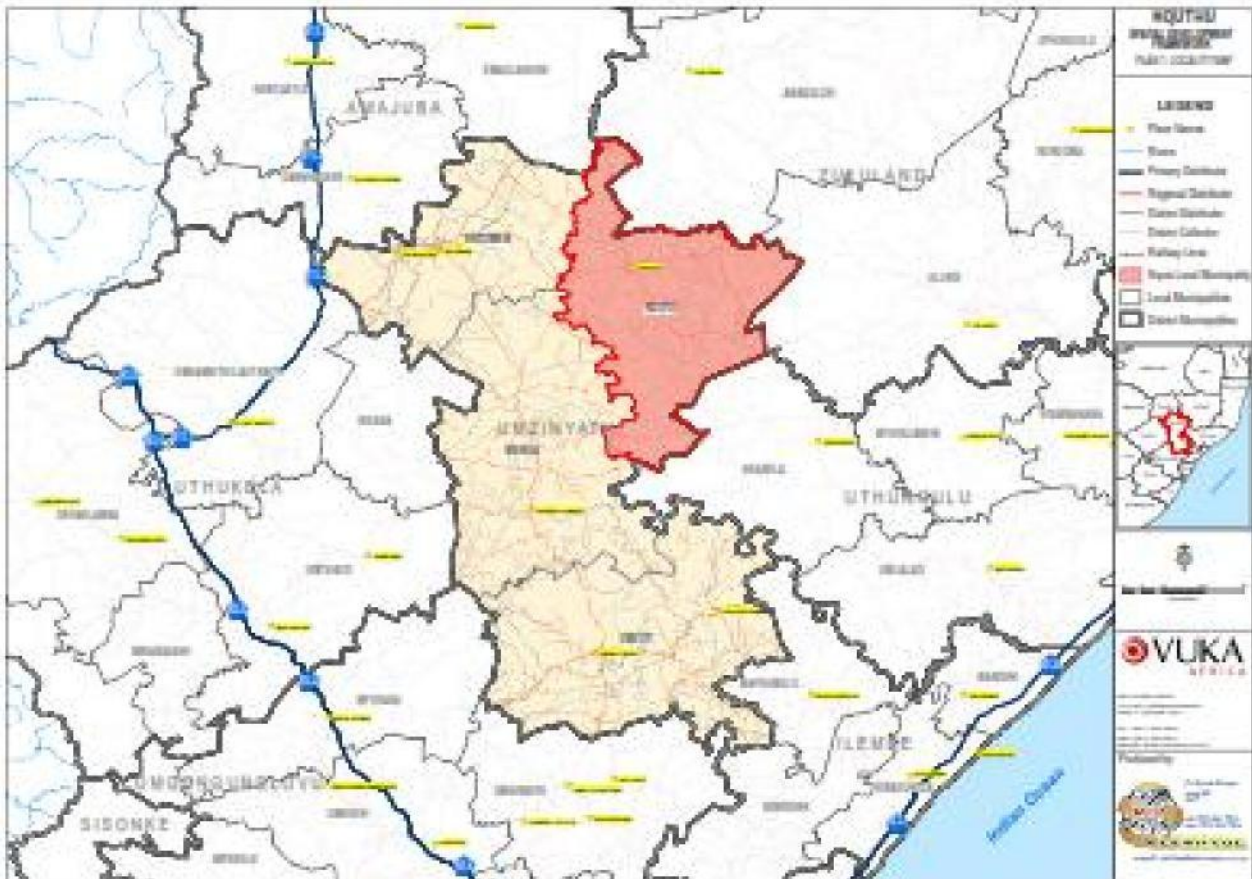
3.1.1 REGIONAL CONTEXT

UMzinyathi District is located in the north-western part of KwaZulu-Natal, and is one of the 10 district municipalities in KwaZulu-Natal Province. It comprises of 4 local municipalities, namely (Nquthu, Endumeni, Msinga and Umvoti) covering an area of some 8079m², and has a total population of about 510 838 people. The District is generally rural in character as it includes expansive rural settlements, extensive commercial farms and a few towns largely geared towards serving the rural communities. Towns located within the district include Dundee (the main economic hub and administrative centre located within Endumeni), Greytown, Kranskop Tugela Ferry, Pomeroy, Keates Drift and Nquthu.

The District lies roughly between two major provincial development corridors. The N11 runs along the western outer boundary of the district just outside of Endumeni Municipality. It is a regional access and a national trade route linking KZN with Mpumalanga and Gauteng Provinces. R33 on the other hand, runs along the eastern part of the district, and is a major link route along the midlands mist belt. It runs through Umvoti Municipality. The spatial development framework identified the following development corridors:

- The Dundee / Greytown / Pietermaritzburg road (R33), which serves as a trade route and collector distributor to the national routes. This road also provides linkages with major provincial centres such as Durban, Pietermaritzburg and Richards Bay. R33 passes through Nondweni linking Vryheid with R68.
- The road linking Dundee / Glencoe was also identified due to the high range and intensity of mixed land use activity found on this access route between the towns.
- Secondary activity corridors provide linkages from Dundee to Vryheid, Nquthu and Pomeroy as well as between Greytown and Kranskop.

Access to Nquthu Municipality is achieved through R68 tertiary provincial corridor linking Ulundi and Dundee through Nquthu. This is one of the major tourism corridors within the Battlefields Route and a link road between this tourism region and Zulu-Heritage route in Ulundi and Nongoma.



The district SDF identified Nquthu Town as a secondary service centre, with potential to provide a range of services to the expansive rural settlements located within and beyond the Nquthu Municipality boundaries.

3.1.2 ADMINISTRATION ENTITIES

Nquthu Municipality as an administrative entity was established in 2000 following the first local government elections. It consists of seventeen(17) municipal wards spread unevenly through the area. There are 9 Traditional Council(TC) within the municipality area, namely:

Sizamile, Jama, Khiphinkunzi, Emandleni, Mbokodebomvu, Vulindlela, Mangwe-Buthanani, Molefe and KwaZondi.

3.1.3 STRUCTURING ELEMENTS

Nquthu Municipality boundaries were determined in terms of the Municipal Demarcation Act, Act number 27 of 1998 taking into account:

- The interdependence of people, communities and economies as indicated by existing and expected patterns of human settlement and migration; employment; commuting and dominant transport movements; spending; the use of amenities, recreational facilities and infrastructure; and commercial and industrial linkages;
- The need for cohesive, integrated and unfragmented areas, including metropolitan areas;
- The financial viability and administrative capacity of the municipality to perform municipal functions efficiently and effectively;
- The need to share and redistribute financial and administrative resources;
- Provincial and municipal boundaries;
- Areas of traditional rural communities;
- Existing and proposed functional boundaries, including magisterial districts, voting districts, health, transport, police and census enumerator boundaries;
- Existing and expected land use, social, economic and transport planning;
- The need for coordinated municipal, provincial and national programmes and services, including the administration of justice and health care;
- Topographical, environmental and physical characteristics of the area;

- The administrative consequences of its boundary determination on municipal creditworthiness; existing municipalities, their council members and staff; and any other relevant matter; and
- The need to rationalise the total number of municipalities within different categories and of different types to achieve the objectives of effective and sustainable service delivery, financial viability and macro-economic stability.

As such, the municipal boundaries are not simple administrative, but planning and developmental boundaries as well. They respond to the issues listed above and gives effect to the notion of developmental government.

3.1.4 EXISTING NODES AND CORRIDORS

The economy of Nquthu Local Municipality, as is the case with most rural municipalities in KwaZulu-Natal, operates on a marginalised economic level, and cannot be compared to larger municipal areas with large population numbers, and stronger more vibrant economies. The classification of nodal areas in terms of Primary, Secondary, and tertiary nodes might therefore be misleading in terms of describing the character of the specific nodal area. Main nodal areas are assisted by various lower order nodes to distribute and provide essential services to the population groupings in their vicinity. In order to portrair a more realistic nodal level, and not classifying the rural nodal areas on the same level of Metropolitan centres, the following hierarchy were utilised to define the level of nodes in Nquthu:

- Large Convenience Centres
- Rural Service Centres
- RSC Satellites
- Rural Settlement Clusters.

Rural Settlement Clusters are only an indication of large groupings of population. Limited services are provided at these locations, which should be serviced through the RSC Satellite Nodes.

3.1.4.1 LARGE CONVENIENT CENTRE

Nquthu is the main nodal area and the most densely populated settlement in Nquthu Local Municipality, and as such is the only Large Convenience Centre within the municipality. It serves as the main activity node for commercial and administrative activities. To service the large population concentration, development efforts are focused on economic development & service provision, job creation, government services and provision of basic services.

3.1.4.2 RURAL SERVICE CENTRES

These centres perform a variety of functions including administration, service delivery and limited commercial activity. Being service centres, they serve as focus points for a range of services, which is provided to the adjacent rural areas, and typically have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions and small scale industrial and administrative activities. These centres are growing and should be encouraged to develop. It is therefore necessary to encourage the implementation of capital projects within these areas.

The Rural Service Centres in Nquthu include the following nodal areas:

- Hlathi Dam: Hlathi Dam is situated on the Western Boundary of the Municipality on the R66 leading from Nongoma to De Jagers Drift in Endumeni Local Municipality. This node contains quite a large number of populations, and has a very urbanised and organised character as can be seen from the image below.
- Masotsheni: Masotsheni Node is situated near the western regions of Nquthu LM near the St. Augustines Missionary. Please refer to Plan 40 Spatial Development Framework for a Depiction of its Locality. In relation to most other service centres, St Augustine is fairly well- serviced. This centre serves a relatively small number of

people who are situated along the road leading in a western direction. A very spread-out settlement is situated just to the east of Masotsheni on large plots where land use activities mimics Urban Agriculture. The node serves more than the direct population and also services a community on the road to Rourke's drift.

- **Ndindindi:** Ndindindi is situated on the P54 leading from Nquthu in a Northerly direction connection Nquthu Town with Abaqulusi and Emadlangeni Municipalities. This node is situated to the east of Mkhonjane near the Abaqulusi LM border. Please refer to Plan 40 Spatial Development Framework (attached at back of report) for a depiction of the locality of the node. This node serves a fairly large number of residents which are all spread out along the P54 main thoroughfare. A densification boundary has been proposed for this node and is included in the SDF.
- **Ngolokodo:** Ngolokodo is situated in the most northern parts of the municipality and is the third largest settlement after Nquthu and Nondweni. A very large number of people are serviced and it serves as the main service node for the northern areas. A densification boundary has been proposed for this settlement.
- **Nondweni:** Nondweni, being the second largest settlement in Nquthu Town serves as the largest Rural Service Centre in the Municipality. As can be depicted from the image below, the town is fairly well organised, although the structure is largely affected by river areas. A densification boundary has been proposed for this settlement. The nodal development area is affected by the riverine areas, as no large enough areas exist around facilities to expand these nodal areas.

3.1.4.3 RURAL SERVICE CENTRE SATELLITE

The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises. As the lowest nodal order, these centres are normally located on or near transportation routes, which provides access to higher order nodes:

-
- Haladu
 - Hlajakazi,
 - Isandlwana,
 - Jabavu,
 - Jama
 - Mafitleng,
 - Mkhonjane,
 - Mphazima,

These nodes serve only small number of residents and will no densification boundaries are proposed for them.

3.1.5 NODAL ASSESSMENT

3.1.5.1 NQUTHU TOWN

Nquthu is a small but stable urban area that has established itself as the primary

commercial, administrative and service centre for the Municipality as a whole. The town is an old Japie Uys town established in terms of Proclamation 67 of 1983. In order to address to housing backlogs, low cost housing projects have been approved and implemented in town:

The Town is almost centrally located in, ward 14 at the intersection of R68 linking Dundee to Melmoth, the road to Vryheid via Blood River and the road to Nondweni. It serves as a provincial administrative centre with offices of the Department of Education, Agriculture, and Environmental Affairs, Works, Health, Justice and Welfare, Department of Transport, Safety and Security (SAPS), Post Office as well as a variety of social infrastructure. The town serves the whole of Nquthu area. In terms of the settlement hierarchy set out in the Integrated Rural Development Policy, Nquthu fulfills the role of the Provincial

Administration Centre. Nquthu Town has a town planning scheme in place which regulates the development within the town.

The current land use patterns are fairly well structured and can be divided into the following categories:

- Residential
- Commercial

3.1.5.2 NONDWENI TOWN

Nondweni is a resettlement town established during the apartheid era, and previously administered by the Development Service Board. In contrast to Nquthu, it does not serve a large population. While Nondweni is smaller than Nquthu but is also a stable urban area that provides a limited amount of commercial, administrative and service functions for the surrounding communities. The town is formally laid out and comprises of two areas. The first of these is the original SGO township of Nondweni which includes an extensive area of town lands known as Townlands of Nondweni No 14636, and which has not been developed in accordance with the layout. The second portion of the town comprises of the former Department of Development Aid, Section 30 Townships laid out on: Farm No 2, No 12746, Farm No 3, No 12780; Farm No 5, No 6, No 10878; and Farm No 7 12865.

The current land use patterns are fairly well structured and can be divided into the following categories:

- Residential
- Commercial
- Industry
- Social Service

3.1.6 DEVELOPMENT CORRIDORS

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

3.1.6.1 REGIONAL DEVELOPMENT CORRIDOR

The Primary Development Corridor is the provincial road (R68) which links Nquthu town and Dundee. The road also links Nquthu to Babanango and Melmoth. The corridor is the main trade and transportation route which links up with N11 and the National Route (N3). This corridor provides a critical link to major provincial centres such as Durban and Pietermaritzburg.

This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

3.1.6.2 SECONDARY CORRIDORS

The primary focus of these corridors is long distance traffic movement within the DM and these corridors link places of economic opportunity with places of residence. Development can be encouraged at appropriate locations along these corridors. The Secondary corridors within Nquthu Municipality include the following roads:

- . P54 between Nquthu town and Ngolokodo .

- The R33 between Dundee and Vryheid

- . Link Road between Nquthu Village and Nondweni. This road serves the Northern and South eastern parts as the road splits in two at Nondweni.

The P54 corridor is important because of its link with the R33. This corridor also provides important links to a number of existing and emerging settlements.

Public interventions envisaged in this area relate to:

- 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.
- Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Ensure multimodal transport integration occur along these roads at key points.

3.1.6.3 TERTIARY CORRIDOR

Tertiary corridors link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving corridors in terms of social interaction and economic activities. The uMzinyathi SDF identifies one tertiary corridor which links Nquthu to Nondweni and then through to Vryheid. This route links Nquthu Village and Nondweni servicing the northern and southern areas since the road splits into two roads at Nondweni.

The Nquthu SDF, however, identifies a further tertiary corridor which links the Nquthu town and Ngolokodo (P54) and links up with R33 between Dundee and Vryheid. The corridor is important because it connects a number of existing and emerging settlements and provides a link with R33.

3.1.6.4 LOWER ORDER CORRIDORS

These corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement. They are not demarcated on the maps as there are a large number of such access routes, which do not provide vital strategic information, or require to be strategically evaluated within this spatial development framework.

3.1.6.5 AGRICULTURAL CORRIDORS

Nquthu Local Municipality has much potential for agricultural development. This is evident from the fact that the Provincial Spatial Economic Development Strategy (PSEDS) identified an important regional Agricultural Corridor traversing the Municipality. The components of the identified corridor consist of the following roads:

- the R68 linking Nquthu to Babanango
- the R68 linking Nquthu and Dundee/ Glencoe,
- Road Linking Nquthu to eMondlo and Vryheid.

3.1.6.6 WALL TO WALL SCHEME

Nquthu Municipality has a Town Planning Scheme in place and Urban Development Framework which guides the development within Nquthu jurisdiction in order to categorize the land use zones and transport modes. This assist in empowering the Local Economic Development as the investor will be much attracted if there are such structures in place.

As per Planning Development Act, Nquthu Local Municipality has responded on the MECs comment that all the municipalities within KwaZulu Natal should prepare a Wall to Wall Scheme. Nquthu is the first municipality to undertake this process. The service provider has been appointed, the inception report has been submitted to the municipality and as for now the municipality is engaging with relevant stakeholders and by-in from the traditional leadership as the Nquthu area is under Amakhosi. This project is funded by Nquthu Local Municipality.

3.1.6.7 DEMARCATIONS

Nquthu demarcations were within the original boundaries of the municipality; this means there are no areas which were taken from neighboring municipalities. The area population rate and service delivery will not be affected as the changes were within Nquthu jurisdiction.

3.1.7 URBAN EDGE

The urban edge has been clearly defined and has been taken further through the municipality's LUMS. The urban edge facilitates a planned environment while protecting the natural environment so as to promote sustainable development. The urban edge

intends to ensure that *ad hoc* development will not have a negative impact on planned development. Further, it facilitates the efficient delivery of services and infrastructure. It is proposed that future urban uses are contained within the existing urban areas and development first seeks to densify and infill the existing urban areas.

3.1.8 BROAD LAND USES

3.1.8.1 URBAN SETTLEMENT

Nquthu Town and Nondweni are the only two urban settlements found within Nquthu Municipality. The former is located on erf 100 and comprises of residential the residential areas, area is characterized by a half of it being land with little gradient (the northern sector) and the rest of it, or southern sector, being dominated by mountains and streams, by far the major portion of the area being utilization for farming practices. There is practically no commercial farming enterprise in the area, and mostly subsistence farming is practiced. Land management practices are often found wanting and would have to be addressed as is indicated through potential agriculture projects.

The only urban node in the area is Nquthu village, offering the widest range of opportunities in respect of services. Even though this is situation, the town is underdeveloped as a result of low-income levels prevailing in the area.

3.1.8.2 RURAL VILLAGES

Rural settlement is the dominant form of land use in Nquthu Municipality. They account for the majority part of land coverage, and occur in different forms with scattered, betterment and peri-urban settlements being the most common. Scattered settlements occur in areas that were not affected by betterment planning. As the name suggests, households in these settlements are scattered unsystematically in space reflecting the impact of traditional land allocation systems. Some of the households are located in areas that are not suitable for settlement due to environmental sensitivity, steep terrain and poor access to basic services.

Betterment schemes were implemented in Nquthu during the apartheid past as a means to manage natural resources in an area with limited agricultural potential. These settlements are characterized by a clear separation of residential from grazing and arable land. However, in most areas this system has broken down and households have located on land previously reserved for agricultural purposes.

Peri-urban settlements occur just outside of Nquthu Town on Ingonyama Trust Land. Areas such as Luvisi have developed as a natural extension of the town. Unless land use controls are introduced, these settlements are in danger of degenerating into huge rural slums.

3.1.8.3 CONSERVATION

There is only one area earmarked for conservation purposes on the eastern border of the municipality. Conservation analysis for a depiction of the locality of this conservation site. Identification of conservation worthy areas should be done on the basis of Unique/Pristine landscape qualities, the KZN C-Plan, flood information and Extreme slopes and erosion.

Heritage sites such as Isandlwana should also be protected, as it forms part of the cultural history, but is not clearly defined as such by the Municipality or District Municipality on their GIS data.

Apart from the conservation areas that needs to be identified as mentioned above, the areas that is not currently, or will not in future be classified as conservation area, cannot be subjected to indiscriminate development. Certain processes for Environmental Authorisation as prescribed by the Department of Agriculture and Environmental Affairs (DAEA) must be complied with.

3.1.9 LAND LEGAL ISSUES

3.1.9.1 LAND OWNERSHIP

Apart from the towns of Nquthu and Nondweni, and selected farm portions on the eastern side of the municipality, about 93% of land within the Municipality is owned by Ingonyama Trust and managed on day-to-day basis by the respective traditional councils. Depending on

existing communication structures between the local authority and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services in the areas administered by the Traditional Authorities, without undermining the authority of the Traditional Council.

The underlying title of Erf 100 has been transferred to the municipality, and this will enable the municipality to transfer individual erfs to their respective owners.

A small number of restitution claims are present on the eastern boundary of the municipality. The status of these claims still has to be confirmed with the Regional Land Claims Commission. The claimed farms are located outside of the municipal area.

3.1.9.2 LAND REFORM PROGRAMME

According to the Area Based Plan for UMzinyathi District, Nquthu is not affected by the general land reform issues such as land restitution and land redistribution since most of the land within the area falls under Ingonyama Trust. However, there is a need to address the land tenure rights of people who occupy stateland in Nondweni and erf 100 Nquthu.

3.1.10 ENVIRONMENTAL ANALYSIS

3.1.10.1 LAND CAPABILITY

The Nquthu municipal area comprises 14 different bio resource units. Representative units of the different areas within Nquthu, are TUC1 and Tc9 in the north, Uc12 and Tc8 centrally, Sb3 and Tc8 in the southwest and Yd14 and Wd7 in the south-eastern area. The data provided by the KwaZulu-Natal Department of Agriculture and Environmental Affairs Bioresource Programme was analysed and used to provide an overview of the agricultural land use potential of Nquthu based on its natural resources.

3.1.10.2 TOPOGRAPHY

The Nquthu municipal area is characterised by rolling to partly broken terrain with slopes of between 5% and 12%. The terrain becomes more broken and steep (>12%) in the south, with valleys along the Buffalo River its south-western boundary.

The mean elevation (m above sea level) ranges from 689 above sea level, to 1,551m above sea level. The largest part of the Municipality is relatively even, with a decline in altitude on the eastern border towards the White-Mfolozi River, as well as on southern border of the municipality towards a number of arterial rivers. Only Nondweni is situated on the lower lying areas, whilst most of the settlements are situated in the western areas of the Municipality.

3.1.10.3 CLIMATE

The mean annual rainfall for Nquthu varies from 919mm in the southeast to 646mm in the southwest, while the northern and central areas receive in the region of 738mm. The mean annual temperature is 16.7°C, with warm to hot summers experiencing a mean maximum of 23.2°C, but reaching 25.7°C along the Buffalo River. Winters are cool with cold spells, and moderate to light frosts.

3.1.10. 4 WATER RESOURCES

The Buffalo River forms the western boundary of the Nquthu municipal area. Water in the interior is generally a problem and inhabitants rely on perennial streams (more abundant in the southeast) and springs for drinking water for themselves and their livestock.

3.1.10.5 SOILS

The soils in the study area are generally considered highly susceptible to erosion, with only 15% of the area considered arable. The central and northern area is characterized by shallow duplex soils (40-50%) and soils of moderate to poor drainage (70-75%), which present erosion, hazard if not properly managed. Along the south-western boundary the occurrence of shallow soils (78.2%) increases, as do soils of moderate to poor drainage (74.2%), with areas of arable soils decreasing to 8%. Care should be taken to identify areas containing arable soils for primary food production and development.

3.1.10.6 LAND USE POTENTIAL

The climatic capability class rating for Nquthu is C4 to C7 indicating a moderate to severely restricted potential for agricultural production. This is as a result of low rainfall, making dryland production risky, and cool temperatures, associated with the occurrence of frost that shortens the growing season. Water is poorly distributed and the erodibility of the soils may eliminate the possibility of dam construction. Where high potential soils are situated close to a reliable source of water, the potential for crop farming under irrigation is good.

There is great variation in the soils, ranging from deep, well-drained apedal forms to plinthic soil forms, which are moderately to poorly drained. The potential for cropping varies considerably with maize, soya beans and wheat being important crops that could potentially be grown as part of the livelihood strategy of households. While 20% of the area could be regarded as arable, only 9% is regarded as having a high potential. On these soils, in favourable seasons, crop production can be very good, however with the rainfall tending to be unreliable, irrigation is a limiting feature of crop production in the area.

Knowledge of the quality of the soils is essential in landuse planning. Abandoned lands, generally referred to as "old lands", are widespread. These unproductive cropping areas have been abandoned because of poor productivity resulting from the ploughing of shallow duplex soils, which were seen as arable owing to a lack of stones and the easy terrain.

