



# 2014/15 IDP REVIEW

28 March 2014

3/28/2014  
NQUTHU LOCAL MUNICIPALITY  
NQUTHU LM

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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 1451km<sup>2</sup>, 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 22<sup>nd</sup> 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
31 October 2013	Indaba room Nquthu Municipality
02 December 2013	Indaba Room Nquthu Municipality
19 February 2014	Indaba Room Nquthu Municipality
23 April 2014	Indaba Room Nquthu Municipality

TABLE 2: IDP REPRESENTATIVE FORUM MEETING

Date	Venue
02 December 2013	Nquthu Municipality Council Chamber
24 April 2014	Nquthu Municipality Council Chamber
06 May 2014	Nquthu Municipality Council Chamber

The above dates of the IDP were adopted by the council during the adoption of the Process Plan. It must noted that the IDP RF that was schedule for the 26 February 2014 did not seat on that day as the strategic planning session was falling within the adopted date. Due to scope of work to be undertaken by the IDP Office the RF was reschedule for 06 May 2014 hence the will be one that will be held on the 24 April 2014.

The Nquthu Municipality will be 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 2012 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 characterized 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.

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#### 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.

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#### 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.

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#### 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 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.

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#### 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*).

Integrated Development Plan is the primarily tool to implement the National Development Plan at a local level; the Nquthu Municipality applies the National Development Plan goals by aligning the targets of the National through IDP.

### 2.1.3 COMPREHENSIVERURAL 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.

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### 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.

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#### 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.

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#### 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 SPATIAL ANALYSIS

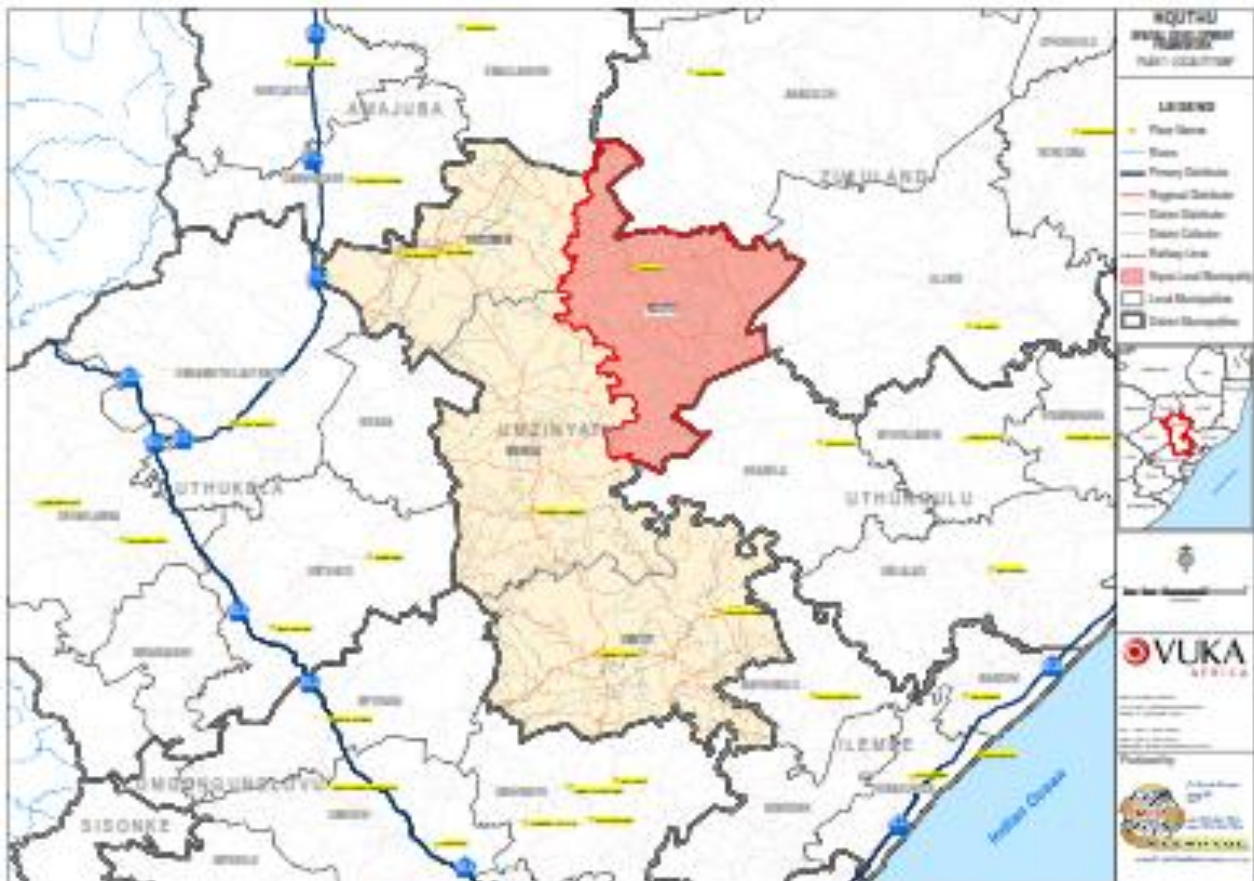
### 3.1.1 REGIONAL CONTEXT

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 8079m<sup>2</sup>, 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.

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### 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.

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#### 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 marginalized 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 portraint a more realistic nodal level, and not classifying the rural nodal areas on the same level of Metropolitan centres, the following hierarchies were utilized 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 Rourkes 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
- Hlazakazi,
- Isandlwana,
- Jabavu,
- Jama
- Mafitleng,
- Mkhonjane,
- Mphazima,

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

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### 3.1.5 NODAL ASSESSMENT

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#### 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 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 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 draft Wall to Wall Scheme has been completed and awaiting for Council approval. The traditional leadership was involved in the process of Wall to Wall Scheme development.

#### 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 erf's 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.

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#### 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.

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#### 3.1.10 ENVIRONMENTAL ANALYSIS

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##### 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 analyzed and used to provide an overview of the agricultural land use potential of Nquthu based on its natural resources.

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##### 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 to preserve the rural culture and rural nature of the municipality as a key	A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic	1.Enhance regional identity and unique character of place by the incorporation of rural standards

distinguishing factor.  _The current predominant rural character often perpetuates a monogamous economic land scape.	development or vice versa.  _The lack of spatial diversity negatively affects living quality, economic opportunity as well as a justification for public investment	in spatial planning.  2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development
<b>SPATIAL EQUITY</b>		
<b>SPATIAL ISSUES</b>	<b>EFFECTS</b>	<b>SPATIAL STRATEGIES</b>
<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 than grouped together at access points, although this is emerging in some areas.</p> <p>_ While economic integration occurs to some extent in the Nquthu Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited</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>3. Clustering of social and community facilities at more accessible points within rural service nodes.</p> <p>4. Promotion of private sector investment in rural areas within diverse economies.</p> <p>5. Spatial focus of resources to areas of greatest need to redress inequalities in services standards and quality of life.</p> <p>6. Equitable protection and</p>

SPATIAL EQUITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
economic investment in outer laying areas		<p>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><b>STRENGTHS</b></p>	<p><b>WEAKNESSES</b></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><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></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 hectares 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 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) specializes 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 Council Support Qualified fire-fighters in place Veld-fire management plan	Disaster master plan not yet approved by council Disaster advisory forum Public awareness Scarce resources Disaster management centre Land use management Infrastructure development Water supply Poor marketing Lack of access roads Poor dissemination of early warning messages
OPPORTUNITIES	THREATS
Development initiatives Risk reduction programme Environmental sustainability	climate change politics intervention improper site allocation

## 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:

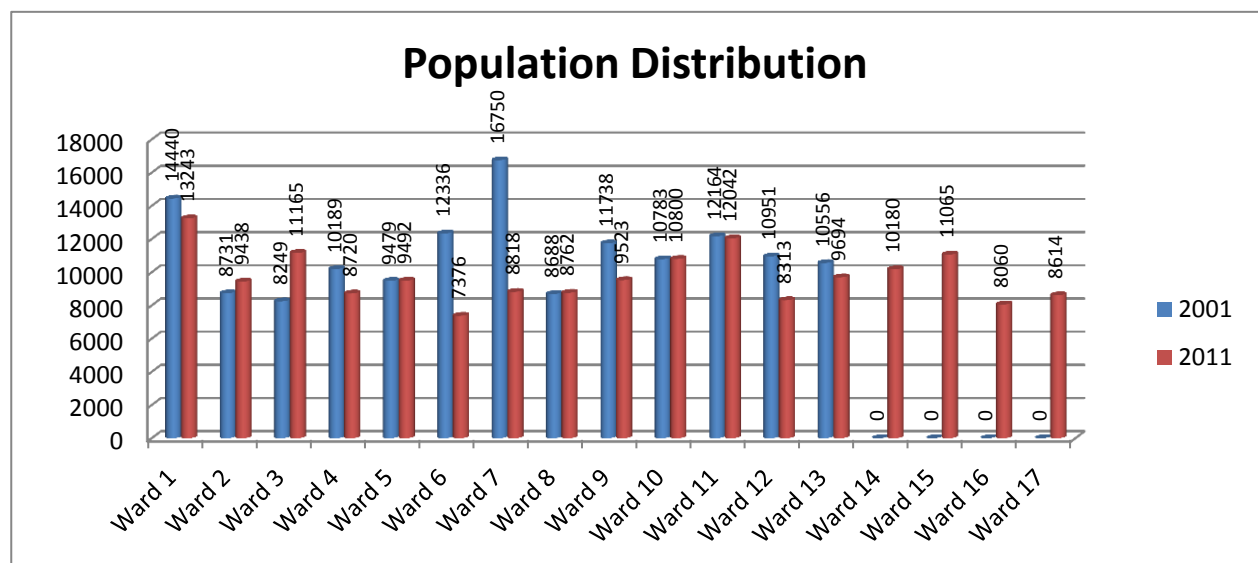
**TABLE :** Total Population

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
<b>Umzinyathi</b>	<b>510,838</b>	<b>5% of the province</b>	<b>113 469</b>

(Source: Stats SA: 2011 Census)

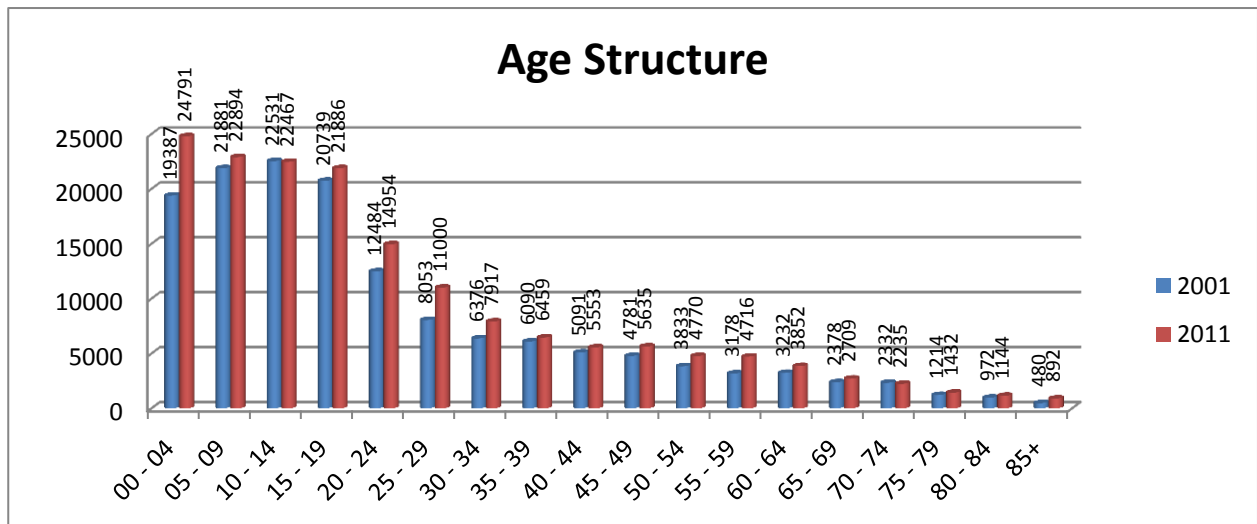
#### 3.2.1.2 POPULATION DISTRIBUTION

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



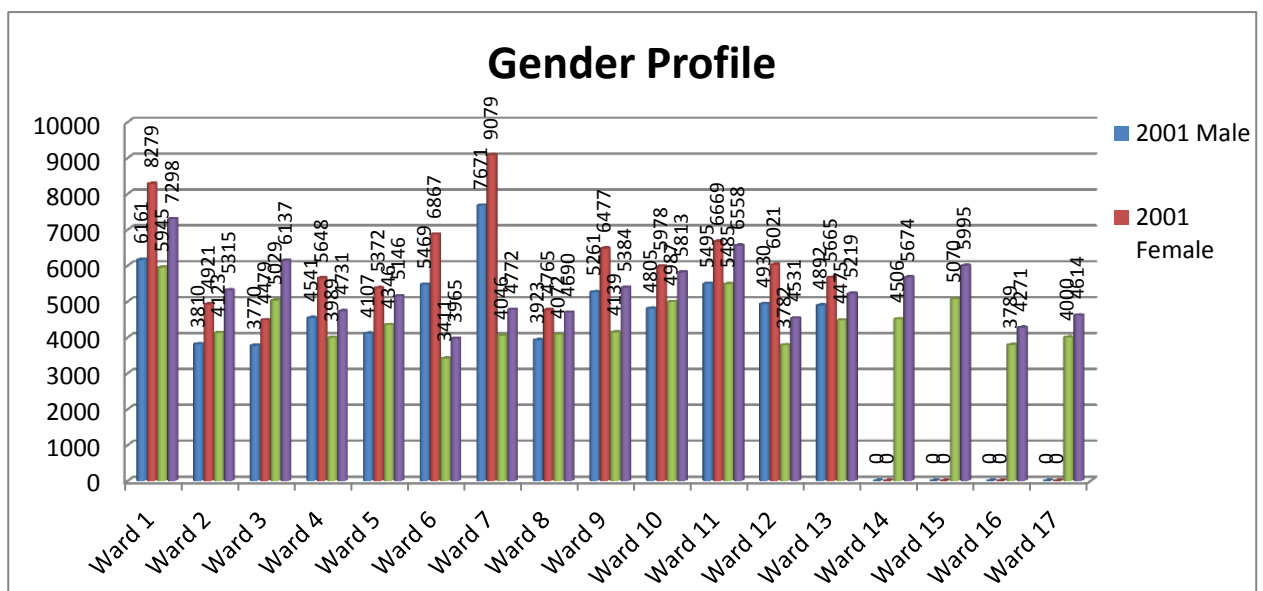
### 3.2.1.3 POPULATION COMPOSITION

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
<b>UMzinyathi</b>	<b>96.6%</b>	<b>0.5%</b>	<b>1.3%</b>	<b>1.4%</b>	<b>0.1%</b>
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.

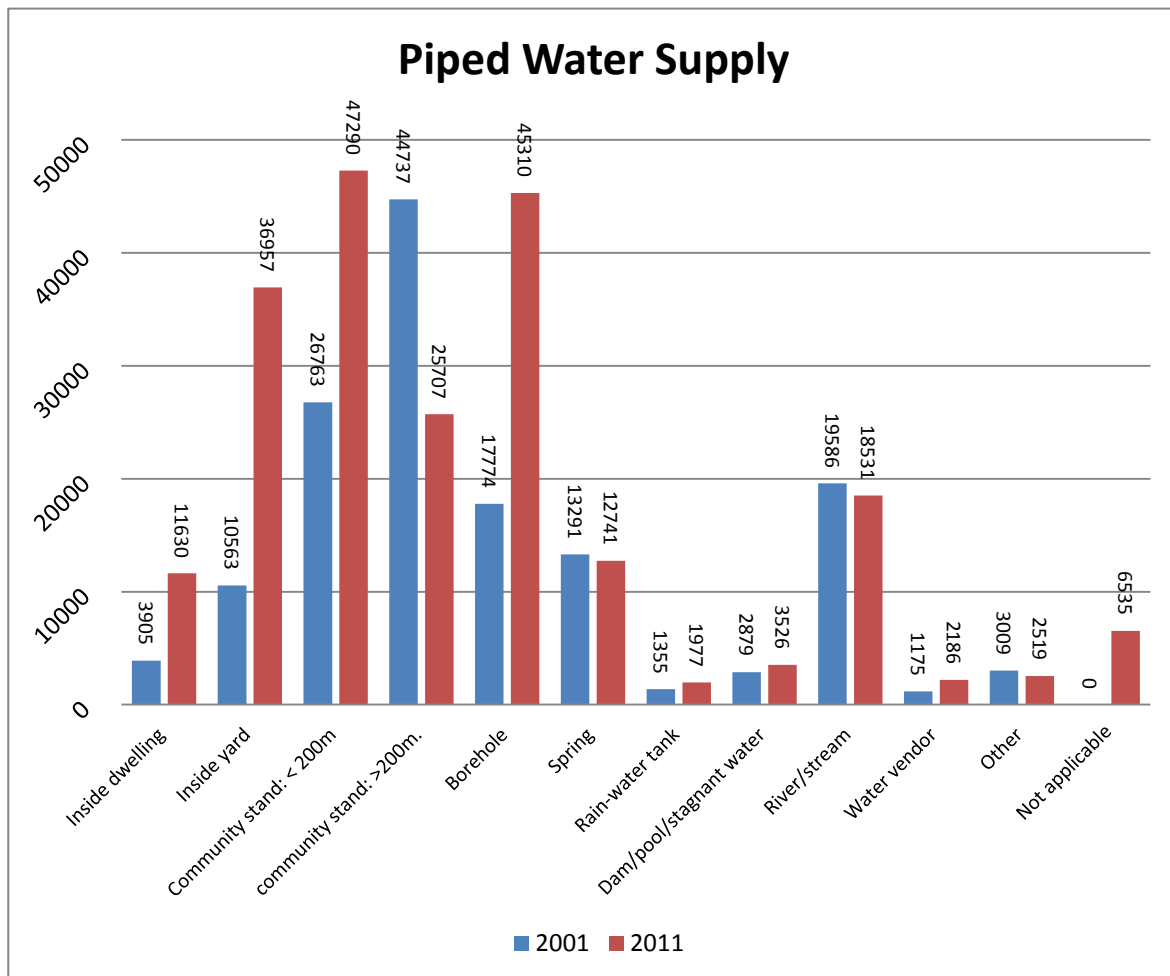
## 3.2.2 SOCIO-ECONOMIC INDICATORS

### 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%.

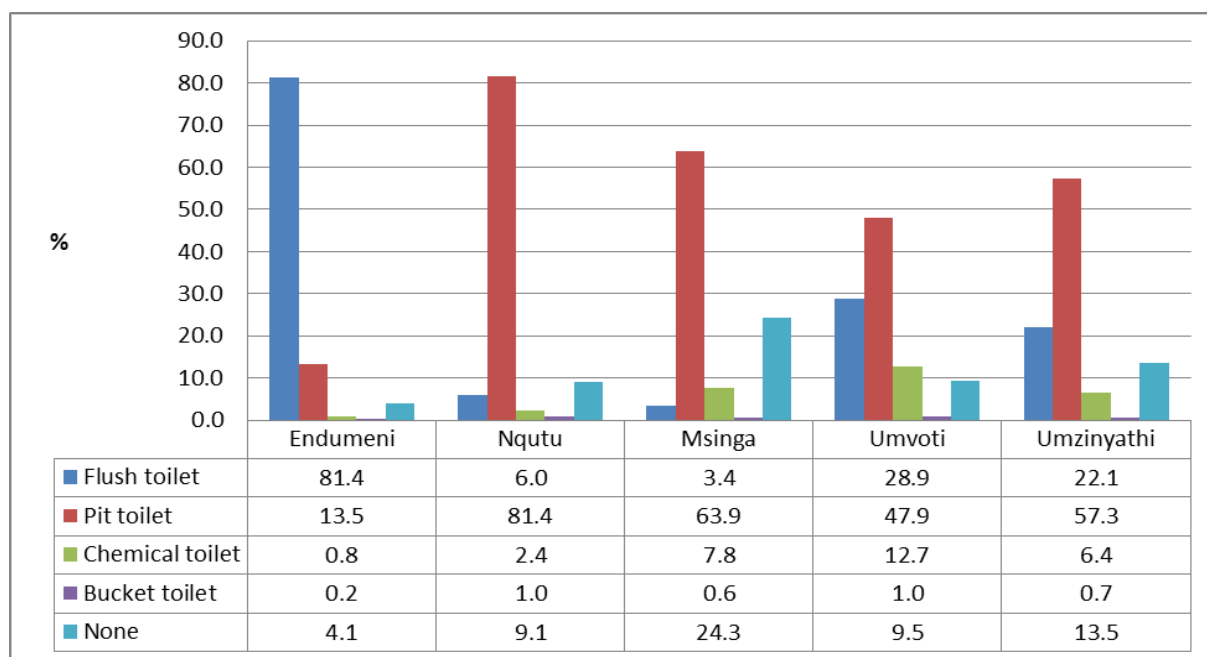
3.2.2.2 WATER

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.



