

'2009-10



INTEGRATED DEVELOPMENT PLAN REVIEW REPORT

[To become a model rural local municipality in South Africa]

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Vision

“To become a model rural local municipality in South Africa”

Mission

We provide efficient and effective sustainable services.

Strategic Objectives

Good-Governance & Public Participation

- To engage the communities in the municipal development process & involve key stakeholders in discharging our mandate.
- To ensure good corporate governance and accountability as part of service delivery.
- Socio-economic development
- To attract investments by facilitating economic growth through infra-structural & rural development.
- To reduce poverty, unemployment & the prevalence of communicable diseases by embarking on pro-poor service delivery.

Infra-structural Development & Basic Services Delivery

- To ensure provision of efficient, effective, sustainable & qualitative basic services.

Financial Management & Viability

- To increase municipal revenue through sound financial management practices.
- To ensure a pro-poor budget and implementation thereof.

Institutional Transformation

- To adhere to service excellence by attracting, developing and retaining competent human capital.

Key Policy Statements

Revenue Enhancement

- Increase in revenue by the expansion of the rates base, whilst being sensitive to the economic circumstances faced by the community in these recession times, through the implementation of the Property Rates Act.
- Improvement of revenue by continuously investing in financial returns yielding capital.
- Adoption of a 'rainmaker' approach through innovative proposals and motivational measures for management (at least 30% generated through internally generated proposals for funding).

Human Capital Funding

- Cap staff salaries expenditure (excluding councillor allowances) between 25 and 35% of total budget,
- Ensure that training budget is between 2% to 4% of total salaries budget,
- Of the total training budget 20% for senior management 10% for councillors and 70% for the rest of the staff.

Policy Statement on Capital Budget

- Only capital budget for tools of the trade (i.e. capital for operational purposes) shall be financed from internal sources and infrastructure shall be financed from MIG and other grants.
- The proportional presentation of the capital budget shall be 30% for infrastructure with a potential for future economic returns, 10% for high maintenance infrastructure and 60% for low maintenance infrastructure,
- The spatial presentation of the capital budget shall be 30% for Nkandla Main Economic Node, 10% to potential Economic Nodes and 60% to service nodes, tourism nodes and the rest of the Municipal area.

Policy Statement on Local Economic Development

The council commits to ensure that the Gross Value Added shall be used as the measure of the Local Economic Growth. The GVA shall be monitored on a continuous bases and a target above the National target shall be set to be between 6-10%. This is in line with the current rate of 10%.

"The council acknowledges Local Economic Development through local economic growth and creation of employment as the tool of eradicating poverty and creation of wealth."

It is this commitment that has led to shift in the past three years from the social security intensive interventions to a more sustainable local economic development approach throughout the Medium Term Framework planning and implementation.

CHAPTER 1

1. Introduction

From the majestic rolling hills, lush with the indigenous greenery & the thickest most natural Forest ever found in South Africa. To the zigzagged puzzles of rivers that run endlessly, forming beautiful pathways in between the rolling greens, there is no doubt that Nkandla is one of the most beautiful places in South-Africa as it lies untouched in its most natural form. The air is unpolluted; the place is rich with culture which has been preserved over centuries and passed on from generation to generation.

Some of the South-Africa's greatest leaders come from the area. Nkandla is indeed the source of nature & the home of history. It was in the valleys of this great place that the Regiments of King Shaka kaSenzangakhona led a great war against people of Zwide in the efforts of forming the mighty Zulu nation during the Mfecane era. During the time the very same Zulu nation faced its greatest phase of despondency and tribulations that nearly undid the sterling work of Ilembe(King Shaka). King Cetshwayo(one of the Nation's greatest Kings) was laid to rest within the spread of the untouched natural forest of Nkandla.

This is a place where some of the first signs of Black resistance, against the system that was to put them under despicable oppression for a further century emerged. The journey from the

consolidation of the Zulu nation to its persecution up to the revolution against the system would be incomplete without mentioning the name Nkandla. The great heroes like Sgananda KaZokufa Shezi (of the Bambatha Rebellion Fame) originated from Nkandla were peacefully laid to rest there. The place has also been a cradle to the best heroes and heroines who have gone to excel in different spheres of human life, and made their mark in South Africa and the whole world, in recent times including the likes of Phuz' ushukela (Maskandi Pioneer).

This rich heritage and the resilience of the people of Nkandla is the greatest gift they inherited from their forefathers and mothers. Their stories need to be told to the whole nation and the years of under-development that followed the scorn and the dislike by the previous regime need to be known by the whole world. The people of the world need to know that Nkandla is a place where one can find solace & peace, where one can feel at one with nature, where one can turn back the hands of time and reflect on the past and get the sense of what being a true African means.

This Integrated Development Plan therefore is a tool to ensure that this municipality remains holistically in terms development, is a tool that endeavours to push Nkandla onto the national & global market. It is a true recognition of where we are as a municipality, how far we have come and how quickly we are getting to our destination taking full cognizance of that which makes us. This document will demonstrate how the people want to unlock themselves from the chains of poverty through

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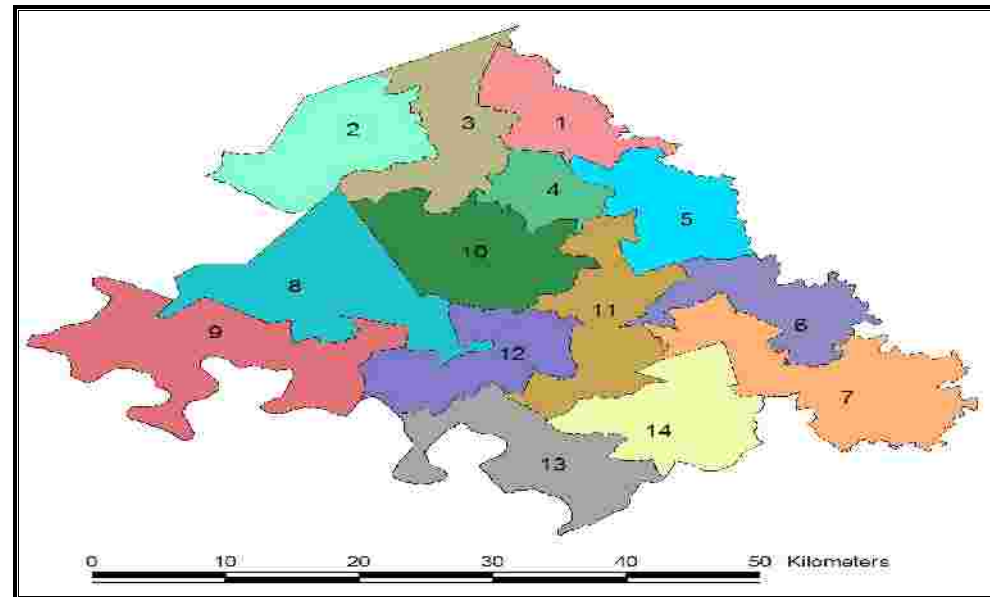
identification and utilization of their unique natural resources, the rich heritage and leveraging through their ever resilient nature.

Lastly, this IDP is a measure of developmental successes & failures and a manner in which this municipality accounts to its own citizens. This document is for the people of Nkandla & anyone else that recognizes the endless opportunities & potential that lies in the area.

CHAPTER 2

2. Location

Nkandla is one of six local municipalities located within the uThungulu District (DC 28) in the North-Eastern portion of KwaZulu-Natal. The District extends from the Tugela River in the north along the coast to the Mozambique border and extends inland to the Eshowe and Nkandla districts (See Map 1 below)



Nkandla Town, classified as a Rural Service Centre (RSC) and a Provincial Rural Administrative Centre (PRAC), is the only formalised urban area located within Nkandla situated

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approximately 55 kilometres South-West of Melmoth and 60 kilometres from Eshowe. It is isolated from the major development corridors and the only access roads to the town are the roads from Eshowe through to the Nkandla Forest Reserve, the main road from Melmoth, and via a gravel road from Greytown and Kranskop.

Nkandla Municipality is located at the heart of KwaZulu-Natal in the most Western end of UThungulu District Municipality (DC 28) with a population that is estimated at 133 602, 57 being women and a density of 64 people per kilometre. 80% of the land is Traditional Authority held in trust by the INgonyama Trust. The remaining 20% of the land is held under trust farms, Nkandla Town located in the north-east of the municipal boundary and a Nature Reserve in a form of Nkandla Indigenous Forest and Amatshenezimpisi Game Reserve in Ward 6. The municipality is surrounded by the following local municipalities: Ulundi to the north, Nquthu in the north-west, Msinga in the west, uMvoti in the south-west, Maphumulo in the south, UMLalazi in the south east and UMthonjaneni in the east. It is totally land-locked and is removed from the National Road Routes.

The topography of Nkandla is characterised by slopes and hills which pose a challenge in accessibility and speedy delivery of basic services because of the settlement patterns. The main rivers running across Nkandla are the UThukela River which runs from the north-west to the south of the municipal area, the

Mhlathuze River which runs in the eastern part of the municipality and the Nsuze River which runs from the north towards the south of the municipal boundary.

The municipal area is accessible via P16 linking Nkandla with Kranskop, Greytown and Pietermaritzburg, P50 linking Nkandla with Eshowe, Nquthu and Vryheid and P15 linking Nkandla with Melmoth and Ulundi.

CHAPTER 3

3. Establishment

The Municipality was established in year 2000 and was administered by UThungulu DM, soon after its establishment, until the finalization of the construction of the Municipal Offices on Lot 292 Maree Road in Nkandla Town in 2002 and the employment of more senior municipal officials.

3.1. The nine years of developmental local governance

During the period from 2000 up to 2009 a great distance has been covered by the Municipality towards improving the lives of the people and realising its vision and objectives. The following key milestones were achieved;

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

- Infrastructure towards provision of basic services and improvement of the lives of people investment made by the Municipality to the amount of around R 30 million
- 70% residents have benefited since 2000 from the Municipality's Free Basic Services program,
- 70% residents are now receiving clean water in terms of the RDP standards,
- 15-20% residents have been connected to electricity

- A viable and reliable technical services department has been established

LOCAL ECONOMIC DEVELOPMENT

- A fully - fledged Local Economic Development Unit/ Office was established,
- Comprehensive Local Economic Development Plan was developed, approved and timeously reviewed,
- 700 part time jobs have been created by the Municipality from its infrastructure investment program,
- About 100 small businesses have been supported by the Municipality through capacity support or direct procurement to local suppliers.

FINANCIAL VIABILITY AND MANAGEMENT

- The full implementation of the Municipal Property Rates Act
- The compliance with the Municipal Finance Management Act (MFMA).
- Development of financial policies
- Establishment of the Treasury Office

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Establishment of the ward committees in all 14 wards.
- Involvement of ward committees in the setting of performance targets and plans.

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- Development, approval and timeous review of the Communication Strategy
- Development of a continuous and sustainable Municipal newsletter (Ingede)
- Effective involvement of community in the development of the IDP and Budget
- Establishment and implementation of an effective Performance Management System.
- Internal Audit established & Audit Committees in place and meet regularly.

INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

- Construction and extension of Municipal Offices.
- Filling of critical posts.
- Adequate acquisition and replacement of all necessary assets and other support requirements.
- Appointment of the Municipal Manager and establishment of the staff component and development of Job Descriptions.

The above are but a few key milestones that have been achieved from the time the Municipality was established from nowhere to its current state when it is expected to meet the full mandates of the constitution and the people living within it.

3.2. The key successes

KEY PERFORMANCE AREA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
PROGRAM/PROJECT	EXPENDITURE	FUNDED BY
Roads and Storm Water	R 11,500,000	MIG and Internal Funding
5 x Taxi Ranks	R 1,000,000	Internal Funding
6 x Market Stalls	R 1,300,000	MIG and Internal Funding
5 x Community Halls / Service Centres	R 5,000,000	MIG
10 x Crèches	R 2,300,000	Internal Funding & MIG
	R 24,350,000	

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

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PROGRAM/PROJECT	EXPENDITURE	FUNDED BY
Agricultural Centre	R 2,000,000	Internal
Fresh Produce Market	R 3,000,000	MIG
SME Centre	R 2,000,000	MIG
2 Year Poverty Intervention Program	R 2,000,000	Internal
Agrarian Revolution Program	R 1,500,000	Internal
3 year Tourism Development Program	R 300,000	Internal
Amatshezimpisi Revamp Project	R 460,000	Internal

		Grant
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KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
PROGRAM/PROJECT	EXPENDITURE	FUNDED BY
Training of Councillors	R 650,000	Internal
Ward Committee Establishment and induction	R 350,000	MSIG and Internal
Establishment and publishing of newsletter since 2003	R 450,000	Internal

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT		
PROGRAM/PROJECT	EXPENDITURE	FUNDED BY
Financial Internship Program	R 1,000,000	Finance Management Grant
Asset Register	R 350,000	Finance Management

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3.3. State of the key sector Plans

The Municipality has since its establishment put in place or actively participated in the development of key sector plans and frameworks which are pillars of ensuring an integrated approach to infrastructure development and service delivery.

KEY PERFORMANCE AREA: ORGANIZATIONAL AND INSTITUTIONAL TRANSFORMATION		
PROGRAM/PROJECT	EXPENDITURE	FUNDED BY
Job descriptions	R 550,000	
Skills Audit	R 150,000	
Annual Workplace Skills Plan	R 150,000	
Business Excellence Model	R 200,000	
Drafting and review of policies	R 350,000	
SAMDI Management Development Program	R 400,000	
Administrative Facilities	R 3,250,000	Establishment Grant & Internal
	R 5,050,000	

Basic Service Delivery and Infrastructure Development Frameworks

The Municipality has developed and annually reviewed all relevant frameworks regarding the spatial issues and environmental management. The Spatial Development Framework was developed back in 2005/06 financial year and was reviewed during the current financial year 2008/09). Subsequent to this the review of the Land Use Management System is currently in progress. Zooming further into the Spatial Development Framework, Nodal Framework Plans for identified development nodes has been developed.

Due to the ambiguity around the location of the Environmental Health Services function sourcing funding to develop a municipal environmental plan has been a challenge. However, during the development of the IDP and in all development initiative environmental considerations are taken (see 7.7. below) and together with the Department of Environmental Affairs some projects are currently in place e.g. Alien Plants eradication project and Soil erosion rehabilitation projects. Regarding the refuse removal, solid waste disposal

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sites and cleansing functions the Municipality has developed the Waste Management Plan.

Regarding the water, electricity and other functions which are with the District, the Municipality has been engaged in both the development and review of all relevant sector plan Below are some of those sector plans that are in place and the Municipality participated in;

- Water Services Development Plan,
- Integrated Transport Plan and
- Energy Master Plan

To come up with an integrated approach to human settlements the Municipality developed and approved the Housing Master Plan in the 2006/07 financial year. On an annual base engagements are done with the Department of Human Settlements to review the plan to be in line with the current developments within the housing sector.

Socio Economic Development Frameworks

The Municipality developed the Local Economic Development Plan. This Plan was developed and is annually reviewed in line with the annual District LED Summits. Over and above the LED Plan, the Municipality has also conducted a Business Retent and expansion survey, which looks at the activity of business within the Municipality as a measure of economic growth within the municipal area and ways to improve them.

SECTOR PLAN	In place Yes /No	BUDGET (If not in place)	YEAR APPROVED	YEAR REVIEWED	PROSPECTIVE FUNDER
Local Economic Development Plan	Yes		2007	Annually	
Business Retention and Expansion Program	Yes		2008	N/A	

Institutional Transformation and Organisational Development Frameworks

The Municipality developed its Employment Equity Plan and was adequately reviewed in terms of the Employment Equity Act, 55 of 1998 in 2007. The Municipality also on annual basis, has been developing the Workplace Skills Plan in line with the Municipality's broader Human Resource Strategy. This was also informed by a work study on human resources conducted in 2007.

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SECTOR PLAN	In place Yes/No	BUDGET (If not in place)	YEAR APPROVED	YEAR REVIEWED	PROSPECTIVE FUNDER
Employment Equity Plan	Yes		2007	N/A	
Workplace Skills Plan	Yes		2008	Annually	
Human Resource Work Study	Yes		2007	N/A	

Financial Viability and Management Frameworks

Based on the needs basis and the available resources from internal and external sources, the Municipality developed a comprehensive Financial Management Plan. The financial plan also looks at strategies that would enhance the sustainability of the municipality within the medium to long term framework. These strategies include amongst other things, measures to enhance the revenue of the municipality.

Good Governance and Public Participation Frameworks

Communication Strategy covering internal and external communication has been developed. This strategy also covers the mechanisms to fruitfully engage and strengthen ward committees. An amount of R250,000 has been allocated to

implement this strategy. Another critical framework that has been developed is the Fraud Prevention Strategy. This is the strategy in terms of the guidelines issued by the Department of Local Government and Traditional Affairs and covers fraud prevention, detection and reporting mechanisms.

SECTOR PLAN	In place Yes/No	BUDGET (If not in place)	YEAR APPROVED	YEAR REVIEWED	PROSPECTIVE FUNDER
Communication Strategy	Yes		2007	N/A	
Fraud Prevention Strategy	Yes		2007	N/A	

3.3. Key challenges

The Municipality has many challenges that it has to overcome in its quest to making the Municipality a model rural Municipality in South Africa. Most of these challenges emanate from the historic background as outlined above and from the very demarcation of a municipality as a purely rural Municipality characterised by an ocean of poverty with no commercial or industrial centre. These challenges are captured below;

Spatially

The topography, poor road networks & sparsely populated settlements make development an even

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bigger challenge. An unauthorized settlement within the Economic Nodes has a negative impact on investment. The prime commercial sites within Nkandla Town as a Primary Node are privately owned which hinders development of the town. Inappropriate structures were previously erected in the inadequate sites.

Opportunity:

- The Nodal Framework Plans have been finalized. These plans outline the investment potential per Node as well as the individual level of infra-structure in Nodes. This will result in planned & organized development which is bound to encourage investment.
- 80% of the implementation recommendations from the SDF have been undertaken which will soon result in overall organized settlements.

Socially

The unemployment rate is at 75%, there are no prospects of reduction because there are no new viable investments onto the area. The community is largely dependant on social grants; the prevalence of HIV/AIDS & other communicable diseases is high.

The number of HIV Aids orphans that are not registered is high therefore not eligible for social grants. It is estimated that 1 of 4 people in Nkandla is HIV positiv
The estimated number of people living with HIV/Aids in

Nkandla is now above 15 000 with almost 2000 being children. Care for Orphans & Vulnerable children needs emphasis; more NGOs need to come on board to reciprocate government programmes. 28% of the population has no schooling at all; this has a negative impact on the overall skills base of Nkandla.

Stock-theft remains the major crime in Nkandla. Women, child & drug abuse is on the increase. The topography & road networks render some areas inaccessible by the police, hence encouraging crime. The area is prone to natural disasters, with at least one area affected per year, mostly due to storms, gale force winds & 'veld-fires'. The repercussions are worse because of high-level poverty.

Economically

As mentioned before, prime commercial land is privately owned, these impacts on the speed that investments may flow to the area. The turn-around time in terms of development approvals in the sector departments due to capacity constraints has a negative impact as well. The isolation of the municipality from the major routes & development corridors impacts negatively on the economic growth. Poor infra-structure & the unorganized settlement patterns within the municipal area is a major investment deterrent. Focus is on micro-economics due to the

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community's social profile, the investment by Government is mostly on soft-infrastructure.

Opportunity: Socially & Economically

- Availability of Land for development
- Availability of Development Plans e.g. LED Strategy, LUMS, SDF, Town Planning Scheme and Tourism Plans
- Tourism sites that are of historical significance.
- Eco-tourism potential sites.
- Cultural wealth
- Minimal pollution

Institutionally

The major challenge is in attracting and keeping competent, skilled & experienced staff, the staff turnover is very high. There are no skills development centres/ institutions within the municipal area, which makes it doubly expensive to develop staff/ councillors. The quality of life tends to be lower than that in the urbanized area which also has an impact on the retention of adequate staff. Poor financial viability impacts also on the number of staff that can be attained, as well as the level of salaries.

Opportunity: Institutionally

- The municipality is advanced in implementing its equity policies
- The municipality has developed policies in place.
- The municipality has expanded its staff capacity and is accessible to the communities.

- The performance management system to detect early poor performance.
- Implementers of the five KPAs.
- Young, informed & energetic management staff.

Financially

The municipality is 88% dependant on grants; the revenue base is minimal; mostly due to the fact that, the municipality owns a meagre 2% of the total land. Delay in the GAMAP/GRAP conversion has led to huge back-logs in debt collection. There is a high staff turnover in the key strategic positions within the Finance Department which has had an impact on the operations of this critical department. The population is mostly indigent & therefore is exempt in terms of the Municipal Property Rates Act. The annual budget for the year 2008/9 is R30 834 620.

Opportunity:

- Implementation of municipal by-laws to increase the revenue.
- Investment in revenue-related projects.

Infra-structural Development & Basic Service Delivery

The Water back-log is at 40% & the sanitation back-log is at 74%. The priority roads to kick-start economic viability are:

- Completion of P50 as the main route that links Nkandla with other towns will unlock tourism & facilitate corridor development.

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- P90 Ntingwe and Qhudeni LED node (26.9km). This would complete the linkage with the town of Kranskop and open access to Ekhombe Hospital and the Qhudeni Secondary Node.
- P16-3 Ntingwe and Qhudeni LED node (44.2km). This would improve access to the Qhudeni secondary node from the northern regions of Nkandla.
- P707 Ekhombe Hospital and Qhudeni LED node (25.9km). It is an important link for a number of communities in the northern region of Nkandla.
- D1642 Amatshenezimpisi guest houses (8.3km). This would improve access and encourage tourism. 19 067 out of approx. 22000 households of the population reside in traditional dwellings.

CHAPTER 4

4. The strategic intent

The MEC's comments for 2008/09 IDP review indicated that even though the IDP document met all the requirements or issues to be addressed by an IDP document, it was found wanting on capturing the imagination of the reader as the strategic thrust of the council.

To improve on this the strategic intent as discussed within the council structures and other stakeholders through the workshop on Integrated Development held in November. The strategic intent is encapsulated in the Municipality's 5:18 Turnaround strategy. The strategy captures issues to be addressed in the next 18 months to stabilise the Municipality and make it better footed to address its Long Term Development Framework.

It is however critical to stress that this 5:18 TAS works within a Long Term Development Framework. The Long Term Development Framework is discussed in detail in Part C chapter 13. The Long Term Development is a detailed analysis or a depiction of what ought to be in place within a 15-20 year period for a Municipality. From this LTDF a Capital Investment Framework has been developed computing all capital projects that will be required during the Long term period.

4.1. The five point excellence strategy

The 5:18 TAS is aimed at re-engineering the organization to be able to meet its expectations set out in the LTDF. The 5:18 TAS is an 18 months intervention aimed at the 5 priority areas in line with the National Key Performance Areas. A full strategy documents with details thereto is attached but in summary it is aimed at making the following 5 key interventions;

- Improve the financial position of a Municipality through prudent cash flow and other financial management systems.
- Put systems in place to attract, develop and retain quality human capital,
- Development and implementation of a credible Infrastructure Investment Framework Plan backed by prudent operational and maintenance arrangements.
- Ensure sustainability of the Local Economic Growth (as per the Business Retention Survey) and ensure such growth translates to poverty reduction and sustainable livelihoods.
- Ensure that the Municipality obtains an unqualified audit opinion for the 2009/10 financial year.

The 5:18 TAS provides detailed actions to be taken to ensure the re-engineering for the Municipality to be best suited to

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achieve its objectives. The 5:18 TAS will be implemented in 3 phases as follows;

- Phase 1: Systems alignment and consolidation.
- Phase 2: Inspiring Trust and Confidence.
- Phase 3: Service Delivery Acceleration.

It is hoped that once all the interventions outlined in the 5:18 TAS are addressed, not only will the organization be in a good standing to achieve its objectives, but will gain the trust and the confidence from all relevant stakeholders both from within and outside the organization.

4.2. The high level intervention policy statements

The policy framework statements are the policy positions that would guide future decisions of the council in critical questions that the council deals with on an ongoing basis. These policy positions are to be the thrust of all strategic initiatives and shall also guide the implementation of such strategies.

The following are the minimum policy positions emanating and informed by the political leadership of the Municipality. These are not aimed at stifling discussion or creativity but aimed at guiding different structures within the Municipality.

4.2.1. Budget policy framework

The budgeting policy provides the framework for the preparation of the Municipality's budget. These are the parameters that shall be taken into consideration in the

preparation of the budget. Any deviation from these parameters shall be discussed and exceptions may be made in certain exceptional cases.

Policy statement Revenue

The council strives to increase its revenue through a three-pronged approach,

- Firstly the council will increase its revenue by expanding the rates base, whilst being sensitive to the economic circumstance faced by the community, through the implementation of the Property Rates Act.
- Secondly, the council shall also improve its revenue by continuously investing capital that yields financial returns.
- Lastly the council commits to put in place such mechanisms that will ensure and motivate management to adopt a 'rainmaker' approach (at least 30% generated through internally generated proposals for funding).

Policy Statement Human Capital Budget

The council strives to ensure efficient human capital that operates at optimum capacity by:

- Capping staff salaries' expenditure (excluding councillor allowances) to between 25 and 35% of total budget,
- Ensure that the training budget is between 5% to 7% of total budget,

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- Of the total training budget 20% for senior management 10% for councillors and 70% for the rest of the staff.

Policy Statement on Capital Budget

To ensure the sustainability of the Municipality the Capital Budget shall be as follows;

- Only capital budget for tools of the trade (i.e. capital for operational purposes) shall be finance from internal sources and infrastructure shall be financed from MIG and other grants.
- The proportional presentation of the capital budget shall be 30% for infrastructure with a potential for future economic returns, 10% for high maintenance infrastructure and 60% for low maintenance infrastructure,
- The spatial presentation of the capital budget shall be 30% for Nkandla Main Economic Node, 10% to potential Economic Nodes and 60% to service nodes, tourism nodes and the rest of the Municipal area.

4.2.2. Local Economic Development Policy Framework

The council of Nkandla Municipality acknowledges that if any changes were to be made in the lives of the people, Local Economic Development would have to be at the centre of the developmental agenda of the Municipality.

The council commits to a shift from a rudimentary approach to Local Economic Development to an integrated approach. This will be done by ensuring that all developmental programs by the Municipality and external service providers shall be evaluated as to their impact to the Local Economy.

Policy Statement on Local Economic Development

The council commits to ensure that the Gross Value Added shall be used as the measure of the Local Economic Growth. The GVA shall be monitored on a continuous bases and a target above the National target shall be set to be between 6-10%. This is in line with the current rate of 10%.

Over and above the targeting of the Local Economic Growth, job creation shall be at the centre of the Local Economic Development and shall be the main measure of the performance of the Local Economy. The Municipality shall monitor all internal and external infrastructure investment's ability to create jobs. The Municipality shall on an annual basis measure Jobs Created per Rand Invested within the Municipal area.

A job creation monitor shall be developed and maintained and annually upon approval of the IDP a universal jobs target shall be set and upon approval of the budget municipal generated jobs target shall be

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set. The annual report shall also report on the actual
jobs created per annum.

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CHAPTER 5

5. Political Leadership

Like in all Municipalities, the leadership of Nkandla Municipality is a democratically elected collective tried and trusted by the community to ensue the developmental dreams and aspirations of all who live within the Municipality.

The council is a combination of both party participatory and constituency based with an Executive Committee approach. The Municipality has 14 ward committees and 14 party representatives forming a formidable council of 28 members chaired by the speaker. The council has five members of the Executive Committee chaired by the Mayor.