3.1.11 SPATIAL AND ENVIRONMENT TRENDS AND ANALYSIS

As indicated before, the core spatial challenges of the Spatial Development Framework would be to ensure spatial variety, equity, efficiency and sustainability. However, current practices does not always promote these concepts and it is therefore vital to identify in which manner current trends does not impact on the achievement of these responsibilities and the eventual realization of the Vision. This analysis will assist in identifying key spatial issues to be addressed as well as identifying potential strategies in this regard

SPATIAL VARIETY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
Nquthu Community aims	A dualistic and sometimes	1.Enhance regional identity and

<p>to preserve the rural culture and rural nature of the municipality as a key distinguishing factor.</p> <p>_The current predominant rural character often perpetuates a monogamous economic land scape.</p>	<p>conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa.</p> <p>_The lack of spatial diversity negatively affects living quality, economic opportunity as well as a justification for public investment</p>	<p>unique character of place by the incorporation of rural standards in spatial planning.</p> <p>2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development</p>
SPATIAL EQUITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<p>Many communities do not have easy access to service and economic opportunities found in Nquthu and other nodes.</p> <p>_ Clear and uneven distribution of employment opportunities exist between Nquthu Town and most of the rural areas.</p> <p>_ Public facilities and services are being scattered across community areas rather that grouped together at access points, although this is emerging in some areas.</p> <p>_ While economic integration occur to some</p>	<p>_ It is expensive and time consuming for poor rural families to move to places of employment and social facilities.</p> <p>_ 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.</p> <p>_ High degrees of segregation between places of work and home and uneven access to social and economic activities within the total Nquthu area.</p>	<p>Provision, upgrading and maintenance of key distribution routes and link roads to corridors.</p> <p>2. Promotion of economic activities in closer proximity to the rural unemployed.</p> <p>4. Clustering of social and community facilities at more accessible points within rural service nodes.</p> <p>6. Promotion of private sector investment in rural areas within diverse economies.</p> <p>8. Spatial focus of resources to areas of greatest need to redress</p>

SPATIAL EQUITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
extent in the Nquthu Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas		<p>inequalities in services standards and quality of life.</p> <p>6. Equitable protection and support of rights to and in land.</p> <p>7. Promote participatory and accountable spatial planning and land use management within all areas of Nquthu Municipality</p>

3.12.1 ENVIRONMENTAL SWOT ANALYSIS

<p>STRENGTHS</p>	<p>WEAKNESSES</p> <p>Land degradation</p> <p>Unreliable water sources</p> <p>Soil erosion</p> <p>Lack of refuse removal services</p> <p>No formal waste sites</p> <p>High water table</p> <p>Encroachment on environmentally sensitive areas</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p> <p>Water pollution (due to pit latrines drainages into river streams)</p> <p>Uncontrolled development</p>

3.13.1 DISASTER MANAGEMENT

3.1.13.1 MUNICIPAL INSTITUTIONAL CAPACITY

Nquthu municipality is planning to establish its Disaster Coordination Centre, the aim is establish a 24 hour operating centre that will cater for all kinds of incidents in the area anytime. Currently, the municipal disaster management centre is operating ineffectively with minor issues to be sorted soon. In terms of resources, the centre is pulling all the strings to procure the necessary resources such as vehicles, GPS, communications devices,

computers etc. The centre is manned by one disaster management official, director for corporate services, and nine disaster management volunteers.

3.1.13.2 RISK ASSESSMENT: THE DISASTER RISK PROFILE OF NQUTHU

Nquthu municipality is one of the rural growth centres in South Africa, it faces increased levels of rural and urban risk. These disaster risks include floods, lightning strikes, fires, road accidents, extreme cold, extreme heat, and windstorm. Nquthu Disaster Coordination Centre considered and incorporated all inputs and comments obtained from role players through the various processes. The risks had to be ranked in order of importance. To assist with this process, the risk equation was applied:

$$\text{Disaster Risk} = \frac{\text{Hazard} * \text{Vulnerability}}{\text{Capacity}}$$

3.1.13.3 HOUSEHOLDS

Around 81% of the total population in Nquthu is staying in mud houses or poorly constructed settlements. Due to escalating costs of land and materials and increasing population, it has become almost impossible to acquire residential property on ownership or even rental basis for a very large proportion of households.

Nquthu Municipality has focused its efforts to provide the basic amenities like water, toilets and electricity in authorised residential zones but still large proportion of population is staying in unauthorized piece of land and these basic amenities are very rare in such households. All the households whether authorised or unauthorized are vulnerable to floods, thunderstorms and hailstorms, health hazards, fires and lightning strikes.

3.1.13.4 VULNERABLE SETTLEMENTS

Nquthu rural households are considered as vulnerable settlements due to their location and access to infrastructure. The locations include hilltops, slopes, low-lying areas (with tendency to flood during high tides), coastal locations, under high tension wires, along highways, along water mains, and along open drainage.

These households are located on the lands of local municipality (30 %), TC (20 %), private lands (50 %). The ownership of these lands has implications for intervention strategies.

3.1.13.5 FLOODS

There a number of flooding points which result in disruption of roads and flooding of settlements. Most of these flooding points have been profiled accordingly in the plan and have a localized impact. However, some of these flooding points have a tendency to disrupt the traffic flow and paralyze municipal life. A number of steps such as de-silting of drainage and clearing of coastal locations are to be taken by Nquthu Municipality to avoid such flooding. However, a combination of heavy precipitation and high tide may make such flooding unavoidable.

3.1.13.6 FIRES

Nquthu is greatly diversified and practically has every type of fire risk. The fire risk assessed can arise from the following sources:

- Large number of closely built old timber framed buildings
- Lightning strikes
- Large hectars of dry vegetation (veld fire)
- Negligence of flammable items (structural fire)
- Illegal power connections

3.1.13.7 ROAD ACCIDENTS

The major road sections in Nquthu which are accident prone in Nquthu Municipal area along with details of fatal and serious injuries from the past few years are R68, P54, and P36-2.

3.1.13.8 LIGHTNING AND THUNDERSTORMS

Being in an inland area, the most wards are disposed to lightning strikes and hailstorm impacts. Originally, most of the villages are located along on the hilltops. These include Magogo in Ward 2, Ngedla in Ward 10, Oshabeni and Khiphinkunzi in Ward 8, and Nhlengile in Ward 3. Additionally, in most of these wards, a number of households have also mushroomed along the low-lying zones. Given the quality of housing material used, these settlements are highly vulnerable and the possibility of their capacity to withstand the hailstorms is limited. A ward wise list of such settlements and dilapidated buildings prone to thunderstorm impact has also been identified in each ward. These areas may require evacuation to temporary shelters or identified safe sites.

3.1.13.9 RISK REDUCTION AND PREVENTION

In view of the complex relationship between disaster and development, it is imperative that the head of Disaster Management Centre and those individuals assigned responsibility for disaster risk management in local municipalities serve on the relevant IDP structures. The head of Disaster Management centre has full participation in integrated development planning processes and structures for the municipality. As disaster risk reduction efforts are medium to long term multispectral efforts focused on vulnerability reduction, they must be incorporated into on-going IDP projects, processes, programmes and structures. Effective and adaptive disaster risk reduction interventions in the municipal sphere are best planned and implemented as development initiatives through IDP mechanisms and phases.

The legislative mandate of Disaster Management Act 57 of 2002, National Disaster Management Policy Framework, and KZN Provincial Disaster Management Policy Framework compels every council of each municipality to establish institutional capacity for disaster risk management in its area for implementing disaster risk management within the municipal sphere of government. Furthermore these arrangements must be consistent with national and provincial arrangements and must provide the appropriate mechanisms to allow for the application of cooperative governance to facilitate both intergovernmental and municipal interdepartmental relations as well as community participation for the purpose of disaster risk management.

3.1.13.10 DISASTER RISK MANAGEMENT COMMITTEES

As recommended by National Disaster Management Policy Framework, Nquthu Municipality is in a process of establishing disaster risk management committee. In addition, Nquthu Municipality is also aiming to use ward structures (CDW, WC) identified that will carry out disaster risk management tasks and responsibilities in their respective wards.

3.1.13.11 DISASTER MANAGEMENT VOLUNTEERS

Volunteers are local citizens over the age of 18, who donate their time and ability to assist Nquthu Disaster Coordination Centre in variety of areas. These generous nine citizens are employed and trained by UMzinyathi District Municipality. The unit of volunteers is deployed at Nquthu Municipal area to enhance the Nquthu Disaster Coordination Centre's ability to build safer and disaster resilient communities in Nquthu. They play a huge role in disaster risk management projects such as incident assessments, public awareness campaigns and training. They are also involved in continuous mitigation and interventions.

3.1.13.12 NQUTHU DISASTER COORDINATION CENTRE

Nquthu Disaster Coordination Centre (NDCC) specialize in issues concerning disasters and Disaster Risk Management within the Nquthu Municipal jurisdiction. In this regard it promotes an integrated and coordinated approach to the function, with special emphasis on continuous prevention and mitigation. The NDCC performs functions and exercise powers and duties as stipulated in section 44 of Disaster Management Act 57 of 2002. The NDCC act as a repository and conduit for information concerning disasters, impending disasters and Disaster Risk Management in the municipal area

3.13.13 RESPONSE AND RECOVERY

This forms a sub-part of Nquthu Disaster Management Plan prepared for micro-level disaster management action plan. When the disaster situation is localized at ward level and can be managed locally, the action plan will come into operation. However, a disaster situation may cover a major part of the municipal area which would call for co-ordination of activities not only at the local level but also at specific ward level. Under such conditions,

the action plan in the affected wards would be in operation along with the Nquthu Disaster Management Plan.

When more than one wards are affected, NDCC which is the co-ordinating authority, would expect the Ward Councillors to co-ordinate the activities at the ward level with the line agencies such as Fire Brigade, Police, EMRS, RTI etc.

3.1.13.14 DISASTER RESPONSE PLAN

The Disaster Co-ordination Team consisting of Disaster Management and Disaster Management Volunteers shall be convened in the Disaster Operations Centre when disaster has occurred or is likely to occur, in accordance with the following parameters:

- Where the seriousness of the emergency seems beyond the capacity of a service, in opinion of the most senior on-duty official of municipality, the NDCC can be requested to activate the Disaster Co-ordination Team,
- Where the Disaster Management Officer is of the opinion that it is necessary to activate the DCT in order to effectively manage an emergency which has occurred or is likely to occur, the DCT must convene in the DOC,
- The DCT will evaluate the situation and collaborate with the Disaster Management Officer of NDCC regarding the need for a declaration of a Local State of Disaster, as well as the continued activation or standing down of the DCT

All the co-ordination and response integration activities by the various responding disciplines will be managed from the Nquthu's Disaster Operations Centre.

3.1.13.15 TRAINING AND RECOVERY

As stipulated in section 15 and 20(2) of Disaster Management Act 57 of 2002, all municipalities must ensure the encouragement of broad-based culture of risk avoidance, the promotion of education and training, and the promotion of research into all aspects of disaster risk reduction. Nquthu municipality will be conducting various training programmes for communities and public schools focused on disaster risk awareness, disaster risk

reduction, and volunteerism. Nquthu will also be conducting risk research projects to identify and anticipate possible hazards.

3.1.13.16 FUNDING ARRANGEMENTS

Nquthu municipality is in a process of securing funds for disaster risk management with specific emphasis on preventing or reducing the risk of disasters, including relief stock to contribute towards post-disaster recovery and rehabilitation.

3.1.13.17 DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Disaster focal person in place voluntary workers Active community structures District municipality support	Disaster master plan not yet approved by council Disaster advisory forum Public awareness Scarce resources Disaster management centre Land use management Infrastructure development
OPPORTUNITIES	THREATS
Development initiatives Risk reduction programme	climate change politics intervention

3.2 SOCIO-ECONOMIC PROFILE

3.2.1 DEMOGRAPHIC INDICATORS

3.2.1.1 POPULATION SIZE

According to the 2011 Census data, UMzinyathi DM has the population of 510 838 which shows a steady increase compared with the 2001 figures. The population per municipality in the uMzinyathi DM is broken down as follows:

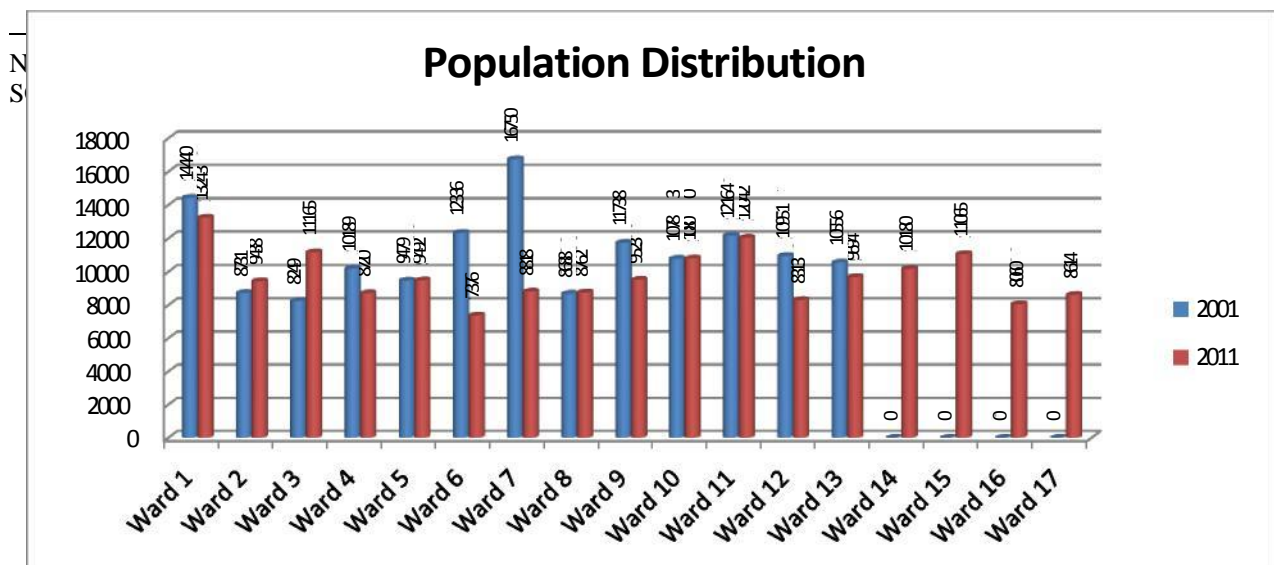
TABLE : Total Population

Local Municipality	Population	% of Total	Households
Endumeni	64,865	12% of the district	16,851
Nquthu	165 307	32.4% of the district	31 612
Msinga	177,576	35% of the district	37,724
Mvoti	103,093	20.2% of the district	27 282
Umzinyathi	510,838	5% of the province	113 469

(Source: Stats SA: 2011 Census)

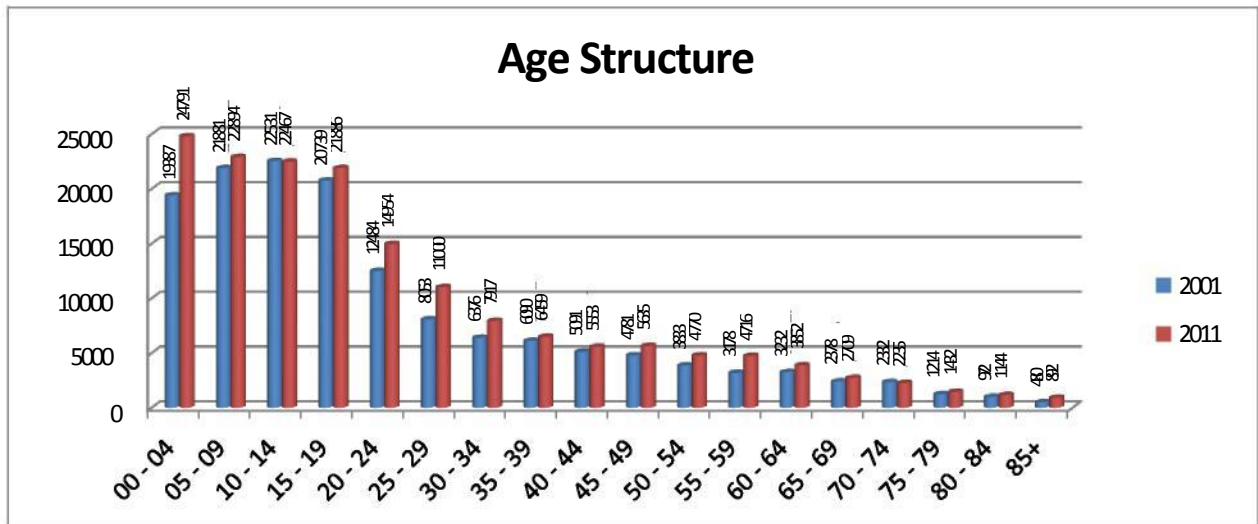
3.2.1.2 POPULATION DISTRIBUTION

As indicated below, the population is spread unevenly among the 17 municipal wards with ward 7 having the largest number of people.



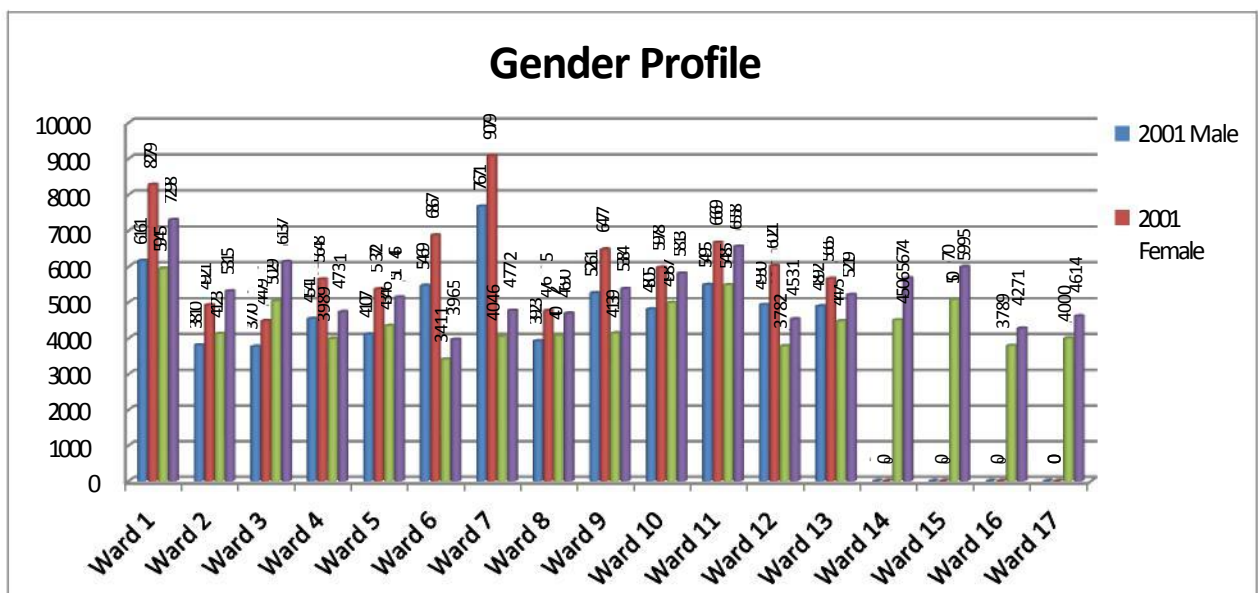
3.2.1.3 POPULATION COMPOSITION

Approximately 42% of the population are 14 years and younger, while 53% of the population are aged between 15 and 64 years and 5.1% people with 65+. This indicates a youthful population which places pressure on the need for education and social facilities. These figures follow the general trend for the populations in the uMzinyathi DM



municipalities.

3.2.1.4 GENDER



Nquthu Municipality is characterized by approximately 10% more women than men according to the Stats SA 2011 Census. Women are assumed to be acting as household heads in the absence of partners seeking employment in other urban and semi-urban centres. It is also accepted that these women are more disadvantaged in terms of resources.

3.2.1.5 POPULATION GROUPS

Nquthu consists of a large rural population (over 90%), with less than 10% of its people living in the semi-urban areas of Nquthu Town (3.44% living in Nquthu Town), Nondweni, Isandlwana and Ngolokodo. Roads and storm water in these rural areas are in a poor condition. This places enormous pressure on the delivery of services.

MUNICIPALITY	BLACK	COLOURED	INDIAN / ASIAN	WHITE	OTHER
UMzinyathi	96.6%	0.5%	1.3%	1.4%	0.1%
Endumeni	83.9%	2.6%	5.9%	0.4%	0.4%
Nquthu	99.7%	0.1%	0.1%	0.1%	0.1%
Msinga	99.6%	0.1%	0.1%	0.1%	0.1%
Mvoti	94.6%	0.8%	2.2%	0.2%	0.2%

(Source: Stats SA: 2011 Census)

The population of Nquthu is distributed throughout the Municipality comprising 17 Wards, although the southern areas are less densely populated due to the topography. The highest number of residents are settled in wards 1,3,10,11 and 15 however ward 6 has the least population.

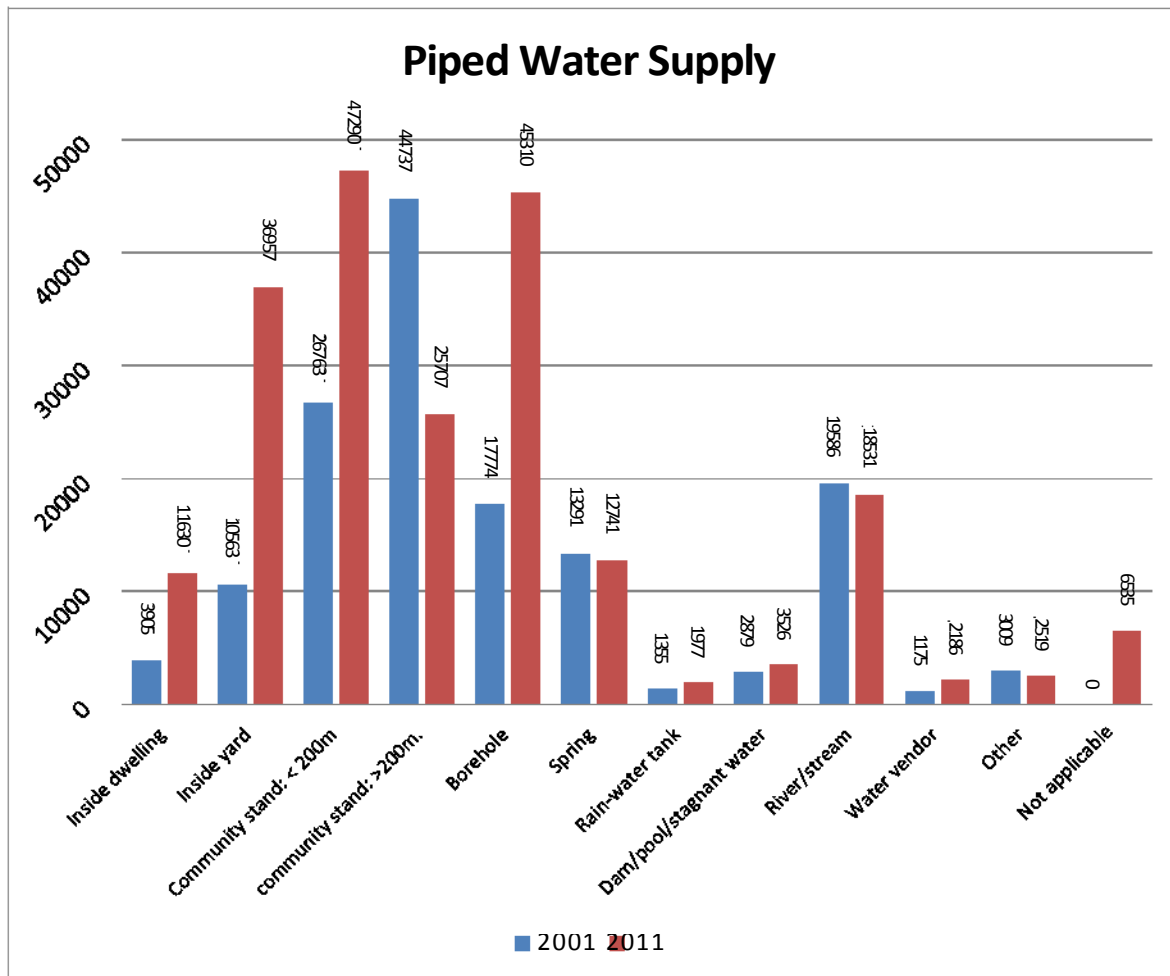
3.2.2 SOCIO-ECONOMIC INDICATORS

3.2.2.1 HOUSEHOLD SIZE AND STRUCTURE

According to the 2011 census data, there are 31 612 households in Nquthu Municipality. This marks an increase of 2 195 from 29 417 households recorded in 2001. Average household size is 5.2, which is slightly lower than 5.7 in 2001. Female headed households' amounts to 60%.

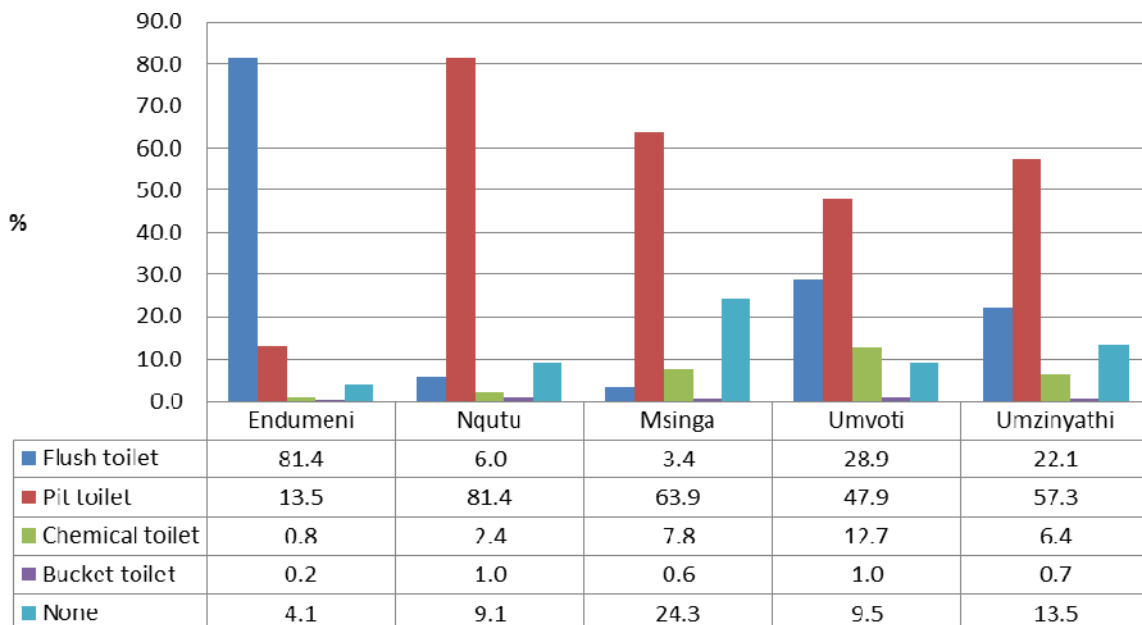
3.2.2.2 WATER

The majority of Nquthu residents have water access through piped water on community stand in a distance of less than 200m from the dwelling. A little number of 2519 households use other source to get water this has improved compare to 2001 Statistics which reflects that 3009 households uses other sources for water.