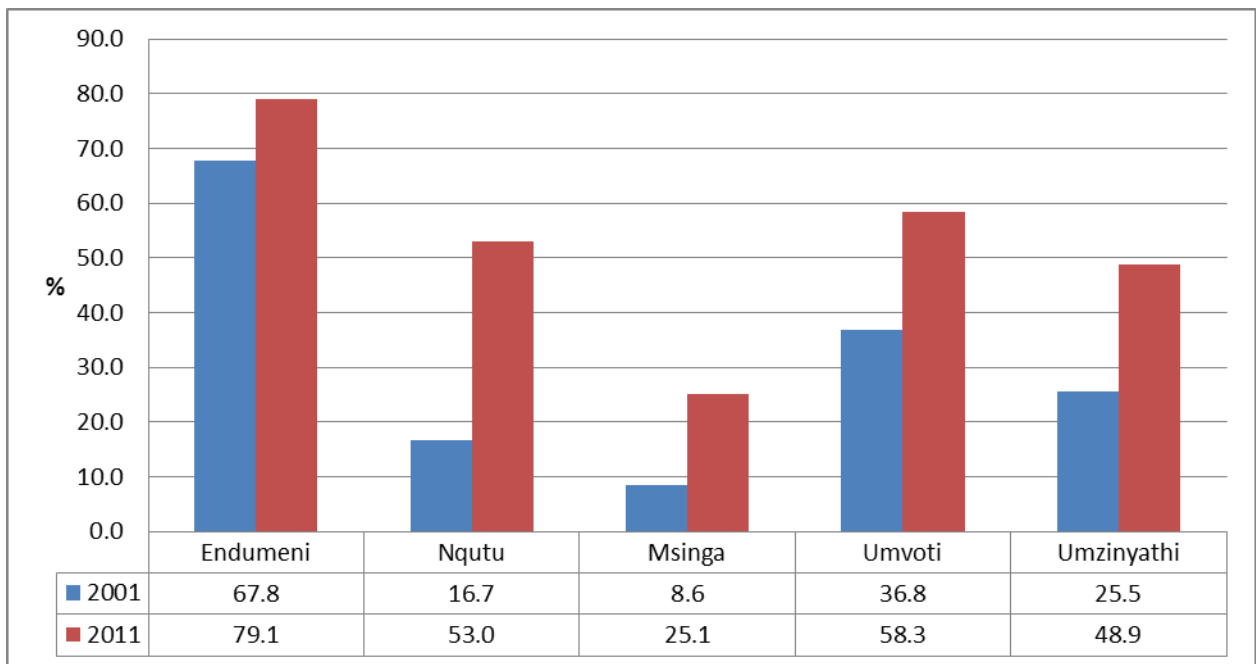
### 3.2.2.3 SANITATION

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 following 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)

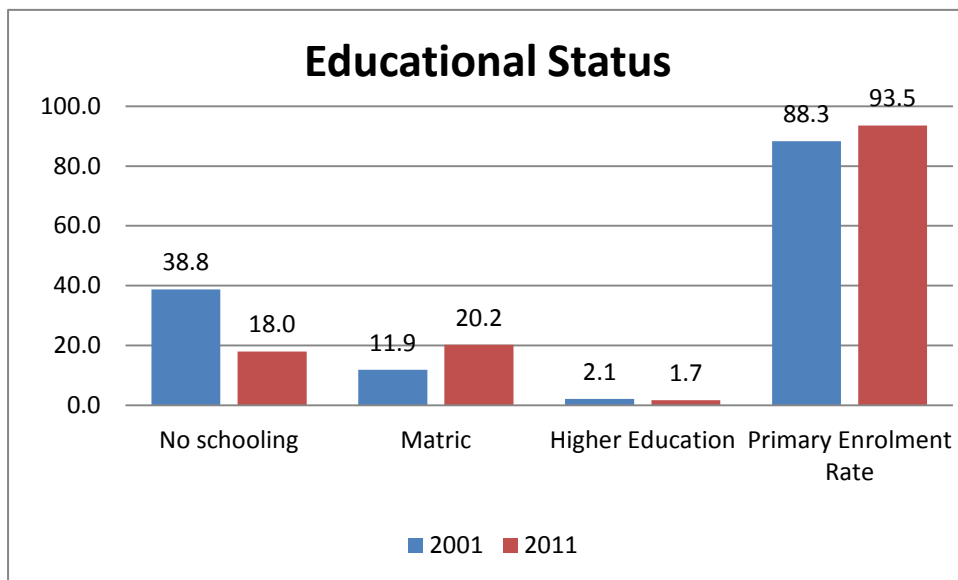
According to the above electricity chart, Nquthu has increased the rate of electricity distribution as in 2001 the area had an access on electricity with less than 20% which was 16.7% of which in 2011 statistics increased to 53.0%. This shows much of improvement between Nquthu Municipality and Eskom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

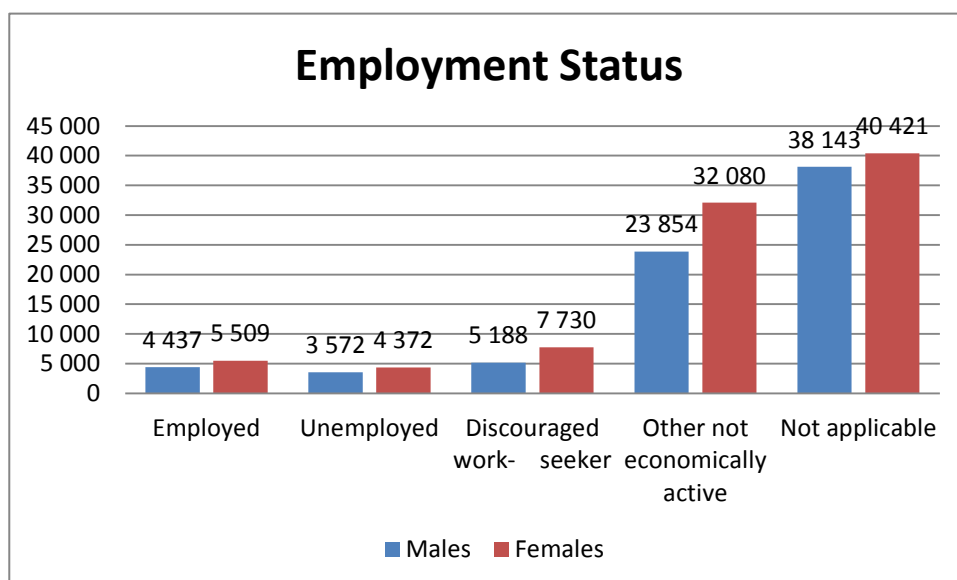
### 3.2.3 EDUCATION

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. There is no disabled and non-African employee in a staff complement of 155 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	07	04	03	None
Corporate Services	49	21	28	None
Finance Department	26	11	15	None
Technical Services	62	47	16	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:

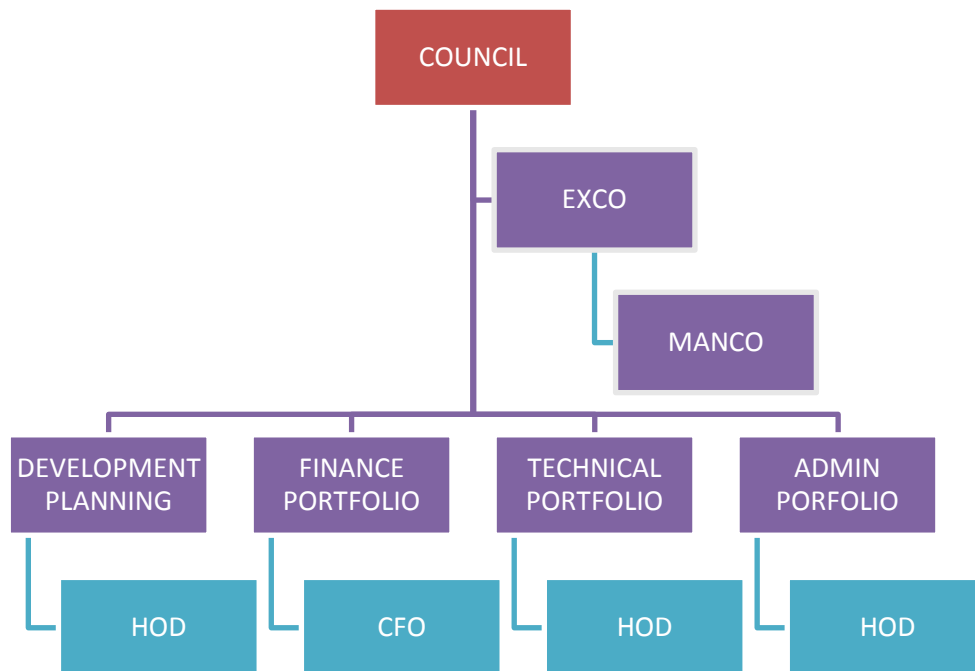
- Agriculture
- Tourism
- Minerals
- Industrial and Investment development

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	

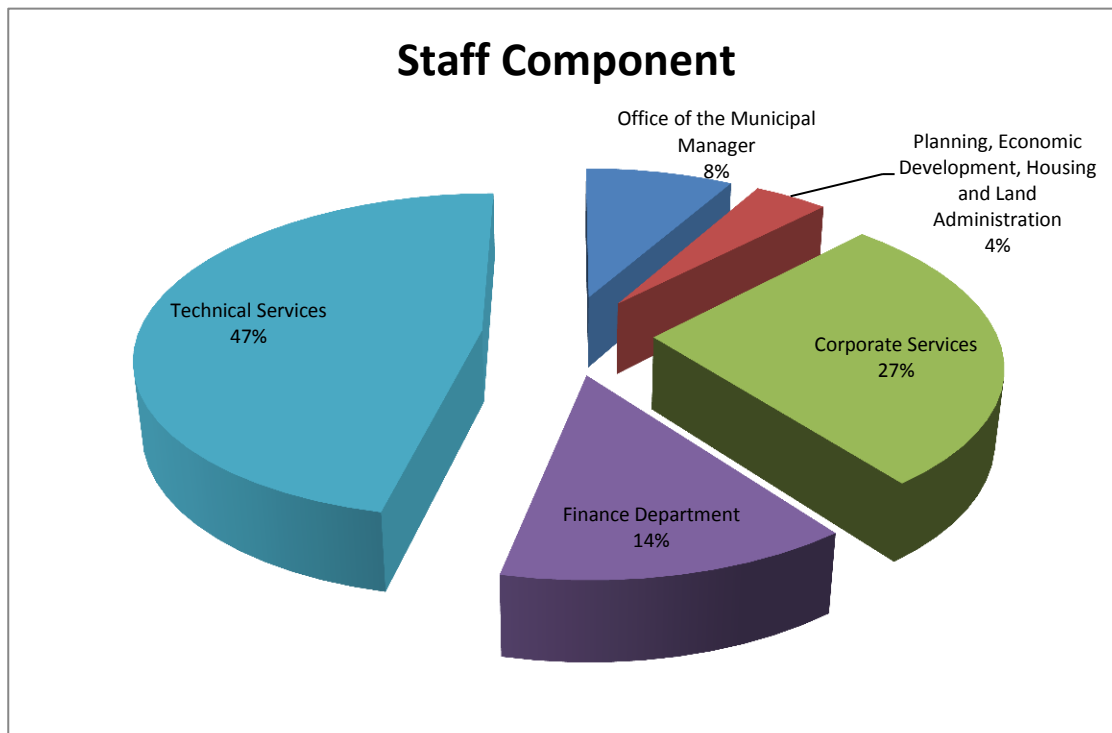
### 3.3.2.3 ORGANIZATIONAL STRUCTURE/ORGANOGRAM

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 56 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 155 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 54 and 56 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"> <li>○ Policies and By-Laws in place</li> <li>○ Job Creation</li> <li>○ Employment Equity Plan</li> <li>○ HIV/AIDS Strategy</li> <li>○ Communication Strategy</li> </ul>	<ul style="list-style-type: none"> <li>○ 2% of disabled people are not represented</li> <li>○ Representation of women in senior management</li> <li>○ Workplace skill plan inactive</li> <li>○ It strategy not adopted by council</li> <li>○ Public Participation not developed</li> </ul>

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

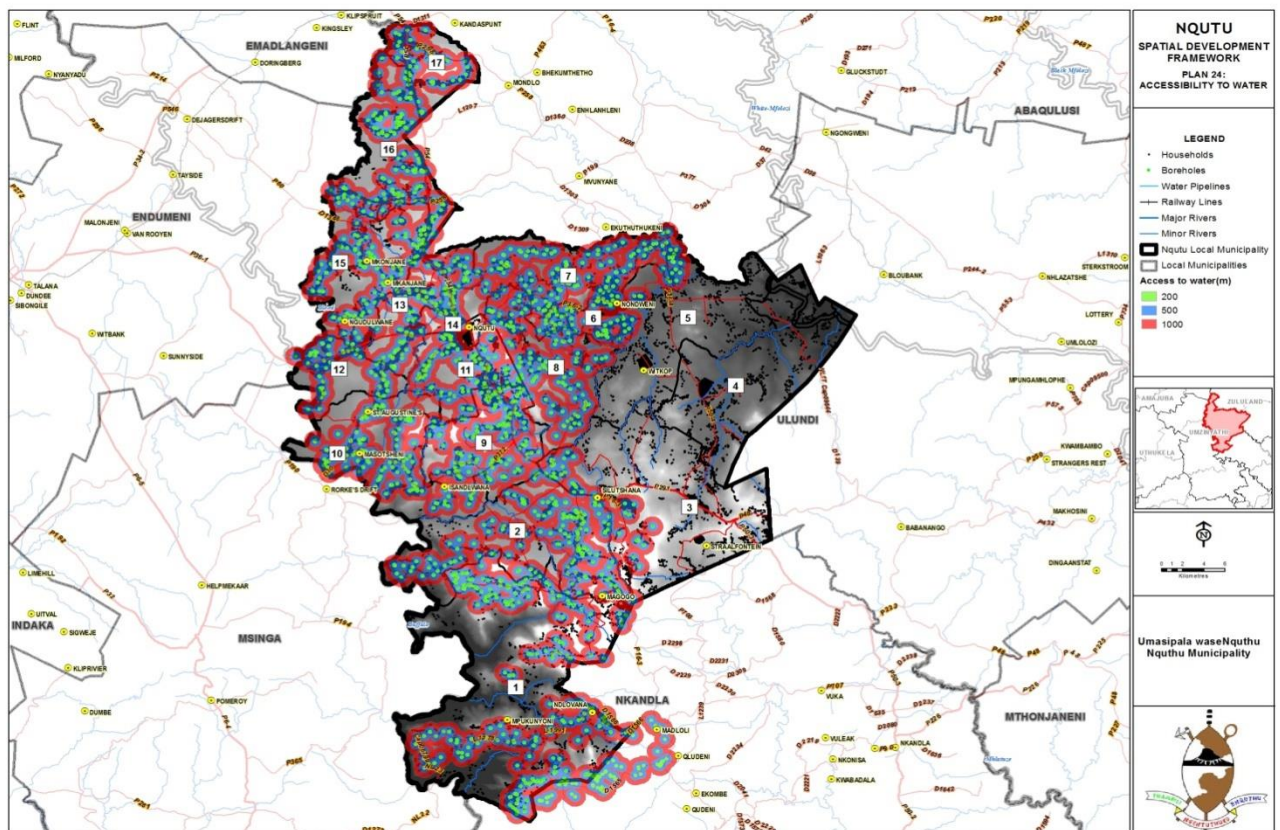
### 3.4 SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

#### 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 and 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 and the extention of pipeline was completed in 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. Ward 16 and ward 17 are in the installation of sanitation. That covers Ncome, Haladu and Nkande in Ward16 and Tlokweg in Ward 17.

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.

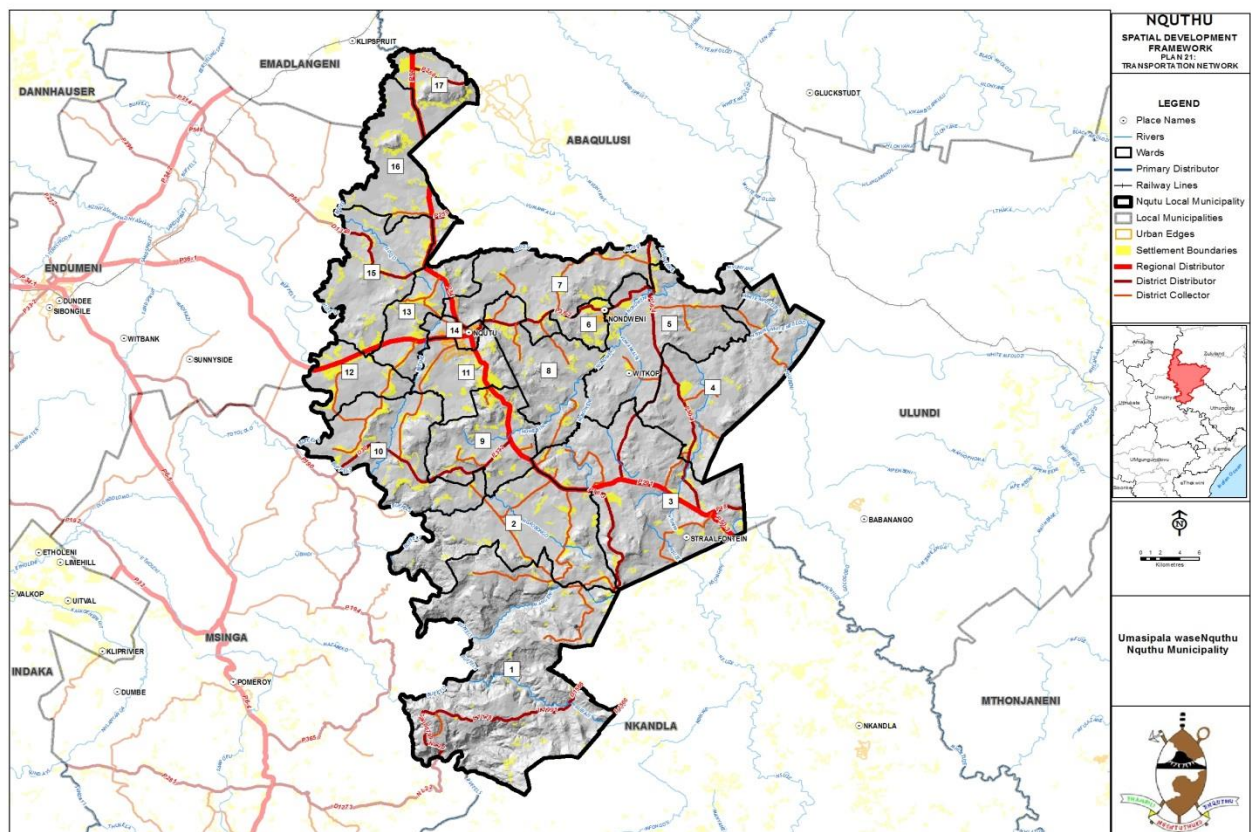
The municipality has been part of the preparation of a District-level Integrated Waste Management Plan (IWMP) that was prepared in 2006. The municipality intends on embarking upon its own Integrated Waste Management Plan (IWMP) in the near future. This plan will address the following:

- 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

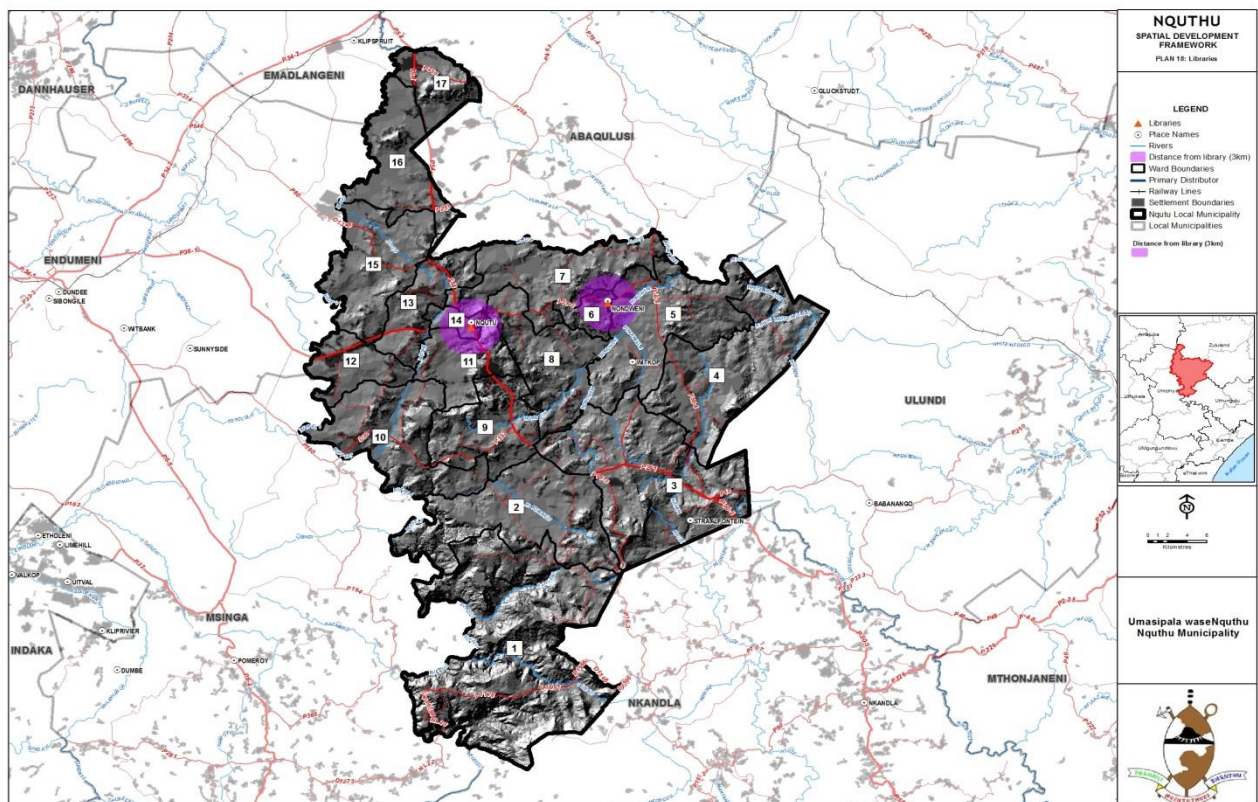
Alternative sources of energy are thus required to address the backlogs where densities and demand are low. The municipality is in the process of appointing service provider to install solar water heaters (geysers) in the households within ward 14 and ward 6.

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.

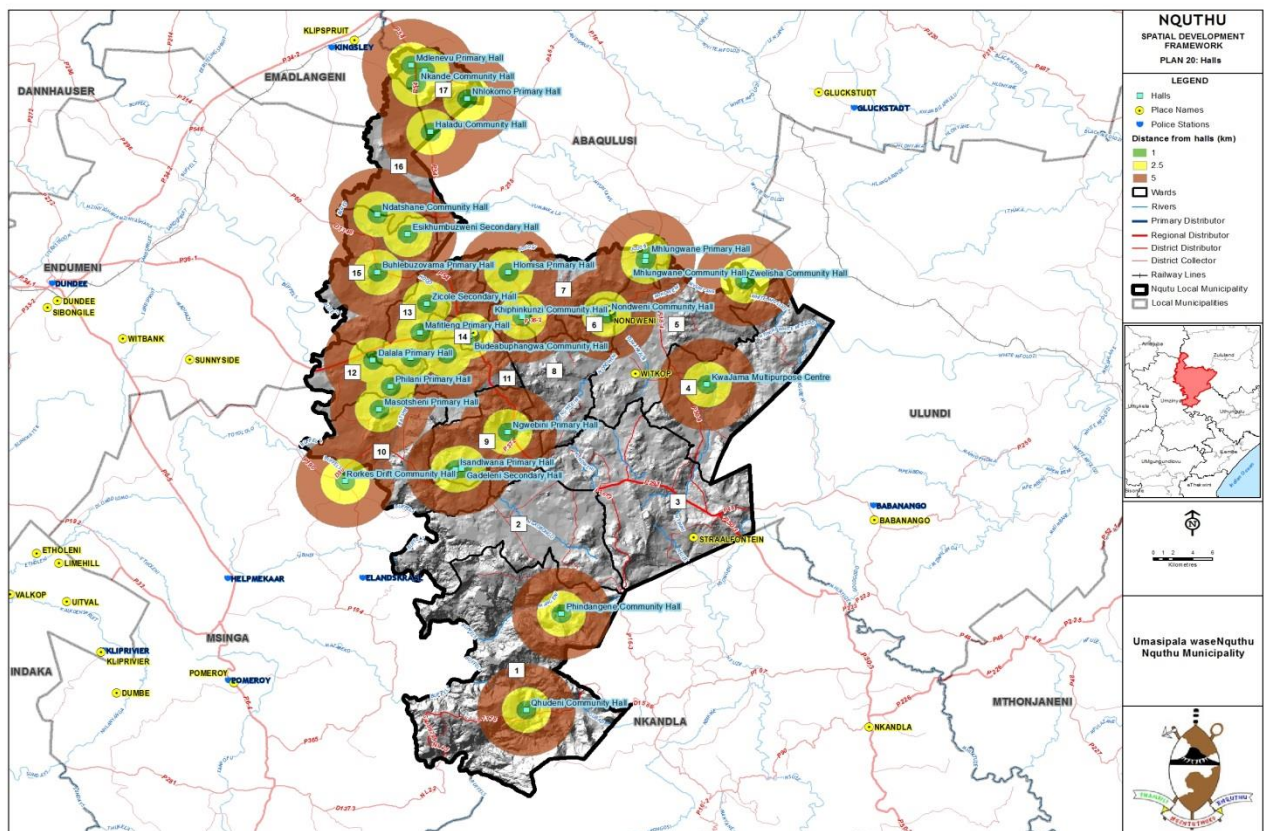
### 3.4.5 ACCESS TO COMMUNITY FACILITIES

#### 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) , Isilojana 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.

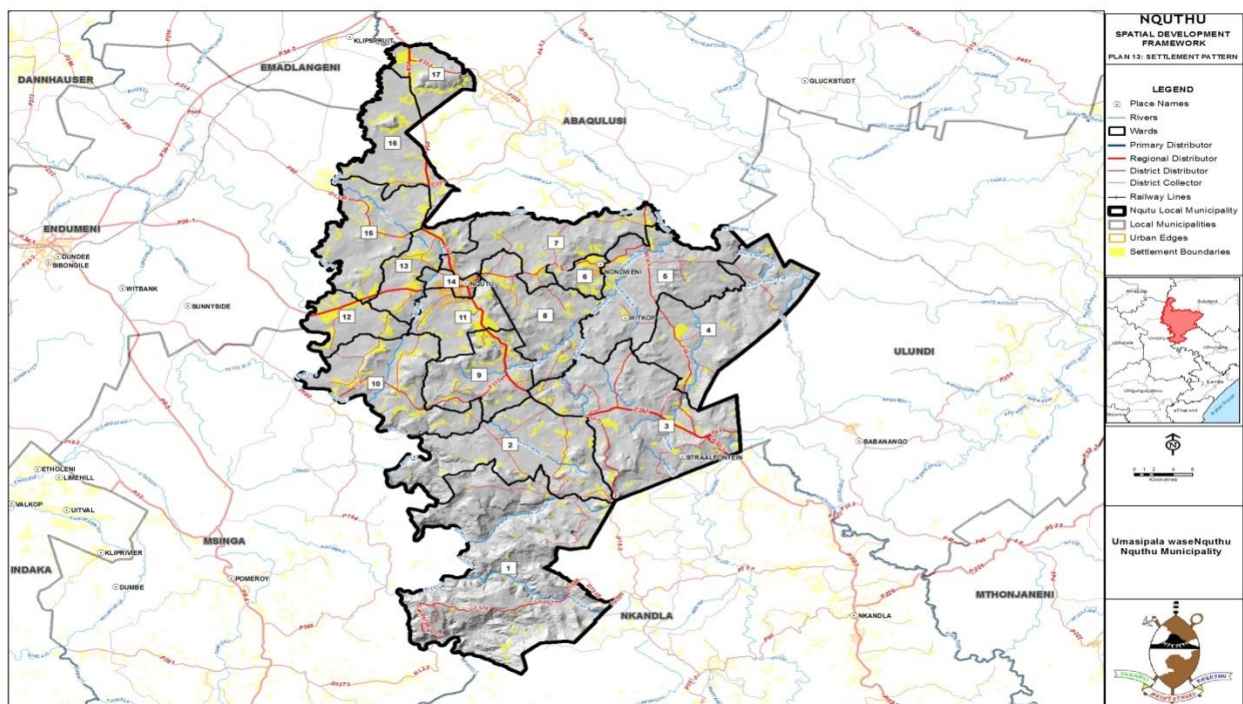
### 3.4.5.4 THUSONG CENTRE

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 communities within the jurisdiction of Nquthu Municipality.

#### 3.4.6.1 CURRENT SETTLEMENT PATTERN



Nquthu is a rural Municipality with people's home mostly built along the road. This linear pattern makes it easier 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 UNDER IMPLEMENTATION	NO OF UNITS	WARD	STATUS
Nondweni Housing	1239	6	Under Construction
Nquthu Phase II	1296	14	Under Construction
Ngolokodo	500	17	Complete but under liability period
Nquthu Municipality Phase I	317	14	Complete
Jabavu/ Masotsheni	500		Complete
Vulamehlo	500		Complete

Source: Nquthu Municipality Housing Sector plan 2012

APPROVED HOUSING PROJECTS	WARDS	NO OF UNITS	SUBSIDY	BUDGET R MILLION
Qhudeni	1	1000	81,383	40.7
Jama	3 & 4	1000	81,383	40.7
Isandlwana	9&10	1000	81,383	40.7
Ndatshana	16	1000	81,383	40.7
Total		4000		

(Source: Nquthu Municipality Housing Sector plan 2012)

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## 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</p> <p>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 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

#### 3.5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Nquthu Municipality has advertised for the LED Strategy, thus Global Insight and Stats SA information is used 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 processing) and chickens

#### 3.5.1.3 THE AGRICULTURAL OPPORTUNITIES IN THE LOCAL AREA

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

Nquthu	Production of legumes, irrigated maize, poultry and goats (Red meat processing) and chickens.
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#### 3.5.1.4 EMPLOYMENT

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

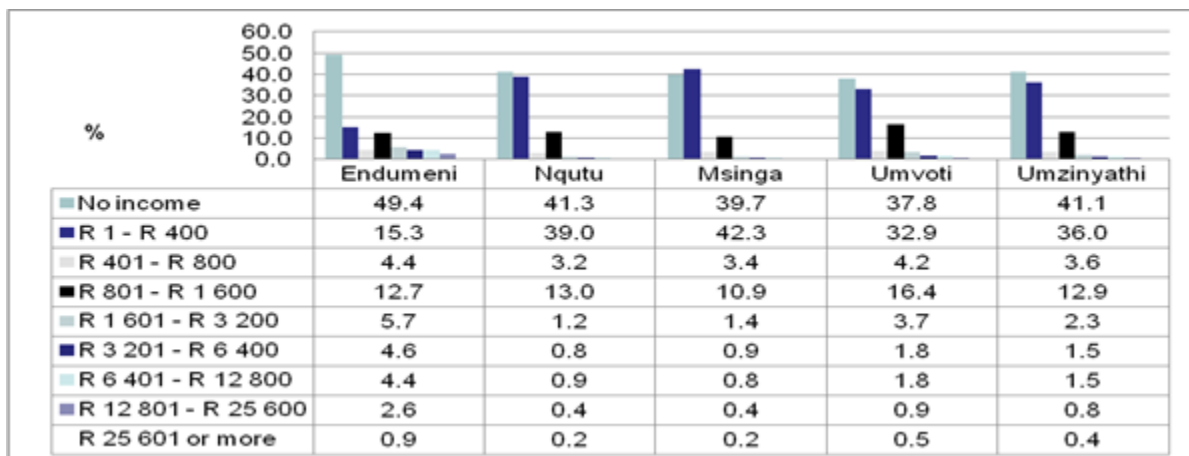
There has been an improvement in the annual household income from 1996 to 2011. In 1996 households were earning an average of R22,485.00 per annum which has improved to R64,959.00 in 2011.

### 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 amongst other local municipalities that constitute UMzinyathi District.



### 3.5.1.8 ANNUAL PER CAPITA INCOME

Annual per capita income has also improved between 1996 and 2011. As illustrated below, the Annual Per Capita Income has improved from R3, 900.00 in 1996 to just below R14, 208.00 in 2011.

### 3.5.1.9 SMMES

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 SMME,s 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'simpis 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	WEAKNESSESS
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><b>OPPORTUNITIES</b></p> <p>Land availability</p> <p>Agriculture</p> <p>Tourism</p> <p>Battlefield tourism routes</p> <p>LED partnership (private and social</p>	<p><b>THREATS</b></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</p>

	health) High level of unemployment
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### 3.5.2 SOCIAL DEVELOPMENT ANALYSIS

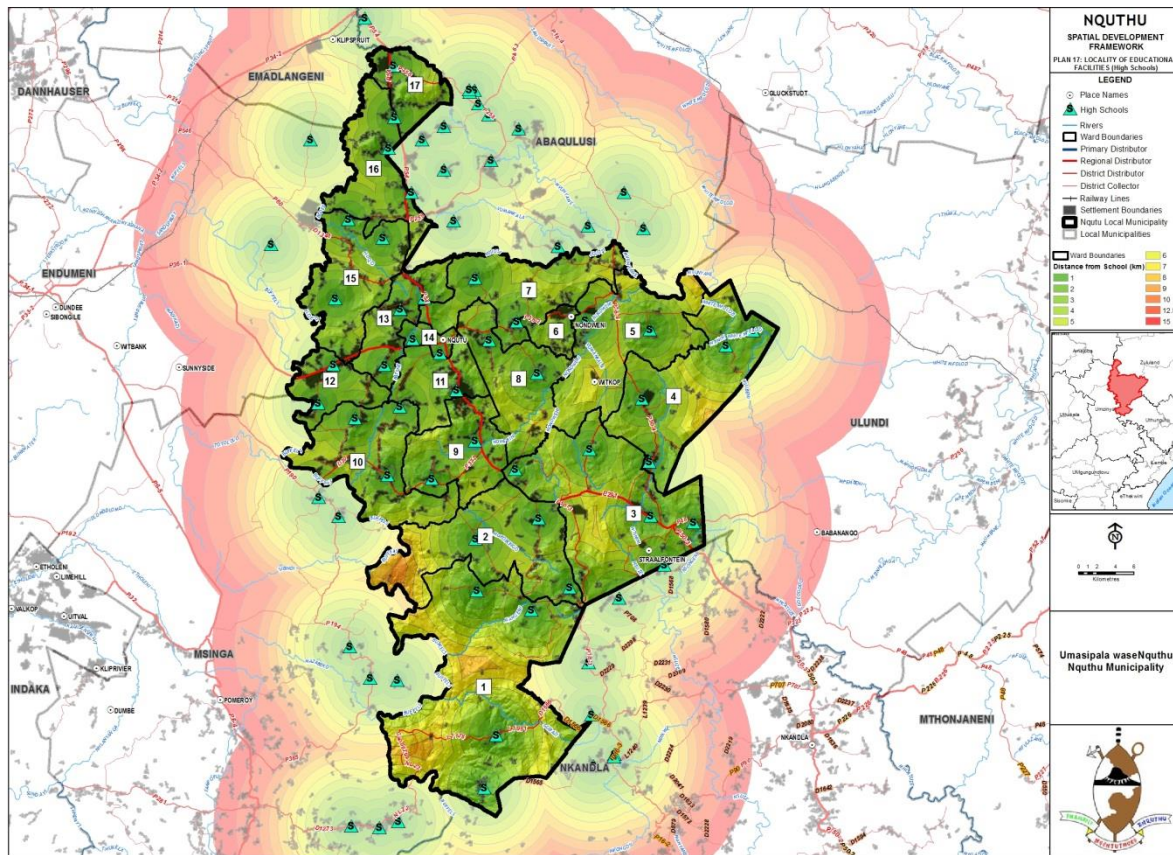
#### 3.5.2.1 BROAD BASED COMMUNITY NEEDS

WARD	PRIORITY
Ward 1	Electricity Water Housing
Ward 2	Water Electricity Roads
Ward 3	Water Roads Housing
Ward 4	Water Land Cultivation & field fencing
Ward 5	Schools Housing Creche

Ward 6	Fencing cemeteries Housing Mahlungulu Hall
Ward 7	Housing Electricity Roads/bridges
Ward 8	Bridges Community Halls Electricity
Ward 9	Electricity Water Disaster Relief
Ward 10	Electricity Roads Water
Ward 11	Water Access Roads Housing
Ward 12	Access Roads Disaster Sanitation

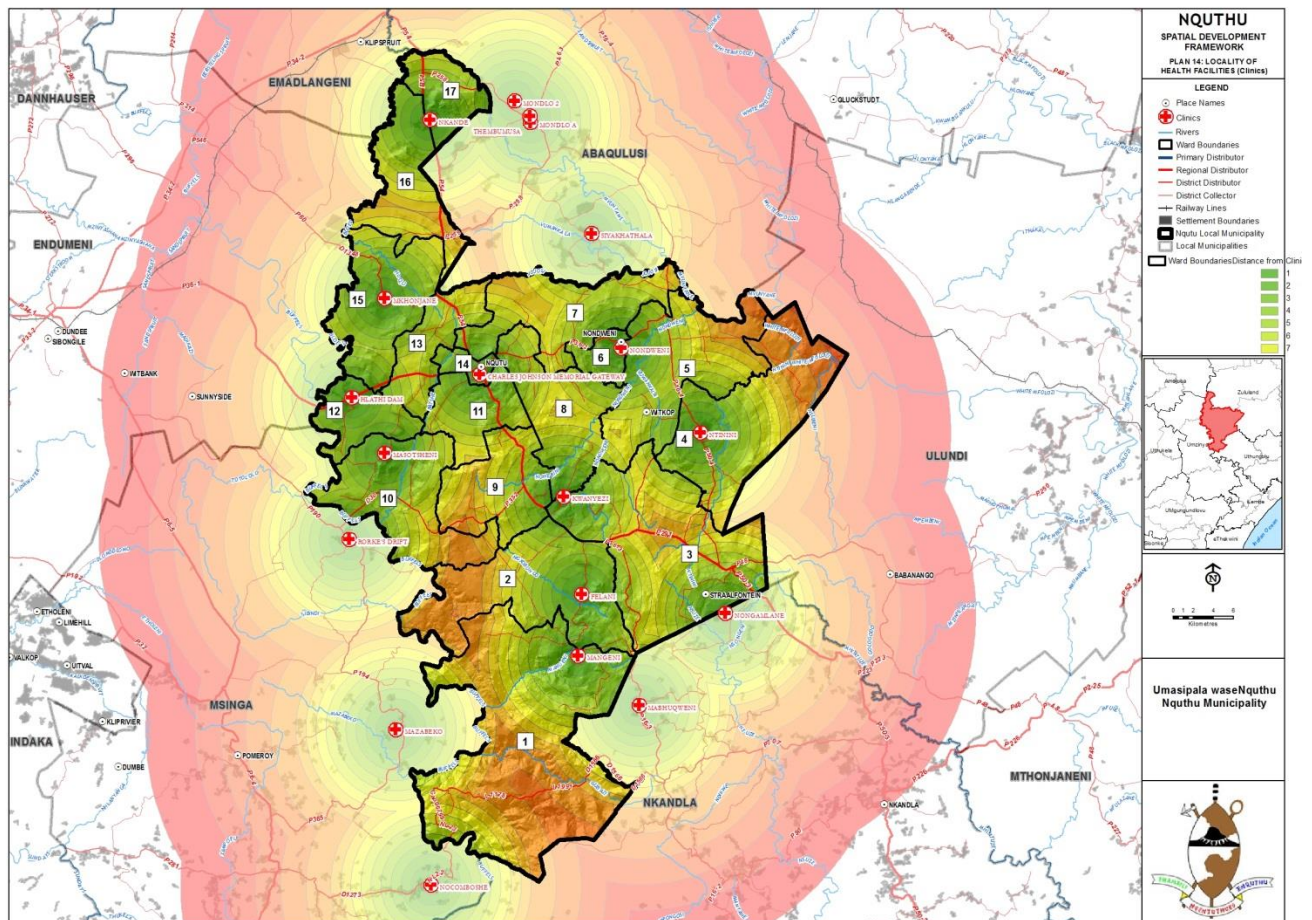
Ward 13	Water Electricity Roads
Ward 14	Housing Sportfield Upgrade Access Roads
Ward 15	Water Access Roads Bridge
Ward 16	Water Housing Roads
Ward 17	Housing Water Electricity

### 3.5.2.2 EDUCATION FACILITIES



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 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.