5.1. List of Councillors

WARD COUNCILLORS

Name	Port-folio	Ward	Gender	Population per ward	No of House holds per Ward	Area per (km2)
Cllr S.Z. Dlamini	Member of the Executive Committee	1	Male	9499	1653	87

	and Representative at the District Council.					
Cllr S.O. Sibiya	Ward Councillor	2	Male	9911	1590	133
Cllr B.B. Dlomo	Ward Councillor	3	Male	8822	1458	123
Cllr P. Khanyile	Ward Councillor	4	Male	6374	1185	54
Cllr Z.O. Zulu	Mayor	5	Male	12722	2625	106
Cllr N.F.J. Nzuzana	Deputy Mayor	6	Female	6112	1086	101
Cllr M.N. Mthombeni	Ward Councillor	7	Male	9969	1713	179
Cllr S.L. Mthembu	Ward Councillor	8	Male	10577	1902	182
Cllr T.M. Dladla	Ward Councillor and Representative at District	9	Male	8777	2373	208

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	Council.					
Cllr S.E. Mhlongo	Ward Councillor	10	Male	12135	2118	146
Cllr M.T. Majosi	Ward Councillor	11	Male	9316	1650	131
Cllr M.J. Mkhize	Speaker	12	Male	8374	1251	113
Cllr S.N. Masikane	Ward Councillor	13	Male	11922	2034	137
Cllr M.N. Nkwanyana	Ward Councillor	14	Male	9096	1566	129
PARTY-REPRESENTATIVES IN COUNCIL						
NAME		PORT-FOLIO		GENDER		
Cllr T.M. Sosiba		Exco Member		Female		
Cllr S.E. Dlomo		Member of Council		Female		

Cllr M.T. Khumalo	Member of Council	Male
Cllr S.E. Mahaye	Member of Council	Female
Cllr M.L. Mncube	Member of Council	Male
Cllr P.R. Dlamini	Member of Council	Female
Cllr F.K. Magubane	Member of Council	Female
Cllr J.B. Khumalo	Member of Council	Female
Cllr S.E. Mhlongo	Member of Council	Male
Cllr B.Z. Mncadi-Mpanza	Member of the Executive Committee and a Representative at District Council.	Female

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Cllr B.V. Member of Council Khanyile	Male
Cllr BC Member of Council Basi	Male
Cllr N.Z. Member of Council Zuma	Male
Cllr M. Member of Council Zuma	Male

S.E.DLOMO
M.ZUMA

5.2.3. COMMUNITY AND ECENOMIC DEVELOPMENT
SERVICES

N.F.J. NZUZA- CHAIRPERSON
B.V.KHANYILE
T.M. SOSIBA
S.E.MHLONGO
P.R. DLAMINI
B.B. DLOMO
S.E.MAHAYE

5.2. Portfolio Committees

Currently there are five portfolio committees established as follows;

5.2.1. FINANCE

THE MAYOR CLLR Z.O.ZULU – CHAIPERSON
M.N. MTHOMBENI
M.T. KHUMALO
M.L. MNCUBE
J.B. KHUMALO

5.2.2. CORPORATE SERVICES

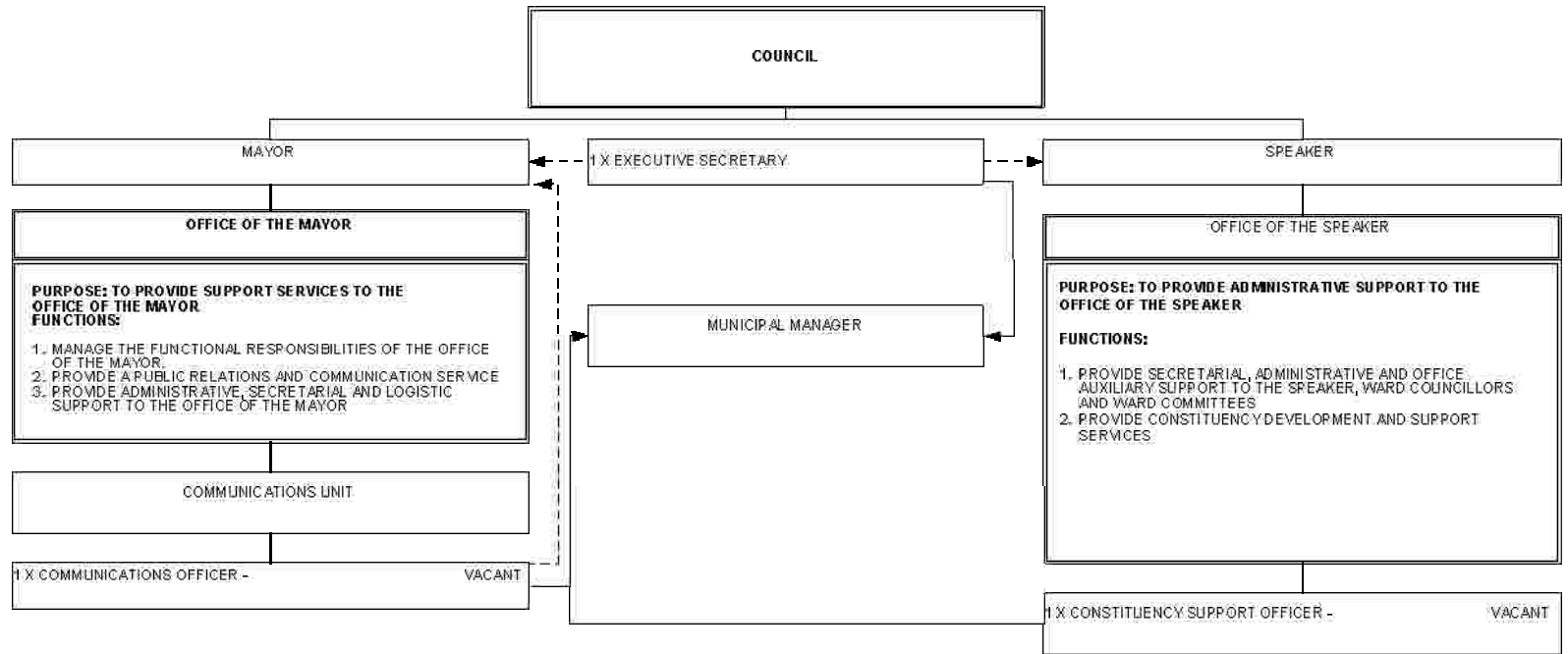
B.Z. MNCADI-MPANZA-CHAIRPERSON
T.M. DLADLA
S.L. MTHEMBU
S.O. SIBIYA
N.Z.ZUMA

5.2.3. PLANNING AND TECHNICAL SERVICES

S.Z.DLAMINI
M.T.MAJOZI
S.N. MASIKANE
M.N.NKWANYANA
F.K.MAGUBANE
M.J.MKHIZE
B.C.BASI

10 DECEMBER, 2007

NKANDLA MUNICIPALITY: MACRO STRUCTURE



FUNCTIONAL CONTROL = MAYOR/SPEAKER
 ADMINISTRATIVE CONTROL = MUNICIPAL MANAGER

KEY:
 → INDICATES DISCIPLINARY REPORTING LINE

TOTAL FOR PAGE = 3

Part A Conclusion

For the benefit of the user it is critical to mention that Part A is a summary of the entire document and provides a strategic thrust for the council in tackling the challenges defined above. It is also critical to describe the logical approach followed in compiling the document as follows;

- i. Analysis of the status quo and collection of community needs from the public,
- ii. Through public participation, engage community on the vision and strategic objectives,
- iii. Engage different stakeholders on identified needs through the IDP process plan,
- iv. Development of a Long Term Development Framework identifying key issues to be addressed in the Long Term
- v. Informed by the Long Term Development Framework and the Spatial Development Framework Develop a Long Term Capital Investment Framework
- vi. Based on the LTCIF and available funding develop a five year Financial Plan
- vii. From a Financial Plan an 3 year Mid Term Revenue and Expenditure (Annual Budget) is developed

Next is Part B which deal in detail with the status quo analysis which is a point of departure hence informs all the needs and issues that would be addressed. It shall however be noted that the strategic thrust discussed above cuts across and would inform the biases going forward in terms of the priorities and the developmental strategies.

PART B: Situational Analysis

CHAPTER		PAGE
6	Effective Public Participation	
7	Demographics	
8	Spatial analysis	
	8.1. Local Economic Development	
	8.2. Urban Development	
	8.3. Agriculture and Forestry	
	8.4. Tourism and Recreation	
	8.5. Spatial Management Areas	
	8.6. Social Infrastructure Services	
9	Institutional capacity	
	9.1. Organizational Structure	
	9.2. Key Institutional Frameworks	

CHAPTER 6

6. Effective Public Participation

In preparation of this IDP there has been a shift away from the solely Imbizo approach to a blend of both Izimbizo and a more meaningful ward committee approach. The council engaged ward committees and ward councillors such that within a broad municipal vision, each ward could identify their specific ward vision.

This approach also called Local Area Planning approach also enabled the council to sell the broader municipal vision to ward committees. Through the LAP approach the council is also able to engage with each ward in promoting the Spatial Development Framework as a development rationale to the development agenda of the municipality.

After serious engagements the wards reviewed the previous ward needs analysis to be in line with both a broader developmental vision and the outcomes of the Spatial Development Framework.

2008/09 IDP NEEDS REVIEWAL

WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7
High School	Sports Ground at Cungwane, AmaZondi, Ekuphiweni, Ezindumeni & Amagidini	Stray Animal impounding at Kwadlomo T/C	Causeway at Ethalaneni in Nhlanhleni, Mbizwe in Ethokoza, Mbizwe in Kwamaphumulo, Vuka in Gijima, Ekukhanyeni in Qhikiza.	Community Clinic	Vumanhlamvu – hall (community Service Centre), Sport field, Community Gardens, water, Electricity	Clinic at Nqamana, Nhlababo
Sport Field At Matshensikazi	Fencing of fields at: Bhacane Mpotholo Ntatshane Emagidini Ezindumeni Ngabayena	Poultry farming	Sport field at Ekukhanyeni	Cattle DIP: Kwamadiyane, Nqundu	Mandaba – Sport field, upgrading of roads, hall, water, electricity	Creche' at Ntshamanzi, (emergency mobile crèche'), Sbhudeni, Nhlababo

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	Madaka Dayingubo					
Fencing Of Gardens	Water in all areas of ward 2	Installation of MTN Network at Malunga	Bridge at Mevanae River, Mthandanhle.	Town Creche	Mathiya – upgrading of sport fields, Fencing of gardens, Electricity, water	LED Projects – 1. Poultry farming at Nhlababo, Makhanyezi, Nyawoshane .
Halls At Ezibisini, Nkungumathe	Creche at Zatschelwayo, Dayingubo & Cacaneni	Vodacom Cellular Mast	Multi-Purpose Centre at Ekukhanyeni	Community Garden	Ndweni – upgrading of Sport Fields, baking projects, beads work Sewing projects	Game Reserve at Nyawoshane
Rural Housing At Nkungumathe, Ezibisini,	Sewing projects in the whole ward	Orchard establishment	Fencing of Graveyards at Ngwenyeni, Emadanyini,	Fencing of Grazing Land at	Mqubeni – crèche, electricity, upgrading of	Sewing Cub at Nyawoshane ,

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Gosweni, Matshensikazi			Mbizwe, Vuka, Nhlanhleni, Ekukhanyeni, Mthanadanhle.	Cholwane, Nontshiza, Matshenezimpsi,	sports field	Makhanyeni, Zintinini
Roads At Kwadladla To Thalaneni, Gosweni To Skhaleni	Road renovation at Malunga to Fort-Louis Mabhuqwini to Jubilee Mt Magogo to Mpotholo Bhacane	Construction of Primary school at Masekwa of Ndikwe	Fencing of Gardens at Sthandokuhle, Sixhoko, Zamokuhle, Thalathula (Ndaba), Thuluzobona, Manzamnyama, Ngwegweni, Ntiwane.	Recreational Park: Town	Mabangela – upgrading of sports field, electricity, sewing and beadwork project	Goat Farming at Nyawoshane
Police Station At Chwezi	Fencing of community gardens in the whole ward	Water Supply at Dloyiyana	Pastures in the whole ward.	Combi-court: Nkandla Town	Houses at Mathiya	Ploughing at nyawoshane , Zintinini
	Toilets in whole ward	Construction of road humps near wozawoza Primary School	Clinic at Ekukhanyeni in Nhlangane Store	Land-scaping: Nkandla Town		Fencing of Gardens at Emahlathi, Nqamana

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Electricity Infill		at KwaZondi				
B & B At Ohlelo	Candle-making project in the whole ward	Completion of Electricity supply in Wozawoza, Sdumuka, Nongamlana.	Creche' at Nontshiza, Mndunduzeli, Mthandanhle	Electricity: The whole ward		Skills Development Centre at Esibhudeni
Shopping Complex at Chwezi	Electricity in the whole ward	SABC at Malunga	Communication system – Towers at Ekukhanyeni.	Technological Hub & Conference Centre		Housing at Ezintinini, Makhanyezi
	Seeds & Fertilizer for Farming Projects at Ezindumeni, Mpotholo & Bhacane	Grave yard at Masekwana (Ndikwe)		Fencing of grave yard at KwaNqundu		Sports Facilities at Nhlababo.
	Poultry Framing at Dudumani Area	Mobile Clinic shelter at Ethaleni				New Schools at Emahlathini
	Building blocks project at Ntatshana area	Sport Field at Malunga/Ngap haka thi, Thaleni, Ndikwe (Ntaben'ezibo mvu),				Water at Ntshamanzi at Hlwehlwe (Egugu)

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		Wozawoza, Vimbimbobo.				
		Pension pay out point at Ethaleni				Community soup kitchen at Nyawoshane
		Fencing of Ploughing Fields at Sdumuka, Thaleni, Wozawoza, Nongamlana, Vimbimbobo, Ngaphakathi/M alunga.				Courseway at Mvuzane
		Electricity in the whole ward.				
		Government Tractors, seeds and manure at Vimbimbobo.				
		Crèche at Sdumuka, Thaleni, Sidashi, Ndikwe, Wozawoza, Nongamlana.				

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		Fencing of Grazing Land at Sdumuka, Sidashi, Vimbimbobo, Ngaphakathi/Malunga.				
		Road Construction at Sdumuka, Thaleni, Sidashi, Wozawoza, Vimbimbobo.				
		Bridges and Coarseway at Sdumuka, Ndikwe (Masekwana), Wozawoza, Nongamlana, Vimbimbobo, (Nongeni, Nomlenzana).				
		Toilets at Sdumuka, Thaleni, Ndikwe, Nongamlana, Ngaphakathi/				

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		Malunga.				
		Ambulance Help at Vimbimbobo.				
		Water at Thaleni, Ndikwe, Vimbimbobo.				
		School security at Vimbimbobo.				
		Hall at Thaleni, Ndikwe, Nongamlana, Vimbimbobo.				
		Cleaning of Schools at Vimbimbobo.				
		Training Projects at Thaleni, Ngaphakathi/Malunga.				
		Fencing of Grave Yards at Ndikwe.				
		Dips at Vimbimbobo				

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		Gel Stove at Vimbimbobo				
		Tents in old age pay points at Vimbimbobo				
		Houses at Dumuka, Thaleni, Sidashi, Ndikwe, Wozawoza, Nongamlana, Vimbimbobo, Ngaphakathi/M alunga.				
		Multi-Purpose Centre at Ngaphakathi/M alunga. Milling machine at Ngaphakathi/M alunga.				
Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	Ward 13	Ward 14
LIBRARY at						

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Qhudeni	Crèche At Esikhwane x2, Nkomeziphansi x3, Isamungu x2, Inhloshane, Bangamanzi, Shobalenyathi x3, Mayese, Ntshamlomo x4	Matholamgele – Tractor, electricity, fencing of camps, paltry farming.	Crèche at Ofeni, Ophindweni, Mdllelanga, Mtshwili, Simanjalo,	Water at Masolosolo, Macala, Emwane, Zamela, Ekhothongweni, eTholeni.	Water at Thuma, Tulwane, Ezidlozini, Manyane, Mwane	Creche at Golokodo, Chube
Road P16	Gardens at eSikhwane, Mayese, Nkomeziphansi,	Manakwe – water, electricity, road, crèche', fencing of fields.	Garden at Ofeni	Water upgrades(Vutshini Ntingwe Scheme) at ejokweni, Pholela Dlowane, Ntingwe	Electricity in the whole ward	Sports Ground at Chube, kwaKhanyile
Multi Purpose Centre At Qhudeni	Water in the whole ward	Mahlathini / Xulu – water, electricity, fencing of camps, Community	Primary School at Ofeni	Electricity at Pholela, Mwane, Ejokweni, Dlowane, Macala, Masolosolo, Salofu, Vumbu,	Sanitation at Mpabalala, Mthungwini, nowunda, Ezilozini, Tulwane,	Fencing of ploughing fields in the whole ward 14

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Community Hall At Ntshiza	Construction of primary at eSikhawini, Bangamanzi, Nkomeziphansi	Service Centre, Housing, Sewing place, milling machine, upgrading of sports fields, housing, fencing of gardens, dip, Library. Maphuthu - Community Service Centre, fencing of Fields, fencing of grave yards at Thulani, tractors, electricity, youth skill development, sport fields.	Sanitation in the whole ward	Nongweni, Nomahlosi, Mbabane, Msobotsheni, Ezihlabeni. Roads at Pholela D 1634, Ejokweni A1635, Dlwane, P16/2, D 878, Macala, Masolosolo, Ntingwe, Nomahlozi.	Manyane Mwane, Crèche Mphalwini, Ezilozini, Mphabalala, Manyane, Nowunda, Bambiswano, Mwane	Maintenance of existing cattle dip at Hhalambu, Mkhalazi, Othukela
Water At Zinjimbeni, Kwagugu, Qhuden Forest, Ekhomb	Fencing of gardens at Nkomeziphansi, iNtshamlomo	Mndunduzeli – toilets, fencing of gardens, roads, Ndikwe	Road at Simanjalo,	Housing at Pholela, Ejokweni, Dlolwane, Mwane, Macala, Masolosolo, Salofu,	Primary School at Thuma	Houses at Ezimbidla, Mphundumane

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e, Devondale, Nsi ngbantw, Mathangeni, Ntshiza		road.		Vumbu, Nongweni, Nomahlozi, Mbabane, Msobotsheni, Ezihlabeni, Machanca and Nomahlosi.		
Houses at Bangamanzi, Mayese, Nkomeziphansi, Ntshamlomo, Esikhwane, Esihosheni, Samungu, Nhloshane, Kwadina, Shobalenyathi	Madlozi – crèche', clinic, High School, Poultry Farming, Sports Fields, bakery, water, electricity, fencing of grazing land,	Pay point at Ngomankulu	Fencing of Grazing Land at Pholela, Ejokweni, Dlowlwane, Mwane, Macala, Masolosolo, Salofu, Vumbu, Nongweni, nomahlosi, Mbabane, Nongweni, Msobotsheni, Ezihlabenu.	High School at Jameson drift		
Construction of Secondary School at Shobalenyathi, Esikhwane (Lungel ani School)		Clinic at Dlab	Fencing of Fields at Vumbu, Salofu, Nongweni, Mbabane, Msobotsheni, Nomahlozi, Ezihlabeni.	Road at Esikhaleni A1539 – to Malenje, Ezilozini to Hlwane		

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	Road construction, regravelling and upgrading at Bangamanzi, Mayese, Nkomeziphansi, Samungu,		Bridge at Ngomankulu,	Fencing of Gardens at Mwane in Mdutshini, Nikulwazi in Ejokweni, Pholela, Zamakusebenza in Jabavu, Masibonisane in Dlolwane, Celimpilo in Ejokweni.	Causeway at Thuma, Mwane	
	Electricity at Bangamanzi, Mayese, Ntshamlomo, Esihosheni, Samungu, Nhloshane, Kwadina, Shobalenyathi		Housing subsidy in the whole ward	Crèche construction Ejokweni, Macala, Nomahlosi, Vumbu, Salofu, Dlolwane, Ezithaleni.	Housing Subsidy at Kwamagwaza	
	Clinic at Bangamanzi		High School at Dlabe	Crèche renovations at Pholela, Jabavu, KwaNzuza	Fencing of Gardens in the whole ward	
	Community Hall at Bangamanzi, Mayese,		Fencing of grazing land at Mdlalanga, Mtshwili, Dlabe,	Service Centre at Ntingwe, Pholela,	Irrigation system at Nothekwane, Ezilozini,	

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	Shoobalenyathi		Ophindweni		Manayane, Mwane	
	Playground at Mayese, Nkomeziphansi, Ntshamlomo, Samungu, Nhloshane, Kwadina, Shobalenyathi		Dip at Dlabe, Mtshwili	Sports ground at, Pholela, Ejokweni, Msukane (Macala, Masolosolo)	Water dams at Mphabalala, Mthungweni, Thuma wind mill Pumping	
	Community Centre at Nkomeziphansi, Ntshamlomo, Esihosheni, Community Centre,		Poultry farming at Ophindweni, Mtshwili Mdelelanga, Chube	Community halls at Ejokweni, Mhaye (Macala, Masolosolo) Nomahlosi (Mbabane), Vumbu (Nongweni)	Dipping tanks at Mphalwini, Ezilozini,	
	Municipality Road At Ntshamlomo, Esikhwane, Esihosheni, Kwadina		Fencing of Cemetery at Mdelelanga	Information Resource Centre/ Library Services at Dlolwane, Ntingwe	Zibambeleni project at Thuma, Tulwane, Manayane, Mwane	
	Fencing of Sivuye School at Ntshamlomo		Sport Field at Ophindweni	Skills Centres at Dlolwane.	Saterlite Police Station at Tulwane with Drop in Centre	
	Flagship at		Electricity in the whole		Poultry Farming Ezilozini, Thuma	

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	Ntshamlomo		ward		Mthungwini	
	Library at Esihoshen, Nhloshane		Water connection at Ofeni , Mdlelenga, Ngomankulu, Simanjalo		Clinic at Tulwane	
	Business Centre at Esihosheni, Nhloshane		Houses at Dlabe, Mtshwili, Mashushu, Ophindweni, Malenje and Jojingwenya, Chube		Library at Tulwane	
	Voting Station at Nhloshane Game Reserve at Kwadina		Amachube Community Trust Mall Amachube Community Trust Forestry		Community Hall at Mphabalala Sport Field at Thuma	
			Amachube Trust Motuary		Chrisian Centre at Tulwane	
			Amachube Community Trust B&B Amachube Trust Crop & Stock Farming		Vodacom network at Nothekwane Bridge at UThukela River, KwaMagwaza	

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			Amachube Community Trust Park			
			Amachube Community Trust Saw Mill			
			Amachube Community Tust skills Development Centre			
			Amachube Community Trust Quarry & Dam			
			Amachube Community Garage			
			Amachube Community Butchery			
			Amachube Community Trust Tourism Site			
			Amachube Community Multi – Purpose Centre			

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			Amachube Trust Hotel			
			Amachube Trust Golf Course			
			Amachube Trust Cultural village			
			Amachube Community Trust Distribution Point			
			Amachube Trust Dipping Tank			

CHAPTER 7

7. Demographics

The official statistics issued by the Statistics South Africa after the community survey based on the sampling method in 2007 indicated a decrease in total population from 133,602 in the 2001 census to 127,451. The number of households decreased from 24,216 in 2001 to 22,387 in 2007. The statistics can be summarised as follows;

PROFILE ON NKANDLA LOCAL MUNICIPALITY

CATEGORIES		Nkandla
AREA (km ²)		1827
POPULATION		127 451
POPULATION DENSITY (people/ km ²)		62
DEMOGRAPHICS	AFRICAN	100
	INDIAN	0
	COLOURED	0

GENDER	WHITE	0
	FEMALE	57
	MALE	43
AGE	< 4	15
	5 – 19	44
	20 – 64	35
	> 65	6
INCOME LEVELS (%)	R0/ HH	37
	R1 - R801/ HH	37
	R801 - R1600/ HH	13
% UNEMPLOYMENT (Statistics SA)		25
DEPENDENCY RATIO (% of people dependent on remaining economic active group)		77
EDUCATION LEVELS	% NO SCHOOLING	28

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	% WITH GRADE 12	11
FINANCIAL GRANT DEPENDENCY (% OF MUNICIPAL BUDGET)		88
% PEOPLE <u>NOT</u> HAVING ACCESS TO:	WATER	66
	SANITATION	77
	ELECTRICITY	95
	REFUSE	93
	HOUSING	80

respect to backlogs in the provision of other services, some contributing factors have been scattered concentration of extremely rural settlements such as in 12 out of the 1 Wards. This settlement pattern has made it extremely expensive to provide basic household infra-structure at an acceptable level, further compounded by the scarcity of financial resources. In year 2007/8, 68%% of households had access to water and a mere 5% of households were electrified. 47% of households have access to sanitation as per RDP standards.

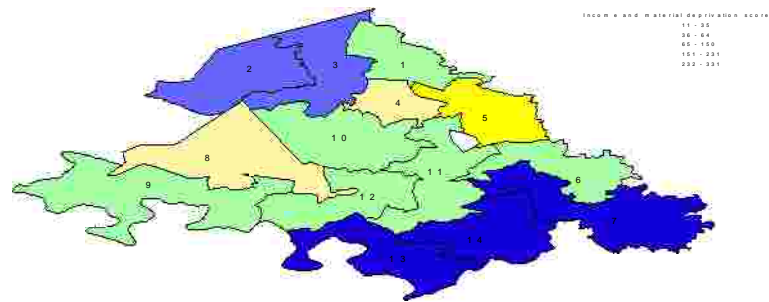
There are backlogs in terms of provision of basic services a RDP standards in most wards except for Ward 5 and the maintenance of the already available infra-structure, but the issue is being addressed by the Nkandla Bulk Water Supply in conjunction with the UThungulu District Municipality.

Nkandla has made some progress in the provision of basic services which include water, electricity, communication and sanitation, although water, sanitation and electricity are a District Municipality's function, however there are major backlogs which are yet to be addressed which have been mostly an outcome of many hindering factors. In terms electrification of households, the backlog has been due to a lack of a sub-station to service the area.

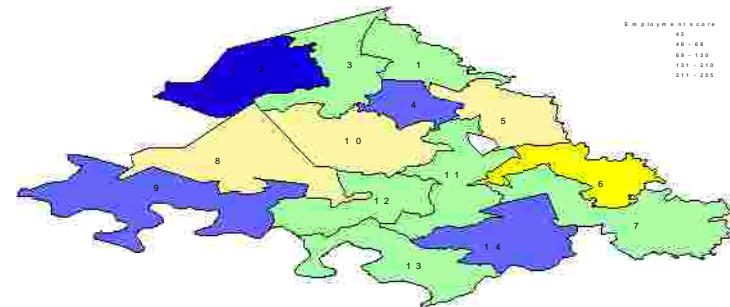
The sub-station has subsequently been constructed, with an investment of over R30 million received from the Department of Minerals & Energy; however; there have not been any reticulation as a result of the overall power-shortages. With

7.1. Economic Indices

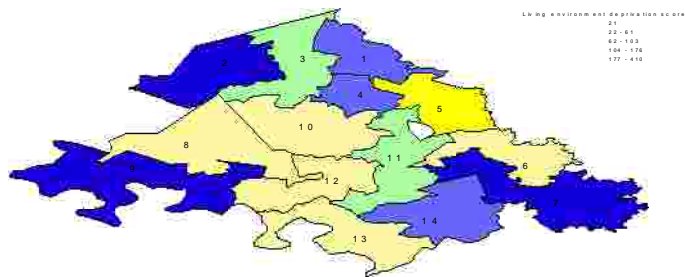
Income and material indices



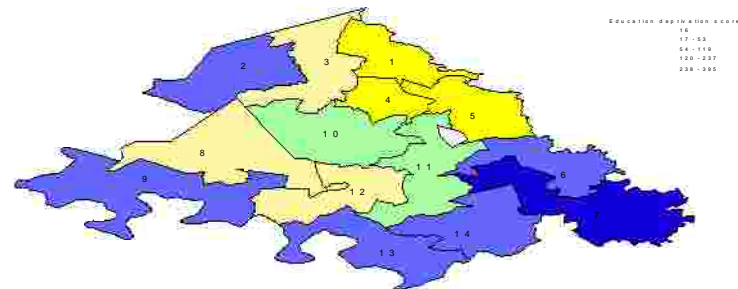
Employment indices



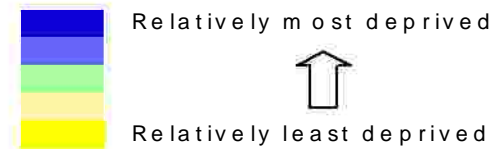
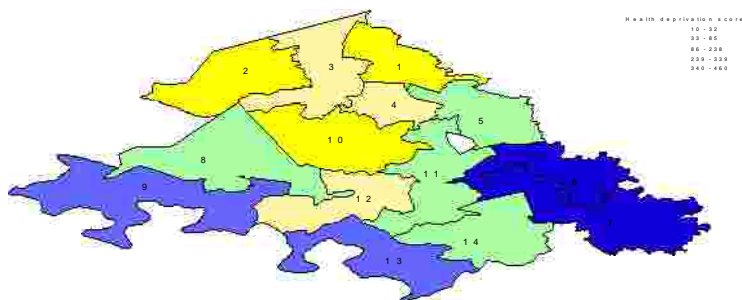
Living environment indices



Education indices



Health indices



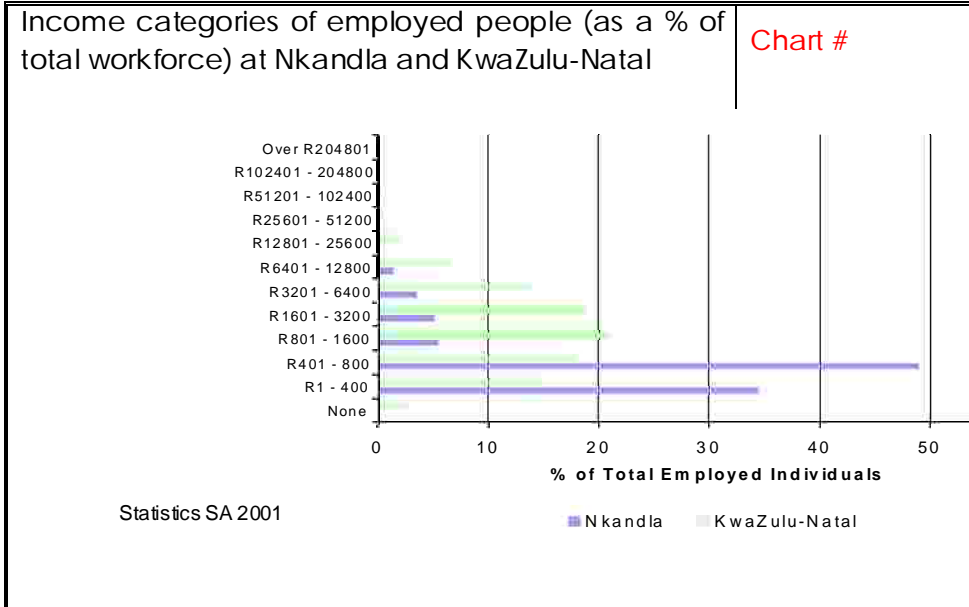
Multiple Indices – University of Oxford

The indices above show the relative (not absolute) inequalities in income, employment, living conditions, education and health by each ward at Nkandla. It can be seen that the southern (wards 13,14,7, and 9) and north western (wards 2 and 3) areas of Nkandla experience higher levels of poverty than the other regions. This calls for special targeted interventions by the municipality in these areas.

7.2. Poverty Indices

Nkandla municipality is one of the municipalities in our country that is hard hit with the high rate of unemployment. With HIV/AIDS affecting our municipality, the following affects will be felt on the local:

- § More money will have to be committed on buying drugs instead of investing it on job creation projects.
- § The most productive members of the society are the ones that are highly infected with HIV/AIDS. This impacts on production levels within the area and this has an impact on economic development of the municipality.
- § More money will have to be dedicated to capacitating communities on survival and preventative skills. Fewer funds will be available as investment on capital projects that have a potential of improving living conditions of the citizens of the municipality.