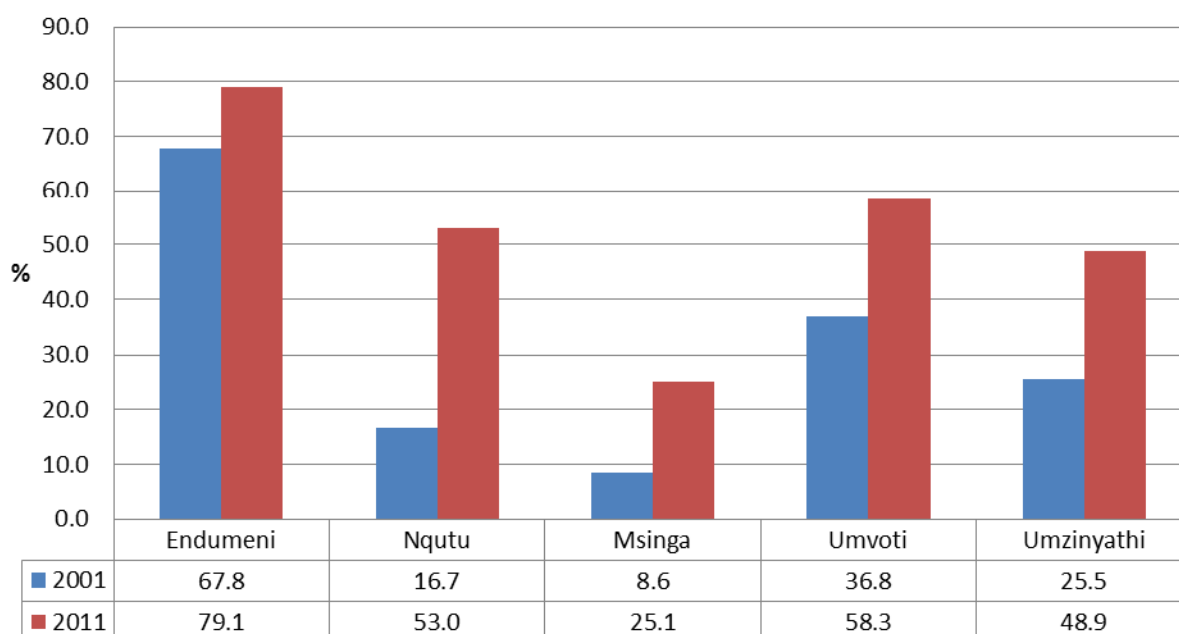
3.2.2.3 SANITATION

Sanitation is one of the main basic services that the community needs the most. The sanitation provision is the function of UMzinyathi District Municipality therefore the District Municipality is supplying with sanitation so as to eradicate the bucket system and provide those who do not have access to sanitation at all. As can be seen on the above chart, there is 6.0% of flush toilet, 81.4% of Nquthu area has an access to Pit latrine toilets, 2.4% has an access to Chemical toilets, 1.0% of the area still uses the bucket system and 9.1% does not have an access to the sanitation. This shows that there is still a backlog of sanitation in Nquthu area which still needs to be address so as to fulfil the basic needs of the community.



(source: Statistics SA: Census 2011)

3.2.2.4 ELECTRICITY



(source: Statistics SA: Census 2011)

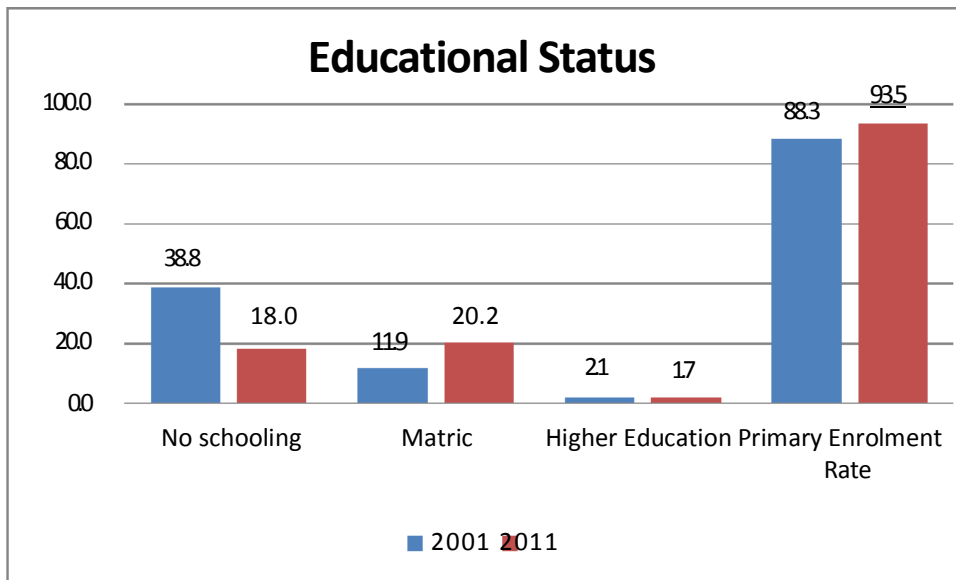
According to the above electricity chart, Nquthu has increased the rate of electricity distribution as in 2001 the area had an access on electricity with less than 20% which was 16.7% of which in 2011 statistics increased to 53.0%. This shows much of improvement between Nquthu Municipality and Eskom as the service provider in the areas outside the Nquthu Town.

Eskom is in the process of increasing the voltage in supplementing the distribution of electricity in Nquthu area, this will be done through the existing sub-stations which are circulating energy in the area.

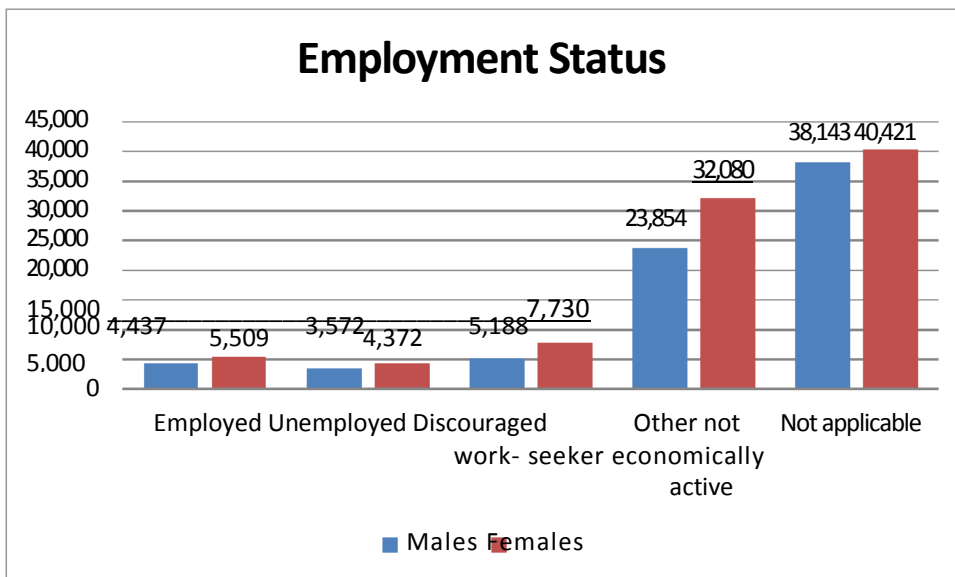
3.2.3 EDUCATION

This statistics indicate that 38.8% of the total population of the municipality has no formal schooling which is an enormous population that is deprived in terms of education. It is also noted that low portions of the population have a form of higher education and this can be related to the fact that the area is mostly rural and transport facilities are limited. There are a limited number of higher education facilities located within the municipal area. The

Department of Education has established an FET College in Nquthu in order to increase the population rate with higher education and different skills and there is one private nursing college, which is up and running. This also indicates that a greater by from the SETA's is needed in the area.



3.2.4 EMPLOYMENT STATUS



(Source: Statistics SA Census, 2011)

Employment levels are exceptionally low with only 9 946 of the economically active population being employed. Of the total population, 55 954 are not economic active as this include people with disability, school children and pensioners while 12 918 are discouraged work seekers and the rest of the potential labour force is not economically active (students, housewives etc). With such high unemployment the dependency levels are also very high and it is estimated that for every employed person there are 28 unemployed people who are in need of support.

3.3 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT ANALYSIS

The strategy focuses on promoting comprehensive administration which is proficient and operative that will enable the municipality to meet its development needs.

The Municipality must ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

3.3.1 MUNICIPAL TRANSFORMATION

3.3.1.1 EMPLOYMENT EQUITY

Nquthu Municipality is an equitable employer with targeted groups represented in various layers of the municipal structure. However, there are still a number of areas where improvement is required. All Heads of Departments (HODs) are black African males. Women occupy 20 middle management positions. There is no disabled and non-African employee in a staff complement of 142 employees.

Department	Staff Component			
	TOTAL	MALES	FEMALES	NON-AFRICAN
Office of the Municipal Manager	12	05	07	None
Planning, Economic Development, Housing and Land Administration	06	5	1	None
Corporate Services	39	28	11	None
Finance Department	21	11	10	None
Technical Services	64	46	18	None

3.3.1.2 MUNICIPAL TURN-AROUND STRATEGY

During 2009, National Department of Co-operative Governance and Traditional Affairs

visited all 283 municipalities in the country to undertake provincial assessments. The purpose of the assessments was to determine the key challenges facing local government

and to establish root causes for poor performance. From these assessments, the consolidated State of Local Government Report was compiled. Following the analysis of the results of these assessments and from the issues covered in the overview report, the LGTAS (Local Government Turnaround Strategy) was created. The LGTAS was approved by National Cabinet on 2 December 2009, and presented to a Cabinet Lekgotla in February 2010

The objectives of the turnaround strategy are as follows:

- The provision of household infrastructure and services
- The creation of livable, integrated and inclusive cities, towns and rural areas
- Local economic development
- Community empowerment and distribution

The Nquthu turnaround strategy is closely linked to the above objectives but is even more closely linked to the Vision and Mission of the municipality. The Vision and mission primarily states that Local Economic Development and the provision of basic service are the main activities to be achieved by the municipality.

The Nquthu turnaround strategy identifies the following economic potentials to Stimulate LED:

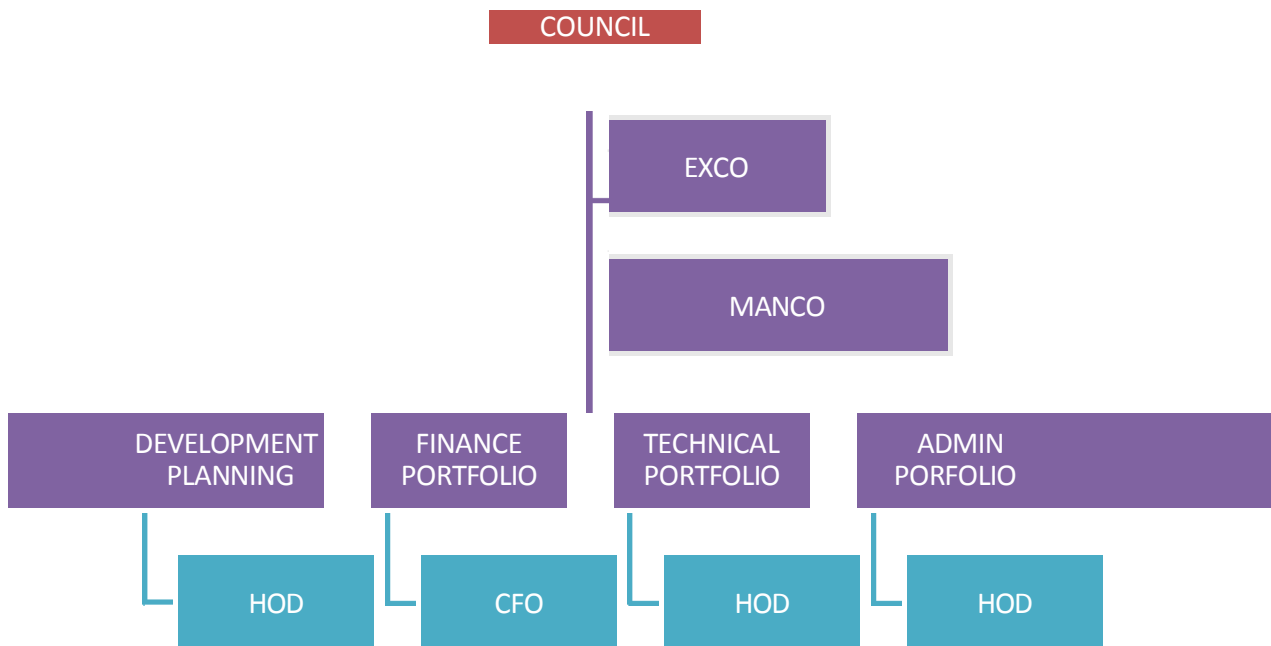
- Agriculture
- Tourism
- Minerals
- Industrial and Investment development

With regards to service delivery the Turn Around Strategy identifies that the municipality needs to source funding to provide a reliable water, hold strategic meeting with Eskom, appoint contractors with a good track record to upgrade and maintain municipal roads and hold strategic meeting with the department of Human Settlements. All these objectives are included in the above strategic framework.

3.3.2 ORGANISATIONAL DEVELOPMENT

3.3.2.1 INSTITUTIONAL ARRANGEMENTS

The organizational arrangement is as follows:



Nquthu Municipality entails of staff which reports to the Heads of Department who are the Directors of different components. The HODs sit on the portfolio committee meetings and discuss matters pertaining their respective constituent matters. The portfolio committee advises the HODs with solutions on how the department matters can be tackled and how to go about the departmental programmes for service delivery to the community. When the issues have been analyzed, the MANCO assembles and finalize together the individual portfolio outcomes to form one report which will be tabled in the Executive Committee thereafter taken to Full Council for resolutions.

3.3.2.2 POWERS AND FUNCTIONS

The Municipal Systems Act clarifies several issues relating to municipal powers, functions and duties. A municipality has all the functions and powers assigned to it in terms of the

Constitution. It also has the right to do anything reasonably necessary for, or incidental to the effective performance of its functions and the exercise of its powers.

National and provincial government assigns additional functions and powers to local government, which are best, exercised at a local level and this helps to ensure that the three spheres of government work in a coordinated way.

In terms of the Municipal Structures Act as well as the Constitution (1996), specific powers and functions are assigned to District and Local municipalities respectively. Nquthu Municipality is performing the powers assigned to it in terms of legislation as deemed necessary at this stage.

FUNCTION	NQUTHU LM	UMZINYATHI DM
Water and Sanitation		X
Access roads and Storm Water	X	
Billboards	X	
Street Cleaning	X	
Local Amenities	X	
local sport facilities and public places	X	
local tourism	X	
building regulations and municipal planning	X	

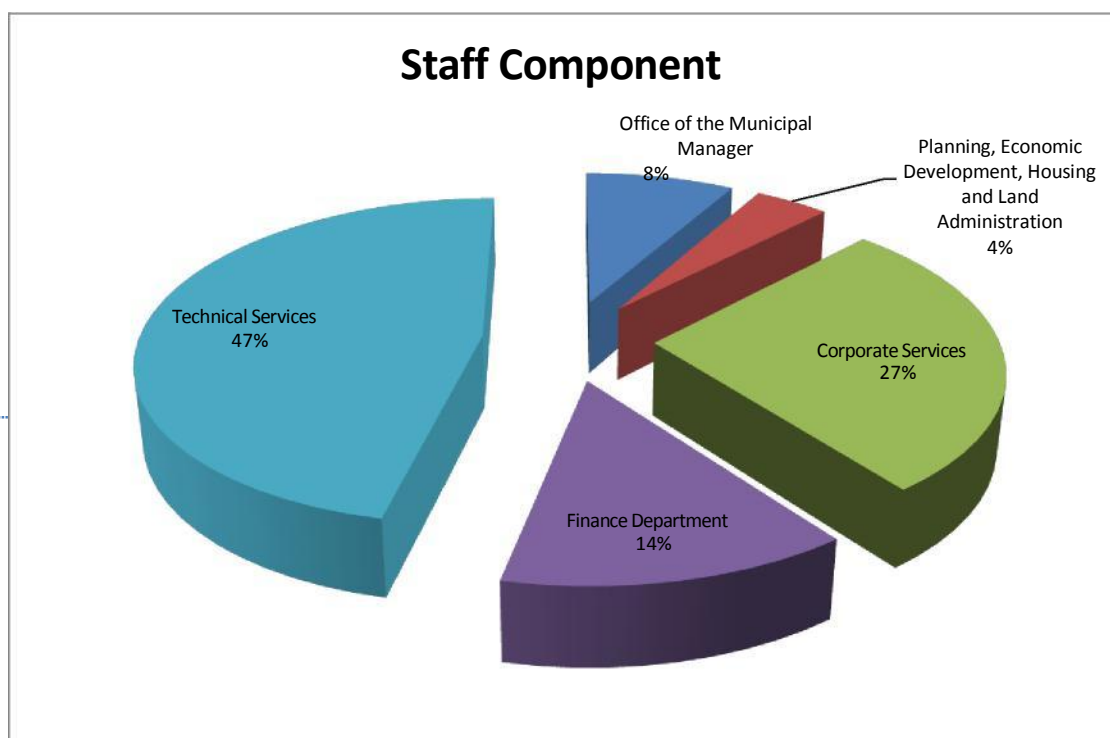
3.3.2.3 ORGANIZATIONAL STRUCTURE/ORGANOGRAM

Nquthu Municipality has an administration structure which keeps the administrative duties going. In terms of administration, the municipality is headed by the Municipal Manager who is the Accounting Officer. The municipality consists of Section 57 managers who are under contract of the period of 5 year term of which is renewable and there are 20 middle management positions which are filled and they are permanent.

The current Nquthu Local Municipality administration comprises the Office of the Municipal Manager and four departments, namely:

- Technical Services,
- Financial Services,
- Corporate & Community Services; and
- Development Planning Housing & Economic Development Housing & Land Administration.

TABLE : Municipal Staff Component



The Nquthu Local Municipality has a total work force of 146 Staff members being

distributed among the four departments and Office of the MM and there are 30 vacant posts in the organogram. These posts are not filled due to the budget which is not allocated for them and other posts are budgeted but delayed in the process of advertisement. The number of the staff is highlighted as per department in a table below:

3.3.2.4 MUNICIPAL INSTITUTION CAPACITY STATUS OF CRITICAL POSTS

Critical posts are: Municipal Manager and Managers reporting directly to the Municipal Manager

It is the responsibility of the employer to determine the strategic and operational needs of the organization. The Employer need to identify the critical skills shortages and how to attract individuals who have the skills required and retaining those individuals once appointed. All section 56 and 57 posts are filled.

3.3.2.5 HUMAN RESOURCE DEVELOPMENT

The overall purpose of the Human Resource Development in Nquthu Municipality is to provide advice, opportunities, facilities and financial support to enable employees and

councillors:-

- To acquire the skills, knowledge needed through the related qualifications to effectively perform their duties and tasks for which they are employed, and to instill the required attitudes and values which will ensure the effective application of these skills and knowledge;
- To encourage employees to develop their full potential through provision of mechanisms such as Learnerships, Skills Programmes, Mentorship, Skills Audits (Assessments) Skills Planning, Career Management and Succession Planning.
- To be future career guided directed, i.e. to develop their potential to meet their future staffing needs of Nquthu Municipality by preparing them for new and different jobs/ task or new responsibilities, and thereby facilitating the achievement of Employment Equity goals;

- To enable individuals to contribute more effectively as a member of a team; and by doing so, enhance productivity and service delivery within the Nquthu Municipality; and
- In exceptional cases to develop individuals beyond the immediate and foreseeable needs of their current Directorates and the DM at large, i.e. increase the competency base of employees through multi-skilling, up -skilling and broad-skilling.

The Nquthu Municipality also promotes the concepts of self-development, *Lifelong learnership and Continuous Improvement*. All stakeholders of Nquthu Municipality must fully align themselves with all efforts and initiatives to establish the Nquthu Municipality as a *Learning Organisation*.

3.3.2.6 COUNCILLORS

Through this development, all councilors serving on any working committee for the council also need to be afforded opportunities to broaden their skills. Nominations via the Mayor need to be forwarded to the Training section staff. All the logistical arrangements for councilors and political support staff must be done through the training section after the appropriate approval is received. This will be done in conjunction with the Speaker's office.

3.3.2.7 OFFICIALS

In Nquthu Municipality each incumbent needs on an annual basis to link their skills

developmental needs to their job description and enter into an agreement with his supervisor to promote service delivery:

- Career-path developmental needs are a secondary priority and this must also receive the appropriate attention and forward planning.
- Must ensure that each individual is exposed to developmental opportunities.
- Skills development must be linked to the duties of the incumbent but not limited to it. Career-path planning should also be looked at.

- Compile regular and comprehensive reports, which will be distributed to all key stakeholders.
- To recommend standards and qualifications (including Learner-ships and Skills Programs) across the field of the (LGSETA).
- To recommend standards and qualifications to the National Standard Bodies.

3.3.2.8 TRAINING BUDGET AND LEVIES: -

Training and development must be budgeted for on an annual basis of 1% of the Council’s total

salary expenditure.

The training division will be responsible for co-ordinating expenses to ensure the optimal utilisation of training funds.

A Training Levy will be paid to SARS as per SETA requirements

3.3.3 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Policies and By-Laws in place ○ Job Creation ○ Employment Equity Plan ○ HIV/AIDS Strategy ○ Public Participation Strategy ○ Communication Strategy 	<ul style="list-style-type: none"> ○ Review of policies and By-Laws enforcement ○ 2% of disabled people are not represented ○ Representation of women in senior management ○ Workplace skill plan inactive ○ It strategy not adopted by council ○ Public Participation not developed

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Institutional growth through employment ○ Grading of Municipality to the higher level 	<ul style="list-style-type: none"> ○ loss of critical skills ○ non enforcement of by-laws leading to disfunctionality of the organization and lead to the loss of revenue and litigation

3.4 SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

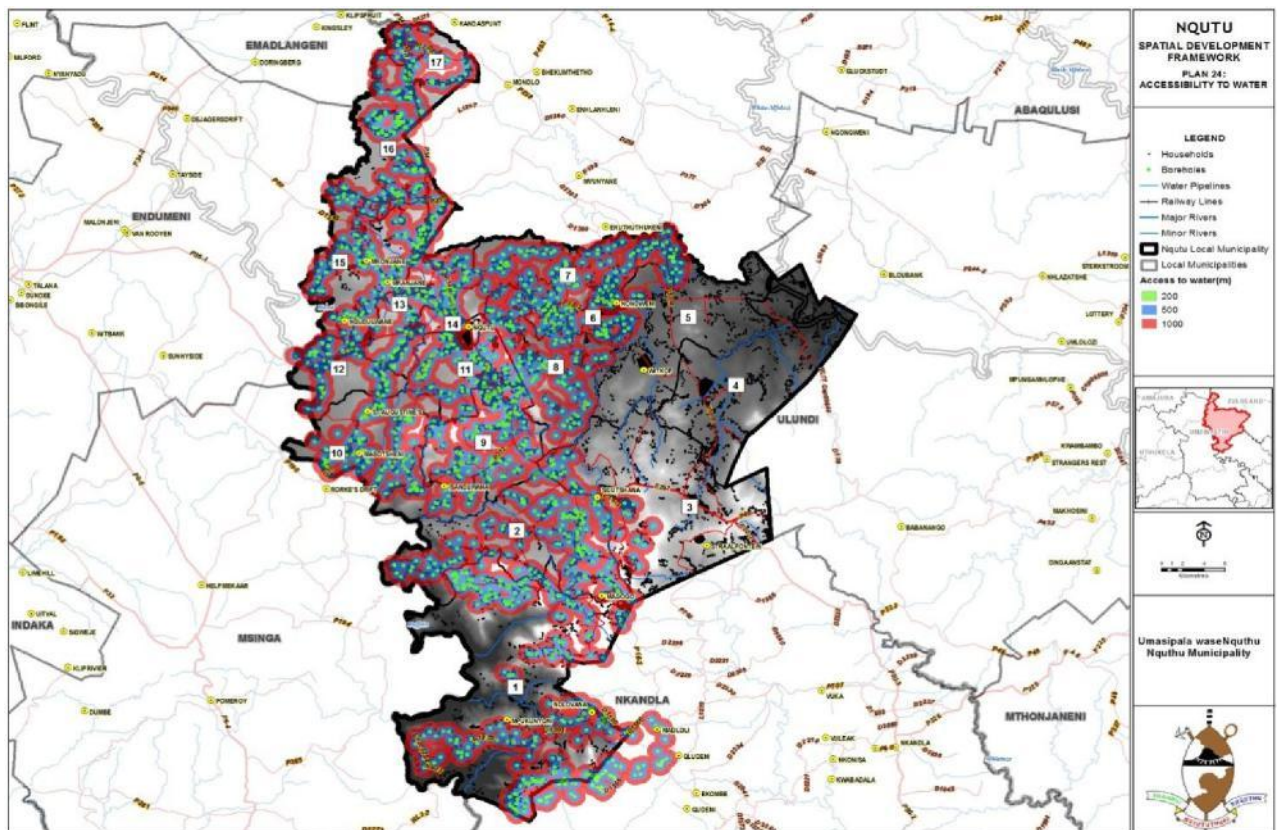
3.4.1 WATER AND SANITATION

3.4.1.1 WATER

The uMzinyathi DM is the Water Services Authority (WSA) for the municipality. They have prepared a Water Services Development Plan for the municipality and have appointed

uThukela Water as the Water Services Provider (WSP). The Plan is prepared for a long term of 5 year and being reviewed annually. UThukela Water has a water quality testing programme that it implements in the municipality.