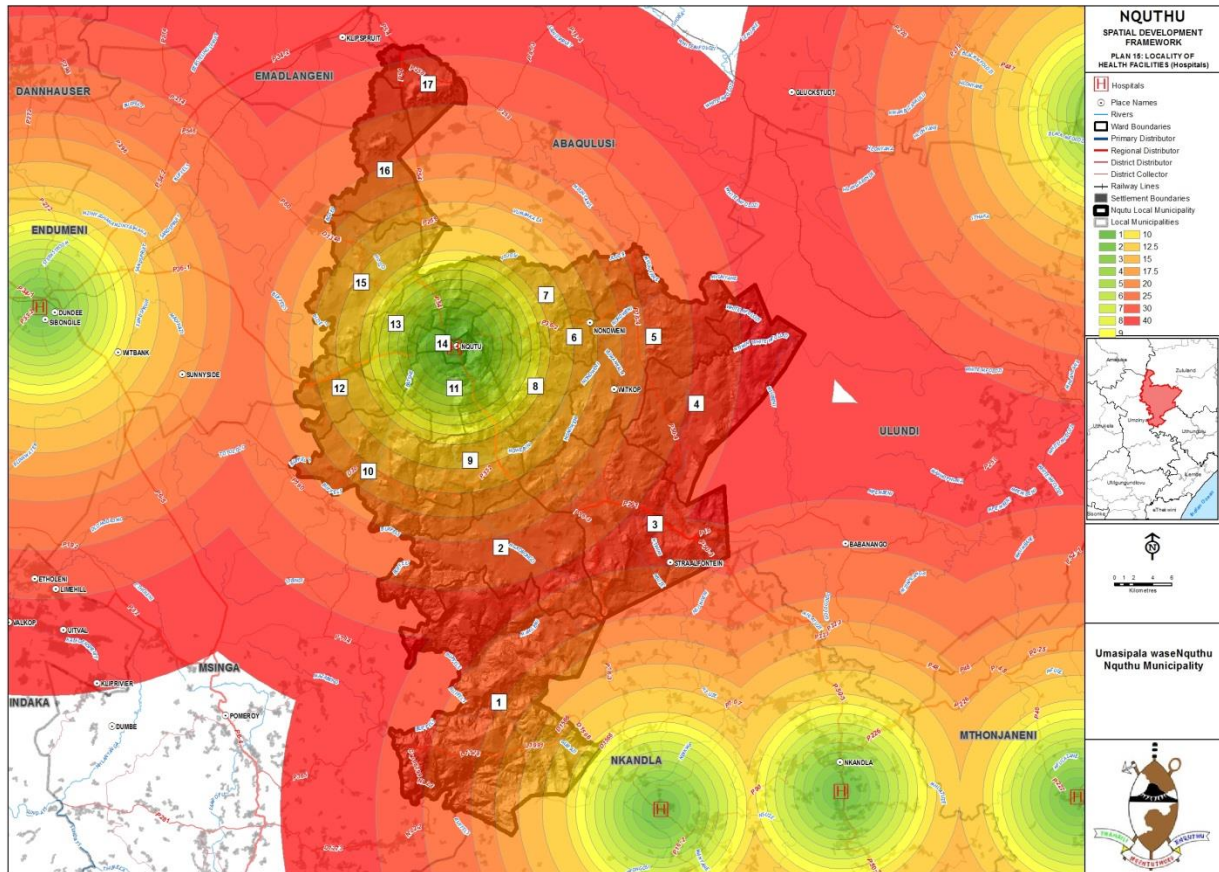
## 3.5.2.3 HEALTH



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 14 fixed clinics which

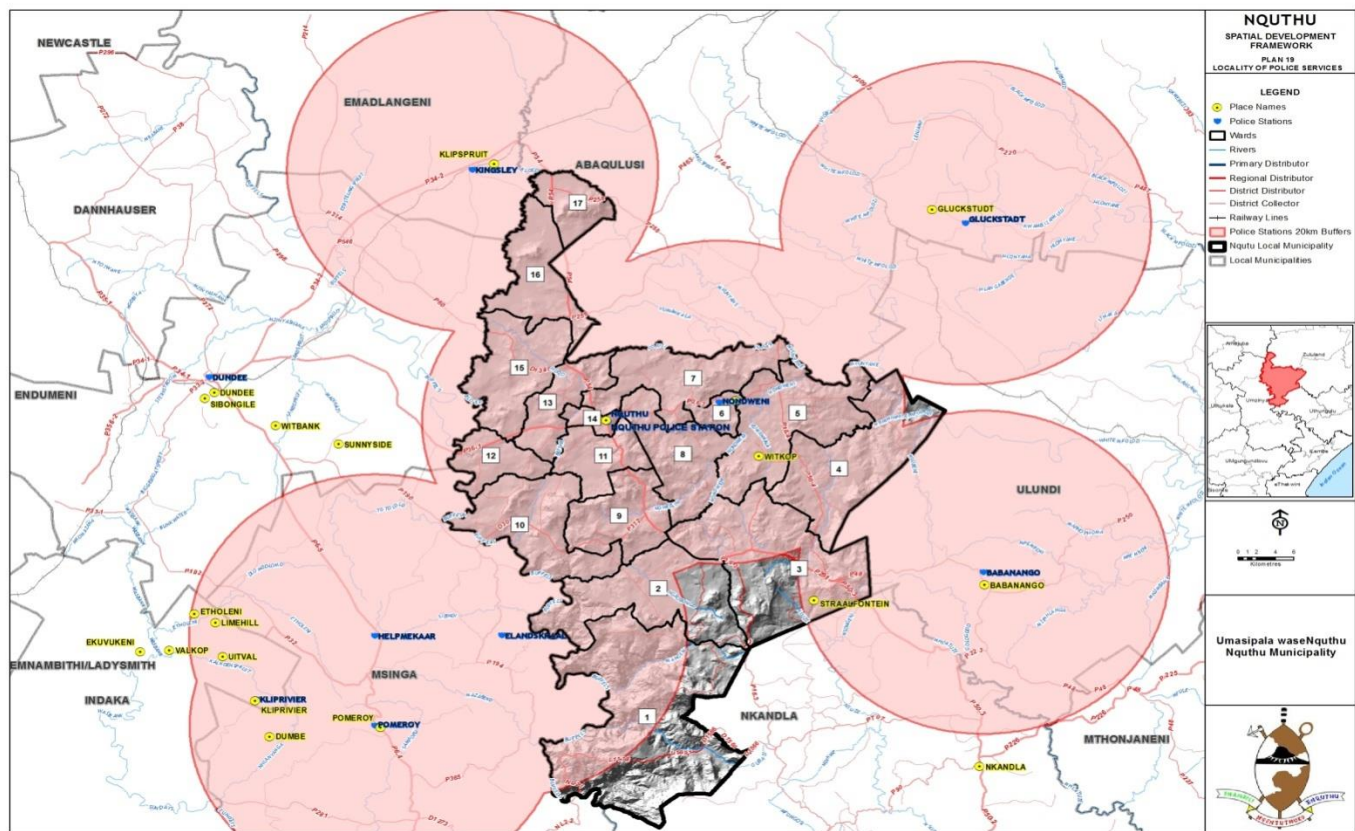
are operating on the daily basis within the area. In addition three mobile clinics serve various points of varying sizes, on a regular basis.



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 eastern border 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.

The Nquthu Municipality has 17 wards; within these wards the municipality has supported the needy pupil with school uniforms. Six pupils per school had benefited in this programme.

The municipality has a programme of bursary scheme; through this agenda 162 students were assisted with registration fee to different higher educational institutions.

On the 8<sup>th</sup> March 2014 the Department of Economic Development and Tourism hosted a Career Expo within UMzinyathi jurisdiction and two taxis per ward of Nquthu were provided for transportation of people. This programme was targeting the born free candidates.

In partnership with Department of Education; the UMzinyathi District family executed a Career Exhibition and all high schools within Nquthu were invited.

#### 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. Nquthu Municipality is one of the municipalities that entered the City to City Programme. Through this programme the Nquthu Municipality received a grant funding from Bornem Municipality of Belgium. This funding is used on youth development activities as well as learn and play programme. In each ward two venues has been identified and 34 volunteers has been appointed to assist in learn and play across Nquthu area. Currently the municipality is in a process of developing .the stipend policy to pay the volunteers

## 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 62 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.

#### 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. The municipality has Revenue Enhancement Strategy in place which is the critical base of revenue generation for the municipality to sustain its income.

#### 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

The Nquthu Municipality do not have the credit ratings but the AG opinion for the past three years is as follows. Year 2011 (Unqualified), Year 2012 (Unqualified) and Year 2013 (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

This Key Performance Area 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.

#### 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.

In Nquthu Municipality, the Community Based Planning (CBP) is conducted in each ward so as to acquire the detail information concerning the needs of the community at a ward level. The CBP report is then consolidated to the Integrated Development Plan for the purpose of adoption by Council where the council commits itself that they are responsible for the development and delivery of service to the community.

### 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 Sukuma Sakhe 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 Sukuma Sakhe 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 Sukuma Sakhe (OSS) is a flagship project of the Premier's Office for KwaZulu-Natal (KZN).

The aim of this programme is to address issues such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB through a multi-sectoral approach that involves all government departments at various levels

Sukuma Sakhe is a Zulu phrase which means **“let us stand up and build”**

And is taken from the Prophet Nehemiah 2:18, where he yearns to rebuild a city that has been destroyed.

Operation Sukuma Sakhe then is a call for the people of KZN to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV & STI and TB.

Operation Sukuma Sakhe aims to rebuild the fabric society by promoting human values, fighting poverty, crime, diseases, deprivation and socials, ensuring moral regeneration and by working together through effective partnerships.

Partnership with civil society, development partners, communities and government departments must work together to provide a comprehensive integrated service package to communities.

Through Operation Sukuma Sakhe, the Nquthu Municipality with sector departments succeeded to assist a random family during the 67 minutes of Mandela Day. The following is the summary of the progress made:

NQUTHU LTT has an obligation to assist the poorest of the poor during Mandela day and they spend their 67 minutes with that particular family. Last year, 2013 they spent this day with Zondo family. The family was identified through household profiling. Mrs Zondo a pensioner who lives with 09 grandchildren in one mud house which was on a bad condition. The house was small to accommodate 10 members of the family. They had no food to eat and clothing.

**AFTER THE INTERVENTION BY GOVERNMENT DEPARTMENTS:**

- Mrs. Zondo had a decent and dignified two room house
- Child Support grant which was illegal paid to the mother of 9 children, was returned to Mrs Zondo who stays with children
- Children are now attending school
- She was taught about health and hygiene

Operation Sukuma Sakhe 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 Sukuma Sakhe 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 as per their responsibilities. The following are the municipal structures.

#### 3.7.2.4 COUNCILLORS AND EXCO

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:

- 11 March 2014
- 17 June 2014
- 16 September 2014
- 03 December 2014

#### 3.7.2.8 AUDIT COMMITTEE

The Audit Committee has dissolved, the municipality has advertised and the response has been poor. The initiative or re-advertisement has been undertaken and the municipality will be appointing the Audit Committee by 30 June 2014. It is difficult to operate within the municipality as the oversight committee is not constituted, thus it is municipality's

responsibility to keep a good record in municipal in issues for the purpose of achieving the Operation Clean Audit.

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 and these policies are operational and they have been reviewed.

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

The 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 lastly reviewed its Risk Management Policy which on the 28<sup>th</sup> March 2013 and it was adopted by the Council. MANCO Risk Committee was been established by Nquthu Municipality to assist the Municipal Manager to fulfil 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; these By-Laws are adopted by the Council and they had been reviewed and operational. 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 conducts 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 through Community Based Planning 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"> <li>• Council</li> <li>• EXCO</li> <li>• Portfolio Committees</li> <li>• MANCO</li> <li>• MPAC</li> <li>• LLF</li> <li>• Internal Audit Committee</li> <li>• IGR committees</li> <li>• Ward Committees</li> <li>• Public Community Meetings</li> <li>• operation Sukuma Sakhe: ward war rooms</li> <li>• Men's forum</li> <li>• Disability forum</li> <li>• Senior citizen's forum</li> <li>• Support group</li> <li>• Sports council</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Committee</li> <li>• IGR Forum Sittings</li> <li>• Childrens Forum</li> <li>• Involvement of Ward Committees in pms</li> <li>• Representation of traditional authority</li> <li>• Disfunctional of ward committee</li> <li>• non-attendance of government departments on Operation Sukuma Sakhe</li> </ul>
OPPORTUNITIES	THREATS

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

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

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

**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

**“We are a united community striving to provide basic services, eradicating poverty and promoting LED through co-operative governance and public participation”**

Unity which implies common purpose

Community which implies togetherness

Governance which implies order

Participation which implies involvement

#### 4.4 CORE VALUES

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



#### Priorities

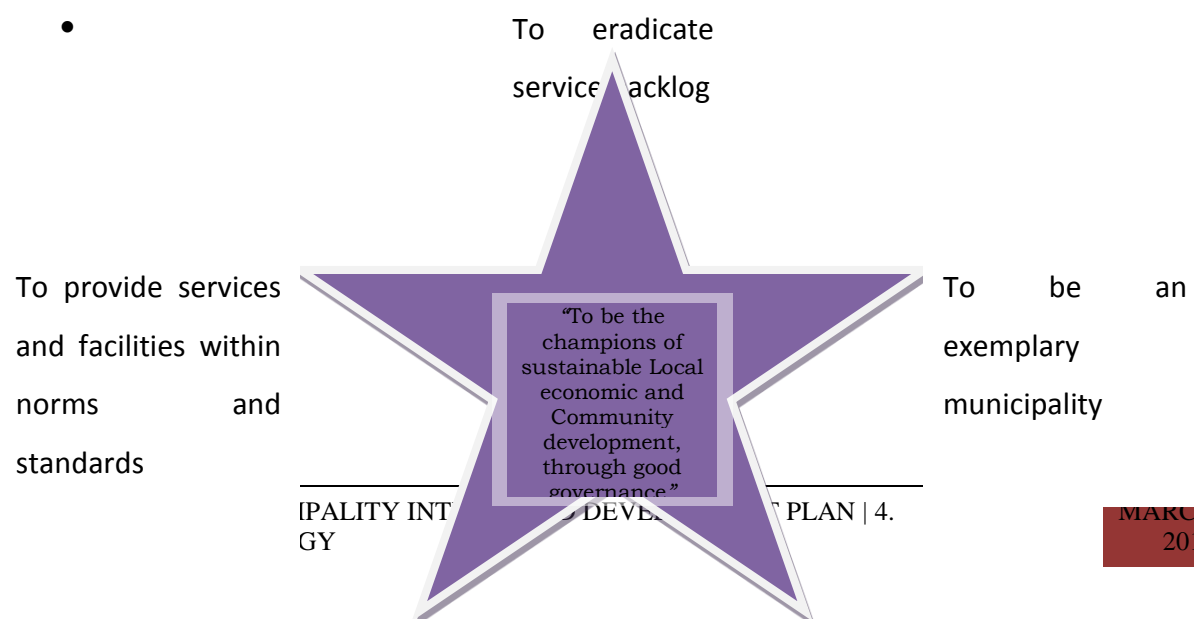
1. Water and Sanitation
  2. Electricity
  3. Roads
  4. Good Governance and Financial Viability
  5. Integrated Human Settlement
  6. LED
- SMME AND Skills Development

- Agriculture
  - Tourism Business Development
7. Youth Development
  8. Job Creation
  9. HIV/AIDS
  10. Disaster

#### 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.



To develop local economy  
based on agriculture and  
tourism

To transform settlements into  
sustainable human  
settlements

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

## REVIEWED 2014/15 IDP OBJECTIVES – NQUTHU MUNICIPALITY

PGDS Strategic Goals	Key Performance Areas	Municipal IDP Priorities	Municipal Objectives	Municipal Strategies
Strategic Infrastructure (4)	Basic Service Delivery and Infrastructure Investment	Electricity	To facilitate the provision of basic services in line with government RDP standards, and maintenance thereof	
		Construction of Community Halls		
		Roads		
		Integrated Human Settlement		
Job creation (1)	Local Economic Development	LED SMME & Skills development Agriculture Tourism Business development Job Creation	To create a climate conducive for sustainable economic growth and job creation.	

Human Resource Development (2)	Municipal Institutional Development and Transformation	Good governance & financial viability Youth Development HIV / Aids		
Human and Community Development (3)				
Governance and Policy (6)	Good Governance and Public Participation	Good governance & financial viability	To provide good governance for local communities	
Governance and Policy (6)	Municipal Financial Viability	Good governance & financial viability	To promote financial management system and good governance	
Spatial Equity (7)	Spatial and Environmental Analysis	Disaster Management	To promote actively spatial concentration and sustainable environmental management system	
Response to Climate Change (5)				

**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.

Human Settlement – Future Residential Areas, for a depiction of the localities of the 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 settlement 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 2,500m<sup>2</sup> 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	<ul style="list-style-type: none"> <li>Installation of rural electrification</li> </ul>	10 000 000	R4 820 000		Department of Energy  Small Town Rehabilitation Programme
		<ul style="list-style-type: none"> <li>Upgrading of CBD Road and installation of Traffic lights</li> </ul>	13 000 000			
Basic Service Delivery and Infrastructure Investment		<ul style="list-style-type: none"> <li>Construction of Nquthu Stadium</li> </ul>		R2 100 000		Department of Sport and Recreation
Municipal Viability and Financial Management		<ul style="list-style-type: none"> <li>Establishment of Supply Chain Management Internal Audit and Audit Committee</li> <li>Upgrade and Maintenance of financial management system</li> <li>Support the municipal officials (Trainings)</li> <li>Implementation corrective actions to address audit findings</li> </ul>		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"> <li>Preparation of recovery plan</li> </ul>				
Local Economic Development	Economic Development	<p>Implementation of the Economic Vision projects through the following programmes:</p> <ul style="list-style-type: none"> <li>SMMEs projects</li> </ul>	R250 000	R263 750	R277 201	Executive Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> <li>Tourism Promotions: End year Cultural Events Isandlwana Commemoration Nquthu Tourism Broucher Tourism Indaba</li> </ul>	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"> <li>Resuscitation of Nquthu Tourism Office</li> </ul>	R120 000	R126 600	R133 056	Executive Manager: Planning Development
	Economic Development	<ul style="list-style-type: none"> <li>Art, Culture and Heritage programmes</li> </ul>	R50 000	R1 000 000	R1 051 000	Executive Manager: Planning Development
	Economic Development	<ul style="list-style-type: none"> <li>LED Programmes</li> </ul>		R1 234 600	R1 387 493	Executive Manager: Planning Development
	Economic Development	<ul style="list-style-type: none"> <li>Umkhosi Womhlanga</li> </ul>		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"> <li>• December Soccer Tournament</li> <li>• Work and Play</li> <li>• Salga Games</li> <li>• Indigenous Games</li> <li>• Athletics and Karate</li> <li>• Municipal Selections</li> <li>• Golden Games</li> <li>• Rural Horse Riding</li> <li>• Hourse riding selections</li> </ul>		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"> <li>• Learn &amp; Play activities</li> <li>• Commemoration of Children's day</li> <li>• Establishment of Children's forum and youth forum</li> <li>• Registration Bursary</li> <li>• School Uniform</li> <li>• Sanitary Pads</li> <li>• Exam Prayer</li> <li>• Youth Summit</li> </ul>	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"> <li>• Sign Language activity</li> <li>• HIV Programmes</li> <li>• Christmas for senior citizen</li> <li>• Training for ward AIDS Committee</li> <li>• Race unable sport Richmond (Disability)</li> </ul>	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"> <li>Disaster mitigation</li> <li>Public Awareness</li> </ul>		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 if is charged accordingly for all the premises that the services is performed for.
- Determine also if such services are performed accordingly

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### 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.