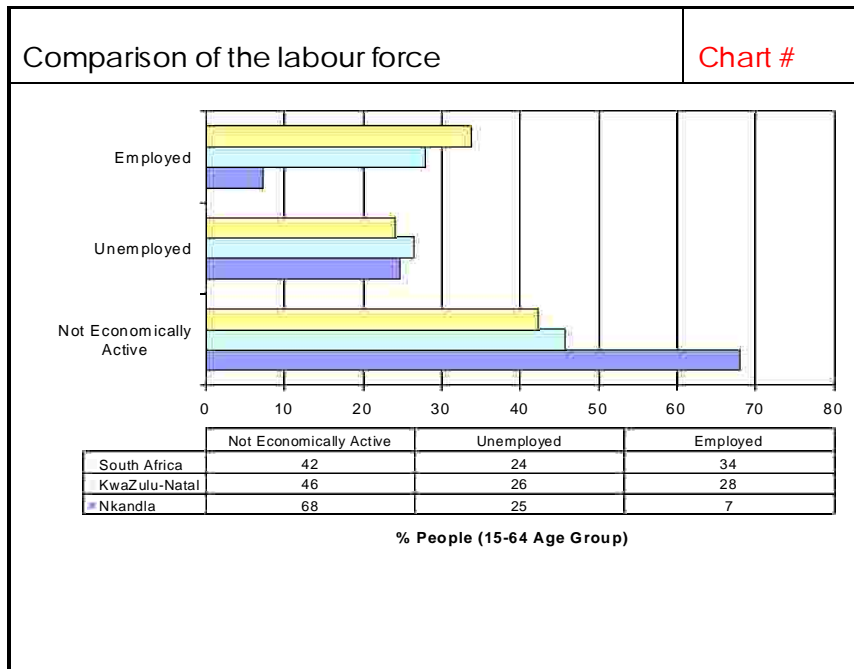


The earning power of the Nkandla labour force is related to the levels of education found in the area. Measuring education is a means of measuring the Human Capital of the region and is an indication of the ability to successfully undertake training and acquire new skills. At Nkandla, the proportion of people over the age of 20 years with no schooling is double the provincial average. The proportion of people with secondary levels, matric and tertiary

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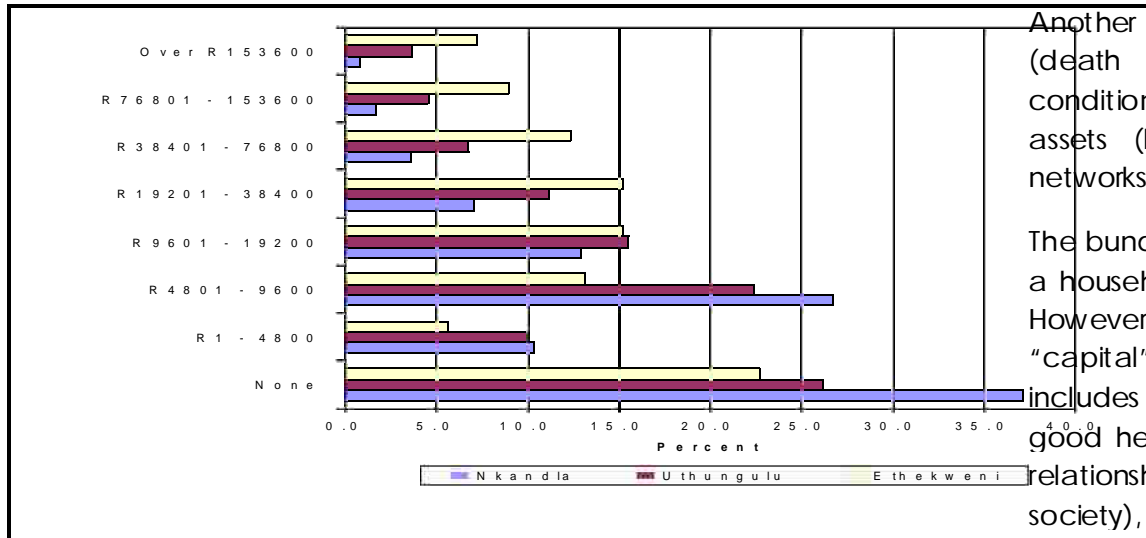
education is about half those achieved in the province (Chart #).

The end result of these inequalities is reflected in household incomes. Census 2001 data shows that the average annual household income is R4800 to R9600 at Nkandla compared with R19200 to R38400 in the eThekweni Metro (Chart #). UThungulu District has a similar profile to Nkandla but with significantly higher proportion of households falling into the higher income brackets. This means that more than 80% of households at Nkandla are living below the poverty datum line compared with a national average of about 50% (using R1278 per household per month).



A comparison of annual household incomes at Nkandla LM, Uthungulu DM and eThekweni Metro Chart

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Another key to survival is the ability to withstand shocks (death in the family, illness, abnormal weather conditions, etc), normally through the sale of household assets (livestock, savings) and reliance on social networks.

The bundle of activities and coping tactics adopted by a household is said to constitute its livelihood strategy. However, these activities are largely determined by the "capital" available to households. Household capital includes human (skills, knowledge, ability to labour and good health), social (networks, membership of groups, relationships of trust, access to wider institutions of society), financial (savings, supplies of credit, remittances, pensions), natural (land, water, wildlife, biodiversity, environmental resources), physical (transport, shelter, water, energy, communications, production equipment).

How do households survive under these circumstances? Livelihoods theory provides important insights into survival strategies of poor families. A key factor is the ability to obtain income from a diversification of sources. A 10-year longitudinal study at Nkandla showed that household income is derived from remittances, pensions, subsistence agriculture, a wide range of informal activities (house building, thatching, felling timber, grass work, pottery, sewing, hairdressing, shoe repairs, trading, herbalism) and piece wage work (Chart #). It is important to note that although migrants' remittances are an important livelihood source, they contribute only 20% toward total household income.

INCOME LEVELS

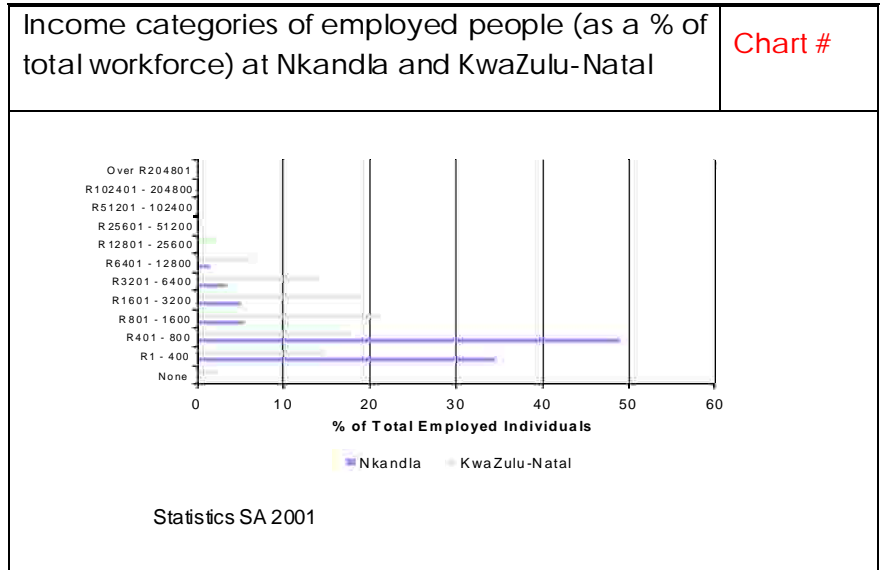
The Gross Geographic Product (GDP) per capita indicates that KwaZulu-Natal is the fourth poorest province in South Africa. The per capita GDP of KwaZulu-Natal (R9,713) is just over a third of that in Gauteng and less than one half of that in the Western Cape (DEDT, 2002). However, as a "deep rural area" of KwaZulu-Natal, Nkandla suffers from further income inequality within the province. Income and expense studies suggest a Gini coefficient of as high as 0.58 for

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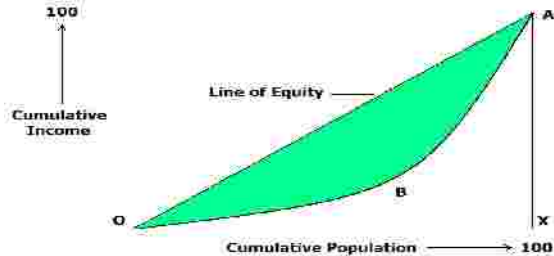
the deep rural areas of KwaZulu – Natal (May, 1996)¹. The human development index (HDI) for the area at 0.3 is one of the lowest in the country (SA average HDI = 0.6 – 0.7) (May, 1996)².

These inequalities are evident in a comparison of the income of employed people from Nkandla with the income of employees across KwaZulu-Natal (Chart #). The average income earned by Nkandla workers is R400-R800 per month compared with R800-R1600 per

month earned by employed people across the province.



¹ The Gini coefficient is a measure of inequality with 0 being equal and 1 being entirely unequal. In the graph below the Gini coefficient = shaded area OBA / triangle area OXA.

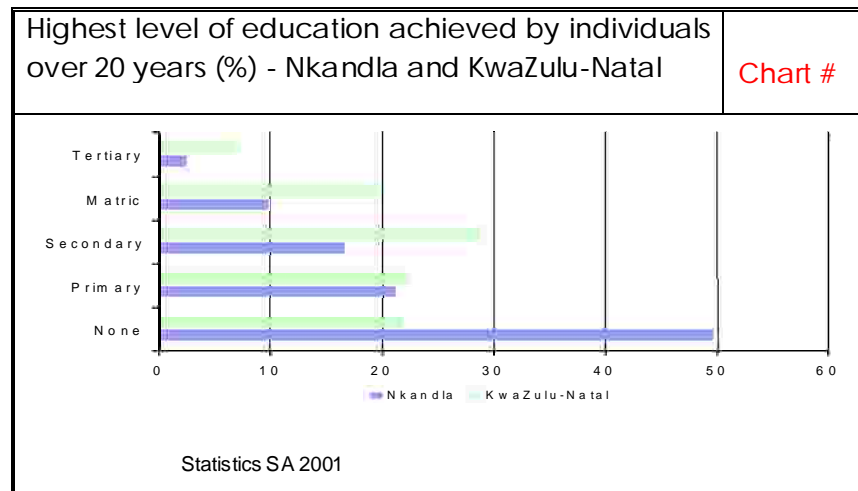


² The HDI is a summary measure of human development. It measures the average achievements in a country in three basic dimensions of human development:

- A long and healthy life, as measured by life expectancy at birth
- Knowledge, as measured by the adult literacy rate (with two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (with one-third weight)
- A decent standard of living, as measured by GDP per capita.

The earning power of the Nkandla labour force is related to the levels of education found in the area. Measuring education is a means of measuring the Human Capital of the region and is an indication of the ability to successfully undertake training and acquire new skills. At Nkandla, the proportion of people over the age of 20 years with no schooling is double the provincial average. The proportion of people with secondary levels, matric and tertiary education is about half those achieved in the province (Chart #).

7.3. Education



This is of particular concern in the light of studies which show that a matric certificate alone is no longer sufficient to secure a job³. It is not surprising that Nkandla has a particularly high proportion of people seeking work in comparison to those who

³ A high proportion of people with post-matric are employed in the province (83%). Of those with matric only, 57% are employed. 52% of those with less than a matric and 46% with no education at all are employed (DEDT, 2003).

are actually employed (Chart # below). In addition, the number of people (in the 15-64 year age group) who are not actively seeking employment is very high in comparison with the provincial and national figures, indicating in part, the sense of hopelessness that many people at Nkandla feel about seeking employment⁴.

7.4. Health

7.4.1. HIV/AIDS

One of the main challenges facing Nkandla like the rest of the country and perhaps the globe is minimizing the effect of the HIV/AIDS in our society. Number of people with HIV/AIDS at Nkandla. The estimated numbers of people living with HIV/AIDS at Nkandla now exceeds 15,000 with almost 2,000 of those being children under the age of 14 years. All programmes and projects should be sensitive to the impact on households and communities, which are struggling to adapt to the social and economic implications of this pandemic.

There is no clear statistics in Nkandla which can be reliably used to determine the rate of HIV/AIDS infection. As a result we are using the ratio which says 1 out of 4 people in Nkandla is HIV positive. It is perhaps proper to say that the absence of reliable data

⁴ Other factors, which may cause the high proportion of economically inactive people, are the high ratio of women in the area and the availability of natural resources for subsistence farming.

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hampers planning or means we plan from an uncertain or less informed position.

In South Africa, many programmes exist to reduce the spread of HIV/AIDS, but despite this, the infection rate is rapidly increasing. This increase in the infection rate is calling for renewed efforts from all South African citizens, organised formations and government bodies.

Nkandla municipality saw the need to develop a plan that will help it in its endeavours to fight against this disease. This strategic plan is envisaged to be a tool that will guide the municipality in co-ordinating efforts of all those that have committed their time, energy and resources to trying to reduce the impact of the disease.

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7.4.2. POSSIBLE IMPACT OF HIV/AIDS IN NKANDLA MUNICIPALITY

Local government has the responsibility of providing services to its community members. Residents do not only serve as recipients of services delivered, but they also have the responsibility of providing the necessary support to the local municipality by, for example, paying for services or contributing volunteer labour.

The rapid spread of HIV/AIDS has an impact on the services rendered by the Municipality; provincial and national government and the workshop identified the following areas as being the most affected:

7.4.3. OTHER HEALTH ISSUES

For any community to prosper, it needs healthy citizens who can improve the living conditions of each and every member. Local government has to ensure that all its citizens are provided with the necessary health facilities. With the rapid spread of HIV/AIDS, health provision will be affected especially in the following areas:

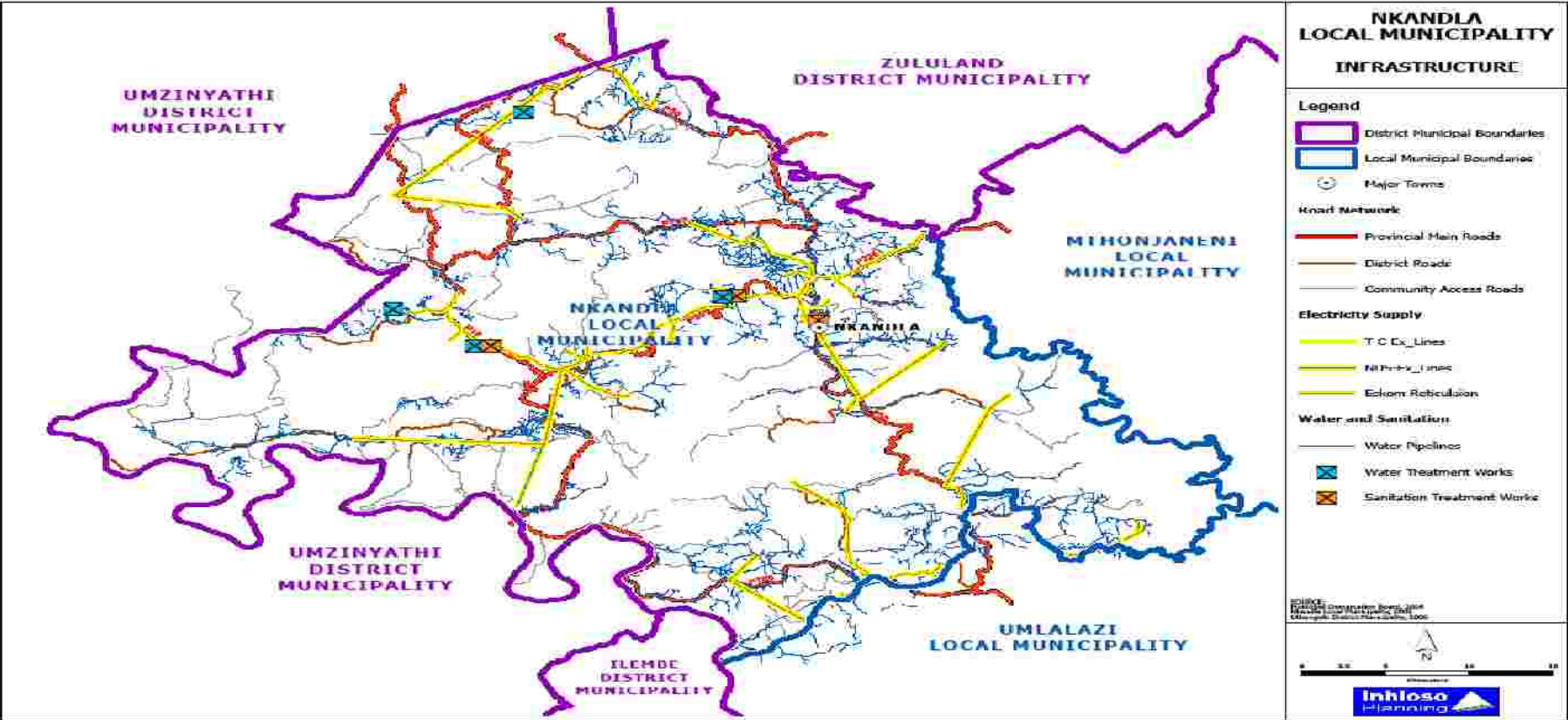
- More money will have to be spent on buying drugs that will help PLWA's and this will affect the effective delivery of other health services because of shortages of funds.
- § More resources will have to be committed on health at the expense of other services.
- § More health workers will have to be employed to educate and take care of people who are unable to take care of themselves.

7.5. Basic Infrastructure

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According to the 2001 census, 65% of households did not have access to piped water. According to the Nkandla IDP Review for 2006/2007 (pg 103), 47.6% of households, in 2005, do not have access to water above the RDP standard (25l of water per person within 200m walking distance). This clearly indicates that the water backlog is being addressed substantially. However, the backlog still remains considerable.

Areas of greatest need are Zondi, Ekukhanyeni and Izigaba Traditional Authority Areas. The Infrastructure Map (attached hereunder), indicates that the southern and central-eastern areas of the municipality are well covered with a water distribution network. Dolwane and surrounds are also well covered with a water distribution network.



UMZINYATHI
DISTRICT
MUNICIPALITY

ZULULAND
DISTRICT MUNICIPALITY

MITHONJANENI
LOCAL
MUNICIPALITY

NKANDLA
LOCAL
MUNICIPALITY

NKANINI A

UMZINYATHI
DISTRICT
MUNICIPALITY

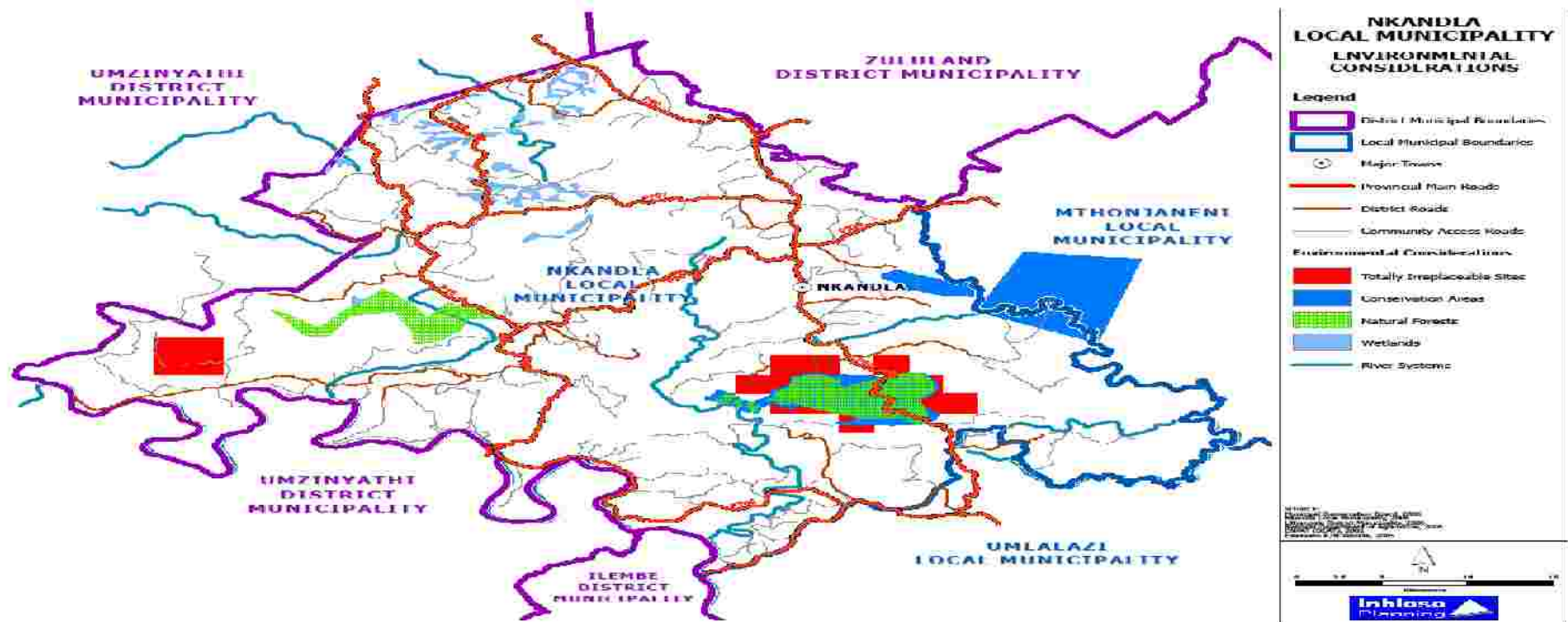
ELEMBE
DISTRICT
MUNICIPALITY

UMLALAZI
LOCAL MUNICIPALITY

7.7. Environmental Management

Nkandla is home to two Natural Forests, namely Nkandla and Qhudeni, both being regarded as Conservation Areas with high potential for tourism related development. Nkandla is also home to the Matshenzimpisi Nature Reserve, as well as a number of spectacular scenic viewpoints both along the P50 and P90 main roads.

Wards 2, 3 and 10 are home to a number of wetland area , whilst a large tract of land, as depicted on the Environmental Considerations Map (see overleaf), in Ward 9 can be considered as “total y irreplaceable site” .



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CHAPTER 8

8. Spatial Analysis

Following consideration of the studies that have been undertaken in the municipal area, the updated Status Quo Analysis and the resultant identified Key Spatial Planning and Development Issues, a detailed analysis of the spatial pattern has been undertaken. This analysis has assisted in identifying tendencies, conflicts and opportunities that may exist in the municipal area.

8.1. Local Economic Development

Development throughout the municipal area should not be restricted to service provision only, but opportunities should also be created in the employment and production field. It is important that the development of emerging small towns/nodes should be encouraged in order to improve service provision and opportunities to rural areas. The identification of such emerging small towns/nodes, however, needs to be informed by spatial analysis and should be informed by locality, accessibility, density of population, availability of services, potential for economic growth etc.

8.2. Urban Development

Nkandla Town is the only urban area in Nkandla Municipality which offers the full array of urban development, albeit at a smaller scale compared to the majority of towns in KwaZulu-Natal, are found. This includes low density residential, active and passive open space, schools, commercial areas, service-industries, churches, offices, government buildings and services, financial services, etc.

8.3. Agriculture and forestry

The agricultural potential of land in the Nkandla Municipal area must be promoted at appropriate locations. It is particularly the high potential agricultural land (Class 2) that needs to be explored for agricultural development projects and initiatives. Such initiatives could include:

- § Large Scale Communal Based Farming (in a type of co-op system); and
- § Agro-processing industries at appropriate locations.

Agricultural development of these identified areas could lead to job creation and economic development spin-offs, but ultimately to an increase in the living standard of people in these communities.

As stated previously in the report (see Section 3.5.3) Nkandla has two large commercial plantations, namely Nkonisa (5,265ha of which 478ha are planted) and Qhudeni (6,050ha of which 1,443ha are planted). These are classified as B-Class and are to be disposed of to community-business partnerships

under the policy governing the privatization of state assets. The roll-out of the disposal process to community-business partnerships needs to be planned and implemented as soon as possible. Obviously the communities involved as well as the businesses will greatly benefit from an economical point of view. These commercial plantations, if operated effectively and efficiently, will be self-sustainable and will have further economic spin-offs in terms of downstream processing industries.

8.4. Tourism and recreation

As stated previously in the report (see Section 9. above), "The tourism potential in the municipal area of Nkandla is very high ... The strategy must focus on the Nkandla Forest, the Qudeni Forest, scenic viewpoints, cultural and historical points of interest and the natural beauty of large areas of Nkandla's hinterland – particularly along the Tugela, Nsuze and Mhlathuze Rivers. It is also important to ensure further development and marketing of the Amatshenezimpisi Nature Reserve."

As a result of the focus areas identified above, specific tourism development nodes have been identified and are as such proposed in the proposed Nkandla Spatial Development Framework.

8.5. Special Management Areas

Special Management Areas refers specifically to areas that require effective and efficient management and includes environmentally sensitive areas. Controls will need to be developed that ensure the protection or conservation of these areas. There are however economic development potential through linkages of these areas with appropriate development or project initiatives such as nature trails, accommodation facilities and other related development. There are, however, also areas which are deemed irreplaceable land where no development may occur.

8.6. Social Infrastructure and Services

The Provincial Growth and Development Strategy has identified the need to support growth in small towns to inter alia improve the delivery of services to rural areas. This needs to be informed by the identification of appropriate emerging settlements where the greatest return on social and services investment could be achieved, as well as those emerging settlements that serves a substantial hinterland.

Social Infrastructure include community facilities such as clinics, sport fields and facilities, libraries, adult education facilities, pension payout points, etc.

CHAPTER 9

9. Institutional Capacity

The duties of the municipal administrative structure are summarized in Chapter 2, Section 6 of the Municipal Systems Act, as follows:

The administration must:

- (a) Be responsive to the needs of the local community;
- (b) Facilitate a culture of public service and accountability amongst staff;
- (c) Take measures to prevent corruption;
- (d) Establish clear relationships, and facilitate co-operation and communication, between it and the local community;
- (e) Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive; and
- (f) Inform the local community how the municipality is managed, of the costs involved and the persons in charge.

In light of the above prescripts, Nkandla Local Municipalities has to align its structures with the each of the duties stated above as well as take into consideration the National

Performance Areas of Local Government. In order to ensure that the municipality is fully compliant to its prescribed role it needed to structure itself accordingly, taking cognisance of the available resources.

The structure has also been developed to address the allocated Powers and Functions in terms of the Constitution and the Municipal Structures Act.

INSTITUTIONAL CHALLENGES FACING NKANDLA

- Minimal revenue generation impacts on the growth of the organization in that National Treasury limits the percentage expenditure on salaries.
- The above makes it difficult to attract highly skilled professionals.
- Staff turnover tends to be higher because not many professionals stay in a rural institution.
- The Organogram of the organization needs to be re-visited so that it could be more functional.
- Necessary work equipment tends to be unaffordable to the organization due to the budget constraints.
- Proper balance of responsibilities per individual has yet to be achieved.
- A monitoring system for Council activities still needs to be developed and placed within an appropriate office amongst the political heads.

9.1. Organizational Structure

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During the 2008/09 financial year the Municipality undertook an intensive cross-cutting strategic review to put a municipality in a better condition to fulfil its constitutional mandate.

This review consisted of numeric actions some of which are;

- Finalisation of the job description,
- Finalisation of the job evaluation process,
- The preparation and adoption of the turn around strategy (TAS 18:5)

This review lead to a complete overhaul of the organizational structure of the municipality. This overhaul was done thoughtfully and carefully to;

- Ensure effective and efficient utilisation of human capital in the municipality,
- Avoid any Industrial Relations tension during and after the review process,
- Enhance the capabilities and potential of existing staff members and
- Ensure that salaries and wages line of the financial plan stays within set limits in terms of the adopted budget policy statements.

Below however is only an abridged version of the structure a more detailed report is appended herewith.

9.1.1. OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager is an over arching office providing leadership to the entire administration of the Municipality.

The key performance outcomes, despite the delegated powers and functions that remain in the office are;

- Ensure that the affairs of the Municipality are run in a manner compliant to the entire legal framework prevalent in Local Government,
- Ensure proper functioning of the Internal Audit Unit and the Audit Committee,
- Through a delegated function entrench and monitor the culture of performance management within the organization
- Ensure smooth and proper running of the Offices of the Speaker and Mayor

To maximise efficiency of the running of this office and to ensure that the Municipal Manager is more focused on managing the responsible departmental heads, this office has been made to be lean and most functions have been delegated to specific departments.

9.1.2. STRATEGIC MANAGEMENT DEPARTMENT

The Strategic Management Department is tasked with the generation and constant review of the Municipality's strategic

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focus and positioning. The Key Performance Outcomes for the Municipality would be;

- Development and review of the council's policy,
- Alignment of Municipality's operations to the council's policy framework,
- Ensuring that Local Economic Development becomes a thrust of the council's policy framework and implementation thereto and
- Effective communication of the council's policy and programs to the community of Nkandla Municipality

9.1.3. Corporate and Community Service Department

The Corporate Services Department is tasked with the Human Capital, Administrative and the Community Services components of the Municipality. The thrust of the existence of this department is to ensure a smooth administration of the Municipality.

The key performance outcomes for this department are;

- Entrenching a culture of learning within the organization,
- Ensure effective and efficient administration of the Municipality and
- Ensure human capacity enhance throughout the Municipality through provision of effective community services.

9.1.4. BUDGET AND TRASURY OFFICE

This Department is established in terms of section 80 of the Municipal Finance Management Act No 56 of 2003. It is med at ensuring overall financial management of the Municipality.

The key performance out comes for this department in terms of the MFMA are;

- To advise the Municipal Manager on the exercise of powers and duties assigned to the accounting officer i terms of this Act;
- Assist the accounting officer in the administration of the municipality's bank accounts and in the preparation and implementation of the municipality's budget;
- To advise senior managers and other senior officials in the exercise of powers and duties assigned to them in terms of section 78 or delegated to them in terms of section 79 of the aforementioned Act; and
- To perform such budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management, review and other duties as may in terms of section 79 (of the aforementioned Act) be delegated by the accounting officer to the chief financial officer.

9.1.5. ENGINEERING AND PLANNING DEPARTMENT

Engineering and Planning Department is tasked with the spatial planning for the municipality, the implementation or

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development of the Municipality's Infrastructure Investment Framework and the continuous maintenance of such infrastructure. Over and above this the Department is also tasked with the Environmental Management responsibilities.

The Key Performance Outcomes for the Department are;

- Ensure prudent spatial planning and implementation practices for the Municipality,
- Ensure that the Municipality's Capital Investment Framework is accurate with reasonable projections,
- Ensure cleanliness in the Municipality's development Nodes and develop other critical environmental management policies that will ensure sustainable development and
- Ensure continuous maintenance of council's infrastructure and facilities throughout the Municipality.

9.2. Key Institutional Challenges and interventions

Below are the key institutional key strategic objectives;

- Develop organisational and human resources capacity of Nkandla Municipality.
- Promote capacity building interventions aimed at enhancing the performance
- Ensure proper performance management system
Provide support programmes to attain and retain employees.

Main Challenges	Interventions
Staff Attraction (Recruitment)	<ul style="list-style-type: none"> • Review Recruitment policy, which will address the key issues at hand, which are attraction of compatible candidates. • Implementation of the policy that will allow for these activities; draw up an advert, which will attract the suitable candidates to apply for the positions advertised. • Link remuneration to the post level.