Nquthu consist of 17 wards which are serviced by UMzinyathi with water through UThukela Water. These 17 wards are each widely scattered:



- Ward 1 of consist of Qhudeni Water Scheme which distribute water to the community through pipeline is a limited range of threshold, KwaNqulu pipeline is still underway as yet water tanks are providing water. KwaManxila is an isolated part of ward 1 has been drilled with 15 boreholes but only 5 which are functional due to dry land and 2 spring have been yet identified to service the area.
- Ward 2 Magogo pipeline, through protected spring a range of the area is reliant to water tanks. For future purpose, Hlazakazi Water Scheme is in planning to support and service ward 2 as the ward 3 is mostly covered by this scheme. Ntinini Water is in planning to service areas which are not served by Hlazakazi and also cover the whole of ward 4. Overall in ward 3 and 4 there are over 50 boreholes which are well effective in the area.
- Ward 5 has a small scheme in Ntababomvu which generate water to the community.
- Ward 6 is located in Nondweni Township which has its own scheme, this scheme also covers Mahlungulu area and the area within Hlatshwayo Tribal Court still suffers to

get access to water but there are plans of constructing pipes from Nondweni Scheme.

- Ward 7 has a water scheme calle Ndindindi, this scheme serves Maduladula and Mhlungwana areas; Mphondi is the only area which still needs attention in ward 7 which still get water through water tanks.
- Ward 8 is reliant to Ndindindi scheme which serves the half of the area and the other half is served by water tanks
- Ward 9 is serviced by Isandlwana Phase 2 Water Scheme and the other part of this ward is served by Isandlwana Phase 1 and the little part of this ward still depends on water tanks.
- Ward 10 is fully supplied by Nquthu 5 Water Scheme
- Ward 11 is supplied by Isandlwana Phase 2 and Ntanyandlovu water and Mfongomfongo area is suppliedby water tanks. In St Simon there is a spring protection which was done in November 2012.
- Ward 12 and 13 are covered by Nquthu 1 scheme, only Dalala and other small part of 13 areas which is still dependent to water tanks
- Ward 14 is fully covered by Vants Drift only small portion which is supplied by water tanks
- Ward 15 of Nquthu area is covered by Ndindindi Phase 1 Water Scheme, Thelezini Oand other portion of Maceba and Nodwengu are still depending on water tanks.
- Ward 16 is supplied by Ndatshana Water only Haladu and Leneha which still need attention in terms of water construction pipes and distribution.
- Ngolokodo Water is supplying water in Ward 17 only Tlokweng and Ekudukeni which are still reliant in water tanks but the extension of pipeline is in process as will be finished by June 2013.

3.4.1.2 SANITATION

The uMzinyathi DM is the Water Services Authority (WSA) for the municipality. They have prepared a Water Services Development Plan for the municipality and appointed uThukela Water as the Water Services Provider (WSP) to address the sanitation backlogs. UThukela Water as a Water Services Provider is responsible for waste water testing and has a waste water testing programme.

UMzinyathi District Municipality has provided Nquthu area with sanitation as the basic infrastructure. There are areas which still have a backlog of sanitation as the area is scattered in the gorges which make it quite harder to deliver to the community. There are areas which have never received any type of sanitation from the District namely; Haladu, Nkande and Mhlangeni in Ward 16 and in Ward 17 there are six areas which have never received any sanitation. Grace, Nkande, Tshendlovu, Ekudukeni, Tlokweg and Esigqumeni are areas within Ward 17 which does not have access to sanitation.

The spatial representation of sanitation backlog is typical of traditional authority areas which have low levels of services. Despite several large sanitation projects within the area, it is surprising that the backlog level is as great as it is. In general, sanitation schemes are located in areas that are less remote and that are densely populated with existing road infrastructure. The bulk of the high backlog areas tend to be scattered communities in remote areas where access is difficult and costs per household are high. UMzinyathi District Municipality and UThukela Water have established water care facility and COGTA funded this project. This has assisted to mitigate the backlog of sanitation within Nquthu area. Due to terrain it is too expensive to have a number of water borne in the area.

3.4.2 SOLID WASTE MANAGEMENT

Nquthu Municipality does not its own landfill site as yet; the municipality is still looking for the area for this activity. As for now the municipality is using Glencoe landfill site for its solid waste disposal.

The spatial display of backlog of refuse services shows an alarming lack of services to all

areas other than the urban nodes of Nquthu and Nondweni but this is a typical pattern in rural communities throughout the country. Of concern, however, is the fact that although waste collection may take place in some areas, there are no formal waste sites within the municipality to effectively deal with the waste. This needs addressing as a matter of urgency, as informal communal waste sites that are not permitted and not effectively managed present a real health risk to the environment.

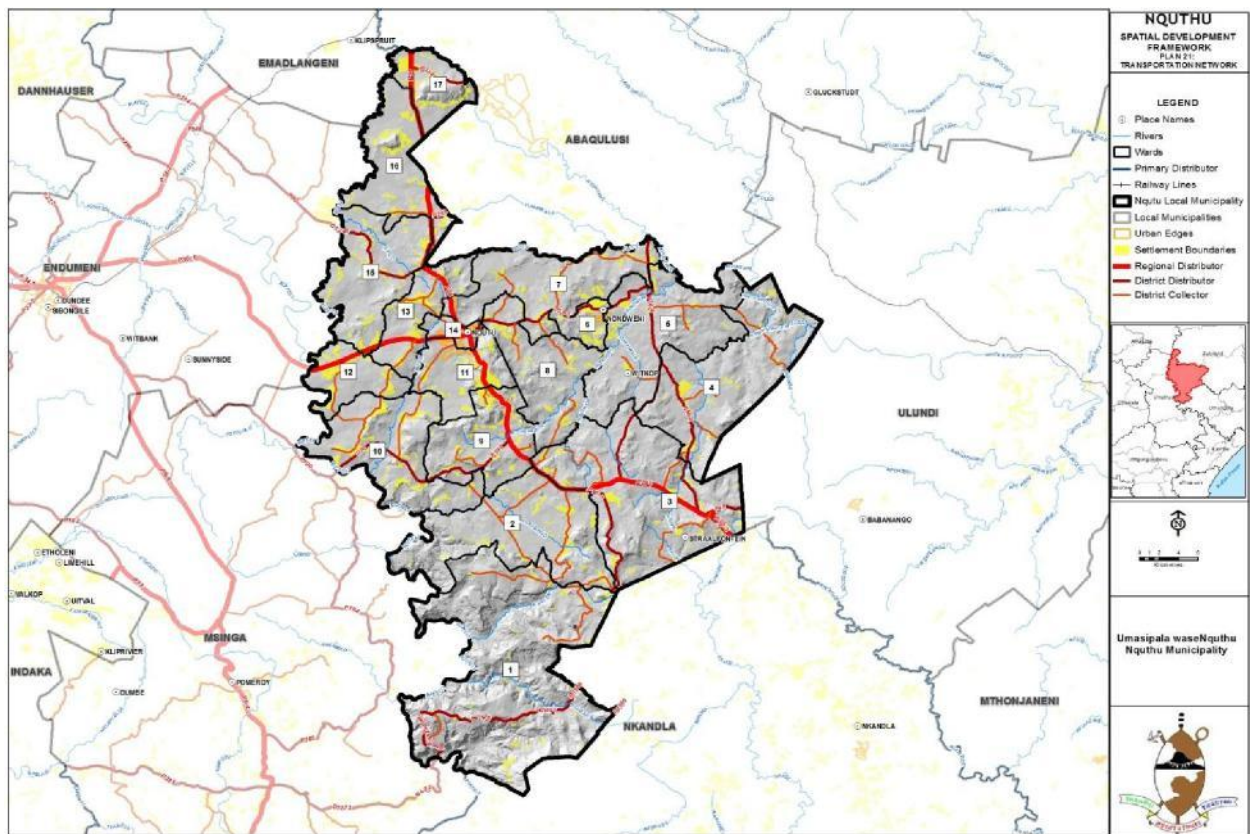
The municipality has been part of the preparation of a District-level Integrated Waste Management Plan (IWMP) that was prepared in 2006. The municipality intends on embarking upon its own Integrated Waste Management Plan (IWMP) in the near future. This plan will address the following:

- An environmental impact assessment of waste management options;
- An evaluation of environmentally friendly practices for re-cycling and land fill sites; and
- The identification of economic opportunities associated with recycling.

3.4.3 TRANSPORTATION INFRASTRUCTURE

3.4.3.1 ROAD NETWORK

Nquthu is strongly linked to the surrounding town of Dundee, Melmoth, Vryheid and Newcastle. Dundee is linked to Nquthu via a tarred road R68, and provides most of the administrative and institutional needs. It serves as the commercial core for Nquthu residents particularly those in the southern portion of the Municipality. The main transportation route through Nquthu Local Municipality is R68 linking Ulundi and Newcastle/Dundee. Other important roads in the area are the R33 passing through the northern part of the Municipality, the road passing east of Nondweni linking Vryheid with the R68 and the gravel road linking Nquthu with Kranskop road.



Due to these routes passing through the Municipality, Nquthu is fairly accessible, with the route from Dundee to Melmoth being the shortest route from Newcastle/Ladysmith and Ulundi and the KwaZulu Natal north coast.

A link road that would pass through Nkandla is nearing its completion and is fully funded and constructed by the Provincial Department of Transport and Road. In addition to this, the National Department of Roads commissioned the upgrade of D1566, which forms one of the potential economic links to the development a nature conservation, multi-purpose center as well as grape farming at Qhudeni. Nquthu in general has great potential for growth and development in terms of agricultural produce, and tourism at has the heritage sites i.e. Isandlwane and Ncome, that are annually visited and only require a good infrastructure and strategy to unlock this untapped potential.

3.4.3.2 TAXI RANK

Nquthu has improved the accessibility of roads within the jurisdiction. The area has five taxi ranks of which four are well established and one is an informal ranks. This taxi ranks connects and distributes to different places of the area. This has made good connectivity from Nquthu to various neighbouring town. Nquthu Municipality has prioritized with improving the access roads in Nquthu. This priority has been successfully and is still being implemented as the roads are in good condition. There are no railways in Nquthu but they exist within the District.

3.4.4 SOURCES OF POWER

3.4.4.1 ELECTRICITY ENERGY

The spatial distribution of electricity backlog reveals a similar pattern to that exhibited for other services where urban nodes and areas around road infrastructure tend to be better served than elsewhere. The areas of greatest backlog tend to be scattered and isolated communities, primarily due to the high cost of connection to low-density areas, with limited potential for cost recovery. The municipality has licence of electricity dissemination within the town which is ward 14 but it still does not distribute or serve the whole ward. Eskom is assisting in serving with electricity in the area. The area connect its electricity in different sub-stations which namely; St James, St Benedict and Blood River.

3.4.4.2 ALTERNATIVE SOURCES OF ENERGY

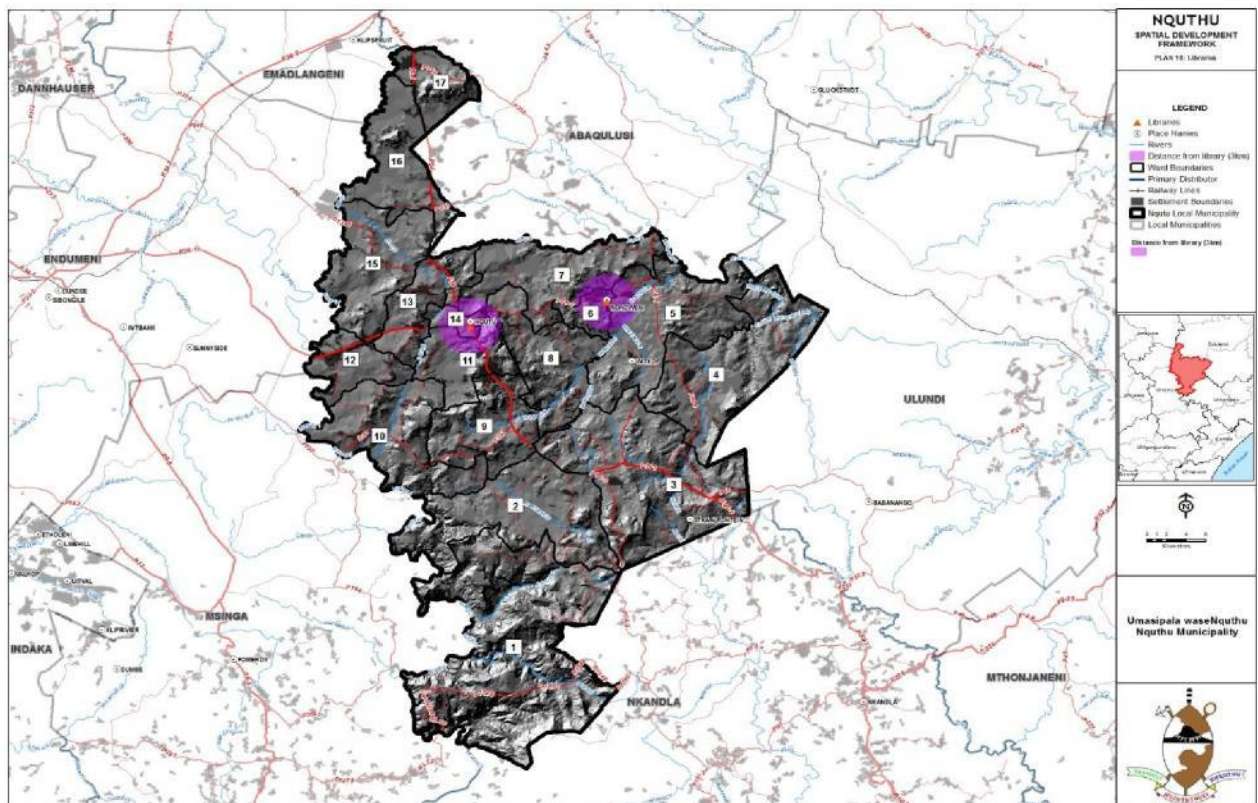
Alternative sources of energy are thus required to address the backlogs where densities and demand are low. The municipality is in the process of appointing service provider to install solar water heaters (geysers) in the households within ward 14 and ward 6.

Currently, solar panels are being installed in ward 01, 02 and 03 where there is no electricity infrastructure close to the communities. The above mentioned wards were confirmed by ESKOM that they will not be connected to the system in the new future. Alternative being used by communities includes collection of woods to make fire, solar panels for lighting purpose.

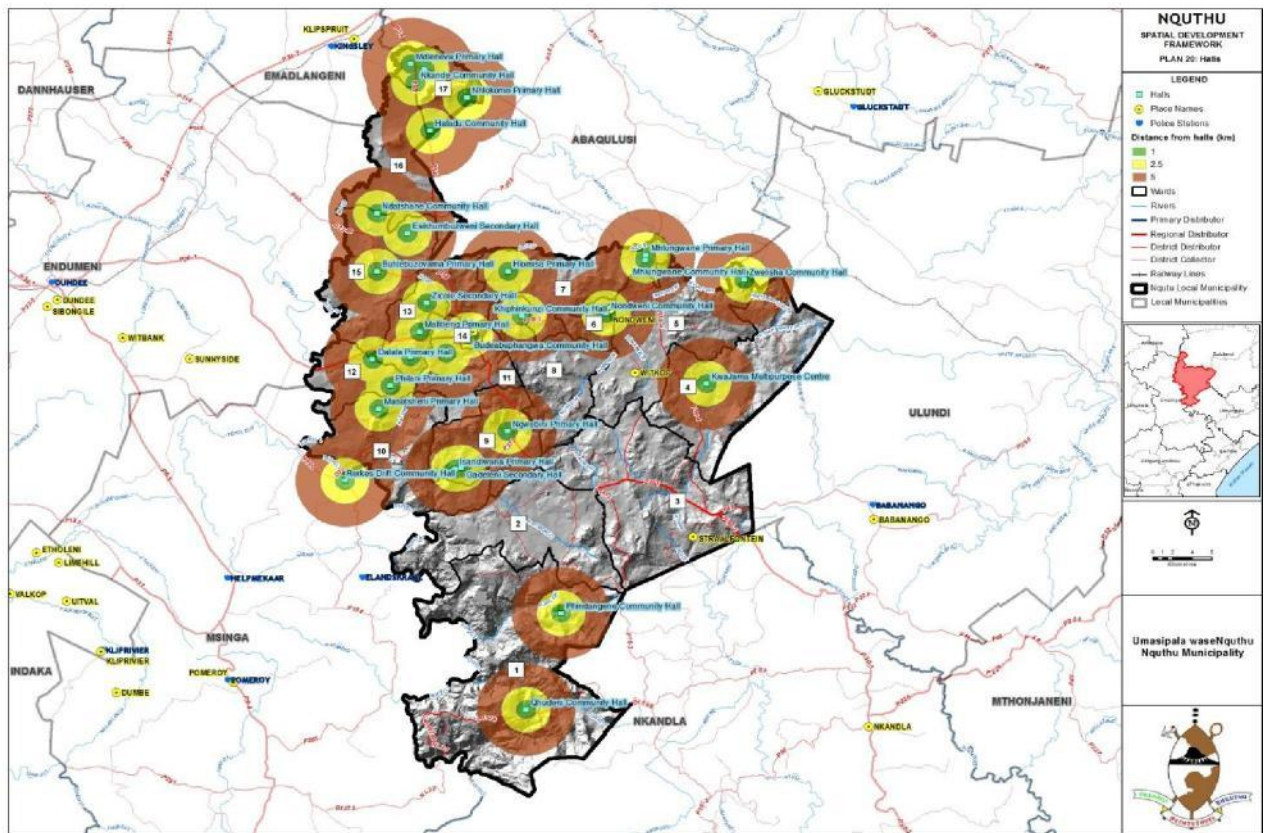
3.4.5 ACCESS TO COMMUNITY FACILITIES

3.4.5.1 LIBRARIES

It is difficult to provide a number of cost-effective libraries within the Limited Budget. The situation is constantly assessed and libraries are then provided in close proximity to concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached. Nquthu is currently serviced by 2 Libraries situated at 1139 Mangosuthu Drive (next to Mgazi High School) in Nquthu itself and in Section B Nondweni Township.



3.4.5.2 COMMUNITY HALLS



The Northern half of the Municipality is well serviced by the 31 community halls present in the municipality. There are no facilities in the Southern part of the municipality. The population in the southern areas is much less than within the northern areas, but still needs to be provided with community services.

3.4.5.3 SPORTS FACILITIES

Nquthu area has a number of sport facilities namely; Nondweni Sportfield(ward 16), Nquthu Stadium(ward 14) , Isilोजना Sportfiels (ward16) and Ekucabangeni Sportfield(ward 14) which are maintained by the municipality. The municipality is waiting for the Department of Sport and Recreation to appoint the service provider in order to do the business plan of upgrading the Nquthu Stadium in ward 14. In 2011/12 the municipality constructed Isilonjana Sport facility which falls within ward 16. The communities have an access to the facilities at an agreed rate/tariff.

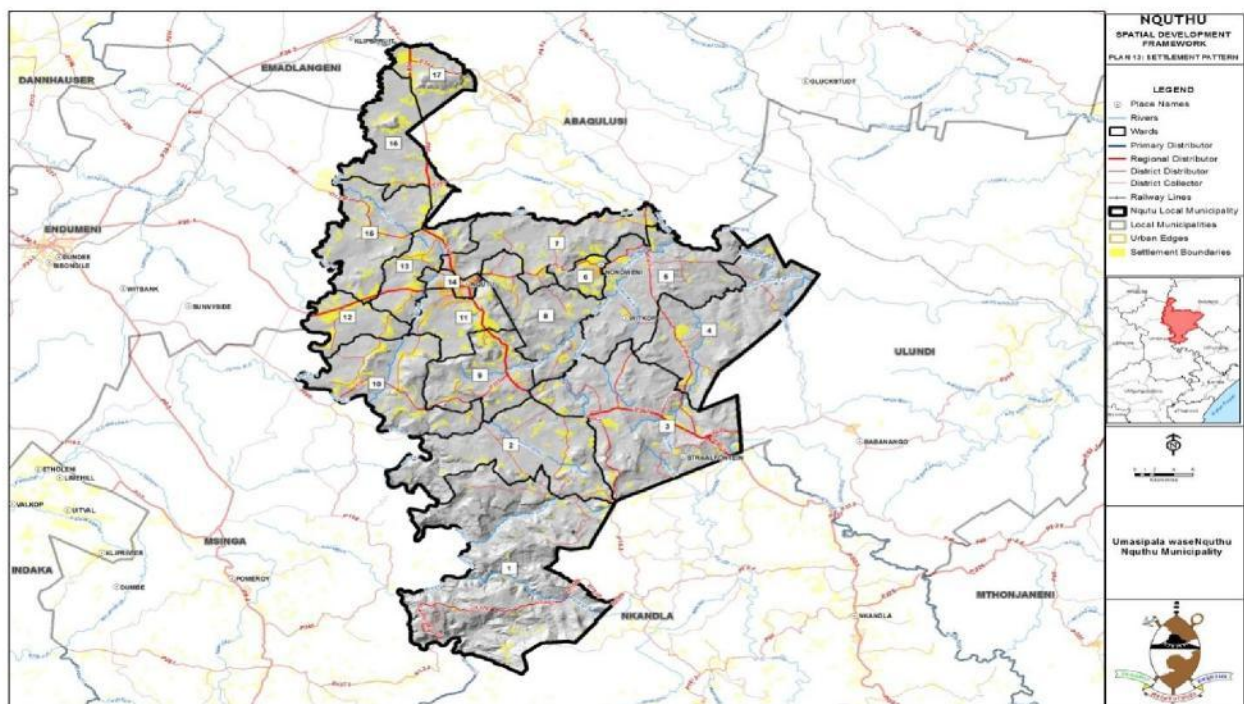
3.4.5.4 THUSONG CENTRE

Nquthu Municipality has two (2) Thusong Centre which are located within Jama and Molefe Traditional Councils. These centres has become fruitless expenditure (white elephant) as they are not operating due to some hindering matters as the agreements with respective Traditional Authority has not yet been met.

3.4.6 HUMAN SETTLEMENTS

The Nquthu Municipality Housing Plan was adopted in 2005 and was lastly reviewed and updated in 06 December 2012. The ultimate goal is to provide housing structures to all

3.4.6.1 CURRENT SETTLEMENT PATTERN



communities within the jurisdiction of Nquthu Municipality.

Nquthu is a rural Municipality with people's home mostly built along the road. This linear pattern makes it easier to for provision of water and other bulk infrastructure services. The residents have enough space to build further sub- divide the land for other family members. However, there are other residents who still have homes built on the hilltop, which might be difficult for the contractor to develop and this terrain may be expensive.

The pattern varies, in some areas it is densely populated with homes clustered in one area in a circular fashion. The reader should note that tribal faction fights to contribute to patterns of households in some very specific areas i.e. it is appropriate for one to move closer to others in order to be able to fend off the enemy attacks. There are some areas such as Nondweni that have been developed using proper town planning. It should be noted that the development of this township was done so as to resettle the residents that were moved from farmland during apartheid era.

This development is economical oriented as poverty continues to face the communities; there is inclination to move closer where the economic activity is concentrated. In the economic study that was done, it reflects that informal trading increase, hence these traders are moving closer to the town in order to be able to move their wares without depending on transport, which is costly for informal traders. In the provision of housing the municipality has an obligation to provide proper town planning and relocate the households into areas zoned for residential purposes and relocate industries light industries from Central Business District (CBD) area to areas zoned for industry.

3.4.6.2 BULK INFRASTRUCTURE

The provision of basic infrastructure in the municipality is hampered by the culture of non-payment. The Nquthu Socio-Economic Study indicated that 58.13% of the population does not pay for services. Nquthu consist of a large rural population over (90%), with less than 10% its people living in the semi-urban areas of Nquthu Town (3,44% living in Nquthu Town), Nondweni, Isandlwana and Ngolokodo. Roads and storm water in these rural areas are in a poor condition. This places enormous pressure on the services for the municipality.