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### 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 2014 to the 30 June 2015, 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.

The draft SDBIP will be compiled as soon as the draft Budget has been adopted by Council.

## OFFICE OF THE MUNICIPAL MANAGER

## GENERAL INFORMATION

<b>Department :</b> Office of the Municipal Manager		<b>Manager Responsible:</b> Manager: IDP/PMS	
<b>Section: Manager:</b> Manager: IDP / PMS		<b>Project Title:</b> IDP Review 2015-16	<b>Project No.</b> 01
<b>Project Budget:</b> R 350 000		<b>LM:</b> Nquthu LM	<b>Wards:</b> All Wards
<b>National KPA:</b> Good Governance and Public Participation			
<b>IDP Objective:</b> To provide good governance for local communities		<b>Project Objective:</b> To provide a credible and IDP document	

<b>Outcome</b>	<b>Target</b>
2015/16 IDP Review completed	30 June 2015

## 2. OUTCOMES

## 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Review of the 2015/16 IDP	Preparation and submission of the 2015/16 Process Plan, IDP, Budget and PMS.	Holding of the first Steering Committee meeting and first IDP Representative Forum for alignment and integration of programmes and projects.	Preparation and submission of the 2015 - 2016 IDP Review	Advertisement of the draft and final 2015 - 2016 IDP Review for a period of 21 days	
			Holding of the second Steering Committee meeting and second IDP Representative Forum for alignment and integration of programmes and projects	Undertaking of the IDP/Budget Public Engagement in different clusters of wards	
				Adoption of the 2015/16 IDP Review by Council	

## 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R350 000	R87 500		R87 500		R87 500		R87 500		

## GENERAL INFORMATION

<b>Department :</b> Office of the Municipal Manager		<b>Manager Responsible:</b> Risk Management Officer	
<b>Section: Manager:</b> Municipal Manager		<b>Project Title:</b> Risk Assessment	<b>Project No.</b> 01
<b>Project Budget:</b> R100,000		<b>LM:</b> Nquthu LM	<b>Wards:</b> All Wards
<b>National KPA:</b> Good Governance and Public Participation			
<b>IDP Objective:</b> To provide good governance for local communities		<b>Project Objective:</b> To provide a credible and IDP document	

**2. OUTCOMES**

Outcome	Target
-The outcome of risk assessment will be proper identification of risks, analysis, implementation of mitigating factors within a prescribed time and risk management policy.	30 June 2015

**3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Complete Annual risk assessment	Planning	Risk identification	Risk analysis	Risk implementation	
	Establish risk management committee.	Review the audit reports and identify risks.  Engage or invite a risk specialist to assist with the	Analyse risks and put them in the risk register.  Report on the new risks that have been identified and formulate some	Implement the mitigating factors to minimize the risks.  Evaluate, follow up and	

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
		risk profile.	mitigating factors.	monitoring.	

#### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R100000	R25000		R25000		R25000		R25000		

<b>DEPARTMENT :</b> OFFICE OF THE MUNICIPAL MANAGER		<b>MANAGER RESPONSIBLE:</b> COMMUNICATIONS MANAGER	
<b>SECTION:</b> COMMUNICATIONS		<b>PROJECT TITLE:</b> PUBLICITY	<b>PROJECT NO. 1</b>
<b>PROJECT BUDGET:</b> R 750 000-00		<b>LM:</b> NQUTHU LM	<b>WARD:</b> ALL WARDS
<b>NATIONAL KPA:</b> GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
<b>IDP OBJECTIVE:</b> TO PROMOTE PUBLIC PARTICIPATION IN MUNICIPAL AFFAIRS		<b>PROJECT OBJECTIVE:</b> KEEP THE NQUTHU RESIDENTS INFORMED ABOUT THEIR AREA IN REGARDS OF THE AREA DEVELOPMENT	

**Outcome**

<b>Outcome</b>	<b>Target</b>
Effective communication undertaken.	30 June 2015

**3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Printing Of Quarterly Newsletters	3500	3500	3500	3500	
Design and Print Annual Report			200 copies		
Media breakfast, media tours, Mayoral Radio Slots and Promos	<ul style="list-style-type: none"> <li>• 1 Media breakfast session</li> <li>• 1 Mayoral Radio Slot</li> <li>• At least 1 Promo for any event</li> </ul>	<ul style="list-style-type: none"> <li>• 1 Media tour</li> <li>• 1 Mayoral Radio Slot</li> <li>• At least 1 promo for any event</li> </ul>	<ul style="list-style-type: none"> <li>• 1 Media Breakfast</li> <li>• 1 Mayoral Radio Slot</li> <li>• At least 1 promo for any event</li> </ul>	<ul style="list-style-type: none"> <li>• 1 Media tour</li> <li>• 1 Mayoral Radio Slot</li> <li>• At least 1 promo for any event</li> </ul>	
Branding and printing of bulk promotional material		Printing of 10 000 Calendars			
		Printing of 500 Diaries			
				Printing of promotional material such as pens, folders, shoppers,	

				notepads and etc	
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#### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
Printing Of Quarterly Newsletters	R30 000		R30 000		R30 000		R30 000		
Design and Print Annual Report					R150 000				
Media breakfast, media tours, Mayoral Radio Slots and Promos	R65 000		R65 000		R65 000		R65 000		

Branding and printing of bulk promotional material			R100 000						
			R50 000						
							R70 000		

## GENERAL INFORMATION

<b>DEPARTMENT :</b> Office of the Municipal Manager		<b>MANAGER RESPONSIBLE:</b> Communications Manager	
<b>SECTION:</b> Communications		<b>PROJECT TITLE:</b> Event Management	<b>PROJECT NO. 2</b>
<b>PROJECT BUDGET:</b> R 1072 500-00		<b>LM:</b> Nquthu LM	<b>WARD:</b> All Wards
<b>NATIONAL KPA:</b> Good Governance and Public Participation			
<b>IDP OBJECTIVE:</b> TO PROMOTE PUBLIC PARTICIPATION IN MUNICIPAL AFFAIRS		<b>PROJECT OBJECTIVE:</b> KEEP THE NQUTHU RESIDENTS INFORMED ABOUT THEIR AREA IN REGARDS OF THE AREA DEVELOPMENT	

**Outcome**

<b>Outcome</b>	<b>Target</b>
Promotes public engagement in municipal programmes.	30 June 2015

**3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Target</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
Conduct and plan municipal events (sod turning of MIG projects)	2	4	5	4	

## 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
	R143 000		R286 000		R357 500		R286 000		

# CORPORATE SERVICES

## 1. GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Director: Corporate Services	
<b>Section:</b> HUMAN RESOURCES	<b>Project Title:</b> Training and education/ WSP	<b>Project No.</b> 01
<b>Project Budget:</b> R936 400		
<b>National KPA:</b> Municipal Institutional Development and Transformation		
<b>IDP Objective:</b>	<b>Project Objective:</b> To capacitate the municipal employees	

## 2. OUTCOMES

<b>Outcome</b>	<b>Target</b>
Trained and capacitated employees	30 June 2015

### 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
The target of this project is to develop multi skills which will benefit the municipality and this will assist the individual and the municipality as well	Implementation of training Interventions for employees and Councillors as per the WSP	Implementation of training Interventions for employees and Councillors as per the WSP in progress	Implementation of training Interventions for employees and Councillors as per the WSP in progress	Implementation of training Interventions for employees and Councillors as per the WSP in progress	

### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	

R936 400	R234 100		R234 100		R234 100		R234 100		
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### 1. GENERAL INFORMATION

<b>Department :</b> Corporate Services		<b>Manager Responsible:</b> Director Corporate Services	
<b>Section:</b> Manager: Community		<b>Project Title:</b> Community Services programmes	<b>Project No.</b> 02
<b>Project Budget:</b> R860 000		<b>LM:</b> Nquthu	<b>Wards</b>
<b>National KPA:</b> Good Governance and Public Participation			
<b>IDP Objective:</b> To improve the quality of life for all in Nquthu.		<b>Project Objective:</b> To accumulate conducive environment to all Nquthu residents	

## 2. OUTCOMES

Outcome	Target
	30 June 2015

## 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
To encounter the different people in community and gender programmes		Christmas for senior citizen	HIV/AIDS (to review strategic plan)		
Fitness and well-ness	Race unable sport Richmond (Disability)		Race unable sport Richmond (Disability)		

HIV/Aids awareness	Conduct HIV/Aids awareness campaigns	Conduct HIV/Aids awareness campaigns	Conduct HIV/Aids awareness campaigns	Conduct HIV/Aids awareness campaigns	
Men's month	Celebrate men's month.				
Women's month	Celebrate women's month				

#### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R860 000	R255 000		R525 000		R25 000		R55 000		

## GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Sport Officer	
<b>Section:</b> Community	<b>Project Title:</b> Sport coordination	<b>Project No.</b> 03
<b>Project Budget:</b> R 3 295 000	<b>LM:</b> Nquthu	<b>Wards :</b> Across Nquthu
<b>National KPA:</b> Good Governance and Public Participation		
<b>IDP Objective:</b>	<b>Project Objective:</b> To promote sports development in Nquthu	

## 2. OUTCOMES

<b>Outcome</b>	<b>Target</b>
Involvement of all groups in social development participation	30 June 2015

## 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
<b>Indigenous games 150 000</b>	To develop indigenous games in the local and district level				
<b>Municipal selections 350000</b>	To select players who will represent the Municipality at the district selections				
<b>Golden Games 200 000</b>	To promote healthy life style to adults				
<b>Practice X3 200 000</b>	To keep the local players fit and ready for the games				
<b>SALGA GAMES</b>		To give support to athletes			

<b>300 000</b>					
<b>Work and Play 80 000</b>			To promote sociality amongst employees		
<b>Rural Horse Riding 90 000</b>				Preparation for the district tournament	
<b>Horse Riding district selection 90 000</b>				Preparation for Dundee July festival	
<b>Municipal selections 350 000</b>	Selection of players for district representations				
<b>District selections 280 0000</b>	Selection of players for SALGA games representations				
<b>Ward league games 255 000</b>	Keep youth playing				
<b>Mayoral cup</b>		To buy jerseys, medals, balls			

preparations 170 000					
Mayoral cup local 180 000			Preparation of teams for district mayoral cup representations		
Mayoral cup district level 100 000			Promotion of competition in the district		
Comrades marathon 80 000				Support for participant in the comrades marathon	
Spar ladies 20 000				Prepare athletes for spar ladies tournament	
June 16 100 000				June 16 celebration with sports	
Codes special programmers	Support for all sport codes				

300 000					
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#### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R3 295 000	R2 085 000		R470 000		R360 000		R380 000		

#### GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Disaster Officer	
<b>Section:</b> Disaster Management	<b>Project Title:</b> Schools and community awareness campaign	<b>Project No.</b> 04
<b>Project Budget:</b> R 100 000	<b>LM:</b> Nquthu	

<b>National KPA:</b> Good Governance and Public Participation	
<b>IDP Objective:</b>	<b>Project Objective:</b> To reach each individual with information regarding disaster

## 2. OUTCOMES

Outcome	Target
Informed the Nquthu community about disaster management	30 June 2014

## 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments

To educate pupils about disaster risk management and to inculcate the culture of risk avoidance behavior	The target is to reach the first 25% of undertaking the process of educating the pupils and community about disaster within Nquthu area.	The target is to reach the 50% of undertaking the process of educating the pupils and community about disaster within Nquthu area	The target is to reach the first 75% of undertaking the process of educating the pupils and community about disaster within Nquthu area.	The target is to reach the first 105% of the projected target of undertaking the process of educating the pupils and community about disaster within Nquthu area.	
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#### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R100 000	R25 000		R25 000		R25 000		R25 000		

## 1. GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Disaster Officer	
<b>Section:</b> Disaster Management	<b>Project Title:</b> Disaster prevention and mitigation	<b>Project No.</b> 05
<b>Project Budget:</b> R 700 000	<b>LM:</b> Nquthu	
<b>National KPA:</b> Good Governance and Public Participation		
<b>IDP Objective:</b>	<b>Project Objective:</b>	

## 2. OUTCOMES

<b>Outcome</b>	<b>Target</b>
	30 June 2015

### 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
To provide for the safety and welfare of communities	Installation of 50 lightning conductors to households		Installation of 50 lightning conductors to households		

### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R500 000	R350 000				R350 000				

## 1. GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Disaster Officer	
<b>Section:</b> Disaster Management	<b>Project Title:</b> Disaster response	<b>Project No.</b> 06
<b>Project Budget:</b> R50 000	<b>LM:</b> Nquthu	
<b>National KPA:</b> Good Governance and Public Participation		
<b>IDP Objective:</b>	<b>Project Objective:</b> To ensure that the response is taken with immediate effect.	

## 2. OUTCOMES

<b>Outcome:</b> Good governance	<b>Target:</b> 30 June 2015
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### 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
To promote rapid response to disastrous incidents	Procurement of relief stock	Procurement of relief stock	Procurement of relief stock	Procurement of relief stock	

### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R50 000	R12 500		R12 500		R12 500		R12 500		

## 1. GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Disaster Officer	
<b>Section:</b> Disaster Management	<b>Project Title: Post Disaster recovery</b>	<b>Project No. 07</b>
<b>Project Budget:</b> R100 004	<b>LM: Nquthu</b>	
<b>National KPA:</b> Good Governance and Public Participation		
<b>IDP Objective:</b>	<b>Project Objective:</b>	

## 2. OUTCOMES

<b>Outcome</b>	<b>Target</b>
	30 June 2015

### 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
To ensure an holistic approach to rehabilitation and reconstruction	Procurement of temporal shelter	Procurement of temporal shelter	Procurement of temporal shelter	Procurement of temporal shelter	

### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R100 004	R25 001		R25 001		R25 001		R25 001		

## 2. GENERAL INFORMATION

<b>Department :</b> Corporate Services	<b>Manager Responsible:</b> Administration Manager	
<b>Section:</b> Administration	<b>Project Title:</b> Ward committee	<b>Project No.</b> 08
<b>Project Budget:</b> R2 670 000	<b>LM:</b> Nquthu	
<b>National KPA:</b> Good Governance and Public Participation		
<b>IDP Objective:</b>	<b>Project Objective:</b> To ensure the involvement of community in all decision making	

## 2. OUTCOMES

<b>Outcome</b>	<b>Target</b>
	30 June 2015

### 3. PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Target	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
To promote integration amongst communities	4 meetings and trainings/workshop/ seminar 25%	4 meetings and trainings/workshop/ seminar 25%	4 meetings and trainings/workshop/ seminar 25%	4 meetings and award for the best Ward Committee 25%	

### 4. PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R2 670 000	R690 000		R690 000		R690 000		R690 000		

# FINANCIAL SERVICES

**GENERAL INFORMATION**

<b>Department :</b> Financial Services	<b>Manager Responsible:</b> CFO	
<b>Section:</b> Budget and Reporting	<b>Project Title:</b> Establishment of Committees	<b>Project No.</b> 01
<b>Project Budget:</b> R190 000	<b>LM:</b>	<b>Wards:</b>
<b>National KPA:</b> Municipal Financial Viability and Management		
<b>IDP Objective:</b>	<b>Project Objective:</b> To ensure that the relevant committees are appointed	

**OUTCOMES**

<b>Outcome</b>	<b>Target</b>
Sustainable committees which achieve the SMART principles for the	30 June 2015

municipality	
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**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
Establishment of Supply Chain Management Internal Audit and Audit Committees		The target is to establish a the solid SCM, IA and AC	Finalize the establishment of these committees		This will assist the municipality to obligate a conducive committees which will attain the performance of the municipality

**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

<b>Project</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>

Budget	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R190 000	R47 500		R130 000		R60 000				

**GENERAL INFORMATION**

<b>Department :</b> Financial Services		<b>Manager Responsible:</b> CFO	
<b>Section:</b> Finance		<b>Project Title:</b> Appointment of Interns	<b>Project No.</b> 02
<b>Project Budget:</b> R710 000		<b>LM:</b>	<b>Wards:</b>
<b>National KPA:</b> Municipal Financial Viability and Management			
<b>IDP Objective:</b>		<b>Project Objective:</b> To ensure that the finance department is fully fledged with qualified staff to assist in financial matters	

**OUTCOMES**

Outcome	Target
Frequent working	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
To appoint the Financial Interns to acquire experience and also assist in terms of finance within the municipality	Advertise the post so as to appoint relevant people	Appoint qualified candidates and start working with programmes as per finance department schedule	working with programmes as per finance department schedule	Working with programmes as per finance department schedule	This will assist the municipality to obligate a conducive committees which will attain the performance of the municipality

**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

NQUTHU LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN] | 7. OPERATIONAL AND CAPITAL BUDGET OF PROGRAMMES AND PROJECTS – PER DEPARTMENTS

MARCH 2013

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R710 000	R125 000		R185 000		R275 001		R125 000		

#### GENERAL INFORMATION

<b>Department :</b> Financial Services		<b>Manager Responsible:</b> CFO	
<b>Section:</b> Finance		<b>Project Title:</b> Upgrade and Maintenance	<b>Project No.</b> 03
<b>Project Budget:</b> R350 000		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Municipal Financial Viability and Management			
<b>IDP Objective:</b>		<b>Project Objective:</b> To ensure that the financial management	

	is upgraded and maintained
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**OUTCOMES**

Outcome	Target
Maintained financial management	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Acquisition, upgrade and maintenance of financial management					

systems to reduce multi-year budgets, in-year reports, Service Delivery and Budget Implementation Plans, annual financial statements practices					
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#### PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R350 000			R250 000		R100 000				

#### GENERAL INFORMATION

<b>Department :</b> Financial Services	<b>Manager Responsible:</b> CFO	
<b>Section:</b> Finance	<b>Project Title:</b> Corrective actions	<b>Project No.</b> 03
<b>Project Budget:</b> R150 000	<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Municipal Financial Viability and Management		
<b>IDP Objective:</b>	<b>Project Objective:</b> To ensure that the audit findings are addressed	

**OUTCOMES**

<b>Outcome</b>	<b>Target</b>
Maintained financial management	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
Implement corrective actions to address audit findings					

**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

<b>Project Budget</b>	<b>1<sup>st</sup> QTR 30 Sept</b>		<b>2<sup>nd</sup> QTR 31 Dec</b>		<b>3<sup>rd</sup> QTR 31 Mar</b>		<b>4<sup>th</sup> QTR 30 Jun</b>		<b>Comments</b>
	<b>Projected</b>	<b>Actual</b>	<b>Projected</b>	<b>Actual</b>	<b>Projected</b>	<b>Actual</b>	<b>Projected</b>	<b>Actual</b>	
R150 000					R100 000		R50 000		

**GENERAL INFORMATION**

<b>Department :</b> Financial Services	<b>Manager Responsible:</b> CFO	
<b>Section:</b> Finance	<b>Project Title:</b> Corrective actions	<b>Project No.</b> 03
<b>Project Budget:</b> R150 000	<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Municipal Financial Viability and Management		
<b>IDP Objective:</b>	<b>Project Objective:</b> To ensure that the audit findings are addressed	

**OUTCOMES**

<b>Outcome</b>	<b>Target</b>
Maintained financial management	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
The preparation of a financial recovery plan and the implementation thereof appropriate					

**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

<b>Project Budget</b>	<b>1<sup>st</sup> QTR 30 Sept</b>		<b>2<sup>nd</sup> QTR 31 Dec</b>		<b>3<sup>rd</sup> QTR 31 Mar</b>		<b>4<sup>th</sup> QTR 30 Jun</b>		<b>Comments</b>
	<b>Projected</b>	<b>Actual</b>	<b>Projected</b>	<b>Actual</b>	<b>Projected</b>	<b>Actual</b>	<b>Projected</b>	<b>Actual</b>	
R50 000	R500 000								

## **DEVELOPMENT PLANNING**

## GENERAL INFORMATION

<b>Department :</b> Development Planning	<b>Manager Responsible:</b> LED Manager	
<b>Section:</b> Manager: LED/Tourism	<b>Project Title:</b> Resuscitation of Nquthu Tourism Office	<b>Project No.</b> 01
<b>Project Budget:</b> R550 000.00	<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development		
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.	<b>Project Objective:</b> To create a harmonious environment where Local Economic Development plays a vital role	

<b>Outome</b>	<b>Target</b>
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Effective office of tourism	30 June 2015
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**OUTCOMES****PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
	Undertaking the process of resuscitating the tourism office	Reinstallation of services such as water, electricity, telephone and sewer	Appointment of tourism information officer	Development programmes	

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R550 000.00	R137 500		R137 500		R137 500		R137 500		

## GENERAL INFORMATION

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> LED Manager	
<b>Section:</b> Manager: LED		<b>Project Title:</b> Umkhosi Womhlanga	<b>Project No.</b> 02
<b>Project Budget:</b> R500 000.00		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development			
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.		<b>Project Objective:</b> To promote heritage development through culture preservation.	