Employee wellness programmes	<ul style="list-style-type: none"> • Develop policy on employee wellness programme, which will address physical, emotional and mental health of employees. This will ensure that the employees are productive. • The policy should encapsulate the following: <ol style="list-style-type: none"> 1. Work related stress management 2. HIV/AIDS action plan 3. Absenteeism affecting work 4. Substance abuse 5. Sexual harassment
High staff turnover	<ul style="list-style-type: none"> • Develop an intensive retention strategy, which will address the problem areas. • Link the retention strategy to incentives and to personal development plans which look at the individual employee

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Employees demotivated	<ul style="list-style-type: none"> • This will be encapsulated in the retention strategy, which is to be developed. • Keep up with the changing environment, considering other municipalities and also consider the sector as a whole to exercise the new culture. • Link work performance to information technology, which brings about new methods of executing duties. • Support the availing of promotional opportunities to employees in the lower levels with the potential to develop within the organisation. • Draw up clear succession plans.
Performance improvement	<ul style="list-style-type: none"> • Implementation of approved performance management system, which is broadly understood by all employees. • Ensure roll out of performance management system to all Departmental Heads to ensure proper work

	<p>management.</p> <ul style="list-style-type: none"> • Align performance management to incentives and to retention strategy.
Poor capacity	<ul style="list-style-type: none"> • Develop skills development plan • Analyse available skills within the organisation • Identify training needs • Prioritise the training areas • Capacitate the employees whether internally through Supervisors or through external service providers who will train employees on prioritised training areas.

9.3. Human Capital Strategies to react to these challenges

As a means of putting solid Human Resource Strategy the Municipality conducted a phase Work Study on Human Resources for the Municipality.

The project stemmed from the above identified challenges and the need for restructuring of the organization to establish a service delivery oriented structure, to account for functional challenges and new demands in terms of the Integrated Development Plan. Phase one was an analysis of the

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functional responsibilities and obligations of the Municipality and Phase two dealt with the identification of problem areas.

Deliverables for the entire work study were;

- Skills Audit & Plan
- HR Strategy implementation plan
- Review of organizational structure
- Clear succession planning
- Report on exploration of alternative service delivery methods and
- Job descriptions according to TASK Format

During the ensuing financial year a Service Delivery Excellence through Institutional Capacity Building model will be completed. This project originated from the need to complement the existing Performance Management System regarding individual performance assessment. The key deliverables for this project will be;

- To build corporate culture,
- To ensure recruitment and retention of scarce skills,
- To promote Batho Pele principles,
- To complement the PMS,
- To identify shortcomings in procedure and methods
- To be used as a guide to identify areas for improvement and
- To be used as a basis for an Employee Appraisal System

To address the employment equity challenges the Municipality has adopted the Employment Equity Plan. As reflected in the

Annual Report the municipality is on course in the implementation of the plan and is currently ahead in meeting the set targets.

9.4. TAS 18:5 Immediate Interventions.

A learning culture shall have to be an integral part of the Nkandla Municipality. The council has to learn from our previous mistakes and successes. The Municipality has learn from the successes and failures of other municipalities. As Jack Welch did with GE, Nkandla municipality shall have to a "boundaryless" organization in pursuit of the implementation of this strategy. We cannot afford to have some boundaries stifling us, this has to be done at all costs.

The importance of the people in the 21st century needs no over-emphasis. It has been argued that in the information age, the importance of hiring and attracting the competent staff is what separates good performing organization from those that are ordinary or poor performers. Likewise success of the 5: 18 TAS is entirely dependent on attracting, developing and retaining competent human capital. The following actions shall be implemented:

- Complete overhaul of the recruitment strategy or approach currently being implemented.
- The Office of the Municipal Manager shall have to be involved in the hiring of all staff members, particularly at administrative level.

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- Introduce focused training and development programs for different staff members, particularly at management and in those areas critical for the success of this 5: 8 TAS.
- Award performance correctly instead of the blanket 13th cheque practice.
- Hold managers responsible and accountable for non-performance or poor performance.
- Implement continuous mentoring and coaching for Senior management & the Executive Committee.
- Invite support from such institutions as the DBSA, UNDF etc in terms of mentoring and supporting the employees.
- Ensure that performance of each staff member is towards the attainment of the 5:18 TAS.

PART C: DEVELOPMENT STRATEGIES

CHAPTER		PAGE
10	Nkandla Municipality Vision	
11	Municipal Mission	
12	Long Term Development Framework	
13	Impact of LTDF to the Capital Investment Framework	

CHAPTER 10

10. Nkandla Municipality's vision

After consultation with all the internal structure and the community it was decided that the vision would not be changed.

“To become a model rural local municipality by providing effective and efficient sustainable services to improve the quality of life for Nkandla citizens.”

This vision captures the aspirations of all people living within the Municipal area. It is the aspiration for service excellence in the Municipality. It is the aspiration that the Municipality would retain its place on the map of South Africa not only through its historic significance or the character of leadership it produces but through the strides it makes to improve the quality of life of the people.

10.1. Municipal Mission

We promote and facilitate social and infrastructural investment to achieve sustainable economic development and growth.

10.2. Long term objectives

1. To ensure that 80% of Nkandla residents have access to basic services.
2. To attract investments to Nkandla by allocating 50% of the annual budget to capital projects.
3. To grow the economy of Nkandla by promoting local Businesses/Entrepreneurs and capacitating emerging entrepreneurs.
4. To Promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups.
5. To reduce the prevalence of poverty, HIV/AIDS and other communicable diseases.
6. To ensure that by 2012, 50% of Nkandla's annual budget is revenue-based.
7. To ensure that Nkandla undertakes continuous up-to-date financial management.

CHAPTER 11

11. Long Term Development Framework

The long term development framework sets the long term development objectives up to year 2020. This framework outlines the goals first per annum for the medium-term up to 2012 than divided into two four year goals up 2020. These goals will than inform the Capital Investment Framework and the Mid-Term Revenue and Expenditure Framework.

The long term development framework is based on the following broader development objectives;

Good-Governance & Public Participation

- To engage the communities in the municipal development process & involving key stakeholders to meet the communities' expectations.
- To ensure regular compliance to the key municipal legislation for sustainable development.

Socio-economic development

- To attract investments by facilitating economic growth through infra-structural development.
- To reduce poverty, unemployment & the prevalence of communicable diseases through skills development.

Infra-structural Development & Basic Services Delivery

- To ensure efficient, effective, sustainable & qualitative basic service delivery.

Financial Management & Viability

- To increase municipal revenue through sound financial management practices.

Institutional Transformation

- To adhere to service excellence by promoting skills development & implementing human capital retention strategies.

NATIONAL KEY PERFORMANCE AREAS	UNICIPAL STRATEGIC	2009/10 Municipal Performance Area	2010/11 Municipal Performance Area	2011/12 Municipal Performance Area	2012-2016 Municipal Performance Area	2016/20 & Beyond Municipal Performance Area
INFRA-STRUCTURAL DEVELOPMENT	To ensure efficient, effective, sustainable & qualitative basic service delivery.	<p>To facilitate the provision of portable water in order to reduce the annual back-log</p> <p>To facilitate the provision of sanitation services in order to reduce the</p>	<p>To Facilitate the provision of portable water in order to reduce the back-log</p> <p>To facilitate quality provision of sanitation services in order to reduce annual back-logs</p>	<p>To Facilitate the operation & maintenance of all water schemes</p> <p>Expand the households connections</p> <p>To facilitate provision of sanitation the services in order to reduce the back-log</p>	<p>To Facilitate the operation & maintenance of all water schemes</p> <p>Expand the households connections</p> <p>To facilitate provision of sanitation services in order to reduce the back-log</p>	<p>Facilitate the operation & maintenance of all water schemes</p> <p>Expand the households connections</p> <p>To ensure quality provision of sanitation services in order to reduce the back-log</p>

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		back-log				
		To ensure the rapid provision of electricity to 500 households	To ensure the rapid provision of electricity to 1000 households	To ensure the rapid provision of electricity to 1500 households	To ensure the rapid provision of electricity to 2000 households	To ensure the rapid provision of electricity to 2000 households
		To expand the refuse removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%
To facilitate the efficient, effective, sustainable delivery	To ensure that 10% of all households	To ensure that 20% of all residents have	To ensure that 30% of all residents have	To ensure that 40% of all residents have	To ensure that 50% of all residents have	To ensure that 50% of all residents have access to roads

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<p>of qualitative basic service delivery.</p>	<p>have access to roads</p> <p>To develop a proper housing development plan</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla</p> <p>To ensure maintenance of all municipal</p>	<p>access to roads</p> <p>To implement the housing development plan</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla</p> <p>To ensure maintenance of all municipal roads in Nkandla</p>	<p>access to roads</p> <p>To implement the housing development plan</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla</p> <p>To ensure maintenance of all municipal roads in Nkandla</p>	<p>access to roads</p> <p>To implement the housing development plan</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a primary</p>	<p>access to roads</p> <p>To implement the housing development plan</p> <p>To assess the impact of housing development to revenue collection; organised settlements & social upliftment</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a primary Node</p>
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		<p>roads in Nkandla Town as a primary Node</p> <p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish at least one formal burial site at Secondary Nodal Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related</p>	<p>Town as a primary Node</p> <p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish at least one formal burial site at Secondary Nodal Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p>	<p>Town as a primary Node</p> <p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish at least one formal burial site at Secondary Nodal Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p>	<p>Node</p> <p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish at least one formal burial site at Secondary Nodal Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p>	<p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish at least one formal burial site at Secondary Nodal Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p> <p>Ensure ongoing operation and maintenance of all</p>
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		structures Ensure ongoing operation and maintenance of all municipal structures	Ensure ongoing operation and maintenance of all municipal structures	Ensure ongoing operation and maintenance of all municipal structures	Ensure ongoing operation and maintenance of all municipal structures	municipal structures
SOCIO-ECONOMIC DEVELOPMENT	To attract investments by facilitating economic growth through infra-structural development	Formulate fruitful Public-Private Partnerships	Ensure the operation of Capital projects in order to yield revenue	Assess if revenue yields projected figures	Expand on investment in Capital projects to further optimise revenue	Assess the impact of investment

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	<p>To reduce poverty, unemployment & the prevalence of communicable diseases through skills development.</p> <p>To reduce poverty, unemployment & the prevalence of communicable diseases through skills</p>	<p>60 % of Nkandla Procurement must be sourced from local businesses</p> <p>Develop programs aimed at capacitating youth, women & children</p> <p>Support interventions by other development agencies aimed</p>	<p>80 % of Nkandla Procurement must be sourced from local businesses</p> <p>Roll-out programs aimed at capacitating youth, women & children</p> <p>Support interventions by other development agencies aimed at capacitating</p>	<p>Capacitate local entrepreneurs to enable them to compete nationally</p> <p>Analyze the impact of the programs</p> <p>Support interventions by other development</p>	<p>Assess the impact of the capacity programme on local economic growth</p> <p>Implementation of improved programs</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p>	<p>Ensure continuous programmes aimed at capacitating the entrepreneurs</p> <p>Monitor & Evaluate program to ensure that it yields desired outcomes</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p>
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development.	at capacitating the community at large	the community at large	agencies aimed at capacitating the community at large	Align Municipal Programs to Government Intervention Programs	Align Municipal Programs to Government Intervention Programs	Align Municipal Programs to Government Intervention Programs Implement the reactive measures to mitigate potential disasters
	Align Municipal Programs to Government Intervention Programs	Align Municipal Programs to Government Intervention Programs	Align Municipal Programs to Government Intervention Programs	Align Municipal Programs to Government Intervention Programs	Align Municipal Programs to Government Intervention Programs	
	Develop reactive plans to the potential disasters	Implement the reactive plans to mitigate potential disasters	Implement the reactive measures plans to mitigate potential disasters	Implement the reactive measures to mitigate potential disasters	Implement the reactive measures to mitigate potential disasters	

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			Roll-out Awareness Programs	Roll-out Awareness Programs	Programs	
FINANCIAL VIABILITY	To increase municipal revenue through sound financial management practices.	Recovery of 50% outstanding debt owed to the municipality Offer some Traffic Control Services Expand the municipal rates-base based on the Municipal Valuation Roll	Recovery of 80% outstanding debt owed to the municipality Offer some Traffic Control Services Expand the municipal rates-base based on the Municipal Valuation Roll	Recovery of 100% outstanding debt owed to the municipality Expand the provision of Traffic Control Services Review Valuation Roll in order to expand the rates base	Maintain the rate of debt collection and seek improved methods of collection Establish a fully functional traffic department	Implement/maintain Effective debt collection Assess the effectiveness of the traffic department

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		Invest in Capital projects that yield revenue	Development of Nkandla's Business Sector	Assess growth of Nkandla's Business Sector	Expand Nkandla's Business Sector	Assess the impact of Business Sector through Municipal revenue
		Provide electricity sale services	Extend provision of electricity sale services at nodal point	Extend provision of electricity sale services at nodal point	Extend provision of electricity sale services at nodal point	Extend provision of electricity sale services at nodal point
	To increase municipal	Comply to	Comply to	Comply to	Comply to	Comply to relevant

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	revenue through sound financial management practices.	relevant government legislation	relevant government legislation	relevant government legislation	relevant government legislation	government legislation
GOOD GOVERNANCE	To engage the communities in the municipal development process & involving key stakeholders to meet the communities' expectations	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation and information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation and information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation and information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation and information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation and information dissemination</p>

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	To ensure regular compliance to the key municipal legislation for sustainable development.	Roll-out orderly development programmes Implement necessary Municipal control measures	Roll-out orderly development programmes Implement necessary Municipal control measures	Roll-out orderly development programmes Implement necessary Municipal control measures	Roll-out orderly development programmes Implement necessary Municipal control measures	Roll-out orderly development programmes Implement necessary Municipal control measures
INSTITUTIONAL TRANSFORMATION	To adhere to service excellence by promoting skills development & implementing human capital retention strategies.	Implement skills development plan to build municipal capacity	Implement skills development plan to build municipal capacity	Implement skills development plan to build municipal capacity	Implement skills development plan to build municipal capacity	Implement skills development plan to build municipal capacity Promote service

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		Promote service excellence through municipal capacity building	Promote service excellence through municipal capacity building	Promote service excellence through municipal capacity building	Promote service excellence through municipal capacity building	excellence through municipal capacity building
		Promote equity	Implement equity programmes	Review the equity programmes implemented	Assess the impact and align to government targets	Review the equity programmes implemented

PART D:

HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER		PAGE
12	Rural Service Systems	
13	Development rationale	
14	Impact of the Spatial Development Framework on the Capital Investment Framework	

CHAPTER 12

The Spatial Development Framework is a spatial representation of the Municipality's vision. It is hence a spatial representation of how Nkandla Municipality would look like to be a model municipality in South Africa.

12.1. Purpose of the SDF

The purpose of a SDF therefore can be described as follow:

- ∅ The identification of desired patterns of land use.
- ∅ The identification of spatial growth directions.
- ∅ The conservation of the natural and built environment.
- ∅ The correction of past imbalances as well as the integration of formerly disadvantaged areas.

12.2. Objective of the SDF

The objectives of the SDF can be described as follow:

- ✓ Strategic guidance on the location and nature of development.
- ✓ Set out basic guidelines for land use management.
- ✓ Discourage low density urban sprawl.
- ✓ Generate social and economic opportunities.
- ✓ Promote access to opportunities.
- ✓ Maximize resource efficiency by:
 - (1) protecting sensitive environments,
 - (2) protecting productive agricultural land and

- (3) enhancing the regional identity and character.

12. 3. Land Use Management Systems

The Land Use Management Systems is the main informant the Spatial Development Framework. Through the use of GIS base information and aerial photography, areas of higher density settlement were identified. These areas were subsequently visited and fieldwork conducted to identify:

- Non-settlement and agricultural uses, such as tribal courts, clinics, schools, sport fields, commercial activities, community halls, worship sites, cemeteries, etc. These were GPS-referenced and photographed.
- Environmentally sensitive areas;
- Degraded areas as a result of over-grazing and poor land management practices;
- Settlement areas;
- Cultivation areas; and
- Potential Node areas through the identification of its function, locality and existing land use mix.

Overlays of High Potential Land for agricultural purposes, as well as Environmentally Sensitive areas were used to ensure that these areas remain protected.

Through the LUMS, the following settlements were identified:

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Nkandla LUMS Settlements

SETTLEMENT NAME	TRIBAL AUTHORITY
Maphuthu	Amaphuthu
Ezimambeni	Amaphuthu
Chwezi	Chwezi
Machubeni	Chube 1
2831cc_Ab Unnamed	Chube 1
Emaromeni	Chube 2
Mjahweni	Chube 2 & Mpungose
Ngwengweni	Ekukhanyeni
Emadrayini	Ekukhanyeni
2831ca_Aa Unnamed	Ekukhanyeni
2830db_Da Unnamed	Izigqoza
Ntingwe	Izigqoza
2831ca_Da Unnamed	Mhlayizeni
Madiyane	Mhlayizeni
Ndweni	Mhlayizeni

SETTLEMENT NAME	TRIBAL AUTHORITY
Mqubeni	Mhlayizeni
Esihosheni	Ngono
Qhudeni	Non Tribal
Dolwane	Ntuli
Mqina	Zondi
Gezahlale	Zondi

Land Use Categories were demarcated in each settlement depicting:

- o Settlement Areas;
- o Cultivation Areas;
- o Environmentally Sensitive Areas; and
- o Degraded Areas

The majority of the settlements for which settlement maps have been prepared, are located along the main road network within the Nkandla Municipality. Where applicable, the following land use categories have been depicted in the proposed development nodes:

- o Settlement;
- o Low Impact Mixed Use;
- o Education;
- o Conservation;
- o Health and Welfare;

- o Public Buildings;
- o Cultivation;
- o Degraded Areas; and
- o Passive Open Space.

CHAPTER 13

13. Development Rationale

In terms of the "Provincial Rural Service Centre Initiative for KwaZulu-Natal and the IRDP", the following criterion is used to determine the nodal hierarchy:

- ✓ Location: as primary criterion requires that a node should enjoy good accessibility and linkages to other nodes and target service areas.
- ✓ Population: the existing population numbers and prospects for future growth are important as service delivery should reach as many people as possible.
- ✓ Status: nodes with established local authority control have an advantage over emerging towns where structures still have to be established and a culture of payment for services develops.
- ✓ Infrastructure: The existing level of physical and social services as a means to facilitate further development is important.
- ✓ Economic considerations: the current level of economic activity and future growth prospects should sustain development and the designation of a node as primary or secondary should be a prerequisite for sustained economic growth.
- ✓ Public participation: the identification and selection of nodes should bear in mind stakeholder input.

The following nodes are identified in terms of the Spatial Development Framework;

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13.1. Primary/Main Economic Development Node

These towns generally have a wide range of public and private sector activities and Nkandla fits this category well. In terms of the functions assigned to this category, Nkandla will have to:

- § continue to serve as municipal administrative centre;
- § provide services and opportunities to higher density settled areas such as Machubeni, Ndweni, Mqubeni, Madiyani, Mjahweni, Emaromeni and Ngwegweni;
- § contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
- § Serve as a transportation mode, specifically geared towards passenger services; and
- § Serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.

13.2. Economic Development Nodes

These are small dynamic places that have developed as result of their location at an important junction for instance, the existence of a clinic, shops, bus and taxi stops and informal and formal business.

The Economic Development Nodes that are proposed are:

- § Chwezi;
- § Qhudeni;
- § Dolwane; and

§ Lindela.

The level of service supply anticipated includes:

- § The provision of services to the surrounding rural areas such as basic engineering services, administration facilities, markets, telecommunication, education, health and transportation facilities.

In addition to the above and of particular importance is the provision of:

- § Pension payout points;
- § Public libraries;
- § Adult Education Centres; and
- § Sport Facilities

It is also crucial that the identified Economic Development Nodes are provided with sufficient infrastructure (water, sanitation and electricity) to enable the provision of the above facilities and any future further economic development which will result from the clustering of facilities at these accessible locations.

In addition, innovative approaches need to be investigated to establish solid waste removal services in these nodes.

13.3. Service Nodes

These centres are typically characterized by an accessible location, postal services and public phones, limited economic activity, a pension payout point and educational facilities.

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The Service Nodes that have been identified in the Nkandla Municipal Area are:

- § Eshosheni;
- § Jameson's Drift;
- § Maphuthu; and
- § Ekukhanyeni.

These Service Nodes have been proposed at strategic locations and by virtue of facilities already provided at these nodes.

Eshosheni Service Node: serves the eastern hinterland of the municipal area, whilst the Jameson's Drift Service Node is strategically located on the south-eastern boundary of the municipal area at the crossing of the Tugela River.

Jameson's Drift Service Node: also acts as a service centre between the Dolwane and Lindela Economic Development Nodes, which is relatively far apart.

Maputhini Service Node: has also been strategically identified due to its proximity to the P50 main transport investment route, Nkandla Town, the Nkonisa Commercial Forest, the proposed P90 Tourism Node, as well as the agricultural investment area to its north.

Ekukhanyeni Service Node: has similarly also been strategically identified due to its proximity to the P50 main transport investment route, and the agricultural investment area to its north and south.

As with the proposed Economic Development Nodes, it is crucial that the identified Service Nodes are provided with sufficient basic infrastructure (water, sanitation and electricity).

13.4. Tourism Nodes

The following Tourism Nodes have been identified:

- § Matshenezimpisi;
- § P90; and
- § Esibhudeni.

Amatshenezimpisi Tourism Node: is an existing Tourism Facility, whilst the proposed Esibhudeni Tourism Node is proposed due to its scenic locality at the entrance to the Nkandla Forest Reserve (from Eshowe) along the P50 main transport investment route. Apart from the Nkandla Forest Reserve there are also a number of other tourism attractions in close proximity to the proposed Tourism Node, such as King Cetshwayo's Grave Site.

The purpose of identifying the Esibhudeni Tourism Node is also to link the provision of tourism facilities with the Nkandla Forest Reserve (such as accommodation, commercial facilities, an Information Office, restaurants, etc.).

The P90 Tourism Node: has been identified due to its scenic setting and to the significant potential it offers for the establishment of overnight accommodation (camping and cabins / chalets / lodges) and trails. It is crucial that the

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identified Tourism Nodes are provided with sufficient infrastructure (water, sanitation and electricity). In addition, each node will require appropriate land use and management controls, due to their location in or in close proximity to identified environmentally sensitive areas.

13.5. AGRICULTURAL INVESTMENT AREAS

Agricultural investment areas have been identified for land that has high agricultural potential (class 2). In these areas, initiatives that could be investigated include:

- § Large Scale Communal Based Farming (in a type of co-op system); and
- § Agro-processing industries at appropriate locations.

It is further proposed that an Agricultural Development Plan for these identified areas be prepared and that the outcomes should include project-specific business plans to promote and encourage the above. Obviously the Agricultural Development Plan will also have to consider other suitable and sustainable agricultural development opportunities.

13.6. COMMERCIAL FORESTRY INVESTMENT AREAS

Nkandla has two large commercial plantations, namely Nkonisa (5,265ha of which 478ha are planted) and Qhudeni (6,050ha of which 1,443ha are planted). These are classified as B-Class and are to be disposed of to community-business partnerships under the policy governing the privatization of state assets.

The roll-out of the disposal process to community-business partnerships needs to be planned and implemented as soon as possible. Obviously the communities involved as well as the businesses will greatly benefit from an economical point of view. These commercial plantations, if operated effectively and efficiently, will be self-sustainable and will have further economic spin-offs in terms of downstream processing industries. Once again, it is recommended that project-specific business plans be prepared to facilitate the roll-out of the disposal process to community-business partnerships.

13.7. APPROPRIATE DEVELOPMENT / LAND USE AREAS

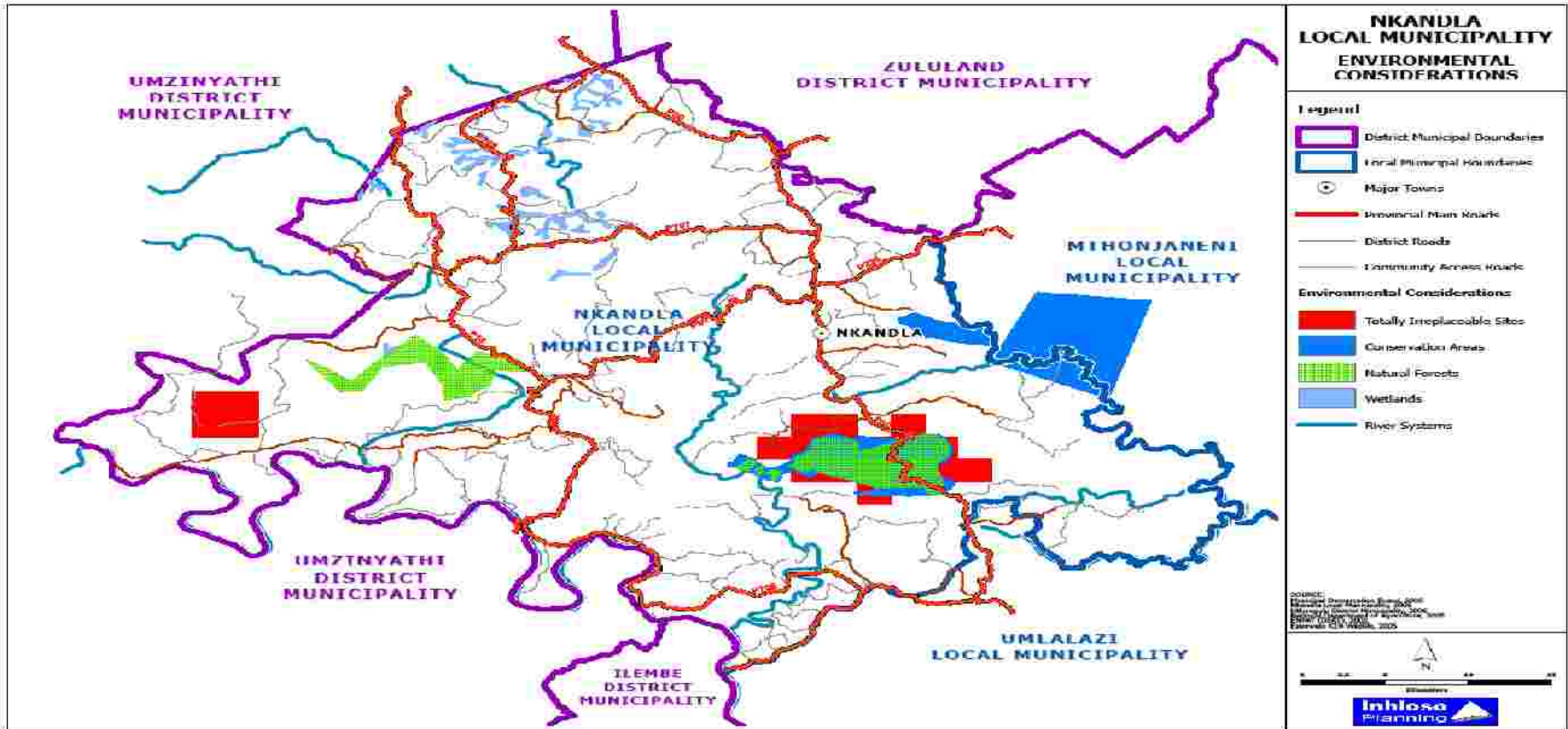
Areas in which appropriate development or land use could be considered are at the Amatshenezimpisi Reserve and the Qhudeni Natural Forest. The type of development envisaged includes walking trails and overnight accommodation at appropriate locations. This will require appropriate land use and management controls, due to such development being in or in close proximity to environmentally sensitive areas. Thus, the development at these locations has to be very sensitive to the potential of the areas. It is also important to bear in mind that at these locations, market forces will play a very important role in identifying development options.

13.8. ENVIRONMENTAL MANAGEMENT

The implementation of the SDF shall be done within adequate environmental management practices guided by a District Environmental Management Plan.

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Nkandla is home to two Natural Forests, namely Nkandla and Qhudeni, both being regarded as Conservation Areas with high potential for tourism related development. Nkandla is also home to the Matshenzimpisi Nature Reserve, as well as a number of spectacular scenic viewpoints both along the P50 and P90 main roads. Wards 2, 3 and 10 are home to a number of wetland areas, whilst a large tract of land, as depicted on the Environmental Considerations Map (see overleaf), in Ward 9 can be considered as "totally irreplaceable site".



“Special Management Areas” refers specifically to areas that require effective and efficient management and includes environmentally sensitive areas. Controls will need to be developed that ensure the protection or conservation of these areas. There are however economic development potential through linkages of these areas with appropriate development or project initiatives such as nature trails, accommodation facilities and other related development.

“No development” Areas refers to land that is considered irreplaceable and development should not be allowed to occur within these demarcated areas.

Currently the Department of Environmental Affairs is involved with the Municipality in Alien Plant Eradication Project in the lower lying areas and Soil Erosion Prevention Project in Ekukhanyeni.

13.9. Transport Investment Routes and Road Upgrades

The following roads have been identified as the main transport investment areas:

- § The P50, which is being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP. It traverses through the municipal area, providing direct access between the towns of Eshowe, Nkandla and Nqutu. It has been identified as a main transport investment route due to it being recognized as such (through the

ARRUP Programme); its traversal through the proposed Esibhudeni Tourism Node, the Nkandla Natural Forest, Nkandla Town, the denser settlements that occur along this route, the number of roads branching off this route (P226 to Melmoth, P90 to Maphuthu, P90 Tourism Node and Dolwane, the P707 to the proposed Ekukhanyeni Service Node) and its traversal through the proposed Chwezi Economic Development Node;

- § The P226 to Melmoth; and
- § The P90 which traverses the proposed Maputhini Service Node and the proposed P90 Tourism Node and which links Nkandla Town with the proposed Dolwane Economic Development Node.

In order to improve accessibility, the following main routes need to be upgraded:

- § The P16 between Jameson’s Drift and Qhudeni up to where it links with the P707;
- § The P707 which provides access to the proposed Ekukhanyeni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node.