3.4.6.3 CURRENT HOUSING SITUATION

The following projects are being finalized or have been completed.

The following are the current projects which are being implemented and are located in the south-west of Nquthu and form part of the first township of Nquthu Municipality

While the following are current projects which have been identified:

CURRENT HOUSING PROJECT	NO OF UNITS	WARD	LOCATION, TA AREA
Jabavu/Masotsheni	500	12&10	Molefe
Luvisi	500	14	Khiphinkuzi
Ngolokodo	500	17	Molefe
Nquthu Municipality (Phase I & ii)	2200	14	Nquthu Ward 14, Town
Vulamehlo/Gubaza	500	11	Khiphinkunzi
Nondweni	500	6	Nondweni Township

Source:Nquthu Municipality Housing Sector plan 2012

PLANNED HOUSING PROJECTS(APPROVED BY COUNCIL)	WARDS	NO OF UNITS	SUBSIDY	BUDGET R MILLON
Qhudeni	1	500	81,383	40.7
Jama	3 & 4	500	81,383	40.7
Isandlwana	9&10	500	81,383	40.7
Ndatshana	16	500	81,383	40.7
Total		2000		

(Source:Nquthu Municipality Housing Sector plan 2012)

FUNDING

The housing projects are funded by the Provincial Human Settlements Department, with the bulk infrastructure being funded by UMzinyathi District Municipality.

Phasing of the projects would ensure that all community members would be satisfied with service delivery. In addition to this, it would provide vast and distributed employment opportunities to all members of communities spread around Nquthu area.

3.4.7 TELECOMMUNICATIONS

Nquthu area do not suffer from communication network, the usage of cell phones, telephones as well as internet are effective as there are network poles that are serving the area with telecommunication matters.

3.4.8 SERVICE DELIVERY AND INFRASTRUCTURE: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>Provincial road R68</p> <p>Existing working equipment</p> <p>Successful implementation of projects:100% expenditure</p> <p>Job Creation: EPWP, CWP, Food for Waste</p> <p>Green energy on non grid areas</p>	<p>Low level of Capital Investment</p> <p>Unreliable water sources Illegal electricity connection</p> <p>Low level of Connectivity (transport and telecommunications)</p> <p>Lack of Infrastructure Investment Plan</p> <p>Maintenance of existing infrastructure</p> <p>Lack of Waste Disposal Site</p> <p>Electrical: illegal connections and ageing infrastructure</p> <p>Ageing Human Resource</p> <p>Limited Infrastructure funding</p> <p>Limited water resources</p> <p>Weak IGR: DOT</p> <p>Packaging of projects and sourcing of funding</p>
OPPORTUNITIES	THREATS
<p>Industrial and Investment development</p> <p>Water Catchment (dam)</p>	<p>Low level of physical infrastructure</p> <p>High cost implications on projects due to poor terrain</p> <p>Community unrest due to failure to deliver on time</p>

3.5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

Due to the LED Strategy in Nquthu Municipality, Global Insight and Stats SA information to address the LED section within this document. The purpose of the LED Plan is to give direction to the Municipality for the implementation of the economic development sector plan within Nquthu Municipality area through formulation of key guidelines. The objectives of LED strategies are as follows:

- Utilize locally available resource and skills and maximize opportunities for development
- Address location factors such as basic infrastructure, basic municipal services, communication, energy, skills development and training facilities, housing and health facilities and many other related to industries such as supporting institutions
- Promote and retain business, this includes devising business retention strategies through incentive schemes, provision of support to newly formed businesses and attracting investors
- Creating conducive conditions to do business locally, this implies creating places and opportunities to match supply and demand, as well as discovering , and propagating new business opportunities

The importance of involvement of the municipality in the achievement of the mentioned objectives is that the LED would create employment opportunities, increase and broaden municipal tax and revenue base thus contribute to sustainability of the municipality and reduction in poverty.

The task of economic development is a domain on local government, just as it is for National government. While the national government sketches broad strategic roadmaps such as the National Development Plan, Local government represents the most relevant space through which meaningful development can take place. This is mainly because the government is closest to the people on a local level. As such, local government relates to the context, culture and challenges in a more constructive way than other tiers of government. With this

point of view in perspective, Nquthu local municipality seeks to advance its economic development agenda through adopting the economic development strategy that has been done by our District Municipality UMzinyathi. The objective of the strategy is to guide development initiatives, their processes as well as their impact in the Municipal area.

3.5.1.2 MAIN ECONOMIC CONTRIBUTIONS

The main economic contributors in Nquthu Local Municipality is subsistence Agriculture mainly the production of legumes, irrigated maize, poultry and goats (Red meat processing) and chickens. Agriculture is well established but under-developed in terms of beneficiation (value added packaging and processing). The municipality's agricultural strength lies in. Production of legumes, irrigated maize, poultry and goats (Red meat

3.5.1.3 THE AGRICULTURAL OPPORTUNITIES IN THE LOCAL AREA

processing) and chickens

Nquthu Local Municipality: Agricultural Opportunities in the municipal area based on Competitive Advantage.

3.5.1.4 EMPLOYMENT

Nquthu	Production of legumes, irrigated maize, poultry and goats (Red meat processing) and chickens.
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In 2011 the *Community Services* sector employed the highest percentage of residents followed by *Agriculture* (30.3% or 4,052 people), *Households* (16.2% or 2,795 people),

Manufacturing (5.7% or 990 people) and *Trade* (4.3% or 751 people).

3.5.1.5 ANNUAL HOUSEHOLD INCOME

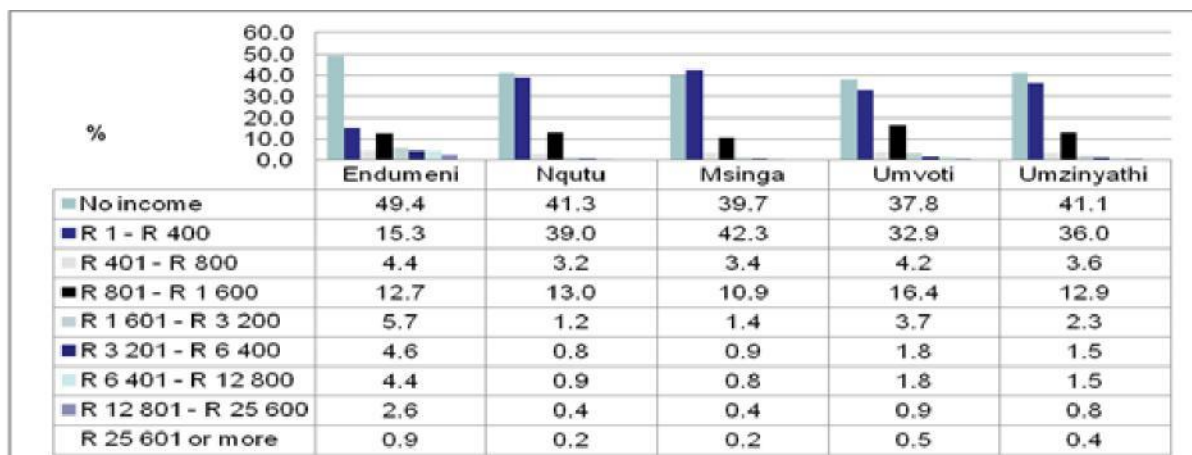
There has been an improvement in the annual household income from 1996 to 2011. In 1996 households were earning an average of R22,485.00 per annum which has improved to R64,959.00 in 2011.

3.5.1.6 HOUSEHOLD PER INCOME CATEGORY

The following graph indicates the number of households per income category. As can be seen from this data, there is still a significant number of households with no income, while there is a small number of households within a higher income group bracket.

3.5.1.7 HOUSEHOLDS PER INCOME CATEGORY IN 2011

Please give special attention to the column indicating Nquthu municipal area, this shows that in terms of income Nquthu area is the second leading with less income compare



3.5.1.8 ANNUAL PER CAPITA INCOME

amongst other local municipalities that constitute UMzinyathi District.

Annual per capita income has also improved between 1996 and 2011. As illustrated

3.5.1.9 SMMES

below, the Annual Per Capita Income has improved from R3, 900.00 in 1996 to just below R14, 208.00 in 2011.

During the Endumeni municipality IDP engagement processes, it emerged that various economic related issues that were raised are applicable to all other local municipalities.

3.5.1.10 LACK OF BUSINESS SUPPORT SERVICES FOR SMME'S

Business support in the form of advice, access to finance, is crucial to the sustainable existence of small business, new commercial and trading firms, land reform based businesses and co-operatives. Businesses are vulnerable to the market fluctuation and the high cost of money.

3.5.1.11 MANUFACTURING (INDUSTRIAL)

There is no industrial contribution towards the manufacturing industry. The key strengths of manufacturing relate to an existing local competence in **Endumeni** in milling and dairy processing. There are number of textile and sewing businesses that operates under Nquthu municipality. Under mayoral projects about 25 sewing machines were bought in trying to assist and uplift small businesses. Blocks making is another business opportunity at Nquthu, with a number of SMMEs who are doing block making. These are only projects that can be classified as manufacturing within Nquthu area

3.5.1.12 MINING

The feasibility studies to be conducted by Department of Economic Development will assist in establishing the feasibility of the mining sector within local municipalities under UMzinyathi District Municipality. Mining and quarrying are limited to sand weaning and with the growth in the construction sector, sand weaning is expected to pick-up. There is no mining of mineral ores recorded in Nquthu.

3.5.1.13 TOURISM

Nquthu is one the municipalities falling within the battlefields route, a popular tourism route. Within the municipality area, is the Isandlwana, the only place in history of the Zulu people where the Cetshwayo's impis defeated the English army. Nquthu area is the popular blood river where there was a Zulu war with the Boer is situated within this municipality. This is the only place in Zululand where there is an existence and parallel practice of two contrasting cultures i.e. the Southern Sotho and the original Zulu cultures, while Eghudeni enjoys a Mediterranean climate, on the other hand Mangeni waterfalls provides tourists with a natural waterfall. However despite richness of such history and culture, Nquthu is

without a tourism accommodation, neither does it have a specific place where tourists can visit and see the above mentioned cultures being showcased.

According to the Department of Tourism KwaZulu Natal, there is no developed tourism route for Nquthu at all but all the mentioned historical sites fall under Dundee tourism route.

3.5.1.14 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
LED unit in place	The short term nature of public investment programmes
Functional led support structures (forums)	Few alternatives approach to sustainable development, such as recycling, exploitation of natural and renewable energy sources.
LED PSC in place	The short term nature of public investment programmes
SMME incubator feasibility study in place	Few alternatives approach to sustainable development, such as recycling, exploitation of natural and renewable energy sources.
informal traders chamber in place	Insufficient funding to support led programmes
presence of skill train facilities (nursing school, fet college)	Draft LED Strategy not yet adopted by Council
	Business Chamber
	Agriculture Strategy draft
	Lack of capacity to coordinate led programmes

<p>OPPORTUNITIES</p> <p>Land availability</p> <p>Agriculture</p> <p>Tourism</p> <p>Battlefield tourism routes</p> <p>LED partnership (private and social</p>	<p>THREATS</p> <p>Low levels of physical infrastructure.</p> <p>Unreliable water supply</p> <p>Unfavourable climate for diversification of agriculture</p> <p>Low level of infrastructure and services (roads, water and sewers)</p> <p>Land productivity</p> <p>Poverty (nutrition, quality education, quality health)</p> <p>High level of unemployment</p>
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3.5.2 SOCIAL DEVELOPMENT ANALYSIS

3.5.2.1 BROAD BASED COMMUNITY NEEDS

WARD	PRIORITY
Ward 1	Roads Halls Crèch
Ward 2	Electricity Crèche Sport Facilities

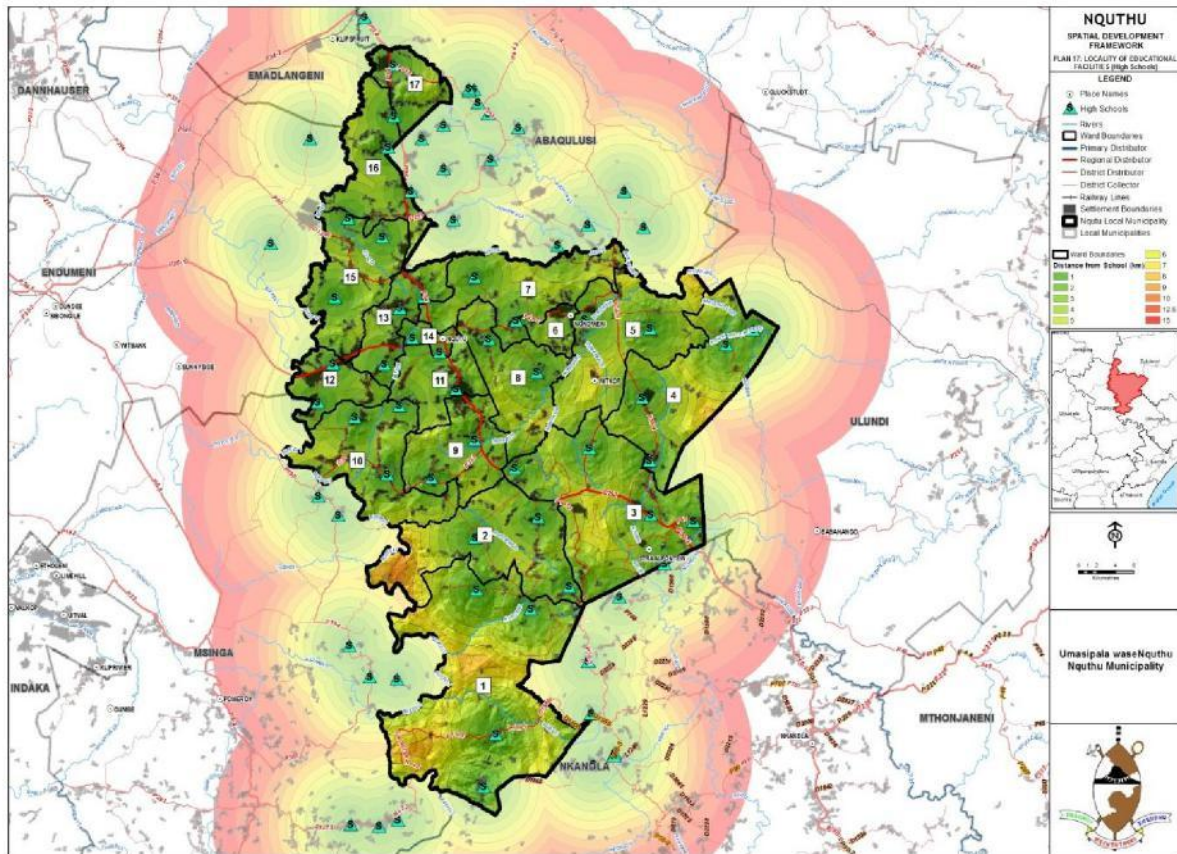
Ward 3	Housin g Water Roads
Ward 4	Hall Crèch e
Ward 5	Crèches Roads Housing
Ward 6	Road Housin g Water
Ward 7	Water Electricity Community facilities
Ward 8	Electricity Bridge/Roa d Crèche
Ward 9	Community Hall Road

	Electricity
Ward 10	Crèche Sport Field Roads
Ward 11	Water Access Roads Housing
Ward 12	Access Roads Crèche (Mqhedlane) Dalala Hall
Ward 13	Electricity Roads Sport Field
Ward 14	Community Hall Crèche Electricity
Ward 15	Crèche Access Roads Art Centre
Ward 16	Solar geyser Water

	Roads
Ward 17	Community Hall Road Bridge

Nquthu is served by primary and secondary education facilities. Nquthu has 102 Primary Schools, 41 High Schools and 1 combined school. These schools provide educational services

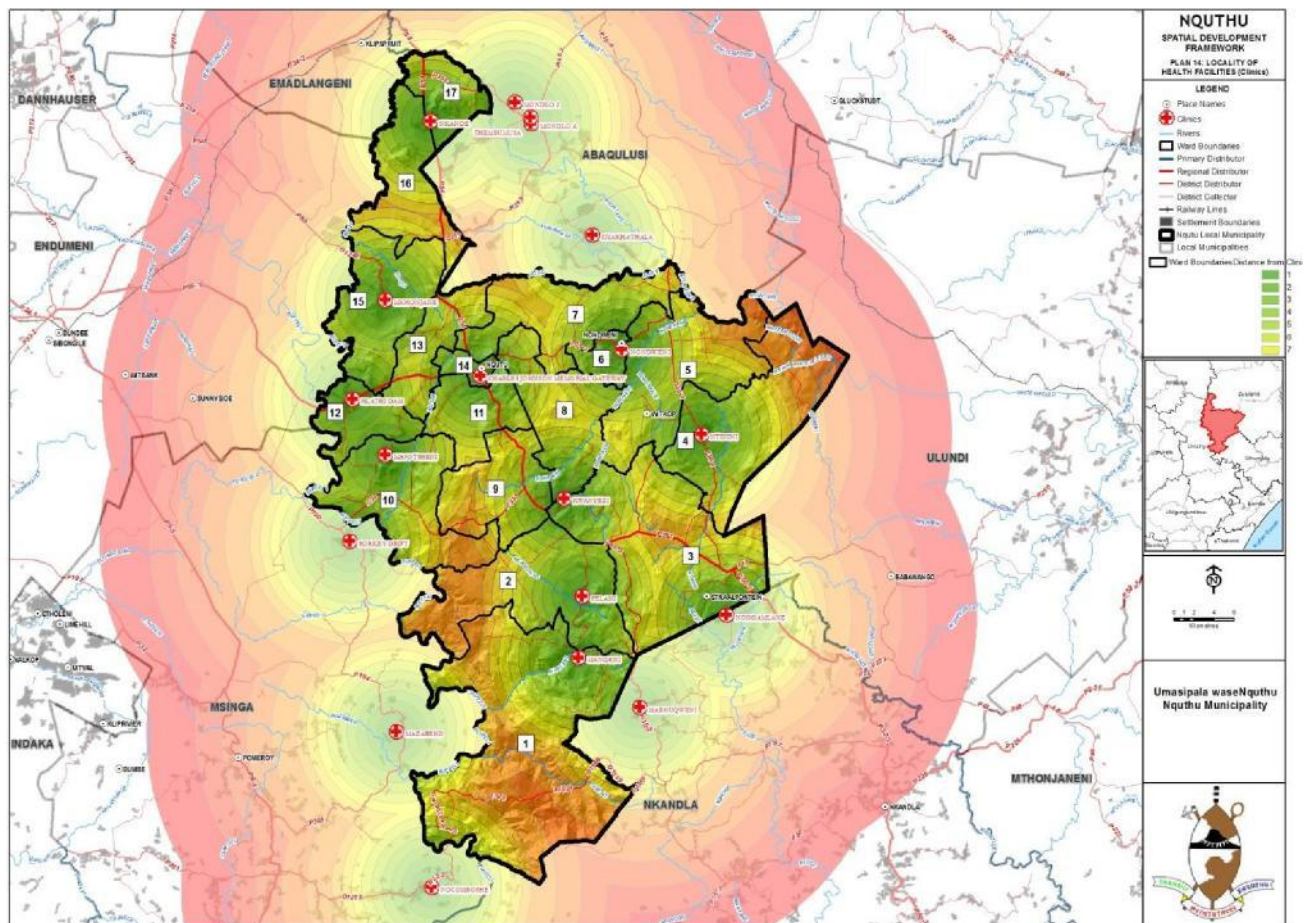
3.5.2.2 EDUCATION FACILITIES



within the area of jurisdiction. Only small parts of Ward 1 do not conform to the 5 km service radius of facilities. The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features

such as rivers (which negate access to facilities) accessibility might also pose challenges to the community. Nquthu is fairly well serviced with high schools, with a few selected areas not serviced, especially in the southern areas in at ward 1. Despite of this non-conformance to the standards, the municipality is better served than other rural municipalities.

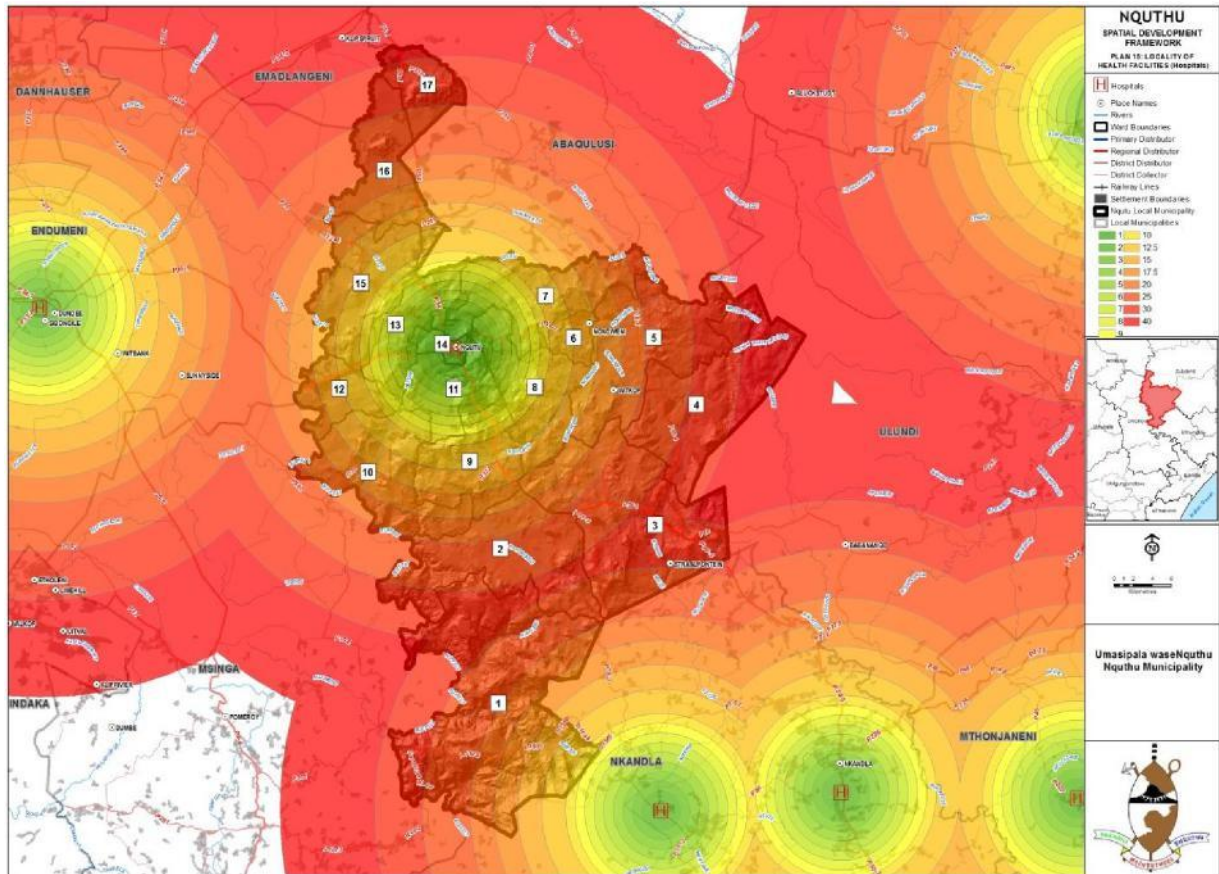
3.5.2.3 HEALTH



The Charles Johnson Memorial Hospital, situated at Nquthu, is the only hospital within the Municipal area and is centrally located and relatively accessible to the majority of the population. Other hospitals within the reach of the general population are located in Dundee, Tugela Ferry and Greytown. Due to a reasonable range of health services in the area, the development of an integrated primary health care programme should be considered, which should focus on utilizing existing facilities to their maximum.