**OUTCOMES**

Outcome	Target
Promotion of tourism in Nquthu area	30 June 2014

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
This project is targeted on assisting Izintombi zomhlanga to be able to attain the venue where the ceremony is conducted	This budget will cover: 5 buses, 800 t-shirts, catering, 200 golf shirts for matrons and officials, print traditional attire and logistics for operation. Also Siyaya Emhlangeni event that needs 43 taxis and a two pole tent				

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R500 000	R500 000								

## GENERAL INFORMATION

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> LED/Tourism Manager	
<b>Section:</b> Manager: LED		<b>Project Title:</b> Art,culture and heritage	<b>Project No.</b> 03
<b>Project Budget:</b> R900 000		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development			
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.		<b>Project Objective:</b> To promote heritage development through culture preservation.	

**OUTCOMES**

<b>Outcome</b>	<b>Target</b>
Promotion of tourism in Nquthu area	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
To consider the cultural and heritage events as they are major routes of our culture	Cultural events: Celebrating Heritage day.	Development programmes	Cultural festival.		

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R9 00 000	R 250 000		R 250 000		R 400 000				

## GENERAL INFORMATION

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> LED/Tourism Manager	
<b>Section:</b> Manager: LED		<b>Project Title:</b> Tourism Programmes	<b>Project No.</b> 04
<b>Project Budget:</b> R900 000		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development			
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.		<b>Project Objective:</b> To create job opportunities and align the municipal objective with the Provincial objective	

**OUTCOMES**

<b>Outcome</b>	<b>Target</b>
Promotion of tourism in Nquthu area	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
To consider the cultural and heritage events as they are major routes of our culture		End year cultural Events (Ingoma, isichathamiya)	Isandlwana Commemoration.		
		Nquthu Tourism Broucher			

		Tourism Indaba			
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**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R900 000			R450 000		R450 000				

<b>Department :</b> Development Planning	<b>Manager Responsible:</b> LED/Tourism Manager	
<b>Section:</b> Manager: LED	<b>Project Title:</b> SMME development Projects	<b>Project No.</b> 05
<b>Project Budget:</b> R350 000.00	<b>LM:</b> Nquthu	<b>Wards:</b>

<b>National KPA:</b> Local Economic Development	
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.	<b>Project Objective:</b> To create job opportunities and align the municipal objective with the Provincial objective

**GENERAL INFORMATION**

Outcome	Target
Well-coordinated of housing programmes	30 June 2015

**OUTCOMES**

Outcome	Target
Well-functioning SMME's	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Training and financial support of SMME's	SMME Training	SMME Promotion	SMME Mayoral Award.	SMME development Strategy	

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R350 000.00	R87 500		R87 500		R87 500		R87 500		

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> Housing Manager	
<b>Section:</b> Manager: LED		<b>Project Title:</b> FOOD FOR WASTE	<b>Project No.</b> 06
<b>Project Budget:</b> R864 000		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development			
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.		<b>Project Objective:</b> To create job opportunities and align the municipal objective with the Provincial objective	

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
No of beneficiaries that are able to alleviate poverty	Paying food for waste beneficiaries	Paying food for waste beneficiaries	Paying food for waste beneficiaries	Paying food for waste beneficiaries	

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R864 000	R216 000		R216 000		R216 000		R216 000		

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> LED/Tourism Manager	
<b>Section:</b> Manager: LED		<b>Project Title:</b> LED PROGRAMMES	<b>Project No.</b> 06
<b>Project Budget:</b> R1 000 000		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Basic Service Delivery			
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.		<b>Project Objective:</b> : To create job opportunities and align the municipal objective with the Provincial objective	

**OUTCOME**

<b>Outcome</b>	<b>Target</b>
Well coordinated LED programmes and projects	31 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
Development of strategies that support LED initiatives	Incubator Support(R850 000)		LED and Agriculture Strategies (R408 250)	Investment Plan(R179 350)	
			Industrial development Feasibility Study(R500 000)		

				Mining Feasibility Study(R158 250)	
		Mayoral SMME Awards (R500 000)			

**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R1 000 000	R250 000		R250 000		R250 000		R250 000		

**GENERAL INFORMATION**

<b>Department :</b> Development Planning	<b>Manager Responsible:</b> Development Planner	
<b>Section:</b> Manager: Development Planner	<b>Project Title:</b> Nondweni Formalisation Project	<b>Project No.</b> 06
<b>Project Budget:</b> R600 000	<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Spatial Development and Environmental Management		
<b>IDP Objective:</b> To promote actively spatial concentration and sustainable environmental management system	<b>Project Objective: :</b> Formalization of Nondweni Township	

**OUTCOMES**

<b>Outcome</b>	<b>Target</b>
Effective formalisation process of Nondweni Township	30 June 2015

## PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Facilitating formalisation process to re-layout Nondweni township	Developing Terms of Reference and Advert (R10 000)	SCM Processes and Award.	Implementation (R250 000)	Implementation and Close Out (R250 000)	
		Inception Report (R90 000)			

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	

R600 000	R10 000		R90 000		R250 000		R250 000		
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**GENERAL INFORMATION**

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> LED Manager	
<b>Section:</b> Manager: LED/Tourism		<b>Project Title:</b> Sheep & Wool Project	<b>Project No.</b> 06
<b>Project Budget:</b> R1 000 000		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development			
<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.		<b>Project Objective:</b> To create a harmonious environment where Local Economic Development plays a vital role	

**OUTCOMES**

<b>Outcme</b>	<b>Target</b>
Number of beneficiaries benefited & number of commercial farmers created	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

<b>Milestones / key performance areas and targets</b>					
<b>Project Targets</b>	<b>1<sup>st</sup> QTR 30 Sept</b>	<b>2<sup>nd</sup> QTR 31 Dec</b>	<b>3<sup>rd</sup> QTR 31 Mar</b>	<b>4<sup>th</sup> QTR 30 Jun</b>	<b>Comments</b>
	Appointment of service provider	Logistical support	Nomination of beneficiaries		

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R1 000 000	R250 000		R250 000		R500 000				

## GENERAL INFORMATION

<b>Department :</b> Development Planning		<b>Manager Responsible:</b> LED Manager	
<b>Section:</b> Manager: LED/Tourism		<b>Project Title:</b> PACA study conducted	<b>Project No.</b> 06
<b>Project Budget:</b> R50 000.00		<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development			

<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.	<b>Project Objective:</b> To create a harmonious environment where Local Economic Development plays a vital role
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**OUTCOMES**

Outcome	Target
	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
		Appointment of a service provider			

## PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R50 000			R50 000						

## GENERAL INFORMATION

<b>Department :</b> Development Planning	<b>Manager Responsible:</b> LED Manager	
<b>Section:</b> Manager: LED/Tourism	<b>Project Title:</b> Up & running anchor project	<b>Project No.</b> 06
<b>Project Budget:</b> R3 000 000	<b>LM:</b> Nquthu	<b>Wards:</b>
<b>National KPA:</b> Local Economic Development		

<b>IDP Objective:</b> To create a climate conducive for sustainable economic growth and job creation.	<b>Project Objective:</b> To create a harmonious environment where Local Economic Development plays a vital role
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**OUTCOMES**

Outcome	Target
Productive community gardens	30 June 2015

**PROJECTIONS FOR SERVICE DELIVERY (PERFORMANCE INFORMATION)**

Milestones / key performance areas and targets					
Project Targets	1 <sup>st</sup> QTR 30 Sept	2 <sup>nd</sup> QTR 31 Dec	3 <sup>rd</sup> QTR 31 Mar	4 <sup>th</sup> QTR 30 Jun	Comments
Number of community gardens or commodities that has been supported by this initiative	Involve SCM processes to purchase two tractors with all the inputs	Formulate co-operative database for farmers.  Look for vacant land to	Hire & train the drivers.  Form a committee Forum	Start farming & producing  Supply fruit & vegetable markets	

		use for farming			
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**PROJECTIONS OF EXPENDITURE (FINANCIAL INFORMATION)**

Project Budget	1 <sup>st</sup> QTR 30 Sept		2 <sup>nd</sup> QTR 31 Dec		3 <sup>rd</sup> QTR 31 Mar		4 <sup>th</sup> QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R3 000 000	R500 000		R500 000		R1000 000		R1000 000		

**SECTION H:  
PERFORMANCE MANAGEMENT  
SYSTEM**

Consolidated Annual

Performance Reporting Template For  
Nquthu Municipality  
2012/2013 Financial Year

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## INTRODUCTION

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### Background to Municipal Performance Reporting

The Consolidated Municipal Performance Report is compiled in terms of the legislative requirements of Chapter 6 of the Municipal Systems Act No. 32 of 2000 and Chapter 12 of the Municipal Finance Management Act No. 56 of 2003. The Municipal Systems Act prescribes the role of each sphere of government in municipal performance reporting.

### Purpose of the Report

The purpose of this Consolidated Annual Municipal Performance Report is to report on progress being made by Municipalities towards achieving the overall goal of “a better life for all”. Furthermore, the report is a key performance report to the communities and other stakeholders in keeping with the principles of transparency and accountability of government to the citizens. It subscribes to the South African developmental nature of participatory democracy and co-operative governance and responds to the principles of the Constitution, Batho Pele, and White Paper on Local Government, MSA and the MFMA.

## KPA 1: Municipal Transformation and Institutional Development

The main focus in this key performance area is the institutional and organisational capacity of municipalities to perform their functions and fulfil their developmental role as stipulated in the Constitution and the White Paper on Local Government. Institutional and organisational reform in Local Government is the key to sustainable municipalities. Having been allocated separate powers and functions entrenched in the Constitution, municipalities had to organise themselves in preparation to fulfil these functions and powers. Organisational transformation in Local Government is further explicitly prescribed in Section 51 of the Municipal Systems Act which provides as follows:

“A municipality must, within its administrative and financial capacity, establish and organise its administration in a manner that would enable the municipality to:-

- be responsive to the needs of the local community;
- facilitate a culture of public service and accountability amongst its staff;
- be performance orientated and focussed on the objects of Local Government set out in section 152 of the Constitution and its developmental duties as required by section 153 of the Constitution;
- ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with the priorities and objectives set out in the municipality’s Integrated Development Plan;
- establish clear relationships, and facilitate co-operation, co-ordination and communication, between:
  - a) its political structures, political office bearers and its administration;
  - b) its political structures, political office bearers and administration and the local community;
- organise its political structures, political office bearers and administration in a flexible way in order to respond to changing priorities and circumstances;

- perform its functions:
  - a) through operationally effective and appropriate administrative units and mechanisms, including departments and other functional or business units;
  - b) when necessary, on a decentralised basis;
  - c) assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms;
  - d) hold the municipal manager accountable for the overall performance of the administration;
  - e) maximise efficiency of communication and decision-making within the administration;
  - f) delegate responsibility to the most effective level within the administration;
  - g) involve staff in management decisions as far as is practicable; and
  - h) provide an equitable, fair, open and non-discriminatory working environment”

This Key Performance Area (KPA) focuses on organisational capacity and includes indicators that show progress on how municipalities have organised themselves in terms of building capacity to deliver, compliance with equity targets as well as implementing both the organisational and individual performance management systems Municipal performance in this KPA was assessed in the following six (6) focus areas:

- Performance Management Systems;
- Filling of Section 57 Manager positions;
- Signed performance agreements by Section 57 Managers;
- Disciplinary processes against Section 57 Managers;
- Employment Equity; and
- Skills development.

**Table 1: The Annual Report (Section 127 (2) MFMA) Submission rate per Municipality**

Municipality	2010/11		2011/12		2012/13	
	Annual Report Submitted	% Submissions	Annual Report Submitted	% Submissions	Annual Report Submitted	Date Published
Nquthu	Yes	100%	Yes	100%	Yes	31 August 2013

**Performance Management System****Table 2: Implementation of PMS per Municipality**

Municipality	PMS Policy Framework developed /reviewed and adopted by Council	No of Section 54/56 Performance Agreements signed	PMS audited by an Internal Auditor for functionality and legal compliance	Performance Audit Committee (PAC) Appointed	Submission of previous year's council oversight report and made public	No. of quarterly performance reports submitted	Cascading of PMS to lower levels
Nquthu	Yes (2009)	5	Yes	Yes	No	4	No

**Table 3: Linkage between IDP, SDBIP, and Performance Agreements per Municipality**

Municipality	2010/11	2011/12	2012/13
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	IDP Framework Approved	Are the IDP KPI's aligned to s57 managers Performance agreements?	IDP Aligned To SDBIP	IDP Framework Approved	Are the IDP KPI's aligned to s57 managers Performance agreements?	IDP Aligned To SDBIP	IDP Framework Approved	Are the IDP KPI's aligned to s57 managers Performance agreements?	IDP Aligned To SDBIP
Nquthu	Yes	No	Yes	Yes	No	No	Yes	No	No

**Table 4: Filling of Section 54/56 Managers posts**

Section 54/56 posts	2010/11			2011/12			2012/13			Reasons for vacancies
	Approved posts	Filled posts	% of filled posts	Approved posts	Filled posts	% of filled posts	Approved posts	Filled posts	% of filled posts	
Municipal Manager	01	01	100%	01	01	100%	01	01	100%	N/A
Chief Financial Officer	01	01	100%	01	01	100%	01	01	100%	N/A
Technical / Infrastructure	01	01	100%	01	01	100%	01	01	100%	N/A
Corporate Services	01	01	100%	01	01	100%	01	01	100%	N/A
Development Planning	01	01	100%	01	01	100%	01	01	100%	N/A
TOTAL	05	05	100%	05	05	100%	05	05	100%	N/A

**Table 5: Number of Approved, Filled and Vacant Section 54/56 Posts per Municipality**

Municipality	2010/11			2011/12			2012/13		
	No Of Approved 54/56 Posts	No Of Filled Section 54/56 Posts	No Of Section 54/56 Vacancies	No Of Approved 54/56 Posts	No Of Filled Section 54/56 Posts	No Of Section 54/56 Vacancies	No Of Approved 54/56 Posts	No Of Filled Section 54/56 Posts	No Of Section 54/56 Vacancies
Nquthu	5	5	0	5	5	0	5	5	0

**Table 6: Disciplinary Processes Against Section 54/56 Managers**

Municipality	2010/11			2011/12			2012/13		
	No Of Reported Cases	No Of Pending Cases	No Of Resolved Cases	No Of Reported Cases	No Of Pending Cases	No Of Resolved Cases	No Of Reported Cases	No Of Pending Cases	No Of Resolved Cases
Nquthu	0	0	0	0	0	0	0	0	0

**Compliance with the EEA****Table 7: Women Appointments – Section 54/56 Managers**

Municipality	2010/11	2011/12	2012/13
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	No. of Section 54/56 posts approved	Women appointed in Section 54/56 posts	No. of Section 54/56 posts approved	Women appointed in Section 54/56 posts	No. of Section 54/56 posts approved	Women appointed in Section 54/56 posts
Nquthu	5	0	5	0	5	0

**Table 8: Employment of people with disabilities (Whole Organization)**

Municipality	2010/11			2011/12			2012/13		
	Total no. of approved posts	No. of people with disabilities	% of people with disabilities	Total no. of approved posts	No. of people with disabilities	% of people with disabilities	Total no. of approved posts	No. of people with disabilities	% of people with disabilities
Nquthu	00	00	00	00	00	00	00	00	00

**Table 9: Employment of employees that are aged 35 or younger (Whole Organization)**

Municipality	2011/12			2012/13		
	Total Approved Posts	No Of Posts Occupied By Staff Aged 35 Or Younger	% Of Posts Occupied By Staff Aged 35 Or Younger	Total Approved Posts	No Of Posts Occupied By Staff Aged 35 Or Younger	% Of Posts Occupied By Staff Aged 35 Or Younger
Nquthu	179	57	31%	153	54	35%

**Table 10: Development and Implementation of Specific HR Policies and Systems – 2011/12**

Municipality	Recruitment and Selection Policy			Skills Development Plan			EE Plan			HRM and HRD Policies		
	/Reviewed /Developed	Approved	Implemented	/Reviewed /Developed	Approved	Implemented	/Reviewed /Developed	Approved	Implemented	/Reviewed /Developed	Approved	Implemented
Nquthu	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes

**Table 11: Development and Implementation of Specific HR Policies and Systems – 2012/13**

Municipality	Recruitment and Selection Policy			Skills Development Plan			EE Plan			HRM and HRD Policies		
	/Reviewed /Developed	Approved	Implemented	/Reviewed /Developed	Approved	Implemented	/Reviewed /Developed	Approved	Implemented	/Reviewed /Developed	Approved	Implemented
Nquthu	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No

**Table 12: Workplace Skills Plans submitted by municipalities to LG SETA**

Management/ staff level	2010/11		2011/12		2012/13	
	Total No of staff	No. of staff	Total No of staff	No. of staff	Total No of staff	No. of staff

	approved	trained	approved	trained	approved	trained
Councillors	34	34	34	34	34	34
Senior Management level	5	5	5	5	5	5
lower level employees	*	*	*	*	*	8
Technicians and professional	*	*	*	*	*	32
TOTAL	39	39	39	39	39	79

**Table 13: Municipalities Put under Section 139 Interventions**

Municipality	2010/11		2011/12		2012/13	
	Challenges	Interventions	Challenges	Interventions	Challenges	Interventions
Nquthu	N/A	N/A	N/A	N/A	N/A	N/A

## **Challenges and Interventions**

### **1.1 CHALLENGES**

- Individual Capacity: In acknowledgement of the necessity to recruit suitable personnel to execute the core functions of service delivery
- Institutional Capacity: need for the municipality to have mechanisms to review and realign arrangement for effective service delivery

### **1.2 MEASURES TAKEN TO IMPROVE PERFORMANCE**

- Training of staff
- Work-shopping the policies

### **1.3 RECOMMENDATIONS**

- Improve the training and Capacity Building of officials and Councillors

## KPA 2: Basic Service Delivery

This KPA entails the assessment of the ability of municipalities to deliver infrastructure and basic services, and also report on the role played by National and Provincial Departments in the different sectors in the execution of their functions. Local Government works in partnership with the communities to find sustainable ways to meet their needs and improve the quality of lives. As entrenched in the Constitution, the Millennium Development Goals as well as Vision 2014, government has geared itself to achieve targets for universal access to basic services.

Municipalities are at the forefront of attempts to achieve high levels of service delivery. Service delivery has assumed centre stage in South Africa, due to highly publicized events related to wide-spread protests within various communities. This has put even greater pressure on municipalities to deliver on their mandates and to ensure effective service delivery. The role of municipalities is crucial in dealing with many of the challenges that have led to such high levels of discontent.