Other proposed road upgrades (which have been recommended in the Nkandla LED Study) but which are not indicated on the proposed Nkandla Spatial Development Framework Plan are:

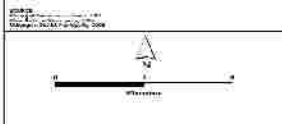
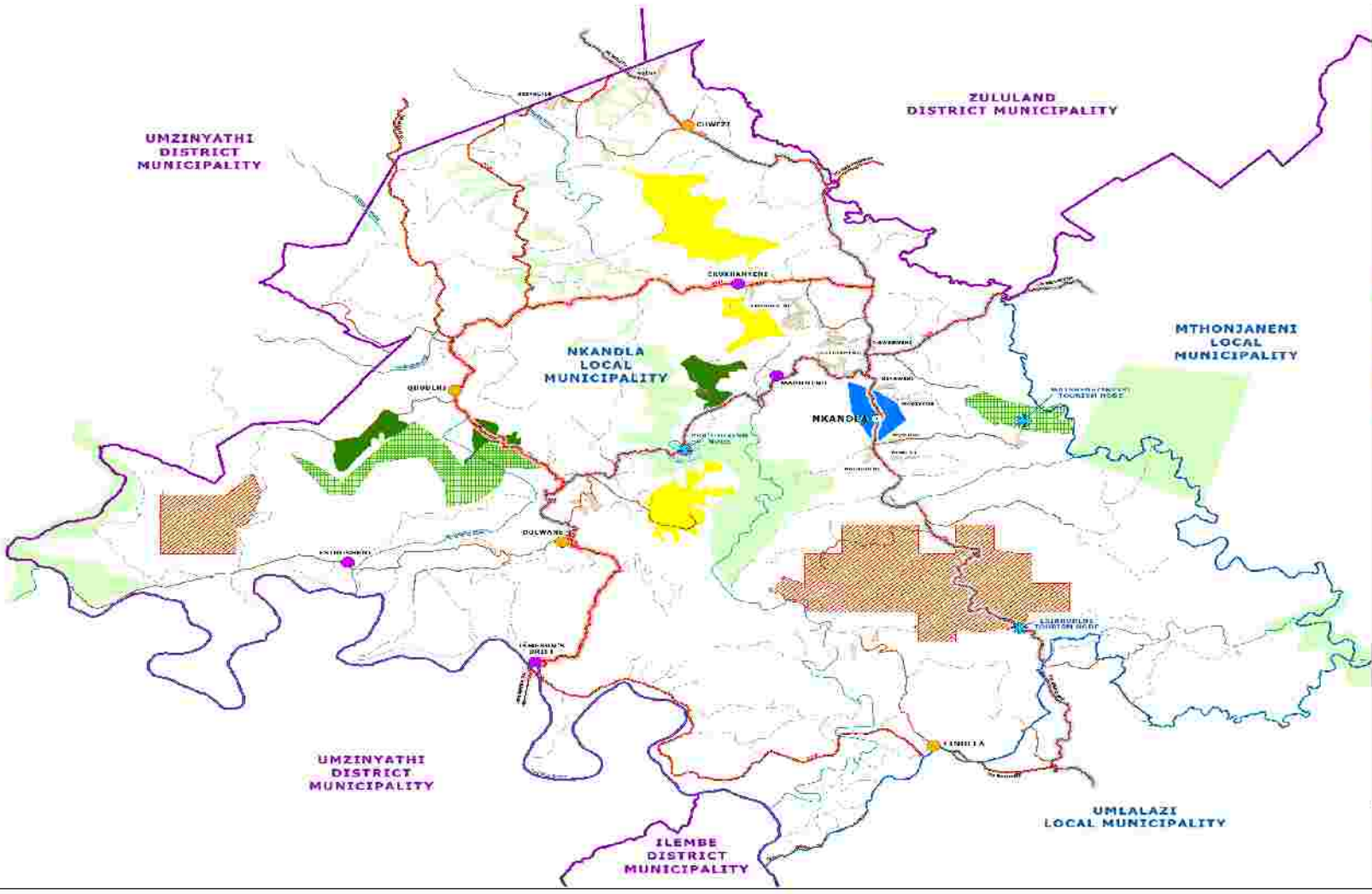
- § D1642 Matshensipizi guest houses (8.3km).

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§ D1599 King Cetshwayo Grave Site (11.84km). This road would open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's Grave Site – an important tourist site.

**NKANDLA LOCAL MUNICIPALITY
SPATIAL DEVELOPMENT
FRAMEWORK**

- Legend**
- District Municipal Boundaries
 - Local Municipal Boundaries
 - Major towns
 - Province Mer
 - District Road
 - Community Access
 - Major Rivers
 - Rural Settlements
 - Conservation / Environmentally Sensitive Areas
 - Main Economic Development/Service Nodes
 - Economic Development Nodes
 - Service Nodes
 - Tourism Nodes
 - Agricultural Investment Areas
 - Commercial Forestry Investment Areas
 - Appropriate Development/Landuse Areas
 - No Development
 - Transport Investment Routes
 - Proposed Basic Infrastructure



CHAPTER 14

14. Impact of the Spatial Development Framework on the Capital Investment Framework and the Medium Term Revenue and Expenditure Framework.

Based on the analysis of available and required infrastructure in the developmental nodes and the identified road linkages the Municipality will conduct an in depth computation a long term infrastructure requirements and capital investment requirements. Through the cooperation with the UNAID and the Department of the Premier will have shown commitment into developing this model.

14.1. Nkandla Main Economic Development Node

Facility / Infrastructure	Existence (Yes/No)	Budget
Municipal Administrative Centre	Yes	
Residential Accommodation	Yes (but more sites	

	required)	
Commercial property	Yes (at least 60% sites developed)	
Financial Services	Yes (2 commercial banks)	
Health Services	Yes	
Communication Facilities	Yes	
SMME Facilities	Yes (more still required)	
Main Taxi Rank	Yes	
Sport Facility (Class A)	Yes (Class B)	
Cemetery	Yes	
Community Hall (Class A)	Yes (Class C)	
Landfill site	Yes	
Road Network (Level 1)	Yes	

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Primary Education Facility	Yes	
Secondary Education Facility	Yes	
Tertiary Education Facility	No	
Other Government Facilities	Yes	
Street Lighting (Level 1)	Yes	

14.2. Chwezi Economic Development Node

Facility / Infrastructure	Existence (Yes/No)	Budget
Municipal Services (i.e. Water, Sanitation, Electricity & Refuse removal)	Yes	
Market Stalls		
Shopping Complex	Yes (a shopping centre required)	
Pension Payout points	No	
Clinic	Yes	
Communication Facilities	No	
Public Libraries	No	
Taxi Rank	Yes	
Sport Facility (Class C)	Yes	
Community Hall (Class C)	No	

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Road Network (Level 2)	No	
Primary School	Yes	
Secondary School	Yes	
Adult Education Centre		
Multi Purpose Community Centre	No	

14.3. Qhudeni Economic Development Node

Facility / Infrastructure	Existence (Yes/No)	Budget
Municipal Services (i.e. Water, Sanitation, Electricity & Refuse removal)		
Market Stalls		
Shops		
Pension Payout points		
Clinic		
Communication Facilities		
Public Libraries		
Taxi Rank		
Sport Facility (Class C)		
Community Hall (Class C)		
Road Network (Level 2)		
Primary School		

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Secondary School		
Adult Education Centre		

14.4. Dolwane Economic Development Node

Facility / Infrastructure	Existence (Yes/No)	Budget
Municipal Services (i.e. Water, Sanitation, Electricity & Refuse removal)		
Market Stalls	Yes	
Shops	No	
Pension Payout points	No	
Clinic	Yes	
Communication Facilities	No	
Public Libraries	No	
Taxi Rank	Yes	
Sport Facility (Class C)	Yes	

Community Hall (Class C)	Yes	
Road Network (Level 2)	No	
Primary School	Yes	
Secondary School	Yes	
Adult Education Centre		
Multi Purpose Community Centre	No	

14.5. Lindela Economic Development Node

Facility / Infrastructure	Existence (Yes/No)	Budget
Municipal Services (i.e. Water, Sanitation, Electricity & Refuse removal)		
Market Stalls	Yes	
Shopping Complex	No	
Pension Payout points	No	
Clinic	Yes	

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Communication Facilities	No	
Public Libraries	No	
Taxi Rank	Yes	
Sport Facility (Class C)	No	
Community Hall (Class C)	No	
Road Network (Level 2)	No	
Primary School	Yes	
Secondary School	Yes	
Adult Education Centre		
Multi Purpose Community Centre	Yes	

14.6. Spatial Development Framework Implementation Plan

No	Recommended Action	Status	Financial Year				
			2009/10	2010/11	2011/12	2012/13	2013/14
1	<p>Preparation of detailed Nodal Framework Plans for the proposed economic development nodes, as well as services nodes as depicted on the SDF Map. This could be put out in one combined tender, which will result in cost savings and in consistency.</p> <p>Nodal Framework Plans to indicate implementation roll-out per node (inclusive of community facilities, government and municipal facilities such as libraries, assessment of vices and infrastructure and its required upgrading, etc.)</p>	Complete					
2	Preparation and adoption of a Town Planning Scheme for Nkandla Town	Submitted to DLGTA					
2	Preparation of an Agricultural Development Plan for the proposed Agricultural Investment Areas	Funding applied for	R 75,000				
3	Preparation of a Strategy (and assistance in its implementation) in co-operation with the Department of Water Affairs and Forestry to dispose of State-owned commercial plantations, namely Nkonisa and Qhudeni, to community-business partnerships	Funding proposal prepared		R 50,000			
4	Preparation of a Marketing Strategy for Amatshenezimpi rism	Funding		R 50,000			

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No	Recommended Action	Status	Financial Year				
			2009/10	2010/11	2011/12	2012/13	2013/14
	Node	proposal prepared					
5	Preparation of the Esibhudeneni Tourism Node Development Plan	Funding proposal prepared		R 75,000			
6	Preparation of the P90 Tourism Node Development Plan	Funding proposal prepared		R 75,000			
7	Liaison and interaction with the Department of Transport for the upgrading of the P90 road, which the proposed Maphuthu Service Node and the proposed P90 Tourism Node and which links Nkandla Town with the proposed Dolwane Economic Development Node. This might also require the preparation of a business plan for motivating and accessing funding for such upgrade		R40,000				
8	Liaison and interaction with the Department of Transport for the upgrading of the following roads: § The P16 between Jameson's Drift and Qhudeneni up to where it links with the P707; § The P707 which provides access to the proposed Ekukhanyeni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node.			R50,000			

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No	Recommended Action	Status	Financial Year				
			2009/10	2010/11	2011/12	2012/13	2013/14
	This might also require the preparation of business plans for motivating and accessing funding for such upgrades						
9	<p>Liaison and interaction with the Department of Transport for the upgrading of the following roads:</p> <p>§ D1642 Amatshenezimpisi chalets (8.3km); and</p> <p>§ D1599 King Cetshwayo Grave Site (11.84km). This road would open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's Grave Site – an important tourist site.</p> <p>This might also require the preparation of business plans for motivating and accessing funding for such upgrades</p>				R50,000		
10	Implementation of Nodal Framework Plans for the proposed economic development nodes, as well as services nodes, the Town Planning Scheme for Nkandla Town, the Agricultural Development Plan for the proposed Agricultural Investment Areas, a Marketing Strategy for Matshenezimpisi Tourism Node, the Esibhudeneni Tourism Node Development Plan, and the Tourism Node Development Plan	unknown					

PART E:

SECTOR INVOLVEMENT

CHAPTER		PAGE
15	Operation MBO	
16	National Government Departments	
17	Non Governmental Organizations	
18	Private Sector Involvement	

CHAPTER 15

15. National Government

The involvement of National Government is mainly through the alignment of the Municipality's developmental programs to national policy framework.

15.1. National Spatial Development Perspective

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003. The four principles of the NSDP are as follows:

- § Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- § Government spending on fixed investment should therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- § Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should

focus on providing social transfers, human resource development and labour market intelligence.

- § In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

APPLICATION:

Apart from improved service delivery and ensuring a basic standard of living for all in the Municipality, proposed Nodal Hierarchy System and Intervention Areas clearly links with the principles of the NSDP:

- § The proposed Economic Development Nodes aims to establish economic growth and development at the nodal locations which will ultimately promote social development and community empowerment.
- § The strengthening of the nodes in the Municipality while ensuring the equitable development of the rural areas through land reform, housing and service delivery.

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§ The spatial development vision for the Municipality is based on a hierarchy of functions for centres and nodes.

The spatial implications of the NSDP has been addressed through the Review of the Spatial Development Framework

15.2. Other National Government Policy Frameworks

Accelerated and Shared Growth Initiative for South Africa
ASGISA aims to promote a national shared growth initiative, rather than "government programme" for South Africa. It is intended to halve poverty and unemployment by 2014. Initiatives have been divided into six categories:

- Macroeconomic issues (key issues are (1) a mandate given to the DPLG, in consultation with the DTI, to improve the capacity of local government to support local economic development and (2) the Expanded Public Works Programme mandate has been extended in respect to a larger number of roads projects, its Early Childhood Development component, home based care and the finalisation of a process to support local governments in developing larger EPWP projects)
- Infrastructure programmes (Eskom and Telkom, FIFA World Cup Stadiums, Broadband Internet, provincial special projects)
- Sector investment strategies (business process outsourcing, tourism, and bio fuels)

- Skills and education initiatives (The QUIDS UP programme is aimed at achieving high levels of literacy and numeracy in the lowest grades, the Maths and Science (Dinaledi) programme, an upgraded career guidance programme, upgrading of the Further Education and Training colleges, Adult Basic and Education Training)
- Second economy interventions (the key mechanisms are (1) to use leverage of the first economy to address the second economy - i.e. leverage the increased levels of public expenditure, especially investment expenditure, to develop small businesses and broad based empowerment, to linking small businesses to opportunities deriving from the 2010 FIFA World Cup, to target unemployed graduates for jobs or learnerships and (2) employ venture funding through the Small Business Development Agency)
- Public administration issues (realisation of a "social contract" on economic matters - as discussed in the President's Joint Working Group, and effective implementation of agreed BEE Charters)

Expanded Public Works Programme (EPWP)

Falling within ASGISA, EPWP deserves special attention as this programme incorporates certain key LED interventions at Nkandla. The EPWP is a nationwide programme which seeks to draw significant numbers of unemployed into the productive sector of the economy, gaining skills while they work and increasing their capacity to earn income. The programme has been divided into four sectors (environment and cultural, health, education and skills, and infrastructure).

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social, economic and infrastructure), each consisting of a number of government departments with one department nominated to lead each sector:

- The environmental and cultural sector (Environmental Affairs and Tourism, Water Affairs and Forestry, Arts and Culture, Agriculture). Programmes include Sustainable Land Based Livelihoods, Working for the Coast, People and Parks, Working for Tourism, Working on Waste.
- The social sector (Departments of Social Development, Health and Education) will involve the employment of people by NGOs and CBOs, to work on home-based care programmes and early childhood development programmes.
- The infrastructure sector (Department of Public Works, Department of Transport, Department of Housing, Department of Provincial and Local Government, Department of Water Affairs and Forestry, Department of Public Enterprises, Department of Education, Eskom, ID) focuses on construction, rehabilitation and maintenance activities which offer the best opportunity for use of labour (e.g. low-volume roads, trenching, storm water and sidewalks). The programme attaches specific conditions to the Provincial and Municipal Infrastructure Grants (PI and MIG). It also includes labour intensive construction of civil works through the Department of Housing, trenching in

electrification projects through Eskom, remaining CMIP projects earmarked for Labour Intensive Construction (DPLG), road maintenance and higher volume roads (NDOT) (these include the ARRUP, Zibambele and Vukuzakhe programmes) and building maintenance (DPW).

- The economic sector (The Department of Trade and Industry) plans are not yet available but include venture learnerships through the various SETAs.

Intergovernmental Relations Framework Act (No 13 of 2005 section 37)

IGR Act states that the "Premier of a province is responsible for ensuring the co-ordination of intergovernmental relations within the district municipality with local municipalities in the district". This is why the Cabinet Lekgotla initiated "Operation Mbo" in August 2005 as an initiative to accelerate growth and development in KwaZulu-Natal with initial focus at Msinga and Nkandla. The aim is to promote joint planning and implementation of policy, programmes and projects, and eventually scale up to other areas in the province.

The Operation Mbo model is firmly rooted in livelihoods theory; stressing that good investment comes in packages of services that must address human, business, infrastructural, natural, public institutional and knowledge capitals. "The challenge ... is to implement this package of services in an integrated sequential fashion by all the national and provincial departments and municipalities so that they complement

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each other in attaining the final goal of improved quality of life for our communities". Operation Mbo has brought fresh perspectives on LED at Nkandla, which are summarized in Section 5.2.

Broad-Based Black Economic Empowerment Act (No. 53 of 2003)

BBBE Act aims to increase the number of black people (and particularly black women and collective enterprises) who have ownership and control of new and existing enterprises and the number of black people in executive and senior management of enterprises. This means that LED projects should be evaluated in terms of promotion, investment finance for programmes that fulfil the above objectives. It should be noted that any program which empowers rural local communities by enabling access to economic activities, land, infrastructure, ownership and skills, also meets BBBEE objectives.

National Strategy for the Development and Promotion of Small Business in South Africa

SMME Act aims to create an enabling environment for small enterprises in which SMME's will themselves accept responsibility for the operation, growth and progress their enterprise. Key objectives are to:

- Create an enabling environment for small enterprises
- Facilitate greater education of income, wealth and earning opportunities

- Address the legacy of apartheid-based disempowerment of black business
- Support the advancement of women in all business sectors
- Create long-term jobs
- Stimulate sector-focused economic growth
- Strengthen cohesion between small enterprises
- Level the playing fields between bigger and small businesses as well as between rural and urban businesses
- Prepare small businesses to comply with the challenges of an internationally competitive economy.

The framework requires that programmes be developed and implemented at both regional and local level. Policies need to be in tune with national and regional as well as sectoral developments, taking into account differences between sectors like manufacturing, tourism or construction, as well as differences between categories of SMMEs; namely Survivalist enterprises, Micro enterprises and Small enterprises.

CHAPTER 16

16. Provincial Government Involvement

16.1. PROVINCIAL SPATIAL & ECONOMIC DEVELOPMENT STRATEGY

The Provincial Spatial & Economic Development Strategy aims to:

- § Provide spatial context to the PGDS;
- § Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- § Identify priority areas and types of development;
- § Align to municipal spatial development frameworks;
- § Guide budgeting processes of the province and municipalities;
- § Influence investment decisions of the private sector;

The PSEDS is intended as a guide to service delivery within the cluster to achieve the goals set in ASGI-SA: Halve poverty & unemployment by 2014. Principles of development and growth underpinning PSEDS:

- § Government has a constitutional obligation to provide basic services to all citizens. Basic services include health, education, housing, transport
- § All areas of the province require development
- § Certain areas of the province will drive economic growth

- § The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- § Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agric-processing and land reform)
 - The Industrial sector (Including Manufacturing)
 - The Tourism sector
 - The Service sector (including government services)
- § The logistics and transport sector (including rail) underpin growth in all four sectors.
- § Sustainable and affordable water and energy provision is crucial to economic growth & development.

It is considered that the Nkandla SDF, in its totality, abides with the above principles of development and growth underpinning PSEDS.

16.2.

The municipality outlined its strategies & objectives above when outlining the demographic profile & challenges under B: Situational Analysis. However what is important is that both the municipality should ideally develop strategies to overcome the challenges outlined together, therefore in this chapter, there are specific things that are required from each sector department, that if attained will be addressing issues that are identified under challenges experienced.

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REQUIRED INTERVENTIONS OF SECTOR DEPARTMENTS

DEPARTMENT	INTERVENTION
Office Of The Premier	<ul style="list-style-type: none"> • Ensuring That There Are IGR Units In All Sector Departments • Ensuring Effective Implementation on the IGR Act
Provincial Treasury	<ul style="list-style-type: none"> • Training On Budgeting • Training On Asset Management • Supply Chain Software (Data-Base Management)
DLGTA	<ul style="list-style-type: none"> • Development Of Action Plan For The Operation Ward Committees & CDWs • Training Of CDWs • Training of Sector Departments on IDP • Fast Track The Implementation of the Town Planning Scheme • Training of AmaKhosi & Councillors On The New MPRA • Assistance In The Roll-Out Of The Urban Regeneration Programme • Expansion Of Municipal Offices

Public Works	<ul style="list-style-type: none"> • Evaluate The Standard & Safety Of All Public Facilities • To Settle All Outstanding Rates Debts To The Municipality • Training Of Local Contractors On EPWP
DAEA	<ul style="list-style-type: none"> • Assist With Exemption From The Agricultural Land Act 70/70 • Workshop On Land Care Programmes In All Traditional Authorities • Update On Programmes That Are Undertaken In Municipal Boundaries • Assist the municipality in establishing the environmental management unit
Health	<ul style="list-style-type: none"> • Align The Development Of ECD Programmes • Align HIV Aids Support Programmes • Provide Funding For Internal HIV/Aids Programmes • Facilitate Community Outreach Programmes In Development Nodes

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Social Welfare	<ul style="list-style-type: none"> • Integration & Enhancement Of ECD Programmes • Nodal Outreach Programmes For Grant Registration & Monitoring • Infra-Structural Development Of Pension Pay-Points • Updated Statistics On Poverty • Ensure Participation By The Municipality In Departmental Development Programmes • Partner With Municipality In enhancing The Operation Of The Disaster Management Centre
Land Affairs	<ul style="list-style-type: none"> • Fast Track The Transfer Of ERF 5000 • More Information On Programmes • Assistance In Acquiring Privately Owned Land In Nkandla Town
DEAT	<ul style="list-style-type: none"> • Fast Tracking The Implementation Of Ekhombe Taxi Rank Project • Assist In Implementing Nkandla Forest Eco-Tourism Project At Uthukela Canoeing & Camp Site • Ematshenezimpisi Chalets & Game Reserve

	<ul style="list-style-type: none"> • King Cetshwayo's Grave Site
Housing	<ul style="list-style-type: none"> • Nkandla Town Rental Housing • Fast Track The Implementation of Godide & Qhudeni Housing Projects
SAPS	<ul style="list-style-type: none"> • Participate In The Municipal Safety Forum • Community Awareness Programmes To Be Aligned To The Municipal Public Participation Programmes • Establishment Of Well Capacitated Satellite Police Stations In Nodal Areas • Provide Updated Crime Statistics
Sports & Recreation	<ul style="list-style-type: none"> • Develop a sports development programme together with the municipality. • Fund the identified sports facilities.
Arts & Culture	<ul style="list-style-type: none"> • Exploit the richness of the culture of NKANDLA • Fund the annual cultural events such as the Annual Cultural Dance event & others

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Through District IDP Reps Forum and the local IDP Reps Forum different sector departments have been consulted. Below is a table illustrating departments consulted

Name of Department or Institution	Consulted at Local level	Consulted at District level
Department of Local Government and Traditional Affairs	Yes	Yes
Department of Education	Yes	Yes
Department of Transport	No	Yes
Department of Health	Yes	Yes
Department of Agriculture and Environmental Affairs	Yes	Yes
Department of Public Works	No	Yes
South African Police Services	Yes	No
Department of Housing	Yes	Yes
UNAID	Yes	Yes

CHAPTER 17

17. Non Governmental Organizations

The Nkandla Municipal area has witnessed a hive of activity from the NGO sector within the Municipality. The following is but an example of such activity;

CHAPTER 18

18. Private Sector

The Business Retention Study has revealed an unprecedented appetite of the private sector to come and invest in the Municipality. A recently completed phase 1 of shopping complex (Mthiyane Shopping Complex) and the two that are currently in the pipeline are an example of such appetite.

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Further to this there has been a vibrant development within the middle income housing component.

PART F: IMPLEMENTATION PLAN

CHAPTER		PAGE
19	Consolidated Capital Investment Framework	
20	Three Year Implementation Plan	

CHAPTER 19

19. Capital Investment Framework (15 year plan)

Nkandla Town, classified as a Rural Service Centre (RS) and a Provincial Rural Administrative Centre (PRAC), is the only formalised urban area located within Nkandla situated approximately 55 kilometres South-West of Melmoth and 60 kilometres from Eshowe. It is isolated from the major development corridors and the only access roads to the town are the roads from Eshowe through to the Nkandla Forest Reserve, the main road from Melmoth, and via a gravel road from Greytown and Kranskop.

Nkandla Municipality is located at the heart of KwaZulu-Natal in the most Western end of UThungulu District Municipality (DC 28) with a population that is estimated at 133 602, 57% being women and a density of 64 people per kilometer. 80% of the land is Traditional Authority held in trust by the INgonyama Trust. The remaining 20% of the land is held under trust farms, Nkandla Town located in the north-east of the municipal boundary and a Nature Reserve in a form of Nkandla Indigenous Forest and Ematshenezimpisi Game Reserve in Ward 6. The municipality is surrounded by the following local municipalities: Ulundi to the north, Nquthu in the north-west,

Msinga in the west, uMvoti in the south-west, Maphumulo in the south, Umlalazi in the south east and UMthonjaneni in the east. It is totally land-locked and is removed from the National Road Routes.

The topography of Nkandla is characterised by slopes and hills which pose a challenge in accessibility and speedy delivery of basic services because of the settlement patterns. The main rivers running across Nkandla are the UThukela River which runs from the north-west to the south of the municipal area, the Mhlathuze River which runs in the eastern part of the municipality and the Nsuze River which runs from the north towards the south of the municipal boundary.

The municipal area is accessible via P16 linking Nkandla with Kranskop, Greytown and Pietermaritzburg, P50 linking Nkandla with Eshowe, Nquthu and Vryheid and P15 linking Nkandla with Melmoth and Ulundi.

It is sad that the drafting of this 2007/8 IDP is still reliant on the Statistics taken in 2001. Unfortunately Statistics South Africa is the government approved source of statistical information but has not been updated since. This impacts negatively on the accuracy of the Municipal plans for the future.

19.1. OVERVIEW OF THE INFRASTRUCTURAL INVESTMENT PLAN

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Plan Objective

The Nkandla Municipality is committed to providing municipal services for which the Municipality is responsible, at an appropriate level, and in a transparent, accountable and sustainable manner, according to certain core principles.

Plan Principles

The following plan principles, presented in no particular order, serve as a framework for the achievement of the plan objective stated above.

Effective Governance

The Nkandla Municipality strives to apply effective governance systems to provide for consistent asset management and maintenance planning in adherence to and compliance with all applicable legislation to ensure that asset management is conducted properly, and municipal services are provided as expected.

To this end, the Municipality will:

- continue to adhere to all constitutional, safety, health, systems, financial and asset-related legislation;
- regularly review and update amendments to the above legislation;
- review and update its current policies and by-laws to ensure compliance with the requirements of prevailing legislation; and
- effectively apply legislation for the benefit of the community.

Sustainable Service Delivery

The Nkandla Municipality strives to provide to its customers services that are technically, environmentally and financially sustainable. To this end, the Municipality will:

- identify a suite of levels and standards of service that conform with statutory requirements and rules for their application based on long-term affordability to the Municipality;
- identify technical and functional performance criteria and measures, and establish a commensurate monitoring and evaluation system;
- identify current and future demand for services, and demand management strategies;
- set time-based targets for service delivery that reflect the need to newly construct, upgrade, renew, and dispose infrastructure assets, where applicable in line with national targets;
- apply a risk management process to identify service delivery risks at asset level and appropriate responses;
- prepare and adopt a maintenance strategy and plan to support the achievement of the required performance;
- allocate budgets based on long-term financial forecasts that take cognizance of the full life-cycle needs of existing and future infrastructure assets and the risks to achieving the adopted performance targets;
- strive for alignment of the financial statements with the actual service delivery potential of the infrastructure assets; and
- implement its tariff and credit control and debt collection policies to sustain and protect the affordability of services by the community.

Social and Economic Development

The Nkandla Municipality strives to promote social and economic development in its municipal area by means of delivering municipal services in a manner that meet the needs

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of the various customer user-groups in the community. To this end, the Municipality will:

- regularly review its understanding of customer needs and expectations through effective consultation processes covering all service areas;
- implement changes to services in response to changing customer needs and expectations where appropriate;

GUIDELINES FOR INFRASTRUCTURAL INVESTMENT

- foster the appropriate use of services through the provision of clear and appropriate information;
- ensure services are managed to deliver the agreed levels and standards; and
- create job opportunities and promote skills development in support of the national EPWP.

Custodianship

The Nkandla Municipality strives to be a responsible custodian and guardian of the community's assets for current and future generations.

To this end, the Municipality will:

- establish a spatial development framework in consultation with the local municipalities that takes cognisance of the affordability to the municipality of various development scenarios;
- establish appropriate development control measures in consultation with the local Ward-based structures including community information;
- cultivate an attitude of responsible utilisation and maintenance of its assets, in partnership with the community;
- ensure that heritage resources are identified and protected; and

- a long-term view is taken into account in infrastructure asset management decisions.

Transparency

The Nkandla Municipality strives to manage its infrastructure assets in a manner that is transparent to all its customers, both now and in the future. To this end, the Municipality will:

- develop and maintain a culture of regular consultation with the community with regard to its management of infrastructure in support of service delivery;
- clearly communicate its service delivery plan and actual performance through its Service Delivery and Budget Implementation Plan (SDBIP);
- avail asset management information on a ward basis; and
- continuously develop the skills of councilors and officials to effectively communicate with the community with regard to service levels and standards.

Cost-effectiveness and Efficiency

The Nkandla Municipality strives to manage its infrastructure assets in an efficient and effective manner. To this end, the Municipality will:

- assess life-cycle options for proposed new infrastructure in line with the Supply Chain Management Policy;
- regularly review the actual extent, nature, utilisation, criticality, performance and condition of infrastructure assets to optimise planning and implementation works;
- assess and implement the most appropriate maintenance of infrastructure assets to achieve the required network performance standards and to achieve the expected useful life of infrastructure assets;
- continue to secure and optimally utilise governmental grants in support of the provision of free basic services;

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- implement new and upgrading construction projects to maximise the utilisation of budgeted funds;
- ensure the proper utilisation and maintenance of existing assets;
- establish and implement demand management plans;
- timeously renew infrastructure assets based on capacity, performance, risk exposure, and cost;
- timeously dispose of infrastructure assets that are no longer in use;
- review management and delivery capacity, and procure external support as necessary;
- establish documented processes, systems and data to support effective life-cycle infrastructure asset management;
- strive to establish a staff contingent with the required skills and capacity, and procure external support as necessary; and
- conduct regular and independent assessments to support continuous improvement of infrastructure asset management practice.

19.2. INFRASTRUCTURAL INVESTMENT IN NKANDLA

19.2.1 ROAD INFRASTRUCTURE

19.2.1.1 MAIN MOVEMENT ROUTES AND INFRASTRUCTURE

Accessibility and natural movement between spatial components and systems are very important. This includes accessibility to the main centre (Nkandla Town), Economic Development Areas, Service Areas, Tourism Areas, Agricultural

and Forestry Development Areas, adjoining municipalities, existing settlements within Nkandla Municipality, etc.

Movement routes, such as the P50, P90, P226, P707, P70 P708, as well as other roads within the municipality are considered the 'glue' that holds the area together by providing internal and external access. Movement Routes also provides accessibility to services – both infrastructural and facilities.

The main movement routes that have been identified are P50 (being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP) which traverses through the municipal area, providing direct access between the towns of Eshowe, Nkandla and Nqutu. It also traverses the Nkandla Natural Forests and other tourist attractions. Other main movement routes include P226 (to Melmoth Town) and P90 (to Dolwane).

Movement routes that require upgrading include P16 (Jameson's Drift to Qhudeneni) and the P707.