Due to one hospital in the area, the total service is insufficient, notwithstanding the CSIR standards. Should the clinics be geared to handle and stabilize serious medical cases, which they can refer to the hospital, this should not be a problem, on condition that the clinic is accessible via road infrastructure, and that the hospital has the capacity to carry a pre-determined number of people from the Community. Nquthu area has 12 fixed clinics which

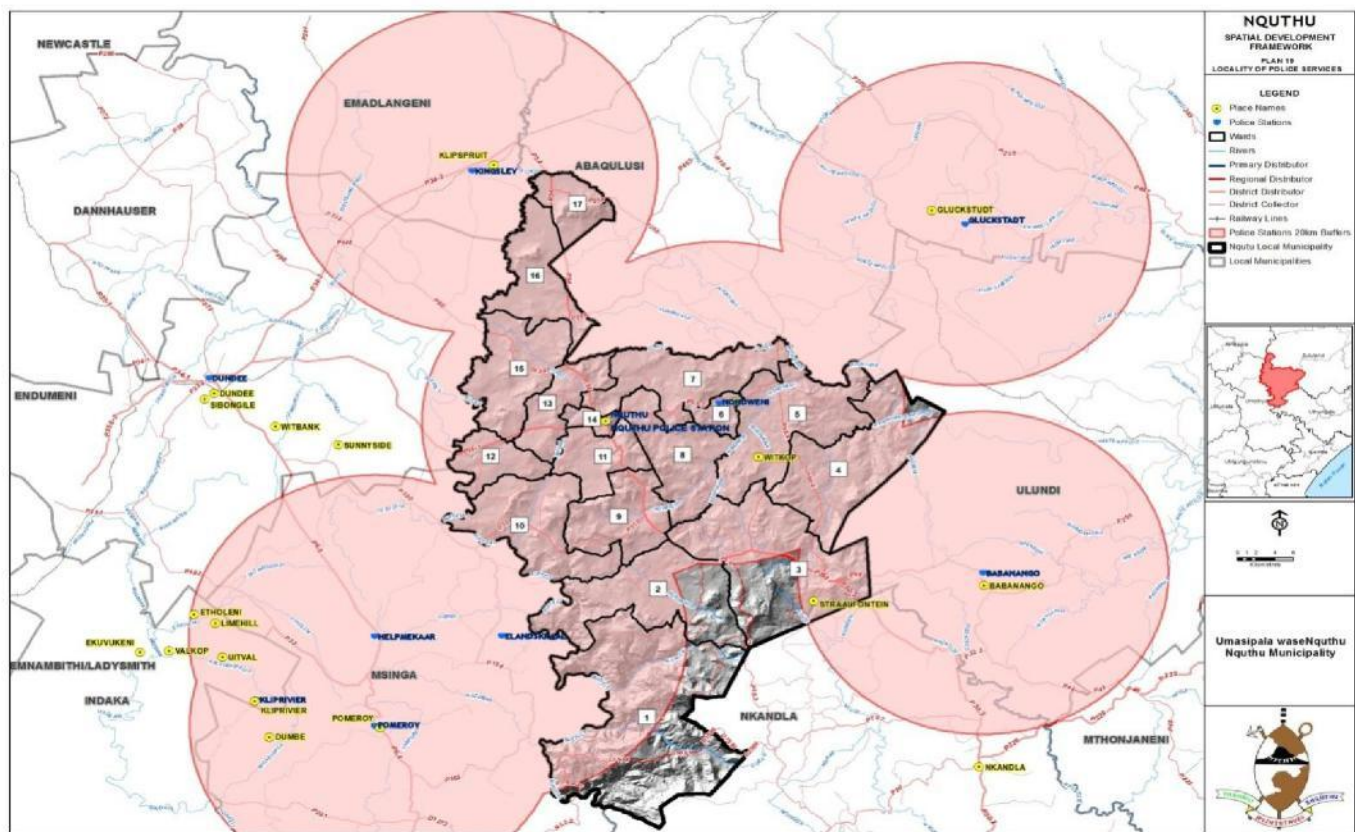
are operating on the daily basis within the area and there are two clinics which are underway with construction to be completed in March. In addition three mobile clinics serve various points of varying sizes, on a regular basis.



The existing clinics are in optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are fairly evenly spread throughout the municipality along main access routes, and provide largely equal access and level of service to the municipality.

Parts of Ward 4 & 6 where a high concentration of people can be observed through the dense settlement pattern at this locality, does not have access to a clinic within these prescribed standards. This might be attributed to good transport and/or close locality to Nquthu Hospital. Mobile clinics are also under staffed and struggle to meet in the demands of the communities.

3.5.2.4 SAFETY AND SECURITY



Nquthu LM is serviced by police stations within Nquthu Town itself, as well as within Nondweni. The municipal area also falls within the service range of four other police stations. Although the impression exist that Wards 1 & 2 is serviced by the Pomeroy and Elandskraal Police Stations, there is no bridge crossing the river which allow access to these wards. It is therefore necessary to either provide an additional police station, or provide access and road infrastructure between the municipalities. When considering the service range of a police station, selected areas on the western and south easternborder of the municipality is not serviced.

When looking at the threshold population, the municipality needs 7 additional police stations to serve the community properly. Nquthu area also has Community Policing Forums which work in hand with SAPS to fight against crime and protect those who cannot stand for

themselves. CPF assist in alleviating the rate of crime in the area even though other residents attack them but they still play a major role within the community.

3.5.2.5 NATIONAL BUILDING AND SOCIAL COHESION

Battle of Esandlwala is commemorated every year in Nquthu. This is a national event that draws participants from all walks of life including visitors from England.

3.5.3 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

3.5.3.1 YOUTH DEVELOPMENT

The municipality has established youth unit which has got staff compliment of three incumbents:

- The youth manager which is responsibility for the overall management of this unit
- Outreach officer which is responsible for youth projects in the community
- Career guidance officer which is responsible for educational issues and career guidance to young people

The municipality has also established youth council which plays a governing role on youth issues, there are other socio economic youth programmes which are facilitated in different units within the municipality.

As part of commemoration of Youth Month (June 16), there was the Youth Express Train that was circulating in all 9 provinces of the country, therefore Nquthu Municipality partnered with the NYDA by transporting 30 unemployed youth to Ladysmith and Newcastle for skills development.

In partnership with Office of the Premier, the Career Exhibition was held on the 18th of July 2012 at UMkhanyakude District Municipality. The Municipality transported 180 Youth out of school. The fundamental aim of this career expo was to assist the youth out of school to easily access information from different stakeholders' i.e. bursary, learnership opportunities.

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There was another Career exhibition that was held on the 15 of September 2012 with the NGO (Sakhile Community Development Centre), with the aim of youth empowerment initiatives in fighting against poverty and reducing unemployment and creating job opportunities.

3.5.3.2 DEVELOPMENT OF PEOPLE WITH DISABILITIES

Nquthu Municipality takes an initiative in accommodating and supporting people with disability. A number of activities are conducted within the area. The municipality ensures descent employment through inclusive growth (Employment - 2%). Facilitate collaboration between Government and the Disability Sector to enhance service delivery. Nquthu Municipality also supports the disability sport with equipment that is needed to interact in the disability games within the area and at the District level.

3.5.3.3 DEVELOPMENT OF THE ELDERLY

The development of the elderly is taken into account at Nquthu. The municipality is organizing Golden Games for Senior Citizens in each year, this develop the involvement of Senior Citizens. During the festive season the municipality organizes the Christmas gift day for the elders. All this is conduct in terms of Older Act (Act No.13, 2006)

3.5.3.4 DEVELOPMENT OF WOMEN

The structure of women development to be launched on 16 March 2013 in order to improve the empowerment of women in the area. This will be complaint with WEGE BILL (Women's Empowerment and Gender Equality) and CEDAW (Convention on the Elimination of All Forms of Against Women)

3.5.3.5 PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS

Strategic Plan for HIV/AIDS is in place, it was adopted in 2013 to be reviewed in 2014. The support groups are in all wards of the area through Ward Aids Committee / Ward War Rooms, the LAC established – Chaired by Mayor. The community awareness's are conducted to fight against crime and drugs abuse

3.5.3.6 EARLY CHILDHOOD DEVELOPMENT

The Municipality Provides a range of services to children through the implementation of the Children Act which came into operation on 01 April 2010. In celebrating the Children's Month in November Nquthu Municipality with the office of the Premier transported 03 children to Limpopo Province to celebrate the children's Month.

In Partnering with Nquthu Express Stores, the municipality has donated school shoes to 110 needy learners to Nquthu Primary schools.

The youth unit of Nquthu Municipality have visited the following crèche to identify their needs to buy them Christmas gifts: Mafihleng, Ntshisekelo and KwaZondi so that learners will benefit from the city to city corporation between Nquthu municipality and Bornem, also with the aim of encouraging learn and play for the learners to keep themselves busy.

The volunteers which were trained to assist with playing activities has better opportunities and now the municipality has no choice but to absorb the other volunteers and to retain them. The municipality has also decided to provide them with stipend. This programme is only functional in one of the wards within Nquthu area, the extension to all wards is complemented and going to be taken into account by 2013/14 financial year using Bornem Funds.

3.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

3.6.1 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

3.6.1.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality has Technical Service unit which amongst other things dedicated to execute capital projects. This department is run by the qualified engineer with staff complement of 68 incumbents. Usually the municipality appoint professional service provider to manage the implementation of capital project; and the municipality plays a monitoring role in the whole process. The municipality has got limited equipment and as a result relies greatly on hiring private plant through appointment of contracts. The municipality has also got limited technicians to perform technical duties but has made provision in its organogram to appoint technicians in 2013/2014.

3.6.1.2 INDIGENT SUPPORT

All the residents who have electricity get 50kWh free per month (for Eskom customers and our customers), also our electricity tariffs are poor sensitive in line with Inclining Block tariff model (IBT) we further increased our rebates on the rates that the first R 100 000 on the property value is not charged property rates on all residential properties.

3.6.1.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The main sources of income are property rates, electricity sales and refuse removal charges, however the municipality is in the process to finalize its Revenue Enhancement Strategy

3.6.1.4 MUNICIPAL CONSUMER DEBT POSITION

The debt collection rate is very low since the municipality is located in the very poor node (Presidential Node), but to compound the matters further is that the indigent customers are not coming forward to be registered in the database so that they can benefit from the indigent policy as such we continue to bill them for amounts they probably won't be able to pay but we have no other option as they are not in the database.

3.6.1.5 GRANTS AND SUBSIDIES

The municipality is still reliant a lot on the grants to provide services to the community, with the Equitable Share being the highest and MIG for the infrastructure.

3.6.1.6 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE

Nquthu Municipality under Technical Department we have the following plants; (1) TLB used for digging borrow pits and leveling, (2) Graders used for road leveling in all municipal Wards, (2) Tipper trucks used for loading borrow pits and deliver, (1) Roller used for stamping, (1) Refuse Truck used for collecting refuse in ward 14 and Nondweni township from Monday to Sunday, (1) Small Tractor used for cutting grass in all wards. Maintenance for all the above plant is budgeted.

3.6.1.7 CURRENT AND PLANNED BORROWINGS

Nquthu Municipality have two loans from DBSA taken in 2005 to construct the municipal buildings (R3 500 000 and R 5 000 000), the remaining balance combined is R 2 000 000. We make repayments every six months on each loan and we do not have any arrears. No future borrowings are anticipated in the short term. The municipality does not have the overdraft.

3.6.1.8 MUNICIPALITY'S CREDIT RATING

We do not have the credit ratings but the AG opinion for the past three years is as follows. Year 2010 (Qualified), Year 2011 (Unqualified), Year 2012 (Unqualified), it has been confirmed that the municipality is a going concern.

3.6.1.9 EMPLOYEE RELATED COSTS

The cost is 31 % of the operational budget which is within norms.

3.6.1.10 SUPPLY CHAIN MANAGEMENT

SCM is fully staff and all the bid committees are in place, SCM policy, delegations are also in place.

3.6.2 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Unqualified audit opinion Grants and reserves are cash backed GRAP compliant MPRA fully implemented Policies are in place and implemented Staff meet minimum competence	High rate staff turnover Funding of none sustainable projects AO: few matters of emphasis
OPPORTUNITIES	THREATS
Generation of revenue base	High indigent register AO: consequences of noncompliance with legislation Non-payment of debts

3.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

3.7. GOOD GOVERNANCE

The strategy focuses mainly on accountability to the communities on developmental issues and also introducing systems, procedures and processes to allow maximum participation.

Constant interaction of the Municipality with other spheres of government is required since municipalities depend on financial and institutional support and petite on rate levies from these tiers of government and community and also hold izimbizo to communicate the programmes to be undertaken by the Municipality to the respective communities.

3.7.1 NATIONAL, PROVINCIAL PROGRAMMES ROLLED OUT AT NQUTHU MUNICIPALITY

3.7.1.1 COMMUNITY PARTICIPATION

Community participation focuses primarily on encourages the community and its organizations to be involved in the matters of government with all its departments. It is the key instrument for the municipality and other government departments to disseminate information to the community and get concerns and recommendations from the community hence after the enshrinement in the Constitution of the Republic of South Africa Act, No. 108 of 1996 in terms of section 152, it was subsequently reinforced by the White Paper on Local Government, which states that building local democracy is a central role of local government, and municipalities should develop strategies and mechanisms to continuously engage with citizens, business and community groups.

This project entail the communication of the community on concerns that they have, request that they wish to put forward to government departments including the municipality as well as the progress report of the municipality and all government departments as well as the proposed future developments that are going to affect the community at large.

In the Nquthu Municipality these concerns, comments and recommendations are communicated in four different ways.

These are through:-

- The ward councillor who calls a ward committee and community meeting in his/her ward, and
- Community Development Workers who work with all government departments disseminating information to and from the community on government projects.

The municipality takes government to the people where all government departments and the municipality take to the community with the feedback on the proposed projects that were initiated by the community as well as take concerns, comments and recommendations from the community and also give a status quo report on the projects that are on the pipeline and future ones.

The fourth mechanism of getting the community and all community structures informed about the government projects is by the forum called the IDP Forum. That is where the municipality wants to draw and shape the Financial Year picture of the municipality. It though cannot do this alone without the other governments departments feeding into the picture by letting the municipality know how far in terms of their budget with regards to the community projects of any kind in order to avoid duplication of any kind. These projects may range from schools, community halls, community gardens, crime, clinics, child foster care grants, birth certificates, etc.

3.7.1.2 TAKING GOVERNMENT TO THE PEOPLE

The community is invited by ward councilors assisted by the ward committee members; the Izinduna's which are also the representatives in the ward committees and the CDW's in spreading the word. The members of the community are given a slot to ask question with regards to the projects, comment, constructively criticize and recommend or suggest alternative measures in order for everyone to know that their word counts and is recognized.

It is important to ask the community of what possible remedies or suggestions do they have in order for the project to be easily implementable because at times the project may be at

the bottleneck because of lack of good communication and consultation with the community.

3.7.2 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL:

3.7.2.1 OPERATION SUKUMASAKHE

The entire programme of government needs partnership with the community to work together to rebuild the fabric of our society and rebuild our nation. Let us stand up and build. Operation SukumaSakhe was launched in 2009 by Premier which used the War on Poverty approach, focusing on three components:

- Food Security
- Fighting diseases such as TB, HIV and AIDS and Poverty
- Empowerment of Women and Youth driving an aggressive behaviour change against social ills.

There are 17 Ward War rooms across Nquthu jurisdiction. Ward Councilors are the Champions in their respective wards, Municipal Level Champion- Mayor.

In terms of youth development, Operation SukumaSakhe is used in engaging with different stakeholders to formulate collective programmes in order to prevent repetition of programmes and projects for service delivery purpose.

Operation SukumaSakhe cut across the Integrated Development Plan, where it addresses the issues that are not well taken into account by the respective departments in the area. This structure assists in linking different stakeholders to play their role in taking initiative within the community. Operation SukumaSakhe is well addressed in Nquthu as each ward has its own war room where the community matters are discussed. This war rooms are headed by the Ward Councilors who are the champions in their wards.

3.7.2.2 INTERGOVERNMENTAL RELATIONS

Intergovernmental relations mean the relationship between the three spheres of government. The South African Constitution states that; the three spheres of government are distinctive, interdependent and interrelated. The provincial and local governments are spheres of government in their own right and are not a function or administrative implementing arm of national or provincial government.

3.7.2.3 MUNICIPAL STRUCTURES

Nquthu Municipality has different existing structures which are functional in their roles

3.7.2.4 COUNCILLORS AND EXCO

as per their responsibilities. The following are the municipal structures.

The municipality has a total number of *34 constitutionally* elected councillors representing their respective political parties in the municipal governance. The councillor's categories according to their political affiliations are as follows:

- IFP – 14;
- ANC – 14;
- NFP – 5
- DA - 1

The Executive Committee (EXCO) is made up of six councilors including the Mayor, Deputy Mayor, Speaker (*ex-officio*), and four other EXCO members. Most of the EXCO members preside over specific Portfolio Committees, which ensures necessary strategic

direction and active participation by all municipal councilors.

3.7.2.5 PORTFOLIO COMMITTEES

Nquthu Municipality has portfolio committees which are established according to the respective

department that exist within the municipality. The portfolio committee structure

is per Section 80 of Municipal Structures Act. The portfolio committees assist executive and discuss matters related to each department before they are taken to Executive Committee.

3.7.2.6 WARD COMMITTEES

- Create formal unbiased communication channels and co-operative partnerships between the municipality and the community within a ward;
- Ensure contact between the Municipality and the community through the use of, and payment of services;
- Create harmonious relationships between residents of a ward, the ward councillor, and geographic community and the municipality;
- Facilitate public participation in the process of development, review and implementation management of the IDP of the municipality;
- Act as advisory body on council policies and matters affecting communities in the ward;
- Serve in officially recognised and specialized participatory structures in the municipality;
- To assist Council through the ward councillor to facilitate council programmes and to make recommendations on matters affecting the ward to the ward councillor and to council;
- Serve as a mobilizing agent for community action and assist the ward councillor to facilitate council programmes;
- Monitor development, and advise the ward councillor and the municipality on the implementation process forward-based projects and discretionary funds;

3.7.2.7 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

Nquthu Municipality has MPAC in place which is effective and functional within the municipality.

The function of the MPAC is to detect and prevent abuse, arbitrary behaviour or illegal and unconstitutional conduct on the part of the municipality, hold the municipality to account in respect of how ratepayers money is used and thus to improve efficiency, economy and effectiveness, ensure that policies/projects and approved by the Council are actually delivered and also improve transparency in municipal operations and enhance public trust.

The schedule dates for MPAC Meetings are as follow:

- 12 March 2013
- 18 June 2013
- 17 September 2013
- 03 December 2013

3.7.2.8 AUDIT COMMITTEE

Audit Committee is in place, it seats four times per annual. Its structure constitutes of 13 members of which three members outside from the employ of municipality, all section heads (4 Directors), the Municipal Manager, Auditor General Representative, COGTA Representative, National Treasury, Provincial Treasury and the Internal Auditor. The committee must meet at least four times per financial year. This Audit Committee is guided by Section 166 of the MFMA legislation.

3.7.2.9 STATUS OF MUNICIPAL POLICIES

Nquthu Municipality has a number of policies in place which were adopted by the Council and they are functional. The following policies are effective in Nquthu:

- Tariffs Policy
- Training and development policy (incorporating ABET land recognition of prior learning process)
- Policy on payment of travel and subsistence allowance
- Policy and procedure on smoking in the workplace

- Fleet management policy
- Banking and investment policy
- Communication Policy
- Credit control and debt collection policy
- Acceptable use policy on email, internet and other computer resources in the workplace
- Policy and procedure on recruitment, selection, placement, probation, promotion, transfer and demotion of staff
- Exit policy and procedure in the workplace
- Fixed asset policy
- Funeral and burial policy
- Policy on HIV and AIDS in the workplace
- Policy and procedure on overtime and stand by service
- Policy on employee assistance/ wellness program
- Job evaluation policy
- Policy and procedure on sexual harassment intimidation
- Policy and procedure on staff payroll deduction
- Policy and procedure on internal staff leave management
- Promotion of access to information policy
- Records management policy
- Remuneration management policy

3.7.2.10 MUNICIPAL RISK MANAGEMENT

Nquthu Municipality has an in-house Risk Assessment Officer who under the guideline of Section 62(1) of Municipal Finance Management Act (MFMA) assists the Accounting Officer/ Municipal Manager in his responsibility towards Risk Assessment Processes. Accounting Officer of the municipality is responsible for financial administration of the municipality and must for this purpose take all reasonable steps to ensure the municipality maintains effective, efficient & transparent systems of financial and risk management and internal control.

Nquthu Municipality operates under the Enterprise Risk Management Framework (ERM) which specifically addresses the structures, processes and standards implemented to manage risks on an enterprise-wide basis in a consistent manner.

Nquthu Municipality is reviewing its Risk Management Policy which is set as one of the items scheduled on the 28th March 2013 Council Meeting and it was adopted. MANCO Risk Committee has been established by Nquthu Municipality to assist the Municipal Manager to fulfill his risk management and control responsibilities in accordance with prescribed legal and corporate governance principles.

The objectives of this committee are:

- Assist the Municipal Manager in discharging his accountability for risk management by reviewing the effectiveness of the municipality's risk management systems, practices and procedures, and providing recommendations for improvement.
- Review the risk management policy and strategy, and recommend for approval by the Accounting Officer;
- Review and assess the integrity of the risk control systems and ensure that the risk policies and strategies are effectively managed;
- Set out the nature, role, responsibility and authority of the risk management / risk officer function within the institution and outline the scope of risk management work;
- Monitor the management of significant risks to the institution, including emerging and prospective impacts;
- Review any legal matters, together with the legal advisor, that could have a significant impact on the institution;
- Review management and internal audit reports detailing the adequacy and overall effectiveness of the institution's risk management function and its implementation by management, and reports on internal control and any recommendations, and confirm that appropriate action has been taken;

3.7.2.11 MUNICIPAL BYLAWS

Nquthu Municipality has a quantity of By-Laws which are in place and are adopted by the Council. They are as follows:

- Standing rules of order By-Laws
- Street Trading By-Laws
- Tariffs Policy By-Law for indigent person
- Storm water and waste management By-Laws
- Keeping of animal By-Laws
- Cemetery and crematoria By-Laws
- Credit control and debt collection By-Laws
- Municipal Public Transport By-Laws
- Outdoor advertising By-Laws
- Property encroachment By-Laws

3.7.3 PUBLIC PARTICIPATION ANALYSIS

Nquthu municipality often conduct public participation in order to involve the community in development programmes. This set as a part and parcel of transparency where the local sphere is the servant to the community. Community public participation is held in each ward so as to ensure that each individual has an input and objectives in all programmes. This also assists in transferring the quality information to the residents.

3.7.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <input type="checkbox"/> Council <input type="checkbox"/> EXCO <input type="checkbox"/> Portfolio Committees <input type="checkbox"/> MANCO <input type="checkbox"/> Internal Audit Committee <input type="checkbox"/> IGR committees <input type="checkbox"/> Ward Committees <input type="checkbox"/> Public Community Meetings <input type="checkbox"/> operation Sukuma Sakhe: ward war rooms <input type="checkbox"/> Men's forum <input type="checkbox"/> Disability forum <input type="checkbox"/> Senior citizen's forum <input type="checkbox"/> Support group <input type="checkbox"/> Sports council 	<ul style="list-style-type: none"> <input type="checkbox"/> Audit Committee <input type="checkbox"/> MPAC <input type="checkbox"/> IGR Forum Sittings <input type="checkbox"/> If <input type="checkbox"/> Childrens Forum <input type="checkbox"/> Involvement of Ward Committees in pms <input type="checkbox"/> Representation of traditional authority <input type="checkbox"/> Disfunctional of ward committee <input type="checkbox"/> non-attendance of government departments on Operation Sukuma Sakhe <input type="checkbox"/> <input type="checkbox"/>
OPPORTUNITIES	THREATS

<ul style="list-style-type: none">• Enforce monitoring and evaluation• Proper reporting• Community involvement and public participation	<ul style="list-style-type: none">• Lack of audit committee function affects internal audit of organization therefore affects processes and procedures of the organization• non sitting of IGR Forum affect organization at large
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3.7.5 KEY CHALLENGES

KEY PERFORMANCE AREA	CHALLENGES
Spatial Development	<ul style="list-style-type: none"> • Unplanned sprawling rural settlements which impacts on negatively on cost-effective delivery of services. • Economic investment which is concentrated mainly in Nquthu town. • Lack of well-established structure for social and economic investment. • General lack of clear nodal clustering is contributing to inefficient spatial structure. • Lack of land use management system in the rural parts of Nquthu. • Settlements occurring in areas that are not suitable for settlement.
Municipal Transformation and organizational development	<ul style="list-style-type: none"> • Attracting experienced and qualified staff from race groups other than Africans. • Appointment of females and the disabled in senior management positions. • Ability to attract and retain skilled and experienced staff. • Lack of sufficient capacity to performance of some of the local government functions.
Service delivery and infrastructure	<ul style="list-style-type: none"> • Huge service backlogs (water and sanitation). • Poor quality of roads which renders some areas inaccessible. • Influencing service delivery programmes of the district and other government agencies. • Lack of funds. • Scattered rural settlements which creates conditions for inefficient delivery of services. • Inadequate access to public facilities such as schools, clinics, etc. • Poor cell-phone network in remote parts of Nquthu.
Local economic and	<ul style="list-style-type: none"> • Massive poverty. • High unemployment rate.

KEY PERFORMANCE AREA	CHALLENGES
social development	<ul style="list-style-type: none"> <input type="checkbox"/> High rate/level of functional illiteracy. <input type="checkbox"/> Lack of economic base. <input type="checkbox"/> Poorly developed agricultural land. <input type="checkbox"/> Lack of funds and equipment for agricultural production. <input type="checkbox"/> Inability to attract investment. <input type="checkbox"/> Isolation from major economic centres. <input type="checkbox"/> High rate of unemployment among the youth. <input type="checkbox"/>
Municipal financial viability and management	<ul style="list-style-type: none"> <input type="checkbox"/> Lack of rates base. <input type="checkbox"/> Dependence on grant funding. <input type="checkbox"/> Lack of state of the art systems and procedures for financial management. <input type="checkbox"/> Growing number of people in the indigent register. <input type="checkbox"/> Low credit rating. <input type="checkbox"/>
Good governance and public participation	<ul style="list-style-type: none"> <input type="checkbox"/> Poor coordination of service delivery activities between the municipality and other service delivery agencies. <input type="checkbox"/> Capacity of ward committees. <input type="checkbox"/> Attendance of public and community meetings.