A crucial aspect of this process is the provision of basic services such as water, electricity and sanitation for all communities. The historical backlogs in the provision of basic infrastructure for service delivery require that municipalities establish a delicate balance between delivering and improving current services, maintaining existing infrastructure and extending the infrastructure to eradicate the backlog in service delivery.

The focus areas that measure the performance of municipalities in this KPA are the following:

- Access to basic services
  - a) Access to portable water to all households;
  - b) Access to adequate sanitation;

- c) Universal access to electricity; and
- d) Access to adequate shelter.
- **Municipal Infrastructure Grant (MIG)**
- **Free Basic Services (FBS)**
  - a) Indigent policy implementation;
  - b) Free basic water;
  - c) Free basic sanitation;
  - d) Free basic sanitation; and
  - e) Refuse removal.

### 3.2.1 Performance Information Analysis and Progress

#### Provision of basic services

Government is committed to providing access to electricity, water and sanitation as basic services to address the infrastructural backlog. Eighteen (18) years into democracy, government's development programmes are beginning to show tangible results in that access to basic services has improved substantially since 1994. Analysis of progressive trends is provided below on each of the basic services.

#### Access to potable water to all households

In relation to water services, government's goal is for all people of South Africa to have access to potable water by 2014. The MDG goal is to halve proportion of people without sustainable access to improved water source between 1990 and 2015. The basic level of water service is an RDP standard equivalent to a minimum of 25 litres of potable water per day within 200 metres of a household not interrupted for more than 7 days in any year and a minimum flow of 10 litres per minute for communal

water points. The South African service standard is substantially higher than the one defined by the MDGs as 20 litres of potable water per person per day within 1 000 metres of a household.

**Table 14: Access to Adequate Services per Municipality**

Municipality	2010/2011				2011/2012				2012/2013			
	Water		Sanitation		Water		Sanitation		Water		Sanitation	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Nquthu	District Function	District Function	District Function	District Function	District Function	District Function	District Function	District Function	District Function	District Function	District Function	District Function

**Table 16: Access to Adequate Services per Municipality**

Municipality	2010/2011						2011/2012						2012/2013					
	Housing		Refuse removal		Electricity		Housing		Refuse removal		Electricity		Housing		Refuse removal		Electricity	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Nquthu	00	00	3269	3269	1946	1946	00	00	3329	3329	2006	2006	00	00	3389	3389	2066	2066

**Table 18: Blue Drop Water Certification per Water Service Authority**

Municipality	2010/11		2011/12		2012/13	
	% of Blue Drop Water Certification		% of Blue Drop Water Certification		% of Blue Drop Water Certification	
Nquthu	District Function		District Function		District Function	

**Municipal Infrastructure Grant (MIG) Expenditure**

**Table 19: Total Grants, Donations and Contributions Received per Municipality**

Municipality	2010/11			2011/12			2012/13		
	Allocations	Amount Spent	% spent	Allocations	Amount Spent	% spent	Allocations	Amount Spent	% spent
Nquthu	R17 476 817,52	R17 476 817,52	100%	R21 019 455,54	R21 019 455,54	100%	R25 497 000.00	R21 514 920.72	85%

**Indigent Policy Implementation with Regard to Provision of free Basic Services**

**Table 20: Indigent Policies and Registers**

Municipality	2010/11				2011/12				2012/13			
	Reviewed /Developed Indigent Policies	Indigent Policy Implemented	Indigent Registers In Place and date last updated		Reviewed /Developed Indigent Policies	Indigent Policy Implemented	Indigent Registers In Place and date last updated		Reviewed /Developed Indigent Policies	Indigent Policy Implemented	Indigent Registers In Place and date last updated	
			Yes/No	Date			Yes/No	Date			Yes/No	Date
Nquthu	Yes	Yes	Yes	21 June 2011	No	Yes	Yes	21 June 2011	No	Yes	Yes	21 June 2011

**Table 21: Status on the Provision of Free Basic Services by Municipalities - 2012/13**

Municipality	Electricity		Water		Sanitation		Refuse Removal	
	No Of Indigent Households Receiving Free Service	Units Per Household (Kwh)	No Of Indigent Households Receiving Free Service	Units Per House-Hold (KI)	No Of Indigent Households Receiving Free Service	Units/ R Value Pm Per House- Hold	No Of Indigent Households Receiving Free Service	Units/ R Value Pm Per House- Hold
Nquthu	3 800	50 Kwh	3 800	6kl	3 800	00	3 800	R0.00

## **Challenges and Interventions**

### **CHALLENGES**

- The Nquthu municipality has a challenge of funding to reduce the present backlog; the funding that is received by the municipality is not sufficient as the organization does not have much of revenue.
- Ageing staff is a challenge as it is difficult to invest to people who can retire at any time
- There is no staff capacity within technical services department
- Political interference which leads to un-transparent service delivery

### **MEASURES TAKEN TO IMPROVE PERFORMANCE**

- The municipality will engage MISA for the young professionals who will be employed by the Nquthu Municipality so as to solicit qualified technicians who will drive and undertake responsibility in help of the Director so as to keep the technical services department functional.
- Develop an Integrated Waste Management Plan and Infrastructure; these plans will assist to rectify the municipal technical issues.

### **RECOMMENDATIONS**

As the Nquthu Municipality; it is recommended that more funding is given to the municipality so that backlogs that the municipality has can be driven to an excellent point of good service delivery.

### KPA 3: Local Economic Development

This is one of the most important KPA's that the National Government intended using to push back the frontiers of poverty and build a developmental state. It cannot be doubted that the unemployment rate is quite high and if all spheres of government do not collectively play a meaningful role in creating conducive environments to attract jobs, more people will end up in the social grant lists, which puts a tremendous strain on government.

LED is one of those KPA's that most municipalities push to the back burner and do not allocate enough attention, planning and resources to it. It is even worse that most municipalities have not reached a level of appreciating the relevance of the principles of the National Spatial Development Perspective, the importance of developing their Spatial Development Frameworks (SDF) and LED strategies and linking these with their IDPs and the Provincial Growth and Development Strategies.

LED has been recognized as a critical approach to pursue within the context of empowered municipalities, pro-active actions by local communities, and the need to ensure that development is pro-poor in its focus and outcomes.

Local Economic Development (LED) strategies are at the centre of efforts by municipalities to create economic growth and development. It is an absolutely vital tool at the disposal of all municipalities and has the potential to radically improve the lives of all municipal constituents by enabling growth and reducing poverty. However, the strategies associated with LED are not to be viewed as a quick-fix solution to these problems. There are a myriad of potential challenges and obstacles that need to be overcome in implementing such a comprehensive strategy – from local political conditions to the impact of globalization.

In essence, the aim of an effective LED strategy is to reduce the impact of factors that adversely affect local economic growth – such as the rapid increase in urbanisation (which affects all municipalities in some way), as well as global economic ruptures, such as the financial crisis which had a significant impact during the year under review. In order to mitigate these risks, LED requires absolute commitment from the various stakeholders involved in its development and implementation.

An LED strategy forms part of the IDP for each municipality. In many respects, it is the most crucial aspect of an IDP and plays a determining role in the effectiveness of the overall IDP approach. As such, an LED strategy needs to ensure the following:

- Assimilation of socio-economic conditions and needs;
- Establishment of the economic profile of the region;
- Selection of priorities;
- Development of policy thrusts;
- Formulation of strategic interventions;
- Formation of implementation plans;
- Programme and project development that addresses strategic objectives;
- Key performance areas for projects and programmes, including timeframes, targets and reporting mechanisms; and
- Indication of budget prioritization and allocation to deliver on economic priorities.

Ultimately, an effective LED strategy has the potential to improve the quality of life of local communities. However, this is dependent upon the genuine prioritization of the LED by all stakeholders and the active

pursuit of its effective implementation. This requires significant levels of co-ordination between all stakeholders, as well as effective oversight.

**Table 22: Number of Municipalities with Adopted LED Strategies and Filled LED Posts**

Municipality	2010/11			2011/12			2012/13		
	LED strategy reviewed / developed	LED Strategy approved	LED Strategy implemented	LED strategy reviewed / developed	LED Strategy approved	LED Strategy implemented	LED strategy reviewed / developed	LED Strategy approved	LED Strategy implemented
Nquthu	Yes	Yes	Yes	Yes	No	No	No	No	No

**Table 23: Capacity of Municipalities to Implement LED**

Municipality	2010/11		2011/12		2012/13	
	No. of LED posts approved	No. of filled posts	No. of LED posts approved	No. of filled posts	No. of LED posts approved	No. of filled posts
Nquthu	00	00	1	1	1	1

**Table 24: Number of Jobs Created per Municipality**

Municipality	2010/11			2011/12			2012/13		
	Jobs Created Through EPWP	Jobs created through CWP	Jobs created through LED initiatives (including Co-operatives)	Jobs Created Through EPWP	Jobs created through CWP	Jobs created through LED initiatives (including Co-operatives)	Jobs Created Through EPWP	Jobs created through CWP	Jobs created through LED initiatives (including Co-operatives)
Nquthu	0	0	25	91	100	557	100	1145	72 co-operatives

**Table 25: EPWP Implementation per Municipality – 2012/13**

Municipality Implementing EPWP	Person-years of Work Including Training	Person –Years of training	Gross number of work opportunities created	Number of Youth	Number of Women	% of People with Disabilities
Nquthu	1 year	1 Year	100	32	52	None

### **Challenges and Interventions**

- Slow progress in undertaking the project and this is dragging the scope of work and trackable impact is not clear. This refers to Mntshongweni vegetable production.
- There is no Local Economic Development Strategy in place and this hinders on the implementation of programmes that can assist in the economic development of the area and this also make it difficult to identify those areas which have potential in agriculture and other sector of uplifting the economy of Nquthu

### **3.14 MEASURES TAKEN TO IMPROVE PERFORMANCE**

LED and Agricultural Strategies to be developed this financial year (2013/14). This will enable the municipality to ensure that all the economic sectors are well unlocked so as to elevate the local economy.

### **3.15 RECOMMENDATIONS**

It is recommended that the budgeted funds are utilizes at a prescribed term so as to avoid hinders that will affect the municipality's performance.

## KPA 4: Municipal Financial Viability and Management

Profound fiscal efficacy, discipline, prudence and monitoring all provide a sound basis for the delivery of all the key and fundamental municipal objectives. It is therefore imperative that municipalities not only purport to portray but embrace an intrinsic and frugal duty to maximize revenue potential while transparently managing public finances as set out in the Municipal Finance Management Act 2003, and the Municipal Property Rates Act 2004 following the proper International Accounting Standards as prescribed in policy and regulation. The guidelines set therein provide for effective accountability, evident financial sustainability and a financial viability conducive to infrastructure investment and service delivery.

The financial performance of municipalities is based on the 2011/12 financial statements.

- Financial viability data is based on the 2011/12 financial statements of the municipalities. Municipal financial statements are not all in the same format, there are instances where it is difficult to compare the same items across municipalities. In cases where ambiguity may exist, please refer to the municipality's individual financial statement.
- An attempt is made to ensure that the data tables in this report are for the status as at end June 2011.
- Audited financial statements were requested from municipalities and the statements received are considered audited unless unaudited set was received and it wasn't highlighted as such by the municipality.
- Interpretations of the annual financial statements were made based on the statements received from municipalities.

### 3.4.1 Financial Viability

This is the main prescribed Key Performance Indicator (KPI). It is therefore compulsory for all municipalities to submit annual reports on achievements or challenges encountered in achieving according to ratios set in the 2001 Regulations.

Financial viability of Local Government is measured using three (3) Key Performance Indicators:

- **Debt coverage:** which denotes the rate at which a municipality to meet its debt service payments with the financial year from its own sources of revenue. A municipality should have 20% debt coverage.
- **Outstanding service debts to revenue:** refer to the ability of a municipality to service its debts dependant on the rate at which the municipality collects amounts owed to it. In other words it represents the ratio of outstanding debtors to total revenue.
- **Cash flow:** measures the rate at which municipalities can cover their costs, that is the debtor collection rates which result in sufficient cash to enable the municipalities to meet their day to day operational costs. It is mandatory for municipalities to determine cash flow requirements to maintain operations and also have adequate measures to foresee the need to alter operations as required.

**Table 26: Performance against Budget by Municipalities**

Municipality	2010/11			2011/12			2012/13		
	Budget Approved	Revenue	Expenditure	Budget Approved	Revenue	Expenditure	Budget Approved	Revenue	Expenditure
Nquthu	*	97816504	87231742	134308944	117123500	96466779	*	111722239	108132803

**Table 27: Total Grants, Donations and Contributions Received per Municipality**

Municipality	2010/11			2011/12			2012/13		
	Total Donations, Grants And Contributions Available	Total Spent	% Expenditure	Total Donations, Grants And Contributions Available	Total Spent	% Expenditure	Total Donations, Grants And Contributions Available	Total Spent	% Expenditure
Nquthu	63586658	12516511	77.94%	95388232	83233430	87%	115257757.96	111495228.48	91%

**Table 28: Auditor General Opinion per Municipality**

Municipality	Audit Opinion 2010/11					Audit Opinion 2011/12					Audit Opinion 2012/13				
	Clean Audit	Unqualified	Qualified	Adverse	Disclaimer	Clean Audit	Unqualified	Qualified	Adverse	Disclaimer	Clean Audit	Unqualified	Qualified	Adverse	Disclaimer
Nquthu			✓				✓					✓			

**Table 29: Outstanding debt and debt Management**

Municipality	2010/2011				2011/2012				2012/2013			
	Electricity	Sewerage & Refuse	Housing	Other	Electricity	Sewerage & Refuse	Housing	Other	Electricity	Sewerage & Refuse	Housing	Other
Nquthu	3578694	5878234	00	Market Stalls	3189318	8780063	00	276428	2167327	10205542	00	421397

**Table 30: Development of Revenue Enhancement Strategy**

Municipality	2010/11			2011/12			2012/13		
	Strategy Approved	Strategy Implemented	Strategy Improved	Strategy Approved	Strategy Implemented	Strategy Improved	Strategy Approved	Strategy Implemented	Strategy Improved
Nquthu	NO	NO	NO	No	No	No	Yes	Yes	Still implementing recommendations

## **Challenges and Interventions**

- Lack of office space prevents us from appointing staff which affects proper segregation of duties.
- High debtors due to high indigent
- Lack of transfer of ownership of land limits revenue base
- Non-payment for services by customers who have the ability to pay
- Moving to clean audit
- Improve compliance with legislation

## **17 MEASURES TAKEN TO IMPROVE PERFORMANCE**

- Appointment of debt collector to do debt collection
- Appointment of additional debt control clerks
- Develop and implement Revenue Enhancement Strategy

## **RECOMMENDATIONS**

- To continue on implementing the A-G dashboard recommendations

## KPA 5: Good Governance and Public Participation

Good governance according to the democratic principles is achieved through effective public participation. Not only does public participation allow constituents to monitor the governance record of its elected officials, but it also encourages the public to take an active interest in the performance of their municipality and region. It is only through broad public participation that citizens will recognise that their interests are taken to heart – especially the needs of the most vulnerable members of society.

This allows all citizens to be heard in determining the political, social and economic priorities through the establishment of a broad societal consensus that includes civil society, government and the private sector. Active ward-based plans and consultative forums are central structures through which public participation and, ultimately, good governance can be achieved.

This necessarily means that municipalities need to be enabled to perform their duties in order to ensure the implementation of good governance practices and public participation. Section 151 of Chapter 7 of the South African Constitution gives each municipality the right to govern the Local Government affairs of its community on its own initiative, subject to National and Provincial legislation. Additionally, the by-laws of municipal councils are legislative acts that are not reviewable in terms of administrative law.

However, community participation alone is not sufficient in ensuring that good governance practices are adopted. Institutional integrity is of equal importance and individual municipalities should ensure that its Finance Committee, Audit Committee, Council and sub-committees are fully functional. This should be done through the adoption of effective by-laws and policies that entrench the effective performance of all aspects of municipal governance.

**Table 31: Functionality of Ward Committees per Municipality**

Municipality	2010/11 As @ March 2011		2011/12 As @ June 2012		2012/13 As @ June 2013	
	No. of Functional Ward Committees	% of Functional Ward Committees	No. of Functional Ward Committees	% of Functional Ward Committees	No. of Functional Ward Committees	% of Functional Ward Committees
Nquthu	15 of 15	100%	17 of 17	100%	17 of 17	95%

**Table 32: Total Number of Deployed CDW's Per Municipality**

Municipality	2010/11			2011/12			2012/13		
	No Of CDW Posts Approved	No Of CDW's Deployed To Wards	Manner of Feedback	No Of CDW Posts Approved	No Of CDW's Deployed To Wards	Manner of Feedback	No Of CDW Posts Approved	No Of CDW's Deployed To Wards	Manner of Feedback
Nquthu	00	15	*	00	15	*	19	19	The CDW's report back to corporate services HOD

**Table 33: Progress on the Implementation of Anti-Corruption Strategies by Municipalities**

Municipality	2010/11			2011/12			2012/13		
	Anti-Corruption Plan Compiled	Have Council Adopted The Anti-Corruption Plan	Anti-Corruption Plan Implemented	Anti-Corruption Plan Compiled	Have Council Adopted The Anti-Corruption Plan	Anti-Corruption Plan Implemented	Anti-Corruption Plan Compiled	Have Council Adopted The Anti-Corruption Plan	Anti-Corruption Plan Implemented
Nquthu	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

**Table 34: Mayoral Izimbizo per Municipality**

Municipality	2010/11			2011/12			2012/13		
	No. of Izimbizo	Challenges	Resolutions	No. of Izimbizo	Challenges	Resolutions	No. of Izimbizo	Challenges	Resolutions
Nquthu	None	Financial constraints	None	6	Poor attendance	Proper advertisement	1	Community faced by challenges of slow provision of basic services.	Adjust the budget to accommodate the financial issues.

**Table 35: Compliance of municipalities on the analysis, public participation, development, adoption and implementation of the IDP**

Municipality	2010/11		2011/12		2012/13	
	IDP Reviewed	No of stakeholders who participated	IDP Reviewed	No of stakeholders who participated	IDP Reviewed	No of stakeholders who participated
Nquthu	Yes	Records not available	Yes	Records not available	Yes	11

**Table 36: IDP credibility Score per municipality**

Municipality	2010/2011	2011/2012	2012/2013
Nquthu		*	*

**Table 37: Good Governance Indicators as at June 2013**

Municipality	All admin delegations adopted	S59 MSA Delegations adopted	Roles of Committees and Political Office Bearers defined	Meetings convened					No. of meetings where quorum was not achieved		Code of conduct adopted (Council & staff)	Code communicated to community	Interests of councillors and staff declared	Councillors and staff members in arrears with municipal accounts
				Council	Executive mayoral committee	Portfolio Committee	Municipal Management	IDP Representatives	Council	Executive mayoral committee				
Nquthu	Yes	Yes	Yes	4	12	72	12	2	None	None	Yes	No	Yes	No

## **Challenges and Interventions**

### **CHALLENGES**

There are no enough budgets for the other sport codes promotion

There are no proper sport facilities which are conducive to accommodate different sport codes

### **MEASURES TAKEN TO IMPROVE PERFORMANCE**

Request Department of Sport and Recreation to assist with infrastructure development and equipment

### **RECOMMENDATIONS**

- To have enough budget for sport unit
- To have conducive infrastructure

## KPA 6: Cross Cutting Interventions

Cross-cutting interventions are specific issues that are not addressed directly by the Five (5) Key Performance Areas. The interventions deal with how municipalities should organize themselves and mobilize human and financial support to discharge their mandate as provided in the Constitution of the Republic of South Africa. Progress in municipal performance in this KPA had been assessed in the following 5 focus areas:

- Integrated Development Planning;
- Spatial Development Framework
- Disaster management;

This is to be achieved through:

- capacitating municipalities to deliver quality services to communities;
- promoting participative, integrated and sustainable communities;
- ensuring municipal plans reflect national, provincial and local priorities and resources through sound intergovernmental relations;
- being the first port of call for municipalities for advice and support; and
- Facilitating delivery through sound administration and the engagement of all spheres of government and social partners.