19.2.1.2 TRANSPORT INVESTMENT ROUTES AND ROAD UPGRADES

The following roads have been identified as the main transport investment areas:

- § The P50, which is being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP. It traverses through the municipal area,

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providing direct access between the towns of Eshowe, Nkandla and Nqutu. It has been identified as a main transport investment route due to it being recognized as such (through the ARRUP Programme); its traversal through the proposed Esibhudeneni Tourism Node, the Nkandla Natural Forest, Nkandla Town, the denser settlements that occur along this route, the number of roads branching off this route (P226 to Melmoth, P90 to Maputhini, P90 Tourism Node and Dolwane, the P707 to the proposed Ekukhanyeni Service Node) and its traversal through the proposed Chwezi Economic Development Node;

- § The P226 to Melmoth; and
- § The P90 which traverses the proposed Maputhini Service Node and the proposed P90 Tourism Node and which links Nkandla Town with the proposed Dolwane Economic Development Node.

In order to improve accessibility, the following main routes need to be upgraded:

- § The P16 between Jameson's Drift and Qhudeneni up to where it links with the P707;
- § The P707 which provides access to the proposed Ekukhanyeni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node.

Other proposed road upgrades (which have been recommended in the Nkandla LED Study) but which are not

indicated on the proposed Nkandla Spatial Development Framework Plan are:

- § D1642 Ematshenezimpisi guest houses (8.3km).
- § D1599 King Cetshwayo Grave Site (11.84km). This road would open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's Grave Site – an important tourist site.

19.2.1.3 COMMENTS

Roads investment is one of the critical infrastructure development that if properly provided for, then any development will become easy.

Most of these roads had been upgraded using local quarry but this was just a temporal measure. The tarring of these major economic routes cannot be over-emphasized.

19.2.1.4 RECOMMENDATIONS

It is highly recommended that these major economic routes be tarred so as to have long lasting, sustainable road in Nkandla area.

19.2.2 WATER INFRASTRUCTURE

The area under consideration is located west of the Mhlatuze River and East of the Nsuzi River. The upper limit of the area is the Juluka settlement and the lower one is the Emome settlement. The area includes the Chwezi, AMaphuthu,

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Mpungose, Mahlayizeni and Chube and part of the MaChunwini, Khabela, Ekukhanyeni, Mangidini and Zondi Traditional Authorities and Nkandla Town in Nkandla. The project area is located within the catchment areas of the Mhlatuze and the Nsuze Rivers. Both these rivers are reliable sources with good quality water.

The only bulk water schemes in the Nkandla district are projects in Nkandla Town and Qhudeni. This is also the only area in Nkandla that is serviced by a bulk scheme water pipeline although the new residential extension to the urban settlement of Nkandla is also serviced by this bulk water scheme. Further extensions to the town will not be possible due to the lack of water resources in the area.

The uThungulu Regional Council is currently busy with water supply projects throughout the Nkandla district. Boreholes and water tanks are being supplied to rural communities and pipes laid to homesteads. After water has been installed, the communities are responsible for the maintenance of the tanks and pipelines. The rudimentary water supply is not sufficient to provide for all domestic water needs and household demand is supplemented from rivers. Most of the areas in Nkandla have access to water, but, due to the rugged terrain, water is not as easily accessible as it seems. There are areas where people have to walk long distances to get clean drinkable water.

Water for irrigation purposes is also scarce which contributes to the low levels of agricultural development in the Nkandla district.

Backlogs with regard to water supply are found within the whole Nkandla district. The standards for water need to be adjusted as in most settlements there is enough water being supplied, but it is supplied far from the homesteads. Pipelines may be an answer to supplying water according to RDP standards. Areas of greatest need are the Zondi Traditional authority area, the Ekukhanyeni Traditional authority area and the Izigqoza.

Traditional Authority area. Areas defined as long-term priorities are in need of water, but the densities of these settlements make it difficult to supply water in a sustainable way to them.

Water demand

The water demand for the supply area is calculated according to the following design criteria:

- Number of people per household: 9
- Residential RDP level of demand: 25"/c/d
- Residential future demand: 60"/c/d
- School demand: 6k"/d
- Hospital demand: 150k"/d
- Clinic demand: 20k"/d
- 2.5% Population growth for towns

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Water sources

Existing water sources

There are several existing water schemes throughout the area, with bulk water from developed boreholes, springs and rivers. From the Mhlathuze River there is an existing extraction point that supplies the Nkandla bulk pipeline with water. This pipeline is under construction at present.

Project	Source	Water treatment
Amaphutu	Nkonisa River	Chlorinator
Bhokwe	Borehole	None
Ethalaneni	Spring	Chlorinator
Hlasimpilo	Borehole	None
Kwabadala old age home	River	Pressure Filter
Madiyane	Borehole	Package Plant
Mahlayizeni	Borehole	None
Mandaba 1	Mphothwe River	None
Mandaba 2	Borehole	None

Mbizwe	Spring	None
Mdlalenga	Spring	Chlorinator
Mshisandlu	Borehole	Chlorinator
Niselelo	Borehole	None
Nkandla Bulk Phase 1 & 2	Mhlathuze river	None
Nkandla Town	Borehole	Purification Plant
Nontshiza	Mbele River	None
Sidumuka	Spring	Chlorinator
Thalaleni	Spring	None
Vimbimbobo	Spring	None
Vumangoma	Spring	Chlorinator
Zondi	Spring	None

Sustainability

The above mentioned water sources will be sustainable to supply interim water demand, but the Mhlathuze River as a bulk source for the Nkandla Bulk Pipeline will

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be sustainable to provide sufficient water in the long-term, as it is more reliant and not susceptible to drought.

Extraction Licensing

An EIA was completed for the present abstraction from the Mhlathuze River by the Nkandla Bulk pipeline. The increased extraction will require an update on the EIA study completed thus far. The Environmental Conservation Act (Act 73 of 1989) requires an EIA for reservoirs and bulk water supply systems. It is anticipated that the EIA study will not indicate any problems due to the available capacity and the pipelines will be protected against erosion, where required.

Alternatives

The bulk should be able to deliver at least 4 M³/day into the area in order to provide for the demands to RDP standards. The Nsuzi and Mhlathuze Rivers as sources have available capacity. The other sources utilised by the existing schemes will not be able to provide the long-term required supply. The local sources are also very susceptible to drought.

Because of the higher elevation of the Mhlathuze River and the existing infrastructure available, the Mhlathuze River is the preferred option. The proposed bulk supply will replace the sources of the existing schemes to supply the enlarged footprint.

Existing water schemes

Existing schemes in the supply area are shown in the table below.

v -metered yard

x -no metered yard

Schemes	Heads	Scheme capacity (kl/day)	Reservoir Capacity	Level of service	Required Level of Service
Amaphuthu	4230	182	390	Metered Yard	v
Bokwe	1242	54	110	Metered Yard	v
Ethalaneni	2340	101	240	Standpipe	X
Hlasimpilo	45	2	80	Standpipe	X
Kwabadala Old age Home	54	65	235	N/A	n/a
Madiyane	378	16	80	Metered Yard	v

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Mahlayizeni	3 087	133	140	Standpipe	X	o						
Mandaba 1	171	7	200	Standpipe	X	Vumangom	2 808	121	116	Standpipe	X	
Mandaba 2	225	10	60	Standpipe	X	a						
Mbizwe	495	21	90	Standpipe	X	Zondi	2 439	105	40	Standpipe	X	
Mdlelanga	1 890	82	140	Metered Standpipe	X							
Mshisandlu	1 233	53	140	Standpipe	X							
Niselelo	1 395	60	40	Standpipe	X							
Nkandla Bulk Phase 1 & 2	N/A	?	3 070	N/A	n/a		19.2.3 Proposed water supply system					
Nkandla Town	6 300	272	195	Metered House	v		Survival water supply The borehole program will be implemented by the uThungulu District Municipality in order to supply a survival level of water supply at 5"/c/d to serve as a interim water supply to the areas where no infrastructure exists. According to the 2002 uThungulu Borehole Development plan for this area the settlements below are to receive hand pumps in the following 5 years.					
Nontshiza	1 512	65	80	Standpipe	X		Water Supply Back-Logs					
Sidumuke	279	12	60	Standpipe	X		Out of the total 24 213 households, 11 000 households not have access to water above the RDP standard. This means that Nkandla in 2007/8 has a back-log of 47, 6% in water supply. When comparing the percentage of the back-log with					
Thalaneni	7 722	333	585	Metered Yard	X							
Thaleni	450	19	100	Standpipe	X							
Vimbimbob	855	37	70	Standpipe	X							

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the average of the whole District which currently at 44,3%, the indication is that water supply in Nkandla is progressing progressively well. All households that receive water in Nkandla receive 6KL free, however this Free Basic water program is hard to implement in households that are receiving water via stand-pipes, and who are entitled to free water. This will be fully effective once all households have had water connections in their homes.

COMMENTS

This alone shows as to how much is the challenge facing Nkandla people. Water is the first basic need for every body. Without proper water supply, people will be exposed to many diseases.

RECOMMENDATIONS

It is highly recommended that all houses be provided with house connections so as to be able to implement the recommended free 6KL per household per month.

19.3 SANITATION

This service as well, is done by uThungulu District Municipality. There are only four Wards (just part of the ward) which were provided with VIP toilets i.e. Ward 8, 9, 10, 12, 13 & 14.

This shows that the backlog is still at about 87% for the entire municipal area.

19.4 ENERGY DISTRIBUTION

Nkandla Municipal area can be categorized into two i.e. Grid areas and Non-Grid areas. This is due to the fact that other areas will need an infrastructure to be provided before any reticulation can take place.

Based on the above fact, it is inevitable that there must be two or more energy distribution options which will be employed so as to ensure that the municipality is reaching to all people within its area of jurisdiction.

There are two sources of energy which are currently viewed as possible sources for Nkandla area i.e.

- Electricity for those areas which are considered to be in Grid Areas
- Other alternative sources of energy (SABS approved Fire Gel) to those areas which are in the Non-Grid areas

LEVEL OF ENERGY DISTRIBUTION IN NKANDLA

The following table indicates as to at what level is the energy distribution in Nkandla

ENERGY	USAGE	NO.OF	PERCENTAGE
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SOURCE	LIGHTING	COOKING	HOUSEHOLDS BENEFITTING	
Electricity	v	v	1732	7%
Gas		v	828	3%
Paraffin	v	v	1266	5%
Candles	v		21598	87%
Solar	v	v	91	-
Wood		v	20443	82%
Other (generator, car batteries, etc)	v	v	177	-

The Energy Sector Plan is being reviewed (2007/8). It will therefore have an integration of development and budget plan into a workable 5 year Roll out Plan.

The planned projects are clearly indicated in the Five-Year projects list which is annexed at the end of this plan as summary projects plan.

19.5 WASTE MANAGEMENT

Objective: To ensure the provision of adequate waste management that is within the Legislative frameworks yet provides the healthy environment to the people from inside and outside of Nkandla.

Currently waste is collected mainly from within Nkandla Town and from Nodal points (Vumanhlamvu Clinic, Sibhudeni + Mandaba clinics, Nxamalala Clinic, Jameson's Drift Clinic, Dolwane taxi rank, Ekhombe Hospital +Xulu Clinic, Qhudeni Centre, Malunga Clinic, Nongamlana Clinic and Chwezi Clinic).

The challenge we are having is that Nkandla is so wide such that it become difficult for the waste removal service to be provided adequately. The summary of challenges is indicated in Table: MW2 below.

19.5.1 Waste Disposal

TABLE: WM1

Name of Disposal Site:	Nkandla Dumping Site	Geographic Location of Dumping Site:	S28.63430 E31.09243
Area covered by Dumping Site:	+/- 60,000m ²	Year of Construction:	2002
Resources available on Site:	1x TLB 1x waste tractor and	Precautions in place to control nuisances on	Litter is collected by hand

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	trailer 1x waste truck 1x driver 1x roller bomag 1x security guard Fenced Water Container serving as an office	Site:	
Facility of registered with DWAF	Yes	Surrounding Land Use:	Townlands Cemetery Sewage Ponds
Condition of Access Road to Site:	Fair condition gravel – however, not maintained	Type of Access Control at the Gate:	None
Is waste covered daily?	Yes	Method of Land filling:	Trench and cover
Is Cover Material Excavated on Site?	Yes	Is there any Waste Reclamation on Site?	No
Does Leachate & Gas Management Occur on Site?	No, neither Leachate nor gas have been identified at the site.	Is there Public Participation in the Management of the Site?	No

Are there plans to Extend the Site?	Yes, if feasible. The Site has capacity for 5 years only, of which 2 years remain.	Are there Plans to close the Site?	Not at this stage. However, the option of a Transfer Station is being considered.
Is there any Waste Disposal Occurring at Illegal Sites? If "yes" indicate the location	No (excluding small scale illegal dumping in open areas within the town)	Are Waste Disposers Charged for Waste Disposal at the Gate?	No

19.5.2 ASSESSMENT OF RESOURCES & OPPORTUNITIES FOR DEVELOPMENT

19.5.2.1 Waste Collection Unit

A waste collection system could be developed to ensure that all areas of Nkandla are covered. Although it may be difficult at the early stages of the project to establish a system that begins waste separation at the source of collection, such a system should be investigated and developed with time. Collection methods should be tailored to suit specific situations factors such as cost and convenience.

Waste in tribal areas should be done by the provision of suitable containers for household wastes to be dumped in. The

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location of these containers should be strategic and would be within walking distance. These should be picked at regular intervals when they are full.

19.5.2.2 Waste Separation Unit

At the Dumping Site, a waste separation unit project needs to be established. All waste collected by the waste collection unit should be brought by suitable means to the separation site. Waste should be separated in materials of like character, e.g. cardboard, tins, bottles etc.

If possible reused materials should be pre-treated (cleaned) before it is redistributed to appropriate sectors. Materials for recycling should be brought to the recycling unit and those that may not be recycled should be brought to the Dumping Site.

19.5.2.3 Waste Recycling Unit

It is proposed that a recycling site should be located in the Dumping Site. A suitable position should be identified to locate the recycling unit of the project. All recyclable waste separated by the separation unit should be brought by suitable means to the recycling site. Composting, packaging and sale of organic materials will be primary activity of the recycling unit.

19.5.2.4 THE WASTE MANAGEMENT ENHANCEMENT NEEDS TABLE

Table:WM2

WASTE MANAGEMENT NEED	STATUS QUO/REMARKS	PRIORITY?	IN WHICH YEAR SHOULD THIS BE PROVIDED	BUDGET NEEDS
(A) Secondary waste disposal sites @ Lindela & Qhudeneni	As it has been indicated above, collection methods should be tailored to suit specific situations factors such as cost and convenience. At present the very scarce resources are outstretched such the		2008/9 for hydrological and geological tests and designs as well 2009/10 for Construction of these Secondary Waste Disposal	R500 000 for both R2.5 Million each

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(B) Alternatively: Provide Waste Containers at Lindela and Qhudeni	quality of service is compromised somehow. The solid waste site is getting full before its time because of the volume of waste collected from around Nkandla.	highest	Sites	containers should be strategic and would be within walking distance. These should be picked at regular intervals when they are full. This exercise will need the Waste Truck to be up-graded so that it will also be able to off-load the waste from the containers into itself.	2008/9	R1 500 000
	Waste in tribal areas should be done by the provision of suitable containers for household wastes to be dumped in. The location of these	(C)1. Up-grading of the Nkandla Solid waste Disposal site	Nkandla Disposal Waste Site was constructed in 2002 with life	Highest	R1 500 000	

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- Mangidini Housing Scheme
- kwaMagwaza Housing Scheme
- Nkandla Town Rental Stock phase 2

Most of the areas where the rural housing was identified, the Nkandla Spatial Development Framework was used as a source document.

Two projects i.e. Godide and Qhudeni Rural Housing have been funded by Department of Housing (KZN). The rest are not funded yet.

19.7 ECONOMIC INFRASTRUCTURAL DEVELOPMENT

Economic development infrastructure has been provided in some areas as informed by our LED Strategy. The following projects have been identified and some have been provided already by the Municipality:

- 19.7.1 Nkandla Agricultural Centre
- 19.7.2 Nkandla Fresh Prude Market
- 19.7.3 Nkandla SMME Centre
- 19.7.4 Nkandla Vending Stalls
- 19.7.5 Nkandla Business Park

19.7.6 Agricultural Centre: Ward 14

19.7.7 Nkandla Cultural Village is not funded yet

19.7.8 Fencing of grazing land projects

19.8 HISTORICAL/HERITAGE INFRASTRUCTURAL DEVELOPMENT

Many studies have indicated that Nkandla has got potential in Agriculture and Tourism (historically). This has been seen as the opportunity for Nkandla to catch the poverty and joblessness off-guard if it will be used effectively. There is very little that is known with Nkandla by Tourists while more history collected and kept in Archives and Museums come from Nkandla.

This alone indicates that Nkandla needs to be developed so that the available opportunities are maximized. Without proper infrastructure, this dream of making Nkandla a Centre of Tourism will never be realized.

19.8.1 Nkandla Tourism

As mentioned above, Nkandla is considered to be the richest place in KZN with tangible historic facts. The following are possible areas of focus which could include:

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- Aerial boardwalks similar to those in Dlinza Forest at Eshowe. This boardwalk is 125 m long and 10m off the ground. It travels just below the tree canopy, offering spectacular bird watching opportunities.
- Day hikes with guides to Cetwayo's grave site and other routes through the forest.
- Tours to the historical and natural tourist sites⁵ of Nkandla (see listed below).
- Training of local guides and car guards
- Community liaison meetings to gain local support for tourism.
- Current facilities such as Ematshenezimpisi and places of natural or historical interest such as the Nkandla forest and the graves of Cetwayo and Sigananda Shezi are advertised immediately in websites.

•
Historical and natural sites at Nkandla include:

19.8.2 Historical Sites

- Grave of King Cetshewayo
 - Mome Gorge, where Inkosi Bambatha was killed
 - Site of battle for control between King Shaka and Inkosi Zwide
 - Emtasheni on the Upper Mhlatuze – King Shaka's iron ore mine
-

- Nsuze River – smelting works and whetstones for sharpening spears
- Various 19th century gold diggings and mine shafts
- British forts built during the Zulu war
- Early iron age settlement alongside the Tugela River
- Various old mission stations

19.8.3 Natural

- Shu-shu hot springs – camping site (just outside the Nkandla border)
- Nkandla forest – trees, birds, animals, hiking
- Mome forest – trees, birds, animals, hiking
- Basic igneous rock formations, of great interest to geologists
- Ematshenezimpisi nature reserve east of the town of Nkandla
- Ntingwe Tea Estate (sales of world class tea)
- Nkandla Essential Oils (sales of organically certified oils)
- River rafting on the Tugela River
- Other spectacular view sites

19.8.4 Cultural village

Nkandla Municipality has seen the need for the Cultural Village to be built in the town of Nkandla. Business plan was prepared long time ago and included, among others,

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- Cultural Centre
- Amphitheatre (for cultural shows)
- Lodges (tourists over night accommodation)
- Museum

The estimated amount for this centre in 2006 was at R8 500 000

19.9 PLANNED NKANDLA INFRASTRUCTURAL INVESTMENT PROJECTS

(As per 2007-2012 IDP Multi Year Projects Plan)

FUNDED MULTI-YEAR

NATIONAL KEY PERFORMANCE AREA	MUNICIPAL STRATEGIC PLAN	2007/8 PROJECTS & BUDGET ESTIMATES Total Budget: R27 343 000	2008/9 PROJECTS & BUDGET ESTIMATES Total Budget: R30 851 846	2009/10 PROJECTS & BUDGET ESTIMATES	2010/2011 PROJECTS & BUDGET ESTIMATES	2011/2012 PROJECTS & BUDGET ESTIMATES
INFRASTRUCTURAL DEVELOPMENT	To Attract Investments To Nkandla By Allocating 50% Of The Annual Budget To Capital Projects	Bhacane Community Service Centre incorporating crèche & skills centre Ward 2: R850 000 (Municipal Capital Budget)	Upgrading of Access Roads in all Wards as per approved Roads Operations & Maintenance Plan: R500 000 (Municipal Operations & Maintenance Budget)	Upgrading of Access Roads in all Wards as per approved Roads Operations & Maintenance Plan: R500 000 (Operations & Maintenance Budget)	Upgrading of Access Roads in all Wards as per approved Roads Operations & Maintenance Plan: R500 000 (Operations & Maintenance Budget)	Upgrading of Access Roads in all Wards as per approved Roads Operations & Maintenance Plan: R500 000 (Operations & Maintenance Budget)
		Purchase of Grader: For upgrading of existing access roads in	Purchase of 1 Tipper-Truck & 1 Bo-Mack Roller for	Purchase of Bulldozer & Hire of Truck for opening		

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		all wards R500 000 (Municipal Capital Budget)	upgrading & maintenance of Existing Access Roads: R1 000 000 (Municipal Capital Budget)	new access Roads R1 000 000 (Municipal Capital Budget)		
		Vimbimbobo Community Service Centre to serve as Pension Pay-out Point & as training plus recreational facility Ward 3: R1 000 000 (MIG)				
			Phase 2: Establishment of Nkandla Protection Services: Ward 5, Nkandla Town: R1 000 000	Dlolwane Drop-in Centre: R800 000 (Municipal Capital Budget)	Nkandla Drop-in Centre: R1 000 000 (Municipal Budget) Ward 5: Nkandla Town	Lindela Drop-in Centre: R850 000 Ward 14 (Municipal Capital Budget)
		Nyawoshane Community Centre which includes venue for satellite police station, block-making project & crèche	Establishment of Municipal Grave-Yard: Ward 10 Amaphuthu: R100 000 of (Municipal Capital	Chwezi Recreational Park: Ward 1: R500 000	Mdlelanga Sports Field: Ward 11 R500 000	Ngono Live-Stock Impound: Ward 9 R350 000

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		R 1000 000 (Municipal Capital Budget)	Project)			
				Lindela Recreational Park: Ward 14 R500 000		
		Ndweni Community Service Centre (Ward 6): R850 000 (MIG)	Dlolwane Recreational Park Ward 12: R300 000	IThala Community Service Centre: R950 000: Ward 1		
		Municipal Rental Housing for revenue collection R3 000 000 (Municipal Capital Budget)	Construction of Mfongosi Community Service Centre: Ward 9: R950 000 of Municipal Capital Project	Thalaneni Sports Ground: Ward 4: R500 000	Tuma Sports Field: Ward 13: R500 000	

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		Light Industrial Park for revenue collection and for SME development: Nkandla Town: Ward 5: R3 000 000 (MIG)	Access Road to Qhudeni Graveyard & Fencing: Ward 8: R700 000	Phase 3: Municipal Rental Housing: Nkandla Town: R2 000 000	Ematshenezimpisi Creche: Ward 5: R500 000	
		Road P1636 (Gravelling & Storm Water upgrading)	Lindela Agricultural Centre Ward 14: (MIG) R2 000 000	Establishment of Municipal live-stock impound: R300 000	Expansion of Land-fill Site: Ward 5: Nkandla Town	Lindela Community Library: Ward 14: R1 500 000
		Phase 1: Establishment of Nkandla Protection Services: R200 000 (MIG)	Phase 2: Municipal Rental Housing: Ward 5: Nkandla Township: R1 500 000 (Municipal Capital Project)	Mfongosi Taxi Rank: R1 000 000 Ward 9	Thaleni Creche: Ward 3: R500 000	Expansion of Municipal Cemeteries

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<p>To ensure that 80% of Nkandla Residents have access to basic services</p>	<p>500 Households electricity connections: Ward 5 & 1 (Zikhali, Matshenezimpisi, Nqundu, Madiyane, Nkungumathe)</p>	<p>1000 Households electricity connections Ward 6,7,11,13,14)</p>	<p>1 500 Households electricity connections (Ward 9,8,10,12,13)</p>	<p>2000 Households electricity connections (2,3,4,1 plus in fills)</p>	<p>2000 Households electricity connections (For in fills)</p>
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CHAPTER 20

20. Three Year Implementation Plan

LOCAL ECONOMIC DEVELOPMENT

PROPOSAL Develop a core multi-purpose centre at Nkandla
DESCRIPTION Create an operational plan for funding and operations of the multi-purpose centre at Nkandla town, develop infrastructure and facilitate functioning
PURPOSE Facilitate the development of a one-stop centre where local, provincial and national government, as well as other service-providers, offer services and information about government programmes to the Nkandla community
ANTICIPATED OUTCOMES Gradually upgrade the services of the new Multi-Purpose Service Centre to become a fully fledged MPCC

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<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Jointly plan with provincial line departments at Nkandla for the joint administration of a “one-stop shop”. The basic services should include: <ul style="list-style-type: none"> – provision of government services and information – access to information and communication technologies, including public telephones, Internet access, computers and photocopying facilities – a venue where learning activities (Skills Training and Adult Basic Education) can take place – adding value to economic development initiatives such as tender advice, linking community initiatives to wider national and regional economic programmes, Small Business Development (SBD) advice, business planning, municipal services, etc. • Facilitate relocation of existing services (library, municipal reception area, Community Hall, Amakhosi Hall etc) to new centre. • Develop infrastructure • Monitor functioning • Research satellite locations in more inaccessible areas starting with the secondary nodes. 		
<p>RESPONSIBLE BODY</p> <ul style="list-style-type: none"> • Public Facilities (lead) • LED Officer • Nkandla Library 	<p>OTHER ROLEPLAYERS</p> <ul style="list-style-type: none"> • ABET providers • Business Advice providers 	
<p>ESTIMATED COST</p> <ul style="list-style-type: none"> • Initial building: R3,5 million (already obtained from the Department of Public Works) • Facilities: R60,000 (mainly financed by the line departments and NGOs who 	<p>SOURCE</p> <p>Department of Works</p>	<p>TIMEFRAME</p> <p>of 3 Years</p>

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participate in the MPCC) <ul style="list-style-type: none"> • Research Satellite Locations: R40,000 		
PROPOSAL		
Cultural Village		
DESCRIPTION		
Complete a business plan for the Nkandla Cultural Village and package for a funding propos I		
PURPOSE		
Promote eco-tourist opportunities at Nkandla		
ANTICIPATED OUTCOMES		
<ul style="list-style-type: none"> • Business plan for the operation of the Nkandla Cultura Village 		

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ACTIVITIES		
<ul style="list-style-type: none"> • “Top – up” funding provided by the DEDT for a tourism development strategy with R50,000 from internal funds • Include a short business plan in the required outcomes of the Tourism strategy • Include a funding proposal for submission to potential funders 		
RESPONSIBLE BODY	OTHER ROLEPLAYERS	
<ul style="list-style-type: none"> • External consultant • LED Officer 		
ESTIMATED COST	SOURCE	TIMEFRAME
Business Plan (as part of tourism strategy) R50,000	Internal Funding	August 2006 to March 2007
Implementation R1,500,000 over two years	External sources	May 2007 – May 2009
PROPOSAL		
Upgrade key roads to Secondary Nodes and Tourist Attractions		
DESCRIPTION		
<p>The municipality cannot play a highly proactive role in upgrading the provincial roads, apart from attempting to include all or some of the key roads in the Provincial Road Planning Strategy Document for 2006-2008.</p>		
PURPOSE		
<p>Enable infrastructural and institutional development of key secondary LED nodes and tourist attractions</p>		

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ANTICIPATED OUTCOMES		
<ul style="list-style-type: none"> • Provide road access to Ntingwe and Qhudeni LED node (P-90) • Provide road access to Ntingwe and Qhudeni LED node (P-16) • Provide road access to Ekhombe Hospital and Qhudeni LED node (P-707) • Provide road access to Amatshenezimpisi guest houses (D-1642) • Provide road access to King Cetshwayo Grave Site (D-1599) 		
ACTIVITIES		
<ul style="list-style-type: none"> • Motivate why these roads are important for LED at Nkandla and send motivation to the Provincial Roads Planning Committee • Ensure that mention is made of these roads in the 2006 Nkandla IDP 		
RESPONSIBLE BODY	OTHER ROLEPLAYERS	
LED Office	General Manager – Implementation, Private Bag 9043, Pietermaritzburg, 3200	
ESTIMATED COST	SOURCE	TIMEFRAME
		One month

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CRITICAL AREA

Tourism

BACKGROUND

There are a number of historical and natural places of importance at Nkandla. These should be consolidated in a route-planner, in co-operation with neighbouring municipalities. A tourism strategy will be developed later this year with funding from the Department of Economic Development

GOALS

Develop a tourism strategy and co-ordinate routes with neighbouring municipalities

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PRIORITIES

- Nkandla Forest and neighbouring historical and natural sites
- Advertising and developing potential at Amatshenezimpi i
- Co-ordination with neighbouring municipality tourism plans

PROPOSAL

[Tourism Strategy](#)

DESCRIPTION

Funding is available from the Department of Economic Development to develop a three-year tourism strategy. The strategy should focus from the outset on Nkandla Forest and Ama henezimpisi, and link to neighbouring municipality tourism plans. Begin to advertise existing sites on major tourism websites.

Note: that this strategy should also include a short business plan for the Nkandla Cultural Village – although this section of the report would be financed from internal funds available to the municipality.

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PURPOSE		
Focused, do-able projects to promote tourism at Nkandla		
ANTICIPATED OUTCOMES		
<ul style="list-style-type: none"> • Short term strategy document with funding proposals packaged • Increased occupation of Amatshenezimpisi for both business and tourism purposes 		
ACTIVITIES		
<ul style="list-style-type: none"> • Focus the planned tourism strategy research around Nkandla Forest and Amatshenezimpisi. Concentrate on the feasibility of birding (aerial walks at Nkandla Forest day trips to historical sites, hiking trails in forest, mountain biking and 4x4 trails in Nsuze valley, and the involvement and training of local guides • Advertise Amatshenezimpisi and other existing places of historical and natural interest on existing websites. • Participate in Uthungulu led initiative to co-ordinate tourist routes across local municipalities • Conduct meetings along planned tourism routes to educate residents about the programmes • Package funding proposals arising from the strategy document for Gijima KZN 		
RESPONSIBLE BODY	OTHER ROLEPLAYERS	
LED Office	<ul style="list-style-type: none"> • Appointed consultant, Uthungulu Municipality • Neighbouring Municipalities 	
ESTIMATED COST	SOURCE	TIMEFRAME
Tourism strategy research: R100,000	Department of Economic Development	Aug-December 2006

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CRITICAL AREA		
Agriculture and Forestry		

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BACKGROUND

Nkandla has a moderate to high potential for cropping, particularly in the north-east region. In low potential areas, certain alluvial plains along rivers could be developed under irrigation. However, many arable fields are left unutilized and 400 tons of maize is imported into the region every month. Local markets are quickly saturated. External markets are difficult to access, and farmers face fierce competition from commercial producers who benefit from economies of scale. Unutilized land is also difficult to access because of the communal tenure arrangements.