**SECTION D:
VISION, GOALS, OBJECTIVES
AND STRATEGIES**

4. DEVELOPMENT STRATEGY

The strategic framework phase presents programs, strategies and activities. The activities are guidelines for specific actions that the municipality will undertake and embark upon to ensure the implementation of projects. For practical purpose the performance indicators' formulations are based on the action plans identified in this phase.

4.1 CONTEXT FOR THE DEVELOPMENT STRATEGY

Development strategy for Nquthu Municipality is based on the notion of developmental local government as introduced in the Constitution, and given effect in terms of various pieces of legislation establishing local government structures. This mandate could be summarized as follows:

- Social development, which includes promoting access to social services, addressing vulnerability, discrimination and poverty, and broadening access to the assets base for the poor.
- Economic development geared towards creating opportunities for employment and sustainable livelihoods.
- Infrastructure development as a means to address service backlogs and create opportunities for economic development.
- Institutional transformation focusing mainly on democratization, shift from control to governance, etc
- Establishment of legal and financial management systems as a means to enable efficient allocation of scarce resources.

Integrated development and concern with sustainability issues serves as supporting and guiding principles for the implementation of the development strategy and the IDP generally.

4.2 THE MUNICIPAL VISION

The vision for Nquthu Municipality is a reflection of the common identity of the municipality and its residents and the aspirations of the population in respect of the characteristics that the area will show in a short (5yrs) to medium term (10yrs) and medium to long term (20yrs).

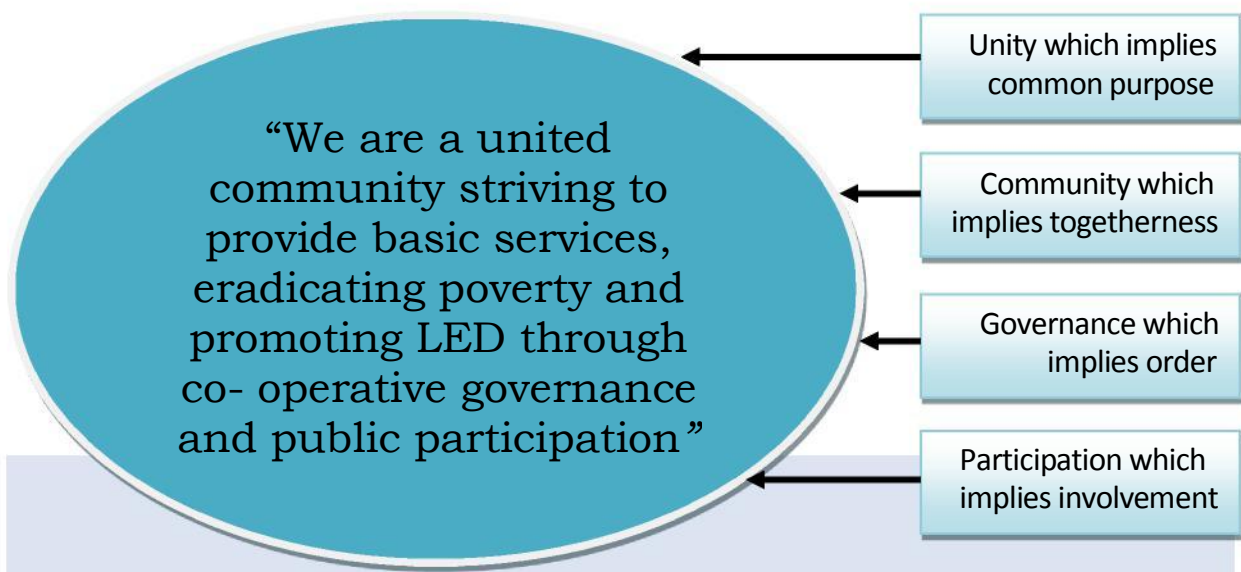
KWAZULU-NATAL-DEVELOPMENT VISION

By 2030 KwaZulu-Natal will be a prosperous Province
with a healthy, secure and skilled population, acting as
a gateway to Africa and the world.

NQUTHU MUNICIPALITY DEVELOPMENT VISION

“To be the champions of sustainable Local
economic and Community development,
through good governance”

4.3 THE MUNICIPAL MISSION STATEMENT



4.4 CORE VALUES

The following core values were reviewed and adopted as core values that defines organisational philosophy within the Nquthu Municipality:



4.5 DEVELOPMENT GOALS

The following long-term development goals have been identified based on the above key performance areas:

- To be an exemplary municipality in South Africa.
- To reduce and eventually eradicate all forms of poverty in Nquthu.
- To provide members of the population with access to basic services and public facilities within the established government norms and standards.
- To transform existing settlements into sustainable and economically generative human settlements.
- To develop local economy based on agriculture, tourism and the supportive economic sectors.



Nquthu Local Municipality has identified the following as key performance areas that may lead to the realization of its development vision. These programs are interrelated and intertwined and as such the success of another depends entirely on the success of others. Thus, for example the success of economic development program depends on the ability of the institution to transform itself and the success implementation of land use management system.

4.6 DEVELOPMENT OBJECTIVES AND STRATEGIES

4.6.1 SERVICE DELIVERY

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To facilitate the delivery of basic services in line with government norms and standards.	Provide on-going support to the district and other service agencies in the implementation of infrastructure projects.	<ul style="list-style-type: none"> • Participate in all service delivery planning programmes undertaken by the District and other government departments/agencies. • Monitor the provision of service (water and sanitation) by the District and other agencies such as Eskom. Assist the District with the identification and prioritization of bulk infrastructure projects. 	<ul style="list-style-type: none"> • Technical Services
	Assist on a continuous basis with the identification and facilitate implementation of water, sanitation and electricity projects.	<ul style="list-style-type: none"> • Ensure that all water and sanitation projects identified within Nquthu are included in the District IDP. • Assist Eskom with the identification and prioritization of electrification projects. • Facilitate provision of free basic water and electricity in association with the District and Eskom. 	<ul style="list-style-type: none"> • Technical Services • CFO

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
	Improve road access and storm water management throughout the Nquthu area.	<ul style="list-style-type: none"> • Develop a master plan for the development and maintenance of municipal roads. • Participate in the Rural Road Transportation Forum. • Maintain the municipal plant and equipment. • Establish and maintain a storm water management system for Nquthu Town. • Facilitate upgrading of road infrastructure in town. 	<ul style="list-style-type: none"> • Technical Services
	Facilitate an equitable (within government norms and standards) access to public facilities.	<ul style="list-style-type: none"> • Identify and prioritize areas that have poor access to schools, clinics and other public facilities. • Coordinate the development and improvement of sports facilities. • Manage the development of community facilities such as crèches and community halls. 	<ul style="list-style-type: none"> • Technical Services
	Establish a programme management unit for the MIG funded projects.	<ul style="list-style-type: none"> • Establish systems and procedures for the management of the MIG. • Facilitate appointment of a service provider for the management of MIG funded projects. • Streamline reporting procedures and facilitate reporting as per the requirements of the funder. 	<ul style="list-style-type: none"> • Technical Services • CFO
To transform existing settlements into sustainable	Facilitate the integration of human settlement development into the main development and service delivery programme of the	<ul style="list-style-type: none"> • Review and update the housing sector plan to accommodate new priorities and changes in policy. • Coordinate housing delivery programme with the bulk services planning undertaken by the District Municipality. 	<ul style="list-style-type: none"> • Technical services

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
human settlements.	municipality.	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a pipeline of projects with clear targets for each financial year. <input type="checkbox"/> Investigate the need and feasibility for other housing products in Nquthu. 	
	Contain outward expansion of rural settlements and facilitate densification around the nodes.	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate an agreement with the traditional councils on planning and development of human settlements. <input type="checkbox"/> Facilitate preparation of settlement plans for each rural settlement in association with the traditional councils. <input type="checkbox"/> Identify areas where settlement should not occur. 	<input type="checkbox"/> Planning and LED
	Educate the housing beneficiaries about the responsibilities of homeowners,	<ul style="list-style-type: none"> <input type="checkbox"/> Mobilise communities in support of the housing projects. <input type="checkbox"/> Undertake housing awareness and education campaign. <input type="checkbox"/> Promote people's housing process. 	<input type="checkbox"/> Planning and LED
To promote social development	Facilitate the provision of community services.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the location and develop a GIS driven database of all public facilities managed by the municipality. <input type="checkbox"/> Develop a policy for the management of community facilities. <input type="checkbox"/> Managing the functioning and operation of the library. <input type="checkbox"/> Capacitate the traffic department and establish testing centre. 	<input type="checkbox"/>

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To reduce disasters in Nquthu.	To develop sufficient capacity to respond to and manage disaster situation in Nquthu.	<ul style="list-style-type: none"> • Finalize the preparation of a disaster management plan. • Develop early warning systems. • Identify settlement located in areas that are prone to disasters. • Undertake community awareness campaigns in respect of disasters. 	<ul style="list-style-type: none"> • Corporate Services

4.6.2 SOCIAL AND ECONOMIC DEVELOPMENT PROGRAMME

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To create a climate conducive for sustainable economic growth and creation.	Promote Community based tourism.	<ul style="list-style-type: none"> • Engage the Department of Economic Development and Tourism for the preparation of a Tourism Plan for Nquthu. • Undertake community tourism awareness campaigns. Establish a tourism information and promotion office in Nquthu. • Integrate municipal tourism initiatives with the Battlefields initiative. 	<ul style="list-style-type: none"> • Planning Development/LED
	Facilitate the establishment of agricultural projects in various settlements in association with the Department of Agriculture.	<ul style="list-style-type: none"> • Identify and map unsettled land with good to high agricultural production potential. • Mobilize local farmers and establish/strengthen farmers associations. • Facilitate the establishment of irrigations schemes. • Facilitate the fencing of grazing camps. • Engage the Department of rural development for support and development of agricultural infrastructure. 	<ul style="list-style-type: none"> • Planning Development/ LED
	Facilitate regeneration of Nquthu	<ul style="list-style-type: none"> • Appoint peace officers as a means to enforce the town planning scheme. • And clamp down on unauthorized land uses. 	<ul style="list-style-type: none"> • Planning Development/LED

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
	Town.	<ul style="list-style-type: none"> • Facilitate the upgrading and tarring of roads within Nquthu Town. • Facilitate the implementation of the urban Design Framework for the Town. 	
	Provide support and facilitate development of SMMEs	<ul style="list-style-type: none"> • Prepare and implement an informal trading strategy and policy. • Facilitate development of trading stall in designated trading areas. • Facilitate development of a livestock and fresh fruits and vegetables market. • Identify and ring-fence specified contracts for local SMMEs. 	<ul style="list-style-type: none"> • Planning Development/LED

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To improve the quality of life for all in Nquthu.	To facilitate the provision of safety nets for the poor and the indigent.	<ul style="list-style-type: none"> • Identify child headed households and assist them to access social grants. • Develop a database of the indigent and destitute households that qualify for free basic services. • Liase with the relevant government departments as a means to ensure the delivery of social security services. • Identify and manage the implementation of the poverty alleviation projects funded by the municipality. • Implementation of special programmes for the vulnerable groups. 	<ul style="list-style-type: none"> • Community Services
	Special programs	Facilitate the development and implementation of development and support programmes targeting the: <ul style="list-style-type: none"> • Youth • Women • Elderly 	<ul style="list-style-type: none"> • Municipal Manager • Community Services

4.6.3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To improve the quality and efficiency of the administration component of the municipality.	Development and implementation of the Organogram.	Finalize the Review of the organogram. Undertake a skills audit and job evaluation. Review the skills development plan. Review the employment equity plan. Introduce and implement learnership programme.	Corporate Services
	Implementation of the Municipal Assistance programme.	Monitor the implementation of the municipal recovery plan. Review the recovery plan to reflect new priorities.	Corporate Services
	Development of Systems and procedures.	Finalization of the review/preparation of a suite of human resource management policies.	Corporate Services

		<p>Finalization of the review/preparation of administration policies.</p> <p>Development of an efficient archive and registry system.</p> <p>Finalization and implementation of the Performance Management System.</p>	
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4.6.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To promote public participation in municipal affairs	Strengthen and build the capacity of ward committees.	<ul style="list-style-type: none"> • Training of ward committees. • Training of councilors on ward committee system. • Review ward committee policy framework. • Develop a programme for the functioning and operation of ward committees 	<ul style="list-style-type: none"> • Municipal Manager
	Develop a public participation and communication programme programme.	<ul style="list-style-type: none"> • Review the communication strategy and implementation plan. • Conduct Izimbizo • Public participation in relation to the budget. • Conduct IDP Representative Forum meetings. • Introduce a quarterly newsletter for Nquthu. • Update website for Nquthu Municipality. 	<ul style="list-style-type: none"> • Municipal Manager
	Coordinate the activities of the community development workers.	<ul style="list-style-type: none"> • Liaison with the Department of Local Government and Traditional Affairs. • Managing the day-to-day functions of the Community Development Workers. 	<ul style="list-style-type: none"> • Community Services
To promote good	Participation in various coordinating structures.	<ul style="list-style-type: none"> • Participation in the district IGR Forum. • Coordinate the activities of the Housing Forum. • Strengthen the IDP Representative Forum. • Establish sector based clusters. 	<ul style="list-style-type: none"> • Municipal Manager

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
governance	Efficient and effective local governance.	<ul style="list-style-type: none"> • Establishment of all statutory committees. • Ensuring legislative compliance. • Conducting the business of the municipality efficiently and effectively. 	<ul style="list-style-type: none"> • Municipal Manager

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
<ul style="list-style-type: none"> • Align Risk Management architecture to the municipality • Create awareness over responsibility 	<ul style="list-style-type: none"> • Providing the overall leadership, vision and direction of Enterprise Risk Management • Implementing an Integrated Risk Management Framework for all aspects of risks across the organization 	<ul style="list-style-type: none"> • Awareness campaigns and Training • Risk Assessments 	Municipal Manager
	<ul style="list-style-type: none"> • Develop and Implement RM policies including quantification 	<ul style="list-style-type: none"> • Monitor emerging risks against risk identified in the organization 	Municipal Manager

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
<p>ty per legislation and best practices</p> <ul style="list-style-type: none"> Encourage Risk Management culture throughout the municipality and embedded Risk Management practices Expand Risk Level by aligning RM with objectives through the growth 	<p>of management risk appetite through specific risk limits</p> <ul style="list-style-type: none"> Improving the organizations Risk Management readiness through communication and training programs, risk based performance measurement and incentives and other change management programs 	<p>Workshop RM then tailor make it as per section of the municipality.</p>	

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
of RM componen t so that it may filter to all level			

4.6.5 SPATIAL DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To promote integrated, coordinated and sustainable land development.	Facilitate the preparation of a Five Year Integrated Development Plan.	<ul style="list-style-type: none"> • Preparation of a Five year Integrated Development Plan and annual review thereafter. • Aligning IDP with the Budget. • Planning capacity building. • Participate in the District Planning Initiatives. 	<ul style="list-style-type: none"> • Municipal Manager
	Facilitate the preparation of sector plans as components of the IDP.	<ul style="list-style-type: none"> • Preparation of an LED Plan • Preparation of an Infrastructure Investment Plan • Review of the Housing Sector Plan. • Preparation of a Waste Management Plan. 	<ul style="list-style-type: none"> • Municipal Manager • Planning Development
	Prepare and introduce Land Use Management System (LUMS) covering the whole municipal area.	<ul style="list-style-type: none"> • Implement and enforce the scheme in Nquthu Town. • Introduction of a wall-to-wall Land Use Scheme for Nquthu • Finalization of the Land Use Management Systems • Training of Ward Committees on the scheme. • Training of Councilors on the scheme • Training of the Traditional Councils on the scheme 	<ul style="list-style-type: none"> • Planning Development
	Prepare development plans for service centres as identified in the Spatial Development Framework	<ul style="list-style-type: none"> • Projects Business Plan • Investigate the feasibility for the establishment of an SMME support centre in consultation with SEDA. 	<ul style="list-style-type: none"> • Technical Services

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
	Promote environmental awareness among the members of the community.	<ul style="list-style-type: none">• Environmental education and awareness campaigns• Preparation of a Strategic Environmental Management Plan.• Participation in EIAs for municipal projects.	<ul style="list-style-type: none">• Community Services

4.6.6 FINANCIAL VIABILITY AND MANAGEMENT

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGIES	STRATEGIC ACTIONS	RESPONSIBILITY
To manage and use public funds in an efficient and accountable manner.	Develop and implement effective financial management systems and policies.	<ul style="list-style-type: none"> • Finalisation of a suite of financial management policies. • Introduce an integrated financial management system. • Monitor compliance with the financial management policies and regulations. • Manage the supply chain management system. • Develop annual budget and mechanism to monitor its implementation. • Develop a three-year financial plan. 	<ul style="list-style-type: none"> • Chief Financial Officer
	Develop and implement an efficient and effective asset management system.	<ul style="list-style-type: none"> • Develop an asset management policy and system. • Undertake and maintain an inventory of all municipal assets. • Integrate asset management with financial management. 	<ul style="list-style-type: none"> • Chief Financial Officer
	Prepare for the implementation of the Property Rates Act.	<ul style="list-style-type: none"> • Develop a new rates policy. • Prepare a comprehensive valuation roll. • Identify unfounded mandates and reduce expenditure accordingly. 	<ul style="list-style-type: none"> • Chief Financial Officer
	To account for the use and expenditure of public funds.	<ul style="list-style-type: none"> • Involve the public in the budget preparation process. • Ensure that municipal books are audited in terms of the MFMA. 	<ul style="list-style-type: none"> • Chief Financial Officer

**SECTION E:
STRATEGIC MAPPING AND
IMPLEMENTATION PLAN**

5. DESIRED GROWTH AND DEVELOPMENT

It is critical for the development of a sustainable Spatial Development Framework to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The Nquthu Spatial Development Framework considers both formally registered conservation areas as well as additional potential/future conservation worthy areas.

5.1 ENVIRONMENTAL MANAGEMENT AREAS

Areas of environmental concern include the following:

- Wetlands and watercourses,
- Areas prone to soil erosion,
- steep slopes,
- archaeological sites and
- tourism assets

Rural Settlement with no adequate water and sanitation are also of big concern. In general the following areas were identified as future conservation areas.

- All formally registered Nature Reserves (None Identified in Nquthu)
- MinSet Data as Overlain on the Conservation Criteria Map, Depicting Mandatory Reserve Areas.
- All river and stream areas, Wetlands & Dams in excess of 1 Ha with a 30m buffer around the boundary.
- Riverine buffer areas. A conceptual buffer of 30m from centreline was utilised.
- Selected slope areas that is intersected by rivers.
- Indigenous forests.

The resulting analysis identifies various riverine areas distributed throughout the municipality. Although not many formal protected areas exist the following areas have been identified by the Nquthu IDP as significant environmental conservation areas.

Interesting to note is the high number of wetlands located on the western boundary of the Municipality which is situated along a large part of the agricultural corridor. The wetland area stretches from Magogo in the South to the Isandlwana Battlefield area, and then to the North past Mkonjane.

Although wetlands need to be protected, is an indication of the availability of water which could be used for irrigation schemes, or at least effective small scale cultivation. The subsistence farming patterns coincides with the locality of the wetlands.

5.2 AGRICULTURAL DEVELOPMENT AREAS

The intension is to identify and to distinguish between cultivated land (commercial and subsistence) as well as high Potential Agricultural Land, which gives input into the identification of future expansion of agricultural activities.

Nquthu is an area with moderate agricultural potential. With the higher rainfall occurring in the Northern parts of Nquthu, therefore the northern areas are more favourable for farming practices. However, the area is associated with poor soils that are highly susceptible to erosion and have low agricultural potential.

Agricultural production within Nquthu area is mainly for subsistence purposes, with few people actively involved in commercial production. Crop farming currently takes place on approximately 2750 ha, with production focused on maize (60%) and beans (5%). There are no irrigation systems in place.

Despite this view from the Nquthu 2009 Spatial Development Framework, the Provincial Spatial Economic Development Strategy identified an agricultural corridor traversing the Municipality. This provides opportunities for expanding of agro-processing facilities as well as beneficiation opportunities to be explored.

A very scattered pattern exists with the highest concentration of cultivated land situated around Nondweni and Witkop. The only commercial agricultural activities are situated in the

far north of the municipality near Kandasput, as well as in the east at Straalfontein. The scattered pattern of subsistence farming is consistent with the scattered settlement pattern of the municipality.

5.3 SETTLEMENT AREAS

Nquthu Municipality identified an urban edge which has been clearly defined and has been taken further through the municipality's Land use management scheme. The urban edge facilitates a planned environment while protecting the natural environment so as to promote sustainable development. The urban edge intends to ensure that *ad hoc* development will not have a negative impact on planned development. Further, it facilitates the efficient delivery of services and infrastructure. It is proposed that future urban uses are contained within the existing urban areas and development first seeks to densify and infill the existing urban areas.

The land use management scheme is not adopted as yet, and although the concept urban edge is relatively correct, it will be incorporated into the SDF on final adoption of the LUMS by the municipality.

5.3.1 RESIDENTIAL AREAS

Various areas have been earmarked for Urban Infill through the identification of developable land with the following characteristics,

- Land that is Unoccupied;
- Land that is not cultivated or used for any agricultural purposes;
- Land that is classified as undisturbed by the "2005 land cover data from Ezemvelo Wildlife", and therefore should enjoy a certain protection status;
- Land larger than 25ha (accommodate 100 families)
- Situated adjacent to existing residential areas.
- Land with slopes of less than 1:3.

existing and proposed residential areas. The most significant areas for infill are situated in Ward 7 and 8 to the north of Nquthu & Nondweni, as well as in the west around Mkonjane and Mkanjane. Various other settlements have potential for expansion as far as land potential is concerned. It must be kept in mind that although the land potential allows for residential expansion, infill development and compact residential areas is preferable over wide expanding residential areas. This allows for more cost effective implementation of infrastructure. As mentioned in the previous section, the municipality is busy developing an urban edge which will be considered as soon as it is adopted. The goals of compact residential areas and urban infill developments are to promote sustainable functional and integrated settlement patterns in order to:

- Discourage low density urban sprawl;
- Generate social and economic opportunities for people; and
- Promote easy accessibility to opportunities.

In turn it also has an effect on maximizing resources efficiency through:

- Ensuring the protection of the available environmental resources within a municipality;
- Protection of productive land for agricultural purposes;

As discussed in the previous section, only land in excess of 25ha is identified for residential infill. The department of housing will seldom, if ever, fund projects less than 100 units. Traditional standards for erf sizes are 2,500m² which is large enough to accommodate the traditional extended families. These portions of land also need to be situated in close proximity to current settlements with existing infrastructure, or in an area where the new development will create densities in the existing settlement which will justify the provision of services.

5.4 DEVELOPMENT CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nquthu Municipality consists of an access and

movement hierarchy that has been established through the major internal and external national and provincial linkages.

5.4.1 REGIONAL DEVELOPMENT CORRIDOR

The Primary Development Corridor is the provincial road (R68) which links Nquthu town and Dundee. The road also links Nquthu to Babanango and Melmoth. The corridor is the main trade and transportation route which links up with N11 and the National Route (N3). This corridor provides a critical link to major provincial centres such as Durban and Pietermaritzburg. This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

5.4.2 SECONDARY CORRIDOR

The primary focus of these corridors is long distance traffic movement within the DM and these corridors link places of economic opportunity with places of residence. Development can be encouraged at appropriate locations along these corridors. The Secondary corridors within Nquthu Municipality include the following roads:

- P54 between Nquthu town and Ngolokodo
- The R33 between Dundee and Vryheid
- Link Road between Nquthu Village and Nondweni. This road serves the Northern and South eastern parts as the road splits in two at Nondweni.
- The P54 corridor is important because of its link with the R33. This corridor also provides important links to a number of existing and emerging settlements.

Public interventions envisaged in this area relate to:

- 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.
- Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

- Ensure multimodal transport integration occur along these roads at key points.

5.4.3 TERTIARY CORRIDORS

Tertiary corridors link areas and lower order settlements within the municipalities to the

secondary and tertiary nodes. These are generally slower moving corridors in terms of social interaction and economic activities. The UMzinyathi SDF identifies one tertiary corridor which links Nquthu to Nondweni and then through to Vryheid. This route links Nquthu Village and Nondweni servicing the northern and southern areas since the road splits into two roads at Nondweni. The Nquthu SDF, however, identifies a further tertiary corridor which links the Nquthu town and Ngolokodo (P54) and links up with R33 between Dundee and Vryheid. The corridor is important because it connects a number of existing and emerging settlements and provides a link with R33.

5.5 SERVICE CENTRES AND ACTIVITY POINTS

5.5.1 NQUTHU

Nquthu Town is the main economic node for the Local Authority. The Rural Service System (RSS) developed by the KZN Planning Commission developed a set of criteria for classifying settlements. The focus during RSS development was on the district municipality, and classifications for the Local Municipalities were also done in terms of district system. Therefore a primary node within a Local Municipality, such as Nquthu Town, could on the district level, be seen as a Primary Node.

Primary nodes, according to the RSS, are serviced by a number of secondary nodes providing lower order services to their communities. Nquthu is such a secondary node (district classification) despite the fact that it serves as the main economic centre for Nquthu Local Municipality.