**Table 38: Development, Submission and Implementation Rate of SDF's**

Municipality	2010/11			2011/12			2012/13		
	SDF's Approved	SDF's Submitted	SDF's Implemented	SDF's Approved	SDF's Submitted	SDF's Implemented	SDF's Approved	SDF's Submitted	SDF's Implemented
Nquthu	Yes	Yes as a part of IDP	Yes	Yes	Yes	Yes	Yes	Yes	Yes

**Table 39: State Of Readiness on National Disaster Implementation per Municipality**

Municipality	2010/11				2011/12				2012/13			
	Functional Disaster Management Centre	Municipalities With Heads Appointed	Disaster Management Forums Established	Disaster Management Plans	Functional Disaster Management Centre	Municipalities With Heads Appointed	Disaster Management Forums Established	Disaster Management Plans	Functional Disaster Management Centre	Municipalities With Heads Appointed	Disaster Management Forums Established	Disaster Management Plans
Nquthu	Yes	No	No	No	No	No	No	No	No	No	No	No

**Table 40: Functionality of National Disaster Plans in Districts – 2012/13**

Municipality	Disaster Management Centre Established And Fully Functional	Disaster Management Framework	Disaster Management Plans Finalised
Nquthu	No	No	No

**Table 41: Functionality of rural nodes and 8 urban nodes**

Municipality	2010/2011	2011/2012	2012/2013
Nquthu			

### **Challenges and Interventions**

#### **DISASTER MANAGEMENT CHALLENGES**

Insufficient resources

Infrastructure (Disaster Centre)

Poor reporting on the disastrous incidents

Shortage of expertise

#### **DISASTER MANAGEMENT INTERVENTIONS**

- Department of Social Development provide relief stock and psychological support
- UMzinyathi District Municipality provide all kinds of support and assistance

- SAPS provides search and rescue support
- Department of Health provides emergency medical services

#### **DISASTER MANAGEMENT RECOMMENDATIONS**

It is recommended that the disaster unit get full equipment and uniform to combat the disaster in all wards.

**FOURTH QUARTER PERFORMANCE REPORT FROM 01 APRIL- 30 JUNE 2013 (JULY-JUNE 2013)**

**ROUTING EXECUTIVE COMMITTEE**

**25 JUNE 2013**

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**Purpose:**

To present to the EXCO the fourth quarter report in line with the performance agreements signed in terms of section 57(b) of the Municipal systems act.

**Discussion:**

This quarterly report is presented in line with Nquthu Performance Framework adopted in 2007 therefore is legally binding, the Heads of Department are mandated to report quarterly on performance of their departments towards the realization of the targets in the IDP 2012/2013.

Attention is therefore drawn to the section on the adopted PMS framework which stipulates how the internal reporting should take place.

*'Reporting will take a bottom up approach. The performance report will reflect progress in the various development projects.*

**DEPARTMENTAL LEVEL**

*The Director will consolidate all the reports into a single report for the whole directorate. He will vigorously interrogate the monthly departmental performance report as it represents the core business of the department. He will ensure that he monitors progress towards the achievement of performance targets and KPIs and also formulate recommendations aimed at taking corrective action. The director will forward the report along with recommendations to the Municipal Manager*

### **STRATEGIC LEVEL**

*The municipal manager will on receipt of departmental performance reports with recommendations, scrutinize them and pass them to the IDP/PMS Manager. The IDP/PMS manager will then enter all the departmental information into the strategic scorecard of the municipality and then pass the departmental report along with recommendations to the Task Team who will interrogate the report and consider and endorse or amend the recommendations.*

*The IDP/ PMS manger/officer will then make a consolidated report quarterly. The report should be submitted to the Task Team quarterly who will evaluate it based on to what extent the performance targets and KPIs are positively impacting on the developmental objectives. Recommendations should then be formulated around corrective action. This report will then be forwarded to EXCO along with recommendations.*

### **POLITICAL LEVEL**

*The EXCO will review the strategic municipal performance report received quarterly and consider the recommendations made by the Task Team. EXCO members will also have to decide on appropriate procedures for keeping council members informed so that councilors can keep their constituents informed of progress through the ward structures.*

From the reports submitted by the HODs to the Municipal Managers office the following report is presented in line with the national key performance areas.

**A. EXECUTIVE OFFICE**

**MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT: STRATEGIC PLANNING**

- i. The process plan for 2013/14 was adopted by Nquthu Council. The process plan was advertised in line with the Municipal Systems Act.
- ii. The draft IDP of the third generation has been established and adopted by the council on the 27 March 2013 and submitted to COGTA on the 28 March 2013
- iii. The final IDP document for 2013/14 financial year was tabled in the Council and was adopted on the 21 June 2013. It was submitted to COGTA within 10 days of adoption.
- iv. The adoption of IDP was advertised for the purpose of public comments and no comments were received by the municipality regarding the approved document.

## **A1. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

### **A.1.1 RISK ASSESSMENT**

- i. The municipality Updated the Risk Register through Risk Assessment on the 8<sup>th</sup> May 2012
- ii. The municipality completed the Annual Compliance File for 2012/13 financial year
- iii. Report on Risk Management to Audit Committee

### **A.1.2 YOUTH DEVELOPMENT**

- **Youth Conference**

Was held on the 28 June 2013 at V.A. Makhoba; the aim of this conference was to discuss the challenges that affects youth and how to overcome those challenges as well as developing the Youth Development Plan.

- **School Uniforms and Sanitary Towels**

The municipality distributed the school uniform in eight schools where six needy pupil were identified and given the school uniform

- **Annual Future Leaders**

In partnering with future leaders; the municipality conducted school road shows in three high schools with the aim of information sharing to the youth.

- **International Children's day celebration**

The municipality attested the event with the aim of promotion of respect and protection of children's right.

- **UMzinyathi Youth Co-operative Workshop (DTI)**

Department of Trade and Industry has conducted workshop within UMzinyathi District with the aim of funding the youth co-operative as part of job creation and fighting against poverty. This workshop has assisted to identify the youth co-operatives which are already running their scope of project and therefore the aim of DTI is to contribute with funding.

- **KwaZulu – Natal Youth Economic Empowerment**

The municipality attended the summit to provide the framework that outlines the role of government; private sector and society in pursued of youth economic emancipation and participation in the province.

- **Microsoft Youth Spark**

The municipality attended the event with the aim of grasping the opportunity that is available at Microsoft Youth Spark

- **Cubans and clinical assertive**

The municipality provided to well deserving students to the interview process endorsed by the DOH for the Doctoral Bursary Schem

### **A.1.3 COMMUNICATION**

#### **A.1.3a Municipal Publications**

- i. 1 Newsletter produced for the Quarter
- ii. 3 Staff Bulletins produced for the Quarter
- iii. Update on Municipal website
- iv. Update of facebook page

#### **A.1.3b Media Liaison**

- i. 3 Media statement issued on issues pertaining: disability launch, stop rape campaign and back to school campaign
- ii. 3 Talk shows arranged for the Mayor ( Back to School Campaign disability launch and stop rape campaign)

#### **A.1.3c MUNICIPAL EVENT MANAGEMENT**

***(Prepared Invitation, Posters/ Fliers and Program for the following Events)***

- i. Visited CWP projects 09-04-13

- ii. Back to School campaign 19-04-13
- iii. Disability launch 24-04-13
- iv. Graduation of Prisoners Ncome Museum 06-05-13
- v. Visited Incubator Centre 06-05-13
- vi. Visited MIG projects 08-05-13
- vii. Visited Support groups 17-05-13
- viii. Rural Horse riding selection 19-05-13
- ix. Launch of future leaders campaign 24-05-13
- x. Stop rape campaign event 04-06-13
- xi. Visited support groups 10-06-13
- xii. Ward 07 war-room workshop 11-06-13
- xiii. Nondweni community meeting 20-06-13
- xiv. Youth Conference 28-06-13

## **B. FINANCE DEPARTMENT**

## **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

The extent to which the municipality complies with the legislative requirement of the MFMA:

- i. All the section 71 reports are tabled monthly to MANCO, Finance portfolio and EXCO and quarterly to Council (POE: minutes from committee unit)
- ii. MFMA compliance: all returns as required are submitted to relevant Treasury and monthly status report from Treasury is available.
- iii. Payment – all the invoices are paid within 30 days of receipt
- iv. Fixed Assets Register (FAR) –ledger is updated with purchases and system is being addressed with IT and service provider.
- v. Policies – all financial related policies were adopted as per the budget resolution.
- vi. Progress made with the development and adoptions of all financial management policies i.e. supply chain management is in place , credit control has not yet revised, and tariff is going to council for adoption and investment policies has not been revised.
- vii. The annual report was tabled to council and sent to relevant authorities, on the 25<sup>th</sup> of January 2012,
- viii. The municipal draft budget was compiled and submitted to council on the 28 March 2012.
- ix. The municipal final budget was tabled and adopted by Council on the 21 June 2013. It was also advertised as per legislation.

## **C. TECHNICAL DEPARTMENT: BASIC SERVICES**

## **TO PROVIDE GOOD INFRASTRUCTURE FOR THE COMMUNITY**

To improve road access and ensure that the backlog is reduced the following road projects will be undertaken in 2012/2013 financial year.

### **The MIG Projects:**

MIG budget allocation: R 25,400,000.00

Contractors for MIG projects have been appointed and some has been advertised. The construction is in process. The overall completion is 50%. The following projects funded by the MIG.

The following are MIG Projects with their expenditure to date:

<b>Project Name</b>	<b>Budget</b>	<b>Expenditure</b>
Magongoloza Road	R6 075 655.99	R4 273 447.99
Nqashiyane Road	R9,200,000.00	R4 377 979.59
Luvisi Community Hall	R3,154,000.00	R1,292,784.19
Cishane	R 7,155,000	R3 555 305.00
KwaNyezi Community Hall	R2,301,152.00	R1,771,184.27

Mashesheleni Community Hall	R2,000,000.00	R1 401 327.51
Nobhotiyane Road	R3,000,000.00	R2,190,572.01
Nomalanga Road	R6,936,004.79	R5 306 922.77
Ntabeni Road	R5,400,000.00	R2,705,078.07
Manxili community Hall	R3,000,000.00	R244 755.00
Haladu Road	R8,564,803.94	R5 919 671.87
Hluphizwe	5,650,712.84	R4 145 987.55

## **2. ROAD MAINTENANCE**

Ensure that the municipal access roads constructed previously are properly maintained and kept in good order. The maintenance of the roads constructed to be done in order to increase job opportunities so as to eradicate poverty and comply with EPWP.

The municipality have their municipal equipment which is used within the jurisdiction to maintain the municipal roads. The municipal equipment operated in different wards namely: 1;2;3;4;6;7;9;10;11;14;16;17.

The municipality has R1 000 000 which is used to pay for the EPWP and R561 030.37 that was spent to the 30 June 2013, and R1 000 000 for maintenance of roads

### **3. TO REDUCE THE DEMAND OF ELECTRICITY IN NQUTHU**

The intention of local government is to provide basic services to the community such as electricity to ensure the realization of the rights enshrined in the constitution of the republic of South Africa.

The municipality is maintaining the street lights which are installed within the Nquthu Town. As yet there are no connections which have been done but the municipality has funding from department of energy which will be utilized in next financial year for electricity.

### **4 WASTE MANAGEMENT**

Ensuring that waste management is handled in accordance with relevant legislations

- The municipality is collecting the waste within ward 14 and 6 on the weekly basis.
- Solid waste The Nquthu municipality is disposing its Solid waste in the Endumeni landfill as the municipality does not have its own landfill site established.

### **5. SPORTS FACILITIES**

To ensure maintenance of sports facilities.

Nquthu Municipality maintain the existing sport field and the department of sport and recreation has funded the municipality where the municipality has appointed the caretakers to assist in guarding the sport facilities.

- Isilonjana sport facility is practically complete
- Nkande sport facility: the design was endorsed by PSC
- Nquthu Stadium: the Project Manager has been appointed and busy with final design. The Business Plan was submitted to MIG for approval.

#### **D. DEVELOPMENT PLANNING**

- Housing Sector Plan prioritized and adopted in December 2012.
- The municipality conducted Housing Forum meetings concerning the housing programme progress so as to identify the loopholes that are faced by the developers. The first meeting was held in the first quarter on the 20<sup>th</sup> September 2012, the second one on the 14<sup>th</sup> February 2013 and the third one on the 23<sup>rd</sup> May 2013.
- Nquthu Municipality has been in the process of acquiring the title deeds from Land Affairs of Nquthu Town and Nondweni. Exchange of communication with relevant stakeholders has been undertaken to this process but the negotiations are not yet done.
- Eleven building plans were approved this term and five site inspections were conducted.

#### **LOCAL ECONOMIC DEVELOPMENT**

- 38 jobs through Small Town Rehabilitation Programme has been created

- ii. SEDA, DEDT and Municipality provide promotions and trainings, this is an ongoing process
- iii. The municipality is in the process of preparing for Siyaya Emhlangeni Event hosted by Ncome Museum.
- iv. Preparation for the technical mission of two Officials and one Councilor from Nquthu to Bornem.

## **E. CORPORATE SERVICES**

### **Community Services**

Disability forum was established

Meeting for Men'S Forum was held

Meetings for Support Groups were conducted

Meetings for Women's Forum were also conducted as well as disability forum was held

### **Sport and Recreation**

Local selection for horse riding was conducted; this was done to for the purpose of selecting the horses that will take part in the major district event which is Dundee July Event that took place on the 20 July 2013

FOR CONSIDERATION

-----2013/06/-----

NDABA N

**Recommendations:**

1. It is recommended that the report by IDP Manager and IDP/PMS Manager be noted.
2. It is recommended that the report if forwarded to the Mayor, the Full Council and Treasurer

**Recommended/not recommended**

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-2013 /-06/-----

**BP GUMBI**

**MUNICIPAL MANAGER**

**SECTION :**  
**PROJECTS**



**NQUTHU MUNICIPALITY**

**UMASIPALA WASE NQUTHU**

**Private Bag X5521, NQUTHU, 3135**

**Tel: +27(0) 34 271 6100, Fax: +27(0) 34 271 6111**

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Below is the list of proposed capital projects:

**2014/2015 FY MIG PROJECTS**

Project Name	Proposed Budget
	<b>R 29,220,000.00</b>
<b><u>Roads &amp; Causeways</u></b>	
Ntandoyomphakathi Road (ward 01)	R 76,771.24
Dalala Road Ext. (Ward 12)	R 254,973.13
Nqashiyane Road (ward 15)	R 1,053,748.60
Cishane (Hluleni) road (ward 4 &13)	R 292,351.74

Entabeni road (ward 06)	R 554,415.43
Mangongoloza (Phoqukhalo causeway) (ward 08 &7)	R 605,000.71
Vulamehlo Causeway (ward 11)	R 1,000,000.00
Hluleni Road Ext (ward 13)	R 2,500,000.00
Thelezini Road (ward 16)	R 1,500,000.00
Mqunyeni Road (ward 09)	R 2,500,000.00
Nsekwini Road (ward 13)	R 1,500,000.00
Pitso Road (ward 15)	R 2,500,000.00
Luvisi Road (ward 14)	R 2,500,000.00

	<b>R 16,837,260.85</b>
<b><u>Community Halls &amp; Trading Shelter</u></b>	
Manxili community hall (ward 01)	R 1,448,183.25
Luvisi community hall (ward 14)	R 230,532.31
maduladula Hall (ward 07)	R 602,000.00
masotsheni Hall (ward 10)	R 821,410.00
Ngwebini Hall (ward 09)	R 1,066,541.51
Ndindindi Hall (ward 07)	R 1,295,473.69
Leneha Hall (ward 16)	R 1,000,000.00

Vulamehlo Hall (ward 11)	R 2,000,000.00
	<b>R 8,464,140.76</b>
<b><u>Sport Facilities through MIG Funding</u></b>	
Nkande Sport (ward 17)	R 1,918,598.39
Mafihleng Sport (ward 13)	R 2,000,000.00
	<b>R 3,918,598.39</b>
<b>In house Funded Projects (2014/2015)</b>	
Extension of Municipal Offices (ward 14)	R 10,000,000.00
Construction of a Youth Centre (ward 14)	R 4,000,000.00

Road Surfacing & Stormwater management (ward 14)	R 4,000,000.00
Ingoboti Road (ward 10)	R 2,500,000.00
Mpolweni Causeway (ward 11)	R 2,000,000.00
Ezinkondlwaneni Stormwater Diversion (ward 14)	R 2,500,000.00
Installation of 4 Flood Lights (ward 6 & 14)	R 2,000,000.00
Welcome to Nquthu Signs (ward 14)	R 1,500,000.00
Construction of Nquthu Indoor Sport Facility (ward 14)	R 700,000.00
	<b>R 29,200,000.00</b>

<b>2015/2016 FY MIG Projects</b>	
	<b>R 30,508,000.00</b>
<b><u>Roads &amp; Causeways</u></b>	
Vulamehlo Causeway (ward 11)	R 1,000,000.00
Nsekwini Road (ward 13)	R 1,000,000.00
Thelezini Road (ward 16)	R 1,000,000.00
Ngolokodo Road (ward 17)	R 2,500,000.00
Phoqukhalo Road (ward 7)	R 2,500,000.00
Masakhane Road (ward 5)	R 2,500,000.00

Thokoza Bridge (ward 9)	R 2,500,000.00
Nhloya Bridge (ward 10)	R 1,000,000.00
Extension of Nomalanga Road (ward 2)	R 2,500,000.00
Entabeni bomvu (ward 12)	R 1,500,000.00
	<b>R 18,000,000.00</b>
<b><u>Community Halls &amp; Trading Shelter</u></b>	
Ndindindi Hall (ward 07)	R 704,526.31
Leneha Hall (ward 16)	R 1,000,000.00

Nkande Hall (ward 17)	R 1,500,000.00
Zicole Hall (ward 13)	R 2,000,000.00
Thelezini Hall (ward 15)	R 2,000,000.00
Gubazi Hall (ward 11)	R 2,000,000.00
Haladu Hall (ward 16)	R 1,303,473.69
Ntanyandlovu Hall (ward 11)	R 1,000,000.00
	<b>R 11,508,000.00</b>
<b><u>Sport Facilities through MIG Funding</u></b>	

Mafihleng Sport (ward 13)	R 1,000,000.00
-	<b>R 1,000,000.00</b>
<b>2016/2017 FY MIG Projects</b>	
	<b>R 31,738,000.00</b>
<b><u>Roads &amp; Causeways</u></b>	
Nomandenga Road (ward 17)	R 2,500,000.00
Magogo Ext (ward 3)	R 2,500,000.00
Masakhane Bridge (ward 5)	R 2,000,000.00

Fahlaza Ext. (ward 3)	R 2,500,000.00
Entabeni bomvu (ward 12)	R 1,000,000.00
Nhloya Bridge (ward 10)	R 1,000,000.00
	<b>R 11,500,000.00</b>
<b><u>Community Halls &amp; Trading Shelter</u></b>	
Haladu Hall (ward 16)	R 696,526.31
Tlokomo hall (ward 17)	R 2,000,000.00
Machitshana hall (ward 4)	R 2,000,000.00
Eziqhazeni hall (ward 15)	R 2,000,000.00

Magabeni creche (ward 7)	R 2,000,000.00
ngedla hall (ward 10)	R 2,000,000.00
Mabululwane hall (ward 8)	R 2,000,000.00
Mahlungulu hall (ward 6)	R 2,000,000.00
Masakhane hall (ward 5)	R 2,000,000.00
silutshana hall (ward 2)	R 2,000,000.00
	<b>R 18,696,526.31</b>
<b><u>Sport Facilities through MIG Funding</u></b>	
Jama Horse Riding (ward 4)	R 3,000,000.00

Springlake sportfield (ward 12)	R 3,000,000.00
	<b>R 6,000,000.00</b>

### **Electrification Projects**

1. Ngedla and Ncepheni
2. Mangwe Buthanani
3. Ntalantala
4. Ngonini
5. Nsekwini
6. Magogo

### **Local Economic Development Projects**

Project Name	Budget
Nondweni Shopping Centre	
Nquthu Shopping Centre	
Sheet and wool project	R1 000 000
Incubator project support	R250 000