Nkandla has two large commercial plantations – namely Nkonisa (5265 ha of which 478 ha are planted) and Qhudeneni (6050 ha of which 1443 ha are planted). These are classified as B-Class – and are to be disposed of to community-business partnerships under policy governing the privatisation of state assets.

GOALS

Protect and utilise natural resources

PRIORITIES

- Promote forestry-processing and agro-processing facilities at Nkandla

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PROPOSAL
Disposal of Nkonisa and Qhudeni B Class Forests
DESCRIPTION
Work with Lima Rural Development Foundation to explore the feasibility of the disposal of state owned forests. The emphasis is on PPPs to process forestry products with special support to the existing sawmill at Qhudeni. Lima to complete funding proposal to Gijima KZN at risk. The strategy should also incorporate forestry fire issues in broader Disaster Management Plan
PURPOSE
Promote forestry processing facilities at Nkandla
ANTICIPATED OUTCOMES
<ul style="list-style-type: none"> • Feasibility study for the disposal of the B Class forests as PPPs • Disaster management plan that includes fire control in these forests
ACTIVITIES
<ul style="list-style-type: none"> • Meet Lima Rural Development Foundation • Lima to write Gijima Application at risk in partnership with Nkandla Municipality before 16 August 2006. Include: <ul style="list-style-type: none"> – Current DWAF plans for dealing with state assets – Lease agreements and status of the Qhudeni Sawmill – Land claims – Plantation species, ages and sizes – Possible local partnerships with furniture making businesses at Nkandla – Disaster Management Plan (meeting with Mike Modise) • Conduct feasibility study • Implement business plan

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<p>RESPONSIBLE BODY</p> <ul style="list-style-type: none"> • Lima Rural Development Foundation (033) 3429043 / LED Office • Department of Forestry, Mike Modise, 082 801 4712, modisem@dwaf.gov.za 	<p>OTHER ROLEPLAYERS</p> <ul style="list-style-type: none"> • Traditional authorities surrounding forests. • Land Claims Commission 	
<p>ESTIMATED COST</p> <p>Feasibility study R350,000</p> <p>Implementation R5,000,000</p>	<p>SOURCE</p> <p>Gijima LCF/CAP</p> <p>Gijima IMP</p> <p>Business partners</p>	<p>TIMEFRAME</p> <p>Application: July-16 August 2006</p> <p>Thereafter 6 months</p> <p>2007 – 2009</p>

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<p>PROPOSAL</p> <p>Facilitate Agro-Processing at Nkandla</p>		
<p>DESCRIPTION</p> <p>Funding is available from the Department of Economic Development to develop a three-year agricultural strategy. The strategy should focus from the outset on supporting or creating agro-processing opportunities that service existing agricultural production projects (maize and beans ploughing programme, Ntingwe tea, essential oils, poultry).</p>		
<p>PURPOSE</p> <p>Promote adding value and local jobs through agro-processing facilities at Nkandla</p>		
<p>ANTICIPATED OUTCOMES</p> <ul style="list-style-type: none"> • Maize mill linked to the “Agrarian Revolution” Maize and Beans Ploughing Programme • Continued expansion of the Ntingwe Tea Estate • Rapid expansion under herb production and establishment of the Nkandla Essential Oil Distillation plant • Abattoir to support DoA poultry projects 		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Focus the planned agricultural strategy research at specific adding-value opportunities and appoint the consultant • Package funding proposals arising from the strategy document for Gijima KZN 		

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RESPONSIBLE BODY <ul style="list-style-type: none"> • Appointed consultant • LED Officer 	OTHER ROLEPLAYERS <ul style="list-style-type: none"> • Department of Agriculture • Ntingwe Board • Ikusasaletu Trust • Poultry producers • Participants in the "Agrarian Revolution" programme 	
ESTIMATED COST R100,000	SOURCE Gijima KZN CAP	TIMEFRAME 1 YEAR
CRITICAL AREA Job Creation and Skills Development		
BACKGROUND Very large funding is currently being poured into Nkandla for various construction projects. The ARRUP roads alone require R340 million over the next six years. A comprehensive skills development programme at Nkandla would increase the 'multiplier effects' of these investments by promoting the involvement of local contractors and labour.		
GOALS Facilitate multiplier effects from existing EPWP projects through a comprehensive skills development programme		

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PRIORITIES

- Enable local contractors to tender for service delivery in government construction, housing, agricultural projects
- Maximise local benefits from the ARRUP roads

PROPOSAL

[Skills Development Programme \(Key LED Project\)](#)

DESCRIPTION

Enable local people (business people, farmers, service providers) to bid as consortiums or individually on government and other contracts at Nkandla through various learnerships, ABET and emerging contractor training

PURPOSE

Increase multiplier effects on Provincial infrastructural investments at Nkandla

ANTICIPATED OUTCOMES

- 30 emerging contractors formalise skills through on the job training
- Infrastructural benefits from ARRUP are maximised

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ACTIVITIES		
<ul style="list-style-type: none"> • Application to KZN Gijima BEF for funding for a 24 month contracted skills development programme manager • Maintain a database of all local contractors, including information about involvement in EPWP projects • Jointly with DoT, Dept Works EPWP and NGOs, link contractors with ARRUP, Vukuzakhe, Zibambele and other infrastructural development projects and obtain learnerships from CETA. • Link curriculum with FET college to formalise their skills acquired on the job • Convene a special working committee comprising the DoA Head of Nkandla District, the LED manager the Chairman of the PLC and the DoT project manager • Jointly identify suitable dam sites, grass cuttings nurseries, school playing fields, uses for site offices left behind etc 		
RESPONSIBLE BODY	OTHER ROLEPLAYERS	
<ul style="list-style-type: none"> • EPWP Provincial Department • Nkandla FET College • LED Office 	<ul style="list-style-type: none"> • CETA • Department of Transport • Department of Economic Development 	
ESTIMATED COST	SOURCE	TIMEFRAME
R800,000	Gijima KZN	2 Years
CRITICAL AREA		
Local Participation		

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BACKGROUND

The Nkandla Municipality has established an LED committee consisting of local stakeholders in Government, Private and Business sectors to assist in joint planning around LED issues. Nevertheless, Operation MBO found that there was poor participation by line Departments in LED (and Social) planning. A small Business Retention and Expansion (BR&E) survey was conducted in 2004 to illustrate the benefits of feedback from local businesses. The municipality wishes to build the capacity of the LEDA with better information flows from local businesses and more widespread participation in the communities through the development of local ward committees.

GOALS

Build local ownership of LED

PRIORITIES

- Ongoing BR&E
- Ward Committees
- Financial contribution via property rates tax
- Participation by local government departments

PROPOSAL

[Build capacity of the LEDA](#)

DESCRIPTION

Various internally funded activities to build on past efforts and address shortcomings identified by Operation MBO

PURPOSE

Build local involvement in LED processes

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ANTICIPATED OUTCOMES

- Facilitate participation of local businesses and NGOs
- Link to the TIK Business Retention and Expansion Programme
- Attract new businesses
- Support governance programmes
- Facilitate creation of Municipal Entities and Public Private Partnerships (PPP)

ACTIVITIES

- Build capacity of the LEDA
- Conduct a follow-up BR&E programme at Nkandla town
- Establish Ward Development Committees
- Facilitate joint monitoring and evaluation of all line department projects at Nkandla

RESPONSIBLE BODY

- LED Office
- TIK

OTHER ROLEPLAYERS

Local Business Owners

ESTIMATED COST

R50,000

SOURCE

Internal Funds

TIMEFRAME

3 Years

CRITICAL AREA

[Link LED to social programmes](#)

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BACKGROUND
<p>Although social development projects do not fall strictly under LED, the department has played an important role in facilitating joint planning and co-ordination of social projects at Nkandla. These projects ultimately impact on LED in the region through building rural "capital" (human, business, infrastructural, natural, institution and knowledge as mentioned by Operation Mbo). This role has a time rather than financial cost, the importance is often under-estimated, and the responsibility can be delegated vaguely. Therefore it is formally mentioned here, and the outworking should continue unimpeded by other commitments.</p>
GOALS
<p>Facilitate social cluster planning among Health and Welfare departments and NGOs working at Nkandla</p>
PRIORITIES
<ul style="list-style-type: none"> • Child support programmes • Health • ABET
PROPOSAL
<p>Co-ordination of LED and Social Development Programmes</p>
DESCRIPTION
<p>Continue to facilitate and support joint planning and implementation of Social Programmes among Line Departments and NGOs</p>
PURPOSE
<p>Positive broad impact on "rural capital" necessary as a springboard for LED</p>
ANTICIPATED OUTCOMES
<ul style="list-style-type: none"> • Improved health, adult literacy, and child care

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<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Provide venue, ensure participation by local Government departments and chair monthly meetings • Keep records of minutes and act on decisions • Facilitate co-operation between NGOs and Government Departments 		
<p>RESPONSIBLE BODY</p> <ul style="list-style-type: none"> • Community Services Department with inputs from LED Officer 	<p>OTHER ROLEPLAYERS</p> <ul style="list-style-type: none"> • Nkandla Mayor • Provincial line departments at Nkandla 	
<p>ESTIMATED COST</p> <p>N/A</p>	<p>SOURCE</p> <p>N/A</p>	<p>TIMEFRAME</p> <p>Ongoing</p>
<p>CRITICAL AREA</p> <p>Project requested to be considered for the Uthungulu District LED Review</p>		
<p>PROPOSAL</p> <p>Capacity building of Local Municipality LED Staff</p>		
<p>DESCRIPTION</p> <p>Urban Econ, who are responsible for the Uthungulu District LED PI have requested suggestions for LED projects that are best carried out at a district level. Nkandla Municipality requests that the following capacity building project should be considered.</p>		
<p>PURPOSE</p> <p>Build capacity of Local Municipality staff in key areas</p>		

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<p>ANTICIPATED OUTCOMES</p> <ul style="list-style-type: none"> • Develop understanding of the legal framework behind the creation of Public Private Partnerships and Municipal Entities among LED Officers at all local municipalities • Develop an incentive programme to attract new businesses to Nkandla • Develop GIS skills required for asset management and equitable distribution of resources • Build understanding of the Municipal Financial Management systems, especially property rates tax 		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Workshop on PPPs and Municipal Entities conducted by a legal specialist • Workshop to present and training around of the results of the Business Incentive Study currently undertaken by Urban Econ • Joint training on the use of GIS software in relation to tagging of existing assets and monitoring and evaluating impact of LED programmes on household capital • Workshop on the property rates tax 		
<p>RESPONSIBLE BODY</p> <p>Uthungulu LED Office</p>	<p>OTHER ROLEPLAYERS</p> <p>Local Municipality LED Offices</p>	
<p>ESTIMATED COST</p> <p>R132,500</p>	<p>SOURCE</p> <p>Gijima KZN BEF</p> <p>Internal District Funds</p>	<p>TIMEFRAME</p> <p>Two years</p>

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CRITICAL AREA
Project requested to be considered for support from the Office of the Premier
PROPOSAL
Feasibility Study on Building a New Shopping Complex at Nkandla as a PPP
DESCRIPTION
A feasibility study for the construction of a new shopping complex at Nkandla, with special emphasis on the legal aspects of creating partnerships between the municipality and potential private investors.
PURPOSE
<ul style="list-style-type: none">• Develop understanding of the legal framework behind the creation of Public Private Partnerships and Municipal Entities• Investigate the feasibility of a new shopping complex at Nkandla as a PPP with the municipality
ANTICIPATED OUTCOMES
<ul style="list-style-type: none">• Sufficient information to decide whether the project is feasible and how to pursue the establishment of the complex

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ACTIVITIES

- Meeting with Office of the Premier (Operation MBO Team to draft the terms of reference
- Appointment of the consultants with Office of the Premier
- Steering committee meetings at Nkandla to guide and facilitate the research process
- Conduct the following areas of research:
 - Existing spending patterns and amounts
 - Gaps in supply purchased outside Nkandla
 - Target income bracket and range of consumer goods and services
 - Suitability of the proposed site
 - Infrastructural needs of the current proposed site
 - Disposable income in the estimated catchment area
 - Viable size of the complex
 - Potential partner for development
- Meet with potential investors and businesses
- Decision taken by March 2007 to pursue or drop the project

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
<ul style="list-style-type: none"> • Consultant appointed by the Office of the Premier • LED Officer 	<ul style="list-style-type: none"> • Office of the Premier • Operation MBO task Team 	
ESTIMATED COST	SOURCE	TIMEFRAME
R300,000	Operation Mbo	August 2006 to March 2009

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PRIORITY AREA 1: EDUCATION, PREVENTION& AWARENESS

GOAL: Reduction of new transmission of HIV infections					IMPACT TARGET: 60% Reduction in annual rate of new HIV infection by 2012		
OBJECTIVE 1: To ensure that at least 50% sexually active population in NKANDLA Municipality area adopt safer sexual behavior by 2012					OUTCOMES TARGET: Safer sexual practices in terms of delayed sexual practices, consistent condom use and no multi sexual partnership		
INTERVENTIONS	INDICATORS					LEAD AGENCY OR PERSON	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
Strengthen behavioral change programs and interventions, targeting higher risk & vulnerable population by organizing workshops with all community & political leadership sensitize them about being role models	At least 20% of high risk and vulnerable groups have Access to	At least 30%	At least 40%	At least 50%	At least 60%	Municipality DOH	All government department And civil society

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and understand that HIV is not a health issue but its community issue.	behavior change Interventions						
2.Implementation of intervention that address sexual reproductive, substance abuse and alcohol through a gender sensitive package targeting all school and out of school youth in addressing teenage pregnancies	Preparations &adapting package to NKANDLA Municipality area and developing database of priority schools	Implementation of gender sensitive package of sexual& reproductive health intervention in at least 50% of schools with high rate of teenage pregnancies	AT least 75% Implementation of gender sensitive package of sexual& reproductive health intervention in at least 50% of schools with high rate of teenage pregnancies	At least 85%	At least 100%	DOE	ALL Gov department and Civil societies
3. Implementation of Life skills curricula customized to different target group. Example: Primary schools children, Secondary school children, Higher Education	Preparation and adoption of curricula that fit NKANDLA	AT least 40% of target groups reached	At least 60% of target groups reached	At least 70% of target groups reached	At least 95% of target groups reached	DOE/ Higher Education	Youth sector include all Civil society organizations

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Institution students and youth out of formal school.	situation						
4. Implementation of programs that promote voluntary disclosures by PLWHA.	Preparation, training and adaptation of such programme at NKANDLA local area.	At least 20% of support groups implementing voluntary disclosure by PLWHA	At least 35%	At least 45%	At least 50%	DOH, PLWHA, CSO & Private sector	Private sector and workplaces
5. Rollout of customized comprehensive HIV prevention package to special groups like: prisoners, farm workers, lesbians and gay.	Preparations and adaptation of programs to special groups	At least 20% of population with each special groups have access to customized comprehensive programme	At least 25%	At least 30%	At least 40%	DOCS, DOH, Private Sector and SAPS	CSO, Traditional leaders/religious sector
6. Rollout of a comprehensive prevention package include VCT, TB screening, STI management, male and	50% of comprehensive HIV Prevention	At least 65%	At least 85%	At least 95%	At least 100%		All government departments, Private sector and Civil

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condoms in all workplaces in NKANDLA area	package in workplace						society.
7. Condom promotion and distribution targeting all high risk settings such as: sheebens, pubs, beer halls and ceremonies	100% of forecasted quantity of quality condom distribution	At least 20%	At least 135%	At least 145%	At least 150%	DOH	All government department, CSO, Private sector
8. Provision of accessible social and mental health services to support children and adult victims of gender based violence	At least 50% of local municipal area have satellite Social and mental health services	At least 60%	At least 70%	At least 80%	At least 90%	DOSW, SASSA	CSO

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OBJECTIVE 2: To reduce risk of MTCT/FTCT of HIV to less than 5% by 2012					OUTCOMES TARGET: Reduce risk of mother/father-to-child transmission of HIV to <1% by 2012		
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
1.Provision of ARV treatment	2009	2010	2011	2012	2013	DOH, Private	International

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for all eligible pregnant women and children as per National guidelines	Preparation (waits 100% of both National guidelines and training) and eligible mother and child receive ARV's	100%	100%	100%	sector	organizations	
2.Development/scaling up/strengthening of community based strategies/programs that support women during pregnancy	At least 5% of NKANDLA Municipalities area implement community based strategies that support women during and after pregnancy	At least 5%	At least 10%	At least 15%	At least 20%	DOTLG, DOSW CSO, DOH	Local authorities
3.Provision of formula milk to children of HIV infected women who choose and are eligible for replacement feeding and those unable to breastfeed	At least 30% of eligible children provided with formula milk	At least 40%	At least 50%	At least 60%	At least 70%	DOH	Civil society
4. Provisions of nutritional support to HIV infected women who choose to exclusive breast-feed.	Awaits for National policy and adaptation of national programme to KZN	At least 5% of HIV positive women who exclusively breast feed provided nutritional	At least 10%	At least 20%	At least 30%	DOH	Private sector

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	support				
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Objective 3: To reduce the risk of HIV transmission from occupational exposure and Through injecting drug use & use of contaminated instruments to < 1% by 2012	OUTCOME TARGET: Risk of HIV reduced to < 1% by 2012
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INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1.Raising Public awareness on HIV risk through unsafe traditional practices	At least 60% of the public awareness of the dangers of unsafe traditional practices	At least 75%	At least 85%	At least 95%	At least 100%	LM, DOH	Traditional health, Traditional authorities, Civil society
2.Training of Traditional Health Practitioners on infection control	At least 20% of traditional health practitioners trained on infection control	At least 30%	At least 40%	At least 50%	At least 60%	DOH, LM	Traditional practitioners
3. Provision of supplies to traditional practitioners to ensure safe practice.	At least 05% of traditional practitioners receive supplies.	At least 10%	At least 20%	At least 30%	At least 40%	DOH, THPO	Private sector
4. Implementation of infection control guidelines in Home Base Care	100% of Home Base Care givers adherent to infection	100%	100%	100%	100%	DOH	Civic society organizations

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Palliative care setting.	control guidelines.						
5. Implementation of infection control guidelines in all Health Facilities.	100% of Health Facilities adherent to infection control guidelines	At least 100%	At least 100%	At least 100%	At least 100%	DOH, Private health care sector	DOH, Private health care sector
6. Establishment of public sector drug rehabilitation centre	Preparations	Preparations	Preparations	1 centre	1 centre	DOSW, DOH	Civic society, Private sector

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B. PRIORITY AREA 2: TREATMENT, CARE AND SUPPORT

GOAL: Provision of an appropriate package of treatment, care and support services to at least 100% HIV positive people and their families in order to reduce Morbidity, Mortality and other impacts of HIV/AIDS.						IMPACT TARGET: Reduce cause specific Morbidity and Mortality by 50% by 2012	
OBJECTIVE 1: Increase coverage and uptake of HIV testing and counseling services						OUTCOME TARGET: 100% Of the population of NKANDLA Municipality area know their HIV status by 2012	
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1. Increase the number of adults & youth who have ever had an HIV test, with a special focus on men	5% of men attend VCT for first time	At least 10%	At least 20%	At least 30%	At least 40%	LM, CSO, DOH	Men organizations, youth sector
2. Conduct VCT campaigns in workplace and through organized trade unions	5% of workplaces and trade unions conduct VCT campaigns	At least 10%	At least 20%	At least 30%	At least 40%	Unions, Business & Labour sector	All Government departments, Private sector
3. Implementation of compulsory initiated HIV counseling and testing to all clients attending health	Preparation of policy and legislation	At least 50% of all health facilities in NKANDLA	At least 60%	At least 70%	At least 80%	DOH, Private sector	Youth sector, Civil societies

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facilities with the special focus on STI, TB and antenatal services.		adhere to compulsory testing					
OBJECTIVE 2: To increase access to comprehensive treatment and care package			OUTCOMES TARGETS: 80% Of the eligible population have access to comprehensive treatment and care package by 2012				
INTERVENTION	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1. Initiate ARV to all eligible clients within 1 week	At least 10% of all eligible clients receive ARV within 1 week	At least 20%	At least 30%	At least 40%	At least 50%	DOH, Private sector	Civil society
2. Provide of Psych-social support include counseling for bereavement, disclosure and adherence to ARV to those infected and affected.	Support programme in place	Support programme in place	Support programme in place	Support programme in place	Support programme in place	DOH, DOSW	Communities, Families Private sector

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3.Provision and implementation of community based ART support and literacy programme	At least 5% of community based ART literacy programme	At least 10%	At least 15%	At least 20%	At least 25%	DOE, CSO, DOH, LM, Private sector	All sectors
4. Strengthen support, mentoring and supervision of health care providers.	Establishment of support and mentoring system in place	Support and mentoring system	Support and mentoring system	Support and mentoring system	Support and mentoring system	DOH, LM	CSO, Private sector
5. Improvement and implementation of monitoring and surveillance system for active tracing patients on ART	Establishment of TB & ART tracer team	TB &ART tracer team in place	TB & ART tracer team in place	TB & ART tracer team in place	TB &ART trace team in place	DOH All sectors	All sectors

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OBJECTIVE 3: To increase access to quality care and support by Orphans and Vulnerable children OVC				OUTCOME TARGET: 80% of OVC have access to quality care and support by 2012			
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1.Implementantion of service delivery guidelines	Preparations and	Guidelines services in	Guidelines services in	Guidelines services in	Guideline services in	DOHA, DOSW,	All sectors

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defining core services at local level for OVC (birth registration, child support grant and exemption from school and health services fees)	established of services & guidelines defining core services for OVC	place	place	place	place	SASSA, DOE	
2. Capacity development of schools, educators and early development centers to provide psychosocial, educational and adherence support to children in need.	At least 20% of schools and early childhood development centers provide psychosocial support.	At least 30%	At least 50%	At least 60%	At least 70%	DOE, LM, DOSW	UNICEF, all sectors
3. Implementation of mechanisms for identifying, tracking, database and linking OVC and child-headed households to grants, benefits and social support services at local level.	At least 10% of OVC and child-headed household have access to benefits and social services	At least 20%	At least 30%	At least 40%	At least 50%	DOSW, SASSA, DOE, LM	Traditional authorities, Church leaders, Private sector, UNICEF
OBJECTIVE 4: To increase access of families in areas identified as poverty pockets of municipality to mitigate the impact of HIV/AIDS.				OUTCOME TARGET: 80% of the infected and affected have appropriate support to mitigate the impact of HIV/AIDS by 2012			

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INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1. Design and implementation ward-based income generating competency programme targeting the most vulnerable groups include people with disabilities.	At least 20% of vulnerable community covered	At least 30%	At least 40%	At least 50%	At least 60%	DOA, LED (LM), Private sector	All sectors
2. Capacity development of infected and affected support groups are trained in agriculture IGP and turned into viable business.	At least 20%	At least 30%	At least 40%	At least 50%	At least	DOA, Private sector	All sector

C. PRIORITY AREA 3: HUMAN AND LEGAL RIGHTS AND ENABLING ENVIRONMENT

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GOAL: A supportive political environment with a proactive multicultural HIV/AIDS response to protect the rights of all those infected and affected					IMPACT TARGET: Supportive political, Public leadership and regulatory environment by 2012		
OBJECTIVE 1: T O Strengthens political and public commitment in order to create a visible, decisive and effective leadership within all sectors by 2012					OUTCOME TARGET: Visible, decisive and effective leadership within all sectors by 2012		
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1. Establishment and effective functioning of LAC and ward HIV/AIDS Committees.	Functioning LAC and 10% ward HIV/AIDS committee's function.	Function LAC and 20% ward HIV/AIDS committees	Function LAC and 30% ward HIV/AIDS committees	Function LAC and 40% ward HIV/AIDS committees	Function LAC and 50% ward HIV/AIDS committees.	LM, DLGTA	Civil society, community, all sector
2. Public address on HIV/AIDS by all leaders, based on a standardized communication framework.	Quarterly and annual public address on HIV/AIDS by all leaders	Quarterly and annually address	Quarterly & annually	Quarterly & annually	Quarterly & annually	LM, PLWHA	All sectors, PLWHA
3. Involvement of leaders in reduction of risk of Human Rights violations	PREPARATIONS	All Traditional and Religious Leaders	No risk of violation of Human	No risk	No risk	Human Rights sectors	Traditional & Religious Leaders, Human Rights

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from cultural, religious and traditional practices		capacitated on human rights issues	Rights through culture and religious practices				sectors
4.HIV/AIDS Indaba	Annual HIV and AIDS Indaba held	Annual Indaba	Annual Indaba	Annual Indaba	Annual Indaba	LM	All sectors

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OBJECTIVE 2: To promote and support involvement of people living with HIV/AIDS in NKANDLA Municipality area.				OUTCOMES TARGET: PLWHA are involved in all aspects of V and AIDS response NKANDLA by 2012			
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
1. Implementation of interventions that promote greater openness and public acceptance of PLWHA.	Preparation and development of interventions	Interventions implemented in 50% of NKANDLA Municipality areas	100% interventions	100% interventions	100% interventions	LM, PLWHA	All sectors
2. Promote respect for the rights of PLWHA in employment and services in all sectors.	Preparations and develop relevant policies and guidelines for workplaces	Implement relevant policies and guidelines for workplaces	Implement relevant policies and guidelines for workplaces	Implement relevant policies and guidelines for workplaces	Implement relevant policies and guidelines for workplaces	Human Rights sector	All Government department, Private sector and Civil organizations
3. Empower PLWHA to recognize and deal with Human Rights	Preparations	20% of support groups capacitated	30%	40%	50%	Human Rights Commission,	All sectors

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violations		to deal with human rights violations				LM	
OBJECTIVE 3: To ensure all existing legislation and policy related to HIV/AIDS are adhered to by 2012				OUTCOMES TARGET: All existing legislation and policy related HIV/AIDS are adhered to 2012			
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
Capacity building on all relevant policy framework and legislation related to HIV and AIDS.	Preparations	At least 20% of relevant stakeholders trained on policy frameworks and legislations	At least 30%	At least 40%	At least 50%	PAC All sectors	

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OBJECTIVE4: To Mainstream HIV/AIDS into all sectors mandates and plans all level by 2012				OUTCOME TARGET: All sectors have mainstreamed HIV/AIDS into their mandates and plans by 2012			
INTERVENTIONS:	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2009	2010	2011	2012	2013		
Capacity building to on HIV/AIDS mainstreaming	All sectors have capacity to mainstream	All sector have capacity to mainstream	All sectors have capacity to mainstream	A all sectors have capacity to mainstream	All sectors capacity to mainstream	KWANALOGA	All sectors
Mainstreaming of	Preparation	50% of all	100% of all	100% of all	100% of all	KWANALOGA	All sectors

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HIV/AIDS in all sector mandates and plans		sectors implementing HIV/AIDS related policies	sectors implementing HIV/AIDS related policies	sectors implementing HIV/AIDS related policies	sectors implementing HIV/AIDS related policies		
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PART G: PROJECTS and PROGRAMS

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25	Projects Funded by the Private Sector	
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CHAPTER 21

21.1. Service Delivery and Infrastructure Development

21.1.1 Free Basic Services Program

The Municipality has developed the Indigent Support Policy. In terms of Free Basic Energy, the Indigent Support Policy covers residents living in areas with electricity provided by Eskom and by the Municipality. Beneficiaries within the Municipality provided areas is and within Eskom supply areas is Residents who qualify in terms of the Indigent Support Policy are subsidised for refuse removal fees. The Property Rates Policy also provides for the rebates for residents who own properties with a market value less than R....

The Municipality has explored different alternative sources of energy and even though some were identified and in the previous financial year some assistance has been provided to the community these have proven to be unsustainable. This has lead to the Municipality on putting more focus on engaging Eskom on the electrification program and providing free basic electricity to indigent households in the Eskom supply areas.

The above provides for a basket of measures provided to ease the plight of indigent residents and to ensure that the economic circumstances of residents do not lead to exclusion

to access to basic services. In total the amount of R 50,000 has been provided for Free Basic Electricity within the Municipal Supply area and a further R 235,000 has been provided or the Eskom supply area.

21.1.2 Capital Program

The infrastructure program for the 2009/10 budget is funded from the Municipal Infrastructure Grant.

INFRASTRUCTURE INVESTMENT PROGRAM			
MEDIUM TERM 2009-2012			
	2009/10	2010/11	2011/12
MIG Allocations			
Mfongosi Ngono Road	1 531 000		
Ekhombe Taxi Rank	1 780 000		
CDB Roads and Stormwater	6 350 000		
SMME Park	2 500 000		
Prior year projects	1 212 000		
Town Solid Waste site		3 000 000	
Cemetery Upgrading		2 500 000	
Ezilozini Causeway		2 000 000	
CBD Servicing of sites		4 000 000	
Matshenezimpisi Road Phase 2		2 000 000	
CDB Community sidewalks		2 126 000	
Muntshini Community Service Centre			1 331 000
Ntshamanzi Causeway			2 200 000
Ndikwe Causeway			2 200 000
Ndlageza Road Rehabilitation			1 852 510
KwaSeyane Causeway			2 200 000
Unallocated amount			9 783 510
TOTAL INFRASTRUCTURE INVESTMENT	13 373 000	15 626 000	13 415 000

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21.2. Local Economic Development

Below are other programs that will be conducted within the Municipal area within the medium term and are all internally funded by the Municipality.

LED PROGRAMS MEDIUM TERM 2009-2012			
	2009/10	2010/11	2011/12
Budget Allocation	400 000	500 000	600 000
Agriculture & Agro Services	150 000	200 000	200 000
Craft	50 000	50 000	50 000
Tourism	100 000	100 000	150 000
SME Cooperatives	100 000	100 000	100 000
Research & Development	-	50 000	100 000
Unallocated amount	-	-	-
TOTAL INFRASTRUCTURE INVESTMENT	400 000	500 000	600 000

21.3. Financial Viability and Management

The biggest program within this Key Performance Area and in line with the TAS 5:18 is to improve the systems within the

Budget and Treasury Office towards one goal of getting a clean audit opinion in the 2009/10 financial year. This will be done through implementation of the Financial Recovery Plan that inter alia deals with;

- Stabilisation of the Financial Management System,
- Cleaning up of the Fixed Assets Register
- Putting in place a credible billing system using the new MPRA compliant valuation roll

An amount of R 1,500,000 from the Financial Management Grant will be utilised.