According to the RSS system Land Use Management Process, the following initiatives should be promoted in Nquthu town:

- Industrial development based on the agro-economy
- Commercial development

- Decentralization point for local administration of provincial and local government services
- Higher order social and commercial services
- Integration with major urban centres such as Dundee and Vryheid

- Housing development

5.5.2 RURAL SERVICE CENTRES

These centres perform a variety of functions including administration, service delivery and limited commercial activity. Being service centres, they serve as focus points for a range of services, which is provided to the adjacent rural areas, and typically have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions and small scale industrial and administrative activities. These centres are growing and should be encouraged to develop. It is therefore necessary to encourage the implementation of capital projects within these areas.

The Rural Service Centres in Nquthu include the following nodal areas:

- Hlathi Dam,
- Masotsheni and
- Ndindindi,
- Ngolokodo,
- Nondweni,
- St Augustine,

5.6 IMPLEMENTATION PLAN

Nquthu Local Municipality has prepared the implementation plans according to the National Key Performance Areas of the Five Year Strategic Local Government Agenda and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plans serve as the alignment between the IDP and Budget, and they also unpack the strategies in terms of their programmes. They also have the core functions aligned to each Key Performance Areas to be undertaken during the 2012/13, 2013/2014 and 2014/2015 financial years, these core functions are then aligned to the budget to facilitate the implementation. The implementation plans have committed human and financial resources to enable the municipality to achieve its developmental mandate.

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
Basic Service Delivery and Infrastructure Investment	Improving services of the community	Implementation of basic services such as roads and causeways, halls, trading shelters and recreational facilities	R25 700 000	26 897 000	28 452 00	Executive Manager: Technical Services
		Sport and Recreation (Construction of Isilonjana Sport facility)		R572 069.99		
		Construction of Nkande Sport Facility		R2 100 000		

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
Basic Service Delivery and Infrastructure Investment	Basic Services and Infrastructure	• Installation of rural electrification	10 000 000	R4 820 000		Department of Energy Small Town Rehabilitation Programme
		• Upgrading of CBD road and installation of Traffic lights	13 000 000			
Basic Service Delivery and Infrastructure Investment		• Construction of Nquthu Stadium		R2 100 000		Department of Sport and Recreation
Municipal Viability and Financial Management		<ul style="list-style-type: none"> • Establishment of Supply Chain Management Internal Audit and Audit Committee • Upgrade and Maintenance of financial management system • Support the municipal officials (Trainings) • Implementation corrective actions to address audit findings 		R1 650 000		Executive Manager: Finance

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
		<ul style="list-style-type: none"> Preparation of recovery plan 				
Local Economic Development	Economic Development	Implementation of the Economic Vision projects through the following programmes: <ul style="list-style-type: none"> SMMEs projects 	R250 000	R263 750	R277 201	Executive Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Tourism Promotions: <ul style="list-style-type: none"> End year Cultural Events Isandlwana Commemoration Nquthu Tourism Broucher Tourism Indaba 	R200 000	R211 000	R232 627	

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
	Economic Development	<ul style="list-style-type: none"> Resuscitation of Nquthu Tourism Office 	R120 000	R126 600	R133 056	Executive Manager: Planning Development
	Economic Development	<ul style="list-style-type: none"> Art, Culture and Heritage programmes 	R50 000	R1 000 000	R1 051 000	Executive Manager: Planning Development
	Economic Development	<ul style="list-style-type: none"> LED Programmes 		R1 234 600	R1 387 493	Executive Manager: Planning Development
	Economic Development	<ul style="list-style-type: none"> Umkhosi Womhlanga 		R548 600	R576 578	Executive Manager: Planning Development

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
Good Governance and Public Participation	Social Development	<ul style="list-style-type: none"> • December Soccer Tournament • Work and Play • Salga Games • Indigenous Games • Athletics and Karate • Municipal Selections • Golden Games • Rural Horse Riding • Hourse riding selections 		R1 500 000		Executive Manager: Corporate Services
Good Governance and Public Participation	Social Development	<p>Implementation of children and youth programmes which are as follows:</p> <ul style="list-style-type: none"> • Learn & Play activities • Commemoration of Children's day • Establishment of Children's forum and youth forum • Registration Bursary • School Uniform • Sanitary Pads • Exam Prayer • Youth Summit 	1 130 000	R1 000 000 R1 000 000		Executive Manager: Office of the Municipal Manager

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
Good Governance and Public Participation	Social Development	Implementation of sustainable programmes dealing with people living disabilities as per the following: <ul style="list-style-type: none"> • Sign Language activity • HIV Programmes • Christmas for senior citizen • Training for ward AIDS Committee • Race unable sport Richmond (Disability) 	375 000	R486 000		Executive Manager: Corporate Services
Institutional Development and Transformation	Institutional Development	Capacity development for the employees	R604 000	R500 000		Executive Manager: Corporate

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT		PROJECT BUDGET			RESPONSIBLE DEPARTMENT
				2012/13	2013/14	2014/15	
							Services
Good Governance and Public Participation	Good Governance	Marketing and promotions of the municipality		R 1 200 000	R350 000		Executive Manager: Office of the Municipal Manager
250 000	R1 500 000		Manager: Corporate Services				
Good Governance and Public Participation	Strategic Planning	Review of the 2013/14 IDP		250 000	300 000		Office of the Municipal Manager
		Strategic Planning Workshop					
		IDP RF's					

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	PROJECT BUDGET			RESPONSIBLE DEPARTMENT
			2012/13	2013/14	2014/15	
Good Governance and Public Participation	Disaster Management	<ul style="list-style-type: none"> Disaster mitigation Public Awareness 		2 800 000		Executive Manager: Corporate Services

**SECTION F:
FINANCIAL PLAN**

6. FINANCIAL PLAN ANALYSIS

Nquthu Municipality has prepared the Enhancement Strategy which reflects the revenue collection and set as part of financial plan on how the municipality is going to attain the revenue to keep the municipality sustainable in terms of revenue. The following sections are critically undertaken within the strategy:

6.1 RENTAL FACILITIES AND RENTAL

- Determined if there are any municipal properties where the service is levied but no billing takes place for such as facility.
- Determine if there are any vacant properties that can be renovated and utilised to increase the revenue.
- Assessed the condition of certain sports facilities and determined if there are controls surrounding the usage of the facilities and enquired if these facilities are charged for accordingly if there are in use,
- Determined if are there any sports facilities which have been developed or can be developed with the intention of generating more revenue on them

6.2 PROPERTY RATES AND REFUSE REMOVAL SERVICES

In terms of the property rates and refuse removal services, the Enhancement Strategy embarked on the following matters:

- To determine if the charge out rates and information used for billing is accurate together with the rate used for that specific property.
- The strategy also highlight if all sites have been included in the valuation roll for completion purposes.
- Determined if there are any new developed properties that do not formulate part of the billing in the system.
- Determined if there are any properties which are within the municipal demarcation which are not included in the roll or can be included to increase the rates revenue.

- Determine if the refuse removal services is charged accordingly for all the premises that the services is performed for.
- Determine also if such services are performed accordingly

6.3 WATER SUPPLY SERVICES AND LICENCING FACILITIES

- The Enhancement Strategy looks at the possible additional service revenue which a municipality is not yet providing but has a potential income in the near future if such service is provided. (I.e. Learners and Vehicle Licencing and also licence facility tests centre).
- Performed an analysis of water supply service to determine if the municipality has potential of obtaining such service from a local district and perform it for the purposes of generating additional revenue.

6.4 ELECTRICITY SUPPLY SERVICES

The strategy also addresses the matters of electricity such as:

- If the electricity meters are in a good working condition,
- All the meters formulates part of the meter readings and if there are any meters that have been left out in the reading,
- The possible illegal connections done ,
- Determine if the meter readings are done accurately,
- Determine if all the electricity stations boxes have meters for billing purposes
- Determined possible areas where there municipality additional electricity within its demarcation,

**SECTION G:
ANNUAL OPERATIONAL
PLAN**

7. OPERATIONAL AND CAPITAL BUDGET OF PROGRAMMES AND PROJECTS – PER DEPARTMENTS

The departmental capital programmes and projects have been broken down per quarter in terms of the activities to be undertaken as from the 01 July 2013 to the 30 June 2014, and also the expenditure patterns thereof for each programme and project. Through this format, it becomes easier for the municipality to monitor performance of the departments in relation to the quarterly, mid-year and annual targets to be achieved. This format provides a basis for performance appraisal for the municipality as a whole for departments, senior managers and staff with a clear sense of purpose of the corporate goals.

This SDBIP is still a draft and subject to be amended as the Municipal Budget is not yet adopted by council.



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Below is the list of proposed capital projects:

2013/2014 Financial Year

Project Name	Budget
Roads & Causeways	
1. Dalala Road Ext. (Ward 12)	R1.451.678.87
2. Nomalanga (Fahlaza) road (ward 02 & 03)	R1.087.126.54
3. Ward 13 road (Haladu) (ward 16)	R654.660.28
4. Ntandoyomphakathi Road (ward 01)	R2.917.105.77
5. Cishane (Hluleni) road (ward 4 & 13)	R3.081.473.30
6. Nqashiyane Road (ward 15)	R2.478.291.16
7. Hluphizwe road (ward 09)	R855.775.86
8. Entabeni road (ward 06)	R2.136.604.71
9. Mangongoloza (Phoqukhalo causeway) (ward 08 & 7)	R1.519.311.11
10. Vulamehlo causeway (ward 11)	R2.000.000.00
Total	R18.182.027.60
Community Halls & Trading Shelter	
1 Manxili community hall (ward 01)	R2.556.963.25
2 Luvisi community hall (ward 14)	R1.624.160.09
3 Mashesheleni community hall (ward 13)	R584.186.95
4 Maduladula Hall (ward 07)	R2.000.000.00
5 Masotsheni Hall (ward 10)	R2.000.000.00
6 Ngwebini Hall (ward 09)	R1.000.000.00
7 Ward 01 trading shelter	R305.103.32
Total	10.070.413.61
MIG funded Sport Facility	
1. Nkande Sport Facility (ward 17)	R2.000.000.00
2. Isilonjane Sport facility (ward 16)	R572.069.99
Total	2.572.069.99

DSR Funded project	
1 Nquthu Stadium (ward 14)	R2.100.000.00
Total	R2.100.000.00
DOE Funded project	
1. Mfongomfongo electrification (ward 09 &11)	R4.838.626.54
Total	R4.838.626.54
Own Funding Projects	
1 Mpumelweni Hall (ward 14)	R2.000.000.00
2 Khuphe Road (ward 11)	R2.500.000.00
3 Stable 60- Polymer (ward 14 roads)	R3.000.000.00
4 Mhobo Creche (ward 11)	R500.000.00
5 Ntekeleni Creche (ward 09)	R500.000.00
6 Casino electrification	R3000 000.00
7 Extension of municipal offices	
8 Construction of youth Centre	
Total	R11.500.000.00

2014/2015 Financial Year

Project Name	Budget
Roads & Causeways	
1. Ntandoyomphakathi Road (ward 01)	R340.174.43
2. Dalala Road Ext. (Ward 12)	R254.973.13
3. Ngashiyane Road (ward 15)	R416.645.21
4. Cishane (Hluleni) road (ward 4 &13)	R469.847.37
5. Entabeni road (ward 06)	R127.202.78
6. Mangongoloza (Phoqukhalo causeway) (ward 08 &7)	R400.001.17
7. Hluleni Road Ext	R2.500.000.00
8. Thelezini Road (ward 16)	R2.500.000.00
9. Mqunyeni Road (ward 09)	R2.500.000.00
10. Nsekwini Road (ward 13)	R2.500.000.00
11. Pitso Road (ward 15)	R2.500.000.00
12. Luvisi Road (ward 14)	R2.500.000.00
13. Ngolokodo Road (ward 17)	R2.500.000.00
Total	R19.508.844.09
Community Halls & Trading Shelter	
1. Ndindindi Hall (ward 07)	R2.000.000.00
2. Ngwebini Hall (ward 09)	R1.000.000.00
3. Thelezini Hall (ward 15)	R2.000.000.00
4. Leneha Hall (ward 16)	R2.000.000.00
5. Nkande Hall (ward 17)	R1.500.000.00
6. Zicole Hall (ward 13)	R1.000.000.00
7. Manxili community hall (ward 01)	R305.645.86
8. Luvisi community hall (ward 14)	R264.633.16
Total	R10.070.279.02

MIG funded Sport Facility		
1 .	Mafihleng sportfield (ward 13)	R3.000.000.00
2 .	Nkande Sport Facility (ward 17)	R1.750.000.00
Total		R4.750.000.00
Own Funding Projects		
1 .	Ingoboti Road (ward 10)	R2.500.000.00
2 .	Mpolweni causeway (ward 11)	R2.000.000.00
Total		R4.500.000.00

2015/2016 Financial Year

Project Name	Budget
Roads & Causeways	
1. Phoqukhalo Road (ward 07)	R2.500.000.00
2. Masakhane Road (ward 05)	R2.500.000.00
3. Fahlaza Ext. (ward 03)	R2.500.000.00
4. Thokoza Bridge (ward 09)	R2.000.000.00
5. Nhloya Bridge (ward 10)	R2.000.000.00
6. Nomandenga Road (ward 17)	R2.500.000.00
7. Masakhane Bridge (ward 05)	R2.000.000.00
8. Magogo Ext.	R2.500.000.00
9. Entabeni Ebomvu Road (ward 12)	R2.500.000.00
Total	R21.000.000.00
Community Halls & Trading Shelter	
1. Gubazi Hall (ward 11)	R2.000.000.00
2. Zicole Hall (ward 13)	R1.000.000.00
3. Vulamehlo Hall (ward 11)	R2.000.000.00
4. Tlokomo Hall (ward 17)	R2.000.000.00
5. Ngonini Hall (ward 10)	R2.000.000.00
6. Haladu Hall (ward 16)	R2.000.000.00
7. Eziqhazeni Hall (ward 15)	R2.000.000.00
8. Magabeni Creche (ward 07)	R500.000.00
9. Ngedla Hall (ward 10)	R2.000.000.00
10. Machitshana Hall (ward 04)	R2.000.000.00
11. Mabululwane Hall (ward 08)	R2.000.000.00
12. Mahlungulu hall (ward 06)	R2.000.000.00
13. Masakhane hall (ward 05)	R2.000.000.00
14. Silutshana Hall (ward 02)	R2.000.000.00
15. Ntanyandlovu Hall (ward 11)	R2.000.000.00
Total	R27.500.000.00
MIG funded Sport Facility	
1. Jama Horse Riding Facility (ward 4)	R3.000.000.00
2. Mafihleng sportfield (ward 13)	R2.000.000.00

3. Springlake Sportfield (ward 12)	R3.000.000.00
Total	R8.000.000.00

Electrification Projects

1 .	Magabeni
2 .	Sandlwana Section 1.2.3.4
3 .	Ngedla and Ncepheni
4 .	Nhloya and Sigubudu
5 .	Nsekwini
6 .	Magogo
7 .	Ncome

DEPARTMENT OF HEALTH

Fixed Facilities under Construction:

Nquthu
Zamimpilo – April 13
Thathezakhe – April 13
Manxila –Donated (Sanofi Aventis)

THE DEPARTMENT TRADE AND INDUSTRY (DTI)

The department has areas of collaborations which include:

U Integrated Regional Economic Development

- Integrated Industrial & Economic re-engineering - LED
- Value Chain Development – creating linkages
- Cluster Development Framework & Implementation – International partnerships. CDAs; CDEs & ECD (EDI)
- Public Private Partnerships.

U Prioritised interventions

- Greening the economy.
- Incubation program
- Energy & resource efficiency – NCPC - SA.
- Institutional Capacity Development – LED & planning officials.

U Technology Transfer – spii

U NCPC – SA (Tourism & Agri-business desk)

- Productivity SA
- Msinga Pack house
- Umzinyathi Meat Processing Facility – linkages with African Investments e.g. Ethiopia; Guinea Bissau; Mauritius & Uganda?
- Green industries.
- Organic waste industries.

DEPARTMENT OF WATER AFFAIRS

Below are the projects to be implemented by

DWA: Regional Priorities

Project	Commencement	Contract in place	Amount	Completion
Phase 2: Enhlalakahle reservoir	Ongoing	Yes	R3,3M	Aug-13
Phase 2: Bulk Water Main to Enhlalakahle Reservoir	Ongoing	Yes	R6M	Jun-13
Phase 2: Trunk Water Main to Enhlalakahle	Apr-13	No, tender award expiring 21 March 2013	R8,8M	Oct-13
Phase 3: Pipeline and Reservoir	Apr-13	Yes	R28M	Jul-05

District	LM'S	Project cost	DWA Recommended Funding	Spent to Date	Allocation 2013/14	Allocation 2014/15	Allocation 2015/16
	Umzinyathi Boreholes		R1,5M		R1,5M (boreholes)) R7,5M (NT)	R7,5M	

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COGTA: DEVELOPMENT & PLANNING

Below are the projects and programmes indicated by

COGTA: . PROGRAMMES AND ALLOCATIONS

PROGRAMME	MUNICIPALITY	FUNDING
PDA	All	Information & Documents
Traditional Leaders Training	All	Human Capital

. BUDGET FOR THE PRIORITY CORRIDORS

The KZN government is the custodian of the Corridor Development grant on behalf of the economic cluster and the Program has MTEF allocation from 2006 as follows

Financial Year	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Allocation	R10m	R20m	R130m	R125m	R115m	R130m	R140m	R160m	R17m

. CORRIDOR COMMITMENTS TO DATE: UMZINYATHI

MUNICIPALITY	COMMITTED TO DATE	STATUS
Umzinyathi	R 5,640,000.00	Contractor Incubator Programme.
Nquthu	R 14,740,000.00	Decommissioning of Nquthu Sewer works, Mangeni Water fall feasibility study & business plan , Nquthu Taxi rank market stalls , Urban design framework , Nquthu Emerging, Business Incubator centre.

. SMALL TOWN COMMITMENTS TO DATE: UMZINYATHI

MUNICIPALITY	COMMITTED TO DATE	STATUS
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Nquthu	R 12 000 000.00	Upgrade and rehabilitation of CBD roads & storm water, Installation of traffic lights in CBD.
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- LED COMMITMENTS TO DATE: UMZINYATHI**

MUNICIPALITY	COMMITTED TO DATE	STATUS
Umzinyathi	R 2,300 000.00	Mtshongweni vegetable production- irrigation scheme project using grey water at the Nquthu water works.

- SMALL TOWN REHABILITATION**

The budget allocation in the MTEF is broken down as follows:

YEAR	09/10	10/11	11/12	12/13	13/14
BUDGET	R55m	R92.5m	R97.3m	R100m	R110m

- UNIVERSAL ACCESS PLANNING**

Municipality	Universal Access Planning (UAP)
	2013/2014
Umzinyathi	1,000,000

- MIG GRANT**

Municipality	MIG Allocation		
	2013/2014	2014/2015	2015/2016
Nqutu	26,897,000	28,452,000	-

THE DEPARTMENT OF EDUCATION

Below are the projects and programmes presented by DOE to be implemented in DC24

SUMMARY OF CURRENT AND PLANNED PROJECT 2013/14

- **WATSAN**

- 30 Schools with:
 - 428 toilets
 - 42 Water tanks

- **UPGRADES AND ADDITIONS**

- 12 schools with the following rooms:
 - 61 standard classrooms
 - 18 Multipurpose, laboratories and specialist rooms
 - 02 Media Centres
 - 05 Computer rooms
 - 14 Offices
 - 11 Store rooms
 - 02 Strong rooms
 - 07 SNP Kitchen
 - 63 Toilets
 - 08 ECD Classrooms
 - 03 Gatehouses
 - 03 Counseling rooms

- **LSEN**

- 10 Schools ; 14 Project
 - 01 Hostel for 125 boys and 125 girls
 - 01 dining hall
 - 10 Full Service Centres
 - 44 Offices
 - 10 Council / Therapy rooms
 - Other special rooms as per identified need s.

Estimated Budget R48 000 000

- **ECD**

- 45 Schools
- 138 Toilets
- 48 ECD Standard Classrooms
- 45 Jungle Gym/ Play Centre
- 45 Fence

. **MOBILE CLASSROOMS**

- 21 Schools – 62 Units

Estimated Budget R3 923 634.3

. **CURRICULUM REDRESS**

- 07 Schools
- 05 Multipurpose Rooms
- 04 Science Laboratories
- 06 Computer Rooms
- 07 Media Centres

Estimated Budget R25 888 813

. **NEW SCHOOLS**

- 02 School
- 40 Toilets
- 24 Classrooms
- 08 Offices

Estimated Budget R32 564

. **Learner Transport**

- 1346 Learners are benefiting
(Bus & Kombis)

-15 schools are in the programme:

06 Mvoti,

06 Msinga,

02 Endumeni,

01 Nquthu

THE DEPARTMENT OF TRANSPORT

Below are the projects and programmes to be implemented by the DOT in DC24 during the 2013/14 financial year:

. 2013 / 2014 FINANCIAL YEAR TARGETS

PROJECT	INFRASTRUCTURE TYPE	WARD	BUDGET
Haladu Road	New Road	16	R1 272 000
Chibide Road	New Road	3	R1 780 800
Songela	New Road	1	R1 484 000
Eziphuzini	New Road	1	R1 823 200
L1167 Causeway	New causeway	15	R1 000 000
P34-1 (KM 21-26)	Reseal		R10.25m
P36-1 Buffalo River	Structure Rehab		R6 000 000
L1954	New Road	8	R1 500 000
Bathwa Road	New Road	4	R1 500 000
Hlinzeka Road	New Road	3	R1 500 000
Igoqwana	New Road	7	R1 500 000
Hlinzeka Road Causeway	New Causeway	3	R1 000 000
L1954 Causeway	New Causeway	8	R1 000 000

OBJECTIVE	TARGET EMPLOYMENT OPPORTUNITIES	OUTPUT	BUDGET 2014-15
New Infrastructure	166	<ul style="list-style-type: none"> 27 km of New Gravel Roads 6 Causeways 	R 27,676,075
Preventative Maintenance	106	<ul style="list-style-type: none"> 204.3 km Gravel Road Maintenance 330,000 m² Resealing of Blacktop Roads 3 Structural Rehabilitation 	R 98,413,083
Routine Maintenance	187	<ul style="list-style-type: none"> 8101 km Routine Blading Maintenance 600,000 m² Grass Cutting 1,000km Drain Cng. & Vrge. Mnt. 205,000 m² Patch Graveling of Roads 	R 21,600,215
Safety Maintenance	91	<ul style="list-style-type: none"> 8,760 m² of Pothole Patching 300 m of Guardrail Repairs Sign Replacement and Installation 91 km of Road Re-Marking 	R 9,637,643
Special Maintenance	36	<ul style="list-style-type: none"> Minor Structure and Handrail Repair allowance 	R 2,400,000
Zimbabwe Maintenance Programme	3925	<ul style="list-style-type: none"> Labour Intensive Maintenance of 1963 km of Road 	R 23,916,672
TOTALS	4511		R 183,643,688

. 2013 / 2014 FINANCIAL YEAR HIGHLIGHT New Gravel Roads

PROJECT	INFRASTRUCTURE TYPE	LOCAL MUNICIPALITY	WARD	TRADITIONAL COUNCIL	OUTPUT	LOCATION / BENEFICIARY	BUDGET 2014-15
Songela Road	New Gravel Road	Nquthu	1	Vulindlela	3.5 km	Songela	R 1,484,000
Haladu	New Gravel Road	Nquthu	16	Molefe	3.0 km	Haladu	R 1,272,000
Chibide Road	New Gravel Road	Nquthu	3	Jama	4.2 km	Chibide	R 1,780,800

Eziphunzi ni Road (L2626)	New Gravel Road	Nquthu	1	Emandleni	4.3 km	Eziphunzini	R 1,823,200
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- 2013 / 2014 FINANCIAL YEAR HIGHLIGHTS NEW CAUSEWAYS**

	INFRASTRUCTURE TYPE	LOCAL MUNICIPALITY PROJECT		TRADITIONAL COUNCIL		LOCATION / BENEFICIARY	BUDGET 2013-14
L1167 Causeway	New Causeway	Nquthu	15	Molefe	1	L1167	R 1,000,000

- 2013 / 2014 FINANCIAL YEAR HIGHLIGHTS RESEAL & REHABILITATION**

PROJECT	INFRASTRUCTURE TYPE	LOCAL MUNICIPALITY	OUTPUT	LOCATION / BENEFICIARY	BUDGET 2013-14
P34-1 (km 21-26)	Reseal	Nquthu	5 km	Dundee-One Tree Hill	R 10.25 m
P36-1 - Buffalo River	Structure Rehab	Nquthu	1	Dundee-Nquthu	R 6m

THE DEPARTMENT OF HOUSING

Below are the projects and programmes presented by the Department of Housing for the 2013/14 financial year to be implemented in DC24:

- PIPELINE HOUSING PROJECTS (UMZINYATHI DISTRICT) 2013/14-2017/18 MTEF PERIOD**

NQUTHU					
	Ndatshana	RURAL	500	IDENTIFIED	Project Still to be advertised Preparation Funding

	Isandlwana	RURAL	500	IDENTIFIED	Project Still to be advertised Preparation Funding
	Jama	RURAL	500	IDENTIFIED	Project Still to be advertised Preparation Funding
	Qhudeni	RURAL	500	IDENTIFIED	Project Still to be advertised Preparation Funding