21.4. Good Governance, Public Participation and Social Development

SOCIAL DEVELOPMENT PROGRAM MEDIUM TERM 2009-2012			
	2009/10	2010/11	2011/12
Budget Allocation			
Integrated Early Childhood development	100 000	105 400	111 092
Sport & Recreation	250 000	263 500	277 729
Library & Information Services	200 000	210 800	222 183
Women Empowerment & Development	80 000	84 320	88 873
Disability	70 000	73 780	77 764
Youth Development	350 000	368 900	388 821
HIV AIDS Health	100 000	105 400	111 092
Community Safety	850 000	895 900	944 279
Cultural Development Promotion	150 000	158 100	166 637
Unallocated amount			
TOTAL INFRASTRUCTURE INVESTMENT	2 150 000	2 266 100	2 388 469

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21.4.1. INTEGRATED EARLY CHILDHOOD DEVELOPMENT PROGRAM

NKANDLA MUNICIPALITY has a role to play in the well-being of children and the protection of their rights as citizens living, playing and developing within the jurisdiction of Nkan a. Nkandla Municipality promotes the best interest of every child living in the Municipality.

The Municipal competence focus areas that relates to children are as follows:

- Education including Early childhood development
- Children's health & Nutrition
- Poverty alleviation – addressing child poverty
- Child safety
- Infrastructure
- Environment

(a) EARLY CHILDHOOD DEVELOPMENT AND EDUCATION

Child care facilities such as crèches, day care, after school care, shelters and children's homes should meet basic health and safety standards. Nkandla Municipality should ensure that policies and mechanisms are in place to monitor the conditions at these facilities on a regular basis. Municipality should ensure that their officials are up to date with provincial and national policy standards on registration and provision of child care facilities.

CORE COMPETENCY	ACTIONS/ACTIVITIES
<p>Municipality and focus areas that relate to children</p>	<p>Quick impact actions a Municipality can take to improve to the lives of children of a community</p>
<p>Education – ECD (Including 0-9 yrs, services for 0-5 yrs)</p>	<ul style="list-style-type: none"> • Build ECD centres (Prioritize government funded) • Conduct situational analysis and site identification; consider ELSEN (Education of learners with special Educational needs • Ensure that ECD facilities meet the minimum safety and health requirements as required by the relevant legislation. <p>Education of Municipal officials to gain clarity on mandate and legislation</p> <ul style="list-style-type: none"> • Registration of ECD Sites • Capacity building workshops on the rights of the child • Formulation and

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	<p>implementation of children's programme e.g. purchase of relevant material resources, physical resources</p> <ul style="list-style-type: none"> • Providing access for disable children - new strategies needed
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(b) Children's health-NON CORE

Municipal health service should actively promote child maternal health services. Nkandla Municipality should also ensure that their health care facilities are child friendly and accessible so that every child can be reached. This includes mobile clinics to remote areas like Ngono and others that are under serviced areas and health promotion programmes in partnership with schools.

CORE COMPETENCY	ACTIONS/ACTIVITIES
<p>Municipal competencies and focus areas that relates to children</p>	<p>Quick impact actions Nkandla Municipality can take to improve services to the children of a community</p>
<p>Health & Nutrition - with specific focus on children's health</p>	<ul style="list-style-type: none"> • Promote the birth registration • Funding of food security projects in partnership with other relevant stakeholders • Provision of immunization for children • Early identification & intervention programmes • Pre & post natal clinics • Integrated management of childhood illness (IMCI) and the prevention of mother to child transmissions • Psychosocial support • Care giver support and skills training • Research regarding number of orphans, foster care, indigent

(c) Poverty alleviation

Poverty has direct impact on the well-being and development of children Nkandla Municipality can initiate special programmes for children and their families affected by poverty

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through innovative strategies and programmes as part of their Local Economic development projects. Poverty relief will not only make a difference for children, but will also facilitate economic growth and development within the Municipal boundaries.

CORE COMPETENCY	ACTIONS/ ACTIVITIES
Municipal competencies & focus areas that relates to children	
Poverty alleviation specific focus on children's poverty	<ul style="list-style-type: none"> • Food security (ECD /Primary Schools) focusing mainly on organic food garden • Facilitating access to social grants for children • Safe places (shelter)

(d) Children's safety

NKANDLA Municipal has a primary role to facilitate traffic safety for children e.g. installation of STOP signs and pedestrian crossing near schools, libraries, and parks. A range of other initiatives such as boards requesting the lowering of limits in the residential areas and near schools, education programmes for child cyclists and special training of traffic officials on child pedestrian safety can also be undertaken.

NKANDLA Municipality is in the fore front in the managing the immediate, medium and long-term impact of disasters, and children should be central to any local disaster management plans. NKANDLA Municipality shall be pro - active in the prevention of disaster by undertaking regular inspections of the suitability and availability of fire-extinguishers in all schools, child care facilities and other public places.

CORE COMPETENCY	ACTIONS/ACTIVITIES
Municipal competencies & focus areas that relates to children	Quick impact actions NKANDLA Municipality can take to improve services to children of a community
Safety with specific focus on children's safety	<ul style="list-style-type: none"> • Identify and inspect "safety-ness" areas • Ensure safety of children in schools, crèches, health facilities, roads, parks, shops, pavements, etc. • Create access e.g. location in relation to community places of abode • Safe parks and recreational areas • Municipal transport for children – conscientise people who are transporting children to & from schools e.g. enforcement of by-laws relating to drivers license and

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	<ul style="list-style-type: none"> permits • Education programmes - if community is safe for kids it will be safe for everyone • Disaster management /safe environment/basic health and hygiene/accessibility to structures/access to health care /fire hazards /relief for emergency situation.
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(e) Infrastructure

Nkandla Municipality should work actively towards the provision of adequate housing in their communities and also monitor the standards of housing projects. A house is than a couple of rooms. It provides children and their families with shelter, and a place they can call their own. It also provides access to other services such as electricity, water and roads and accessibility to schools, clinic, and community centres.

CORE COMPETENCY	ACTIONS/ACTIVITIES
Municipal competencies & focus areas that relate to children	

Infrastructure for children	<ul style="list-style-type: none"> • Provide access to sports, leisure, recreation, arts & culture. • Safe parks- inspects sites for safety • Authorization of plans – needs to consider children’s safety (roads, buildings, parks) • Provision of ramps for children • Develop a database and mapping of children’s facilities • Build houses • Municipal planning and budgeting from children’s rights perspective e.g. policies (Child’ rights) public hearings, consultative with service providers.
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21.4.2. Ward Committee System

During the preparation of the IDP document ward committees have been at the centre of public participation. In the past two years resources have been put into capacitating the ward committees to function effectively.

At this point the Municipality will also utilise the ward committees to be a crucial arm in the implementation of this Integrated Development Plan. Further to this the ward committees will also be utilised in the continuous

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report back on the progress made in the implementation of programs identified above.

CHAPTER 22

22. Projects funded by the District Municipality

WABERINIRASIROBENISIMEN UFUNGIJUDISIRUMUNICIPALITY				
PROJECT NAME	B.DGE 2009/10	B.DGE 2010/11	B.DGE 2011/12	TOTAL B.DGE
Vutshini Phase 1	-	-	1423000	1423000
Vutshini Phase 2	5757000	6000000	5243000	17000000
Mutshini Supply Area S&E	-	7726200	8000000	15726200
Mjurgae Phase 1E	1370330	-	-	1370330
Mjurgae Phase 1DM	3000000	7000000	1500000	11500000
Mjurgae Phase 1E	-	-	4666530	4666530
Middelrift Phase 2	7200000	8000000	8210000	23400000
Middelrift Phase 4	-	-	4402630	4402630
Middelrift Purification Plant	10000000	26800000	7443000	44283000
TOTAL WABERINIRASIROBENISIMEN	27327330	55526200	53728200	136583730

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**SANITATION RESOURCES
UFUNGILISRI MUNICIPALITY**

PROGRAM	B.DOE 2009/10	B.DOE 2010/11	B.DOE 2011/12	TOTAL B.DOE
VPSanitation	60000	60000	60000	180000
TOTAL VPSANITATION	60000	60000	60000	180000

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**LOCAL ECONOMIC DEVELOPMENT INVESTMENT
UTHUNGU LOCAL MUNICIPALITY**

PROJECT NAME	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12	TOTAL BUDGET
Nanda Forest Tourism Development	-	300 000	250 000	550 000
Quderi Forest Tourism Development	-	50 000	75 000	125 000
Community Farm Project	100 000	150 000	200 000	450 000
TOTAL WATER INFRASTRUCTURE INVESTMENT	100 000	500 000	550 000	1 150 000

**OTHER INFRASTRUCTURE INVESTMENT
UTHUNGU LOCAL MUNICIPALITY**

PROJECT NAME	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12	TOTAL BUDGET
Amakosi Center	150 000	-	-	150 000
Erosion Protection Nanda Bulk	-	550 000	65 000	1 150 000
TOTAL WATER INFRASTRUCTURE INVESTMENT	150 000	550 000	65 000	2 650 000

**TOTAL INFRASTRUCTURE INVESTMENT BY THE DISRICT
UTHUNGU LOCAL MUNICIPALITY**

	BUDGET 2009/10	BUDGET 2010/11	BUDGET 2011/12	TOTAL BUDGET
Water services	27 327 336	55 512 620	53 728 250	136 568 206
Sanitation	6 000 000	6 000 000	6 000 000	18 000 000
Local Economic Development	100 000	500 000	550 000	1 150 000
Other	150 000	550 000	65 000	2 650 000
TOTAL WATER INFRASTRUCTURE INVESTMENT	34 927 336	62 562 620	60 888 250	158 378 206

CHAPTER 23

23. Projects funded by sector departments

23.1. Department of Transport

PROJECT NAME	OUTPUT (km)	2009/10	2010/11	2011/12
Road P15/1	8	19,000,000		
Road P15/2	25,6	31,000,000		
Road P50/2 (IC)	13.5	16,000,000	16,000,000	
Road P50/2 (MC)	23	20,000,000	24,000,000	
Road P50/3	17.5			38,700,000

23.2. Department of Housing

The following program has been developed in line with the Municipality's approved Housing Plan and in consultation with the Department of Housing.

PROJECT NAME	2009/10		2010/11		2011/12	
	UNITS	BUDGET	UNITS	BUDGET	UNIT	BUDGET
Qhudeni Rural Housing	500	17,025,500				
Godide Rural Housing	500	17,025,500				
Nkungumathe Housing			500	17,025,500		
Vimbimbobo Housing			500	17,025,500		
Mangidini Housing					500	17,025,500
Magwaza Housing					500	17,025,500

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23.3. ESKOM Electrification Program

PROJECT NAME	NUMBER OF PLANNED CONNECTIONS				
	WARD	'2009/10	'2010/11	2011/12	UNCOMMITTED
Ebhugwini	2	1,058			
Mfongosi	9	1,339			
Ekhombe	10	1,363			
Nsuzi	3		1,237		
Mbizwe	5		2,216		
Ezibhembeni	1				208
Nxamalala #1	9				403
Nxamalala #201	14				1475
Phembela	1				1384
Entshiza	8				479
Ejokweni	8				1,025
Nhloshana	9				1,449
Manyane	12				1,214
Ntingwe	12				243

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Vuleka #2	10				1,390	Tulwane	13				1,161
Vuleka #1	11				435	Mtungwane	13				2,070
Mphathesitha	4				1,501	Ntolwane	14				955
Vumanhlamvu	11				1,243	Madlozi	8				114
Simanjalo	11				640						
Velangaye	6				299						
Senzela	6				574						
Emome	7				755						
Lindizwe	7				2,248						

CHAPTER 24

24. Projects funded by Non Governmental Organizations

CHAPTER 25

25. Projects funded by the Private Sector

The Business Retention Study has revealed an unprecedented appetite of the private sector to come and invest in the

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Municipality. A recently completed phase 1 of shopping complex (Mthiyane Shopping Complex) and the two that are currently in the pipeline are an example of such appet
Further to this there has been a vibrant development within the middle income housing component.

PART H: Financial Viability and Management

CHAPTER		PAGE
26	Financial Plan	
27	Auditor's Report	
28	Fraud Prevention Mechanisms	

CHAPTER 26

FINANCIAL PLAN

At the core of the Municipality's strategic positioning is the Municipality's 18 months Turnaround Strategy, aimed at repositioning the Municipality in effectively fulfilling its constitutional mandate.

It is a well-accepted fact that for any organization to succeed in its plans there must be money to finance such plans. The importance of this for Nkandla requires no over-emphasis, since the current financial position of the municipality can be described as that which is desperate. Logic would therefore dictate that the top priority of the municipality shall be to create a financially-viable organization.

The following shall have to be implemented to ensure the achievement or realization of such financial viability:

- Install and implement a financial management system that is effective & efficient.
- Introduce correct and reliable billing system.
- Introduce and implement a policy to take to task non-payment for services.

- Implement the Council resolution of performing the electricity function at the beginning of the 2009/10 financial year.
- Redo the valuation of all properties in town i.e. both residential and commercial and bill owners.
- Engage with non-paying government departments in terms of services rendered by the municipality and where necessary cut services when there is non-payment.
- Beef-up the Income section of the municipality to ensure increased revenue collection.
- Strict budget management and control enforced particularly on the votes that are highly over-spent

26.1 Revenue enhancement strategy

For the Municipality to be financially viable it needs to be able to raise its own revenue. The only means for local municipalities to raise revenue is through property rates. The Municipal Property Rates Act was put in place to regulate the raising of property rates by municipalities.

The Municipality has already taken a giant leap towards the implementation of the MPRA, Whereas the disadvantages of imposing these rates, particularly to the poor are noted, strategies were put in place for the education of councillors and community on the MPRA

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and it was agreed that a rational implementation must be put in place.

The implementation of MPRA goes hand in glove with prudent developmental initiatives, particularly amongst those establishments who will be subject to the proper y rates. This financial plan projects that the aforementioned MPRA implementation plan and development will result in the first Municipal Property Rates being levied for the first time in the outlying eas during the 2009/10 financial year going forward.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Property Rates	807,300	973,080	1,145,988	1,326,736	1,459,410	1,605,531	1,768,086

26.2 Revenue Protection Mechanisms

Despite the revenue enhancement measures the Municipality needs to put measures in place that would ensure that all the projected revenue is collected.

By implementing strict credit control measures the Municipality has been able over a period of time to reduce the total debtors' outstanding balance. This was mainly from outstanding amounts collected

from the government departments. The returning of the Electricity function back from the District will also bolster the credit control initiative of the council as it is a more effective tool.

During the financial year the Municipality will engage customers on concessionary approach that will look at writing off some long outstanding debts in exchange of ensuring serving of current billed amount. It is hoped that this will at least ensure that the projected revenue amount in terms of the budget is realised, hence budget adequately stabilised.

26.3 Alternative Capital Funding Mechanisms

One of the key fundamentals in ensuring developmental local government is to ensure that developmental infrastructure is in place for provision of services and to support Local Economic Development in the Municipality.

To maximise infrastructure investment beyond both the equitable share and MIG allocations, the Municipality will adopt a 'Rain Maker' approach to finding alternative sources of capital funding. This will be done by identifying programs/projects in the IDP and commission either

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internally or externally experts to source funding for such projects from different funders.

To ensure sustainability however clear guidelines for business plan development will be issued to ensure that proper consideration is given for the following;

- Implications of such projects/programs of future revenue,
- Implications on maintenance and
- Implications on operational budget

The projected revenue from the 'Rain Maker' approach for capital funding;

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Alternative Capital Grant	2,000,000	2,500,000	7,500,000	8,250,000	9,075,000	9,982,500

26.4 MEDIUM TERM REVENUE AND EXPENDITURE
FRAMEWORK 2009-2012

NKANDLA LOCAL MUNICIPALITY				
MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK				
REVENUE	Revised 2009/10	2009/10	2010/11	2011/12
Property Rates	65000	30000	38000	337000
Sales of Electricity		240000		
Rent Income	102304	10000	105400	111092
Refuse Income	-	10000	10540	11109
Interest on Current	73305	80000	84320	99689
Surplus Income	161373	92151	96928	101952
Grants	2187000	4537000	5218000	9994000
Provincial Grants	(23305)	252500	132137	128016
TOTAL REVENUE	2288677	4830151	5278188	10064922
EXPENDITURE				
Salaries, Wages & Allowances	808075	1756643	1844475	1933692
General Expenses	401216	1024796	1067487	1125134
Repairs & Maintenance	113891	116000	122288	128188
Contributions to Capital Outlay	-	1000	1054	11109
Contributions Funds and Reserves	150282	186243	1924100	6402461
TOTAL EXPENDITURE	1468464	4766882	4953441	9595985
NET DEFICIT/SURPLUS	814409	69231	319746	4678937
SALARIES AND WAGES AS A PERCENTAGE		37%	37%	20%

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27 AUDITORS REPORT ON THE 2007/08 FINANCIAL YEAR

The Municipality obtained a disclaimer of opinion during the 2007/08 audit.

The main problem that the Municipality has been facing year in and year out has been the staff turnover within the Budget and Treasury Office. This is made worse by the fact that there has been even a high turnover rate of even Chief Financial Officer. As an example for the past four years no single Chief Financial Officer has been able to serve up to the preparation and auditing of Annual Financial Statements.

Measures have been put in place however to turn this situation around. An Audit Report Recovery Plan has been developed and was submitted to the Audit Committee for approval. The Recovery plan outlines specific actions that would have to be taken to get rid of each and every query in the Audit Report. A new Chief Financial Officer has also been put in place who has contractually committed to at least see through the preparation of the Annual Financial Statements and finalisation of the audit thereto.

The copy of the recovery plan was attached and presented to council together with the Annual Report.

28. FRAUD PREVENTION MECHANISMS

With the help from the Department of Local Government and Traditional Affairs the Municipality developed the Fraud Prevention Strategy.

The strategy clearly outlines all the fraud prevention measures. It also outlines all measures that may be put in place to detect any fraud if allegations have been raised. More critically the strategy outlines mechanisms that may be used internally or by the community to report any suspected fraud incidents. These mechanisms include measures to protect whistle blowers in terms of the relevant legislation.

PART I: ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM

CHAPTER		PAGE
30	Performance Management System Framework	
31	Performance Management System Model	

CHAPTER 29

28 PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

28.1 OBJECTIVES OF ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT

The objectives of performance management are to:

- To account enable the municipality to account to the community it serves.
- To ensure that both the municipality as an organization & the community has a uniform understanding of the expected performance standards;
- To promote transparency & dissemination of information,
- To develop & maintain qualitative service delivery standards;
- To allow for an early detection of poor/no performance within each of the key performance areas of local government;
- Establish a performance culture in the Local Government;
- Make it clear to each employee what is expected of him/her;
- Promote contact and interaction about performance between employees and their supervisors;
- Identify and manage employees training needs and meet training needs where possible;
- Evaluate performance fairly and objectively;

- To ensure a continuous cycle of planning, coaching and feedback;
and
- To enhance responsibility of supervisor/ manager for performance.
- To enhance and ensure speedy service delivery as a core function of local government.

28.2 PRINCIPLES OF BOTH ORGANIZATIONAL & INDIVIDUAL PERFORMANCE

28.2.1 Fairness, Objectivity & Transparency

The new system requires joint discussion of work plans and encourages discussions between the organization, the community, the accounting officer & council & the employee and supervisor.

28.2.2 Result orientated

It emphasizes quality of output rather than compliance with rules and links financial rewards to performance. Reward is not only monetary as the focus is on training and development.

29.2.3 Active Participation of Supervisor and Employee

At the start of the new reporting year or job, every employee will develop a job description, which forms the basis for a Performance Agreement.

The job description has a set of performance objectives and standards mutually agreed upon by the supervisor and official and serves to clarify roles and expectations.

29.2.4 Employee Development

The system will help to identify strengths and

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weaknesses of the employee in terms of the skills and competencies required to meet mutually agreed upon performance objectives. Appropriate interventions will be put in place to facilitate the training and capacitation of the employee in order to improve the quality of performance.

29.2.5 Communication

The aim, purpose and process of the Personnel Performance Management System will be communicated in a simple and understandable language to ensure that employees understand its value as a tool for personal empowerment and the transformation of the Nkandla Local Municipality into an effective and efficient delivery mechanism.

29.2.6 Motivation

Through reward, recognition and acknowledgment of individual as well as team performance.

29.2.7 Training

Ongoing workshops and other hands on training will be necessary to ensure that the supervisors are empowered to conduct a fair performance evaluation.

29.3. ROLES OF THE PARTIES TO PERFORMANCE MANAGEMENT

Aim: Each Participant Must Have A Clear Understanding Of The Roles Of The Relevant Parties, Which Are As Follow :

- A. THE MUNICIPAL MANAGER
To ensure that management of performance is in line with the legislative dictates, and to ensure that performance assessments are undertaken, reports drafted and submitted to the PMS Audit Committee as per required time-frames i.e. Quarterly
- B. THE PMS MANAGER
To design pilot and conduct training on a PMS system as well to compile Quarterly Organisational PMS reports based on the Departmental Performance Reports and the assessment by the Municipal Manager incorporating comments from the HR Manager and to indicate progress on realising Municipal Objectives.
- C. THE HUMAN RESOURCE MANAGER
To ensure the implementation of an Individual Performance Management System and to align the PMS to the HR procedures such as the Work Skills Plan and to develop Performance Agreements.
- D. THE DIRECTORS/HEADS OF DEPARTMENTS/UNITS
To compile the Departmental Performance Reports, Assess Performance, recommend mechanisms for improving performance such as suitable training to the HR department for specific sub-ordinates.
- E. SUPERVISORS
To provide employees with performance feedback. To

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utilise a designated instrument to, complete quarterly and annual performance assessment for an employee within a designated assessment period.

undertaken at the correct levels and that the Organizational Performance rate is indicated or can be clearly traced and that there is clear evidence that the desired deliverables have been attained.

F. EMPLOYEES

To take full responsibility of their careers and to commit themselves to personal development for purposes of advancement and growth and to draft quarterly reports on Performance as per their individual work-plans.

G. THE INTERNAL AUDITOR

To verify the correctness of the information submitted in a form of the Organizational Report by the PMS Manager before it is submitted to the Municipal Manager and the Audit Committee.

H. THE AUDIT COMMITTEE

At the beginning of the assessment cycle, to ensure that there is equity and consistency in the application of the Performance Management System the Municipal Manager must appoint the PMS Audit Committee. The PMS Audit Committee will give reasons in writing if the assessment is changed and such will be submitted to the Municipal Manager. This may affect the % (assessment rating) agreed to between the supervisor and the employee, as well as the monetary reward, and will be submitted to the Council for final approval. The Audit Committee shall also ensure that reporting is

CHAPTER 30

30. MS MODEL

The municipal adopted a Spread-Sheet PMS Model because of capacity and the fact that PMS is still at its infancy. So far the PMS system itself has been cascaded up until superior level. One on one assessments are undertaken bi-quarterly, however reporting on progress with the targets on the PMS is undertaken quarterly and section 57 employees are assessed quarterly by the Municipal Manager. The following are indicators that have been set through the ward committee meetings as a representative of the communities as well through the IDP Steering Committee meetings

IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY							
ID 1	To ensure the provision, upgrading and maintenance of infrastructure Services to dress backlogs	<ul style="list-style-type: none"> Inclusion in a Business Plan for development of Municipal Infrastructure Development Plan 	Dec 09		1	No target	
		<ul style="list-style-type: none"> Bus Plans for MIG developed 	Dec 09		5	Target met	
		<ul style="list-style-type: none"> Implementation of Amatshezimpisi Project 	Jun 10		100%	No a target	
		<ul style="list-style-type: none"> Implementation of Ngono Access Road 	Jun 10		100%	No a target	
		<ul style="list-style-type: none"> Implementation of extension to SMME Park 	Jun 10		100%	Target met	
		<ul style="list-style-type: none"> Business Plan for development of Integrated Waste Management Plan 	Jun 10		100%	No Target	
		<ul style="list-style-type: none"> Percentage spending on maintenance budget 	Jun 10		100%	Target met	
ID 2	To ensure coordinated service delivery from all service	<ul style="list-style-type: none"> Roles and responsibilities of all service providers 	Mar 10			Included in the IDP	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
	providers	reflected on the IDP					
		<ul style="list-style-type: none"> • Sector Plans reviewed 	Mar 10		5	Target met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
SOCIO ECONOMIC DEVELOPMENT							
SD 1	To ensure provision of sustainable, affordable and suitable located housing development	<ul style="list-style-type: none"> Municipal Housing Sector Plan Reviewed 	Mar 10			Target met	
SD 2	To cater for the economic and social development needs of youth, women, the disabled and the aged members of community	<ul style="list-style-type: none"> % of companies owned by disabled persons and women benefiting from bid processes 	Jun10	At least 10% of women or disabled ownership	20%	Target not met	
		<ul style="list-style-type: none"> Submission of the Employment Equity Plan to the Department of Labour 	Apr 10		1	Target met	
SD 3	To facilitate economic growth and development within the	<ul style="list-style-type: none"> Local Economic Development Plan reviewed 	Mar 10		1	Target met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
	municipal area	<ul style="list-style-type: none"> Level of completion of LED Projects 	May 10		100%	Target met	
		<ul style="list-style-type: none"> Bus Plan and funding for the Urban Renewal Plan for Nkandla town 	Jun 10		1	No target	
SD 4	To market the Municipality to attract investment	<ul style="list-style-type: none"> Inclusion of the Municipal Marketing and Communication Strategy in the IDP 	Jun 10	Draft Strategy	1	Target met	
SD 5	To facilitate economic growth and development within the municipal area	<ul style="list-style-type: none"> Business Plan and funding of Municipal Tourism Plan 	Mar 09		1	No target	
SD 6	To promote SMME development in the municipality	<ul style="list-style-type: none"> % of companies owned by local persons benefiting from the municipality's bid processes 	Jun 10	At least 10% ownership by local people	20%	Target met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
		<ul style="list-style-type: none"> Informal trading policy 	Jun 10		1	No target	
		<ul style="list-style-type: none"> Business plan and funding for Business Skills development Plan 	Jun 10		1	No target	
SD 7	To create a safe and secure environment for all residents and visitors in the Municipality	<ul style="list-style-type: none"> Inclusion in the IDP of the Business Plan for Crime Prevention 	Jun 10		1	Target met	
SD 8	To ensure provision of sustainable community facilities	<ul style="list-style-type: none"> Inclusion in IDP of Municipal Community Facilities Plan 	Jun 09		1	Target met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT							
FM 1	Improve debt management processes	• Debt collection rate	Jun 10		70% of billed revenue	Target not met	
		• Indigent support policy	Jun 10				
FM 2	Ensure that financial resources are efficiently and effectively allocated	• Alignment of operational with capital budget	Jun 10		1	Target met	
		• Review of financial plan	Jun 10		1	Target not met	
		• Number of budget meetings with HOD's	Jun 10		2	Target met	
		• Service Delivery and Budget Implementation Plan	Jul 09		1	Target met	
		• Number of Quarterly reports to council on SCM implementation	Jun 10		4	Target not met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
FM 3	To enhance the Municipality's revenue base	• % completion of updated Supplementary Municipal Valuation Roll	Jun 10		100%	Target met	
		• Property rates policy reviewed	Jun 09	Adopted by council		Target met	
FM 4	Ensure sound financial management practices ITO the MFMA and enhance the institutional capacity for municipal spend	• % over-expenditure	Monthly		0%	Target met	
		• % under-expenditure	Monthly		10%	Target not met	
		• Submission of the 2007/08 AFS	Aug 09		1	Target met	
		• No of monthly reports to council, PT and NT	Monthly		12	Target not met	
		• Auditor's report on the 2008/09 AFS	Nov 08	Unqualified opinion	1	Target not met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
DEMOCRACY AND GOVERNANCE							
DG 1	To ensure that Integrated Development Planning occurs within the Municipality	<ul style="list-style-type: none"> Annual IDP review approved 	Jun 10		1	Target met	
DG 2	To ensure appropriate and effective use of land through spatial planning initiatives and the implementation of outcomes thereof	<ul style="list-style-type: none"> Spatial Development Framework review report 	Jun 10	Review	1	Target met	
		<ul style="list-style-type: none"> Draft Municipal Nodal Plan 	Mar 10	Draft	1	Target met	
DG 3	To facilitate community involvement in all aspects of local governance	<ul style="list-style-type: none"> Number of ward committees involved in IDP process 	Jun 10		All	Target met	
		<ul style="list-style-type: none"> Number of IDP road shows 	Jun 10		2	Target met	
		<ul style="list-style-type: none"> 2007-09 Annual report submitted to council 	Mar 10		1	Target not met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
DG 4	Improve coherent functioning of key structures of the council	• Number of meetings by Portfolio Committees	Jun 10		4	Target met	More than 2 held
		• Number of MANCO meetings	Jun 10		4	Target met	More than 4 held
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT							
OD 1	To improve the productivity of staff and councilors	• Identify staff and councilor training needs	May 10		1	Skills audit conducted	
		• Skills Development Plan	May 10		1	Target met	
		• % Staff complement trained during the year	Jun 10		25%	Target met	
OD 2	Ensure that the organizational structure is aligned to the IDP and promotes efficient service delivery	• % of budgeted posts filled	Jun 10		90%	Target not met	

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IDP RefNo	Key Performance Objective	Key Performance Indicator	Target			Actual Performance 2008/09	Actual Performance 2009/10
			Time frame	Quality	Quantity		
OD 3	To maintain effective communication between internal staff and councilors	<ul style="list-style-type: none"> Internal communication strategy 	Jun 10		1	No target	
OD 4	Cultivate the culture of performance throughout the organization	<ul style="list-style-type: none"> Quarterly PMS reviews 	Within 30 days		4	Target not met	
		<ul style="list-style-type: none"> PAC meetings 			2	No target	
OD 5	To improve and maintain an efficient and effective Municipal Records System	<ul style="list-style-type: none"> Status of Municipal Records 	Jun 10	Records updated		Target not met	
OD 6	Ensure cohesion in the policy development of the Municipality and alignment of administrative and political priorities of council	<ul style="list-style-type: none"> PMS Policy framework 	Jun 10		1	No target	

CONCLUSION

Men are haunted by the vastness of eternity.
And so we ask ourselves,
Will our actions echo across centuries?
Will strangers hear our names long after we have gone?
And wonder who we were,
How bravely we fought,
How fiercely we laughed, extract from movie, Troy

The above is a passage that every single person asks him or herself but few reach the above mentioned greatness. But many organisations and places have reached such greatness despite having any significant celebrated heroes and heroines. The council has adopted this IDP with a strong hope that long after they are gone, the development and progress that will flow from it will be unprecedented. It is hoped that all those who have a genuine wish to put the community of Nkandla to the next level will read from this document with hope and zeal to implement all the documented plans, frameworks and aspirations.

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